TURKCELL AGILE TRANSFORMATION STORY

Buse Özen

Professional Scrum Master (PSM)

Agile Master - Service & Tariff & Campaigns Analyst

TURKCELL GROUP

Converged communication and technology services player

66.7 MILLION TURKCELL GROUP SUBSCRIBERS
1.7 MILLION FIXED SUBSCRIBERS
(incl. unconsolidated Fintur subscribers)

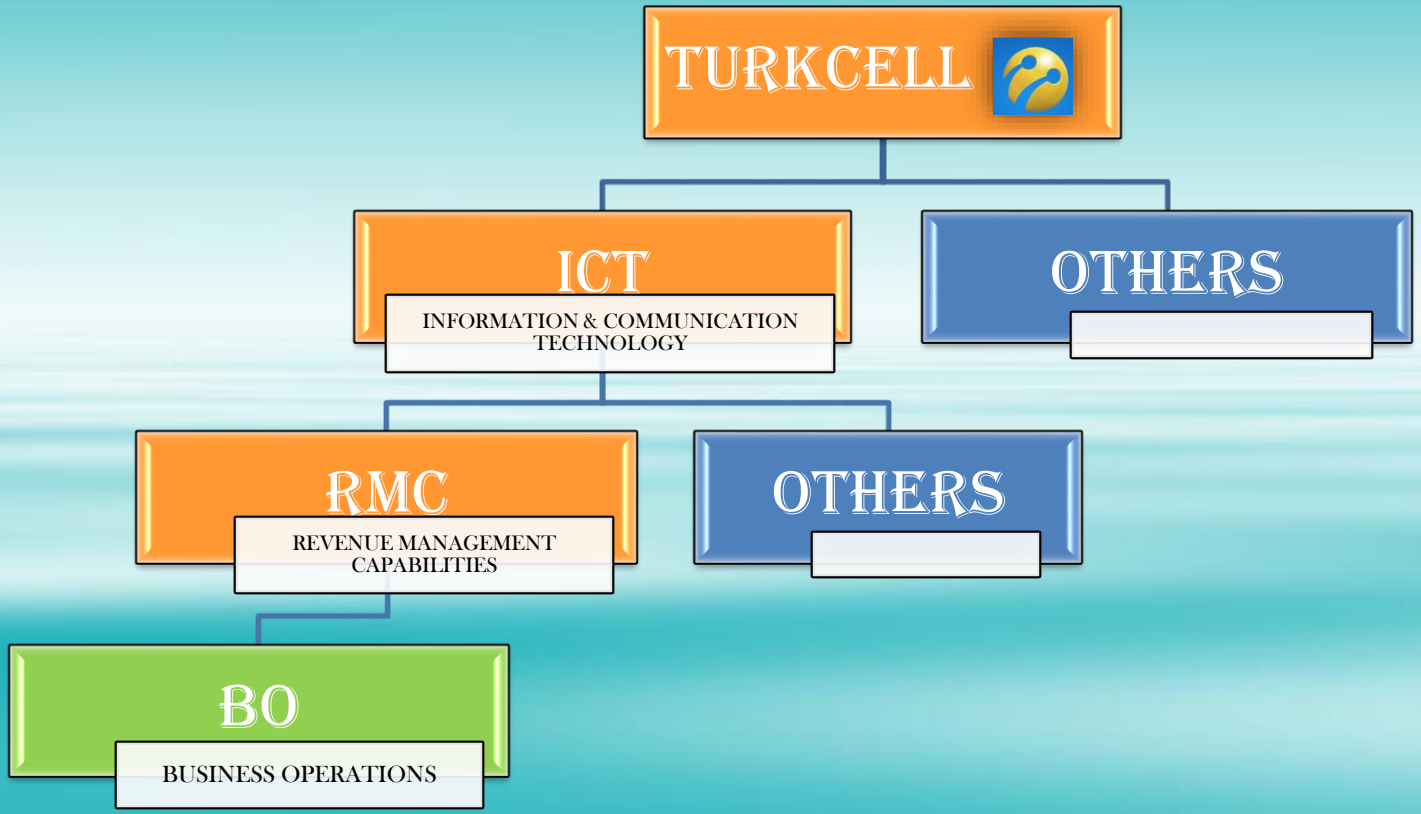
GROUP COMPANIES

TURKCELL
TURKCELL GLOBAL BİLGİ
TURKCELL SUPERONLINE
GLOBALTOWER
TURKCELL KUZEY KIBRIS
TURKCELL EUROPE
TURKCELL TEKNOLOJİ
inteltek
lifecell
Kcell
Azercell
Moldcell
Geocell

