

BAC Credomatic

Collaboration at Scale

Background

Company: BAC Credomatic Network

Size: 20k employees in six countries in Central America

<https://www.baccredomatic.com>



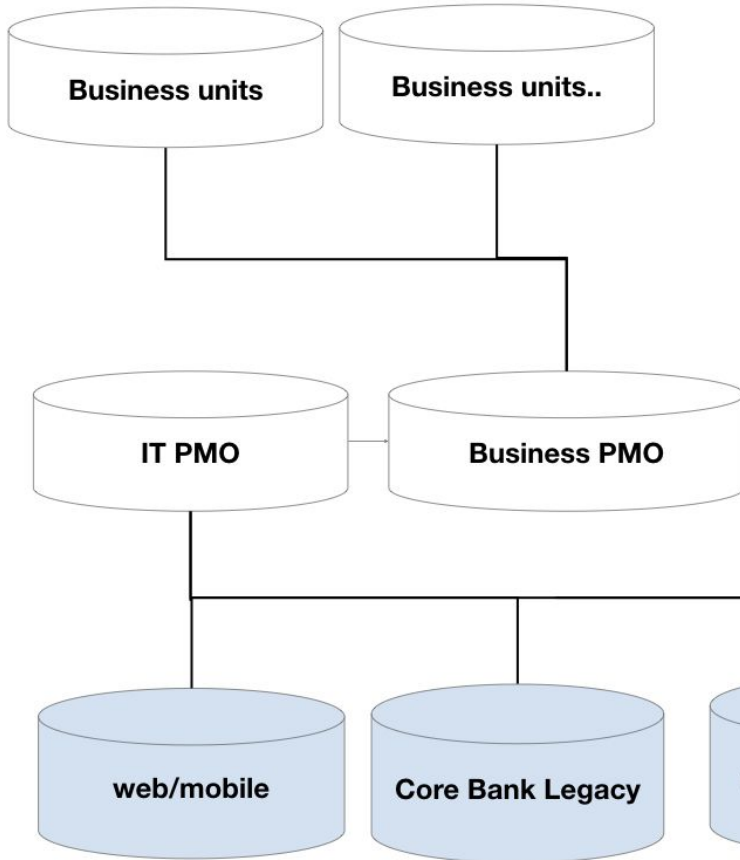
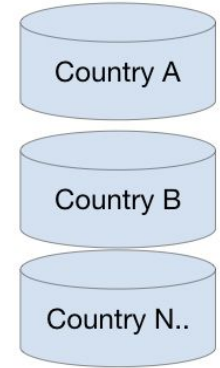
Initial situation (regional IT)

- Less than 5% operating on Scrum but only from an IT/Development perspective (water-scrum-fall)
- Waterfall - Silo based development (ie separated development of core bank systems, online banking, credit cards systems and mobile)
- Low collaboration between business and IT and among IT Teams for process improvement
- Coordination of parts was a responsibility of 2 PMOs (one for business and another for IT)
- Disconnect from the regional office to the 5 Local (Countries) which had many development teams working on the same platforms and on local solutions

Regional IT Structure

Local IT Operations

Isolated IT Operation in the countries with many dependencies and checkpoints from regional IT



- Silo based organization (Business and IT and within IT)
- Command and control waterfall project management
- Too many projects in execution, long running times, demotivation and low trust between Business and IT

What we did?

- Created the transformation teams (processes, metrics & transparency and EAT)
- Involved the C level executives and aligned in the creation of cross-functional teams including POs from the business from the beginning
- **Trained** the roles of SM, PO and team member
- Launched and coached new Scrum teams using Scrum Patterns
 - **Scrum**: allowed fasted delivery and continuous process improvement
 - **Swarming**: decreased work in progress, accelerated delivery and learning
 - **Interrupt**: Managed unplanned work and created disciplined in the organization towards priorities
 - **Clean code**: Added the quality into the process and decreased escaped defects
 - **Happiness metric, team health monitor and Scrum checklist**: allowed sustainability and improved the Scrum Process.
 - Created a **new software development process** from scratch based on Scrum and adding compliance in order to provide organizational clarity and stay compliant with regulations.

