Cloudinary

Presented by

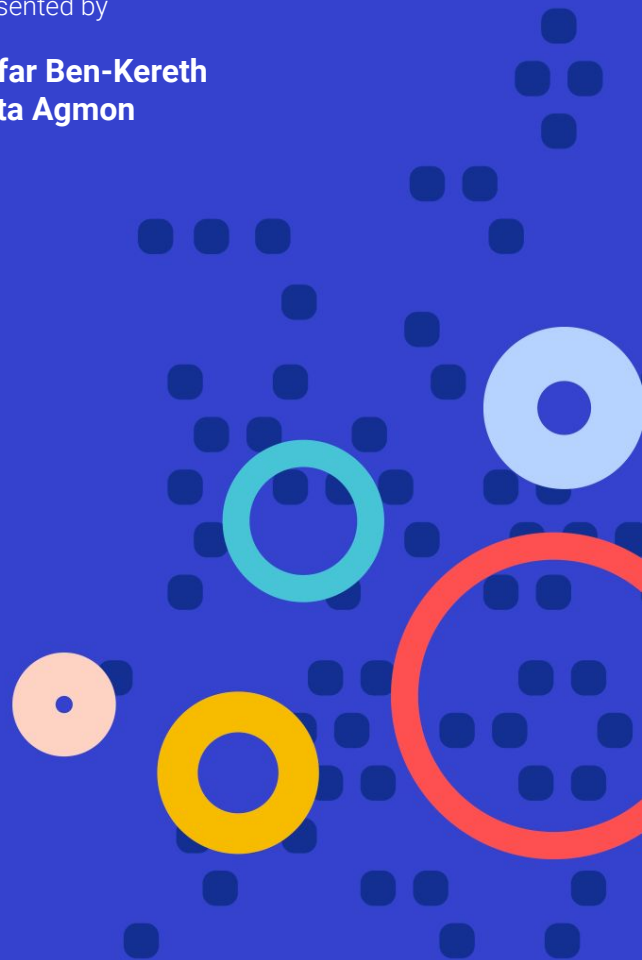**Nofar Ben-Kereth**
Neta Agmon

Quarterly Planning

Present Progressive to Future Perfect

Feb 2022

Why Plan?

Each person can understand where we're heading

Sense of accomplishment and fulfillment

Coordinate company-wide efforts

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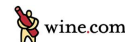Create, Manage, and Deliver Engaging Visual Experiences at Scale

9000 customers

1M developers

50B assets

20PB bandwidth (monthly)

Forbes Cloud 100 company

The challenge: a growing multi-product offering

Different personas

Different business needs and goals

Different stages in product maturity

But… one portfolio and one platform

Tech Ops

Media Optimizer

Marketer

Creative Automation

Dynamic Asset Management

Developer

Media Editing API

Media Management API

Cloudinary Platform

2020 | 2021 | 2022 🎯

	2020	2021	2022
📋	**45%** Done	**68%** Done	**80%** Done
⏳	**6** Weeks	**3-4** Weeks	**2** Weeks
👥	**10** Teams	**18** Teams	**20** Teams
⚖️	Plan **not ready** when Q starts	Plan **still not ready** when Q starts 🤦🏾‍♀️	Plan **ready** when Q starts 🤷🏾‍♀️

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01

Culture

02

Planning

03

Execution

04

Tracking

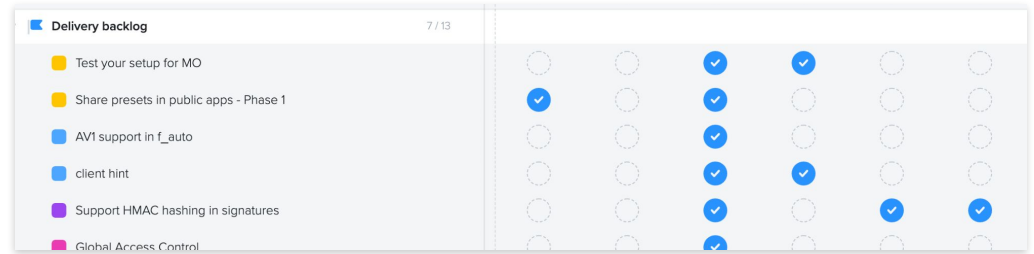# Infrastructure is critical
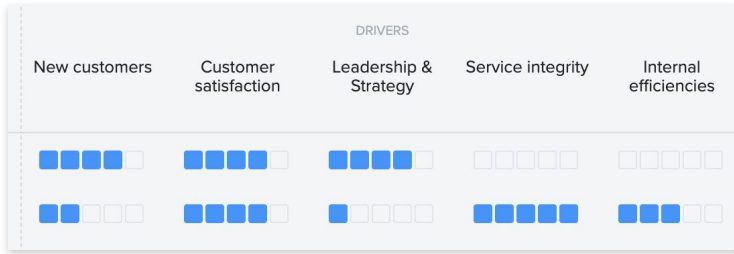
But sometimes…

