

Speakers



Nick Krosschell

VP of Architecture

Expertise in software architecture, AWS migration, microservices, and strategic integration of technologies



Haley Reddington

**Head of Technology Innovation
& Strategic Operations**

Expertise in program management, agile frameworks, AI & technological innovation, and organizational transformation

About WEX

WEX is a B2B fintech company whose purpose is to **simplify the business of running a business.**

We manage payment processing behind-the-scenes across fleet **Mobility, Corporate Payments, and employee Benefits**, so that management can focus on the bottom line.

In the last 10 years we had **6 major acquisitions** across our ecosystem.

WEX SOLUTIONS ECOSYSTEM

Simplify employee benefits



Benefits administration



Benefits accounts



COBRA/
billing
solutions

Streamline making & receiving payments



Expense management



Workflow automation



Travel booking

Manage fleets & mobility



Controls &
fraud
prevention



Proprietary network



EV & mixed
fleets

6,500

global full-time employees

\$2.6B

revenue

15 countries

where employees are located

40 years

of proven success



Our journey has been about shifting our perspective

THE PAIN

Siloed Team Outputs | We were optimizing the parts, using standard DORA metrics, but couldn't see the whole picture of value delivery.

A Fragmented Dialogue | Conversations about performance were often based on gut feelings and anecdotal evidence, leading to frustration.

Data as a Report Card | Metrics were often seen as a backward-looking grade on performance.

OUR TRANSFORMATION

End-to-End Strategic Outcomes | We now measure the total cycle time of a strategic initiative, what we call Product Innovation Velocity.

A Common Language | We created the "Vectors Framework", a shared, data-driven view of what matters across the business.

Data as a Diagnostic Tool | Our new metrics have become an active tool that exposes the real bottlenecks, transforming how we prioritize and invest.

RESULTING IN...

Measurement driving more **innovation**, the transition of lower-value responsibilities to **AI agent**, and driving the **release of new AI-powered products** to reduce customer pain points by **90%**

The challenge: A universe of technologies

Complex and **diverse landscape**

New **CTO** in 2024, a catalyst for change



+2,100 global technology employees

~300 agile teams

Acquisitions have **diversified** our cultures, systems, and development practices

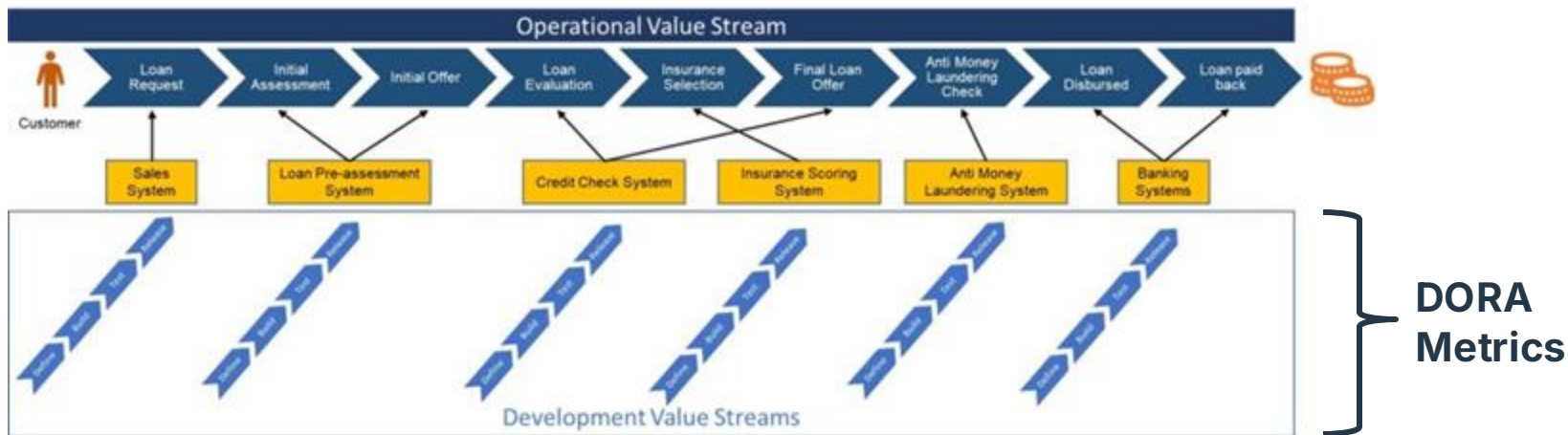
Language barrier between business and technology



Within this landscape of challenges, how could we use data to drive clarity and Transformation?

