

# ~~The Coming Donkey Apocalypse~~ Day of the Donkey

What happens when DevOps goes mainstream?

August, 2015 – DevOpsDays Chicago  
@cote

Slides: <http://pivotal.io/devopsdays-chicago>

# Conclusions

- Businesses are craving faster, more agile IT that creates better product
- Our world would be hero: DevOps adoption is growing, with estimates of 25% G2000 penetration by 2016
- But, we need to fix the meatware problems or it'll be donkey carnage
- Mainstream IT is failing – you can lead a donkey to water, but...
- Let's get ready to welcome them and make them thrive:
  1. Explain the big picture: enabling continuous delivery with a comprehensive cloud
  2. Management has a lot of homework – leading change, creating the game
  3. Do portfolio management to work with legacy, make room for innovation
  4. The organization structure needs to match the goals and technology
  5. Keep up the land-grab: product, business, sales, etc.

# Hello!



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- Former industry analyst at 451 Research and RedMonk
- Corporate Strategy & M&A at Dell
  
- Podcasts: [cote.io/podcasts](http://cote.io/podcasts)
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- More: <http://cote.io> or [cote@pivotal.io](mailto:cote@pivotal.io)

Fear of

nerds

nerds

Fear of



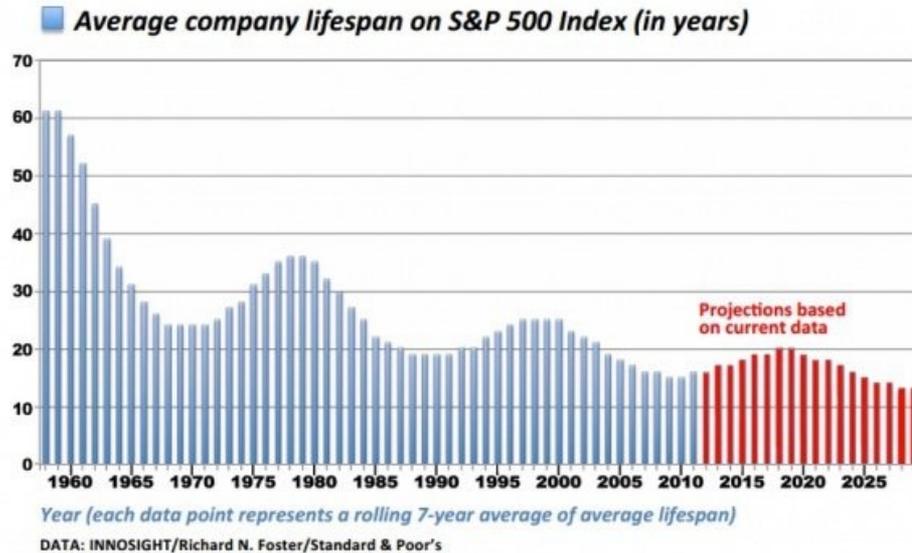
“Silicon Valley is coming....

We are going to work hard to make our services as seamless and competitive as theirs.”

[-Jamie Dimon, CEO@JPMC, 2015 letter to shareholders](#)

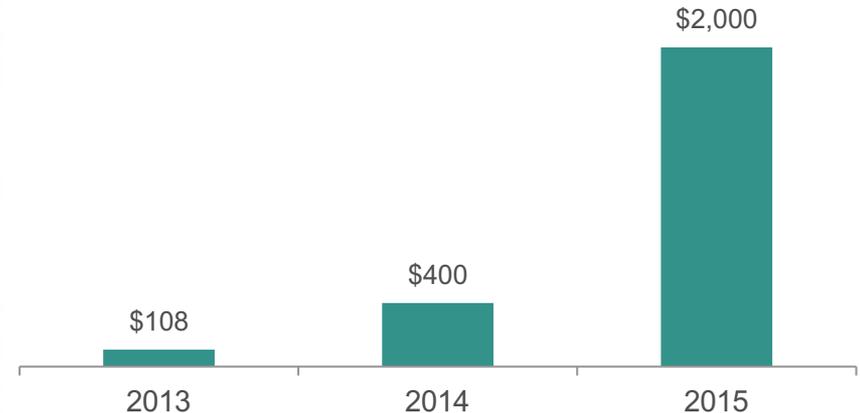
# The business goal is now well defined

Moving from this...



