

# DevOps in Regulated Industries

WHAT TO DO WHEN  
INTERNAL AUDIT SAYS "NO"

**“ We are not a Spotify nor a Google. We are regulated – therefore Agile and DevOps does not work for us. ”**

**- A MedTech Company**

**Hello,**  
**nice to**  
**meet you!**



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# Highly regulated industries may include

Financial Services, Life Science, Utilities amongst others...

## 41%

reported that their organization had benefitted from a **proof of concept for DevOps**

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## 24%

cited **disruption to existing workflows** as the key blocker to implementing DevOps

Source: State of Database DevOps Report ([Link](#))

# Challenges include...

**Failure culture** vs. 0-findings-policies

**Lacking knowledge** about  
Agile & DevOps from Auditors

**Outdated ways of working**

Increasing effort  
for **GRC & security**

Effort for  
ensuring **traceability**

**Segregation of  
duties**



# Why should regulated industries embrace DevOps?

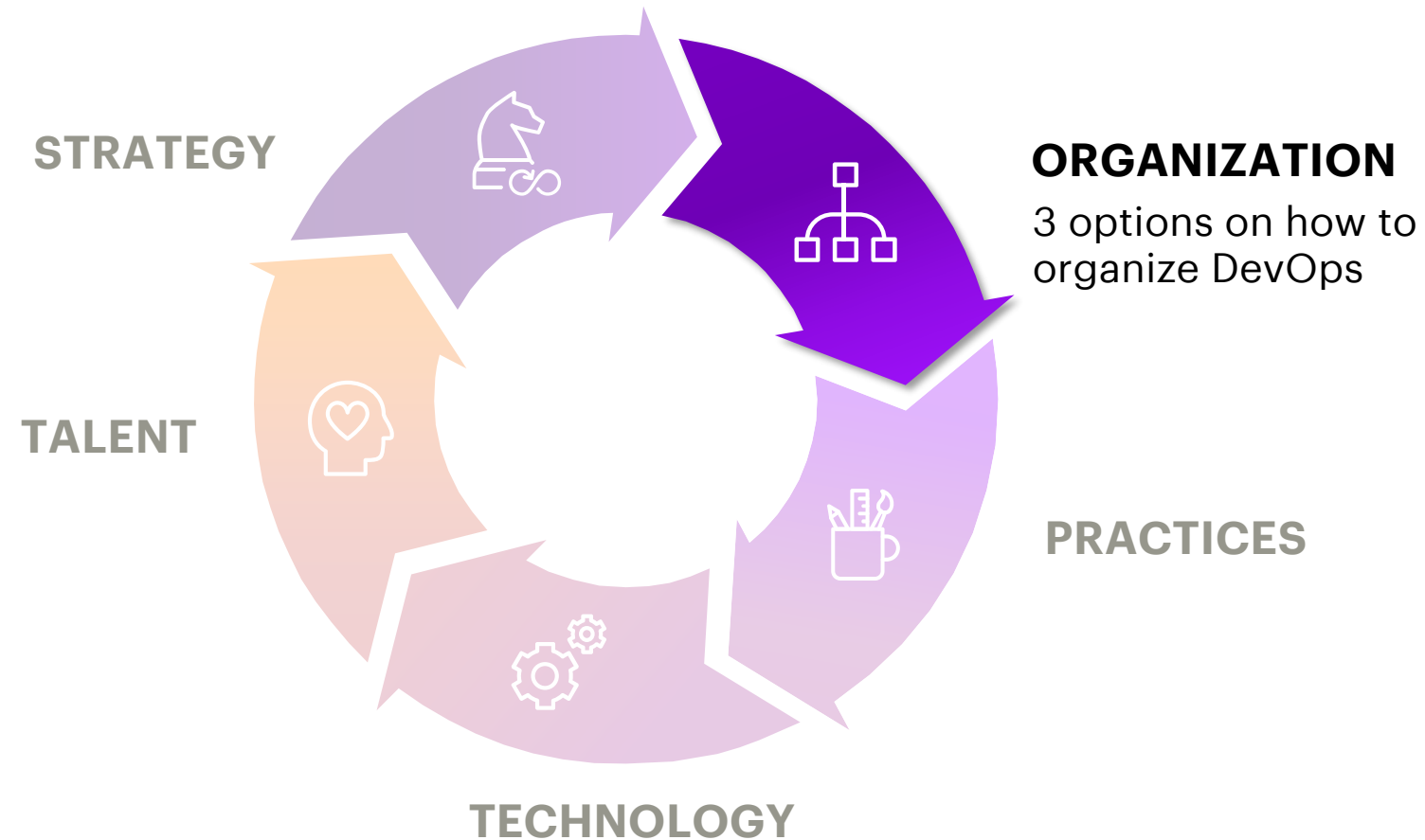
Getting DevOps right delivers a significant impact for the business by accelerating software delivery and optimizing stability

**Companies that adopt full BizDevOps Operating Models experience a boost in financial performance, with a year-over-year revenue increase of +20-25%**

**Source: Accenture Research**



# Starting Enterprise DevOps in a regulated industry



Hey,  
I'm Tom,  
your  
internal  
auditor



## Characteristics

- ✓ Strives for fulfilling **O-findings-policies**
- ✓ May have a varying opinion on enforcing the **segregation of duty**
- ✓ May or may not have an idea of what **Agile and DevOps** is



