How Agile are companies in Luxembourg ?

18 September 2019

pwc

PMI
LUXEMBOURG CHAPTER

Agenda

18:15   -   Welcome word & Introduction

Nassos Karageorgiadis (PMI)

Thierry Kremser (PwC)

18:20   -   Key insights from the survey

Nissa Hanafi (PwC)

Francesco Bruscella (PMI)

18:40   -   Round table discussion & Q&A session

Thierry Kremser (PwC) - moderator

Luca Barbazza (European Stability Mechanism)

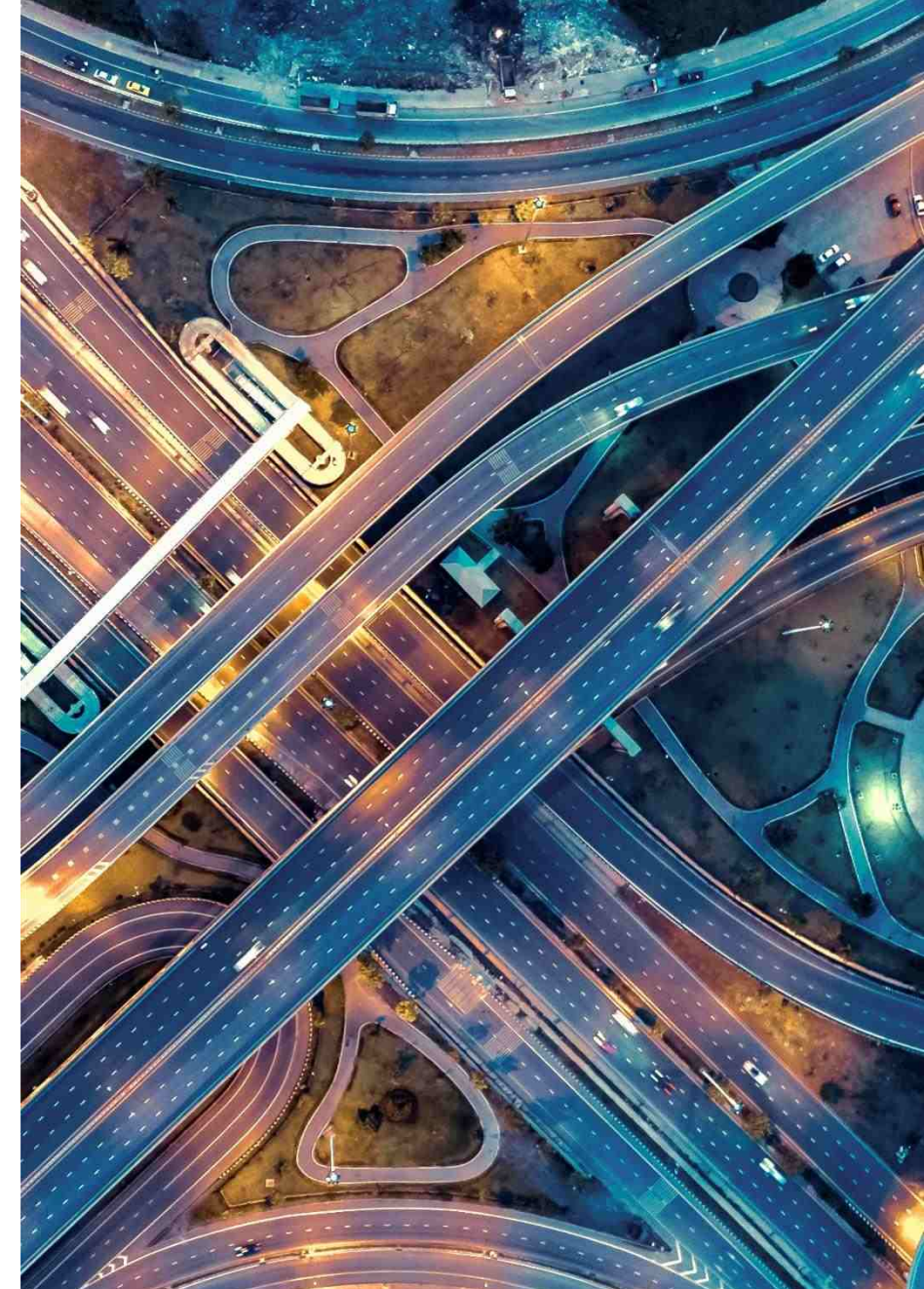*Renaud Chapellier (Landewyck)*

Laurent Petitcolas (Foyer)

Katerina Tsoupinaki (Intrasoft International)

Mathieu Weber (Cargolux)

Richard Woodham (Synermesh S.A.)

19:20   -   Closing word & Networking drink
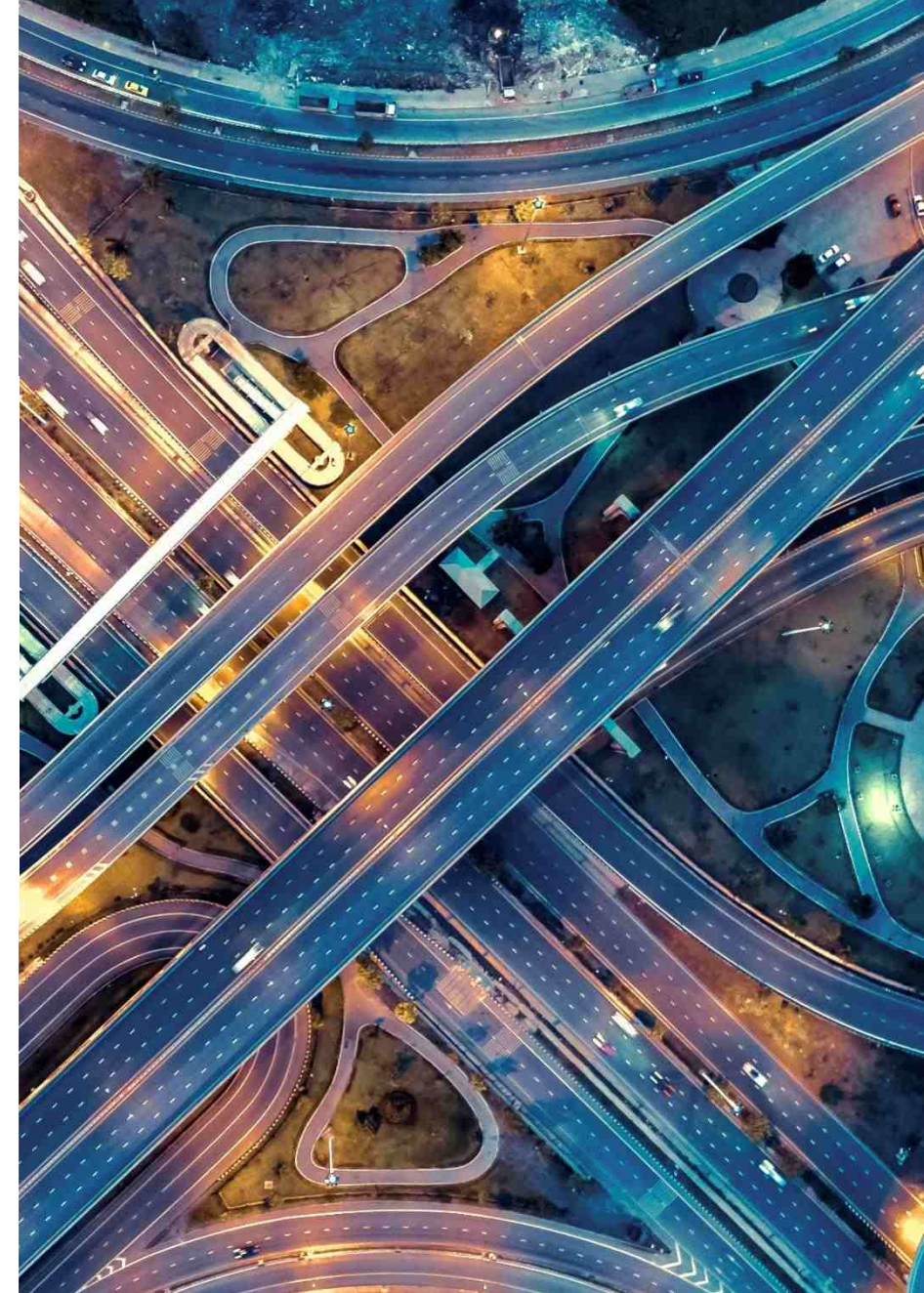
Nassos Karageorgiadis (PMI)

Welcome word and introduction

Nassos Karageorgiadis
PMI

Thierry Kremser
PwC

PMI Luxembourg Chapter

The Luxembourg Chapter was established in 2010.

PMI Luxembourg's mission:

Give Project Management professionals a platform for knowledge sharing and networking.

PMI Luxembourg offers a minimum of 16 hours of events / year, as events allow our members to increase their knowledge and meet their peers. A sample of events organized in 2018 and 2019:

- Strategy realization: From why to how.
- Project Management Methodologies comparison.
- General Data Protection Regulation.
- Energy Efficiency in Data Centres.
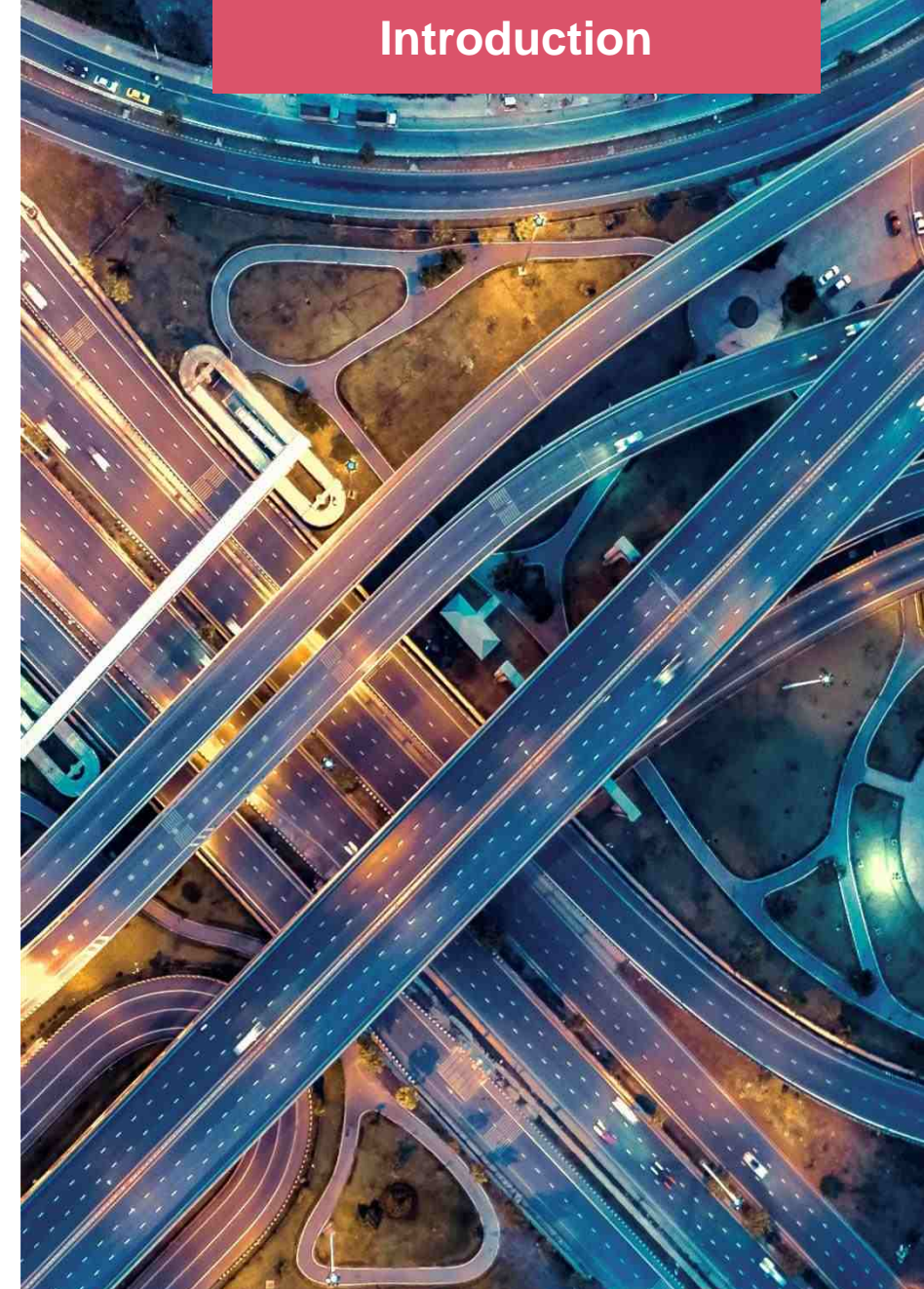- Privacy by design.
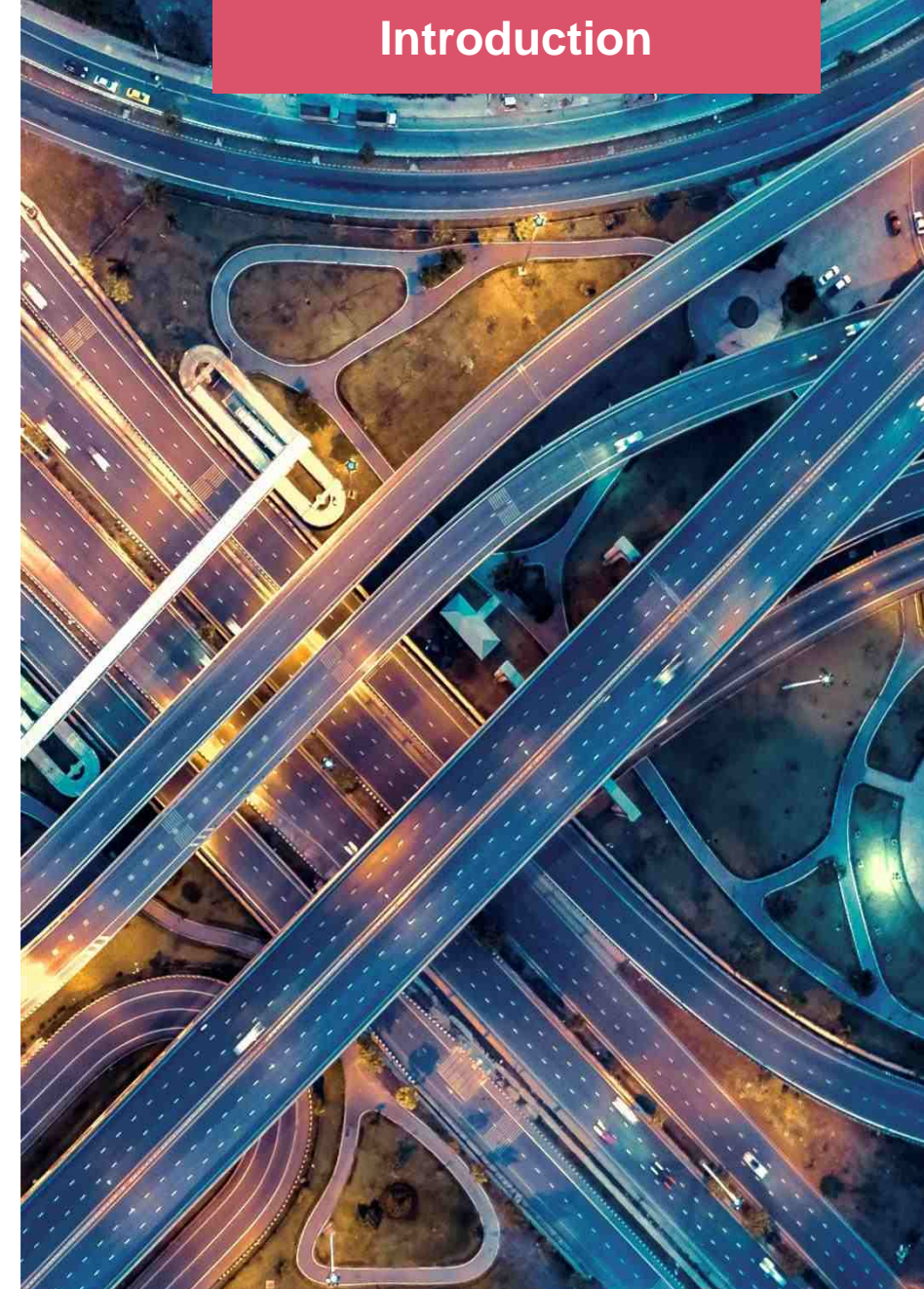
PMI Luxembourg Chapter

Join us to:

- Meet your peers and make new contacts.

