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Scrum in a business development organization

Case study from the financial sector

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ABSTRACT:

Context – Organizations are transforming ways of working to different agile methodologies to answer to the never-ending change and growing demand from customers. The different agile methodologies aim to speed the development of products and services by iterative development that is open and welcomes change.

Objective – As agile has been used in software and IT development for longer time, this study investigates how business development organizations use the scrum framework. The overall ways scrum framework is used in business development organization is researched by using a framework created based on scrum theory and strategy as practice theory.

Method – The empirical part of the thesis was conducted as a single case study in a company that is operating in the financial sector. Nine semi-structured interviews were conducted and those were analysed as three different cases based on the role of the interviewee.

Results and discussion – It was seen that scrum framework can be used in a business development organization, as long as there is the freedom to adjust it based on the requirements of a team. This study provides a model for studying the different practices and praxis of scrum aspects regardless of industry.

KEYWORDS: agile, scrum, strategy as practice, practice theory, business development

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1 Introduction

1.1 Motivation for the study

Being able to develop the best products and services to customers is a crucial thing for organizations. Customers wish for products that make their lives easier and are not patiently waiting for them. Companies need to understand what customers are trying to do in certain situation and hope to accomplish it to be able to answer to customer expectations (Christensen, Hall, Dillon & Duncan 2016). Most companies work in highly dynamic environments and being agile is one way to answer to the rapid change in market and customer demand (Rigby, Sutherland & Takeuchi, 2016).

Finding the best ways to develop the services to customers is an important factor. In the last 25-30 years agile methods have revolutionized software development (Rigby et al., 2016). Agile means many different things and has many different definitions which will be explored later in this study in more detail. However, to make the word more understandable in the context of this study, it can be shortly defined as readiness and willingness to embrace change and create and learn from change. (Conboy, 2009; Williams & Cockburn, 2003.) There are many different agile methods that have been born during the last three decades with the aim to develop product and services faster. The focus of this thesis will be in methodology called **scrum**, but few others will be shortly mentioned. In the essence of scrum is iterative development and adaptation to change (Cubric, 2013).

Strategy as practice field is also a relatively new research field. Even though SAP can be traced back to 1950s, it has emerged and gained more popularity in the late 1990s and early 2000s. (Vaara & Whittington 2012; Whittington 1996.) Strategy as practice approach brings strategy and education closer to practice by rejecting the choice between theory and practice. (Jarzabkowski & Whittington, 2008.) The so-called practice turn has happened in many research areas from 1980s onwards, and while there are many different aspects to practice theory amongst research, it can be said that “*prac-*

tices are arrays of human activity” (Schatzki et al., 2000; 11). As scrum and agile are very much about practice of interactions and individuals, this practice approach is the second theory stream of this thesis, and parts of it will be used as a lens to research.

It is not only software development that can use agile methodologies in their development. Within the last few years agile has been spreading from software development and IT world into other areas such as HR and product development (Cappelli & Tavis, 2018). For example, ING bank in Netherlands went through agile transformation in all their operations replacing old traditional organization with fluid agile organization (Barton, Carey & Charan, 2018). Many other traditional matrix and hierarchical organizations are ongoing the same change at the moment. Part of this study’s motivation comes from there, to get understanding how it is done in traditional company instead of fintech’s where agility is often built inside.

This study is a case study conducted in large Nordic financial company. Company is ongoing agile transformation in its many operations and currently focusing to units that do solely business development. Many software development units have also started the journey but will not be part of this thesis. Business development in this context and in the organization means development work, where no IT work or software development is happening. The parts of organization that will be studied are all only pure business development units, without IT or software development responsibility or capabilities. As scrum was created for software development it is interesting to see how the business development context affects or if it has any impact to using scrum practices.

Scrum practices have been taken into use in the business development units in the company but how the practices are used is somewhat unclear. Therefore, it is important to get also understanding how different kinds of organizations utilize these practices to get more profound overview over the subject. As there are not that much scientific empirical studies done over the matter it will also be interesting for scrum research to see how pure business development unit uses the scrum practices.

1.2 Research gap

Software development using agile and scrum methods has been researched increasingly since the start of 2000. (Dybå et al., 2008; Dingsøy et al., 2013.) Awareness and usage of agile methodologies has also increased simultaneously (Conboy, 2009). Software development field has been seen to get positive results when using agile methodologies to develop and therefore agile has gained more interest and popularity. (Cooper & Sommer, 2016; Yu & Petter, 2014). However, comprehensive empirical quantitative researches about the positive results have not been done, and there is not much data to support these claims agile practitioners make. (Abrahamsson, Conboy & Wang, 2009.)

Nevertheless, there has been doubt over whether agile methodologies suit different contexts (Cooper & Sommer, 2016). Even though agile software development has been increasingly researched within the last two decades, there is a demand for more empirical studies. (Kettunen, 2009; Dybå & Dingsøy, 2008; Conboy, 2009.) Fitzgerald, Hartnett & Conboy (2006;201) argue that “...while agile methods are generally accepted ... there is some debate as to how these principles are applied in practice”. Conboy (2009) also argues that agile research is lacking overall clarity and unified frameworks which makes it harder to research and Dingsøy et al. (2012) point out similar challenge and make a wish for a roadmap for agile development research. Yu & Petter (2014; 917) demand more research to several different areas about agile and state that “Further research could also apply different theoretical lenses to agile software development methodologies or specific practices to identify how each practice creates value to the organization, customer, and software development team”.

The suggestions for future research by previous researches include topics such as “...ways to extend agile practices beyond software teams into the organizational realm...” (Dingsøy et al., 2012; 1219.) and “...Show the potential benefits of the (scrum) methodology - to a wide variety of teams operating in other dynamic environments.” (Holtzhausen & de Klerk 2018; 880.) There is a clear need for research of scrum (agile)

practices in different context than only on software development and this study will aim to fill that gap.

Yu & Petter (2014) in their research found out that not many theoretical lenses have been used for research and agile methodologies are born from practice rather than from theory. They applied theory from cognitive psychology to research how practices allow collaboration to be on higher levels while doing software development. In this thesis, the practice approach is very important to see and research how and why people use agile frameworks in their own context. To understand the how and why, practice theory will be used as a theoretical lens in this thesis to support the research. As both scrum and practice theories are very people oriented it was natural to take those two as approach to investigate further. Also, the case company interviewees work in area of strategic business development.

1.3 Research problem and theoretical contribution

This study aims to fill the existing research gap by doing case study research in business development teams using scrum framework. The aim is to explore scrum framework in business development organization and see how the framework is used in that context using strategy as practice as a theoretical lens. As stated, there is lot of ambiguity in the overall agile research field, so this study takes a challenge in starting to explore the area.

As there is clearly a research problem that research is missing about the overall ways business development units utilize scrum methods, the research questions for this thesis are formed.

The research questions are:

How the different scrum roles are used in a business development organization?

Why the scrum events are used in a business development organization?

What values scrum framework supports in a business development organization?

In order to answer to the research questions the following objectives were created:

- To understand scrum and practice theories together investigating them first as own areas and then synthesising then to create a lens which can be used for further study
- To understand how the scrum roles are working in a business development context and what differences the roles have
- To understand the overall usage of different scrum framework practices in business development teams and the values they support

By answering to the research questions this thesis contributes to existing research and literature. Thesis aims to expand the understanding of using scrum practices in business development context which will enrich the current area of empirical studies. Thesis will provide new approaches to using agile and scrum framework and enrich the area of research. The case company will get understanding of its business development teams using scrum methodologies and helps it moving forward with new teams starting to use these methods in the future.

1.4 Thesis structure

The thesis structure can be seen from figure 1. After this introduction chapter, thesis moves into the theoretical framework by doing literature review of the key concepts. First agile and scrum are introduced, starting from background to those concepts and moving to definitions and the processes. The second part of literature review is strategy as practice theory. That part also will first research the background of strategy as practice and after that the definitions and the overall framework is explained. Last part of the theoretical background is to synthesize the topics to create a lens which will be used to explore the data gathered from empirical research.

After the literature review the thesis moves to the methodology for the case study. Methodology and the reasons behind that are explained in chapter three and after that

the empirical case study research and analysis will happen in chapter four. After concluding the research, the fifth and last chapter of the thesis is the discussion about theoretical and managerial implications and suggestions for future research.

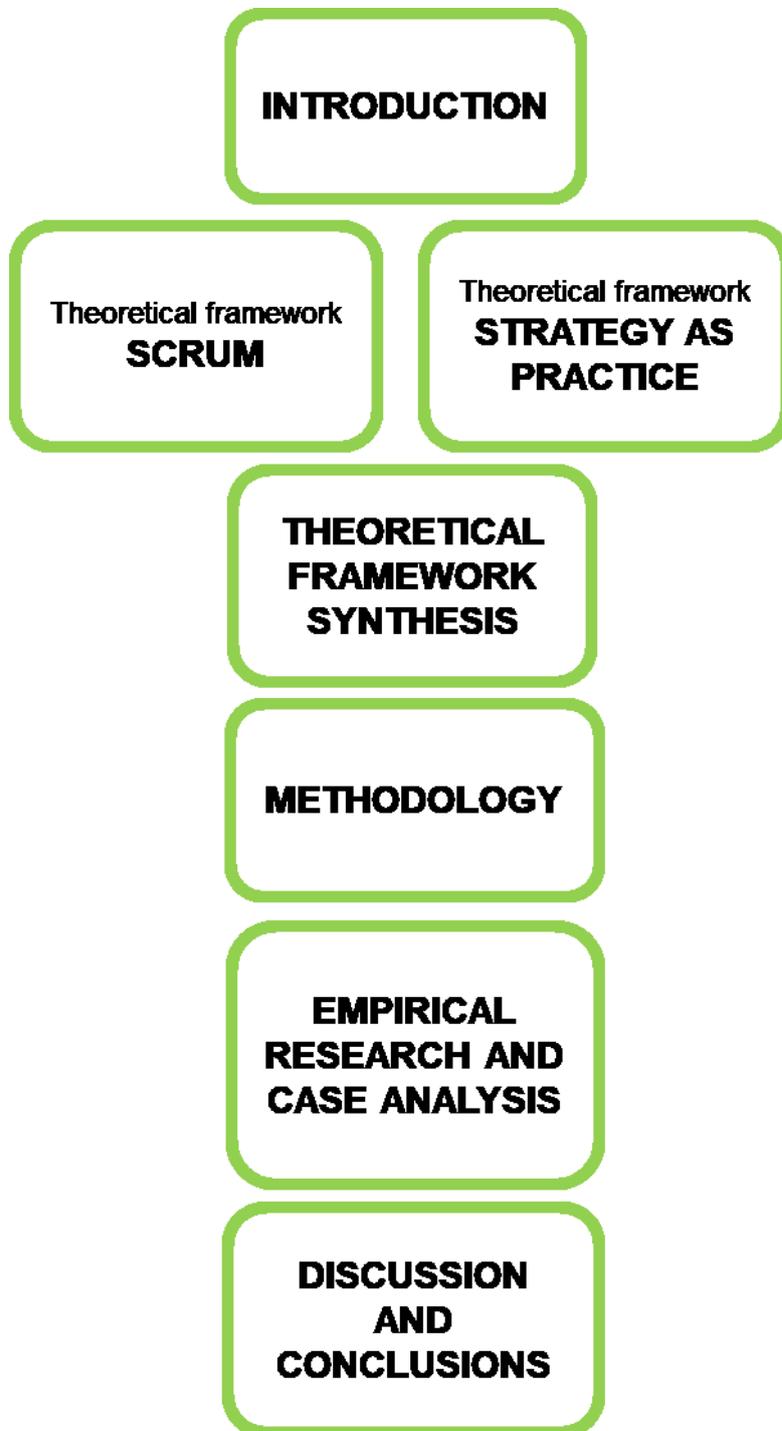


Figure 1. Structure of the thesis.

2 Literature review

This literature review will focus on two streams: scrum theory and strategy as practice theory and the last chapter will synthesize these.

2.1 Scrum

Scrum is one agile methodology and it can be also called a framework. According to Rigby, Sutherland and Takeuchi (2016) scrum and the methodologies similar to it are used five times more often than other techniques. As that is the case, scrum is chosen to be the main agile framework to focus in this study. History of agile and scrum will be explored to give more depth into the subject. After that there is thorough definition of scrum and it will be analysed and lastly the complete scrum process is explored.

2.1.1 Background and history of agile and scrum

First and foremost, it is good to start how agile and scrum came to be. In 2001 17 software developers came together and created agile manifesto to describe what agile is by creating values for agile software development.

“Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan”

(Beck. et al., Agile Manifesto, 2001; 1.)

