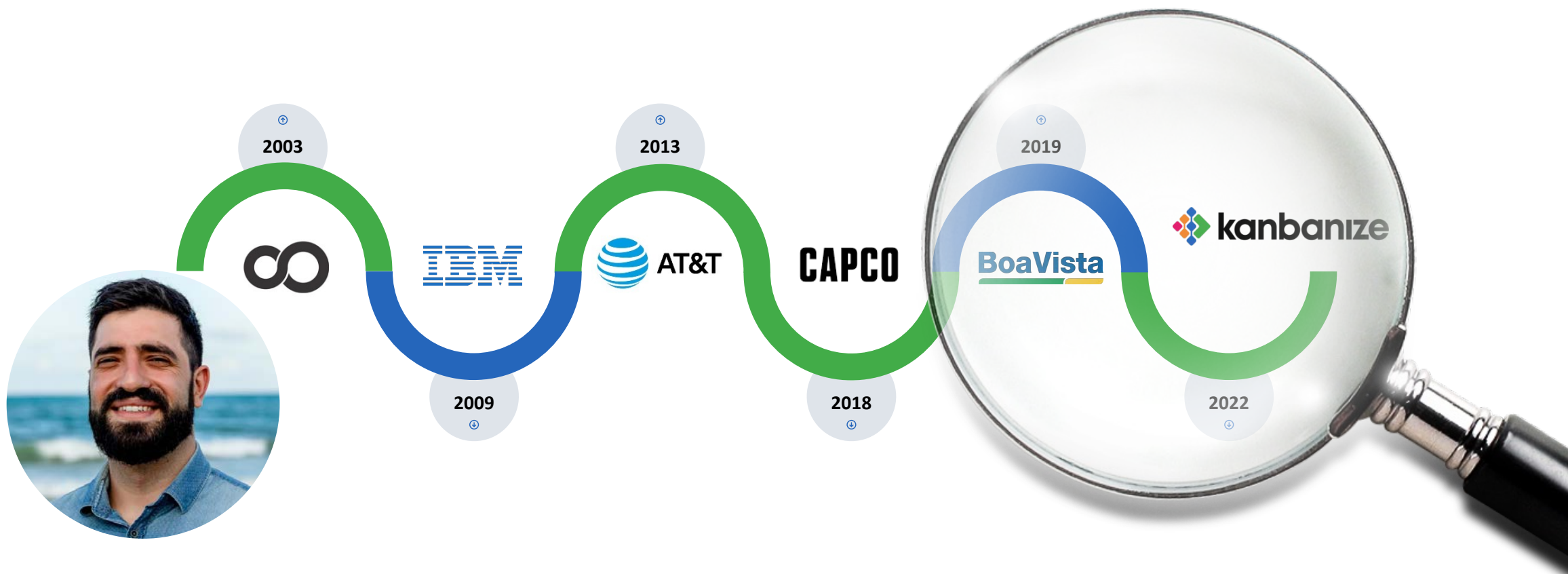


A large, green, stylized arrow pointing to the right, with a white outline, set against a blue background. The arrow is composed of two main sections: a green body and a white outline that forms the arrow's shape.

