SKILup DAYS
by: DevOps INSTITUTE

5 Reasons Why Organizations Struggle to Deliver "Value" in DevOps

Findings from a recent study by Forrester Research commissioned by Digital.ai

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Agenda

o A Bit About Digital.ai

o Our Hypothesis

o The Findings

o Our Platform

o Learn More….

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Prior to Digital.ai, Eric held many product leadership roles with companies such as CollabNet VersionOne, XebiaLabs, Cisco, HP, BMC Software, Motorola, Microsoft and E&Y. He has been awarded a patent in the area of hardware and software abstractions layers for Microsoft Windows, plus three additional pending patents in the area of intelligent process automation. He is a published author and blogger for garnered technical social media sites, conference speaker and recognized visionary by analysts in the area of Value Stream Management.

A Bit About Digital.ai …

Leader in Strategic and
Enterprise Agile Planning and
Value Stream Management

Leader in DevOps
Application Release Orchestration
& Deployment Automation

Leader in DevSecOps
Application Protection Solutions

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TPG GROWTH

1500+
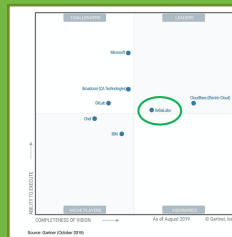GLOBAL ENTERPRISE CUSTOMERS

500+
EMPLOYEES WORLDWIDE

5Billion+
DIGITAL APPLICATION ENDPOINTS PROTECTED

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ARO

FORRESTER
VS
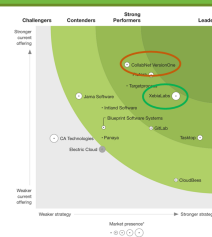
Gartner
EA

Info Security
APP SEC

Info Security Products Guide
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GLOBAL EXCELLENCE
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Our Hypothesis

_____

Agile + DevOps are key transformation practices for software delivery teams. But they are not enough. Organizations need help focusing on delivering value and business outcomes, while providing full end-to-end visibility to all stakeholders.

The Research: Who was interviewed

Country

US 49%

Canada 10%

UK 10%

Germany 10%

France 10%

Benelux 13%

Company size (employees)
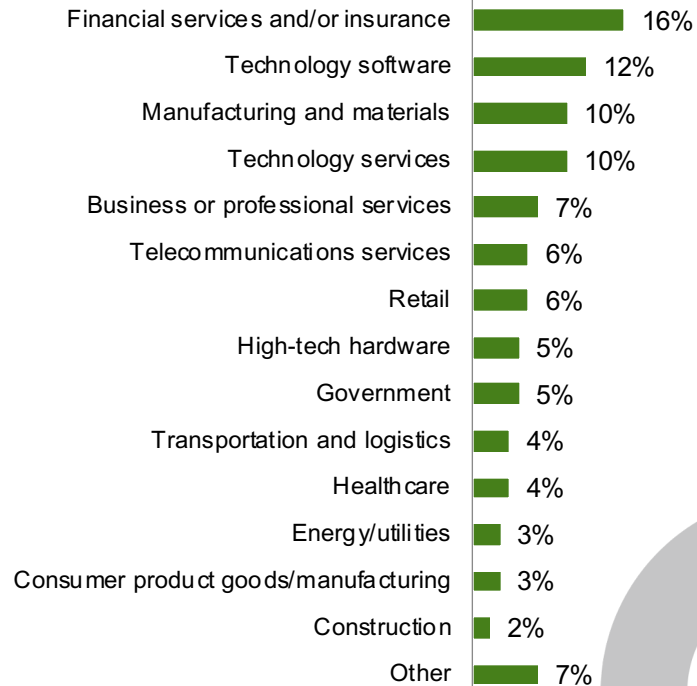
49% 1,000 to 4,999

23% 5,000 to 19,999

28% 20,000 or more

Industry

Industry	Percentage
Financial services and/or insurance	16%
Technology software	12%
Manufacturing and materials	10%
Technology services	10%
Business or professional services	7%
Telecommunications services	6%
Retail	6%
High-tech hardware	5%
Government	5%
Transportation and logistics	4%
Healthcare	4%
Energy/utilities	3%
Consumer product goods/manufacturing	3%
Construction	2%
Other	7%

Base: 305 global professionals involved in the planning, building, release, and/or management of software at enterprise firm.
Source: A commissioned study conducted by Forrester Consulting on behalf of CollabNet, July 2019.

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More Research Details

Seniority

19% C-level
8% Vice president
33% Director
30% Manager
10% Project manager

Agile/DevOps adoption

100% of respondents come from organizations that have adopted both Agile and DevOps.

100%

Role

■ IT
■ Business

33%   67%

Areas of significant involvement

Area	%
The planning, building, release or management of software	59%
Agile software planning and management	59%
Resource planning and management	55%
Application design and development	55%
Application performance	52%
Business planning and budgeting	50%
Application compliance and governance	50%
Application monitoring	48%
Product planning and backlog	46%
Application release management	46%
Process mapping and optimization	45%
Customer experience	44%

Respondents had to be significantly involved in one or more areas to qualify.

