

Creating Momentum that Matters

In Large Enterprise Organizations



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An 18-month timeline to ship any software is unacceptable.

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- Every enterprise has legacy infrastructure, learn to work with it
- Trying to be pure agile will slow you down
- Make execution an organizational priority – even when product success can't be clearly defined
- Decentralized decision making and active Sr. Stakeholder involvement is key

Momentum

The quantity of motion of a moving body,
measured as a product of it's mass and velocity.

Product ideas are born from different areas:



INCUBATORS

Maybe your organization has a lab, or a special innovation team – but regardless of its origin, these ideas are typically created and operate in a vacuum.



CONSUMER FEEDBACK

Hopefully there is focus on what customers think about your company and products and sometimes ideas are born out of here.



WORKSHOPS

With Agile being a continued topic in large organizations – there are often design workshops held with outputs being solutions or products.



SUBJECT MATTER EXPERTS

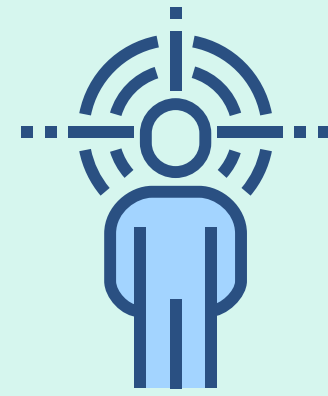
Often there are subject matter experts that work with really specific systems or problems and they are able to design and address unique problems.

There are traditional functional teams inside organizations:

IT



MARKETING



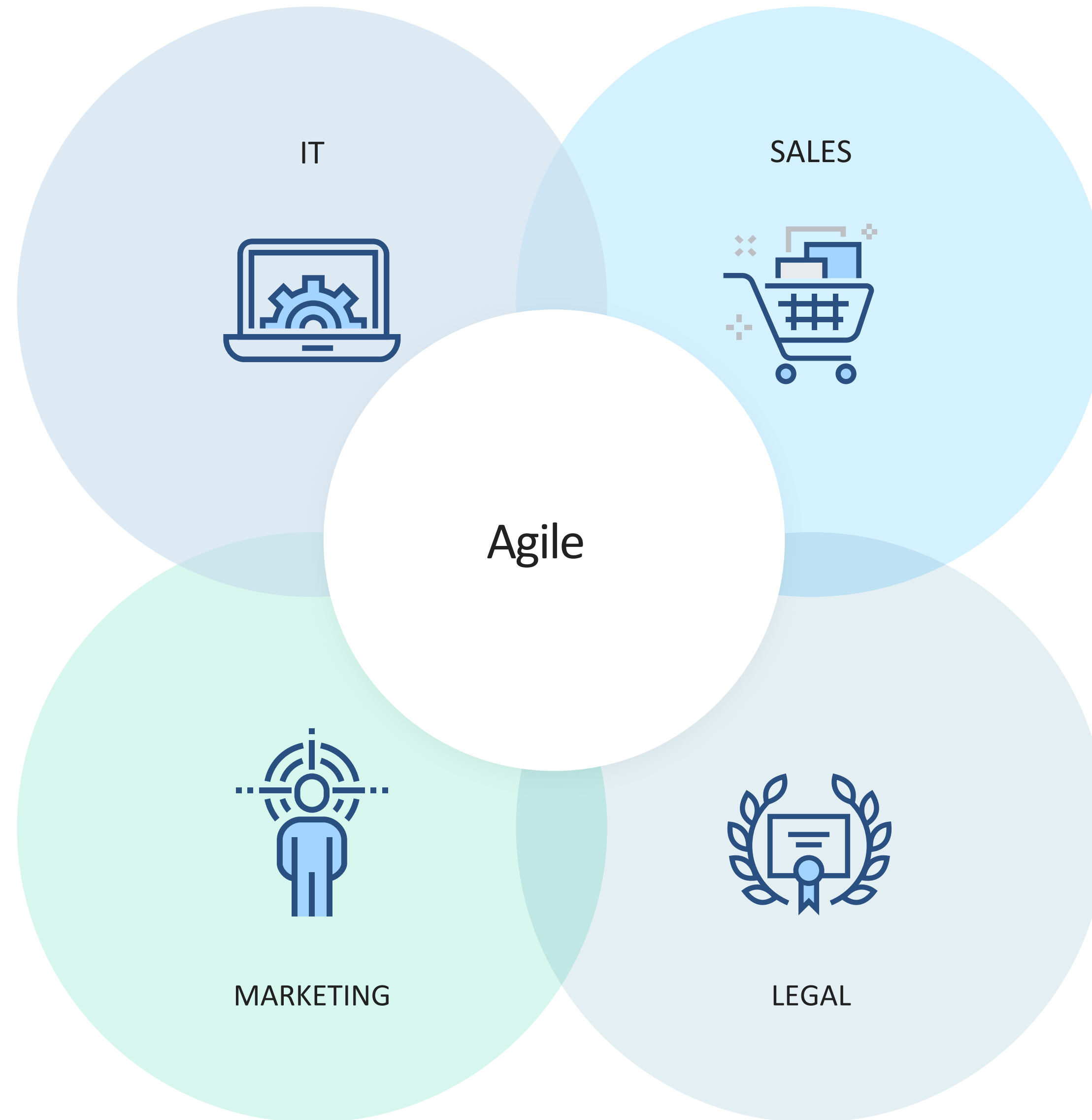
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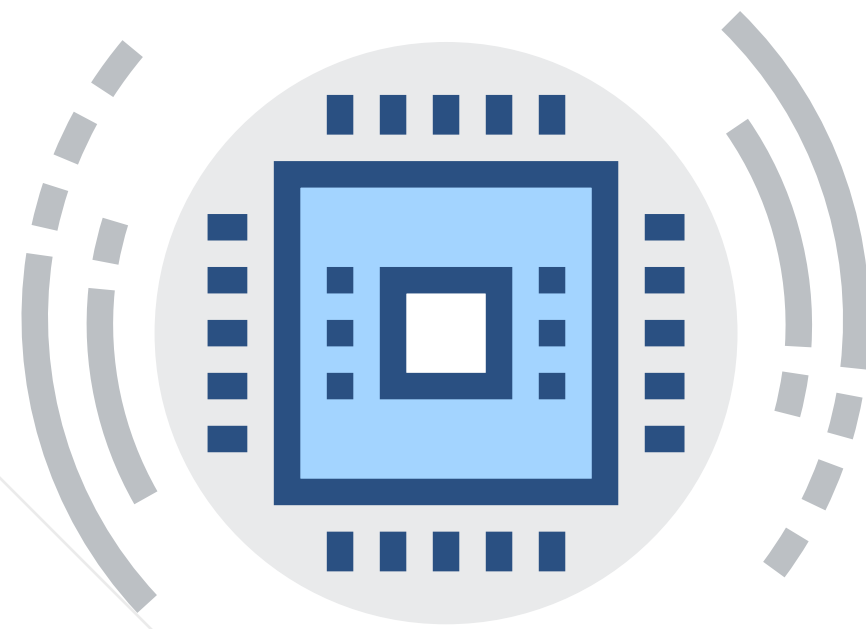
SALES



**To create an agile
process, you need an
organizational cross-
section of teams**



Even if you have the right team you have to work around infrastructure & third party partners



LEGACY RELEASE CYCLES, UPGRADES,
DEPLOYMENT PROCESSES



THIRD PARTY INTEGRATIONS AND
DEPENDENCIES

Real-life example- building a new banking product

Ground up front-end

Legacy back-end

Waterfall partners

Waterfall is a part of the path to execution.

