

SAFe® Case Study: EdgeVerve Systems



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Infosys® | Finacle

Finacle – The digital banking solution suite from EdgeVerve

Serving 16.5% of the world's banked population



100
countries



1.05 Billion
consumers



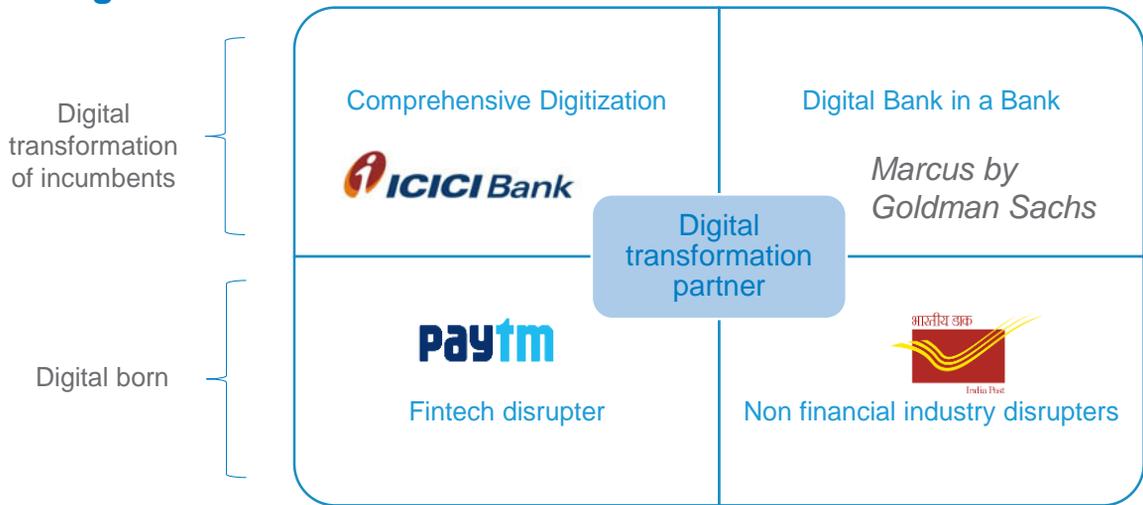
81,560
branches



1.3 Billion
accounts



In our journey, we have supported all digital transformation strategies



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Leading digital banks are powered by Finacle

- DigiBank by DBS
- Marcus by Goldman Sachs
- Paytm Payments Bank
- Discover Financial Services
- Liv by Emirates NBD
- Nequi by Bancolombia
- Fuzzy Banking by Equity Bank
- Alai by Wema
- FriMi by Nations Trust Bank

Competitive positioning

Finacle is a leader in the industry across core banking and digital banking space



Gartner, Inc., “Magic Quadrant for Global Retail Core Banking,” Vittorio D’Orazio, Don Free, July, 2017.

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The Forrester Wave™: Digital Banking Engagement Platforms, Q3 2017

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Agile Business Transformation Team - that made the mission possible



Dr. Ronen Bar Nahor



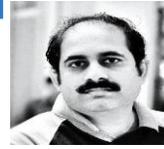
Jasdeep Singh Kaler



Sarabjit Bakshi



Neeraj Bachani



Sandeep Bhavsar



Vasant Shembekar



Subramaniam SRV



Sandeep Yadav



Nilesh Kulkarni



Parul Palit Saxena



Nagendra Dubey



Devendra Pratap Singh

Before SAFe Implementation....

Releases every 6-12 months for various product lines

- Key opportunities identified
 - Reduce time-to-market
 - Enhance predictability
 - Improve alignment
 - Enhance quality

Why SAFe?

To improve our Business Agility

“

“Ability to respond to business changes in a controlled and effective way” - EV CEO

”

“

"Our mission is to adopt Agile mindset and practices, become a learning organization focused on continuous improvement to provide better value to our customers."

Dr. Ronen Bar Nahor,
Head of Agile Business Transformation, EdgeVerve

”

The transformation program was named as Mach 1 – a nod to importance of speed.

Where have we reached..

8 ARTs in 12 months

~ 800 persons
* 300 survey respondents



3 Value Streams

A new Program launch
every six weeks

What was achieved in one year

Qualitative and Quantitative Results



Time to Market

- Time to Market (Release Delivery) reduced by 50%



Business Flexibility

- Planning cadence of 10 weeks - Ability to change scope with minimal cost



Feature Speed

- Feature Cycle Time reduced by >50%
- 89% team expressed that the trust & communication across different functions improved
- 85% team expressed agile helped resolve conflict and disagreements effectively



Efficiency

- Reduced cost per feature point by 8% in PI over PI
- 73% team expressed increase in productivity/throughput



Built in Quality

- Significant improvement in early detection of defects leading to reduction of escaped defects and increased customer satisfaction.