- Share solutions and ideas, enhance your knowledge.

- Enjoy our events, in Luxembourg and abroad.

- Earn PDUs to keep your certification in good standing.
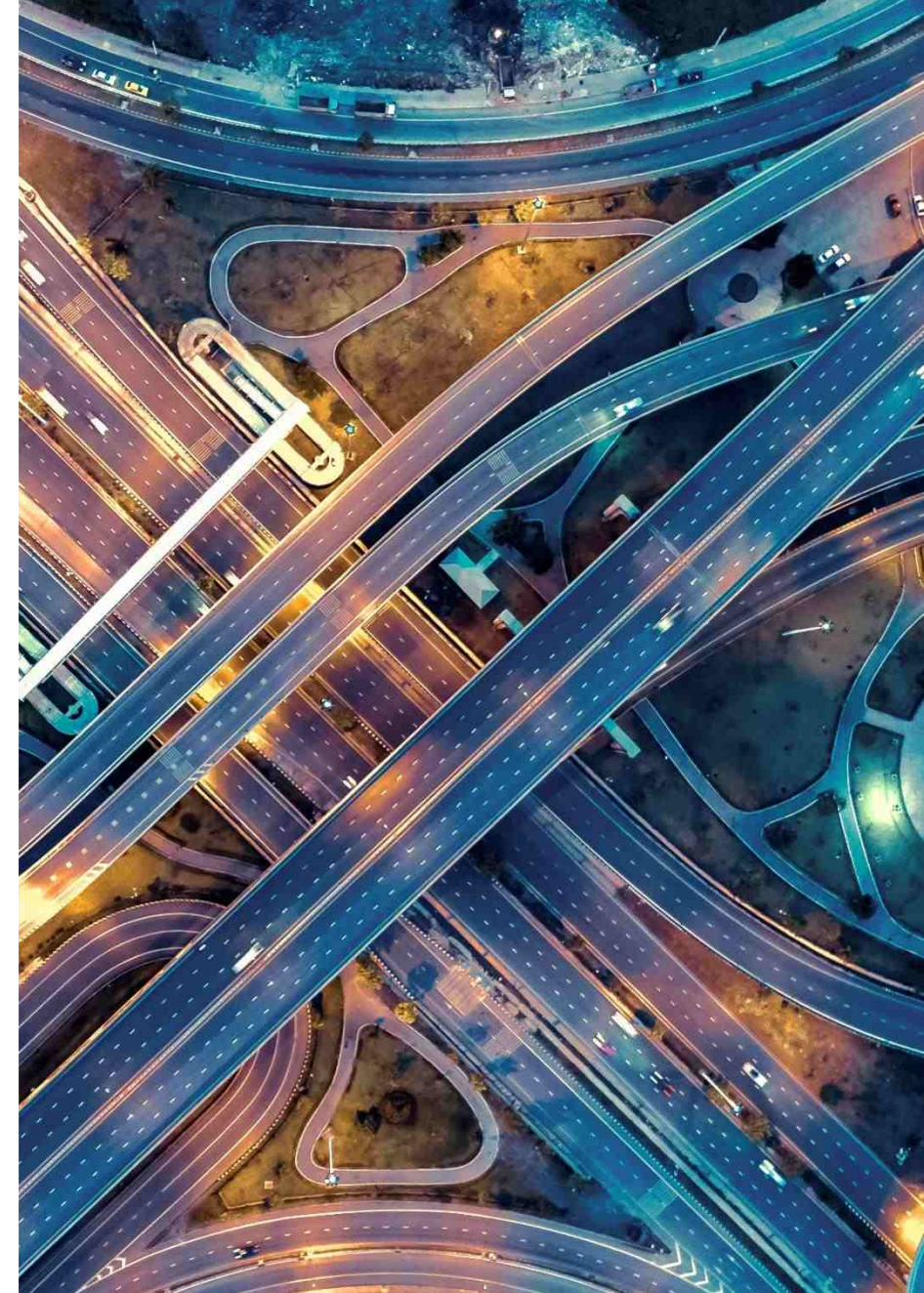
We will be happy to welcome you!

Key insights from the Agile survey

Nissa Hanafi
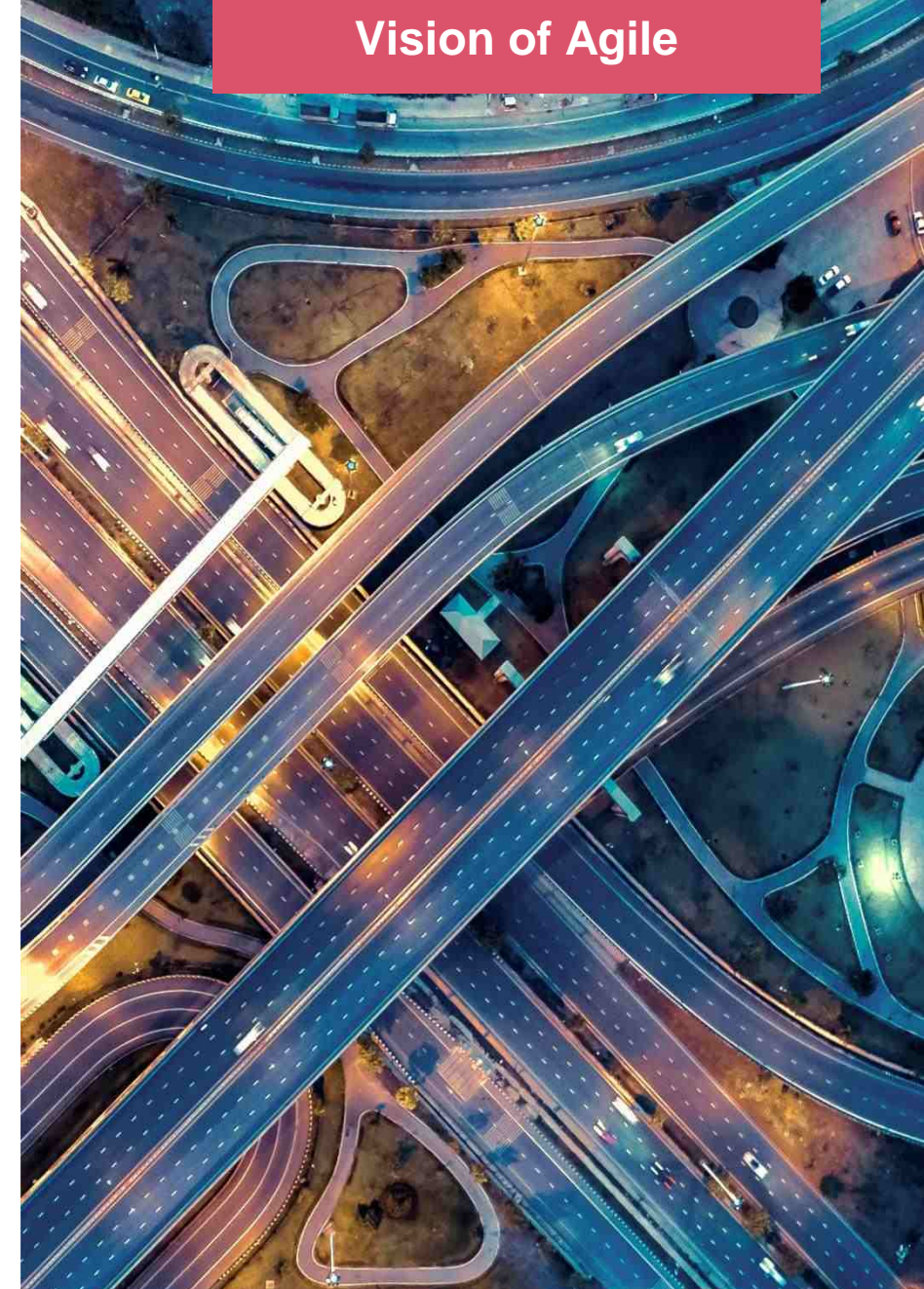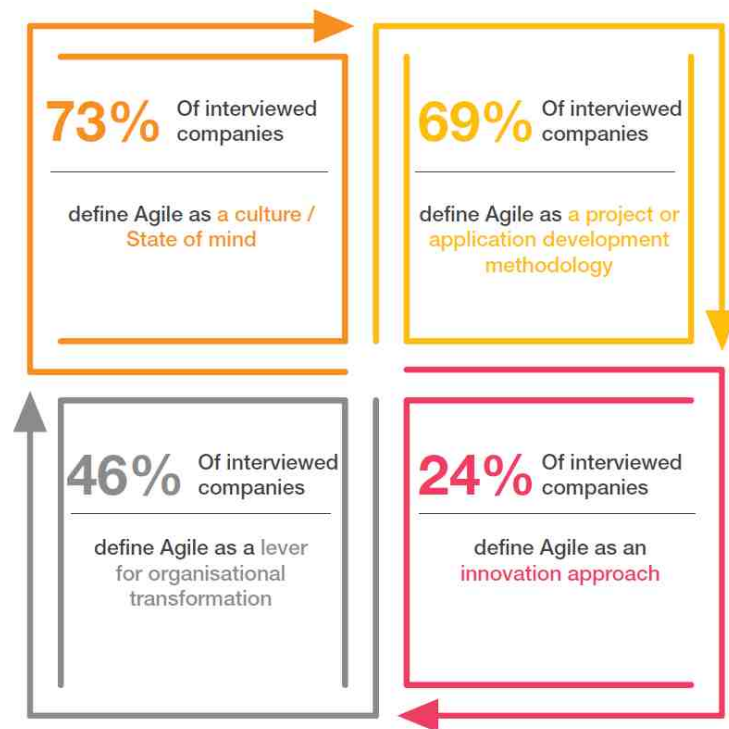PwC

Francesco Bruscella
PMI

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How do companies in Luxembourg understand Agile in 2019 ?

> " *Agile is perceived as a state of mind, a philosophy that should be used as a lever for both creation and innovation...*

73% Of interviewed companies

define Agile as a culture / State of mind

69% Of interviewed companies

define Agile as a project or application development methodology

46% Of interviewed companies

define Agile as a lever for organisational transformation

24% Of interviewed companies

define Agile as an innovation approach

> " *Agile has now been adopted by the **Management level** of Luxembourgish organisations.*

