

Mili Orucevic and Alin Iacob

How we are wiring winning organizations in Visma





Mili Orucevic
Chief Software Quality
Engineer



Alin Iacob
Software Architect



We are shaping the future of society through technology

180+

Companies make up the
Visma Group today

15 300

Engaged employees

1 700 000

Customers

11,6m

payslips

23,7m

e-invoices

run through our services every month

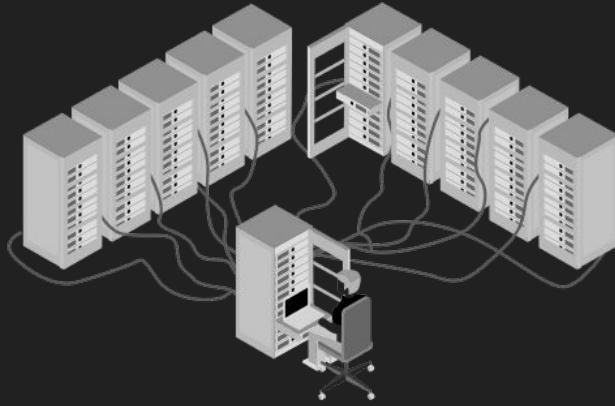
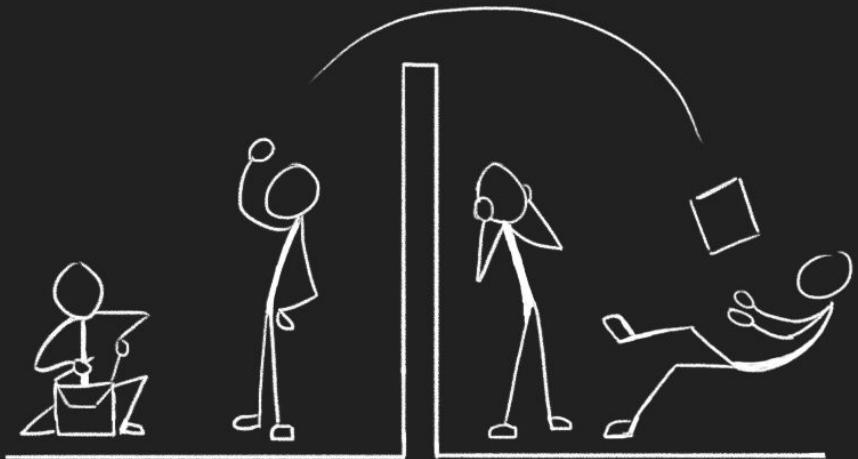


