



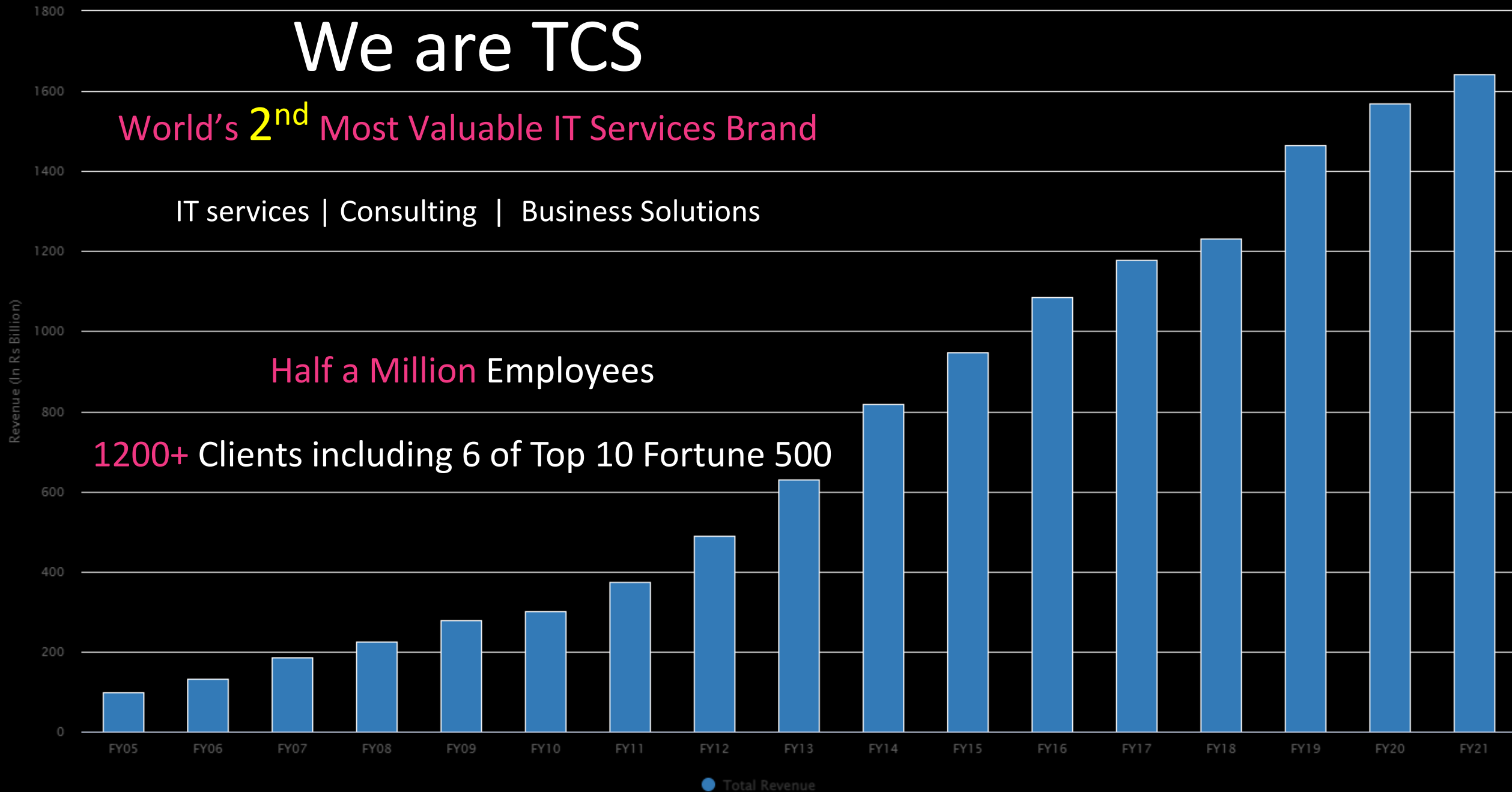
We are TCS

World's 2nd Most Valuable IT Services Brand

IT services | Consulting | Business Solutions

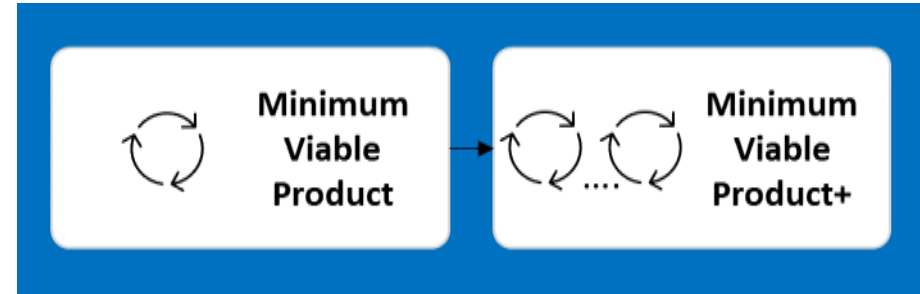
Half a Million Employees

1200+ Clients including 6 of Top 10 Fortune 500

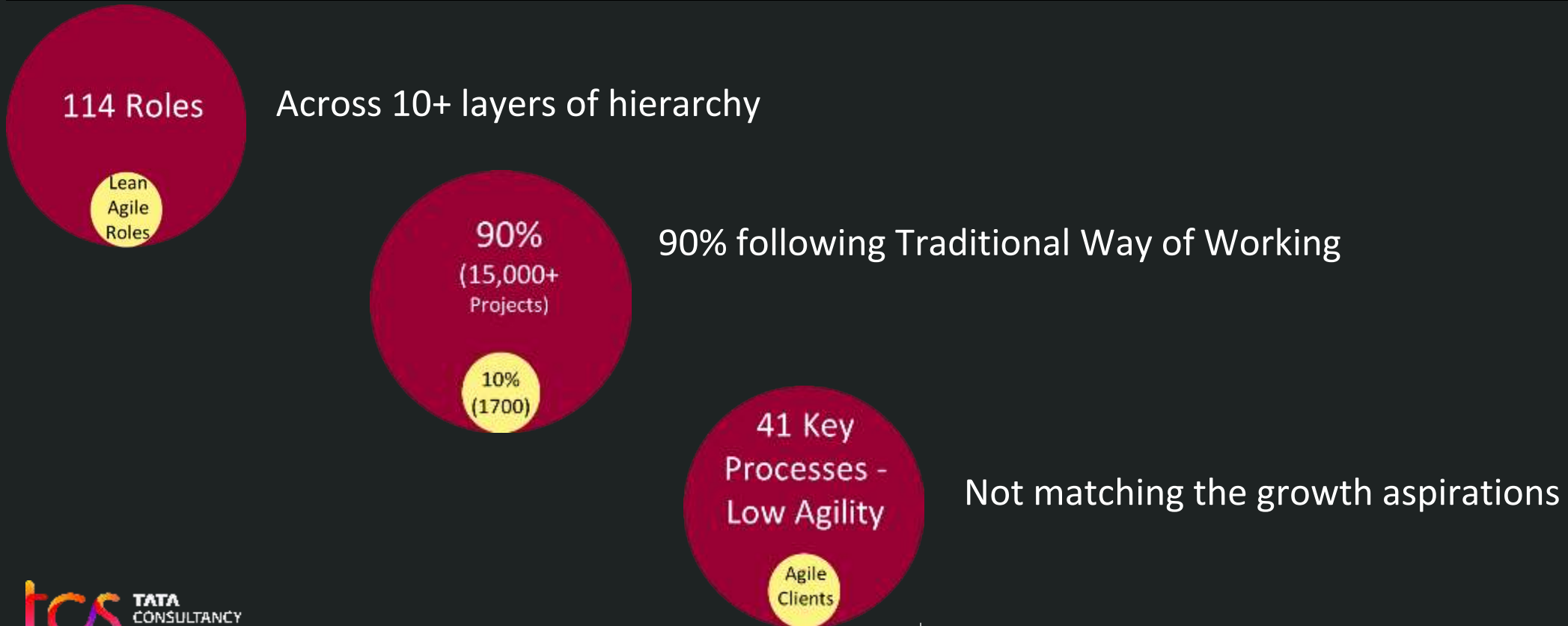


Enterprise Agile Strategy – Background – Prior to 2017

Across the board pull for Agile/ DevOps

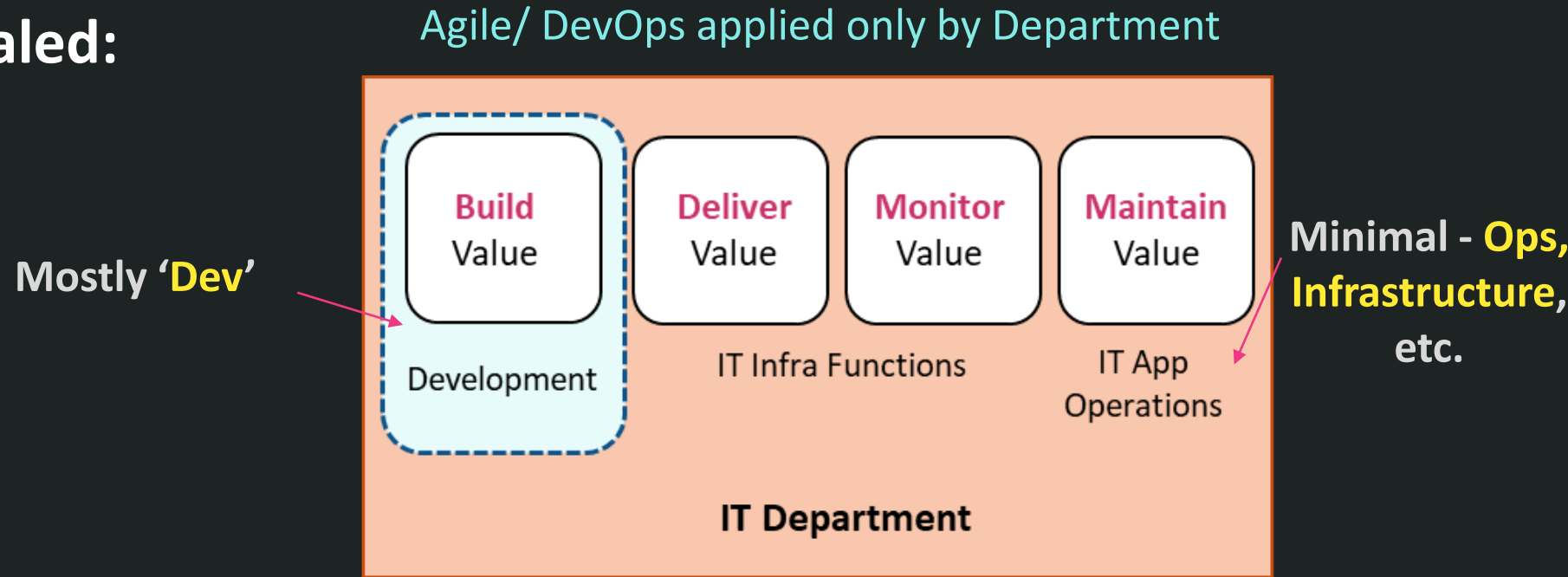


But TCS wasn't fully prepared for this way of working

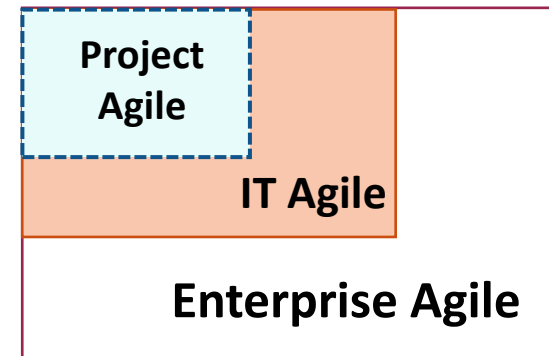


Enterprise Agile Strategy – TCS researched about the way forward

The research revealed:



TCS found the insight:



Agile/ DevOps had larger potential

Enterprise Agile Strategy – TCS adopted a bold vision of Agile beyond IT



*“Our vision is to become
Enterprise Agile by
2020”*

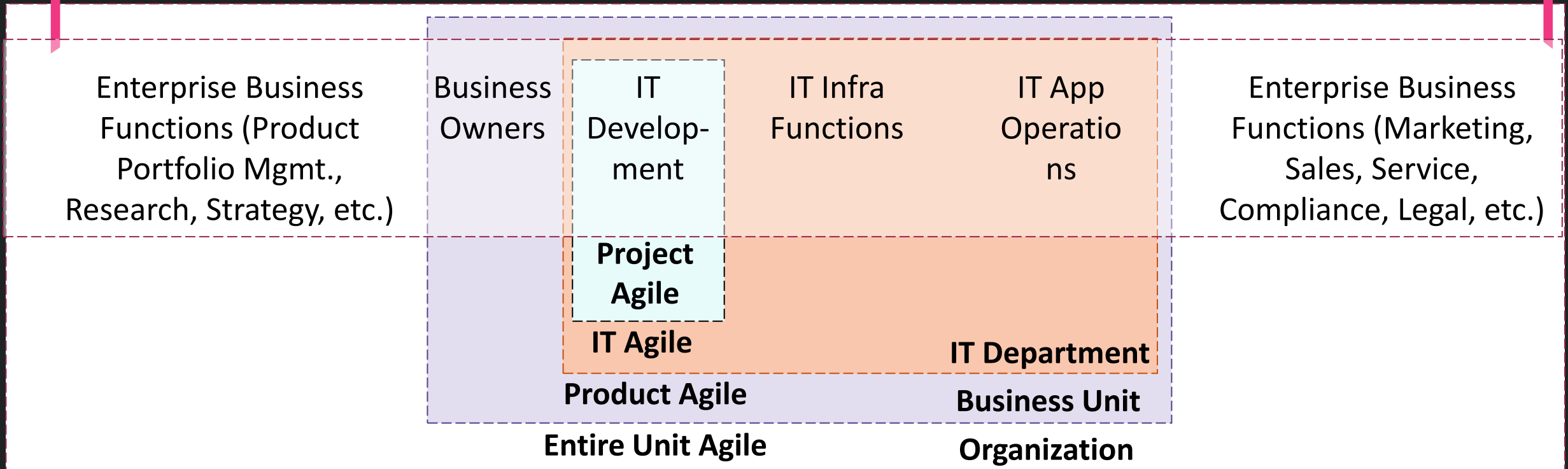
Rajesh Gopinathan, CEO, 2017

THE ECONOMIC TIMES | tech

English Edition | E-Paper

We will be enterprise-agile by 2020: TCS

TCS saw the opportunity to transform not only IT but the entire Organization to Agile



