



NAPA Agile Story: From Zero to Hero in Two Years

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#NAPA
#SAFe

Main achievements

- Transparency increased on all levels
- Delivery cycle time down from >12 months to 3 months
- Increased predictability (2014 92% successful releases)
- Need for patches decreased
- Less defects in main branch
- Good basis for further growth



Context: NAPA IN NUMBERS



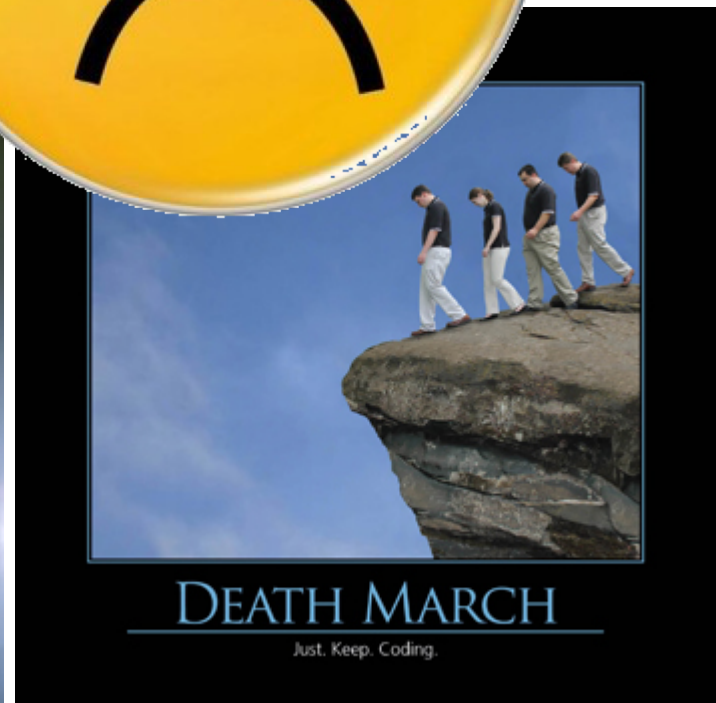
The Beginning

- Found by 7 people working at Wärtsilä shipyard in 1989
- Unique and superior solution for the initial design part of ships including calculations.
- Global from the start
- Became the de facto standard



Growth Pain

Annual big major releases
Projects (a lot of)
Variable scope and schedule
Structures missing

