## LEADINGAGILE CASE STUDY FOR CLIENT G

*Client G is a leading global provider of financial services technologies for over 13,000 clients including banks, insurance companies, retailers, leasing and loan organizations, securities brokers, and credit unions. The organization is comprised of numerous business units employing over 22,000 associates operating in an orchestrated fashion to deliver innovative technical solutions to the worldwide financial services market.*

### STATEMENT OF BUSINESS PROBLEM

One of the business units was faced with the challenge of predictably delivering products to the market, on time, and of high quality. Prior to transitioning to agile, product delivery cycles could extend beyond 36 months. In some cases, by the time a feature was publicly released, the market had already moved on or a cutting-edge idea had since become a common feature provided by other competitors, undermining Client G's position as a thought leader in the industry.

"Delivery cycles vary drastically between products. Large banks don't necessarily want software every month, but an iPhone app requires updates every month. Varying times to market is just a reality of our business, but what's key is predictability that we're able to deliver what we said, when we said," explained Client G's Director of Operational Excellence and Capability Development.

Client G had a clear need to shorten delivery times to reflect market needs and ensure the right things were being delivered at the right time.

### WHERE WAS CLIENT ON COMPASS AT BEGINNING AND WHERE DO THEY WANT TO GO?

Client G was at the top-left quadrant, "Predictive-Emergent", which is often referred to as the "chaotic" quadrant. The engagement goal was to bring the organization into the "Predictive-Convergent" quadrant, where market needs were fully understood and release cycles had become predictable and measurable.

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## DESCRIBE ENGAGEMENT/STEPS OF THE JOURNEY

Client G initially identified a group of approximately 250 developers working across numerous product lines that would be first to undergo an agile transformation. LeadingAgile helped create a transformation roadmap which included introducing the right team structures and roles at the Portfolio, Program, and Delivery team levels to support predictable product delivery throughout the product development lifecycle. LeadingAgile then proposed and helped the client implement a standard governance model for the agile flow of work and identified a set of metrics to measure work in progress as well as the value of work delivered to market. To support the effort, LeadingAgile made technology, architecture, and tooling recommendations to streamline the flow of work and reporting.

Through ongoing training and coaching, LeadingAgile supported the agile transformation as it flourished within Client G.

## EARLY SUCCESSES

Introducing a consistent and structured approach to agile transformation began showing early returns by highlighting organizational dysfunctions, bottlenecks, and impediments that had previously been difficult to pinpoint. LeadingAgile worked with Client G to continuously eliminate bottlenecks and provide greater insights into business performance and release reliability. Armed with knowledge, Client G was able to quickly drill down into the most pressing issues standing in their way; long lead times and a lack of insight into work in progress.

## OUTCOME OF ENGAGEMENT/HOW DID LEADINGAGILE HELP TO SOLVE THE BUSINESS PROBLEM/RESULTS/ROI

LeadingAgile's engagement with Client G resulted in drastic improvements to the business unit's predictability, ultimately leading to a 98% on time delivery rate for completed projects. Of 100 projects completed using LeadingAgile's recommended Agile practices, only two were delivered late, and that was due to external factors outside of the business unit's control. Client G also reports a substantial increase in throughput, allowing the teams to deliver more value to market, faster, than before the transformation effort began.

Since the success at Client G, they have expanded transformation activities into several other of their business units. This has resulted in LeadingAgile working with a Coalition of CIOs and other executives across the business to create consistency in approach and ensure successful Agile transformations across the enterprise.