

From trouble shoot to organize improvement *a management journey*

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ING

Who are we



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Who are you

Please raise hands if you are:

- **A manager**
- **A consultant**
- **An lean coach**
- **An IT engineer**
- **Something undefinable**
- **All above**

About ING

ING Group

- ING is a global financial institution of Dutch origin, offering banking, investments, a variety of life insurance, non-life insurance and retirement services to meet the needs of a broad customer base

ING Bank

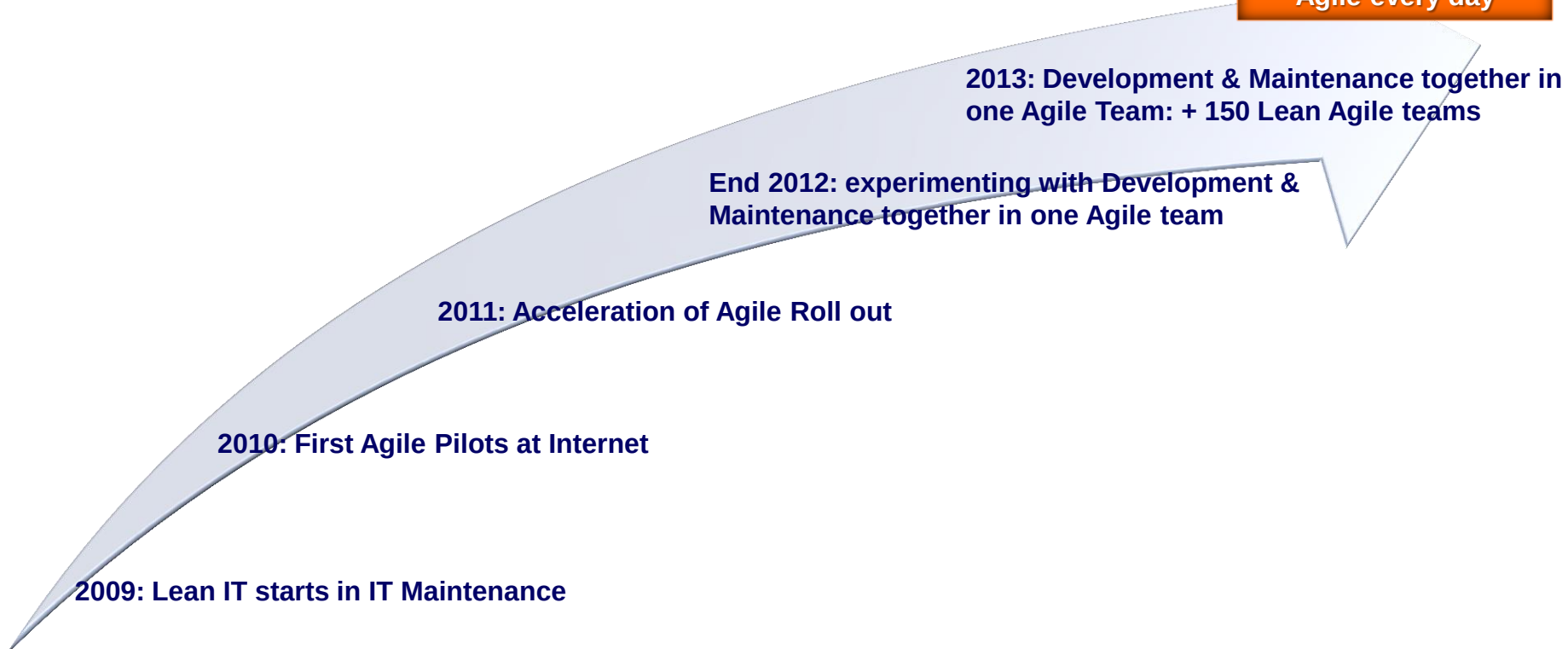
- With more than 63,000* employees, we serve over 32 million* private, corporate and institutional customers in over 40 countries in Europe, North America and Latin America, Asia and Australia

ING NL

- Approximately 25,000 employees serve 8.2 million private and 500,000 corporate customers
- CIO NL is responsible for maintaining and developing IT applications for ING NL
- 18,00+ employees work for CIO NL

