UX Led Approach Coupled with Scaled Agile Transformation
Introduction

Ken Do  
Director, Sales Technologies  
PepsiCo  
SAFe® Product Owner/Product Manager, Agilist

Carmen Fahrenthold  
Director, Sales Technologies  
PepsiCo  
SAFe® Release Train Engineer, Product Owner / Product Manager, DevOps Practitioner
Today’s Goals

About PepsiCo

Program Vision & Background

Integrate User-Centric Design (UCD) Approach with Scaled Agile Framework®

Evolving UCD Operating Model through Test & Learn

Retrospective
About PepsiCo

PepsiCo products are enjoyed by consumers more than one billion times a day in more than 200 countries and territories around the world. PepsiCo's product portfolio includes a wide range of enjoyable foods and beverages, including 22 brands that each generates $1 billion or more in estimated annual retail sales.

**GLOBAL BEVERAGES**

**GLOBAL FOODS**

<table>
<thead>
<tr>
<th>PERFORMANCE</th>
<th>BRANDS</th>
<th>SCALE</th>
<th>PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than $64 billion net revenue in 2018</td>
<td>22 billion-dollar brands*</td>
<td>More than 200 countries &amp; territories</td>
<td>More than 260,000 employees</td>
</tr>
</tbody>
</table>

22 Billion-Dollar Brands

More Than 40 $250 Million–$1 Billion Brands
Video --
Manufacturing Technology Enabling Frito-Lay to Delight Consumers
OUR UNWAVERING COMMITMENT TO

Lead and deliver an innovative, human-centered sales and service experience

LOVED BY ALL

#OneTeamOneDream
Our Journey to Agile At Scale

2017
Selected SAFe® Framework

Explore New Ways of Working

2018
Conduct Training

PI#1 – Program #1

2019
Delivered Program #1

Scale Up Program #2
Current Program At A Glance

8 Scrum Teams
Retail, eComm, Scheduling & Staffing

2 System Teams
Integration & DevOps

1 Component Team
User Centric Design

25,000+ Users
Frito-Lay Sales Leaders & Associates

145~ People Train
Employees, Partners, Contractors

3+ Partners
Platform, SI, and Agile

Servicing 350,000+ Customers

One Value Stream – Delighting Consumers
Our Scope – Enabling Sales Leadership & Associate Execution

- Perfect Service
- Deploy CRM
- Analytics
- Staffing & Scheduling
- Next Best Action
- Asset Tracking

Collaboration Communication Capability Building
Why We Chose To Be UCD-Led?
Today’s Marketplace

#1 Differentiator: Innovation

#2 Differentiator: Designing Experiences

This means if you adjust based upon needs you get increased loyalty (86%) and increased revenue (79%).

86% consumers likely to repurchase after a great experience (HBR, 2015)

79% performance gain over 8 years by companies that led in experience design (HBR, 2015)
Business Value For Adopting UCD-Led Approach

- Balance between HQ design vs User design
- **Clarify the solution.** Use design studios to challenge existing models and ways of doing things
- Shift mindsets from simply deploying technologies to delivering desired outcome (e.g. adoption, compliance)
- Move from building applications that meet functional requirements to designing intuitive user experiences that empower end users

**Reduce Training Costs**

**Increase Adoption**

**Empower & Delight Users**
Guiding Principles

Simple
Human
Connected
Our Journey Began With Essential SAFe®
Launched Key Areas in Portfolio SAFe® to Support the Program
Multiple UX Operating Approaches On Our UCD Journey

2017
- Insource/Outsource
  - Research UX Framework

2018
- Delivered Program #1
  - PI#1 Launch
  - Lean UX
  - Approach #1 - Team Focus

2019
- Program & Team
  - Scale Up
  - Program #2
  - Approach #2 – Program & Team

- Activated Portfolio
Adopt & Adjust
UCD Approaches
How We Interpreted & Integrated UX in SAFe®

Design Approach

UX Discovery Team
(5+ PI Ahead)
(Epics)

UX Design Team
(3+ PI Ahead)
(Features)

UX Delivery Teams
(2+ PI Ahead)
(Stories)
Ideal Operating Model for UX Design Includes Discovery, Design, and Delivery Tracks
Hypothesis #1: UX Designer In Agile Teams