Agile methodologies had existed before the manifesto, but the manifesto gathered together the values common for the methodologies and offered a generic name to be used for different methodologies. (Measey, 2015:4, Williams & Cockburn, 2003.) Writers state that the things on the right are valued but the things on right are valued higher (Beck et al., 2001). Agile came to be as there were concerns about traditional soft-

ware development failing too much and something needed to be changed. The something was developing different ways of working to make development more adaptive to change instead of following extensive step-by-step processes. (Cubric, 2013.)

Agile is an umbrella concept for different methods that are aiming to improve software development. Different methods entail methods such as extreme programming (focus on best practice development with 12 practices), crystal methodologies (focus on communication in team with seven characteristics), feature-driven development (for developing critical systems, includes two phases; design and development) and scrum. (Dybå & Dingsøy, 2008; Dingsøy, Nerur, Balijepally, & Moe 2012.)

Table 1. Definitions of agile software development.

Author/authors	Definition of agile software development
Williams & Cockburn	Agile is about feedback and change. Embrace higher rates of change. (Williams & Cockburn, 2003.)
Larman & Basili	Iterative and incremental development. (Larman & Basili, 2003.)
Rigby, Sutherland & Noble	Big ambitions and step-by-step progress. Working closely with customers and adapt quickly to changing conditions. (Rigby, Sutherland & Noble, 2018.)
Conboy	Create, embrace and learn from change and deliver customers value. (Conboy, 2009.)

Table 1 shows definitions for agile software development. As we see, change is a recurring word that comes through many times. As stated before, agile methodologies were developed to be able to deliver products to customers faster.

Scrum was first discussed by Takeuchi & Nonaka in 1986 in their famous article called the new new product development game. They didn't use the word scrum to present

the methodology but as an anecdote to describe how things move forward in rugby. Jeff Sutherland and Ken Schwaber who are said to be the founders of scrum were inspired by Takeuchi and Nonaka. (Kameo, 2017; Rigby et. el, 2016.) Scrum is five times more often used than other agile development methods so therefore the focus is on scrum as this study moves forward (Rigby et al., 2016).

As all research, agile software development has received critique. Conboy (2009) lists profound problems that agile method knowledge and it includes issues such as lack of clarity, lack of theoretical glue, lack of tradition and lack of parsimony. Also, Conboy and Abrahamsson et al. (2009) are demanding more understanding to how practices are really applied in different contexts.

2.1.2 Definitions of scrum

Scrum is one methodology under all different agile methods. As stated, it is being used more than any other methodology (Rigby et al., 2016). Some definitions of scrum are presented in Table 2. Scrum has bit more dispersed definitions than just agile as a concept. The most recurring item from the definitions of scrum seems to be iterative progress and adaptation.

Table 2. Definitions of scrum.

Author/authors	Definition of scrum
Takeuchi & Nonaka	Speed and flexibility to developing products as a self-organizing unit and working in overlapping development phases (Takeuchi & Nonaka, 1986.)
Dybå & Dingsøy	Starting development in self-organizing team with planning and ending with review. Feedback an essential element of the process. (Dybå & Dingsøy, 2008.)
Cubric	Frequent iterative and incremental inspection and adaptation (Cubric, 2013.)
Measey et al.	Development based on people centric transparency, inspection and adaption. (Measey et al., 2015.)
Cooper & Sommer	Ownership and motivation with three roles, visibility with tools and learning cycles by ceremonies. (Cooper & Sommer 2016.)
Sutherland & Schwaber	<i>“A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.”</i> (Sutherland & Schwaber, Scrum Guide, 2017: 3.)

Even though Takeuchi and Nonaka (1986) didn't use the word scrum to be the name of the development method they created, the word scrum was present in their iconic article about new product development. It was described as the new development process with six steps that are: built-in instability, self-organizing project teams, overlapping development phases, “multilearning”, subtle control and organizational transfer of learning. It seems that many of these have been used as a baseline for defining the scrum practices and development later in research. (Takeuchi & Nonaka, 1986.)

Self-organizing team is a significant factor in scrum definitions. Team starts with planning and ends with review and gather feedback as things are progressing. (Dybå & Dingsøy, 2008.) People or self-organizing teams are in the core of defining scrum. Cubric (2013) acknowledges self-organizing teams but her main definition focuses on the iterative development and not to people whereas other definitions highlight either self-organizing teams or people factor in scrum development.

Scrum is also about inspecting and adapting. First the progress is inspected and evaluated whether it is moving towards its goals and after that seeing whether the process needs to be adapted to be able to direct it towards the goals instead of deviating from it (Measey et al., 2015;132; Cubric, 2013). This supports the iterative development phases. Moreover, Measey et al. (2015) also focus on the transparency. Having regular feedback sessions as also Dybå & Dingsøy (2008) highlight, the scrum brings transparency to everyone. The goals stay clearer as regular feedback sessions happen.

In scrum with autonomous self-organizing teams, the ownership is within the team which then creates motivation. Different learning cycles are important and bring the ownership and motivation into the work. (Cooper & Sommer, 2016.) Some authors use the roles and practices as definitions rather than principles while some are focusing on speed and flexibility in their definitions of scrum.

Sutherland & Schwaber (2017) who are often called one of the founders of scrum say that scrum is a framework and by using people can address complex adaptive problems to be able to deliver products of highest value. Their more detailed definition of scrum also conveys transparency, inspection and adaption to be important factors. Scrum should not only be focusing on inspection on the cost of deliveries but finding optimal inspection periods to not distract the self-organizing teams from working. (Sutherland & Schwaber, 2017.)

As the word adaption is repeating in almost all the definitions, it is following the definitions of overall agile that really focuses on the embracing of change. (Williams & Cockburn, 2003; Conboy, 2009.) Scrum can be called framework (Sutherland & Schwaber, 2017) or one form of agile methodology (Conboy, 2009) but it can in a common language simply be called way of working. I define Scrum as a way of working iteratively and by continuously improving with inspecting and adapting the process to be able to deliver as much value to end users as fast as possible.

2.1.3 The scrum process

To understand what scrum means and is beyond the definitions, it is important to understand the whole scrum process, such as the events and roles within it.

First, one of the most important things in scrum is the product backlog, which is the “place” where requests towards certain product are gathered. The roles that belong to scrum are **product owner**, **scrum master** and the **scrum development team**. The important events in scrum are, sprint planning, sprint review, sprint retrospective and daily stand-up. The last important part is sprint backlog, where things move from product backlog when team is planning to start their sprint. (Cubric, 2013; Measey et al., 2015; Azanha, Argoud, Camargo & Antonioli, 2017.) All of these three parts of the process will be researched in this chapter. The overall process can be seen in a figure 4.

Starting from the product owner role, they are the ones responsible for prioritizing development, communicating the vision and maximizing the value of the product. Product owners are the voice of the customers. They take in requests from customers and stakeholders and prioritize them based on how much value it will create. (Kettunen, 2009; Dybå & Dingsøy, 2008; Measey et al., 2015; 133.) Scrum master works as a servant leader for the team. They are responsible of the success of the scrum process and practices, making sure that team and organization around them work according to processes. They also guide the team how to solve impediments and protect the team from outside interference. (Azanha et al., 2017; Measey et al.,

2015;134.) The scrum team is self-organizing and cross-functional team responsible for working based on requirements from the product owner to develop the best possible product. Team is empowered to make decisions and they decide how they organize the work. (Cubric, 2013; Measey et al., 2015;134-135.) Scrum roles and responsibilities are visible in figure 2.

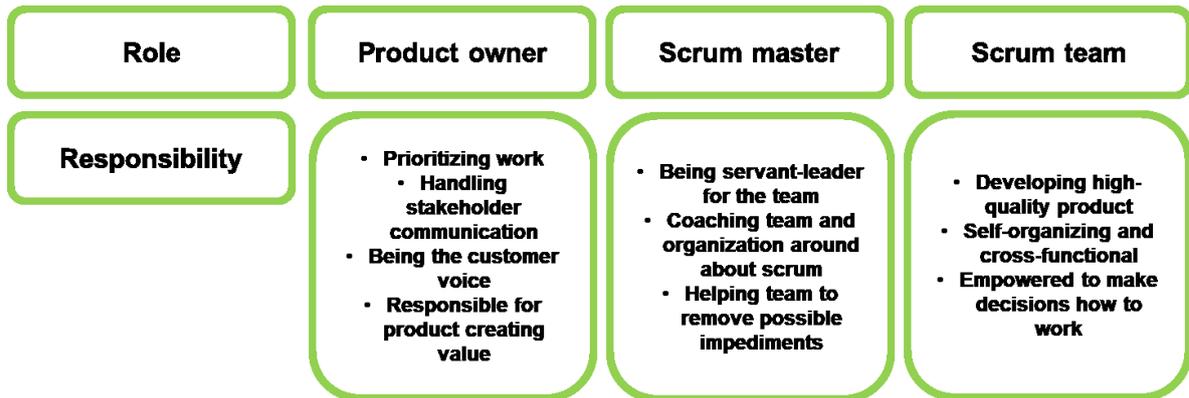


Figure 2. Scrum roles and responsibilities. (Kettunen, 2009; Cubric, 2013; Measey et al., 2015; Azanha et al., 2017.)

After defining roles, it is good to go through all the scrum events. Starting from sprint planning, that is an event that starts the work. Sprint or iteration can be any predefined amount of time, but usually it is from one week to one month. (Azanha et al., 2017; Cooper & Sommer, 2016.) In sprint planning product owner gives the priorities for the next time-boxed sprint and team decides how much they can take in and plan how they do the work. As stated, product owner is responsible of keeping the product backlog prioritized and up to date, and in sprint planning product owner brings things from there to sprint backlog, which is something the team then works. (Kettunen, 2009; Dybå & Dingsøy, 2008; Measey et al., 2015; 137.) After sprint planning work starts and to stay on top of it, team has daily stand-ups every day. In that meeting the point is to answer to three questions that are a) what did I do yesterday b) what do I plan to do today c) is something getting on my way? The meeting is time-boxed to be 15 minutes long and all team members answer the questions. (Measey et al., 2015; 138.) That is

one way scrum creates transparency to everyone in the team. When the sprint ends, two last events come into place. Sprint review is an event where the team shows what they have been doing within the sprint. The status comes clear to everyone as the progress is being shown to relevant stakeholders. Final important event is the sprint retrospective which is held because scrum is also about continuous improvement. In sprint retrospective development team looks back into the sprint and identifies things that are optimal for them and deciding whether to adjust something. (Fitzgerald et al., 2006; Azanha et al., 2017; Measey et al., 2015;139-140.) Figure 3 shows the scrum events and the purpose of each meeting.

EVENT	Sprint planning	Sprint review	Sprint retrospective	Daily stand-up
PURPOSE	<ul style="list-style-type: none"> Decide on the work to be done for the next 1-4 week sprint Product owner prioritizes work Team decides how to do the work 	<ul style="list-style-type: none"> Demonstrate what has been done within the sprint Stakeholders can give feedback Transparency when progress is shown and reviewed 	<ul style="list-style-type: none"> Meeting for continuous improvement in the team Deciding on possible improvement actions for the next sprints 	<ul style="list-style-type: none"> Answer to three questions to create transparency What did I do yesterday? What will I do today? Is something getting on the way of work?

Figure 3. (Cubric, 2013; Kettunen, 2009; Fitzgerald et al., 2006; Azanha et al., 2017; Measey et al., 2015;137-140.)

So, these roles, events and items together create the framework of scrum process and practices that are being used in different organizations. Figure 4 shows the complete process of scrum with events and roles.

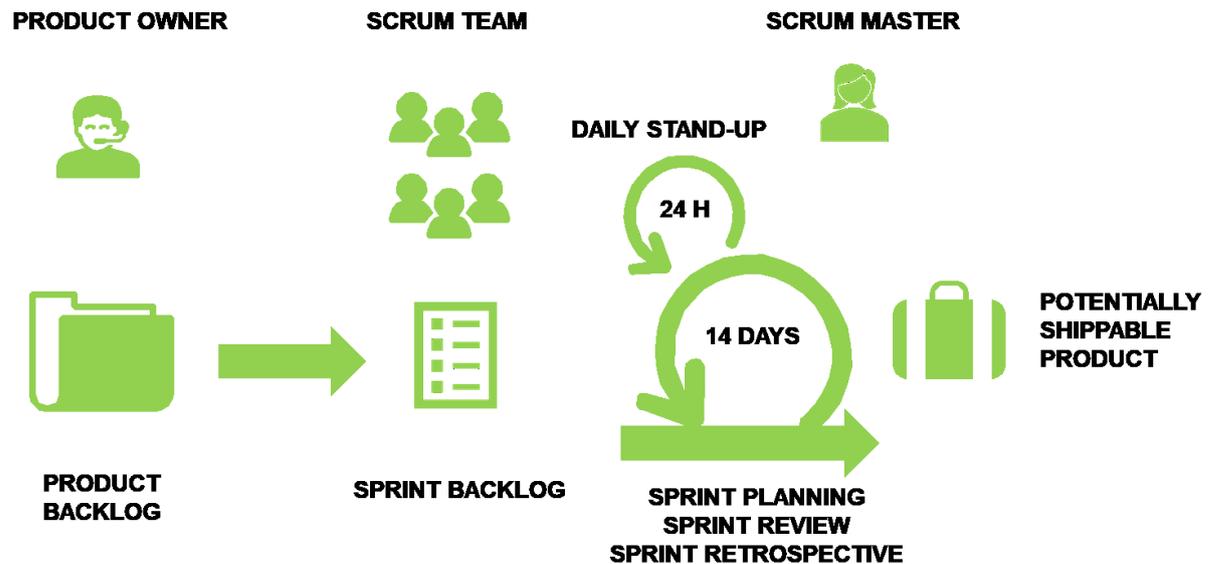


Figure 4. Scrum process. (Adapted from Measey et al., 2015; Azanha et al., 2017.)