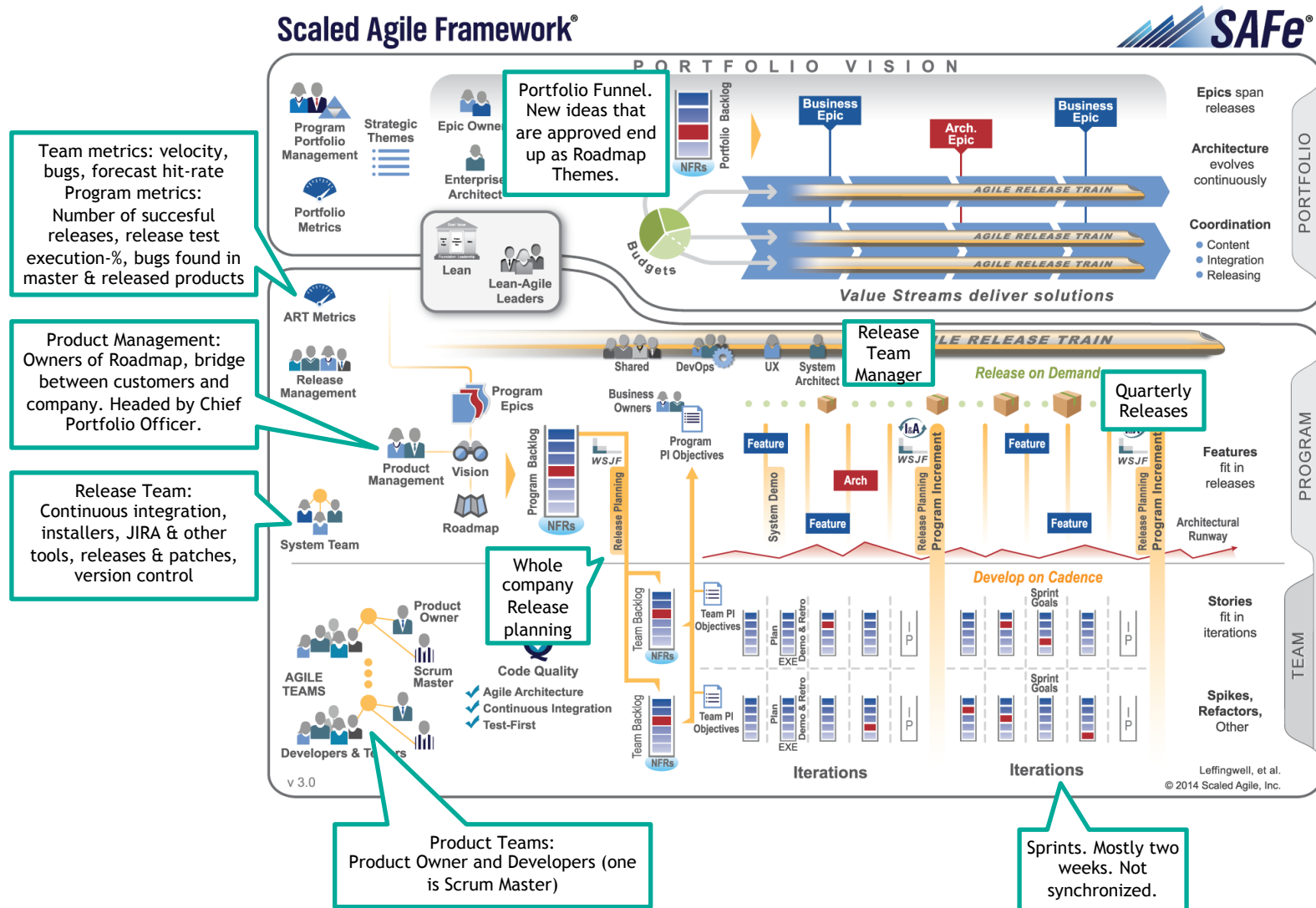


Organizational Change

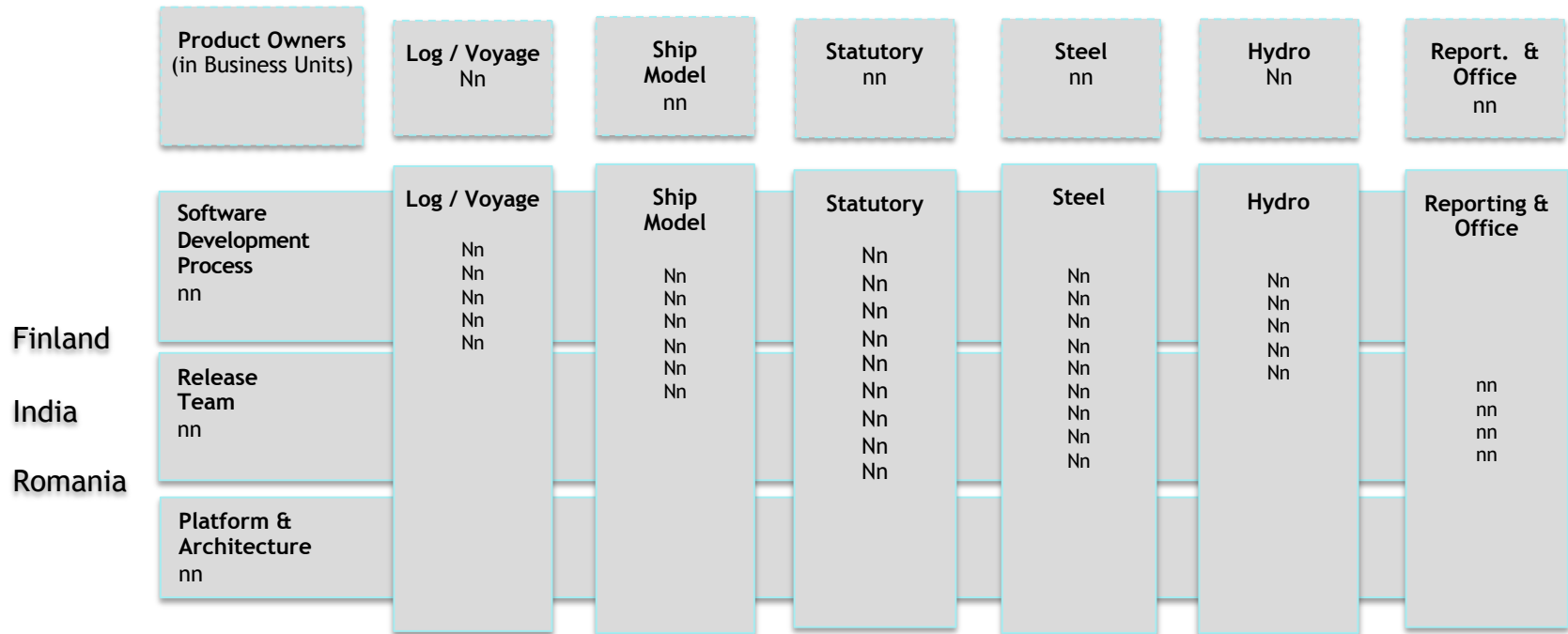
- Basic Scrum training for *all* developers
- *Every* Product Owner and Scrum Master certified
- Communities of Practice for Scrum Masters and Testers
- Scrum not enough. Shortly started implementing SAFe®
- Infrastructure handled by System Team
- Leading SAFe (SA) trainings by Nitor Delta



