



A TESTIMONIAL

SETTING UP AN AGILE AND CONTROLLED ENVIRONMENT TO MANAGE CHANGE AND OPTIMISE IT DELIVERY

PM Fair Belgium 2022 - *Project Management Congress* - 07/10/2022

KURT VANDERHAEGHE





▶ **About me**

About Colruyt

About the project

How we *control* change *the agile way*

Governance: 3 corners both ways

Divide and conquer

Lean sprinting

Wrap-up

ABOUT ME

Kurt Vanderhaeghe

25 years of
professional
experience in IT
14 years as PM
10 years Scrum
Master

IT Bachelor
KHLeuven (1997),
Prince 2 practitioner
(2009),
PSM1 professional
scrum master (2014)

20 years in finance
4 years in retail
1 year in Public sector
4 years freelance



My ambition

With my **professional experience** in IT projects I am trying to **improve** **WHAT** my teams are doing and **HOW** we are doing it **every single day.**

MANAGEMENTMANIFESTO.COM

the Agile manifesto 2001

the Management manifesto 2022



unite expertise and learn from experience rather than books





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744

Shops



889k m²

Shop surface



€10.05

Billion revenue



€488

Million investment



32,996

Employees

Food

colruyt la plus petite
meilleures prix



colruyt prix-qualité



Collect&Go 



Non-food



Services



Private labels



Business-to-business brands



Belgian family company with a long tradition

1

1 mission - Creating **sustainable added value** together through **value-driven craftsmanship** in retail

2

Pioneer in **sustainable** and **innovative entrepreneurship**

3

Enabler for more **conscious consumption**

4

Attractive employer for **33,000 colleagues**

5

Youth education through Collibri Foundation

6

To become the  **European retailer** in **sustainable value creation out of information**

TIMES THEY ARE A-CHANGING'



*"The slow one now
Will later be fast*

*As the present now
Will later be past*

*The order is rapidly
fadin'*

*And the first one now
Will later be last
For the times
they are a-changing"*

Bob Dylan - 1964



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ABOUT CITTA

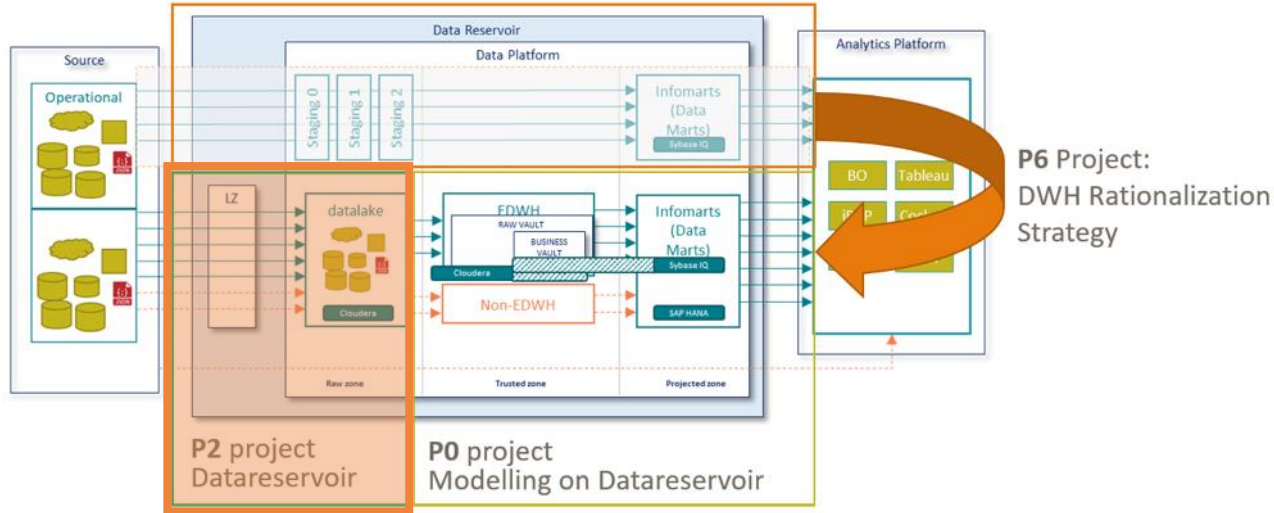
The DATA reservoir



To become the  **#1** European retailer in sustainable value creation out of information