Strategy
presentation

JUNE

Frontend team
ready to start

JAN

B/E team ready
to start

MARCH

Window for
integration

MAY-JUNE

Executive team
promised a release
to the board

NOV

UX team briefing

JULY

Environment
built

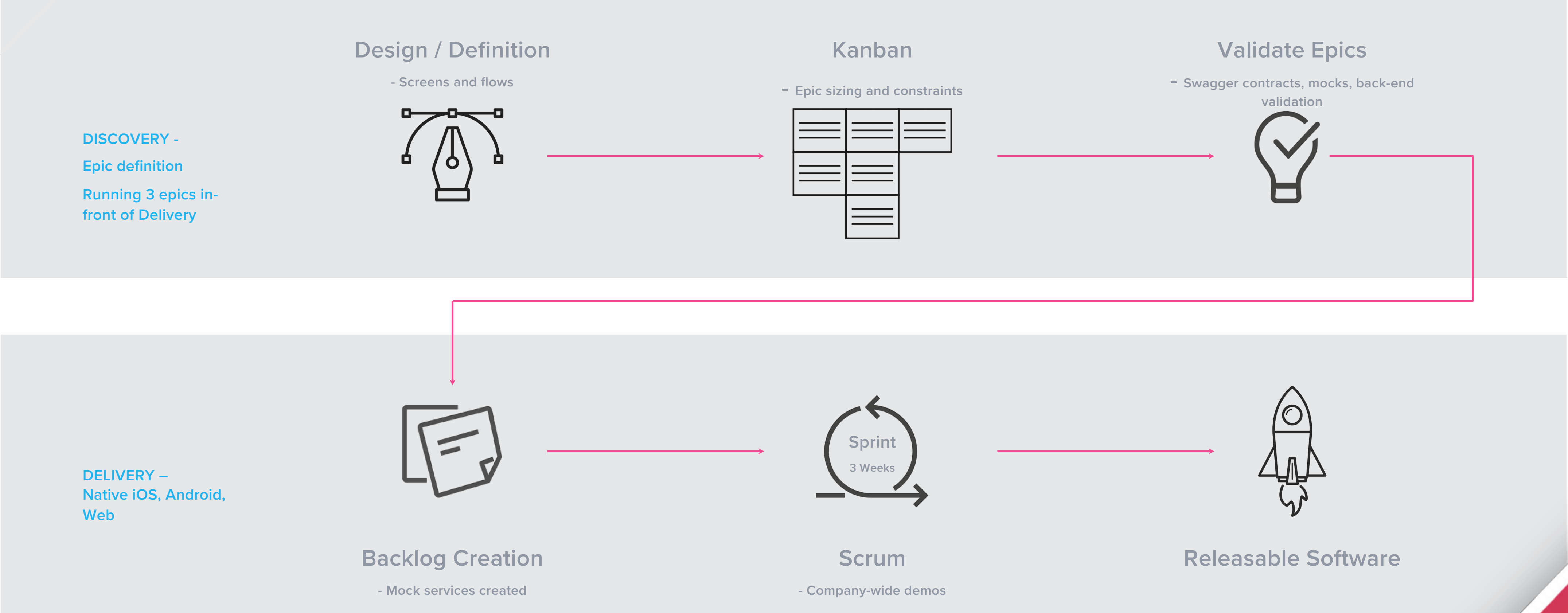
APRIL

Window for user
testing

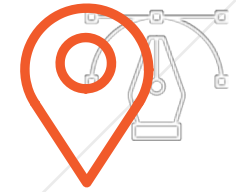
APRIL

We found the first step in the process and kept building from there...

“Dual Track Agile”

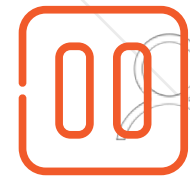


The Agile Coach arrived with some strong suggestions:



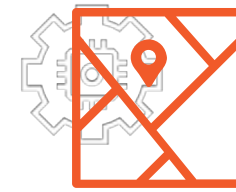
CO-LOCATION

Every team across the company should co-locate to the same floor – this would include over 100 people across 4 companies, despite there being no space in any office for this.



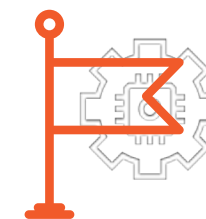
HALT F/E SO B/E CAN CATCH UP

Mock services is not pure agile, the front-end was instructed to stop working so the back could catch up and run ahead.



MAP TEAMS TO SERVICES

True agile would have these teams working against a feature set on front-end and back-end vs platform specific teams.



MVP ONLY

I get this one, but we were building a new bank in a competitive market, we did not have the luxury of cutting key banking opportunities.

RATONES COLORADOS
(2002)



**Momentum is paramount to
ensure execution.**

**We create process that will
bend not break, this is what
creates executional
opportunity.**

Find your way.



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