Helping Business Leaders Understand the Value of DevOps
Today I’ll be sharing...

- A little about BPAY and its products
- Our transformation using Agile and DevOps as key enablers
- How we gained buy-in and what we have achieved
- What we plan next..
BPAY Group provides trusted payments services for Australian businesses and consumers

• After more than 24 years, BPAY remains Australia’s leading bill payment service

- 13M Australians
- 150 Australian Financial institutions
- 1.7M $2B transactions every day
- 94% Satisfaction
We have a proven track record in delivering innovative solutions

- Australia’s only in-bank digital bill presentment service

- 1M Registered Users
- $ saved on digital e-invoice distribution
- >8M Bills Delivered Annually
And in 2018 we launched Australia’s newest peer-to-peer payment service

- 67 Australian financial institutions
- 1.2M transactions every day
- $1.6B in transactions
- 80% satisfaction
In 2016, a transformation of our business and technology was required

It started with a new business strategy and commitment to our board

Technology needed to transform and become an enabler for new customer value and ways of working

Our business leaders demanded faster release cycles and a stronger voice in backlog prioritisation

The growth of fintechs, apps and the payments ecosystem required modern ways to connect to BPAY services

Our people wanted to grow and learn to use modern technology and practices
Key pillars for our transformation

• We achieved **business buy-in** for a changed approach via a new IT Strategy and budget

• **Adopted Agile+DevOps culture and practices** – initially in the technology group and later with business product teams. Modelled on the Spotify approach, we operate with product-led tribes and squads

• **Compute Strategy** – moving from aging data centres to private and public cloud provided the opportunity to embrace automation, orchestration and a zero trust security model

• **Tools and practices** – investment in new SaaS development, security and operational management tools

• **Investment in DevOps tools** – for platform automation, AI powered monitoring, DB provisioning and selective use of managed services
We positioned DevOps as integral to our Agile practices.

- Tribes were aligned with business products and led by a business product lead.
- We maintained a central DevOps platform team for efficient and secure platforms management.
- Communities of practice have been established to share and evolve methods across teams.
- DevSecOps has been gaining more focus and is a concept of interest to our Board.
- We have learned from and shared our experiences with customers and leading companies.
Gaining business and team buy-in took time

Projects were used as catalysts for change

Relationship building was undertaken at multiple layers

Investment made in training cross-functional teams

Identified and empowered champions to lead the change

Established tribes and strengthened tribe leader capabilities

Reviewed and refined Agile/DevOps approaches to better fit our business
And BPAY group values, developed by our people, have underpinned our culture and confidence to experiment.
Boards are applying more focus to IT governance and need to be better informed

We have kept our board informed of strategic plans and progress and have been mindful of the key focus areas recommended by the AIDC**

- Skills and experience of IT Team.
- Understanding the role of IT in the business
- Understand the opportunities and risks
- Fit of IT to strategy and strategy to IT
- Governance and monitoring

** Australian Institute of Company Directors – Information Technology Governance
Key Metrics we report to the Executive and Board

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<tr>
<th>Metric</th>
<th>Category</th>
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<tr>
<td>Release Velocity</td>
<td>Compute conformance with Security policies</td>
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<td>SLA Performance</td>
<td>Innovation Culture Score</td>
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<td>API Calls</td>
<td>Incident Response Performance</td>
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<td>Vendor Performance</td>
<td>Turnover and Retention</td>
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<td>Customer Satisfaction</td>
<td>Change Success Rates</td>
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And we’re achieving great results

- Our people are engaged & proud to work for us
- 86% #2 Best Place to Work 2021
- High customer satisfaction
- 88.9% Products & Services 2021
- Increased release velocity
- 27X
- Strong service performance
- 99.99% YTD SLA Performance 2022
What’s next …

• Leverage our capabilities for greater value for BPAY and the AP+ Group
• Reviewing our Compute strategy and the value of moving to a blue-green deployment approach
• Strengthening our DevSecOps and Agile practices
• Ongoing toolset review and implementation
• Maintaining access to current technology and interesting work to attract and retain engineers and IT staff
• Improving our impact measurement approaches for business reporting
Thank you and if you have any questions my details are below.

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