

Introducing agile in large-scale projects

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background

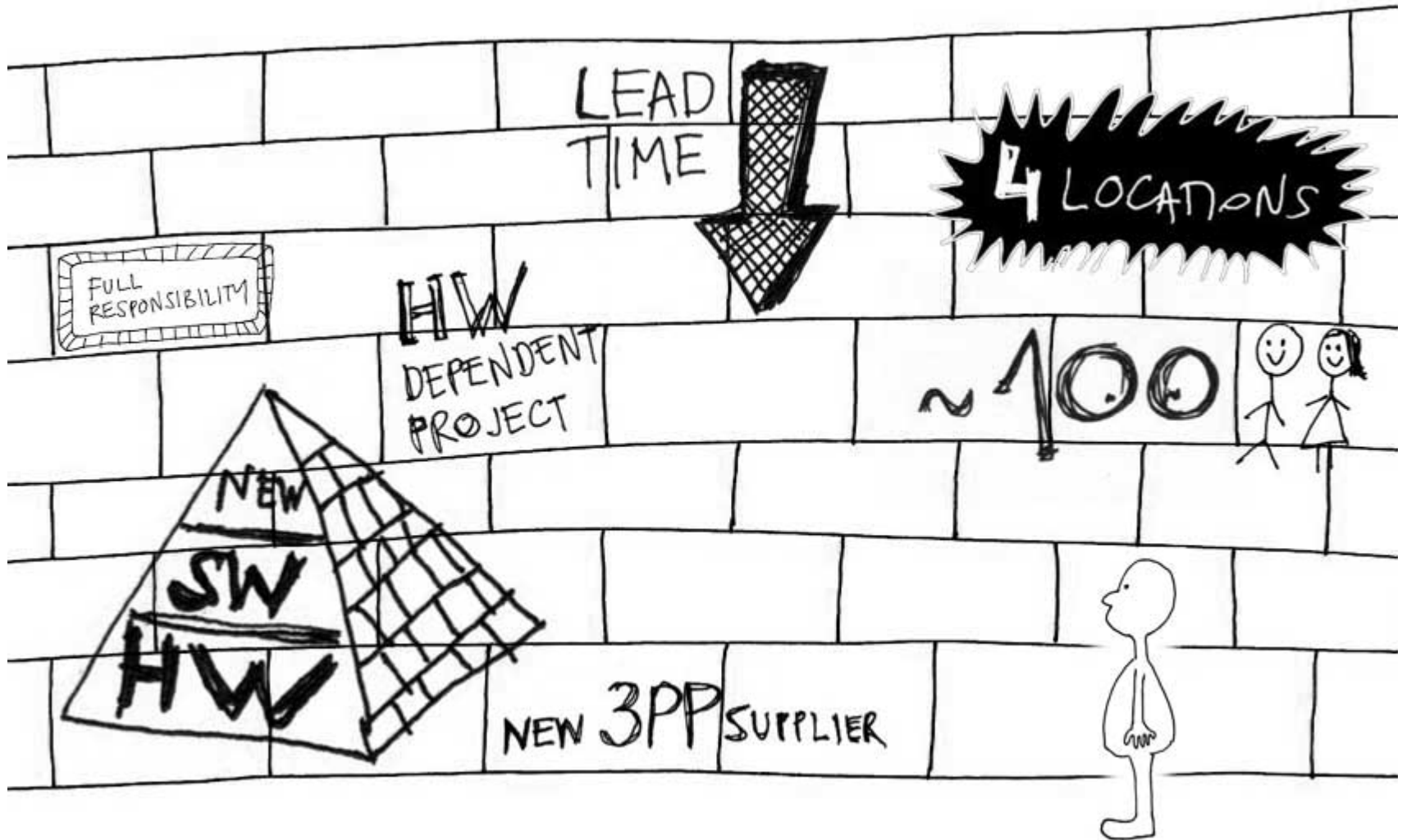


- › Ericsson Nikola Tesla (Zagreb, Croatia)
- › IT Company of ~1700 people, with R&D Center of 700 people
- › We are an R&D Unit working with SW/HW Platform development for next generation nodes in Radio Access Network
- › ~12 years of experience with this complex product

