## Pietro Fiorentini Spa

We are an international Company that designs, manufactures and installs equipment, complete solutions and services for Oil and Gas treatment, metering and regulation.

## Our Numbers

- Over 80 years of history

- Export started in 1956

- Over 1700 employees worldwide

- 6 production facilities in Italy

- 7 production facilities worldwide

- Sales offices located in Europe, America, Africa and Asia

# Why Lean and Agile together

- With Lean we achieved Efficiency

- With Agile we want to improve Effectiveness



| CONSOLIDATE | | EXPLORE / PROBE |
| BACKBONE | | NETWORK |
| ORGANIZATION | | AUTONOMY AND DISTRIBUTED LIABILITY |

*An organization that simultaneously manages the existing business model and its change*
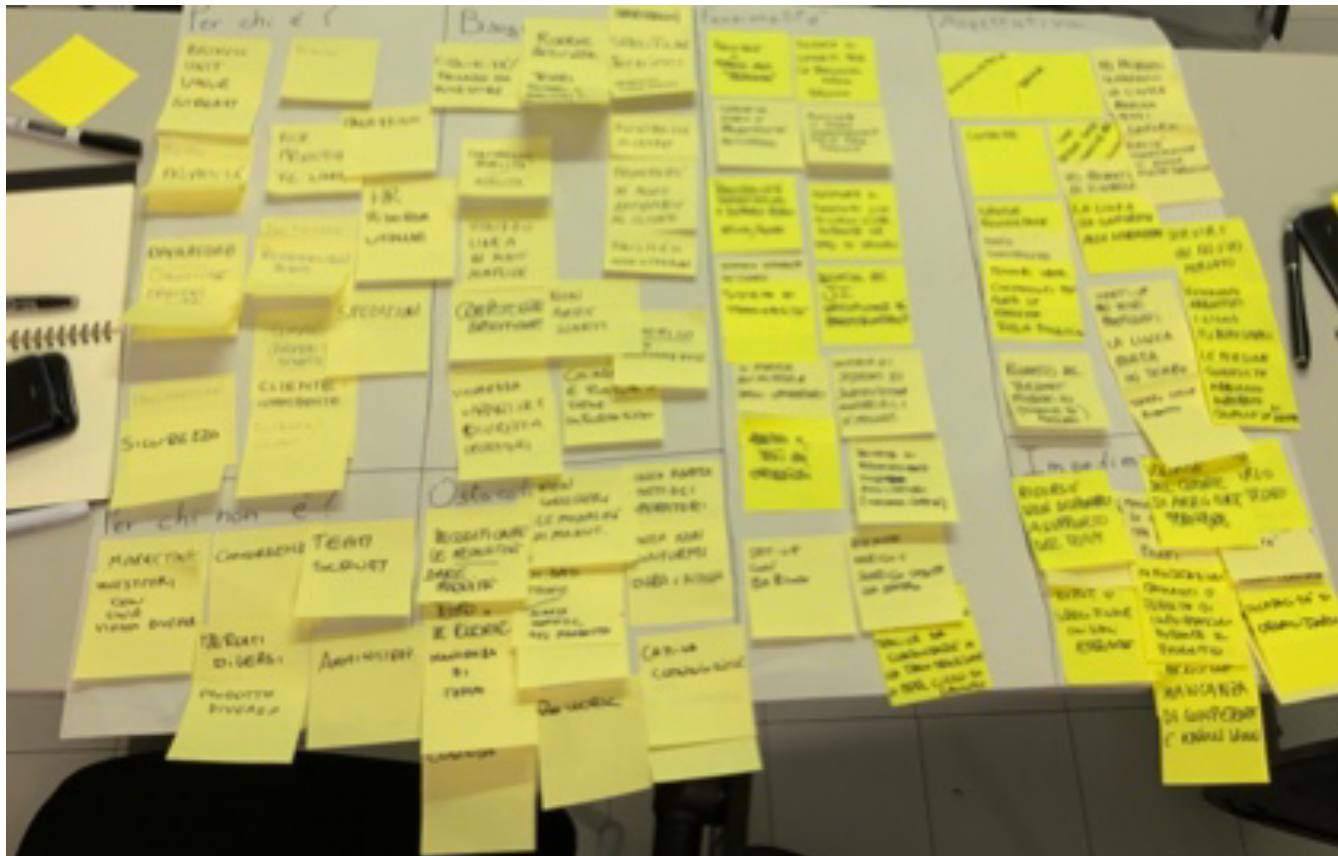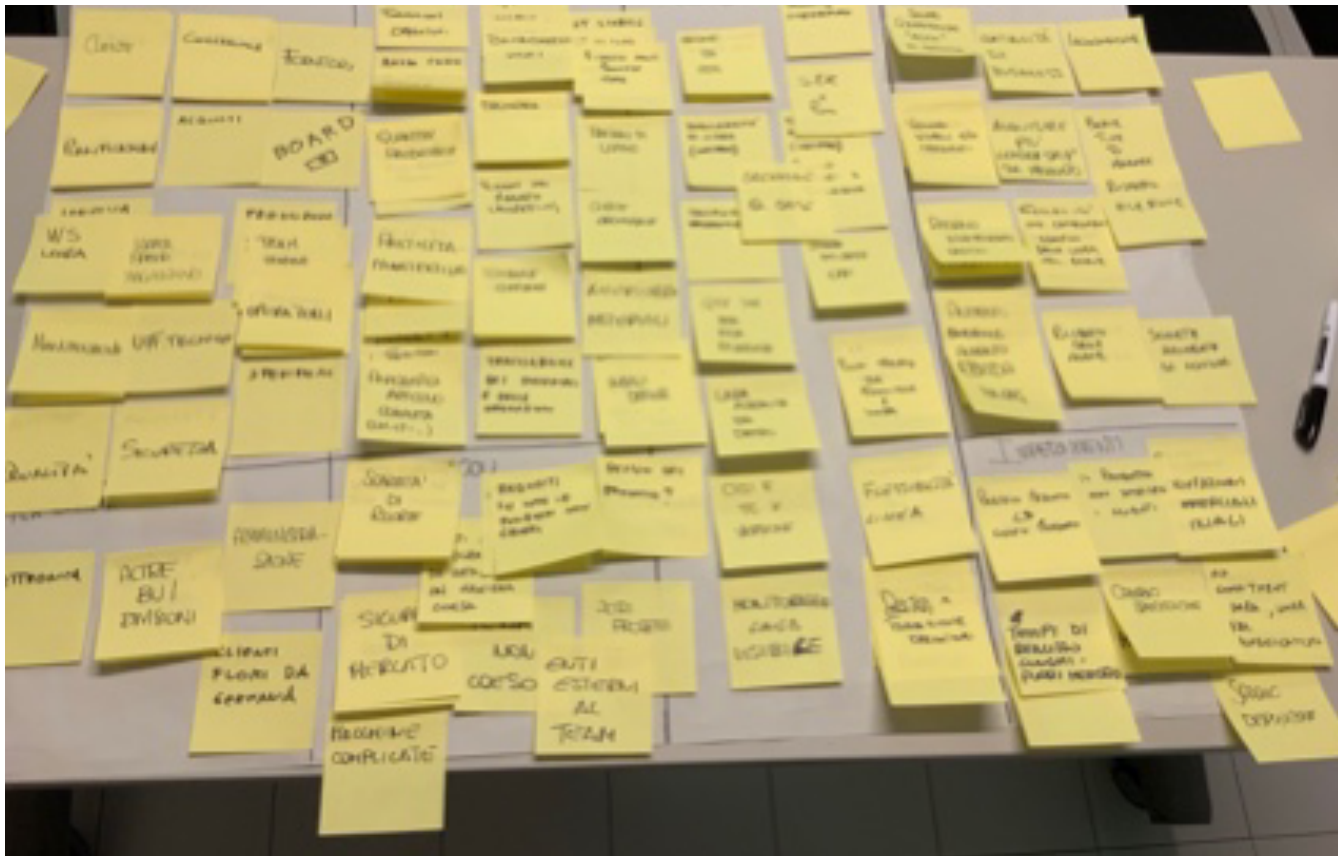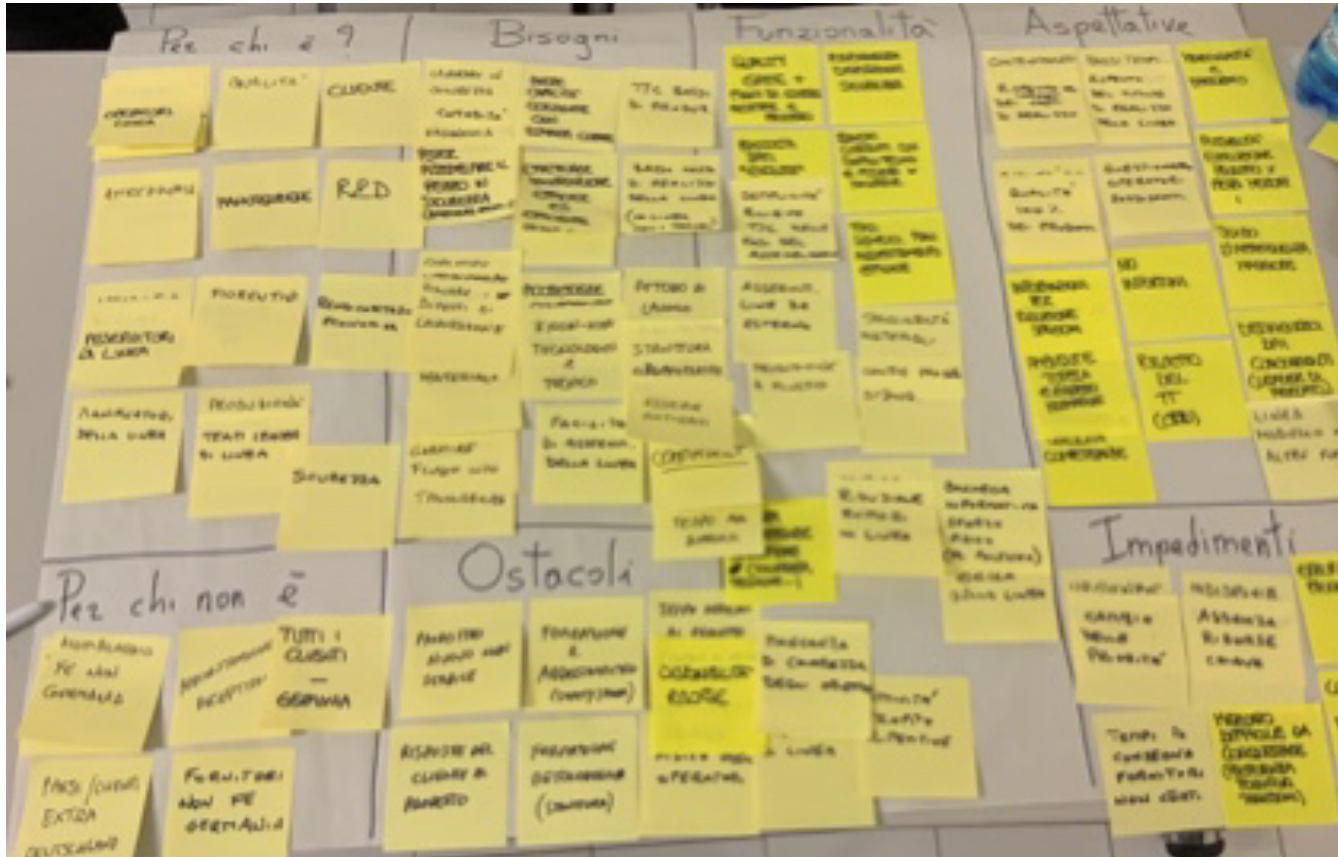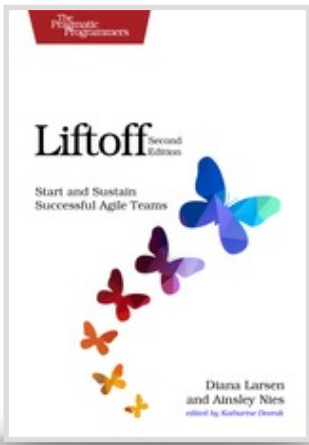
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# Context

