

BCS agile certification

**YOU ARE
STRENGTHENING
YOUR TEAM** **WE ARE YOUR
FOUNDATIONS**

Maersk Line's agile transformation
underpinned by BCS agile
practitioner certification

[Read more >](#)

BCS agile certification

The organisation

The challenge

The benefits

The results

01

Maersk Line

'Culture eats strategy for breakfast' is a phrase you will hear at Maersk Line. They know that change driven by process alone falls away when problems occur and people revert to old habits. The BCS Agile Programme supported a sustainable change.

Faced with very long lead times for their IT solutions, and rising requests for software development, their IT had to work smarter, not just harder.

✓ With delays reduced by 80% and turnaround time reduced from 208 to 108 days, the ROI increased to 26.3 per dollar*.

■ **We have definitely become more focused on outcomes as a result of the education.**

■ **Özlem Yüce, Agile Transformation Lead Maersk Line**



BCS agile certification

The organisation

The challenge

The benefits

The results

02

The challenge

In 2009-10, it was taking on average 150 days for Maersk Line to get value out of its development pipeline. A quarter of requirements took over a year. Over 450 requirements took more than 500 days to deliver.

This was painful because like most organisations, Maersk Line is highly dependent on IT to enable strategic change so, with increasing demand for software development, the situation was getting worse.

What this meant for Maersk

Part of the problem was that IT was acting like a factory, simply 'taking orders' from the rest of the organisation. They were focused on delivering, on-time, on-budget and simply meeting specifications and this clearly wasn't working. What they really needed to focus on were the more important business outcomes for Maersk Line: more value, faster flow and better quality IT solutions. This required partnership and collaboration with the organisation. They tried implementing Scrum on a couple of strategic projects.

Key issues 2009-10



On average, 150 days to get value from the development pipeline.



25% of requirements took over a year.

BCS agile certification

The organisation

The challenge

The benefits

The results

03

BCS agile certification

To create a lasting transformation Maersk Line selected the BCS endorsed VFQ (Value Flow Quality®) work-based education programme from Emergn.

VFQ is methodology-neutral and delivers the tools and the understanding for individuals at all levels to understand and apply agile practices to the way they work.

What this meant for Maersk

Across the organisation there is now a common language. People talk about how they can break ideas down in order to deliver value early and often. Teams talk about how we need to optimise the whole end-to-end value stream, not just their team or department.

The work-based learning has been a key part of this by changing the way people think.

The BCS agile practitioner certification has been an important catalyst, encouraging people to engage at a deeper level with the learning material.

Rather than blindly aligning to a particular framework, brand, or interpretation of agile; we are aligned with the outcomes that matter for Maersk Line

Özlem Yüce, Agile Transformation Lead Maersk Line

BCS agile certification

The organisation

The challenge

The benefits

The results

04

Centralised booking system project

 Turnaround time reduced from 208 to 108 days

 ROI increased to \$26.3 per dollar*

 88% reduction in number of defects

 Required patches down 85%

*Average ROI in 2009 across \$100m portfolio was \$4.1

SAP project

 Turnaround time reduced from 168 to 60 days

 ROI increased to \$44.8 per dollar*

Find out more

Learn about BCS agile certification at bcs.org/agilecertified

