Adobe Premiere Pro Scrum Adoption

Peter Green

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Setting the Stage

Hi, I'm Peter Green

@tptman

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Setting the Stage

I am a professional musician

Hi, I'm Peter Green

@tptman

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Setting the Stage

I am a professional musician

Hi, I'm Peter Green

That explains my Twitter handle

@tptman

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

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Setting the Stage

The cutest family on the planet

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

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Setting the Stage

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

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Setting the Stage

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

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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!

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A Quick History of Premiere Pro

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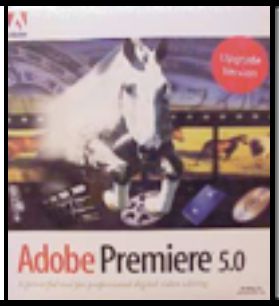
Gathering Data



1991 Adobe Premiere 2002

A Quick History of Premiere Pro

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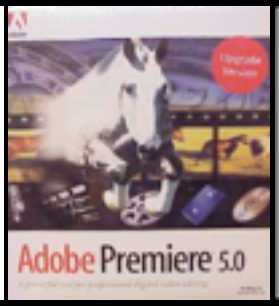
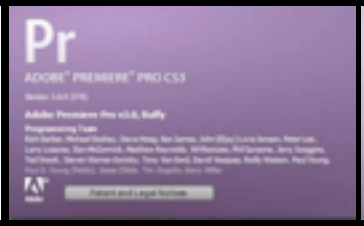
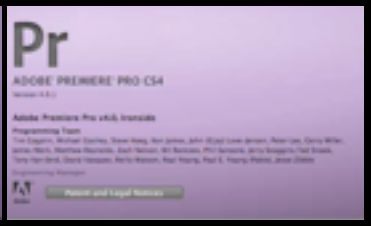
Gathering Data



1991 Adobe Premiere 2002





2003 Adobe Premiere Pro 2008

A Quick History of Premiere Pro

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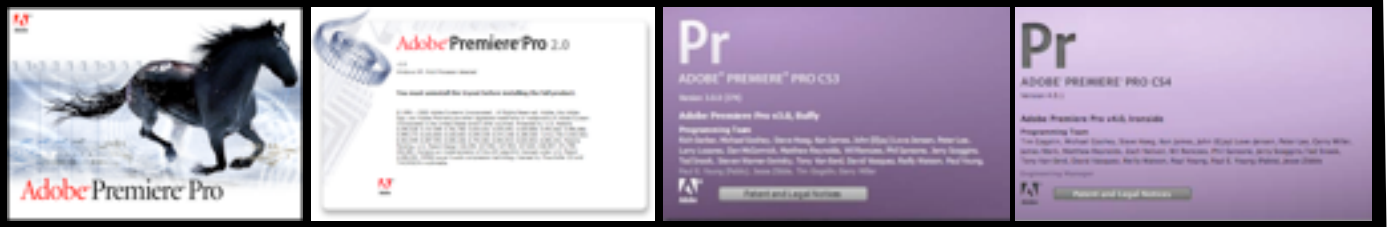
Gathering Data

1991 — Adobe Premiere — 2002

This story starts here



2003 — Adobe Premiere Pro — 2008

A Quick History of Premiere Pro

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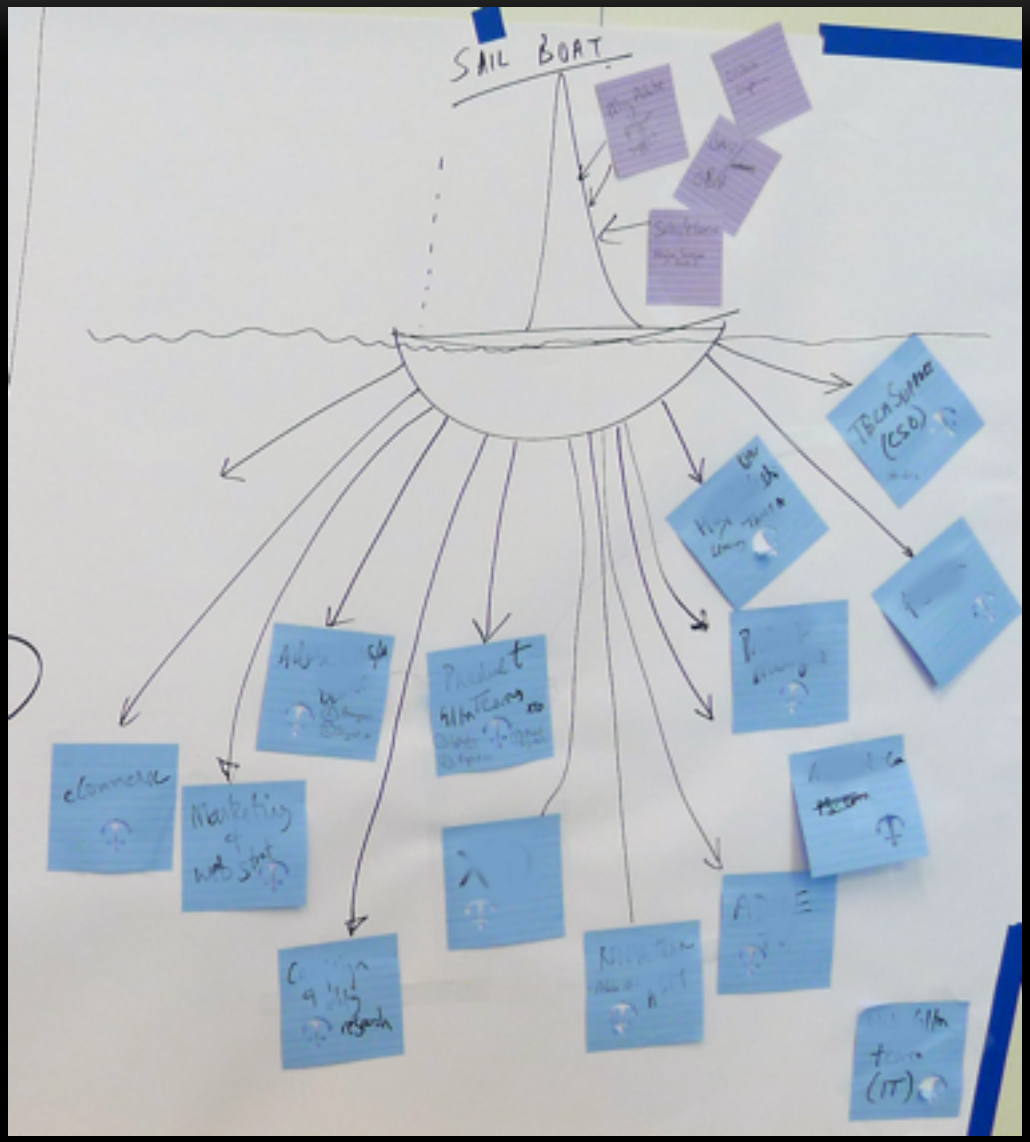

