

Lean Digital Transformation

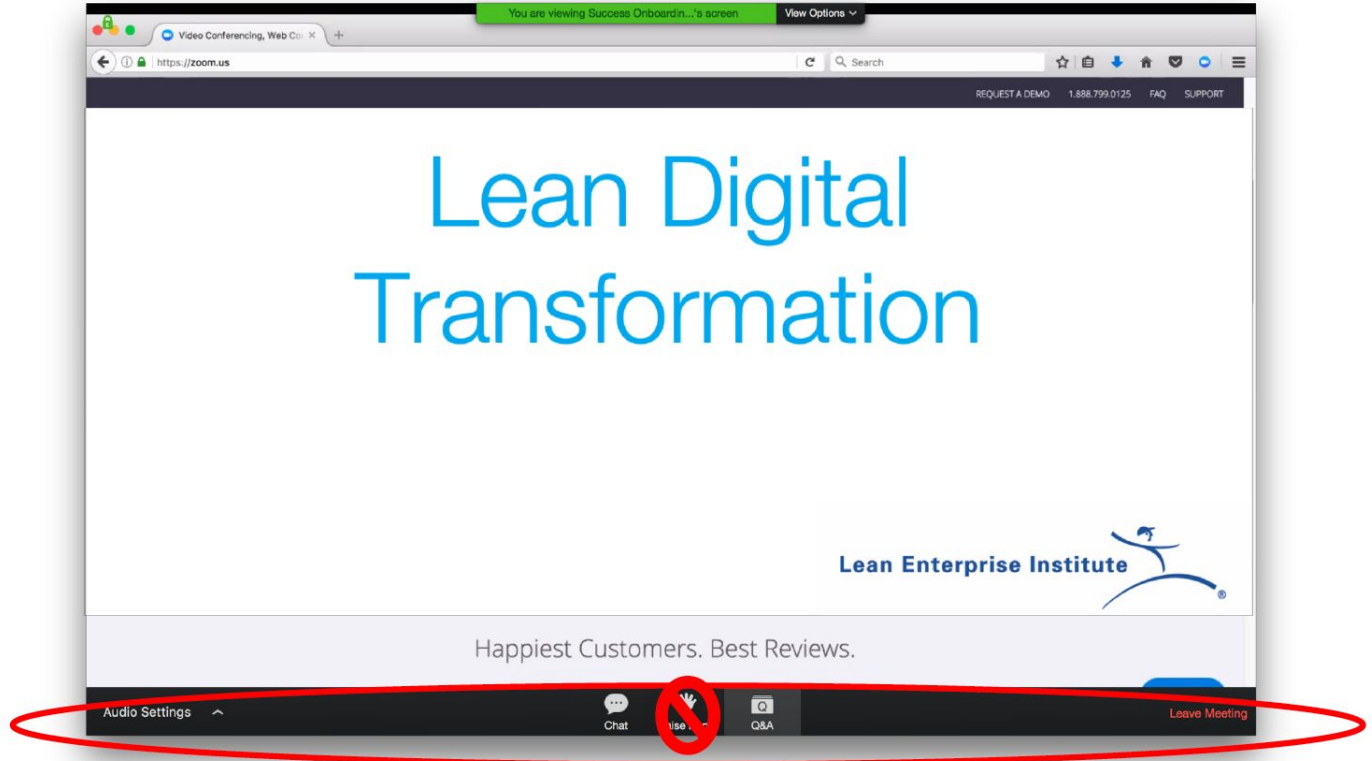
Lean Enterprise Institute



Participation & Interaction

Ask questions via
the Q&A Button

Chat with other
attendees via Chat
button





Lean Digital Transformation

Nov 29th, 2018

Let's meet today's Presenter

Bruno Guicardi, CI&T's co-founder and President

- Began lean journey in 2007
- Pioneered applying lean to digital transformations
- Popular speaker at technology events



