

Hong Kong

Banking

ENHANCING BUSINESS AGILITY & VALUE STREAM SCALING

Implementing business agility for a global bank to enable faster market response



AT A GLANCE

Challenges

- Complex internal structures
- Teams distributed globally
- Teams couldn't access real-time data
- Using traditional, waterfall structure

Outcomes

- Scalable teams were implemented
- Outcome-based measurements implemented
- Able to prototype more frequently per year

OBJECTIVES

A large global bank based in Hong Kong want to remain competitive by developing skills that will enable them to respond quickly to disruptive market forces. In addition, meeting this requirement will empower them to deliver better business & customer support.

The bank wants to achieve these capabilities by adopting Business Agility. This requires evolving the design and implementation of their value stream as well as developing a business Agility mindset coupled with strong Agile values.

CHALLENGE

The banking environment has complex internal structures. Teams distributed across several countries resulted in multi-layer dependencies spread across teams, products and technology. This structure, a result of the waterfall approach, contributed to the slowness at which it launched products to the market. Staff lacked experience and knowledge in Business Agility, Agile mindset, principles, frameworks and the various Agile practices. Agile roles and responsibility were not clearly understood by all.

Methods of collaboration from value stream, sub-value streams, and product teams are complex. Requires fast response, synchronization, and transparency for cross products issues. Cross product teams find it difficult to obtain real time data of project status.

OUTCOMES

One

Set up a full delivery framework for the new scale Agile teams to work on the value & sub value streams. Established a Way of Working enabling the teams to quickly react to market changes and deliver solutions fast

Two

Scalable team structures and Agile ceremonies were implemented based upon the products per value & sub value streams. Outcome-based measurements and cross product dependencies were also implemented to improve delivery and the ability to measure success. 10 scaled sub value streams were set up to run the new Way of Working in seven months

Three

Client is trained with necessary skills such as the various Agile frameworks & practices (including Agile mindset) as well as tooling capabilities for data base transparency & management for future growth. Client is also now capable of prototyping and developing working products more frequently than once per annum