...to this

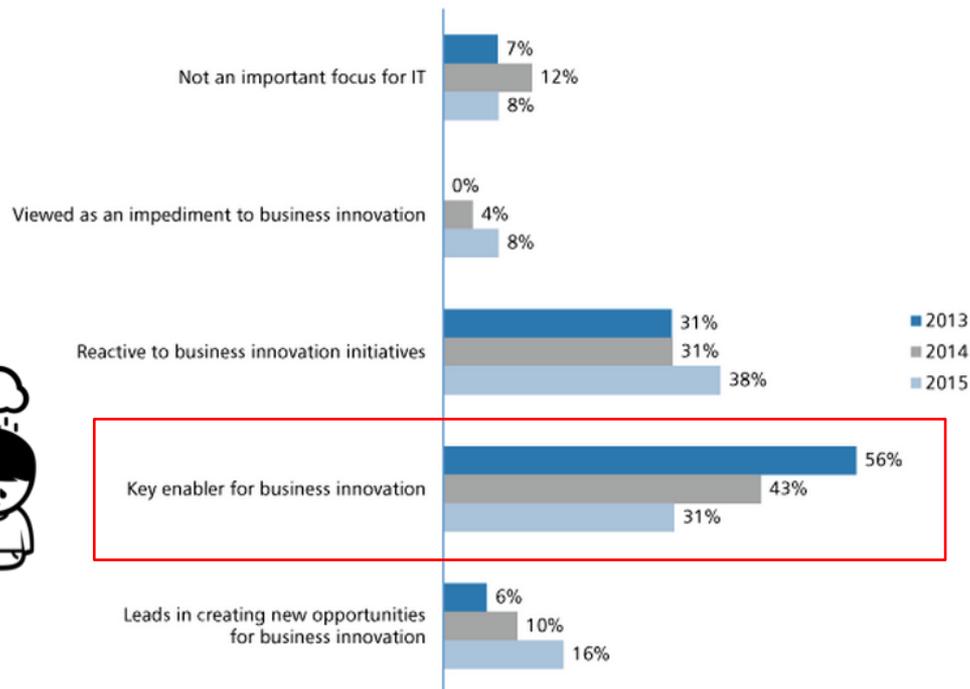
Uber's rumored net revenue, (\$m)  
(revenue after paying out drivers, 2015 is Uber's plan)



Source: "[Creative destruction in the S&P500 index](#)," Jan 2014; "[Uber Expands Funding Round as Revenue Growth Accelerates](#)," *Wall Street Journal*, Feb 2015. See more discussion in "[The Three Horsemen of the Digital Apocalypse Considered](#)."

# Businesses are held back by an IT agility gap

*Only 25% of respondents felt that their companies were innovating in agile ways.*



*What is your IT organization's role in business innovation?*



Gartner predicts 25% G2000  
DevOps penetration by 2016, and  
yet...

“We estimate that, by 2018, 90  
percent of I&O organizations  
attempting to use DevOps without  
specifically addressing their cultural  
foundations will fail.”

- [Ian Head, Gartner, April 2015](#)

Saving the

donkeys

qoukελs

ορνιθινη

# Know your equestrian metaphors



## Unicorns

- Flies around in clouds doing magic
- Streams things & doesn't seem to need money
- Gets most of the attention
- Stuff of legend



## Horse, destrier class

- Makes lots of money
- Has (and needs) lots of resources
- Ridden by kings - market makers



## Donkey

- Hard working beast of burden
- Gets no respect
- Has to do more with less
- Most of us

Sources: [“Getting away from unicorn job descriptions”](#); [“About Stranger”](#); [out of stock t-shirt](#). See also, [“Continuous Delivery Among the Donkeys.”](#) Feb 2015.

“The donkey is real people with real problems”

- [Kamala Dasika](#), my colleague

\* If you prefer goats, [that works too](#).

## The IT Department of Slow/No

- 6-12 months to release features
- Business struggles to have software match market opportunities
- IT is a cost center



