**Solution 5:**

The core elements of Bintoso's culture that need to change are:

**1. Functional Silos:** Functional silos appear when each team or department operates separately from the other without any cooperation between them, this is a strict separation between the different teams that allows each team to have its own goals and agendas. Which affects the company's inability to keep pace with the rapid change in demand by customers and competitors. The evidence is that Communication across organizations is done formally following org hierarchy and rules, and Interactions between departments are less frequent and formal through well-defined processes.

**Action taken:**Implement executive training programs to help executives remove silos, and understand the importance of collaboration across all departments of the company.

**2. low deployment rate:** A low deployment frequency indicates that there may be broader problems, such as inefficient processes, a lack of people, or an inadequate team structure. in the Bintoso company, we can see that clearly, the stability of the IT environment is rewarded, so the IT organization has strict formal processes for change management that are largely people-driven (approvals needed). As a result, the company is unable to keep pace with the rapid change in the markets, an increase in demand, and a change in customer behaviour.

**Action taken:** Creating a culture of risk-taking and experimentation by Encouraging teams to take risks and not be afraid of making mistakes. If there is an error in the production environment, it can be rollback.

**3. technical debt:** The rate of change of business requirements exceeds the rate of change sustainable by IT. The company today are under pressure from competitors, and the speed of customer behaviour change forces them to develop and ship fast. This need for speed leads many product and software development teams to trade between taking on technical debt or launching later. The CEO inherited ageing legacy systems and processes that have been unable to keep pace with the rapidly changing demands of Bintoso customers. CEO says, “Our systems need to evolve as our business grows.”

**Action taken:** By planning small changes and rolling them back as needed, the team can deploy many changes daily.