# Breaking the Wall

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Backgroud

- A Stock Exchanging management Group Company

  ❖ Founded in 2001, operates in whole China area

  ❖ 1500 employees, ~50 R&D engineers, work with 3-4 business representatives

  ❖ Under strong government supervision, preparing for CMMI Dev Level 5.

  ❖ Business grows very fast even during Covid-19
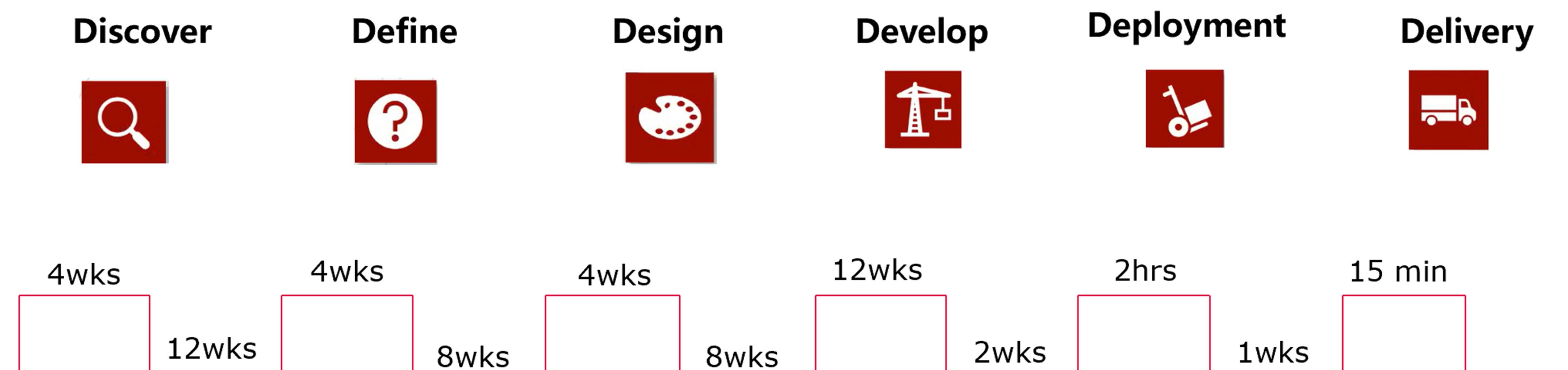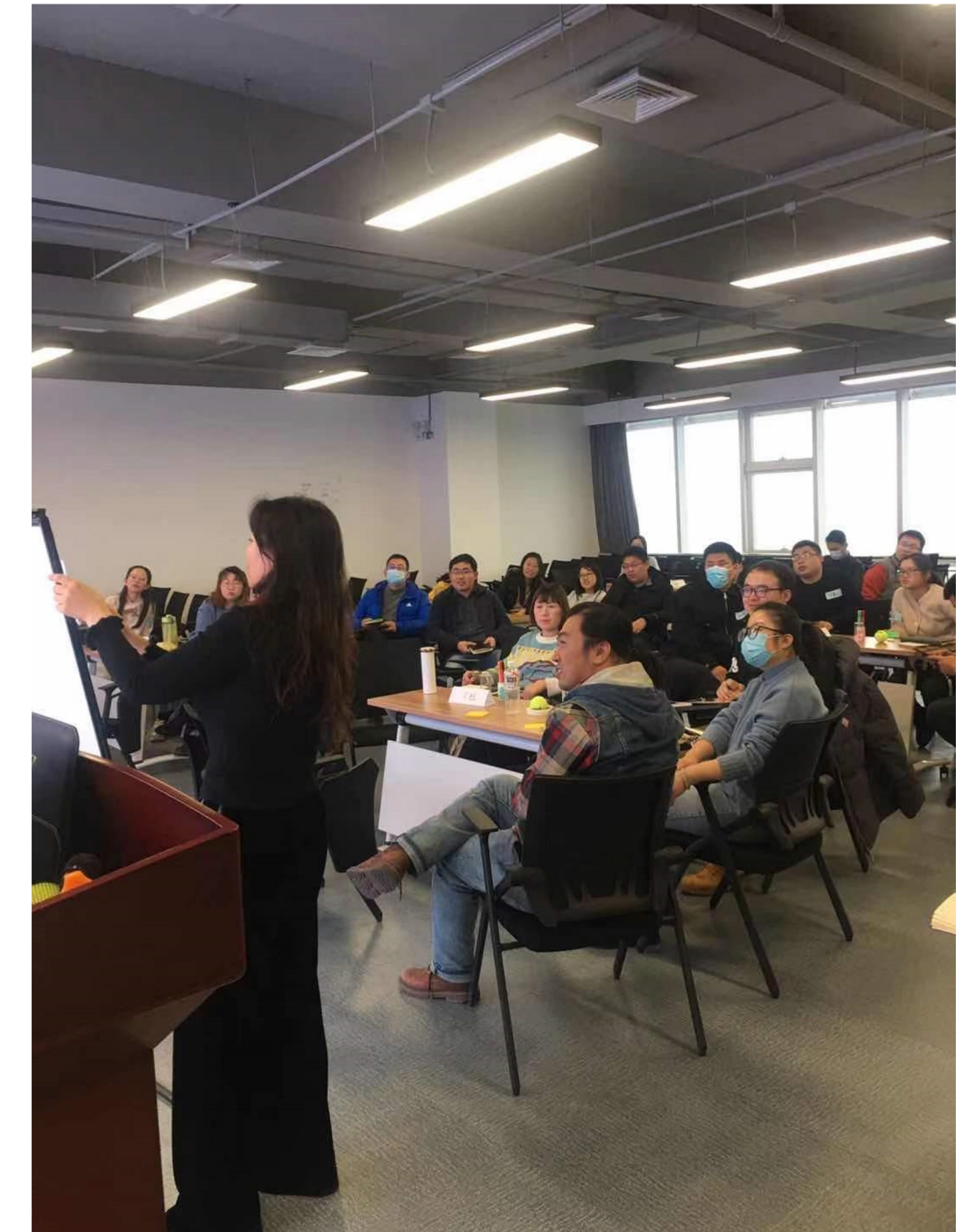
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Challenges

