Pivotal

Enterprise Transformation Use Cases

2018

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RedMonk

451 Research

SOFTWARE DEFINED TALK

The Register®
Biting the hand that feeds IT

DELL

bmcsoftware

FundsXpress

The universal basics

- User-centric: **small batches, fast feedback loops**
- Agile organizations: **end-to-end transformation, for real**
- Cloud: **fully automated, standardized platform**

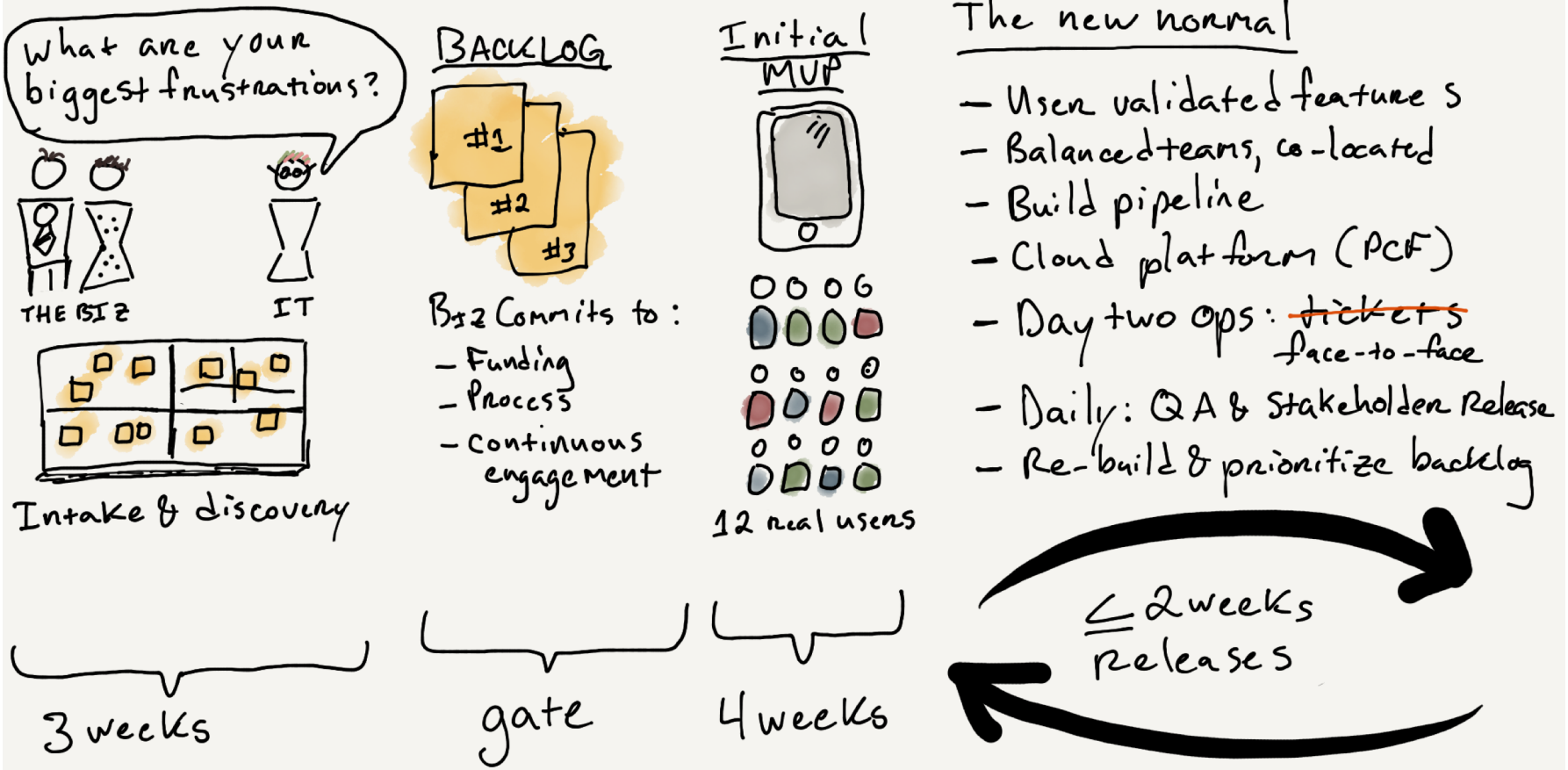
Transforming a
100+ year old S&P 100 company

Refocusing on business outcomes

- “Based on our business feedback, it’s 10x better.”
- “The business people we’ve worked with totally get it and love it. They come in with the typical opinions of IT and leave giving us high fives and buying us cake.”
- "The bigger story for us may be the fact that we have new capabilities and are now able to build software that is data-driven, outcome focused, and customer focused."

* Not the actual cake.

