Development & Profit in Project Management:
How Digital Agencies Use Drupal
Presented by James Smith
Pressentor: James Smith

- **Technical Project Manager at Sensis**
- **Academic Experience:**
  - BA in Economics – University of South Alabama
  - MA in Financial-Economics and MBA in Finance – University of New Orleans
  - Ph.D. Studies in Economics – Vanderbilt University
- **Professional Experience:**
  - Extensive background in healthcare, data management, and business information
  - PM work in Nashville, New Orleans, San Francisco, L.A.
PM Goals:

• Client Satisfaction = Quality Work
• Profit = Agile Process
SWOT Analysis

Strengths  Weaknesses

Opportunities  Threats
Drupal?
What is Drupal?

- Free, open-source web development platform for online content and user communities
- Drupal is maintained and developed by a community of 630,000+ users and developers.

Source: [http://drupal.org/about](http://drupal.org/about)
Drupal Market Share

• Drupal is used by 7.2% of all the websites whose content management system we know.
  – This is 2.3% of all websites.

• Drupal is used by 24% of government and public sector websites.

Sources: [http://w3techs.com/technologies/details/cm-drupal/all/all](http://w3techs.com/technologies/details/cm-drupal/all/all)
Open-Source

Drupal was created and released as open-source software under the GNU Public License.
Web Development

Drupal’s default installation is a database-backed web platform with file maintenance tools and a high level of security.
Social

Drupal is a multi-user system, letting site visitors log in (as “authenticated” users) or browse the site without doing so (as “anonymous” users).
Content

Drupal both hosts and promotes your content. It can reach out beyond your site to give you a presence on Twitter, Facebook, and in other venues.
Secure

Drupal is subject to rigorous security testing both by the Drupal community and by security experts around the world.
What companies and sites use Drupal?
Companies and Sites using Drupal

Source: http://www.drupalshowcase.com
Drupal: Case Studies

- Zappos
  http://blogs.zappos.com

- Zappos.com was founded in 1999 with the goal of becoming the premiere destination for online shoes.

Source: http://www.drupalshowcase.com/drupal-showcase/zappos
Drupal: Case Studies

• Twitter
  http://dev.twitter.com

  A developer community for the Twitter platform.

  With over 750,000 developers building on the platform, Twitter chose to use Drupal to create a new home to support the Twitter community better.

• Version of Drupal: Drupal 7

Source: http://www.drupalshowcase.com/drupal-showcase/twitter
Drupal: Case Studies

- American Red Cross
  http://www.redcrossblood.org

- American Red Cross Biomedical Services plays a critical role in our nation’s health care system.

- It is the largest single supplier of blood and blood products in the U.S., collecting and processing more than 40 percent of the blood supply.

Source: http://www.drupalshowcase.com/drupal-showcase/american-red-cross
Project Management
Project Management Success

Was the project done right?

Project Success

Was the right project done?

Consistent Project Success

Were the right projects done right, time after time?
If you don’t know where you’re going, you probably will end up somewhere else.”

~ Laurence J. Peter.
How Projects Often Work

How the customer explained it
How the project leader understood it
How the analyst designed it
How the programmer wrote it
What the beta testers received
How the business consultant described it
How the project was documented
What operations installed
How the customer was billed
How it was supported
iSwing
What marketing advertised
When it was delivered
What the customer really needed
What is Agile?
**What is Agile?**

An adaptive Project Management style

- Incremental development and release cycles
- Project timeline is a series of 2 to 4 week “Sprints”
- Small teams (3-7 people) used to meet Sprint’s goal
- Client feedback and collaboration incorporated frequently

**completion = meeting Client’s Goals**

*(not producing finite, scoped deliverables)*

*Source: Sensis Agile Foundation Training from Digital Onion.*
Agile = Clear Communication

- Clear expectations
- No more over-promised & under-delivered projects
- Successful projects
- Long-term, successful client relationships
Communication

- Body Language: 55%
- Vocal: 38%
- Verbal: 7%

* Based on research by Albert Mehrabian, Ph.D., Professor Emeritus, UCLA.
Communication Process

Fields of experience

Noise

Source ➔ Encode ➔ Message ➔ Communication ➔ Channel of Communication ➔ Decode ➔ Receiver

Feedback ➔ Feedback loop ➔ Response
This results from “NOISE” in the Communication Process
Manage the GAP!
Or else your clients will look like this…
SMILING AT CAMERA

EXPECTATION   REALITY
STUDYING WITH FRIENDS

Expectation

Reality
YOU'RE FIRED!

