

# Projects to Investment Themes

**Paul McCormick**

Head of Technology at SkyBet  
*Sports Betting and Trading*

# *Ladbrokes*

4 releases a year to:

90+ a week in 15 years



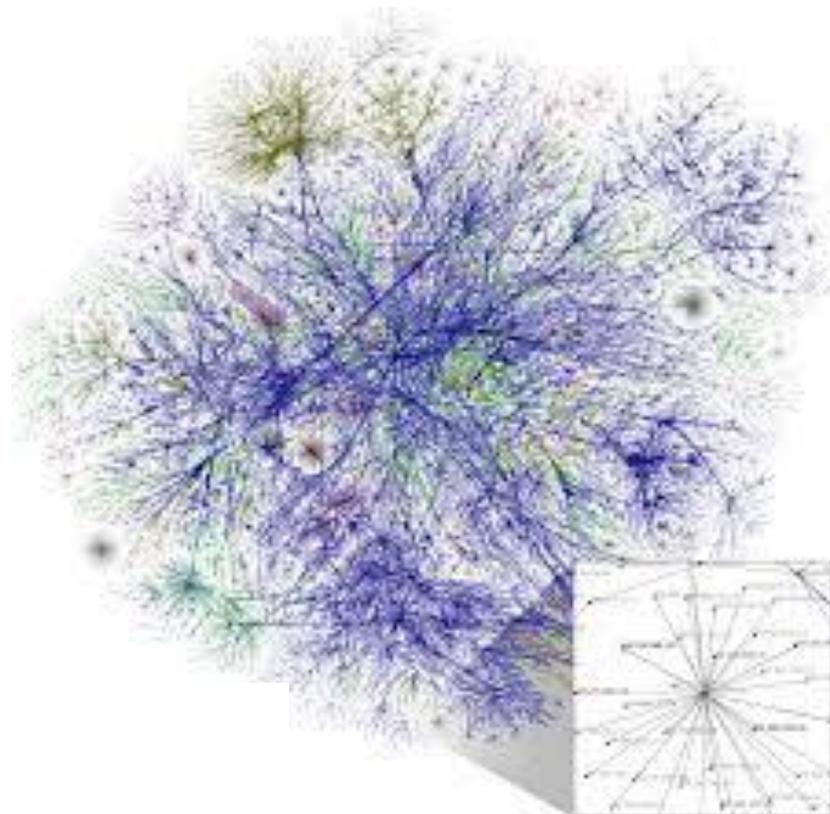
**LITTLEWOODS**



**BUZZ SPORTS®**



# The SkyBet way

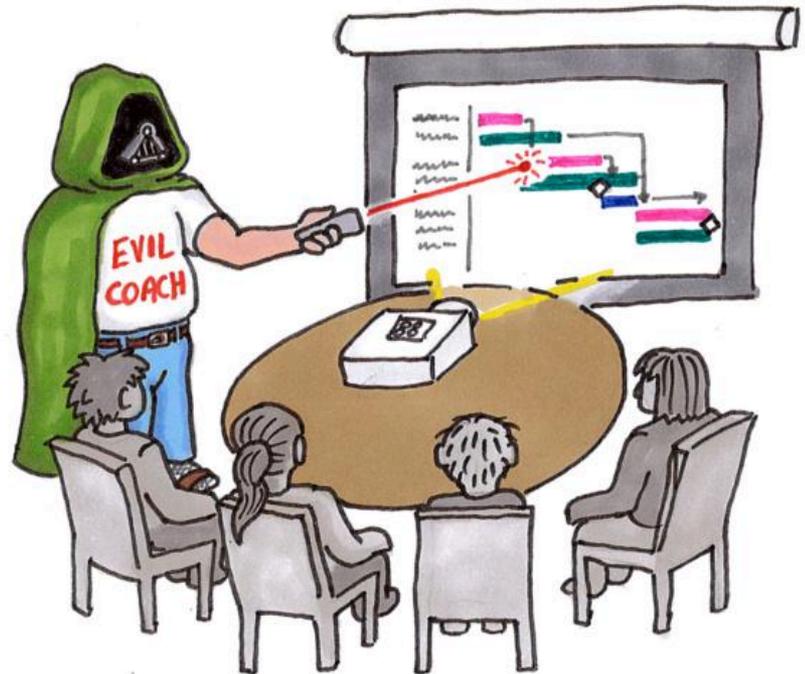


# Projects drive the wrong behaviour

- They look at end dates and costs as success
- Who owns the software when it finishes?
- Where is the incentive to build quality?
- Service Transition is viewed as a one-time gate



