
What GETTs measured GETTs improved

Dana Verthaim, Chief PMO @ Gett
January 2020

How many of you are PMOs?

How many of you practice Agile?

Getters

- About 1000 employees
- 200 employees (15 teams) in R&D and product
- 4 Business units (B2B, Marketplace, Bizops, Delivery)
- Main offices: IL ,Moscow, London



Marketplace

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



Figures

- Over 190 Cities in UK, IL, RU
- Over 20k B2B customers
- Over 100M rides a year



PMO Team @ Gett



Dana Verthaim
Chief PMO



Lital Gur-Arie
Senior PMO
Marketplace and
Data



**Alexander
Maximov**
Senior PMO
Bizops



Dikla Nitsan
PMO
Supply



Efrat Mininberg
Senior PMO
B2B



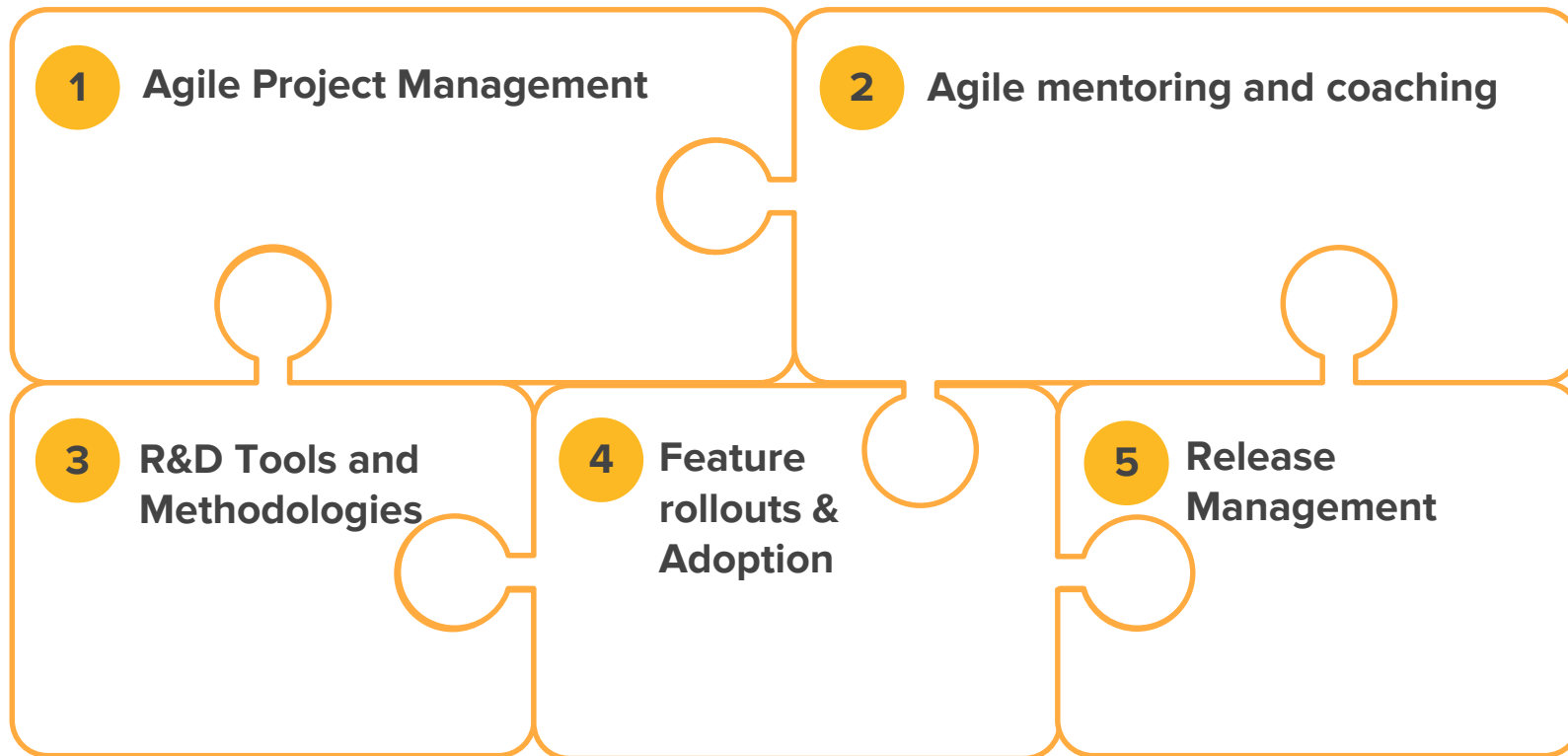
**Keren Bar-
Kahanoff**
Release Manager



Senior PMO



PMO



Main **Focus Areas** that support the **Business Goals**

- Time to Market
- Alignment between tech to business
- Efficiency & Utilization

**VISIBILITY &
MEASUREMENTS**



A photograph of two people sitting at a wooden desk in a bright, modern office or home workspace. The person on the left is wearing a maroon long-sleeved shirt and is seated in a yellow wooden chair. The person on the right is wearing a light-colored button-down shirt and is pointing at a laptop screen. The desk is cluttered with various items including an open book, a blue mug, a small potted cactus, and several stacks of papers. A large window in the background shows green foliage outside. The text "Time to Market" is overlaid in the center of the image.

