‘RPA & BizDevSecOps to aid Digital Transformation’

The creation and emergence of the New Digital Enterprise by Customer Reach and Staying Engaged

Kuldip Sandhu

Kuldip Sandhu – Digital / IT Transformation Specialist

25+ Years of Business & IT Experience:

- Interim Head of Technology at ExCeL London
- Held various Interim CIO/Head of IT roles
  - PTS Consulting, Global Head of Business Transformation
  - PwC, CIO Advisory Services
  - TCS, Global Consulting Transformation Practice
  - HP Consulting & Integration
  - Reuters Development/Consulting
  - BAE
  - UK MoD

"I help C-Level Executives transform their business's IT strategy and operations, not only to tackle today's issues but to prepare for what's to come".

'We Solve Digital and IT Transformation Problems You Think Can't Be Solved'

Digital & Technology Transformation Showcase series - SYNOPSIS

1. Thursday 5th November 2020 from 6pm till 7pm

Demystifying Digital Transformation: The Buzz and the Hype

Digital is the buzz nowadays! Digital however is not new and was first conceptualised by Alan Turing in his 1936 seminal paper. Yes, you read that right and by now, might be wondering what the hype around Digital Transformation is all about? Please join Kuldip for this webinar where he presents on the Digital Disruption journey and the associated business models to demystify Digital Transformation and the opportunities it brings.

IT Function Transformation for Digital Business Alignment

As digital adoption accelerates IT and Digital Transformation, we see Technology at the forefront. The IT Function is now being seen not just an "enabler" but an essential "business driver" for digital transformation. Please join Kuldip for this webinar as he details the IT maturity model that allows the IT Function to go on an IT Transformation journey for change centred on consolidation, standardisation, innovation, and agility to achieve digital business outcomes.

2. Thursday 10th December 2020 from 6pm till 7pm

Robotic Process Automation (RPA) use cases

Today the CIO team is looking for areas where digitalisation can be leveraged for driving business value and enabling value streams to maximise standardisation, compliance and resource utilisation. This is where RPA will play a key role. Please join Kuldip as he discusses how most RPA programmes under deliver primarily because of the wrong choice(s) made on what to automate. Understanding the people, process, partners and Technology challenges and opportunities before embarking on an RPA journey is paramount to help identify the right "candidates" for automation from a business and technology perspectives.

Why DevOps should be called BizDevSecOps for organisational value stream optimisation

As we move into the restart of business around the globe and employees start coming back to work, many organizations have still not started on their DevOps/Agile adoption journey.
Please join Kuldip as he presents the concepts and principles of Agile, BizDevSecOps, ITSM and how they are all inter-related. He will cover the following:

- Concepts and principles of Agile, DevOps and ITSM
- Why "DevOps" should actually be called "BizDevSecOps" and why an organisational cultural change is required to adopt these new ways of working in addition to Software Development automation

3. Thursday 21st January 2021 from 6pm till 7pm

Technology Trends for 2021 and beyond

IT functions need to transform and align themselves with the digital business agenda, be empowered with the tools and techniques to support them to transform in these unprecedented times of change. Please join Kuldip on this webinar as he showcases key technology trends and initiatives, tools and techniques that can enable the Digital and IT Transformation journey in managing effective "Value Delivery" to enhance the end user and customer experience.

Organisational Change Management

In this webinar Kuldip will cover the lessons learnt from Digital / IT / Agile Transformation programmes in order to make change stick from a people and organisational change perspectives.

Recap of Key Points for BCS Webinar on 5th November 2020

Topic 1: RPA

1. IT Survey Results
2. What is RPA?
3. RPA Projects & Benefits
4. RPA Demonstration

Topic 2: BizDevSecOps

1. What is BizDevSecOps?
2. BizDevSecOps Pillars & Maturity Model
3. BizDevSecOps Benefits
4. Case Study Examples

Key Webinar Takeaways

Kuldip Sandhu – Digital / IT Transformation Specialist

Recap from 5th November 2020 Webinar

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'We Solve Digital and IT Transformation Problems You Think Can't Be Solved'

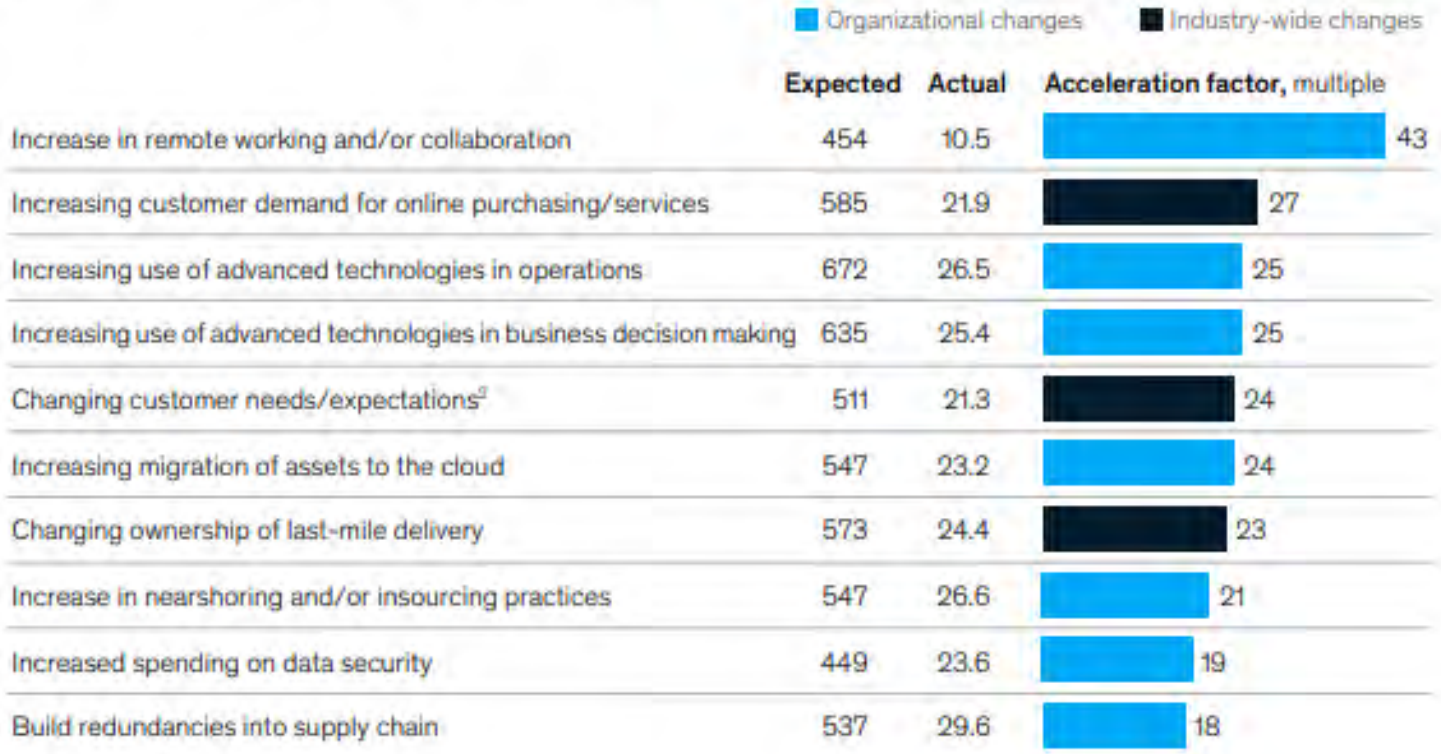
Impact of Covid-19

(McKinsey Oct 2020)

Focus on RPA
&
BizDevSecOps

Executives say their companies responded to a range of COVID-19-related changes much more quickly than they thought possible before the crisis.

Time required to respond to or implement changes,[1] expected vs actual, number of days



	Expected	Actual	Acceleration factor, multiple
Increase in remote working and/or collaboration	454	10.5	43
Increasing customer demand for online purchasing/services	585	21.9	27
Increasing use of advanced technologies in operations	672	26.5	25
Increasing use of advanced technologies in business decision making	635	25.4	25
Changing customer needs/expectations[2]	511	21.3	24
Increasing migration of assets to the cloud	547	23.2	24
Changing ownership of last-mile delivery	573	24.4	23
Increase in nearshoring and/or insourcing practices	547	26.6	21
Increased spending on data security	449	23.6	19
Build redundancies into supply chain	537	29.6	18

Covid-19 Accelerated the Pace of Digital Transformation

Covid-19 Disruption – Accelerated Pace of Digital Transformation

- Current Business Models need to be adapted
- Increased expectations for a digital experience
- Focussed investments in digital capabilities during and after lockdown
- The data post the 2008 Financial crisis should that organisations who adapted quickly and invested in innovation survived and succeeded in the long term
- Covid-19 has accelerated the pace of technology enabled digital change

Examples of capability shift:

1. Refocus of Marketing/Sales/Event Management staff on digital content creation at a faster pace
2. IT Departments have successfully demonstrated 'Digital Workplace Transformation' and how agile they can be in deploying technology change at pace, adapting and learning as they proceeded

REACHING BEYOND TRADITIONAL I.T.

