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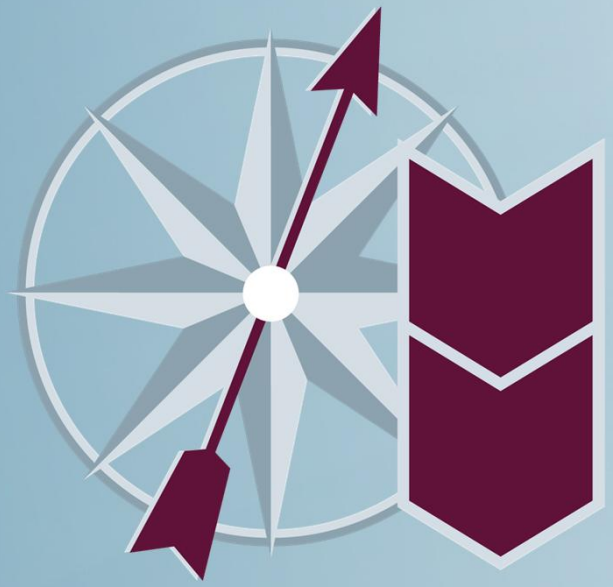
Infosys be more

Agile Project Management with Primavera

Shivank Saxena, Infosys Ltd.
Sebastian Schweinle, Siemens AG



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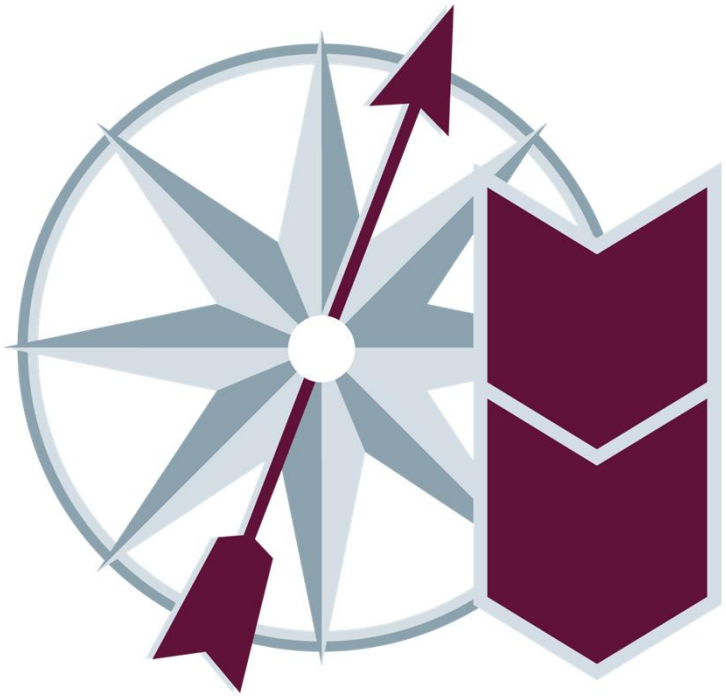

1 • **Why** Agile Project Management
2 • **What** is the scope for agile Project Management
3 • **What** is Agile Project Management
4 • **Which** is the approach to combine Agile and Primavera
5 • **Who** is envolved?
6 • **What** are the challenges**?**
7 • Disclaimer, Sources and Contact

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Motivation
Why Agile Project Management ?

Infosys be more

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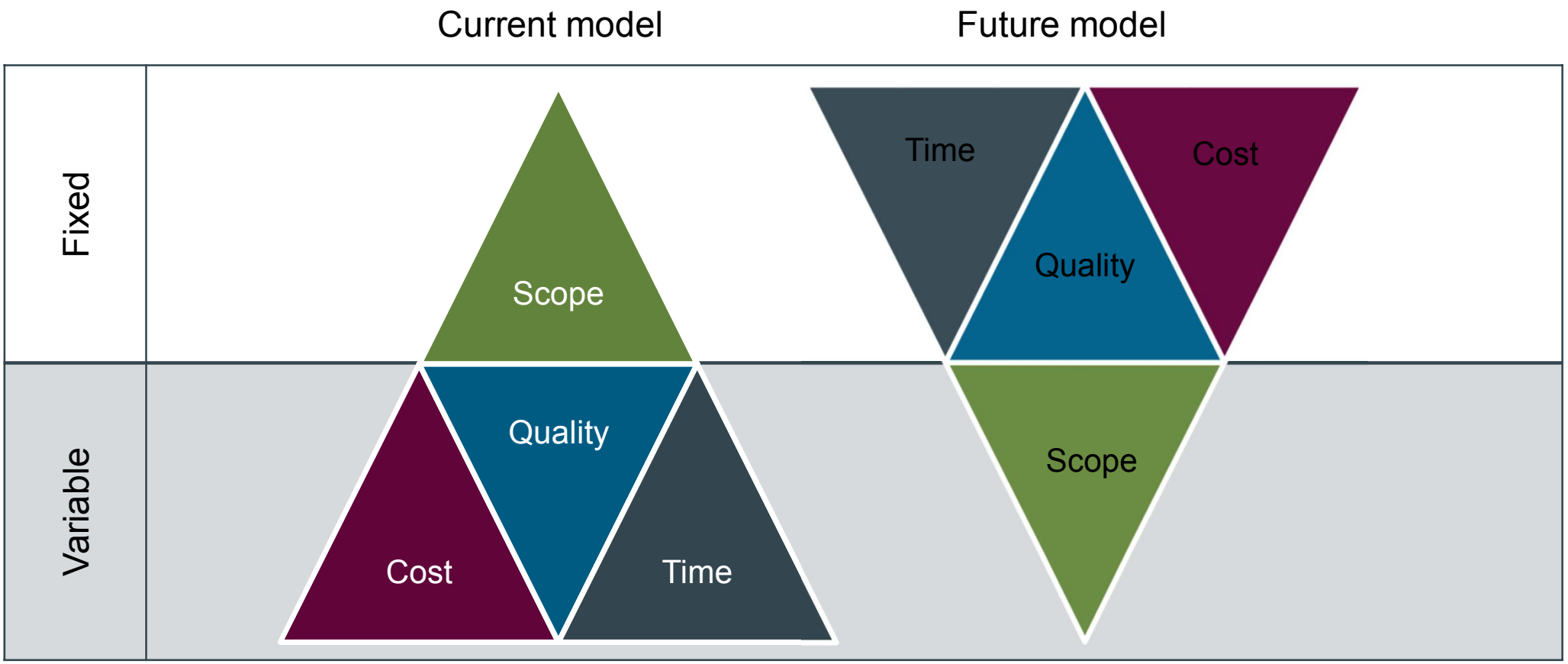
What is a successful project?

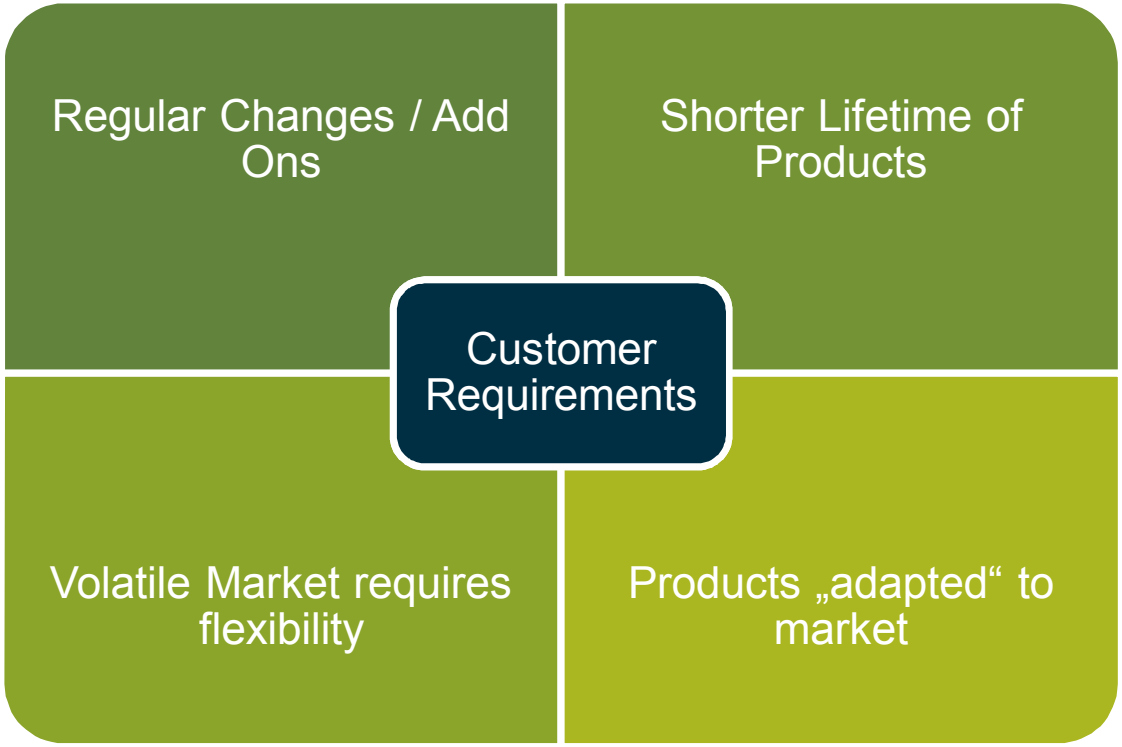
Motivation
Why Agile Project Management ?

Motivation
Why Agile Project Management ?