Enterprise Agile Strategy – Vision Decomposed into 4 Dimensions

Re-skill

450,000+
employees

Redesign

1000+
offices

Transform

10000+
customer
engagements

Reimagine

40+
key business
processes

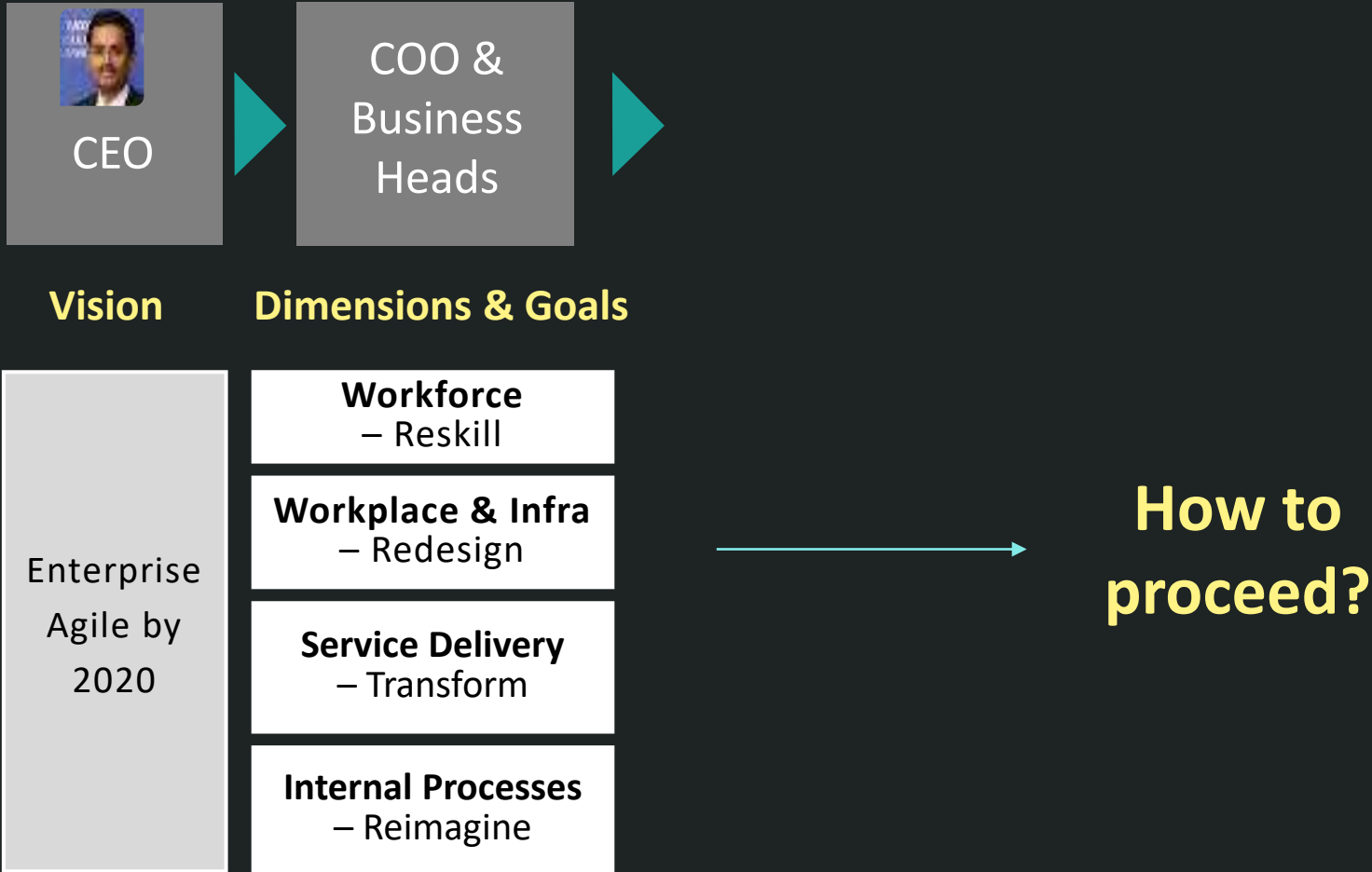
450,000+ employees, 153 nationalities



No precedence of Agile/ DevOps transformation at this size and scale.

Expectation was to train half a million TCS employees, customers & partners, build infra,
and transform the culture, **all within 3 years**

TCS Enterprise Agile – How we did it



TCS Enterprise Agile – How we did it



CEO

COO &
Business
Heads

Vision

Dimensions & Goals

Enterprise
Agile by
2020

Workforce
– Reskill

Workplace & Infra
– Redesign

Service Delivery
– Transform

Internal Processes
– Reimagine

This
path?

OR

This
path?

Old way

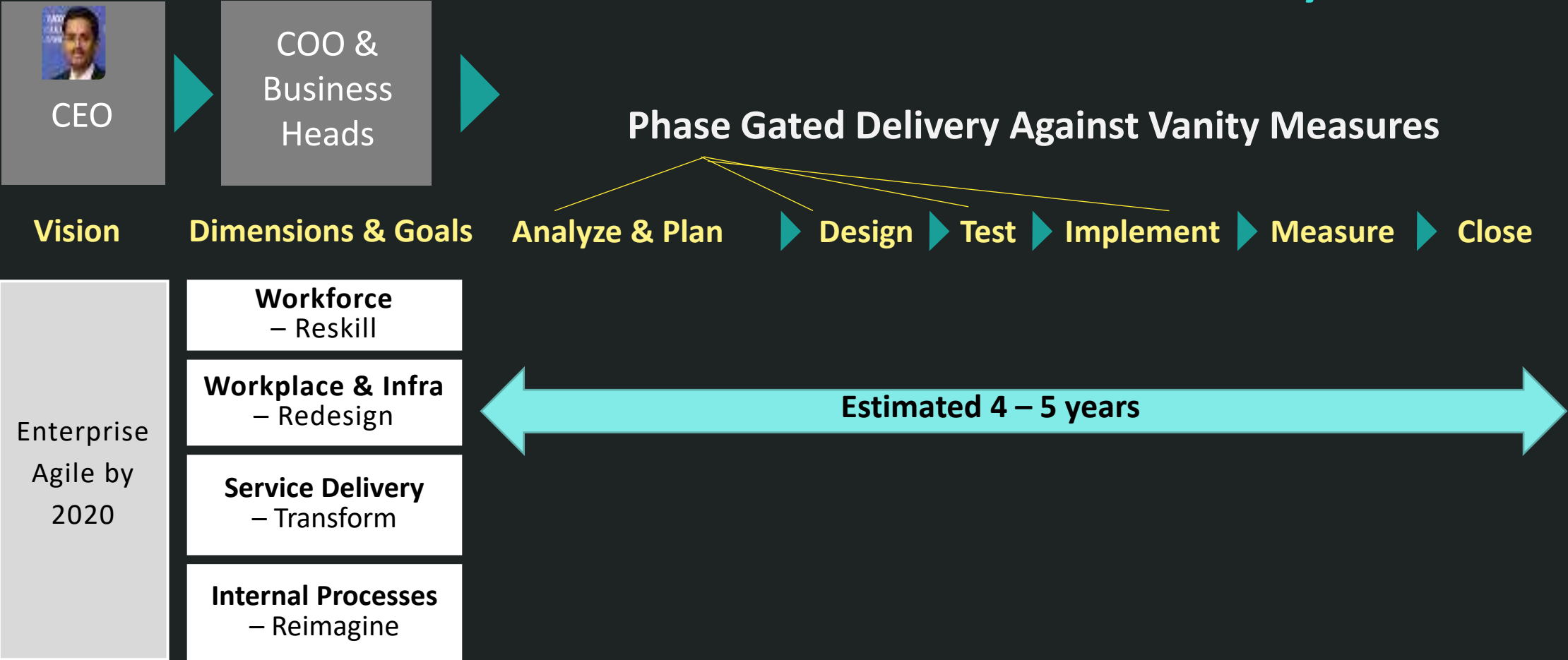
Phase Gated Delivery Against
Vanity Measures

DevOps Way

Flow: Sequencing as **end-to-end products**
Feedback: Delivering value **to user/ customer**
Continual Experimentation & Learning

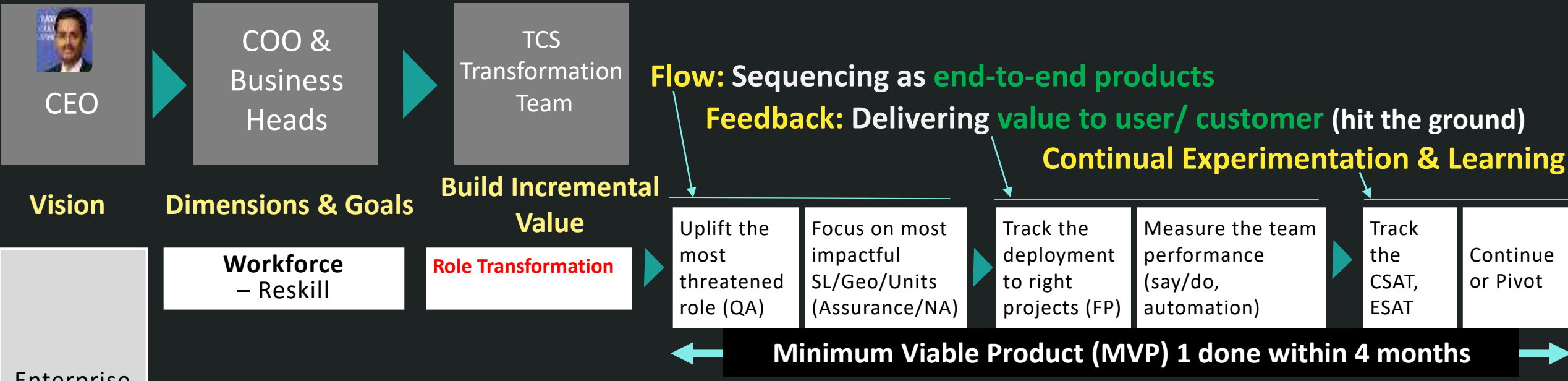
TCS Enterprise Agile – How we did it

If we followed the Old way...



TCS Enterprise Agile – How we did it

We followed the DevOps way...



Enterprise Agile by 2020

MVP 1 - Rahul upgraded from QA Tester to Quality Engineer/ Product Specialist role

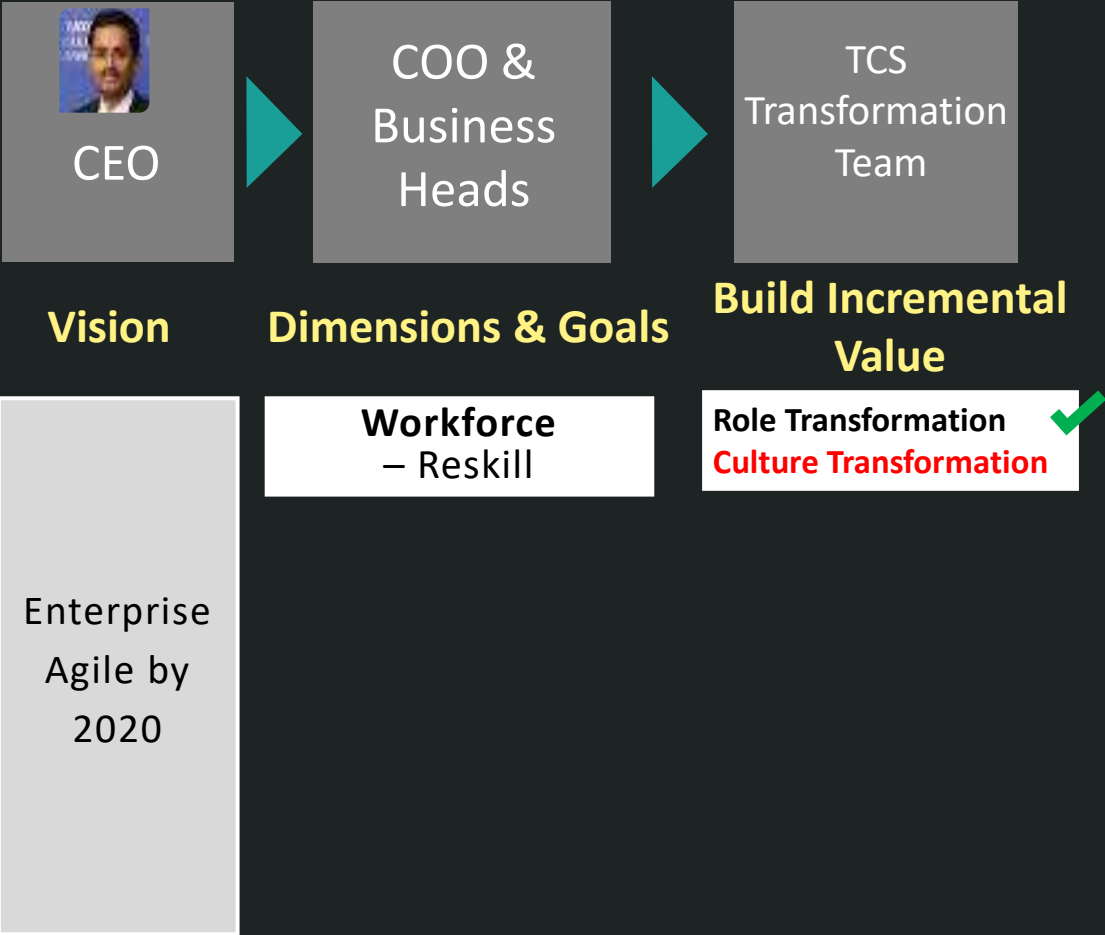
MVP 2 - Kiran transitioned from Project Manager to Agile Ninja Coach* role