The battleground has become about how you can re-invent your business model to enhance customer experience to enable growth and/or aid efficiency – Technology can act as a source of competitive advantage /differentiation for Organisations and Institutions

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Robotic Process Automation (RPA)

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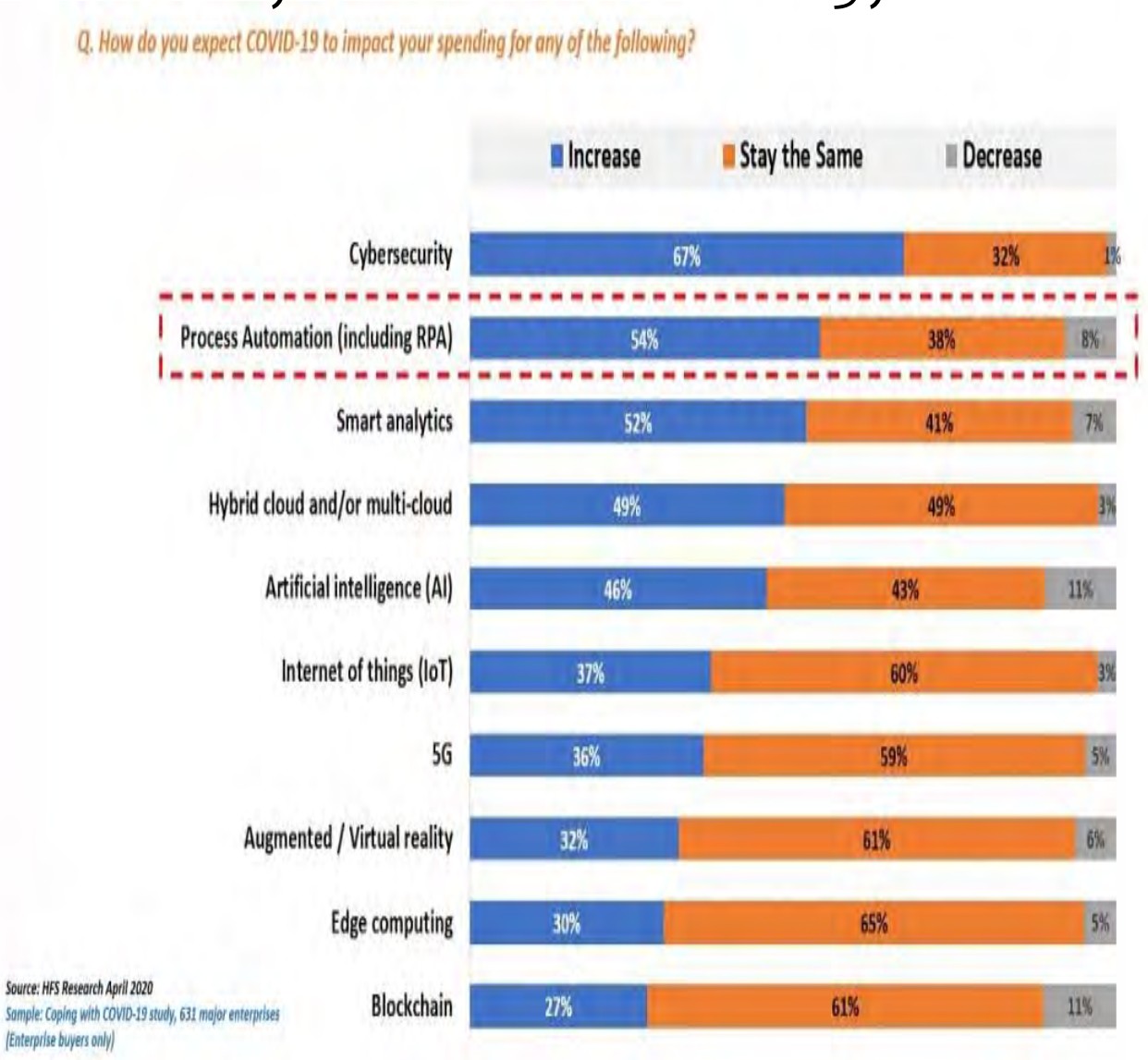
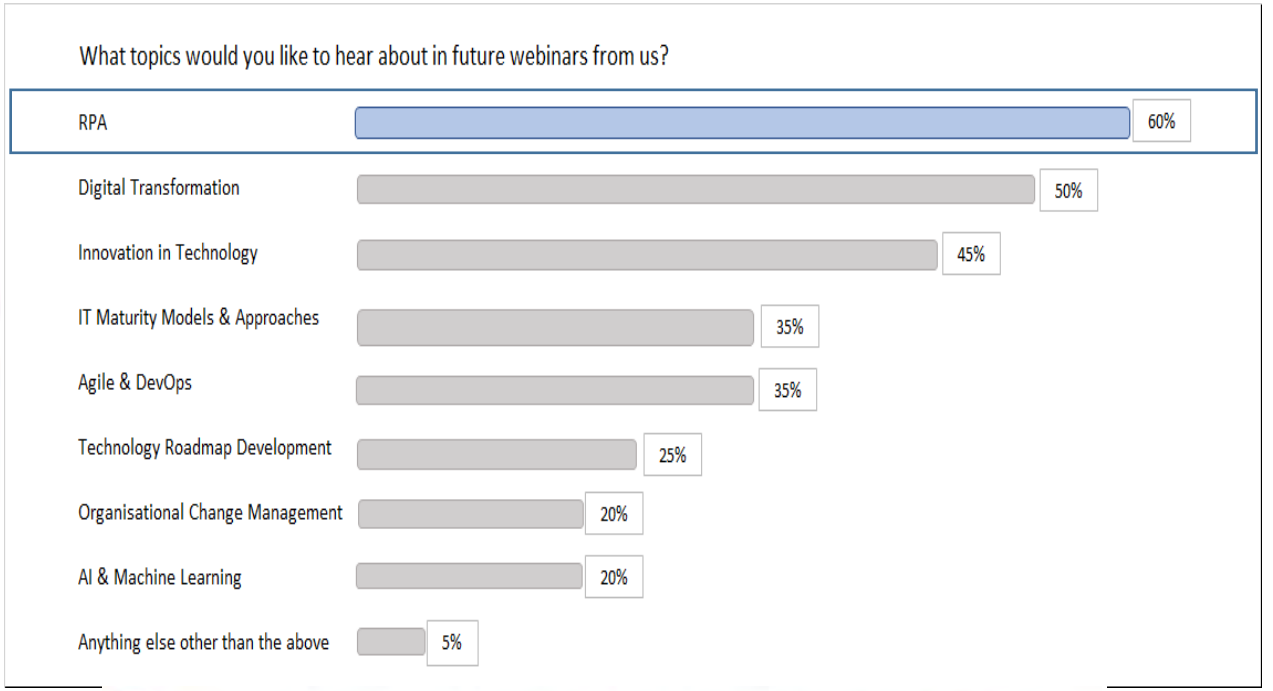
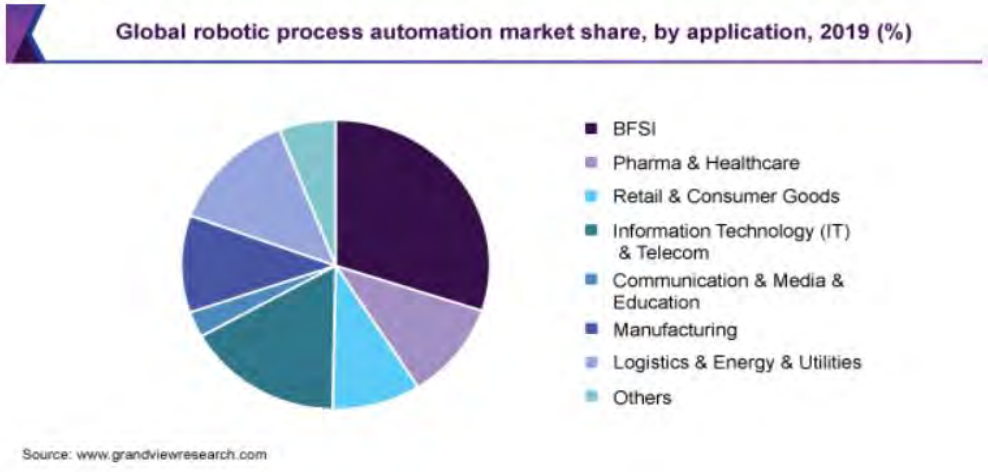
'We Solve Digital and IT Transformation Problems You Think Can't Be Solved'