Time to Market

First Thing First

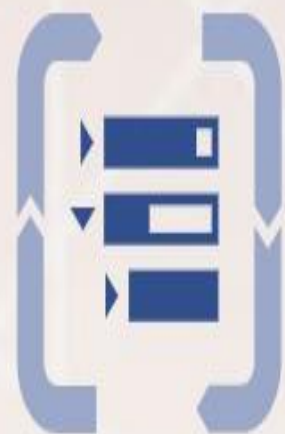
Backlog MGMT TOOL





Define needs for backlog management tool

- Single view
- Structured
- Configurable
- Integrated with Jira (single source of truth)



structure

for Atlassian JIRA

Project Management Tool

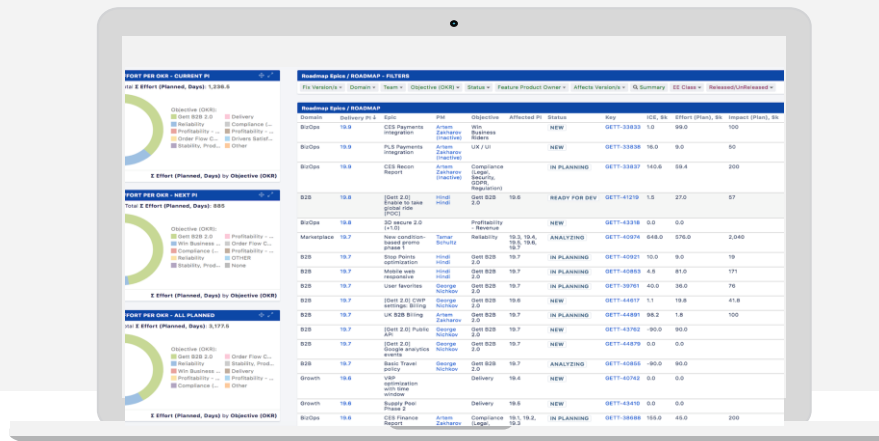
Condition Based Promo (CBP) ▾		
Summary		Team
🔍 Unresolved 🔍 Assigned to me 📦 By Assignee 📦 By Status 📦 By Version 🔗 Sub-tasks 🔍		
▶ 🐾 CBP		
▶ 🐾 FeatureHub		
▶ 🐾 Phase1		
▼ 🐾 Phase2		
▶ 📦 19.8		
▶ 📦 19.9		
▼ 📦 19.10		
▶ 🌐 [CBP][FH] Segment drivers based on number of rides - A	IN WORK	Consumer S
▶ 🌐 [CBP] Phase #2: Add Costs Validations and Alerts - The	IN WORK	Pricing
▶ 🌐 [CBP] phase 2: De-activate Quest feature from feature-hu	NEW	Pricing
▶ 🌐 [CBP] Priority - add "Reward Description"	NEW	Pricing
▼ 🐾 Phase3		
▶ 📦 19.8		
▶ 📦 19.9		
▼ 📦 19.10		
▶ 🌐 [CBP] Phase #3: Native in-app progress and celebration c	NEW	Cross Team
▶ 🌐 [CBP] Phase #3: Add properties to Events - In order to su	IN WORK	Pricing
▶ 🌐 [CBP] Phase #3: Support In-App Communication - Phase	IN WORK	Pricing
▶ 🌐 [CBP] Improve Quests Management - Improve managemen	NEW	Pricing
▶ 🌐 [CBP] "Quests by Driver" improvements - Improvements	NEW	Pricing
▶ 🌐 [CBP] Driver App: Remove Fire Mode - Change ico	DONE	Supply-App
▶ 🐾 Phase4		

