

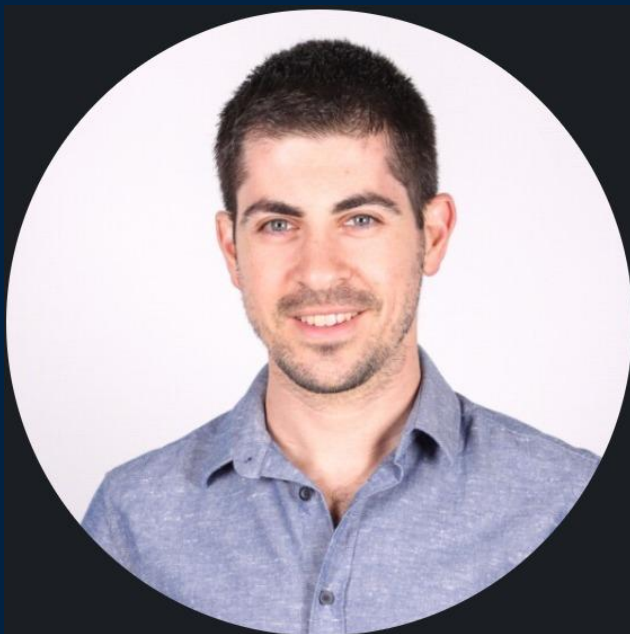
Under the hood of a current change process in a SaaS startup

[primis]

A view to primis
change Journey

AgileSparks
Challenging your comfort zone

View from the Agile
Coach's
perspective



Primis.tech VP R&D



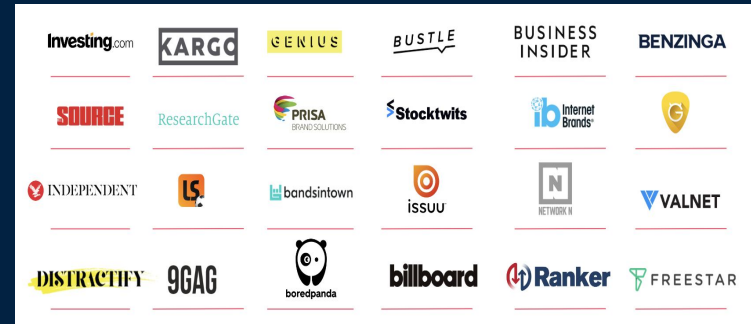
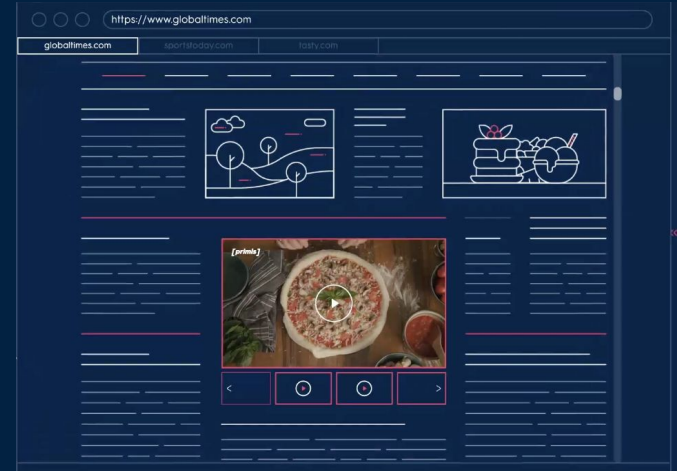
AgileSparks Lead Coach



[primis] (<https://primis.tech>)

- Cutting-edge Video Technology & Platform
 - Video Monetization
 - Contextual solutions
 - Data-driven Optimizations
- Part of McCann / IPG and the Ad Tech Industry
- Innovative Partnerships -
 - Google
 - Amazon
 - TTD

who
we
are



[primis]

AgileSparks

- Established in 2008
- More than 15 coaches
- Worked with more than 500 Companies
- Agile Training Coaching and Workshops
- Scaled Agile Implementations
- Tools and Metrics



who
we
are



How did it all start?

A year back in time....

- Struggling to deliver on time, ETA?!
- Lots of quality issues in production
- Poor communication between business & development
- No visible roadmap
- Lack of processes in Development group
- Lots of feature requests, everything is URGENT



[primis]

How it all started

A year back in time....

- A phone call to Agilesparks - **we need assistance with Jira Document**
- They don't believe they can deliver on time
- They have lots of issues
- Jira is the least of their problems....



AgileSparks
Challenging your comfort zone

“Push backs”

- No Sense of urgency to change
- Change Blockers
- Delivery ownership
- Culture (separated groups, communication)
- Uncertainty & stress



[primis]

How should we start?

- We want it all to change tomorrow morning!
- Best in class
- We can't afford to slow down anything
- We don't have the time to change because we have production issues right now
- The senior management is not part of this change
- How can we even start?

