

# Case Study: Agile in Finance

Harrington Starr Technology Consulting is formed of technologists who are proven experts in their fields delivering world class projects across financial services. Our leadership team consists of a CTO who has risen through the ranks from development and also a recognised test expert in finance. We are experts in innovative Agile Transformation for our clients bringing a wealth of benefits such as hugely reducing time to market and exceeding stakeholder expectation.



## Business Key Points

The company at a Glance:

**INDUSTRY:** Financial Services – Asset Manager

**EMPLOYEES:** 1,500 employees

**HEADQUARTERS:** London

### KEY POINTS:

- Unique culture that stands out from the crowd – a supportive environment that encourages innovation and creativity
- One of Europe's leading investment management firms
- Challenge presented by CIO to increase productivity efficiently and to be more responsive to changes that often occur at short notice and from multiple clients.

## Key Challenges

Three challenges presented by CIO:

- Deliver 30% more with no additional resource
- No production bugs or issues
- Improve quality and process

Current Systems and processes were inhibitive to scaling



## Organisational Challenges

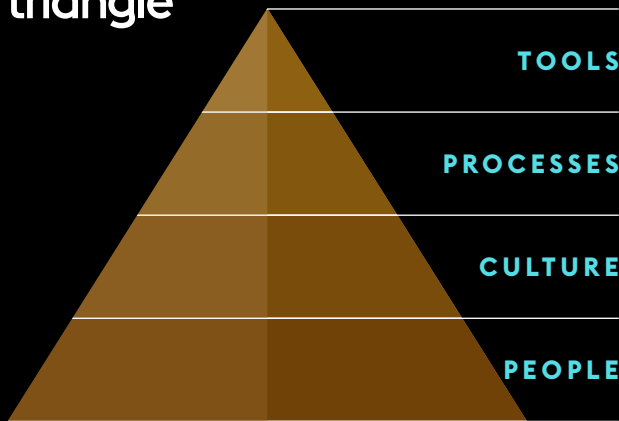
- A desire to move towards agile, but lacking conviction from the top to the bottom
- Long term employees saw many companies come and go with promises that were never delivered
- Tools were of legacy nature and not really fit for purpose
- A mind-set shift, a toolset shift and process shift were all required
- We believed this could only be done from within by leading by example with an Agile pilot project then promoting this project and its approach organically

## Our Approach

### Bottom up approach:

- People first - winning hearts & minds  
Which creates a transformed mind-set culture
- Resulting in people implementing new improved processes
- Supported by Tools that make it easy to do the right thing

### Steadiness triangle



## What was needed to achieve this

- Change mind-sets, shorter delivery cycles
- Change roles (some open Project Managers became scrum masters)
- Change processes (Business Analysts were no longer writing large specifications but now user stories)
- Change deliverables (two week deployments meant smaller increments of work)
- Change meetings (now there are sprint planning, daily standups, retrospectives and show and tells)
- Change development practices (TDD, pair programming)
- More collaborative working.

In essence the way projects were thought out, had to be changed.

## How was this achieved?

- Started with a pilot project, to act as a proof of concept
- Tasks were broken into stories
- Our Agile Developers were brought in to pair with and train their developers in agile practices
- Testers and product owners were then introduced – the former to mature automated testing
- Business Analysts were trained in writing stories
- Project Managers were trained on Scrum and certified
- A published and renowned test consultant was appointed to conduct a thorough audit on current practices and to ensure the test function became more agile...
- A maturing of the deployment process and systems to enable early and often releases down from monthly to weekly
- And this was just the beginning...

## Results

- Pilot project delivered multiple early valuable drops and came in on time and budget
- Agile spread throughout the whole of Information Systems – 4 departments and 12 teams
- Agile and lean processes adopted with already proven models of Continuous Integration and deliver early and often
- New tools brought in to support new ways of working
- Business stakeholder adoption and training
- 45% growth in throughput of projects with a reduction of 60% on errors in total post testing environments

We are proven Agile Experts who have been delivering World Class projects for over 20 years.

Our teams know each other instinctively giving you comfort in delivering to your deadlines.

We love to bring innovative transformation to your business, hugely reducing your time to market and exceeding stakeholder expectation every time.

### Contact us now on:

Email: [ehab.roufail@harringtonstarr.com](mailto:ehab.roufail@harringtonstarr.com)  
Mobile: 07984 442 883

## Implementation Timeline

