



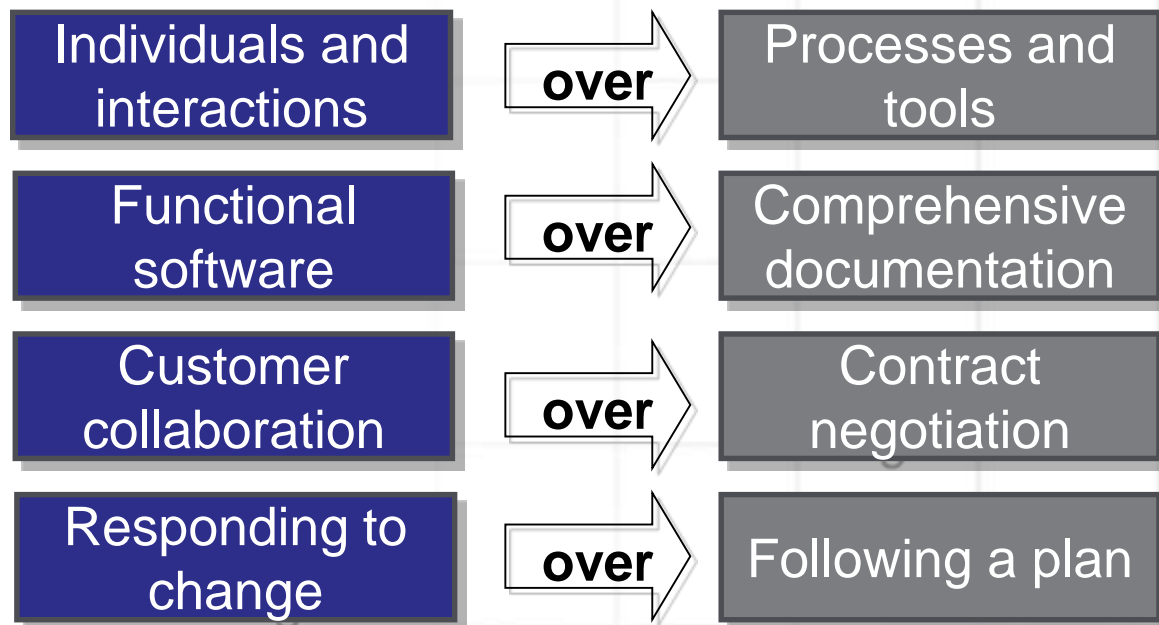
# Bringing value to large projects by infusing agile methodology

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# Why agile for large organizations

- Why Agile at all?
- Why it is more important for large organizations?

# Take this intent: Agile manifesto



That is, while there is value on the items on the right, we value the items on the left more.

# Examine these intents – Playing devil's advocate

- Individuals and Interactions – Is Processes and tools already mature?
- Functional Software – Was the quality documentation easy to achieve?
- Customer collaboration – How good are we in taking customer contracts to a new level?
- Responding to change – Are we perfect in following a plan?

# Why the focus is towards agile now?

- Industry is waiting for transformation
  - IT industry geographical spread changed from stormy to stabilized state
  - Increased quality lead to higher compliance level (CMMi, ISO, etc)
  - Increased value chain down the supply chain - Enhanced accountability.
- Opportunity cost to benefit from
  - Products: New innovation is tapering out (UI changes, Streaming optimization )
  - Organization Dynamics: Execution speed no big differentiator. Quick response to changing reality is key. (Competition low entry barrier)

# How we proceed with pitfalls around

- Communication issues are within the team or between the teams?
  - Autonomous teams
  - Organization structure
- Does early functional software means not waiting for design to be ready or to be understood?
  - Cross functional expertise team
  - Hard dependencies are sorted out faster
- Is collaboration limited to customer or extends to internal stake holders where the real threat lies?
  - Team structure and product owner accountability
- Was responding to change means accepting everything every time?
  - Product owner concept . Faster decision making for changes.

