

AGILE DEMONSTRATES IT'S VALUE FOR RABOBANK

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Amerik van Rijn (Rabobank) @amerik73
Chris van der Kaaden (Rabobank)
Joris Lange (Rabobank) @jorisl22
Eelco Rustenburg (Xebia) @eelco1969
Marcel van Benthem (Xebia) @marcelvbenthem



Agenda

- Short introduction Xebia and Rabobank
- Why Agile at Rabobank Nederland?
 - Goal and focus
 - Approach
- A case study from Rabobank
- Results

- Q&A (20 minutes +/-)

Xebia Mission: Authority

Xebia DNA based upon:

- From Good to Great by Jim Collins
- Winning by Jack Welch
- Eckarts Notes by Eckart Wintzen

XEBIA EVOLUTION



2011

Some of our brightest developers start a new Unit:
Xebia Enterprise Mobile

At the same time the Units seek coherence and synergy with
Lean Architecture, Deployment Automation, Deadline Driven
Development, Agile Offshoring and Agile Adoption all working
together now.

SOFTWARE DEVELOPMENT DONE RIGHT becomes reality

250+ people in
four countries



Mission, Passion
& Values

Drive the system

€ 26 mio revenue

10-12% profit
margin for 10 years

2011+ SYNERGY: Software Development done right

2011: Enterprise Mobile done right

2009: Deployment done right

2008: Agile done right

2006: Agile offshoring done right

2004: Agile Projects Done right

2001: IT Architecture done right

Introduction Rabobank



Rabobank Group Organisation chart



10 million clients

1,8 million members

141 local Rabobanks
892 branches

Rabobank Nederland

Raad Executive Board – Supervisory Board

Support of Local Rabobanks

- Retail clients
- Corporate clients
- Private Banking
- Other support units

Rabobank International

- Food & agribusiness
- Wholesale banking
- Rural and retail banking
- Direct banking
- Rabo Development

Staff functions Rabobank Group

- CSR - Rabobank Foundation
- Investor Relations
- Other staff units
- Group ICT

Subsidiaries and associates

Asset Management	Leasing	Real Estate	Insurance	Mortgages	Business	International retail	Partner-banks
<ul style="list-style-type: none"> ■ Robeco ■ Schretlen & Co ■ Sarasin (69%) 	<ul style="list-style-type: none"> ■ De Lage Landen - Athlon - Carlease - Freo 	<ul style="list-style-type: none"> ■ Rabo Vastgoedgroep - Bouwfonds Property Development - MAB Development - FGH Bank - Bouwfonds REIM - Fondsenbeheer Nederland 	<ul style="list-style-type: none"> ■ Eureko (31%) - Interpolis 	<ul style="list-style-type: none"> ■ Obvion (70%) 	<ul style="list-style-type: none"> ■ Rembrandt Fusies & Overnames 	<ul style="list-style-type: none"> ■ ACC Bank ■ Bank BGZ (59%) 	<ul style="list-style-type: none"> ■ Banco Terra (31%) ■ Banco Regional (40%) ■ BPR (35%) ■ NMB (35%) ■ Zanaco (46%) ■ URCB (9%) ■ Banco Sicredi (25%)



AGILE



PROOF

REPORT

Goals

- **Less bureaucracy**
- **Faster results**
- **25 % Lower cost of development**
- **35 % faster time to market**

**Best IT
Enabled Bank**

Approach

Secure

Scale up!

Prepare for scaling

Agile in 6-8 projects

Camp 2



“Ok, we won three weeks in this project. We need to figure out what impact this has on our outsource contracts. But it has to wait for the rest of the program. The quality has just introduced the highest score of waste” had anywhere in Rabobank, because we deliver software every two weeks. “I don’t think we can get ALL the Offshore developers to our office here..”

“What happens when there is a waterfall environment that we are relying on?”

Camp 2



Rabobank



Lean Program Group ICT

What Rabobank Group ICT wants to achieve with Lean is to create a culture of continuous improvement, which results in:



CAMP 2 CHANGE OF PLANS LEAN AND AGILE INTEGRATION



LEAN
COMPETENCE
CENTER

AGILE
PROGRAM

LEAN & AGILE
COMPETENCE
CENTER

Waves en Surfs van
Lean en Agile?
Dagstarts?
Shared value system
Agile?
Shared resources
Retrospectives?
Lean strengthening Agile
and keep the weeks?
Waste?
Scrum Multi-approach teams?
explicit Lean starting point
Product Backlog?
Software Development
Environments



An Agile project at the Rabobank

Developing a life insurance application

What are our topics?