- **UX Discovery Team** (5+ PI Ahead) (Epics)
- **UX Design Team** (3+ PI Ahead) (Features)
- **UX Delivery Teams** (2+ PI Ahead) (Stories)

<table>
<thead>
<tr>
<th>CONTENT &amp; GOVERNANCE</th>
<th>TECHNICAL GUIDANCE &amp; SUPPORT</th>
<th>USER FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scrum Master</td>
<td>Development / Configuration</td>
<td>Designer</td>
</tr>
<tr>
<td>Product Owner</td>
<td>QA</td>
<td></td>
</tr>
<tr>
<td>Business Analyst</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hypothesis #1: Constraints, Challenges, Benefits

**Constraints**
- Headcount
- Staffing
- Org. Structure

**Challenges**
- Vision
- Pivot
- Tradeoffs

**Benefits**
- One Team
- Connected
- Influence
Hypothesis #1: Offered Execution Excellence
Hypothesis #2: Centralized UX Team

Shared UX Team

Agile Teams

- UX Discovery Team (5+ PI Ahead) (Epics)
- UX Design Team (3+ PI Ahead) (Features)
- UX Delivery Teams (2+ PI Ahead) (Stories)

UCD Competency
Hypothesis #2: Constraints, Challenges, Benefits

**Constraints**
- Headcount
- Staffing
- Org. Structure

**Challenges**
- North Star
- Prioritization
- Integration

**Benefits**
- Vision
- Pivot
- Tradeoffs
Hypothesis #2: Offered Clarity to Vision With Design
Retrospective: Dedicated People for Design & Delivery
Identified and Formed Dedicated User Councils for Feedback

Sales Leadership
Jan,
Sales Leader

Frontline Management
Ted,
District Manager

Frontline Execution
Sean,
Merchandiser
Activation of Discovery Track

**DISCOVERY**
- Ideas
- Discover
- Define
- Explore
- Refine
- Develop
- Prototype
- Decide on Solution
- Scaling
- Backlog
- Iteration 1
- Iteration 2
- Iteration 3
- Iteration 4
- Iteration 5
- Releasable
- Software
- Decide on Solution
- Scaling
- Backlog
- Iteration 1
- Iteration 2
- Iteration 3
- Iteration 4
- Iteration 5

**DEVELOPMENT**
- Design
- Backlog
- Kanban
- User Interface
- Improvements
- Iteration 1
- Iteration 2
- Iteration 3
- Iteration 4
- Iteration 5
- Refined
- User Stories

**DELIVERY**
- Delivery
- Backlog
- Scrum
- Iteration 1
- Iteration 2
- Iteration 3
- Iteration 4
- Iteration 5
- Releasable
- Software
- Iteration 1
Benefits Of Executing Discovery, Design and Delivery Tracks

- Unvetted Ideas -> Vetted Ideas
- Unclear Stakeholders -> Clear Ownership
- Finding Answers -> Simply Execute
- Alignment & Rework -> Spot On
Retrospective
Evolving Journey

Learning

• Educate Agile mindset, educate user-led, and educate business value delivery
• Invest upfront for Discovery to seek vision clarity & alignment
• Determine staffing strategy (insource, outsource, etc.)
• Balance Business needs, Experience desires, and Technology feasibility
• Find User Experience advocates & sponsors
Design-Led Approach Increases Speed & Quality

KPIs

Feature Lead and Cycle Time Reduced by 70%, Delivery Faster & Often

- Lead Time - New state to Done
- Cycle Time - In Progress state to Done
Delivery Faster, Often, and Increase Adoption

KPIs

2018
- 40 Releases
- 50-60% Adoption

2019
- Weekly Releases
- 80% Adoption
Voice of the Stakeholders

Feedback

• “I am thankful to be a part of a company who listens. I appreciate the opportunity on pathing the future of Frito-Lay”

• “I love that Leadership and Frontline see delivery notifications. The visibility to the teams is going to be huge”

• “The tool is intuitive and empowering my team to make insight-driven decisions”

• “We love the new App. It is fun to use. Filters changed and it’s easier to get to the products”
UX Led Approach Coupled with Scaled Agile Transformation