



**Based in Marostica, Vicenza - Italy**

**1.300 employees**

**6% of turnover invested in R&D**

**More than 180 patents**

**200 MI of pieces sold**

**12000 catalog parts**



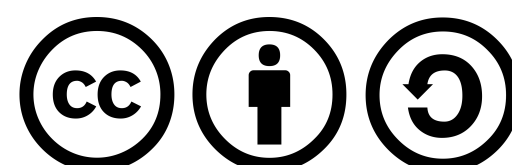
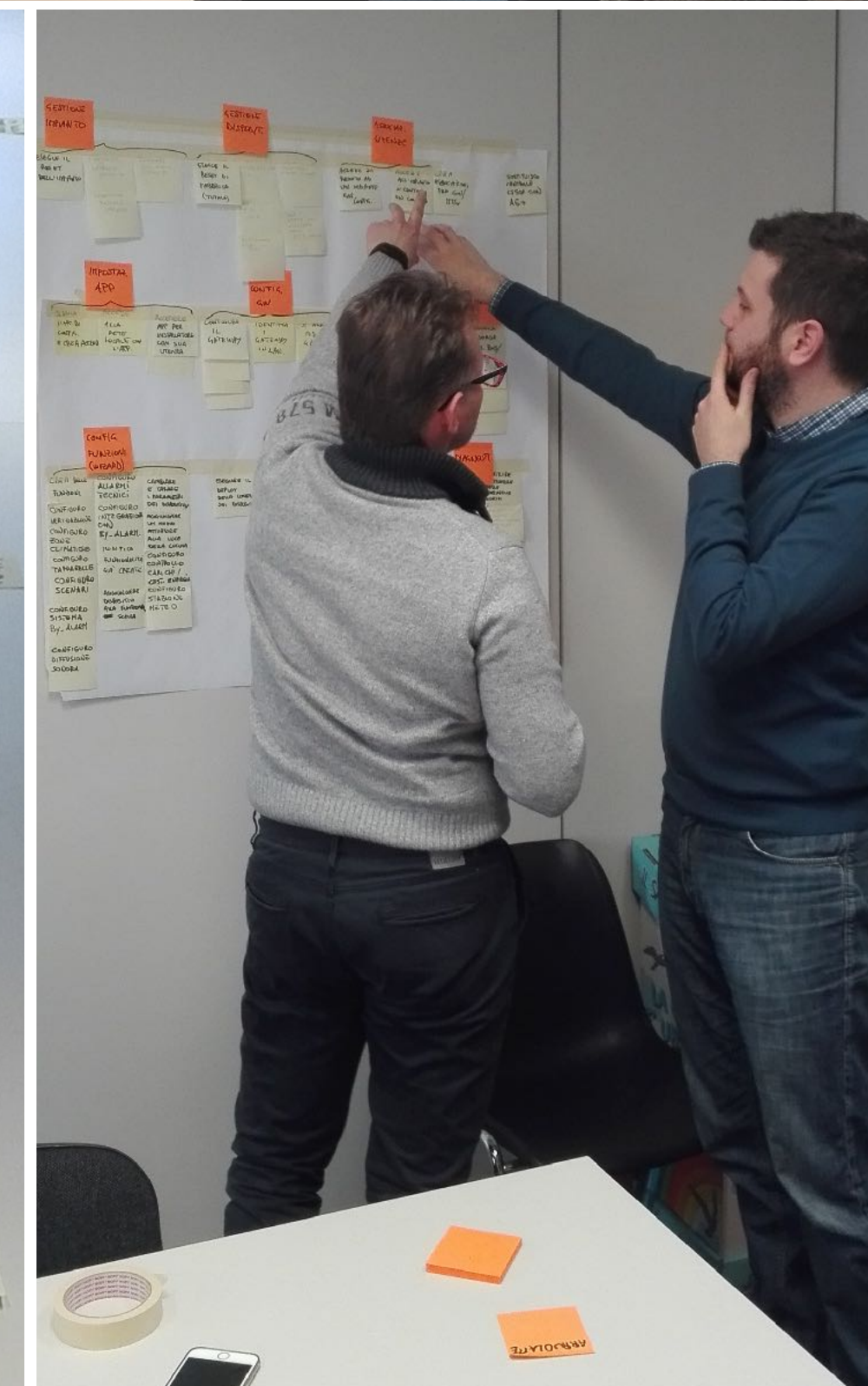
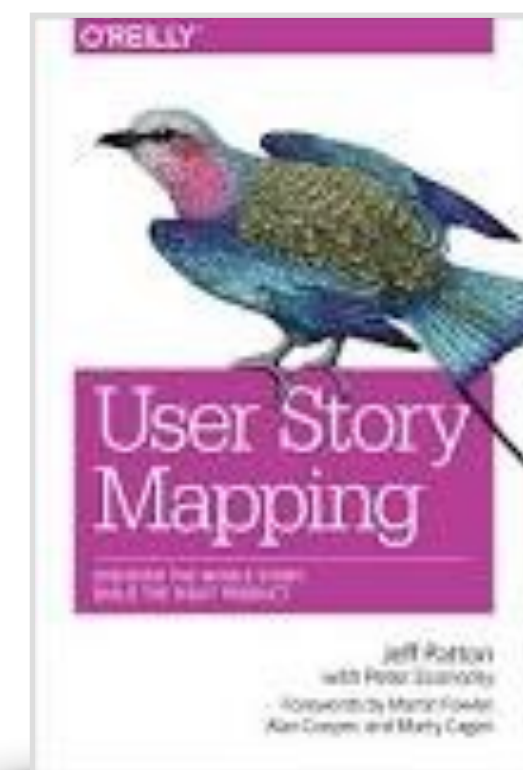
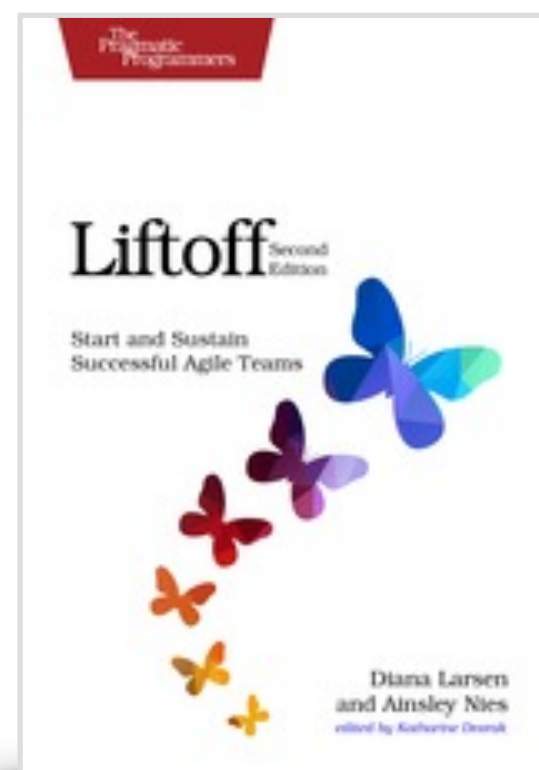
# Why Agile and Scrum?

