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IDC Financial Forum

Value Stream Management
Driving Agility in Financial Services

Lior Michelzon, EMEA Sales Director
HCL Software Secure DevOps

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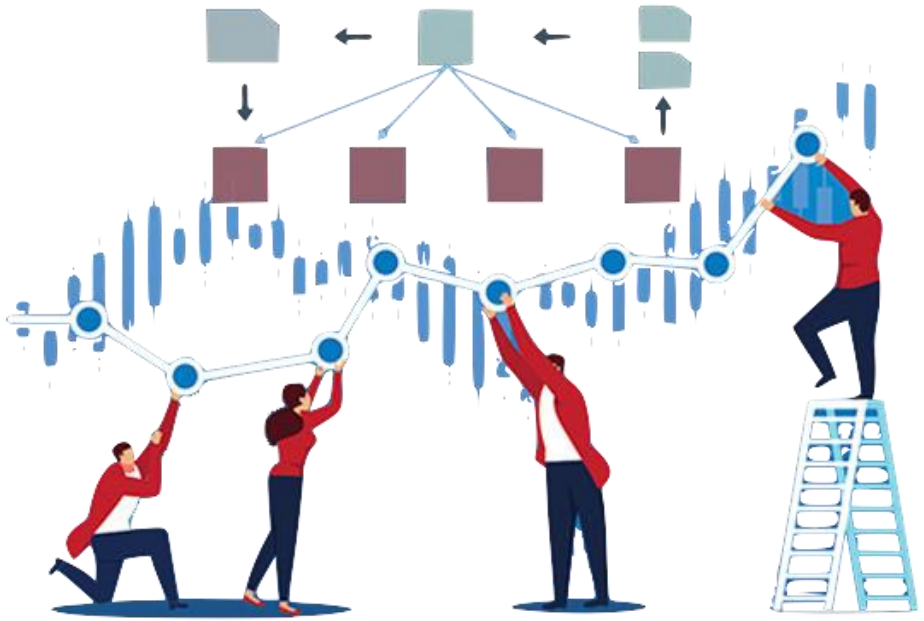
Secure DevOps

Value Stream Management



Value Stream Management Consortium
www.vsmconsortium.org/the-state-of-value-stream-management-report-2021

“ Value Stream Management is a combination of people, process and technology..

*that maps, optimizes, visualizes, measures, and governs **business value** flow*

through software delivery pipelines from idea through development and into production.”

“There is nothing so useless as doing efficiently that which should not be done at all.”

“If you can’t measure it, you can’t Improve it”
Peter F. Drucker

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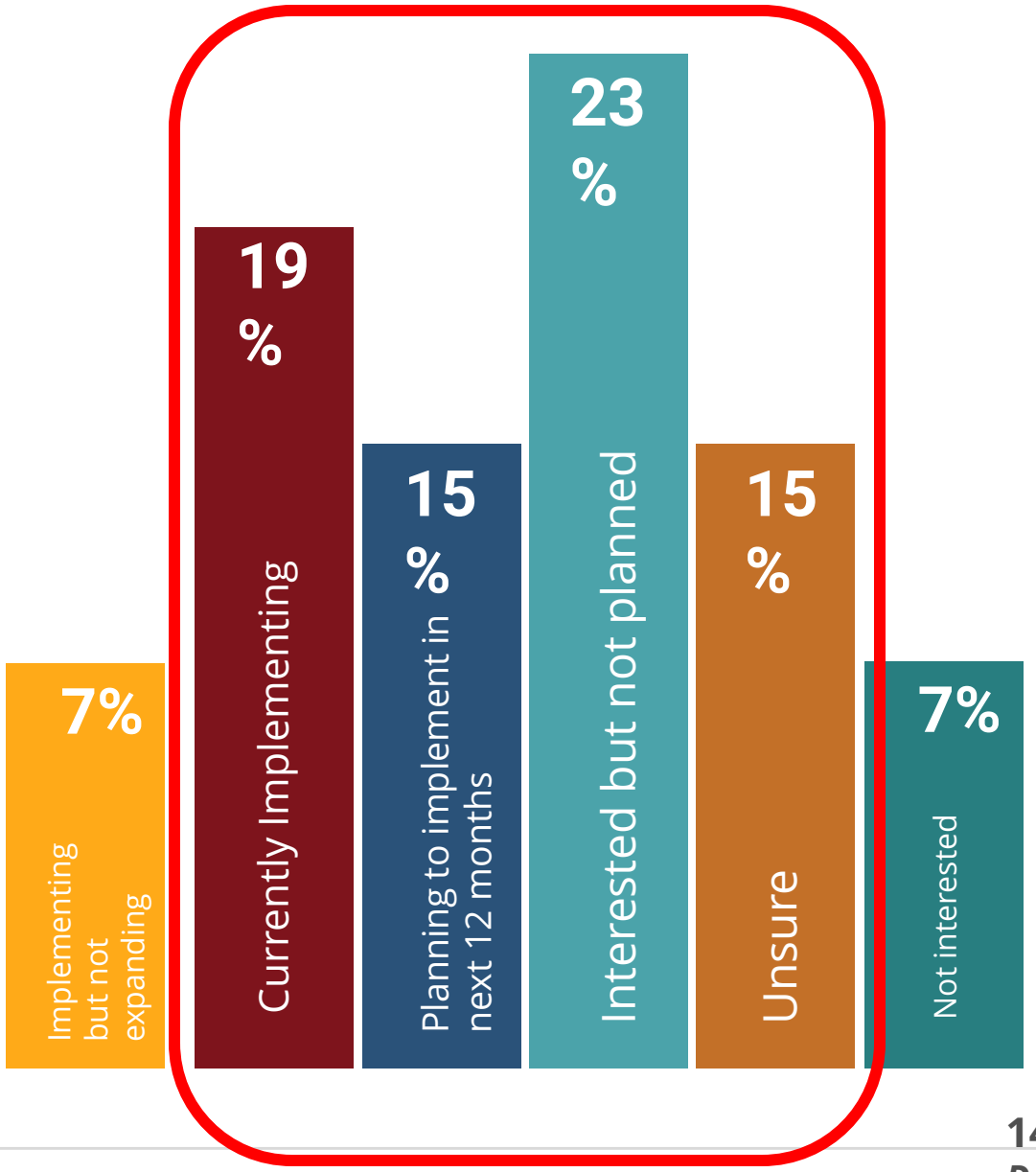
Financial Institutions approaching Value Stream Management Today

Of companies not doing VSM today, 72% are planning on it, and 50% will likely start their VSM projects in 2022.

Only 14% say their company isn't planning a VSM initiative.