Base: 305 global professionals involved in the planning, building, release, and/or management of software at enterprise firm.
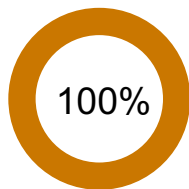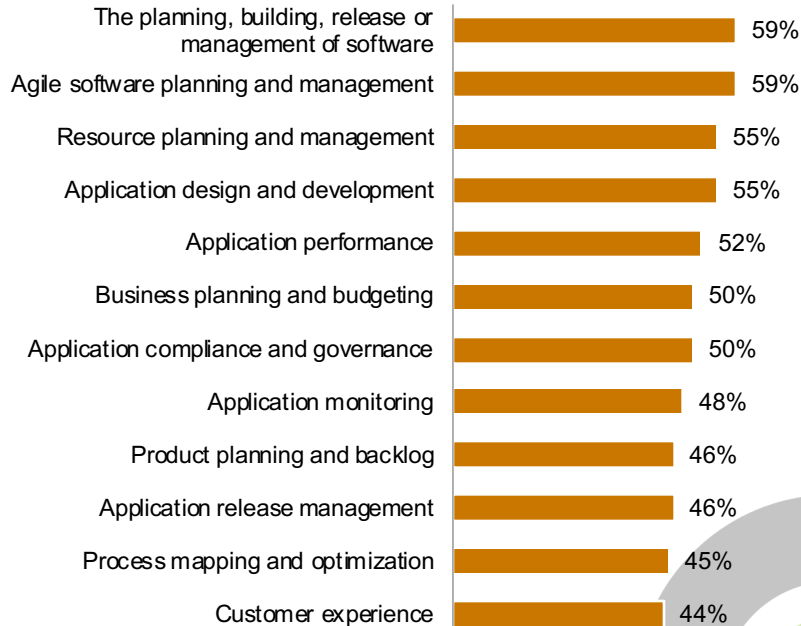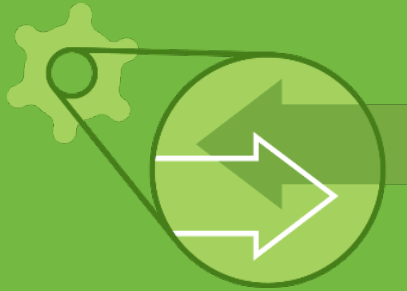Source: A commissioned study conducted by Forrester Consulting on behalf of CollabNet, July 2019.

Findings #1

Organizations understand that they need software development and delivery processes that are fast, collaborative, and transparent, but more work lies ahead to bring this vision to life

Organizations are dissatisfied with their current toolchain's automation capabilities

Percent who rate their software delivery toolchain as excellent at performing each task.

Task	Percent
Automate deployments	32%
Provide cycle time and flow analytics	30%
Automate builds	30%
Automate continuous integration/continuous delivery (CI/CD)	29%
Automate testing	28%
Automate compliance	23%

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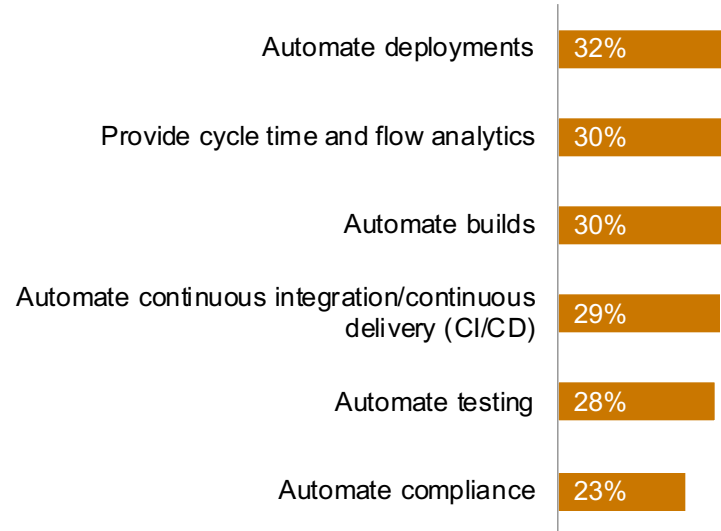
Lack of organizational and metric alignment raise collaboration challenges

Which of the following, if any, present collaboration challenges between your AD&D and business teams?
(Select all that apply)

89% cite one or more of these collaboration challenges:

44% We are in separate orgs/ report to different leadership

39% We have different metrics

24% We don't have a common set of tools

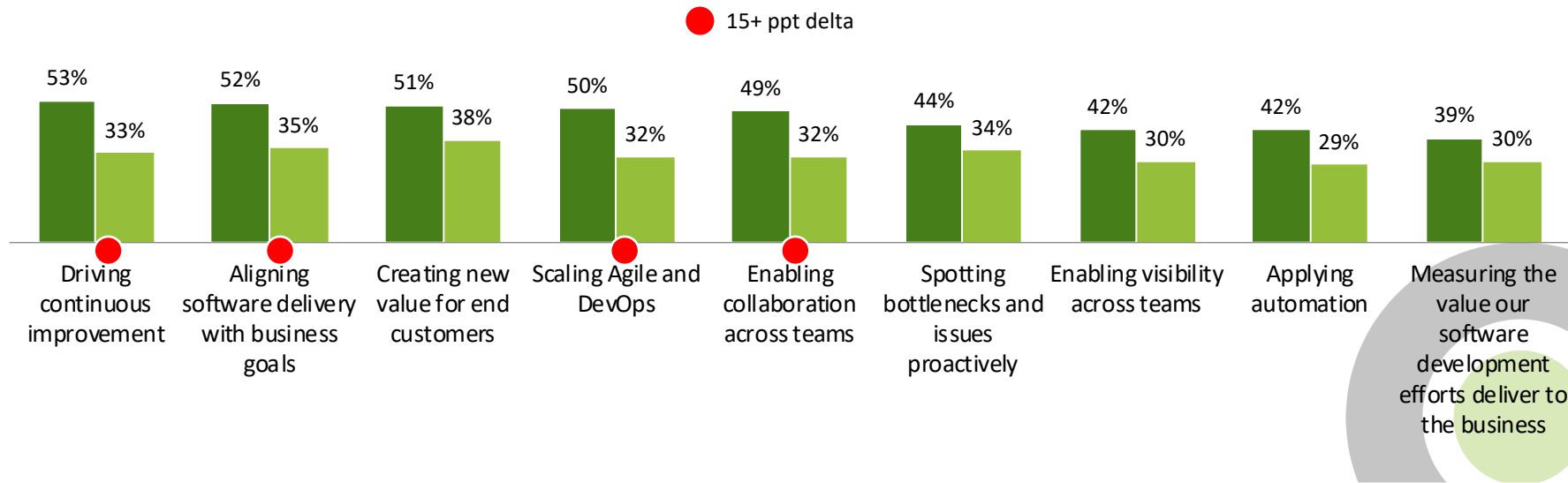**23%** The business has no visibility into the state of the AD&D schedule

22% AD&D is not informed about overall business objectives

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Improper Workstream Management Leads to Fragmented Visibility

Enterprises are gapped in their ability to achieve business goals; <40% feel their organization does an excellent job in any one goal area

Percent who describe capability as very important to their software development/delivery success.

Percent who say their organization does an excellent job executing on each capability.

● 15+ ppt delta

Capability	Very important	Excellent job
Driving continuous improvement	53%	33% ●
Aligning software delivery with business goals	52%	35% ●
Creating new value for end customers	51%	38%
Scaling Agile and DevOps	50%	32% ●
Enabling collaboration across teams	49%	32% ●
Spotting bottlenecks and issues proactively	44%	34%
Enabling visibility across teams	42%	30%
Applying automation	42%	29%
Measuring the value our software development efforts deliver to the business	39%	30%

Few have a complete picture of work status

Visibility is most constrained at the story and enterprise levels

Percent that have complete visibility into the status of software development and delivery work at each level.

27%	33%	34%	32%	34%	30%	25%
Story level	Feature level	Team level	Product level	Release level	Portfolio level	Enterprise level
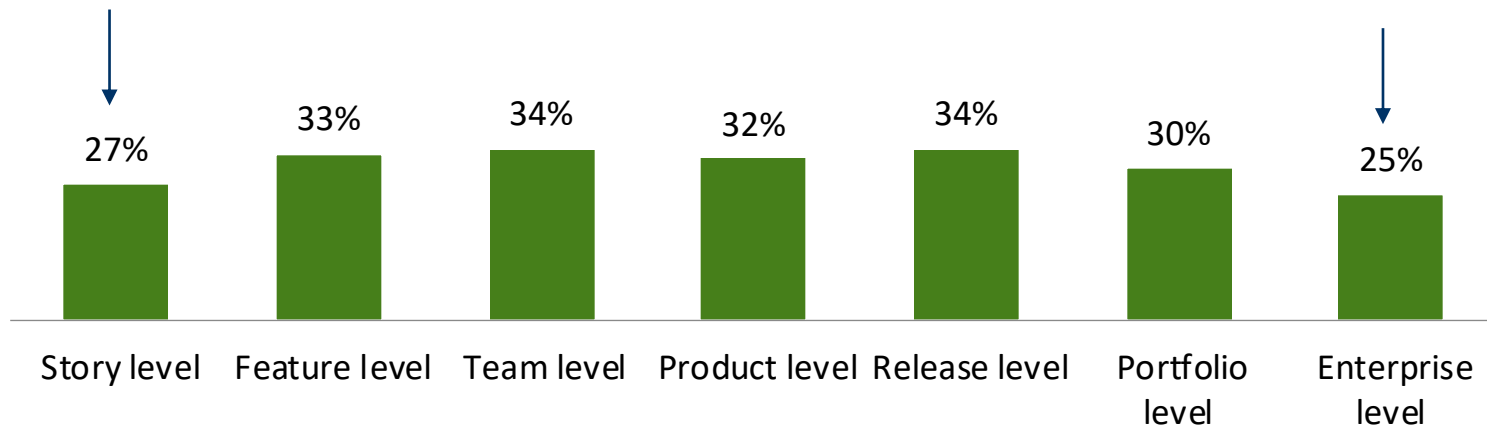
Respondents from **IT** were slightly more likely to have a complete picture at the **team level**, while those from the **business** were slightly more likely to have one at the **product level.**