ABOUT THE P2 PROJECT

A piece of the CiTTa puzzle



Setup the datareservoir ingesting data and taking into account

- ✓ Sustainability with a high level of automation
- ✓ Expandability
- ✓ Data integrity and security
- ✓ GDPR
- ✓ Backup and Restore
- ✓ High availability
- ✓ Disaster recovery
- ✓ ...

6 teams

ITA, AN, DEV,
TEST, INFRA, SO

4 years

2019 - 2022

€10M



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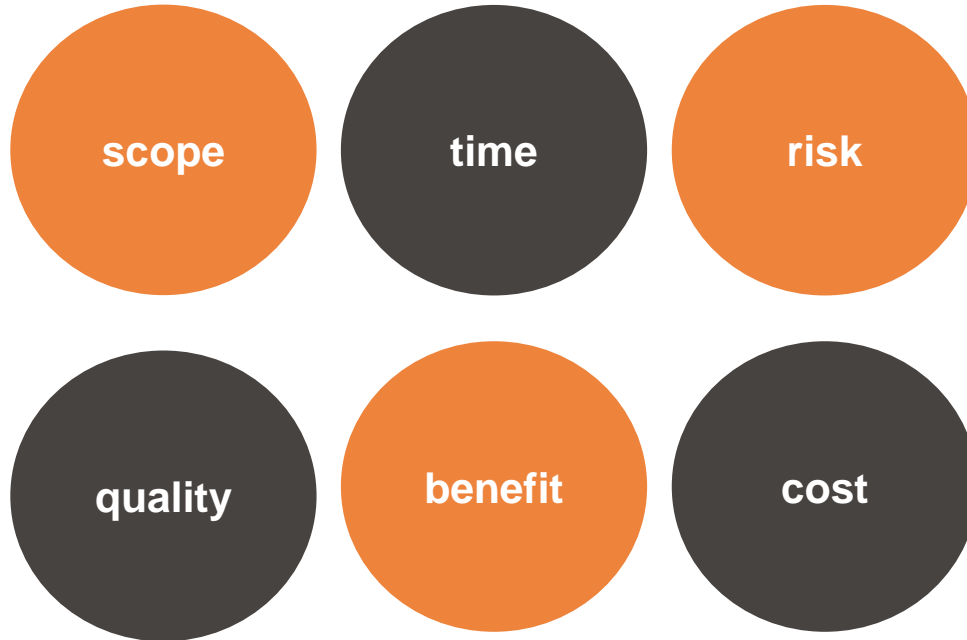
ABOUT CHANGE



**CHANGE IS THE
ONLY CONSTANT**

MANAGING PROJECTS

Project Management is easy



There are a lot of books on rules on how to **manage projects**. The challenge though is not to manage the project but to **control the environment**.

Create a lean, agile and controlled environment to manage your projects.



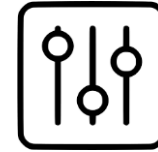
Lean

Pursuing effectiveness and efficiency.
Eliminating waste, saving time, frustrations and budget.



Agile

Continuous improvement outweighs delayed perfection.



