



Grid Dynamics

trusted engineering partner for digital transformation

Accelerating Digital Transformation with Cross-functional Teams: Breaking the Silo Mindset

Webinar | July 16th 2025



Jonathan Newman

Principal B2B Advisor

20+ years in senior leadership roles.

Robust track record of driving digital transformation and operational efficiencies within global B2B, B2C, and B2B2C organizations, including: Ingram Micro, Office Depot, ComputerLand, Belkin, Belron International & Future Electronics.

Specializing in e-Commerce & digital transformation.



Prithpal Roda

CTO EMEA
Grid Dynamics

20+ years in technical leadership roles.

Driving cross-functional strategic initiatives in B2B and B2C enterprises, helping organizations scale operations, modernize IT systems, reduce technical debt, and streamline software costs and maintenance.

Specializing in Digital Commerce & supporting estates.



Maneesh Kumar

Technology Director
CTO Office, Grid Dynamics

20+ years in senior technical roles.

Extensive experience managing strategic and complex technical initiatives, particularly within e-Commerce – for both B2B and B2C.

Expertise span system design, solution architecture, vendor selection, team building, and project discovery.

Specializing in emerging technologies, composable commerce & AI.



Charlie Bell

Senior Director, SE EMEA
Contentful

20+ years in sales and marketing leadership.

Long track record of delivering transformative digital projects, with a focus on marketing technology.

Worked with large international organizations such as Chanel, Kerzner, HSBC, Formula 1, and many others.

Specialising in Content Management and Marketing Technology.

GUEST SPEAKER

Accelerating Digital Transformation with Cross-functional Teams

What's driving change in B2B—and to keep up in the age of AI

Unlocking customer journey data to fuel B2B growth

Cracking the code of B2B user personalization—Moving beyond demographics to roles

Accelerating digital transformation with x-functional teams—Breaking the silo mindset

B2B digital transformation playbook—Small, strategic changes for big impact

Key takeaways

- Understand how silos form and what organisational habits reinforce them.
- How to overcome silos that block digital growth.
- Discover actionable tactics that will help you quickly foster collaboration across departments.
- Case Study : Cross functional teams in action

Today's Agenda

Business perspective with Jonathan	10 mins
Technology & Delivery perspective with Maneesh & Prithpal	10 mins
Insights from Charlie Bell @ Contentful	10 mins
Panel questions and discussions	20 mins
Wrap up	

Organising for Responsiveness & Agility

Business Perspective

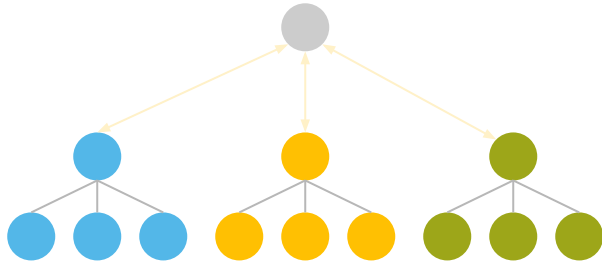
- Consumerization within B2B has created new customer expectations that require higher levels of organisational responsiveness & agility
- Organisational structures & norms - “silos” - significantly slow down digital transformation
- There are tactics that can be leveraged to transition away from silos and to move to more agile, cross-functional & rapid delivery

“B2B buyers expect more self-service capabilities. B2B customers have come to expect a seamless and personalized buying experience, similar to what they experience in their personal lives.”

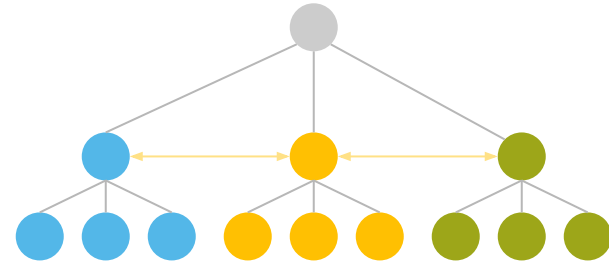
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What do we mean when we say “silos”

Country or Business Unit



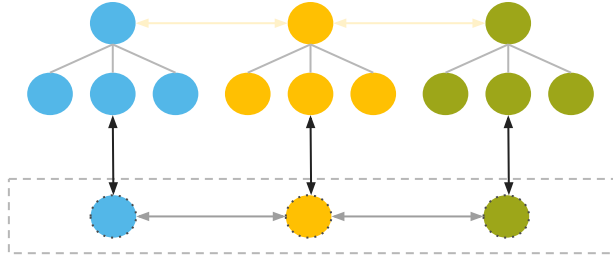
Functional



- Organisational responsiveness & agility requires effective, cross-functional collaboration. No single function is able to transform end-to-end customer journeys to meet the expectations of today's B2B user
- Frequently objectives & incentive programmes are set and embedded within an organisational silo
- Digital objectives typically require change across functional silos - but no one silo will be completely aligned with the digital team's objective