The selected Scrum Team Product was the **Production Line** of a New Gas Pressure Regulator.

The New Gas Pressure Regulator (in the picture) was develop by another Team in another site and started before the production line.
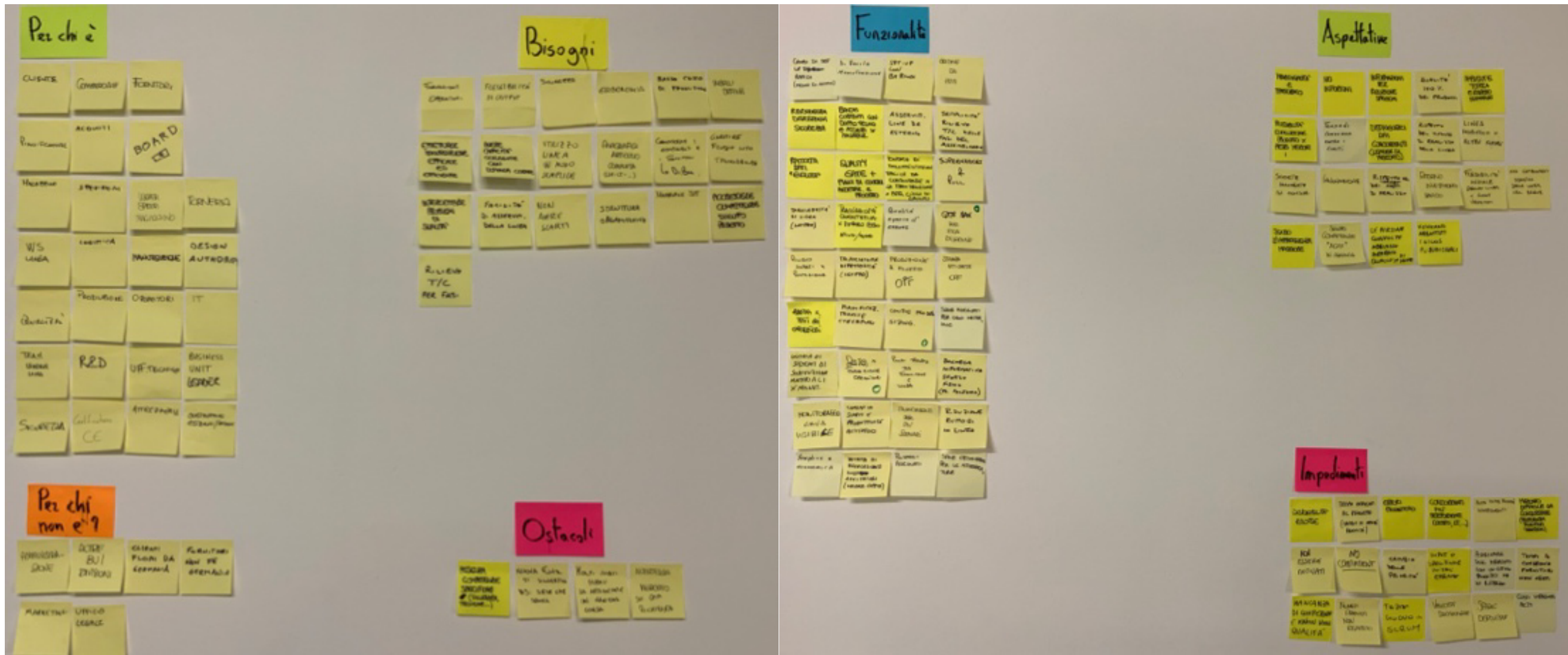
# Team Lift Off

# Basic Canvas

- The brainstorming occurred in 4 different table. All the ideas then have been then merged into a single Canvas explaining the reason why of the new product.



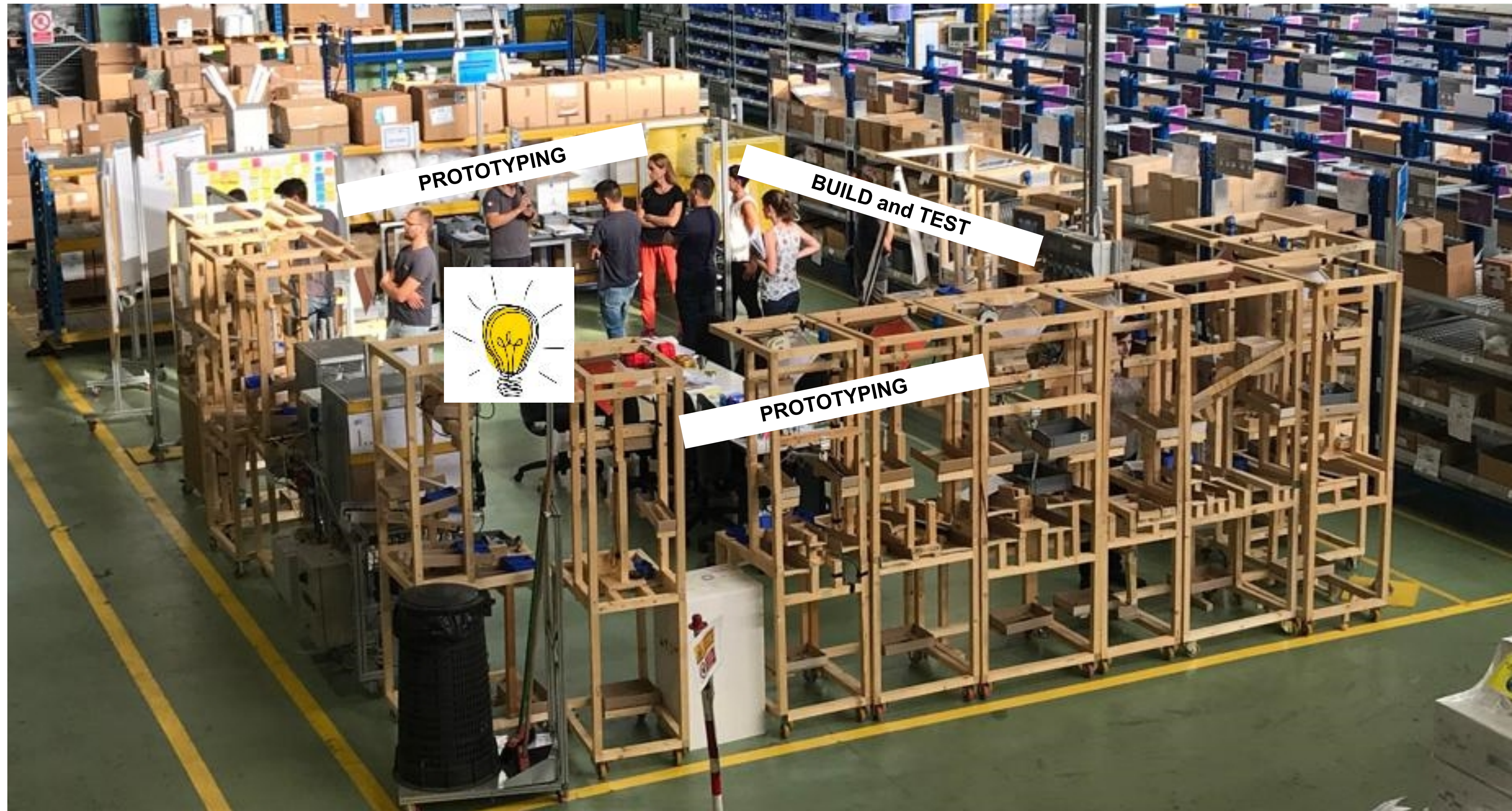Free Download: https://paolo.sammiche.li/download

