Scaling Agile @ Spotify

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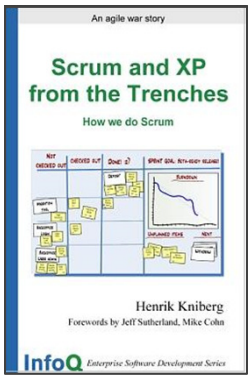
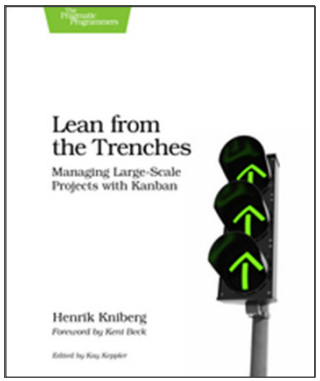
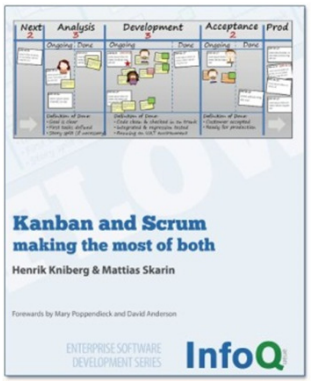
crisp







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The right music for every moment

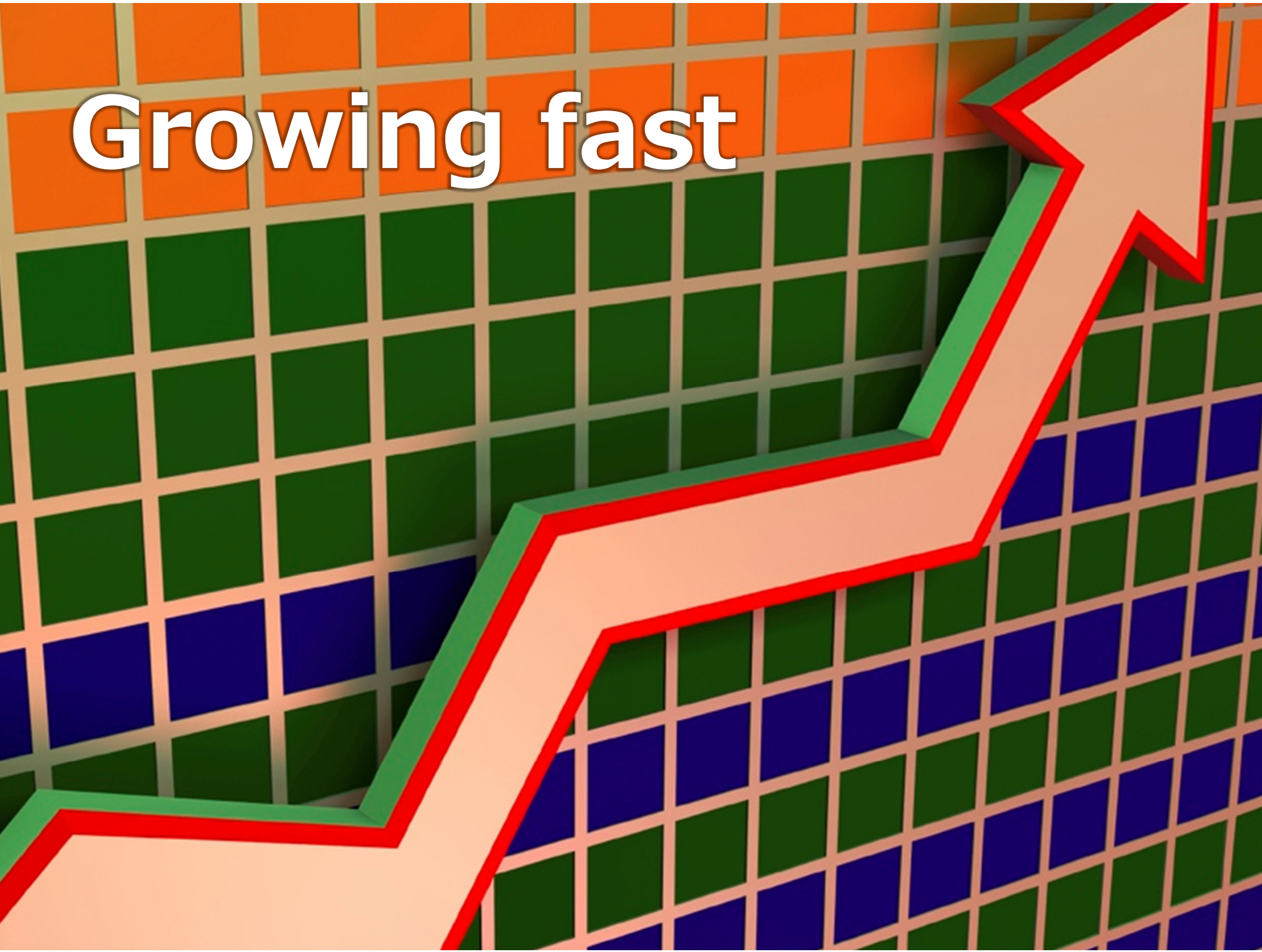
Spotify: Fast Facts

- Over 6 million paying subscribers
- Over 24 million active users
- Over 300 000 labels signed
- Over 20 million songs
- Over 1 billion playlists created
- Over 20 000 songs added daily
- Available in 28 countries

Development offices

"If Things Seem Under Control, You're Not Going Fast Enough"

