

The agile journey of ING

In 2009 ING had a traditional enterprise IT organization



Starting assumptions

IT is a commodity; everyone can do IT

Internal “customers”

IT is a cost center

Quality through process adherence

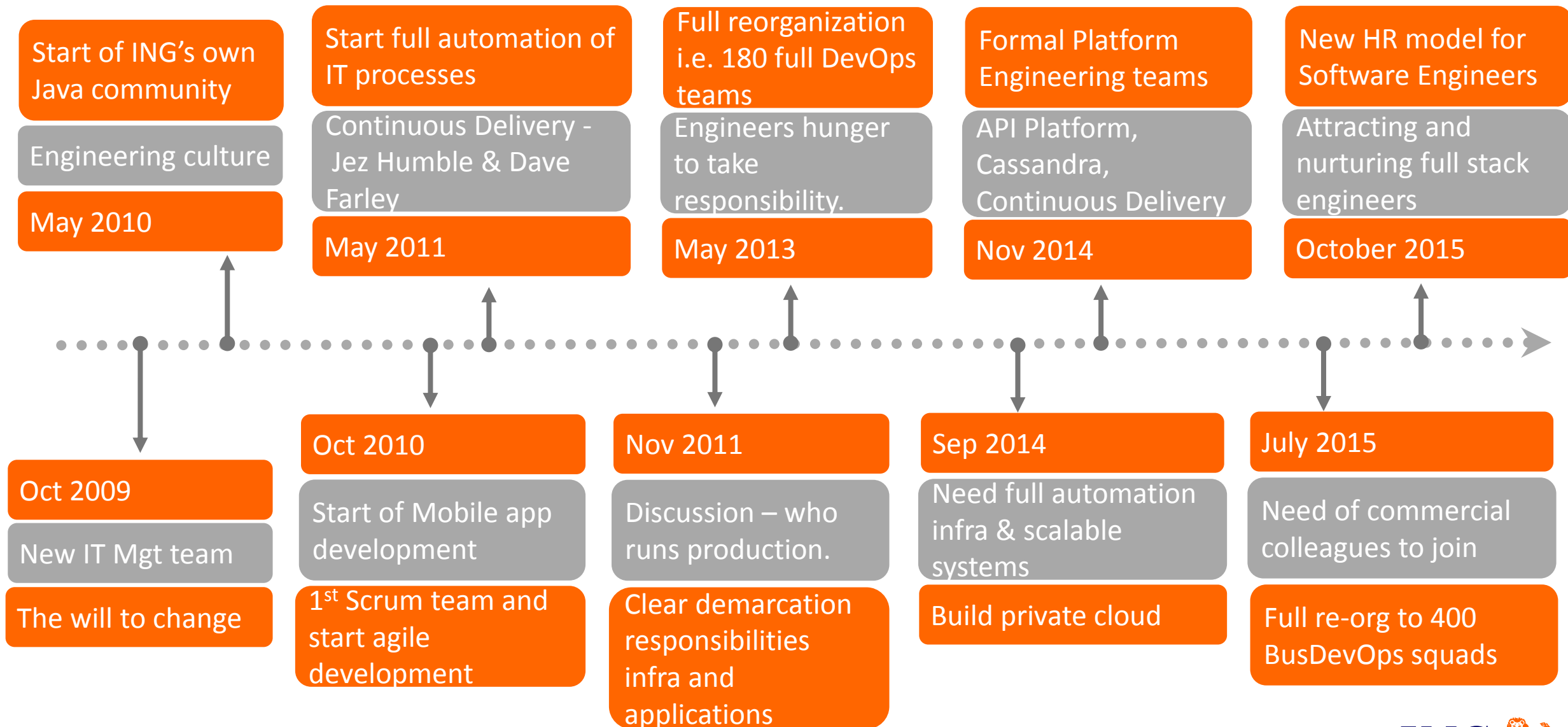
Lots of manual work & handovers

Multiple sourcing partners

Scattered IT landscape

Non-functionals provided by infra

ING is reorganized for the era of “Software is eating the world”



