

The benefits of agility for a successful digital transformation



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Leading a **digital transformation** is not limited to deploying new digital tools but implies **rethinking the company's strategy** and **processes** to innovate, satisfy customers, attract and retain talent, and accelerate value creation.

The Digital Enterprise is based on strong principles: anticipate and prepare for the future while driving the present, think as a customer, think disruptively, focus on value creation more than on preserving existing assets, retain talents and protect them from the temptation of complexity. In most companies, the existing organization, processes and governance structures are not yet adapted to achieve the ambitions of the Digital Enterprise. Successful digital transformation requires a rethinking of the business model.

However, transforming one's operational model cannot be done immediately. It is necessary to carry out the transformation in a smooth and controlled way. Agility is a way to achieve this. It can even become the operational model that best meets the challenges of digital transformation because it brings the company a balance between the satisfaction of customers, employees and shareholders. Decisions are made taking into account the balance between these three dimensions.

But agility is not an option, it cannot be imposed but rather requires real conviction and must be used as a differentiating factor. To succeed, the whole company must invest in this effort of improvement and change.

Through this white paper, we would like to share with you the **keys to a successful digital transformation based on agility**.

We hope that you will be able to capitalize on the operational experiences of decision makers, agile experts and transformation actors that are presented in this white paper. Our transformation consultants remain at your disposal to answer any questions you may have and to support your projects on these topics.

Guillaume Boudin
CEO Sofrecom

Agility: a condition of sustainability for the company

Faced with technological, societal, and geopolitical disruptions, agile transformation is a survival lever for companies. Even if teams often aspire to work in an agile mode, one should not underestimate the depth of the change nor the time needed to acculturate the entire decision chain.

How does agility serve the ambitions of the digital enterprise?

Personally, I don't think it makes sense to talk about a digital company anymore. Digital is at the heart of all transformations. People are becoming increasingly connected and interact daily via the internet; and also participate in social interactions. The younger generations are digital natives – as are start-ups. Successful companies, born before the 1990s, have integrated digital into their strategy. So I would say that agility serves the strategy of any company concerned about its future.

It has become crucial for two reasons:

- The acceleration of new technologies, which develop in parallel or reinforce each other, opens up unsuspected fields of innovation: artificial intelligence, hyper-connectivity, augmented reality, virtual reality.
- The world we live in is becoming less predictable.

Face to transformations and disruptions of all kinds, agility is becoming a condition for survival. It is, above all, the ability to adapt as quickly as possible to the reality on the ground and to the reactions of its environment: its customers, its competitors, the industry...

What does agility bring to a transformation towards digital?

Digital transformation is not just a technical issue. The implementation of technological innovations transforms the organization and the culture of a company in depth. Internet giants are not only technology companies, they are distinguished above all by their ability to adapt to unpredictability and by their agility at all levels: infrastructure, speed of reaction, way of developing solutions, modes of collaboration between business and



technology, and strategic approach. They will seek value in very short timeframes and test solution hypotheses in the real world. The 2000's model of project design and deployment over 3 years is over. The agile company defines the vision of a project. A few weeks later, it is already testing functionalities and using simple techniques to get quick feedback from customers and ensure that the solution meets a real need.

How does agility serve the challenges of a technical department committed to innovation?

Agility allows to align a technical strategy with a business strategy as the technical teams work closely with the marketing and sales teams during the development phase. Thus, the technical department, often perceived as a cost center, is transformed into a business and profit development center. It then becomes the heart of the reactor of many companies. This evolution contributes not only to the achievement of the company's business challenges, but also to the production of innovations to the satisfaction of existing employees and to the attraction of new talents. By breaking down the silos between business and technology, agility allows professions – who did not speak to each other to discuss in an open and transparent way – to better understand each other's constraints and to develop innovative and rewarding solutions together.

How to deploy innovation and at what scale?