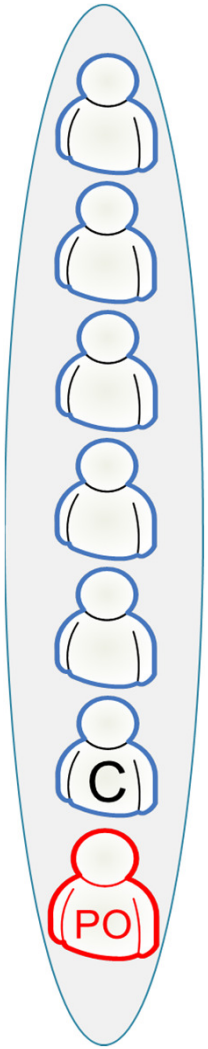
Mario Andretti


Growing fast

Development speed
that scales

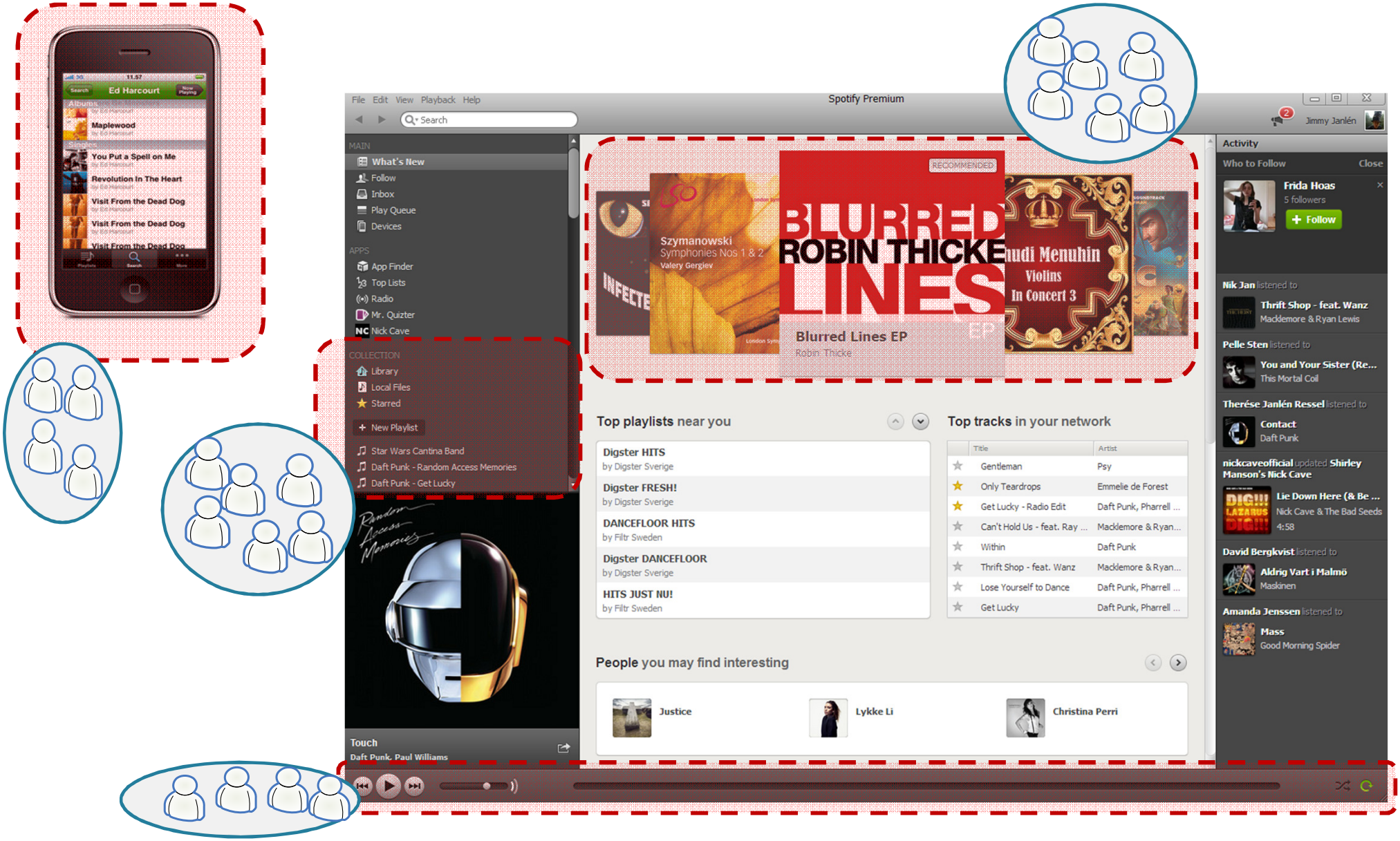
Autonomy

Squad



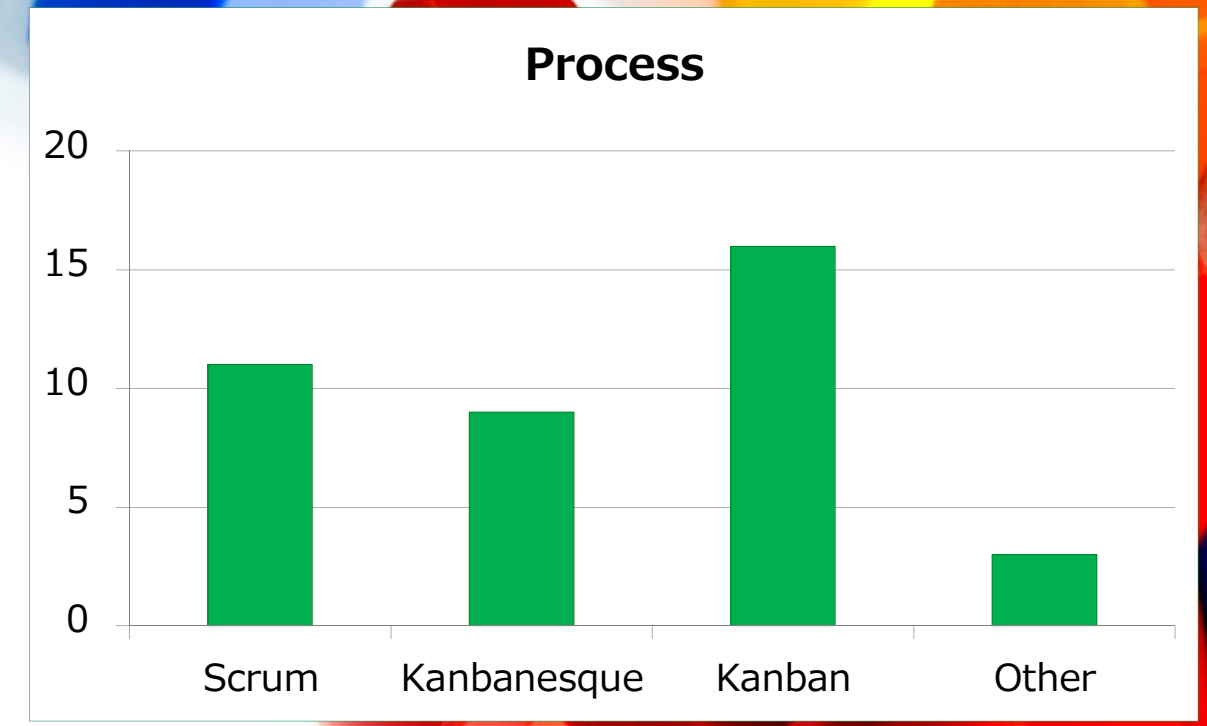
- ✓ “Feel like a mini-startup”
- ✓ Self-organizing
- ✓ Cross-functional
- ✓ 5-7 engineers, less than 10
- ✓ Stable

Example squads

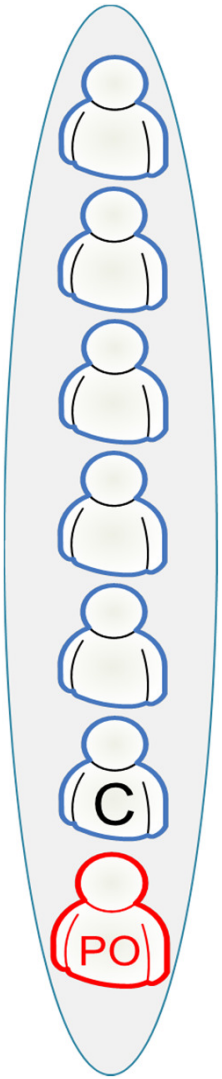


DC =
Mission: Data collection
Method: Data collection
Result: Collecting data!
We Can Do It!
StarCraft
HDFS

Process that fits

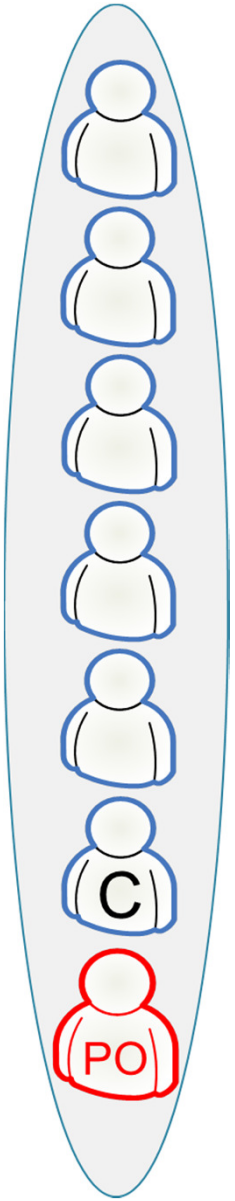


Autonomous squad



- ✗ Dedicated product owner
- ✗ Agile coach
- ✗ Influencing work
- ✗ Easy to release
- ✗ A process that fits the team
- ✗ A mission
- ✗ Organizational support

Autonomous squad surveys



Rafiki Q3 2012

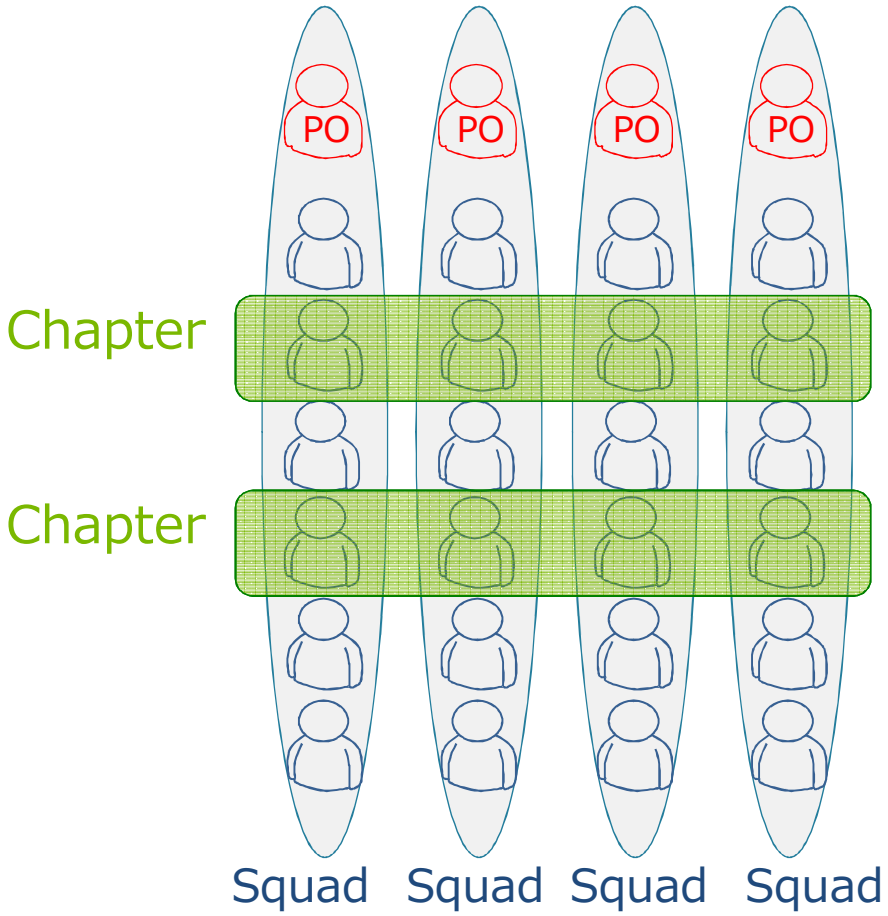
Area	Average Vote (1.0 – 3.0)	Trend
Dedicated product owner	(2.7)	Stable
Agile coach	(2.9)	Stable
Influencing work	(2.6)	Stable
Easy to release	(1.0)	Deteriorating
A process that fits the team	(2.6)	Improving
A mission	(2.6)	Deteriorating
Organizational support	(2.4)	N/A

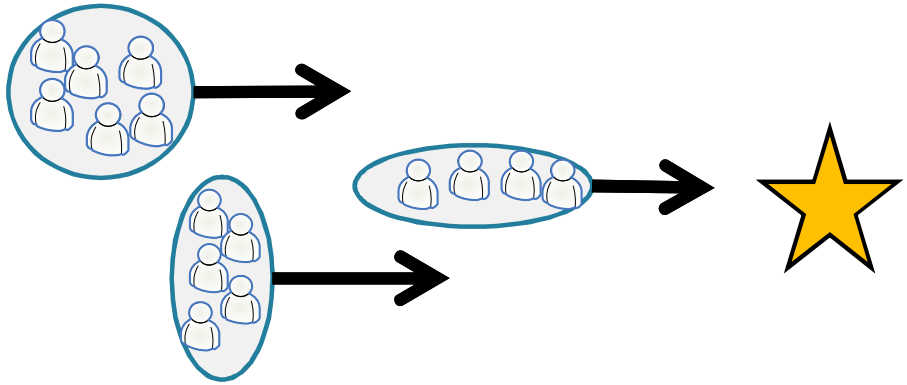
Spotify

Are we there yet?

