



MANUFACTURING COMPANY

Review of Structure, Agile
& Delivery Strategy

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BACKGROUND

Most large enterprises have recognised that the traditional model of Digital assets being delivered solely through IT has become outdated.

Digital departments and centres of excellence have been built to bridge the gap that exists between IT, business units, Marketing, commercial and data analytics. This gap is particularly pronounced in organisations with a strong legacy estate and traditional delivery and support models.

SGBD have recognised the critical need to increase their Digital estate, speed-to-market, commercial opportunities and capability. SGBD in France have already implemented this approach

By building Digital as a stand-alone capability, organisations are facilitating and embracing:

- ✓ Rapid speed-to-market
- ✓ Significantly close alignment with business strategy
- ✓ Innovation at pace – both creating diversification and market validating ideas early, minimising wasted investment
- ✓ Moving to more flexible technical architectures, allowing development at pace with minimised dependency on legacy systems
- ✓ Rapid feedback loops from customers and business users, increasing retention, sales and brand loyalty
- ✓ Making key corporate decisions based on explicit market data rather than gut instinct, reducing investment errors

For this to be successful

1

There must be a recognition that cultural change is essential

2

Existing processes and procedures must be changed where necessary

3

Digital must be able to minimise dependencies on legacy systems where possible

4

Digital must be able to deliver business value at pace with the minimum of barriers to success

5

Digital must have all the capabilities in a single team, preferably collocated

6

The business must recognise that for this to be successful, there must be commitment from all teams to provide resource

7

The team, including surrounding team, must be empowered to make decisions at pace

GOALS OF REVIEW

Review existing delivery model and recommend target delivery model and plan for implementation



Review recommended team structure and reporting lines

Assess Agile and DevOps capability and barriers to successful adoption



Define Head of eCommerce role

Define RACI for Digital/IT/Partners/Business



DELIVERY STRUCTURE

Digital team to own all customer-facing capabilities, including

-  eCommerce, including
-  Hybris All externally facing
-  websites BuildAviator
-  CRM
-  Content
-  Management Mobile
-  Apps
-  Analytics, UX/CX, MVT and A/B Testing
-  Business Engagement

IT team to own all Enterprise integration and processing capabilities, including

-  Enterprise integration platform
-  Services to be consumed by customer-facing
-  platforms Single-sign on
-  Security and platform
-  governance Deployment
-  governance
-  Pricing Engine

