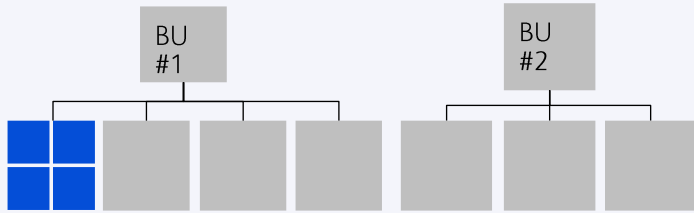# Defining a path to scale your agile teams

The approach to setting up and scaling OOTs begins by establishing an OOT for one BU and one BD product, and then scaling across the BU

Single BD Product (e.g., MedBank)

- OOT team delivers "test and learn" campaigns to **decrease campaign risk**
- Iterative campaigns **drive deeper customer understanding and more prudent spending**
- New ways of working are learned and tested within **individual use cases**
- Further synergies (communication, resource allocation) can be achieved by expanding model across BU

Single BU (e.g., MMS)
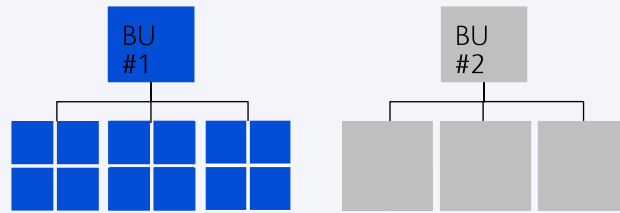