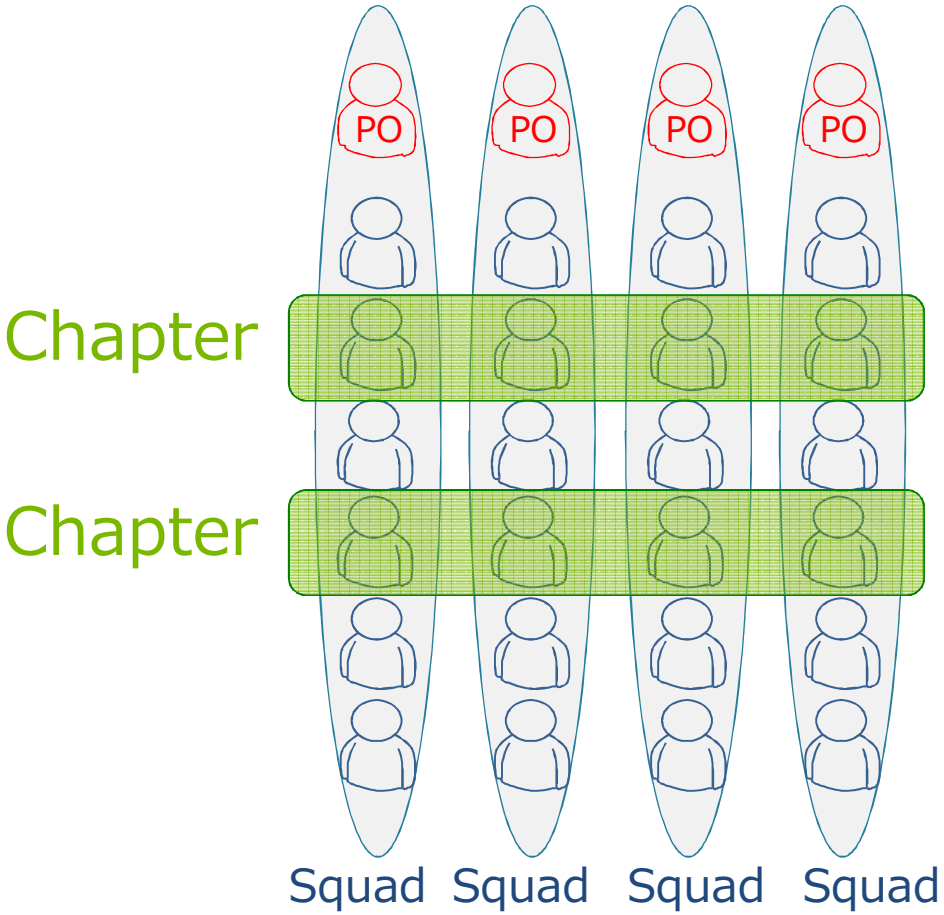
Area	Squad 1	Squad 2	Squad 3	Squad 4	Squad 5
Product owner					
Agile coach					
Influencing work					
Easy to release					
Process that fits team					
A mission					
Org. support					

Structure and alignment

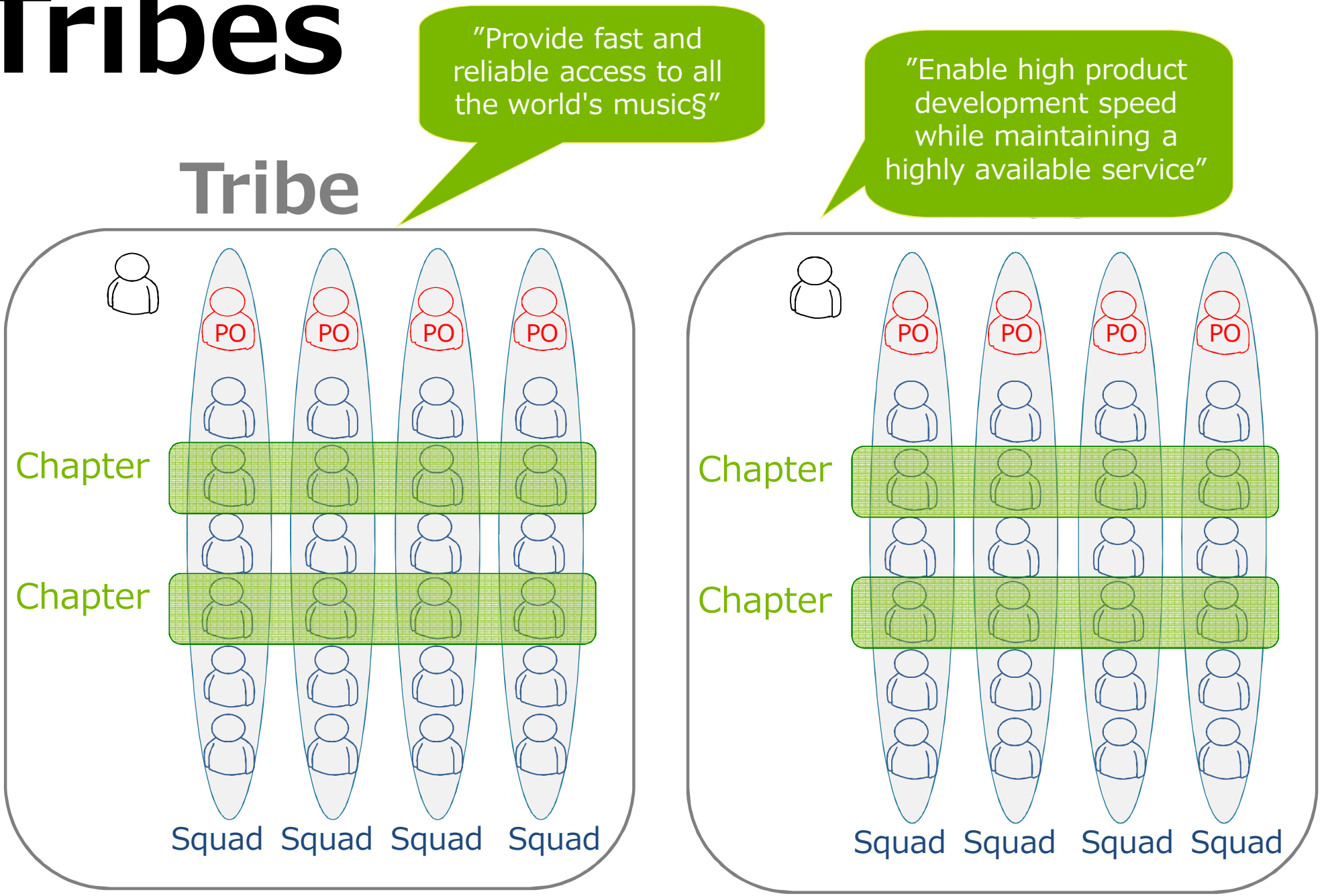




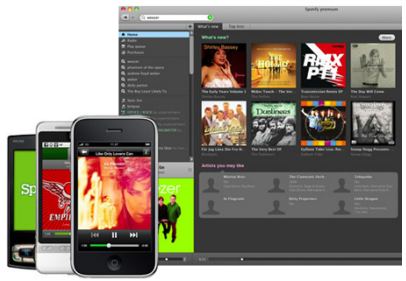
Chapters

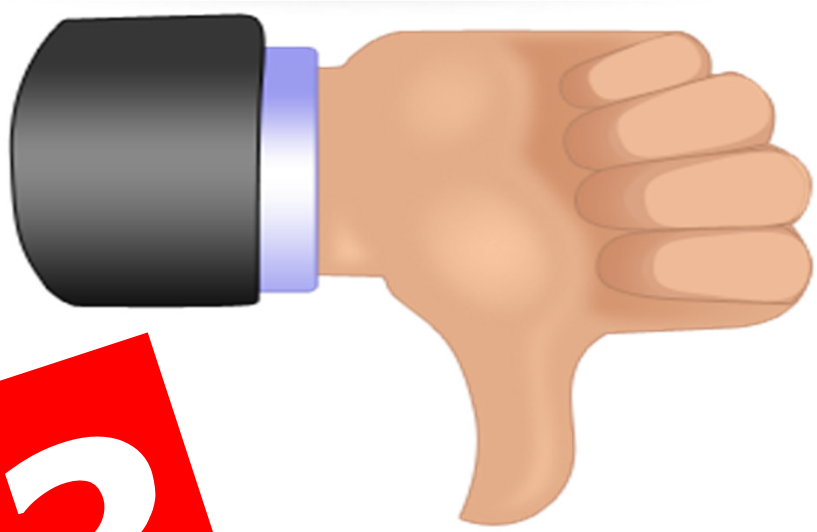


Tribes


"Provide fast and reliable access to all the world's music§"
"Enable high product development speed while maintaining a highly available service"
Tribe
PO
PO
PO
PO
Chapter
Chapter
Squad
Squad
Squad
Squad
PO
PO
PO
PO
Chapter
Chapter
Squad
Squad
Squad
Squad

From Squad to Prod?





