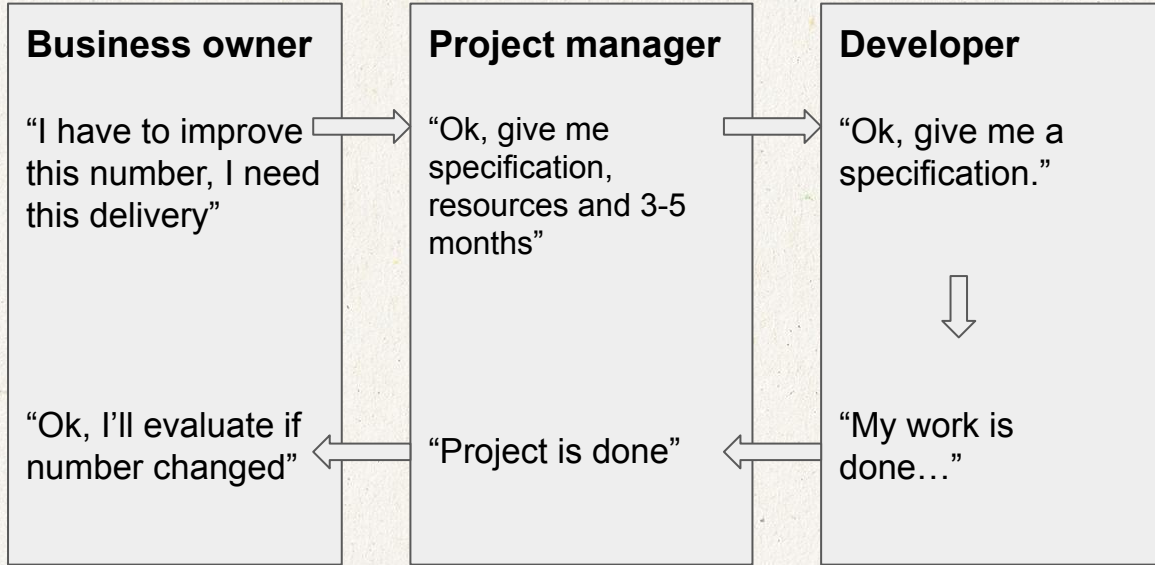# Agile transformation at Rohlik.cz

Tips & Fails

Ondřej Klamt, CTO Rohlik Group
Roman Šmiřák, Co-founder RainFellows

Why Agile aka what was before...

- 2014-2020 Rohlik.cz as a start-up was naturally Agile but without framework

- As we grew we need more structure and change "punk style" into professional service

- We implemented PMO in Spring 2020

- However, it slowed us down rapidly...

With PMO: we delivered innovation slowly, with flaws and without ownership

Business owner

"I have to improve this number, I need this delivery"

"Ok, I'll evaluate if number changed"

Project manager

"Ok, give me specification, resources and 3-5 months"

"Project is done"

Developer

"Ok, give me a specification."

"My work is done…"

At the moment we were slow on multiple levels.

We lack ownership, which creates flaws.

Organization is set for delivery, not for innovation.
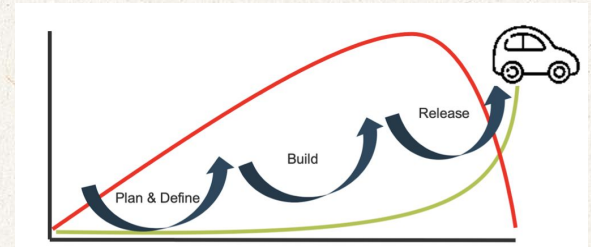
December 2020: Agile journey begins

- Dropped PMO and plans for Agile transformation initiated

- **Objectives**:

  - Speed of innovation, ownership, cross country standardization

- Top management buy-in

- No internal knowledge - support needed

December 2020: Design workshops

- RF needed to understand current and future organisational structure, Rohlik culture and specifics

- **Objective**:

  - First Squads kicked off in January

  - 14 Squads ready by the end of quarter

- **Two intensive days** resulted in AT road-map

- Transformation managed as **Agile project**

- RF prepared **Agile playbook**

Agile playbook

- Single source of truth what Agile@Rohlik.cz is or is not

- Live Google presentation (60 slides)

  - Why Agile at Rohlik.cz

    Objectives of the Agile transformation

  - How Agile organization looks like

    - Definition of Tribes, Squads, basic roles and responsibilities

  - Way of working at Strategic (OKRs + QBR) and
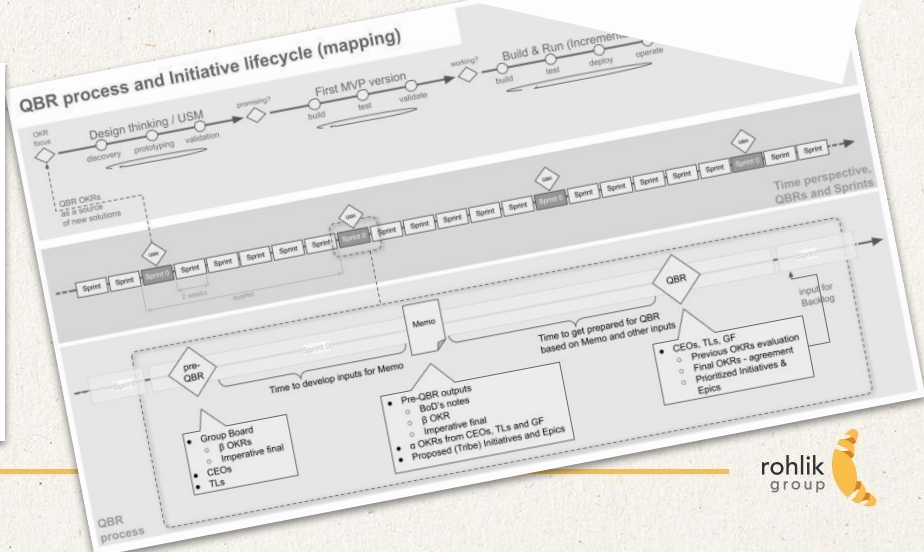
    Operational (Scrum and Kanban)

Agile playbook

- Not a detail guideline!

