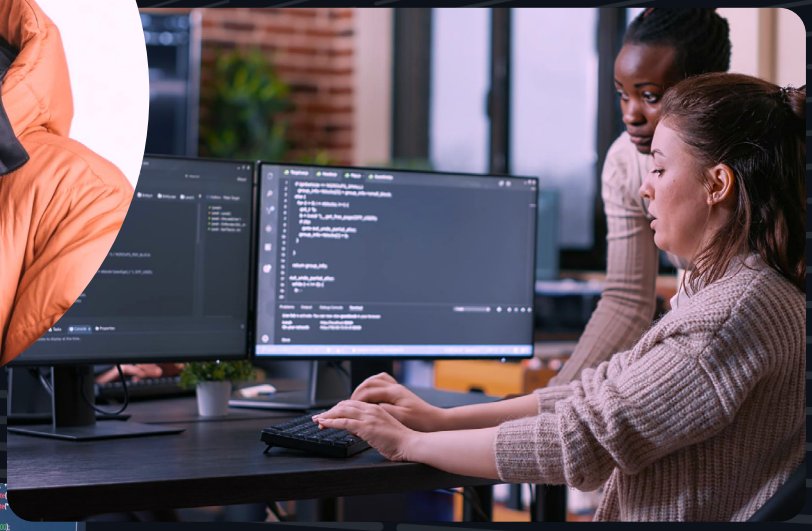
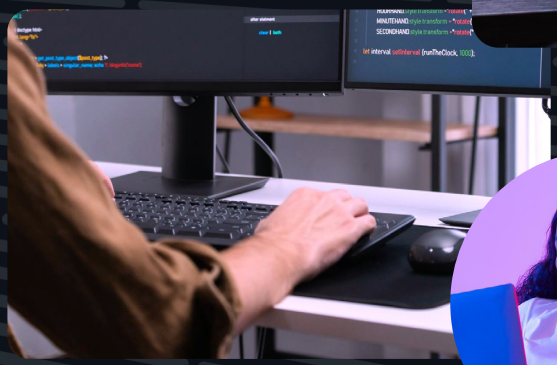
CodeRoad

The business impact of velocity-as-a-service for scaling enterprises





Key takeaways

- Traditional digital transformation approaches break down at scale because companies treat growth as an augmentation problem rather than building integrated systems that channel talent, technology, and strategy into measurable outcomes.
- Most AI investments fail to deliver business value because companies chase the technology without doing the foundational work of aligning it to specific KPIs and organizational problems.
- VaaS works differently by integrating three pillars—elite nearshore talent, AI-powered delivery, and digital transformation expertise—into a single outcome-based engine where teams operate like owners, not contractors.
- The first 30 days of a VaaS engagement focus on discovery and roadmapping, not coding. That upfront investment in understanding the business prevents the expensive pivots and scope creep that derail most transformation projects.
- The competitive window is narrowing. Companies that master velocity now are building capabilities that compound over time, while those that wait will find themselves playing catch-up in a game that's already been decided.

There's a reason so many enterprises feel stuck despite pouring good money into digital transformation.

And it's not for lack of effort—it's by relying on the wrong approach.

Most companies treat scaling as an augmentation problem: add more developers, add more tools, add more initiatives. But scaling is less about addition than it is integration.

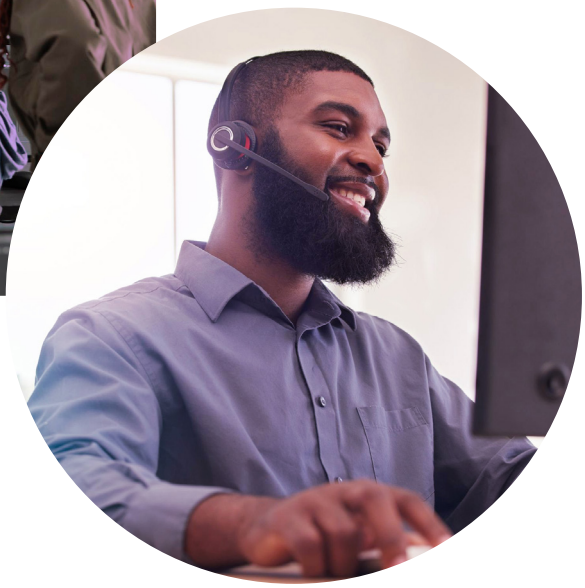
You can have all the talent in the world, but without a coordinated system to channel that talent into, you just have noise, silos, and wasted investments.