- Long delivery time due to:

  - Information flow hiccup between R&D team and business team.

    - The R&D manager plays a goal keeper role, which made the delivery time even longer

- Low efficiency:

  - Big teams working on multiple projects.

  - The R&D manager is a true believer of "Resource managing", often move people around for different projects.

- Low morale, high turn-over rate.

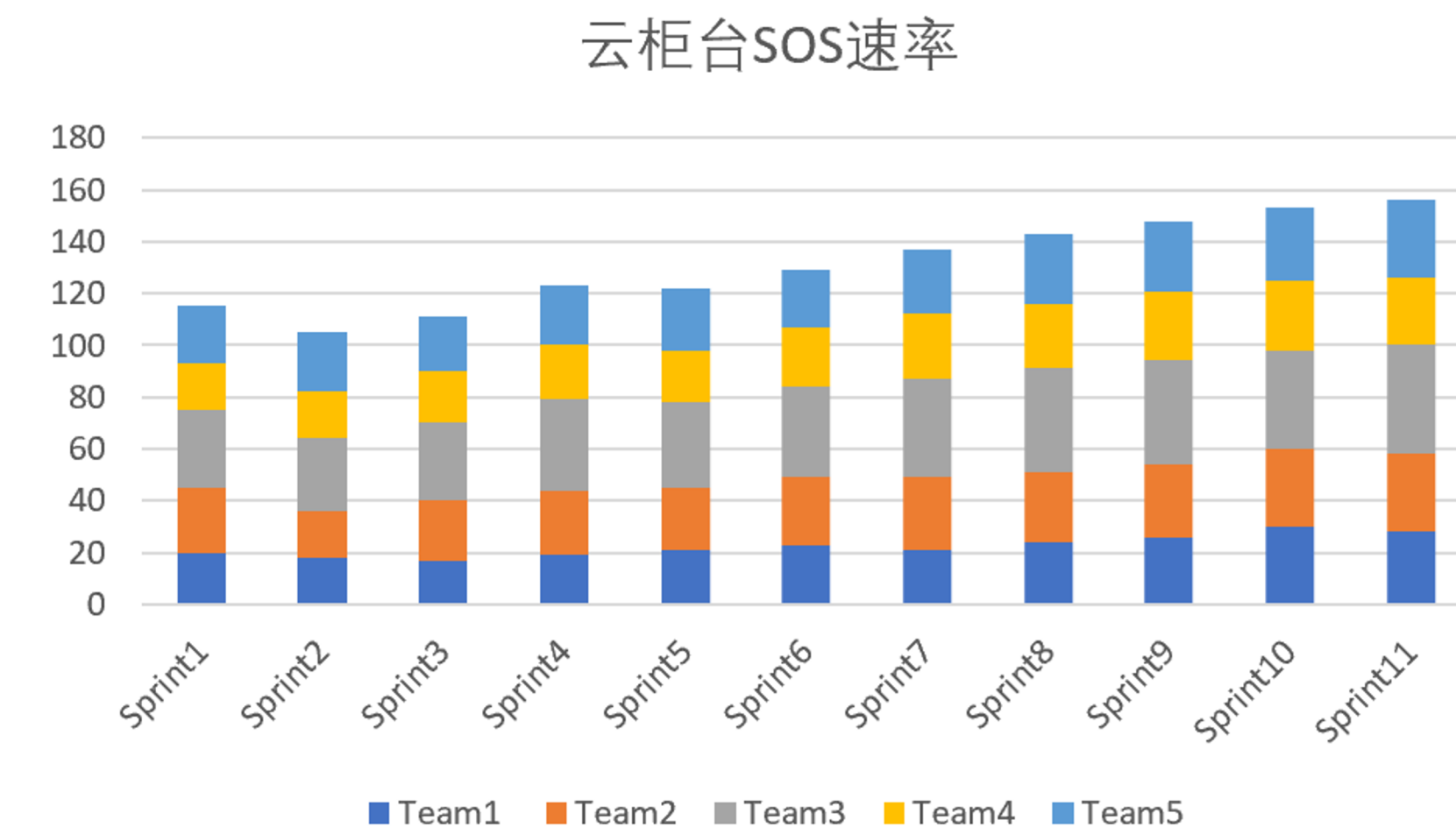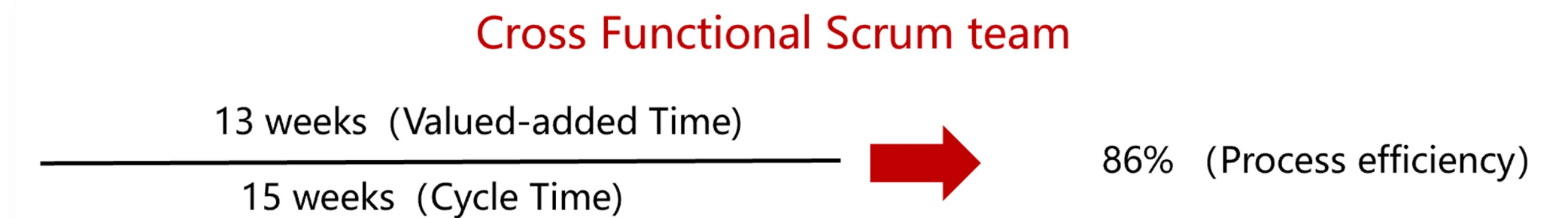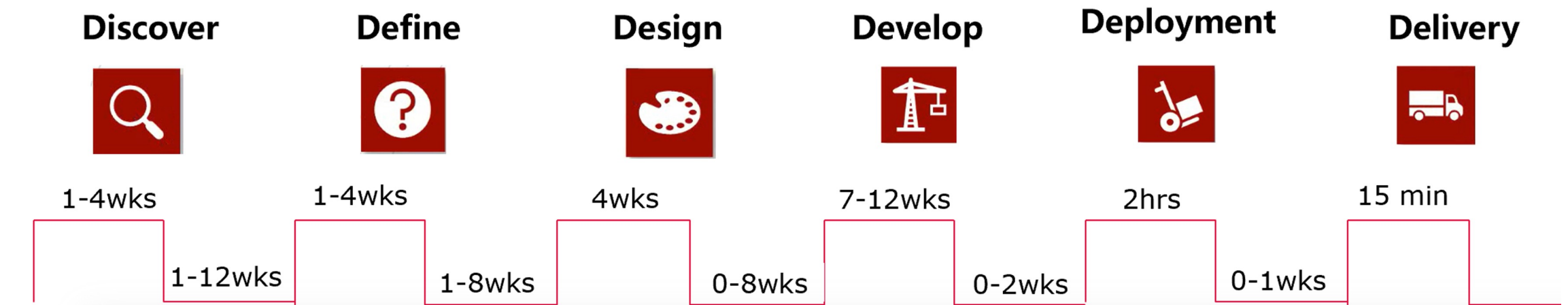**Business**   Yes?   No   **Dev Team**

