Not actually a DevOps Talk

Or, beyond “survival is not mandatory”

@cote

October 2017

Hello!

- @cote – Director, Marketing for Pivotal Cloud Foundry
- Former industry analyst at 451 Research and RedMonk
- Corporate strategy & M&A at Dell
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- *Register* DevOps, agile, etc. column
- Podcasts: cote.io/podcasts
- More: http://cote.io or cote@pivotal.io

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It is not necessary to change.
Survival is not mandatory.

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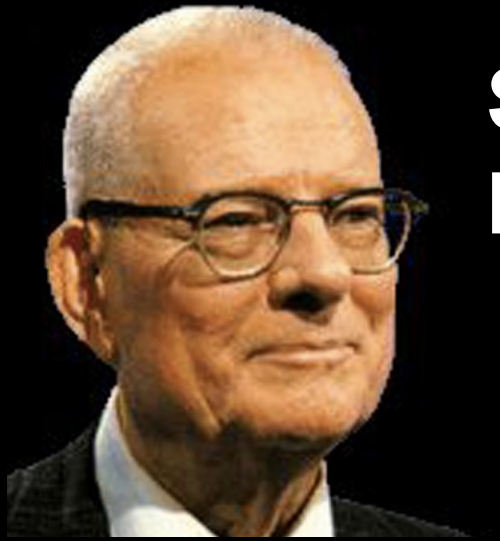
~~It is not necessary to change.~~
~~Survival is not mandatory.~~

Survival is optional. No one has to change.



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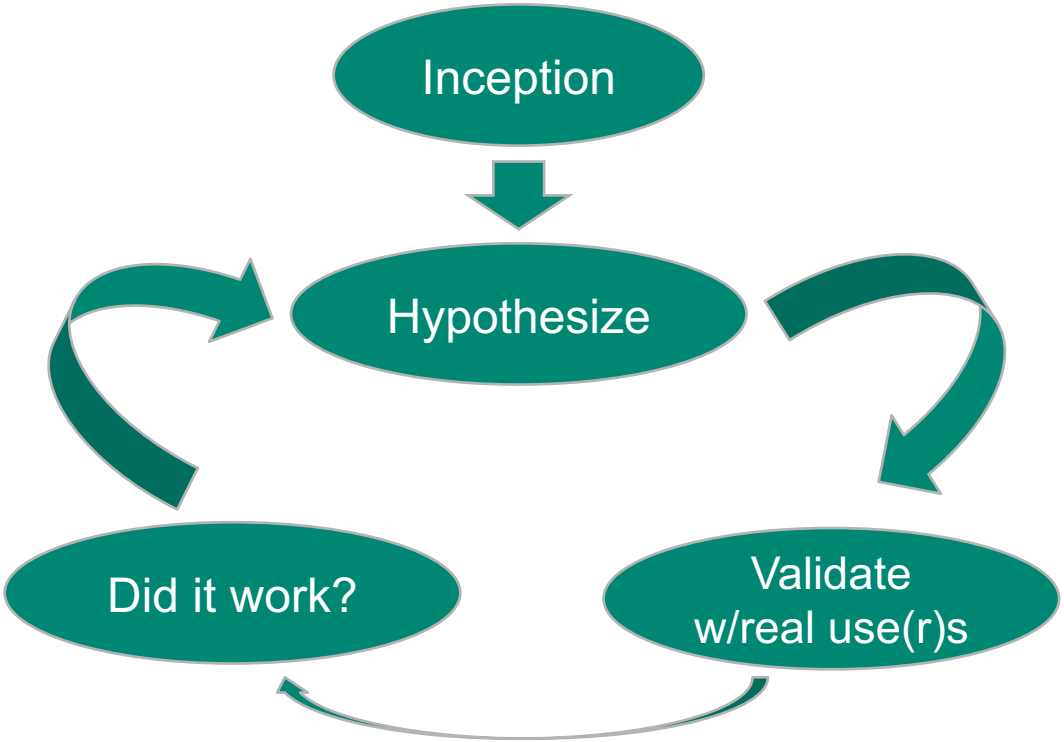
Source: Mark Graban and Clare Crawford-Mason, Feb. 2013.

What's in the box?
Digital transformation.

Goal: deliver value, ~~weekly~~ reliably, with small batches

"We did an analysis of hundreds of projects over a multiyear period. **The ones that delivered in less than a quarter succeeded about 80% of the time, while the ones that lasted more than a year failed at about the same rate.** We're simply not very good at large efforts."

Large financial institution



Sources: "Good Software is a Series of Little Failures," Coté, April 2016; *The Lean Startup*, Eric Ries, 2011. *The Lean Enterprise*, Barry O'Reilly, Jez Humble, and Joanne Molesky. See also overview of this approach at the IRS from Dec 2015. "Application Modernization, Service By Microservice," Kurt Bittner and Randy Heffner, Forrester, Dec 2015; "Best Practices For Agile-Plus- Architecture," Randy Heffner, Forrester February, 2015.

