



# Modern Delivery – Addressing the Need of the Hour!



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## 1 Executive Summary



COVID-19 has drastically altered the world's information technology dynamics. Going digital is not an option but a necessity now. Yes, the global crisis will not change the expectations of the end users. They will continue to demand highly available, easily accessible, and constant-release based high-value products that are consumable anywhere, anytime, or on any platform. Yes, the ability to put the customer in the middle of the product design is a necessity now more than ever before. To achieve delivery of innovative applications faster and more efficiently yet securely, we proudly present a superior ecosystem '**Modern Delivery**', which will integrate often disconnected elements such as BizDevOps, agile development, automation, and cloud-native architecture while driving collaboration with a renewed focus on enabling frictionless security and identity management for remote working.

This whitepaper gives a gist of Hexaware's modern delivery elements and how they can help to achieve the desired business goals efficiently for better product management.

## 2 Why Modern Delivery is the Need of the Hour?

The world has seen an unprecedented disruption of path-breaking new technologies in this century, which have restructured economies to a major extent. Modern conveniences like on-demand streaming videos, GPRS, Uber, Airbnb, Apple's Siri, or Amazon's Alexa have changed nearly every facet of our daily lives. It is also a fact that only those enterprises who were flexible and quick enough to adapt to such disruptive technological changes survived the competition while others are still struggling. For instance, Blockbuster had 9,094 stores in total, but failure to adapt to new technological advances (along with other reasons) has now resulted in its demise. Furthermore, the technological revolution led by the internet, smartphones, robotics, automation, artificial intelligence, big data, and analytics have given rise to new industries and closed the traditional ones.

Now, the IT industry will have to gear up for one more wave of disruption being caused by COVID-19 pandemic. The first very clear symptom of this is working from home is slowly becoming a reality now. Also, organizations are quickly discovering that modern delivery is no longer an option. It is a do or die time for companies. Either they can step up and change for better or watch their competitors thrive while they struggle for survival.

But what exactly is modern delivery? These words can have several connotations. Today, most of the organizations aspire to emulate the new age nimble technology companies who have embraced technology-enabled digital business transformation. But currently, their aspirations are no more than a wishful thinking, or at the best, targeting solutions that create incremental improvement. Yet, the silver lining for all of them is that the global economy is still heavily dependent on these traditional big enterprises and is counting on them desperately to come out of COVID-related economic challenges. Most mature companies today are saddled with a host of issues that prevent agility. Currently, they have to contend with their legacy infrastructure, an ageing workforce that is not abreast with the modern technologies, and agile teams that struggle to release features frequently. At the same time, they are required to comply with the regulatory and security challenges unique to their industry.

The following **Figure 1** rightly depicts the key challenges traditional organizations face in transforming themselves to be hyper-productive.



