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## Module 6.2 – Case Study: Strangler Pattern at Blackboard Learn (2011)

In Chapter 13 of The DevOps Handbook (2nd Edition), the authors present a case study on Nationwide Building Society and how the organization embraced DevOps to overcome challenges commonly faced by large, traditional financial institutions. Nationwide was struggling with slow software release cycles, high defect rates, and poor collaboration between development and operations teams. To address these issues, the company launched a transformation focused on increasing agility, improving system reliability, and enhancing customer satisfaction, all while adhering to strict financial regulations.

The organization implemented several DevOps strategies, including the adoption of Continuous Integration and Continuous Delivery (CI/CD), which allowed them to automate workflows and reduce manual handoffs. They also introduced Infrastructure as Code to create more reliable and repeatable environments. One of the most significant changes was cultural, which Nationwide restructured its teams to foster better collaboration across development, operations, and security functions. Strong leadership support played a key role in driving this cultural shift and overcoming internal resistance to change.

As a result of these efforts, Nationwide saw a dramatic reduction in deployment times, with releases going from weeks to just hours. They also significantly increased their release frequency, which enabled faster delivery of new features and improvements to customers. Additionally, employee morale improved as the organization shifted toward a more collaborative and efficient work culture.

This case study demonstrates that DevOps is not solely about tools and automation but also requires a fundamental change in organizational culture. It also shows the value of starting with small pilot projects before scaling DevOps practices more broadly. By focusing on key metrics such as deployment frequency and lead time, Nationwide was able to measure and showcase the success of their transformation. Most importantly, the case proves that even in heavily regulated industries, it is possible to implement DevOps effectively with careful planning and compliance integration.

## References

Kim, G., Humble, J., Debois, P., Willis, J., & Allspaw, J. (2021). *The DevOps Handbook: How to Create World-Class Agility, Reliability, & Security in Technology Organizations* (2nd ed.). IT Revolution Press.