



# THE BUSINESS VALUE OF AGILITY

— *The Greensky Way:  
The Story of Our Journey*

**STEFAN WOULFIN**



# **OVERVIEW OF GREENSKY**



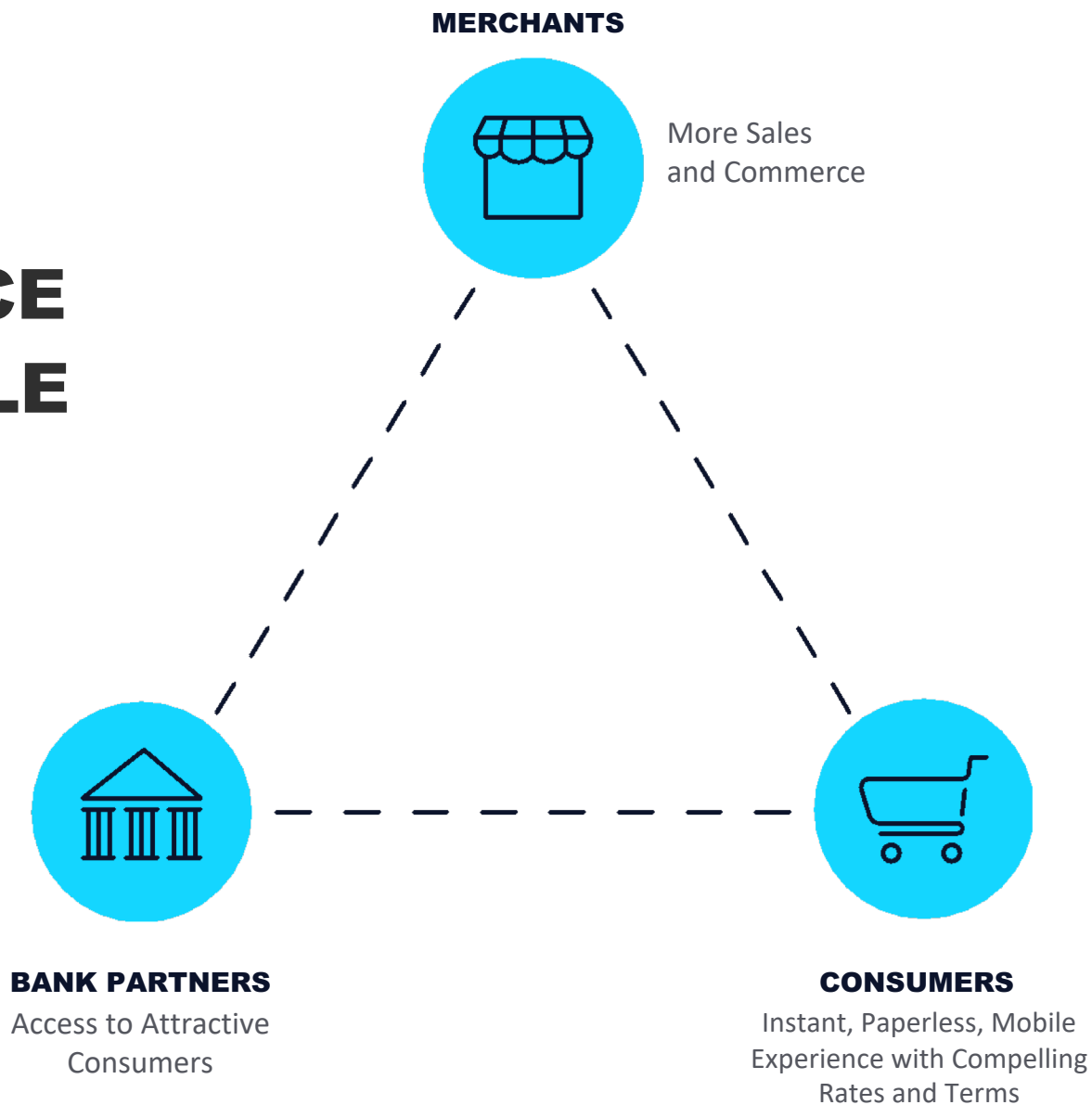
## OVERVIEW OF GREENSKY

# DELIVERING CONSISTENT GROWTH AND PROFITS

- *Founded in 2006, GreenSky is a technology company providing point of sale financing and payment solutions to a growing ecosystem of merchants, consumers and banks.*
- *Go-to-market via nearly 17,000 active home improvement merchants and elective healthcare providers located throughout the U.S.*
- *Over 2.6M consumers have financed \$19B+ of transactions through the GreenSky Platform.*
- *Loan servicing portfolio of \$8.2B*
- *1,200 Associates located in Atlanta, GA (HQ) and Covington, KY*

# POWERING COMMERCE AT THE POINT OF SALE

GreenSky's proprietary technology platform helps businesses both increase their revenue and accelerate their cash flow by eliminating much of the friction historically associated with point of sale financing.







