knowledge17

WORK at LIGHTSPEED™

Agile Now

BARBARA OSTMOE
LEAD SERVICE MANAGER
Target Corporation

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servicenow

Agenda

- Where We've Been
- New Direction
- Our Agile Journey
- Delight and Amazement

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Speaker Introduction



NAME: Barbara Ostmoe

TITLE: Lead Service Manager

FUNCTION: ServiceNow Portal, Mobile and Business Solutions

COMPANY: Target Corporation

EXPERIENCE: 15+ years in Information Technology in Financial, Pharmaceutical and Retail industries

EXPERTISE: Architecture, Security, Agile, ITIL, Program/Project Management, Service Delivery & Support

ACHIEVEMENTS: Completed CMS to Portal replacement. Coaching other internal technology teams in their Agile journey.

CURRENT PROJECTS: Self-help strategy, efficiencies and collaborative solutions for our non-ITIL Applications/Solutions

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My Company

NAME: Target

INDUSTRY: Retail

MARKET FOCUS: U.S. upscale discount retailer with a market focus on Millennials, Hispanics, families and urban city residents

COMPANY'S PRIMARY PRODUCTS/SOLUTIONS: Target is an upscale discount retailer in the U.S. with 1800 stores, 300,000+ employees and annual revenues in excess of $70B. Target provides high-quality, on-trend, merchandise at discounted prices in bright, open, well-stocked, friendly stores and through its digital channels.

COMPANY-WIDE INITIATIVES: Digital growth, Loyalty programs, Small format urban stores, Supply chain reinvention, Developing new consumer products & brands

