

SAFE AT SIMCORP

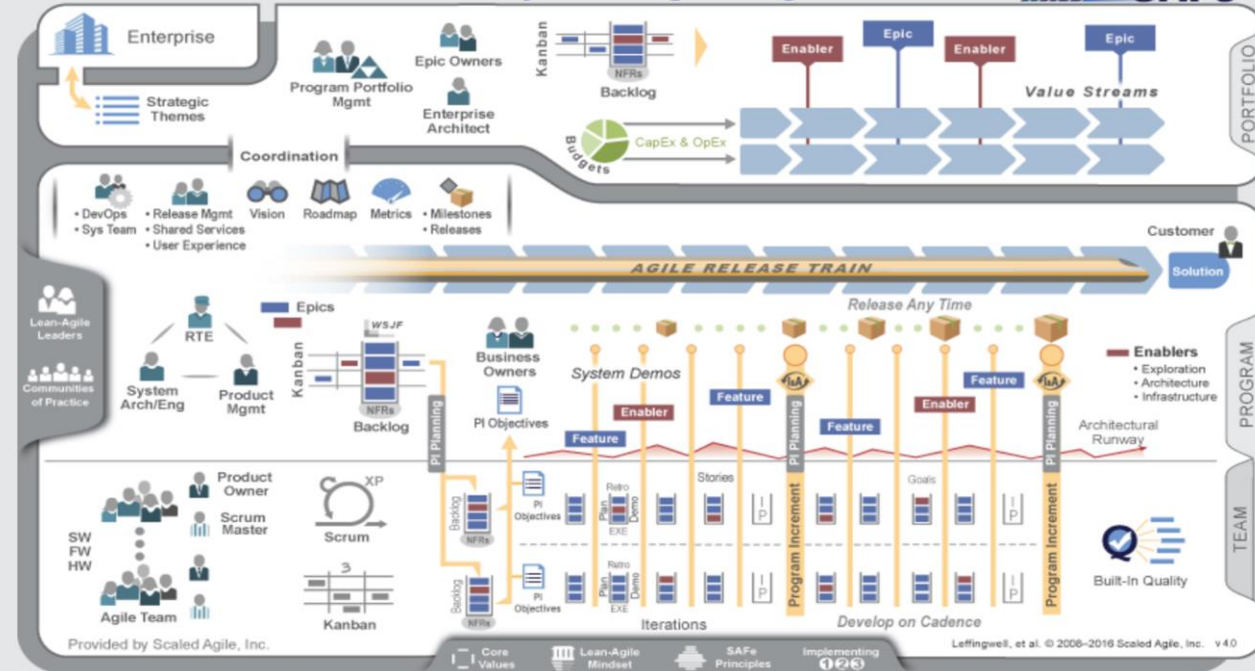
AN AGILE TRANSFORMATION

GEORG HETRODT, CTO, 29. MAY 2017

SCRUM DAY DENMARK



SAFe® 4.0 for Lean Software and Systems Engineering



ART LAUNCH PLAN AND STATUS

PAR ART

status: **LAUNCHED** – Teams: 4 – PI: 4 – launch date: 5th April 2016

AI ART

status: **LAUNCHED** – Teams: 3 – PI: 2 – launch date: 30th August 2016

TECHART

status: **LAUNCHED** – Teams: 6 – PI: 2 – launch date: 29th September 2016

PDT ART

status: **LAUNCHED** – Teams: 2 – PI: 2 – launch date: 13th October 2016

FO ART

status: **LAUNCHED** – Teams: 13 – PI: 2 – launch date: 26th October 2016

IBOR ART

status: **LAUNCHED** – Teams: 9 – PI: 1 – launch date: 22nd November 2016

DM ART

status: **LAUNCHED** – Teams: 4 – PI: 1 – launch date: 1st December 2016

ABOR ART

Status: **LAUNCHED** – Teams: 9 – PI: 1 – launch date: 20th January 2017

SIMCORP DIMENSION

ONE SYSTEM FOR A COMPLEX WORLD

Description of SimCorp Dimension

- Support investment managers handling all tasks related to asset management across the enterprise - from front- to back-office in one integrated solution
- Around 180 Dimension clients around the world equal to a global market share of ca. 15%



IBOR

SIMCORP

ISV SERVICING THE WORLD'S LARGEST BUY SIDE FIRMS

Clients

182

This constitutes a market share of 15% in our universe of around 1.200 clients. In the Top50 a market share of around 50%.

