



Nationwide Building Society

Creating MCDC, a centre of expertise for innovative multi-channel platform development and support

Overview

The need

Nationwide needed the ability to exploit its transformative investments in multi-channel offerings. The Society wanted a new development model which had to be dynamic, scalable and most importantly customer-centric.

The solution

Worked with IBM® Global Business Services® to establish the Multi-Channel Development Centre (MCDC) – a dynamic, innovative and consultative software development capability that also offers low costs.

The benefit

Repeatable, innovative, continuously improving delivery at reduced costs. Re-use of core components across channels speeds development. Ongoing change management keeps projects aligned with business needs.

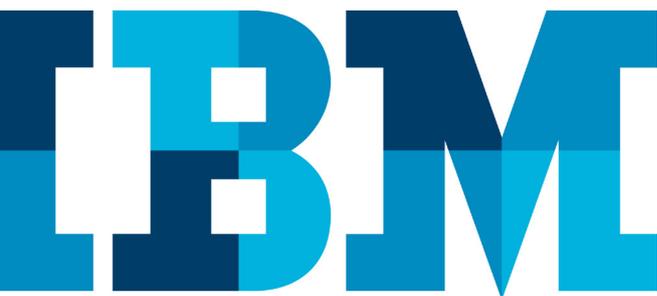
Nationwide is the world's largest building society, the UK's second-largest savings provider and third-largest mortgage provider.

Rising customer demands

To achieve its growth objectives, Nationwide recognised the importance of continuous innovation. Today's current account customers expect a consistent and integrated multi-channel experience across mobile, internet, call centres and in-branch services. In addition, they expect products that are personalised and designed to fit their lifestyles.

In order to support its innovation plans for the future, Nationwide decided to review its process for developing new software. The society knew that it needed a delivery capability that would be able to stay aligned with rapidly evolving requirements from customers, the business and from regulators. Additionally, it wanted to be able to achieve more efficient control of the development of its software assets across multiple channels.

In a world where customers are driving change, almost in real time, financial organisations must be ready to adapt their offerings in a much more fluid way than they are used to. "Working with IBM, we have created a software development centre of excellence that is closely aligned with the changing needs of our customers and of our business," says Christie Ash, MCDC Lead, Nationwide.



Solution components

Services

- IBM® Global Business Services®
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Paul Young, Platform Manager, Application Support, Nationwide, explains: “In the past, we had to work really hard to coordinate a large pipeline of ongoing change across projects and business lines. We know that mobile and the internet are key to the future of banking, so we knew we had to develop the capability to adapt to a fast-changing environment in which new technologies and new requirements are constantly emerging. In a nutshell, we wanted to drive greater flexibility and the ability to manage ongoing change to products.”

Accelerating transformation

To extend its multi-channel strategy and optimise customer-facing products, Nationwide set up the Multi-Channel Development Centre (MCDC), selecting IBM as its strategic partner for the centre. The MCDC is designed to help Nationwide accelerate its transformation agenda by providing innovative, multi-channel products and services for customers. Based on a “software factory” concept that industrialises the application development and maintenance processes, the MCDC helps Nationwide to ensure repeatable, predictable, high-quality output that exploits the value of the investment the Society has made in its channel technologies.

The MCDC provides 24/7 support and development services for key channel applications at Nationwide. Through a one-team culture that unites multiple partners and Nationwide into a self-sustaining operation, the MCDC provides a development environment that is closely linked with operations, and thrives on agility and dynamism. It also supports Nationwide’s community focus by ensuring ethical delivery, fair treatment of employees, and collaboration with the Habitat for Humanity charity.

The IBM channel application framework – developed in previous IBM industry engagements – enables the reuse of software assets in the MCDC. Combined with a robust set of documentation, processes and tooling, the framework helps accelerate delivery and reduce costs.

Christie Ash, MCDC Lead, Nationwide, comments: “The MCDC recognises that things don’t stop with delivery, but that applications must keep evolving in line with our customers’ needs. Our one-team culture means that we are highly integrated with IBM, and that we still retain knowledge of our “crown jewels” – the innovative customer-facing applications.”

“Thanks to the MCDC, we can provide genuine value-added services to the business – not just in software delivery, but also in terms of broader innovation and guidance.”

– Christie Ash, MCDC Lead, Nationwide

Agile and adaptable

Acting as a centre of excellence for multi-channel digital applications, the MCDC will maintain and continuously exploit existing investments while driving innovation through a joint culture of excellence, knowledge sharing and open communication.

The MCDC plays a key role in enabling Nationwide to create exciting new multi-channel applications, including web and mobile tools for customers. In particular, it ensures greater control over development processes and keeps teams aligned with the evolving requirements of applications after they are released into production.

“Within the first year of operation, we achieved a great deal of standardisation, which improves predictability and efficiency,” says Christie Ash. “In the second half of the year, we had to set some of that standardisation work aside to focus on some urgent changes. The MCDC enabled us to be agile and adapt much more easily than would have been possible with the old model.”

Customer-centric change

By making application development both industrialised and repeatable, the MCDC makes it possible for Nationwide to offshore development tasks – an important lever for cost reduction. More significantly, it enables ongoing customer-centric change within a controlled but agile development model.

Providing value to the society

“Thanks to the MCDC, we can provide genuine value-added services to the business – not just in software delivery, but also in terms of broader innovation and guidance,” says Christie Ash. “IBM provides consultants who are rightly regarded as experts in their field, and that helps us to achieve a high quality of digital output. The MCDC played a key role in our recent successful deployment of new mobile and web applications, contributing to Nationwide’s ‘Best Online Banking Provider’ and ‘Best Overall Online Provider’ awards in the Your Money Direct Awards 2013.”

For more information

To learn more about IBM Global Business Services, contact your IBM sales representative or visit: ibm.com/gbs



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