Applying Scaled Agile Framework® @NAPA

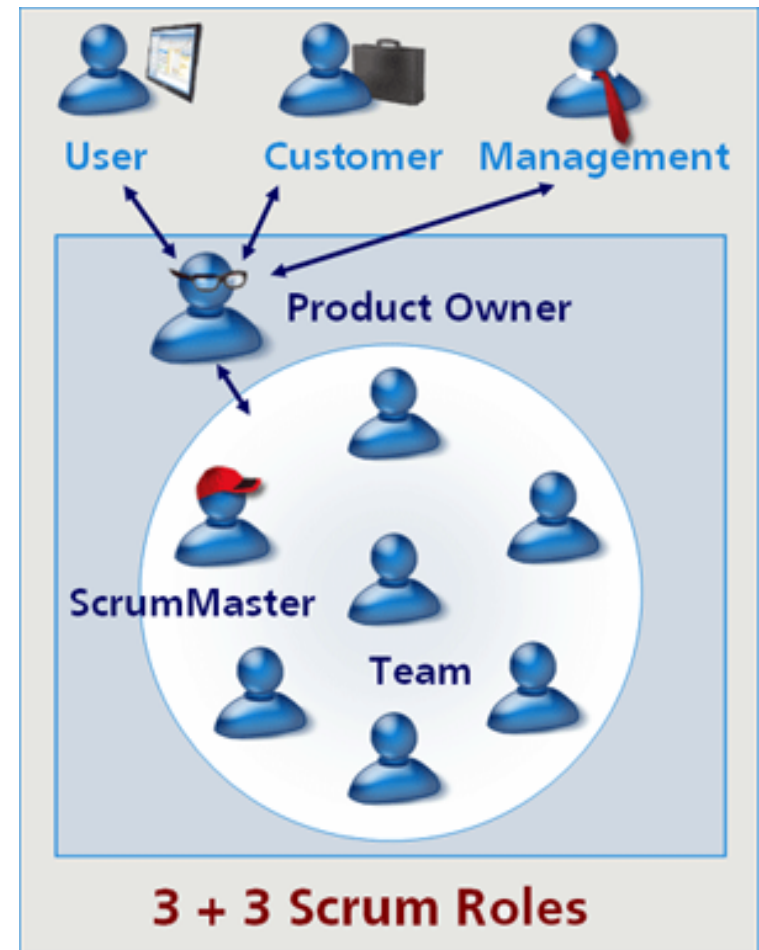


NAPA Technology 2/2012



Team Structure

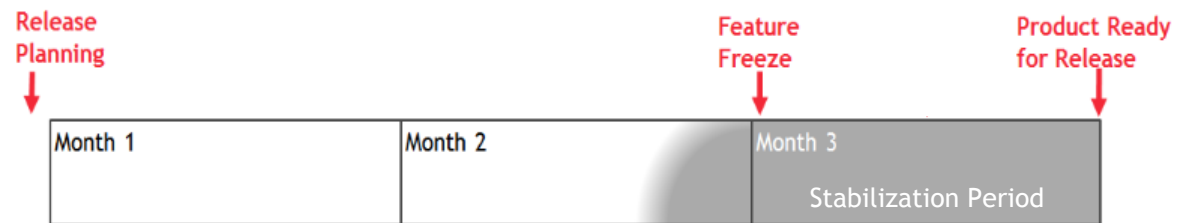
- All teams starting with pure Scrum
- Every team had own Product Owner, Scrum Master and Backlog
- Many distributed teams



