



Agile Transformation: Inspiring Cultural and Process Change

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About the Speakers

Jessi Jacobs, PMP, CSM, CSP

- Manager – Operational Excellence, L3 Technologies
- High impact leader in the technology industry with over 15 + years of experience demonstrating agility and influence when facing change and uncertainty
- I have a small hobby farm with horses, chickens, garden and a orchard

Joseph Mrozinski, MBA, PMP, PMI-ACP

- Director – Enterprise Applications, L3 Technologies
- Customer oriented, servant IT leader with over 20+ years experience in the IT and Supply Chain fields
- Retired Army officer and I enjoy hiking, skiing and mountain biking

Key Outcomes/Objectives

1. Understand our motivation to move from Waterfall to Agile Scrum
2. Understanding of our Agile Journey
3. Agile Scrum Organizational Structure
4. Lessons learned while implementing Agile Scrum in our SAP COE

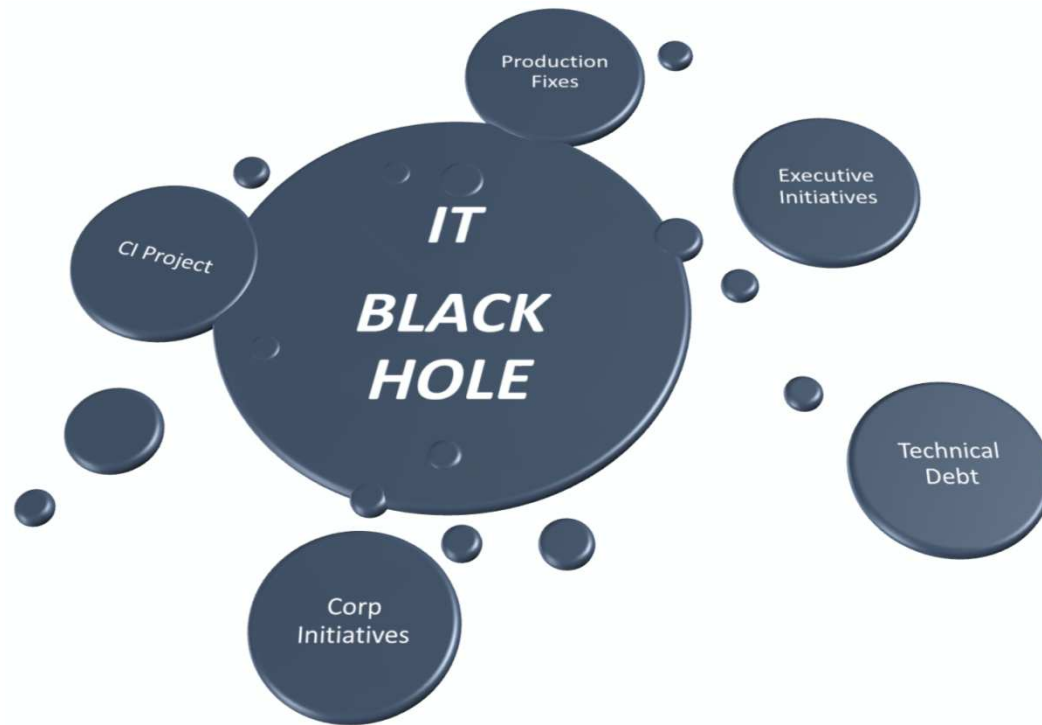
Agenda

- Our Case for Change
- Our Agile Transition
- The Results

Our Agile Journey

Be the change you wish to see in the
world. – Mahatma Gandhi

What Do Your Customers Think of I.T.?



