

# Time to Market

## Platform Delivery and Product-Release



B-INDEX CONSTITUENTS AS OF 31 MARCH 2014

Term	
December 2009	0.68
June 2010	1.18
November 2010	1.64
March 2011	1.93
July 2011	2.28
December 2011	2.68
March 2012	2.93
June 2012	3.18
March 2013	3.93
September 2013	4.48
March 2014	4.93207



# Executive Summary

A global index provider needing to scale its product portfolio while improving reliability and time-to-market.

It needed a platform and release-governance programme that redesigned the operational model, introduced stronger development and QA coordination, and implemented controls at product-level.

The deliverable reduced service interruptions, cut service times and accelerated the delivery of new products to market.



# Typical Problems in Technology-led Product Organisations

Organisations that expand product lines rapidly often encounter three related issues: unaligned delivery governance, poor alignment between product owners and engineering teams, and inadequate controls for vendor-managed integrations.

These problems produce frequent service degradations, slow-release cycles and unclear decision-making on which features to invest in. For buyers and users this translates into missed SLAs, delayed launches and an inability to monetise new products quickly.

## Common Indicators

- Rework caused by mismatched acceptance criteria and testing results.
- Unclear product ownership and prioritisation, leading to backlogs of low-value work.
- Multiple handoffs between client services, operations and development that increase lead times.
- Siloed data and systems that prevent fast, evidence-based decisions about prioritisation.

# Approach

## A pragmatic governance, product focus, and technical coordination

Redesign the operational model to centralise release governance and product ownership. Define release times, restructure workflows between client services and operations, and direct IT development to focus on high-value product features and automated testing.

### **Create a Project Portfolio Value Dashboard as the executive single source of truth for product value and delivery status**

Follow a structured delivery model: diagnose, design, deliver, embed.

#### **1. Diagnose (rapid evidence gathering)**

- Conduct stakeholder workshops across product, operations, client services and engineering to map the product lifecycle and identify failures.
- Measure key service incidents and release-related rework to quantify impact on customers, IT, and operations.

#### **2. Design (a pragmatic operational model)**

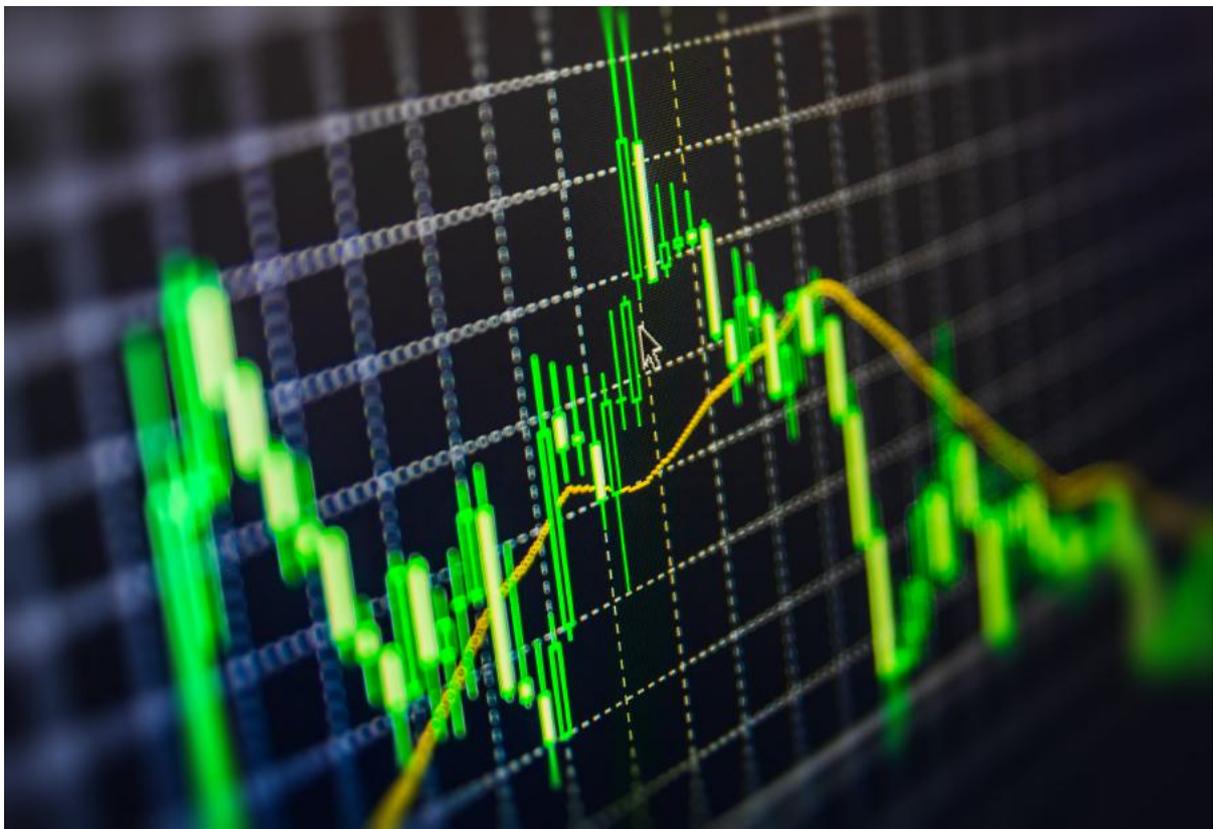
- Define a new Operational Model Architecture that clarifies roles (product owner, release manager, platform lead), responsibilities and escalation routes.
- Specify a release governance framework that includes checklists, automated test coverage, and rollback criteria.

### **3. Deliver coordinated development, QA and release**

- Direct IT development and QA efforts to prioritise high-impact product work, aligning delivery planning with the new product roadmap.
- Introduce team-level acceptance criteria and a release calendar to reduce last-minute conflicts between releases.

### **4. Embed (controls, metrics and continuous improvement)**

- Implement product-level KPIs and a Project Portfolio Value Dashboard to demonstrate product value, technical debt and delivery performance to leadership.
- Institutionalise a monthly review cycle to adjust prioritisation using business-oriented metrics rather than solely IT measures.



# Results

## Measurable Outcomes

- Service interruptions and degradations reduced materially; operational performance improved without increasing additional costs.
- Time-to-market for new products improved by approximately 25% due to better coordination between development, QA and client services.
- Service times were halved in specific workflows after restructuring client services and operations handoffs.
- Product throughput doubled in scope because the architecture and governance enabled repeatable, faster on-boarding of new indices and features.

## Lessons for technology leaders

- Governance should not be paperwork; it must be practical, measurable, and tied to product value.
- One dashboard that combines product value, delivery health and technical debt changes prioritisation conversations from reactive to strategic.
- Synchronising release times and acceptance criteria up-front avoids expensive rollbacks and late-stage firefighting.

