

Kickstart of 5 Teams at DIY Retailer

5-10x Reduction In Time To Market

Context

- One of Netherlands' largest DIY retail franchises
- e-Commerce department with webshop, inspirational website, e-Commerce operations and mobile app
- e-Commerce was approx. 5% of total revenue
- Waterfall process: previous attempt at Scrum had failed

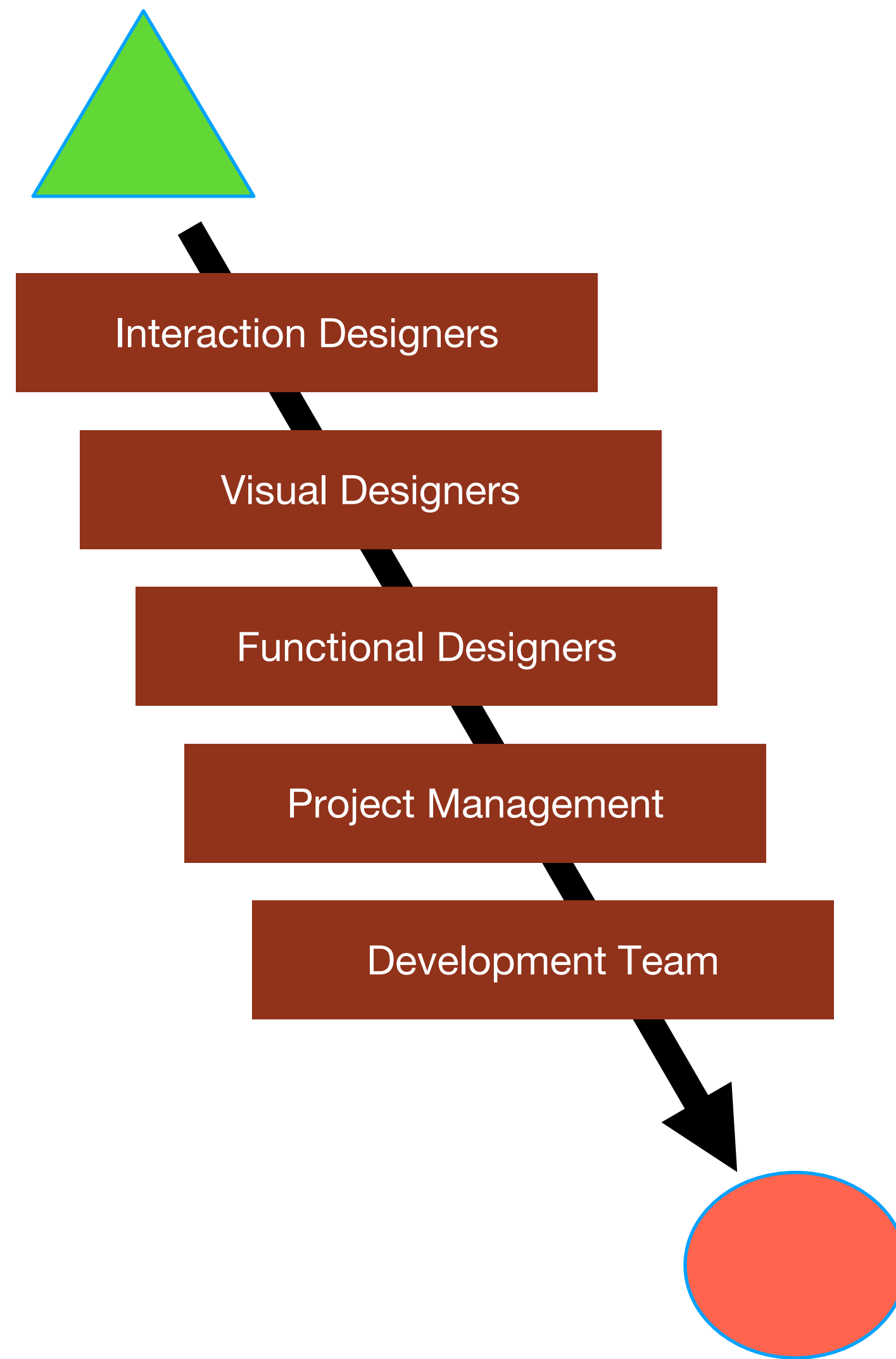
Scrum@Scale Component Assessment

Team-Level Process	Assessment
