



ARCADIA INC.

Agile & Nearshoring

Microsoft®
GOLD CERTIFIED
Partner

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Agenda

- Introduction
- Challenges
- Agile and nearshoring: working Agile in distributed teams
 - ▶ Case study: e-learning development using SCRUM
 - ▶ Benefits of Agile nearshoring
 - ▶ What Agile nearshoring needs
 - ▶ Steps
- Q&A

Speakers:

- Svetlana Kazanskaya, Director for Business Development
- Oksana Schekatihina, Unit Manager

Introduction: facts and figures about Arcadia

- Founded in 1993
- 160+ employees in St. Petersburg
- Services: custom software development
- Markets: Nordic Countries (70%) & USA (27%)
- Main clients:
 - ▶ F-Secure
 - ▶ Aditro Group
 - ▶ it's learning
 - ▶ UNI-C
 - ▶ Johnson & Johnson Pharmaceuticals R&D LLC
 - ▶ Digital Revolution
- Average revenue growth: 20-25% per year
- 550+ projects realized

Challenges

Why projects fail?

- Unrealistic estimates & schedules
- Poor requirements
- Lack of end-user (customer) involvement
- Lack of flexibility



Advantages of Agile

- Short development cycles
- Continuous integration of new features
- Always ready to deliver a running version
- Early acceptance by end-users



Advantages of Nearshoring

- Flexible resource planning
- Lower rates for development and QA
- Access to broader experience and wider range of skills of specialized team
- Adequate time zone differences
- Cultural similarity



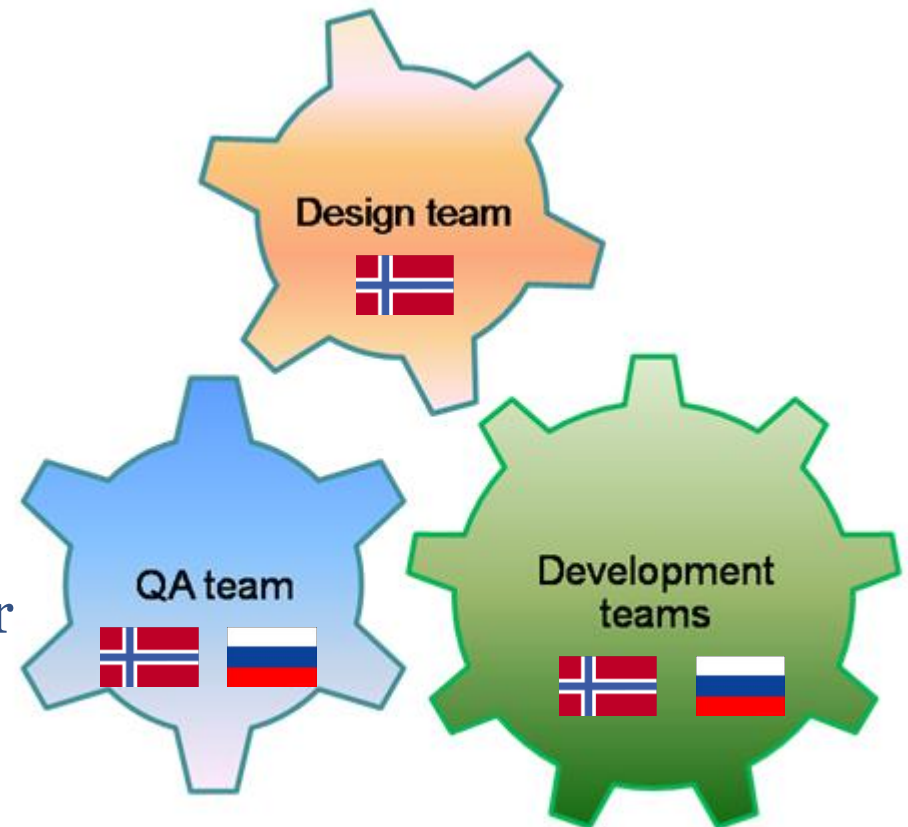
Case e-learning platform development using SCRUM



Case e-learning platform development using SCRUM: Cooperation Structure

4 simultaneously going projects with:

- Product owner - Customer
- Scrum master - Customer
- QA lead – Customer
- Team leads – Arcadia and Customer
- Site manager – Arcadia



Case e-learning – SCRUM: Communication Infrastructure



Accept360 as
requirements
management
system



For desktop sharing



RallyDev as
project, test
and defects
management



For video conference:
daily scrums,
planning, review, etc.