Agile Ninja Coach* - Can coach any enterprise function and not just IT. Is also trained on Technical aspects of DevOps



MVP 3 - Sami elevated from middleware developer to a DevOps ninja

TCS Enterprise Agile – How we did it



Cultural Transformation was the next challenge

LivingAgile™



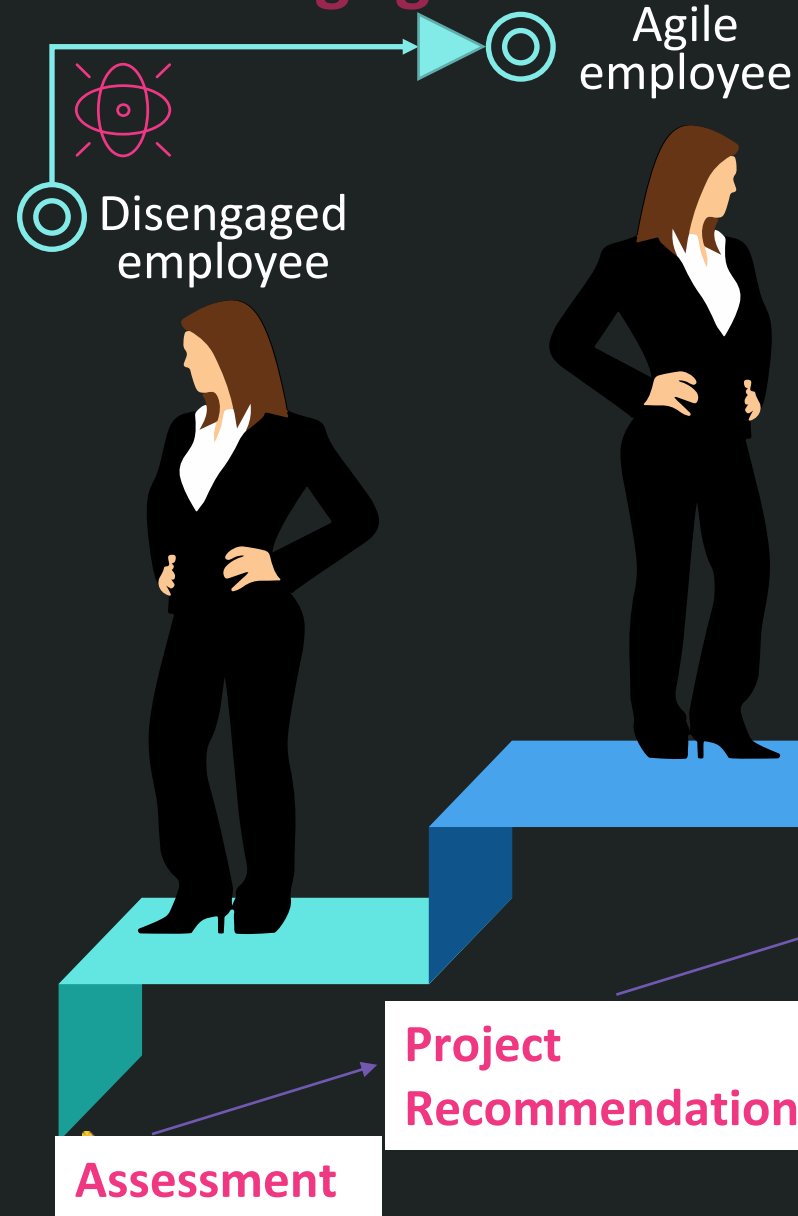
An innovation for transforming non-Agile Employees to Agile employees in **Shortest time**, as short as 2-3 days.

15,000 Agile Practitioners



450,000+ Agile Practitioners

TCSLivingAgile



The 2-Day Project - Example

- TCS received a request from state tourism department - Enhance safety of tourists at a beach (Digha, West Bengal)

- Request designed as a **2-day project** to LivingAgile team



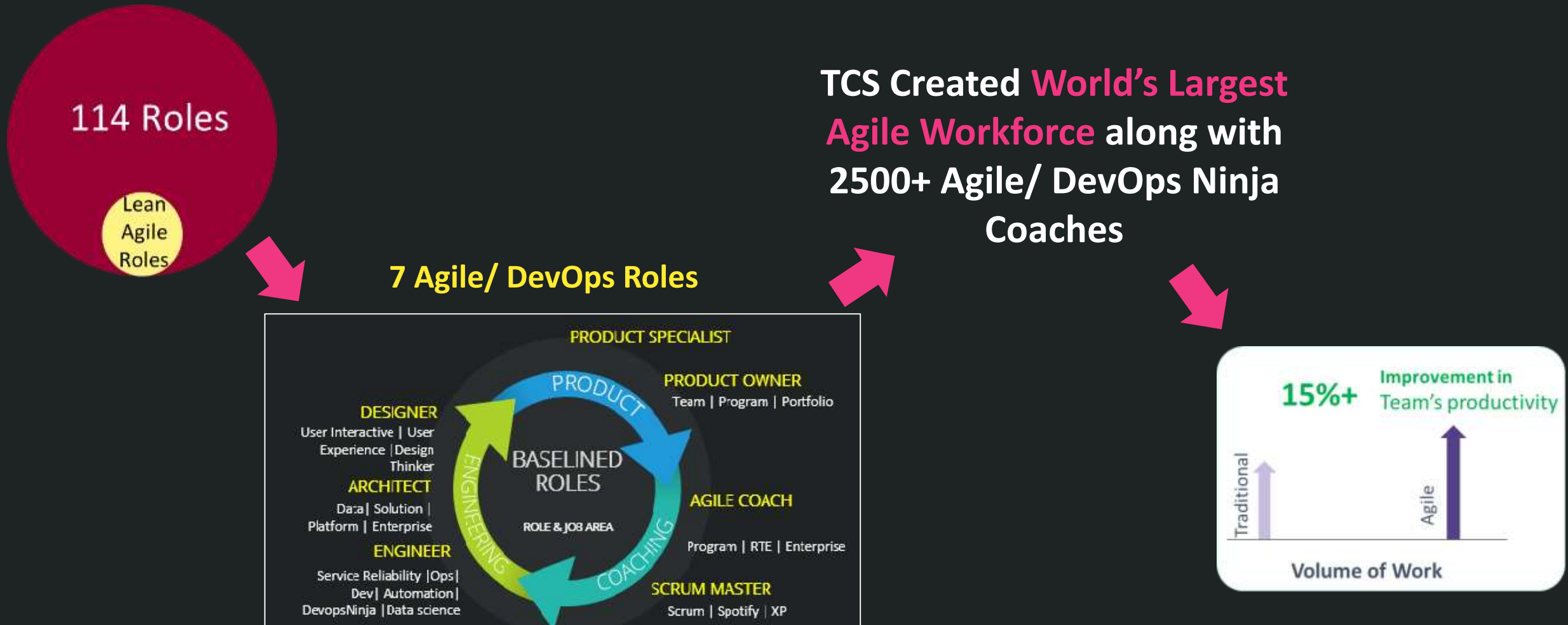
- The team ideated, developed a safety app on mobile, and piloted – **all within 2 days**



- Deployed; got a special mention in **Times of India**

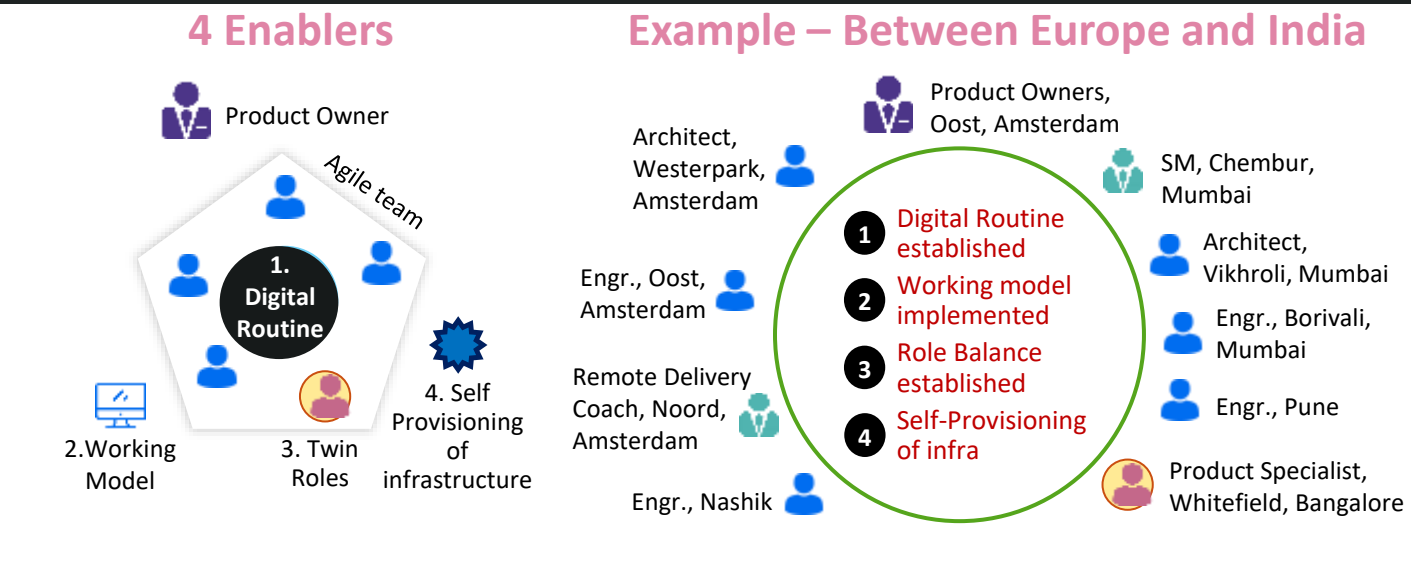
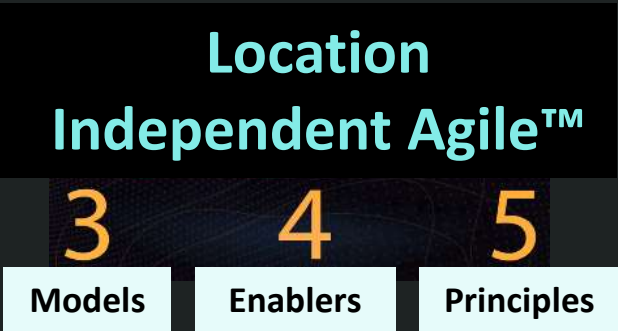
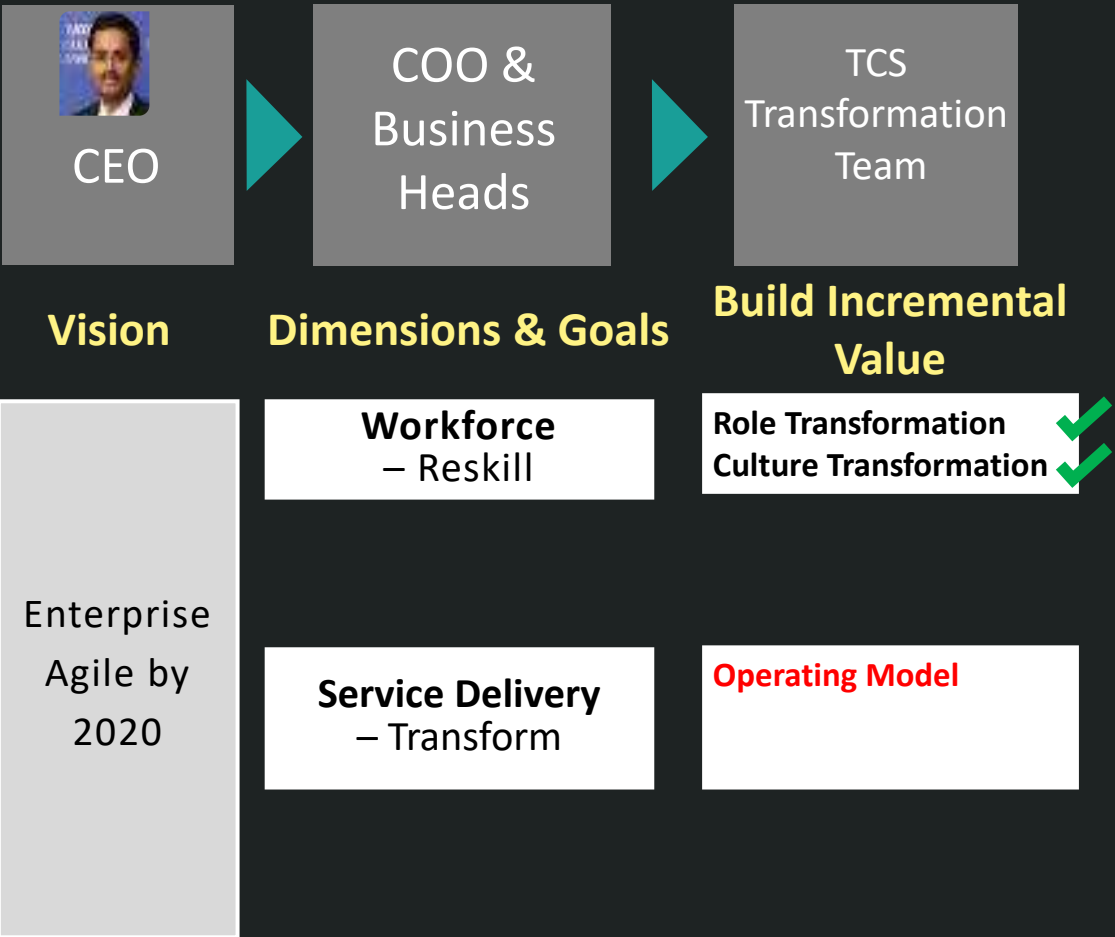


