CA Technologies SAFe journey
Case study

Aleš Běhal

SEPTEMBER 2018
Agenda

• Set context
• Why scale agility
• How did we launch our first Agile Release Train
• Challenges and Wins
• There is no SAFe without PI Planning
## CA Technologies

Software is rewriting business. We’re helping companies shape the future.

Established in 1976  
Headquarters in New York, NY  
Over 10 thousand employees with over 5 thousand engineers  
$4.235 billion in revenue for fiscal year 2018

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<thead>
<tr>
<th>Ken</th>
<th>49 of 50</th>
<th>Fortune 50(1)</th>
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<tbody>
<tr>
<td></td>
<td>19 of 20</td>
<td>Largest global banks(1)</td>
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<td>13 of 14</td>
<td>Largest financial services companies(1)</td>
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<td>8 of 10</td>
<td>Largest defense/aerospace companies(1)</td>
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<th>Largest US Federal agencies(1)</th>
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<td>Largest pharmaceutical companies(1)</td>
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<td>Largest insurance companies(1)</td>
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<td>Largest telecom companies(1)</td>
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1) As per 2016 Fortune 500 list of companies, published 6/6/16; CA data as of 1/31/17
SAFe® for Lean Enterprises

Large Solution SAFe

Metrics
Shared Services
CoP
Milestones
Roadmap
Vision
System Team
Lean UX

Solution Arch/Eng
Solution Mgmt
STE

Economic Framework
Compliance
Variable
Fixed
MBSE
Set-Based

Kanban
Solution Intent
SOLUTION INTENT

Solution Demo
Capability
Suppliers
Customer

Solution Context
SOLUTION TRAIN

Continuous Delivery Pipeline
AGILE RELEASE TRAIN (ART)

PI OI

Feature
Feature
Feature
Feature
Enabler

Built-In Quality
Team

Program Increment
Program Planning
Program Increment
Program Planning
Program Increment
Program Planning

DevOps
- Culture
- Automation
- Lean Flow
- Measurement
- Recovery

Program Increment

Built-In Quality
What do we mean when we “scale agility”

Strategic planning (Investments)

Program level (tactics)

Team level execution
CA's Tipping Points

- Fragmented objectives (over 250 products)
- Fragmented organization (support teams, sales team, marketing team, legal team, operations)
- Shift from Revenue to Business value prioritization
- Investments needed more frequent alignment to market changes.
First agile release train

- Implementation roadmap after company reached the tipping point
- Train leadership, train change agents, design ARTs,
- Train teams, launch ART, coach execution, 
- Launch more ARTs, inspect, and improve
<table>
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<tr>
<th>What changed from day 1</th>
<th>Challenges</th>
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<tr>
<td>• Relevant groups of products with interdependencies</td>
<td>• ARTs not aligned properly around value</td>
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<tr>
<td>• Delivering solutions instead of products</td>
<td>• No time to adapt/understand after initial training</td>
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<td>• Synchronized cadence and tools on all levels</td>
<td>• No coaching during execution</td>
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<td>• All stakeholders involved in planning and delivering</td>
<td>• Very little understanding of new roles and responsibilities</td>
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<td>• Visualizing and managing dependencies and Risk</td>
<td>• Aligning with 2 week sprint cadence</td>
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</table>
Where we are – what improved

- Gained ability to make better informed decisions (thanks to alignment and visibility)
- Better alignment with strategy and goals
- Gained Discipline – having better conversations on all levels
- Focus on continuous integration and deployment
- Forum for experimentation and innovation

Statistics

- More than 30% more customer satisfaction improvement
- 4+ organic products
- From 12-24 months to less than 3 months releases
- 20 % YTY new revenue growth
- 7% reduction in support calls
- 61 % escalation reduction
- Improved Employee engagement score
Ales Behal
Agile Program Manager, RTE
Ales.behal@ca.com
Thank You.
BACK UP SLIDES
Scaling Methods and Approaches

The Scaled Agile Framework continues to be the most popular scaling method cited by respondents.
Language Server Protocol (LSP)
- Using Common language protocol enables language plugins like COBOL and ACL to work with Eclipse Che, VS Code and other IDEs.
Team breakout
<table>
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<th>DevOps LBP 18 Program Board</th>
<th>Sprint 1 (8/26 - 9/9)</th>
<th>Sprint 2 (9/10-7/23)</th>
<th>Sprint 3 (7/24-7/28)</th>
<th>Sprint 4 (8/7-8/20)</th>
<th>Sprint 5 (8/21-9/5)</th>
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