INGs agile journey so far has been based on 4 ideas



**Continuous
Delivery in all our
teams**



**Partners are
welcome,
outsourcing not
preferred**



**Nothing beats
engineering talent**



**We distinguish by
building great
software**

Quality of an IT Organization
===== is =====
Quality of its Engineers

Ron van Kemenade

Pervasive assumptions are the key challenge to overcome

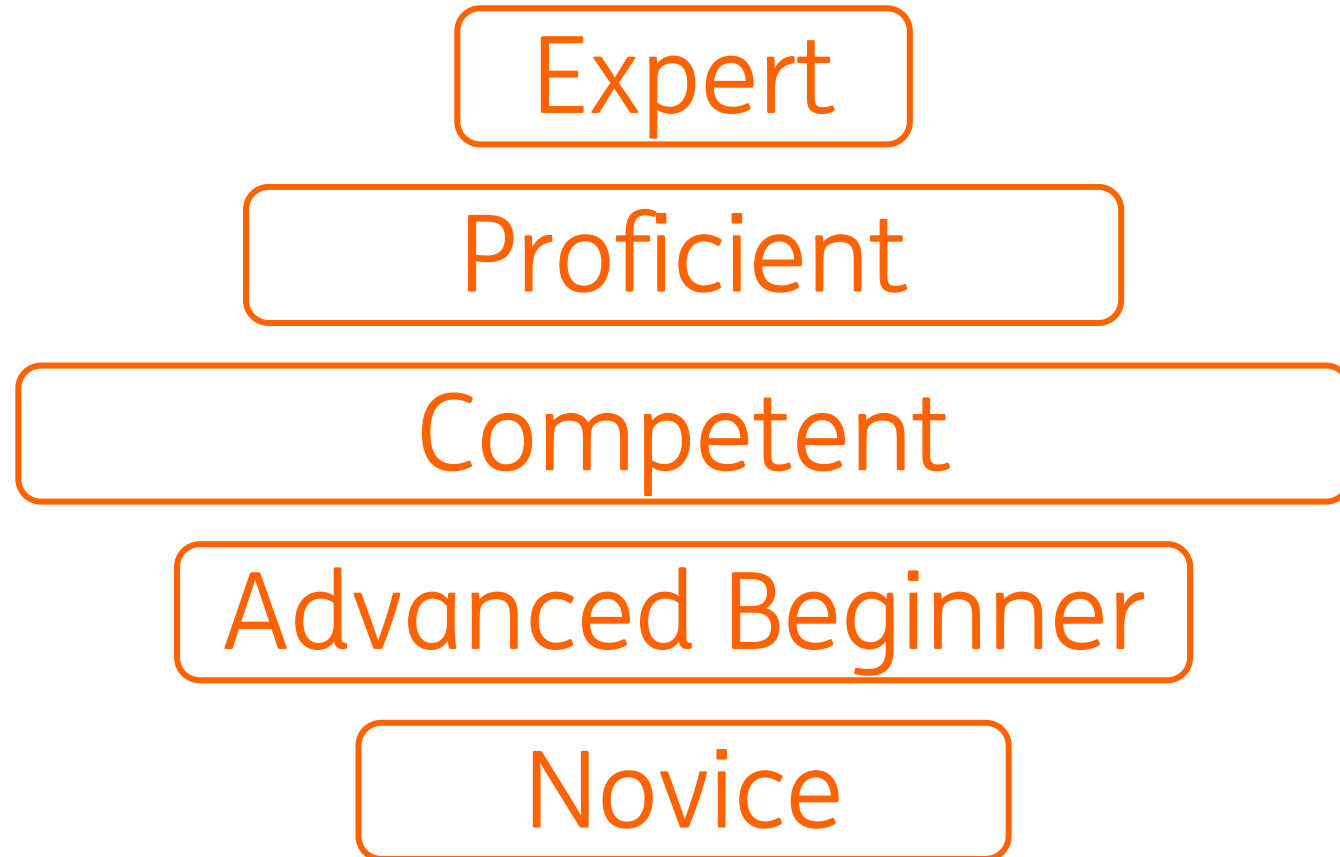
From

- IT enables the commercial strategy
- IT is a cost center
- Outsourcing for the lowest price
- Buy before build
- Projects to drive change
- Projects
- Human “Resources”

