vistaprint®

David Grabel

Transforming an Advertising Agency

Common Wisdom
Agile Can't Work Outside of IT

Agile is great for software development, not for creative work

"They" won't let us experiment

Our (internal) clients expect to see polished, professional work

vistaprint

Two Stories

Rousing success applying Agile outside of IT

The beginning of the enterprise agile transformation that this success unlocked.

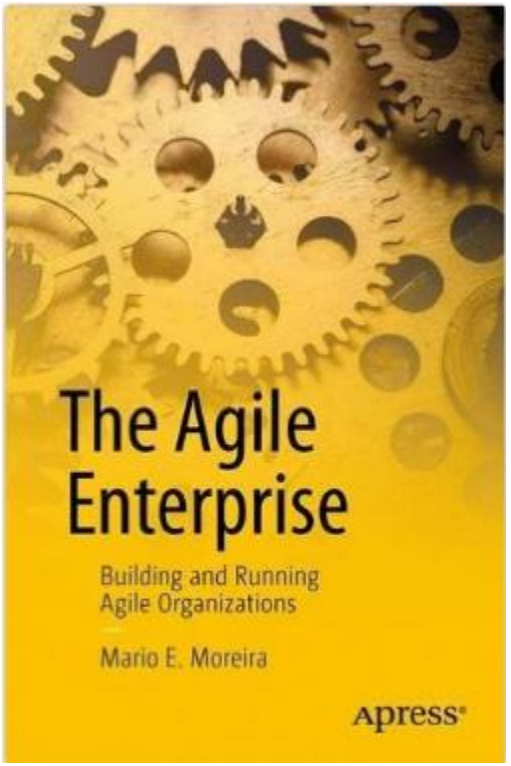
vistaprint

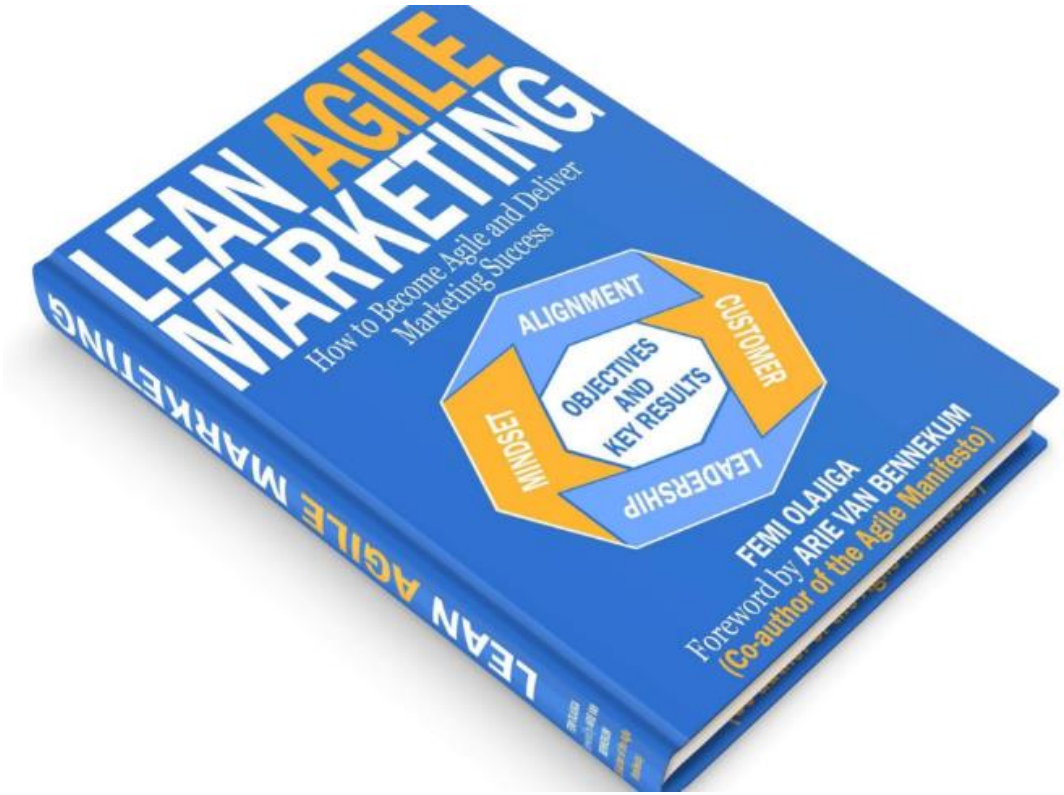
David Grabel

Enterprise Lean & Agile Coach

Lean and Agile Coaching

Contributed to Books:





vistaprint®

250 FREE Business Cards

- Printed on premium grade card stock
- Choose from 45 stylish designs
- Create in minutes and receive in as few as 3 days

Get this offer at

www.vistaprint.com/mayoffer

100% Satisfaction Guaranteed

All of our products are absolutely guaranteed.
Every time. Any reason.
Or we'll make it right.

Standard Business Cards ›

★★★★½ (12678)

Flyers ›

★★★★½ (544)

Postcards ›

★★★★½ (2734)

Banners ›

★★★★½ (1515)

Posters ›

★★★★½ (733)

Lawn Signs ›

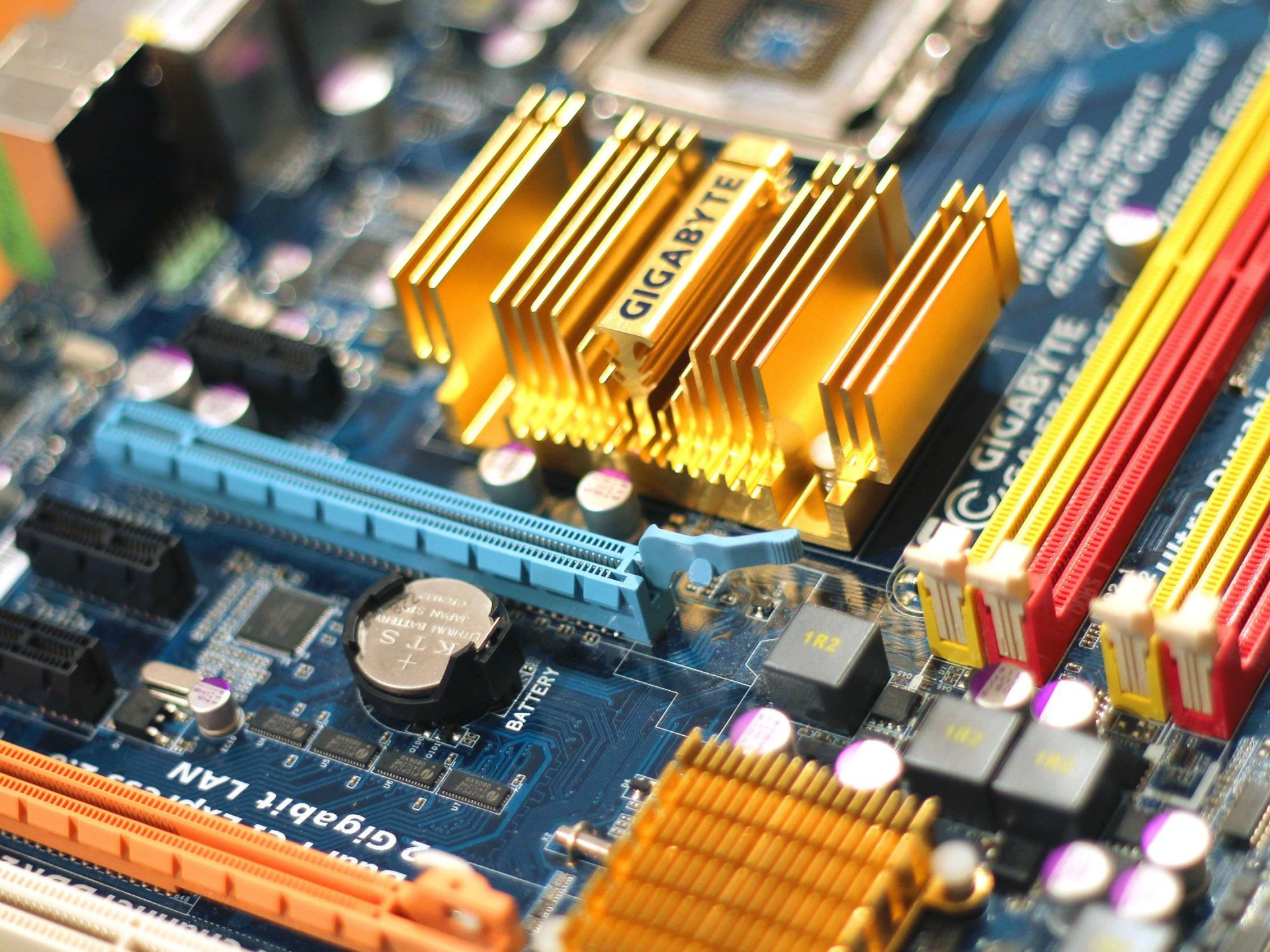
★★★★½ (641)