The challenge



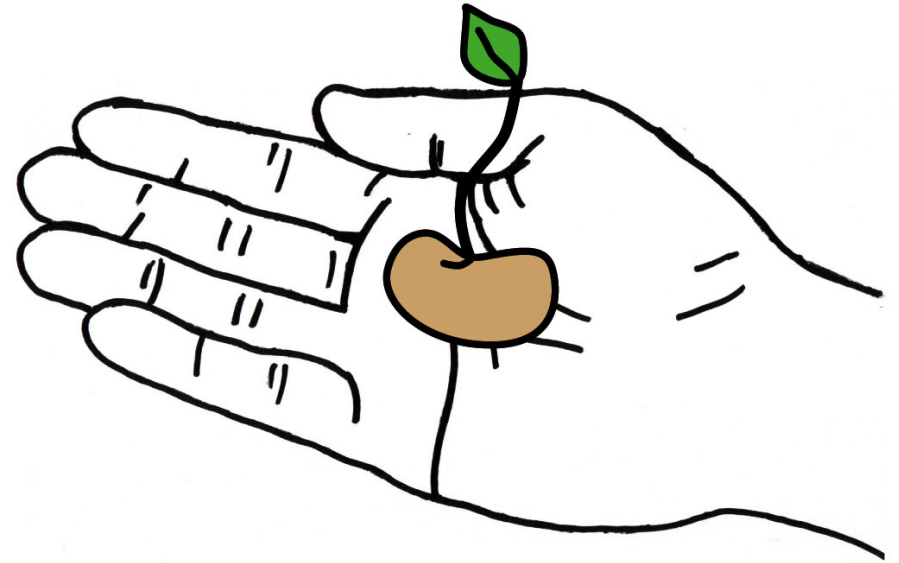
- › Develop a new product for next generation telecom node...



Agile framework



- › Mindset
- › Commitment
- › Behavior
- › Visualization
- › Scrum
- › Feedback Loops and Continuous Improvements
- › Crossfunctional and longlasting teams
- › SW Architecture and SW Craft

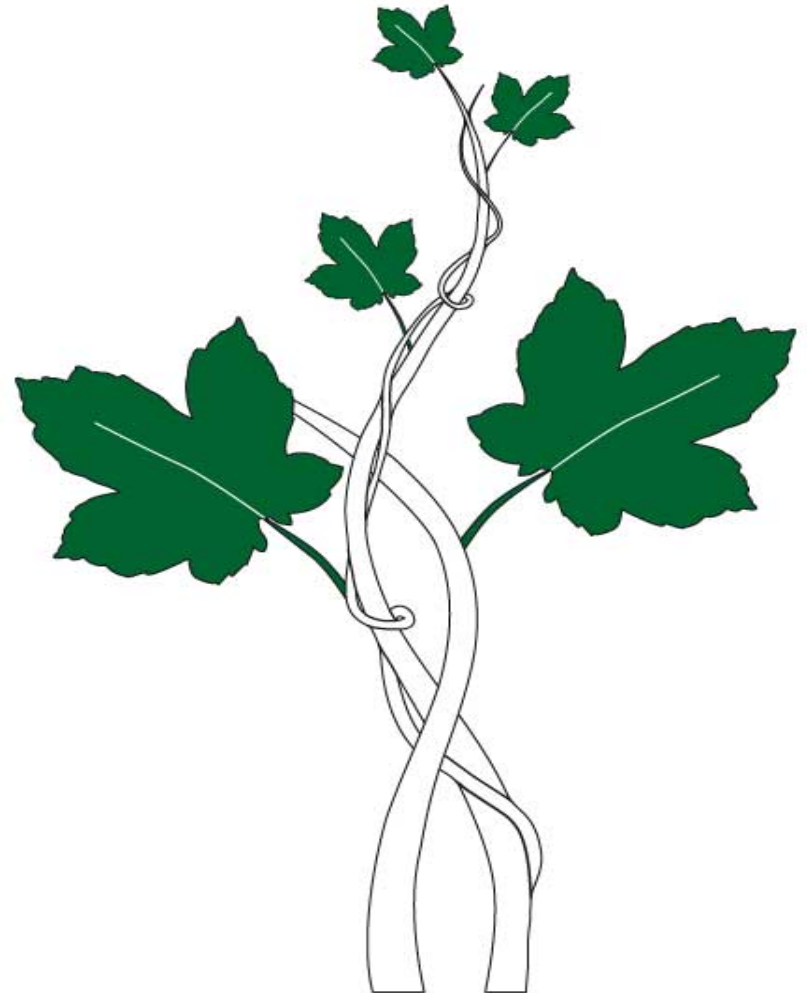


FEATURE Complexity



- › New SW/HW Development, uncertain requirements with a lot of dependencies, delayed and very unstable HW development plan...

