



Innovarpel 2025

TECHNICAL DAYS

**DIGITAL TRANSFORMATION
& INDUSTRIAL CYBERSECURITY**
IN THE OIL&GAS INDUSTRY

arpel  60
YEARS

JUNE, 24 & 25
Rio de Janeiro, Brazil

Agile Transformation at Petrobras: From IT to Corporate Expansion

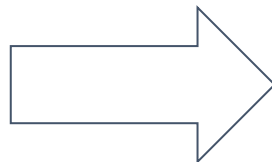
Henrique Bueno Rodrigues

Head of Agility at Petrobras

Ways of working 2025

- **Work complexity** (different generations, diverse partners, accelerated technological changes and new regulations)
- **High level of abstraction** (requirements? what do we want to build?)
- **Physical distance**
- **Speed of change**

What are companies doing?



- **Individuals and interactions** over processes and tools
- **Working solutions** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

Manifesto for Agile Software Development (2001)

2024 Business Agility Report

Understanding Business Agility

What is Business Agility?

Business agility is a set of organizational capabilities, behaviors, and ways of working that afford your business the freedom, flexibility, and resilience to achieve its purpose.

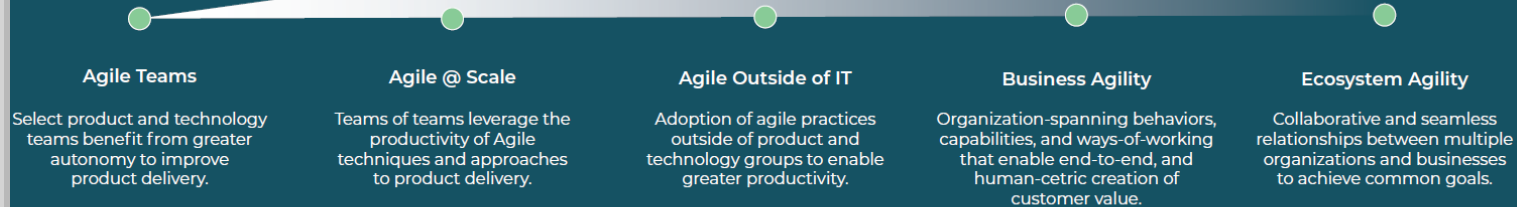
No matter what the future brings.

With this freedom, companies can instinctively seize emerging and unforeseen opportunities for their customers' benefit and bring focus to how work is conducted across the entire organization. It's not just processes and procedures. It is principles and ways of thinking that lead to new organizational behaviors and norms.

The Principles of Business Agility

All Business Agility Institute research is built on 4 key principles that recognize the nuances and complexity in how organizations adopt and practice business agility.