2.2 Strategy as practice

This chapter is the second theoretical framework part of this thesis. It will focus on strategy as practice research field (later SAP). SAP has the approach, that strategy is a social practice and focus is on whom the practitioners are, what are they doing and how the strategy practitioners are acting and interacting. (Whittington, 1996; Jarzabkowski & Spee, 2009.) Whittington & Vaara (2012; 288) say: *“In short, “practice” implies more than simply practical; it links strategy research to deep traditions of theoretical and empirical work in other disciplines”*. That gives us preface to strategy as practice research.

First in this chapter the history and background of SAP are researched and then SAP and its characteristics will be defined and explored in detail. After that, the SAP framework consisting of practitioners, practice and praxis will be explained.

2.2.1 History and background of strategy as practice

As already stated, SAP is a relatively new research field. During 2000s the interest and research towards it has grown rapidly (Jarzabkowski, Balogun & Seidl, 2007). After Whittington's Strategy as Practice article in 1996 SAP started to gain popularity, but what caused that article and its popularity? It is good to start from practice theory and understanding that before going into how SAP came to be.

From 1980s practice theory has emerged to challenge contemporary ways of thinking about human life and sociality (Schatzki, Cetina & Savigny, 2000;ii). Practice theory can be said to be a one form of social theory that is presented as an option to other forms of social and cultural theories. Practice theory, as also to some extent cultural theories, aim to explain and understand different actions and meanings and there is big interest in the everyday world. Practice theories have formed a conceptual alternative that appears attractive to individuals dissatisfied with recent types of classic social theories. (Reckwitz, 2002.) Practice theorists aim to make decisive contributions to present understanding of various issues. In the core are topics such as philosophical and social human activity: subjectivity, rationality, meaning and normativity; language, science and power. While doing this practice theorists face numerous research paths of thinking. When considering this and wide range of topics, it is clear that there are some challenges in stating unified practice approach. (Schatzki et al., 2000;10.)

Schatzki et al. (2000;10-11) claim that most practice theorists conceive practices as minimally arrays of activity. However, practice is also defined as the skills, tacit knowledge and presuppositions that support activities. Moreover, most theorists identify that activities involving persons can agree that practices are arrays of human activity. Practices are embodied materially mediated human activities that are organized around shared practical understanding. (Schatzki et al. 2000;11.) It was previously argued by Reckwitz (2002) that practice theory is a type of social theory, there are also some arguments against that. Orlikowski (2007) doesn't want to label organizational practices only as social practices but rather sociomaterial to recognize the relationship

between social and material in organizational everyday life. Schatzki et al. (2000;10) also point out that material context is dependent on human practices.

There is consensus amongst SAP researchers that social practice theory has been big part of SAP and its formation. (Whittington, 1996; Jarzabskowski, 2004; Jarzabskowski & Spee, 2009; Fenton & Langley, 2011.) However, that is not only approach SAP has commonalities with. Whittington & Vaara (2012) point out strategy process and micro-foundation approaches as few examples and Fenton and Langley (2011) point out narrative approach as one important factor. Whittington analysed four different strategy perspectives which are shown in the figure 5 that he calls basic perspectives to strategy. Planning approach has had focus to help managers have tools and techniques to decide about business direction. Policy has focus to analyse organizational pay-offs regarding different strategic directions. Process perspective explores how strategic need for change is recognized and after that achieved. Practice approach uses aspects of process school but focuses on how different strategists do that. (Whittington, 1996.) Hence, the process school has many aspects that are part of SAP perspective and creation of SAP theory (Whittington & Vaara, 2012).



Figure 5. Four perspectives on strategy. (Whittington, 1996.)

Traditional strategy research has focused on economics and finance and competitive strategy. (Floyd, Cornelissen, Wright & Delios, 2011.) Focus has been in the managerial process and that strategy is created by leaders (Mantere, 2013). That was not enough

for understanding strategy research and the factors that cause planned strategies to evolve to emerging strategies (Balogun & Johnson, 2005). Micro-processes, practices and activities have been overlooked in the traditional strategy research (Chia & MacKay, 2007; Chia & Holt, 2006). Human actions have been missing in the traditional research and strategy as practice research has brought them to the center (Jarzabkowski & Spee, 2009; Vaara & Whittington, 2012). Also arguing on behalf of this Jarzabkowski, Balogun & Seidl (2007) say that as research has been on the macro-level of firms and markets, there is little evidence of human action.

During the last few decades in social theory the expansion of practice theories has caused concept “practice turn” to come up. Many alternative basis and theories have been evolved and “practice turn” contains reforming of problem and avoid the micro/macro decision. (Vaara & Whittington, 2012; Chia & MacKay, 2007.) “Practice turn” has caused the research to turn into detailed activity and where societal context and activities are closely linked. (Whittington, 2006.)

To conclude the background of SAP, it can be said that the concern in the gap between the theory of what people do and what people actually do has given rise to the practice approach in the strategy literature. (Jarzabkowski, 2004.)

2.2.2 Definitions and characteristics of SAP

Strategy is something people do, not something that organizations just have. (Whittington, 2003; 2006; Jarzabkowski, 2007.) That is what strategy as practice is about. *It is all about people.* Strategy is not something that is seen on fancy PowerPoint files but something that is happening by actions of organization members (Mantere, 2013). Strategy as practice wants to bring strategy research closer to practice. SAP isn't making the choice between theory and practice but argues for research on different practice theories (Jarzabkowski & Whittington, 2008).

As already stated, the human factor has been absent in many strategy theories and focus has been on performance focused analysis. (Jarzabkowski & Spee, 2009; Whittington & Vaara, 2012.) Strategy as practice has brought the focus to what strategic actors actually do in practice. (Chia & Holt, 2006; Jarzabkowski & Spee, 2009; Fenton & Langley, 2011.) Fenton & Langley (2011) point out that it is recognized that much of the doing of strategy in organizations takes place in between people's interaction such as talk and text. Hardy, Palmer & Phillips (2000) also argue that discursive activities in a relevant context need to be located and just can't be produced to suit immediate needs. The questions to be explored with SAP research include questions such as a) who does strategy b) what they do c) how they do it and d) what effects that has for shaping strategy. (Jarzabkowski & Spee, 2009.)

Table 3. Definitions of strategy as practice

Author/authors	Definition strategy as practice	Defining question
Whittington 1996	Strategy as practice is concerned with the work of strategizing.	How strategy is done?
Jarzabkowski & Spee 2009	Strategy as practice is concerned with the doing of strategy.	What? Who? How?
Chia & Holt 2006	Strategy as practice is concerned with the micro- 'activities-based' approach to understanding strategy and how managers strategize.	What? How?

Table 3 shows three definitions for strategy as practice and also questions that are asked in those definitions. Starting from Whittington's definition, SAP is concerned with the actual work of strategizing, which includes all activities such as meetings, talking and routines. The people focus comes in place with the question how managers do strategy (Whittington, 1996.) Jarzabkowski & Spee (2009) also has the doing of strategy

in center and the questions that are asked there were already previously stated, being what, who and how? Chia & Holt (2006) bring the micro-activity focus to the definition but otherwise it is about how strategizing happens. Both Whittington (1996) and Chia & Holt (2006) talk about managers, but while SAP looks how managers to strategy, managers are not only ones who are actors and practitioners in doing strategy (Chia & MacKay, 2007.)

Micro approach is something that is also prominent in SAP research and theory. Traditionally strategy field has focused on macro level of organizations but now the need to recognize the micro level phenomena is clear. (Johnson, Melin & Whittington, 2003; Chia & Holt, 2006.) Practice theory respects both approaches, not neglecting the macro phenomena on behalf of focusing only on micro human actors. (Whittington, 2006.) As practice is present in macro and micro contexts both are taken into consideration, but micro approach is often on focus. (Jarzabkowski, 2004.) When focusing only on micro factors, so called “micro-isolationism” can take the holistic overview away and that is something that causes criticism. (Seidl & Whittington, 2014.)

Figure 6 shows us the characteristics of SAP that have been discussed in this chapter.



Figure 6. Characteristics of strategy as practice.

2.2.3 Praxis, practices, practitioners

Framework that is used for strategy as practice research is framework that includes praxis, practices and practitioners. Those three aspects are in the core of SAP research and will be now explored further.

The praxis, practices and practitioner framework is used to explain the fundamental challenges to the SAP theory and how they can be researched (Jarzabkowski et al. 2007). Not all three aspects of the framework need to be used in one research, but as there are interconnection, it is important to be aware of them. Thus, when doing research one can take one or more elements to focus only on certain core element. (Whittington, 2006.)

Practitioners are the actors involved in the strategy making (Whittington, 2006). Practices and praxis are somewhat harder to explain, and therefore it is important to see what they actually mean. Praxis describes the concrete human action whereas practices are types of behavior that can be consisted of several elements such as physical and mental activities and emotional and motivational knowledge. (Reckwitz, 2002.) According to Whittington (2006) it is intended that the elements sound similar to reinforce their connection.

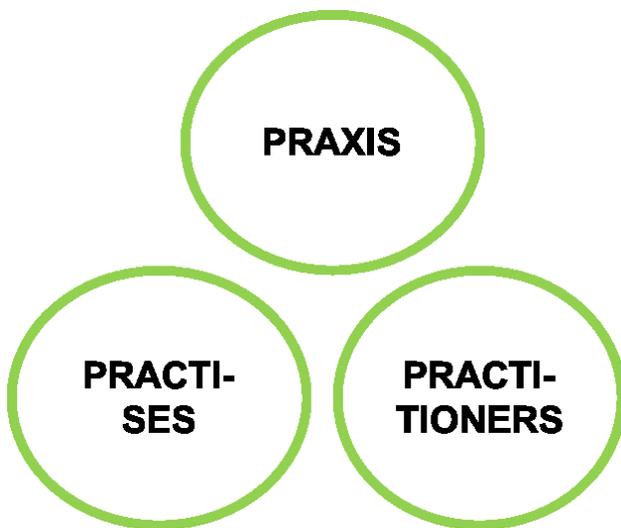


Figure 7. Praxis, practitioners and practices framework.

How strategy work takes place? Praxis is the element to answer to that question. As praxis is referring to the activity that is involved in strategy making, it includes things such as planning processes or meetings. (Whittington & Vaara, 2012; Jarzabkowski & Spee, 2009; Fenton & Langley, 2011.) Thus, praxis includes all the different activities in

the planned construction and implementation of strategy. It can be described as the organizational work that is required to get strategy made and executed. (Whittington, 2006; Jarzabkowski & Spee, 2009.) Praxis connects micro actions of people (groups or/and individuals) with the broader institutions in which action are located and are contributing. Thus, praxis is embedded concept that can be operationalized in multiple levels from the organizational macro to the micro and it's also dynamic, being able to shift easily between levels. (Jarzabkowski et al., 2007; Jarzabkowski & Spee, 2009.) Praxis can also be studied from these different levels. For example from organizational level activities or the micro level activities by individuals or groups engaged in certain projects. (Jarzabkowski et al., 2007.) The domain of praxis is wide as it is embracing the routines, non-routines and formal and informal activities in the organization center (Whittington, 2006).

Who are involved in strategy? Practitioners answer to that question. Practitioners are everyone involved or influencing strategy-making (Whittington & Vaara 2012). Jarzabkowski & Spee (2009) have mapped the field of practitioners in a sense that where do they come from and have come up with twofold categorization. Firstly, practitioners can be either group of practitioners or individuals. Group of individuals can be categorized for example as middle managers that collectively work as practitioners or as individual for example strategy consultant who is working for the organization. Secondly, they can come from inside the organization or outside the organization. Inside organization includes for example the top management and outside the consultant company providing strategy consulting. (Jarzabkowski & Spee, 2009.) These categorizations can be used to determine how to study the practitioners in the SAP context. SAP is not focusing only on top management to be practitioners but rather expands the practitioner concept to include everyone involved. Thus, SAP recognizes that there is a wider away of actors in strategy making, such as senior executives, strategic planners, middle managers, consultants and overall advisors. That blurs the line between different roles and identities since it can be seen that many actors are actually strategy practitioners.