2015

2024



2015



Deployed 5-6x yearly



The World is Not Just
Changing Fast,
It's Accelerating

— Peter Diamandis





6x
yearly

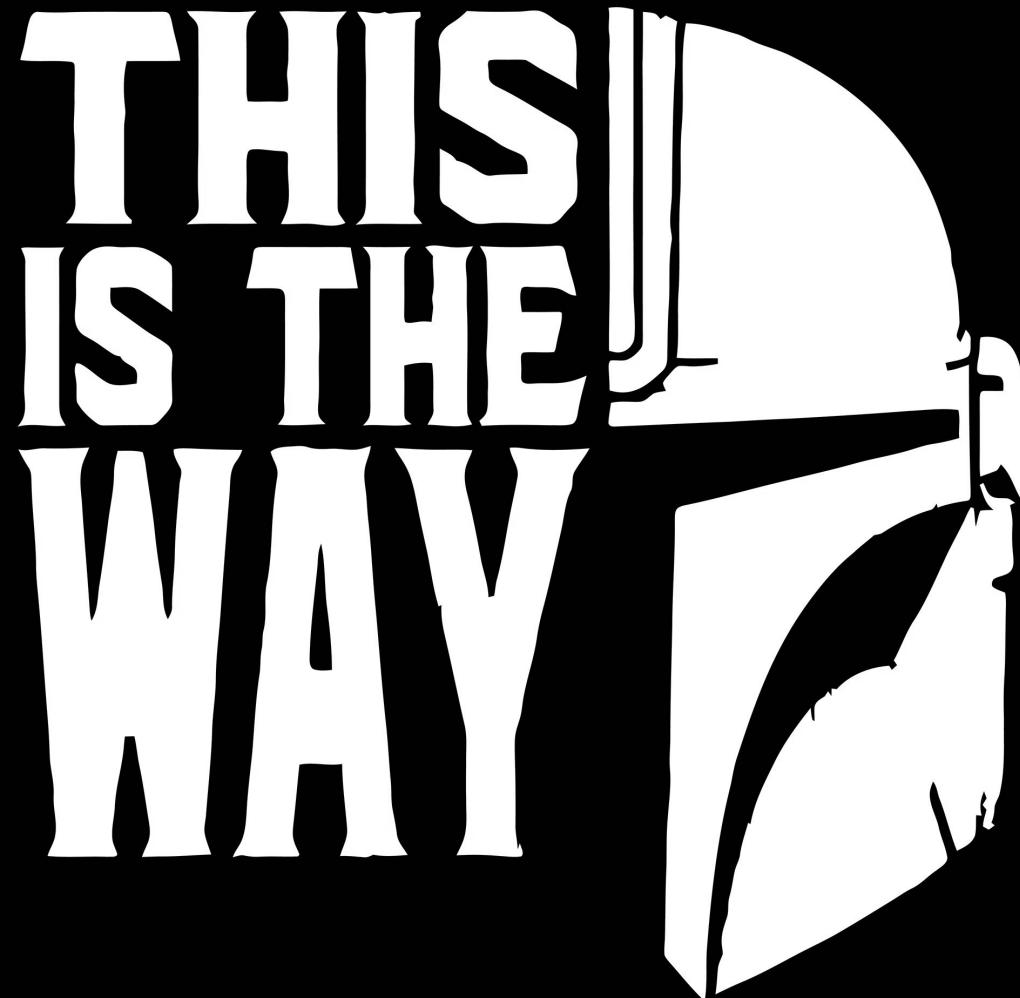
42x
monthly



Visma Cloud Delivery Model

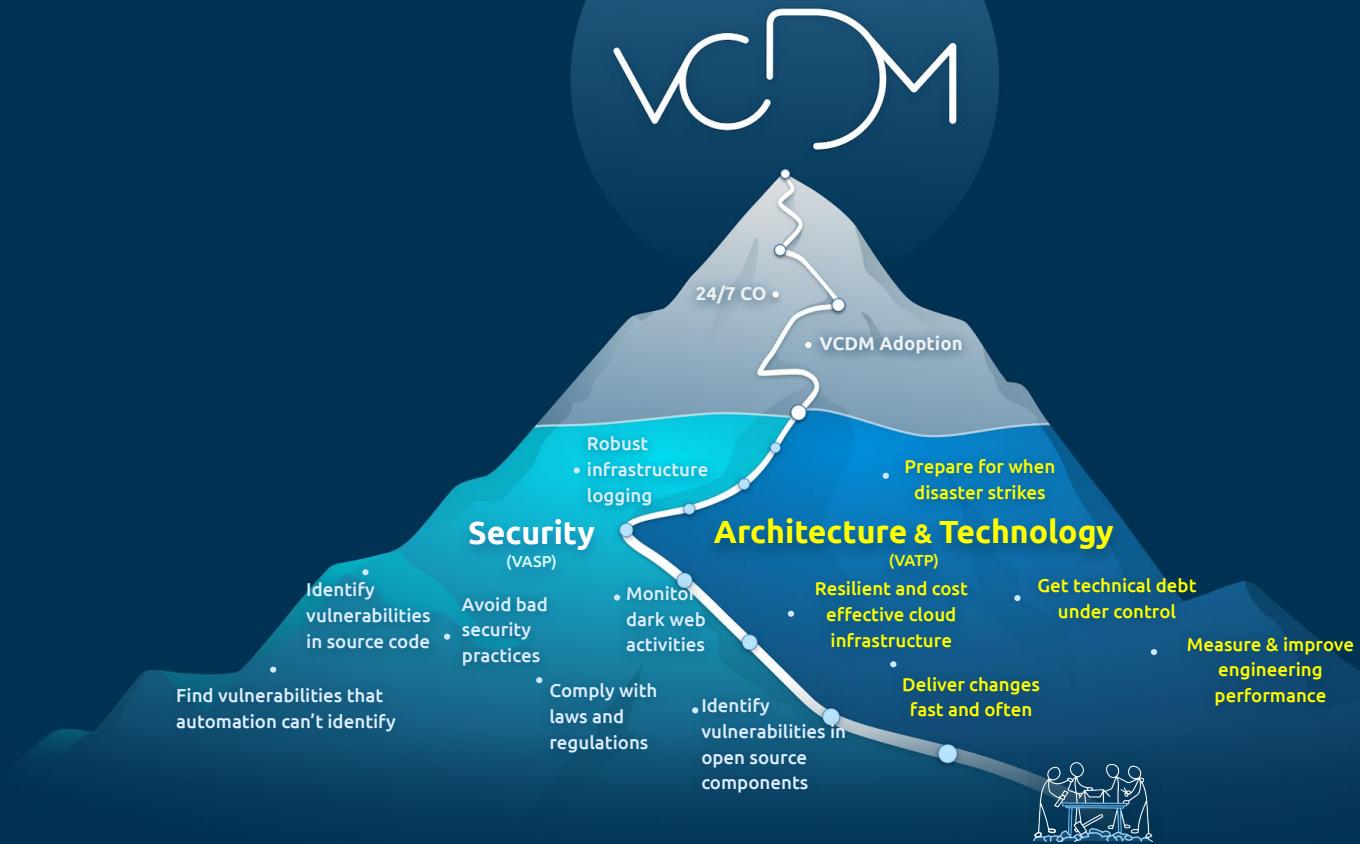
"The Visma way of **developing**, **delivering** and **operating** cloud services.

