John Stenbeck's
PM8020.COM

Knowledge tansfer and career skills
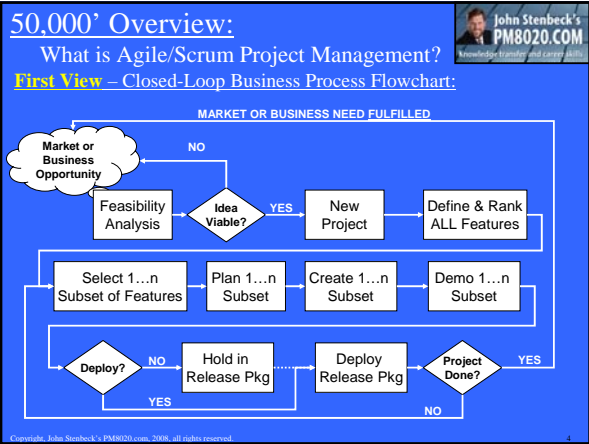

Today's Agenda:

- Speaker Introduction

- 50,000' Overview
  - What is Agile/Scrum Project Management?
  - Where has it been used successfully?
  - Why is it being used?
  - How does it enable success?
  - What is PMI's view of Agile/Scrum?
  - Exercise: Is it a good fit for you?
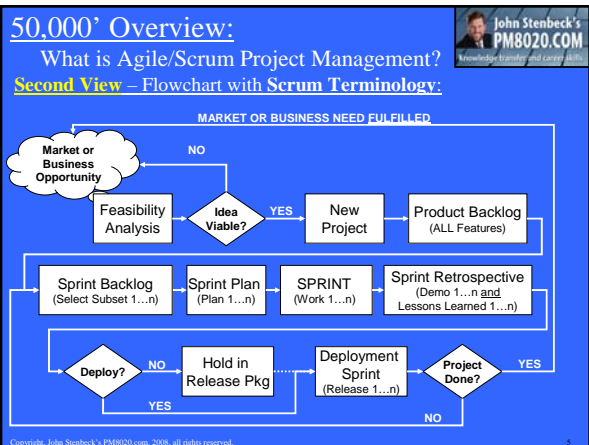
- Dive into the Details
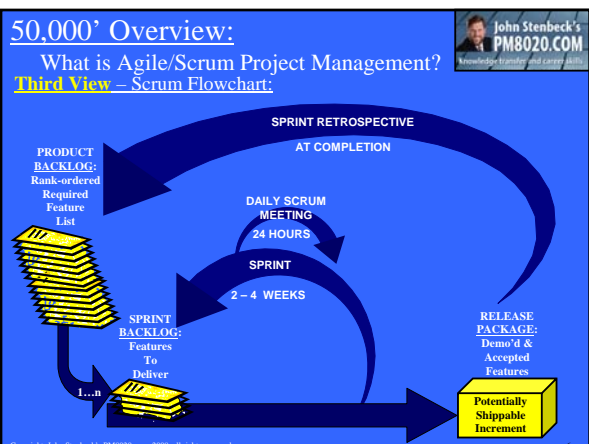 - How is it done?
- Wrap Up

2

Speaker Introduction (cont'd):

- We offer PMP Exam Prep and ScrumMaster certification classes.

- We also offer three 1-day seminars:

  - Project Management Boot Camp – a super accelerated introduction to the team-based project management technique's used at Intel® and Siemens.

  - Crash Course in Leadership – scientific and quantitatively-proven techniques for revolutionary outcomes!

  - Masters Course in Estimating and Risk Management – mastering the skills of Estimating combined with Risk Management so you avoid painful, tragic lessons... and accelerate your career!