For daily chats

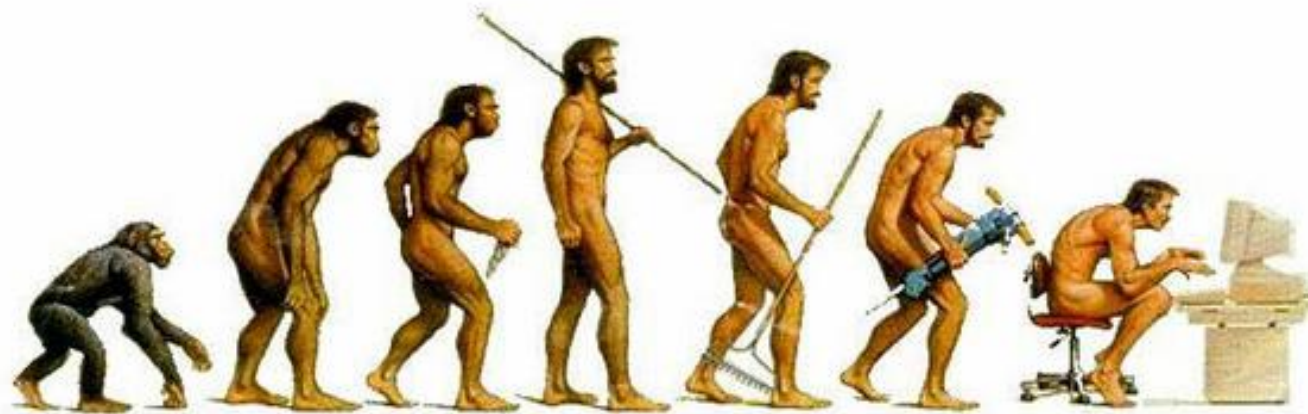
Case e-learning - SCRUM: SCRUM, as Agile, is adaptive

Whichever methodology you prefer, whichever practices you adopt, and whichever you don't, the most important thing is to understand these principles, and adapt your practices according to the needs of your customer and the needs of your team.



Case e-learning – SCRUM: “No changes during a sprint”

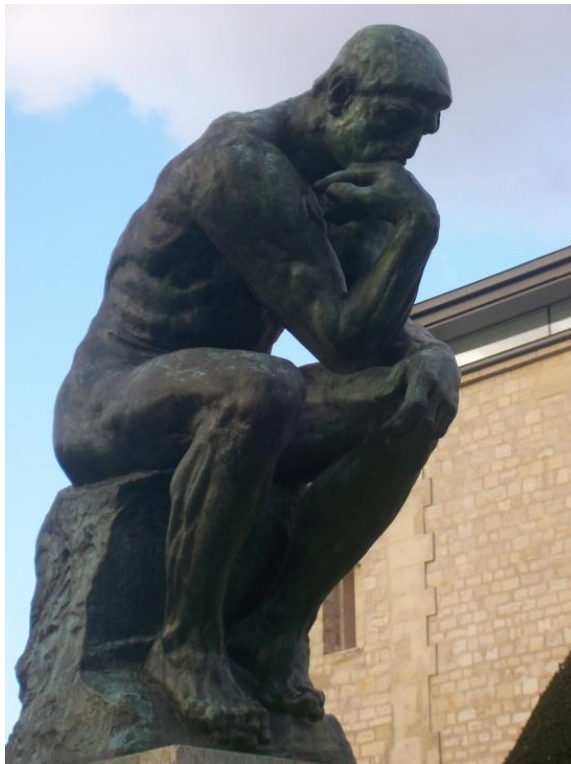
Requirements evolve even during one small iteration



Case e-learning – SCRUM: “Self organized team: no management”

Sometimes team needs...

... and sometimes



Case e-learning – SCRUM: “No documentation”

We don't want to have something like “It was written somewhere by someone in the specs, but I cannot find it or I am not even aware that it exists”



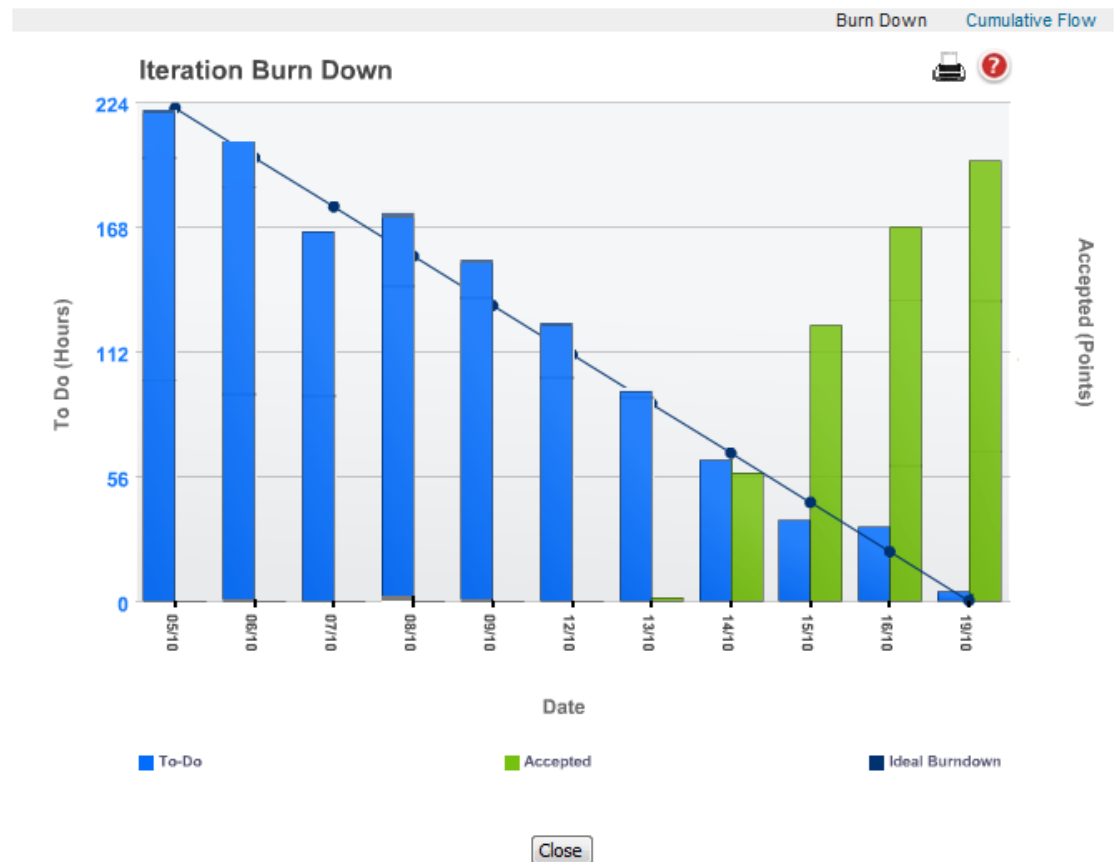
Case e-learning – SCRUM: Testing is integrated throughout the lifecycle

