

FASTforward Summit 2008

Can Enterprise Search Profit from Rugby?

namics



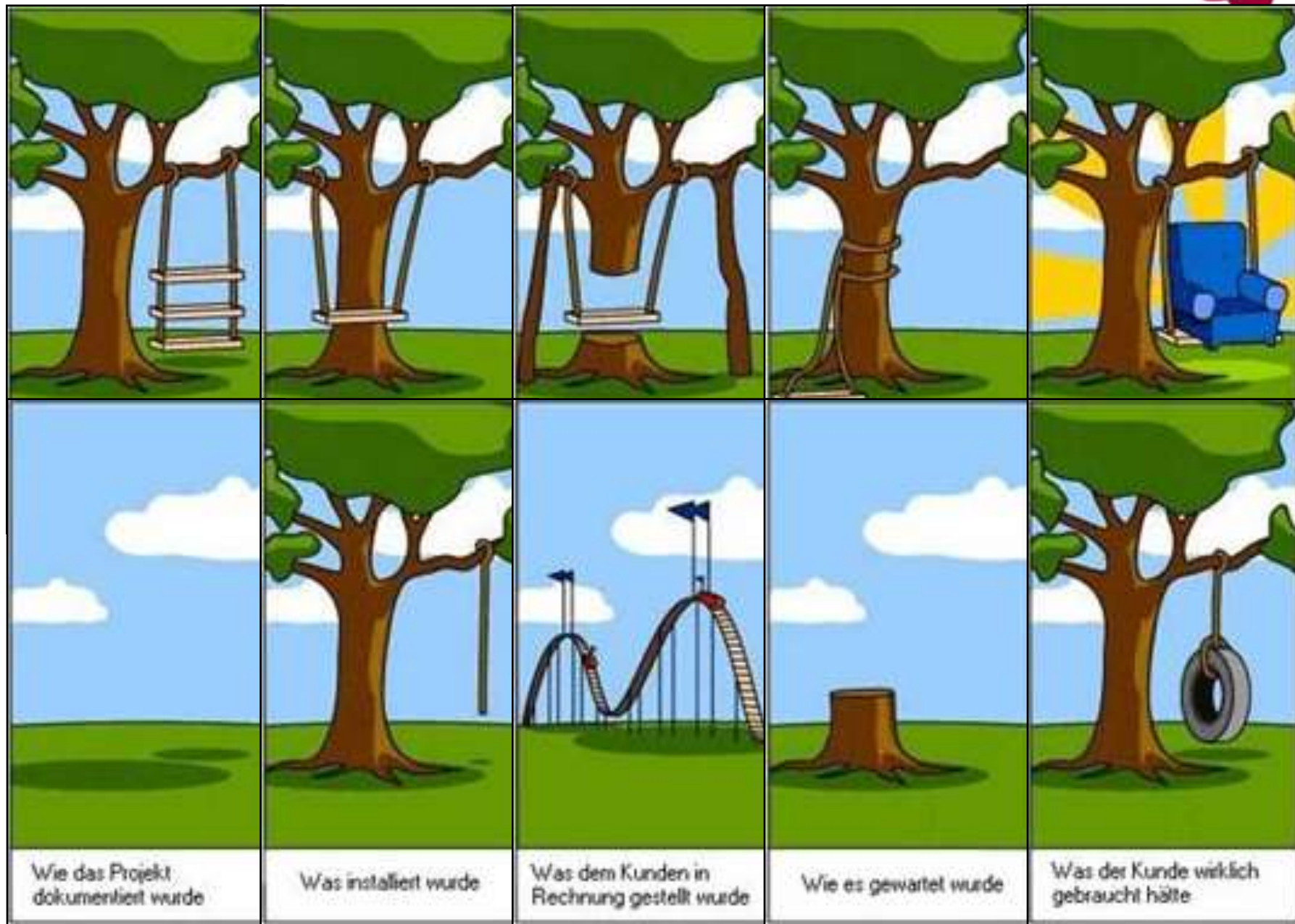
Zurich, May 28, 2008

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Bern, Frankfurt, Hamburg, München, St. Gallen, Zug, Zürich

Initial Thoughts

- » Introducing new IR technology may render existing analytics data useless
- » “Everything changes”
- » Enterprise search requires interdisciplinary knowledge
- » Search paradox influences IR projects
 - Searchers acquire domain knowledge while searching
- » Query behavior changes over time
- » It is better to be approximately right than sorry too late



Wie das Projekt dokumentiert wurde

Was installiert wurde

Was dem Kunden in Rechnung gestellt wurde

Wie es gewartet wurde

Was der Kunde wirklich gebraucht hätte

Solution?