Brochures ›

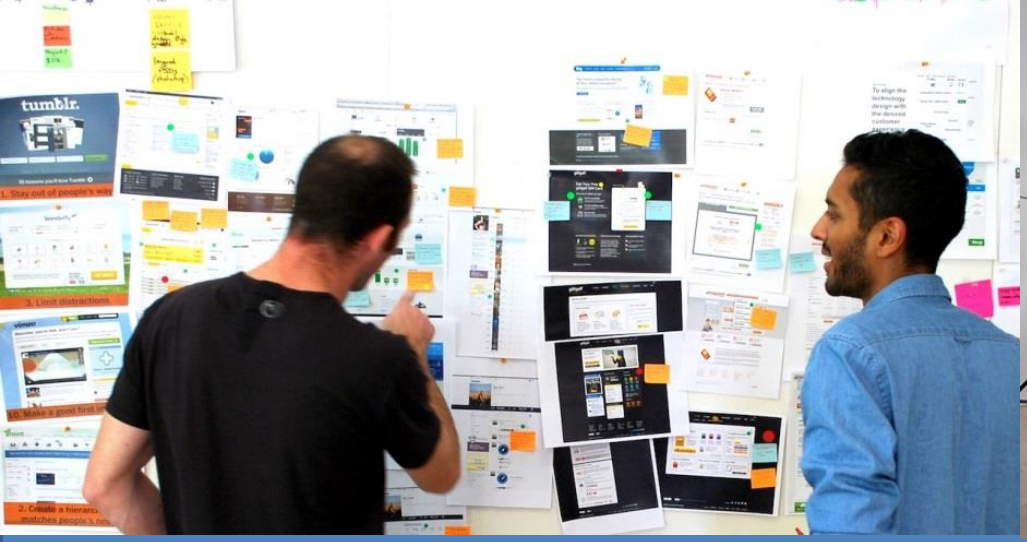
★★★★½ (923)

Websites ›

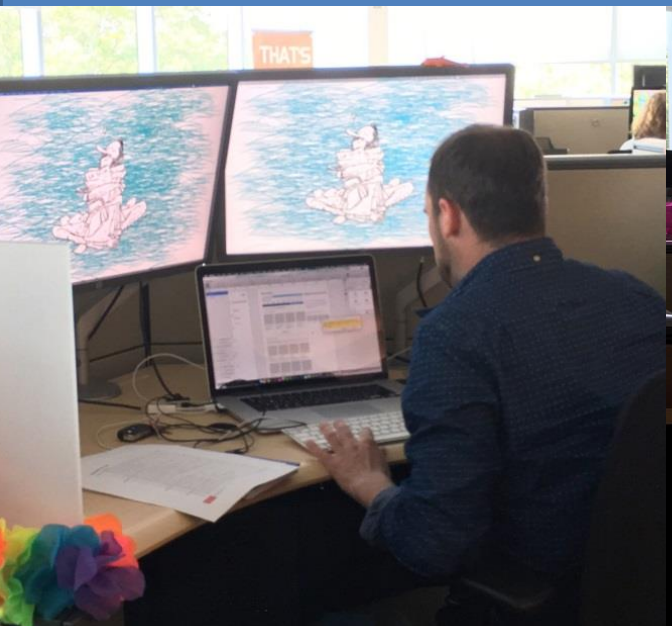
★★★★½ (575)

