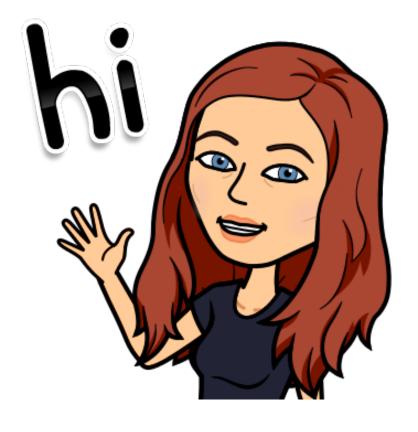


Twelve Years Of Injecting Agile and DevOps

Jelena Laketić



About Me – Jelena Laketić



- Current Role: Head of Asset Management SWAT (SoftWareActionTeam)
- Previous Role: Senior Software Engineer / Product Manager / Team Lead, responsible for the group of internal trading applications, part of the TOPAZ, highspeed electronic trading system
- With UBS: Since 2006

Additional Roles:

- Organizer / Co-Lead of UBS Global Hackathon, happening across 4 regions and 15 locations and responsible for CH&EMEA region (2014-today, next event: September 2018)
- Core Team member and Lead of an External Community stream in Women In Technology network for Switzerland & EMEA region
- Before UBS: 6 years of experience at different companies outside of financial industry (Siemens, Gretag Imaging, etc.)
- Hobbies: Radio show, music, travelling



About UBS – What we do

Since **1862**, **UBS** provides **financial advice** and **solutions** to wealthy, institutional and corporate clients worldwide, as well as private clients in Switzerland

To meet our clients diverse needs **UBS** is organized in 5 divisions:

Global Wealth Management

Financial services for wealthy individuals

Asset Management

Asset management for institutional and other investors

Investment Bank

Client-centered investment banking services

Personal & Corporate

Banking for retail, corporate and institutional clients in Switzerland

Corporate Center

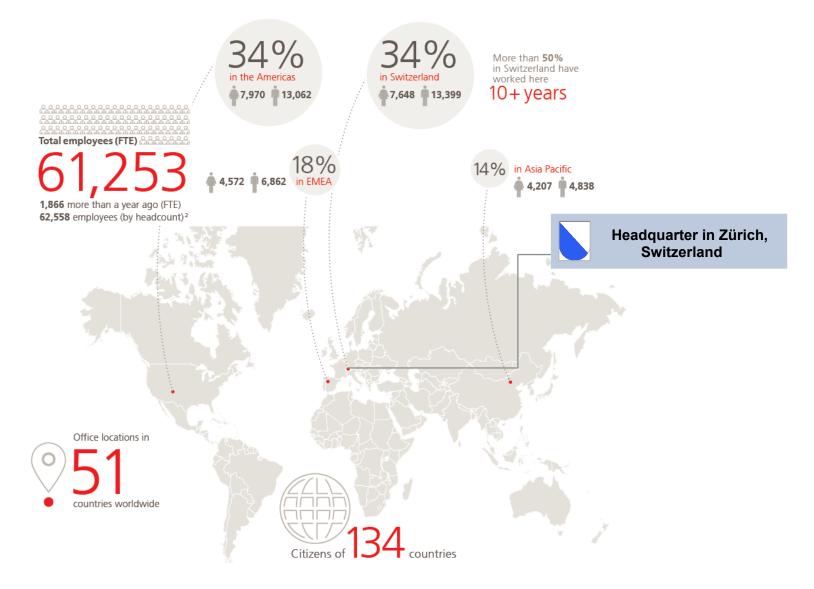
From operations, legal, IT and risk to HR, finance, communications and branding, Corporate Center functions provide governance and support to all business divisions





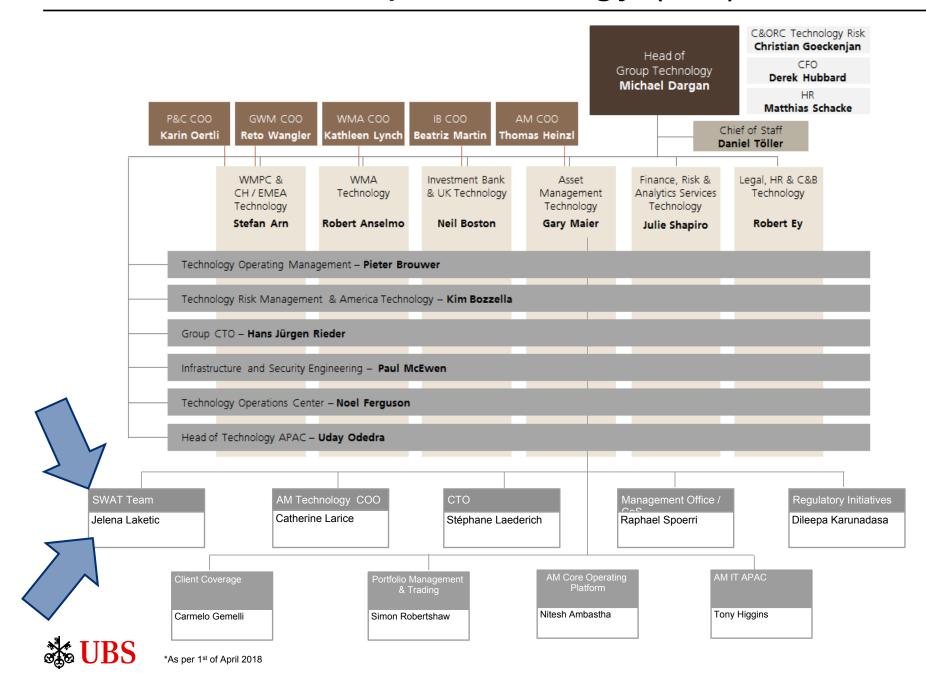
About UBS – Our workforce at a glance¹

UBS is a largest bank in Switzerland with truly **global footprint**





About UBS - Group Technology (CC)*



SWAT (SoftWare Action Team) — Current Role

What is SWAT?