3

50,000' Overview:
What is Agile/Scrum Project Management?
First View – Closed-Loop Business Process Flowchart:

MARKET OR BUSINESS NEED FULFILLED

Market or Business Opportunity → NO

Feasibility Analysis → Idea Viable? → YES → New Project → Define & Rank ALL Features

Select 1…n Subset of Features → Plan 1…n Subset → Create 1…n Subset → Demo 1…n Subset

Deploy? → NO → Hold in Release Pkg ……… Deploy Release Pkg → Project Done? → YES

YES

NO

50,000' Overview:
What is Agile/Scrum Project Management?
Second View – Flowchart with **Scrum Terminology**:

MARKET OR BUSINESS NEED FULFILLED

Market or Business Opportunity → NO

Feasibility Analysis → Idea Viable? → YES → New Project → Product Backlog (ALL Features)

Sprint Backlog (Select Subset 1…n) → Sprint Plan (Plan 1…n) → SPRINT (Work 1…n) → Sprint Retrospective (Demo 1…n and Lessons Learned 1…n)

Deploy? → NO → Hold in Release Pkg → Deployment Sprint (Release 1…n) → Project Done? → YES

YES

NO

50,000' Overview:
What is Agile/Scrum Project Management?
Third View – Scrum Flowchart:

SPRINT RETROSPECTIVE

AT COMPLETION

PRODUCT BACKLOG: Rank-ordered Required Feature List

DAILY SCRUM MEETING 24 HOURS

SPRINT 2 – 4 WEEKS

SPRINT BACKLOG: Features To Deliver

1…n

RELEASE PACKAGE: Demo'd & Accepted Features

Potentially Shippable Increment

2

50,000' Overview:
What is Agile/Scrum Project Management?
Fourth View – Compared to Real World & PMBOK:

REAL WORLD OPERATIONS

Customer	Performing Organization			Customer
NEEDS JUST-IFICATION	INITIATE	INTERMEDIATE PHASES	CLOSE – OUT	OPERATIONS

PMBOK

INITIATE	PLAN	EXECUTE	MONITOR & CONTROL	CLOSE

AGILE/SCRUM

FEASIBILITY	PLAN	DEVELOP	ADAPT	DEPLOY

50,000' Overview:
What is Agile/Scrum Project Management?
Compare Traditional and Scrum Concepts:

Traditional:
- Plan-driven focus.
- Collect customer requirements up front.
- Best for fixed scope.
- Uses estimated dates & costs.
- Assumes defined process to control reality.
- Uses CCB to manage change.
- aka "Waterfall"

Agile / Scrum:
- Value-driven focus
- Ongoing customer communication
- Best for unclear (or changeable or estimated) scope
- Rank-orders priorities
- Uses fixed dates & costs
- Assumes empirical process to adapt to reality.
- aka "Lean", "Extreme", "Spiral", and "Evolutionary"
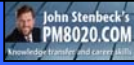
50,000' Overview:
Where has it been used successfully?
Case Study #1

Global supplier of digital maps and related content

2,400 Employees

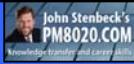Coverage of 16.3 million square miles and 73 countries

DB of 1.8 billion locations

DB of 24 million + Points-of-Interest

Dynamic content and features

Markets served include Automotive and Portable Navigation, as well as Internet Mapping for Enterprise, Institutional, and Governmental Customers.

50,000' Overview:
Where has it been used successfully?

Case Study #1

<u>Challenges and Issues</u>:
- Support faster, more accurate mapping
- Add data for new highways and developments
- Improve and correct data as new information as obtained
- Resolve discrepancies between satellite and terrestrial mapping
- Respond to new technologies and version upgrades
- Use fewer mapping resources but maintain delivery timetable
- Manage architecture revisions of a DB with 4.59 billion graphic images

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50,000' Overview:
Where has it been used successfully?

Case Study #1

Project Challenges:
- Create global system to replace existing regional/market segment systems
- Simultaneously refresh technology stack eliminating unsupported legacy systems
- Retain time-to-market delivery, improve quality, and decrease costs
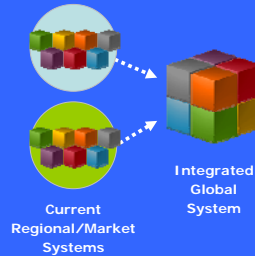
Current Regional/Market Systems

Integrated Global System

50,000' Overview:
Where has it been used successfully?

