Plandek

TYSERS

> Case Study

Tysers

how Plandek insights helped global insurance broker to strengthen relationships with key software delivery partners

01 Introduction

Tysers is a leading independent Lloyd's insurance and reinsurance broker providing specialist solutions and advice to a diverse, international client base. Headquartered in London with offices and associates around the world, Tysers trades in 140 countries across the globe and has over 1,000 experienced and talented employees.

Tysers digital transformation program is focused on improving operational efficiencies, accelerating business growth, and strengthening client offerings. In this case study, Dan Smith, Tysers' Technical Solutions Director, outlines how Tysers utilizes Plandek to enable their working relationship with a partner software development company. He shares how Tysers uses metrics to gain deeper visibility into this third-party relationship and improve working practices. Dan also considers how he will use data to drive decisions to future-proof Tysers' operations.

In this case study, we cover:

- Why Tysers employed a Software Engineering Insights (SEI) tool
- How Dan approached the implementation of Plandek, the challenges faced, and the successes Tysers has seen so far
- How Plandek helped Tysers' working relationship with a specialist delivery partner
- The agile delivery metrics Tysers use and why
- Tysers' next steps for improvement and growth technology

We'll explore how Tysers saw improvements across their KPIs in collaboration with their software delivery partners. In summary, the results they saw include:

Lead Time reduced by **37%**

Cycle time reduced by **5%**

Tech debt down by **13%**

Defect resolution time down by **32%**

02 What was the Plandek use case at Tysers?

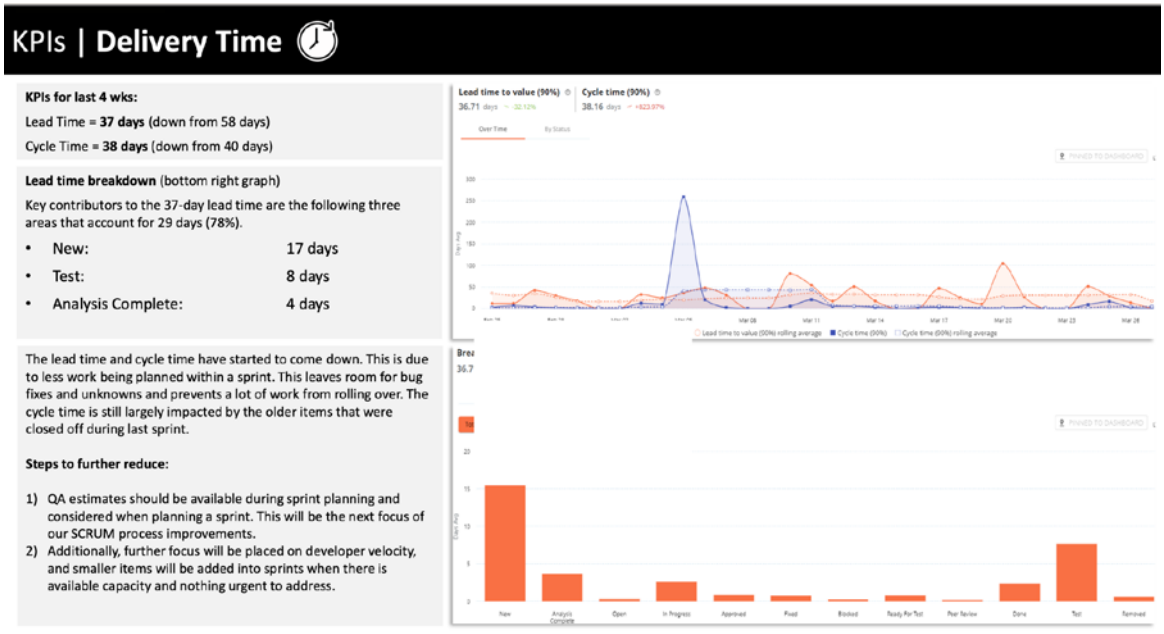
As with most third-party relationships, during the contract negotiations, Tysers and their software delivery partner agreed on and set some 'key performance indicators' (KPIs) which would be used to assess the state of their working relationship.

Previously using Azure DevOps to track KPIs, Tysers found it did not meet their reporting requirements, as the KPIs available were limited and the overheads to maintain and cascade them to teams were high. Tysers, therefore, searched for alternative solutions and decided on Plandek.

