

Developing Business Agility with Scrum Hit the Ground Running

Marcelo Fernández

Scrum Day San Diego
Jun 12, 2015

About the speaker



Marcelo Fernández

ScrumMaster / Project Manager
Sempra Energy
CSP | CSPO | CSM | PMP

Enterprise Agile Adoption, Change Management
and Organizational Culture



marcelofernandez2



@MarceloBFernan

Agenda

Agenda

- Business Agility
 - How is agility defined?
 - What have changed?
- Common Challenges
- Corporate Agility
 - Traditional Approach
 - Executive Approach
- Pursuing Business Agility
- Discussion Questions
- Business Agility Benefits
- Q&A



Business Agility

How is agility defined?

“It is the ability of a business to explore innovative business models and adapt rapidly to emerging competitive threats, at a price that provides value to its customers and stakeholders...”

With the pace of change accelerated, organizations need to be dynamic

What have changed?

Globalization

Competition

Customer Loyalty

Market change

Market Share



**Modern
Organizations**

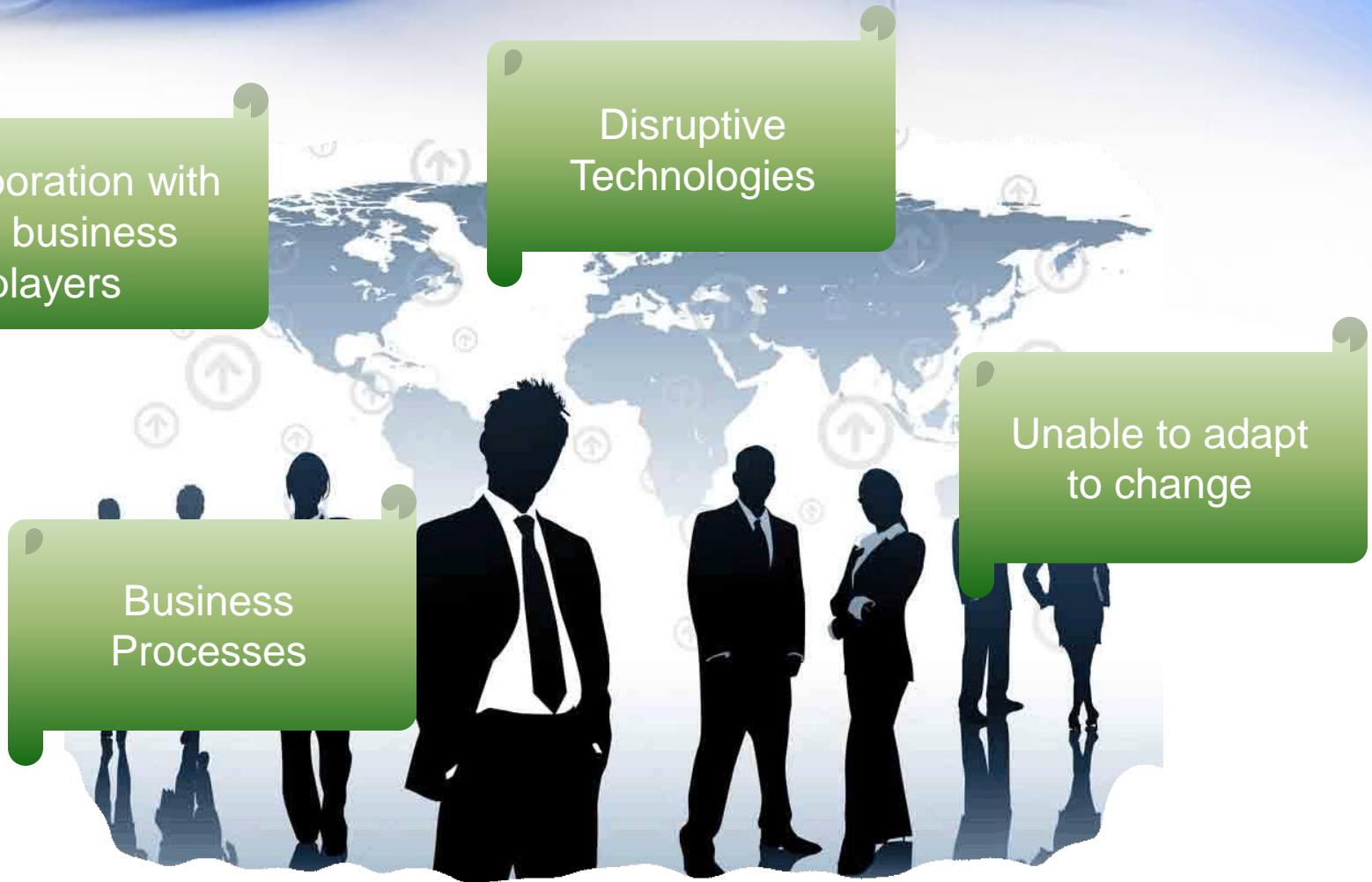
Business Agility – Common Challenges

Collaboration with
real business
players

Disruptive
Technologies

Business
Processes

Unable to adapt
to change



Traditional Approach

Risk Management - Common



- Where the business is vulnerable / where the real challenges are
 - Management cash balances
- Create scenarios based on known issues
 - E.g. Euro crisis

