

YOUR BLUEPRINT FOR DEVELOPING TRANSFORMATIVE, CUSTOMER-CENTRIC OFFERS IN CHAOTIC TIMES

WITH AGILE & DEVOPS FROM ADMnext

As we grapple with the effects of the COVID pandemic, companies are scrambling to deliver digital transformation efforts at speed, which also give them the flexibility to correct course. And Agile & DevOps provides the cultural and technical foundation for you to achieve this. This new normal has boosted online commerce, but has also revealed a litany of gaps throughout operations – from supply chains to front-line interfaces. The exposure of these gaps has led organizations to seek customer-centric approaches.

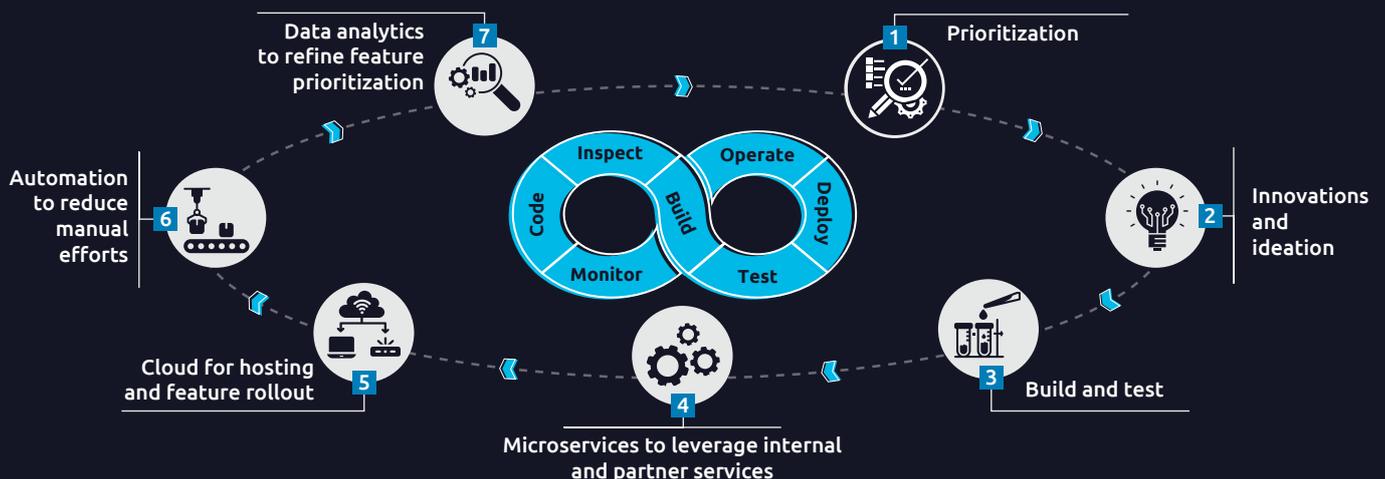
Food for thought: customer-centric, digital delivery with Agile & DevOps

One food services company did just this after lost revenue stemming from the COVID pandemic prompted them to think of alternate business models. They came up with an idea for satisfying demand for gourmet food using do-it-yourself recipes and fresh ingredients shipped directly to customer doorsteps. Crafting a new model such as this requires close collaboration between business and IT while exploring partnerships with third parties to complete the customer value chain. Substantial, fast-moving changes such as these are best realized with Agile & DevOps.

The product features selected were the ones that brought maximum impact with a short turnaround time and were developed using cloud native computing. Code mergers utilizing continuous integration (CI) were packaged and deployed using continuous delivery (CD), while test automation provided the framework for rapid development.

This facilitated a quick feedback loop that further assisted in feature prioritization and product evolution. Setting up a mature Agile & DevOps organization such as this requires a thorough evaluation and potential IT restructuring. A trusted service integrator partner with a proven track record can help you on your journey, as detailed in this paper.

