Agile Portfolio Management

Crossing the Chasm Between Agile Teams and Executive Management
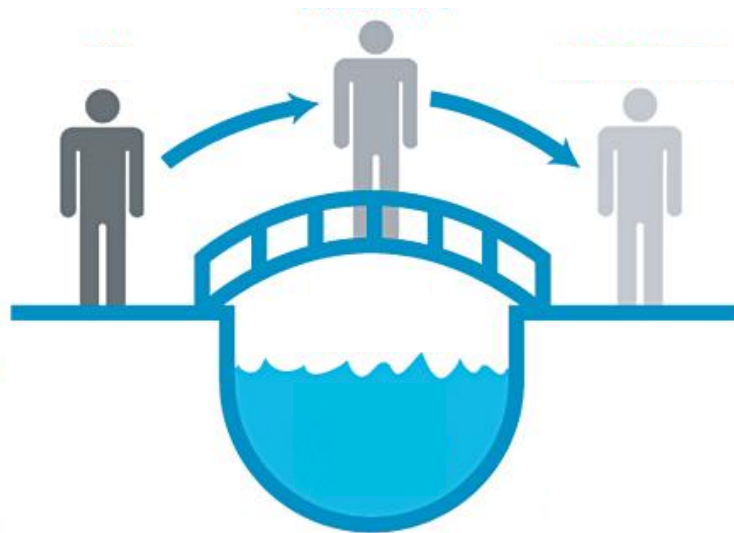
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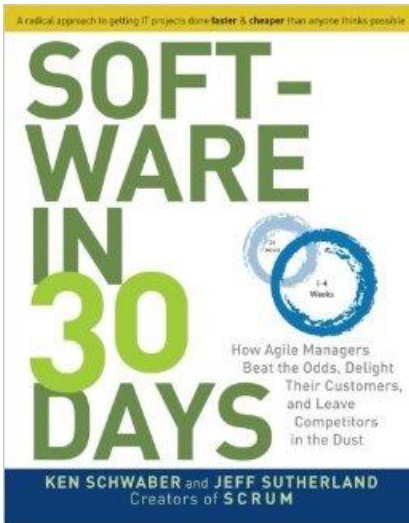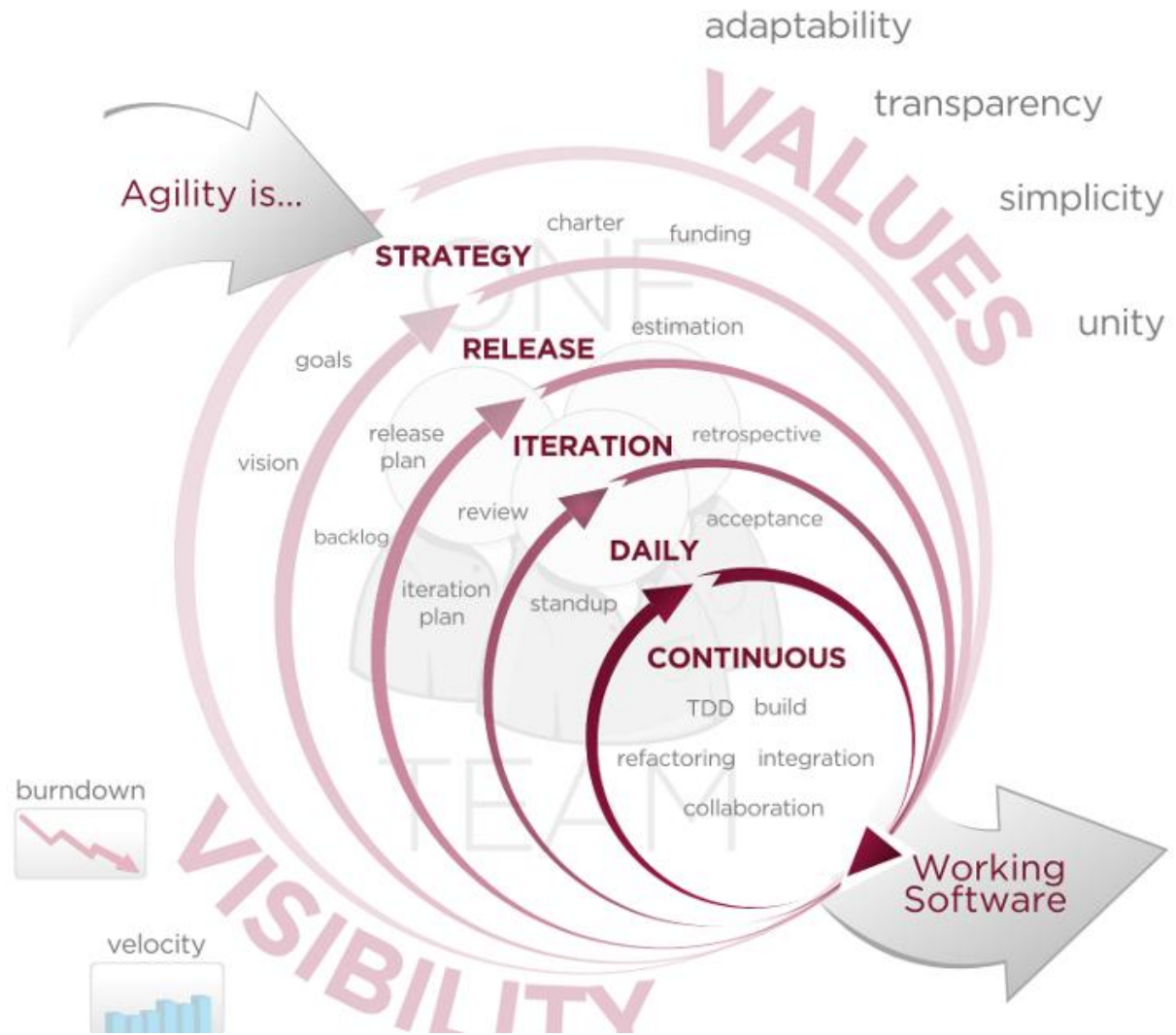
Understanding The Gap

