



AGILE GENESIS

EXPANDING AGILITY AT A LEADING FOOD AND BEVERAGE COMPANY



BACKGROUND

Agile Genesis partnered with a leading service provider to enhance the organizational agility of a prominent global food and beverage company. This company, known for its extensive range across high-growth sectors like coffee, pet care, infant nutrition, and water, has been proactive in acquiring premium brands to strengthen its market position. These strategic moves, while bolstering the company's portfolio, introduced complexity and inconsistency in operations, highlighting a need for a unified approach to project management across its diverse divisions.

OBJECTIVE

The core objective of this partnership was to move beyond traditional project management methodologies by embedding Agile practices, specifically Scrum and the Scaled Agile Framework (SAFe), throughout the organization. This initiative targeted not only the Project Management Office (PMO) but also divisions that traditionally relied on waterfall methodologies. The aim was to enhance productivity, streamline operational efficiency, and accelerate delivery processes to foster an environment of rapid responsiveness and innovation.

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The client had already experimented with Agile practices in some of its teams, achieving positive results in terms of quality, speed, and customer satisfaction. The next step was to scale up the Agile transformation and leverage the benefits across the entire organization. This required a holistic approach that aligned the vision, values, and goals of all stakeholders, from senior leaders to frontline workers.

IMPLEMENTATION STRATEGY

The strategic plan for implementing Agile transformation comprised several key initiatives:

- **AGILE PLAYBOOK DEVELOPMENT:** Collaboratively, Agile Genesis and the client enhanced the existing Agile playbook, which provided standardized guidelines and practices to ensure consistent Agile adoption across teams. The playbook enhancements included enterprise level Agile practices, which were tailored to the specific needs and challenges of the client. These additions included Scrum@Scale practices, such as scaling the Scrum Master and Product Owner roles, coordinating multiple Scrum teams, and aligning the vision and goals across the organization. Moreover, the playbook provided translation artifacts and coaching to integrate the more traditional Project Management Office (PMO) with the Agile teams, ensuring alignment and governance without compromising agility.
- **COMPREHENSIVE TRAINING AND COACHING:** Agile Genesis conducted extensive training sessions for Product Owners and Scrum Team Trainers. These sessions were designed to deepen their understanding of Agile practices and strategic application of SAFe. Continuous coaching sessions were also provided to equip Scrum Masters and Product Owners with the necessary skills to manage Program Increment (PI) Planning, Sprint Execution, Retrospectives, and Product Demonstrations effectively.
- **OPERATIONAL INTEGRATION AND SUPPORT:** To facilitate better project tracking and management, Agile Genesis helped integrate Azure DevOps (ADO) boards across multiple teams, enhancing visibility and collaboration.
- **LEADERSHIP ENGAGEMENT AND SUPPORT:** The consultancy recognized the pivotal role of leadership in the success of Agile transformations. Therefore, substantial training and support were provided to ensure that the leadership was well-prepared to champion Agile methodologies within their teams and align transformation efforts with strategic business objectives.

ADO Customization and Reporting: Agile Genesis helped customize the ADO boards to suit the specific needs and preferences of each team. This included the creation of standard views and dashboards to serve as self-serving information radiators for the teams and stakeholders. Additionally, Agile Genesis generated reports and metrics to measure the progress and performance of the Agile transformation.

KEY ACTIVITIES AND MILESTONES

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- **Expansion of an Agile Playbook:** The playbook was updated to include enhanced guidelines and protocols for adopting Agile practices effectively.
- **TRAINING PROGRAMS:** These were rolled out extensively to critical roles, focusing on both the practical and strategic aspects of Agile methodologies.
- **SUPPORT FOR ADO BOARDS:** Agile Genesis assisted in the setup and refinement of ADO boards, which are critical for maintaining clear project visibility and management.
- **CONTINUOUS COACHING:** Ongoing coaching was provided to embed Agile capabilities within teams.
- **LEADERSHIP WORKSHOPS:** These workshops were aimed at aligning executive and senior management with the goals of the Agile transformation, ensuring their active support and commitment.

OUTCOMES AND IMPACT

The collaboration led to several significant benefits:

- **ENHANCED ORGANIZATIONAL AGILITY:** The introduction of Agile methodologies reduced project delivery times and improved responsiveness to market changes. This was measured by monitoring key performance indicators (KPIs) such as cycle times and time to market.
- **CULTURAL TRANSFORMATION:** The initiative fostered a shift towards a culture that embraces core Agile values like collaboration, transparency, and adaptability. Employee engagement surveys indicated a significant improvement in job satisfaction and commitment, reflecting a successful cultural shift.
- **SUSTAINABLE AGILE PRACTICES:** The continuous training programs and the enhanced Agile playbook equipped the client with the necessary tools and knowledge to sustain and adapt Agile practices over time. This adaptability ensured the organization could continuously evolve to meet future challenges.

SUMMARY

A key factor that contributed to the success of this Agile transformation was the willingness and commitment of the company to expand agility throughout the organization, including areas that functioned in traditional Waterfall ways. Rather than limiting Agile practices to specific teams or projects, the company embraced a holistic and systemic approach that involved all levels and functions of the organization. This enabled the company to break down silos, foster collaboration, and accelerate value delivery across the enterprise. By extending Agility beyond the IT department, the company also ensured alignment and consistency of vision, values, and goals among all stakeholders. Moreover, the company

demonstrated its readiness and capability to adapt to changing customer needs, market demands, and industry trends. Expanding Agility throughout the organization was therefore a crucial step in achieving a successful and sustainable Agile transition.

This global leader profoundly transformed their approach to project management and operational efficiency. By embedding Agile across various divisions, the company not only enhanced its internal processes but also positioned itself as a more adaptive, innovative, and competitive entity in the industry. This case study not only showcases the benefits of an Agile transformation expansion but also emphasizes the importance of strategic planning, comprehensive training, and strong leadership alignment in achieving a successful and sustainable Agile transition.