Business Team to own all Commercial decisions



Product & Catalog Management



Pricing



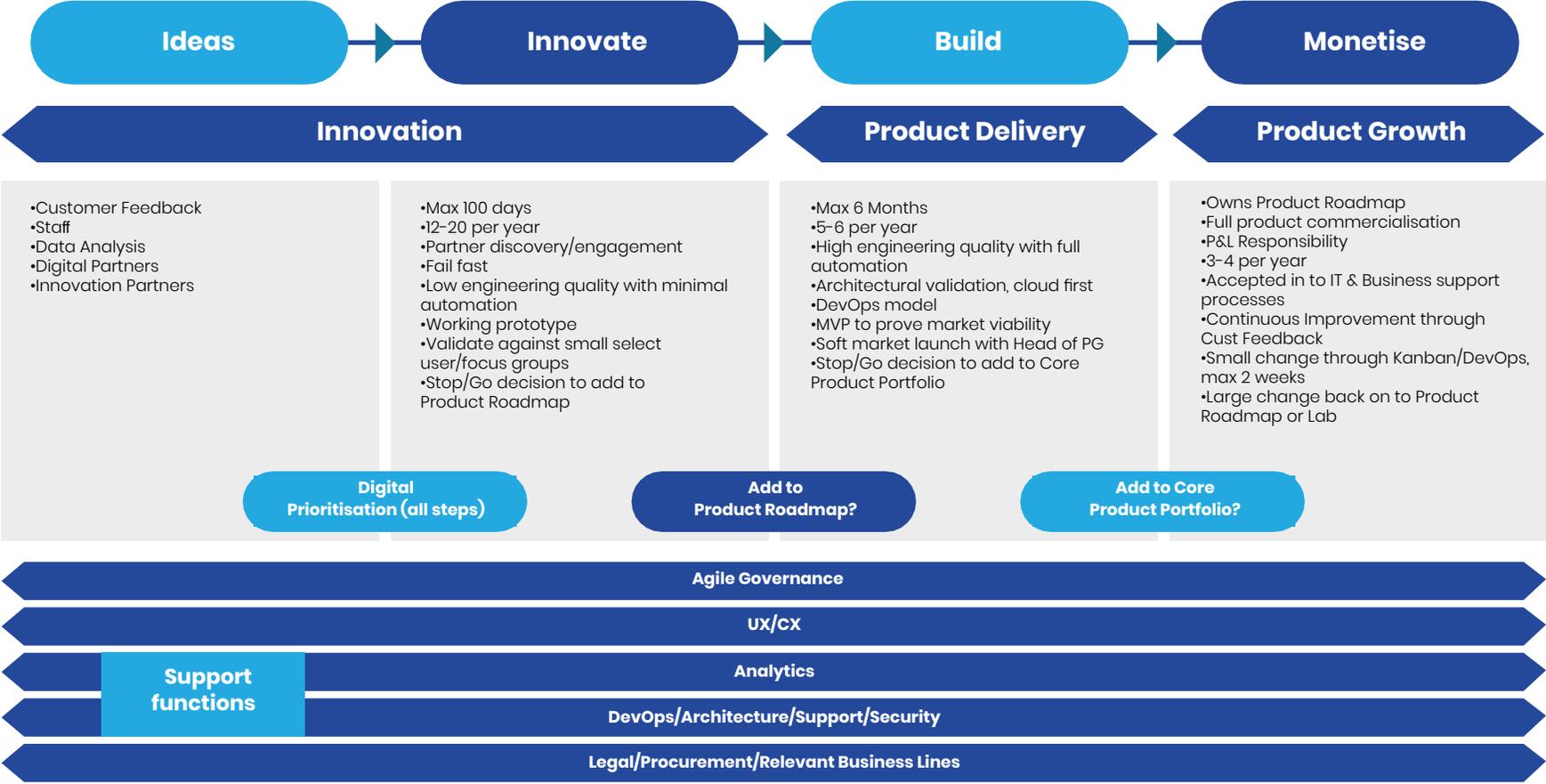
Production Sign-off

RATIONALE

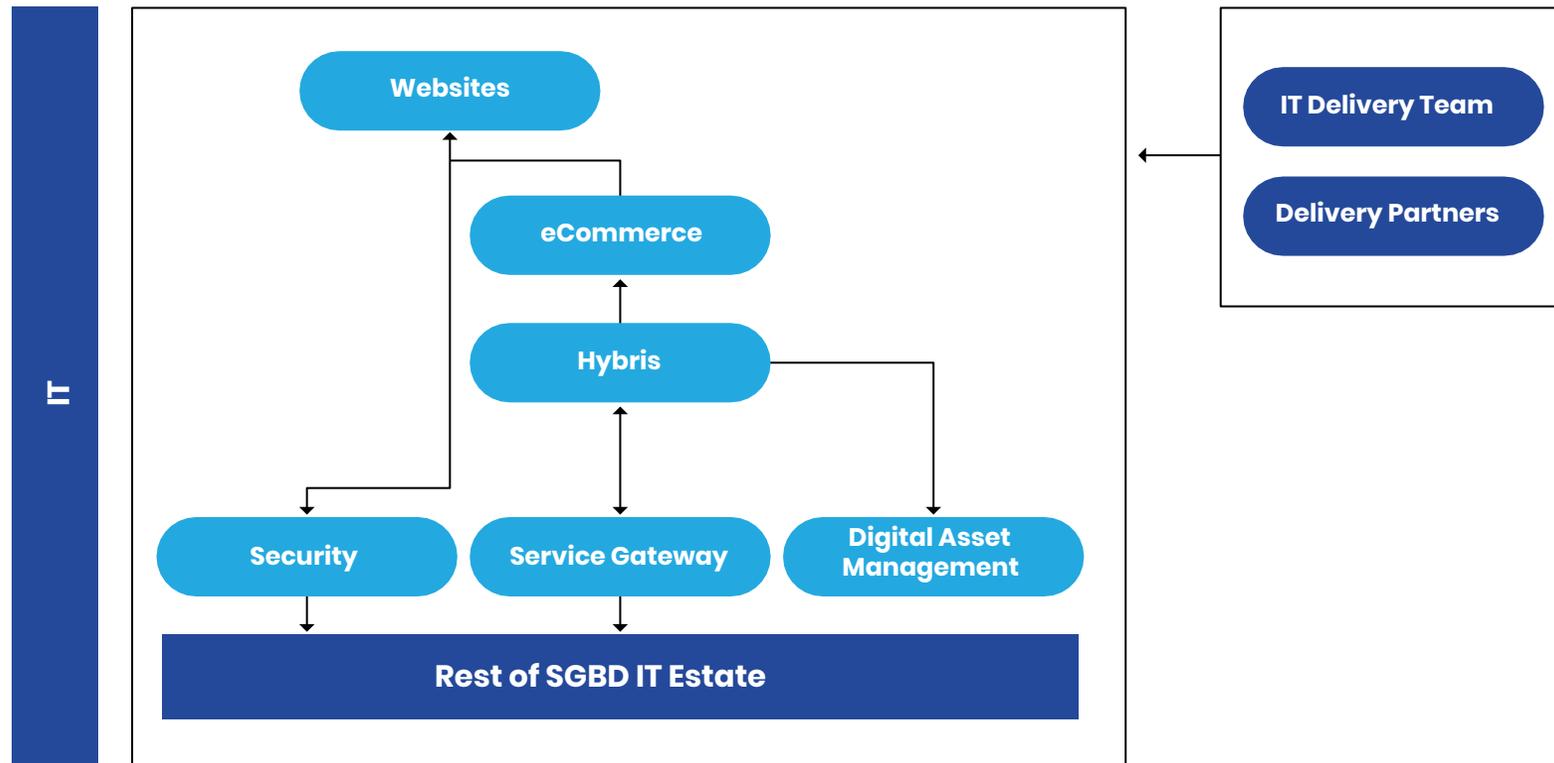
- ✓ Structure gives a clear delineation between commercial and technical concerns
- ✓ Enables the creation of an Enterprise Integration Factory
- ✓ Moves to a model of services being created once for use by multiple systems, both internal and external
- ✓ Allows services and integration to become first-class citizens, Enables SGBD to innovate much more quickly as the service catalog extends
- ✓ Ensures services are built robustly for re-use and scale
- ✓ This ensures that the developers making MVT changes are the same people making production changes – removes misinterpretation, knowledge transfer and accelerates speed-to-market
- ✓ Co-locates the whole team to allow seamless working
- ✓ Reduces the distance between business requirements and the team implementing them
- ✓ Accelerates cross-team continuous improvement
- ✓ Helps embed true Agile behaviours
- ✓ De-couples the delivery of underpinning services from rapid delivery of business change and value