EXECUTIVES
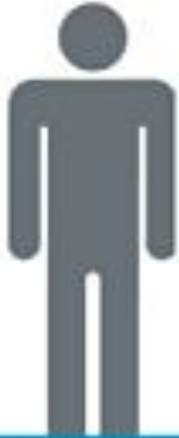
AGILE TEAMS

Costs
Efficiencies
Timelines
High level requirements

"What To Do"
6-12 month horizon
Meeting Business Needs

Faster delivery
Lowering costs
Increasing quality

Sprints
Story points
Velocity
MVP releases

"How To Do It"
Sprint Increments
Responding Quickly

Agile Portfolio Management

EXECUTIVES

AGILE TEAMS

Align organization
Sustain pace of delivery
Preserve autonomy
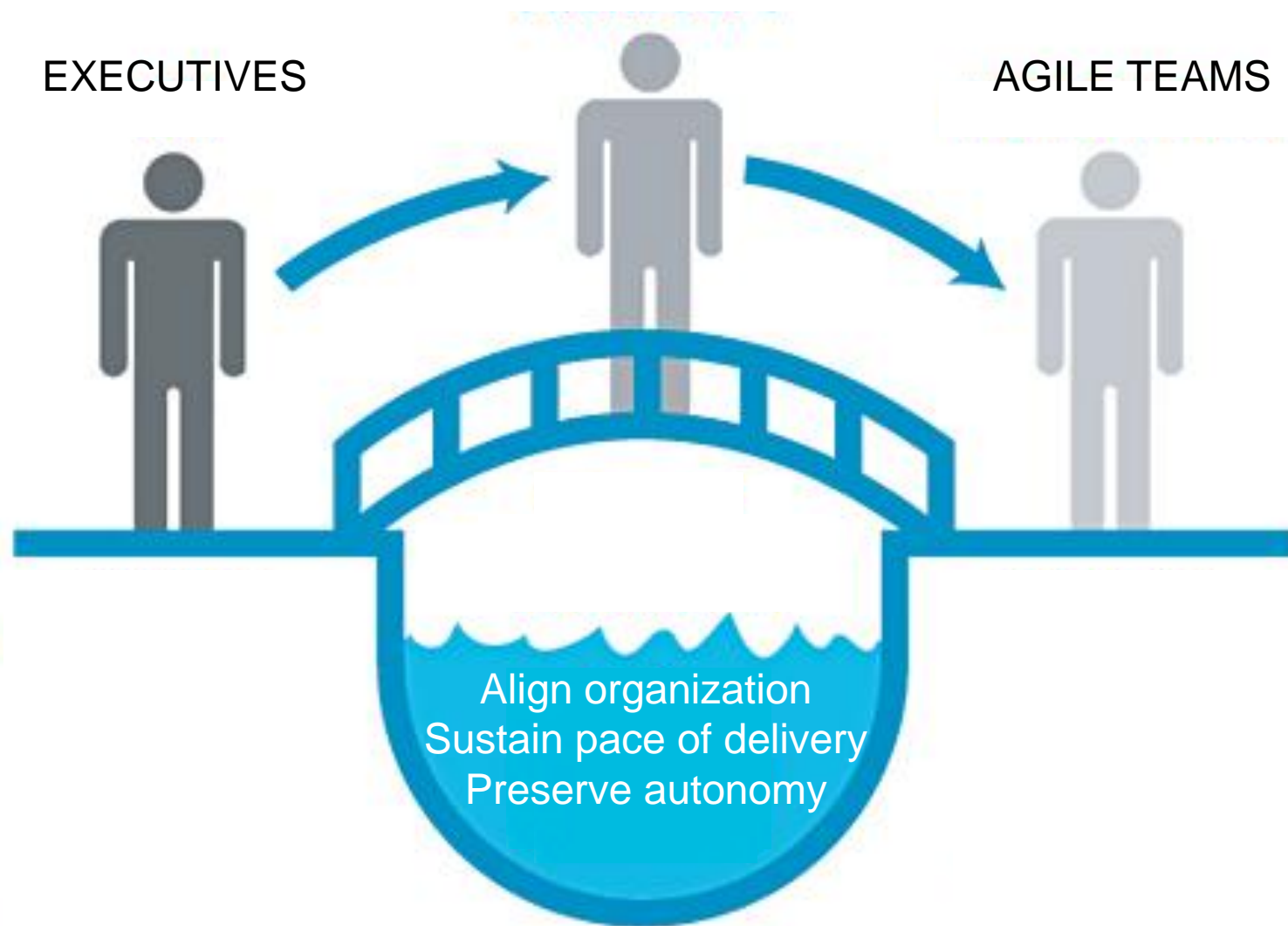
Case Study - Synacor

