

打造跨国敏捷研发团队 的高效协作和交付

申导 Jacky

重庆 敏捷之旅 2017

- **Jacky Shen**, Senior Agile coach, Certified Scrum Trainer (CST) and Certified Team Coach (CTC) of Scrum Alliance. Started to practice Agile & Scrum since 2007 in MNCs. Started to help enterprises for agile transformation with coaching-style leadership since 2013.
- 申健(**Jacky**)，创新产品研发咨询顾问、培训师、资深敏捷教练。全球首位获Scrum Alliance的CST培训师和CTC教练双导师认证。在大型跨国企业从事十多年研发和团队管理工作，2007年开始敏捷实战，2013年开始结合教练式领导力和敏捷工程实践辅导国内外众多企业客户进行敏捷转型。
- www.JackyShen.com
- [@Jacky Shen](#)
- www.linkedin.com/in/shenjacky/
- @申导
- JackyShen@UPerform.CN



- 全新的银行跨国团队
- 全新的敏捷开发方式
- 全新的移动金融产品

现状

destiny - Revision 86428: /

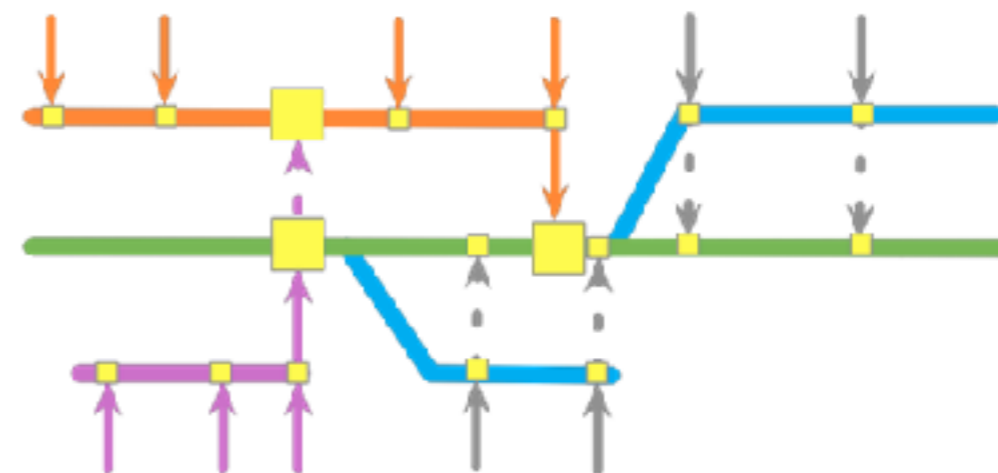
- /
- -AMIVR-1 S/
- -AMIVR-MY/
- -AMIVR-SG/
- -AUDIT/
- -BASE/
- -CN/ ←
- -CN-BASE/
- -CN-LIB/
- -CN-WS/
- -CNP/
- DDRPT_P2_v1.00/
- -EE/
- GLA/
- -GSC/
- HK/
- -HK2/ ←
- IBANK/ ←
- -IBANK_P2_PK_v2.00/ ←
- IN/ ←
- -INDONESIA/
- JERSEY/
- -LIB/
- MOBS/
- -MVP_P2_v1.00/
- MY/ ←
- -ORR/
- OST SG/
- -OTP/
- -PK-PIN-MAILER/
- -PSC/
- -QC/
- -SAS/
- -SG/
- -SG2/ ←
- -UNDERGROUND/
- -WS/

- 不同的国家在页面体验、业务逻辑、关联系统有所不同
- 不同团队维护不同的项目分支



基于分支的开发模式

- 好处:
 - 每个团队可独立地开发，互不影响
- 坏处:
 - 重复意味着浪费
 - 维护成本上升
 - 引入人工错误
 - 给测试留的时间少

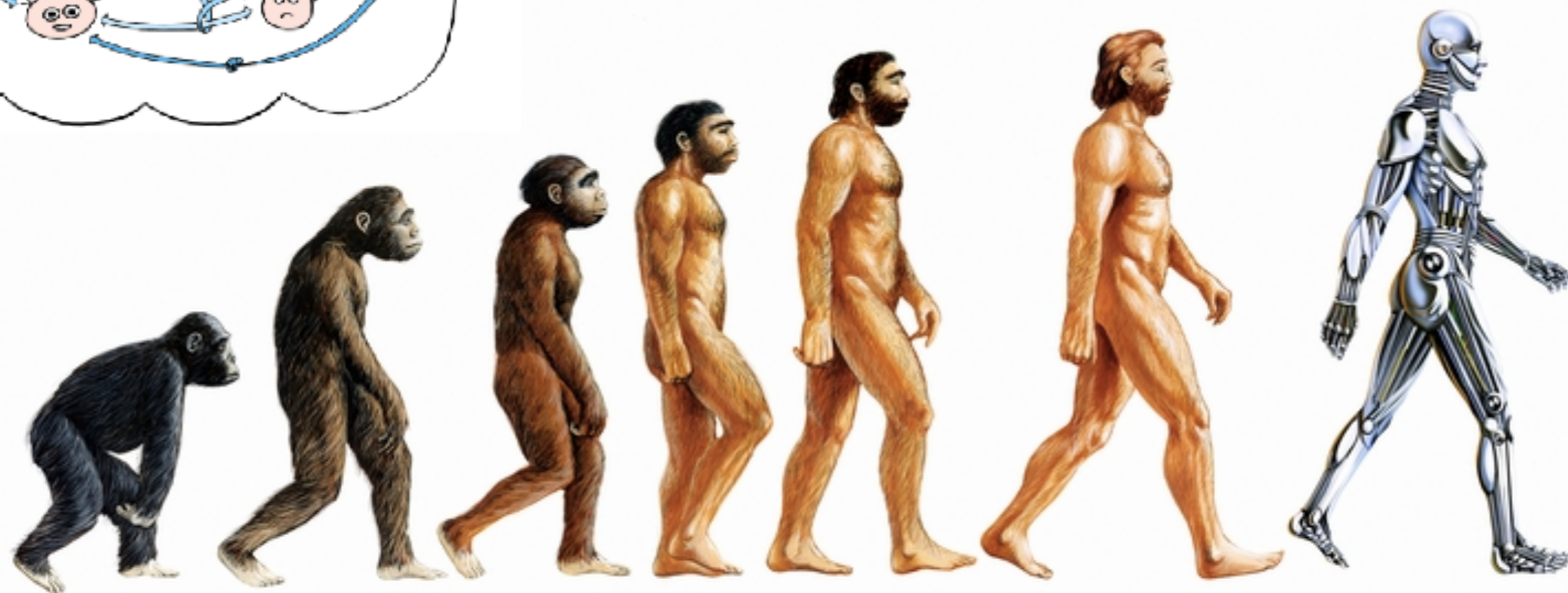
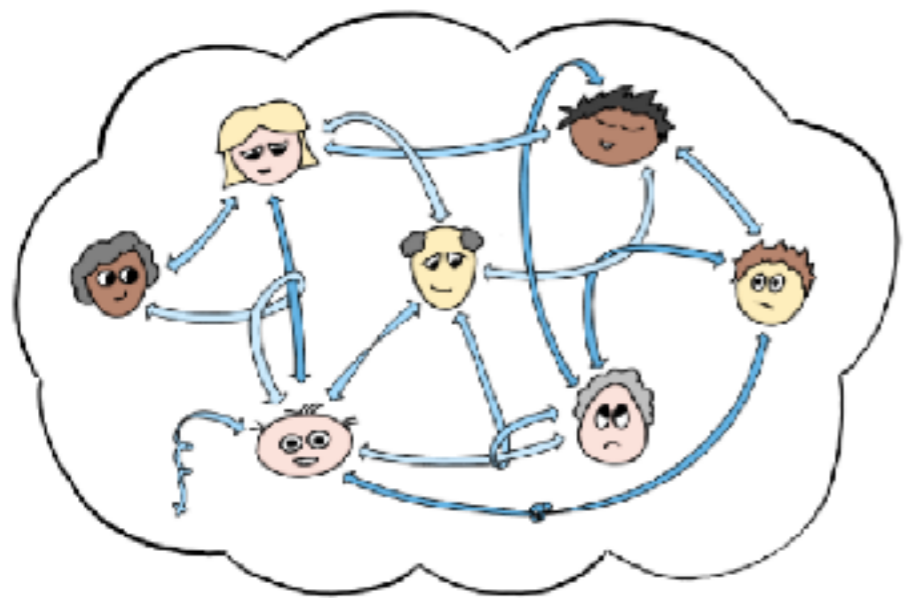