1. Why RPA? Technology Trends & Survey Results



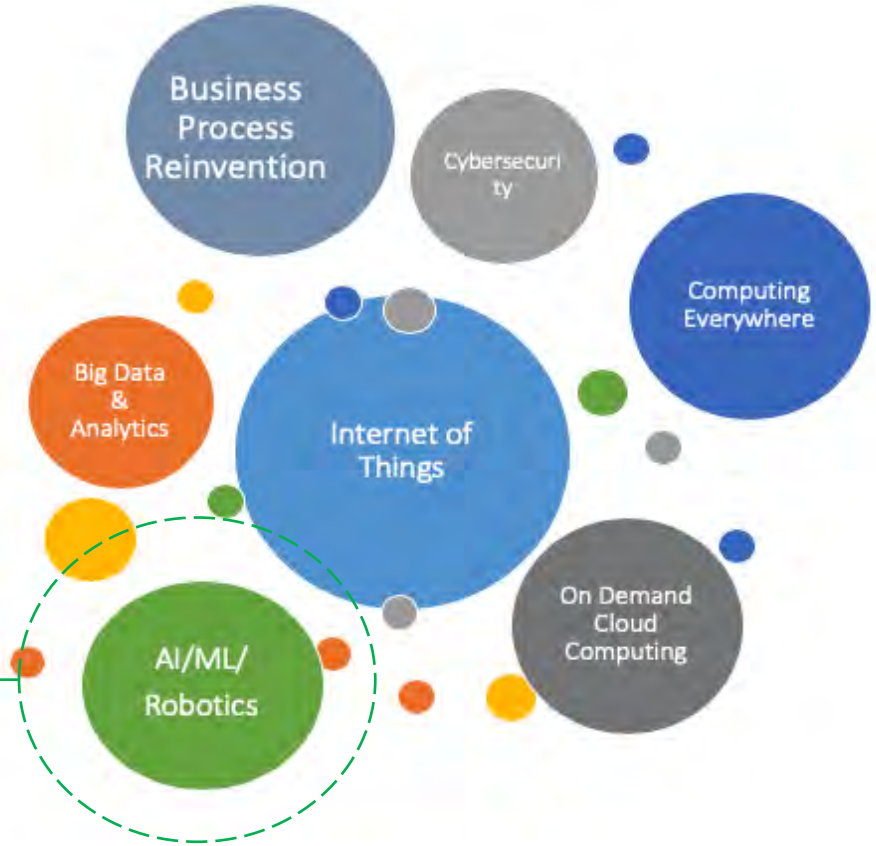




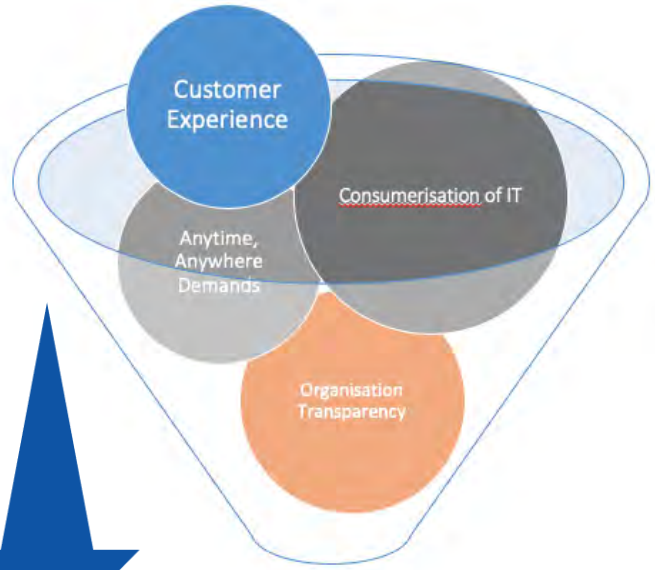
DIGITALISATION with RPA = BUSINESS PROCESS IMPROVEMENT + AUTOMATION (EFFECTIVENESS & EFFICIENCY)

2. The New Digital World / Normal

DIGITAL/TECHNOLOGY TRENDS



CULTURAL TRENDS



IMPACT ON THE BUSINESS & IT FUNCTION

Bi-modal IT| Shadow IT | Relationship Building Approach | Agility & Flexibility | Cross Org Collaboration | Upskilling | New Risk Exposure

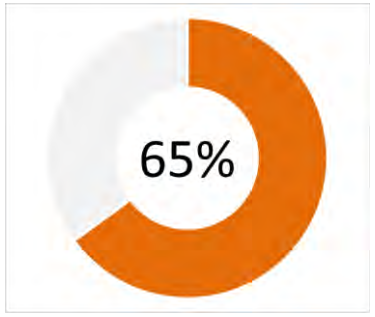
DIGITAL TRANSFORMATION = BUSINESS MODEL REINVENTION + TECHNOLOGY INNOVATION (AT PACE)

DIGITALISATION with RPA = BUSINESS PROCESS IMPROVEMENT + AUTOMATION (EFFECTIVENESS & EFFICIENCY)

3. Overview of RPA

Robotic process automation (RPA) is the application of technology that allows computer software (“robot”) to be configured to intelligently process a transaction, enhance/ enrich data, or communicate with other systems

- CIOs often straddles the line between driving innovation and maintaining everyday business operations
- Digital transformation, creative strategy and disruptive initiatives all need head space, time away from the day-to-day operations of the IT function
- To unlock the CIO time to focus on digital transformation means enabling automation and machine-learning to undertake repetitive, low-value, day-to-day tasks
- RPA/ML technologies will enable CIOs to develop pioneering initiatives and tech-driven business strategies for the future



Of global CIOs will be “entrepreneurial leaders who engineer collaboration and innovation by 2023’’

IDC 2020

4. RPA Framework – Tipping the scales towards success

Reasons for Failure

- Wrong Choice of what to Automate
- Lack of Long-Term Strategy for RPA
- Excluding IT Teams
- Moving Too Fast
- Unrealistic Expectations

Success Factors

- Educate Employees - "robots will NOT steal our jobs"
- Strong involvement from Partners and IT
- Well defined RPA Strategy
- RPA Sponsor
- People requirement – Roles & Responsibilities
- Select the right processes to be automated

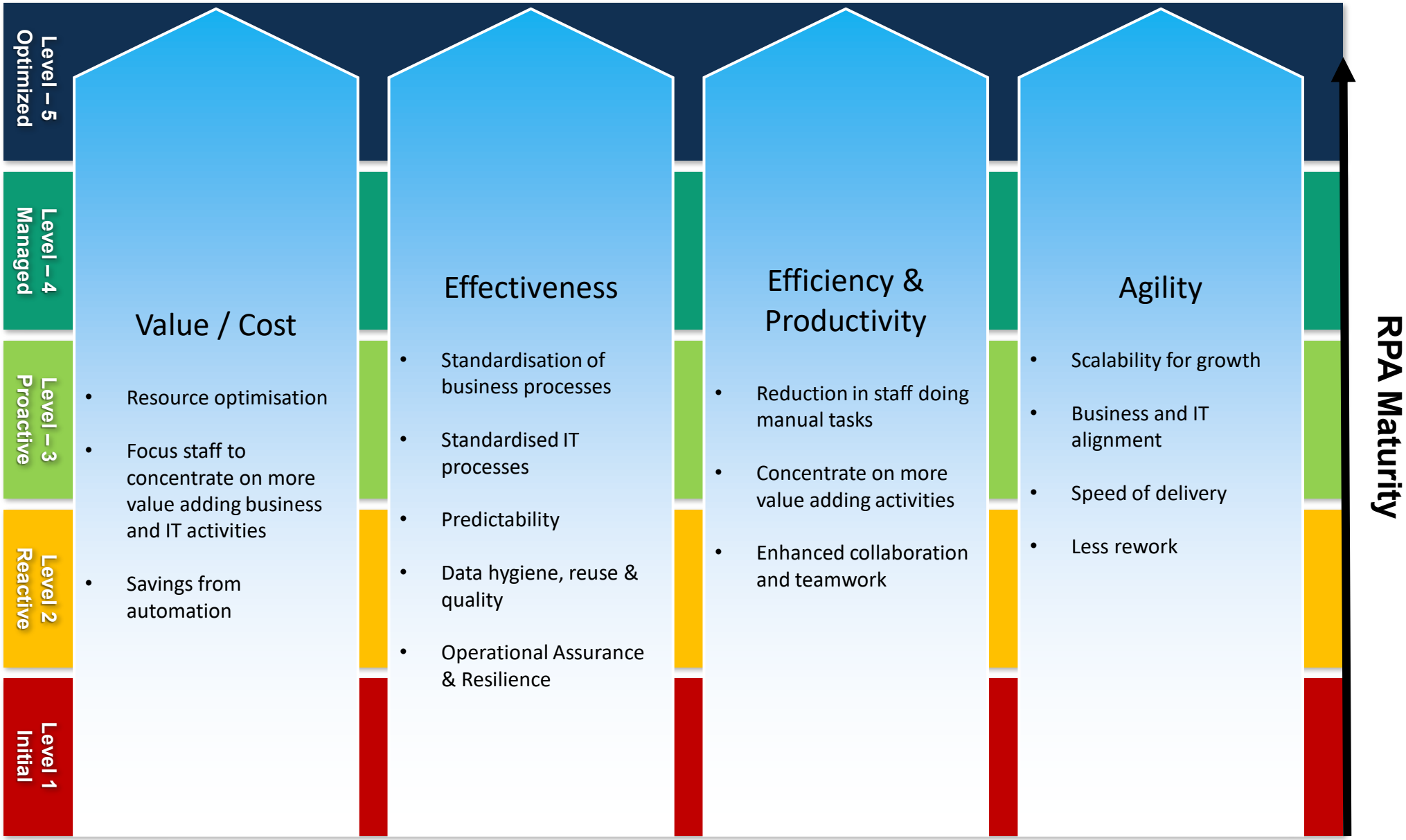
People | Process | Partners | Technology

Business and IT Driven RPA Journey

Indicative Areas of Savings

- Improved availability of services
- Optimising Human Capital Utilization
- Process optimisation & Simplification
- Leveraging Data for decision making

4. Benefits of IT Transformation can be grouped across the following categories



RPA Demonstration

Symbox Introduction

Who, What and Where?

