

PA Credit Card IT Transformation - Case Study

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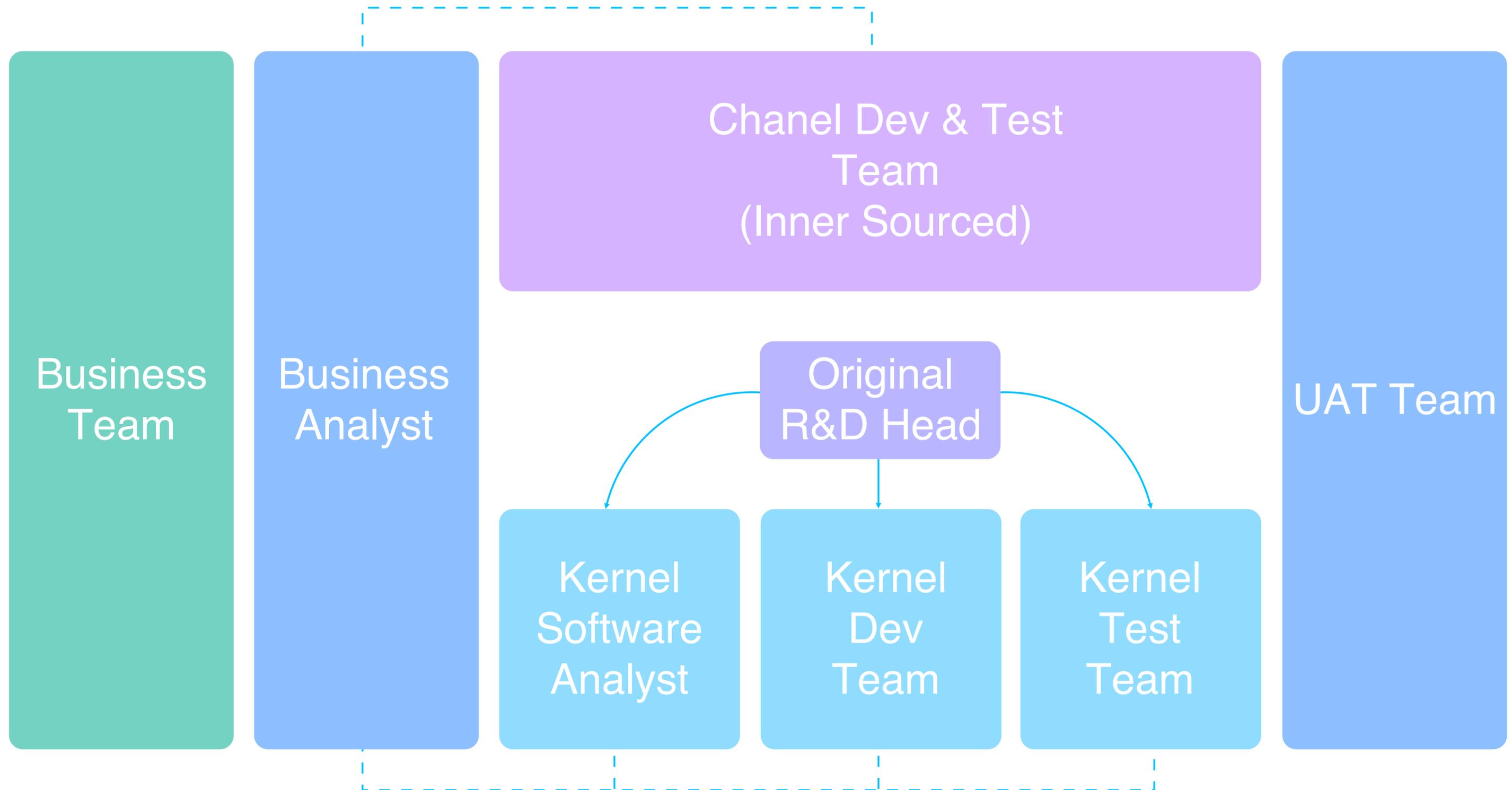