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Where We've Been

Catalog

15,000+ month

Incident

47,000+ month

Problem

200+ month

Knowledge

11,000+ articles

Event

120,000+ month

Change

6,000+ month

CMDB

300,000+ items

Hi Tech Appointments

1,200+ month

Hi Res Meetings

700+ month

Licensed Users

4,700+

Active Requesters

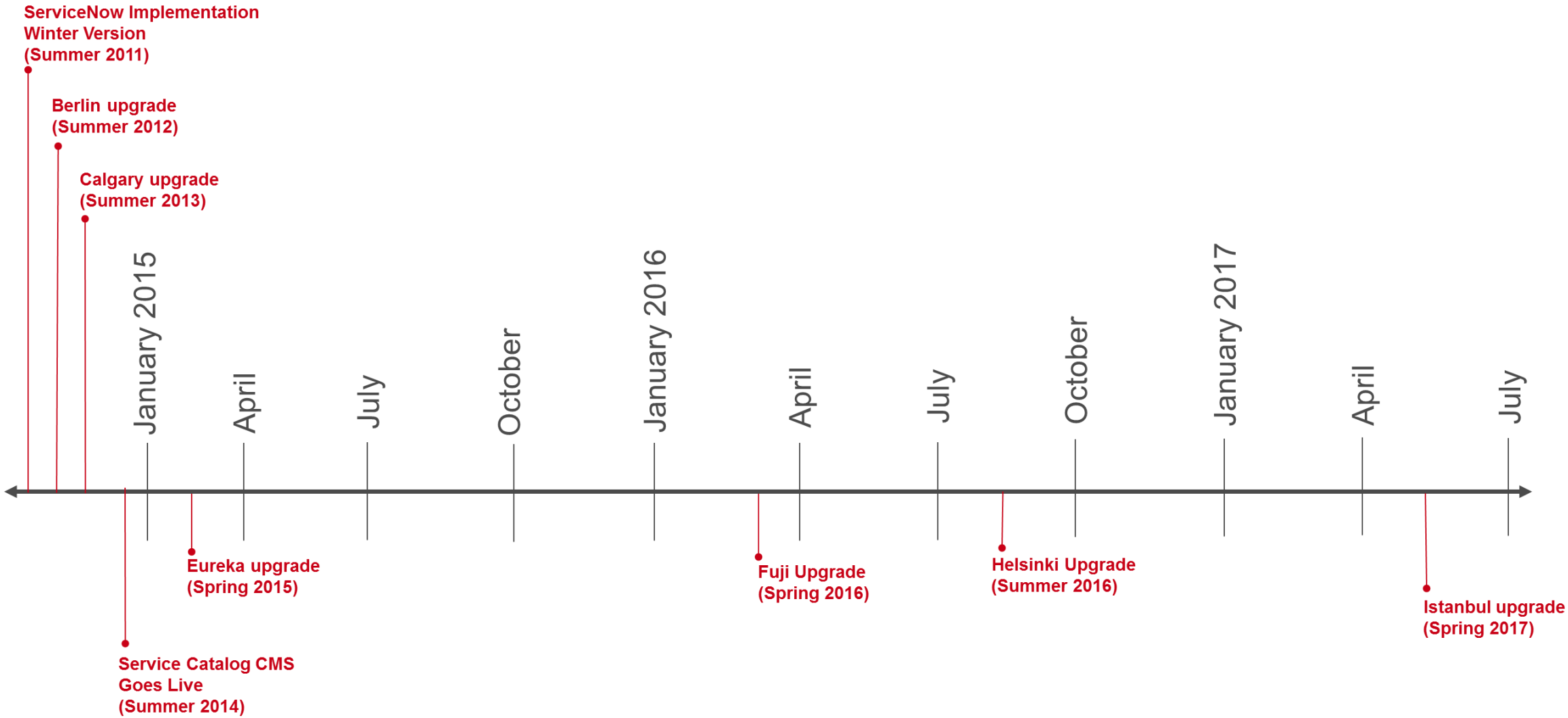
46,000+

Merchandising Business Support

9,200+ month

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Where We've Been