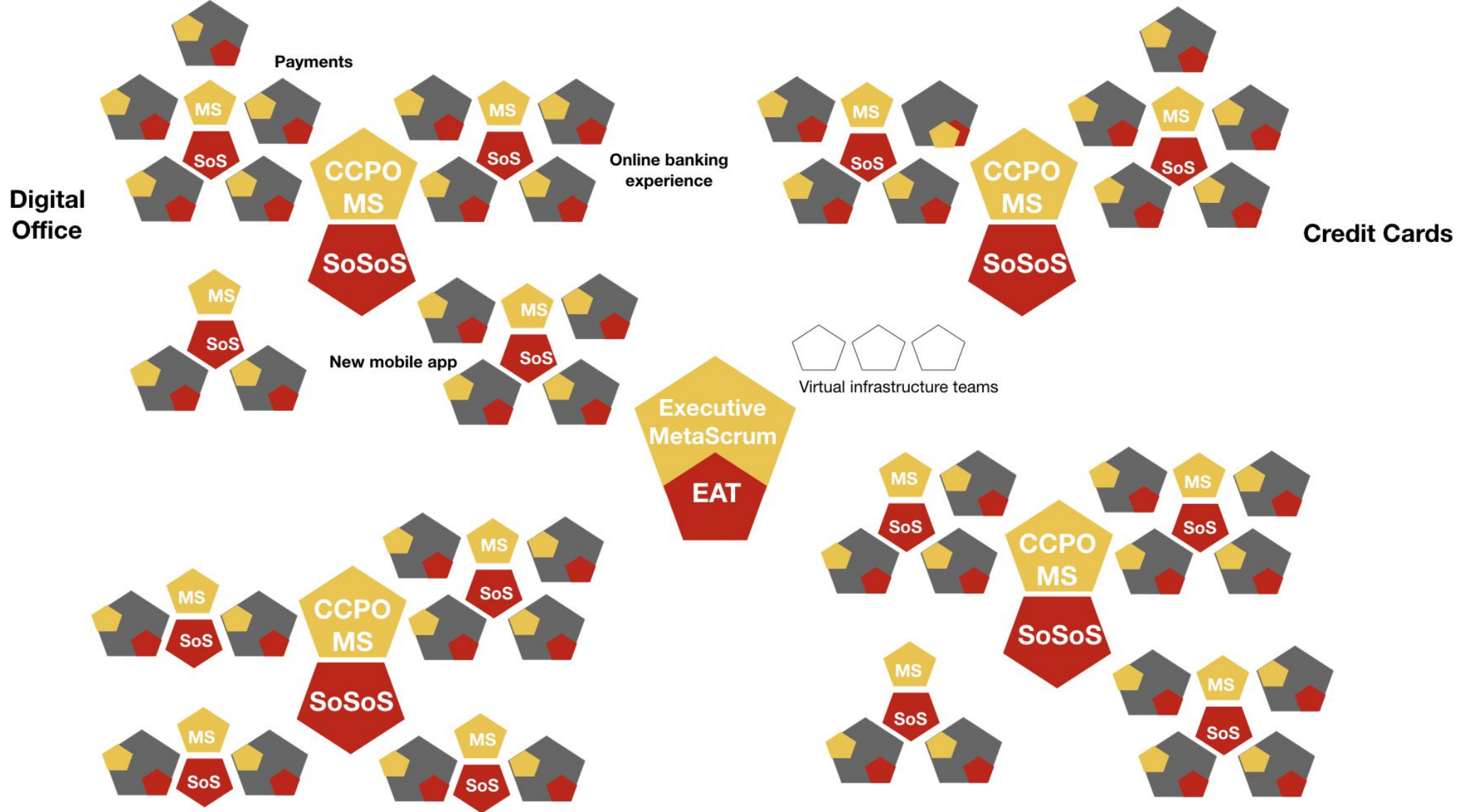
What we did?

- **Phase 2 Scrum@Scale**
 - Launched the MetaScrum and Scrum of Scrum for the main Product Lines at regional level.
 - Established level 1 and level 2 MetaScrum and Scrum of Scrums for different products with regional scope
 - Developed Agile internal agile coaching capabilities (Scrum of Scrums Master and Chief Product Owner positions)
 - Launched the first groups of local teams and started the collaboration between local and regional teams
 - Developed an assessment for Scrum@Scale practices
 - EAT incorporated the Director Levels

What we did?

Phase 3: Collaboration at Scale

- Merged regional and local teams to create the first Corporate level product based MetaScrums and Scrum of Scrums in key products for the Bank
 - Multi country and product based MetaScrum
 - Aligned vision, objectives and MetaScrum Backlog
 - Alignment on architecture and development practices with the Scrum of Scrums
- Launched cross-functional virtual teams for infrastructure and operations generating agility
- Areas like HR and Marketing involved in the transformation



Results

Cross functional and regional collaboration

- 100+ Agile teams
- Level 1 and 2 MetaScrum & Scrum of Scrums
- Aligned UX design principles and tools
- DevOps programs in progress

Delivery

- New fully renovated mobile app
- Renovated online Banking and customer portal
- Increased innovation delivery in all the areas involved

Best Online Banking and Mobile App in Central America