Kanban Empowered Brazilian Digital Transformation



LUAN OLIVEIRA





BoaVista

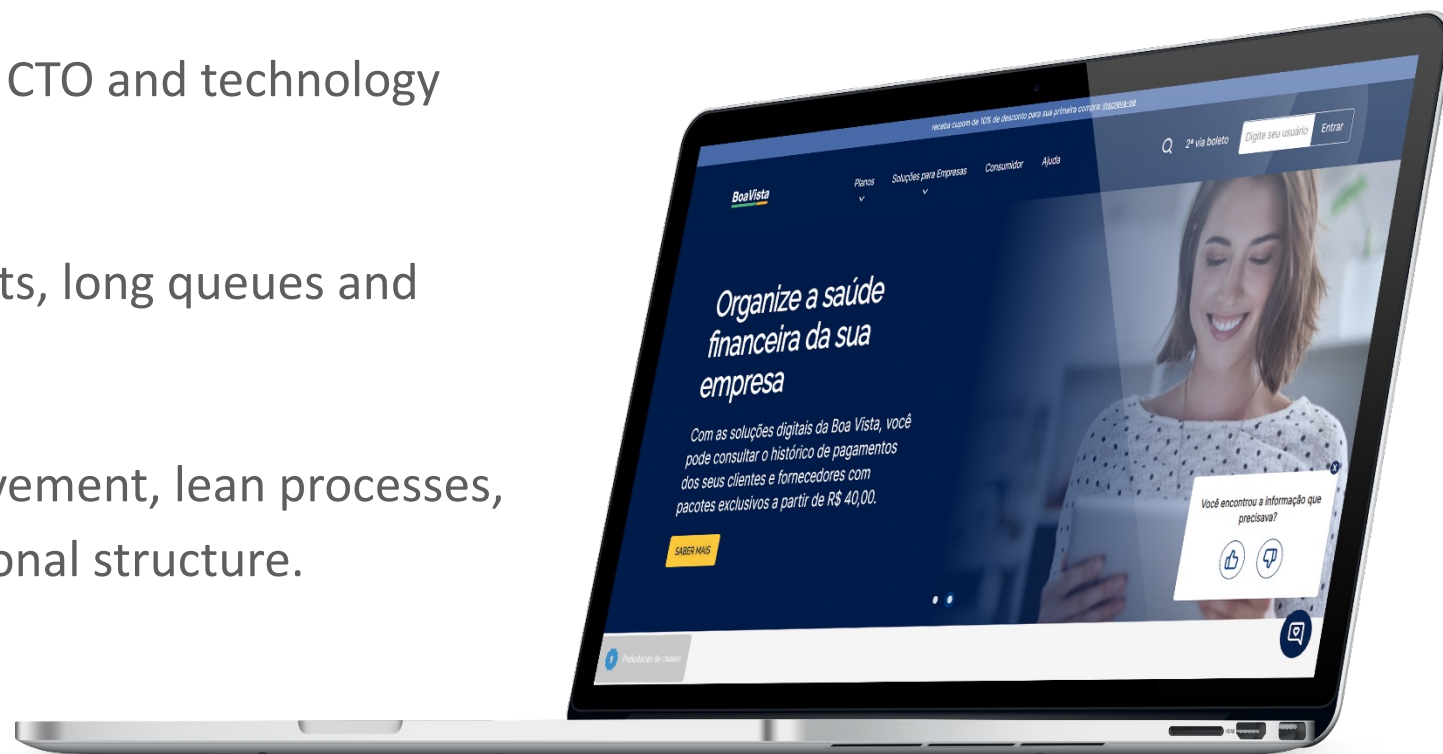
EQUIFAX® +



ASSOCIAÇÃO
COMERCIAL
São Paulo

 **kanbanize**

- Finance industry - credit bureau company;
- Flip the alpha in late 2019: new CTO and technology leadership team;
- Bureaucratic, siloed departments, long queues and delivery cycles;
- Looking for evolutionary improvement, lean processes, and a fit-for-purpose organizational structure.





**Prepare for a
coffee journey**



Where we started?



"We were looking for leaner, evolutionary and adaptive processes. That is why we chose Kanban over any other method"

Luan Oliveira – Head of Software Development

Make policies explicit

Visualize

Manage the flow

Implement feedback loops

Improve collaboratively,
evolve experimentally

Limit Work-In-Progress

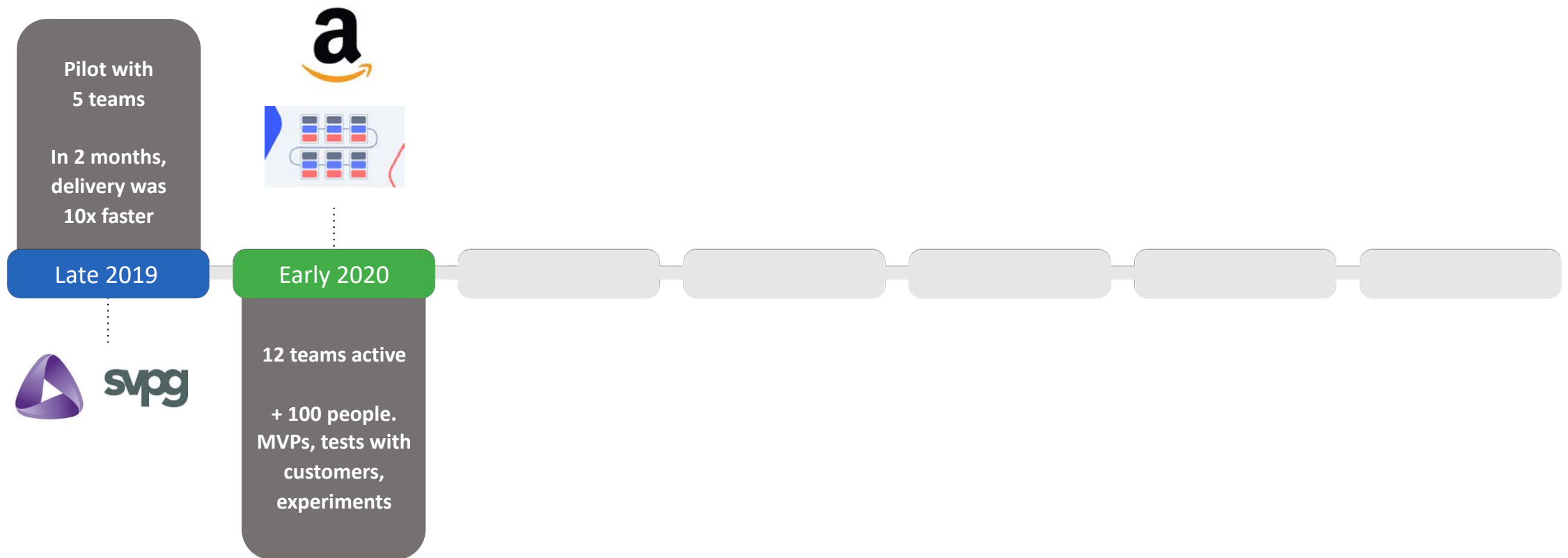
Drink lots of coffee





Pilot teams in 2019

| RADAR DAS SQUAD'S | | | | | | | | |
|-------------------|-----------------|--------|--------------------|-------------------|------------------------|-----|-----------------|------------------------|
| SETUP DA SQUAD | AMBIENTE FÍSICO | STATIK | COMPOSIÇÃO DO TIME | OKR'S DE PRODUTOS | MÉTRICAS DE EFICIÊNCIA | RMM | CLIMA DA EQUIPE | PLATAFORMA TECNOLÓGICA |
| ■ | ■ | ■ | ■ | ■ | ■ | 2 | 😊 | 🔴 |
| ■ | ■ | ■ | ■ | ■ | ■ | 1 | 😊 | 😊 |
| ■ | ■ | ■ | ■ | ■ | ■ | 2 | 😊 | 😊 |
| ■ | ■ | ■ | ■ | ■ | ■ | 2 | 😊 | |
| ■ | ■ | ■ | ■ | ■ | ■ | 2 | 😊 | 😊 |
| | | | | | | | | |
| | | | | | | | | |