We must not underestimate the profound change that an evolution towards agility represents. Even if employees

want to work in an agile mode, it takes a long time to get used to it. Roles change as do working practices: the way to collaborate, to get customer feedback, or to make decisions.

In order to succeed, one must start small:

- Mobilize a small agile team (5 to 10 people) on a real project that meets a real business challenge; purely methodological experiments are useless.
- Make sure that the team includes IT and business employees. If business is not involved from start to finish, the development will be iterative and will not bring the expected benefits: a reduction in the time between the idea of a solution and its delivery to the customer.
- Designate a sponsor within the management team to integrate the entire company's chain of command and decision making from the start of the project.
- Ensure that agile methods and techniques are used by relying on an agile coach.

Then we will scale up, mobilizing hundreds of people on larger programs.

Scaling up should eventually lead to strategic agility, a real revolution in large group. I believe that the time of the detailed 5-year strategic plan is over. We need to keep a 5-year strategy and vision and, in the light of agility feedback, update it every year; every six months; or even every quarter.

How does agility impact the different businesses of a technical department?

Technical management jobs were well siloed within different departments: architecture, design, development,





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testing, deployment, and operations. Each job had a specific role. The transition points between departments were very formal, with milestones to be respected and little or no exchange. Agility breaks this model. Some roles disappear; others appear. While the skills remain, the way people do their jobs changes fundamentally.

What does agility bring to employees?

Our internal surveys are unanimous: more than 90% of employees working in agile mode want to keep going. Indeed, agility – which brings execution closer to strategy – gives meaning to their work. They understand better what they do and why they do it. They are not there just to produce lines of code, but to deliver a noble, inspiring, and different solution. They have a global and faster vision of the value they bring. They become actors, through direct collaboration which, within a well-defined framework, gives each employee and the team autonomy, decision-making power over short cycles, and the possibility of looking beyond their job.

What are the best practices to implement in order to drive change and get teams on board?

Changing deeply rooted work practices is a difficult and long road. Training is important, but it is not enough. I am a great believer in the practice of coaches who help teams on real projects carried out from start to finish with methods, techniques, observation, and reorientation.

It is essential to involve the entire decision-making chain of the company. Agility profoundly changes the role of managers and leaders who must integrate change. If strategy, vision and major orientations remain in the hands of leaders, operational decisions no longer come from the hierarchy. They emanate from the collective intelligence of the execution teams whose role is to implement the strategy in direct contact with the customer according to his feedback.

Finally, it is necessary to provide support over time until the teams have integrated the new behaviors, embodied them, become autonomous, and are part of a continuous improvement process – which is the ultimate challenge of agility.



Gaelle Laigo

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Agile transformation: a change of culture above all

Often associated with digital transformation, agile transformation is not just a technological transformation. It is a cultural transformation that profoundly changes the way teams and managers' work, the way the company is organized and operates, and the way products and services are designed. It is the engine of a permanent adaptation to a constantly changing environment, which each employee must embrace in a logic of continuous improvement. Agility therefore places people at the heart of the transformation process.

A culture of permanent adaptation to change

In an increasingly volatile, uncertain, complex, and ambiguous VUCA world, the business ecosystem is evolving rapidly. Customers are transforming, business needs are changing, and the younger generations of employees are formulating new expectations — exacerbated by the health crisis. To instill a culture of permanent adaptation to change, large companies are betting on agility, i.e. the profound transformation of their ways of operating. The Orange Group, for example, relies on its Agile@Orange program, deployed in all its countries and entities to achieve its strategic ambition: to produce more value by listening to its markets, improving customer satisfaction and offering a motivating work environment for its employees.

Strong values at the heart of the transformation process

To serve the company's performance ambitions, agility is based on essential values:

- **It puts people at the center of communication.** Agility favors collaboration and fluidity of direct interactions between employees. It breaks down siloed operations dictated by cumbersome processes, with fragmented tasks and a hierarchical and pyramidal management system. It allows employees to share their concerns, to hear each other's problems and to find solutions together that are

effective and sustainable. By involving each team member, agility gives meaning to everyone's daily work.