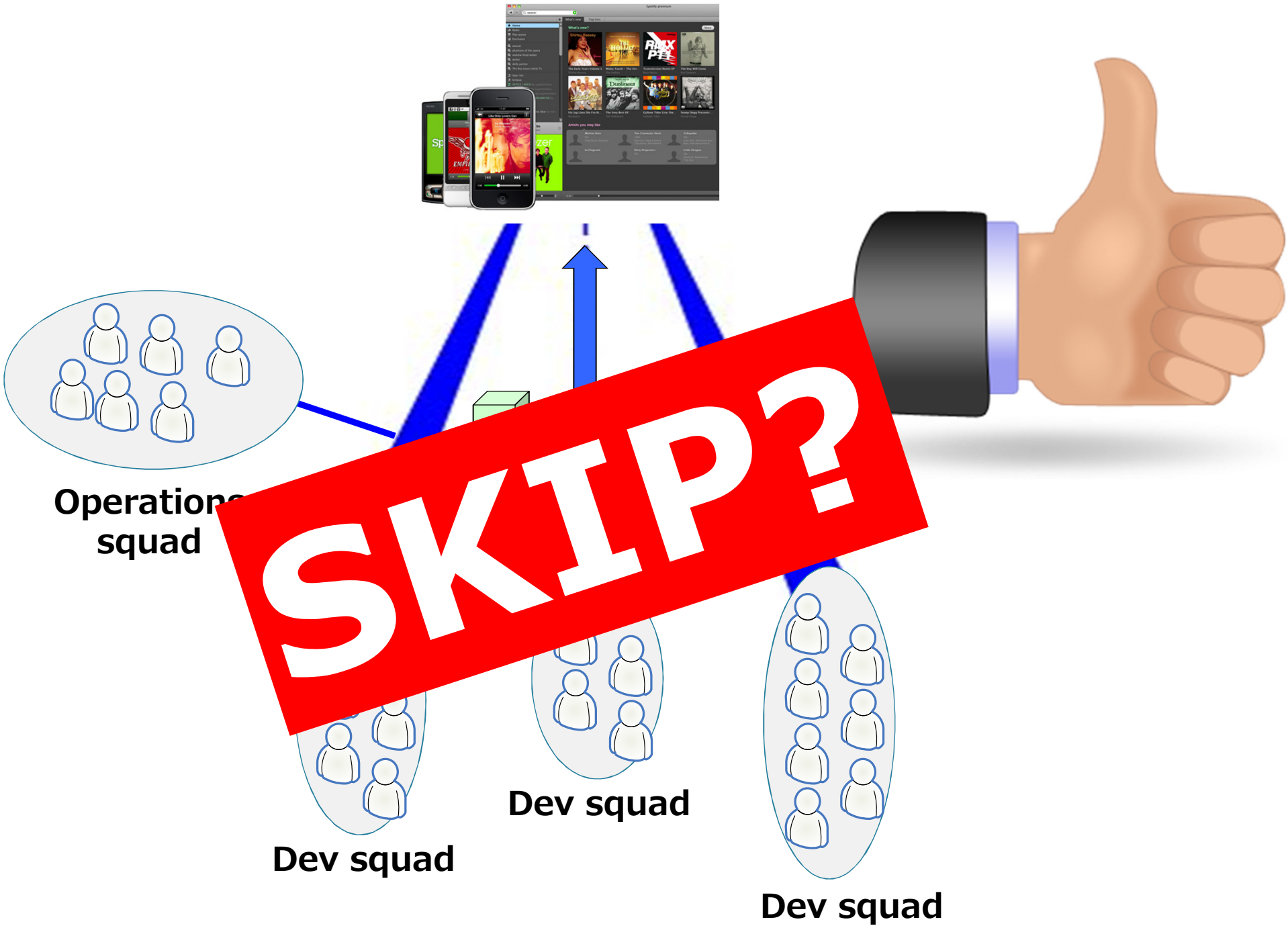
Operations

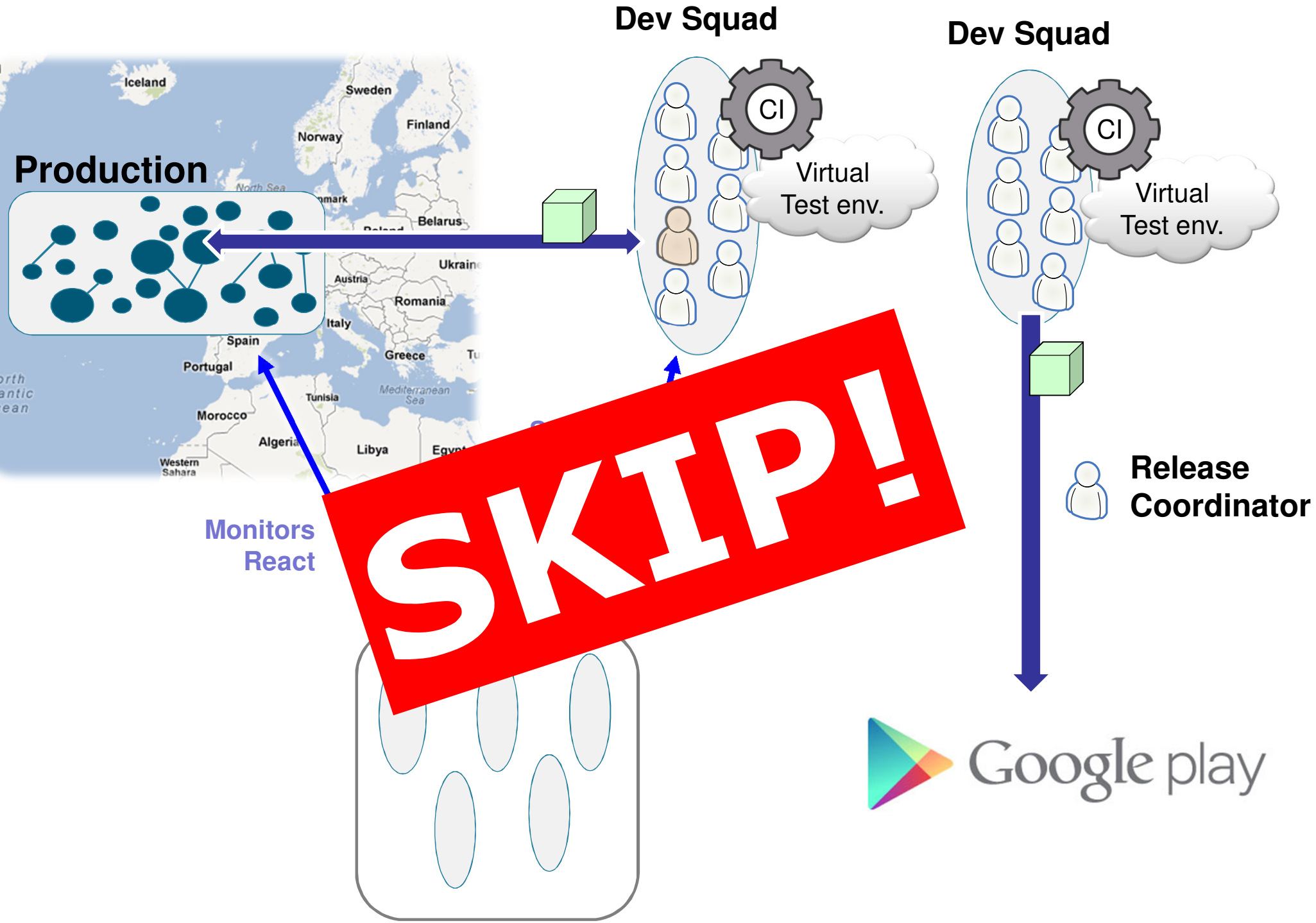
SKIP?

