

**What are you
prepared to give up?**



the
NEXT
BIG
THING

- **Why change?**
- **How did we transform?**
- **Results & lessons learned**



postpakketten loket 3 en 6

- postgiro
- rijkspostspaarbank
- giropassen

- telefoon/telegraaf
- op verzoek voorrang voor telefoon

- kentekenbewijzen
- viskaarten
- gemeentehandelingen
- overige diensten

alle posthandelingen
postpakketten loket 3 en 6

- postgiro
- rijkspostspaarbank
- giropassen

4

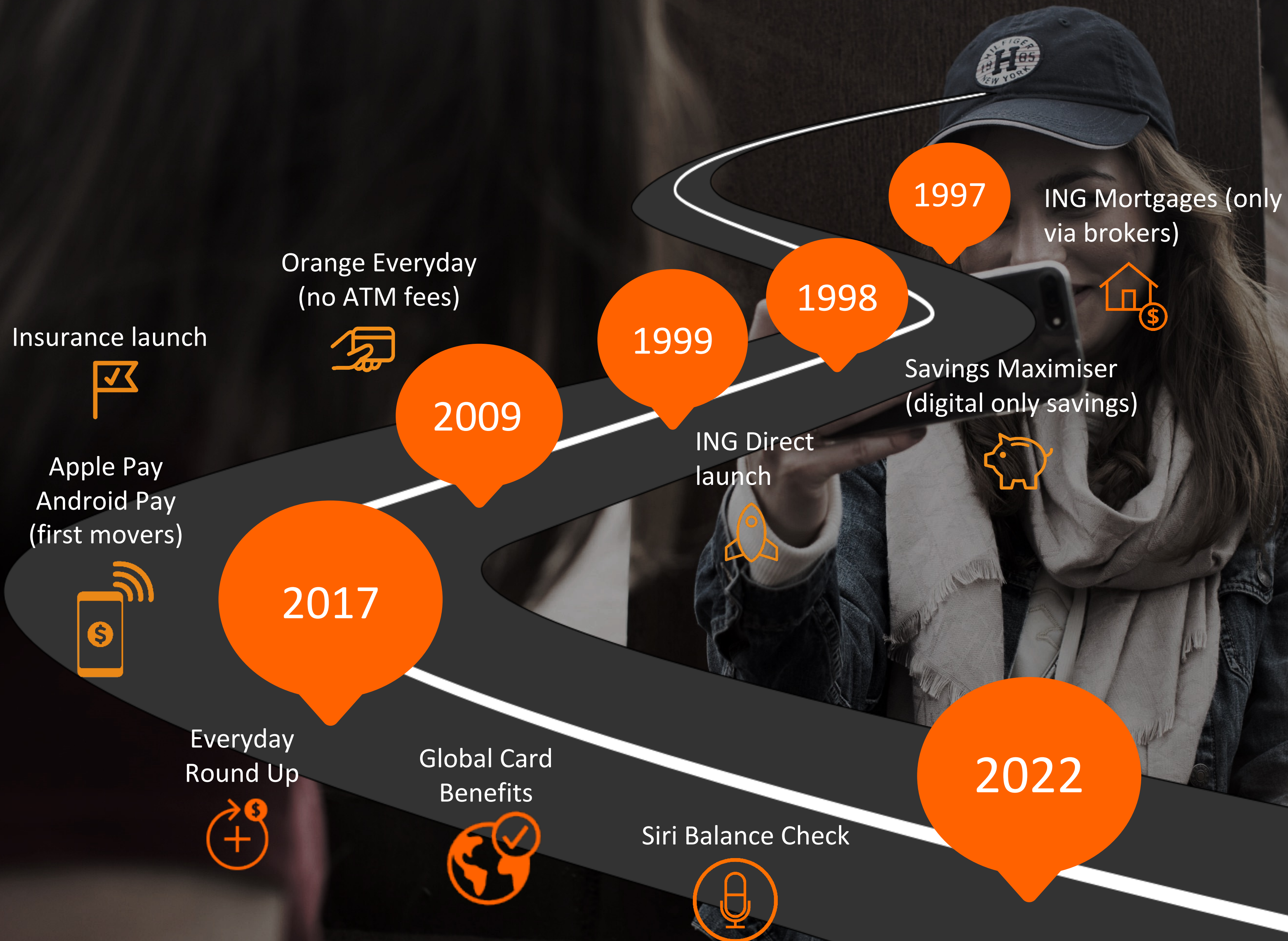
lieve mensen...
adresseer juist
en duidelijk