- Why an agile project?
 - An introduction to ORV
 - Project Results
 - Business value: Agile vs Waterfall
- Experiences of ORV

G.A.T. aan 't GatORVScen3 - Burg Weertsstraat 82 , 6814HR ARNHEM

ORV

Premieberekening

Aanvullende gegevens

Samenvatting

Premieberekening Interpolis Overlijdensrisicoverzekering

Aanvraag

Soort aanvraag:

Gegevens verzekerde

Geboortedatum	Geslacht	Roken?	Te verzekeren bedrag
01-01-1970	Man	niet roker	€ 20.000

Gegevens verzekering

De verzekeringnemer heeft recht op personeelskorting

Gewenste ingangsdatum	Type verzekering
13-09-2010	Annuitair dalend

Looptijd: 5 jaar 0 maanden

[Herberekenen premie](#)

Periode	Jaar	Maand	Verzekerd bedrag	Maand premie incl. provisie	Provisie
2010		september	€ 20.000	€ 2,09	€ 0,00
		oktober	€ 20.000	€ 3,50	€ 0,00
		november	€ 19.698	€ 3,49	€ 0,00
		december	€ 19.395	€ 3,48	€ 0,00
2011-2015	2011	januari	€ 19.090	€ 3,47	€ 0,00
Totaalpremie waarin personeelskorting is verwerkt				€ 176,67	€ 0,00

An Agile project @ Rabobank



New ORV: an introduction

- ORV: a life insurance product
 - Existing product, but not a “bestseller”
 - New proposition, simplifying existing product
 - Transparant and ready for sale on internet
 - New ICT support required
- Dec 2009: agreements between Rabobank and the national ombudsman regarding OpMaat Hypotheek
 - Promise:the new ORV will be available for supporting the OpMaat conversion process April 1st 2010
 - Deadline was fixed
 - Waterfall vs AGILE

Results



ORV 1.a

April 1st 2010

- Functionality for “OpMaat klanten”

