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rc-E-Tect
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evSecOps

ss Somebody?

ular basis I talk with friends and colleagues about DevOps and since I article on why it would make more sense to drop the capitals and go for stead, I am asked about my view on BizDevOps and DevSecOps. Just like they are usually associated with technology and software-based products ular. And just like DevOps, BizDevOps and DevSecOps must be viewed usiness context. They are different organizational structures to improve iveness of the organization's processes to deliver value to its stakeholders. ep it abstract and conceptually.

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Some people see things and ask 'Why of things and ask 'Why not?'

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Business and Security

ticle I will explain my thoughts about both concepts, the first being the
ught to involve your business in the product development cycle and the
outrageous idea to consider security as part of your concerns. I am of
ing sarcastic, which should tell you somewhat of where I will be going.

evOps makes Sense

ticle "devops sans the Capitals" I explain why I prefer to spell devops
ver case. I think it emphasizes the lack of silos in an organization
roduct development and its operations are the responsibility of a
am. With that being said, I do understand the reasoning behind
apital D and O in DevOps, To me it feels that when you spell it like
ou imply that there is a Dev and an Ops silo working together, each
ir own responsibilities, in your organization. Development and
ns are two different sides of the same coin, each with their
s.

sans the Capitals

 without the capital 'o'

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ncern revolves around Time-to-Market, Ops on the other hand is
ed with Time-in-Market. Both concepts and their business relevance
line-economy are discussed in "Quantum leap into the Business of
rvices".

m leap into the Business of Cloud Services

llenges Software Vendors face adopting the Service
 model in the post COVID-19 world

om

 I do prefer 'devops', referring to the responsibilities a single team
eers share with respect to developing and delivering value to
rs, within the context of this article I will use the more common
 using the capital D and O.

Ops movement intends to break down the siloes of the development
ent and the operations department. I have worked at several banks
ev was referred to as Change-the-Bank and Ops was called 'Run-the-
ther organizations I have worked with refer to Change and Run as
this day, I have never found out the origins of these names, although
y suspicions.

at the organizational structures of these companies, you typically
each side reports to the CIO, or IT manager. When you look at the
 aspects, you will usually find that money spent at the Change side
alled 'Investment' and at the Run side of IT we talk about 'Cost'.

intends to address these differences and the challenges
tions face because of them. Organizations adopting DevOps
s do find themselves initially in turmoil but once the dust has
Time-to-Market and Time-in-Market have improved and continue to
consistently.

andably, organizations that experience the benefits DevOps will start
for other silos to break down. Organizations that divide their IT
ents into a Dev and Ops department, are typically the ones that are
nto a Business and IT department themselves. A division that results
r challenges resulting from having to deal with silos. The problems
ed by organizations that have a Business and an IT silo, are around
nt between business goals and strategies and IT's goals and
s. These alignment issues are of course, as with every other
ship, caused by miscommunication or even worse, a lack of
nication.

, Development and Operations are therefore three silos to be broken
ading to BusDevOps, or the more popular usage, BizDevOps.

t go into the details of where security concerns come in, but if you
nt any time on either developing software or operating them in a
on environment, you are aware that security is one of the most often
d aspects of product delivery. Yes, the Information Security Office is

ner silo that must be broken down, and DevSecOps is born, or

p, DevOpsSec...

Ops and DevSecOps

out BizDevOps and DevSecOps? Why not write them in lowercase as

a big fan of either. Although I do think that organizations that see

of using BizDevOps and DevSecOps indicate that something is

the way IT is used to support the organization's business objectives.

Ips

ps refers to Business, Development, and Operations. Where

ment and Operations are two sides of the IT coin, Business is not.

ment is about time-to-market and Operations is about time-in-

as mentioned earlier on in this article. Both are about supporting

s' to meet its objectives.

e dissect BizDevOps starting with DevOps, it is clear that Dev and

nlessly integrate into a single entity, devops. At the least,

nent activities will end where operational activities start. Looking at

annot say the same. Business activities do not end where

nent activities start. Or where operational activities start.

in BizDevOps does not refer to 'The Business', instead it refers to the
n of the features of the product which Dev will develop, and Ops will
'Biz' refers to the team defining what business value is and why it is
value. In other words, Biz are not software engineers nor
ns engineers, as these roles are already filled by Dev and Ops
rely. Biz are business analysts and requirements engineers. Biz is
e not 'Business' but still IT, they report to the CIO.