5

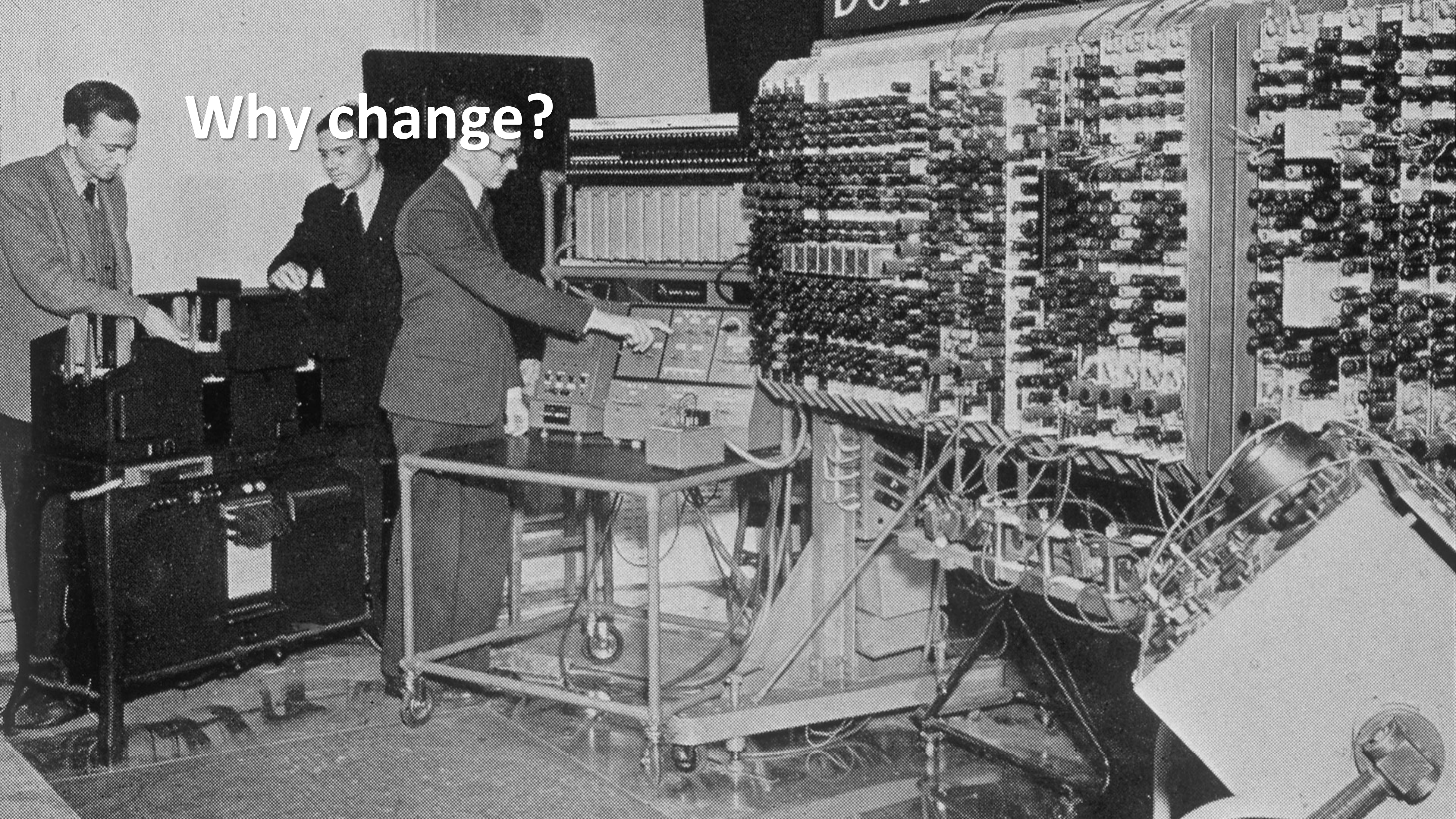




Some of ING Australia's achievements



Why change?



Things are changing at increasing pace



If I can't get it
in 3 seconds,
I'm gone...



“The most recent best experience at company A, is the minimum standard for company B”



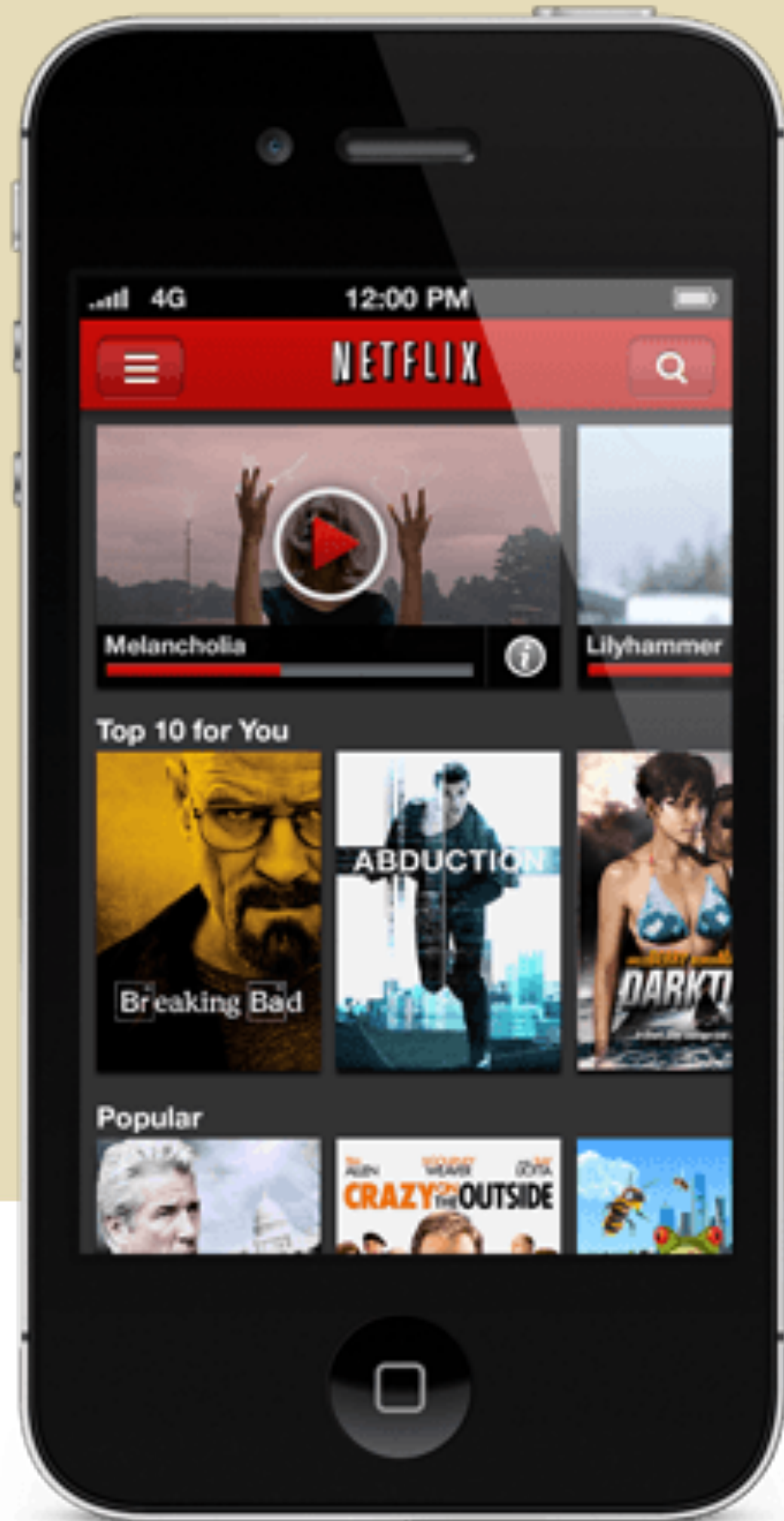
Zappos.com

NETFLIX

Google

Spotify

Google



Learn by doing

Learn by doing

Renew quickly

Learn by doing

Renew quickly

And don't stop before it works

Main goals

- Increase customer satisfaction
- Increase employee engagement
- Reduce time to market & handover

Empowered people, working in high performing teams,
organised around the customer



How did we transform?