Executive Action Team	
Continuous Improvement & Impediment Removal	
Cross-Team Coordination	
Executive MetaScrum	
Strategic Vision	
Backlog Prioritization	
Backlog Decomposition & Refinement	
Release Planning	
Deployment	
Product & Release Feedback	
Metrics & Transparency	

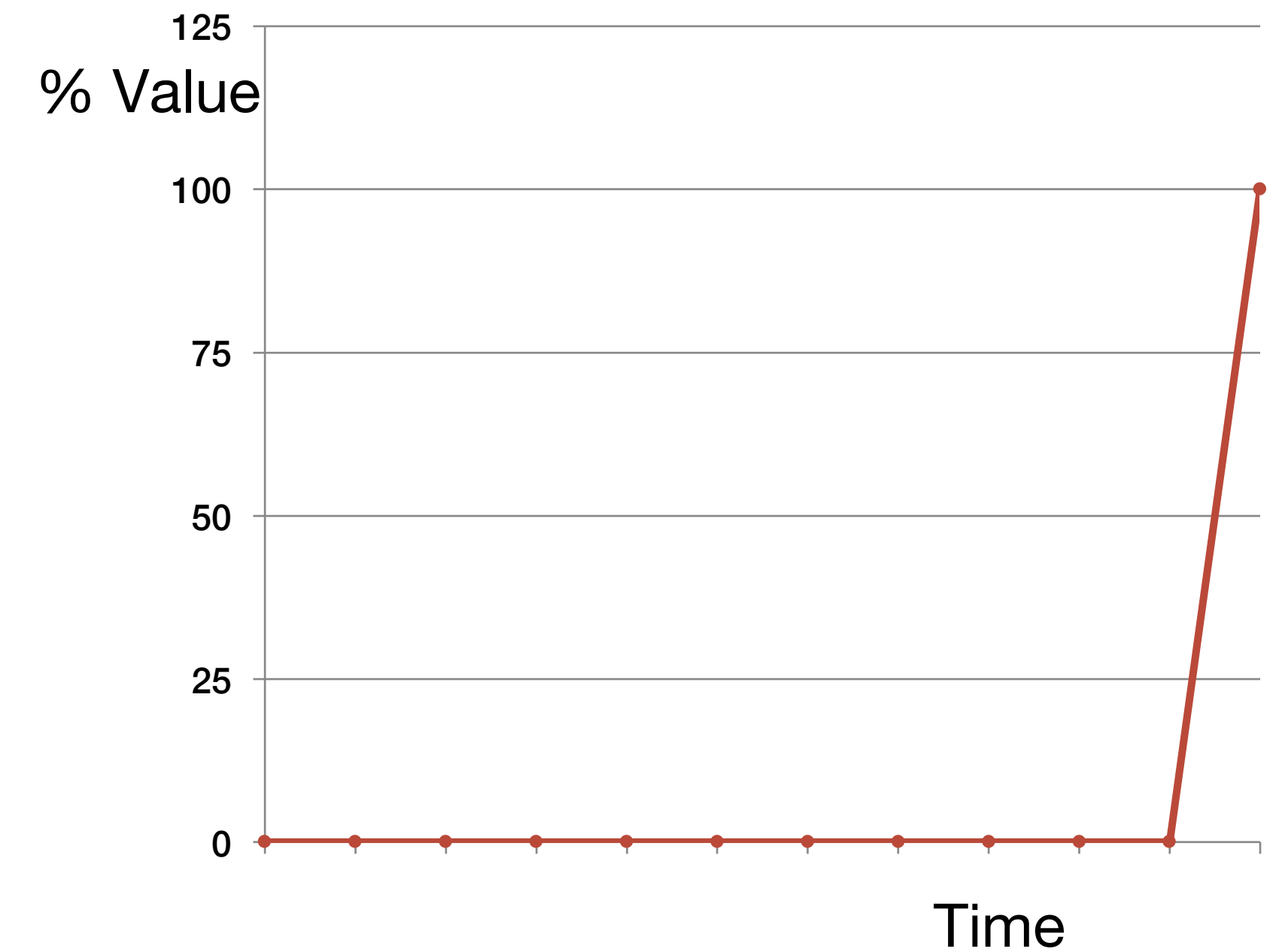
- Main enabler for change was the new e-Commerce Director
- She had experience in Agile and a strong vision
- No Agile or Scrum implemented



