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# Measuring the agile process improvement

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**BOOKMATE**

BOOKMATE

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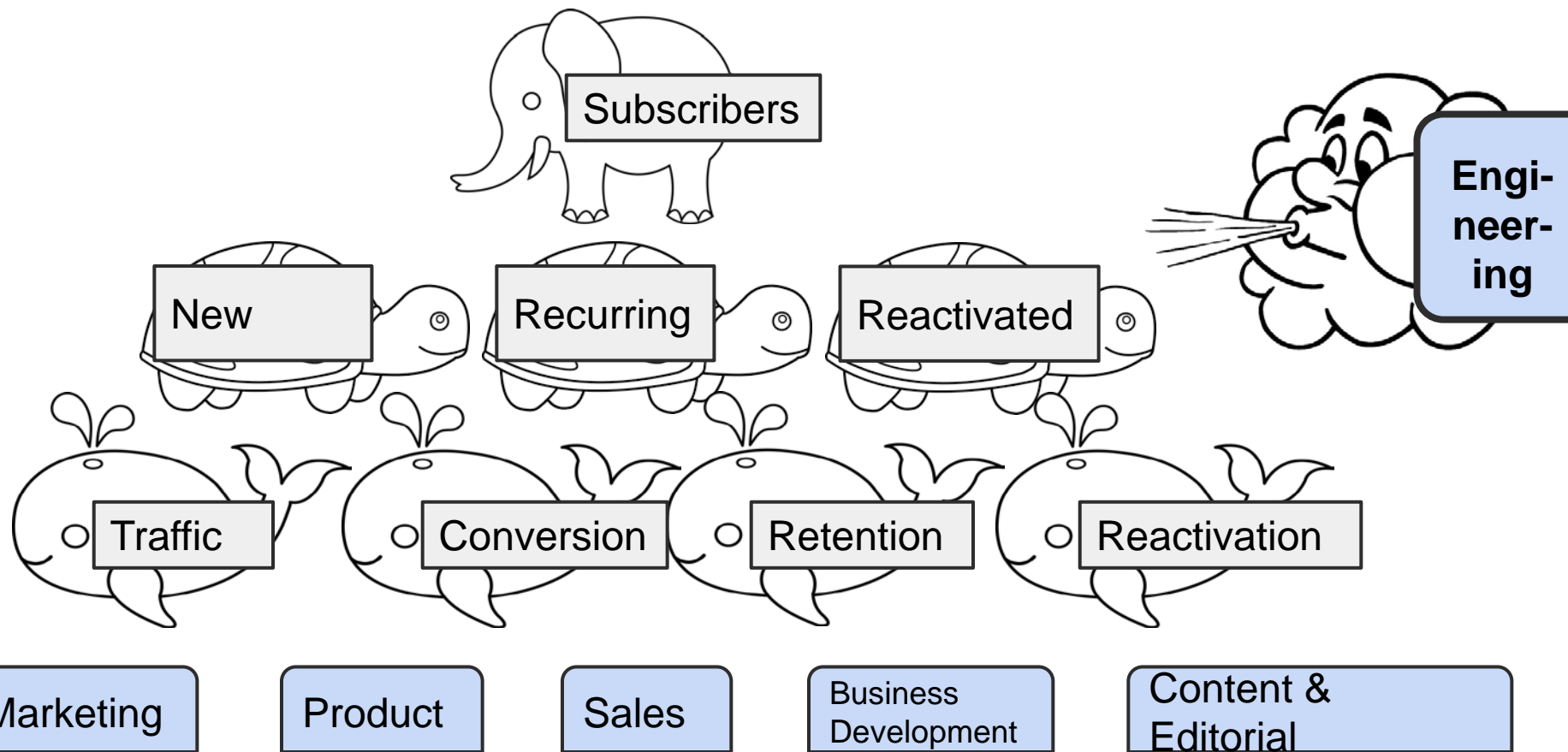
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# Context

- There's no universal solution, everything matters in its context
- Bookmate is a B2C content service:
  - lots of stakeholders
  - lots of external parties
  - lots of urgent stuff
  - **lots of experiments**
  - **rapid team growth**
- A way different from: MVP, B2B, outsourcing