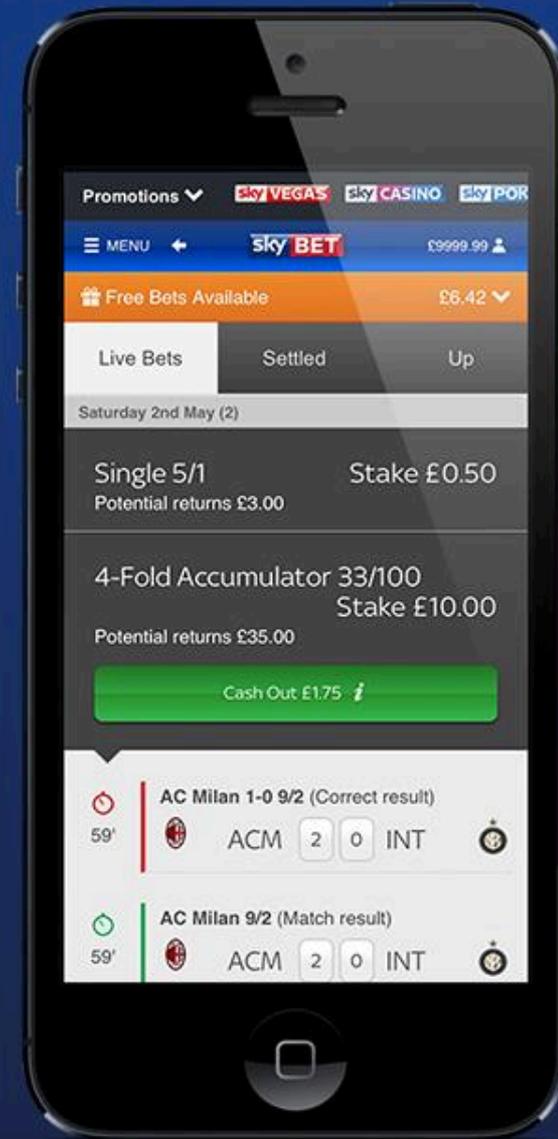
Every try to stop a project?



