How to build a PMO team in hyper growth environment - Gett Story

May 2019

Gett

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Getters

- More than 1200 employees
- 210 employees (15 teams) in R&D and product
- 5 domains (Marketplace, B2B, Algo & Data, Bizops, apps)
- Main R&D offices: IL and Moscow
- Operations in IL, Moscow, London

Marketplace

- Smart mobility - complex dynamic market
- Competition: Uber, Yandex, Lyft, MyTax...
- Segments: B2B, B2C, Delivery

Figures

- Over 120 Cities in UK, IL, RU
- Over 20k B2B customers
- Over 100M rides a year

2 years ago...

Start up state of mind

+ Monolith Thinking

+ Many fires in production ($)

2 years ago...

Start up state of mind	Basic Agile Methodology	
+ Monolith Thinking	+ No usage of story point	
+ Many fires in production	+ No breakdown of features into user stories	
	+Conducted stand up and demo	

2 years ago...

Start up state of mind	Basic Agile Methodology	PMO Team
+ A lot of passion but...	+ No usage of story point	+ 1 release manager
+ Monolith Thinking	+ No breakdown of features into user stories	+ 2 PMOs acting as scrum masters
+ Many fires in production	+Conducted stand up and demo	

2 years ago...

Start up state of mind	Basic Agile Methodology	PMO Team	Main Pain Points
+ A lot of passion but...	+ No usage of story point	+ 1 release manager	+ Team Ownership
+ Monolith Thinking	+ No breakdown of features into user stories	+ 2 PMOs acting as "scrum masters"	+ Visibility
+ Many fires in production	+Conducted stand up and demo		+ Measurements
			+ Cross teams collaboration

Empower the teams
The team is in the center

Coache
Coach the teams on how to implement Agile methodology

Enabler
PMO is an enabler to make things happen. He should not give orders or tasks
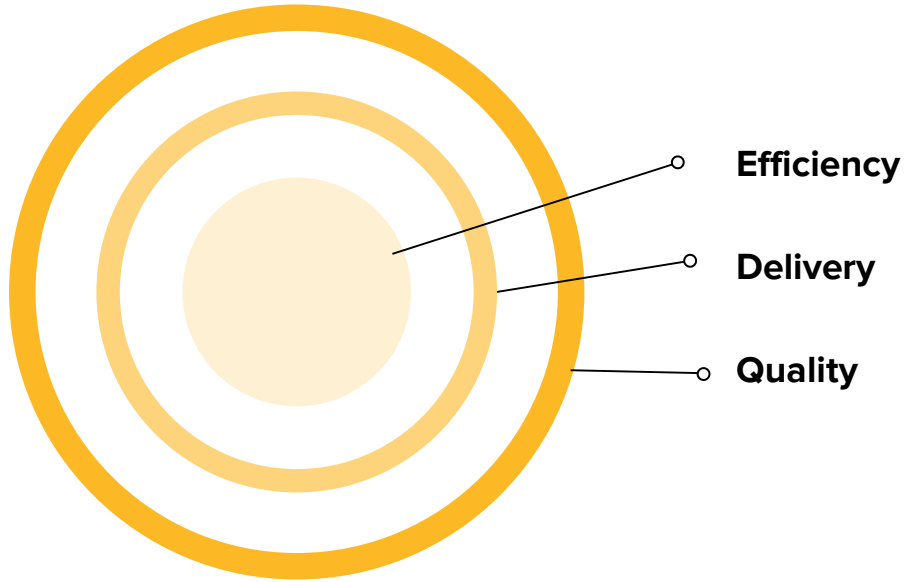
ANALYSIS

↳ Review process and methodologies

Identify bottlenecks and waste

Meet with key people to analyze the main pain points

Begin with the end in mind

Efficiency

Delivery

Quality

Build highest quality products Getters can be proud of

KEEP
CALM
AND
FIX THE
BASICS

Define basic terms

Story points

1 story point=1 man day (for a easier start)

Backlog Hierarchy

Epic/Story/Task/Sub-Task

Defect Policy

Strict defect policy to improve production stability

Fix Jira

Projects
Review open projects. Move everyone to work in a single project

Screens
Review, fix and remove irrelevant screens

Workflow
Adjust the workflow to address needs and simplify where possible

Fields
Analyze needs, remove unnecessary ones, create new ones

Issue Types
Define usage and align terminology

Notifications
Ensure notifications are enabled and emails are being sent

Training

Jira Usage

Train the teams on how to use Jira

Agile Methodology

Basic Agile concepts

Introduction of SCRUM Vs Kanban

Ceremonies

Focus on how to improve daily,

demo, retro, planning

Focus on key Projects

Define basic measurements and start tracking

- Collect needs from HOs
- Define matrices to be measured
- Create dashboards per domain

" **What gets measured gets improved.** "

Peter F. Drucker

* Examples in appendix

Example of domain Dashboard

Demand Domain Dashboard

Add gadget   Edit layout   ...

