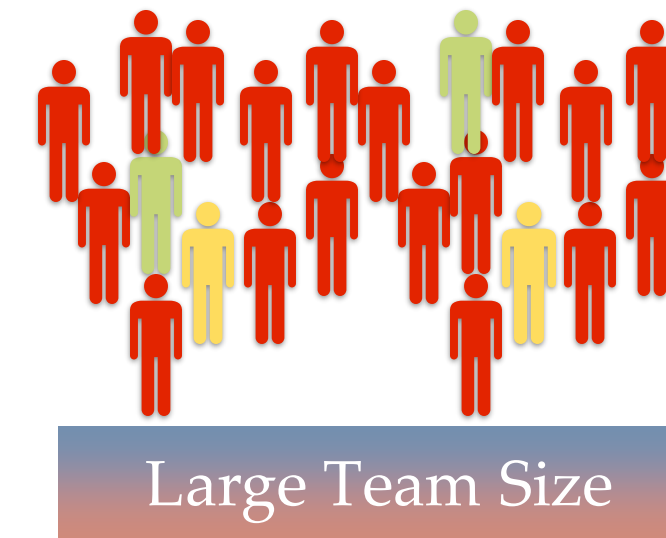# Scrum@Scale - Digital Media

New Gen TV & Mobile App

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What it looked like a year ago…