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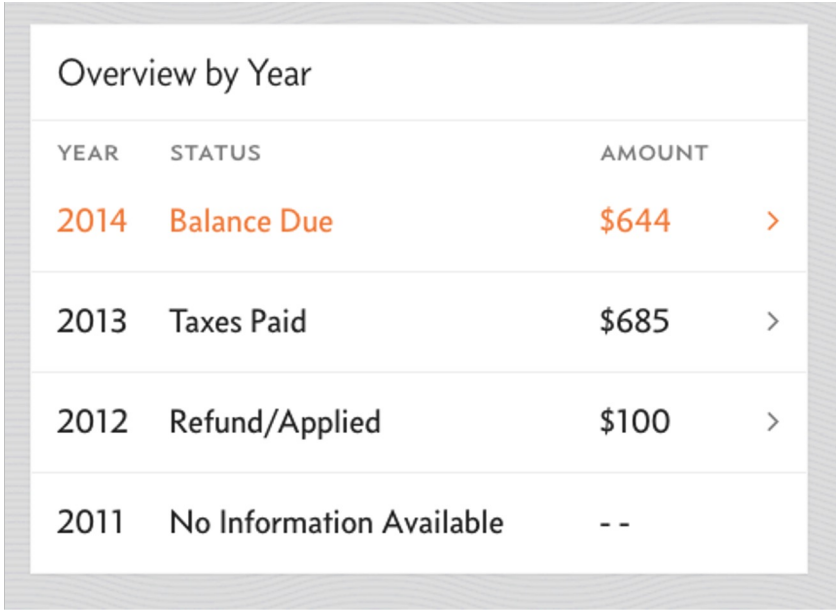
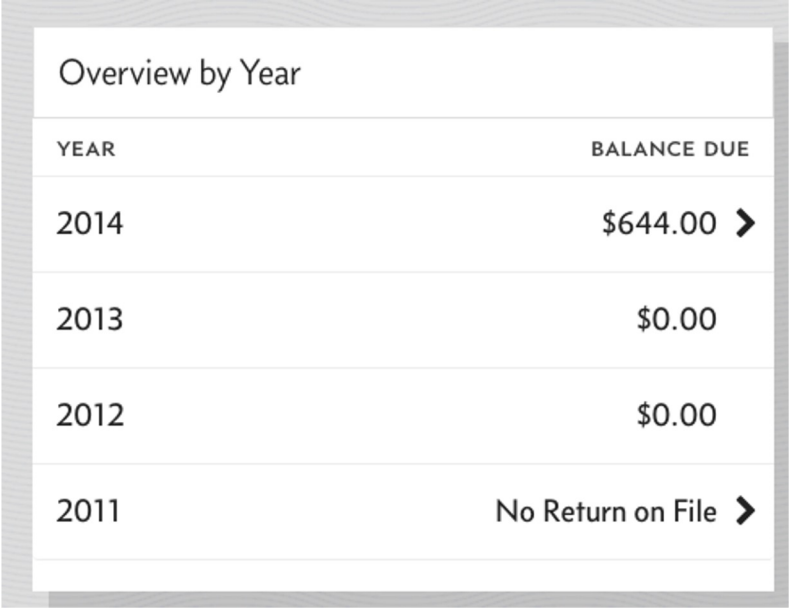
Small batches & taxes

Before



After



Source: "Minimum Viable Taxes: Lessons learned building an MVP inside the IRS," slides , Andrea Schneider & Lauren Gilchrist, 2015.
See also "Delivering Simpler, Clearer, Faster Government Services," Lindsay Holmwood, Oct 2016

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It’s actually working in mainstream, large shops

40%+ productivity/cost, rebooted member facing app

From 30% time coding to 90%

3+ week to 3 days, 50% reduction in incidents

Vitality drove engagement from 3% to 30%+

40% policy strike rate, vs. 20% industry average

Delivered 3x features year/year

Sources: *Crafting your cloud-native strategy*, Winter 2016/2017, Coté; Humana keynote, CF Summit 2015; “From Commit to Production in 10 Minutes at a Century Old Insurance Company,” Liberty Mutual, David Ehringer; Mojgan Lefebvre, Liberty Mutual, June, 2017.

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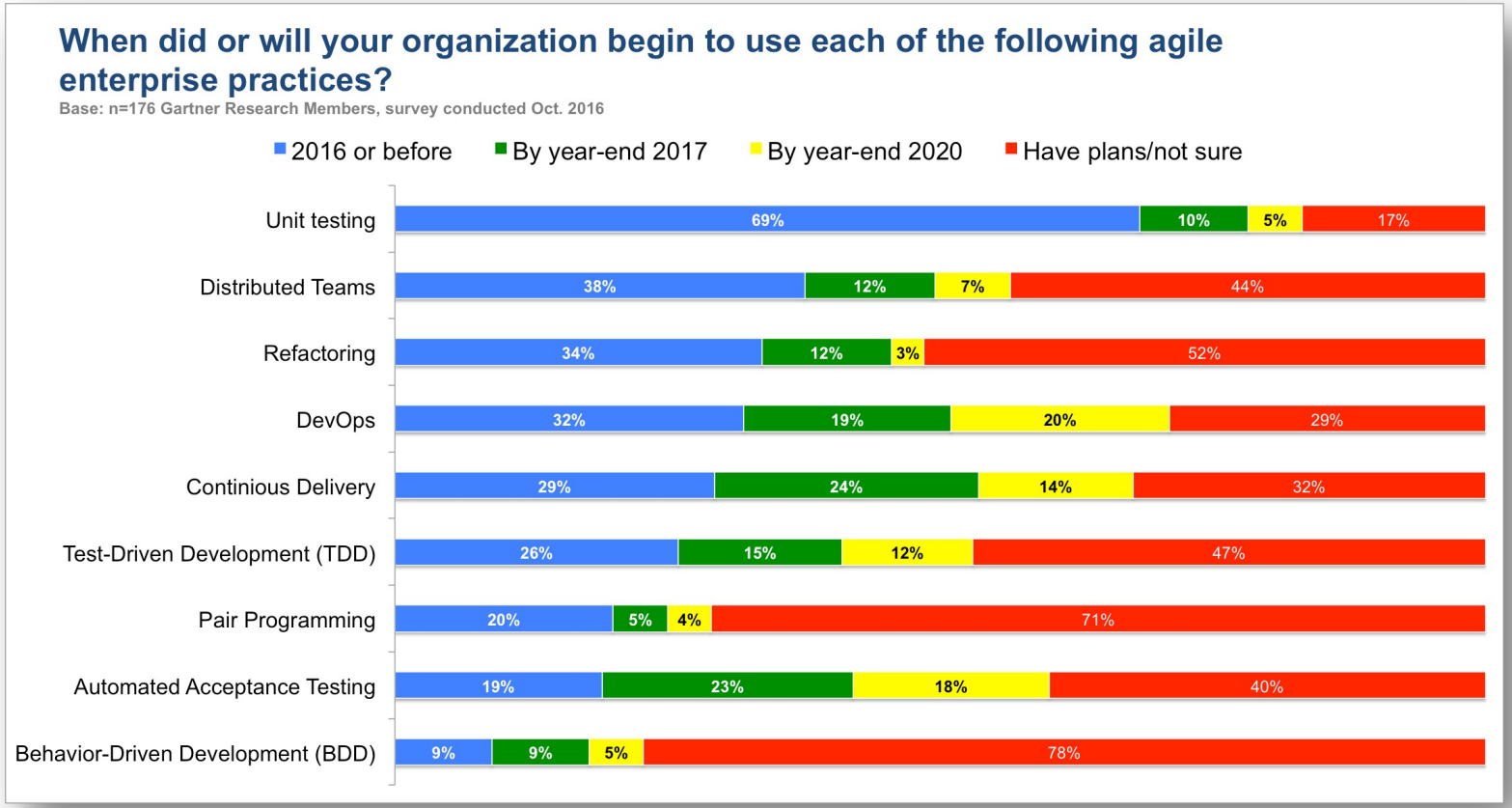
Source: http://tirefi.re/