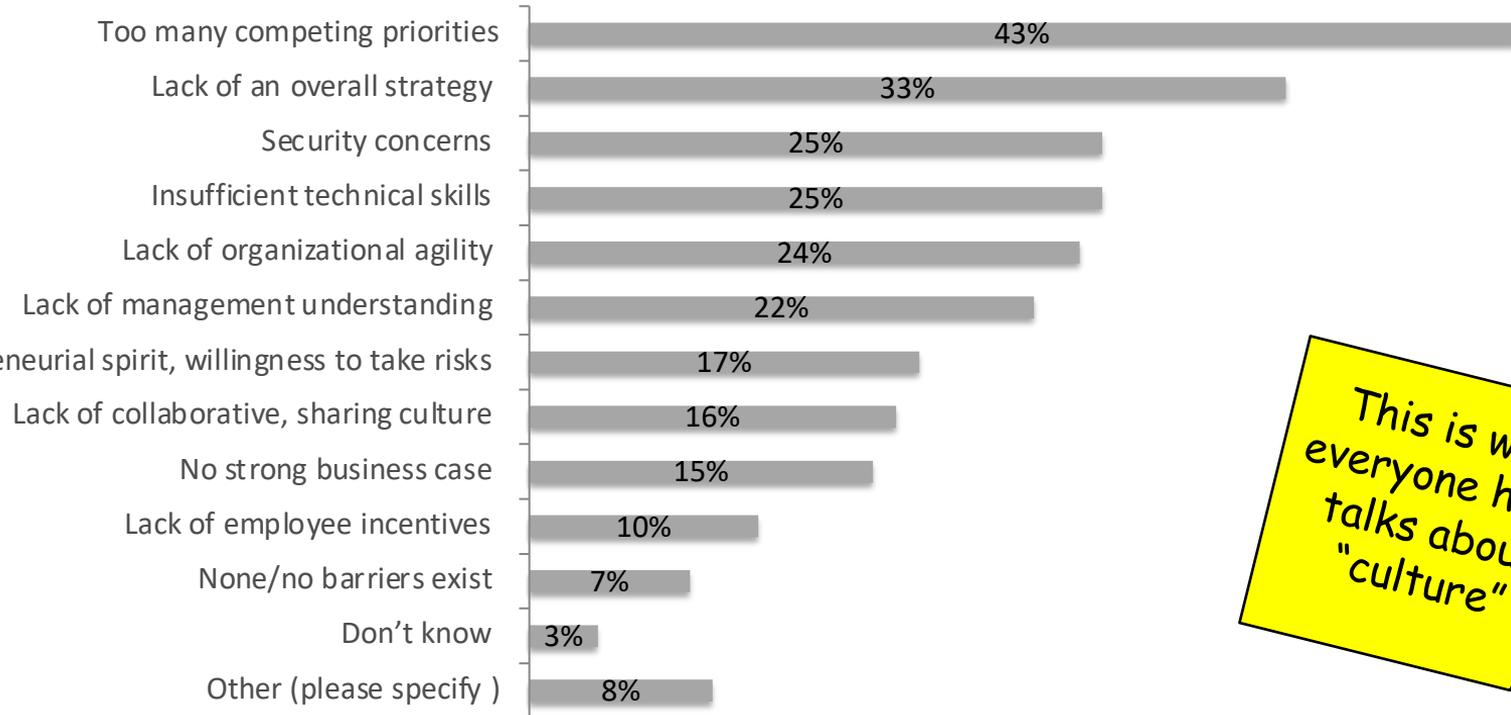
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# Most problems are in the meatware

What barriers are impeding your organization from taking advantage of digital trends? (select up to three)



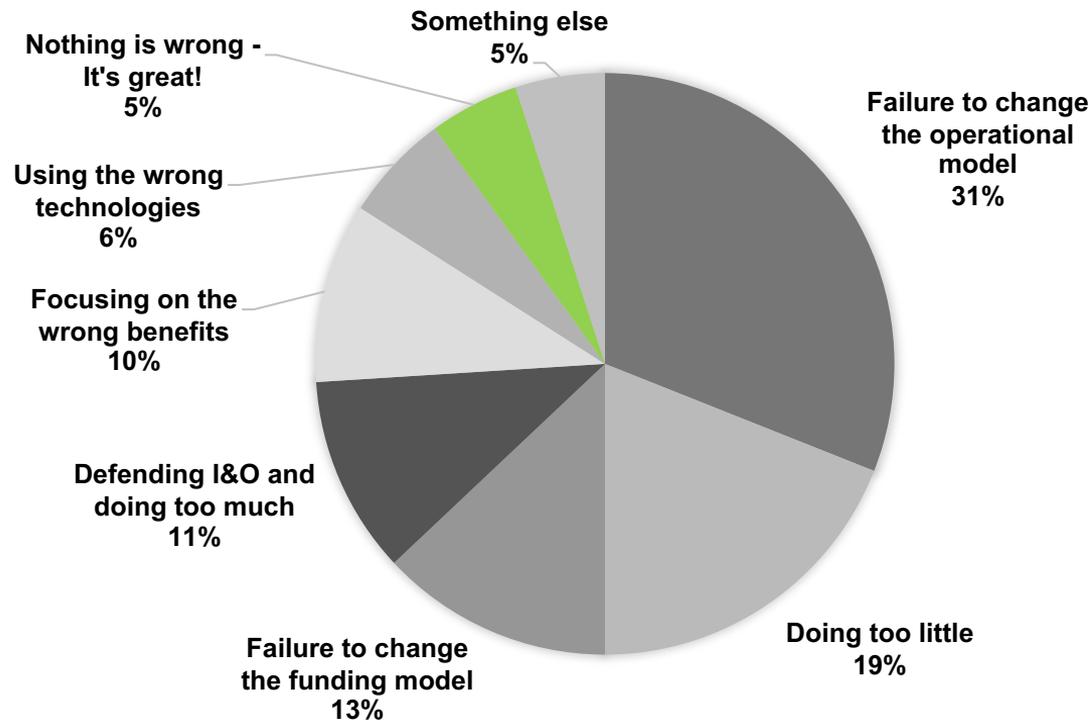
This is why everyone here talks about "culture"



