

# Agile @ Scale

Making a case



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# Agenda

## Making a case for Agility @ Scale

- Why Agility @ Scale?
- What does Agility @ Scale really mean?
- Does Agility @ Scale really work?
- How can Agility @ Scale be realized?
- How can IBM help with achieving Agility @ Scale?



# Why Agility @ Scale?

# Innovation is transforming how businesses and the world work.

*Innovation is switching product focus to a focus on differentiating the customer experience, with \$1 Billion in Revenues Up for Grabs.*

*- Accenture, Nov 2016*



A Services organization is developing revenue-generating digital products alongside their traditional services.



Media companies are finding ways to use digital to share content with their customers.



A Travel company offers apps with geo-localization and augmented reality to help customers find interesting places to visit.



A Hospitality company has linked smartphone apps to the customer's profile, enabling integration across SMS, apps and social media efforts.



A business credit company is developing a digital business for some products that requires less involvement than their traditional high-touch offerings.



A Mortgage company is reshaping their business boundaries through digital by moving from being a link in the value chain to being a global assembler of investment products.



An Apparel company has moved to digital design processes to collaborate with partners eliminating the need to ship physical prototypes back and forth.



An Agricultural major has augmented sales by selling new data-enabled digital services along with seeds and fertilizer.

# Leading to 'Digital Transformation' initiatives

A foundational shift to integrate digital technology into all areas of a business resulting in fundamental changes to how businesses operate and how they deliver value to customers.



FORRESTER®

"Nearly half of their revenue will be driven by digital by the year 2020."<sup>1</sup>



Gartner®

"56 percent said that their digital improvements have already improved profits."<sup>2</sup>



Some of the predictions from the IDC FutureScape<sup>3</sup> for Worldwide Digital Transformation are:

- By the end of 2019, DX spending will reach \$1.7 trillion worldwide, a 42% increase from 2017
- By 2019, all digitally transformed organizations will generate at least 45% of their revenue from "Future of Commerce" business models
- By 2020, 60% of all enterprises will have fully articulated an organization-wide Digital Platform strategy and will be in the process of implementing that strategy

<sup>1</sup> Forrester, The State Of Digital Business 2016 To 2020

<sup>2</sup> Gartner, Gartner Survey Shows 42 Percent of CEOs Have Begun Digital Business Transformation

<sup>3</sup> IDC FutureScape, IDC Reveals Worldwide Digital Transformation Predictions, 2017

# The need to transform comes with its own set of challenges

## *The Need*

Efficiencies through automation are the norm so businesses can focus on what matters



I need to change my business model but have no idea how to do that!

Market disruptors are causing all industries to shift from product-focused to user-focused



How do we ensure requirements reflect true user needs and then build to that?

Traditional measures of quality are moving away from function toward user value



Notions of quality are changing, how do I react?

## *Challenges to overcome*

# Setting new goals for organizations



## Achieve Enterprise Agility

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Adopt the critical skills, principles, and practices needed to create high-performing teams who can deliver differentiating capabilities at the speed needed to satisfy market demands.



## Focus on client value

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Move large and complex software and systems development from stage-gated approaches to a flow-based delivery-model which is organised around delivering what the client wants and needs.



## Transform Quality

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Ensure that investments are driving high quality changes, in terms of both the delivery of high-valued features as well as low- or zero-defect functionality.

# Most Enterprises struggle to keep up

The excuse for failure are many...

Our products/systems/applications are just “too big”

We have too much complexity

We have zero risk tolerance

**We need to comply with the industry standard**

We work with suppliers

We must have requirements documents

We are driven by quality over schedule



What does  
**Agility @ Scale**  
really mean?

# All organizations have similar goals



## Efficiency

Delivering fast

- Speed
- Minimize Resource Usage
- Reduce Costs
- Short-term/Narrow Scope



## Effectiveness

Delivering right

- Alignment with Goals
- Optimize vs. Minimize
- Increase Opportunities
- Long-term/Broad Scope

It's no longer just about achieving **Efficiency** or being **Effective**

# Introducing Agility @ Scale



**Efficiency** with **Effectiveness**

## Agility @ Scale

**Delivering the right things faster**

- Speed
- Minimize Resource Usage
- Reduce Costs
- Short-term/Narrow Scope
- Alignment with Goals
- Optimize vs. Minimize
- Increase Opportunities
- Long-term/Broad Scope



Does  
**Agility @ Scale** really  
work?

