



**A story of Mr. Agile who wants to marry a
traditional, old-fashion Ms. Periodic Release**

Dat Ho - Head of RnD

#Transformation

Organized by



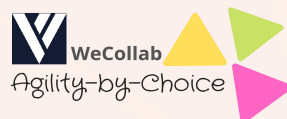
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Biography

- 14+ years in the Technologies industries
- Multicultural exposure in Japan, France, USA, China, Australia, SEA
- Rich experiences on Mobile, Automotive, Healthcare, High-Performance Computing, Big Data Analytic, Fin-tech and Distributed Semantic Webs
- MBA holder (Strategic Management) and PSM II certified
- Well-versed in both startup and corporate environments
- Having built high performance teams from scratch up to 170+ members and delivered various successful multi-million dollars projects
- Frequent invited speaker at reputable international and regional conferences in USA, China, Singapore, VN
- Happy father of two mischievous little devils





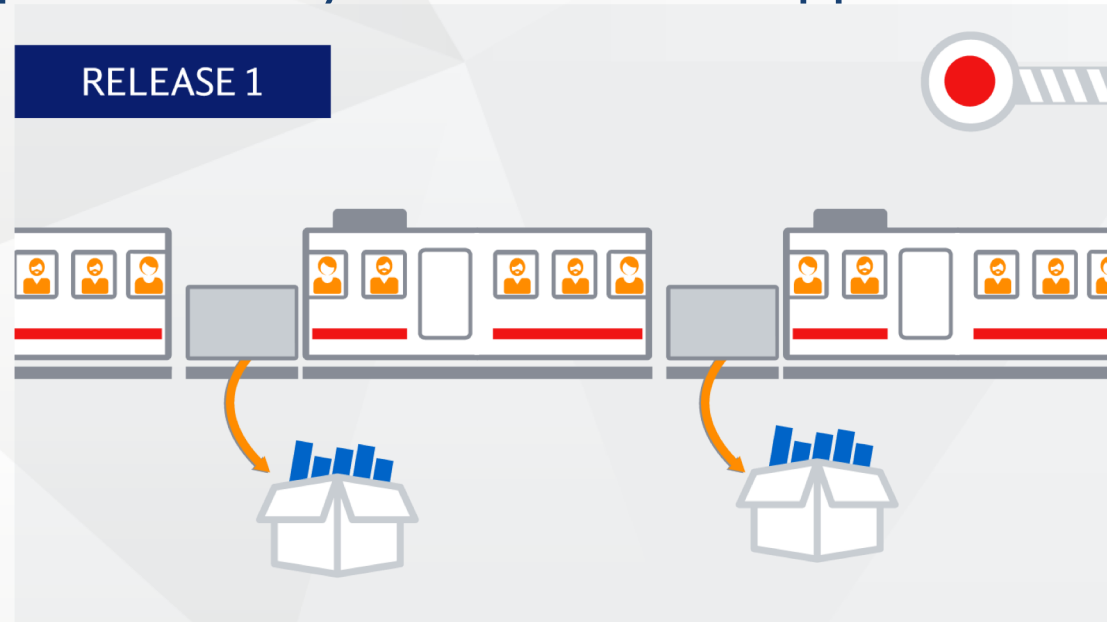
Our situation at LeapXpert

- We are building a **B2C Federated Messaging Orchestration Platform (FMOP)**
 - A platform which can monitor, record and own all communication activities between your employees, clients and your organization.
 - Employees can send text, voice and file messages to client's messengers: WhatsApp, WeChat, Telegram, Line and others.
 - Compliant. Integrated. Secure, serving banks, financial institutions, law firms, etc.
- Have an **enormous Backlog**
 - Interesting, state-of-the-art features on top of communication
 - Accumulated demands from excited customers for more advanced features
- Need to take advantage of **the Blue-Ocean** before it becomes Red



Our situation at LeapXpert

- We want to adopt a Monthly-Release Train approach



- Crucial factors
 - Time-to-market
 - Prioritized
 - Viable and NOT to break existing things



The problem

- Unfortunately, these factors normally do not go hand-in-hand together

- Facts:



- Reasons:

- **Inaccurate estimations** -> features added more than the team can chew to make the most out of a cycle
- **Scattered information** -> discussions in many places and not properly recorded
- **Lacking of proper brainstorming** -> last minutes missing/difficult items are frequently encountered
- **Ad-hoc injections** -> there are always urgent tasks/features from customers which need to be addressed or accommodated, mostly in the last minutes (Murphy laws 🤔)
- **Not well-tested builds and deployments** -> many side-effects, data inconsistency, even crashes



Consequences

- Things are delayed with a domino effect
- Teams are stressed out with prolonged hours or sometimes weekend OT
- Members seem to be underperformed or even incompetent as they cannot complete the tasks assigned
- Annoyed PO, stakeholders and executives
- **Worst: unhappy customers**