"
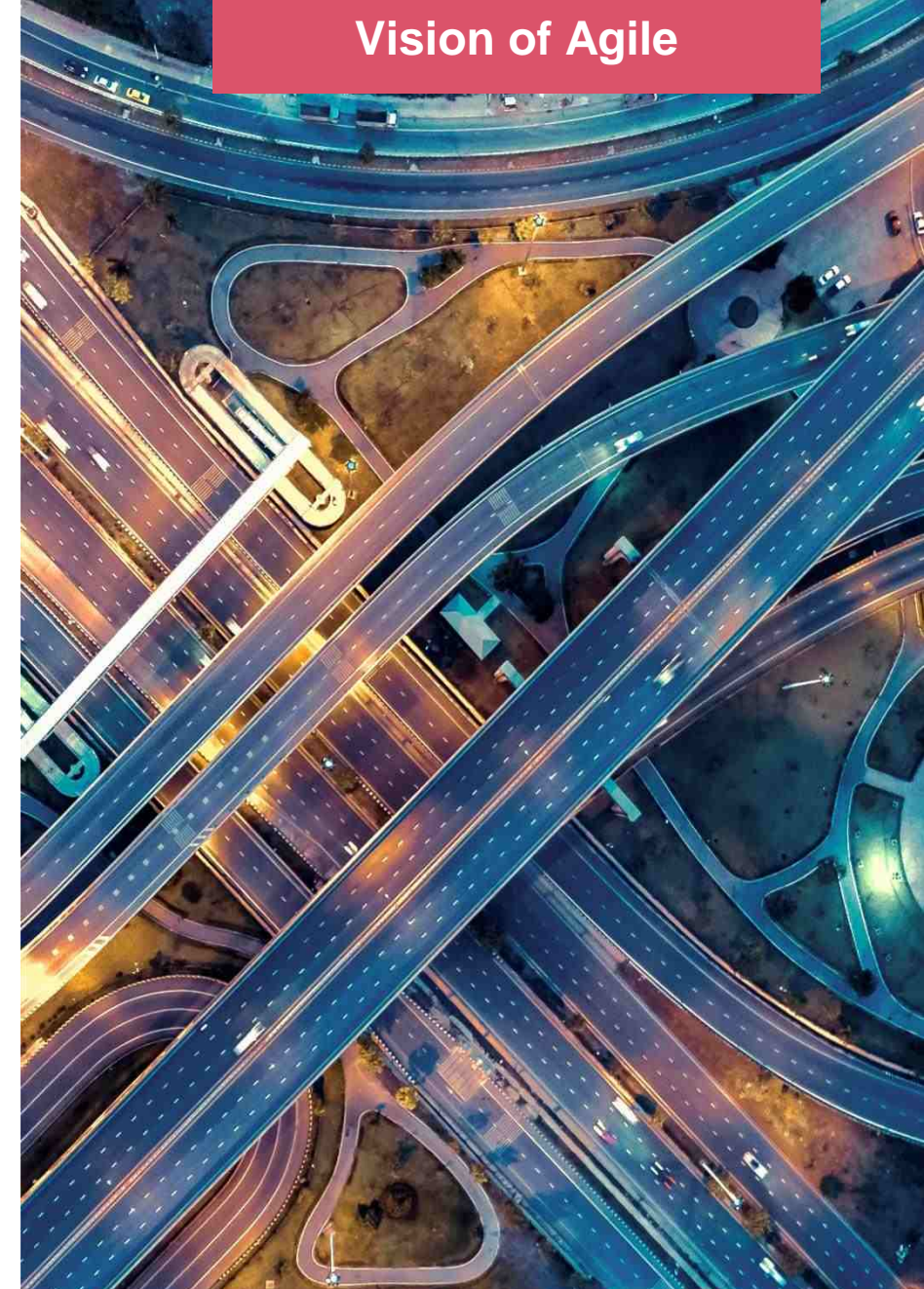
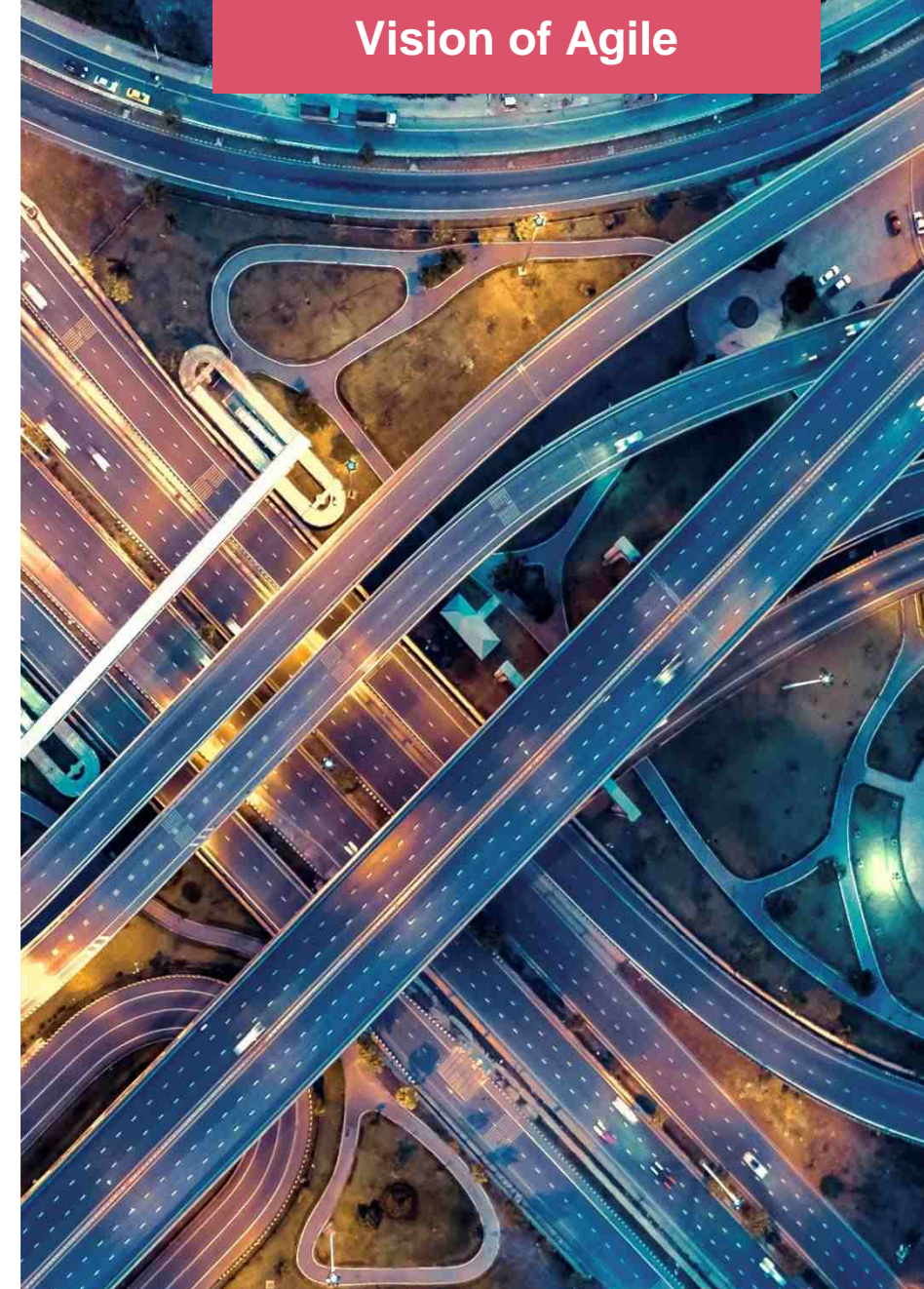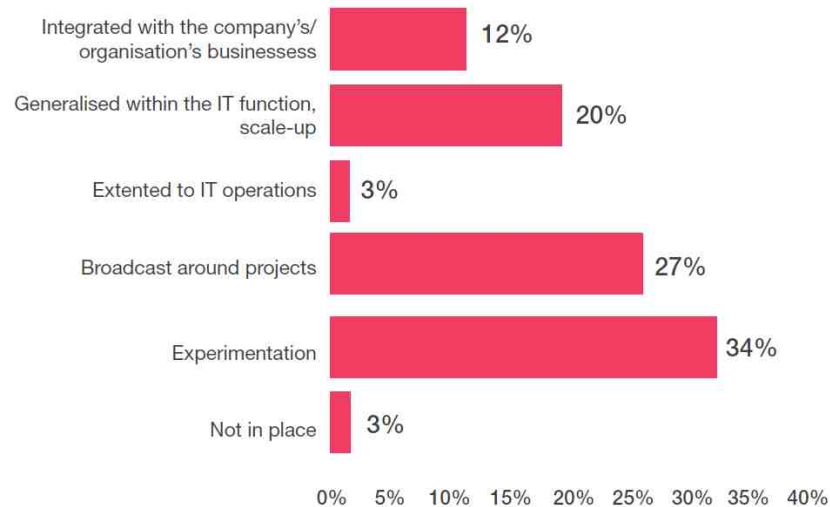*Luxembourgish companies still have a long way to go to meet their expectations for the future.*

What is the level of adoption of Agile in your organisation today ?

Category	Percentage
Integrated with the company's/organisation's businessess	12%
Generalised within the IT function, scale-up	20%
Extented to IT operations	3%
Broadcast around projects	27%
Experimentation	34%
Not in place	3%

0% 5% 10% 15% 20% 25% 30% 35% 40%

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More and more Luxembourgish companies would like to integrate Agile into all levels of their organisation.

At what level of adoption would you expect to be in 2-3 years ?
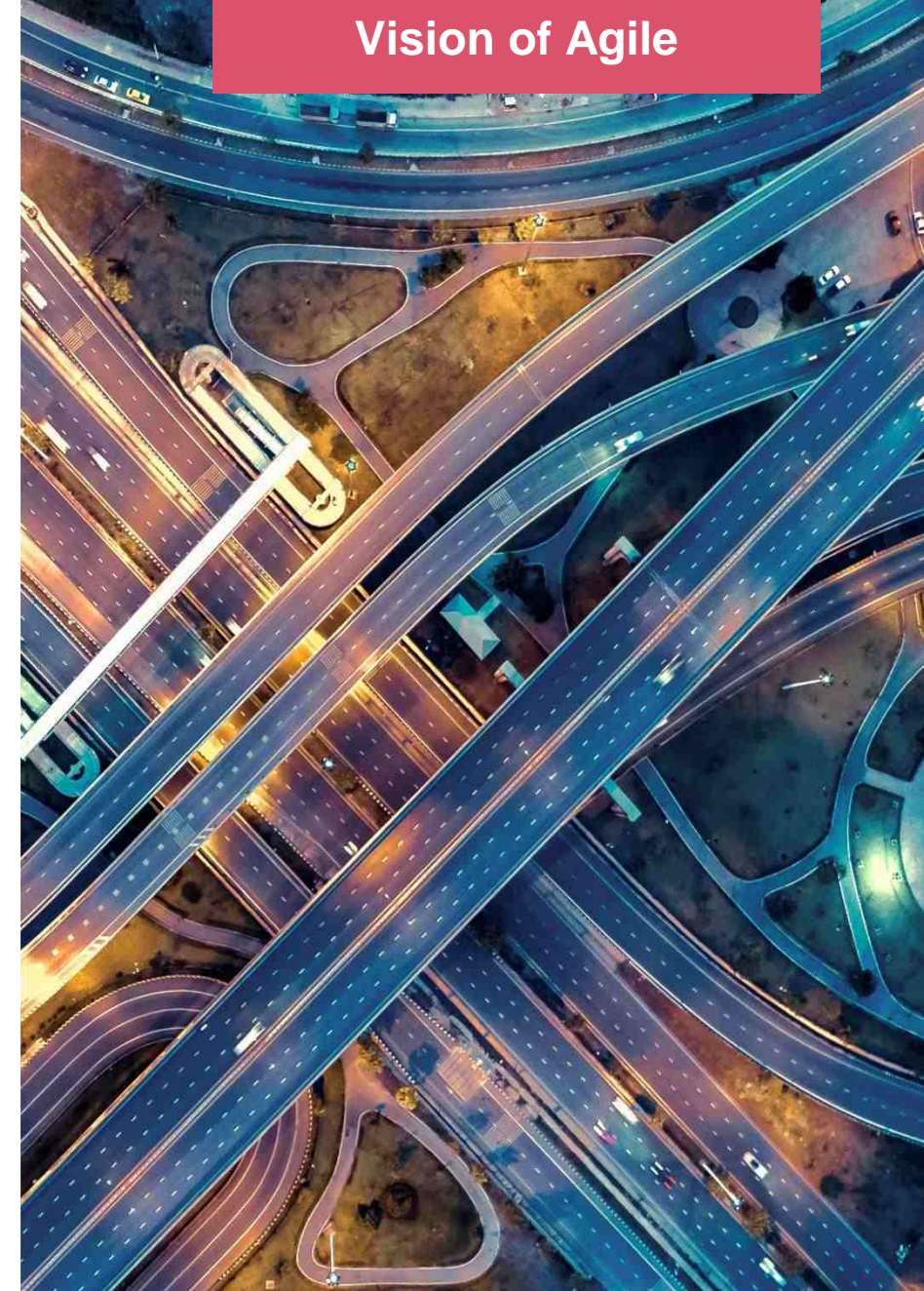
2% Not in place
10% Experimentation
15% Broadcasted around projects
7% Extended to IT operations
20% Generalised within the IT fucntion, scale up
12% Extended to support functions of the company/organisation
34% Integrated with the organisation's business

2021

0%   20%   40%   60%   80%   100%
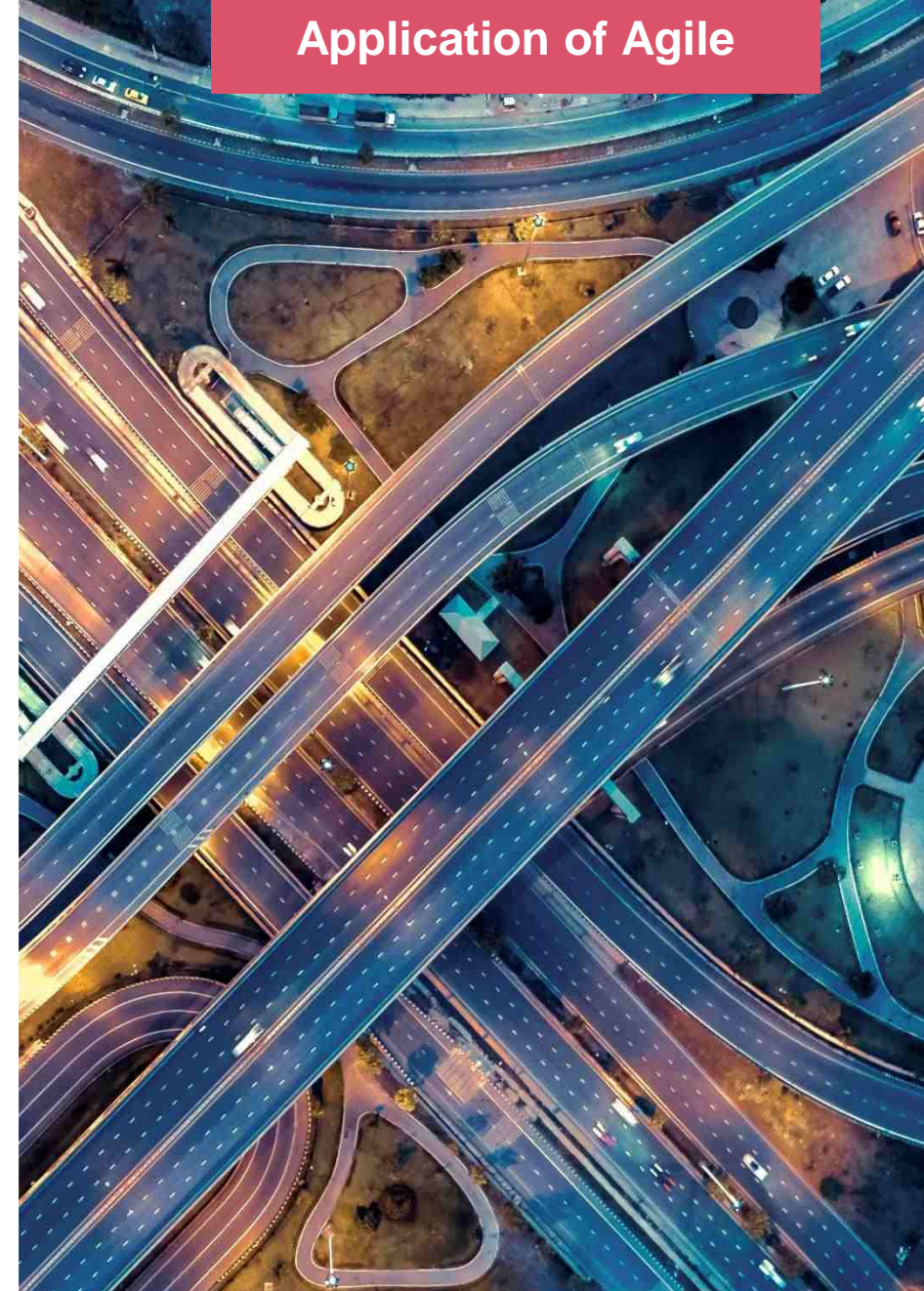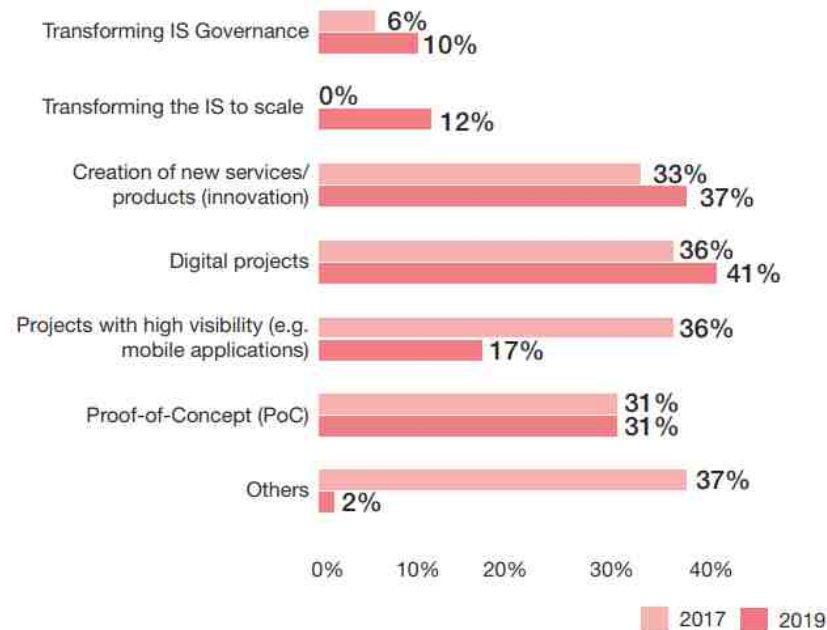
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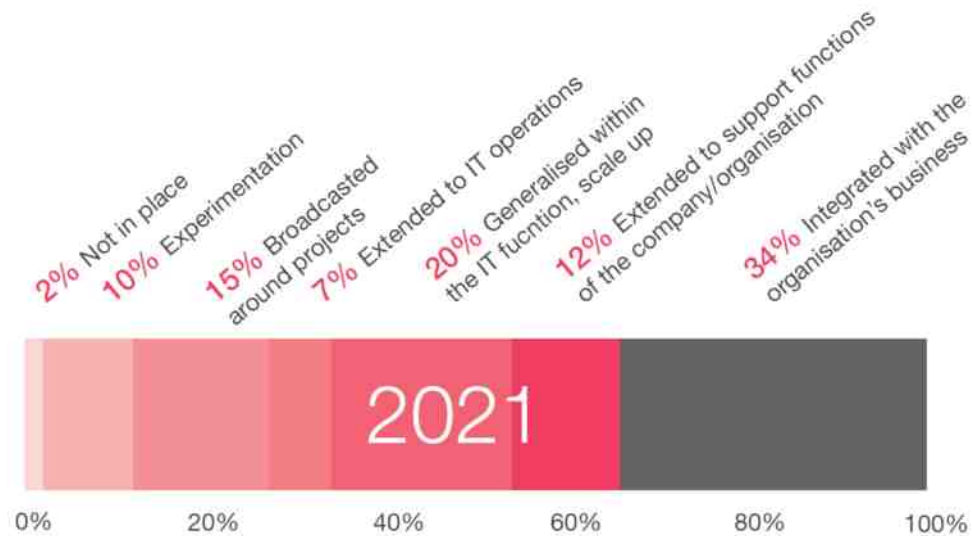
Companies understand that Agile can also be applied for other purposes than just IT related projects.