- Creation of **common customer views** across BU to help enable better coordination across teams, and true Omnichannel experiences
- Ability for cross-functional understanding to enable **shared customer lists and cross-selling**
- **Ability to achieve 30% gains in marketing efficiency** driven by increased cross-functional team coordination and output

Agile across the organization
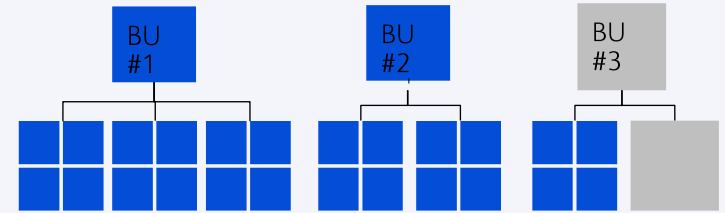
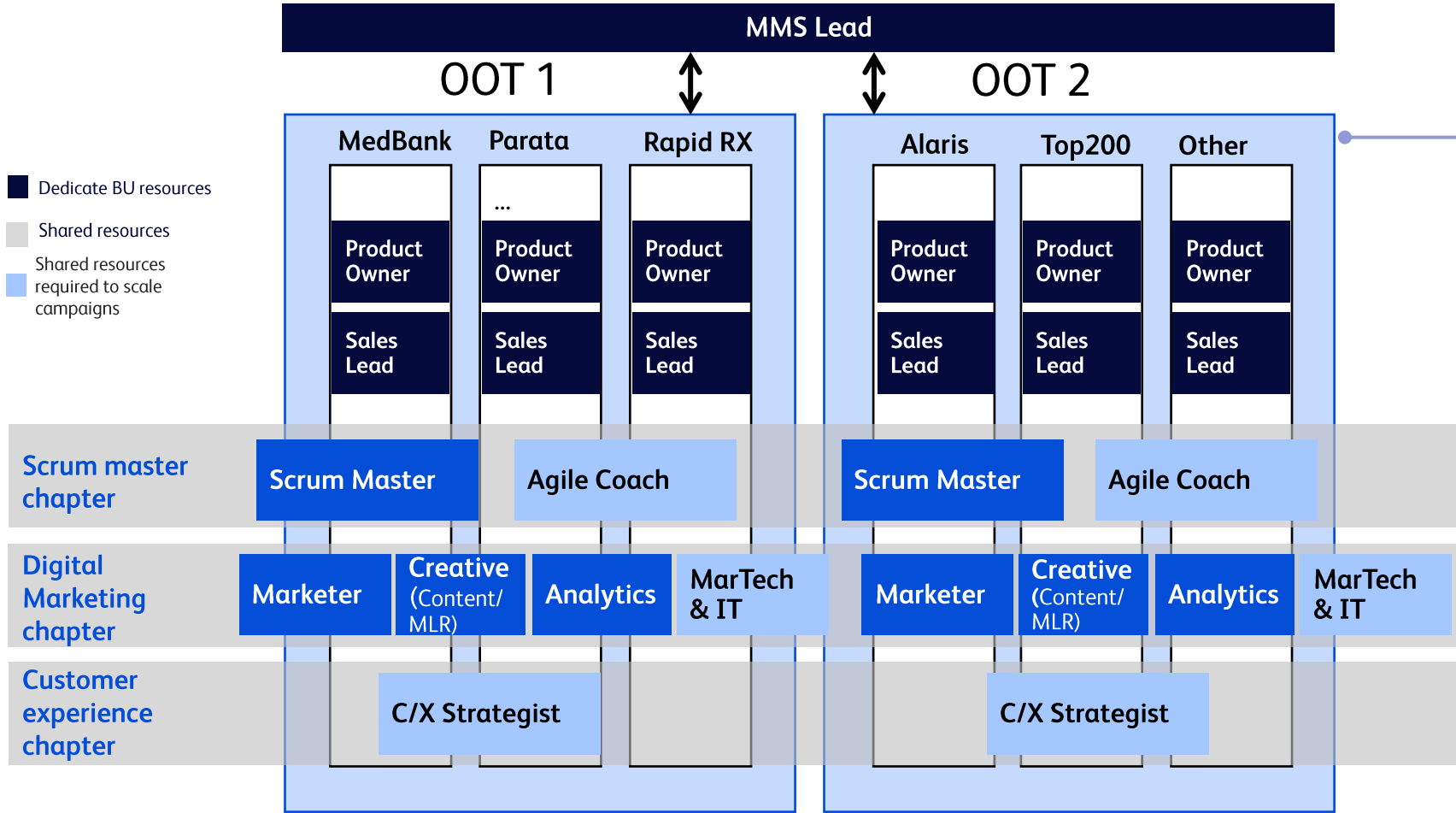- There is **clear standardization of processes and roles** allowing more interoperability
- Teams share a **common customer definition and single source of truth data source**
- **True Omnichannel is delivered to the** prospective customer