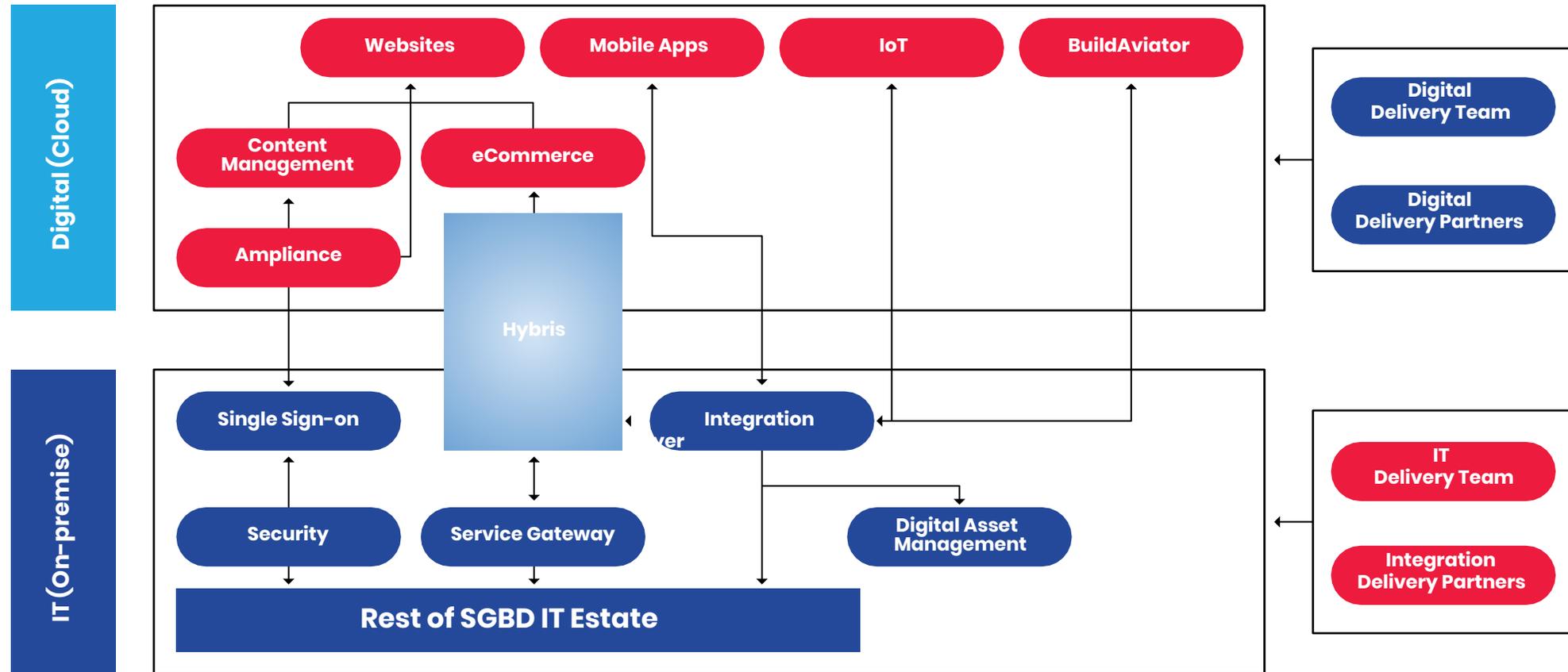
PROPOSED DELIVERY MODEL



CURRENT HIGH-LEVEL ARCHITECTURE/OWNERSHIP

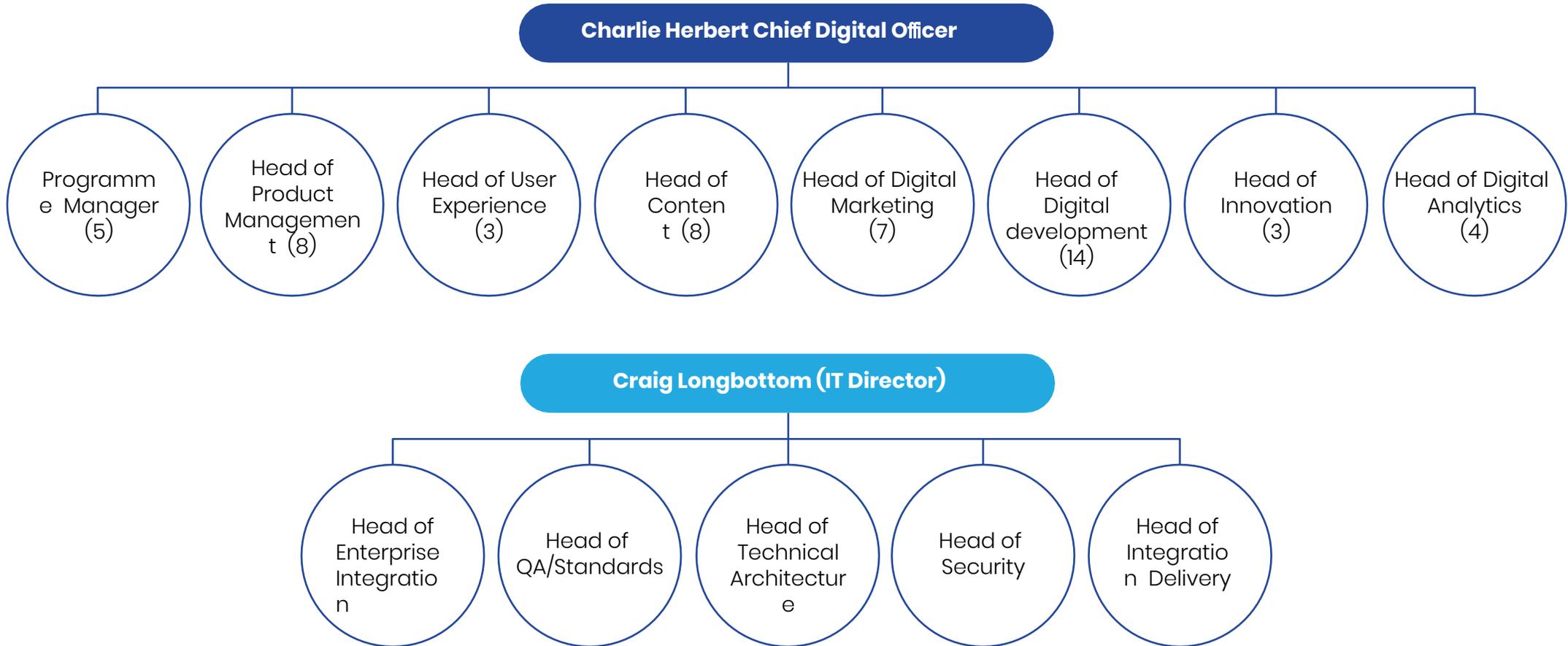


PROPOSED HIGH-LEVEL ARCHITECTURE/OWNERSHIP



RECOMMENDED TOP-LEVEL TEAM STRUCTURES

(related to digital delivery only. Excludes team member details)



WAYS OF WORKING

- ✓ SGBD's current implementation of Agile and DevOps is immature, but is in progress. This level of maturity is to be expected at this stage of the journey
- ✓ There is a willingness to increase the maturity, and progress may have been significantly quicker with the right partners in place, which is now beginning to happen
- ✓ The current Digital partners have fairly mature Agile experience, but are diluting practices to support SGBD processes. They should be actively encouraged to be disruptive
- ✓ Where possible, teams should be colocated. Any IT resource recruited to support the Digital function should sit with the Digital team
- ✓ The Product Owner (PO) role is not currently being done by business representatives. This role must be commercially-focused for Agile processes to deliver business value early ([link: PO definition](#))
- ✓ The Definition of Ready (DoR, when a story is ready to be worked on) and Definition of Done (DoD, when a story is marked as complete) are very lightweight. A recommendation is included in the Appendix
- ✓ Tooling is provided by partners (Jira/Confluence etc). There should be a mandated central platform that all partners use
- ✓ Non-functional requirements (NFRs) are very immature, and not generally included in the DoD. Performance/Volumetric Testing (PVT) and broader security testing need to be built in to both the build pipeline and acceptance criteria
- ✓ Automated testing is in place, but is limited. This can slow down the release cycle
- ✓ SGBD Security guidelines are onerous. A lower level of security should be considered for innovation/pilot project with limited audiences
- ✓ Legal & Procurement need to be engaged much earlier in the lifecycle to support Agile commercial frameworks
- ✓ The current Agile/DevOps maturity is assessed in the next three slides. This includes contributions from both IT and Partners. A maturity roadmap can be built out from this and then actively measured. Green symbolises fully in place, Yellow partially. Following this framework to level 3 for each strand will resolve the majority of the above issue



