The Agile Value Paradox

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Agile is all about Value
Principles behind the Agile Manifesto

We follow these principles:
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

... and 10 other principles
How to determine value? WSJF.

<table>
<thead>
<tr>
<th>Feature</th>
<th>Business user value</th>
<th>Time criticality</th>
<th>RR</th>
<th>OE value</th>
<th>CoD</th>
<th>Job Size</th>
<th>WSJF</th>
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AGILE method WSJF: Weighted Shortest Job First
How to determine value?

Increase Revenue + Increase client revenue + Increase IT/OPS performance = Impact on Revenue

Business Impact factor | Business Performance Measure | IT & Operations Performance Measure | Business Value Metric
Agile is out of control – destroying value
Losing value due to lack of control
Assess Software Quality & productivity

- Risk of critical failures in production
- Risk of performance / scaling issues
- Risk of security breaches
- Ease and speed of modifying
- Ease and speed of learning

Overall application functional size: 406
Performance and productivity:
- Added: 64
- Modified: 34
- Deleted: 6

BENCHMARK
Focus on speed creates: lower agility & higher TCO

- **Software Resiliency**: 64
- **Software Agility**: 42.6
- **Software Elegance**: 42
Different value in the Application lifecycle

- Question marks
- Stars
- Cash cows
- Dogs
Application lifecycle

Application is functionally or technically obsolete and is phased out within 1 year

Dogs

Legacy applications that require minimal changes

Cash Cows

Stable applications that need controlled change to respond to changing environmental conditions

End of Life

Research and disruption. Creating accepted Minimal Viable Products

Question-mark

Rebuilding MVPs as full-fledged applications on the target architecture

Start-Up

Improve & exploit

Stars
## Shifting balance in value creation

<table>
<thead>
<tr>
<th>QUESTIONMARK</th>
<th>STARS</th>
<th>CASH COWS</th>
<th>DOGS</th>
</tr>
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<tbody>
<tr>
<td>Business Control</td>
<td>Innovation</td>
<td>output</td>
<td>quality / productivity</td>
</tr>
<tr>
<td>Financial control</td>
<td>fixed budget (mostly CAPEX)</td>
<td>business case (mostly CAPEX)</td>
<td>TCO/Margin (mixed CAP/OPEX)</td>
</tr>
<tr>
<td>Operating Model</td>
<td>lean start-up</td>
<td>agile</td>
<td>safe / lean / devops</td>
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<tr>
<td>Market VALUE</td>
<td>product leader</td>
<td>customer intimacy / product leader</td>
<td>operational excellence</td>
</tr>
<tr>
<td>Revenue</td>
<td>0</td>
<td>strong inclining</td>
<td>stabile</td>
</tr>
<tr>
<td>Cost</td>
<td>Fixed</td>
<td>strong inclining</td>
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Krooodle

Als eerste ter wereld verzekeren via Facebook

Eerlijke, transparante en innovatieve verzekeringproducten voor jou en je vrienden

Instant, mobiel, makkelijk en altijd toegankelijk via Facebook op je smartphone, tablet of laptop

GEMAK OPEN+EERLIK

CLAIMEN VIA FACEBOOK

FACEBOOK COMMUNICATIE

KROODLEPOOL

vraag maximaal 10 vrienden per jaar om Krooodle klant te worden en verdien samen een bonus van maximaal €24,00 per vriend.

DIGITAAL ACCOUNT

GEEN PAPIER

GEEN POLISNUMMER

IN EÉN MINUUT

SLUIT JE EEN VERZEKERING AF

metri

IT STARTS WITH THE FACTS
The Lemonade Giveback

Here's our mission: transform insurance from a necessary evil into a social good. We've designed Lemonade to bring out the best in people, while giving society a push for the better. Introducing the Lemonade Giveback.
Solving the Agile value paradox

Focus on:

• Creating value
• Creating the RIGHT value
• Finding a proper balance between:
  • Market Value
  • Product Value
  • Operational Value
• Being agile in using the RIGHT agile toolbox