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Where We've Been

Siloed Teams

Poor User Experience

No Prioritization

Contractor Dependent

No Prioritization

Order Takers, Not Advisors

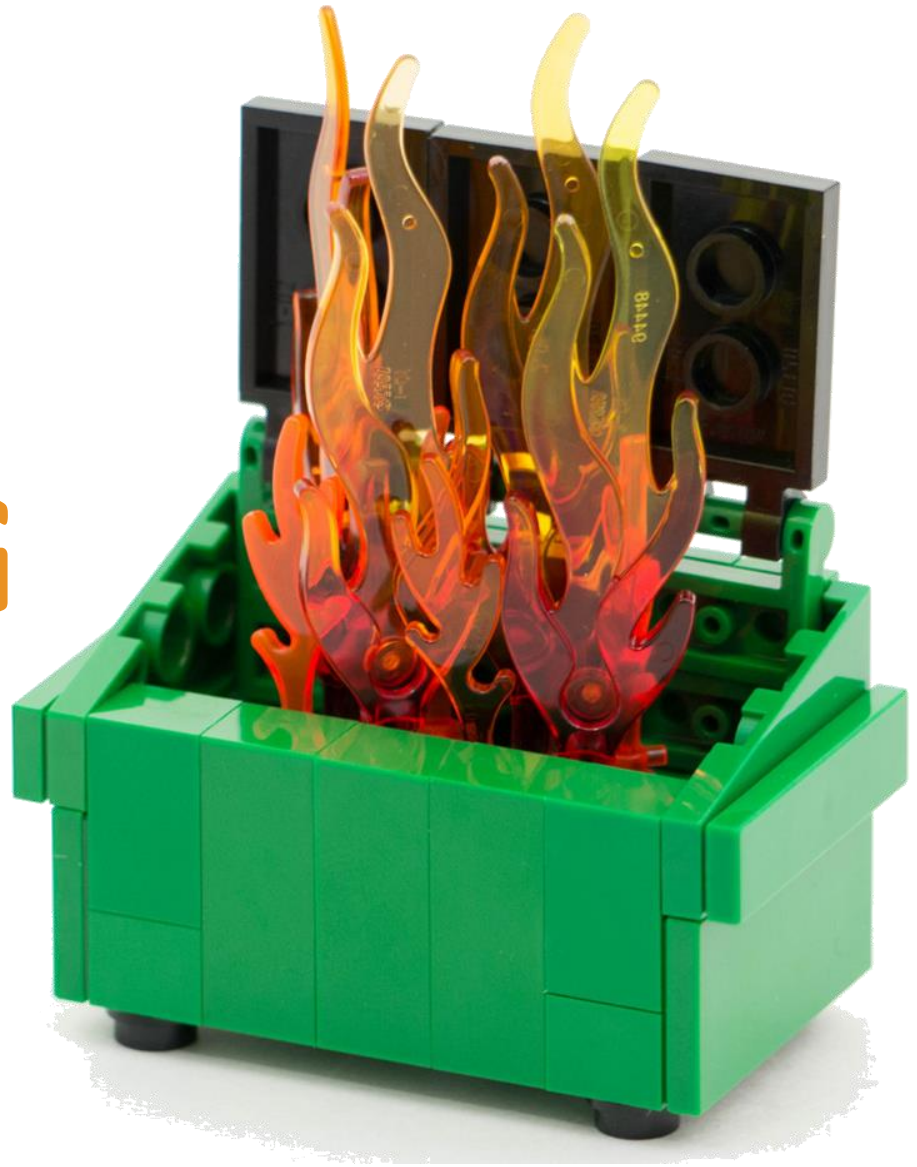
Overly Customized

Reputation

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Where We've Been

the FLAMING DUMPSTER



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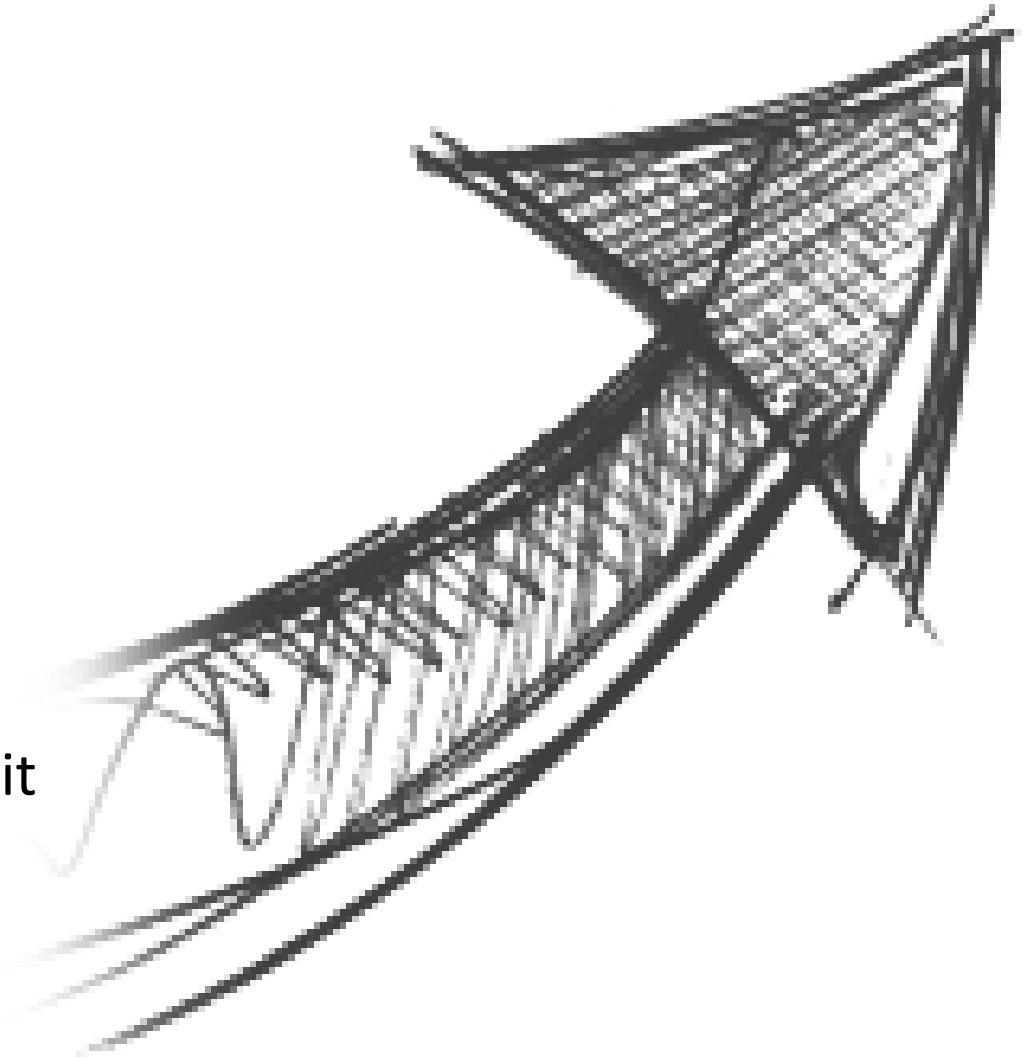
A New Direction