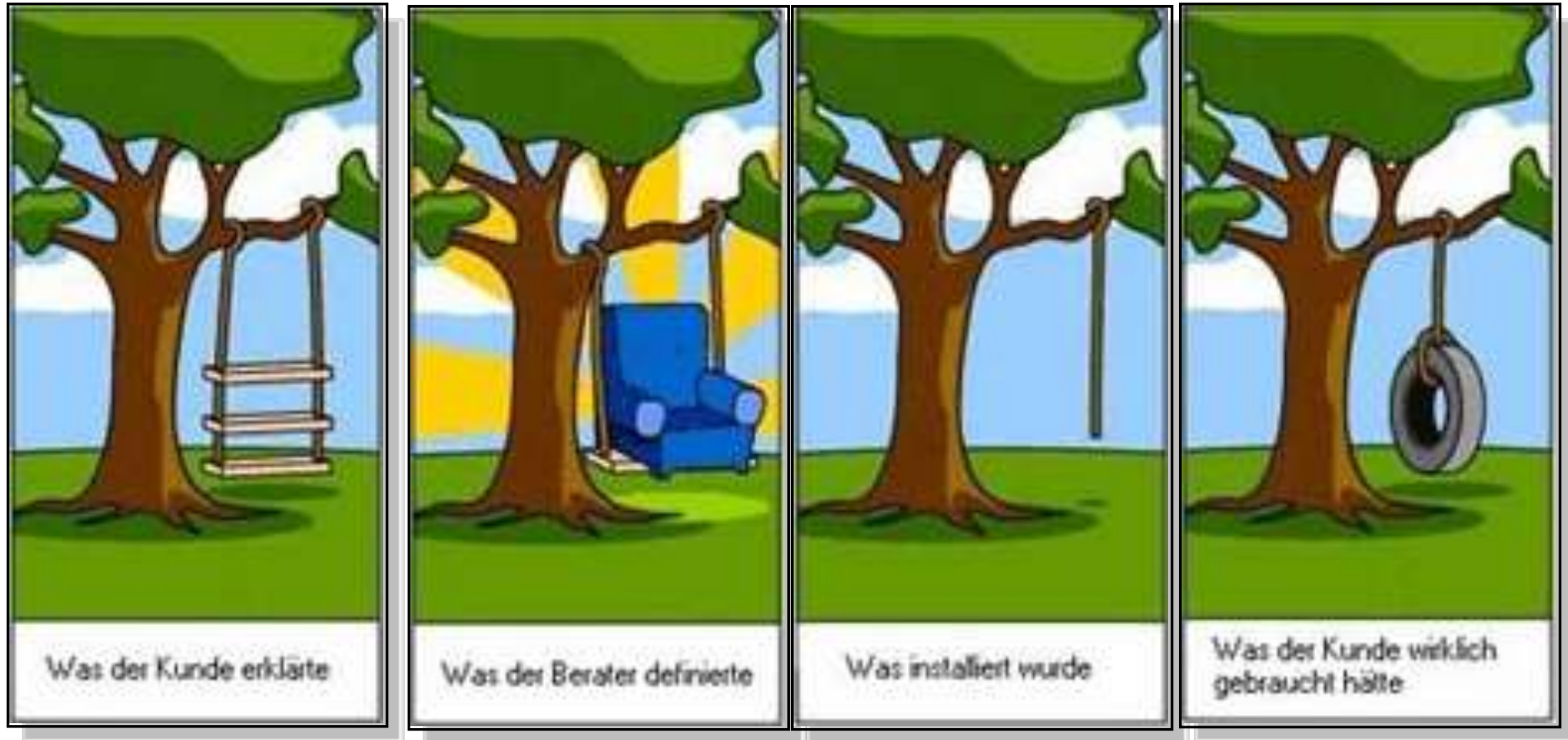




The essence of Scrum

- » NOT a process, but an interaction model for teams and stakeholders
 - no micro management but “rules of the game”
 - no new engineering practices or method
- » The solution is the team
- » Strict focus on business value
- » Strict focus on results
- » Agile approach to prioritization
- » Development cycles are limited to 30 days (= sprint)
 - meetings are strictly timeboxed