- To be able to develop complex functions following the need of the market which continuously changes.
- To increase the motivation of the developers which see in short time the results of their job.
- To attract the best engineers providing a modern and up to date job environment where their skills and professionalism can grow.



# Whole team alignment

Every project start with at least **two day of LiftOff**, with the whole team, the key stakeholders and some managers, where we share the Vision, the requirements, the constraints and we create the first backlog with the **User Story Mapping** technique, covering Software and Hardware layers.



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Case Study By  
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# Daily Meetings and Scaled Daily

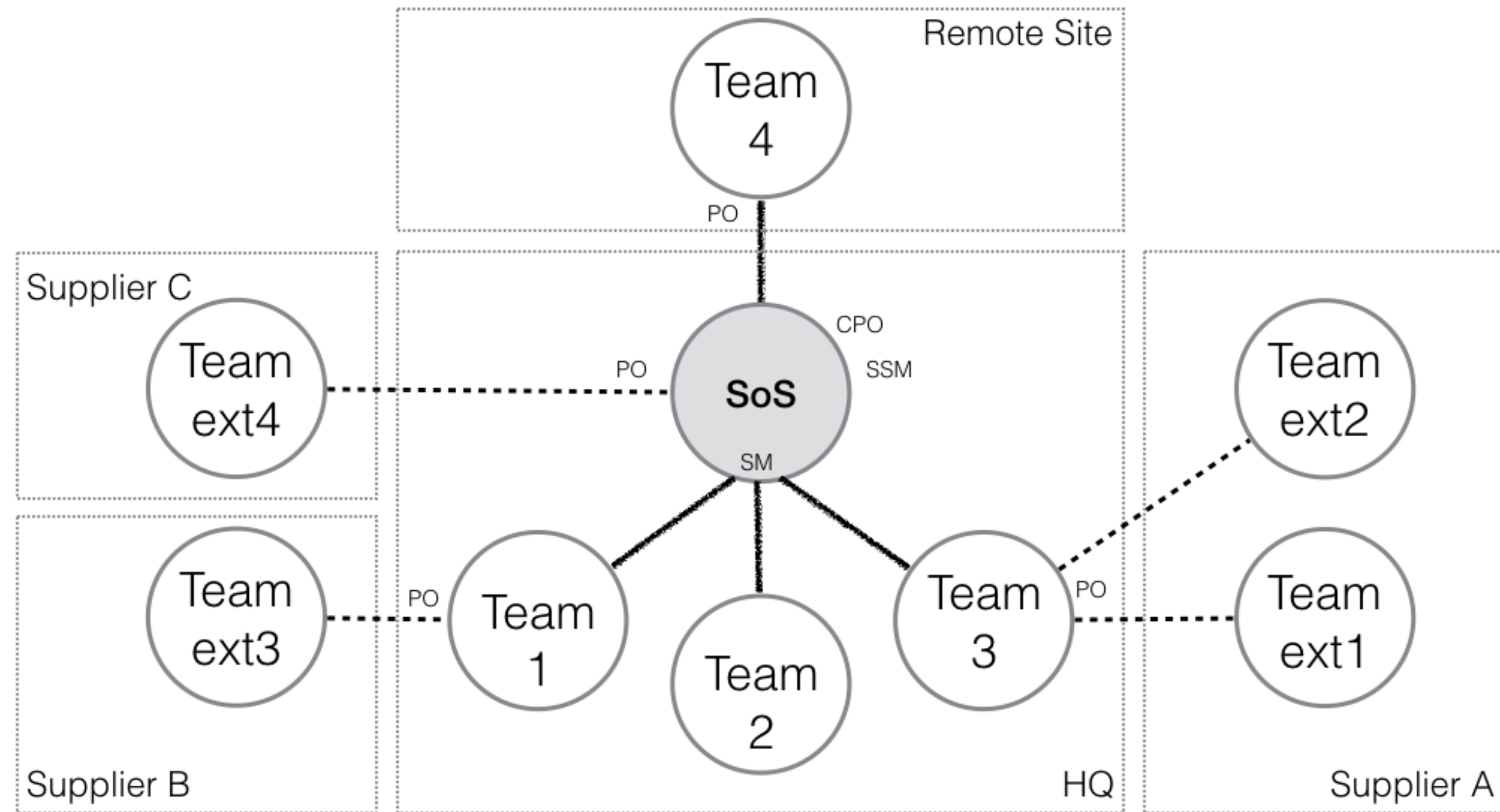
- From 8.30 to 9.00 all the teams have their individual Daily Meeting.
- At 9.00 a representatives from all the teams, also the remotes and suppliers, join the Scrum of Scrum.
- Scrum of Scrums have a senior manager serving as the **Scrum of Scrums Master**, in charge of systemic impediments.