TCS Enterprise Agile – Team profile and culture changed, improving Productivity

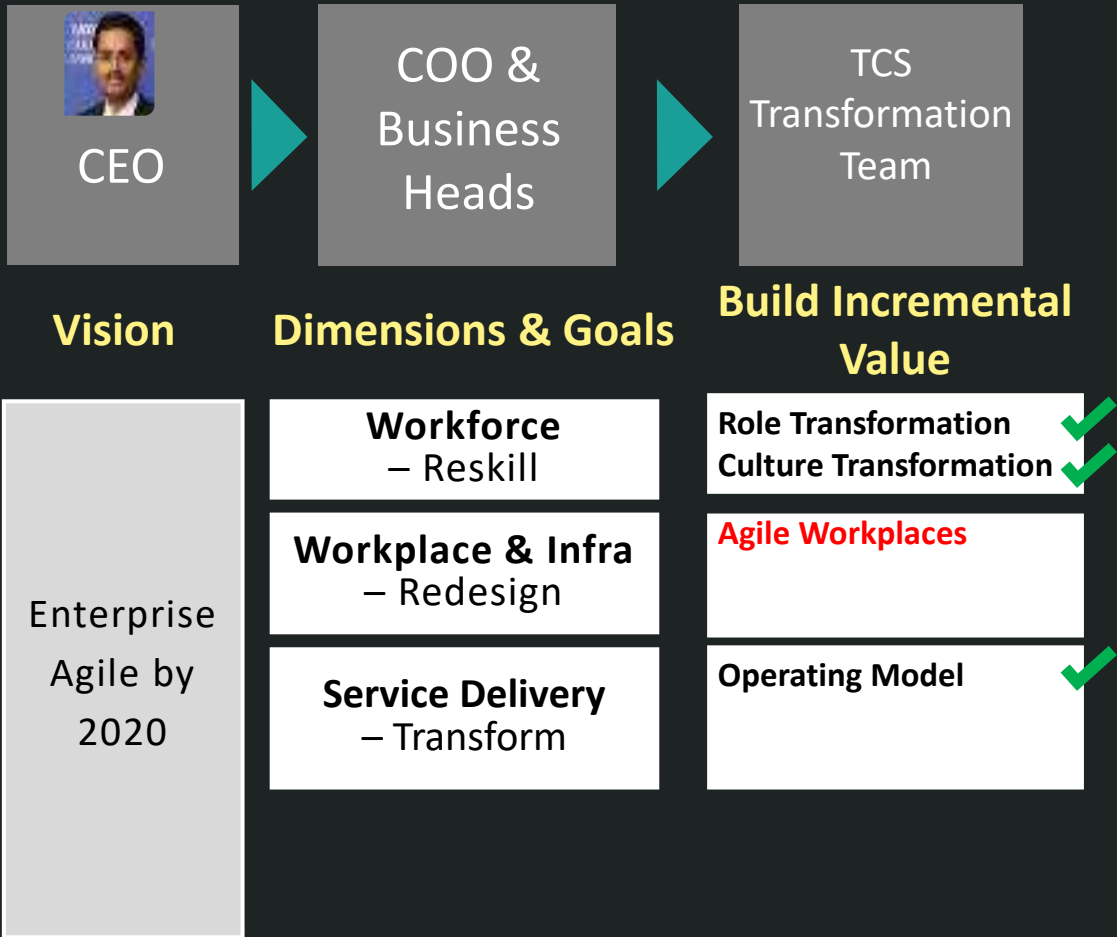


TCS Enterprise Agile – How we did it

For Agility at enterprise level, ‘small co-located’ teams – a constraint



TCS Enterprise Agile – How we did it



Location Independent Agile needed suitable Collaboration Infrastructure

Open Agile Collaborative Workspaces

COLLABORATIVE | BOUNDARY-LESS | SECURED



Massive exercise of converting almost **100,000** seats in our development centres (ODCs) to Agile Workplaces

7 options to securely connect and work from any place and device of choice (boundaryless)

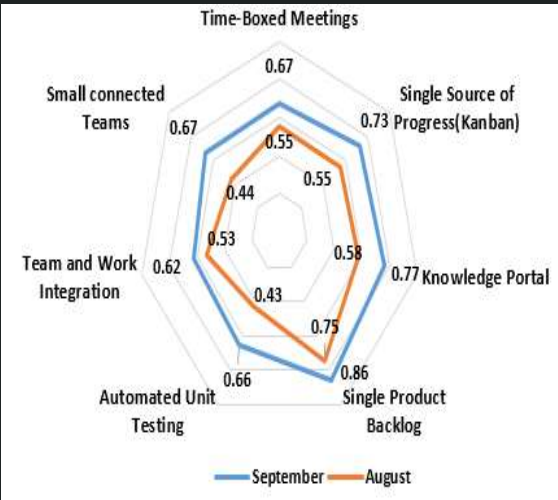
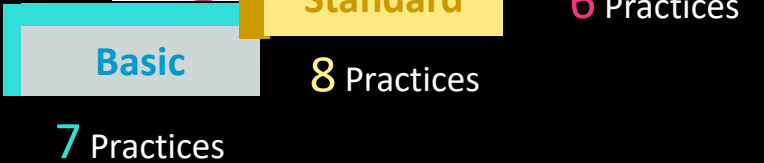
TCS Enterprise Agile – How we did it

Thousands of teams in action now. But consistency?

Service Delivery Maturity Framework

Maturity Levels

Continuous Benchmarking



1700 Agile Engagements

12,400+ Certified Engagements

Building on belief



CEO

COO & Business Heads

TCS Transformation Team

Vision

Dimensions & Goals

Build Incremental Value

Enterprise Agile by 2020

Workforce – Reskill

Workplace & Infra – Redesign

Service Delivery – Transform

Role Transformation
Culture Transformation

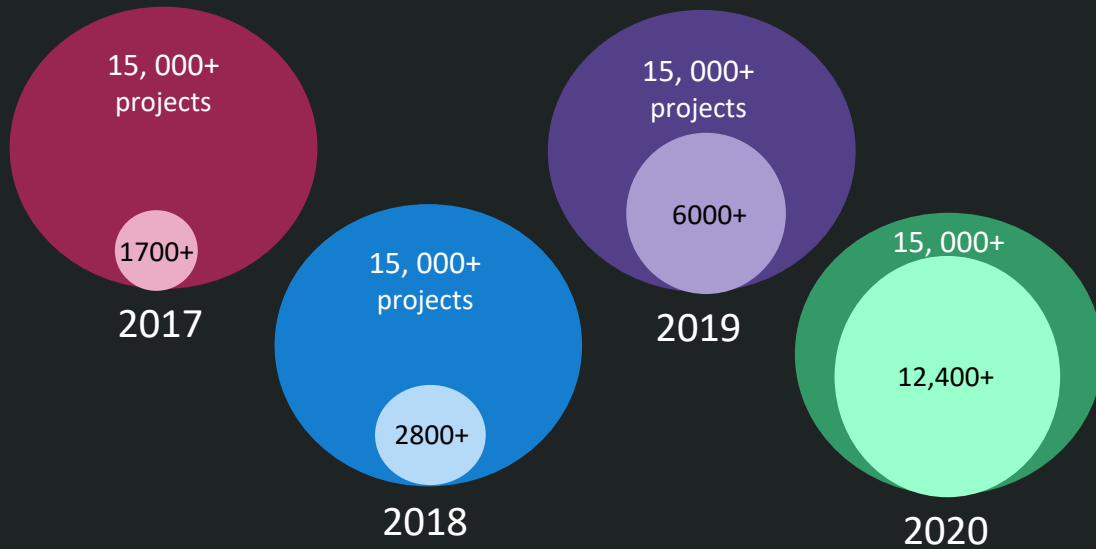
Agile Workplaces

Operating Model

Practice Maturity

TCS Enterprise Agile – Customer Reported Increased Business Agility

Accelerated Agile adoption to 12,000+ projects




Reporting 3400+ Business Outcome

Customer	Measure	Before	After
Consumer Goods	• Order fulfillment within SLA, across various channels	65%	98%
Manufacture	• Release frequency • Retailer Satisfaction Index	15 wks 5/10	5 wks 8.5/10
Travel	• Product Launch Time • Net Promoter Score (NPS)	9-12 mths 35	3 mths 41
Utilities	• Incorrect Billing • Unbilled customer sites	14% 60K	5% 18K

In a series of conferences (called LIVA), teams started sharing variety of success stories

LIVA 2.0 Agile in a Mission-critical Regulated Environment

**Kushagra K**, Delivery Partner from Manufacturing, narrated how they successfully adopted Agile for an Air Navigation Services project when 60% of


LIVA 2.0 Agile for CBO – TCS reaping performance incentives

**Gaurav, Kiran, Ravi & Team** from BFSI CBO performed a skit to show how they achieved a turnaround from an annualized penalty of ₹50K to a


LIVA 2.0 Agile Engineering: Building an On-Demand Release Pipeline

**Ankit S. & Satish N.**, Digital Portfolio Managers, narrated how they created

LIVA 2.0 Transforming from a CoE to a Product Organization

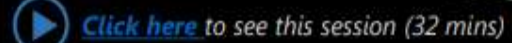
This story is about how a 30K employee organisation transformed its Operating Model from a Center of Excellence (CoE) based Horizontal Organisation to an

LIVA 2.0 Agile in Trio – Customer, Captive and TCS

**Ramasamy T**, Agile Coach from BFSI, spoke about how TCS overcame the cultural challenges of implementing Agile in Captive through –
★ Evangelization ★ Inclusive Approach ★ Celebrating quick wins

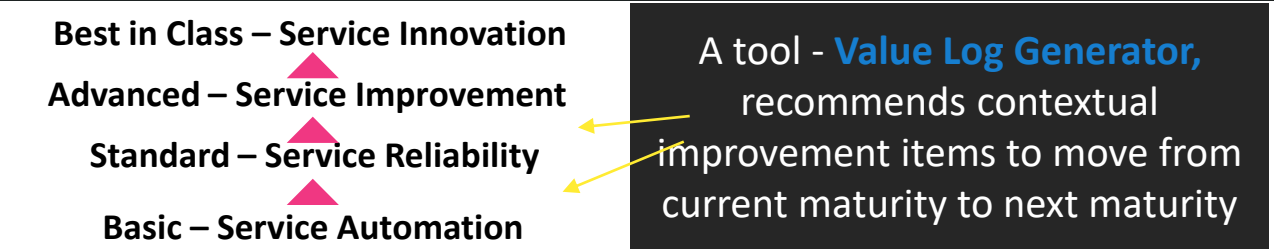
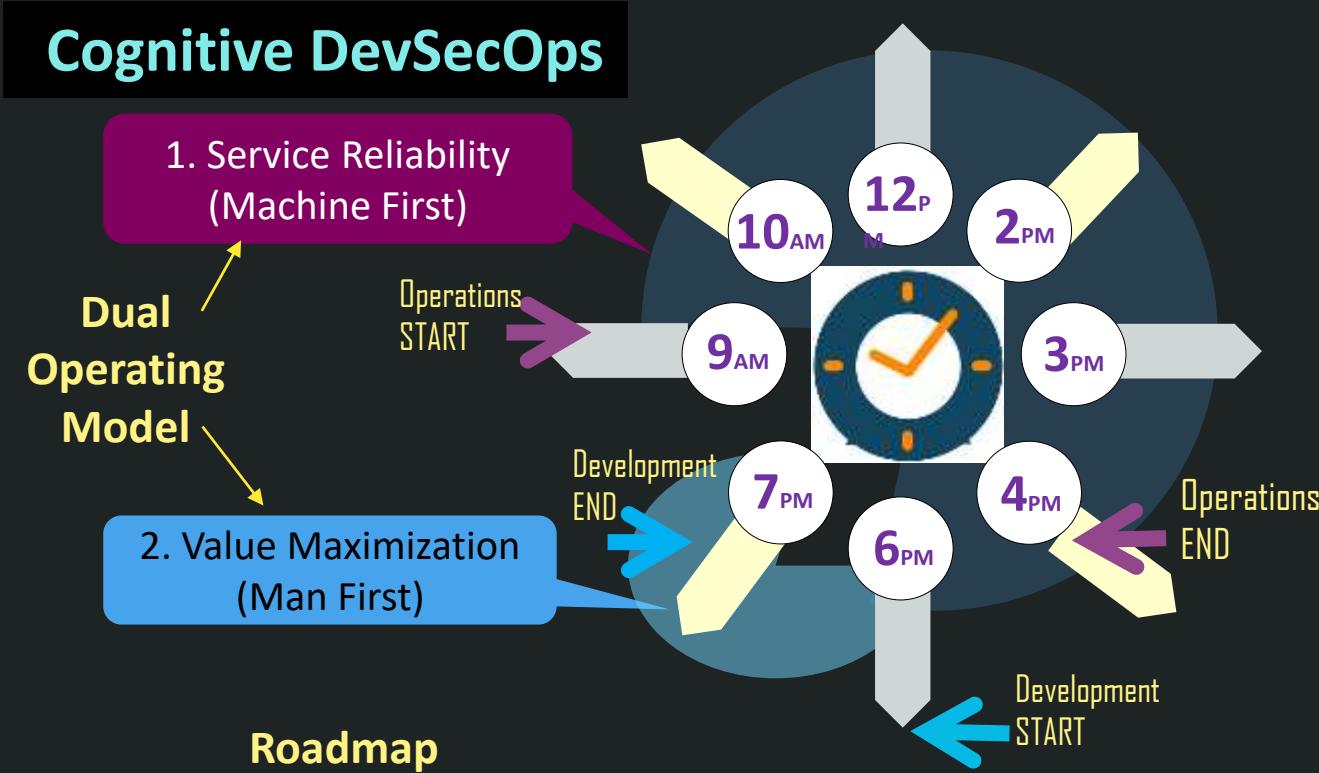
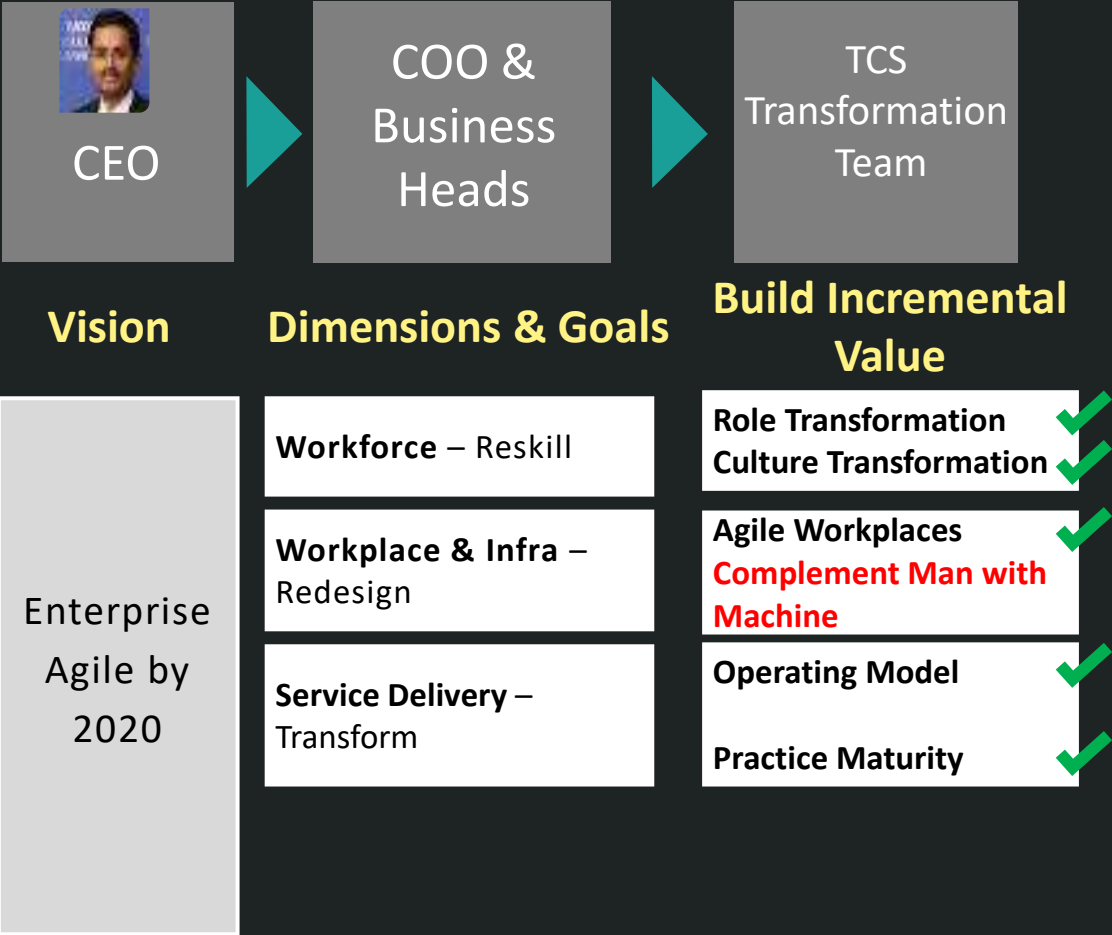
Early Benefits

