

MBUSA and Altimetrik's one-and-a-half day workshop engagement revolved around understanding and determining opportunities for MBUSA teams to effectively adopt Agile and DevOps practices to:

- Define standard and consistent delivery models leveraging Agile and DevOps to improve product quality, time to market and frequency of releases.
- Identify fundamental practices related to people, process, and tools to develop a scalable and modern product engineering practice driving innovation and productivity.

Key Observations

Based on working sessions across six teams, there were common themes identified which need to be addressed to enable a more productive, cohesive, Agile/DevOps capable working environment. Improvement points have been identified in portfolio management, product engineering, and operational excellence.

- **Culture / Creativity**
 - Most people, and hence projects, are caught juggling between the pressures of keeping the lights on and project execution.
 - Heavy outsourcing of technical work in past years has created high levels of overhead, reduced creativity, and technical knowledge. This has created an environment where a higher degree of energy and passion for faster adoption of new technology is required.
- **Skill and Knowledge**
 - Team needs to have some demonstrated successes in the area of Agile and DevOps adoption to renew their delivery confidence and begin learning journey.
 - Leaders need to keep abreast of technologies that have evolved in the marketplace, and how they can be utilized and applied to the MBUSA business.
- **Inner Source**
 - Need for synergy across processes and tools related to collaboration, transparency, and re-usability that can be shared across project teams.
- **Vendor Engagement**
 - Low amount of visibility in how vendors execute projects and the lack of any accountability and controls that would allow for predictable timelines and successes within each project.

Recommended Approach

In an effort to enable engineering teams to transition to modern delivery practices there is an urgent need to adopt advanced program and delivery frameworks. The pillars for adoption include building the knowledgebase, developing foundational services, and incorporating an Agile/DevOps blueprint.

- **Agile / DevOps Blueprint Project**
 - Managed services engagement to demonstrate the end-to-end lifecycle in a high velocity Agile and DevOps model using the Employee Mobile App product as a pioneering use case.
- **Foundational Services and DevOps Platform**
 - Engagement with product, engineering, and operations groups in defining and implementing a comprehensive platform to support multiple delivery frameworks and technology stacks.

- **Measurement and Metrics**
 - Observe, analyze, and integrate existing and recommended tool chain to identify critical process gaps, resource capacity, issue management patterns, and team velocity.
- **Hands-on Engineering Training w/ MBUSA Use Case**
 - Plan and execute multiple three-to-four-day workshops to provide hands-on learning around Agile and DevOps. Utilize an identified MBUSA use case for the session and execute on MBUSA products and infrastructure where possible.

Low Hanging Items / Quick Wins

The following items have been identified as short-term opportunities:

- **Agile Coaching Engagement**
 - Transformation of teams from selective utilization of agile rituals to complete Agile / DevOps culture enabling product mindset, drive agile delivery, and automate DevOps pipeline. Recommend starting with Salesforce and Mobile products in MB Mexico, by injecting Agile/DevOps coaches to help the team implement the frameworks.
- **Agile and DevOps Assessment**
 - Short term engagement to provide in-depth analysis and recommendation for one or two product systems. Collaborative model with MBUSA in understanding the challenges, interim target states, and recommend transformational roadmap to achieve the desired state.
 - Identify specific performance and quality measurements as part of the Vista 2.0 program that are critical to engineering productivity, speed of deployment, etc. and subsequently recommend corresponding actions to improve.
- **Organizational Structure & Responsibilities**
 - Redefine Enterprise Architecture (EA) group, including definition of EA role in new and existing projects, and creating enterprise standards for internal and managed services. Supplement EA group with external Coaches/EA's for transition period to adopt and enforce standards.

Conclusion

We are thankful for the opportunity to learn more about the current state and the potential to accelerate the adoption of Agile/DevOps within MBUSA. Altimetrik's deep capabilities in the areas specified above would make us an ideal partner to implement the "Recommended Approach" and the "Low Hanging Items/Quick Wins". Leveraging our past experiences, Altimetrik would also like to partner to help infuse knowledge into MBUSA by kicking off a series of technology and culture events to renew the passion around technology within the organization.