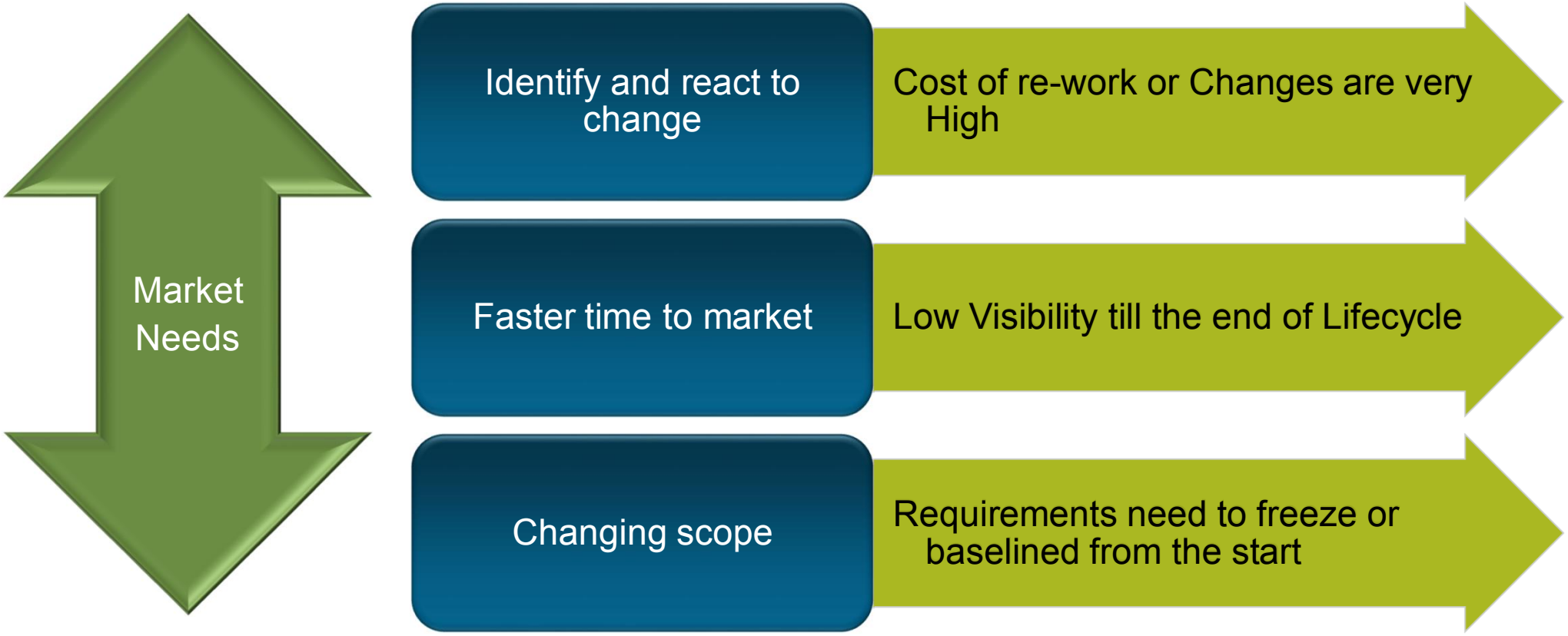


Requirement
Enterprise Agility – The Need ?

Today's dynamic business scenario has also brought new challenges for Enterprises and have increased the need for a successful project execution all the more…



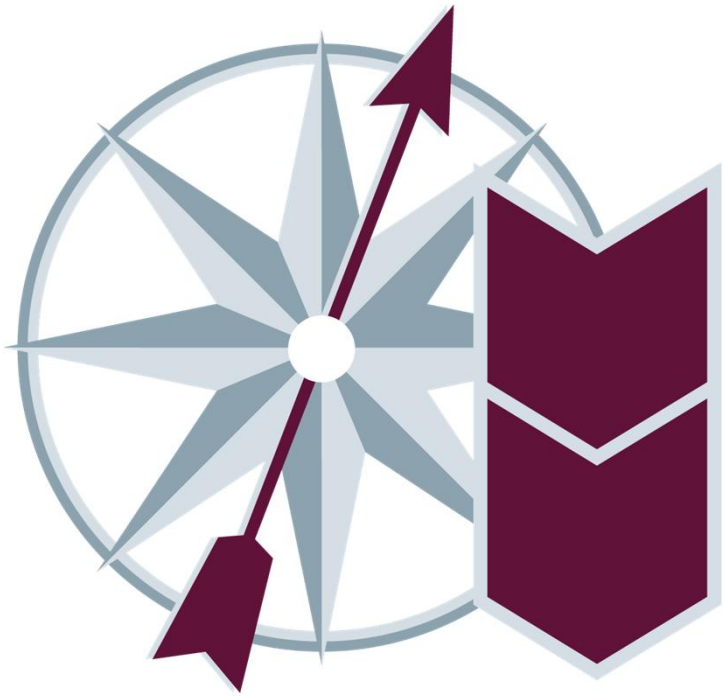
Requirement
Drawback of Traditional Waterfall Model



Requirement
Agile Projects at Infosys

Client	Requirements/context	How did Agile adoption help?
Large Telecom service provider in Asia Pacific	• Launch of new digital service line • Requirements were evolving • Time to market was very important	• 27% improved time to market • 16% improved productivity • 25% effort savings
Leading investment bank in Europe	• Automation of trade analysis process for its advisory IT line of business • Deliver with high accuracy & speed • Requirements volatility	• Zero production defects • 20 % effort savings
Global Financial services provider	• Facing business pressure to improve time to market and product quality • Existing process based on waterfall has been in place for last 18 years with minimal /no change	• Quick time to market and early ROI for customer • 18000 staff adopted Agile and brought consistency in process across 7 vendor partners

Primavera vs. Agile
Contents



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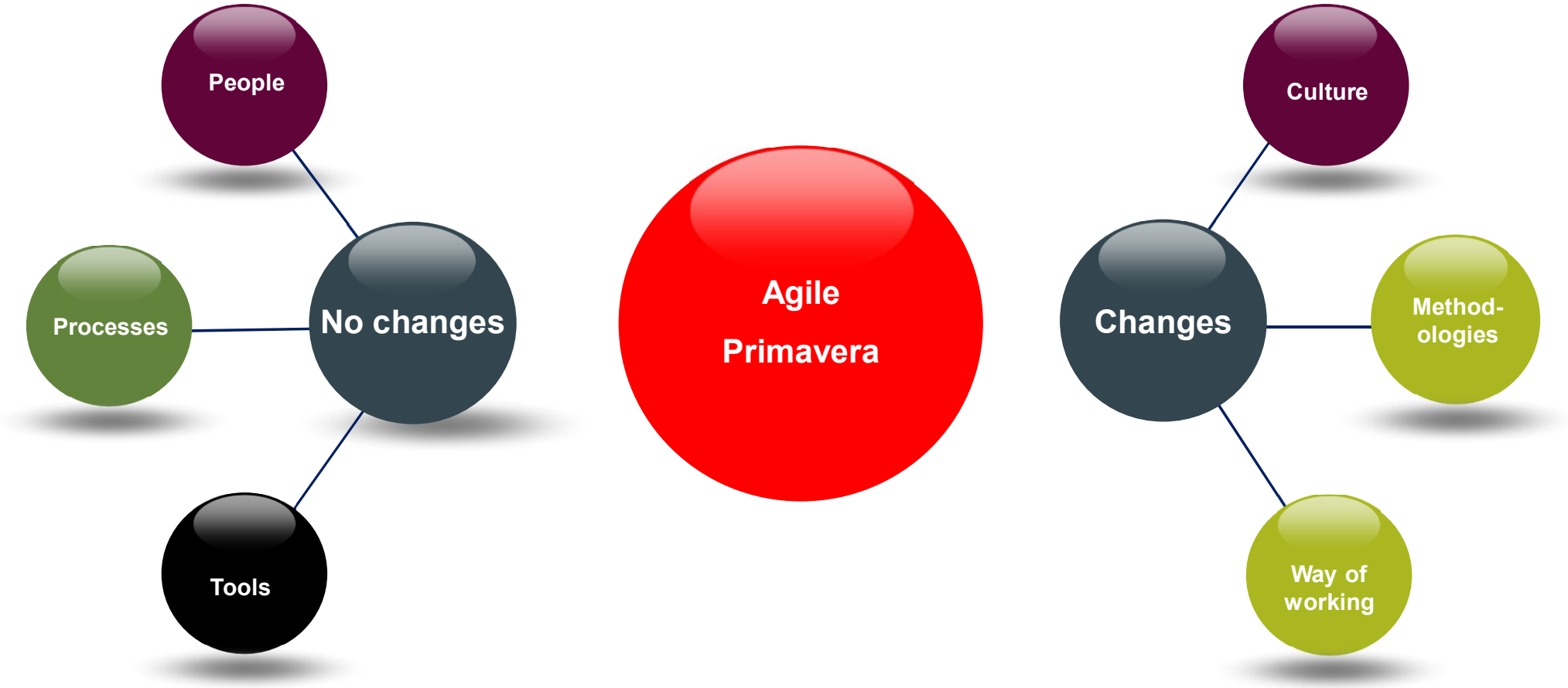
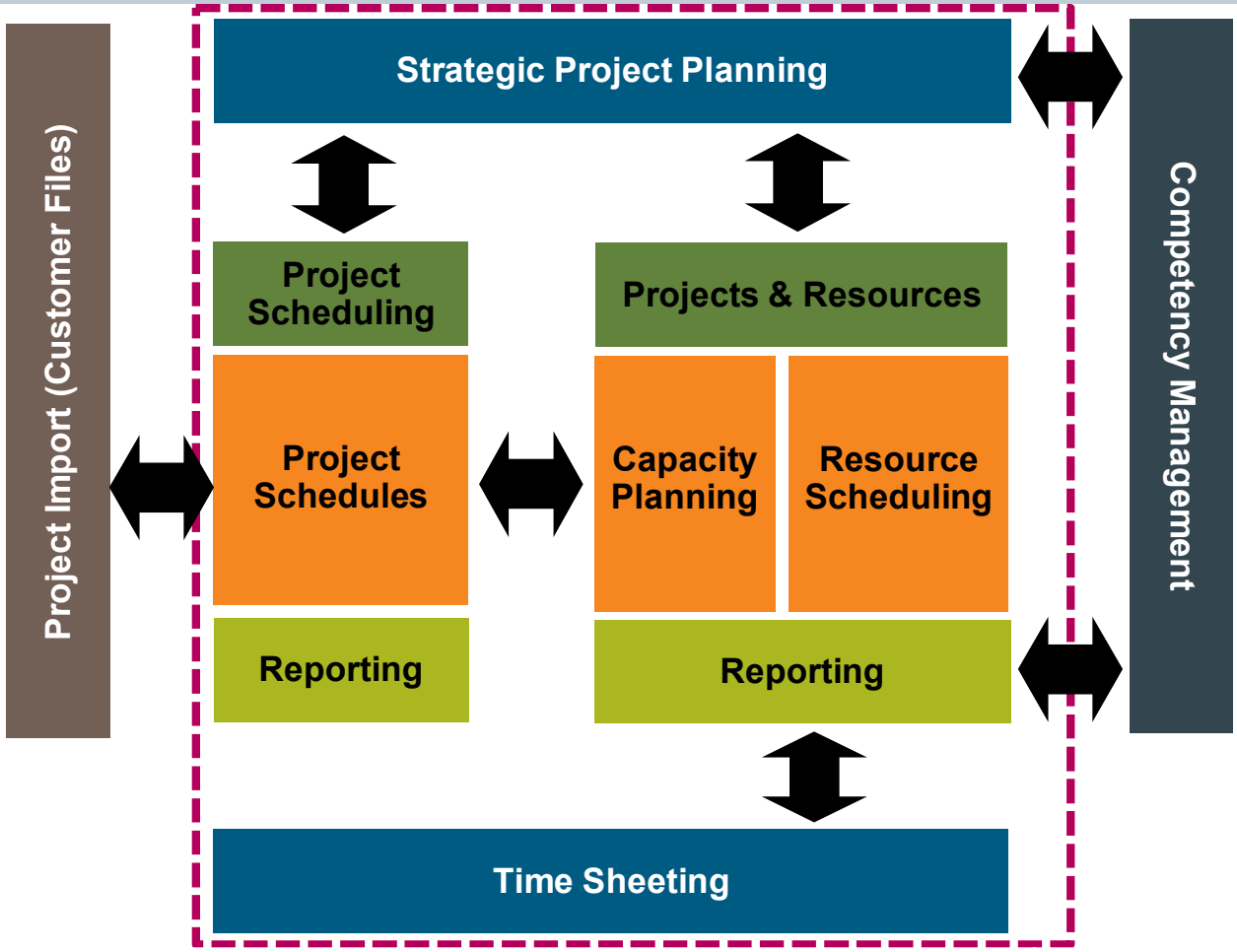
Agile
Scope of Agile in Primavera