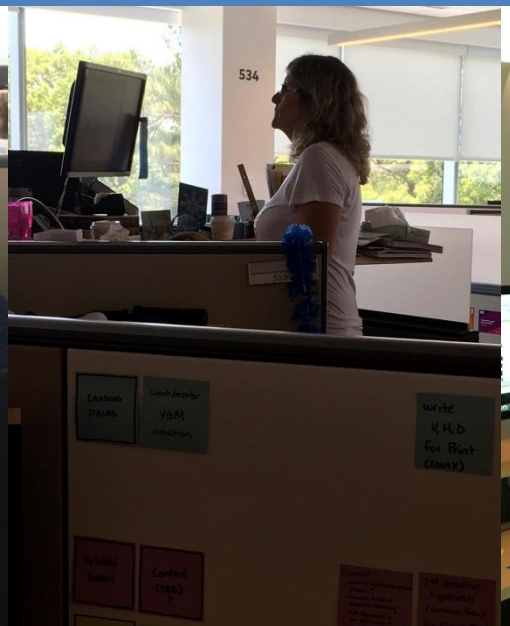

GIGABYTE
BATTERY
1R2

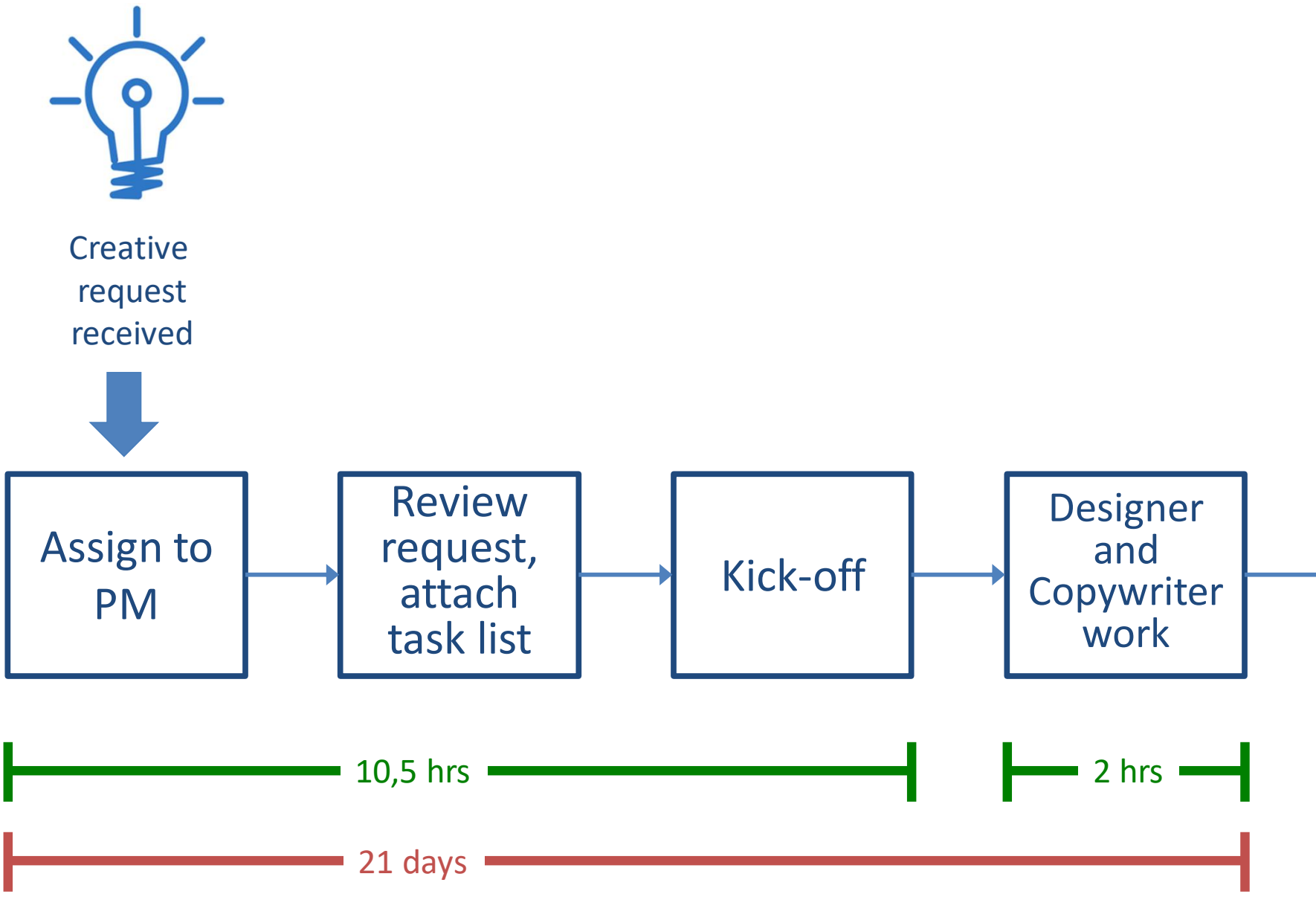
IDEA
ASSESS
ON DECK
PTO
LONG TERM BLOCKERS
INTERNAL
In Progress
Needs Review
CLIENT
In Progress
Needs Review
PRE PRODUCTION
In Progress
Needs Review
P&D
COMPLETE

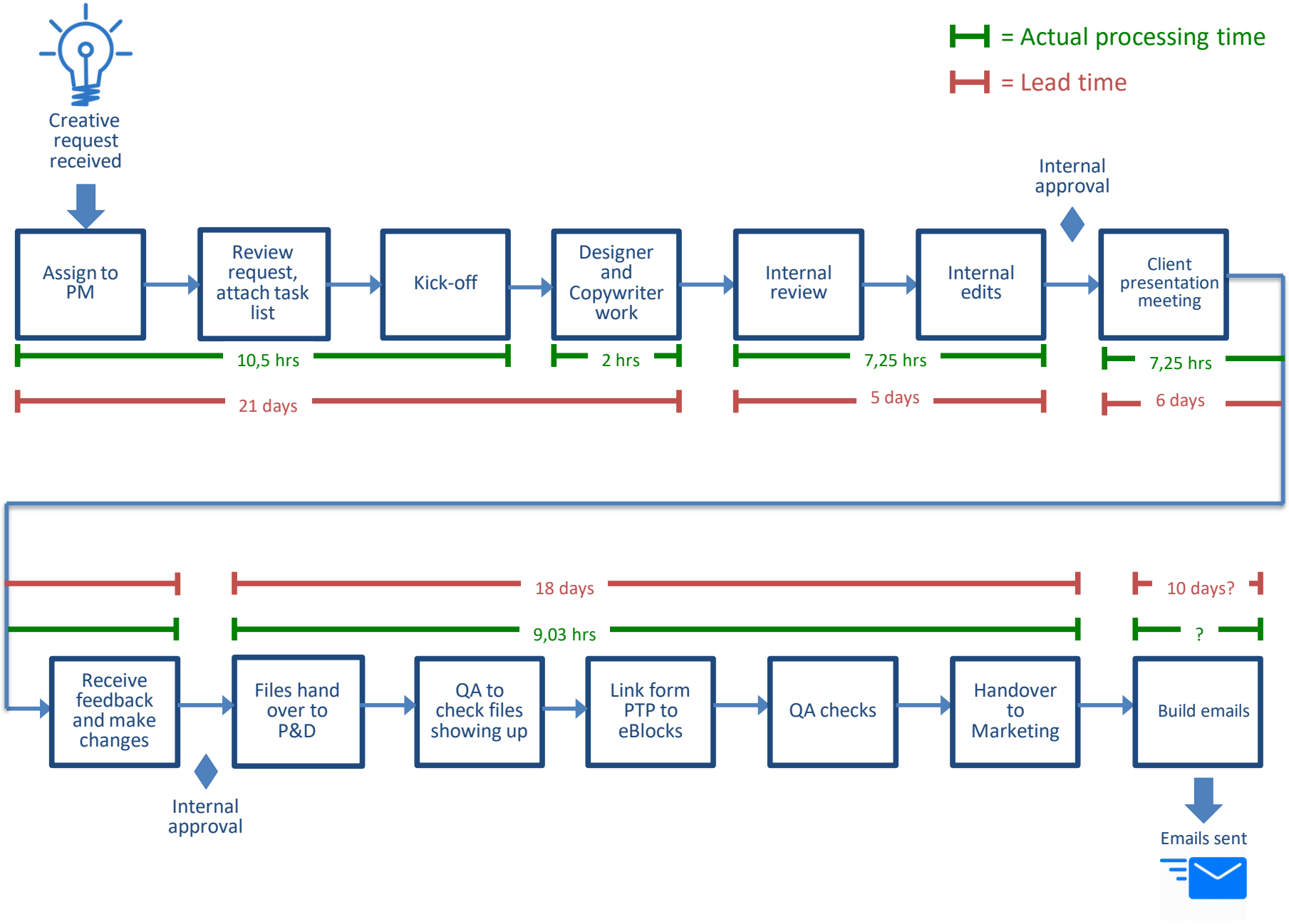


The Agency at Vistaprint






Creative request received
Assign to PM
Review request, attach task list
Kick-off
Designer and Copywriter work
10,5 hrs
2 hrs
21 days


= Actual processing time
= Lead time
Creative request received
Assign to PM
Review request, attach task list
Kick-off
Designer and Copywriter work
Internal review
Internal edits
Internal approval
Client presentation meeting
10,5 hrs
2 hrs
7,25 hrs
7,25 hrs
21 days
5 days
6 days
18 days
10 days?
9,03 hrs
?
Receive feedback and make changes
Internal approval
Files hand over to P&D
QA to check files showing up
Link form PTP to eBlocks
QA checks
Handover to Marketing
Build emails
Emails sent