GAAA!!!

NOT REALLY. I
BUT NOW THIS 2% RAISE WON'T
SEEM SO BAD.

THIS JOB IS ALL
ABOUT MANAGING
EXPECTATIONS.
Waterfall

Waterfall final product

Waterfall final product after go-live feedback

Source: http://www.windarooci.com/service_list/view_service/4
Waterfall vs. Agile

Source: Sensis Agile Foundation Training from Digital Onion.
Project Management: Statistics

The Standish Group research:

• **31.1%** of projects will be cancelled before they ever get completed.

• **52.7%** of projects will cost **189%** of original estimates.

• **16.2%** of software projects are completed on-time and on-budget.
  – In the larger companies, the news is even worse: only **9%** of their projects come in on-time and on-budget.

Source: Sensis Agile Foundation Training from Digital Onion.
Waterfall frequently results like this.
Agile

Agile Iteration 1

Agile Iteration 2

Agile Iteration 3

Agile Iteration 4

Agile final product: What the client wanted

Source: http://www.windarooci.com/service_list/view_service/4
AGILE Methodologies

Improve the chances for Clients like this…
Why Agile?

Agile Values

- Individuals and interactions
- Working software
- Customer collaboration
- Responding to change
- Team Growth

> processes and tools
> comprehensive documentation
> contract negotiation
> following a plan
> individual success
Sensis is a cross-cultural advertising agency with digital at its core.
Jose Villa
President and Founder

• Vision for the Sensis: leveraging technology to bring analytical rigor to the advertising business.

• A thought-leader in multicultural advertising

• Founder of TuRumbo.com

Focus Multimedia (Website Development Firm)

Sensis (Full-service advertising agency)
Agency Leaders

President
José

Media
Rick

Account
Melissa

Creative
Roy

New Business
Gloria

Technology
Wade
OFFICES:

Headquarters - Sensis L.A.
811 Wilshire Blvd
Suite 2050
Los Angeles, CA 90017

East Coast – Sensis D.C.
1020 16th Street NW
Suite 800
Washington, DC 20006

Mexico – Sensis Mexico
Monte Elbruz 132
Lomas de Chiquihuitepec
11000 Miguel Alemán
Distrito Federal Mexico
Agency Profile

- Advertising & digital agency
- 43 employees
- $12 million in revenue (2012)
- 15 years in business
- Independent, minority-owned
Sensis’ clients:
Past Drupal Projects:

- AMERITAS COLLEGE
- UnitedHealthcare
- First5
- SDGE
- Sempra Energy utility
- ahaa
- SANTA BARBARA COUNTY
- FEMA
- THE TREVOR PROJECT
- Brandman University

Current Drupal Projects:

- crowdcheck
- L.A. Care
- Cooperative of American Physicians
- Santa Clara Family Health Plan

The Spirit of Care
SENSIS:
Agile Process
Hey Pig, I was thinkin' we should open a restaurant.

I don't know. What would we call it?

How about "Ham-N-Eggs."

No thanks. I'd be committed, but you'd only be involved!

By Clark & Vizdos

© 2006 implementingscrum.com

---

As I gazed at my bacon and eggs this morning, I realized...

...the chicken contributed, but the pig was committed.

Dilbert characters Scott Adams Inc.

I am so clever.
Drupal Projects: Team Structure

Project Manager
James

Eric

Piper

Developers (F/E & B/E)

UX & Design

Alberto

Manaf
Project Management: Check-In Daily

Have I met your expectations today?

