

# Adobe Premiere Pro Scrum Adoption

Peter Green



# Setting the Stage

Hi, I'm Peter Green  
@tptman

# Setting the Stage



I am a professional musician

Hi, I'm Peter Green

@tptman

# Setting the Stage



I am a professional musician

Hi, I'm Peter Green

@tptman

That explains my  
Twitter handle



But musicians don't make a lot of money,  
and I've got one of these:

Hi, I'm Peter Green  
@tptman

# Setting the Stage



The cutest family on the planet

Hi, I'm Peter Green

@tptman

So I got a day job testing software, and eventually discovered Agile. These days, I have the coolest job

Hi, I'm Peter Green

@tptman

# Setting the Stage



I am a CST, leading the agile adoption at Adobe Systems

Hi, I'm Peter Green

@tptman

# Setting the Stage

This is Adobe Premiere Pro, a Non-Linear Video Editor

# Setting the Stage

This was a video in the actual presentation with a clever punchline. You only get the punchline in the PDF version :-)

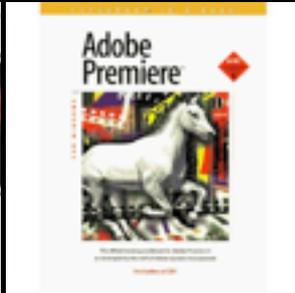
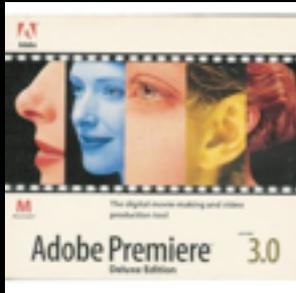


But not as sexy as a good Scrum adoption story!