Revenue 2016

296 m€

Adj. non-GAAP revenue increased 12.4% y-o-y in local currencies in 2016. Reported revenue increased 8.1% y-o-y in LC

Licence Base

749 m€

Total value of sold licences indicates the size and exposure of the existing code base

R&D Investments

59.3 m€

20.0% of revenue to ensure sustainable investments into our SW platform SimCorp Dimension

R&D Employees

505

37% of in total 1.376 employees

R&D Locations

4

SimCorp is based Copenhagen, DK, with 22 offices in 19 countries and 4 main R&D locations in CPH, Kiev, London, Frankfurt

POINT OF DEPARTURE

20 YEARS OF “CONTINUOUS” IMPROVEMENT OF THE WATERFALL MODEL



**SEMI-ANNUAL-
RELEASES**

**DOMAIN
STRATEGY AND
ORGANIZATION**

**STRONG LINE
ORGANIZATION
with Project
Overlay**

**PROPRIETARY
PROCESSES and
TOOLS**

WHY?

NOT A BURNING PLATFORM ...

- ❑ TRACK RECORD OF SEMI-ANNUAL RELEASES
- ❑ ORGANIZATION SCALED TO 500 EMPLOYEES
- ❑ SUCCESSFUL OFF-SHORING
- ❑ SIGNIFICANT QUALITY IMPROVEMENTS (20%) IN EXISTING WATERFALL MODEL
- ❑ SIGNIFICANT INCREASE OF SW SALES

BUT A BURNING DESIRE

- ❑ IMPROVEMENT AMBITIONS MET INCREASING CHANGE FATIGUE
- ❑ LIMITED PROGRESS
 - ❑ More value
 - ❑ Shorter time to market
 - ❑ Higher employee satisfaction
 - ❑ Quality
- ❑ Preparation for Cloud



OCTOBER 2015

THE FIRST TOWNHALL MEETING

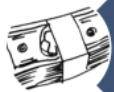
What has been decided!



Agile on Team Level



Standard Framework - SAFe

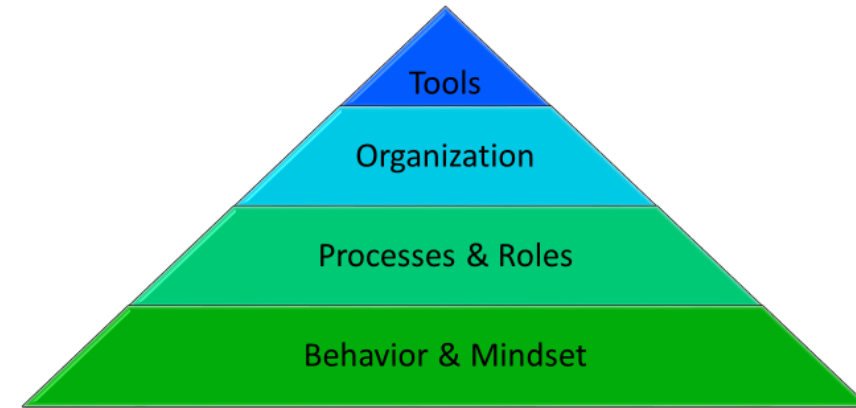


Best Practices - Buy over Make

20

SimCorp

The Agile transformation requires change of



23

SimCorp

OCTOBER 2015

THE FIRST TOWNHALL MEETING

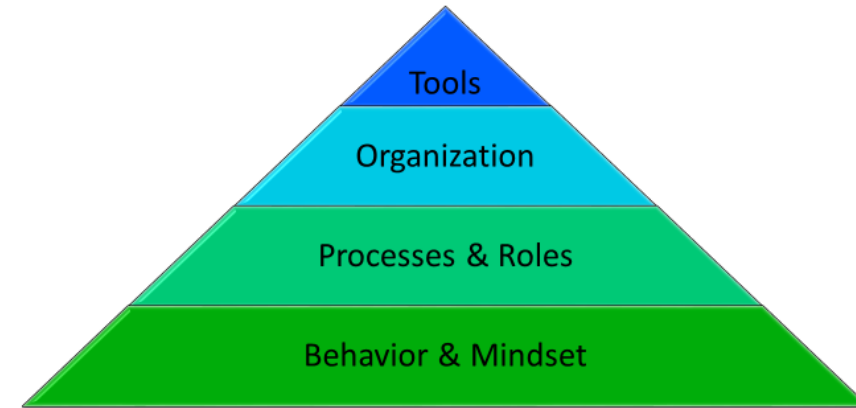
What has been decided!



