2.1. Team for the MedBank Use Case

❓ What did we know?

– BU did not have internal Scrum Master role with agile coaching capabilities
– While dedications of each OOT role were outlined, the teams had difficulty in complying due to multiple other responsibilities (specifically for Product Owner)

⚙ What did we do?

– Set up cross-functional team and assigned key roles and responsibilities
  – Assigned dedicated Scrum Master (outsourced resource) to help onboard team to agile ways of working and run day to day cadence of campaign execution
  – Onboarded new dedicated Product Owner within the BU who was empowered to make key decisions for the OOT (e.g., budget allocation, defining sprint objectives etc.)

↻ What was the outcome?

– Through the course of campaign planning, set up and execution the OOT was onboarded onto new ways of working – although it took incremental shifts to organize and align the team
– Scrum Master role remained as an external resource which was identified as a key risk in the path forward to Scaling Agile

Use Case

📑 Case Study   🚧 Key Learnings

MedBank Omnichannel Orchestration team roles and responsibilities

What did we do?

Legend:
- Region BU resources
- Outsource, agencies
- Region BU shared resource
- CDA
- Sponsors

CDA
- Lead and provide guidance across effort
- Transfer agile ways of working to BD team members
- Drive the identification of opportunities and facilitate the end-to-end campaign optimization

Brett Doucette — Sr. Digital Marketer
- Publish content on digital channels in accordance with governance laid down by DDA Platform team
- Coordinate campaign strategy
- Manage/update campaign strategy based on data analytics
- *Dotted line to Sales Leader / Solid line to Marcom/Digital Lead*

NA C/X Content Strategist
- Works with "Product Owner" to map E2E content strategy for full funnel customer journey (content from lead/demand gen to sales revenue)
- Recommends content atomization opportunities, ensures consistency from campaign to sales interaction
- Can create some content, but also work with agencies to guide content creation work

Rory Semple — Scrum Master
- Master of day to day agile operations, ceremonies and dependency management
- Input and align content, support in campaign execution and tracking
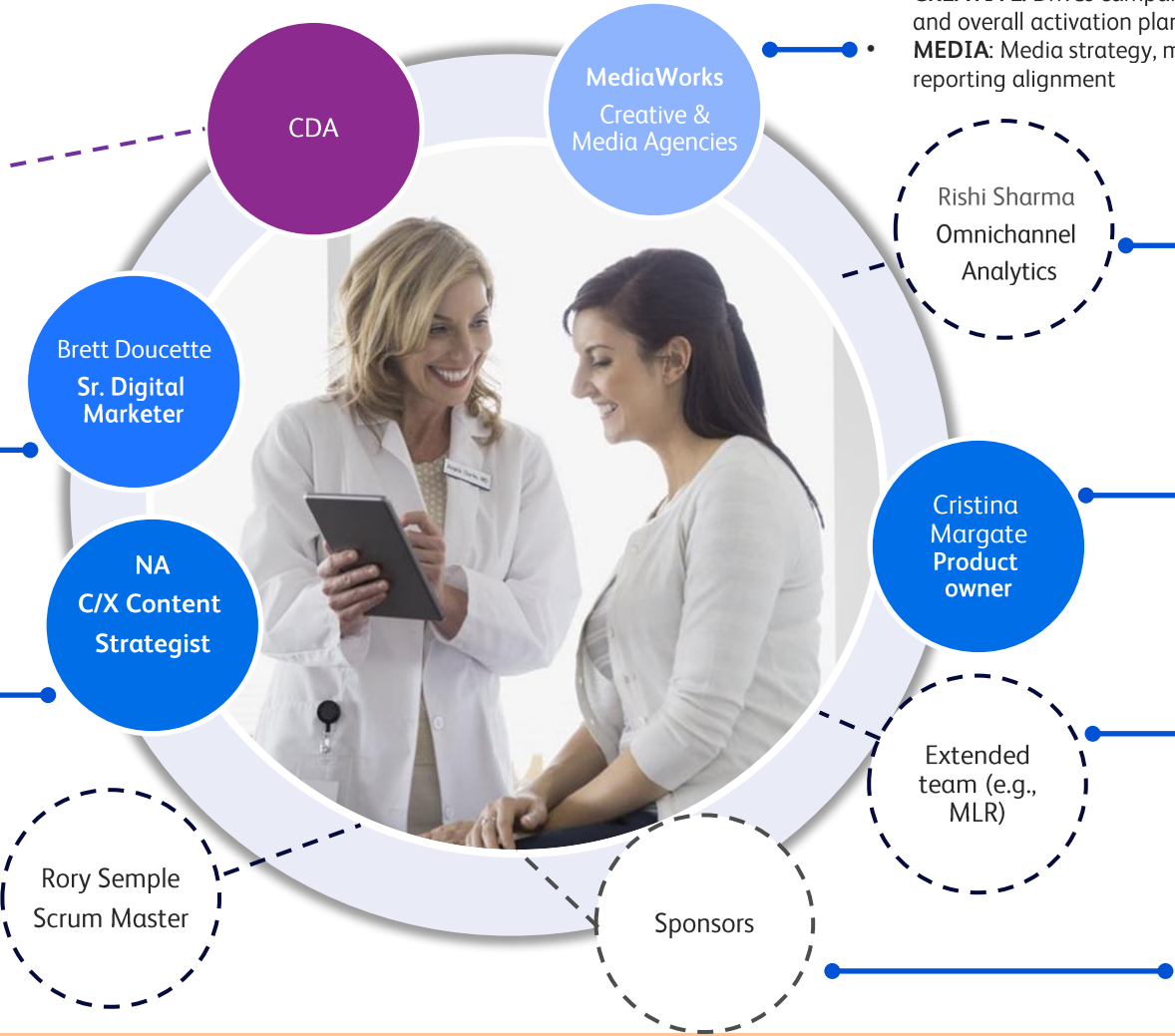
MediaWorks — Creative & Media Agencies
- **CREATIVE**: Drives campaign assets, supports media and overall activation plan content, etc.
- **MEDIA**: Media strategy, media plan, media buying, reporting alignment