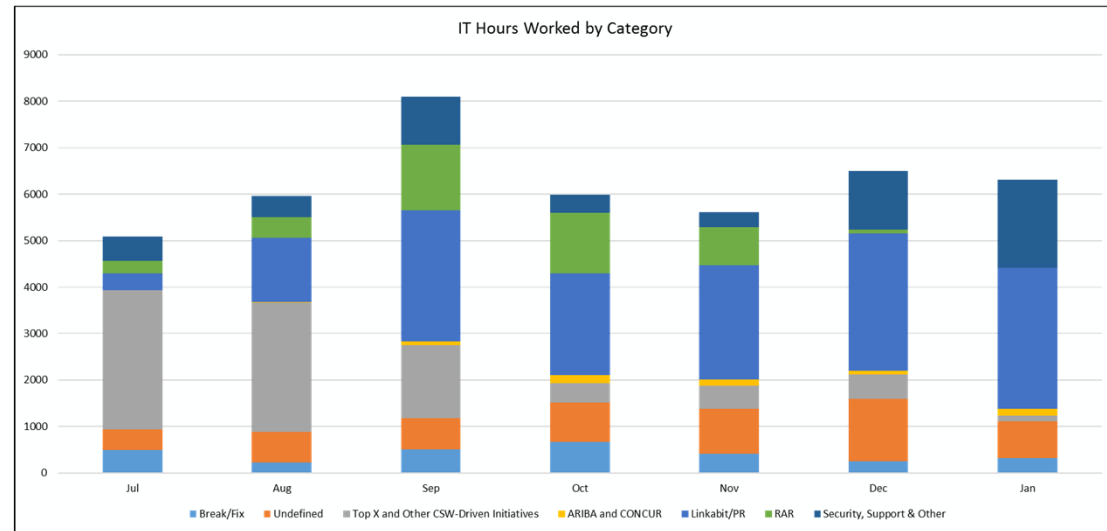
The Challenges with Waterfall

- Excessive need for escalation
- Excessive time spent on major initiatives “Gold Plating”
- Difficulty in changing requirements
- Lack of transparency and trust in IT
- User Acceptance was “Final Acceptance”

The Waterfall “Overhead”



Schedule Performance on Completed Requests



Why Agile?

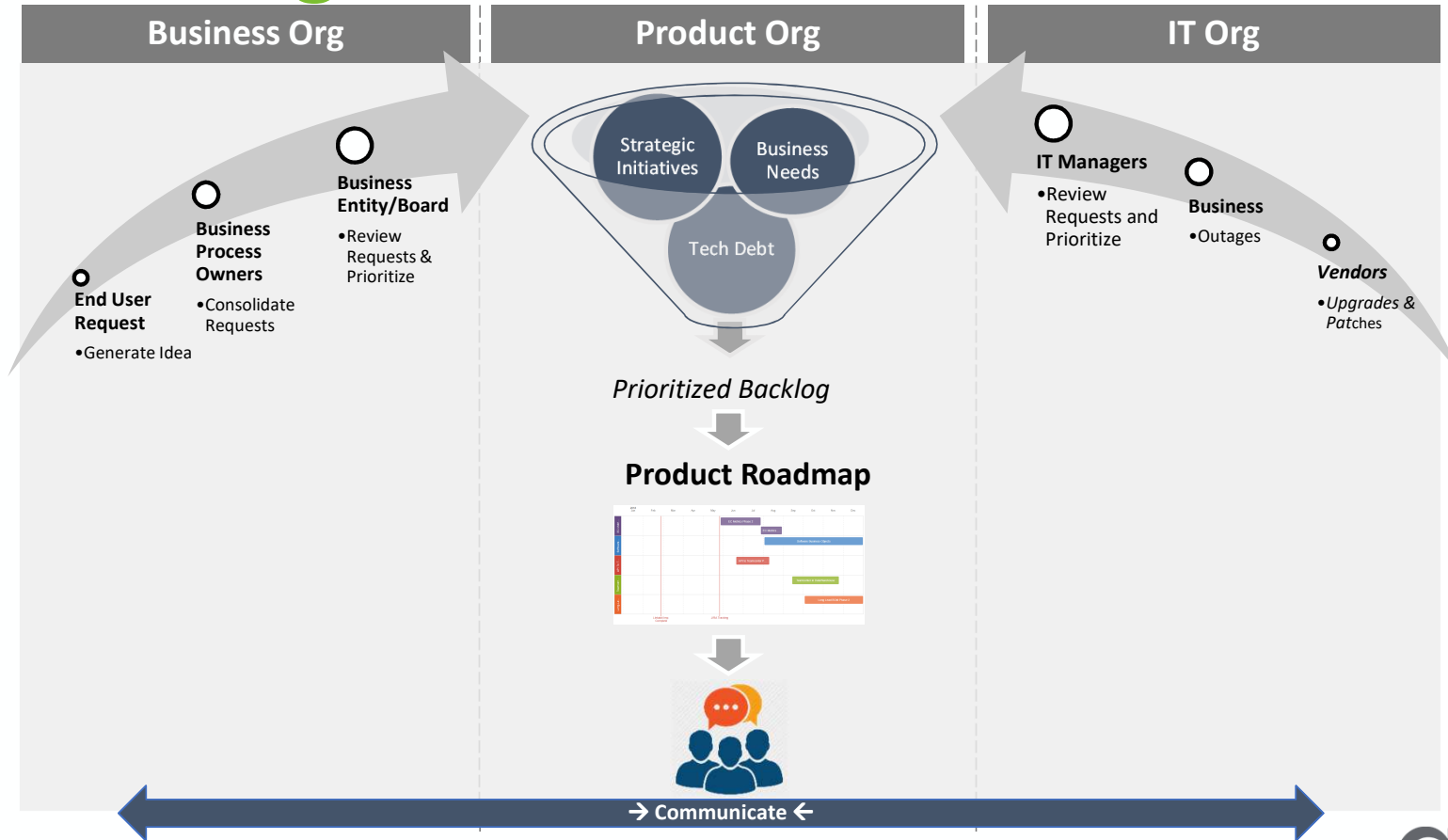
Utilizing a Agile/Scrum approach to deliver projects will provide transparency, visibility, faster delivery times and better strategic partnership with the business.



