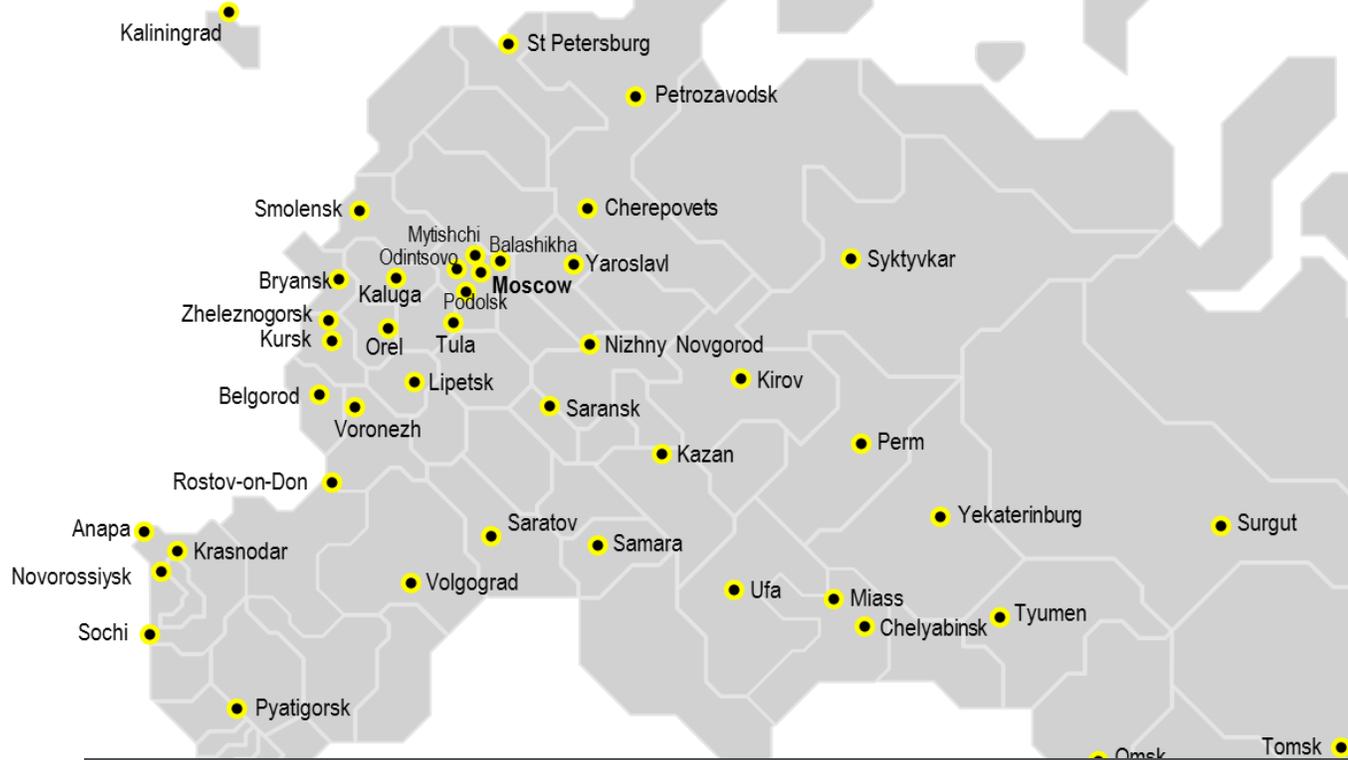


# **Let's talk about our experience**

**LeSS in Raiffeisenbank Russia**

**Hannes Eickmann**

# The Bank



Employees

~8.410



Customers

>1.8 m



Geography

44 cities



Branches and outlets

179



Net Profit (2018)

500 m \$



CIR / ROE

39% / 28%



Analytical credit rating agency  
(ACRA)

AAA (ru)

Outlook - Stable



RAEX (EXPERT PA)

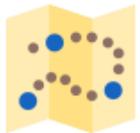
ru AAA

Outlook-stable

# Transforming organization



Best *digital experience* for our clients



By transforming into **Agile-organization** with a key focus on customer experience, time to market, engagement and efficiency