# The goals



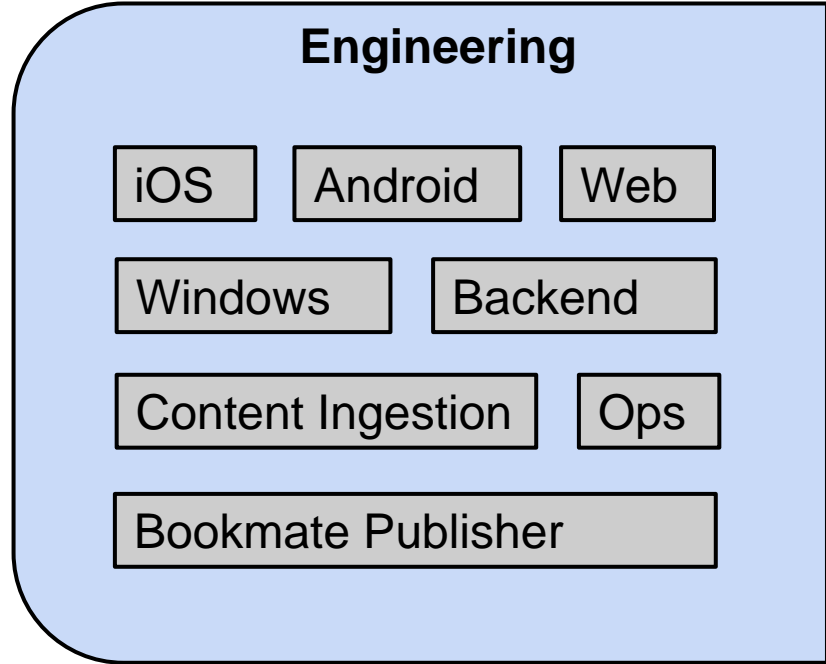
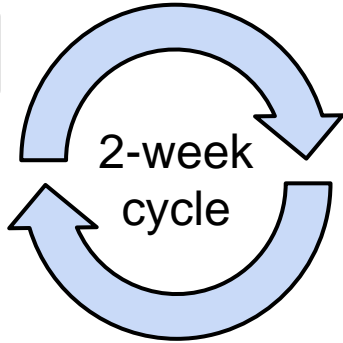
# Stakeholders and engineering

