DRUPALCON ★ LOS ANGELES

SELLING AGILE

VESA PALMU @ WUNDER.UK

BUSINESS AND STRATEGY TRACK

One upon a time...

Vendor? Customer? In-house team?

New to agile? Some agile? 100% agile?

Questions, feedback
on Twitter
#SellingAgile

The Story

1. Everybody wants agile, why is it so difficult to sell?

2. Don't sell agile, sell the benefits

3. What if…

How should vendors sell agile?

Perttu Tolvanen

Web & CMS Expert, Partner
North Patrol
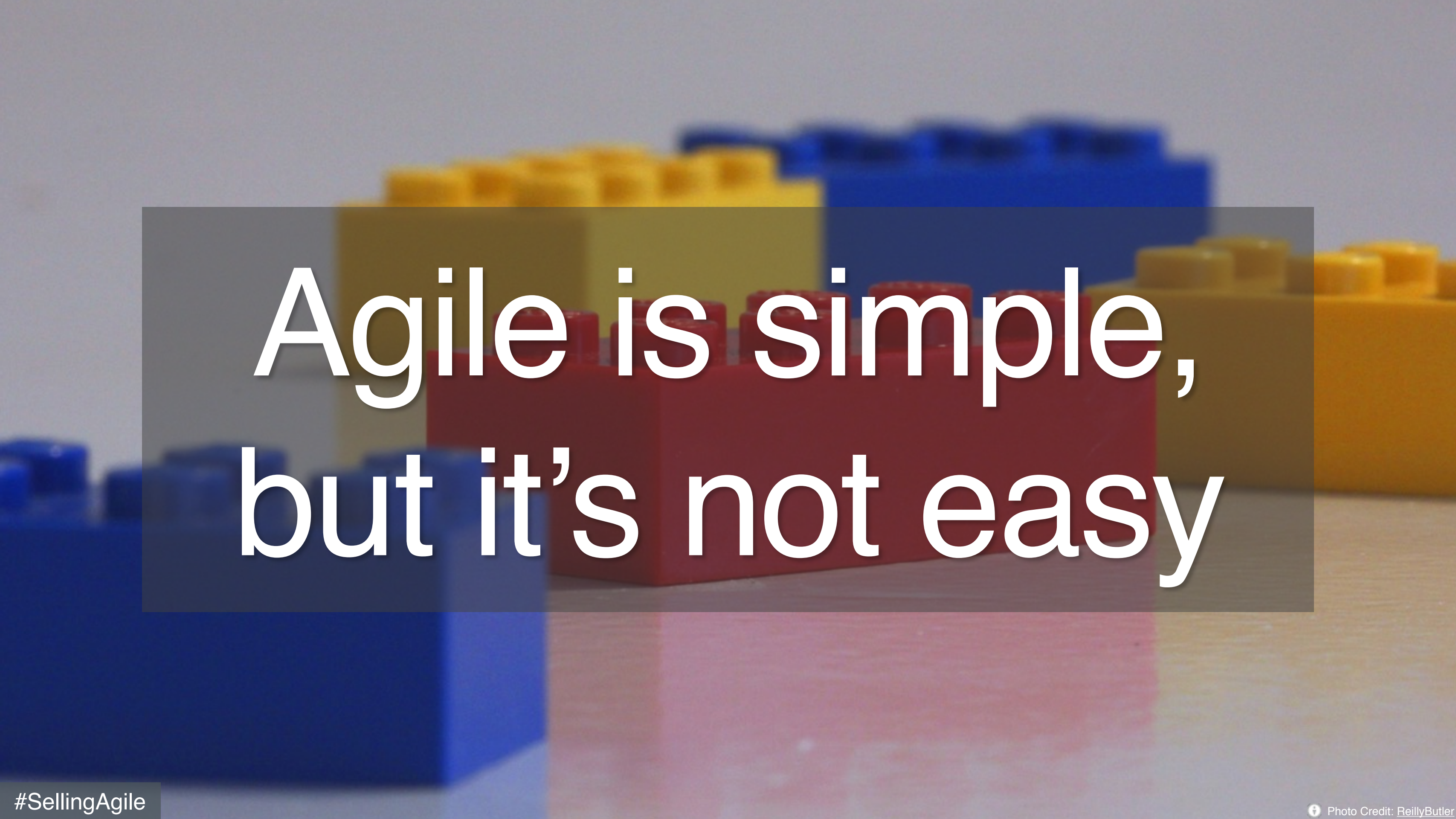Professional CMS vendor evaluator

Everybody Wants Agile

Why Is It So Difficult To Sell?