BORSA İSTANBUL

TKC LISTED NYSE

ORGANIZATIONAL STRUCTURE



OUR PRODUCTS & SERVICES

SMART DEVICES

TARIFF PACKAGES

FIXED & MOBILE CONVERGENCE SERVICES

VALUE ADDED SERVICES

EXCLUSIVE GIFT SCENARIOS & CLUB MEMBERSHIPS

BUSINESS OPERATIONS & KPI'S

MULTI-VENDOR ORGANIZATION

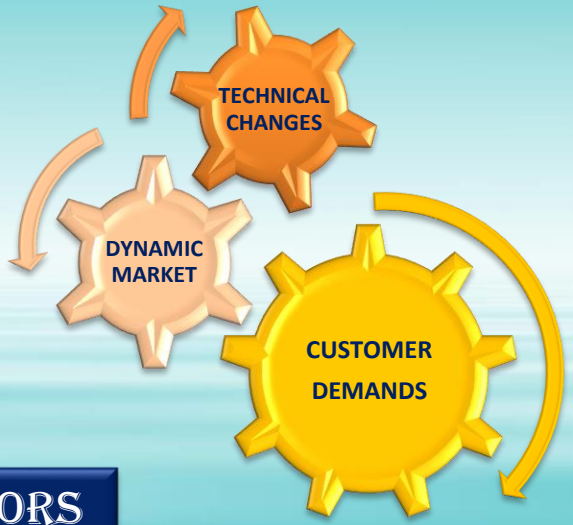
TURKCELL

ERICSSON

TURKCELL GLOBAL BİLGİ

- ANALYSIS
- CONFIGURATION & DEPLOYMENT
- TEST

CHALLENGES

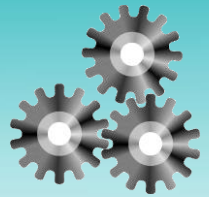


KEY PERFORMANCE INDICATORS

INSPIRATIONAL FACTORS

«Progress can not be generated when we are satisfied with existing situations.»
Taiichi Ohno

- EFFICIENCY
- LEAD TIME & CYCLE TIME
- REAL TIME PRIORITIZATION
- BUSINESS – IT ALIGNMENT (SYNERGY)



BUSINESS REQUEST

Requests are created by the marketing teams as tickets.

START WORK

REQUEST LIVE

Configuration is ready on the production.

WASTED TIME ~ 10 DAYS

CYCLE TIME ~ 30 DAYS

Analysis, Deployment and Test steps are completed.

LEAD TIME ~ 40 DAYS

- ✓ Prioritization Problems
- ✓ Pushing System
- ✓ Different Places To Work
- ✓ Communication Gap
- ✓ Lots of different teams running in parallel

TRANSFORMATION ROADMAP

DECEMBER 2014

- Pilot Teams were established
- Scrum Trials

MARCH 2015

- Choice of Agile Approach (Extended Kanban)

JANUARY 2015

Consultancy Kick-off

- Analyzing the Process in terms of Lean & Agile perspective
- Knowledge sharing with Marketing Teams

APRIL & MAY & JUNE 2015

Pilot Applications

- Co-location
- Score Card Management
- Kanban Board
- Kanban Team, Kanban Master, Product Owner

JULY 2015

- Pilot Teams Event

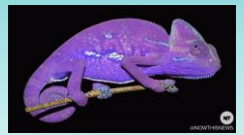
AUGUST 2015

- Phase-2 Transformation Kick-off

DECEMBER 2015

- Transformation was completed.

WHY DID WE GIVE UP SCRUM?