- **Agility is fully focused on customer satisfaction.** One of the priorities of agility is to deliver value to the customer by putting them at the heart of the collaborative thinking, by listening to them, by involving them in the solutions, and by adapting in a reactive way to the evolution of their demands. The agile transformation must lead each employee to ask oneself, every morning, what are the priority actions among their various daily tasks that will bring value to their internal or external customer? Focusing on value-added solutions is a win-win contractual approach: the customer earns satisfaction and the company wins in performance.

- **Agility is part of a continuous improvement perspective through feedback loops.** During agile retrospectives, teams, and managers regularly take the time to reflect on the way they work together so that everyone can be part of the team but also to propose improvements to the collaboration to improve collective efficiency.

A radical redistribution of roles

The agile transformation is changing the role of employees within the company. To clarify this role, Orange has asked itself what it means to be "agile at Orange:"

- **For employees:** it is a change of mindset. They learn to interact better with their peers and to deliver value to the

customer based on their real needs.

- **For managers:** this means a change in posture. As a leader, the manager provides the vision, sets the direction; they lead their team by encouraging accountability and decision-making at the right level; they look after the well-being of their employees; and the development of their skills and careers. They implement the three pillars of the Group's management culture: care, collaboration and trust. While keeping a close eye on performance, the manager accelerates delegation and learns to let go.

- **At the corporate level:** it means implementing a self-learning business model that can adapt to the changing needs of the business and its employees.

agile ambassadors, facilitators, agile coaches, scrum masters, and agile transformation leaders have integrated agile behaviors and practices that encourage us to constantly reexamine our ways of collaborating with others, and to be thirsty for learning and continuous improvement. Their mission is to drive these changes in behavior locally.

Currently, all Orange entities have begun their agile transformation with variations depending on the context, culture, and business.

In order to maintain this agile dynamic, the Group has also created new professions recognized in its job description: agile coach and scrum master in particular.

“Agility favors the decentralization of responsibilities, decision making better adapted to business expectations”

Transforming the entire company

Even if agility has started, during the 1990's, to replace traditional working methods — mainly in IT and software development — it is not exclusively dedicated to these activities, nor only to digital companies, natively agile. Agile transformation is a profound cultural transformation that is taking place in many companies, in the Orange ecosystem and beyond. Today, it is intended to infuse all of the Group's businesses: operational businesses (after-sales service, fiber deployment, etc.), marketing, support functions (HR, finance, legal, etc.), and even CODIR and COMEX.

However, spreading a culture of agility in businesses that were not predestined for it — in all countries and in all Group entities — is a long, deep, and complex process. It requires responses, methods, and approaches that are adapted to each business line, each culture, and each business context.

A dynamic initiated several years ago

The agile transformation of the Orange group was launched autonomously through initiatives of teams in the field, in a so-called "bottom-up" approach. The Agile@Orange program aims to federate these initiatives and strengthen them to accelerate the transformation of the group. It can count on a community of at least 500 agilists, spread across all the countries where the group is present. These

Numerous benefits for all professions

Focused on customer and employee satisfaction, agile transformation restores meaning; brings value; delivers more regularly; and increases collaboration and communication between businesses and within teams. It favors the decentralization of responsibilities as well as more responsive decision making that is better adapted to business expectations. It clarifies the roles and responsibilities of each person, making each team member a contributor to the realization of a project. Its digital visual management tools provide transparency, giving the entire team the same visibility on the project. Finally, it is a continuous improvement process.

Agile transformation goes far beyond digital transformation and the implementation of agile methodologies (scrum, SAFe...). It is a profound change in the way we work together which questions the socio-economic and organizational model of the company.