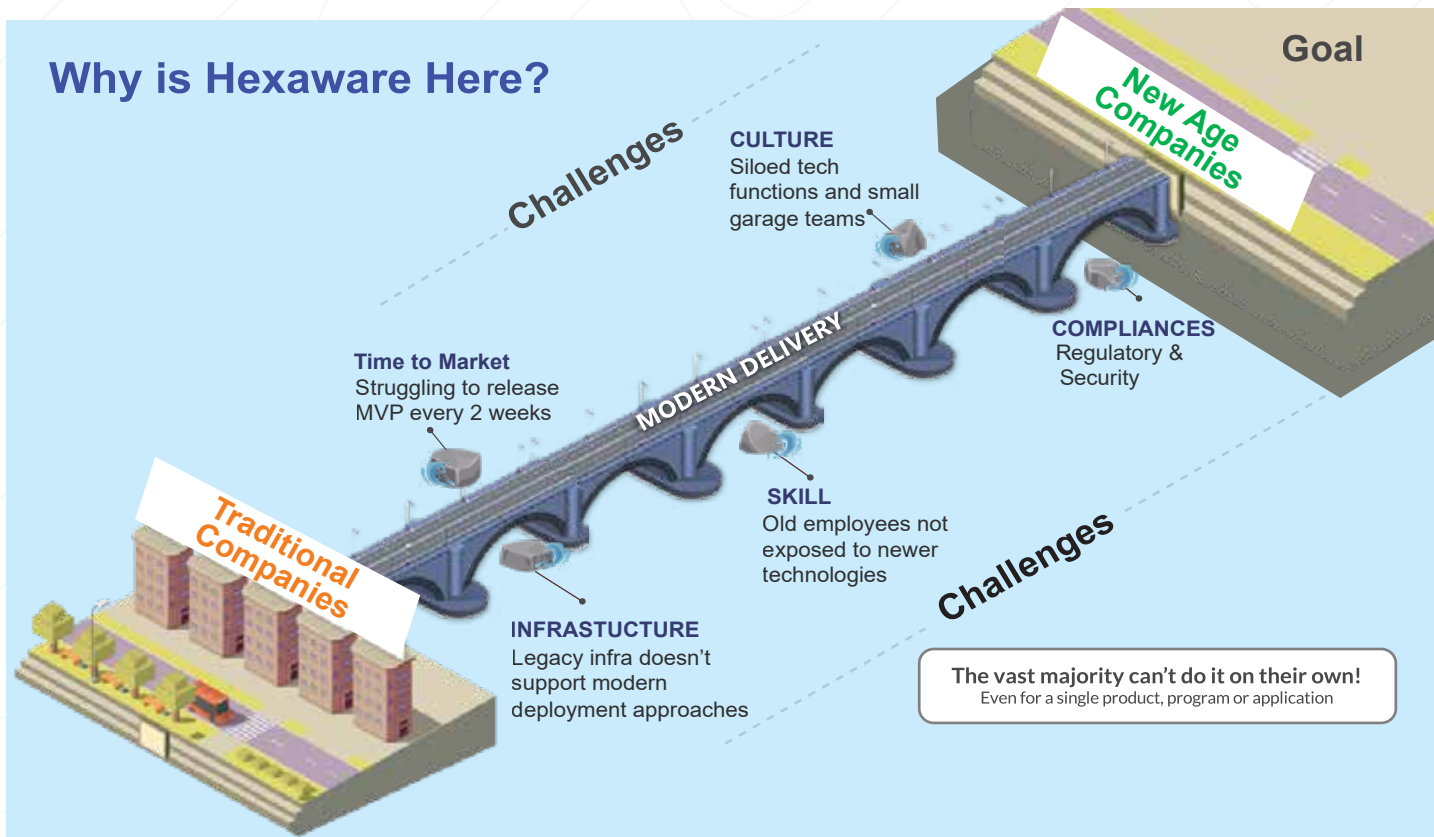


Figure 1 : Challenges in transforming from traditional to new-age companies

Modern delivery is a delivery ecosystem that helps organizations to achieve the hyper-productivity of new-age companies to deliver the right features in rapid succession (at least every 2 weeks) and support a unified customer outcome. It also enables them to switch to remote working, while ensuring that critical systems and projects keep running with optimum efficiency, security, and quality, with the help of full stack product-oriented teams. It also goes without saying that, from an end user perspective, highly available, frequently releasable, and high-value products that are consumable anywhere, anytime, anyplace, and on any platform is the need of the hour to survive.

Thus, our modern delivery services put the customer at the center of the product development lifecycle and embraces established technology and organizational best practices of scaled agile, BizDevOps, cloud, and API and microservices. This helps enterprises to consistently deliver value, reduce failed deployments, implement fixes frequently using a culture of continuous improvement, and customer obsession while helping the business to get a competitive edge. In short, it is a change in culture which embodies a belief that by being more customer-focused, collaborative, adaptive, flexible, transparent, and open, the organization can boost productivity and create better features with a continuous feedback loop in place.