Crisis Mode

Challenges

- A big re-org just happened, original CTO resigned, lost some key talents
- A siloed organization, low trust across the walls
- Avg lead time for requirements are **100 days**, the business side is unsatisfied
- The quality is ok but the **quality cost is very high**

Original Org Structure





Practices we used

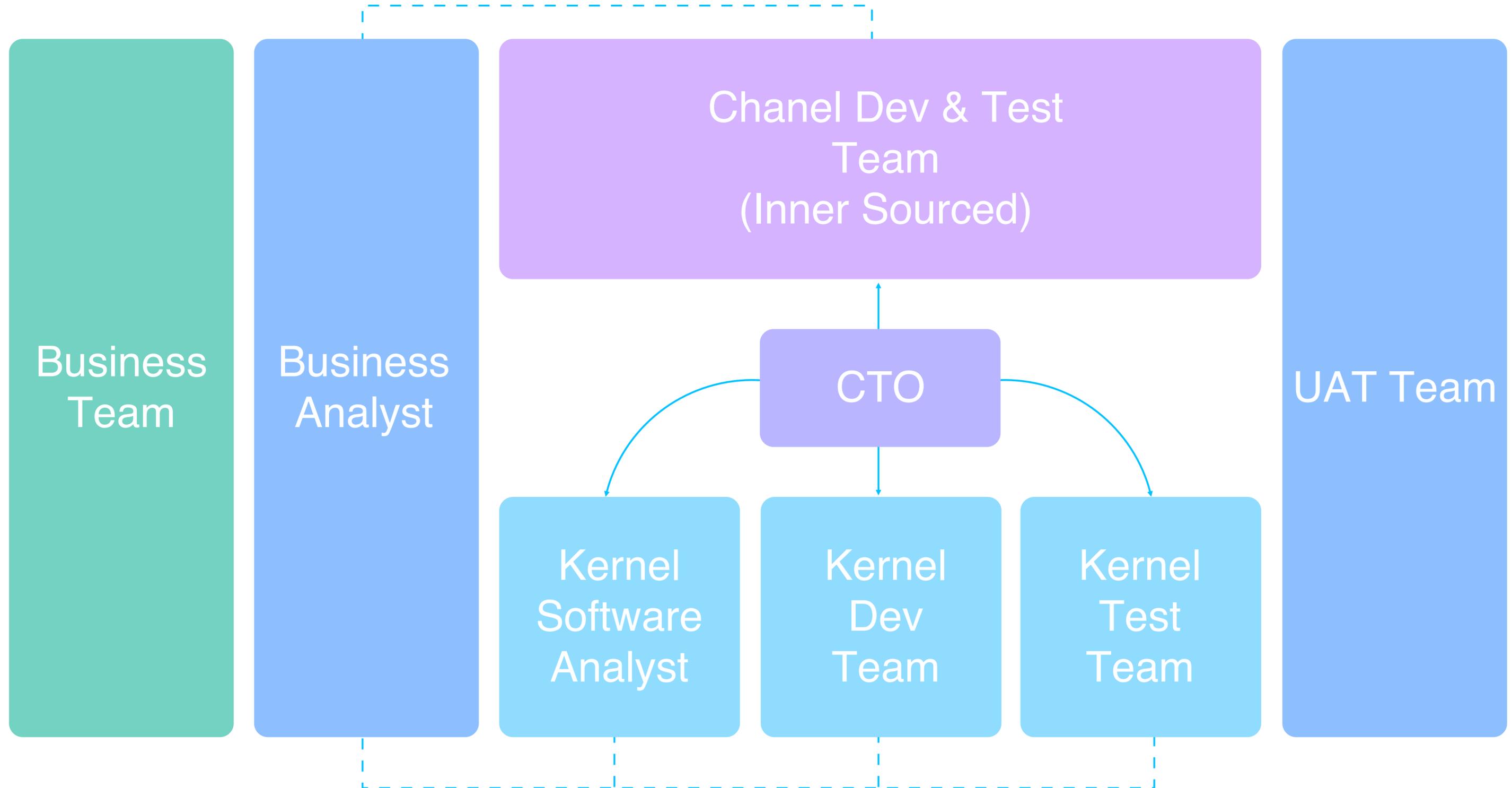
Practices we used