This is the gap that velocity-as-a-service (VaaS) was built to close.

VaaS is an outcome-based delivery engine that integrates elite nearshore talent, AI-powered systems, and digital transformation expertise into a single unified model designed to deliver measurable business impact for scaling companies.

For enterprise leaders navigating the pressure to transform faster while maintaining operational stability, VaaS offers something increasingly rare: predictability in an unpredictable technology landscape.

Here's how.



Why traditional digital transformation approaches break down at scale

When companies struggle to scale, the patterns are remarkably consistent.

Use AI for AI's sake

The most common reason technology isn't helping companies scale is that they assemble AI teams without a clear understanding of the business value they're chasing.

They just consider "Hey, can we build an AI product' without a really deep understanding of what the actual benefit is going to be from a business or KPI perspective," explains Marcelo Schenone, VP of Engineering at CodeRoad.

"Most companies have '**shiny object syndrome**' around AI and get bought into the hype without doing the foundational and operational work of making it stick."

A recent MIT study found that 95% of AI proofs of concept never deliver business outcomes. Companies are building solutions to build solutions—to "implement AI"—rather than solving the problems that matter specifically for their industry, organization, and customer base.

"That was kind of a wake-up call for the whole industry," Marcelo notes. "After that, clients started thinking more strategically about how they should really implement AI in their businesses to improve on what matters most."

And that's where the magic happens.

But AI isn't the only reason digital transformation projects aren't pulling their weight in most organizations.

Lack of comprehensive project strategy and talent alignment

Most digital transformation projects fly off the rails at the beginning, during the strategy phase.

As we discussed earlier, so many companies are in "**experimentation mode**" and aren't thinking about technology as a comprehensive fix to organizational problems, but rather as something "**innovative**" they have to try out.

Because of this mindset, people aren't asking the right questions, solving the right problems, and making the right kinds of investments to move the project meaningfully forward.

Subsequently, a good chunk of the inefficiency comes from the acquisition and ongoing management of developer talent.

When you're in the throes of a big project, many companies assume that simply adding more developers will accelerate delivery.

While that logic works on the surface, it doesn't take too much digging to uncover the issues lying beneath: more people without a unified system means slower delivery. Communication overhead multiplies. Alignment fractures. Momentum becomes friction.

Distributed teams end up as add-ons rather than integrated parts of the operational engine. They're handed tasks without context, expected to execute without understanding the "what, how, and why" behind the work.

By the time you realize what's happening, you're untangling a web of fractured processes and disconnected efforts that will take a lot of time and even more money to set right.

The enterprises that break through are the ones that build systems—delivery engines that turn talent, technology, and strategy into repeatable, measurable velocity.

How velocity-as-a-service solves these issues

So if traditional approaches keep breaking down at scale, what actually works? The answer lies in rethinking the model entirely.

Three pillars working as one

Where most companies treat talent, AI, and digital transformation as separate initiatives with separate budgets and separate teams, VaaS integrates all three into a unified system.

ELITE NEARSHORE TALENT

Engineers, product managers, and designers who embed into your architecture and business objectives. They understand the context behind the work, not just the tickets in the queue.

AI-POWERED DELIVERY

Production-ready AI development backed by maturity assessments that identify the highest-impact use cases. The goal is solutions that move KPIs, not experiments that impress in demos.

