



Nokia transforms their software division using Agile at unprecedented scale

Situation

Nokia in 2008 was the largest mobile manufacturer in the world with the most popular operating system, Symbian OS, shipping on over 250 million phones via 14 manufacturers. However, it existed in a highly-competitive marketplace, with strong competitors such as Blackberry and recent entrants such as Apple. Innovation was key to continued success.

To drive further innovation, Nokia decided to adopt Agile using Scrum + XP across its entire software development division; over 1,500 technical staff alone and 150 teams across three continents, plus stakeholders. After a competitive tender, Radtac was selected to be Nokia's Agile consulting, coaching and training partner.

Task

This was a pioneering project. Agile had never been attempted at this scale before, particularly involving a complete business unit of this size and with a top-to-bottom approach involving a wide range of stakeholders from many different departments. The communication and coordination challenges were immense.

Action

Radtac's focus was in the following areas:

-  Definition of Agile Vision, Business Case and the Benefits Realisation Approach.
-  Agile organisational design and definition of Agile-aligned roles and processes including Programme Managers, Product Managers, Architects, Product Owners, Scrum Masters.
-  Structured programme of coaching for teams and stakeholders to adopt Agile practices and learn the roles.
-  Delivering Culture change, stakeholder management and communications across the programme.
-  Definition of Agile Programme and Project Management approaches working across teams including coordinated release planning workshops with 60 people at a time from multiple groups.
-  Top-to-bottom Agile requirements approach using User Stories across the entire product lifecycle, including story-writing and decomposition workshops, story management with key product and programme stakeholders.
-  Training and education strategy and delivery for all impacted roles, through 4 bespoke training courses given to all staff worldwide (1500), customised role-specific follow-up training and cross-training for staff with Agile experience outside Nokia.
-  Creation of an internal Nokia coaching community with "Coach the Coaches" sessions for skills transfer.



Results

The work done at Nokia was ground-breaking use of Agile at a scale never before achieved. It created the basis of the Scaled Agile Framework (SAFe) approach that is now popular worldwide. Radtac is a Gold partner of Scaled Agile and remains a driving force for further innovations.

By 2010, the entire organisation had transitioned to Agile, with all Agile teams and managers having been through training and structured coaching with measured outcomes. Work had begun on MeeGo, the successor to Symbian, which was well-received in its short life before the Microsoft acquisition changed everything.

Radtac ran the first Global Nokia Agile Coaching Community event in Helsinki and jointly presented on the success of this initiative alongside Nokia at the Agile Business Conference in 2009 and 2010.

**Executive
Summary**

Nokia in 2008 was the largest mobile manufacturer in the world with the most popular operating system, Symbian OS. Innovation was key to continued success in a highly-competitive marketplace.

Nokia decided to adopt Agile across its entire software development division; over 1,500 technical staff and 150 teams across three continents. Radtac was selected to be Nokia's Agile consulting, coaching and training partner.

This was a pioneering project. Agile had never been attempted at this scale before with such a wide range of stakeholders from many different departments. Within 2 years, the entire organisation had transitioned to Agile and work had begun on the successor platform to Symbian, MeeGo, which was well-received in the marketplace.