# Many benefits of Agility @ Scale have been seen



[www.scaledagileframework.com/case-studies](http://www.scaledagileframework.com/case-studies)

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# Don't take our word for it. Our customers are talking...



"We cannot go implement agile and SAFe® without choosing the right tool... in the end, we picked IBM."  
Igal Levi, VP Operational Excellence



"We worked with.. IBM and looked into Collaborative Lifecycle Management tools that allow them to implement the whole SAFe® framework so that their development can be done in a rapid fashion, and they can respond to those changes through technological releases more often."  
Zeeshan Huque, President MarqueeTec Inc.



"We increased delivery capacity by 40 percent and reduced bugs by 35 percent because software quality is verified constantly during the lifecycle."  
– Júlio César Fausto, Agile Coach



"By using this tool, everyone is using the same methodologies, so it helps us with collaboration and making sure all of the teams are working in the same way."  
– Remy Spagnoli, Process and Tools Manager



And others agree too.

**Harvard Business Review**  
HBR.ORG MAY-JUNE 2018

**44 ENTREPRENEURSHIP**  
Strategy for Start-Ups  
Joshua Glass, Erin L. Scott, and Scott Stern

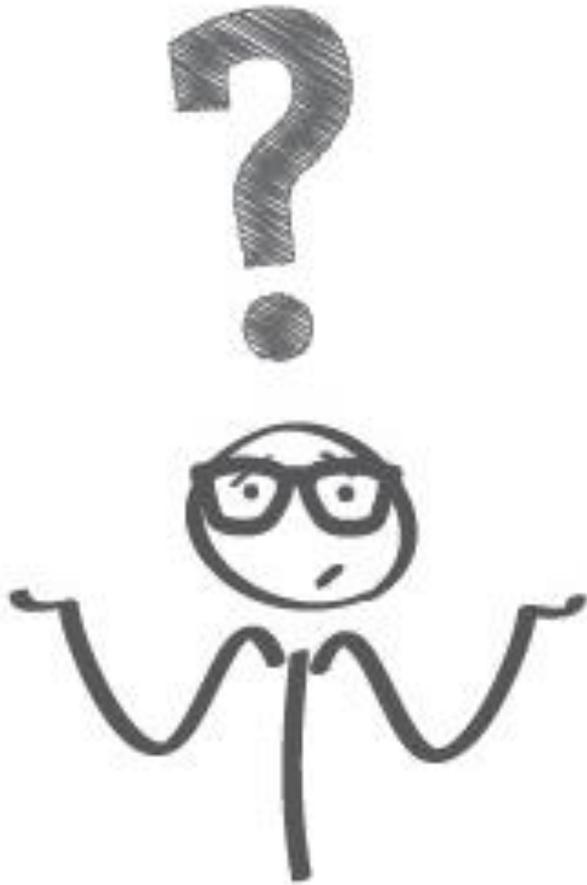
**60 LEADERSHIP**  
The Surprising Power of Questions  
Allison Wood Brooks and Leslie K. John