DIGITAL TRANSFORMATION EXPERTISE

Modernizing tech stacks, simplifying fragmented systems, and enabling scalability without disrupting operations (and importantly) revenue.

The key is that these pillars don't operate in silos. The talent understands the AI roadmap. The AI strategy aligns with transformation goals. When everything connects, you stop optimizing pieces and start accelerating the whole.

Prioritize outcomes over output

Traditional staff augmentation focuses on increasing the productivity of existing teams with additional headcount. You need more hands, so you hire more hands. Simple enough.

But VaaS operates on a different premise altogether. Instead of asking "how many developers do you need?" it starts with **"what business outcome are you trying to achieve?"**

"The main difference has to do with mindset," Marcelo explains. "Staff augmentation was just about increasing the productivity of existing team members in different standard technologies. Whereas we think of velocity-as-a-service as more of an outcome-based engine where we want to align with the clients, understand their industry, understand how they are measured, establish a benchmark, and see how a real AI solution could help them improve on those business KPIs."

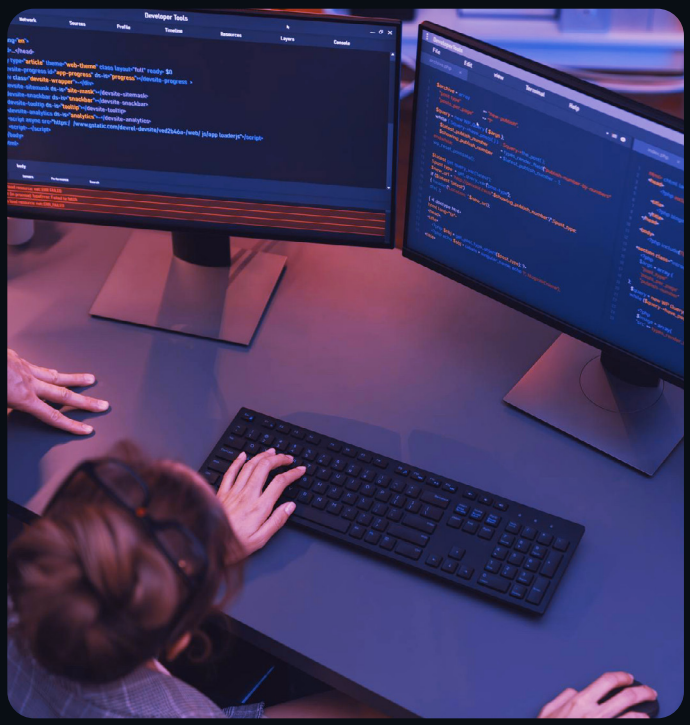
That shift in framing changes everything downstream—from how teams are structured to how success gets measured.

Here's where VaaS really diverges from the traditional model: **the teams operate like owners, not contractors.**

"It's not that we arrive and start coding," Marcelo says. "We're developing the roadmap, understanding the industry, understanding the existing data and information infrastructure, and based on that, building a realistic MVP roadmap to deliver business value."

In practice, this means pushing back when the flashy solution isn't the right one. Sometimes the answer isn't a fully-fledged agentic AI—it's a simpler workflow engine that solves the problem faster and cheaper. VaaS teams are incentivized to find the right solution, not the most impressive one.

That's a fundamentally different relationship than most enterprises have with their technology partners. And it's the difference between adding capacity and building momentum.

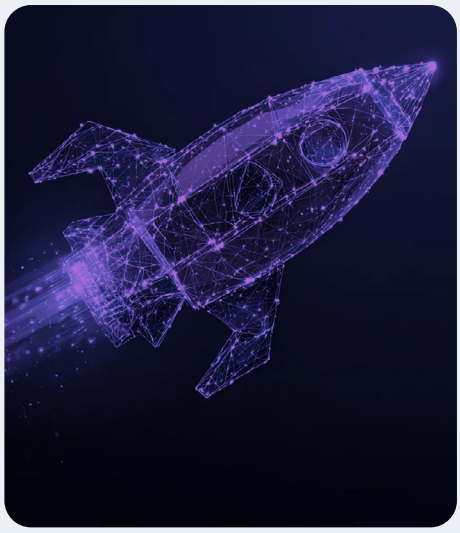


What executives track (and see) differently under VaaS

It's easy to talk about "**outcomes**" and "**business impact**" in the abstract. But the leaders evaluating this model want to know what it looks like on the ground—what shifts in their organization, and how quickly.