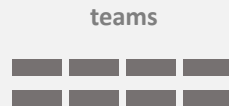
Value stream aligned teams



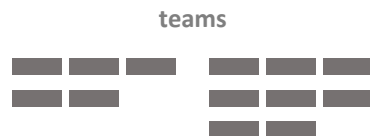
TECHNOLOGY ENABLERS



PRODUCTS ENABLERS



BUSINESS ENABLERS



PRODUCTS



SALES CHANNELS





Doing the right things



STRATEGY
REVIEW



OUTCOMES
FOLLOW-UP

Strategy

Doing things right



RISK & OPERATIONS
REVIEW

Coordination

GEMBA WALK

SERVICE DELIVERY
REVIEW

Operation

REPLENISHMENT

STAND-UP MEETING

DELIVERY PLANNING





October 2020

TRANSFORMAÇÃO DIGITAL

PESSOAS

BoaVista





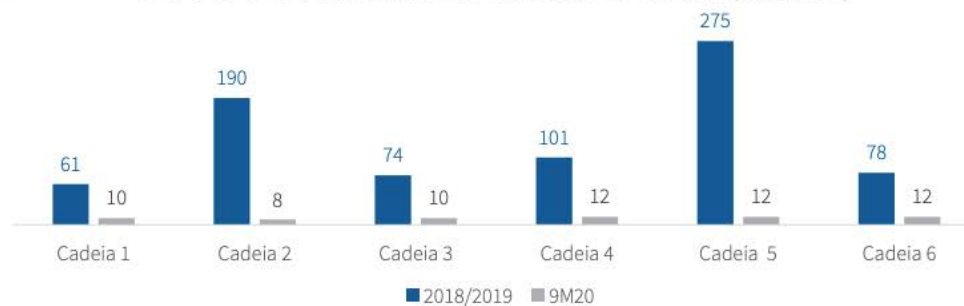
October 2020

TRANSFORMAÇÃO DIGITAL

PRODUTIVIDADE

BoaVista

TEMPO DE ENTREGA POR CADEIA DE VALOR (em dias)



12x
mais
rápido

Tempo para uma entrega
de 125 dias
para 10 dias

VAZÃO POR CADEIA DE VALOR (em entregas)



48x
mais
entregas

Departamental:
2018 e 2019
• 5 projetos/mês

AGILE:
Jan a Set/20
• 238 entregas/mês

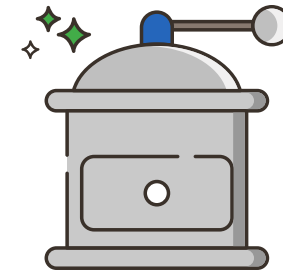






WHY I AM TALKING ABOUT COFFEE? GONÇALVES/MG - Brasil

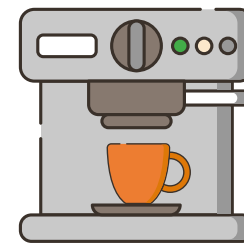




- Reliability
- Stability
- Resilience
- Transparency



→ **Operational
Backbone**



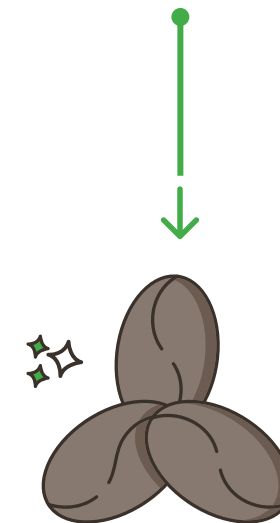
- Velocity
- Predictability
- Product, Platform and Data teams



