

Hexagon Case Study

April 10, 2025

Accelerating Enterprise Agility: How Hexagon is Powering Its SAFe Transformation with ICON's Expert Coaching and Strategic Roadmap

Executive Summary

ICON Agility Services proposed a strategic six-month engagement to support Hexagon in its enterprise-wide Scaled Agile Framework (SAFe) transformation. Leveraging ICON's deep industry expertise and highly experienced coaching team, this initiative was designed to meet Hexagon where it was in its maturity – assisting them to accelerate in their Agile maturity.

ICON coaches accelerated Hexagon's agile transformation, established lasting internal capabilities, and delivered measurable business outcomes through a structured, collaborative, and expert-led approach.

About the Customer

Hexagon launched an early transformation initiative called "Genesis," aimed at creating a unified platform across all existing applications. Disparate tools in engineering and manufacturing had resulted in inefficiencies, a lack of scalability, and limited cross-selling opportunities. The Genesis program sought to address these challenges by building a cohesive product and technology foundation.

The Challenge

- Genesis PI Planning was initially mixed in outcome: parts of it were successful, but many aspects were suboptimal.
- The Genesis Agile Release Train (ART) started with 8 teams and rapidly expanded to 13 due to unclear team membership.
- A lack of feature readiness before PI Planning due to holidays and resource uncertainty.
- Difficulty in defining who belonged to which teams or ARTs, impacting clarity and coordination.

The Solution

The engagement began with a thorough discovery and assessment phase to uncover organizational readiness, improvement opportunities, and team dynamics. ICON then co-created a dynamic, evolving transformation roadmap aligned with Hexagon's top priorities and maturity.

The ICON team included:

- An Enterprise Transformation Coach (SAFe Fellow and SPCT)
- Agile Product Delivery, DevOps, and ART Coaches (SPCs)
- Two Agile Team Coaches (SPCs)

Actions taken included:

- Regular inspect-and-adapt workshops to guide transformation pacing
- Intensive coaching across business and IT roles
- Close support during PI Planning and ART launches

The Results

- ✓ Gained active sponsorship from Business and IT leadership
- ✓ Established a Lean-Agile Center of Excellence (LACE) and a Guiding Coalition
- ✓ Successfully launched their first transformational Agile Release Train
- ✓ Trained and launched 2 Business Capability Value Streams and 1 Platform IT ART
- ✓ Facilitated Lean-Agile and DevOps adoption across two strategic initiatives
- ✓ Created and implemented a Lean Portfolio Management (LPM) maturity model
- ✓ Delivered ongoing team and ART-level coaching and development

Quotes & Testimonials

“The PI Planning session was unlike anything I’ve seen before. I was impressed with how quickly such a large group aligned on a solid plan with real buy-in.” – Sponsoring Executive

Lessons Learned & Key Takeaways

- ✓ Clear role alignment is essential, especially in globally distributed teams.
- ✓ Co-locating or timezone-aligning Scrum Masters and Product Owners with their core teams increases collaboration and reduces friction.
- ✓ Agile transformation must be flexible and evolve through continuous learning.
- ✓ Establishing a strong foundation of internal capability (LACE, Guiding Coalition) drives sustained agility.

Call-to-Action

Following their success, Hexagon established their own PMO, "Nexus," to continue coaching and training internal teams on best practices and agile ways of working.

- ✓ If your organization is navigating similar complexity or seeking to scale agile practices, ICON Agility Services can help. Start your journey today at www.iconagility.com.