Hello Performance Enthusiast!

- Passionate about performance
- Know why it's important
- Understand its business value
Convince (Less Enthusiastic) People
A Poorly Thought Out Plan

PHASE 1  PHASE 2  PHASE 3

Collect underpants  ?  Profit
Another Poorly Thought Out Plan

Phase 1
Get excited about making your company’s websites faster

Phase 2

Phase 3
Having a fast site!
The Complications of Phase 2

Part 1
Get commitment and resources from other people (AKA buy-in)

Part 2
Implement Web Performance Optimization Program
The Complications of Phase 2

Part 1
Get commitment and resources from other people (AKA buy-in)

Part 2
Implement Web Performance Optimization Program

Pretty Hard
The Complications of Phase 2

Part 1
Get commitment and resources from other people (AKA buy-in)

Part 2
Implement Web Performance Optimization Program

Surprisingly Harder
The Tarnished Rule

• Expecting people to help you because you/they are nice is not a sustainable strategy

• People will help you, and continue to help you, when it’s in their best interest to help you
You = Sales Guy :-(

![Image of business people](zOompf)
Getting Buy-In

- To get someone’s help, show how what you want to do actually helps them do what they want to do.
- Understand what they want/need, and frame your request in those terms
  - Understand their goals
  - Understand what they are judged on
  - Show how you help them succeed
- “Enterprise Solution”
False Starts

- “mod_pagespeed is super configurable”
  - Marketing does not care about this
- “YSlow has a lot of cool checks”
  - QA or Dev does not care about this.
- “Faster sites have more engaged users”
  - IT/Operations does not care about this.
Convincing Different Departments

- Marketing
- IT/Operations
- Development
- QA
- Product Management
Goals of Marketing Department

- Educate public about company, products, and services
- Raise awareness
- Generate leads for Sales organization
Appealing to Marketing

• Faster sites = increased user engagement
  – More visitors
  – More page views
  – More pages per visit

• Increased user conversion rates
  – More leads

• Higher SERP ranking
  – More exposure
Marketing: Why This Works

- One of few departments which quantifies the value of visitor
  - Probably has $$$ figures
- Judged directly and compensated on how well they generate leads
- “Faster site = more traffic & leads = success”
Goals of IT/Operations

- Provide and maintain infrastructure for business to function
- Essentially, life support for the business
 Appeals to IT/Operations

- Poor performance is symptom of waste
  - Wasted bandwidth
  - Wasted CPU
- Do more with what you have
  - Lower operational expenses
  - Postpone capital investments
- Transparency
  - Show IT infrastructure is not to blame for “slow, crappy site”
IT/Ops: Why It Works

• IT is viewed as a cost center
• Always under pressure to
  – Reduce costs
  – Support more hardware/infrastructure
  – Find ways to be more efficient
• IT gets blamed for everything
• “Do more with less. Stop wasting resources”
Goals of Development

- Deliver product that meets requirements
- Deliver that product on time to address market needs
Appeals to Development

• Bugs are incredibly expensive!
• Find and Fix as early as possible

Development: Why This Works

- Under incredible time pressure to implement features
  - Judged on successful, timely releases
- Bugs are waste
  - Programmers judged this way
- Finding and fixing issues early frees up resources
- “Find performance issues before QA does”
Goals of QA Department

- Varies by company
- Typically, ensures that a product is
  - Functional
  - Usable
  - Secure
- ... and do all this very quickly
Appeals to QA Department

- You are already responsible for finding performance issues
- Identify specific performance defects, not just “site is slow”
- Reduces the time of *detect-report-fix-verify* bug cycle
QA: Why This Works

- It’s their job
- Often (mistakenly) judged on # of bugs found
- Judged on detect-report-fix-verify time
- Lets QA prove there is a problem
- “Find better bugs”
Goals of Product Management

- Understand the market and how it’s changing
- Grow in the market to *best-in-class* by adding required features, introducing new products
- Create specific requirements and schedule for Development
Appeals to Product Management

- Faster site/application directly affects position in the market
  - User experience is better
  - Product comparisons are better
  - Happier users buy more product
  - Happier users refer more business
  - Better perception in the market
Product Mgmt.: Why This Works

• PM is held accountable and judged by
  – Customer feedback
  – Product reviews
  – Perception of market

• “You want to make the best product possible, and slow products are never the best”
One Liners for Performance Buy-in

- **Marketing**
  - “Faster site = more traffic & leads = success”

- **IT/Operations**
  - “Do more with less. Stop wasting resources”

- **Development**
  - “Find and fix bugs earlier”

- **Quality Assurance**
  - “Find more, better, and specific bugs”

- **Product Management**
  - “The best products are fast products”
See Why These Didn’t Work?

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Flip them

- “We can use mod_pagespeed to make our site faster and get a higher Google rank”
  - Marketing will commit to this
- “YSlow will free up our time by finding a lot of things we now look for manually”
  - QA or Dev now love you.
- “Fixing those compression issues means we’ll save 40% in bandwidth”
  - IT/Operations will spend the time to do this
“We Already Do Performance”

- “Performance” is an almost meaningless term
  - Already mature tool markets for load testing and performance monitoring
- Education!
  - Diff tool types solve diff business problems
- Free Whitepaper from Zoompf
- zoompf.com/perftools
Free Performance Assessment
zoompf.com/free
Getting Web Performance Buy-In

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