# Gathering Data

## A Quick History of Premiere Pro

# Gathering Data



1991

Adobe Premiere

2002

## A Quick History of Premiere Pro

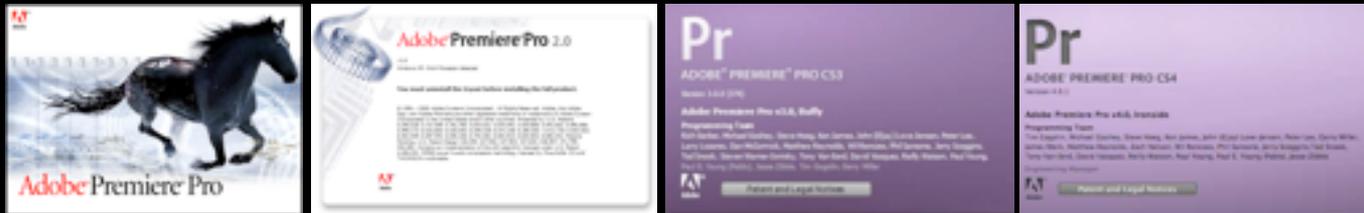
# Gathering Data



1991

Adobe Premiere

2002



2003

Adobe Premiere Pro

2008

# A Quick History of Premiere Pro

# Gathering Data

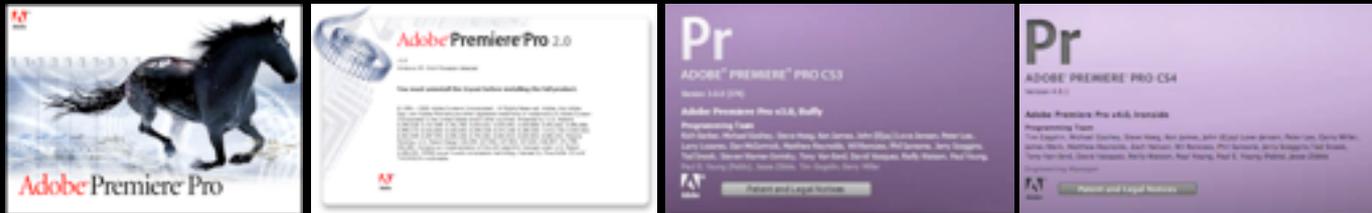


1991

Adobe Premiere

2002

This story starts here



2003

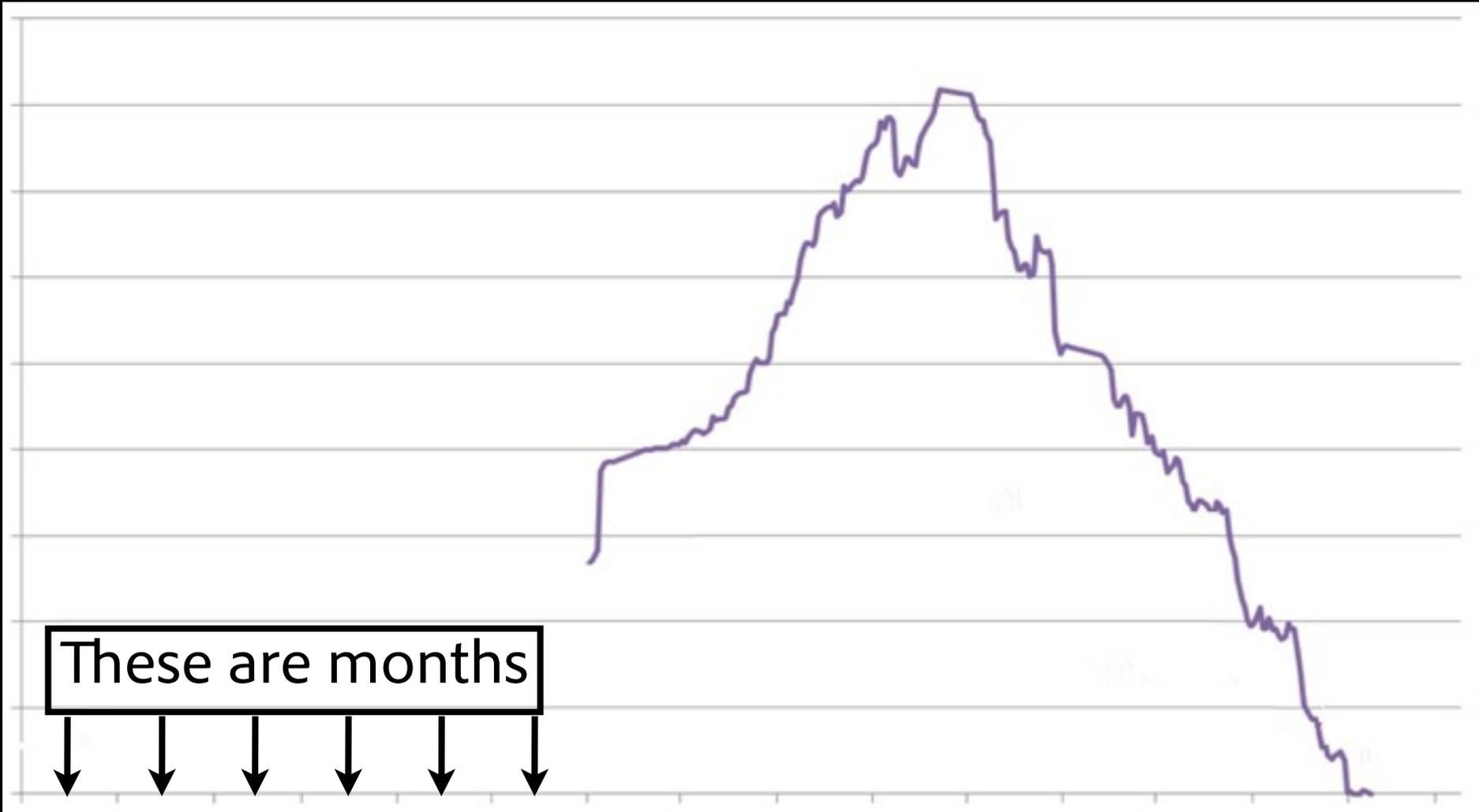
Adobe Premiere Pro

2008

## A Quick History of Premiere Pro



# Gathering Data



The open bug curve for the CS4 release

# Gathering Data

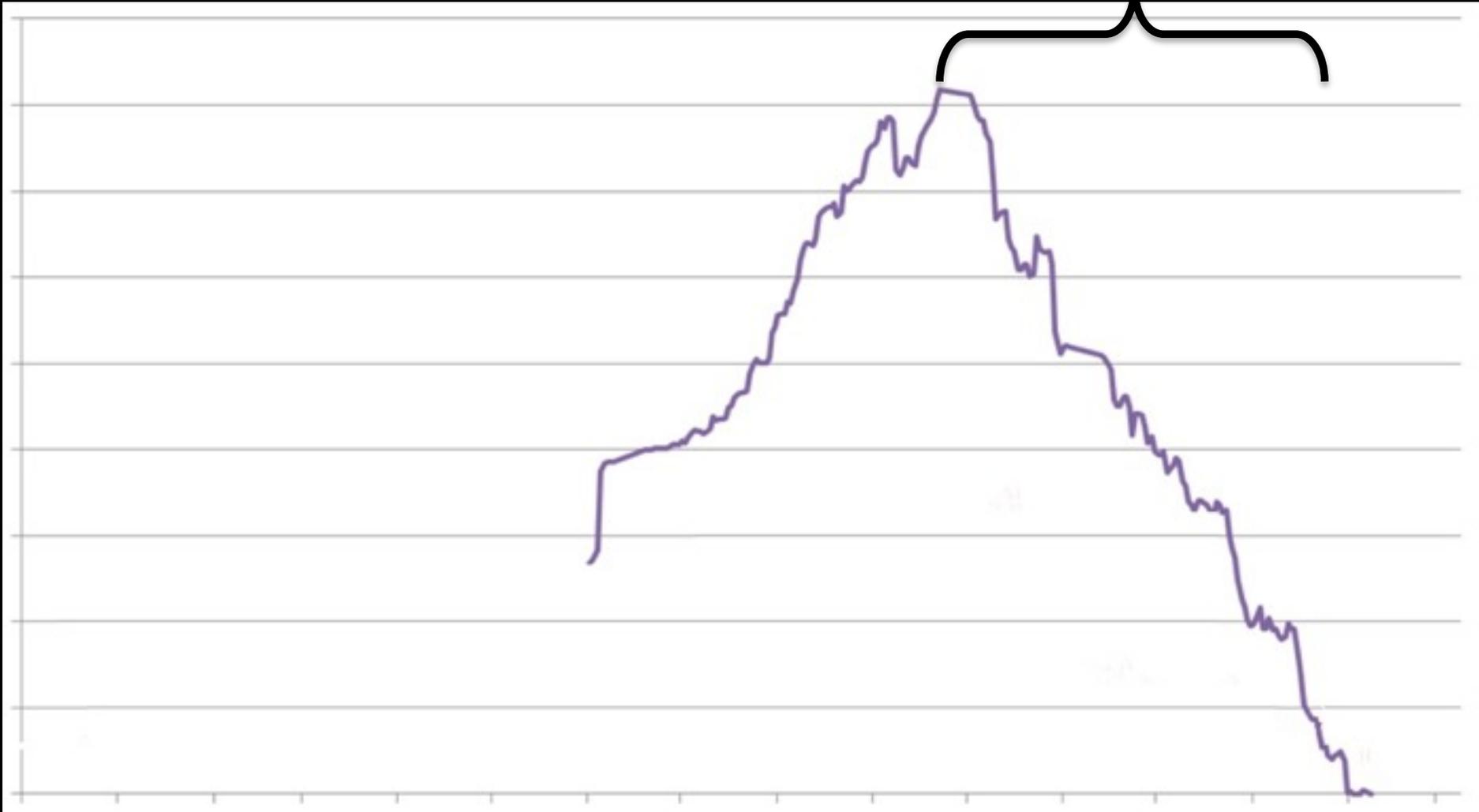
No one kept track of open bugs for the first six months...