Agile transformation: a journey towards a new identity

The world is moving faster and becoming more complex and the digital era is gaining momentum. Needs are changing and what worked yesterday will not necessarily work today. Faced with this fact, traditional project management and siloed organizations are no longer adapted to this speed of evolution and the need for continuous innovation. Today, the objective of organizations is to be competitive by delivering the right product, at the right time and with the best possible quality.

Agility is not the goal. It is a great way to move towards the goal. An Agile transformation is the act of evolving culture and practices, relentlessly, in order to thrive in this digital age. An agile transformation is a journey. It is not an isolated action in time with a start date and an end date.

Leading a transformation with the agile mindset

Transformation models are all over the web and they are all equally valid. The success of a transformation depends on how you approach a model. To be successful, agile transformation is approached with an Agile mindset.

The agile mindset encourages to lead projects by valuing a collective intelligence which works in autonomy towards a common goal by making regular alignments to adapt.

Transformation models provide a roadmap, a basis to start the journey. Subsequently, it is the succession of alignments and self-organization that takes precedence.

The best way to align is through communication

Prioritize discussions over surveys. Bring stakeholders together and allow differences of opinion to emerge and then reach a collective consensus. This obviously requires total transparency. We can only improve if we face facts.



At the end of the alignment, the priority areas for investment emerge. The objective of this step is to raise awareness, which intrinsically triggers the motivation to get involved in the change.

To succeed, any transformation must be spontaneous. It must be desired and not undergone.

Self-organization

Once the urge to lead the change emerges, self-organization takes over.

The team self-organizes in terms of how it chooses and conducts the experimentation. This allows them to take ownership of the process, celebrate successes and learn from failures.

It is recommended to make small steps forward by looking for simple solutions. Seek **the smallest possible step** forward that brings us closer to the goal.

Each experiment is specific, solves a specific hypothesis and must be testable. The following model can be a good practice to successfully model these experiments: We believe that the "problem hypothesis to solve" to verify we will "experiment to conduct" and measure "indicator that allows us to evaluate." And we shall be ok if "the criterion of success."

If the experimentation is a failure, we must go back without

hesitation. This is the essence of experimentation. This is what will allow us to build the next step by considering the learning acquired. If the experimentation is a success, we must ensure that it becomes a habit.

The Cumulative Effect of Habits

Successful experimentation is one step. Changing a habit is another. It is easy to follow a practice when you have time to focus on it. A new practice is mastered when it becomes a habit and persists when minds are distracted by other disruptions.

The speed of a transformation is the speed of the collaborators who work on it.

It is important to take the time to anchor your practices until they are done without thinking about them. Just like driving a car.

Once a habit is acquired, it is possible to invest in new habits and reap the benefits of the cumulative effect.

Habits work by cumulative effect. Just as a bad habit can cause an accumulation of damage, a good habit will result in a cumulative benefit.

Conclusion

Agile transformation is a journey. It is a continuous repetition of cycles of alignment and self-organization. Each experimentation is emergent and has the goal of establishing a new good habit. Habits take time to become embedded and it is very important to invest this time. It is the accumulation of good habits that shapes identity. To be Agile rather than to do Agile.

To be accompanied by an Agile coach can be relevant. On the one hand, the coach has the tools to facilitate the emergence of collective intelligence and the Agile state of mind that will favor a transformation by small steps. On the other hand, he/she brings a neutral viewpoint and proposals that facilitate their consideration by the stakeholders, disregarding the history and experiences of each¹.

¹ Few references

* Habits: Atomic Habits de [[James Clear]]

*Transformation models : Agile fluency ;SAFe implementation Roadmap

*Assessment models : Spotify health check ; SAFe assessments

Agile transformation: a driver of Orange France's digital transformation

Committed to the digital transformation of Orange France's customer relation since 2015, the consumer digital department has been a breeding ground for experimenting with agile transformation for the Group. For the past 3 years, 100% of the digital teams have been embedded in coordinated agile trains or unitary agile teams. And here are the benefits.

