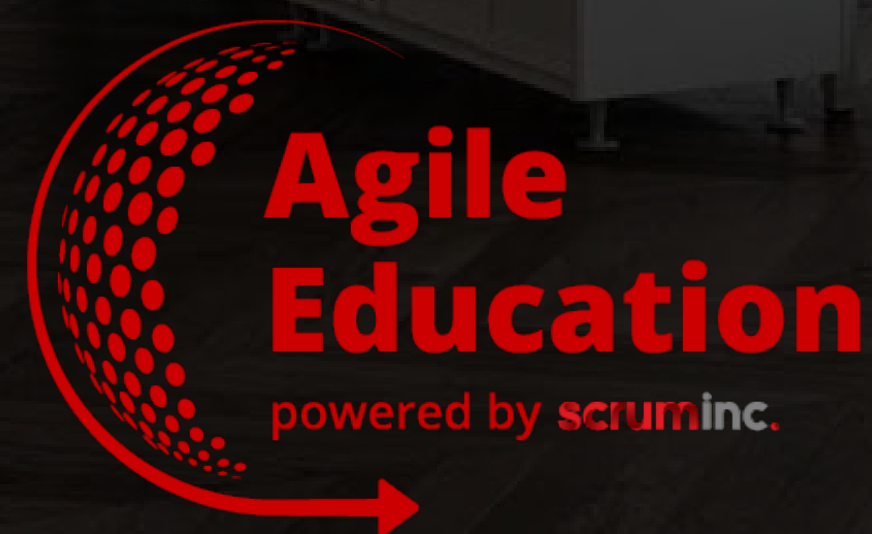


Scrum@Scale Team Structuring in a Distributed Large Enterprise

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The Client

Industry: Technical Services

Overall Size: >74,000 employees

Locations: >270 offices in 96 countries

Initial Size of the initiative: 80 team members / seven Scrum Teams

Team Structure: Distributed teams working on two solutions using seven tools

Objective: Create a service portal by refactoring and consolidating existing tools