03 How did Tysers navigate the implementation of Plandek with their software delivery partners and what was the outcome?

After a pilot phase, Tysers were impressed by Plandek's capacity to surface actionable insights and report on their KPIs.

Example of Tysers delivery time KPI tracking report



"We approached it with transparency, providing a six-month grace period to our partners," Dan explained. *"We collaborated with Plandek to ensure a smooth onboarding process that benefited all parties involved"*.

During the grace period, KPI tracking was relaxed while the third party familiarized themselves with Plandek and undertook workflow optimizations to enhance their data hygiene.

"This was not an exercise in ticking boxes or micromanaging tasks; it was about strengthening our relationship," Dan states.

"[Plandek's] Customer Success team's involvement was key and meant that we onboarded the partner as if they were directly employing the tool themselves." Throughout the grace period, Plandek collaborated closely with both Tysers and the software delivery partner to address concerns around hygiene, tooling configuration and provided guidance.

Dan continues: *"The third party has embraced Plandek, producing end of sprint and quarter reports to showcase their performance and drive improvement."* The tool is currently adopted and used regularly by all in-house and supplier teams.

Example end of sprint report produced by the development partner for Tysers

Weekly Development Status Report | Sprint 104

1. Bugs Raised by Sprint and Priority [dashboard link]

BUGS raised	Last Sprint	Last 2 Sprints	Last 6 Sprints (qtr)	Year to date
Actuals	75	162	573	590
averages	98	197	590	
1 - Critical	2	6	28	29
2 - High	26	49	180	186
3 - Medium	38	89	305	314
4 - Low	9	18	60	61

2. Completed Work Items by Sprint and Type [dashboard link]

Completed work items	Last Sprint	Last 2 Sprints	Last 6 Sprints (qtr)	Year to date
Actuals	342	755	2230	2683
averages	447	894	2683	
tasks	228	472	1222	1323
pbis	56	128	422	654
bugs	58	155	586	706

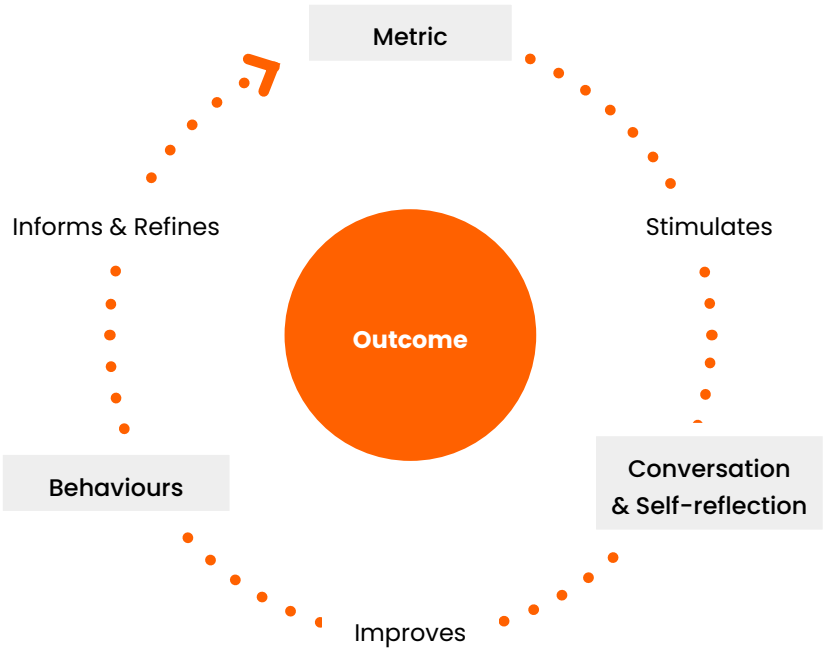
3. Quality KPI

Quality	2 wk to date	Month to date	Qtr to date
Tech Debt | Dev	↓ 1.22	↑ 0.46	↓ 13.07
Tech Debt | Prod	↓ 1.22	↑ 0.46	↓ 13.07

04 What Plandek metrics do Tysers use to strengthen their relationship with their software delivery partners?

During the onboarding process, the Plandek team works with the client's leadership team to create a foundation of metrics that drive their delivery objectives and act as a focal point to rally the teams around. Plandek advocates for an 'outcome-based approach', whereby clear outcomes are outlined for a delivery organization and key metrics are selected that deliver those outcomes.