Agile is simple, but it's not easy

Everybody loves agile

Agile is NOT about

- Implementation

- Software

- Sprints

- Pure T&M

- …or magic

Manifesto for Half-Arsed Agile Software Development

We have heard about new ways of developing software by paying consultants and reading Gartner reports. Through this we have been told to value:

Individuals and interactions over processes and tools

and we have mandatory processes and tools to control how those individuals (we prefer the term resources) interact

Working software over comprehensive documentation

as long as that software is comprehensively documented

Customer collaboration over contract negotiation

within the boundaries of strict contracts, of course, and subject to rigorous change control

Responding to change over following a plan

provided a detailed plan is in place to respond to the change, and it is followed precisely

That is, while the items on the left sound nice in theory, we're an enterprise company, and there's no way we're letting go of the items on the right.

Cobbled together one Saturday morning before breakfast by Kerry Buckley (@kerryb), following an article by Ron Jeffries and this suggestion from Eastmad.

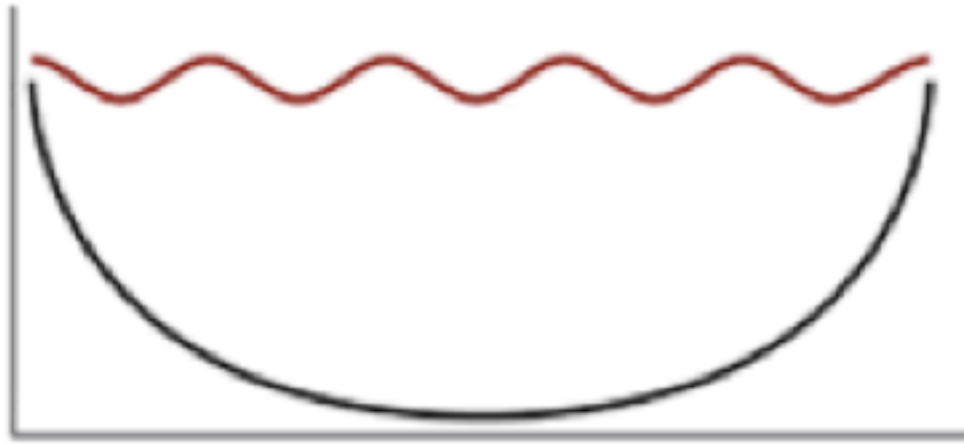**Fake agile!**

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Don't Sell Agile
Sell The Benefits
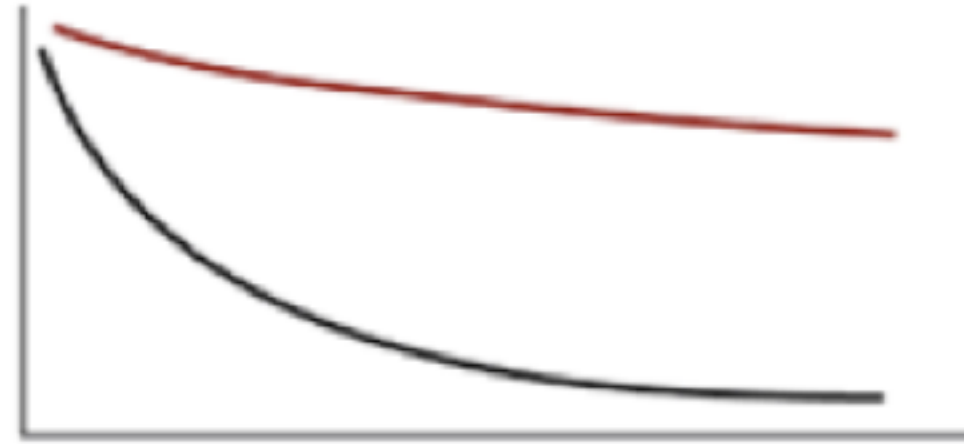
One upon a time...
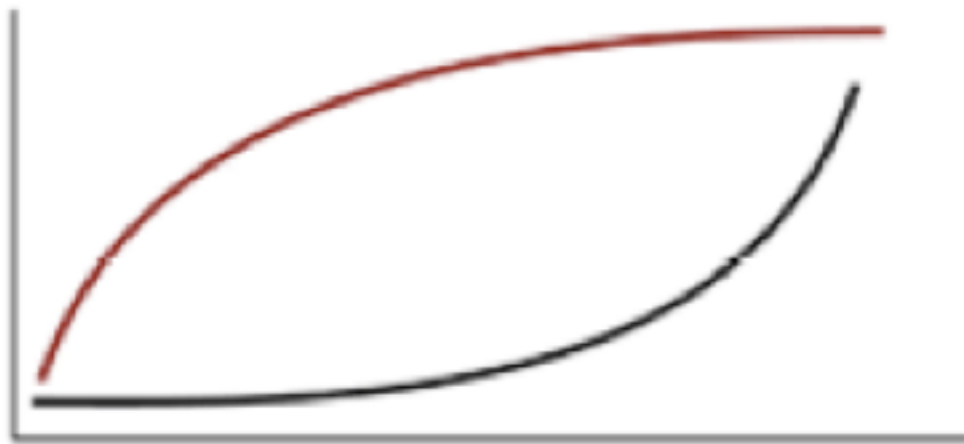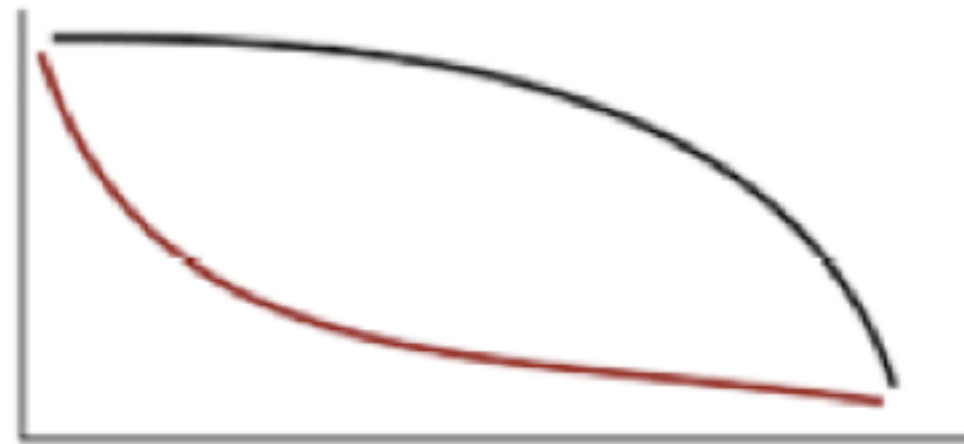
VISIBILITY

ADAPTABILITY

BUSINESS VALUE

RISK

Case 1: Fixed scope

"Sure you can do agile, as long as you deliver the entire scope defined in the RFP within budget and on schedule."

Fixed Scope Vs Agile

	Fixed bid	Agile
Project focus	Check requirement boxes with minimum effort	Maximising business results and total cost of ownership
Scope	Fixed, expensive changes	Flexible, improved during a project
Risk	Hidden, trying to move it to the vendor	Transparent, parties share the risk

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Boat named "Change Order" with a dinghy named "Original Contract"

Create more value
Manage the risk
Lower TCO

Case 2: No product owner

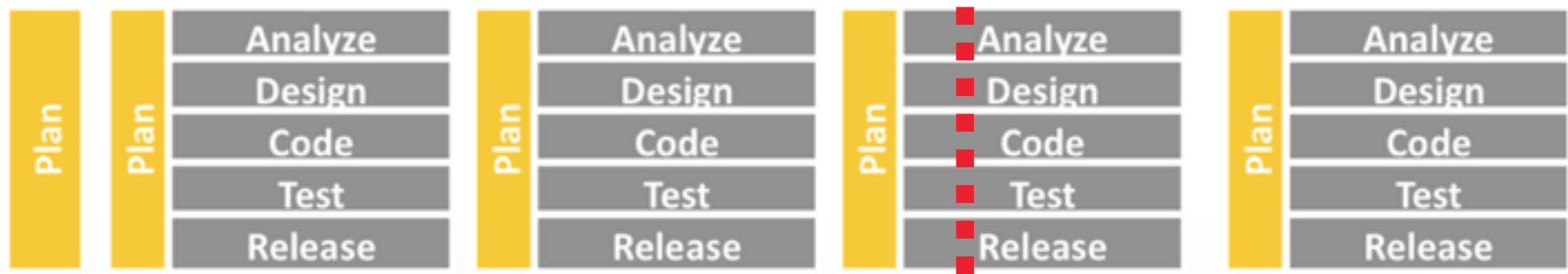"We'll deliver the documentation and visual mock-ups to you and will be on holidays while you'll implement them."