- Large Scrum Team Sizes 12-15 members

- Business and Technical Gaps

- QA Backlog creeping up sprint after sprint

- Long Meetings & Stand-ups

- Huge Impact on Collaboration
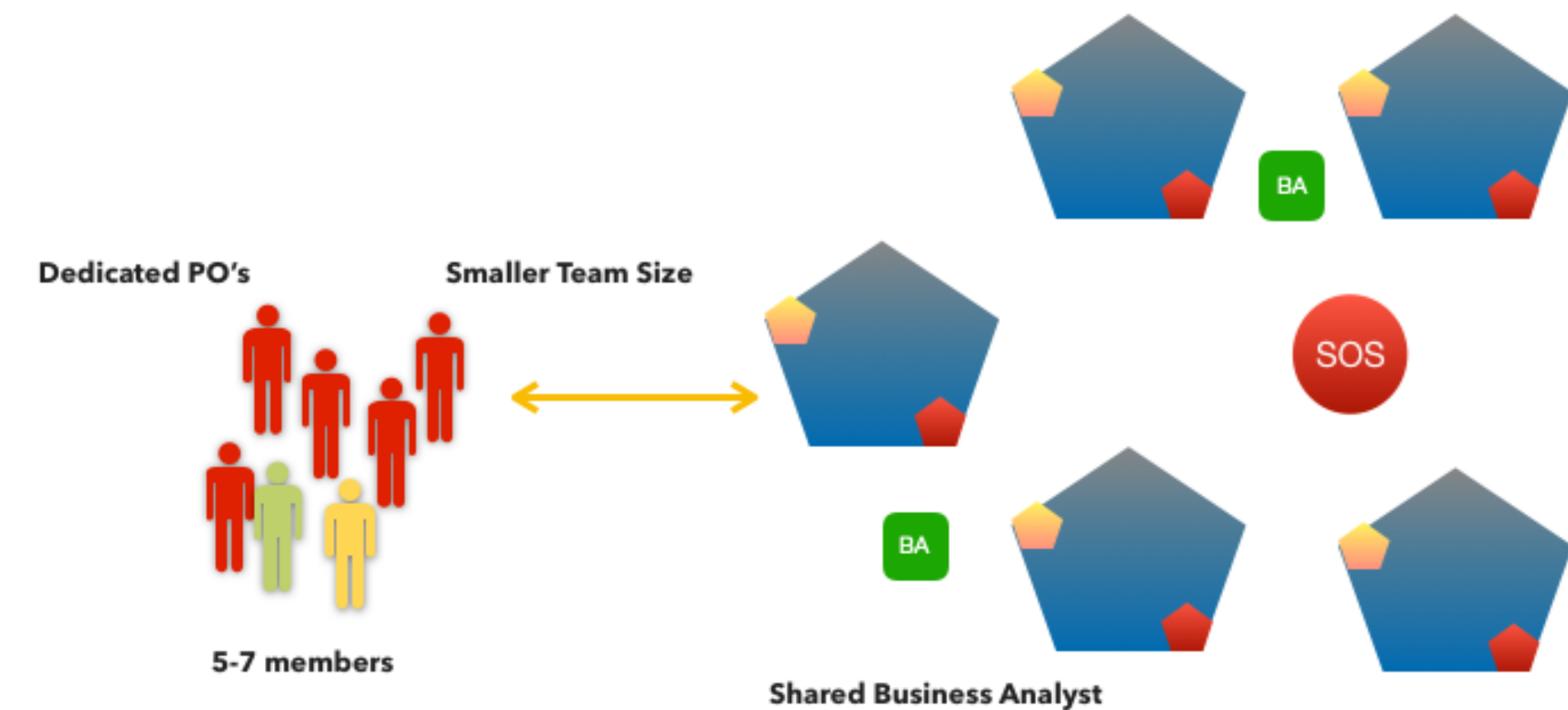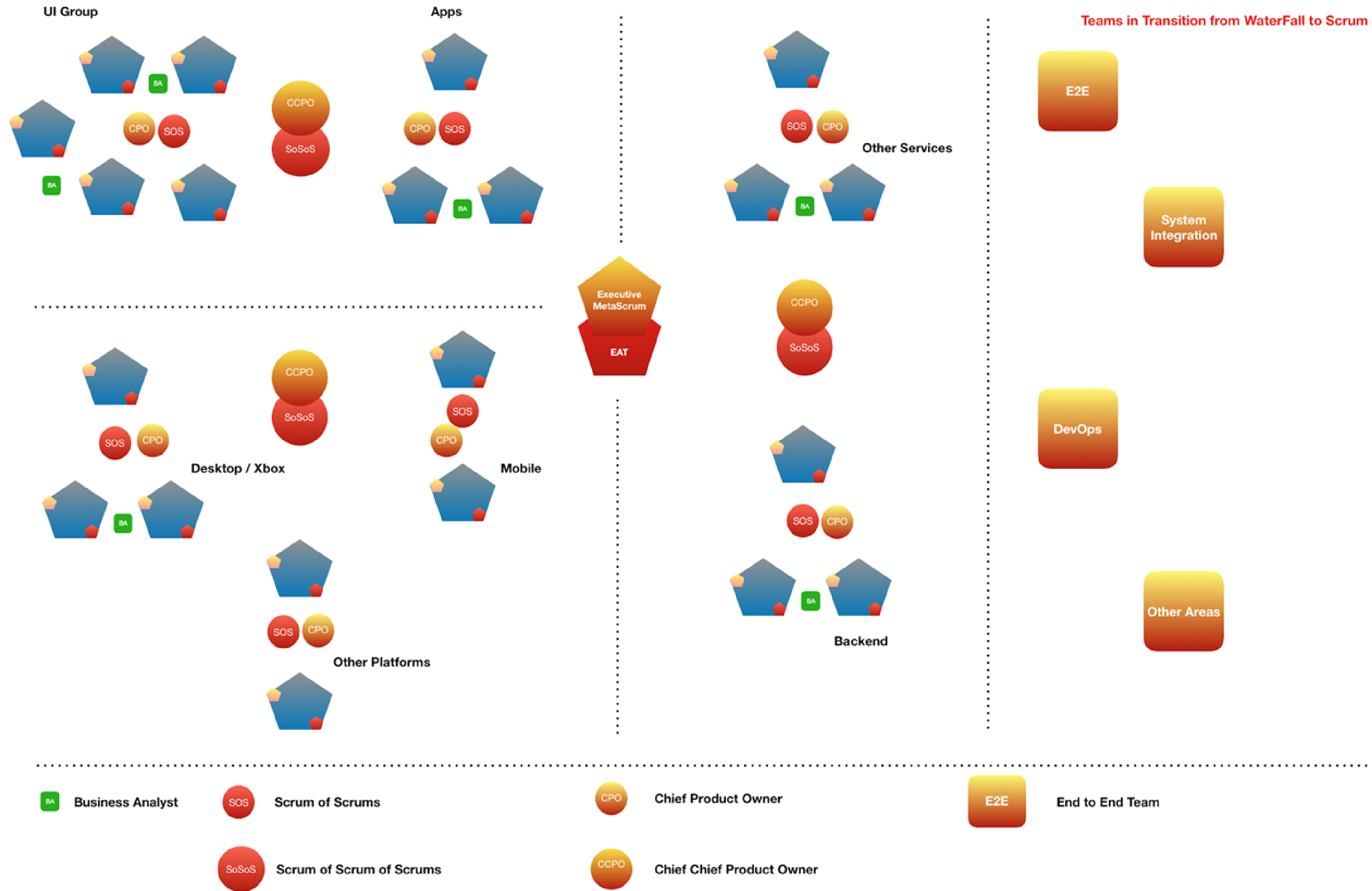
- Delay in Releases