Case Study #1

<u>Lessons Learned</u> – What Went Well
- Due to project size "Scrum of Scrums" (SoS) was a good choice
- SoS achieved effective, united global team
- Incremental, iterative progress delivered large-scale, complex system successfully
- Ability to inspect and adapt the design made implementation possible
- Investment in relationship building and monthly co-locations was pivotal

50,000' Overview:
Where has it been used successfully?

Case Study #1

Lessons Learned – What Could Improve

- Better mix of technical and business SMEs
  - Too optimistic regarding speed and effectiveness of cross training
  - Underestimated difficulty of ramping up domain, engineering, and PM skills
- Shifting developer mindset to Scrum
- More aggressive identification of best practices and training on Sprinting

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50,000' Overview:
Where has it been used successfully?

Case Study #1

Are We Sticking With Scrum? **You Bet!**

Reasons Why:
- Improved business value with ability to deliver incremental, proven, working releases
- Maintained much better transparency and communication on prioritized needs than previous approaches
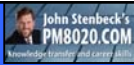
14

50,000' Overview:
Where has it been used successfully?

Case Study #2

Remotely-managed Direct & Co-branded Security Services

Founded 1988
- 500+ Employees
- 200+ in R&D
- 2008 Revenue > $100m
- Business Operations in 14 countries

R&D Department:
- 4 offices in 3 countries
- Average 15+ concurrent projects
- Supported multiple OS versions in 20+ languages

Business Mix:
- Retail & eStores > 50%
- OEM Service Providers > 30%
- Corporate & Other Users < 20%

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50,000' Overview:
Where has it been used successfully?
Case Study #2

Current subscription services portfolio

Anti-Virus
features
• Real time protection
• Proactive protection
• Fast reaction times
• Multiple scanning technologies
• Security alert service

Firewall
features
• Intrusion prevention
• Network connectivity control levels
• Reversing of blocked hacking attempts
• Traffic inspection tools
• Analysis of packet logs

Parental Control
features
• On-the-fly website categorization
• Definable Profiles for children and teenagers
• Internet time-usage controls
• Tamper-proof install
• Automatic updates

Spam Control & Anti-Phishing
features
• Spam & Phishing detectors
• Automatic threat removal
• Integrated Outlook controls
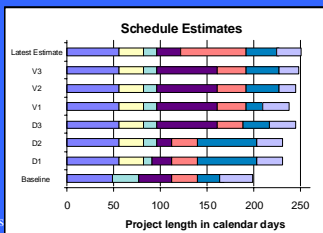• Automatic updates

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50,000' Overview:
Where has it been used successfully?
Case Study #2

Project Challenges:

- Scope changes causing 25% variance between Baseline and Final Estimate
- Balance two different goals:
  - Optimize time and fit to market
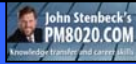 - Optimize cost to market across platforms and product-lines

Schedule Estimates

Latest Estimate
V3
V2
V1
D3
D2
D1
Baseline

0   50   100   150   200   250

Project length in calendar days

17

50,000' Overview:
Where has it been used successfully?
Case Study #2

Lessons Learned – What Went Well

- Fully engaged multiple, large teams in bigger projects
- Optimized local, near-shore, and off-shore teams in the entire development process
- Used questions and open items to find answers that aligned with vision and goals
- Leveraged teams that had unilaterally embraced Agile/Scrum
- Delivered "working software" and delivered "early and often"

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50,000' Overview:
Where has it been used successfully?

Case Study #2

Lessons Learned – What Could Improve

- Better "evangelization" of technical and business participants
  - More training, sooner
  - More PR of successful deliveries
- More cross-silo integration analysis
- Replicate best practices from R&D into normal Operations units

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50,000' Overview:
Where has it been used successfully?

Case Study #2

Will We Continue With Scrum?   Yes.

Reasons Why:
- Quick decision making (wrong decision is better than no decision)
- Integrated, stable builds at all times
- Product managers now define what adds the most customer value
- Project budgets are a lot easier to manage and we are getting the best ROI possible
- Risk management is now part of the daily work… and it shows!
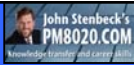
20

50,000' Overview:
Where has it been used successfully?

