



Case Study: Agile in Nearshoring, Customer view

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November 10, 2009

Protecting the irreplaceable | f-secure.com



“MY LIFE IS ON MY COMPUTER.
EVERYTHING, AND I MEAN,
EVERYTHING.”

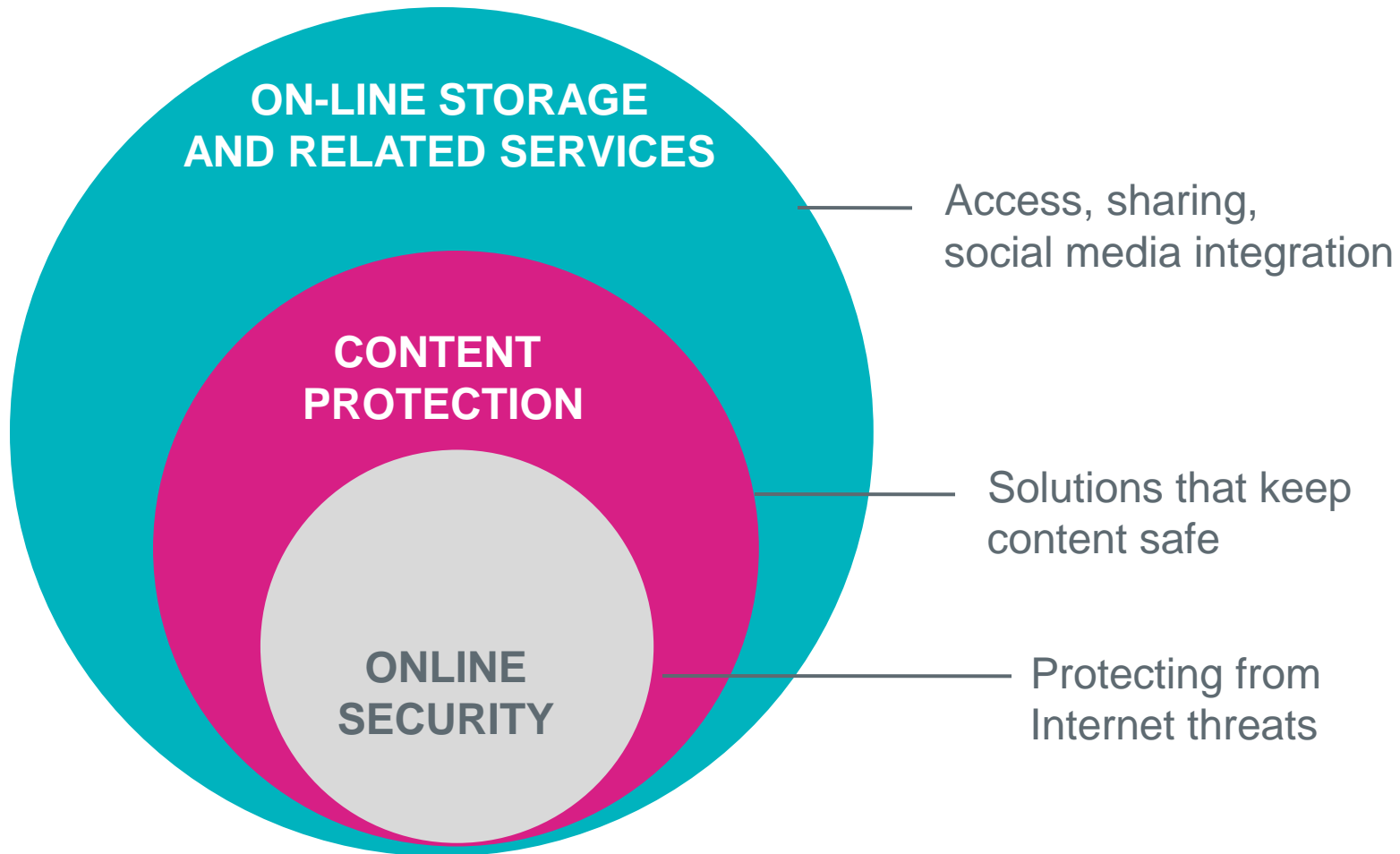
JOANNE / ACCOUNTANT / 28 YEARS OLD

Our promise,

‘Protecting the irreplaceable’ captures
the essence of what we do.