新一代手机银行的目标

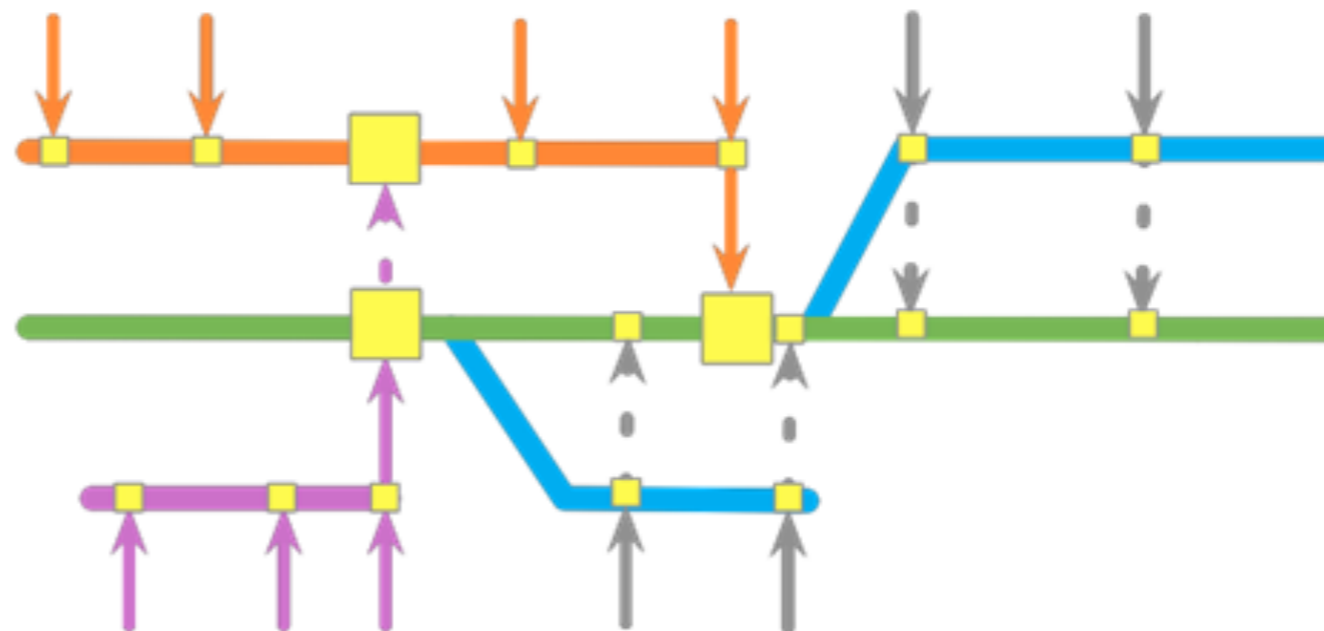
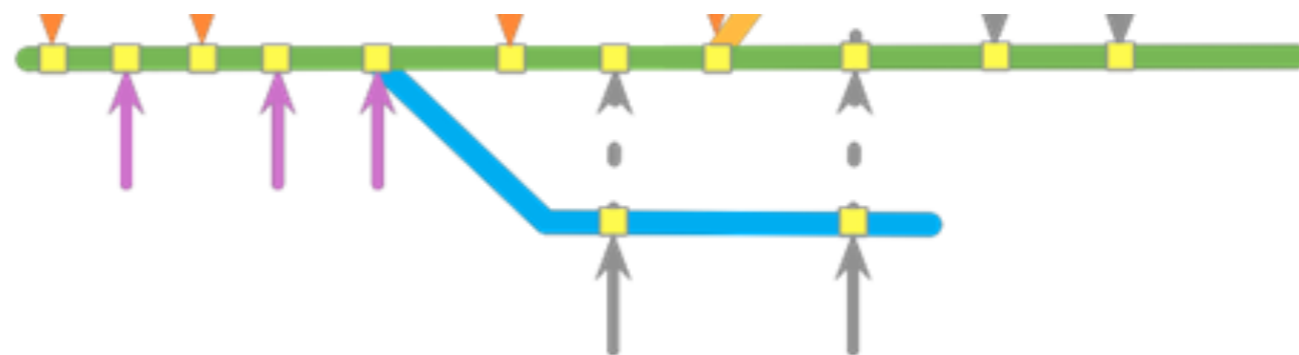
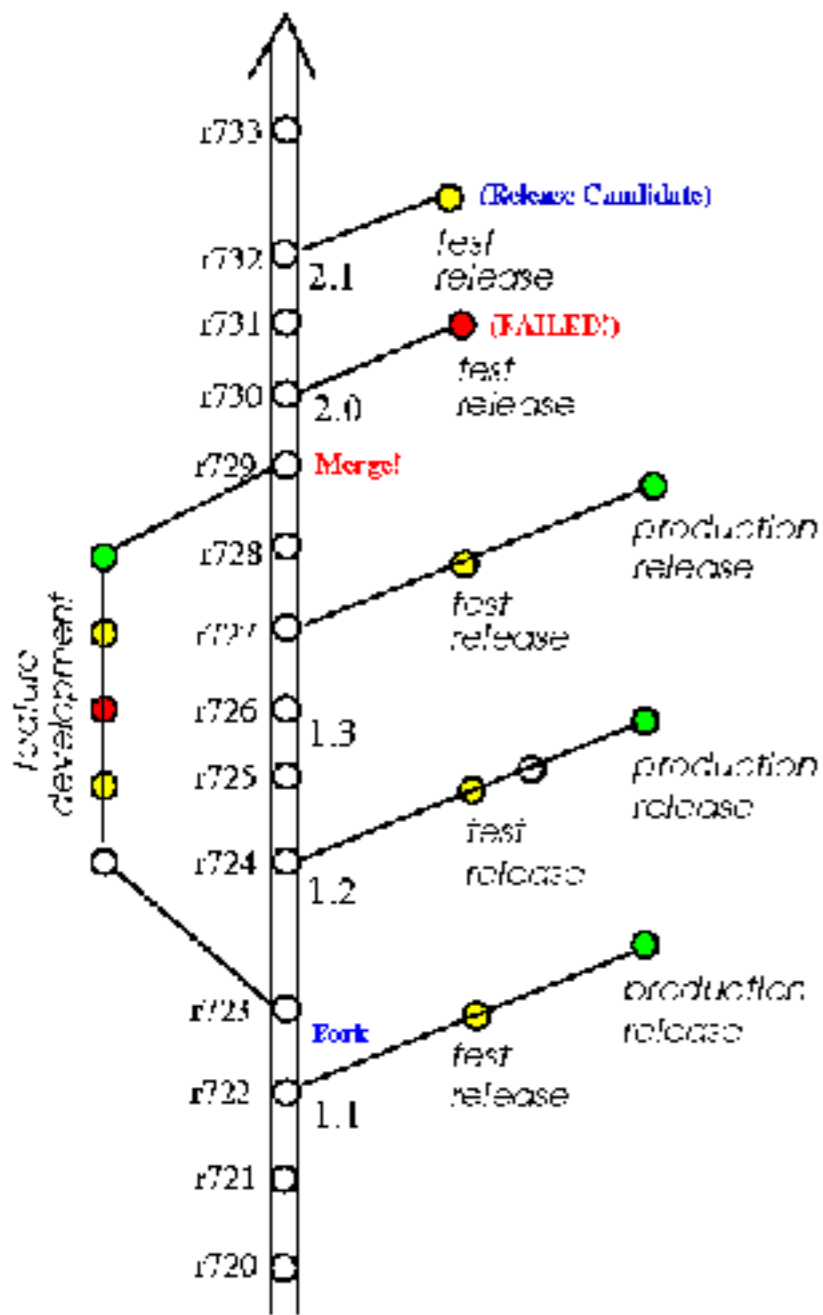
- 统一不同市场的产品体验
- 快速交付
- 降低已有项目的维护成本