 **Digital Platform**



→ Customer Focus



- Curiosity
- Hypothesis
- Insights
- Discovery



→ Empowerment and Responsibility



- Dedicated Teams
- Mission oriented
- Colaboration
- Trust



Empowerment and Responsibility

Dedicated Teams
Mission oriented
Colaboration
Trust



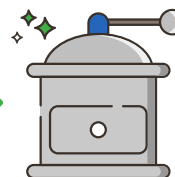
Customer Focus

Curiosity
Hypothesis
Insights
Discovery



Digital Platform

Velocity
Predictability
Product, Platform and
Data teams



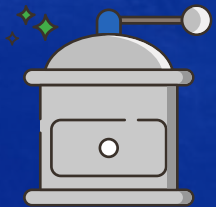
Operational Backbone

Team
Jtcs
Team
Lscsr cseöz



Customer Care

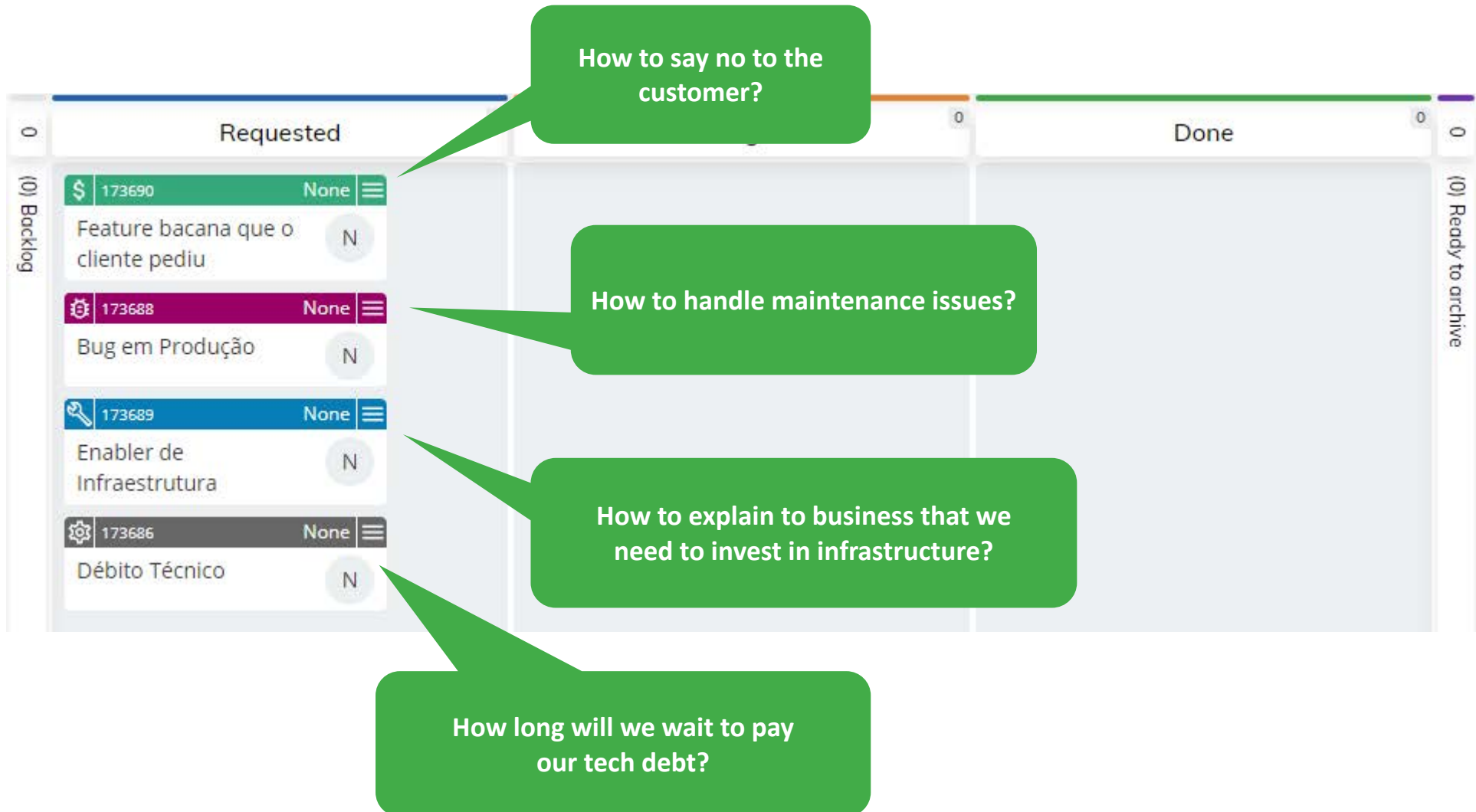
Monitoring different types of work



**Operational
Backbone**



**How to deliver customer requests and
keep the kitchen clean at the same
time?**





Card Types in Kanbanize

Administration panel

- USER MANAGEMENT
- BUSINESS RULES
- INTEGRATIONS
- CARD MANAGEMENT**
- SECURITY & AUDIT

BLOCKERS STICKERS TAGS **TYPES** CUSTOM FIELDS

Filter

| NAME | AVAILABILITY LEVEL |
|---------------------------------|--------------------|
| Débito Técnico | Global |
| Enabler | Global |
| Entrega de Valor | Global |
| Iniciativa | Global |
| Manutenção | Global |
| OKR | Global |
| PDCA - Oportunidade de Melhoria | Global |
| Product Design | Global |
| Risco | Global |
| Rotina | Global |
| Vulnerabilidade de Segurança | Global |

Type Cards Management

Applied globally, to all teams

10

User Management

Users
Teams
User Roles
Board Members
Workspace managers
User WIP Limits
Dashboards

Business Rules

Integrations

Email Integration
Applications

Card Management

Blockers
Stickers
Tags
Types
Custom Fields

Security & Audit



Dashboard



Advanced Search

ID, assignee, title, description 🔍

Work item is ▾

Card ▾ - or

Type is ▾

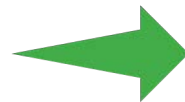
- ⚙️ Débito Técnico ▾ - or
- 💰 Entrega de Valor ▾ - or
- 🔑 Enabler ▾ - or
- 🔧 Manutenção ▾ - or

Refine search criteria

Clear all



PowerBI
Integration



Delivery | Métricas de Eficiência

Filtros

BoaVista

Throughput

| Cadeia de Valor | Débito Técnico | Enabler | Entrega de Valor | Manutenção | Total |
|-----------------|----------------|---------|------------------|------------|-------|
| | 29 | 63 | 67 | 32 | 191 |
| | 67 | 225 | 255 | 256 | 803 |
| | 272 | 196 | 186 | 179 | 833 |
| | 38 | 42 | 140 | 54 | 274 |
| | 49 | 380 | 158 | 86 | 673 |
| Total | 1.463 | 2.258 | 1.753 | 1.163 | 6.637 |