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Findings #2

An emerging approach to unifying and optimizing software delivery processes – Value Stream Management (VSM) – is gaining acceptance but some organizations identify roadblocks.
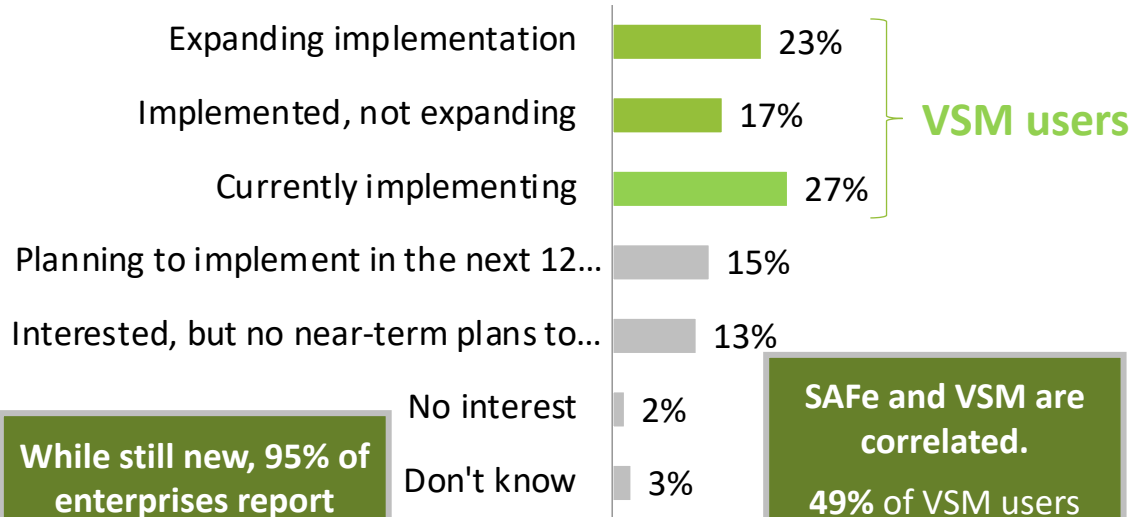
VSM is gaining traction and adoption is poised to accelerate

*For the purposes of this survey, **value stream management (VSM) is defined as** a combination of people, process, and technology that maps, optimizes, visualizes, measures, and governs business value flow (in the form of epics, stories, work items) through heterogeneous enterprise software delivery pipelines from idea through development and into production.*

Which of the following best describes your organization's adoption of VSM?
(Select one)

Response	%
Expanding implementation	23%
Implemented, not expanding	17%
Currently implementing	27%
Planning to implement in the next 12…	15%
Interested, but no near-term plans to…	13%
No interest	2%
Don't know	3%

VSM users (Expanding implementation, Implemented not expanding, Currently implementing)

While still new, 95% of enterprises report interest, near-term plans, or current adoption of VSM.

SAFe and VSM are correlated.

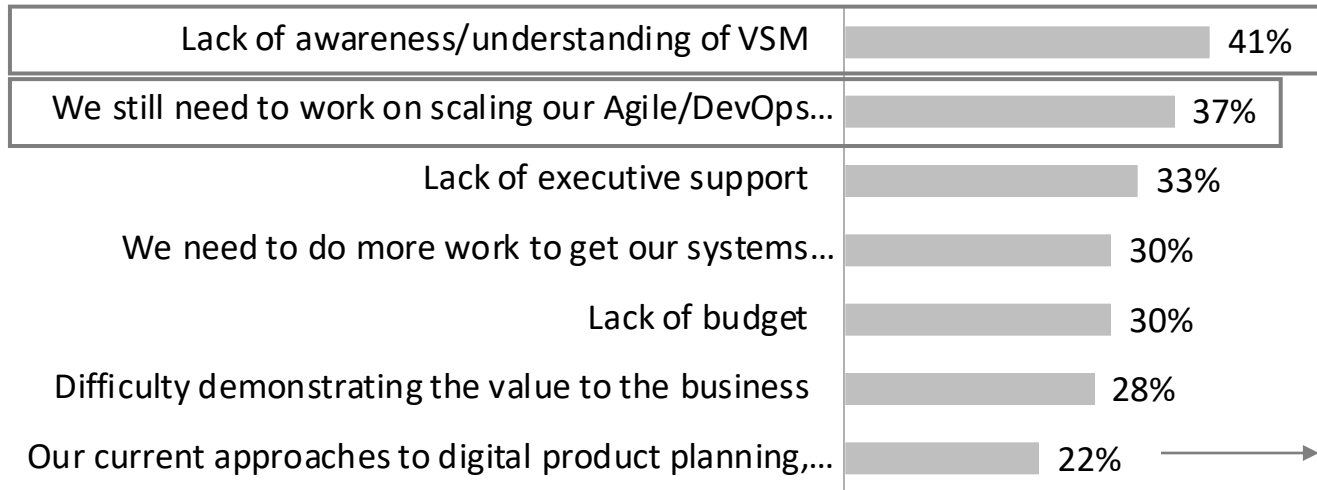**49%** of VSM users apply SAFe practices vs. **38%** of non-VSM users