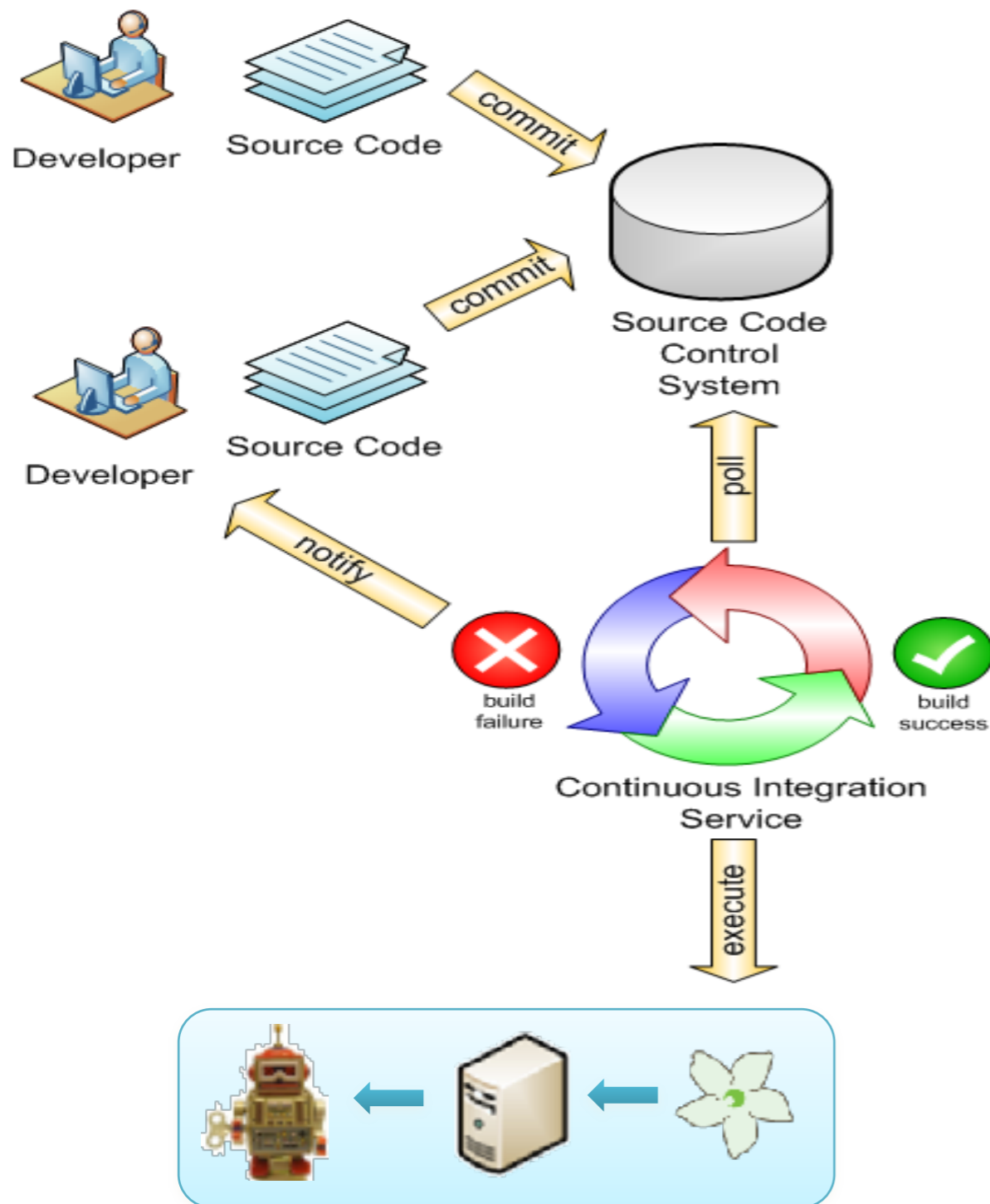
1.1 策略-涌现式设计



1.2 策略-基于主干开发



1.3 策略-持续集成



- Lint
- Unit test <5秒
- Aggregate
- Compile templates
- Copy
- Compass <15秒
- *Uglify*

2.1 架构-以抽象模拟分支

```
graph TD
    API[API] --> AccountHistory[Account History]
    API --> Transfer[Transfer]
    AccountHistory --> HK1[HK]
    AccountHistory --> IN1[IN]
    AccountHistory --> CN1[CN]
    Transfer --> HK2[HK]
    Transfer --> IN2[IN]
    Transfer --> CN2[CN]
```

```
App.PublicLoginController.reopen({
  callback : function(e) {
  }
});

App.PublicLoginController = App.BaseController.extend({
  prepareController : function(){
  },
  verifyInputs : function(userNameVal, passwordVal,
  },
  verifySpecialCharacters: function(userNameVal, pas
  },
  submitLogin: function() {
  // console.log(e);
  },
  callback : function(e) {
  },
  _clearInput : function(){
  },
  checkMaintenanceStatus: function (response){
  },
  showNotificationDetails: function (){
  }
});

App.AccountTransactionFK = App.TransactionFK.extend({
  amount: function () {
    return this.hasOwnProperty('depositAmount') ? Math.abs(this.depositAmount) : this.property('depositAmount', 'withdrawalAmount');
  },
  decorate: function() {
    return [
      {label: i18N.transfer.fxRateAmountError, value: 'Segment Fault'},
      {label: i18N.transfer.from, value: "200000001"},
