

# Japanese Payment Services Leader Transforms Organizational Culture and Improves Business Agility with SAFe

10/28/2020  
NTT DATA Corporation

# Agenda

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  - Company outline
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  - Key Business outcomes
  - Business agility improvement
3. Our vision & background
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  - Background
4. Our Journey
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5. Retrospective
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  - Culture transformation
  - Key success ideas
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# 1. Introduction

1.1 About presenter

1.2 Company outline

# 1.1 About Presenter



## Name

- Takenori Osada

## Role

- Product manager
- Senior IT architect (NTTD certification)
- SAFe® 5 Program Consultant

## Division

- Digital Payments Development Group  
Cards & Payments Service Division

## Responsibilities

- Digital transformation of our division

# Group Vision: Trusted Global Innovator

## Business

- IT System Development
- IT Services
- Consulting etc.

## Capability

- 53 countries 223 cities
- 123,000 employees

## Clients

- Government/Medical (Public sector)
- Bank/Credit card (Financial sector)
- Telecom/Retailing (Enterprise sector)

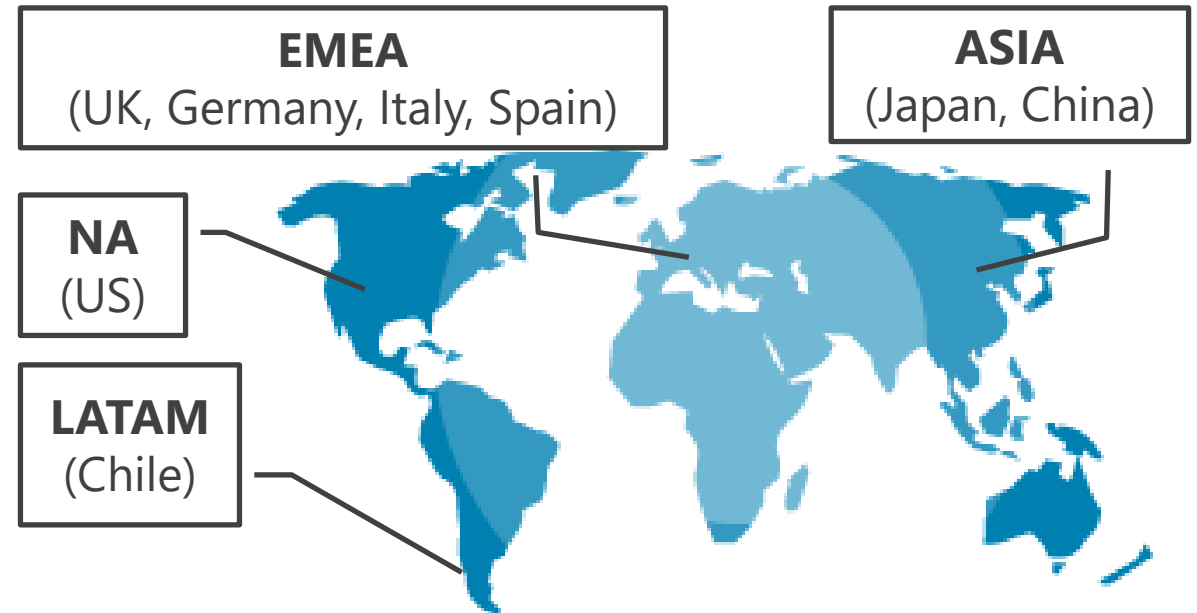
## 1.2 About NTT DATA (SAFe Global Transformation Partner)



# of SPCs

About **100**

- ✓ SAFe Program Consulting
- ✓ One-stop system integration
- ✓ Training, development tools, etc.



We are also applying SAFe in our IT services, i.e. **CAFIS**, Technical Department and others

## **2. Major outcome**

2.1 Key Business outcomes

2.2 Business agility improvement

## 2.1 Business outcomes



### Engagement

2-30% ↑

- eNPS (employee Net Promoter Score) is higher than the IT industry average score in Japan



### Time-to-market

200% ↑

- The speed of the release cycle has doubled compared to the existing process



### Productivity

2-30% ↑

- Productivity has improved, because we focused on the customer value according to principles.