Control

Time
Scope
Budget
Quality

HOW TO CONTROL AGILE

CEO OFFICE
→

WATERFALL

A Project Manager manages a **team** to deliver a certain **scope** in several **phases** with a given **quality** before a certain **deadline** with a given **budget**.

control

*Too much control
to be flexible*

AGILE

A scrum master facilitates a **self steering team** to deliver **Product increments** in **sprints**. All tasks are in a **product backlog** prioritised by the product owner.

flexibility

*Too flexible
to control*

HOW TO WATERFALL INCREMENTALLY

making waterfall agile **or** *control* agile delivery



**Higher
Management**



**Waterfall
milestones &
gateways**



**BIG
Team**

**HUGE
scope**



**VAK based
organisation**





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▶ **Governance: 3 corners both ways**

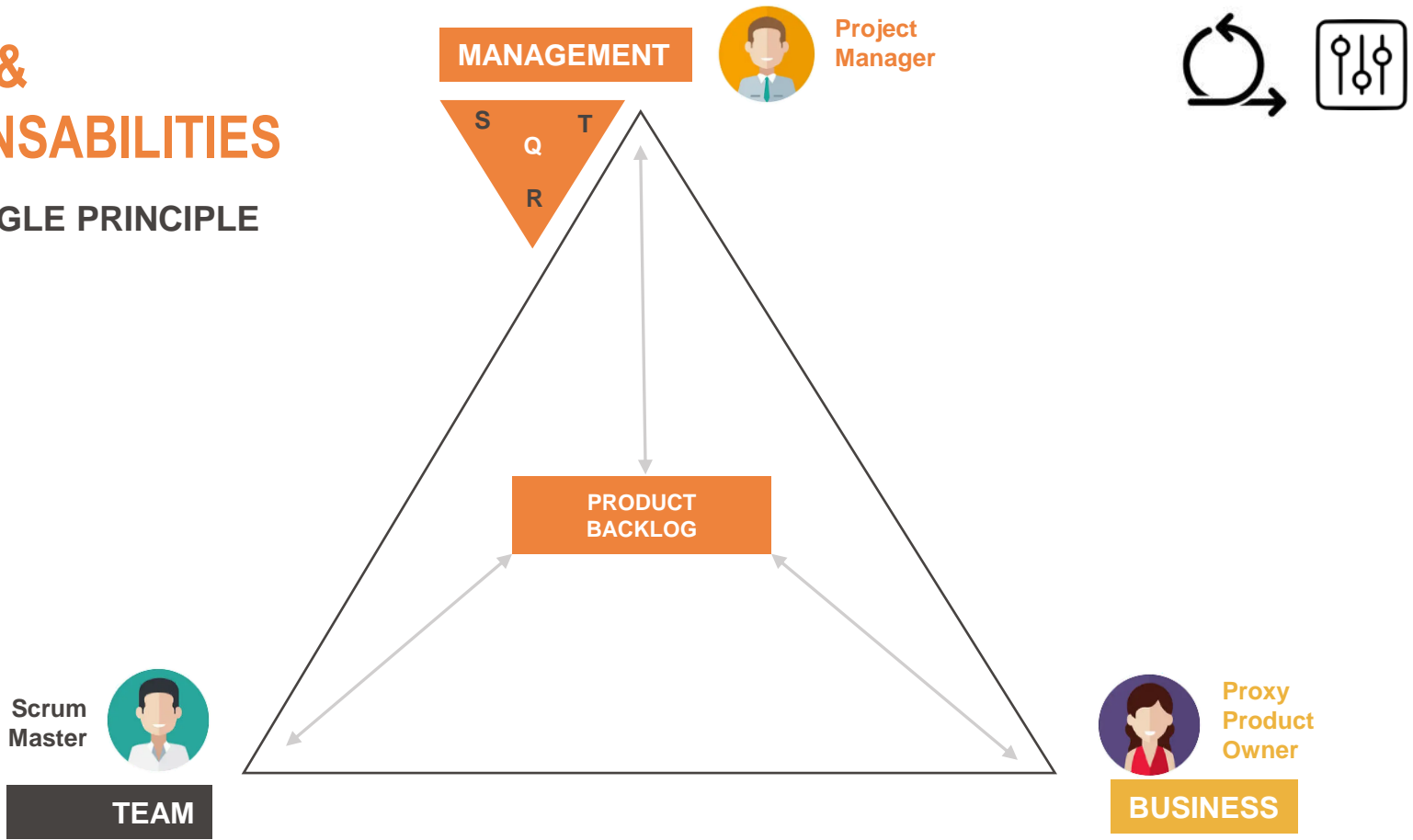
Divide and conquer

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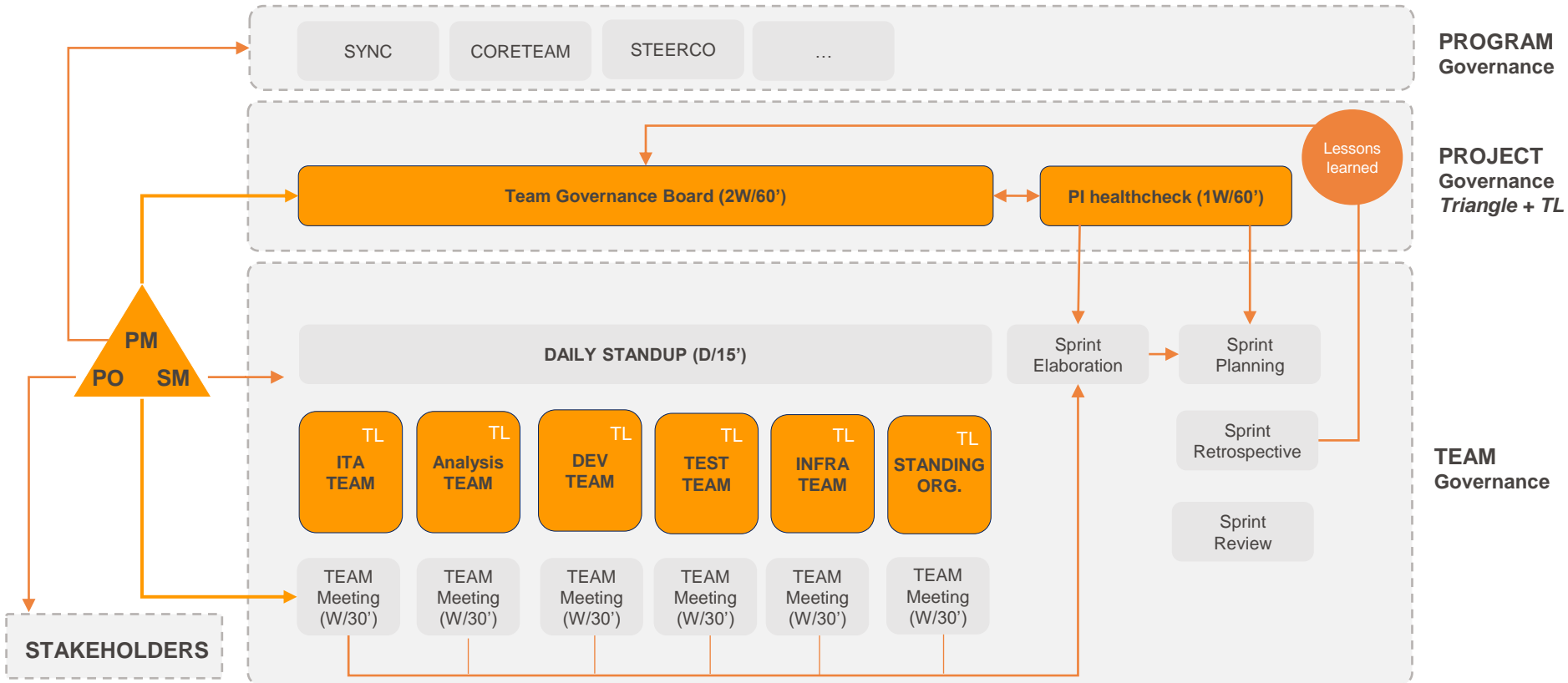
ROLES & RESPONSIBILITIES