erns with BizDevOps are that it implies the inclusion of 'The
' in the product delivery process, breaking down the silos of
and IT. Instead, BizDevOps breaks down the silos of requirements,
nent, and operations. Unfortunately, it does not even bridge the gap
Business and IT and therefore does not improve the alignment
Business and IT either.

ps, in my opinion, should mean that the silos of Business and IT are
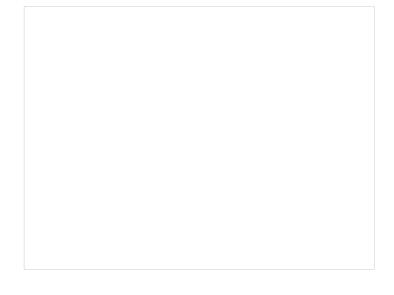lown, or at the least that the gap between Business and IT is bridged.

ugh I do not like the term BizDevOps, I do see the benefit of its
tion at organizations. It shows that there is a need for aligning
objectives with product development. Expediting this alignment
chieved by making business requirements engineering an integral

ne product delivery process and highlighting this through adoption
vOps.

Ops

ps refers to Development, Security, and Operations. Where
ment and Operations are two sides of the IT coin, Security is an
f each side and foremost a business concern.

urity being a business concern, part of business risk management,
be an aspect that is an integral part of the requirements being
red by the 'Biz in BizDevOps'. Every product developed should have
ity aspects formulated in the form of specific requirements as well
ic aspects of other requirements. In this regard, security should be
ne Biz in BizDevOps.

me time, security is an aspect of how the product is being developed
operations is arranged. Securely developing software is a practice
ly referred to as Secure Software Development Life Cycle, SSDLC. It
at product vulnerabilities related to the way the software is
ed are addressed during the development phase. For example, by
the source code for constructs that are known to introduce
ilities, or by only using libraries and frameworks from trusted
Secure operations extend this to the operational aspects of the
for example by periodically performing penetration tests, and by
access to production environments. In this regard, security should
egral part of development and operations practices in DevOps and it
certing that it is required to explicitly mention that security is a
concern.

inion, DevSecOps implies that development and operations are not
the business implications of not developing their software in a
ay or are not applying security related best practices in the
nal environment. When developers and operations are responsible
usiness value delivered, they must be responsible for the security
s well. When the Product Owner is accountable for the business
livered, the Product Owner is also accountable for ensuring that the
owned is not exposing any vulnerabilities that impact the business
livered.

1 I feel that security must be a concern for all involved in the
of business value, I do see the value of making this explicit.
ps is probably the most natural sounding variant of how to make it
SecDevOps or DevOpsSec seem to miss the mark, where DevSecOps
e a ring to it. At the same time, I worry about the implied meaning
comes after Dev and before Ops, which is not true of course. Sec is
ev and Ops and by mentioning it explicitly, it emphasizes the
y of addressing security during the development and exploitation of
uct. An unfortunate reality.

SecOps

d I say bizdevsecops? In my opinion we should stick with the
in this case. Where Dev and Ops are two sides of the same coin,
and security are integral to product development. It should go

question that business development and product development are
ned. Unfortunately, this is not the case in many organizations.
and IT are two silos that are hard to break down and as long as IT is
ed mainly from a cost perspective, these two silos are hard to bridge
Maybe, and it might be wishful thinking, BizDevOps results in better
nt between Business Development and Product Development.
ps is therefore a way to emphasize the necessity of it.

out security? It is also not a side of the coin, instead it is one of the
at make up the coin. Security is a business concern if not anything
k management should be part of the practices around business and
development. Not accounting for risk and security while developing
isiness model, approaching a new market, or creating a new product
kable yet prevalent in many organizations. At the same time,
must be developed in a secure way. Security cannot be bolted onto
uct instead it must be integrated into the product. Security is
e not a matter of responsibility but one of practice. DevSecOps is
e a way to emphasize the necessity of integrating security with the
nent and operations practices. It does not matter where you put the

ng as you weave it into all your practices.

Tect

ner

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Devsecops   Bizdevops   Business Agility   Agile Transformation

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