Gett / Demand B2C Story Points Trend

Team	9.13	9.14	9.15	9.16	9.17	9.18	9.19	T:
Demand-App	6.5	24	19	50.5	54.5	0	0	154.5
DemandServer	6.0	4	0	1.0	2.0	0	0	13.0
Total:	12.5	28	19	51.5	56.5	0	0	167.5

103 total issues   Story Points by Fix For Versions (all) / Team

Gett / Total Production Bugs per team

Severity	B2B	Demand-App	DemandServer	RU B2B	T:
Critical	24	1	2	4	31
Major	10	8	9	36	63
Trivial	8	6	4	10	28
Total:	42	15	15	50	122

122 total issues   Issue Count by Team / Severity

Gett / Demand Created vs Resolved

Gett / Bugs aging

Found in Version	Issue Count		
9.20	1		3%
18.8	1		3%
18.10	1		3%
18.11	3		10%
18.12	5		17%
19.1	2		7%
19.2	8		27%
19.3	6		20%
19.4	2		7%
Gett 2.0.1	1		3%

30 total issues   Issue Count by Found in Version

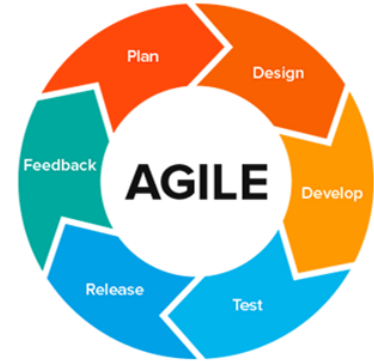19
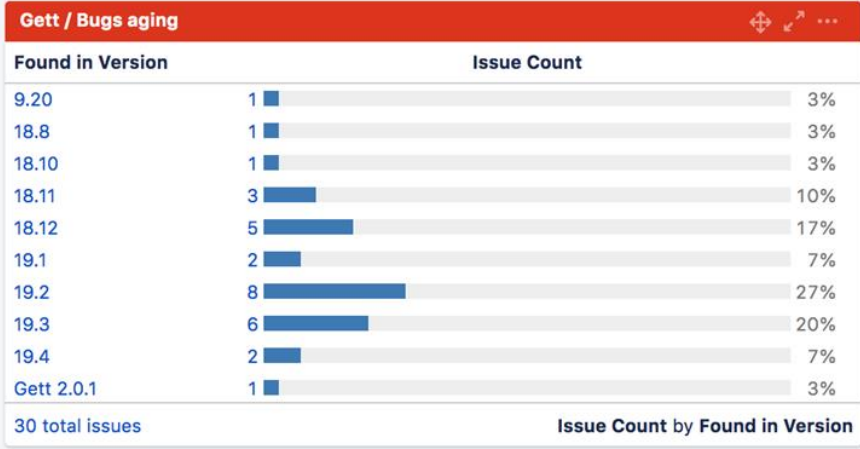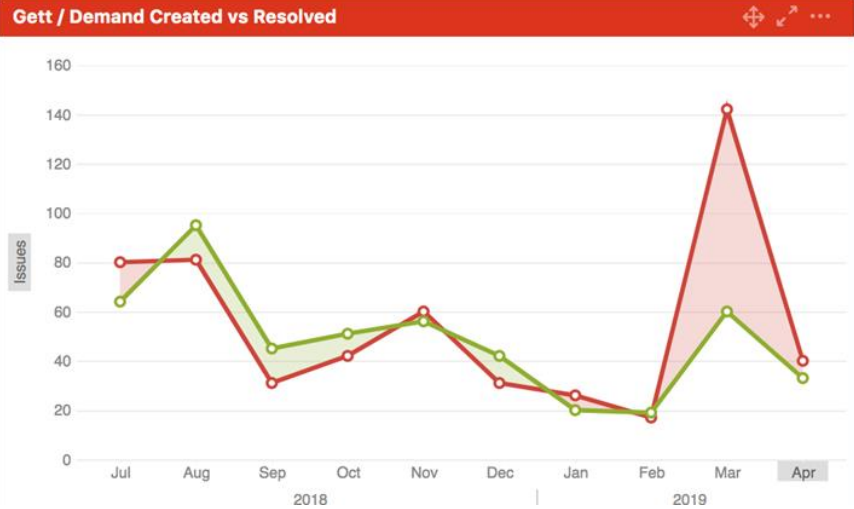
PMO Role Definition