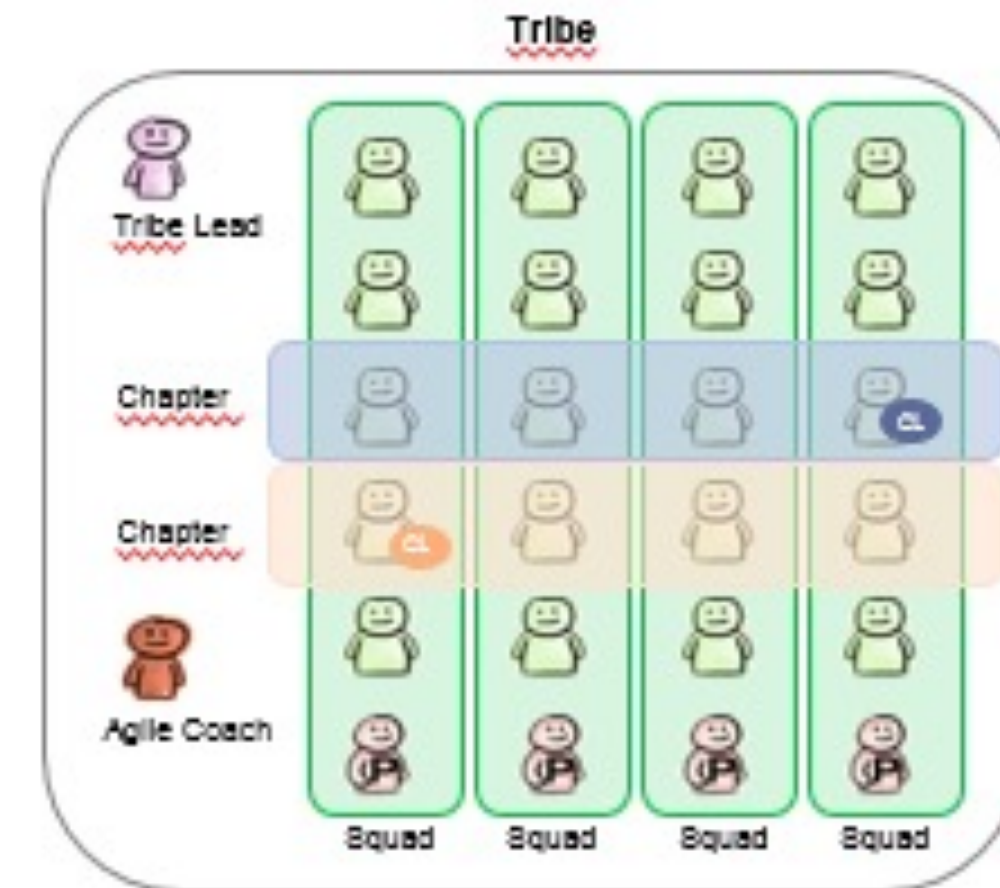
Three elements form the foundation of our transformation



Customer Centricity



Culture



Agile Way of Working

Creating a differentiating customer experience



Apple Pay
Android Pay
(first movers)



Everyday
Round Up



Global Card
Benefits



Siri Balance
Check

Our Culture: the Orange Code



you take it on and make it happen

you help others to be successful

THE
ORANGE
CODE

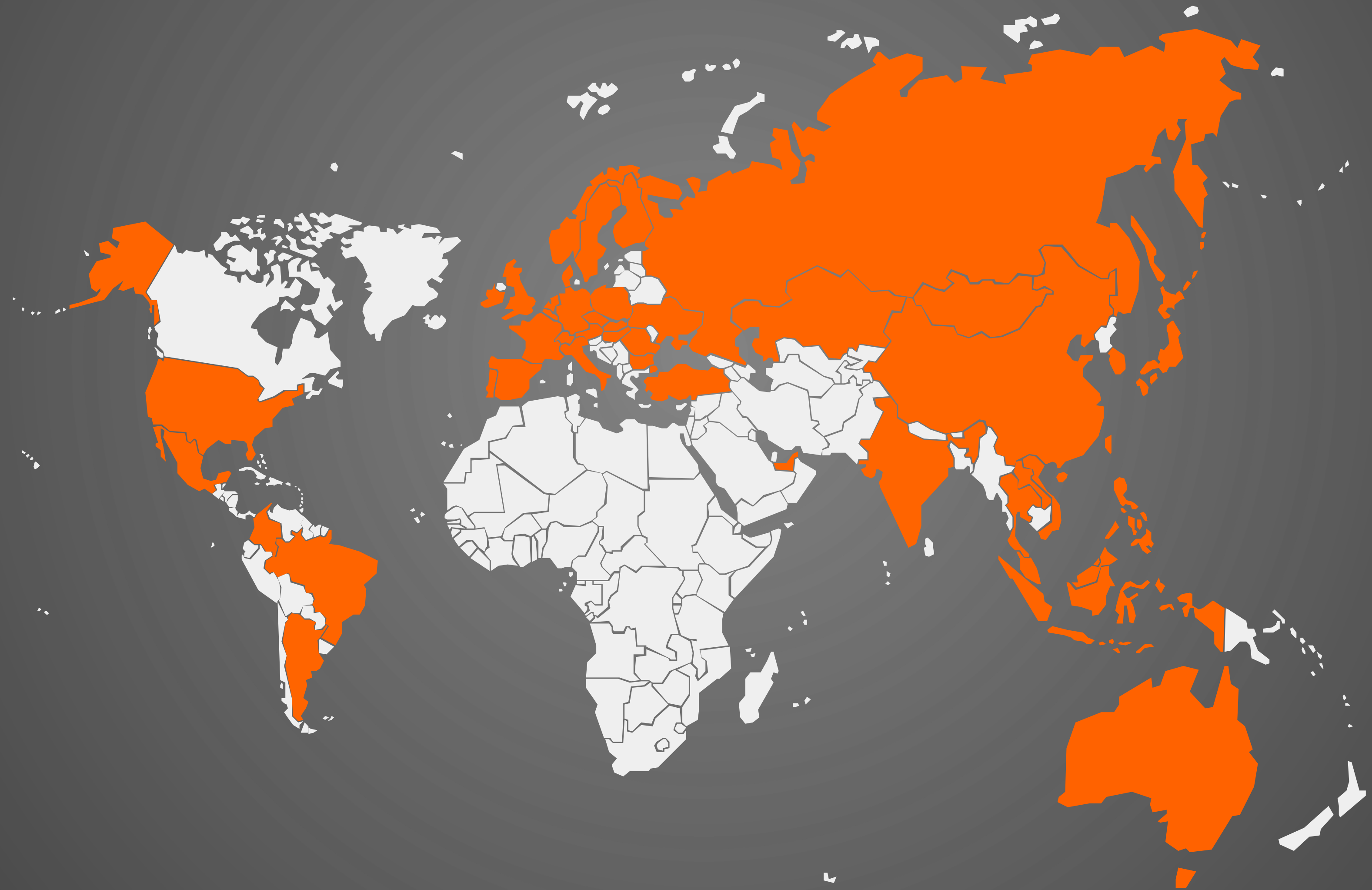
A whiteboard on a stand with a flip chart. The words "THE ORANGE CODE" are written in orange marker. Below the text is a single orange horizontal line. The whiteboard is set against a light brown circular background.