Orange France's Consumer Digital Department is responsible for the digital and omnichannel transformation of all customer relations for the Orange and Sosh brands across all channels: Purchasing, offer management, assistance, and on all screens: PC, mobile web, TV, apps.

This digitalization is driven by two challenges:

- **Responding to customer expectations**, amplified by the health crisis, finding an answer to their question digitally, an aspiration for more autonomy online; an omnichannel experience.
- **Contribute to Orange's strategic challenges**: deploy 100% digital paths and increase the proportion of digital in daily customer relations in order to improve the customer experience, but also to optimize costs (reduce the number of telephone calls, refocus store contacts on business development).

A transformation driven by ambitious objectives

The digital transformation serves three ambitious objectives at the heart of Orange France's strategy:

- **Contribute to customer satisfaction**: increase the NPS (Net Promoter Score) of digital channels from 15 in 2021 to 40 in 2025.
- **Continue to increase the proportion of sales actions carried out 100% digitally**: increase it to 45% in 2025, bearing in mind that it has already risen from 15% to 25% between 2017 and 2019 and then to 35% in 2021, which represents the best performance in the world for an incumbent operator.



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- **Contribute to cost savings in customer relations**: increase the proportion of customer relations interactions carried out digitally from 42% at the end of 2021 to 52% in 2025.

Digital teams : pioneers of agile transformation

It was within the Digital department that the first teams began working in agile mode in 2016. By 2017, all Digital employees, trained in the SAFe method, were working in unitary agile teams. The first agile trains were launched in 2018. The performance achieved in 2019, led Orange to extend the agile transformation to the entire scope of the Consumer Division. The latter is currently leading 200 multidisciplinary teams embedded in 25 trains, representing 2,000 employees.

Saving time and value to achieve customer satisfaction

Agile transformation has rapidly demonstrated that it is a lever for accelerating digital transformation:

- **It has cut project development time in half**. The lead time, a KPI used to measure the time between a pitch and the first delivery of the solution to the customer, has gone

from 10 months in 2018 to 4.5 months in 2020.

- **It delivers more value**: solutions get into customers' hands faster with a continuously improved MVP (Minimum Viable Product); they require less CAPEX spending being developed with little upfront investment and many increments. Testing, which puts the customer at the heart of the work, makes it possible to validate the gains or to stop the project before investing too much, if it does not meet the need. Furthermore, the teams are focused on an agility principle: delivering value. From the "what" (a value objective to be generated), and the "how much" (budget), they have room to work on the how and to achieve it. The measurement of the gains/CAPEX ratio thus shows a significant optimization of the resources devoted to development within agile teams.

A highly structuring collective for teams and managers

Based on collective intelligence, agility creates support, motivation, pride, and loyalty within multidisciplinary teams. It offers — within a framework — a real autonomy of decision and initiative on how to propose projects to deliver ambitions. This risk-taking creates value, as does the objectification of decisions through testing, which limits conflicts on the "how." The continuous learning process and listening to the end customer is enriching and rewarding for employees.

The benefits of agility for a successful digital transformation



“Agile transformation has cut project development time in half and to deliver more value to achieve customer satisfaction”

Managers in charge of trains also appreciate the virtues of agility: they manage cross-functional, multi-disciplinary teams, with the latitude to adjust the teams and motivate them to achieve value. They manage projects and continuous improvement at the same time, and they appreciate the fact that their teams are focused on the same subject with a real capacity to work over time.

In addition, agility has enabled business and IT teams to better understand and share their respective challenges. The integration of design in all projects, from the ideation phase to the implementation, is extremely positive. It has even led to the creation of a shared design system.