**23** *teams*

**600+** *people*

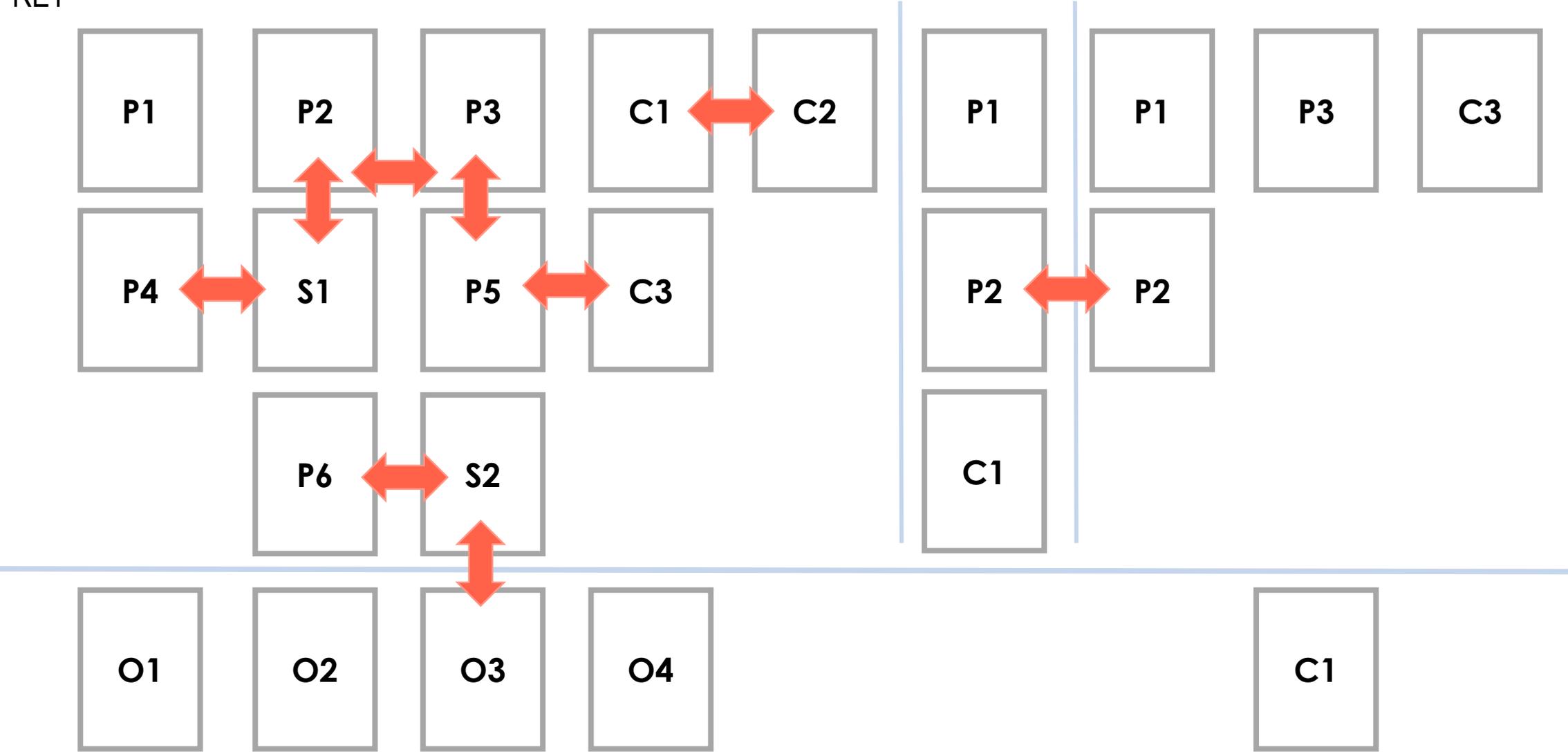
**100** *applications*

# With challenges

RET

SME

CIB



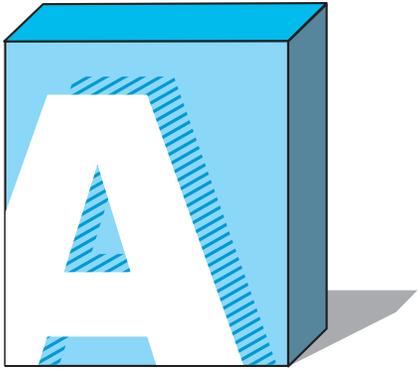
# Large Scale Scrum



We needed to find the most efficient way to handle dependency and to organize the delivery process within the bank...



