The Journey to Scrum@Scale at a Fortune 500 Oil & Gas Company

- Case study by **scrum inc.**
- Presented by **Ci Agile**
- Available at: https://ciagile.com

I n recent years, acquisitions have been a major growth strategy in the oil and gas industry. As a Fortune 500 oil and gas company merged with various newly acquired companies, its IT portfolio grew.

They decided to implement an SAP ERP system to streamline the IT infrastructure. Scrum Inc. trained the executive team to cultivate understanding and support for Scrum at the leadership level.

The Wells and Fields Data Wrangling Team's experience illustrates how Scrum Inc.'s unique approach helps organizations deliver results quickly and efficiently.

Challenges

- When Scrum Inc. coaches first engaged with the Wells and Fields data team, both the team and the company were new to Scrum.

- During the autumn of 2017, the dedicated Product Owner (Benjamin) and the open-minded Scrum Master (Peter) experienced two back-to-back failed go-lives as their team attempted to prepare data for the struggling SAP ERP implementation initiative.

- Benjamin and Peter had been unable to advance the readiness of the team's data to the 70% acceptance level which was mandated by corporate key performance indicators (KPIs).

- Geographically distributed teams. Team members were distributed between offices in Texas, France, and India.

- Limited subject matter expert resources. Subject matter experts (SMEs) were spread thin – one SME, for example, had been assigned to four operating Scrum teams.

- Insufficient development staff. Additional developers were needed.

Actions

"Minimal viable planning" approach

Engaging the C-Suite and addressing cultural issues

Using past client experience

Confronting, analyzing, and learning from failures

Results

- The delivery was one full week ahead of schedule.

- The data was at a state of 93% readiness – well above the corporate-mandated 70% level.

- Two other mission-critical countries that had stagnated at a 35% readiness level were pushed to 74% and 82% readiness.

Lessons Learned

Scrum programs made the team realize that they could improve their efficiency, e.g. quantifies the amount of work a team can tackle in a single Sprint.

Changed the habit of the team's over-promising but under-delivering work.

Scrum can help increase the quality as well as the happiness of the team.

By instilling the values learned from Scrum the team has become more productive e.g. overdelivering on their promises to the stakeholders.

It took some time but successfully changed the habit of the team's over-promising but under-delivering work.

Scrum is for all domains - Not only for software and technology, but also for the oil and gas industry.