- ❑ Hierarchical view
- ❑ Groups by any value
- ❑ View per release
- ❑ Project timeline
- ❑ Track progress

Backlog Management

[illegible]

Roadmap Management Dashboard



WHY

Improve Visibility

Stakeholders can proactively access and check what was delivered in each PI and what is planned ahead

HOW

Single source of truth

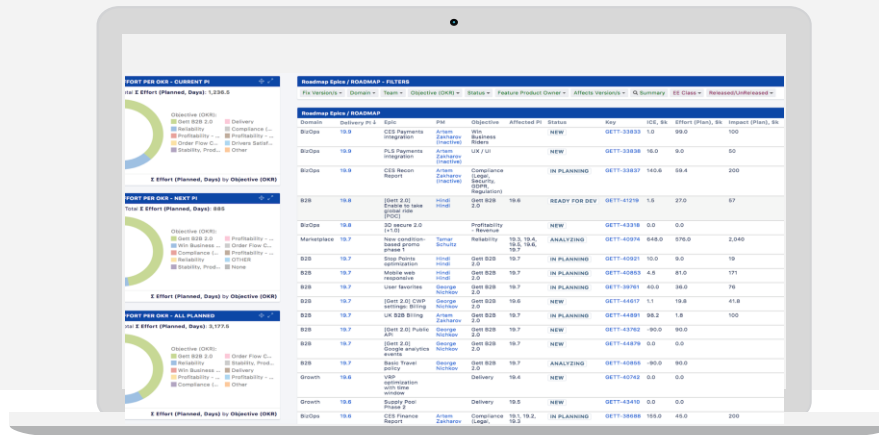
Product roadmap in one place. No more excels. No more duplicated data

WHAT

Data Availability

Product roadmap is available based on runtime data

Map Backlog to Objectives (OKRs)



WHY

Focus

Ensure the teams are focused on features which are related to OKRs

HOW

Compliance with OKRs

Understand the compliance between company OKRs and R&D resource allocation

WHAT

Resource Allocation

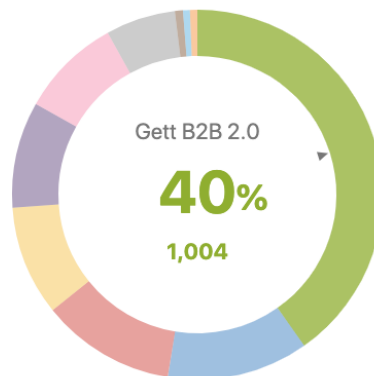
Shows current, past and future resource allocation

Map Backlog to Objectives (OKRs)

Planned Epics / EFFORT PER OKR -
CURRENT PI



Total Σ Effort (Planned, Days): 2,496



Agenda/OKR:



Σ Effort (Planned, Days) by Agenda/OKR
241 total issues

CONTINUES REFINEMENT

How many of you start the sprint with well defined content??



Refinement Initiation

Feature Kickoff

R&D Kickoff

READY FOR DEV



Led by: PM

- ☐ The feature was selected to start refinement by PMs (based on ICE)
- ☐ Raised and discussed in weekly sync

Exit criteria

- ☒ One pager

Led by: PM

Participants: UX, Stakeholders, R&D (if needed)

Activities

- ☐ UX/ UI design
- ☐ **Stakeholders** alignment (adoption, legal, security, etc)
- ☐ **Dependencies** identified and **priorities** are set (cross domains)

Exit criteria

- ☒ No **legal** or **security** issues
- ☒ **UX/ UI** design wireframes ready
- ☒ **PRD** ready (80%) (including Epics in Jira)

Led by: PM

Participants: R&D, UX

Activities

- ☐ Epic introduction to R&D
- ☐ Epic broken down into stories
- ☐ Story Points set by R&D
- ☐ Epic owners assigned (PM, Dev)
- ☐ Architects handshake performed

Exit criteria

- ☒ **UX/ UI** design finalized (including microcopy)
- ☒ Epic **description** is clear
- ☒ Epic can fit into **PI**
- ☒ All **stories** are Ready for Dev
- ☒ Lean PRD finalized (tbd)



Ready for Dev KPI

At any point of time
50% of the backlog is
ready for dev for the
next 4 weeks

Why??