Base: 305 global professionals involved in the planning, building, release, and/or management of software at enterprise firm.
Source: A commissioned study conducted by Forrester Consulting on behalf of CollabNet, July 2019.

Nonusers without plans for VSM more often cite skill, tool, or cultural limitations as reasons for not pursing VSM currently than they do access to adequate alternatives

Why is your organization <u>not</u> pursing VSM currently?

(Select all that apply; showing top responses among nonusers with no near-term plans to adopt VSM)

Reason	Percentage
Lack of awareness/understanding of VSM	41%
We still need to work on scaling our Agile/DevOps…	37%
Lack of executive support	33%
We need to do more work to get our systems…	30%
Lack of budget	30%
Difficulty demonstrating the value to the business	28%
Our current approaches to digital product planning,…	22%

Few nonusers have adequate alternatives to VSM

Those who have/plan to have VSM or have interest must navigate a variety of org/tech roadblocks along their adoption path

Which of the following are challenges for your organization when it comes to implementing VSM?

(Select all that apply; showing top challenges)

Challenge	Percentage
Organizational silos	34%
Fragmented visibility across s.w. development/delivery phases	33%
Manual processes/lack of automation	32%
Difficulty managing multiple parallel workstreams	32%
Legacy tools	31%
Difficulty identifying the best metrics/KPIs to measure value	31%
Difficulty measuring value delivered	30%
Insufficient budget	30%
Lack of the right skills	29%
Fragmented visibility of s.w. dev. progress among different…	28%

■ Organizational/process-focused challenge

■ Technology/tool-focused challenge
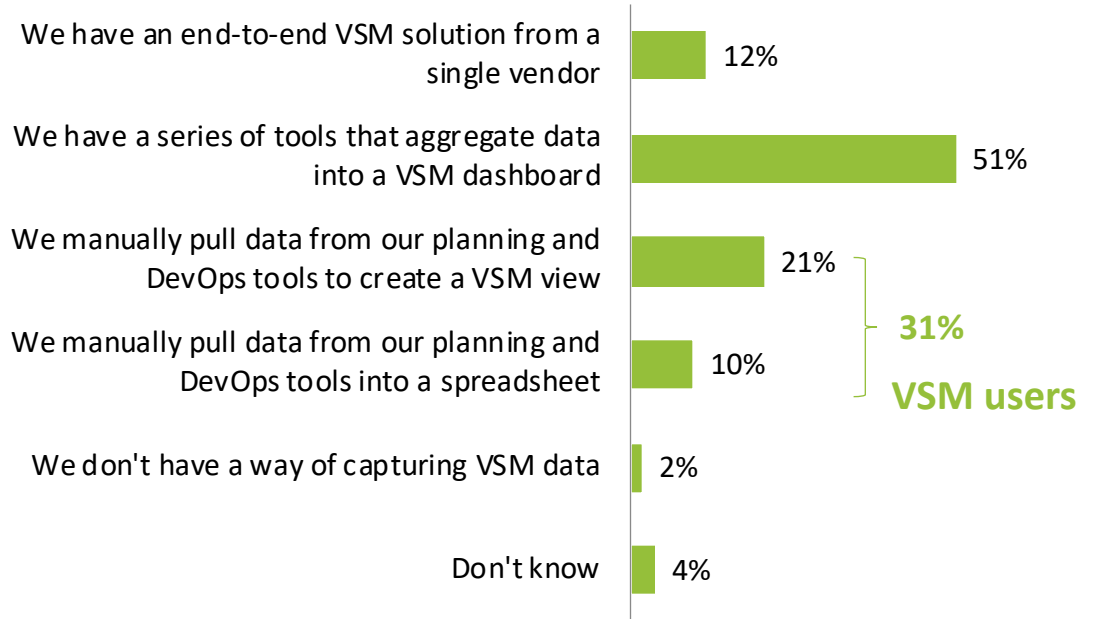
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VSM initiatives most often depend on a collection of tools

Just 12% of VSM users have a holistic solution: 31% support their VSM initiatives with manual processes

