

DevOps and CAB: Mortal Frenemies.



*The journey from 6-week to
daily deployments in 8 months.*

Hany Elemary
Co-founder/CTO

 **navalia**





Hany Elemery

Navalia / Wendy's



Dave Stanke

Google Cloud





Google Cloud





Transform with Google Cloud

Going from repeated orders to a side of AI speed, **Wendy's** is reinventing the drive-thru

September 5, 2023



The Wendy's Company.



Publicly traded company.

Certain compliance requirements, such as **SOX compliance** are in play.

Global organization.

~14000 employees globally (full-time and part-time).

Expansive restaurant footprint.

~7000 restaurants globally and growing.

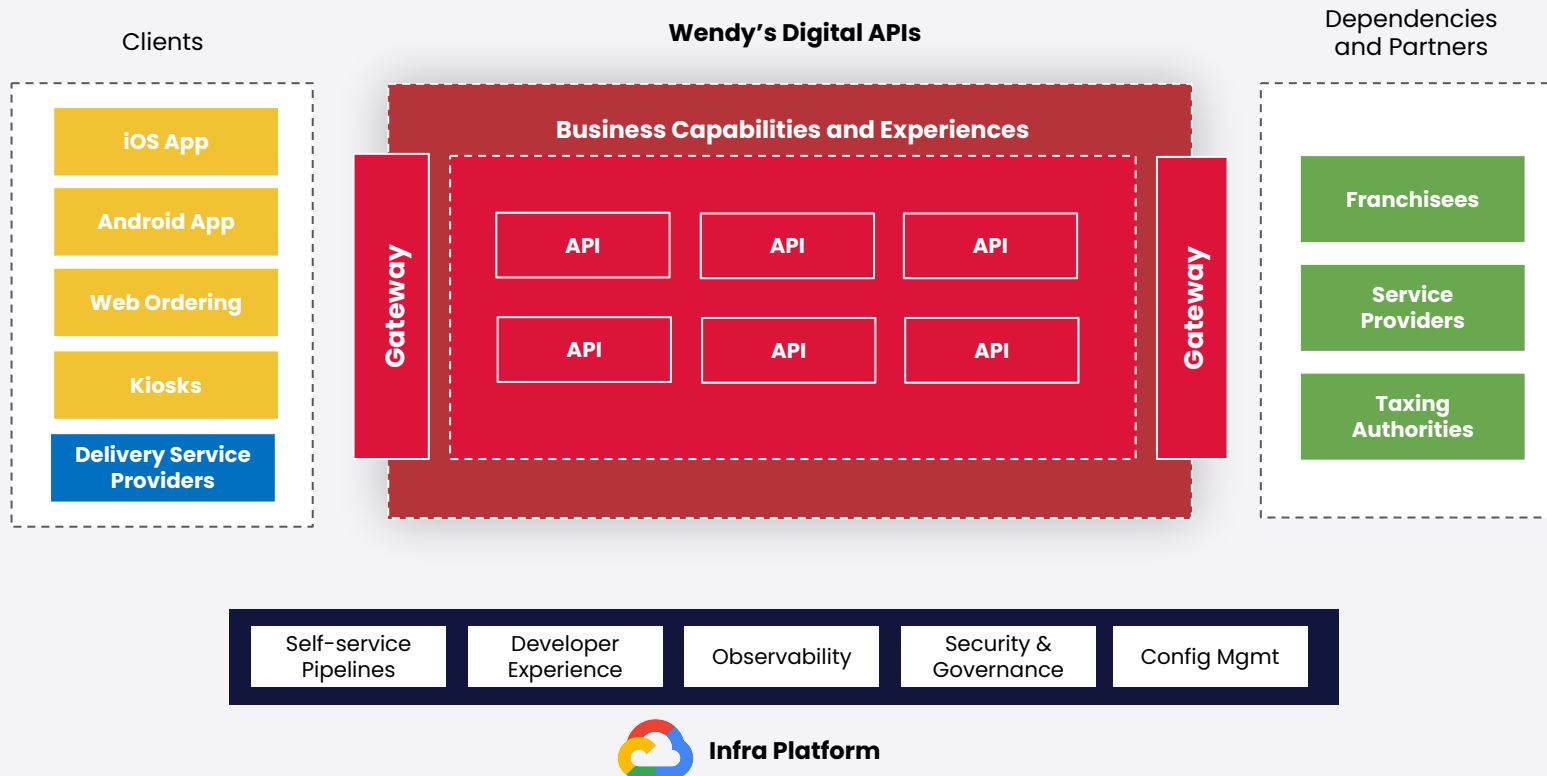
Ever-growing digital presence.