- Ensure the teams have **enough backlog**
- Focus on **resolving bottlenecks**
- Make sure **the teams are productive**

How??

- Ready for Dev **status**
- Use definition of ready **criteria**
- Compare to team velocity**

Elephant Carpaccio

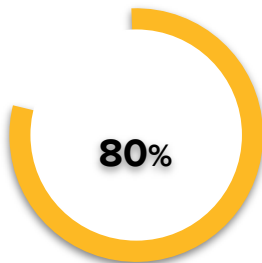


“The elephant carpaccio method is a great way for software people to practice and learn how to break stories into thin vertical slices to improve TTM and efficiency”

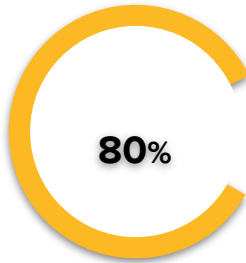
Invented by Alistair Cockburn

Epic and Story size

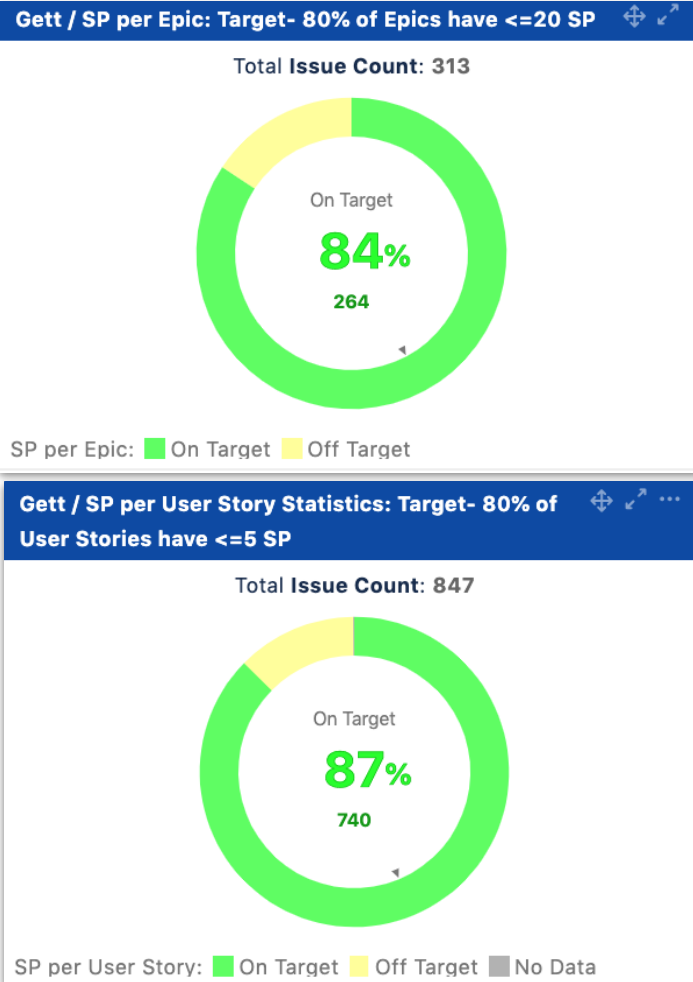
- Focus
- Transparency
- Predictability**
- Flexibility
- Reduces risk**



At least 80% of the **epics** are broken down into no more than **20 story points**