CIO.com Dec 2021

Source:
www.cio.com/article/302130/value-stream-management-predictions-and-opportunities-for-2022.html



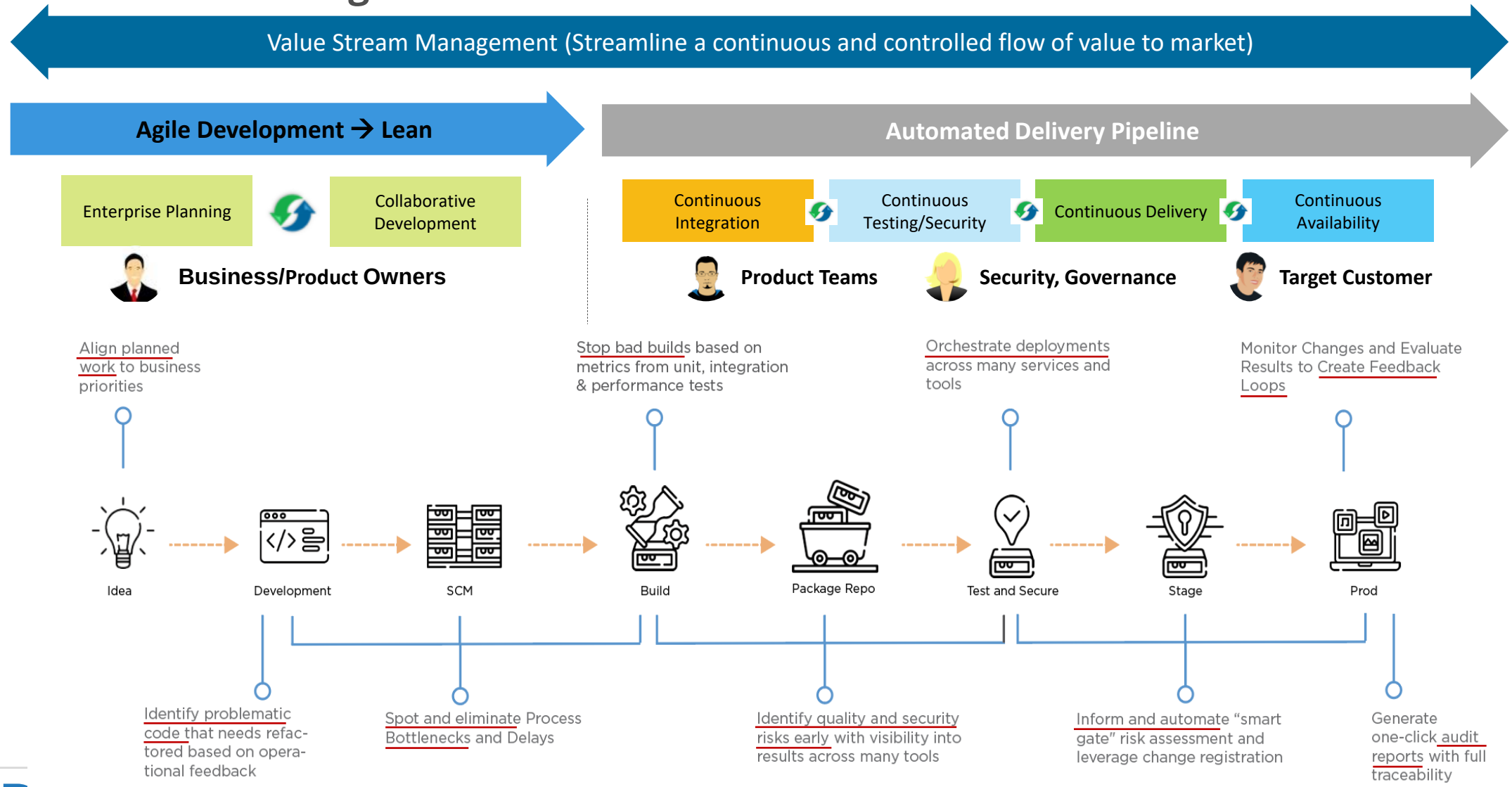
Enterprise Software organizations use Value Stream Management to identify waste in delivery processes, create integrated toolchains and tie value directly back to business goals using metrics

"By 2023, 70% of organizations will use value stream management to improve flow in the DevOps pipeline, leading to faster delivery of customer value."

14th State of Agile Report
DevOps Institute

Addressing Business Agility

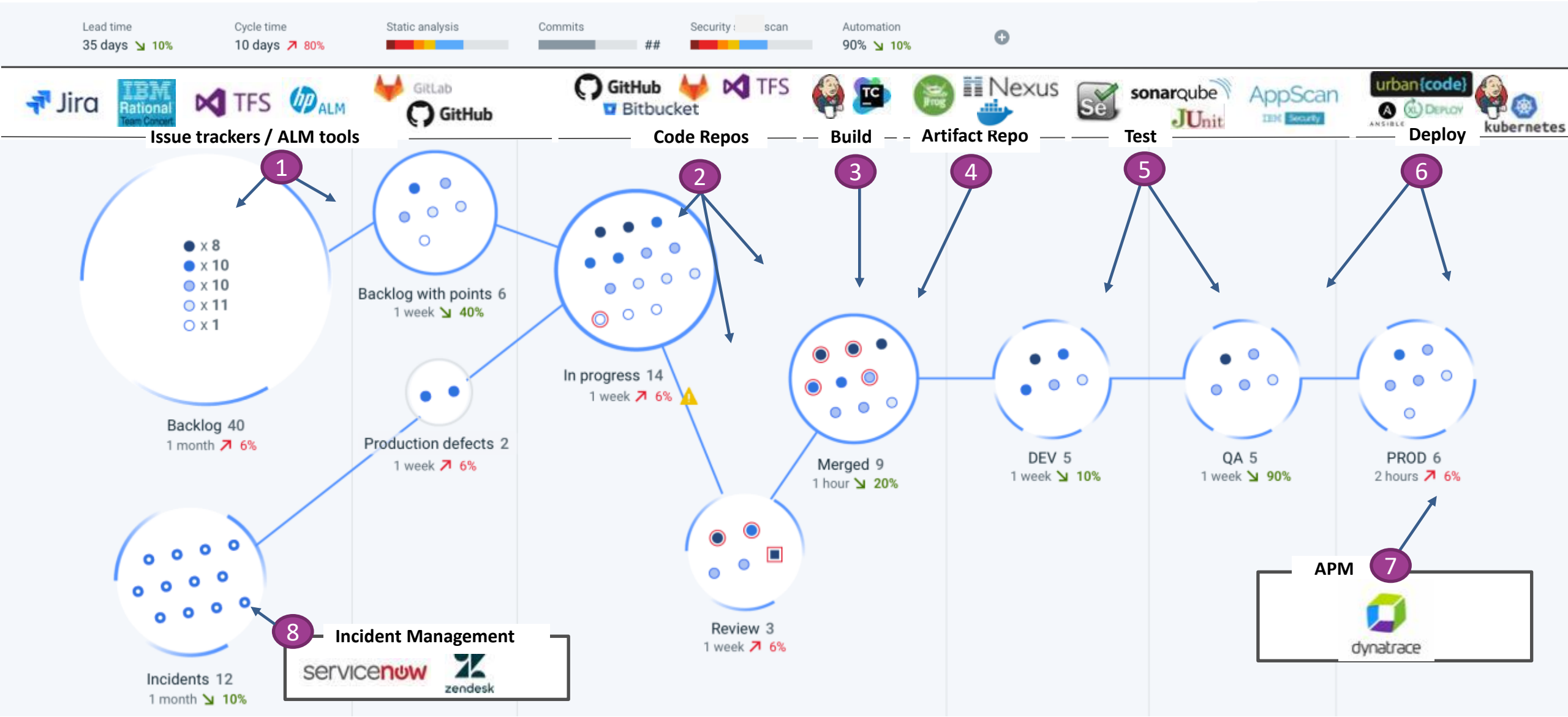
With value stream management approach, teams can make their software delivery practices more intelligent