What are the application areas of Agile ?

	2017	2019
Transforming IS Governance	6%	10%
Transforming the IS to scale	0%	12%
Creation of new services/products (innovation)	33%	37%
Digital projects	36%	41%
Projects with high visibility (e.g. mobile applications)	36%	17%
Proof-of-Concept (PoC)	31%	31%
Others	37%	2%

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Agile-related roles such as **Agile champions** *are increasingly present within the* **workforce of companies** *in Luxembourg.*
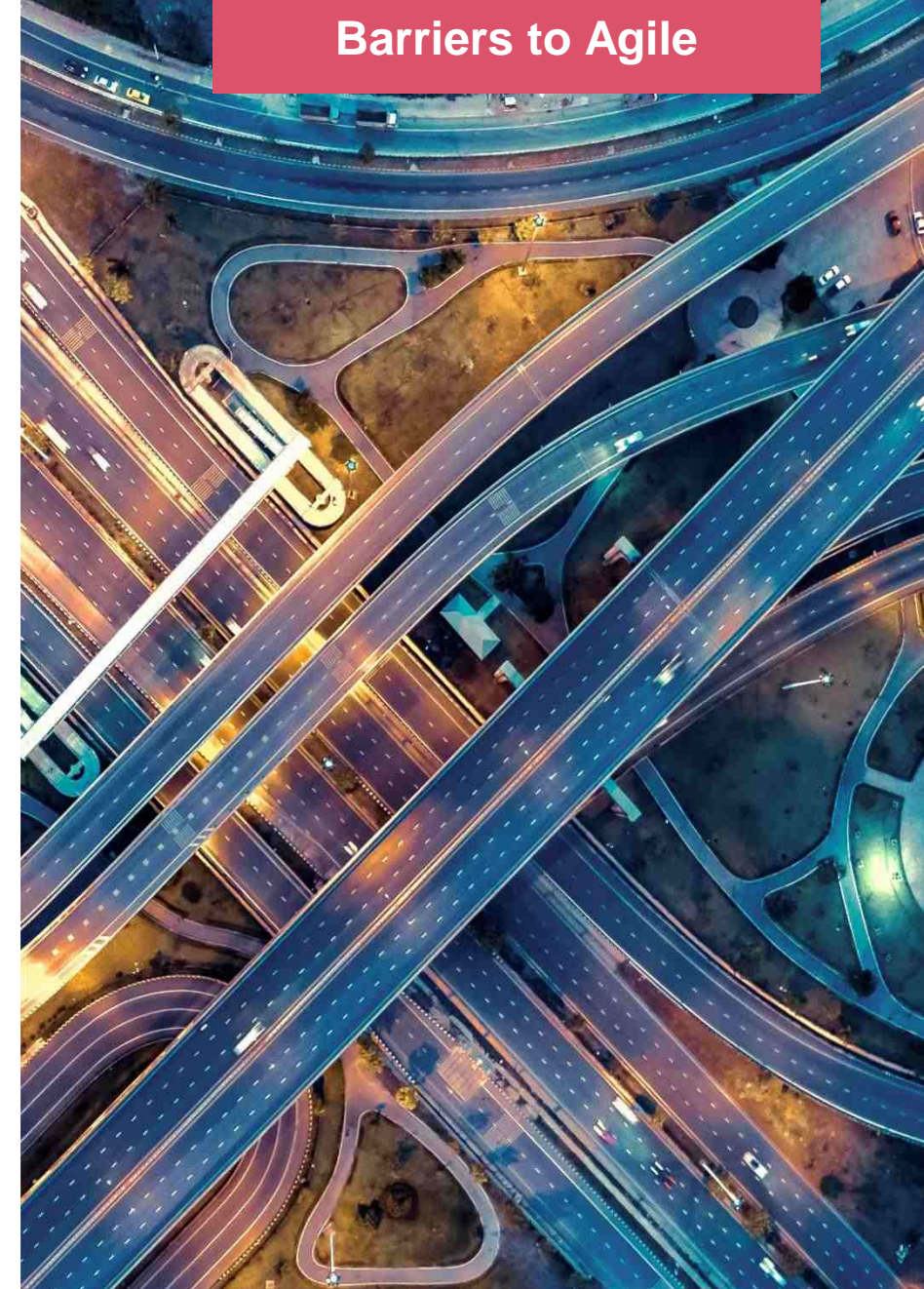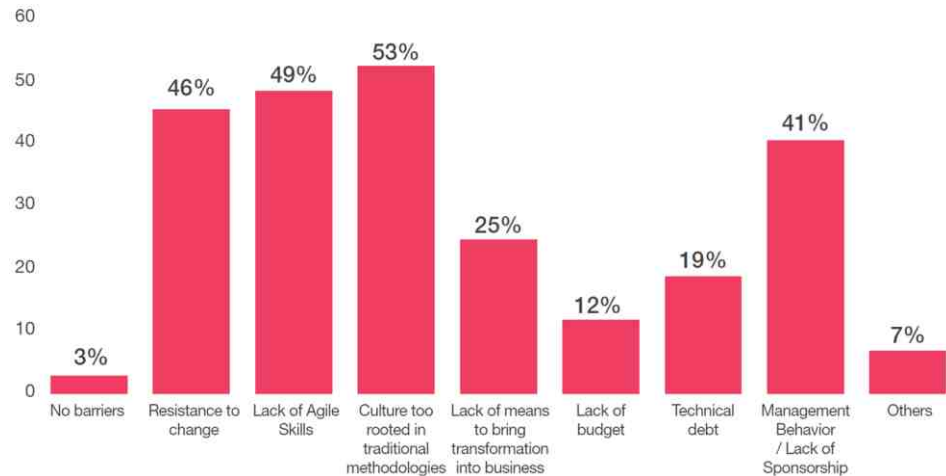
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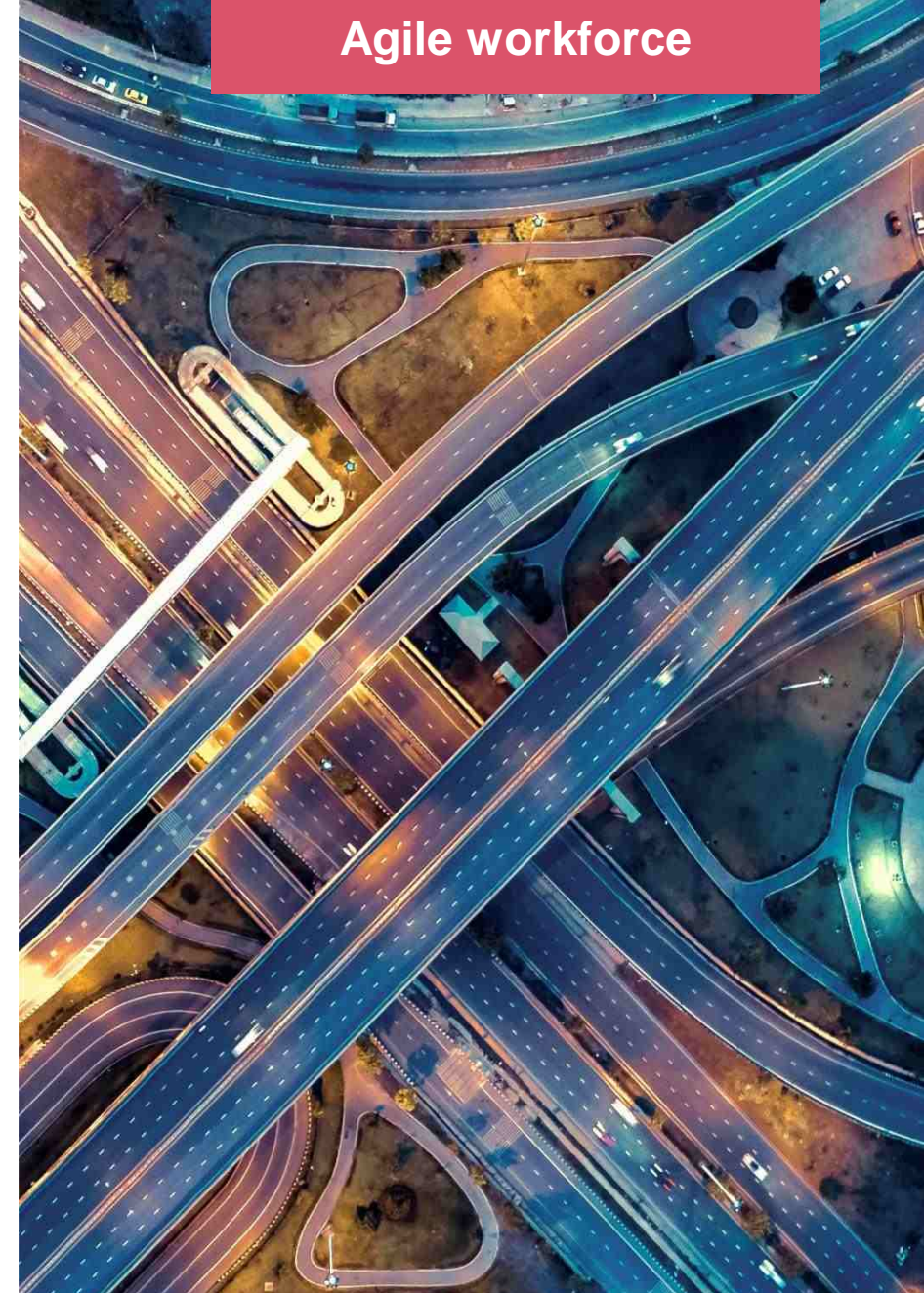
Resistance to change does not facilitate the application of Agile methods.

What are the main barriers to the Agile adoption ?

60	
50	53%
	46% 49%
40	41%
30	
25%	
20	19%
	12%
10	7%
3%	
0	

No barriers · Resistance to change · Lack of Agile Skills · Culture too rooted in traditional methodologies · Lack of means to bring transformation into business · Lack of budget · Technical debt · Management Behavior / Lack of Sponsorship · Others

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Agile boosts new ways of collaboration and the capacity for innovation.
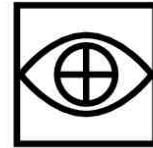
39%

of companies estimate that Agile **boosts new ways of collaboration.**

30%

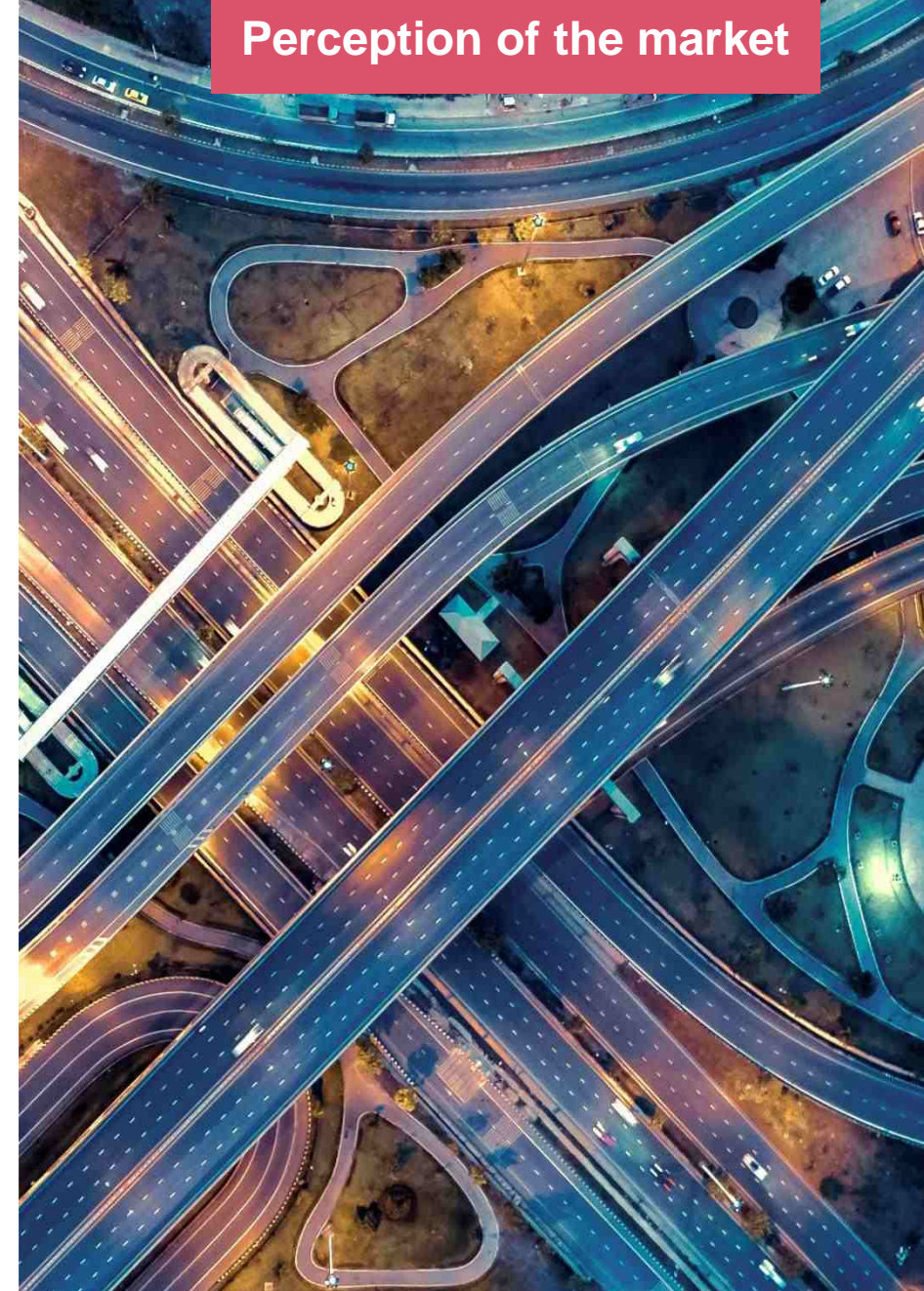of companies estimate that Agile **boosts the capacity for innovation.**