# Focusing on the product



**Agile product**



External client  
willing to pay



Need in fast  
development



Dedicated P&L



Feature adoption  
map

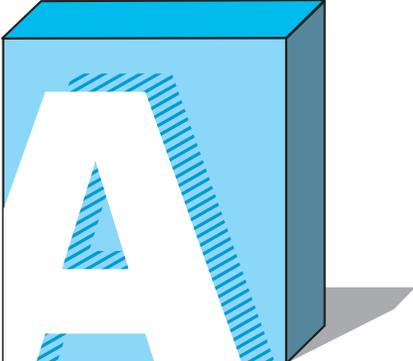


High  
dependency on  
IT-components



Large enough

# Array of agile products



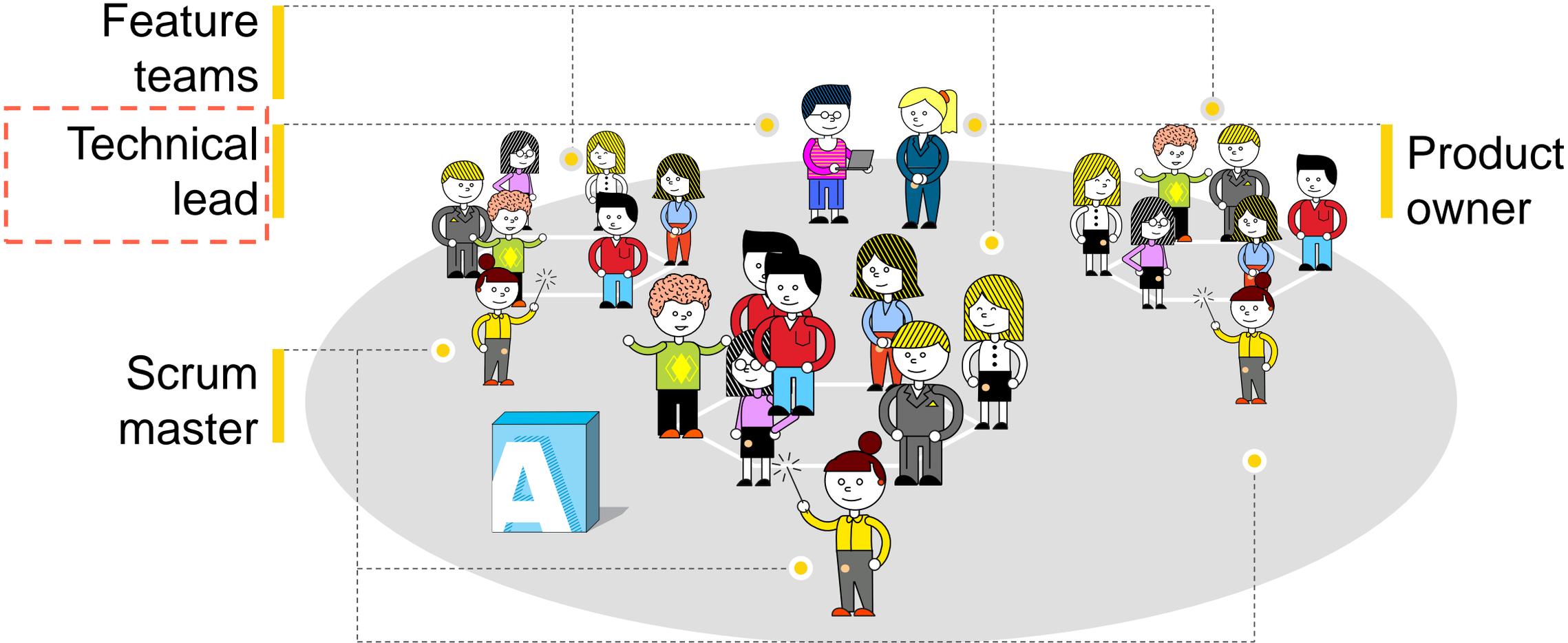
7 products Retail

- -
- -
- -
- -
- -
- -