At a department level

- DevOps
- Agile
- Cost management

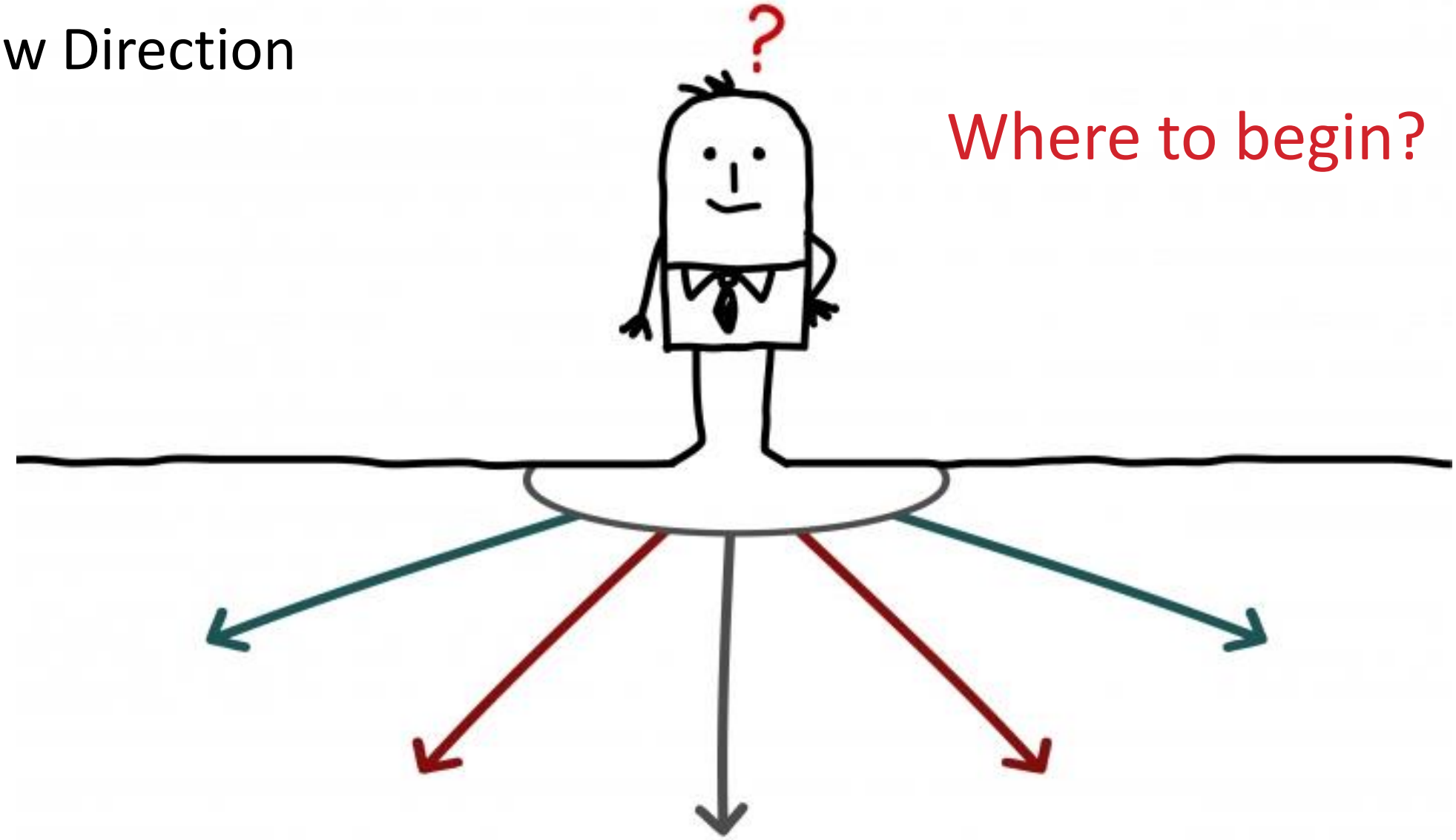
At a Team level

- Simplify it
- ZERO contractor costs
- If you build it, you support it
- Learn Agile
- Improve our reputation



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A New Direction

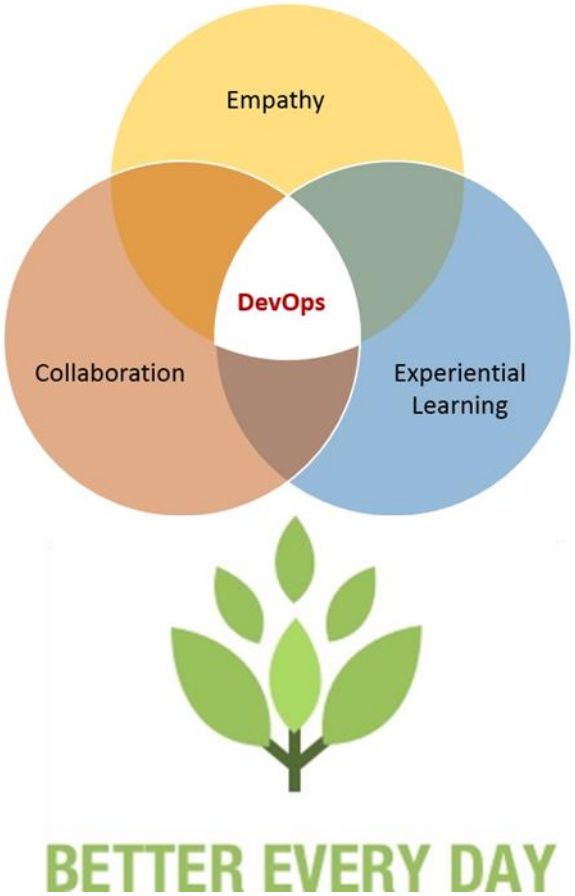


Where to begin?

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Broader Target Technology Initiatives

- Agile and DevOps
  - Our technical teams are embracing Agile and DevOps
  - Teams start small with Minimal Viable Products (MVP)
  - Teams operate and own their entire applications
- Learning Culture
  - Emphasis is placed on learning and growing skills and capabilities
  - Part of the day time job
- Community Development
  - Driving to foster a community driven approach
  - Something wrong, propose a change and submit a Pull Request



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Our Agile Journey

Agile is…

An adaptive approach to development of a product or process that allows for responsiveness in the face of competition, market focuses, to customer demand, etc.

Agile…

Starts with a problem statement (or vision/goal)

- Works in short time periods called sprints (usually 2-4 weeks)
- Is focused on value delivery
- Encourages productive failure and doing it quickly
- Addresses feedback from end users
- Does not offer a big reveal

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Our Agile Journey

AGILE Manifesto

- Individuals And Interactions
  - Over processes and tools
- Working Software
  - Over comprehensive documentation
- Customer Collaboration
  - Over contract negotiation
- Responding To Change
  - Over following A plan

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Our Agile Journey

AGILE FRAMEWORKS

- Scrum, Kanban and so many more…

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Our Agile Journey

KANBAN

- Visualize current workflow
- Identify and respect WIP
- Measure and manage flow
- Make process policies explicit
- Implement feedback loops
- Continuously improve