BLAME

And then…

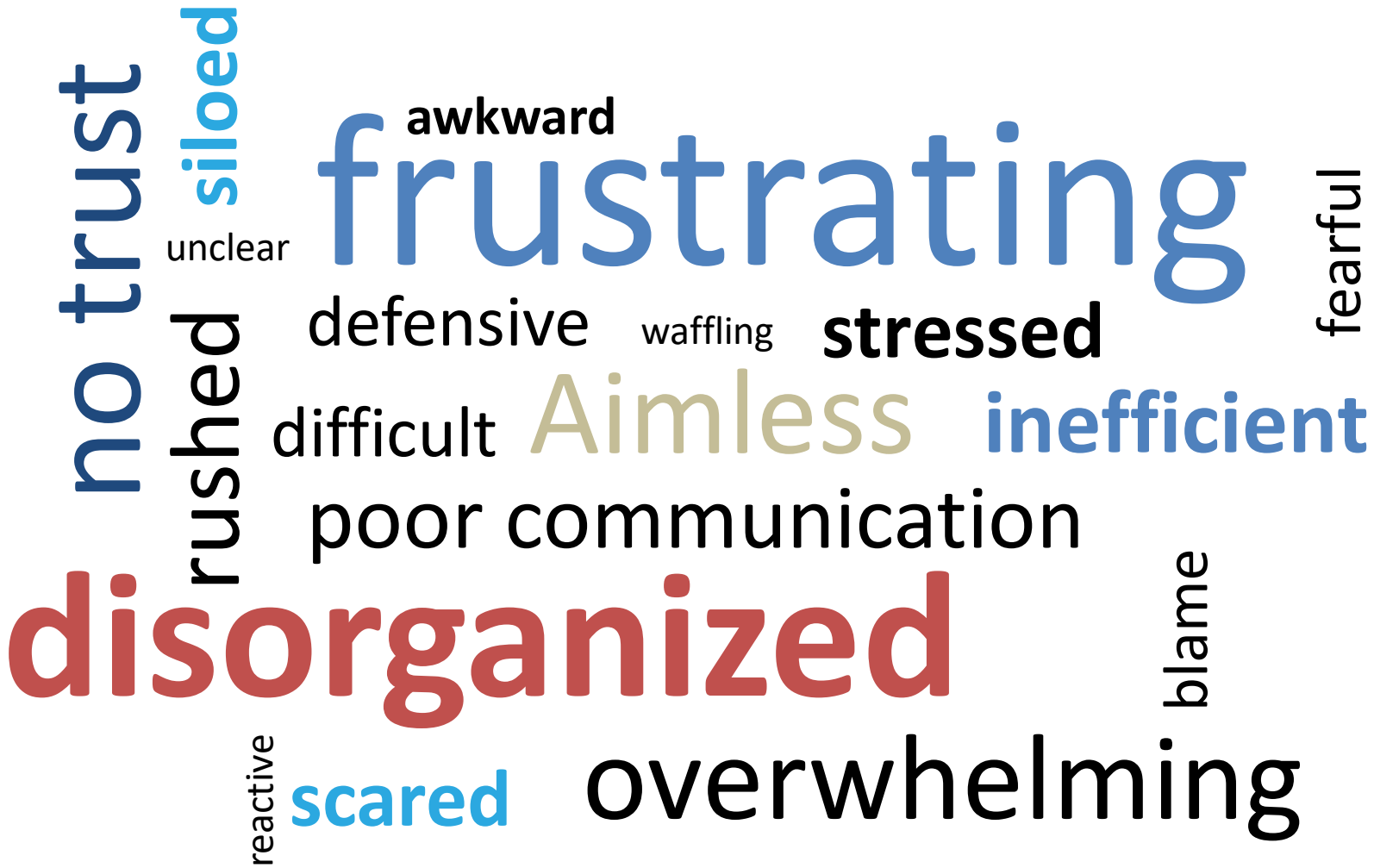
BLAME

The Team's Story

North American Email pilot

vistaprint

Team: What was our process like before?



The issues we faced

Feedback “swirls”

Unclear decision rights

Long creative lead times

Dedicated team
Upfront alignment and visibility
More informal touch points
Team outings
Agile coaching and training

vistaprint

"Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand."

--Norm Kerth, Project Retrospectives: A Handbook for Team Reviews

vistaprint

vistaprint

Lean practices

Lean practices

Daily stand-up at Kanban board

Creative Request submission using an ‘Idea Pipeline’