In late 2008, Premiere Pro had some challenges

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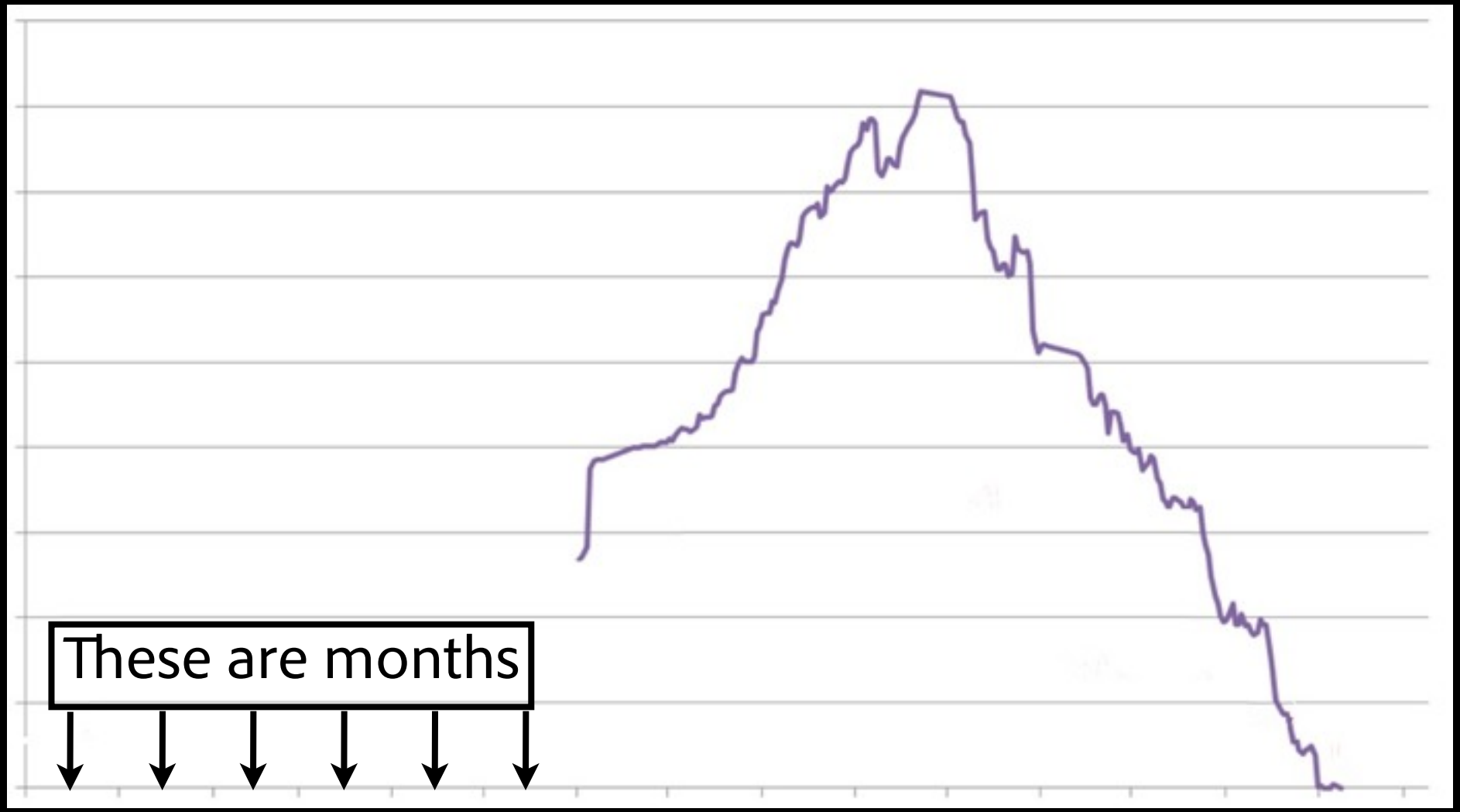

The open bug curve for the CS4 release

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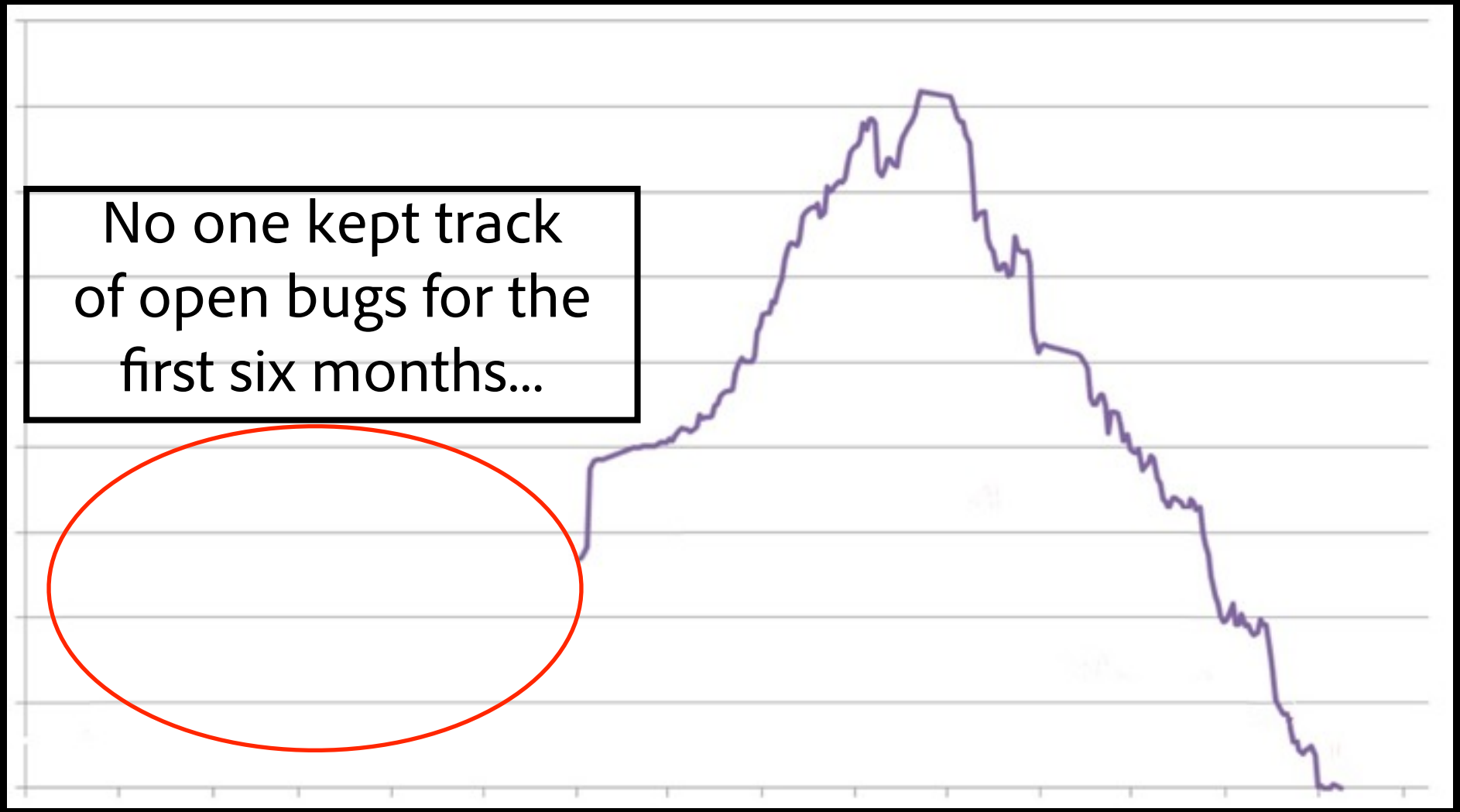
Gathering Data