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SimCorp

The Agile transformation requires change of



23

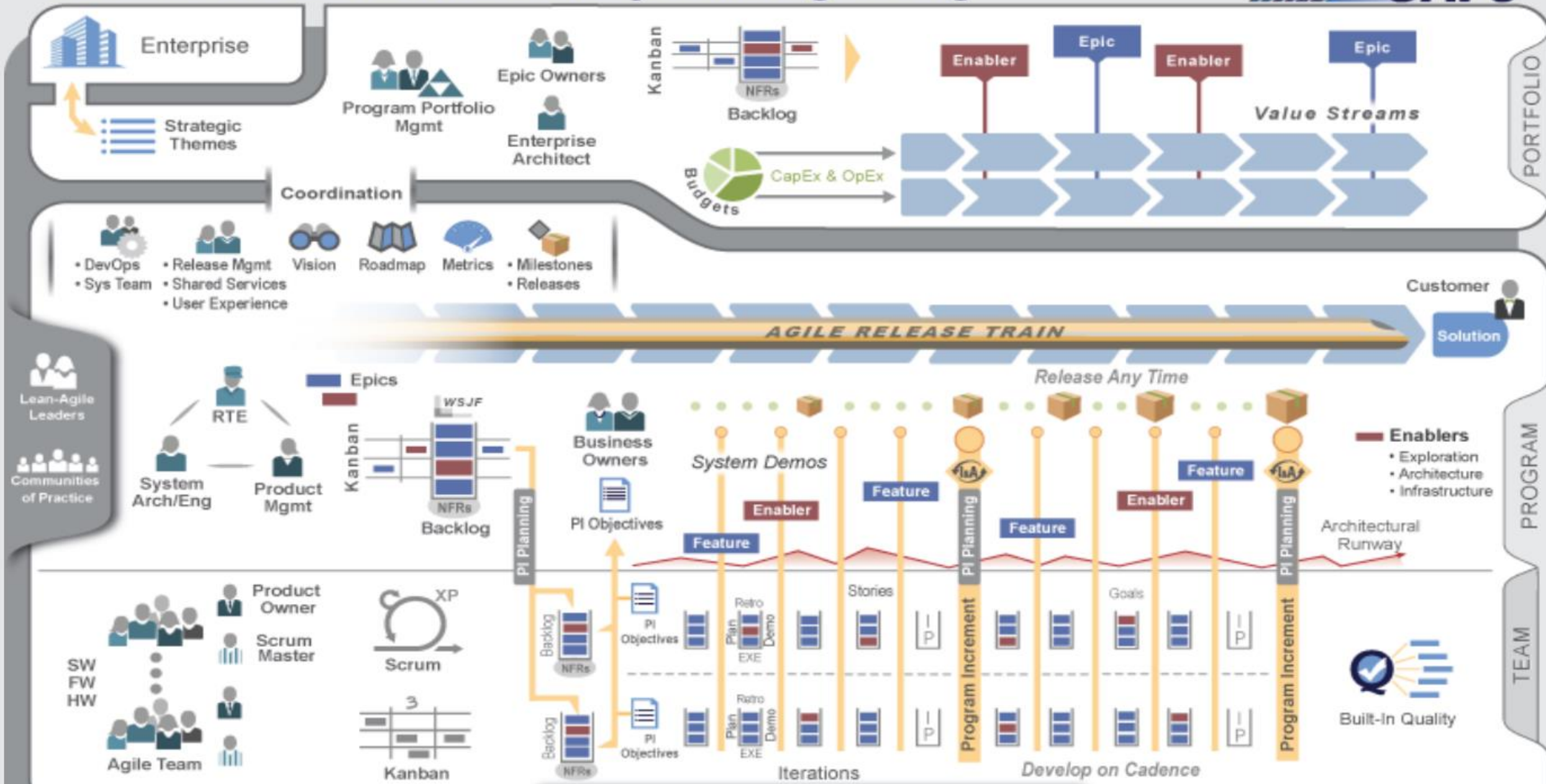
SimCorp

Changed to

- ❑ Scaled Agile
- ❑ Continuous Integration
- ❑ Lean Agile Mindset

OUR FIRST CHOICES

SAFe® 4.0 for Lean Software and Systems Engineering



Provided by Scaled Agile, Inc.