Case Study #3 – Anecdote: Amazon.com

"Two Pizza Teams" at Amazon.com   Source: *Fast Company*

- At an offsite retreat, Jeff Bezo's managers told him teams need to communicate more.
- Jeff said, "No, teams are too big and wasting time communicating not doing."
- Jeff said, "The rule is – If you can feed the team with 2 pizzas, then it is too large!"
- Two Pizzas = Teams of 5 to 7 people
- Two Pizza Team Innovations:
  - The Amazon Gold Box
  - Bottom of the page deals

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50,000' Overview:
Why is it being used? What is the value?

Agile/Scrum Value Proposition

Visibility — Time

Risk — Time

Traditional/Waterfall: – – – – · Agile/Scrum: ———

Customer Value — Time

Business Value — Time
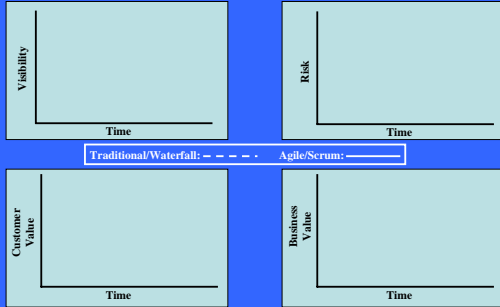
50,000' Overview:
Why is it being used? What is the value?

Agile/Scrum addresses issues such as:

- Customers who don't know their requirements
- The IKIWISI (I'll know it when I see it) syndrome
- Insulating developers from day-to-day interruptions
- Optimizing Time-to-Market development
- Rationalizing Cost-to-Market development
- Validating business value optimization
- Uncovering hidden process/system problems
- Preventing negative results from cascading
- Handling "funding limitations" and "cancel for convenience" clauses

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50,000' Overview:
Why is it being used? What is the value?

Agile/Scrum addresses issues such as:

- Need for rapid delivery of business value
- Reducing overall project risks
- Adapting to changing market or business requirements
- Improving stakeholder visibility into progress
- Reducing delivery schedules – to meet market windows and improve return on investment (ROI)
- Improving reliable to support business competitiveness
- Increasing customer involvement and knowledge of what is being built

50,000' Overview:
Why is it being used? What is the value?

Seven Benefits

1. Improve Customer Clarity
2. Priorities Aligned to Value
3. Increased Team Ownership
4. Optimized Risk Management
5. Create Value Now, *Not Promises Later!*
6. Rationalize Necessary Changes
7. Adapt to the Future, *Not Cling to the Past!*

50,000' Overview:
Why is it being used? What is the value?

Agile/Scrum Value Proposition

In a Nutshell:

Scrum provides an proven process that addresses the high risks presented by complex and/or unknown elements of a project at the beginning as opposed to the end of the project

Remember, Stakeholders *quickly forget* a postponed or cancelled feature, but a late project delivery they remember … *forever!*

The key question is, "Can you become a new breed of leader?"

50,000' Overview:
How does Agile/Scrum enable success?

The Standish Group's CHAOS Summary 2009 Report, shows:

Marked decrease in project success rates:

- **Successful Projects = 32%** (defined as delivered on time, on budget, with required features)
- **Challenged Projects = 44%** (defined as late, over budget, and/or missing required features)
- **Failed Projects = 24%** (defined as cancelled prior to completion or delivered and never used)

Conclusions include:

- Success rates are down and failures are up significantly.
- Results are a low point in the last five study periods (2-years each).
- Failure rates are the highest in over a decade.

Boston, MA, April 23, 2009
The Standish Group International, Inc. www.standishgroup.com.

50,000' Overview:
How does Agile/Scrum enable success?

Agile/Scrum Faces Reality

Is a 1-in-3 chance of success a good career gamble?

Why Do Projects Fail?

Parkinson's Law:
Work will fill the amount of time allotted to complete it.

Student Syndrome:
Work will not begin until the latest possible start time.

50,000' Overview:
How does Agile/Scrum enable success?

Why Do Projects Fail? (cont'd)

Murphy's Law:
Anything that can go wrong, will go wrong.

Finagle's Law:
Whatever can go wrong will go wrong, and at the worst possible time, in the worst possible way!