How we make Releases Now

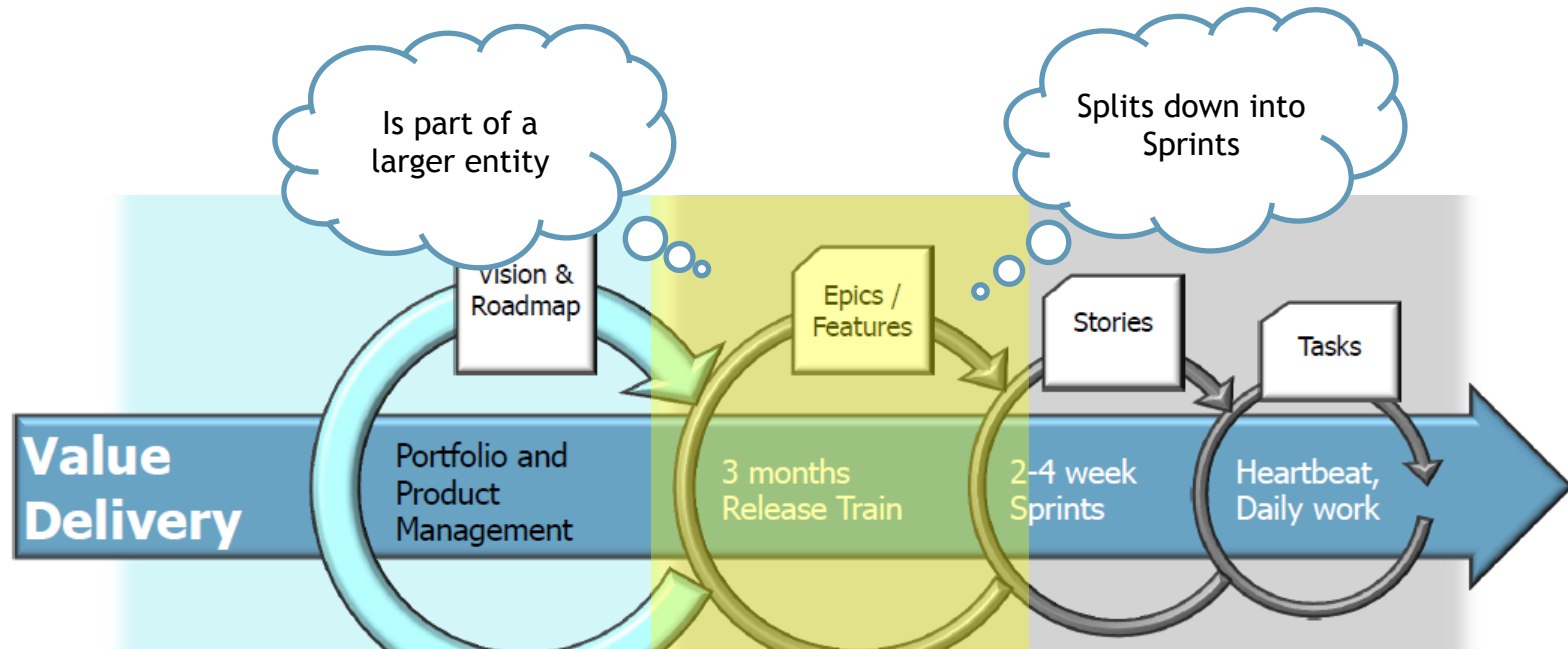
Fixed:

- Release Cycle
- Quality
- (Resources)