Core Values



Lean-Agile Mindset



SAFe Principles



Implementing 123

Leffingwell, et al. © 2008–2016 Scaled Agile, Inc. v 4.0



THE FIRST TRANSFORMATION FEATURES/EPICS

GETTING USED TO A NEW GOVERNANCE MODEL

RAMPING UP

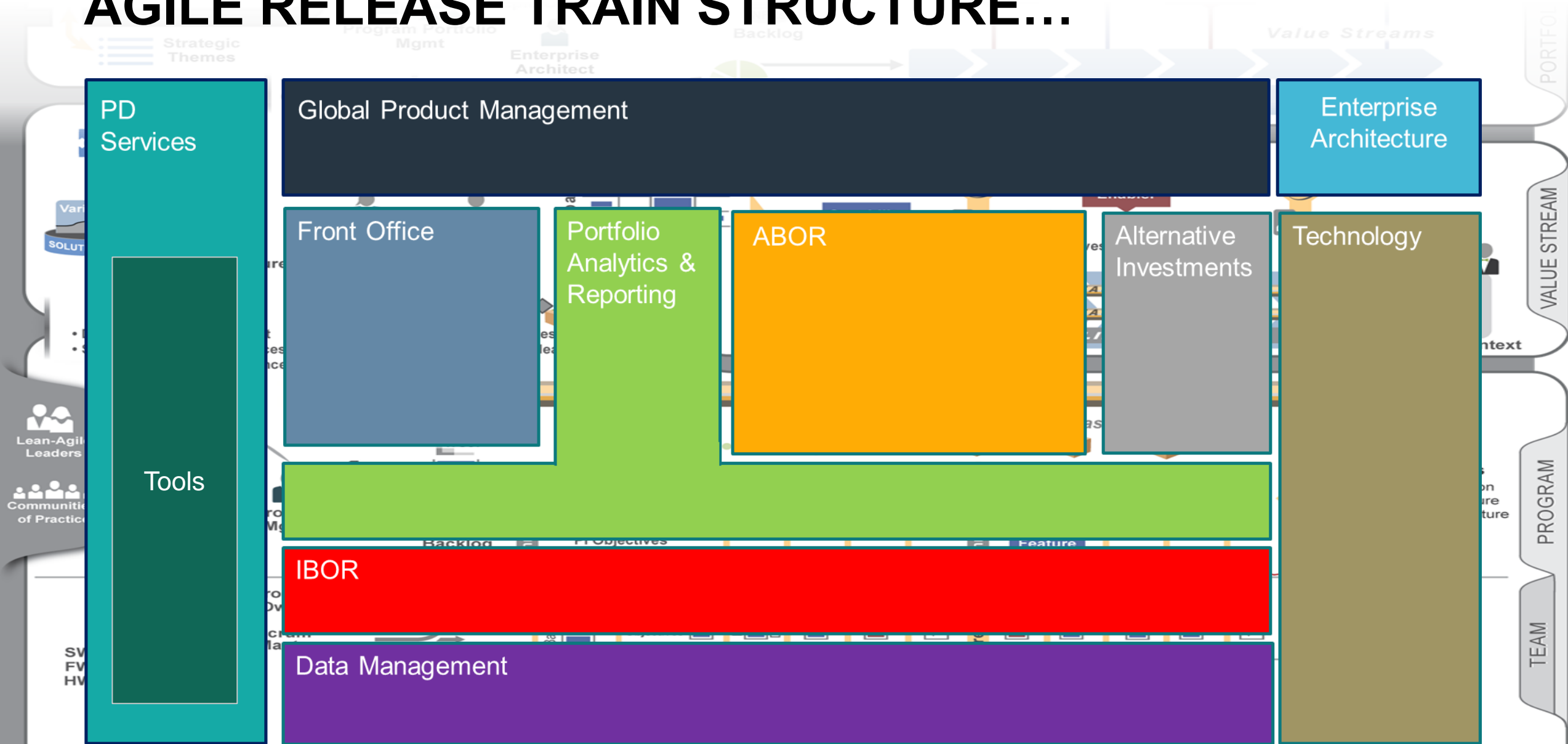
**NURTURING
AGILE ON TEAM
LEVEL**

**GET THE FIRST
ART LIVE**

**CHANGES TO
THE
MANAGEMENT
SYSTEM**

ORGANIZATIONAL CHANGES

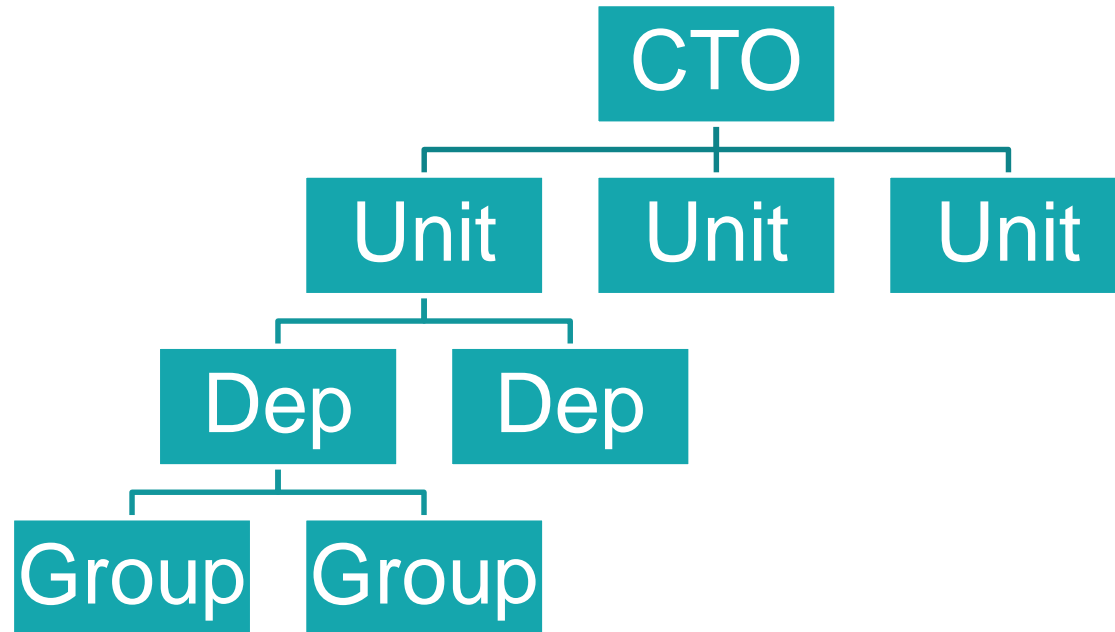
AGILE RELEASE TRAIN STRUCTURE...



