BNP PARIBAS FORTIS
BECOMING MORE THAN A BANK

LAURENCE JOURDAIN
ENTERPRISE AGILITY EPIC OWNER

BNP PARIBAS
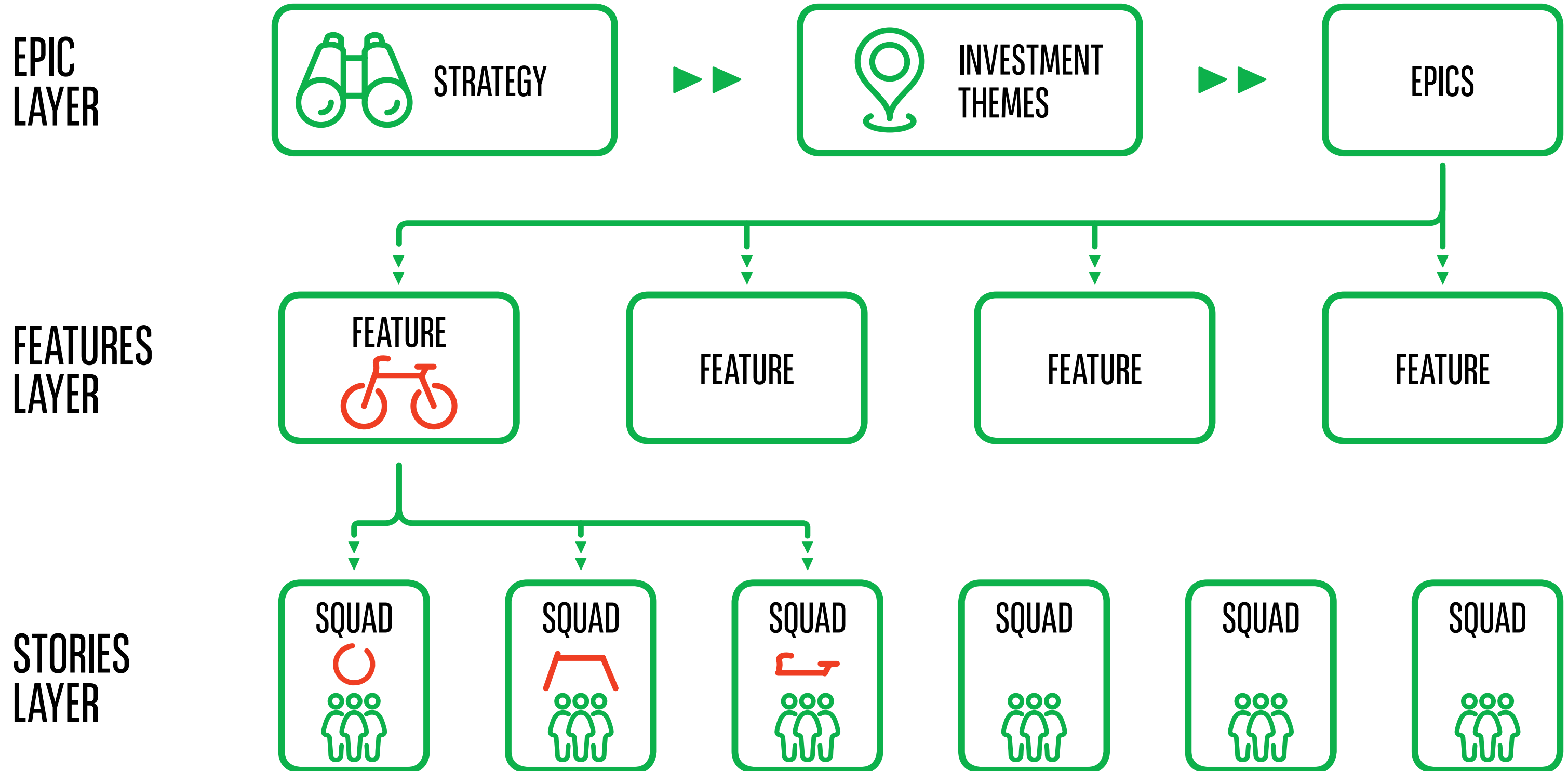**FORTIS**

The bank for a changing world
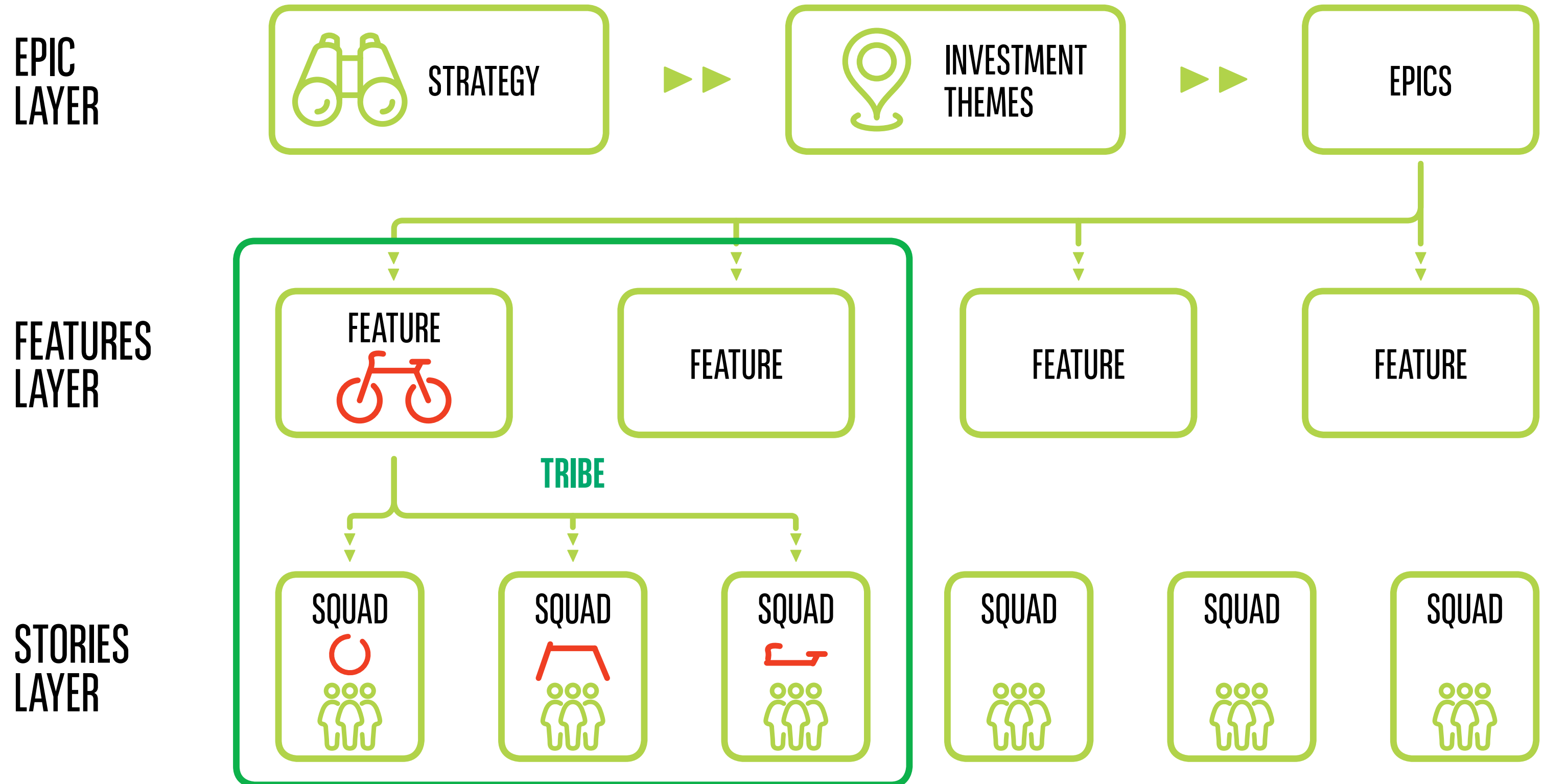
Getty Images