Agile
Scope of Agile in Primavera



Agile
What is the functional scope



1

One Tool

- *Primavera P6 Enterprise*
  - *Web & Client*
  - *Team Member & BI*

2

Covering **two** areas

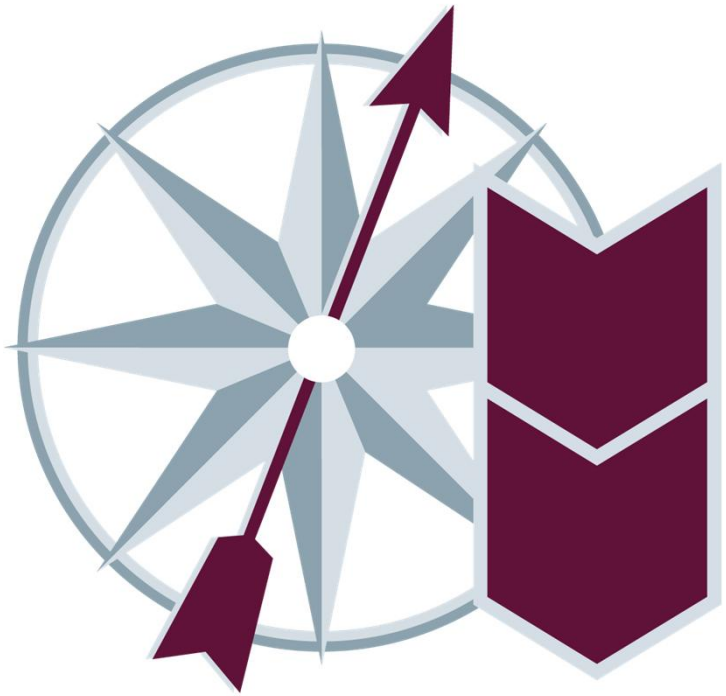
- *Waterfall*
- ***Agile***

3

Supporting **three** processes

- ***Project Management***
- *Resource Management*
- *Competency Management*

Primavera vs. Agile
Contents



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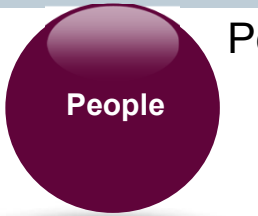
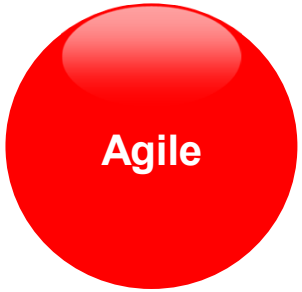