Dynamic Market Condition, Prioritization

Time Lag

Competency Level: Analyst, Deployment Specialist, Tester

SOX: Segregation of Duties

TRANSFORMATION MILESTONES

TEAM UP | BOARD DESIGN | WIP | BACKLOG & PRIORITIZATION | DAILY MEETINGS | CO LOCATION | RETROSPECTIVE MEETINGS

ABOUT US | PROCESS | ROADMAP | EXTENDED KANBAN | ACQUIREMENTS | NEXT STEPS

EXTENDED KANBAN

COMPETENCY COMMITTEE

✓ *Provide Business Continuity*

GOVERNANCE COMMITTEE

KANBAN MASTER COMMITTEE

Understanding & Practicing Agility, Governance of Agile Maturity

ANALYSIS COMMITTEE

Focus on automation & innovation

QUALITY ASSURANCE COMMITTEE

DEPLOYMENT COMMITTEE

EXTENDED KANBAN

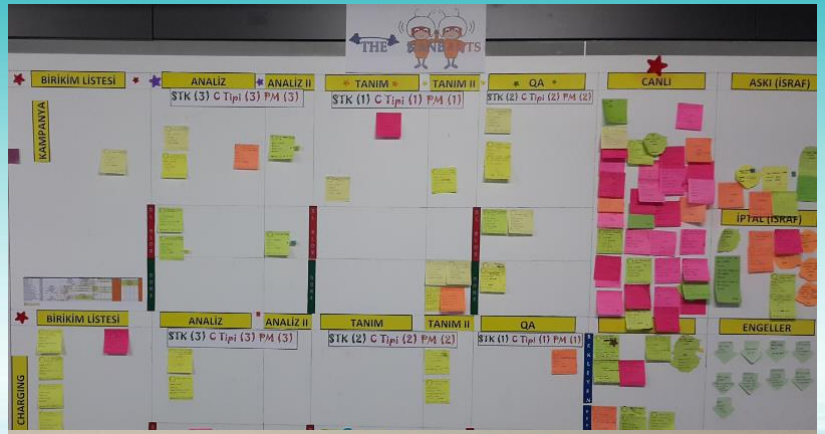
SCRUM
- ✓ Transparency
- ✓ Teamwork
- ✓ Openness
- ✓ Rituals

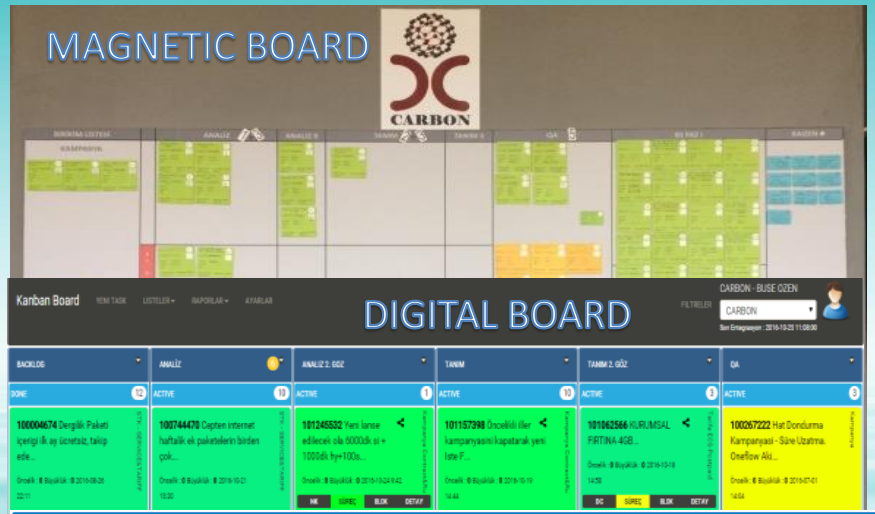
+

KANBAN
- ✓ Pulling System
- ✓ WIP Limit
- ✓ Andon (Block)