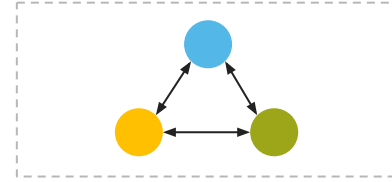
Organisational Characteristics

B2B



- Longer tenure of team members & mature functional structures
- Cross-functional teams built with **'visitors'** from **'silos'** with comms strongest back into their home silo
- Established governance structures tend towards longer planning cycles and a **'project approach'**
- Expert resource augmentation is **'function-led'**

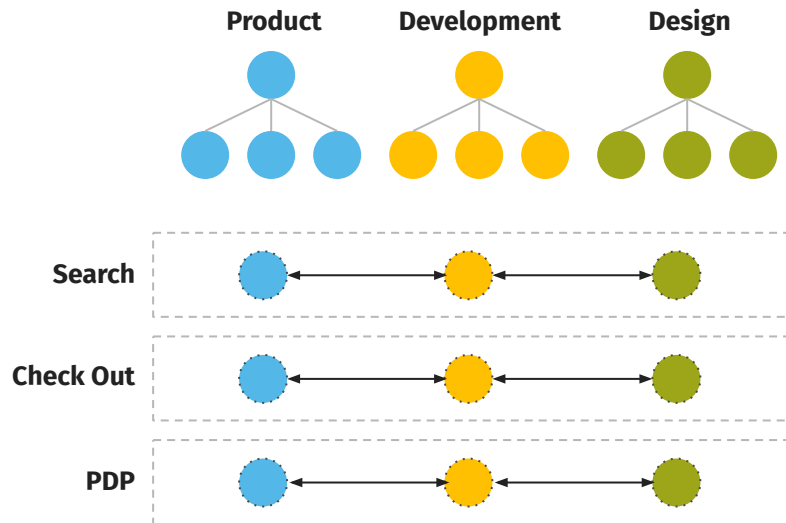
B2C



- Shorter tenure of team members & less rigid functional structures
- Cross-functional teams are the norm with clear team objectives & strong comms between team members
- Governance processes tend towards a **'product approach'**
- Expert resource augmentation is **'team/goal-led'**

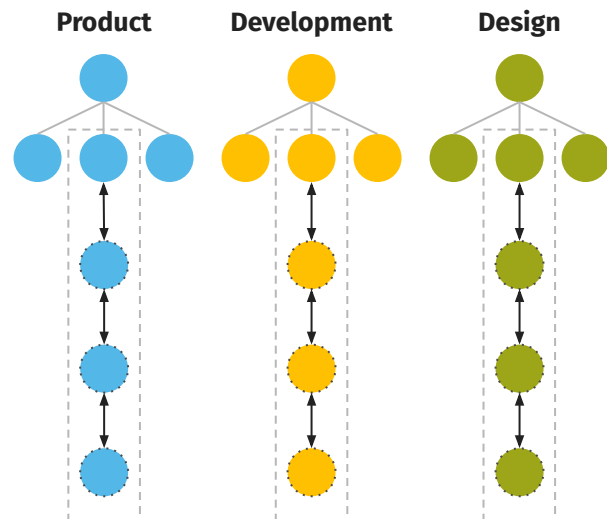
The objective is not to change the characteristics but rather to mitigate any limitations.

Cross Functional Teams & Functional Silos Co-Existing



Management of Work:

- Cross-functional teams are empowered to self-organise to achieve the shared objective
- Team autonomy is key to rapid delivery & responsiveness



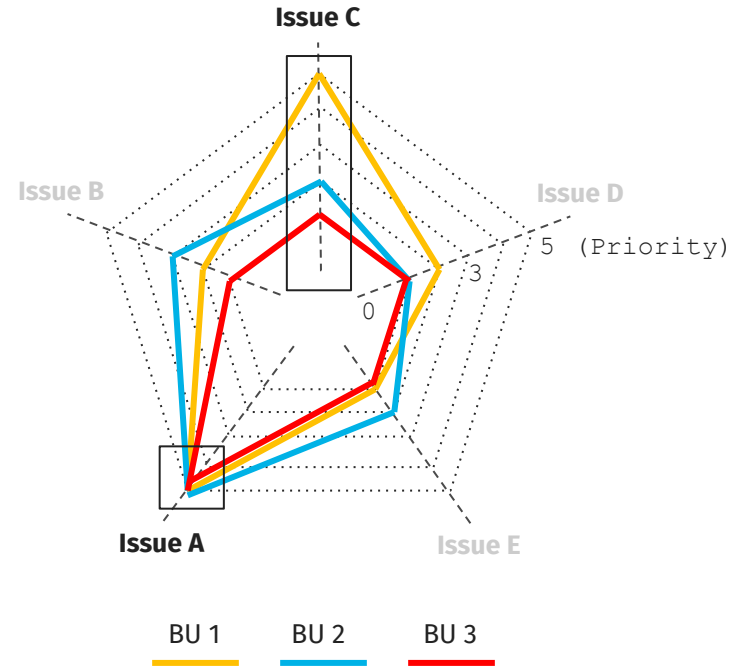
Management of Careers:

- Personal professional development still requires competency-based feedback
- Functional Managers can play a key role in resource utilisation optimisation

Creating an environment where both models co-exist & compliment each other is key.