ORV 1.b

June 30 2010

- Save and re open proposals and quick quote ORV

ORV1.2

August 4 2010

- Start selling ORV for all Consumer and Private banking

ORV2.0

October 14 2010

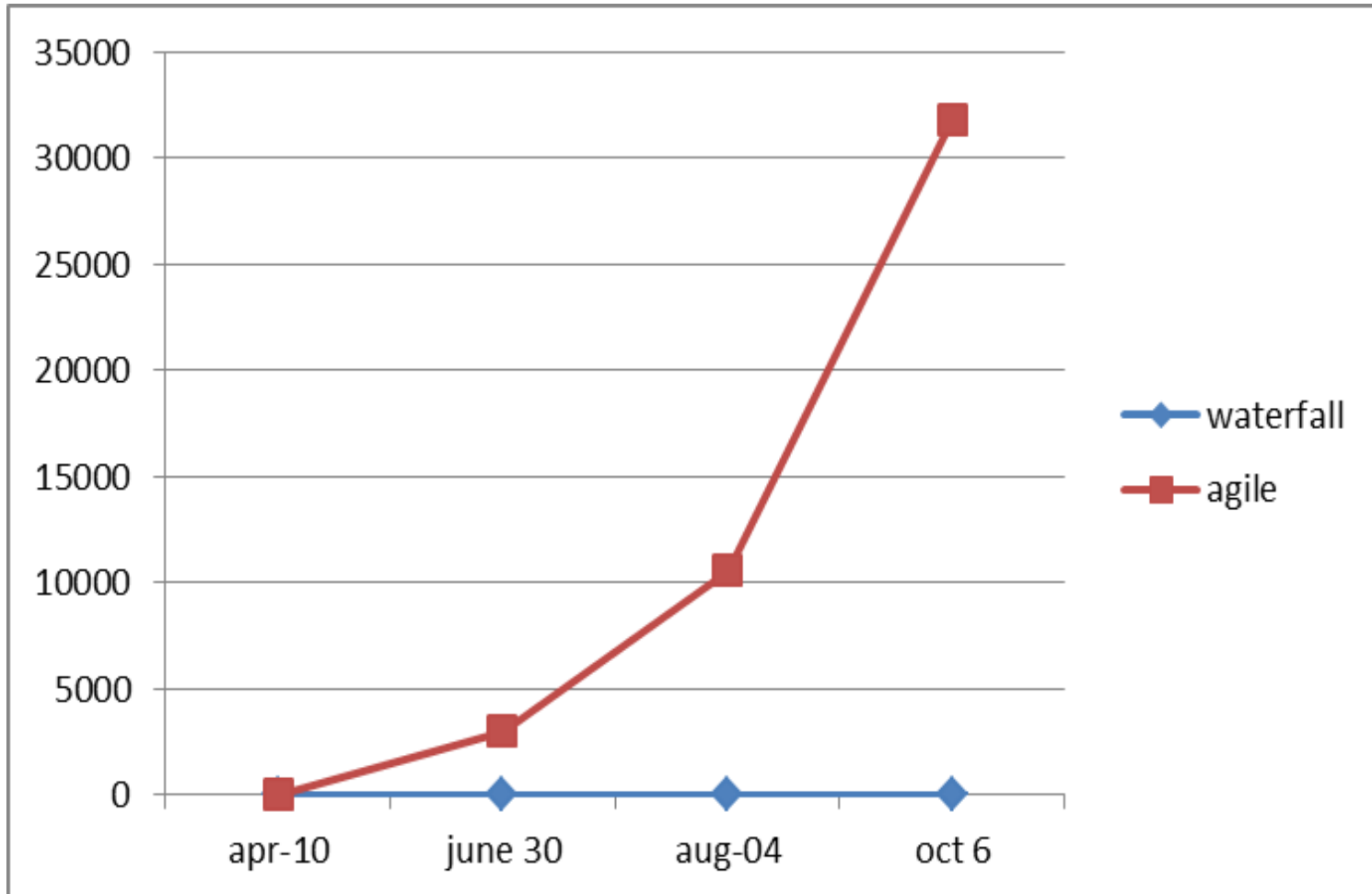
- Selling ORV to Business

- All releases
 - In Time
 - In Budget
 - High Quality (4,5 out of 5 SIG maintainability score)
 - UAT minimum 7,5
 - Wishes Business vs Implemented functionality are the same

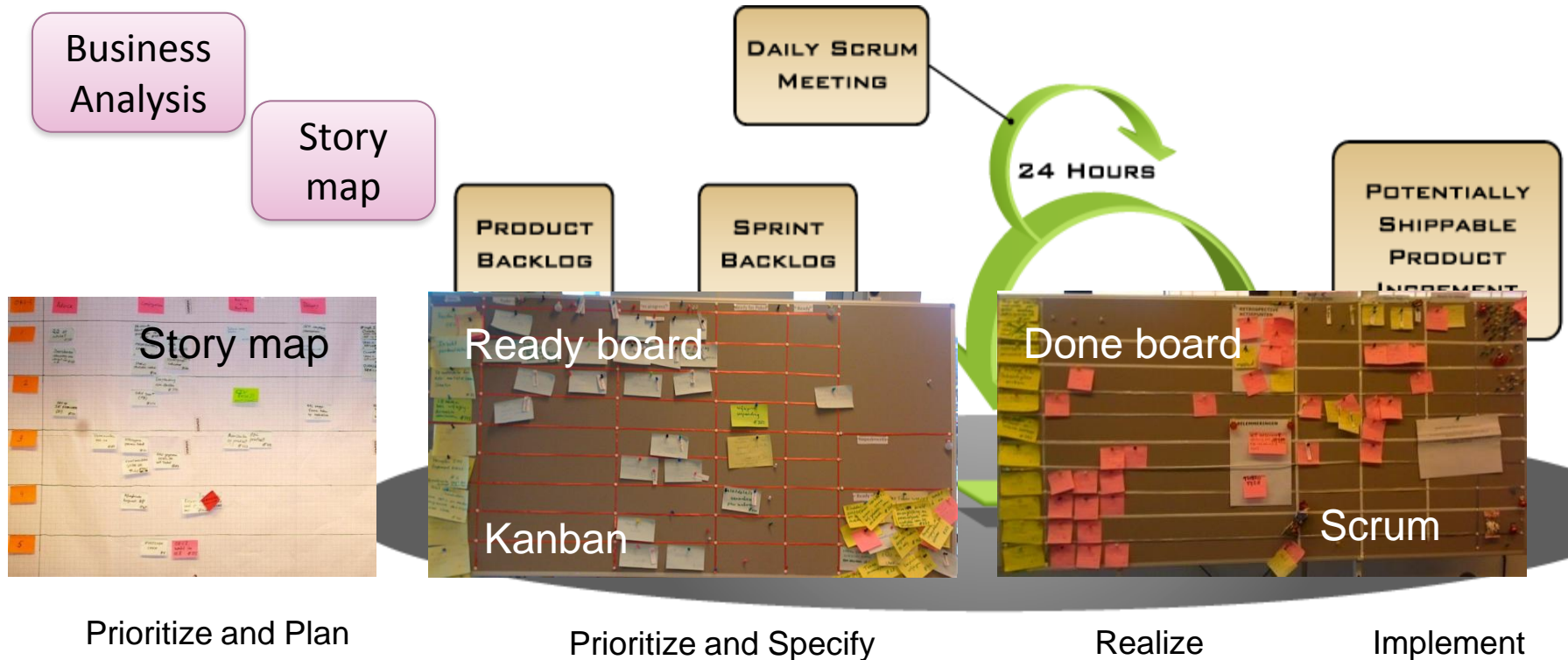


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Realized extra Business Value



Agile, the routines of ORV in detail



WHAT HAVE WE LEARNED?

