



Digital agile transformation – Large retail company

Implementing agile ways of working in a newly re-organized merger at a multinational retail company

CHALLENGE

After merging a service department into the core business organization and making the department a new business area, the client went through a re-organization with the aim to get more control for that business area to grow. The new business area required a new operating model, new ways of working and the set-up of portfolio management control. As part of the change, clarification was needed of processes and the agile roles on different levels – operative, tactical and strategic.

SOLUTION / APPROACH

Taking the roles as lead for lean portfolio management and agile coaches, Deloitte helped the client to lead and support the Enterprise Architects and Management team to manage the portfolio pipeline, setting up a new operating model and new ways of working. Approaching the change, the following was addressed for the wished movements:

- Sprints and Tertial planning will be key for predictability and joint commitment with business
- Introducing OKRs, Agile Maturity Assessments, and WIP transparency
- Working with pilots, focusing on continuous improvements
- Implementing one common tool for backlog management with common definitions of work items
- Aligning with core organization through Lean Portfolio Management
- Creating structure for empowered self-organizing product teams

IMPACT

The work resulted in a structured agile approach for the change of merging the service department, establishing new ways of working, providing the project with structure and transparency in goals, self-organizing empowered self-organizing product teams, iterative ways of working, and also creating greater alignment and collaboration between the teams. The project delivered a business case template and identified bottlenecks that otherwise might not have been discovered. Also, trainings of management team was held in the agile iterative approach and implementing the change “vertically” and not just starting from the bottom.