

# Quality Before Code: The Beginning of the Product Life Cycle

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September 13, 2011

# Don Miller

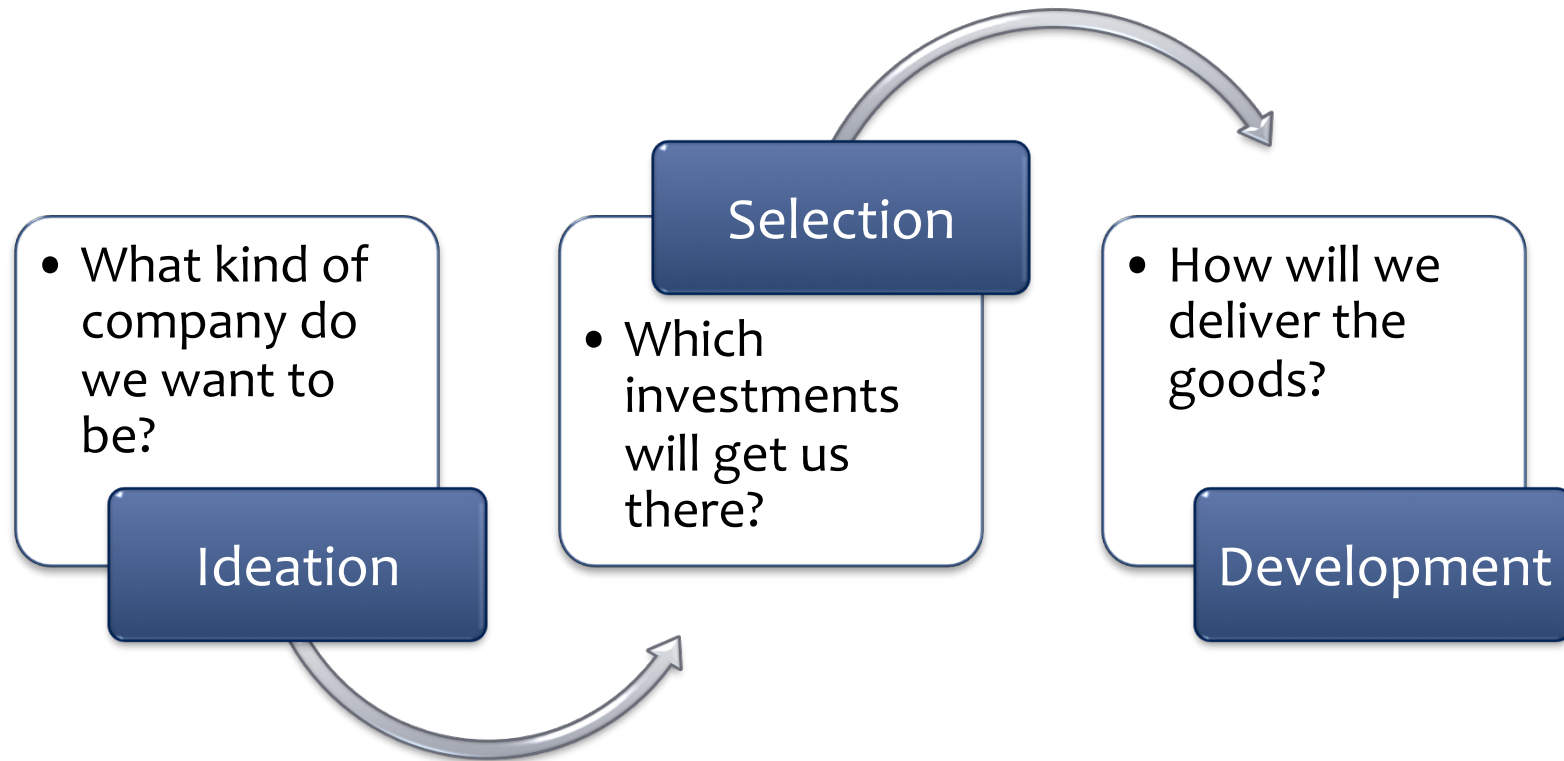
- \* Processes and tools for systematic innovation
- \* PayPal Product Life Cycle Process Architect
- \* 20 years of experience leading software development, QA, process, and infrastructure efforts
- \* Sun Microsystems, eBay, and Intuit
- \* <http://www.linkedin.com/in/donmillerprofile>

# PayPal

- \* PayPal was founded in December 1998 and acquired by eBay in 2002
- \* Initial product - beaming payments between Palm Pilots
- \* Now - leading global online payment company
  - \* 18% of global e-commerce Total Payment Volume
  - \* More than 100 million active registered accounts
  - \* Supports payments in 25 currencies and 190 countries
  - \* \$3.4 billion revenue
- \* Doubling every three years