(Whittington & Vaara, 2012.) Practitioners shape strategy activity though who they are, how they act and what practices they draw upon (Jarzabkowski et al., 2007).

What activities are done? Practices element of the framework helps to understand that. Practices are the tools through which strategy work can be done. They can be social, symbolic or material tools. Jarzabkowski & Spee (2009) also argue that there is no dominant view on practices in the SAP research which causes some inconsistency in practice studies. As the practices can be diverse and vary quite a lot, they can be united and changed based on the uses to which they belong. Practices can be used as potential units of analysis to study construction of strategy and to examine what and how practices are used, and how the use changes over time. (Jarzabkowski et al., 2007.) Practices that SAP scholars have addressed are wide. They include strategic planning, different analytical practices and socio-material and discursive practices of strategy. (Whittington & Vaara, 2012.) Whittington (2006) states that practices can be deriving from different levels. Practices might be organization specific, embedded in the routines and cultures or they can come from larger social field and depending where they come from, modes of strategizing can shape.

Even though argued that these three elements can be studied separately, all of these are intertwined. Practitioners draw how to act from practices and praxis and are therefore very much interrelated as critical connection with those. (Jarzabkowski et al., 2007; Whittington, 2006.) Also, in research, if only focusing on say practices, there is a risk that praxis and practitioners are underestimated and that may influence the results, and that is why it is important to understand the linking between these. (Jarzabkowski, Kaplan, Seidl, Whittington, 2016.) The framework provides important insights into the strategy as practice research. Practices so tools and methods of strategy-making, even though extremely wide subject, are being understood more. Also, praxis as the how strategy work takes place is brought into light as well as practitioners and their roles as being the actors involved in strategy making. (Whittington & Vaara 2012.) Figure 8 summarizes what are the main topics in all three elements.



Figure 8. Summary of SAP framework elements.

2.3 Scrum as practice in business development organization

This section creates synthesis about the two theoretical frameworks and presents a framework that will be used to study the praxis and practices of scrum in a business development organization.

In the chapter 2.1 the scrum and agile frameworks were presented and analysed. As stated, scrum is a team and people focused iterative development method, originally invented for improving developing software. (Dybå & Dingsøy, 2008; Measey et al., 2015; Takeuchi & Nonaka, 1986.) Scrum framework consists of different roles and events that are part of the development methods such as scrum master, product owner and development team. Events that are important in scrum are sprint planning, sprint retrospective and sprint review. These together with the product backlog create the scrum framework that is being used more often than other agile methodologies (Rigby et al. 2016).

Moreover, chapter 2.2 introduced strategy as practice research area and theory. As a concept SAP started to gather popularity with Richard Whittington's article in 1996 and after that expanded widely. SAP focuses on people and interaction between people

such as talk and text. (Fenton & Langley, 2011.) The area aims to understand strategy as more from the practical level.

The literature about scrum and agile has lot of overlap and connection with strategy as practice and practice theory. Both are very people and action focused which creates links between them. As many SAP scholars are starting, strategy is something that people do (Whittington, 2003; 2006; Jarzabkowski, 2007) and scrum theory is very much related to people and teams (Dybå & Dingsøy, 2008).

When looking at the SAP framework with practitioners, praxis and practices scrum can be investigated using parts of that. Practitioners include the different roles in scrum, whereas praxis and practices have the processes and scrum approach. Thus, from there a framework was created to understand scrum in a business development organization. The framework that is visible in figure 9 is divided into praxis and practices and the three aspects that will be investigated are scrum roles (people) scrum events (processes) and scrum values (approach).

Scrum roles were chosen to be part of the framework because it is very important to understand the people who are involved and in what way. The events will also shed light to the actual work what is really happening within the organization. Lastly the values and approach to scrum is one part of the framework, as the agile mindset is often in very big factor when working with the methodology. Practices part of the framework will investigate what the roles, events and values include whereas the praxis part of the framework is investigating the how the roles, events and values are actually done.

There is the existing scrum framework and the guidelines how it should be used. As that is very much based on different practices depending on the area where it is used this framework will enlighten the ways it is actually used. The different aspects of it

based on practice theory also will give theoretical contribution to broaden the overall research.

Even though this framework was created thinking about scrum in a business development organization, it doesn't need to be limited only to that context. The framework (figure 9) would work also in other contexts such as software development or manufacturing if there is interest in understanding how the scrum practices are used.

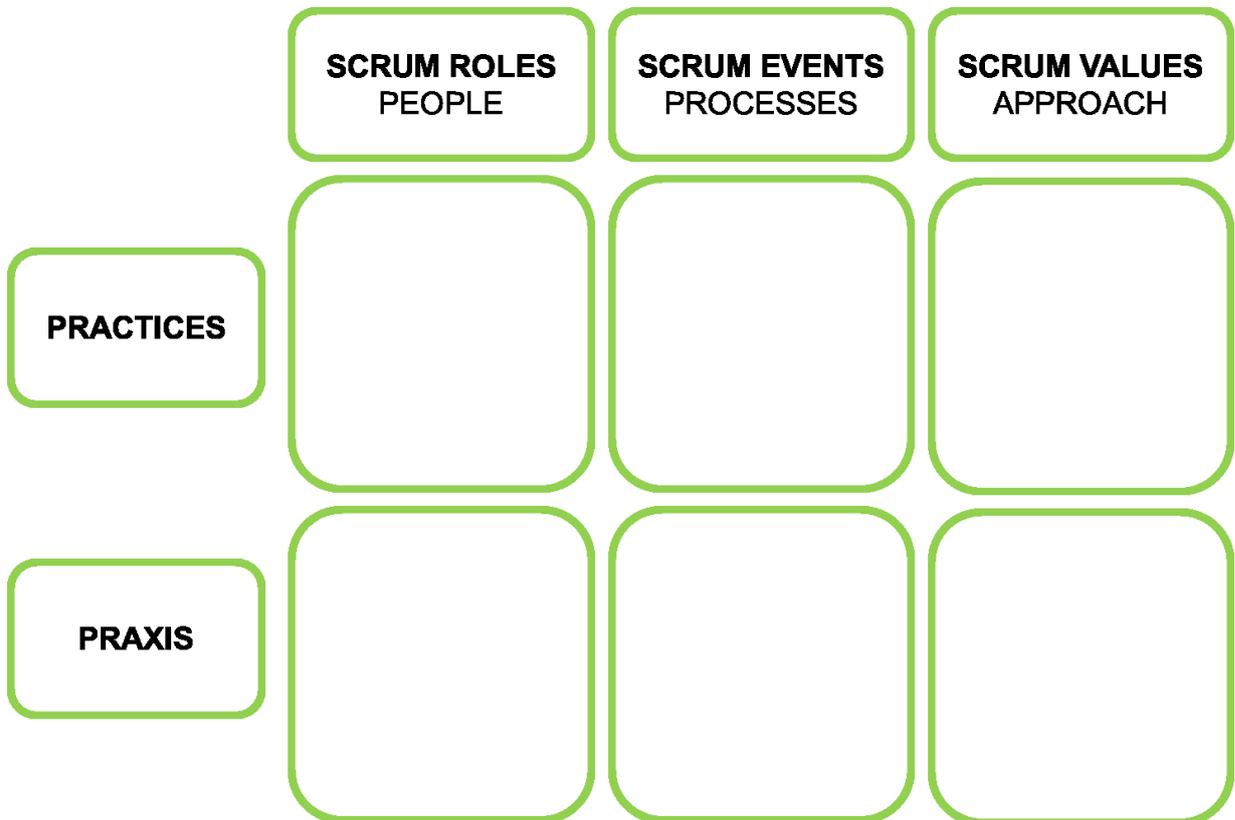


Figure 9. Practices and praxis framework for investigating scrum in a business development organization.

3 Methodology

In this chapter the empirical research part of this study will be explained. The research strategy and methods are presented and discussed. This chapter also describes the case selection and the selected case for the thesis in more detail than earlier. Additionally, the processes of data collection and analysis will be explained in this chapter.

3.1 Research strategy and methods

Choosing the research strategy and methods for all research is important part of building the research since it may affect to the results and confidence of readers (Bono & Macnamara, 2011). The decisions one needs to make are for example is the research done as a case study research, will it be single case study or multiple case study, will it be qualitative or quantitative and what kind of interviews or surveys to conduct. There are many research strategies to choose from, which all have their advantages and disadvantages, depending on the different conditions related to for example to research question. (Yin, 1994;1.)

Case study research strategy focuses to understand dynamics inside particular settings. The case studies often combine different data collection methods such as interviews and observations which can enrich the research (Eisenhardt, 1989). As case studies are typically carried out in close contact with practitioners, they have the potential to create knowledge that practitioners will identify as useful. (Gibbert, Ruigrok & Wicki, 2008; Dubois & Gibbert, 2010.) Often case studies are preferred strategies when the questions asked in research are “how” or “why” questions. (Yin, 1994;1; Saunders, Lewis & Thornhill, 2000;94.) For this study, case study strategy will be used, as the scrum practices are explored in a business development organization asking questions how and why.

Qualitative research method has certain characteristics that help evaluate whether it is suitable for a certain research. It aims to study the meaning that can be attributed to

people's lives under real conditions. Qualitative research method explains the opinions and vision of the people included in the study with theoretical insights. It covers the context and circumstances people live in and provides insights about current or emerging concepts that explain human social behaviour. (Gephart 2004; Yin, 2011;19.)

Bansal & Corley (2012) say that qualitative research often goes forward as telling a story. It is a journey from the beginning of setting the scene until the end where the big reveal happens. There might not be understanding in the beginning where the research is going since as the research goes on something unexpected may emerge. (Gephart, 2004.) Qualitative research can be defined as very descriptive with emphasis of the social construction on reality and the focus is on revealing how existing theory works in certain examples and cases. (Eisenhardt & Graebner, 2007; Gephart 2004.) Qualitative research develops the field by offering different unique insights to scholarly discourse and organizational life. (Gephart, 2004.) When talking about qualitative data, it is important to recognize that it cannot be quick and easily synthesized or reduced into tables, so qualitative researchers must think how to creatively show the data. (Bansal & Corley, 2012.) As this thesis wants to explore the use of scrum practices in a certain organization and circumstances, qualitative research method will be used.

Interviews are one way of gathering data in qualitative researches and often they are the primary data sources. As interviews are a highly efficient way to gather in depth data, different interview types are popular. (Eisenhardt & Graebner, 2007.) Interviews are often categorized to structured, unstructured or something in between. Structured interviews have very strict process and predefined questions while unstructured do not. In between those there is semi-structured interview which allows conversational tone in the interview but still has predefined themes to cover. (Eriksson & Kovalainen 2016: 93-95; Yin, 2011; 136-138.)

For this study, primary source of data will be semi-structured interviews. Semi-structured interview allows more flexibility. When conducting semi-structured inter-

views there is not one set of strict questions, but interviewer plans a list of topic, themes, and questions to be covered. Therefore, interviews may vary from each other since the outline is not strict. Interviewer can add or leave out some topics depending on the discussion and interviewee answers. Semi-structured interview type suits cases where collecting in-depth data is important but to still provide systematic and comprehensive data. (Saunders et al. 2000: 240-242; Eriksson & Kovalainen 2016: 94-95.)

Figure 10 shows the main research design decisions for this thesis. The strategy is a case study with qualitative semi-structured interviews as method.



Figure 10. Research design decisions.

3.2 Case selection

As stated previously, the case company is a big company from financial industry. The company is multi-national company operating in many countries around Europe and elsewhere. Company has started their agile transformation in different business areas but is in the beginning of the journey. This study focuses only on the business development units of the case company (previously defined as units where no IT work or software development happens). In the case company also other areas than pure business development unit such as software development units use scrum practices, but those are not part of this study.

Case company has many different business development units which have adopted scrum practices in use. Some units focus on more strategic development initiatives and some to customer facing development. The scrum practices adopted are done using similar framework in all the units. Therefore, this study will not separate the units to be different cases. The units have taken the framework in use at different times but all

have at least six month experience using the practices and working according to the scrum methodologies. Also, to keep the anonymity of the interviewees protected, the categorization of the interviewees is done based on their role. Thus, the three different roles which were scrum master, product owner and team member will be separated in the findings.

3.3 Data collection and data analysis

As already stated, the data for this study was collected by interviews. Semi-structured interview was chosen as the way to do interview because there was a need to cover certain themes, but also hear freely the interviewees' comments. Semi-structured interview allows that approach and semi-structured interview method is explained in more detail in chapter 3.1. Nine interviews were held, the detailed interview information can be seen from table 4. The interviews were conducted face-to-face and by virtual conference call. The interview questions can be found from Appendix 1. The interviews were held in Finnish where it was the native language for both interviewee and interviewer and in English when native language was different.

Table 4. Interviewee information.