### Quality

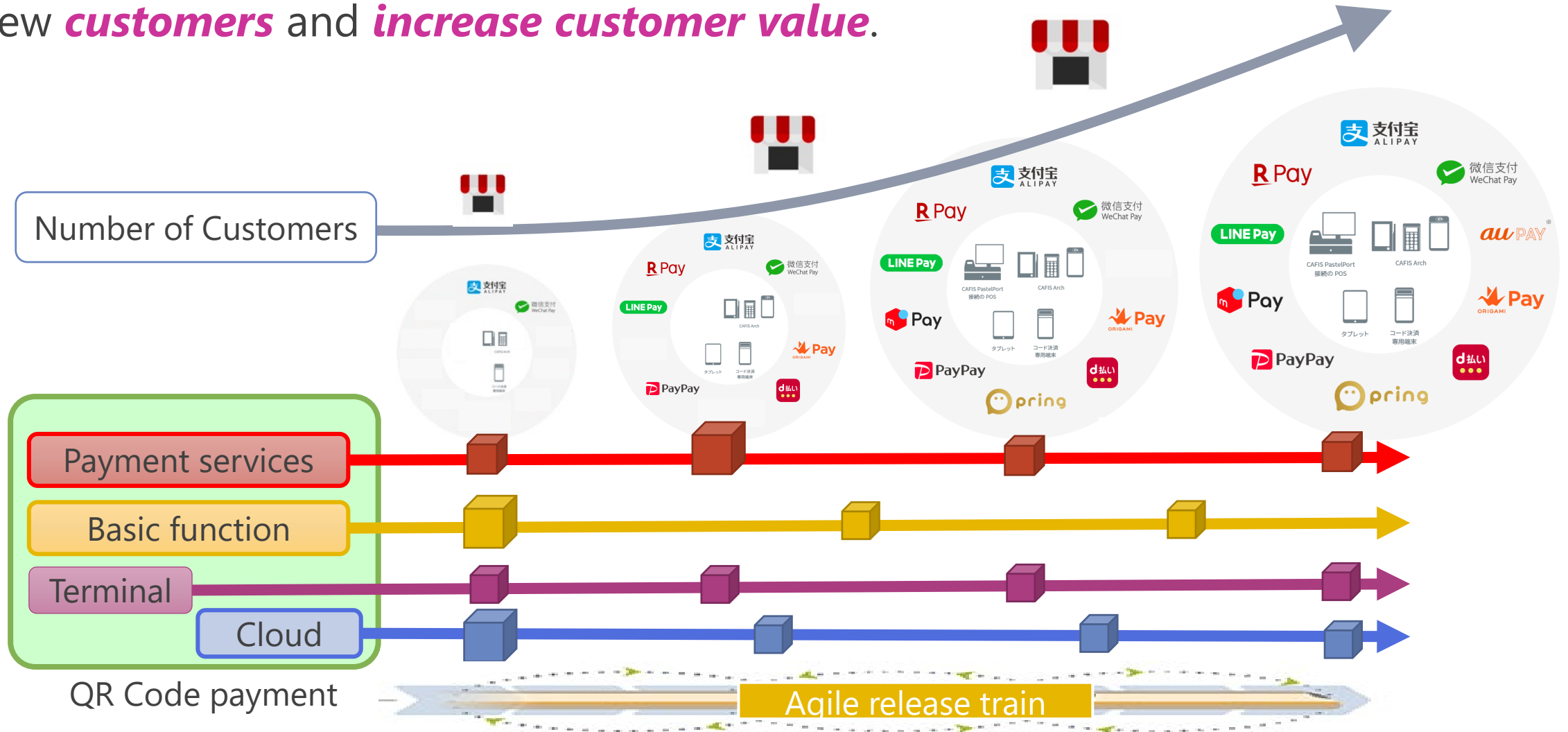
Keep →

- Satisfy the quality required for our payment system
- DevOps culture support keep quality



## 2.2 Business agility improvement (Case of QR code payment)

Continuous delivery helps us deliver services *just in time*, which led us to new **customers** and **increase customer value**.



## 2.2 Business agility improvement

*“We could **add functions in a short period of time** compared to the previous development method.*

*SAFe is **essential** for us to be able to compete in the payment market. This resulted in an investment cost advantage.”*

—Director(Business owner)