19%

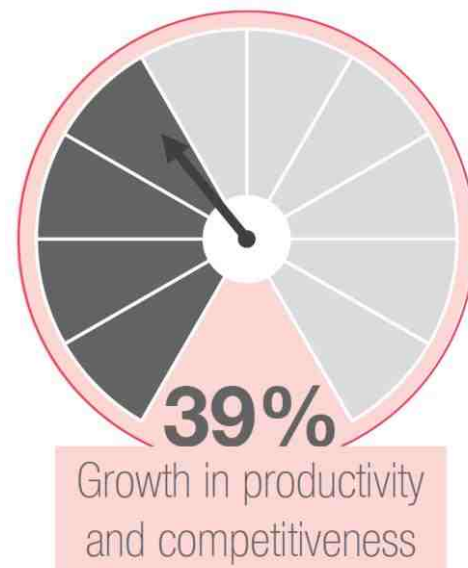of companies estimate that Agile **decreases project completion time.**

15%
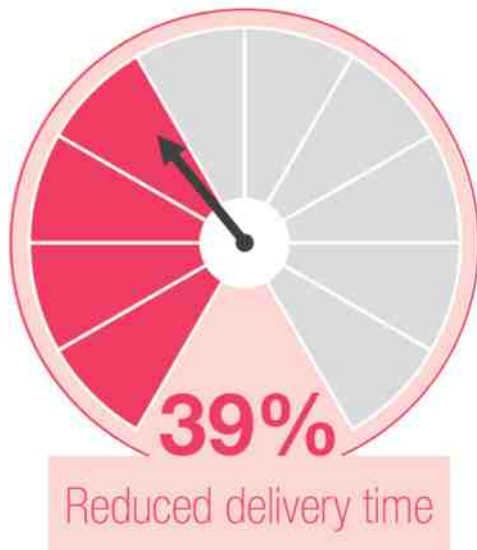
of companies estimate that Agile **improves customer satisfaction.**

"

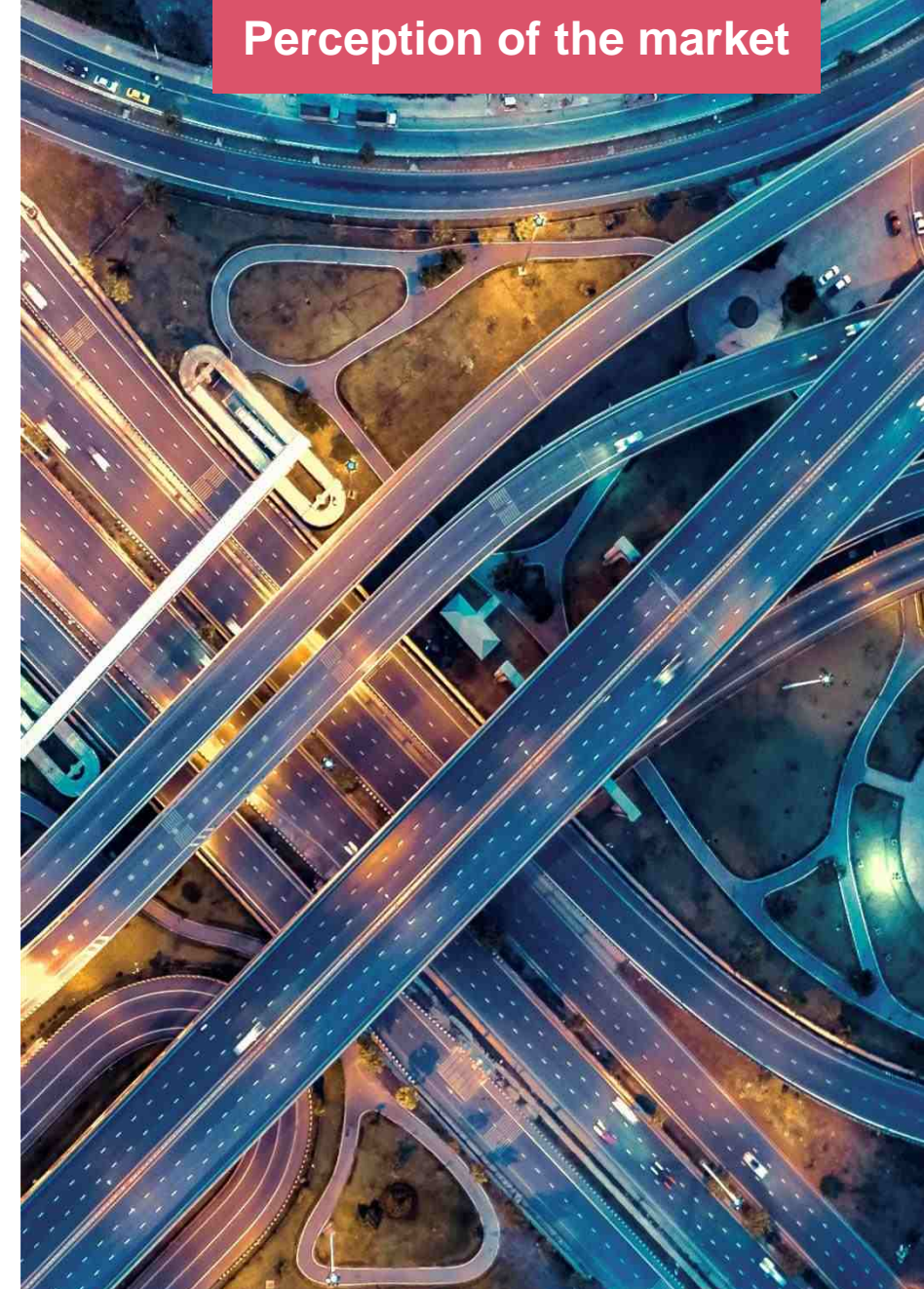*Agile has proven it brings the value management was expecting: reducing delivery time and boosting competitiveness.*

39%
Reduced delivery time
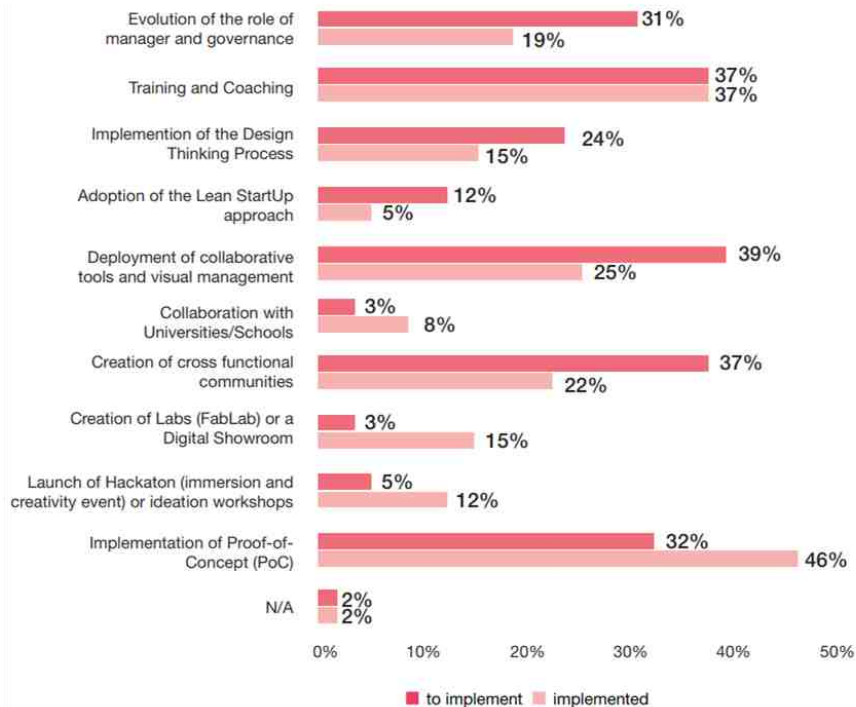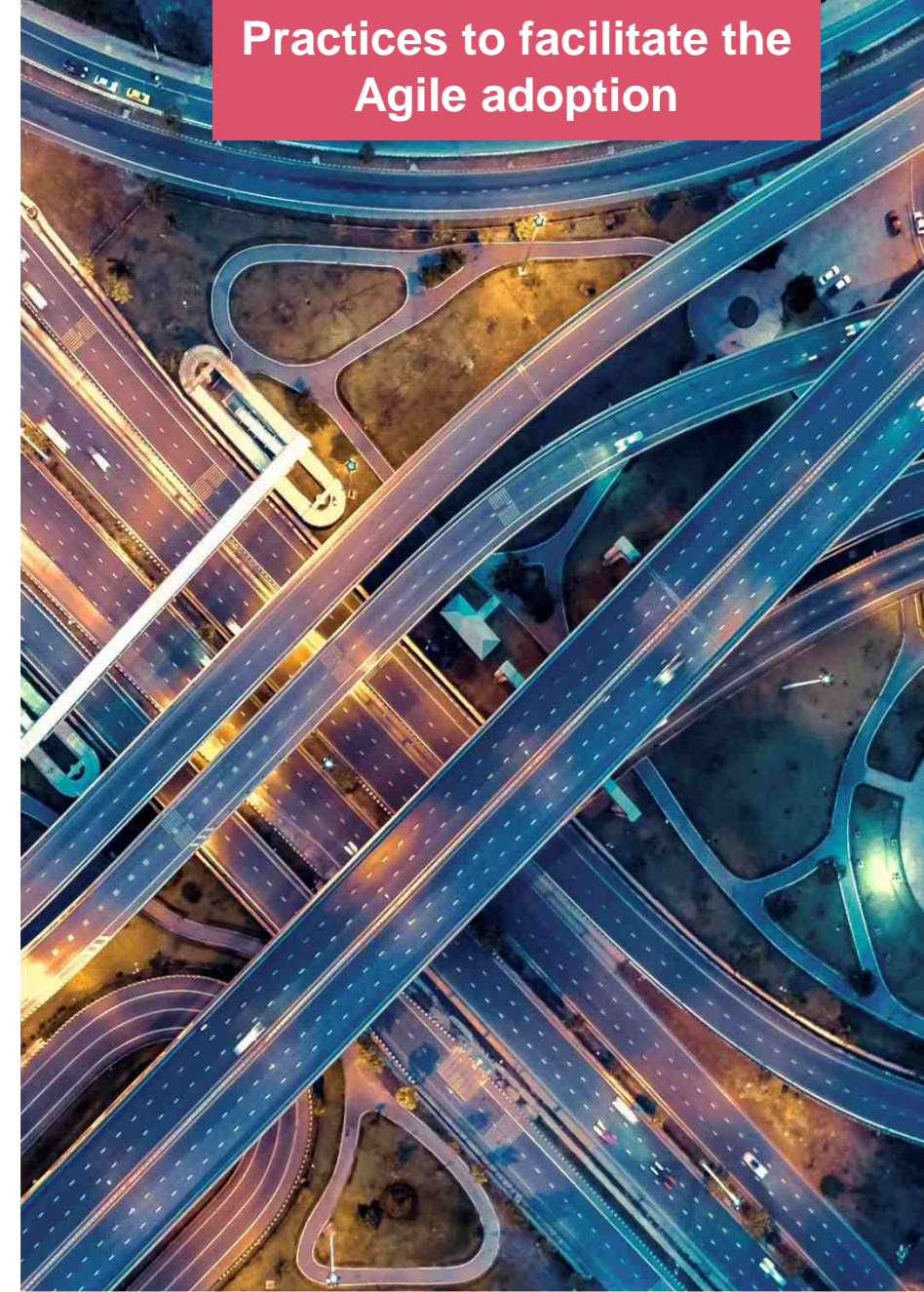
39%
Growth in productivity and competitiveness

"

While the implementation of PoC is still ahead of the practices used to facilitate Agile adoption...

Which practices have been implemented / need to be implemented for Agile adoption ?

| Practice	to implement	implemented
Evolution of the role of manager and governance	31%	19%
Training and Coaching	37%	37%
Implemention of the Design Thinking Process	24%	15%
Adoption of the Lean StartUp approach	12%	5%
Deployment of collaborative tools and visual management	39%	25%
Collaboration with Universities/Schools	3%	8%
Creation of cross functional communities	37%	22%
Creation of Labs (FabLab) or a Digital Showroom	3%	15%
Launch of Hackaton (immersion and creativity event) or ideation workshops	5%	12%
Implementation of Proof-of-Concept (PoC)	32%	46%
N/A	2%	2%

■ to implement ■ implemented

"

...There is also a genuine need in terms of collaboration and people.

39%

of companies estimate they need to deploy **collaborative tools and visual management** but only 25% have effectively implemented them.