Project „swing“ – transparency added



sprint 1

sprint 2

Philosophy: The agile manifesto

individuals and interactions

processes and tools

working software

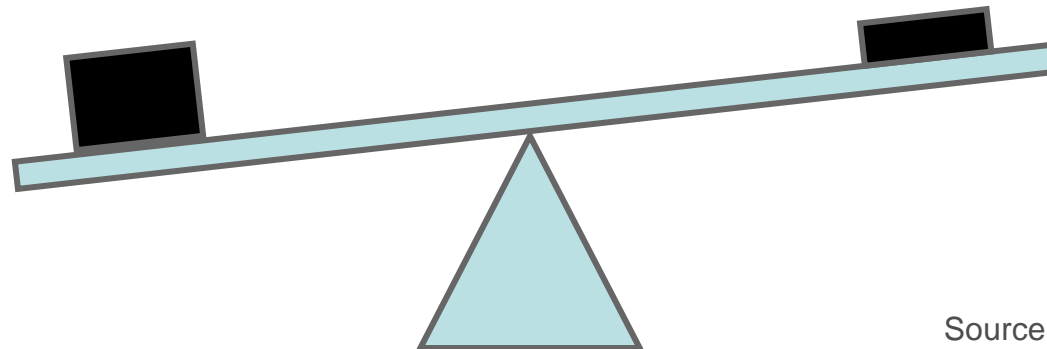
comprehensive documentation

customer collaboration

contract negotiation

responding to change

following a plan



Source: <http://agilemanifesto.org/>

Is this new?

» Harvard Business Review writes in 1986:
 "The New New Product Development Game":

- (...) the traditional **sequential** or „relay race“ approach to product development (...) may **conflict with the goals of maximum speed and flexibility**.
- Instead, a holistic or „**rugby**“ **approach** – where a team tries to go the distance as a unit, passing the ball back and forth – may better serve today’s competitive requirements.







Hirotaka Takeuchi, Ikujiro Nonaka :**The New New Product Development Game**, Jan 1, 1986, Harvard Business Review

Naples to Amsterdam? – The classical approach



Issues / Risk:

- » Traffic 
- » Weather 
- » Closing 
- » Customer 

Naples to Amsterdam? – The Scrum way



Naples to Amsterdam? – The Scrum way



Naples to Amsterdam? – The Scrum way



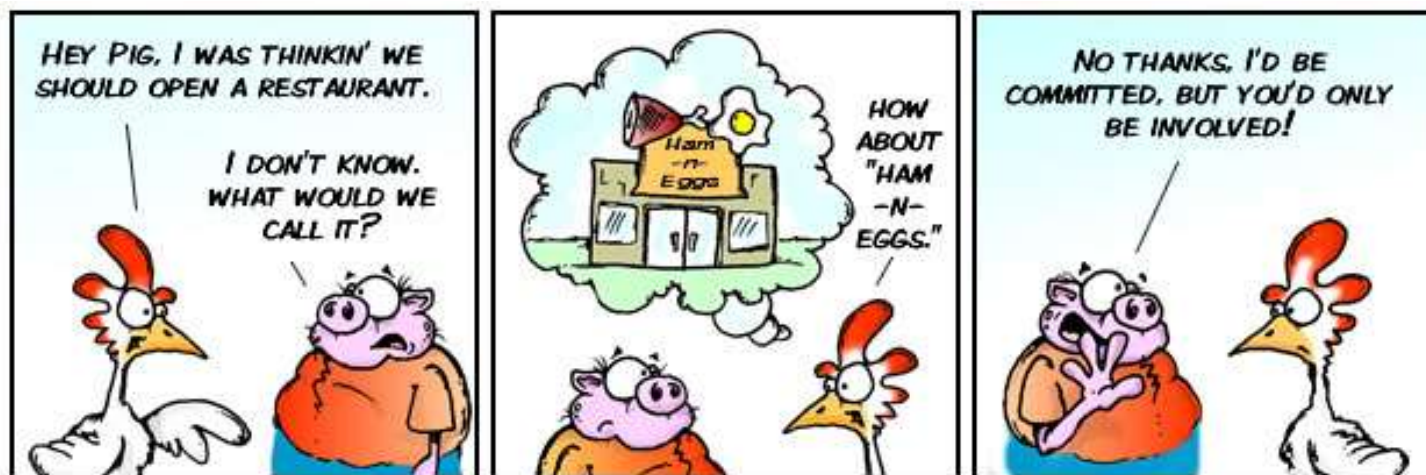
The Scrum Flow



Project Partners (?)