**80 ARTIFICIAL INTELLIGENCE**  
Marketing in the Age of Alexa  
Niraj Dawar and Neil Bendle

**130 STRATEGY**  
Managing 21st-Century Political Risk  
Condoleezza Rice and Amy Zegart

**DOUBLE ISSUE**

**AGILE AT SCALE**  
**HOW TO CREATE A TRULY FLEXIBLE ORGANIZATION**  
PAGE 88

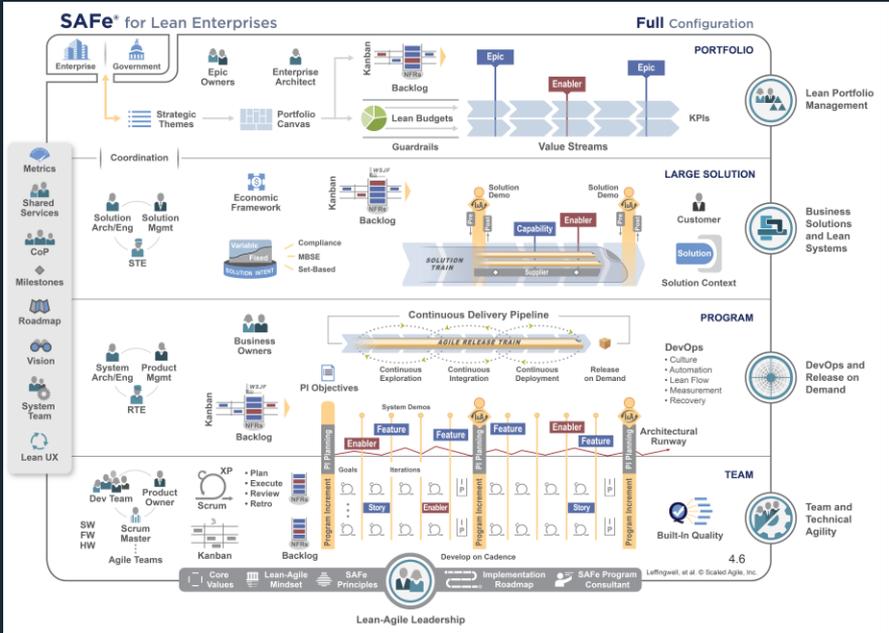


How can  
**Agility @ Scale**  
be realized?

# Scaled Agile Framework® (SAFe®)

SAFe for Lean Enterprises is a knowledge base of proven, integrated principles, practices, and competencies for Lean, Agile, and DevOps

The world's leading framework for enterprise agility



scaledagileframework.com



# Realizing the new goals



5. Provide Lean-Agile Leadership



4. Organize around client value



3. Scale across the Enterprise



2. Create successful Agile teams



1. Build Incrementally

Scope Goal

Organization

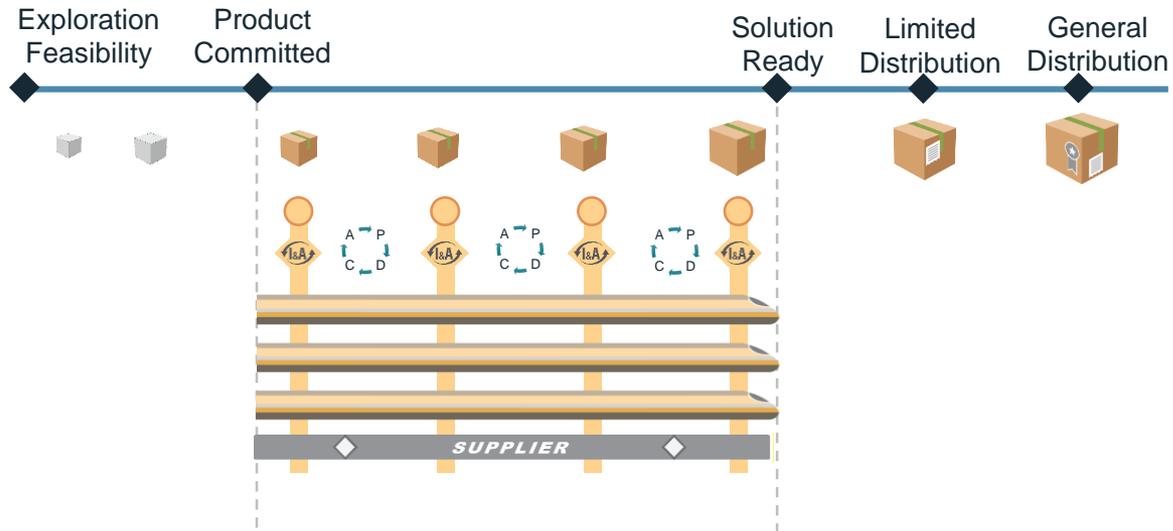
Effectiveness

Delivery Teams

Efficiency

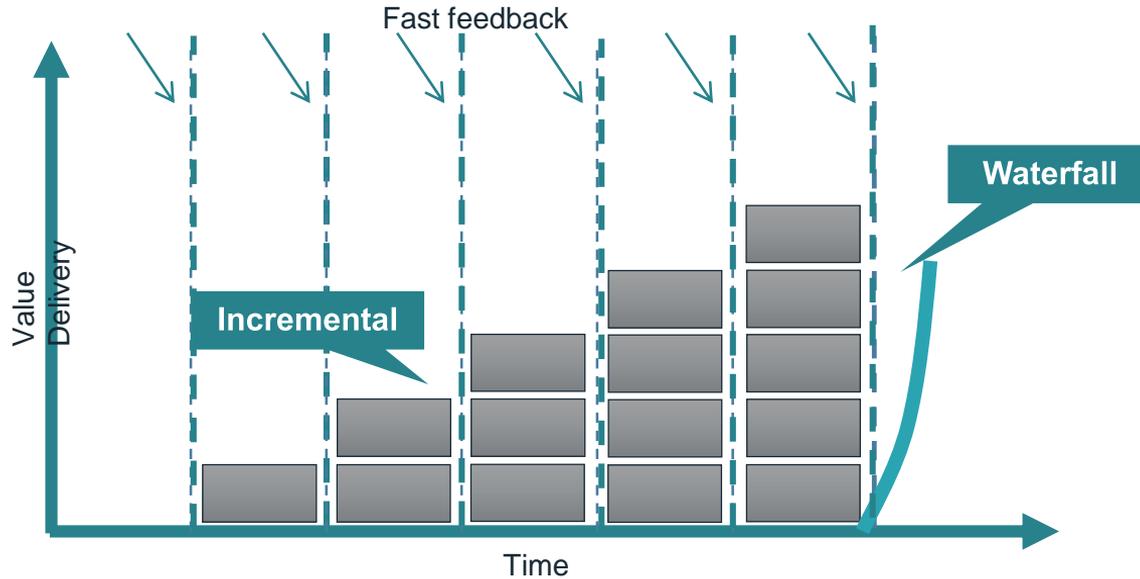
# 1. Build the solution incrementally.. it accelerates value delivery