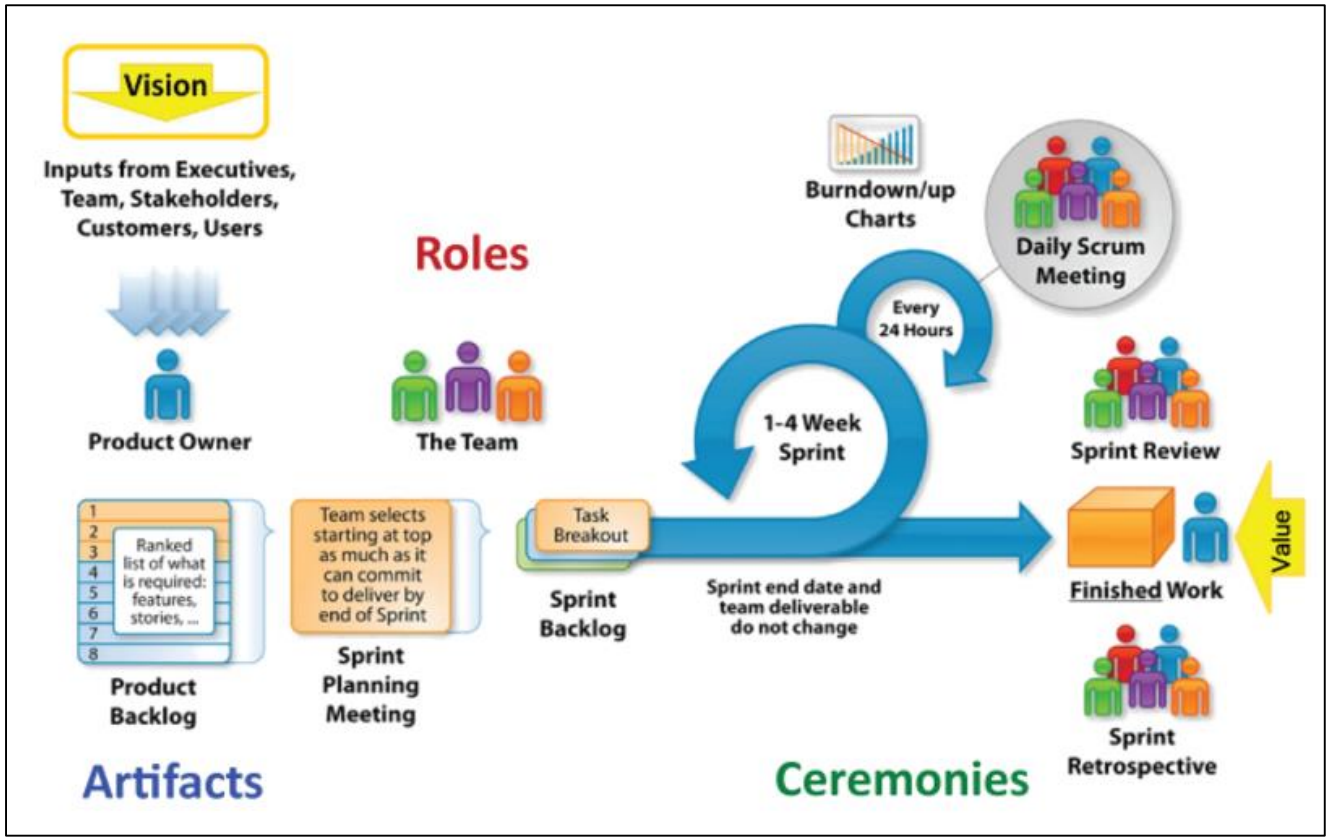


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Our Agile Journey

SCRUM

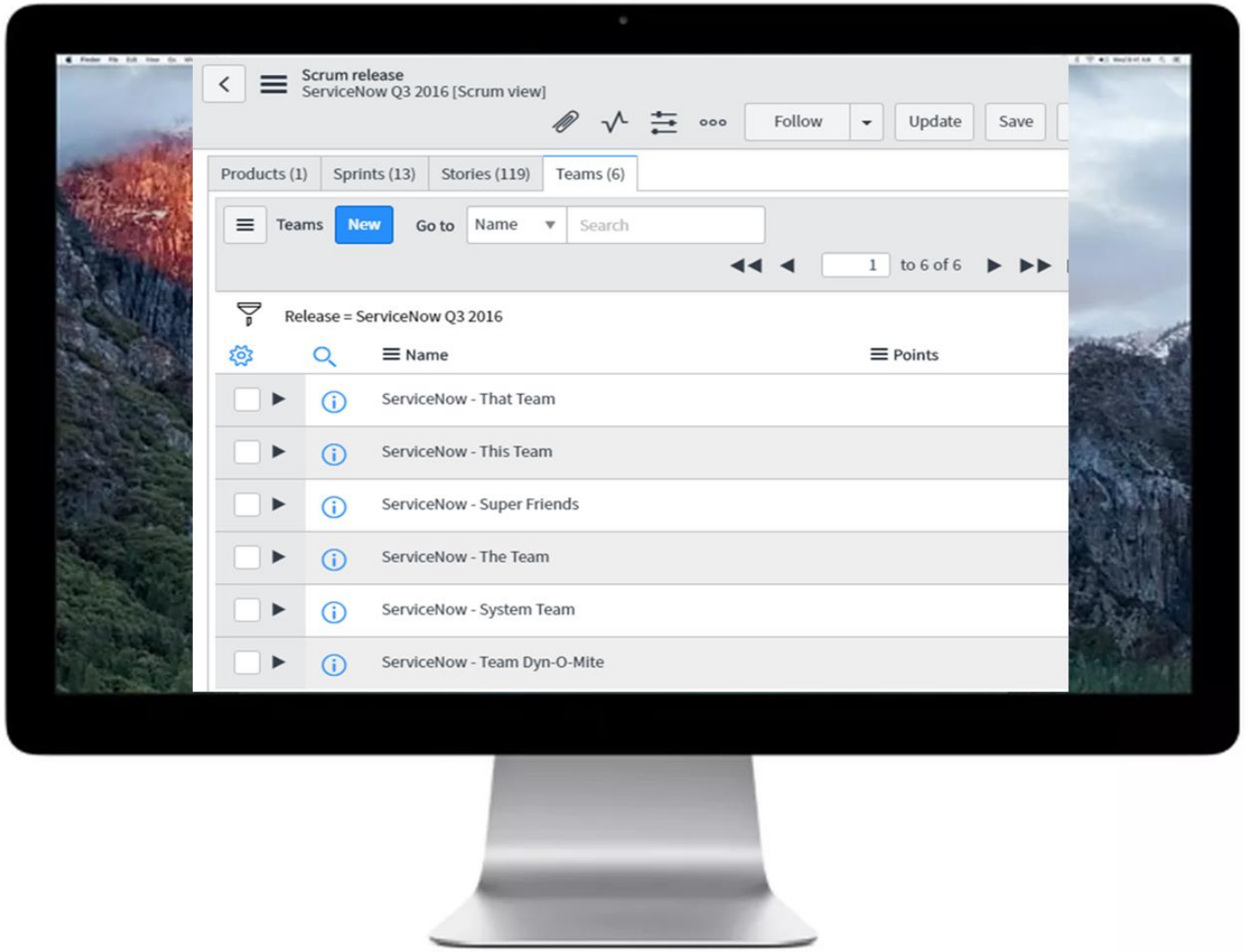
- Approach to getting work done
- Framework for complex projects that supports Agile values and practices
