

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

May 2019

A man with a beard and glasses, wearing a grey t-shirt, is smiling and looking at a tablet held by a woman. The woman has short dark hair and glasses, wearing an orange t-shirt. They are in a bright office with large windows in the background. The text 'Project Manager' is overlaid in yellow on the man's head.

Project Manager

Release Manager

Program Manager

PMO

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

May 2019

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

- + Monolith Thinking
- + Many fires in production

Basic Agile Methodology

- + No usage of story point
- + No breakdown of features into user stories
- +Conducted stand up and demo

Our History



2 years ago...

Start up state of mind

- + A lot of passion but...
- + Monolith Thinking
- + Many fires in production

Basic Agile Methodology

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PMO Team

- + 1 release manager
- + 2 PMOs acting as scrum masters

Our History



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

start
small
**THINK
BIG!**



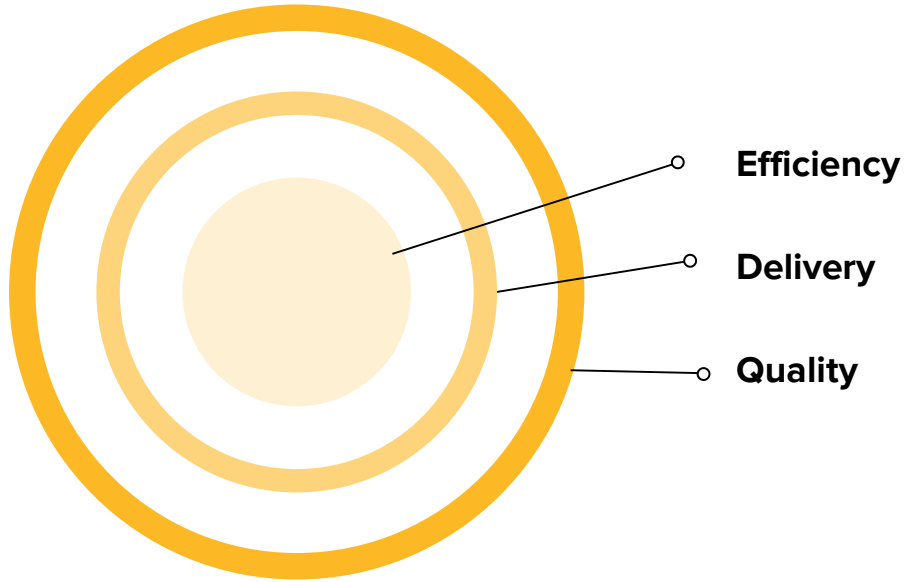
ANALYSIS

↳ Review process and methodologies

Identify bottlenecks and waste

Meet with key people to analyze the main pain points

Begin with the end in mind



**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



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



Example of domain Dashboard

Demand Domain Dashboard

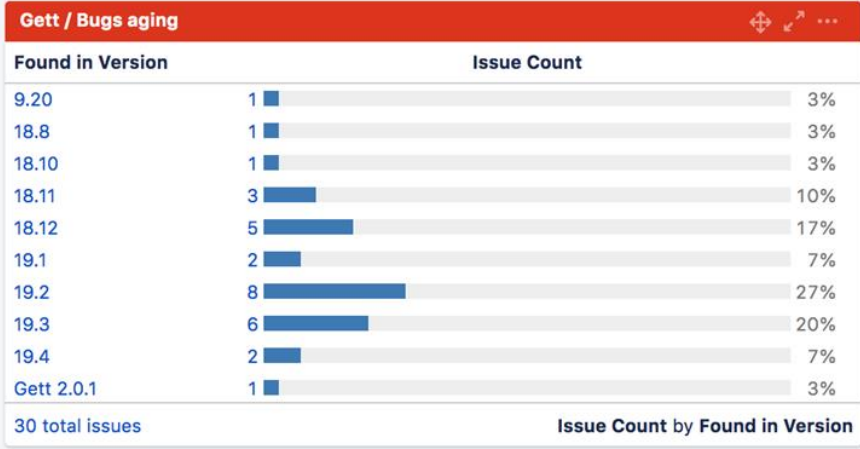
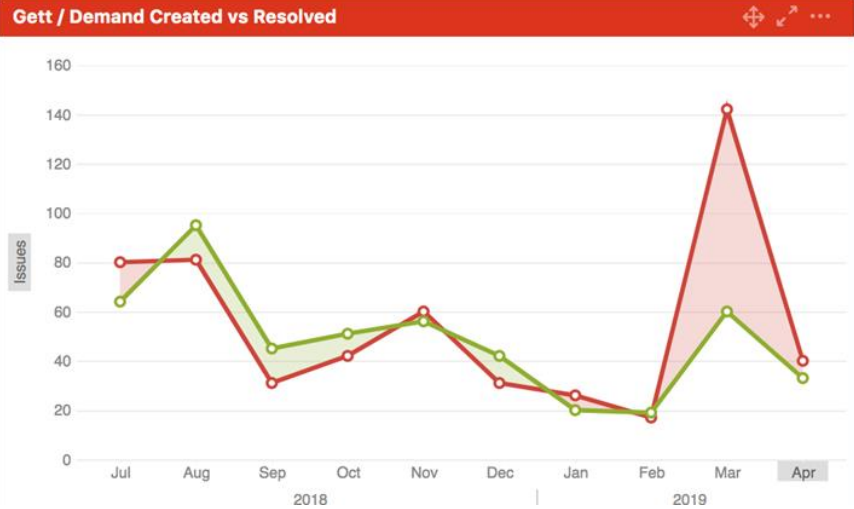
Add gadget Edit layout ...