[Columbus Renaissance hotel, 3<sup>rd</sup> floor](#). See also [Plumbing: Design and Installation](#).

# Bad meatware spoils IT

"What is going wrong with your private cloud?"



Sources: "[Problems Encountered by 95% of Private Clouds](#)," Gartner, Feb 2015. See also [451 commentary on cloud for net-new applications](#) and [survey data on cloud pain points](#).

# Goals that lead to DevOps

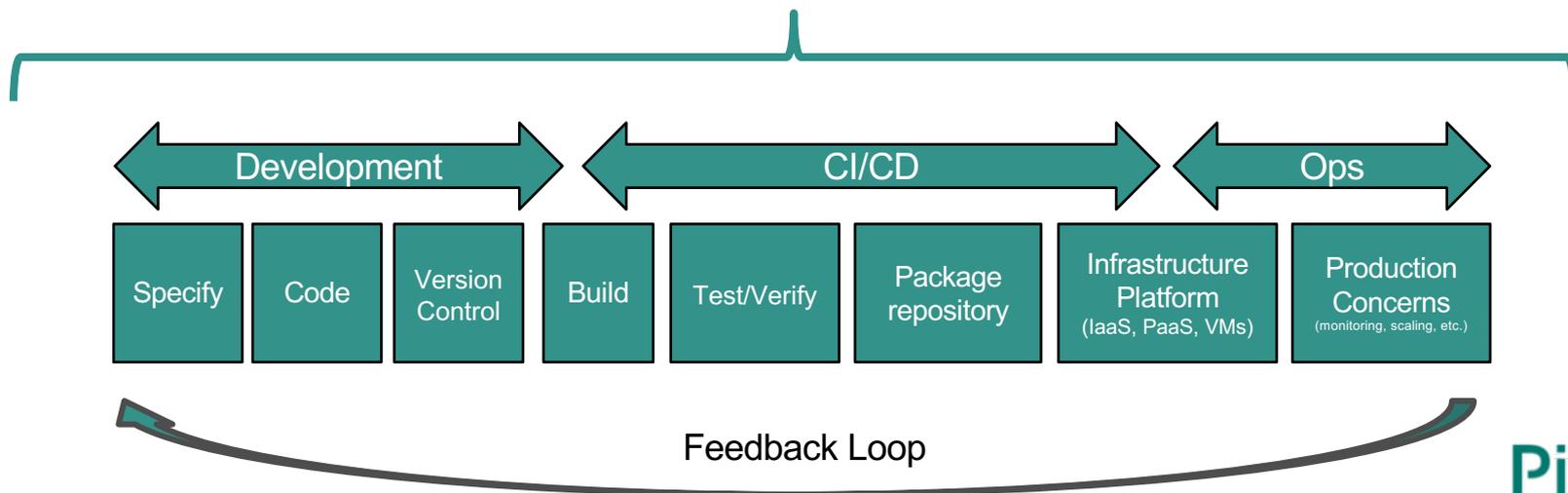
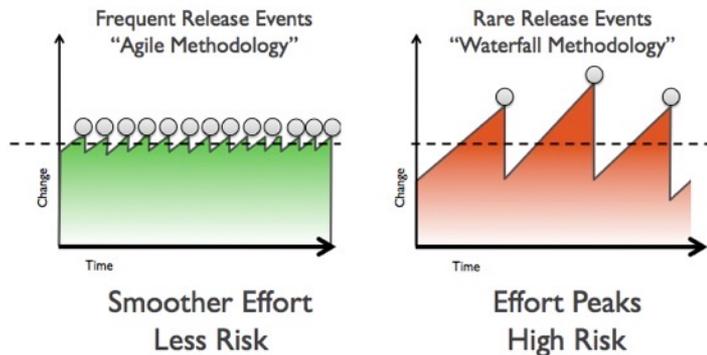
1. Delivering software that runs on the Internet (mobile, web, etc.)
2. The pipeline is the factory, from concept, to code, to production
3. Faster turns, while maintaining quality, uptime, performance
  - Lean approach to entire process
  - Shorten time to customer value
  - Keep the site up, resilience vs. failure