### 3 Important Elements of Modern Delivery

Let's have a look at the important elements of our Modern Delivery as depicted in the Figure 2 below:

- Aimed at providing end to end mechanism from strategic planning to task execution
- Framework includes a CoE which includes roles essential to guide the teams on implementation of framework along with showing operational effectiveness

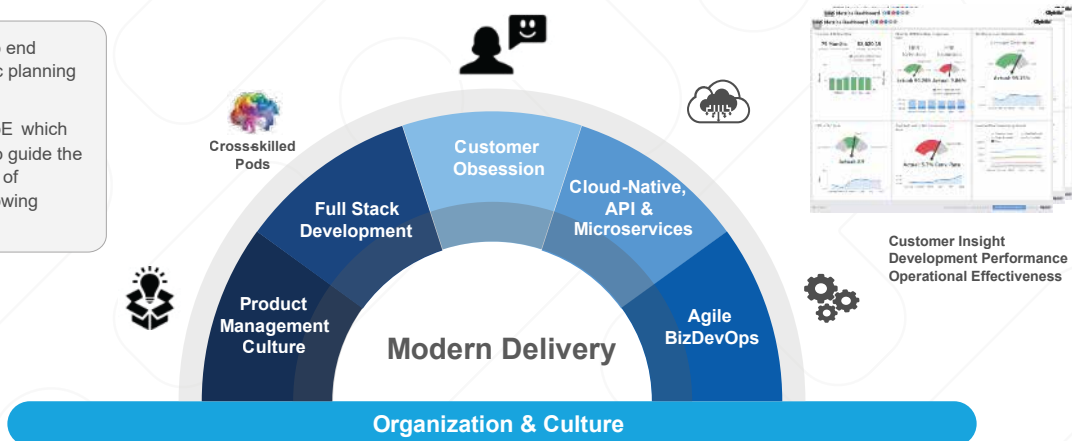


Figure 2 : Essential elements of modern delivery





### 3.1 Product Management Culture

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The most important dimension (and perhaps the most difficult to achieve) is bringing a change in the company culture. Culture is found at the intersection of values and behavior. It is a holistic approach to create a unique yet intuitive experience for customers when they use the product. It embraces a product development lifecycle right from ideation to design to development to deployment and, ultimately, the support that is customer-led, insights-driven, fast, and connected. It focuses on maximizing the business value of a product, while understanding the competition and market conditions. And yes, new product development places immense emphasis on working together in (vastly distributed) teams and ensuring that new ideas are vetted before plans are set in motion. Every single individual regardless of function must focus on business outcomes vs. own output. This kind of transformation can be led only by the most senior management in an organization as they are the key decision-makers and influencers. Now its high time that companies eliminate the boundaries between the business and technology functions and work in unison.



### 3.2 Customer Obsession

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Empowering the customer implies that empowered product managers work closely with the customer at every step. Such steps can include employing methods like design thinking, customer experience, value-stream mapping and optimization, and utilizing reusable assets like cloud component repositories, user stories, and architectural patterns. A systematic and continuous feedback loop needs to be in place to stay aligned to customer requirements. As a part of product management with customer obsession, teams focus more on satisfying existing customers first rather than hunting for new ones simultaneously. In short, customer obsession focuses on increasing retention and loyalty. Being truly "**customer-centric**" means excelling at creating a positive customer experience at every customer touch-point and providing better customer service during follow-ups. Getting this right requires a corporate culture that places the customer first and empowers employees to achieve this.



### 3.3 Full Stack Development

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Gone are the days of having just one technical specialization. In the past, technology workers had deep focus on a particular set of techniques and technologies to create discrete components of an application. Today, skills need to be broader. It has become a necessity more than ever before for developers to be capable of coding for frontend and backend application functionality or API service with equal ease. By taking this approach, product development teams become much more productive and flexible. With the COVID-19 situation, full stack product teams have a great potential to work remotely in close collaboration with each other by employing an end to end real-time collaboration, development, and deployment tools using a seamless BizDevOps process. To further ensure that software quality remains optimal even when teams work remotely, an organization can leverage the tools facilitating real-time and synchronous code reviews.