Software Delivery View : Business Unit & business Function Silos

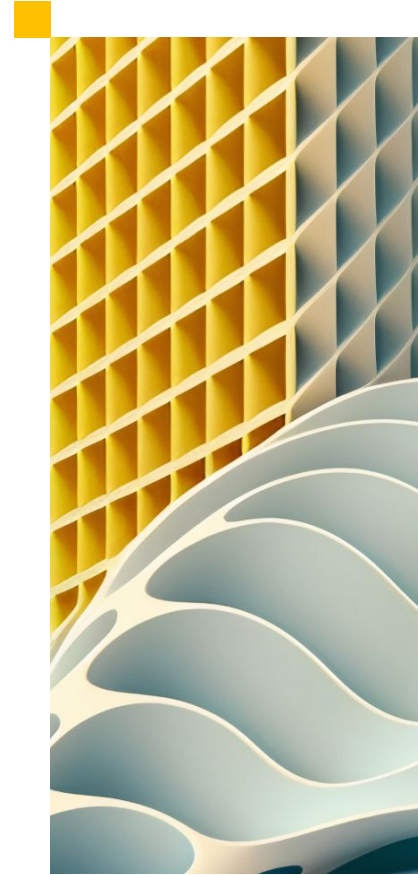
- Difficulty getting digital projects prioritised
 - Discovery - a tool for building consensus
 - Stakeholder interviews
- Decision making speed becomes critical path for agile projects during execution
 - The Product Owner is a critical role



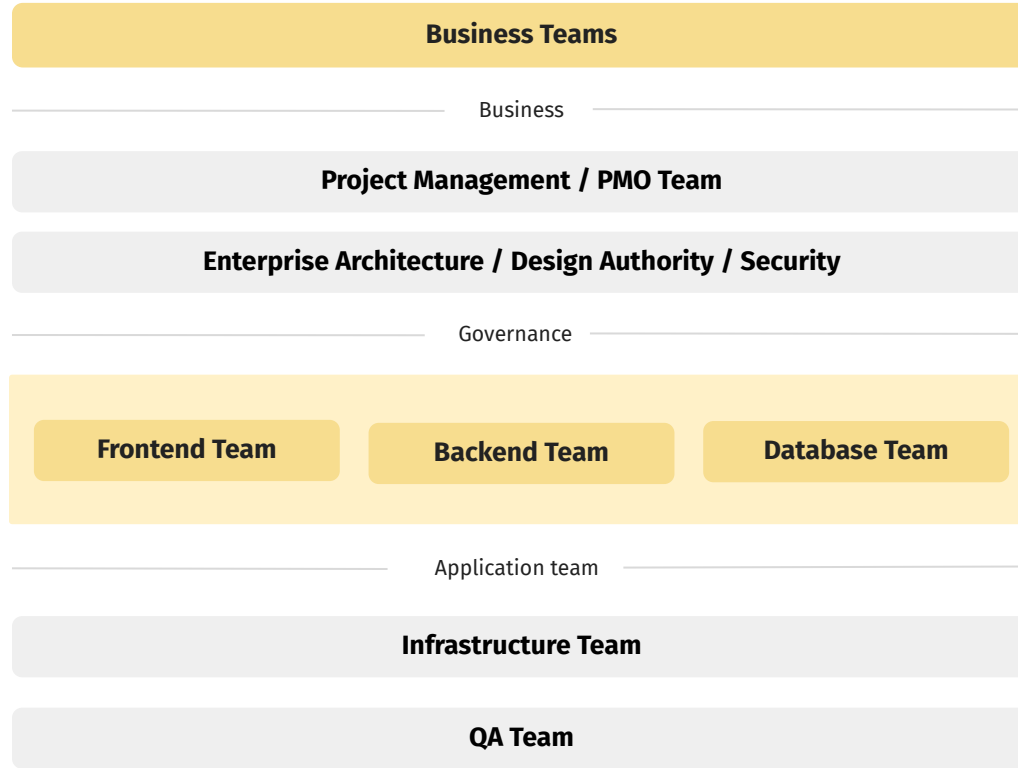
The role of project delivery in overcoming business silo challenges

Software Delivery View : Redefining Technical Team Silos

- Are technical team structures important?
 - Yes, more than is commonly understood
- What can be the impact of changing our team structures?
 - See case study