The open bug curve for the CS4 release

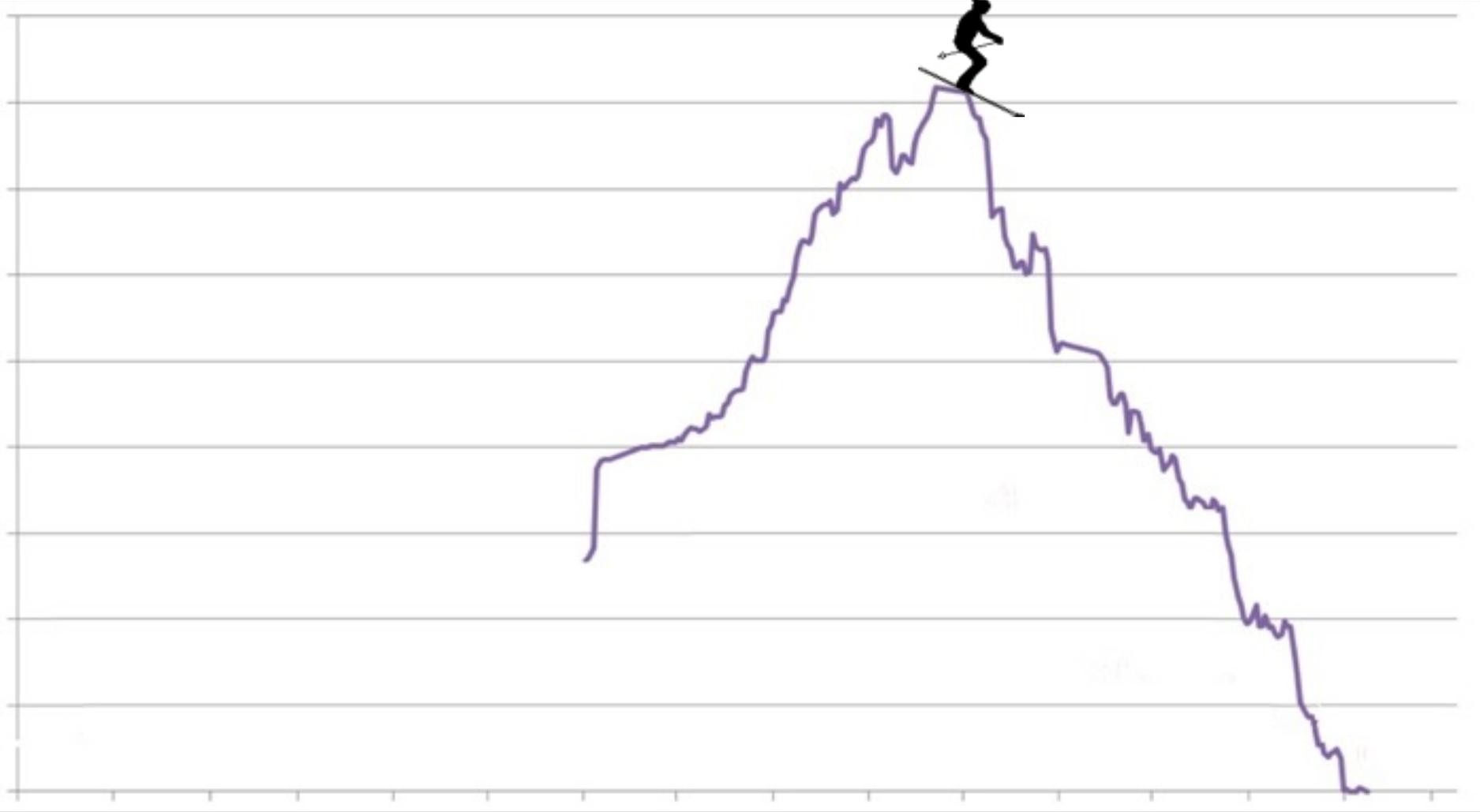
# Gathering Data

End Game: Feature Complete to Release



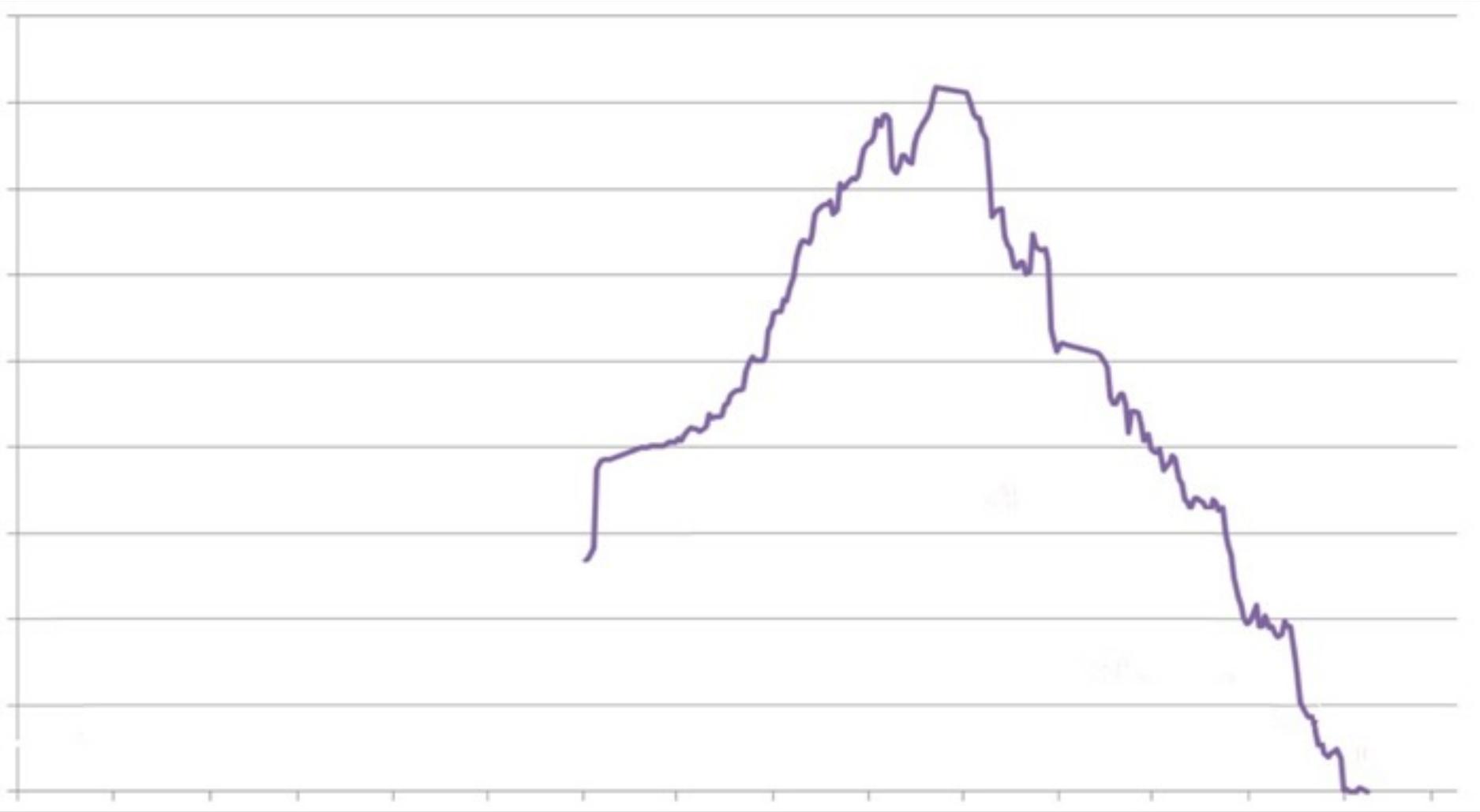
The open bug curve for the CS4 release

# Gathering Data



The open bug curve for the CS4 release

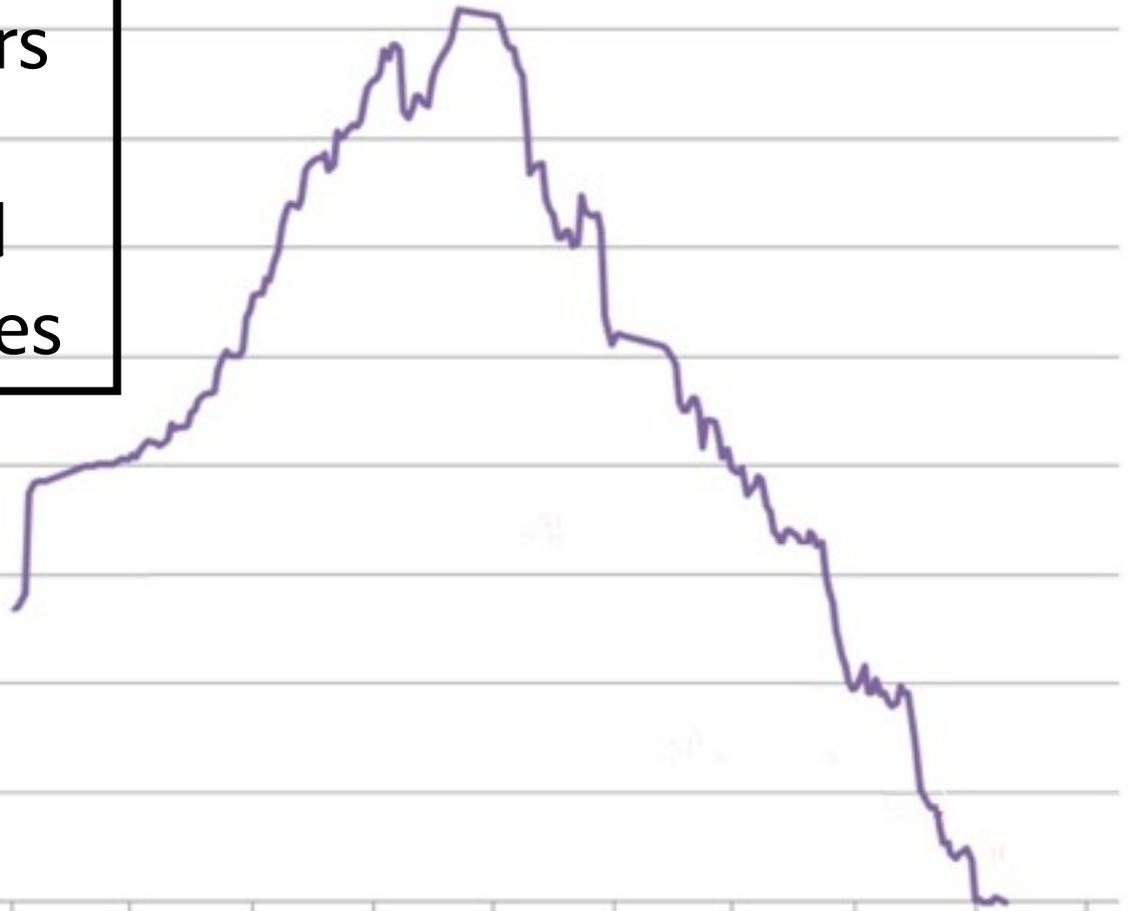
# Gathering Data



The open bug curve for the CS4 release

## Gathering Data

During the end game  
three team members  
were hospitalized  
for exhaustion and  
other related illnesses



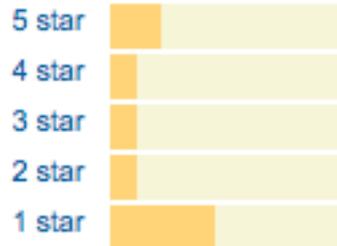
The open bug curve for the CS4 release

# Gathering Data

## Customer Reviews

★★★★☆ (9)

2.6 out of 5 stars



## Most Recent Customer Reviews

★☆☆☆☆ **It simply does not work!**

I am an experienced user (15 years with Adobe), and I upgraded to CS4 directly from Premiere 6.5. It is an extremely unreliable program.

[Read more](#)

Published 4 months ago by E. Rabinovich

★☆☆☆☆ **This is just a junk!!!**

I would like to give "-1" if possible! I think people developing this software should be fired because they produce a junk!! [Read more](#)

Published 10 months ago by George

★★☆☆☆ **Photoshop lover who doesn't recommend Premiere**

I was a newbie at making videos, and started off last year (2009) with Roxio Video Wave (which I would also highly recommend to anyone starting brand new). [Read more](#)