1. Did you get what you needed (from me)?
2. Did that actually do what you wanted/need it to do?
3. What do you want or think you need next?
4. When do you need that by?
Drupal Projects at Sensis: The Process

- Contract Finalized for Drupal Project
- Creation of Project Team based on best fit of available resources
- Production starts with Agile
- Project is divided into sprints and phases
- Sprint 1 Planning Meeting
Agile Work Flow

GET READY
BACKLOG GROOMING

PRODUCT BACKLOG

REMOVE IMPEDIMENT

DONE
DELIVER VALUE

Sprint 1
Sprint 2
Sprint 3
Sprint ‘N’
Drupal Projects at Sensis: The Process

- Sprint 0 Planning Meeting: Jan. 28
- Sprint 1 Planning Meeting: Feb. 11
- Mid-Point Review: Feb. 19
- Sprint 1 Review = Sprint Retrospective: Feb. 26
- Sprint 2 Planning Meeting: Feb. 26
- Mid-Point Review
- Sprint 2 Review
Sprint Retrospective

- Good – Bad – (Could Do) Better – Best
- Scoring:
Past Drupal Projects at Sensis
Past Drupal Projects at Sensis

- Microsite
- Sempra Energy

- Website Redesign
- AMERITAS COLLEGE

- Mobile Website
- UnitedHealthcare

- Microsite
- L.A. Care Health Plan
Sempra Energy: Microsite Design

- **Objective:**
Create a microsite showcasing major renewable energy technologies in consumer-friendly terms, in addition to displaying Sempra's own involvement in renewable energy initiatives.

- **Solution:**
Objective:
Tasked with creating a bilingual mobile site for United Healthcare we developed a means for easily finding common healthful related content as well as convenient health care guidance.

Solution:
m.uhclatino.com
United Healthcare: Mobile Website
United Healthcare: Mobile Website

01 The navigation opens and closes to disclose expansive content.

02 Sub-menus expand to furnish a glance into the quantity of articles by subcategory.
Ameritas College: Website Redesign

- **Objective:**
  Launch a site that introduced its unique mission to serve the academic needs of bilingual students.

- **Solution:**
  To best represent the nurturing environment of Ameritas College, we built a site that emphasized the support structures available to potential students, from registration, enrollment, financial aid, and academic assistance.
Ameritas College: Website Redesign

Ameritas College Puts a Degree Within Your Reach
Your culture and language are an advantage
Find Out More

We are making a college degree accessible and opening the doors of opportunity and progress to all Hispanic adults.

Lisa Martinez-Taylor
Board Chair, Ameritas College Educational Services, LLC
Website Redesign & CMS Integration
L.A. Care Health Plan

L.A. Care Health Plan D5 to D7
L.A. Care DUALS

- **About the Company:**
  L.A. Care is the nation’s largest health care management company with over 1 million members

- **Objective:**
  Create a microsite to educate the community and healthcare providers in L.A. counties to Duals, a new L.A. Care health plan

http://duals.lacare.org/

What to Expect from L.A. Care's Duals Program
This innovative new program will coordinate all Medicare and Medi-Cal benefits under one health plan. Find out more.

[Read More]

Who is Eligible?
Find out who is eligible for the Duals program.

[All News]
Website Redesign & CMS Integration

San Diego Gas & Electric
Website Redesign

FEMA
Website Redesign & CMS Integration

Association of Hispanic Advertising Agencies
Website Design & CMS Integration

Cooperative of American Physicians
Website Design & CMS Integration

The Trevor Project
Website Design & CMS Integration

Versailles
Connect with Sensis:

Facebook  facebook.com/sensisagency
Twitter  twitter.com/sensisagency
YouTube  youtube.com/sensisagency
LinkedIn  linkedin.com/company/sensis_2

Learn more about Sensis:
sensisagency.com
James Smith

James.Smith@SensisAgency.com