Planning - Starting With Objectives

Increase self-service activation rate

Deliver initial value to developers in minutes

Assimilate an acquired product into our portfolio

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Prioritizing and Managing Initiatives

DRIVERS

New customers	Customer satisfaction	Leadership & Strategy	Service integrity	Internal efficiencies

Delivery backlog   7 / 13

- Test your setup for MO
- Share presets in public apps - Phase 1
- AV1 support in f_auto
- client hint
- Support HMAC hashing in signatures
- Global Access Control

Key features by quarter

Status   key-feature   Search features   Share   1 Viewed   Settings

Q2/21

DAM

- **Folder Decoupling**
  CSM feedback   +3

- **Metadata Rules - Self Service UI**
  key-feature

- **Media Library Localization**
  key-feature   commitment

- **Metadata dependencies (M1)**
  key-feature

Q3/21

- **Folder Decoupling**
  CSM feedback   +3

- **Metadata Rules - Self Service UI**
  key-feature

- **Upload with Structured Metadata**
  key-feature

- **Video Preview Original**
  key-feature

Q4/21

- **Video Preview Custom Transformations**
  key-feature

- **Apps for DAM (Custom Actions) "Marketplace"**
  key-feature

- **Filtering collections**
  key-feature

- **Manage page new layout**
  CS most reque...   key-feature

Q1/22

- **Folder decoupling readiness for new customers**
  key-feature

- **Multi Product Experience - New console navigation**
  key-feature

- **Split Media Library views - Assets, Folders, Collections**
  key-feature

- **Search UX improvements**

Quarterly planning along the way
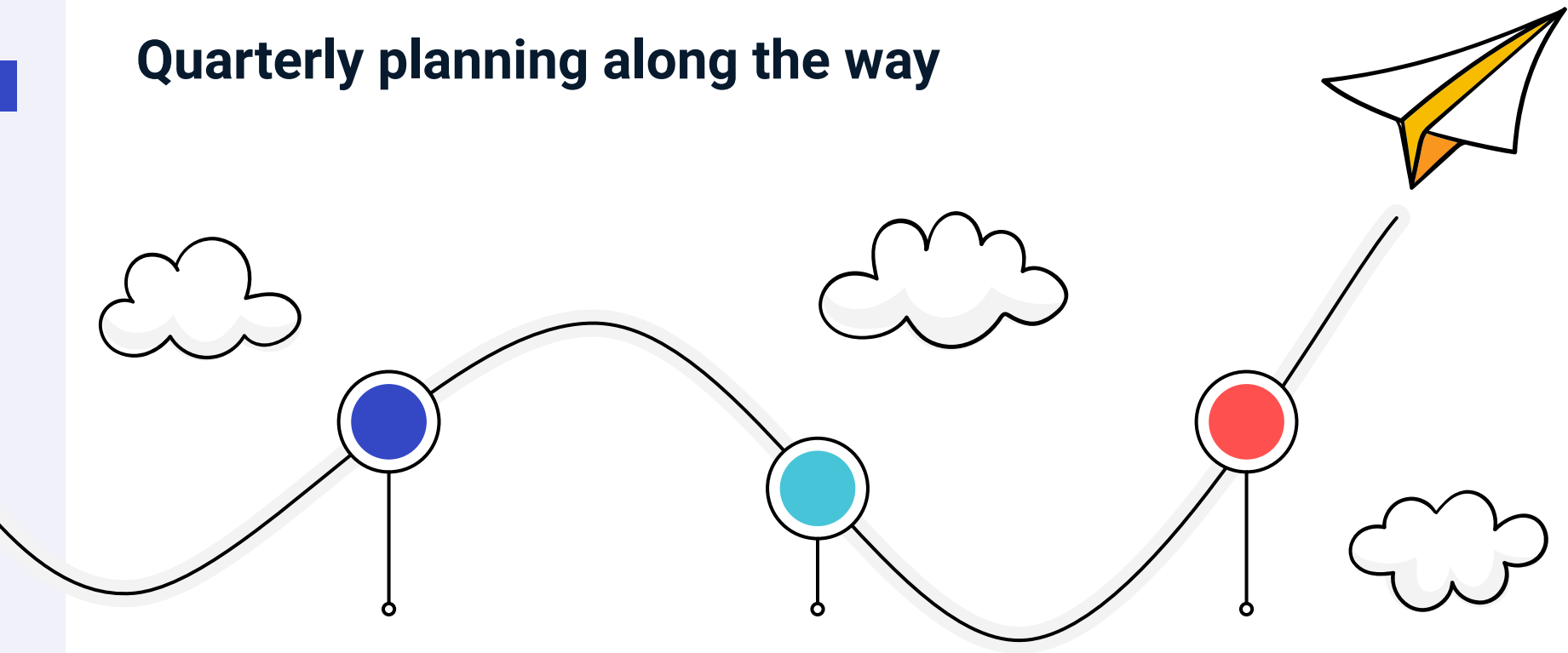
March 2020

