

How we Cleaned up our act to deliver value

Lean Project Management Methodology

Creditinfo Academy, March 2016

About us

At 10.000 feet:

Brynja Baldursdottir – CEO of Creditinfo Iceland and CLean Champion

At 1.000 feet:

Anna Lara Sigurdardottir – CLean project manager

At 50 feet:

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This is not a Lean introduction

This is not us telling you how to solve your problems

This is how we used Lean and many other tools to solve some problems that we had

We hope you will learn from it.

We had problems

Focus

- Not delivering value as often as we could because we had too many things in the pipeline
- We were not always sure what was most important, spending time on things that didn't deliver the most value to the customer or Creditinfo

Responsibility

- Not always clear who was responsible
 - And for what!
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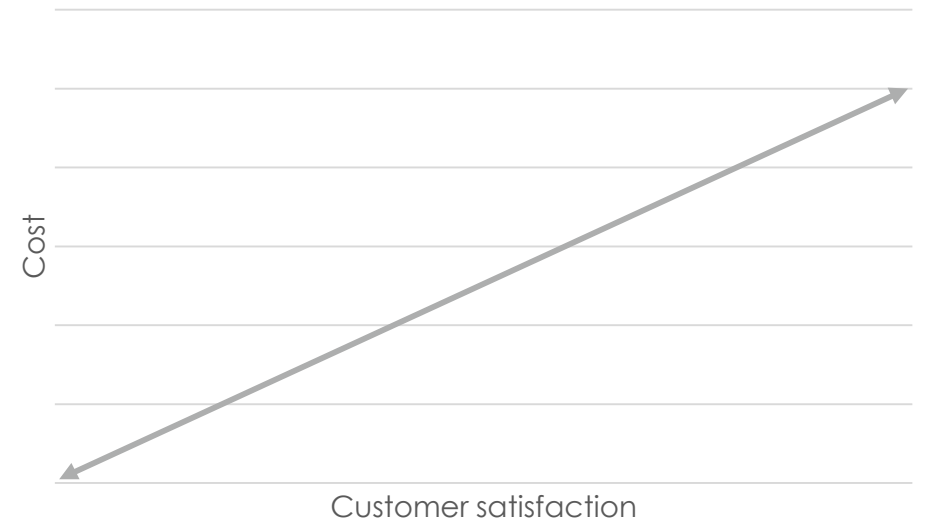
Objectives

This is an investment, you need to be able to measure the ROI

Our goal:

Deliver more value with less effort by putting the customer first

It is not to lower costs. We want to reassign people to do more valuable work.



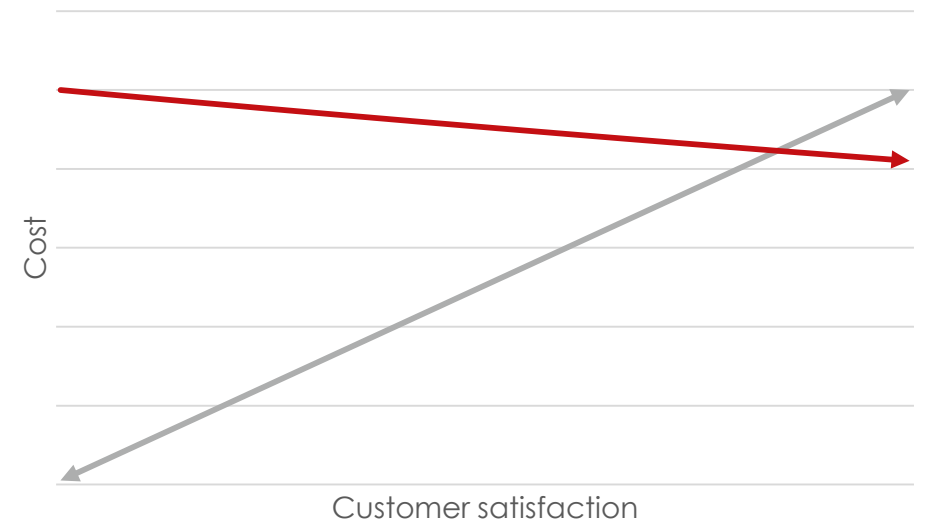
Objectives

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What have we gained now

Clearer responsibility

Focus, we know what is important

Less waste (more time)