- Missed Deadlines and Targets…

Lack of High-quality Communication

Large Team Size

Lack of Collaboration

wrong

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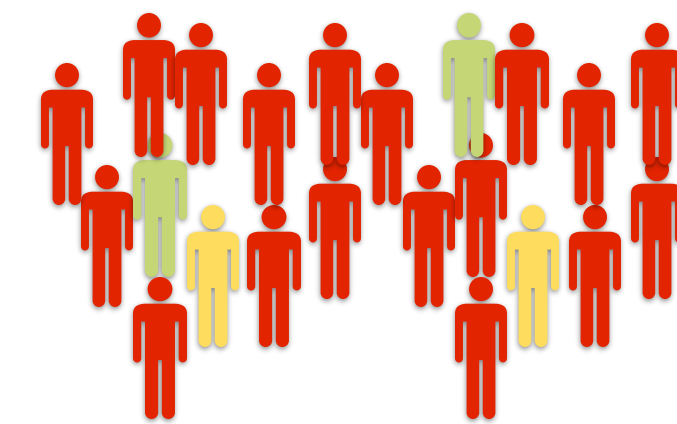
Current Changes...

- Split into Feature Teams with 5-7 members. Create new teams across different work streams

- C Level Executives Alignment – Prioritized Backlog in place

- Shared Business Analyst's and PO's across teams to cover the Business and Technical gaps

- Team of Product Owners, SOS Inclusion & EAT in place.

- Empower teams and team members to navigate through issues

- Invite other areas to leverage the Reference Model

- Facilitate Scrum Master Clinics

UI Group

Apps

Teams in Transition from WaterFall to Scrum

E2E

System Integration

Other Services

DevOps

Executive MetaScrum

EAT

CCPO
SoSoS

Desktop / Xbox

Mobile

Other Areas

Other Platforms

Backend

BA Business Analyst

SOS Scrum of Scrums

CPO Chief Product Owner

E2E End to End Team

SoSoS Scrum of Scrum of Scrums

CCPO Chief Chief Product Owner

Case Study by Mohammed Rowther
©Jeff Sutherland & Scrum Inc 1993 – Present

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Challenge #1: Product Backlog Priorities with C Level Executives

Actions

Workshop to Prioritise Epics / User Stories

What value are we adding to customers?