Rule 1: Involve Business



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Rule 2: Integrate Lean & Agile with care and support



Rabobank



Rule 3: Management LET GO



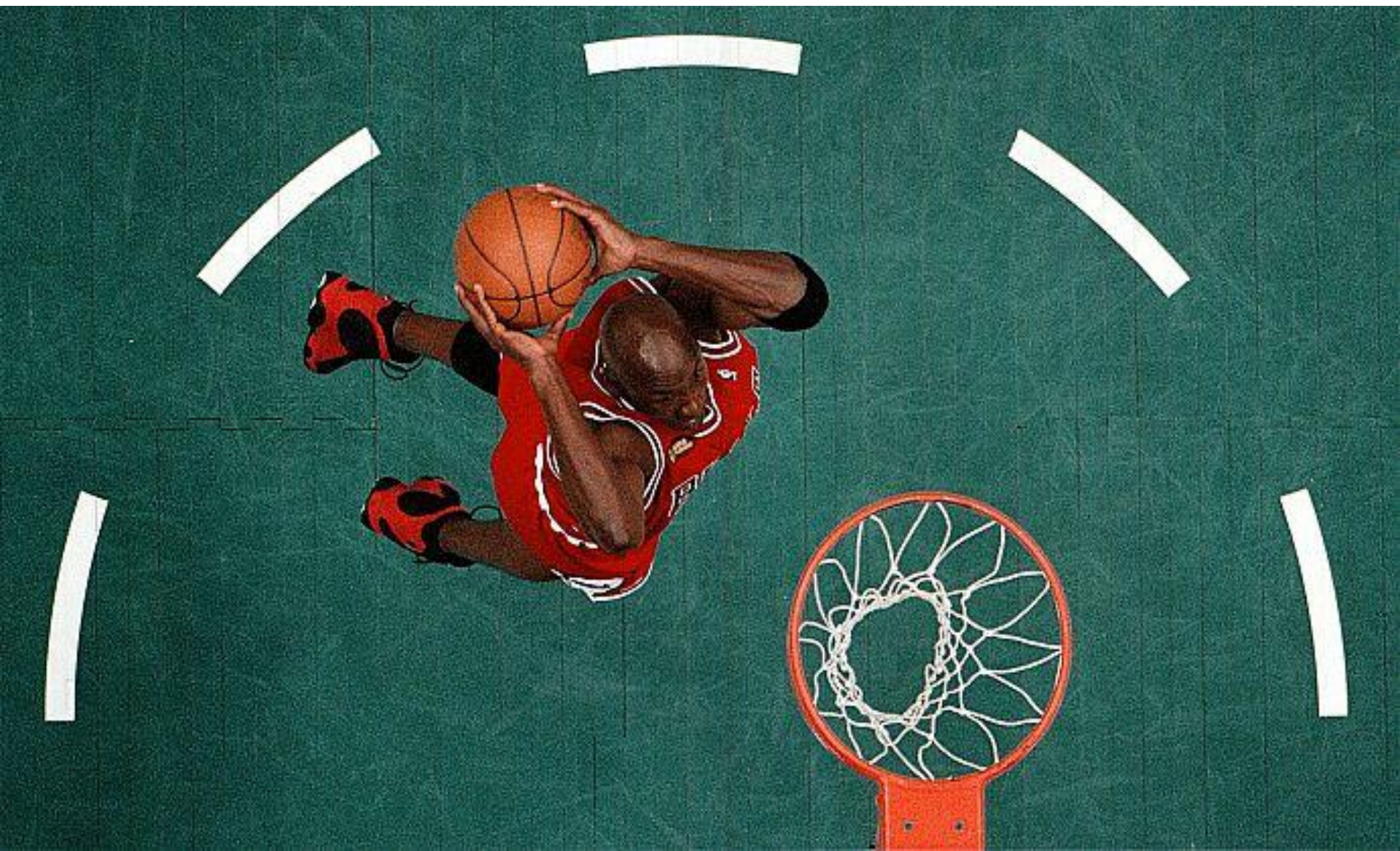
Rabobank



Rule 4: Start small and control growth



Rule 5: Bottom up with Top support



Rule 6: Introduce measuring of waste then eliminate the waste of measuring



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Rule 7: Stable teams



Rabobank

Summary Benefits

Cost reduction	Time to Market Improved	Agile Maturity (AMM scale 1-5)	Coverage
20-25%	35-40%	2.6	15-20% of Potential Agile Projects

20 minutes for your Thoughts, Enhancements,
Challenges and Cheers



Rabobank

25+ % cost reduction?
35+ % time to market improvement?
SIG quality of software scores > 4?



Send an email to cioday@xebia.com to receive our Agile bookset:

- The Power of Scrum (in Dutch)
- Mind the Gap (Agile offshoring)
- Agile Survey 2011 results