Cadence supports natural Work-In-Process limits that foster learning cycles across the Value Stream



# Building incrementally also delivers better economics

Early delivery provides fast value with fast feedback



## 2. Create successful Agile teams

### Agile Principles

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

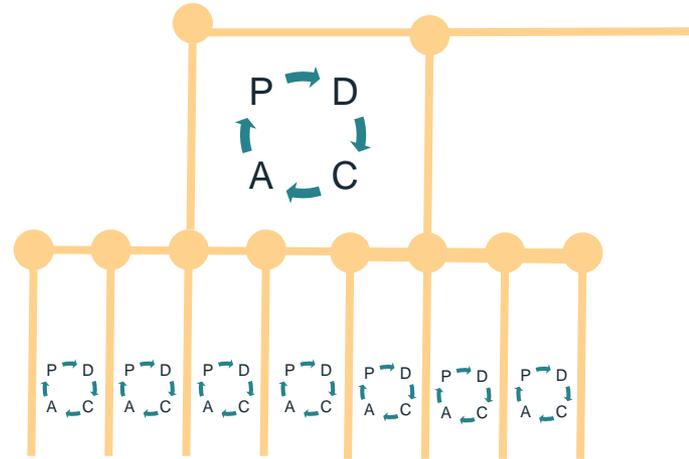
Responding to change over following a plan

### Agile Team

- ✓ Cross-functional, self-organizing entities that can **define, build** and **test** a thing of value
- ✓ Applies basic scientific practice: Plan—Do—Check—Adjust
- ✓ Delivers value every two weeks

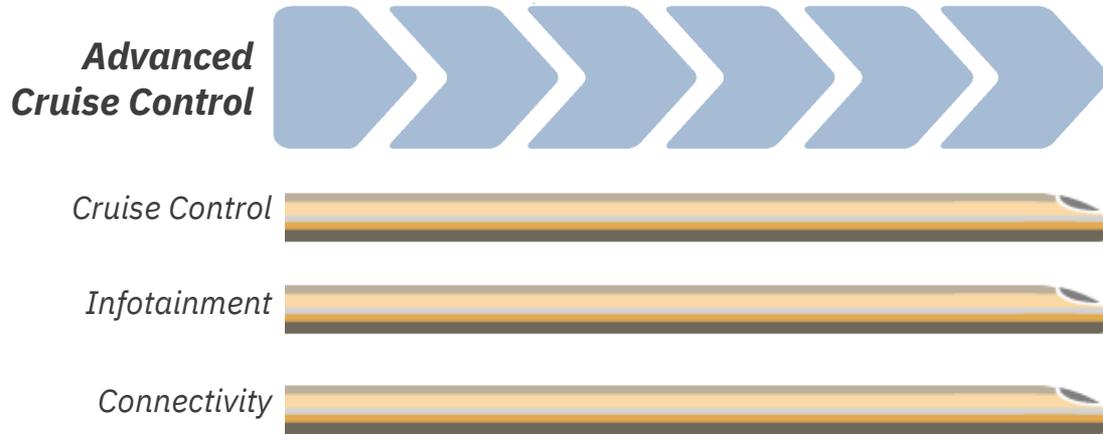
# 3. Scale across the Enterprise - team of Agile Teams

- Align 50-125 practitioners to a common mission
- Apply cadence and synchronization, Program Increments every 6-12 weeks
- Provide Vision, Roadmap, architectural guidance