- Unit tests
- Acceptance criteria and test cases
- Daily build
 - features can be tested as they are developed
- Regression test
 - before releasing the software
- A 'stabilization' sprint
 - may be worthwhile



Case e-learning – SCRUM: Metrics

- Backlog with ranked user stories
- Team capacity
- Team velocity
- Burndown chart



Case e-learning – SCRUM: Feedback

“I would just like to take the time to say I am proud of how well you guys and girls have handled all the changes and time pressure during this last sprint..”



Benefits for Client

- Nearshoring
 - ▶ Flexible resource planning
 - ▶ Project cost reduction
- Agile
 - ▶ Quick respond to new market realities
 - ▶ Increase customer loyalty
 - ▶ Enter new market
 - ▶ Respond competitive threats
 - ▶ Rapid course correction



Agile Nearshoring Needs

Agile needs...

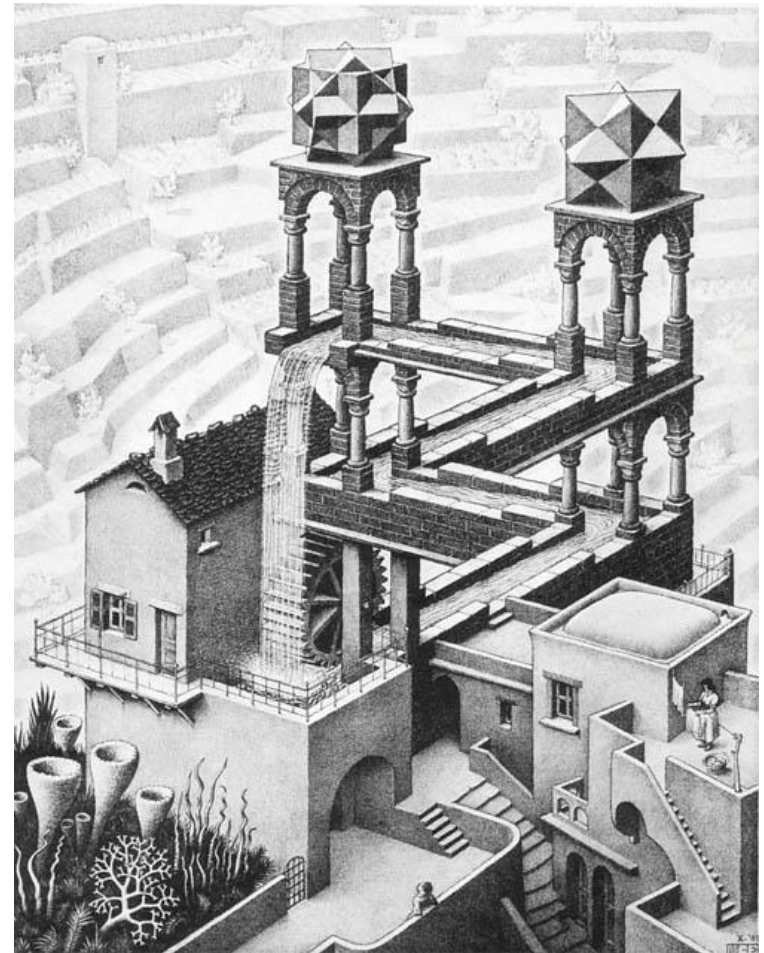
- intensive interaction between the team members that spread across the boarder
- face-to-face communication (both formal and informal)
- strong team feeling
- self responsibility
- high flexibility

Nearshoring needs...

- understanding different cultures, working habits, etc.
- bringing developers quickly to the same level of domain knowledge
- a strong IT infrastructure
- team stability with minimal fluctuation

Steps to Agile

- Break big project into smaller chunks
- Inject market and customers feedback
- Evaluate projects more quickly
- Actively re-prioritize project portfolio
- Reallocate funds to strong performers



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