



# Breaking Walls between IT and Business in a Traditional Company

**Nemanja Vukoje**





# Who are we?

A big company :)

- Biggest energy provider in Austria
- More than 2.000.000 customers
- More than 2.300 employees
- More than 150 years of history

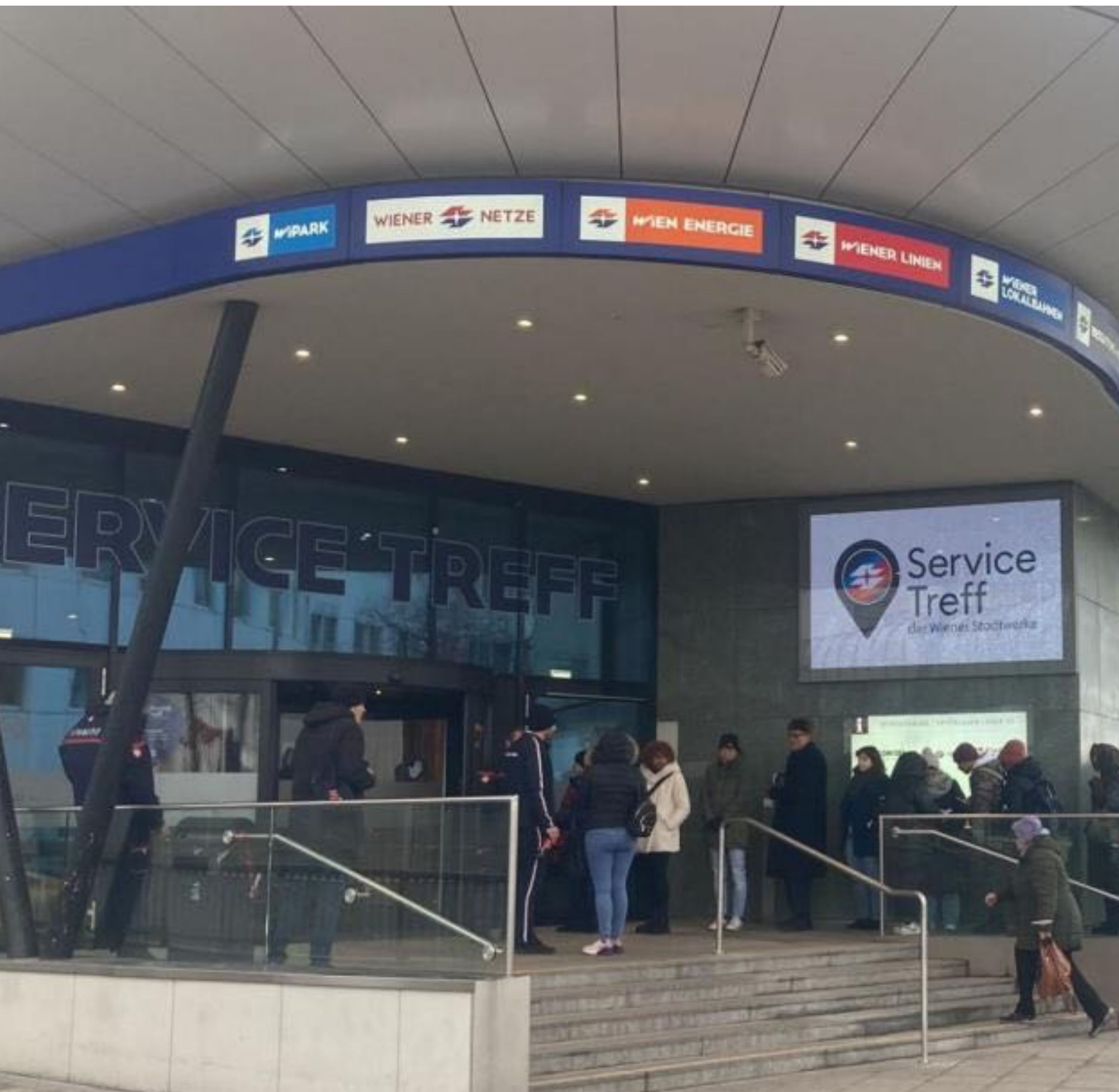
But, IT department in 2022: 25





# Why change?

## WE HAD TO!



**KURIER**

Abo

Anmelden

Menü

K+

Schlagzeilen

NR-Wahl

US-Wahl

70 Jahre KURIER

Inland

Ausland

Wirtschaft

Stars

Sport

Kultur



December 2022

K+ VIDEO

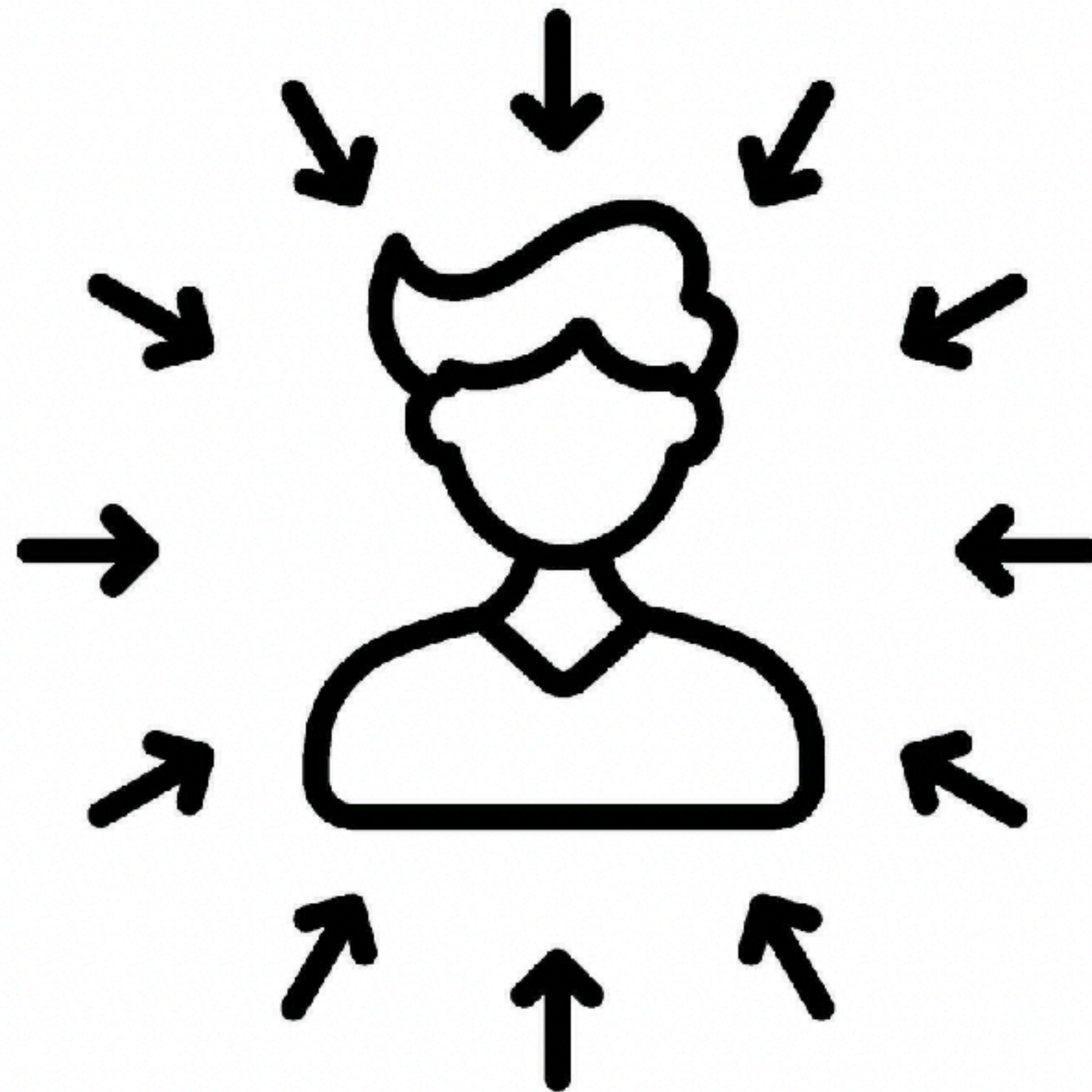
### Stadtwerke-Servicetreff: Kunden müssen in der Kälte stehen

10.000 Anrufe, 4.500 Mails und 600 Personen täglich im Kundenzentrum. Das System von Wien Energie ist überlastet, die Kunden quasi am Ende.