Customer Business competence

Wunder Project competence

Wunder Digital competence

One Team Model

Traditional (predictive)
Plan the whole project beforehand.

Plan	Analyze	Design	Code	Test	Release

Scrum (empirical)
Plan a little for the whole project and little in every sprint.

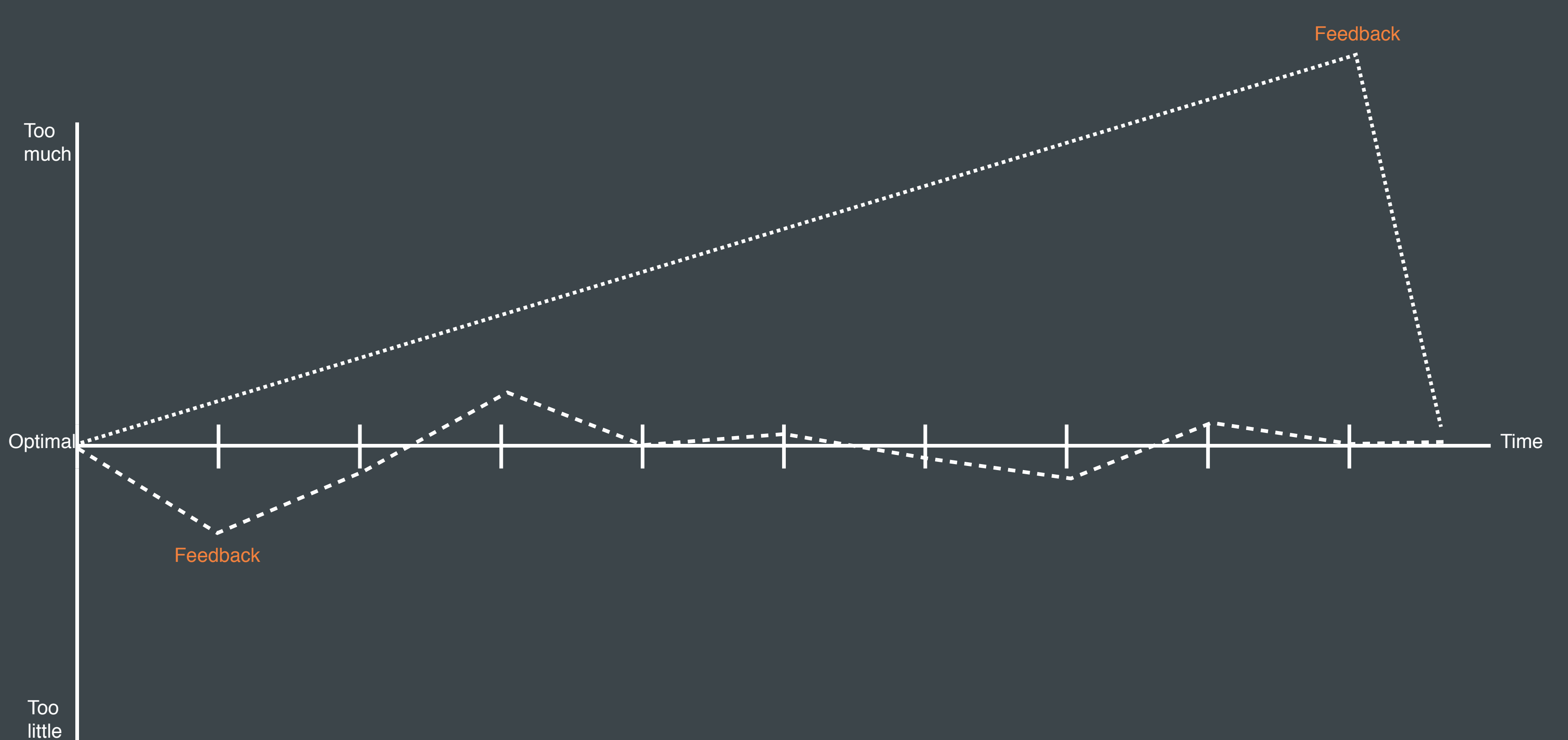| Plan | Plan | Analyze Design Code Test Release | Plan | Analyze Design Code Test Release | Plan | Analyze Design Code Test Release | Plan | Analyze Design Code Test Release |

Just In Time Planning

Lower risk
Better quality
Saving money

Case 3: Delayed feedback

"We'll do user acceptance testing before a big bang launch, at that point a list of defects will be provided."