- › Feature Anatomy
- › Customer collaboration
- › Small functional pieces
- › Visualization of use cases
- › Adaptive to frequent changes
- › Sprints
- › Frequent demo's



big organization



- › Many teams in different organizations and companies working together on 4 different sites, all very dependent on each other...
- › Difficult to connect them all, share info
- › Visualization – openness and whitebox view
- › Communication
- › Frequent Deliveries
- › Continuous Integration
- › Common User stories
- › Align Acceptance Criteria
- › Align Definition of Quality



Long lead time



- › Goal is somewhere there...
- › Requirements, teams, people change
- › How to keep focus?

- › Keep the majority of team intact and constant
- › Visible priority backlog
- › Team ceremonies
- › Continuous learning and improvements
- › Reflect on the achievements and goals
- › Focus on right things

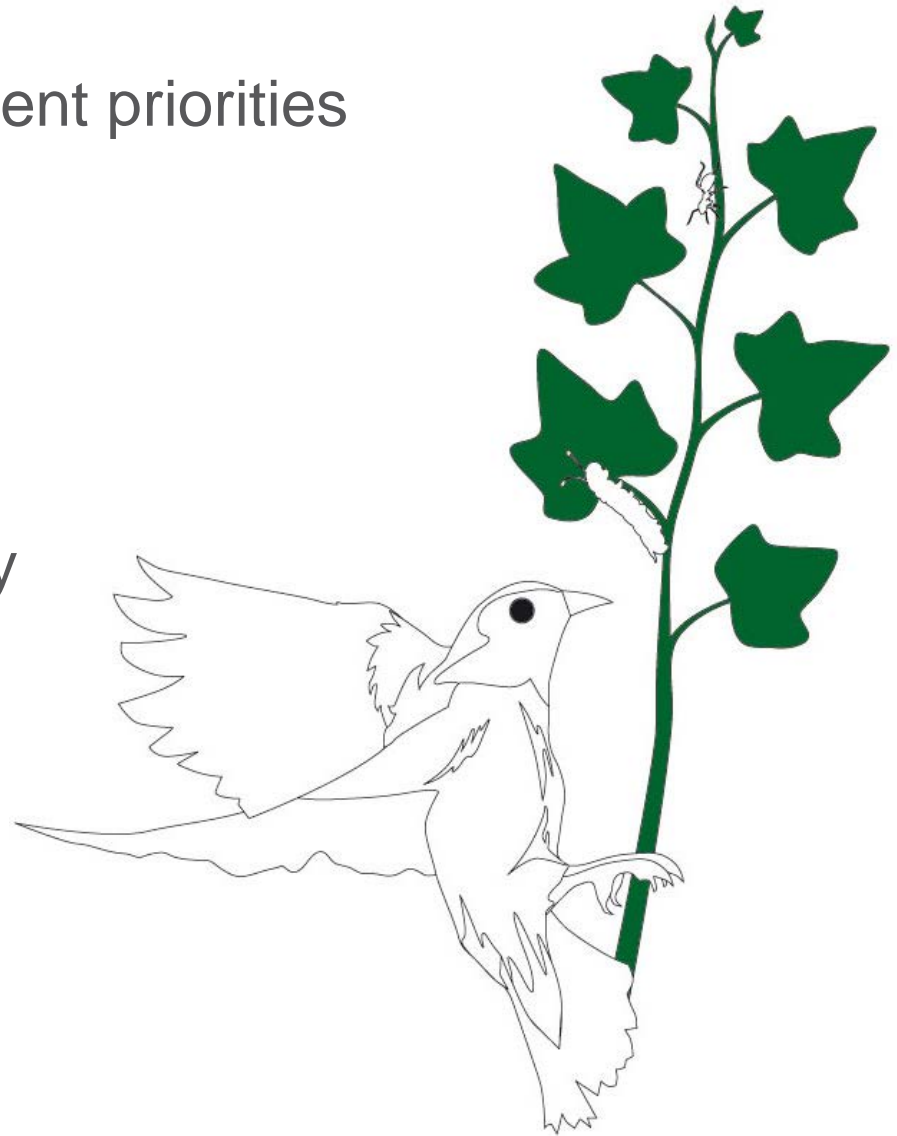


Stakeholders

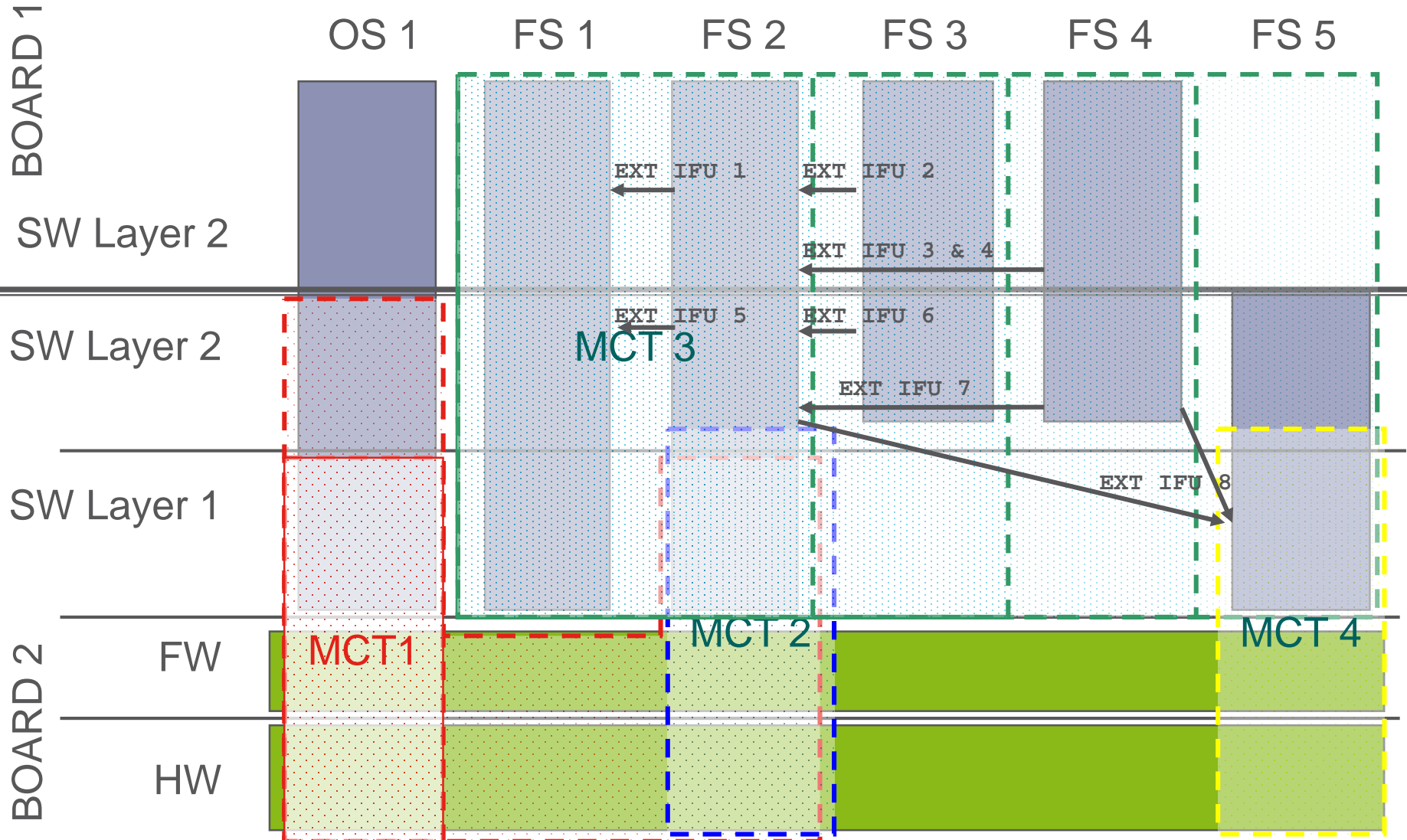


- › Many stakeholders with different priorities
- › Company boundaries
- › Market demands