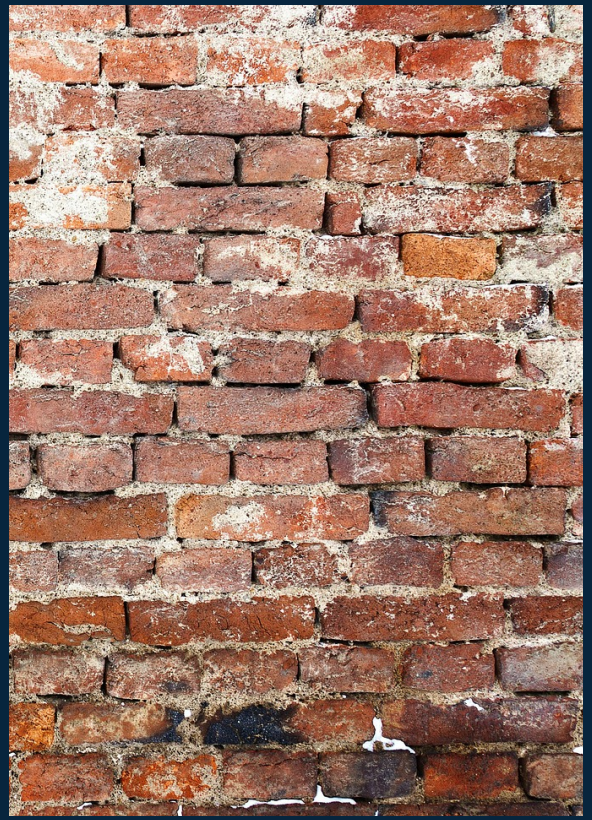
Improving lineworker's productivity



Source: *Software Defined Interviews* episode with Duke's John Mitchell, March 2018.

Lessons learned

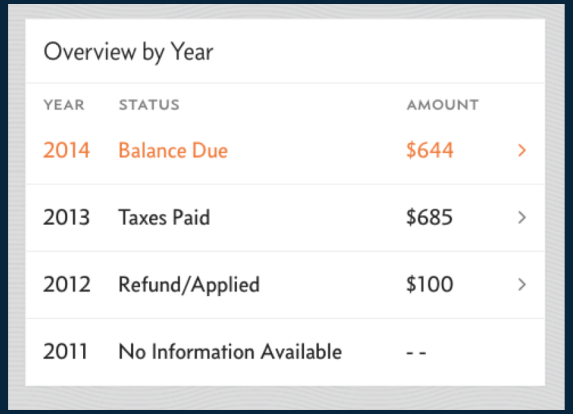
- Escaping the the immutable organization trap with a new organization.
- Start with respected, pedigreed leaders (e.g., nuclear plant staff).
- Start small, build on success.
- Establish the pipeline & the platform with other groups
- Self-service is a must, tickets will kill you.
- Pivotal Labs, GV Sprints, lean startup, design thinking, & agile engineering
- Continuously study and adapt the process itself.
- Spread knowledge with pairing, start w/Labs, move to internal staff.
- “[T]here is the continuous ‘proving it’ that we go through. Every day is a new test.”



From 37% availability to $440m
in back taxes

Giving people only what they need, one donut at a time

Before



After

- Only 37% of calls answered, shrinking budgets
- From 2 year to 9 week releases
- 2m+ users paid $440m in taxes

Sources: "'Your IRS Wait Time is 3 Hours' - Is Lean Possible in Government?", Emily Price, Pivotal, April 2017; "Agile Transformation is Product Management," podcast, Oct 2017; "Minimum Viable Taxes: Lessons learned building an MVP inside the IRS," slides , Andrea Schneider & Lauren Gilchrist, 2015.

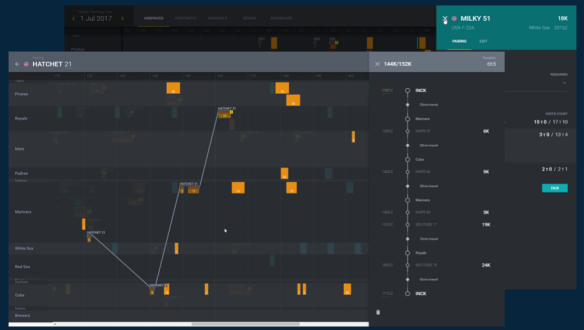
Saving the US Air Force $1m/day

From white-board to ~20 features a week & ~$1m/day in savings

Before

6 people, 4-6 hours

After



2 people, minutes

- Avg. 4 years for idea to delivery
- First version in 120 days
- Break-even in 7 days
- Saving ~$1m/day in fuel, reduced staff by 80%
- Now adding ~20 features a week
- Created intellectual assets that have seeded 8 more projects

Sources: "Cloud Native Works in Government - the IRS, US Air Force, and contractors," Coté, Jan, 2018. "The Pentagon has tried to get Silicon Valley on its side for years. Now it's part of the air war against ISIS," Dan Lamothe, *The Washington Post*, July, 2017; "DoD and USAF moving at startup speeds," Lt Col Enrique Oti, Defense Innovation Board, July 2017.

“We are uncovering better ways of developing software by doing it and helping others do it.”

- *The Agile Manifesto*, 2001

Thanks!

@cote | cote@pivotal.io