# Pilot Team formed: theRollingScrums

- The existing KPO served the team as Scrum Master

- Cross functional team with representatives from: Tooling department, Maintenance and Logistics

# Scrum Team Room

# Incremental development with Lean 3P

«Lean 3P is an event-driven cross-functional team process.

This rapid prototyping process is called *try-storming*, and it involves creation of trial designs to see how well they solve product and process challenges.

Try-storming, like the name implies, is a hands-on extension of the brainstorming process.

Try-storming is a type of prototyping that takes ideas and quickly mocks them up, so they can be evaluated physically.
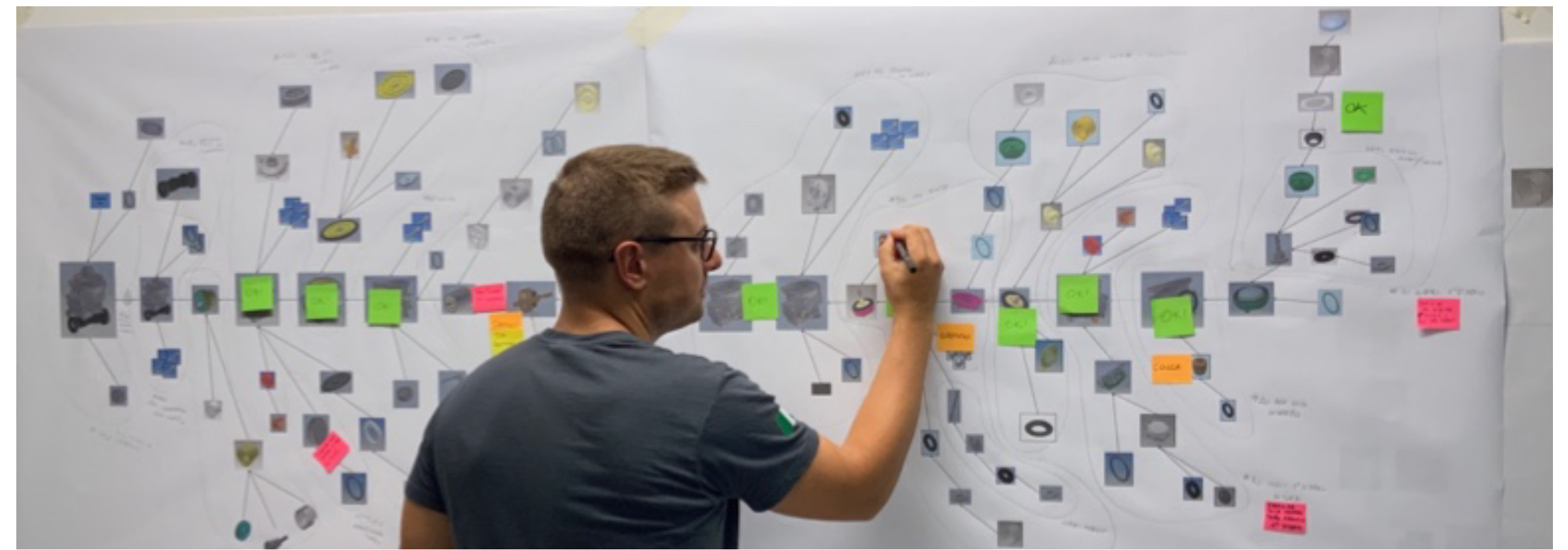
(…)