**WORKED FINE IN  
DEV**

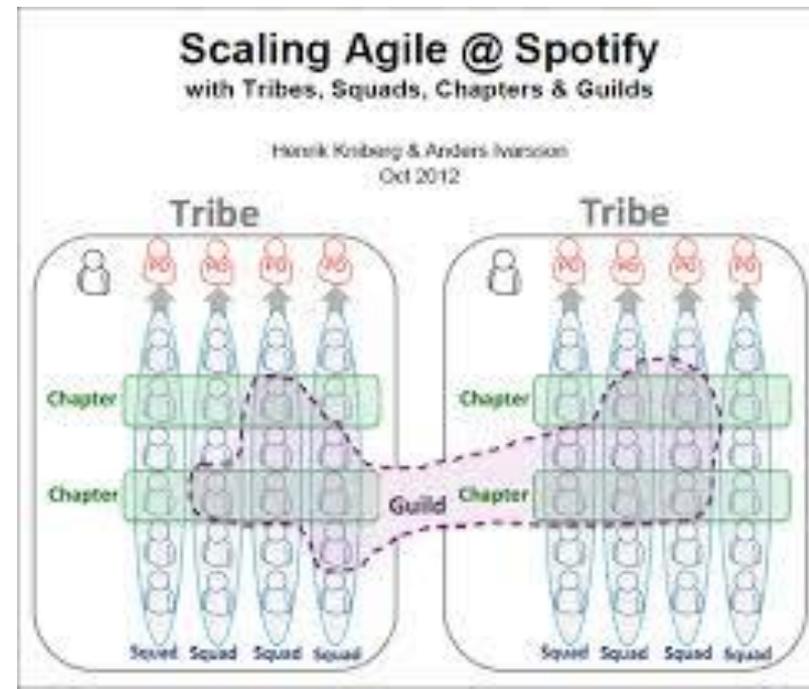
**OPS PROBLEM NOW**

Passionate about the development of teams that create amazing software products

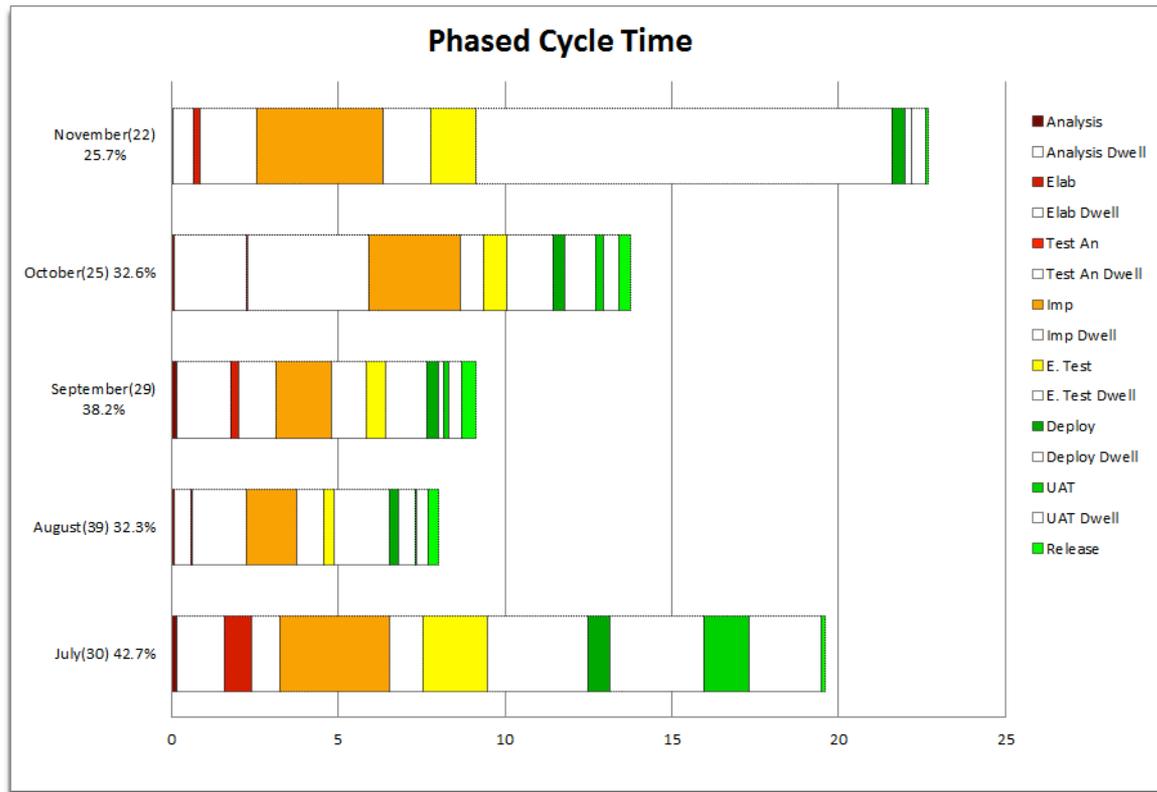


# How did we start to move away?

1. Understand your circle of influence
2. Started with a single squad/team
3. Create a stable / consistent team
4. Empower that squad/team to have full responsibility
5. Start recording data & metrics



# Focus is on keeping the work busy not people busy



# Data and statistics

## Examples from single Squad in one Tribe over a 6 month period

Percentage of time the work is in progress:

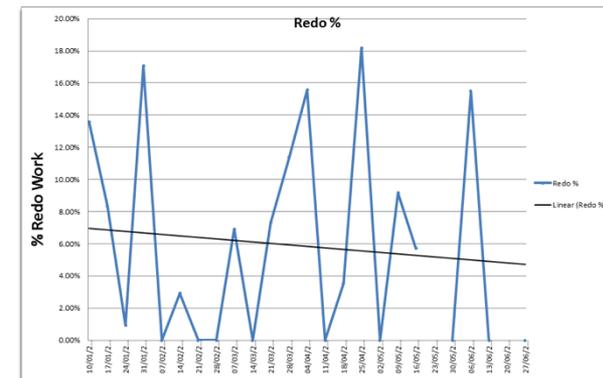
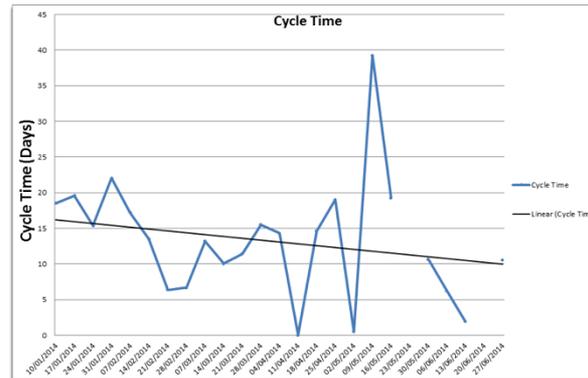
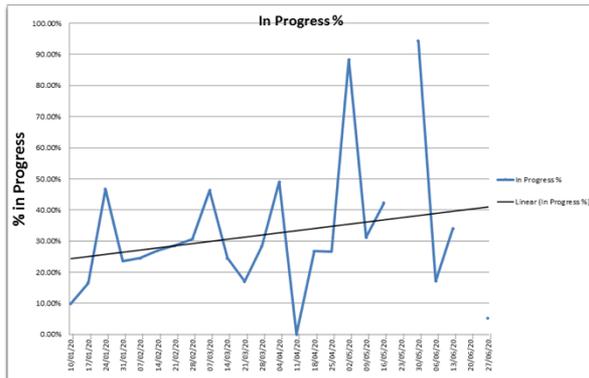
**25% to 41%**