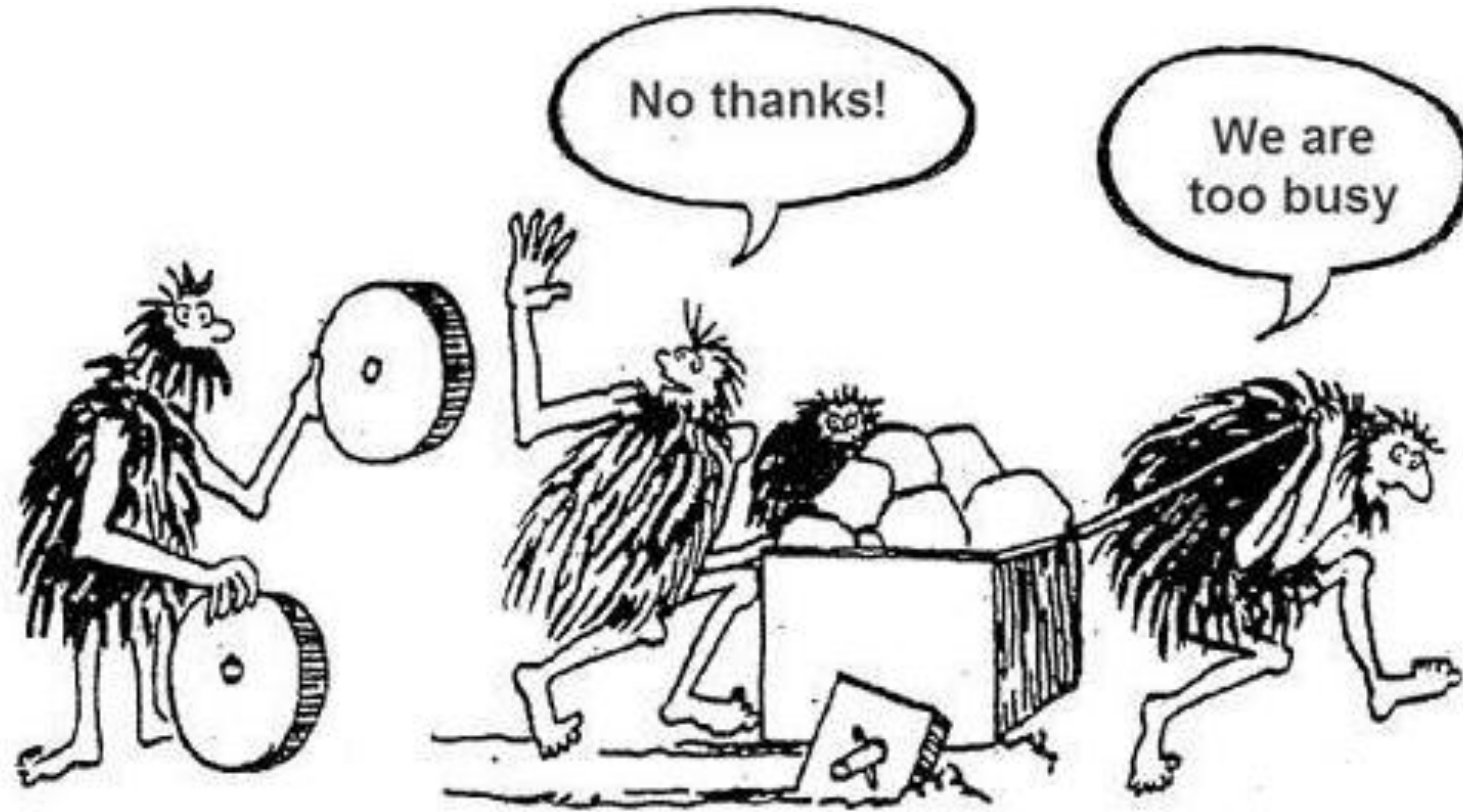
- Average processing time from 11 to 6 days
- The right people doing the right things

In the pipeline

- CRM system
- Billing process => \$\$\$
- Better service processes
- Data warehouse

How are we doing it?

It's a culture thing



More Value – Less Waste

It is not a project with an end date

One table or mapping up processes alone will not do it

The point is for everyone to be better today than yesterday

Our ingredients

Strategy and goals

Processes

Involvement

Measure

Visualisation

Iterations

Make it your own

Strategy

We all need to have the same picture in our minds of where we are going

1. The management team created the big picture and goals on company level
2. Every team set down their own goals, that tied into the company wide, and a game plan
3. The whole company came together to review the results

This will be repeated in some form at least once a year



Our customers **Trust** us and see **Value** in our services

- Overall Customer Satisfaction a strength in the customer survey
- Our service lowers depreciation rate and gives better overview
- Companies and Consumers get better rates based on our information



We deliver **Steady** and **Increasing** profitability

- EBITDA rate increases steadily
- Rate of revenues coming from new products/services increases



We focus on our **Core Competence**
The **Quality** and **Safety** of our data is key
We **Reduce Waste**

- Quality and Quantity of data increases. Manual data processes are decreased.
- The Safety of our data is insured with clear processes.
- Clear Goals defined for 2016.
- We will be Clean.



We are **better today than yesterday**

- We work together
- We take responsibility
- We show respect

- Information Flow is a strength according to our employee survey
- General work satisfaction is a strength
- I can recommend Creditinfo as a good place to work

Processes

We needed to start by creating a process map

You can't change anything or prioritize changes unless you have a clear picture of how things really are

Everybody participated

Don't document for the sake of documentation

Align the organization towards the „To be“ picture

With good processes, ordinary people will deliver extraordinary results

Involvement

Management needs to be a champion

Managers are responsible for their teams results

Eventually, everyone needs to be on board

Look to what is closest to you and change that, don't point fingers at others

Celebrate when things go well

Don't be afraid of mistakes, learn from them

Implementing CLean

Clean implementation

- Hire a consultant or do it the Creditinfo way?
- Clean, not only Lean
- Using some Lean tools as well as other
- Icelandic companies who are implementing Lean



SAMSKIP

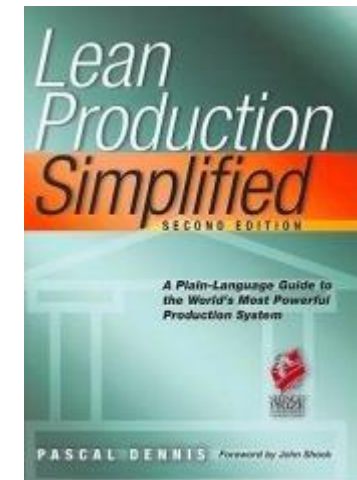
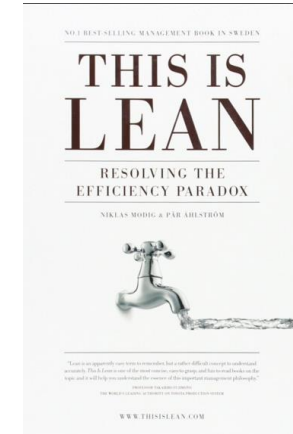
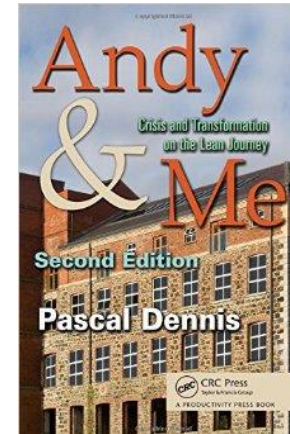