**“Dev and Ops MUST be entirely separated to ensure the segregation of duty. Teams and roles must be separated.”**

- Tom, your internal Auditor



# Option #1

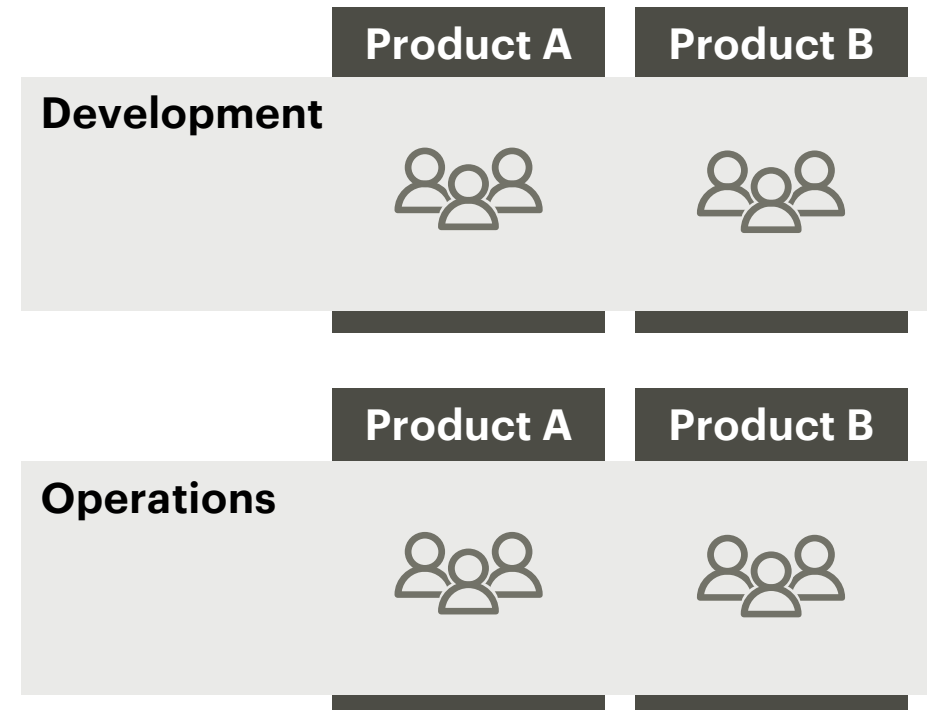
## No integration



# Option #1

## No integration

Full organizational segregation of duty



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DevOps not enabled by the organization



# Option #1

## No integration

- Full organizational segregation of duty
- DevOps not enabled by the organization
- Well aligned goals required between teams



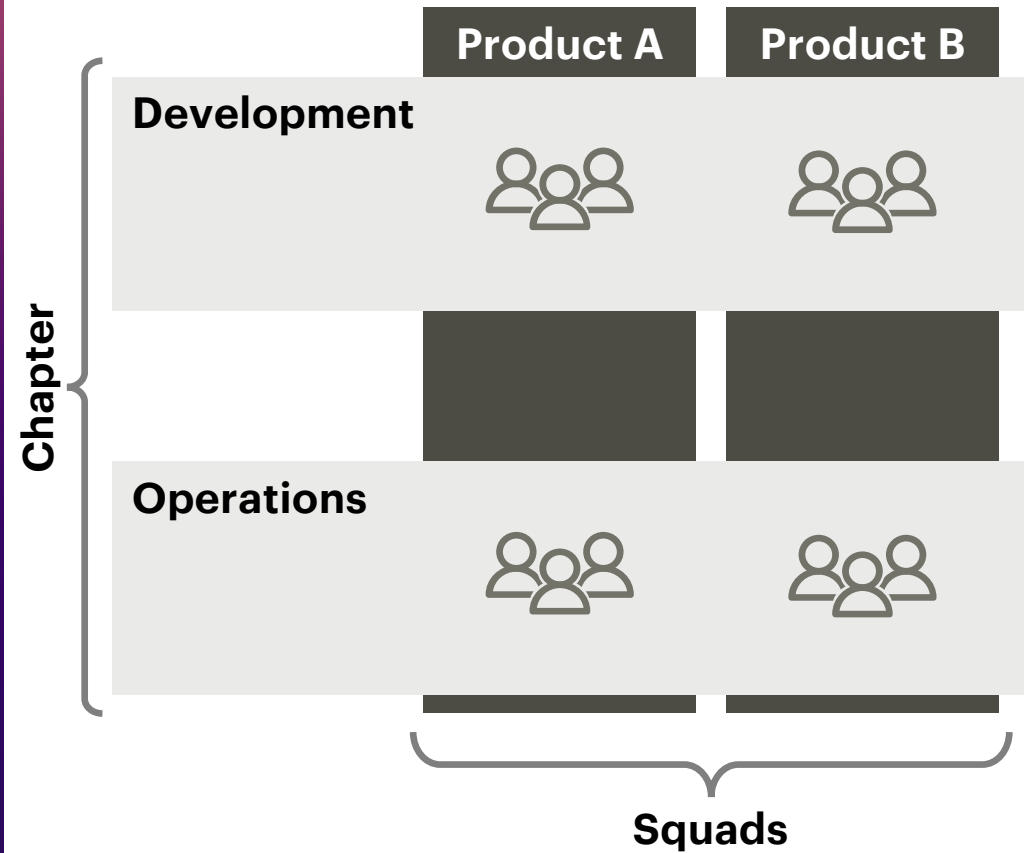
**„After my online webinar, Dev and Ops may work together as a team. Yet they must have different managers to avoid conflicts of interest.“**