First quarter planning process - COVID allowing only distributed process

December 2020

Adding Product overview

July 2021

Our first FPE

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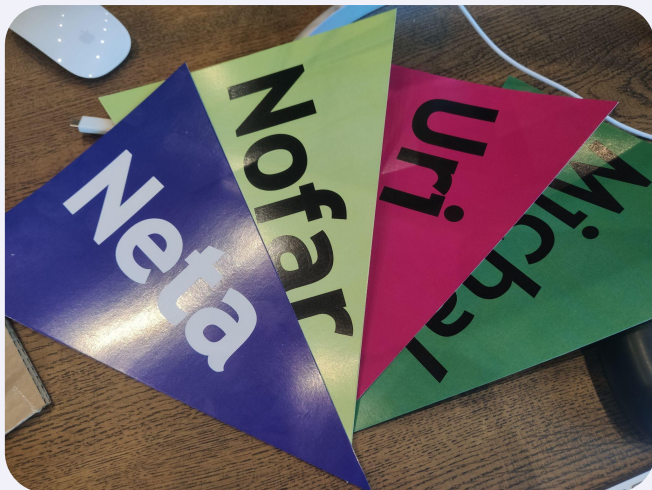
FPE - Focused Planning Event

2 days of quarter planning efforts

Alignment

Focus

Communication

Dependencies

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Opening

Teams Breakouts

Raising Flags

Summary

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But also fun (== food & alcohol)

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Q1 2022 Plan

Share

January | February | March

Sprint 1 | Sprint 2 | Sprint 3 | Sprint 4 | Sprint 5 | Sprint 6

BG - cleanups

Image-db DR

EOD - MS

Dev env | Ubuntu 20

AZ aware LB | AZ aware LB - rollout | K8s

Nginx -> CF migration | TF Cloud migration

AZ aware LB support | AZ aware LB rollout support | Ubuntu 20 - support | image-db-DR

Storage Manager Coding | Storage Manager integration | Storage Manager Coding | Storage Manager integration | Storage Manager - full scale

MS Support | Go blueprints hardening | Dev Velocity OKR | Multi Cloud - exploration | localization

Architecture | K8s

DL Tech debt | Python blueprint

Async in MMS | Engine Wrapper - Requirements + Design + PoC | Engine Wrapper - Coding

API Alpha - Create new service - 1 | API Alpha - Create new service - 2 | API Alpha - Integrate with new service | API Alpha - Assets CRUD | API Alpha - Assets CRUD | API Alpha - Assets CRUD

Tech Debt | Uplift User Journey getting started | Uplift User Journey main dashboard | Max Width | Uplift User Journey configuration I | Uplift User Journey configuration II

Sprint Q1-S01 | Sprint Q1-S02 | Sprint Q1-S03 | Sprint Q1-S04 | Sprint Q1-S05 | Sprint Q1-S06

How do I add items to the plan?

Please add this frame when the capacity is 100% loaded in a sprint

Legend

S - low probability and/or damage

M - medium probability and/or damage

L - high probability and/or damage

Damage = delay, scope change, dependency added, more capacity, project dead end (tech issue for example) and more.