Organization Design

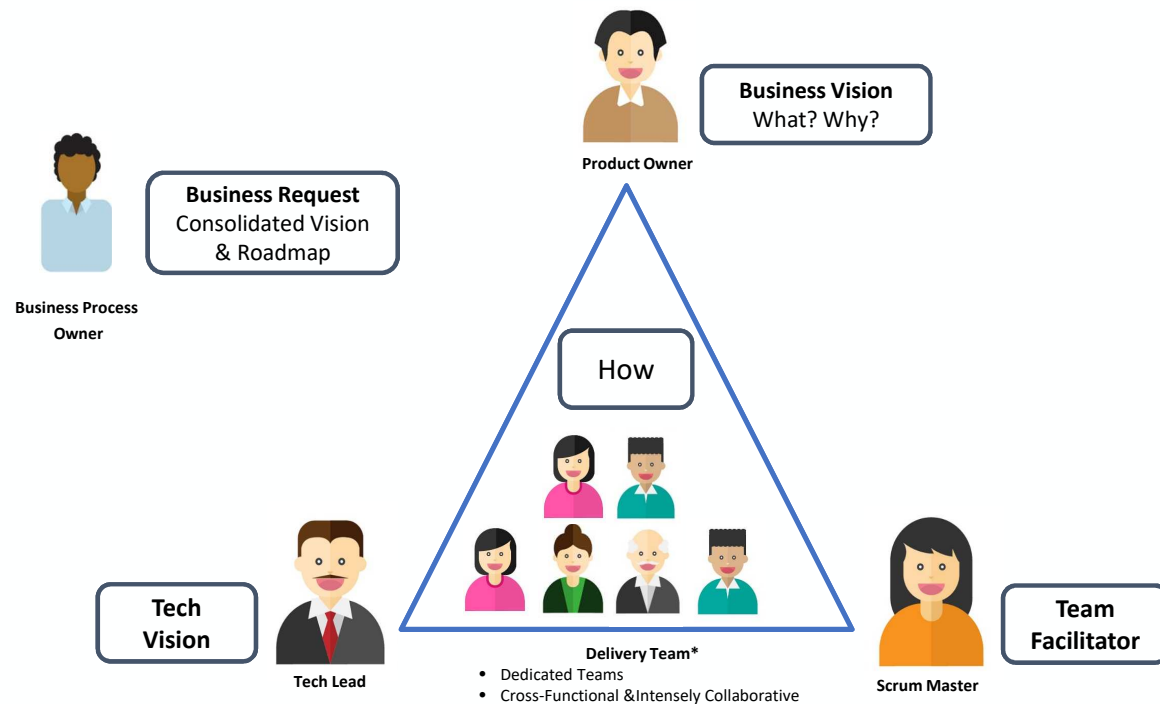
Power of Scrum Teams

Product Organization Interaction

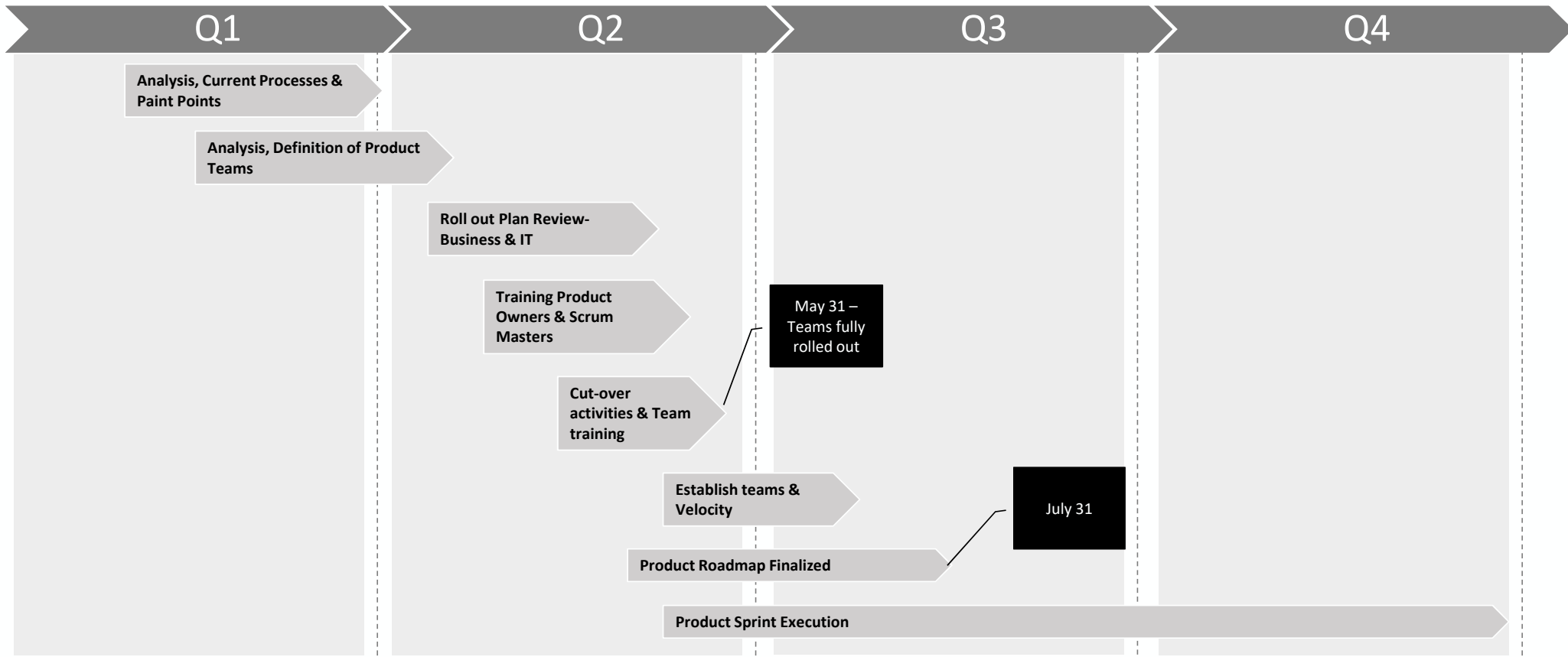


Dedicated Product Teams

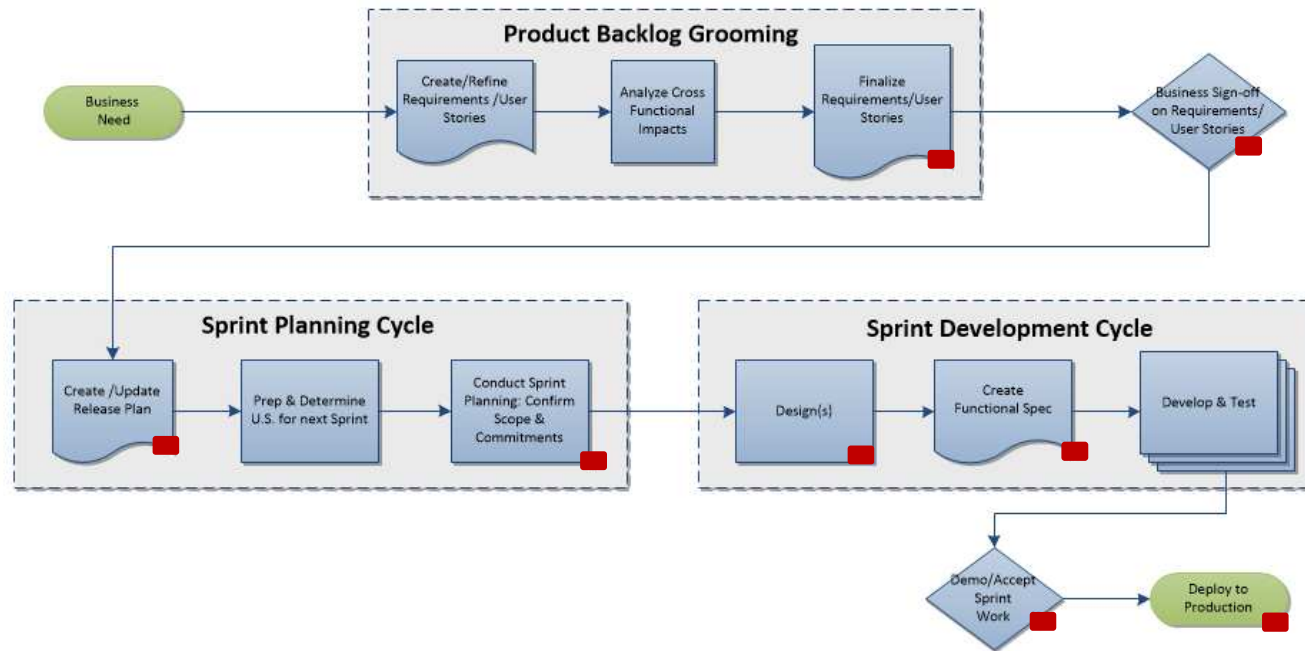
Product	Support
MFG	ME, MII, Shop Floor Viewer, NCAPE, NAV
Supply Chain 1	MM, Planning, Scheduling, Procurement, SAP Mfg, Material Control, Pegging, TST
Supply Chain 2	MRO, Govt. Prop, Receiving, WM, Shipping, QM, GTS, Plant Maintenance
Finance	Gen Accounting, AP, AR, PS, Cost Estimating, Sales Profitability Analysis, BPC, EVMS, GPD, Govt. Compliance Add-ons