People & interactions over processes and tools

Working (software) solution over comprehensive documentation

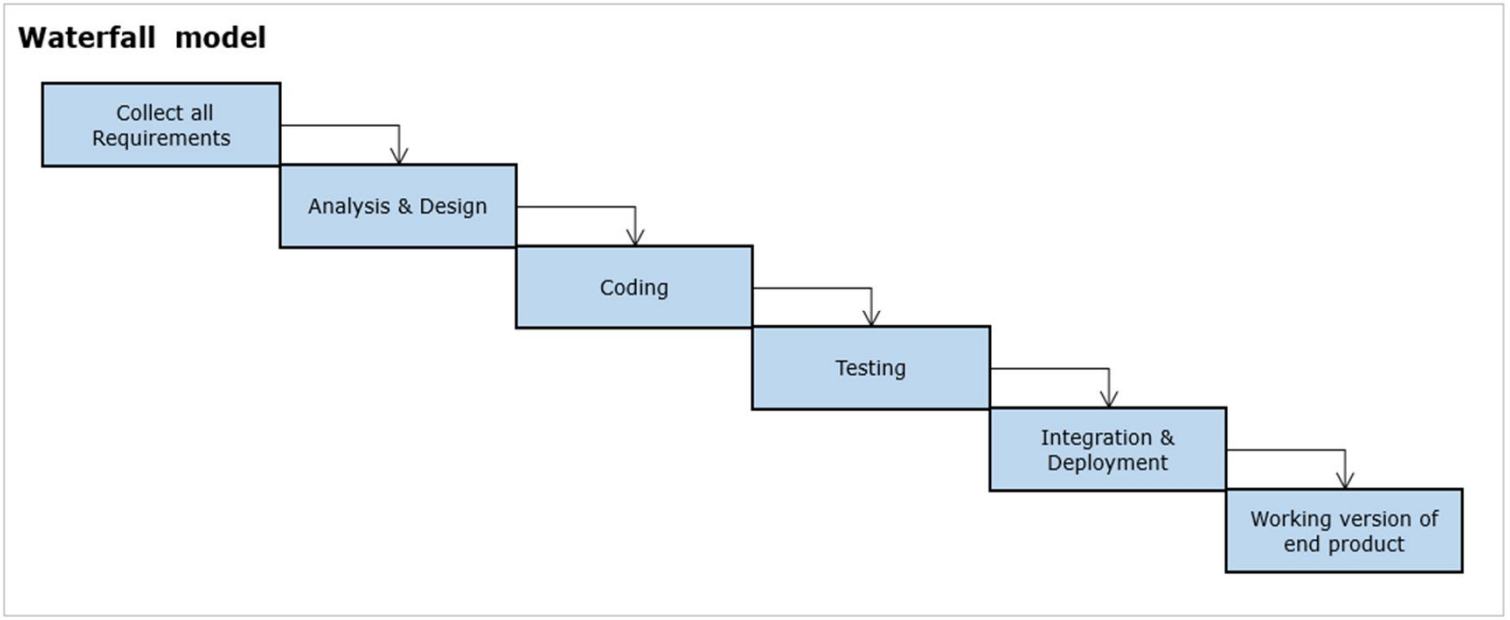


Responding to change over to follow a plan

Customer collaboration over contract negotiation

Agile
What is agile project management

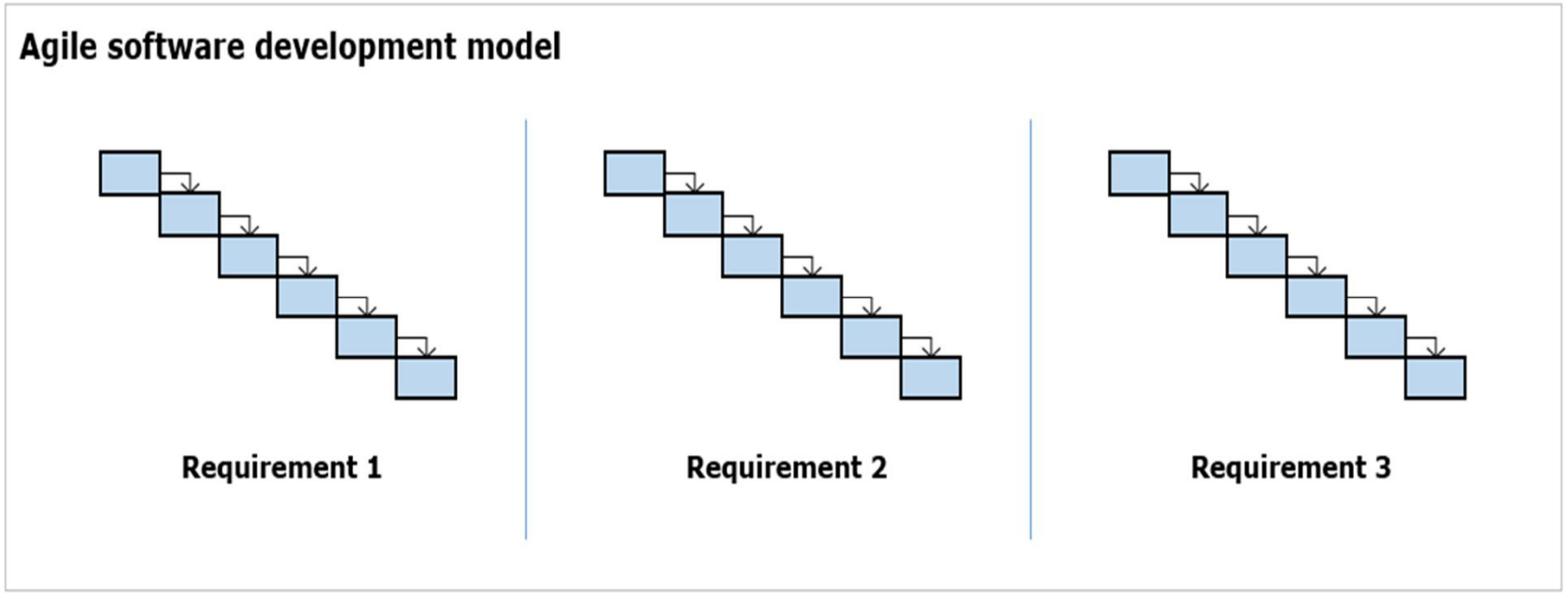
One Project



Waterfall model – static & fixed scope

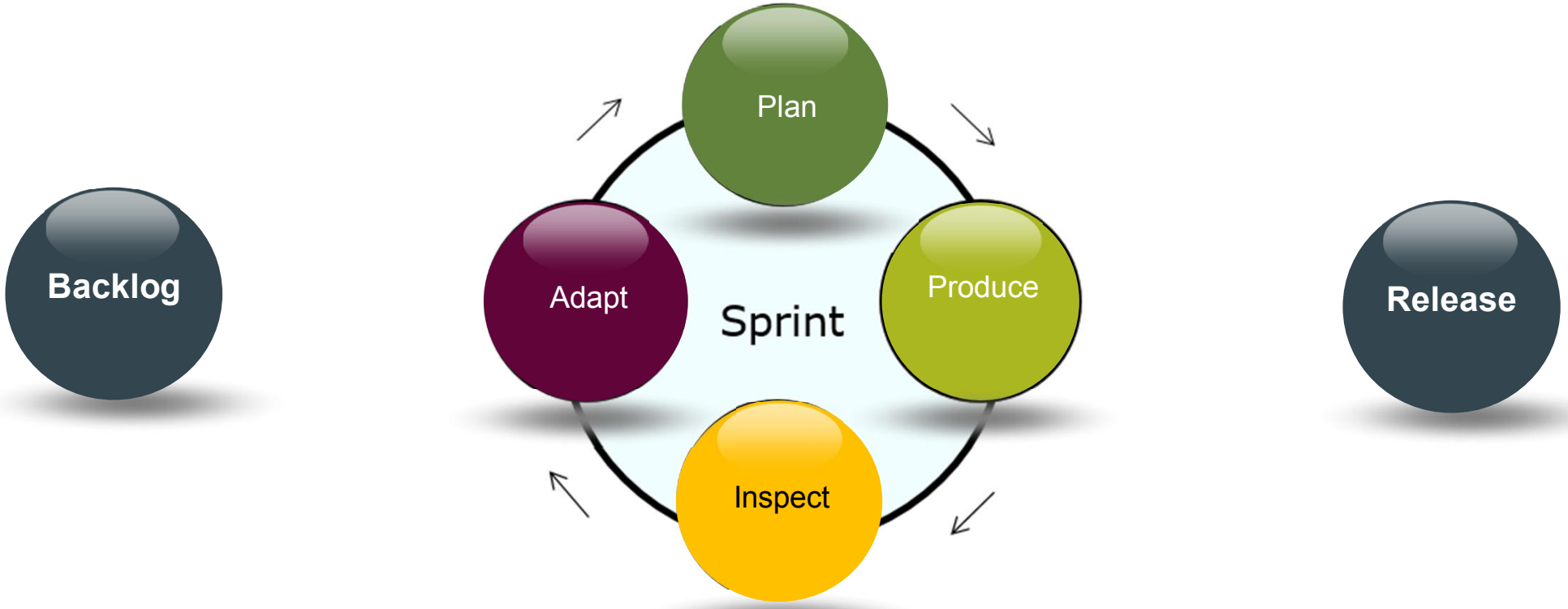
Agile
What is agile project management

One Project

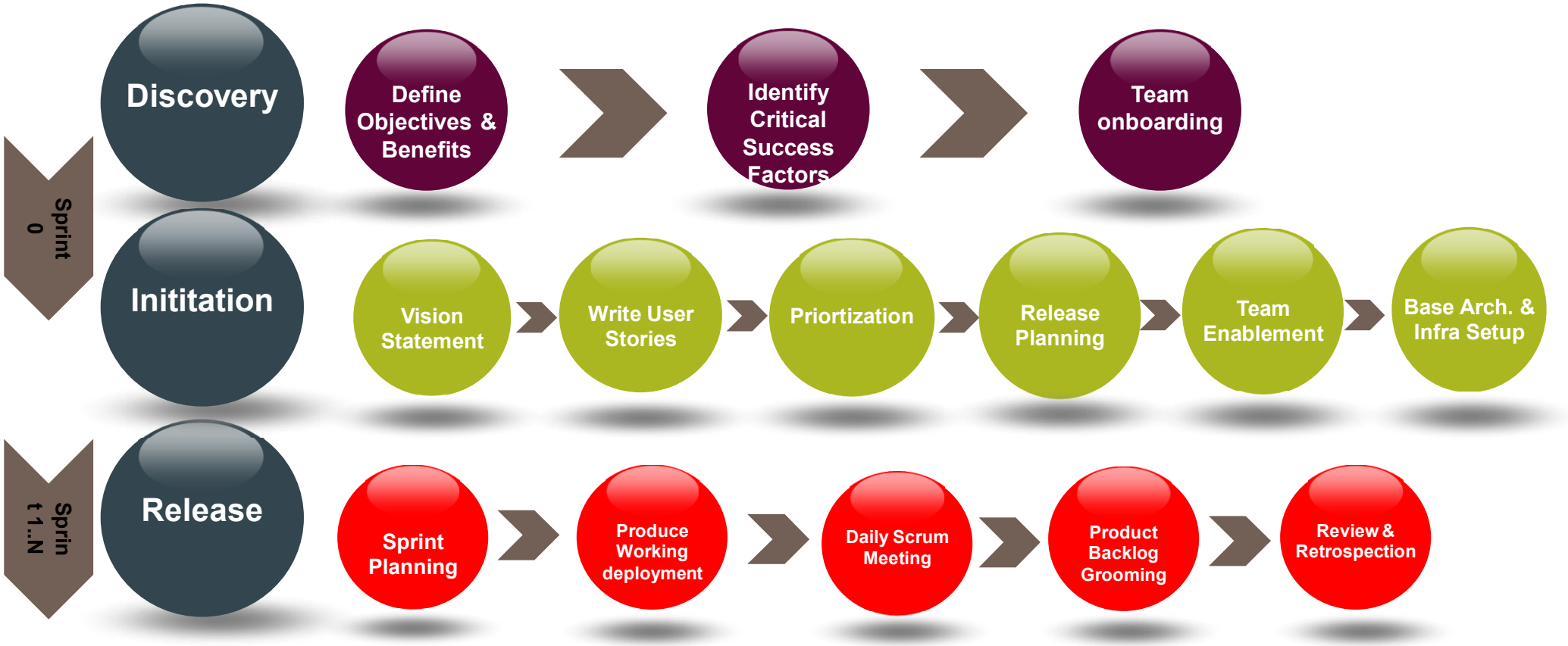


Agile model – iterations, flexible requirements

What is Agile Project Management
Agile Structure



What is Agile Project Management
Sprints



Primavera vs. Agile
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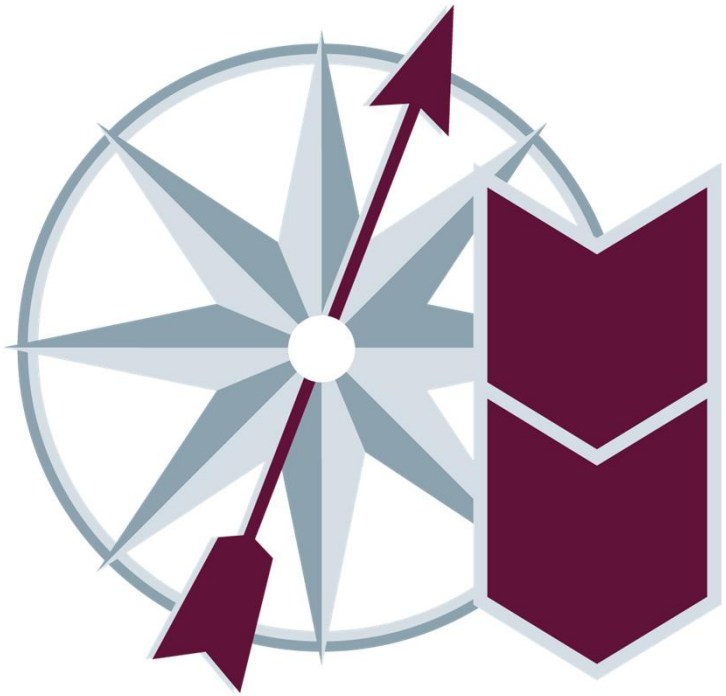