      {label: i18N.transfer.amount, value: "1234.56"},
      {label: i18N.transfer.date, value: "2012-118T"},
    ];
  }
});
```

2.2 架构-提高可测性

```

jasmine: {
  common: {
    src: [
    ],
    options: {
      vendor: [
      ],
      specs: [
        'test/spec/*.js',
        'test/spec/common/**/*.js'
      ],
      junit: {
        path: 'test/junit',
        consolidate: true
      }
    }
  },
  india: {
    src: [
      'app/country/in/config_in.js',
      'app/country/in/**/*.js'
    ],
    options: {
      vendor: [
      ],
      specs: [
        'test/spec/country/in/**/*.js'
      ],
      junit: {
        path: 'test/junit',
        consolidate: true
      }
    }
  }
}

```

```

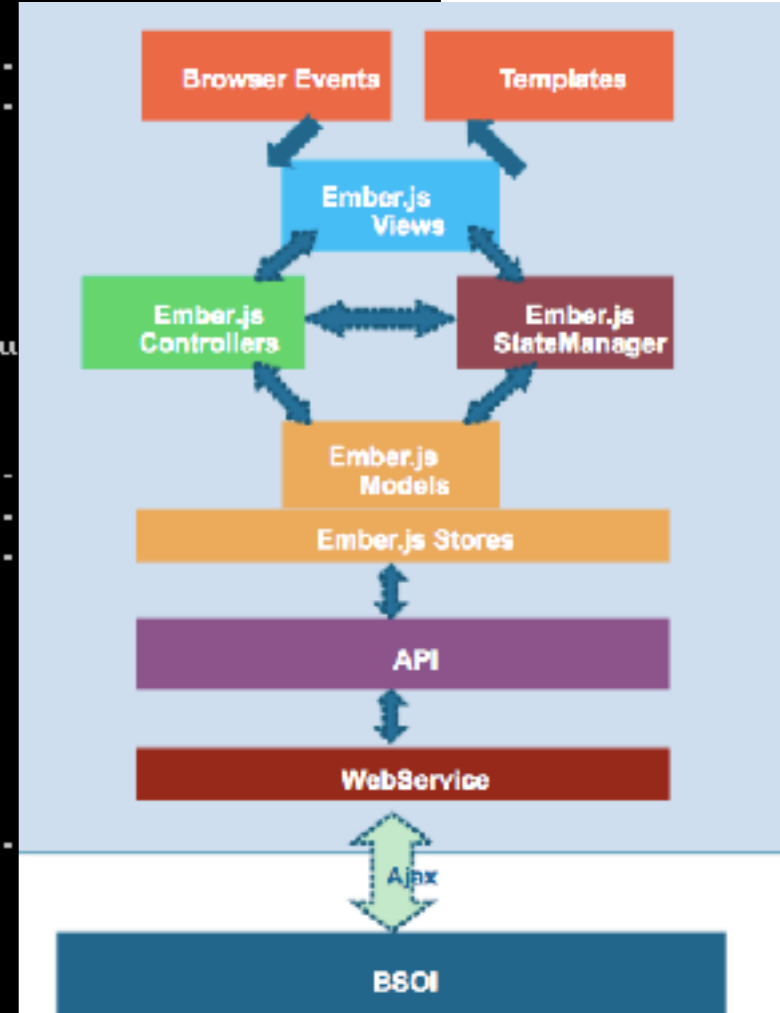
grunt --gruntfile Gruntfile-SG.js jasmine
Running "jasmine:common" (jasmine) task
Testing jasmine specs via phantom
.....
244 specs in 2.047s.
>> 0 failures

Running "jasmine:sg" (jasmine) task
Testing jasmine specs via phantom
.....
158 specs in 2.142s.
>> 0 failures
Done, without errors.

grunt --gruntfile Gru
Running "jasmine:common" (jasmine) task
Testing jasmine specs via phantom
.....
244 specs in 1.984s.
>> 0 failures

Running "jasmine:india" (jasmine) task
Testing jasmine specs via phantom
.....
71 specs in 1.684s.
>> 0 failures
Done, without errors.