- Tom, your internal Auditor



# Option #2

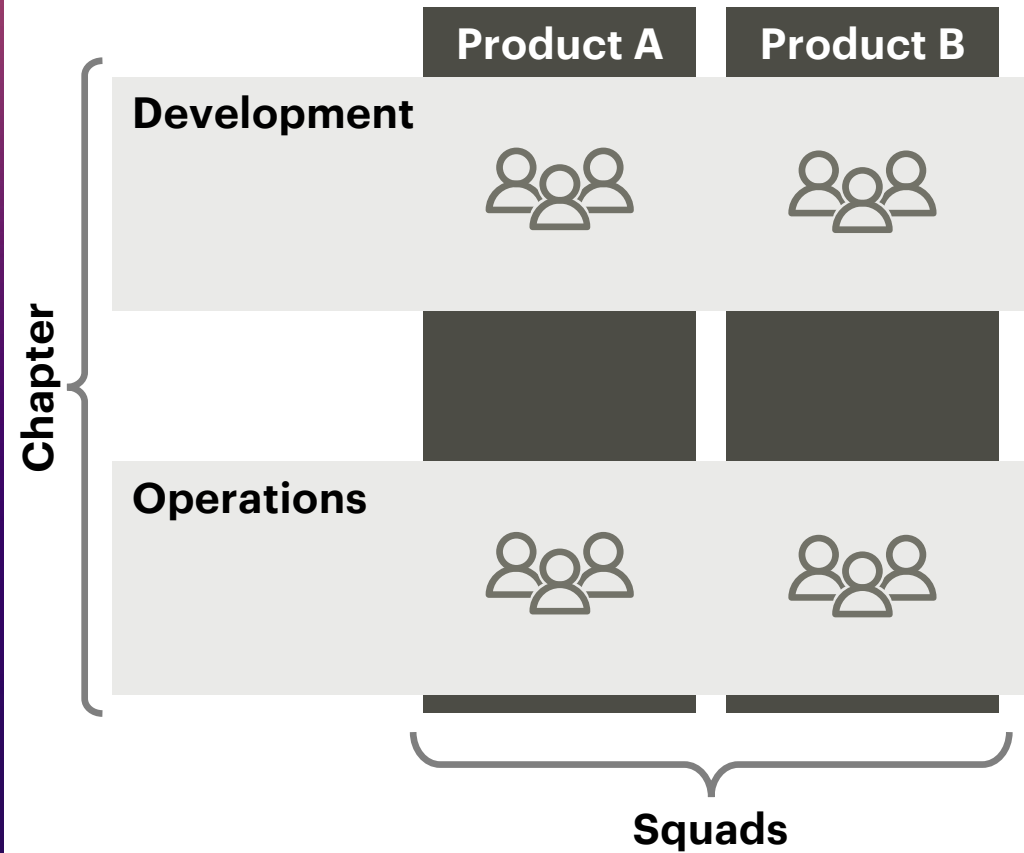
## Integration via Squads



# Option #2

## Integration via Squads

DevOps via Squads



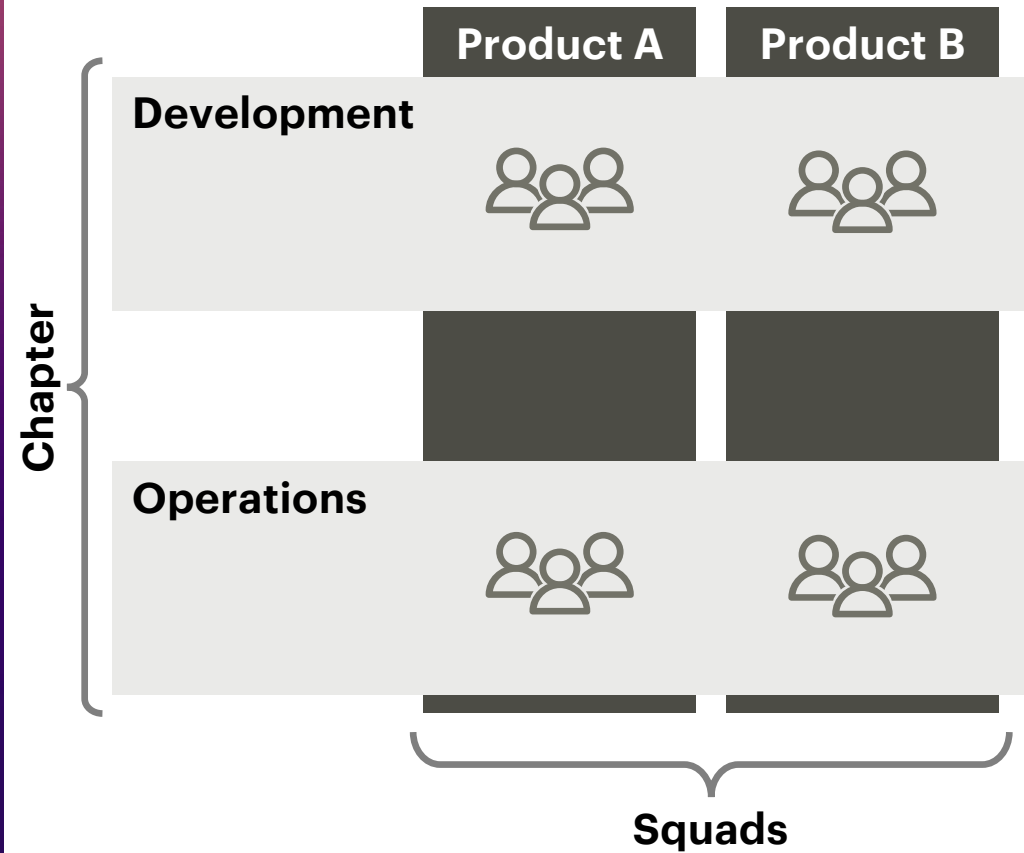


# Option #2

## Integration via Squads

DevOps via Squads

Segregation of duty is ensured via Chapters



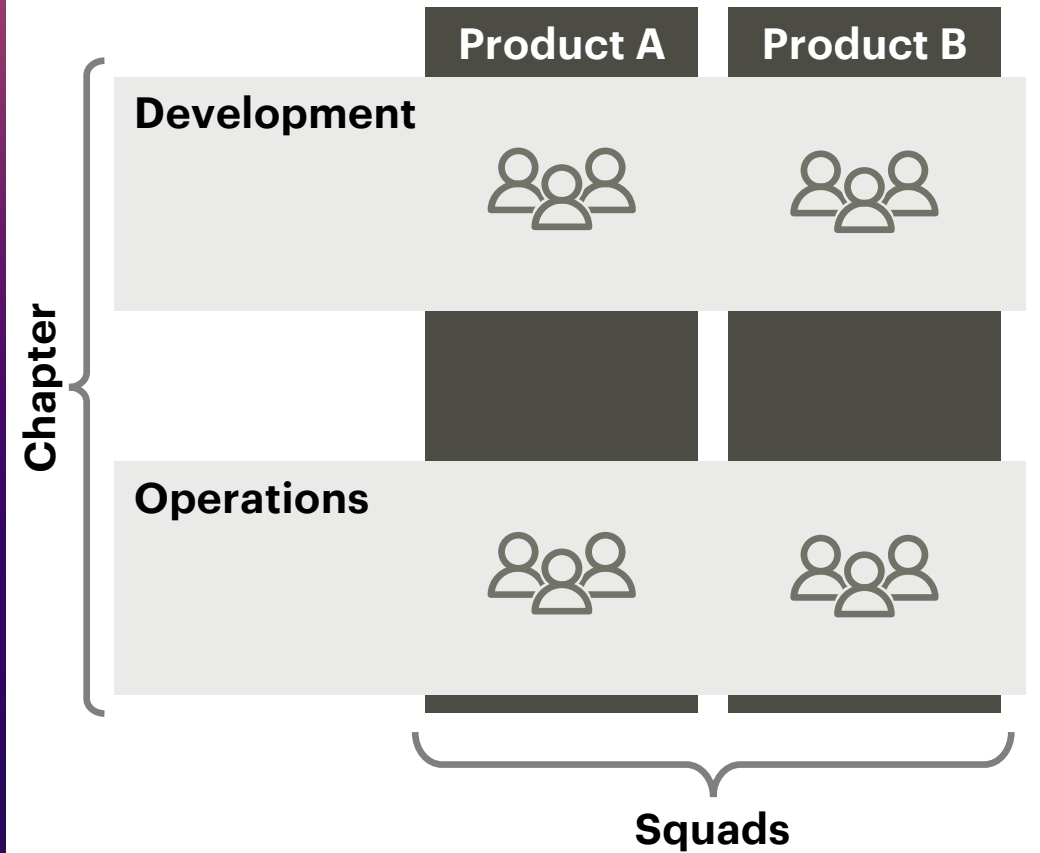