- **Who** are Symbox?
- Providers of enterprise integration & process management software
- Providers of bespoke, process-centric business applications in the Media & Telecoms Industries
- At the core, Symbox's history focused on Business Process Management & Service Management in broadcasting

- **Where** do you operate?
- **Media, Entertainment & Broadcast:** UK & USA
- **Telecommunications:** UK, Africa, Middle-East & Europe

- **What** technology is in the platform?
- No-Code Integration Builder
- Low-Code Application Builder
- Process Orchestration & Business Rules Engine
- Robotic Process Automation
- Business Data & Process Visualizations

symbox Taking the brakes off change

Symbox Automation Demo

Utilising Symbox to Orchestrate a Business Process containing API, RPA and User Tasks

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‘BizDevSecOps’

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‘We Solve Digital and IT Transformation Problems You Think Can’t Be Solved’

1. What is DevOps?

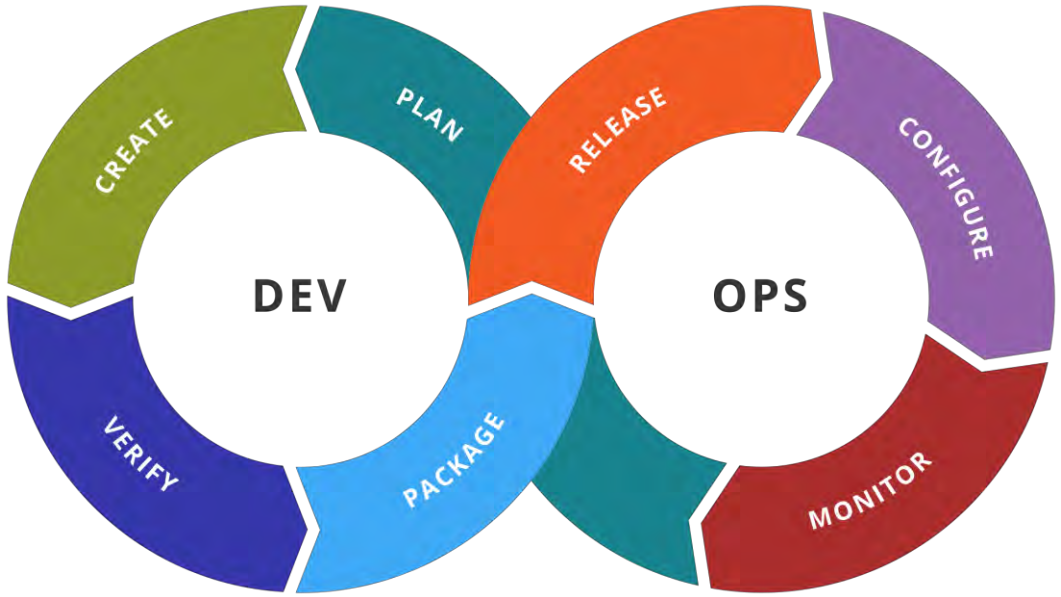
DevOps is the practice of Development and Operations engineers participating together in the entire service lifecycle, from Design through the Development process to Production support

"…rather than being a market per se, DevOps is a philosophy, a cultural shift that merges operations with development and demands a linked toolchain of technologies to facilitate collaborative change" - Gartner

"…a cultural and professional movement that stresses communication, collaboration and integration between software developers and IT operations professionals" - DevOps Institute

"…an organizational mindset for continuously improving value from the digital value chain by enabling cross-functional collaboration on process, technology and behavior level" - Dave van Herpen

''DevOps is the 'harmonious, polygamous marriage of ITSM, lean and agile''
- DevOps Institute's CEO, Jayne Groll



It is my firm belief that ITSM and the DevOps movement are not at odds. Quite to the contrary, they're a perfect cultural match" – Gene Kim, author of *The Phoenix Project* and *The Unicorn Project*

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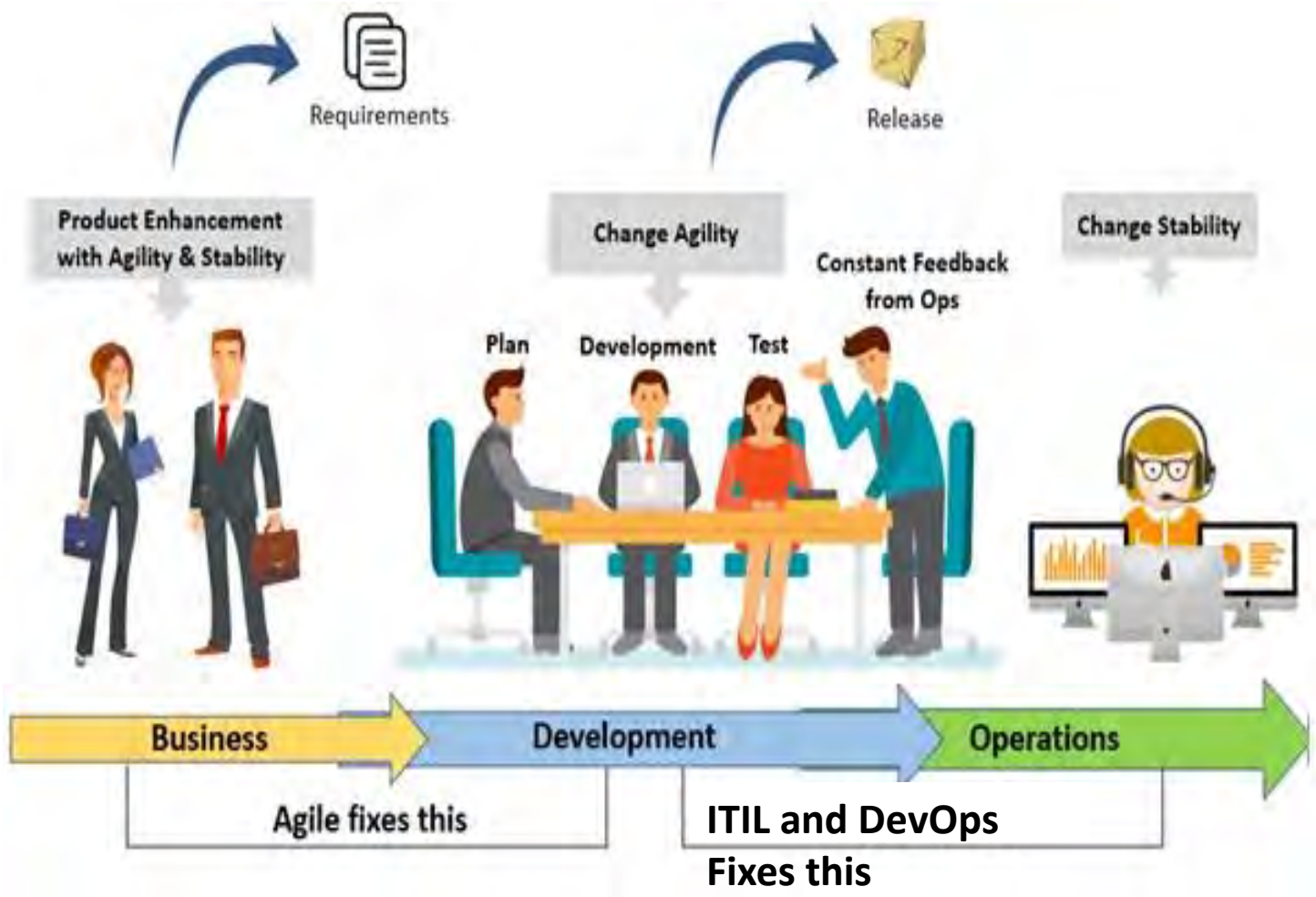
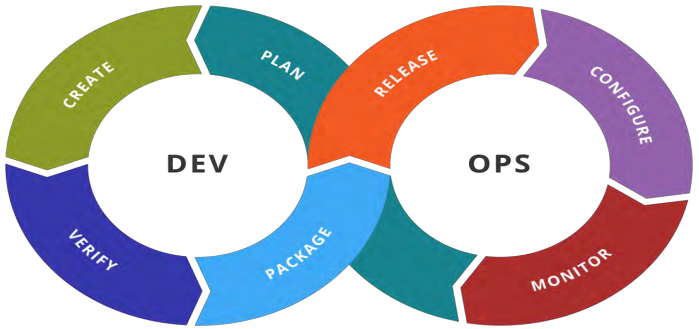
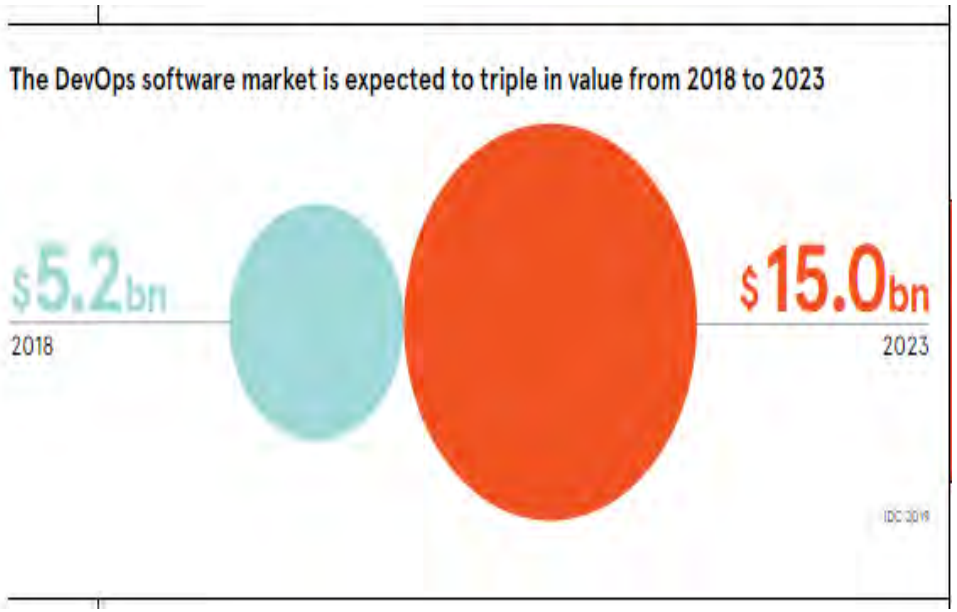
1. Agility through BizDevSecOps