# **PRE-TRANSFORMATION**



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## PRE-TRANSFORMATION

# ENVIRONMENT

### **MORE**

Rapidly growing, newly public Fin-Tech company

### **BETTER**

Rapid growth trajectory demands constant innovation to stay ahead of the market

### **FASTER**

In many cases, what GreenSky lacked in agility, we made up with in sheer determination and will power



## PRE-TRANSFORMATION

# PRE-TRANSFORMATION

- *Business was only engaged at the beginning and end of projects*
- *Focused on optimizing “waterfall” projects but still lacked agility*
- *Hero Mentality*
- *Output over Outcomes and Alignment*
- *Transparency lacking from top to bottom*
- *Frequently changing priorities strained relationships and prevented predictability*



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**THERE HAS TO BE A  
BETTER WAY**



THERE HAS TO BE A BETTER WAY

# TRANSFORMATION OBJECTIVES



**INCREMENTAL  
DELIVERY**



**PREDICTABILITY**



**SHORTEN CYCLE  
TIME**



**ESTABLISH  
TRANSPARENCY**  
(Priority, Progress, &  
Issues)

THERE HAS TO BE A BETTER WAY

# ACTION PLAN

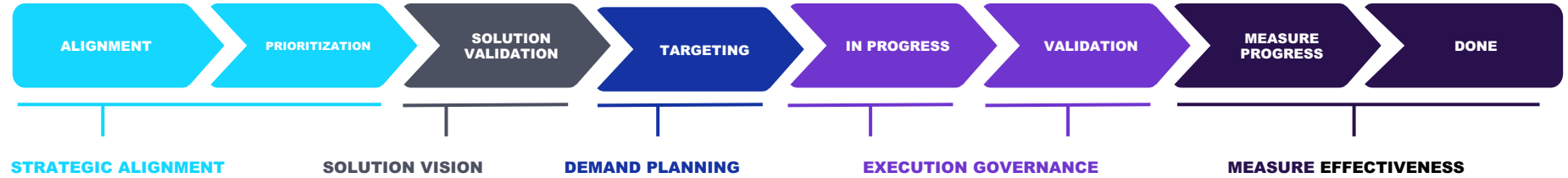
- *Aligned product & delivery teams around supporting business lines*
- *Prioritized roadmap, with well defined intent for each vertical*
- *Broke down intent with goal of 'sprintly' releases vs big bang rollouts*
- *Visual boards displaying progress for exposure & transparency*

THERE HAS TO BE A BETTER WAY

# GOVERNANCE

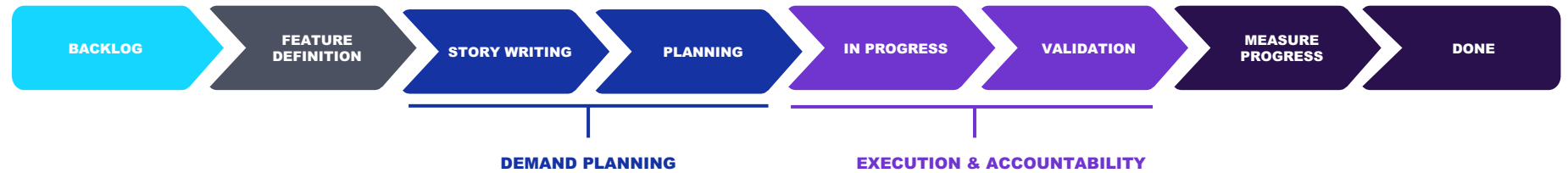
## PORTFOLIO TEAM

*Epic | Kanban*



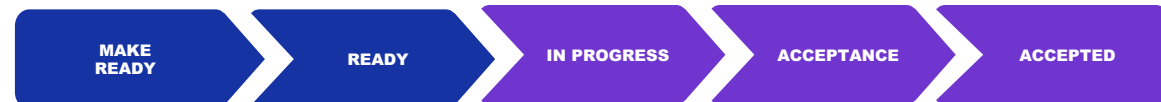
## PRODUCT OWNER TEAM

*Feature | Kanban*



## DELIVERY TEAM

*Story | Scrum*





# **EARLY RESULTS AT GREENSKY**





# EARLY RESULTS AT GREENSKY

It was rocky at first.