A Brief History of our Journey

Becoming more Lean Agile every day



People 'touched' by Lean Agile:

150+ Lean Agile teams within CIO NL
More than 1500 people trained in Lean / Agile

Overall Results*:

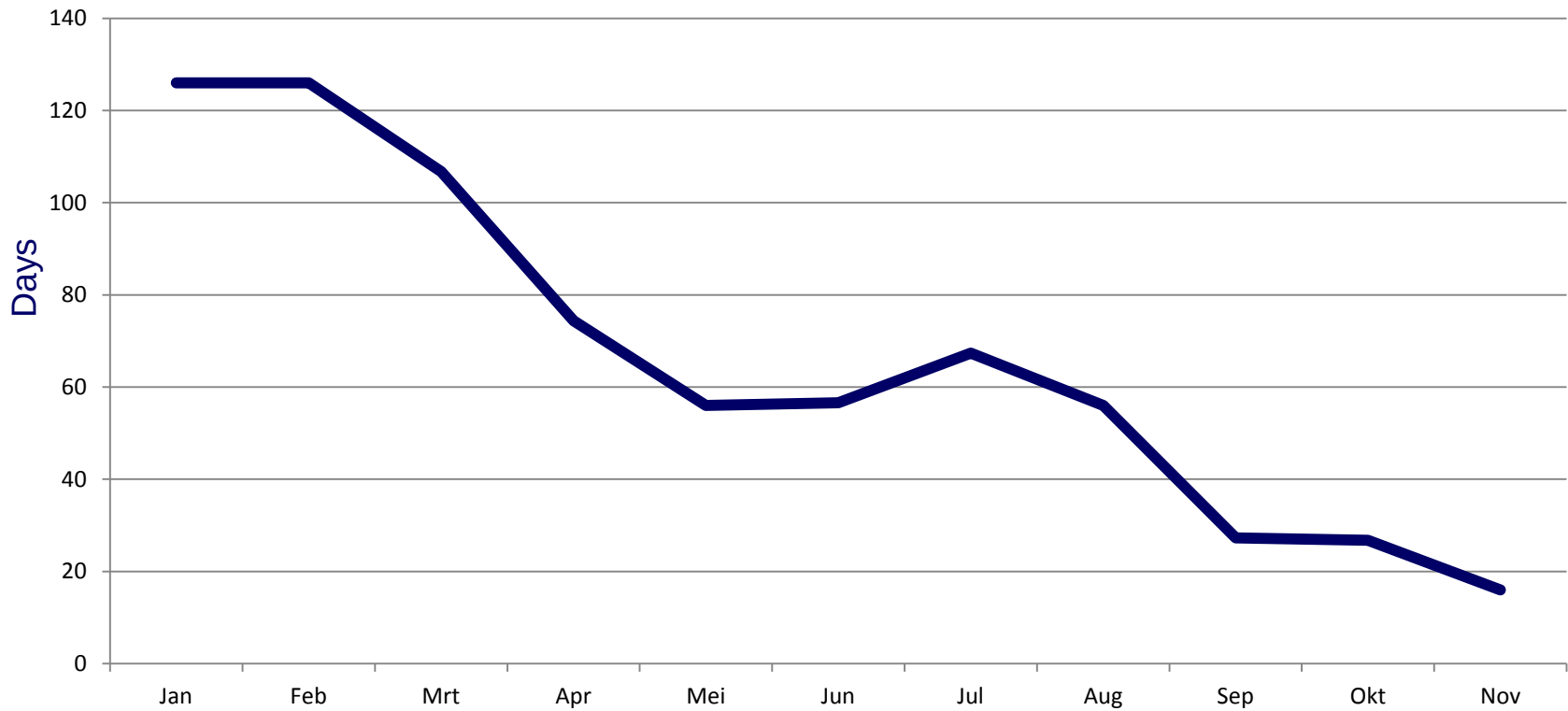
37+ % faster time to market of IT changes (with examples of 500+ % faster!)

