

# Low Growth DevOps

Coté – Sep 5<sup>th</sup>, 2024



**It's 2024...**

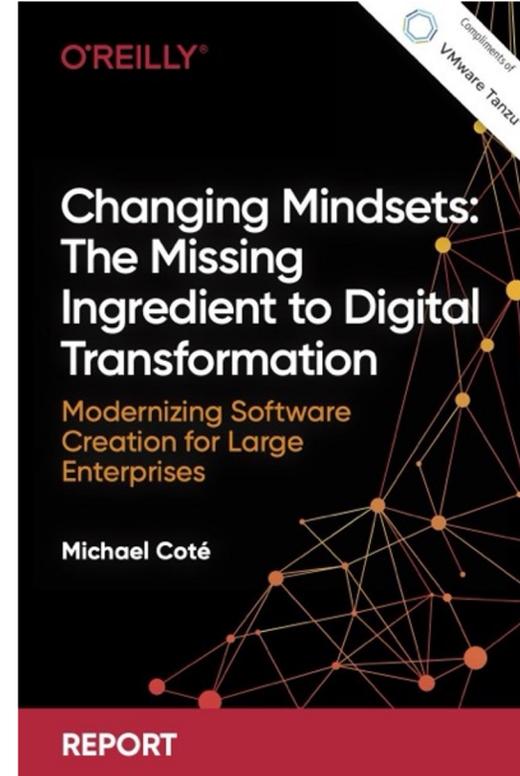
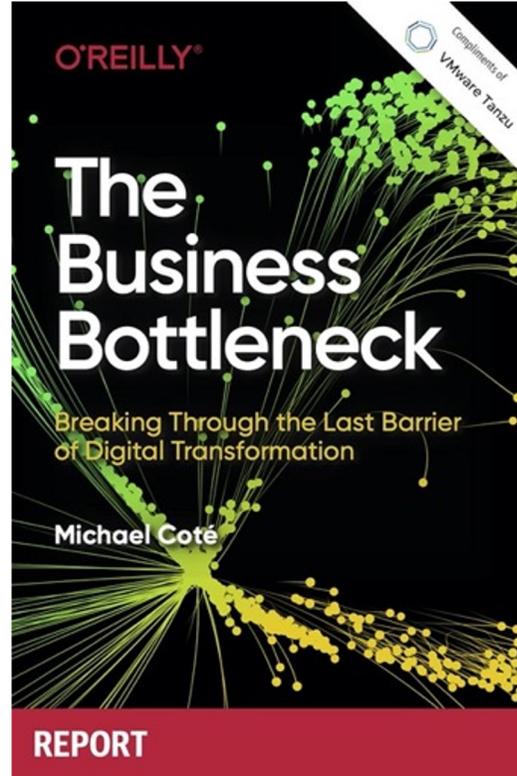
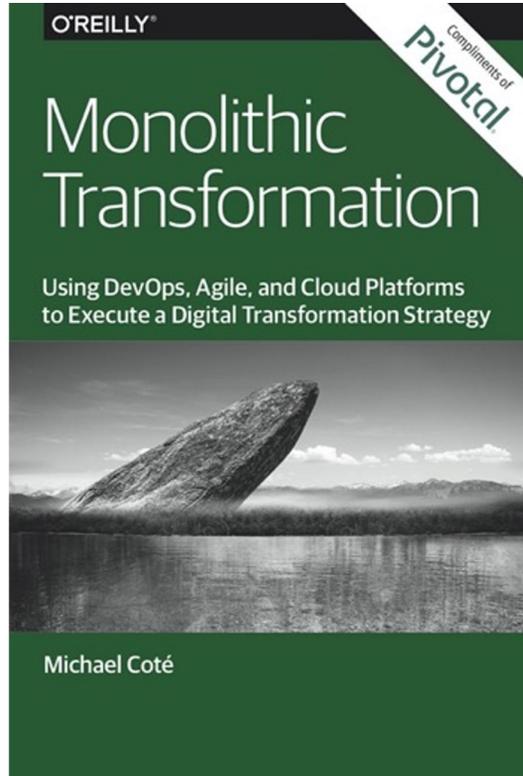
**When's last time  
you hugged  
your application  
developer?**