37%

of companies estimate they need to **create cross functional communities** but only 22% have effectively implemented them.
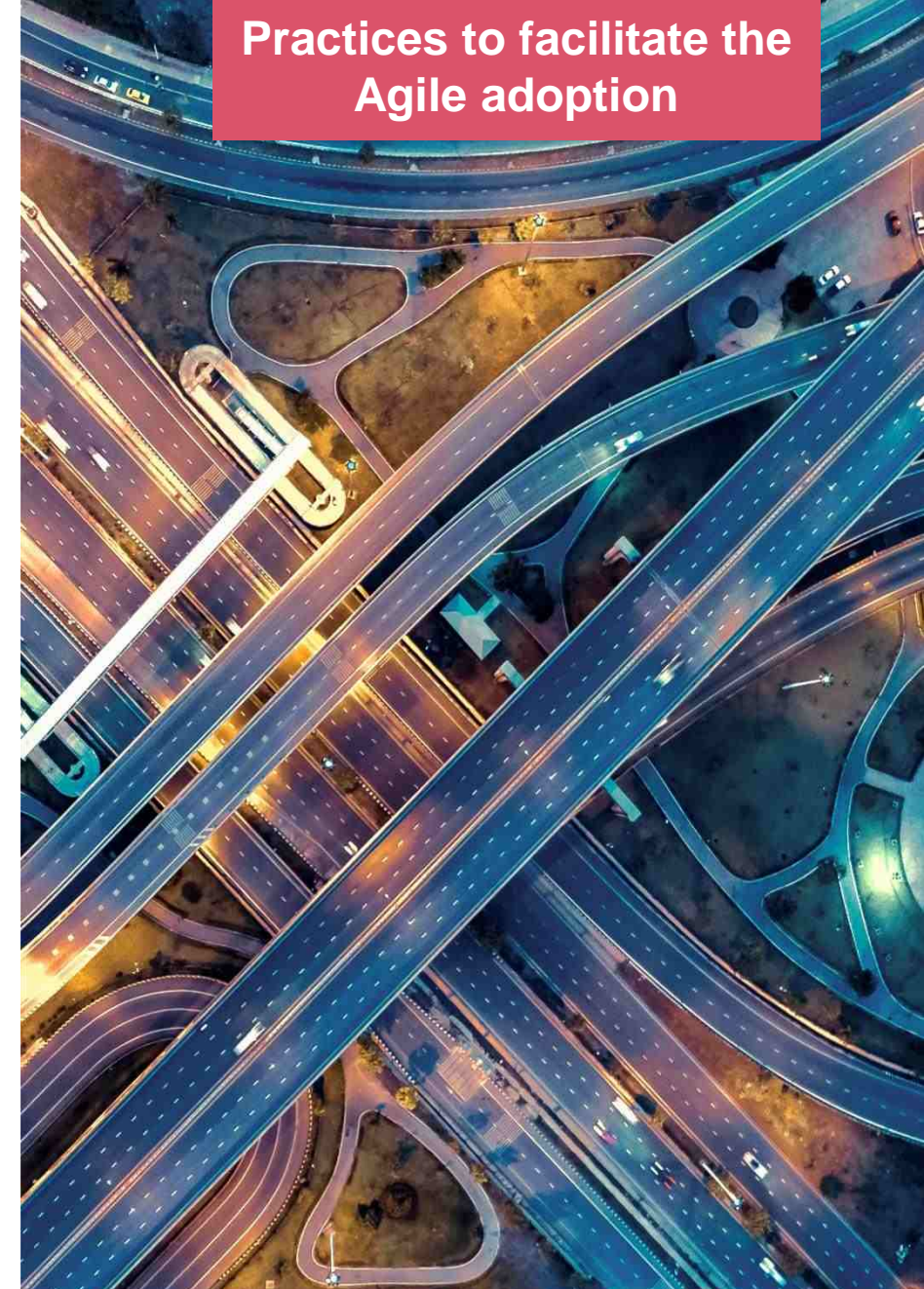
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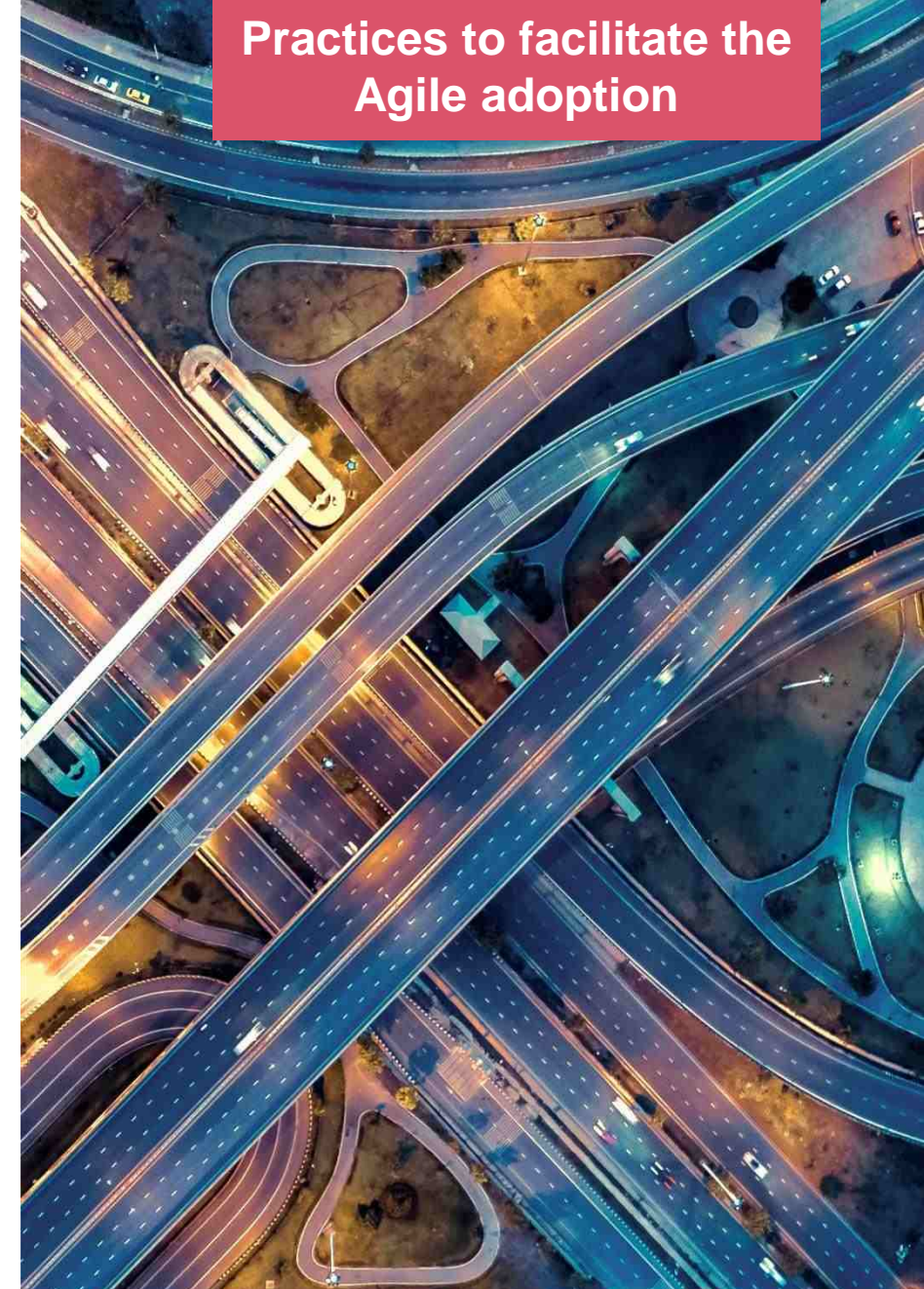
Companies have admitted that if they had the chance to start their projects, again in Agile, they would start with a concrete training programme and coaching.

37%

of companies estimate that **training sessions and coaching** are the key factors for a good implementation of Agile in their projects.
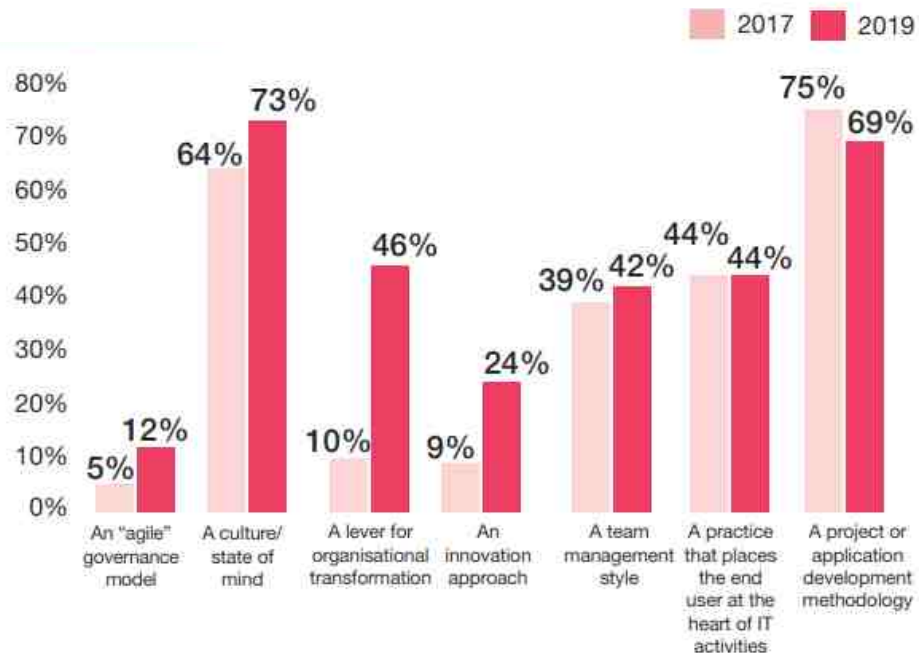
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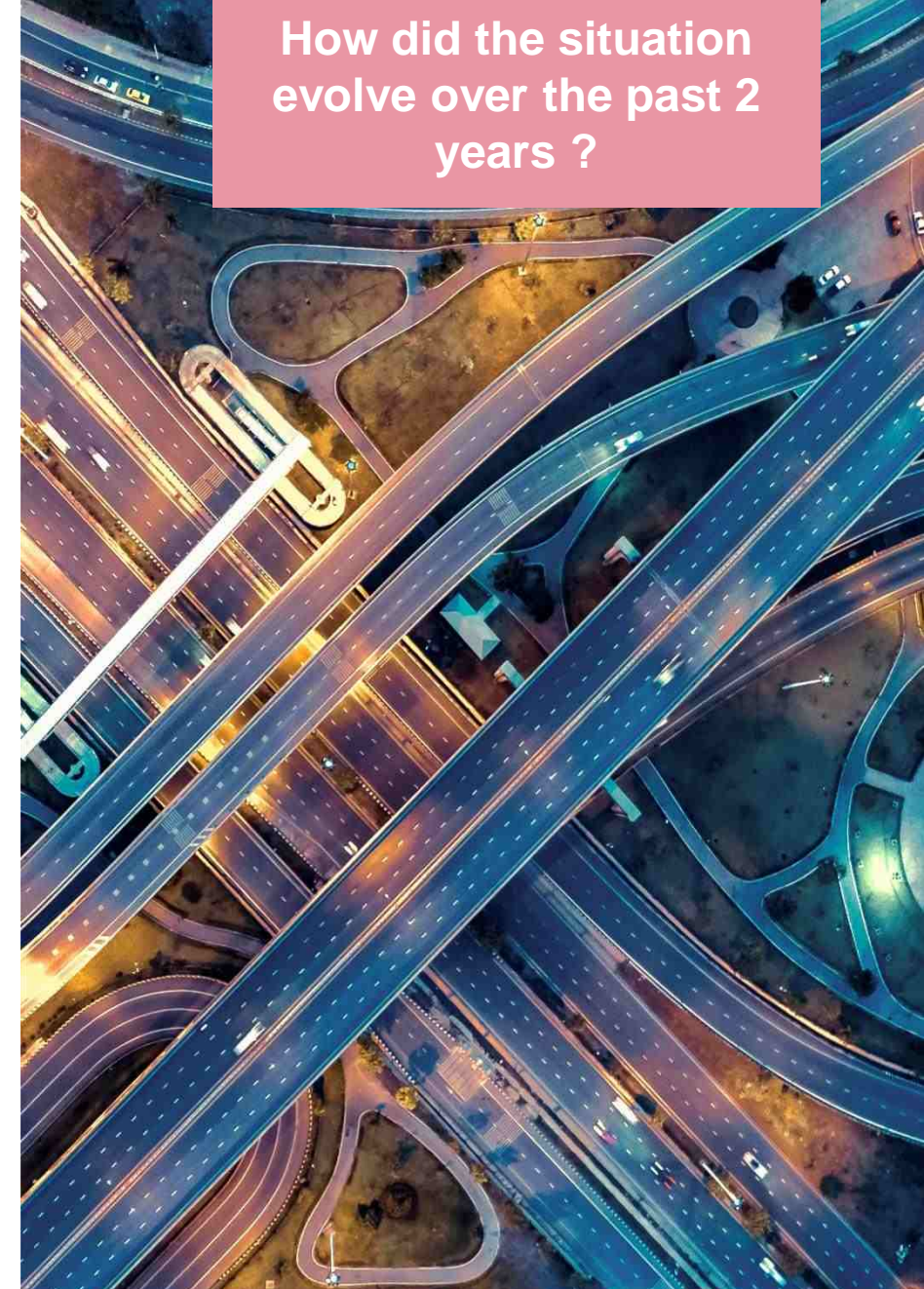Have the 2017 expectations of Luxembourgish companies been reached ?

" The perception of Agile has evolved...

What does Agile mean for Luxembourg companies ?

Legend: 2017 | 2019

Category	2017	2019
An "agile" governance model	5%	12%
A culture/state of mind	64%	73%
A lever for organisational transformation	10%	46%
An innovation approach	9%	24%
A team management style	39%	42%
A practice that places the end user at the heart of IT activities	44%	44%
A project or application development methodology	75%	69%

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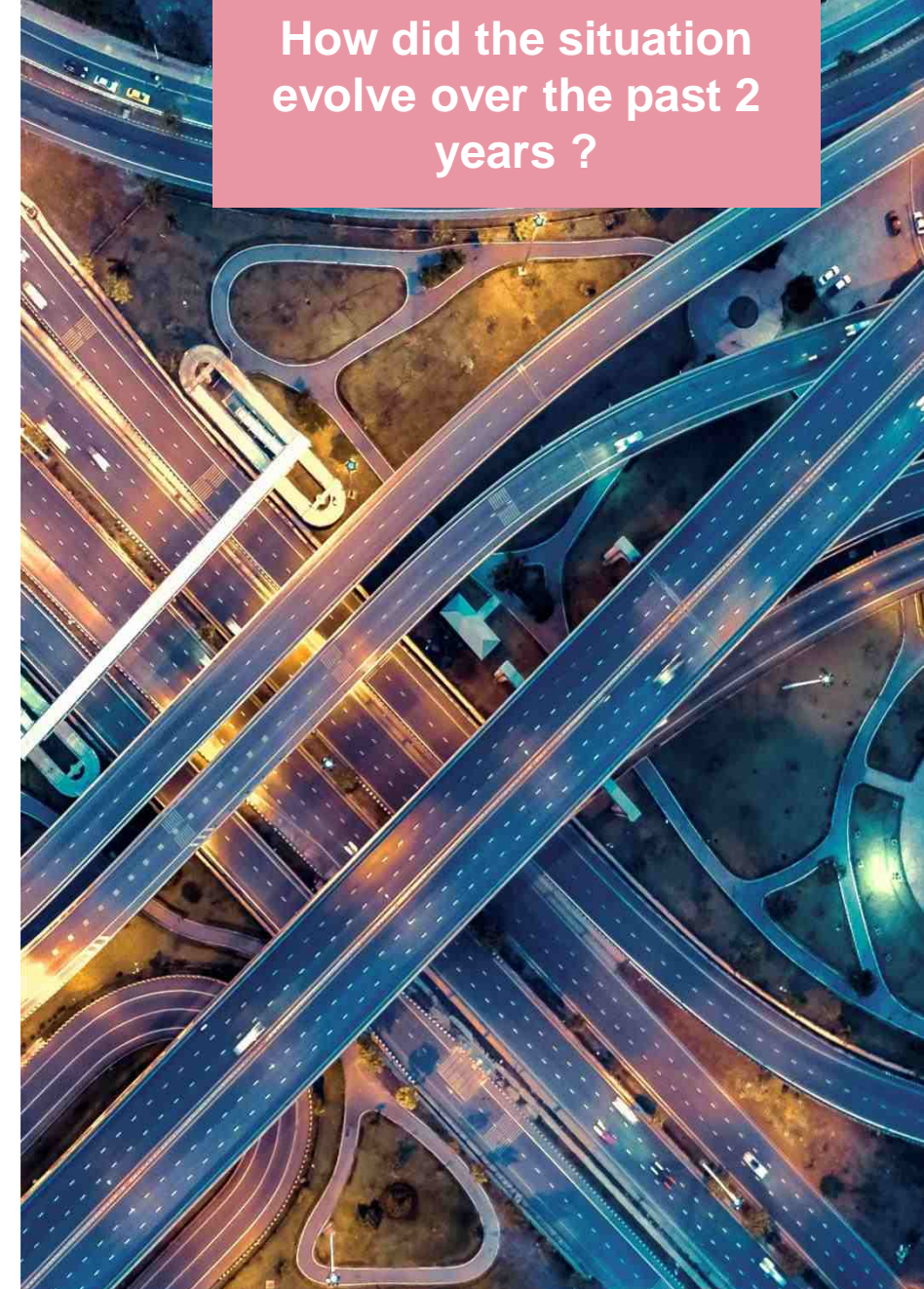
> " *The level of Agile adoption has not really increased since 2017.*