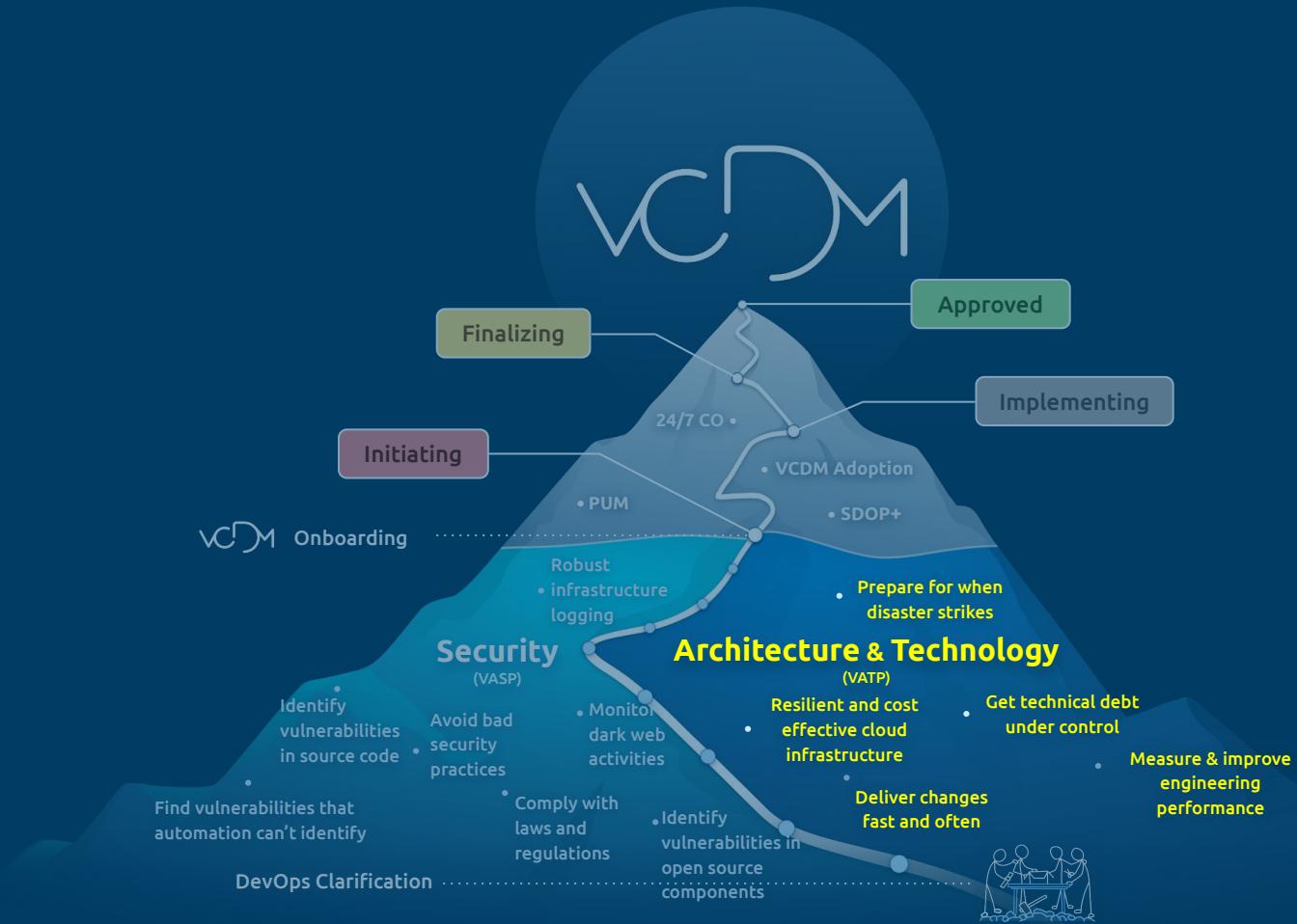
*It describes how we should be **organized**, how we should work, as well as **technical requirements** and best practices for **successful cloud service** delivery."*



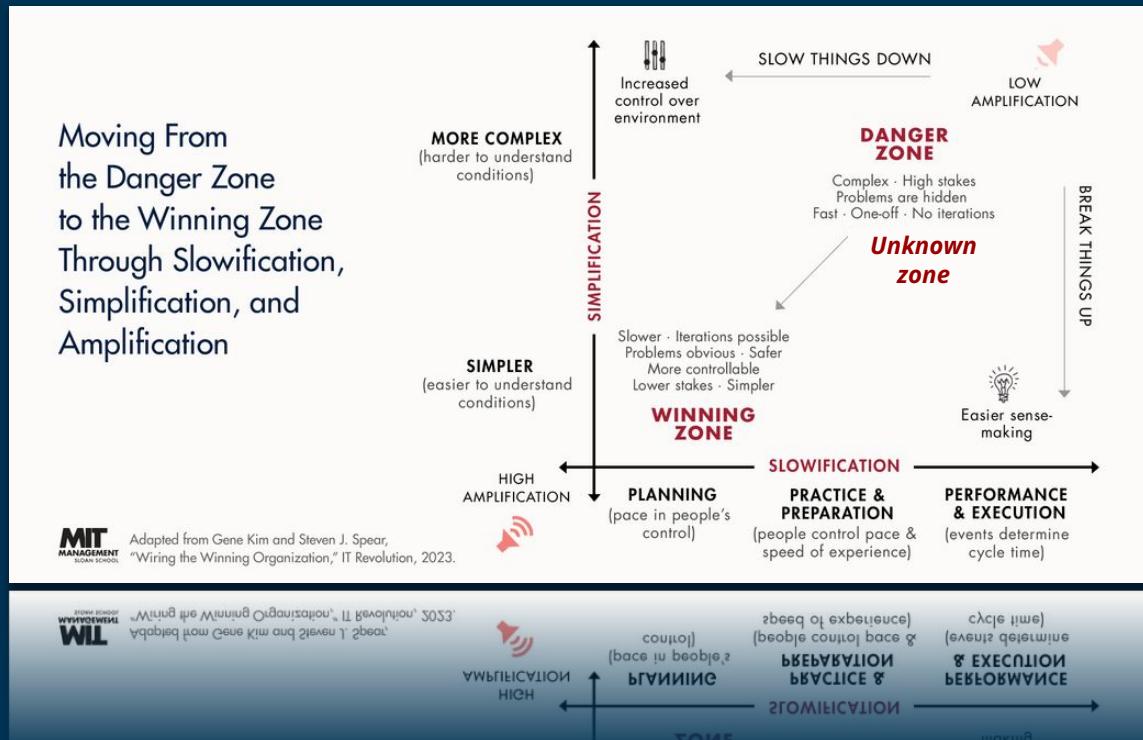


VCDM





How do we help Visma teams to move from the **unknown zone** to the **winning zone**?