Obstacles to overcome

The main difficulty of agility lies in scaling up:

- It is a real transformation that changes roles. Getting all the teams on board requires a significant and long investment in **training** and **support by managers to give meaning**. Creating communities by role — for Product Managers, Product Owners, and Release Train Engineers — allows employees to share their difficulties and to pool their best practices in frequent feedback.
- Switching from unitary agile teams to coordinated teams within trains raises a lot of issues on the Scrum part of Scrum: in the presence of common development chains, it is necessary to **coordinate well** the Program Increment Plannings taking into account the priorities of each chain and their interdependencies.
- Another point of vigilance: it is not because we develop smaller projects faster by cutting them up more than we should make disposable projects. It is important to **keep an eye on the target to be reached** by working with architects on robust and sustainable solutions.

Levers for success

To establish a favorable framework for team work and collaboration, it is important to:

- Choose the **right team** with the right skills, the right Product Manager and the right Train Leader.
- Be very clear about **the value** we are asking the teams to seek, the stakes, the mandates we are giving them, and the conditions to respect (technical conditions, prohibitions, obligatory points of passage) in order to align the team.
- Be sure to express the objective in terms of value and not in terms of features to be improved. This is a prerequisite for giving the team the opportunity to open up the whole field of possible solutions and to innovate.
- Implement the **principles of agility**: a hyper focus on the customer. The latitude to make mistakes, because to make a mistake is to learn, to eliminate assumptions, and to make objective arbitrations based on concrete measurements.

Finally, it is essential that top management transforms itself at the same time as the teams and learns to adapt its managerial practices to this new agile mindset.

Agile transformation: a long and multifaceted acculturation

Deploying agile methods at scale does not make a company agile. Agile transformation is based on the integration of new values that profoundly change the role and work habits of individuals, teams, managers and decision makers. Its success is based on people. It relies on diversified approaches and sustained support adapted to different populations.

Many companies think that it is enough to put Scrum or Kanban in a project or to talk about "sprints" and "squads" to be agile. This is a reductive view. An agile transformation at scale relies on the embodiment of new values and the integration of unusual behaviors at various levels of the company. Distinguishing between the four forms of agility to be developed allows us to adapt the acculturation methods.

Strategic agility

An agile transformation starts at the top of the company. The commitment of the decision makers is the number one prerequisite. The members of the Executive Committee must take the measure of the changes brought about by agility, convince themselves of the merits of the transformation and formalize the ambitions of the approach by asking themselves about the "why" rather than the "what." This reflection leads them to define a purpose that specifies the objectives that the company seeks to achieve collectively to serve its strategy and create value. It will be an opportunity to rethink the **business model**, the **value chains** and the strategic themes of the company.

Organizational agility

Deploying agility at scale requires the prior definition and implementation of an **adaptive governance** with means: a dynamic and self-regulating organization that fosters collective intelligence. Organizational agility means defining "**circles**," "**communities**," **multi-disciplinary** or **expert teams** that allow to break free from organizational silos. Within the teams, each person has a **role**, a **mission**, and **well-defined responsibilities** to serve not his or her manager, but the company's raison d'être. The structuring of this organization represents an important and



continuous effort, at all levels, with an initialization and a follow-up, facilitated by the support of an agile coach.

Project agility

It is at the level of IT development projects that the various **agile methods** come into play: scrum, SAFe, or agile trains to synchronize several projects nested within a large program. These methods induce major changes in the work habits of employees and stimulate cooperation. For example, they lead development and operations teams to work together on integration, within "squads," which enables them to better manage the divergent

interests of their two professions. The squads federate multidisciplinary teams of 10/12 participants where each person represents his or her field of activity and plays a role. This individual responsibility, if well managed, contributes to the personal satisfaction of the employees as well as to the commitment of the team.

Agile methods are also used for other types of projects than IT projects: design thinking, kanban, co-development, learning expedition, and appreciative inquiry, etc. They promote a dynamic of collective intelligence on themes of creativity, innovation and collaboration and accelerate the creation of value.