The trusted technology, services and revenue partner…

For video, Internet and communications providers, and device manufac...
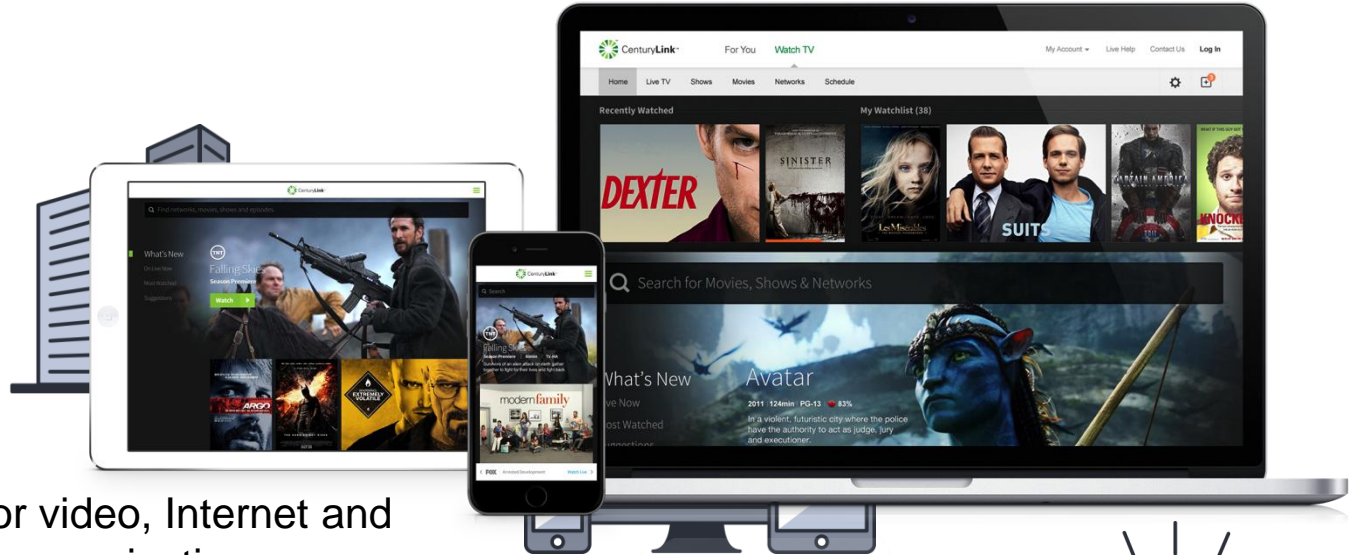
...dern, ...xperiences, ...d next-gen ...eir

That require scale, actionable data and sophisticated implementation.