“We’ve been doing AGILE since vacuum tubes.”



Source: “Survey Analysis: Agile Now at the Tipping Point - Here's How to Succeed,” Mike West, Gartner, June 2017; “Pair programming – you’ll never guess what happens next.” Coté, Oct 2016.

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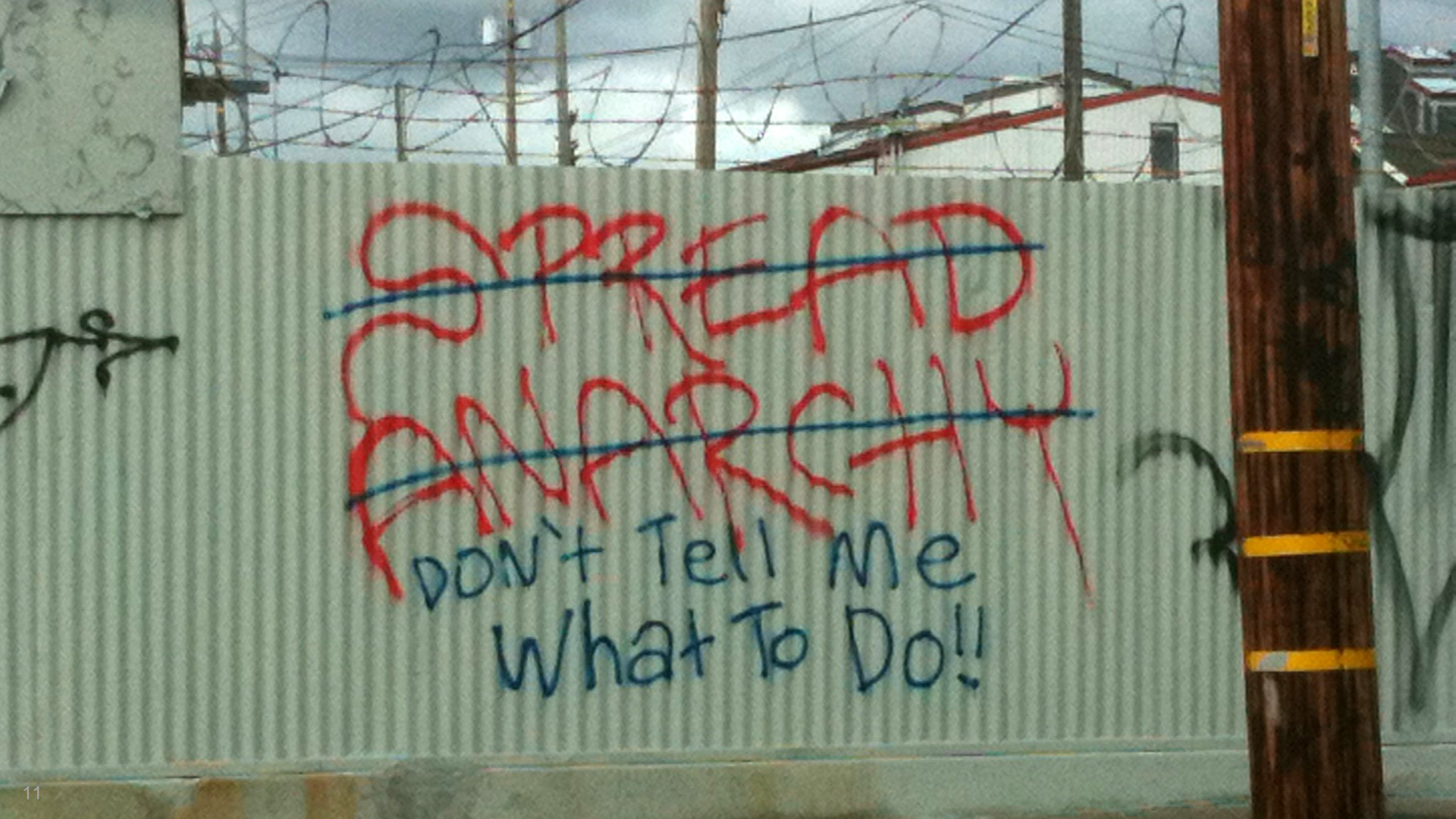
SPREAD
ANARCHY
DON`t Tell Me
What To Do!!