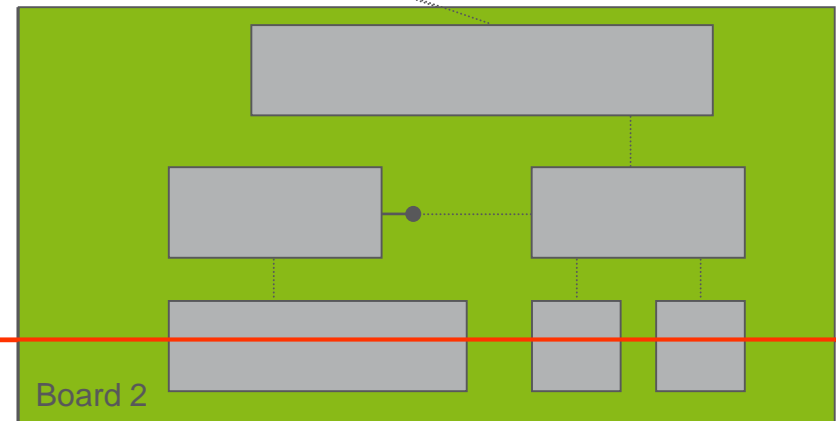
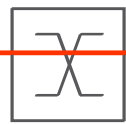
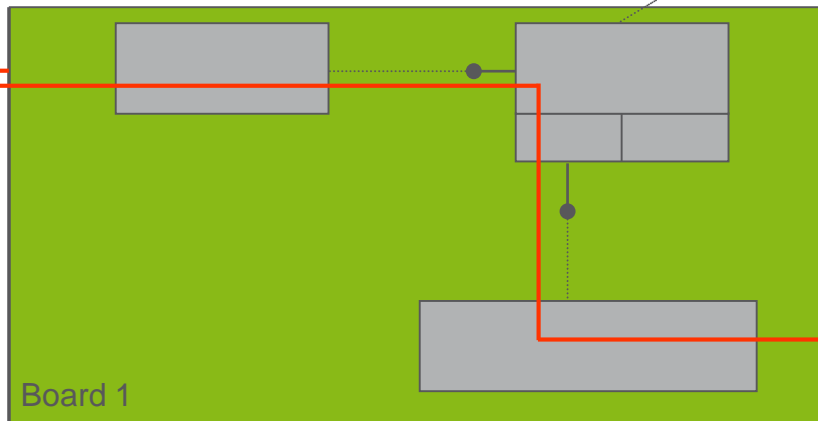
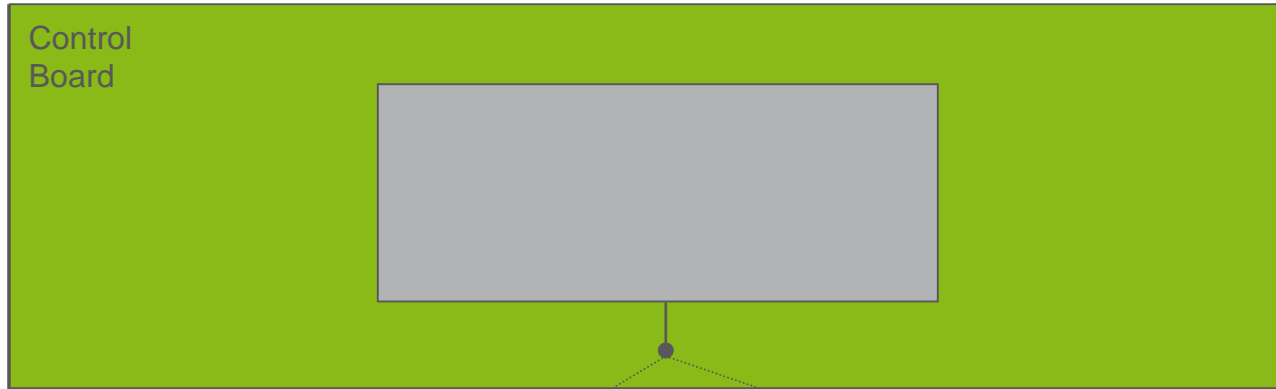
- › Collaboration & Transparency
- › Communication & Trust
- › “Shield” teams from impacts
- › Try to have a steady pace
- › “Safe to Fail” Environment