- Actions
  - Track priorities of ALL projects
  - Use in-take process to filter work

- Benefits
  - Everybody aligned
  - Focuses resources on right projects
  - Prevents rogue work from getting to teams

Alignment at Synacor

PID	Project	Workflow Stage	Submitted	Last Updated	Project Owner	Project Manager	Customer	Class of Work	Value Type	Contractually Obligated	SynaScore	First Year Value	First Year Cost	3 Year Value	3 Year Cost
PRJ-48	Toshiba Gen4	Update Intake Form - Engage Phase	11/17/2014	11/17/2014	Amanda Mikels	Joseph Pitzonka	Toshiba	Start Project	Revenue Retention	No, Synacor does not yet have a signed contractual obligation	102.0	$13,000,000.00	$0.00	$40,000,000.00	$0.00
PRJ-12	Autoplay Video Enhancements (Continued Care & Feeding)	Update Intake Form - Engage Phase	11/12/2014	11/12/2014	Ross Winston	Corina Toth	All	Develop New Product	Revenue Retention	No, a signed contract isn't required for this project	100.5	$13,000,000.00	$700,000.00	$39,000,000.00	$2,068,000.00
PRJ-46	AT&T Wi-Fi Trial	Update Intake Form - Engage Phase	11/7/2014	11/10/2014	John McDonald	Angela Ricci	AT&T	Start Project	New Revenue	No, Synacor does not yet have a signed contractual obligation	98.8	$9,000,000.00	$70,000.00	$27,000,000.00	$600,000.00
PRJ-47	VAS Link Off To Gen2	Update Intake Form - Start Project Phase	12/18/2014	12/18/2014	Brad Wilcox		N/A	Greenlight Feature	Revenue Retention	Yes, Synacor has a signed contractual obligation	98.6	$8,000,000.00	$3,318.00	$24,000,000.00	$3,318.00
PRJ-10	Regional Content	Update Intake Form - Start Project Phase	11/11/2014	12/17/2014	Brad Wilcox		N/A	Greenlight Feature	Client/Customer Retention	Yes, Synacor has a signed contractual obligation	95.7	$4,500,000.00	$9,956.00	$13,500,000.00	$9,956.00
PRJ-44	Video Ad Audio Monitoring	Update Intake Form - Engage Phase	11/12/2014	11/12/2014	Ross Winston	Corina Toth	All	Develop New Product	Revenue Retention	No, a signed contract isn't required for this project	94.4	$4,337,500.00	$45,000.00	$13,162,500.00	$125,000.00