MORE THAN
A BANK
OUR CALL
FOR CHANGE

TRANSFORMATION TIP #1
MODELS ARE AN **INSPIRATION** NOT AN OBLIGATION

OUR MODEL CAN BE SUMMARIZED IN 3 LAYERS... (SAFE)

EPIC LAYER

STRATEGY ▶▶ INVESTMENT THEMES ▶▶ EPICS

FEATURES LAYER

FEATURE | FEATURE | FEATURE | FEATURE

STORIES LAYER

SQUAD | SQUAD | SQUAD | SQUAD | SQUAD | SQUAD
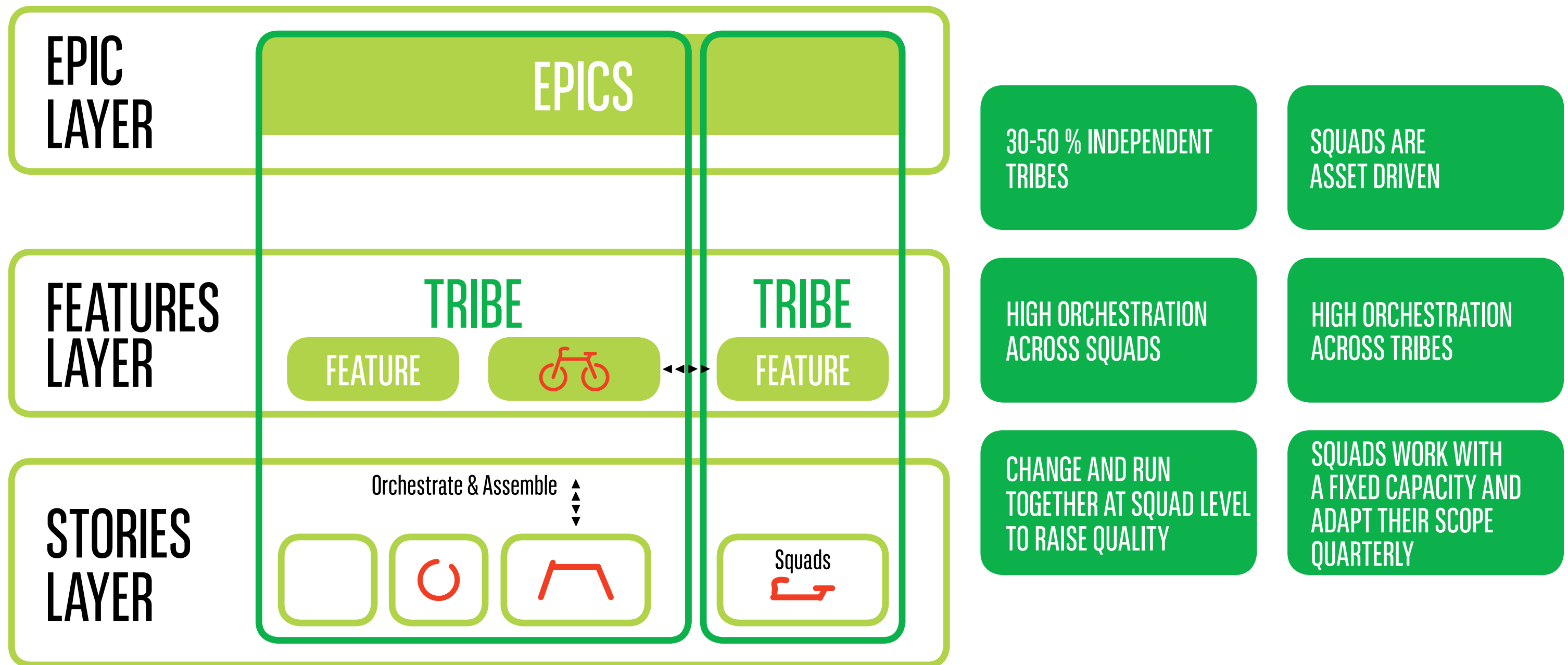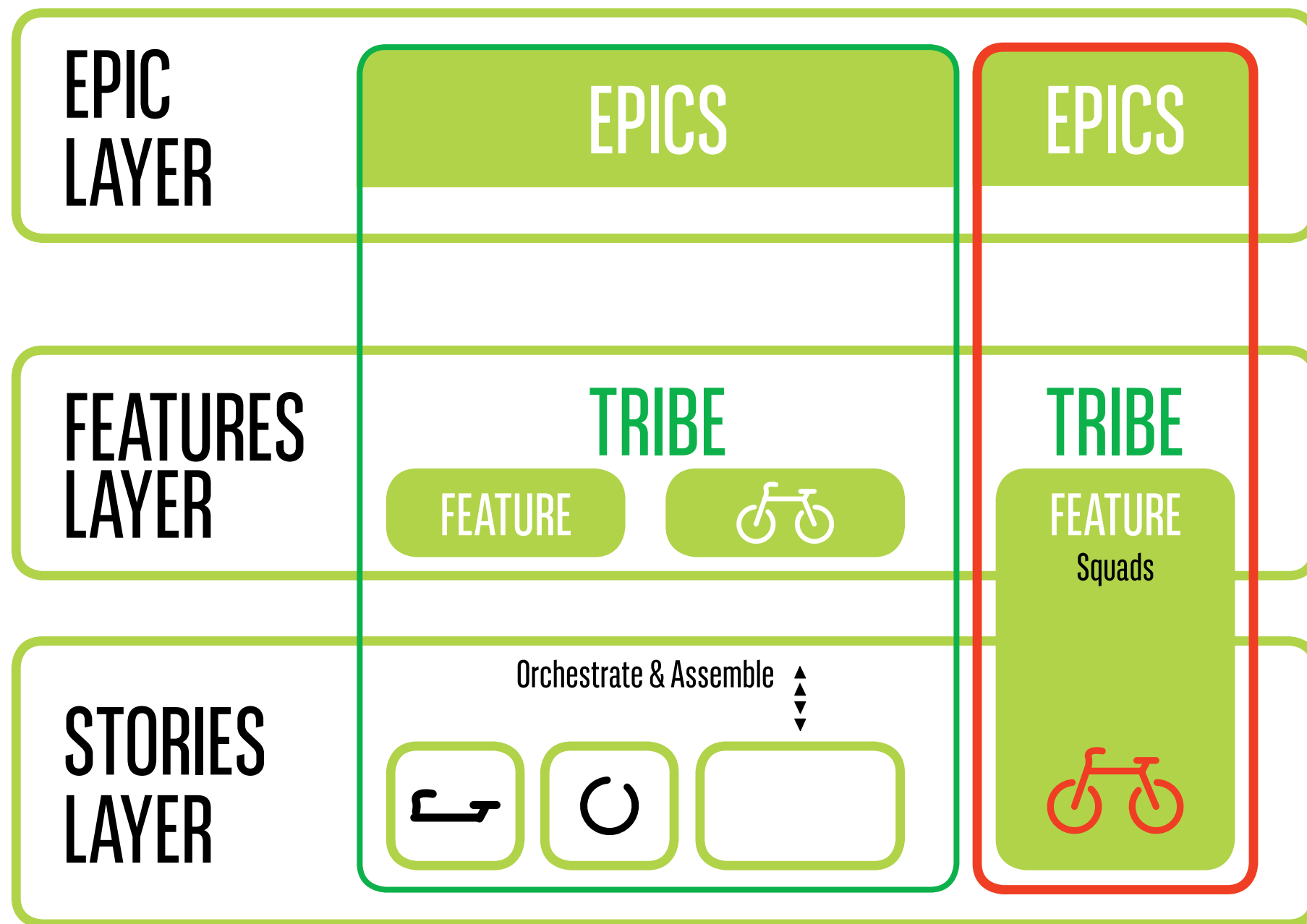
WITH A DELIVERY MECHANISM OF TRIBES (SPOTIFY)

