

Helping portfolio companies use Plandek's technology delivery metrics platform to **improve R&D ROI**

Case Study



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About Plandek

Plandek is an intelligent analytics platform that helps software engineering teams deliver value faster and more predictably.

Celebrated by Gartner and Forrester as a ‘leading global vendor’, Plandek mines data from delivery teams’ toolsets and gives them the opportunity to optimise their delivery process using both intelligent insights and predictive analytics.

Co-founded in 2017 by Dan Lee (founder of Globrix) and Charlie Ponsonby (founder of Simplifydigital), Plandek is based in London and currently services the UK, Europe, the Middle East and North America.

Learn more about Plandek here: [The Plandek Difference](#)

About Hg



Hg is one of the largest and most successful PE firms in the world with over \$40bn of funds under management, with a combined EV of over \$100bn (at time of publication). Hg focuses on software and services businesses in North America and Europe and its objective is to pursue investment theses supporting long-term growth – leveraging deep technology expertise to implement initiatives designed to maximise organic expansion over typical hold periods of approximately five years.

This approach has been very successful and on an aggregated basis, the Hg portfolio would represent the second largest and fastest growing software business in Europe.

Plandek works closely with Stuart Pearce, the Portfolio CTO at Hg. It is Stuart's responsibility to help Hg's portfolio companies improve their tech-enabled value creation – by improving the ROI of technology (R&D) investment.



'We are here to help our portfolio companies accelerate their value delivery. The effectiveness of their technology delivery – and the ROI of their R&D – is a key piece of that jigsaw.

Plandek enables our portfolio companies to track and drive their R&D ROI, as part of their broader value creation approach.'

Stuart Pearce
Portfolio CTO, Hg

Stuart is very careful to respect the 'sovereignty' of each portfolio company, and his role is to help facilitate best practices. However, the responsibility for strategy and execution remains firmly within the portfolio companies themselves.

Key Results for Hg



Hg Capital's C-suite gained immediate access to a 'balanced scorecard' of metrics to track and drive the efficacy of their portcos's software delivery capabilities.



Technology leadership accessed key tech KPIs across all levels of each portco, including individuals, squads, teams, and departments.



All members of the Software Delivery Life Cycle were provided with actionable insights in real-time.

Effective value creation needs to consider all elements of a portfolio company's business. Among the most critical areas, however, is the technology delivery capability.

How rapidly and predictably can the business deliver new technology to market in order to drive its growth?

As such, how can the ROI of their R&D expenditure be maximised over time?

This is why **Hg, a leading software and services investor**, recommend the use of Plandek across their portfolio companies. Plandek's leading delivery analytics platform provides portfolio company tech teams with end-to-end software delivery metrics (KPIs), which underpin the acceleration of their value delivery, thereby optimising R&D ROI.

1.

Applying Plandek in selected Hg portfolio companies

Hg's technology team often works closely with portfolio company CTOs to plan and drive technology-enabled value creation.

Almost all Hg's portfolio companies are heavily technology dependent and depend on the effective delivery of new technology in order to maintain their competitive edge. So, the effectiveness of their technology delivery capability is a vital part of the broader value creation story.

Plandek is an analytics platform to track and drive improvement across software delivery teams/organisations. It works by mining data from delivery teams' toolsets (such as issue tracking, code repos and CI/CD tools), to provide actionable and intelligent insight across the end-to-end software delivery process.

Plandek can provide a 'balanced scorecard' of metrics to track and drive the effectiveness of the software delivery capability and related 'Agile DevOps maturity'.

Importantly Plandek is designed both to provide visibility and key technology KPIs for technology leadership, as well as actionable insights (via customisable dashboards) for all the key players within a tech delivery capability itself – from team leads, to delivery managers, product managers, Agile Release Train managers and engineering and DevOps professionals.

Stuart finds Plandek to be an ideal metrics tool to recommend to portfolio company CTO so that 'everyone is happy' – leadership receive greatly improved visibility of technology R&D ROI – and the tech delivery teams themselves receive access to a new level of insight that enable them to accelerate R&D ROI (and technology delivery effectiveness generally).

'Plandek is not imposed on portfolio companies, rather it is voluntarily adopted by those CTOs and teams looking to track and drive their tech delivery effectiveness via improved metrics and analytics.'

Stuart Pearce
Portfolio CTO, Hg

'Stuart works in an advisory capacity for us and Plandek is a great example of this productive relationship in action. We have implemented the Plandek analytics platform and it now underpins our focus on value delivery within technology at Caseware.'