- Roles, ceremonies and artifacts



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Our Agile Journey

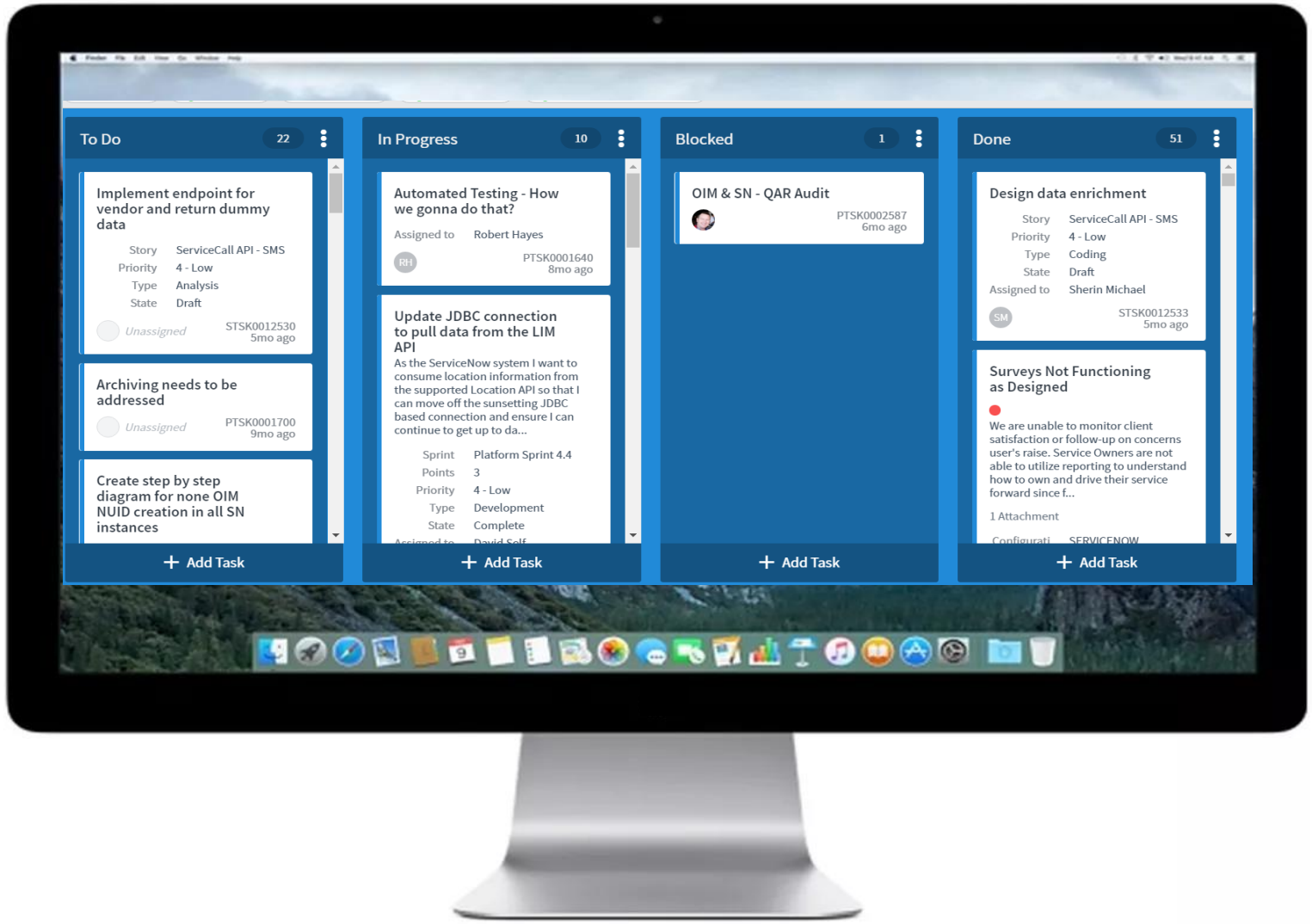
- Building the teams
- Adding the power of the framework
- Moving from sticky notes to tools