@brunogn



www.linkedin.com/in/bgucardi



2,500 Strategists,
Designers and
Engineers



Pioneer in Lean Digital

Started Lean Journey
in 2006



Great Place to Work

12 consecutive years
via GPTW Institute
< 6% attrition rate

CIXT

A Digital Native



96% Client
Retention Rate



Global

Offices in NYC, SFO, CHI,
ATL, Europe, LATAM &
Asia



**15+ Fortune
500 Brands**

ABInBev Google Itaú
Coca-Cola Johnson & Johnson



Advanced Tech

Machine Learning, API-driven
architectures, Advanced
Analytics and IoT

Learning by *doing*



BANK OF THE WEST
BNP PARIBAS



charles SCHWAB

BLACKROCK

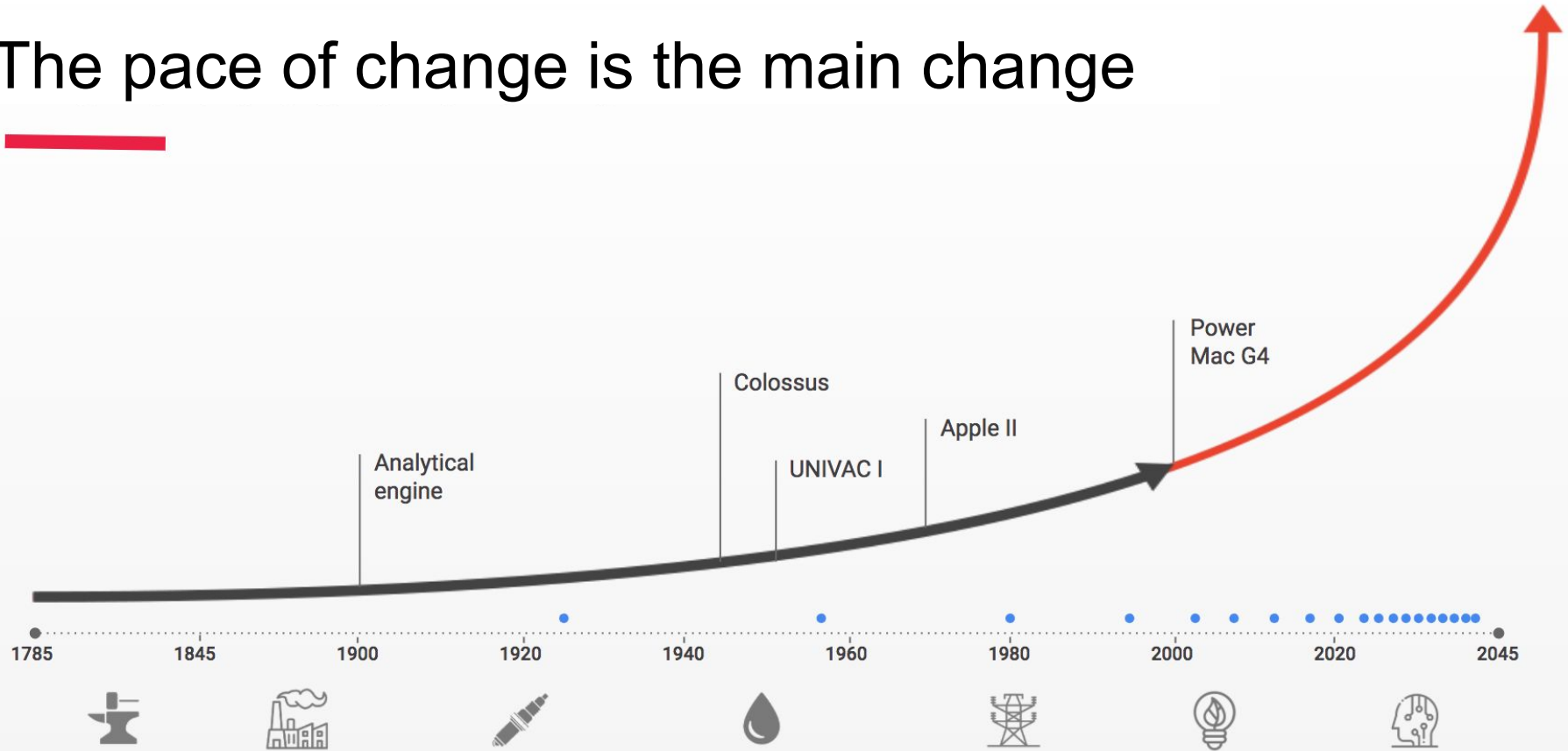


RENAULT

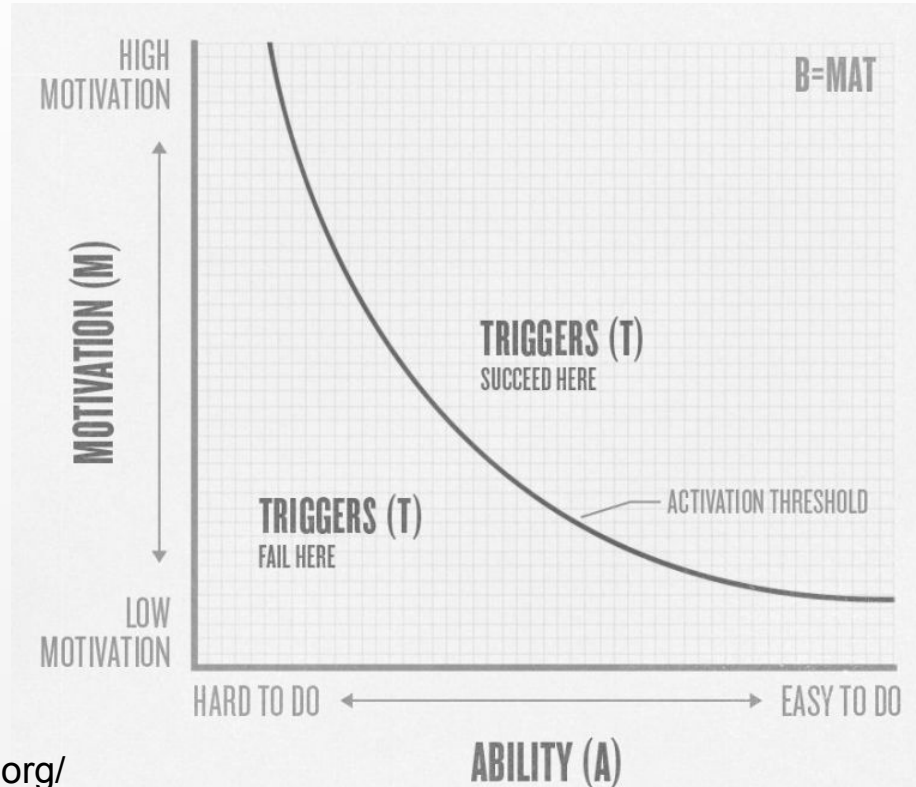


KONICA MINOLTA

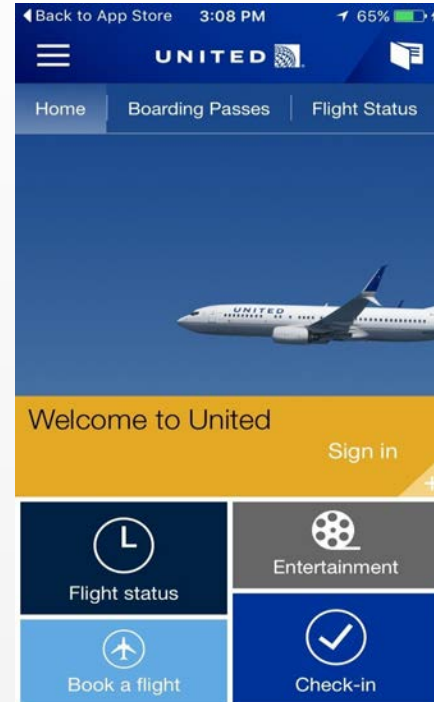
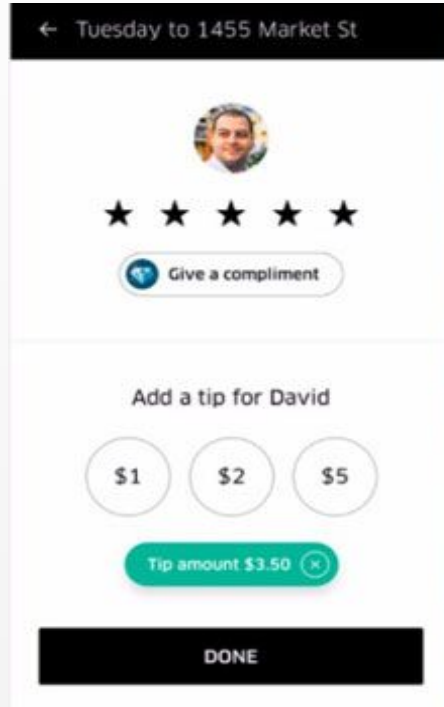
The pace of change is the main change



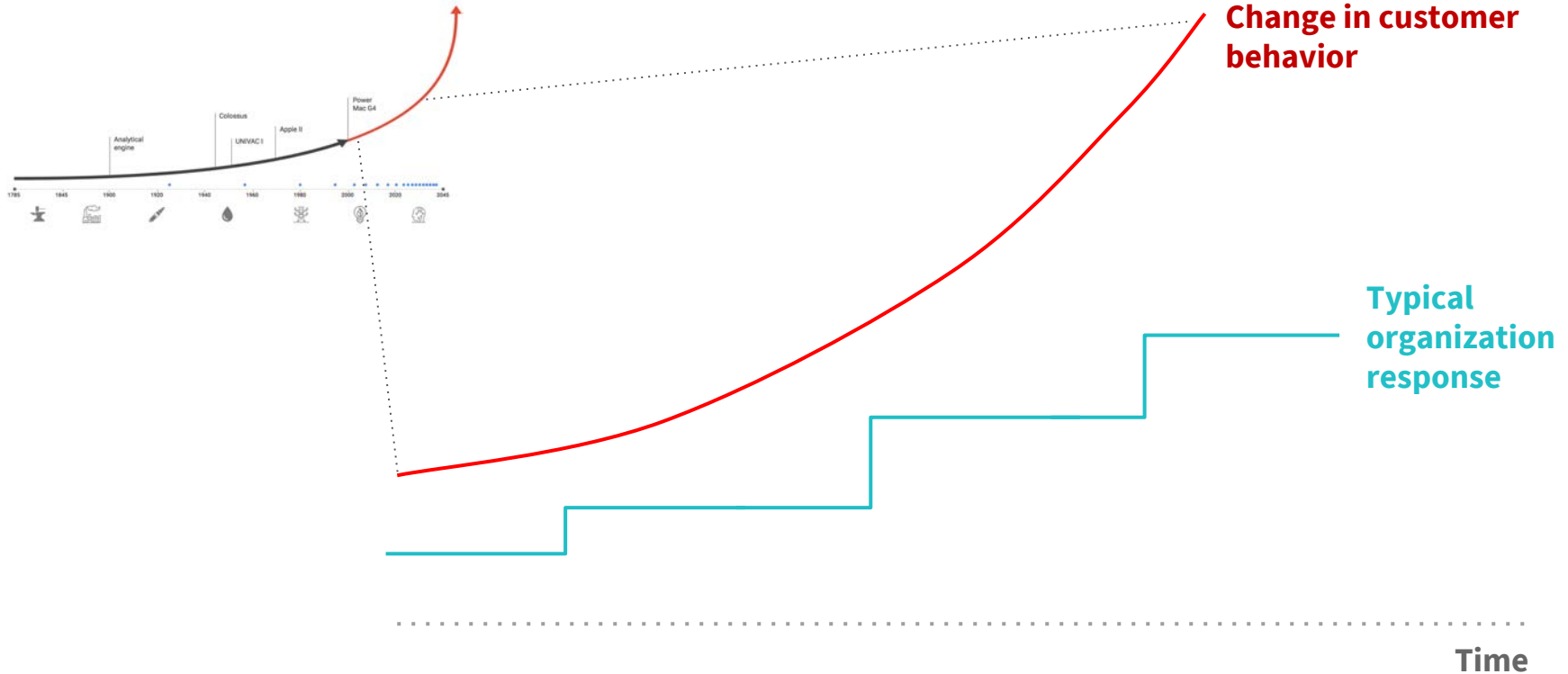
Access to “easy-to-use connected supercomputers”, aka mobile devices, changed people’s behaviors and their expectations



Expectations are going up with the tech change => VUCA world

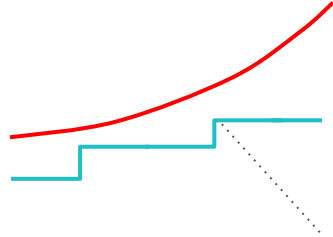


How organizations typically respond

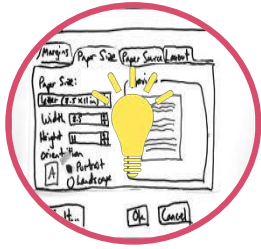


Why so slow?