The unknown zone - Uncertainty

Risks, technical debt
Opportunities
Technology choices



The unknown zone - Capabilities, Practices, Technologies

Continuous Delivery Assessment

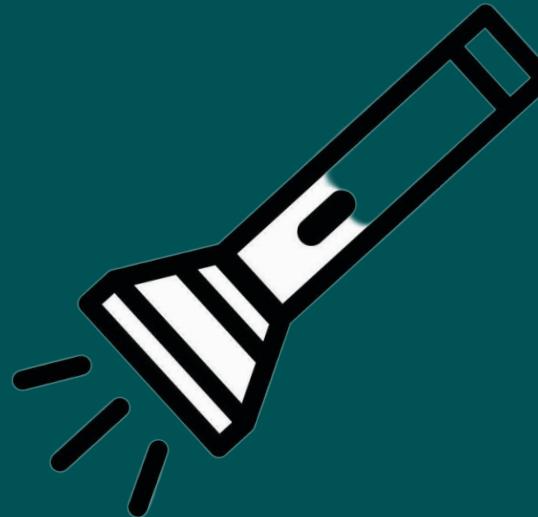
CDA00 SDOP data	(i)	CDA01 Version Control	(i)	CDA02 Continuous Integration	(i)	CDA03 Code Quality and Security Checks	(i)
Reviewed		Reviewed		Reviewed		Reviewed	
CDA04 Code Maintainability	(i)	CDA05 Branching	(i)	CDA06 Database Changes	(i)	CDA07 Feature Toggling	(i)
Reviewed		Reviewed		Reviewed		Reviewed	
CDA08 Deployment Process	(i)	CDA09 Lightweight Approval Process	(i)	CDA10 Environments	(i)	CDA11 Infrastructure as Code	(i)
Reviewed		Reviewed		Reviewed		Reviewed	
CDA12 Testing and Verification	(i)	CDA13 Automated Testing	(i)	CDA14 Monitoring, Information and Reporting	(i)	CDA15 Organization	(i)
Reviewed		Reviewed		Reviewed		Reviewed	
CDA16 Customer Feedback	(i)	CDA17 Culture	(i)	CDA18 AI in SDLC	(i)		
Reviewed		Reviewed		Reviewed			

The unknown zone \Rightarrow Winning zone

Identify and prioritise work

Efficient investments

Continued success or growth of the business





Visma Architecture and Technology Program

Successful SaaS

What is needed to build a successful SaaS today?

Architecture	Testing	Integrations	Performance
Infrastructure	Continuous Delivery	Technical Investment	Reliability

Successful SaaS

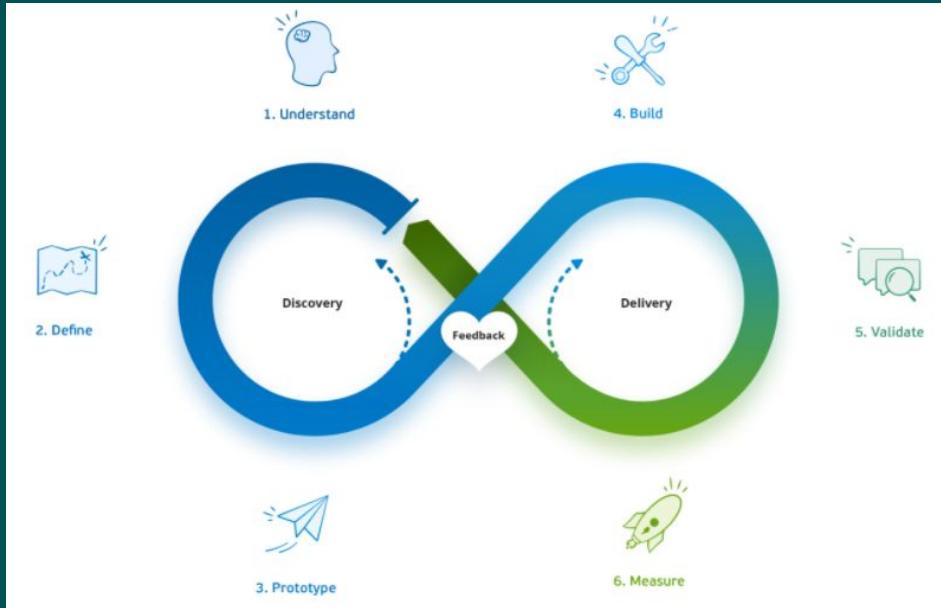
What is needed to build a successful SaaS today?