Here's what we see companies track most successfully under VaaS.

Speed to market



Once the roadmap is in place, delivery accelerates dramatically. Time to production compresses—projects that used to take six months are shipping in weeks. Teams can respond to competitive threats and market shifts while the window is still open, not after it's closed.

"Development has accelerated to a point that we're probably talking about an MVP in just a couple of months, depending on the scope and size," Marcelo says. "And this MVP is related to actual business value—tangible ROI for the business."

Faster time to market is the difference between capturing a market opportunity and watching a competitor get there first.

Operational efficiency

Beyond speed, organizations see a meaningful reduction in the friction that slows most technology teams down.

Coordination overhead drops. When talent is aligned to architecture and business objectives from the start—rather than bolted on as an afterthought—teams spend less time in meetings clarifying requirements and more time building. Tech stacks get simplified, reducing the maintenance burden that drains engineering capacity. Distributed teams integrate rather than fragment.

The result is more output from the same resources, without burning people out.

Quality and confidence

Speed without stability is just chaos. VaaS engagements are designed to deliver both.

Because the foundation is laid properly during discovery, releases are stable—not held together with duct tape and technical debt. Fewer rollbacks. QA automation that catches problems before customers do. And perhaps most importantly, leadership gains confidence in delivery commitments. When the team says something will ship, it ships.

That kind of predictability is rare in technology organizations, and it changes how leaders plan.

Operational transformation

The impact extends beyond individual projects. Companies that implement VaaS effectively start to see changes in how they operate at a fundamental level.

Data silos break down. When AI solutions need clean, unified data to function, organizations are forced to consolidate fragmented repositories and establish clearer governance. What starts as a technical requirement becomes an organizational improvement.

Governance matures. Companies start defining guardrails, data privacy protocols, and security frameworks that didn't exist before. Some are even creating new C-level roles—Chief AI Officer, Chief AI Strategy Officer—to oversee the transformation.

"There's a lot of discussion around how the org chart will be impacted. In my opinion, it’s going to disrupt the whole system," Marcelo observes.

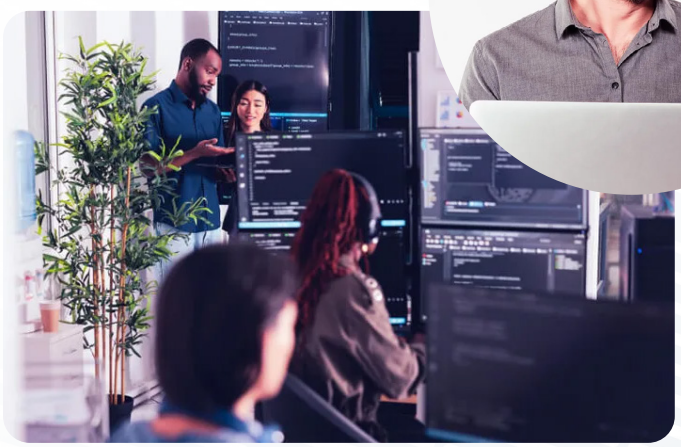
"The McKinsey CEO was saying they have 65,000 employees—40,000 human employees and 25,000 agents. I could easily see a future where development teams work with agents under a coordinated governance structure that oversees how technology is implemented and governed across the business."