Plandek's Outcome-focused Continuous Improvement Cycle

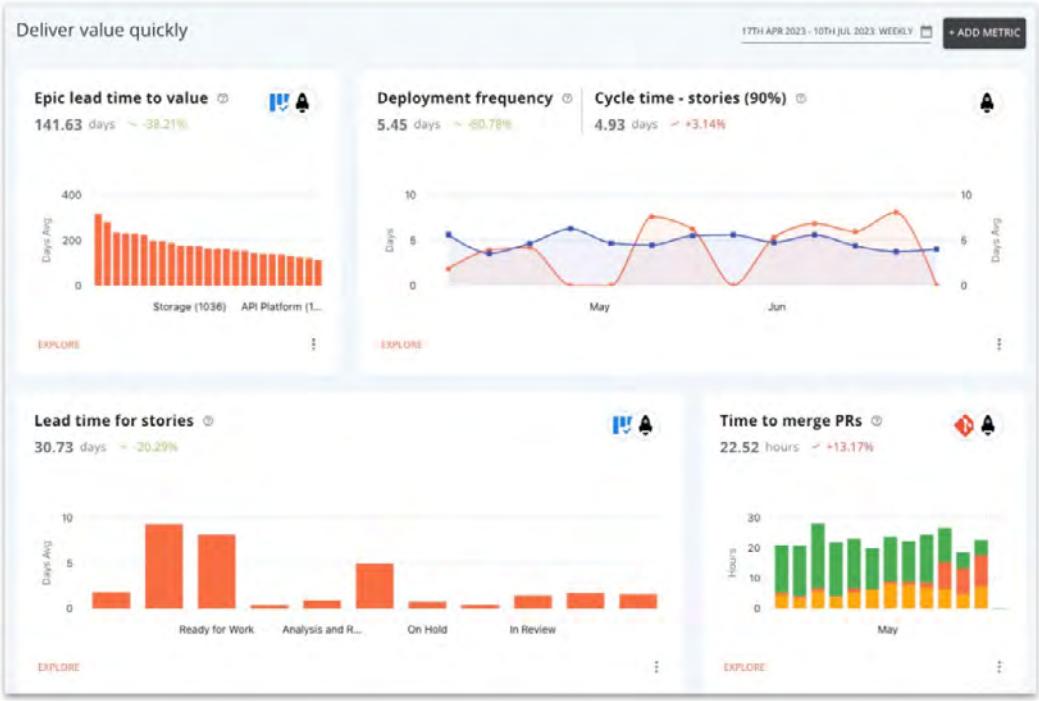


Metrics should provoke a behavioral change; The foundation of any "good" metric is its ability to drive a shift in your engineering culture toward a desired behavior. It's not only about measuring where you are (i.e. a KPI) but how that metric drives a more thoughtful relationship with data, which is at the heart of continuous improvement.
Plandek

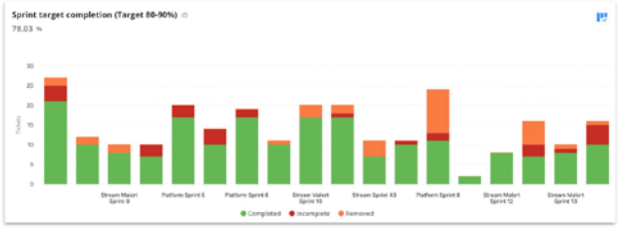
Tysers opted for two key outcomes:

> **"A more efficient and effective delivery while maintaining quality'.**

They created a dashboard of metrics surrounding sprint completion rates, velocity, volatility and bugs/defects, as seen below.

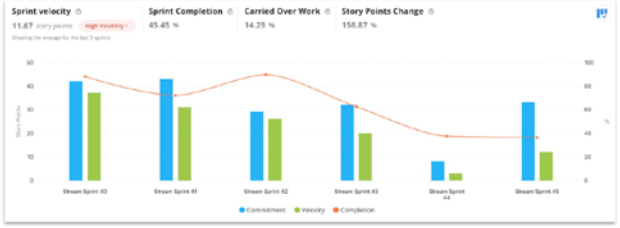


Lead time is the first metric to mention as this reflects Tysers entire software delivery lifecycle (SDLC) and shows on average how long it takes for them to deliver a ticket or piece of value into their end users' hands from ideation to production. Taking this a step further, the metric is broken down by status, meaning it provides a clear overview of where the bottlenecks occur in the workflow. To summarize this metric is a perfect depiction of the relationship between Tysers and the third party, as it shows the full SDLC and highlights potential areas for improvement. In addition, any action taken to strengthen the relationship will be reflected in the lead time - for example, is it positively or negatively trending?