# Why new ways of working?

**Let's put our customers in the first place!**



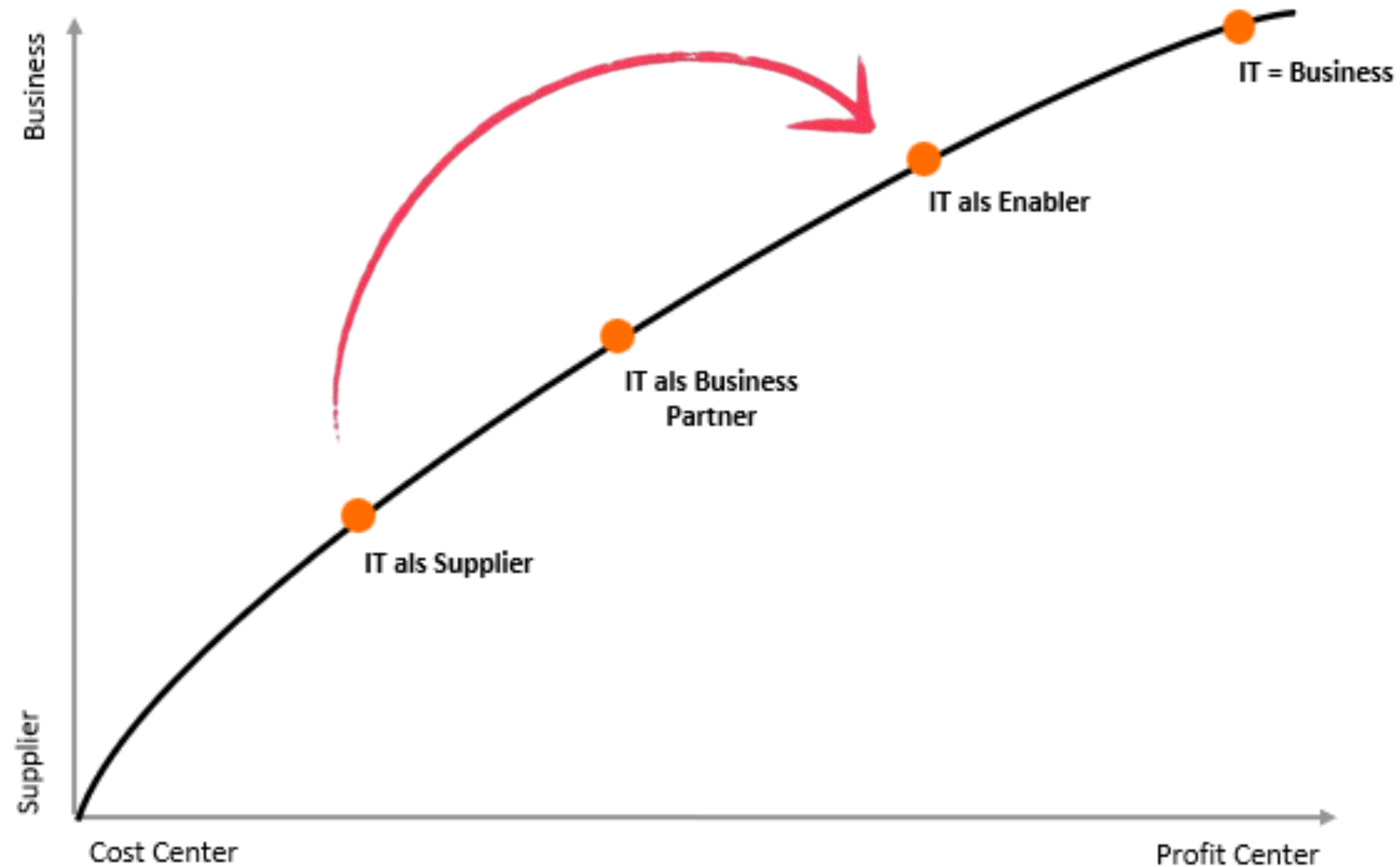
Focus On User



# Why we?

**IT WAS A CULTURAL CHANGE!**

**On Wien Energie example: from "IT as Supplier" to "IT as Enabler"**





**Why me?**

**Simple answer: I was there!**





# Challenge #1

**How do you START?**





# Pilot Project

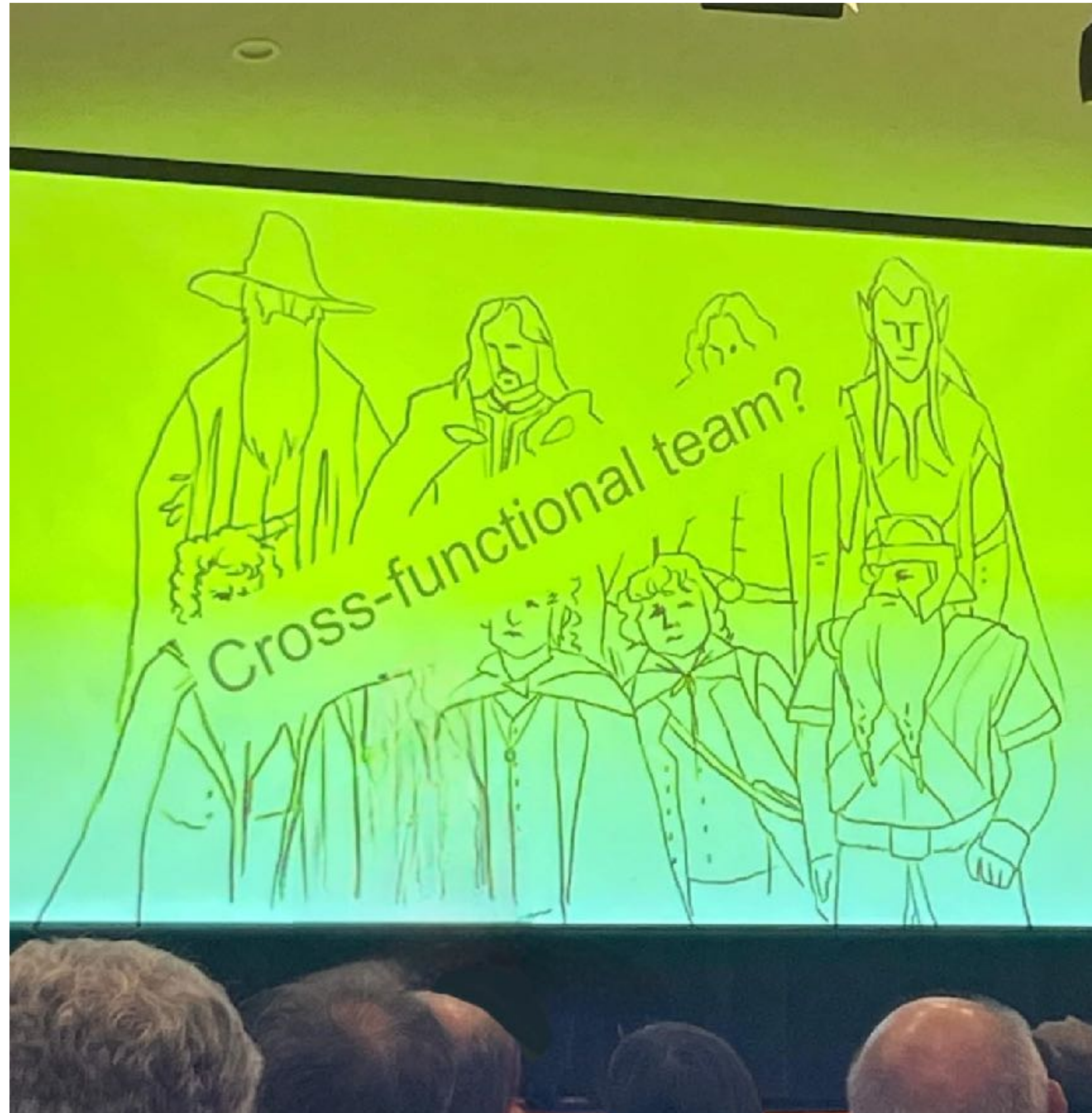
**BUT HOW?**



**Small "secret" ingredient:**





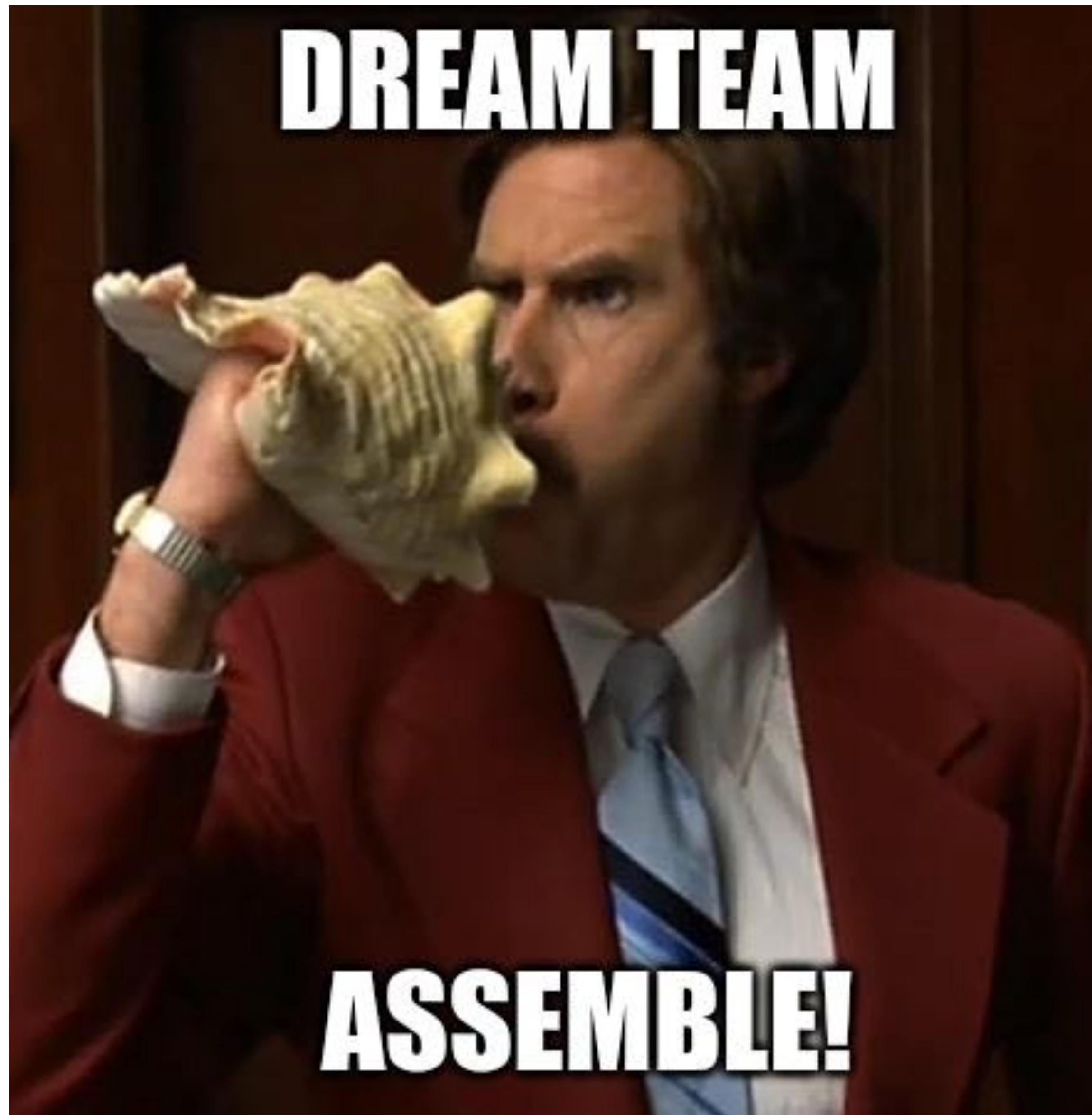


# One agile team

- Give them **ALL CEREMONIES**
- Provide them with Scrum Master
- **WE DO SCRUM!**
- **SCRUM = AGILE**