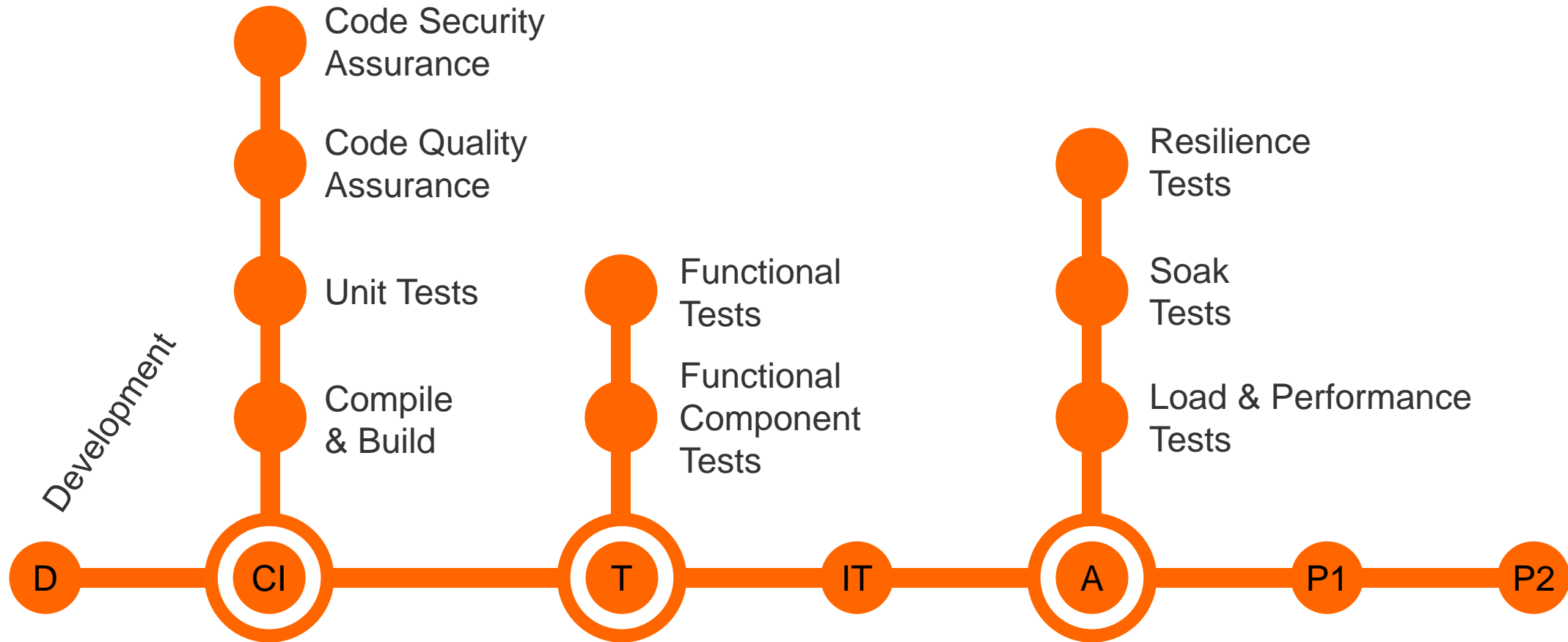
To

- IT drives the commercial strategy
- IT is a value driver
- Hiring the best talent
- Building as the way to understanding
- Line drives the change
- Products and Services
- People