The open bug curve for the CS4 release

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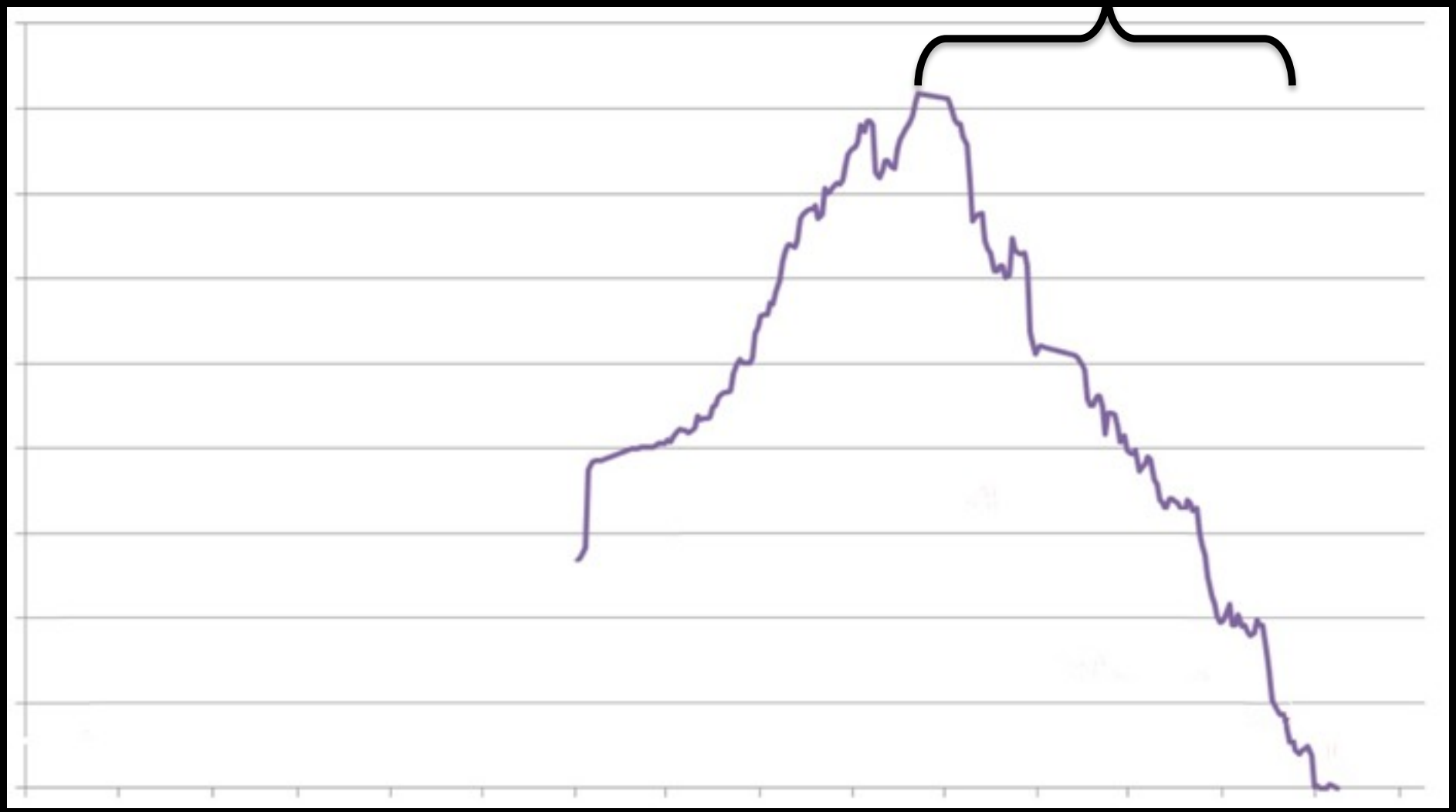
Gathering Data



The open bug curve for the CS4 release

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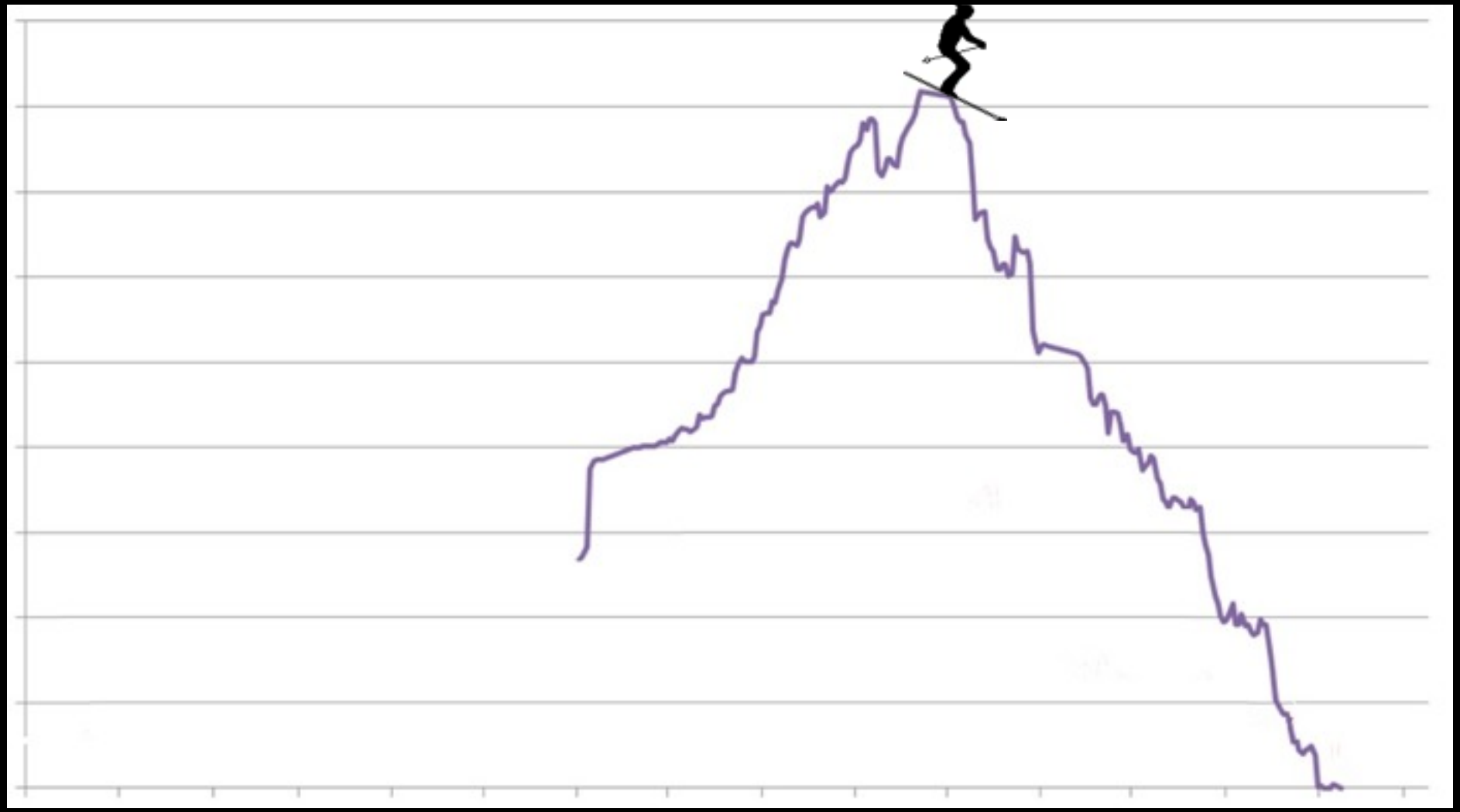
Gathering Data