Rishi Sharma — Omnichannel Analytics
- Drive Omnichannel analytics (e.g., segmentation analytics, A/B Testing, social listening, etc.)

Cristina Margate — Product owner
- Responsible for providing Business, Sales and Marketing goals/objectives, and overall strategy
- Support Marketing & Sales alignment
- Responsible for overall positioning messaging, story and customer journey
- Decision maker on campaign development and prioritization (existing role TBC – i.e., Brand or Marketing Leader)

Extended team (e.g., MLR)
- Jessica Zenter (Global Marketing Management)
- Krishna Polasani (Business Insights & Market data)
- Sales
- Communications
- Legal
- IT

Sponsors
- Participate in key meetings (e.g., Steering Committees) and provide input and guidance
- Resolve major roadblocks to ensure program progress and success

Use Case

Case Study | Key Learnings

BD

Key Learnings from MedBank Use Case

Dedicated Scrum Master Role is imperative to scaling agile and executing multiple campaigns

– Building a sustainable OOT requires hiring a dedicated Scrum Master resource
– Scaled Agile requires a dedicated scrum master role, and use of this methodology ensures teams are more efficient when operating multiple campaigns
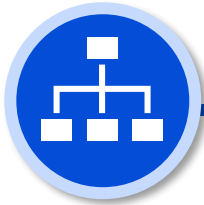
Heavy reliance on external agencies can impact sprint progress and output

– Engage agencies early and develop a targeted brief with clear roles, objectives, outcomes and timelines to size scope of work accurately
– Product Owner and Digital Marketer should be responsible for assessing quality of outputs against campaign plan and ensuring timely delivery
– Include representative from agency in Daily Stand Ups to track progress of outcomes

OOT to be aware of MLR process, and significant internal delay on core campaign assets

– Scrum Master and Product Owner need to be aware of asset revision schedule to accurately estimate campaign launch date
– -It is imperative to allow enough time for assets to be redone 2-3 times when planning for campaign launch

Use Case

Case Study | Key Learnings