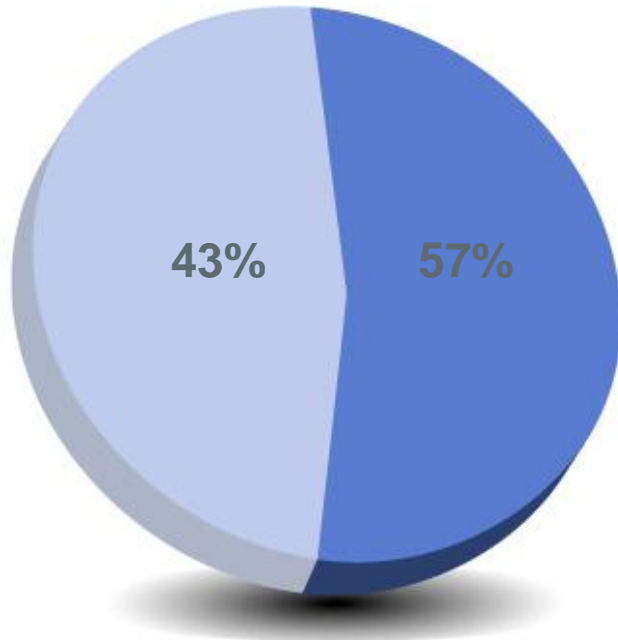
We want to protect our customers’ valuable
digital content across devices and access
– now and in the future – as our customers’
needs and technologies evolve.