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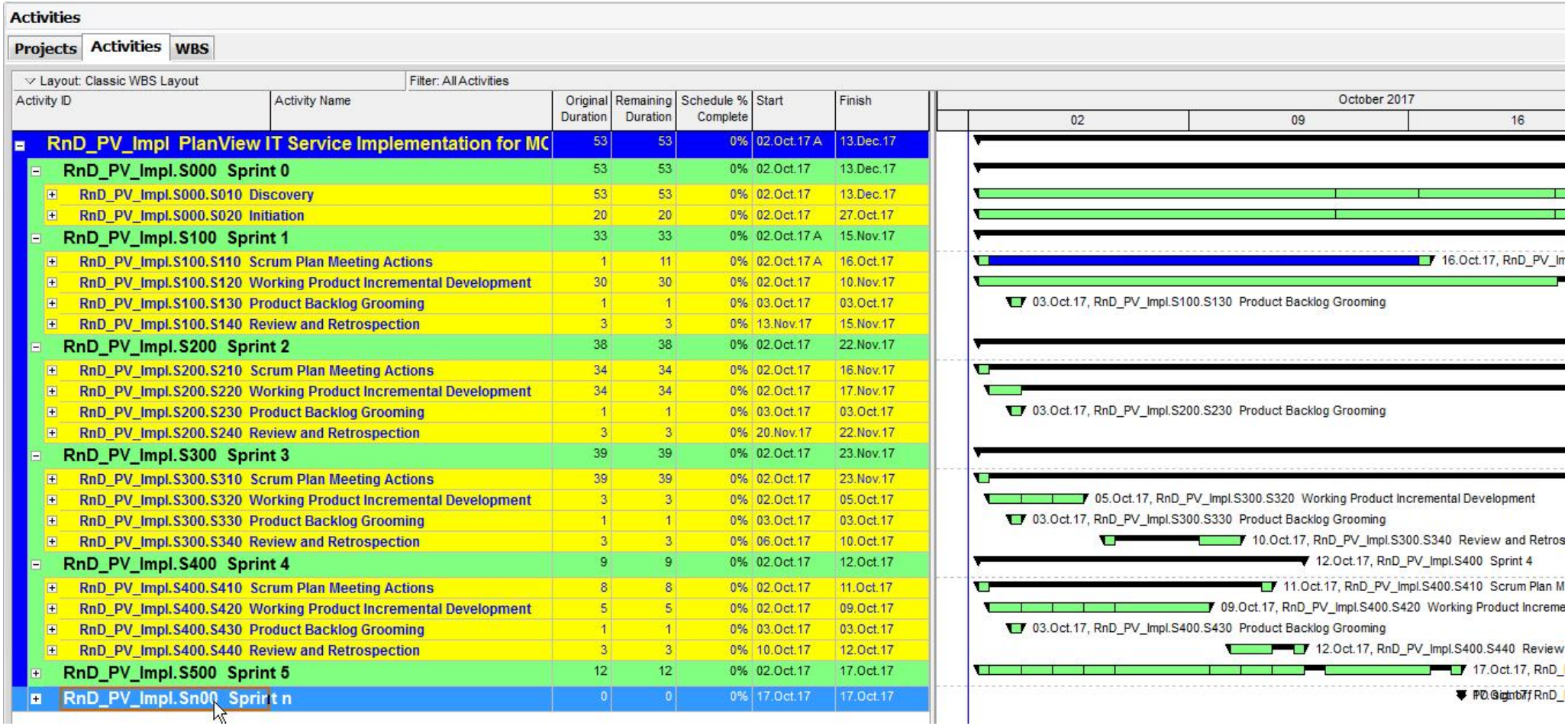
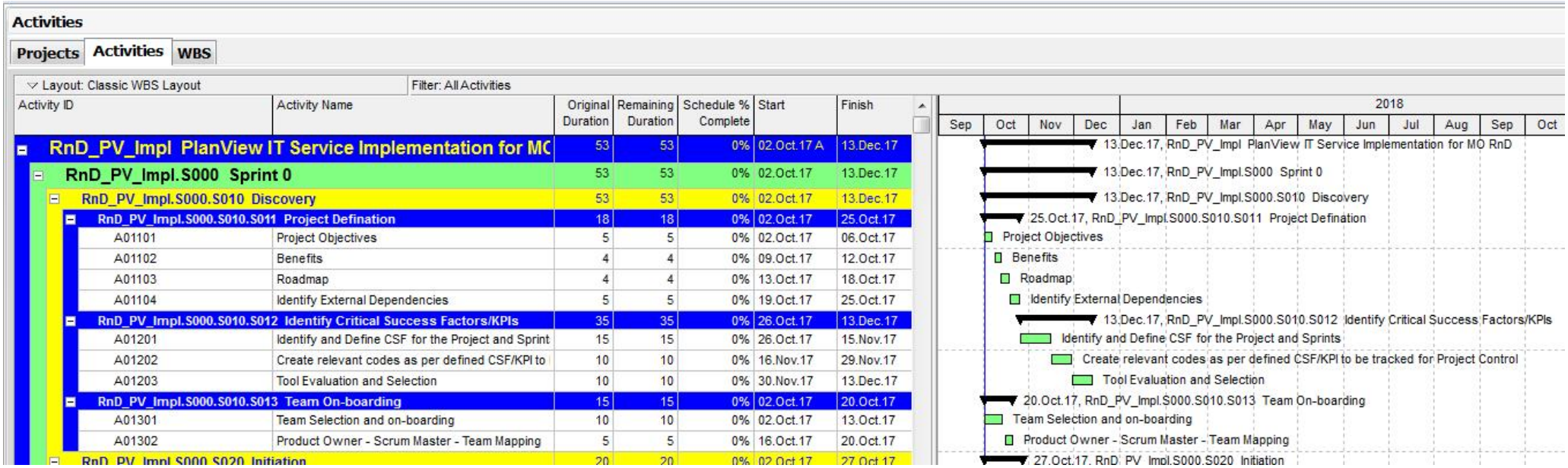
Approach
Set up of project schedule – Template

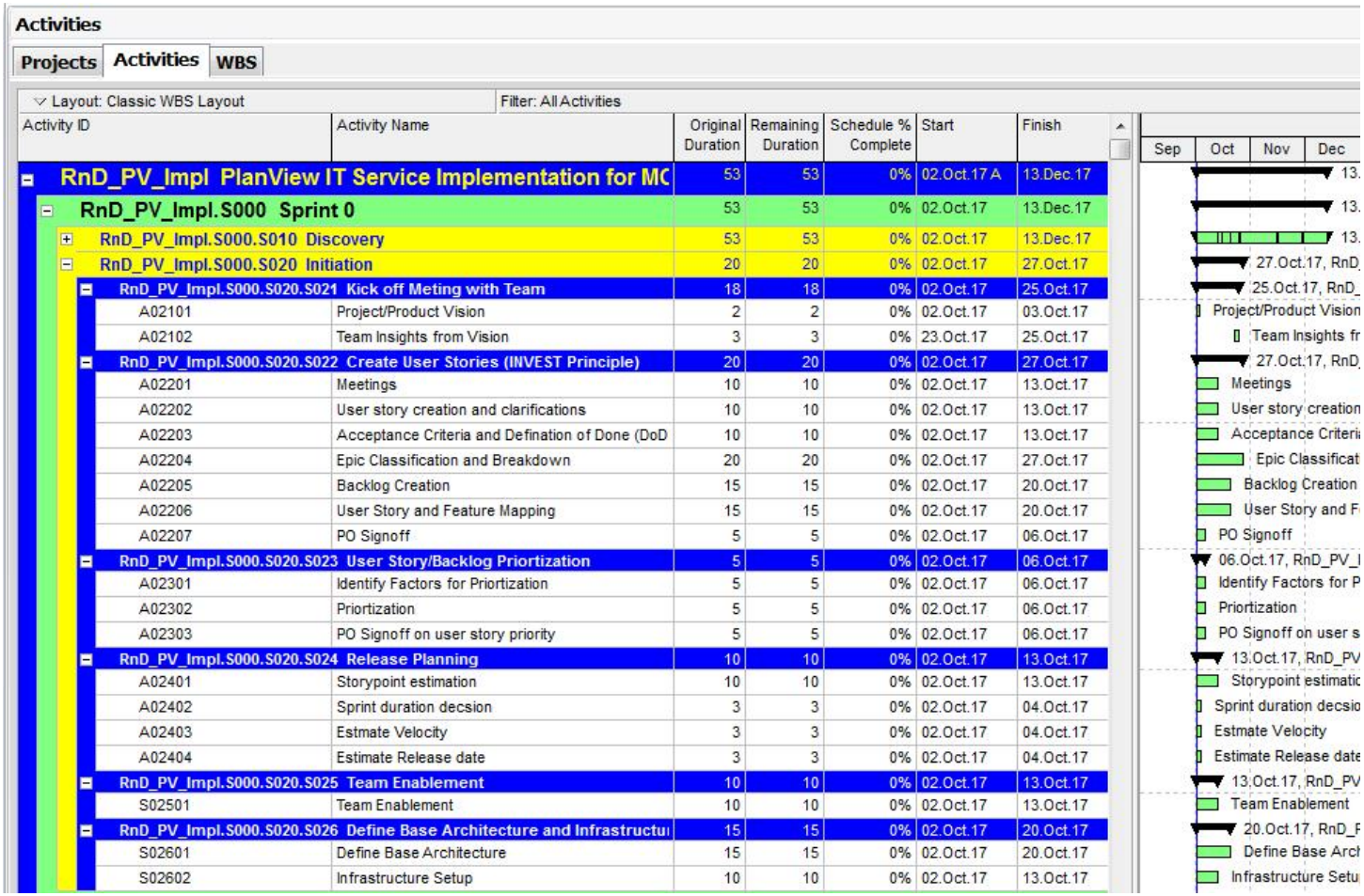


Approach
Set up of project schedule – Sprint 0 Discovery



Activity ID	Activity Name	Original Duration	Remaining Duration	Schedule % Complete	Start	Finish
RnD_PV_Impl	PlanView IT Service Implementation for MC	53	53	0%	02.Oct.17 A	13.Dec.17
RnD_PV_Impl.S000	Sprint 0	53	53	0%	02.Oct.17	13.Dec.17
RnD_PV_Impl.S000.S010	Discovery	53	53	0%	02.Oct.17	13.Dec.17
RnD_PV_Impl.S000.S010.S011	Project Defination	18	18	0%	02.Oct.17	25.Oct.17
A01101	Project Objectives	5	5	0%	02.Oct.17	06.Oct.17
A01102	Benefits	4	4	0%	09.Oct.17	12.Oct.17
A01103	Roadmap	4	4	0%	13.Oct.17	18.Oct.17
A01104	Identify External Dependencies	5	5	0%	19.Oct.17	25.Oct.17
RnD_PV_Impl.S000.S010.S012	Identify Critical Success Factors/KPIs	35	35	0%	26.Oct.17	13.Dec.17
A01201	Identify and Define CSF for the Project and Sprint	15	15	0%	26.Oct.17	15.Nov.17
A01202	Create relevant codes as per defined CSF/KPI to	10	10	0%	16.Nov.17	29.Nov.17
A01203	Tool Evaluation and Selection	10	10	0%	30.Nov.17	13.Dec.17
RnD_PV_Impl.S000.S010.S013	Team On-boarding	15	15	0%	02.Oct.17	20.Oct.17
A01301	Team Selection and on-boarding	10	10	0%	02.Oct.17	13.Oct.17
A01302	Product Owner - Scrum Master - Team Mapping	5	5	0%	16.Oct.17	20.Oct.17
RnD_PV_Impl.S000.S020	Initiation	20	20	0%	02.Oct.17	27.Oct.17