* Quantitative results derived from teams' survey of more than 300 people.

Our Implementation Manifesto for Business Agility

We are uncovering better ways of implementing scaled agile by doing it and helping others do it. Through this work we have come to value



Effectiveness – “building the right thing”
(Small batch, Early feedback, Acceptance Test Driven Dev.)

Over



Efficiency
(Team Agility - ceremonies)



Optimize Flow of Value
(Kanban-manage flow, Explicit Policies Integrate early, Deliver Fast)

Over



Local Optimization
(utilization thinking)

While **there is value in the items on the right**, we value the items on the left more.

Our Implementation Manifesto for Business Agility

We are uncovering better ways of implementing scaled agile by doing it and helping others do it. Through this work we have come to value



Feature Thinking

(Backlog, Pull, Cadence with Cross Domain Synch., Features metrics)

Over



Release Thinking



Predictability – no surprises

(Agile PMO and Metrics)

Over



Visibility

While **there is value in the items on the right**, we value the items on the left more.

Our Transformation Manifesto

Transformation is done not only by logic but also needs experimentation and a secure environment.



Leads first

(Hybrid model)

Over



Teams First



Shu Ha Ri

Over



Inventing the wheel



Incremental change

Over



Big-Bang



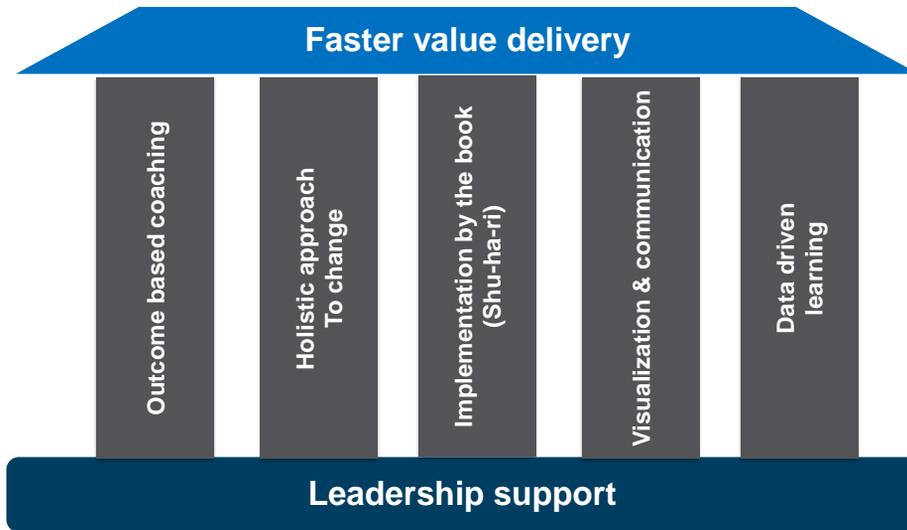
Inspect & Adapt

Over



Do It Right 1st Time or One Solution Fit All

Our Implementation Principles



Foundation - Leadership Support



- Sponsorship for the program
- Drive the vocabulary change
- Participation in planning and reviews
- Support to remove impediments
- Support to hold the principles when it matters



Pillar #1 : Outcome based Coaching



Building a Guiding Team That Gets the Vision Right

You need the right group of people with the right vision to start the change process.
- **John Kotter**, *The Heart of Change*



Outcome based Coaching



Right People

- Hire the right coaches (Experience matters!)
- Common coaching approach. Work as a team.
- Build an empowered LACE team



Experience learning

- Partner with managers to initiate change (Managers first)
- Coaches play role model
- Live through the constraints – e.g. Hybrid Model (ARTs + Non ARTs)



Push vs Pull

- At the start, more push and less pull
- When people start see value, share and move to pull...