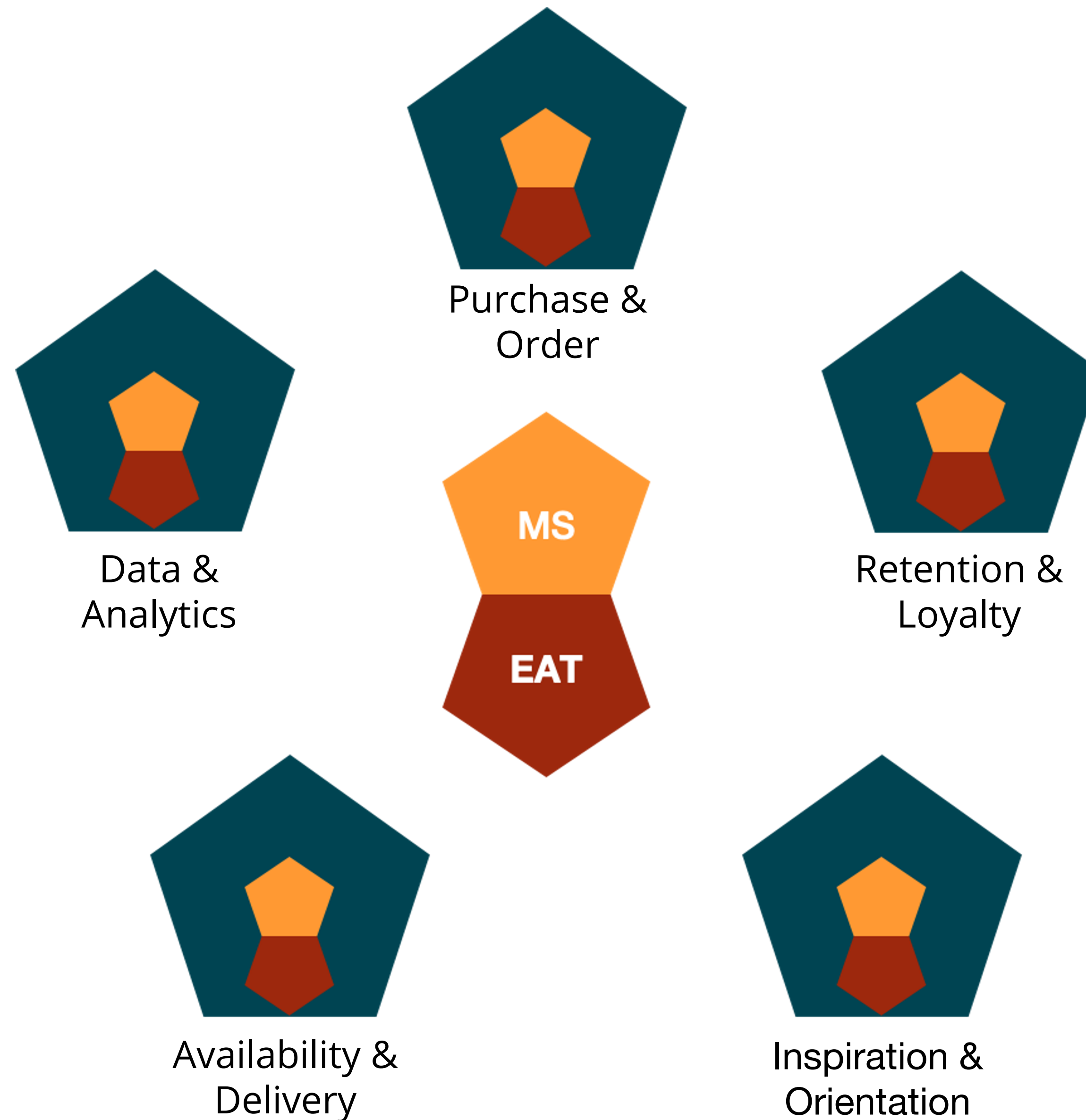
**3-12 Months
To Market**



**Mismatch Between
Expected and Delivered**





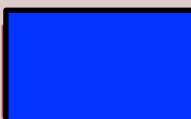
































**Big Bang Delivery:
No Early Value**



1. Create **cross-functional** (UX, SME, Dev, Test), **autonomous** teams with **business alignment**
2. Train teams, Product Owners, Scrum Masters
3. Prepare team **purpose, scope, DoD**
4. Create initial **Product Backlog** for two Sprints by chopping up the current (waterfall) projects
5. Create **portfolio wall**
6. **Plan** synchronized events and **start** all Sprints simultaneously

