



MMT Digital

# LEAN PRODUCT CONSULTANCY

**Creating a Lean Digital Product Delivery “Centre of Excellence” draws on MMT Digital’s 15 years of helping clients build digital products through an effective, iterative approach that focusses on delivering value to the business through a customer centric approach. We work collaboratively with your product teams to develop and embed a set of documented best practices and governance processes in a “Centre of Excellence” that will drive the efficiency of your output and the effectiveness of your product against your key business objectives.**

## Why do you need it?

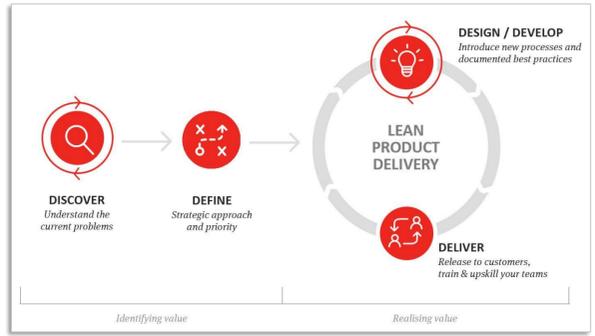
Although lean product delivery has been around for many years, focussing on rapid delivery of value to customers and reducing cost of delay, many companies struggle to shift from a project to a lean product mindset for a number of reasons:

- The business may not be seeing value delivered quickly enough and are struggling to have visibility on the issues/improvements.
- Traditional delivery processes cause difficulties in the rapid acceptance of product features being delivered by teams and suppliers.
- Larger initiatives lose sight of Agile practices and fall back to traditional project delivery methods that preclude short feedback loops through fast, small iterative releases.
- The businesses Value Streams are not well defined, leading to poorly understood product workstreams.
- There are common challenges when applying a lean product mindset within the context of a complex organisation with legacy technical debt (e.g. monolithic platforms requiring more traditional IT management processes).
- They may be working with a large System Integrator (S.I.), management consultancy or supplier that can be slow to change, either due to traditional contracts or outdated governance processes. These relationships hamper Agile practices.
- Working with larger consultancies can increase reliance on suppliers and hinder the growth of internal capabilities and practices.
- The product outcomes are poorly defined or the features described are bloated and not well connected to the business case. For example, re-platforming legacy systems can lead to expensive “like for like” products and often miss opportunities to improve customer experience and market positioning.
- There is a lack of trust and cooperation between delivery teams and the product management team.
- With many business units and suppliers involved, root causes for delays/waste can be difficult to understand with accountability being passed between parties.
- A company may have a lack of in-house skills and need to work collaboratively with an expert in order to transfer those skills and upskill the in-house teams
- Agile behaviours and practices across a scaled engineering team can lack appropriate governance resulting in inconsistent delivery and quality issues.

Our experience is that governing Product Ownership practices has the largest short-term impact across these core challenges.

## How does it work?

MMT deliver the service through our 4D’s framework shown (right) although the programme is fully tailored to each client depending on the starting point and current level of in-house capabilities.



## Typical activities

- Review existing ways of working, principles and frameworks to provide the ability to adapt for relentless improvement.
- Enable the flow of value and estimate the cost of delay by reviewing value hypothesis in the Business Cases and backlog items. Implement practices to ensure value in a story can be tracked all the way back to features, epics and the business case. Coach all team members with the mindset to protect value.
- Identify delays by reviewing the story life cycle from requirements gathering through development to releasing and working software feedback.
- Set a foundation of best practice as an internal capability by implementing a community of practice that provides a hub of information for Product Ownership. This includes Lean Agile guidance as well as governance guidance for core quality documents including Definition of Ready (DoR), Definition of Done (DoD) etc.
- Improve clarity of product development for all parties by reviewing tooling that best provides a holistic view of backlogs, code, releases and testing.
- Define clear, valuable and effective experiences by implementing customer journey and story mapping practices.
- Review and implement Product Health Checks to monitor state of key areas of product delivery.
- Review and implement “Landing the Plane” activities to provide further clarity on high level delivery to enable clarity of reporting to senior teams.
- Improve collaboration and trust by facilitating and mediating challenging product meetings between development and business parties.

## Typical outputs

- ✓ Incremental implementation and documentation of world-class lean product delivery best practices & governance processes.
- ✓ Defined metrics to demonstrate customer and business value, delivery predictability and continuous improvement.
- ✓ Fully documented story lifecycle with clear backlog responsibilities across key business stakeholders, program managers, Business Analysts, Product Managers, Product Owners and Scrum masters.
- ✓ Well defined backlogs and release planning processes.
- ✓ Clearly defined outcomes and measurable KPIs for the teams to own.
- ✓ An embedded internal capability with a product oriented culture.
- ✓ High-performing teams that are focussed on high-quality, valuable software.

## Who is involved?

Typically we engage with a range of key roles in product delivery from across the organisation including:

- Chief Product Owner
- Head of Digital Engineering
- Service Owners
- Product Owners
- Scrum masters
- Technology and Infrastructure Leads
- Portfolio Lead
- Programme Lead
- Development team members

## What next?

Hopefully this gives you an understanding of Lean Product Consultancy. If you would like to find out more, please email us at [hello@mmtdigital.co.uk](mailto:hello@mmtdigital.co.uk).