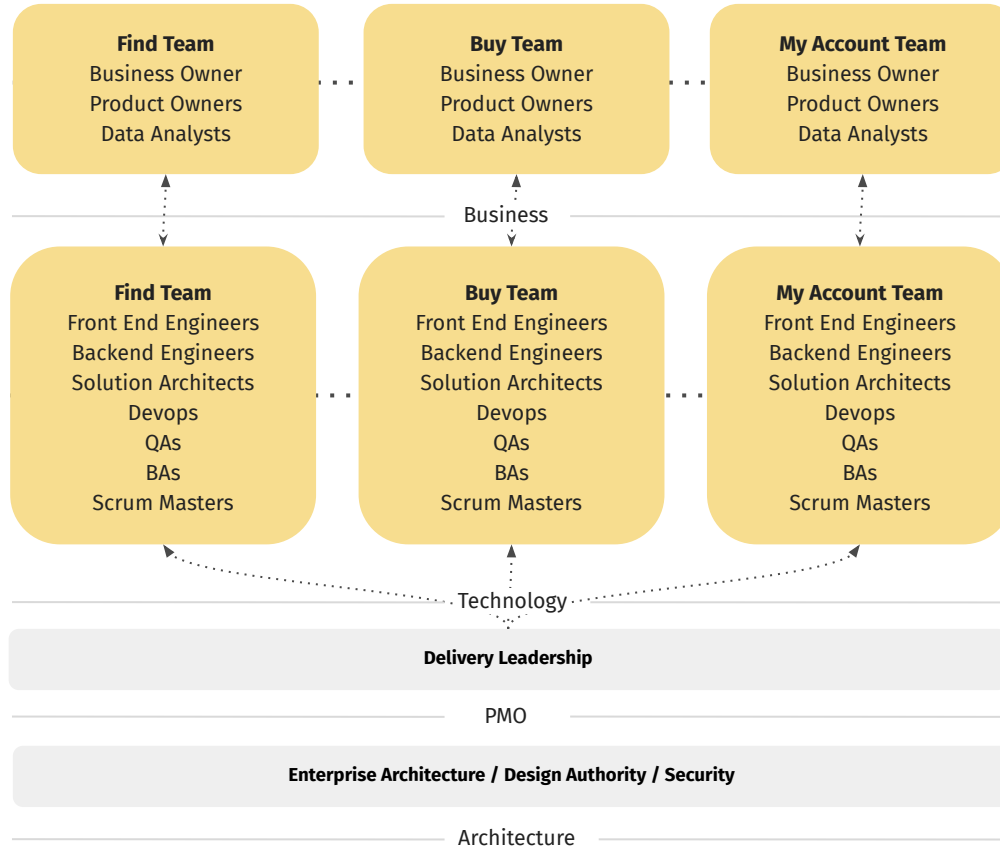


Case Study - Silos to Multi Channel Cross Functional Teams



- Horizontal and layered set up
- Cross-Team communication organised in waterfall model
- Idea to live in most cases was > 12 months
- Aging Technology was a limiting factor
- Sequential Release train which was difficult to manage

Case Study - Silos to Multi Channel Cross Functional Teams



Change

- **Business side :** Multi Channel Workstreams with product owners, BAs, Data Analysts. (Example workstreams Find, Buy ...)
- **Technology :** Mapped to business workstreams (Find Team, Buy Team ...). Self contained Cross functional teams with UX, Frontend, Backend, Infra, QA engineers, BAs and scrum masters

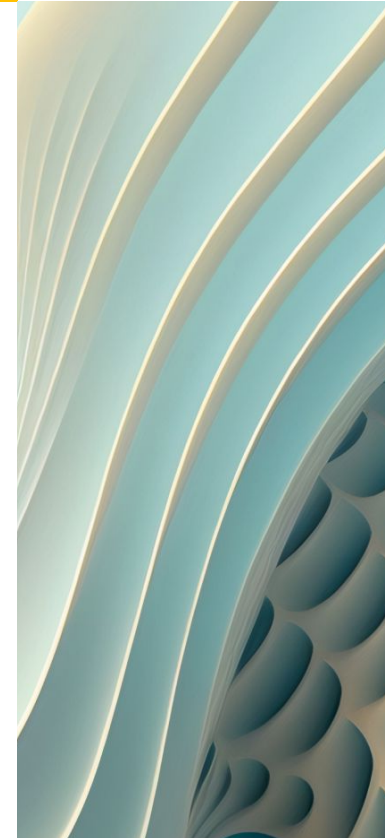
Outcome

- **Agility :** Autonomy for each vertical teams from ideation to implementation to realising ROI.Moved from 1 release every 2 months to release every day/week
- **Innovation Cycle:** Acceleration with rapid prototyping, enabling business to work more efficiently
- Technology foundations for new ways of working

Software Delivery View : Redefining Technical Team Silos

- What is the right tech team structure for my organisation?
 - Consider the business structure alongside
 - What aspects to consider

- The role of technology in defining internal organisation
 - Headless
 - Microservices
 - Micro Front Ends
 - Packaged Business Capabilities



What is Content?