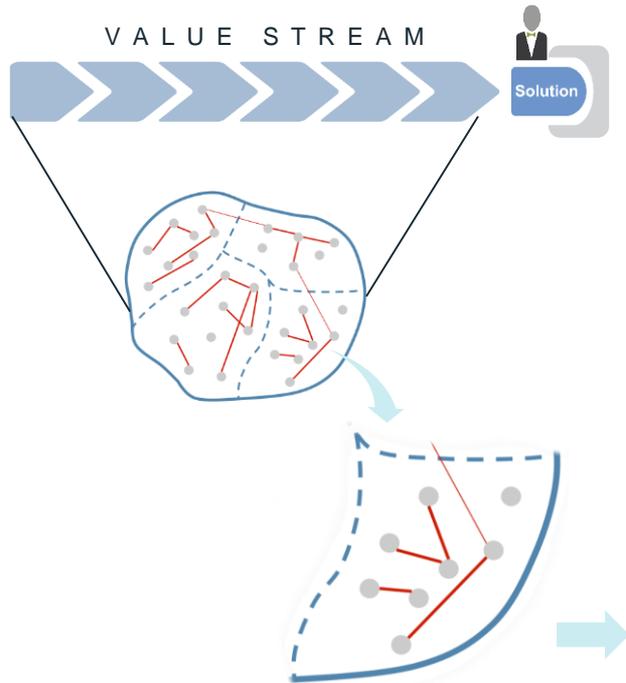


# 4. Organize around value

Organize around capabilities, subsystems or *integrating* activities required to deal with product line and/or its variants



# Benefits of organizing around value



**Faster delivery, higher quality, higher customer satisfaction because of:**

- More focused teams
- Fewer handoffs, delays, waiting
- Better commitment to iteration goals
- Easier to build in quality
- Optimizing the system as a whole



*50-125 practitioners of multiple disciplines.*

# 5. Provide Lean-Agile Leadership



Respect talent and new ways of working



Invest in resources not projects and bring the work to them



Elevate resources to first-class citizens, given them responsibility for achieving success



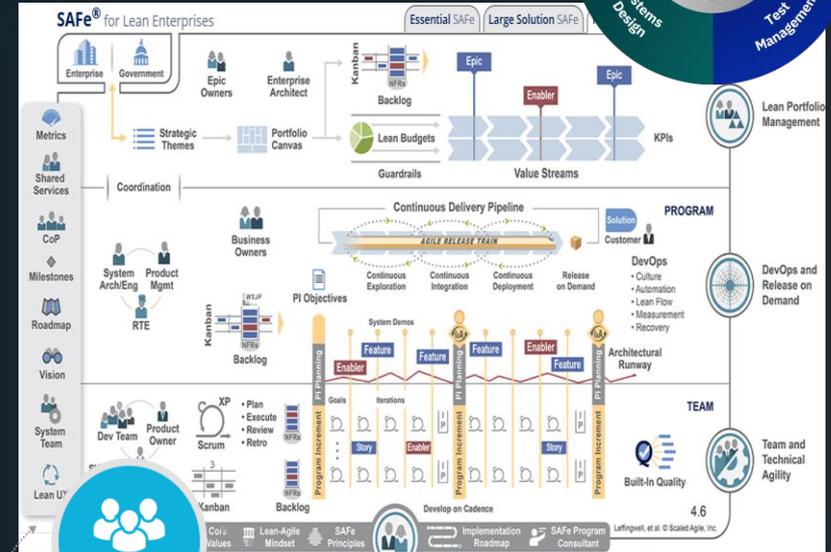
Empower teams to take ownership, be responsible for the process and the value delivery



# How can IBM help **Agility @ Scale?**

# IBM Engineering Lifecycle Management (ELM) for Agility @ Scale

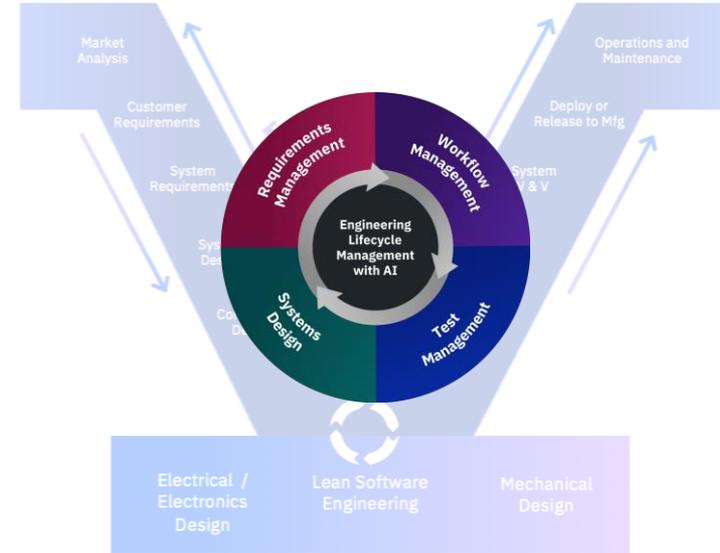
- **Get up and running quickly** with out-of-the-box infrastructure to implement all levels of SAFe
- **Simplify change to culture and process** with quick and easy access to SAFe guidance
- **Improve agility and predictability** with role-based dashboards for visibility to continuously adjust business goals
- **Easily customize** to fit your specific needs and organization