Approach
Set up of project schedule – Sprint 0 Initiation



Approach
Set up of project schedule – Sprint 1

Layout: Classic WBS Layout | Filter: All Activities

Activity ID	Activity Name	Original Duration	Remaining Duration	Schedule % Complete	Start	Finish	Activity Status	AG - Complexity	AG - Business Value	AG - Risk	AG - Priority
RnD_PV_Impl.S000.S020.S025	Team Enablement	20	20	0%	02.Oct.17	30.Oct.17		0,00	€0,00	0,00	
RnD_PV_Impl.S000.S020.S026	Define Base Architecture and Infrastructure setup	20	20	0%	02.Oct.17	30.Oct.17		0,00	€0,00	0,00	
RnD_PV_Impl.S100	Sprint 1	20	20	0%	02.Oct.17	30.Oct.17		29,00		17,00	
RnD_PV_Impl.S100.S110	Scrum Plan Meeting Actions	20	20	0%	02.Oct.17	30.Oct.17		0,00	€0,00	0,00	
A110_010	Capacity Planning	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
A110_020	Set Sprint Goals	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
A110_030	Requirement Clarifications	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
A110_040	Sprint Backlog Breakdown - Tasks & Efforts	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
A110_050	Sprint Burndown	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
A110_060	Commitments - Team task assignments	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
RnD_PV_Impl.S100.S120	Working Product Incremental Development	20	20	0%	02.Oct.17	30.Oct.17		29,00		17,00	
A12001	Daily Scrum Meeting	20	20	0%	02.Oct.17	30.Oct.17	Not Started				
RnD_PV_Impl.S100.S120.S120_F2	Feature 2 (US #) All existing projects available	1	1	0%	02.Oct.17	02.Oct.17		7,00		2,00	
A100_F2_0010_US#	Identify projects to be entered (scope)	1	1	0%	02.Oct.17	02.Oct.17	Not Started	2,00		1,00	
A101_F2_0020_US#	Identify Add Ons to be entered	1	1	0%	02.Oct.17	02.Oct.17	Not Started	5,00		1,00	
RnD_PV_Impl.S100.S120.S120_F5	Feature 5 (US #) Report templates available	1	1	0%	02.Oct.17	02.Oct.17		12,00		11,00	
A102_F5_0010_US#	Define Report templates (table view only)	1	1	0%	02.Oct.17	02.Oct.17	Not Started	5,00		4,00	
A103_F5_0020_US#	Define Score Calculations	1	1	0%	02.Oct.17	02.Oct.17	Not Started	7,00		7,00	
RnD_PV_Impl.S100.S120.S120_F1	Feature 1 (US #) Planview system available	1	1	0%	02.Oct.17	02.Oct.17		10,00		4,00	
A104_F1_0010_US#	Set up PROD system	1	1	0%	02.Oct.17	02.Oct.17	Not Started	3,00		1,00	
A105_F1_0020_US#	Set up CM Profiles	1	1	0%	02.Oct.17	02.Oct.17	Not Started	1,00		1,00	
A106_F1_0030_US#	Set up templates (Schedule)	1	1	0%	02.Oct.17	02.Oct.17	Not Started	3,00		1,00	
A107_F1_0040_US#	Set up templates (commercial plans)	1	1	0%	02.Oct.17	02.Oct.17	Not Started	3,00		1,00	
RnD_PV_Impl.S100.S130	Product Backlog Grooming	0	0	0%				0,00	€0,00	0,00	
RnD_PV_Impl.S100.S140	Review and Retrospection	0	0	0%				0,00	€0,00	0,00	

Approach
Prioritize Features / Activities

AG - Complexity	AG - Business Value	AG - Risk	AG - Priority
0,00	€0,00	0,00	
0,00	€0,00	0,00	
29,00	[illegible]	17,00	
0,00	€0,00	0,00	
29,00	[illegible]	17,00	
7,00	[illegible]	2,00	
2,00	[illegible]	1,00	
5,00	[illegible]	1,00	
12,00	[illegible]	11,00	
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7,00	[illegible]	7,00	
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3,00	[illegible]	1,00	
0,00	€0,00	0,00	
0,00	€0,00	0,00	