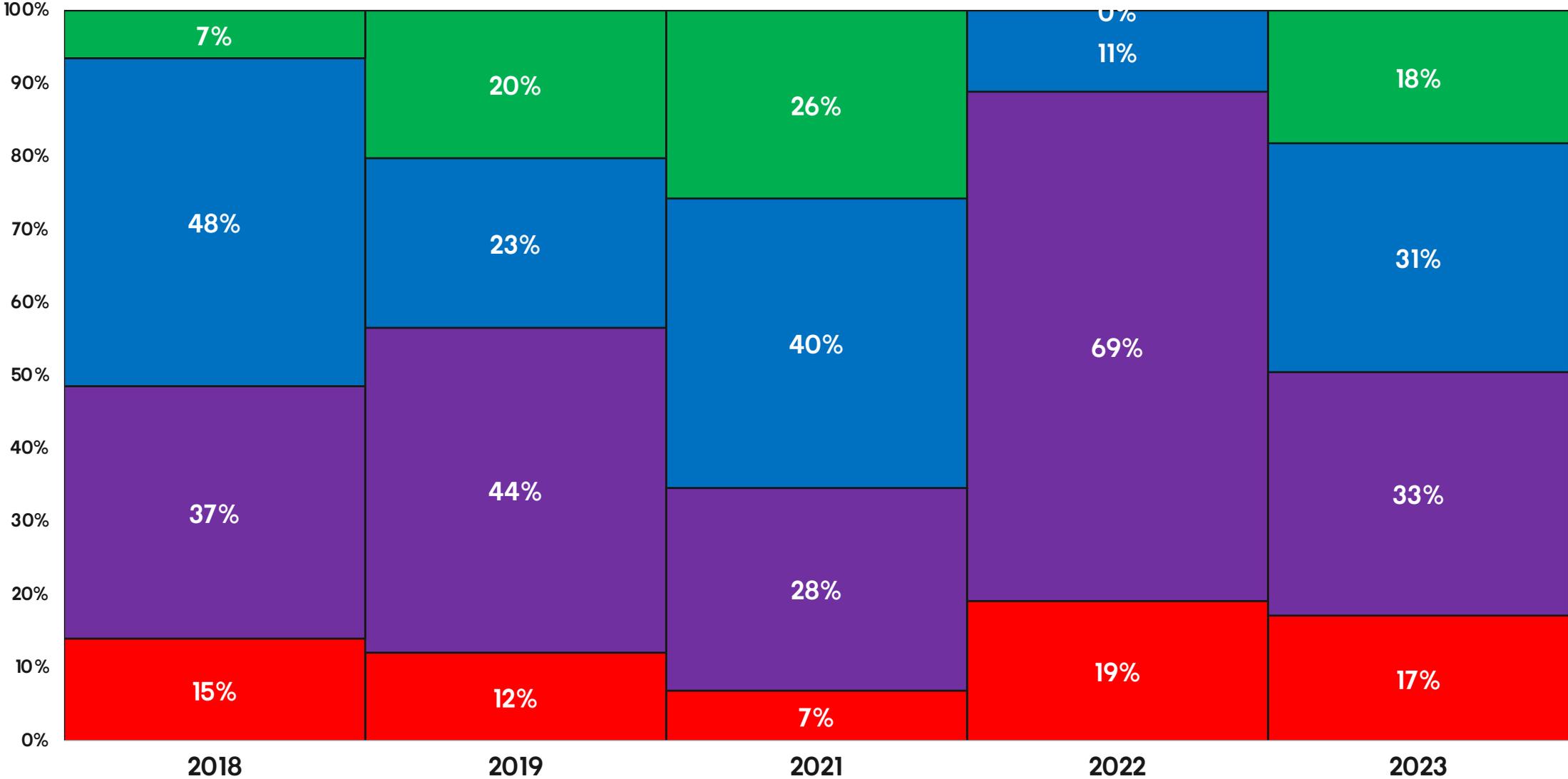
# Coté

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# DORA clusters

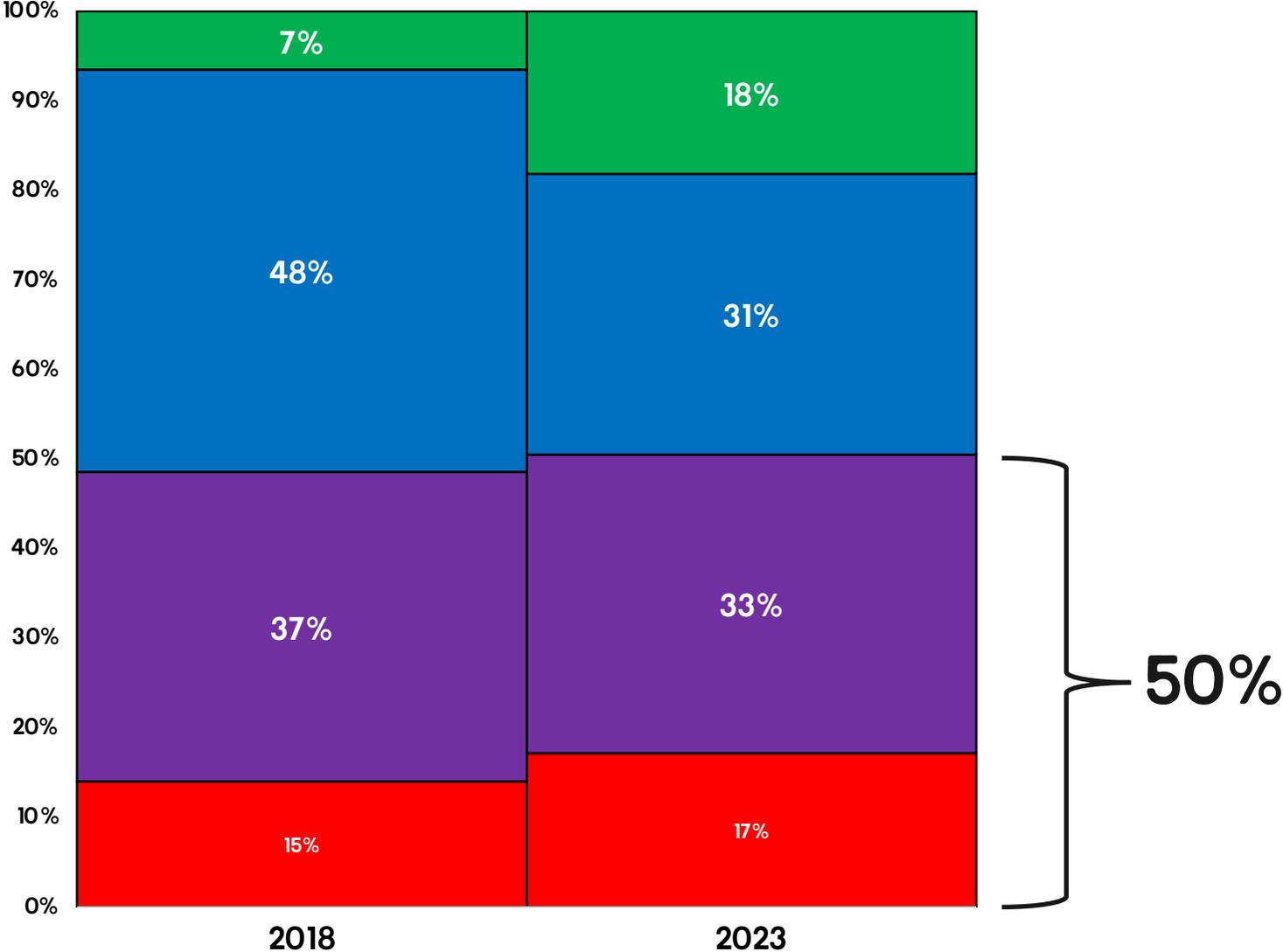
■ Low ■ Medium ■ High ■ Elite



Source: DORA Reports, 2018, 2019, 2021, 2022, and 2023. Obviously, there's rounding that messes with adding up to 100%.

# DORA clusters

■ Low ■ Medium ■ High ■ Elite



Source: DORA Reports, 2018 and 2023. Obviously, there's rounding that messes with adding up to 100%.

# 2018

The proportion of high performers has grown year over year, showing that the industry is continuing to improve. We still see the highest performers (as seen in the “elite performers,” a subset of our high-performing group) developing and delivering software at the highest levels, just as we’ve observed in years past. We also see low performers are struggling to keep up, widening the gap.

Aspect of Software Delivery Performance	Elite <sup>a</sup>	High	Medium	Low
<b>Deployment frequency</b> For the primary application or service you work on, how often does your organization deploy code?	On-demand (multiple deploys per day)	Between once per hour and once per day	Between once per week and once per month	Between once per week and once per month
<b>Lead time for changes</b> For the primary application or service you work on, what is your lead time for changes (i.e., how long does it take to go from code commit to code successfully running in production)?	Less than one hour	Between one day and one week	Between one week and one month <sup>b</sup>	Between one month and six months <sup>b</sup>