Cycle Time Scatterplot

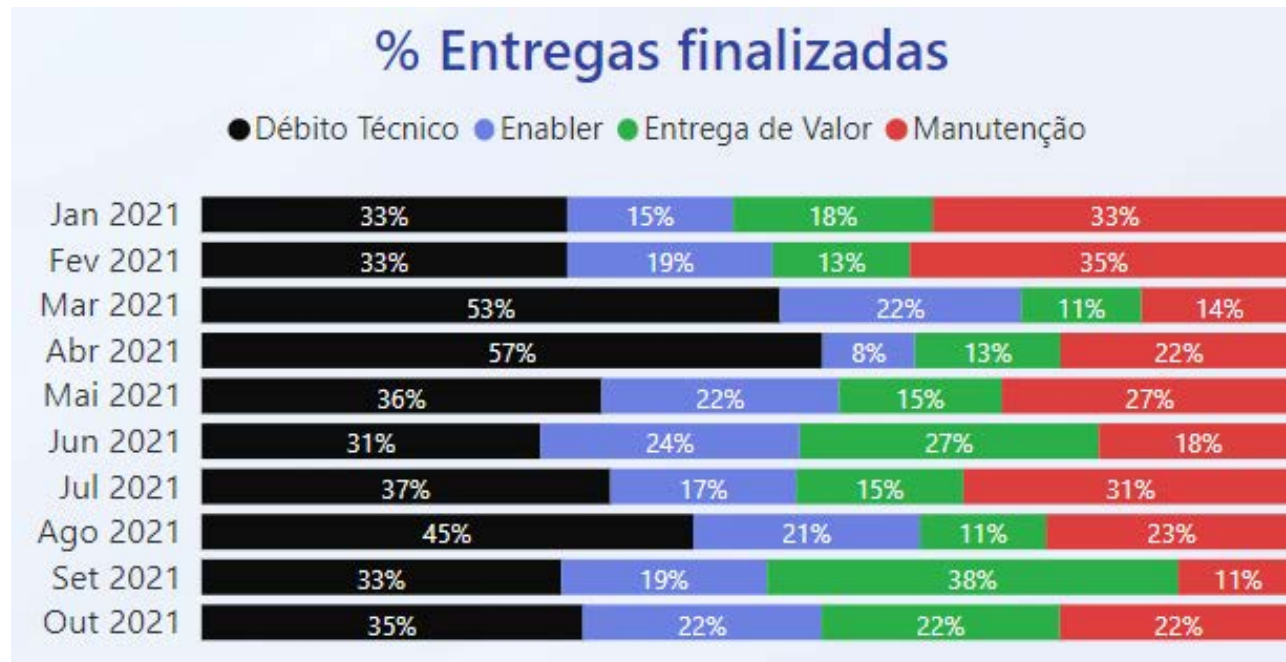


Lead time 85%

| Squad | Lead Time |
|-------|-----------|
| | 14 |
| | 36 |
| | 22 |
| | 18 |
| | 8 |
| | 7 |
| | 14 |
| | 26 |
| | 43 |
| | 8 |
| | 22 |
| | 22 |
| | 15 |
| Total | 21 |