- Actions
  - Create a prioritized backlog
  - Confirm qualified backlog epics
  - Move work to agile team when READY
  - Three Cs
    - Card, Conversation, and Confirmation
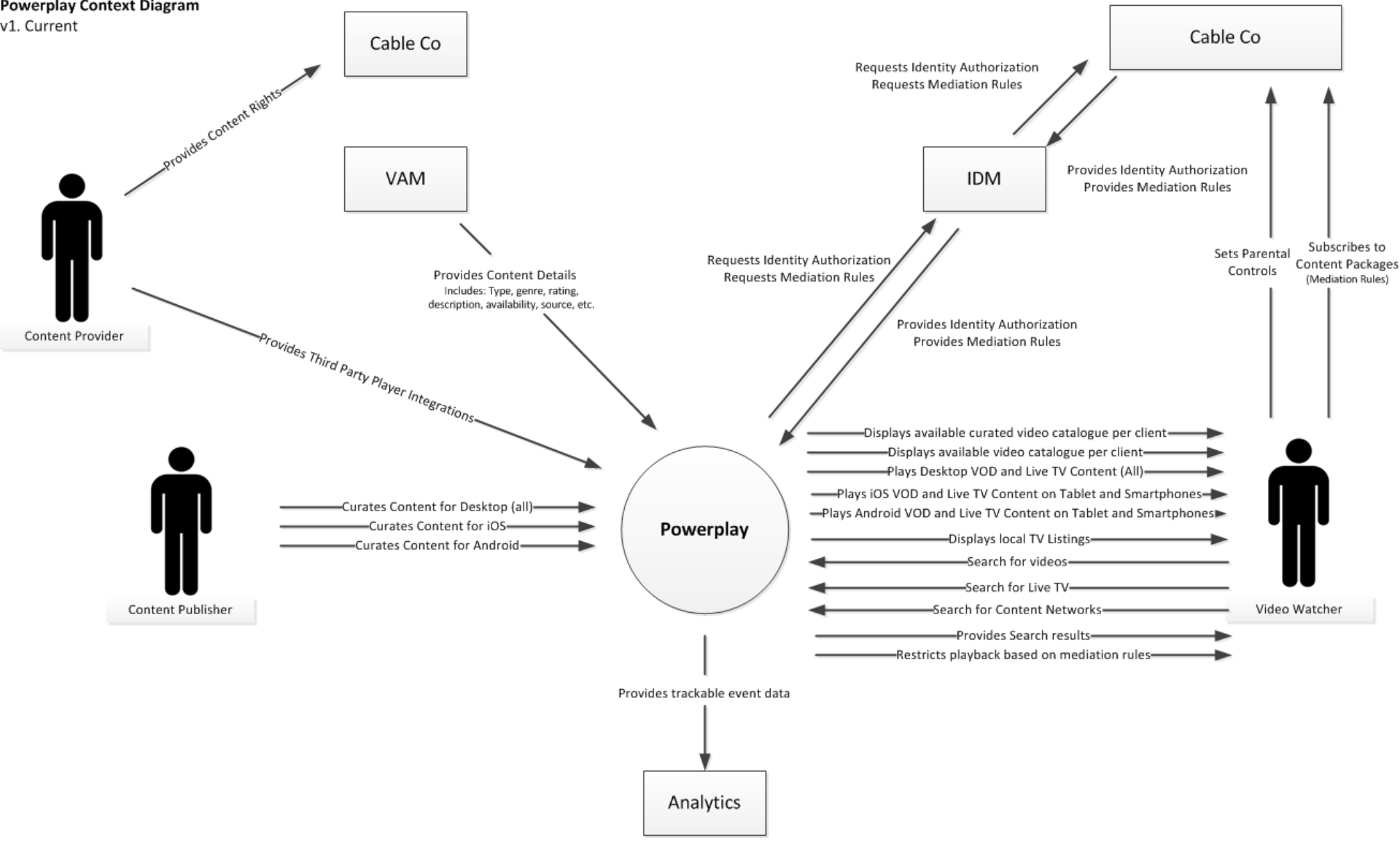
- Benefits
  - Agile team not working on undefined projects
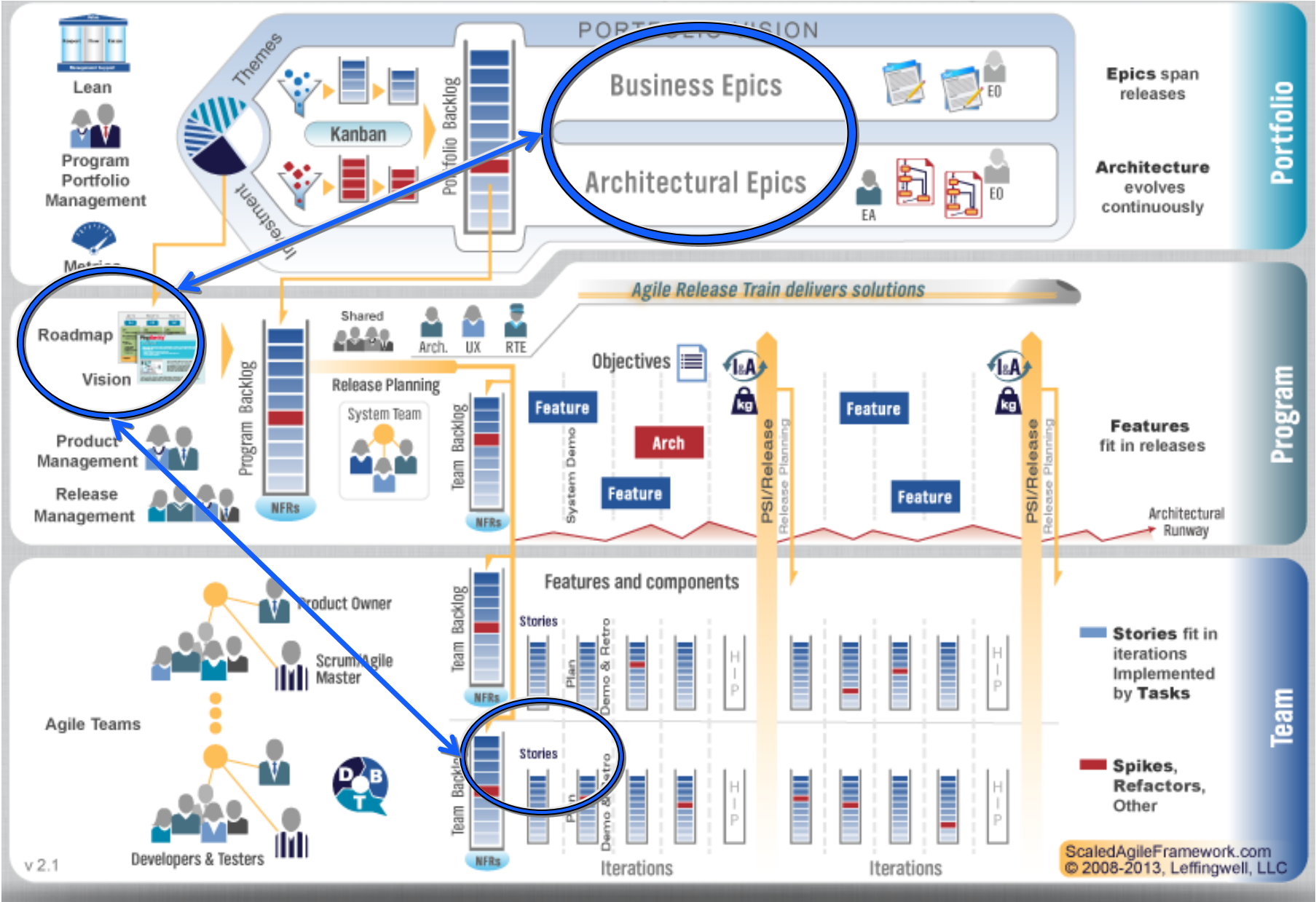 - Don't commit until prioritized and scoped