Source: Digital & Analytics Big-Rock, Kearney, McKinsey publication

Global Standard

Differentiated
Automated Omnichannel

Key Terms | Best-Practices | Benefits

Scaling OOTs leverages both BU dedicated, shared resources, and cross-BU shared resources organized into chapters, to promote employee experience and capability growth

Illustrative view of scaled OOT for MMS

MMS Lead

OOT 1

MedBank	Parata	Rapid RX
	...	
Product Owner	Product Owner	Product Owner
Sales Lead	Sales Lead	Sales Lead

OOT 2

Alaris	Top200	Other
Product Owner	Product Owner	Product Owner
Sales Lead	Sales Lead	Sales Lead

Legend:
- ■ Dedicate BU resources
- ▨ Shared resources
- ■ Shared resources required to scale campaigns

Scrum master chapter
- Scrum Master | Agile Coach
- Scrum Master | Agile Coach

Digital Marketing chapter
- Marketer | Creative (Content/MLR) | Analytics | MarTech & IT
- Marketer | Creative (Content/MLR) | Analytics | MarTech & IT

Customer experience chapter
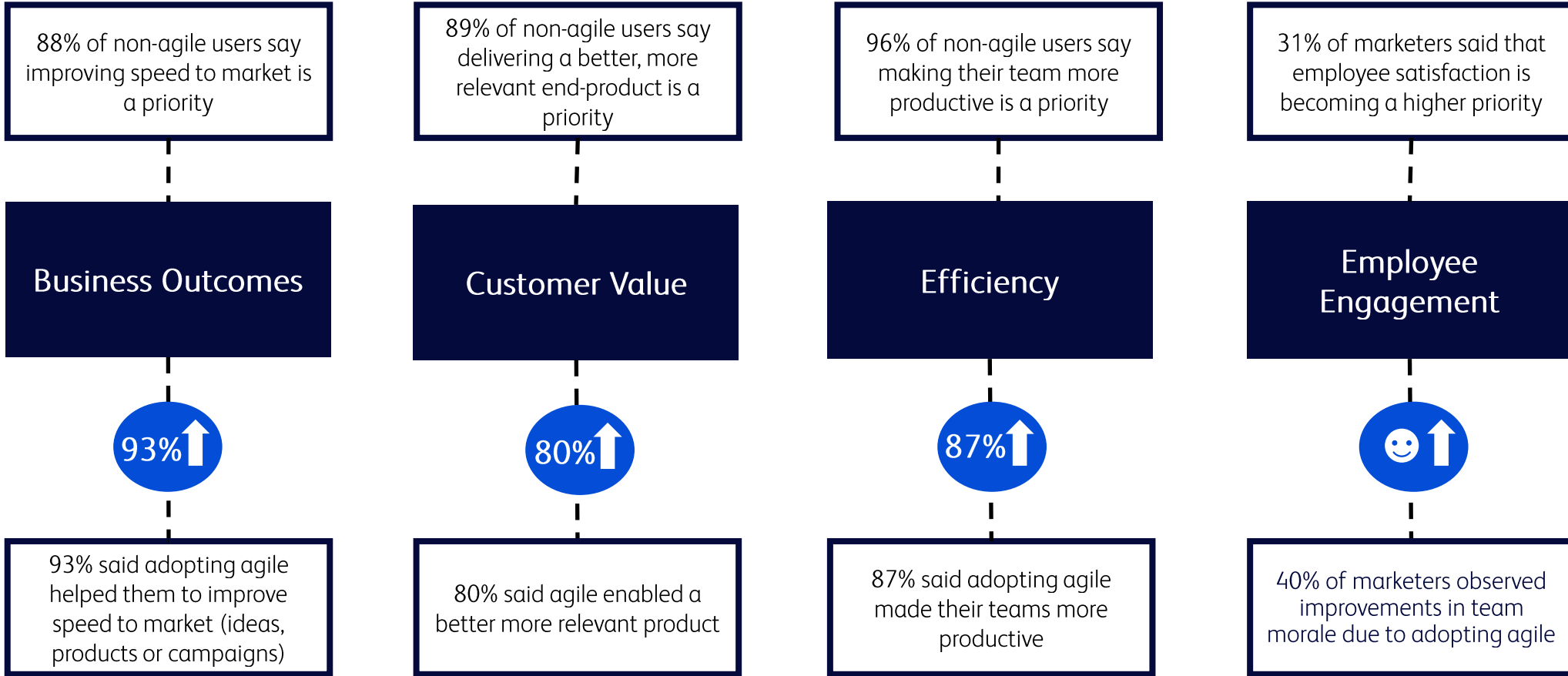- C/X Strategist
- C/X Strategist

OOT Groups

– Individual OOTs are organized to support priority BD products/customers, or to support portfolios of BD products that serve common customers

Cross-OOT (Shared) Resources

– Cross OOT resources consist of roles shared between OOT groups. They serve as internal centres of excellence to share best practices, allocate resource, and align campaigns around shared understandings of customers

– OOT model allows for management of multiple concurrent campaigns (e.g., 2 or more campaigns based on campaign sizing)

Global Standard

Differentiated Automated Omnichannel | 📖 Key Terms | ⚙ Best-Practices | 🎯 Benefits