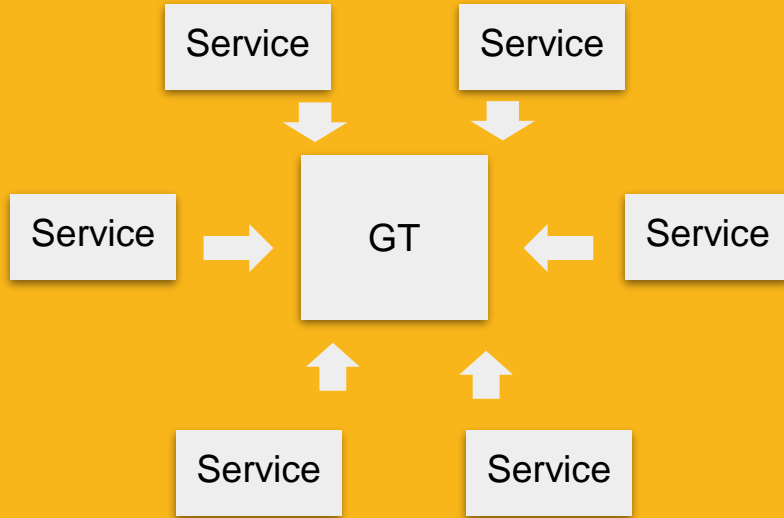
At least 80% of the **user stories** are broken down into no more than **5 story points**



How Devops and Infra improved TTM

- CI/CD
- Automation infra
- Automation coverage
- Break Monolith

Changed our delivery approach

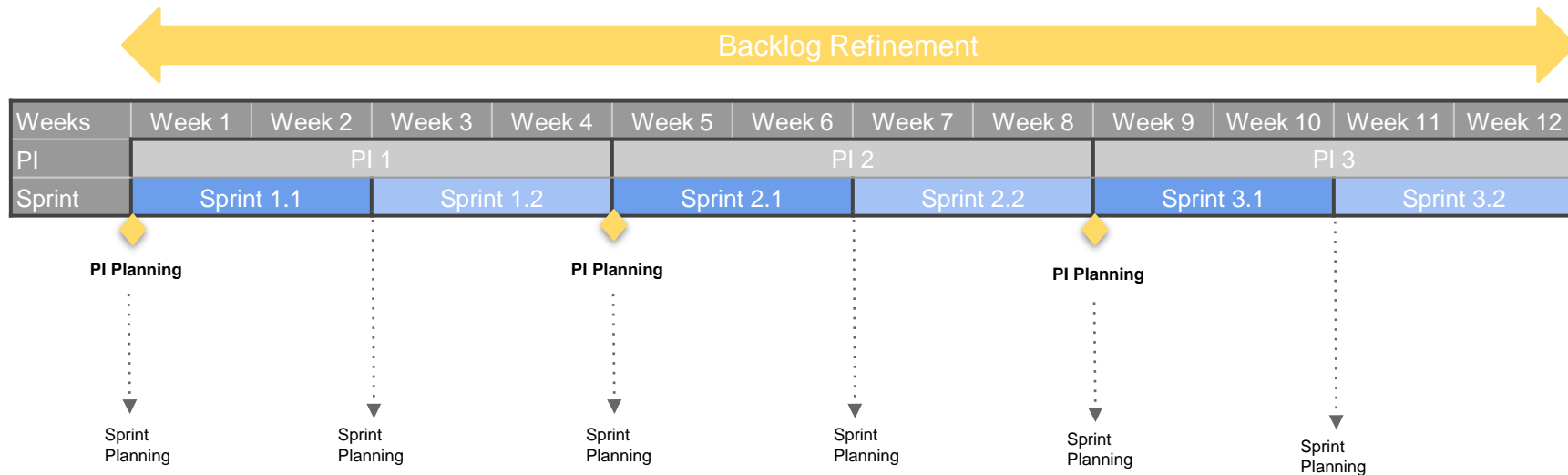


Deliver every 3 weeks



Ongoing delivery of features

Moved to 2 weeks sprints



How?

- ★ By improving automation infra and coverage
- ★ Decoupling app release from backend
- ★ Release app every 2 weeks

A photograph of two people sitting at a wooden desk in a modern office or home workspace. The person on the left is wearing a maroon long-sleeved shirt and is seated on a yellow wooden chair. The person on the right is wearing a light-colored button-down shirt and is pointing at a laptop screen. The desk is cluttered with various items including a blue mug, an open book, papers, and a small potted plant. In the background, there are large windows with green foliage visible outside. The entire image has a dark, semi-transparent overlay.