# Focus change for large organizations with this Agile transformation

- Traditional view or focus is changing from famous triangle of COST/SCHEDULE/QUALITY to Pareto Optimality
  - Schedule -> Managing priority conflicts
  - Cost to Value acquisition and
  - Quality to Managing Customers.

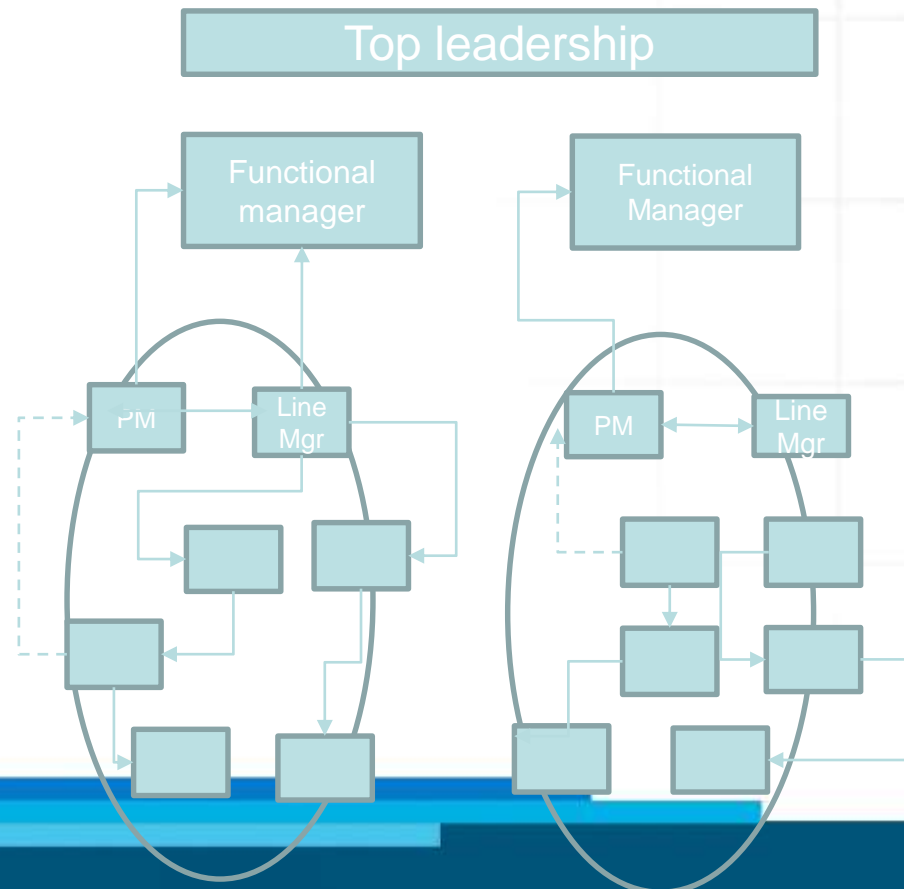
Impact is on 2 following things

1. Type of organization