Flanagan's Precept:
Both Murphy and Finagle were incurable optimists.

Stenbeck's Law:
Termites not tornadoes undermine most projects. Failure creeps in imperceptibly and inexorably if the PM isn't vigilant

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50,000' Overview:
How does Agile/Scrum enable success?

Why Do Projects Fail? (cont'd)

Brooks' Law:
Adding manpower to a late project makes it later!

Mythical Man-Month (by Fred Brooks)

• Costs vary as a function of men and months. Progress does not!

• Using the Man-Month to measure (estimate) a job is a dangerous and deceptive myth.

• A common estimation fallacy is confusing effort with progress. A second fallacy is assuming all will go well.

• When slippage occurs, adding labor may be like dousing a fire with gasoline

Slide 1

50,000' Overview:
How does Agile/Scrum enable success?

Why Do Projects Fail? (cont'd)

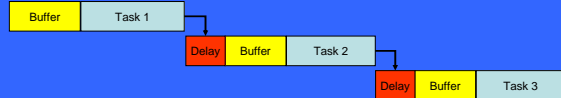Consider this illustration:

Buffer position when Estimating: | Task 1 | Buffer / Delay | Task 2 | Buffer / Delay |

Buffer position when Executing: | Delay | Buffer | Task 1 | Delay | Buffer | Task |
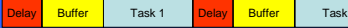
As Planned:
| Task 1 | Buffer | Task 2 | Buffer | Task 3 | Buffer | Task 4 |

As Executed:
Buffer	Task 1
Delay	Buffer	Task 2
Delay	Buffer	Task 3

Slide 2

50,000' Overview:
How does Agile/Scrum enable success?

Why Do Projects Fail? (cont'd)

Compare Traditional to Agile:

Traditional:
Buffer	Task 1
Delay	Buffer	Task 2
Delay	Buffer	Task 3
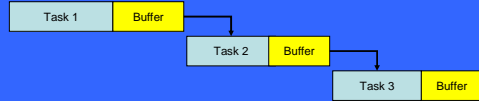
Agile:
Task 1	Buffer
Task 2	Buffer
Task 3	Buffer

Slide 3

50,000' Overview:
How does Agile/Scrum enable success?

When do the most scheduling error occur?
- Testing – because it is the most linear
- Compounds because it is late in the project
- Usually occurs without warning

Common Agile Myths:
- Framework with no discipline; Process without planning
- Deliverables without documentation; No documentation required
- Development without Analysis
- Cowboy coding - Pass them "light" specs and turn them loose
- All or Nothing - Agile must be used in it's purest form

50,000' Overview:
What is PMI's view of Agile/Scrum?

PMI Chairman of the Board, Ricardo Vargas' quotes:

• "Those who think there is only one way to do project management are misinformed."

• "Scrum is very target oriented; it's about speed, and change is part of the process so every two to four weeks, they produce something that the client can use which keeps them aligned."

• "Everything you use that brings you to success is helpful. The great professional will know how and when to use each of them – Traditional and Scrum – and create a very interesting package to build better results. In my perception, there is no conflict with that."

50,000' Overview:
What is PMI's view of Agile/Scrum?

The PMI Agile Community of Practice Launches

• The PMI Agile Community of Practice (CoP) launched and will celebrate at the upcoming **Agile 2009 Conference in Chicago**.

• This group of PMI agilists is sending speakers to present, hand out marketing materials, and facilitate sessions.

• This community of practice is PMI's first newly formed virtual community in several years. It is dedicated to raising awareness of agile practices and techniques among PMI's members.

• The PMI Agile CoP is focusing on building an emerging knowledge base. Only PMI members can join the PMI Agile CoP.

50,000' Overview:
Is Agile/Scrum a good fit for you?

Consider the follow questions:

• How can we deliver projects when requirements change?

• How can we ensure the customer will still need our project when we deliver it?

• How can we make sure we pursue projects and features that deliver the most value to the company?

• How can we improve productivity?