# One delivery team

- All necessary roles are in the team (IT & Business)
- Scrum as agile framework
- Team is accountable for their delivery

And most importantly:

- GIVE THEM POWER TO DECIDE
- NO FAKE ENVIRONMENT
- REDUCE THE LONG DECISIONS
- ASK THEM WHAT TO CHANGE AND DO IT!



**In the end:**  
**IT WAS A SUCCESS!**

**They delivered, they still develop, they are still a team!**



# Key learnings from the team



- Focus
- Collaboration
- Clear WHY and WHAT FOR?
- Communication
- Shared ownership



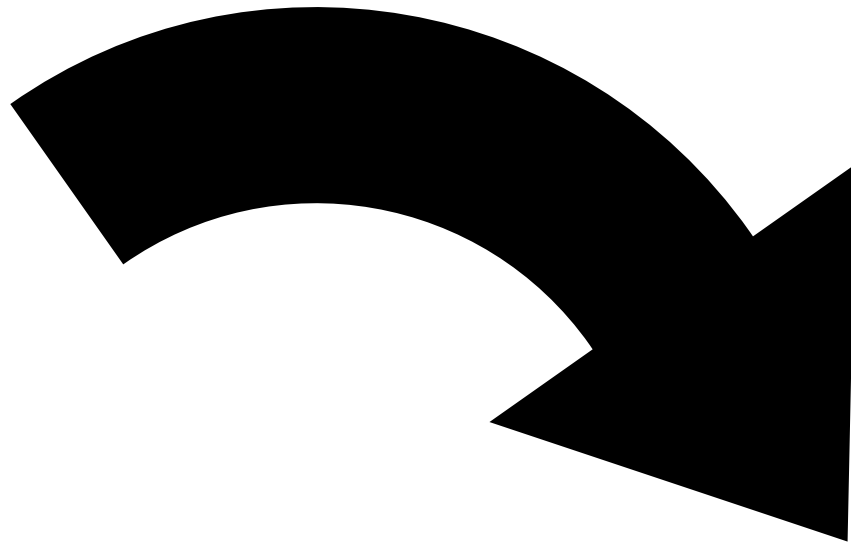
- Still silo thinking
- Roles descriptions were not so clear
- Role allocation