DEVELOPING FRESH OFFERINGS AND PRODUCTS FASTER WITH CUSTOMER-CENTRIC FEATURE PRIORITIZATION

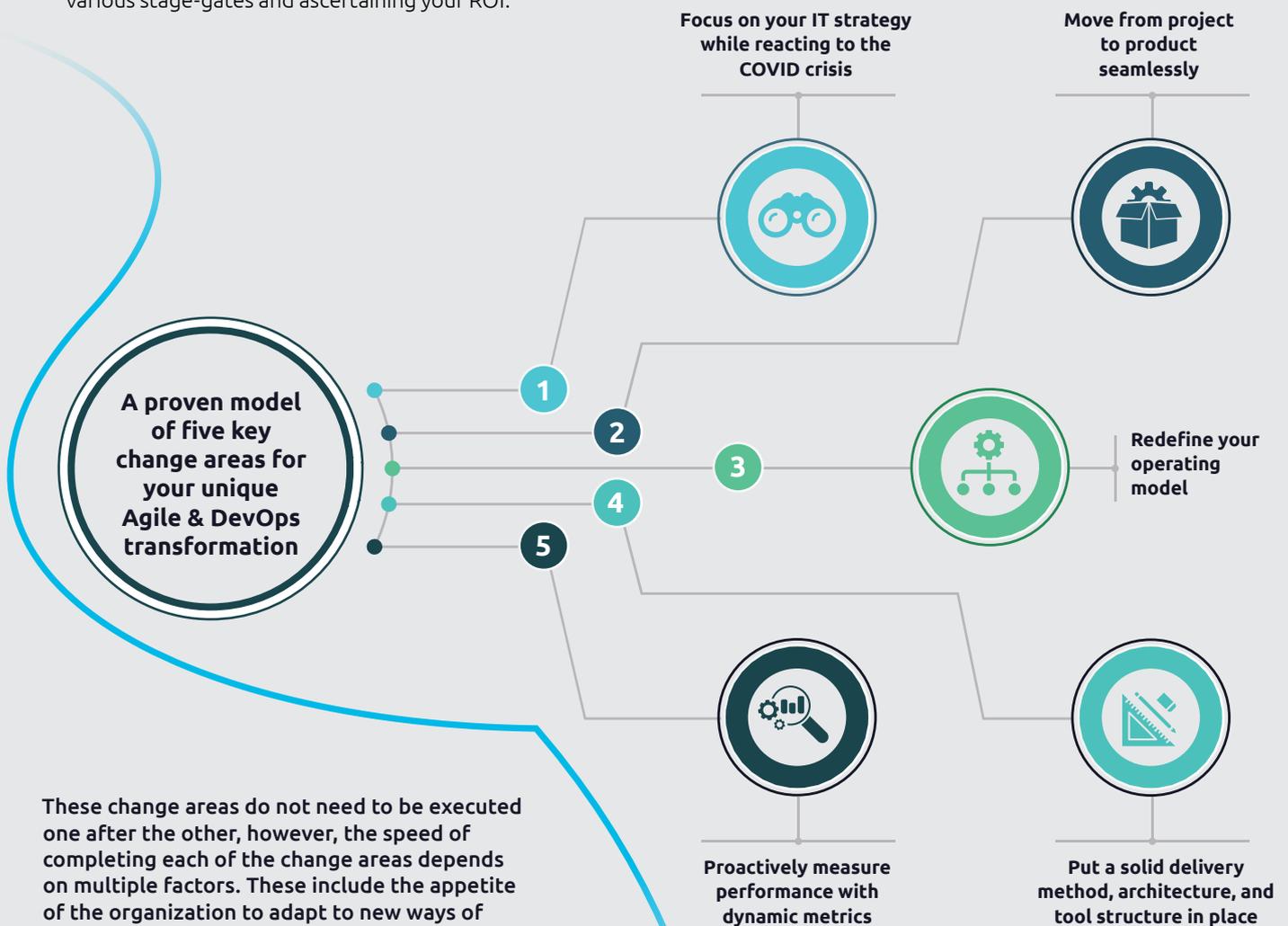


Agile & DevOps from ADMnext: a model for innovative, business-focused offers and customer-centric feature prioritization and product evolution

While there are many ways in which Agile & DevOps can be implemented across organizations, Capgemini has formulated a proven model comprising five key change areas for your unique transformation. Agile & DevOps is not an end state but a journey that has certain milestones along the way to full maturity. In our experience, this journey can be broken into five key change areas as depicted in the figure below:

- Focus on your IT strategy while reacting to the COVID crisis by securing executive commitments, defining quick wins and incremental improvements, determining a roadmap for changes in ways of working, and planning the journey for increased Agile & DevOps maturity by articulating the various stage-gates and ascertaining your ROI.

