Agile Adoption at Yahoo! Music
Countless fans submitted their clips... Now watch J.Lo's fans-only video. Did you make the cut?
<table>
<thead>
<tr>
<th>History</th>
<th>Geography</th>
</tr>
</thead>
<tbody>
<tr>
<td>♫ Yahoo!</td>
<td>♫ Sunnyvale</td>
</tr>
<tr>
<td>♫ Launch</td>
<td>♫ Santa Monica</td>
</tr>
<tr>
<td>♫ Mediacode</td>
<td>♫ San Diego</td>
</tr>
<tr>
<td>♫ Musicmatch</td>
<td>♫ Orlando</td>
</tr>
<tr>
<td>♫ Moxie</td>
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</tr>
</tbody>
</table>
Why Agile? Why Scrum?

The Promise of Execution

- Focus
- Speed
- Response
- Simplicity

Because we could
Because we must
Initial Results

Visibility

Focus

Velocity
Initial Problems

- Integrating QA
- Sprint Duration
- Daily Stand-up Duration / Focus
- Cross-functional Dependencies
- Shipping a Release
Divergent Forces

Location

Technology

History

Approach

Culture

Allegiance
<table>
<thead>
<tr>
<th>Location</th>
<th>Team Name</th>
<th>Responsibilities</th>
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</thead>
<tbody>
<tr>
<td>Santa Monica</td>
<td>LAUNCH</td>
<td>UED, Front-End, QA, Data Systems, Services</td>
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<tr>
<td></td>
<td>YMJ</td>
<td></td>
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<tr>
<td>Sunnyvale</td>
<td>Yahoo! Corporate</td>
<td>Finance, Legal, PMO, Operations, Marketing</td>
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<tr>
<td>San Diego</td>
<td>Musicmatch</td>
<td>Client, Front-End, QA, Reporting, Biz Dev</td>
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<tr>
<td>Orlando</td>
<td>Musicmatch</td>
<td>Client, QA</td>
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</table>
Organizational Transition: 3

Project A Virtual Scrum Team
Project B Virtual Scrum Team
Project C Virtual Scrum Team
Meanwhile, at the corporate level...

**Y! Agile PDP and Scrum**

- **IDEATE**
  - Concept Doc
  - MRD
  - PRD
- **ASSESS**
- **PLAN**
- **BUILD**
  - Prototype (recommended)
  - Alpha (internal)
  - Beta (external)
  - Launch / GA
  - CPO Review
    - Formal review of high-fidelity prototype (recommended) or near-Alpha product (if no prototype). Strongly recommend informal check-ins with CPO and VP UED during build.
  - Launch Check List
  - COO Review (Required for the biggest launches)
  - Post-Launch Review
- **RUN**

**Y! WATERFALL**

- Final Prod Specs
- Design
- Engineering
- QA
- Refine

**Y! AGILE (SCRUM)**

- Prod Back Log
- Sprint 0
- 1-4 week sprints, as many as required to deliver desired release features or meet desired release date
## Agile Adaptation

### Sprint 1
- **Focus**: Dev
- **Dev**: Code MAIN
- **QA**: Test MAIN
- **UED**: Design MAIN
- **Planning**: Sprint 1

### Sprint 2 (deployment)
- **Focus**: Test/Review
- **Dev**: Fix RELEASE, Code MAIN
- **QA**: Regress RELEASE
- **UED**: Review RELEASE
- **Planning**: Sprint 2

### Sprint 3
- **Focus**: Deploy
- **Dev**: Fix RELEASE
- **QA**: DEPLOY RELEASE
- **UED**: Design MAIN
- **Planning**: Sprint 3

### Sprint 4
- **Focus**: Test/Review
- **Dev**: Code MAIN
- **QA**: Test MAIN
- **UED**: Review RELEASE
- **Planning**: Sprint 4

### Release 1
- **MAIN**:
  - **RELEASE**: Fix RELEASE, Code MAIN
  - **Planning**: Sprint 1

### Release 2
- **MAIN**:
  - **RELEASE**: DEPLOY RELEASE
  - **Planning**: Sprint 3

### Release
- **MAIN**:
  - **SHIP**:
  - **RELEASE**: Fix RELEASE, Code MAIN
More Problems

- Regression Deficit
- Cancellation Angst
- Velocity Vacuum
- Tool Wars
Sprint Manager > Music Jukebox > Migration Sprint 1

TASKS IN MIGRATION SPRINT 1
Establish basic wizard plugin framework/functionality and dummy flow. This sprint runs from 2006-09-07 to 2006-09-20 and has 10 working days.

Overall Progress: 98% Complete

Burndown Chart for Migration Sprint 1

<table>
<thead>
<tr>
<th>DAY</th>
<th>ESTIMATED</th>
<th>COMPLETED</th>
<th>LEFT</th>
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<tbody>
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<td>2006-09-07</td>
<td>225.00</td>
<td>27.00 (12%)</td>
<td>233.00 (104%)</td>
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<tr>
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<td>44.00 (20%)</td>
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<tr>
<td>2006-09-11</td>
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<td>67.00 (30%)</td>
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<tr>
<td>2006-09-12</td>
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<tr>
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<tr>
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<td>64.50 (29%)</td>
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<tr>
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<td>182.50 (81%)</td>
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<td>184.50 (82%)</td>
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<tr>
<td>2006-09-19</td>
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<td>198.50 (88%)</td>
<td>23.50 (10%)</td>
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<td>2006-09-20</td>
<td>226.00</td>
<td>219.50 (97%)</td>
<td>3.50 (2%)</td>
</tr>
</tbody>
</table>
The Art of Possibility

Bias to Action

Simple is Hard

Never Give Up – Enjoy the Journey

Unleash Creative Energy

The Freedom to Innovate
Thank You!