- ✓ 47% increase in commercial lending volume per year
- ✓ Reduction in account opening time from 3 weeks to 2 days
- ✓ 300% improvement in NPS



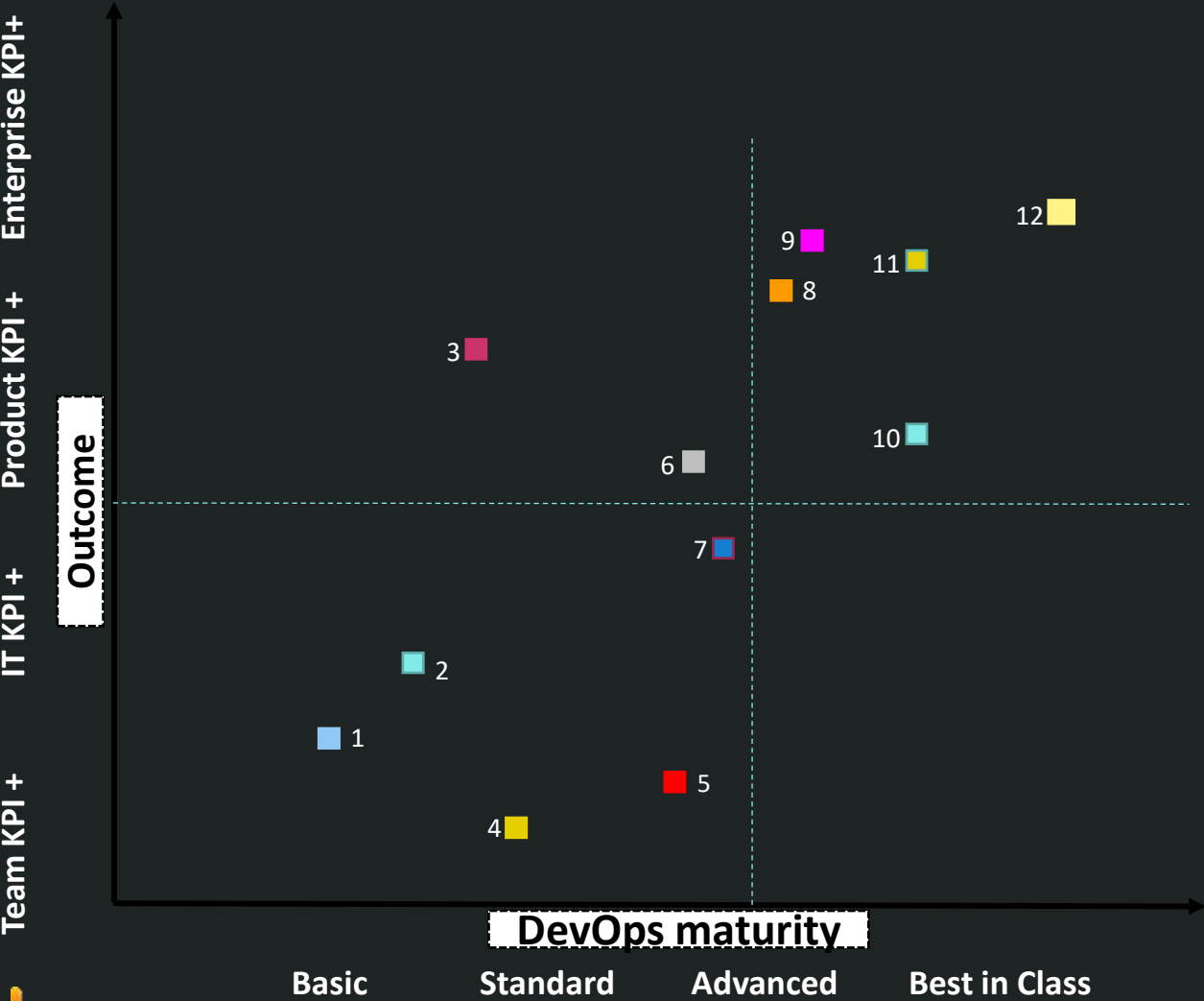
TCS Enterprise Agile – How we did it

60% work in IT services was ‘operations’ type - manual culture with low Agility. Where to leverage Man and Where, the machine?



TCS Enterprise Agile – Customer’s Outcome proportional to maturity

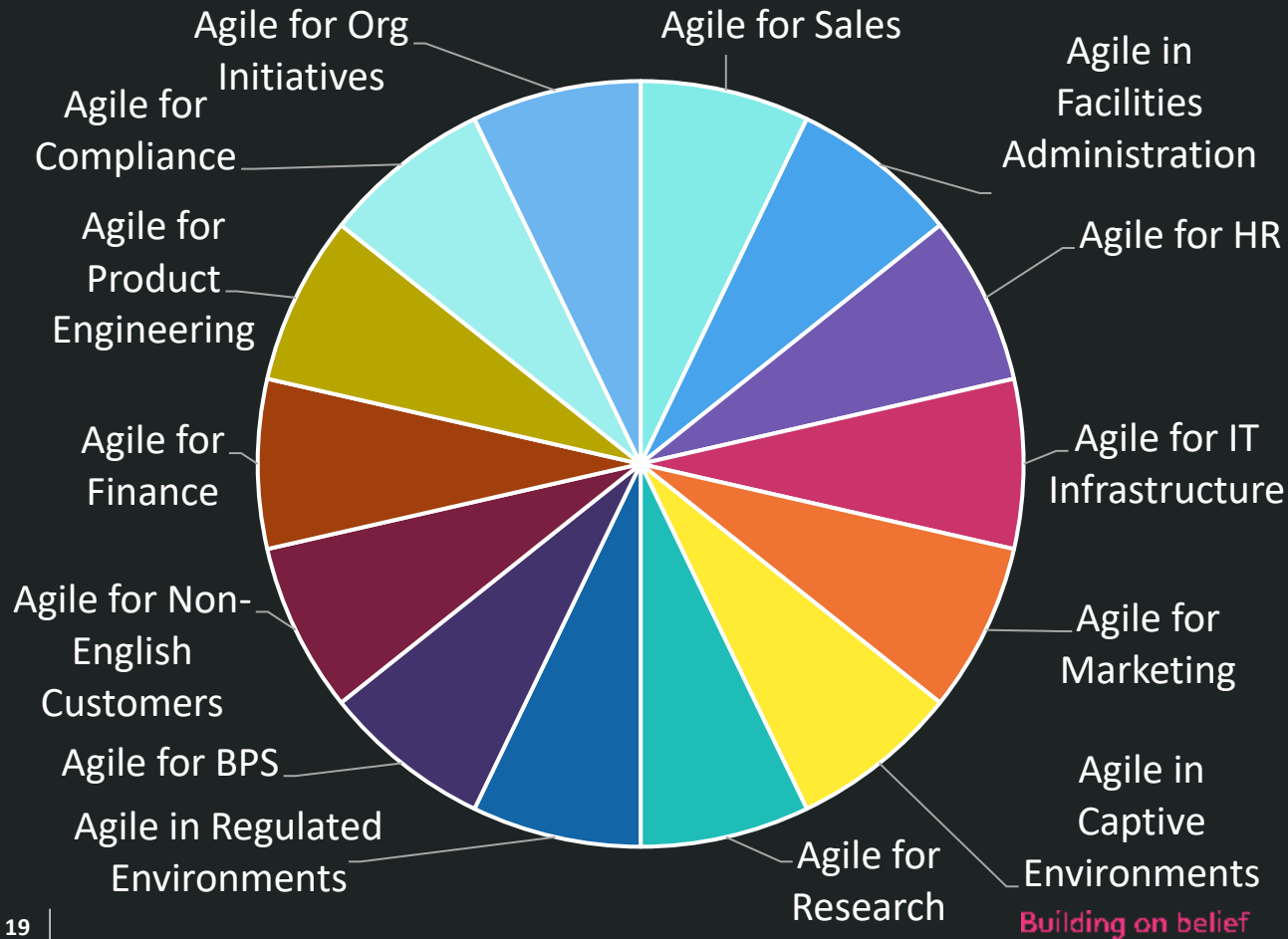
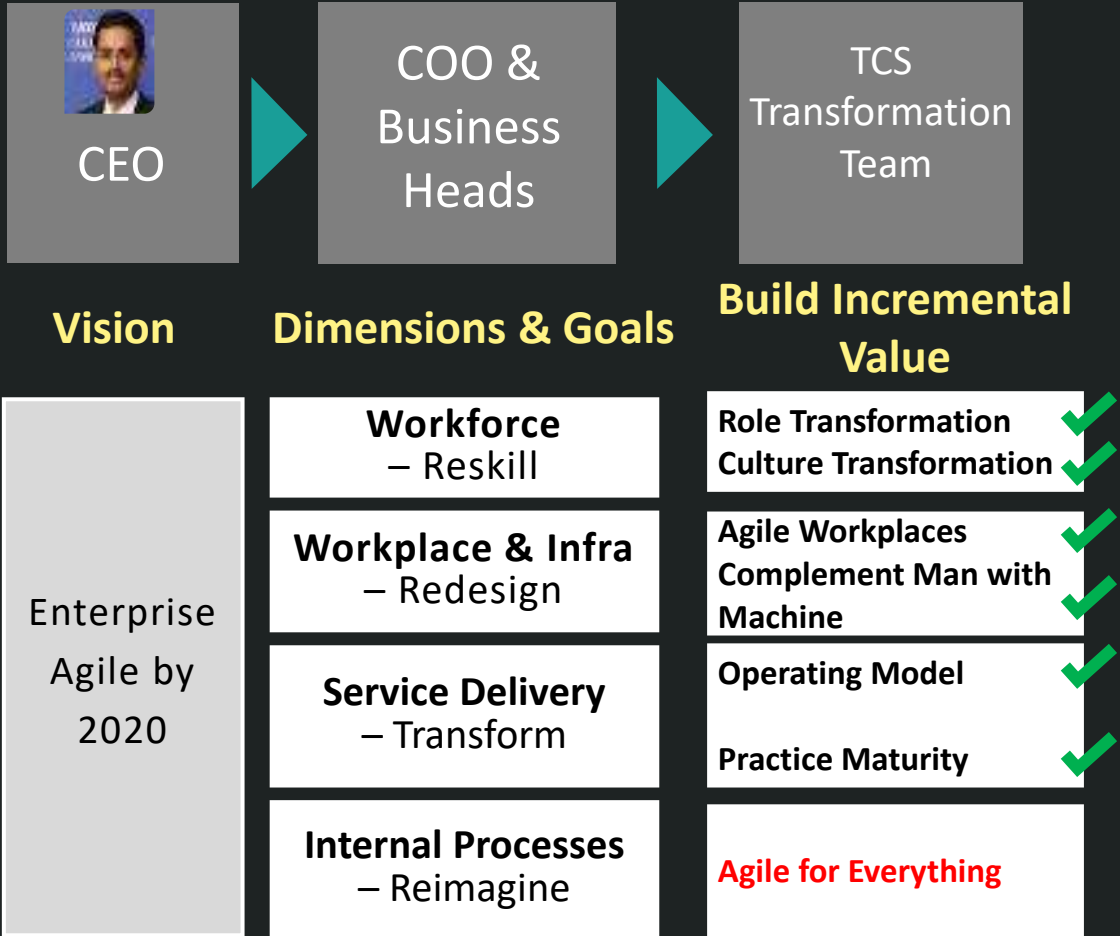
Customers at advanced level of Cognitive DevSecOps maturity were able to get Business outcomes at product and enterprise level