Matt Baxter
CTO, Caseware

2.

Plandek metrics for strategic alignment

Plandek enables Hg's portfolio companies to answer two critical questions related to tech-enabled value delivery:

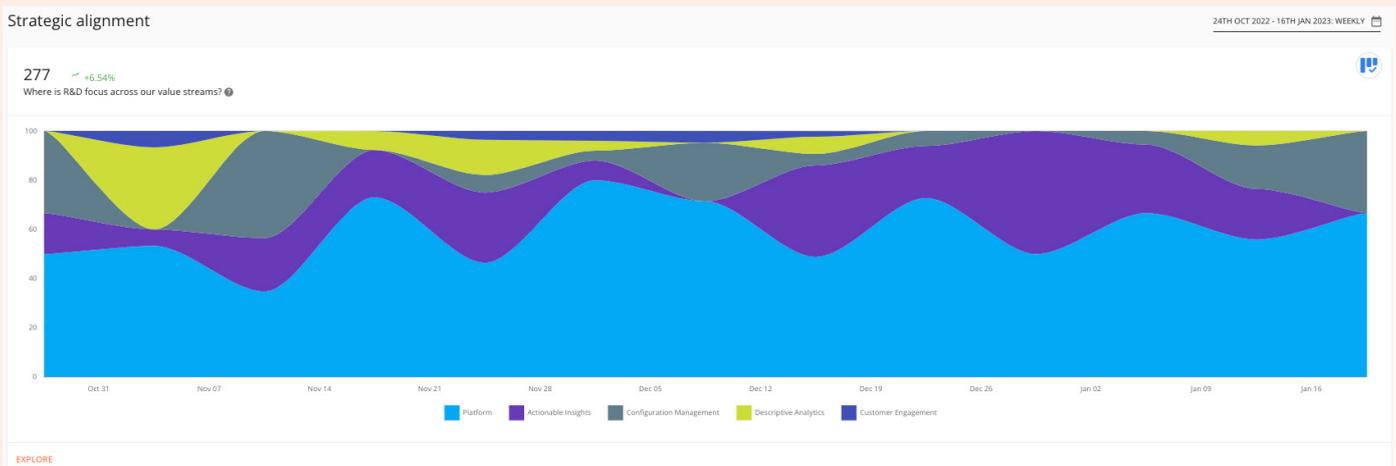
1. Is our technology team focused on our highest priority/value creating initiatives?
2. And if so, is our technology team delivering as effectively as possible?

Plandek's strategic alignment dashboard enables technology leadership to answer the first of these questions.

Using data from workflow management software such as Jira or Azure DevOps, Plandek provides technology leadership and key stakeholders with understanding of the strategic focus of the technology delivery team.

Example alignment metrics include:

1. Proportion of effort expended relative to key value streams or product areas, and how this is trending over time.
2. Balance between effort expended on technical debt and bug fixing, versus building new features.
3. Proportion of backlog accounted for by different value streams/strategic priorities and how this is trending over time.
4. Relationship between value delivered and complexity delivered, and how this in turn relates to quality.



Strategic Alignment Dashboard
Plandek

3.

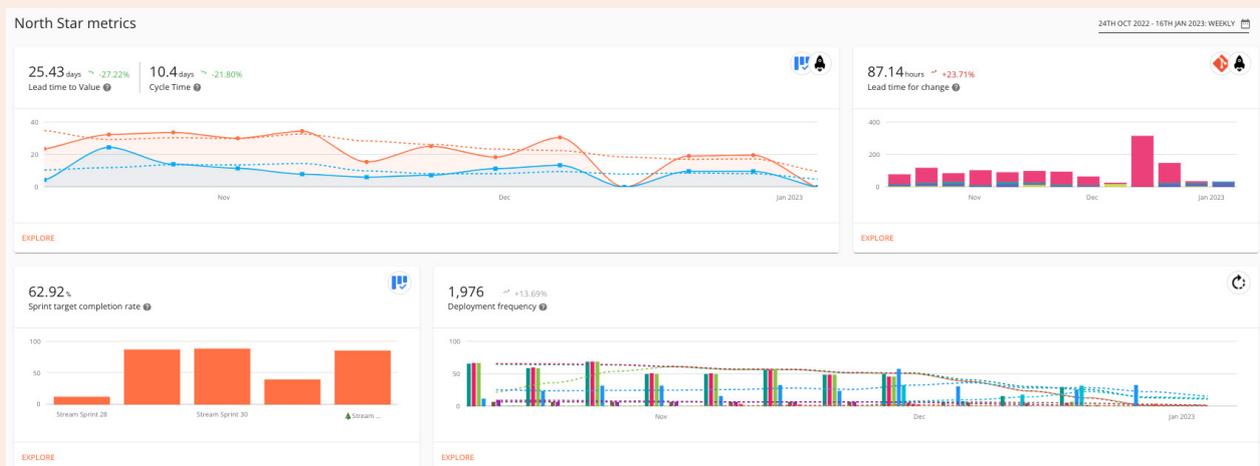
Plandek metrics and KPIs for delivery capability

