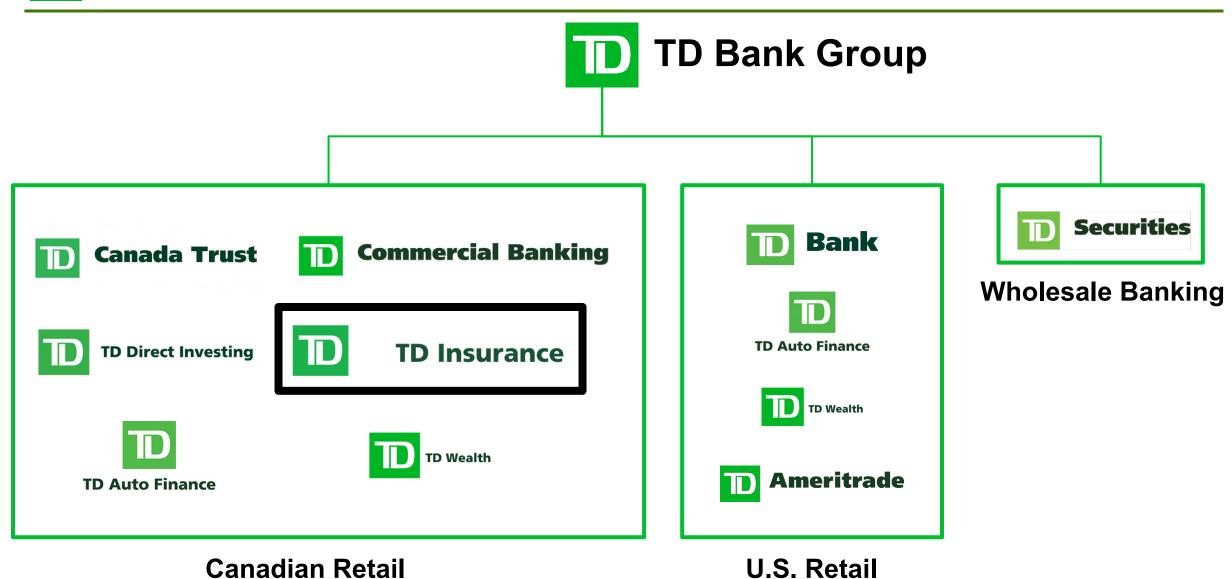


Norman Meens
TD Bank Group | TD Insurance & Wealth
Segment Technology Executive



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Deloitte Inc. | Consulting
Technical Lead - DevOps

Deloitte.





TD Insurance | Market Leader in the Canadian Insurance Landscape

Deloitte.

Range of Services

General Insurance









Life and Health Insurance









Market Position



Largest direct-response home and auto insurance group



One of the top three personal and auto insurance groups in Canada



National leader in critical illness insurance



Pioneer in affinity marketing (marketing insurance to groups)



TDI GPS Program | Delivering an Exceptional Customer Experience





Save time and be more efficient...

- ✓ Simplified processes (more automation, less manual tasks, faster quote creation, etc.)
- ✓ Fewer questions asked, easier to understand products, and automatic detection of data entry errors



...and enable better access to information...

- ✓ Simplified policies making insurance easier to understand for customers
- ✓ A single searchable source for all data, with access to enhanced analytics to better understand customers and business needs



...to deliver Exceptional customer experience

- ✓ In-depth understanding of customer needs, making it easier to deliver the right advice at the right time
- ✓ More time to deliver personalized and convenient customer experiences



TDI GPS Program | Journey to Prod

Deloitte.

GPS is a large complex program spanning multiple releases. The following is a depiction of some of the complexities the program will encounter:

TDI has asked Deloitte to help them reduce risk and create a more sustainable path for the remainder of GPS program, while accelerating the delivery timelines.

Release 2 Launch

environments

scope

Scheduled system updates throughout delivery cycle

Exceptional ops is one key to exceptional customer experience

Sunset of legacy part of program

Start Line

tabilization

GPS Launch

Global delivery presence requiring 24/7 availability and support

Multiple delivery streams across organizations

Omni-channel (e.g. digital, phone, aggregators)

GPS Planning



300%

Increase in Number of Development Environments

7+

Number of
Enablement
Teams
Represented in
Working Group

+08

Legacy
Systems
Abstracted in
Certain
Environments

25%

Percentage of Issues caught Earlier in the Lifecycle

10

Number of New Virtual Services Created to Support Testing

20%

Projected
Performance
Improvement due to
Planned Tech Debt
Improvements

Business Context for DevOps on GPS

In order to deliver on an ambitious delivery schedule, TDI had to reflect on learnings from past releases and utilize DevOps principles and practices to address speed and quality bottlenecks in the upcoming release:

Problem Statement(s)

Go-live delays due to slow project delivery and unplanned work

High customer turnover and lower satisfaction due to lower quality delivery

Root Causes Unreliable
Tooling causing
Productivity
Outages

Legacy Systems being Limited Resources

Isolated Delivery and Testing Strategies

QA Treated as a Function vs.
Shared
Responsibility



Baby Steps toward True Enablement

Deloitte.

The following are some of the key actions taken toward 'DevOps' enablement across the pillars of people, process

and technology:



New Operating Model

Formulated a cross-functional operating model to enable the working group to achieve its objectives



Development Workflow Alignment

Before debating tools and tech, it was important to align conceptually on how the different dev and test teams were going to work together throughout the project



Integration of Test Automation into Pipeline

Test automation suites and delivery pipeline were not integrated. This was an opportunity to ensure consistent build promotion based on objective criteria



Operations for Program Enablement

Regardless of the fact that many teams were involved, it was important to have single points of contact and accountability across all areas



Flexible Environment Approach Build-up

As one of the key issues was the dependency on legacy environments, the infra strategy had to include sharing of backends, using partial environments as well as employing virtual services



Dev Onboarding and Release 2 Start

Program launched late summer with positive results already being captured



If there is anything we learned about DevOps enablement, it's that how you do it matters. Here is how we organized the enablement team to achieve the aforementioned results:



Fast and Iterative

Enablement work divided into smaller batches and executed through sprints with high visibility to the rest of the project



Active Leadership Support

Leadership that's proactive in addressing issues and near-issues in real-time, including exerting influence outside of working group when needed



Blurred boundaries between all teams working toward common enablement goals, composed of shared services (ITS) and TDI-specific platforms and tooling teams (including Deloitte and other stakeholders)



(1)

DevOps enablement must focus on addressing constraints and bottlenecks. Otherwise, it won't really matter (as much)! No matter how hard you try to get it done right the first time, you'll have to re-iterate again and again. So, master continuous improvement instead





Automate developer laptop setup to allow for early testing and validation and shift the quality cycle left



Continue exploring the use of public cloud to introduce more agility in operations



Extend CD beyond QA region into higher-level environments and pushing boundaries towards production



Self-serve the ability for developers and testers to do more instead of continued reliance on shared services teams

Thank You!

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