We had to unlearn legacy behaviors, and  
re-establish trust with the teams.

## EARLY RESULTS AT GREENSKY

# INITIAL SPRINTS WERE NOT COMPLETELY “SUCCESSFUL” BUT WE CELEBRATED THE WINS

**Program Name** GSPS PO Team  
**Team Name** GSPS Delivery Team  
**Update Date** 5/2/18  
**Comment** This Scrum stuff is cool

	Latest	Prev (-1)	Prev (-2)	Trend
Story Completion Ratio	38%	#N/A	#N/A	#N/A
Point Completion Ratio	44%	#N/A	#N/A	#N/A
Velocity Variance	#N/A	#N/A	#N/A	#N/A
Staff Stability	80%	#N/A	#N/A	#N/A
Blocked Workitems	0	#N/A	#N/A	#N/A
Open High Severity Defects	0	#N/A	#N/A	#N/A
Number of Ready Sprints	12.6	#N/A	#N/A	#N/A

# TRANSPARANCY & PREDICTABILITY IMPROVED...

Program Name	GSPS PO Team			
Team Name	GSPS Delivery Team			
Update Date	5/2/18			
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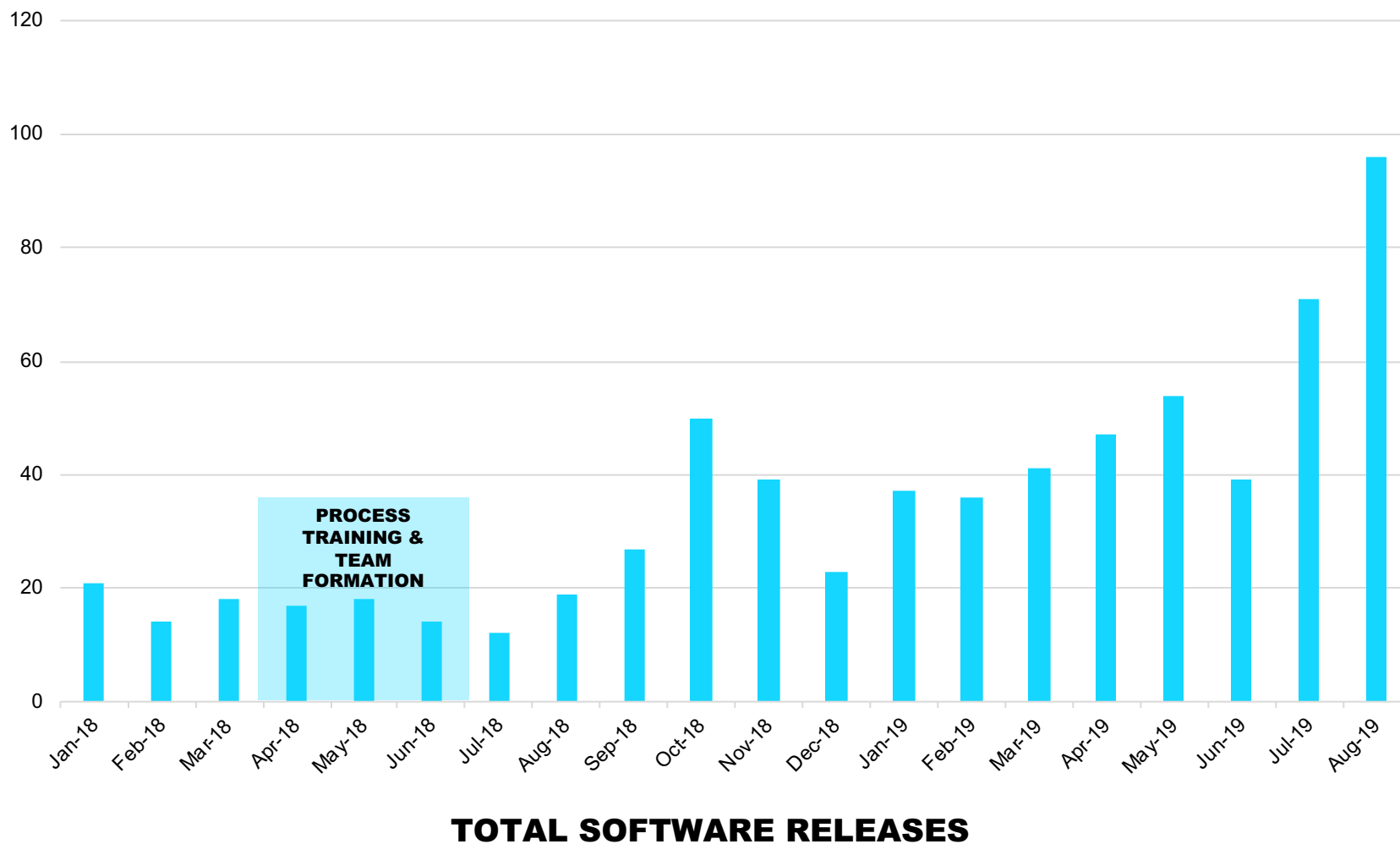