TRANSFORMATION TIP #2
KEEP YOUR EYE ON THE LONG TERM **VALUE** YOU WANT REACH

WE STARTED 2017
WITH A CONTINUITY DRIVEN MODEL

EPIC LAYER

EPICS

FEATURES LAYER

TRIBE

FEATURE

FEATURE

TRIBE

FEATURE

STORIES LAYER

Orchestrate & Assemble

Squads

30-50 % INDEPENDENT TRIBES

SQUADS ARE ASSET DRIVEN

HIGH ORCHESTRATION ACROSS SQUADS

HIGH ORCHESTRATION ACROSS TRIBES

CHANGE AND RUN TOGETHER AT SQUAD LEVEL TO RAISE QUALITY

SQUADS WORK WITH A FIXED CAPACITY AND ADAPT THEIR SCOPE QUARTERLY

IN 2018, WE WILL GROW THE MODEL THROUGH PILOTS

EPIC LAYER

EPICS

EPICS

FEATURES LAYER

TRIBE

FEATURE

TRIBE

FEATURE
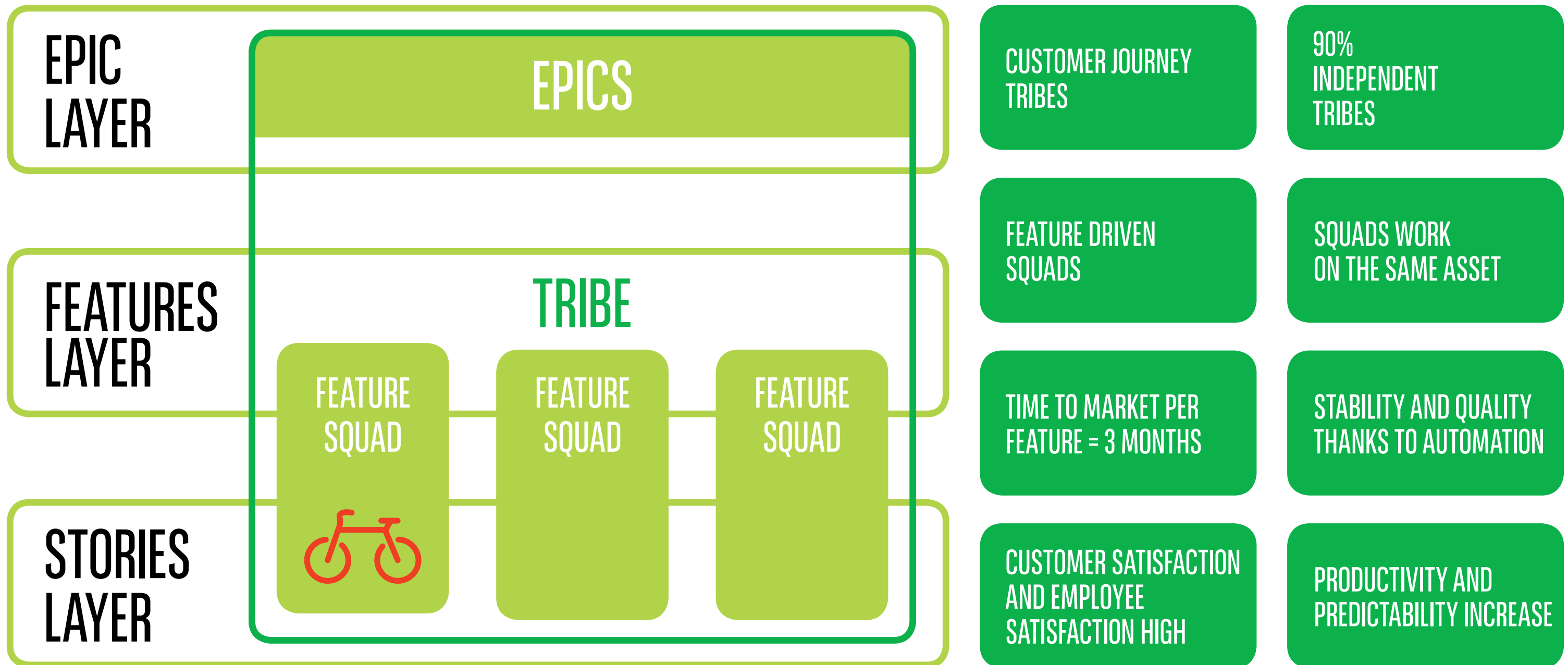
Squads

STORIES LAYER

Orchestrate & Assemble

IDENTIFIED AREAS WHERE PILOT CAN BE STARTED

PILOTS WILL AIM FOR CUSTOMER JOURNEY TRIBES

PILOTS WILL FOCUS ON AUTOMATION AND DEVOPS ADVANCED SQUADS