Management will be the first to fail

"I can't tell you what having a leader stand-up in front of an organization with a hoodie and t-shirt does to cultural change. It all the sudden makes it OK for everyone within that organization to participate in change."

-*Matt Curry*, Allstate

Sources*: Leading the Transformation*, 2015; "Management's Job is orchestrating the 'why,'" Coté, 2015; *The Concise Executive Guide to Agile*, 2010. See also "largile" column from Nov 2016.

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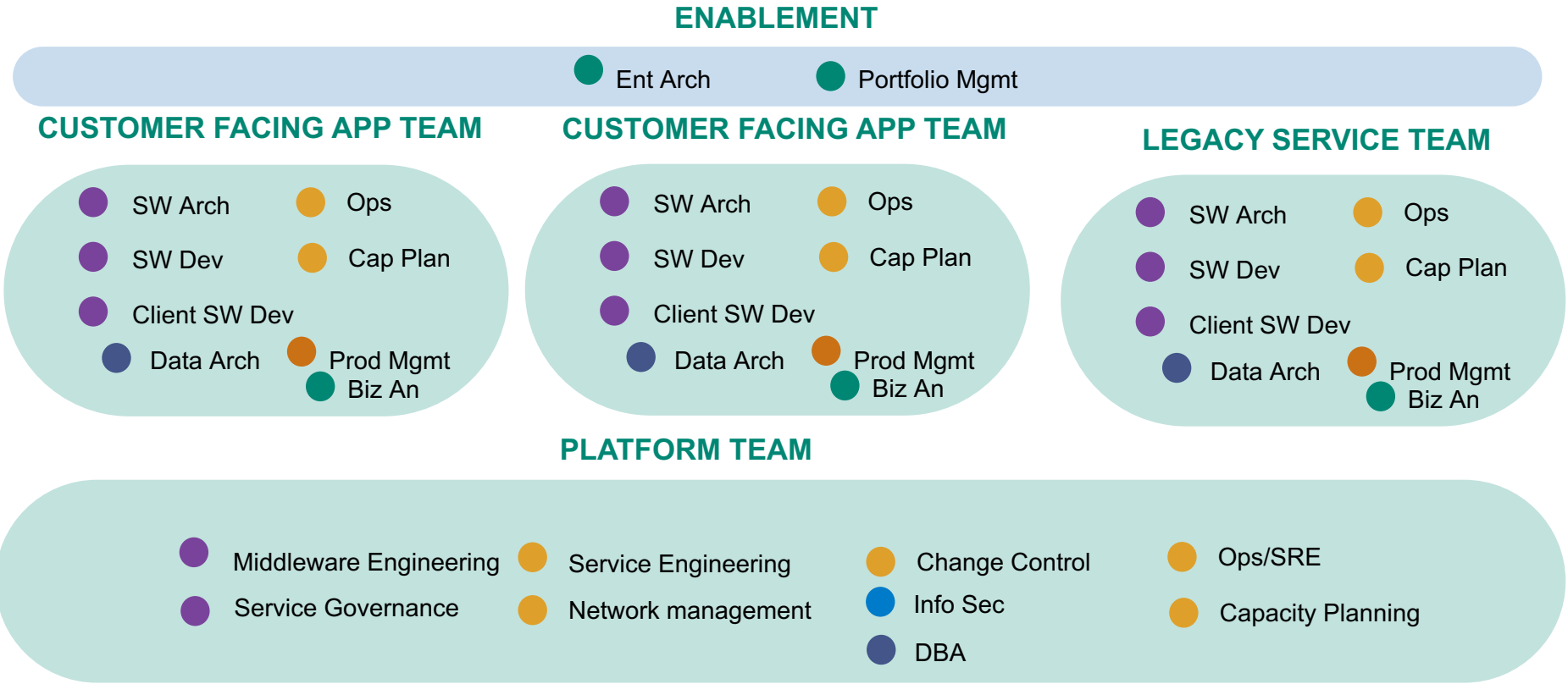
The organization supports the product teams



Source: "DevOps: Who Does What?", Cornelia Davis, Nov 2016. Pivotal Cloud Foundry Solution team, "Crafting the Cloud Native Organization," Coté, March 2016. discussions with Diego Lapiduz.