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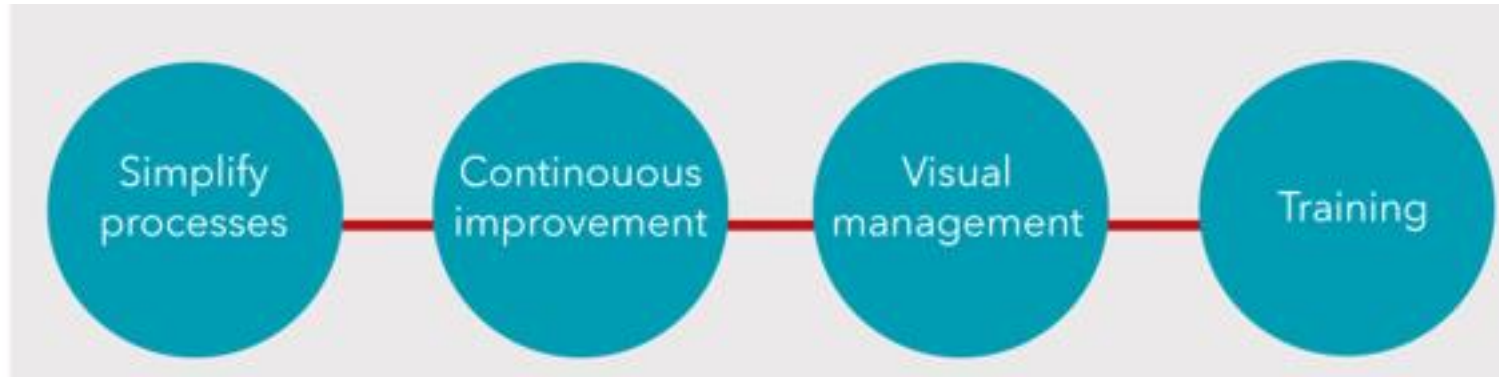
Knowledge

- Learn by doing
- You can't learn Lean by reading a book – you have to try
- You will make mistakes – you will learn from them



Objectives

Creditinfo strategy and focus

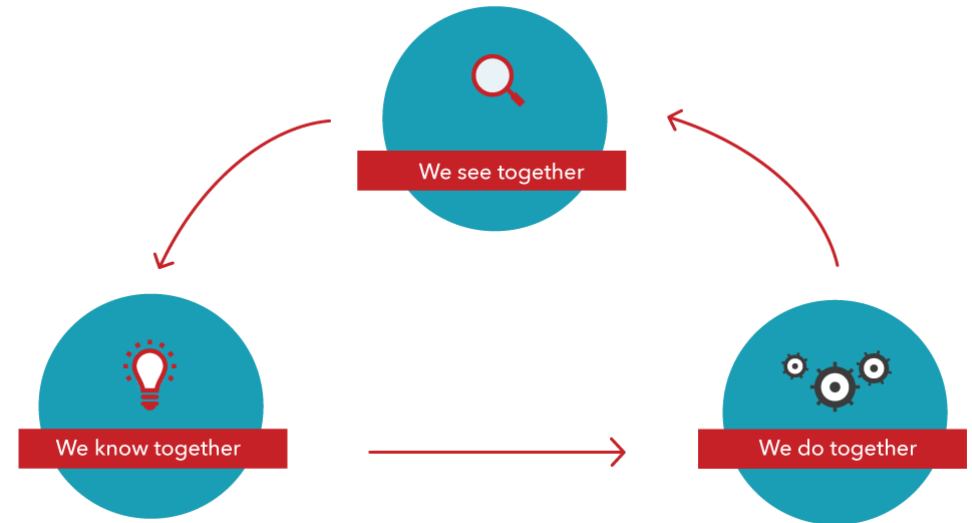


Focus on the customer

Visual management

What does that mean?

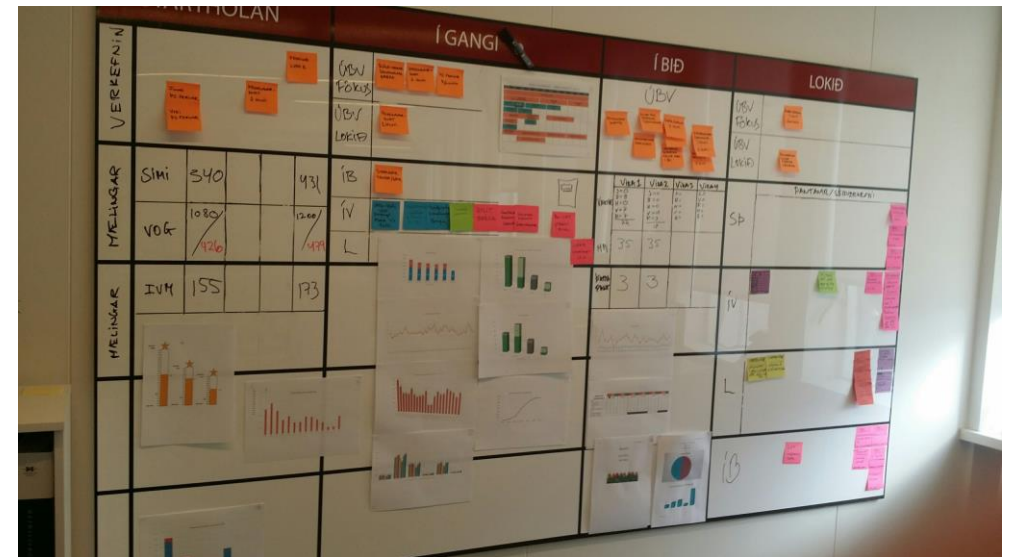
- Analyze problems and solve them together
- Problems are opportunities to to better
- Important to talk about what we can do better



Clean board

Every department has their own goals that are a part of the main goals for the company

- Monthly Planning
 - Did we achieve our monthly goal?
 - Setting new goal?
- Weekly meetings
 - Summary from last Week
 - What are we going to do this week to achieve our monthly goal?