**Challenge "Let's start!"** 

**But... a new challenge was on the way...**







# Challenge #2

**Everyone wants to be AGILE !?!**





**Our IT was not ready for that!**  
**We had too many topics!**

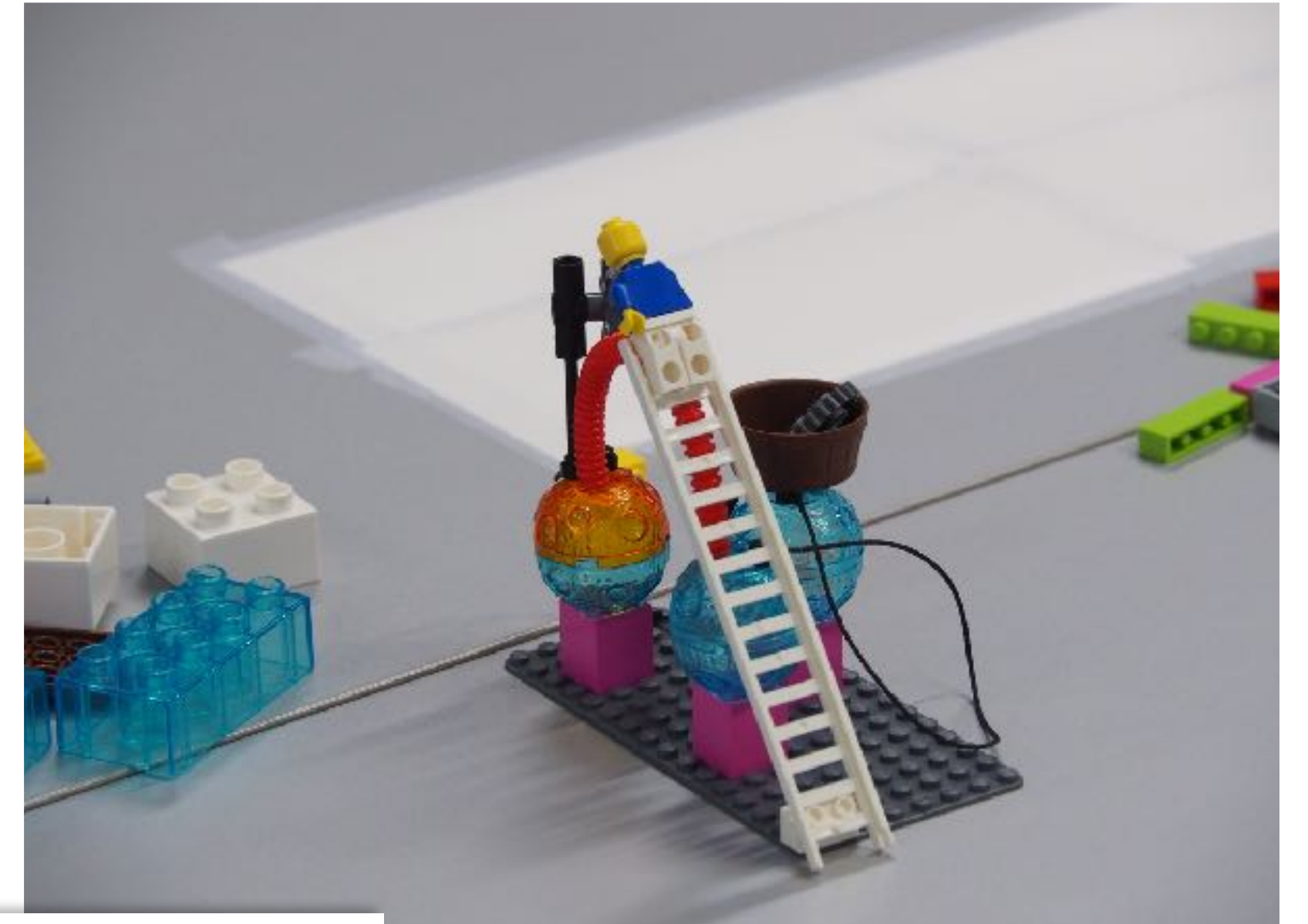


# **Big recruiting initiative has started**

- IT: from 25 to more than 70 people now
- Building internal know-how
- New delivery teams in IT

But... we thought we were the only ones...







**Challenge "Recruit new people"  **

**But now we had delivery teams all over the company...**





# Challenge #3

**Many teams,  
NOW WHAT?**



**How our organisation felt like:**





**IT WAS TIME FOR US TO DEAL  
WITH THAT CHAOS!**



**Small "secret" ingredient:**

**Maybe you remember 🤔**





**We've brought (almost) all teams together!**



# Scaled Delivery Organisation

- Different teams from different parts of the organisation had to meet regularly
- Team and business representatives were involved
- We were getting input from outside of our silos!

For the first time:

- People have seen each other
- Discussed the topics
- Discussed dependencies



# People started to collaborate!

## How did that look like?

- Meeting once a week, to discuss current situation about the projects / products
- Quarterly "Big room" plannings
  - *From yearly to quarter plannings*
- Team roadmaps discussion
- Dependencies discussions

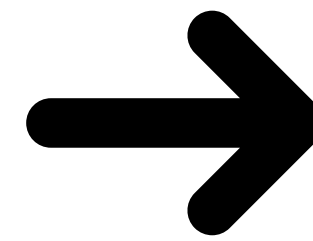








**Our chaos has started getting a form 🥰**





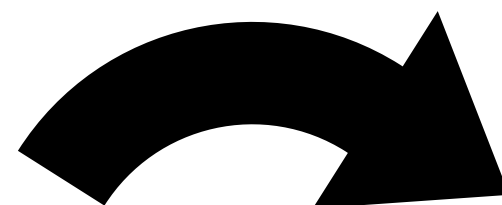
**Challenge "Bring teams together" **



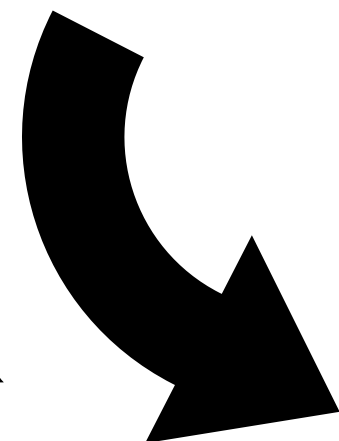


# Our journey (so far)

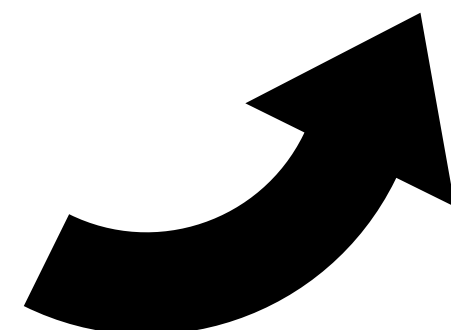
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#1

