

THE AGILE TRANSFORMATION OF A MULTINATIONAL FINANCIAL INSTITUTION



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Digital banking is a prerequisite for modern banks. UST Global helped ingrain agile methodology and culture across eight countries for an international bank.

A large multinational bank with an in-house IT shared services organization wanted to partner with a service provider to guide it on agile business transformation. UST Global was preferred over competing providers due to its experience in this area, specifically in the BFSI segment. The client put special emphasis on measuring business outcomes via relevant metrics.

UST Global ran a four-month pilot to highlight the significance of team dynamics and product ownership. During this period, agile and scrum product management fundamentals were introduced and applied in a practical hands-on environment. The client initially assumed there would be no tangible outcome from the pilot. However, within just six weeks, the teams developed and deployed four features for digital banking. By the fourth month it had deployed several more apps and enhancements, clocking a 73 percent decrease in time-to-market.

Phase 2 was scheduled to run three months and emphasize stabilizing and improving team-level dynamics. UST introduced the concepts of SAFe, product increment and agile release trains (ART). At the end of the second phase the client measured an 80 percent increase in customer satisfaction, which took the bank from the third position in digital banking in its country of origin to number one.

By Phase 3 the client was beginning to optimize team dynamics, stabilize ART and introduce lean portfolio techniques. Phase 4 placed additional emphasis on extending optimization from a product level to the program and portfolio levels.

Phase 5 was about expanding the geographical scope across seven additional countries, Turkey, Mexico and five countries in South America, essentially following the same model with resounding success. The engagement was concluded after it completed its lifecycle in 20 months. The main business outcome was getting products to market efficiently and effectively to help the bank improve its market standing.

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