**Consequence: requires Development & Operations to combine**

Sources: see [The Practice of Cloud System Administration](#), chapter 8 for an in-depth definition and discussion. Also, see Damon Edward's 2012 piece "[Use DevOps to Turn IT into a Strategic Weapon](#)." Also, [The Phoenix Project](#) for a story of DevOps in the style of [The Goal](#). See also [John's Willis' DevOpsDays Paris talk more technical-based drivers](#).

# DevOps == continuous delivery

(More or less)



# Obligatory Slide Break

Slide Break

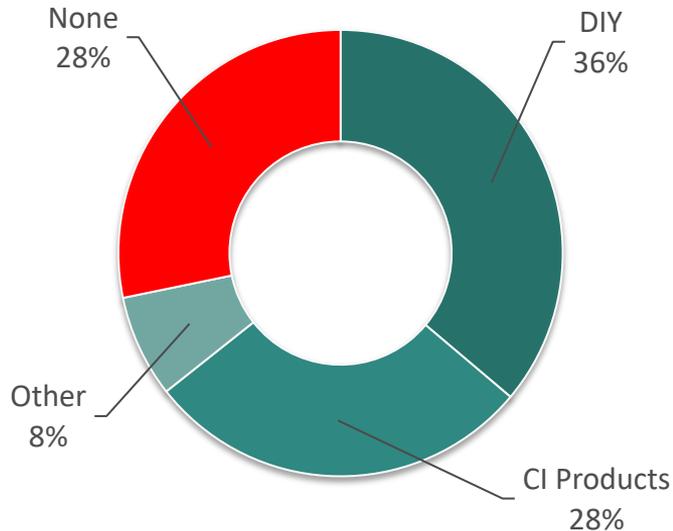
Obligatory



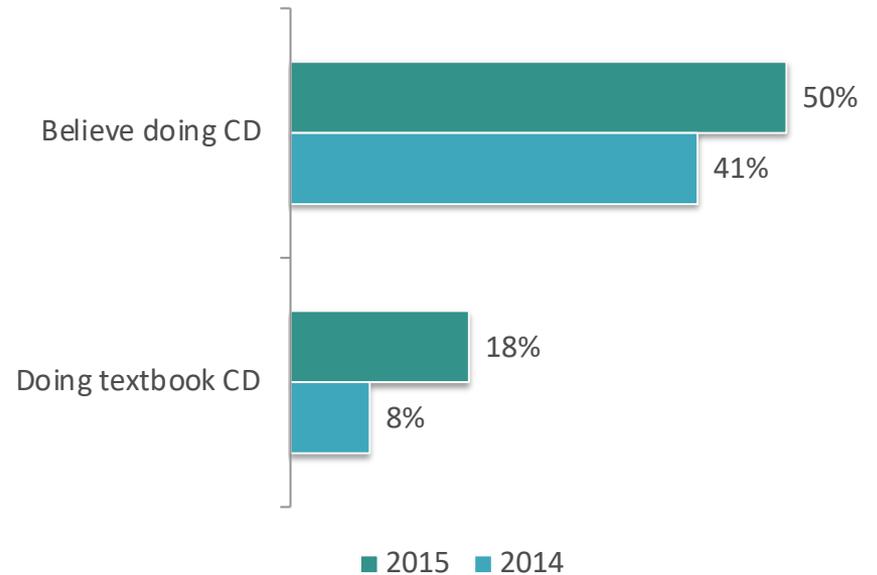
How's it  
going?  
dojndj

# Things are improving, but we need accelerants

What build automaton or CI/CD tools are you using?  
(451 Research study, 2014)



Use of CD is growing  
(DZone studies)



Sources: [2014Q1 451 Research DevOps Study](#), n=201. In second study (n=300), 38% used “build and continuous integration tools”; [“DZone’s 2014 Guide to Continuous Delivery,”](#) n=500; [The DZone Guide to Continuous Delivery, Vol. 2,](#) Feb, 2015, n=900.

It's not much of an IT department, but I'm sorta attached to it...