- Empower the CTO
- Break silos, re-org into tribes
- Set up requirement hierarchy
- Visualize the flow
- Establish release & communication cadences
- Establish operation review and flow conditioning mechanism
- Build quality in
- Metrics to measure the result

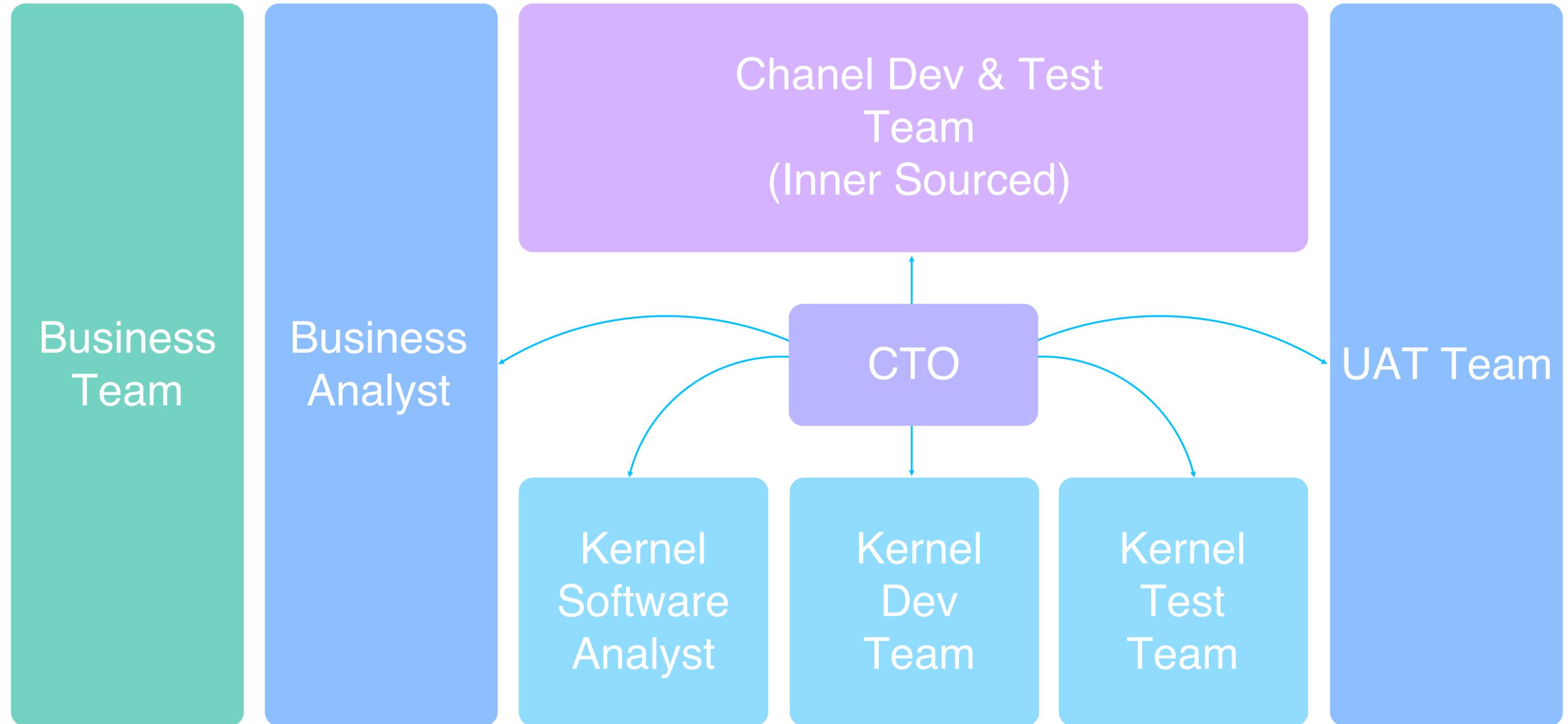
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Empower the CTO – Stage 1