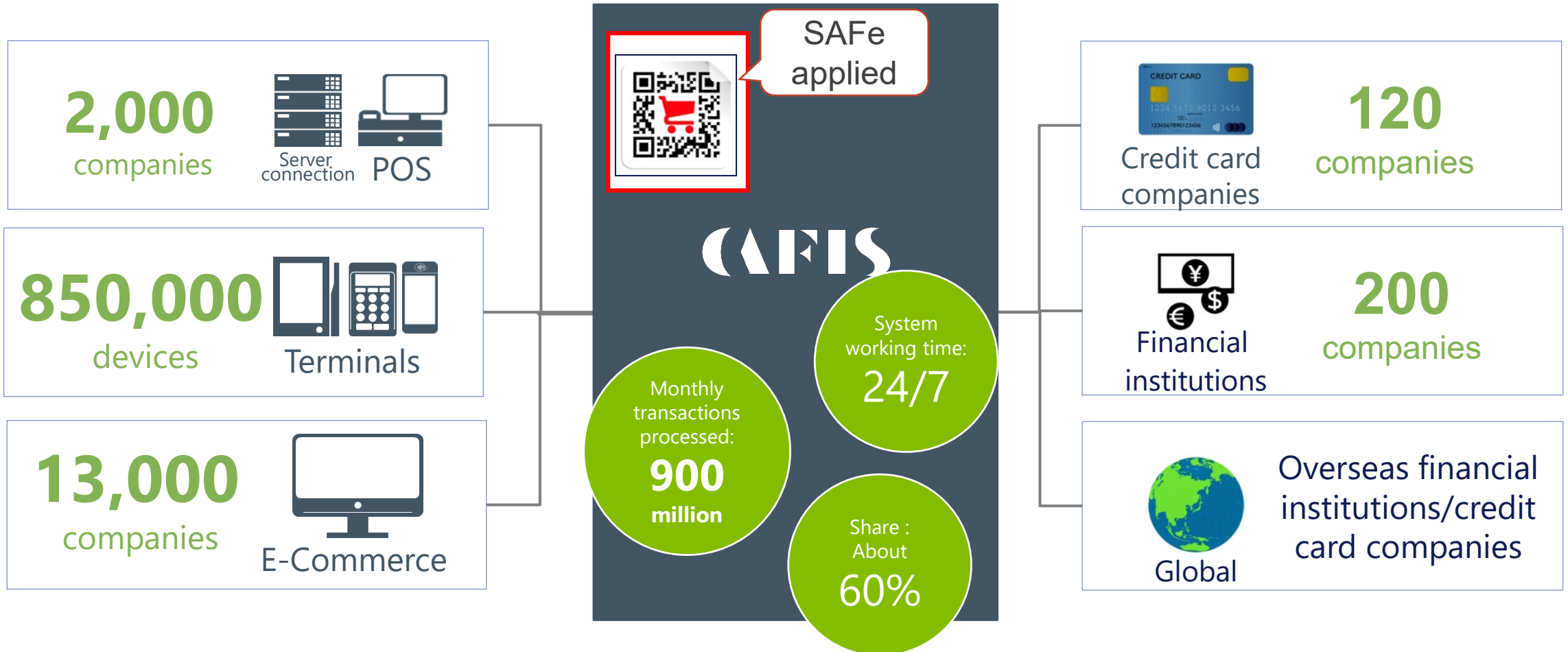
## **3. Our vision and background**

3.1 Product overview

3.2 Background

## 3.1 Product overview

CAFIS is one of the largest payment platforms started from 1984 in Japan. We applied SAFe to a *new area (ex. QR Code payment) of rapid change*.



## 3.1 Product overview (Our vision)



***CAFIS is changing***

*the customer experience for payments that more smoother and more pleasant.*

***CAFIS is creating***

*new ideas, new values, smarter and bolder*

***CAFIS will go beyond***

*To make cashless society be freer and lighter*

***CAFIS will go beyond the payments.***

## 3.2 Background



**Customer** : Customer needs are changing, more complex

- Many types of payment methods
- Well-designed, attractive UI/UX is wanted



**Competitor** : New competitors are coming

- Vanishing technological barrier
- Competitors from different industries (retail and telecom. etc.)



**Company** : Flexibility and agility are required

- Experience in the development of highly reliable mission-critical systems
- Lack of flexibility and agility to respond to changing demands

## 4. Our Journey

4.1 Program strategy

4.2 Implementation journey

## 4.1 Program strategy

### Payment eco-system with Open API

#### Commoditized payment API



UI/UX

Operations

Service Quality

Productivity

Business Proc. Analysis

Product Dev. Proc.