Agile coaching

Coach the teams on how to implement methodology and improve efficiency

Project Management

Focus on cross domains epics. Manage projects from initiation phase through, planning, implementation and release to production

R&D Methodology and Processes definition

Define and implement overall R&D methodology

Release Manager

Communication with Stakeholders

Communication of planned and actual content with stakeholders.
Release demo

Release and Sprint Management

Manage sprint and release content.
Overall tracking of trends,

Jira Admin

Build and maintain dashboards.
Support the teams on requests,
Ensure the data in Jira is accurate

PMO team is growing

- R&D and Product size ~150

- Target - PMO per domain

- Hire Senior PMOs

- Don't compromise

PMO for
B2B

PMO for
Demand and
Supply

Release Manager

A team of 4 can do more

From SCRUM to Kanban

Focus on Grooming

Implement Structure

For backlog grooming

For Project Management

Take Over Feature Adoption

Adoption

- **Adoption per country**
- **Adoption complexity**
- **Different stakeholders**

E2E Responsibility

of features from planning through execution and adoption

Engage Stakeholders

In early phases of development to reduce time to market

Tracking

Monthly meeting to track outstanding adoption plans with upper management

Target State

80% of the features to be adopted within 2 weeks

Adoption Management

- Create separate Jira project for adoption

- Create issues types

- Use sub tasks to engage stakeholders

Adoption Tracking

Adoption (FR) / Filter

Status ▾ | **Marketplace** ▾ | Team ▾ | Assignee ▾ | Fix Version/s ▾ | Adoption Review Needed ▾ | Feature Product Owner ▾ | Rollout type ▾ | **Released** ▾

Countries ▾ | Effort ▾ | Full Adoption Time ▾ | Tracking ▾

Adoption (FR) / ADOPTION STATUS - MAIN TABLE : LAST 3 PIs + FUTURE PIs

			Feature Adoptions View				Countries View	
Fix Version/s	Domain	Team	Summary	Status	Effort	ICE	Adoption Status	Tracking
19.3	Marketplace	Cross Teams (Epics Only)	[MinFare-Boost]- Live Map	BETA	EFFORT <= 5	807.0	IN PROGRESS >2W	AS PLANNED
19.3	Marketplace	Pricing	[EME] External meter estimate + tolls + Min Fare feature rollout	FULL	5 < EFFORT <= 20	253.0	COMPLETED >4W	OFF PLAN
19.3	Marketplace	Pricing	[MinFare-Boost] Zone configuration (internal UI)	FULL	20 < EFFORT <= 50	-17.0	COMPLETED <=2W	AS PLANNED
19.3	Marketplace	Pricing	Minimal fare fixes (UK)	FULL	5 < EFFORT <= 20	107.4	COMPLETED >4W	OFF PLAN
19.1	Marketplace	Matching	Allow operations/tech support manage REX	DONE	EFFORT <= 5	0.0	COMPLETED 2-4W	OFF PLAN
19.3	Marketplace	Pricing	Change B2B prices by "/"&"*" in Percentage feature rollout	FULL	5 < EFFORT <= 20	-9.0	COMPLETED <=2W	AS PLANNED
19.1	Marketplace	Matching	[REX and LO] Allow driver re-assignment	FULL	5 < EFFORT <= 20	-14.4	COMPLETED <=2W	AS PLANNED
19.1	Marketplace	Matching	[REX] ASAP order with Karhoo - Feature rollout	BETA	5 < EFFORT <= 20	-19.8	IN PROGRESS >2W	OFF PLAN
19.1	Marketplace	Cross Teams (Epics Only)	Estimated price for external meter rides	BLOCKED (ZERO)	20 < EFFORT <= 50	208.0	IN PROGRESS >2W	OFF PLAN

Roadmap Management

Planned Epics / EFFORT PER OKR - CURRENT PI

Total Σ Effort (Planned, Days): 1,646.2

Objective (OKR):
- Gett B2B 2.0
- Reliability
- Profitability - Reduce Costs
- Order Flow Conversion
- Compliance (Legal, Security, ...)
- UX / UI
- Stability, Productivity & Infra
- Delivery - scale 1 to many
- Profitability - Revenue
- Other
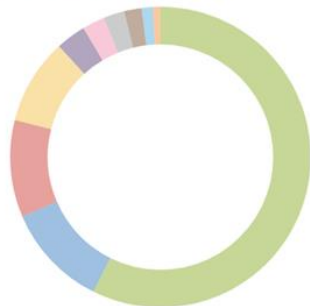
Σ Effort (Planned, Days) by Objective (OKR)
132 total issues