# Option #2

## Integration via Squads

DevOps via Squads

Segregation of duty is ensured via Chapters

Disciplinary and functional leadership are separated



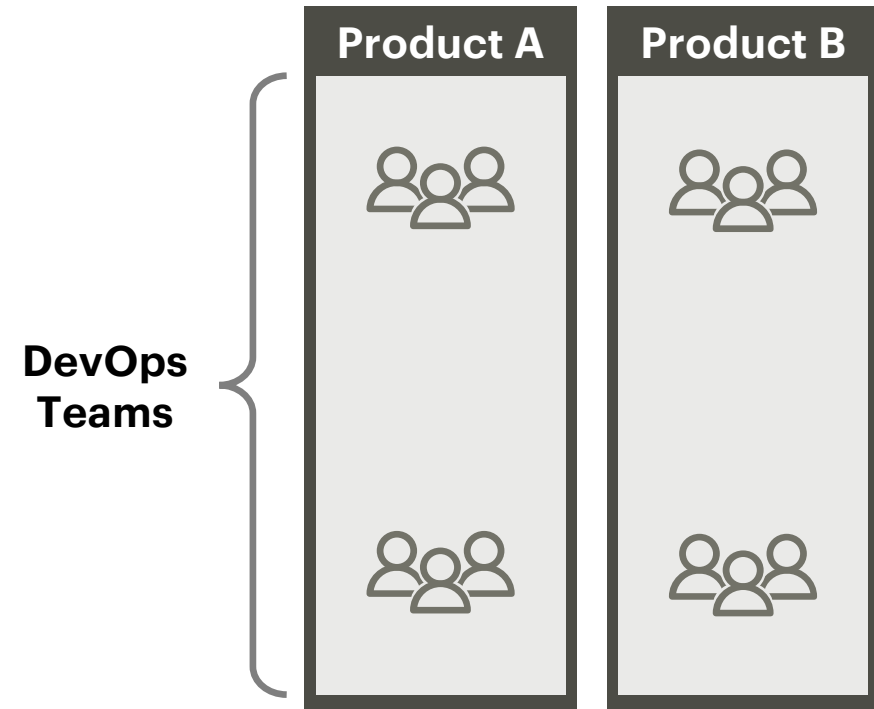
**„Okay, we understood the way you work.  
If you prevent conflicts of interest with  
processes, you're free to organize  
as you wish.“**