Process map and processes

As is – To be

Operating Product development Implementation Agreements Data processing Services Finance



Operation



Product development



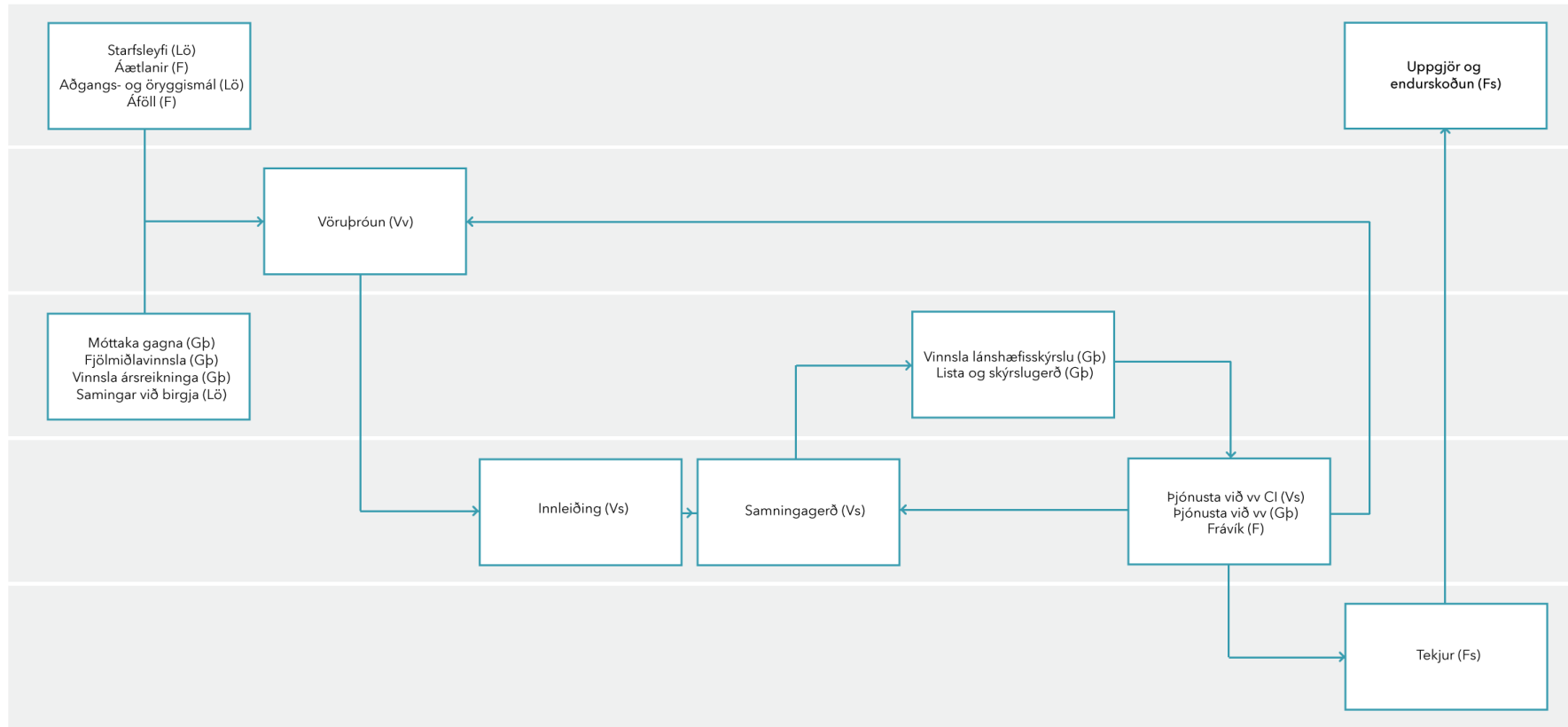
Data



Customers



Finance



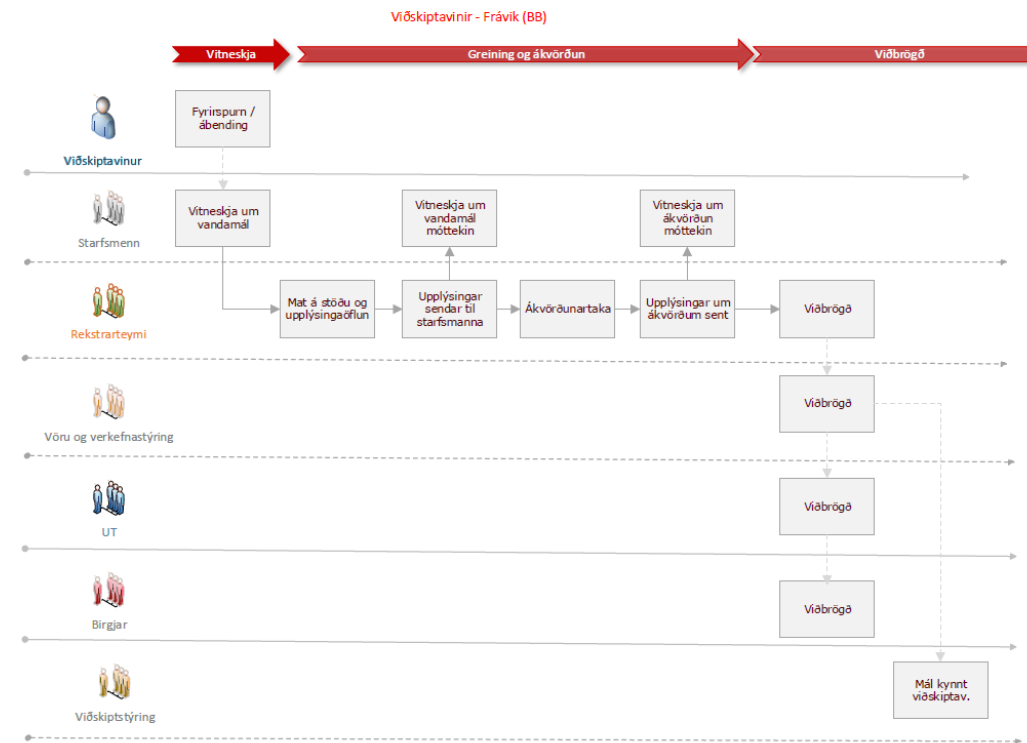
Culture



F : Framkvæmdarstjóri - Vv : Vöru- og verkefnastýring - Vs : Viðskiptastýring - Gþ : Gagna- og þjónustusvið - Ut : Upplýsinga- og tæknisvið - Fs : Fjármálasvið - Lö : Lögfræðiþjónusta