**Organizational and process transformation**



# 4.1 Architectural runway



## On-Premise

Monolithic Architecture

Silo

High integration cost

Inefficient resources



Challenge



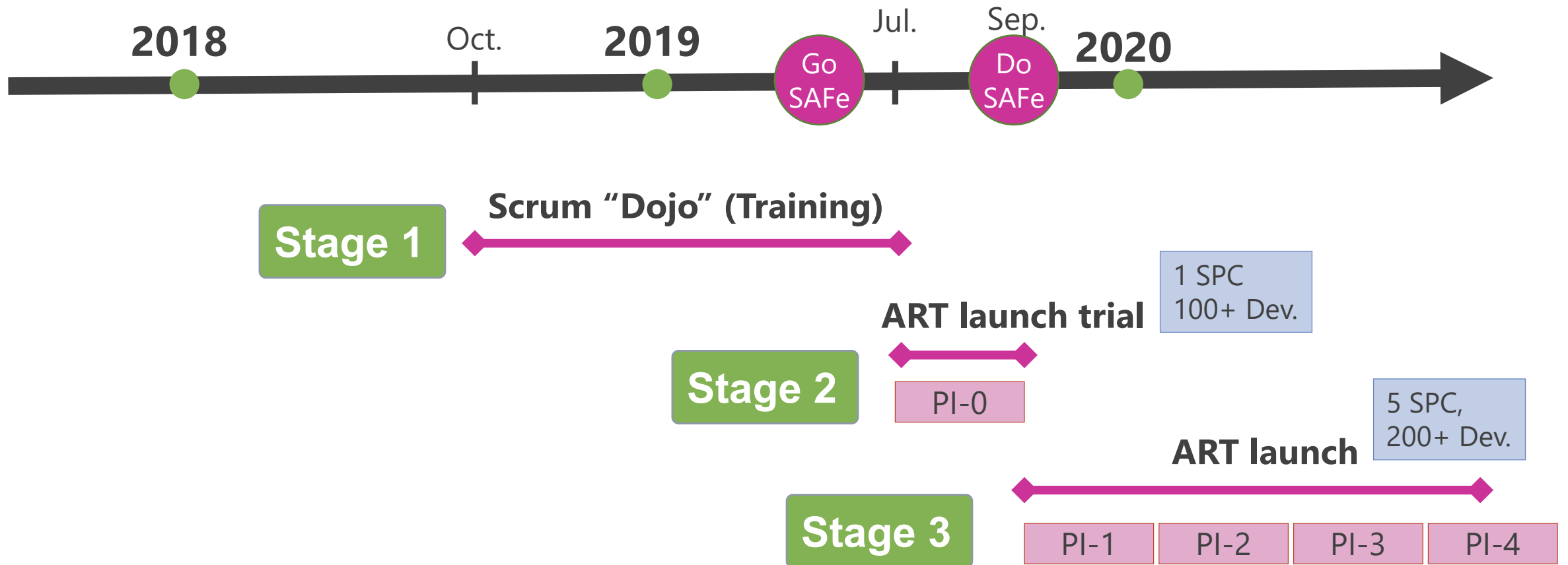
## Cloud native

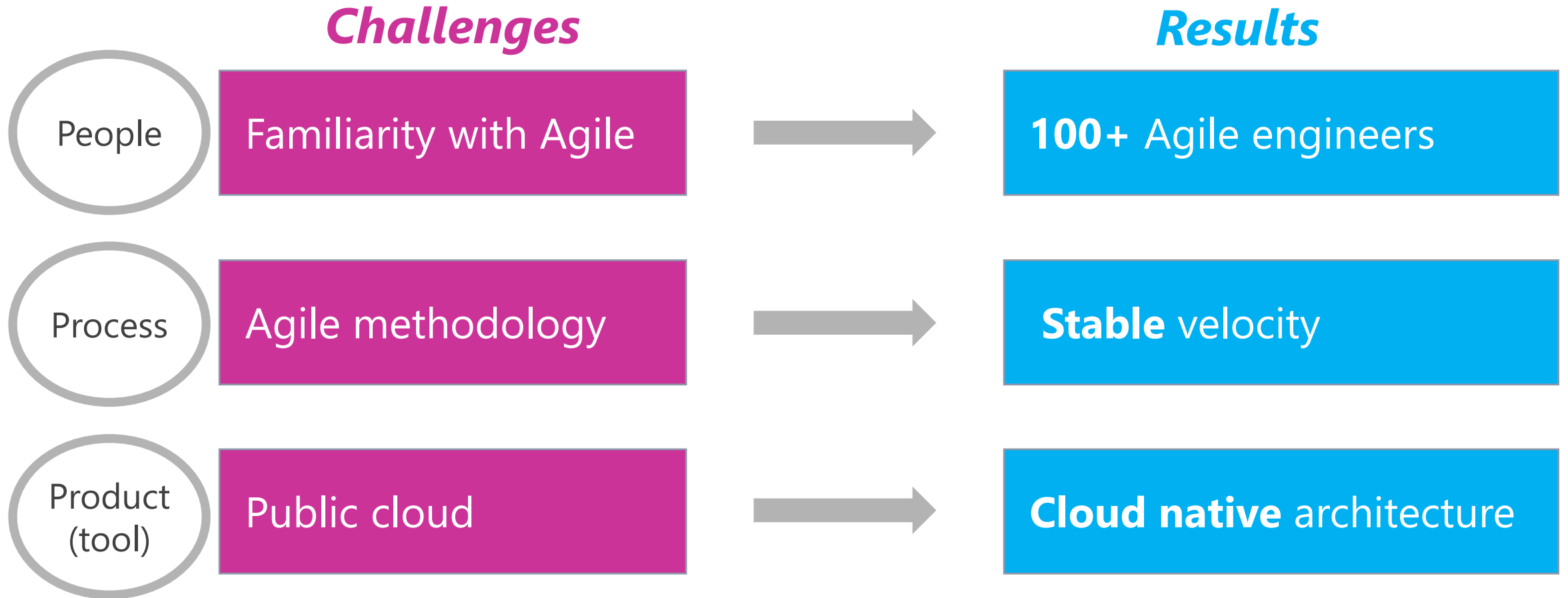
Micro-service Architecture

Open API

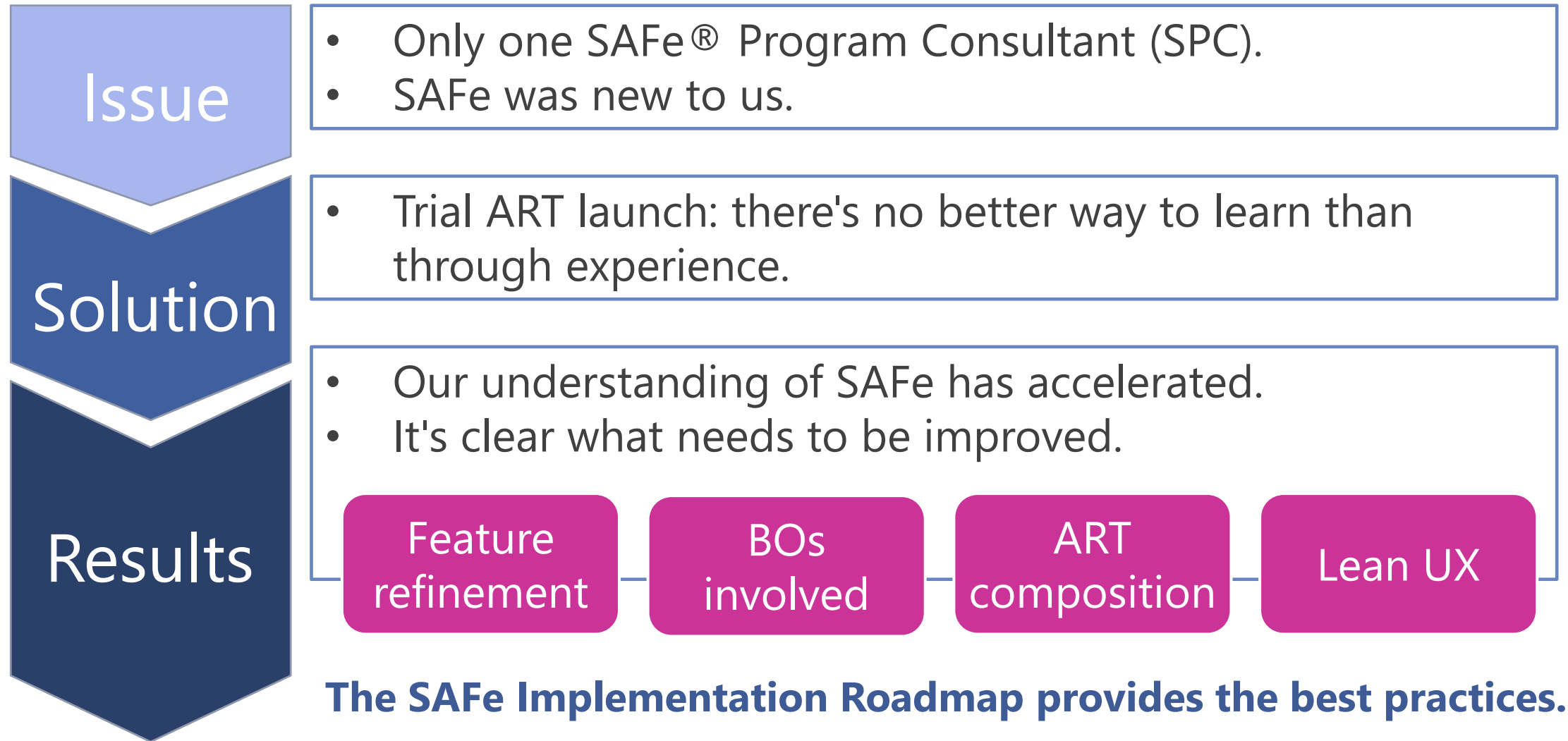
Public cloud

# Our Journey





**We succeeded, but found that another methodology is needed to expand Scrum, so we started to implement SAFe.**



Empower

Understand

Utilize

Align

**This was the beginning of our journey!!**

## 5. Retrospective

5.1 Qualitative results

5.2 Culture transformation

5.3 Key success ideas

## 5.1 Qualitative results

### Transparency

- BO/PM/Scrum teams can engage in work with *customer perspective*
- Employee engagement improved

### Alignment

- PI Objectives provide direction to the teams
- Developers focus on not only the deliverables, but also *customer value*

