radtac

William Hill creates fully responsive sports betting platform

Adopting Lean and Agile ways of working to respond to fierce competition and reduce the impact of increased regulation

Situation

William Hill Online is one of the world's leading betting and gaming companies and one of the most trusted brands in the industry. Employing more than 16,000 people in nine countries, William Hill continues to transform its business, investing in new technology and innovation, and extending its vast product range to foster substantial growth and opportunities.

When William Hill decided to terminate its NextGen technology program at a cost of £26m, the company started building a 'replacement project', an in-house technology solution called 'Project Trafalgar'.

To avoid another high profile and costly failure, the company recognised it needed to adopt Lean and Agile ways of working, delivering the project in a Lean and Agile way.

Task

William Hill Group chose the Radtac team to catalyse its transformation and drive the creation of the new technology platform. The company needed to achieve a faster time to market, cut waste and increase value delivery to overcome growing competition, all while facing increased regulation.

Actions

Radtac coaches and consultants introduced Lean and Agile ways of working, starting with the technical teams and working through the organisation to senior executives.

Together the teams at William Hill and Radtac worked on:

- Coaching for the initial team to kick-start using Scrum effectively
- Extending coaching and support for other teams within the program, both in Gibraltar and the UK
- Scaling Agile across the business
- Evolving the Agile experience of Project Trafalgar teams to the rest of the company
- An organisation-wide cultural change using Executive team coaching and support.

Results

Within a very short period of time, the Project Trafalgar team started to deliver impact and the programme launched successfully. Together the Radtac and Project Trafalar teams achieved stellar results, including:

- 7-figure annual savings, profit growth and improved team performance
- 4% increase in total online revenue within the first months after go-live
- Improved Project Trafalgar team performance: 70% reduction in flow time and 200% throughput improvement
- Being awarded 'Best Use of Agile in the Private Sector' at the 2014 Agile Awards.

We were faced with unprecedented market change and an inability to respond through delivery. The Radtac team introduced us to and skilled us in an Agile approach that made the impossible possible. We're now delivering far more than anyone thought achievale a year ago - and the attitude of our teams is transformed.

Managing Director,
William Hill Online