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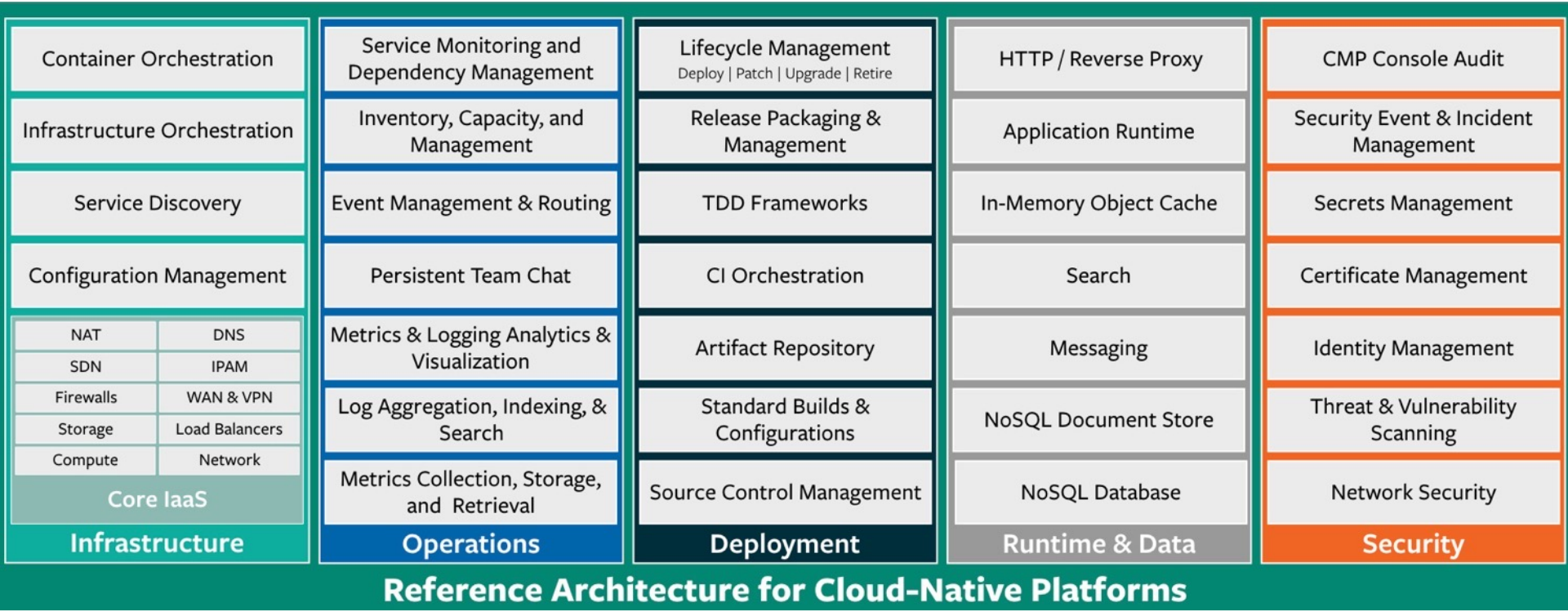
Product teams focus on user experience & biz inovation

Picture: WOCinTech Stock

Standardize on a platform: special snow flakes are slow, expensive, & error-prone



Source: "The Upside-Down Economics of Building Your Own Platform," Jared Ruckle and Matt Walburn, 2017. Also, "DevOps Who Does What," Cornelia Davis, June, 2017; "How Platforms Work," Casey West, August, 2016.

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Pivotal Cloud Foundry®

MODERN CLOUD NATIVE PLATFORM

PIVOTAL CLOUD FOUNDRY APPLICATION RUNTIME

DYNAMIC ROUTE SERVICES / API MANAGEMENT

YOUR APPLICATIONS

APP MICROSERVICES TECHNOLOGY

- Spring Boot
- Steeltoe
- Spring Cloud Services

DATA MICROSERVICES TECHNOLOGY

- Spring Cloud Data Flow
- Cloud Cache
- RabbitMQ
- MySQL

PLATFORM

- Elastic Runtime
- Concourse
- App Autoscaler
- PCF Metrics
- CredHub
- Orgs, Spaces, Roles and Permissions

SERVICE BROKER API

PIVOTAL CLOUD FOUNDRY BOSH

EMBEDDED OS — Windows, Linux

CONTAINER ORCHESTRATION

CLOUD ORCHESTRATION

MULTI CLOUD

- Amazon Web Services
- Microsoft Azure
- Google Cloud Platform
- Open Stack
- VMWare

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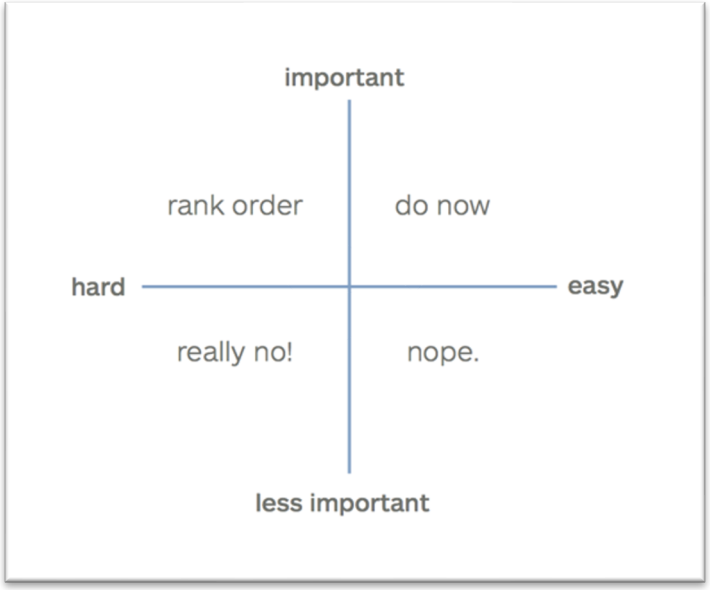
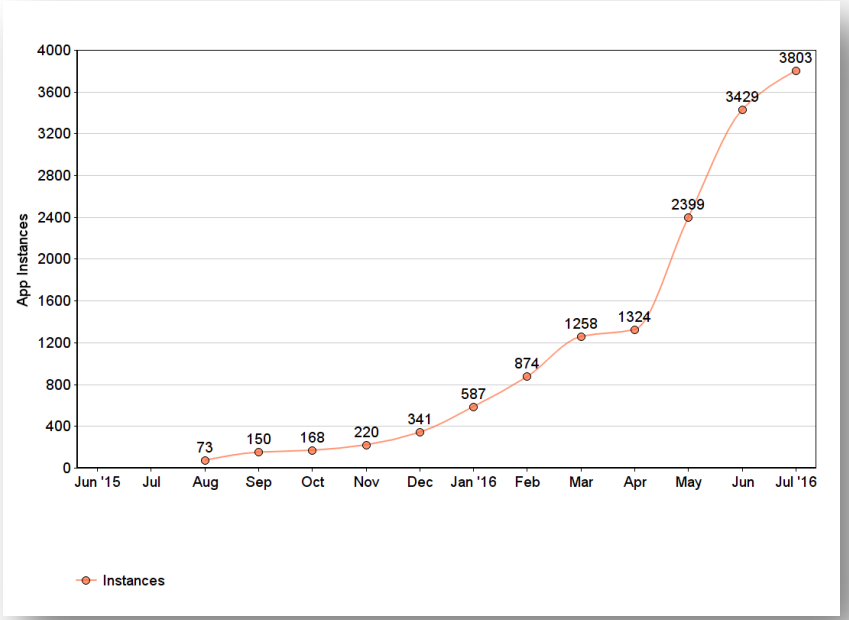
Ramping up: “Pilot low-risk apps, and ramp-up”