It should be inserted early in the Product Development process to align all of the many vertical functions in our horizontal value stream.»



*— Extract from: the Lean 3P Advantage, Allan R. Coletta, 2012*
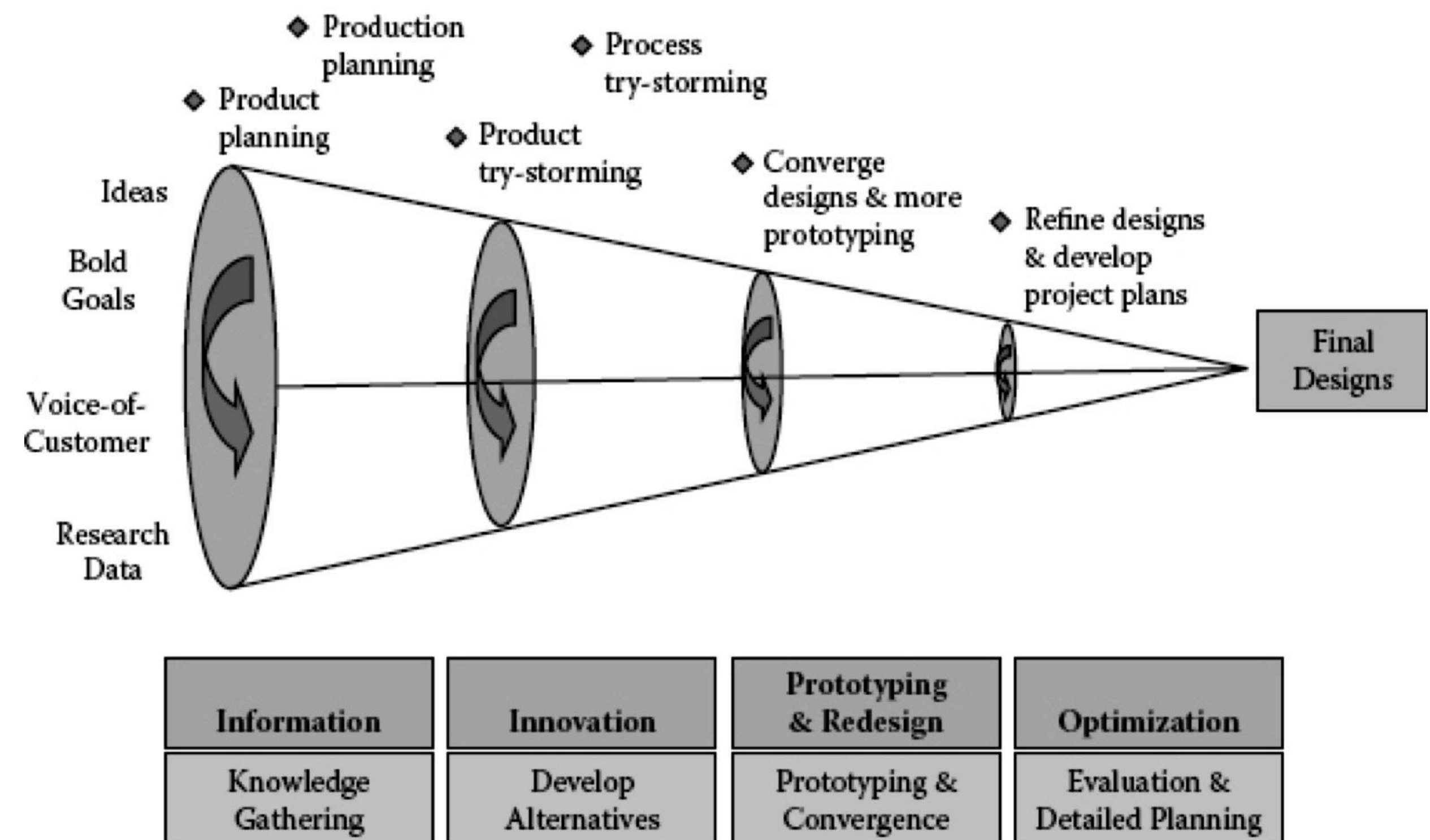
# Architectural Fishbone served as User Story Mapping

# Sprint Board



- Including everything: Features, Bugs, Chore, Interruptions and Kaizen.