Powerplay Context Diagram
v1. Current

- Action
  - Map backlog stories to business/architecture epics

- Benefits
  - Keeps sprinting teams on track to vision
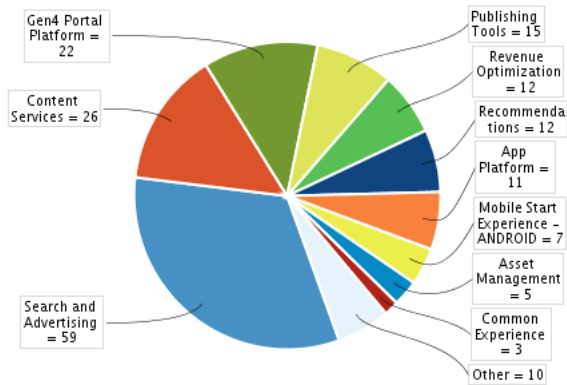 - While iterating for improvements
  - Instills autonomy

got purpose?

Feeling Of Purpose at Synacor

Pie Chart: External Tickets Linked to Portfolio Epics

Gen4 Portal Platform = 22
Publishing Tools = 15
Revenue Optimization = 12
Content Services = 26
Recommendations = 12
App Platform = 11
Mobile Start Experience – ANDROID = 7
Asset Management = 5
Search and Advertising = 59
Common Experience = 3
Other = 10

Total Issues: 182   Statistic Type: **Project**

Mobile Start Experience - ANDROID / MSEDROID-5

Don't Miss Widget & App Feature Development

✏ Edit   💬 Comment | Assign   More ▾ | Resolve Issue   Close Issue |

Severity:	not set
System Impact:	Architecture
RCA needed:	NO
Status color:	In Progress
Product Line:	Android

Vot
Wa

Date

Due
Cre
Upd
Tar

Description

Don't Miss is a TV related content feed that gives viewers get a quick summary of what might be of interest on TV each day. Build an Android widget and native App that will allow users to quickly watch the daily Don't Miss Video as well as be able to see upcoming shows and be able to quickly reminded

Requirements Can be found here:

https://docs.google.com/a/teknision.com/document/d/1Iz25FvhOpY9N41MICG9diffvCj6E6IZsTnZXPcTYQ10/edit#

Colla

Issue Links   +

| relates to | ⚡ PORT-2 Cross-Device | ↑ | OPEN |
| | ⚡ PORT-7 Deployable | ↑ | OPEN |

Deve

Cre

Issues in Epic   +

Agile

Vie

MSEDROID-270	Test plan For don't Miss	⊚	IN PROGRESS	Leigh Anderson
MSEDROID-425	NavigationDrawerFragment architecture needs to be changed so that it doesn't force the activity to launch a fragment on start	⊚	OPEN	Matthew Brown
MSEDROID-418	Replace and set default nav drawer profile image asset	⊚	OPEN	Matthew Brown
MSEDROID-298	Stylize app with any Android L UX components	⊚	OPEN	Unassigned
MSEDROID-385	Scrolling ClockTimeTextView behaviour	⊚	OPEN	Luc Gregoire
MSEDROID-400	Video player buffering UI	⊚	OPEN	Jonathan Menard
MSEDROID-396	In the daily Don't Miss Daily Video details view - the details are as such....	↗	ANALYSIS	Luc Gregoire
MSEDROID-404	Hookup settings determined by	⊚	OPEN	Unassigned

- Actions
  - Track time and costs
  - Compare estimates to actuals

- Benefits
  - Prevents "gaming" of priorities
  - Provides clear picture of resources