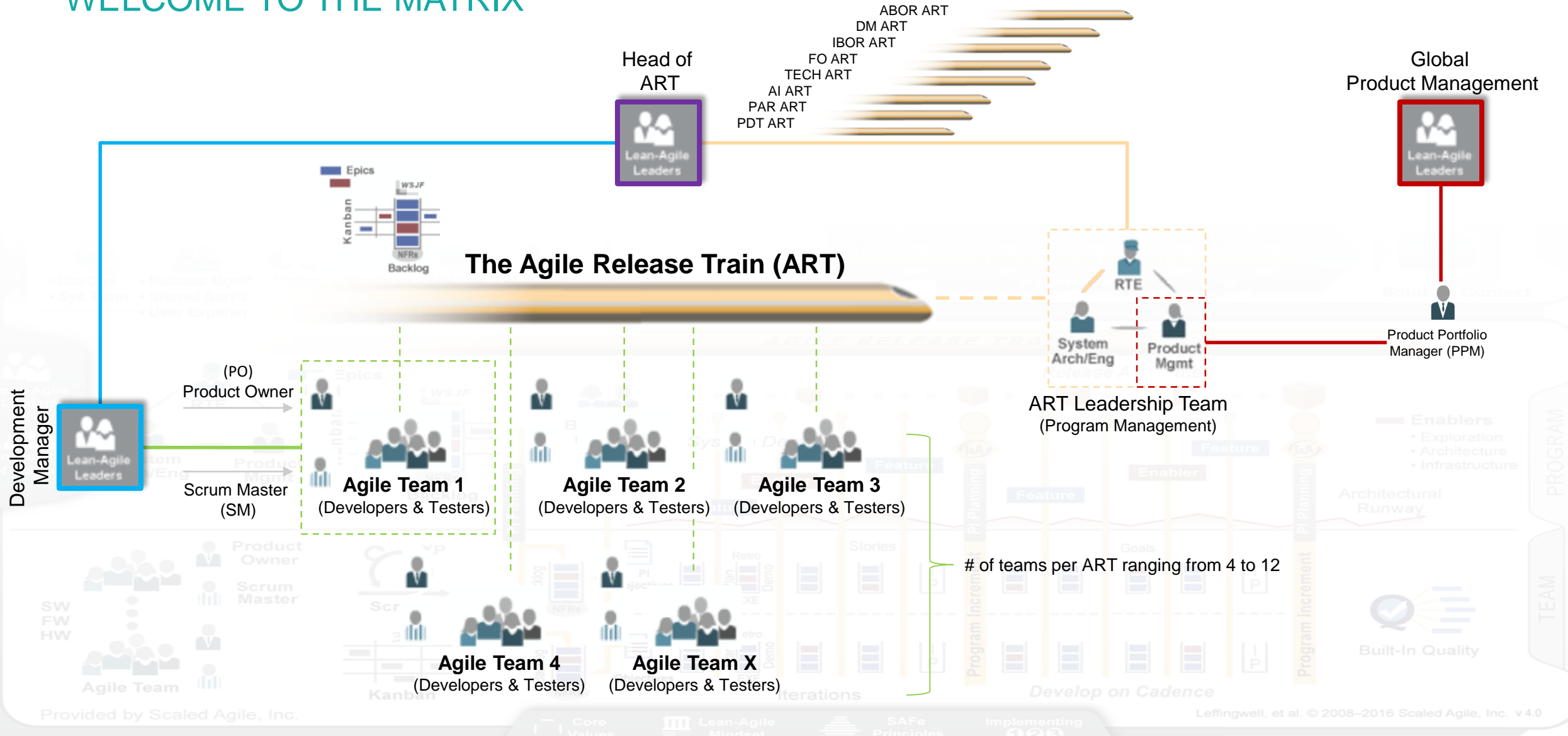
STATUS QUO: STRONG LINE MANAGEMENT

- Execution Responsibility
- Code Ownership
- People Responsibility

Mainly technical leadership



WELCOME TO THE MATRIX



A silhouette of a hiker with a backpack is positioned on the left side of the frame, looking out over a vast cityscape at night. The city lights are visible in the valley below, and the sky is a deep blue. The title 'MANAGING CHANGE' is overlaid in large white letters, with a horizontal line and a small circle leading to the word 'MANAGING'.

MANAGING CHANGE

PARADIGM SHIFTS

THE CHANGE IS GOING ON

- Empowered team pulling tasks in Planning Event
 - From: Push
 - To: Pull
- Leadership Structure
 - From: Line with very clear accountability
 - To: Empowered teams
- Capacity Management
 - From: Focus on developer sizes
 - To: Self-managing teams and SWAG
- Competencies
 - From: Domain specialists
 - To: T-shaped professionals