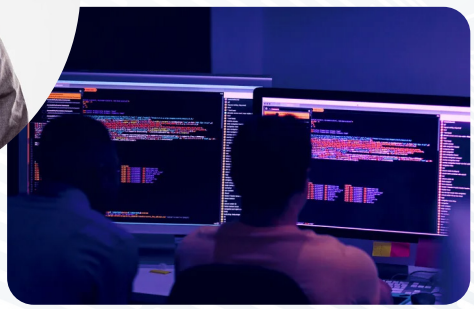
That's the real business impact: not just faster delivery on one project, but a fundamental shift in how the organization builds and operates technology.

Strategic momentum

The cumulative effect of speed, efficiency, and quality is something harder to measure but impossible to miss: momentum.

AI initiatives move from experiments to production value. Revenue-generating features ship faster. The organization develops the ability to say "yes" to opportunities that used to feel out of reach—new markets, new products, new capabilities that would have been too slow or too risky before.





How to know VaaS is working

One of the risks with any transformation initiative is losing sight of whether it's actually working. Teams get busy, deliverables pile up, and months later someone asks, "What did we actually achieve?"

VaaS is built around measurement from day one. But the metrics that matter shift depending on where you are in the engagement.

Before you start: Establish the baseline

You can't measure improvement without knowing where you started. Before a VaaS engagement begins, leaders should get clear on a few fundamentals:

- How long do key initiatives currently take from conception to production?
- Where are the bottlenecks—talent acquisition, alignment, technical debt, something else?
- What's the gap between what leadership wants and what actually gets delivered?

And if AI is part of the picture, what's your current maturity level? Are you experimenting, piloting, or already in production?

This baseline becomes the benchmark against which everything else is measured.

If you're not sure where you stand, CodeRoad's AI Readiness Assessment can help you benchmark your organization's capabilities and identify the gaps between where you are and where you need to be.

The first 30 days

One of the things that surprises clients most is what happens at the start of an engagement. There's no immediate rush to start coding.

"During the first 30 days, we do discovery and AI blueprinting around the current technology landscape," Marcelo explains. "We assess AI capabilities, tools, infrastructure, environments, data sources. During those 30 days, there should be a clear roadmap about what an MVP would look like."

For teams accustomed to the staff augmentation model—where new developers show up and start pulling tickets on day one—this can feel counterintuitive. But that upfront investment in understanding the business pays dividends downstream.

"I think something that has surprised clients is this idea of really taking time at the start to define what the metrics are going to be, what the infrastructure architecture looks like, what's going to be the best tool," Marcelo notes.

"It's really a mindset shift. Instead of coming in and trying to increase the productivity of something that already exists, we're taking a step back and evaluating the true problems and opportunities at hand and building something that will move the needle."

That kind of clarity at the beginning prevents the expensive pivots and scope creep that plague most transformation projects.

What scalable success looks like

Over time, the metrics shift from activity to impact.

Business goals are being met, not just tickets being closed. AI initiatives are moving from experiments to production value. Revenue-generating features are shipping faster. The conversation in leadership meetings shifts from "can we do this?" to "what's next?"

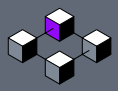
Perhaps most telling: confidence increases. Leaders start trusting delivery commitments. The anxiety that typically surrounds technology initiatives—will it work? Will it be on time? Will it actually matter?—starts to fade.

"Faster time to market is something that one would expect once these solutions are in place," Marcelo notes. "The way in which other applications will be built, how accelerators will be used—the whole technology implementation can be accelerated and delivered in a much faster way."

To make this concrete, here's what to track:

QUALITY

Rollback frequency. Defect rates. Whether releases are stable or constantly being patched.



STRATEGIC IMPACT

AI initiatives reaching production. Revenue features shipped. New capabilities unlocked that weren't possible before.

SPEED

Time from prototype to production. Delivery cycle length. How quickly you can respond to a new market opportunity or competitive threat.

EFFICIENCY

Cost per deliverable compared to previous models. Coordination overhead—are teams spending more time building or more time in meetings? Maintenance burden on simplified tech stacks.