Roadmap Epics / ROADMAP - FILTERS

Fix Version/s ▾ | B2C ▾ | Team ▾ | Objective (OKR) ▾ | Status ▾ | Feature Product Owner ▾ | Affects Version/s ▾ | EE Class ▾

UnReleased ▾

Roadmap Epics / ROADMAP

Domain	Affected PI	Epic	PM	Objective	Delivery PI	Status	Key	ICE, $k	E
B2C	19.4	S2O experiment: order now button tweak	Einat Hoffman	Order Flow Conversion		NEW	GETT-42247	50.0	0
B2C	19.5	Feature Hub- control system settings for Demand app		Stability, Productivity & Infra		NEW	GETT-41849	0.0	0
B2C	19.5	Make Email on User-Blocked Popup Clickable	Alexander Shafer	Profitability - Revenue		IN PLANNING	GETT-38900	0.0	0
B2C	19.5	Add admin screen to the menu	Tal Kailler	Win Business Riders		NEW	GETT-40884	-28.8	2
B2C	19.5	Cancellation massages	Einat Hoffman	Profitability - Reduce Costs		IN PLANNING	GETT-27244	42.6	3
B2C	19.1	InAuth - Android - Add "CHANGE_WIFI_STATE" Permission	Dor Regev	Profitability - Reduce Costs		READY FOR DEV	GETT-38118	120.0	0
B2C	19.5	Removing zeros from	Einat	Order Flow		READY FOR DEV	GETT-40332	14.6	5

PMO team is growing…Again

- R&D and Product size 210
- Site in Moscow grew to 40
- Hire in RU - PMO must be co-located
- Release Manager is a key

PMO for Bizops   Release Manager

Full PMO Team

Dana Verthaim - Chief PMO

Keren Bar Kahanoff - RM and PMO for Marketplace and algo

Efrat Minimberg- PMO for B2B and REX

Meytal Fine - PMO @ maternity leave

Lital Gur Arie - PMO for Rider and Driver apps and Promo

Alexander Maximov (Sasha) - PMO for Bizops

Focus on Visibility

Adoption - View for Country rollouts

Adoption (FR) / Filter ...

| Status ▾ | Marketplace ▾ | Team ▾ | Assignee ▾ | Fix Version/s ▾ | Adoption Review Needed ▾ | Feature Product Owner ▾ | Rollout type ▾ |

| Released ▾ | Countries ▾ | Effort ▾ | Full Adoption Time ▾ | Off Plan ▾ |

Search 🔍

☐ As Planned
☑ Off Plan

Adoption (FR) / ADOPTION STATUS - MAIN TABLE : LAST 3 P...

| | Feature Adoptions View | | | | | Countries View |

Key	Summary				sion/s	Countries Statuses
ADP-2358	[EME] External meter estimate + tolls + Min Fare feature rollout	FULL		UK	19.3	UK - FULL/DONE
ADP-2232	Minimal fare fixes (UK)	FULL		UK	19.3	UK - FULL/DONE
ADP-2227	Allow operations/tech support manage REX	DONE		UK RU	19.1	UK - FULL/DONE RU - FULL/DONE
ADP-2117	[REX] ASAP order with Karhoo - Feature rollout	BETA		UK	19.1	UK - BETA
ADP-1759	Estimated price for external meter rides	BLOCKED (ZERO)		UK IL	19.1	UK - FULL/DONE IL - BLOCKED (ZERO)
ADP-1649	[Fight Alerts] alerted offer - phase 3 feature rollout	FULL		UK RU	19.1	UK - FULL/DONE RU - FULL/DONE
ADP-604	Stop Points - New Pricing Concept	BLOCKED (ZERO)		UK RU IL	9.21	UK - BLOCKED (ZERO) RU - OPEN/IN PLANNING IL - FULL/DONE

7 filtered issues (149 hidden)

Efficiency Measurements

Efficiency Measurements

Gett Epics planned & actual delta / Effort Deltas - PIs 18.10-18.12
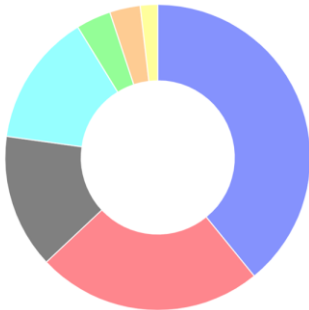
Deltas		Σ Effort (Planned, Days) (1,084)
	LESS THAN ESTIMATED (> -10%)	424
	EXCEEDED 50-100%	259
	EXCEEDED BY MORE THAN 100%	154

