



# Agile Development of a Baby Formula

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# Agile Projectmanagement @ Corporate Research



**Help!**

**IPMA lecture:  
Creativity On  
Time**



# Learning Process, taking some years

Basis: **DSDM** (later Atern);

Agile as PM method (DSDM), not as  
Production method (e.g. SCRUM)

- Step by step, aiming for what the next step of the organisation is.
- Focus on the basics first
- Trial and Error, keep what's good, throw away what's not working
- Keep in mind Agile and project management is not a purpose, it's a means to an end.



# Current Status



colourbox



# Vivaldi Project



## Objectives:

- Design, develop and produce a new baby formula for the Asian market
- Show the expected positive results on the *immune* system of infants
- Assess the commercial viability for the product on the Asian market.
  
- 1 of 2 projects to assess the strategic roadmap (Immunity and Digestion)
  
- Run by **Corporate Research!**

Little design up-front  
Focus on Benefits  
Focus on Delivery  
Team in the Lead



# Baby Formulas



It's not a product!



## Challenges

- Teams from different locations (NL, UK, Asia) and different backgrounds

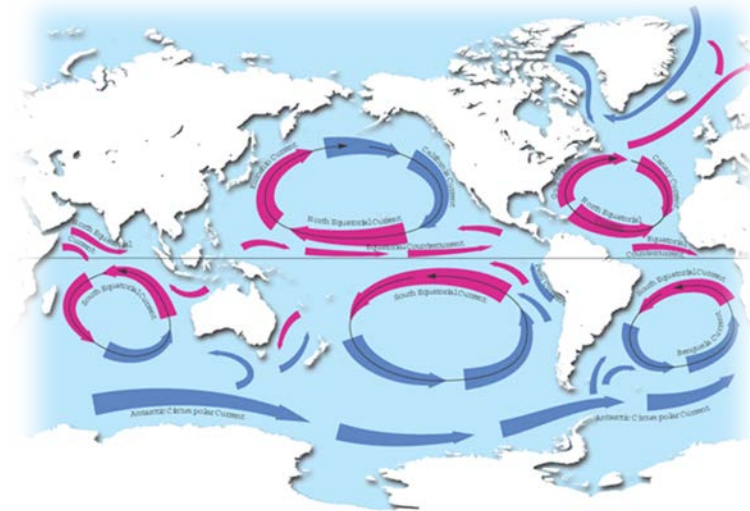


- **Communication is KEY!**



## Project Processes – we have all!

- PDCA on literature (focussed)
- Investigate – Refine – Consolidate on prototypes
- Linear planning on logistics
- Regular factory process on intermediate products and clinical study product
- Black Box Clinical Study (9 months).
- I-R-C on market feasibility, to design; Afterwards to PDCA for execution







## Timeboxing, yes ... but

- It is a management technique, not a dogma.
- Don't compromise on quality has a different meaning for baby formulas (than for “working software”)
- GMC control & factory processes are a given.
- In the end, the *mindset* was the most important: result orientation and prioritization.



# Keeping it together

## Specification Management!



### MoSCoW

Must

Should

Could

Won't



Team  
Marketing  
Sponsor



Team was sceptic at first

*For good reasons!*



- Workshops
- Struggled through many discussions
- Getting results helps => prototypes!
- Think and do at the same time helps
- Energy went up ... They started to believe, and created success

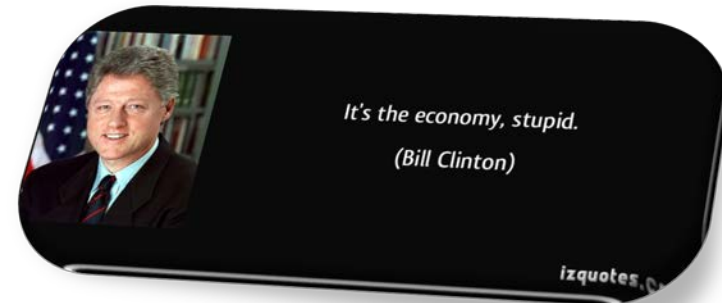


# Messages



- It really works ... if you use agile ideas as a set of tools, combined with other tools.
- PEOPLE create results, not methods.
- Most importantly: deliver results. Noone cares how you do it. (Nor should they care).

- It's Ownership, Stupid.



- In this organisation, **growing** to a controlled, in many cases agilish organisation worked well. “Implementing Agile” or “Implementing DSDM” would NOT have worked.