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The WoW! Agile QuickStart™ Case Study - Liberty Global

From 18-month delivery cycles to predictable execution within months

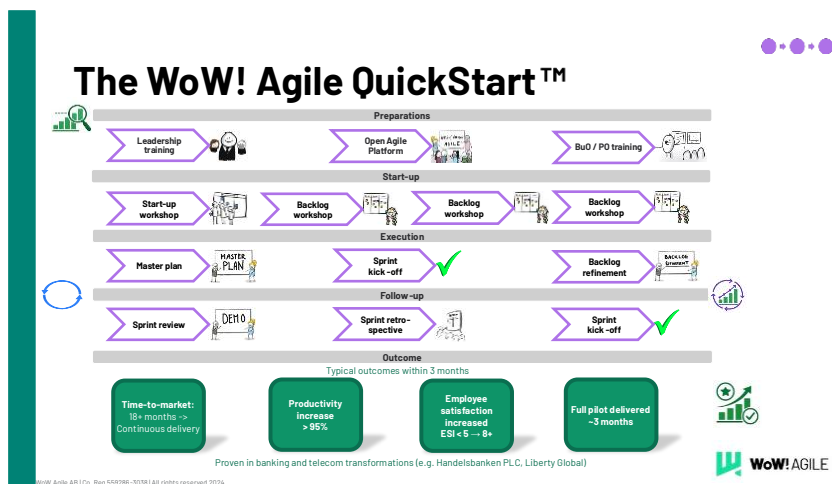




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Case Study: Liberty Global

From 18-month delivery cycles to predictable execution within months.

Context

Liberty Global is a leading international provider of residential and business communication services, operating across Europe and globally with approximately 20,000 employees.

In 2017, the Business Technology division faced increasing pressure to accelerate innovation and deliver new products faster to market.

Detailed metrics and transformation insights are available in the appendix.

The Challenge

A critical business need exposed a fundamental execution gap:

The organisation needed to launch a new product within **6–8 months**—yet their existing **time-to-market was approximately 18 months**.

This gap made it clear that incremental improvements would not be sufficient.

The underlying issues included:

- Slow conversion from idea to delivered product
- High development costs and inefficiencies
- Misalignment between business priorities and delivery
- Limited predictability in execution
- Low customer satisfaction with delivered outcomes

The challenge was not a lack of strategy or ambition—
it was the organisation's **ability to execute at the required speed and precision**.

The Approach: Starting with QuickStart

To address this, Liberty Global initiated a focused transformation using a **QuickStart approach**, targeting a critical part of the Business Technology organisation (~150 people).

The objective was clear:

Rapidly establish an execution capability that could reliably meet business timelines

The approach was pragmatic and business-driven:

- Align leadership around clear objectives and priorities
- Create a structured, value-driven backlog
- Launch cross-functional teams immediately



- Start delivering using real business work from day one
- Introduce continuous measurement and feedback

Rather than implementing a predefined framework, the focus was on **designing a way of working that delivers results quickly and can evolve over time.**

Execution: From Pilot to Scalable Model

The transformation began with:

- One release train
- One internal team and one external partner team

Within a short period:

- Work was structured into short delivery cycles
- Backlogs were aligned directly to business value
- Stakeholders became actively engaged in continuous reviews
- Delivery became visible, measurable and predictable

As results emerged, the model expanded:

- Additional teams were onboarded
- Portfolio management was introduced
- Strategic themes were aligned with execution
- Value streams were established to improve flow and focus

This followed a clear pattern:

prove value fast → build confidence → scale with control

Results (within months)

The shift in execution capability delivered immediate business impact:

- Significant increase in customer satisfaction
- Employee satisfaction (ESI) reached ~8 (10)
- Predictable release cycles enabled reliable planning and market commitments
- Ability to plan and market releases in advance with confidence
- Stronger alignment between business priorities and delivery

In addition:

- Transparency in priorities and budget improved
 - Decision-making became faster and more distributed
 - The organisation gained confidence in its ability to meet demanding timelines
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Scaling the Transformation

Following the initial success:

- The approach was extended across additional teams and domains
- Portfolio-level alignment and governance were introduced
- The organisation evolved towards a scalable agile operating model

Over time:

- Teams and structures adapted dynamically to demand
 - Delivery capacity scaled without increasing complexity
 - Continuous improvement became embedded in daily work
-

Key Takeaways

1. A clear business trigger accelerates transformation

A concrete delivery gap (6–8 months vs 18 months) created urgency and focus.

2. Execution capability—not frameworks—solves the problem

Real work and rapid delivery cycles drove results from the start.

3. Early results build momentum

Visible improvements enabled fast scaling across the organisation.

4. Alignment drives speed

Connecting strategy, priorities and delivery removed bottlenecks.

5. Measurement enables control and improvement

Continuous feedback ensured progress and adaptability.

What this demonstrates

This case shows how the WoW! Agile QuickStart can:

- Rapidly establish execution capability aligned to business needs
- Reduce time-to-market dramatically
- Deliver measurable results within months—not years
- Create a scalable foundation for broader transformation

Most importantly:

It enables organisations to move from **ambition to execution—at the speed the business requires**.

This is not a transformation programme—it is a rapid establishment of execution capability that delivers immediate business value.



Appendix A – Evidence and Measured Impact

Overview

The following metrics are drawn from real transformation data and illustrate typical patterns observed during QuickStart implementations.

The QuickStart approach is designed to deliver **measurable improvements within a short timeframe**.

Below are selected examples from the Liberty Global implementation, illustrating how execution capability evolved in practice.

1. Employee Engagement and Adoption

- Employee Satisfaction Index (ESI) showed **immediate and sustained improvement** during the transformation
- Engagement levels remained stable despite organisational changes and increased delivery demands

What this demonstrates:

Early alignment and involvement drive rapid adoption and sustained engagement.