Empower the CTO – Stage 2



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Break silos, re-org into tribes

CTO

Business
Team

TPM
(SA+BA)

Marketing Tribe

Application Tribe

Card Tribe

Installment Tribe

Card Transaction Tribe

Card Service Tribe

Operation Tribe

Card Mall Tribe

Test
Team

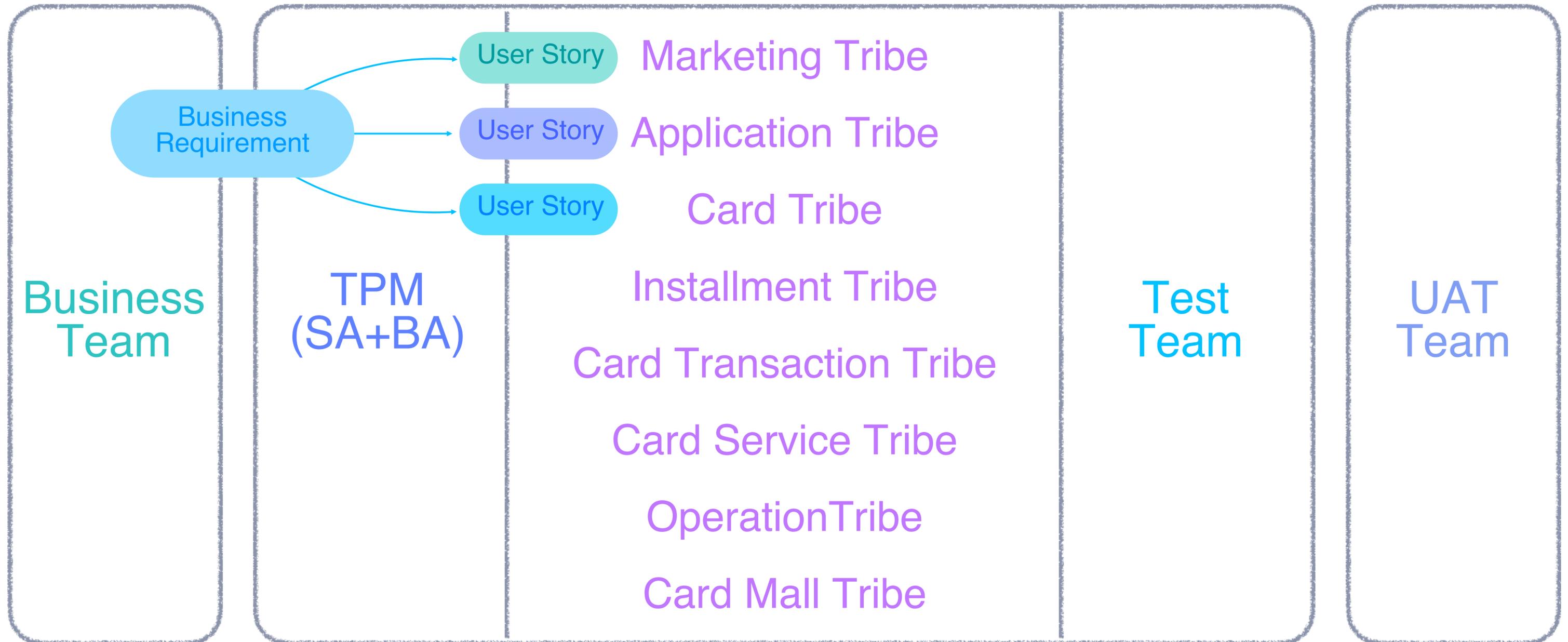
UAT
Team

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Break silos, re-org into tribes