Consistent

- Step wise consistent focus on metrics and goals for an ART
- Consistency in coaching and training across ARTs
- Standardized Implementation Methodology

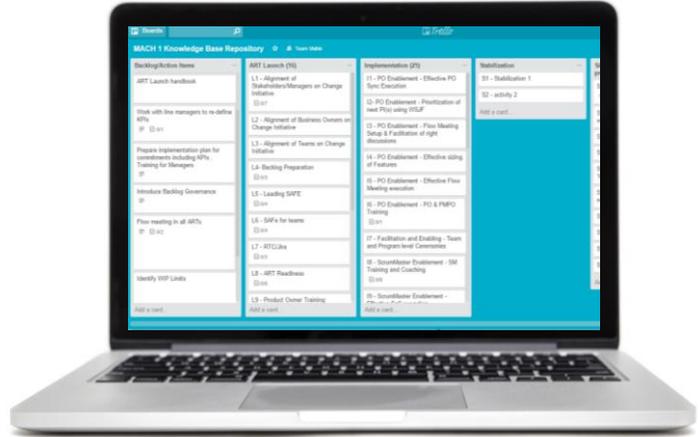


Focus on Value Delivered

- Non ARTs – 3 Amigos with shared goal; Managers First
- Feature Testing within Scrum, System Testing part of Cycle Time
- Focus on feature cycle time and next PI readiness – flow of value
- ART Velocity in Feature Points (focus on Done Features)

Standardized Implementation Backlog

- Standardized consistent coaching across
 - Sharing and Learning within the agile transformation team.
- Manage transformation in Kanban



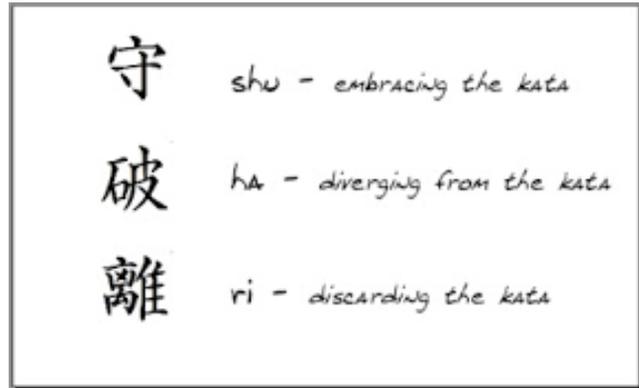
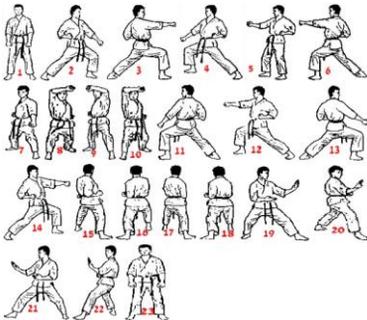
Our Holistic Approach to Change



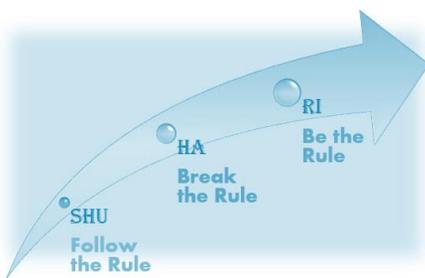
Pillar #3 : Implementation by the book and pivot (Shu-Ha-Ri)



Kata – The SAFE framework



Shu-Ha-Ri



守破離

- Shu – In this beginning stage the student follows the teachings of one master precisely. He concentrates on how to do the task, without worrying too much about the underlying theory. If there are multiple variations on how to do the task, he concentrates on just the one way his master teaches him.
- Ha – At this point the student begins to branch out. With the basic practices working he now starts to learn the underlying principles and theory behind the technique. He also starts learning from other masters and integrates that learning into his practice.
- Ri – Now the student isn't learning from other people, but from his own practice. He creates his own approaches and adapts what he's learned to his own particular circumstances

Source : Martin Fowler (<https://martinfowler.com/bliki/ShuHaRi.html>)

“Shu Ha Ri” 守破離



守

- Standard Training – Train All
- Standard practices across all ARTs
- Clear Role Identification – All ART Roles
- All required teams – co-location F2F PI planning for initial PIs (2F2C – 1VC-1F2F-1VC...)
- Basic Agile Metrics

破

- Contextual Examples Trainings
- ARTs learning from each other
- Contextualized I&A workshop practices
- Focus on improvement backlog and all level retrospective

離

- Every ART is learning from its own execution and is different from other
- Developing SAFeBan model in cases where uncertainty is high and can't protect the PI safe zone.