Theme	Ref	Focus Area	Level 1 - Initial	Level 2 - Defined	Level 3 - Managed	Level 4 - Optimising
Culture	1.1	Agile and Lean Foundation	<p>Some teams are organised in Agile squads* with a view to deliver business value</p> <p>*Traditionally the RA in RACI</p>	<ul style="list-style-type: none"> Teams know the Agile manifesto and have read blogs on DevOps Product Owners are empowered 	<ul style="list-style-type: none"> All relevant team members across the organisation understand their roles and responsibilities in the context of Agile. Self Managing, Cross functional Agile teams are in place and delivering business value at regular intervals 	A scaled Agile framework is in place to ensure synchronised cadence across teams
	1.2	Stakeholder buy in	<p>Stakeholders* see value in DevOps and agile</p> <p>*Traditionally the CI in RACI</p>	Stakeholders are actively engaged through product lifecycle	<ul style="list-style-type: none"> Self Managing, cross functional Agile teams are in place and delivering business value at regular intervals 	Agile and DevOps embedded as standard practice across the organisation
	1.3	Organisational change management	<ul style="list-style-type: none"> There is acceptance that we need to change DevOps and Agile buzz-words are in common usage 	Some people are trained in agile topics. Done on a reactive basis as opposed to a structured proactive programme	<ul style="list-style-type: none"> Education and awareness programme in place across both IT and the business. 	Agile is embedded firmly in the organisation and training materials reference agile approaches
	1.4	Amplified feedback loops	There are some feedback loops at team level but operates in isolation	<ul style="list-style-type: none"> One-off feedback mechanisms in place Information radiators in place to show real time status of teams 	<ul style="list-style-type: none"> Continuous Monitoring of Business and IT metrics Regular feedback from Customers is incorporated 	Proactive tasks in backlog to seek feedback from customers
	1.5	Continuous improvement	Attempt to improve process is reactive	Teams run regular and effective retrospectives to improve the process	A culture of Continuous Improvement is prevalent and visible	

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Digital- Review of Structure, Agile & Delivery Strategy	2.1	DevOps tooling that enable s a continuous Delivery pipeline	Some of the tools are in place, but there is no consistency in usage across teams	A comprehensive tooling roadmap covering collaboration, development, build, infrastructure management, deployment, automation and release management in place	The tooling roadmap is implemented with support in place	
	2.2	Automated Environment provisioning	<ul style="list-style-type: none"> • Cloud based Infrastructure deployment options available for teams • A DevOps enabled infrastructure roadmap is in place • Wait times for developers and testers to access the resources they need 	Infrastructure as Code capability in place with ability to create, manage and tear down complex environments in matter of hours	Self-Service Capability fully automated	
	2.3	Build Management	Builds are manual	<ul style="list-style-type: none"> • Continuous Integration on a regular basis. Sound configuration management principles are applied 	Automated builds are the norm	Visibility to everyone through information radiators
	2.4	Deployment	<ul style="list-style-type: none"> • Software is deployed manually • You see simple human errors during deployment 	Automated deployments, although not consistent across projects	Deployments scripts fully automated with little or no manual intervention	
	2.5	Test Automation	Test automation approach defined	<ul style="list-style-type: none"> • Automated tests are part of definition of Done • Partial Automated regression tests in place 	<ul style="list-style-type: none"> • Testing is an accepted part of the development process • Developers and testers act as one team • Some Non Functional Testing is within the sprint 	<ul style="list-style-type: none"> • Code is potentially shippable end of sprint Defects identified are fixed immediately and Production rollbacks are rare • Non Functional Test activities are part of the sprint

Theme	Ref	Focus Area	Level 1 - Initial	Level 2 - Defined	Level 3 - Managed	Level 4 - Optimising
Delivery Process	3.1	Release Management	A fixed release calendar in place	Some of the development teams are agile and pushing changes frequently	A release management process is in place that includes: <ul style="list-style-type: none"> Automated, consistent deployments and rollbacks of applications Collaborative release planning Stakeholders notified of escalation Real time visibility of the release 	Release cycles combining changes to both application and operational changes are implemented
	3.2	Governance	Agile governance approach is defined	Basic agile governance mechanisms are in place and enforced	Embedded agile governance principles are in place, being followed and measured	
	3.3	Tooling	Identification of tools needed for non-colocated teams to function effectively	Implementation of tools across all teams	Utilisation of tools across all team members	Team members functioning as single team regardless of location
	3.4	Documentation	Waterfall methodology adjusted to allow hybrid documentation model that supports corporate governance surrounding the agile delivery	Documentation aligned with agile best practice	Agile documentation is optimised for SG	
	3.5	Non Functional Requirements	NFRs are recognised as a key part of delivery	NFRs are delivered as a parallel project stream	NFRs integrated within sprint planning and delivery.	
	3.6	Backlog Management	Product backlog exists but backlog is still not the single source of change	User stories are refined Stories, Features and Epics are maintained	Clear definition of Done and Acceptance Criteria in place	Enterprise-wide backlog synchronisation mechanism is in place
	3.7	Ownership of Quality	<ul style="list-style-type: none"> Ownership is usually determined by blame game after an incident You don't discover software defects until late in the lifecycle, or worse, in production 	The product owner has given a clear definition of Done and Acceptance Criteria are in place	The team owns quality	Development owns quality and the role of Test is to help Development write good quality software

WHAT THIS MEANS FOR...