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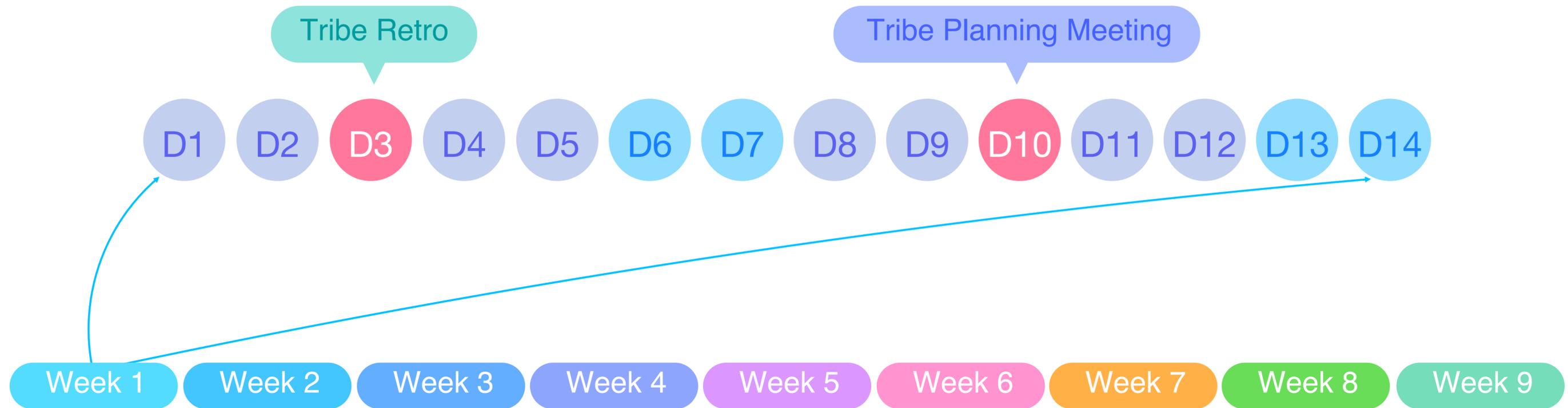
Visual Flow

The image displays a complex grid-based visual flow diagram, likely a project management tool or a data visualization interface. The grid consists of approximately 12 columns and 10 rows of cells. Each cell contains text, which is mostly illegible due to blurring, but appears to be organized into sections or phases. The top row features a series of small icons or status indicators. The grid is color-coded, with a light blue header and various shades of blue and grey for the cells. There are several red rectangular highlights or callouts at the bottom right of the grid, possibly indicating critical path or specific milestones. The overall layout suggests a detailed project schedule or a complex data flow process.

