The Company
Terminales Portuarios Peruanos is a company dedicated to all services related to maritime, port and warehousing activities in Lima, Perú. Find them online at www.ttp.com.pe.

The Business Challenge
The IT group within Terminales Portuarios Peruanos, a leading port and storage operations facility, depends on and develops software for its internal operations processes. It was working to align business objectives to development and improve time to market for delivering software, which traditionally was mapped in a predetermined release plan.

The company, which has a complete IT organization of 50 people, aimed to deliver software every 30 days and used a combination of a Waterfall model, Rational Unified Process (RUP), and traditional project management. However, technical debt caused stabilization phases that is common when using a Waterfall approach. With a non-iterative process, the teams fixed issues at the last stage of development, which extended the wait time to delivery and value for the organization, who in this case is also the customer. While this was an ongoing issue, a software project with a hard deadline of before January 2017 was the impetus for the company.
to implement Scrum and Nexus to replace Waterfall and improve the IT group’s ability to deliver software every 30 days.

**Solution - The Nexus Framework**

The company chose to implement Scrum and then naturally Nexus, a framework that helps Scrum to scale by minimizing and removing cross-team dependencies and integration issues while elevating transparency. It is an exoskeleton that rests on top of multiple Scrum teams who work together to create an Integrated Increment and is built on the Scrum framework and values. Nexus was also chosen for its ease of implementation because the teams already understood Scrum, and it did not require any restructuring within the teams or the organization.

Implementing Nexus at Terminales Portuarios Peruanos started by bringing together stakeholders to align business objectives with user needs and aligned this with the Product Backlog. The Product Owner also worked with the teams and used Impact Mapping and Story Mapping to help order and refine the Product Backlog. The Product Owner and the teams worked together to focus on creating integrated software.

*Figure 1, The Nexus Framework*

The implementation of Scrum and Nexus changed internal structures and thinking in such a way that allowed the IT team to begin measuring progress toward objectives. Nexus is pushing Terminales Portuarios Peruanos to move from a traditional project management model towards deep understanding of progress and value the company is creating for the customer.

**Results**

Prior to the use of Scrum and Nexus, the organization put little emphasis on continuous product delivery. The organization delivered products with a traditional project management model that prioritized schedule management and activity tracking to a model based on product delivery and daily progress.

With Nexus, two-week Sprints were defined and each Sprint delivered a product increment; this accelerated feedback from users and improved product delivery times.

The first release was launched within one month of implementing Nexus and the product was in production completely by three months. The traditional model would have seen the first release within three months.

The result of implementing Nexus was a 300 percent increase in velocity.

The organization began implementing Nexus adoption in other areas of business to speed delivery of additional products in February 2017. The company’s vision is to eventually use Scrum and Nexus in all software projects.
About Scrum.org
Based on the principles of Scrum and the Agile Manifesto, Scrum.org provides comprehensive training, assessments, and certifications to improve the profession of software delivery.

Throughout the world, our solutions and community of Professional Scrum Trainers empower people and organizations to achieve agility through Scrum.

Ken Schwaber, the co-creator of Scrum, founded Scrum.org in 2009 as a global organization, dedicating himself to improving the profession of software delivery by reducing the gaps so the work and work products are dependable.

Visit [www.scrum.org/nexus](http://www.scrum.org/nexus) for more whitepapers and case studies about the Nexus framework in action.

Join a Scaled Professional Scrum training workshop to experience a case study hands-on, where you will learn over 50 practices to reduce complexity and dependencies at scale. Find a course at [www.scrum.org/SPS](http://www.scrum.org/SPS)