Software Architecture Assessment	Software Testing Capability Assessment	API Maturity Assessment	Performance Management Plan
Public Cloud Architecture Assessment	Continuous Delivery Assessment	Technical Debt Management Assessment	Business Continuity Plan

Automation Cost Security Logging Monitoring

Slowification: prioritizing Non-technical requirements

Quality attributes



Availability

Security

Interoperability

Usability

Performance

Maintainability

Reliability

Scalability

Slowification: continuous learning and collaboration

Visma Talks (Gene Kim, Vint Cerf, Scott Hanselman, Thomas Dohmke, Matthew Skelton, Teresa Torres)

Cloud forums

AWS, Azure, GCP

Product Development Architecture Board

Challenges that may require or benefit from collaboration, research

Specialised guilds

AI, security, infrastructure, APIs, Testing, UI/UX

Product analytics

Data driven organizations



Slowification: prioritizing non-technical requirements

Risks

Methodologies

Capabilities

Improvements

Opportunities

Best practices



More about what

Less about how

317

Reviews

1380

Risks and improvements

2023

Architecture and Technology



Morten H. Bakken



Alin Iacob



Cristian Nicoara



Mili Orucevic



Andreas Folkesson

Amplification

Prioritization

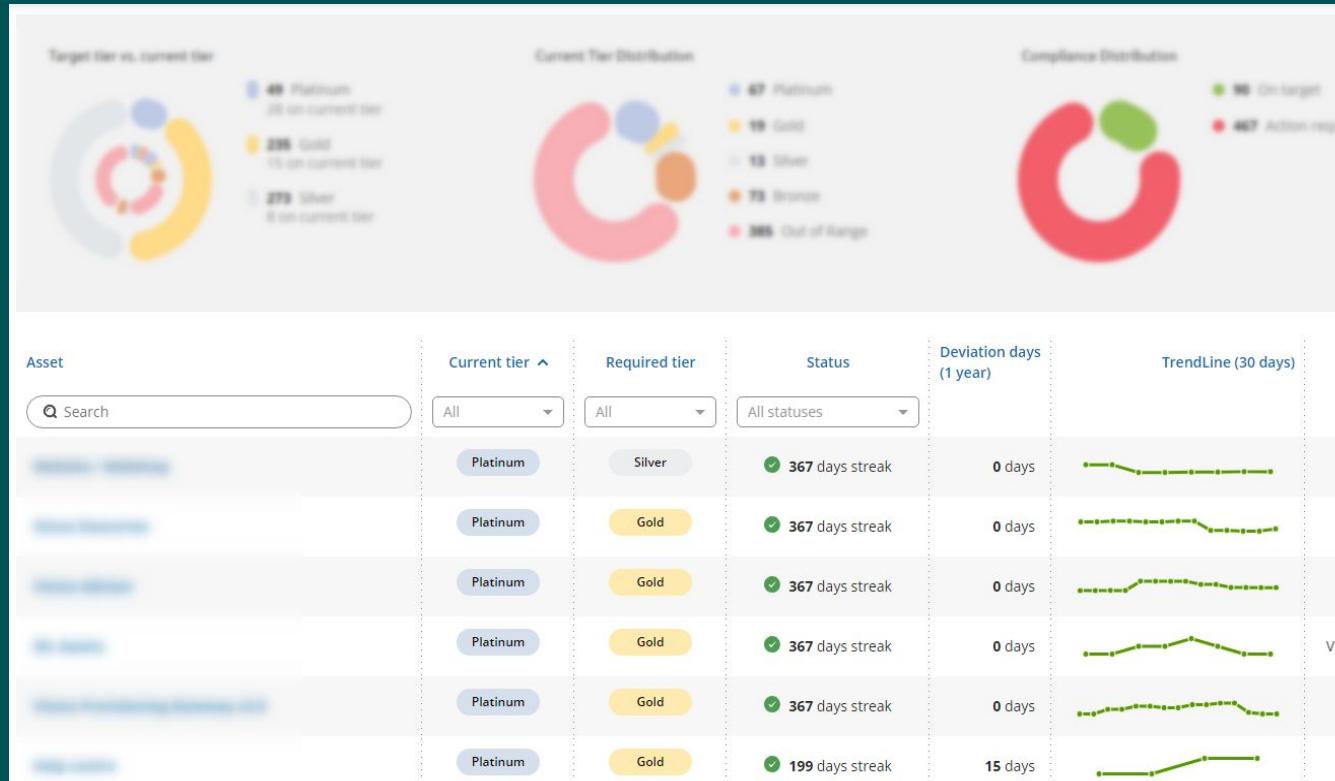
Low - Medium - High - Critical

Building a strategy

Important for the continued success or growth of the business



Amplification: How far away from the winning zone?



Amplification: data driven insights

pNPS, CES

The screenshot shows a product analytics dashboard with a sidebar menu and a main report area.

Sidebar Menu:

- Introduction
- Feature Adoption Overview
- Overview
- Top features
- Feature Adoption Drilldown
- Category drilldown
- Customer drilldown
- Event drilldown
- Feature adoption over time
- Feature drilldown

Main Report Area - About the report:

Purpose:
In today's dynamic software landscape, the ability to build products that truly resonate with our users is key. To understand the effectiveness of our product features, we need a comprehensive understanding of their adoption and usage patterns among our users.