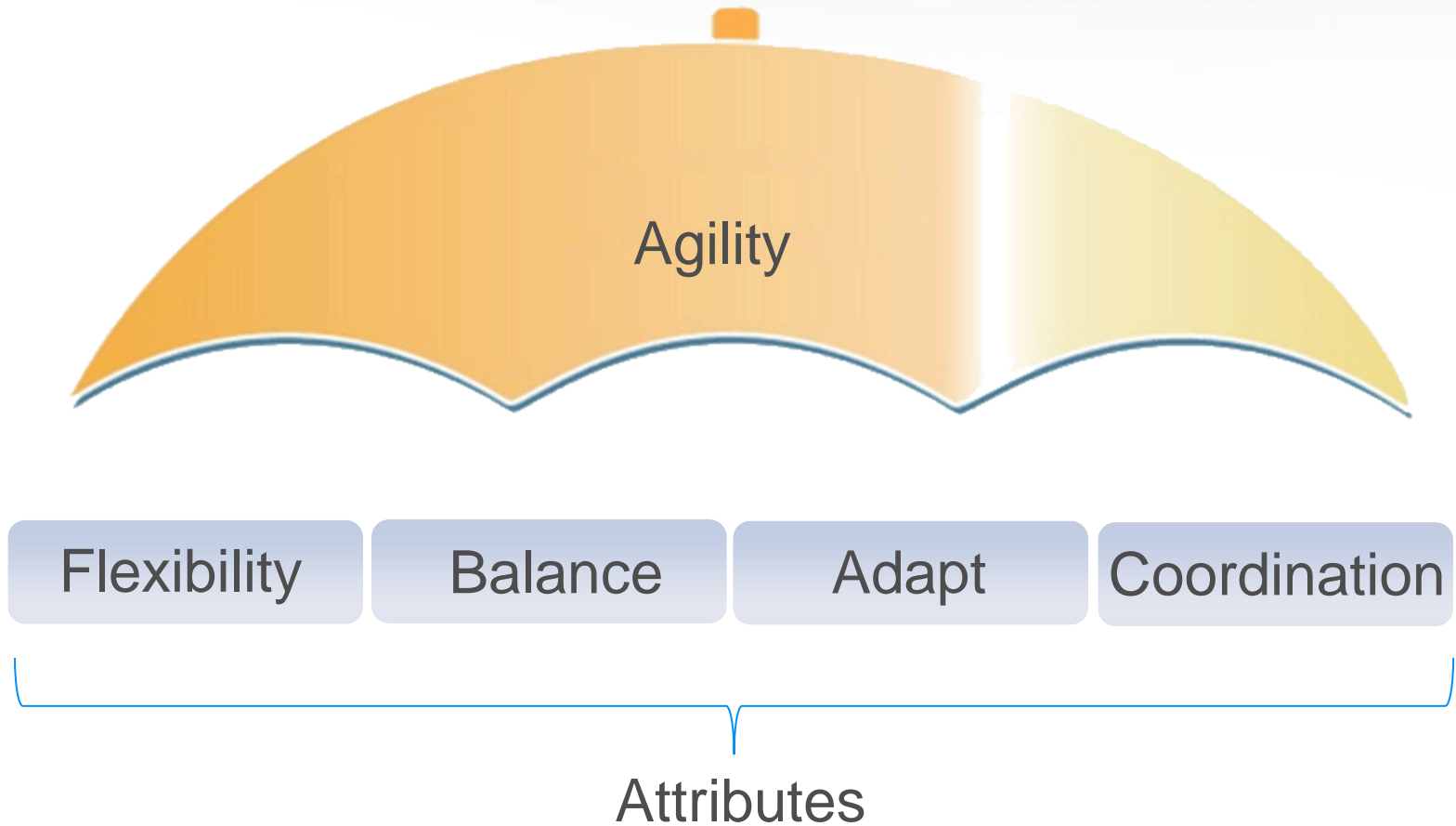
Executives Approach

Corporate Agility



- Strategic —> How the market or industry is going to evolve.
- Leadership —> How to make decisions faster.
- Organizational —> How to get Broad organizations to change.
- Operational —> Supply Change.
- Market —> Sense changes / competitive behaviors
- Financial —> Use of financial strength

Business Agility Umbrella



Three approaches to pursue Business Agility

1. Identify and Assess the Changes

- The key to being agile and flexible is to have a good understanding from a strategic perspective of your current organization
- In order to make effective changes you have to know the design of your business

2. Understand the Changes in-depth with 3 Steps

- Agility in a business context does not equal to unrestrained possibilities
 - A) Understand what your operational model is
 - B) Understand what capabilities your organization has
 - C) Measure right

3. Best Practices for Business Agility

- Have an advocate for change on the Board
- Have Change Management processes that actually enable change
- Have a Center of Excellence

Case Study

Challenge

Mandatory Government's mandate

Approach

Analysis, Strategic, Adapt

Result

Project delivered on time and on budget

Discussion Questions

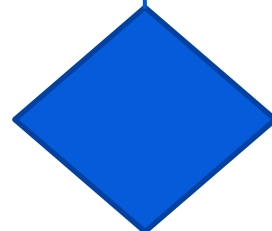
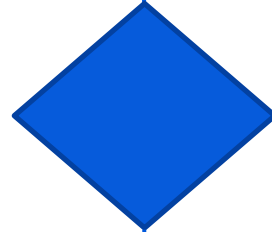
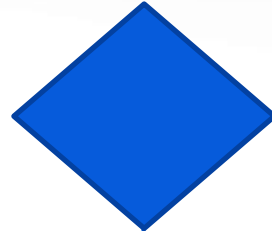
Question

- How does business agility impact Portfolio Performance?

Business Agility - Benefits

Be an Agile company means being able to:

Launch a new product / pricing offers quicker than your competitors



Better adapt organization to a change in a business environment

Easily adapt to new regulations / market trends

Business Agility – Q&A



Developing Business Agility with Scrum Hit the Ground Running

Thank you

Marcelo Fernández

Scrum Day San Diego

Jun 12, 2015