Product

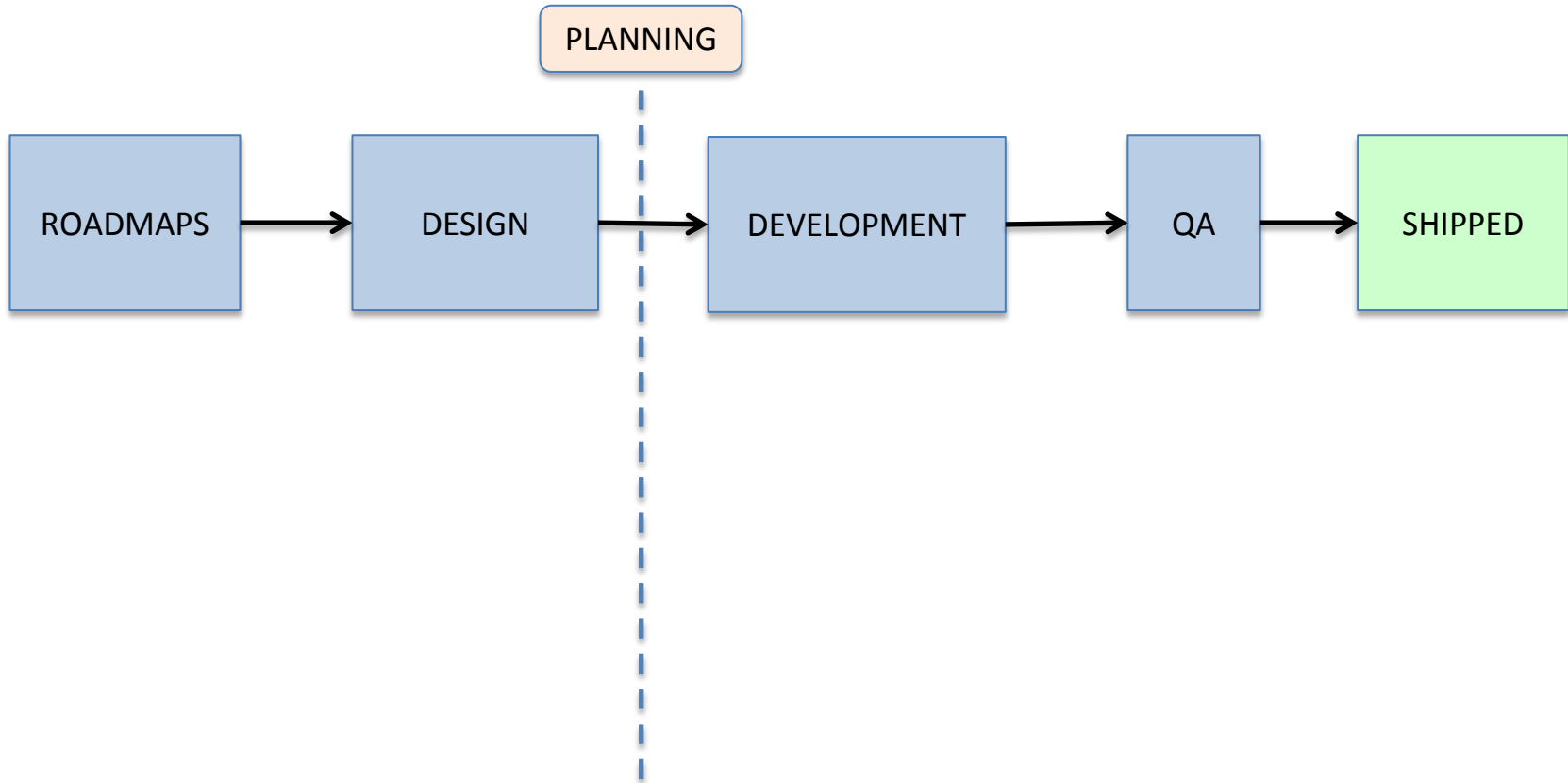
Marketing

BD & Sales

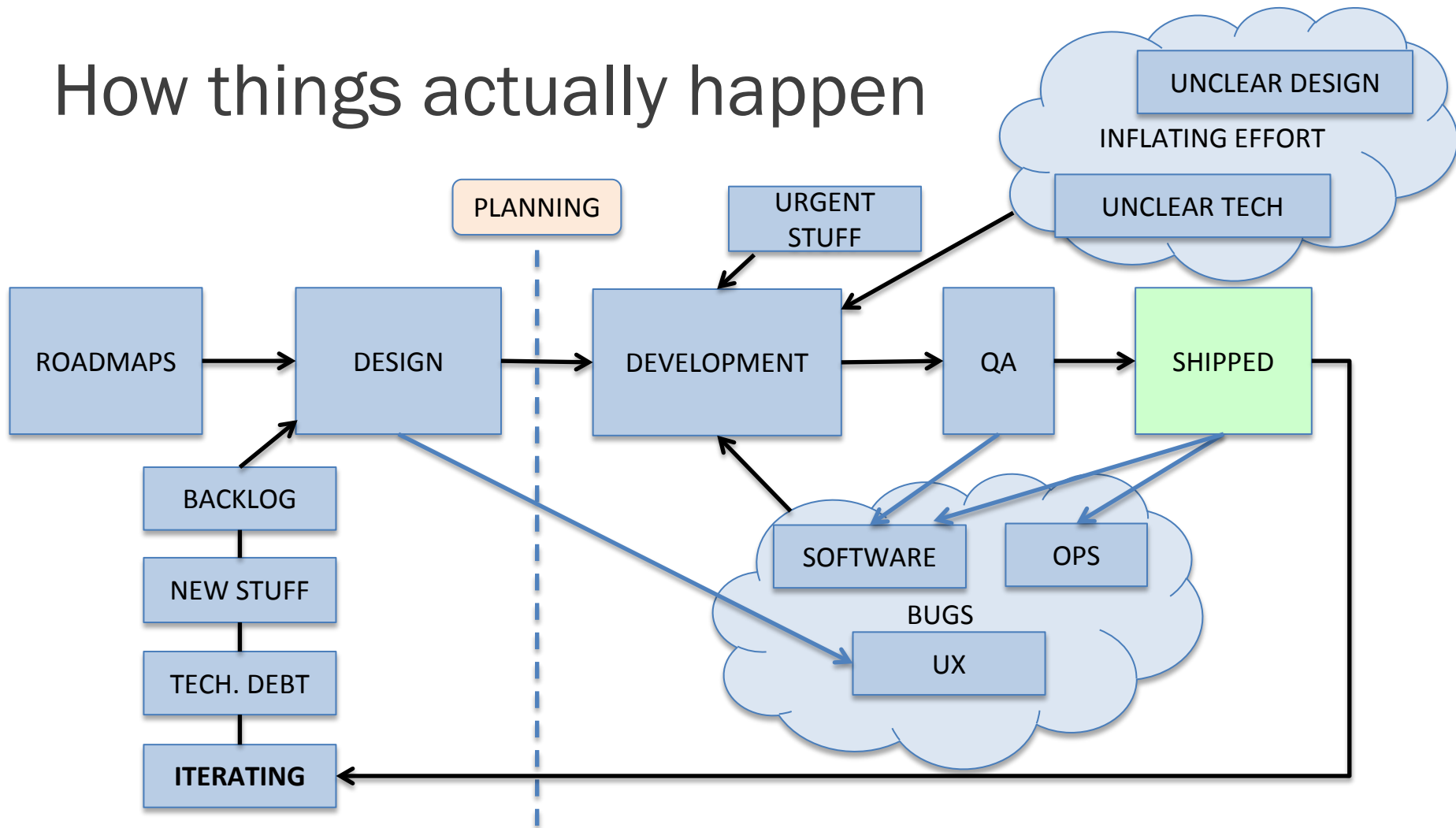
Content



# How things ideally would happen



# How things actually happen



# Continuous improvement

- Overall productivity KPI is clear: shipped/committed ratio
- Without actionable metrics, improvement involves too much emotion and causal attribution
- The metrics should be:
  - end-to-end (any change in KPI reflected by metrics)
  - invariant to story size and story point value
  - allow for measuring external factors (stakeholders)



# What's out there?

- stories committed / stories completed
- technical debt management
- team velocity
- story cycle time
- CAT/QA cycle time
- estimation accuracy
- defects per release cycle
- defects per story point
- test cases run

**DEPEND ON STORY SIZE**  
**DEPEND ON STORY POINT**  
**A LOT OF GAPS**

# What do we use

$$\frac{\text{Estimated effort on planned and done}}{\text{All available effort}} = \text{PRODUCTIVITY}$$

=

$$\frac{\text{Estimated effort on planned and done}}{\text{Actual effort on planned and done}} \times \frac{\text{Actual effort on planned and done}}{\text{Effort spent on planned}} \times \frac{\text{Effort spent on planned}}{\text{Actually spent effort}} \times \frac{\text{Actually spent effort}}{\text{All available effort}} = \text{PRODUCTIVITY}$$

ACCURACY      SHIPABILITY      PLANABILITY      UTILISATION

