

A ROADMAP TO AGILE



Any Questions...
Just Ask!



Roadmap purpose

- Structured approach
- Activities and tasks
- Involvement
- Impact
- Planning

COBIT

Seven phases of the Implementation Life Cycle

- Implement processes
- Agile practices
- Roadmap

COBIT phases

1. What are the drivers?
2. Where are we now?
3. Where do we want to be?
4. What needs to be done?
5. How do we get there?
6. Did we get there?
7. How do we keep going

Step 1

Why do you want to implement Agile?

- Goal(s)?
- Benefits expected?
- What problem will be solved?

Output:

- Business case



Step 2

What level do you want to play?

- Transform or adopt?
- Depends on goals and expectations



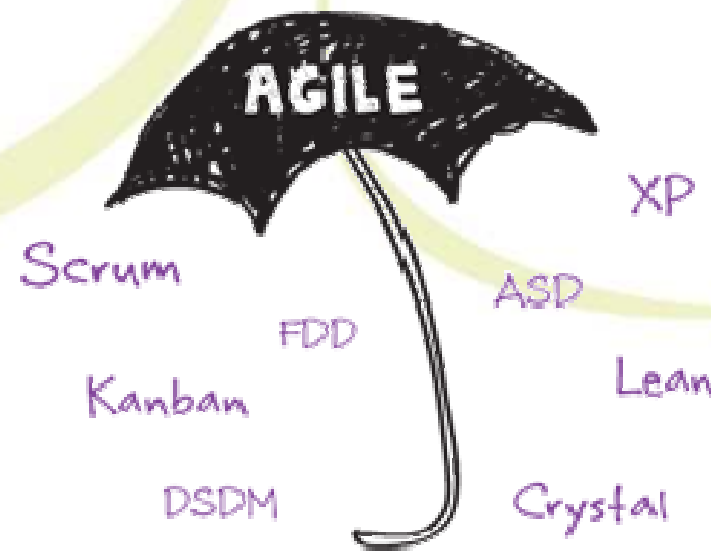
Output

- Firm decision about level of engagement
- Management support
- Updated business case

Step 3

Which Agile method or framework will be best suited?

- Investigate
- Get expert advise



Output

- Updated business case

<https://www.versionone.com/agile-101/agile-methodologies/>

Step 4

How will we achieve the goal(s)?

- How to implement?
- How to measure success?
- How to deal with change?
- What will we do first?

Output

- Implementation/transition plan

Step 5

Who should be involved?

- Who will be champion?
- Who will participate?
- Who will guide/coach the change?

Output

- RACI
- Clear view of resources needed
- Updated implementation/transition plan 10

Step 5

Case study

Step 6

How will we communicate about the change?

- Who needs to be informed?
- How and when do we share info?
- What info do we share and why?

Output

- Communication plan

Step 7

Which tools and standards do we need?

- What Agile specific tools and standards?
- Which existing standards will be needed?

Output

- Updated implementation/transition plan
- Updated company standards (if needed)

Step 8

Prepare the team

- Training
- Coaching
- Prepare for sprint 1 (DoD, sprint length ...)
- Logistics (team location, scrum room ...)

Step 9

START
IMPLEMENTING
AGILE



Step 10

Did we achieve the desired result?

- Measure using defined metrics
- Feedback from the people
- Gather lessons learned
- Are the implemented processes embedded and executed in day-to-day work?

Step 11

Continuous improvement

- Monitor performance
- Report regularly
- What will we do next?
- Define actions from lessons learned

Step 12

New iteration

- Revisit step 1
 - New goals?
- Re-evaluate decision step 2
 - Change the scope?
- Validate decisions made in step 3
 - Suitable method?
- Plan and execute next changes
 - Step 4 - 11

Repeat until fully
implemented



Case study (1)

A big retailer company, focused in sport shoes, recently hired a Marketing and Sales VP because they want to improve their revenues and also protect its market against new competitors. The company has about 600 stores in several countries in Latin America.

The new Marketing and Sales VP has some very innovative ideas and is working with the Operations Director to almost completely renovate the concept of their stores. He also wants to initiate the sales using e-commerce, because until now the sales were only through their chain of stores.

Case study (2)

These two initiatives, renovated stores and e-commerce, bring important challenges to the IT department, amongst them:

1.

To improve the customer buying satisfaction in the store, they need to solve some issues in the inventory management process. Until now if some client is asking for some product that is not in the store, it takes one or two days to know if they have this product in other store or they need to order it. Now they want to tell the client immediately when they will have the product in the store.

Case study (3)

These two initiatives, renovated stores and e-commerce, bring important challenges to the IT department, amongst them:

2.

They want also **improve the invoicing process**. At the moment, when a client asks for an electronic invoice, they give him/her an internet link to download the e-invoice. This is not simple and for many customers is so complicated that they prefer not to get the invoice. Now they want to send the invoice via email at the very moment he/she is paying the product.

Case study (4)

- Therefore, IT department needs to develop and implement a new inventory management system and a new billing system.
- The e-commerce initiative requires not only to find out a good e-commerce solution, but also to manage all the security risks inherent to the new platform
- Additionally they have discovered that the Disaster Recovery Plan is obsolete and not adequate for the new business continuity needs.
- To assure the success of the new initiatives, the CIO decided to use COBIT to improve some of the IT processes, and also decided to use Risk Scenarios based in COBIT to identify the main risks