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Our Agile Journey

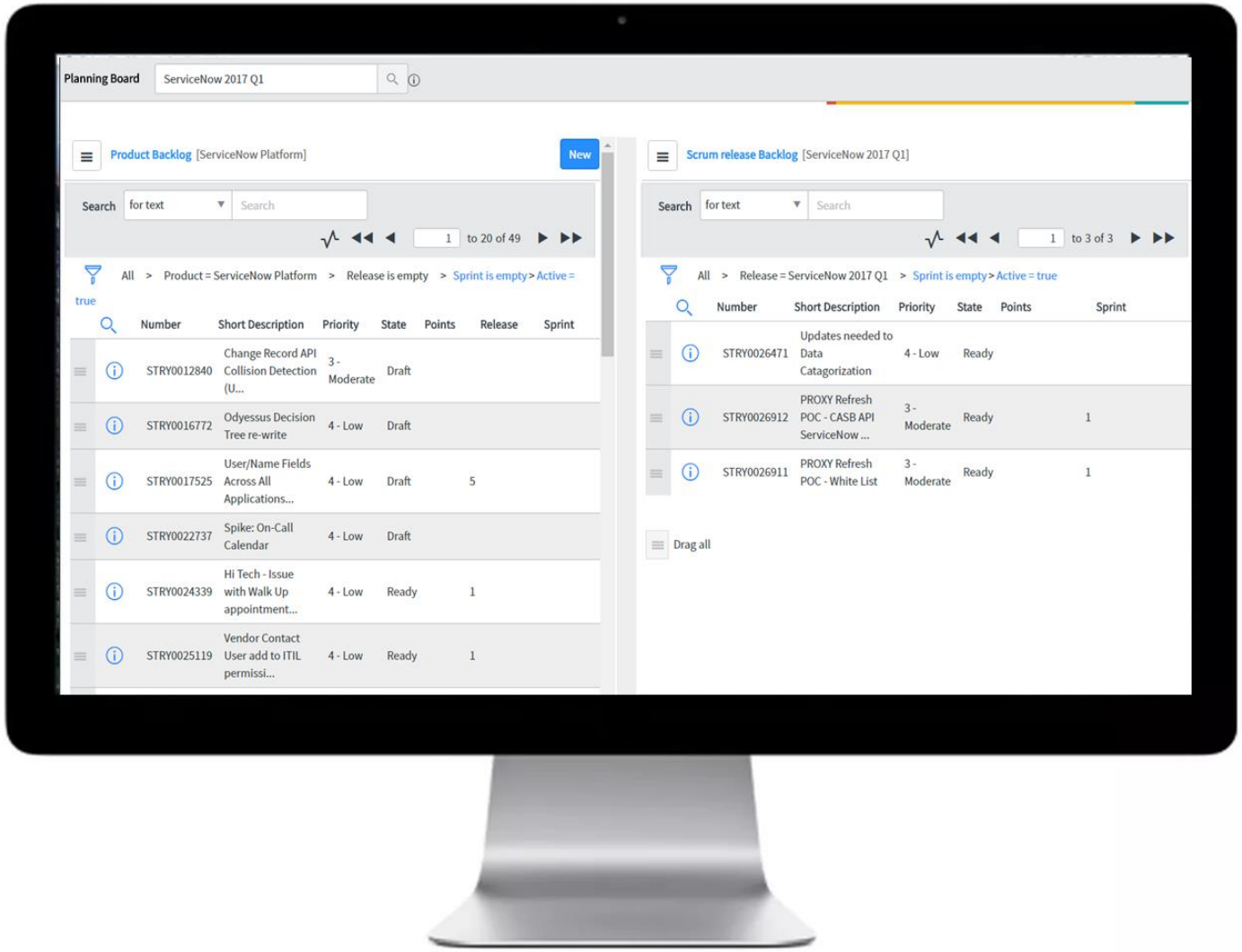
- Visual Task Boards
- Keep it simple



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Our Agile Journey

- When you lead others will follow



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Our Agile Journey

- Glorious Success and Spectacular Failure
  - Built our own team
  - Delivering on our commitments
  - Learning new skills
  - Developing new roles
  - Failing fast

TRY.
FAIL.
LEARN.
REPEAT.