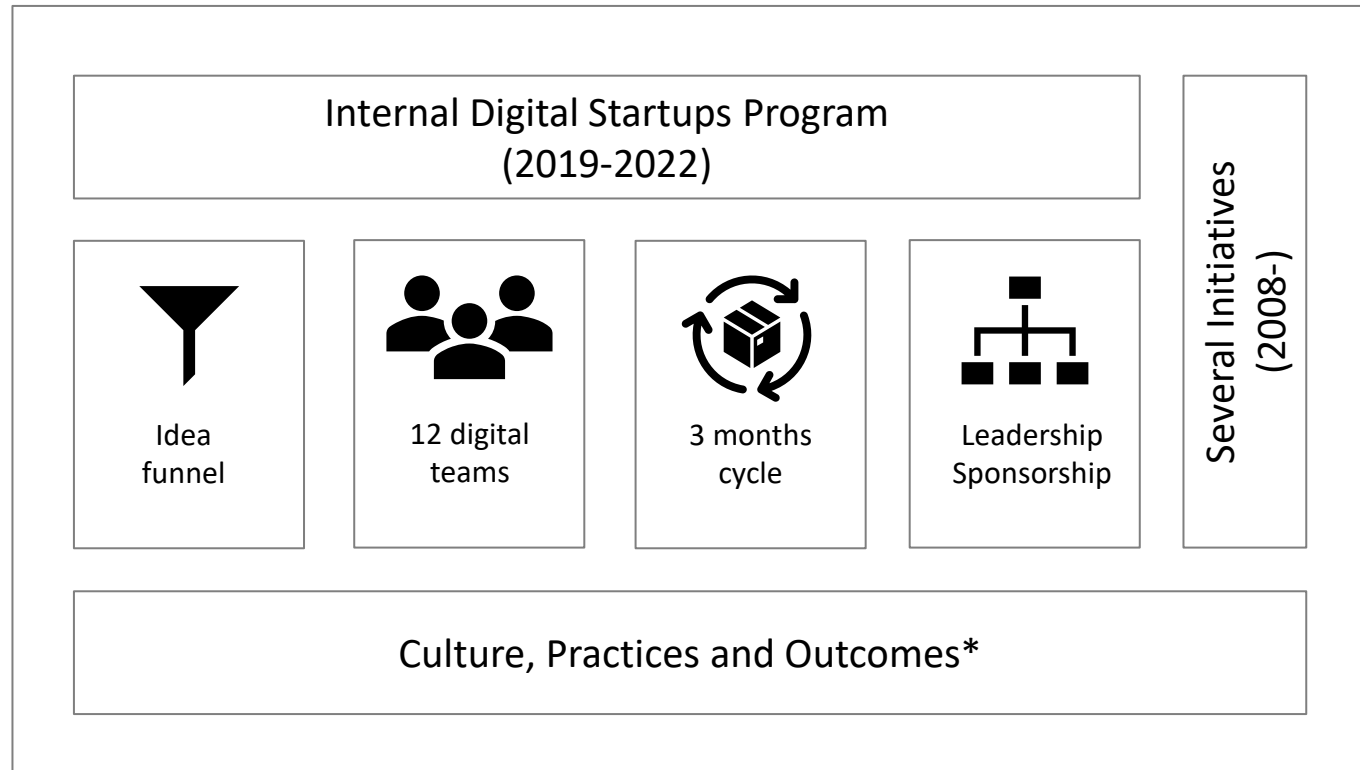
1. **Business agility is a continuum, not a state.** It's an ongoing journey where the question is not whether you have it, but rather how much you have (and is it enough).
2. **Organizations express a range of business agility capabilities**, both strong and emerging, at the same time, in different areas of the business.
3. **There is no single path or framework to business agility.** You can establish business agility in thousands of different ways, using different approaches, practices, frameworks, and operating models.
4. **Business agility can only be expressed and measured through behaviors** – if you act with agility, you have agility.