20+ % efficiency gain

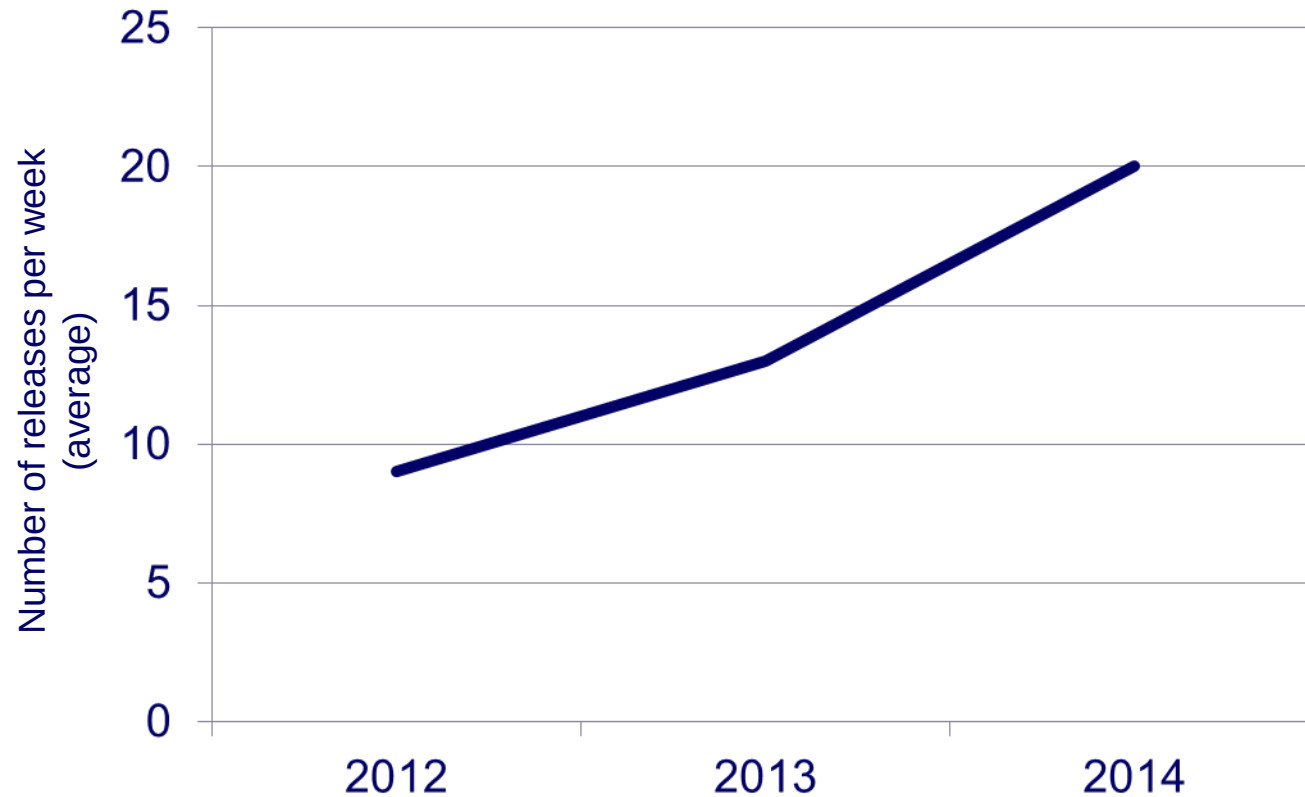
*Some examples. Results differ per value chain depending on maturity

Some results on Speed...

Cycle time of features in days



Release more often...