Plandek integrates directly with the toolsets used by software delivery teams, to surface a broad set of Agile, delivery, DevOps, Value Stream and engineering metrics.

It provides these highly configurable metrics in customisable dashboards for review by key personas in the technology delivery team (from CIO to Team Leaders).

As such, it is well-suited to the Value Creation Planning exercise to assess technology delivery effectiveness as well as ongoing value delivery. You can choose the metrics that are most relevant (or use the pre-configured metrics templates) and get an immediate and objective view of the effectiveness of the technology delivery capability.

The example 'North Star' metrics dashboard below, shows a typical set of 'North Star' delivery capability metrics that objectively assess overall Agile DevOps maturity and delivery capability. As such, they represent KPIs that are ideally suited for Value Creation Planning technology audits and ongoing value delivery.



North Star Metrics Dashboard
Plandek

Value Delivered

ROI of R&D spend

This is a core measure of value output for those organisations measuring the value (or throughput) of R&D work. This is a fundamental measure of an organisation's ability to deliver software and how that is changing over time – this is essential to any Value Creation Planning exercise.

Plandek also enables portfolio companies to understand where R&D resource is being allocated versus unplanned work, infrastructure improvement and technical debt (for example).

Lead Time to Value

Lead Time is a core agile software delivery metric which tracks an organisation's ability to deliver software early and often, and may provide a solid foundation upon which to assess where further investment will realise value most efficiently.

The concept of Lead Time is borrowed from lean manufacturing and captures overall time to deliver an increment of software from initial idea through to deployment to live. As such it is probably the first metric that the C-Suite should ask for to better understand how effectively a technology team is delivering.

The shorter the Lead Time, the higher the 'velocity' of the delivery team and tighter the feedback loops, hence the quicker the organisation is going to receive new features and respond to customer needs.

Again, this is a vital KPI when assessing technology delivery capability as part of a broader Value Creation Planning exercise.

Deployment Frequency

Deployment Frequency is a DORA metric, and is another fundamental measure of Agile DevOps maturity.

A core objective of Agile delivery is the ability to develop and deploy to live small increments of software in rapid succession. Deployment Frequency tracks that base competence and is a powerful metric around which to focus effort at all levels in the delivery organisation.

Escaped Defects

Escaped Defects is a simple but effective measure of overall software delivery quality. It can be tracked in a number of ways, but most involve tracking defects by criticality/priority.

When these simple Agile delivery metrics are viewed together, you can get a good balanced view of how effectively the technology team is delivering over time.

Sprint Target Completion

When Scrum Teams consistently hit their Sprint goals, Agile software delivery becomes relatively predictable.

Scrum team predictability (AKA 'dependability') is therefore a critical success criterion in Agile software delivery and should be assessed as part of a technology Value Creation Planning exercise. High-performing Scrum teams will have Sprint Target Completion rates in excess of 85%.

4.

Using Plandek in ongoing Value Creation delivery

Plandek is designed to empower users from Team Leads to the CIO with insight to track and self-improve software delivery performance over time.

It is ideally suited for the initial technology audit during a Value Creation Planning initiative, but also to underpin ongoing value creation delivery (via a metrics-led continuous improvement process) after the planning process has been completed.

Plandek's Customer Success team help clients select the metrics appropriate for the Value Creation Planning exercise. Once the exercise is complete, the team engages with key personas within the software delivery team (typically team leads, Scrum Masters, delivery managers, engineering managers and product owners and technology leadership) to roll-out customised metrics dashboards.

As a result, the entire delivery organisation is optimising around the metrics selected as critical at the initial Value Creation Planning stage.