Web Page

Hero Banner

Product Images

Product Description

Customer Data

FAQ

Dynamic Pricing

Warranty Information

Videos

Privacy Policy

Promo Banner

Service Centres

Order Confirmation

Mobile App Content

Order Summary

Post-sale Support

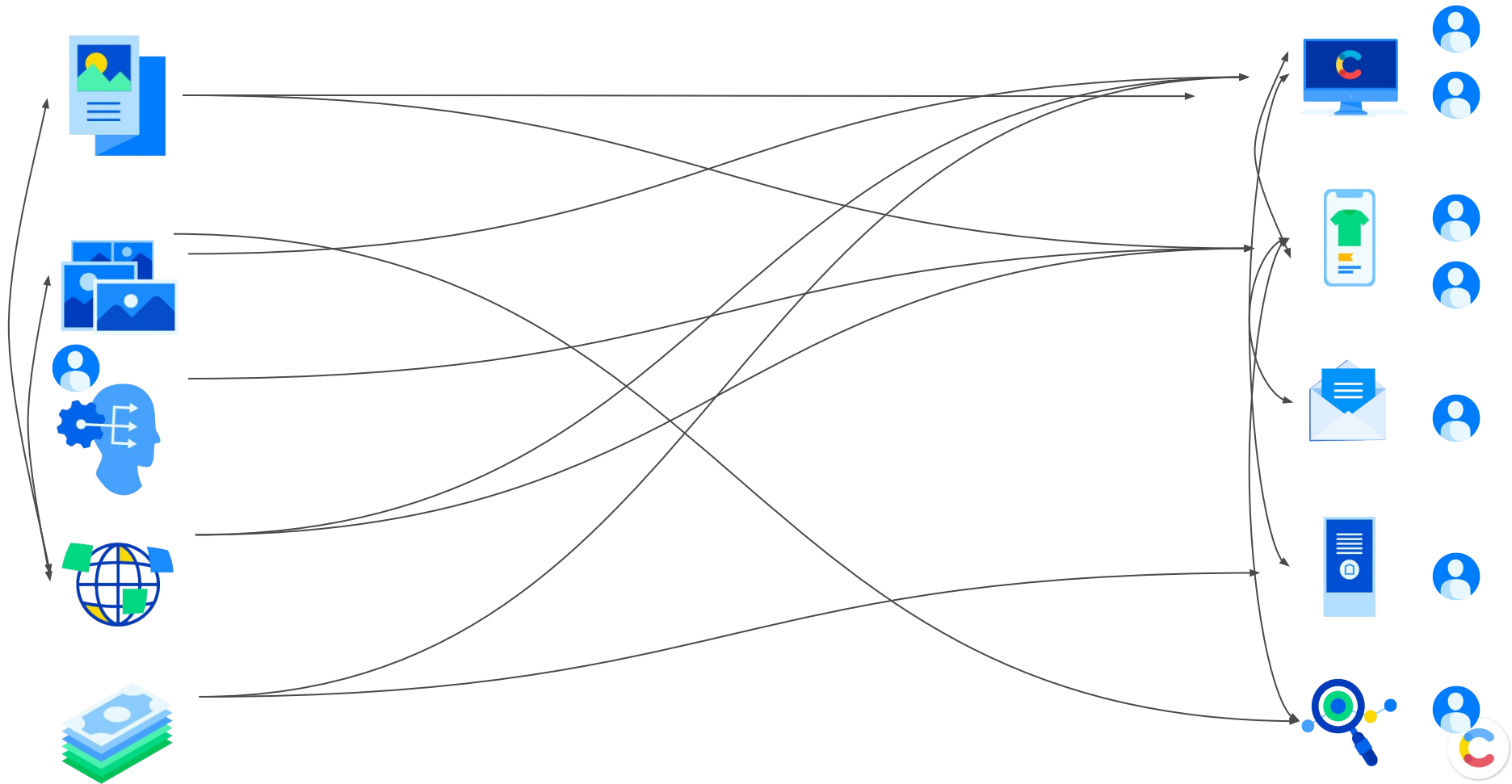
Technical Information

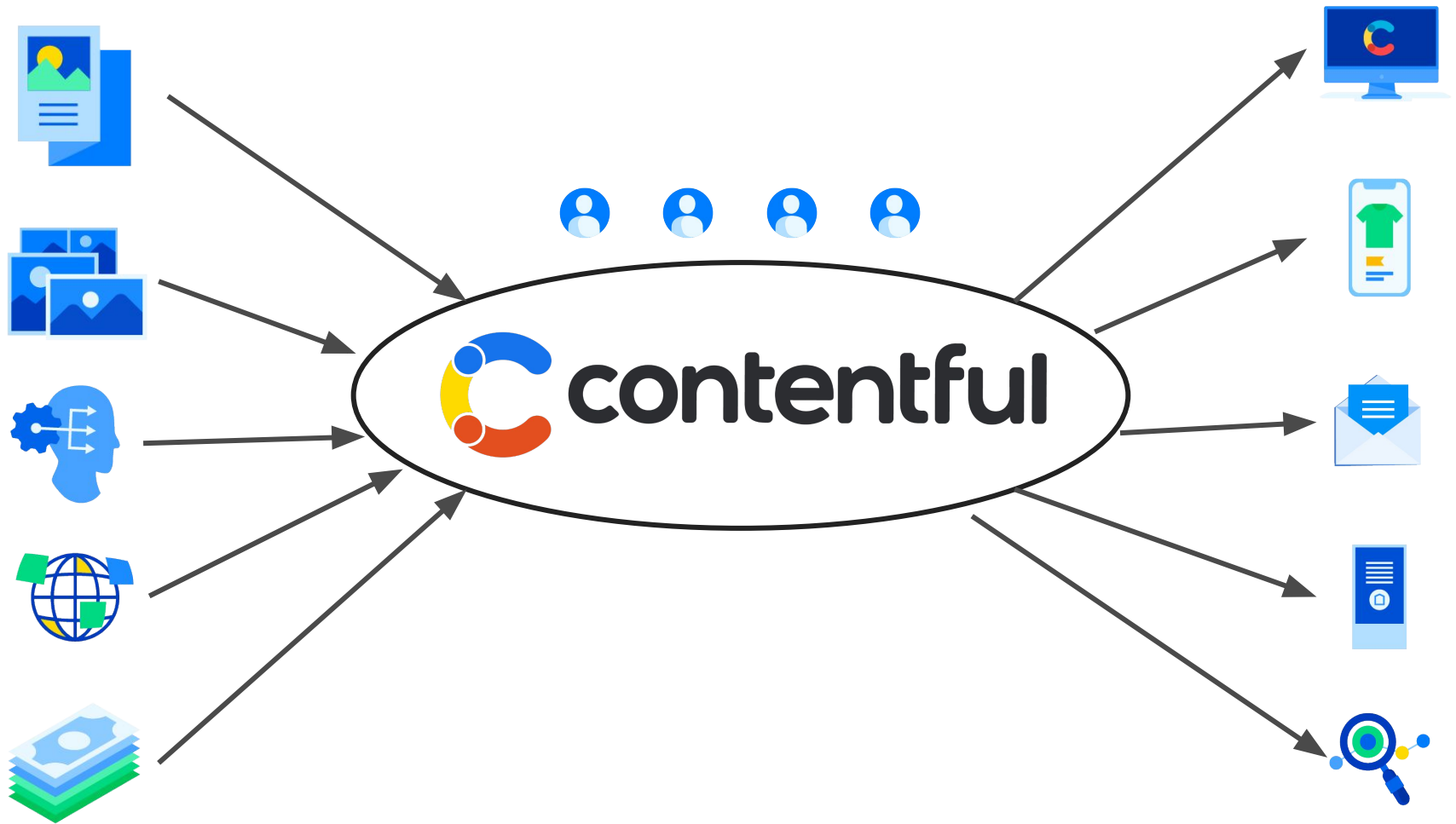
Push Notifications

Time Sensitive Offer