<b>Time to restore service</b> For the primary application or service you work on, how long does it generally take to restore service when a service incident occurs (e.g., unplanned outage, service impairment)?	Less than one hour	Less than one day	Less than one day	Between one week and one month
<b>Change failure rate</b> For the primary application or service you work on, what percentage of changes results either in degraded service or subsequently requires remediation (e.g., leads to service impairment, service outage, requires a hotfix, rollback, fix forward, patch)?	0-15%	0-15%	0-15%	46-60%

Medians reported because distributions are not normal.

All differences are significantly different based on Tukey's post hoc analysis except where otherwise noted.

<sup>a</sup> The elite performance group is a subset of the high performance group.

<sup>b</sup> Means are not significantly different based on Tukey's post hoc analysis; medians exhibit differences because of underlying distribution. Typical low performers have a lead time for changes between one month and six months, and typical medium performers have a lead time for changes between one week and one month; however, tests for significant differences show that overall, these two groups are not statistically different when including all group members' variance in behavior.

COMPARING THE ELITE GROUP AGAINST THE LOW PERFORMERS, WE FIND THAT ELITE PERFORMERS HAVE...



# 2023

This year, we refined the measures of software delivery performance. Read more about those changes in “Refining how we measure software delivery performance” in the [Appendix](#).

Here’s a view into how this year’s survey respondents are doing with software delivery performance:

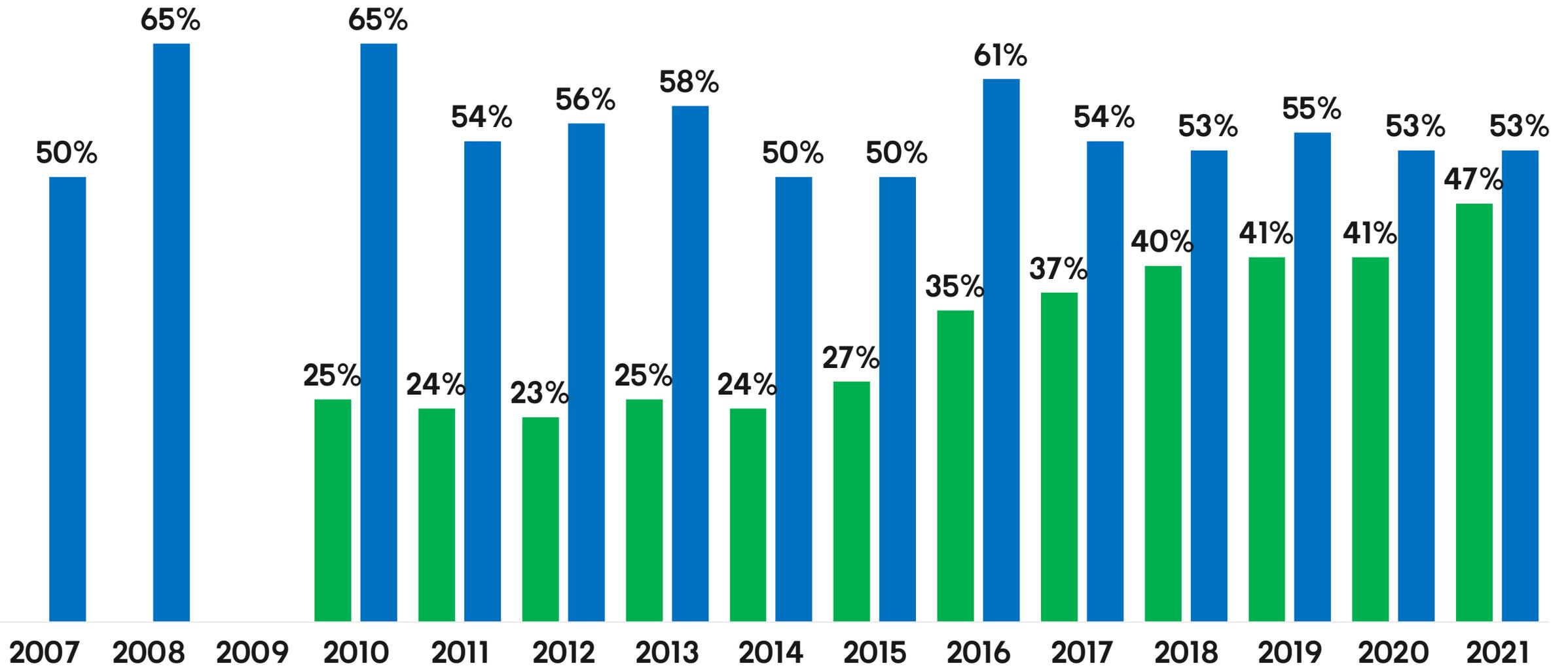
Performance level	Deployment frequency	Change lead time	Change failure rate	Failed deployment recovery time	% of respondents
Elite	On demand	Less than one day	5%	Less than one hour	18%
High	Between once per day and once per week	Between one day and one week	10%	Less than one day	31%
Medium	Between once per week and once per month	Between one week and one month	15%	Between one day and one week	33%
Low	Between once per week and once per month	Between one week and one month	64%	Between one month and six months	17%



