



SUCCESS STORY

Enterprise Agile Transformation Daimler Global IT Solutions Delivery Center adesso Turkey

Company Profile

Daimler Global IT Solutions

Daimler Global IT Solutions Delivery Center Turkey (Daimler SDC) is established in the framework of Daimler's global IT strategy, as part of Mercedes Benz Otomotiv ve Hizmetler A.Ş. in Istanbul.

Daimler SDC offers services for the implementation and the rollout of SAP and non-SAP applications within several Daimler units.



Point of Initiation

Agile transformation initiative of Daimler SDC started in June 2019. They utilized adesso Turkey's (adesso agile Lab) custom agile transformation framework, which focuses on initiating change from both top-down and bottom-up.

Agile principles & techniques were applied to two pilot teams within SDC at Team Level, Coordination Level and Transformation Level, using an iterative and incremental approach.



Objectives

- Enhancing operational agility
- Higher quality and faster time-to-market for products
- Transparent and lean structure and better collaboration across sites
- Optimizing the flow on value stream for more efficiency
- Increasing expertise and ownership through promoting knowledge sharing and attractive career paths.
- Increasing service quality and customer satisfaction at all levels
- Train and coach key people in Kanban, Product Ownership and Agile Leadership.



Enterprise Level Strategic Alignment

Team Level Boards

Coordination Level Boards

Transformation Level Boards

Key Stakeholders of Agile Transformation Initiative

We involved delivery teams, team leads, departments managers, as well as all relevant stakeholders working on the same value stream. Transformation team, including upper management, sponsors and agile leaders in this context are a part of the transformation board.

Challenges

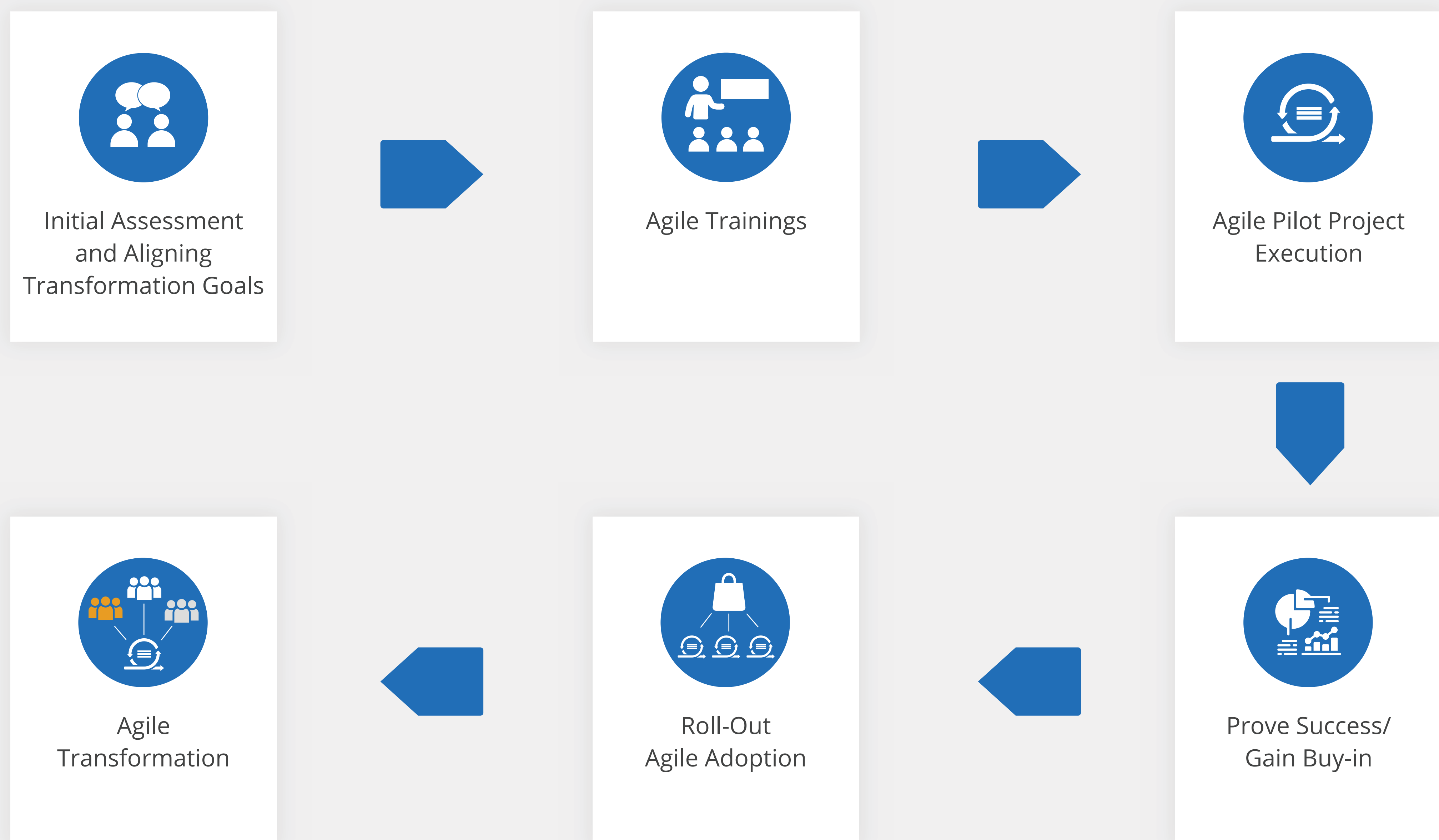
- Unlearning the old habits
- Cultural shift towards agile mindset
- The COVID-19 situation and related restrictions

Success Factors

- Building the transformation team, strong sponsorship and upper management support
- Understanding the sense of urgency and need for agility
- Choosing correct methodology: Avoiding big disruptions and strong resistance, choosing evolutionary change, never stop improving, creating a safe to fail environment
- Demonstrating quick wins, showing progress and success to build confidence
- Defining correct metrics, tracking them, adjusting as necessary

Initiative Phases

adesso Turkey's agile transformation framework aims to find a sweet-spot between management and team contribution for triggering change initiatives, so the new way of working has the necessary buy-in from everyone and not just mandated from upper management. Thus, the application of the following steps in the right order is highly critical in offering a sustainable way to transformation.



Results

Daimler SDC defined value stream boundaries, aligned all parties for improved collaboration and optimized communications. Individual motivation levels increased through newly emerged leadership roles at all levels.

Faster delivery through improved lead time up to

2 times

100%

coverage of arrived items in last

7 months

50%

reduced lead time

93%

reduced blockers / waiting times in just

2 months

Stabilized flow efficiency at

60%

About adesso agile Lab

adesso agile Lab team focusing on agile transformation initiatives, using proven methods and frameworks derived from careful assessment processes at several enterprise agile transformation initiatives.

This document is just a recap to demonstrate the challenges of an agile transformation initiative and to showcase some key results. If you want to dig deeper and explore how Daimler SDC decided to transform, how they got buy-in, what adesso agile Lab did to pilot and scale agility, drop us a line at agilelab@adesso.com.tr