+

EVOLUTION OF KANBAN BOARD





BO PORTFOY TOP 10 PM

SIRA	PM ID	STATUS	SERVIS	OPEN DATE	INC CNT	1HOUR BEF	OPEN INC	OPEN INC DATE	WA	OWNERGROUP	OWNER
1	P2281047	DATAREQ	TC	19-OCT-16	- 4	4	0		No	TG-ICT-	
2	P2280222	APPROVED	STR	13-OCT-16	- 3		0		No	TG-ICT-	
3	P2279674	INPROG	TC	09-OCT-16	- 2		0		No	TG-ICT-	
4	P2282103	INPROG	TC	27-OCT-16	- 2		0		No	TG-ICT-	
5	P2281058	APPROVED	TC	19-OCT-16	- 2		0		Yes	TG-ICT	
6	P2270455	DATACON	CRBC	06-JUL-16	- 1		0		Yes	TG	
7	P2275785	APPROVED	STR	01-SEP-16	- 1		0		No	TG-ICT-	
8	P2278149	APPROVED	MMIC	26-SEP-16	- 1		0		No	TG	
9	P2279919	DATACON	STR	11-OCT-16	- 1		0		No		
10	P2280107	INPROG	STR	12-OCT-16	- 1		0		Yes	TG-ICT-	

BO PORTFOY TOPLAM INC. SAYISI : 7

10 GUNDEN ESKI INC. PM SAYISI : 1

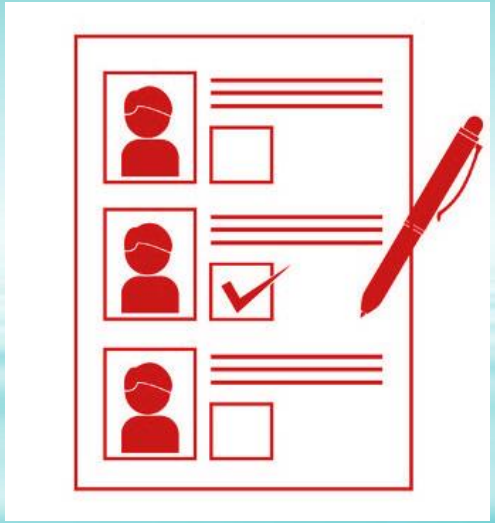
SCORE CARD MANAGEMENT

		TURKCELL	ERICSSON	GLOBAL BILGI	
Area	KPI	Analyst	Development	QA	Goal Type
Transition	70%	5,0%	5,0%	5,0%	Team Goal
		10,0%	10,0%	10,0%	
		8,0%	8,0%	8,0%	
		2,0%	2,0%	2,0%	
				5,0%	
Satisfaction		5,0%	5,0%	5,0%	
Operation		10,0%	10,0%	10,0%	
		5,0%	5,0%		
		7,5%	7,5%	7,5%	
		7,5%	7,5%	7,5%	
Compliance		5,0%	5,0%	5,0%	
		5,0%	5,0%	5,0%	
Initiatives	30%	15,0%	15,0%	15,0%	Individual
		15,0%	15,0%	15,0%	
		100%	100%	100%	

ONE TEAM ONE GOAL!

ELECTION OF KANBAN MASTER

Team members vote by secret ballot.



+

Management has assessment and evaluation.

60%

40%

ACQUIREMENTS

BUSINESS REQUEST

Requests are created by the marketing teams as tickets.

START WORK

WASTED TIME ~ 5 DAYS

CYCLE TIME ~ 15 DAYS

Analysis, Deployment and Test steps are completed.

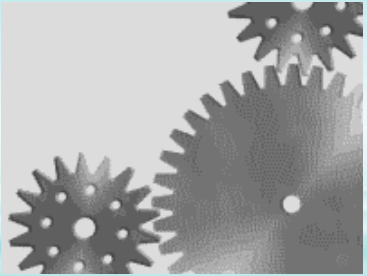
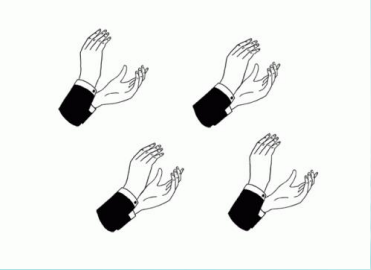
LEAD TIME ~ 20 DAYS

REQUEST LIVE

Configuration is ready on the production.