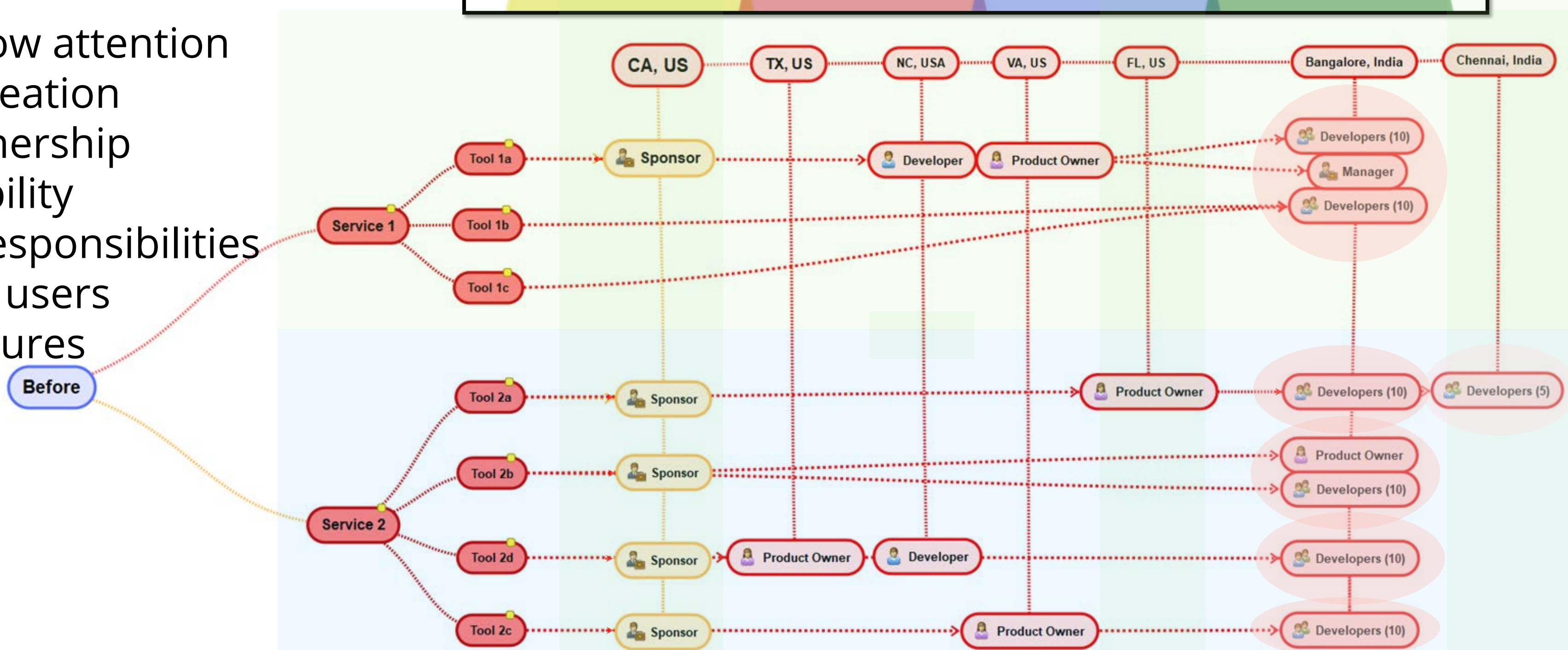
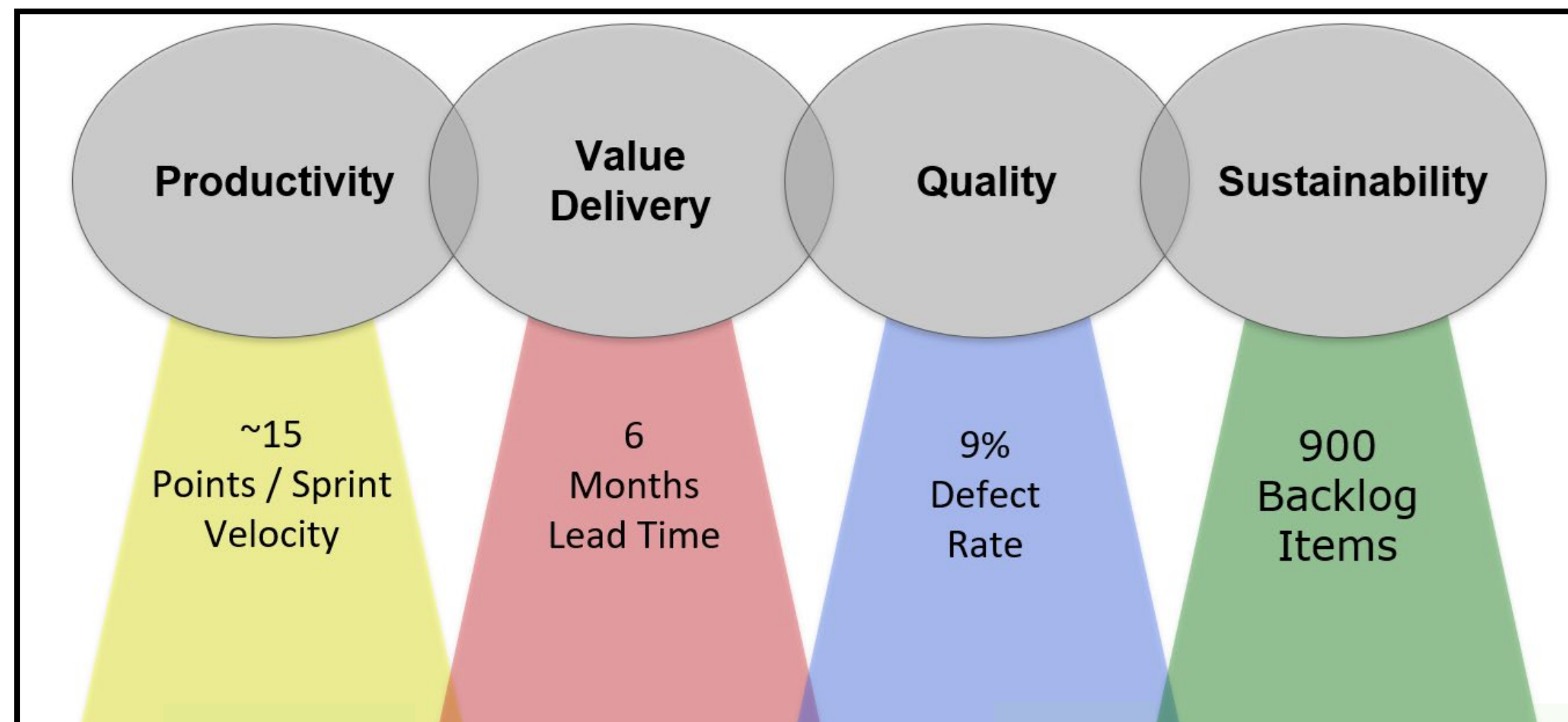
Before