you are always a step ahead

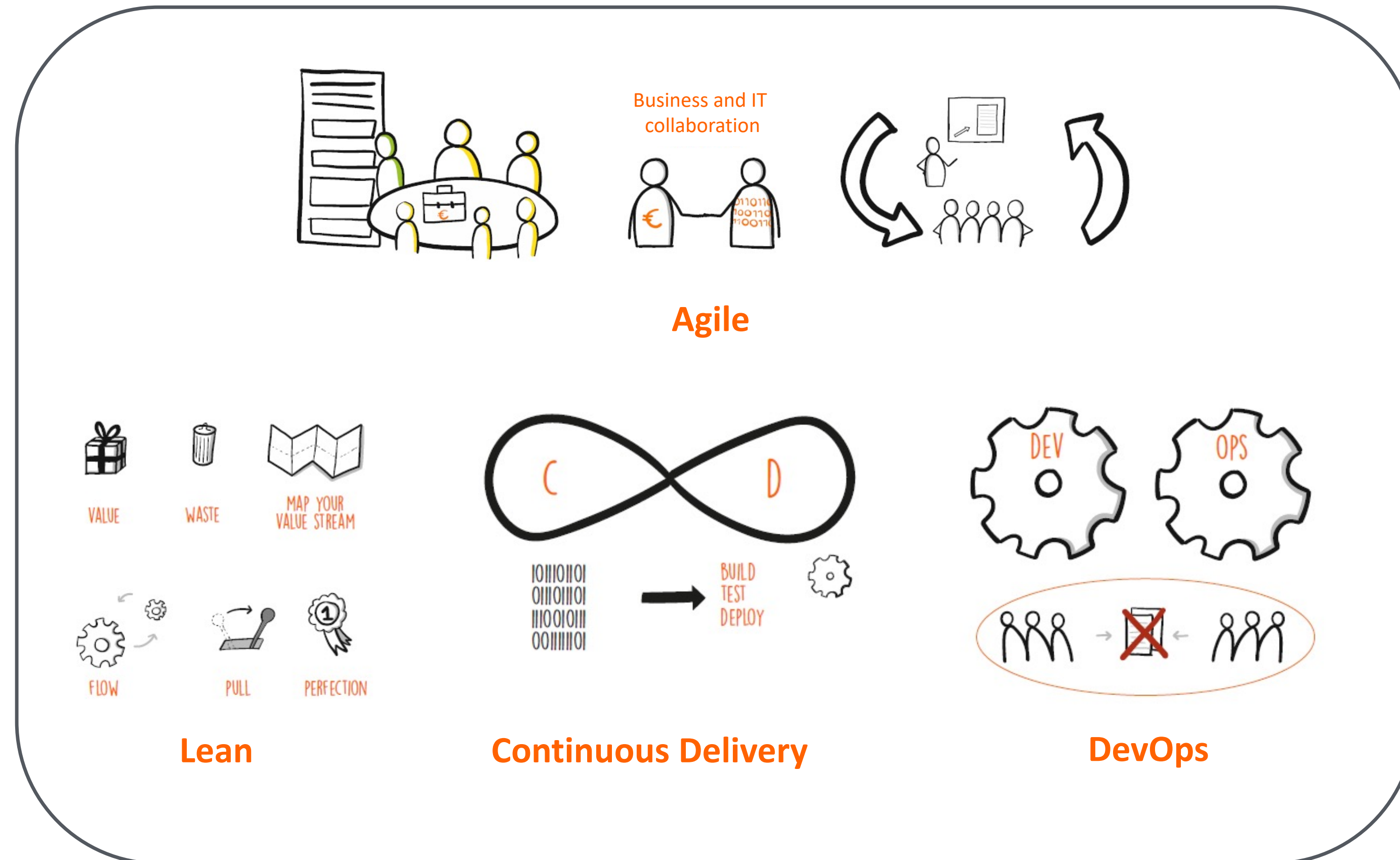
Our Agile Way of Working is based on these principles

- We work in **high performing teams**
- We **empower** teams
- We care about **talent** and craftsmanship
- We continuously **learn** from customers and apply learnings to **improve**
- We set **priorities** with the **big picture** in mind
- We are **consistent** in our organisational design and way of working
- We organise for **simplicity**
- We **re-use** instead of reinvent

