SUCCESS CASE

SHIFTING PARADIGMS: THE **AGILE** TRANSFORMATIVE JOURNEY

edp

INTRODUCTION

Staying relevant in an age of disruption means being forward-thinking and willing to change behavioral habits – and EDP Group has been making strides to redefine its working environment with new methodologies and the latest technologies. The group recognizes that the path through and to the future requires a more flexible, agile way of working supported by IT systems that help it focus on what matters: effectively serving the different needs of its clients. The Agile project has revealed not only to be a new and disruptive methodology but also a people-to-people transformation process.

MAIN CHALLENGES

- **Improve the collaboration and communication** between IT and business teams to overcome unproductive time-consuming processes.
- **Reduce time-to-market** to gain competitive advantage and decrease costs.
- **Increase the budget and delivery predictability** to avoid project delays.
- **Set a clear vision** over the value creation and delivery process.
- **Hone leadership skills** and improve the teams' efficiency.
- **Streamline a hierarchical and centralized decision-making structure**.
- **Solutions created in advance** without room to innovate.

SOLUTION

EDP started the Agile journey in 2012 with the launch of its first agile pilot Kwiki - a transformation process that will reach its peak in 2021 with all business units working exclusively in Agile starting with EDP Comercial. Initially applied to new software developments using cloud-native, mobile, and web technologies, the methodology was introduced to legacy system. Nowadays, Agile is applied to products working with any technology, including SAP and Oracle.
Not only does this transformational journey includes a set of technical assets but also requires a committed team of people and a change in the organizational mindset. Most recently, the group implemented a Continuous Delivery Maturity Model to prioritize needs based on the product's maturity regarding Organization & Strategy, Resources & Competences, Architecture & Cloud, DevOps Build & Deploy, and DevOps Test & Release.

81% INCREASED IN NPS
At EDP Online through agile processes using cloud native technology

>65 SUCCESSFUL PRODUCTS
In Agile and many more being created

>500 PEOPLE
Formally trained in Agile methodology

4.7 RATE REVIEW
An increase from 1.9 at the IOS App Store after migrating the app

About Digital Global Unit (DGU)

Digital Global Unit (DGU) was born to help EDP Group drive transformation to digital by developing outstanding ideas that improve and optimize processes, simplifying both clients and employees' journey. Comprised of a multifaceted team of developers, engineers, designers, data scientists, and other experts, DGU works every day to turn impossible ideas into successful business projects at EDP Digital Factory.

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AGILE: HOW IT WORKS

PEOPLE

Training sessions, certification, workshops were implemented to help people in the transition to Agile. Coaching teams and individuals is crucial to an Agile transformation.

PROCESSES

There is a clear and transparent Agile framework that divides the work into incremental and interactive sprints - the Scrum. This way, product teams have an open view of the workstream, and it's possible to predict better project deliveries.

THE AGILE CoE

This competency center helps the organization changing the mindset by ensuring continuous improvement. It has played a significant role in adjusting waterfall-oriented people to the new agile methodology. In the product process creation, the Agile CoE supports product teams by promoting activities to help set up the working group, the room, and the tools.

AGILE COACHES

Agile Coaches are part of the Agile CoE and help coach the teams. They are the keepers of the experience and lessons learned across the organization. By sharing and spreading this knowledge, they help to leverage each team and decrease the frustration levels.

KEY SUCCESS FACTORS

- **Core roles need to be 100% dedicated** and focused on the product (switching between products/projects is counterproductive).
- **Product Owners with strong decision-making** capacities and business know-how are critical for a successful transformation - they should come from a business unit and remain within the team.
- **Teams and Product Owners need to be empowered** for a faster and more reliable decision-making process - having a clear understanding of the expected outcomes is essential.
- **Continuous coaching commitment** until every team reaches maturity.
- **The adoption of DevOps** - a set of practices that automates the processes between software development and IT teams – and unit testing best practices.

BUMPS IN THE ROAD

Agile is disruptive and can have a great effect on normal business - both within the organization and in its relationship with partners. Not only was it necessary to train people to use the new work methodology and change legacy waterfall thinking, but also to transform the organizational mindset into an improved and more efficient decision-making structure. The same happened to suppliers, which had to readjust to this new working method unknown to most of them.

Thus, to tackle these challenges and engage all product teams, the organization invested in onboarding sessions, guidelines manuals, project security policies, and vision workshops. Another difficulty was related to the outsourcing payment methods and contracts which didn't appeal to the team. With a new output-based contracting model, EDP can now hire outsourced teams based on the deliverables making the process more efficient and motivating.

RESULTS

Agile is more than a business methodology. It helps teams prioritize based on business value, and collect constant client feedback. Embracing such a way of working can be advantageous to the organization in so many ways from product innovation to improved customer satisfaction. Within the group, it has significantly changed the work environment. It has helped teams focused on the outcomes growing more empowered, autonomous, fully transparent, collaborative, and accountable. Team members are now more motived and committed - which resulted in shorter delivery times and higher quality deliverables. With the increased in reaction time and a more controlled environment, there are less bureaucratic processes and a low risk of failure.

Agile and DevOps implementation in EDP was already distinguished at national and international levels for its outstanding results and performance.

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