PILOTS WILL FOCUS ON GROWING FEATURE DRIVEN SQUADS

# BY 2020, SQUADS WILL DELIVER FEATURES INDEPENDENTLY

EPIC LAYER

EPICS

FEATURES LAYER

TRIBE

FEATURE SQUAD

FEATURE SQUAD

FEATURE SQUAD

STORIES LAYER

CUSTOMER JOURNEY TRIBES

90% INDEPENDENT TRIBES

FEATURE DRIVEN SQUADS

SQUADS WORK ON THE SAME ASSET

TIME TO MARKET PER FEATURE = 3 MONTHS

STABILITY AND QUALITY THANKS TO AUTOMATION

CUSTOMER SATISFACTION AND EMPLOYEE SATISFACTION HIGH

PRODUCTIVITY AND PREDICTABILITY INCREASE
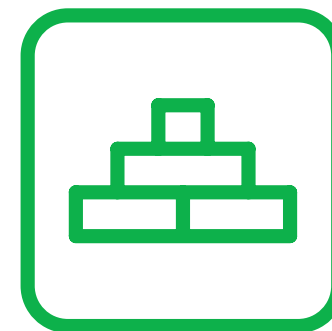
TO GO THERE, WE BUILD A NUMBER OF THINGS

ENTERPRISE
AGILITY CULTURE
IS NOT EMBEDDED

ONGOING PLAN TO
EMBED CONTINUOUS
DELIVERY, CONTINUOUS
DEPLOYMENT AND
OVERALL AUTOMATION
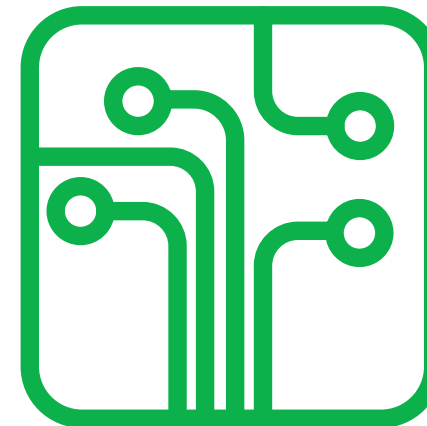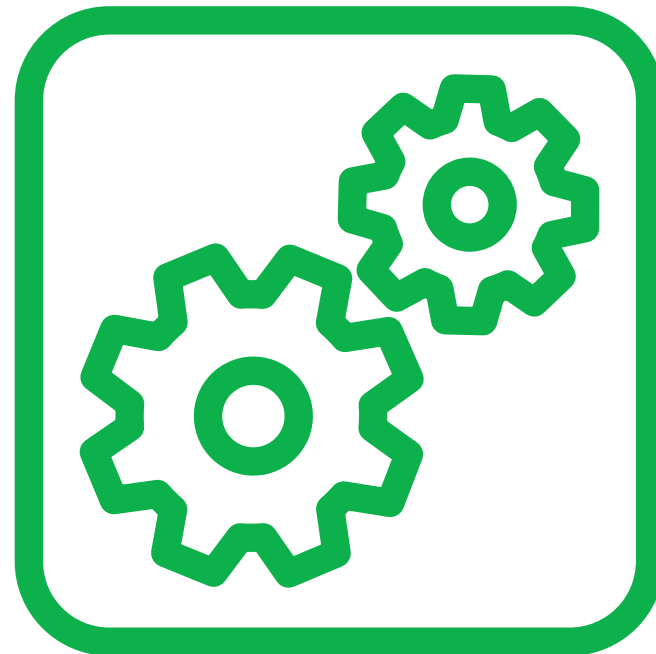
APPLICATION ARCHITECTURE
TO ALLOW SHARING
SAME ASSETS NOT READY