- Move from project to product seamlessly through business setup, process area, customer channel, or business service drivers.
- Redefine your operating model by determining your technology and product objectives.
- Put a solid delivery method, architecture, and tool structure in place to shorten development times and automate repeat development and developer activities.
- Proactively measure performance with dynamic metrics that assess team performance, solution quality, business value delivered, security, operational reliability, team motivation and trust, and the ability to innovate. Insights from these metrics can then be used to determine your course of action.



These change areas do not need to be executed one after the other, however, the speed of completing each of the change areas depends on multiple factors. These include the appetite of the organization to adapt to new ways of working, and the flexibility of cultural change and technological advancements necessary to realize the full potential of a mature Agile & DevOps organization.

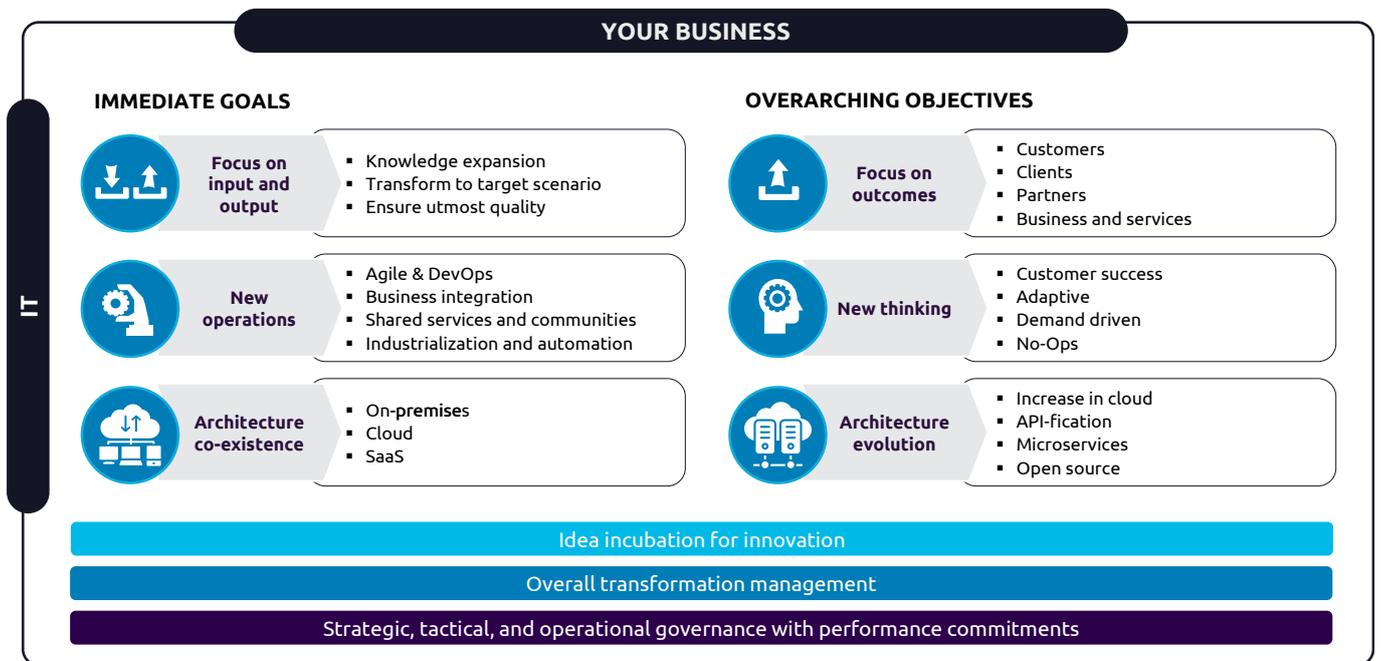
1. Focusing on your IT strategy while reacting to the COVID crisis

This first key change area entails creating a strategy that defines your goals, objectives, success indicators, short and long-term ROIs, risks, and course corrections. The ultimate goal here is to craft an organizational culture and vision where IT is a contributor and creator for your business, rather than merely serving as a support service.

When creating your big picture vision, it is important to keep in mind that Agile & DevOps transformation cannot be achieved without close collaboration between business and IT. In some cases, this collaboration may require a substantial organizational restructuring. The next step is the detailing of your goals. They should focus not just on output, but also the necessary inputs to be built or acquired. Process and IT architectural advancements are needed to attain both the “here and now” and “future proofing” that you seek.

