



British Telecom

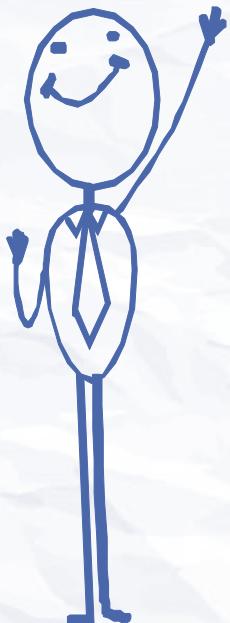
— Success Transformation



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PART ONE

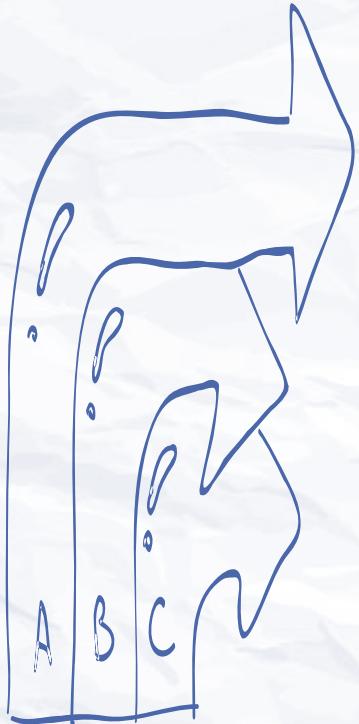
Introduction

British Telecom





What is British Telecom



1

BT group plc, formerly British Telecom

2

BT's origins date back to the founding in 1846 of the Electric Telegraph Company, the world's first public telegraph company, which developed a nationwide communications network.

3

A British multinational telecommunications holding company headquartered in London, United Kingdom. It has operations in around 180 countries and is the largest provider of fixed-line, broadband and mobile services in the UK, and provides subscription television and IT services.



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PART TWO

Transformation Background

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Transformation From Waterfall



1 Requirements:

Too many people were generating requirements; almost all requirements had a high priority; attempts were made to squeeze a maximum number of work items into the next release.



2 Design:

There were too many intermediaries during the design stage and a painful approval process.

Waterfall

Year 2004

3 Schedule:

Development deadlines were hard to meet; there was a lot of pressure on the developers and little time for QA.

4 Release:

Deployment was a nightmare. Some releases or even entire programs were discarded as being “too late to the party,” being no longer economically viable or too buggy.

Agile



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PART Three

What Did They Do

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What Did They Do



They started doing smaller, more frequent iterations to improve quality and have more time for integrating increments into the whole.



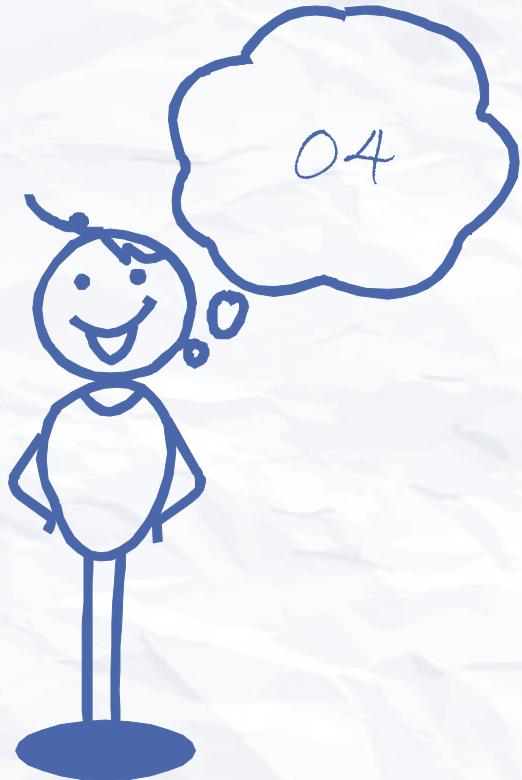
Customers should be directly involved to facilitate approvals and ensure everyone is on the same page.



Instead of documenting all requirements up-front, they decided do user stories and continuous delivery.



Shorten the delivery cycle;
Describe requirements by prioritized use cases



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PART Four

Transformation Results

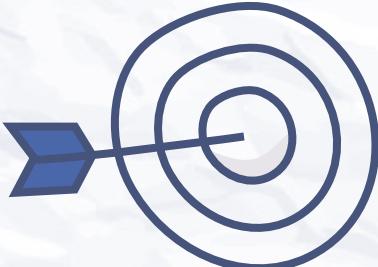
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Transformation Results



When two years passed since the transformation, no one at British Telecom was willing to go back to the old Waterfall model. These were some of the achievements:



The delivery cycle went from 12 months to 90 days. It now starts with a three-day company-wide meeting, at which shareholders are also present.



Everyone involved has agreed to set strict priorities and focus only on stories that drive business value.



At the end of each cycle, the program is evaluated against a set of success markers. The team may be paid a bonus depending on the results.



Doing things the Agile way has improved developer morale and motivation.



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PART Five

The Reasons For Success

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The Reasons For Success



INTERNAL

- Technology:
always test first and continuous integration technology
- A strong mandate ensured that all programmes put the new practices to the test whether this seemed logical or not.
- The non-technical departments in the enterprise have also been transformed into Agile, and other departments have enough trust in the IT organization
- Expand the influence of the IT department on the enterprise and recognize the true value provided by the IT department to the enterprise

EXTERNAL

- Collaborative approach: A strong partnership approach between the business customer and the development community.
- Customer relationship: places a certain amount of pressure on the (internal) customer to be clear about the business priorities and the features that would provide the greatest return on investment.
- Agile delivery strategy at the enterprise level: establish a “key group” with two consulting companies as foreign aid to combining different advantages and perspectives.



The End



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