One ING experience built on one global foundation

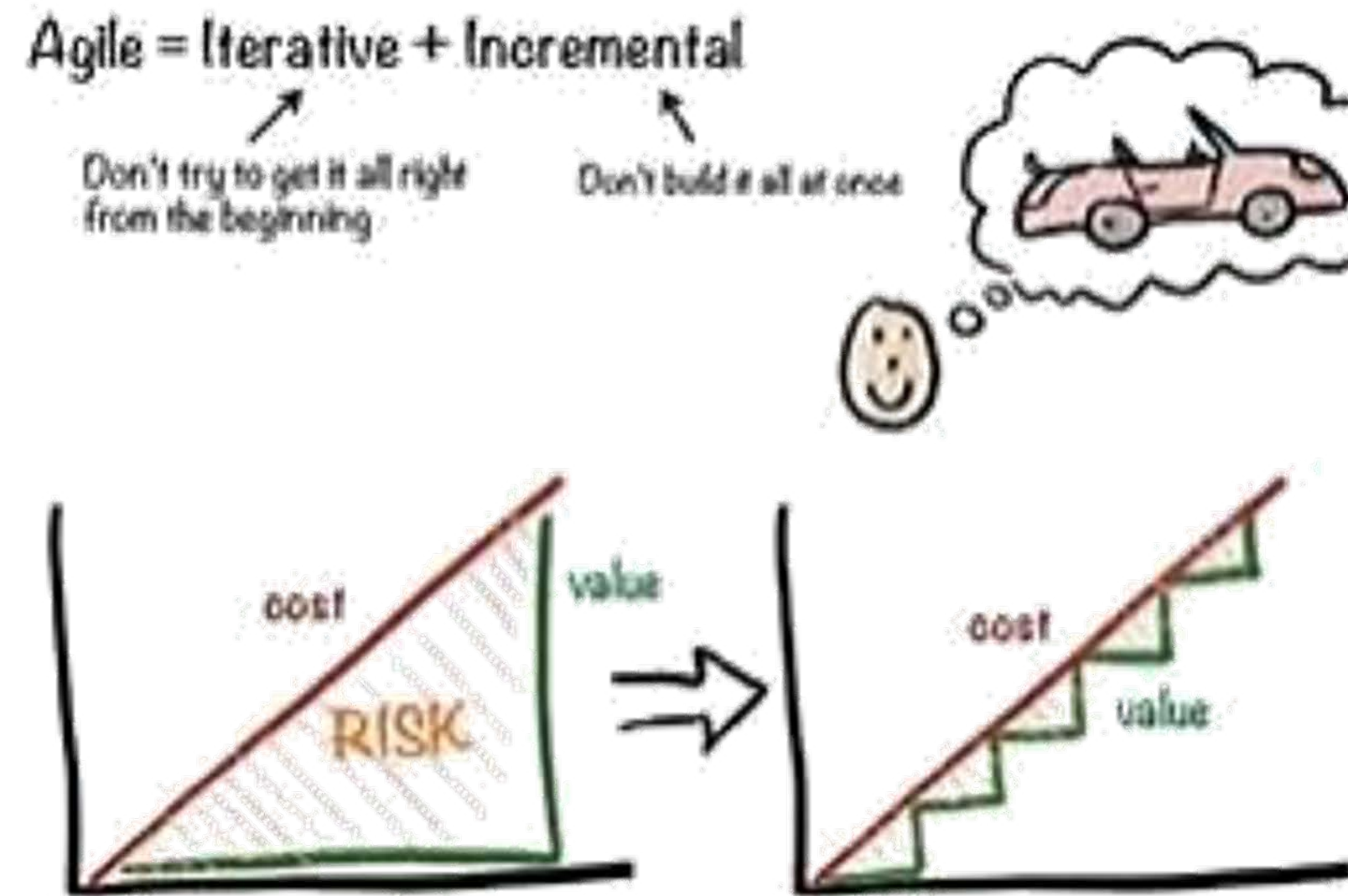


The Agile Way of Working is derived from well-known practices

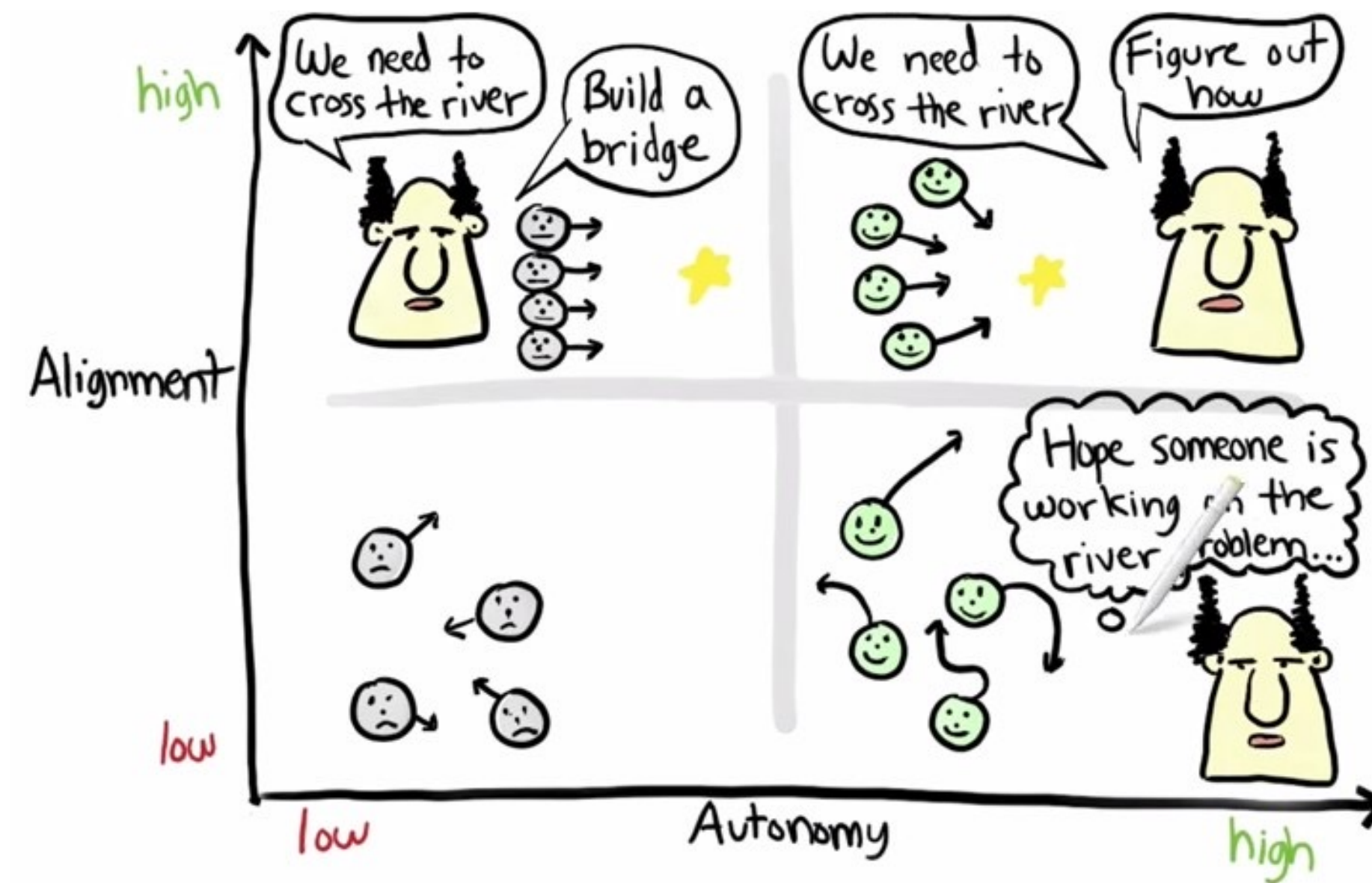


So how is ING adopting the Agile Way of Working?