2. Type of products or services

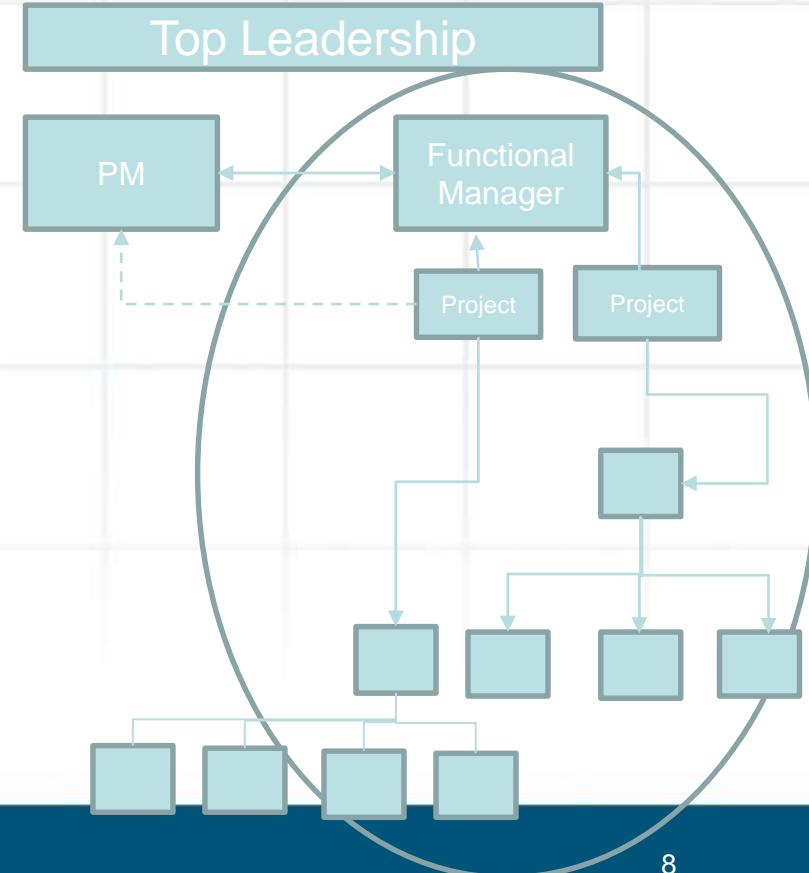
# 1. Organizational Structure

Large organizations can be complex with a mix of Functional, Matrix and Projectized.

- Encapsulated Matrix Organization



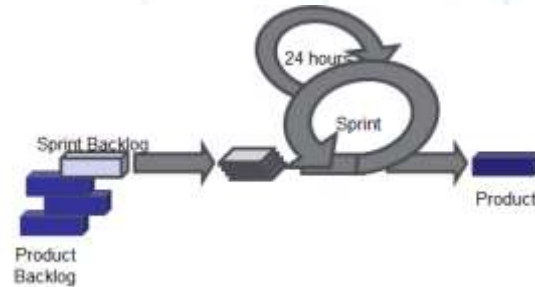
- Encapsulated Functional Organization



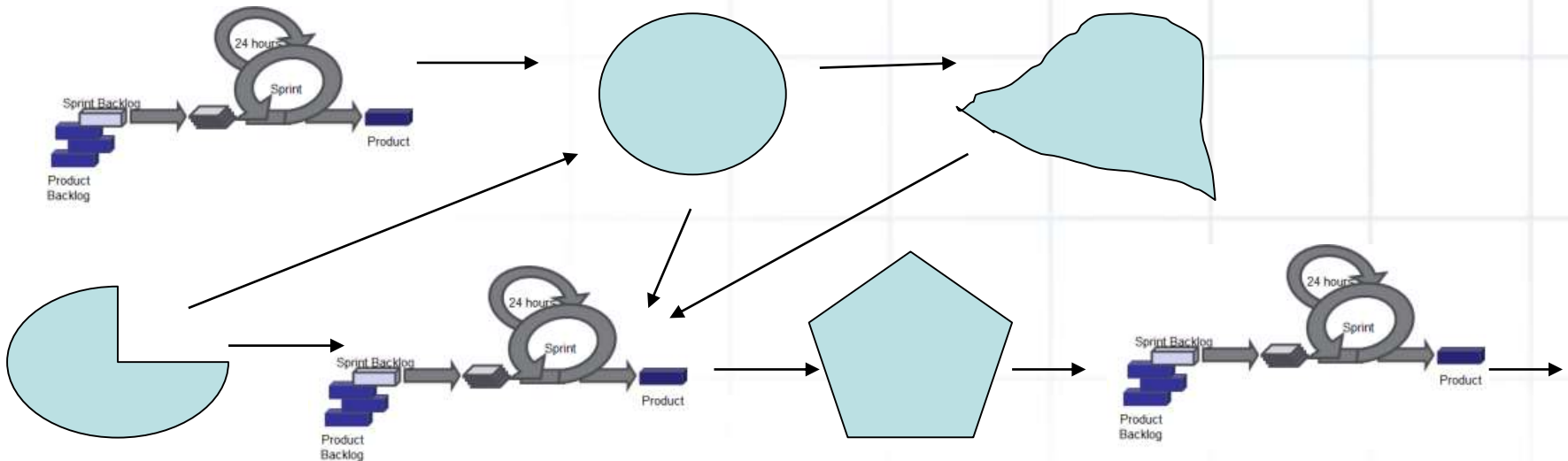


# Agile transformation challenges

Agile flow ex:

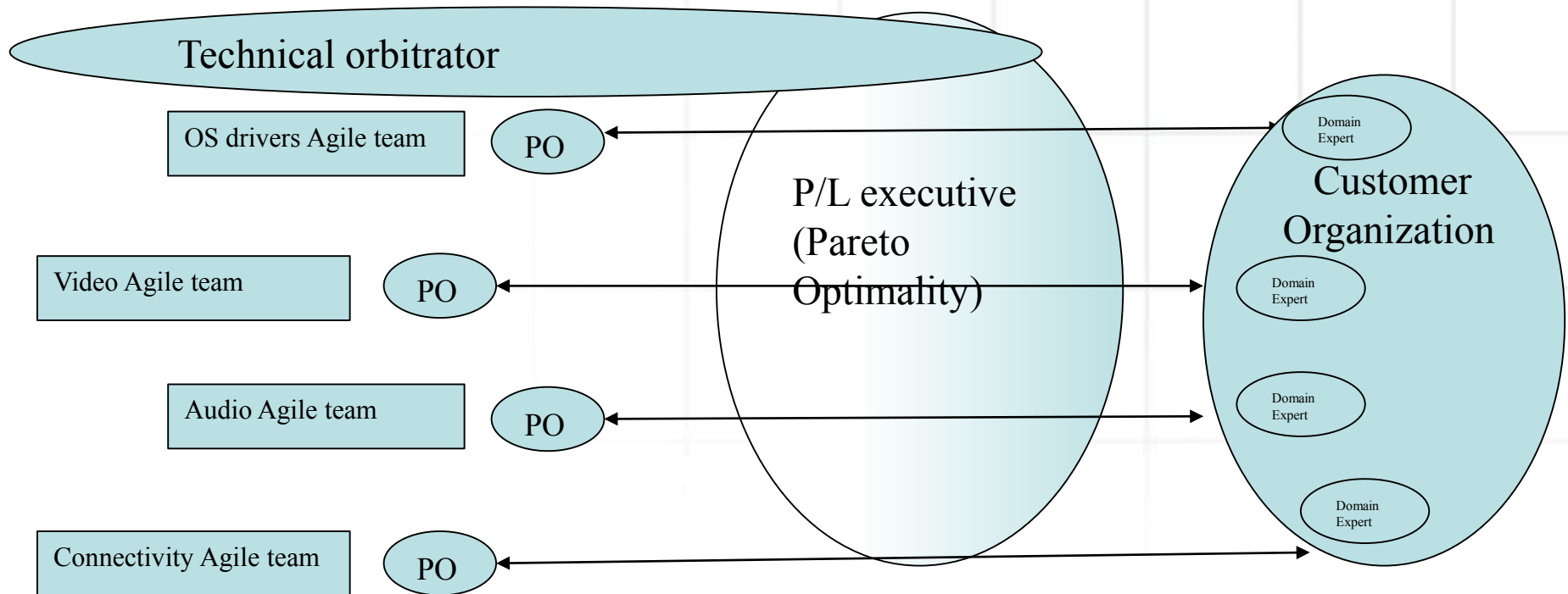


- How does this fit in a large organization with multi site operational structure?