The benefits of OOTs extend beyond the business benefits of high-performing agile teams, however agile is a core enabler to achieving the speed, responsiveness, and relevance of OOT goals.
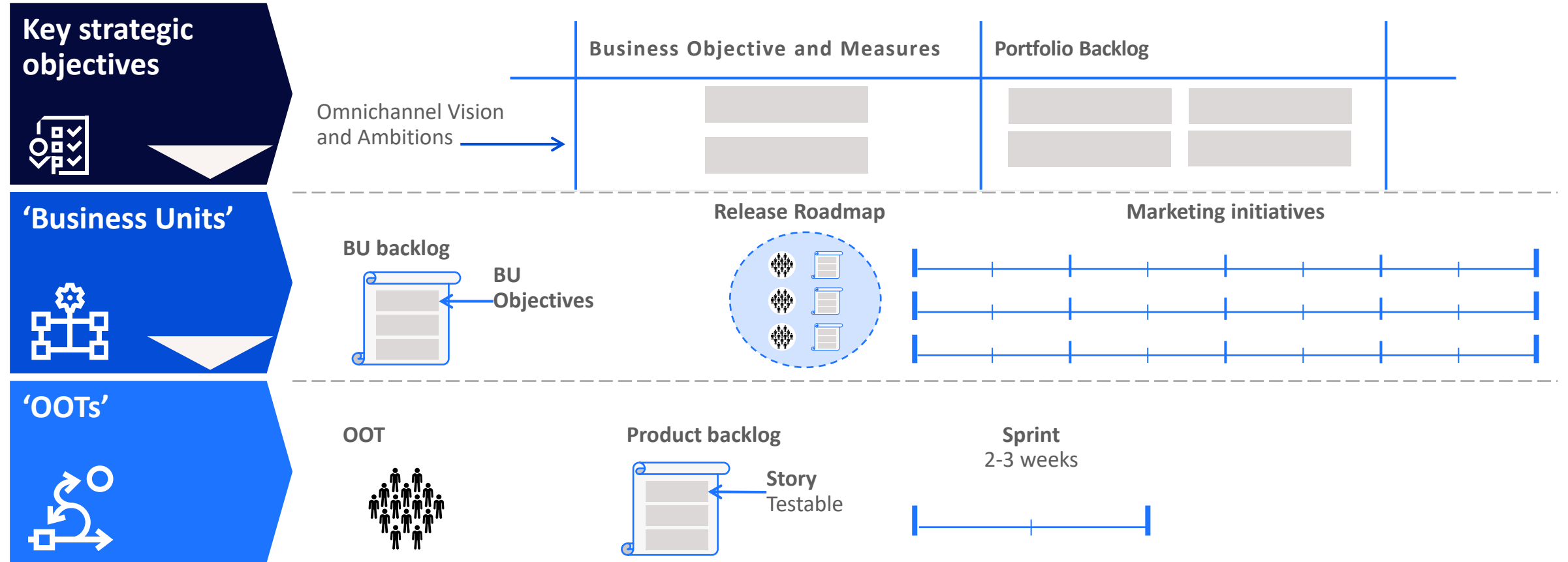
Defining the Team · Ways of Working

Business Needs

88% of non-agile users say improving speed to market is a priority	89% of non-agile users say delivering a better, more relevant end-product is a priority	96% of non-agile users say making their team more productive is a priority	31% of marketers said that employee satisfaction is becoming a higher priority
Business Outcomes	**Customer Value**	**Efficiency**	**Employee Engagement**
93% ↑	80% ↑	87% ↑	🙂 ↑
93% said adopting agile helped them to improve speed to market (ideas, products or campaigns)	80% said agile enabled a better more relevant product	87% said adopting agile made their teams more productive	40% of marketers observed improvements in team morale due to adopting agile

Results of Agile

Global Standard

Differentiated
Automated Omnichannel · 📖 Key Terms · ⚙ Best-Practices · 🎯 Benefits

Scaling OOT's orchestrate multiple teams across the organization to drive towards aligned business objectives and execution

Illustrative view

Key strategic objectives

Business Objective and Measures

Portfolio Backlog

Omnichannel Vision and Ambitions →

'Business Units'

BU backlog

BU Objectives

Release Roadmap

Marketing initiatives

'OOTs'

OOT

Product backlog

Story
Testable

Sprint
2-3 weeks

Global Standard

Differentiated
Automated Omnichannel

Key Terms

Best-Practices

Benefits

Steps required to implement scaled OOT's in your BU

	Design use case	Set the team up	Address gaps with the CDA	Establish Governance	Setup tools
How?	Decide on an appropriate use case for agile i.e., new campaign standup, segment or product	Identify your product owner, scrum master, and additional roles listed on the previous slide	Highlight gaps in the agile structure and connect with the CDA on missing capabilities in the team	Determine the type of governance you'd like to use for the project and the agile cadence you will follow	Establish your ways of working as a team including tools and processes referenced in this guide
Why?	An opportunity to scale agile is best used when there are new opportunities to do so	Determining roles early allows team members to research roles and responsibilities associated	The CDA can provide guidance and resources for missing capabilities	Governance ensures transparency, minimizes wasted work and empowers the team	Tools are essential to the functioning of Agile, your Jira board will become a single source of truth

How-to-Guide

Differentiated Automated Omnichannel   Step-by-Step   Resources   Video Tutorial