THE TRIANGLE PRINCIPLE



TEAM GOVERNANCE

Control goes both ways





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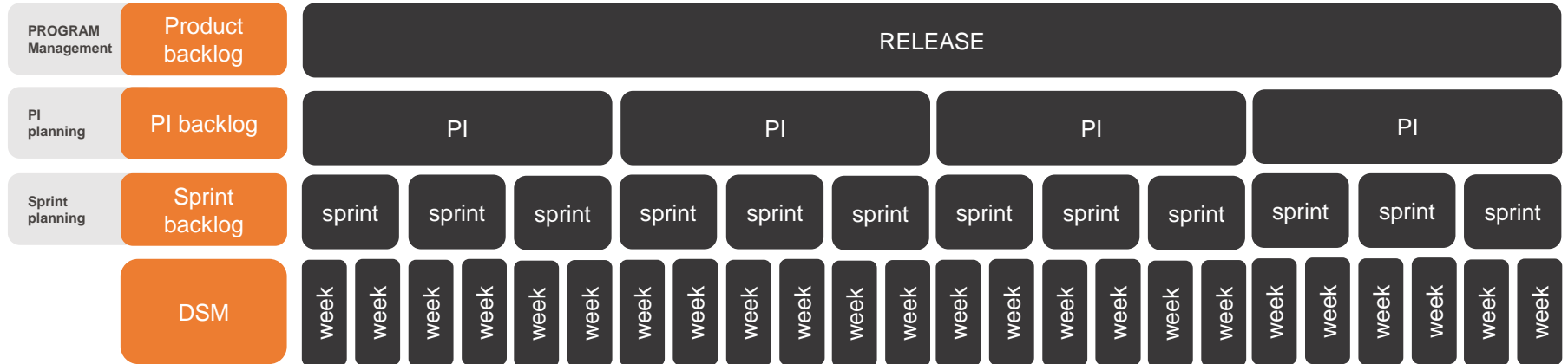
BREAKDOWN SCOPE

BREAKDOWN WITH FOCUS ON THE GOAL



BREAKDOWN TIME

RELEASE · MVP · SPRINT · WEEK · DAY



The release train principle
no impact on **time** but **scope**.