Published on May 26, 2010 by David Lozinski

Many customers were not happy

# Gathering Data



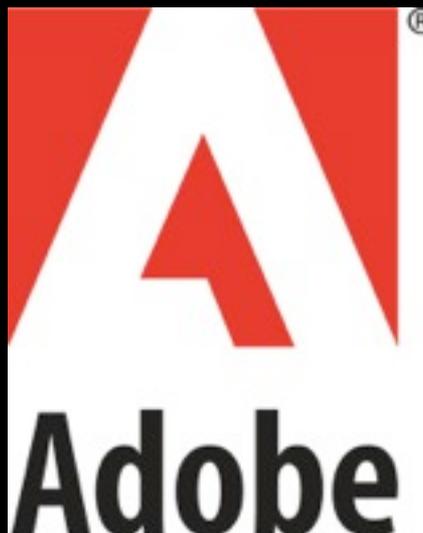
We had some stiff competition

# Gathering Data



We had some stiff competition

# Gathering Data

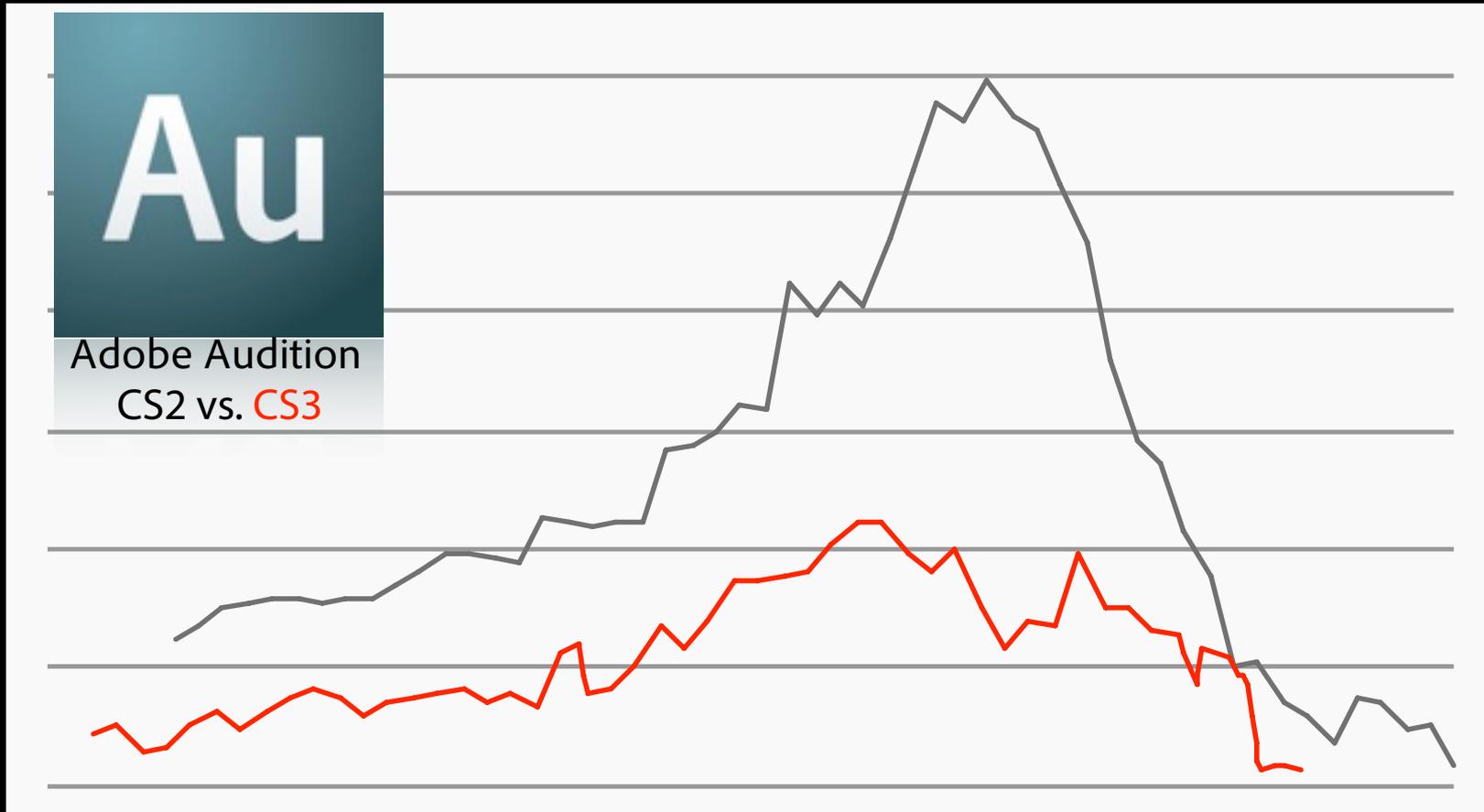


We had some stiff competition

Oh Noz!

What should we do?

# Generating Insights



Au  
Adobe Audition  
CS2 vs. CS3

*Peak bugs reduced to 33% of previous cycle*

## Another team at Adobe had success with Scrum

Decide what to do

So Premiere Pro decided to give it a try

# Decide what to do



*Release Planning: affinity estimation*

So Premiere Pro decided to give it a try

Close

The Goal of Scrum:  
create a transparent system  
allowing the team to inspect and adapt

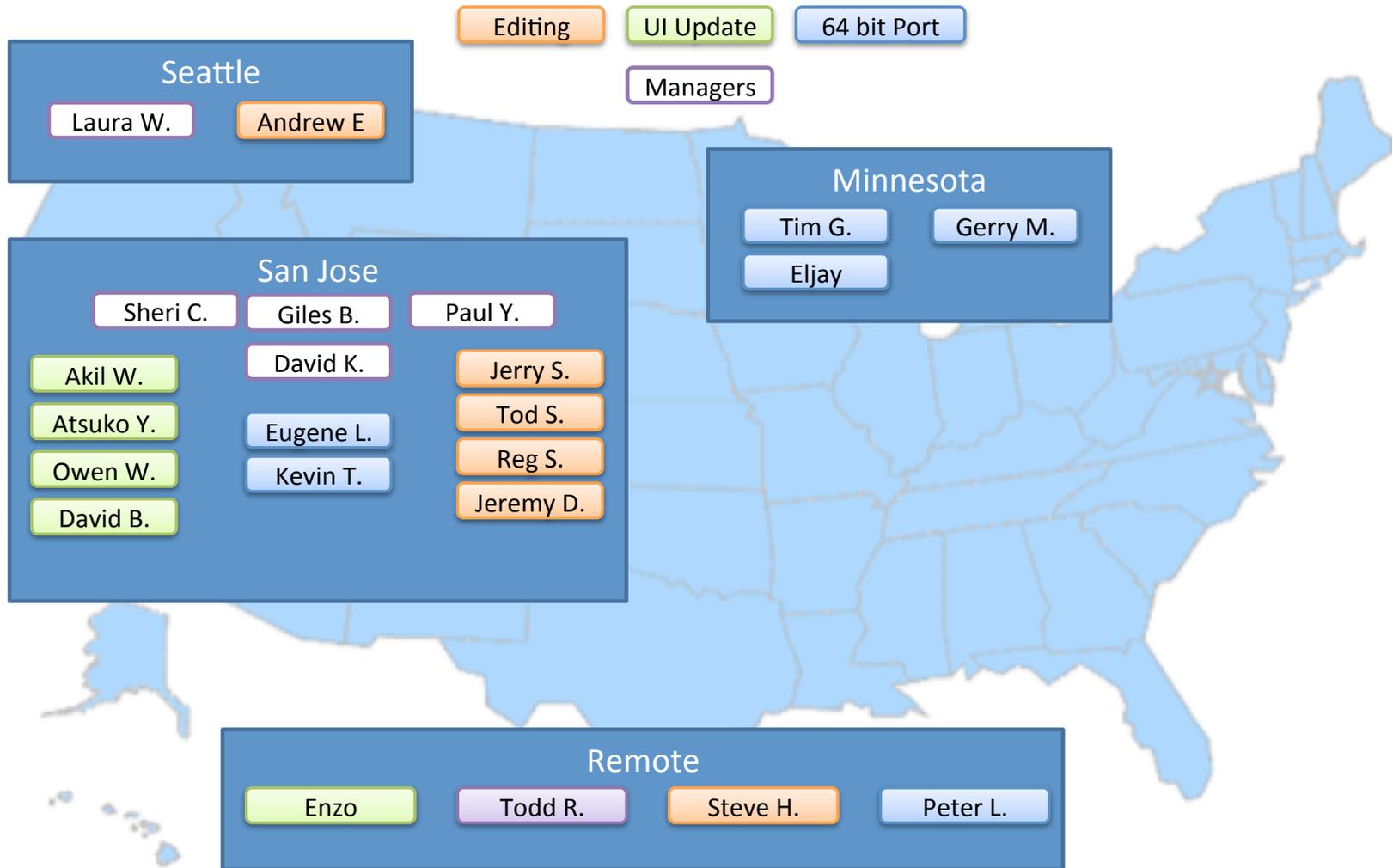
Close

I'll talk about four impediments  
exposed by scrum  
and how we dealt with them

Close

Then I'll talk about the overall results of  
Scrum adoption in three areas  
the team  
the quality  
the customers