- Scrum Patterns implemented:

  - Interruption Buffer

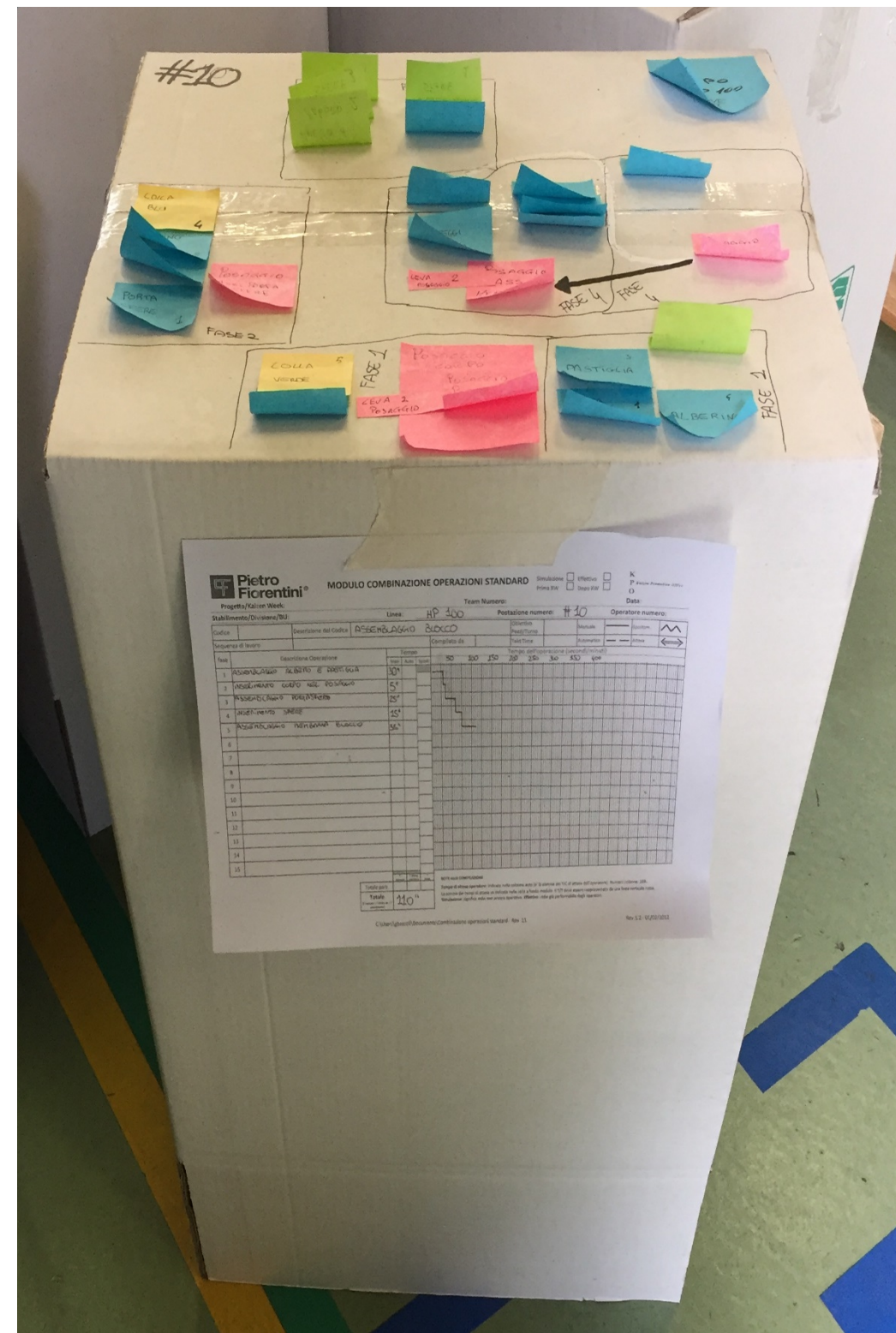  - Scrumming the Scrum

  - Yesterday's Weather

  - Swarming

# Lean 3P and Scrum

- Lean 3P incremental level served as User Story's Acceptance Criteria.