Interviewee number	Date of interview	Role of interviewee	Time at the company	Length of the interview
1	17 th of June 2019	Product Owner	16 years	40 min
2	19 th of June 2019	Product Owner	3 years	one hour
3	19 th of June 2019	Scrum Master	6 years	40 min
4	19 th of June 2019	Scrum Master	7 years	40 min
5	20 th of June 2019	Team Member	6 months	40 min
6	20 th of June 2019	Scrum Master	12 years	one hour
7	20 th of June 2019	Product Owner	20 years	50 min
8	20 th of June 2019	Team Member	10 years	40 min
9	24 th of June 2019	Team Member	14 years	one hour

Data analysis is important part of all research. There are different ways of analysing the data and coding the data. Data can be shown chronologically, seeking patterns across observations and displayed with different codes. What is most crucial is that data must be visible, and not only described, so the reader can connect to it and trust it. (Bansal & Corley, 2012.)

As qualitative data is based on meanings expressed through words, there are different ways of collecting it and thus analysing it. The process is interactive as it is happening during data collection and after it. Different aids can be used for the data analysis such as researcher diary, memos etc. Data analysis is logical to start with categorization of the data to different topics. After that, unitizing the data to combine the relevant parts of collected data. From there analysis is continuing with recognizing the relationships within the data and lastly developing the data to reach conclusions. (Saunders et al., 2000: 405.)

In this thesis, the data analysis happened so that the interviewees were divided to three groups based on their role. Then the analysis happened first within the role and after that cross-role analysis was conducted with topics that were recognized. All the interviews were recorded and during the interviews the researcher was making notes about some answers to be able to recall the context and also filling in the framework from figure 9. The interviews were transcribed by the interviewer and the data analysis started after that. The interviews were read and listened so that the researcher was able to start understanding the categories. When different categories were recognized they were unified to collect bigger quotas together within the three different cases (product owner, scrum master and team members). Then the analysis was combined to include all of these and divided into themes.

3.4 Validity and reliability

There are multiple ways of assessing the validity and reliability of a research. According to Dubois & Gibbert (2010) reliability points to the absence of random error and validity then to the absence of systematic error in the process. One option is to use four tests/criteria to measure this which are construct validity, internal validity, external validity and reliability. (Gibbert et al., 2008; Yin, 1994;33.) Their characteristics will be explained in table 5 and researcher approach and actions to prove validity and reliability are also visible in table 5.

Table 5. Validity and reliability of research. (Framework from Yin, 1994; 32-33; Gibbert et al., 2008.)

Criteria	Definition	Researcher approach
Construct validity	Refers to whether study investigates what it claims to investigate. Refers to what is studied and with what measures. (Yin, 1994;33; Gibbert et al., 2008.)	Using theoretical framework to answer to the research question and fulfil the objectives. Data collection process explained.
Internal validity	Refers to does study establish causal relationships between variables and results. (Yin, 1994;33; Gibbert et al., 2008.)	Previous studies from existing theory used to create framework. Researcher carefully analyses all the data before conclusions.
External validity	Refers to establishing the area to which a study's findings can be generalized. (Yin, 1994;33; Gibbert et al., 2008.)	Single case study in one context is not easy to statistically generalize. Researched has taken different part of organizational units to be part of the case study, to improve the external validity.
Reliability	Refers to that the same study in the same setting can be repeated with the same results. (Yin, 1994;33; Gibbert et al., 2008.)	Methodology chapter 3 explains the whole process of the study. Case process described with the interview questions available and all the interviews recorded.

4 Findings

This section describes the key findings of the empirical research and analyses those. First there is introduction to the case company and financial sector. In the second sub-chapter, the findings are presented within roles, first with product owners, then scrum masters and then within scrum team and findings and analysis are presented. After that, cross-role analysis with results are done analysing all the roles together with found patterns and themes from all the interviews.

4.1 Financial sector and the case company

The financial sector overall has seen drastic changes especially in the technology front in the last few years. FinTech's are very much coming into the field and getting head starts with their more agile operations to developing new products and services. For traditional financial service companies there is a need first to fix their operating models and make sure architecture and technological capabilities are up to date. (PwC 2016)

Financial industry used to be trusted and stabile, until 2008 financial crises. After that new forces have arrived rapidly to the field. Disruption is shaking the financial industry and the companies in the field are looking for new ways of creating better customer experience. (Gomber, Kauffman, Parker & Weber, 2018.)

As already stated, the case company for this study is a big multinational financial company. It operates mainly in Europe but has also operations elsewhere. Company offers products and services for consumers, businesses and wholesale companies alike. Products include such as daily financial products, financing and investing amongst others. With millions of customers and thousands of employees there is a big need to be agile and response faster to customer needs.

The organization is built traditionally as a matrix organization. The company's agile transformation started to change that and teams were built that were not necessarily

reporting to a traditional manager. The agile teams were built based on the competence needed to deliver on a specific product. Changing customer needs were in the core of starting the transformation. The company started the journey from software development and from there expanded to other business areas.

Figure 11 shows how the organization is structured. There are units that consist of different teams and number of teams can vary. Units can either be hierarchical organizations with direct reporting lines or they can be units where there is no direct reporting, only responsibility of a certain area or product and in some cases it may be both. Teams consist of product owners, scrum masters and team members. In this study the interviewees come from units and teams that are responsible for business development of a certain area.



Figure 11. Case company organizational structure.

4.2 Analysis within roles

The analysis follows the framework created based on the theories about scrum and strategy as practice. Each sub chapter starts with a short intro to the case and then analysis and key findings will be presented. Starting from the roles and people, then moving to the events and lastly the values will be presented from practice and praxis point of views.

4.2.1 Product Owners

Three product owners from the case company were interviewed. Product owners in a company are responsible of an area and its development. The areas can be anything from developing a new product or a system or a new value proposition to customers.

“Role of the product owner is to be responsible of certain areas development agenda. It is in a way development leader and you need to be on top of the subject now and in the future.” (Interviewee 7)

Product owners see their roles to be the ones prioritizing the work in the teams. They also see that they define and describe lot of the work needed to be done. The prioritization part of the role came on strongly and was emphasized in the interviews. The interviewees were talking lot about the prioritization that on a team level they are doing it, but that they have hard time getting proper prioritization from higher up. Many things are in a way prioritized but when everything is number one priority there is no prioritization which was a thing the product owners were mentioning. There was a feeling that more prioritization is needed from the organization.

“The way I see it is that I have the role of setting the prioritization for the team based on input I get from various stakeholders across the organization... Also try to help the team to define and scope the work that they are doing.” (Interviewee 2)

“Actually, it is confirming the priorities and describing what I feel that needs to be achieved.” (Interviewee 7)

“Defining things that need to be done and giving information to the team.” (Interviewee 1)

“I feel there is still a problem in prioritization that it’s done because of prioritization. So, when everything is number one priority, there is no sense to do that. We would need to be courageous to do real prioritization.” (Interviewee 7)

The product owners give the prioritization and after that teams do the work. They were also telling that they remind people of the objective of the work and do they see the effort that is happening is sufficiently enough to deliver. They analyse the work teams have done compared to the goals set and tell are they happy or not. Product owners’ role after that is not to supervise the work but after the working period is over to provide feedback. Giving feedback and also encouraging the team to share valuable learnings to each other were big parts of the role. All product owners were also saying that they are actively listening to the team members in different meetings and events and also participating in development activities towards the team such as taking action items for themselves from retrospectives.

“Basically product owner analyses compared to set goals where and how we are progressing.” (Interviewee 7)

“I see for my side that it is important to remind the team about the objectives and what we try to achieve and also for me to understand that our contribution is sufficient enough to deliver what we are supposed to.” (Interviewee 2)

It was interesting to see that none of the interviewed product owners were describing themselves as the voice of customer, which they should be. Two of the product owners were talking about internal stakeholders and business owners but focus was on the internal people.

When talking about different scrum events, product owners were talking about “basic ceremonies” which suggests that they are very aware of the scrum process overall. When asking about what ceremonies they have, products owners were not immediate-

ly listing all of them but when asked were they having a certain ceremony belonging to a framework the answer was yes. From the basic scrum framework “backlog refinement” ceremony was something none of the product owners were talking about. The overall why of having the events and following the process was very much about transparency and making things work. Moreover, it was about people liking the processes because it brings results visible and there is no reason why not, as there is support from management and not any better alternatives.

“It makes easier to say no. In some ways certain topics are better defined prioritization is easier. And it very much increases transparency and collaboration.”

(Interviewee 1)

“I guess the way I see it, it is kind of overall to make things work. That’s how I see it as machinery that needs to work and you need to have these things in place to make the car drive.” (Interviewee 2)

On a more specific note, starting from sprint planning, the product owners were seeing that as the event where the direction for the next two weeks (length of a sprint in the organization) is set. As product owners some start with describing the features in development and what is needed to make that a satisfactory delivery. Team then breaks those down into concrete actions by planning together. There was a difference between product owners and teams as in some teams the work happens before sprint planning individually by every team member and in some together during the event. Sprint planning is kept because of there you can go into very detailed plans of development. Also, importance of planning is towards team spirit and that team can get motivated and excited about things that are planned to deliver. They make the teams work together as a team which then creates the feeling of belonging. Possibility to change course was only very briefly mentioned by one product owner which was interesting as that is one of the best places to do that.

“Product owner describes each feature what should be delivered in the next two weeks and what results we are after. Then team looks into how it can be done, so how do those requests turn to concrete actions, and then they just plan it.”
(Interviewee 7)

“We go through the stories that we have committed in the sprint and we do that person by person.” (Interviewee 2)

“Also think it’s important for the team spirit to see that we are doing something together as a team and we have these shared objectives and also to get motivated for the next sprint, get excited about the things we are supposed to deliver. --- People in the team don’t feel that they are alone but they are part of bigger team.” (Interviewee 2)

For sprint review the point is to see what things have been moving forward or done ready. The work everyone has been doing is shared together with the team to learn from each other and celebrate the successes. Product owners felt that two weeks is sometimes a short time to have a review and the feeling that not much has happened is present. That brought the question are the teams breaking the work into concrete deliveries or is the nature of the work that during two weeks it won’t be finished. Product owners did not see that as problematic.

“Know more of the work that others in the team are doing. --- Also sharing successes and being happy for things moving forward.” (Interviewee 1)

“I think it’s for the transparency but also for the quality to kind of be able to get feedback and input from others and for people to get inspiration as well.” (Interviewee 2)

“Transparency for the stakeholders and others what the team is doing.” (Interviewee 7)

Sprint retrospective is the final event that was discussed more thoroughly with the interviewees. There the unanimous red thread of answers was that you should look back at things that were happening. That is also a place to learn from the ways you have worked and from there agree on how to improve those ways. Furthermore, it was seen as an event where even hard discussions can happen and discuss openly. It was seen as a very valuable event and especially the discussions were seen important for developing as a team.

“Do some reflections based on that to see how we performed are there any reasons why we see the things that we see.” (Interviewee 2)

“We use fun retro board [internet tool] and then we individually add things there that went well and what to improve. Then we go through that together as a group and then we do voting on the different things that came up and based on that we try to identify actions” (Interviewee 2)

“We go through what kind of results from development we got and are we happy about that. Then we go about in some funny way what is the feeling of people, what worked well, what to do more or what to develop. --- It ends with deciding what changes for the next time and take actions around that.” (Interviewee 7)

All interviewees stated that there are values that scrum supports and one of the recurring themes was transparency. It was mirrored to previous ways of working when it was not as visible what others are doing. Second value that was rising was related to team. Teamwork is in essence and also that teams have the mandate to work in their respective area. The mandate was very prominent in one product owners' comments and the

feeling that their team really has it came clear. On the other hand, product owner from different part of organization was feeling that there is some ambiguity in that area. Most likely being related to the fact, that the different business areas in the organization are at different stages with their journeys. However, it was interesting that only one product owner mentioned the customer value and that was in a short side sentence. The two other product owners didn't mention customer at all.

“I definitely think it helps us with the openness and transparency as I have mentioned before but I also think it helps us better to work as a team. And I also think that if used correctly it really helps us reflect with customer value we create.” (Interviewee 2)

“[Scrum supports] lot of values. First thing that comes to mind is this sort of a mandate. I have my own mandate, so area where I don't need to ask from anyone what to do. When I have that mandate my team has the same mandate that we together have lot of opportunities to do decisions ourselves. Second thing that is very clear is the transparency. Everything is open and I can at all times see how teams are performing and what they are doing and that creates full transparency to the work we do.” (Interviewee 7)

Figure 12 shows the filled in the framework presented in chapter 2.3 with a summary of product owner interview results and key findings.