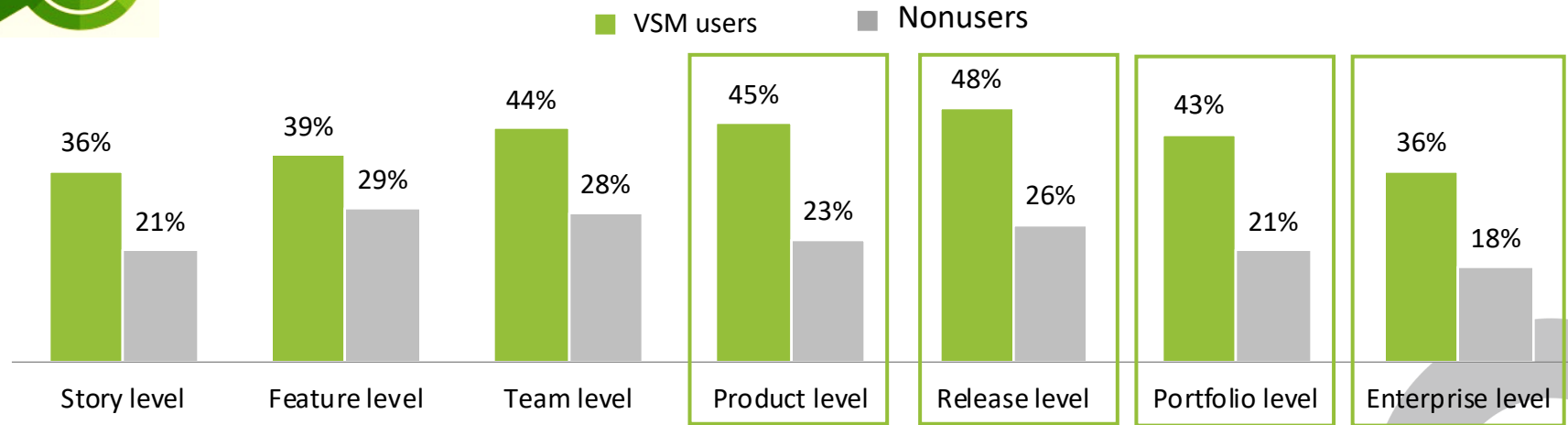## Which of the following best describes your organization's VSM tool(s)?
(Select one)

We have an end-to-end VSM solution from a single vendor	12%
We have a series of tools that aggregate data into a VSM dashboard	51%
We manually pull data from our planning and DevOps tools to create a VSM view	21%
We manually pull data from our planning and DevOps tools into a spreadsheet	10%
We don't have a way of capturing VSM data	2%
Don't know	4%

31% VSM users

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VSM users are 2X more likely to have a complete view into the status development and delivery work at the product, portfolio, and enterprise

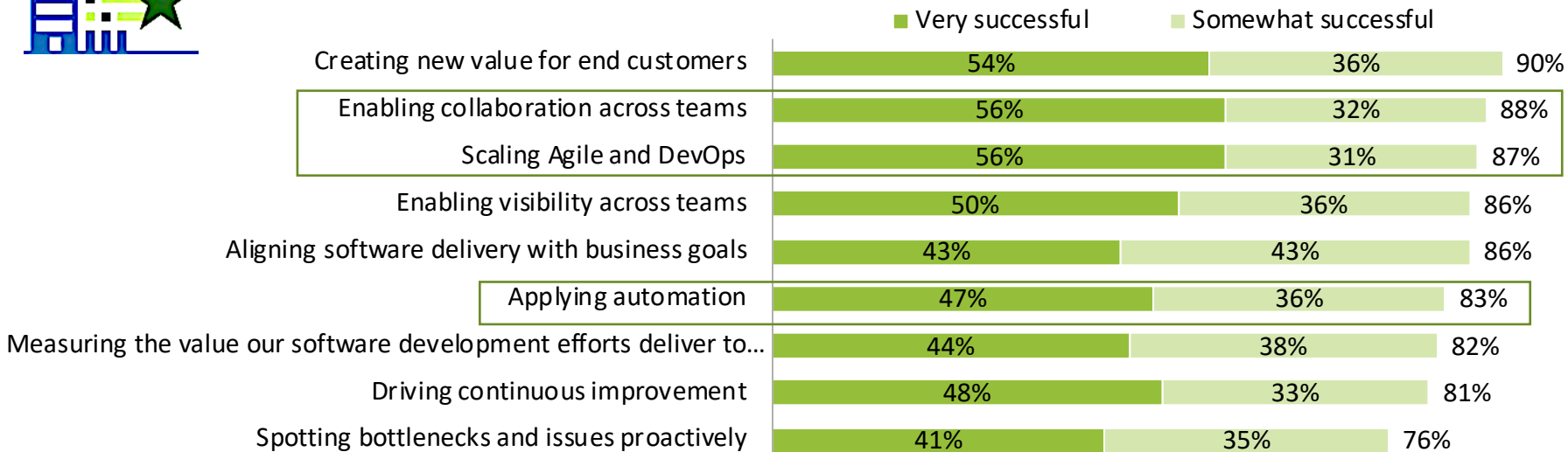**Percent that have complete visibility into the status of software development and delivery work at each level.**