Dev

Dev

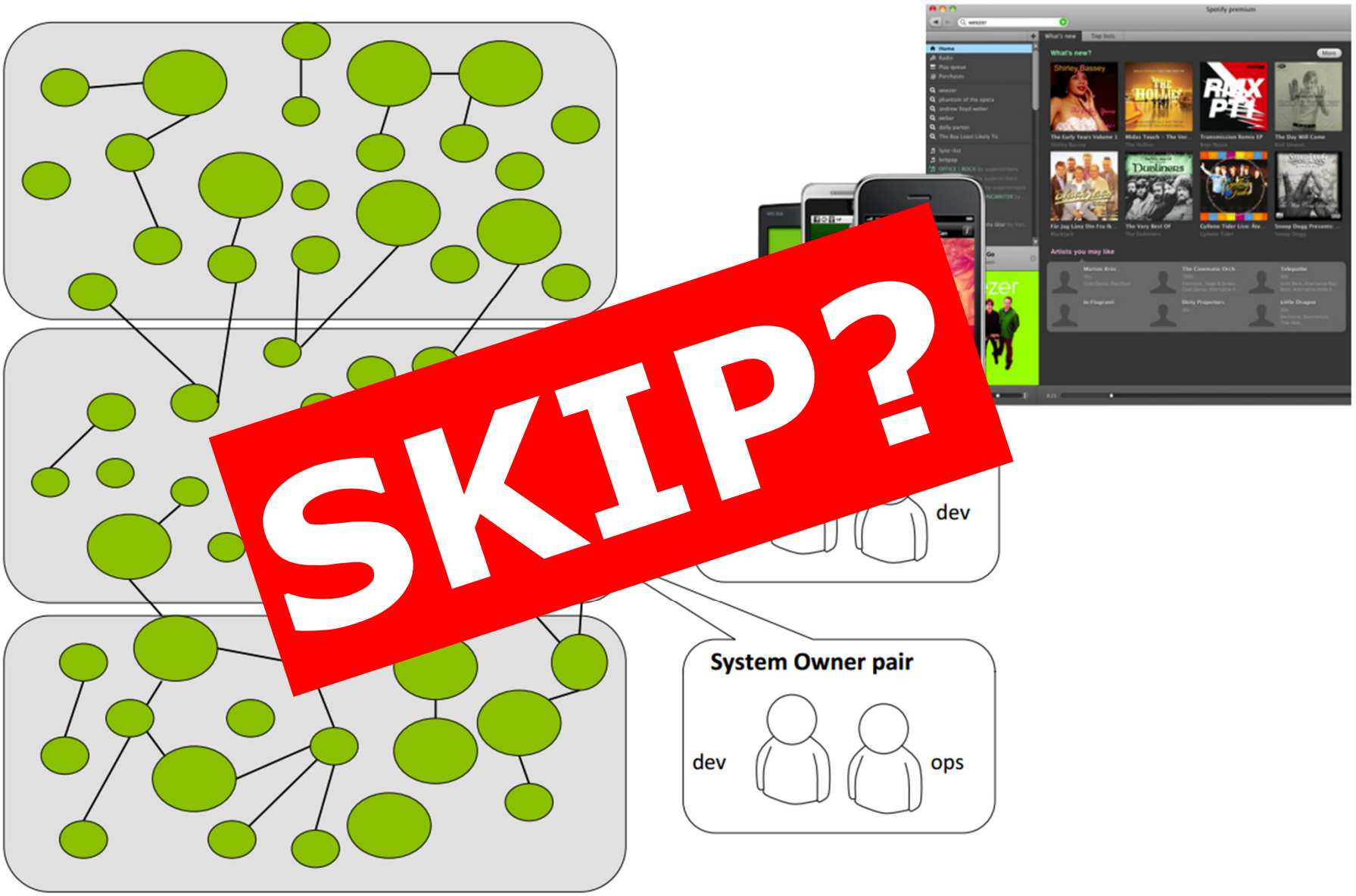
Dev

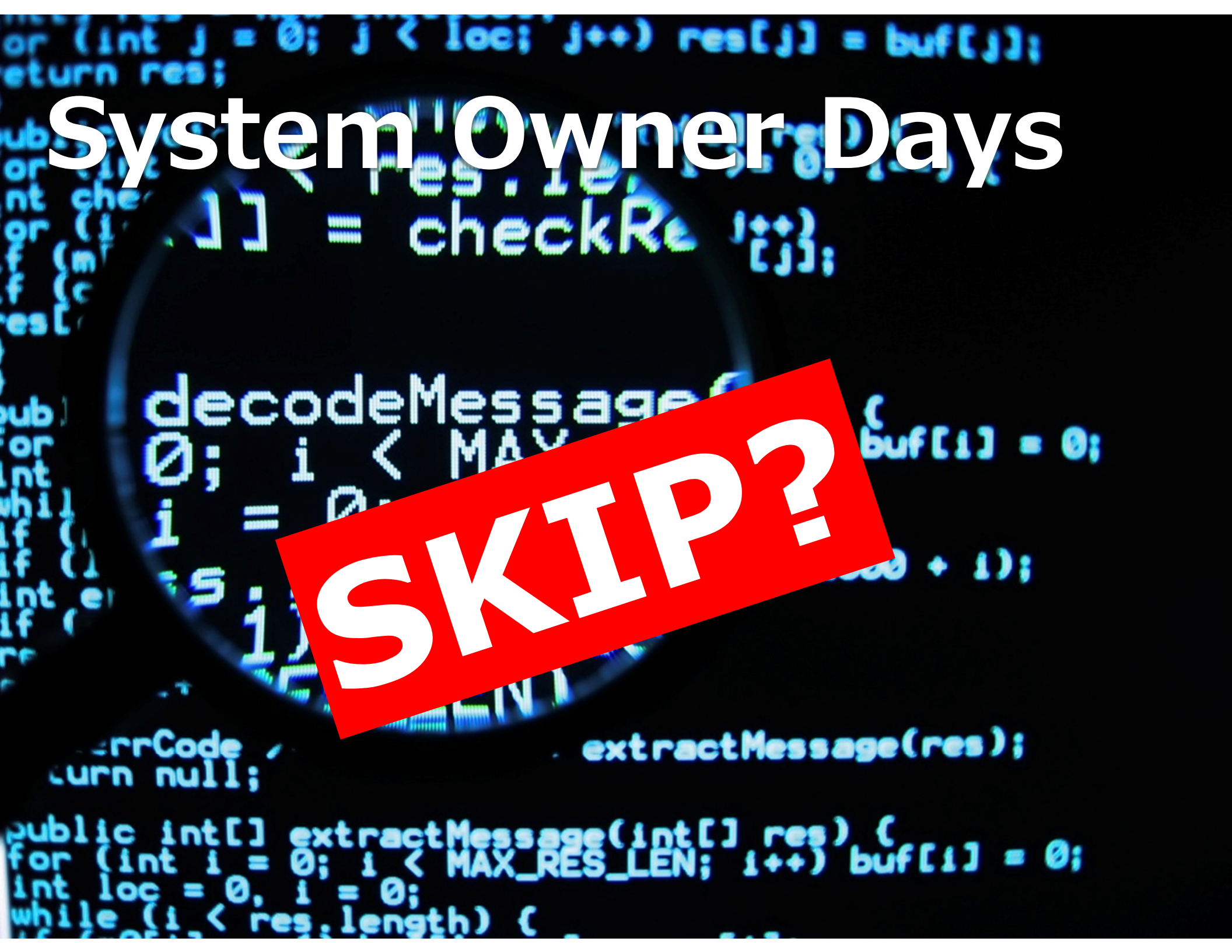

Operations
squad
SKIP?
Dev squad
Dev squad
Dev squad


Dev Squad
Dev Squad
Production
CI
CI
Virtual
Test env.
Virtual
Test env.
Iceland
Sweden
Finland
Norway
Belarus
Ukraine
Austria
Romania
Italy
Spain
Portugal
Greece
Tunisia
Morocco
Algeria
Libya
Mediterranean Sea
Western Sahara
Monitors
React
SKIP!
Release
Coordinator
Google play

Pairing

System Owners




System Owner Days
SKIP?

Chapter Lead

Competence and culture

Training & Sharing

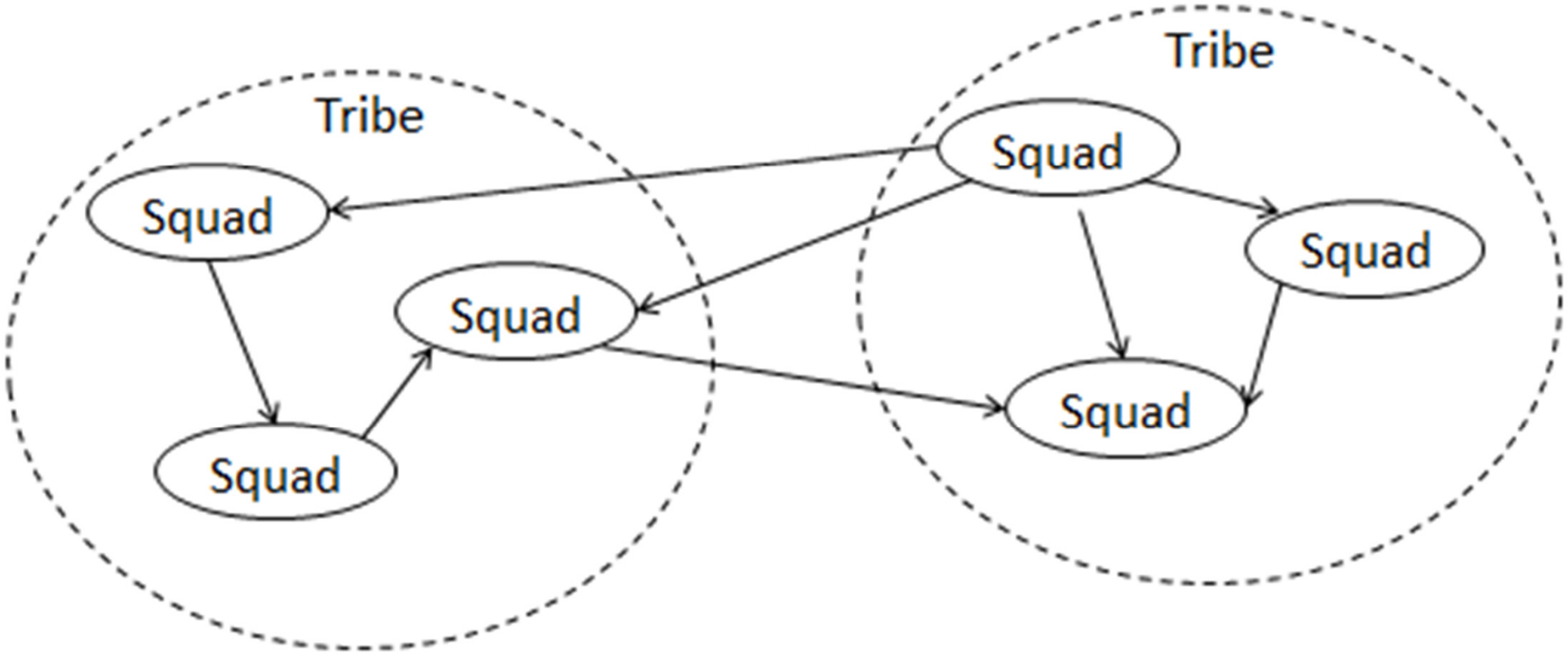
Practices sharing

Book clubs

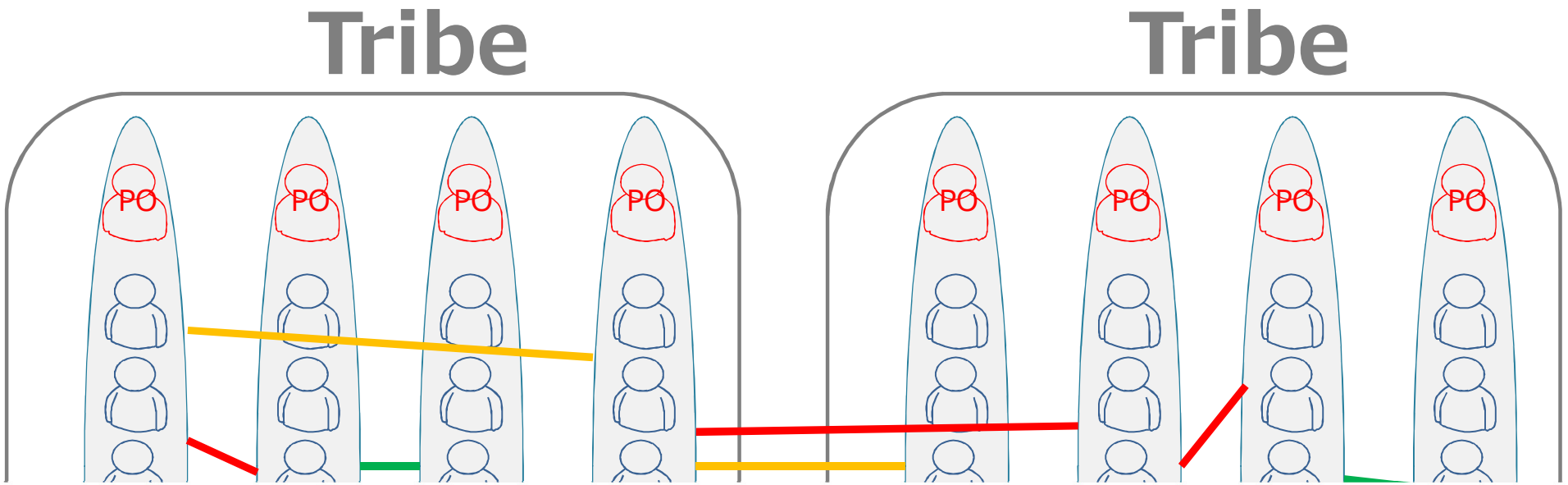
Boot Camps

Structure happens!