TRAINING AND COACHING



KEY TRAINING COMPONENTS

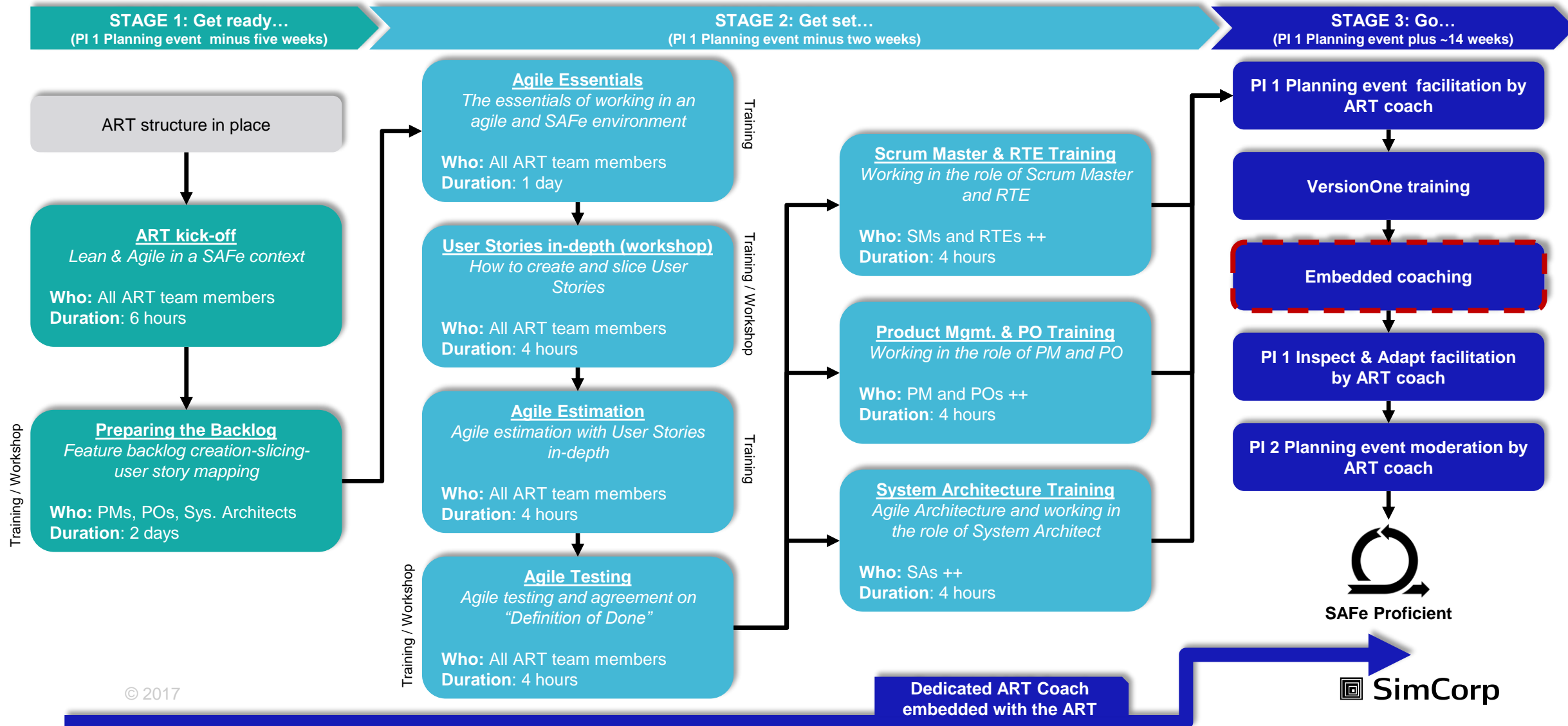


FACTS & FIGURES

- Over **180** courses and training activities will be **delivered** as part of the transformation in **2016**
- A SimCorp'er will on average spend between **four to five days** on **training** in the month leading up to the first PIPE.
- Currently **eight coaches** are involved in **supporting** the **ARTs** and making them **self-sufficient**.