ING's People strategy: we are the place for great engineers



Continuous Delivery Platform



Data platforms

Big

- Hadoop
- DWH - RDBMS

Fast

- Akka
- Scala
- Spray
- Spark
- Cassandra

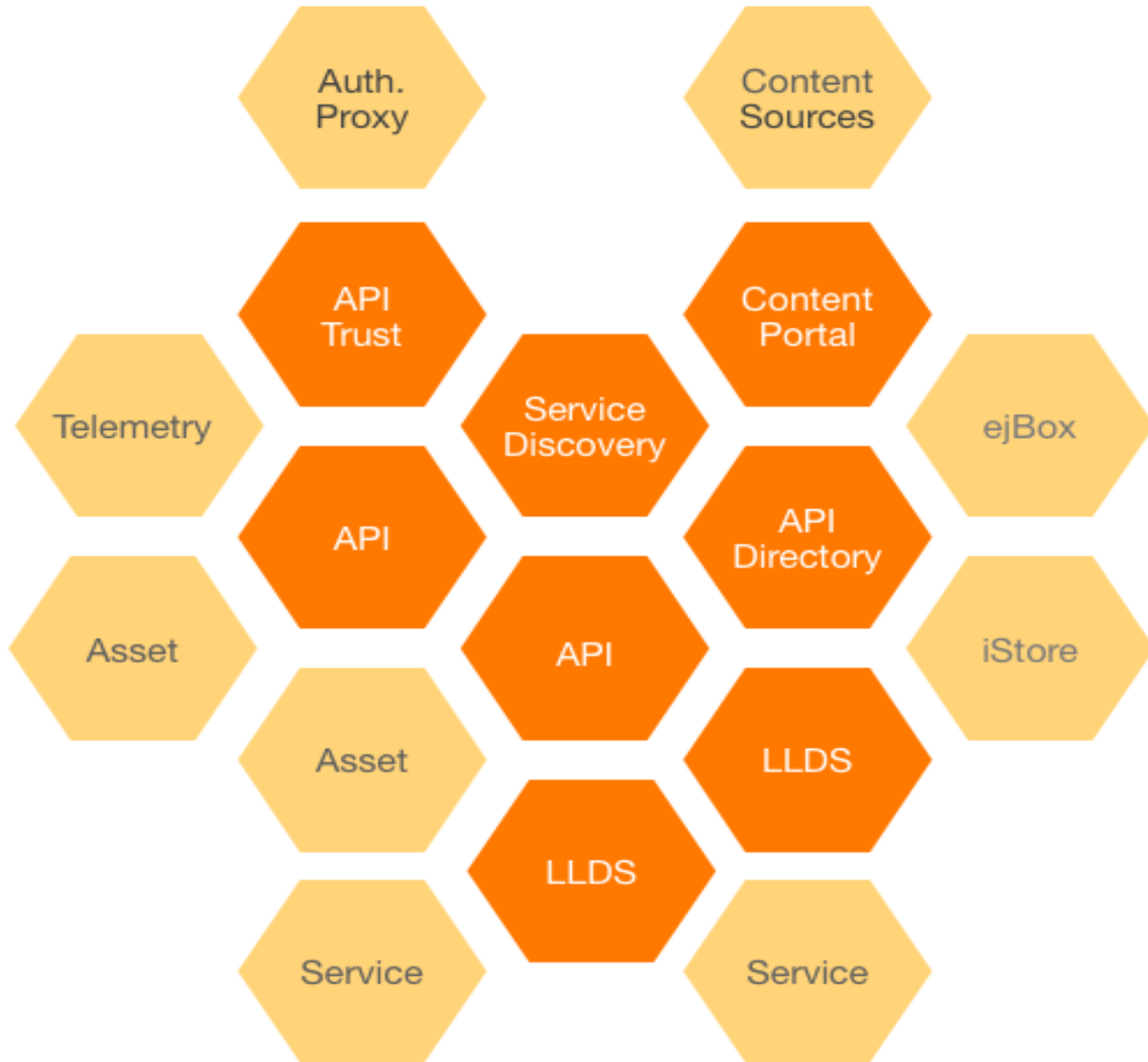
- Distributed computing and storage
- Open Source based
- Near Realtime + Big Data



Millions of customers

Billions of messages

API Platform



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Empathy

Everybody
is
a Designer

Ron Kersic

**Design,
like you give a damn!**

Flavia Sequira

Platform squads:

“We are here to make other squads **Awesome!**”

Be **AWESOME**