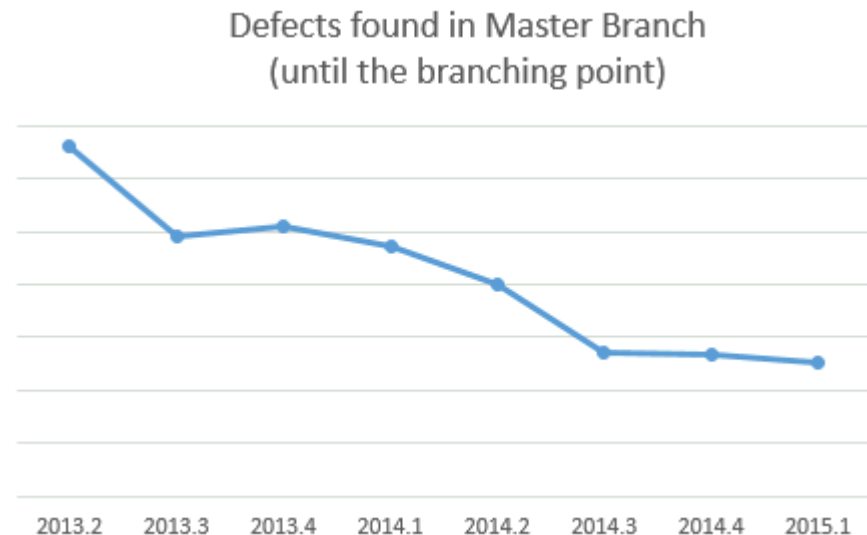
Scope is the only variable

Different Levels of Abstraction

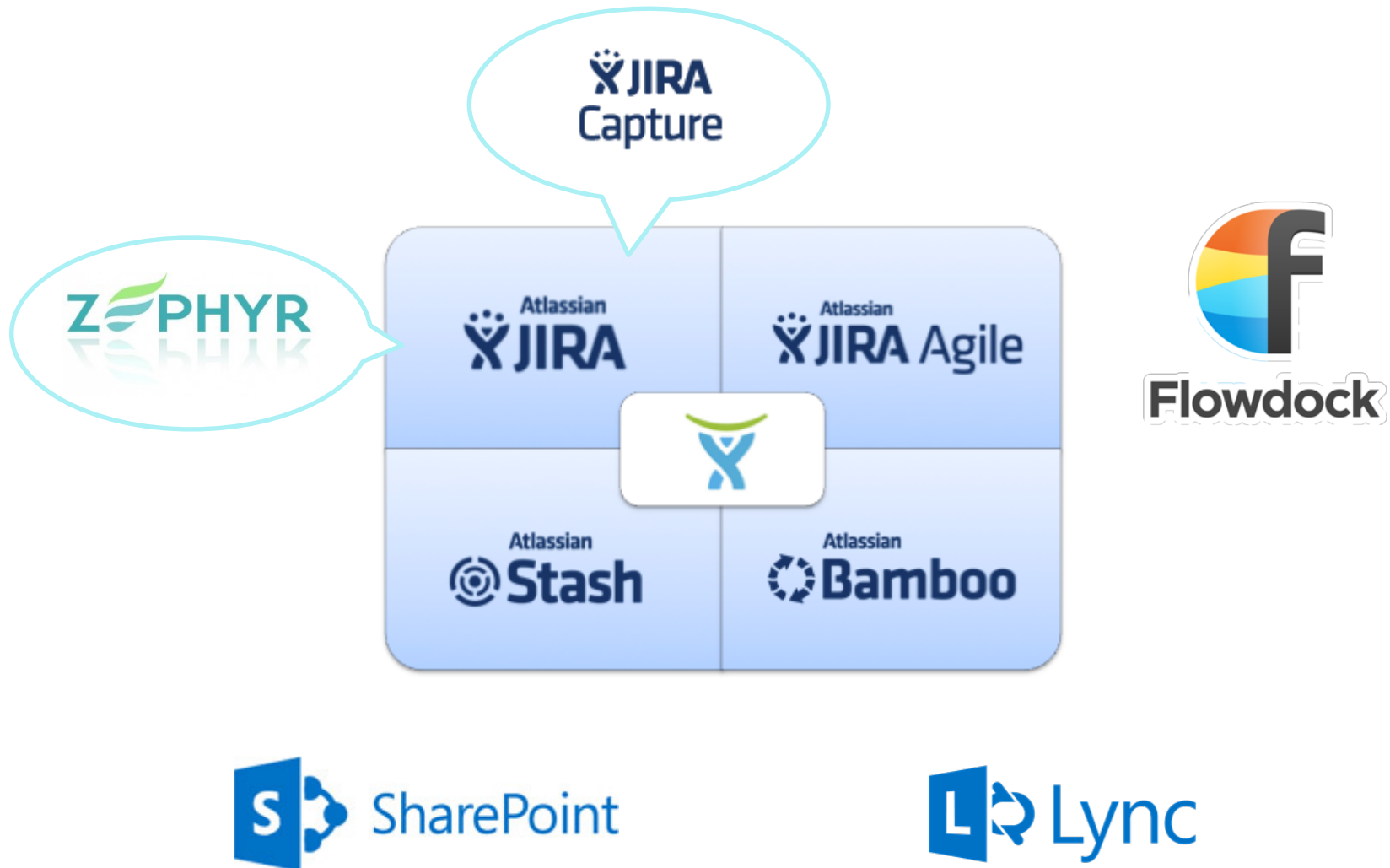


Reliability First

- Testing more efficient
- Transparently measuring test execution
- Less patches needed