Network organization

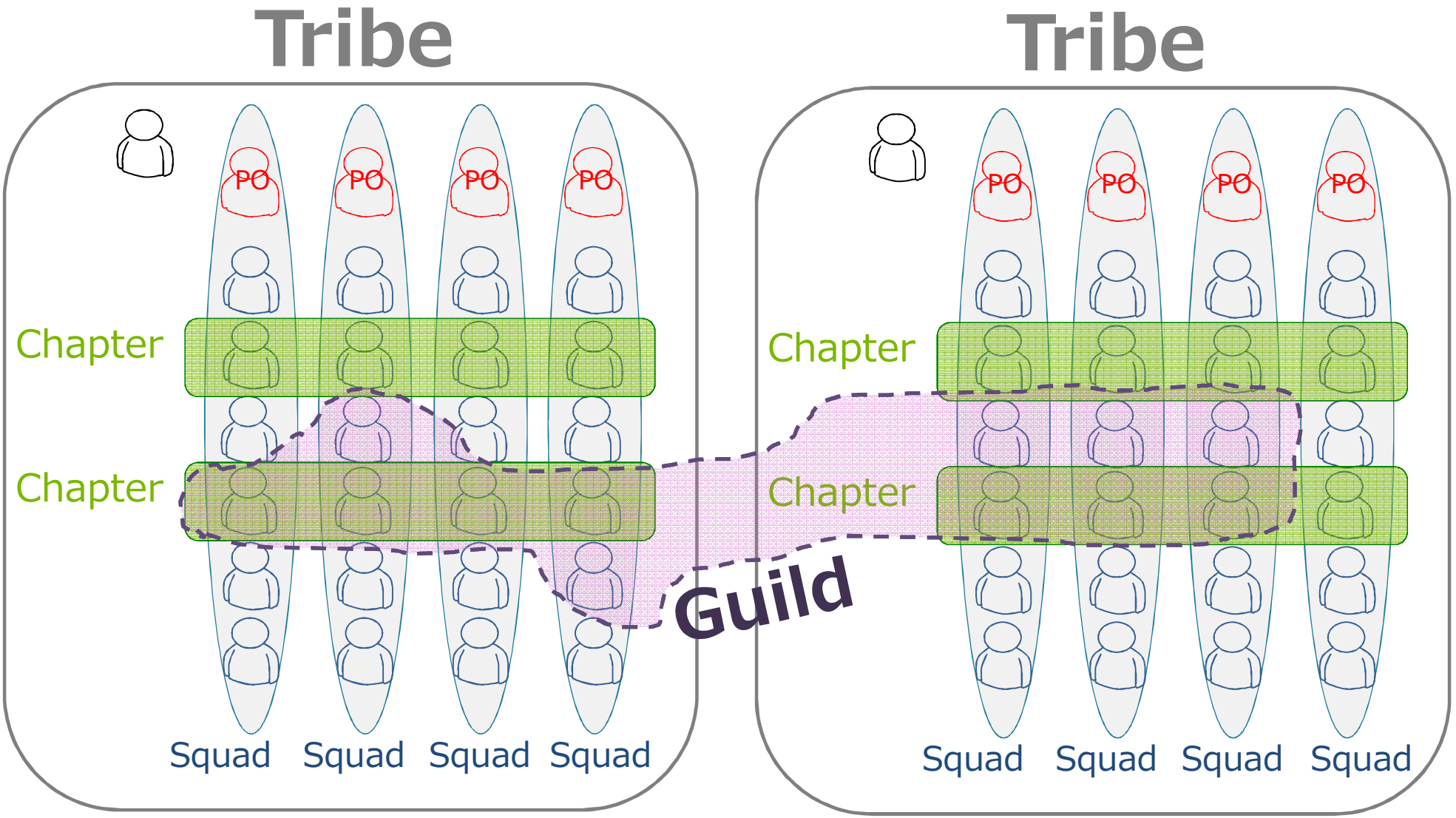


Dependencies



	A	B	C	D	E
1	**Squad**	**Depends on**	**Dependency**	**Comment**	**Same tribe?**
2	**Music Player**				
3	Content	Ops	Slowing	Need machines, connections, help set-up things etc. Works really well in general, but at times the workload on operations causes the lead times to grow and slow us down	No
4	Content	NeXT	No problem	Storage. Not big, mostly information/communication needs to happen.	No
5	Content	BFS	No problem	Replacement service	Yes
6	Content	Team 2	No problem	Communication around next story	No
7	Content	Team 1	Future	Content ingestion	No
8	BFS	UX	Slowing	Need UX to discuss, review and provide mock-ups.	No
9	BFS	Content	No problem	Normal dependencies, sprint work.	Yes
10	BFS	Mobile	Slowing	No internal mobile developers within Squad.	No
11	BFS	Analytics	Slowing	A/B test results slowing down roll outs of features	No
12	BFS	Team 3	Blocking	Waiting for data dumps	No
13	BFS	Team 1	Future	Waiting for data dumps	No
14					

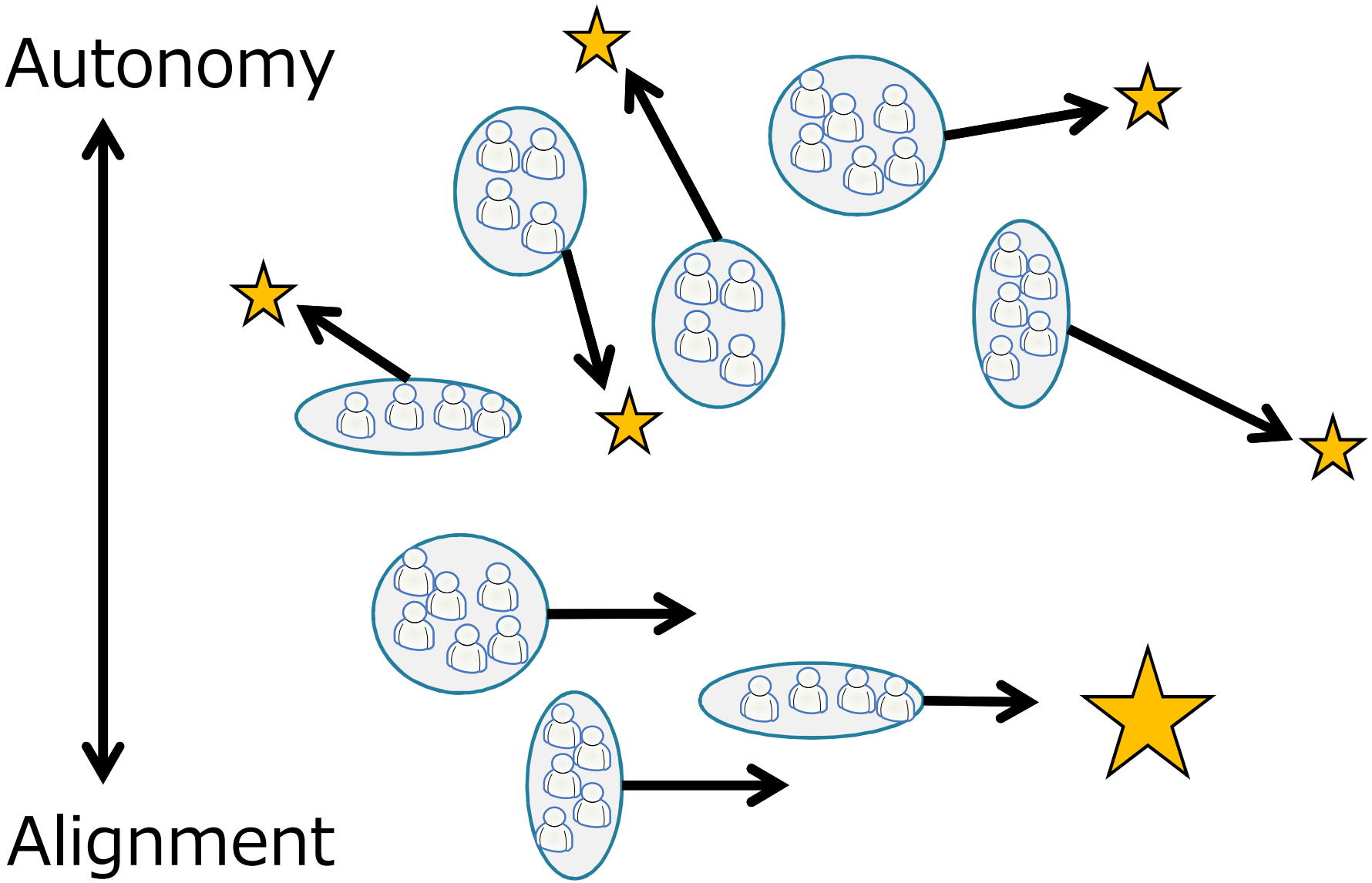
Guilds


Tribe
Tribe
PO
PO
PO
PO
PO
PO
PO
PO
Chapter
Chapter
Chapter
Chapter
Guild
Squad
Squad
Squad
Squad
Squad
Squad
Squad
Squad