Growth opportunity building on security



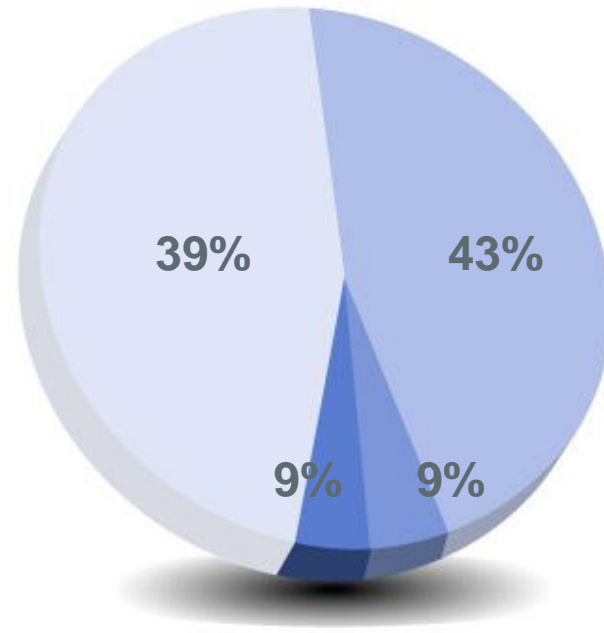
Key Figures 2008

Business Mix 2008



- Operators
- Other Channels

Regional Revenue Split 2008



- Nordic Countries
- RoE
- North America
- RoW

Key Figures 2008

Market Capitalization **293 M€ ***

Revenues **113 M€**

Operating Profit 2008 **24.3 M€**

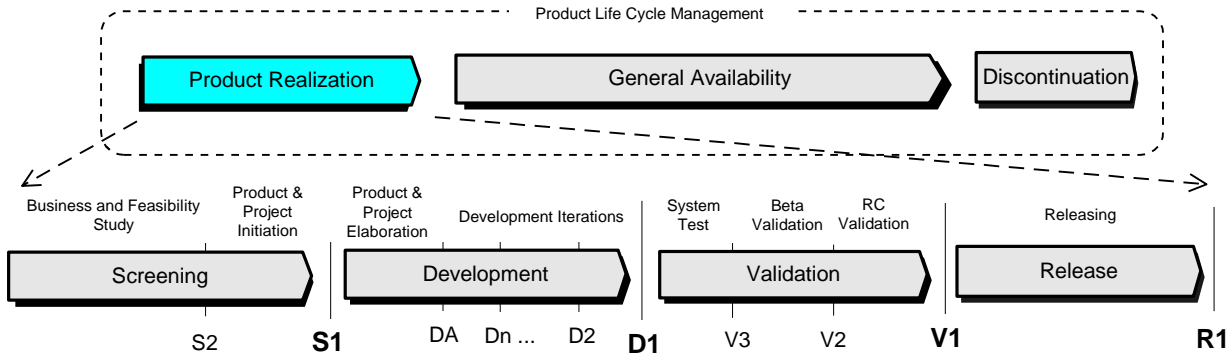
Staff **720**

*At the end of 2008

Our vision

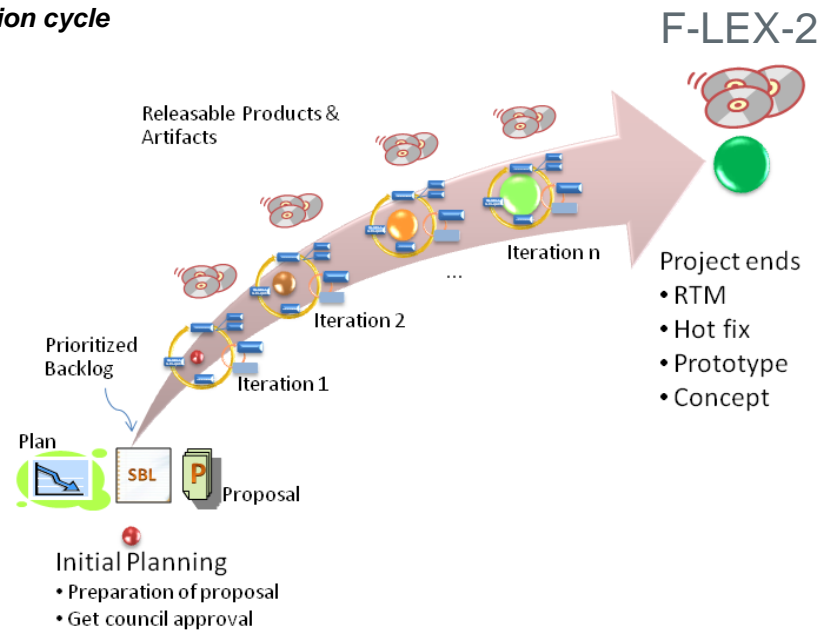
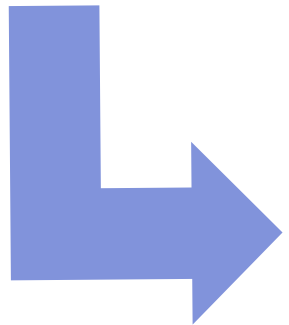
The leader in value-added services
protecting and enhancing connected life