Gett / Story Points Per Team per PI

Team	9.21	18.8	18.9	18.10	18.11	18.12
Algo	0.00	0.0	8.0	0.0	5.0	116.0
B2B	21.50	1.0	5.0	41.2	14.0	78.8
B2B Services	0.00	8.5	24.0	9.0	0.0	0.0
Customer Care	12.00	21.0	16.0	8.0	30.0	12.5
Demand-App	43.00	36.5	42.0	119.5	145.1	62.5
DemandServer	0.00	9.0	21.0	90.5	54.0	29.0
				37.0	21.0	21.5
				44.0	102.0	68.0
				108.0	99.0	78.0
				15.0	31.0	68.0
				131.5	86.0	69.0
				28.0	37.6	123.0
				32.5	42.5	59.5
				101.0	125.0	95.0
				38.0	84.0	47.0
				803.2	876.2	927.8

Gett / Story Point Ready for Dev. Per Team

Teams filter	R4D TARGET	R4D EPICS – ALL	PI 19.5	PI 19.6	PI > 19.6	UNSCHEDULED
CROSS TEAMS	0	9.0	9.0	0.0	0.0	0.0
RU B2B	62	75.5	0.0	75.5	75.5	0.0
DEMAND- APP	68	52.5	0.0	0.0	0.0	52.5
SUPPLY- APP	60	16.0	0.0	0.0	0.0	16.0
CONSUMER SERVICES	87	61.0	10.0	24.0	24.0	27.0
MARKETPLACE - PRICING	41	3.0	3.0	0.0	0.0	0.0
MARKETPLACE - MATCHING	38	14.0	14.0	0.0	0.0	0.0
ALGO & DATA	13	5.0	0.0	5.0	5.0	0.0
GROWTH	32	1.0	1.0	0.0	0.0	0.0
BIZOPS- CUSTOMER CARE	25	21.0	15.0	0.0	6.0	6.0
BIZOPS - DEV INFRA	16	4.0	0.0	0.0	0.0	0.0
BIZOPS- PAYMENTS & FRAUD	19	0.0	0.0	0.0	0.0	0.0
BIZOPS- BILLING (RU)	17	84.5	23.5	60.0	60.0	1.0
Total:	478	346.5	75.5	164.5	170.5	106.5

57 total issues   Σ Sum of Story Point (Actual) by R4D measurement / Teams filter

Efficiency Measurement - New Content

Created	Fix Version/	Summary	Status	Team	Domain	Efficiency	SP	
		▶ 📦 19.2				48.61%	1,023.6	
		▶ 📦 19.3				51.76%	1,027.5	
		▶ 📦 19.4				51.24%	1,027.6	

Showing **1119** items   Open

Continuously improve - measure by OKRs

Gett PMO 1Q'19 OKRs

Continuously improve R&D efficiency - PMO Internal dashboard

Objectives	Key Results	Owner	

R&D Productivity and efficiency	• Implement epic DOR in all teams (train the teams, follow the guidelines)
	• **Backlog guidelines:**
	  ○ 80% of epics should fit PI (20 points). 80% of user stories should be size max of 5 points by Q1 2019
	  ○ Implement **INVEST** model on epic and user story level
	• **Continuous grooming:** at any point of time at least 50% of the backlog should be groomed and ready for dev for at least 4 weeks ahead (PI) (target state 90% by EQ3)
	• Meet with PMOs in companies like WIX, Google to learn best practices
	• R&D Efficiency measurement should increase from 0.39 to 0.6 of for new content (user story, task) based on the OKRs above
		Lital, PMOs
		Lital, PMOs
		
		Efrat, PMOs
		
		Dana/PMOs
		
		Lital, PMOs
		Dana, PMOs
			🟢
			🟢
			🟢
			🔴
			🟢
			🟠

Drive feature impact	• Reach 90% of features adoption start within 14 days from deployment	**Keren**, PMOs	🟢

Our Journey

Q3 2017

Team of 2

Begin with the end in mind

Fix the basics

Define basic measurements

Q2 2018

Team of 4

Define R&R

Take over Adoption

Implement Structure

SCRUM->Kanban

Visibility

Q1 2019

Team of 6

Jira as a single source of truth

PMO per domain

Focus on Grooming

How to align PMO team with business needs and organization changes

Thank You

Gett