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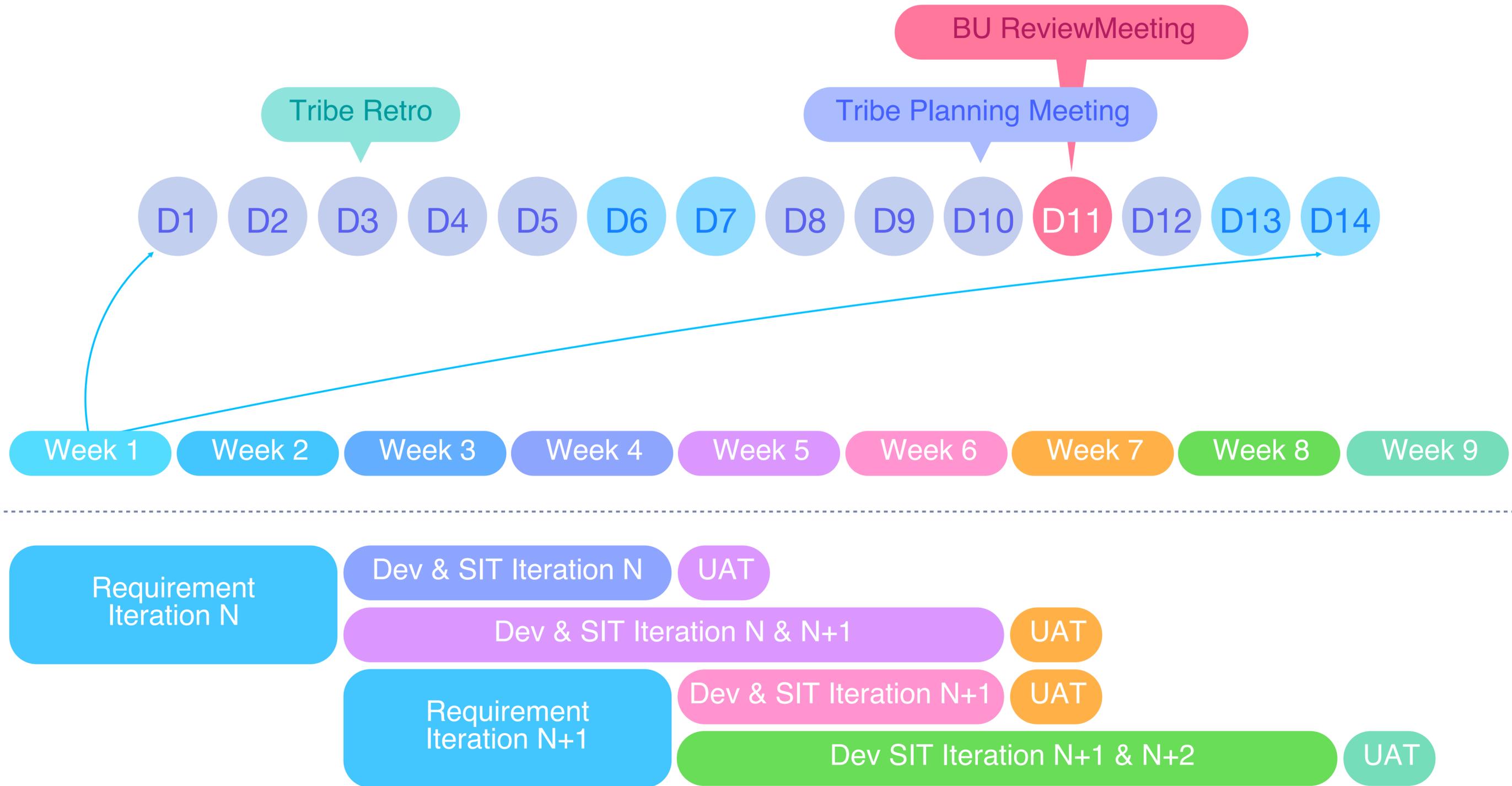
Establish release & communication cadences



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Review meeting with each business BU



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Build quality in

CTO

Business Team

TPM

Spec
By
Example

Marketing Tribe
Application Tribe
Card Tribe
Installment Tribe
Card Transaction Tribe
Card Service Tribe
Operation Tribe
Card Mall Tribe