Hey Pig, we need an Enterprise Search



By Clark & Vizdos

© 2006 implementingscrum.com

Chickens...

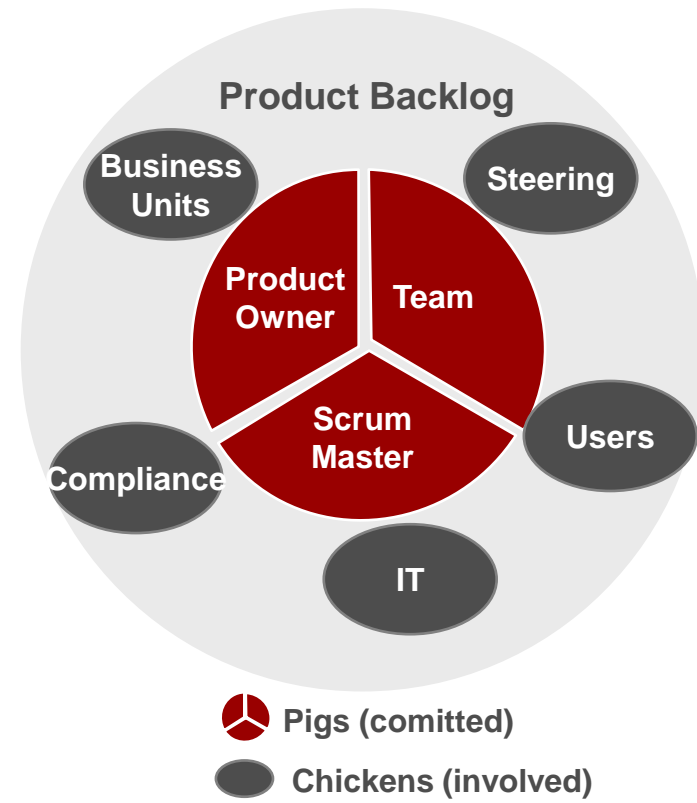
- » are people interested in the project but not involved in the delivery
- » pretend that they need to know because the project supposedly influences their work

Pigs...

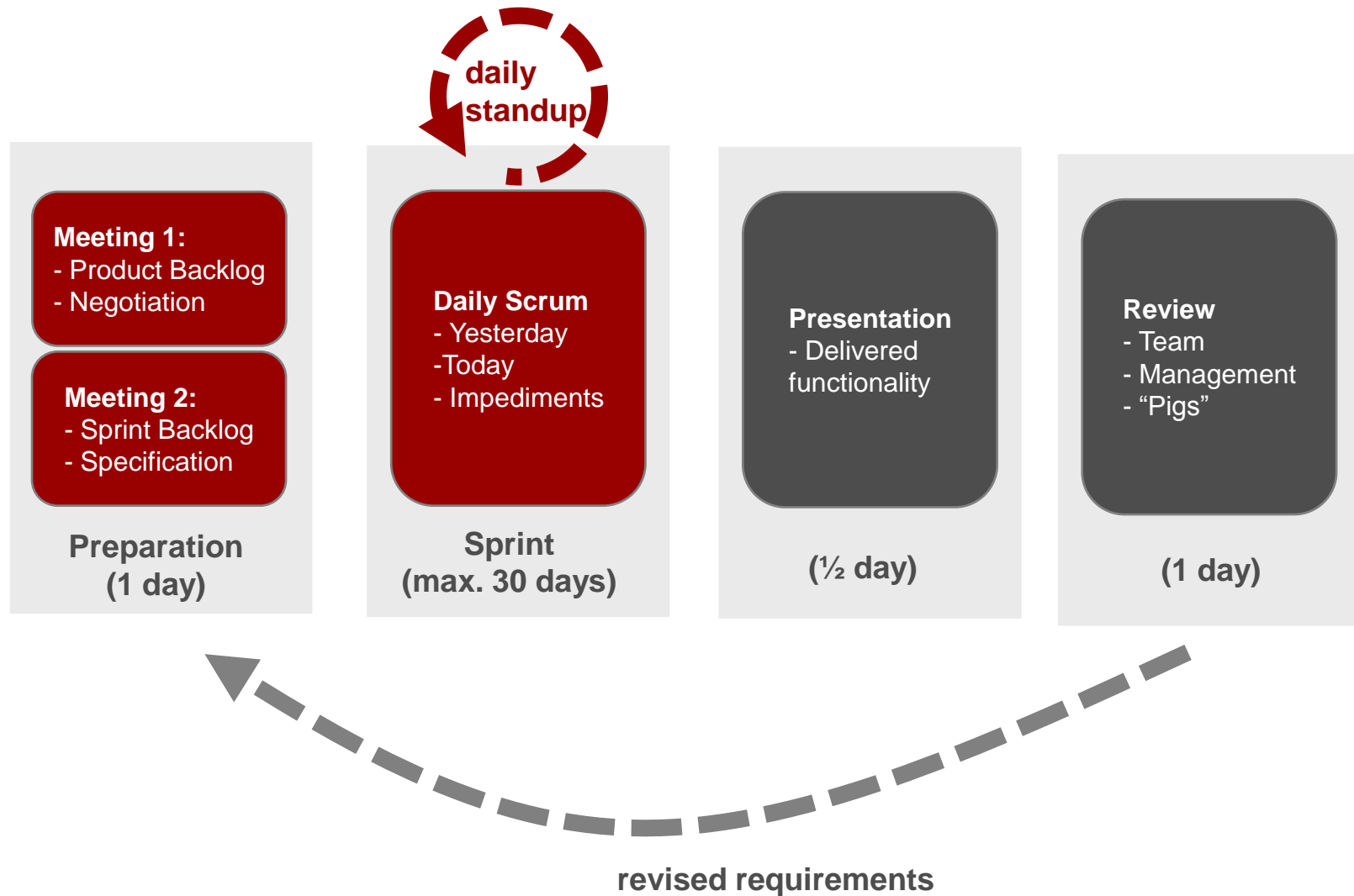
- » are people directly working on the project and taking the risk
- » work intensively together on a daily basis