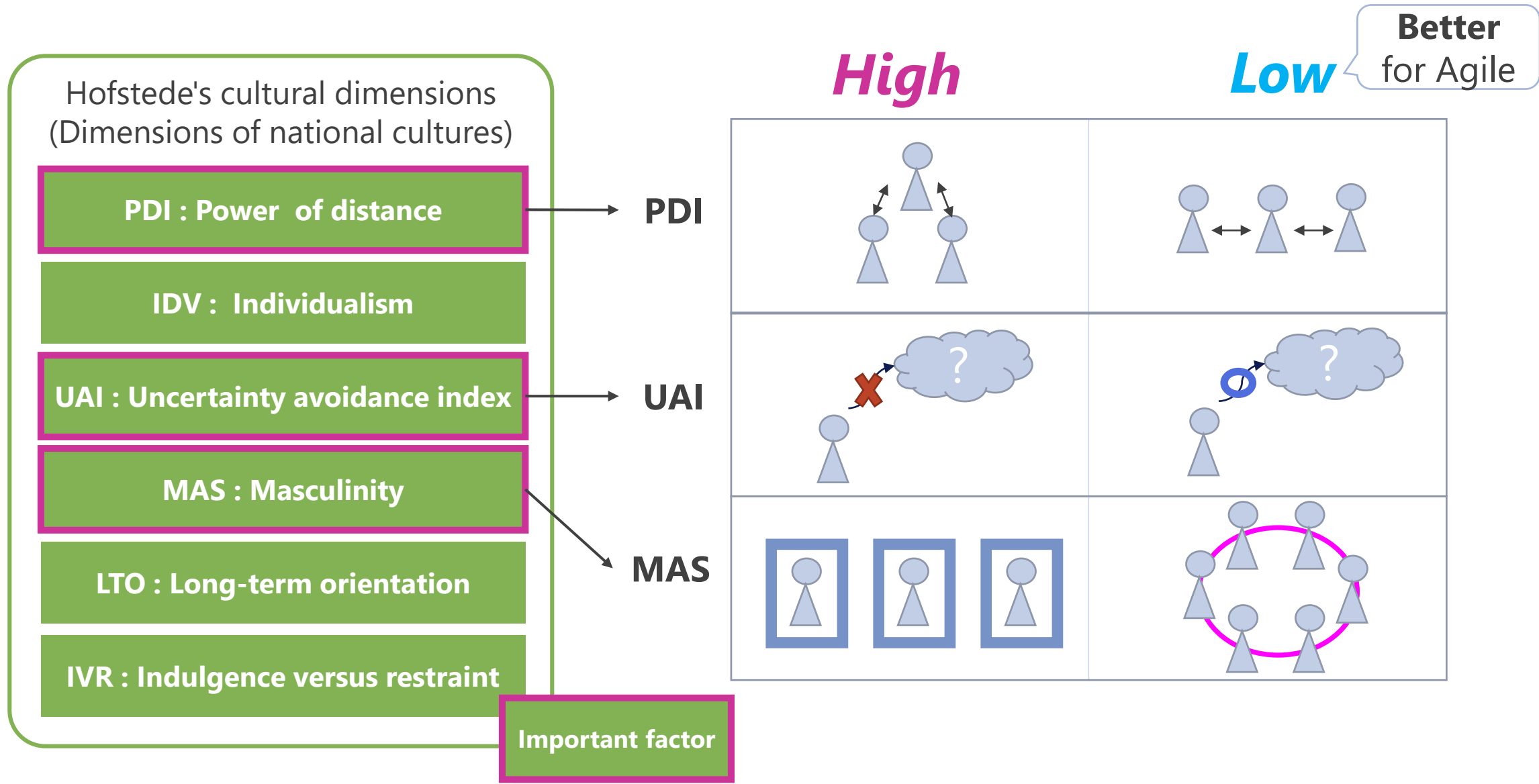
### Built-in Quality

- Integrated whole test is done according to the program board
- *The culture of DevOps* is spreading, and improves quality

### Program Execution

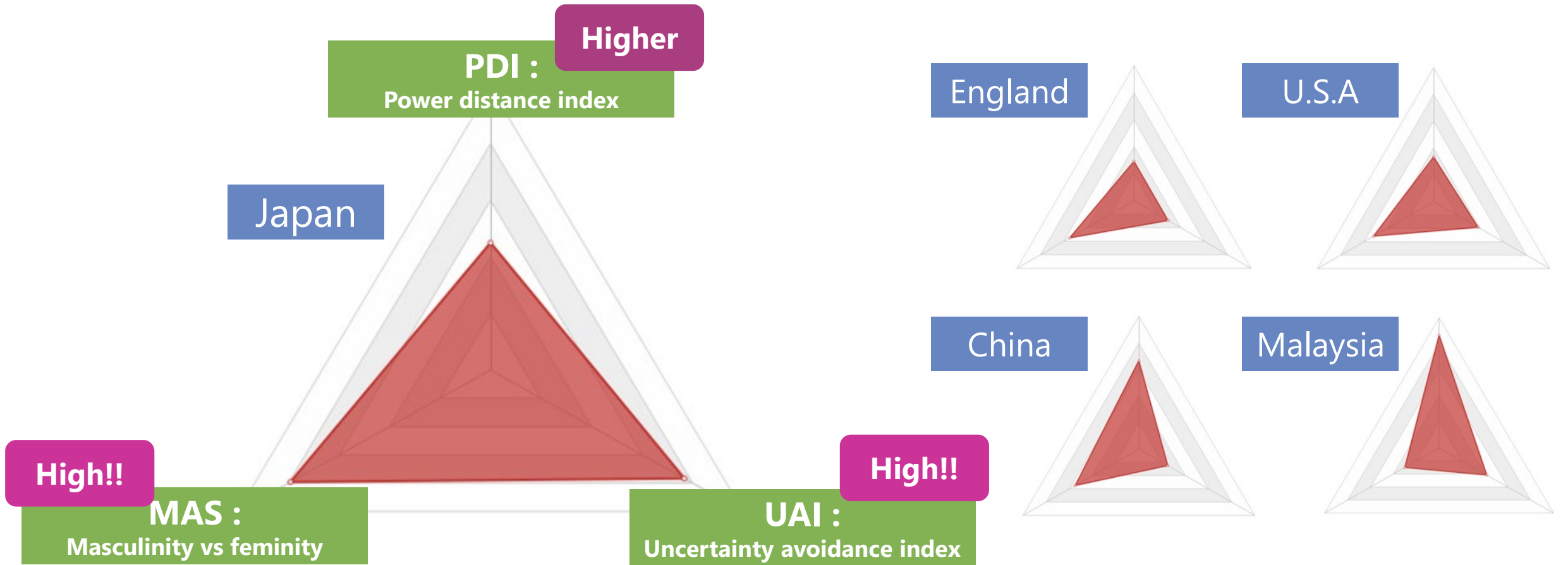
- Rework reduced because of System Demo and PI Planning
- *The speed of delivery is gradually improving*