Before 2010

Slow



Batch



Waste



Squeeze



IT = BANK = IT



2010: change was coming



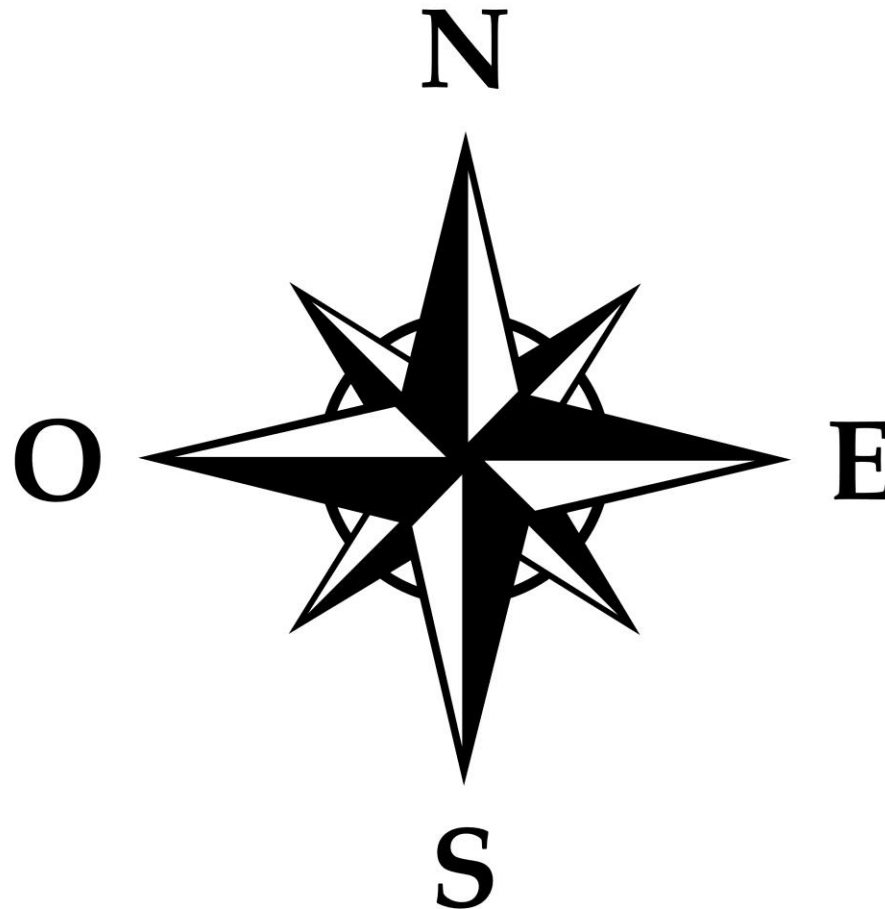
Something was missing



