minimizing downtime. A multitude of people, be it in communications, support, or management can benefit from accessing data on how services are performing, when a failure is affecting products, and by extension also affecting customers. We argue that there is potential in further exploring the concept of how to convey monitoring data to non-developers and thereby also lowering the thresholds to data which otherwise could be kept within a developer circle; enabling transparency and data democratization within an organization.

Additionally, our initial literature study found textbooks [7, 20] on dashboard design, but as mentioned by Yigitbasioglu and Velcu, Alhamadi and Sarikaya et al. the scientific literature on dashboards is scarce and general guidelines are hard to come by. We would like to echo the sentiments expressed by Yigitbasioglu and Velcu and Sarikaya et al., as by continuing to examine case studies and surveys on dashboard implementations, it is possible to gain insights into flaws in dashboard design which prevent their success.

CONCLUSION

We aimed to determine the prevalent design lessons for building a dashboard that supports operators with limited domain knowledge of software development and microservice architecture in their task of monitoring online media applications. Using a participatory design approach, a prototype was designed together with developers, operators and stakeholders. The dashboard prototype was evaluated through a think-aloud protocol which became subject to a thematic analysis. The thematic analysis rendered three themes: language differences between developers and operators, consistency across views and states, and lastly, context switches, system integration and automation. In addition to the think-aloud protocol, participants were asked to perform a system usability scale survey (SUS). The resulting SUS score for the prototype is placed between "good" and "excellent" on the adjective ratings by Bangor, Kortum, and Miller [2]. Our design exercise has explored how microservice monitoring data can be presented to operators in a dashboard and we see a potential in further exploring how data of this nature can be conveyed to a non-developer audience, to enable transparency and data democratization within an organization.

References

- [1] Mohammed Alhamadi. "Challenges, Strategies and Adaptations on Interactive Dashboards". In: *Proceedings of the 28th ACM Conference on User Modeling, Adaptation and Personalization*. UMAP '20. Genoa, Italy: Association for Computing Machinery, 2020, pp. 368–371. ISBN: 9781450368612. DOI: 10.1145/3340631.3398678. URL: https://doi.org/10.1145/3340631.3398678.
- [2] Aaron Bangor, Philip Kortum, and James Miller. "Determining What Individual SUS Scores Mean: Adding an Adjective Rating Scale". In: *J. Usability Studies* 4.3 (May 2009), pp. 114–123. ISSN: 1931-3357.

- [3] Virginia Braun and Victoria Clarke. "Using thematic analysis in psychology". In: *Qualitative Research in Psychology* 3.2 (2006), pp. 77–101. DOI: 10.1191/1478088706qp063oa. eprint: https://www.tandfonline.com/doi/pdf/10.1191/1478088706qp063oa. URL: https://www.tandfonline.com/doi/abs/10.1191/1478088706qp063oa.
- [4] John Brooke. "SUS: A quick and dirty usability scale". In: *Usability Eval. Ind.* 189 (Nov. 1995).
- [5] Datadog. Microservice Visualization. Accessed: 2021-02-17. 2021. URL: https://www.datadoghq.com/ microservice-visualization/.
- [6] Nicola Dragoni et al. "Microservices: Yesterday, Today, and Tomorrow". In: Present and Ulterior Software Engineering. Ed. by Manuel Mazzara and Bertrand Meyer. Cham: Springer International Publishing, 2017, pp. 195–216. ISBN: 978-3-319-67425-4. DOI: 10.1007/978-3-319-67425-4_12. URL: https://doi.org/10.1007/978-3-319-67425-4_12.
- [7] Stephen Few. *Information Dashboard Design: The Effective Visual Communication of Data*. O'Reilly Media, Inc., 2006. ISBN: 0596100167.
- [8] Marcus Frisell. "Information visualization of microservice architecture relations and system monitoring: A case study on the microservices of a digital rights management company an observability perspective". MA thesis. KTH, 2018, p. 11. URL: https://www.divaportal.org/smash/record.jsf?pid=diva2%5C%3A1240044&dswid=6877.
- [9] M. Froese and M. Tory. "Lessons Learned from Designing Visualization Dashboards". In: *IEEE Computer Graphics and Applications* 36.2 (2016), pp. 83–89. DOI: 10.1109/MCG.2016.33.
- [10] Martin Kleehaus et al. "Discovery of Microservice-based IT Landscapes at Runtime: Algorithms and Visualizations". In: 2019 26th Asia-Pacific Software Engineering Conference (APSEC). 2020, pp. 5603–5612. DOI: 10.24251/HICSS.2020.689.
- [11] Haifeng Liu et al. "JCallGraph: Tracing Microservices in Very Large Scale Container Cloud Platforms". In: *Cloud Computing CLOUD 2019*. Ed. by Dilma Da Silva, Qingyang Wang, and Liang-Jie Zhang. Cham: Springer International Publishing, 2019, pp. 287–302. ISBN: 978-3-030-23502-4.
- [12] S. Ma et al. "Version-Based Microservice Analysis, Monitoring, and Visualization". In: 2019 26th Asia-Pacific Software Engineering Conference (APSEC). 2019, pp. 165–172. DOI: 10.1109/APSEC48747.2019. 00031.
- [13] Shang-Pin Ma et al. "Graph-based and scenario-driven microservice analysis, retrieval, and testing". In: Future Generation Computer Systems 100 (2019), pp. 724–735. ISSN: 0167-739X. DOI: https://doi.org/10.1016/j. future.2019.05.048. URL: https://www.sciencedirect. com/science/article/pii/S0167739X19302614.