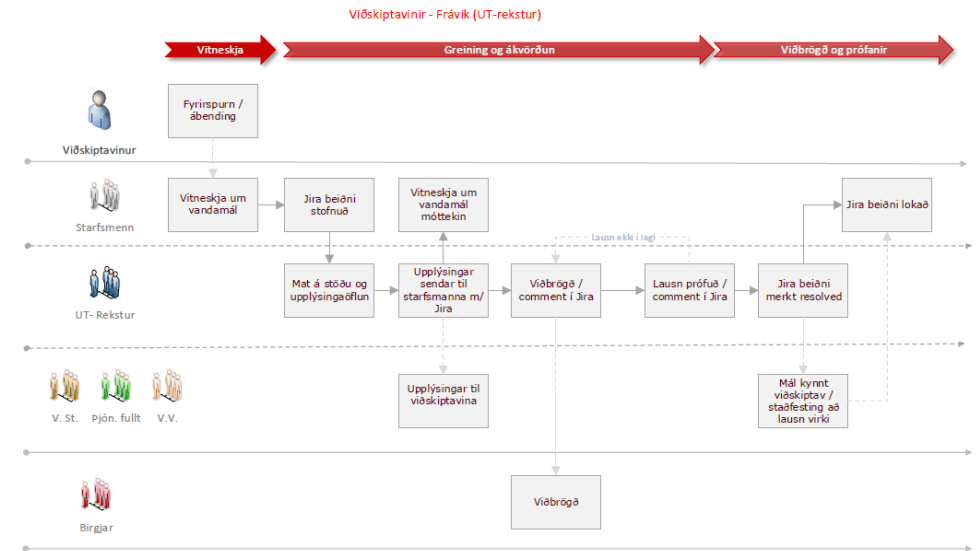
As is Picture

- Process for all defects
- No owner of the process
- Many people involved cost us time and money
- Lack of information



To be Picture

- IT is the owner of the process
- Everybody knows their role
- IT are in charge of all information
- Less time and money spent
- Better service!

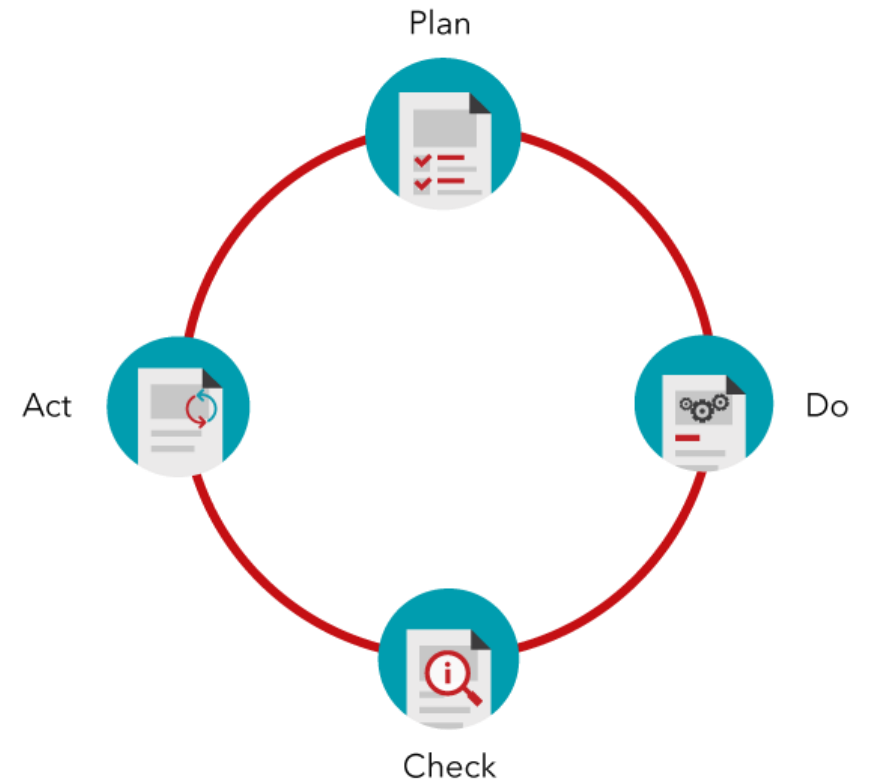


Continuous Improvement

Be better today than you were yesterday

- A3 thinking – Plan - Do - Check - Act
- A3 – work shop
 - Buisness case
 - As is picture
 - To be picture
 - Action Plan
 - Mesurement
 - Follow up

When we have achieved our goal we start again....



Our project management process

Clean development of digital products

Concepts

Project

- Organized work with clear objectives which has a defined beginning and an end.

Project management

- Application of knowledge, skills, tools, and techniques to projects in order meet the project requirements within time and cost constraints.