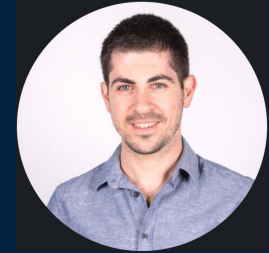


AgileSparks
Challenging your comfort zone

R&D Goals

- Started Setting R&D Goals
- Prioritize
- Multiple revisions

Revisions 3	What will be considered as a success	3 Months Goal
Be able to identify issues fast and be able to solve the issues fast	Identify bugs before getting into production, raise flags during and after development, update the relevant stake holders at the same day, map the scenario and actions required	Manual safety net tests - basic tests pack that will be able to detect major bugs before going to production
Be able to generate constant pace deliverables	stories upload to production by end of sprint, epics end by XX days	Achieve 80% success from the overall US sprint commitment
All team members, Developers, testers, product, should own the responsibility on quality	FEATURE CYCLE TIME Pre&Post prod amount of bugs	Reduce bugs count: 20% improvements Pre-Prod bugs reduction Post Prod bugs reduction
Fully understand the product life cycle, and fully understand the commercial customer usage life-cycle	Amount of questions asked by the team members about details & why	Ask the Team members do you understand the business values
Be able to scale in man count effectively		
<u>focus on 2 tracks: Prod' Services, new feature</u> What format and content goes into: Jira, Slack meetings, Manage dependencies between teams E2E Ownership		conduct a survey



[primis]

Pains Mapping Session

Good stuff

- Great people
- Good spirit
- Flexibility
- Good communication

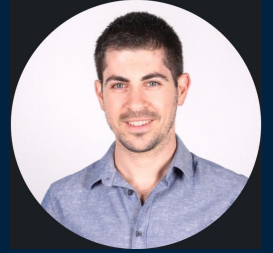
To Improve

- Delivery and quality
- Ownership issues
- No belief in delivery
- Estimates
- Waste
- Poor communication
- Minimal planning
- No documentation



AgileSparks
Challenging your comfort zone

Final R&D Goals



[primis]



Delivery



Quality



Culture

Goals Setting Process



AgileSparks
Challenging your comfort zone

- **Mindset change for leaders** - learning, training, practicing
- **Less is more** - Focus only on 3 goals
- **Focus on Impact and outcome** - not the action or intent
- **Start with the end in mind: What will be considered a success:**

- 3 month goal



3 Months Goal
Manual safety net tests - basic tests pack that will be able to detect major bugs before going to production

- 6 month goal



6 months Goals (March 2024)
UT: Most of the US implemented with UT embedded
Regression: Stable 4*10
regression automation
Stretch goal: 40*4

- **And we still had one big issue !**

No Management buy-in !



AgileSparks
Challenging your comfort zone

Growing Pains

- Business is defining the “How”
- No measurements & Visibility
- ETA & Production issues

-> Management NEEDS to get involved!



[primis]

Management buy-in steps

- Map the current issues: R&D, business, processes
- Management stakeholders trust issues
- R&R - causing lots of confusion
- Need to build Delivery processes and ownership

- **We have goals, we need to build a plan we believe in:**
 - Agile concepts
 - Visibility
 - Goals
 - Measurements



AgileSparks
Challenging your comfort zone

The Plan

- Engage the senior managers in discussions
- **Focus on goals the CEO would align with**
 - Visibility & Measurements
 - A wider problem
- Believe in yourself



[primis]

The Plan (AgileSparks Experience)

- Start with the end in mind - Show AgileSparks real life case studies!
- Explain we are in a CHANGE PROCESS
- Sometimes requires people leaving
- **Set expectations: Slow down at the start, speeding up later**
- What may possibly go wrong - it is not a perfect plan
- Continuous Experimenting & Learning - No blame games



AgileSparks
Challenging your comfort zone

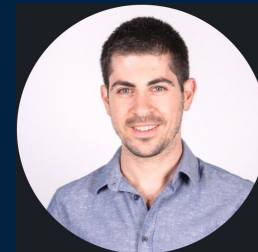
R&D main changes

- R&D Structure (scrum teams/ E2E Teams/ Flat/ QA & Product)
- Agile ceremonies adaptation
- Testing & Quality - Quality mindset, Automation push
- Measurements
- Management buy-in & Business involvement
- Ideation to delivery process - long term strategy & quarterly roadmap