Alignment between Tech and Business

ADOPTION

GETT OPERATIONS

- Marketplace
- Regulations

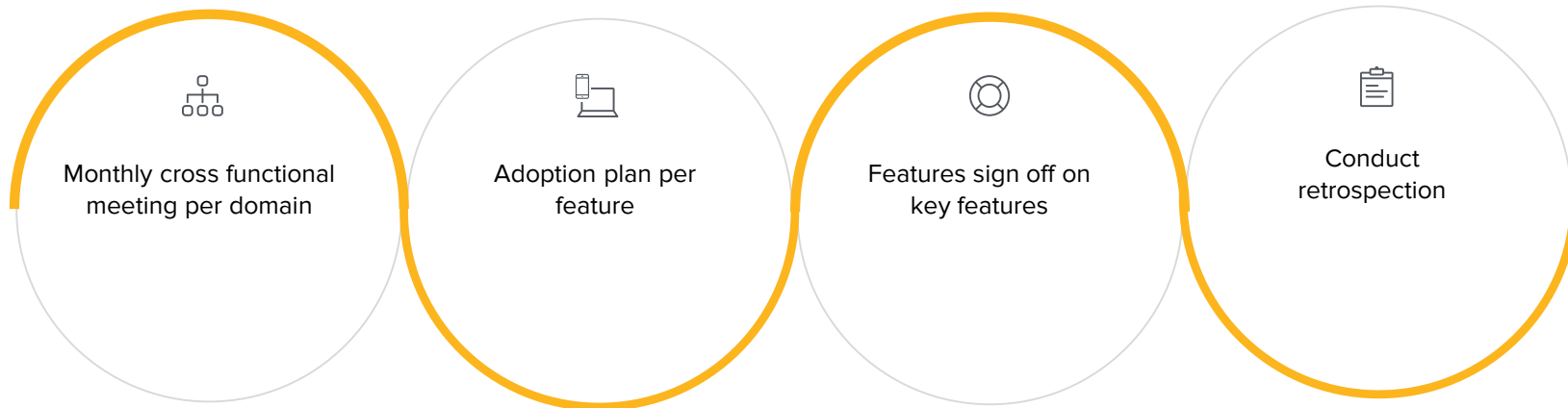


Improve alignment between tech and business

Challenge

Stakeholders are sometimes not happy with the features delivered or the priority of the teams

Solutions:



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

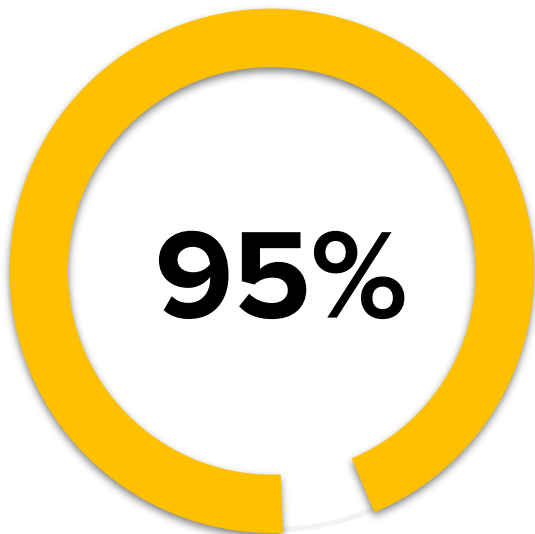
Adoption (FR) / ADOPTION STATUS - MAIN TABLE : LAST 3 PIs + FUTURE PIs