Retrospectives

vistaprint

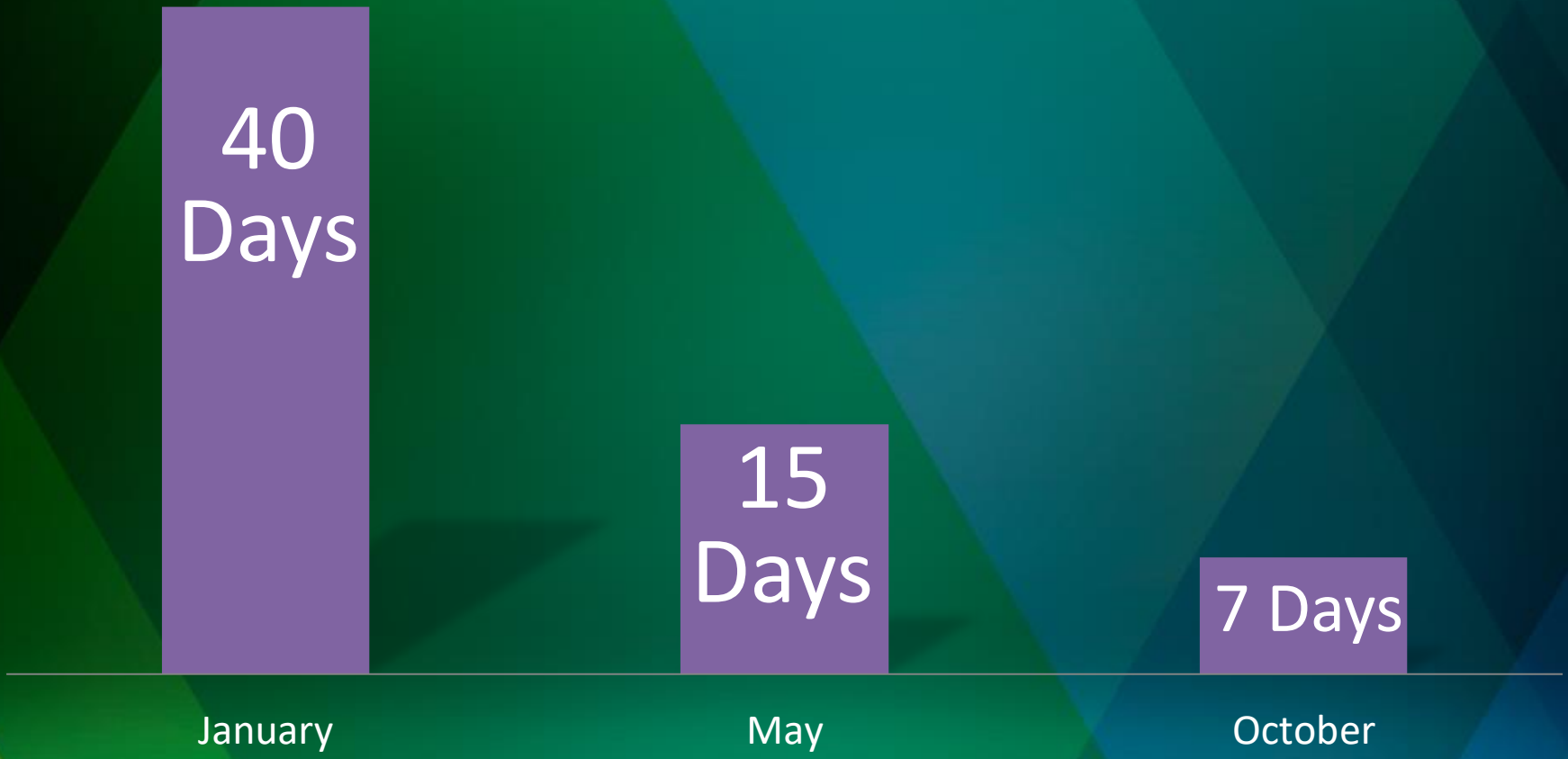
Decision Effectiveness

Hypothesis

Results

vistaprint

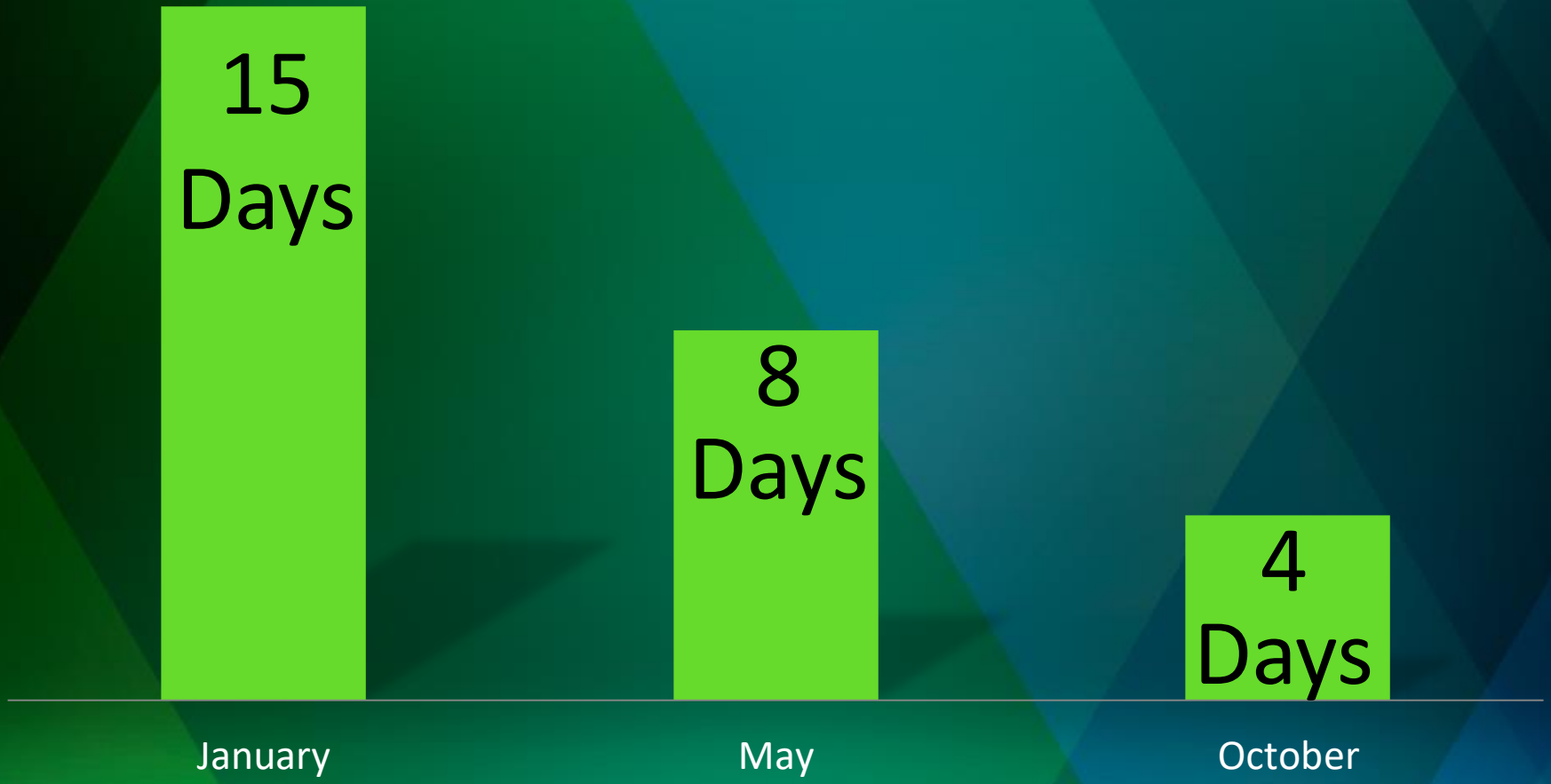
Lead Time: Time it takes to move a project from “on deck” to “complete”



-83% overall

vistaprint

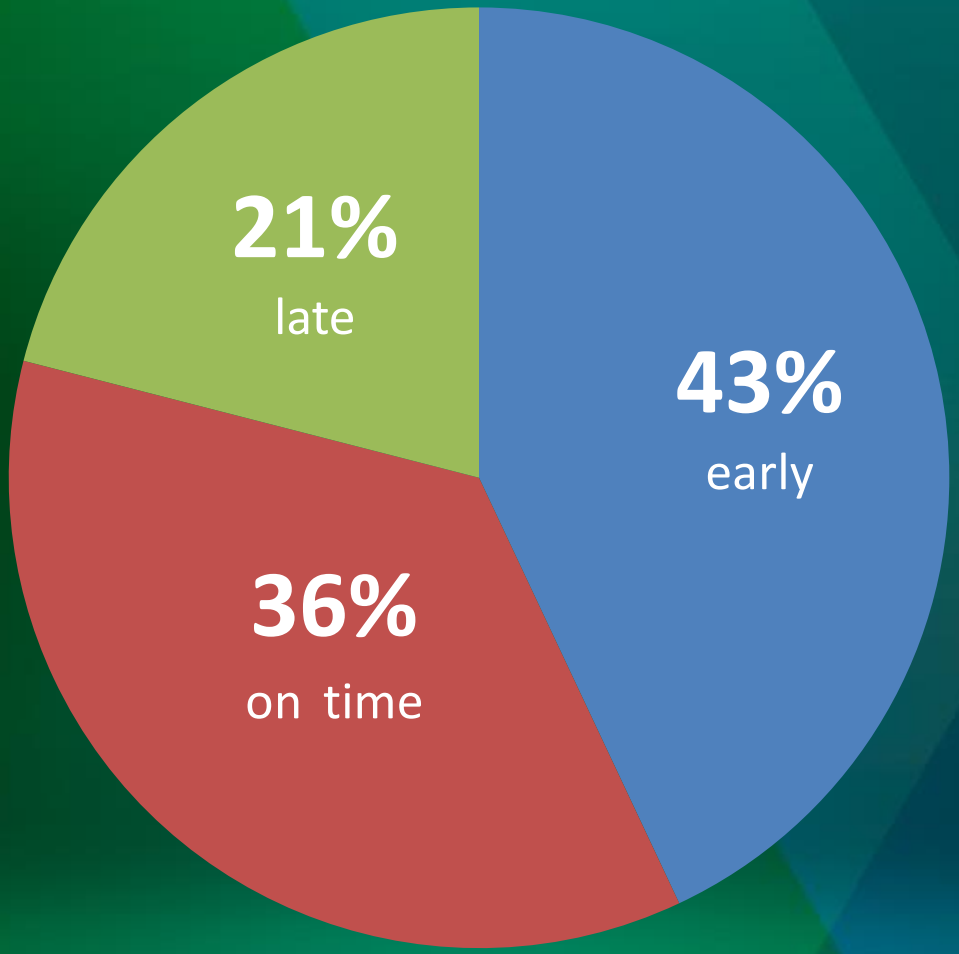
Cycle Time: When the creative team starts work on a project to when it's "complete"