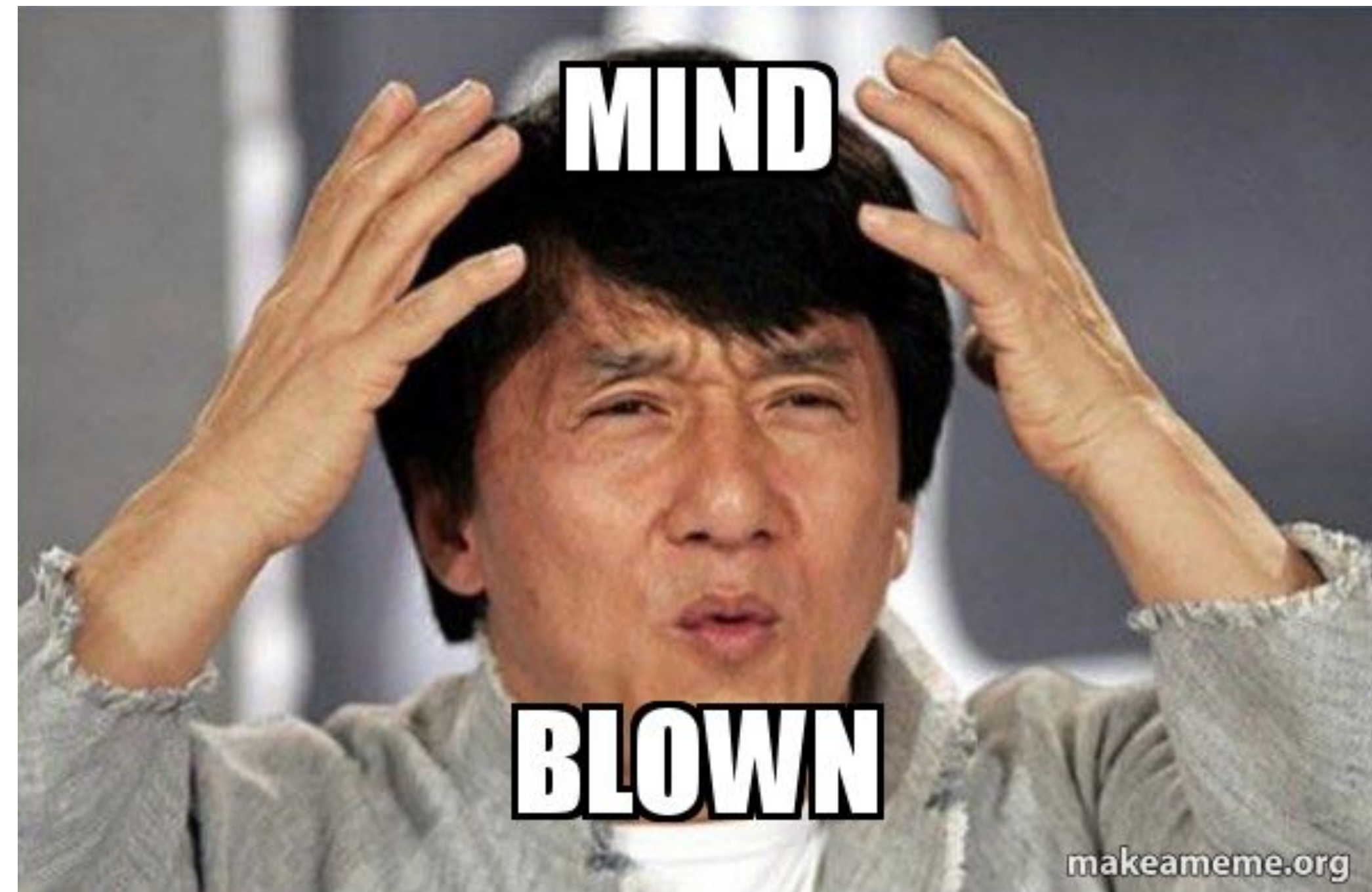


#3





**Result of the organization:**



**But why?**



**1. Teams were developing same or similar things...**

**2. Teams didn't know that they are affecting other teams...**

**3. Teams worked on initiatives, which didn't bring much value...**



# Challenge #4

**Right people on the RIGHT topics!**



**Small "secret" ingredient:**  
**NOT THIS TIME!**

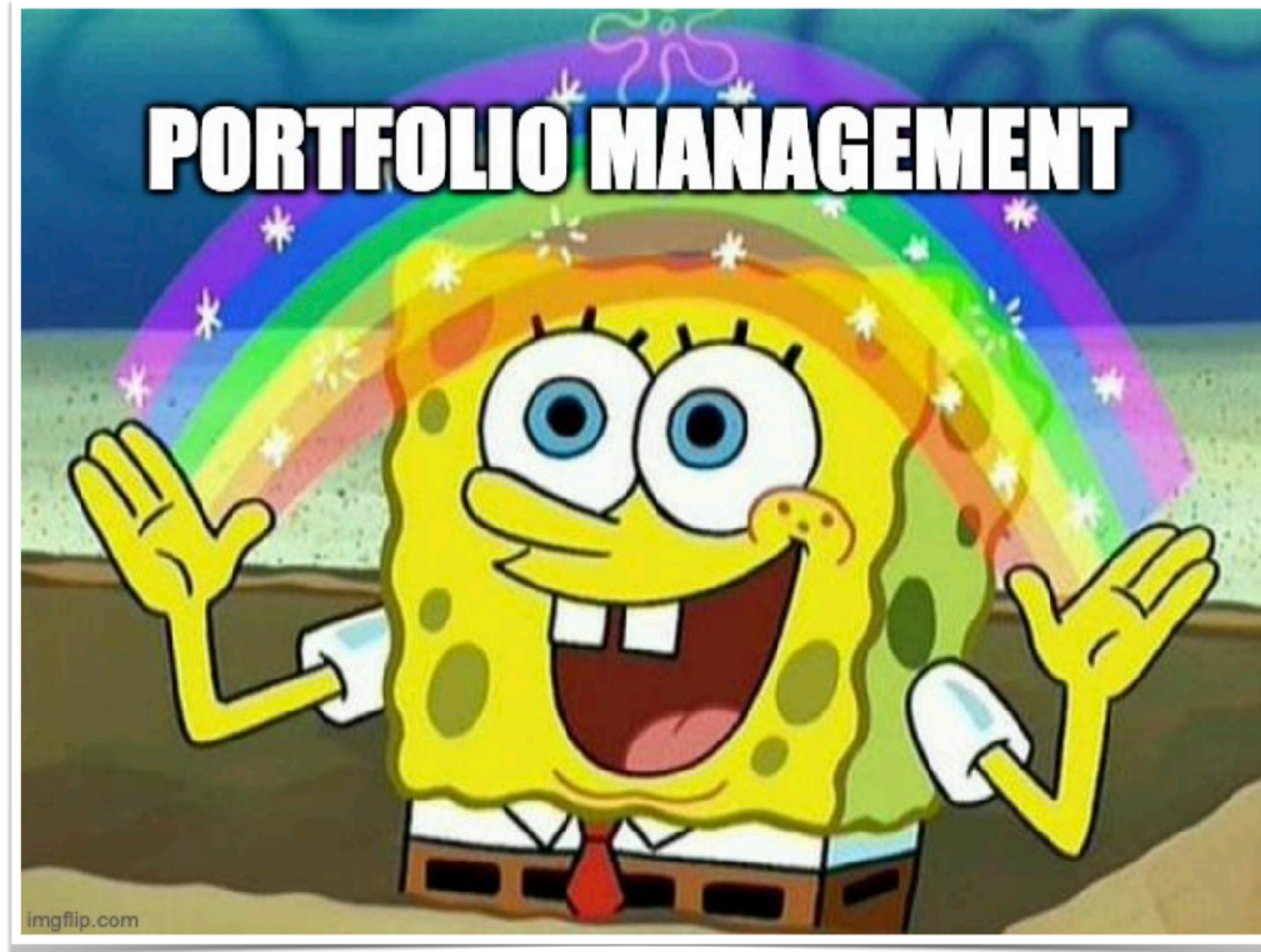




# New "ingredient":

**We started to do portfolio  
management!**

***Or at least we tried...***





# Portfolio Management Idea

- Are we working on right things?
  - Does potential initiatives bring us any value?
  - What are our strategic goals?
  - Are we putting teams on the right topics?
  - Priority of the initiatives?
- 
- Important stakeholder discussing the strategic goals
  - Priority of Portfolio Epics