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Delight and Amazement

Adding Value

Architecture Led

Living Agile

Prioritized Backlog

Iterative Bi-weekly Releases

Automation

Innovation

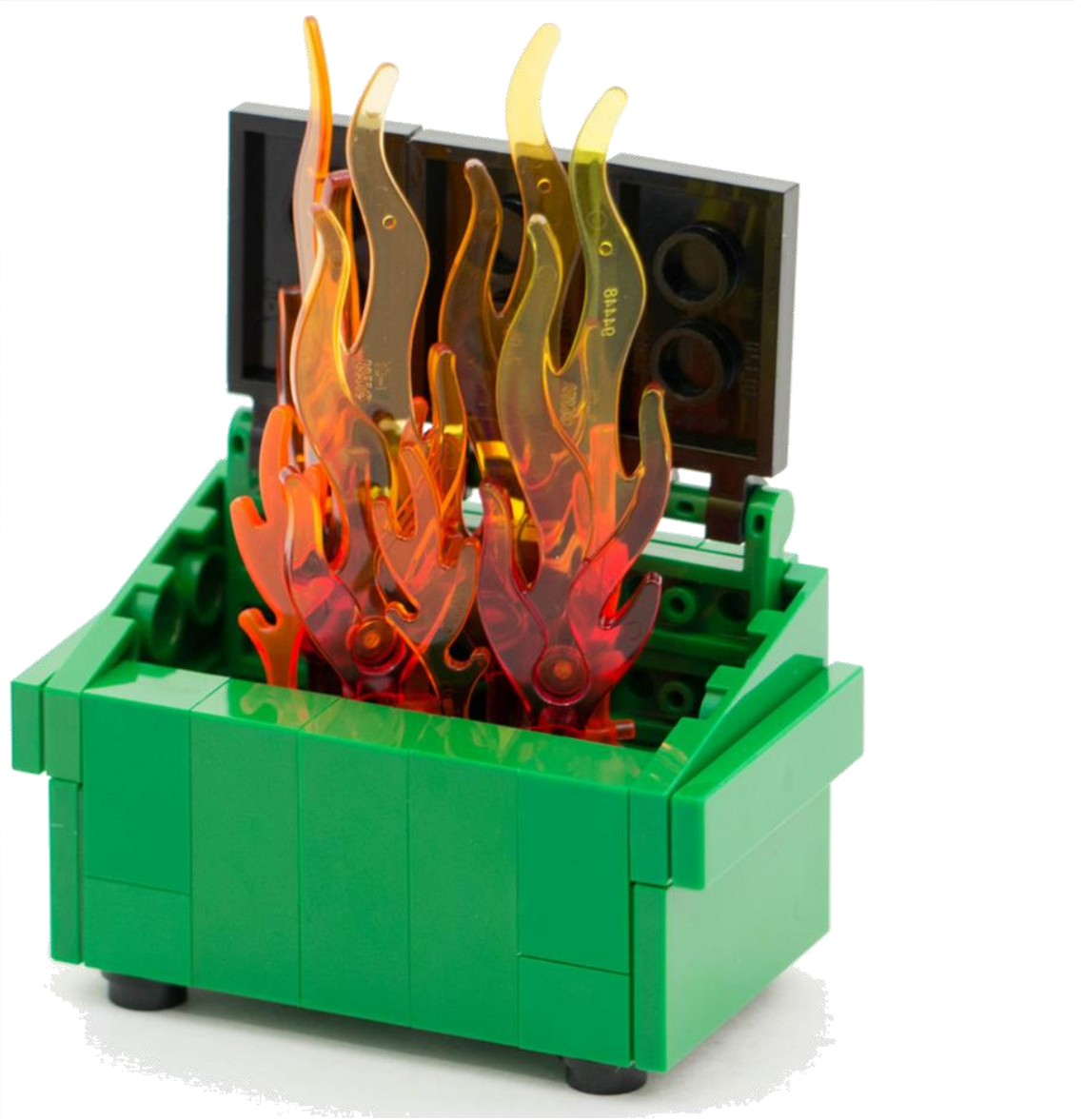
Fast Upgrades

Client Focused

Talent in House

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Top Takeaways

1

Be open to a new way of working

2

Try, and try again

3

Delight and amaze them

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Thank You

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Q & A

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Take the Survey

Please take a moment to complete a session survey in the Knowledge17 app.

Thank You

Barbara Ostmoe

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