	Latest	Prev (-1)	Prev (-2)	Trend
Story Completion Ratio	89%	100%	100%	↓ -11%
Point Completion Ratio	97%	100%	100%	→ -3%
Increase in Stories over Plan	0%	0%	0%	→ 0%
Increase in Points over Plan	0%	0%	0%	→ 0%
Increased Scope Completion Ratio	#N/A	#N/A	#N/A	#N/A
Velocity Variance	18%	47%	68%	↑ -29%
Staff Availability	94%	100%	100%	↓ -6%
Blocked Workitems	0	0	0	→ 0
Escaped Defects	0	0	0	→ 0
Number of Ready Sprints	1.7	1.9	2.2	↓ 0
Number of Stale Sprints	3.7	0.8	2.0	↑ 3
Team Time Compliance	101%	101%	107%	→ 0%

# COMPLEXITY WAS REDUCED...

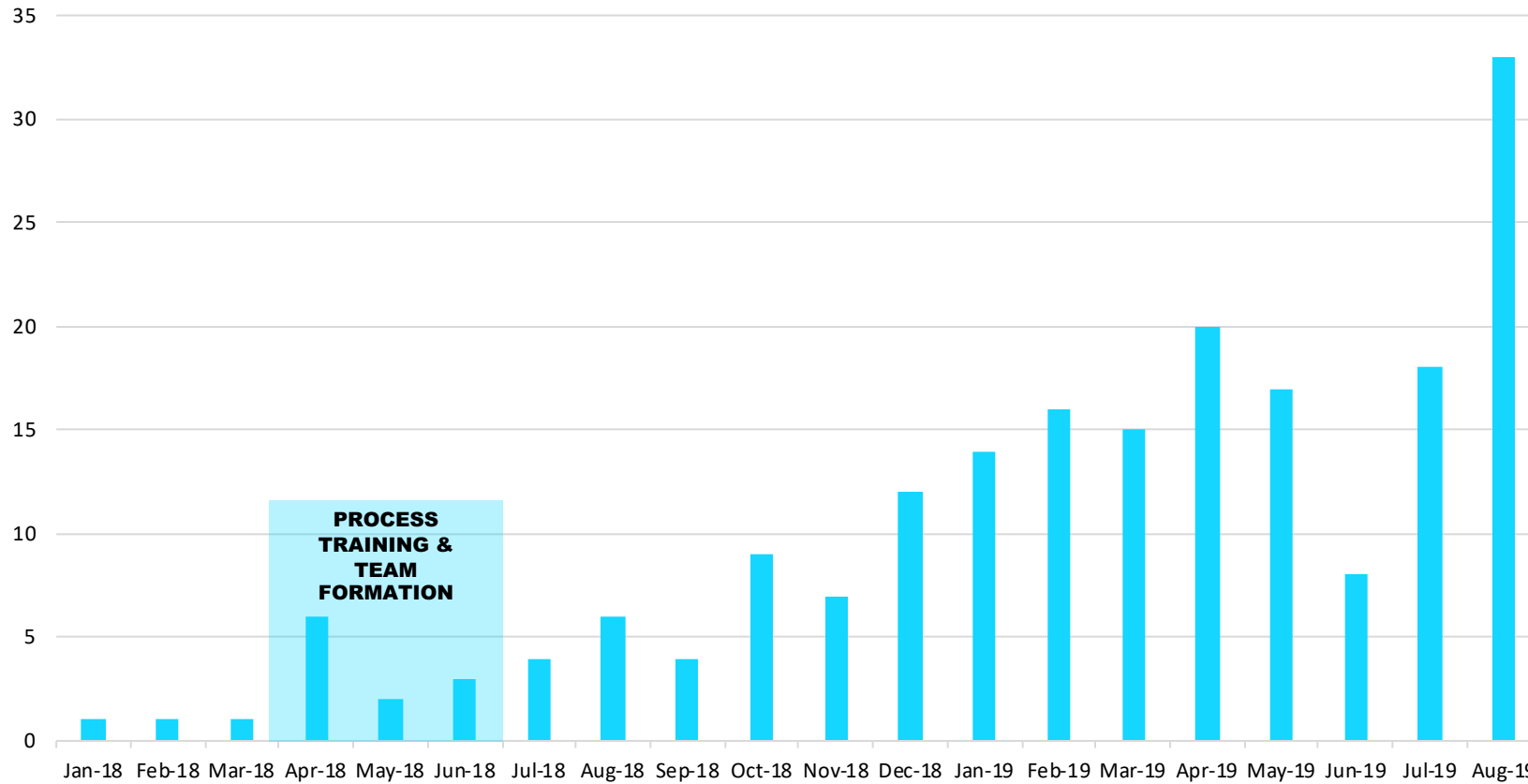
Large initiatives were broken down into smaller components