The open bug curve for the CS4 release

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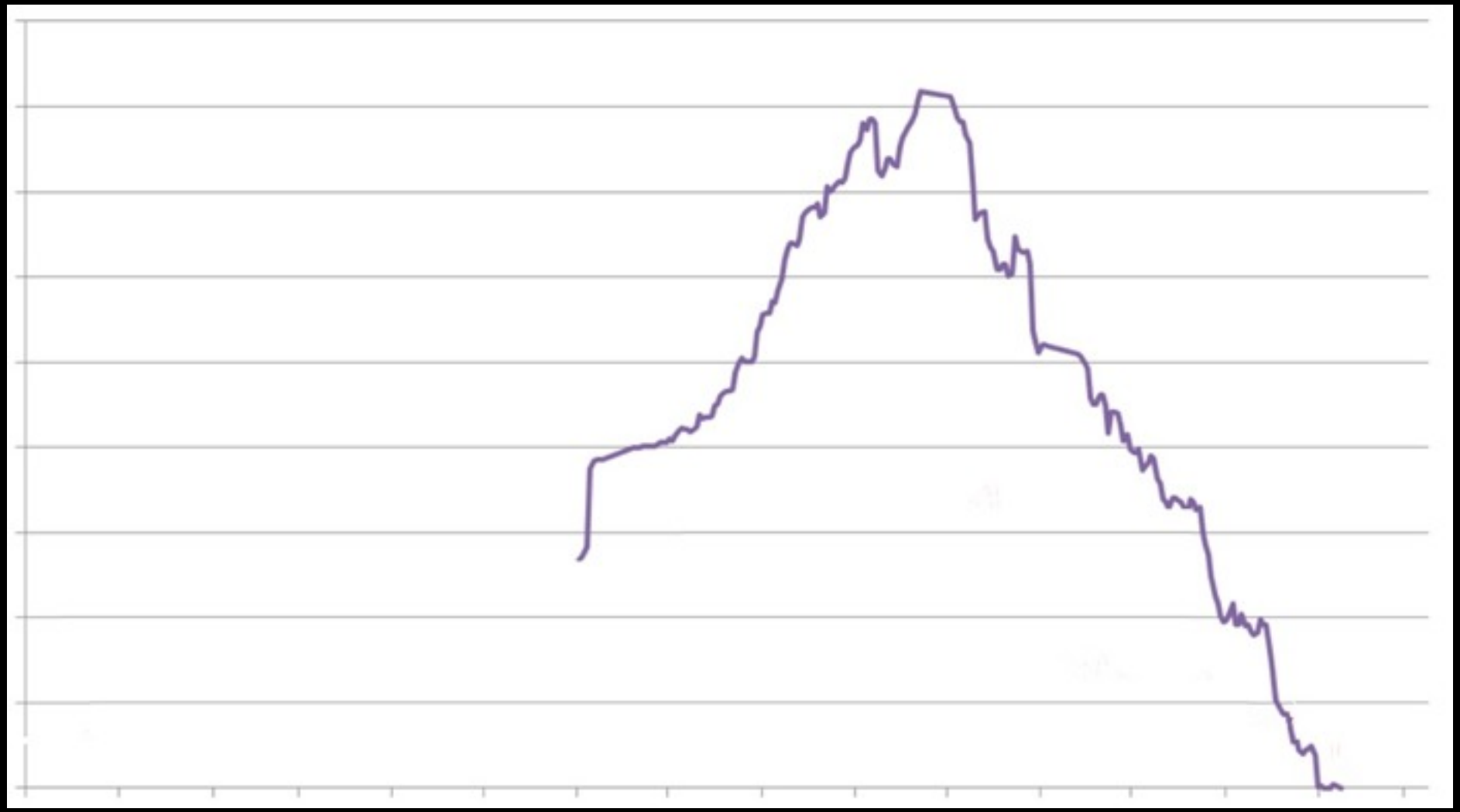
Gathering Data



The open bug curve for the CS4 release

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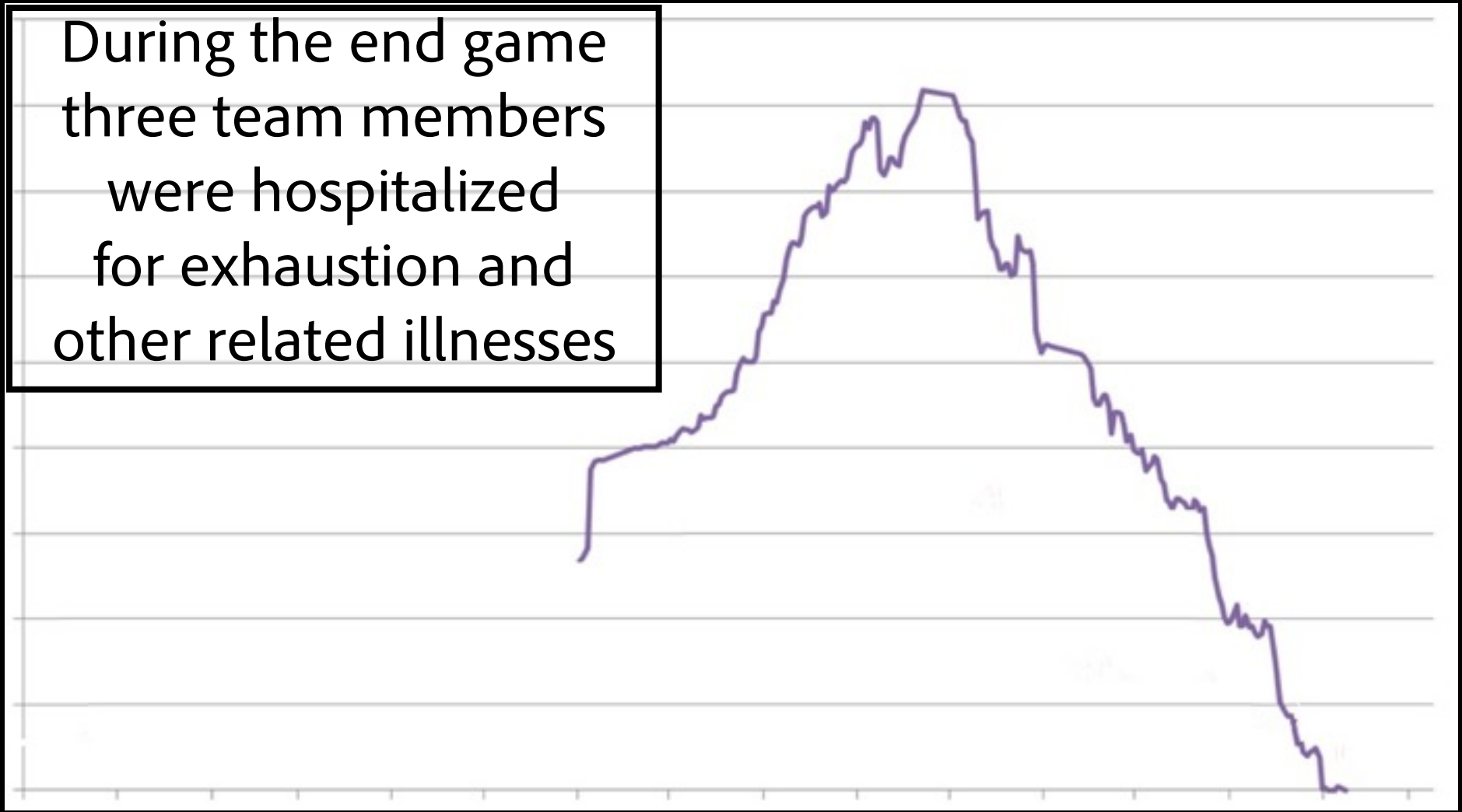
Gathering Data

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



The open bug curve for the CS4 release

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Gathering Data

Many customers were not happy

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Gathering Data

We had some stiff competition

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Gathering Data

We had some stiff competition

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Gathering Data

We had some stiff competition

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Oh Noz!