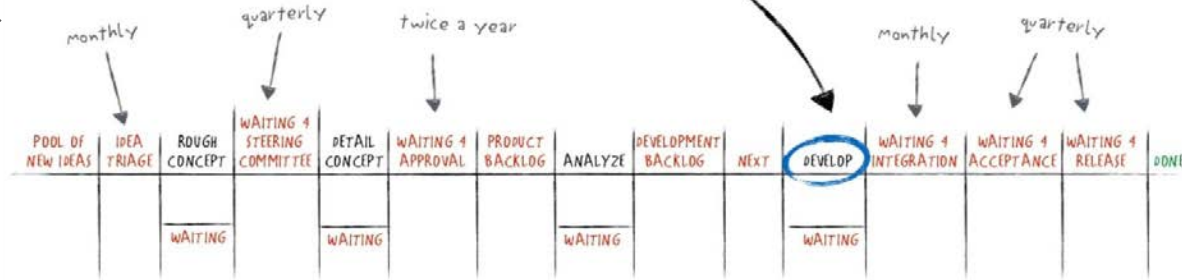
Long Cycles!



we are so f*** AGILE, yay!!



Idea



Market

maybe not the best end-to-end performance?!

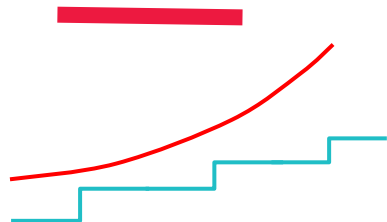
@klarsleopard

www.LEANability.com

(*) Average results based on 25 of our customers' value stream mappings

Average Lead Time: **24 months***

Why so slow?



\$\$\$\$\$\$



\$\$\$\$\$\$

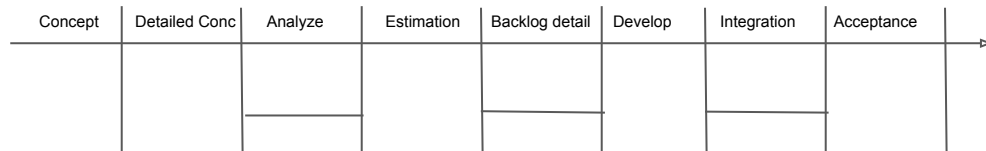
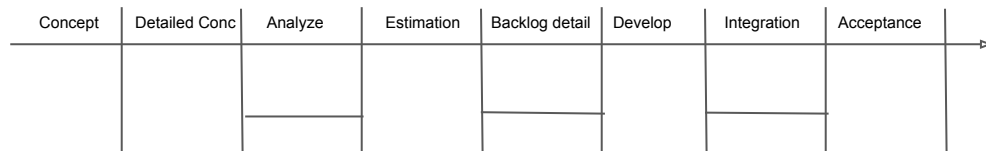


\$\$\$\$\$\$



\$\$\$\$\$\$

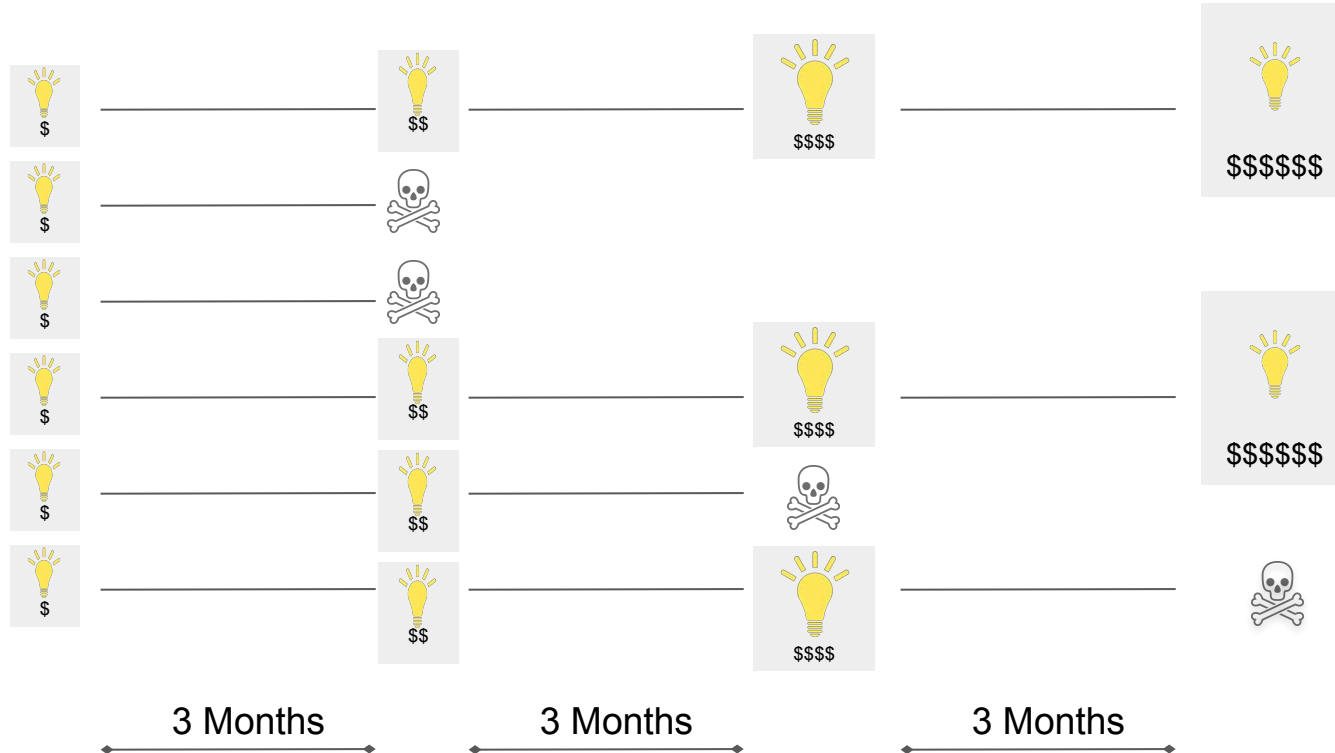
Big batches!



Idea selection based on Business Cases =>

- Big promises based on big (untested) assumptions
- “Big batch” ideas (feature-rich product design)

Lean Digital?



Lean Digital - What's different?