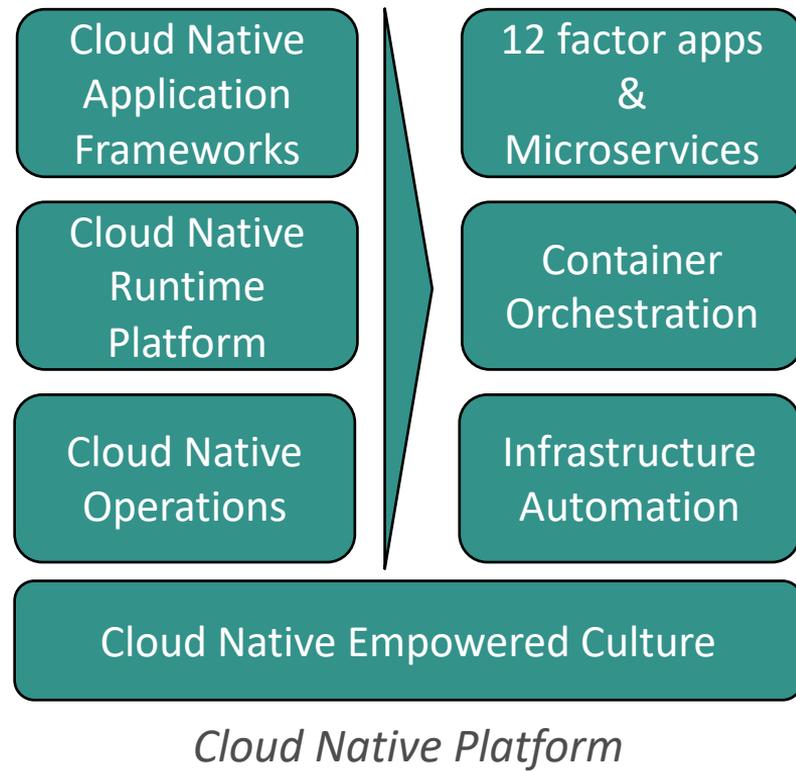
How can we  
help?