# Organization Model could be....

- Product backlog (PO) Vs Scope (P/L executive)
- Product Increment (PO) Vs Milestones (P/L executive)
- Product view (PO) Vs Business view (P/L executive)
- Product use cases (PO) Vs Business use cases (P/L executive)



# Actionable strategy matrix during Agile transformation

Focus on 3 areas :

- Leadership,
- Communication and
- Motivation

	Leadership	Communication	Motivation
Strong Matrix	Delegation	Transparent and Consistent	Invoke questions and break the silence
Balanced Matrix	Collaboration	Reinforced	Confront the conflicts
Weak Matrix	Expertise	Demonstrable	Manage the resistance

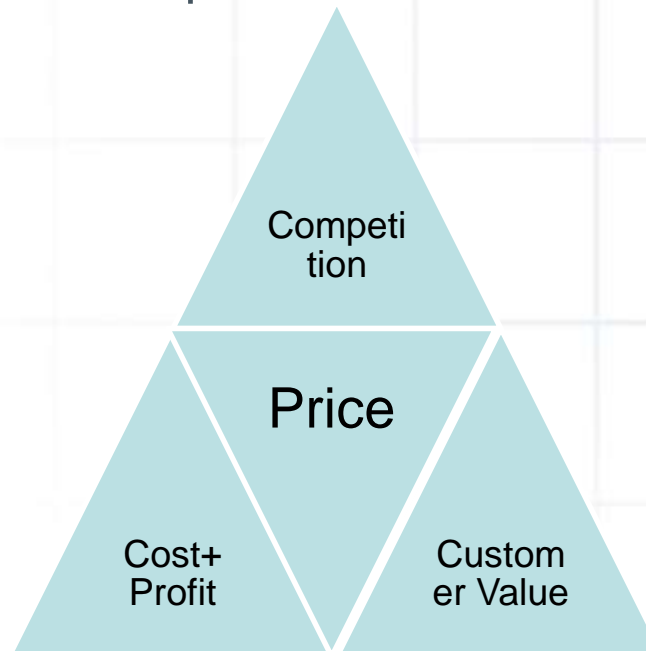
## 2. Products strategy

- Entry criteria: S Curve of the products portfolio.
  - Enables decisions to maximize ROI.
- Priority Vs Criticality: products with high revenue projections Vs Innovation for sustainability of business
- For the project managers this information and understanding of product classification and strategy is essential. This becomes his premise for actionable strategy.



# Products Classification

- Three major product categories from the diffusion innovation curve that makes up the product strategy and project portfolio.
  1. Researched or new/innovative products from R&D
  2. Revenue generating product
  3. Replacement/Low cost product



# Researched New/Innovative products:

- These products are technology triggers or at least a major differentiating force in the existing market.
  - Market timing for Scope Vs Schedule: Timing the market is key.
  - Product pricing with Cost-Scope: Price-cost management is key.
  - Leveraging existing capabilities and technology IP's: To enable marketers to quickly reach to adjacent and emerging markets for the product at an advantage price positioning.
- **Use “Technology Fusion Groups” as the way to create agile teams to accelerate and iterate the release process**

# Revenue generating products:

- These products are high volume and/or high revenue products with company's leadership position.
  - Schedule intensive
  - Line stretching capabilities
- Project Manager managing such product launches need to have focus on top-line of the business.
  - Responding to changes is key to have good traction in the market
  - Iterations are sporadic and not regular for such projects with new enhancements.
- **Manage them as short lived “Change Management Teams” to infuse agile methodologies.**

# Replacement/low cost products:

- Cost optimization focus than schedule focus. Looking for margins in a dried up market space.
- Dealing with continuous price erosion with a strategy to extend market reach.
- Here the price sensitivity demands task force on need basis rather than a fully involved cross functional Agile team.
- Solutions include mainly with price negotiation capability with bare bone offering or bundling/ unbundling for securing margins.
- **Create “Transient Task Force” teams to infuse Agile methodologies**



# Actionable strategy in the context of product strategy

## Product- Agile Matrix:

Infusing Agile thru	Researched new products	Revenue Intensive products	Replacement products
TFG (Technology Fusion Groups)	Market timing/ Scope-Schedule alignment	NA	NA
CMT ( Change Management Teams)	NA	Volumes gain/ Line stretching	NA
TTF ( Transient Task Force)	NA	NA	Margins/ Bottom line/ Customer Retention focus

# Conclusion

- *With these matrices large organizations can transform by infusing agile methodology and these steps act as a strong link between ‘Organization Transformation’ and ‘Product Strategy’ to grow and sustain “Business Goals” with minimum turbulence and maximum cruising.*