Tag items

Must Have / May Be an option / Not sure

0% — — — Prioritised — — — 55%

Must Have May be an option Not sure

55% 25% 20%

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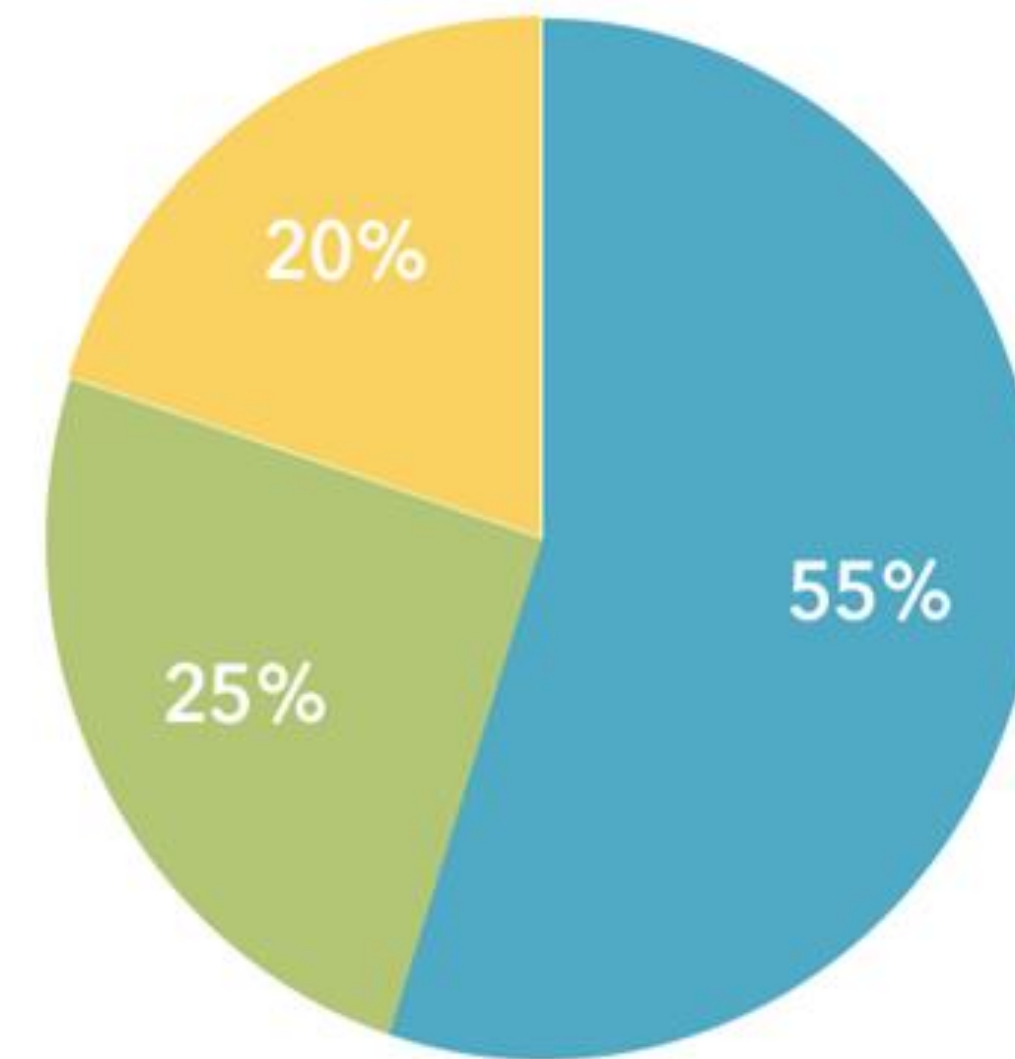
Challenge #2: Creating a Reference Model
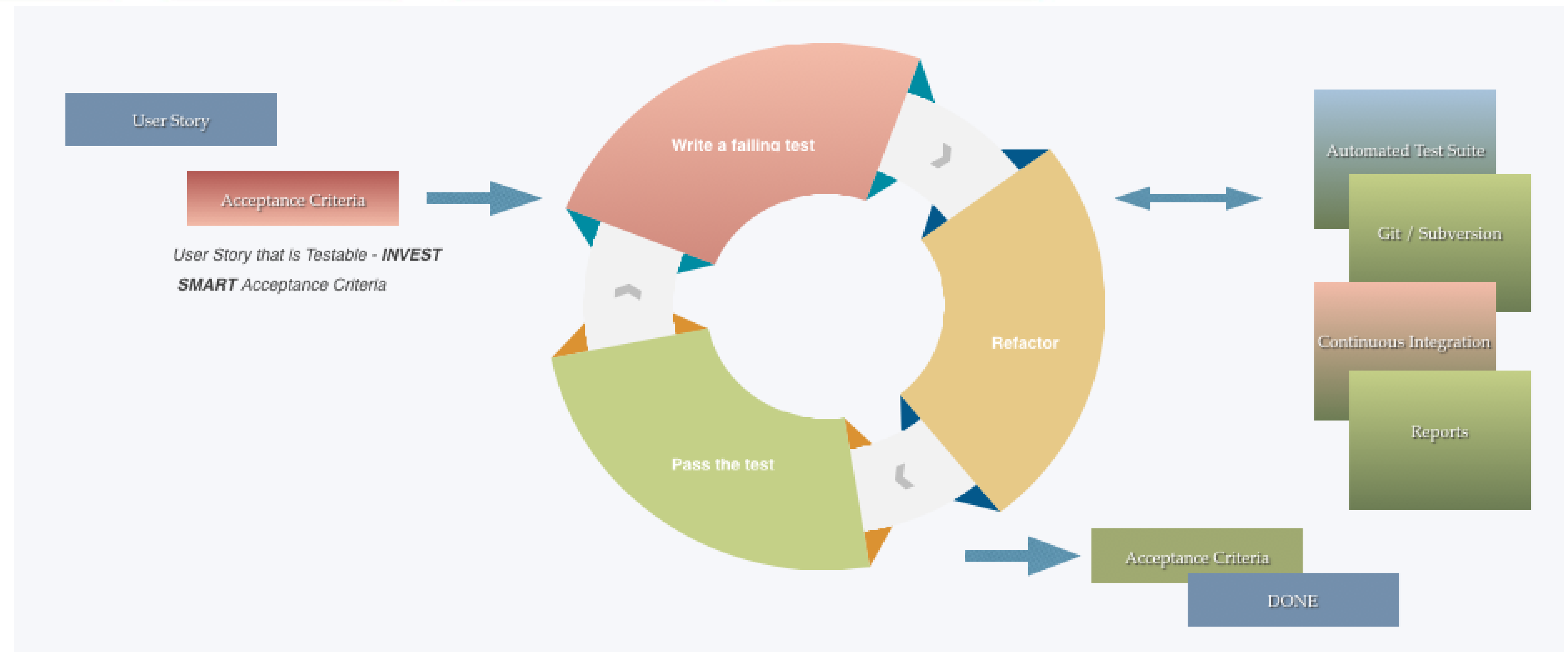
Challenge #3: Collaboration Between PO & BA Took Time