CUSTOMER CARE



Understand

Sources of dissatisfactions on
Customer Care
IT Operations
Product

Improve

Definition of explicit policies
across teams

Measure

+ 12% SLA on-time
(from 85% to 97%)
- 56% tickets reopened



Help Chain

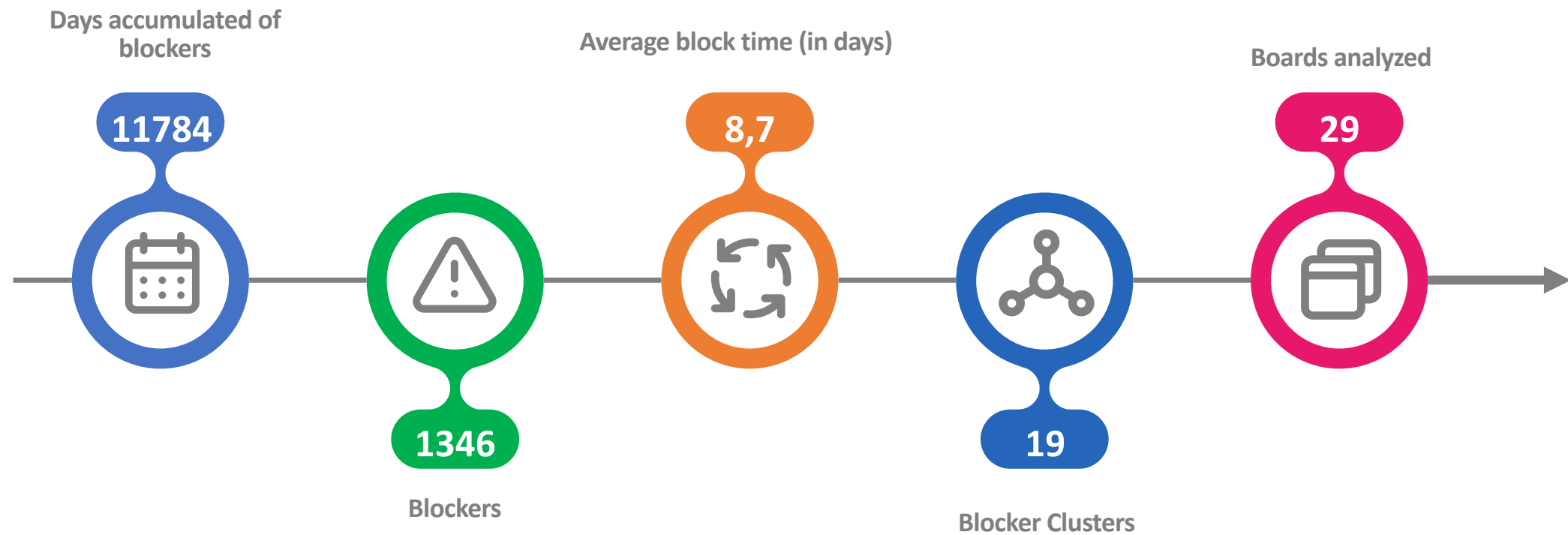
Executive Blocker clustering



Digital Platform

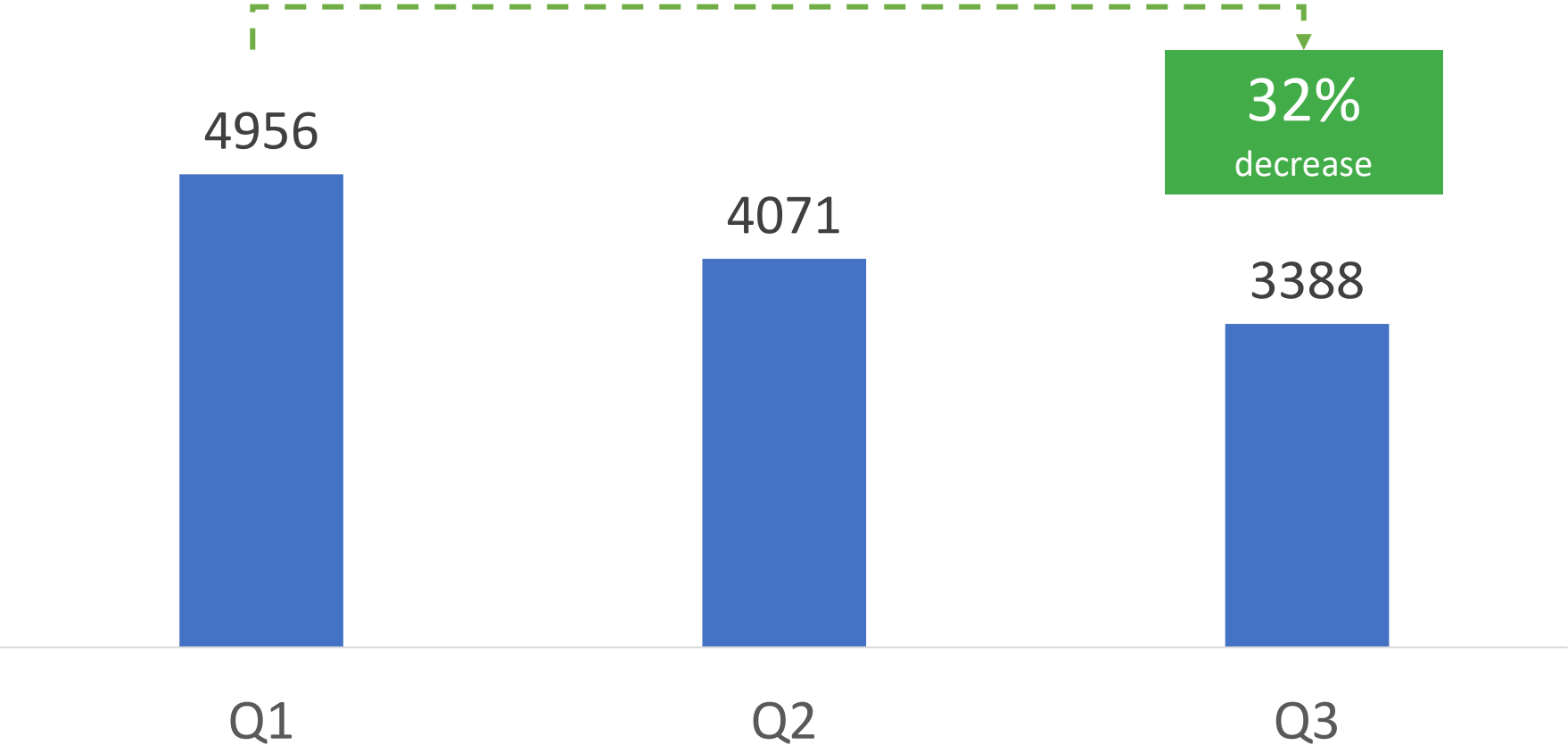


Scope of Analysis





DAYS OF BLOCKERS ACCUMULATED PER QUARTER





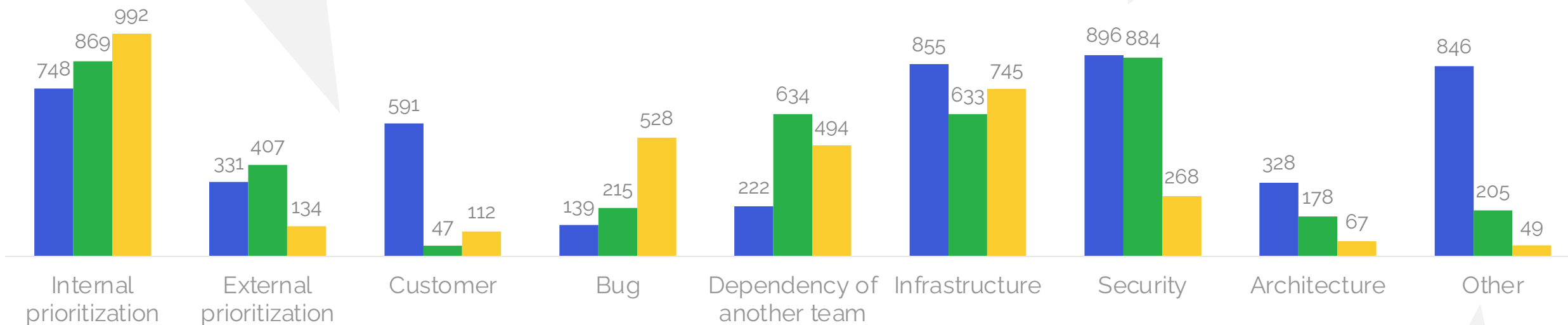
DAYS OF BLOCKERS ACCUMULATED PER CATEGORY PER QUARTER



Decrease of **top-down** requests and customer blockers through definition of explicit policies

Increase of team capacity and implementation of Kanban method in the security team

■ Q1 ■ Q2 ■ Q3



Teams with lower level of maturity continue to have internal organization issue in their workflows

