

“The benefits we have seen by changing to this new Agile way of working is the speed to market has improved, the quality has improved. The continuous delivery model makes it possible and gives us a reduction of 300% in speed to market.”

Rene Sandberg,  
General Manager, Coop Trading

Coop Trading works with Fujitsu to transform how IT projects are delivered by moving from a traditional waterfall way of working to a new DevOps culture

#### At a glance

Country: Denmark  
Industry: Retail/Distribution  
Founded: 2008  
Website: [www.cooptrading.com](http://www.cooptrading.com)

#### Challenge

Coop Trading needed to transform how IT projects were delivered. They wanted to move away from the slow and costly approach associated with waterfall and towards an agile way of working.

#### Solution

Fujitsu implemented SCRUM as the agile delivery method with 2 week sprints and commitment driven sprint planning, before building the basics for a continuous delivery platform through an automation toolstack to support agile development processes.

#### Benefits

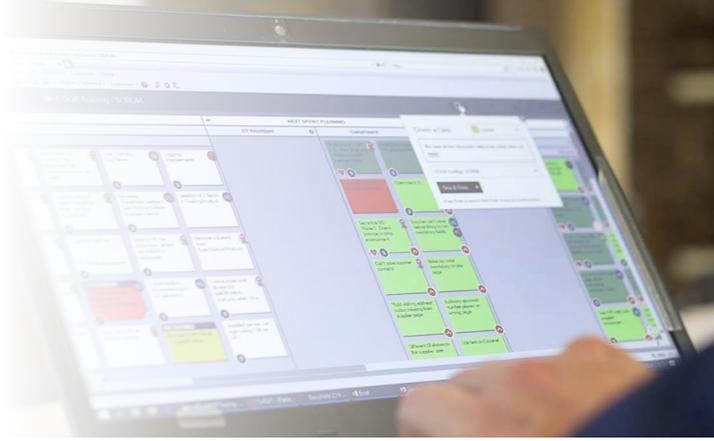
- Time to market has decreased significantly with a 300% improvement for all development tasks.
- Coop now have trust in their IT, with customer satisfaction rising from an all time low of 1.5 out of 5 to an all time high of 4.5 out of 5.
- There has been zero churn in the Fujitsu Global Service Delivery Unit (GSDU) for 2 years due to happy developers.

## Customer

Coop Trading is the sourcing company for the biggest cooperative retail companies in Denmark, Finland, Norway and Sweden. Their main activity is the sourcing of food and daily non-food products, securing branded products at competitive prices, and developing and maintaining a varied assortment of competitive private label products.

## Products and Services

■ Fujitsu DevOps Performance Management



### From waterfall to agile

Coop develop products for approximately 13 million consumers who shop in more than 4,000 well-known and market-leading stores as well as online in Denmark, Finland, Norway and Sweden.

Coop's app development projects always came in late and over budget. A serious lack of trust had developed in AMS deliveries due to a major backlog in maintenance tasks, an old fashioned way of working and low overall effectiveness.

Rene Sandberg, General Manager for Coop Trading on Business Development and Brand Design, explained the business impact this had: "The basic IT challenge that was holding us back was that we didn't get the speed to market and the IT development needed and basically there were a lot of non-productive overheads. We did a lot of estimation, estimation, and more estimation, so we couldn't actually get the speed into the project that we needed to support the business process."

He explains further: "The reason our projects were always late was that we were using the Waterfall model and it was always more costly than anticipated and once we actually got the functionality developed the business had changed so the IT support was not actually supporting the business."

### Creating a trusted and agile DevOps culture

Fujitsu worked with Coop to transform how IT projects were delivered, moving from a traditional waterfall way of working to a new DevOps culture in the AMS team. To achieve this, Fujitsu implemented SCRUM as the agile delivery method with two week sprints and commitment driven sprint planning. Fujitsu then built the basics for a continuous delivery platform through an automation toolstack to support agile development processes.

Jesper Sætøfte, Senior Project Manager at Coop Trading explains the difference this has made: "When we talk about customer satisfaction and trust, I think it's fair to say that we have turned everything upside down. It used to be the case that IT projects were something people rolled their eyes at, they feared new IT systems. But now it is something they look forward to and people actually want to be a part of the whole development process because we are making awesome solutions for our users now."

### Better speed to market

Coop Trading have seen a significant decrease in time to market, as Rene Sandberg explains: "The benefits we have seen by changing to this new Agile way of working is the speed to market has improved, the quality has improved. The continuous delivery model makes it possible and gives us a reduction of 300% in speed to market. We don't use too much IT money on project management anymore, so we get more out of our IT budget. We also get a commitment and an ownership from the Fujitsu DevOps team because they know our business inside out, so we have high trust in them. It's been a very good change for Coop Trading."

Fujitsu also emptied a major task backlog in six months while still handling everything else, with the same team. As Rene Sandberg explains: "We have an example of showcasing how this Agile way of working has improved the business. We had a local of technical debt so a big backlog of changes that needed to be done, together we also had a big project improvement on product registration systems and it was very crucial to actually manage both of them. By changing to this Agile model we managed to do both, so we get a lot of quality, the users are very happy with this new system and the changes but also we got rid of all the technical debt and all the changes."

The positive way IT is now viewed is also reflecting in employee satisfaction and job retention. There has been zero churn in GSDU for two and a half years due to happy developers, saving both Fujitsu and customer money and loss of productivity for onboarding. Jesper Sætøfte says: "I think that the GSDU staff turnover has been dramatically reduced in the time that we have worked together with the new methodology and I think that's because it is now fun to do the work. We have a joint sense of ownership and work together to create great solutions."

Fujitsu and Coop Trading continue to explore better ways of working together. As Rene Sandberg explains: "The word that comes to mind describing Fujitsu is partnership, so partnership is something that has been created through trust and I know Fujitsu has the slogan that says 'shaping tomorrow with you' in my opinion it should be rewritten, it should be 'shaping today with you' because that's what this Agile model actually helps with."

## FUJITSU

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