Measuring and optimizing flow

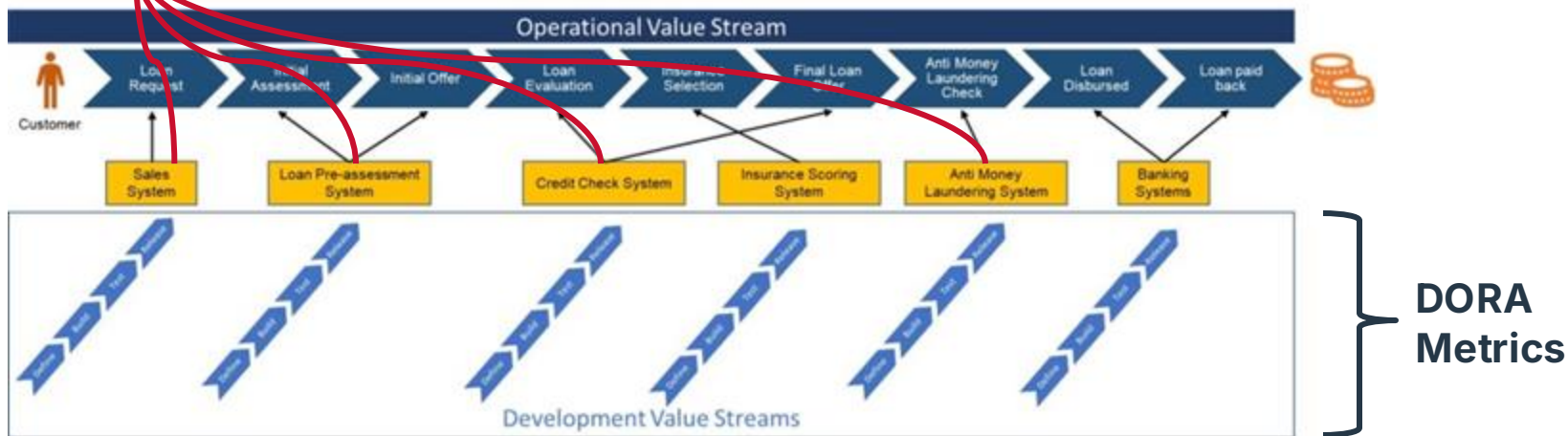
Two altitudes of flow



Two altitudes of flow

Features
needed to
enable a
**Strategic
Initiative**

Requires changes to multiple systems that facilitate multiple operational value streams.



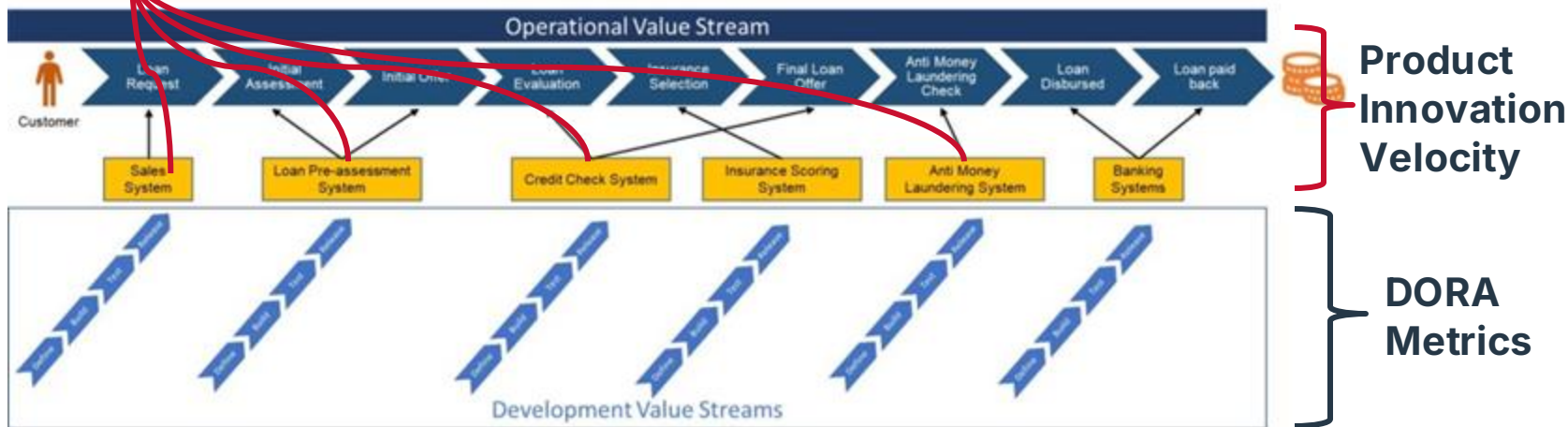
Two altitudes of flow

Features
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Requires changes to multiple systems that facilitate multiple operational value streams.

The true time-to-market for customer value is the lifecycle of the entire initiative. We realized we were optimizing the parts, but we weren't measuring the whole.