TARGET ENTERPRISE
ARCHITECTURE & MODULARITY
NOT THERE YET

TRANSFORMATION TIP #3
DEFINE A SET OF COMMON STRUCTURAL CHANGES AND **PUSH** EVERYONE IN THE WATER

MAY 1ST – BIG BANG

- **FULL SWITCH TO AGILE PORTFOLIO**
- **TRIBES IN PLACE**
- **NEW GOVERNANCE IN PLACE**
- **NEW AGILE FUNCTIONS**

COLLABORATION THROUGH CHAOS

WE EMBED THE AGILE METHODS ON THE FLOOR THROUGH WAVES.
EVERY 3 MONTHS, A NEW WAVE OF +/- 500 PEOPLE EMBARK IN INTENSE TRAINING AND COACHING ON THE JOB.

TRANSFORMATION TIP #4
MANAGE EXPECTATIONS:
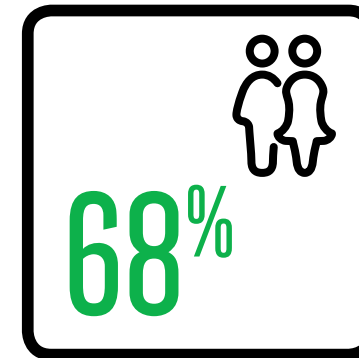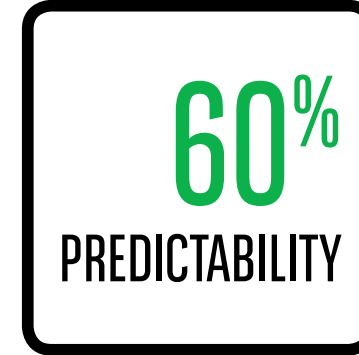# IT IS GOING TO **SEEM** CHAOTIC FOR A GOOD REASON
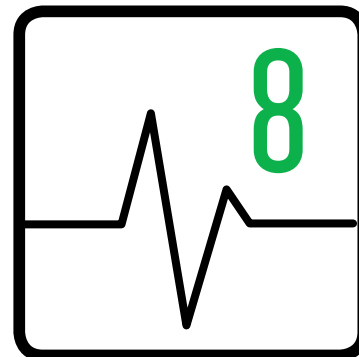
20%

20% BUSINESS PEOPLE

80%

80% IT PEOPLE

3200

3200 PEOPLE WORKING IN AGILE ECOSYSTEM

2700

2700 PEOPLE APPLY AGILE METHODS IN TRIBES

60%

PREDICTABILITY

68%

ADOPTION OF AGILE IS RATED **68%** BY EMPLOYEES THEMSELVES

100 COACHES

8

8 INVESTMENT THEMES

-7%

-7% OVERALL INCIDENTS DESPITE DISRUPTION

±150 EPICS

200 SQUADS

20 TRIBES

-30%
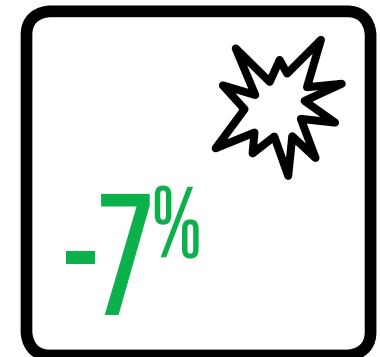
-30% MAJOR INCIDENTS DESPITE DISRUPTION

TRANSFORMATION TIP #5
WHAT WILL REALLY PULL YOUR TRANSFORMATION IS CORPORATE **CULTURE**

AGILE IS NOT AGILITY
AGILE IS A METHOD
TO DELIVER FAST.
AGILITY IS
THE MINDSET
TO BE FAST.