- ✓ Co location
- ✓ Team Work
- ✓ One Team
- ✓ Focus on important ones rather than urgent ones
- ✓ Pulling System

KPI'S

PRODUCTIVITY	TIME TO MARKET	BACKLOG	CUSTOMER SATISFACTION
			
+25%	-30%	-90%	+30

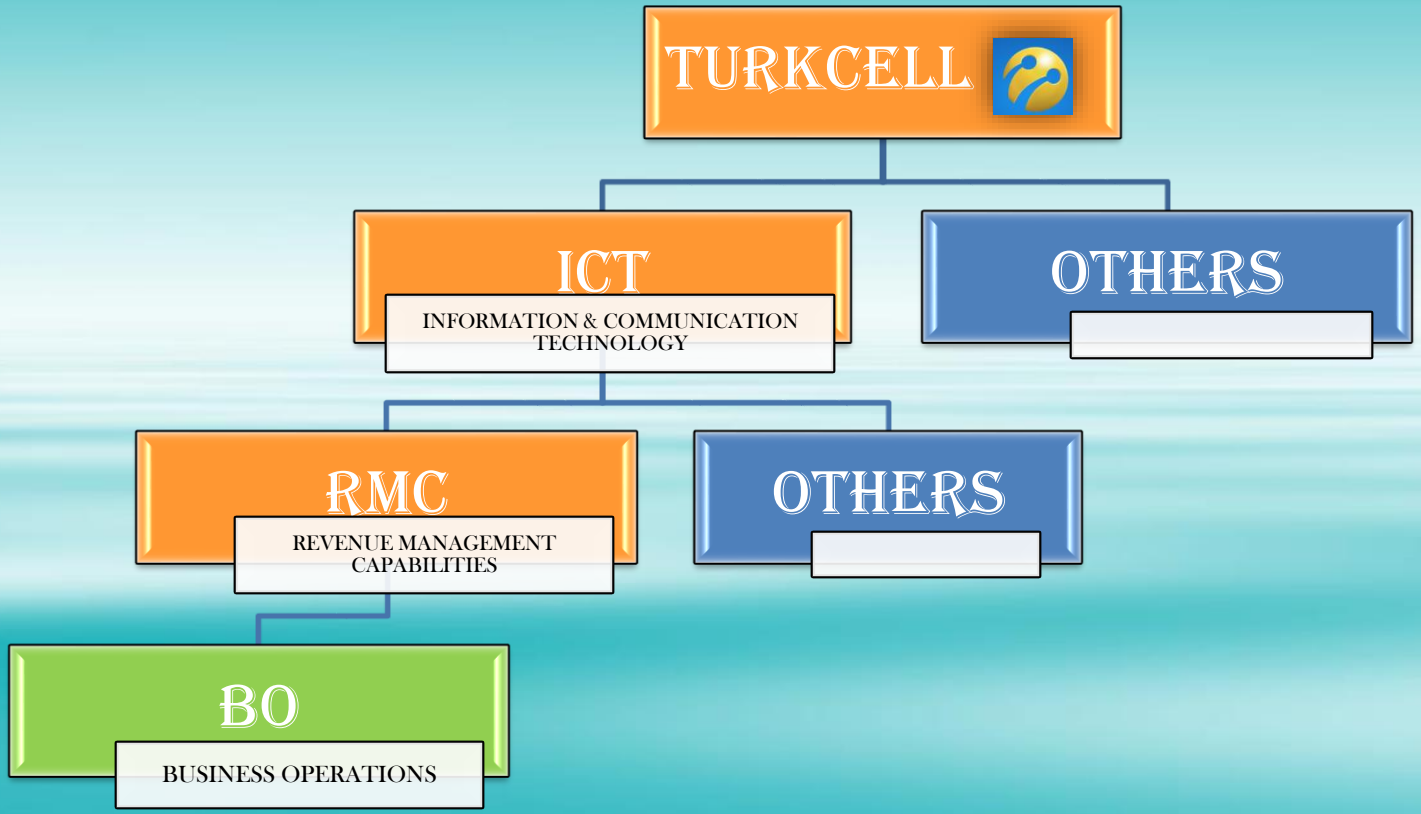
SUMMARY

- Facilitation of Management
- Co-location
- Team Goal
- Choice of Agile Approach
- Motivating the Teams for Transformation
- Business IT Alignment (synergy) & Product Owner Role