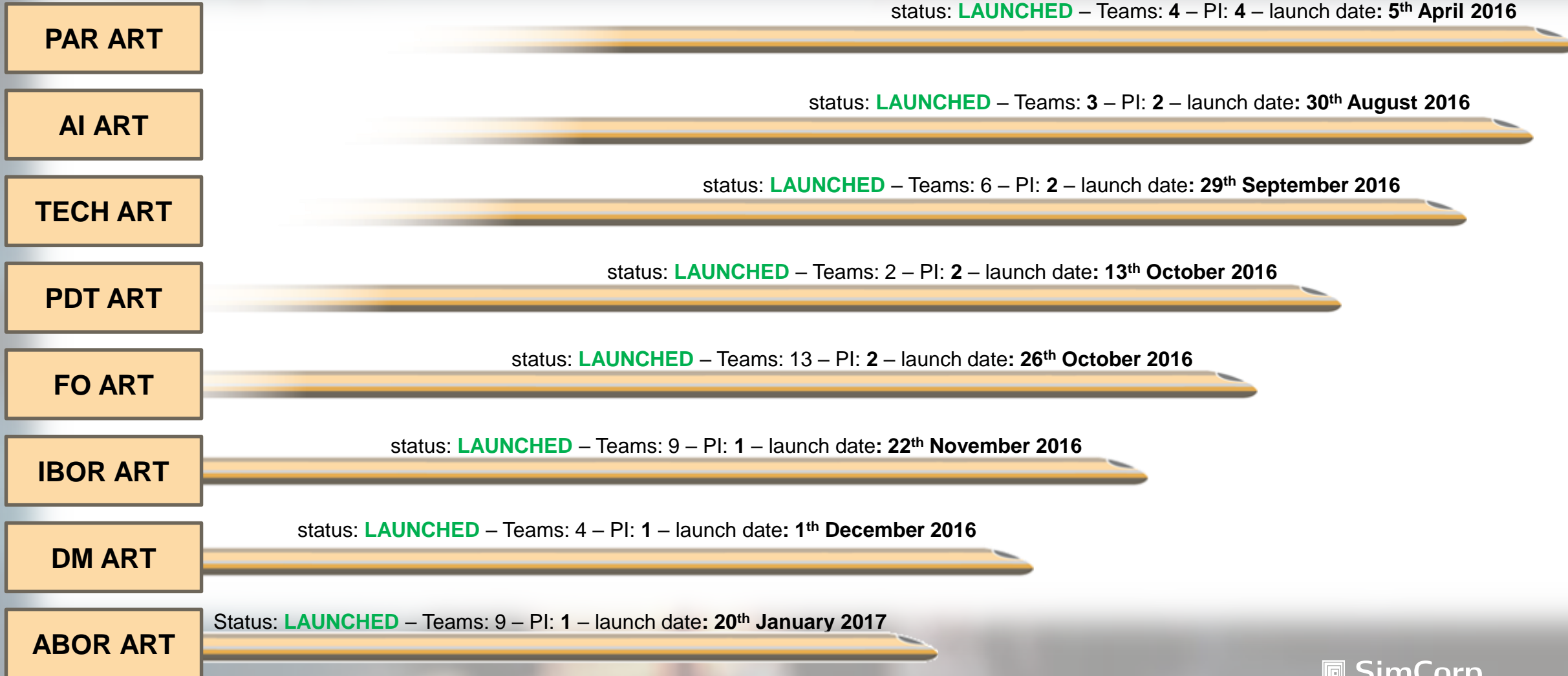
ART TRAINING ROADMAP

THE BIG PICTURE



RESULTS

ART LAUNCH PLAN AND STATUS



RESULTS

- ❑ Value Creation is now an integral part of all discussions
 - ❑ Increased transparency
 - ❑ Increased collaboration
 - ❑ Selection and Implementation of VersionOne
 - ❑ Selection of GitHub as future repository
 - ❑ SimCorp's reputation as employer for engineers
-
- ❑ 2017 Employee Engagement Survey – In spite of enormous changes we kept the same level!