What should we do?

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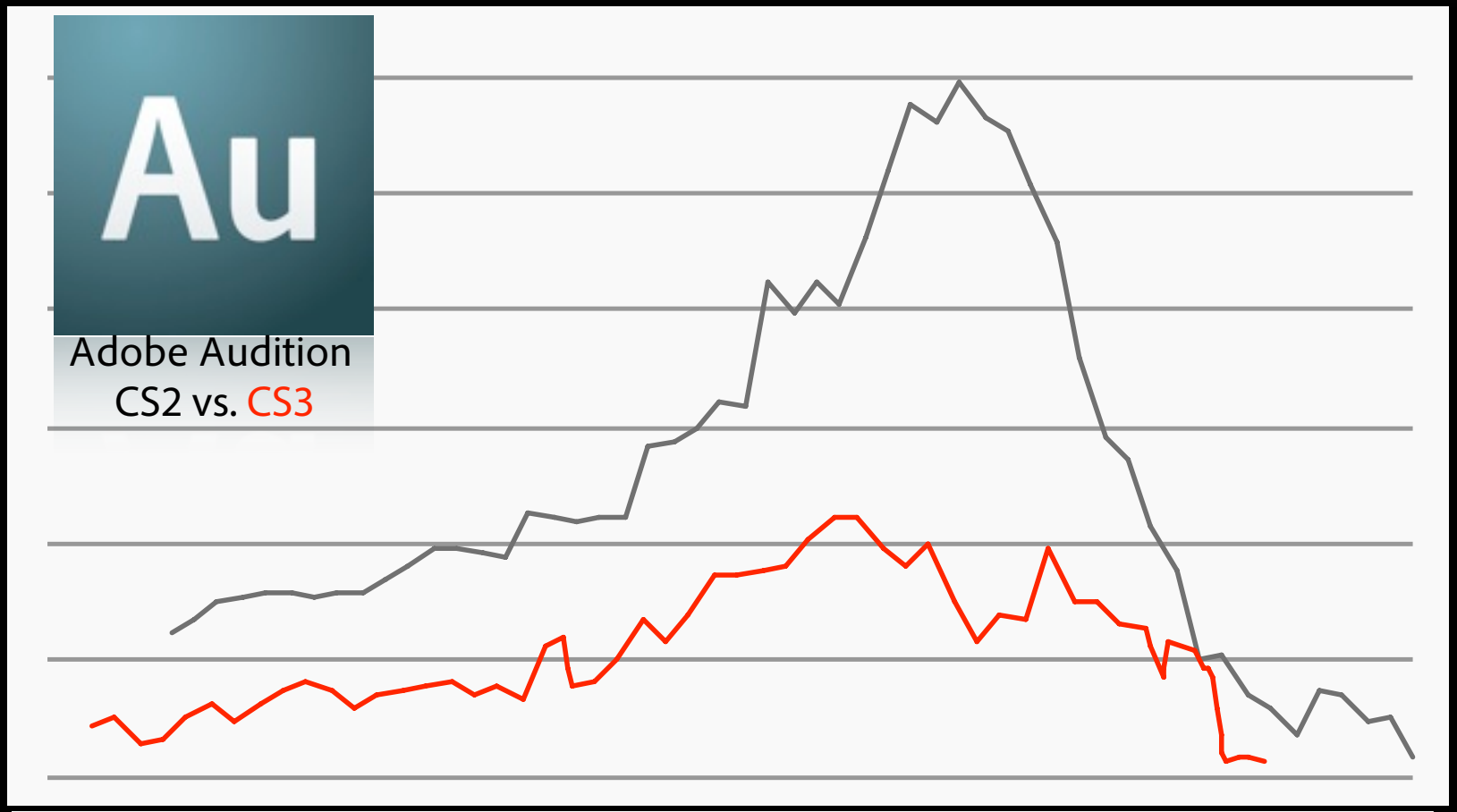
Generating Insights



Peak bugs reduced to 33% of previous cycle

Another team at Adobe had success with Scrum

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Decide what to do

So Premiere Pro decided to give it a try

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Decide what to do

Release Planning: affinity estimation

So Premiere Pro decided to give it a try

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Close

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

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Close

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

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

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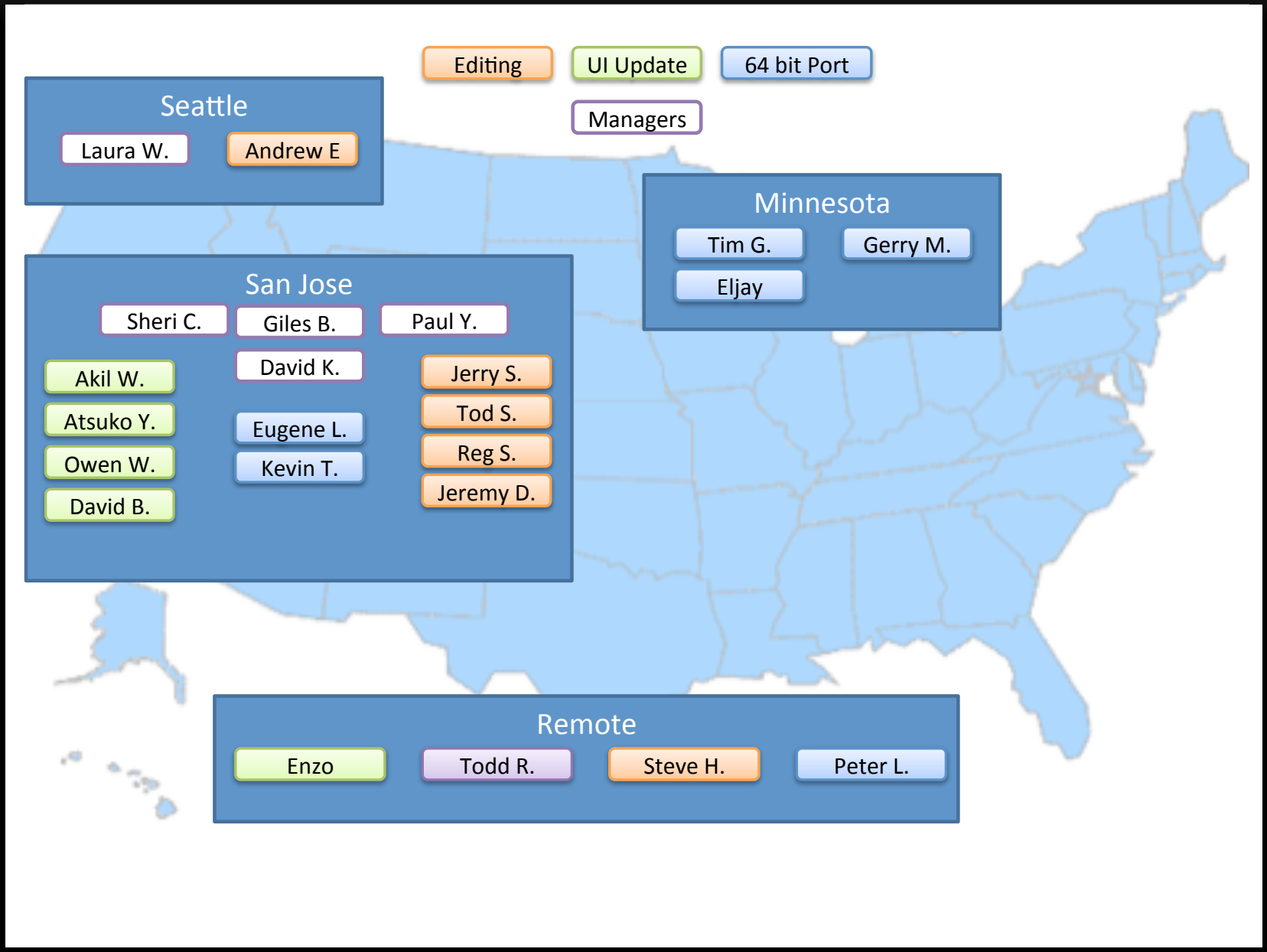
Impediment 1: Communication with remote teams