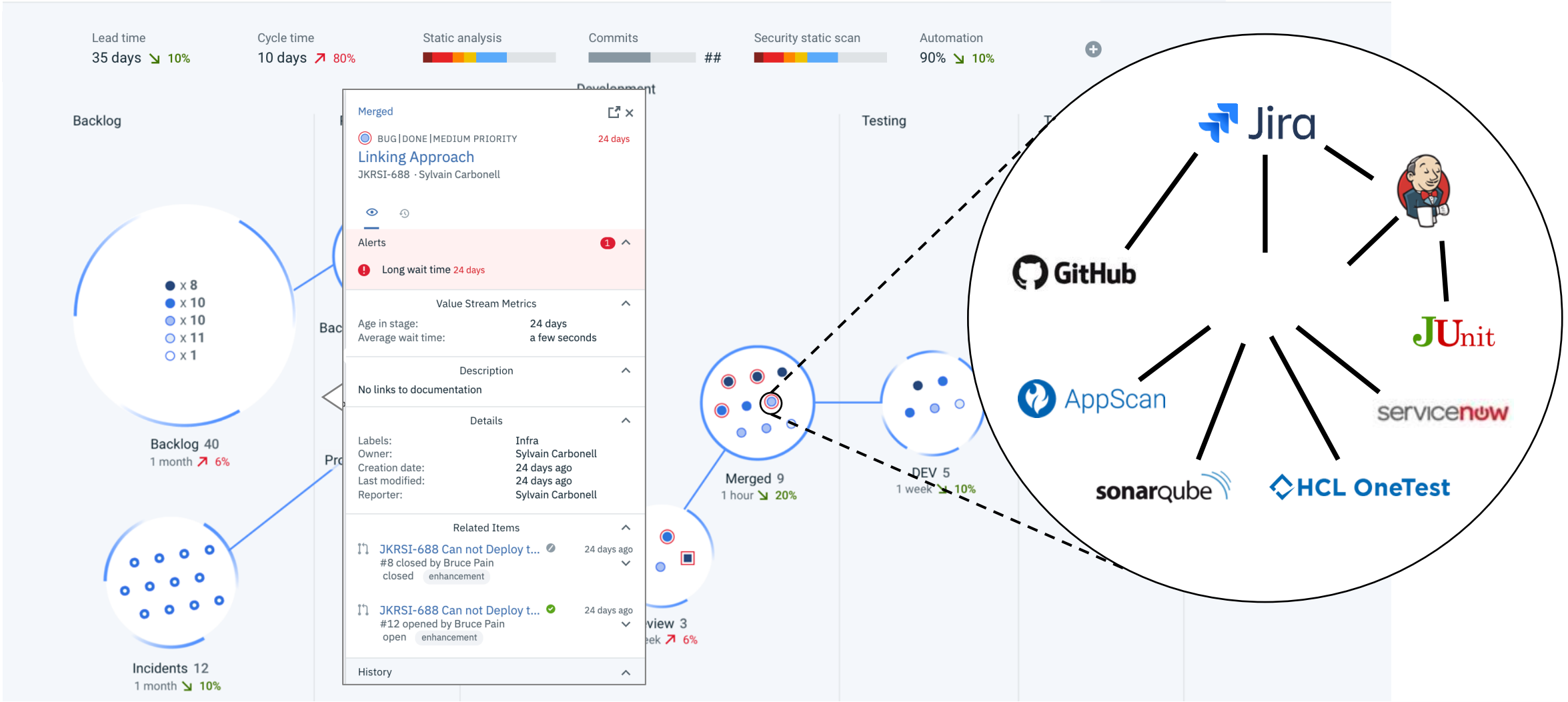
Creative

Repetitive

Value Streams Create a Comprehensive Picture



Creating the **Chain of Custody** from Idea to Production