-73% overall

vistaprint

Delivery Metrics



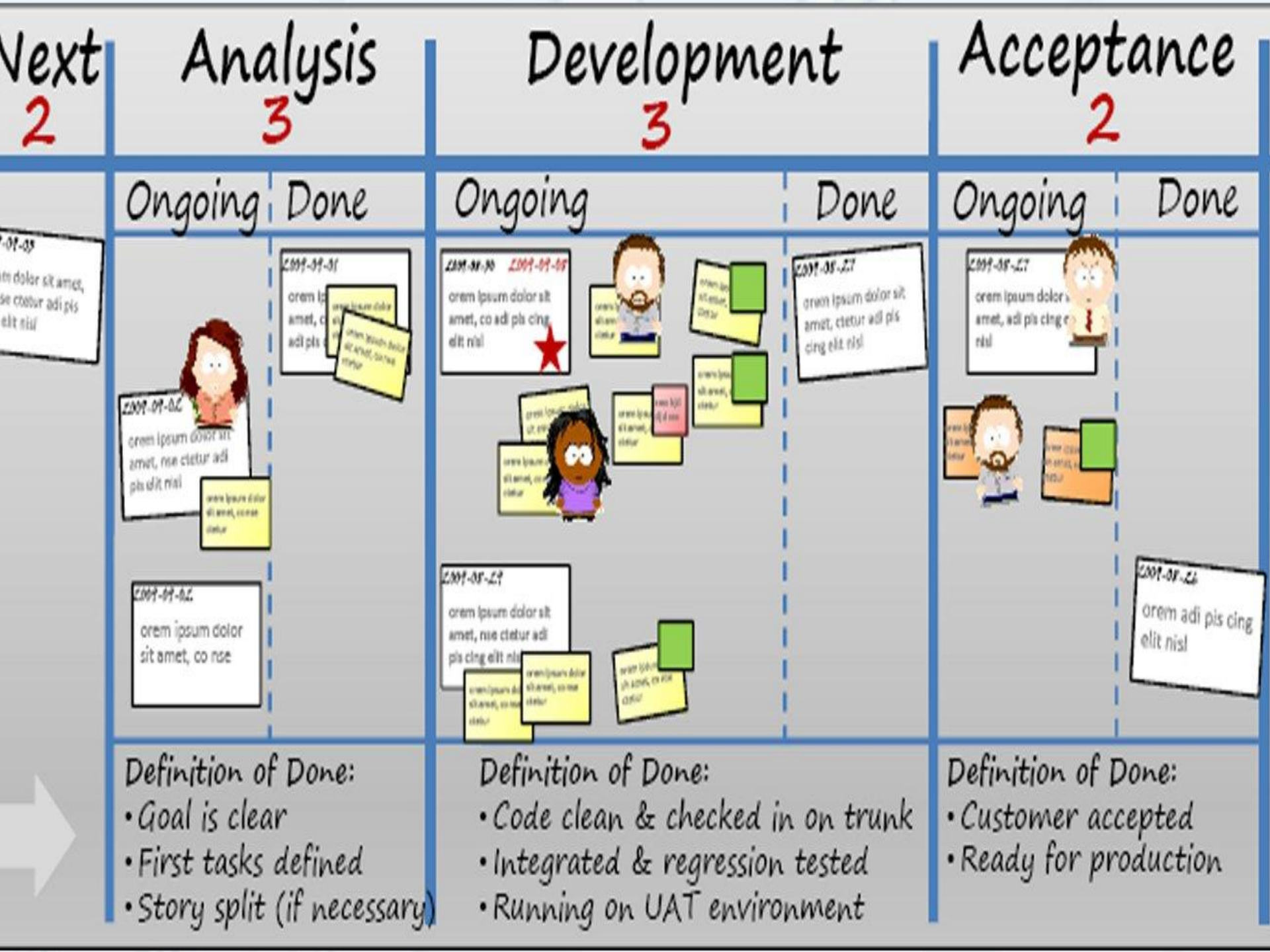
Success factors for team

vistaprint

How does the team feel since going Agile?

How did we do it?

People and Process


Next
2
Analysis
3
Development
3
Acceptance
2
Ongoing
Done
Ongoing
Done
Ongoing
Done
orem ipsum dolor sit amet, co adi pis cing elit nisl
orem ipsum dolor sit amet, ctetur adi pis cing elit nisl
orem ipsum dolor sit amet, nse ctetur adi pis elit nisl
orem ipsum dolor sit amet, co nse
orem adi pis cing elit nisl
Definition of Done:
• Goal is clear
• First tasks defined
• Story split (if necessary)
Definition of Done:
• Code clean & checked in on trunk
• Integrated & regression tested
• Running on UAT environment
Definition of Done:
• Customer accepted
• Ready for production

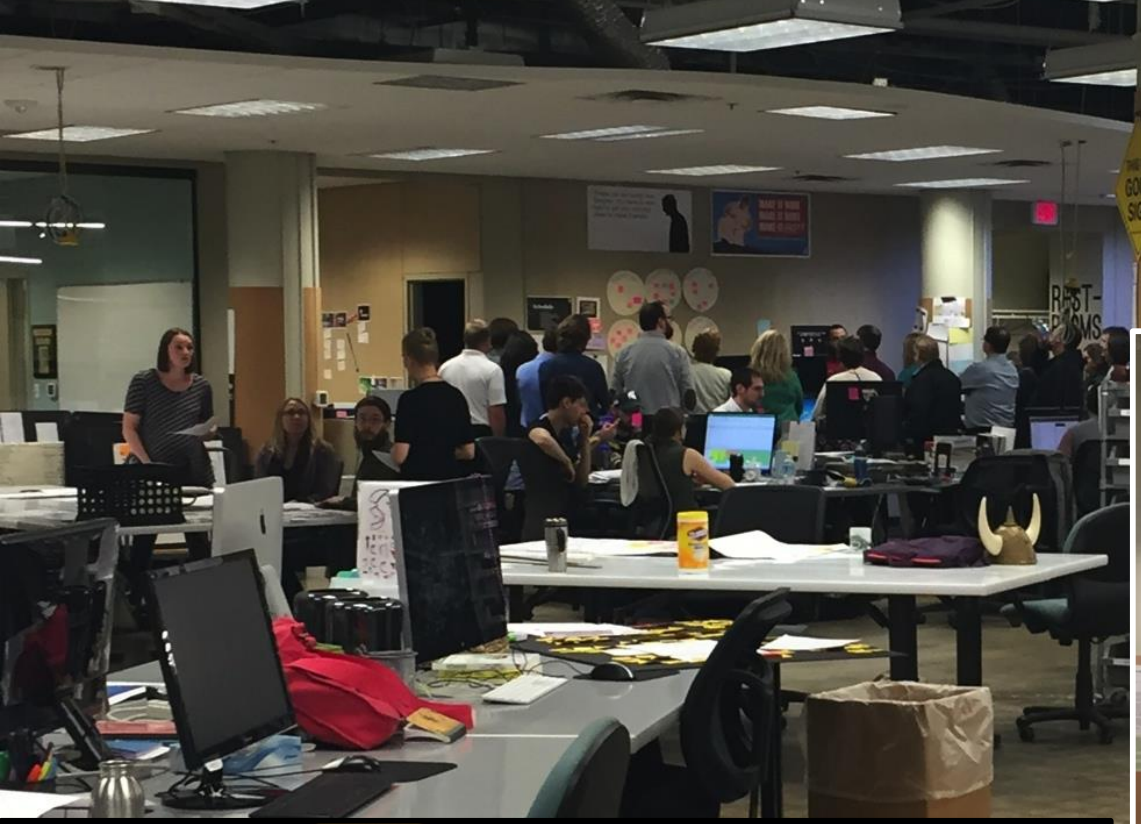
Overwhelming success opened the door for…