Feature Adoptions View

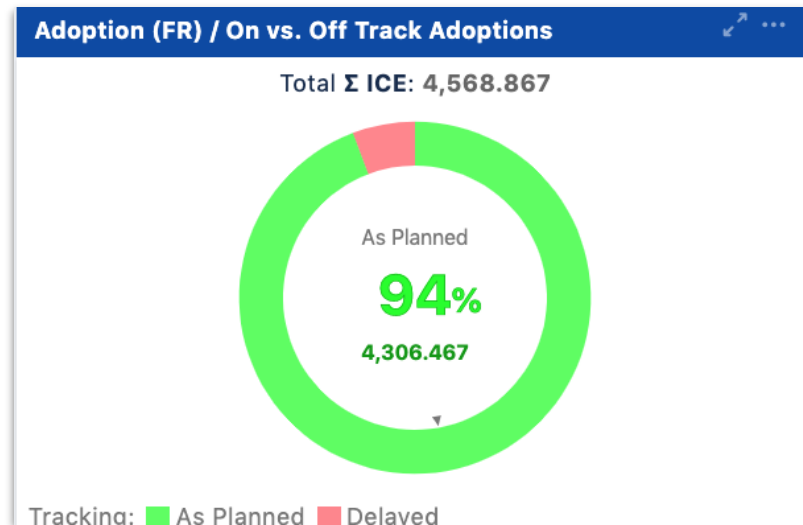
Countries View

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

Adoption KPI

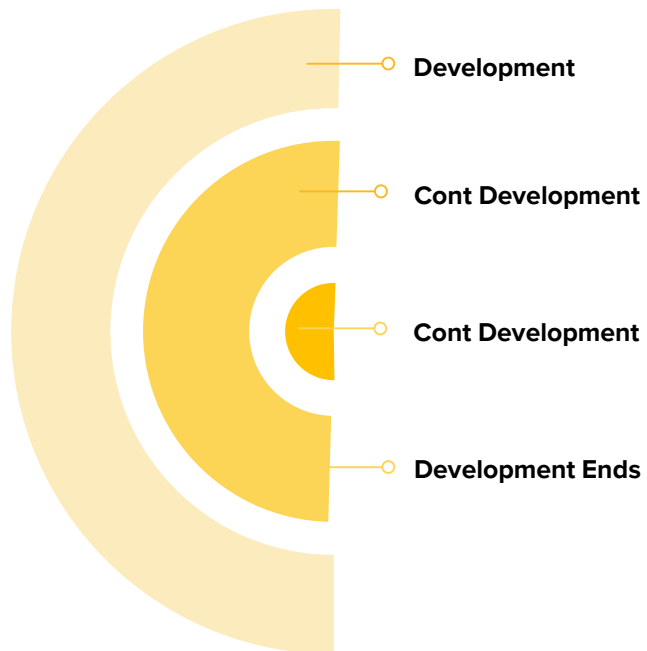


**95% of the features
adopted as planned**



Early engagement of stakeholders

Dev

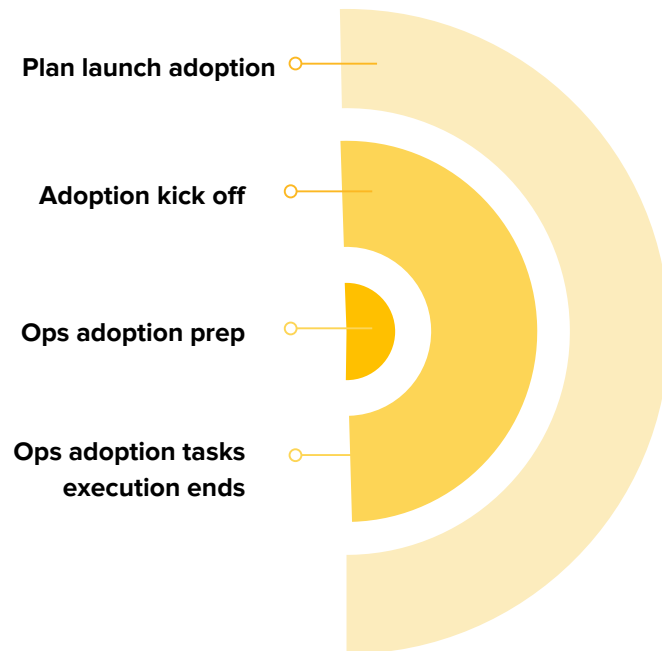


Sign Off

Feature Launched

Performance and Monitor

Ops



A photograph of three people in an office setting. A man with a beard and glasses, wearing a blue sweater, is leaning over a desk. Two women are seated at the desk; one is looking at a laptop screen while the other looks on. The scene is dimly lit, with a window in the background. The text 'Efficiency & Utilization' is overlaid in the center in a bold, yellow font.