Pillar #4 : Visualization & Communication



Make things visible – visualize everything which is possible to visualize



Consistent and regular communication - From CEO to line management to Teams

“

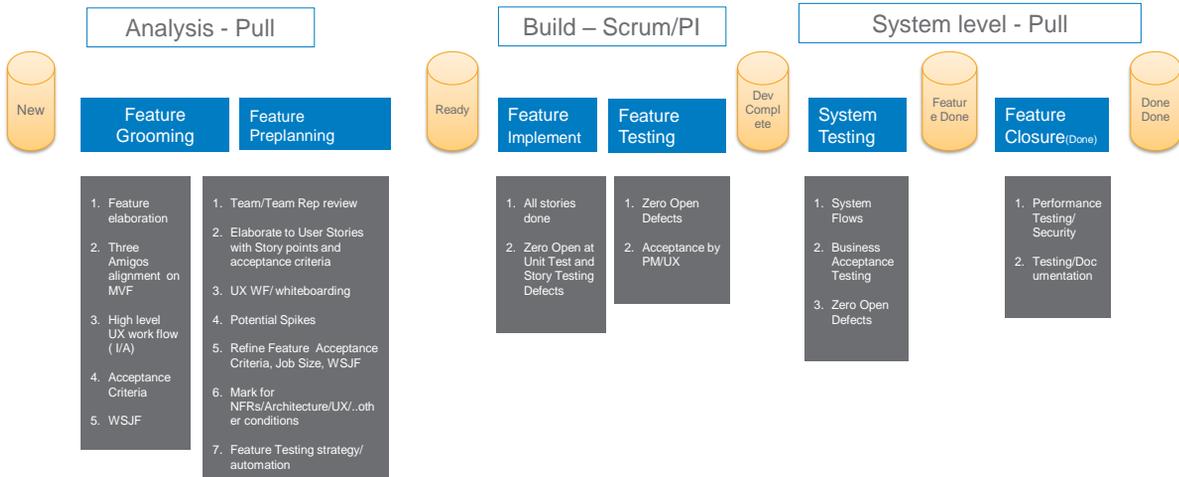
The Stockdale Paradox:

“Confront the brutal facts yet never lose faith “

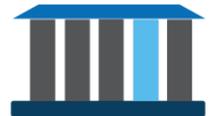
- *Jim Collins: Good to Great*

”

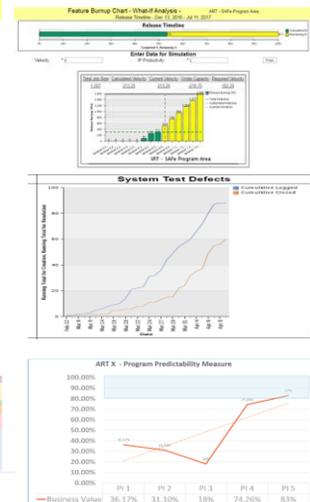
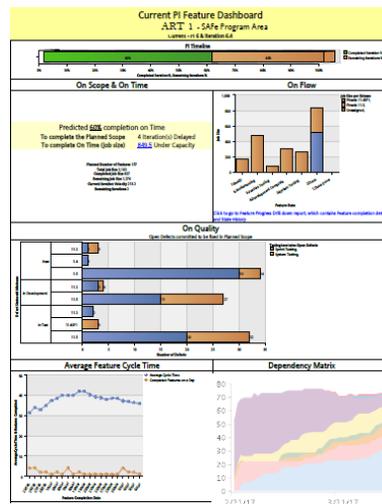
Visualize the flow of work (Kanban in epic and feature level) Make the process policies explicit and improve (Shu)



Visualization Decision Making based on Live data



- **Strategy alignment (PPM)**
 - Do our actual investments across value streams and ARTs aligned with strategic themes and planned budgeting?
- **Backlog Readiness ?**
- **Prediction –**
 - Are we on Time ?
 - Are we on Scope ?
 - What scope in risk ?
- **On Flow ?**
 - CFD, Control Charts
 - Average cycle time, Bottlenecks
- **On Quality?**
- **On Biz Value Delivery ?**



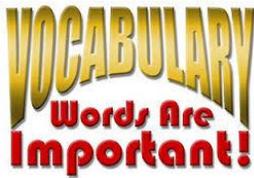
Communication



Communication to Entire Org



Senior Management's participation in PI planning's



Common across ARTs and Non Language ARTs



Information cascading to entire Org on new ART Launch



Pillar #5 : Data driven Learning



- Redefine Metrics – What we measure affects behaviors on ground
- Backlog Readiness and Quality Measures to help coaches with whom to work (pro-active coaching)
- Focus on RTE and SM grooming cycle – Team Metrics conveys SM effectiveness
- Flow Management – Focus on metrics that measure speed and breaking silos (e.g. cycle time, waiting time in feature states)
- I & A workshop format – data driven analysis in all level. Team, ART and solution. Summary report by coaching team every PI with analysis and observations.
- Focus on prediction metrics based on features velocity

Thank You



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Finacle Powers



Banks across
100
countries

Over
1 billion
consumers

More than
1.3 billion
accounts

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