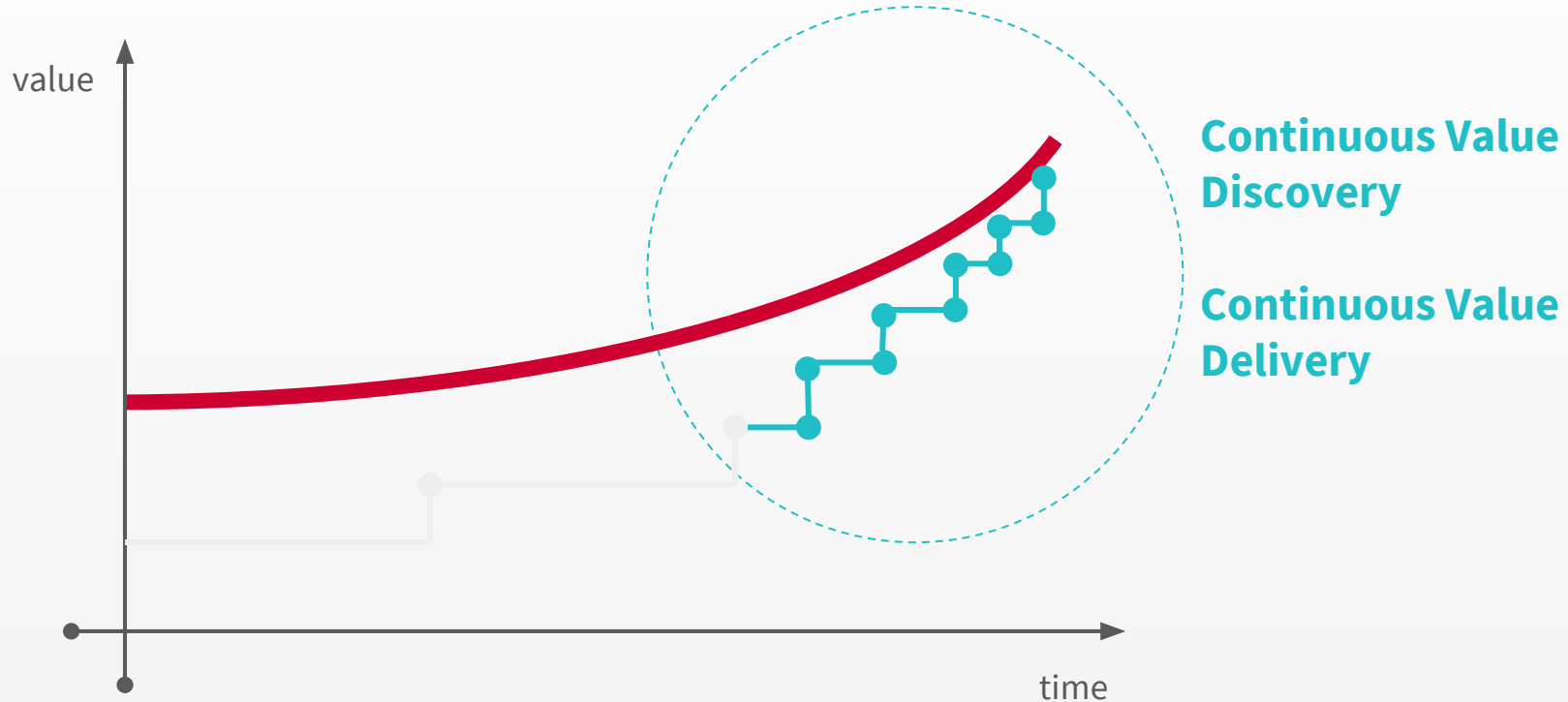


Uncertainty is King \Rightarrow Need for **Continuous Value Discovery!**

Difference	Tools / Techniques
Main Gemba becomes the one where the customer is experiencing the product / service	Customer Journey Mapping, Qualitative Research, Prototype Testing
Objective data about customer needs is rare so the team's Collective Intelligence and Collaboration are critical	A3 + Design Thinking

The Magic of Speed

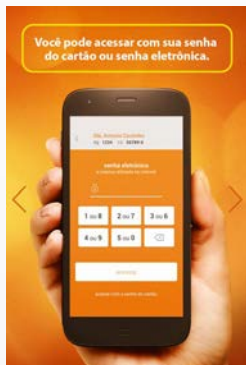
Understand customer needs and deliver on them quickly and efficiently - at scale



How the 13th largest
bank in the world is
transforming with
Lean Digital

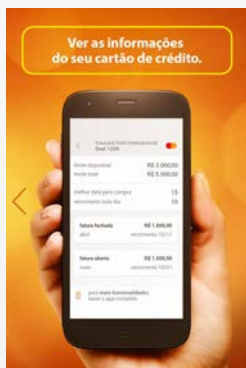


About Itau Bank



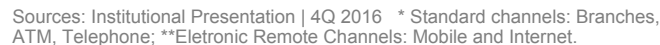
**#1 Private
Company**
in Latin
America

60+ Million
customers



90,000 +
employees

1 Top in
return of
assets



Building our digital bank



a truly digital bank

integrating digital resources in an innovative way to reinvent the whole business together (Traditional + Digital)