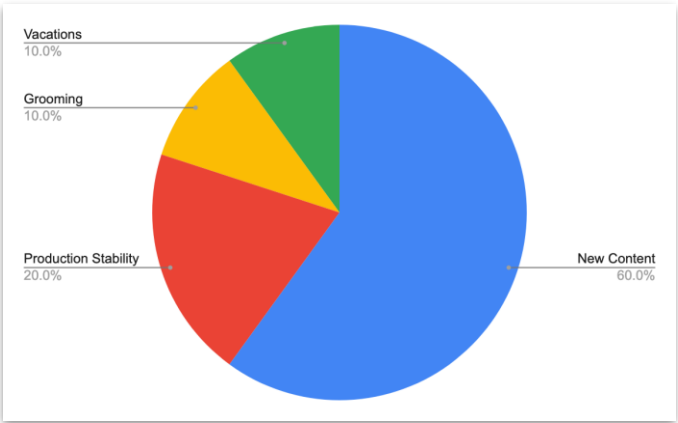
Efficiency & Utilization

How much of your R&D capacity goes to new content?













Utilization

Target



Utilization

Current

Summary	Efficiency
▶  19.1	50.60%
▶  19.2	47.04%
▶  19.3	51.17%
▶  19.4	49.74%
▶  19.5	51.01%
▶  19.6	56.02%
▶  19.7	54.77%
▶  19.8	51.12%
▶  19.9	47.83%
▶  19.10	65.64%

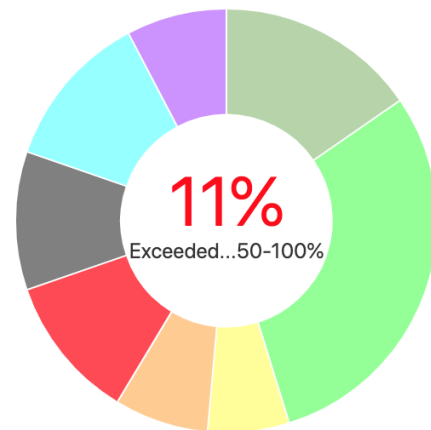


Plan vs Actual

Improving planning process

Gett Epics planned & actual delta / Effort Deltas Controller						
Domain ▾	19.9 ▾	Supply-App ▾	Deltas ▾			
Gett Epics planned & actual delta / EPIC LIST - LAST 3 Pis						
Domain	Team	Summary	Feature Product Owner	D	Effort (Planned, Days)	Effort (Actual, Days)
Supply	Supply-App	Upgrade Liveperson SDK	Sofia Blaunstein	AS ESTIMATED (-/+10%)	2	2
Supply	Supply-App	Test the Setting "distance_from_dbx"	Dor Regev	AS ESTIMATED (-/+10%)	1	1
Supply	Supply-App	A/B Test - Busy Screen - Variant 1 & 2	Dor Regev	EXCEEDED BY MORE THAN 100%	5	30.5
Supply	Supply-App	Research: Identify when pushes disabled for DBX	Sofia Blaunstein	AS ESTIMATED (-/+10%)	4	4
Supply	Supply-App	Allow "Plan Ride" from Settings While in Busy Mode	Dor Regev	EXCEEDED 50-100%	4	7
Supply	Supply-App	Show Fixed Price on FOs list	Dor Regev	AS ESTIMATED (-/+10%)	5	5.5
Supply	Supply-App	ETA fixes	Sofia Blaunstein	EXCEEDED BY MORE THAN 100%	5	12

Gett Epics planned & actual delta / Effort Deltas - LAST 3 Pis



Deltas	Issue Count (203)
LESS THAN ESTIMATED (> -10%)	32
AS ESTIMATED (-/+10%)	62
EXCEEDED 10-25%	13
EXCEEDED 25-50%	15
EXCEEDED 50-100%	23
EXCEEDED BY MORE THAN 100%	22
ACTUAL = 0	25
PLANNED = 0	16

203 total issues

Key Takeaways



Challenge yourself

Does it support the business ?

Is it what we wanted to measure?

Is it allowing us to improve?

Big Picture

Always look at the result of combination of measurements

Soft Measurement

We now understand the importance and considering to include soft measurements

- Happiness
- Proudnness
- Pressure
- Fun

THANK YOU!