**Things are going fine,  
but they could be better.**

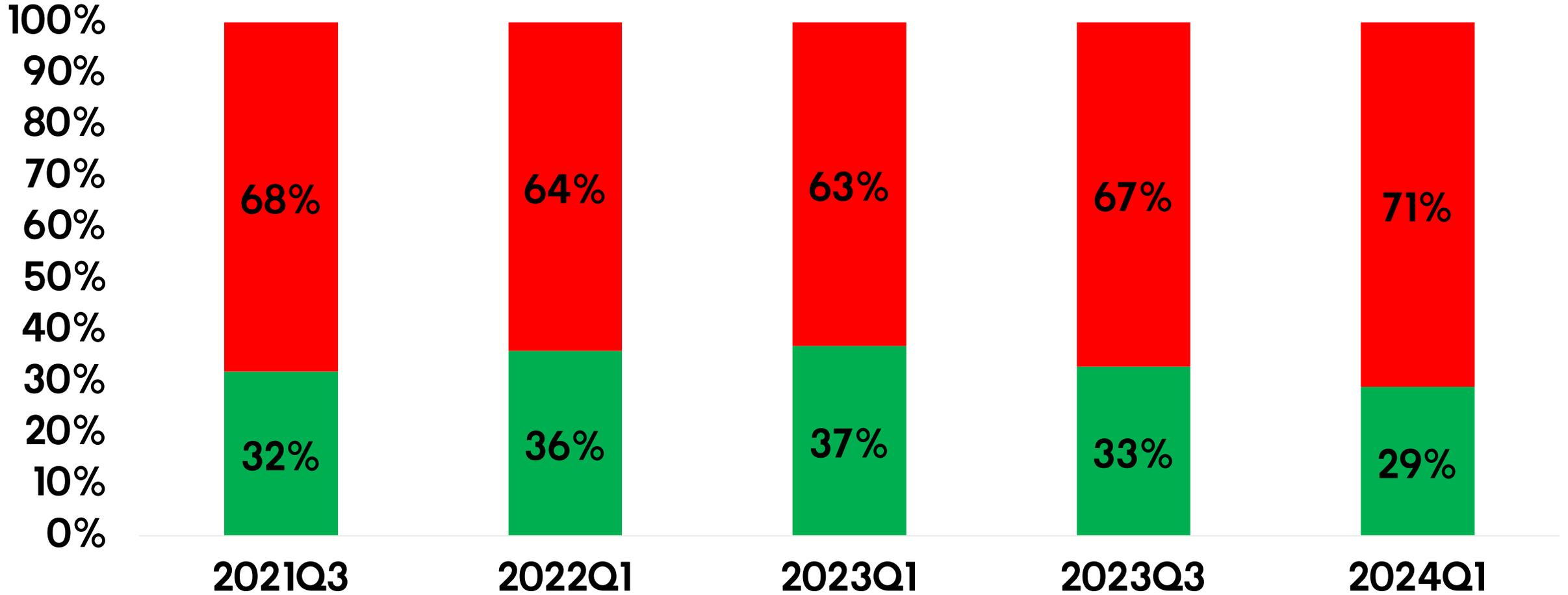
# CI and CD usage, 2007 to 2021

■ CD ■ CI



# CI Usage, 2021 to 2024

■ CI ■ No CI

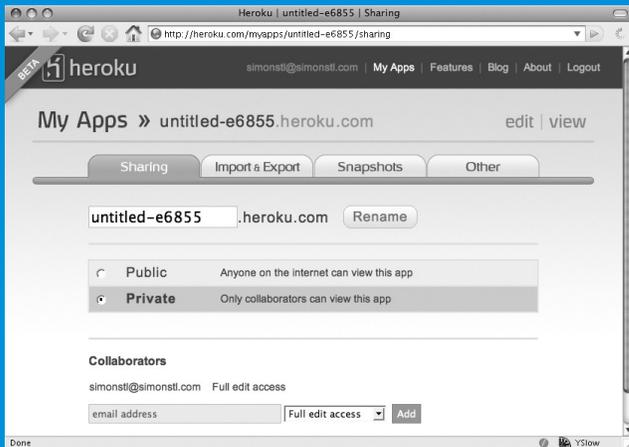


Question: Which of the following technologies have you used as part of your development activities in the last 12 months? Source: CD Foundation Surveys (Slashdata).

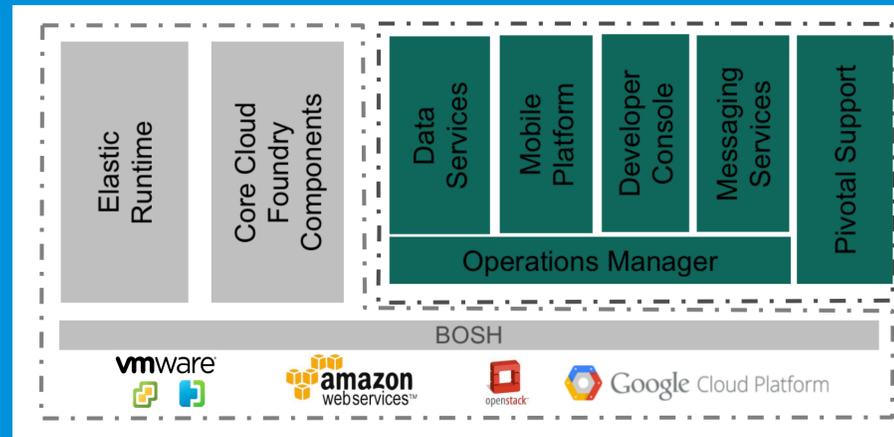
# The Eternal Recurrence of (Platforms, PaaS, DevOps, Cloud Native, Golden Paths, Platform Engineering, ...)

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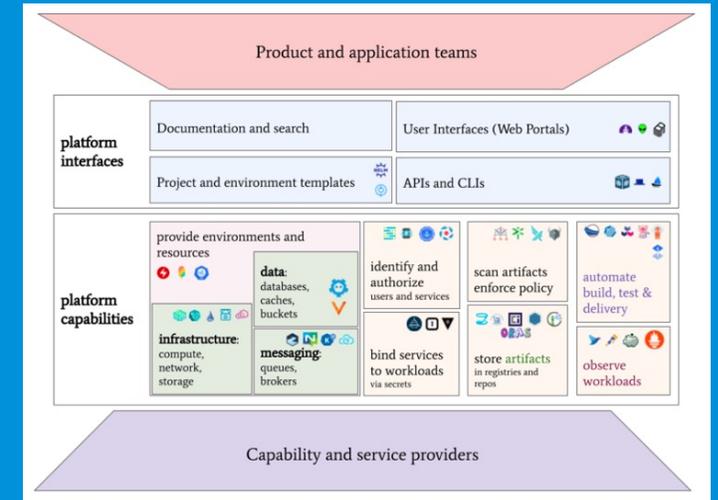
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2007