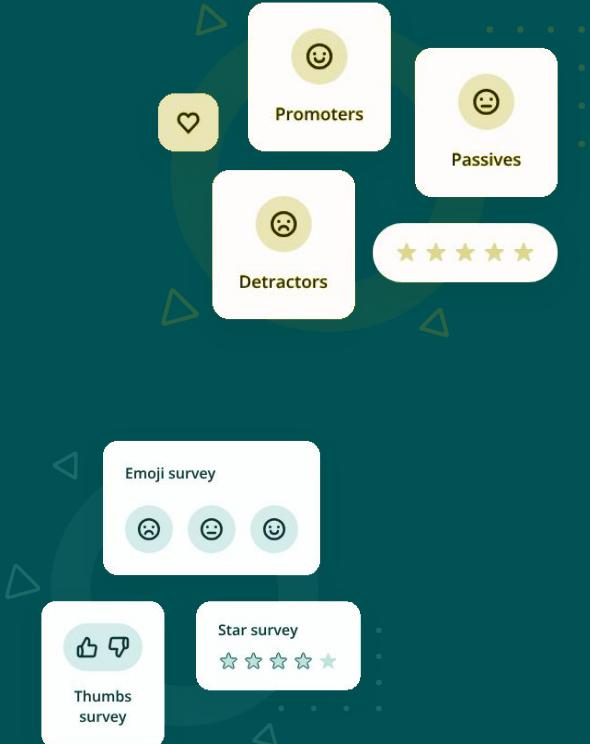
The purpose of this report is to empower product teams with insights they need regarding their feature adoption and usage, in order to make informed decisions. It aims to address the core question: *How are users interacting with the features in our product?*

To address this question, we focus on three important perspectives:

- User Feature Adoption:** The percentage of our user base that uses a given feature compared to our total product user base. This gives an indication of **how broadly our features are used** among our user base.
- Active Time Spent:** The active time our users are spending within a given feature. This gives an indication of **user engagement or efficiency** within that feature, depending on the feature in question.
- Number of Events:** The number of events our users are creating within a given feature. Similar to time spent, this also gives an indication of **user engagement or efficiency** within that feature.

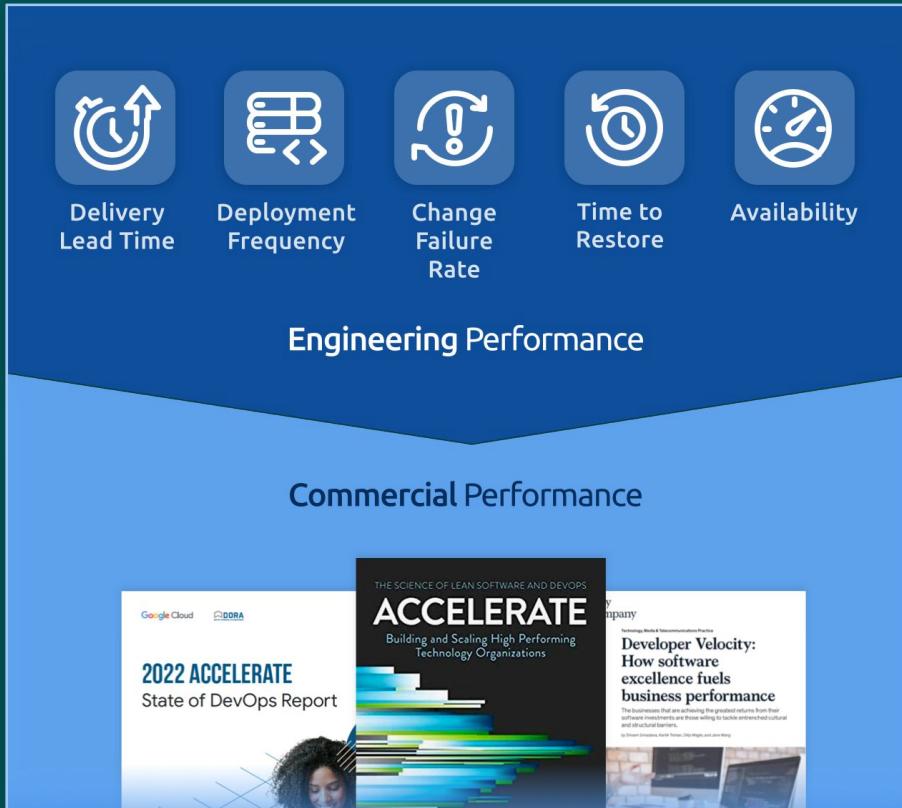
By including these three perspectives, we reach valuable insights about how our users interact with our product's features and their relative importance. This, in turn, enables us to make informed decisions and refine our product development strategy to meet user expectations and create a more meaningful, impactful product experience.