Sprint Target Completion
Track how predictable focus areas are through their ability to regularly plan and execute sprints effectively.

- Less than 80% indicates ineffective planning/execution
- More than 90% sustained over time indicates a team may be under committing



Sprint Velocity Metric (NEW)
A new metric that allows teams to dig into the most common reasons why sprints fail:

- Velocity & Volatility (reliable)
- Sprint completion (meet our goals)
- Carry over (avoid cannibalising velocity)
- Ticket change (scope creep)

A note from Tysers' last Sprint Velocity KPI report reads *"The sprint completion ratio for the last 4 weeks is positively higher than last sprint (up from 54%) and we continue to explore options to further increase this ratio. Further investigation and communication will take place to address rolled over items before new items to reduce the number of carried over work."*

Dan shares that, since using the metrics: *"We're starting to close a lot of that down. Our sprints are looking healthy and less volatile."* During the grace period, there was also an element of project refinement that helped, all of the tickets in their sprints and backlog were groomed, re-prioritized, or removed.

The last metric to mention is bug creation vs completion overlaid with bug backlog. The ideal report from this metric would be a healthy oscillation between bugs created and resolved week on week, as this will ensure they reduce or maintain their bug backlog. If Tysers were to observe an influx of created bugs but the resolution of bugs did not increase in parallel, then it could indicate that their push to improve delivery is detrimental to their quality, and they should intervene or decide on the appropriate recourse. In addition, it could indicate that Tysers release environment isn't secure, the aim should be to keep this stable as the more 'live' bugs a client has the higher the risk an end user will be negatively impacted.

Value delivered vs Escaped defects

A simple way to ensure that your escaped defect rate is maintained/improved as you accelerate value delivery.

- Increase velocity of value whilst improving defect rates
- Focus teams on customer impacting issues that carry largest reputational risk

Collapse defect feedback cycles

The longer a defect spends in the backlog, the more effort will be required for a developer to triage/fix it.

- Long resolution times are common in Scrum, as teams are often incentivised to prioritise stories
- Improved focus on high priority issues
- Also consider Return Rates

A useful way for teams to capture inefficiencies in defect prioritisation is defects created vs resolved

Example of Tysers bug KPI tracking with actionable notes

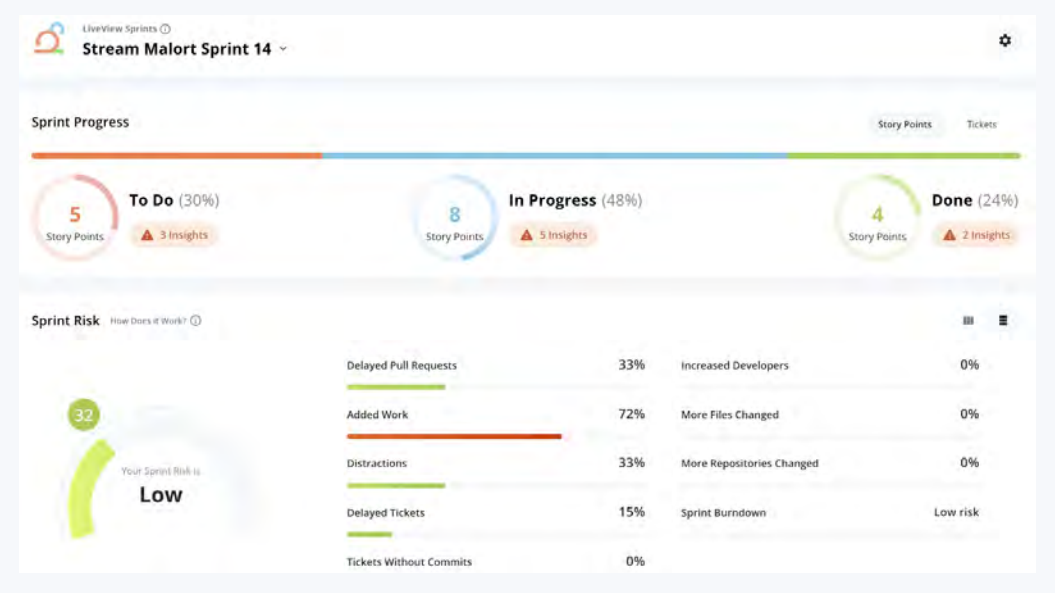
The format in how Tysers reviews Plandek also plays a key role in strengthening the relationship they have with their delivery partner. Instead of treating the tool like a supplementary objective and a secondary part of the delivery process, they have fully embedded the tool into their day-to-day operations.