FIGURE 1

Capgemini supports you on your transformation journey, moving from your immediate goals through to long-term objectives



Once your goals are defined, you should aim for more long-term objectives. When thinking about these objectives, organizations should broaden their scope and begin with assessing changing customer needs, wants, and asks. You can use this assessment to devise better outcomes, strategies, and architectures. The definition of your customer should be expanded to include users, clients, partners, and service providers. The big picture must include enablers to see your plans through to fruition. Enablers include frameworks, incubators for innovation, change management, governance, and performance measurement.

Capgemini’s BizDevOps Agile Transformation and Academy

We realize that this journey can seem like a daunting undertaking. This is why Capgemini has developed a host of offerings to help you sail through any challenges you may encounter within this change area.

Using Capgemini’s BizDevOps Agile Transformation, our team will work closely with you as you fully transform into an Agile & DevOps-based organization. This transformation begins with an assessment and resulting action plan. We then work with you to define the “sensors” that assess your current ways of working, provide suggestions for improvement, and give you a plan for getting there. We also ensure transparency with a maturity control tower that provides real-time health checks with accompanying recommendations.

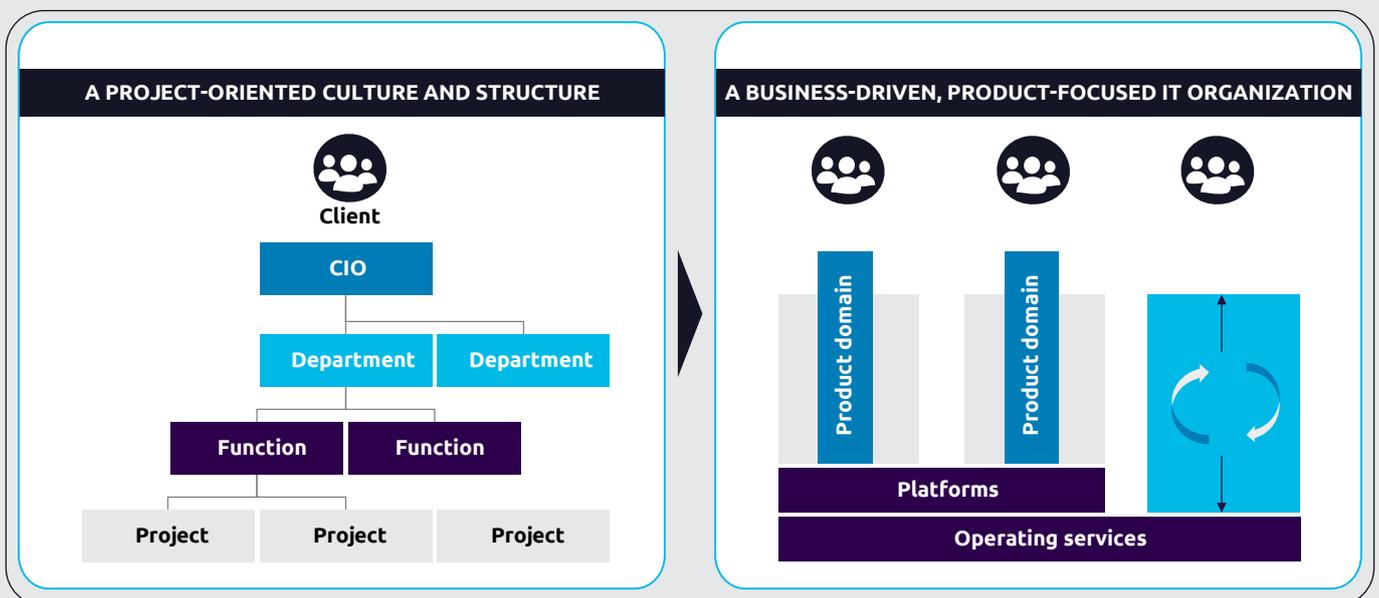
Capgemini’s BizDevOps Academy is a unique coaching approach that fosters a “one team” atmosphere by bringing your IT and business together seamlessly. This approach internalizes an Agile methodology, anchors new collaboration methods, and fosters a culture of continuous development. We understand that the bulk of learning happens through “doing” and this is how our curriculum is organized.

2. Moving from project to product seamlessly

IT organizations shift from project to product to make digital transformation a reality by supporting internal and external end users.