Picking your initial apps, according to Comcast, Humana, Ford, & Home Depot





Sources: Home Depot meetup, Oct 2015; Humana at CF Summit 2015; EU payday loan company; Pivotal Labs on large auto company; “Getting started,” Coté, Oct 2016; Comcast’s Christopher Tretina at SP1 2016; “Cloud-Native at Home Depot, With Tony McCulley,” Number of AI’s equates to ~130 apps composed on ~900 services. See also a general pattern applied to analytics from BCG, July 2016.

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Managing the change: pace yourself

- Liberty Mutual 10 (simple) apps in 10 weeks
- Allstate 16 apps in a year
- THD ~130 apps in a year
- Auto manufacture ~115 after two years

- BUT! If you don’t start, you’ll suffer analysis paralysis.

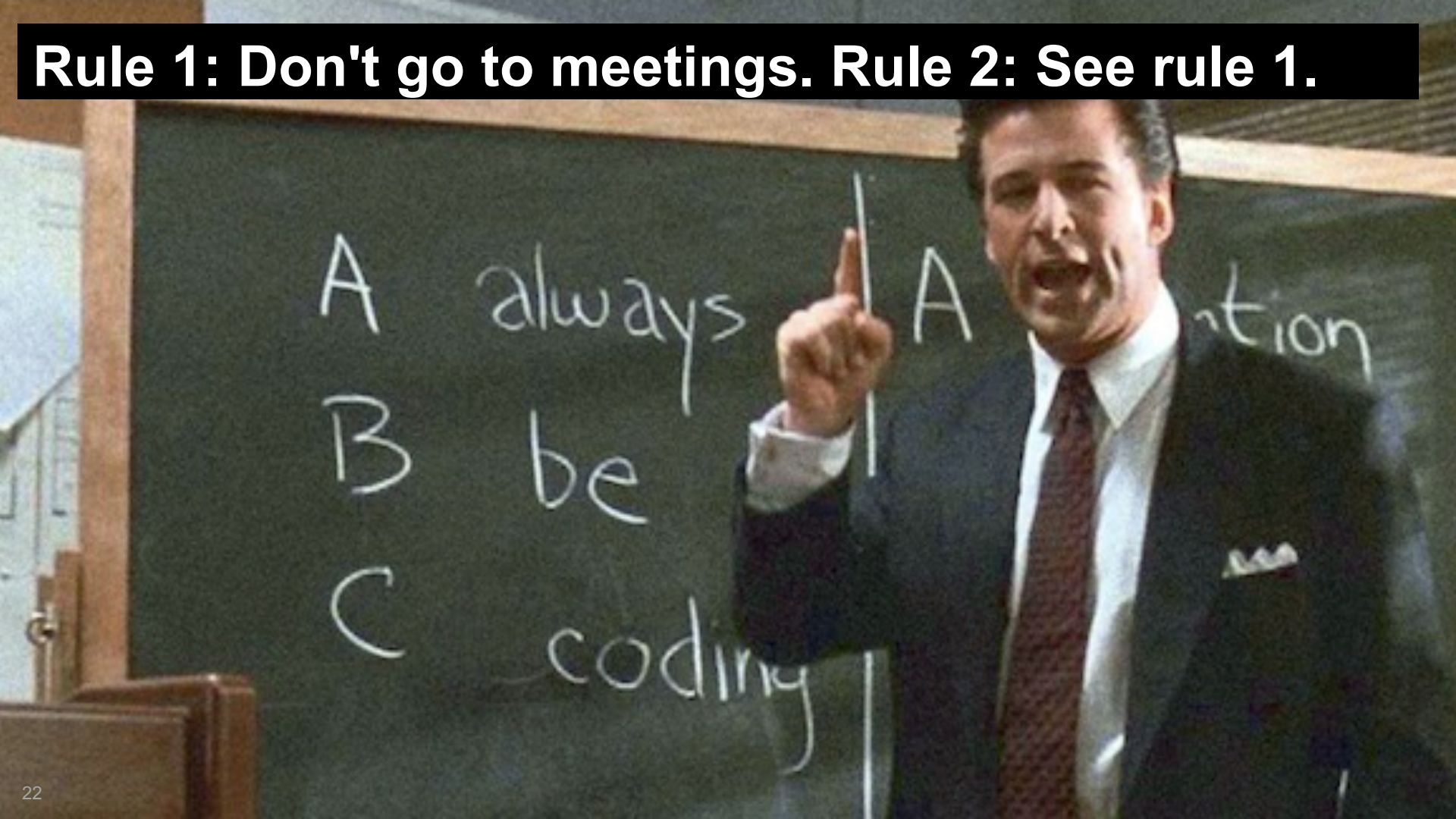
Sources: “Cloud-Native at Home Depot, With Tony McCulley”; Pivotal customer analysis, cases, and conferences.