# 5.2 Culture transformation (The difficulty of introducing Agile in Japan )





## 5.2 Culture transformation (The difficulty of introducing Agile in Japan )



Unfortunately, Japanese characteristics are *not* suited for agile...

## 5.2 Culture transformation (The difficulty of introducing Agile in Japan )

### *Challenges*

### *Solutions*

PDI

- Flatter organization
- Mutual communication



- **System Demos**
- **PI Planning**

UAI

- Solid future plan



- **PI Planning** (PI roadmap)
- Implementation Roadmap

MAS

- Process over results
- Harmony over competition



- **PI objectives** with business value

## 5.3 Key success ideas

### Scrum 'Dojo'

- **Transform** developers to agile style
- The culture of agile is rooted in the team

### 'Obeya'

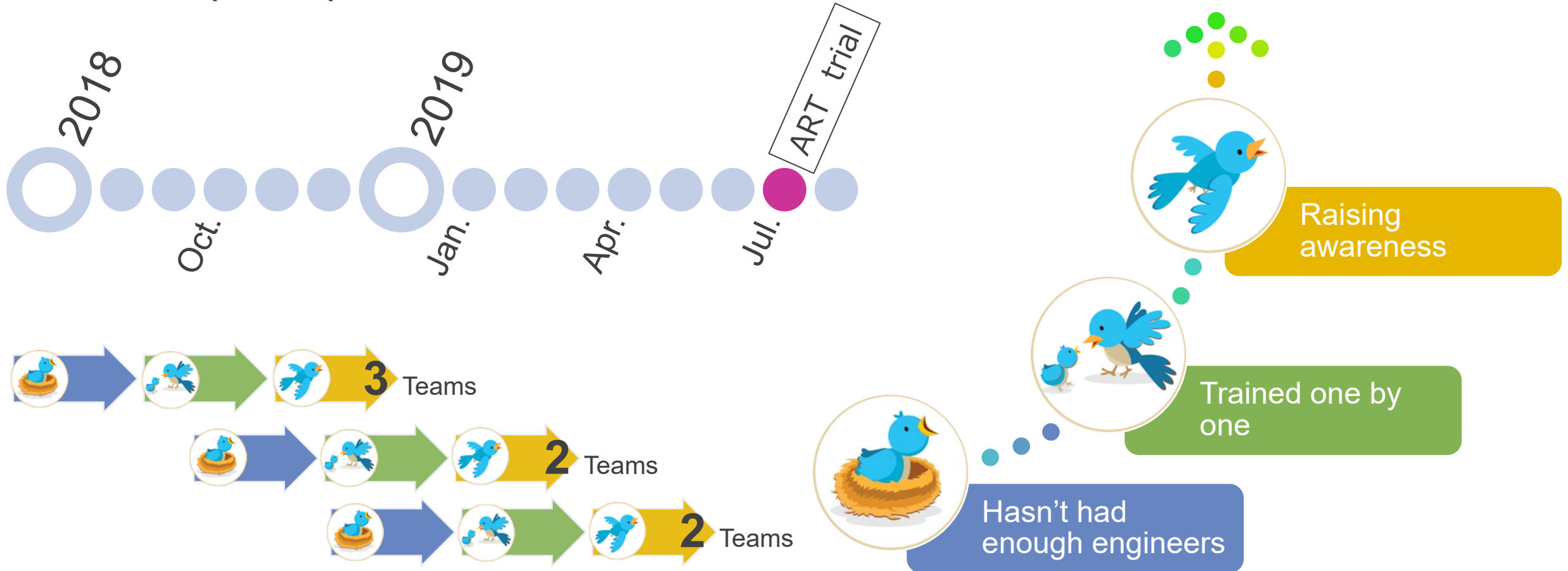
- Big room '**Obeya**' is good for mutual communication
- Transparency becomes better

### eNPS

- Employee satisfaction connects to high productivity
- **Managers can support** developers using analysis data

## 5.3 Key success ideas (Scrum 'Dojo')

This was a very important change for the ART launch because this became the base of SAFe's principle #8 and #9.