2. Delivery Performance and Predictability

- Delivery velocity increased significantly during the initial phases
- Performance stabilised at a higher, predictable level over time
- Clear cadence enabled improved planning and stakeholder confidence

What this demonstrates:

Execution becomes both faster and more predictable—not just faster.

3. Productivity and Output

- Productivity increased by approximately **95% within the first year**
- Teams were able to focus more on value-creating product development

What this demonstrates:

Removing structural inefficiencies unlocks substantial capacity.

4. Learning and Continuous Improvement

- Experiments (e.g. extending sprint length) provided insights into optimal ways of working
- Not all changes improved performance, but all contributed to learning
- Teams developed the ability to **adapt based on evidence**



What this demonstrates:

The organisation builds its own capability to improve continuously.

5. Organisational Evolution

- Initial pilot expanded into a broader operating model
- Additional teams and value streams were introduced progressively
- Alignment between business and delivery improved over time

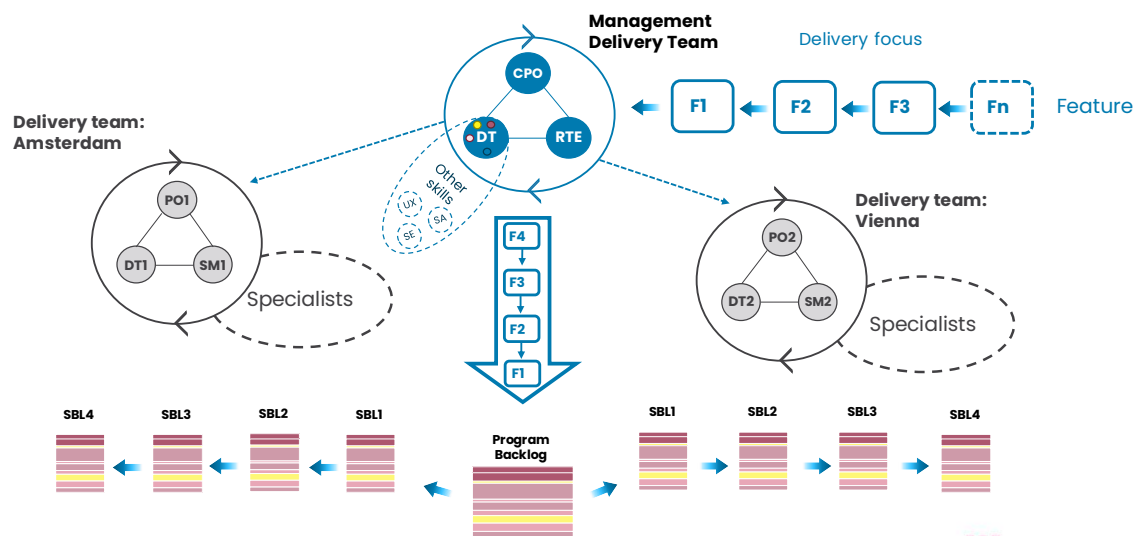
What this demonstrates:

The approach is scalable and supports long-term transformation.

Appendix B – Example Transformation Journey (Visuals)

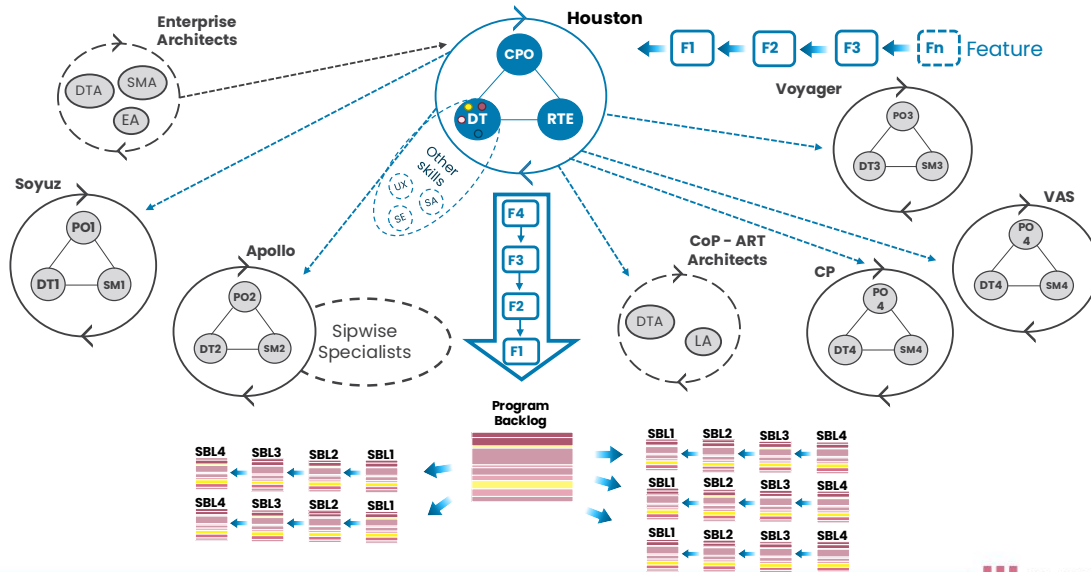
Illustrative example – organisational and delivery structure (simplified)

The program team – start-up





The Voice program team – planned



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ESI – Employee Satisfaction Index

- ESI Survey
 - Twice per PI
 - 14 questions
 - Online survey (anonymous)
 - Teams and Train insights
- History and significant events
 - P11 - Small pilot group for agile transformation
 - P12 - Full department transformation into ART
 - P15 - Agile setup change, 2wk to 3wk sprint
 - P16 - Backlog changes due to company's reprioritization
 - Continuous Organization changes and challenges



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