Mean time to market for individual work tickets:

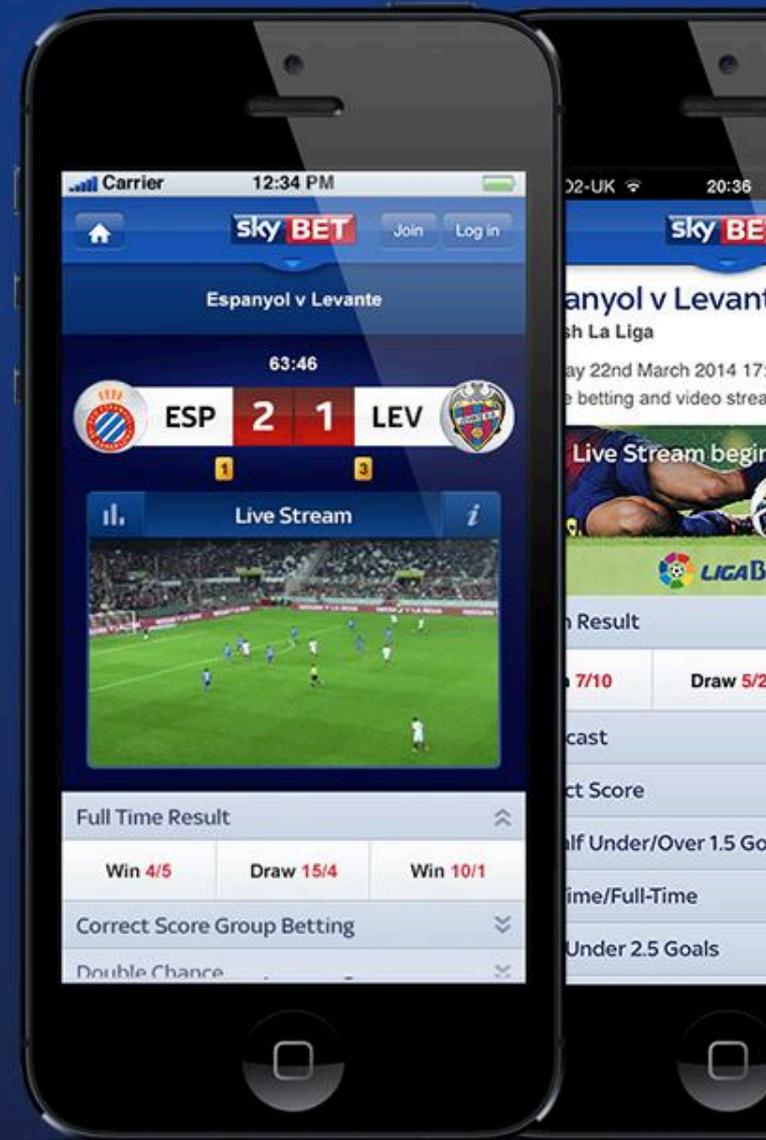
**17 days to 10 days**

Percentage of time the work moves backward:

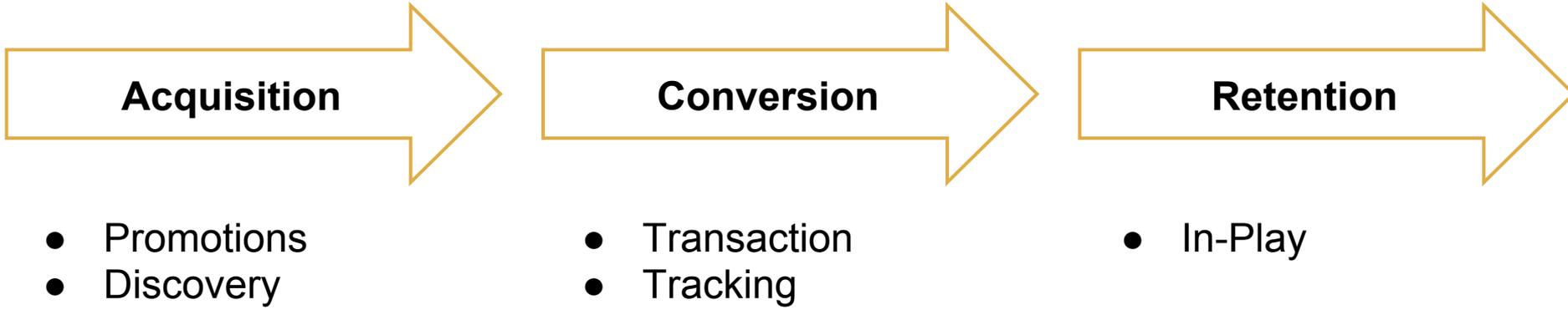
**7% to 5%**



So let's do this on a bigger scale - circle of influence is bigger now



# Project teams to feature teams



## Acquisition

- Promotions
- Discovery

## Conversion

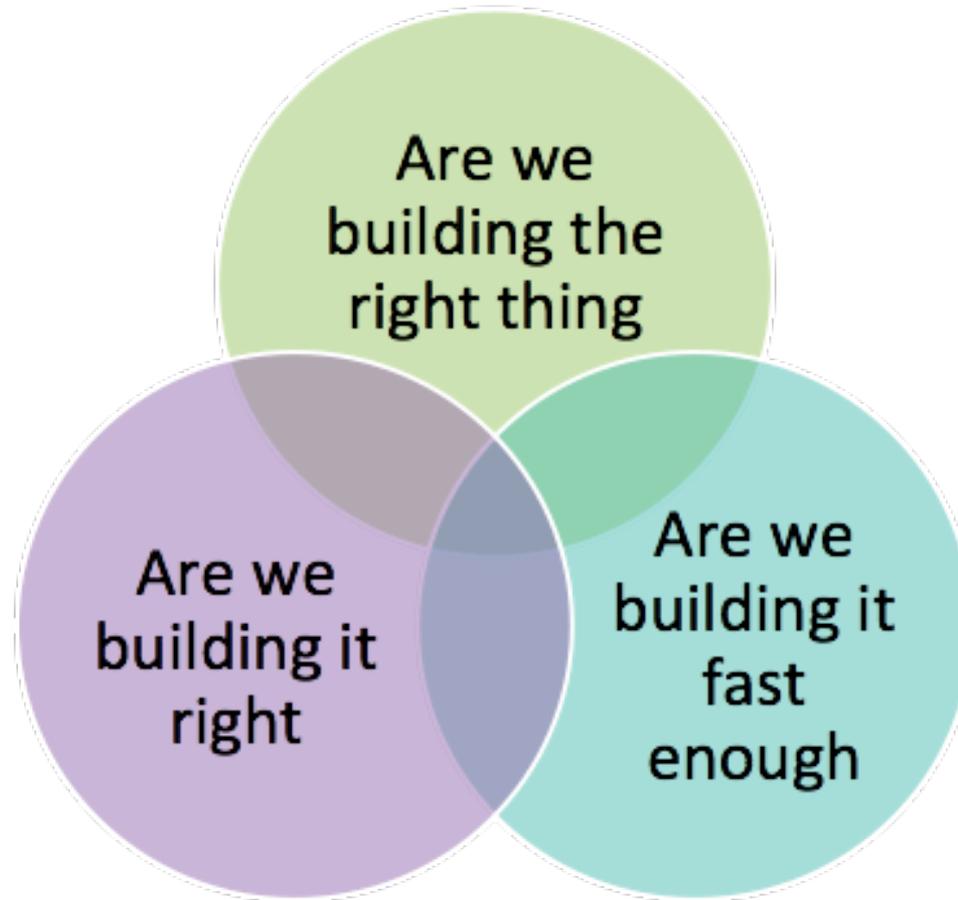
- Transaction