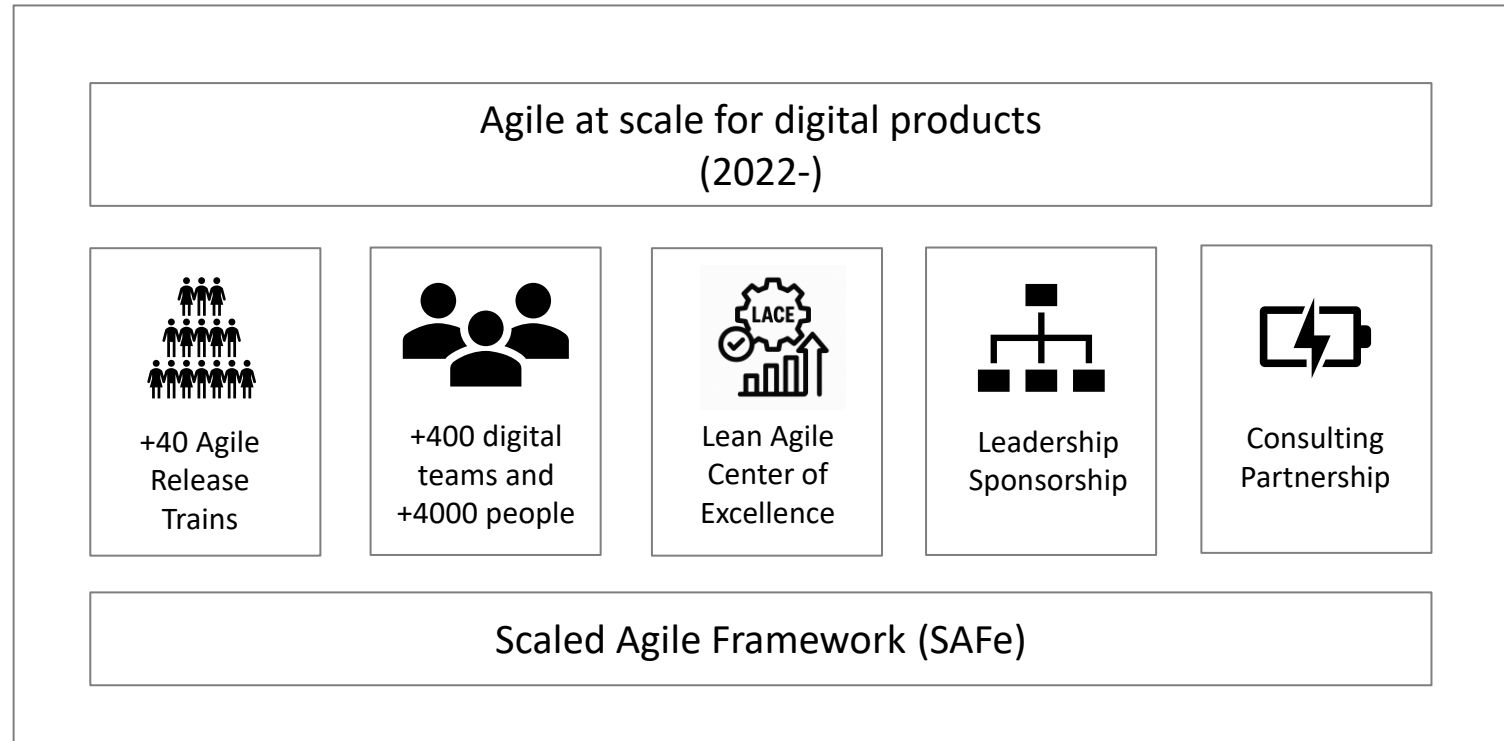
While many organizations begin their journey towards business agility from an Agile transformation of their product or technology function, business agility is much more than just Agile Outside IT. This report explores the global trends of these journeys. To Learn More About Business Agility and the Domains of Business Agility, visit: <https://ba.institute/domains>.



Agile Teams



Agile@Scale



Agile@Scale

Petrobras Boosts Sustainability and Savings with SAFe

Based in Brazil, Petrobras is one of the world's largest integrated oil and gas companies, engaging in the exploration, capture, production, refining, and transport of energy products. Their operations span everything from reserves and wells to subsea engineering, production logistics, refining, commercialization, and related services.

Petrobras is best known as a leader in deep water and ultra-deep water exploration. The company has made it a priority to operate at low cost with a low carbon footprint and a commitment to sustainable development.

Quick Facts:

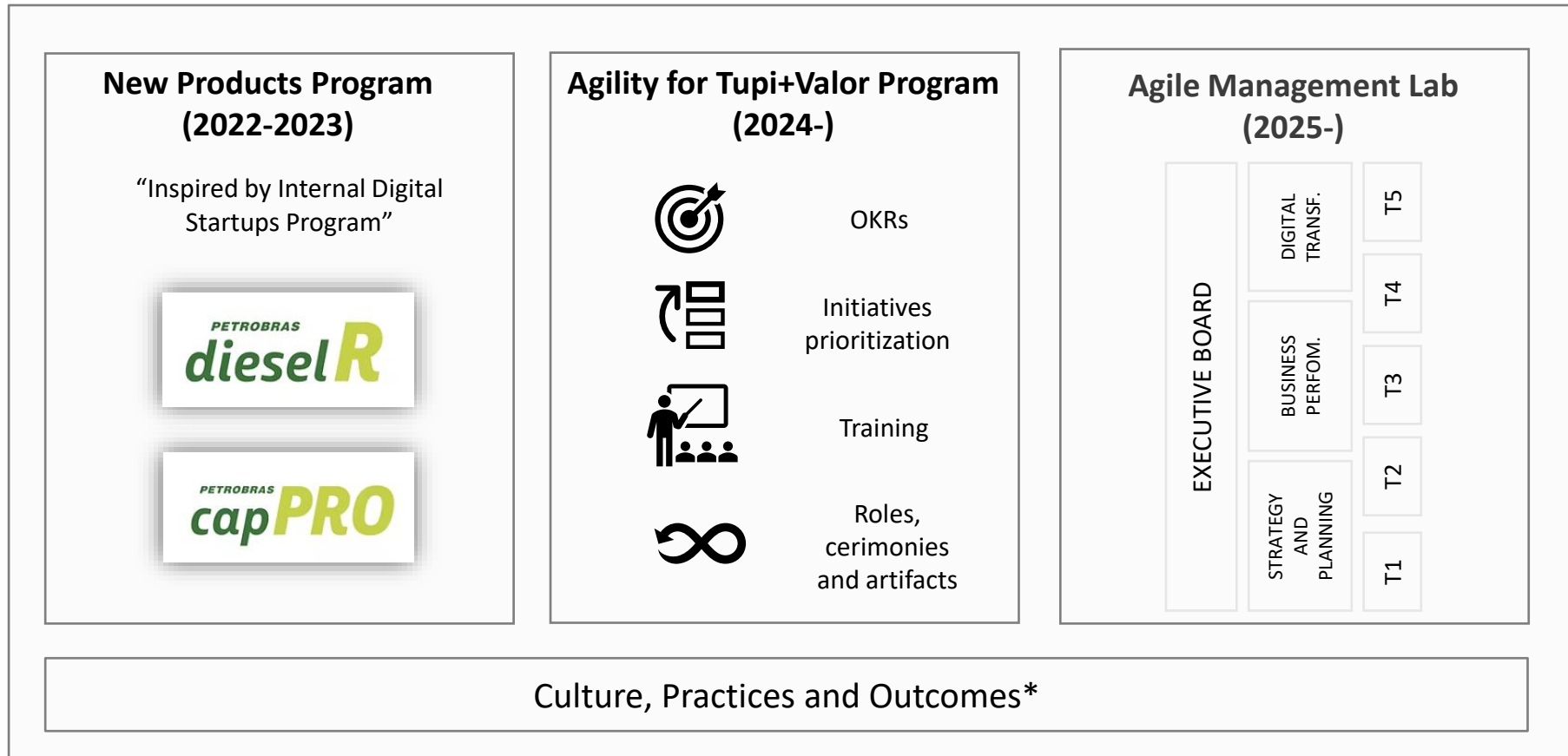
- 45,000+ employees
- Launched its first ART in 2021
- Two years after bringing in SAFe, Petrobras has grown to 23 ARTs and 250+ teams, encompassing 2,700 people across a US\$1 billion portfolio of applications.

Key Outcomes:

- In 2022, Petrobras said it gained US\$300 million in "economic value added" through digital implementations and cost savings, and they project to have \$700 million in economic value-add in 2023.
- Digital transformations in refinery operations allowed Petrobras to increase carbon capture, reduce emissions, and improve workers's safety.
- Petrobras's transformation was the largest-scale Agile transformation in Brazil during its first year.



Agile outside of IT





Innovarpel 2025

arpel 
YEARS

www.arpel.org