lead time

customer experience



cultural transformation



**"We have to run[...]
Our biggest challenge is
culture"**

Roberto Setubal, CEO - jun/16

How to change a culture

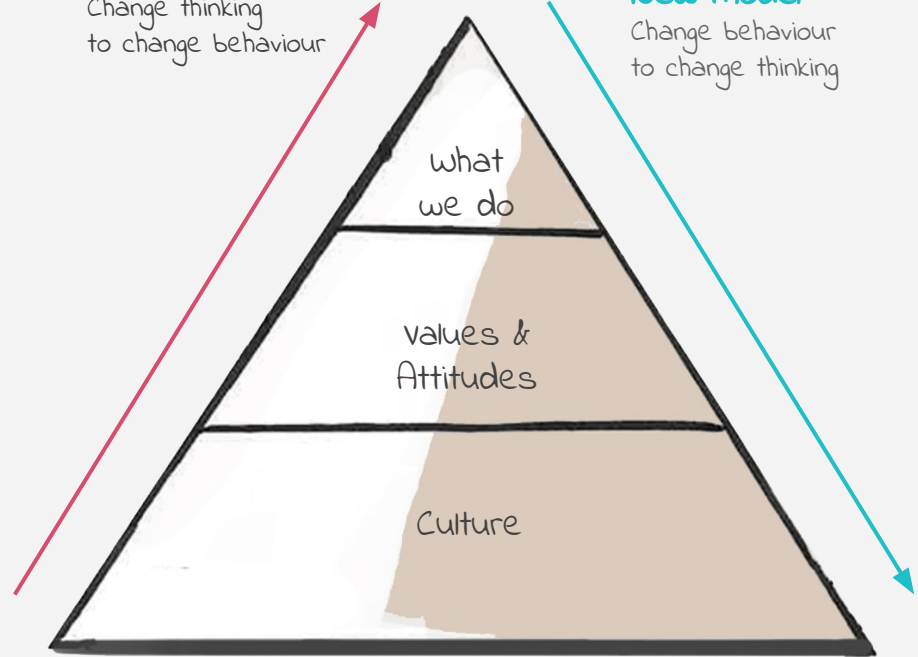
Start here!

old model

Change thinking
to change behaviour

new model

Change behaviour
to change thinking



*Shook/Schein Change model

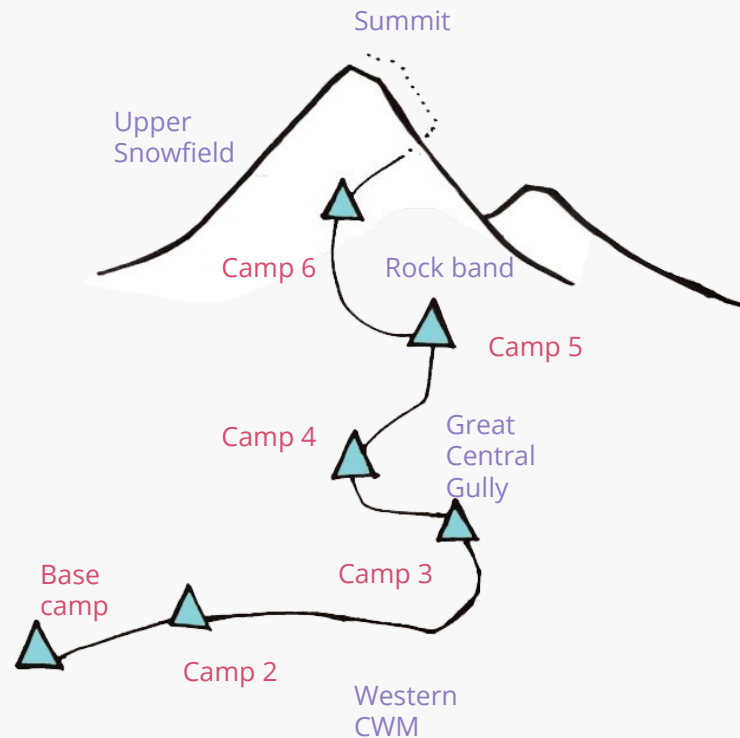
How to
change a culture
...the way you envision
your journey matters

Deliver **value** continuously

Make **safety** a prerequisite

Experiment & **learn** rapidly

Make **people** awesome





1st step
Collaboratively
agreeing on issues
and alternatives

An A3 authored collaboratively by 35 people

30/09/2020 - Apresentação: Tópicos: Contexto, Problema, Causas, Efeitos, Soluções, Plano de Ação, Acompanhamento, Conclusão. Autor: Equipe de Trabalho. Versão: 1.0.0. Última Atualização: 30/09/2020.

Title: A3 CVI -> CRI 387

Contexto
PROBLEMA e CONTEXTO
Objetivos

- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.

Requisitos

- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.

Condições

- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.

Estrutura

- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.

Current Conditions:
Problema

- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.

Soluções

- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.
- Implementar o uso da tecnologia de automação de processos, visando melhorar a eficiência e reduzir custos operacionais.

Gap Analysis

Condições Solução

Deployment Plan

Objetivos do Contrato de Trabalho

Conclusão

Major findings

Slow by Design

- 24 months to launch a new digital service
- Multiple handoffs and silos



Risk Averse

- Can't fail mindset
- Problems are "not welcome"
- Plans and estimates got a lot of "cushion" / safety nets