Rolling Wave forecasting

Team	Current Sprint	Sprint +1	Sprint +2	Sprint +3-5	Next (+6-)
Purchase & Order		 	 	 	
Retention & Loyalty	 	 		 	
Inspiration & Orientation	 		  		
Availability & Delivery		  	 		
Data & Analytics					

Synchronise teams

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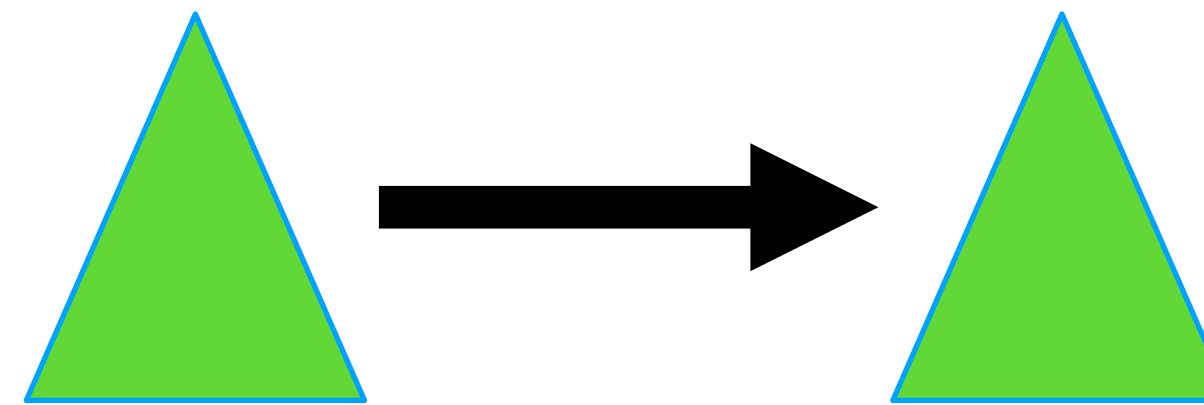
- 5 cross-functional Scrum teams running synchronous two week Sprints
- Scaled Daily Scrums (weekly) and Portfolio meetings (bi-weekly) for alignment
- EAT (Director, SMs) and EMS (Director, POs)

Why did it work?

