

Agile transformation for large global bank

Challenges

- Current ways of working were leading to program delays, quality issues, budget over runs, delayed or no realization of business benefits
- The scale of implementation was huge with highly federated team in terms of ways of working. 4500+ Teams and 375+ POD Teams
- The time to market was highly aggressive and there was no other reference of being done at such a huge scale and at this speed. 70% of the team had to be moved to new ways of working in first 9 months to justify the business case
- There were earlier 3 attempts by the client that had failed, so there was a lot of apprehension across the team
- Able to measure and quantify the progress throughout the engagement
- Make them self-sufficient to train the team on the ongoing basis

Solution

- Virtusa developed a 3-phased approach for implementation
- Onboarding (8 weeks): Designed to bring newly formed Pod teams up to the minimum level of operational agility;
 - Incubation (4 Weeks): Drive the cross-pollination of knowledge and learnings to stabilize the implementation of ceremonies through role-based chapters / COPs;
 - Maturity Coaching (minimum 4+ weeks): Institutionalizing the practices to help them take their maturity to next level;

Value delivered

With Virtusa's solutions, the client saw the following benefits:

Business Objectives:

- The program helped achieve the client's objective of improving time to market, reducing defects, making predictable releases, and visualizing real-time metrics

Maturity & Culture:

- We achieved average Agile Maturity levels of between Level 3 and 3.65 with average increase in maturity by 2 levels.
- We increased agile behaviors to ~90% adherence demonstrating a high level of agile collaboration, leadership, continuous learning

Predictable Delivery

- Almost 90% of PODs graduated into a predictable throughput sprint-on-sprint (Velocity & Commitment Ratio)

Deployment:

- Successfully deployed a highly experienced team of 45 agile coaches across Wholesale IT within 10 weeks