- Tom, your internal Auditor



# Option #3

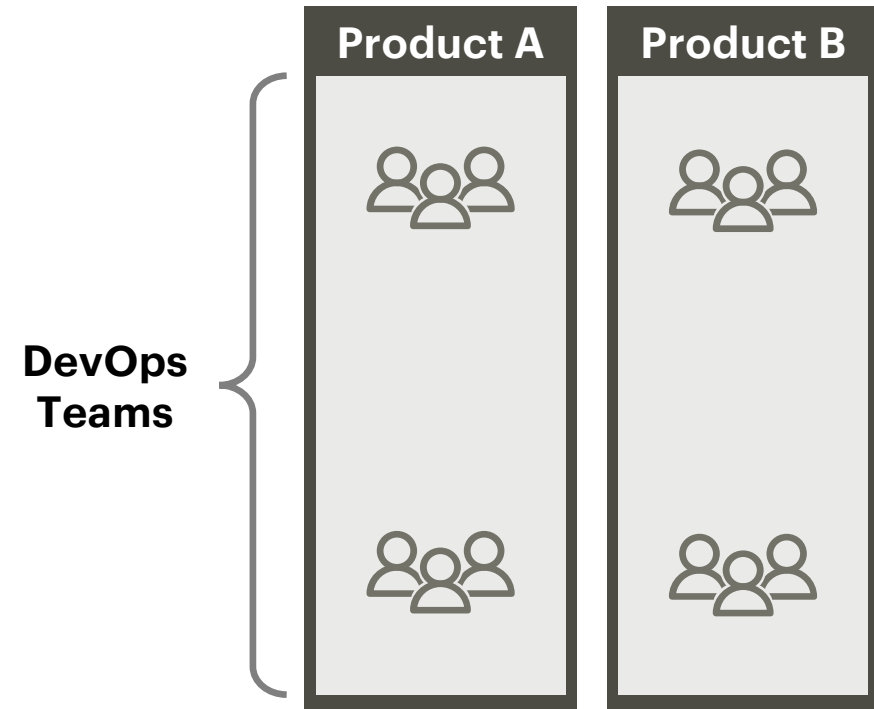
## Full organizational integration



# Option #3

## Full organizational integration

Organization enables DevOps

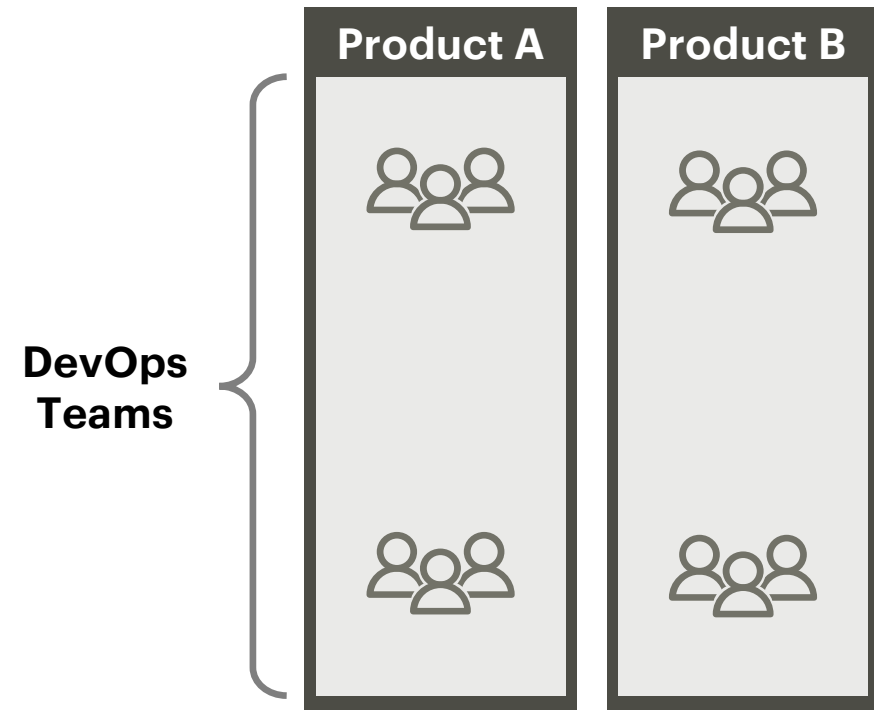