- -

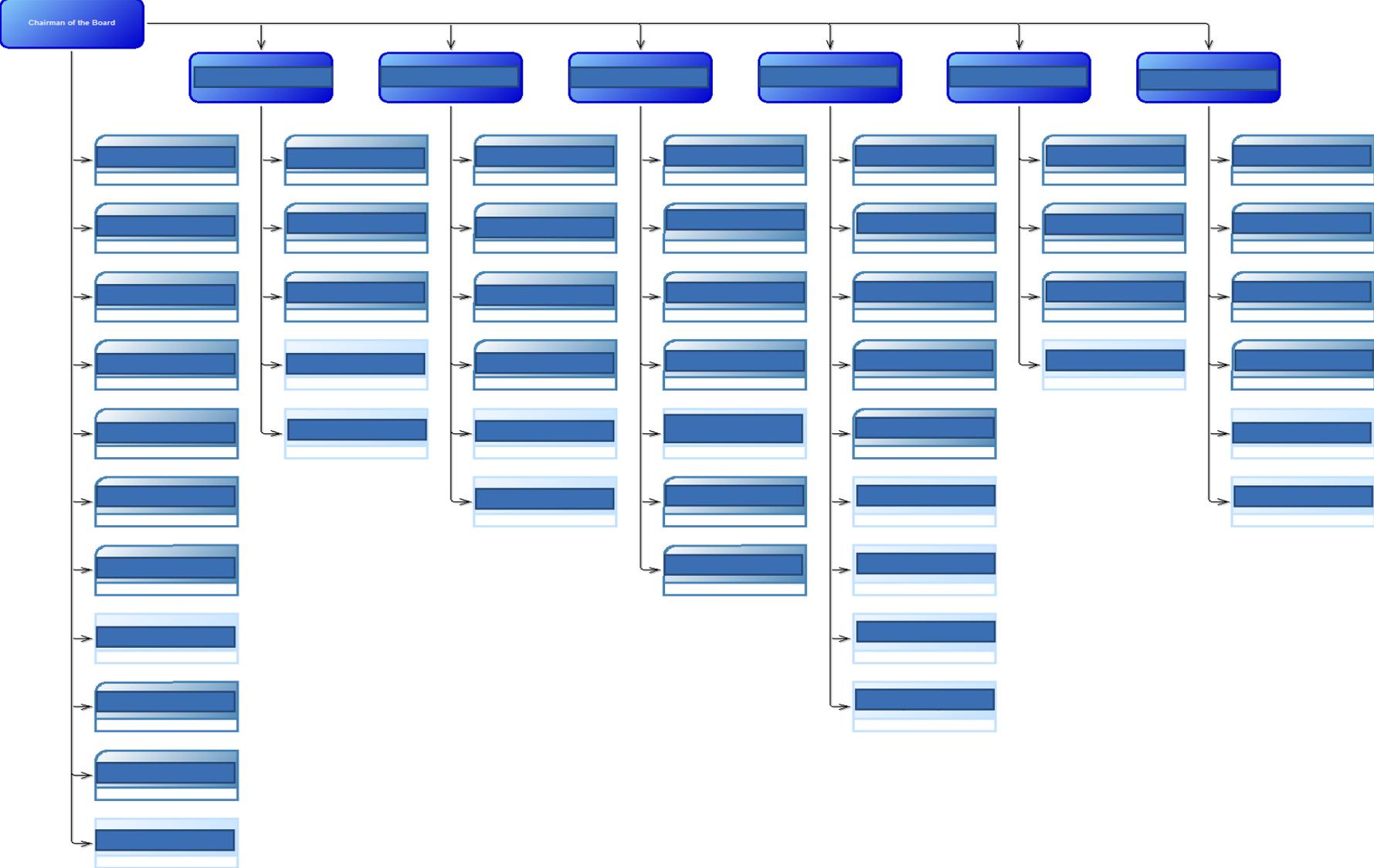
7 products CIB

- -
- -
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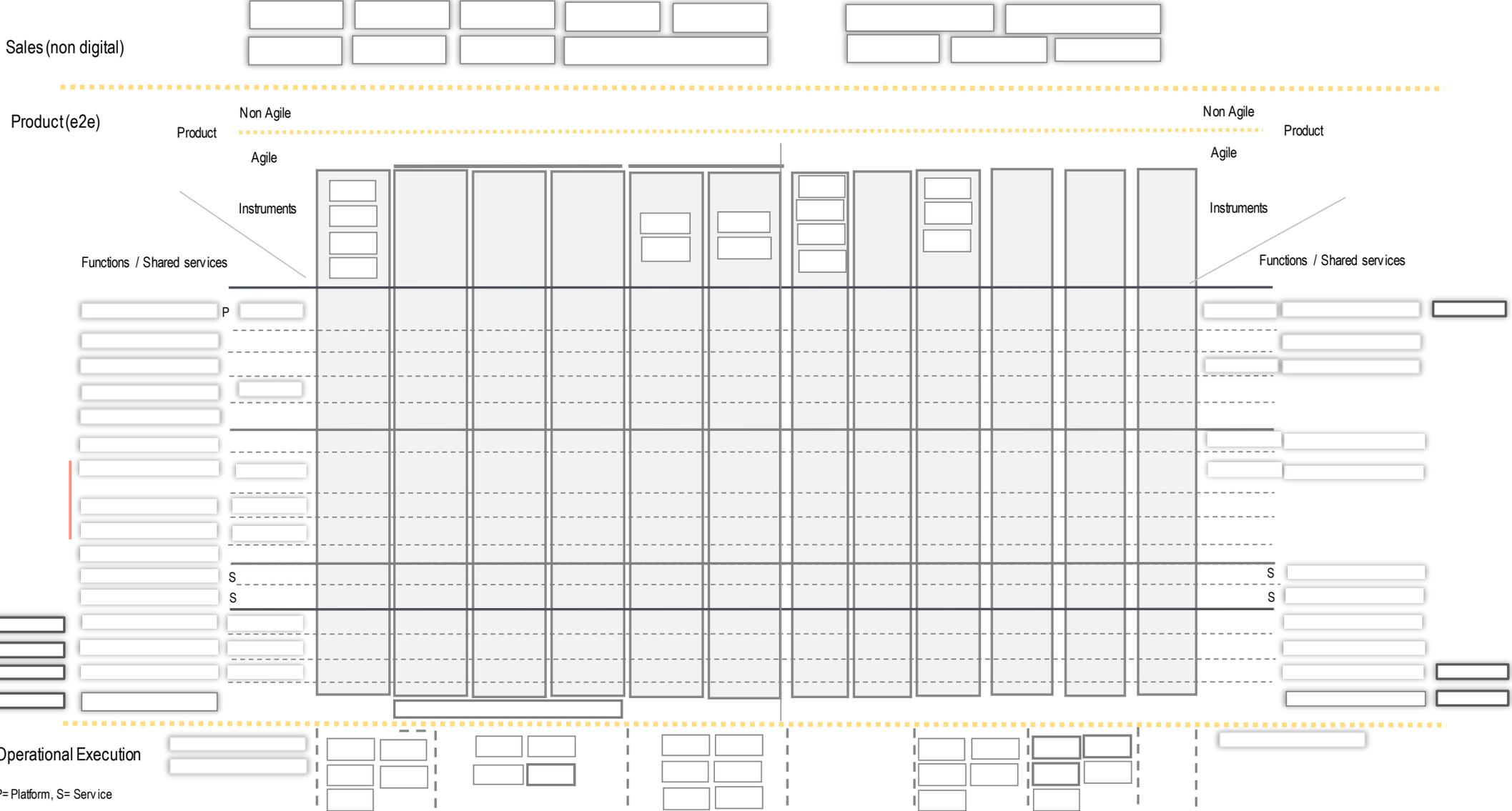
# Product team