Actions

BA Technical Experts paired with POs	Uncovered Gaps Sooner	Impact Analysis / Resolve End Point Issues	Stories in Ready State

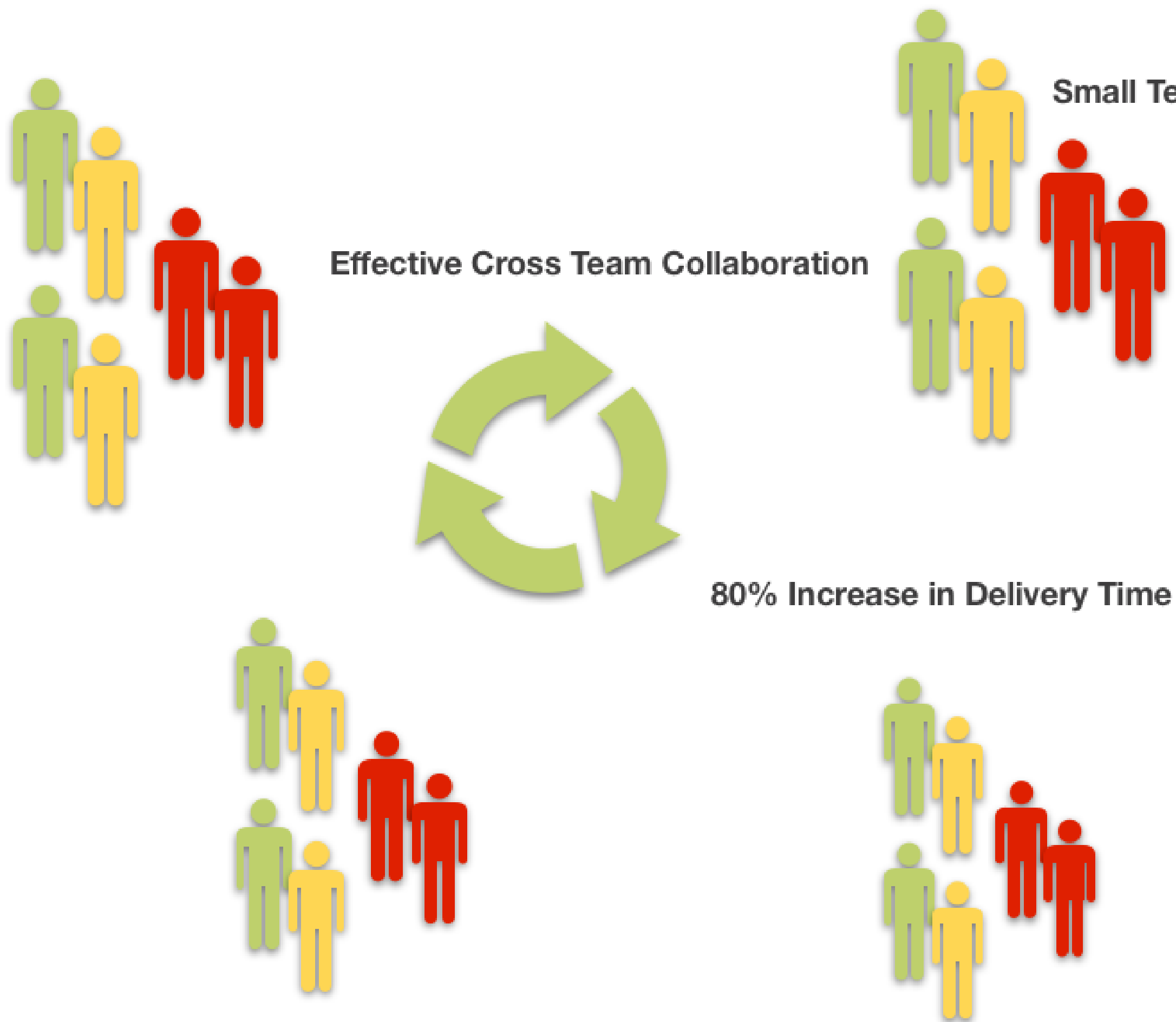- Aim was to focus on common goals

- Focusing on Business Value and Avoid Personal Priorities

- Technical Analyst and Product Experts started to work together creating story mapping session and discover any gaps

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Challenge #4: Resistance from Non-Agile Teams

Actions			
Workshops - Coaching . Training, Mentoring	Talks about Agile Mindset	Benefits of Being Agile	Teams are buying Into Agile

- Why? Workshop Initiative

- Sessions around Agile Mindset and 'Being Agile'

- Invite Non-Agile teams to act as 'observers' alongside Agile Teams to share experience

- Provide Coaching, Mentoring and Training across various teams and team members

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Outcome…

Small Team Sizes

Effective Cross Team Collaboration

80% Increase in Delivery Time

WHAT WE ACHIEVED..

Key Areas	Before	After	
Team Size (1 Large Team to 5 Small Teams)	12-15	6 to 7	✔
Backlog Prioritisation	0%	50%	✔
Cross Team Collaboration			✔
Continous Integration / Delivery (CI/CD)	20%	100%	✔
Code Coverage, Unit Tests	30%	100%	✔
Automation Coverage	25%	75%	✔
80% Increase in Delivery Time	50%	90%	✔
Trust & Joy at work			✔
Team Motivation			✔

Steps						Scenarios			Features	
Passed	Failed	Skipped	Pending	Undefined	Total	Passed	Failed	Total	Duration	Status
12	0	0	0	0	12	4	0	4	0.307	Passed
42	0	0	0	0	42	14	0	14	1.866	Passed
12	0	0	0	0	12	2	0	2	0.600	Passed
20	0	0	0	0	20	5	0	5	1.058	Passed
16	0	0	0	0	16	3	0	3	0.646	Passed
66	0	0	0	0	66	17	0	17	3.911	Passed
2	0	0	0	0	2	1	0	1	0.033	Passed
170	0	0	0	0	170	46	0	46	8.425	7
100.00%	0.00%	0.00%	0.00%	0.00%		100.00%	0.00%			100.00%

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