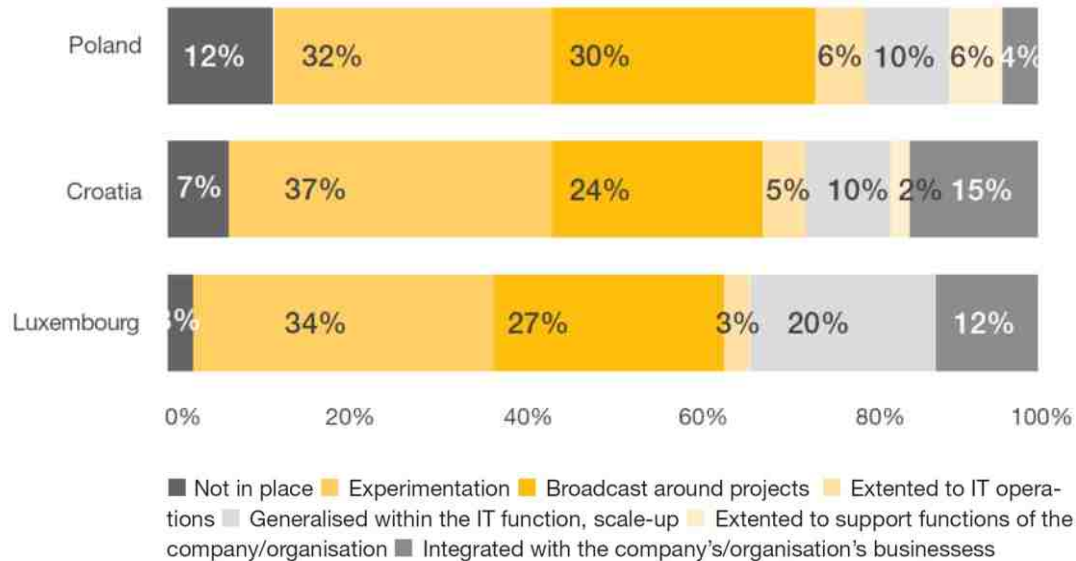*What is the level of adoption of Agile in your organisation today ?*
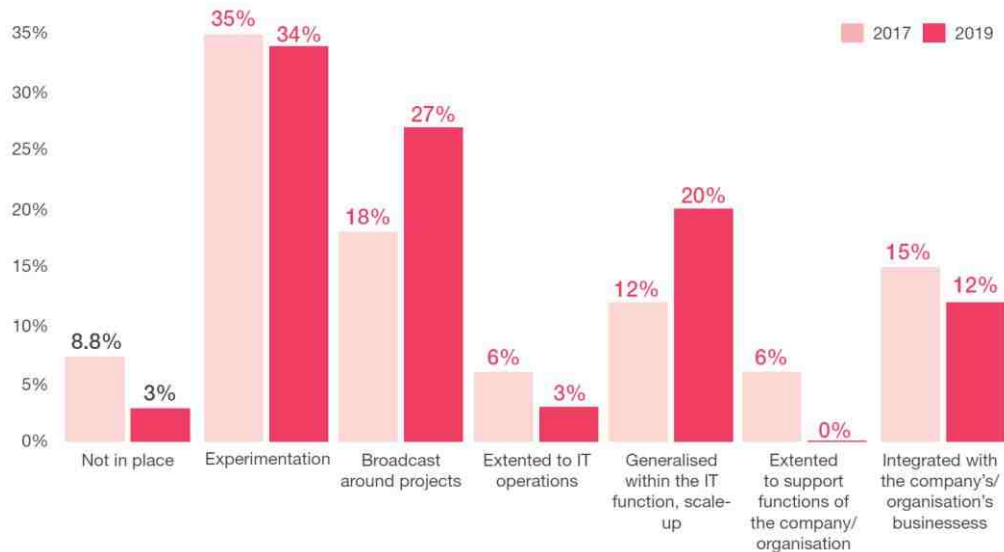
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How has Agile been adopted in other countries?

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Luxembourg adoption of Agile is slightly better than Croatia and Poland.

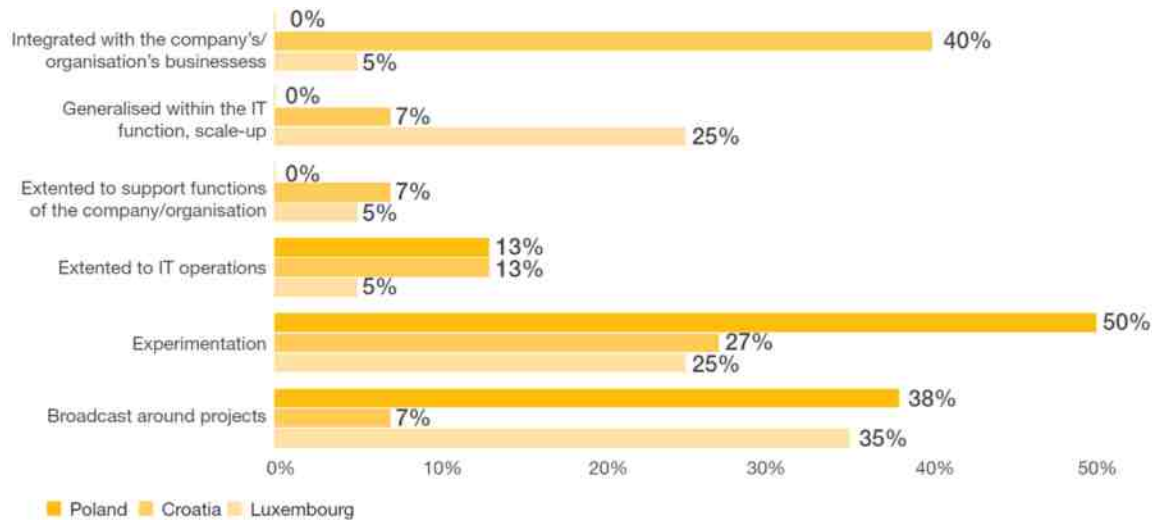*What is the level of adoption of Agile in your organisation today ?*

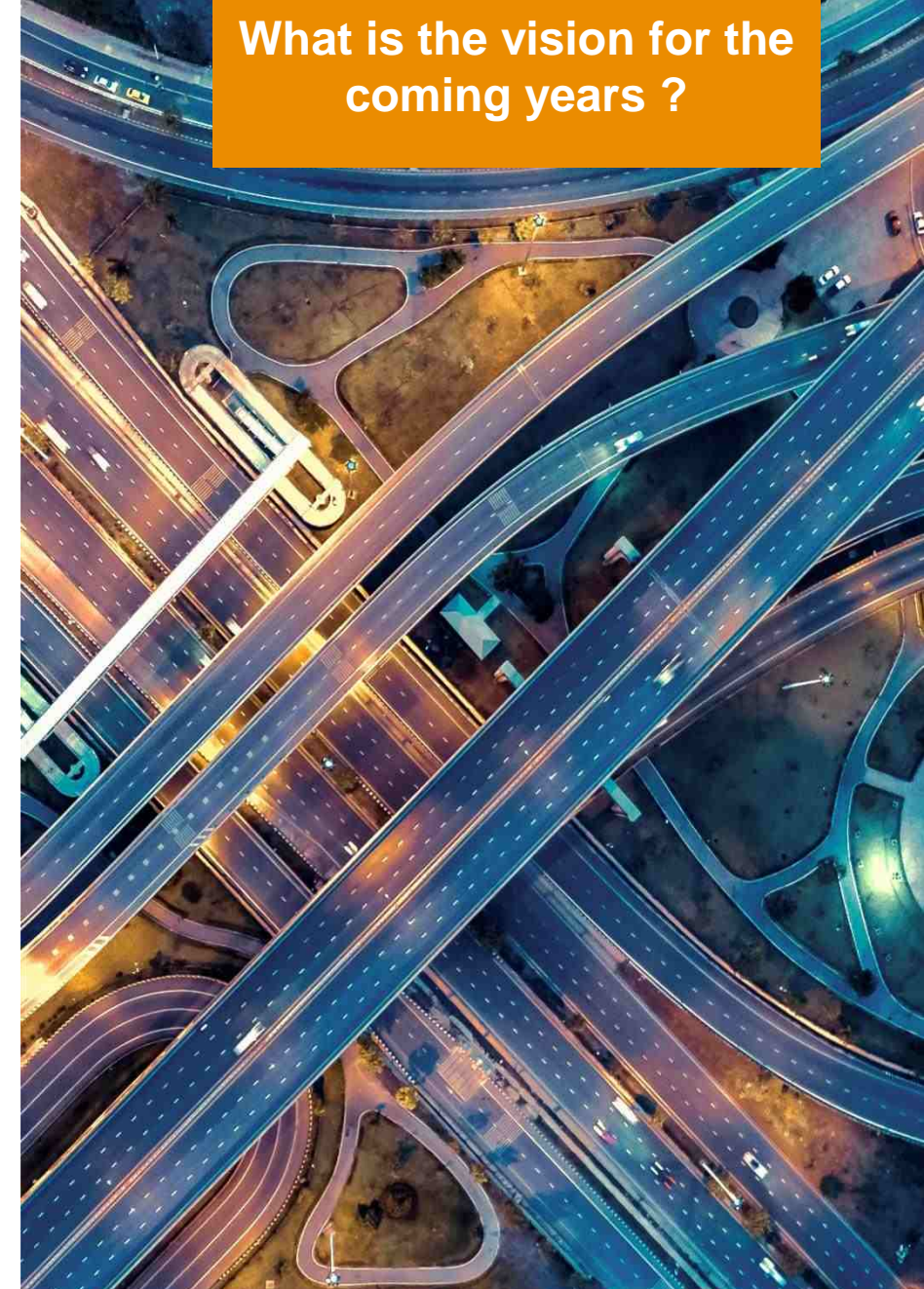|	Not in place	Experimentation	Broadcast around projects	Extented to IT operations	Generalised within the IT function, scale-up	Extented to support functions of the company/organisation	Integrated with the company's/organisation's businessess
Poland	12%	32%	30%	6%	10%	6%	4%
Croatia	7%	37%	24%	5%	10%	2%	15%
Luxembourg	3%	34%	27%	3%	20%		12%

0%   20%   40%   60%   80%   100%

"

There are very few similarities in terms of vision for the 3 countries.

What is the expected level of adoption of Agile by organisations
that are in the experimentation level today (in two years from now)?

Integrated with the company's/organisation's businessess	0% / 40% / 5%
Generalised within the IT function, scale-up	0% / 7% / 25%
Extented to support functions of the company/organisation	0% / 7% / 5%
Extented to IT operations	13% / 13% / 5%
Experimentation	50% / 27% / 25%
Broadcast around projects	38% / 7% / 35%

■ Poland ■ Croatia ■ Luxembourg

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Luxembourg supports the adoption of Agile with the greatest variety of tools.

What are the practices used to support the adoption of Agile ?

	Implementation of Proof-of-Concept (PoC)	Immersion and creativity event or ideation workshops	Creation of Labs (FabLab) or a Digital Showroom	Creation of cross functional communities	Collaboration with StartUps	Collaboration with Universities/Schools	Deployment of collaborative tools and visual management	Adoption of the Lean StartUp approach	Implemention of the Design Thinking Process	Training and Coaching	Evolution of the role of manager and governance
Luxembourg	27%	7%	9%	13%	5%	15%	3%	9%	22%	11%	2%
Croatia	12%	3%	2%	10%	5%	11%	2%	2%	17%	6%	1%
Poland	12%	7%	2%	10%	5%	13%	4%	4%	15%	10%	3%

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Round table discussion

Round table discussion

Moderator: Thierry Kremser – Partner, PwC Luxembourg

Luca Barbazza

Senior Project Manager, European Stability Mechanism

Renaud Chapellier

Head of Group IT, Landewyck

Laurent Petitcolas

Head of Projects and Organization Dpt, Foyer

Katerina Tsoupinaki

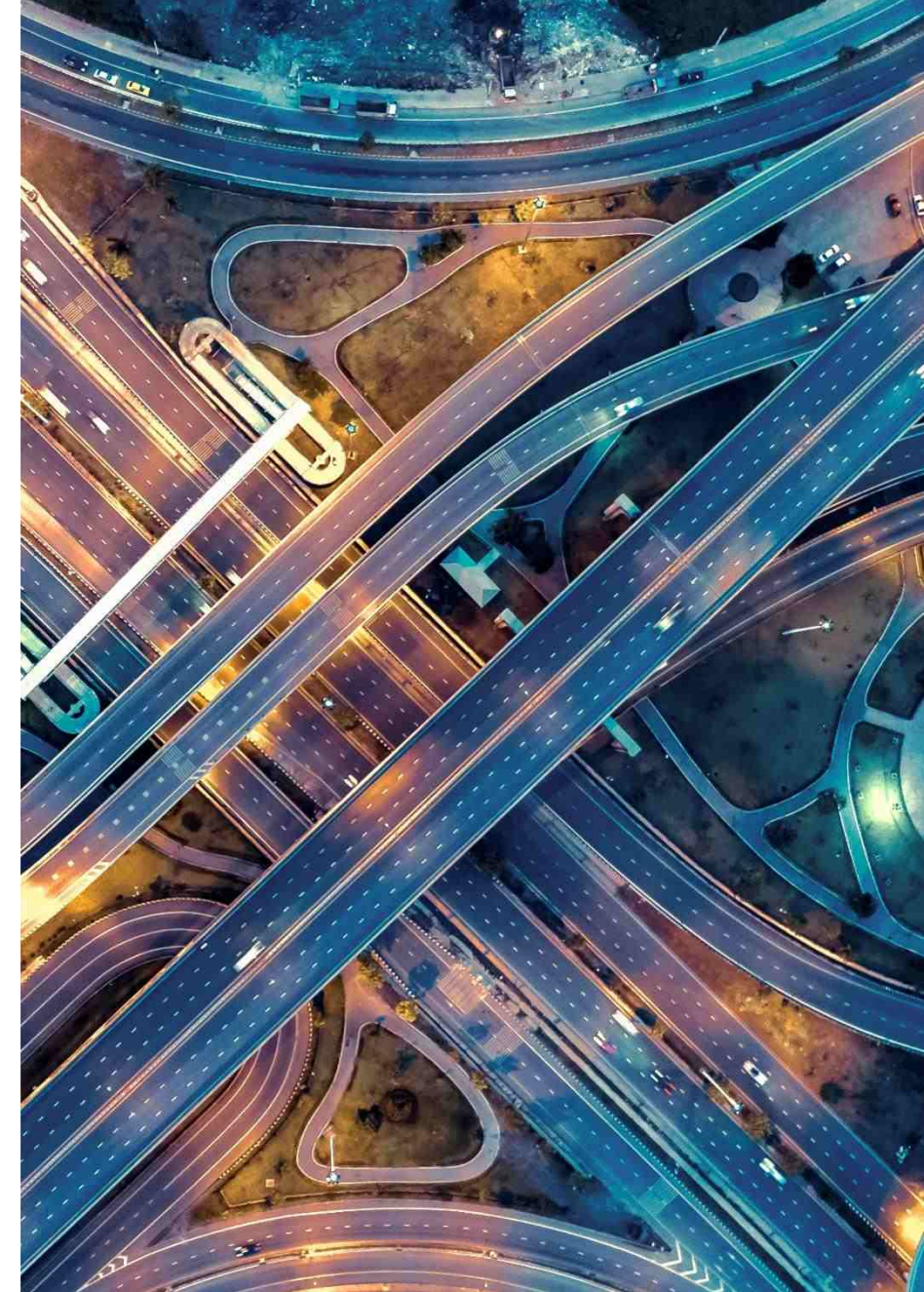*Corporate & Project Governance/QA Director, Intrasoft International*

