Implementing Disciplined Agile Delivery (DAD) at Panera Bread

A Recipe for Success

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What We Will Cover....

- Panera’s Decision to adopt Agile
- Why Panera chose Disciplined Agile Delivery (DAD)
- The Transformation Strategy
- The Pilot Project
- Using DAD’s Goal-driven Approach for “Pragmatic Agile”
- Applying Lightweight Governance from DAD
- Some Challenges that we Faced and how we Overcame Them

How do we really apply DAD?
Panera Bread

- Bakery/Café chain
- 1700+ cafes in 44 US States and in Canada
- 250+ people in IT
- Heavily investing in mobile solutions
- Kiosks in Cafes
- Growing Catering business
Panera’s Decision to Adopt Agile

- Panera has a culture of responding rapidly based on customer feedback and exploiting new technologies

- “Panera 2.0”
  - Advanced Ordering for To-Go
  - Order from Your Table for Dine-In
  - Fast Lane Kiosks for Dine-In and To-Go Orders
  - Customized Ordering

- IT needed to be able to keep up!
- Business already had an agile mentality

Ronald M. Shaich
Founder, Chairman & CEO of Panera Bread
What is Disciplined Agile Delivery (DAD)?

Disciplined Agile Delivery (DAD) is a process decision framework

- “Pragmatic Agile”
- Not another methodology!
- A foundation for scaling Agile
- The key characteristics of DAD:
  - People-first
  - Goal-driven
  - Hybrid agile
  - Learning-oriented
  - Full delivery lifecycle
  - Solution focused
  - Risk-value lifecycle
  - Enterprise aware

4 Lifecycles
- Agile/Scrum
- Lean/Kanban
- Continuous Delivery
- Exploratory/Lean Start-up
Why Panera chose Disciplined Agile Delivery (DAD)

- Mike Nettles, VP Architecture and IT Processes
  - Scrum experience
  - Deep understanding of the restaurant business
  - Had successfully run geographically distributed and outsourced projects
  - Wanted an “Enterprise” agile approach rather than just Scrum project/team focus
  - Had followed Scott Ambler’s work for many years
  - Became Panera’s Agile and DAD Champion
The Transformation Strategy

- Assess the Organization and Teams
- Train the Executive Team
- Train the Delivery Teams
- Train the Business
- Pilot the Approach
- Inspect and Adapt
- Scale Up
The Pilot Project

“Back of House” Project

• Forecasting of labor and inventory requirements based on past sales, seasonality, and weather
  • Sales forecasting
  • Labor scheduling
  • Inventory counting

• Aspects of the project
  • Mixture of custom development and package customization
  • Geographically distributed team with 3 team members from the Vendor located in Brazil
  • Team of about 10 people
  • Mark was the Agile Coach for the team
The Pilot Project (cont.)

“Back of House” Project
- Release Plan – 3 months

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<th>Transition</th>
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Using DAD’s Goal-driven Approach for “Pragmatic Agile”

The Process Goals of Disciplined Agile Delivery (DAD)

Inception (How do we start?)
- Form initial team
- Develop common vision
- Align with enterprise direction
- Explore initial scope
- Identify initial technical strategy
- Develop initial release plan
- Secure funding
- Form work environment
- Identify risks

Transition (How do we deploy?)
- Ensure the solution is consumable
- Deploy the solution

Construction (How do we produce a solution?)
- Produce a potentially consumable solution
- Address changing stakeholder needs
- Move closer to deployable release
- Improve quality
- Prove architecture early

Disciplined Agile Delivery

Ongoing (What do we do throughout?)
- Grow team members
- Fulfill the team mission
- Leverage and enhance existing Infrastructure
- Address Risk
- Improve team process and environment
- Coordinate Activities

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An example of a DAD Goal Diagram

- **Coordinate Activities**
  - **Share Information**
    - Non-solo development
      - Conversations
        - Informal reviews
        - Formal reviews
        - None
    - Artifact Ownership
      - Collective ownership
        - Disparate ownership
  - **Coordinate Within Team**
    - Coordination meetings
      - Visualize work
        - Status meetings
      - Just in time (JIT) modeling
      - JIT planning
  - **Coordinate Within Program**
    - Coordination meetings
      - Visualize work
        - Common cadences
        - Product Owner team
        - Architecture Owner team
        - Management team
      - Enterprise professional as team member
        - Documented enterprise strategy (light)
        - Documented enterprise strategy (detailed)
        - None
  - **Coordinate Across IT**
    - Release train
      - Release windows
        - Unique project releases
        - None
  - **Coordinate Release Schedule**
    - Gather physically at critical times
      - Ambassadors
      - Boundary spanners
      - Adopt collaborative tools
Incremental Adoption of DAD Practices

DAD Construction Practices

Underlined practices are those we adopted for Pilot Project
Applying Lightweight Governance from DAD

- The need for governance doesn’t disappear with agile
  - Governance need not be a “dirty word”
  - Monitor the health of projects with milestones and metrics albeit in an informal and lightweight fashion
  - Agile governance is quite different from traditional governance
Some Challenges We Faced and How We Addressed Them

- Some Things that we Initially Struggled With
  - Initial skepticism in IT management
    - Made an early skeptic our Pilot Project’s Team Lead
    - Went from skeptic to evangelist
  - Lack of early buy in from the Business
    - Part time Product Owner collocation became full time
  - A lot of time consumed in first Construction iteration setting up continuous integration and tooling
    - Some teams do preparatory work for new projects in their Inception phase
- Examples of how DAD Helped
  - Iteration and Milestone Reviews/Demos kept Management informed and helped obtain buy in for larger rollout of DAD
  - Goal diagrams helped make better decisions on how the team could most effectively self-organize for the Pilot
In Conclusion...

- Very good momentum behind Panera’s transformation
- It is a journey. We continue to do periodic health checks and kick starts for new teams
- Continued work on:
  - Continuous integration practices
  - Automated deployments, environment improvements
  - Portfolio road mapping, backlog management, and metrics
  - Incorporation of lean teams and principles
For More Information...

• Panera Bread
  • www.PaneraBread.com
• Experience Report for this session
• Case Study
  - www.ScottAmbler.com
• DAD Blog
  - www.DisciplinedAgileDelivery.com
• DAD Certification
  - www.DisciplinedAgileConsortium.org
• DAD LinkedIn Discussion Form
  - 1,600+ members
  - http://www.linkedin.com/groups/Disciplined-Agile-Delivery-4685263

• Thank you!
• Questions?  
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Scott Ambler + Associates is the thought leader behind the Disciplined Agile Delivery (DAD) framework and its application. We are a boutique IT management consulting firm that advises organizations to be more effective applying disciplined agile and lean processes within the context of your business.

Our website is ScottAmbler.com
We can help

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