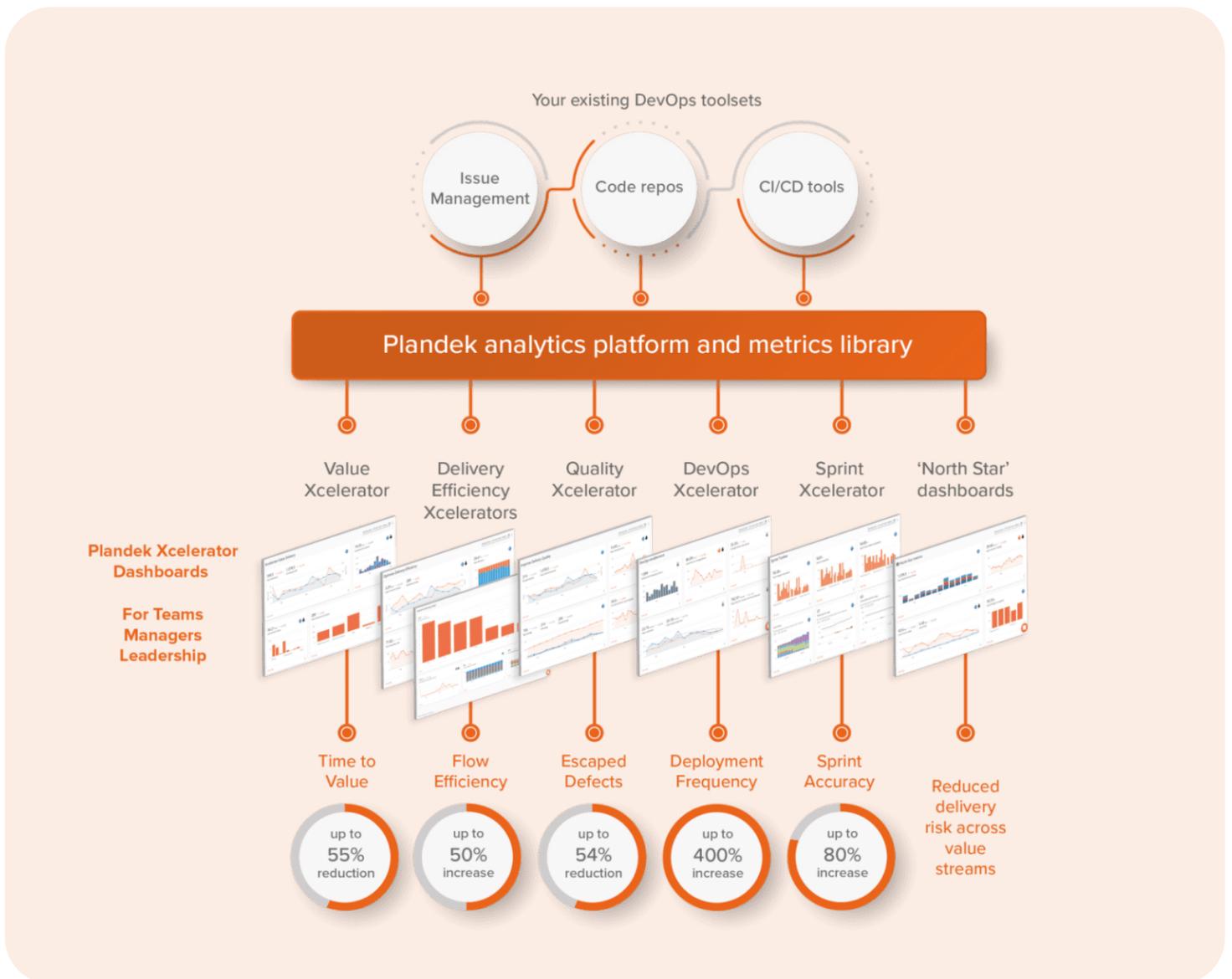


'We believe that Hg recommends Plandek not just for the capabilities of the analytics platform itself, but also because the Plandek CS team is involved every step of the way.

The CS team is there to help portfolio company CTOs select the KPIs most suited to them, and then to embed Plandek across their delivery organisation to accelerate value delivery over time.'

Will Lytle
COO, Plandek

Using Plandek's Xcelerator Framework to support Value Creation Delivery



Plandek also offers pre-configured '**Xcelerator**' dashboards to help teams and managers improve specific aspects of Value Creation Planning and delivery.

Want to learn more about Plandek's list of essential features? Find them here: [The Plandek Platform](#)

5.