# Impediment 1: Communication with remote teams



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**Strategy:**  
**Level the Communication Playing Field**

# Impediment 1: Communication with remote teams

The screenshot displays an Adobe Connect meeting window titled "Standing Meeting (Daily Scrum) - Adobe Connect". The interface is divided into several panels:

- Attendee List (14):** Lists participants including Hosts (Peter Green) and Presenters (eJay, HG, Sheri, Jerry, Andrew, Ted). It also shows "Participants (10)".
- Chat (Everyone):** Contains a message from Peter Green: "Where's Kevin?" and a response from Sheri: "he said he'd be a few minutes late".
- Camera and Voice:** A grid of seven video thumbnails showing participants. One thumbnail is labeled "Peter Green".
- Polling:** A poll titled "As a video editor, I want to be able to specify the time interval for auto-savin...". The poll options and results are as follows:

Option	Percentage	Count
1	0%	00
2	0%	00
3	0%	00
5	25%	(1)
8	50%	(2)
13	25%	(1)
20	0%	00
40	0%	00
100	0%	00
7	0%	00
No Vote		
- Share 2 - eJay:** A shared application window showing a dashboard with charts and a table of tasks.

# Impediment 2: Breaking down big features

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A vertical slice approach is the biggest initial challenge for almost every team that adopts scrum at Adobe

## Impediment 2: Breaking down big features

### Strategy:

Connect team with experienced peers,  
have them slice some real User Stories  
together

## Impediment 3: Working with non-agile teams

Premiere Pro integrated several components  
and delivered to the Creative Suite team.  
These teams did not use agile

# Impediment 3: Working with non-agile teams

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Strategy: Agile release plans

# Impediment 3: Working with non-agile teams

Strategy: Agile release plans  
Frequent updates

# Impediment 3: Working with non-agile teams

Strategy: Agile release plans

Frequent updates

Communicate, Communicate, Communicate

# Impediment 4: Product Owner Bottleneck

Challenge: Lots of domain expertise  
Three scrum teams  
Single Product Owner

# Impediment 4: Product Owner Bottleneck

Challenge: Lots of domain expertise  
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Single Product Owner



# Impediment 4: Product Owner Bottleneck



Sheri



Giles



Dave

Strategy: Product Owner Council  
made up of domain experts  
across management and the team