THE GOAL ISN'T TO TRACK EVERYTHING. IT'S TO PICK THE METRICS THAT TIE DIRECTLY TO THE BUSINESS OUTCOMES YOU DEFINED DURING DISCOVERY—AND WATCH THEM MOVE.

How VaaS delivers in real-world scenarios

Theory is helpful. But what does a VaaS engagement actually look like in practice?

Let’s take a look at some composite scenarios that illustrate the typical arc of a successful engagement—from initial problem through implementation to business outcome.

Scenario 1: The agentic knowledge base

An insurance company wanted to build an AI solution that could serve as a real-time knowledge base for their sales team.

The vision was ambitious: an agentic system that could capture institutional knowledge, interact with sales reps during client conversations, and surface relevant information on the fly—pricing models, coverage options, client history, everything a rep would need to close a deal.

The challenge wasn't just technical. The company had data scattered across multiple systems, no clear AI governance framework, and a sales team that was skeptical of yet another tool that would slow them down.

A VaaS engagement started with discovery:

- Mapping the existing technology landscape
- Identifying where the data lived
- Understanding how sales reps actually worked

The team assessed which LLMs would be the best fit, defined the metrics that would indicate success, and built a realistic MVP roadmap.

The result: a working solution that sales reps actually use, built in months rather than years, with clear KPIs tied to business outcomes.

Scenario 2: The platform modernization sprint

A mid-market retailer was stuck. Their e-commerce platform—a custom build from years ago—was becoming a liability. Every new feature took too long, the maintenance burden was eating engineering capacity, and the platform couldn't support the scale they needed for growth.

They'd considered a migration before but kept pushing it off. The risk felt too high, the timeline too long, the potential for disruption too great.

A VaaS engagement reframed the problem. Instead of a massive, multi-year migration project, the team designed a phased approach: migrate to a more scalable platform, preserve what was working, and simplify the tech stack in the process.

The discovery phase identified which custom functionality actually mattered and which was legacy bloat. The team established clear milestones and business metrics. And because nearshore talent was embedded in the project from day one—aligned to the architecture and business objectives—delivery moved fast without sacrificing stability.

What would have been an 18-month odyssey became a focused sprint. The retailer ended up with a platform that was more scalable, more secure, and significantly cheaper to maintain.

Both of these scenarios cover different industries and problems, but each has the same underlying pattern.

Both engagements started with discovery, not coding. Both aligned technical decisions to business KPIs. Both used nearshore talent as an integrated part of the team, not a bolt-on resource. And both delivered measurable outcomes in months, not years.

That's the VaaS model in action.

Scenario 3: The sustainable architecture play

An aerospace company had a problem.

Their mobile applications had grown organically over the years, each with its own networking logic, patterns, and technical debt. The codebase was inconsistent, hard to maintain, and every new feature took longer than it should.

The engineers knew what needed to happen—consolidate the architecture, improve maintainability, pay down the debt—but those initiatives kept getting deprioritized in favor of more immediate fires.

The challenge wasn't capability. It was capacity. Internal teams were stretched thin, balancing customer-critical bug fixes against longer-term improvements. Every sprint, the architectural work got pushed to "next quarter."

A VaaS engagement changed the equation without changing the way the team worked.

Rather than introducing new tools or overhauling workflows, CodeRoad embedded directly into the existing engineering teams—operating with full ownership as an extension of internal developers. The model split responsibilities strategically: nearshore talent absorbed the urgent bug fixes and customer-critical issues while internal teams could finally focus on the architectural improvements that had been languishing.

The result was:

- A consolidated networking logic across multiple iOS applications
- A more consistent and maintainable codebase
- Technical initiatives that actually shipped instead of sitting in the backlog.

Sometimes velocity isn't about moving faster. It's about finally being able to move on the things that matter.

Why this is urgent for enterprise teams

Everything we've covered so far might sound compelling in theory. But there's a natural temptation to wait—to see how the technology matures, to let other companies work out the kinks, to prioritize more immediate fires.