IT	Digital	Business	Partners
Create Enterprise Integration Factory (EIF)	Create an Enterprise Digital Delivery Factory	Early business value will be provided by embedding the business in the process	Appropriate integration partners should be identified to accelerate delivery of the EIF
Build team to accelerate innovation and speed-to-market through Enterprise-grade services	Build team to accelerate innovation and speed-to-market by consuming Enterprise Integration Factory	The business will need to identify Product Owners who can commit sufficient time to projects	Front-end partners should transition to the Digital team when appropriate
Provide Single Sign-on (SSO) strategy and platform (additional accelerator)	Leverage SSO technologies as a basis for moving to single customer view	Capital Budget Control	
Provide and Manage an Enterprise-grade Build Pipeline and Tooling	Leverage build pipeline across all partners		
Own all back-end integration to Hybris	Own all front-end development to Hybris		
Operational Budget Control			

SHORT-TERM ACTION PLAN

Action	Owner	Due Date
Complete Endava MSA	CH/Endava	15/06/18
Agree Scope, Team, Budget & Delivery Plan for BuildAviator	CH/Endava	15/06/18
Publish Ways of Working and RACI to Ensure Alignment with IT/Partners	CH/Endava	15/06/18
Confirm Team Structure & Reporting Lines with IT	CH/CL	29/06/18
Consolidate Agile & DevOps Maturity model and publish	BJ/CH	29/06/18
Initiate Enterprise Integration Partner RFI Process	CL	29/06/18
Mobile App Kick-Off Workshop with Endava	CH	22/06/18
Agree Scope, Team and Delivery Plan for App	CH/Endava	29/06/18
Identify Potential Agile Champions in the Business	CH/MN	29/06/18
Create Cross-Functional Agile Working Group for Continuous Improvement	CH/CL/Business	06/07/18
Market Sweep for Head Of eCommerce Candidates	HR/CH	29/06/18
Review RACI and Release Cycle once Claranet processes are available	BJ/CH	06/07/18

Appendices

AGILE WAYS OF WORKING

– DEFINITION OF READY

A story is ready to be worked on if:

1 The story can be completed by the scrum team in a single sprint (with a preference to a couple of days):

- ✓ The team has a shared understanding of the story
- ✓ The story has been to a team refinement session
- ✓ The story has been estimated by the team
- ✓ External services and dependencies are available to develop and test against
- ✓ The acceptance criteria are clearly defined

2 All artifacts for the story are available:

- ✓ Designs / style guides (attached to the JIRA, or will be at the point of development)
- ✓ UX / user flow (attached to the JIRA)

3 Technical architecture is available

4 The story meets the INVEST principles where appropriate:

Independent

Negotiable

Valuable

Estimable

Small

Testable

AGILE WAYS OF WORKING

– DEFINITION OF DONE

A story is can be marked complete if:

- 1 All acceptance criteria for a story have been met
- 2 All tasks for a story have been completed
- 3 Unit tests are written and passed, where appropriate
- 4 Code has been peer reviewed, where appropriate
- 5 Code has been refactored, where appropriate
- 6 Code has been merged and all tests have passed
- 7 Functional and non-functional tests have been written and have passed (*applicable screenshots/other artefacts captured and uploaded to Jira / Any other test tools?*)
- 8 Story signed off / accepted by the Product Owner
- 9 Story has been demonstrated as complete
- 10 Additional assurance is also complete where appropriate
 - ✓ IT assurance
 - ✓ Test assurance
 - ✓ Security assurance
 - ✓ Service introduction assurance
- 11 The team are happy for customers to use it



THANK YOU

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