- Very smooth adoption since the team members were familiar with the approach from the beginning.
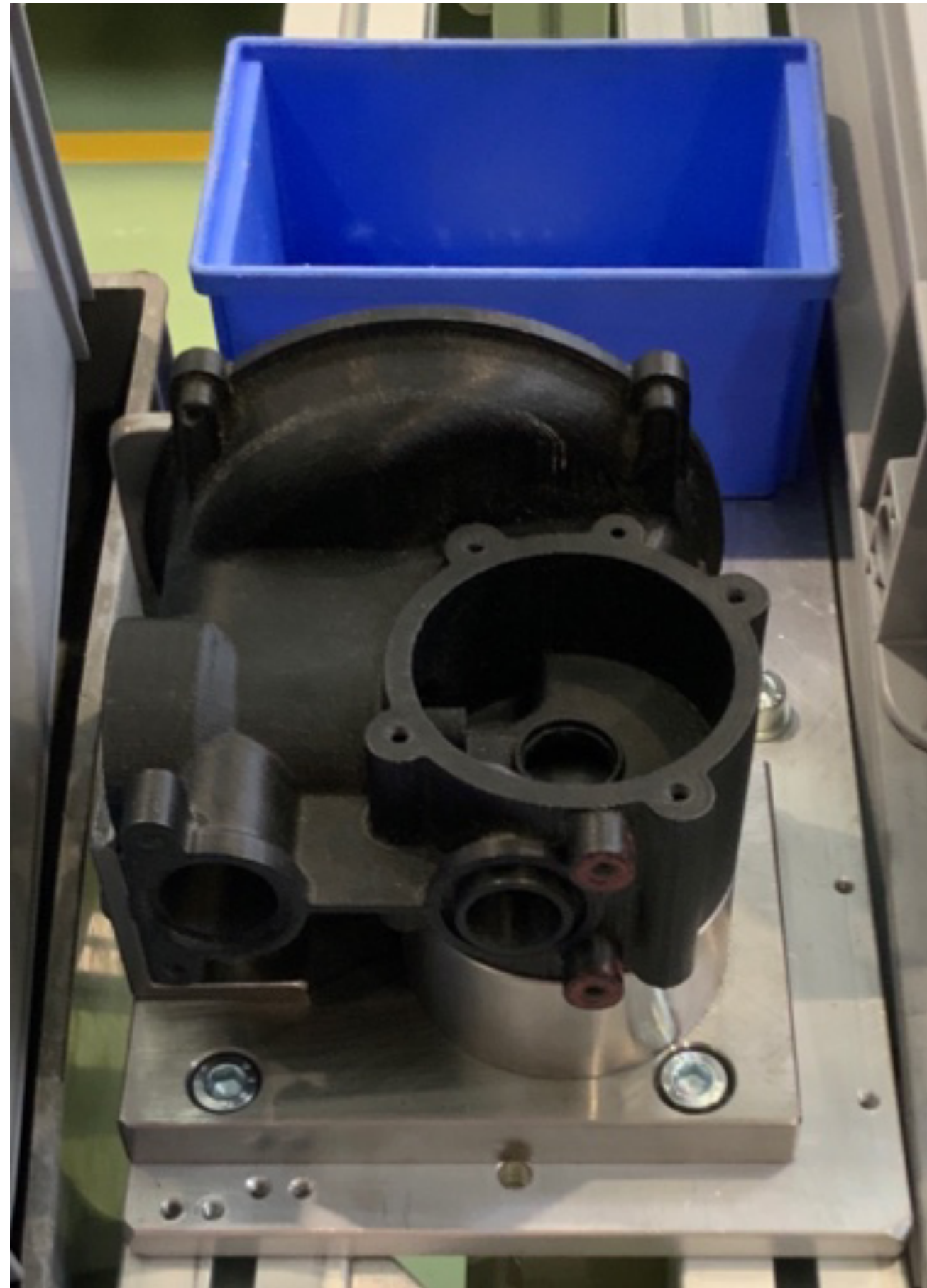
x10    x50    x250    Prototype

# 3D Printing to shorten feedback

# Sprint Review

# Benefits

- Increased know-how sharing across the Team

- Distributed Leadership

- Effectiveness together with Efficiency

- Responding to change — with a stable team, the time required to change priorities or to start a new project moved from weeks to hours

- The Sprint Review structured the feedback in a single moment, increasing stakeholders alignment and reducing risks

- Easier planning with a Single Scrum Board that contains everything: new implementations, fixes, interruptions

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# Points of Attention

- Better to involve the main stakeholders from the beginning so they enter in the right mindset of cadence and early regular feedback.

- Initial team composition needs to be taken into consideration, since later changes may impact on the performance and the morale of the team

- Management commitment is essential to allow team members to be fully dedicated to the SCRUM team

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