- Strategy, Vision & Leadership for Business/IT Agility
- BizDevSecOps – ITSM/Lean/Automation/Value Stream Mapping & Management







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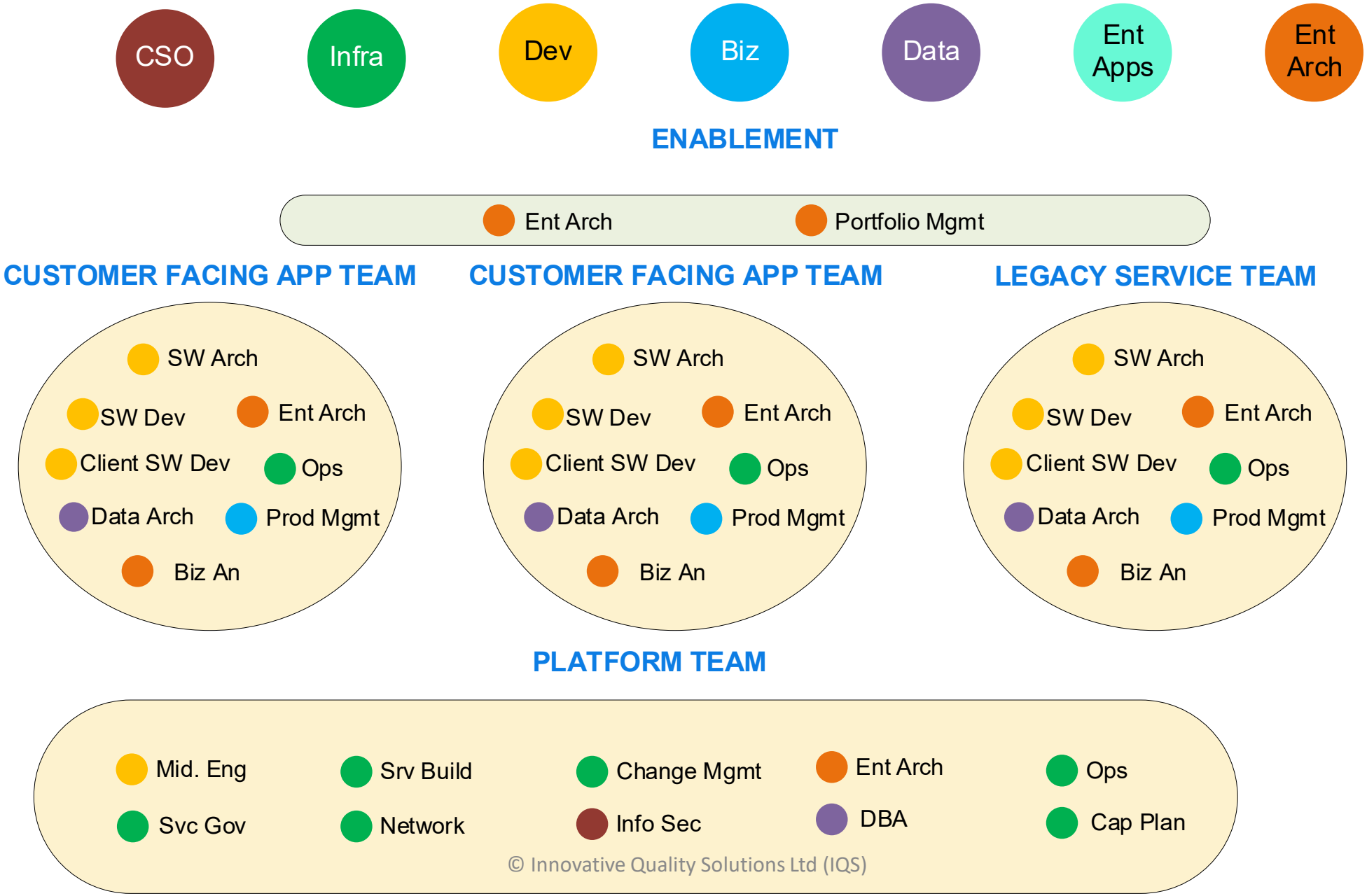
1. Agility through BizDevSecOps



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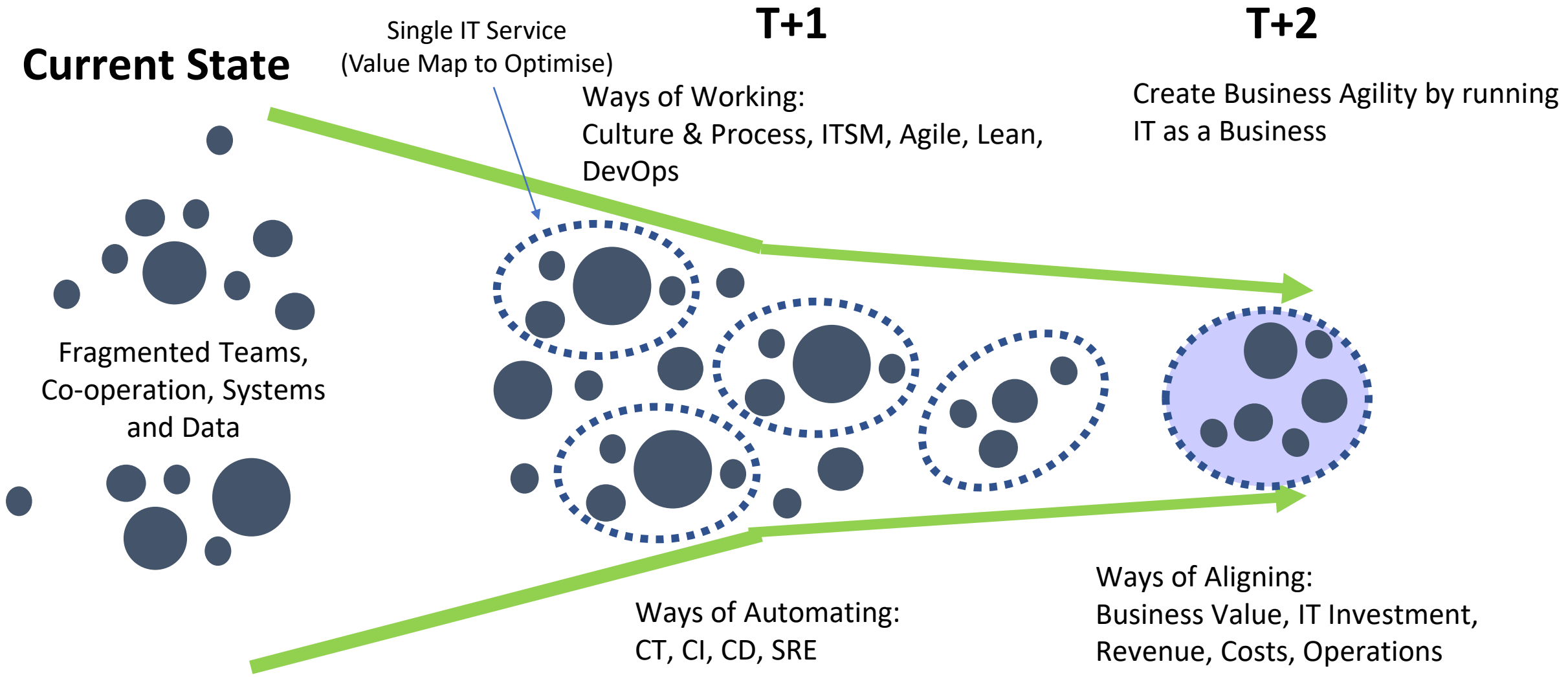
1. Agility through BizDevSecOps



The Path to Run IT as a Business

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2. BizDevSecOps Maturity Model Pillars

BizDevSecOps
'6' Transformation Pillars

Culture

- All staff are aligned to the company vision and strategy
- Staff continually contribute and input into company Technology and business Digital strategy
- Business agility and IT agility are synonymous and aligned

Automation

- Continuous delivery pipeline that facilitates end-to-end change delivery, from development to production
- All team members work with a Done=Live mindset and aim for putting new code in production daily

Lean

- Team is acutely aware of the Business Value of each adjustment to the service, and steers to optimise the delivery of value in relation to the 'health' of the service
- Service Level Agreements are replaced by cooperative action and understanding between team and users
- XLAs in place across all products