50,000' Overview:
Final 3 Overview Slides

Agile Manifesto:

- Individuals and Interactions <u>over</u> Processes and Tools
- Working Software <u>over</u> Comprehensive Documentation
- Customer Collaboration <u>over</u> Contract Negotiation
- Responding to Change <u>over</u> Following a Plan

Think of <u>over</u> as "before" or "above" or "preferred".

Agile is reliable, not repeatable.
Repeatability is input driven.
Reliability is <u>results</u> driven!

50,000' Overview:
Final 3 Overview Slides

Characteristics of Agile/Scrum:

1. Iterative and incremental
2. Risk mitigation via use of time boxes
3. Continuous delivery of value
4. Team ownership of quality
5. Value-based prioritization of requirements
6. Dedicated, self-managing teams
7. Strong collaboration with customer

50,000' Overview:
Final 3 Overview Slides

Characteristics of Successful Agile/Scrum Teams:

1. Customer-value oriented
2. Individual competence
3. Small team size
4. Sustainable self-discipline
5. Intense collaboration
6. Reduced cost of information transfer
7. Reduced decision feedback time
8. Constant learning and adaptation

<u>Key Question:</u> Can you be a new breed of leader?

Dive into the Details:
How is it done?

The People & Roles:
- Stakeholders & Project Sponsors
- **Product Owner**
  - prioritizes features according to "market" value
  - owns the budget/profitability
  - defines "done" and accepts or rejects work results
  - renews/ or revises priorities of features between Sprints
- **Scrum Master**
  - owns the process, and enforces it
  - removes impediments and shields team from interference
  - ensures the team is productive and functioning fully
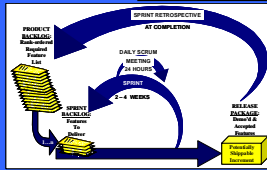
Dive into the Details:
How is it done?

The People & Roles: (cont'd)
- **Scrum Team**
  - cross-functional, self-managing team of 5-9 people
  - select the Sprint Backlog
  - has the right, and
    responsibility, to complete all of the work promised in this Sprint iteration, within the project boundaries
  - organizes itself and the work plan
  - demonstrates the work results to the Product Owner for acceptance during the Sprint Retrospective
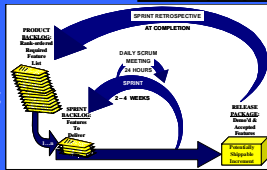
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Dive into the Details:
How is it done?

Step 1 – Project Initiation:
- Define Project Justification
- Identify Product Owner
- Identify Team Members
- Document Product Overview
  - Product Vision
  - Product Features & Backlog

Step 2 – Release Roadmap

Step 3 – Flexibility Matrix
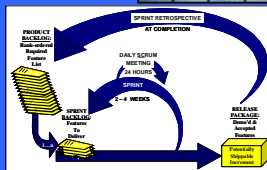
Slide 43

Dive into the Details:
How is it done?

Step 4 - Define High-Level Architecture

Step 5 – Define Project
- Duration
- Sprint Length
- Number of Sprints

Step 6 – Execute Project
- Daily Stand-ups (Scrum)
- Burn Down Reports

Step 7 – Retrospective
- Demonstrate Completed Work
- Update Product Backlog

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Slide 44

Dive into the Details:
How is it done?

Step 1 – Project Initiation: (cont'd)
- Document Product Overview
  - Product Vision

Product Vision Questions:
- Do you know what you want developed?
- Who is it for? Why are we doing this?
- How is this in keeping with corporate strategic objectives?
- What are the benefits we expect from a successful deployment?
- What are the consequences if we fail?
- What are our competitors doing in this area?

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Slide 45

Dive into the Details:
How is it done?

Step 1 – Project Initiation: (cont'd)
- Document Product Overview
  - Product Vision (cont'd)

Product Vision Statements:
- FOR (target customer)
- WHO (statement of the need)
- THE (product name) is a (product category)
- THAT (product key benefit, compelling reason to buy)
- UNLIKE (primary competitive alternative)
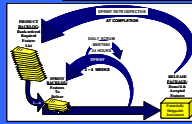- OUR PRODUCT (final statement of primary differentiation)

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Slide 1

Dive into the Details:

How is it done?