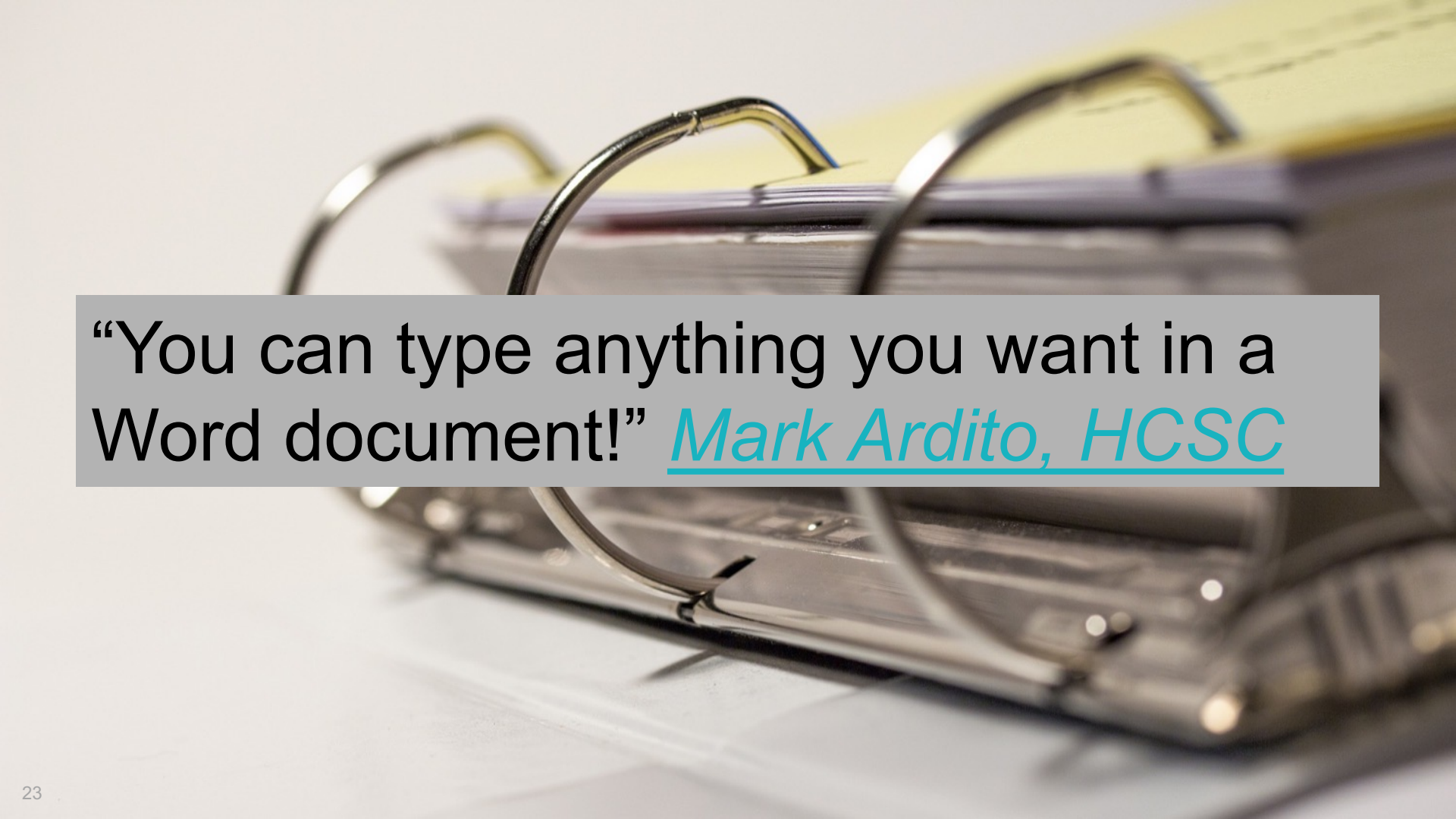
Internal marketing: everything, frequently