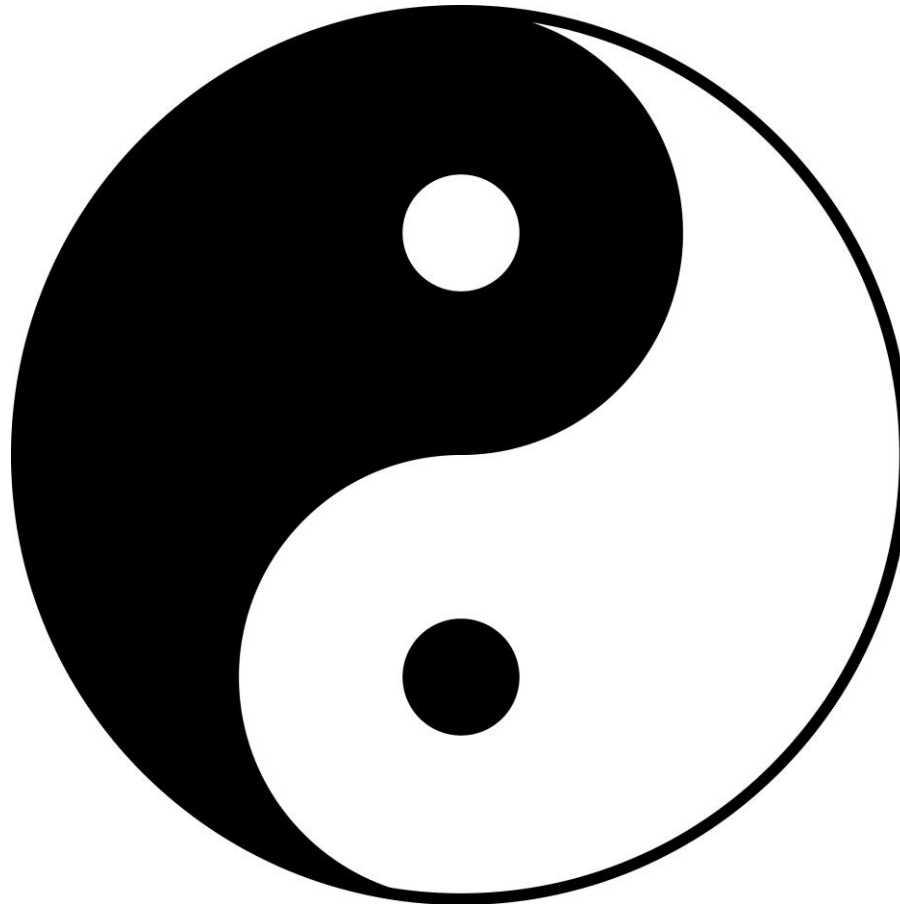
We realized it is us



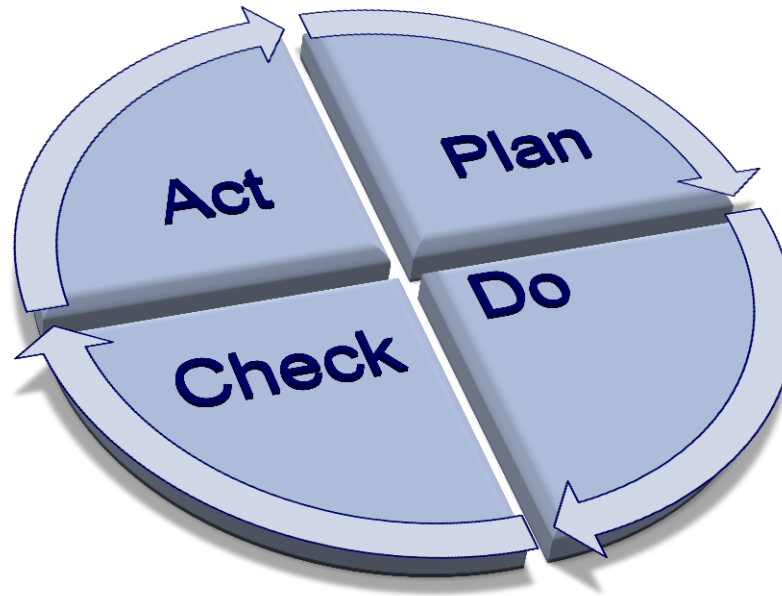
Speed of our IT delivery, without service loss