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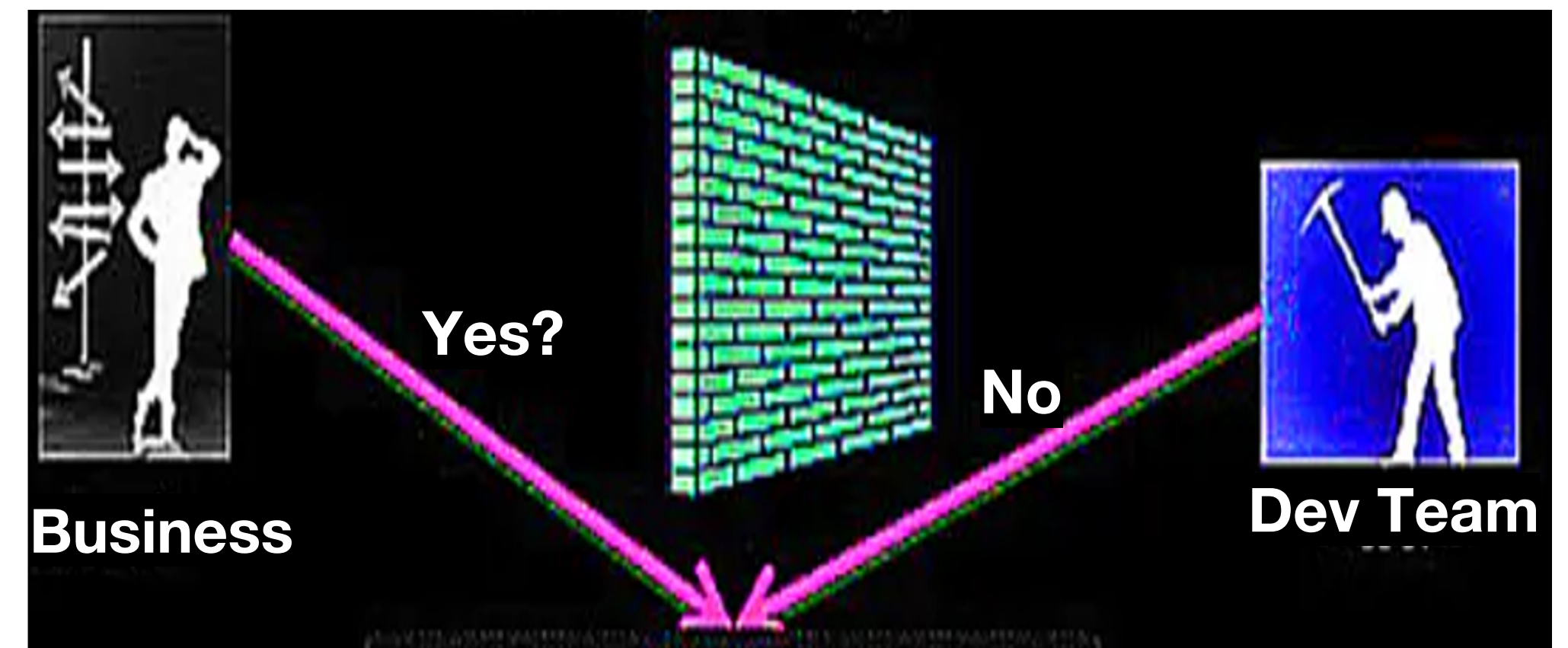
What did we do?

- Training to all R&D and business representatives.

- Organized Value Stream Mapping among the two teams.

- Business people join the backlog refinement together.

- Pilot S@S with part of the R&D teams.

  - Get the mgmt's commitment to keep it stable at least for half year

  - Setup a SoS with 5 Scrum teams for 1 value stream.

  - Invite Business people in the Backlog preparation and refinement.

- Establish the Agile Transformation Committee. (work as EAT).

Discover	**Define**	**Design**	**Develop**	**Deployment**	**Delivery**

4wks	4wks	4wks	12wks	2hrs	15 min
12wks	8wks	8wks	2wks	1wks	

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What we achieved (in 6 month）

- **Better process efficiency & less Cycle time**

  - Average Process Efficiency increased from 44% to 86%

  - Average Cycle time dropped from 55 wks to 15 wks

- **More productive and happier teams**

  - Velocity improved 40% on average

- **Happier customers due to better priority handling.**

Discover   **Define**   **Design**   **Develop**   **Deployment**   **Delivery**

1-4wks   1-4wks   4wks   7-12wks   2hrs   15 min

1-12wks   1-8wks   0-8wks   0-2wks   0-1wks

Cross Functional Scrum team

13 weeks (Valued-added Time)

15 weeks (Cycle Time)

86% (Process efficiency)

云柜台SOS速率

Team1 Team2 Team3 Team4 Team5

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Next

- Management is considering to expand the Agile pilot scope with more teams joining the pilot.

- More Hyper-productive patterns will be incorporated to boost further improvement.

Case Study by Lisa Wang

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THANK YOU!