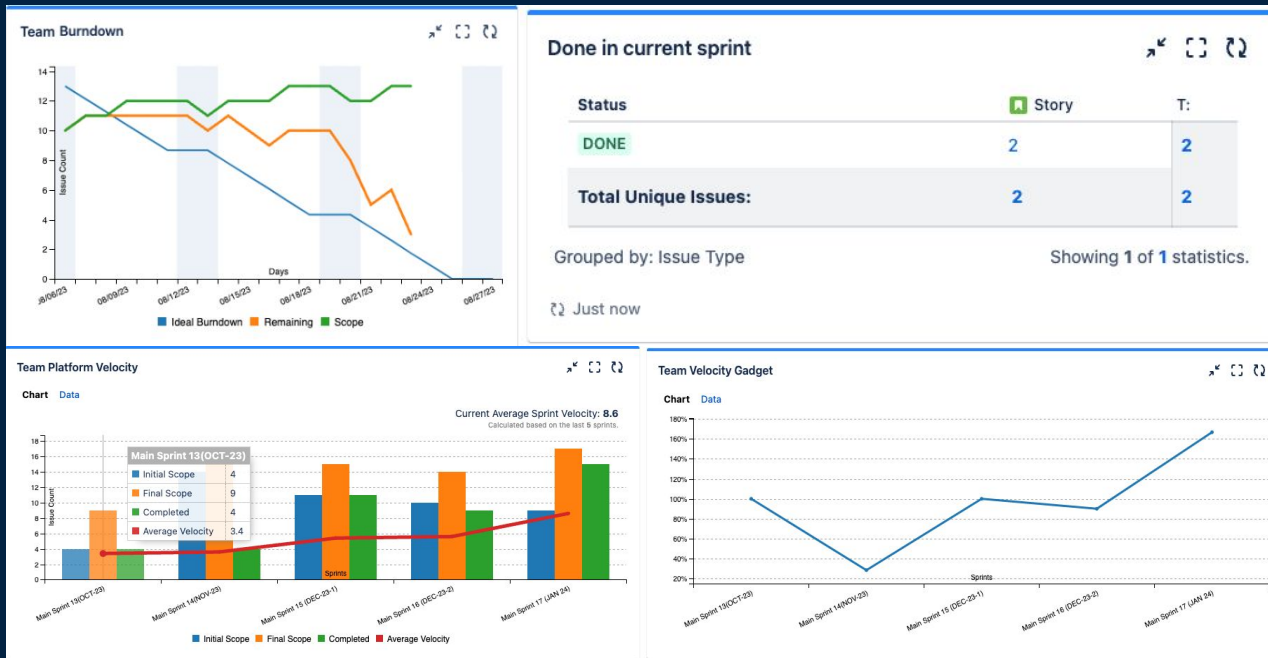


[primis]

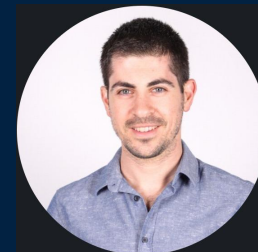
Team Dedicated Dashboard



[primis]



Today's progress



[primis]

Product	Assignment	Status	Product Owner	Business Owner
Content	Content Upload Minimize - Part II+III (supporting of 25m for 220 channels and rate of 60 videos/minute). no YT included, playlists of newest first	Done	Amir	Lotem
Monetization	TTD RTB direct interface (Q4-23)	Done	Tony	Maayan (Stav)
Monetization	GDPR Logic & Reporting fix	R&D	Eyal (Tony)	Lotem
Monetization	TTD Extras: S3 Bucket & Identity	Done	Tony	Maayan (Stav)
Monetization	Adx S2S (PAL) (Q4-23)	Rollout	Tony	Maayan (Niv)
Monetization	Google migration (plcmt)	Done	Tony	Maayan (Niv)
Monetization	oRTB for Publishers (Ad Server)	R&D	Tony	Maayan (Ron)
Monetization	Keuzz, Rise oRTB integration for AdServer	Rollout	Tony	Ron
Monetization	Support video/Url Keywords/Category to bidstream, title, duration, description, content-id	R&D	Tony	Slava
Monetization	TTD 5-SSPs - Canceled	Canceled	Eyal	-
Platform	Alerts (Q4-23)	Done	Amir	Lotem
Platform	Reports :Set new default data types (Q4-23)	Done	Guy	Lotem
Platform	Slider - MVP	Done	Guy	Lotem
Platform	Slider - Floors	Done	Guy	Lotem
Platform	Slider - Wizard	R&D	Guy	Lotem
Platform	Pub control - short term	Pending	Guy	Toar
Platform	Remove SDK support	R&D	Guy	Lotem
Player	Slider Support	Done	Udi	Lotem
Player	CoreWebVitals- INP	Done	Udi	Lotem
Player	CMP lazy load	Done	Rotem	Lotem
Player	C2P Player -Relevant metrics such as Click, CTR, RPC -Video.Schema SEO	Product	Rotem	Lotem

[primis]

What is still in progress

- Great recruitment
- Slow automation adoption
- Unique knowledge persons



[primis]

An R&D manager Takeaways

- Consult & get feedback from experts
- Management buy in - as soon as possible
- Invest in your Team with extra focus on managers
- Clear and measurable goals & Metrics
- Culture



[primis]

An Agile Coach Takeaways

- Management buy-in is not optional - **Make sure they are aligned**
- Change is a long journey - **make sure you don't burn out**
- Everything is changing - **make sure to spend time learning**
- Change it - **The right people in the right seats**
- Manage the change - **Make sure you have a weekly change process (Steering, Retrospective)**
- Measure - **Align the tools to adopt the change**



AgileSparks
Challenging your comfort zone

Thank you!

Questions time