# Option #3

## Full organizational integration

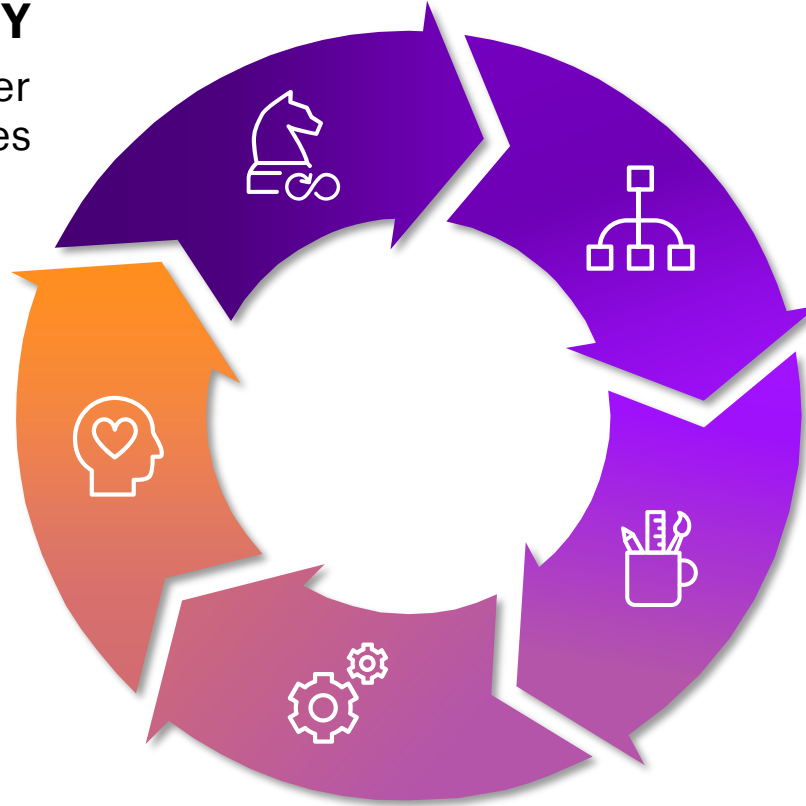
Organization enables DevOps

Segregation of duty must be ensured on process level



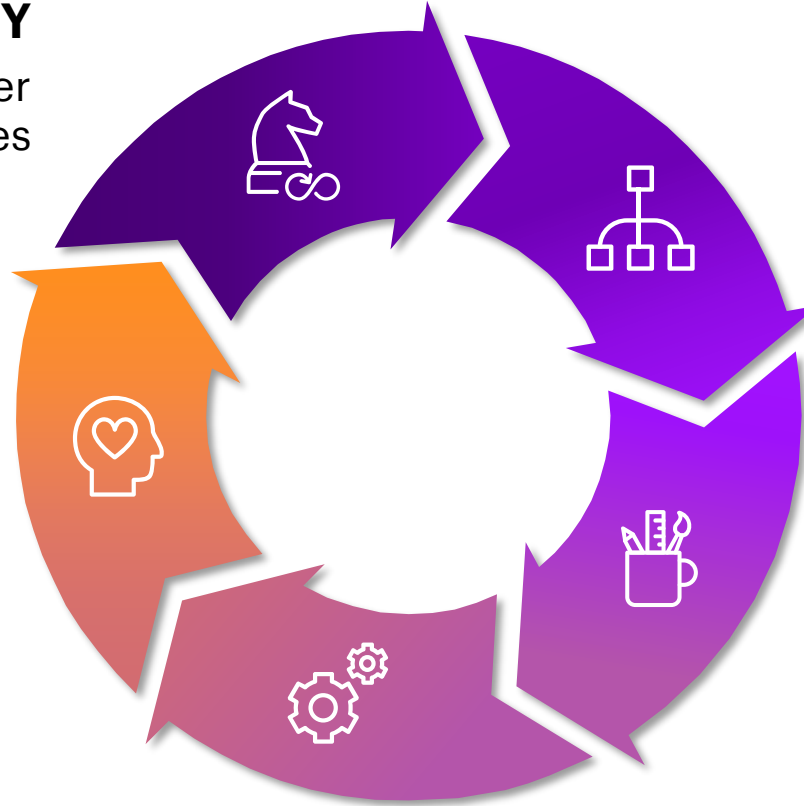
# Some of our key learnings

**STRATEGY**  
Get inspired by other industries