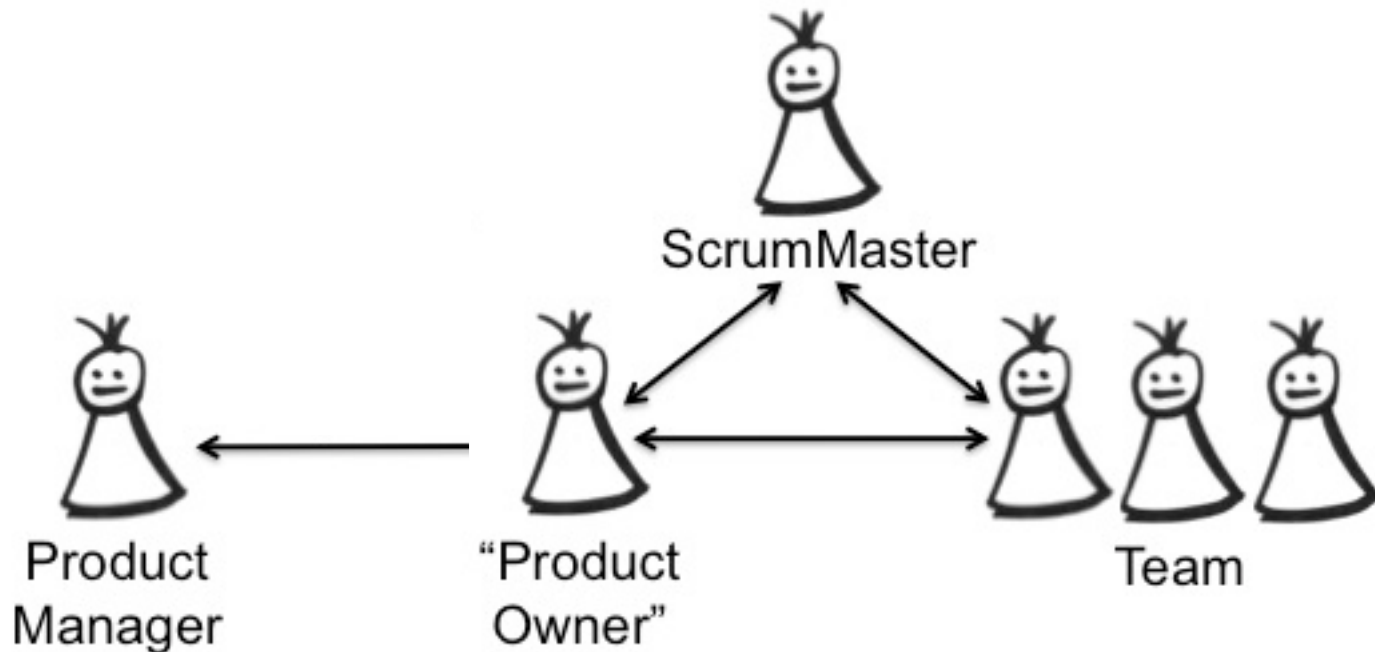


Tools are important



Split work between Product Owner and Product Manager 5/2013

- Both customers and teams benefit



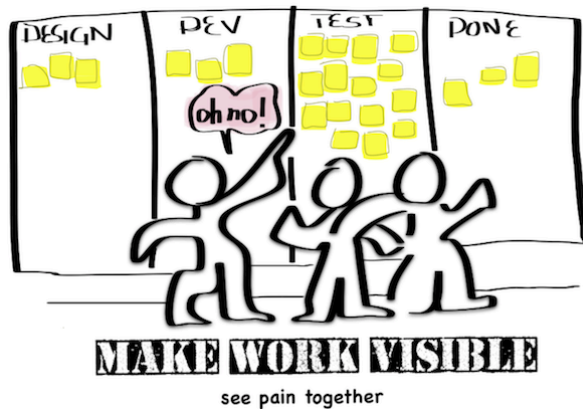
Product Manager

- Product Roadmap & Vision
- Long term plans (big rocks)
- Close contact with customers



Release Train Engineer

- Facilitates Release events
- Gathers results
- Makes things visible



Contents

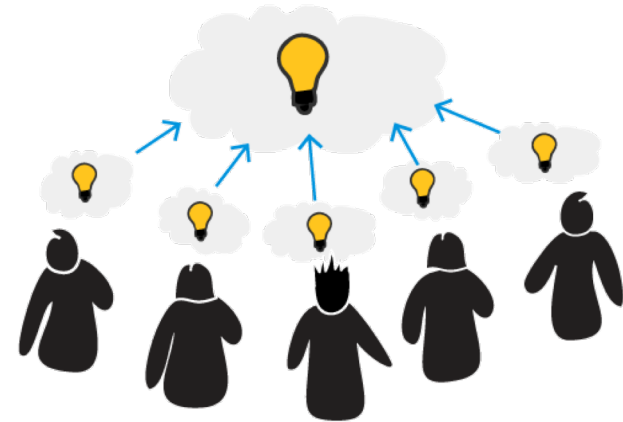


Increasing Transparency

Release Planning

Whole company together
Event called Release Planning Day

<http://www.scaledagileframework.com/release-planning/>



<http://agilehope.blogspot.com/2014/05/release-planning-day.html>

Release Planning Day

- Whole company together



Release Planning Day Rough Schedule

Common event

Day 1

9-9:15	Business Context
9:30-10:30	Product Roadmaps