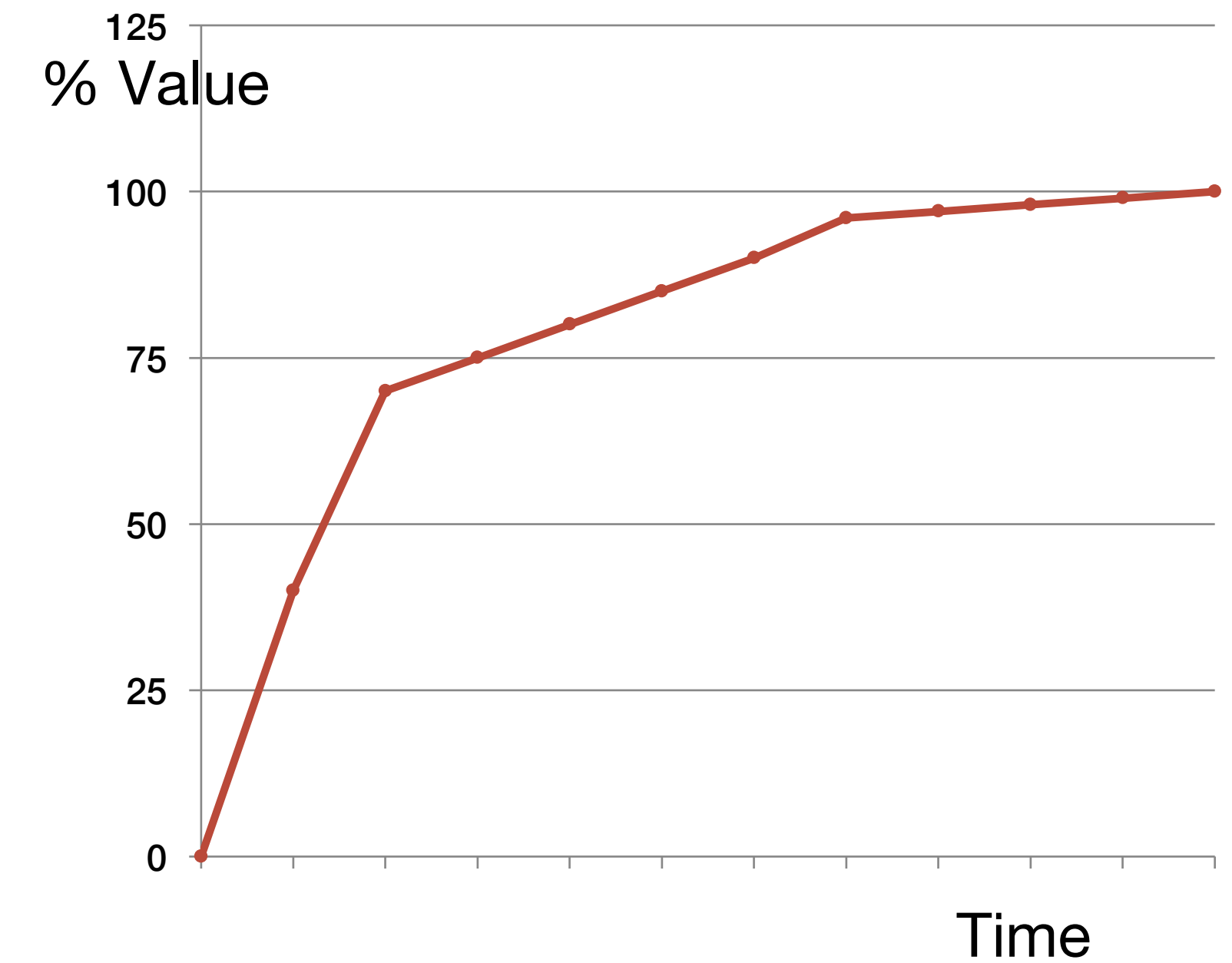
- *Work smarter, not faster.* **Smaller units** of delivery
- No internal friction due to **synchronised** Way of Working
- Massive **reduction in process overhead**
- A **simple wall of stickies** was all that's needed to synchronise
- Clear and compelling **vision**



~~3-12 months~~ to market
1-6 weeks



**Alignment between
expected
and delivered**



**Smaller chunks:
Early delivery of value**