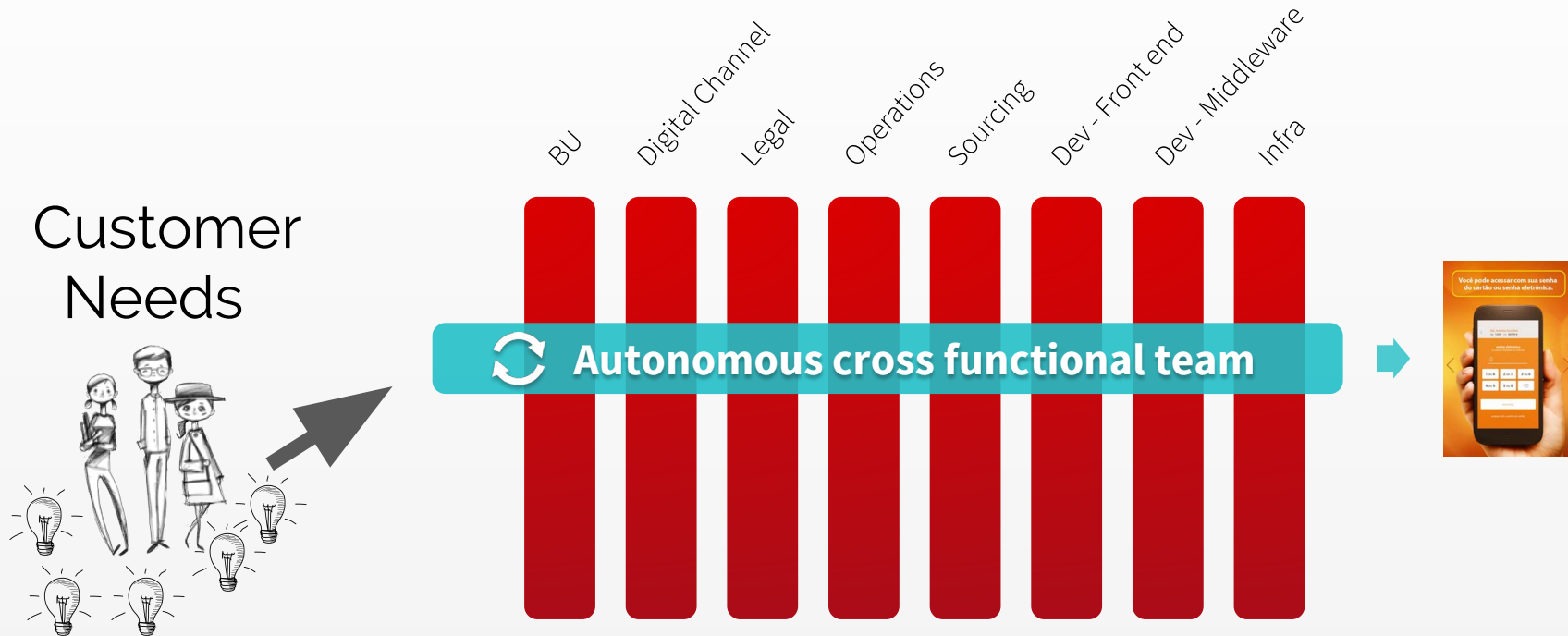


Internally Focused

- Almost no customer involvement in the product creation process.
- No singular view of the customer and customer trends.



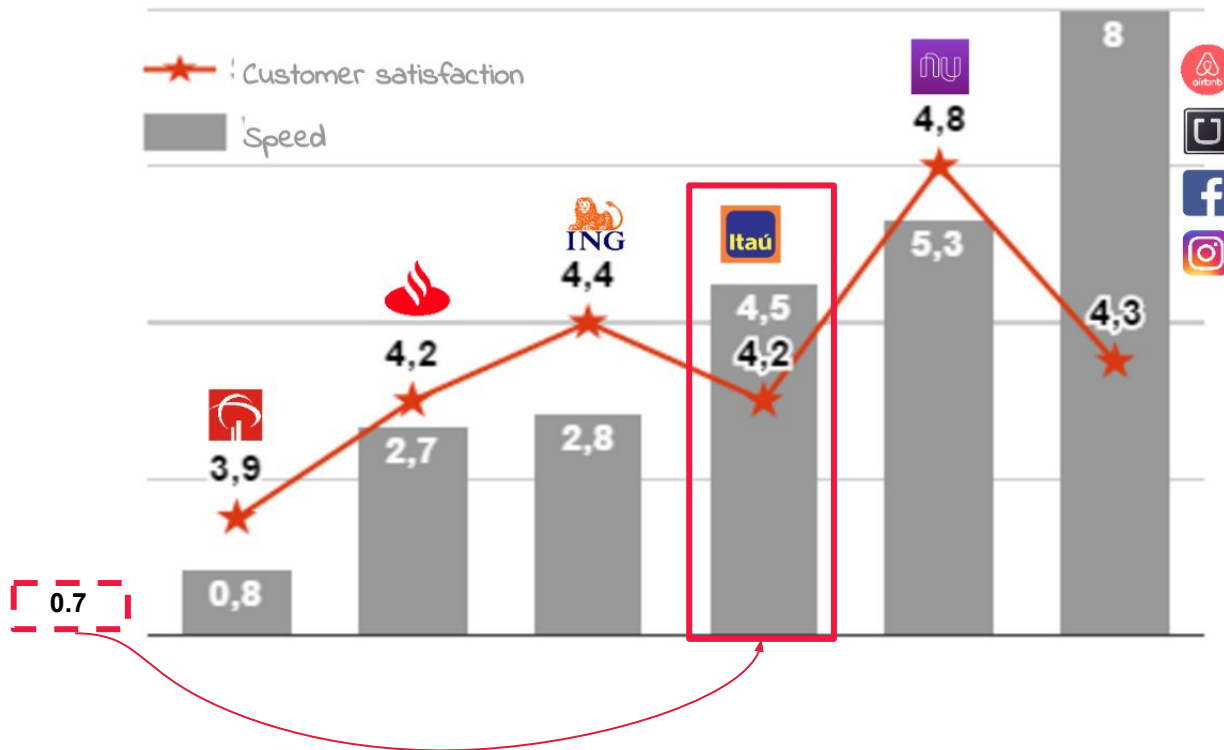
Value Stream based organization



One team, one (high level business) goal!

Reduced lead times \Rightarrow Customer love

Itaú



In one year...