Pros

- High team autonomy
- Fast turnaround on urgent items

Cons

- Products received low attention
- Slow new feature creation
- Lack of product ownership
- Solution Incompatibility
- Unclear roles and responsibilities
- Unsatisfied internal users
- Competing tool features
- Low of visibility
- Siloed budgeting
- Unclear priorities



Transition

Service 1

Pros

- High-velocity x2
- Delivered iteratively (2 weeks)
- Low defects (5%)

Cons

- Used silo solutions

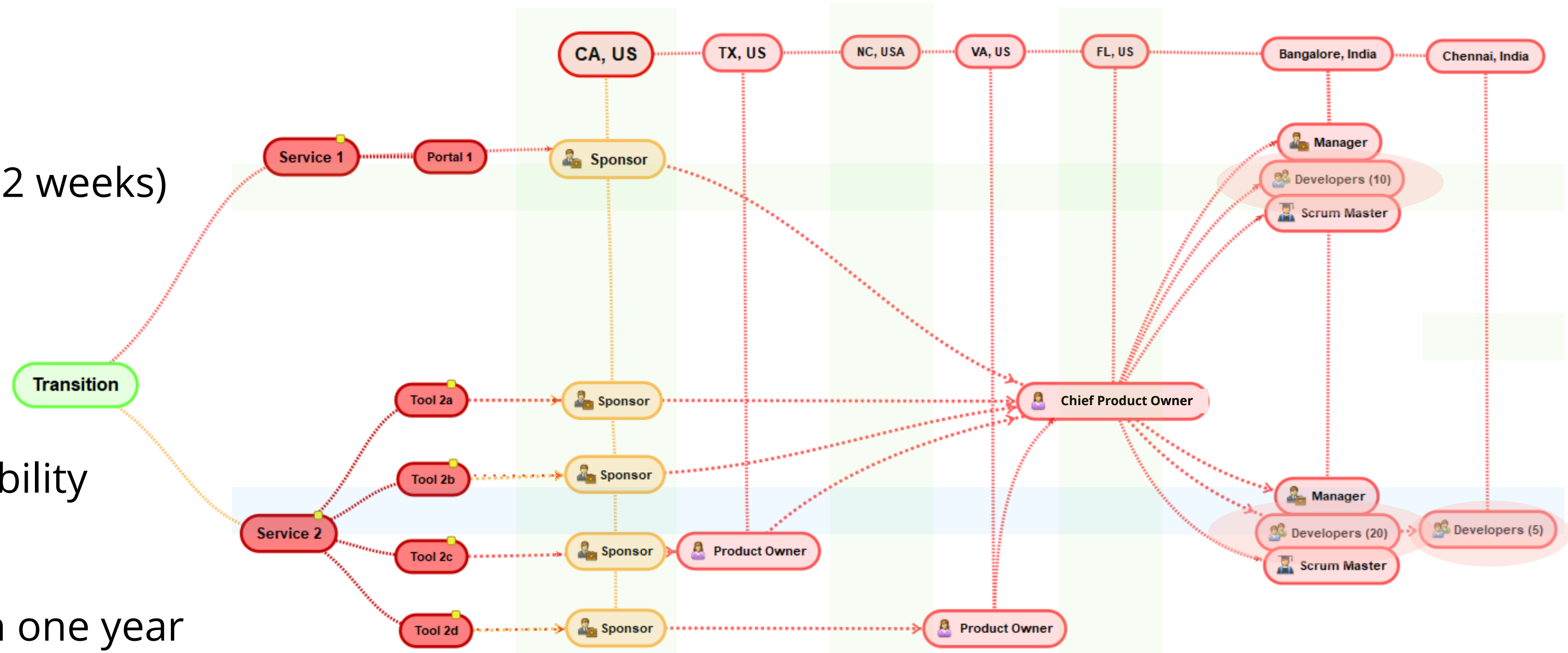
Service 2

Pros

- High architecture stability

Cons

- Low velocity (0)
- Zero value delivery in one year
- High rate of defect (no working product)



After

Pros

- 80% Product backlog reduction
- X3 Productivity
- X6 Time to market
- X3 Defect reduction

Cons

- Services integration was not achieved

Lessons

- Start the SoS early in the transformation
- Add MetaScrums early on
- Have co-located Product Owners
- Elimination of management intervention

Future

- Establish an EAT to benefit teams with similar challenges in the organization.