Our remedies

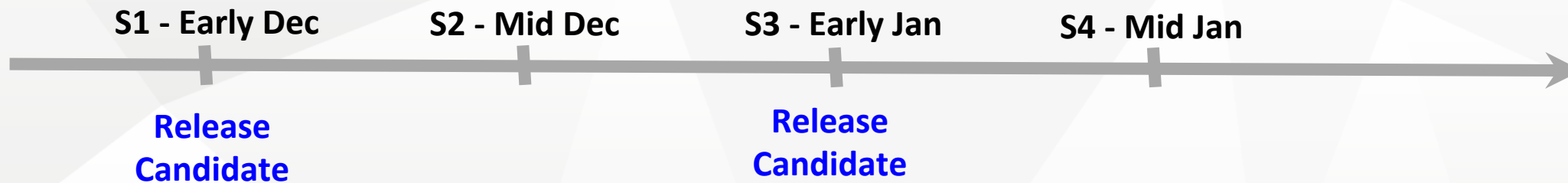
- Releases are now **scoped, and estimated**
 - Use T-shirt sizing for high-level features
 - Story Points estimates for User Stories
 - Reserved efforts for fixing bugs
- Backlog Refinement are **organized weekly**
 - Use a consistent SSOT (Single Source of Truth)
 - Prepare for 1-2 Sprints ahead
 - DoR and DoD applied, only Ready US can be put into a Sprint for implementation



Our remedies

- **Interlace releases**

- Employ an Odd-release scheme instead of Even-release scheme



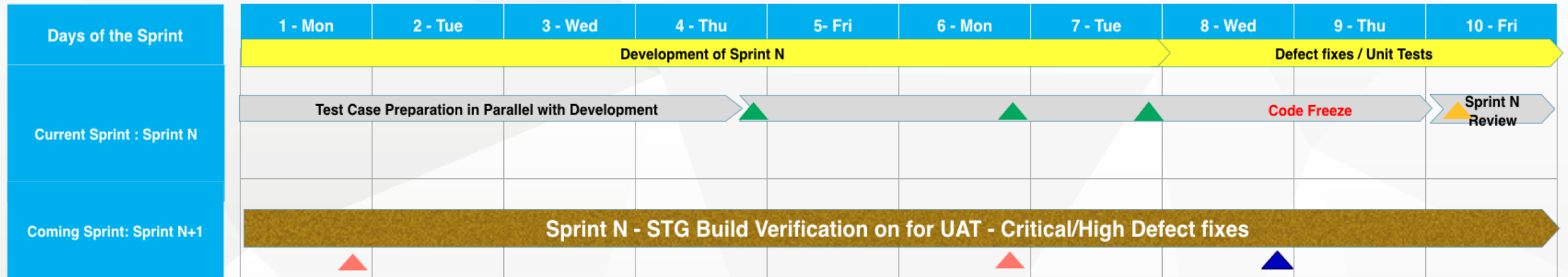
- **Give ample time for testing activities**

- In-Sprint testing
- E2E/SIT
- UAT



Our remedies

- New build and release schedule



Notes:

- ▲ 03 Feature Builds released on QA for Testing on Day 4, 6, 7 of the Sprint
- Code Freeze (for development): Day 7 of the Sprint, Unit Test and defect fixing can carry out until Day 9 EOD
- ▲ 01 Release Build on QA (demo candidate) on Day 10 morning, QA will decide which stories are ready to go for Sprint Demo and which stories are not
- ▲ 02 UAT builds deployed to STG on Sprint N+1 Day 1 and Day 6 with accepted stories for UAT testing and sign-off (2nd is optional in case of critical bug fixes)
- ▲ Final Sprint N Release deployed on PROD on Sprint N+1 Day 8 EOD



Our remedies

- Properly tracked **KPIs**, enabling **improved transparency & Continuous Improvements**

No.	KPIs	Purpose	Formula/Description	Accepted Rate	Desired Rate
1	Sprint Velocity	Measure team capacity and performance	Total SP accepted by PO after Sprint Review	Converged after 2-3 Sprints	Gradually improves to a peak
2	Sprint Volatility	Measure estimation and planning accuracy	Completed SP (Sprint ends) / Committed SP (after Planning) * 100%	<15%	<5%
3	Sprint Acceptance Rate	Measure team understanding (on requirements) + QA effectiveness	Accepted SP (after Review) / Presented SP (passed QAs) * 100%	>90%	100%
4	Defect Resolution Time (by Priority)	Prevent defect accumulation over time (no defect lives forever)	Resolution time per Priority level	Highest ~ <1d, High ~ 1-2d, Medium ~ 2-3d, Low ~ 3-5d, Lowest ~ <10d	The less time, the better
5	Defect Leakage (SIT)	Measure the quality of Sprint delivered increments	SIT defects / (In-Sprint defects + SIT defects) * 100	<15%	<10%
6	Defect Leakage (UAT)	Measure the overall SIT/E2E testing effectiveness and quality	UAT defects / (SIT defects + UAT defects) * 100	<5%	<1%



Results

- For the last release (PLASMA)

Status: 02 Amber / 07, zeroes Red

- Export conversations: 01 High, 08 Medium bugs
- Group management: 01 Highest, 02 High, 07 Medium bugs
- Regression issues: 04 Highest, 07 High bugs need to be fixed

QA Environment Status:

- LINE integration (**on-going**: account creation)
- Microsoft Teams integration (**on-going**: company SSO creation)

Delivery Plan:

- Release Candidate #1 (Dec-06)**: a stable build on QA environment with all Highest defects fixed delivered for UAT
- Release Candidate #2 (Dec-12)**: **on track and as per planned**

Feature	Priority	Owner	Risk
Biometrics	1	CodeLink	G
Responsive UI	1	CodeLink	G
Export conversations	1	CodeLink	A
Token management	1	LXP	G
Teams application	1	LXP	G
Resolver refactoring	1	LXP	G
Group management	2	CodeLink	A



Q&A

THANK YOU

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