10:30-10:45	Planning Process and Requirements
10:45-12	Team Breakout #1
12-13	Lunch
13-14	Draft Plan Review
14-	(Team Breakout #2 + Problem Solving & Adjustments)
	End of Day 1

Day 2

	Team Breakout #2 + Problem Solving & Adjustments
10:30->	Final Plan Review
	Vote of Confidence & Plan rework if needed

Conclusions & What works

- Co-located teams
- Dedicated POs
- Increasing Transparency
- Working together



Enjoy Working Together!

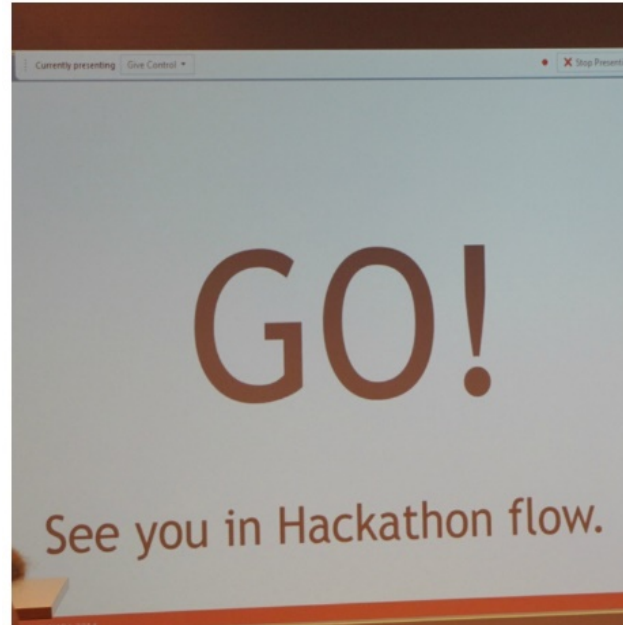
- Every six months we arrange NAPA Hackathon (24 hour coding/idea event)
- Anyone can introduce an idea and get whole company's attention for 5 minutes
- Blog post about how we did it in practice:
<http://agilehope.blogspot.com/2014/06/how-we-arranged-hackathon.html>



Enjoy Working Together!



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