Discipline to categorize blockers



Design

Boards sincronization



Customer Focus

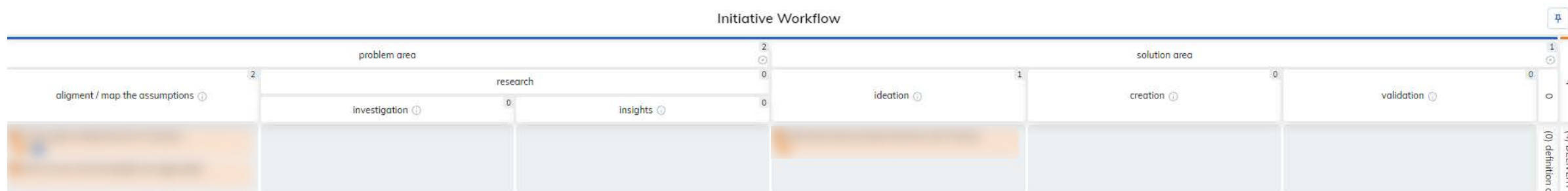


PROBLEM



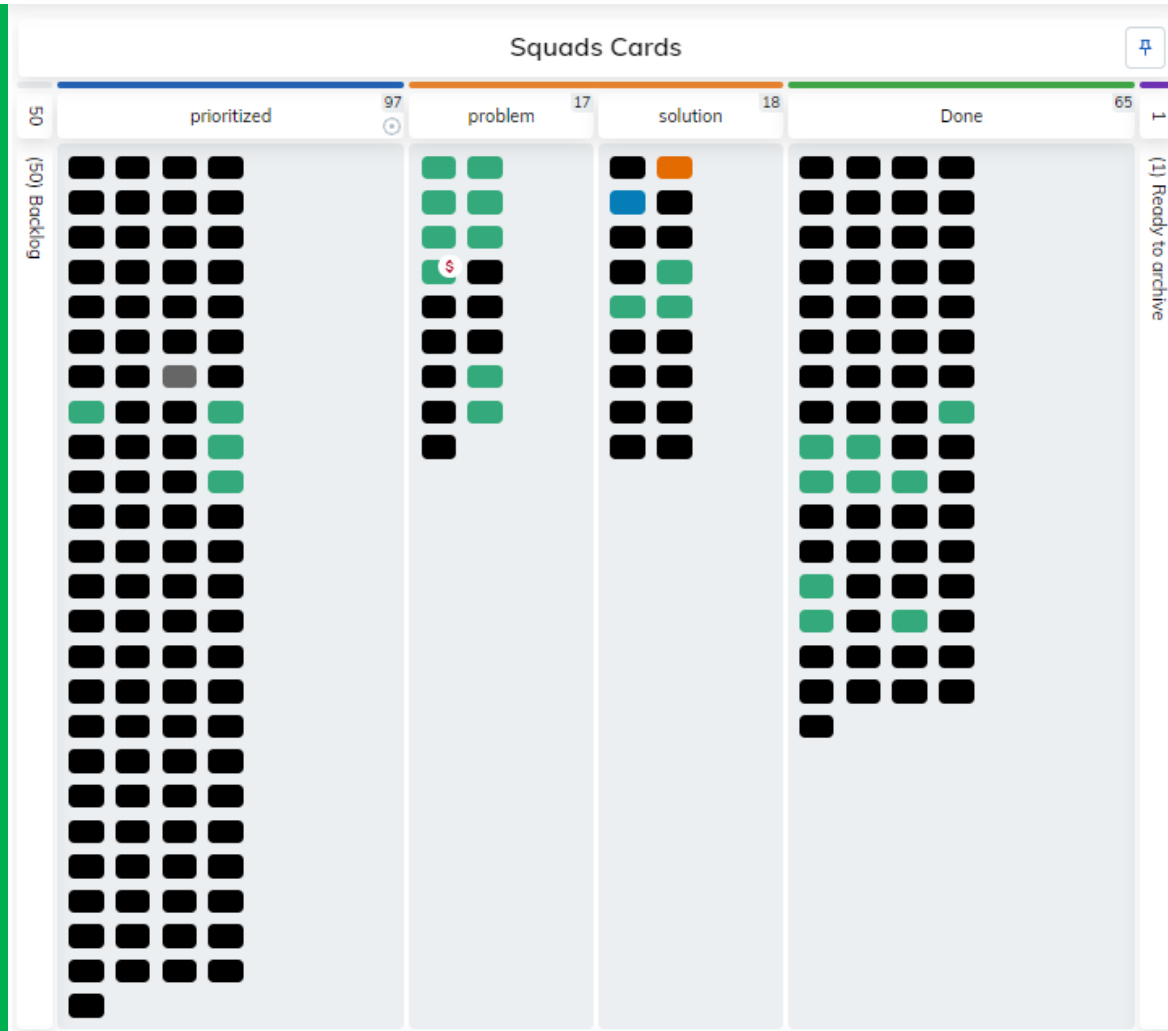
Example of initiatives upstream workflow aligned of a mission-aligned team

SOLUTION





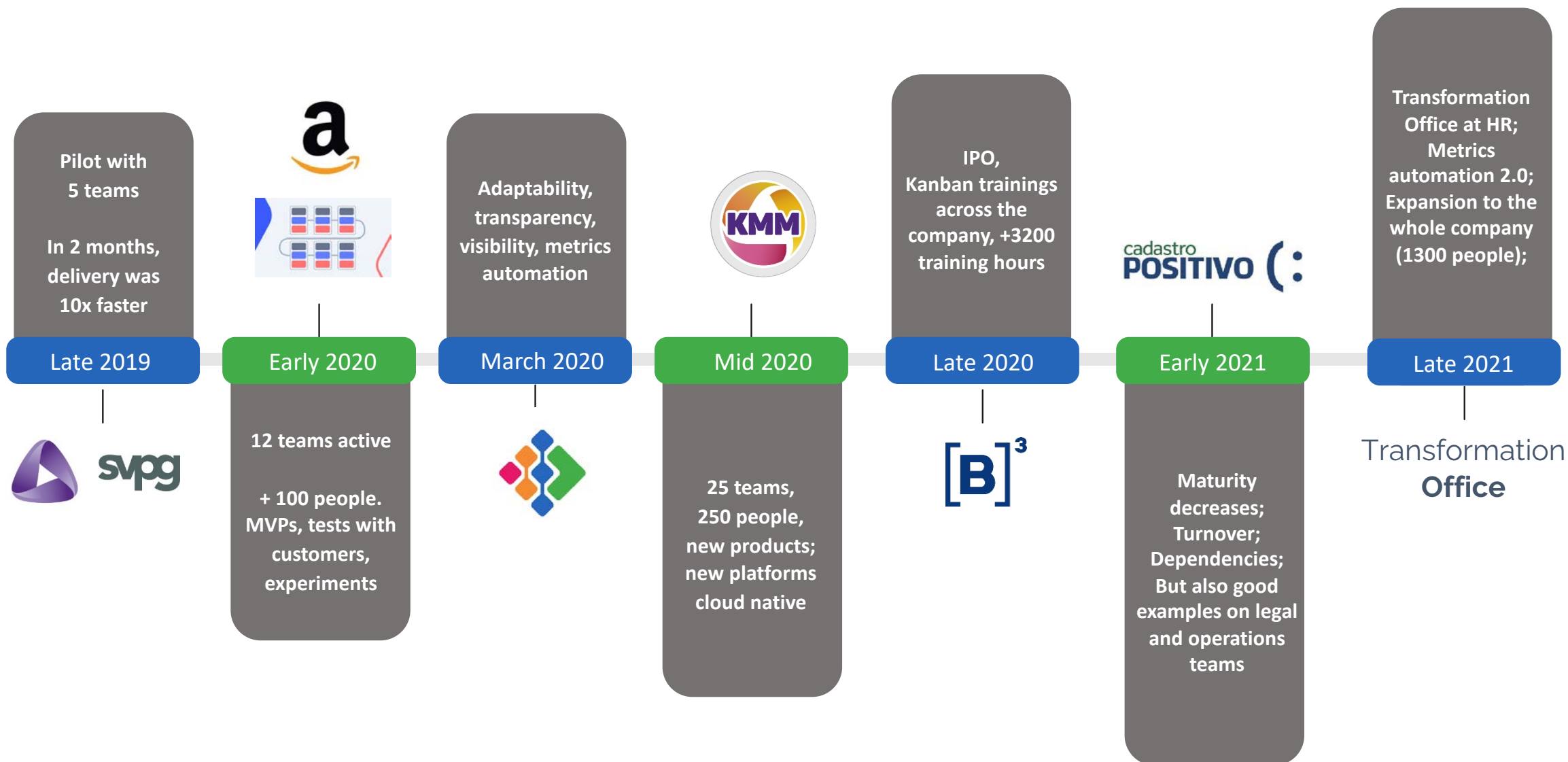
Design chapter board
synchronized with all
product teams