Product Analytics



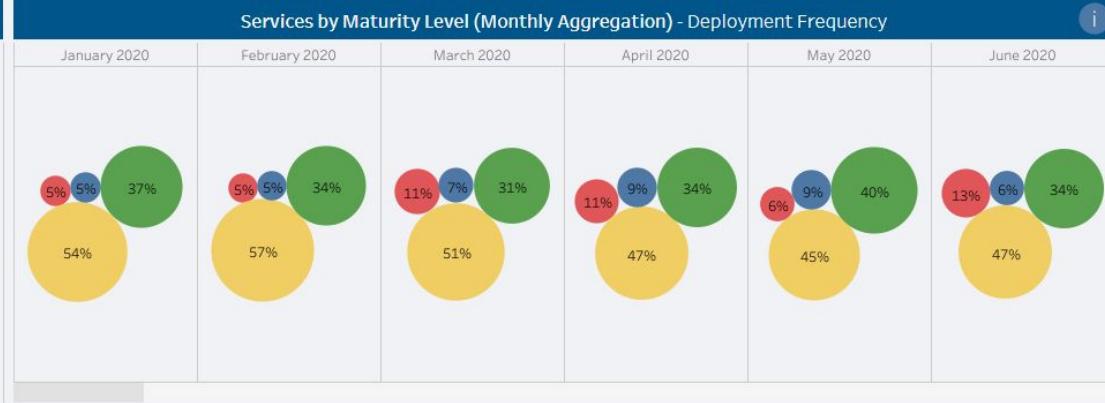
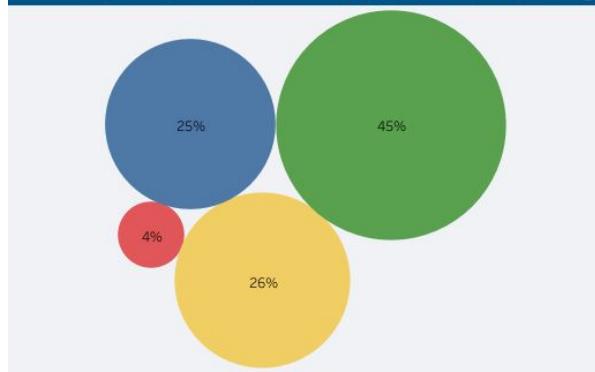
Amplification: Signals from Engineering performance

Software Delivery and Operational Performance



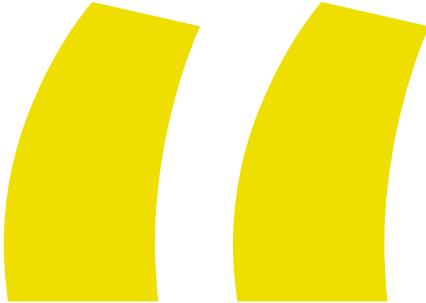
Delivery Lead Time	Deployment Frequency deployments per month	Change Failure Rate	Time to Restore minutes	Availability
Avg: 6.46 days	Avg: 37.68	Avg: 5.95%	Avg: 209.3	Avg: 99.72%
Median: 3.04 days Max: 50.36 days Min: 0.58 minutes	Median: 17.20 Max: 762.70 Min: 0.25	Median: 3.22% Max: 37.04% Min: 0.00%	Median: 172.8 Max: 938.0 Min: 6.0	Median: 99.97% Max: 100.00% Min: 94.94%

Services by Maturity Level - Deployment Frequency i



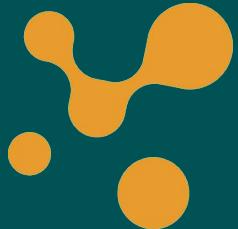
Overall Average Trend - Deployment Frequency
deployments i





We use SDOP to track our delivery and operational performance, but also as a strategic tool to guide our investments and decisions.