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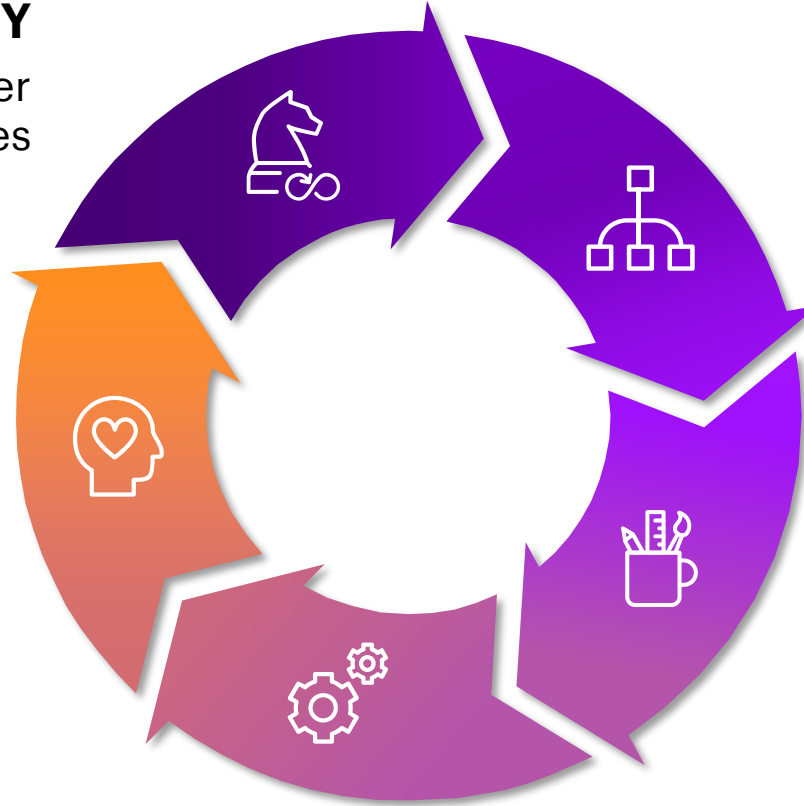


**ORGANIZATION**  
Act as one team across Dev,  
Ops & internal auditing



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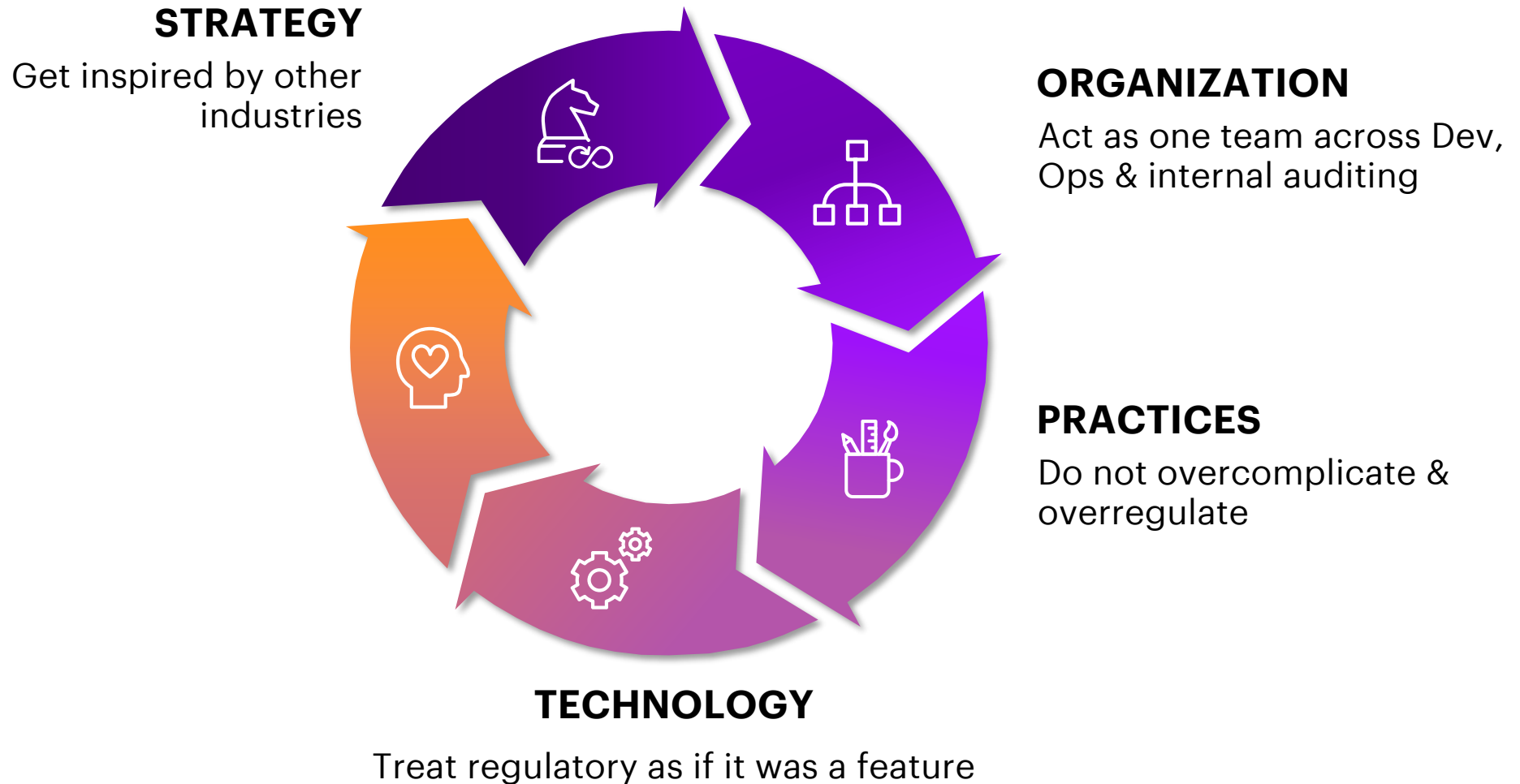