In their daily stand-ups, they review Plandek's SmartView for Sprints and Epics feature (previously known as LiveView - see below), which uses real-time intelligent analytics to reveal material risks that can inhibit a team's ability to deliver successfully. This routine allows them to closely track the overall health of their sprints, avoid overload, delays, and scope creep as well as ensure milestones can be met.

Dan noticed the value of SmartView early on remarking: "It gives the scrum masters the ability to visualize what the developers, QAs and BAs are working on and gives a birds-eye view of the sprint risk which allows them to intervene where necessary."

Sprint risk = probability you will deliver what you committed to.

Plandek's SmartView (previously called LiveView)



Having SmartView embedded in the team's daily stand-ups has allowed the teams to address their issues with carried-over work, align their sprint commitment and completion rates, increase velocity, and reduce volatility. This has seen a demonstrable impact on Tysers retrospective metrics such as lead time. SmartView provides the granularity Tysers need to improve their day-to-day delivery which positively filters up to their end-of-sprint and end of quarter reports, which they also retrospectively analyze to identify other areas for improvement outside of sprints.

05 What are the next steps for Tysers?

Tysers want to capitalize on the momentum they have built with Plandek so far, as their digital transformation programme now has more tools to further drive operational efficiencies, accelerate business growth and strengthen client offerings. Tysers have attained a new level of understanding for the state of their SDLC and DevOps which now allows them to pivot further towards their desired outcomes as it unlocks the full breadth of their engineering capability. With this in mind, they're looking to deliver some milestones and new features over the coming months that will be instrumental for their progress as a business. In addition, they will be remaining focused on their core metrics and KPI's to push towards their targets.

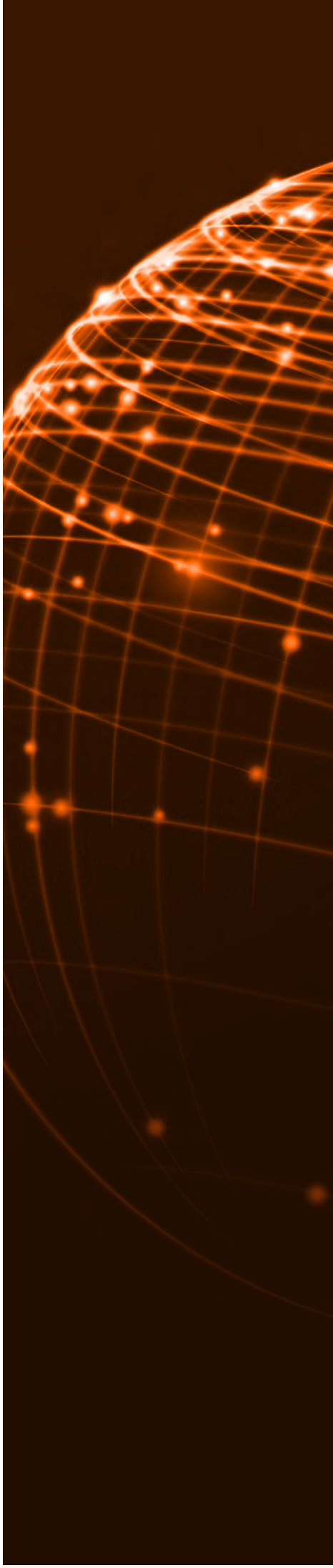
In a recent webinar, we asked Dan for a final impact statement regarding Plandek: He advised: *"It has strengthened our relationship and how we work together as the teams have the autonomy to pull different levers and not limit or restrict them."*

Watch the webinar

Watch now

Scan to watch

Plandek



About

Plandek is an intelligent analytics platform to help software delivery teams deliver valuable software, faster and more predictably.

Plandek enables technology teams to track and drive their improvement and share understandable KPIs with stakeholders interested in accelerating value creation/improving delivery efficiency. As such Plandek is a key global vendor in the fastest growing area of DevOps known as Value Stream Management.

Plandek 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 for users throughout the delivery team - from Team Lead to the CIO.

Plandek is recognised as a top global vendor by Gartner and Forrester and is used by private and public organisations globally to optimise their technology delivery.

For enquiries please contact Gareth Wintle:
gwintle@plandek.com