
**CASE STUDY:
ENTERPRISE TRANSITION TO
DISTRIBUTED AGILE & CONTINUOUS
DELIVERY**

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CASE STUDY FOR ABC BANK

COMPANY PROFILE

- ABC Bank, established in 1930, is the premier supplier of financial services in its geographical region.
- Revenue in 2016: \$3.5 billion
- 4.5 m personal & 3,50,000 business customers
- Estimated IT budget for 2017: \$1.2 billion
- \$ 160 million distributed in the Levant
- Every 5 minutes, 100 million dollars turned over in systems

ABC Bank IT Group

- 2000+ Development Team
- 6 Business Units
- Global Dev Teams

ABC Bank is an established, reputable bank which is the largest global banking network in its area. With over 600 branches spanning five continents, ABC Bank has made its presence known in key financial markets and centers such as London, Dubai, Singapore, Geneva, Paris, Frankfurt, Sydney and Bahrain.

ABC Bank provides a wide range of financial products and services for individuals, corporations and other financial institutions. The Bank's products and services cover Consumer Banking, Corporate and Institutional Banking and Treasury services.

TECHNICAL LANDSCAPE

The bank is a conventional setup with legacy frameworks running on old platforms with fading support. Moreover, a majority of the systems are vendor driven legacy software that are fast losing relevance with the evolution of technology solutions.

The bank is additionally afflicted with business, software and technology existing in silos that are isolated islands of functionality. Development still follows the waterfall methodology with limited forays into the iterative philosophy.

CHALLENGE

The current environment runs on an older infrastructure that no longer capable of handling the bandwidth necessary for servicing the bank's worldwide customer base. Additionally, the bank would like to offer customers an extended virtual services portfolio to automate their orders and also eliminate conventional, halted media of telephone and paper orders.

- Competitive market
- Race to get more features & services at a constant rate
- Ship to customer at a faster rate
- Adoption curve dependent on Agile principles & CI-CD paradigm
- Timely & continuous delivery of value-added services per iteration

BUSINESS DRIVEN PLAN

After an assessment of the situation, the leadership at ABC arrived at the following plan:

- Establishing the office of COO tasked with renovating and revamping the bank's technological makeup
- Bridge the gap between operations and technology to break silos and encourage collaborative effort with aligned objectives
- Bring business and technology (development & operations) on the same page and align their effort towards concerted and timely delivery
- Bring change to the culture inside the bank to bring people closer, encourage effective communication & efficient collaboration
- Germinate a dedicated effort towards promoting innovative business strategy validation & the concept of an MVP (Most Viable Product)

SOLUTION

Infinity worked closely with the developmental and delivery teams at ABC to arrive at a plan that would resolve the issues at hand. Following is a list of recommendations that the team at Infinity presented to the leadership at the bank:

- Tool Validation: BPM Suite validation with suggestions to garner maximum benefit from vendor investment.
- Silo Elimination: Create a shared, singular view of change management for operations and technology to encourage collaborative effort
- Cultural Transformation: Adoption of the Agile methodology to streamline & accelerate change velocity (training, hands-on labs & collaboration toolkit).
- Delivery Integration: Setup a delivery pipeline for continuous code integration & unit testing

TABLE 1: AGILE TOOLKIT

OBJECTIVE	FUNCTIONS	TOOLS
Task Management	Scrum boards with projects, Task lists, Time records, Expenses	Jira, Confluence, Redmine, Trello, Taiga, VersionOne
Team Collaboration	Local/Distributed Team Communication for Task Lists, Feedback, Assignments	
Metrics, Reporting & Analytics	Time Tracking, Projection, Progress Reports, Progress Tools, Performance Evaluation, Financial Appraisals	
Integrations	Tool kit creation, Plug-in evaluation	

TABLE 2: IBM TOOL VALIDATION

TOOL	FUNCTION	VALIDATION
Process Designer	Create and test process applications	
Process Center Console	Manage process applications and toolkits	
Integration Designer	Build integrated business applications	
Process Center	Centralized process governance	
BPM Repository	Shared & versioned assets, server registry	
Process Server	BPMN, Rules Engine, Monitoring, BPEL, Enterprise Service Bus, SCA	
Process Admin Console	Manage the process servers in runtime environments	
Process Portal	Use interface to participate in processes	
WAS Admin Console	Manage the server runtime environment	
Microsoft Add-ons	Enable integration with MS Office & SharePoint	

INFINITY PROPOSAL

Alignment of business, technology & operations through application of the following tools:

- Creation of Agile pods: Representing an assimilation of business stakeholders, development team, operations, testing team, security & compliance departments, an Agile team would mean resolution of issues as and when they arrive, not somewhere down the supply chain
- Creation of MVP: Concept of creating a list of products that are the most likely to reach the customer in the shortest period of time - MVPs (Most Viable Products) can kick start the delivery pipeline and bring results where bottlenecks exist
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PROOF OF CONCEPT

Exercise: Infinity representatives created two teams out of the best and the brightest ABC had to offer. The first team (Team A) was charged with the ownership of the delivery of a new feature while the second team (Team B) had to deliver an enhancement to an existing product. Team A was created as an Agile pod with a multi-functional, multi-talented team representing experience with all the facets of the delivery process while team B was designed to follow the conventional team structure & practices at ABC.

Outcome: Team A worked with better collaborative skills and applied the joint knowledge towards better comprehension of goals, removing bottlenecks at a faster pace with more efficiency and least rollback potential. The new feature was developed, tested and added to the delivery chain much faster and with the least holdbacks.

Team B had to face a longer turnaround due to the time-consuming nature of back and forth between the development, test & delivery teams. Moreover, the distant management & team member relationship made recovery from issues a lengthier and more complicated process.

CONCLUSION

As per Infinity guidelines, ABC bank went ahead with the following changes to transform their technological architecture and work culture:5

- Agile adoption: Creation of small, cross-functional teams to work on achievable targets & speed delivery
- Toolkit renovation: Creating a practice of upgrading their toolkit to serve as a basis of cross-functional, collaborative effort towards accelerating & modernizing the delivery chain.

THE ROAD AHEAD

The team at Infinity created and documented the vision for the growth for ABC bank in the following steps:

- Establish an Innovation Office: Find a team of people who are capable of expanding the box rather than thinking outside of it. Define the innovative process with a creative phase to generate new business ideas, an analytical phase to understand their business potential and a development phase to refine the most promising ideas and then test them in the market.
- Establish a Performance Engineering Lab: The Performance Engineering Laboratory (PEL) will combine engineering research in the areas of computer, multimedia, and data networks to predict where performance issues will arise and where the application of performance analysis can support the understanding or the design of the system. The aim of PEL is to provide models, tools and analysis to aid in system design, performance, prototyping, testing and evaluation.
- Explore Cloud as a Future Dominion: Expansion into cloud is more about shift from systems of record to systems of intelligence or even shifting paradigms with regard to business applications, bringing shorter implementations, fewer customizations, repeatable industry or domain solutions, and continuous updates.