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Impediment 1: Communication with remote teams

Strategy:
Level the Communication Playing Field

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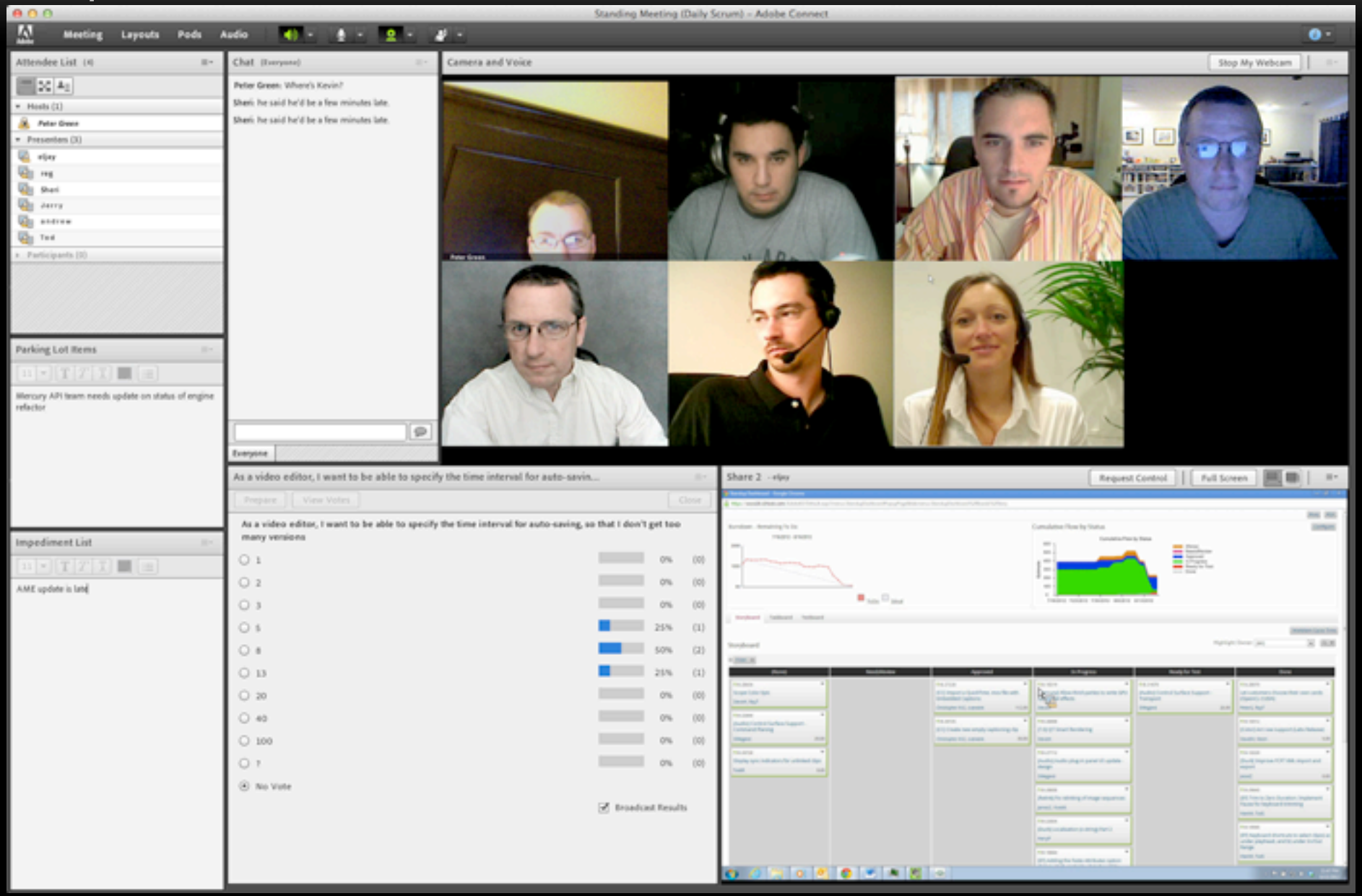
Impediment 1: Communication with remote teams



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Impediment 2: Breaking down big features

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Impediment 2: Breaking down big features

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

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Impediment 2: Breaking down big features

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

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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

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Impediment 3: Working with non-agile teams

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Impediment 3: Working with non-agile teams

Strategy: Agile release plans

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Impediment 3: Working with non-agile teams

Strategy: Agile release plans
Frequent updates

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Impediment 3: Working with non-agile teams

Strategy: Agile release plans
Frequent updates
Communicate, Communicate, Communicate

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Impediment 4: Product Owner Bottleneck

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

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Impediment 4: Product Owner Bottleneck

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

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Impediment 4: Product Owner Bottleneck

Sheri

Giles

Dave

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

Paul

Laura

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And the results...