Too
much

Optimal

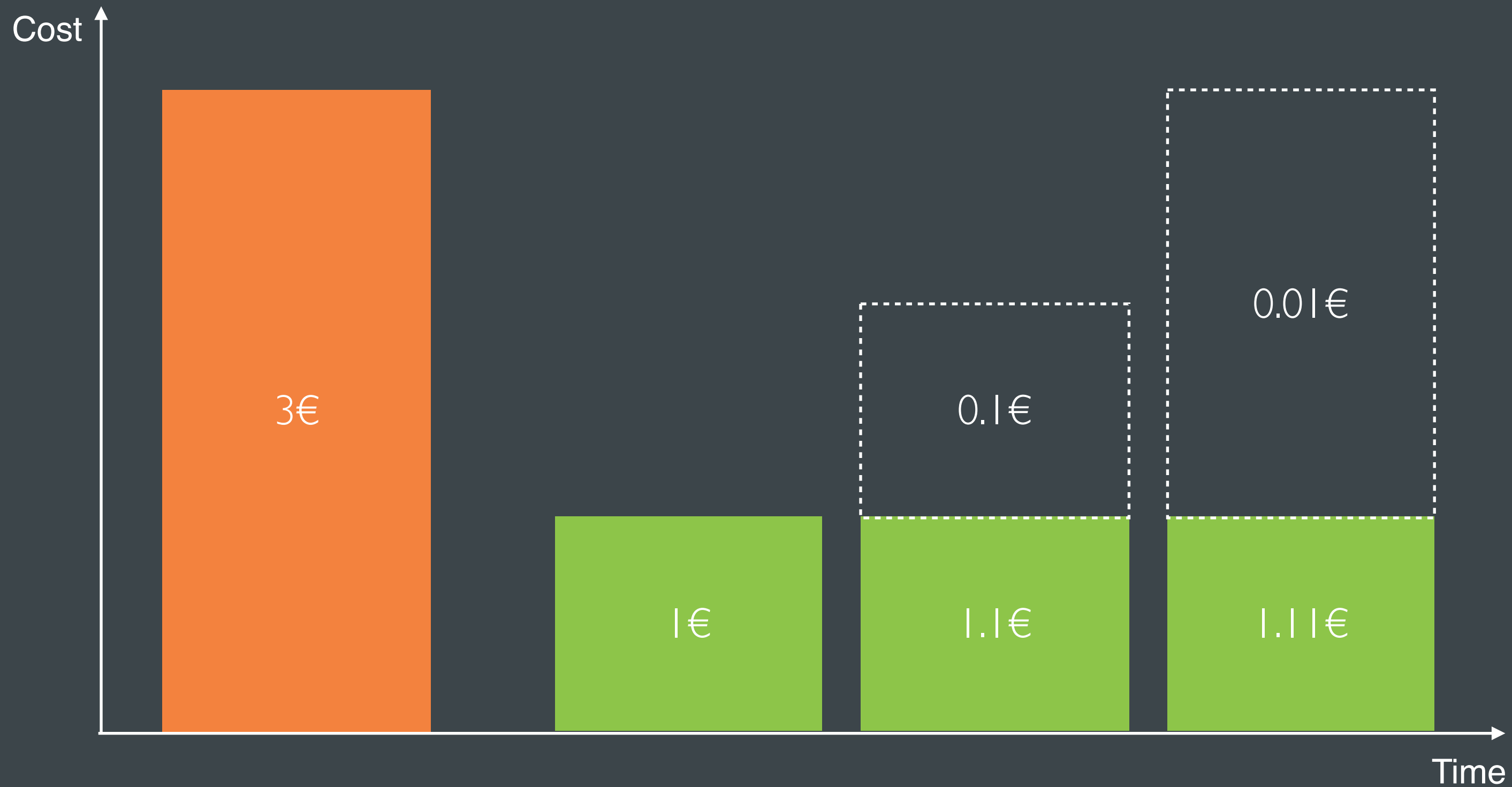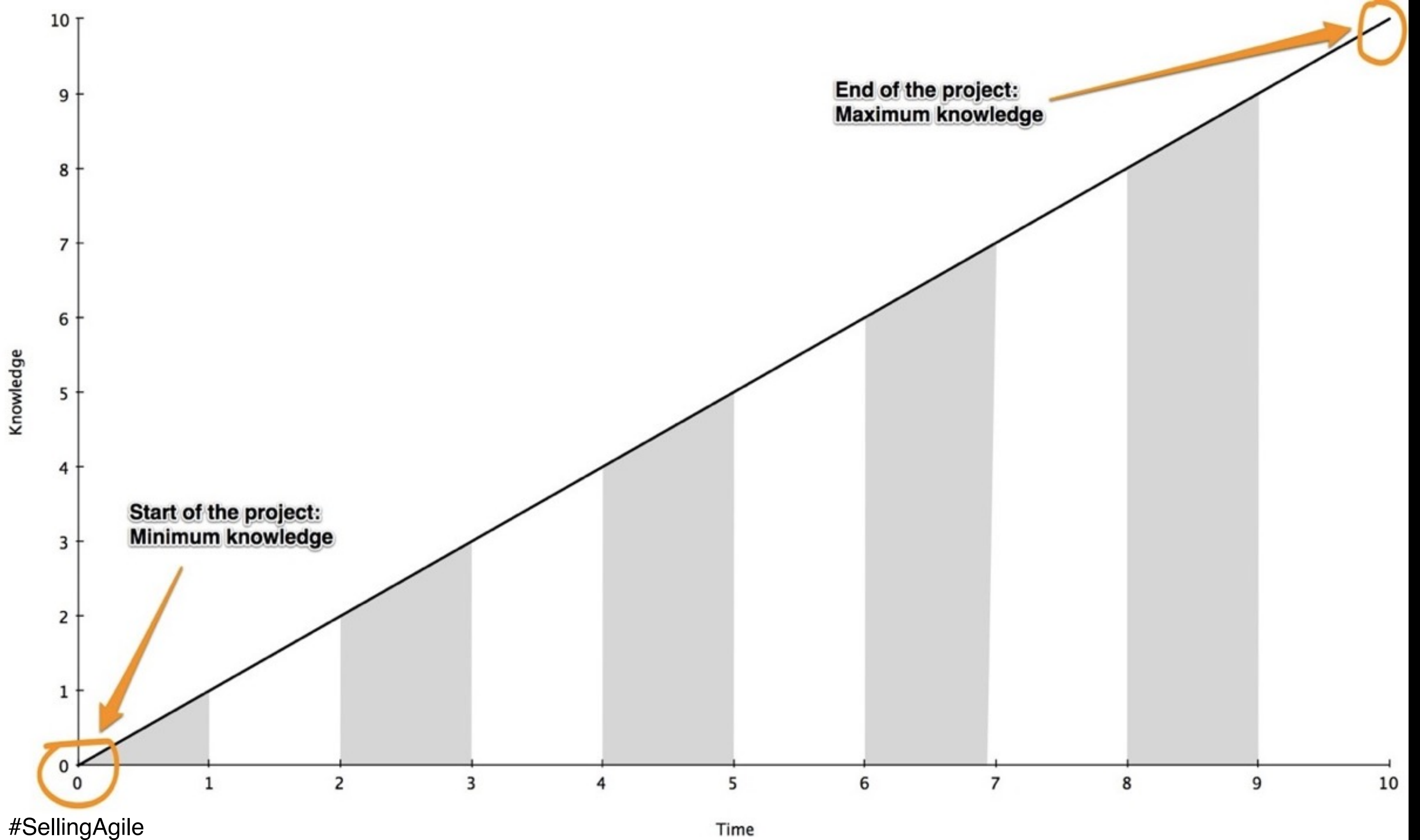Time

Feedback

Feedback

Too
little

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Real options
Faster learning
Cost effective