■ VSM users   ■ Nonusers

Level	VSM users	Nonusers
Story level	36%	21%
Feature level	39%	29%
Team level	44%	28%
Product level	45%	23%
Release level	48%	26%
Portfolio level	43%	21%
Enterprise level	36%	18%

*Between **80% and 87% of VSM users** have complete or considerable visibility into these levels, relative to between **57% to 73% of non-users.***

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Over 75% of VSM users say their VSM initiative has been effective at supporting objectives important to their software development and delivery success

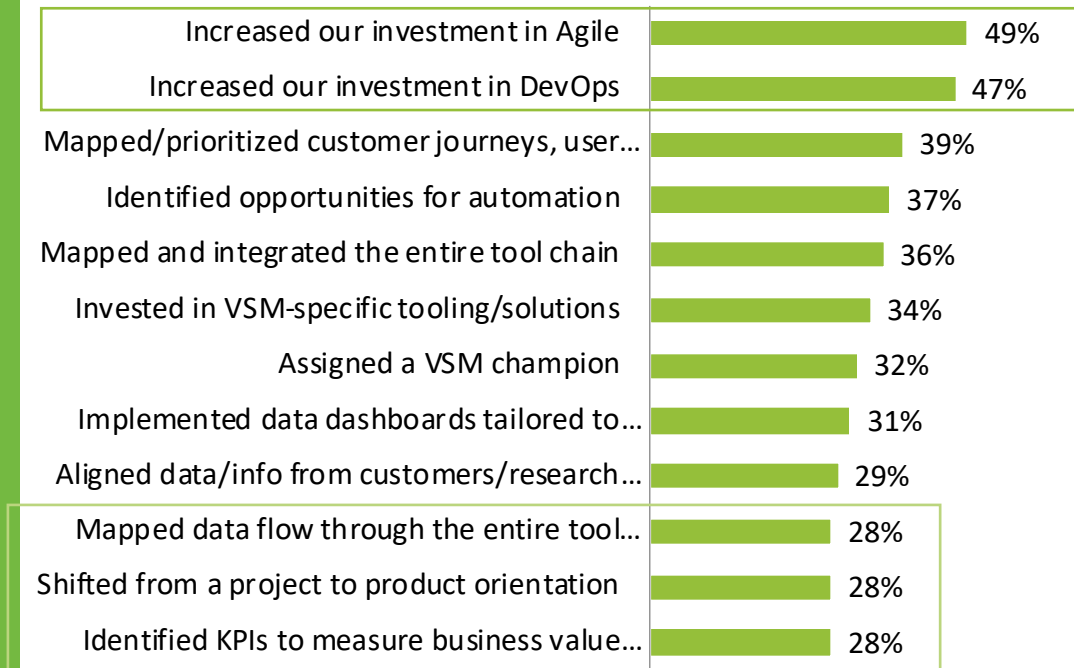## How would you rate the execution of your VSM initiative thus far in achieving each of these objectives?

■ Very successful ■ Somewhat successful

Objective	Very successful	Somewhat successful	Total
Creating new value for end customers	54%	36%	90%
Enabling collaboration across teams	56%	32%	88%
Scaling Agile and DevOps	56%	31%	87%
Enabling visibility across teams	50%	36%	86%
Aligning software delivery with business goals	43%	43%	86%
Applying automation	47%	36%	83%
Measuring the value our software development efforts deliver to...	44%	38%	82%
Driving continuous improvement	48%	33%	81%
Spotting bottlenecks and issues proactively	41%	35%	76%

Agile and DevOps are key VSM enablers, but without a product mindset, VSM initiatives will stall

Which of the following actions has your organization taken to support its VSM initiative?
(Select all that apply)

Action	Percentage
Increased our investment in Agile	49%
Increased our investment in DevOps	47%
Mapped/prioritized customer journeys, user...	39%
Identified opportunities for automation	37%
Mapped and integrated the entire tool chain	36%
Invested in VSM-specific tooling/solutions	34%
Assigned a VSM champion	32%
Implemented data dashboards tailored to...	31%
Aligned data/info from customers/research...	29%
Mapped data flow through the entire tool...	28%
Shifted from a project to product orientation	28%
Identified KPIs to measure business value...	28%

VSM users

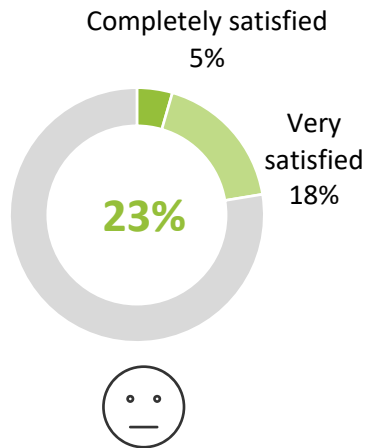To realize VSM's full potential, users must overcome their current technology and process limitations by investing in a dedicated VSM platform.