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		



PMO Role Definition



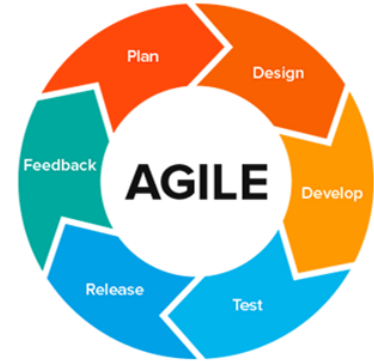
Agile coaching

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

JOIN OUR

TEAM



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 photograph of two people sitting at a wooden desk in a modern office or home workspace. The person on the left, wearing a maroon hoodie, is pointing at a laptop screen. The person on the right, wearing a light blue shirt, is also looking at the screen. The desk is cluttered with papers, a blue mug, and a small potted plant. A large window in the background shows green foliage outside. The text "A team of 4 can do more" is overlaid in the center in a bold, yellow font.

A team of 4 can do more

From SCRUM to Kanban



Focus on Grooming



Implement Structure

For backlog grooming



Summary	Team	Fix Version/s	Status	Progress	SP	Open %	Dev %	Waiting	QA %	Blocked	Closed %
Id transformation											
Unresolved Assigned to me By Assignee By Status By Version Sub-tasks labels Netta's											
18.11				50%	4%	0%	5%	4%	1%	84%	
18.12				380%	8%	1%	9%	5%	1%	71%	
[REX] Parallel routing Gett-REX - a setting per class: on	Matching	18.12	DONE	7						100%	
[LO] Implement ReX protocol by GT (AKA Gett as a fleet)	Matching	19.1	IN WORK	45			20%	22%		58%	
Create order until matching - Acceptance criteria: A	Matching	18.12	CLOSED	1						100%	
Improve external fleet simulator to support multi scr	Matching	18.12	CLOSED	1						100%	
Implement Receive Order - created by passenger C	Matching	18.12	CLOSED	4						100%	
Implement Order Updated - updated by passenger	Matching	19.1	IN QA	2					100%		
Implement Order Cancelled - cancelled by passeng	Matching	19.1	IN QA	1					100%		
Implement Get Nearby Drivers	Matching	19.1	WAITING FOR QA	3				100%			
Implement Get Capabilities	Matching	19.1	WAITING FOR QA	1				100%			
Implement Cancel order by driver - Today driver can	Matching	18.12	CLOSED	5						100%	
Implement Fleet reject order - Simply listen to MQ e	Matching	19.1	CLOSED	2						100%	

For Project Management



Summary	Team	Status	SP	Fix Version	Due Date	Linked Issues
Add transformation						
Unresolved Assigned to me By Assignee By Status By Version Sub-tasks						
Demand App						
LeanOrder			614.3			
OT_MVP			440.6			
OT_Basics_Infra			70.6			
Company_Creation			72.5			
Create/Edit a basic company via Backoffice upd	RU B2B	IN WORK	28.5	19.1		GETT-38186, GETT-38188
OT Companies List new design.	RU B2B	DONE	6	19.1		
Integration with ERS, Commission, Pricing and E	RU B2B	IN WORK	21	19.1		GETT-34490, GETT-34486
Company Admin Invitation flow	RU B2B	IN WORK	17	19.1		
Employee_Creation			170.5			
Web_asap_Ride_Order			127			
Company_Payments						
Company_Web_Reports						

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

The screenshot displays a Jira issue page for the 'Adoption project'. The issue title is '[ADP-2206] UK - Estimated price for external meter rides'. The page includes a toolbar with buttons for 'Edit', 'Comment', 'Assign', 'More', 'Cancelled', 'Open (Admins)', 'Workflow', 'Admin', and 'Copy Summary'. The 'Details' section shows the issue type as 'Country Rollout', status as 'FULL (View Workflow)', resolution as 'Unresolved', and fix version as '19.1'. The 'Description' section has a placeholder 'Click to add description'. The 'Attachments' section is empty with a 'Drop files to attach, or browse.' prompt. The 'Issue Links' section shows a link to 'Feature Rollout' with issue 'ADP-1759 Estimated price for external meter rides' in a 'BLOCKED (ZE...)' state. The 'Sub-Tasks' section shows a progress bar and a list of three completed tasks: 'Production test Max and Lionel (QA)' by Efrat Mininberg on 20/Jan/19, 'Open the feature for Gett emp only for 1 week.' by Max Sadontsev on 21/Jan/19, and 'Open the feature for B2C class in LON (make sure no Minimal fare is enabled)' by Max Sadontsev on 28/Jan/19.

