

autentia

Digital Innovation and agile
methodologies for CEOs and CIOs

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1. Introduction

Everyday they call Autentia more responsible of technology and development telling us, with certain concern, that the general management claims for a more pro-active participation in the digital innovation and an increase of speed when giving solutions.

CIOs must have a more active part in the disruption.

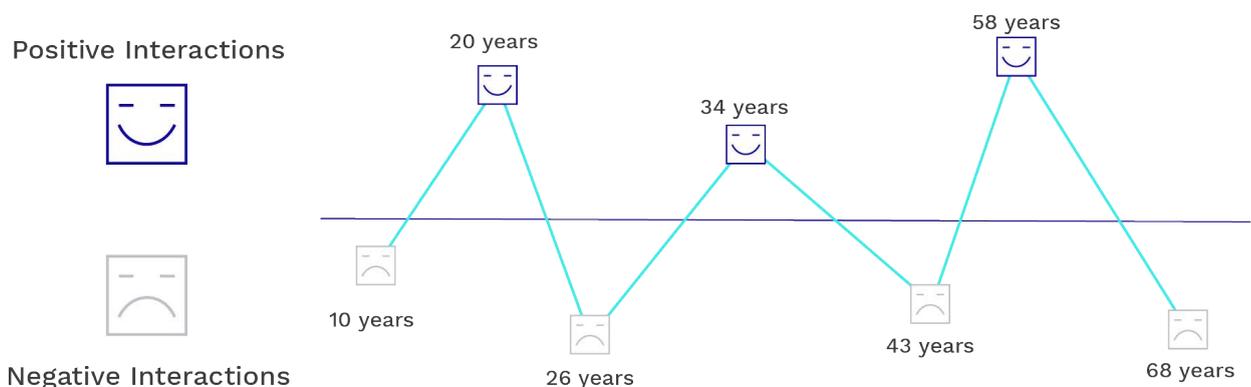
Then they become a little surprised when after talking for a while because normally they realize that they have been mixing 4 different and overlapping concepts:

- How to start the digital transformation.
- How to get it faster.
- How can build more projects in parallel.
- How to improve the reliability and quality of the delivered.

Let's go by parts.

2. How to start the digital transformation

Everyone has multiple interactions with organizations and those could be either positive or negative. Every time there is one negative interaction there is an opportunity for innovation.



These innovations could be:

Linear, improving small know aspects of the business model. Normally, the risk is small and they are made from the inside.

Disruptive, in which we change the relation of the model with the different affected actors affecting the whole organization. A risk had to be assumed and failure is a part of the learning and validation process. Normally they non-contaminated people usually brings new visions.

The negative interaction are always an opportunity.

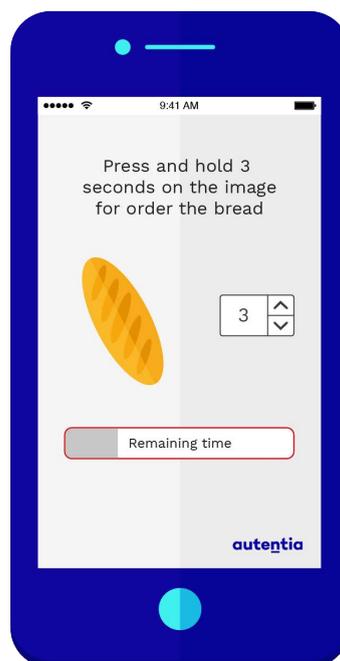
If we take these premises on account, we could justify launching the digital transformation processes to make a change (normally a disruptive one) that supported in some technological aspects, transform a negative interaction of the users in a positive vision.

Making a more concrete example let's say that the first interaction that a kid had with a supermarket is when their mother sent them at 13:00h to go there to buy some bread.

The kid, that it was playing with the cellphone, will associate a deep hate to the brand.

How can we then convert this frustration into something positive using innovation? What about if we offer to the mother one APP where once she is registered, pressing during 3 second the button, in 15 minutes maximum, a biker bring her the loaf of bread (Telepizza already have something very similar).

Disruption implies to assume risks.



Moreover, integrated with the corporative fidelity system, the application could propose to the mother to buy some usual products in the same ride.

This could run like gunpowder from mouth to mouth between the kids or even being a vital solution for collectives with disabilities and difficulties leaving the house (Even it could be subsidized).