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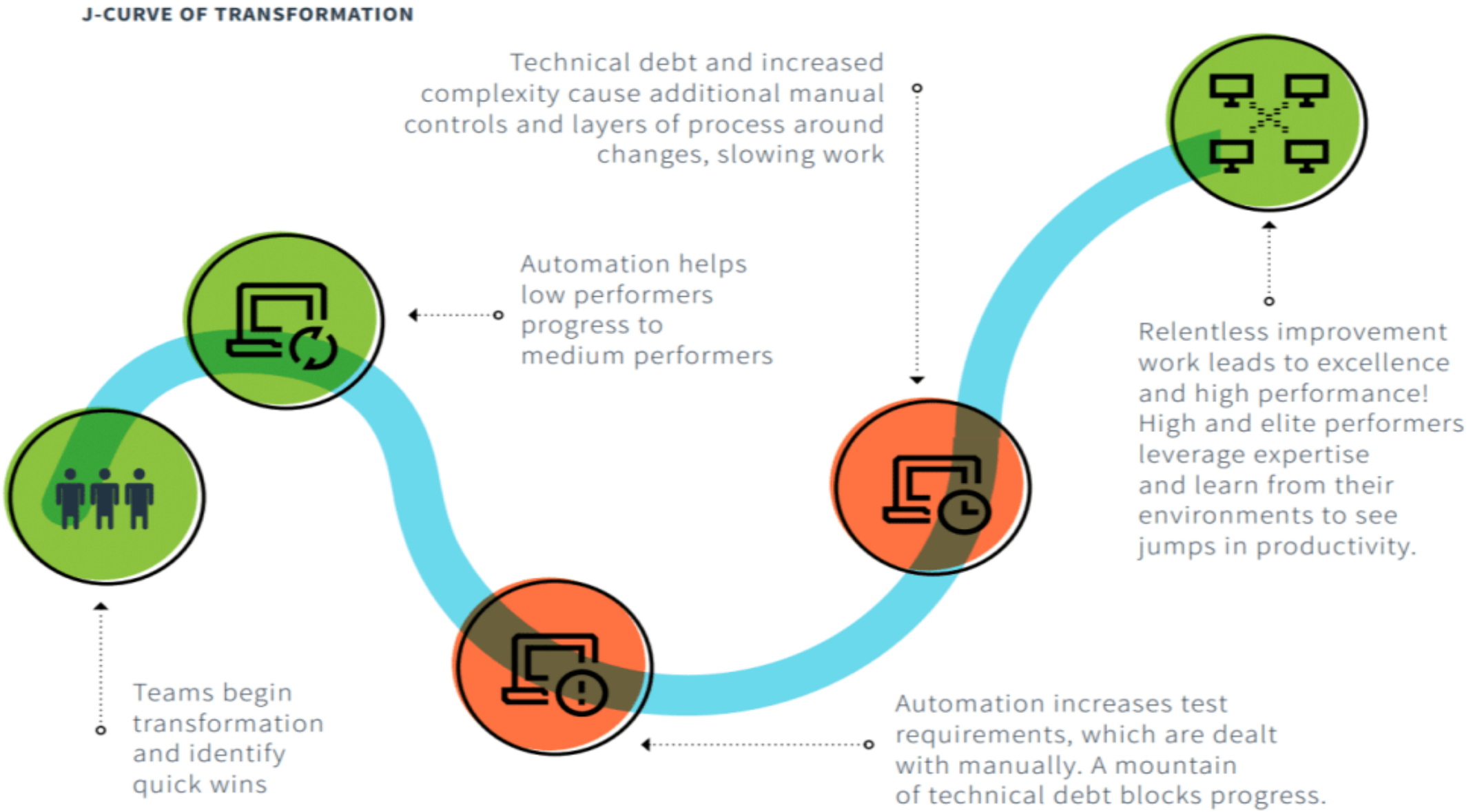
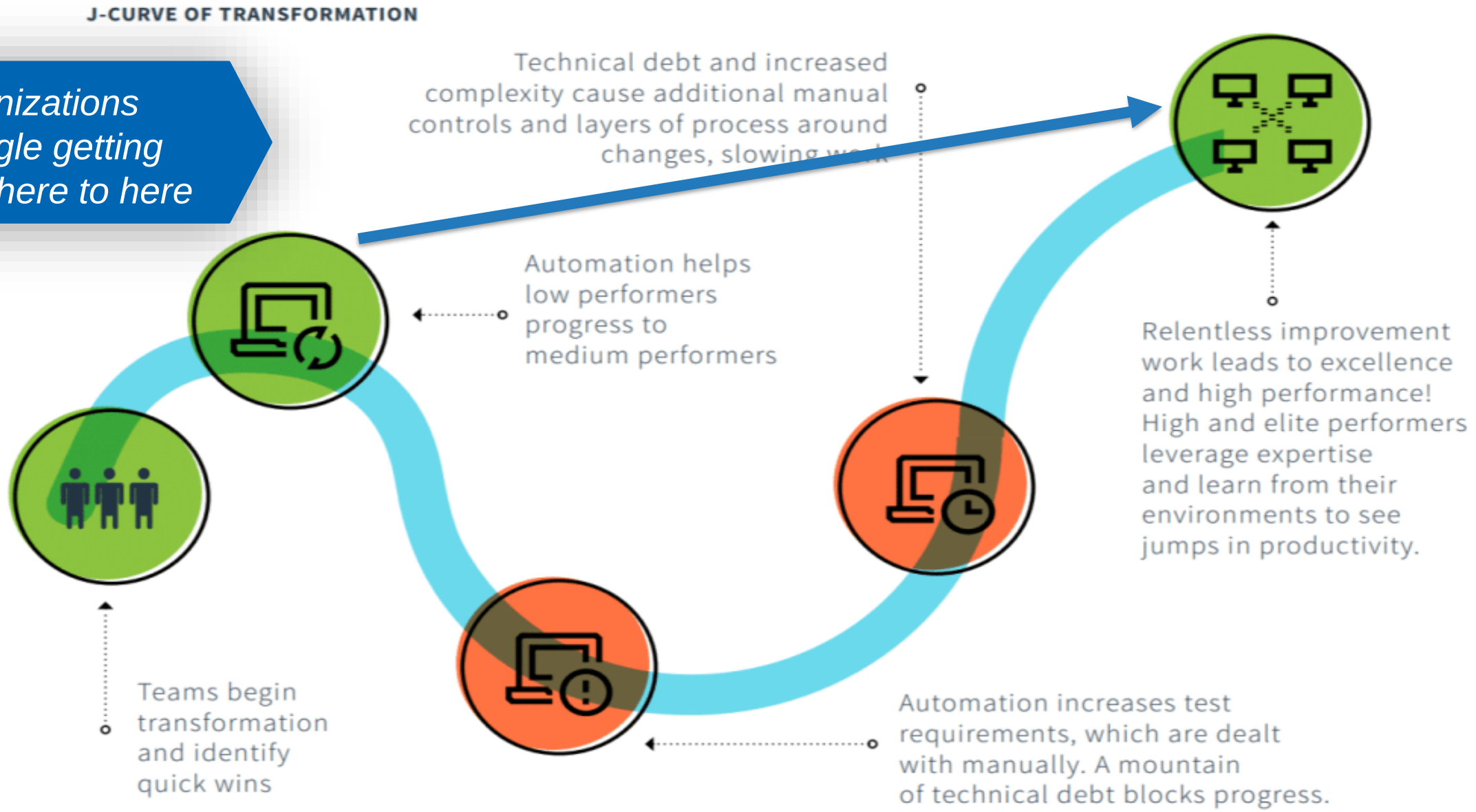
Challenges Facing Financial Institutions Today