Case 4: Design first

"Our marketing has to approve all the visuals of the product before it gets built."
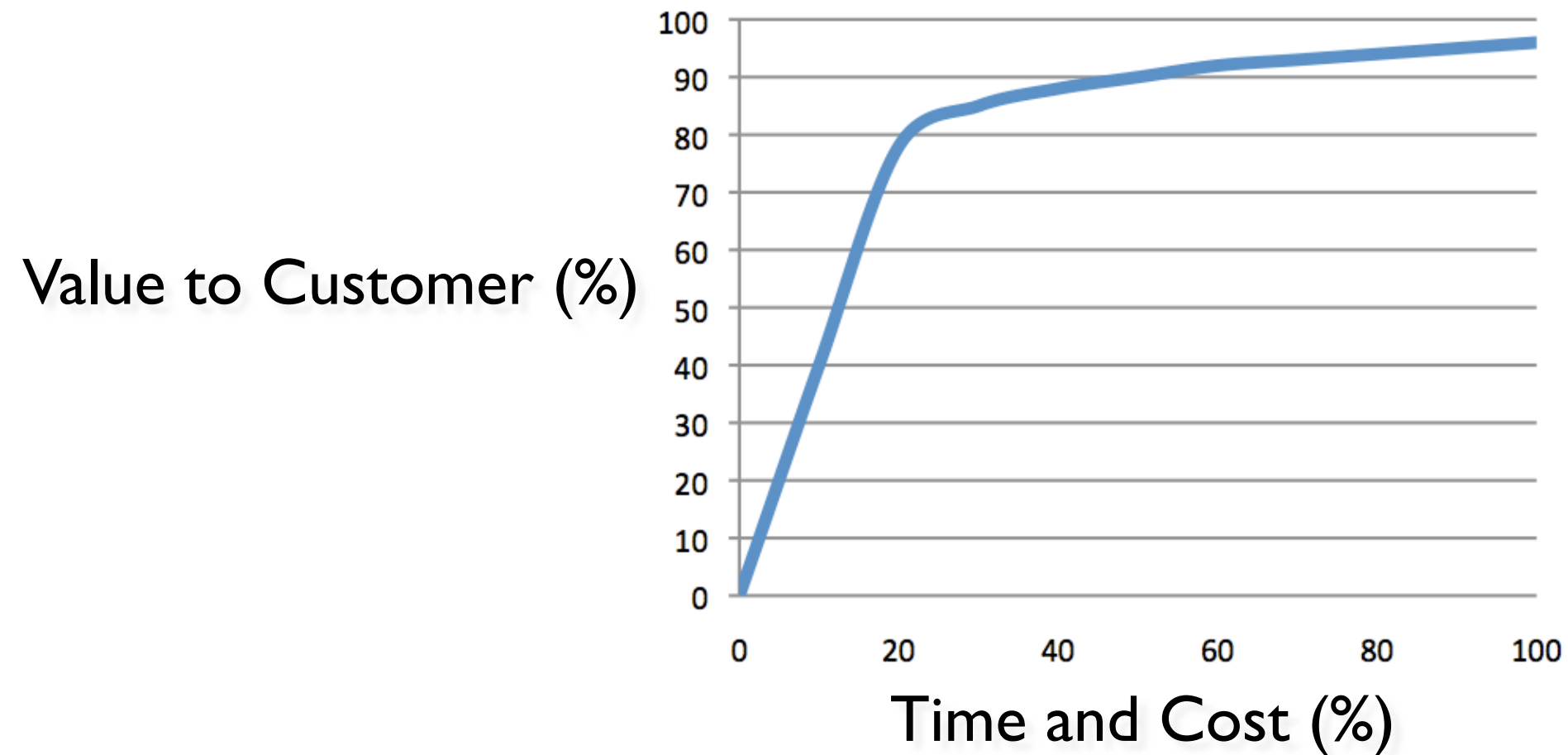
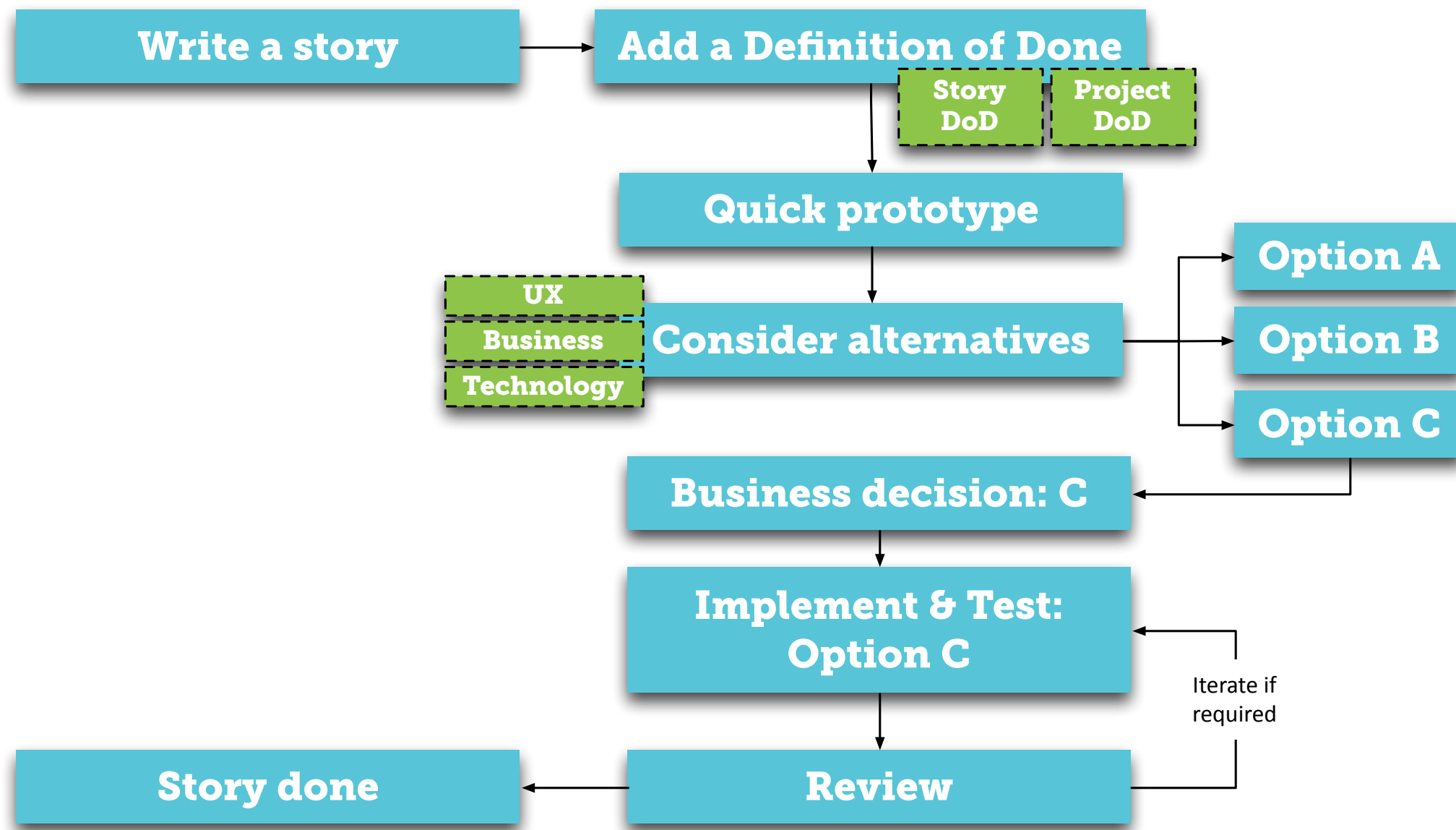#SellingAgile

Feature

Detail

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"80% of results are often achieved with 20% of effort."

By regular prioritisation you will achieve the important goals faster.

The Pareto Principle

Prototype Driven Development

Improved product
Much lower risk
New ideas

Case 5: Unfair relationship

"We expect you to carry the entire project risk, our contracts are designed for transferring the risk"

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Win-Lose Relationships

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Pricing Models

Contract

Target Price	Maximum Price

Real Life

Scenario A: Ahead of Target — 20% Bonus

Scenario B: Over Maximum Budget — 40% Penalty

T5 Contract Model

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Sustainable relationships
Better risk management
Better quality of life

What do you ask when looking for an agile vendor?

James Kutz

Director, Product Implementations
NBCUniversal, Inc
Agile advocate

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What if…

a customer still requires fixed everything

Don't cave in

Solution	Effort	Outcome
Decline the RFP	Low	Business ok, nothing learned
Decline, explain why	Medium	Costs a bit, customer may learn something
Offer fixed scope, hope for the best	High	Cost overruns, angry customers, unhappy employees

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