Solutions must be agile and operational excellent

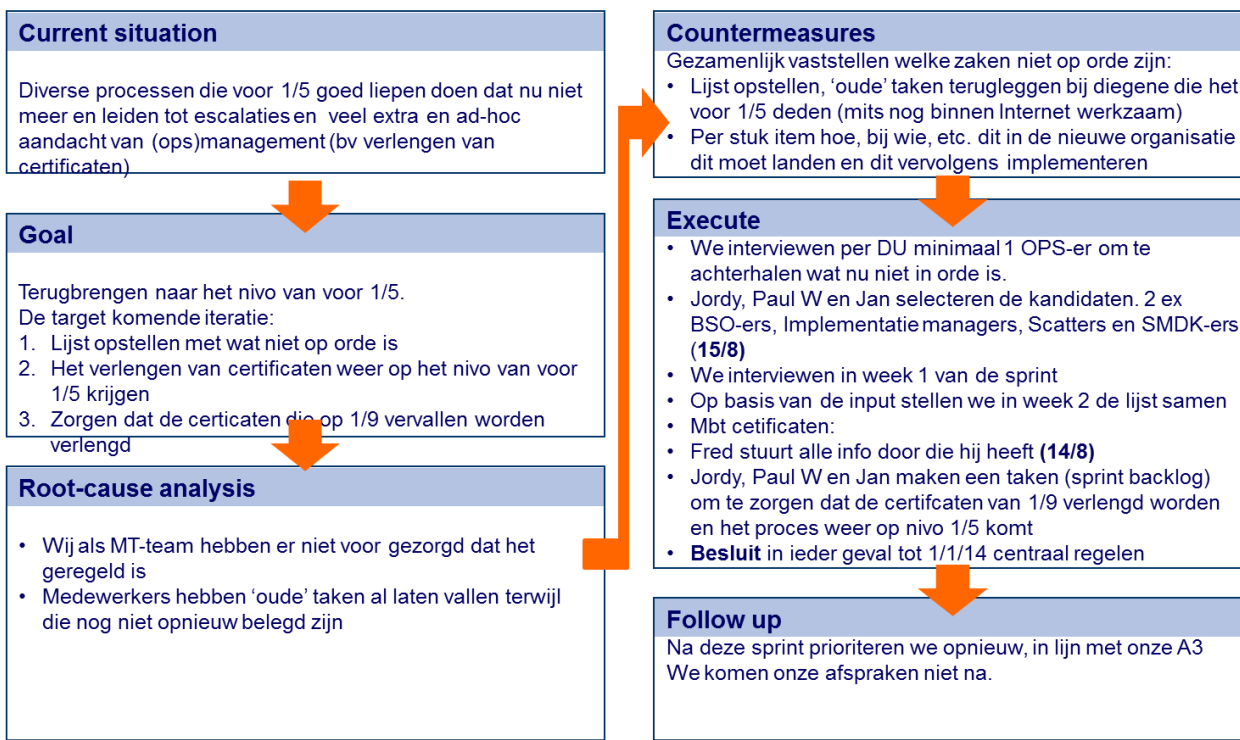


Empower teams to solve problems structurally



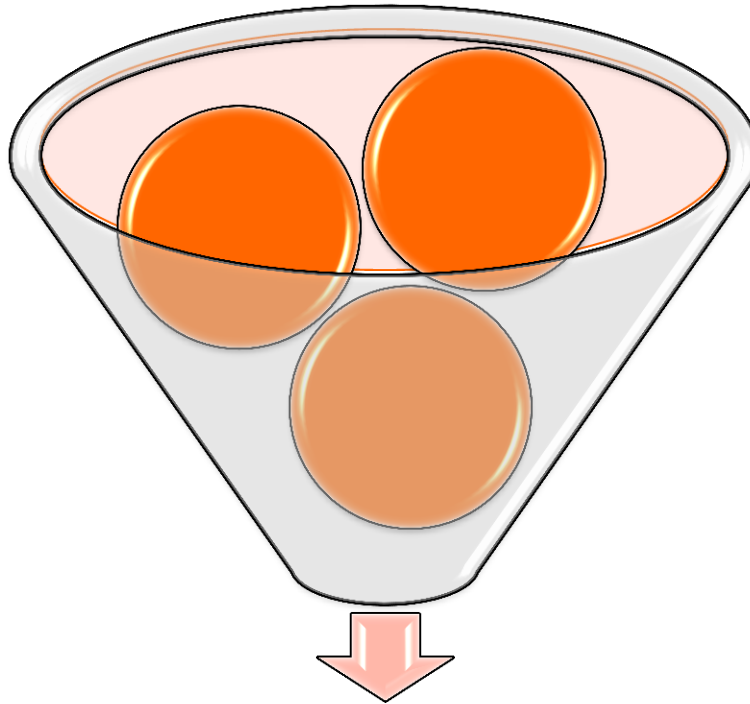
Team autonomy 1

Structurally closing the knowledge gap



Team autonomy 2

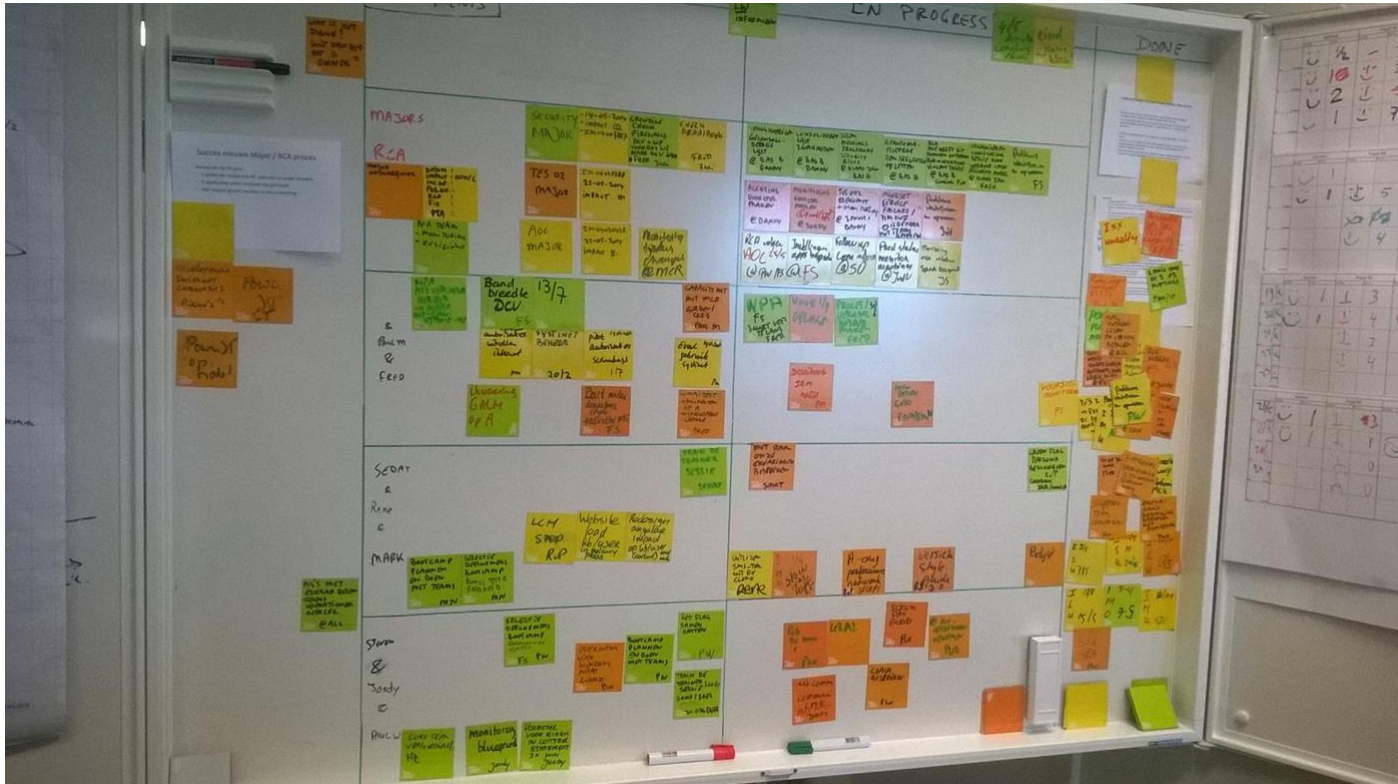