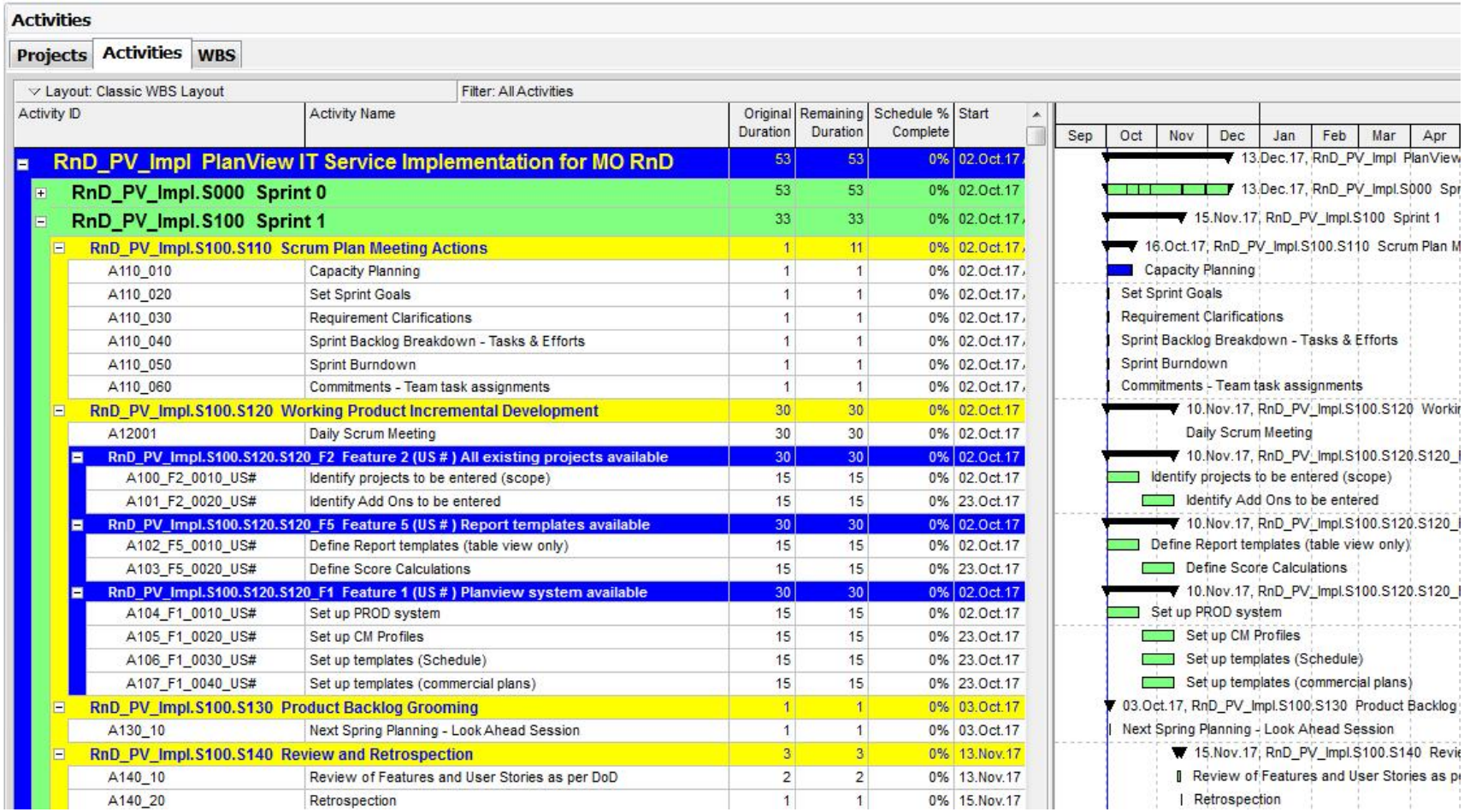
Complexity		
1	2	3
4	5	6
7	8	9

Business Value	
L	<2.500 €
M	<10.000 €
H	< 50.000 €

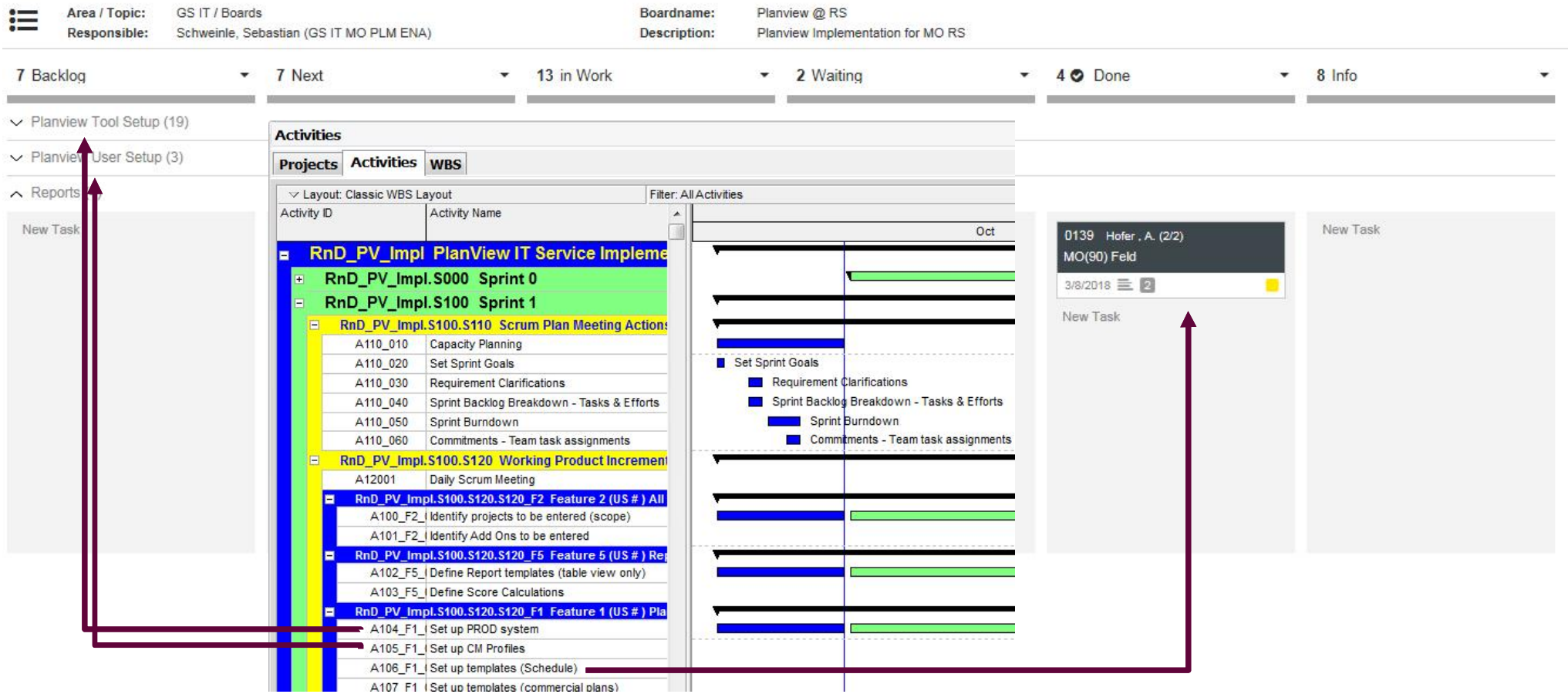
Risk		
1	2	3
4	5	6
7	8	9

Priorization	
	High Priority
	Medium Priority
	Low Priority
	Not ratable yet

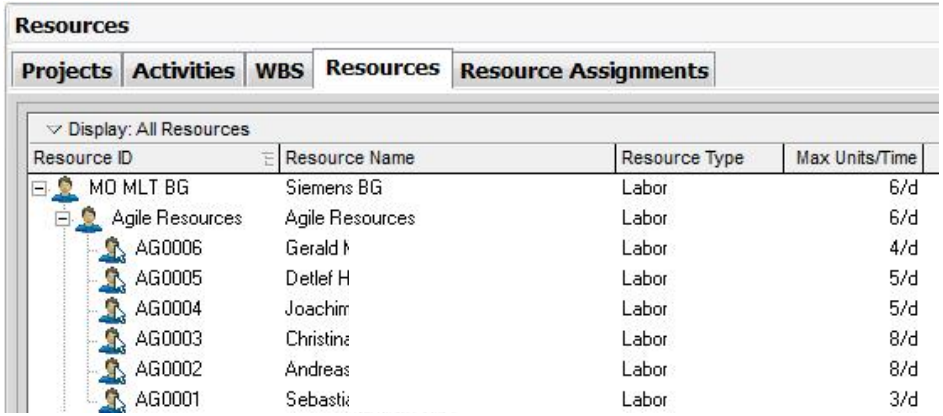
Approach
Sprint 1 – Progress tracking



Motivation
Sprint 1 – Schedule Report (Canban Board)



Motivation
Agile Plan – Sprint Burndown (Source Data)



Resource Name	02.	03.	04.	05.	06.	09.	10.	11.	12.	13.	16.	17.	18.	19.	20.	SUM
Gerald	4	0	4	4	4	4	4	4	4	4	4	4	4	4	4	56
Joachim	5	0	5	5	5	5	5	5	5	5	5	5	5	5	5	70
Detlef	5	0	5	5	5	5	5	5	5	5	5	5	5	5	5	70
Andreas	8	0	8	8	8	8	8	8	8	8	8	8	8	8	8	112
Christina	8	0	8	8	8	8	8	8	8	8	8	8	8	8	8	112
Sebastian	3	0	3	3	3	3	3	3	3	3	3	3	3	3	3	42

Type	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Day 15
CUM Plan	495	462	429	396	363	330	297	264	231	198	165	132	99	66	33
CUM Actuals	495	462	429	404	376	363	330	297	254	198	169	115	82	79	33
Planning	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33
Actuals	33	33	25	20	0	0	0	10	33	29	50	50	20	33	25

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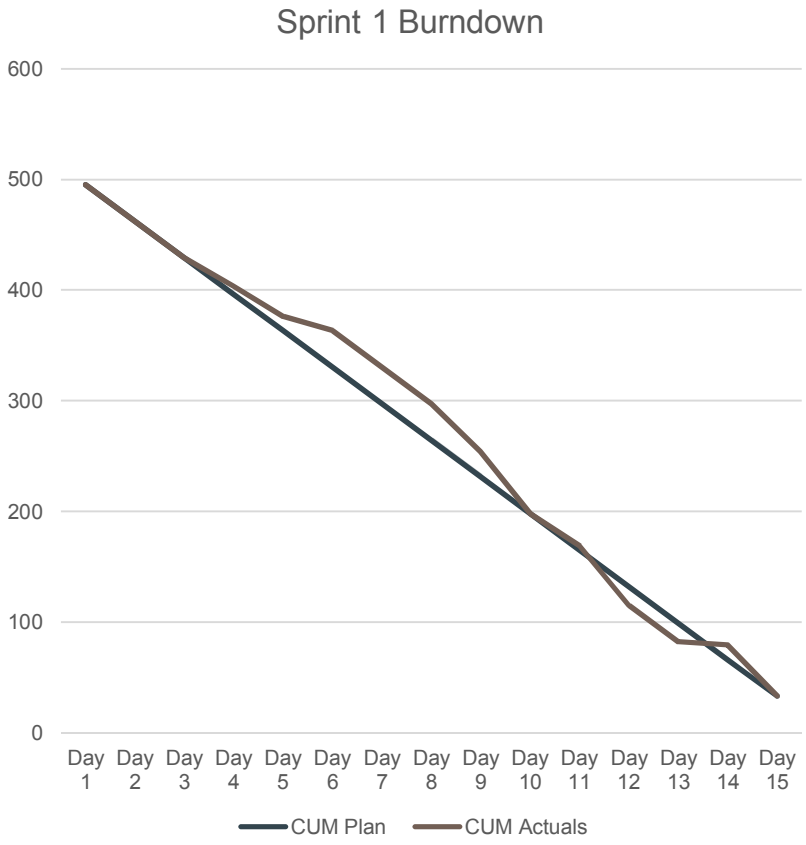
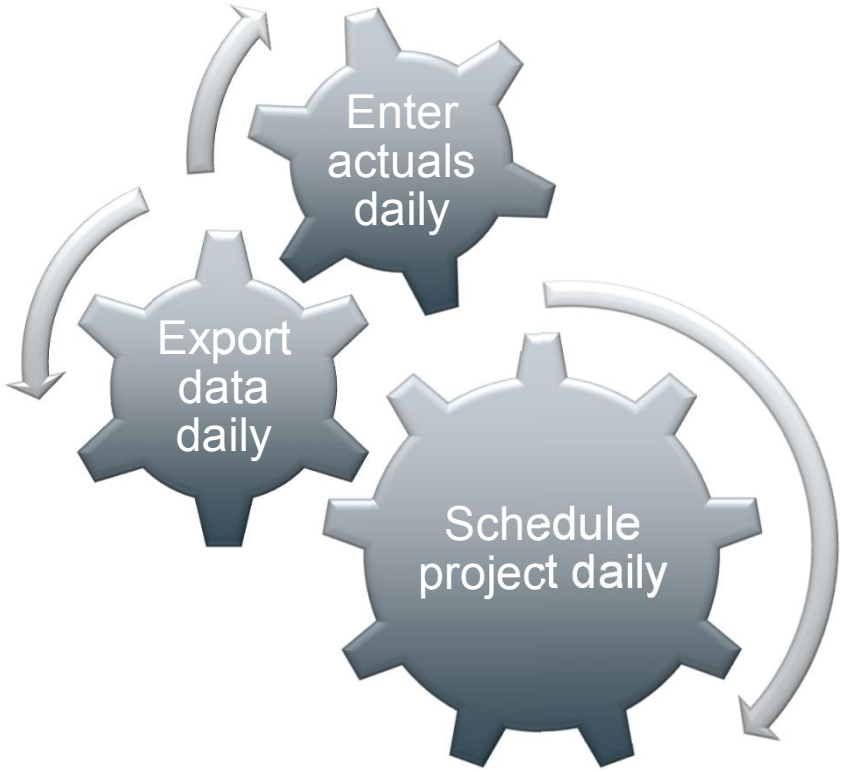
Motivation
Agile Plan – Sprint Burndown