Individual agility

Becoming an agile collaborator requires a real work of introspection and self-intelligence. Human beings are naturally resistant to change. Everyone reacts according to their personality and history. The loss of reference points is much more important for an employee who has been working in a V-cycle for 20 years than for a young recruit from generation Y.

It is therefore up to the manager — playing the **role of coach** — to take care of and accompany each employee individually, respecting his or her rhythm. Helping him or her, with behavioral methods, to analyze his or her reaction to change, to get to know himself or herself better, to manage his or her emotions and interactions with the other members of the team. The aim is to help each employee to find solutions adapted to his or her own personality, while helping him or her to evolve towards behaviors and communications that will promote both personal fulfillment and the team's overall effectiveness.

Many other levers for success

Taking people into account is a key success factor in agile transformation, which cannot be decreed or improvised. Change management requires a lot of **training** and **support** from agility professionals over several years, with continuous adjustment of the systems according to the company's maturity. Other levers play a major role:

- **Giving meaning, with a vision:** an essential phase of co-construction of the common principles of agility and its implementation in the company will help employees in search of meaning to take ownership of the strategy.
- **Have an inclusive and non-segregating approach** to get the whole company on board. Give everyone the chance to participate in an agile project, even outside of IT development, by drawing on the best practices of agility: collective intelligence methods, working in a circle of experts, etc.
- **Accompany decision-makers and managers** whose posture changes radically to help them instill a culture of agility and innovation, focused on the customer and on the autonomy of multidisciplinary teams empowered on their value chain.
- **Start with easy projects.** Make them a success and communicate to make everyone want to do it.
- **Rely on innovation promoters.** Find support points, relays, and ambassadors to spread this agility.
- **Use agile project sponsors.**
- **Ensure the proper use of very rigorous methodologies** by integrating agile talents; well applied agile methods bring a lot of efficiency and satisfaction to teams. If they are not used properly, they can quickly harm a project and degrade the climate within the team.
- **Instill a culture of test and learn**, of the right to experiment and to make mistakes at all levels — leaders too have the right to make mistakes — by introducing shorter feedback loops.
- **Encourage the "one roof" concept.** Occasionally move employees to work more efficiently as a team "under the same roof," taking care not to cut them off from their original entity.

Conclusion

Successful digital transformation means rethinking the company's culture, services and organization, as well as its information system with a view to continuous improvement in the service of the company's growth.

Success requires dynamic planning and execution of the strategy with shorter, faster cycles, closer to the actors on the ground and an "agile" structure and processes, capable of adapting to changes as they occur.

Agility is a means to a successful digital transformation because an agile company:

- Is **strongly customer-focused**: teams are in direct contact with their customers and have full latitude to decide what is good for overall performance.
- **Encourages experimentation**: the agile company has in its genes the analysis of alternative paths to develop a solution and maximize overall performance.
- **Accepts failure**: failure is accepted as a natural consequence of experimentation.
- **Encourages innovation**: managers encourage individual initiative by giving employees time to develop their own projects and innovate.
- **Develops and respects its employees**: the Agile Enterprise relies on managers who develop their teams by unleashing the talents of each individual. It places its employees at the center of its value creation.
- **Bases its decisions on the value** created for the organization: the Agile Enterprise pilots all its operational decisions by value and analyzes their long-term consequences.

Agility is therefore a culture of adaptation to permanent change and this culture must be a perpetual dynamic as soon as we evolve in a context of uncertainty. An agile transformation is above all a question of human skills. It is not in itself a competitive advantage, but the indispensable foundation of the culture of change that must permeate the entire company. It must **guide the strategy without conditioning it and, above all, serve the human being at the heart of the transformation dynamic.**

A successful digital transformation implies to be an Agile Enterprise.