### 3.4 Cloud-Native Development, API and Microservices

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Cloud-Native technologies are used to develop applications based on services packaged in containers, deployed as microservices, and managed on elastic infrastructure through agile BizDevOps processes for continuous delivery workflows, open-source toolchains, and reusable APIs. Modern architecture breaks down the environment into reusable factions with a centrally managed set of controls and governance over data quality, so that data is open and shared, controlled, and governed. Such data, when used, is the most powerful asset the business has.



### 3.5 Agile BizDevOps

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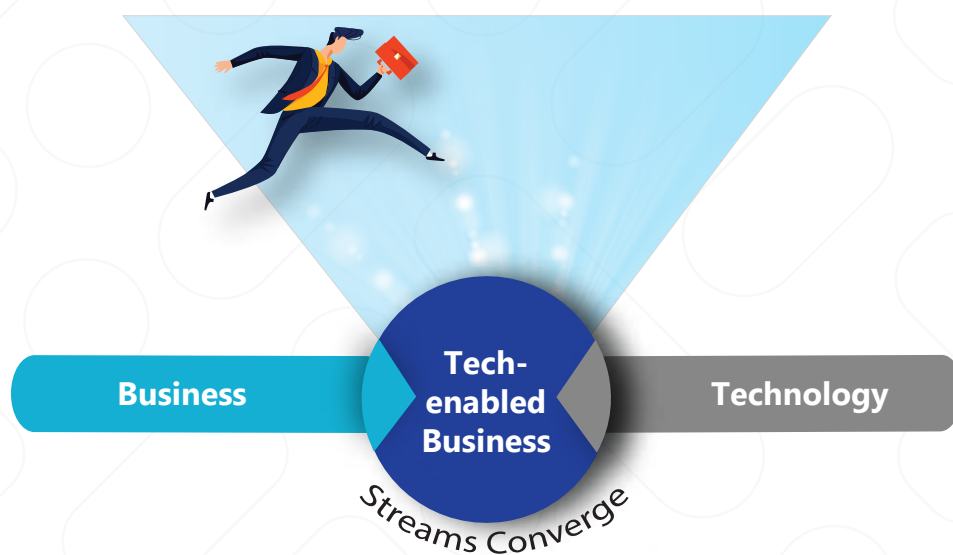
This is the foundational block on which the entire modern delivery approach is built. The entire software execution is obsessively focused on creating value across business process operations and technology. It leverages the power of automation while ensuring that the security aspects are enveloped around the model right from product inception, development and onto product sustenance. This is the reason we call it as BizDevOps. Also, from a COVID-19 perspective and given the fact that remote working and flexible gig economy workers working from home are the future, codifying work from home is the answer to ensure productivity and quality. In this way, security will not be compromised and the transition to remote working will be seamless.

For the complete success of this approach, all the elements of modern delivery have to be tightly coupled to each other and an enterprise dashboard needs to be designed to collect a wide variety of product development data to provide actionable insights to key stakeholders across an enterprise. It should be conceptualized to be a single source of truth within an organization to help visualize performance across tracks, towers, and portfolios. At Hexaware, we use a proprietary dashboard that provides near real-time status on 5 parameters viz., **Predictability, Productivity, Quality, Agile DevOps Maturity, and Return on Investment**. This is framework-agnostic and can be

implemented in tandem with any Scaling Enterprise Framework. Now, there are many scaling frameworks in the industry that help scale the agile way of working at team, program, portfolio, and enterprise levels. But all these frameworks require a huge investment for training consultants as well as setting up infrastructure and are not very customizable. Hence, we strongly recommend implementing Hexaware's proprietary "**Modern Delivery Framework**" which leverages best practices from different scaling frameworks in addition to using its own accelerators with defined business goals. Aimed at providing end to end mechanism from strategic planning to task execution, the modern delivery TOM involves stakeholders across functions in IT and business. This ensures proper communication and collaboration throughout the journey. The key tenets of this framework are as follows:

- Reduce hierarchy
- Empower team members at the lowest level
- Clarify the role of management to guide, empower, support, and remove obstacles
- Focus on autonomous, cross-functional product squads that form and dissolve as needed
- Leverage gig economy workers who can work from home
- Create a community or several communities of practices to share best practices and challenges across the enterprise
- Release as frequently as possible i.e. develop in cadence and release on demand
- Provide an enterprise dashboard tool to measure productivity, predictability, agility, quality, and return on investment
- Hackathons to drive innovation and improve skills

In today's competitive landscape, the only way to digitally leapfrog over others is by unifying business and technology instead of just aligning it. This is the best way to successfully face the multidimensional challenge of bringing people, process, and technology in harmony with each other. Different priorities of siloed groups or functions may cause lack of coherent progress. The fulcrum of our model revolves around **outcome-based pricing** which is based on story points acceptably delivered, and wherein defects identified will be fixed without additional charges.



The success of modern product development and delivery relies on removing all the walls between business, product managers, and development teams (whether it be an outsourced vendor or in-house development teams).

## 4 Conclusion

From the above discussion, it is quite clear that Modern Delivery is not only the need of the hour but also an imperative in the current COVID-19 turbulent times. The stakes are much higher, given the work-from-home arrangements most organizations now embrace. In a remote-only situation, companies will have to move much faster than planned from private data centers to public clouds as workloads need to be moved to a place from where modern delivery can happen. Moreover, rising customer expectations means that it's easier than ever for organizations to switch vendors to fulfill business goals. Hence, the faster one switches to modern delivery, the better product management he is capable to offer.



Majority of the current workforce employed in the new age companies belong to Generation Z. They are born and brought up on digital devices. Their attention span is limited and they want quick results. They are quick learners and get frustrated with lengthy and slow processes that yield low ROI. They thrive on challenges. Hence, adopting a modern product delivery mindset where technology pervades all aspects of business toolsets is necessary to attract and retain them for driving the next generation of disruptive digital transformation.

No one would have thought even in the wildest imagination that product development would need to modernize in this way, at such great cost to humankind. But if you're looking for a silver lining in an otherwise dark cloud, it's time to revolutionize your organization.

## 5 About the Author



### Audey Arnold Dias

Product Owner  
Modern Delivery & Hyper-productivity

Audey Arnold Dias ((SAFe Agilist, CSM, CSPO, CSP etc ) heads the Modern Delivery Center of Excellence at Hexaware. He possesses around 22 years of work experience in various capacities like Enterprise Agile BizDevOps Coach & Transformation Consultant , Program Manager, Quality Manager starting as a programmer at the beginning of his career. He has led several Enterprise level Agile transformations for several clients in US, UK, China, Singapore, Sweden and HongKong across geographically distributed time zones. During his career, he has had the privilege of managing Application Development & Maintenance, Decommissioning, Production Support projects along with a strong acumen for Process Engineering, Internal Auditing, Process Definition, Risk Management, Customer Care Database Management (CCDB), Information Security.

## About Hexaware

Hexaware is the fastest growing next-generation provider of IT, BPO and Consulting services. Our focus lies on taking a leadership position in helping our clients attain customer intimacy as their competitive advantage. Our digital offerings have helped our clients achieve operational excellence and customer delight. We are now on a journey of metamorphosing the experiences of our customer's customers by leveraging our industry-leading delivery and execution model, built around the strategy— 'AUTOMATE EVERYTHING™, CLOUDIFY EVERYTHING™, TRANSFORM CUSTOMER EXPERIENCES™'. Hexaware services customers in over two dozen languages, from every major time zone and every major regulatory zone. Our goal is to be the first IT services company in the world to have a 50% digital workforce.

Learn more about Hexaware at <http://www.hexaware.com>

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