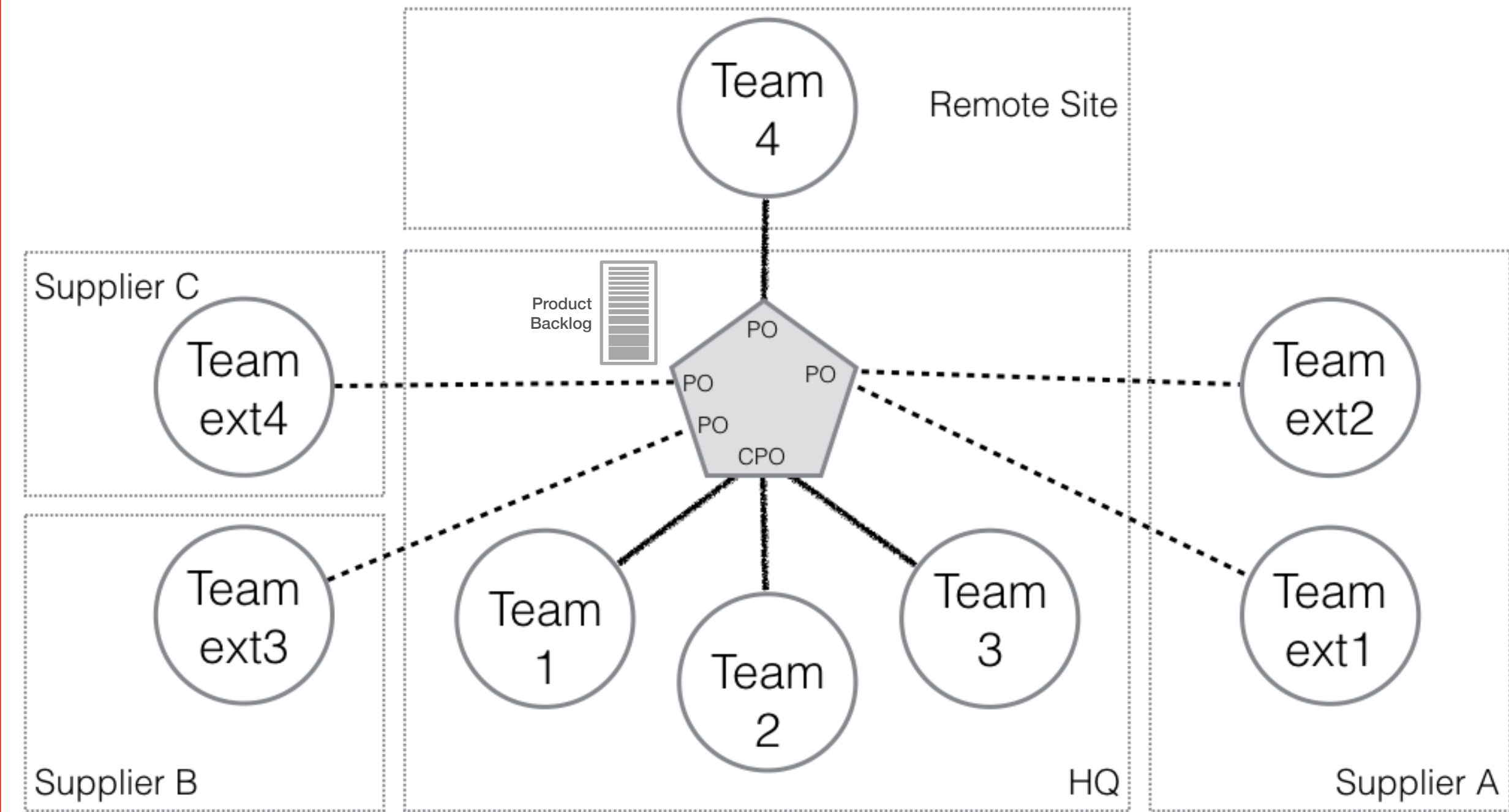
# Organizational Structure (example)

## Scrum of Scrums



CPO Chief Product Owner  
SSM Scrum of Scrums Master

## MetaScrum



PO Product Owner  
SM Scrum Master



# Buffet Planning

- We behave like a real buffet: you can't take too little, because it would not be polite, but you can't take too much because you have to eat whatever you take.
- Very energetic meeting where discussions took place spontaneously; a managed chaos.
- It takes around one hour of discussions for Sprint Planning 1 (what to do). At the end of the hour every team shares with the others what they selected and the CPO checks the table to see if there are high priority items still there. In that (very rare) case, teams are asked to volunteer to replace something they have with the remaining high priority item.





# Deployment / Review

- Teams have dedicated rooms where integrate and test, very often during the Sprint, the products.
- These rooms usually are used also for the Sprint Review, so they all have projectors and foldable chairs to accomodate guests.
- The different products are installed in several movable panels. They can also be taken into the team room during the Sprint for convenience.





