

Driving innovation with value- based Portfolio Management

Industry

Travel & Logistics

Services

Transformation & Modernization

Technology

Agile & Lean management

Engagement

18 months



The Initial Situation and Goal

In 2019, a travel & logistics client faced challenges getting their digital transformation projects on track. The company had many ideas about making the needed transformation, but these changes often became a victim to the day-to-day business operations.

Above all, our client was looking for a solution that could provide:

- More transparency on initiatives including business value
- The ability to better transfer knowledge from retiring senior employees
- An organizational structure that could easily & quickly adapt when needed
- Higher retention while staying attractive as an employer

ÖBB Motive - © ÖBB/Chris Zenz

An agile organization and lean management

Nagarro convinced in 2019 in the tender phase with its holistic approach. The change had to take place on 3 levels: Strategic, operational and most importantly on the corporate culture.

We agreed on a 3-month roadmap, an iterative approach with corresponding feedback cycles and interim presentations. Primarily, practices and principles from lean management were proposed as a first step. Lean has the advantage that people are met where they are, and the changes can be based on existing processes and do not overwhelm the organization.

The main objective was to create transparency. We succeeded at first by using Trello boards at a team level. Only when Trello had reached the limits of its capacity was the decision made to use Jira across the board.

The Solution

Within the framework of a Thinking Breakthrough Workshop, a vision for the business area was developed together with the client. The goal was to restructure the entire business model and have the managers on board for the desired changes right from the start.

At the operational level, intensive coaching of the key players took place. Following the Lean principles, policies were established in various areas of collaboration to encourage the desired behavior. Agile coaches supported the test managers to focus on the essentials at the project level. They also supported the key players in the analysis of requirements and the modeling of the process chains.

Between the organization with a chain of command & the inherent need for change, a lean but effective portfolio management approach ensured that the right work was done at the right time. A cross-team communication structure provided transparency across the board. Kanban boards today support the management of tasks at a team level. A Level 2 board is used to foster cross-team communication. Level 3 boards provide information on the status of potential projects, the status of projects in processing, and an aggregated view of all implemented changes. A specially developed assessment matrix enables an efficient and effective evaluation of ideas, which are approved by a decision-making board for further development.

Product owners are expected to replace project managers. Nagarro supports the division management in defining the roles most needed for the change to bring the “right people” on board. These roles will initially be filled externally but in the long term will be “developed” from within, creating additional career opportunities, especially for young employees.





Impact to Business

- Innovation projects were analysed and evaluated for the first time. This means that the decision is made based on the evaluation, informed decision-making.
- Based on lean principles, transparency, feasibility, plannability, and deliverability are reviewed before selection.
- Selected teams are responsible for implementation in all phases around the core systems and processes. Value-based selection and implementation is also carried out in each phase which leads to value-based portfolio management. This ensures that the focus is guaranteed during implementation. Projects that have been started are also completed and provide value.

About Nagarro

In a changing and evolving world, challenges are ever more unique and complex. Nagarro helps to transform, adapt, and build new ways into the future through a forward thinking, agile and CARING mindset. We excel at digital product engineering and deliver on our promise of thinking breakthroughs. Today, we are 15,000+ experts across 28 countries, forming a Nation of Nagarrians, ready to help our customers succeed. www.nagarro.com