CUSTOMER SUCCESS STORY

Biopharmaceutical services company successfully scales Agile with guidance from Enterprise Studio agile services and Rally Software
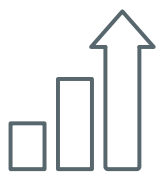
CLIENT PROFILE
Industry: Life sciences

18%
INCREASE IN PREDICTABILITY

13%
INCREASE IN OVERALL THROUGHPUT

17%
DECREASE IN CHURN

Making Agile work in a highly regulated environment

Agile software development has become a key competitive advantage. To keep up, more organizations need to become agile. While startups and small development houses are often structured to deploy Agile practices swiftly across the business, for large-scale enterprises operating in highly regulated environments it's a different story.

One biopharmaceutical services company had just such an issue. "With an ingrained need for control and governance, large-scale agile acceptance doesn't come easy in the life sciences sector," says a spokesperson for the company.

By partnering with the agile transformation services team at Enterprise Studio by HCL Technologies however, the company was able to adopt agile at scale, enabling it to maximize business agility, improve productivity and better meet their customer needs.

A fruitful SAFe® journey
The company is a leader in the life sciences sector, providing consulting services to the world's largest pharmaceutical companies for more than 30 years. Its tens of thousands of employees worldwide provide clinical research and informatics services that have contributed to the development of a significant number of top selling biopharmaceuticals.

The world's top 15 pharmaceutical companies use the company's informatics technology. This shared technology platform – which supports 1,700 clinical projects in 20 therapeutic areas – is maintained by 2,200 employees across the US, UK and India.

> " It is possible to introduce SAFe®
> in a highly regulated environment."

"We're building products and services in a highly regulated environment where quality and compliance are expected, but we also need to be responsive and dynamic," explains the employee. "To achieve our business goals, we needed to deploy agile at scale across the IT organization."

The company's Scaled Agile Framework (SAFe®) journey began in December 2014. The spokesperson reveals: "We attended an agile conference, spoke with the consultants and left thinking 'we can do this!'".

Our team supported the organization through its SAFe® transformation with advice, coaching and training. "We started by training six SAFe® Program Consultants (SPCs), who continue to provide leadership and support on our agile journey," explains the spokesperson.

Since then, it has trained more than 600 people worldwide and launched seven Agile Release Trains (ARTs). The company now has a SAFe® Center of Excellence supported by 12 SAFe® coaches, seven Communities of Practice and a SAFe® Hub for knowledge consolidation.

"Rally has been critical to the success of our SAFe® roll out," explains a senior director of portfolio and PPMO. "Further, we have been able to use Rally to gain insight into preparation and readiness for SAFe® ceremonies, to drive consistency and harmonization of agile best practices, and to visualize metric reports to make course corrections."

Transparency and togetherness
The organization is now enjoying the benefits of agile, including greater employee engagement, faster development and better quality products.

"Working with the agile coaches and sharing in their knowledge and experience helped to accelerate our transformation," comments the spokesperson.

The company also learned some important lessons along the way:

1. You have to lead the SAFe® transformation program internally

2. Be persistent with non-believers

3. Start an Agile Release Train as soon as possible. It brings energy

4. Trust teams to manage the transition to SAFe®

5. Give your team a tool for managing the SAFe® transition

6. Quality is a true team effort

7. Build a culture of inspect, learn and adapt.

"SAFe® has brought transparency and togetherness to our teams," concludes the director. "We're a more lean and agile company, and better able to meet evolving customer needs in a highly regulated industry."

HCL

Enterprise Studio by HCL Technologies simplifies the complexities of doing business and takes global organizations from idea to outcome by helping them build resilient enterprise solutions. More than just software services, we also work with and become champions of the people needed to create global agile organizations that are ready for the digital future.

Organizational Transformation and Enablement: Accelerating solution adoption to increase speed-to-value realization and develop and support the leadership, people and processes undergoing organizational transformations.

Broadcom Enterprise Software Professional Services: Implementing flexible solutions in your distinct environment that delivers incremental value, speeds up idea-to-outcome, and that will grow and adapt to your evolving business needs.

For more information, reach out to us at enterprisestudio@hcl.com

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