Resource Planning at Synacor

Identity Management

PID	Project	Workflow Stage	Submitted	Last Updated	Project Owner	Project Manager	Customer	Class of Work	Product Area	Value Type	Contractually Obligated	SynaScore	First Year Value	First Year Cost	3 Year Value	3 Year Cost
PRJ-17	Package Support for SUS	Update Intake Form - Start Project Phase	11/11/2014	2/6/2015	James Hutchins		HBC	Greenlight Feature	Identity Management	Revenue Retention	Yes, Synacor has a signed contractual obligation	0.4	$1,666,666.00	$19,175.17	$5,0 0,000.00	$24,175.17
PRJ-28	Cloud ID Advanced Authorizations API	Update Intake Form - Start Project Phase	11/11/2014	2/3/2015	James Hutchins		Synacor	Develop New Product	Identity Management	Compliance	No, a signed contract isn't required for this project	78.8	$250,000.00	$19,175.17	$750,000.00	$27,565.57
PRJ-84	Cloud ID Account HUB with Household Management	Update Intake Form - Start Project Phase	12/18/2014	2/3/2015	James Hutchins		Synacor	Greenlight Feature	Identity Management	Compliance	No, Synacor does not yet have a signed contractual obligation	00.0	$0.00	$0.00	$0.00	$0.00
PRJ-86	Cloud ID Self provisioning flow & Integration Autonomy	Update Intake Form - Start Project Phase	12/19/2014	2/3/2015	James Hutchins		Synacor	Greenlight Feature	Identity Management	Cost Savings	No, Synacor does not yet have a signed contractual obligation	00.0	$0.00	$0.00	$0.00	$0.00
PRJ-00	My Synacor	Update	2/3/2015	2/3/2015	John			Develop	TV Everywhere	Efficiency	No, a signed	00.0	$0.00	$0.00	$0.00	$0.00

- Actions
  - Single source of truth for project status
  - Consistent reporting
  - Easy-to-interpret, intuitive

- Benefits
  - Reports and dashboards that monitor everything
  - Transparency that executives demand

Visibility at Synacor

Powerplay Quarterly Roadmap

⚙ Tools ▾

Filter Results: PP - Q4 2014 Roadmap

T	Key	P	Summary	Status color	Target
⚡	PTV-4089	↑	Android SDK	Testing	10/Dec 00:00:(
⚡	PTV-4064	↑	Deployment-CSpire	Closed	17/Dec 00:00:(
⚡	PTV-3714	↑	SEO Phase 2	Closed	17/Dec 00:00:(
⚡	PTV-4090	↑	Deployment of Primetime for UOL	Closed	17/Dec 00:00:(

1–4 of 4

Filter Results: PP - Q1 2015 Roadmap

T	Key	P	Summary	Status color	Target
⚡	PTV-3729	↑	Auto-Authentication Support	In Progress	03/Feb 00:00:(
⚡	PTV-3807	↑	Convert Powerplay services to use Texo2	Testing	03/Feb 00:00:(
⚡	PTV-3735	↑	Automatic Monitoring for Expiring IDs (Robots)	Open	06/Feb 00:00:(
⚡	PTV-4119	↑	Deployment-Hiawatha	Testing	12/Feb 00:00:(
⚡	PTV-2932	↑	TV Schedule for Desktop	Testing	12/Feb 00:00:(
⚡	PTV-4106	↑	Upsell Messaging	Testing	12/Feb 00:00:(
⚡	PTV-3922	↑	Deployability Enhancements	In Progress	24/Feb 00:00:(
⚡	PTV-3722	↑	LiveCast w/Don't Miss on PowerPlay home page	Testing	24/Feb 00:00:(
⚡	PTV-3331	↑	Century Link Deployment	In Progress	03/Mar 00:00:(
⚡	PTV-3738	↑	Recommendations Core	In Progress	03/Mar 00:00:(
⚡	PTV-4196	↑	Rotten Tomatoes Integration	Open	03/Mar 00:00:(
⚡	PTV-3769	↑	Display On Demand catalog	Open	03/Mar 00:00:(

Filter Results: PP - Q2 2015 Roadmap

T	Key	P	Summary	Status color	Target
⚡	PTV-3728	↑	Reactivation Flows for Verizon	Open	28/Apr 00:00:(
⚡	PTV-3774	↑	CTAM Recommendations	Open	30/Jun 00:00:(
⚡	PTV-3727	↑	Portrait View Optimization	Open	30/Jun 00:00:(
⚡	PTV-3733	↑	Pricing Data	Open	30/Jun 00:00:(
⚡	PTV-3723	↑	Responsive Desktop	Open	30/Jun 00:00:(
⚡	PTV-3748	↑	Enhanced Rent/Buy for Verizon	Open	30/Jun 00:00:(
⚡	PTV-3737	↑	SEO Phase 3	Open	30/Jun 00:00:(
⚡	PTV-3747	↑	Flagging & Tagging	Open	30/Jun 00:00:(

1–8 of 8

- Action
  - Plan epics for next release
  - Do resource forecasting and headcount planning