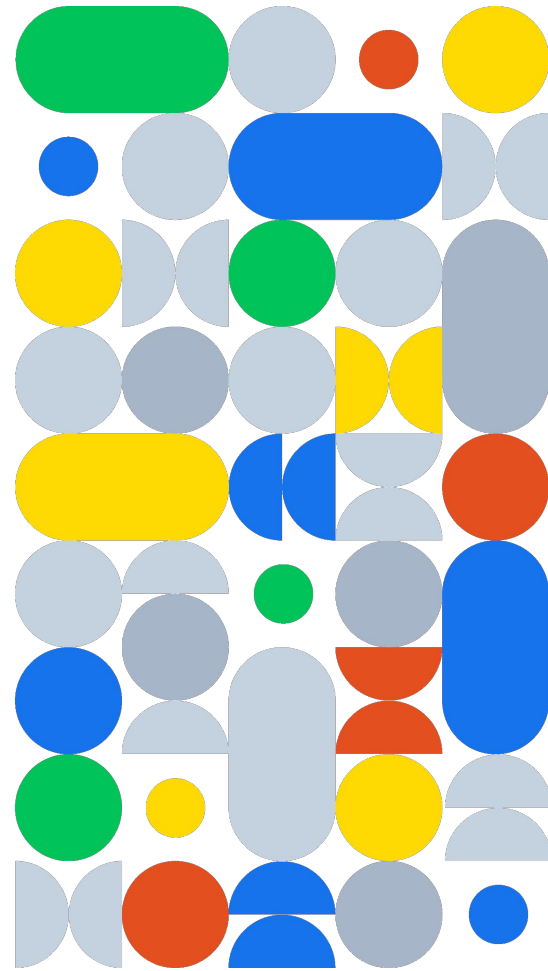
PDF



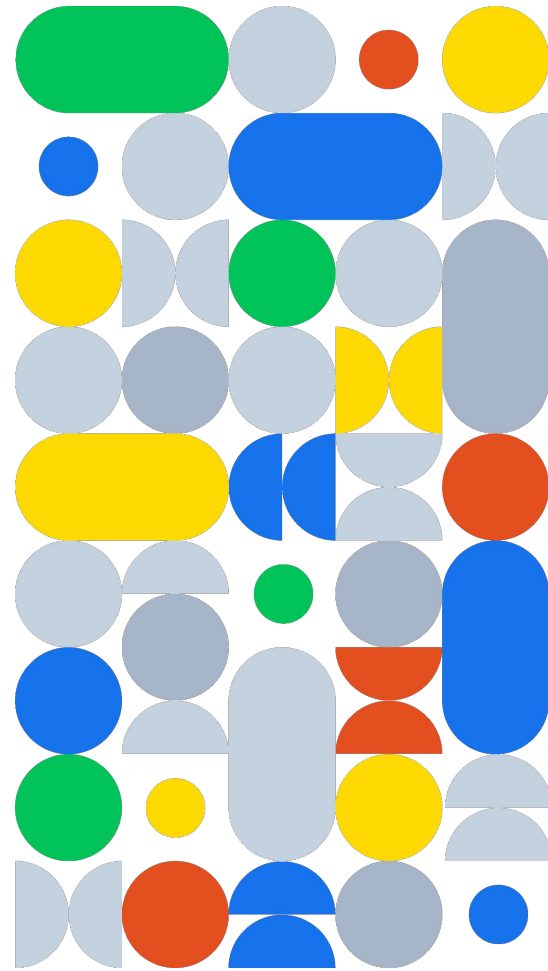




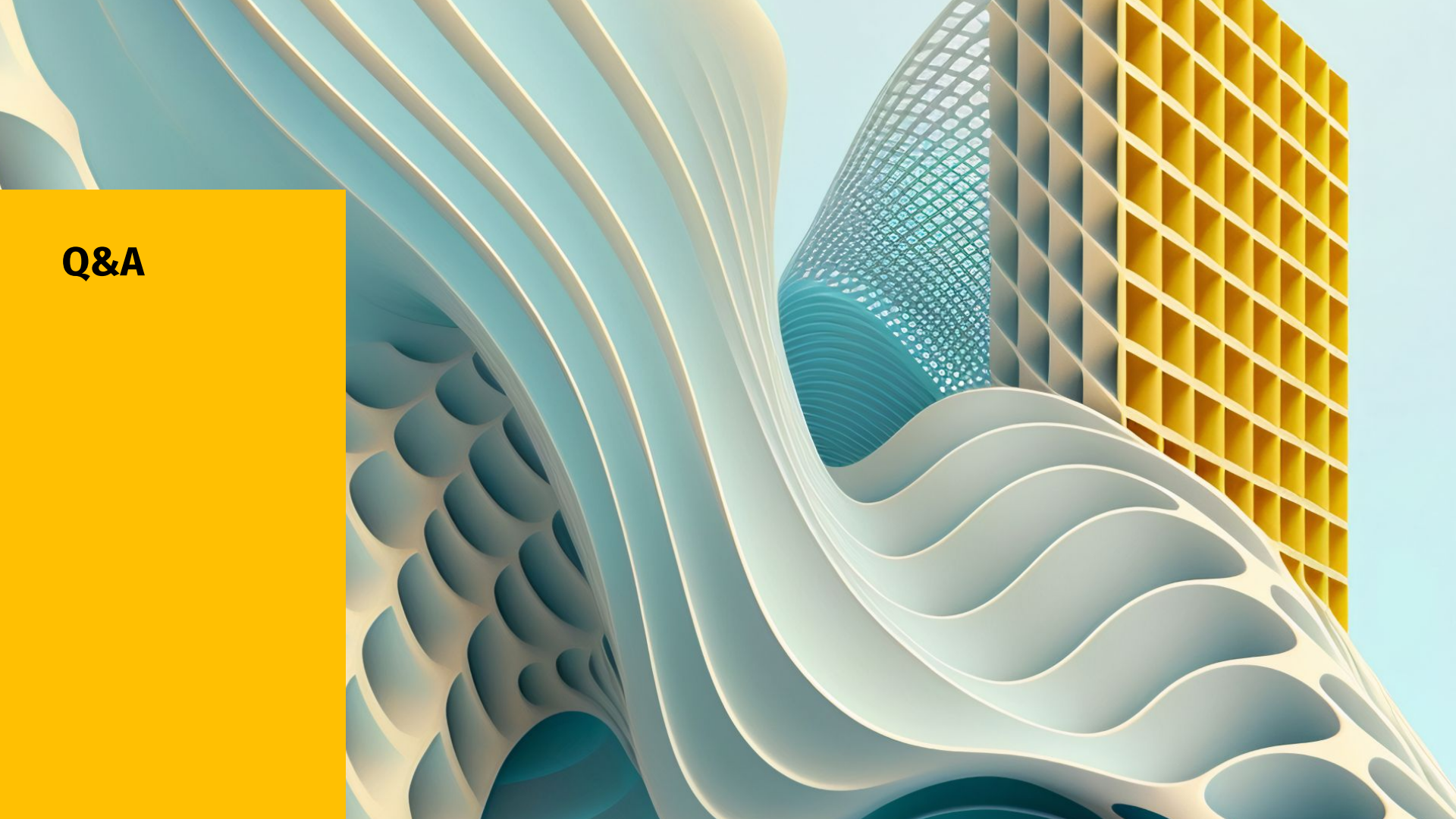
The Three Vs of Content: Value, Volume, Velocity