# And the Organization...

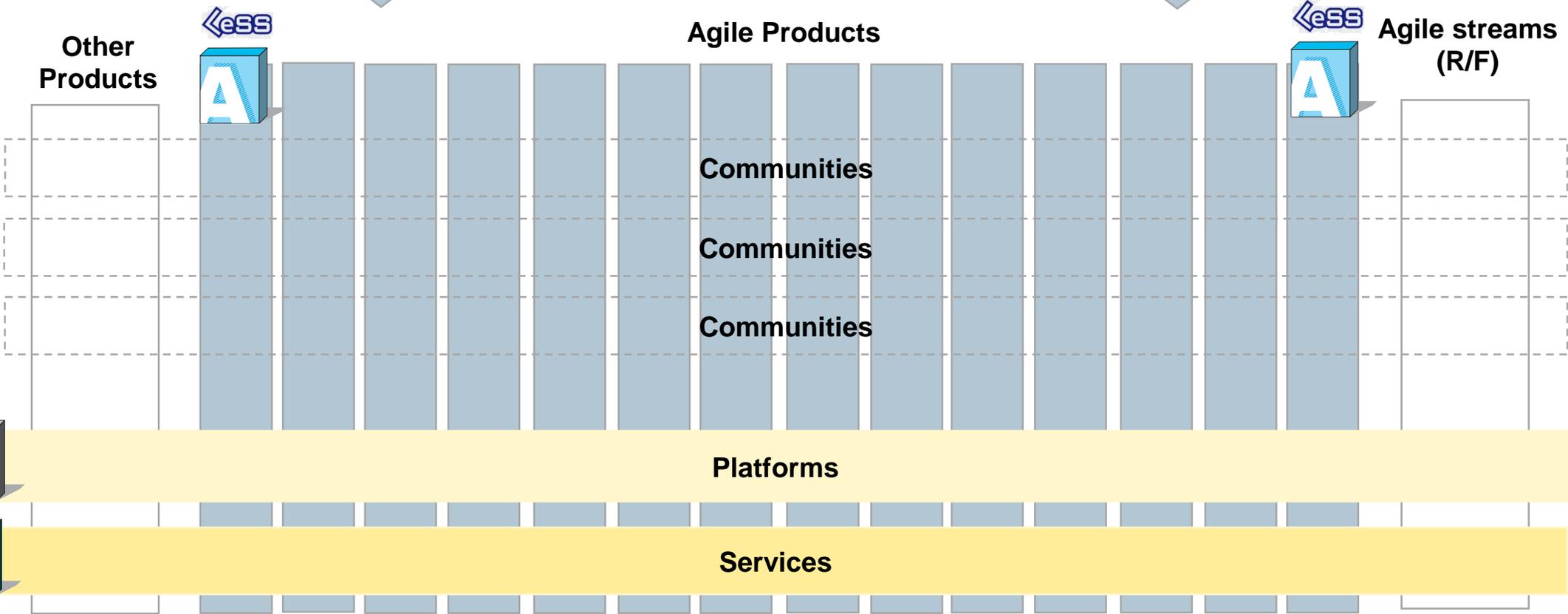


# Redesigned



# And simplified

Non digital channels / sales



Operations – Automatization / Digitalization

# Current Status



- Agile Products: 7 Retail / 7 CIB



- Platforms: 18 (7 front facing)  
Status: Enablement Ongoing



- Services: 8 Operational services  
Status: Implemented

- Communities: tbd Communities
- Agile streams tbd (Risk and Finance)
- Other Products tbd