```



2.3 架构-灵活构建

```
grunt
.registerTask(
  'aggregate',
  'Aggregate files of specific country and concat them as given orders.',
  function(countryCode, arg) {
    var config = null;
    if(arg !== undefined)
      config = grunt.config('aggregate')[arg];
    else
      config = grunt.config('aggregate')['default'];
    var target = null,
        separator = config.separator ? config.separator : '\n',
        srcdir = config.srcdir ? config.srcdir : '',
        destdir = config.destdir ? config.destdir : '',
        releaseDate = grunt.config('releaseDate');

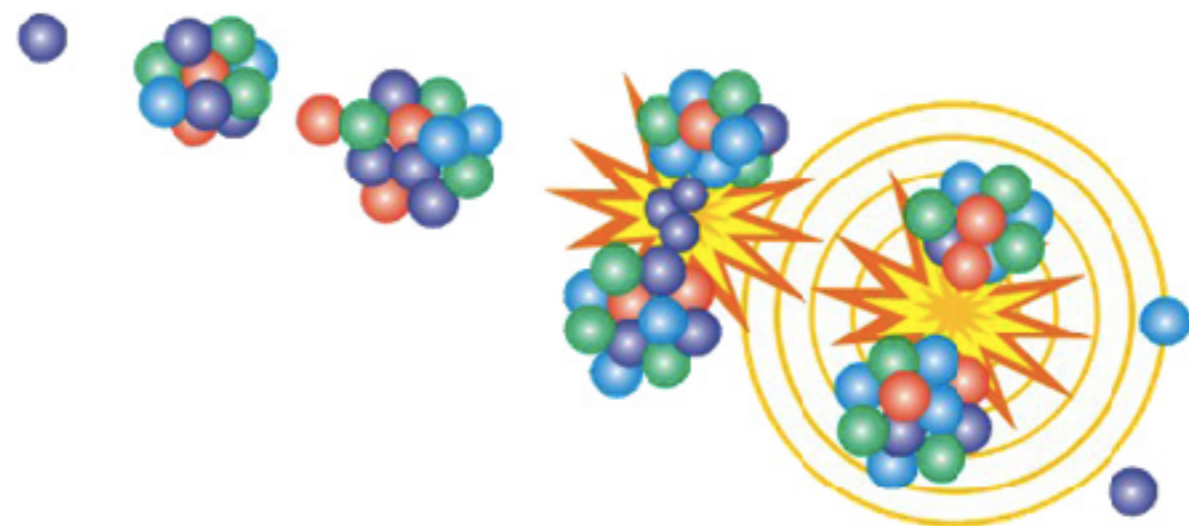
    for (var groupName in config.groups) {
      var group = config.groups[groupName];
      var dest = destdir + '/' + groupName + '_' + releaseDate + '.js';
      var fileList = [];

      for (target in group.src) {
        fileList = fileList.concat(group.src[target]);
        fileList.push(group.src[target].replace(
          'common', 'country/' + countryCode));
      }
    }
  }
);
```

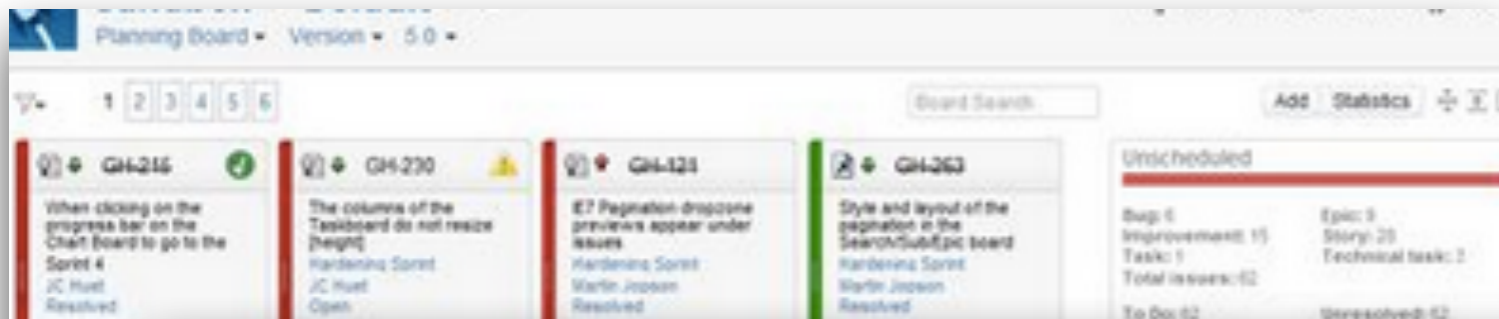
```
aggregate : {
  default: {
    groups: {
      main: {
        src: [
          'common/*.js',
          'common/i18n/*.js',
          'common/core/**/*.js',
          'common/ws/*.js',
          'common/utils/*.js',
          'common/model/*.js',
          'common/api/api_remoteSettings.js',
          'common/api/api_user.js',
          'common/api/api_locate.js',
          'common/modules/about/**/*.js',
          'common/modules/help/**/*.js',
          'common/modules/locate/**/*.js',
          'common/modules/login/**/*.js',
          'common/modules/pre-login/**/*.js',
          'common/modules/post-login/**/*.js',
          'common/modules/logout/**/*.js',
          'common/modules/maintenance/**/*.js'
        ]
      }
    }
  }
},
```



