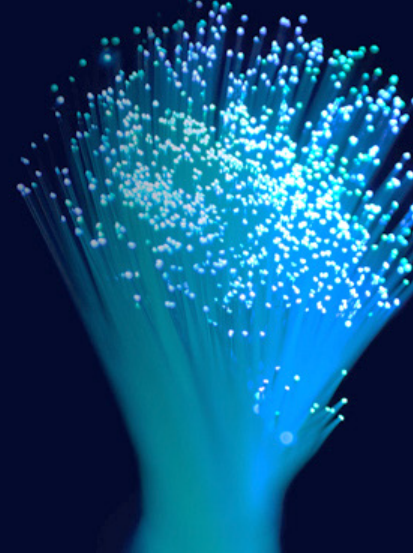# Modern delivery

Delivering technology at the right pace – as the business requires

To meet customer expectations and enhance profitability, high-performing organizations are becoming customer-centric connected enterprises that incorporate modern delivery. Such a model requires strong collaboration, which helps the entire organization - including business and IT-led efforts - create strategic value more rapidly, reduce failed deployments, and foster a culture of customer centricity and continuous improvement.

Delivery at the speed of product demands

To build technology at market speed, companies must go beyond performing the basics faster. They must adopt the right pace of innovation to improve the customer experience, experiment with the least amount of risk and effort, harness learnings from failing fast and small, and thrive in the digital economy.

The core elements of modern delivery already exist - DevOps, agile development, continuous improvement and continuous deployment (CI/CD), infrastructure as code (IaC), automation and cloud-native architecture. But organizations must assemble them into the right combination of technologies, culture, skills, relationships and governance, while driving collaboration to break down the silos that limit IT agility, all while increasing security, auditability, and customer experience.

The future will not be about assembling these existing capabilities into a single delivery state. Rather, success will be measured by an organization's fluidity: the ability to quickly disassemble and reassemble technical components and disciplines to meet the company's needs. In other words, organizations must be able to adjust their delivery speed of products and services to meet product demands and constraints while treating every day like release day, even when its not.

Do you have a high-performance engine?

IT of the future must have the flexibility to throttle its delivery for different products and services.

Example: Legacy systems that require stability and have difficult dependencies, but use design thinking , modern tools, and methods.

Example: Products that need a few updates per year but are not receiving continual customer feedback. Should use CI/CD, IaC , agile methods & tools.

Example: Products that must constantly iterate to meet changing customer needs and should shift left as much as possible along side all other modern methods.
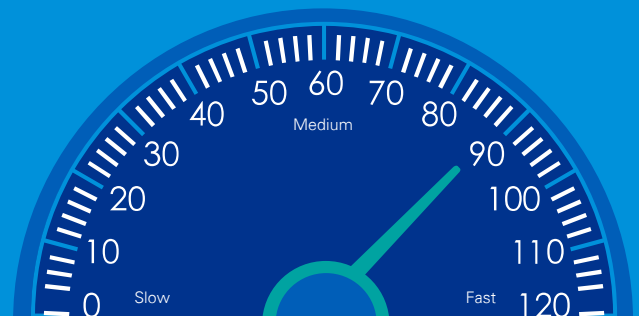
Unified **vision** and **common** delivery **methods**

"Act as if every day is release day, especially when you don't need to"

Michael Wolf, Modern Delivery Lead
KPMG in the US

> Modern delivery is a key enabler. Indeed, in a 2019 study by Harvard Business Review, the vast majority of respondents said rapid software delivery is critical to company success, and 65 percent of those said customer expectations are the driving force.[1]

Preparing for modern delivery

In preparation for modern delivery, organizations need new ways of working, where change and evolution become the new normal. Where business functions were once traditionally siloed, they will now be integrated into collaborative, full-stack product teams that can apply their domain expertise to the development and iteration of technology, supported by the cloud-native architectures and DevOps automation. And where flexibility and stability are key components.

To drive high alignment among these loosely coupled teams, leading organizations will look to:

- **Establish consistency in approach** to succeed at scale
- **Restructure team dynamics** into the broader connected enterprise to gain momentum in development
- **Build agreements on customer expectations and organizational goals** to prioritize measures for shared success
- **Develop a loosely coupled architecture supported by automation and best in class tools** to allow the technology to flex with the business and not vice versa

With today's unprecedented pace of technological change, companies must be able to pivot their risk tolerance, create solutions to reach the right balance between flexibility and stability, and engage in a very different way of working to deliver at the speed of product demands.

How KPMG member firms can help

KPMG member firms recognize that CIOs and IT leaders face increasingly complex demands and challenges. Today, IT must advance the business, not just support it, with boards increasingly expecting returns on digital investments and the implementation of successful digital transformation strategies that will drive up agility, responsiveness and enhance the customer experience.

KPMG professionals can help CIOs, technology leaders and business executives to harness new technology and improve the strategic value of their technology investments. If your business is seeking ways to leverage technology as a source of innovation and competitive growth, KPMG member firms can help.

To learn more about the future of IT, please visit: **kpmg.com/Future-IT**

Contact us

For further information on how KPMG professionals can help your business, please contact us.

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