Project portfolio

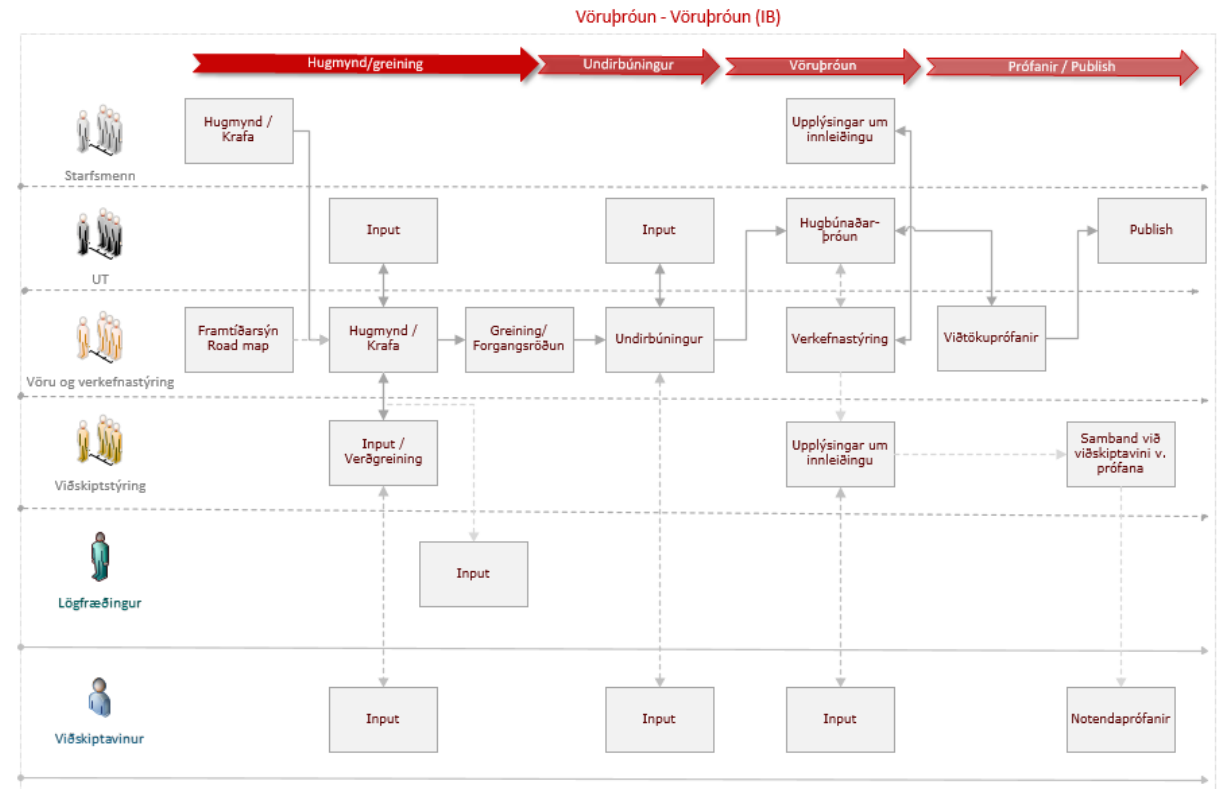
- Collection of projects that may not necessarily be interdependent but are managed as a group.

Project portfolio management

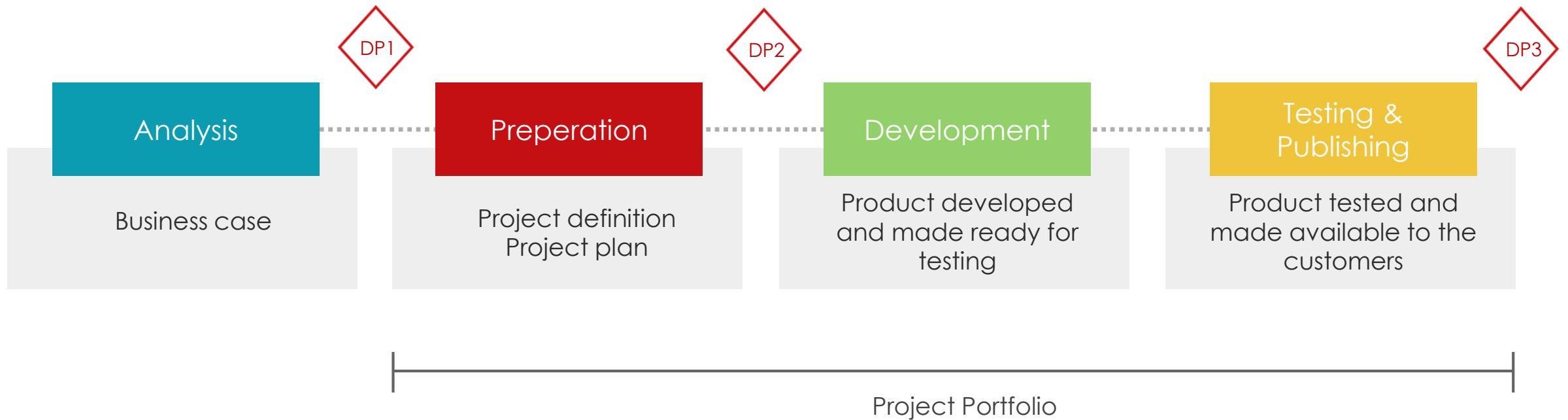
- Identifying, prioritizing, managing, and controlling the project portfolio to maximize the overall value and the strategic impact on the organization.
-

Product development process

- Project management is a part of the **product development** process
- Clear responsibilities
- Standardization
- Impossible to improve a process without the as-is picture



Project management process



Project portfolio committee

- Responsible for the project portfolio management – high level management of projects
 - Formal decision-making in each gate for all projects
 - DP1: Decision about taking the project into the portfolio
 - DP2: Decision about whether the project is ready for development
 - DP3: Decision about whether the deliverable meets defined requirements
 - Prioritization of projects
 - Pipeline management
 - Ensure balance in the portfolio
 - Formal decision-making for important project changes
-