- Owned and updated by Agile Coaches

Agile Coach
- Agile guru - Expert on Agile methods and tools (mainly Jira) supporting 1-2 Squads
- Systemic thinking - Guides Squads to create a system and knowledge to:
  - Identify delivery risks
  - Identify and diagnose process issues
  - Improve delivery efficiency and quality
- Same boat - Although the Squad is responsible for an efficiency/effectiveness and improvement, he is trusted expert; Squad's OKRs are his/her concern as well
- PO support - Supports/Makes sure Product Owners does his duties well, as well as helps stakeholder communication, the mediator in case of a conflict
- Ceremony facilitator and mentor - Initially s/he is the mentor, trusted advisor, the Agile ceremonies facilitator, s/he supports meeting preparations, including the planning and reviews
- Challenge→teach→mentor→hand-over - As the Squad grows, the Coach is more focused on challenging it for further improvements and solving cross-Squad issues. Ultimately the Squad becomes almost AC-independent.
- Role model - As s/he has personal development mindset and skills, supports Chapter Lead and Tribe Lead to hire and develop the right skills set of Squad members
- Tool guru - Advising the team on the usage of Agile tools (Jira)

Example

BoD	Strategic Imperative Group level OKRs	I: Ultimate customer experience O: Customer obsessed & ultimate CX KR: NPS >70
TRIBE	Tribe OKRs	O: Significantly improve Chef order penetration KR: Chef order penetration > 30%
	Initiatives	Involve Rohlik users community recipes
SQUAD	Epics • User Stories	1) Community forum ○ User: Show top community recipes ○ User: Like / share ○ User: Contribute with your own recipes 2) Recipe authorization ○ Community Admin: List new recipes ○ Community Admin: Moderate discussion on forum

January 2021: First failure

- **Objectives** of January board meeting:

  - Onboard Group CEO Tomáš Čupr and all the Board members

  - Introduction of the Agile transformation plan

- Why it failed:

  - Everyone except RF was physically in the room, RF online

  - Huge Agile knowledge gap between Board members

- Result: lost of an initial trust, it slowed the progress for couple of months

January 2021: Kicking off the first Squads

- Organised as online session

- **Objectives**:

  - Squad members know their purpose, each other and their OKRs

  - Introduction of an Agile way of working

  - Squad knows how to work together

- **Lesson**:

  - Hybrid (online + offline combination) is the worst option

  - Kick off facilitated by RF was crucial

February - March 2021:
Kicking off most of the Squads

- Organised as online or offline session

- Several all-hands online sessions via Zoom explaining Agile transformation at Rohlik.cz

- **Lesson**: there is never enough communication!

  - Missing AC Chapter Lead → missing single point of contact that would communicate decisions regarding Agile Transformation

  - Difficult to communicate a content that requires knowledge and experience most of the company misses

April 2021: first three months and first real QBR

- We learnt what went wrong

- Missing focus on OKRs - Agile transformation consumed lot of time

- Initial excitement drop, some people started hesitate about agile

- **Lesson**: Agile Coaches & Product Owners are key success factor!

  - Squad's results related to quality of AC & PO

  - Lack of Chapter Lead of ACs

May 2021: all Squads ready

- Starting first full quarter with all squads

- Tomáš Čupr takes over position of PO for two Squads

- He participated in Squad kick off incl. Agile simulation - January failure finally fixed

- **Lesson**:

  - Hands-on involvement of the whole management team

July 2021: first QBR with all Squads

- Approaching "Norming" phase, finding way to Performance

- We have all squads, most of roles covered, now we can really start to do agile

- **Lesson**:

  - **To build and kick-off squads is just a start of Agile transformation**

  - Each squad has their own issues, own limits -> Agile coach scope

		Q1					0	Average ratio
Sprint		1	2	3	4	5	0	
Squad								
Shopping experience	25.1.	121%	0%	100%	56%	100%	115%	75%
Chef	25.1.	95%	75%	69%				80%
Check- out squad	18.3.	121%	52%	89%	64%	79%	62%	81%
Premium	15.2	95%	47%	67%	63%	40%	119%	72%
CRM &Pers	8.3.	27%	46%	73%	56%	38%	78%	48%
Supply	6.5.	-	-	83%	100%	97%	112%	98%
Inbound	15.2.	75%	87%	36%	45%	53%	51%	59%
Outbound	15.2.	30%	61%	68%	66%	11.50%	145%	47%
Last Mile	6.5	-	-	94%	100%	119%	175%	122%
Private Label	25.1.	-		-	-	-		
Production	15.2.	-		-	-	-		
Supplier Monetization	1.4.	-	53%	70%	64%	41%	262%	57%
Dynamic Pricing	25.1.	19%	93%	64%	100%	54%	93%	66%
Admin Innovations	1.3.	120%	52%	103%	100%	131%	221%	101%

Next steps

- Norming phase → Performing phase

- Hire Agile coach chapter leader

- Develop Product owners

- Unblock specific limitations in each squad

- Hire Developers

- Adopt true Rohlik culture ("Rohlik Ingredients")

Summary

3 things we'd do differently

- Senior Agile coach in internal team

- Initial workshop for the board

- Development of Product owners

3 things we did great

- Choosing Agile as a way of working

- Top-down buy-in

- Establishing the teams and squad's kick-offs

Thank you very much for your attention

and please <u>ask</u>