Iterative & Incremental



Self-organizing and cross-functional

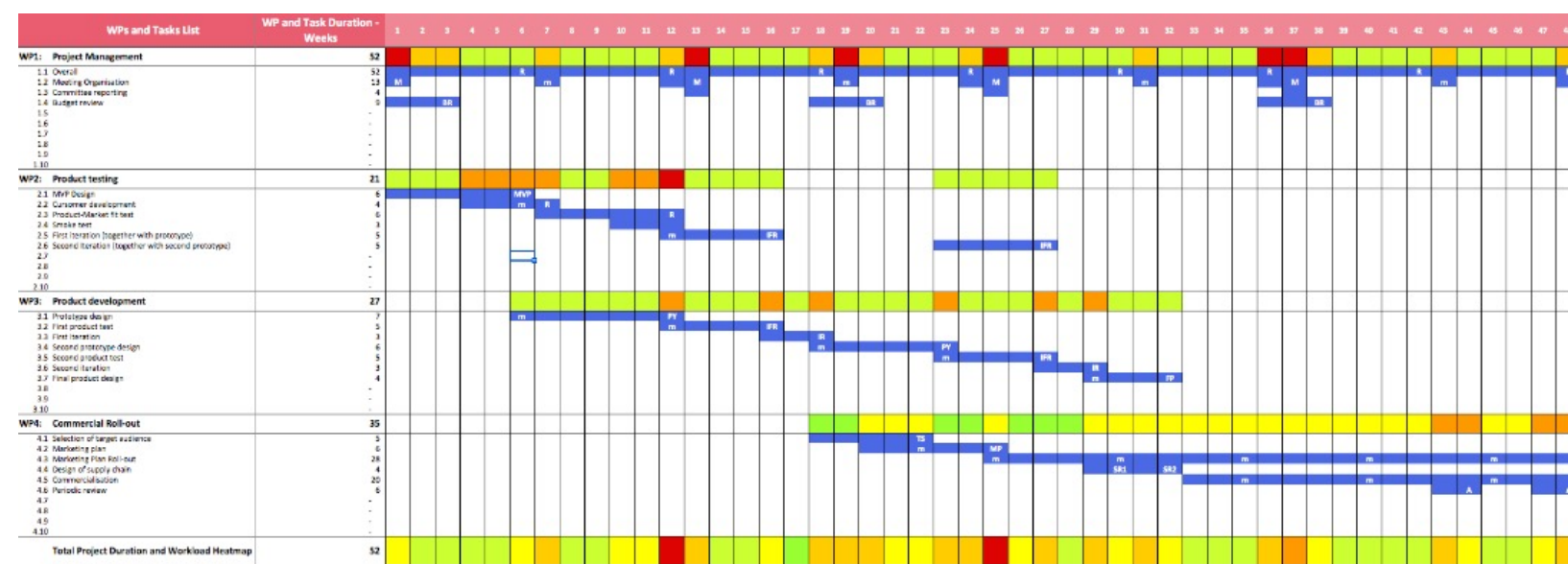


Flexibility: we move to shorter, integrated planning and delivery

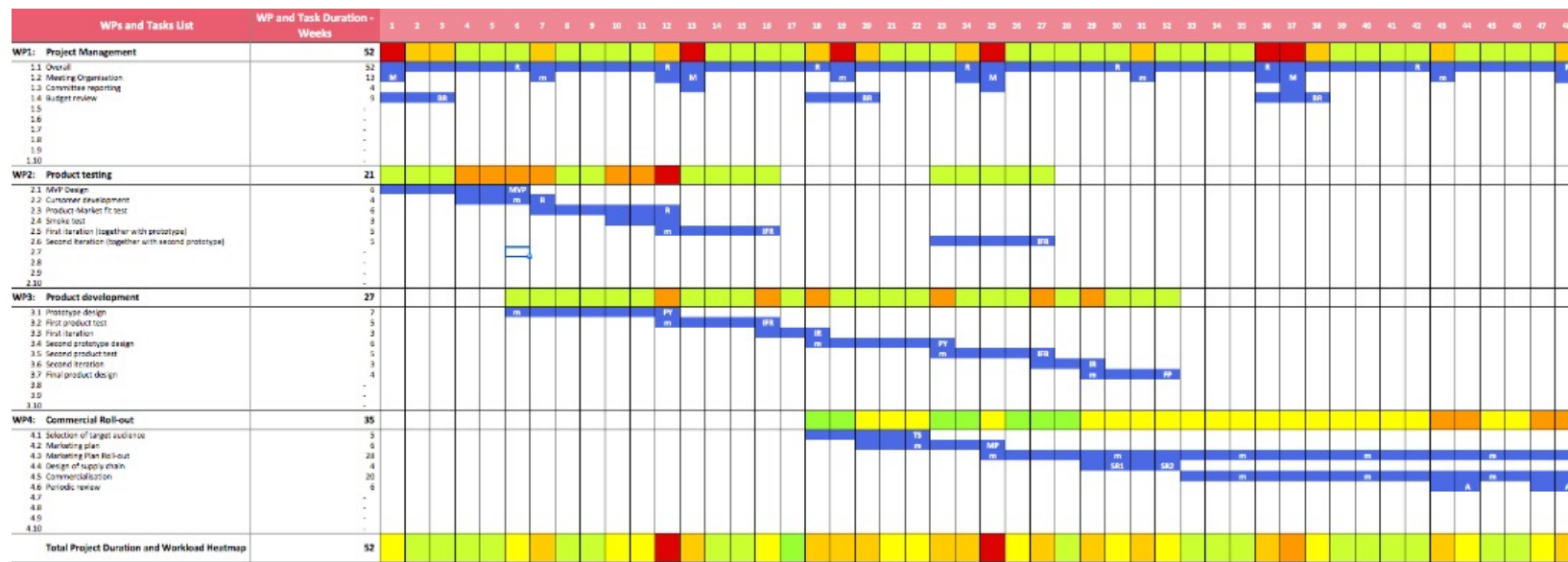
FROM

Individual long term program/project planning, claiming each others resources

Program 1

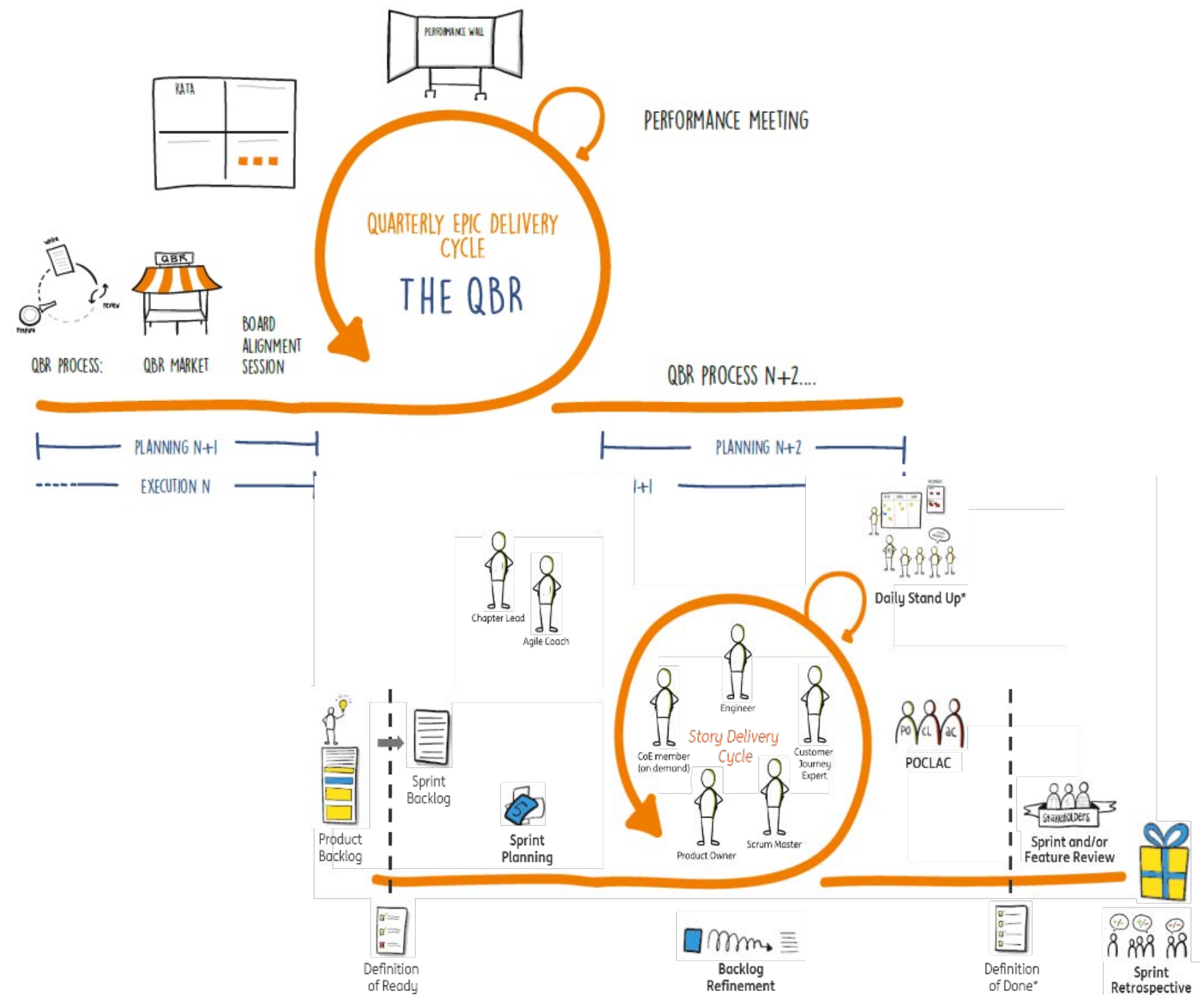


Program 2



TO

3-monthly integrated planning and review (QBRs), executed through OBEYA and sprints