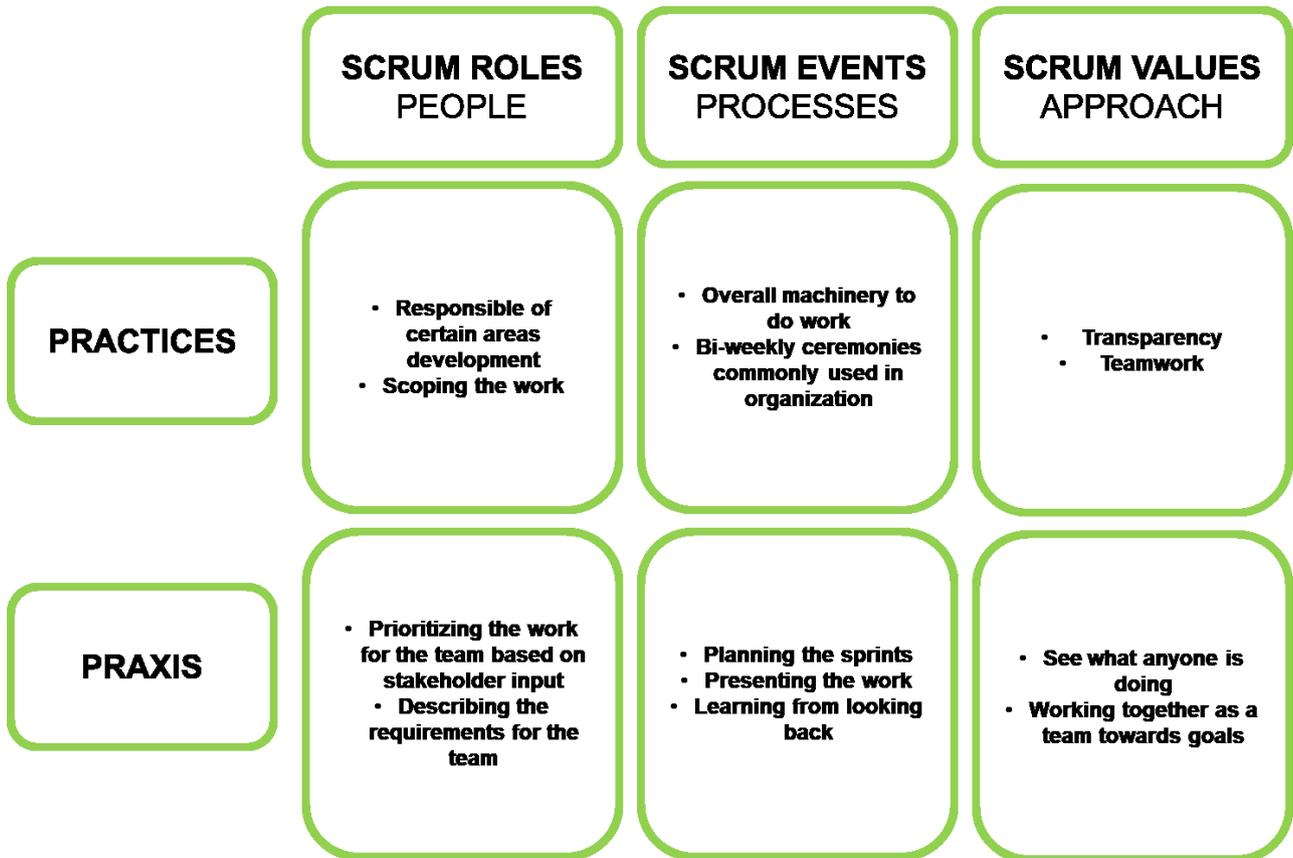


Figure 12. Practices and key findings from case product owners.

4.2.2 Scrum Masters

Also, three scrum masters were interviewed. The scrum masters interviewed were somewhat in different situations with their allocation to scrum master role. Two interviewees are not allocated 100 % in the role, only around 20 % of their time is supposed to go into scrum master role.

“My role is helping others, advising and giving directions.” (Interviewee 3)

“My role is extremely messy and all over the place.” (Interviewee 6)

The scrum masters very much focus on talking about facilitation when discussing about their roles. What was interesting that while scrum masters are supposed to be servant leaders, none of the interviewees were stating that. Discussion focused on the overall facilitation than coaching or mentoring that scrum masters also could do. With not that much allocation to the role, also prioritization regarding tasks needs to happen and therefore the facilitation is emphasized. The one scrum master with 100 % allocation was also commenting about that they were challenging the product owner and protecting the team from outside interference. Asking questions from the team was something all the interviewees were doing.

“I facilitate the whole meeting and try to keep the discussions at a relevant level or steer them into right direction so that they don’t space too much. Basically, have the overall perspective on things with the capacity and load just facilitating most of it.” (Interviewee 4)

“I challenge the team with questions, I challenge the PO and I protect the team.” (Interviewee 6)

Scrum masters were familiar with all the events belonging to a scrum framework as they were emphasizing that they facilitate all of them, while sometimes letting the team experiment with the role. They all value the events and are able to argue why they are kept. It was also visible that the scrum master who has more time allocated was more passionate about the subject and also scrum master who has trust in the process were more elaborate in their answers.

“To some it might seem that we use practices because we have to. I see that as bad idea. Why I like them – because I know what I need to do, how to do and to whom. Adding those together, I get the everyday understanding and answer to the question why, why something is done.” (Interviewee 6)

“It’s been very common in our organization that lot of people are overloaded with work so and some have even been burned out by work. I think this agile thing came at a good time so it gives us a great tool or guidance on how we can plan our work better and help each other out in the team since everything is very transparent and what needs to be done.” (Interviewee 4)

Everyone is aware of the other team members work differently than previously and understand the work others do. (Interviewee 3)

In more detailed conversations about the event, scrum masters strongly pointed out that sprint planning allows to do adjustments and change where needed. That supports the agile mind-set of responding to a change. With sprint review scrum masters saw that as a celebration of the work done and as an especially good place to share information and give feedback to each other. Retrospective session was seen as offering good discussions and two scrum masters emphasizing the learning that is supposed to happen from those. Also the point of retrospective to look back came strongly from the interviews. As one scrum master was saying, the word originates from Latin and means “to look back”. Different methods for sprint planning, sprint review and sprint retrospective were described and that scrum masters are preparing them for the team.

“To celebrate deliveries and encourage others. It’s also a good way for the whole team to give input before the project has gone too far - it could be good to get another perspective on the things and see do we need to keep doing what we’re doing or change direction.” (Interviewee 4)

“Very good that people are allowed to give feedback and thoughts while in regular working days it might be forgotten. I see it as a way to ease the pressure related to work. Team members very actively sharing and lot of good comments and conversations are coming from the retrospectives. (Interviewee 3)

“So that I know what I need to do, when, to whom and why – not only ME but what WE as a team can achieve and what is the result.” (Interviewee 6)

When discussing about values, scrum masters unanimously highlighted collaboration. That was the recurring value in the discussions and that was present during the whole interview while talking about everything. Here two out three scrum masters were mentioning customer. It was strongly stated that customer-oriented approach is the most important thing with all of it. Also customer collaboration in regards of adjusting the plans was commented which is also one value supporting the agile mind-set.

“Collaboration within the team.” (Interviewee 3)

“I would say that collaboration is a big part of it especially now that there is this team collaboration for different projects - so collaboration is one.” (Interviewee 4)

“The most central value is customer-oriented approach – not even customer centricity – but customer-oriented approach. It is not enough that you think about the customer, you need to work together with the customer.” (Interviewee 6)

Furthermore, coaching the team and others to be agile and live by the scrum framework didn't come visible from the interviews, which partly is concerning as that is needed in order to change big organization overall. However, the focus was within the team and helping them so there might be firstly the focus to handle that well and after that expand the agile coaching. Figure 13 illustrates the key findings from scrum masters.

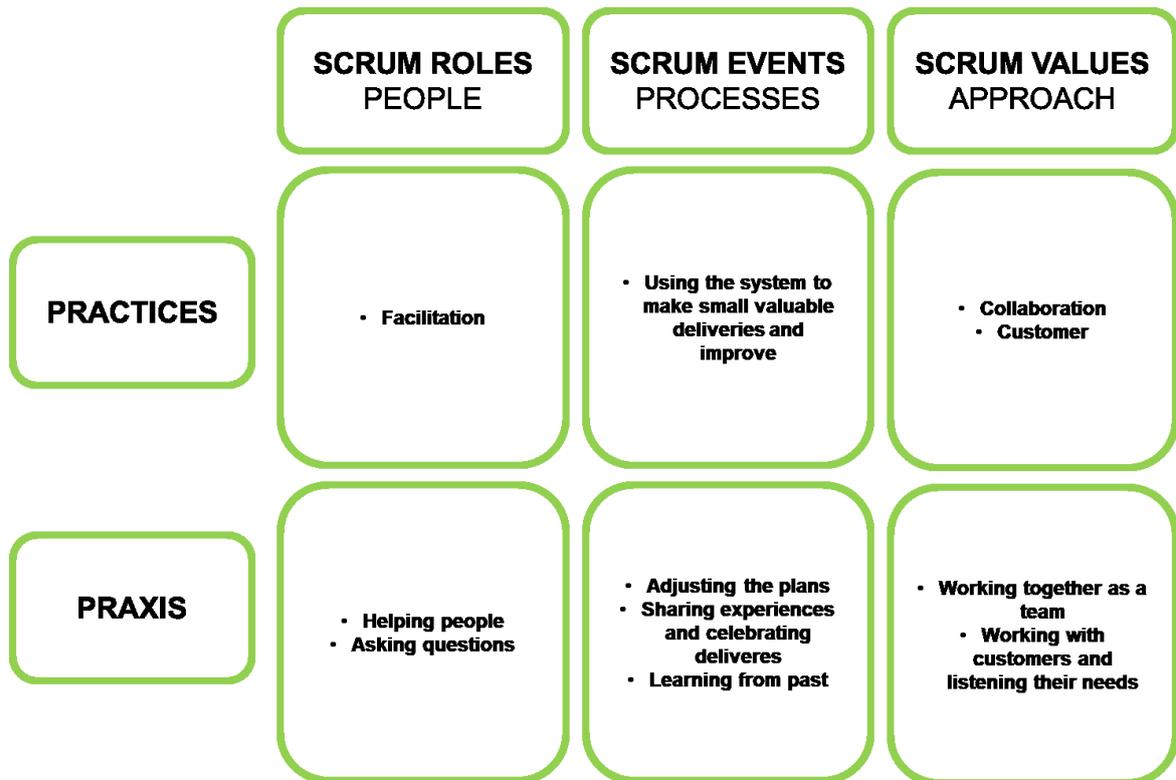


Figure 13. Practices and key findings from case scrum masters.

4.2.3 Scrum Team

Similarly, as with product owners and scrum masters, three team members were interviewed. Scrum team members in organization are allocated into certain teams responsible of an area. All the interviewed people are 100 % allocated into one team.

Scrum team members are not defining their roles as explicitly as product owners and scrum masters. They talk about doing the work, either alone or together as a team, which is interesting. Teamwork is highlighted, but lots of comments are also about doing prioritization and work alone, which shows that the role may be somewhat unclear or that product owners' role is not understood.

"I prioritize from my behalf and then we see if product owner disagrees. Of course I give my input if I have too much things to know what to drop." (Interviewee 9)

"I'm trying to find out what's possibly coming." (Interviewee 5)

"Team members each participate in ideation and evaluating of writing user stories. We've done pretty much everyone that and there has not been that divided roles between us team members." (Interviewee 8)

The events were seen as beneficial and experiences to be useful for the type of work. As for sprint planning, the work according to two different interviewees already decided before planning, which in a way contradicts the point of planning. Here also it was not explicitly mentioned that product owner gives the prioritization in the sprint planning which supports the potential misunderstanding about the different roles. In sprint review the recurring theme was that the work done within the last two weeks is presented to the team. Also that came strongly there is not always work to be shown as the work is not visible for some reason. Review sessions were a somewhat differently conducted in teams. Some used it to give a review towards stakeholders and customers, whereas others saw it as a place to show to own team the progress to acquire feedback. Retrospectives were experienced as important factors regarding teamwork. Different methods again were used in how the retrospectives were conducted but the main goal of seeing what went well and what to improve and what actions to take when moving forward was the key finding from retrospectives.

"To this kind of work and team it works and I have seen the benefit. So much different things going on with different people, teams, products and everyone so it brings focus what to do now and what maybe soon." (Interviewee 5)

"It basically came as given at the first place. But then it has been recognized that they are needed --- they have been seen good through practice even though they became as given." (Interviewee 8)

"[In retrospective] We go through the previous sprint together as a team, what did we success and what could've gone better. Sometimes it is purely team being a team and actions there and sometimes it is regarding the subject matter when working." (Interviewee 8)

"If it looks like there is too much stuff to do our scrum master challenges what to take away and then in theory product owner should be able to prioritize what to take away. But then has that happened – well, singular times can be said that is has happened." (Interviewee 9)

"If it's not visible to the end customer it might be left out of the review. Sometimes there are just purely "working sprints" so that the work is being done and next time you can show the progress." (Interviewee 8)

All team members saw the customer as being one extremely important value when using scrum framework. Everything aims to creating value for the customers. Transparency and collaboration were other values the interviewees saw. Collaboration as the work is broken down to small pieces in which finalizing you need help from others. Overall the collaboration was underlined to be the thing. The mandate to work within an area was rising from the value discussion but that was also depending on the part of organization was it seen as working or not. One interviewee stated that there is more freedom and one that there should be more freedom but still too many questions need to be asked and not allowed to make decisions even though they are being the expert in the area.