# Issues we discover

Design bugs

Insufficient lookahead

Unexpected vacations,  
OOO etc

Unclear tech

Team cohesion

Improper  
communication

Feasibility of all sort of  
buffers (management,  
hot bugs etc)

Unclear tech

Software bugs

Unclear design

**Estimated effort on  
planned and done**

Actual effort on  
planned and done

ACCURACY

×

Actual effort on  
planned and done

Effort spent on  
planned

SHIPABILITY

×

Effort spent on  
planned

Actually spent  
effort

PLANABILITY

×

Actually spent  
effort

**All available effort**

UTILISATION

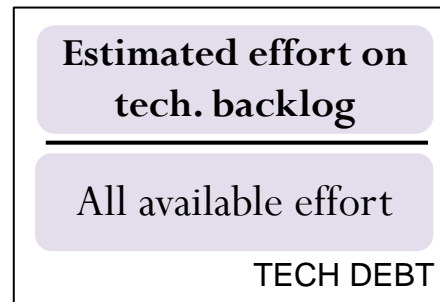
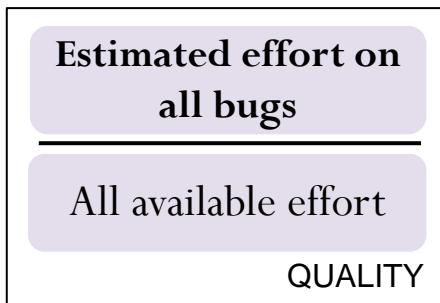
# What's good about that

- Almost free (given you estimate effort)
- Don't depend on story size (measure effort, not stories)
- Don't depend on the story point size (it cancels out)
- Any issue from the messy picture above is reflected by those metrics
- Easily projected back to stakeholders to find external bottlenecks, e.g.



# Next batch

- Track stuff that is easily swept under the rugs:



# Be sane about that

- It doesn't remove bottlenecks and issues
- It just shows them
- Sometimes it's enough to solve the issue
- Most of the times it isn't

Bookmate 9:41 AM 50 %



Konstantin Savenkov

Contact

Today 8:32 AM

???

go ahead, or drop me a letter

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