# Key Differentiators of the IBM ELM solution

**The IBM solution** is the only solution that provides:

- **End-to-end traceability** across requirements, test, architecture, change and source code artifacts.
- Management and **reuse of engineering data**
- **Enterprise scale** and performance
- Advanced **reporting** across requirements, test, architecture, change and source code artifacts.
- Built in **process guidance**
- Ability to **automate regulatory, compliance, process, & audit requirements**
- **Change and Configuration management** for any technology
- Engineering lifecycle optimization **enhanced with AI**
- **Integrations** based on open standards to connect multiple teams using tools from multiple vendors



**Platform**  
agnostic



**Language**  
agnostic



**Deployment**  
agnostic



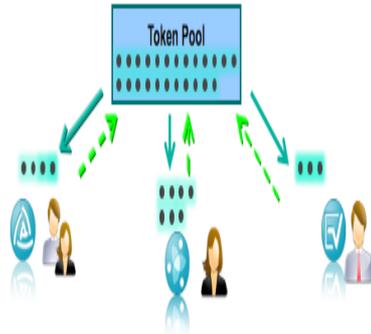
**Methodology**  
agnostic

# And there's more!

## Flexible Licensing

A **token** license - "Fixed Term" & "Floating" license, in which the use of a product consumes a specified number of tokens from a pool . It:

- leverages OPEX budget
- reduces costs & inefficiencies



Token licenses can float across users and across products thereby eliminating the need for specific product type and license count allocation

## Quick Starts

**Get up and running quickly** with

- Out-of-the-box templates to implement Lean\Agile with or without adopting SAFe as a guiding methodology.
- Simplify change to culture and process with quick and easy access to process guidance within the solution.

## Available on Cloud and on-prem

The IBM solution is available both on-prem and cloud.

The Software as a Service version of these solutions is available on a monthly per user basis and helps:

- ✓ **Get up and running fast** - No hardware, provisioning, or installation needed to host the solutions
- ✓ **Optimize operation costs** - Reduce the upfront capital costs typically associated with IT infrastructure investments.
- ✓ **Easily scale up service** with subscription - based service
- ✓ **Reliable and secure:** IBM data center facilities are certified against SAS 70 Type II and SSAE 16 Type II and have built in high availability, redundancy and failover supporting infrastructure.

## IBM\Partner Service Offerings

- Custom Deployment Packages
- Tool Health checks
- Migrations (e.g. HPQC/HPALM to ELM migration framework, DOORS classic to ERM – DOORS Next)
- Training (Classroom & Virtual) through Global training Partners

# To explore further..

## Where should I start from?

Schedule a **Discovery workshop** to discover how to improve agile initiatives.



Lean and Agile  
Discovery Workshop

## Trial Environment

Jazz Previews provides a **comprehensive yet easy-to-use trial environment with Agile Enterprise sample projects.**

Experience the benefits of the IBM solutions.

## Product Pages

**For more details, refer to the product pages:**

[SAFe on jazz.net](#) [ELM](#) [EWM\(RTC\)](#) [ERM\(RDNG\)](#) [ETM\(RQM\)](#)

## Solution Videos

[ELM for SAFe® Youtube channel](#)

[ETM\(RQM\) Youtube channel](#)

## Customer References

NICEActimize DevOps.com interview: [w/Igal Levi, NICE Actimize](#)

Pôle emploi: [Scheduling and prioritizing development backlog with the Scaled Agile Framework](#)

Softplan: [Gaining robust visibility with IBM Rational software and the Scaled Agile Framework methodology](#)

US Department of State: [Customer Reference](#) [Video](#) [IBM.com](#)

## Solution Overview

[Introduction to Agile & SAFe](#)

[CLM Introductory video](#)

[Lifecycle quality management](#)

# Thank you