**But don't forget:**  
**We are a big, traditional company!**



**Old patterns were coming out...**





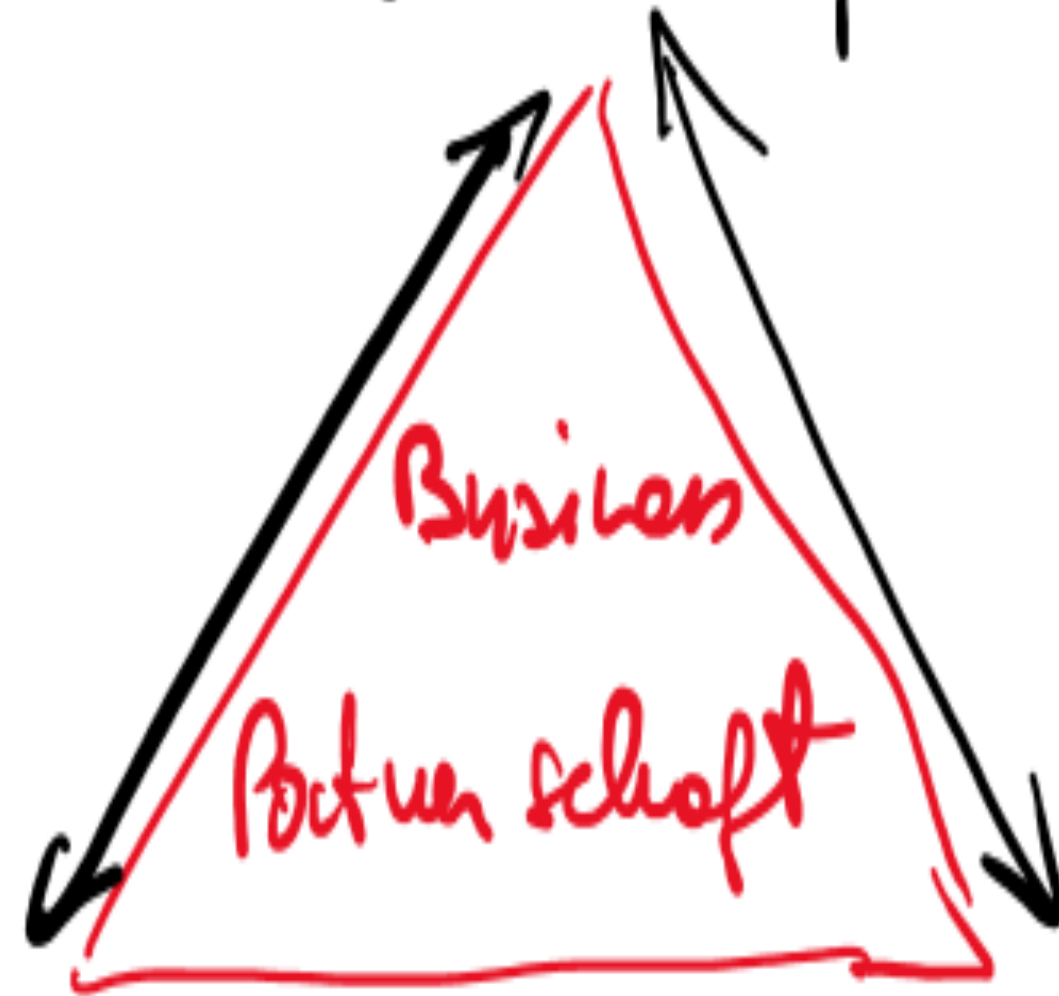




Business Process Owner BPO

FB

Digital Champion



Challenge #4 1/2

New COLLABORATION model!