Delivery became iterative, allowing complex projects to be de-risked and cycle time reduced



# CYCLE TIME WAS SHORTENED...

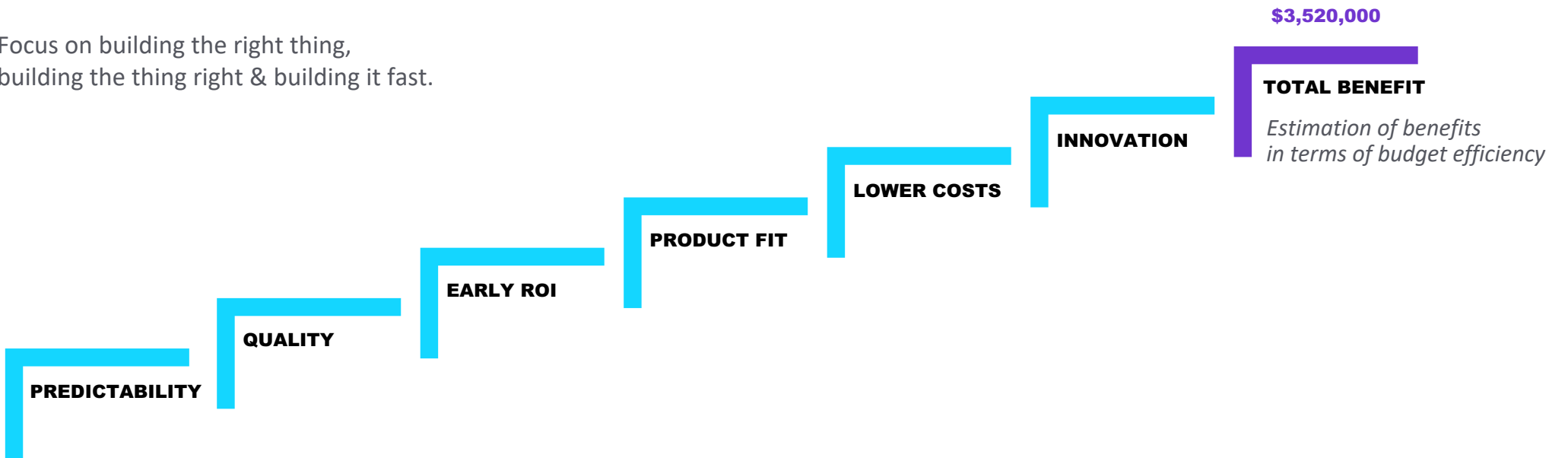
With projects broken down into value added features, projects were delivered to the business faster



**PROJECTS DELIVERED**

# WHAT ARE THE BENEFITS?

Focus on building the right thing,  
building the thing right & building it fast.



**PRIORITIES CHANGED  
LESS FREQUENTLY...  
BUT WHEN THEY DID,  
IT WAS OK.**





*We are better now than  
when we started, but the  
journey is far from over.*



— **#ELEVATEAGILE2019**