DORA Report, 2018

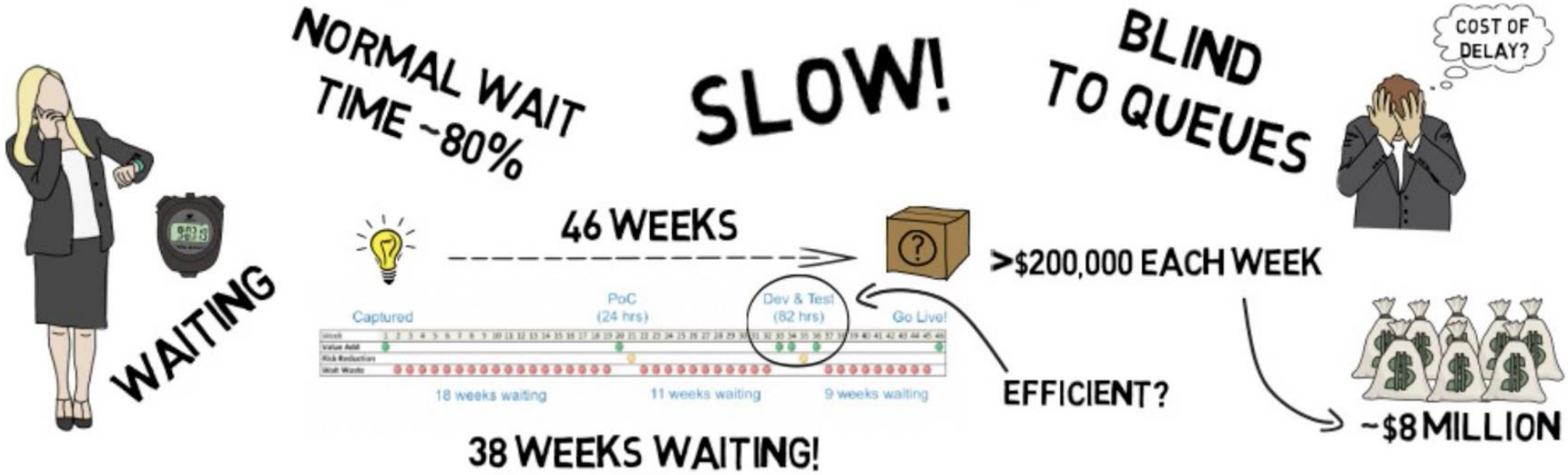
Challenges Facing Financial Institutions Today

Organizations struggle getting from here to here



DORA Report, 2018

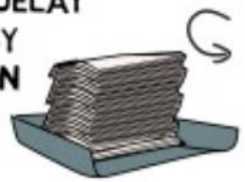
Addressing the Cost of Delays



1. DECISION-MAKING

2. PRIORITIZATION

CD3: COST OF DELAY DIVIDED BY DURATION



3. FOCUS

VALUE & SPEED

Cost of delay communicates value and urgency

https://blackswanfarming.com/cost-of-delay/

Vanity metrics may look spectacular but often lack context tying them to any meaningful business outcomes.

Proxy metrics are activity metrics, not results. These can have the opposite effect and further widen the IT and business divide.

What do you measure?

Lead Time?

Mean time to recovery?

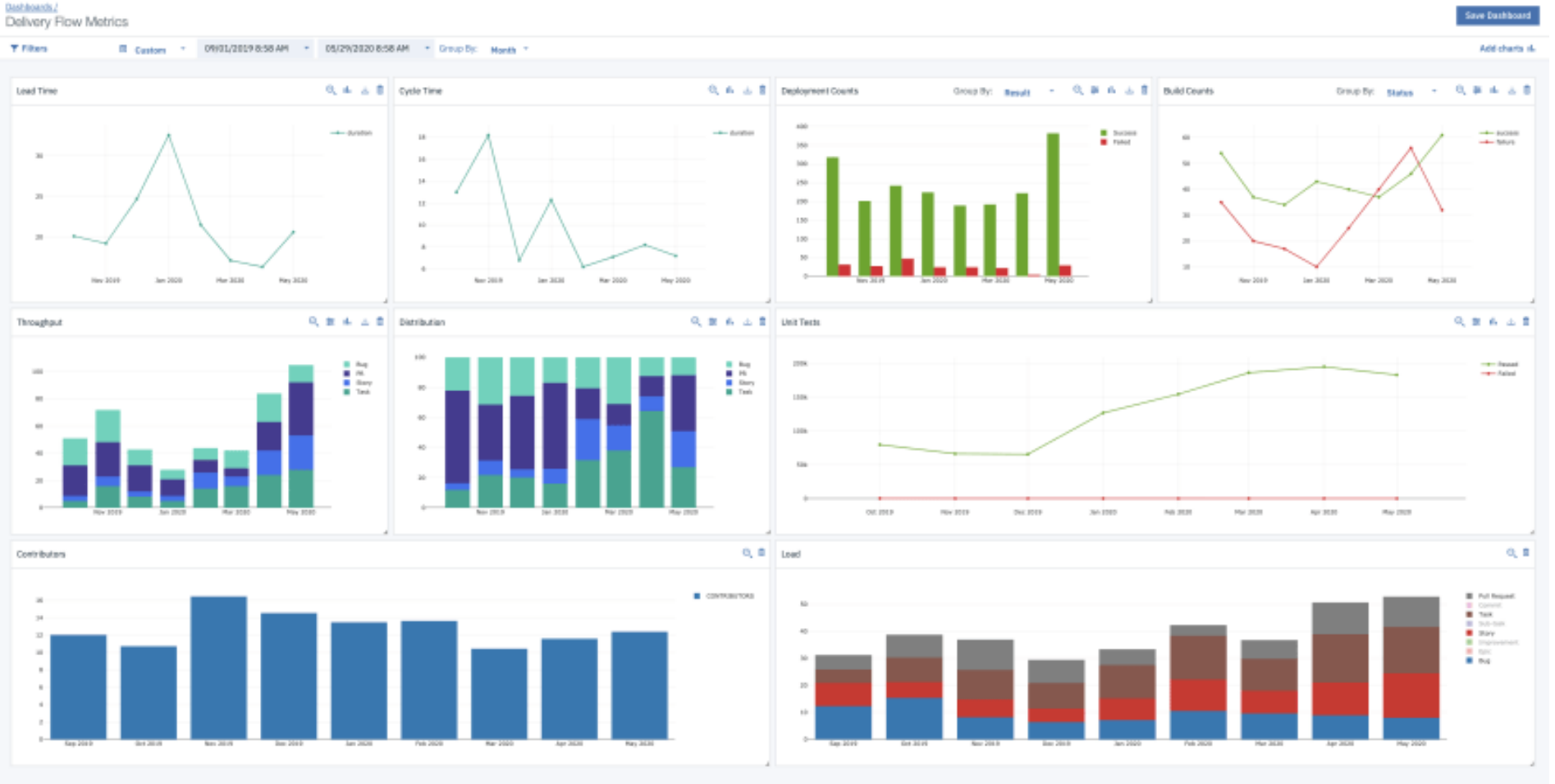
Deployment frequency?

Deployment success rates?