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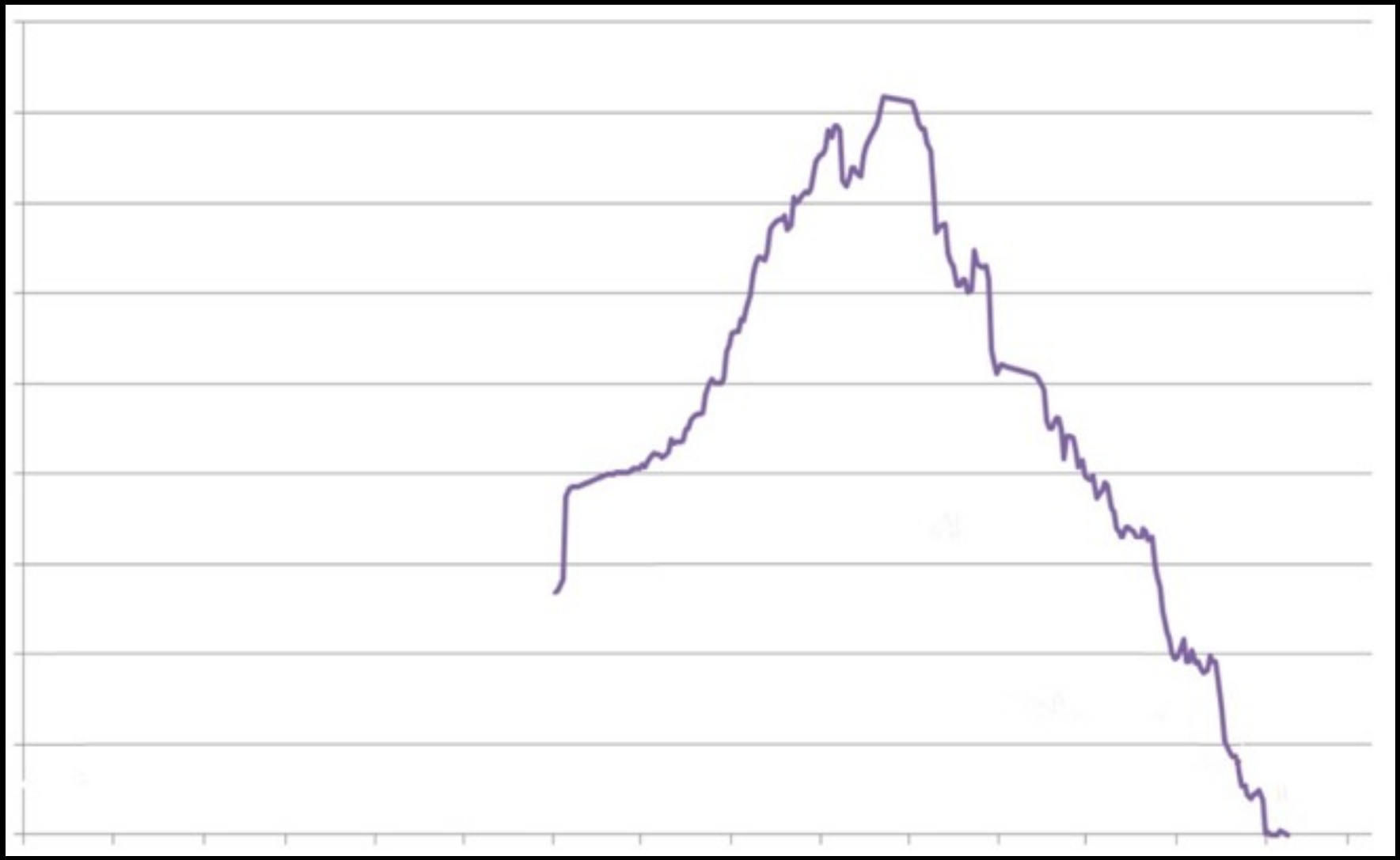
Bug Curves Before & After Scrum



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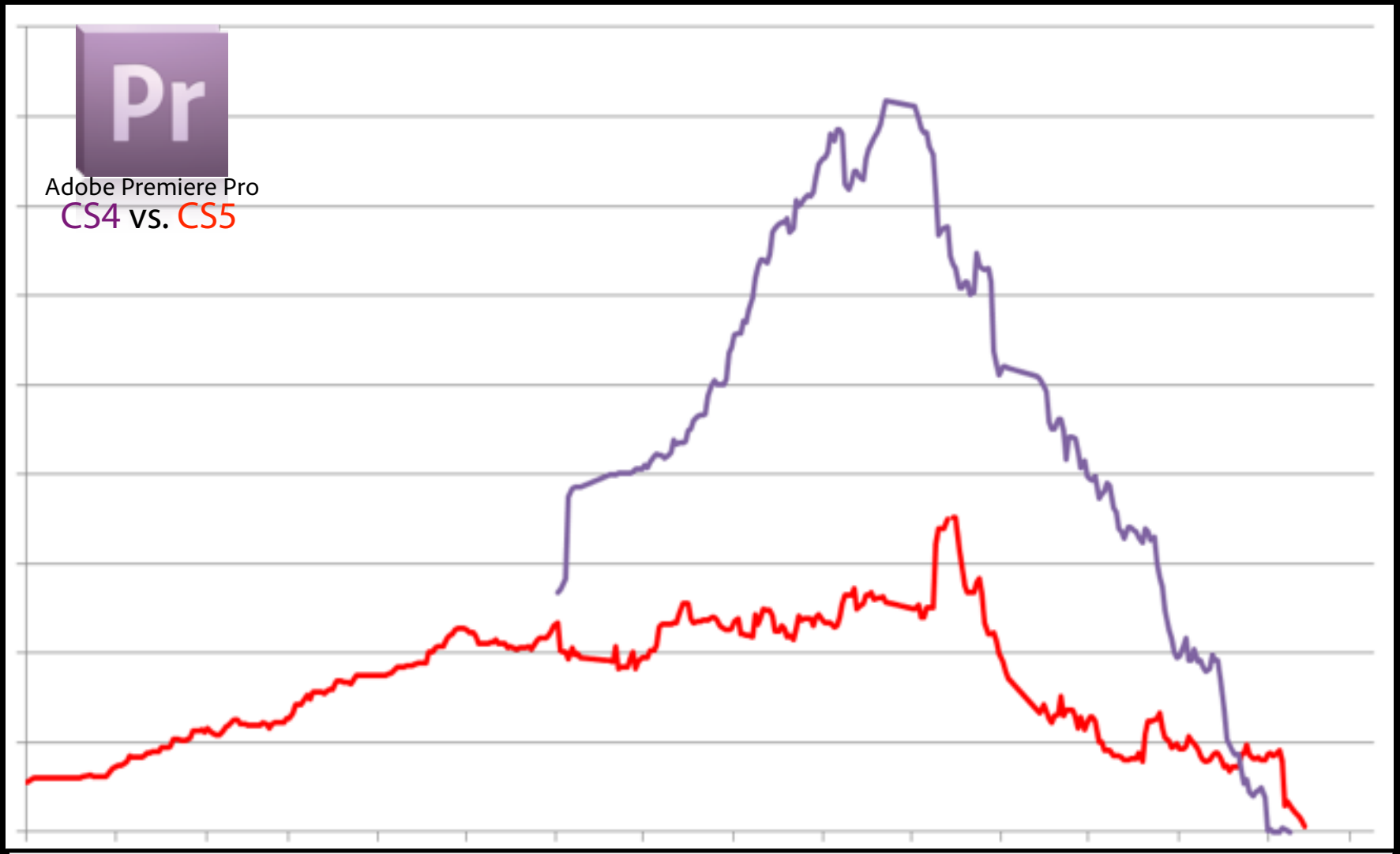
Bug Curves Before & After Scrum



Peak bugs reduced to 43% of previous cycle

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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