perhaps

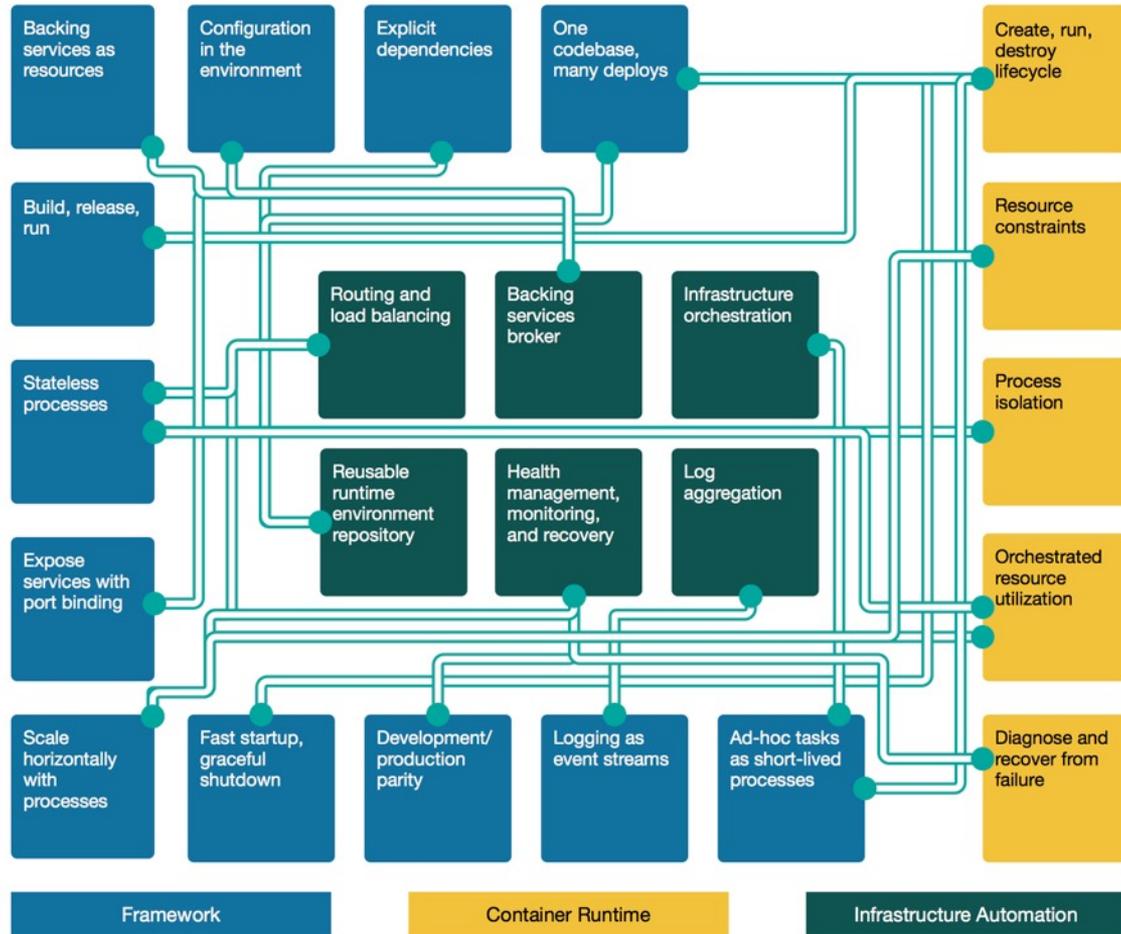
HOW CAN WE

# Clearly explain how technology enables it all

- We get it: tools without culture is bad, survival is not mandatory, and so forth
- Still, you're gonna need:
  - Automation, CI
  - Project management
  - Good dev tools & frameworks
  - Orchestration, monitoring, resilience, and a few other things...