Dev
Int
Test

SIT
Team

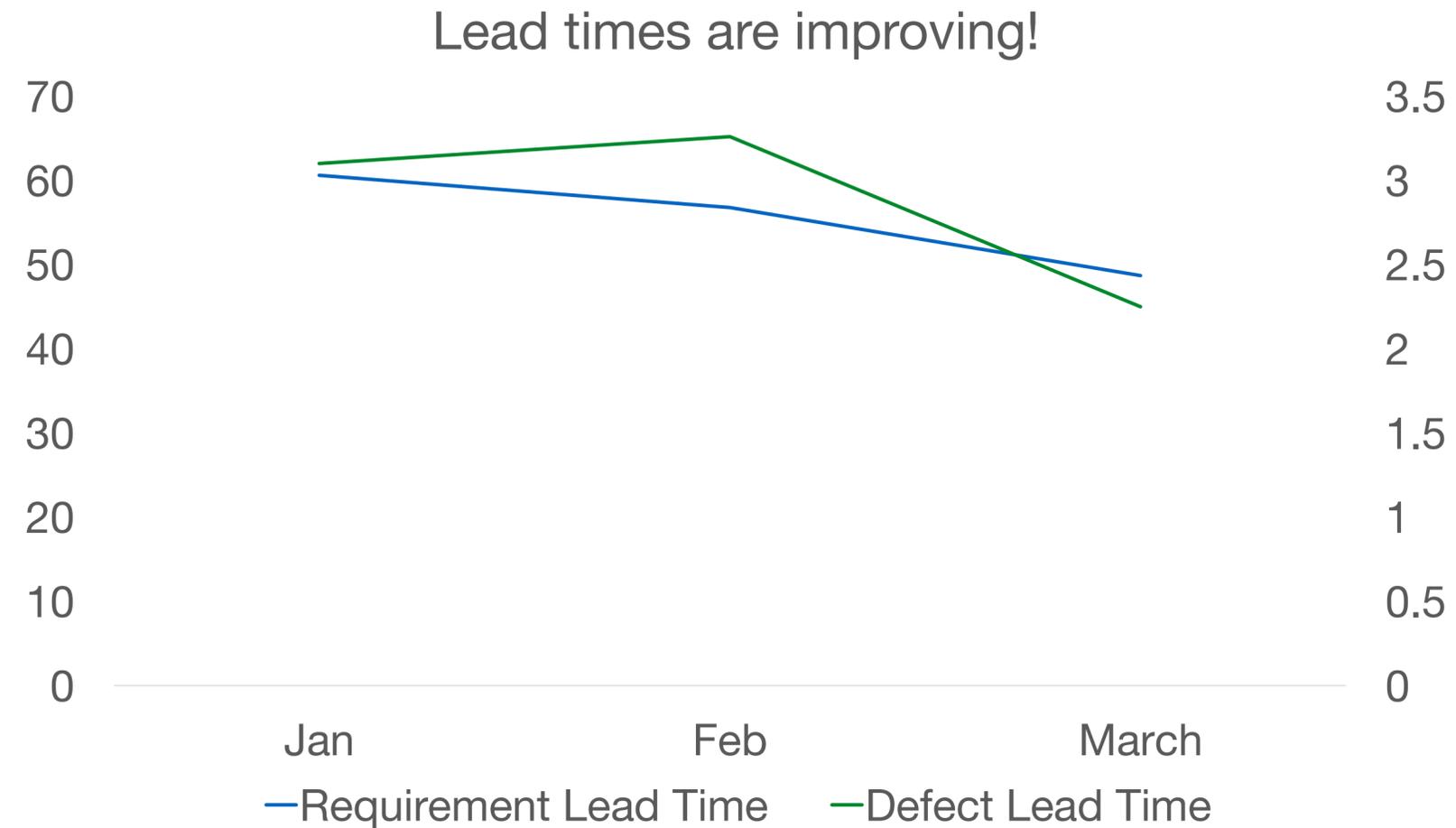
UAT By
Business
Team

Practices we used

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Metrics we used

- The average requirement & defect lead time shorted into 48 days from 100 days
- System quality & availability stays same



	Jan	Feb	March
Requirement Lead Time	60.61	56.79	48.70
Defect Lead Time	3.1	3.26	2.25



What's next?

What's next

- The IT agile transformation project is almost closed after 6 month's work
- **We start** another 6 month's project to help business side to be agile
- **We will talk about our story in** business agility tomorrow 2pm!!!

谢谢观赏

Thanks for watching