Product Innovation Velocity: The total cycle time of a strategic initiative, encompassing all underlying work and wait times.



We knew how fast we could deliver, but was it the right initiative?

We needed to measure the qualities of the product itself.

Developing outcome-driven metrics: Our principles

We built a new framework to shift our focus from **project outputs to measurable business outcomes**, ensuring clarity from the boardroom to the development team.

From code to customer: Our principles

**Anchored in
industry standards**

Leveraged DORA¹ metrics

**Simplicity
& clarity**

*Easy to capture and understand.
Directionally Correct over Perfection.*

**Universal, co-created
& industry-agnostic**

*For all roles and applicable across
any line of business.*

**Consistent application,
driving conversation**

*Applied evenly across all business
ecosystems*

Our capability vectors - the need for a wider lens

Delivering on our strategy required faster, data-driven decisions on our products, which meant we had to identify and consistently analyze the **key areas** we needed to improve.

The **Vectors Framework** established a common language of standardized measures that bridge the diverse operational models of our multiple lines of business.

Our vectors



Product Innovation Velocity (ProdIV) How quickly we release new products and features?



SaaS maturity Is it a modern, scalable, cloud-native solution ready for future growth?



AI maturity How effectively does it use data and AI to create intelligent experiences?



Reliability Is our product stable and resilient for our customers?



Security Is the product secure by design, protecting our clients' trust?

Interdependent

Our principled approach

Uniting our ~2,100 employees technology organization across 4 continents with a single, data-driven view of what matters

Our playbook



Goal alignment

Prioritize setting shared goals to ensure everyone understands the "what" and "why."



What do we measure

Identify the metrics. Normalization: Converted diverse, complex data points into a simple, uniform 0-5 scale.



Where our data came from

Identify the metric owners; leverage 3rd party experts for benchmarking.



Data visualization and insight generation

Transform data into clear, digestible, and actionable insights for stakeholders.



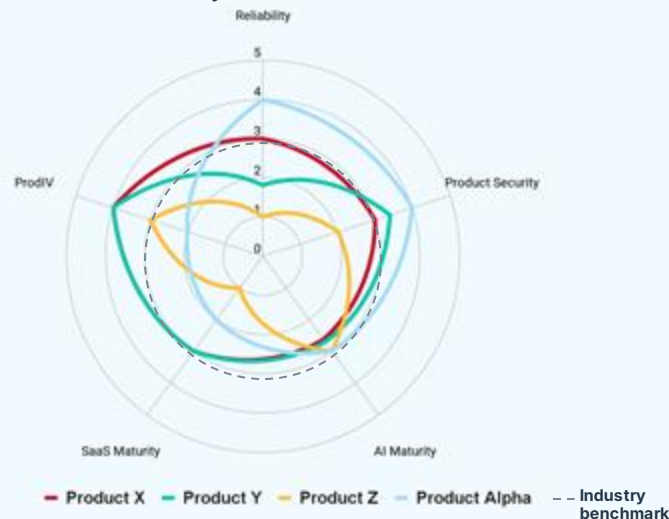
Integrated governance & program management

Embed this process directly into our existing governance and program management framework.