WRAP UP

STILL IN THE MIDDLE OF THE TRANSFORMATION



**CONTINUOUS
INTEGRATION**

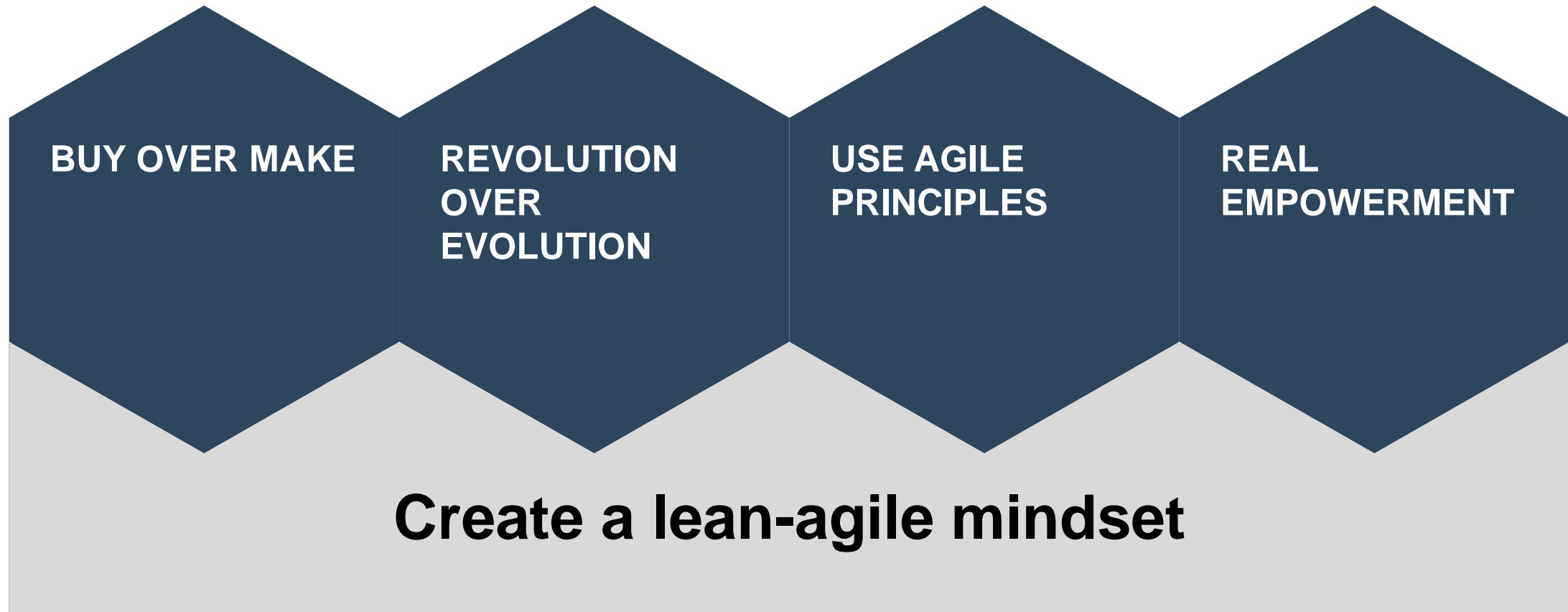
**AGILE
CONTRACTING**

**INTERFACES
WITHIN
SIMCORP**

**LEAN-AGILE
MINDSET**

KEY SUCCESS FACTORS

TO IMPLEMENT SAFE IN 15 MONTHS (OR EVEN FASTER)



GEORG 2.0



**FROM
CONSERVATIVE
TO
PROGRESSIVE**

**IT IS OK NOT
TO KNOW**

**PASSION
FOR
LEAN-AGILE**



LEGAL

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