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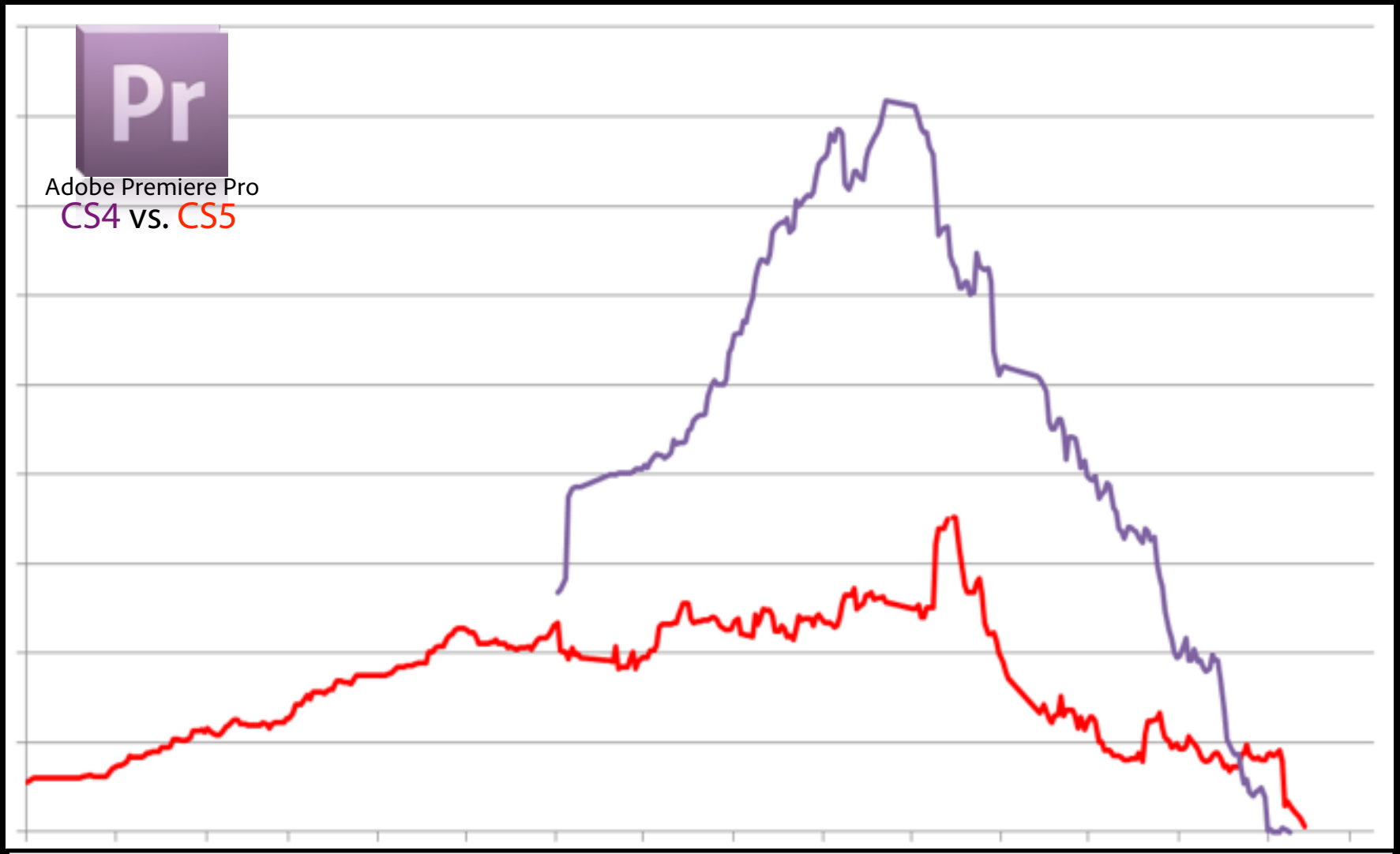
Bug Curves Before & After Scrum



Peak bugs reduced to 43% of previous cycle

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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 **quality** of our software has improved since implementing scrum.	6.5	8.2
The **communication** on our team has improved since implementing scrum.	7.2	7.83
We deliver a **better product** to our customers since implementing scrum.	6.6	7.75

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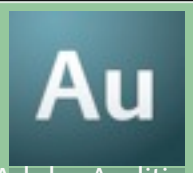
Improved quality & productivity provides options:



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

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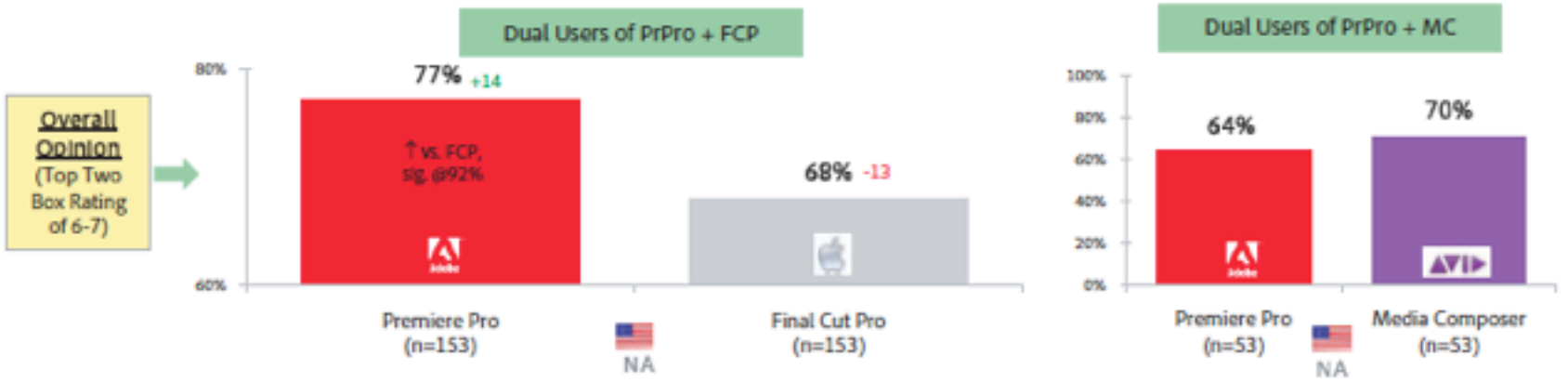
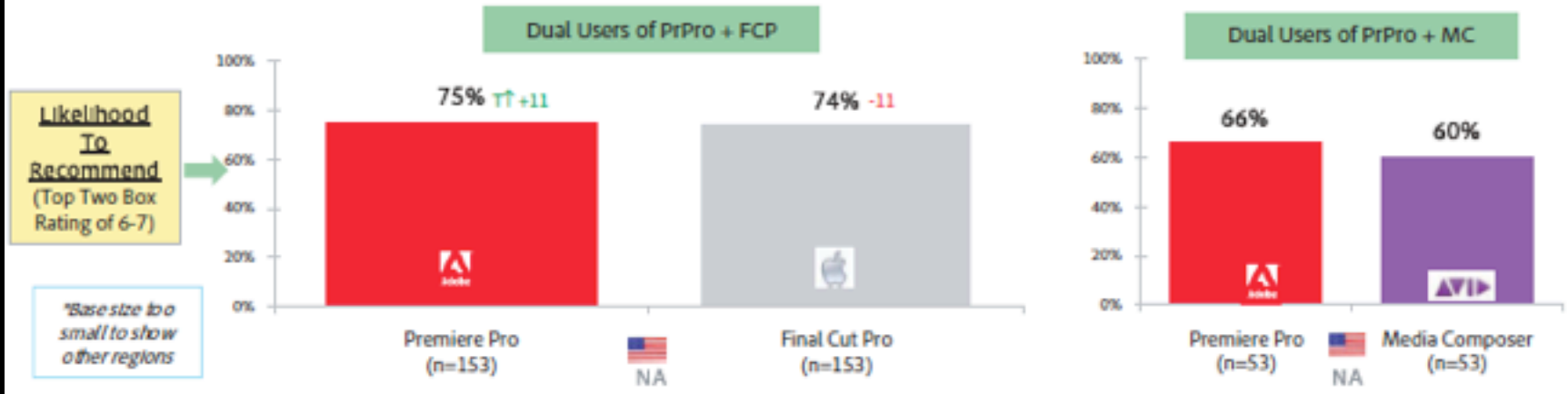
Premiere Pro Improvements in Market Perception

- 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

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Questions

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