- Benefits
  - Helps balance priorities and requests
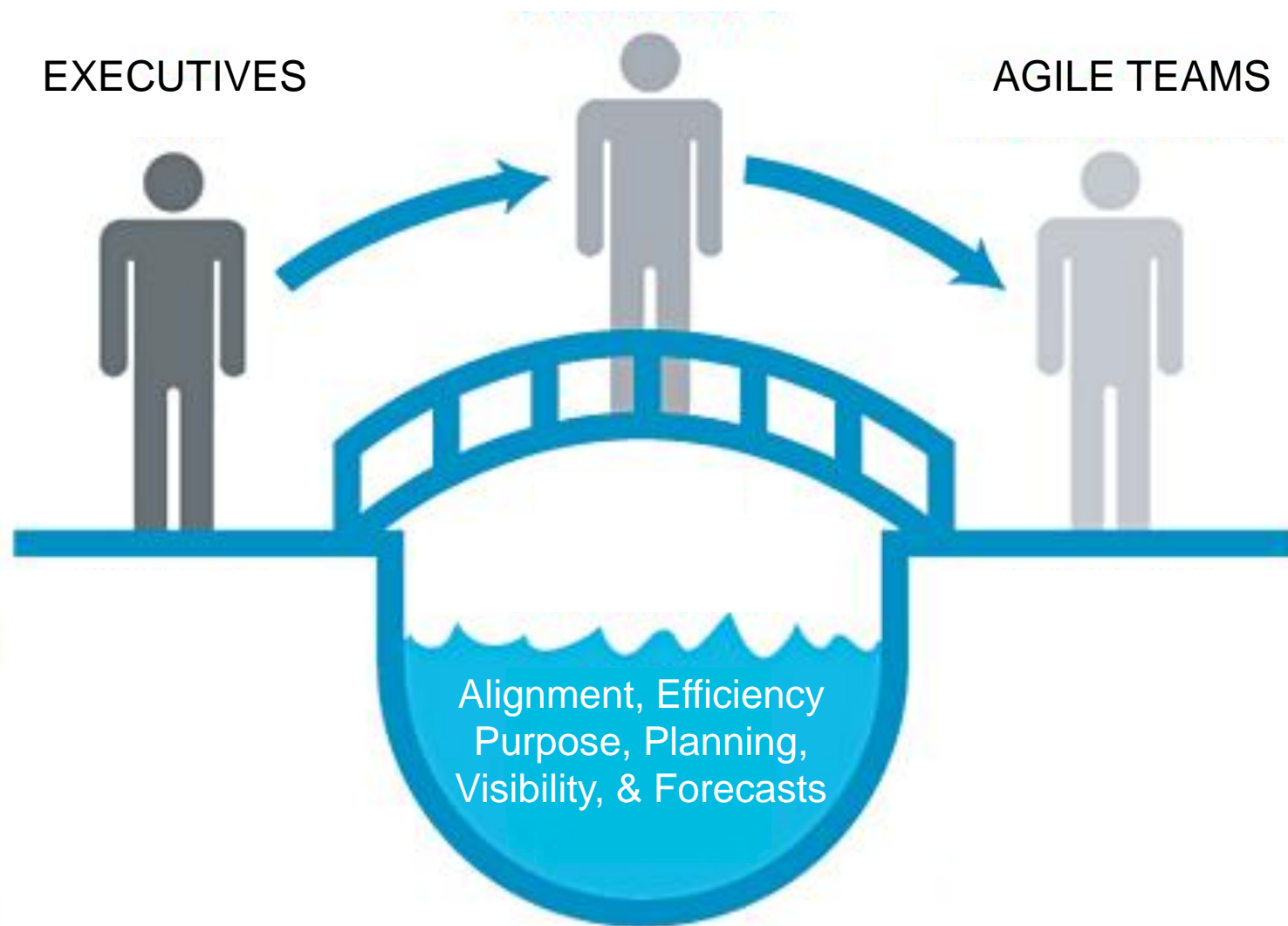 - Increases predictability

Forecasts at Synacor

	Sprint 17/18 Feb 3 –16	Sprint 19/20 Feb 17 – Mar 2	Sprint 21 Mar 3 – Mar 16	Sprint 22 Mar 17 – Mar 30	Sprint 23 Mar 31 – Apr 13	Sprint 24 Apr 14 - 27	Sprint 25 Apr 28 – May 11
● Feature #1	15	13	7	4			
● Feature #2		2	2	3	6	6	6
● Feature #3			7	7	7	7	7
● Feature #4				2	3	3	3
● Feature #5	2	2	2	2	2	2	2
● Feature #6			*TBD*	*TBD*	*TBD*	*TBD*	*TBD*
Total Engineers	17	17	18+	18+	18+	18+	18+

Agile Portfolio Management

Thanks!