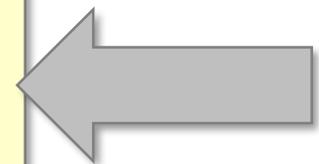
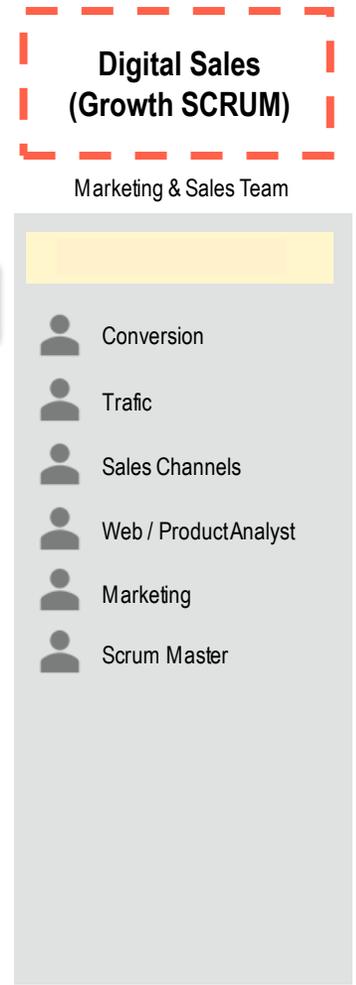
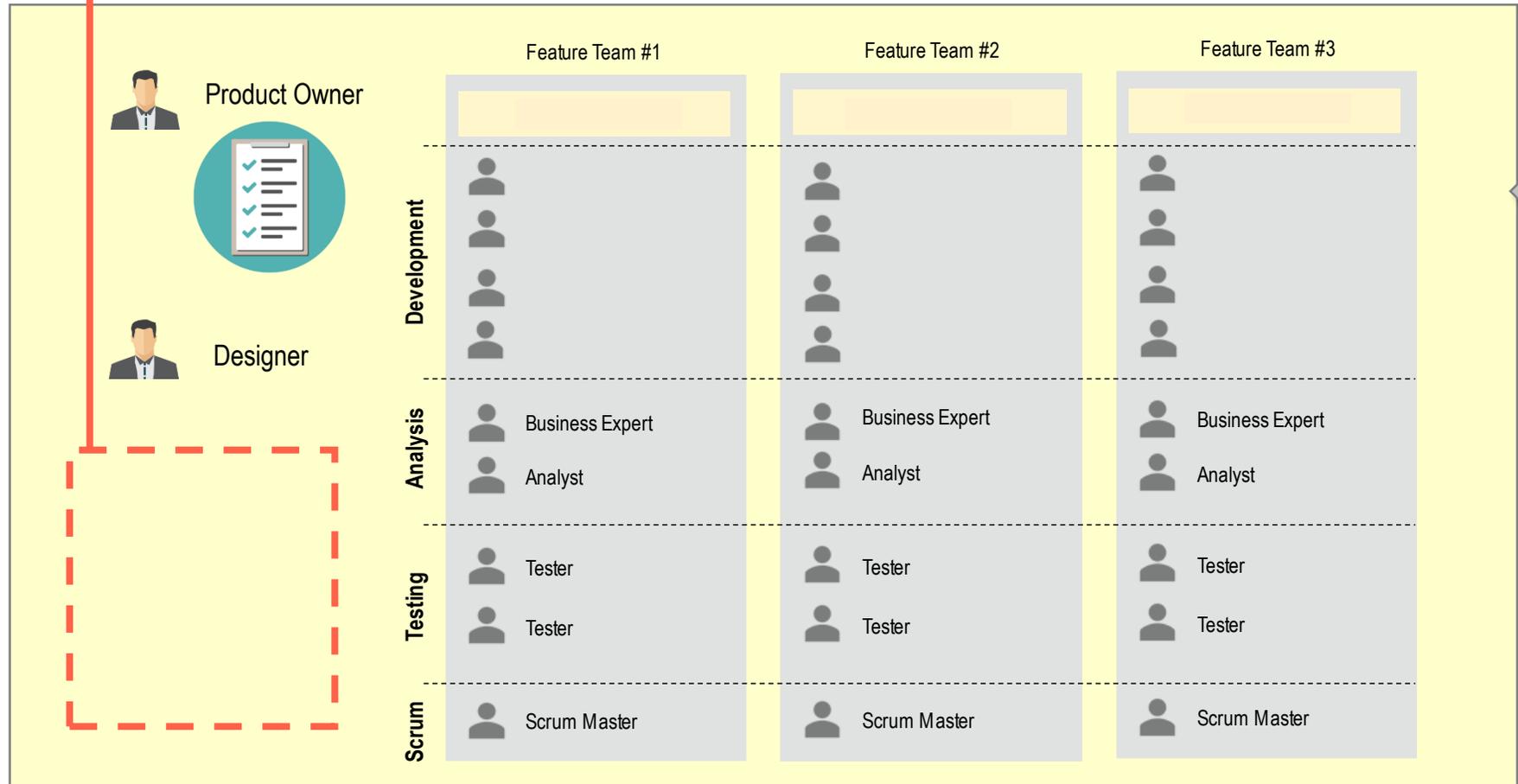
Overall rules were defined in a 50 slides Cookbook (and process is still ongoing)