Agile Transformation Roadmap



Product Development Lifecycle



Stakeholder Communication

Product Backlog Grooming
 Iterative cycle of gathering and refining requirements prior to incorporating into the product roadmap

Sprint Planning Cycle
 Iterative cycle of prioritizing requirements and creating/updating the product roadmap

Sprint Development Cycle
 Iterative cycle of developing user stories to enable fast feedback, continual improvement and rapid adaptation to change



Results

What do our Customers Say?

Customer Testimonials

- *These are some of the advantages I've experienced with the new IT approach:*
 - *Sprint Demos are very helpful to see what other departments are working on and we can coordinate efforts.*
 - **Much improved transparency**, interaction, and testing during the whole process.
 - *JIRA stories and roadmaps are well managed and provide a clear path. The clarity allows status to be reported on easily.*
 - *Well defined roles for the team. **Greater accountability.***
- *The Agile & Scrum methodology employed by IT this last year has been big improvement for the user community. Requirements are communicated more clearly and better solutions are identified. As compared to the old method starting project and running through completion of the entire project, this make a lot more sense. The incremental deliveries prevent an effort from going too far down a rabbit hole before problems are found. **Development in the past sometimes delivered a solutions that didn't solve the problem or just didn't work well.** Users weren't involved enough during development to get the right answer. Incremental deliveries along with increased user/customer involvement help insure that the right solution was chosen.*
- ***Priorities are set more accurately to business needs** and can change more readily with less impact due to the 2 week sprint methodology. Faster product delivery for enhancements and quick reaction to break fixes.*
- *Another big plus with this method of development is getting solutions in the hands of the users more quickly. The solution may not be complete, but some benefit can be derived as development continues. I'm a big fan. I think this is the **right direction for future development efforts.***
- *Your implementation of Agile Scrum has truly become a game changer in our ability to improve our throughput of SAP business enhancements that we can deliver to the business. This is a **team effort between the business and IT that is just amazing to watch.** The partnership, focus and agility of the teams is definitely one of the best I have ever seen in doing this for over a decade. Your teamwork has helped ensure we continue to **provide the most value-added SAP enhancements to the business.** Thank you all so much for allowing me to be a part of this amazing transformation over the past few years. Amazing work.*

Agile Adoption

Before Agile

- Little visibility into future work
- Organization into Projects – **roaming resources**
- Multiple points of contact – VSM, Project Managers, Sponsors, Business Owners
- Large packages of work – greater **project fatigue and higher risk**
- Less Business involvement until UAT leads to missed requirements
- **Project disruptions** with production issues and competing project needs

After Agile

- Organization into Products – **dedicated teams**
- Visibility of the forecast and constant communication
- Single point of contact for all IT Enhancements - **The Product Owner**
- Deliver Value sooner to the customer
- Greater Business collaboration leads to **higher quality work**
- Promotes **scalable development** for future growth

Scaling

Where do we go from here?

The Agile Practice

What	<ul style="list-style-type: none">• Promotes Scrum Values: Focus, Openness, Respect, Courage, Commitment• Deliver the transformational vision of the Agile Practice• Clearly align the entire organization along a shared path forward• Share best practices and cross team alignment
Why	<ul style="list-style-type: none">• Promotes scalable development for future growth• Industry Standard for IT development for last 10 years• Opens the door to other mainstream development practices: DevOps• Forcing function for cross-training and open dialogue with stakeholders• Delivers value to the customer sooner in a project

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Presentation Materials

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<http://info.asug.com/2019-ac-slides>

Q&A

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