Step 1 – Project Initiation: (cont'd)

• Document Product Overview
  • Product Features & Backlog

Creating User Stories – The 3 C's

1. **Card**: As a user, I want to be able to… (i.e., buy online)
2. **Conversation**:
   • Team: Will credit cards be used or just PayPal?
   • Product Owner: Yes, credit cards except American Express.
   • Team: What if the card is invalid (i.e., lost, stolen, expired, etc.)?
   • Product Owner: Notify them nicely it is invalid, and suggest try again with a different card.
3. **Confirmation** (i.e., acceptance criteria):
   • Test that Discover, expired, and rejected cards are not accepted
   • Test that valid cards are accepted

Slide 2

Dive into the Details:

How is it done?

Step 1 – Project Initiation: (cont'd)

• Document Product Overview
  • Product Features & Backlog (cont'd)

Feature Estimating

1. Estimate feature effort in relative units called Story Points
2. Fibonacci series = 0, 1, 3, 5, 8, 13, 21, 34, 55…
3. Establish reference point and use Planning Poker
4. Meet with Product Owner to review

Slide 3

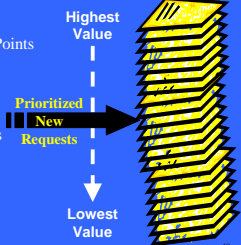Dive into the Details:

How is it done?

Step 1 – Project Initiation: (cont'd)

• Document Product Overview
  • Product Features & Backlog (cont'd)

Prioritize Product Backlog

• Prioritized by Product Owner
  – Balances Business Value and Story Points
• Benefits are:
  – Less feature bloat
  – Clearer focus and communication
  – Prioritization of higher value features
  – Visible "cut line" for planning

Highest Value

Prioritized New Requests

Lowest Value

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Slide 1
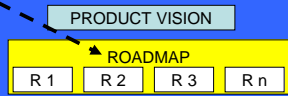
Dive into the Details:

How is it done?

Step 2 – Release Roadmap:

• Release Roadmap

Release Roadmap

- Product Vision drives **Roadmap**
- Roadmap drives Releases
- Releases define Sprints
- Sprints identify Tasks

PRODUCT VISION

ROADMAP

| R 1 | R 2 | R 3 | R n |

Release 1				Release 2	
S 1	S 2	S 3	S n	S 1	S 2

Sprint 1				Sprint 2			
Task A	Task B	Task C	Task n	Task A	Task B	Task C	Task n

Slide 2

Dive into the Details:

How is it done?

Step 2 – Release Roadmap: (cont'd)

• Release Roadmap

Release Roadmap

- Release Roadmap is a high-level list of features (i.e., User Stories to be included in each release
- This may evolve after Release Planning Meetings
- Story Cards are grouped together

Slide 3

Dive into the Details:

How is it done?

Step 2 – Release Roadmap: (cont'd)

• Release Roadmap

Release Planning Meeting Guidelines

- Usually a half-day to one-day event done with the entire team
- Considers release drivers (i.e., regulatory requirement, major customer request, etc.
- Fix the release date and then define its feature set; or fix the feature set and then define the release date
- Determine feature candidates for inclusion in this Release
- Product Owner defines how much of the Product Backlog will be create in the current release (the Release Plan)
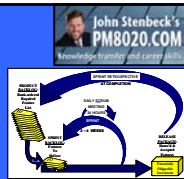- The Scrum Team defines how many Sprints will be needed

Dive into the Details:
How is it done?

Step 3 – Flexibility Matrix

Step 4 - Define High-Level Architecture

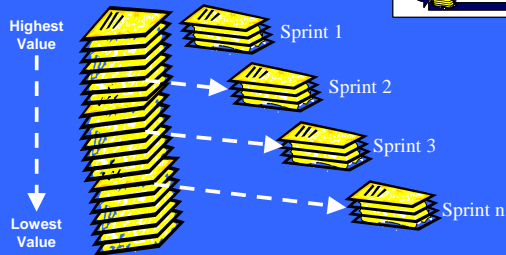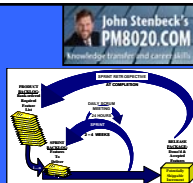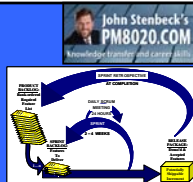## Dive into the Details:
How is it done?