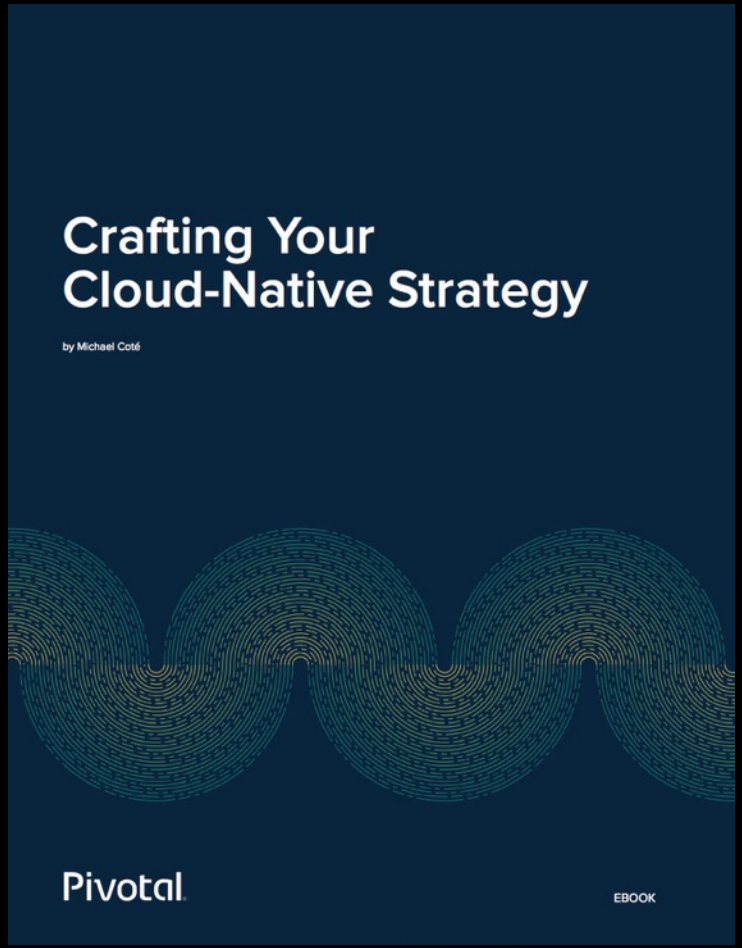
Pairing: across roles, geographies, rotating

WOCinTech Stock

Rule 1: Don't go to meetings. Rule 2: See rule 1.




“You can type anything you want in a Word document!” Mark Ardito, HCSC



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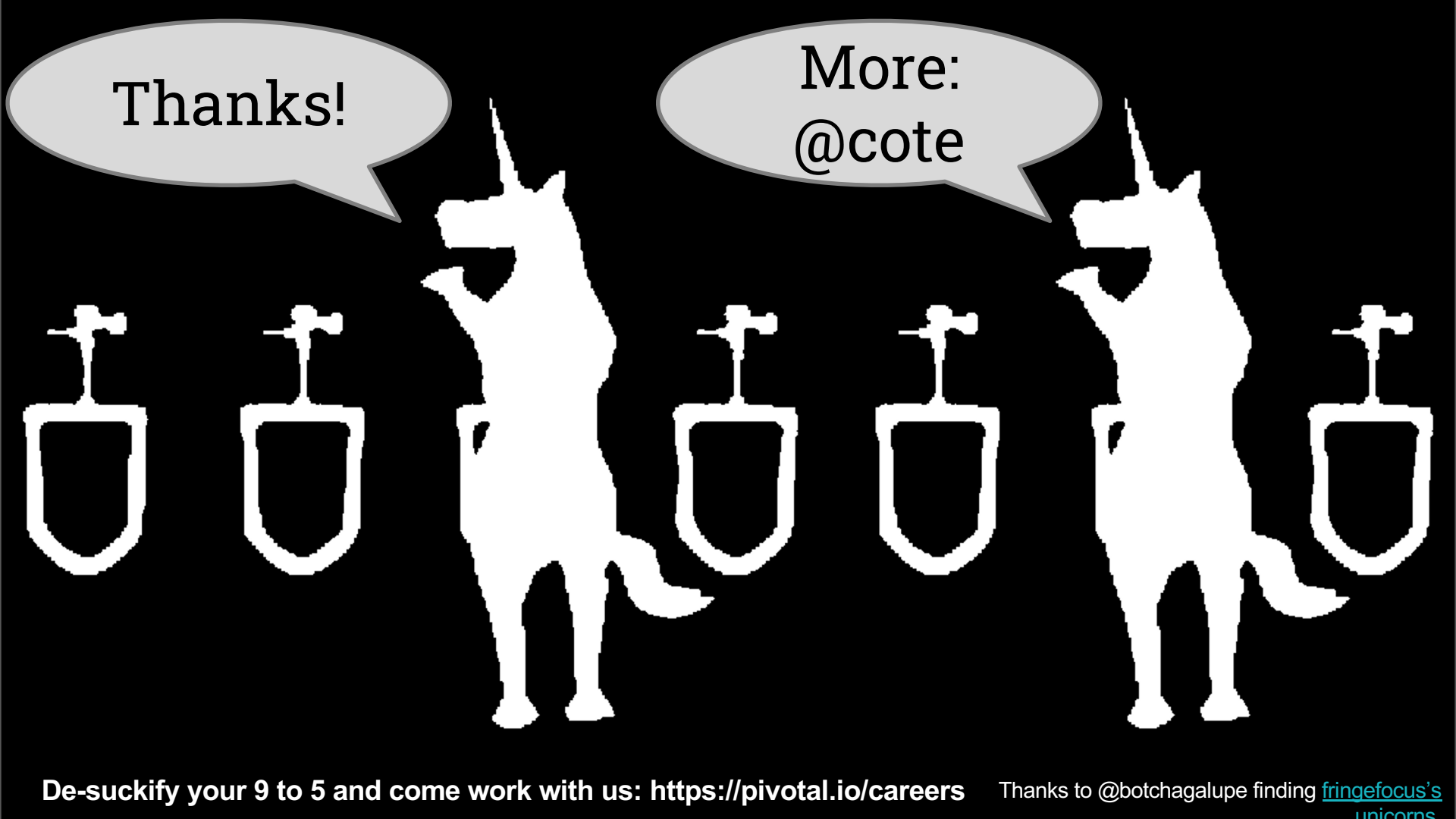
http://cote.io/cloud2 - also in Chinese!



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