Jacob Nielsen, Director of engineering, e-conomic



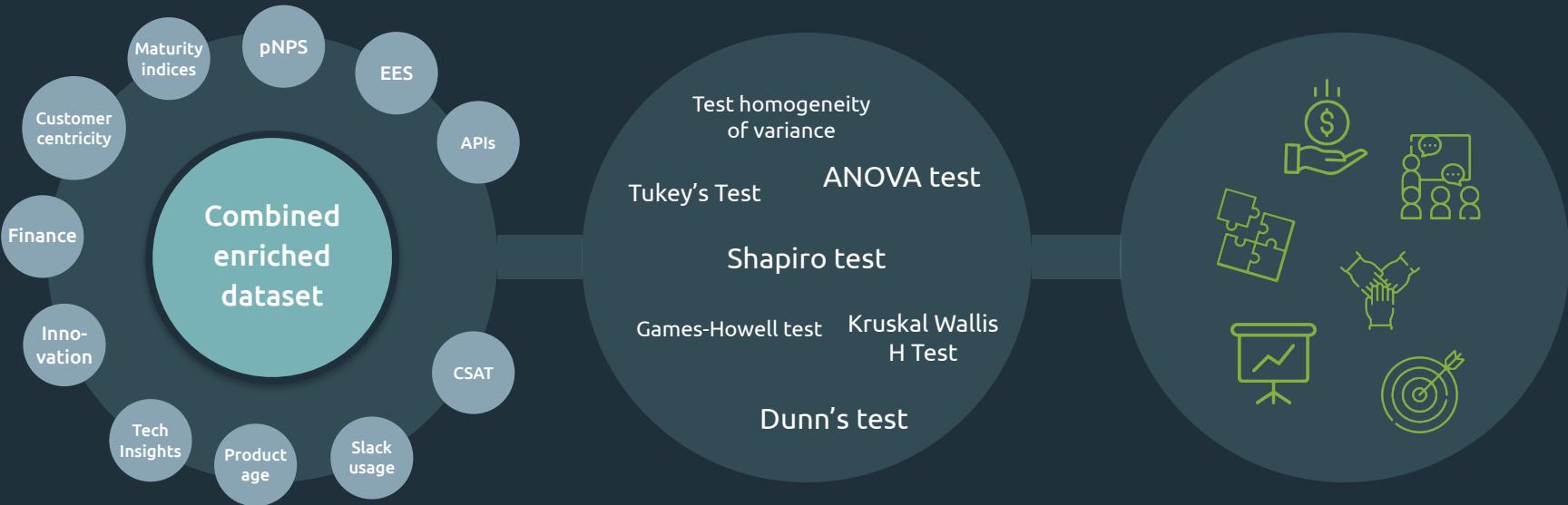
Visma e-economic 2021 vs 2024

Regular discussions with the board
Measure to improve not to look good

Delivery lead time 4x faster
Deployment frequency 2x more



VISDOM

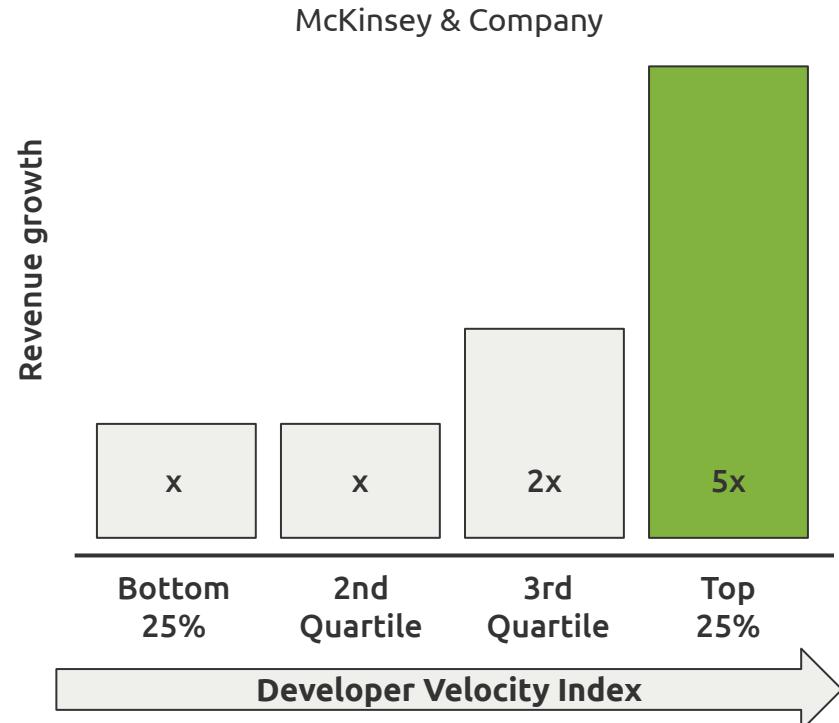
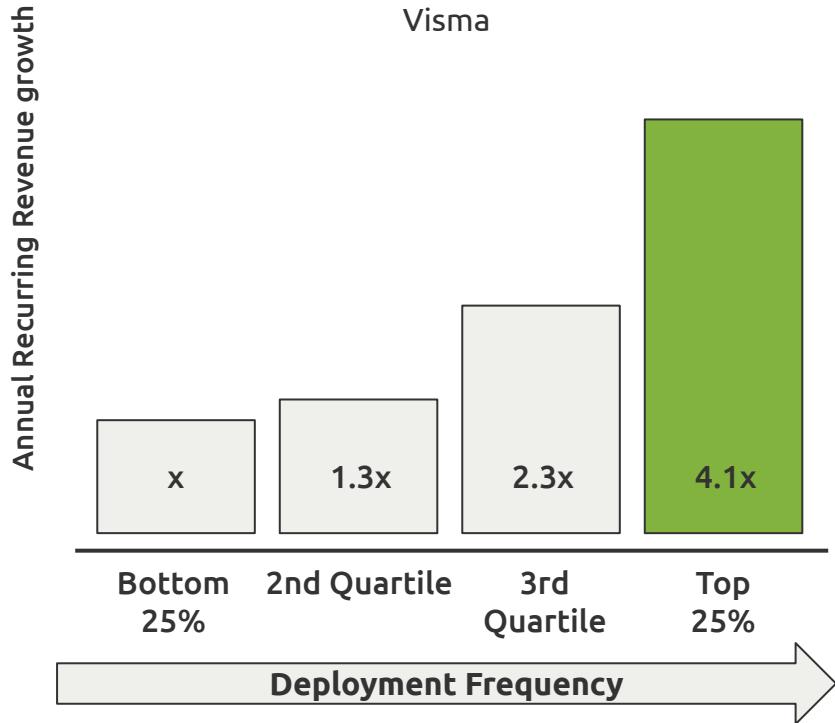


Building a dataset greater
than the sum of its parts

Statistical analysis
& ML

Data-driven insights for
maximum impact

Frequently deployed products grow faster



Simplification: Migration to Cloud

- Smaller, more manageable tasks
- Actionable strategy
 - structured process
- Simplify complexity
 - risks mitigated
 - capture opportunities



Simplification: Platform engineering

- Standardized infrastructure and tools
- Self service capabilities
- Teams focus on developing and delivering software
without the burden of managing unnecessary complexities



How our customers benefit?

How our customers benefit?



**Services that meets
your needs and
continuously improves**



**Always available when
you need it, aiming
towards 100% uptime**



**Has the highest level
of security**



**Transparency - when
something goes
wrong, we are open
about it and we share
our knowledge**



Learn more about our journey

- [Description of the Visma Cloud Delivery Model \(VCDM\)](#)
- [How the Visma way of working benefits you as a customer](#)
- [Developing, delivering and operating software to retain talent and increase revenue growth](#)
- [Between 2015 & 2022 we have approved more than 100 services to Visma Cloud Delivery Model](#)
- [How Visma delivers software using DevOps](#)
- [Security performance in the Visma Cloud Delivery Model](#)

Entrepreneurial Responsible Dedicated Inclusive



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