IT

Demand Mgr

Business Partner BP



Product Owner

FB

Sollte aus

der primär

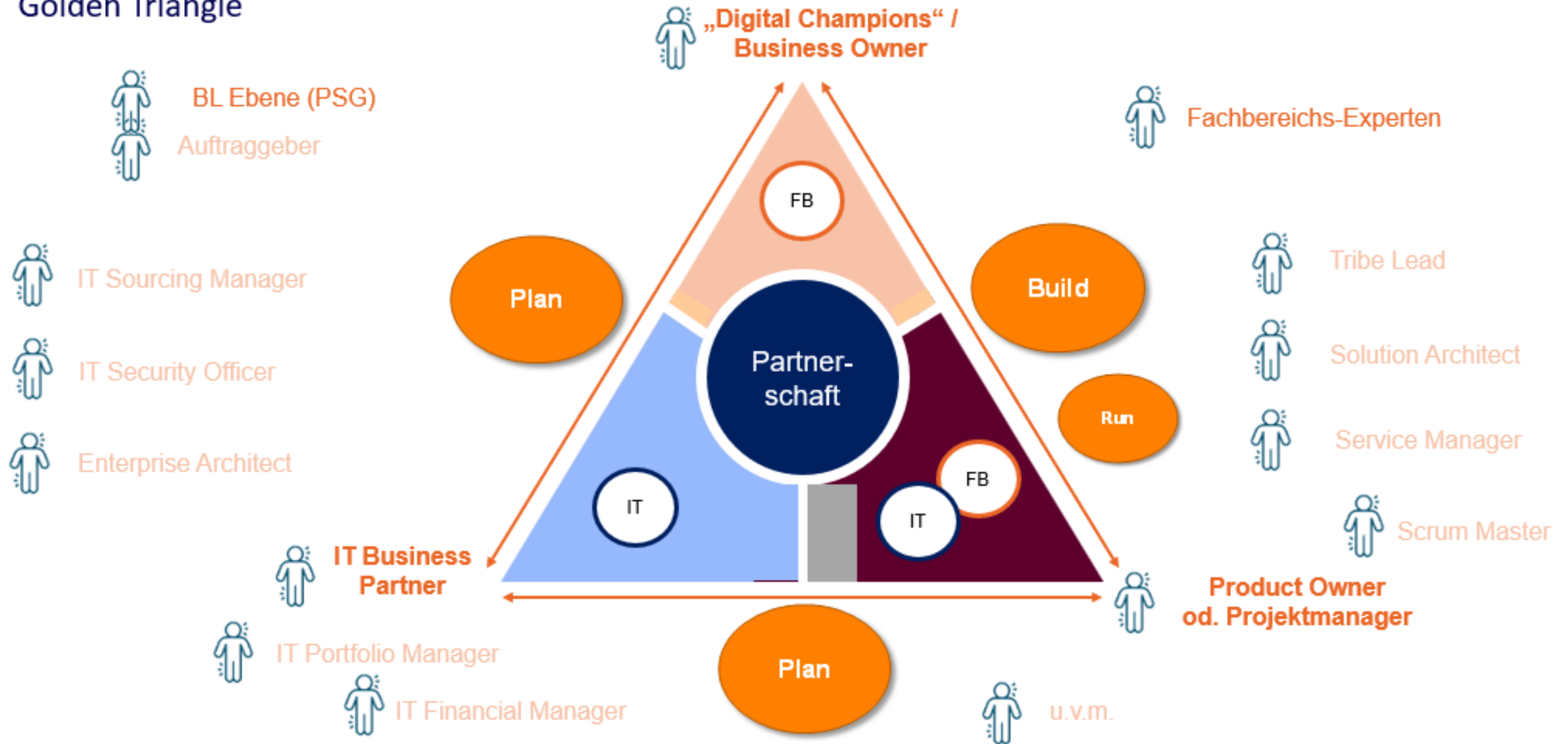
liefernden

Erkelt kommen

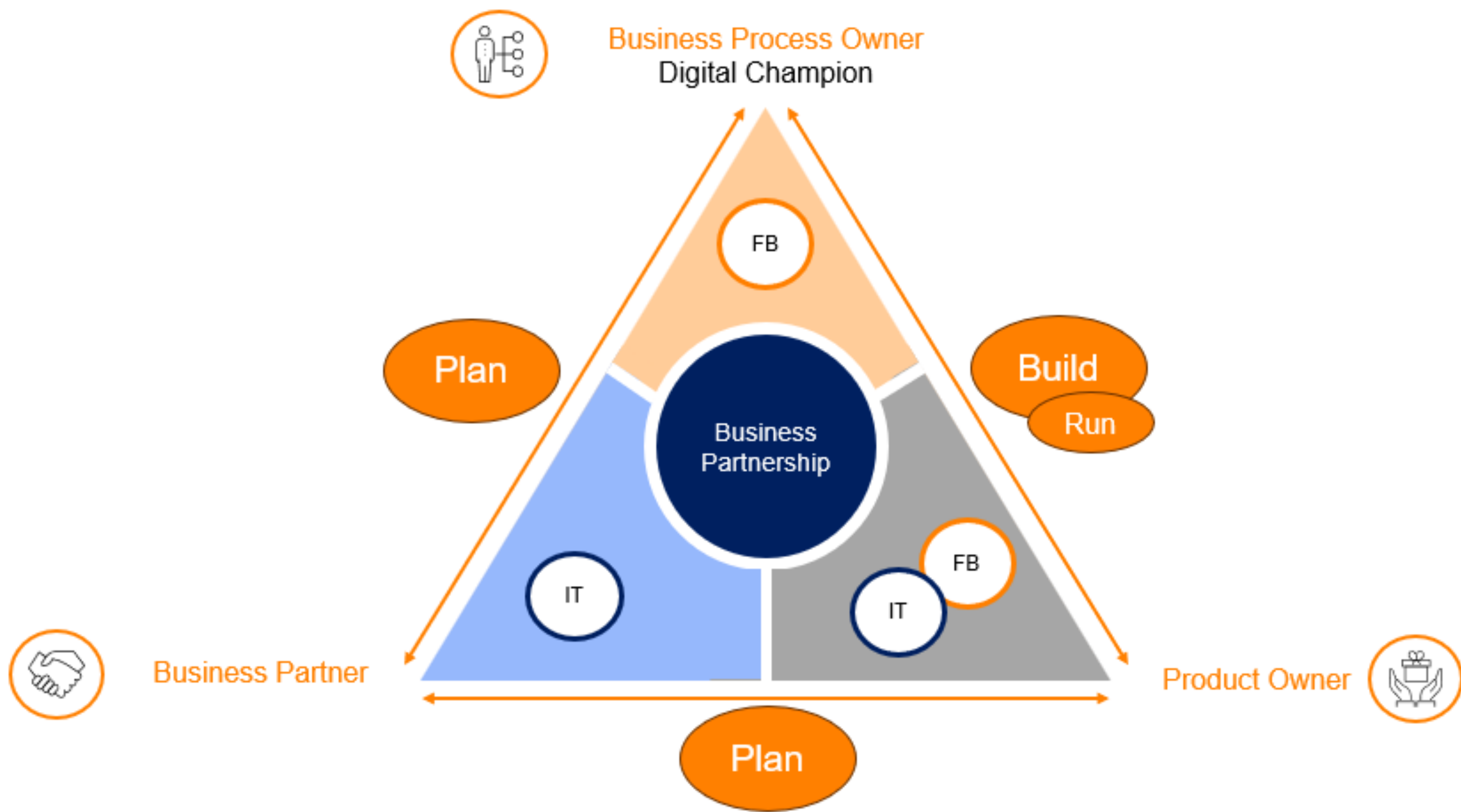
IT



## Golden Triangle





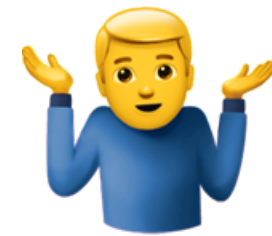




**In theory it sounds good...**  
**But reality hit us differently...**



**Our implementation was not on point...**





**Challenge "New collaboration model" **

**We are still figuring this out...**



It is about *mindset* and *cultural* change!



But we are not surrendering (yet)! 💪



# Our biggest lessons

Let's sum it up!

- You need to bring people together - collaboration
- Trust is necessary for the change
- Have courage to try new things
- New roles do not solve problems
- Bottom-up agility is hard





# My biggest lessons

Let's sum it up!

- People are scared of the word "AGILE"
- Don't forget the change management
- Less is more
- Small steps lead to greatness

Even if it looks scary:





**Thank you for your time! 🙏**

**Questions?**



# I would like to connect!