HCL SOFTWARE

FINANCIAL ORGANIZATIONS NEED VISIBILITY TO INDUSTRY WIDE METRICS

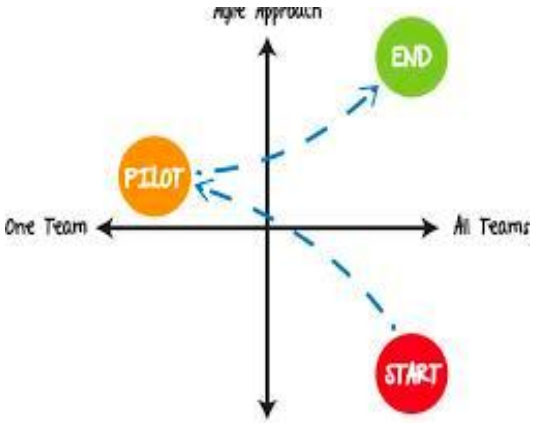
- DELIVERY FLOW
  - Deployment Frequency
  - Lead and Cycle Time
  - Throughput
  - Work item type distribution
  - Build Results
- QUALITY & SECURITY
  - Test Coverage Rates
  - Functional Test Results
  - Security Scan Results
  - Failure Rates
- AUDIT REPORTS
  - Deployment Audit
  - State of Sprint
  - Release Readiness



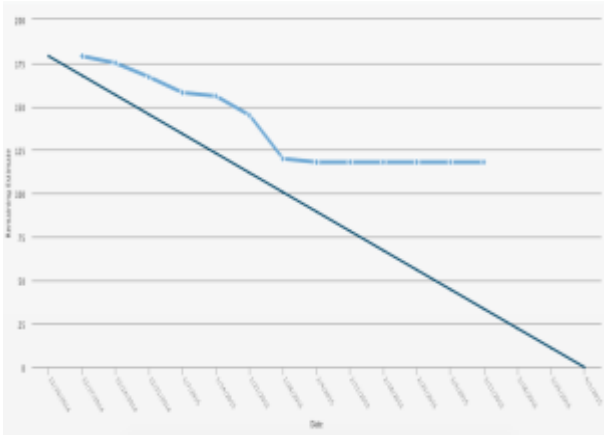
And support for custom metrics, charts, dashboards and reports.