Roles

- » Product Owner
 - » definition of success
 - » responsible for the product to be built
- » Scrum Team
 - » responsible to deliver tested and ready to use functionality
 - » owns the engineering process
- » Scrum Master
 - » owns the process
 - » guarantees adherence to the principles



Process



“In theory, there’s no difference between theory and practice. In practice, there is.”

—John MacMillan

“Taktfahrplan”

- » Everybody knows the schedule by heart
 - let the people work
- » Everybody knows the rules of the game by heart
 - focus on results
- » Invest money there where it's mostly needed with “today's experience”
- » Assert feasibility every month
- » Make users work with the (pre-)solution and build real world metrics

Closing Thoughts

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Think about this every day

- » Keep on asking
 - What is the simplest thing that can move the project forward?
 - Does what I am doing right now move the project forward at all?
 - Are there any impediments that are preventing progress?

- » Deliver as often and as early as possible

- » Let people who take responsibility take the decisions

More Information



More...

- » Ken Schwaber: „Agile Project Management with Scrum.“ Microsoft Press, 2004, ISBN 0-735-61993-X
- » Ken Schwaber: "The Enterprise and Scrum", Microsoft Press 2007, ISBN 0-7356-2337-6
- » Google Tech Talk about Scrum (with Ken Schwaber):
<http://video.google.com/videoplay?docid=-7230144396191025011>
- » Websites zu Scrum
 - » <http://www.controlchaos.com>, <http://www.scrumalliance.org>
 - » <http://agilemanifesto.org>, <http://www.agilealliance.org/>
 - » http://blog.namics.com/project_management/, <http://inside-scrum.blogspot.com>
- » Studie: Evaluation der Suchfunktion von Schweizer Unternehmens-Websites: http://blog.namics.com/2006/11/studie_evaluati.html
- » http://blog.namics.com/information_retrieval/

namics in a nutshell

- » Leading Swiss Internet consultancy with a strong presence in the German market
- » Fokus
 - Internet Strategy
 - Design and implementation of user-centered, efficient and compelling internet applications
 - Marketing and launch support of online activities
 - Practices for MOSS 2007 and Information Retrieval
- » Facts and figures
 - founded 1995 as a spin-off of the University of St.Gallen
 - 240 employees, Revenue 2007 CHF 34,2 Mns
 - Locations: Bern, Frankfurt, Hamburg, Munich, St. Gallen, Zug, Zurich
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Thank you for your time!

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