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Vantiv Improves Innovation Delivery with Agile Consulting Services and Rally®

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Client Profile

Organization: Vantiv, Inc.

Business

Vantiv, Inc. (VNTV) is a leading provider of payment processing services and technology for merchants and financial institutions of all sizes.

Challenge

To deliver new products and services with greater sustainability, Vantiv needed to unify its product and IT teams and accelerate the adoption of scaled agile practices.

Solution

Vantiv worked with agile consultants to run a series of Agile Awareness roadshows and adopt agile in key teams. It also deployed Rally® (formerly Agile Central) to improve visibility of projects, resources and priorities.

Benefit

As a result of its agile transformation, Vantiv has improved employee engagement, reduced the time to market for new products and met more of its customers' needs with innovative solutions.

Business

Delivering innovation in payments processing

Vantiv is making payments smarter, faster, and easier by partnering with software companies and technology service firms to embed payments processing in front and back office applications. Its commerce technology integrates into a broad set of point-of-sale systems, reaching merchants through an extensive partner network of thousands of point-of-sale software developers and value-added resellers.

Vantiv also offers a comprehensive suite of traditional and innovative payment processing and technology solutions to merchants and financial institutions of all sizes, enabling them to address their payment processing needs through a single provider. Vantiv became a publicly-traded company on March 22, 2012, listed on the NYSE under the ticker symbol *VNTV*. Its vision is to be a leader in simplifying payments by creating seamless experiences and exceptional payment solutions across the ecommerce ecosystem.

Challenge

A more sustainable approach to innovation

With innovation a cornerstone of its business, Vantiv needs to be able to deliver new products and services that meet customers' needs quickly. Historically, product creation at Vantiv was primarily in response to orders taken directly from sales people, with little interaction between sales and IT and limited activity to assess and determine common customer needs. Although this approach enabled Vantiv to be responsive to customers in the short term, it lacked sustainability and often resulted in duplication of effort.

Vantiv recognized it needed a longer-term strategy and tighter collaboration between its product and IT organizations in order to deliver innovation more efficiently. "We needed to be a more cross-functional organization," explains TJ Casey, Vice President of Planning and Controls at Vantiv. "We didn't have the visibility we needed of who was working on what, which made it difficult for the senior leadership team to prioritize."

Vantiv realized that it needed to adopt lean thinking and scaled agile practices across both IT and product teams. Previous efforts to introduce agile at scale, however, had achieved limited success. Although tools had been deployed, a lack of training and little executive sponsorship had led to poor adoption. "People, process and tools all had to change, and all needed support. It was a big challenge, but we knew the results would be worth it," says Henry Noble, Agile Transformation Program Director at Vantiv.

Solution

Embracing agile at scale with coaching and consultation services

To accelerate its agile journey, Vantiv turned to coaching and consultation services in January, 2015. Vantiv worked with transformation consultants to implement agile at scale – starting with its core mainframe processing teams. The agile coaches not only provided training and coaching, but they also helped facilitate the initial *Big Room Planning* exercise which brought together the entire core processing team plus all business stakeholders. Bryan Bailey, Director of Systems Development, Core Processing at Vantiv, comments, "By bringing everyone together in one room, we could see what everyone else was working on and recognized that we had shared goals and priorities. It also enabled us to identify risks and dependencies earlier in the development cycle."

Agile consultants helped Vantiv develop and hold a series of *Agile Awareness* roadshows around the company. These roadshows included open Q&A sessions run by agile coaches and focused on the employee benefits of agile. As part of the sessions, employees were encouraged to talk about why agile deployments had not been successful in the past.

Greater Visibility of Projects, Resources, and Priorities
Vantiv had previously deployed Rally to support its agile teams; but the tool was not consistently used until the early success of the initial agile teams took place in the 1st quarter 2015.

The solution provided the leadership team with unprecedented visibility of what teams are currently working on and how their activities are connected to the company strategy, enabling them to prioritize more effectively. With all the information developers, business teams, and senior managers need in the tool, weekly status meetings have been eradicated, freeing up more time to work on delivering solutions.

Benefit

More predictable product delivery and more productive employees

By working to transform its approach to development, Vantiv has seen significant progress in just a year. "Working with agile coaches focused our strategic efforts," explains Casey. "As a result, we've improved predictability in the delivery of payment processing solutions and maintained our high standards, while becoming more responsive to customers."

Adopting agile at scale is helping Vantiv to:

• Improve employee engagement, motivation, and productivity

• Reduce time to market for new products

• Meet customer needs with innovative solutions

"Our people are more engaged," comments Anup Nair, CTO at Vantiv. "When people are engaged, not just satisfied, they deliver above and beyond. And that's exactly what our teams are doing at Vantiv."

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