Measurement

- Deploy code into production at least daily
- Average MTTR
- Change failure rate (%) of Releases
- Lead time from code Commit to Deployment

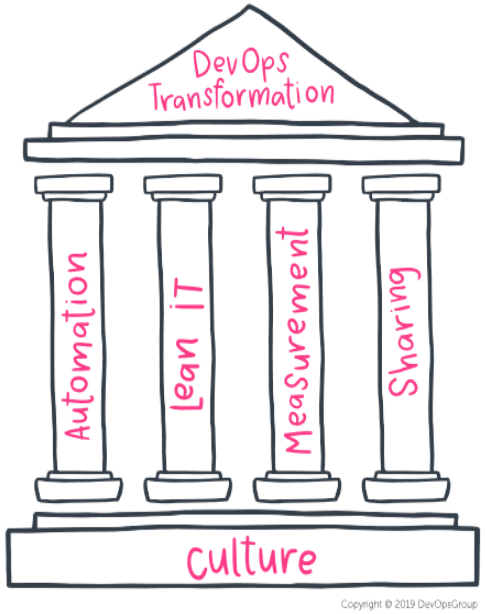
Sharing

- Single information radiator shared across Dev, Ops, Security and some parts of the business
- Provides a shared platform for collaboration
- Builds a knowledgebase so local discoveries and lessons become global improvements

Leadership/Strategy

- All staff are aligned to the company vision and strategy
- Staff continually contribute and input into company Technology and business Digital strategy
- Business agility and IT agility are synonymous and aligned

Culture
Automation
Lean IT
Measurement
Sharing



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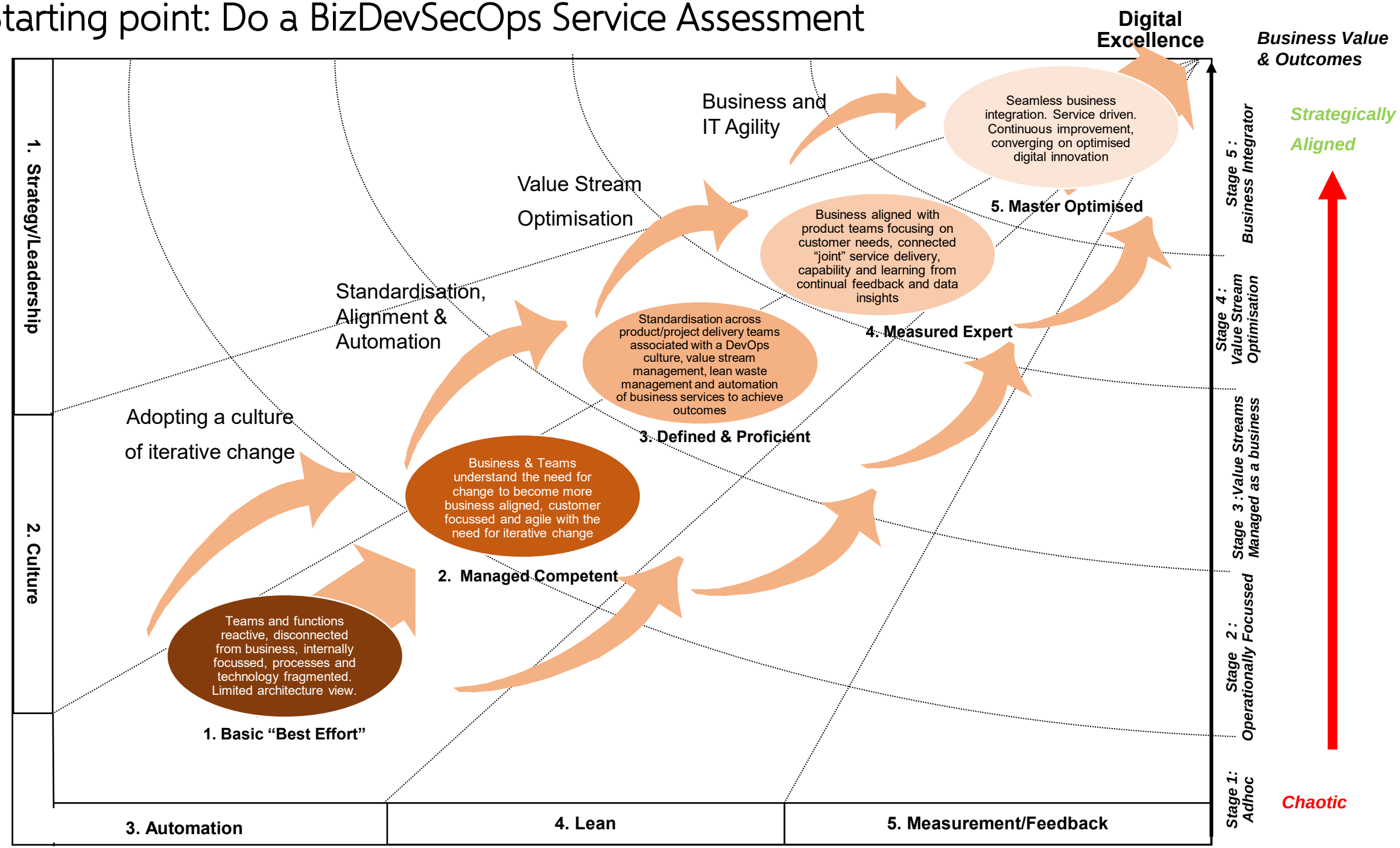
2. Starting point: Do a BizDevSecOps Service Assessment



3. Key Findings from Research into DevOps and High Performing Organisations

2

Delivering software quickly, reliably, and safely is at the heart of technology transformation and organizational performance.

We see continued evidence that software speed, stability, and availability contribute to organizational performance (including profitability, productivity, and customer satisfaction). Our highest performers are twice as likely to meet or exceed their organizational performance goals.

5

Productivity can drive improvements in work/life balance and reductions in burnout, and organizations can make smart investments to support it.

To support productivity, organizations can foster a culture of psychological safety and make smart investments in tooling, information search, and reducing technical debt through flexible, extensible, and viewable systems.

6

There's a right way to handle the change approval process, and it leads to improvements in speed and stability and reductions in burnout.

Heavyweight change approval processes, such as change approval boards, negatively impact speed and stability. In contrast, having a clearly understood process for changes drives speed and stability, as well as reductions in burnout.

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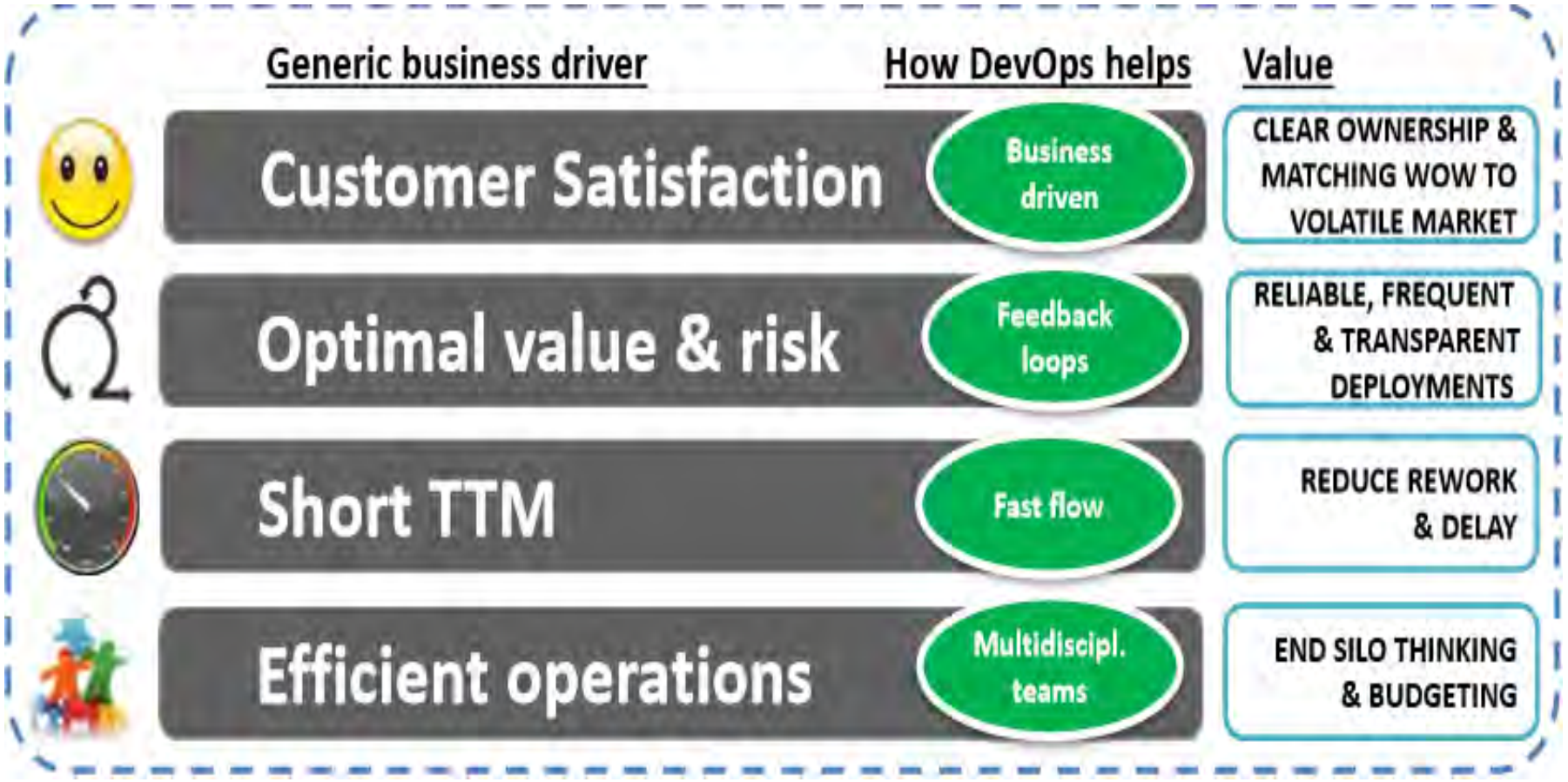
Source: State of DevOps Report 2019 DORA