That instinct is understandable. It's also increasingly dangerous.

Nearshoring alone isn't enough anymore

For years, nearshoring was primarily a cost play. Companies looked to Latin America and other regions for talented developers at lower price points than domestic hires. And that math still works.

But cost efficiency alone doesn't solve the problems we've been talking about.

You can nearshore an entire team and still end up with the coordination tax—distributed developers bolted on as add-ons, handed tasks without context, operating in silos. You can save 40% on labor costs and still watch your transformation stall because there's no unified system connecting talent to strategy to outcomes.

The enterprises seeing real results from nearshore talent aren't using it to cut costs. They're using it to increase capacity and capability simultaneously.

The difference between nearshoring as a cost lever and nearshoring as a velocity engine is the difference between renting hands and gaining strategic momentum.

The competitive clock is ticking

Some industries have already crossed the threshold from experimentation to production-ready AI.

- Media and entertainment companies are using generative AI and agentic development across their content pipelines.
- Gaming studios have turned AI into a productivity accelerator for development teams.
- Banking and finance spent the last year putting infrastructure in place and are now deploying solutions at scale.
- Manufacturing is leveraging automation to produce tighter budgets, higher throughput and predictable production output.

“The companies that get there first are going to be the ones that disrupt the market, that move at a faster speed, that get their products much faster to their clients, that can hyper-personalize the customer journey,” Marcelo says. “And the other ones are going to be left out.”

This isn’t a five-year horizon. It’s happening now.

“It will be two or three years at most,” Marcelo adds.

The first-mover advantage is real

Within every industry, there are innovators and laggards. The innovators have moved past the POC phase and are already seeing business impact from AI and digital transformation. The laggards are still asking whether they should run a pilot.

But here’s what makes this moment different: the gap between those two groups is widening faster than ever. The companies that figure out how to scale technology delivery effectively aren’t just gaining a temporary edge—they’re building capabilities that compound over time.

And it’s not just established players who pose a threat. Startups that don’t exist today could disrupt entire industries if they move fast while incumbents hesitate.

The cost of waiting

Delay has its own price tag, even if it doesn’t show up on a balance sheet.

Technical debt accumulates. The longer you wait to modernize, the more expensive and disruptive the eventual migration becomes. Market windows close. The opportunity you could have captured six months ago may not exist six months from now. Talent gets harder to attract. The best engineers want to work on interesting problems with modern tools—not maintain legacy systems.

And perhaps most importantly, the organizational muscle for transformation atrophies. Companies that keep pushing off change get worse at change. The ones that embrace it build the capability to keep adapting.

Marcelo put it bluntly: “I think it’s a matter of staying relevant. There’s no optionality here around these kinds of solutions.”

The companies that will lead their industries in the next few years are the ones maturing now—understanding how their business model could be transformed, getting their data unified, building the infrastructure, thinking through how their org chart will evolve.

The ones that wait will find themselves playing catch-up in a game that’s already been decided.

Make velocity your competitive advantage

The pressure on enterprise technology leaders has never been higher. Boards want AI strategies. Customers expect faster innovation. Competitors are moving. And the talent market makes building internal capacity slower and more expensive than ever.

VaaS offers a different path forward.

Not staff augmentation dressed up with a new name. Not consulting that delivers slide decks instead of solutions. An outcome-based delivery engine that integrates elite nearshore talent, AI-powered systems, and digital transformation expertise into one unified model—designed to deliver measurable business impact with the speed and predictability that enterprise leaders need.

The companies that master velocity aren't just shipping faster. They're building the organizational capability to keep adapting, keep improving, keep winning—even as the landscape continues to shift.

The question isn't whether your industry will be transformed. It's whether you'll be the one doing the transforming or the one being left behind.

Ready to explore what Velocity as a Service could look like for your organization?

Talk to a CodeRoad expert.