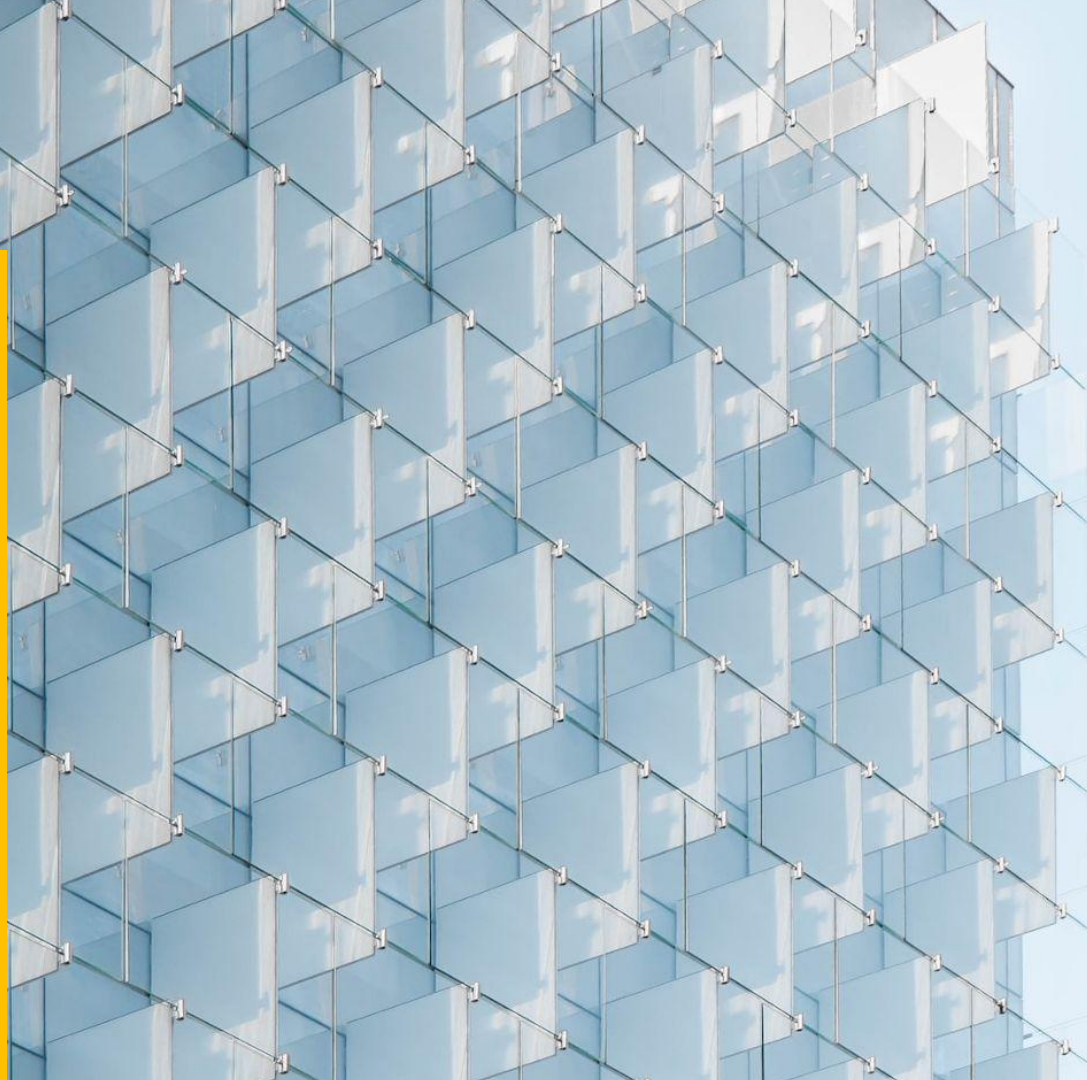
The new fourth V: Veracity



Q&A



Wrap Up



Wrap Up

Today, we covered

- Understanding how silos form and what organisational habits reinforce them.
- How to overcome silos that block digital growth.
- Discover actionable tactics that will help you quickly foster collaboration across departments.
- Case Study : Cross functional teams in action

Next Time - Wednesday 30th July

- Discover how to drive sustainable growth with incremental improvements—even in the most hierarchical corporate environment
- See how small changes might be your best bet for making a big impact
- Learn how to apply MVP thinking to B2B digital initiatives that will increase top-management trust in the process
- See why and how to build the case for switching to iterative development in your organisation



Guest Speaker:

Rhiannon (Rhi) Hanger
Strategic Client Partner—Data & AI
Grid Dynamics

● Setting the stage – What's driving the change and how do I keep up?

● Unlocking customer journey data to fuel B2B growth

● Cracking the code of B2B user personalization: Moving beyond demographics to roles

● Accelerating digital transformation with x-functional teams – Breaking the silo mindset

● **B2B digital transformation playbook – Small, strategic changes for big impact**