Exercise took 15 board meetings / days including every board member

**But we also started small**



# LeSS in first agile product

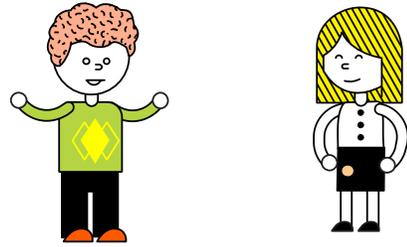


PO sets the goals

Self-organized

Close collaboration with LeSS (participate at some events, input for backlog items)

In future could be integrated into LeSS



# Core Decisions / Changes

# Core decisions

- No measurement of success, only success of whole company
- Not more than 2 LeSS Flips parallel
- We want people to volunteer for participating in LeSS flips



## Roles

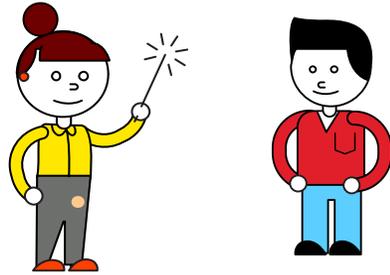
- PO is new, full time role, not just another name, therefore open competitive bidding
- Most of managerial activities were removed from PO
- In order to emphasis importance, PO has high grading and internal title (up to Executive Director) and can not be lower B-2
- One SM per team, different function then IT manager / Project manager
- Agile Product teams have shared business KPIs, platforms have stability / enablement
- Acceleration team set up / under improvement for technical enablement – CI CD

# Major changes that have happened



- We talk to our customer!!
- We sit together and talk the same language (IT and business)
- We show what we produce – Demo Day
- We know our MBOs and have the same ones in one team
- We budget on Product level and can shift cost types between different areas (Investment – HR, IT – Non IT)
- Our value proposition towards digital talents improved
- We focus stronger on learning and development T-Shapeness

...and we dress more casual



# **Lessons Learned**

## **Currently open**

# Lessons learned

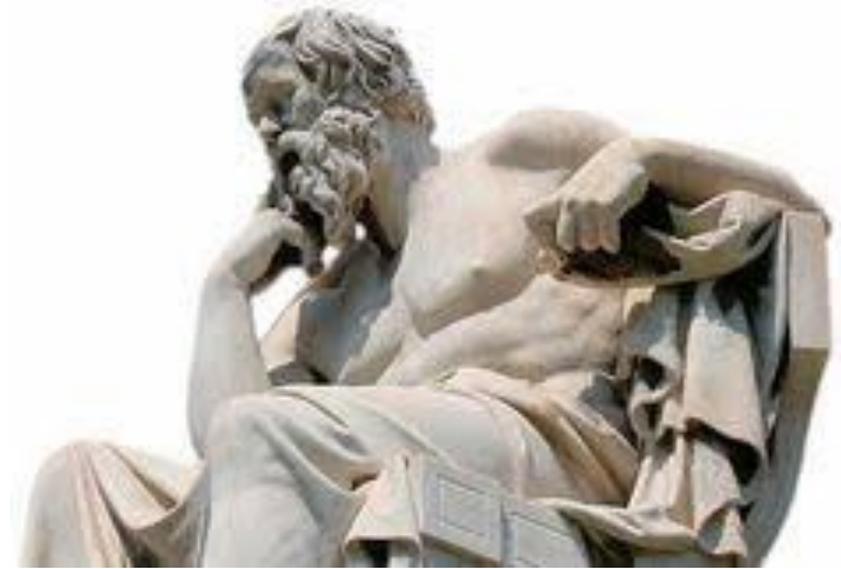


- Transformation impossible without full commitment CEO
- There has to be done certain trainings by whole board / executive management to get buy in and speak the same language
- Limit intellectual (endless) discussions, but decide and try (e.g. Agile products)
- Try to keep whole company involved, no outsourcing of steering / not only Agile products
- Framework is needed as base, but the real difference is made by people
- More technical understanding requested from all POs and Top Management

...and there is never too much communication

# ..and some open topics

- Is there a need for channel team on top of customer facing platform?
- How to handle increasing demand for IT resources / how to make priorities and decide where to invest
- How to ensure that PO also works on technical debts



*“I have the understanding that my main role in the organization is the set up of an organizational structure that enables all people to perform the best, in line with our strategic targets...currently this structure is based on the LeSS framework and principles ”*

*Sergey Monin, CEO*





thanks...

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