3. Value & Benefits of BizDevSecOps



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4. Case Studies:

1. ITSM Process Design
2. Agile Change Management

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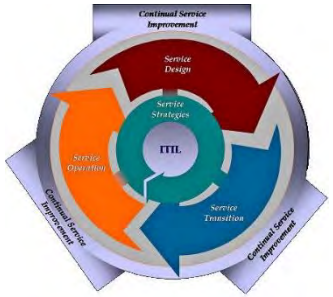
BRITISH TRANSPORT POLICE

CASE Study 1: ITIL Service Management Programme Example Process – Change Management



Processes:

- An undefined process is not repeatable
- Processes that are not repeatable cannot be measured or automated
- Processes that cannot be measured cannot be improved

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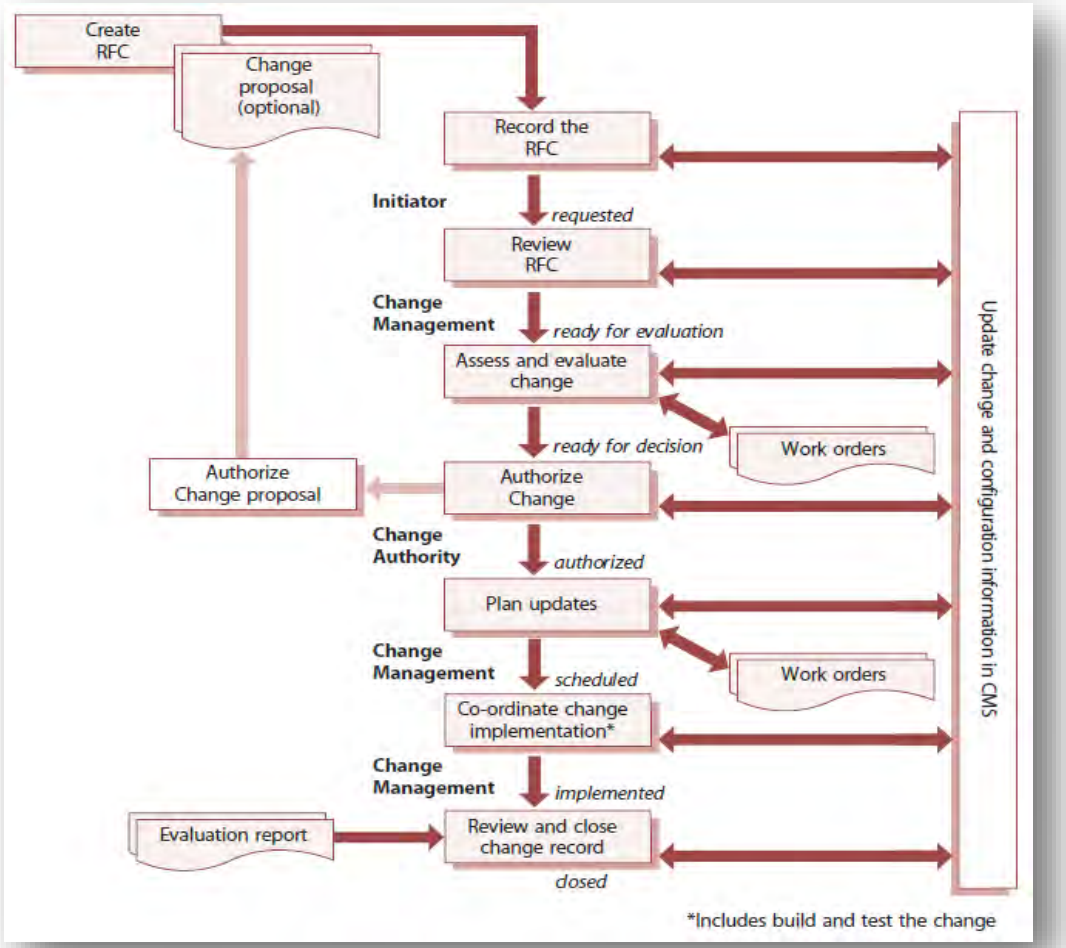
1. IT Change Management

Best Practice



Summary Stages:

1. Create Request
2. Assess & Evaluate
3. Authorisation
4. Implementation
5. Review & Closure

Processes:

- An undefined process is not repeatable
- Processes that are not repeatable cannot be measured or automated
- Processes that cannot be measured cannot be improved

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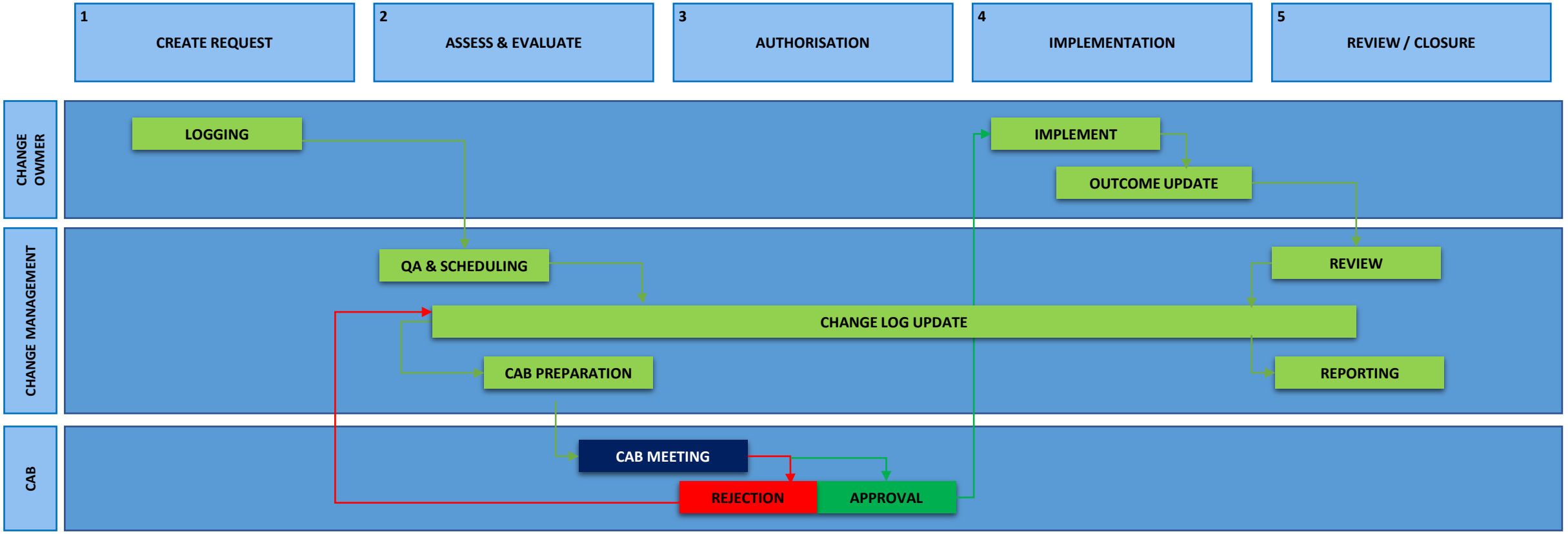
1. IT Change Management Process

Captured Current Change Management Lifecycle - ‘As is’