- Tracking

## Retention

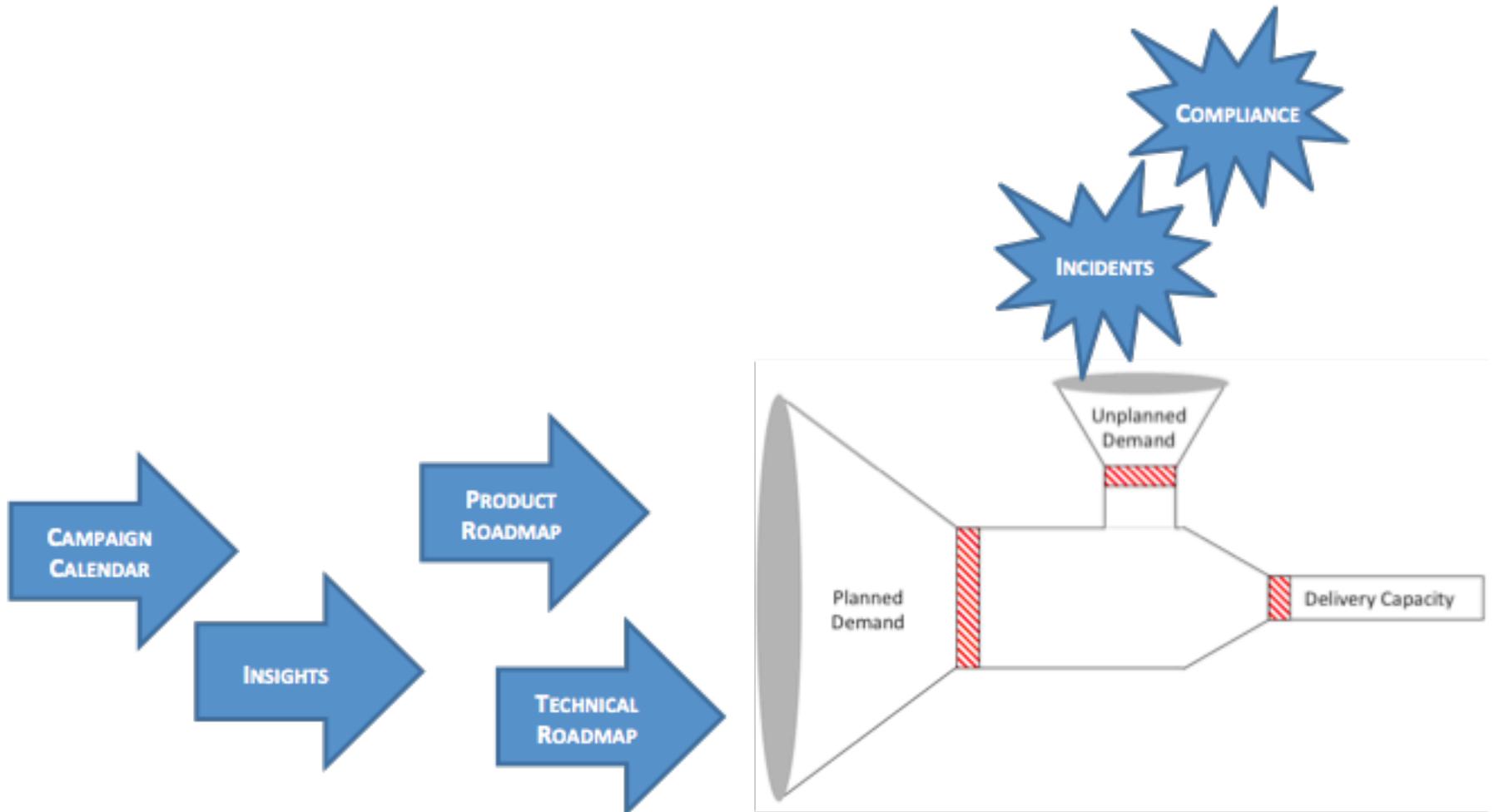
- In-Play

1. Focused around the Customer Experience
2. Realise there is no PERFECT setup
3. Empower that squad/team to have full responsibility
4. Start recording data & metrics
5. Establish new value based framework