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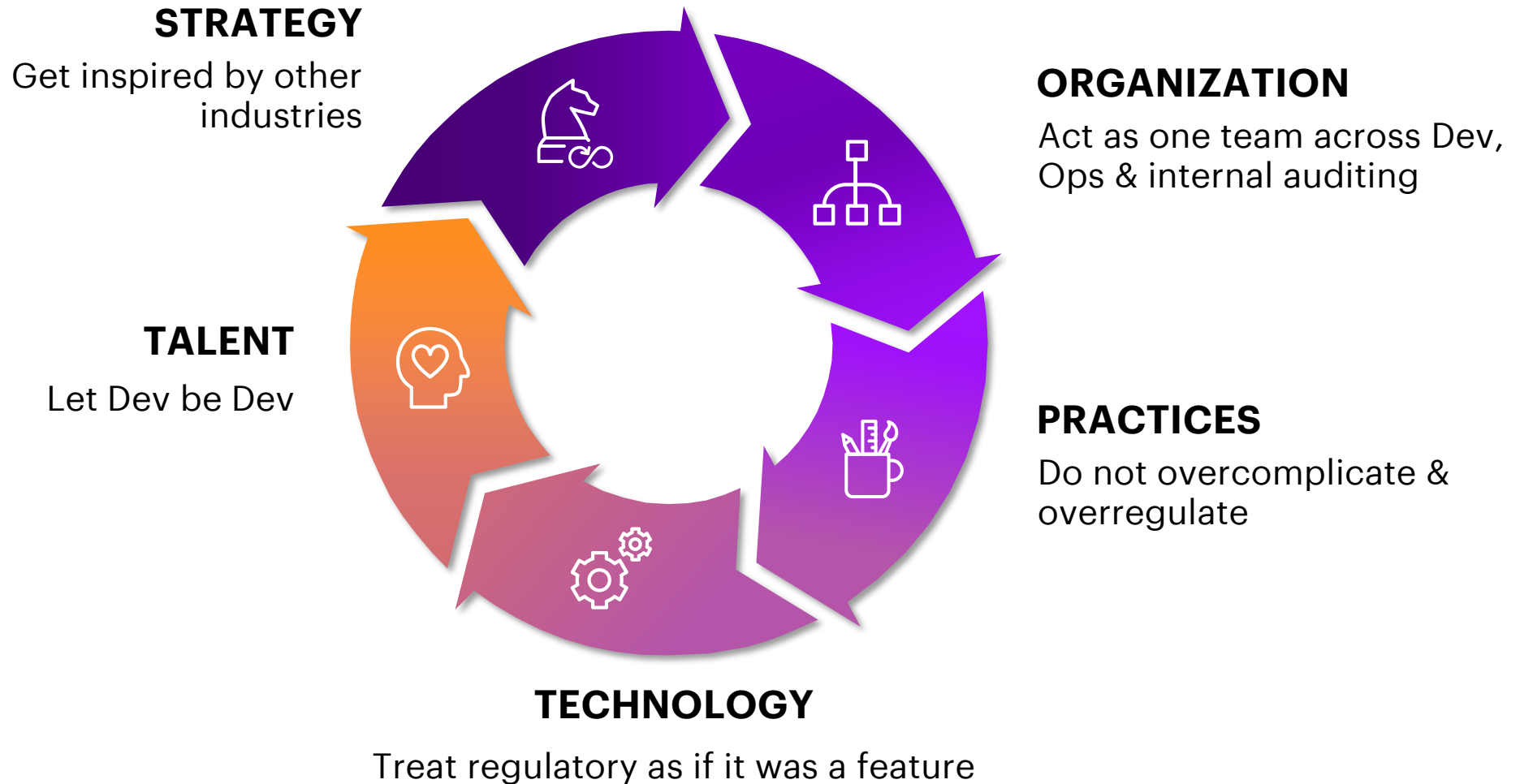
**PRACTICES**  
Do not overcomplicate &  
overregulate



# Some of our key learnings



# Some of our key learnings





# Looking forward to chatting with you!

## Laura Schneider


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## Sara Steiert

Technology Strategy & Advisory Executive

## Contact us

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[sara.steiert@accenture.com](mailto:sara.steiert@accenture.com)

## REMAINING CHALLENGES

While the options we discussed have their respective advantages and disadvantages, can we address the **present limitations promptly?**

**There is no universal solution or approach** that would be effective for all organizations.

## HELP WE ARE LOOKING FOR

Are there any **other regulated industries** that we haven't explored or considered where this approach could be applicable?

To those in the audience who specialize in Finance and/or Healthcare, **do you have a different perspective** on this matter?