How to deal with the short-blanket syndrome while prioritizing the roadmap

And not feeling so cold

hj chat hjbot **My monitor h**i command **h**j mail hj faq reports hyreports **h**j voice **N**japi hjapi hisocial hi ticket



Mauricio Navarrete

Graduated from Computer Science at University of **São Paulo**

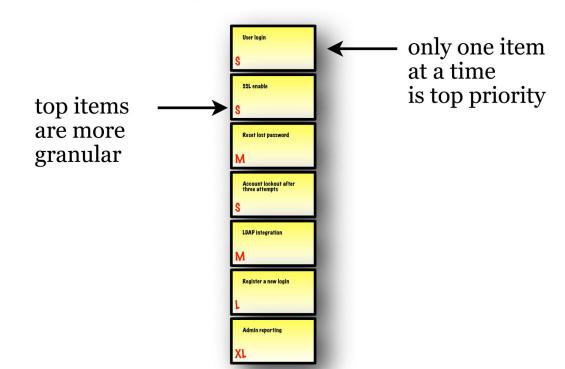
20 year-experience with Software Development, worked as a Developer, System Analyst. Currently working as a Scrum Master and Agile Coach.

Sometimes I help the POs

Married

I love travelling





Some context

Mature company, not a startup

Existing customers and products that need to be constantly maintained

Necessity to develop new products

Obsolete technology for part of the legacy

Important to **control operational costs** and keep good financial margins

Manifesto for Agile Software Development

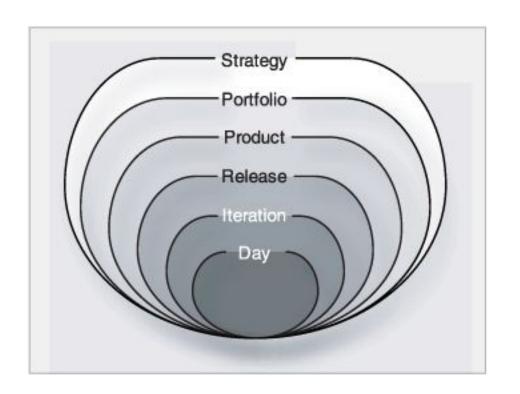
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Responding to change over following a plan





Cohn, Mike. Agile Estimating and Planning



DT MAIL

DT CHAT

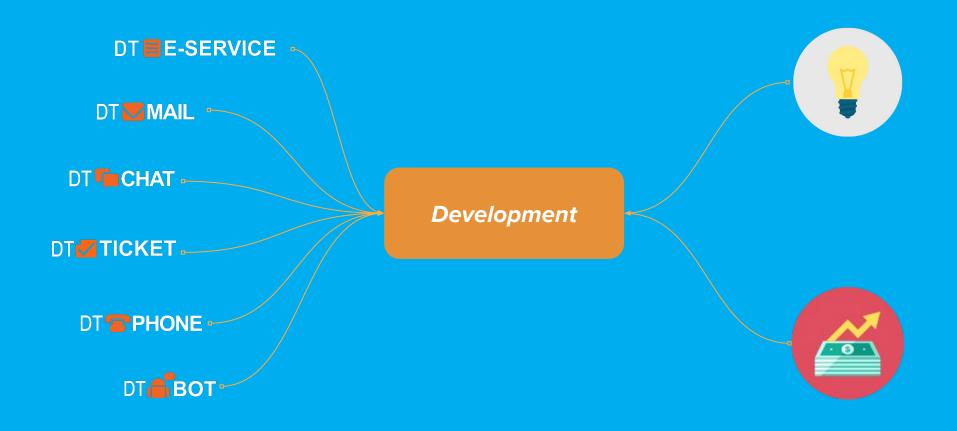
DT TICKET

DT PHONE

DT#BOT







1st q	uarter		2nd	quarter		3rd	quarter		4th	quarter	
Front	Percent	Points	Front	Percent	Points	Front	Percent	Points	Front	Percent	Points
Bugs	15%	95	Bugs	15%	95	Bugs	15%	95	Bugs	15%	95
Stability	5%	32	Stability	5%	32	Stability	5%	32	Stability	5%	32
Incremental Evolution	20%	126	Incremental Evolution	30%	189	Incremental Evolution	30%	189	Incremental Evolution	22%	139
Operations: Implementation Process	15%	95	Operations: Implantação e Pós	15%	95	Operations	5%	32	Operations	5%	32
New Products: Integration with Facebook Messenger	15%	95	New Products: DTTicket	30%	189	New Products: DTTicket	15%	95	New Products: BI / Know Base / Template (to be definied)	20%	126
New Products: Inteligent Faq	15%	95									
Deploy	5%	32	Deploy	5%	32	Deploy	15%	95	Deploy	13%	82
Tech Debts: Solving Dependencies	10%	63	Tech Debts	0%	0	Tech Debts: Remove DTMail attachment files from Database	15%	95	Tech Debts: Tenant Microservice	20%	126
Total	100%	630		100%	630		100%	630		100%	630

STEP FIRST

Fronts	Story Points
Bugs	
Stability	
Technical Debt	
Incremental Evolution	
New Products	
Operations	
Deploy	
Innovation	



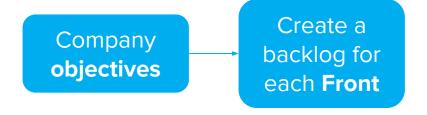




Company objectives

XAMP

- Decrease churn
- Increase **product use**
- Improve NPS
- Focus on ecommerce companies
- Start to sell in Latin America



Making deliveries more concrete

Backlog Item	Budget	Benefits/Values	Order
List all epics/themes	Some kind of size measure: story points, number of sprints, months, years	More tangible as possible: new sales, money saved. Or benefits like: increases velocity, reduces time lost and so on	If we did one at a time, in which order would we develop?