# Product Life Cycle

## An Innovation Value Chain

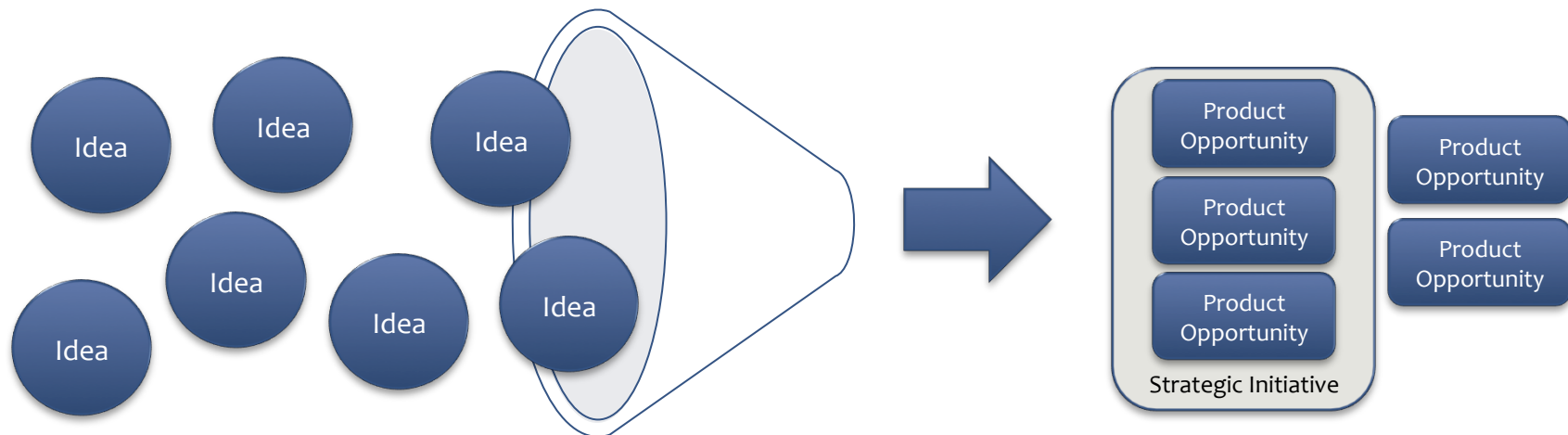


“Smart Spenders: The Global Innovation 1000”, Barry Jaruzelskii and Kevin Dehoff, Booz & Company,  
[http://www.strategy-business.com/media/file/sb45\\_036405.pdf](http://www.strategy-business.com/media/file/sb45_036405.pdf)

# Ideation Success Factors

## What kind of company do we want to be?

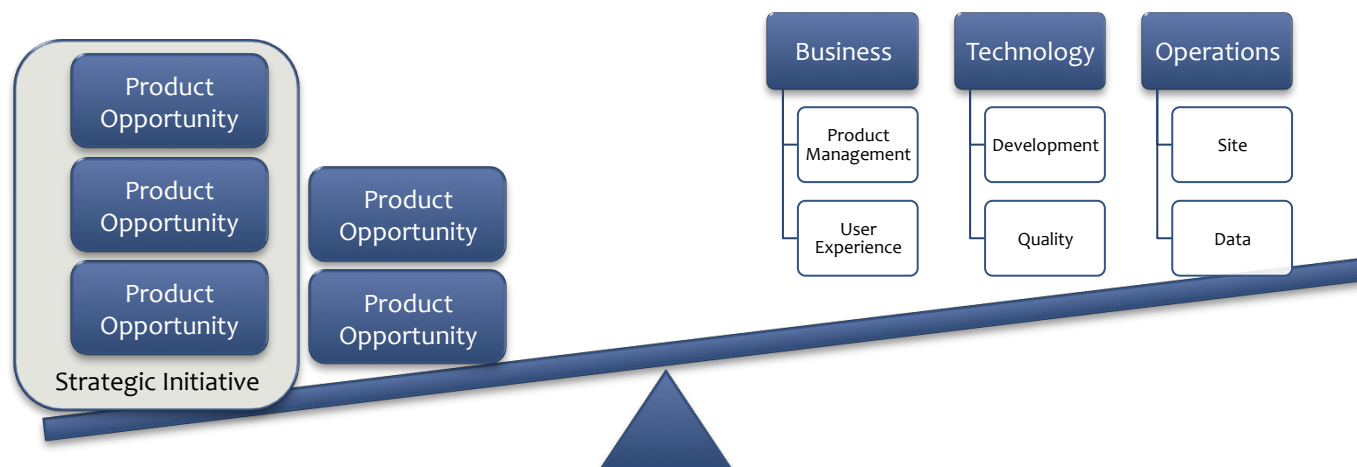
- \* Continuously seek out new ideas
- \* Quickly evaluate ideas to investigate further
- \* Big ideas become strategic initiatives



# Selection Success Factors

## Which investments will get us there?

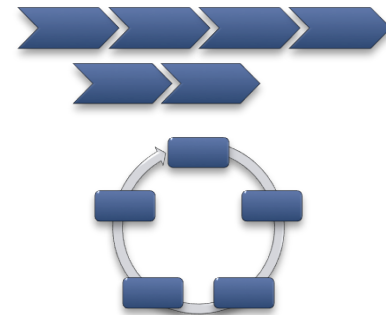
- \* Thoughtfully evaluate the business case
- \* Assess and enhance capability to deliver
- \* Timely and transparent decision making



# Development Success Factors

## How will we deliver the goods?

- \* Build cross-functional delivery teams
- \* Manage flow of work
- \* Apply appropriate rigor and methodology



# The Most Important Things I've Learned

- \* Great companies and products start as ideas
- \* We are betting the company every day
- \* People are the most important investment we make