FIGURE 2

Shifting seamlessly from a project to product focus



Product-aligned Agile & DevOps teams are self-regulated and service-specific business processes from within – for example, supply chain, CRM, SRM, etc. This helps deliver more focused, impactful results while still concentrating on customer experience. If not done right, moving to a product-based organization can result in missed opportunities, effort duplications, and increased total cost of ownership. Capgemini can help organizations get from project to product by leveraging our expertise in the following areas.

Digital Acceleration Center (DAC) from Capgemini

Capgemini’s DAC starts with bringing in Agile best practices that do not necessitate an extensive transformation, but can co-exist with your current organizational framework’s varying levels of maturity in Agile. DAC combines the best of Agile, lean principles and DevOps to support cross-functional teams in their journey from project to product.

Moving from project organization to product organization has several benefits. These include greater flexibility to make IT changes, tighter integration with business, and cultural alignment that’s right for the product. According to Gartner Research, “organizations have adopted, or plan to adopt, a product-centric application delivery model.”⁽¹⁾ An example of a product here could be order to cash (O2C).

Capgemini’s approach to organizational change management

Capgemini can help you evolve into a product-based organization with the required process, cultural, and organizational changes. These changes require business agility with a shared governance.

An agile coach ensures distributed Agile ways of working (e.g. LeSS, SAFe), by collaborating with the business to track and prioritize work for Agile portfolio management while continuously evolving products to attain managed delivery. Organizational adjustments are needed both as part of product-transformation and organic-transition due to service improvements, which are part of our change management process. Change management measures progress and provides insights for necessary course corrections.

Capgemini’s e-3D: measure with insightful analysis

Our e-3D dashboard enables metric measurements by providing insights on the level of maturity of agility, DevOps, and security. While there are a wide range of metrics to pick from, we can help you choose the ones that evaluate speed, quality, process adherence, innovation, and improved experience.

⁽¹⁾ Survey Analysis: IT Is Moving Quickly From Projects to Products, Gartner, Inc., February, 2019

3.

Redefining your operating model

The operating model is highly dependent on the product in terms of its maturity, usage, technologies involved, business criticality, and lifetime. Different product archetypes need different support types – and this leads to varying levels of responsiveness, risk, speed, and investment.

While the operating model of a product can move from one model to another, it does not have to. The factors that influence movement from one operating model to another include the technology modernization of a product, maturity of a product’s business, and external market forces that might influence the relevance of a product.

Capgemini has created a repository of operating models here and on meeting the right selection criteria, we will move between operating models. While there are numerous variants of the base operating model, at a higher level, we have four base operating models from Model-A to Model-D.

The operating model is defined by:

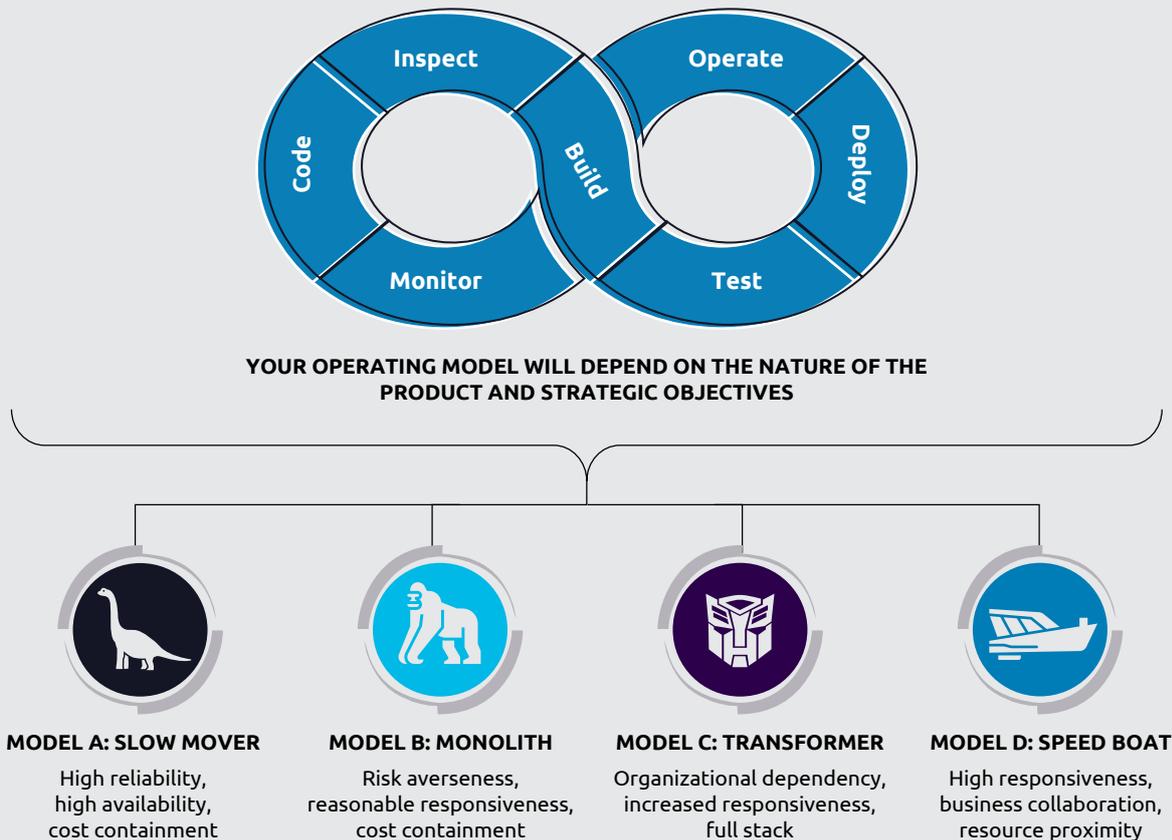
- Dynamics of the product development process (speed and flexibility vs quality and integration)
- Character of the product
- Service level requirements
- Compliance.

The key building blocks of the operating model broadly divide it into centralized and decentralized services. Centralized services are shared and have a high degree of standardization and optimization that can be shared across products. The scope of DevOps transformation and products and infrastructure influence the model selected.

While we have well-defined parameters that help determine the appropriate operating model – e.g. objectives, constraints, technology maturity, frequency of change, hybrid environments, etc. – we have consciously brought back subjectivity to our selection criteria, thereby not limiting the potential of a product by its current state.

FIGURE 3

Verticalization/product view – different product archetypes require different operating support models



4.



Putting a delivery method, architecture, and tool structure in place

Agile & DevOps requires a delivery method that encourages innovation, enables real-time collaboration, shares best practices, and lends itself to high performance thanks to standardization of tools and processes. Architecture needs to play a balancing act that on one hand enables rapid technology evolution, but on the other provides the needed focus on eliminating technical debt. When getting started, DevOps tool choices can be overwhelming. DevOps tools will need to be replaced and evolved as newer and better tools are made available in the marketplace. Capgemini's Agile & DevOps solution contains a wide variety of open-source tools across the develop, automate, test, deliver (CI/CD), operate spectrum and we can help you choose the ones that fit best for your business objectives.

These tools need to come together for your business to unleash the true benefits it expects from IT. This means defining a way to tie in IT outcomes defined by objectives, which are driven by business and IT and measured by key results. It also enables and empowers teams to become self-regulating, in order to define and prioritize usage of error budgets. Automation no longer remains on the fringes of operational improvements but becomes a forerunner that promotes speed. Ops to No-Ops becomes a quest that moves from "asking for service" to "being serviced without even realizing the need for it or asking," thereby enhancing experience. Delivering on service level objectives (SLOs) creates error budgets that are used for reducing technical debt or feature enhancement.

Monitoring takes on the avatar of a sensor for business decisions by bringing in opportunities for growth. Alerts have a Time to Live (TTL) after which they evolve to either self-correct or architectural backlogs for fixing technical debt.

If we return to our food services case study, the architects here will need to determine the level of API-fication necessary within various business units. CI, CD, and automated testing enable incremental feature rollout. Selective feature enablement will also bring incremental innovation. Capgemini understands the daunting challenges that all of the above pose, which is why we offer the following solutions.

Agile Delivery Center (ADC) from Capgemini

Capgemini's ADC is a collaborative work environment with a high degree of real-time interaction with various delivery units. We recognize the need for specialized roles such as architects, agile experts, business analysts, and experience designers, which form part of our central team. The bodies of practice share knowledge, best practices, and practitioners to help in Agile methodologies. While the work gets done with developers, architects and cross techno-functional teams in the yard.

