PEDCO
Applied SAFe®

Applied SAFe Case Study

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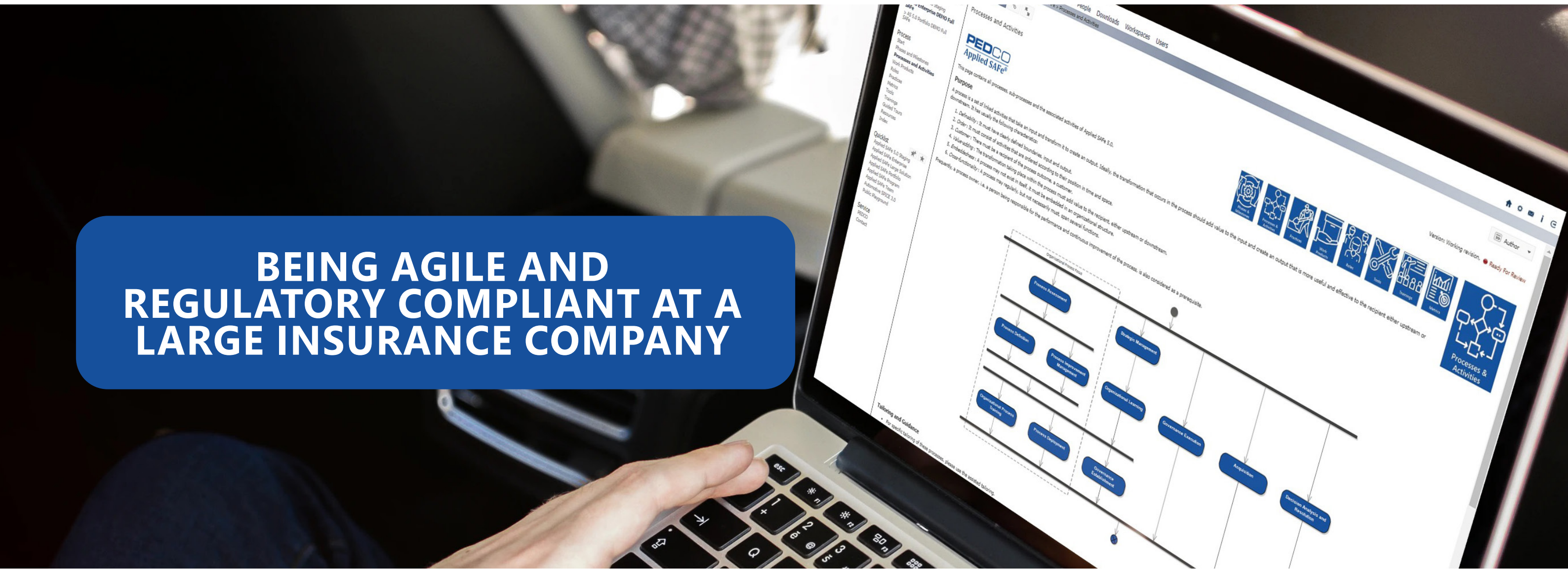

BEING AGILE AND REGULATORY COMPLIANT AT A LARGE INSURANCE COMPANY

Challenge

Our Client is a financial institution with a history of being the most innovative in their industry. This diversified financial institution offers banking, insurance and financial investment and employs more than 30,000 people across the globe. They are a leader in the financial services industry, however, to maintain their position as the financial services provider of choice by more than 8 million members, they needed to reduce their time to market with innovative products that meet their customers' needs globally.

They began their agile transformation to grow their market share by reducing the time to market and deliver innovative products. As the transformation gained momentum, the President of the bank determined that they needed help in scaling agile as they relied on outsourced IT development. They began, identifying the need to respond to their members needs faster in a more global economy.

Our Client needed to provide assurance that their Agile Process and their Risk Controls were documented and made visible in a single source of record by developing a common Taxonomy and Language across all lines of business and their enabling partners. There was a great amount of discussion back and forth to discuss the actual, and concrete implementation of SAFe. The used description (as a QMS) was no base to prove correctness in regards to completeness, unambiguity and finally grew into a too large description with redundancy and sometimes even contradictory information. Taken together, this was no base to the further development of SAFe and finally to prove compliance in there environment.

Solution

It was decided to start a pilot with Applied SAFe as Lean QMS. Applied SAFe is an interactive and tool-agnostic framework of how to achieve business agility in a regulatory compliant way. The internal LACE team was trained to lead the further customization of Applied SAFe.

The concept was to adjust just as little as absolutely necessary which resulted in a Reuse-Rate of almost 90 %. Defined roles, their interaction, and supporting artifacts, enabled a clear and common understanding for all participants. Roles were used as is in Applied SAFe and enhanced with specialized responsibilities, the concept was to keep number of additional roles to the existing roles as low as possible.

Existing process assets like 'Standard Operation Procedures (SOP)' , e.g. for Testing, were integrated into Applied SAFe. With the use of Applied SAFe's organizational processes assets, agility and compliance of activities could be established as self-proving evidence.

As a great amount of solutions had already a very long history (> 15 years) a lot of attention was set on how to handle and maintain existing documentation. Specific deliverables like 'Solution Architecture Document' or requirements with use cases had to be maintained and 'how to handle' practices described. A great deal was invested in having a standardized set of Definition of Done (DoD's) in place. With Applied SAFe, new and old team members were all on the same page with the taxonomy of SAFe and their processes.

Compliance: The processes were designed in accordance with an agile mindset AND compliance to regulatory requirements in mind. This allowed the Client to come up very quickly with a basic, intended solution based on Applied SAFe as a Lean QMS and to convince the regulator that the chosen model was acceptable. In later versions, a full compliance to regulatory requirements was proven.

Results

The leadership, training, mentoring, and the support of PEDCO's platform Applied SAFe has led to incredible results. Some accomplishments include:

- ✓ **Commitment to Continuous Improvement:** By keeping teams together, they were able to "inspect and adapt" after each Program Increment (PI), learn from the things that did not go well and do more of what worked well for them. The direct and honest feedback that was exchanged through the comments in Applied SAFe was not just on the practices and activities, but translated also to the product and delivery, and how they could do even better for the next PI.
- ✓ **Scaling the Enterprise to Deliver Products Faster:** Today, the Agile Enterprise has grown to include the Bank with 8 Portfolios and 18 Trains, and Property and Casualty with 5 Portfolios and 14 Trains. Investment Banking is now ramping up to take their agile journey to the next level. Employees are more engaged, and began delivering on demand and creating opportunities for continuous learning.
- ✓ **Automating Processes to Decrease Time to Market:** Taking an iterative approach to frequently deliver to production, automating testing harnesses and building a lean set of processes and controls that allow for release on demand have allowed a reduction in the time to market in many instances by 60%.
- ✓ **No more treasure hunt:** The Client found that by giving employees everything they need in one platform they have improved the clarity of SAFe with 67% less discussion time and a faster ramp up with new hires.
- ✓ **Compliance Issues Solved:** With the new QMS in place, trust was re-established. With mappings from Applied SAFe to regulatory requirements and additional processes on an organizational level, compliance was established, all while being agile AND regulatory compliant.

Talk with us!

We are well aware that this anonymized case study may not include enough details as expected, but it's hard to provide the right content without flooding you with too many details. As you have read this case study, we assume that you are interested in a pragmatic solution. So we would love to find out what you are looking for in reality, to show you your information wanted and to see if we can be of any help towards your goals.

Let's start talking in a free session: pedco.appointlet.com