But with the ability to…
Measure Success and Increase Productivity

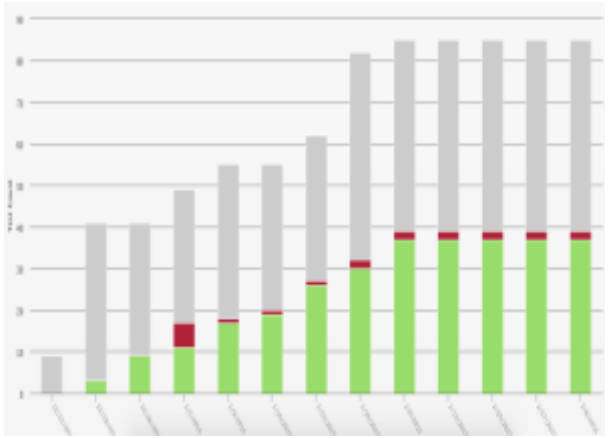
Measure Success



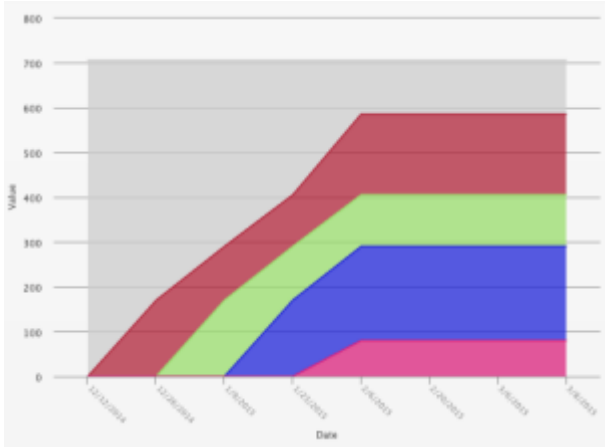
On-Time Delivery



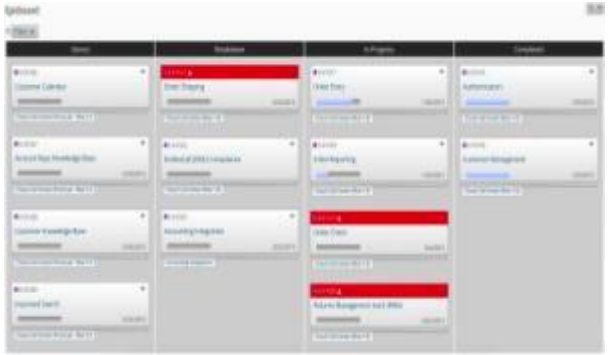
Product Quality



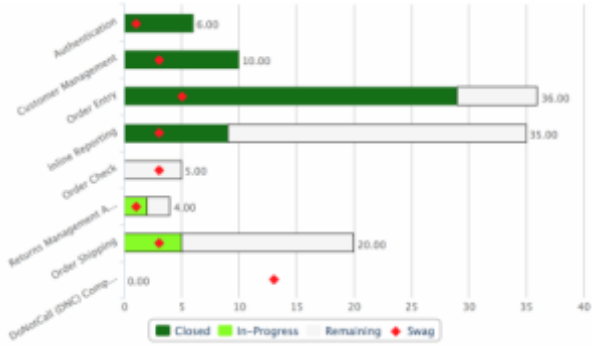
Business Value



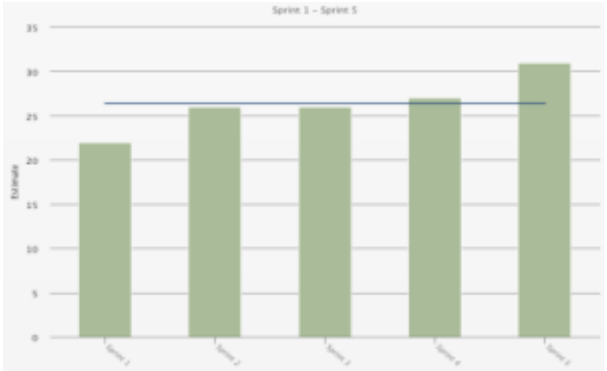
Product Scope



Project Visibility

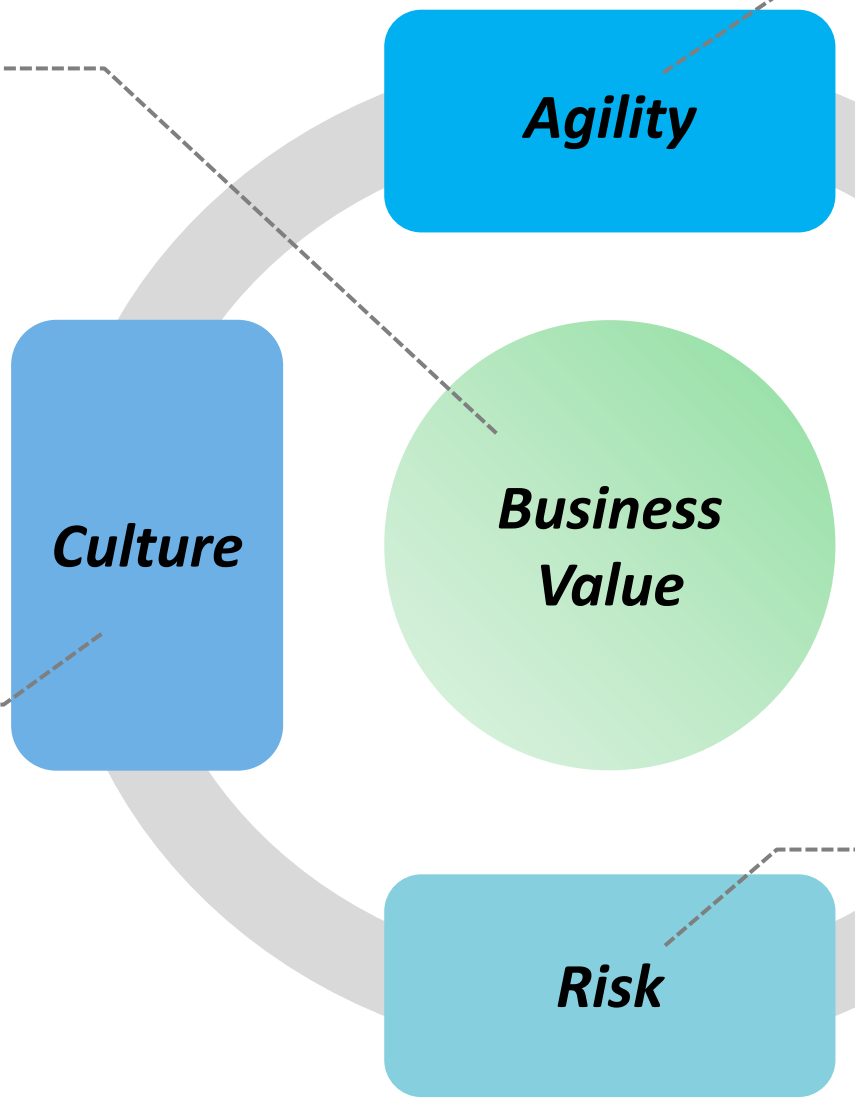


Predictability



Process Improvement

Therefore … Metrics must be aligned always to Business Value



Business Value

"The highest DevOps performers are twice as likely to meet or exceed their organizational performance goals" (e.g. profitability, market share, and customer satisfaction) "

- State of DevOps Report 2019

Agility

- Lead Time
- Throughput
- Deployment Frequency
- Mean Time to Resolution (MTTR)
- Work-in-Process

Quality

- Change Fail Rates
- Defects
- Downtime
- Test Coverage

Culture

- Business + IT Alignment
- Staff Engagement
- Staff Retention
- Visibility
- Predictability
- Silos

Risk

- Vulnerabilities
- Continuous Compliance
- Automated Governance

What Financial Organizations expect out of Value Stream Management

Supercharge your Agile Process

- Make work visible to spot and eliminate delays
- Re-think daily stand-up routines to focus on value
- Help developers identify the next best priority

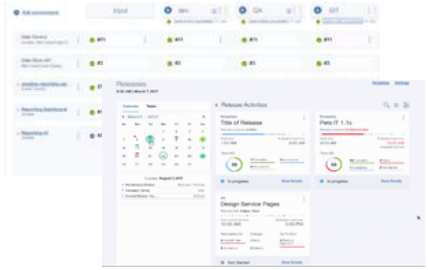
Azure DevOps
Jira
IBM Rational Team Concert
RALLY SOFTWARE
HCL Compass

Make Insights Visible to All

- See your team Flow, Quality & Risk metrics in real-time including lead time, throughput and deployment frequency
- View AppScan, OneTest, SonarQube, and other leading tool data in one dashboard
- Drill down into charts to analyze detailed records

AppScan
HCL OneTest
servicenow
HCL Launch
GitHub

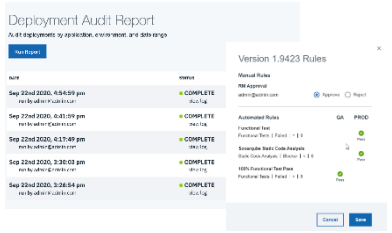
Orchestrate Pipelines & Releases



- Govern over the top of multiple applications and automation tools including decentralized open source
- Orchestrate lightweight, frequent production releases using pre-built templates