Clean board – Product and project management

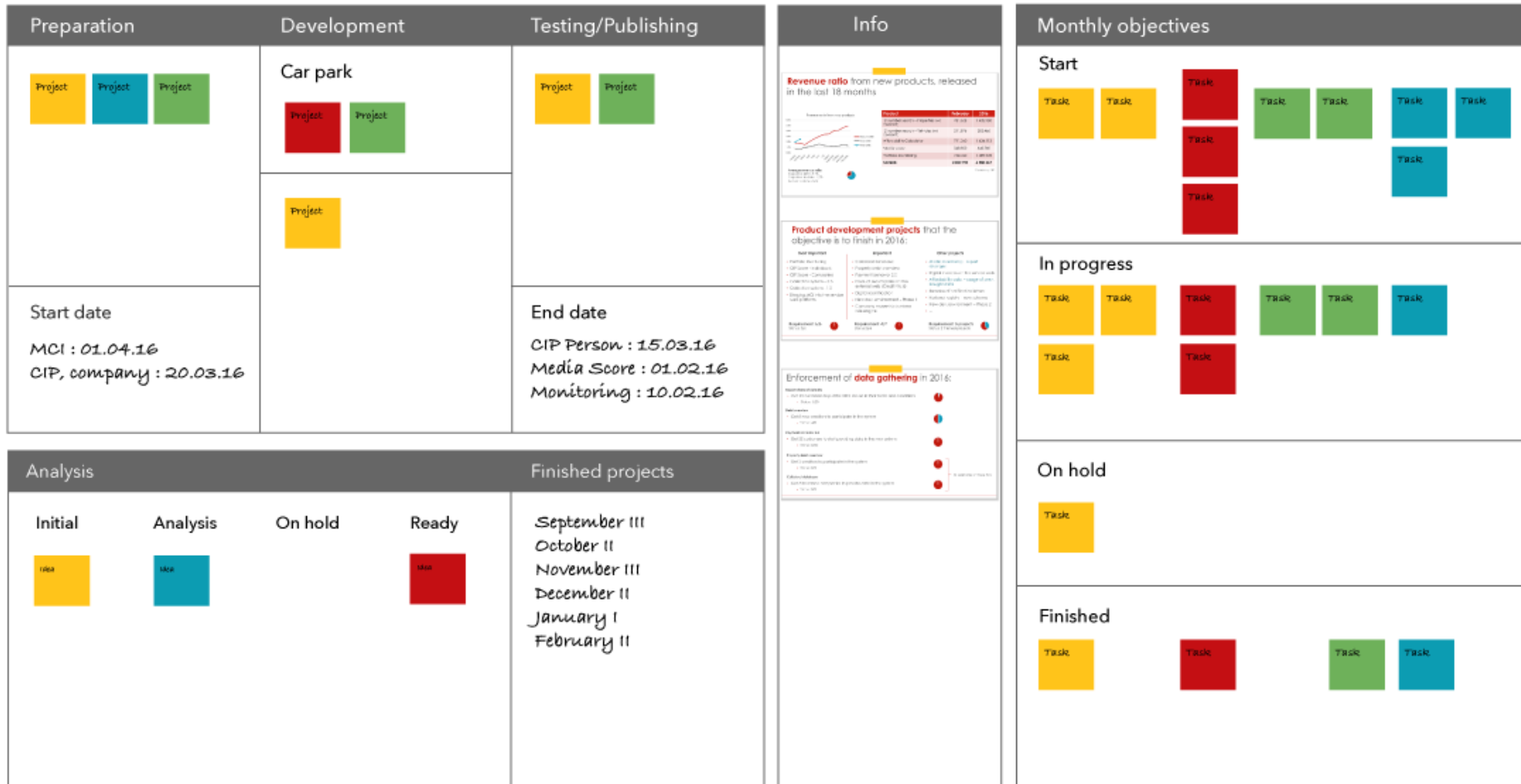
The board is organized into five main columns:

- UNDIRBÚNINGUR**: Contains a diagram with sticky notes for 'Skipting MCI - Skipting' and 'ERM - Skipting'. Below it, a list of milestones: 'Upphaf þróunar', 'LHM Fyrirtaki: 20. mars', and 'Nýtt MCI: 15. júní'.
- VÖRUPRÓV**: Divided into 'Bilastæði' (with sticky notes for 'FMV og Tölur', 'Eignarit', 'ILWEB OS', 'Vöruskipting - Skipting af Bygging', 'Nýtt DEV umhverfi', 'Hjálpari App skann') and 'Verkblá' (with a list of dates: 'IHK OS = 31. maí', 'Nýtt DEV-faci 7-27. júní', 'DWH-Uppsetning: 1. apríl', 'LHM Einst: 18. mars', 'VMV: 19. mars').
- PRÓFANIR/PUBLISH**: Contains sticky notes for 'VMV' and 'LHM'.
- INFO!**: Features printed reports including 'Revenue ratio from new products, released in the last 18 months', 'Product development projects that the objective is to finish in 2016', and 'Enhancement of data gathering in 2016'.
- MARKMIÐ MÁNAÐARINS**: A goal-setting section with three sub-sections:
 - STARTHOLAN**: A grid of sticky notes in various colors (blue, orange, pink, yellow).
 - Í Vinnslu**: A grid of sticky notes.
 - Í Bið**: A grid of sticky notes.
 - Lokið**: A grid of sticky notes.

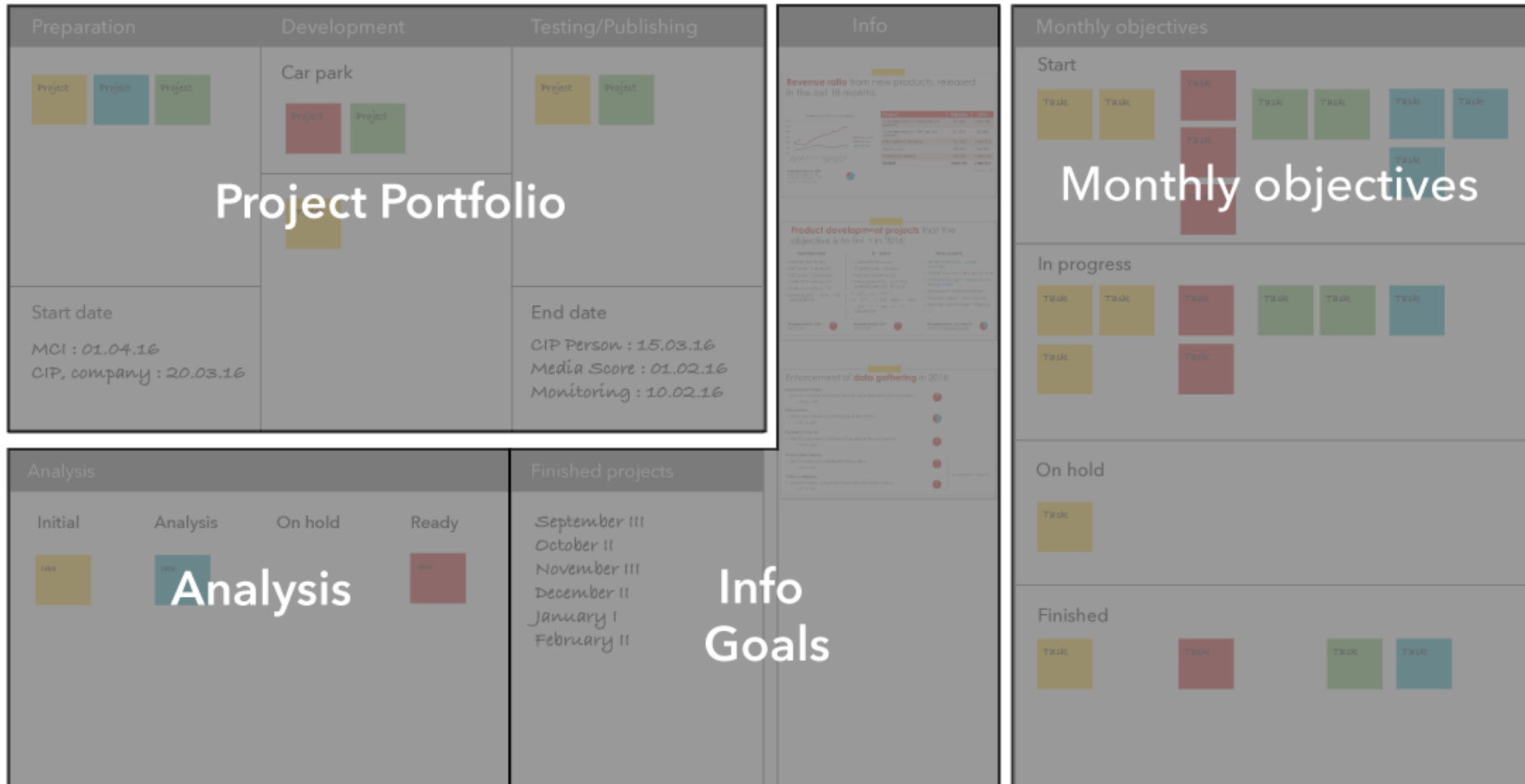
At the bottom left, there is a section titled **HUGMYNIR / GREINING** with sub-sections: 'Frumstigi' (with a sticky note for 'Lokun Skipting'), 'Sköpun' (with sticky notes for 'Hugmyndir', 'Lokun', 'Skipting', 'LHM 20'), 'Í Bið' (with sticky notes for 'Hugmyndir', 'Lokun'), and 'Ready'.