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Those that report using an end-to-end VSM solution are nearly 4X more satisfied with their tools than those with a manual approach
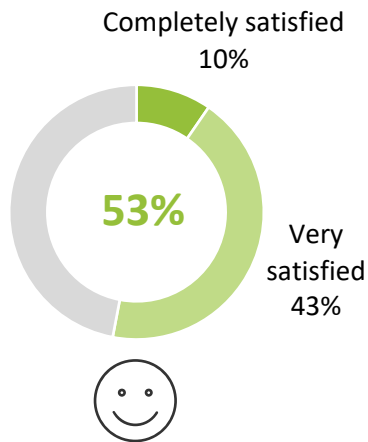
Which of the following best describes your organization's VSM tool(s)?
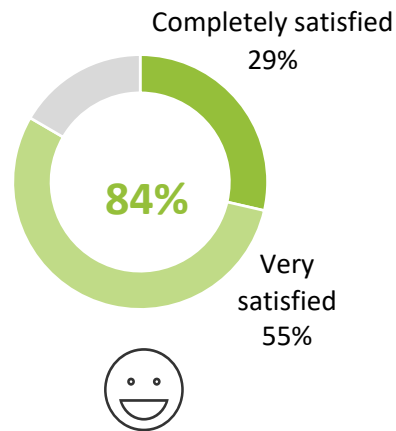## How satisfied are you with your current VSM tool(s)?

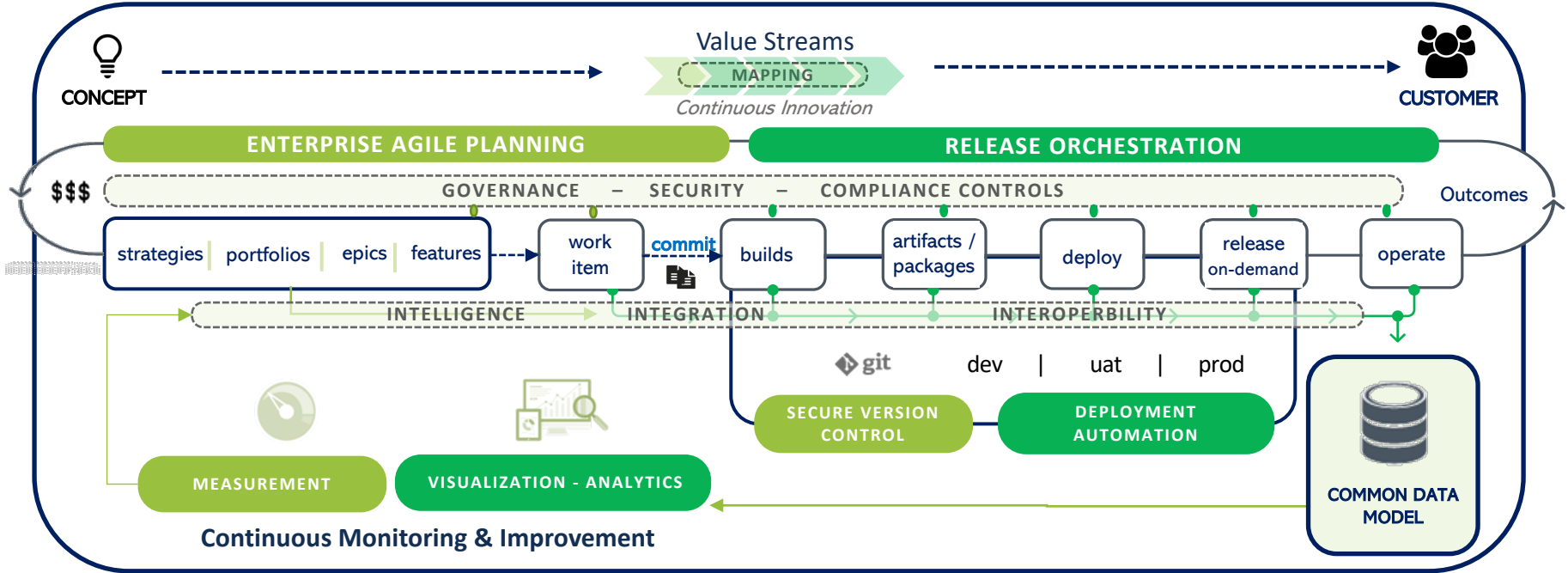### Manually pull data from our tools into a VSM view or spreadsheet

Completely satisfied
5%

Very satisfied
18%

23%

A series of tools that aggregate into a VSM dashboard

Completely satisfied
10%

Very satisfied
43%

53%

An end-to-end VSM platform from a single vendor

Completely satisfied
29%

Very satisfied
55%

84%

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Value Stream Management Platform

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Get the Report!

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Holistic Solutions Drive the "Value" in Value Stream Management
resources.collab.net/forrester-vsm-research

THANK YOU!

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Chat Lounge for questions

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