

Digital B2B Product Delivery

Feb 22 - Mar 23

Outcomes: Faster time to market, lower cost to serve, improved code quality and engaged employees.

Opportunity

In 2018 the Commercial Transformation journey with Global Sales began. By 2022, despite wide adoption of Scrum in the 'Customer' value stream (5 development teams), there was a desire to move to the next step on this journey via the adoption of SAFe and Lean Portfolio Management.

DIAGEO

Diageo is a British multinational company and a global leader in premium alcoholic beverages, owning a vast portfolio of spirits and beers like Johnnie Walker, Guinness, Smirnoff, Captain Morgan, Baileys, and Don Julio, sold in over 180 countries.

Challenges

- Poor dependency management across commercial products
- Limited visibility of the full portfolio of work
- Inconsistent prioritisation process
- Slow turnaround of new demand
- High technical debt

Hypothesis

Dedicated agile coaching for a single value stream, to form an Agile Release Train and embedding the practices of quarterly planning and lean portfolio management would increase predictability, enhance delivery and help global sales product owners align on prioritisation.

Approach

Funding provided for external consultancy to provide dedicated support over a 9 month period.

Step 1: Gain CLARITY

Through value stream mapping, stakeholder interviews, visioning workshops we established how the portfolio of work was being managed across all flight levels and baseline the end-to-end delivery lead time. Through use case modelling we aligned technology, sales and PMO on the desired future state.



Step 2: Take ACTION

A number of different services were provided in parallel:

- Implement a portfolio kanban
- Scrum and SAFe training provided to c.80 employees
- Design and implementation of an Agile Release Train
- Design and facilitation of a quarterly planning process
- Ongoing team coaching
- 1-1 role specific mentoring (Scrum Masters / Product Owners / Release Train Engineer / Stakeholders)

Step 3: Measure RESULTS

Outcomes included:

Accelerated Delivery

- + 98% features delivered per qtr
- +7% predictability
- +25% improvement in cycle time
- £16k cost saving per feature

Improved Quality

18% reduction in code violations

Higher Alignment

>80% of stakeholders agreed there were improvements across:

- Visibility of work in progress
- Cross-team collaboration
- Dependency management
- Clarity of work being planned

Step 4: EMBED

Our support was distributed across three full quarterly planning cycles. This enabled the team to see behaviours modelled, learn by doing, and progressively take ownership of the new ways of working. To scale the success across further value streams we worked with the PMO office to update governance and program funding processes. We also created a recommendation for the creation of a Lean Agile Centre of Excellence to facilitate and pragmatically enhance agility across all flight levels.

Karmelo Virumbrales
Head of D&T

“Teams have better visibility of the vision and priorities, are more coordinated and collaborative, able to work across silos and support each other like never before.

Noel also consulted with our leadership team and helped embed a portfolio kanban, improving our ability to prioritise the right things at the right time and the way we think about delivering value to customers.”