"It's broken down small pieces so that the collaboration is highlighted, you can't do things alone to get them moving forward and especially deliver big things alone." (Interviewee 5)

"Collaboration is the thing here." (Interviewee 8)

“Everything aims for creating value to the customers.” (Interviewee 9)

The overall key findings from scrum team perspective can be found from figure 14.

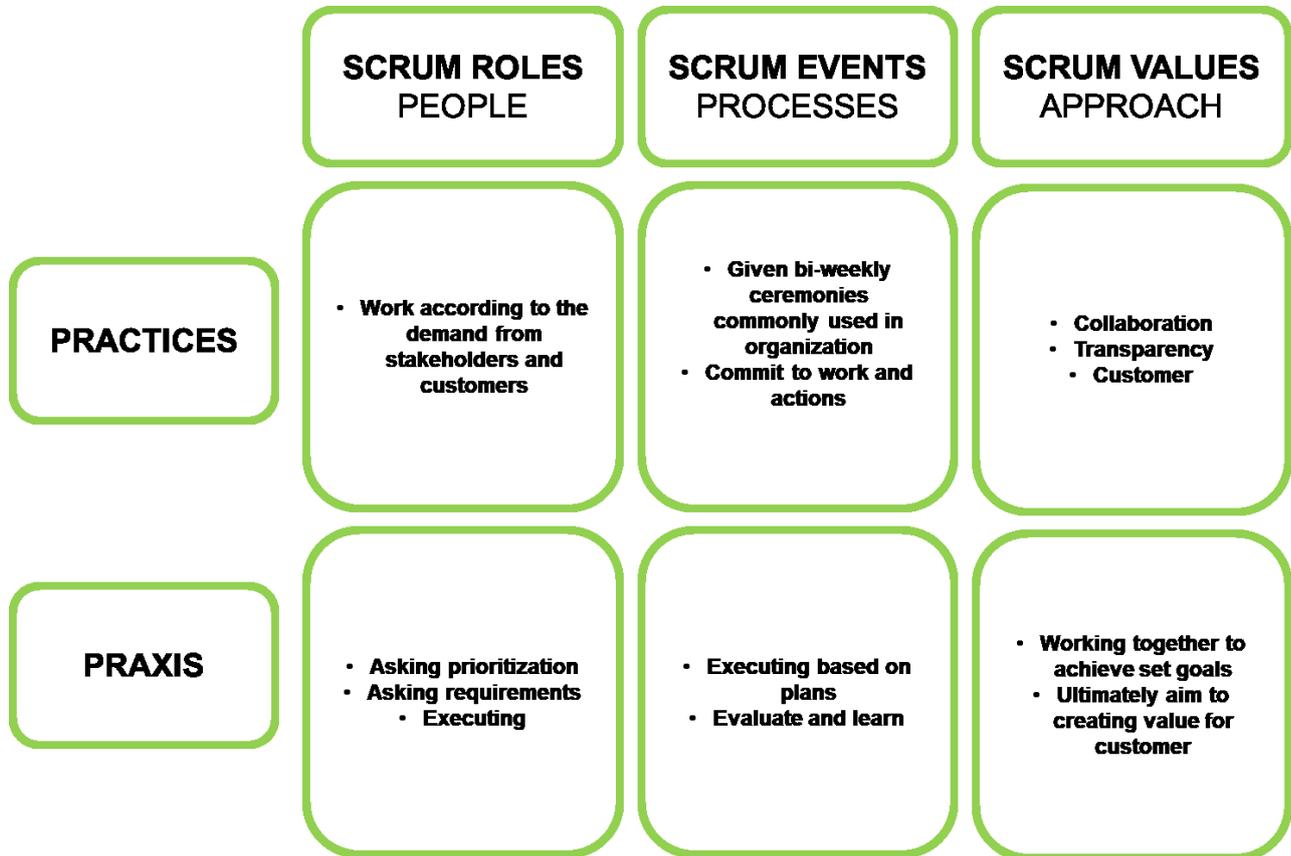


Figure 14. Practices and key findings from case scrum team.

4.3 Cross role analysis

This section has focus to all three cases and focuses to the similarities and different patterns and themes found from the three cases of product owners, scrum masters and scrum team members. First the focus will be on the roles and people, following the events and overall process and lastly going into the values and overall approach that the scrum framework has. The process follows the framework first presented in chapter 2.3 and used in the case analysis to understand what and how the cases by themselves are using the different parts of scrum framework.

4.3.1 Roles

The roles and people part of the research was one where most differences were visible. Product owners saw their roles as the ones prioritizing but the team members and scrum masters in many cases weren't feeling the same. As some were saying that they do their own prioritization and then ask from product owner but are not getting the response from there. What was visible was that everyone felt that the prioritization part of work belongs to the product owner role, but in daily work doesn't happen. Measey et al. (2015;134-135) claim that scrum team is self-organizing and cross-functional team who is working based on requirements from the product owner to develop the best possible product. It came very clearly from all the interviewees that cross-functionality is something that is missing from the work. That seems to be a prominent feature in the organization for business development teams. When there are needs that go beyond business development, such as IT development, the teams are left hoping.

"Prioritization is not happening, there is no courage or faith, it is scary to make decisions. Impossible to create good plans with the prioritization we get. (Interviewee 3)

"We don't have cross-functional teams and every time you need for example IT work, you wonder where you can get that as you don't have any understanding what is the department to talk with." (Interviewee 9)

Scrum masters were seen as the facilitators of the events and also the ones making sure that the workload stays within limits. The servant leadership that is strongly emphasized in scrum theory (Azanha et al., 2017) as one big part of the role is not mentioned in the discussion, but the challenging and supporting the team is somewhat hinting towards that direction. Clarification for the role could be beneficial as scrum master were commenting that they are being all over the place and feeling being "helpdesk" hinder their working.

“It has been noticed that when scrum master is away, the thing easily falls apart when there is no person to look after the team and collecting everything together.” (Interviewee 5)

For the scrum team members, they were seen as the ones doing the work, but interestingly there was lot of overhead from the product owners to comment on the actual work. Moreover, the self-organizing part of work was emphasized but then the power to make decisions was missing. That inclines towards that the power has not been given to the teams in its fullness or that teams feel that they should get more of that than actually needed. Overall, there was a strong wish for prioritization to happen higher in the management, so that the teams wouldn't get numerous amounts of prioritized actions. As all teams are getting different prioritizations, nothing is really prioritized. Feels that the organization as a whole is not going into the same direction, but rather all have their own areas of importance which then causes the big picture to derail.

“The freedom needs to be increased and the degree of independency. It feels pretty limited for us.” (Interviewee 3)

“I think prioritization shouldn't happen on a team level. In these kinds of things the prioritization should always happen in the next level or maybe the level after that.” (Interviewee 7)

The roles would definitely need clarification in the organization. Frustration could be detected from different roles about the way things are happening and can easily move towards direction where motivation decreases. It was depending on the part of organization where interviewee came how strongly this was stated. Some overall structure and expectation management would be beneficial for the business development teams to understand the roles and reasons behind those.

4.3.2 Events

All the interviewees were using the same events and following the same process introduced to the organization. It was admitted that the process came as given, but after seen the benefits, they have been seen as very useful ways to do development. Sprint planning was a place to see in detail what the next two weeks will bring, whereas sprint review was seen as celebratory event of the deliveries and retro as a way to learn and develop. That very much follows the definitions from theory. (Measey et al. 2015; Azanha et al. 2017 Cubric, 2013.) However, while the purpose of events was following theory, there was very much variation on the actual execution. All the interviewees had own styles of doing the different events.

The iterative development what is highlighted in the scrum theory (Takeuchi & Nonaka, 1986) was not pointed out. The business development organization seems to more use the events to slice their work to be worth of two weeks in time, but not making it so that the development would actually be iterative. It was pointed out that similar work is being done as previously but it's just fitted into the process. That wasn't seen as bad thing as it is bringing transparency to the work. One pattern that was also seen, is that work very much still done alone and not as a collective team. Interviewees highlighted that they do their own work very much still in their own area alone and it is separate from other team-members work, but still team work and knowledge about the team has become better and appreciated. That seems to be one feature also for business development teams in their scrum practices.

"In our daily work we have the tools and we use them but I don't know if we work that differently in the end." (Interviewee 2)

However, documentation and process were described as rigid and also confusing as working using different agile methodologies should decrease the processes and tools. It felt that there was more documentation needed now than previously. Also the paradox of creating a process without clear reason was bringing some frustration. The agile

manifesto is saying “interactions and individuals over processes and tools” (Beck et al., 2001) which suggests that there is some uncertainty how to actually do that and not see it as a rigid process.

“We have brought a paradox to the organization. With agile the most important thing is product over processes but still we have brought a process without a reason why we have done it.” (Interviewee 6)

Nevertheless, the ways of developing nowadays with scrum practices were seen working better than previously. Transparency was something these practices have brought into the work and also the feeling of belonging to a team where you can share and get support if needed. Retrospectives were also a praised event that there is now a chance to really look back and see what happened and how improvement could happen. The ways of working have created more accountability. During the two weeks you should do something you can show, you can't hide away behind project. There was some feeling that makes the work to be just pushing things out for the sake of it, but more saw it as motivating to actually be accountable for the work and show that progress happens.

“I believe we have already now acquired speed that things happen faster now than previously because we are more agile than before. We dare to try things, dare to go out to customers without a completely ready product.” (Interviewee 7)

It was also visible that all the interviewees saw that overall using scrum is business development organization works, not perfectly but somewhat moving to the right direction. What was recurring in all the interviews was that there are some parts that are very IT oriented and not suitable or clear when thinking about business development. Still, everyone was stating that it is just trying out what works. The mindset was something that was felt that has changed in many places which is a very good place to start. Moreover, developing new products and services was something that the way was

seen supporting. Maintenance work or mandatory work that has been also forced into agile in organization was not seen that efficient using the new ways but with some bending it was seen possible, but not necessarily smart. Also for some things that continue for months on end with only minor adjustments were seen as not that beneficial to put into the agile format.

“I think it is working well since we have used the framework as a framework and then also adjusted it so that it fits our way of working. We are not fully there yet but I think it’s definitely working for my team that has been working with this little bit longer time. So, we can see the advantages in our business development work. There are still some questions in the air, because some of the framework is very IT oriented and hard to apply to our tasks but we are constantly improving how we tackle agile so I think it works for business but you just have to find your way by trying.” (Interviewee 4)

“It feels that this works especially well when developing new products or services. When thinking about maintenance work, there has been challenges is bending that to be agile.” (Interviewee 8)

“It’s smart to use when taking the parts what suit your purpose - then it suits business development organization.” (Interviewee 3)

“I think we should do either or - now we are applying agile in a way that doesn’t really work to be honest.” (Interviewee 2)

As stated, scrum was seen beneficial towards how the work is done, but still overall structure in the organization was questioned regardless of the part where the interviewees came from. One reason for that was the missing of cross-functional teams. There was no clear picture how that would be handled in the business development context. Overall as the scrum framework is demanding cross-functional self-organizing

teams, it could be something that the organization should consider. Not create more silos for one area's agile teams but mix the business and IT development to really deliver value to customers.

4.3.3 Values

Value discussions were giving the most unified answers regardless of the role of the interviewee. Collaboration came from every interview to be very big value when working agile. Second was the transparency it creates. Both of these were seen as the core values that the scrum framework supports.

With collaboration the interviewees felt that it has increased even though the work often is still done separately. That being said, it may suggest that previously there were no discussions but now as you are as a team responsible of the work, nevertheless that you work alone, there is the support from your peers. That was being stated as a value but also one very big benefit and advantage to this way of working.

*"Maybe **team** is that what there is more. Previously it was that a person was said to handle a project or do an assignment but now it feels like it is team and team members together accountable." (Interviewee 8)*

Agile and scrum values emphasize the collaboration with customers (Beck et al., 2001) and that was only important value in very few comments. As there was clearly the "why" overall missing from very many parts of organization to the reason why this transformation is happening, it is easy to forget the customer. The process was seen more important than the customer, which itself is worrying though that should get more attention. The feeling was that there should be deliveries for sake of deliveries and not for the sake of customer. Team collaboration has now improved, and the next part should be the customer collaboration and the customer-oriented approach as one interviewee was very strongly stating.

