**Agile at Scale Digital Transformation
for a Major European Multilateral Development Bank**

Business drivers

This case study will be of interest to senior IT delivery executives and banking executives in large International Financial Institutions needing to drive digital transformation and technology modernisation at pace with multiple banking systems.

Client

Our sponsors were the IT MD of a major European Multilateral Development Bank (MDB) based in London, UK, and its COO Client Services Group (Banking and Policy and Partnerships).

Client situation

Our client had fragmented, inefficient ways of working across their core financial investment project lifecycle processes. The processes relied on multiple, siloed and point solution applications which were poorly architected and integrated. The Bank's IT department and its IT estate suffered from decades of under investment.

With the Bank's board of directors and ExCom backing, an Operational Efficiency and Effectiveness (OE&E) review, comprising of numerous business change and technology enablement workstreams, was initiated to tackle these issues. One of the OE&E workstreams aimed at creating

a unified, cloud-based, secure single platform ('Monarch') to manage the Bank's transition, operational and financial results in one place. To do this some of the key challenges facing our client included how it:

➢ could introduce new agile delivery methods, ways of working and technical infrastructure
➢ manage business expectations since 57 epics were drafted without any realistic 'T' shirt estimations or sizing of the effort
➢ should scale up scrum teams quickly to exploit the benefits of a hybrid onshore and near shore resourcing model
➢ could develop an agile platform capability from scratch with a fully automated CI/CD pipeline and build a DevOps team to support it

What we provided

We provided an IT consultant with extensive experience of delivering complex, agile at scale, digital transformation programmes. He led the consolidation of the OE&E initiative into a single integrated programme comprised of an ecosystem of 10 related business and technology projects.

Programme outcome

A scalable secure and resilient cloud based platform was built & Monarch was deployed to over 2000 Bank users. It provided new high value core search, workflow and document automation capabilities across the Banks' project investment lifecycle delivered through 94 value driven, feature releases. Direct resourcing and capacity creation benefits of £111 Million enabled the securing of funding of a second Monarch phase.