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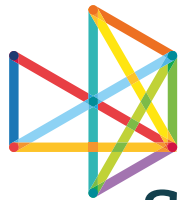
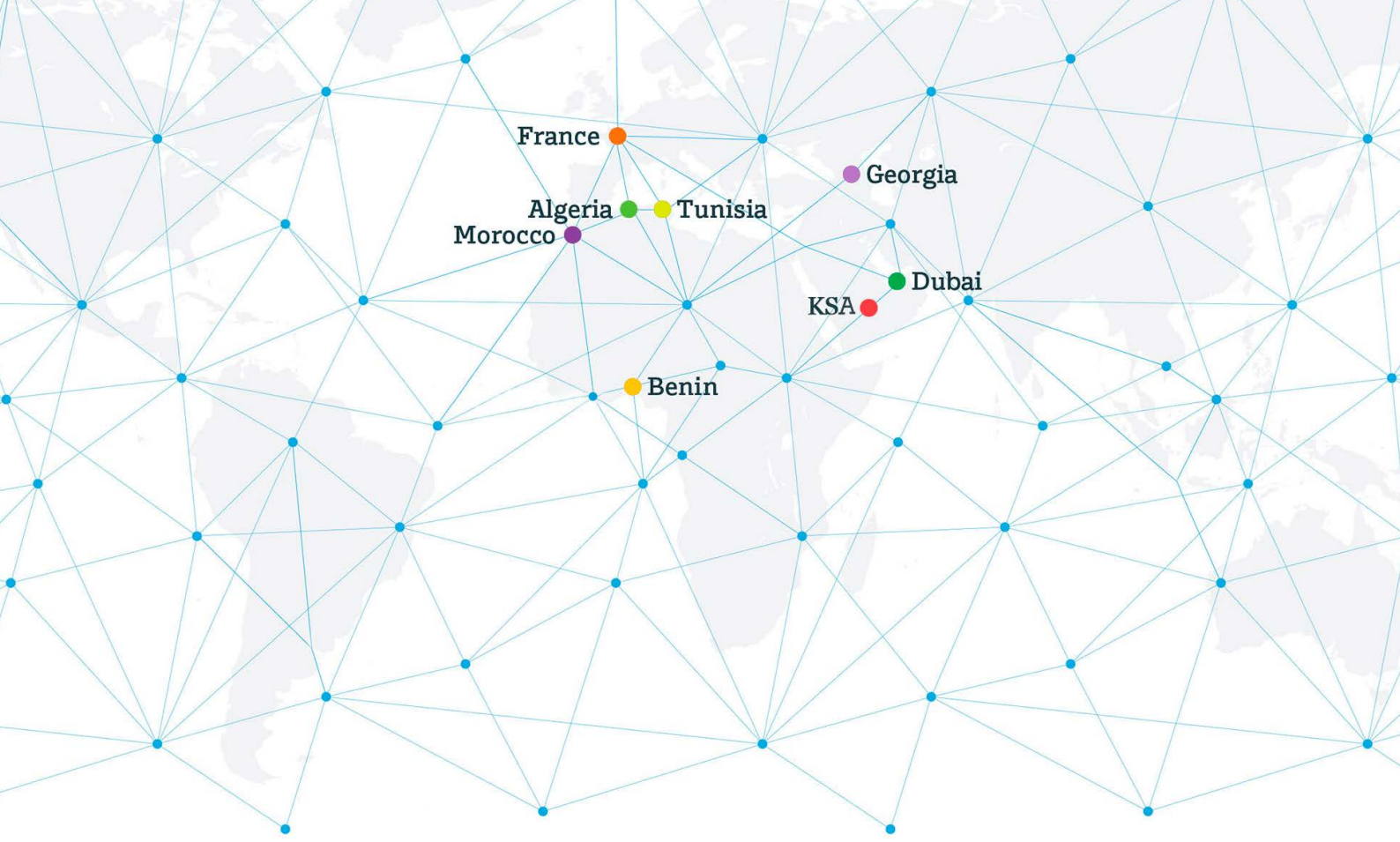
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