# New Value Based Framework



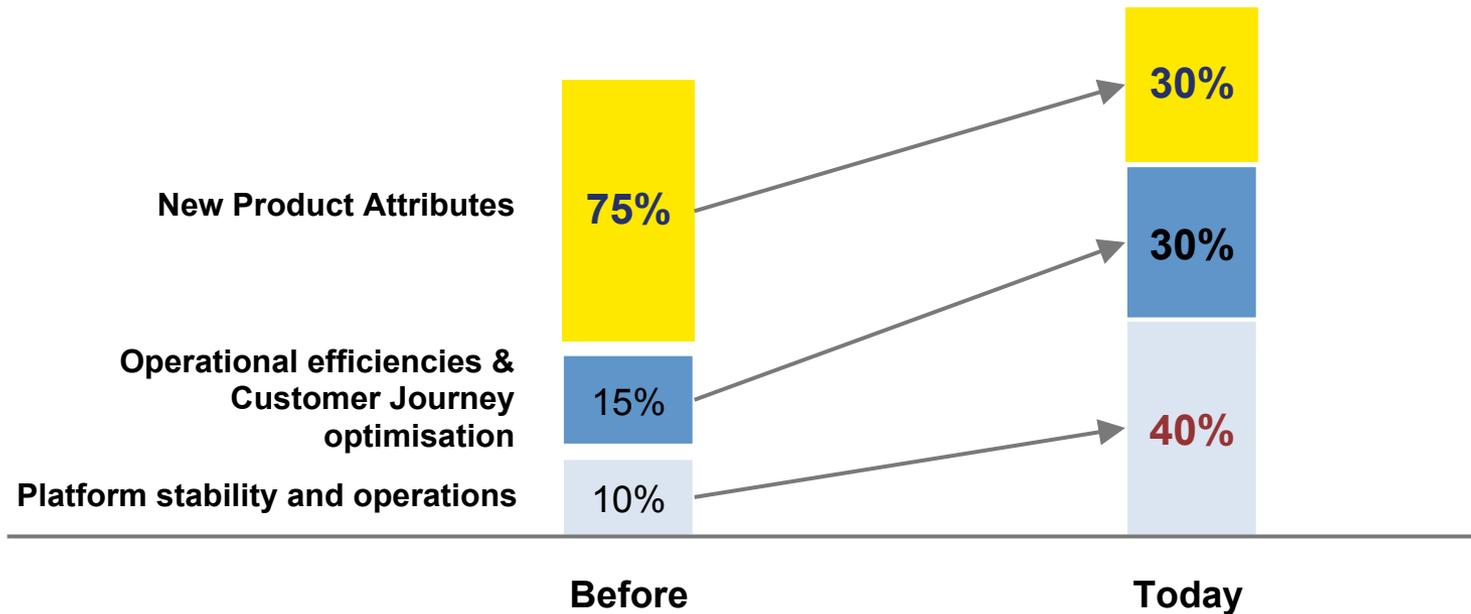
# Funnel Flow: Classes of Service



# Portfolio Investment Themes

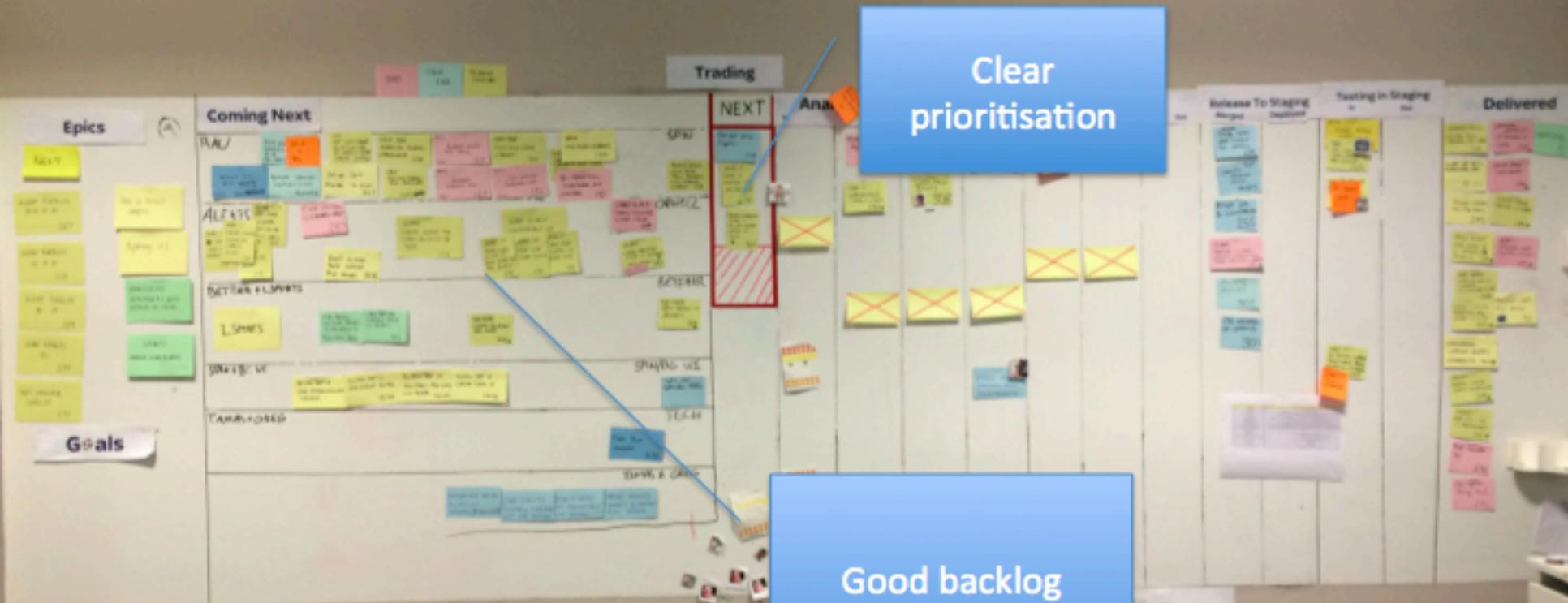
Technology Spend

Getting a balanced investment within Tribe





# Squad board - after



# Programme Investment Themes

Squads - Value Streams		Backlog	Next	Team	Investment	Output	Validation
	Squad 1			MY Squad CRM P&P OPS			
	Squad 2			Squad			
	Squad 3			Squad			
	Squad 4			Squad			