NEXT STEPS

Being the Pioneer of the Agile transformation

BRING AGILE TO THE WHOLE ORGANIZATION



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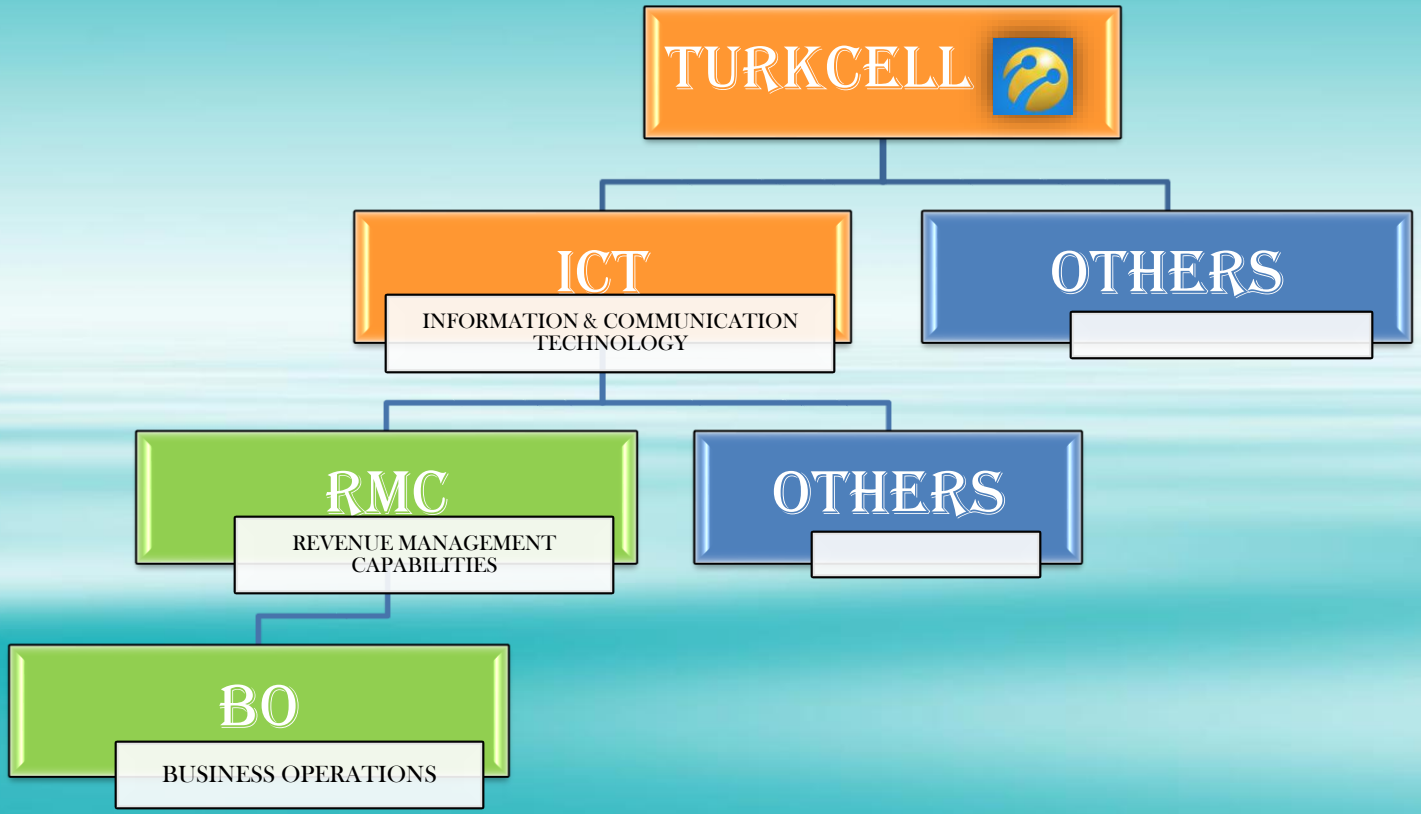