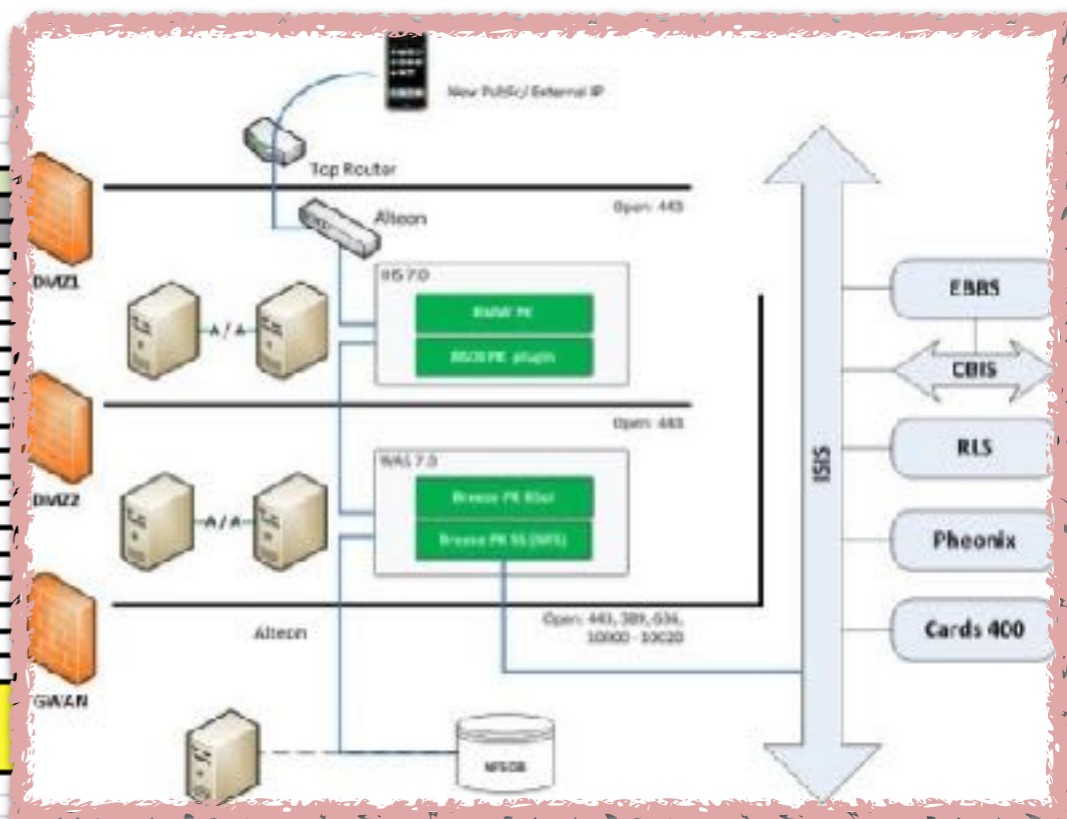
3.1 团队-闻名不如见面



3.2 团队-可视化



Project Phase/Milestone	Duration	Start Date	End Date	Actual Start	Actual End	Responsible	Status
Product Backlog Refinement (PRD)						Product Owner	Continuous
Story Refinement/Prioritization (IFSD)						Product Owner	Continuous
Scrum (DEV & UAT)	11 weeks	19-12月-12	10-3月-12	19-12月-12	10-3月-12		Completed
Confirm business volume	1 day	19-12月-12	19-12月-12	19-12月-12	19-12月-12	TSD	Completed
Sprint 1	2 weeks	19-12月-12	30-12月-12	19-12月-12	30-12月-12	TSD	Completed
Sprint 2	2 weeks	4-1月-12	15-1月-12	4-1月-12	15-1月-12	ITSD	Completed
Sprint 3	2 weeks	30-1月-12	10-2月-12	30-1月-12	10-2月-12	TSD	Completed
Sprint 4	1 week	13-2月-12	17-2月-12	13-2月-12	17-2月-12	TSD	Completed
Sprint 5	2 weeks	20-2月-12	2-3月-12	20-2月-12	2-3月-12	TSD	Completed
Sprint 6	2 weeks	5-3月-12	16-3月-12	5-3月-12	16-3月-12	TSD	Completed
UAT	4 weeks	19-3月-12	11-4月-12	19-3月-12	11-4月-12	Uz	Completed
Sprint 7	2 weeks	12-4月-12	25-4月-12	12-4月-12	25-4月-12	TSD	Completed
UAT	2 weeks	26-4月-12	8-5月-12	26-4月-12	8-5月-12	Blz	Completed
UAT Sign-off	1 day	8-5月-12	8-5月-12	8-5月-12	8-5月-12	Itz	Completed
Penetration Test	3 weeks	28-4月-12	9-5月-12	28-4月-12	18-5月-12	ESY	Completed
Performance Test	3 weeks	26-4月-12	26-4月-12	26-4月-12	26-4月-12	GTM	WIP
UAT	2 weeks	21-5月-12	1-6月-12	21-5月-12	1-5月-12	Infz	TND
Implementation	2 weeks	4-6月-12	1-6月-12	17-6月-12	1-5月-12	TSD	
Confirm regulator clearance	1 hr				17-6月-12		



Note:

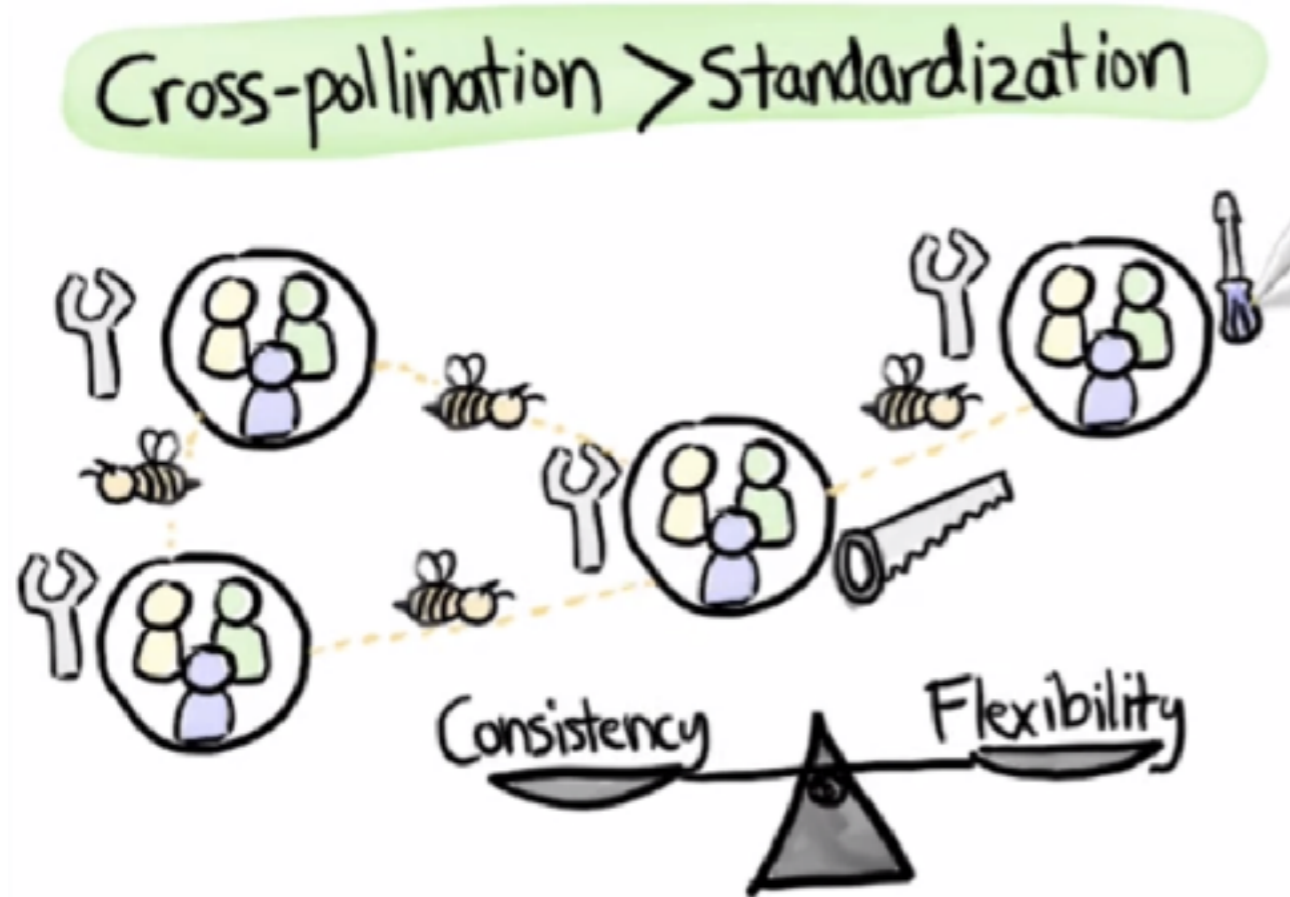
- 1) 320 connectivity in the test/dev environment is not expected to be available all the time
- 2) testing assumption: see/move would rely on NFS 24x7 DB for verification
- 3) deployment approach (on web server only) - CAT effort to be confirmed with Infz

Freeze Period

Scrum	
UAT	
UAT test	
Stress test	
UAT	
Chg Mgmt	
Prod	
UAT/Location	

Sprint 1	Login, logout, Account Summary
Sprint 2	Account and payment history (list and calendar view), Account details
Sprint 3	Own account transfer, Credit Card Login, Pay Credit card bills
Sprint 4	3rd party SCB transfer, Interbank transfer, Bill payment
Sprint 5	Payment History, Chinese implementation
Sprint 6	notification, about, help, background time change, maintenance, Mailbox
Sprint 7	UIP implementation