Agile across the globe

Enterprise Agile

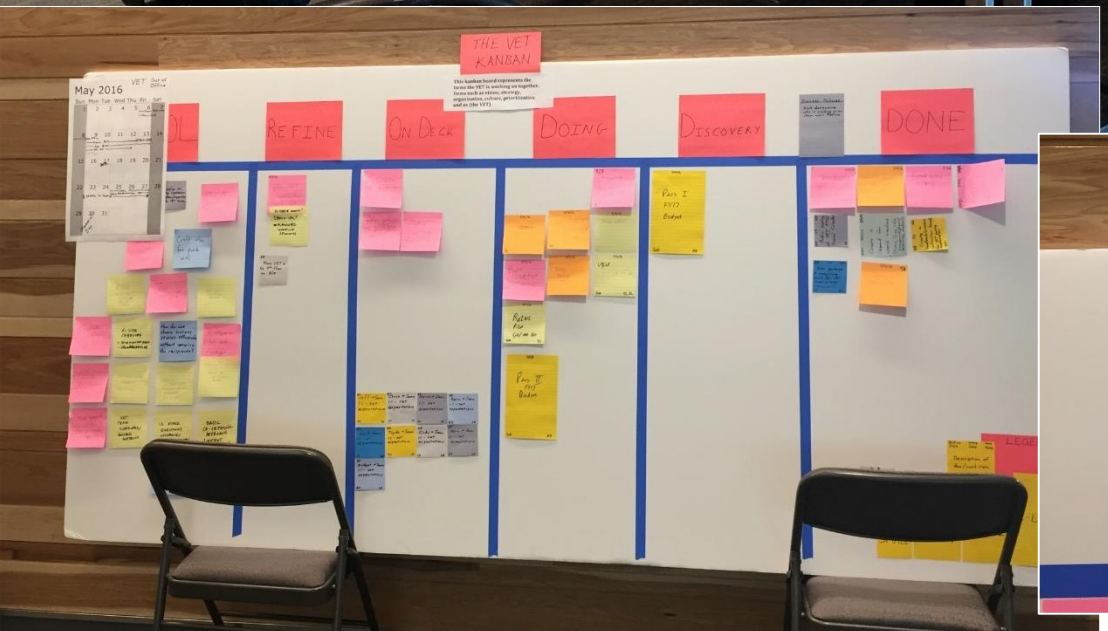
starting with the executive team

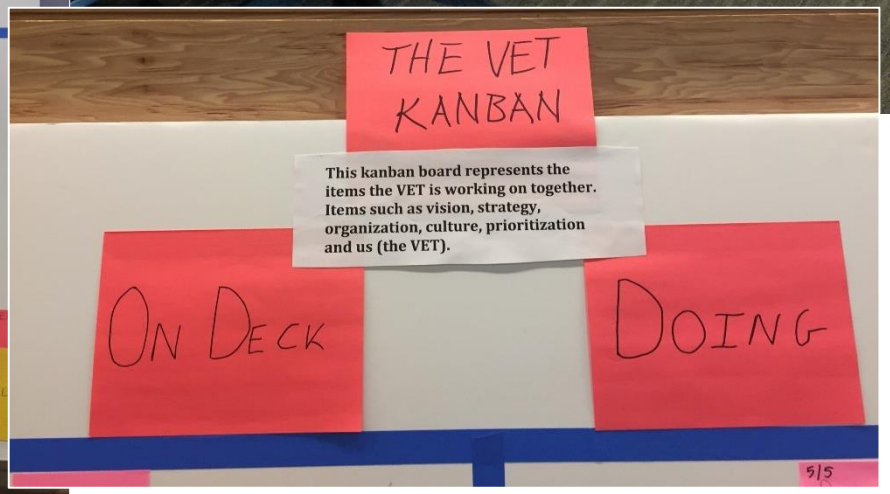
vistaprint®

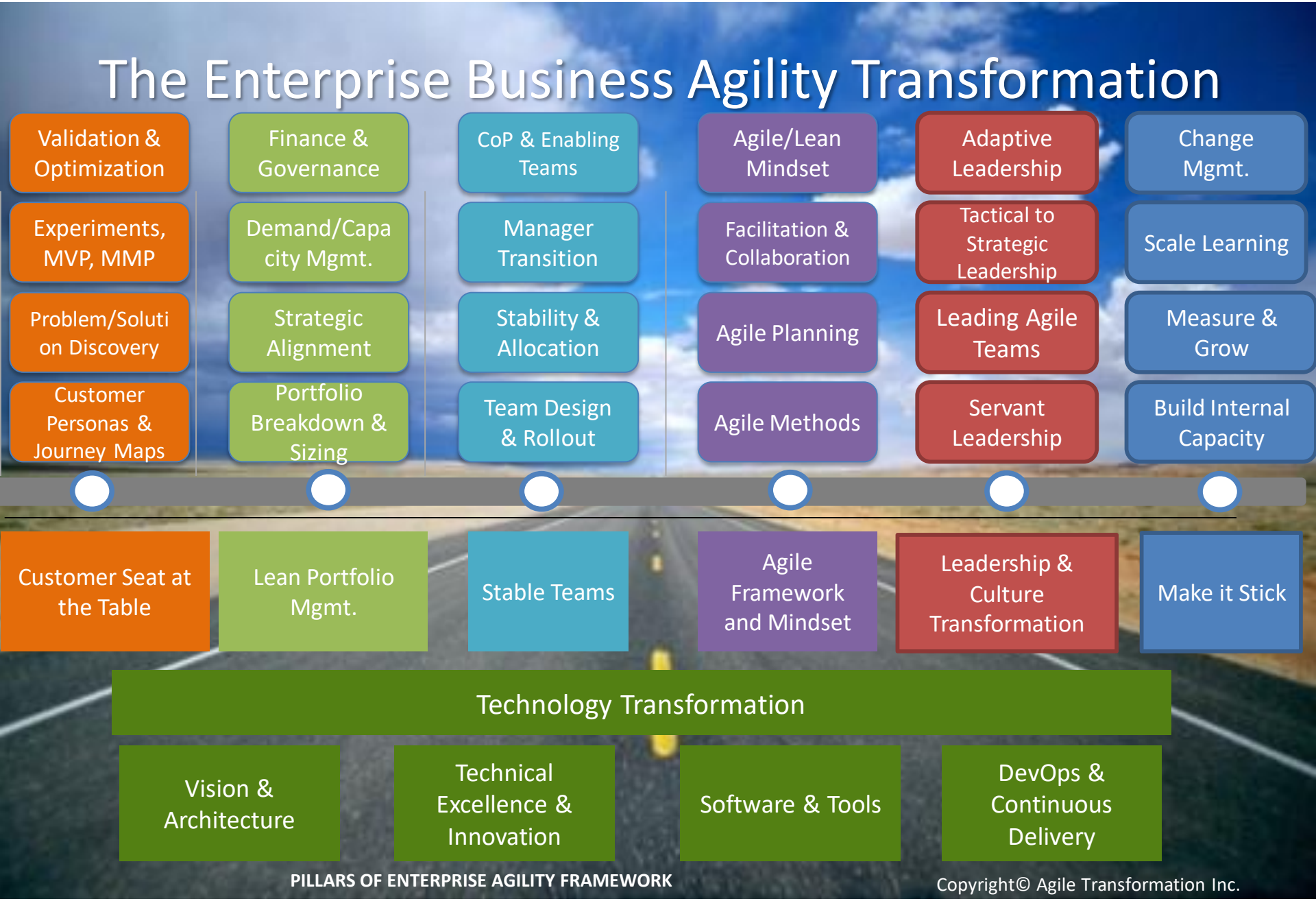

what
PROBLEM
are you tr
sol
THIS IS A GOOD SIGN
EAST LIBERTY
STARTUP
GARAGE
REST-
ROOMS

Zingerman's
Roadhouse

vistaprint
EXIT


THE VET KANBAN
This kanban board represents the items the VET is working on together. Items such as vision, strategy, organization, culture, prioritization and us (the VET).
May 2016
REFINE
ON DECK
DOING
DISCOVERY
DONE