TCS Enterprise Agile – How we did it

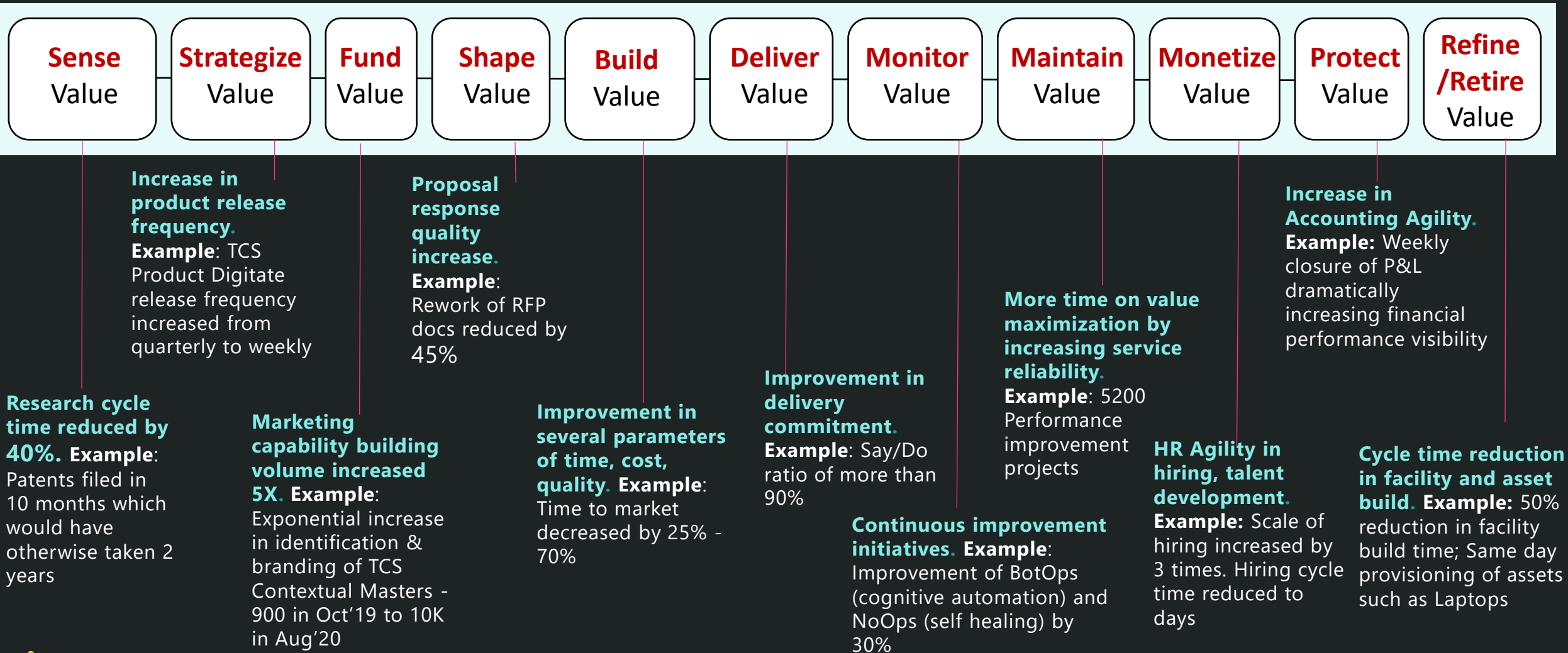
Many teams had their unique work context and needed contextual guidance

Agile For Everything Framework



Enterprise Agile Strategy – Results – Entire TCS became Agile

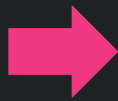
The **value stream** from research and marketing to operations became more responsive



TCS Enterprise Agile – Results – Internal Environment & Responsiveness

41 Key Processes - Low Agility

Agile Clients



Agile For Everything Framework



Remi, a campus recruit onboarded to an engagement **within a week**

Parag got his laptop **within a day** of the request

Giri, Alok in an online customer meeting using Agile infrastructure for Location Independent Agile

Biju, Taru step back from regular support work (Run) to automate some of their services (Change)

Agile Response to COVID-19

Based on the investments made in TCS Enterprise Agile, TCS as a half a million organization, was able to transition from 100% work being delivered from offices to 100% secured digital remote workspaces, within weeks



Milind Lakkad,
EVP and CHRO, TCS

Interview to



“We at TCS embarked on our ‘Enterprise Agile’ strategy 3 years ago. COVID-19 presented us an opportunity to extend the Agile Capabilities to operate in a ‘Borderless’ environment beyond the office boundaries.

TCS Enterprise Agile – Agile for Everything became magical...



Agile for CSR- How a Noida eatery was transformed

In Aug 2019, a team of TCSers took up a project of enhancing the hygiene of a road-side eatery (known as 'dhaba' locally) at Noida, India. After 3 days and 6 sprints, the eatery not only had *happy customers*, but also *motivated employees*!

>> Fast Forward 3 months:

The 'dhaba' has earned the reputation of a 'clean dhaba' in the locality resulting in a daily sales surge by about 25% to 30%.



How Agile helped:

The 'dhaba' employees -

- Took a step back, ideated on ways to create a brand for cleanliness
- Implemented the ideas, one at a time, with specific sprint goals
- Obtained feedback from visiting customers by taking them through a changed experience
- Elevated the goal later, from 'enhanced hygiene' (input) to 'daily sales impact' (outcome)

Tamilnadu IB Police Field
Work Reimagination

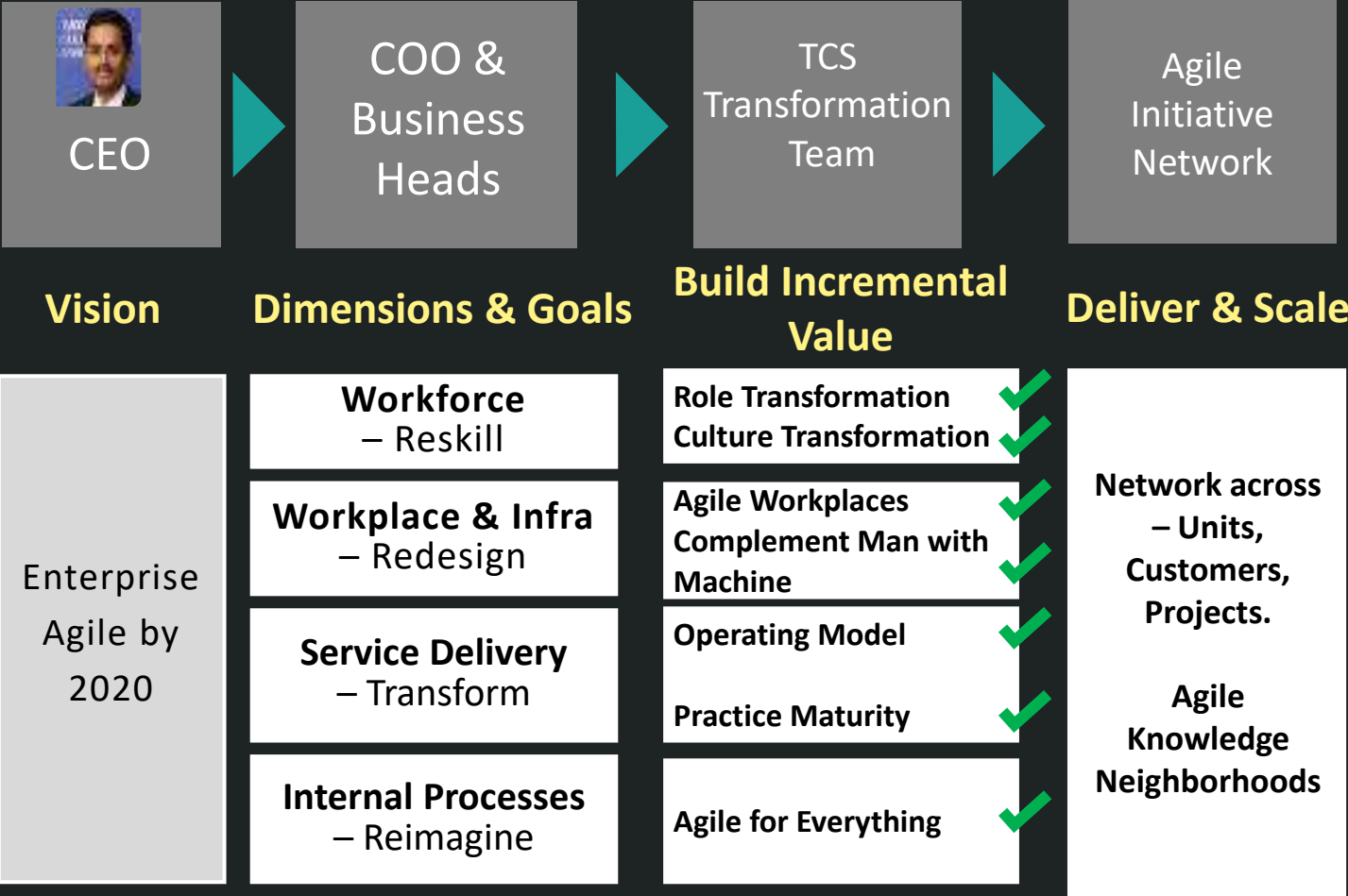
Bangalore Clean City
Initiative

Organ Donation Enrollment

Million Trees Initiative

Gujrat Urban Development
Field Work Reimagination

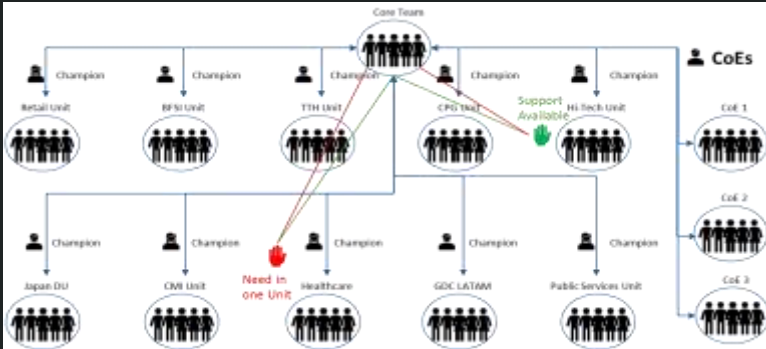
TCS Enterprise Agile – How we did it



TCS Enterprise Agile – Scaled across the massive size thru neighborhood model

Traditional Structure

Flow blocked through hierarchy

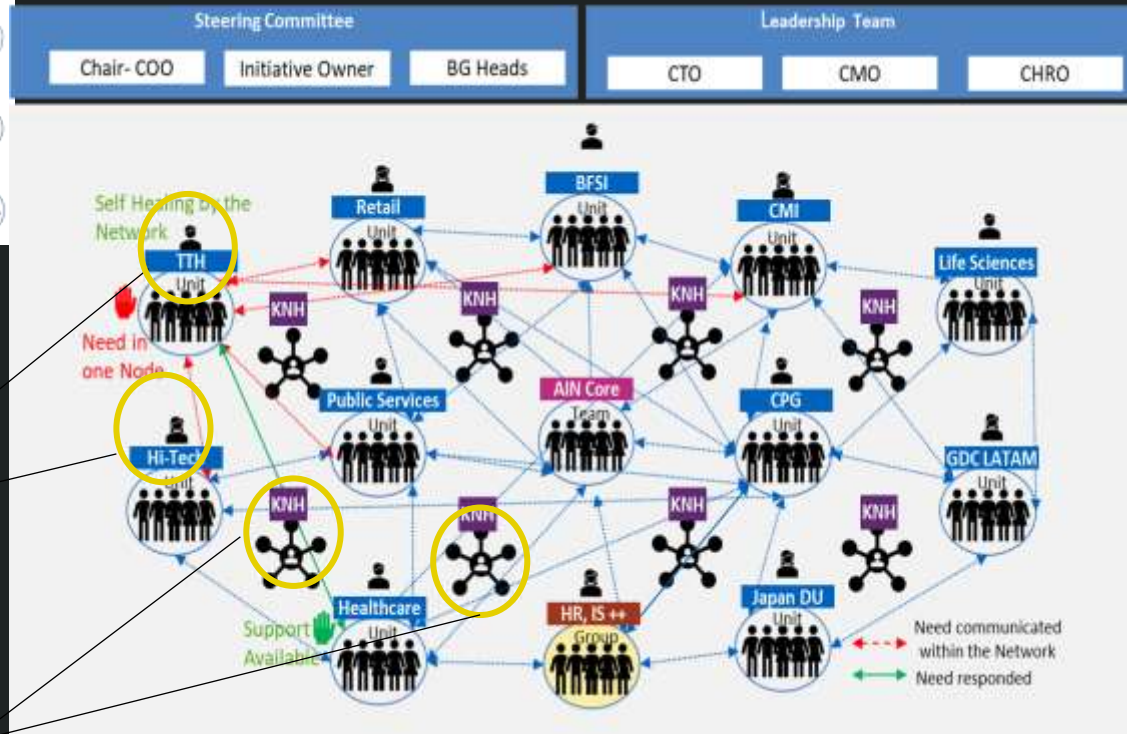


Each Business Unit has a Unit Agile Leader and their teams
(Consumers)

