The Danske Bank Group has boosted the efficiency and quality of its IT development practices significantly. The 2,000-strong development department has supplemented the traditional waterfall method with agile methods. By doing so, Danske Bank achieves considerably faster deliveries and faster time to market to the benefit of the business units and the customers.

With its 21,000 employees in 15 countries around the world, Danske Bank is not only the largest financial company in Denmark, but also one of the largest in the Nordic countries. Targeted acquisitions have always been a central element of the growth strategy of Danske Bank, and that is why it has previously carried out a number of IT integrations based on the principle of ‘one group – one system’.

However, this method is very time-consuming, and in order to shorten the duration of the IT projects, Danske Bank now supplements the waterfall method with agile methods in its development work.

**Improved efficiency of 10%**

This means that Danske Bank can choose the development method that best fits each project. No matter whether it is about integrating existing systems or developing new products, Danske Bank can ensure it uses the most effective approach and uses the tools that create the most value for the business – faster.

**“IBM Rational Team Concert is the backbone of Danske Bank’s agile development process and is adjusted to the special needs of the bank.”**

**PETER RASMUSSEN**

**SENIOR VICE PRESIDENT**

**IT DEVELOPMENT PROCESSES & TOOLS**

**DANSKE BANK**

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**CHALLENGE**

Strategic focus on creating even greater value for the business and the market – faster. Among other things, the time to market must be reduced from approximately 14 months to nine months, and the efficiency of the IT development process must be increased by 10%.

**SOLUTION**

- Agile development methods supported by IBM Rational Team Concert, a teaming tool that makes it considerably easier to manage tasks and projects.
- A holistic approach to tools, processes, and competencies.

**RESULT**

- Increased efficiency of the IT organization.
- Faster time to market.
- Improved quality of the development process.
- Increased customer and employee satisfaction.
- Flexible real-time project management tool.
“We intend to enhance the efficiency of our IT development process by 10% and reduce the time to market from approximately 14 months to an average of nine months. The first business deliveries will even be provided in the course of just four months.”

PETER RASMUSSEN, SENIOR VICE PRESIDENT
IT DEVELOPMENT PROCESSES & TOOLS, DANSKE BANK.

“These years, the market is changing at lightning speed, and it is crucial for the organization that the expectations of the business units and, ultimately, the expectations of the market can be matched. Our vision is to deliver new and exciting services more efficiently and faster than ever. We intend to enhance the efficiency of our IT development process by 10% and reduce the time to market from approximately 14 months to an average of nine months. The first business deliveries will even be provided in the course of just four months,” says Peter Rasmussen, Senior Vice President, IT Development Processes & Tools, Danske Bank.

Improved quality
By adopting agile development practices, Danske Bank also expects to improve the quality of deliveries and to achieve work processes that come more naturally to the employees.

“We carry out testing and do changes after each iteration instead of waiting until the project is finished. Therefore, we can deliver the best possible quality. Besides, it is important to us that a greater sense of co-responsibility and greater satisfaction are achieved among the IT employees. This is achieved in most agile development projects because the planning and development time frames are shorter, and the employees see the results of their work faster. Also, the business units experience closer cooperation with the IT department and a direct prioritization of the tasks – and thus a higher degree of certainty that the right developments are taking place,” says Peter Rasmussen.

Real-time teaming tool
In support of the agile development process, which is based on SCRUM, XP, and other agile practices, the IT department of Danske Bank has chosen IBM’s project tool, Rational Team Concert. The current 300 licenses for Rational Team Concert are expected to grow in 2011 by another 1,000, and the aim is to give all of the 2,000 IT developers in locations in Denmark and India access to Rational Team Concert.

“Above all, Rational Team Concert is a teaming tool. A lot of people can interact to achieve the best possible result. It is easier for the project manager to manage tasks and create transparency among the team members across the geographies. In addition, data can be collected and reportings can be made by means of dashboards, and integration can be made to test management tools and development tools. In other words, it is possible to take the temperature of all parameters in a project – in real time,” says Niels C. Jacobsen, Rational Solution Architect, IBM Rational, IBM Software Group Denmark.

Holistic approach
"It is a prerequisite that the agile development methods are adjusted to the processes of the company. In the financial world, the methods must primarily be adapted to the governance structure, just as the requirements of the Danish Financial Supervisory Authority come into play, as well. So we have incorporated all the necessary processes. We have also included the CMMI process, which measures the maturity level of all development projects. Thus, with a holistic approach to tools, processes, and competencies, you derive the full benefit of agile development," says Peter Rasmussen.

"Not only does Rational Team Concert fit well into our other IBM products, RDz and RAD, among others, IBM Rational Team Concert is the backbone of Danske Bank’s agile development process and is adjusted to the special needs of the bank. Besides, we expect that Rational Team Concert will support the waterfall methods in the longer term," says Peter Rasmussen.