Remove technical dependencies / bottlenecks



IT Mastery - automation of boring tasks



Our management: walk the talk, feel the pain

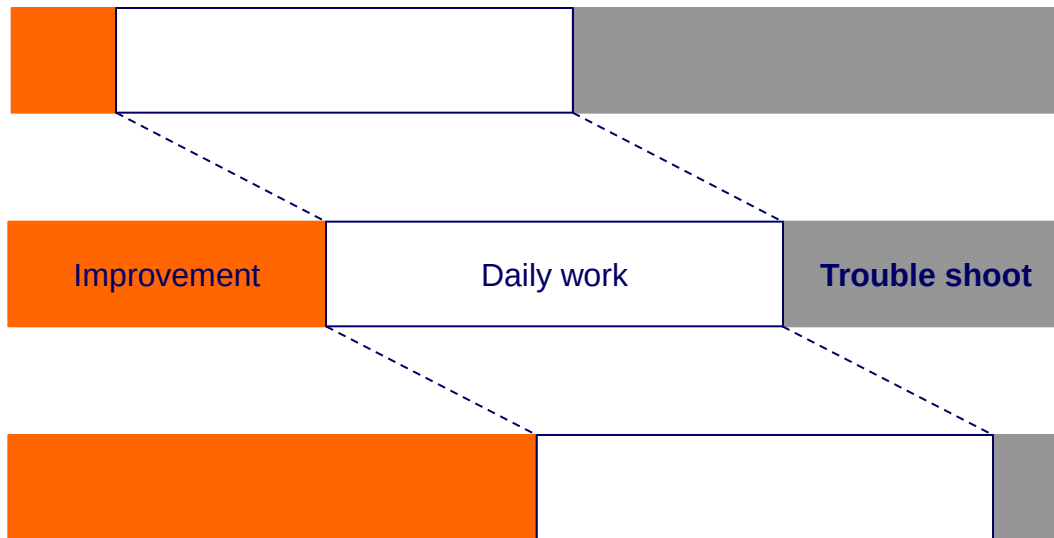


In case of a (major) incident,
Don't just solve it but..

...Stop the line



The Shift



Based on Takashi Tanaka, Toyota's Management System

It never stops