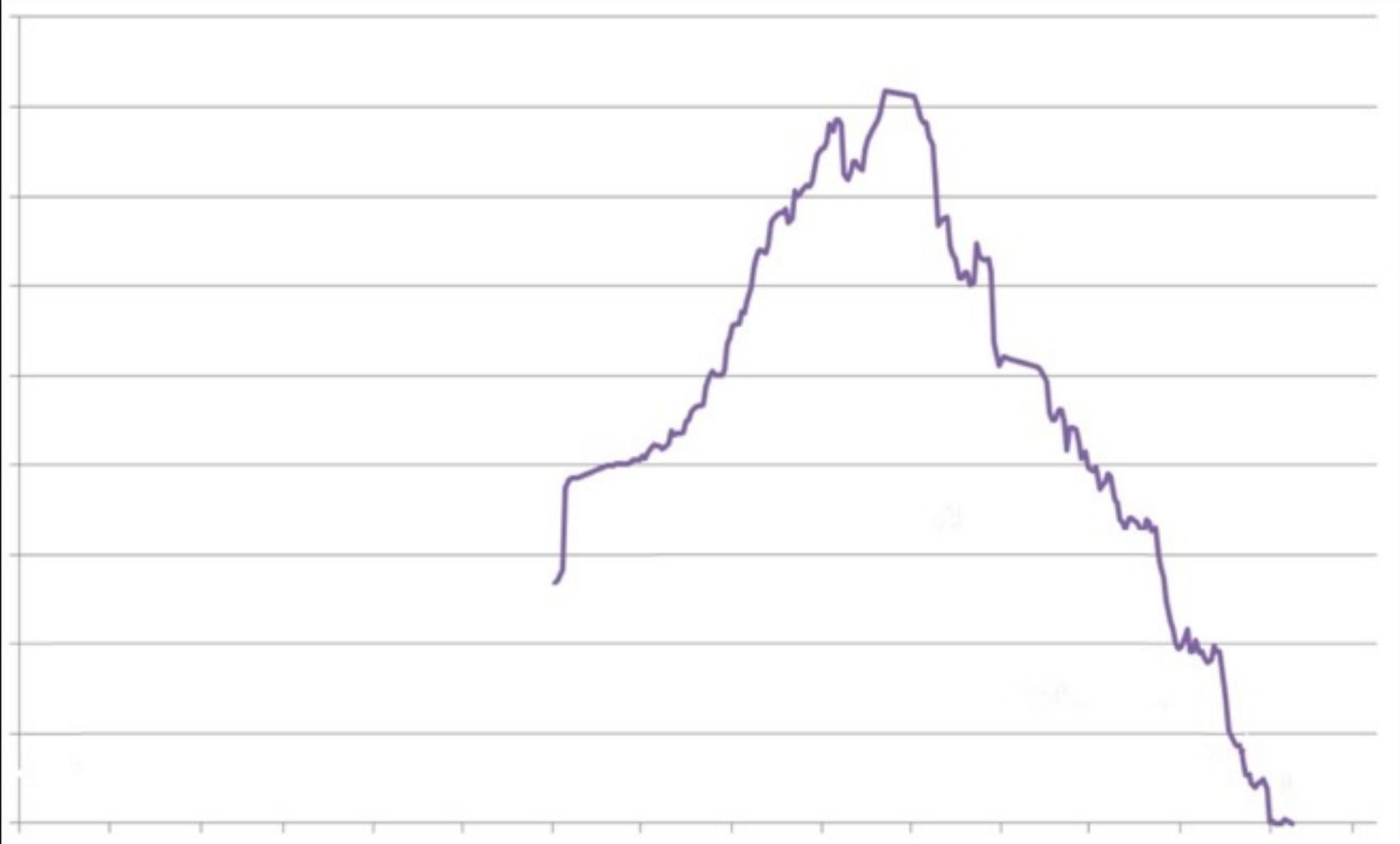
Paul



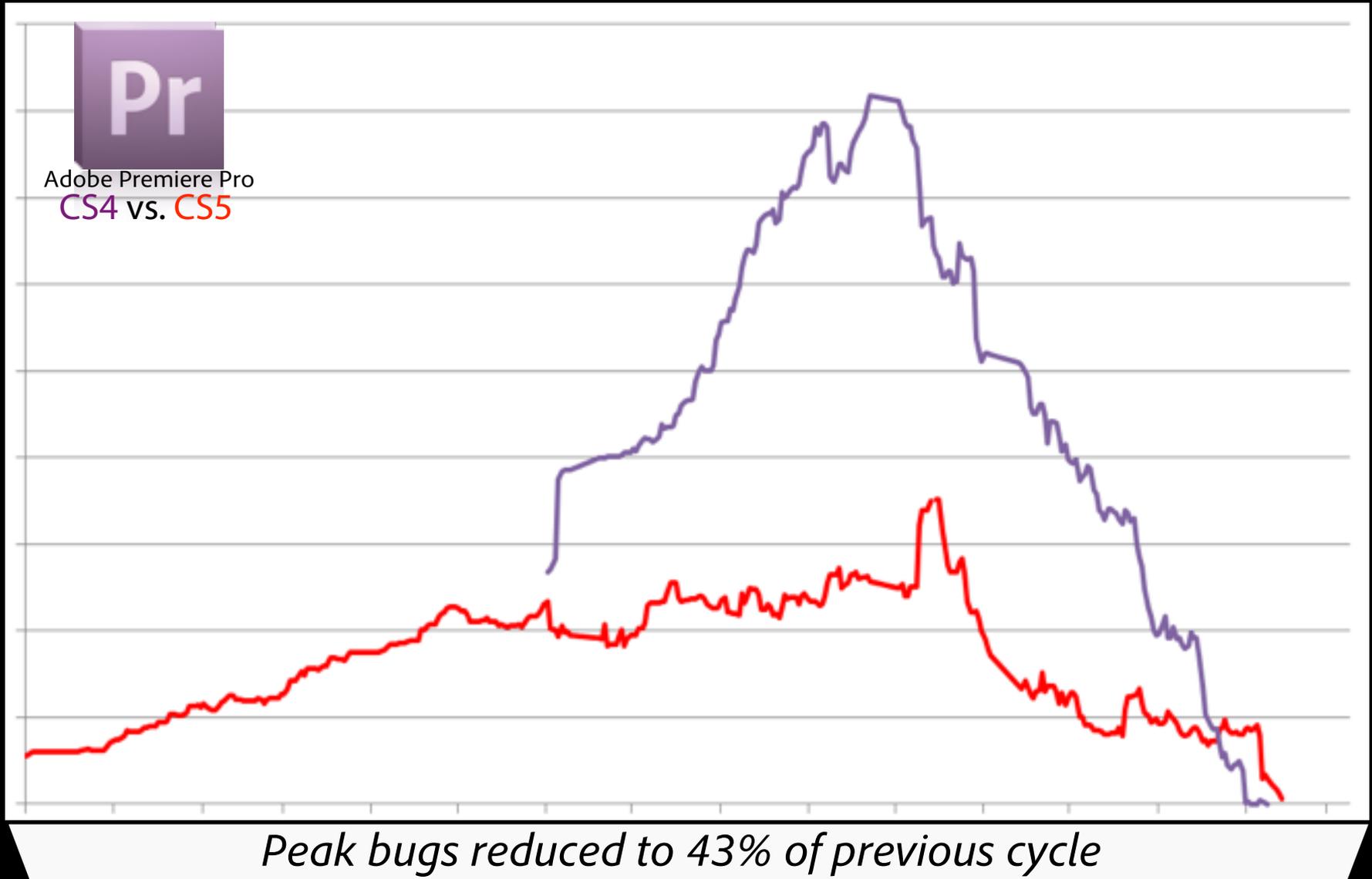
Laura

And the results...