3.3 团队-虚拟架构组



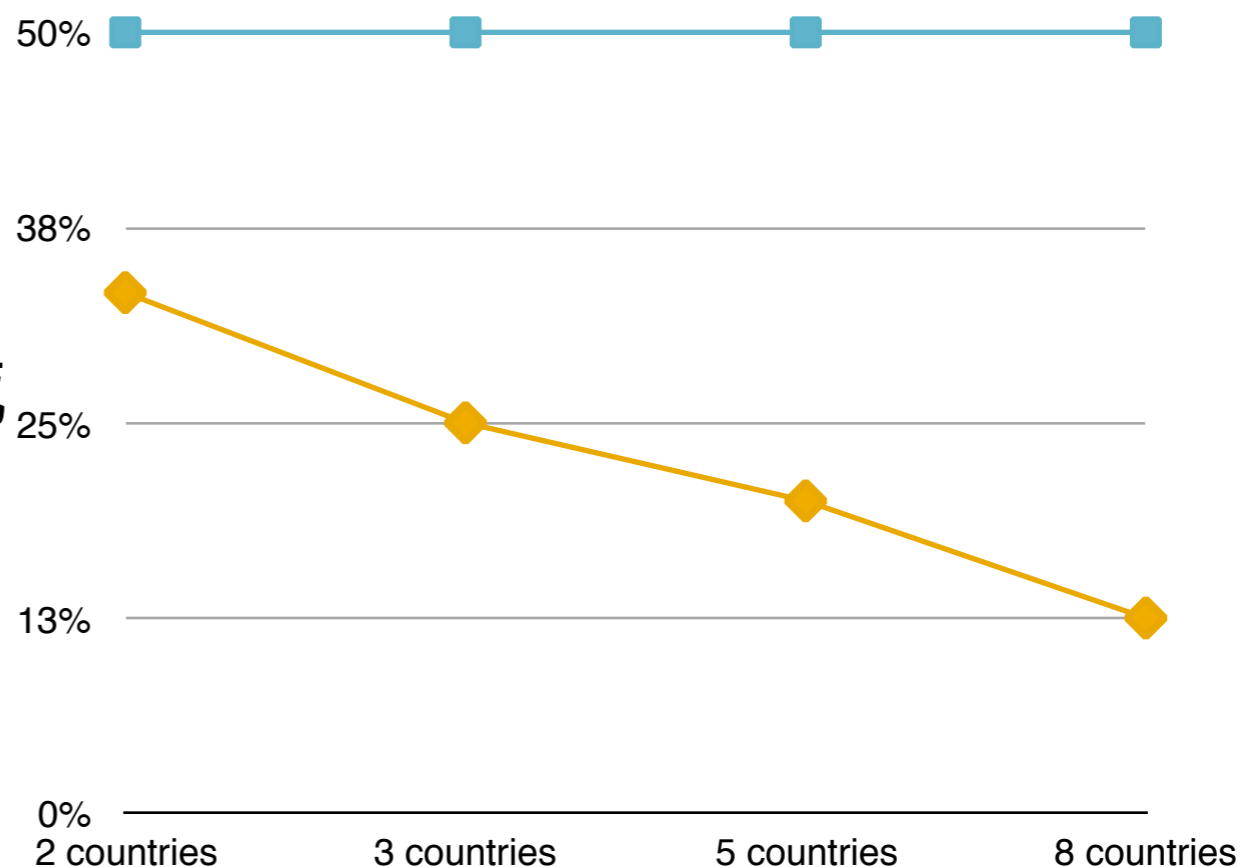
工作独立性+派代表+
离线与在线沟通结合

更多实践...

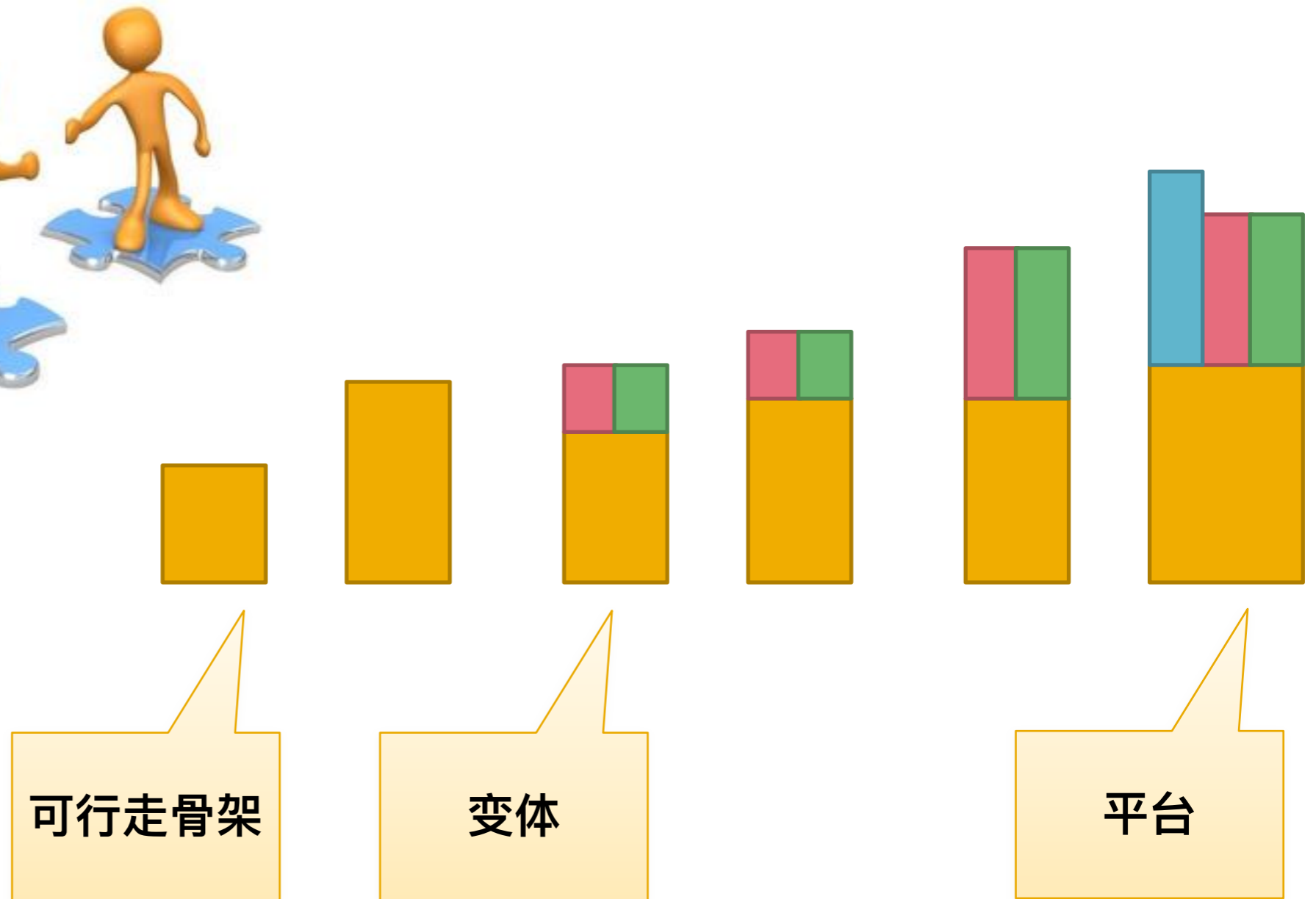
- RUM
- 自动化部署
- 更多的集成自动化测试

收益

- 所有国家遵从同一设计
- 一个改变立即对所有国家有效 😊
- ~50% 可重用的代码，减少重复工作，加速上线
- 一键签出，快速打包，即可支持一个新的国家项目
- 容易理解的代码库结构
- 不同团队可互相支援



案例启示



欢迎参加2018/5/11-12 成都CSM认证公开课

优普丰敏捷学院 www.UPerform.CN

- UPerform – 优普丰敏捷学院是中国地区首家国际 Scrum Alliance联盟REP(注册教育提供商)及Agile Alliance联盟企业会员，中国敏捷运动的核心推动团队。创立于2007年，通过将Scrum创始人Ken Schwaber的扛鼎之作《Scrum敏捷项目管理》一书翻译引进中国，并于2008年在上海参与召集了首次敏捷社区聚会，带头吹响了在中国敏捷推广的集结号。
- 成立至今，作为市场领头雁，通过培训、教练指导及顾问咨询服务，致力于卓有成效的Scrum、敏捷项目管理（Agile Project Management）及敏捷软件开发方法在大中华地区的推广及实践应用，并提供CSM认证、CSPO认证、CSD认证、FDD、Kanban、TDD / ATDD等培训课程。