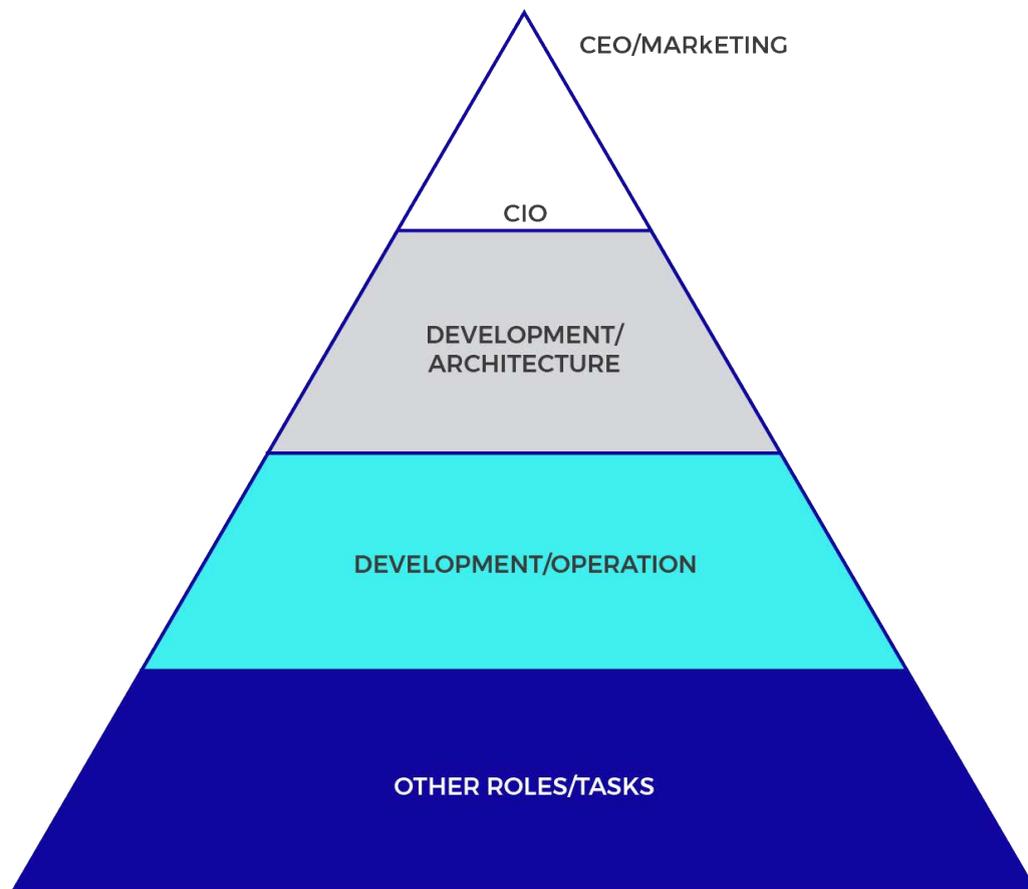
But of course, the stores chain will need to make multiple changes:

- Buy an oven, bikes and hire delivery drivers.
- Manage the variable demand of bread.
- Etc.

We are talking then about transformation and manage of the change.

3. How to get faster

We are seeing that the general management will have in their mind a bunch of projects that they will want to run: some to fix the deficient existing projects and other linked with the Digital Transformation.



One of the first problems that we encountered, following with the supermarket example, is that surely when the innovation area ask the traditional departments about what they need from the bread's APP, every one of them will write a letter for the three wise men soaring the potential cost and time to carry it out.

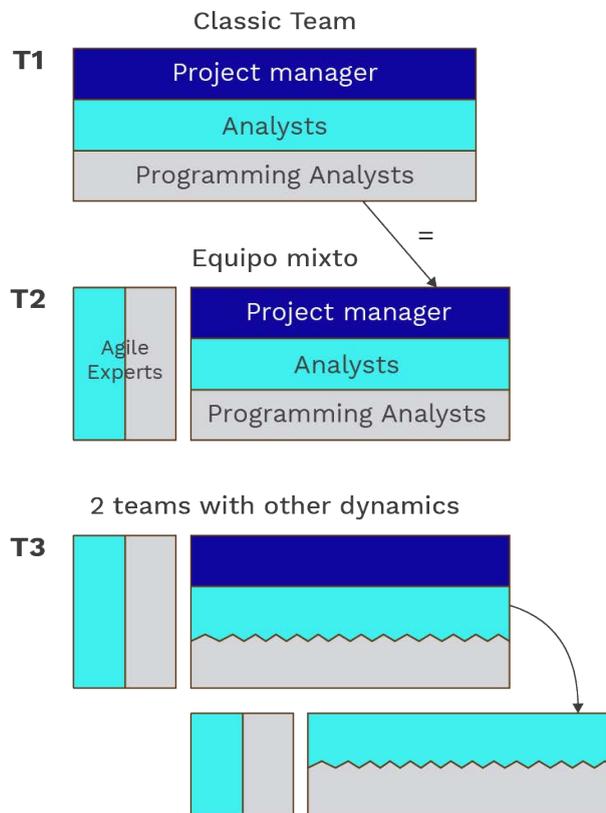
Getting to this point, the use of the agile methodology introduces the concept of "user history". A user history will allow us to define a product like if was already build and thinking on how the different users will use it.

1. As a client I want to be able to download the app so I can order from my cell phone.
2. As a client I want to register to indicate where to send it.
3. As a client I want to identify myself so the application know who I am.
4. As a client I want to order a loaf of bread to avoid that my son get down to the supermarket.
5. As a user I want to be able to add additional loafs of bread to meet the everyday variable needs.
6. As a system I want to offer the client recommendations about other products to increase the ticket and making it easier for them.
7. As a user I want to be able to choose additional products to take advantage of the order.
8. As a...
9. ...and many more.

We need to draft the requisites in a different way

This vision, perfect understandable either in the direction or technical areas, could help us to visualize the scope of the project, define a "minimum viable product" always forcing to left element out of the initial reach, prioritizing elements for their business value.

Prune before start



Obviously to be able to do that there is a need to incorporate personal with a great aptitude and attitude that in addition change the dynamic of traditional work: agile, integrated quality in development, automatic tests, continuous integration, tdd, etc, there are paradigms that must be a member of any modern development team.

Boost the teams and existing practices before constitute new ones.

In a brief period of time new team can be build and transform the classic dynamics. With some time and effort the new practices and capacities will relate in the organization.

Once this is done, the organization start to change a little and the business will start having coordination issues. There is a need for a closer and more dynamic attitude. Once again the agile and the visual panels help to the different business areas to adapt to the rhythm.

First, the business demand that technology act swiftly and then they are the ones that are more affected by the change.