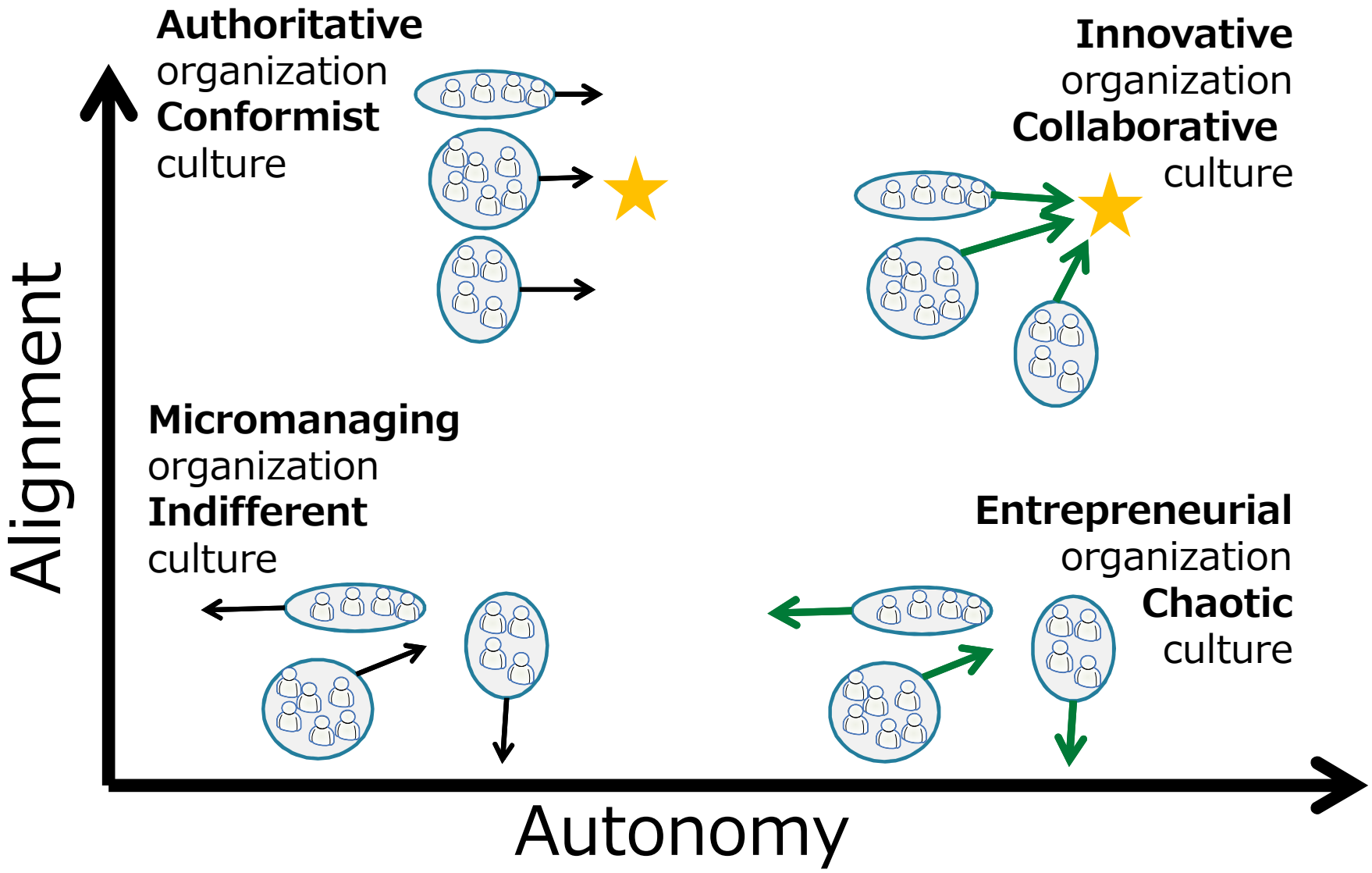
Unconferences

Vision

Autonomy vs. Alignment



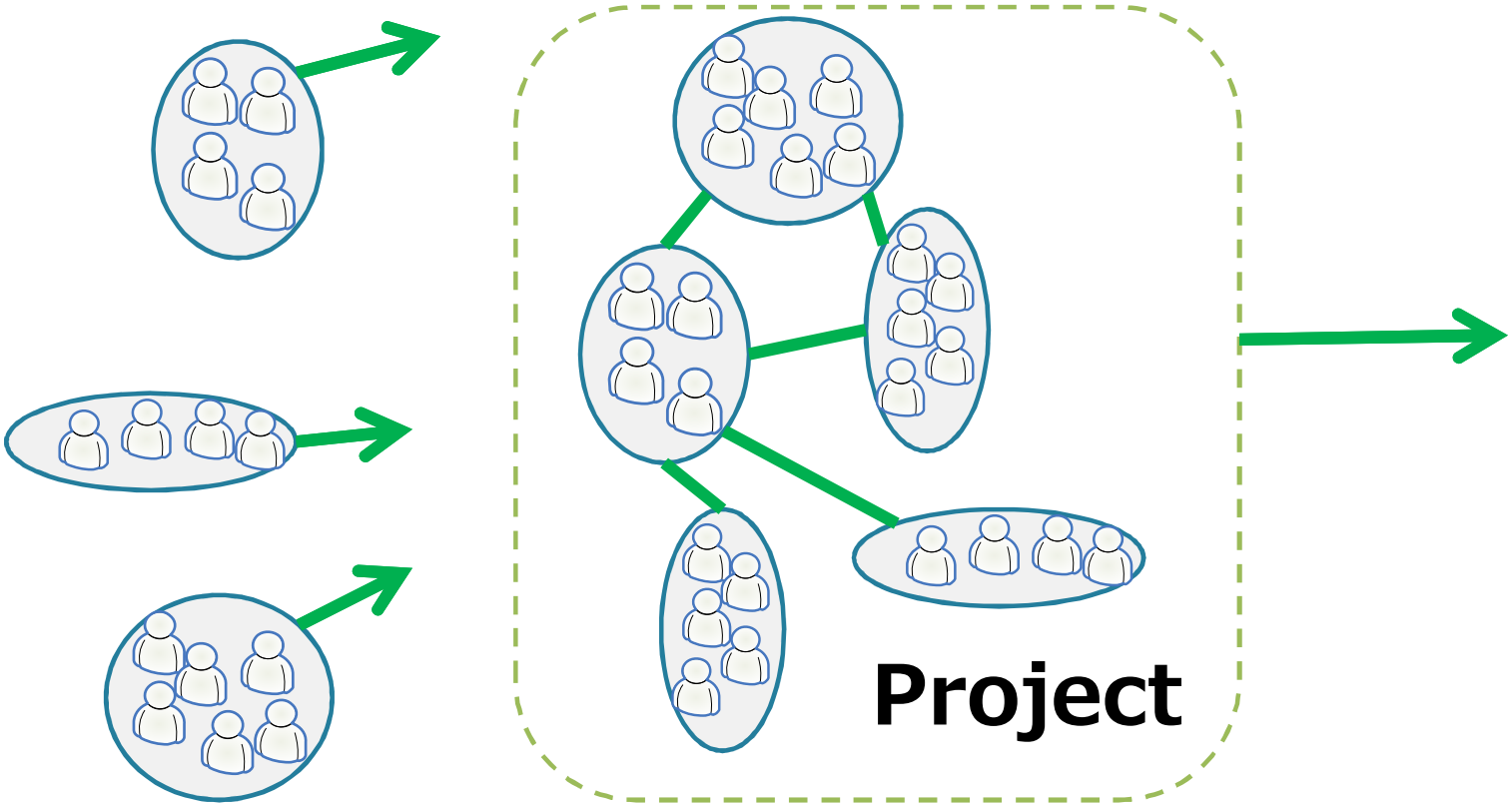
Autonomy vs. Alignment



OKR

Objectives & Key Results

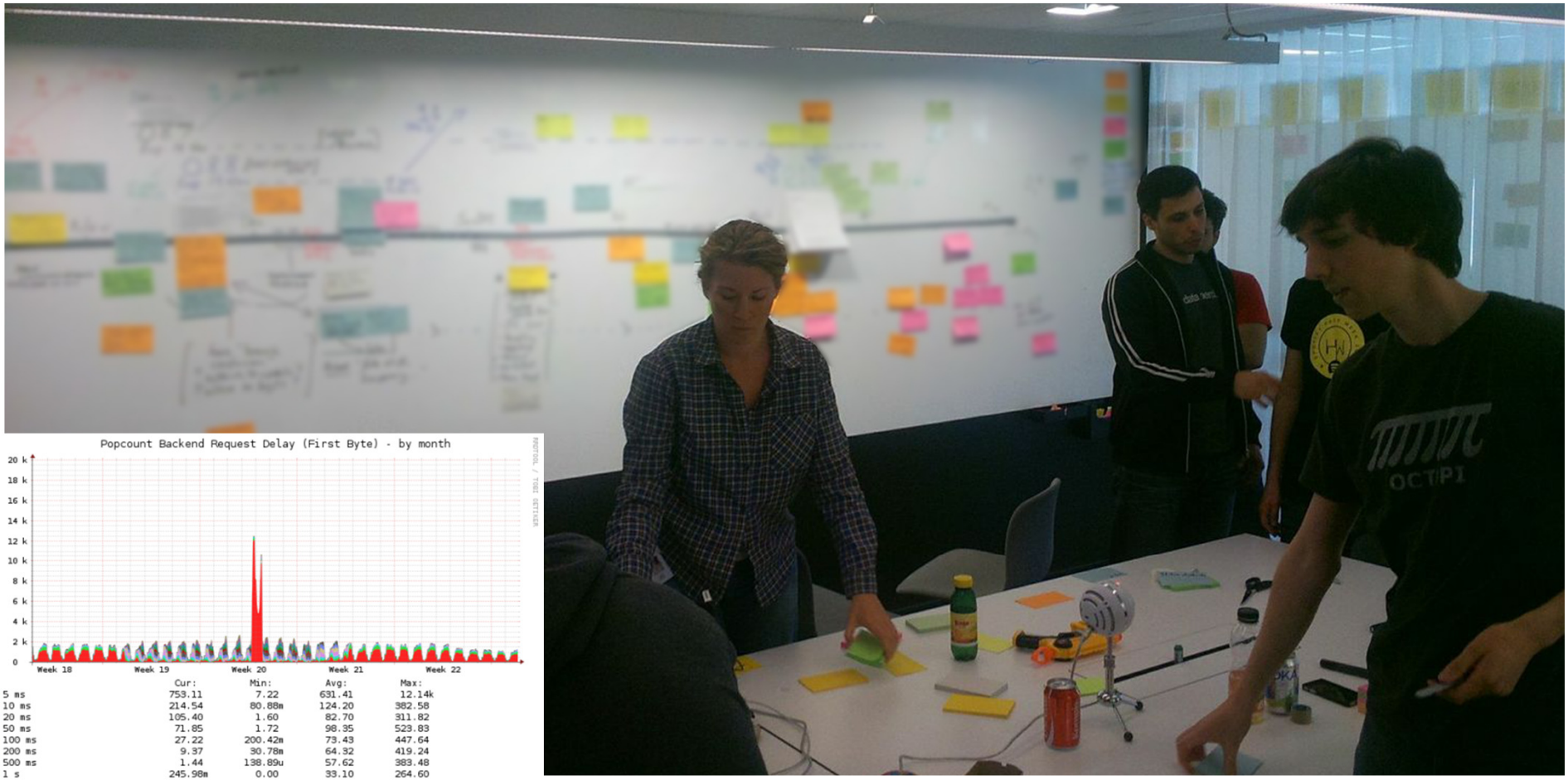
Projects

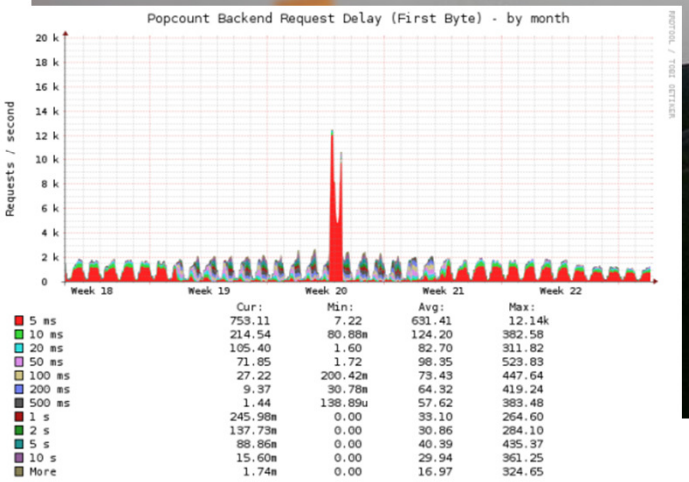


Experiments & Concepts

Hack days