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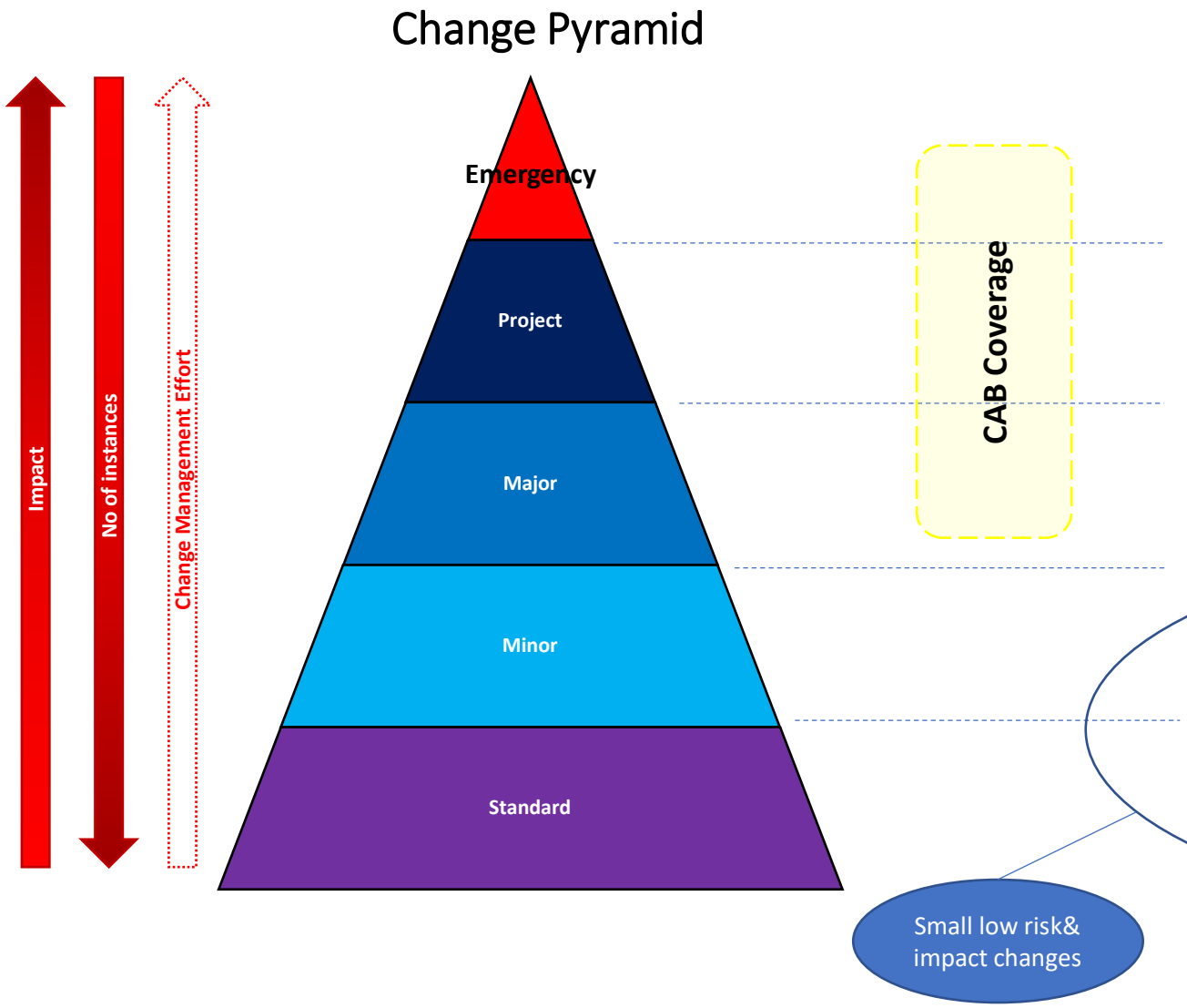
1. IT Change Types & P/I/R/C – Priority, Impact, Risk & Complexity Assessment



Emergency Change
- *Immediate requirement to address failure or impending failure – can be raised retrospectively*

Project Change
- *project lifecycle integration*
- *transition requirements and full project rigour*

Major Change
- *increased impact, risk & complexity, multi-team*
- *deployment control and testing required*

Minor Change
- *little/ low impact, risk, complexity*
- *known implementation, little/ simple testing*

Standard Change
- *pre-approved change, routine work*
- *known process, templated implementation*

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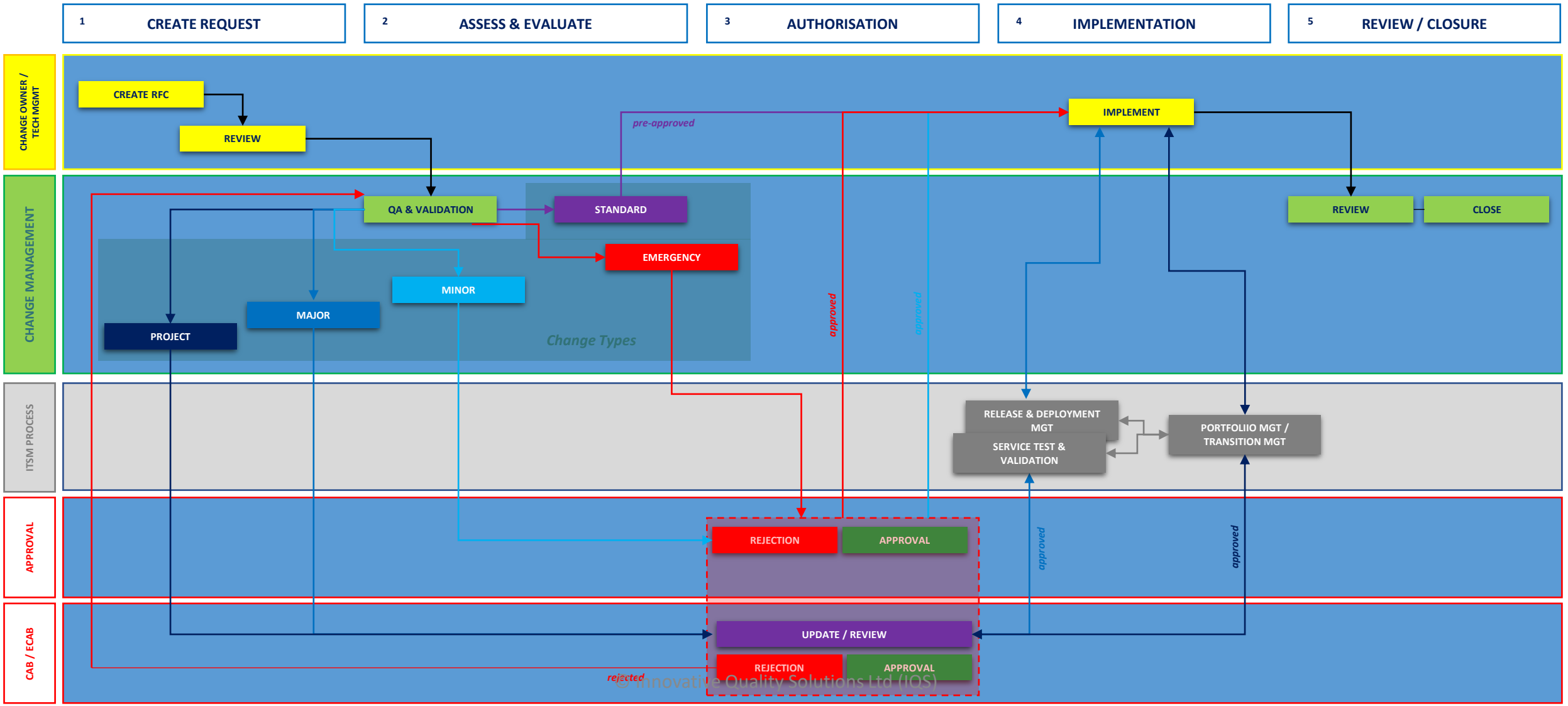
1. Change Management Capability (Change Control ITIL4)
d) Lifecycle - 'To Be'



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2. CASE Study 2: Agile Change Template (ACT)

1. For Agile Releases using the SDLC Governance Platform, provide a pre-approved Agile Change Template ("Standard Change")
2. Suitable for Applications only
3. Additional pre-requisites – automated testing 80%, automated deployment 80%, demonstrate ability to release frequently, safely and 1:1 between release and Change Request
4. Agile Change Template ("ACT") has fewer approvers, no CAB or additional documentation
5. Requires automated monitoring and governance

Benefits /Outcomes of ACT in a Regulated/ Banking Organisation:

- ✓ Agile Change Process is approx. 18months old
- ✓ Change Lead Time reduced from 5 days (Normal Change) to 15mins
- ✓ Applications Teams release 8 times more frequently
- ✓ **18%** of all releases use the ACT (was 10% in 2019)
- ✓ 220 releases per month (was 160 in 2019)
- ✓ Typically 1 high priority Incident per month (P1, P2)
- ✓ **$5000 cost saving per release** – excludes benefit of faster go-to-market
- ✓ Intraday releases, no weekend/ OOH deployments

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Key Webinar Takeaways

1. Covid-19 has accelerated the adoption of Digital / Technology business initiatives
2. RPA automates repetitive low value, high volume and high value, high volume tasks within a business process to drive productivity and efficiency
3. RPA combined with BPM helps to drive business effectiveness/efficiency and productivity
4. RPA drives standardisation and higher compliance to processes, regulations and reduces manual human error
5. Developing and implementing an RPA strategy aids IT and Digital Transformation
6. High performing agile organisations have achieved significant benefits when adopting DevOps such as increased speed of delivery, visibility, enhanced customer satisfaction, reduction in risk, efficient IT operations
7. BizDevSecOps is an extension of DevOps to include Security and Business that helps you develop your transformation strategy for business/IT alignment
8. There are 6 Pillars of the BizDevSecOps Maturity Model include the core CALMS principles and Leadership/Strategy/Change aspects
9. A BizDevSecOps service assessment help you baseline where you are on your Digital / IT Transformation journey
10. The IT Function must work with the business using BizDevSecOps to aid digital business transformation and a cultural mindset for change

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- Understanding of Digital Transformation
- From Vision to Reality and Beyond
- Personal Service
- Independent, Trusted Advisors

NEW PAPERS/BLOGS ARE OUT!

Please get in touch for a follow up discussion:

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