Making deliveries more concrete

Backlog Item	Beautiful Name	Cost	Benefits / Values	Cost (Points)	Order
Dependencies among projects / organization of solutions and repositories		1 sprint	Lower development cost, make continuous deploy easier. Decreases bugs related to dependencies	50	1
Data/File	Attachments	3 sprints	- Removes DTMail attachments from the database - Decreases infrastructure cost at AWS in U\$ 2.000 / month - Removes part of long requests do transational databases - Pre-condition for History, new GetContacts, E-mail Search - Positive impact on DB performance	102	2
HealthCheck for endpoints		1 sprint	More agility to diagnise and solve problems	34	3
Tenant	Tenant	3 a 4 sprints	SecurityAbstracts Platform conceptUnique URL for system accessBenefits application cluster	119	4
Service Locator cache, using service locator client		20 points to correct async + 8 for implementing in some projects	Cache for access to service locator. Lowers requisitions to servers, scalability gains, better response time for the main operations	28	5

Front	Points
Bugs	X
Stability	Υ
Technical Debt	Z
Incremental Evolution	W
New Products	K
Operations	XX
Deploy	YZ
Innovation	WX
Total	7.000

Capacity: 2.400 to 2.800 points a year

2 to 3 years to develop everything that was **estimated**

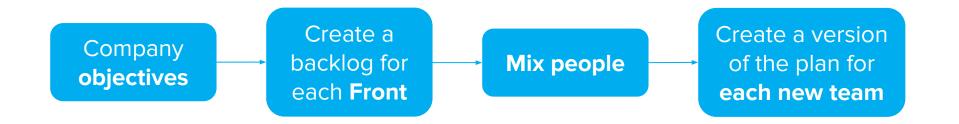
RNATIVE

Prioritize, based on business goals

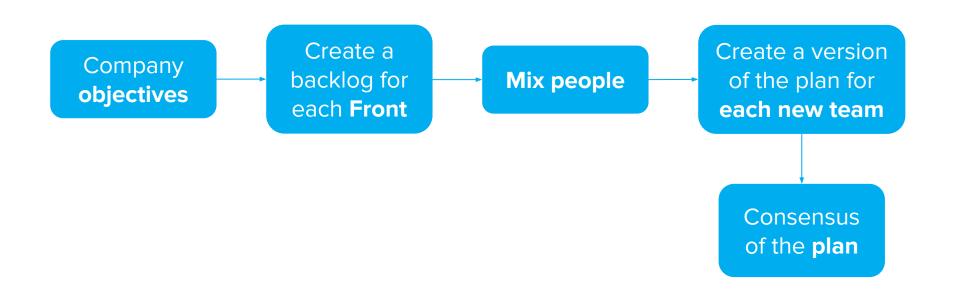
Hire more people and grow your capacity

Check if there are **smarter** ways of developing at a **lower cost** (less history points)

That's why it's so important to **involve** more people



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Fronts	History Points	%
Bugs	20	10%
Stability	10	5%
Technical Debt	30	15%
Incremental Evolution	60	30%
New Products	30	15%
Operations	20	10%
Deploy	10	5%
Innovation	20	10%

Bugs	1st c	luarter		2nd	quarter		3rd	quarter		4th	quarter	
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Technical Backlog

Backlog Item	Beautiful Name	Cost	Benefits / Values	Cost (Points)	Order
Dependencies among projects / organization of solutions and repositories		1 sprint	Lower development cost, make continuous deploy easier. Decreases bugs related to dependencies	50	1
Data/File	Attachments	3 sprints	- Removes DTMail attachments from the database - Decreases infrastructure cost at AWS in U\$ 2.000 / month - Removes part of long requests do transational databases - Pre-condition for History, new GetContacts, E-mail Search - Positive impact on DB performance	102	2
Tenant	Tenant	3 a 4 sprints	- Security - Abstracts Platform concept - Unique URL for system access - Benefits application cluster	119	3
HealthCheck for endpoints		1 sprint	More agility to diagnise and solve problems	34	4
Service Locator cache, using service locator client		20 points to correct async + 8 for implementing in some projects	Cache for access to service locator. Lowers requisitions to servers, scalability gains, better response time for the main opetarions	28	5

Files User Stories

Order	User Story	Cost (Points)
1	Export attachments to S3	5
2	GET /file/{file-id} Operation	3
3	GET /file/{file-id}/content Operation	5
4	DELETE /file/{file-id} Operation	3
5	POST /file Operation	8
6	Implement clients for the operations	5
7	Last adjustments for S3 exporter	5
8	Change email parser to use Files	20
9	Change Admin to use Files	13
10	Change operations used for Agent Module	8
11	Change Especialist to use Files	13
12	Change History to use Files	13
13	Monitoring Production	20

Important

Tracking the execution

Revision and plan update

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End thank you! obrigado!