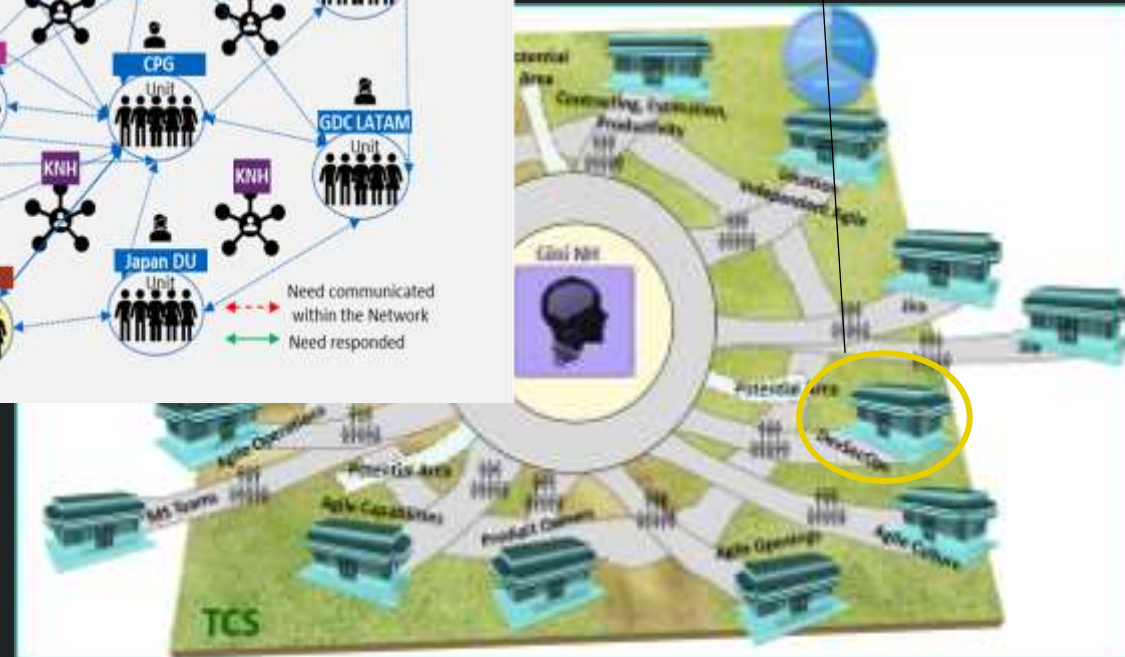
There are 14 Neighborhoods – self-organized expert teams, each one around a vertical subject
(Creators)

Neighborhood Structure

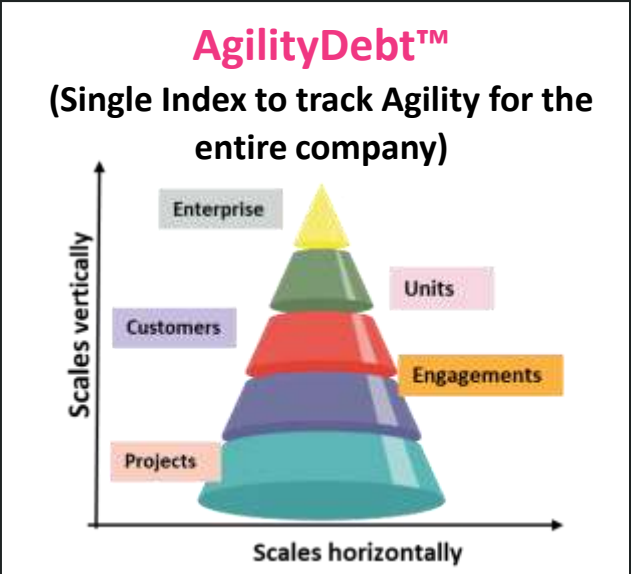
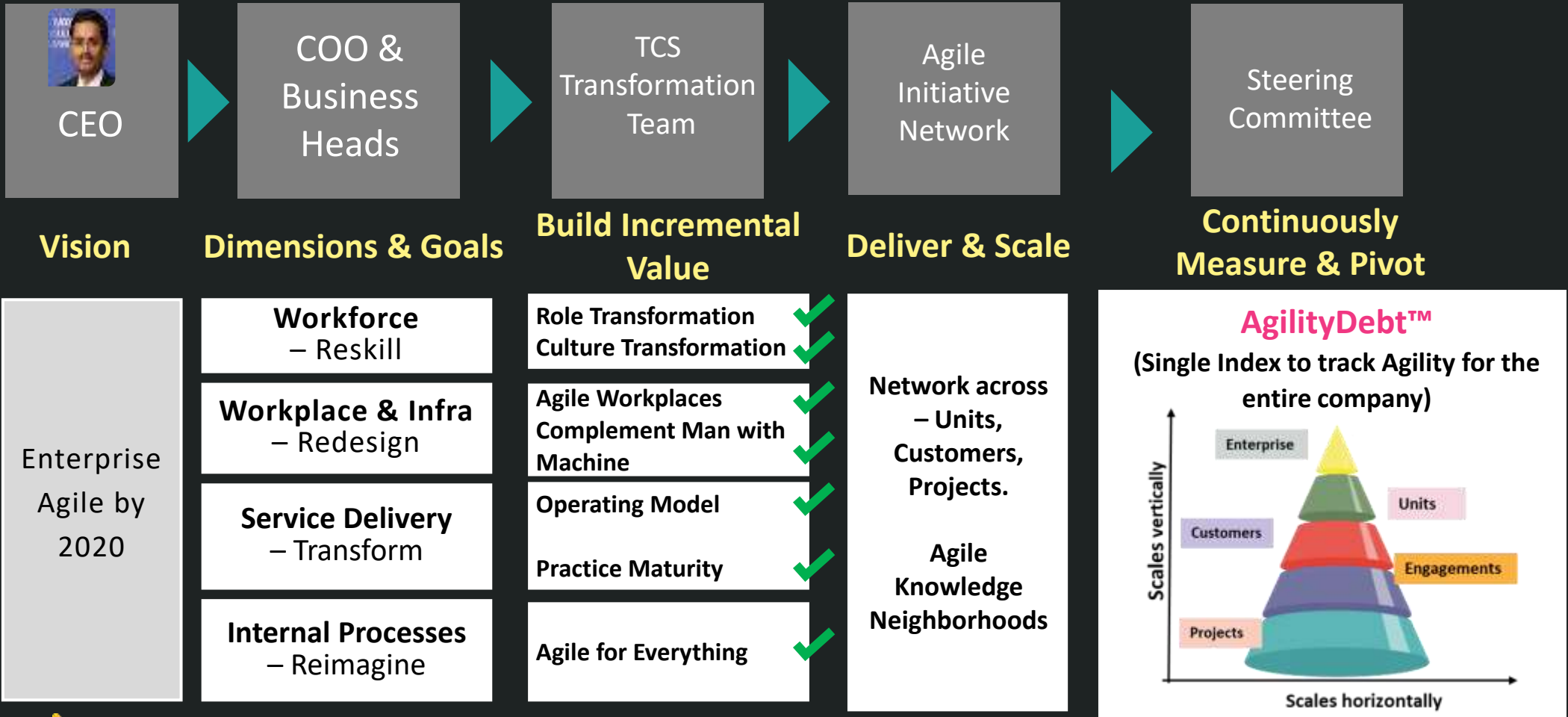
Expediting flow between creators and consumers



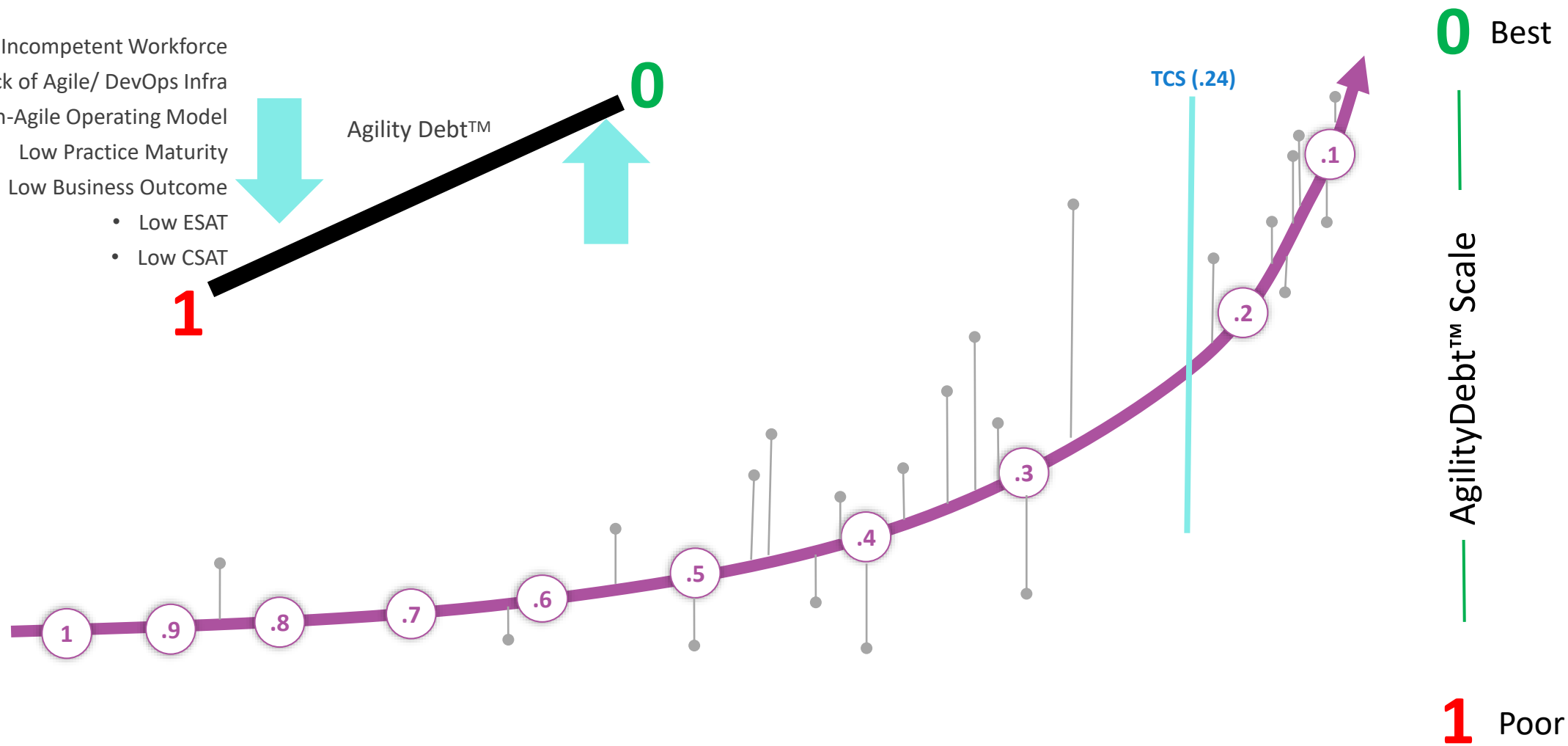
One of the 14 Neighborhoods is
DevSecOps
Neighborhood



TCS Enterprise Agile – How we did it



- Incompetent Workforce
- Lack of Agile/ DevOps Infra
- Non-Agile Operating Model
 - Low Practice Maturity
 - Low Business Outcome