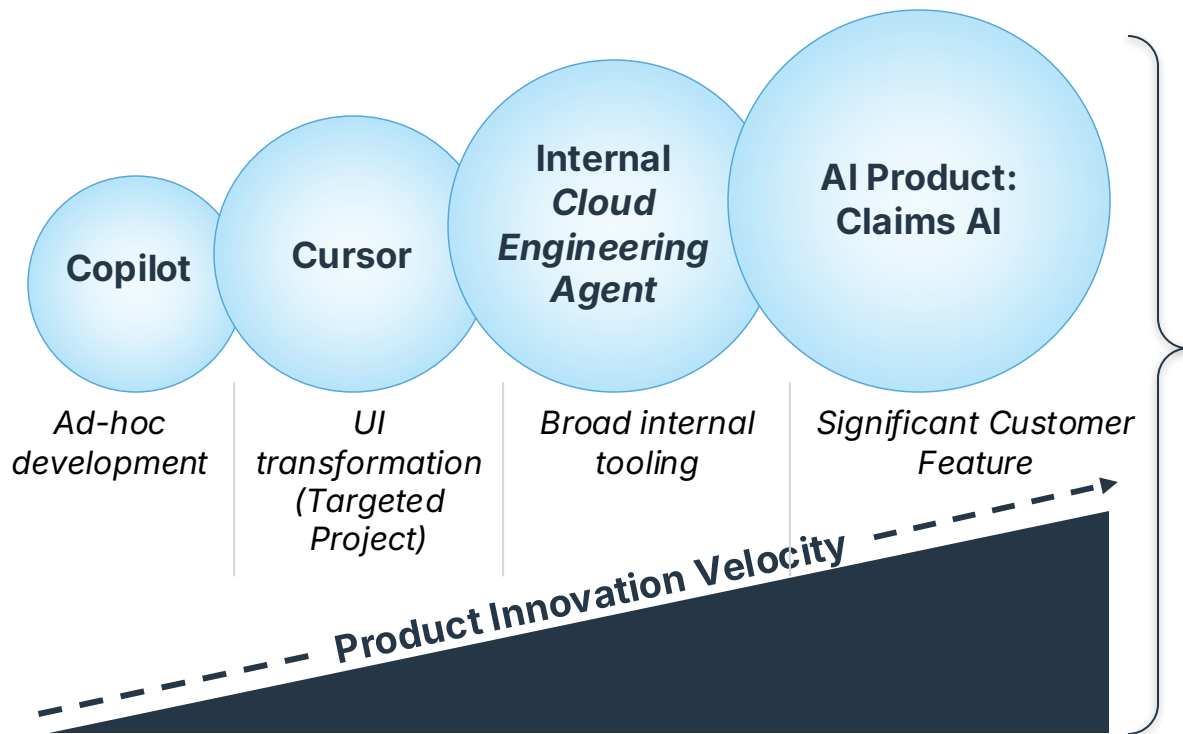
Tech transformation review

Illustrative
Only

The visualization revealed strengths and areas for improvement within a line of business, enabling stakeholders to prioritize initiatives and allocate resources effectively.



Meaningful impact through measurement



Example Outcomes

- **Learning and Innovating Quickly:** A project that once required a scrum team a full year into a two-week task for a single developer.
- **"Cloud Engineering Agent"** Answered a supermajority of questions successfully over the last 3 months
- **AI Product:** >90% Reduction in claim processing time (2 days to <2 minutes)

Case Study 1: Making "Invisible" Pain Visible

Problem

One of our lines of business felt like big features were taking longer and longer to ship, but they couldn't prove it. The teams' DORA metrics were fine, but leaders were frustrated.



Action

- ↪ The ProdIV metric quantified the pain. It proved the problem wasn't in engineering but in the steps before it.
- ↪ Undeniable data they needed to intervene and investigate the root cause.

Result

The metric transformed from a passive score into an active diagnostic tool. It has reshaped how they allocate development cycles to fix the real bottlenecks.

Case Study 2: The AI Agent (Velocity Enabler)

Problem

Our Cloud Engineering team was swamped with repetitive questions: "How do I renew a cert?", "How do I get a Kafka topic?". Our knowledge bases were hit-or-miss, and teams were getting blocked.



To

AI Agent answers question

- ↪ Developer Unblocked
- ↪ Faster Flow
- ↪ More Consistent Implementations
- ↪ More Time for Innovation

Case Study 3: From an Idea to a Strategic Investment

Problem

Our claims processing was manual and slow. Our AI and SaaS Maturity vectors showed this area was a prime candidate for a major architectural overhaul.



Action

- ↪ The vector data gave us the confidence to make a much bigger, strategic investment.
- ↪ Drastically lighter workloads for HR teams
- ↪ Faster, more confident financial relief for employees

Result

This project is a major success and is now being expanded to other claims capabilities across the company. The vectors gave us the data to move beyond small, incremental changes and make a bold, transformative bet that paid off.

Our Stakeholders Perception



QQ

I truly appreciate the transparency of the tech metrics you've provided; they offer a clear understanding of our current standing and performance. This level of transparency sets an excellent model for the entire organization, especially as we strive for best-in-class achievements. From an operational perspective, this tangibility is incredibly helpful, making prioritization much easier

Melissa Smith
CEO, WEX Inc

Core Learnings & Actionable Takeaways



Implementation & challenges

- Data segmentation by line of business
- Initial resistance
- Bespoke metrics for each environment



Strategies employed

- Direction over precision
- Leadership mandate is crucial
- Gradual adoption

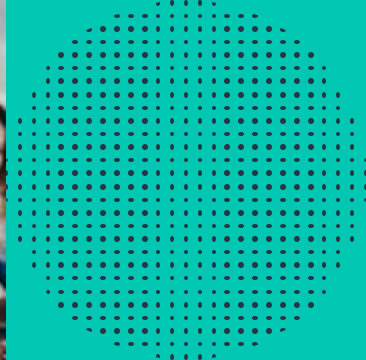


Key takeaways & lessons learned

- Focus: clear, limited vectors
- Ongoing stakeholder engagement is crucial
- Deliver practical and visible improvements that resonated with the teams for buy-in

Where we still need help

- What other vectors would you find interesting?
- How are you measuring architecture maturity?



Thank you!

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