# Bug Curves Before & After Scrum



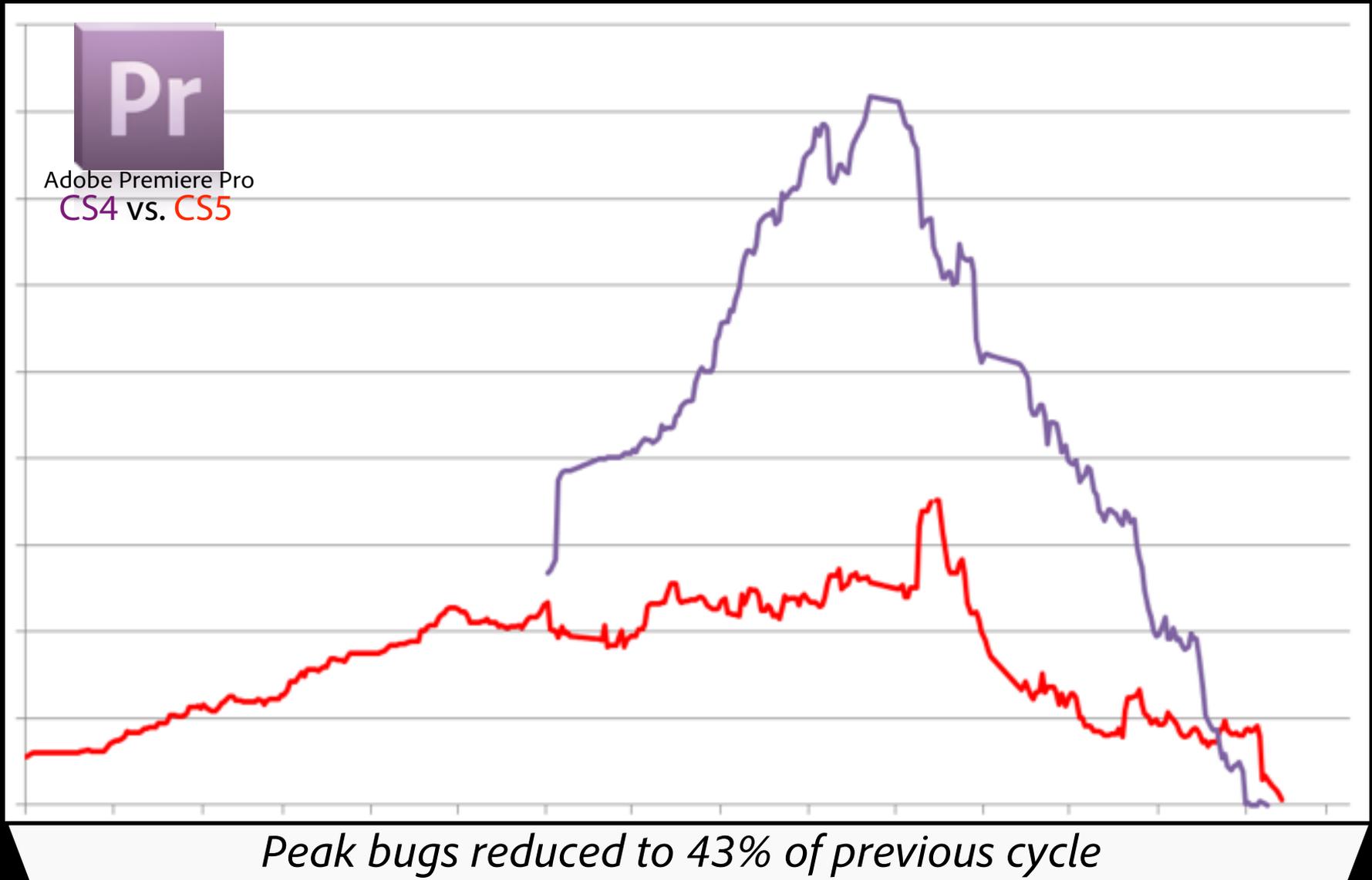
# Bug Curves Before & After Scrum



# Fewer Defects Introduced, Fewer Defects Deferred

Release	% of found defects deferred	Average Defects fixed per month
Premiere Pro CS4	21%	205
Premiere Pro CS5	16%	185

# Bug Curves Before & After Scrum



The team liked scrum much more after releasing...

- Difference between 12 months & 18 months

If it was up to you, would your team continue using scrum?

12 mos: 77% respond yes  
18 mos: 80% respond yes

0 – Completely Disagree to 10 – Completely Agree	12 mos	18 mos
The <b>quality</b> of our software has improved since implementing scrum.	6.5	8.2
The <b>communication</b> on our team has improved since implementing scrum.	7.2	7.83
We deliver a <b>better product</b> to our customers since implementing scrum.	6.6	7.75

# Improved quality & productivity provides options:



Adobe Audition  
CS3 vs. CS4

Reduced end game by 8 weeks, a 40% reduction.



Adobe After Effects  
CS4 vs. CS5

Reduced end game by 10 weeks, a 39% reduction.



Adobe Connect  
Pre vs. Post

Reduced end game by 16 weeks, a 66% reduction



Adobe Flash Pro  
CS5 vs. CS5.5

Pulled 1/3 of their team off of end game activities to start working on the next release.

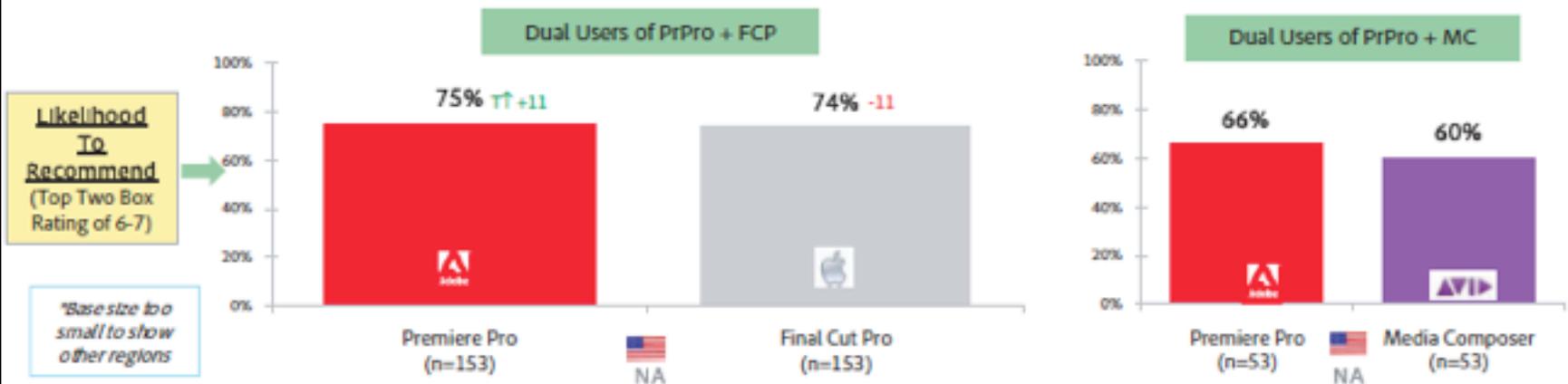
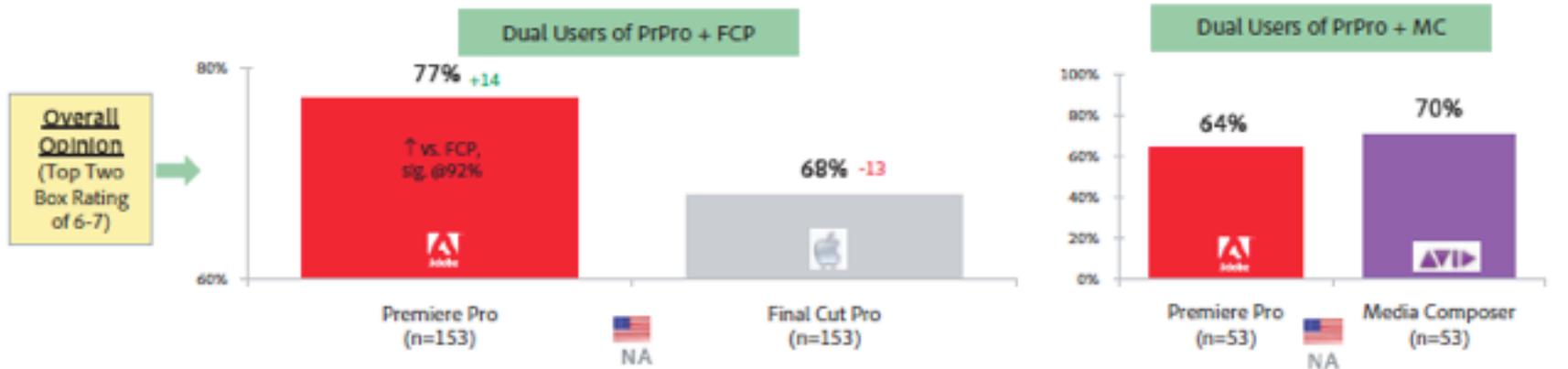


Adobe Premiere Pro  
CS4 vs. CS5

Chose not to reduce end game, but to focus on reducing accumulated technical debt

# Premiere Pro Improvements in Market Perception

- In NA, overall opinion and likelihood to recommend Premiere Pro has also increased among dual users, while ratings of FCP have fallen.



\*Adobe Premiere Pro Perception Tracking Global Study Wave 3 2011, Marketing Insights & Operations Team



# Questions