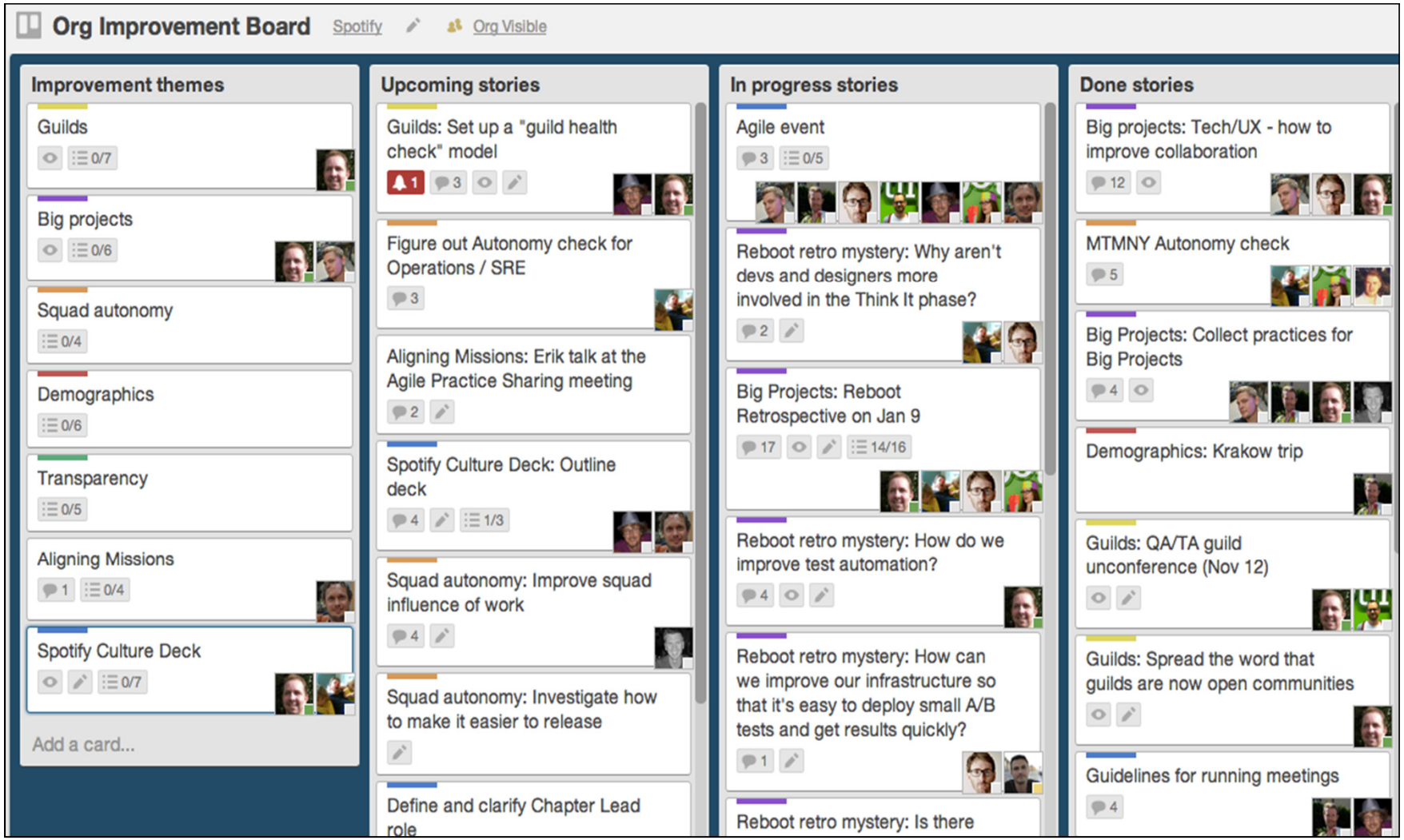
Public Post-Mortems

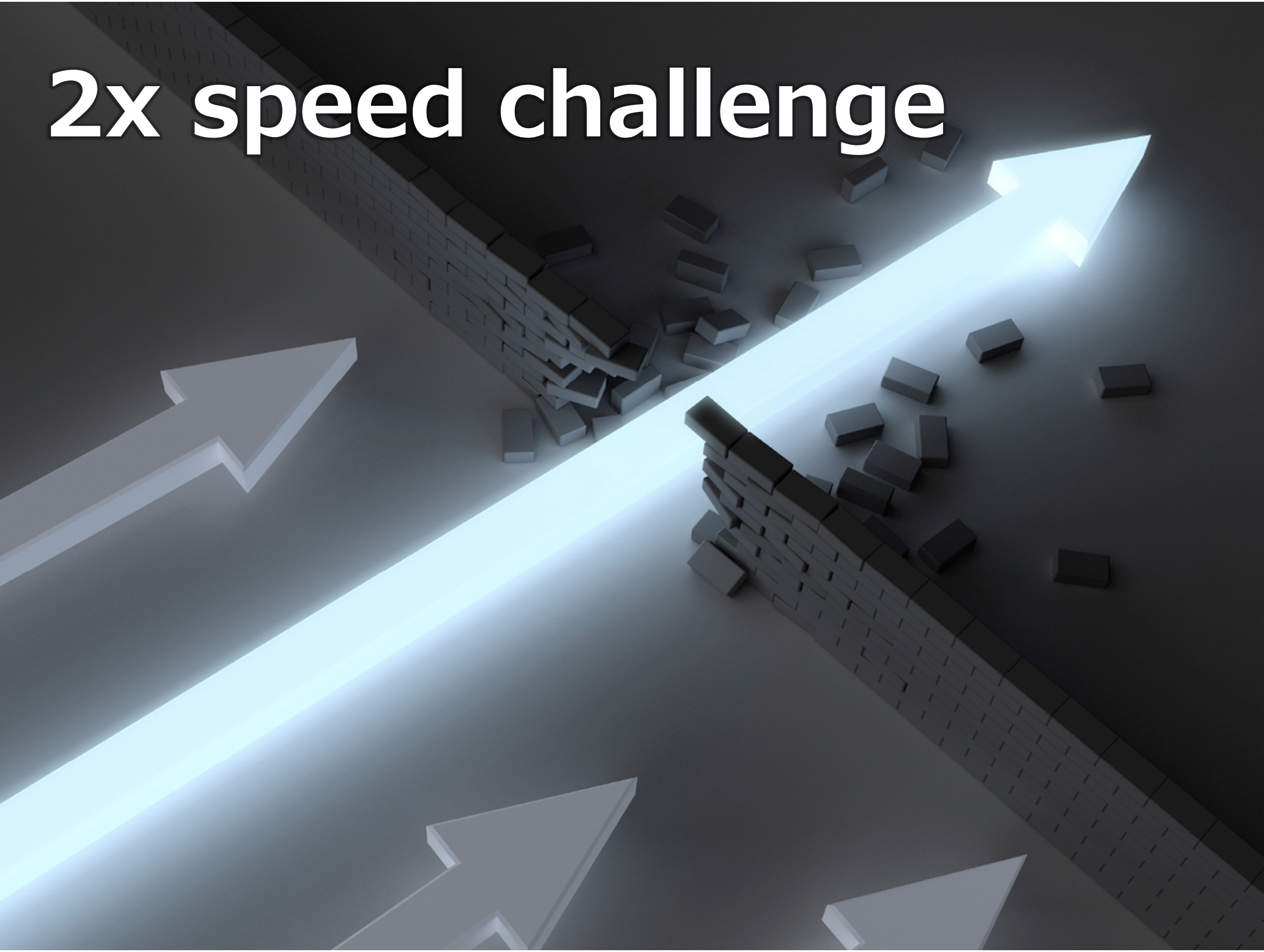




Add-Ons

Improvement




2x speed challenge

"If Things Seem Under Control, You're Not Going Fast Enough"

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Read more:

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Don´t show