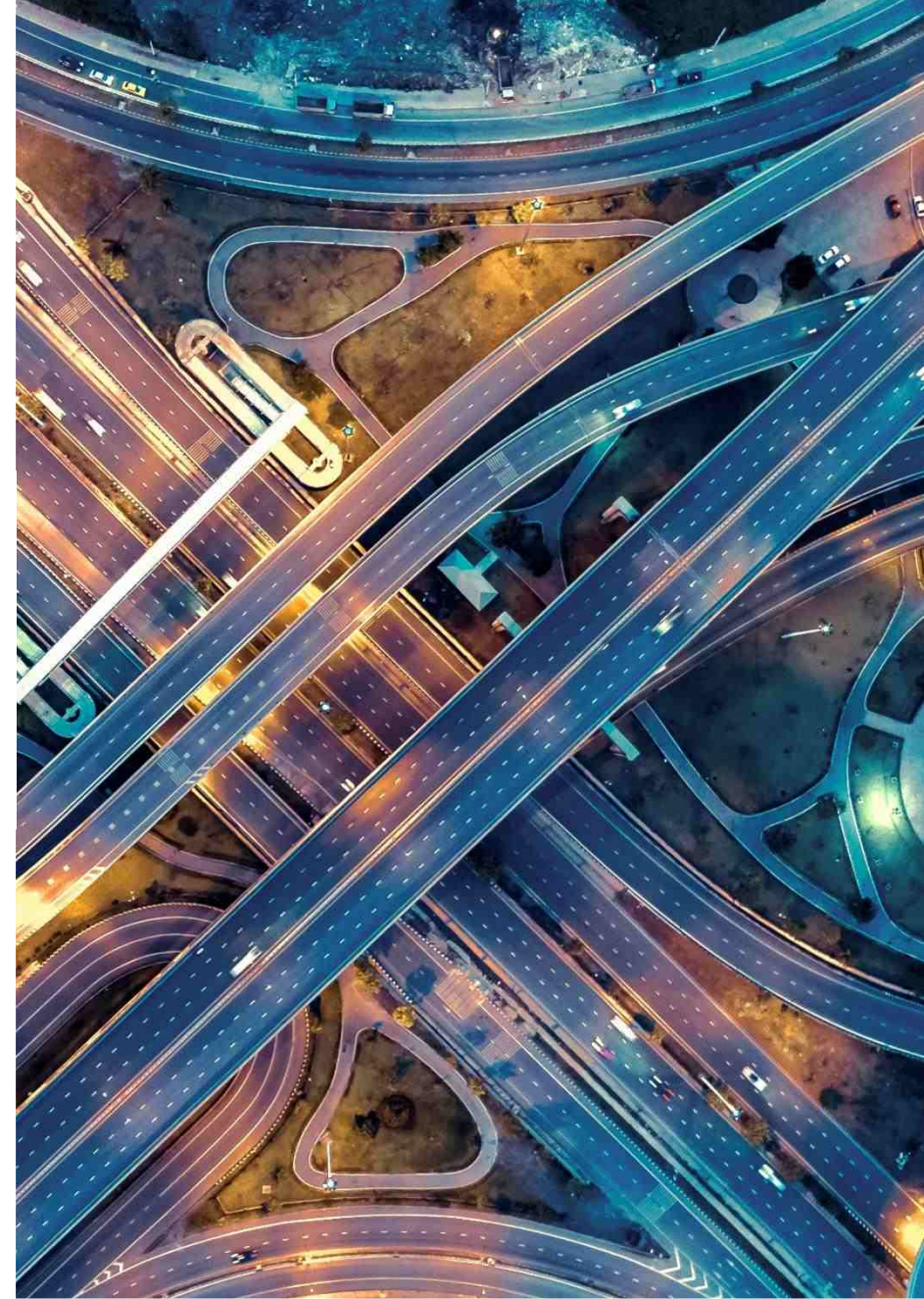**Mathieu Weber**

VP Strategy & Corporate Development, Cargolux

Richard Woodham

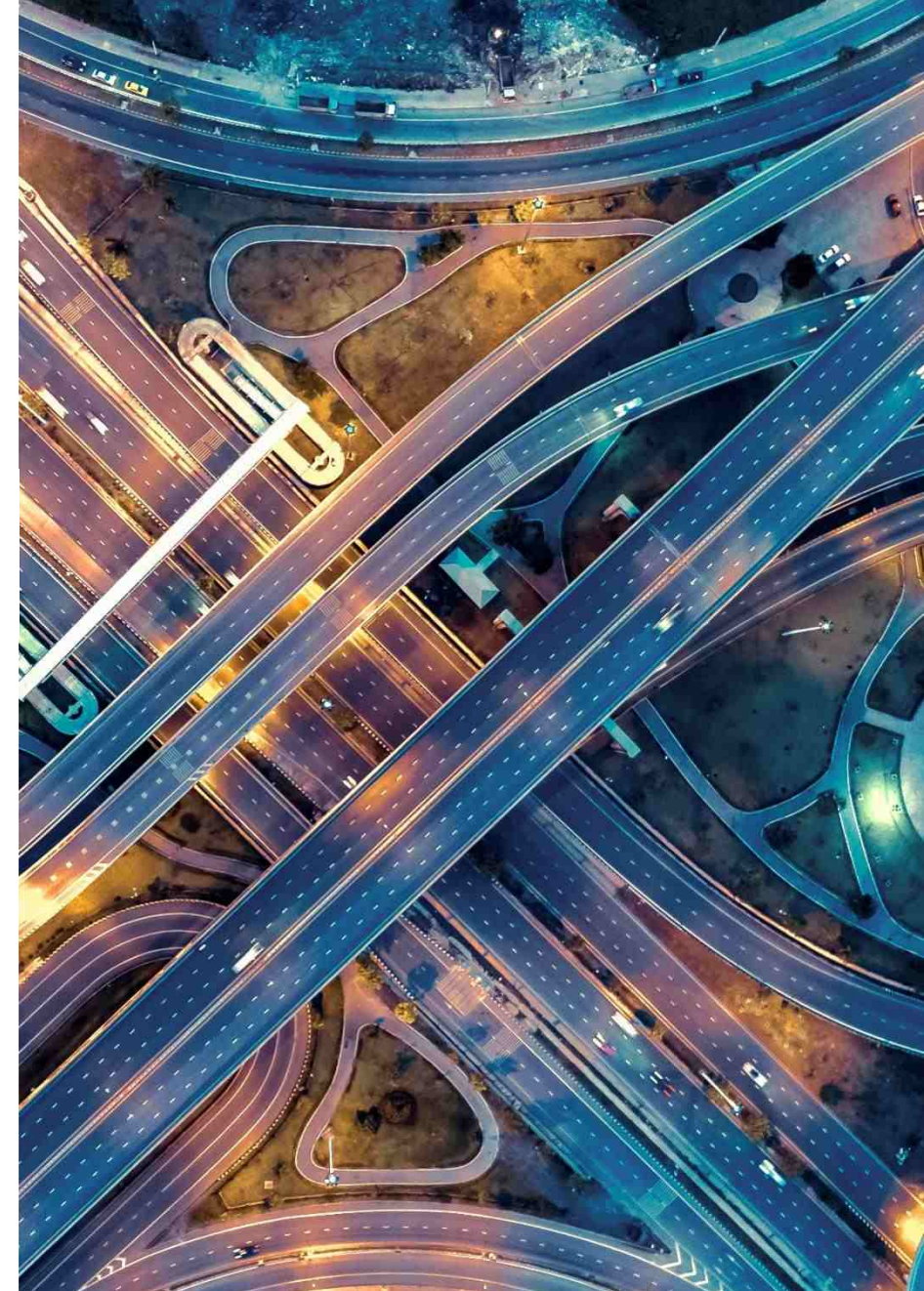*Senior Project Manager, Synermesh S.A.*

Q&A session

Closing word

Nassos Karageorgiadis
PMI

PMI Luxembourg Chapter
Coming Events & Collaborations

- "New Members Welcome" event – Tuesday 24/9/2019

- "Third 2019 Campfire Mentoring Evening" – Thursday 26/9/2019

- "Critical Chain Project Management Conference" – Monday 21/10/2019

- 50 years PMI anniversary celebration – Friday, 22/11/2019

- PMI Luxembourg & Sportunity

- PMI Luxembourg - Chambre de Commerce Luxembourg - IAE Metz School of Management : Master "Management de Projet"
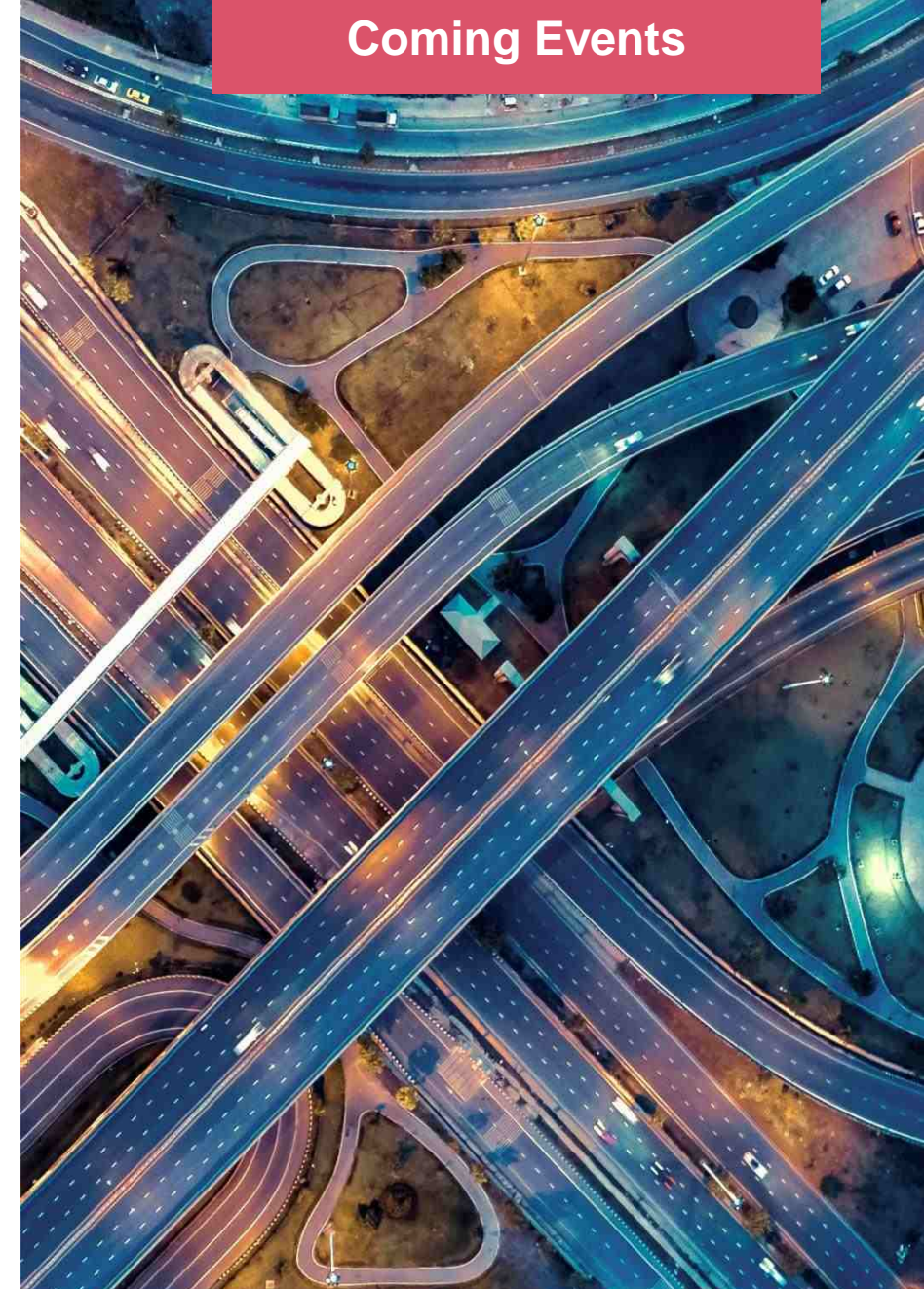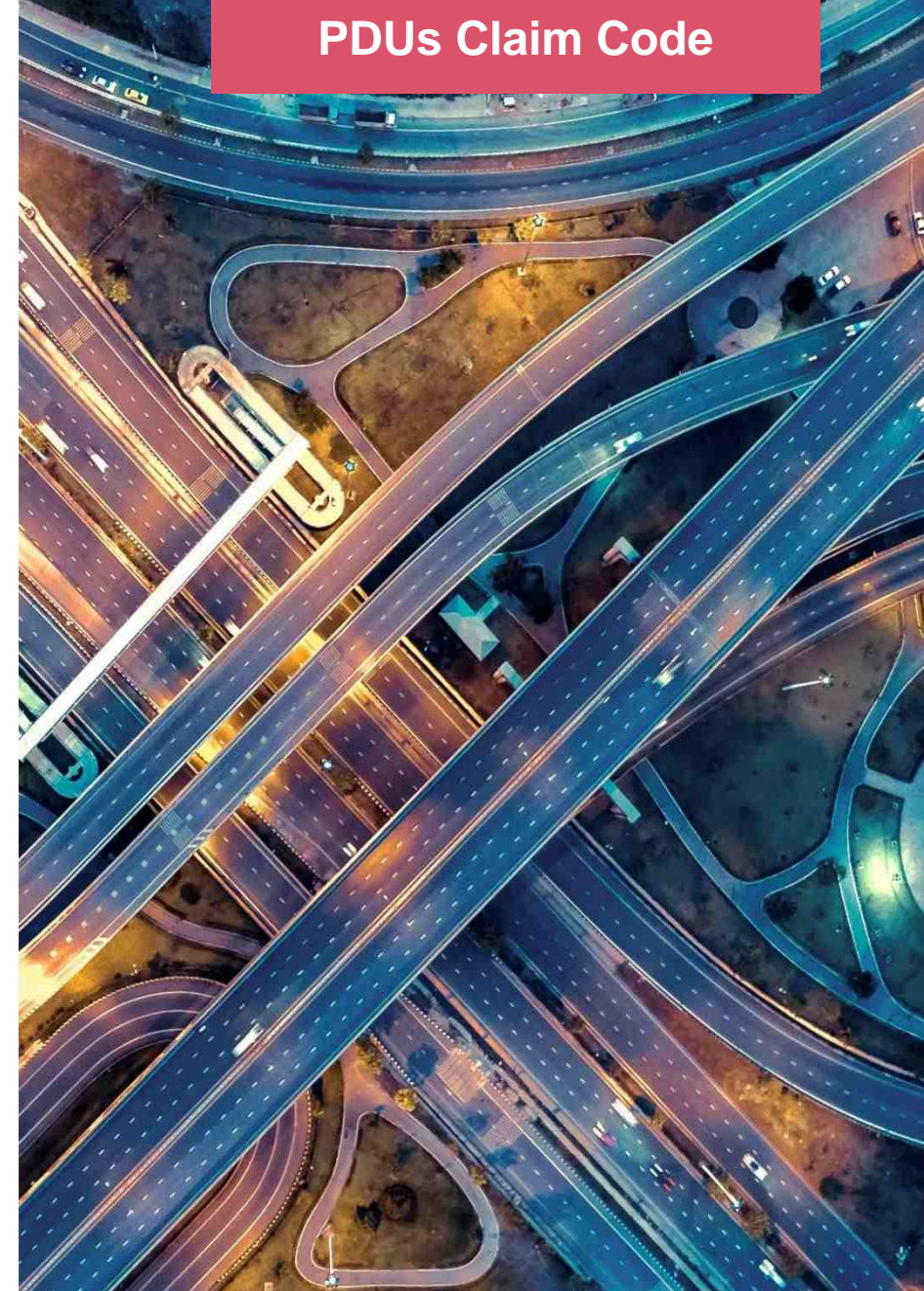
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Networking drink