Capgemini's Devon Framework

This is Capgemini's development accelerator that provides architectural blueprints, guidelines, templates, and proven industry patterns to facilitate the design of complex solutions for IoT and microservice/SOA principles. These are designed for high availability, scalability, and performance. Software accelerators build cloud solutions on any major provider in a standard, decoupled, and seamless manner. A complete, open-source-based set of frameworks implement multi-channel applications for mobile, web, and desktop.

Capgemini's Production Line

Capgemini's Production Line is a pre-provisioned tool chain with a DevSec-Ops toolkit. It is based on open tooling and works across most technology platforms. We can customize the tool chain to include your preferred tools. We've also created accelerators for quick configuration of tools through intuitive UI.

5.

Proactively measuring performance with dynamic metrics

One of the most fundamental needs of Agile & DevOps is adequately measuring and assessing current performance, which provides insights into things that can be done better or differently. Agile & DevOps is naturally designed to increase decentralization and use local knowledge to improve outcomes. The metrics selected should have 360° feedback with inputs from several sources. Capgemini carefully considers KPIs by looking into different business contexts that we've handled. In each business context, we define the KPIs most critical for success with the teams involved in making the delivery happen.

KPIs also have a logical relationship. For example, a deterioration in end-user satisfaction may be linked defects per rollout. Similarly, stating some KPIs will make sense only if there is an indeterminant pattern for another KPI. KPIs and metrics act like guides and can provide you with the confidence you need to navigate forward on the right path. Learn-by-fail is time consuming and often frustrating, which is where Capgemini can help with the following initiatives.

Capgemini's Agile & DevOps Center of Excellence

Capgemini's Agile & DevOps Center of Excellence (CoE) has a team of practitioners who help our clients all around the globe. Our Agile & DevOps practitioners can work with you to determine the KPIs that make most sense to you today, and help you measure outcomes and provide insights on changes to be made to your processes or organization. As your organization matures in its Agile & DevOps journey, our practitioners determine the KPIs that make sense to continue to measure or replace or augment them with others. Our practitioners will also suggest ways of making the whole process of capturing KPIs as effortless as possible. Capgemini has 21,500+ Agile experts, 5,000+ DevOps experts and 12,000+ SAFe-certified professionals at its disposal.

Capgemini's approach to site reliability engineering (SRE)

Capgemini's approach to SRE incorporates aspects of software engineering and applies them to the full stack. We focus on reducing downtime when failure occurs, thereby improving operations. We also look at destructive testing to ascertain software reaction to failures.

We increase reliability of core IT systems and reduction in downtime and improve service continuity, which reduces time to market via automation as a service. Application and platform monitoring with defined outcomes lead to greater traceability and visibility. This improves reliability intelligence and deployment rates and reduces manual work in order to run a production service that enables better leverage of resources for business value adds.

FIGURE 4

Capgemini's KPI catalogue helps you zero in on key improvement areas





A trusted Agile & DevOps partner to help you innovate and develop fresh offerings and products faster

The current restrictions and chaotic markets we find ourselves grappling with are requiring businesses to innovate through the development of fresh offerings and products. Active communication between IT and business, the sharing of knowledge, and an appetite for innovation and risk are essential in the development of these products. And digitalization with Agile & DevOps is crucial in achieving your short and long-term goals through collaboration, ownership, fail-fast, and fail-early principles. Capgemini's Agile & DevOps solution from ADMnext can help here by enabling you to:



Focus on your IT strategy while reacting to the COVID crisis



Move from project to product seamlessly



Redefine your operating model



Put a delivery method, architecture, and tool structure in place



Proactively measure performance with metrics.

Capgemini's ADMnext is equipped to handle all your Agile & DevOps needs – starting with organizational change management to outline your Agile & DevOps path, proven techniques to bridge the gap between IT and business, both starter and advanced tool chain kits to quickly unleash the power of automation for effort elimination, and operating models that can get you into a steady state quickly.

To find out more on Capgemini's **Agile & DevOps** solution and how it can help you develop fresh offerings and products faster, please contact me here:



Ritesh Mehta
ADMnext Solution Architect

ritesh.mehta@capgemini.com
+91 98209 68843

And to learn more about Capgemini's overall **ADMnext** offering, please contact:



Clifton Menezes
ADMnext CEO

clifton.menezes@capgemini.com
+91 98208 10212

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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