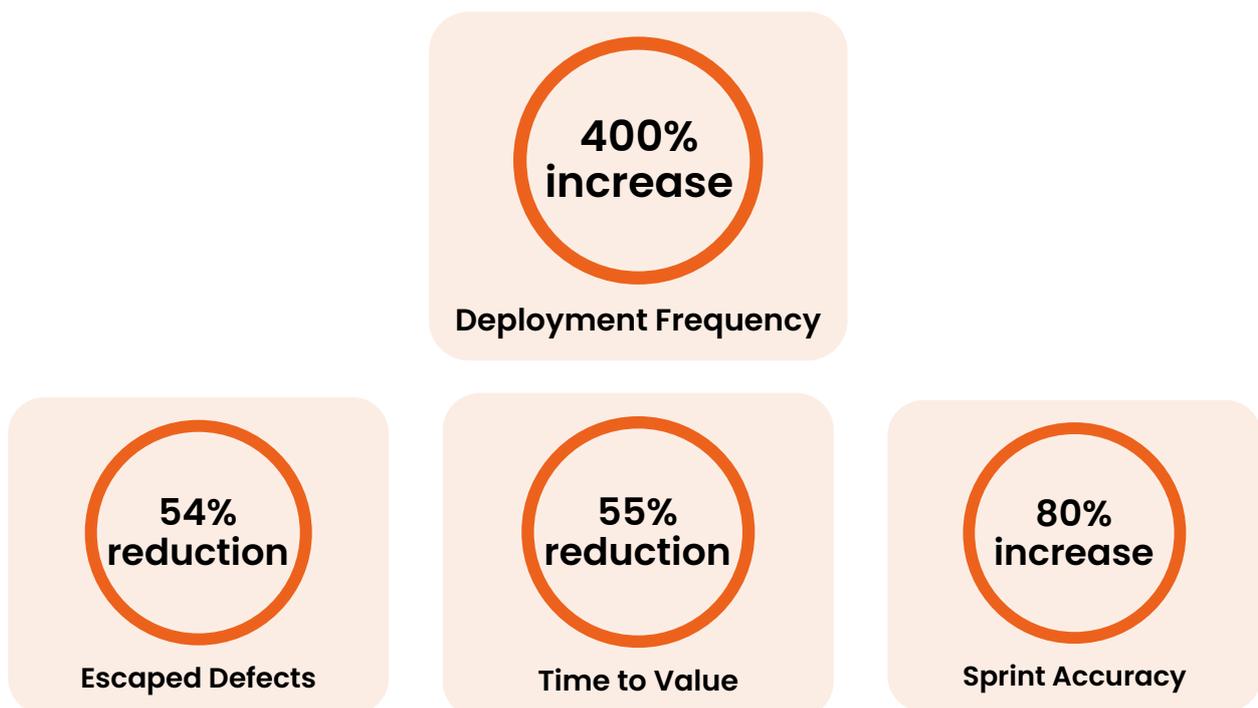
Plandek's impact on accelerating organisational R&D ROI

Empowering delivery teams within portfolio companies to become more data-led is a key step in optimising R&D value delivery.

Plandek enables the acceleration of ROI of R&D in four key ways:

1. Plandek provides a **set of metrics that is shared and understood from Scrum teams upward so that everyone within tech delivery is focused on driving improvement over time.**
2. Plandek enables the technology team to clearly track and **manage resource allocation between 'the things that really matter' like R&D** relative to less productive effort such as technical debt and unplanned work.
3. Plandek is **'loved by teams and relied on by managers'** – meaning teams themselves drive the determinant metrics that in turn drive improvement in the higher level KPIs that determine R&D ROI.

The following results from Plandek users around the world shows that the platform enables significant improvement in the metrics that drive R&D ROI.



6.

Adding Plandek to your toolset

Plandek is a SaaS-based analytics solution that is surprisingly simple to set up. It integrates seamlessly via the APIs of the underlying DevOps toolsets used by delivery teams.

Plandek is stack-agnostic and is most commonly integrated with Atlassian and Azure DevOps toolsets.

The three tool types that are most important to connect in order to surface the metrics suited for a Value Creation Planning exercise are:

- Workflow management tools (like Jira or the Azure DevOps equivalent)
- Code repositories (such as Git, Bitbucket)
- CI/CD tools (such as Jenkins, CircleCI etc)

Users are able to connect their toolsets via the [Plandek website](#) which offers a simple self sign-up journey.

Contact Plandek

Want to learn more about Plandek?

[Sign up for a free account](#) today to explore the platform or [book a custom demo](#) with our team.