Empowerment and creativity - GRADUAL Integration and tEST



Empowerment and creativity: Sw Architecture

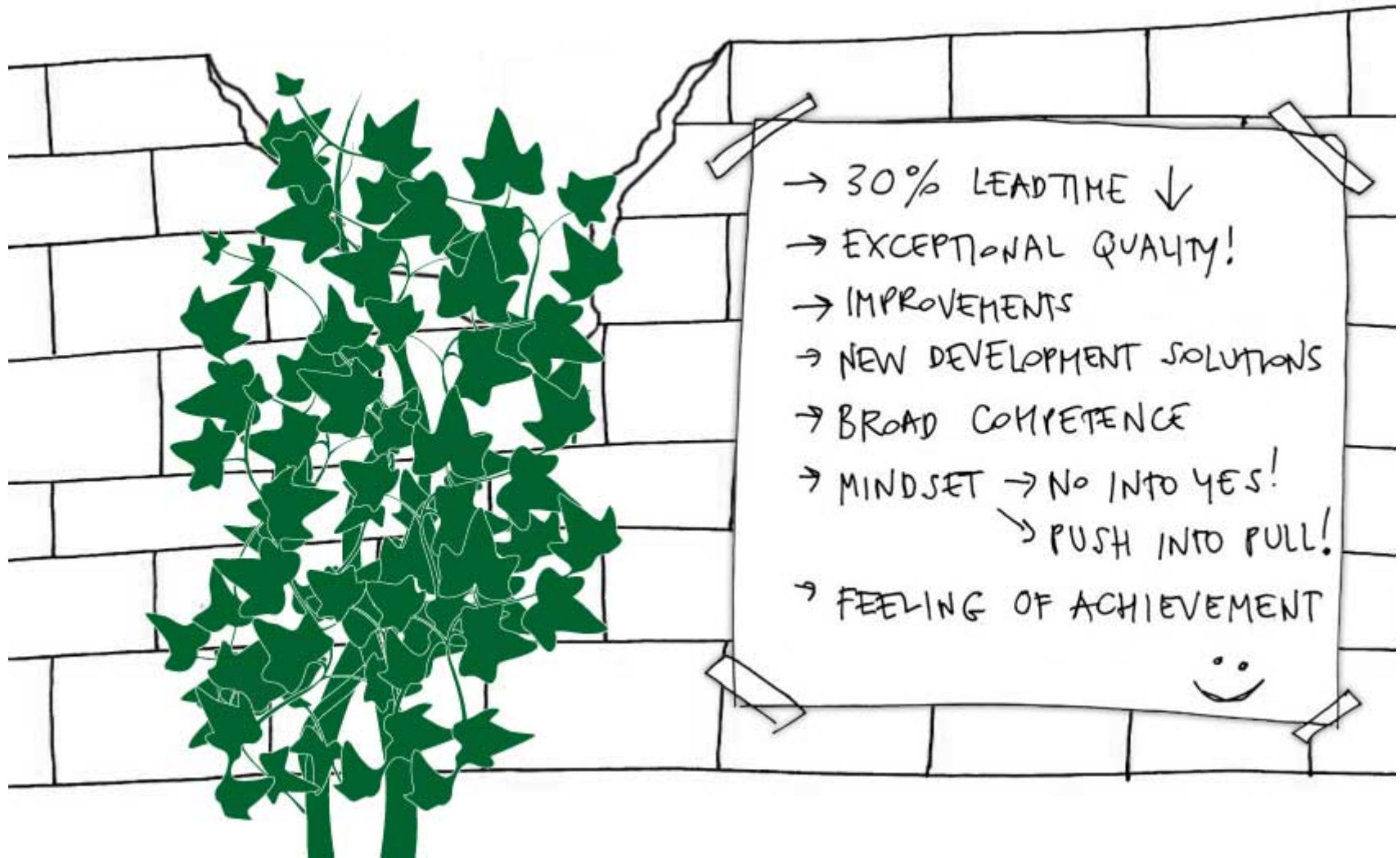


LESSONS LEARNED



- › Agile introduction is a journey
- › Mindset change – the most difficult part in big organization with a lot of mindsets
- › Discipline for ceremonies and framework needed
- › Collaboration, trust and open communication is the key
- › Biggest benefit of Agile is in doing small valuable things and get fast and frequent feedback, continuous learning and improvements in real time
- › Agile empowers teams and individuals, it encourages creativity and innovation – key to cut leadtime

The result



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