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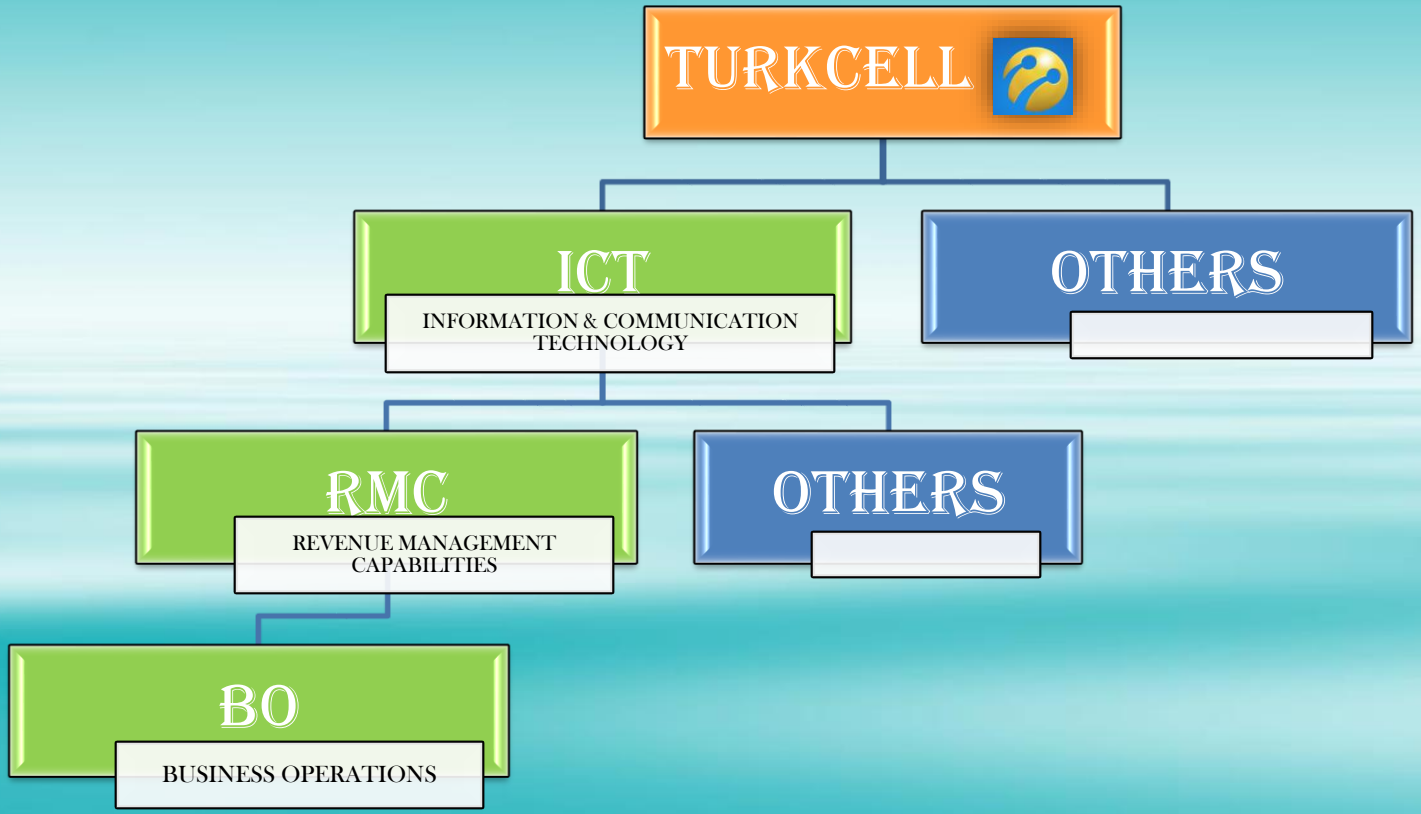


NEXT STEPS

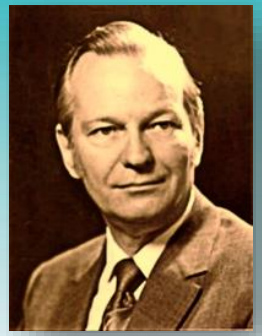
Being the Pioneer of the Agile transformation

PSM PSPO PMI-ACP

International Certifications (PSM & ACP & PSPO)

Agile Coach Role & Tribe Leader

Agile/Lean Maturity Level



“It is not the strongest of the species that survives, nor the most intelligent, but the one most adaptable to change»

Leon C. Megginson

THANK YOU FOR YOUR KIND ATTENTION

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