2011 to 2015

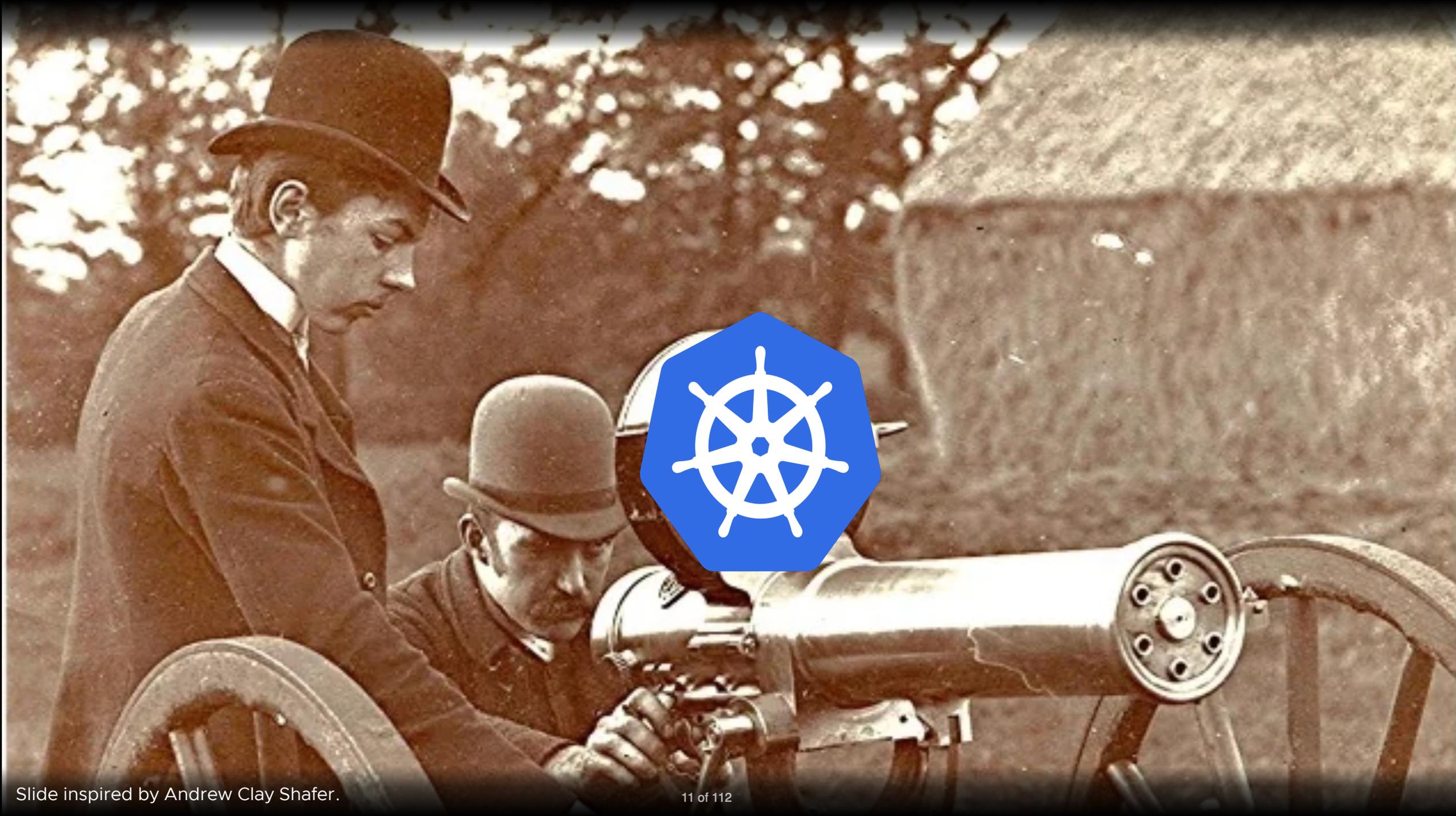


2023 & Beyond