# Benefits

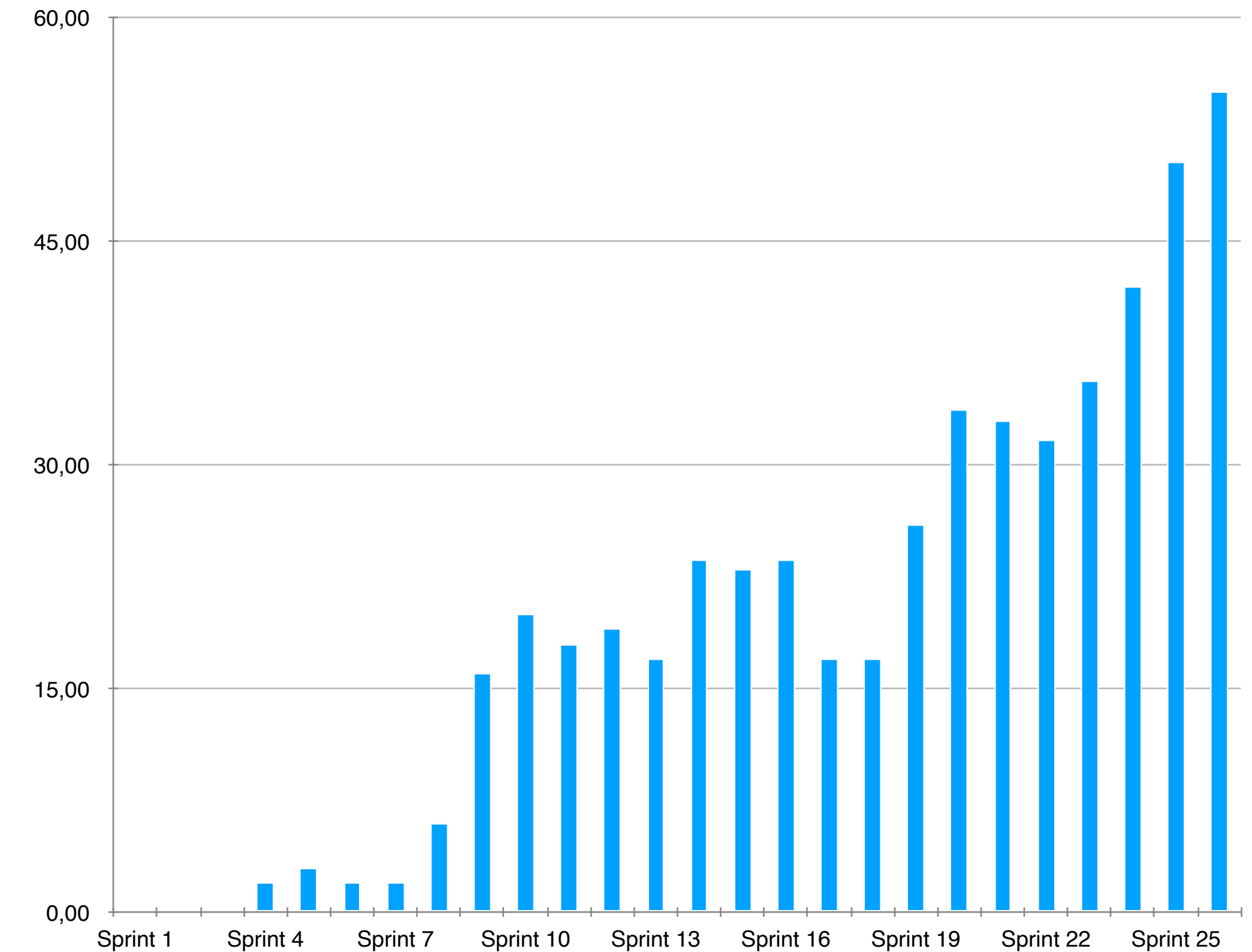
- Quickest developments with an increasing productivity.
- More alignment and effectiveness.
- Higher motivation.

**Sprint 8 = 6 story points**

**Sprint 14 = 23 story points**

**Sprint 26 = 55 story points**

**In one Year: 9.16 times faster!**



**Cumulated Yesterday's Weather of the HQ Teams**



# Point of attention

- Scrum doesn't mean lack of planning and unpredicted Time-to-Market.
- A new approach to project and portfolio management is necessary.
- Small signals of inefficiency (impediments) must be carefully monitored and promptly corrected.