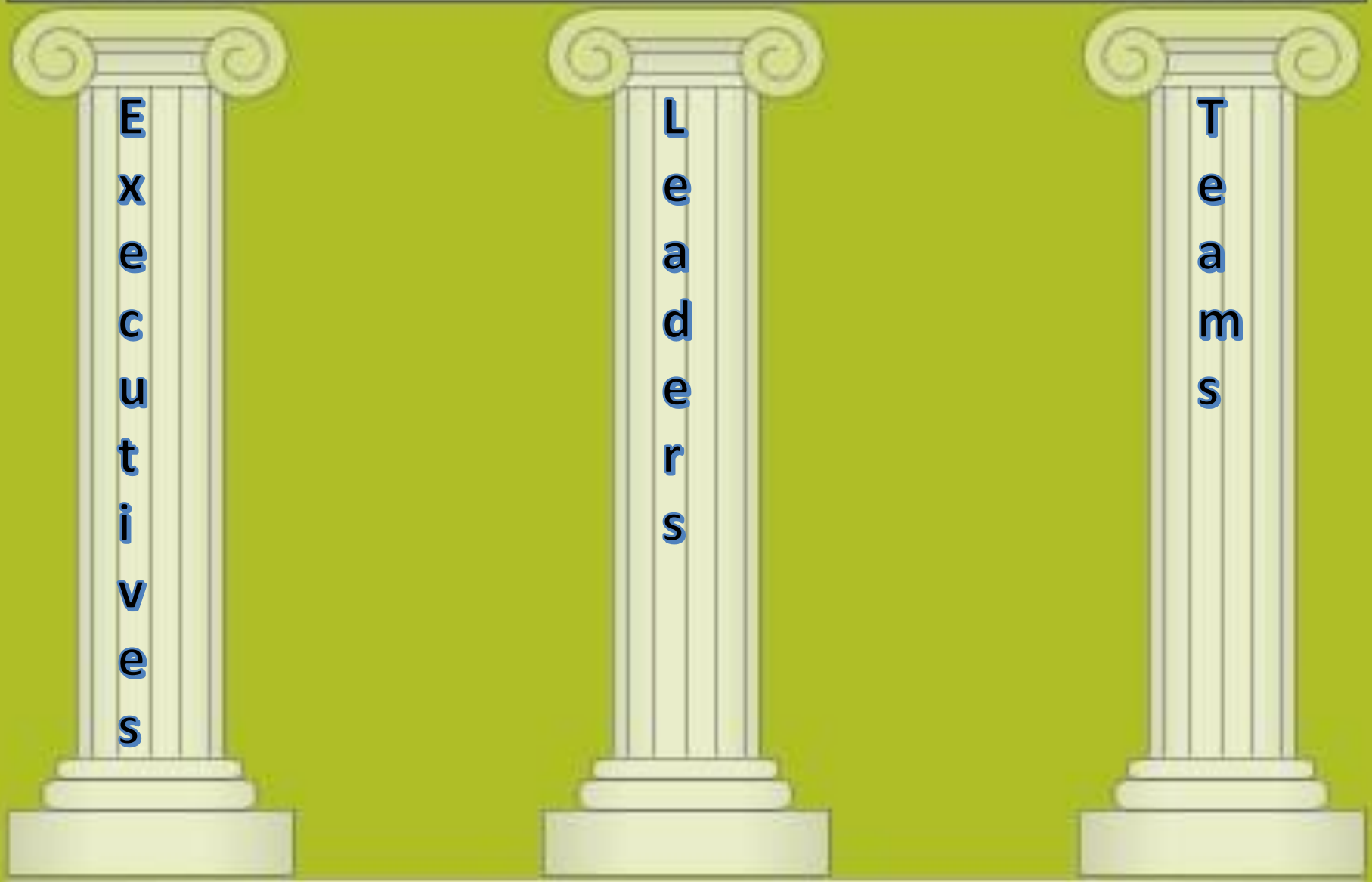

THE VET KANBAN
This kanban board represents the items the VET is working on together. Items such as vision, strategy, organization, culture, prioritization and us (the VET).
ON DECK
DOING
5/5



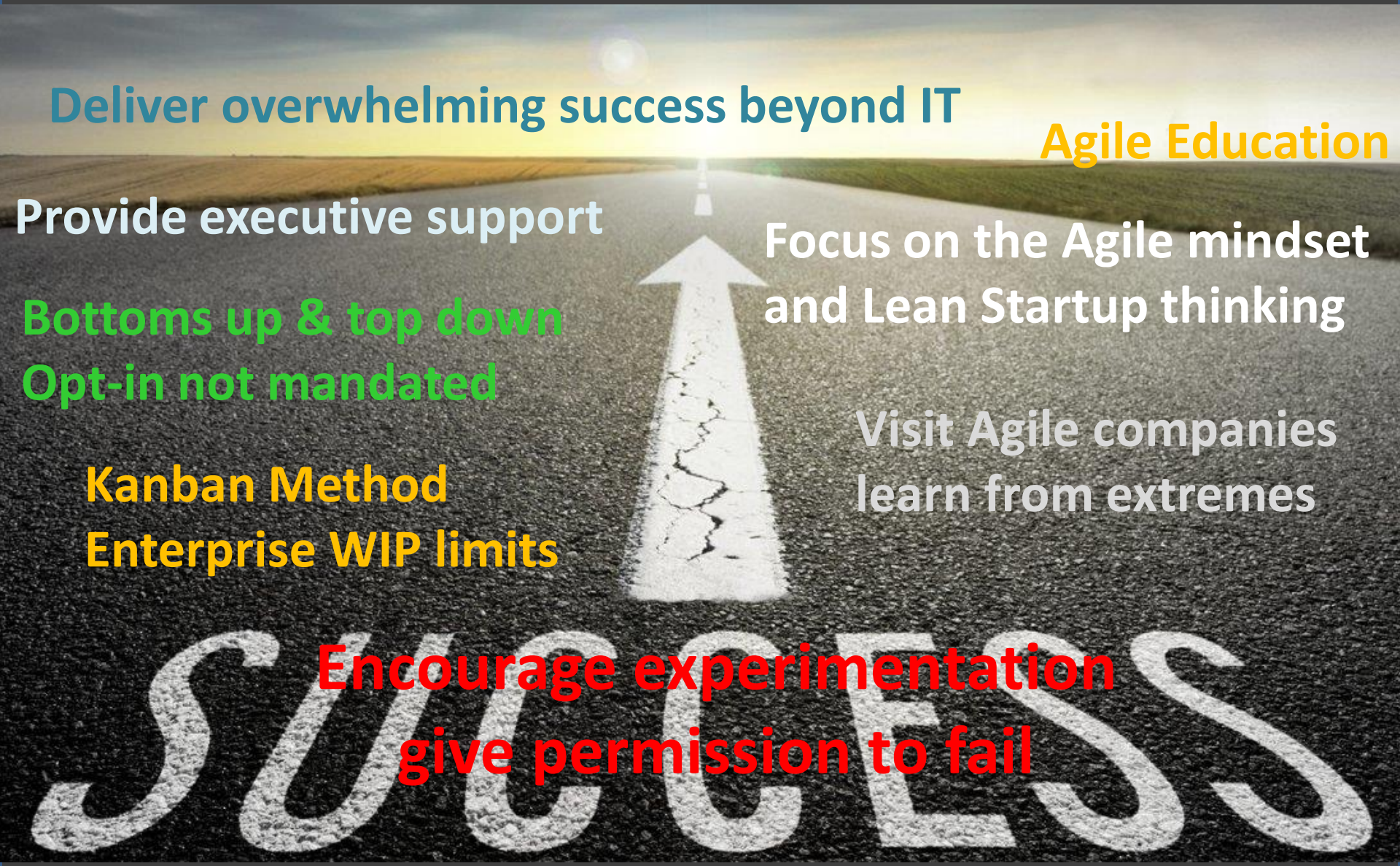
Slide courtesy of Agile Transformations Inc.

Strategic Priorities

All In On Agile



Education Coaching Communication


Deliver overwhelming success beyond IT
Agile Education
Provide executive support
Focus on the Agile mindset
and Lean Startup thinking
Bottoms up & top down
Opt-in not mandated
Visit Agile companies
learn from extremes
Kanban Method
Enterprise WIP limits
Encourage experimentation
give permission to fail
SUCCESS

vistaprint®

David Grabel
dgrabel@vistaprint.com
www.linkedin.com/in/davidgrabel
Twitter: @dgrabel