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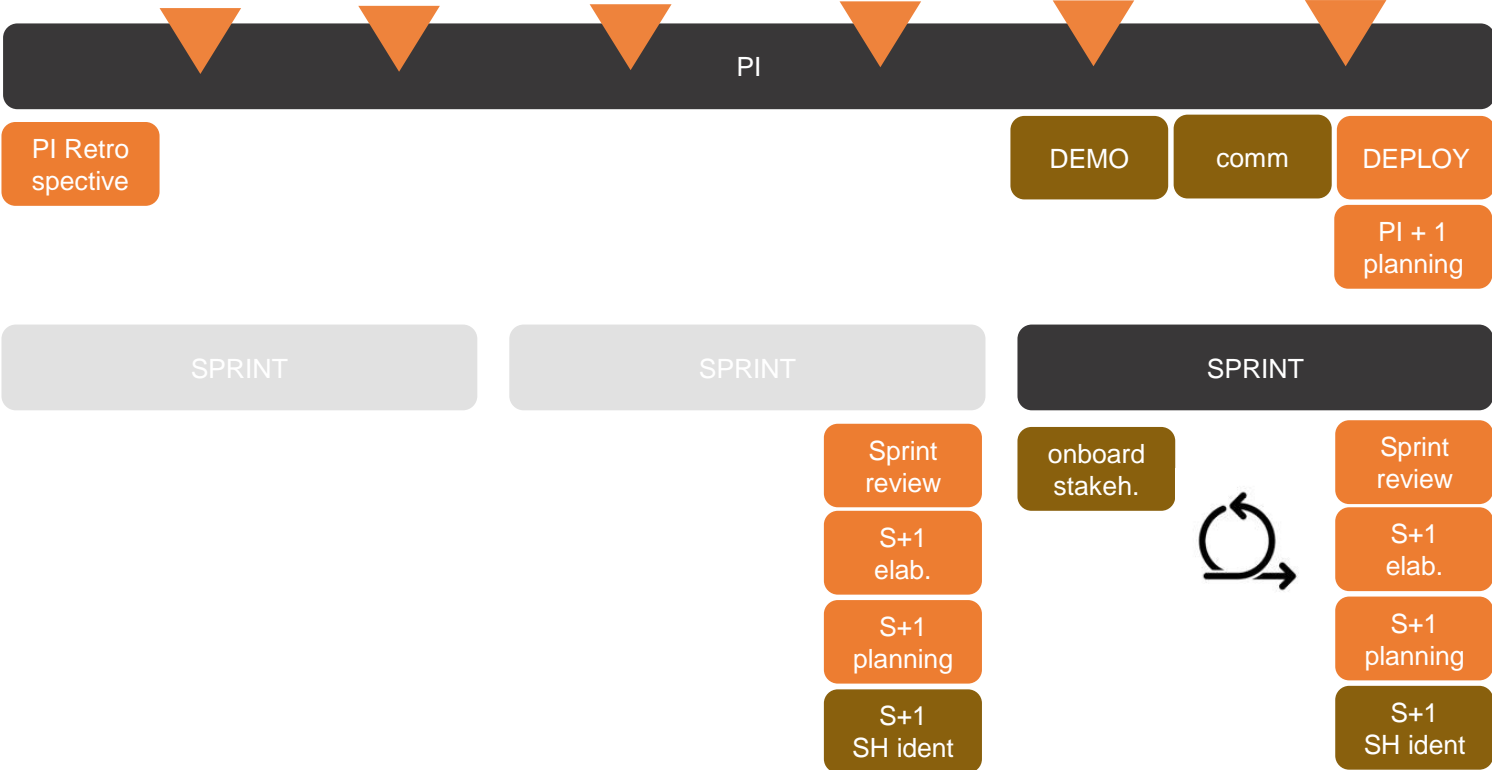
▶ **Lean sprinting**

Wrap-up

SO HOW DOES A CYCLE LOOKS LIKE



Efficient and effective





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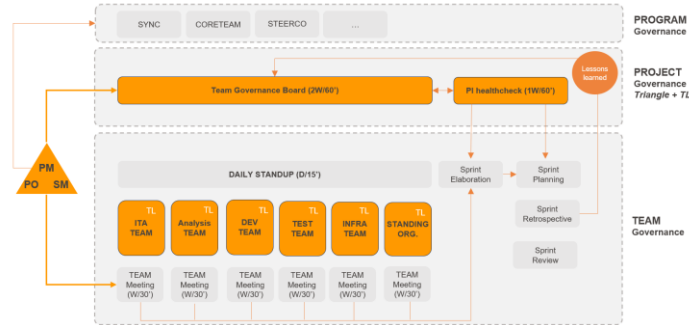
LET'S SUMMARIZE



Breakdown SCOPE & TIME



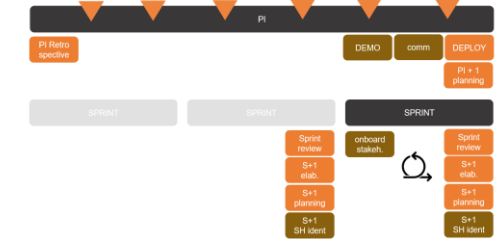
Cover all corners



Challenge your governance

SO HOW DOES A CYCLE LOOKS LIKE

Efficient and effective



BE lean, efficient and effective



Barack Obama - 2008

**‘Change doesn't
come from Washington.
Change comes to Washington.’**

MANAGEMENTMANIFESTO.COM



THANK YOU FOR YOUR ATTENTION

KURT VANDERHAEGHE

