

ELIASSEN GROUP SERVICES:
AGILE READINESS ASSESSMENT

INDUSTRY:
RETAIL

BACKGROUND

A retail firm had a history of scrapped projects, missed deadlines and poor software quality. The technology department was investing considerable time in up-front requirements gathering, even though project scopes were volatile, resulting in the continual re-scoping of projects. Support and maintenance efforts also involved substantial waste. The firm wanted to determine if Agile practices could address these issues, and what effort would be required to implement those practices.

ELIASSEN GROUP AGILE PRACTICE APPROACH

Eliassen performed an assessment of the client’s software development processes, including a review of the physical environment, team project management and development activities, project distribution, software quality, “technical debt,” and the development infrastructure. Eliassen’s consultants analyzed the findings, developed recommendations, created an Agile transformation roadmap, and presented their findings to the firm’s technology senior leadership team.

On the basis of this assessment and recommendations, Eliassen provided Agile team and executive training to give the client’s entire organization a consistent baseline of knowledge about Agile methods and best practices. Eliassen consultants provided Agile coaching to a selected pilot team. Based on the success of the pilot project, Agile practices were rolled out across the entire IT organization.

VALUE REALIZED TO DATE

Within six months of running projects using Agile techniques, the firm’s projects were reaching completion more quickly. Collaboration between business and IT improved. Less time was wasted on unnecessary requirements gathering, and more resources were available for development and quality improvement activities. The client’s technology team had adopted a “continuous improvement” mindset and began reorganizing portfolio management processes to further limit the amount of work in progress and to accelerate project completion. The organization also began investigating “holistic testing, “Kanban, “pay as you go” product centric funding, and other technical process improvements.