Value: we deliver just in time, just enough, fast feedback

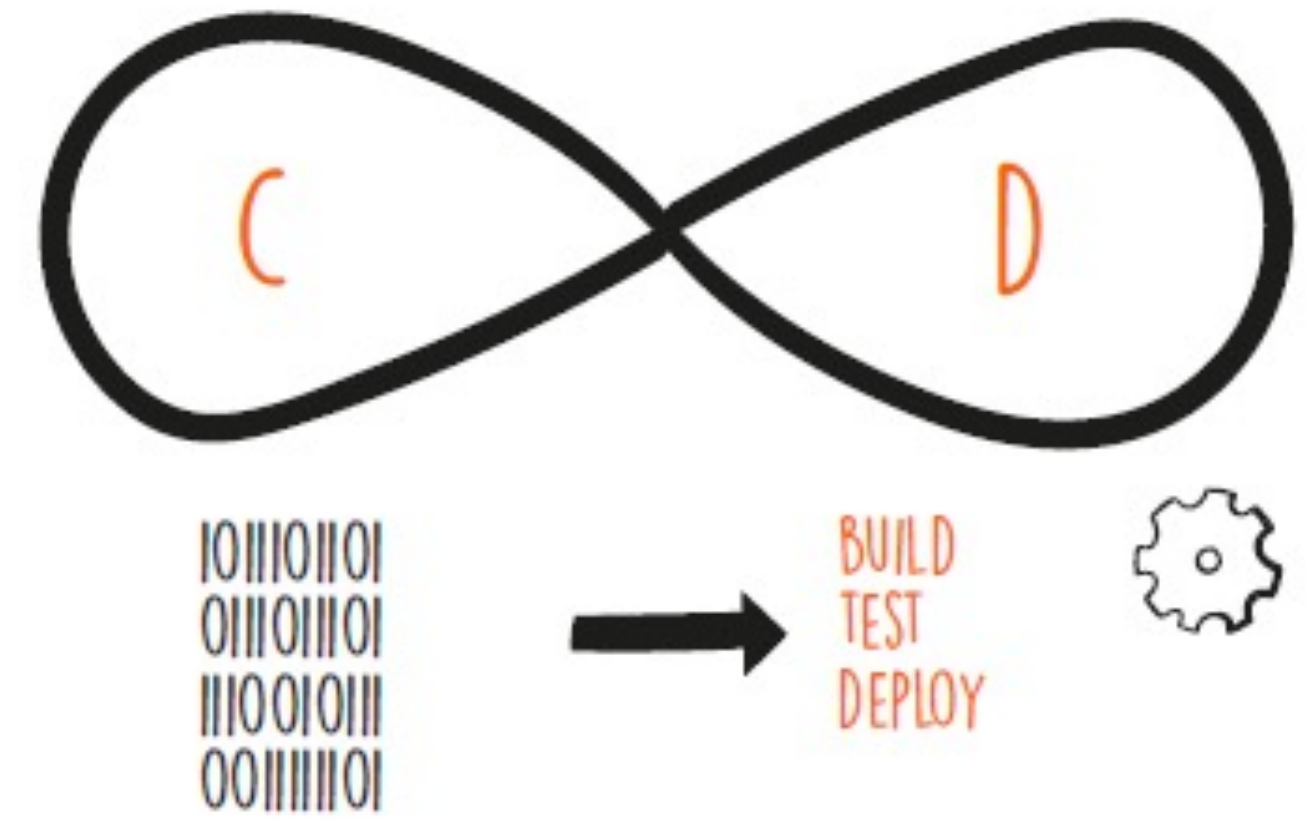
FROM

Big Bang Delivery



TO

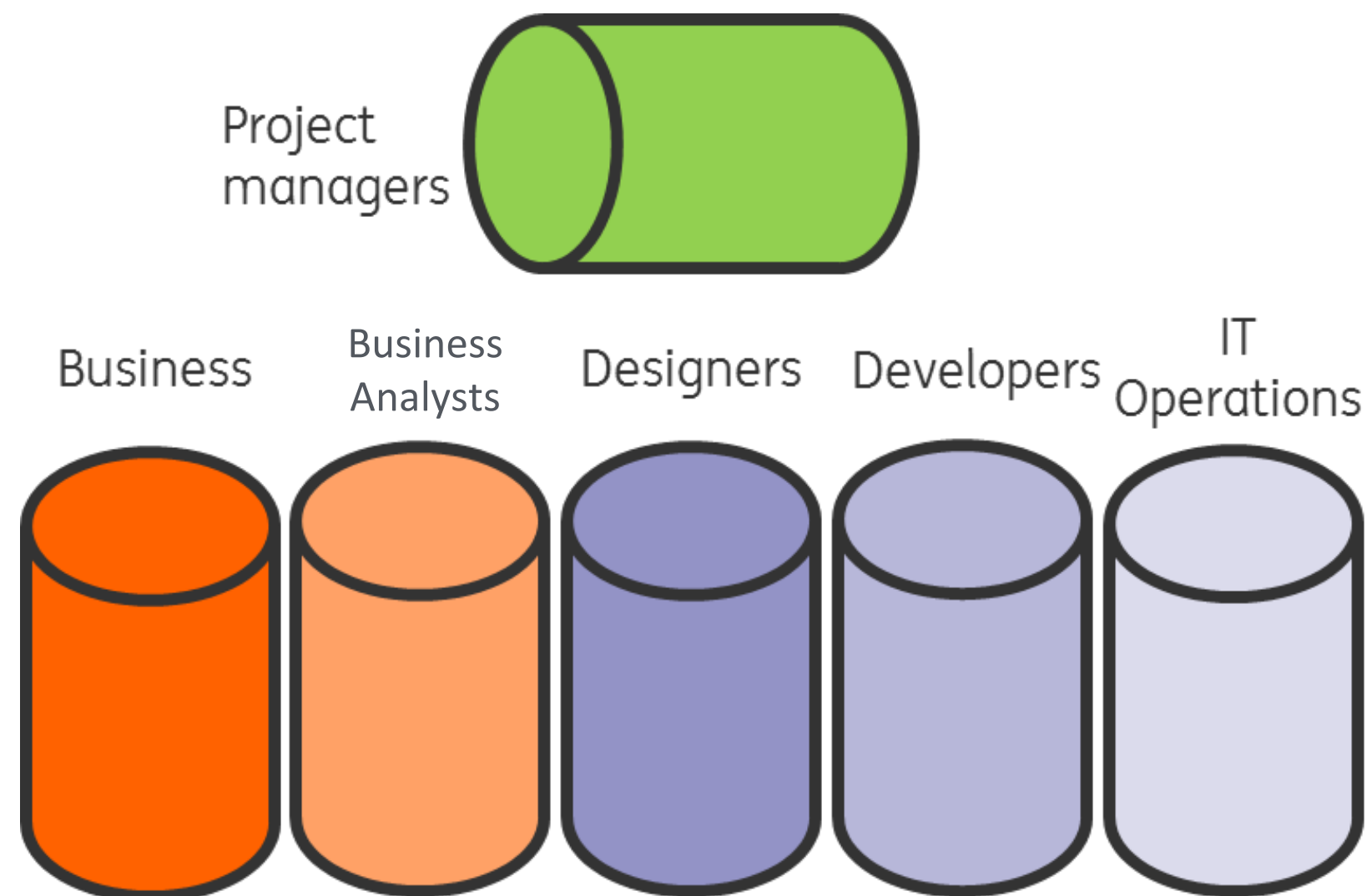
Continuous Delivery via Sprints



Autonomy: Business and IT work together in stable teams

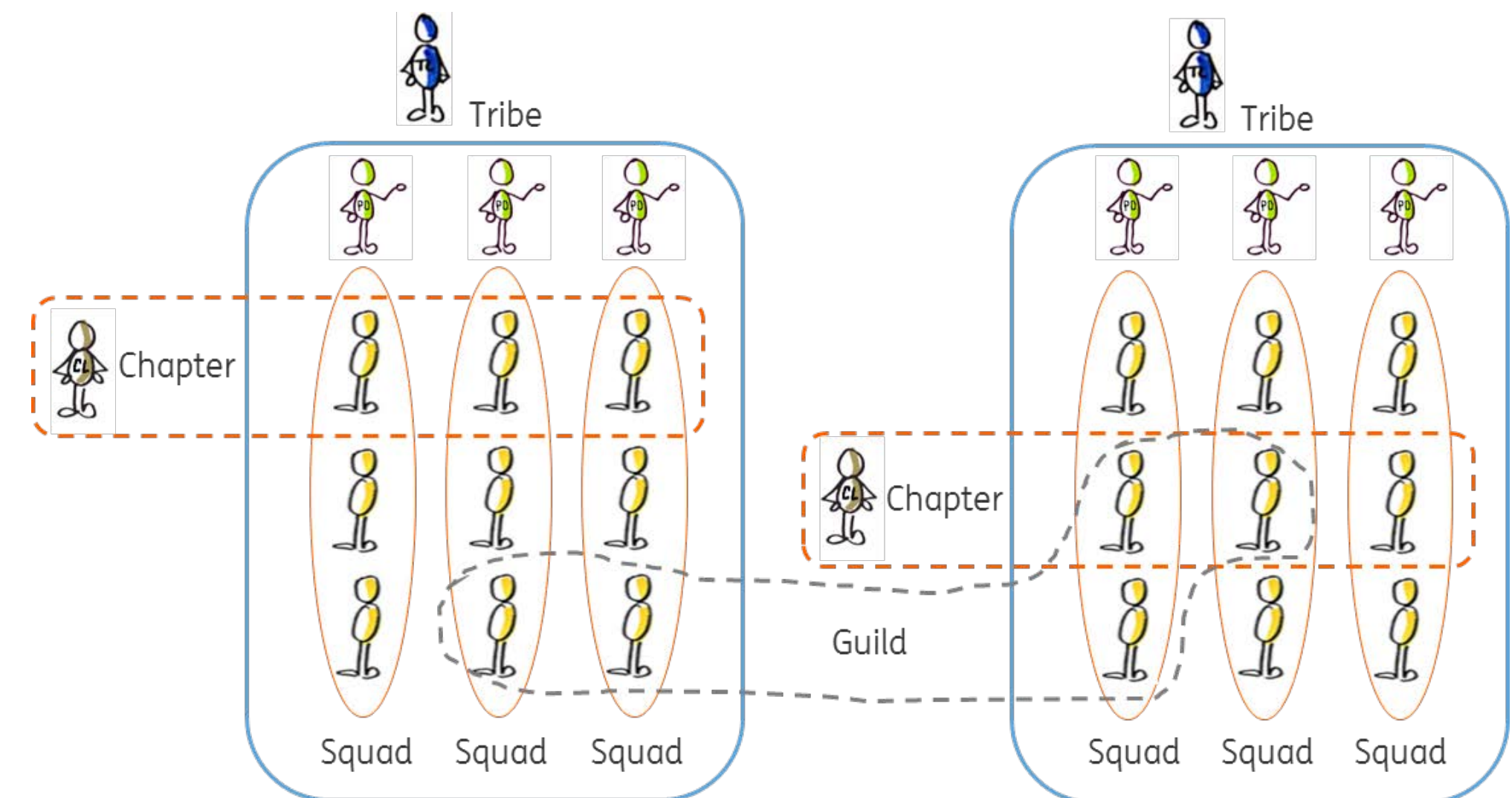
FROM

from silo based & temporary project teams



TO

collaboration based Tribes/Squads with (aligned) autonomy and E2E responsibility for what, how and compliance



Results and lessons learned



Increased customer focus

- + Cross functional tribes organised around the customer
 - + Clarity about focus areas and strategic priorities through QBR
 - + Customer feedback is directly visible for the tribe able to deliver on it
-
- + Squads end-to-end delivery capabilities & independence
 - + Balancing regulatory initiatives & customer improvements



Increase employee engagement

- + A stronger sense of belonging in the tribes
 - + More understanding of how to work together with colleagues from IT and Business
 - + Leads can be more effective in supporting personal development of their people
- Career paths of Chapter Lead and Product Owner