F-Secure Development Process Change



FPRP – F-Secure Product Realization Process

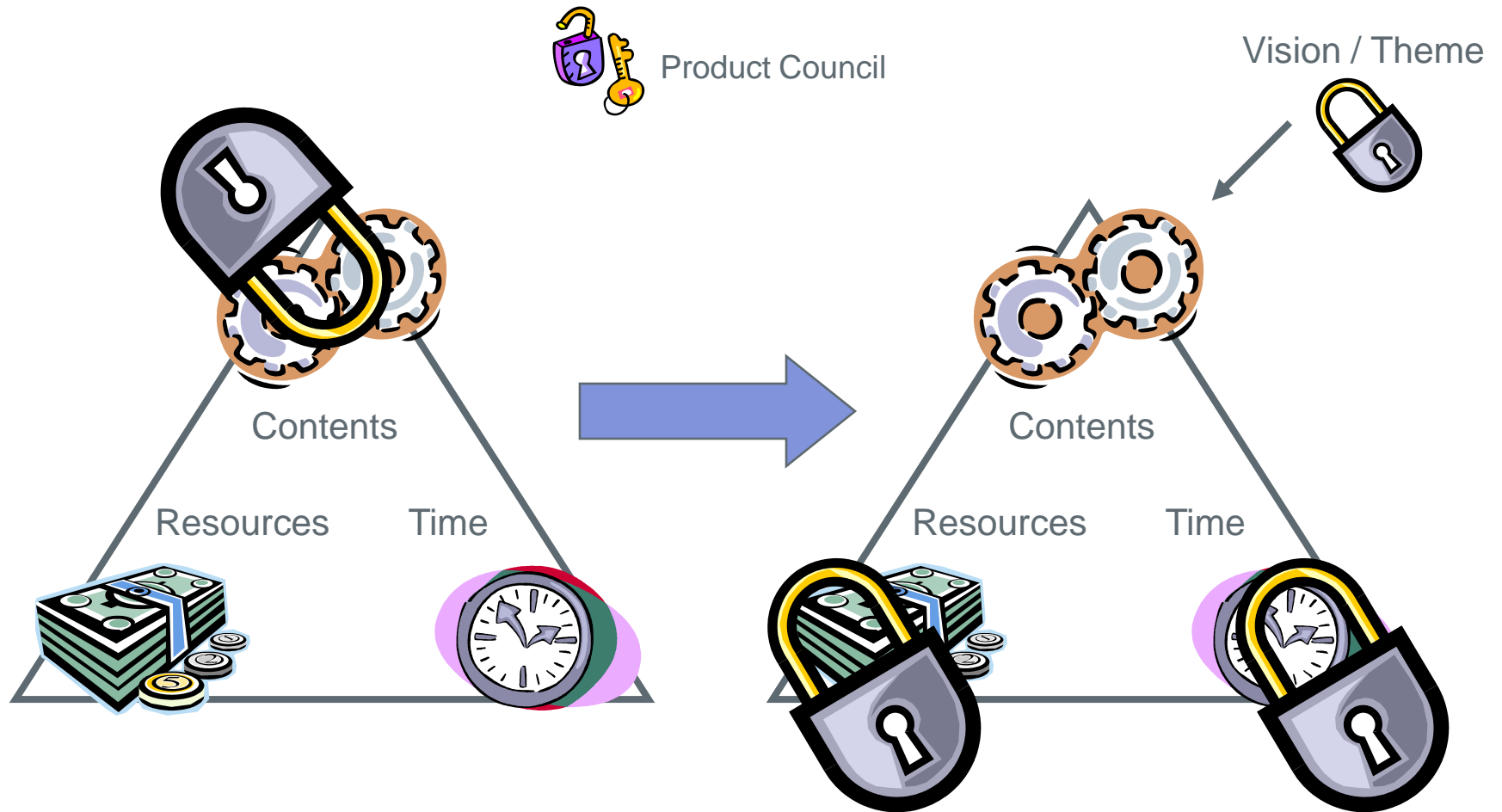
Product life-cycle and product realization cycle