0.7 to 4.5

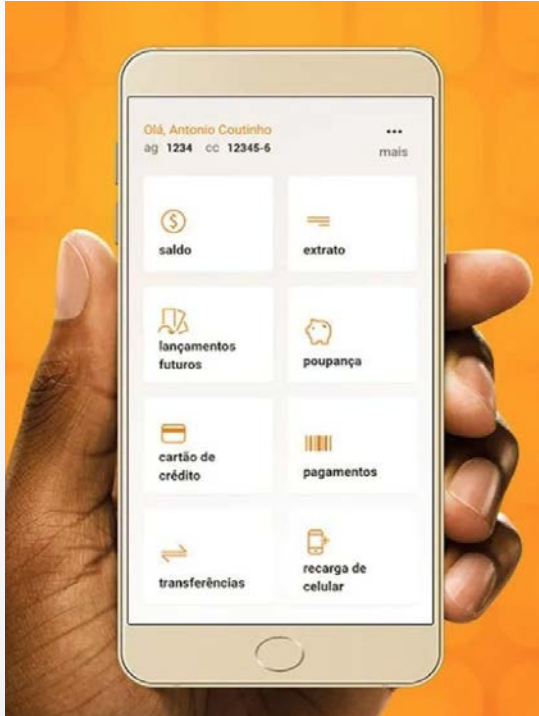
releases/month

2.9 to 4.2

Star Rating

**Awarded Best
Banking App '17**

Multidisciplinary team with a higher purpose goal ⇒ Autonomy and risk-taking



Insight: analytics shows very low adoption among a certain demographic (older people w/ old phones)

Research: demographic is found to be non tech-savvy, users "scared" of the app complexity/comprehensiveness

Prototype: a "light app" (simpler and clearer) is tested

Build: MVP is built and pushed live on Google Play

Results: 5+ million downloads. 4.5 star rating.

From Idea to Live Product in 4 months!

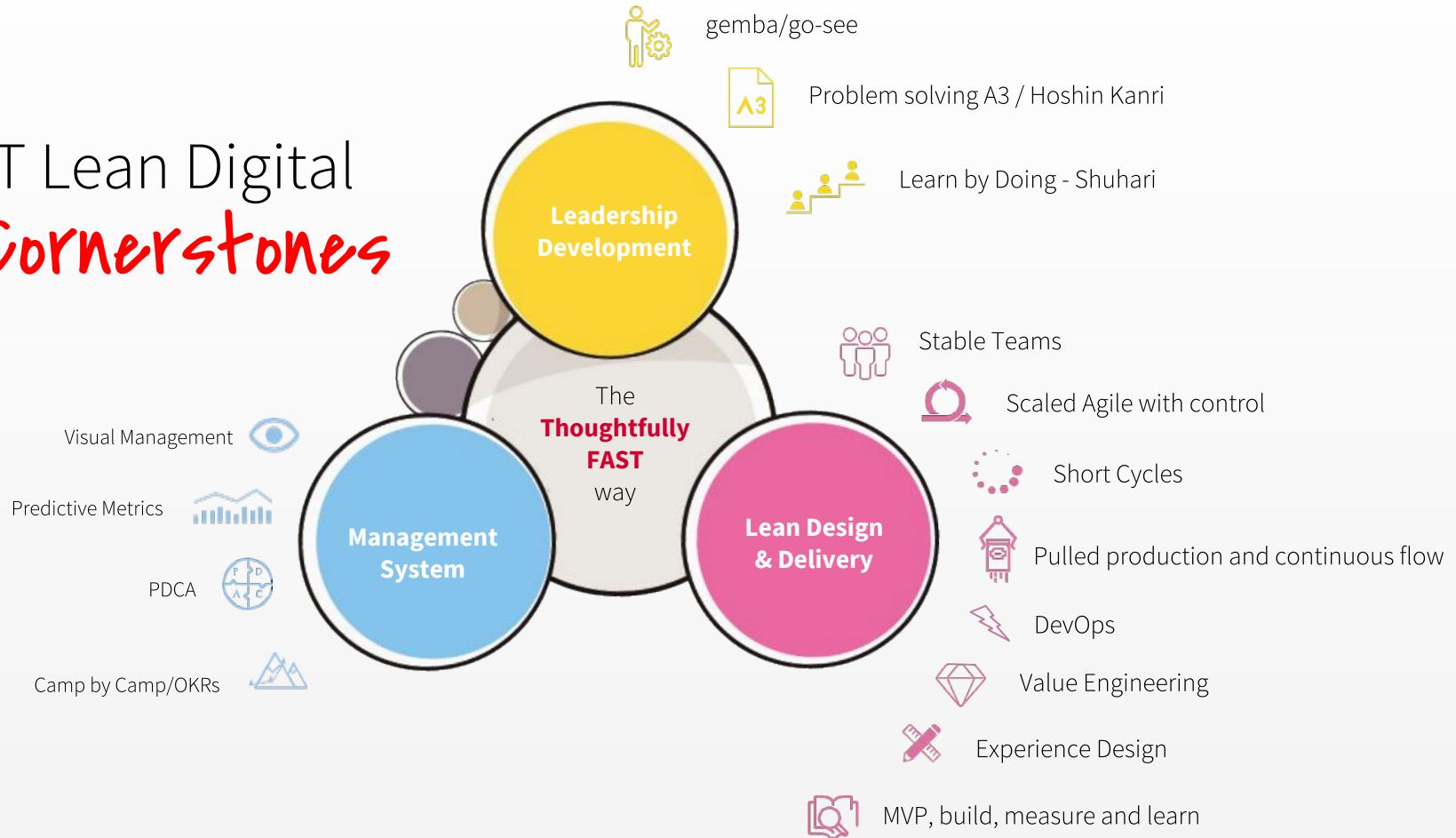
From Command & Control to Collaborative Problem Solving



“ I know the solution. I just need my team to deliver faster.

“ We're openly facing problems and working together to solve them.

CI&T Lean Digital Cornerstones





Be the best at getting *better*

Thank you!



@brunogn



www.linkedin.com/in/bguicardi



GOOD
JOBS
INSTITUTE

ING 



GE APPLIANCES
a Haier company



DAKTRONICS

Lean Summit 2019



FMC



Next Gen Learning and the Challenge of Sustainability



March 25-28, 2019 | Houston, TX

The slide features decorative geometric shapes in the top-left and bottom-right corners. These shapes are composed of overlapping triangles in teal, dark purple, and red. In the top-left corner, there is a small white logo consisting of two interlocking loops.

Q&A