

Pivotal.

Enterprise Transformation Use Cases

2018

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Pivotal



The universal basics

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



A photograph of two women from behind, standing in a meeting room. They are looking at several computer monitors on a desk. The woman on the left is wearing a red and black plaid shirt, and the woman on the right is wearing a patterned dress. The room has large windows on the left side. The image is overlaid with a dark blue tint and a white text box.

Transforming a 100+ year old S&P 100 company

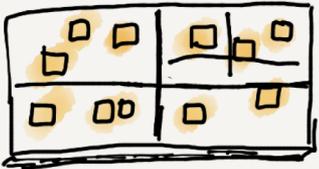
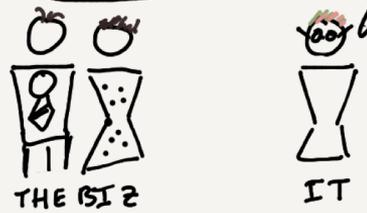
Refocusing on business outcomes

- “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.”



Improving lineworker's productivity

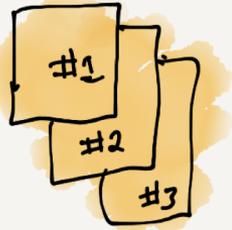
What are your biggest frustrations?



Intake & discovery

3 weeks

BACKLOG



- Biz Commits to:
- Funding
 - Process
 - Continuous engagement

gate

Initial MUP



12 real users

4 weeks

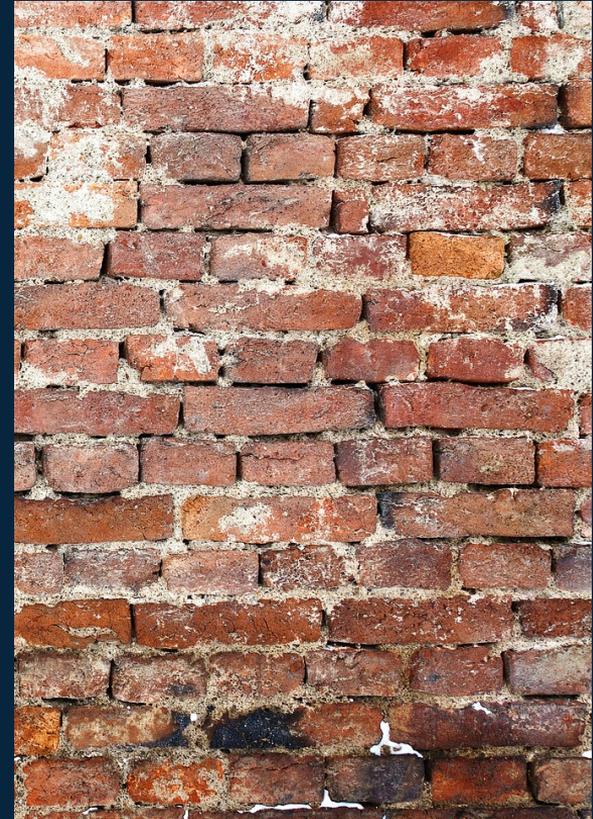
The new normal

- User validated features
- Balanced teams, co-located
- Build pipeline
- Cloud platform (PCF)
- Day two ops: ~~tickets~~ face-to-face
- Daily: QA & Stakeholder Release
- Re-build & prioritize backlog



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.”



A dimly lit meeting room with two women standing in front of several computer monitors. The woman on the left is wearing a red and black plaid shirt, and the woman on the right is wearing a patterned dress. The text is overlaid in the center of the image.

**From 37% availability to \$440m
in back taxes**

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

Before

Overview by Year			
YEAR	STATUS	AMOUNT	
2014	Balance Due	\$644	>
2013	Taxes Paid	\$685	>
2012	Refund/Applied	\$100	>
2011	No Information Available	--	

After

Overview by Year	
YEAR	BALANCE DUE
2014	\$644.00 >
2013	\$0.00
2012	\$0.00
2011	No Return on File >

- 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.

A photograph of two women in a meeting room, viewed from behind. They are looking at a large screen displaying a presentation. A red rectangular box highlights a specific section on the screen. The room has large windows on the left and several monitors on the wall.

Saving the US Air Force \$1m/day

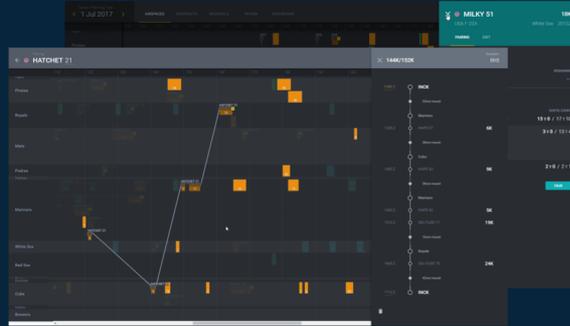
From white-board to ~20 features a week & ~\$1m/day in savings

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!

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