+300 boards

communicating to each other
by cards replica synchronization
(business rules)





So what?

Net Revenue

+19,2%

Vs. 2020

+25,2%

Analytics
Solutions

Vs. 2020

Ebitda - Capex

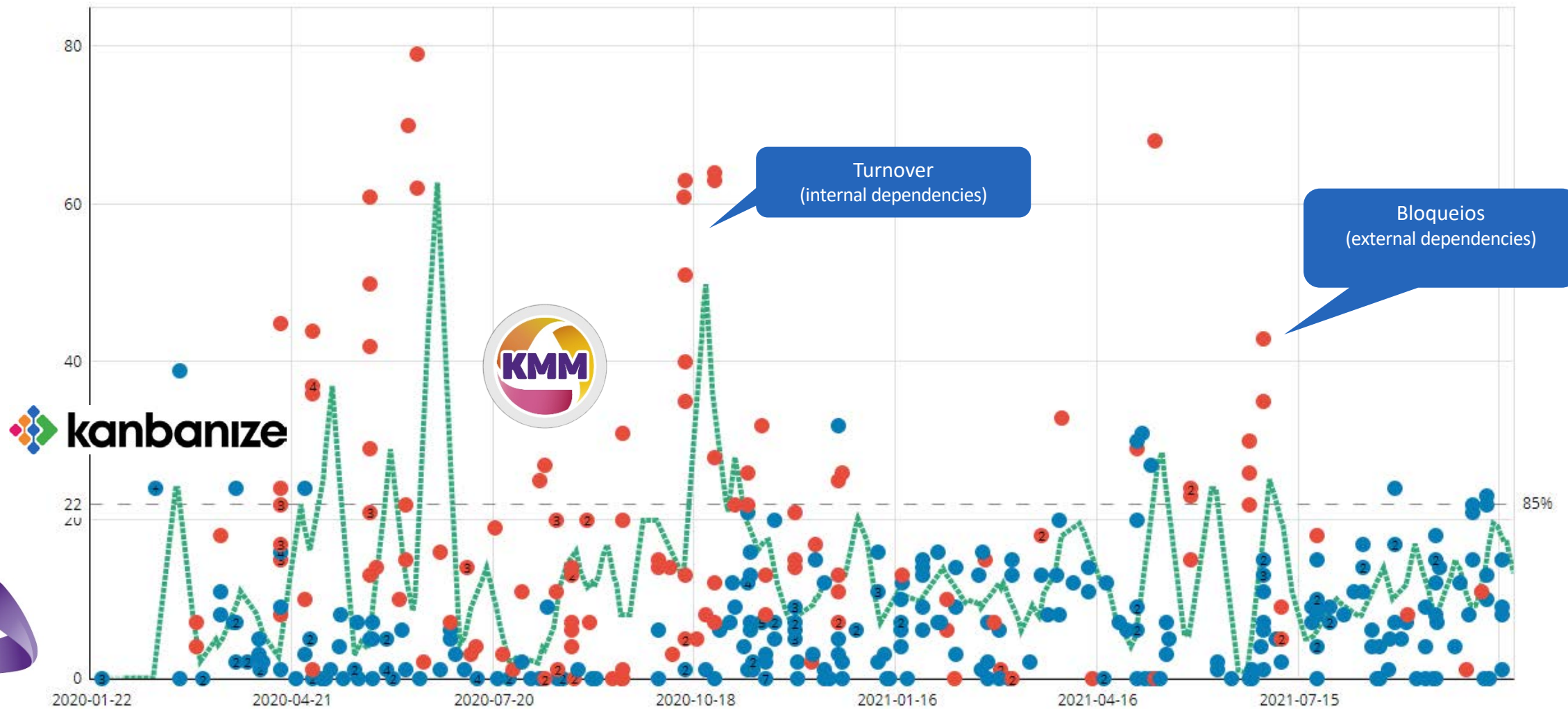
+38,2%

Vs. 2020

+158%

Net Profit
Adjusted

Vs. 2020





Kanban Empowered Brazilian Digital Transformation

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www.kanbanize.com