- [14] B. Mayer and R. Weinreich. "A Dashboard for Microservice Monitoring and Management". In: 2017 IEEE International Conference on Software Architecture Workshops (ICSAW). 2017, pp. 66–69. DOI: 10.1109/ICSAW. 2017.44.
- [15] X. Peng. "Helping Developers Analyze and Debug Industrial Microservice Systems". In: *Computer* 53.2 (2020), pp. 4–5. DOI: 10.1109/MC.2019.2957845.
- [16] F. Pina et al. "Nonintrusive Monitoring of Microservice-Based Systems". In: 2018 IEEE 17th International Symposium on Network Computing and Applications (NCA). 2018, pp. 1–8. DOI: 10.1109/NCA.2018.8548311.
- [17] A. Sarikaya et al. "What Do We Talk About When We Talk About Dashboards?" In: *IEEE Transactions on Visualization and Computer Graphics* 25.1 (2019), pp. 682–692. DOI: 10.1109/TVCG.2018.2864903.
- [18] Clay Spinuzzi. "The Methodology of Participatory Design". In: *Technical Communication* 52 (May 2005), pp. 163–174.
- [19] Sysdig. Sysdig Monitor. Accessed: 2021-02-17. 2021. URL: https://sysdig.com/products/monitor/.

- [20] Steve Wexler, Jeffrey Shaffer, and Andy Cotgreave. *The big book of dashboards: visualizing your data using real-world business scenarios.* John Wiley & Sons, 2017.
- [21] L. Wu et al. "MicroRCA: Root Cause Localization of Performance Issues in Microservices". In: NOMS 2020 2020 IEEE/IFIP Network Operations and Management Symposium. 2020, pp. 1–9. DOI: 10.1109/NOMS47738. 2020.9110353.
- [22] Ogan M. Yigitbasioglu and Oana Velcu. "A review of dashboards in performance management: Implications for design and research". In: *International Journal of Accounting Information Systems* 13.1 (2012), pp. 41– 59. ISSN: 1467-0895. DOI: https://doi.org/10.1016/ j.accinf.2011.08.002. URL: https://www.sciencedirect. com/science/article/pii/S1467089511000443.
- [23] X. Zhou et al. "Fault Analysis and Debugging of Microservice Systems: Industrial Survey, Benchmark System, and Empirical Study". In: *IEEE Transactions on Software Engineering* 47.2 (2021), pp. 243–260. DOI: 10.1109/TSE.2018.2887384.