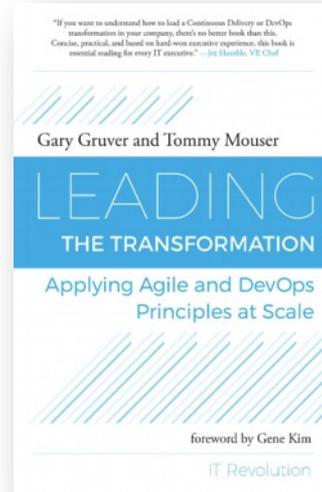


# Cloud Native Architecture



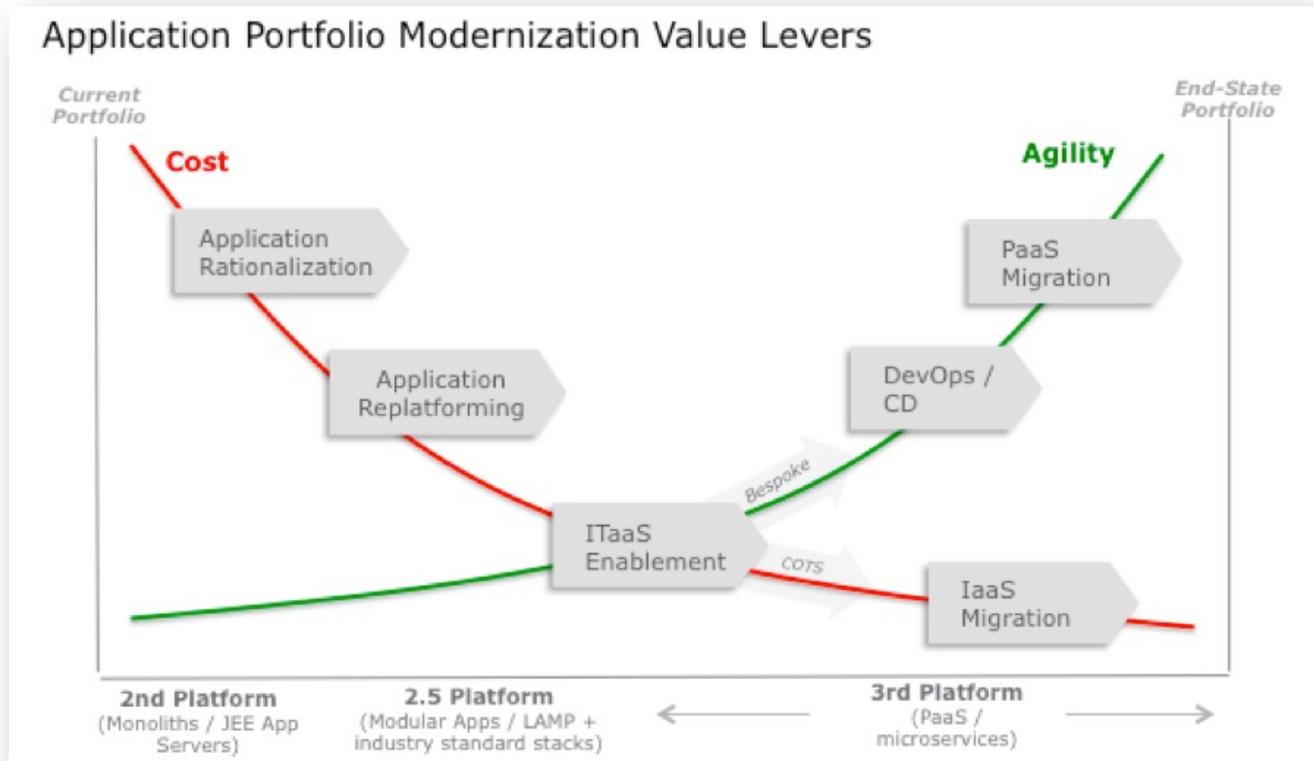
# Management creates the game

- Leading change management
- Setting, communicating, tracking goals
- Dramatic organization change, gradually
- E.g.: from autocrat to self-directed teams

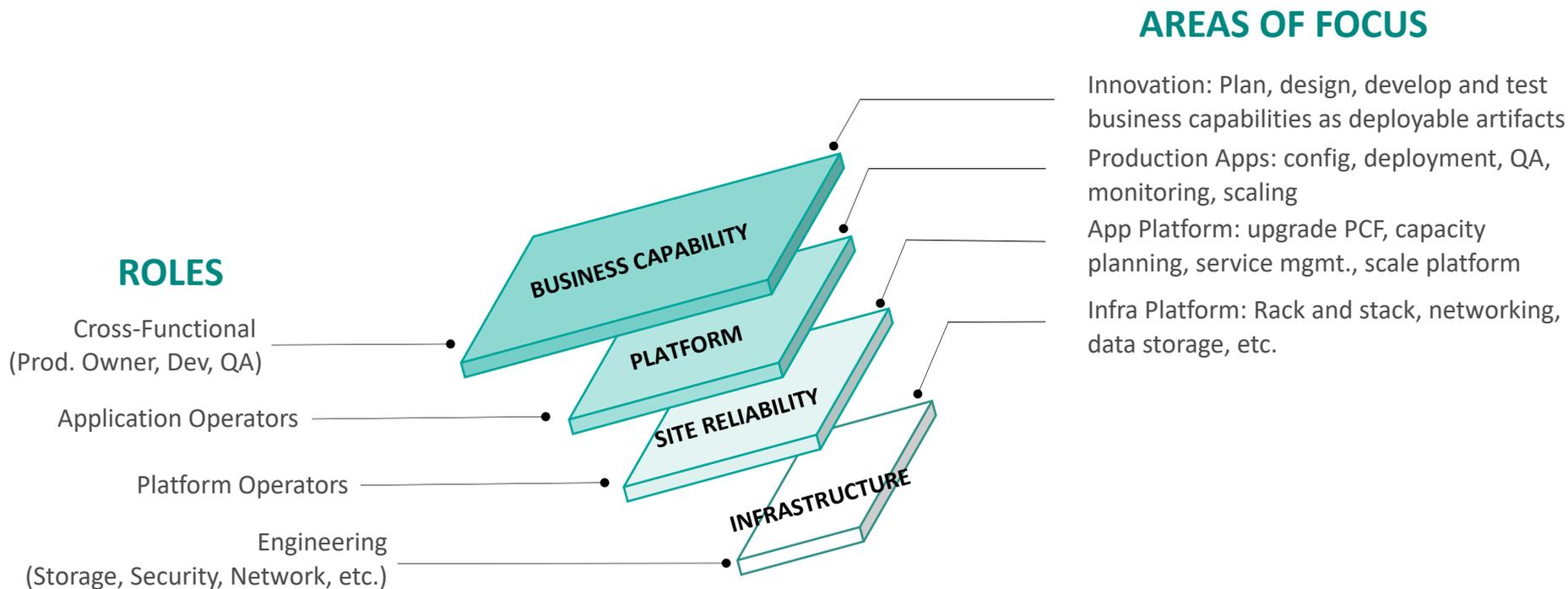


[Pivotal Cloud Native Journey blog series](#)

# Portfolio management balancing resources, creating time for innovation



# The emerging cloud native organization model



**HA HA!**



**BUSINESS!**

quickmeme.com

## Nerds: keep up the land-grab

- A software defined business sounds like it needs “business”
- How does your company make money? What are the value streams?
- How can you program the organization? The business?
- (How can it program *you*?)

# Obligatory Slide Break

Slide Break

Obligatory



(But, really, we are hiring: <http://pivotal.io/careers>)

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

- [The Agile Manifesto](#), 2001

Thanks!

Slides, free book, free cloud, & more:

<http://pivotal.io/devopsdays-chicago>

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