“Collaboration. The collaboration within the team.” (Interviewee 3)

Transparency was highlighted as important value. Transparency to the work that is being done but also the work that is not possible to do. Thus, the things that are left out since there is no capacity are now also visible and there is reasoning why they are not done. It helps very much in relation to saying no to certain things. Using the similar ways all around also makes the work visible to others as everyone follows the same process. Open tools allow you at all times to go see what other team has done.

“You are able to say no to certain things and if that something still needs to be done you may ask that what will I leave away then. --- Work is more transparent.” (Interviewee 9)

The challenges were also discussed and while it was clearly stated that there are business development context related challenges, they were not seen as big issues. The learning part was very much emphasized as also understanding that it is not IT. That you can't blindly say that use this methodology to work but that you need to be able to adjust based on the needs of the organization.

“It challenges business development organizations very much when you need to learn how slice and break work down to smaller pieces.” (Interviewee 6)

“Continuous learning, I think in this environment it is impossible not to learn. The structure in a positive way forces you to that. You get feedback all the time, you are able to learn and you are asked to critically evaluate what works and what doesn't.” (Interviewee 7)

The commitment was also something that was discussed worth highlighting. There was a demand for commitment to make things work. Management needs to commit, eve-

ryone needs to commit to get the most benefits out of the way of working. If someone is against it or doesn't understand, the process doesn't work.

"One big challenge is that it works as long as everyone commits. If scrum master, team member or product owner starts to fight against, it breaks down like a house of cards. It's extremely military like system as its own." (Interviewee 6)

4.4 Synthesis

This chapter will synthesize and present a summary of the analysis. The three different cases

Figure 15 presents the framework used in the research where all the key findings are collected. The aim was to understand the practices and praxis of scrum roles, scrum events and scrum values in a business development organization. All the three cases were providing valuable information to the overall picture to get profound understanding of the questions what and how. The practice part of the figure 15 answers to the "what" question. What is happening within the roles, events and values. The praxis part is then answering to the "how" question, enlightening the ways how the work is done in a business development organization.

First the roles, it was very clear how everyone should act. Product owner should prioritize, scrum master should facilitate and the team should do the work. Nevertheless, the responsibilities were unclear and causing some confusion in what should be done. Events were very clear to everyone, follow the set process to work, execute, evaluate and learn. Here the team work is very big part of all the action. Lastly values were very much supporting collaboration and transparency. Being accountable as a team and having reason for doing were the characteristic for business development organization.

The framework was modified to include two crucial parts that should be present at all times regardless of is it about the what or the how or the roles. Those things are: ad-

justing according to team needs and changing the mindset to agile. That was something that was very strongly gathered from the interviews. Adjusting to the team needs, you shouldn't put a process just for the sake of it and you mustn't follow that blindly. Asking why this suits us or why something should be done is crucial. As agile is all about change and people it should not be set to stone to follow one way. Second part what was added was changing the mindset to agile. That coming also from the interviews that there needs to be a buy in from the organization and understand the WHY beneath everything. When the mindset is right it helps the people to trust to the system.

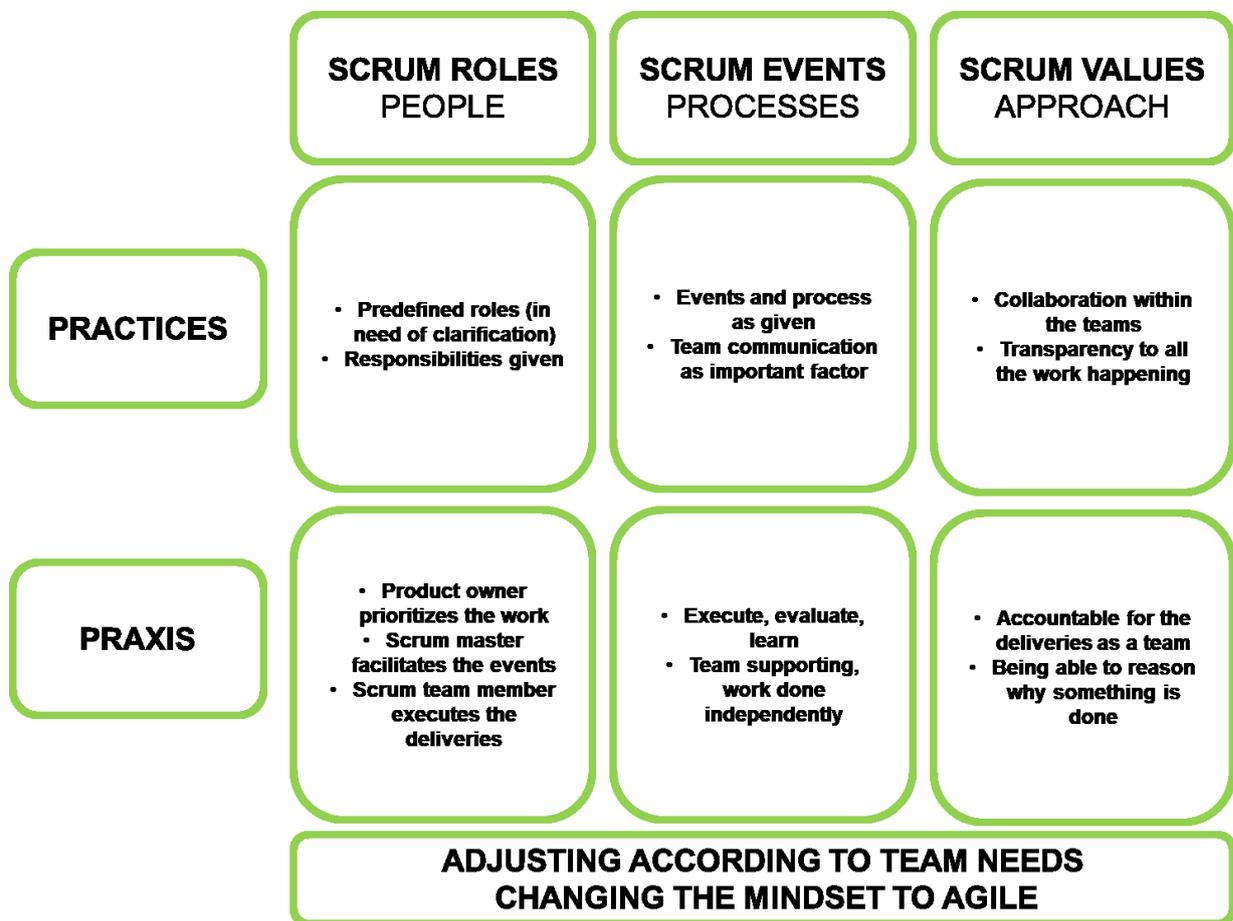


Figure 15. Scrum in a business development organization.

5 Discussion

The purpose of this study was to investigate the scrum framework in a business development organization. As a conclusion of this thesis, this chapter will discuss the theoretical and managerial implications this study has, possibilities for future research and the limitations recognized.

5.1 Theoretical implications

The conducted study provided interesting findings. While the case was broken down to three different roles, product owners, scrum masters and scrum team members, there were patterns and themes found from all cases. Dissimilarities were arising also, and the focus was somewhat different within each group. It was discovered that the process has come as given but it has been seen as beneficial and enthusiastically used in the organization. Specific challenges for business development organizations were discovered but also the ways to solve them. Main points that the study shed light to, were that the scrum process can be used within a business development organization as long as it is understood that it is not IT. The process needs to be adjusted to work for each team and therefore allowing the process to develop. Also, the need for the agile mindset was heavily implied. If that doesn't exist, the whole process would fall apart. Those were added to the framework filled with key findings as foundation.

When comparing the study's findings to theory, some interesting elements were seen. Scrum theory focuses on self-organizing empowered teams that can make decisions in the team (Dybå & Dingsøy, 2008). From the study's findings, self-organizing teams weren't something highlighted. Teams are seen important, but the decision-making power is not within the teams which is contradicting from the scrum theory. There might be several reasons for that, such as not being ready to give up acquired power to give it to the team.

Scrum theory focuses on small frequent deliveries (Cubric 2013). The study's findings differ from that as they show that for the interviewees it wasn't very important. Sprint reviews were not always needed as there was no progress to be presented. Either the teams are breaking down the work incorrectly or they don't have a structure in place what is seen as a delivery.

What was highlighted from the findings was the adaptation of how to utilize scrum. That goes together with the scrum theory of being all about inspecting situations and adapting accordingly. The overall scrum process that is presented in the figure 4, is followed like the theory presents. One of the interviewees said the process itself is quite military-like and straightforward which makes it simple to follow, but also easy to fail with. At some point scrum might change to some other method in the company as there is the possibility to do the adjustments.

This study contributes to existing theory in several ways. It provides a brief history into agile and scrum overall, where did they come from and why. As a concept agile and scrum have existed for a long time but in a more defined way it has gained popularity since the agile manifesto was published in 2001. (Beck, et al., 2001.) It also briefly presents strategy as a practice field and riches that research by using the SAP approach in area where it hasn't been used previously. As both scrum and SAP research are relatively new areas of research it provides yet another direction to the research.

The thesis broadens the theoretical research about scrum and agile through another theoretical lens, strategy as practice. It gives more empirical evidence of the usage of scrum practices which was highly demanded from the field of agile research. The thesis provides empirical data from business development context which was previously missing from the research. As there was a demand to research agile practices using more theoretical approaches this thesis answers to that demand also. Lastly, it provides a model that can be used when exploring the usage of scrum in a different contexts and industries, nevertheless is it a business development or something else.

Moreover, the used framework of practices and praxis sheds light to the what and how overall the different aspects of scrum are used in a business development organization. One big difference to the scrum framework is that the cross-functional teams are missing from at least from the case organization. That brings very much independent work to the teams. Second part what was different than in the scrum theory was inevitably the roles and the confusion around them, where should the prioritization come and how much involvement for example the product owners should provide. Scrum masters were not seen as servant leaders and the role was somewhat shallow. The events though were very much following the scrum theory and its process.

To conclude, the business development organization can use the scrum framework, as long as it is recognized that they do that in own way. That is in line with agile values as everything should be open to change and adaptation.

5.2 Managerial implications

There are several managerial implications this study has for the case company and for other companies in a similar phase. As stated, the agile transformations all around may be seen as an opportunity or threat. As Rigby et al. (2016) are stating, executives often comment that they know enough agile to know it's dangerous. However, the reason for that may be that there is no understanding what it actually means. Based on the study conducted, it was very visible that there are more advantages than disadvantages. Consequently, three managerial implications will be presented from what is required from the managers but also how it is seen from the employee perspective to support the transformation.

Firstly, commitment in the teams to execute on work is much significantly higher when using scrum practices. The feeling of being responsible of the work is high and motivation to work increases. On the managerial point of view, commitment is needed from them also to support the practices. Wish to take the step into being an agile organization requires commitment from everyone, not just from the ones executing.

Secondly, communication is extremely crucial. Teams have improved the communication within the teams and saw that one huge benefit of the way of working. On the other hand, there has been some communication missing or misunderstood, as the roles and responsibilities of different team members and product owners was not clear. For that much stronger message is needed to get everyone to the same page. Communication is also required about the reason why the transformation is happening. If there is no clear why, the motivation will die and the momentum is lost.

Lastly, what is important to consider is the mindset. Mindset of people, employees, executives. Agile is not about a process but it is a mindset to support working. When that mindset is acquired it will help everyone to work as their best and answer to the never-ending change and respond better to customer demand. Agile has been a buzzword within the last twenty years in IT software development and the last few years have expanded the usage of the word to many different areas. HR goes agile, banks go agile, everything goes agile. It is easy to say that - be agile - we have a framework you can use and you are ready. In practice that is not necessarily the case, as there is a very big change needed to happen in the people.

5.3 Suggestions for future research

There are possibilities to do further study within the area. The case company could be used to do broader range of study with the whole company and not only from business development units. That would give insight to how the whole organization is operating in this area. Also, comparison between companies could be conducted within the same industry.

5.4 Limitations

As stated, this study has theoretical and managerial implications but there are still limitations to the study that need to be recognized. Since there was a limited timeframe to conduct the study, limited number of interviews was done. The data sample was smaller, but it was mitigated by getting the interviewees and therefore the data gathered from various parts of the organization. As the thesis was focused to one case company with limited data, the generalizability of the results is not necessarily possible.

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Appendices

Appendix 1. Interview questions

How long have you worked in the company?

How would you describe your current role?

How would you describe the current ways your organization is working and developing?

How would you describe the previous ways compared to new ways? Has something changed compared to how you have previously worked?

Could you tell me about the scrum/agile practices you use in your team?

Why do you use those practices?

What values you think scrum practices support? How does that show?

How would you describe and what happens in *sprint planning, sprint review and sprint retrospective*?

What is your role and what do you do in *sprint planning, sprint review and sprint retrospective*?

Why do you keep *sprint planning, sprint review and sprint retrospective*?

In your opinion, what are the advantages and disadvantages of using scrum practices?

How do you see the practices working in a business development organization?