Silo's broken down & reduced time to market

- + More collaboration of business & IT expertises within the tribe through OBEYA ceremonies
- + Increased feeling of empowerment to determine own purpose and take decisions
- + More incremental releases as we enable work to be broken down more
- + Enhanced visibility on readiness of business requirements

- + Further integration between business & IT within squads
- + Clearer definition of roles & responsibilities



Additional results & outcomes

- + Easier alignment during lockdown because of working tribe and squad ceremonies
- + We are seen as a front runner and source of inspiration by companies to introduce Enterprise Agility

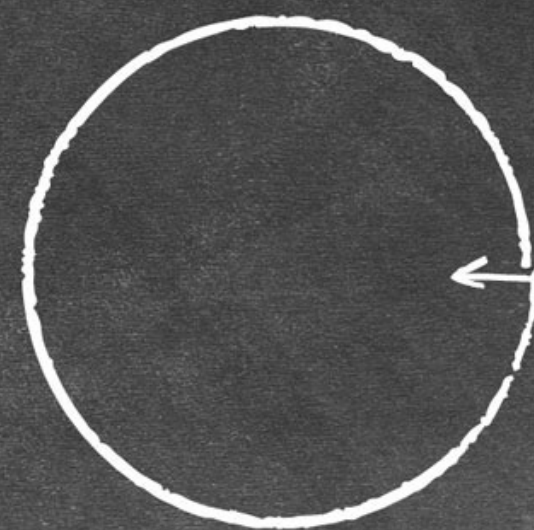


What have we learned along the way?

- Everything starts with a common **understanding of beliefs and principles**
- **Cultural change is critical** and requires exemplary behaviour and massive communication
- An organisation is **never 100% ready** for the transition
- At the time of the change **efficiency and productivity will drop**
- The design can be good, but **adjustments make it great**



Where
the magic
happens



Your
comfort
Zone



Questions?