At the bottom right, there is a section titled **Kláröð verkefni** with a list of dates: 'Júní: 11', 'Júlí: 11', 'Ágúst: 1', 'Sept: 11', 'Okt: 1', 'Nóv: 1', 'Des: 1', 'Feb: 1'. To the right of this list are several sticky notes with various labels like 'FMV', 'GRMK', 'MEDIA SCORE', 'IVM', 'VOG', 'GRMK', 'LHM', 'FMV', 'GRMK', 'LHM', 'FMV', 'GRMK'.

Clean board – Product and project management

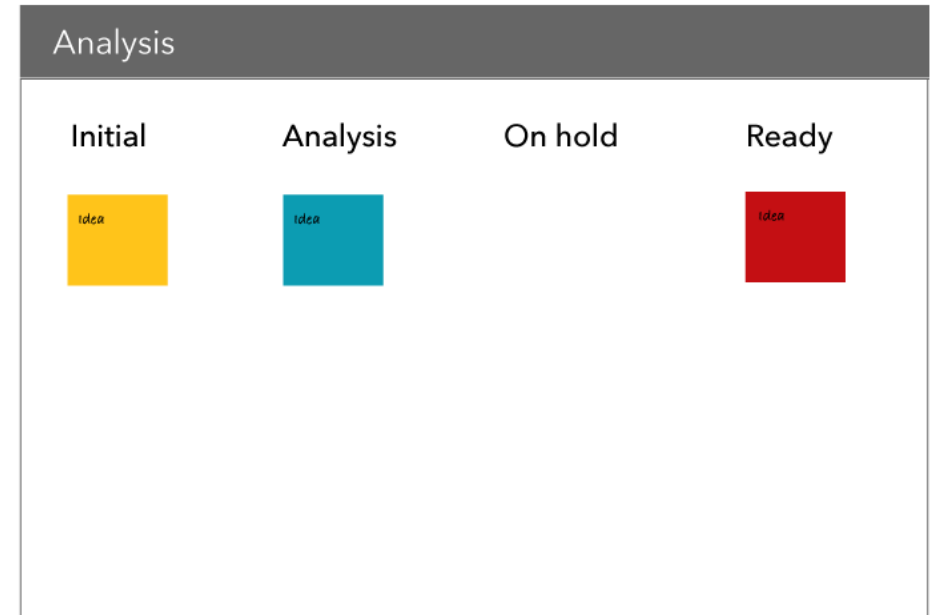


Clean board – Product and project management







Clean board – Analysis

- Project proposals are analyzed and a business case is constructed.
 - Revenues and costs are estimated
 - Strategic importance is considered
 - Only the best ones are brought into the project portfolio
- Lean UX
 - Prototypes are built in Invisio with mockups
 - Customers are met and their input/feedback is received before any development starts



Clean board – Project portfolio

- All projects in the preparation phase have an estimated start date.
- All projects in the other two phases have an estimated end date.
- Projects in the „Car park“ have been prepared and can be brought into development when it fits.
 - There should always be some projects in the car park!

Preparation	Development	Testing/Publishing
	Car park  	
Start date MCI : 01.04.16 CIP, company : 20.03.16		End date CIP Person : 15.03.16 Media Score : 01.02.16 Monitoring : 10.02.16

Clean board – Info & Goals

- The number of finished projects each month is calculated
 - Smaller and better defined projects!
- Goals in three categories were defined for 2016 and are followed up monthly
 - **Revenue ratio** from new products, released in the last 18 months
 - **Product development projects** that the objective is to finish in 2016
 - Enforcement of **data gathering**
- Other information regarding the department is displayed on the board:
 - The project roadmap for 2016
 - Updated project portfolio
 - and so forth...



Clean board – Monthly objectives

- In the beginning of each month we:
 - Review objectives that we aimed to meet during the prior month, that are most often in the form of tasks that we aimed to finish.
 - Defining new objectives for the following month, that go up on the board.
- The progress is followed up on stand-ups twice a week
- Information about what we are working on and how it is going spreads effectively within the team



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