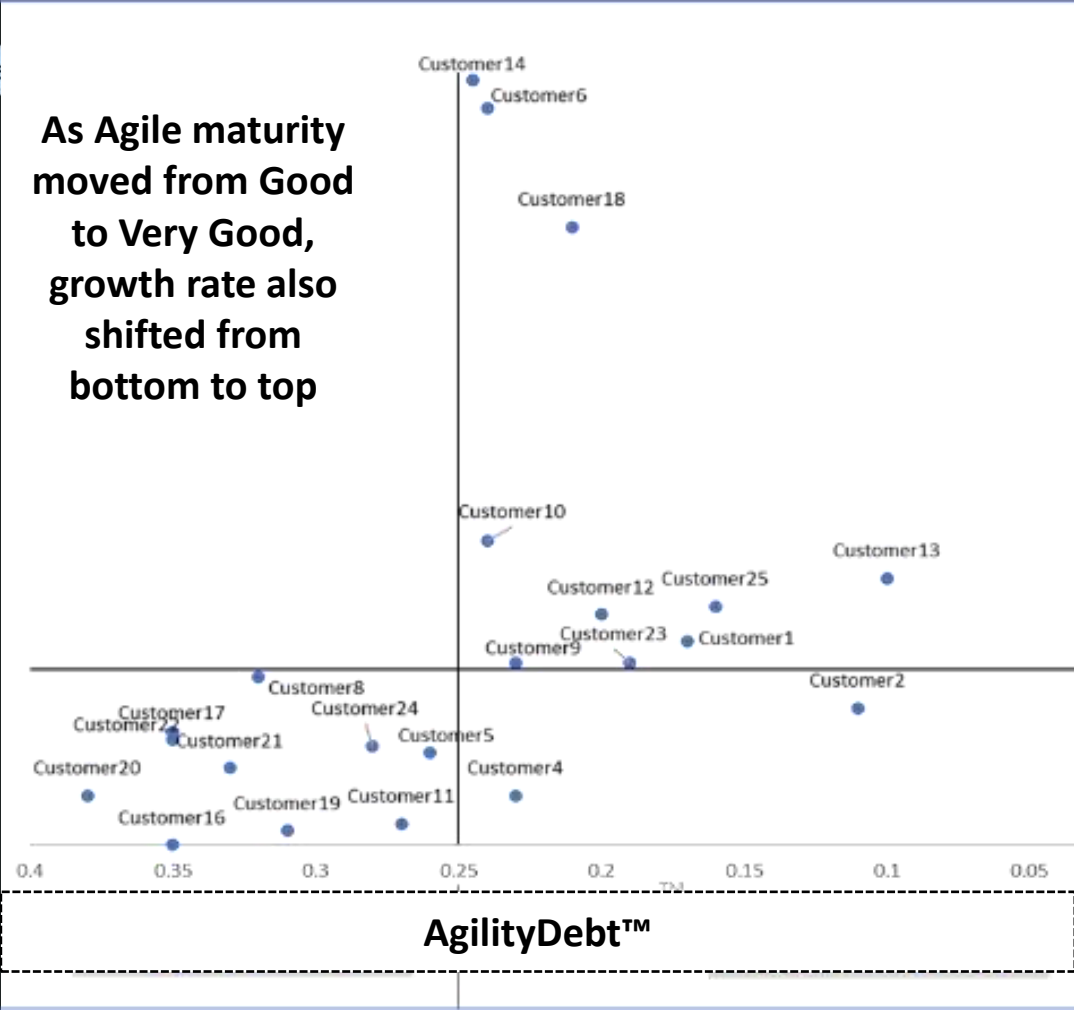
0.85 AgilityDebt™



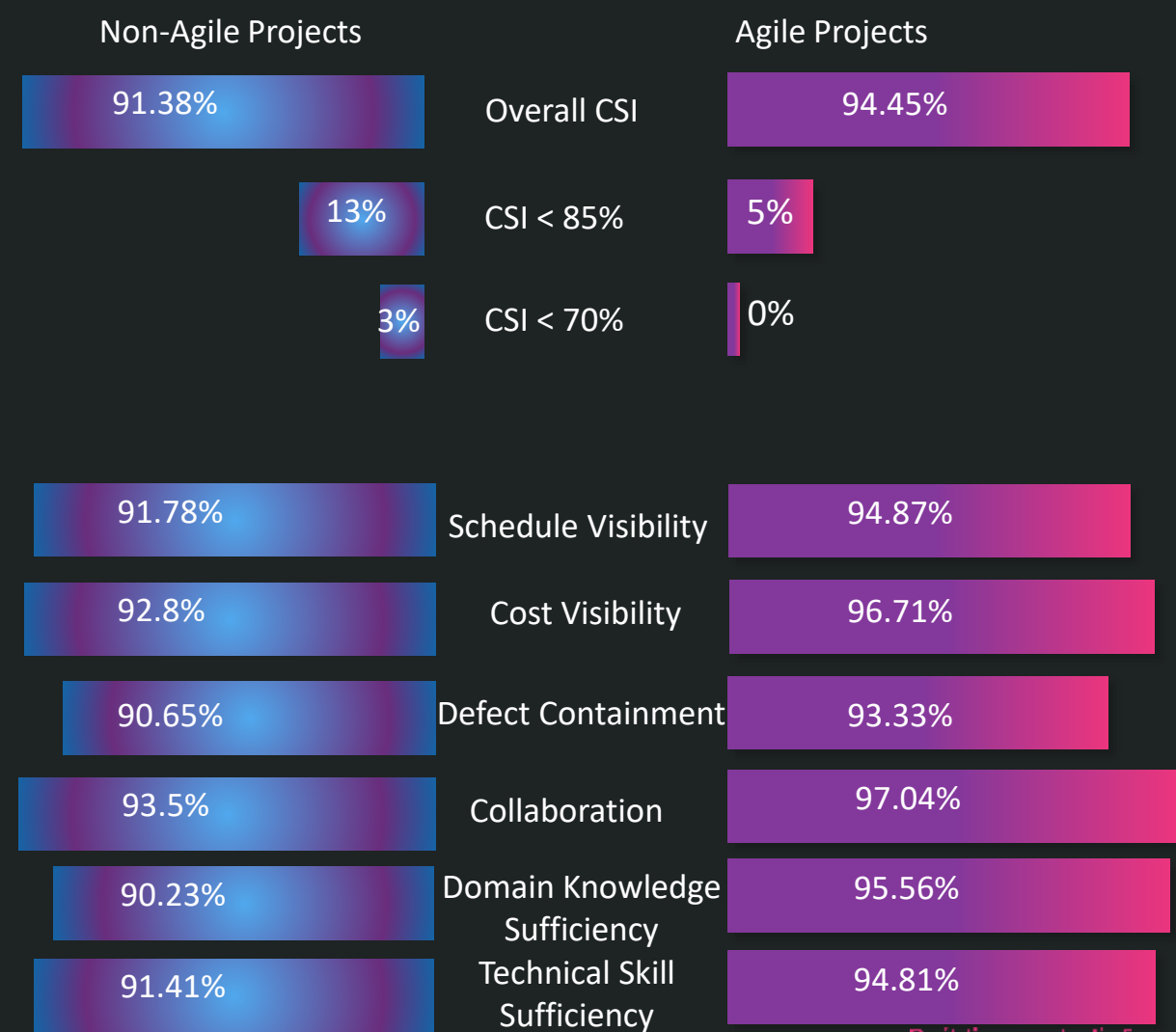
0.24 AgilityDebt™

TCS Enterprise Agile – Customer’s Outcome proportional to AgilityDebt™

For significant number of customers, their growth showed linear correction with their Agile maturity

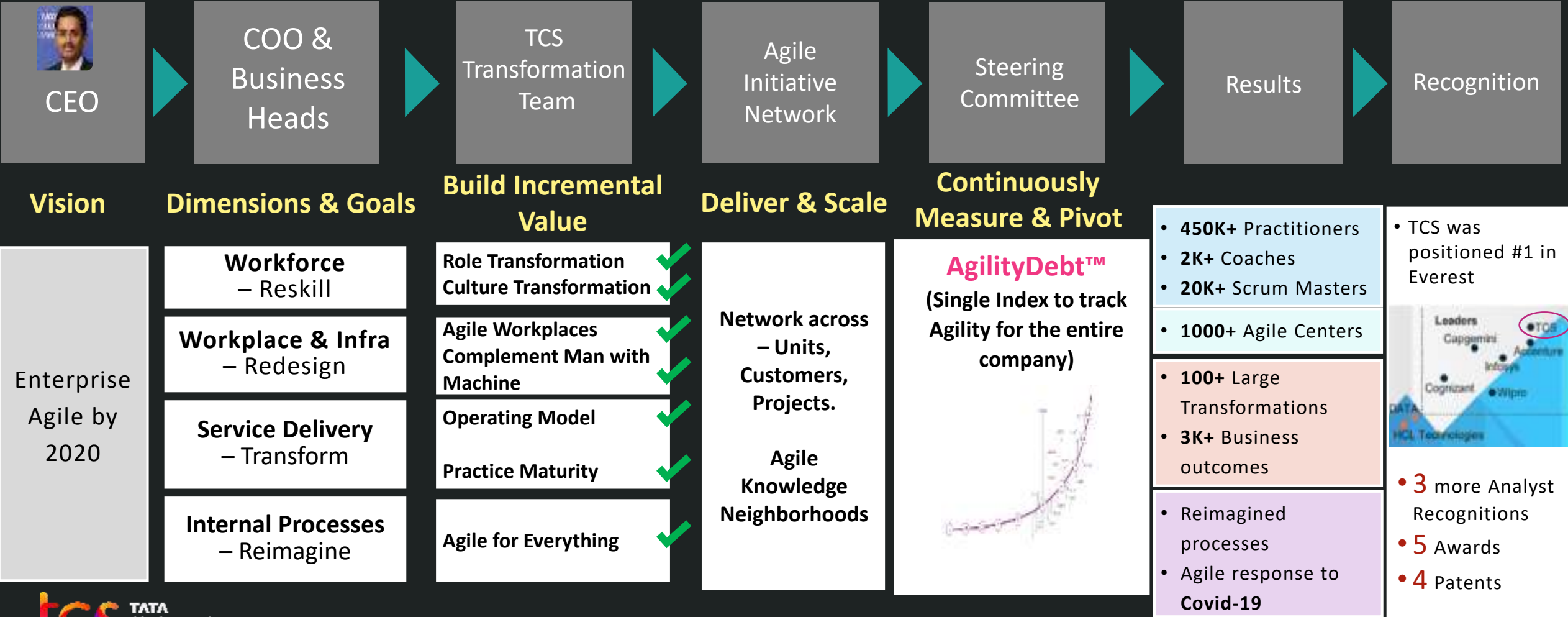


Customers of Agile projects gave more CSAT score than Non- Agile Projects. The Margin increases with higher Maturity level



Building on belief

TCS Enterprise Agile – How we did it



TCS Enterprise Agile – Industry Acknowledged it as well

Expert Endorsement



“Agile and DevOps make you future proof and for any kind of organization it is easier said than done....But the way it has been approached in TCS in a very disciplined way, making sure that you make it step-by-step, moving forward, is really an absolute joy to see.”

- Arie Van Bennekum, Co-author of Agile Manifesto

Industry Analyst Rating



IDC DevOps Market Scape Survey for Global DevOps Services

Leader



Everest Group PEAK Matrix™ for DevOps Services

Leader



NelsonHall NEAT for Agile DevOps & Automated Development Services




Leader

Patent Awards

Direct grant of patent

TCS Location Independent Agile™ by US Patent Office



3 other patents  **Agile CBO™**  **SPACE™**  **Jile™**

Awards

Rolland Sullivan Medal for ‘**Largest Enterprise Agile transformation in corporate history**’, TISS



CSPIN’s **Enterprise with Business Agility** Title



Finalist in DASA DevOps Awards Summit, **Business Value** Award category



CIO 100 Award for delivering **Business Agility** through Large Scale Enterprise Agile Transformation



#TCSLivingAgile™ WON TCS Blitz Best Innovation Award for **outstanding customer outcomes**



TCS Enterprise Agile – The Journey improved Business Agility of TCS & Customers

114 Roles

Lean
Agile
Roles



25,000+ Agile/
DevOps Teams
with 7 Roles

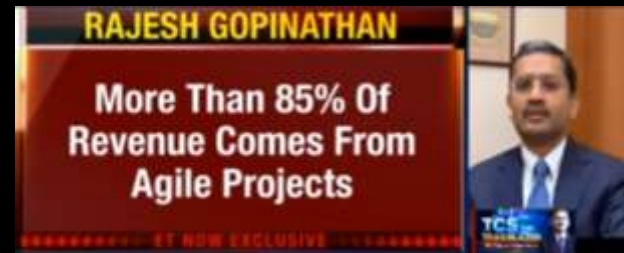


90%
(15,000+
Projects)

10%
(1700)



80% of Agile/
DevOps
Engagements
reporting **3,400+**
Business
Outcomes



41 Key
Processes -
Low Agility

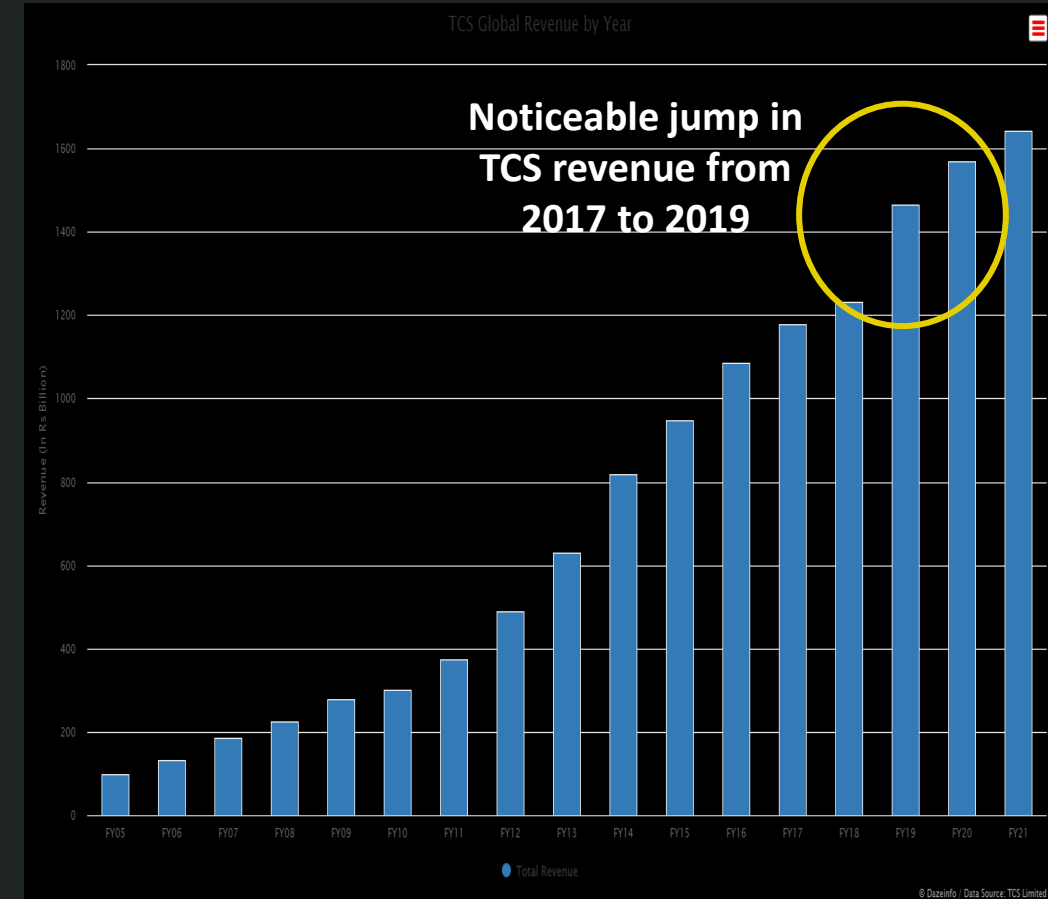
Agile
Clients



*"TCS Enterprise Agile is
an industry benchmark,
and we can see its effect
in improving
performance across all
business objectives"*



Ron Radice, Lead Appraiser,
Closure ceremony of CMMI
Assessment 2020



This Rewarding Initiative has encouraged TCS to continue its Agile/ DevOps journey

Having seen the power of customer centric Agile/ DevOps operating model, TCS has undertaken a global company wide operating model change around customer value streams

Customer
Incubation Unit

Customer Growth
Unit

Customer
Transformation Unit

Here's the help we are looking for...

- TCS Enterprise Agile as a framework is repeatable for any organization. We are willing to help others who want to undertake similar journey, and refine this as a standard in the process
- There are pointed areas of interest that we are working on: Cognitive tools for MVP identification and refinement; Patterns of operating models for large and complex organizations; Business Value Measurement; Innovative contracting models between customer and service providers. We would like to learn from others who are doing something in these areas



Thank You