Recovery of an Agile at Scale o9 Solutions Global Supply Chain Planning Digital Transformation Programme for a Food and Beverages Multinational

Business drivers

This case study will be of interest to senior IT executives, COOs and supply chain planning industry leaders in large global food and beverage companies with out-of-control programmes needing to drive agile digital transformations and technology modernisation on a global scale.

Client

Our project sponsors were the VP, IT and Data, Design to Delivery Transformation and the VP, Operations Digital Transformation.

Client situation

Our client was in the middle of delivering a industry leading strategic, multi-year, o9 Solutions end to end supply chain planning (Demand Planning, Supply Planning, GPS) programme across five of its global regions (for 500 market planners and deployment into 170 factory units).

The core model build was two years late, only one business go live (BGL) had been achieved and it was over budget. Our client and o9 Solutions did not have any agile delivery capability yet the programme was expected to follow a 'hybrid-agile' methodology and framework.

Key challenges for our client included how:

➢ to introduce agile at scale delivery methods and ways of working to over 400 programme team members

➢ to improve the business' expectations of the programme which was renown for continually missing its deadlines and the poor quality of its software

➢ to provide self-certified controls over the project's software development lifecycle (SDLC) as our client had no enterprise level IT oversight

➢ to win the support and trust of a demoralised programme team

What we provided

We provided a Global Programme Director with extensive experience of delivering complex, agile at scale, digital transformation projects, a Senior Scrum Master and a SAFe Practice Consultant. The programme was stabilised and best practice project management controls, discipline, reporting, governance and hybrid-agile ways of working were introduced.

Programme outcome

Achieved eight pilot, core model build and regional rollout BGLs, setting up the programme ambition to scale to over ninety BGLs and continuous improvement releases in the following year.