3rd parties	Squad 5			Squad			
	Squad 6			Squad			

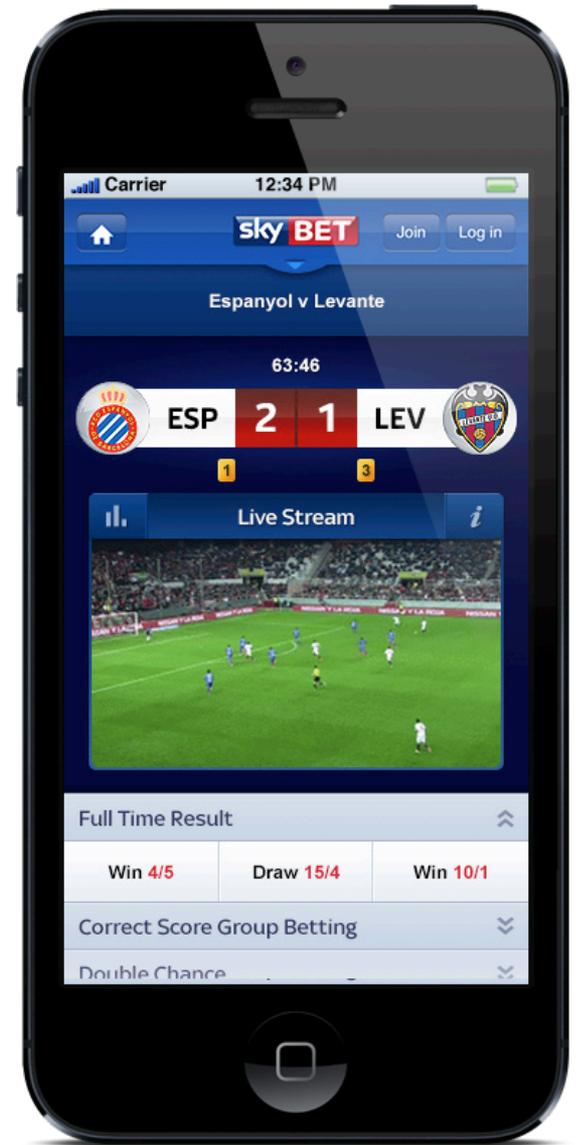
# Work Investment Themes

1. Create problem statement
2. Hypothesis
3. Goals
4. Staged investment model

**What is the total cost?**



# So what's next for Sports Betting and Trading at SkyBet?



# Site Reliability Engineering



The worlds most intensive pit crew

SkyBet we're hiring!

sky BET

sky POKER

sky VEGAS

sky BINGO

Do you think you can work with the best?