Adoption project
[ADP-2206] UK - Estimated price for external meter rides

Edit Comment Assign More Cancelled Open (Admins) Workflow Admin Copy Summary

Details
Type: Country Rollout. Status: FULL (View Workflow)
Resolution: Unresolved
Fix Version/s: 19.1
Labels: None
Country: UK

Description
Click to add description

Attachments
Drop files to attach, or browse.

Issue Links
Feature Rollout
ADP-1759 Estimated price for external meter rides BLOCKED (ZE...)

Sub-Tasks
Progress + ...

1. ✓	Production test Max and Lionel (QA)	✓ DONE	Efrat Mininberg	20/Jan/19
2. ✓	Open the feature for Gett emp only for 1 week.	✓ DONE	Max Sadontsev	21/Jan/19
3. ✓	Open the feature for B2C class in LON (make sure no Minimal fare is enabled)	✓ DONE	Max Sadontsev	28/Jan/19

Adoption Tracking

Adoption (FR) / Filter

StatusMarketplaceTeamAssigneeFix Version/sAdoption Review NeededFeature Product OwnerRollout typeReleased

CountriesEffortFull Adoption TimeTracking

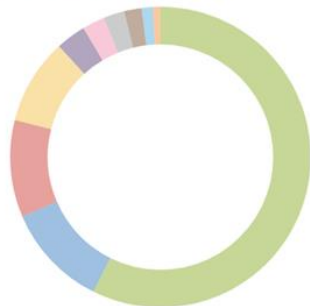
Adoption (FR) / ADOPTION STATUS - MAIN TABLE : LAST 3 PIs + FUTURE PIs

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):



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 messages	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

A graphic featuring a central white starburst shape with a thick black outline. Inside the starburst, the text "JOIN OUR TEAM" is written in a bold, black, sans-serif font, arranged in three lines. The background of the entire graphic consists of diagonal stripes in shades of orange and red, with a halftone dot pattern overlaid on the stripes.

**JOIN
OUR
TEAM**

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

Keren Bar Kahanoff - RM and PMO for Marketplace and algo



Meytal Fine - PMO @ maternity leave



Dana Verthaim - Chief PMO



Efrat Minimberg- PMO for B2B and REX



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

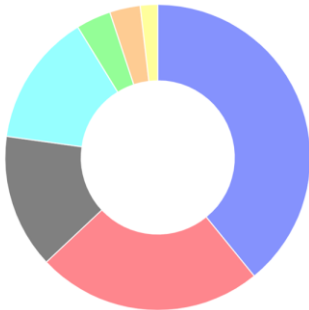
Adoption (FR) / Filter						...
Status ▾	Marketplace ▾	Team ▾	Assignee ▾	Fix Version/s ▾	Adoption Review Needed ▾	Feature Product Owner ▾
Released ▾	Countries ▾	Effort ▾	Full Adoption Time ▾	Off Plan ▾		
						↺ ↻ ×
Adoption (FR) / ADOPTION STATUS - MAIN TABLE : LAST 3 P						↺ ↻ ...
Feature Adoptions View			Countries View			
Key	Summary		Version/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

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	4.0
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)	Lital, PMOs	●
	• Backlog guidelines:	Lital, PMOs	●
	◦ 80% of epics should fit PI (20 points). 80% of user stories should be size max of 5 points by Q1 2019	Efrat, PMOs	●
	◦ Implement INVEST model on epic and user story level	Dana/PMOs	●
	• 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)	Lital, PMOs	●
	• Meet with PMOs in companies like WIX, Google to learn best practices	Dana, PMOs	●
	• R&D Efficiency measurement should increase from 0.39 to 0.6 of for new content (user story, task) based on the OKRs above		●
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

What's Next

A background image showing two people from behind, sitting at a wooden desk in a bright, modern office. The person on the left is wearing a maroon hoodie and is pointing at a laptop screen. The person on the right is wearing a light-colored button-down shirt and is also looking at the laptop. On the desk, there are several books, a blue mug, and some papers. A large potted plant is visible in the background. The text "How to align PMO team with business needs and organization changes" is overlaid in the center in a bold, yellow font.

How to align PMO team with business needs and organization changes

Thank You