The Agile Software Factory

Delivering success year on year
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Case Study Renta Solutions
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Why we transformed to agile software factory?

We wanted Happy customers and they asked us to think as partner able to

- Fast changing environment
- Increasing pressure on new regulations
- Constantly changing needs
- Quality software should be operational
- Releases as often as possible
- We hate regression; should be avoided
- Software should be state-of-the-art
- Avoid expensive implementations if it can be done simply

We want value for money and a partner thinking with us
Today we have 500+ Strong agile software factory
Goal is a delighted customer
Customer is King
Embrace Change
Time to market is essential
The first time right
We speak your language
Not longer in the waterfall way

- Method based on paperwork - limited direct communication - limited feedback
- Customers most of the time don’t get what they really wanted
- Elapse time from business demand and IT supply - too long
But in the Agile way

- Permanent feedback loop with the customer/business
- The business is allowed to change his mind - we embrace change
- Direct communication is key - iteratief development makes the difference
Agile culture makes the difference
Only define the general outline at the start. Go for a first release which is the minimal viable product.
Only build what will actually be used
We changed the collaboration model towards a max budget engagement without having detailed requirements upfront.

It requests also a trusted relationship.
Scrum (Project Management Principles)

XP (Engineering principles)

Lean & Kanban principles

Cegeka’s best practices from experience

Agile @ Cegeka
Agile team

High level Analysis
User Stories
Planning
Testing

Domain expertise
Planning – Prioritisation
Feedback – tests

Cross functional team

Architect
Development lead

Project management
Process management

Incremental design
Test driven development
Pair Programming
Shared Code
Continuous integration
Continuous build

Continuous deploy
Continuous monitoring
Performance optimisation

Customer
Customer Proxy
Product owner
Scrum master
Developer
Coach
Satisfying the business needs within budget & time

... the reason for going agile
Start with Project Foundations

Deliver business value, not just a technical solution
Avoid high maintenance costs

First time right

Continuous Integration

Collective ownership

Test-Driven Development

Refactoring

Actual mistakes

Test Automation

Mistakes driver would make

Mistakes navigator would make

Pair work
Continuous learning is part of our DNA
Virtuel Visit Software Factory

Agile team
CUSTOMER TESTIMONIAL

RENTA CASE
HENRI JEANDARME
MRT1: Maintenance Repair Tires
MOVIE RENTA SOLUTIONS
Why did we choose Agile?

- Guaranteed time to market
- Assure high quality
- Better focus on what the (business) customer really wants - close collaboration
- Higher productivity and cost reduction
- Self-organizing teams

Failure was not an option 😊
Max Budget Contract allowed us to turn the triangle without danger for timing & cost.
Context Renta renewal project 2012-2015

- Max budget price contract for 20 Lease companies in Belgium
- Baseline Productbacklog + 15% contingency
- Rebuild existing Application in Magic => Java
- Decisions in workgroups based on consensus
- Foundations per release on governance, scope & architecture
- Migration from old magic-application in parallel with development
- Fixed milestone for the minimal viable product delivery in Sept 2013
- Monthly Steering team with CEO of Renta Solutions
- Independent Quality assurance done by Deloitte
Feedback loops are key to avoid surprises

✓ We agreed to give feedback as quickly as possible from different directions
✓ We agreed to give each other constructive feedback
✓ Retrospective meeting each iteration to put the team in a continuous improvement trend
✓ Strict governance instruments applied
No surprises - Collaboration was key - we are all on the same boat
Renta & Cegeka ONE team, ONE Goal
Focus - Definition of done is important!

- Focus on finishing the sprint
- Focus all your efforts on doing the work that you’ve committed to do and do it right from the first time
- Focus on coding for the needs of today instead of those of tomorrow - refactor whenever needed
- Deliver each sprint or release updates of all agreed artifacts like:

  - Working software that automatically can be deployed
  - Automated tests
  - Architecture documents
  - User manual
  - ...
Simplicity as common rule for solutions

Do the simplest thing that could possibly work
Do what is needed and asked for, but no more
Take small simple steps to your goals

...
Openness

We discussed all issues (no taboos but open minded) but time boxed. Be open to new ideas and alternatives - consensus model so in the end one voice of the product owner team!

However keep focused on business value within the agreed timing - prioritisation is key!

...
The commitment of the team was great!

The team commitment on every iteration was in a disciplined way respected.

The attitude “Do whatever is necessary to meet the goals” is key.
Quality focused

Regression did not exist

All that worked yesterday did also work today, tomorrow after each upgrade, each new release.

No critical production bugs after go-live 😊

How?

Test Driven Development was the practice applied
Final Quote

“The agile method is very user-friendly. Our IT project is broken up into small increments, which are completed one by one. The project development phase includes a lot of communication and structured consultation. That stimulates a dynamic approach, increases the quality of the software and ensures we will get the application we really want”

[Henri Jeandarme, Operations Director at Renta Solutions]
WE INVITE YOU TO VISIT THE SOFTWARE FACTORY IN BELGIUM
YOU CAN DOWNLOAD THE WHITE PAPER
AGILE PROJECT MANAGEMENT

10 RECOMMENDATIONS AFTER 10 YEARS
FOR SUCCESSFUL SOFTWARE DEVELOPMENT