Step 5 – Define Project:
• Define Project Duration
• Define Sprint Length and Number of Sprints

Highest Value

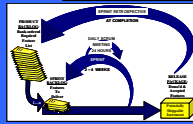Sprint 1

Sprint 2

Sprint 3

Sprint n

Lowest Value

Dive into the Details:
How is it done?

Step 5 – Define Project: (cont'd)
• Define Project Duration
• Define Sprint Length and Number of Sprints

Sprint Planning Meeting Rules
(*First Half* – max 4 hours)
  • Attendees are Stakeholders (optional), Product Owner, Team, and ScrumMaster
  • Product Owner presents the Product Backlog to Team
  • Based on Velocity of previous Sprints (i.e., how many Story Points were completed) Team selects what can be delivered during the Sprint, starting with highest priority
  • Team commits to Demonstrating the selected items to Product Owner and Stakeholders at conclusion of Sprint

Dive into the Details:

How is it done?

Step 5 – Define Project: (cont'd)

• Define Project Duration

• Define Sprint Length and Number of Sprints

Sprint Planning Meeting Rules (cont'd)

(*Second Half* – max 4 hours)
  • Attendees are Product Owner (optional), Team, and ScrumMaster
  • Team decomposes Sprint Backlog into Tasks
  • Team defines Task order
  • Team estimates Tasks in hours
  • ScrumMaster collects information and creates Burn Down chart

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Dive into the Details:

How is it done?

Step 6 – Execute Project:

• Daily Stand-ups (Scrum)

Daily Standup meetings

• Process:
  – What did you work on? Hours remaining?
  – What will you work on next?
  – Are there any impediments?
  – Self-assign new tasks?

• Dedicate a room (whiteboard & Post-Its for listing User Stories)
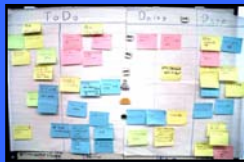
56

Dive into the Details:

How is it done?

Step 6 – Execute Project: (cont'd)

• Burn Down Reports
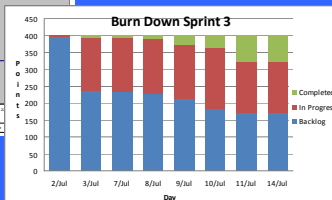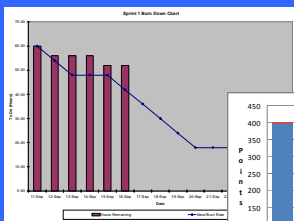
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Dive into the Details:

How is it done?

Step 7 – Sprint Retrospective:

- Demonstrate Completed Work
- Update Product Backlog

Demonstrate Completed Work:

(Time-boxed to 4 hours)

- Only the selected Sprint Backlog that is DONE is presented
- Presented from environment below production
- Stakeholders and Product Owner may ask questions or request changes to completed work during presentation
- Obtain user acceptance

Product Owner updates Product Backlog for next Sprint

Wrap Up:

How Do You Get Certified?

- Major changes coming on October 1st
- Current process:
  - Take an approved certification class
  - Automatically certified for 2 years
  - Pass exam before end of 2-years
- Future process (starting 10/01/2009):
  - Take an approved certification class
  - Document experience in application for review
  - Pass exam within 90 days

Wrap Up:

How Do You Get Certified?

ScrumMaster Certification Seminar

- Coming to Orange County (Santa Ana Holiday Inn)
- Thursday and Friday, September 3rd and 4th
- Two days – 16 PDUs – Only $850 Early-bird

The URL for Registration:

http://pm8020.com/zencart/index.php?main_page=index&cPath=3

Sold out 2 classes in San Diego, so hurry!

Only planning 1 class in Orange County.

Instructor: John Stenbeck, PMP, CSM
E-mail: JohnStenbeckPMP@gmail.com
Website: www.PM8020.com