

Case Study Scaled Agile

Control organization accelerates product development

**A control organization halves the development time
while costs remain the same.**

In a subsidiary of a German premium car manufacturer responsible for innovation, a scaled agile framework with 160 employees in 15 teams was set up to develop and implement an innovative car-sharing car rental business model.

As the project progressed, the organization became increasingly sluggish and slow. As a result, fewer and fewer deadlines and promises were met and product features delivered. At the same time, the error rate increased and with it the cost of rework. A sustainable solution had to be found quickly in order to keep to the planned schedule.

A project should ensure that deadlines and delivery commitments for product features are met. In addition, the organization as a whole should become faster so that more product features are delivered per unit of time.

An assessment of the organization revealed that the management of the organization did not work because the management organization was practically non-existent. As a result, there was a lack of common alignment, coordination and harmonization. As the complexity of the product increases, so does the need for coordination and harmonization. If these are missing, it is impossible to work together successfully.

All problems were solved by implementing a suitable management organization. The result was a common focus for all teams and employees. The resulting coordination and alignment not only made it possible to meet all deadlines and commitments, but also to accelerate the organization to the desired extent. An additionally implemented Agile Release Train (ART) also contributed to this. New product features are now delivered to customers faster and more reliably.

With a one-off investment of €125,000, a permanent reduction in development time was achieved at the same cost.