Principal Problems in the Old Model

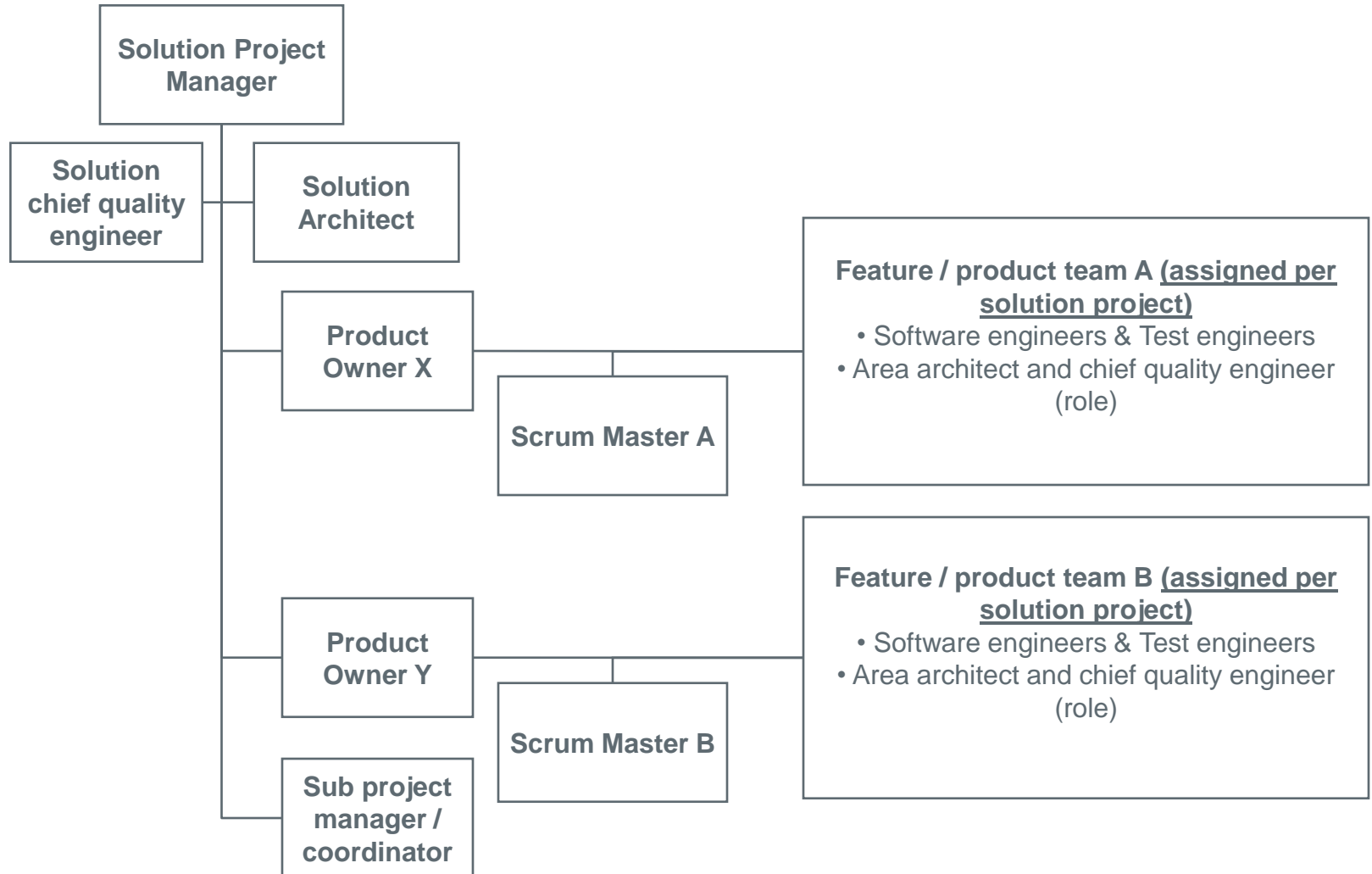
1. “Frozen requirements” changed continuously
2. Heavy planning and documentation throughout the development
3. Workload for change management grew exponentially towards the end of the project
4. 90% done syndrome
5. Validation phase was always much longer than planned despite of vast automation

Budget & Theme Driven Projects



Goal: Define the rythm of operations and ease planning

Solution Project Structure



Solution Project Metrics

Value Delivery

Measuring the value of the software delivered to customers during the measurement period (e.g. 12 months)

Efficiency

Measuring the R&D organization in meeting its current deliverables, productivity, revenue, and cost targets

Quality

Measuring the quality of the product as determined in the customer's environment

Agility

Measuring the ability of the organization to improve and meet the future performance objectives

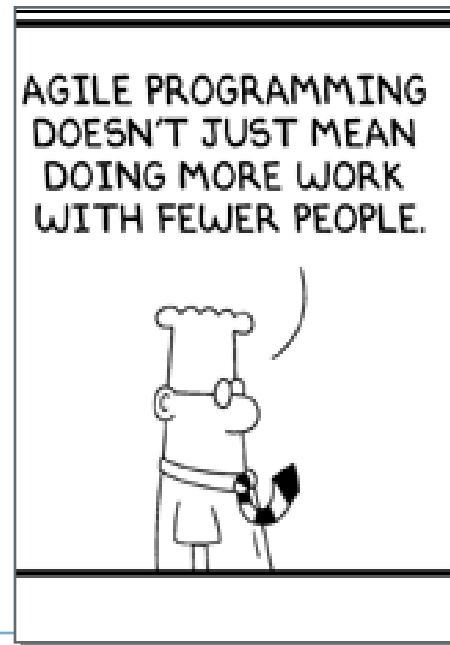
Source: Dean Leffingwell's "Scaling Software Agility"

Benefits gained so far

1. Working culture is changing
2. Resources and schedule are fixed, the scope is not
3. Much better visibility: to strategy, operations and projects
4. Monthly releases
5. Set-up cross functional teams (feature teams)
6. Improved continuous integration
7. Multi-site, large projects (Multi-projects and multi-products synchronisation)
8. ...

Key Learnings

1. There is no single agile software development process to be taken into use off-the-shelf.
2. There are several different ways to adopt and deploy Agile methods.
3. Agile methods are far from ready: There are lot's of enhancement areas in Agile methods





Protecting the irreplaceable

