Agility, Stability and the Delivery of Emerald’s Insight Platform

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Creating Real Impact

For over 50 years, Emerald Publishing has been championing new ideas with the potential to make a positive change to the real world.

Today, we continue to nurture fresh thinking in applied fields with a mission to demonstrate the impact of ambitious, interdisciplinary research that tackles society’s challenges. We are dedicated to supporting our authors and their work by offering a personal and supportive approach.

Through global growth and acquisitions, we have built a group of businesses represented in over 20 countries that helps connect and inform the worlds of research, education and learning.

Emerald now publishes over 320 journals, more than 3,000 books and over 1,500 case studies, via our dedicated research platform emeraldinsight.com.
Our Agile Journey
Drivers

• Geographic distribution
• Need for product innovation
• Requirement to accelerate and scale
• Transparency on progress and improvement
Results

- New product lines and increased variety
- Improved production transparency, flexibility and velocity
- Improved global collaboration and flexible working
Buy, Build or Partner...?

- Control
- Speed
- Flexibility
Initial Approach

- February – May 2017: requirements gathering
- MVP scoped by Development
- Grouped into 15 releases of pre-defined features
- ID of Private & Public Beta and Launch plans
- Release dates set
Forming the Scrum

• One single scrum, a single scrum master
• Rationale: single code base; one set of goals
• In total, around 24 players...
The Result

• Waterfall project & sprint development
• No User Voice
• No feedback loops
• No iteration
Changing Tact

Lack of prioritisation = absence of focus in large jack of all trades team

Absence of focus = task switching + inadequate skills development + obscurity over progress + slow delivery

Slow delivery = management frustration + developer demoralisation
Team ops

Project freeze
Make work visible
Dev / Test collaboration
- BDD format
- Developer and tester pairing to confirm approach
- Immediate feedback and resolution
- Limiting WIP and swarming stories through to DONE

Features, stories and tasks
- Definition of Ready
- Definition of Done
- Story point wall for improved estimation
- No stories larger than 8 points!
- Improved 3 amigos to confirm understanding and approach
‘This is the first time agile has ever made sense’
Emerald developer
Runway of architectural enablers

Boosting discovery and delivery through Product Management and Product Ownership

Automated orchestration and configuration management
ITIL Task Force: Prioritised operational improvements
Challenges

- Pace of continuous delivery
- Effective flex models
- Accountability
- Prioritisation
- Focus
- Securing slack time to learn
The slow and inevitable awakening

We will be Agile!
Why isn’t this working?
Agile is garbage!
We will scale Agile!
Why isn’t this working?
Scaling Agile is garbage!

... 😢

Hmmm. What if
« Agile » is not
the objective?

https://www.linkedin.com/pulse/outcome-focused-feature-definition-paradigm-shift-improve-kandala/
Refocus & Delivery
Start your journey here

Welcome to Emerald Insight Beta
As the new platform takes shape, every decision is being carefully considered and validated by our users. The site is being tested and improved all the time, so check back regularly to track our progress. Please keep sharing your experience of using this Beta site, so it can be developed to meet the needs of you and your library users. We can't do this without you!
We didn’t have...

• Control
• Speed
• Flexibility
We needed...

- Control
- Speed
- Flexibility
Product Vision
Agile Development

- Build something according to user needs
- Ship it to the customer
- Feedback
- Improve
MVP Scope

Single repository
Search & Browse
Authentication
Access
Business Intelligence
Compliance
Discovery

Innovation Starts Here!!
Device

MVP Roadmap

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<th>Name of release</th>
<th>Goal</th>
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| General Public | To provide traditional and will be relevant to change exist and attention of socially conscious and payback.

Business Benefit

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Our Charter

• We formed cross functional, empowered squads with clear **objectives**
• We returned to **agile** values and the SCRUM framework.
• We deeply **aligned** our Product Managers with our Product Owners
• We focused on delivering **value**, nothing else.
• We **leaned** down our processes (bug reports etc).
• We viewed each sprint as a live **deployment**
• We introduced **outcome** milestones and prioritized by **value**
• We established a shared **vision** and goal.
LAUNCH DAY!!!
The Future?

“Platform problems do not go away... they just shift...”
Prioritisation Framework based on Value

Projects → Portfolio Management → CAB → Service Desk → Single funnel

Delivery of value

Product

Architecture

Delivery
Key Learning

Agile is a good thing
Scaling agile is probably a good thing
Spotify model works at Spotify
Focus on outcomes
Prioritize & Deliver Value

And

If at first you don’t succeed...
Core Principles

Transparency
Giving visibility to the significant aspects of the process to those responsible for the outcome.

Inspection
Timely checks on the progress toward a sprint goal to detect undesirable variances.

Adaptation
Adjusting a process as soon as possible to minimize any further deviation or issues.
Thank you!

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