## 5.3 Key success ideas (Obeya)

Protection from external factors

New workspace to fit SAFe events

Increase of transparency and psychological safety

Active communication

関係者全員が一堂に会せる

All members can get together for every SAFe event

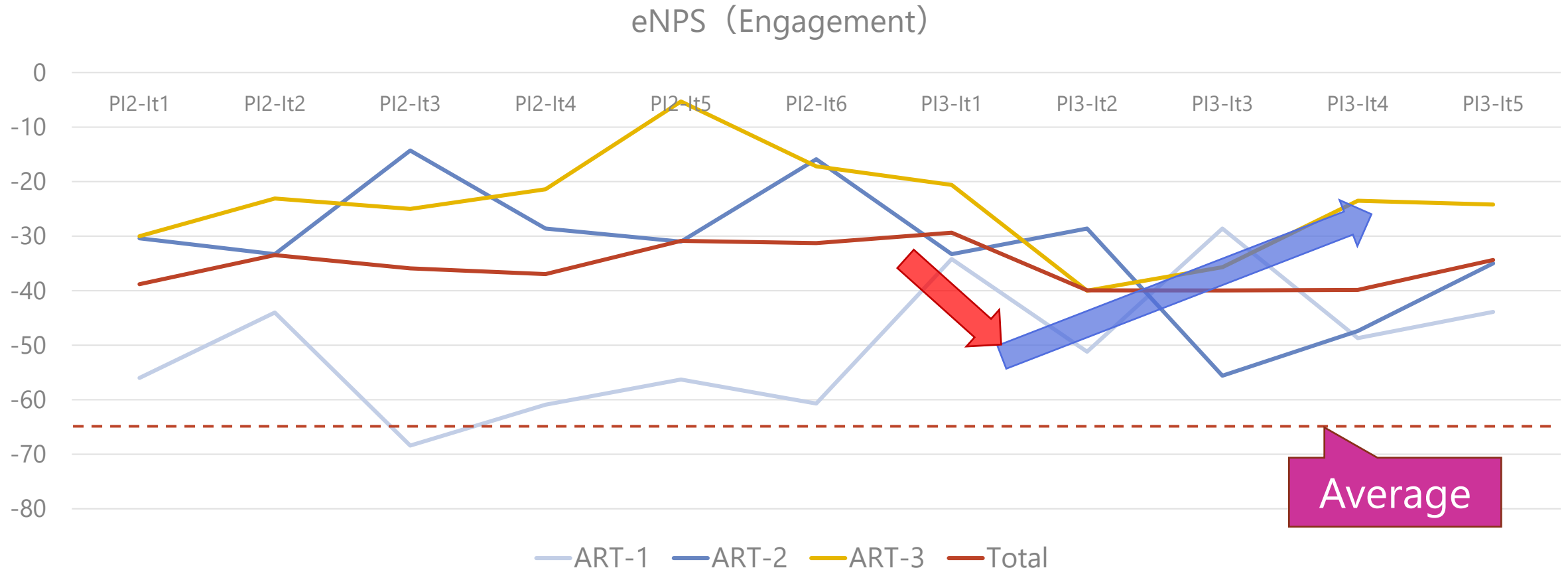
Open Space

4フロア確保



## 5.3 Key success ideas (eNPS)

The satisfaction level, which was temporarily lowered due to the coronavirus, could be increased by appropriate action



# 6. Summary

## 6.1 Session summary

### What we achieved

- ➔ **Business agility was improved**  
Continuous delivery enables us to deliver on time, and that leads us to *new customers* and *increased customer value*
- ➔ **Culture transformation was achieved**  
SAFe practices enable us to *change the culture*, even if it's hard

**This is just the first step of our digital transformation.  
Our journey continues!!**



# Join me at the Meet the Speaker Session!



**Please refer to the agenda for scheduled times**

# Participate in polling, post comments, and rate sessions

The screenshot shows a live session interface with the following components:

- Header:** "SESSION (LIVE)", user profile "WELCOME, DANIEL ROBERTS", "124,293 POINTS TO SPEND", and "SETTINGS".
- Video Player:** A video of a smiling woman with glasses. Below it are playback controls and a "1" notification icon.
- Left Sidebar:** "SPONSORED BY" (with a logo), "PRESENTED BY" (INGRID MOEGENBERG), "TRACKS" (BUSINESS AGILITY, PROGRAMMING & WEB DEVELOPMENT), "TAGS" (AGILE, BUSINESS), "ASSOCIATED CONTENT" (Participant Guide (PDF), 10 Secrets of Good Design (PPT), Design eBook (PDF)), and "ATTENDEES IN THIS SESSION (273)".
- Right Panel:** "POLL" with a question and two options; "COMMENTS (423)" with a text input field and a "POST" button; and "MOST RECENT" comments from Daniel Roberts and Sandra Reynolds.

Three orange arrows point from the right side of the interface to the numbered callouts:

- Arrow 1 points to the "POLL" section.
- Arrow 2 points to the "COMMENTS" section.
- Arrow 3 points to the thumbs up/down icons in the left sidebar.

1

Polling

2

Comment

3

Thumbs up or down

**Thank you!**



# NTT DATA

Trusted Global Innovator