SoftWare Action Team, set to :

- Explore the possibilities to innovate and digitize UBS Asset Management division
- Catalyse the transition from complex systems to lower cost applications portfolios using Design Thinking meets Agile approach and DevOps practises
- Enable UBS Asset Management division to achieve and maintain competitive advantage in industry

How can SWAT do that?

Scope of Work / Pillars

Applied innovation

Delivering production ready solutions in **close collaboration** with clients using:

- Design Thinking approach
- Agile methodologies
- DevOps practises

while exploring **new** technologies

IT task force

Enabling **bottom-up innovation**: Using handover of production ready solutions to

- transfer knowledge and
- educate rest of IT about new technologies, methodologies and best practises
- Help with technical key talents hiring
- IT advisory on critical activities

UBS Global innovation support

Active involvement in innovation initiatives across UBS:

- Leading selected innovation projects throughout ideation, request for funding and until production readiness / lessons learnt
- Take a role of an advisor in UBS innovation projects across Asset Management



SWAT (SoftWare Action Team) — Current Role

Who are SWAT?

Four **high performing IT specialists,** full stack software engineers and one **UX Expert**, fluent in Design Thinking with:

- Growth mind-set
- Interest in innovative subjects
- Interest in new technologies / methodologies and best practises

What enables SWAT?

Externally

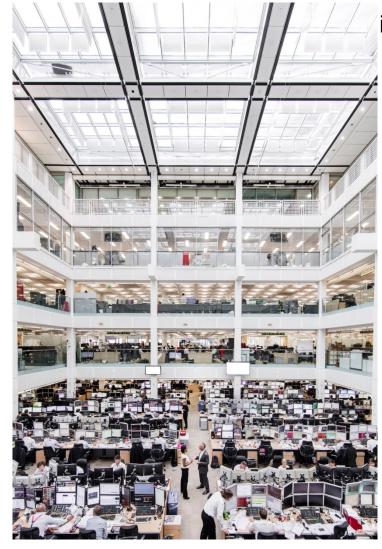
- Senior Management support (top-down), in this case, across UBS Asset Management division (technology and business)
- Working closely with clients (UBS Asset Management business) to understand business logic and rationale

Internally

- Start-up like culture: exceptional team work with open communication, clear tasks and goals and adaptable attitude, ad-hoc task and role switching
- > Agile methodologies
- DevOps practises
- Adapted sand box technical set-up



Throwback to 2006 or How did it all start



in **December**, **2006** I joined **UBS Investment Bank (IB)**, as a **SW Engineer**

The team that I joined was responsible for **developing highspeed electronic trading system**

- First, I joined the team that developed first electronic trading system
- Later on I joined **new team** that was hired in the middle of 2006 to **re-write** the old system.

Before UBS, I worked as a software engineer in the companies that embraced **waterfall model** and **release frequency** of 3 months.

At UBS, my new team worked differently, with:

- Flexible waterfall model
- Release frequency more often than 3 months
- QA team and
- Support / Ops team closely aligned

Even if more dynamic and better aligned with other teams looking back at it today, the team was **not fully efficient**

But then, in 2007, Subprime Mortgage crisis happened and everything changed.



How did this affect my team, our work and our clients *

My team **Clients** work closely continuously with IT (my with shorter and share report develop new team) to release business issues features while explain pain cycle knowledge quickly and fixing bugs points/issues with enough details with good trust that IT will quality well tested. provide the not best technical jeopardizing solution old with new possible **Developers Front Office** features Support / Ops Middle Office QA **Back Office Agile style of Work DevOps Practises**



Throwback to 2014 – Hackathon



Why was I chosen to run Hackathon?

Because of:

- my passion for technology and innovation
- my belief in UBS IT, it's excellence, skills and creativity
- my volunteering work:
 - In the core team of Swiss based IT Women Network (since 2010)
 - Organizing programming workshops for kids (with focus on girls) since 2010
- → my reputation for being resourceful, highly motivated
 for the things I am passionate about and not giving up
 easily → aka getting things done

Why did I accept it?

UBS has an amazingly **skilled IT specialists** that are not always able to express their creativity and ideas throughout their daily job.

I wanted to give them an opportunity to break their daily routine: unleash their **innovative spirit** through 24 hours event and **collaborate** with their colleagues while **prototyping** new ideas



Throwback to 2014 – Hackathon

Started in 2014:

- As an IT focused global event
- Across 4 regions: US, UK, APAC and Switzerland, on the main locations only
- Organized with help of external vendor

Over the years we improved the original concept..



Fast Forward to 2018

- Global, **all division event**, including permanent and contractual workforce
- Across 4 regions but covering 15 different location
- Organized only by internals: UBS volunteers, employees, graduates and apprentices
- Uses adapted sand box technical setup -> to enable creativity and fast prototyping
- Business presence and trust in creativity of Hackathon goers is obvious:
 - > Business divisions share their problems and What to solve
 - Hackathon goers provide How to solve



Current Challenges

SWAT related challenges:

Future of SWAT?

- My opinion
- Audience opinion

Challenges related to transformation on the organisational level:

Approach with legacy applications: Remediate or Decommission?

- > My opinion
- Audiences opinion



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