HCL Launch
Azure DevOps
ANSIBLE
circleci
AWS CodeBuild

Automate your Governance Processes

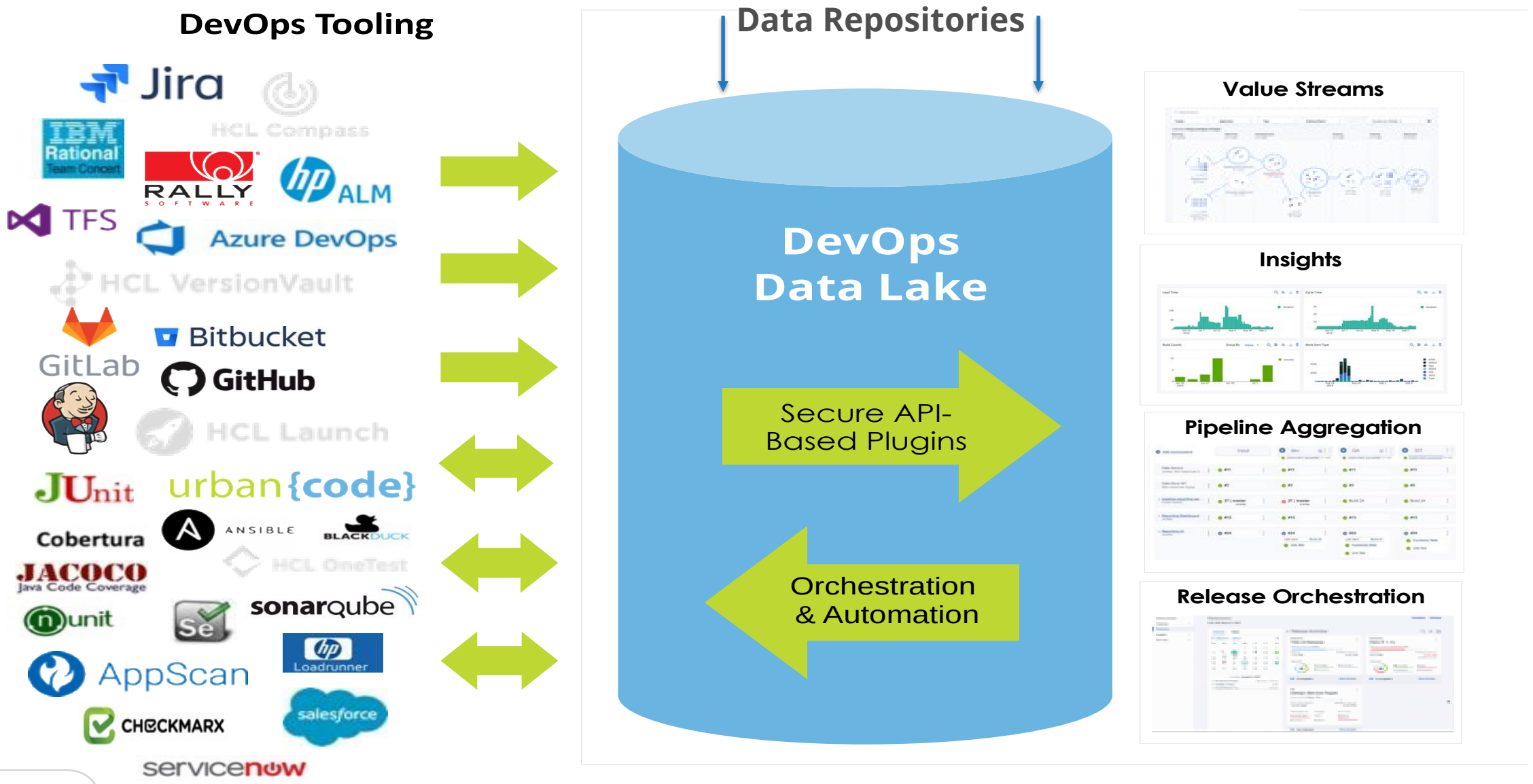


- Streamline manual CAB processes using environmental gates
- Generate Audit Reports with full traceability of what changed, by who, when and where
- Assess organization compliance quickly

AppScan
HCL OneTest
sonarqube
RAPID7
BLACKDUCK

IDC

THE MORE TOOLS.. THE MORE THE NEED TO ENSURE DATA IS USED



Who Benefits from Value Stream Management ?

Agile Teams

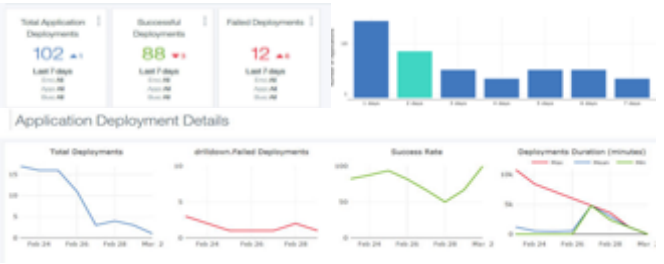
Go beyond traditional Agile views to provide end-to-end value stream visibility

DevOps Teams

A single view for all the teams' pipelines.

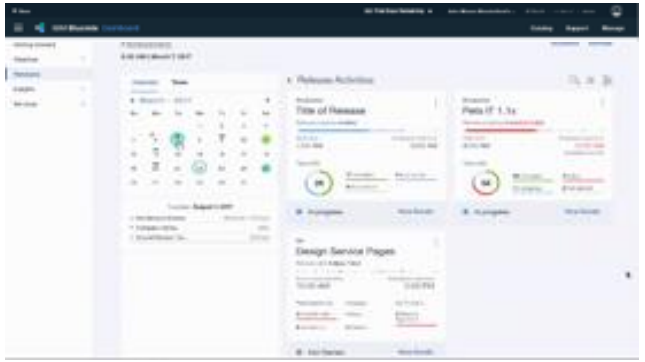
Transformation Leaders

Realize the value of hidden continuous delivery data by making it measurable and actionable



Release Managers

Automate governance activities to enable more frequent releases



Who Benefits from Value Stream Management ?

Agile Teams

Increase Productivity by 20%

Go beyond traditional Agile views to provide end-to-end value stream visibility

DevOps Teams

A single view for all the teams' pipelines.

MTTR Reduces by 20%-25%

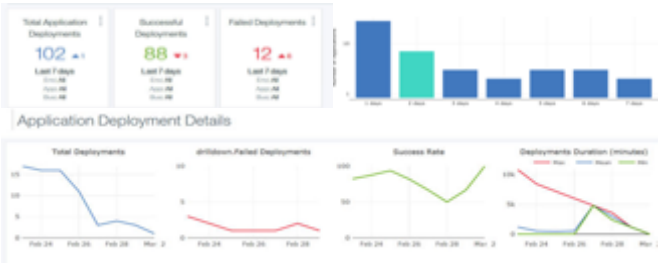
Coverage of Testing 100%

Release Management increase by 25%

Automated Deployment – 95% with 90% of technology coverage

Transformation Leaders

Realize the value of hidden continuous delivery data by making it measurable and actionable



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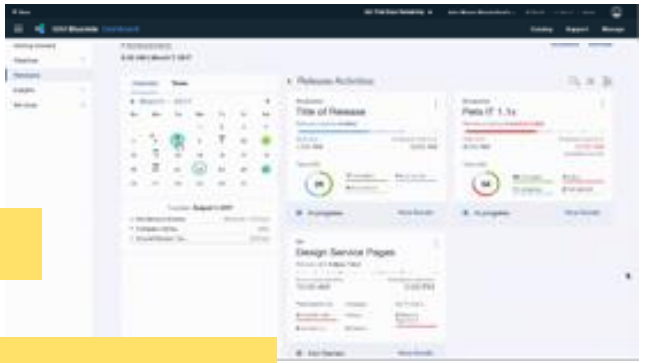

Value Stream Management : A Leading International Bank

A Leading international Bank : Profile

- One of Israel's largest banks.
- The bank has a significant presence in global financial markets across US and Europe with 8000+ employees
- Products range : Credit cards, Loans, Consumer banking, Corporate and Private banking, Finance and Insurance, investment banking

The challenge

Lack of a Holistic View	• Struggling to create one software delivery source of truth
Coordinating the work across hundreds of people	• Lack of prioritization of high-value customer demand • Unable to track flow across a product value stream • Overly bureaucratic processes and approvals that restrict flows. • Multiple work item flows through their pipelines
Functional & Business Silos	• Failing to scale the success they had implanting in small development groups • The business felt that IT is always asking for more budget

Value Stream Management : A Leading International Bank

What the Bank Said…

Solution Selection

- We chose HCL Accelerate because it already supported our existing tooling out of the box.
- We saw it will help us improve better CI/CD practices.
- We investigated other solutions.. But .. It is a lot of work…
- We trust HCL's product portfolio.

Solution Satisfaction

- Once configured, Accelerate provided a fantastic view of how our work progressed through our product's value streams.
- It took approx. 3 days.. To get up and running.

Business Value

- Visibility of our value streams and identifying our bottlenecks has been the most beneficial.
- We've been able to identify lost or unplanned work more quickly with a single view.
- We've shown business value across metrics, such as Cycle Time and Load.

HCL SOFTWARE

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For Details

Visit :
https://www.hcltechsw.com/devops

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