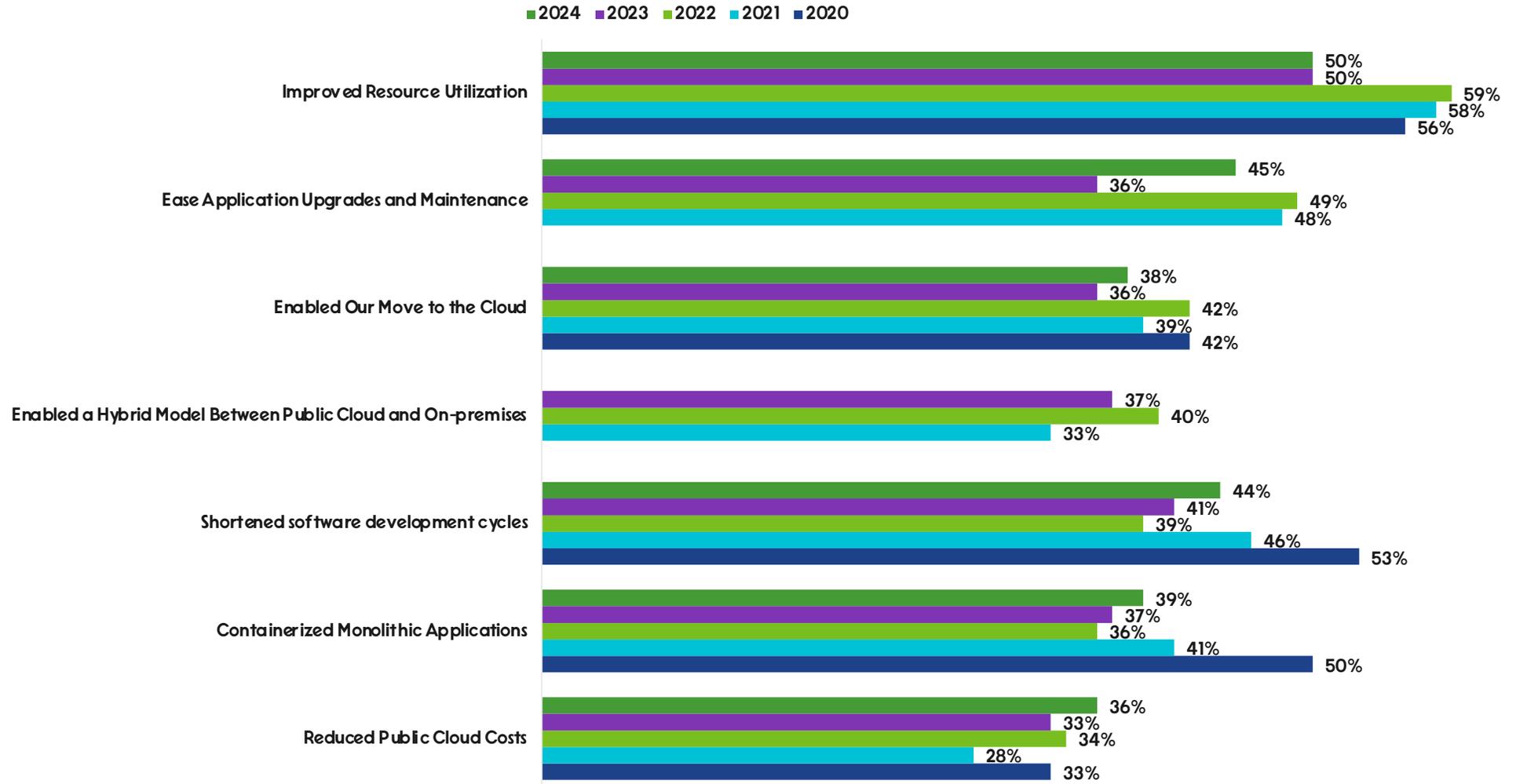


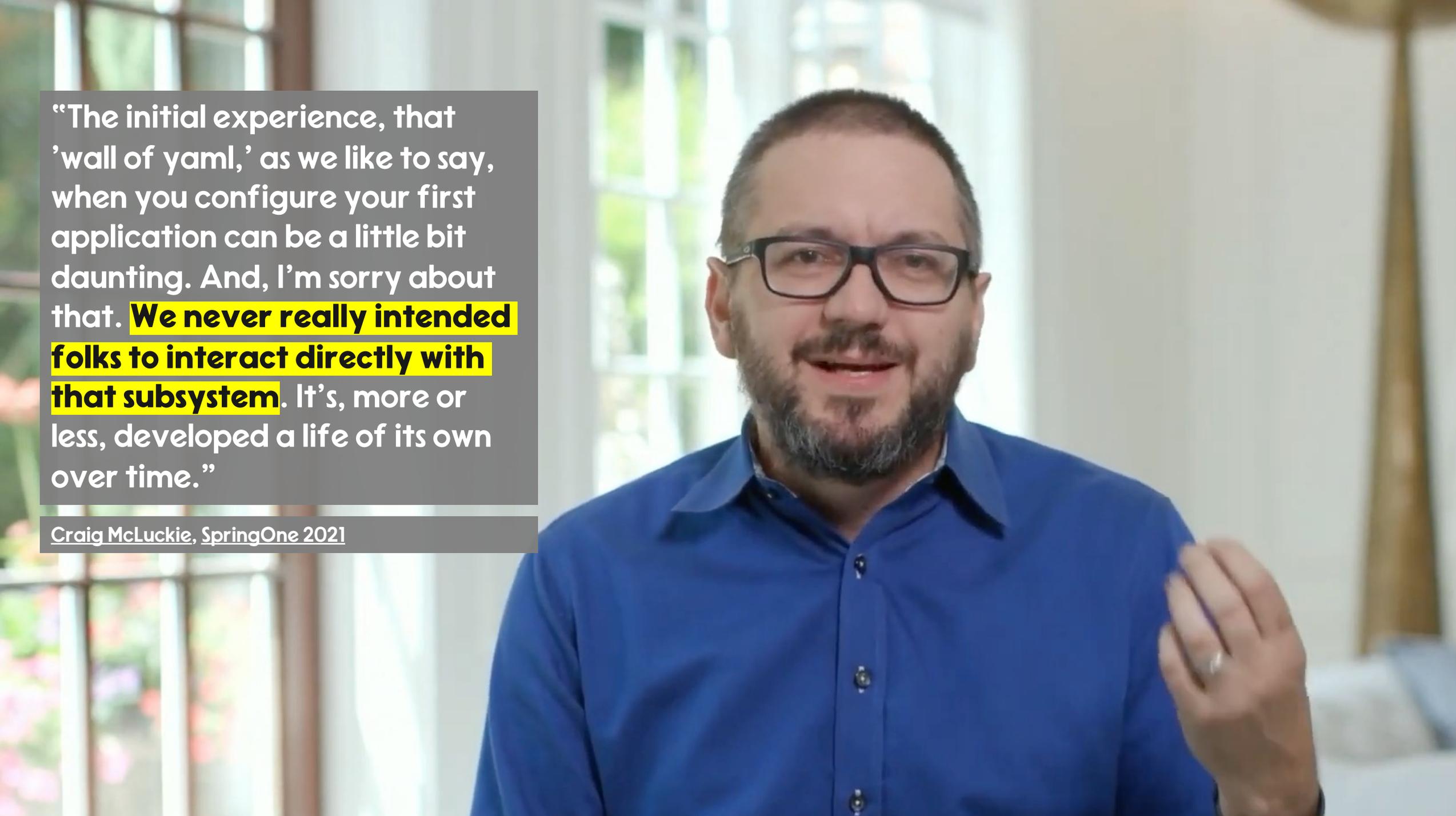
Not pictured:

OO, Small Talk, RUP, CORBA, J2EE/.Net, SOA & WS-\*, RAD, Low Code, Public Clouds



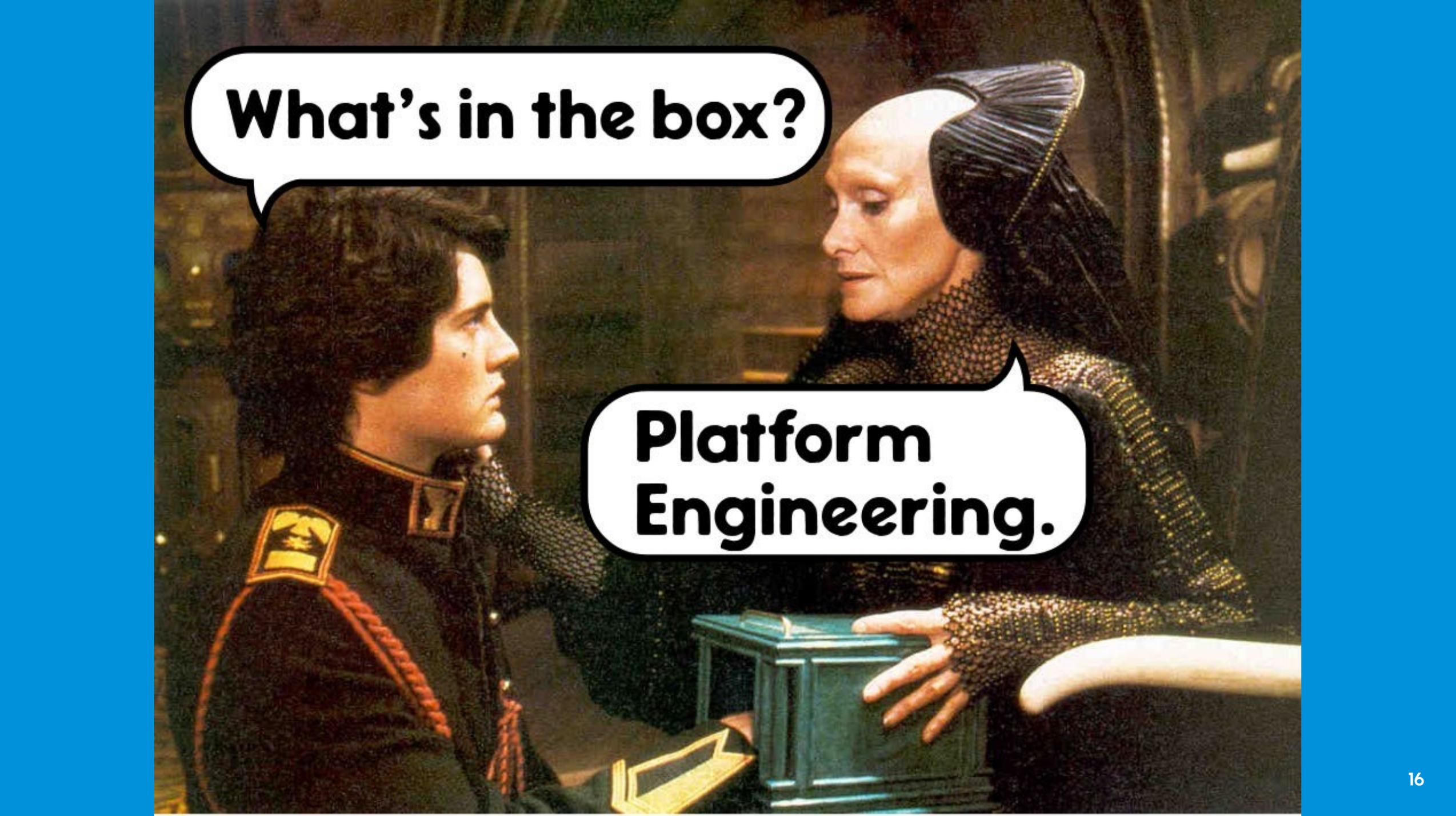
# What benefits has your organization realized from operating Kubernetes?





“The initial experience, that ‘wall of yaml,’ as we like to say, when you configure your first application can be a little bit daunting. And, I’m sorry about that. **We never really intended folks to interact directly with that subsystem.** It’s, more or less, developed a life of its own over time.”

Craig McLuckie, SpringOne 2021



**What's in the box?**

**Platform  
Engineering.**

Do you have CI/CD.

(But, *actually?*)

**Stop building platforms.**

**Start product managing platforms.**



# Key Learnings

- Strong *product management* to ensure you **build the right product**
- Apply *product discovery tactics* to **untangle user problems**
- Structure of such a platform team is close to a **cross-functional** product team
- Thrives in an open, **collaborative culture**

craft, becoming more mature, and by building some pieces into the portal, we really helped them to make that next step, especially about error budgets. Key learnings from this perspective is you need product management to ensure that you build the right product and guide the team to watch that; apply product-discovery tactics to untangle the use of problems; and the structure of your team, of your core team around the portal is resembled mostly by a normal product team, from the crafts. And it

# Thanks!

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