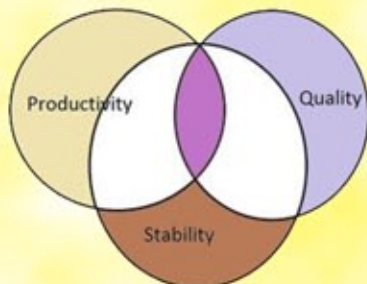


## Key Challenge

Three challenges presented by CIO:

- Deliver 30% more with no additional resource
- No production bugs or issues
- Improvement quality and process

Current Systems and processes were inhibitive to scaling



## Key Business Points

The Company at a glance

- **Industry:** Financial Services – Asset Manager **Employees:** 1,500 employees **Headquarters:** London

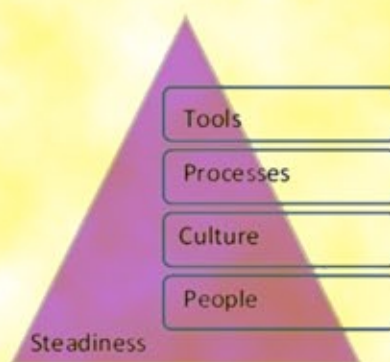
Key Points:

- Unique culture that stands out from the crowd – a supportive environment that encourages and innovation and creativity
- One of Europe’s leading investment management firms
- Challenge presented by CIO to deal efficiently with events and opportunities, which often occur at short notice and from multiple Clients.

## Organisational Challenges

- A desire to move towards agile, but lacking conviction from the top to the bottom
- Employees had been there a long time and saw many companies come and go with a promise that was never delivered
- Tools were of legacy nature and not really fit for purpose
- Therefore a **mind-set shift**, a toolset shift and process shift were all required
- We believed this could only be done from within by leading by example with a **pilot project** then promoting this project and its approach organically

## Our Approach



### Bottom up approach:

People first “hearts & minds”

Which creates a transformed mind-set culture

Resulting in people implementing new improved processes

Supported by Tools that make it easy to do the right thing

## What’s needed to achieve this

- *Change mind-sets, shorter delivery cycles*
  - *Change roles (Project Managers became scrum masters),*
  - *Change processes (Business Analysts were no longer writing large specifications but now user stories)*
  - *Change deliverables (two week deployments meant smaller increments of work),*
  - *Change meetings (now there are sprint planning, daily standups, retrospectives and show and tells)*
  - *Change development practices (TDD, pair programming)*
  - *More collaborative working.*
- In essence the way projects were thought out, had to be changed.*

## How was this achieved

- Started with a pilot project, to act as a proof of concept
- Tasks were broken into stories
- Agile Developers were brought in to pair with and train their developers in agile practices
- Testers and product owners were then introduced – the former to mature automated testing
- Business Analysts were trained in writing stories
- Project Managers were trained on Scrum and certified
- A published and renowned test consultant was appointment to conduct a thorough audit on current practices and how to ensure the test function become more agile...
- A maturing of the deployment process and systems to enable early and often releases down from monthly to weekly
- ... this was just the beginning...

## Results

- Pilot project delivered multiple early valuable drops and came in on time and budget
- Agile spread throughout the whole of Information Systems – 4 departments and 12 teams
- Agile and lean processes adopted with already proven models of Continuous Integration and Deliver **early and often**
- New tools brought in to support new ways of working
- Business stakeholder adoption and training
- 45% growth in throughput of projects with a reduction of 60% on errors in total after the testing environments

## Implementation Timeline