Status: New, Resolved, Owned and Accepted, Mitigated

Risks

#	Big Rock	Risk
1	Classic Multi Product Navigation	Automation re-write of test and rollout decision risk timeline
2	Billing	Billing Buy evaluation requires team members that are not free
3	MPE - Need decision on URL schema for product applications	Until a decision is made we cannot define what is ... work
4	MPE - Getting Started (on boarding)	Unclear what is required and what are the Q1 goals
		No spare time to run growth experiments
		Onboarding 2 new people (out of team capacity of 3)
	Shopify	Requirements for some milestones are ...
	Shared UI integration	We depend on the infra team to make this integration possible

Uplift user journey reports

5%

Execution

Taking it
step by step

Workshops

Communication

Reducing WIP

Embracing changes

Feature leads

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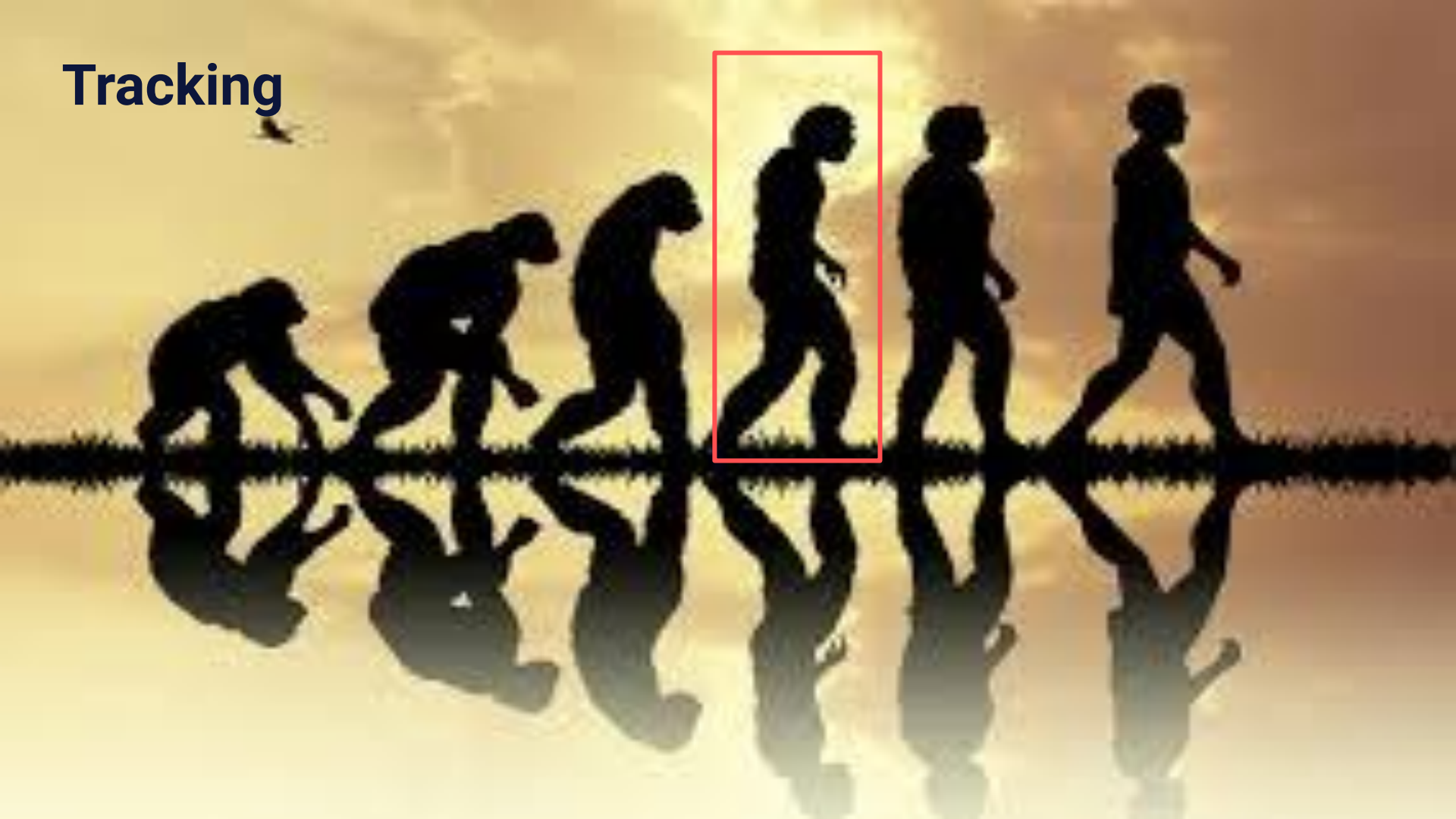
Tracking

Tracking

| 30%
Done | 40%
WIP | 5%
Changes |

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Our Takeaways

No magic solution

Find your sweet spot

Manage changes

Communicate!

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Enjoy the Ride

...and we're hiring ;)