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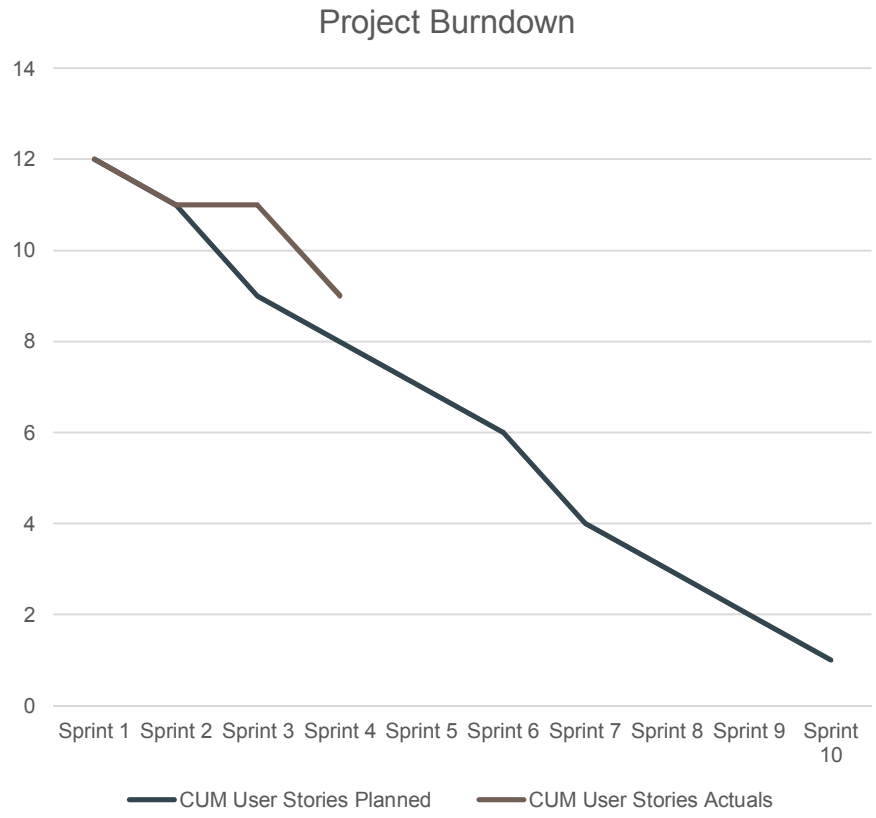
Motivation
Agile Plan – Project Burndown



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Primavera vs. Agile
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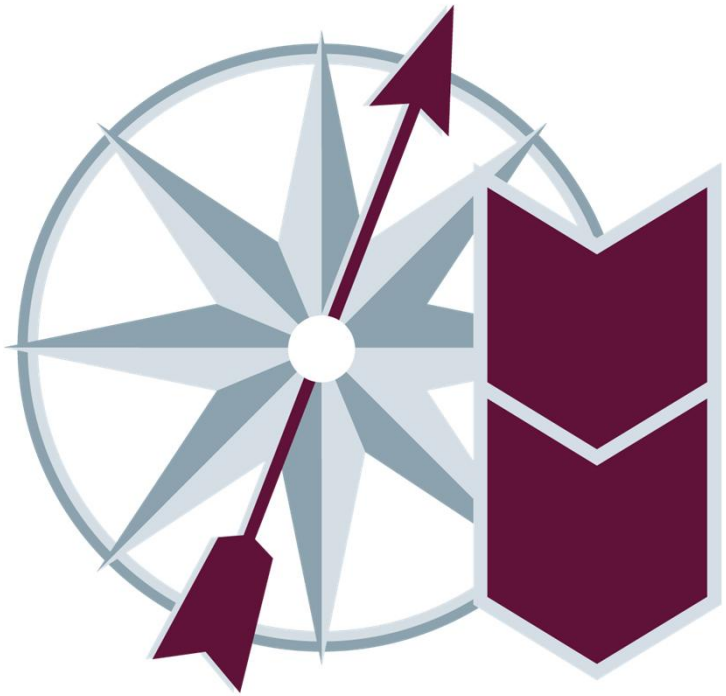

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Roles
Agile Roles

Current Roles	**Requestor** Hand over Demand to IT for development	**Project Manager** Responsible for the implementation project	**Supplier** Development based on requirement specification by PM
Siemens Units			
Future Roles	**Product Owner** Responsible for their requirements / scope	**Scrum Master** Consultant of agile project team	**Development Team** Part of the agile team to clarify scope direct with business

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Primavera vs. Agile
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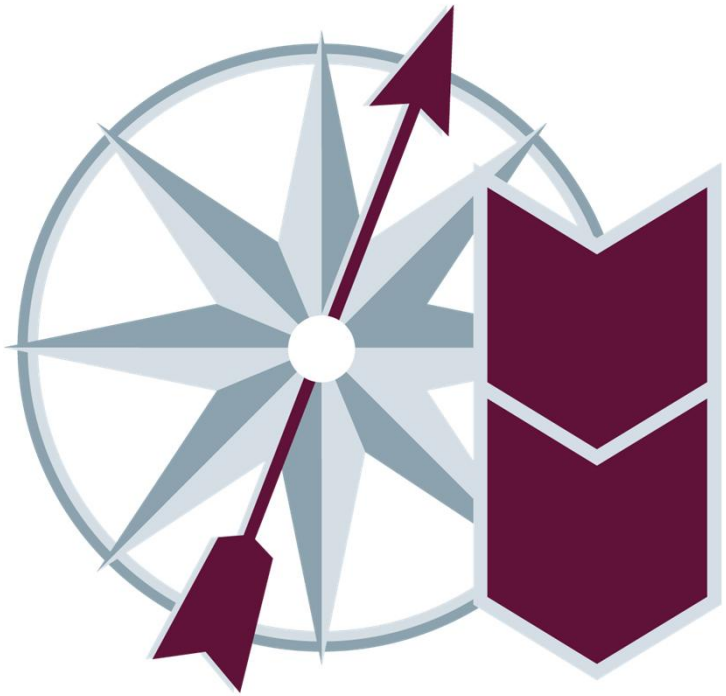

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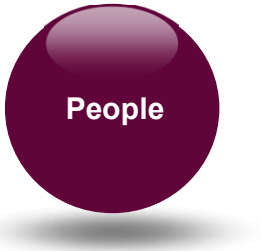
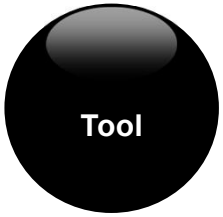
Challenges
Our experiences - Discussion

- Process allows alteration of scope leads to regular budget verification
- Reporting changes – no linear progress reporting possible
- Planning process – people do not see the scope of project any more, difficult to align



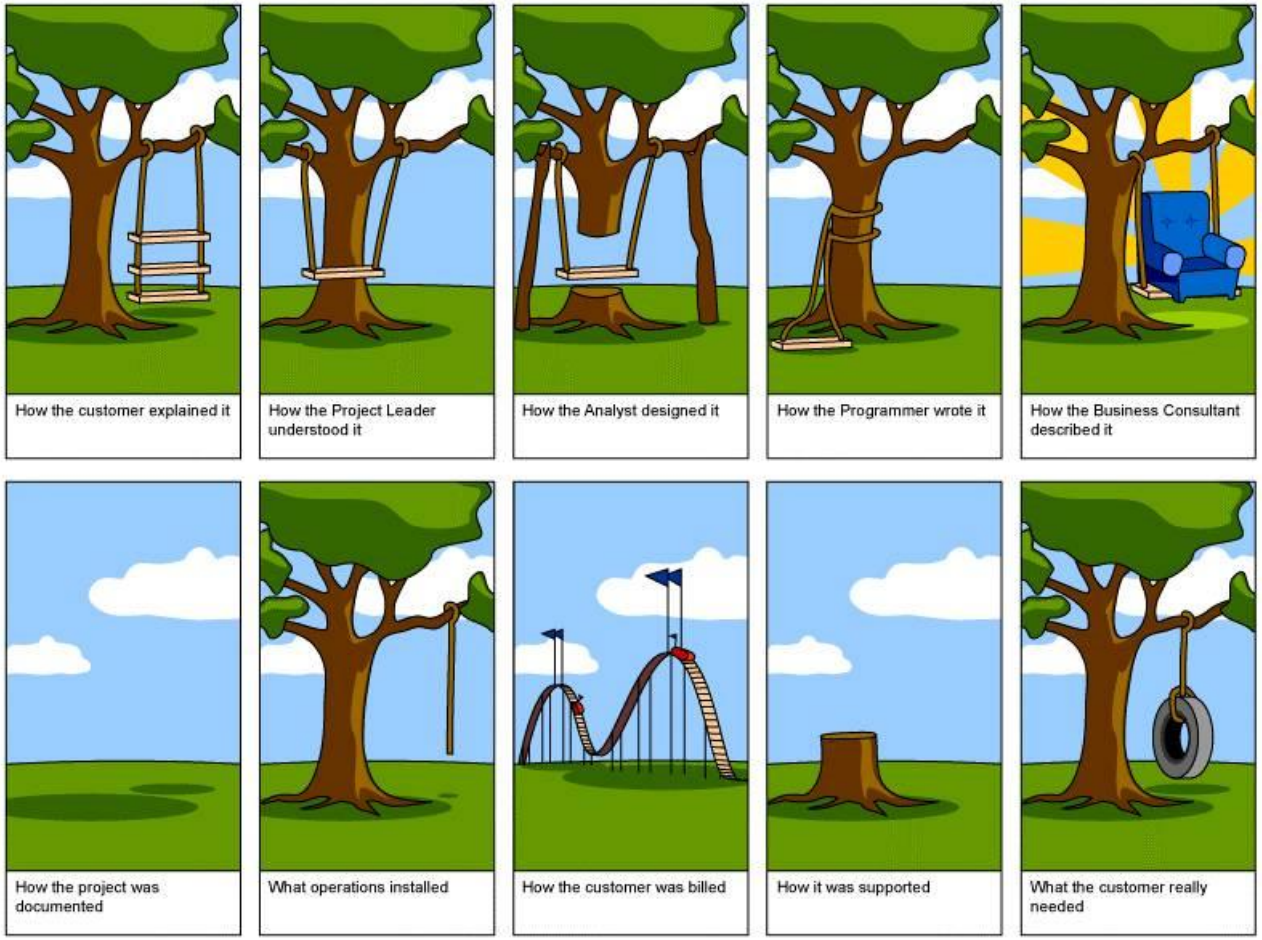
- Role change – business is now responsible for their user stories
- Regular scrum meetings – people HAVE to participate, be available every day for the project
- Project Manager is only consultant (as scrum master), not responsible for scope



- Creation of schedule
- Handling of variable scope / activities
- Reporting
- Teams – Role / Resource Teams cannot have codes or UDFs assigned
- Daily schedule?

Restricted (c), Siemens AG

Motivation
Wrap Up – Communication is Key



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Sources

Pictures and/or Slides: 7, 8, 15, 16, 18

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Picture Slide 34

(C) http://www.smart-jokes.org/how-it-projects-really-work.html (Cartoon Source unknown)