Delivery Service Providers, iOS app, Android app, web ordering, in-restaurant kiosk ordering, APIs and Infra Platform.



Wendy's Digital Platform

1000 ft View of the Architecture



Initial State: Deploying to production every 6 weeks.



Oct

Nov

Dec

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sept

Status quo:
6-week
deployments



DORA
Assessment
& Report

Our assessment highlighted a huge opportunity to **improve software delivery performance**.



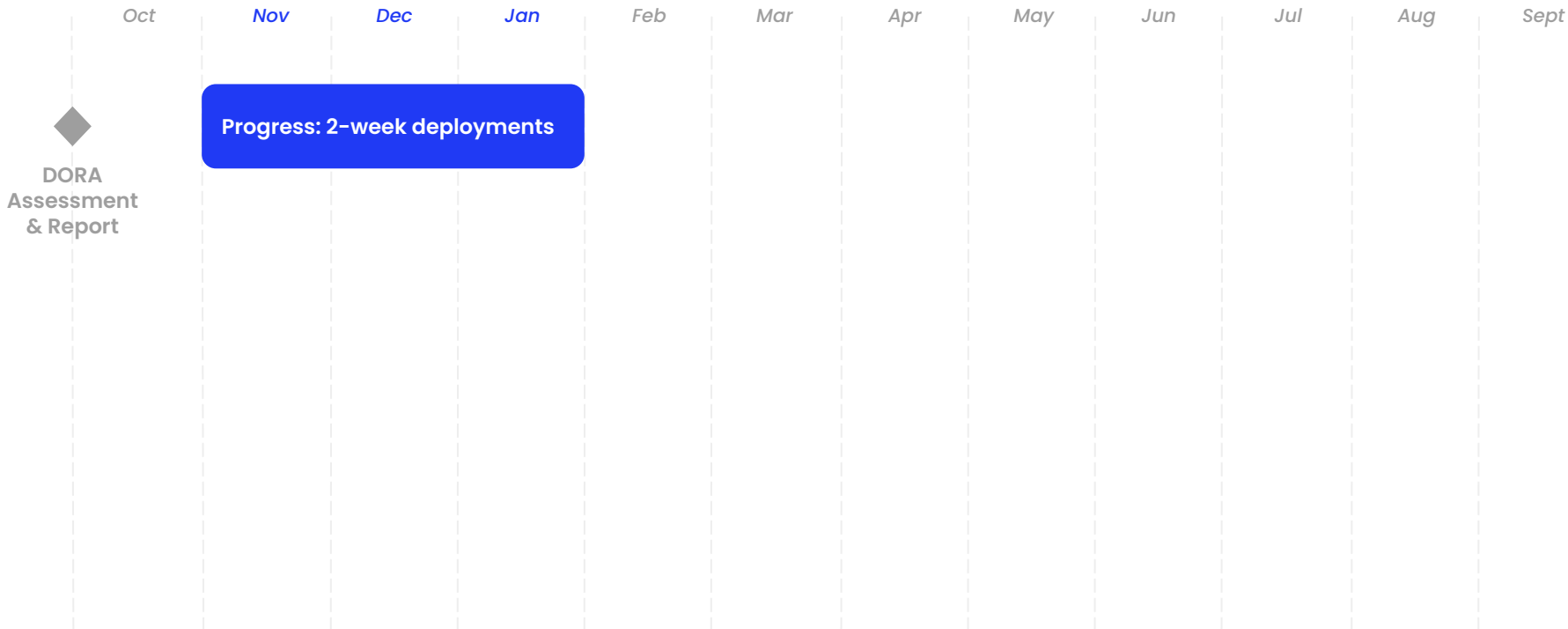
Software delivery performance metric	Low	Medium	High
Deployment frequency For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?	Between once per month and once every 6 months	Between once per week and once per month	On-demand (multiple deploys per day)
Lead time for changes 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 committed to code successfully running in production)?	Between one month and six months	Between one week and one month	Between one day and one week
Time to restore service For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?	Between one week and one month	Between one day and one week	Less than one day
Change failure rate For the primary application or service you work on, what percentage of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?	46%-60%	16%-30%	0%-15%

After 3 months: with minor tweaks to the process and architecture, we **started deploying to prod consistently every 2 weeks.**

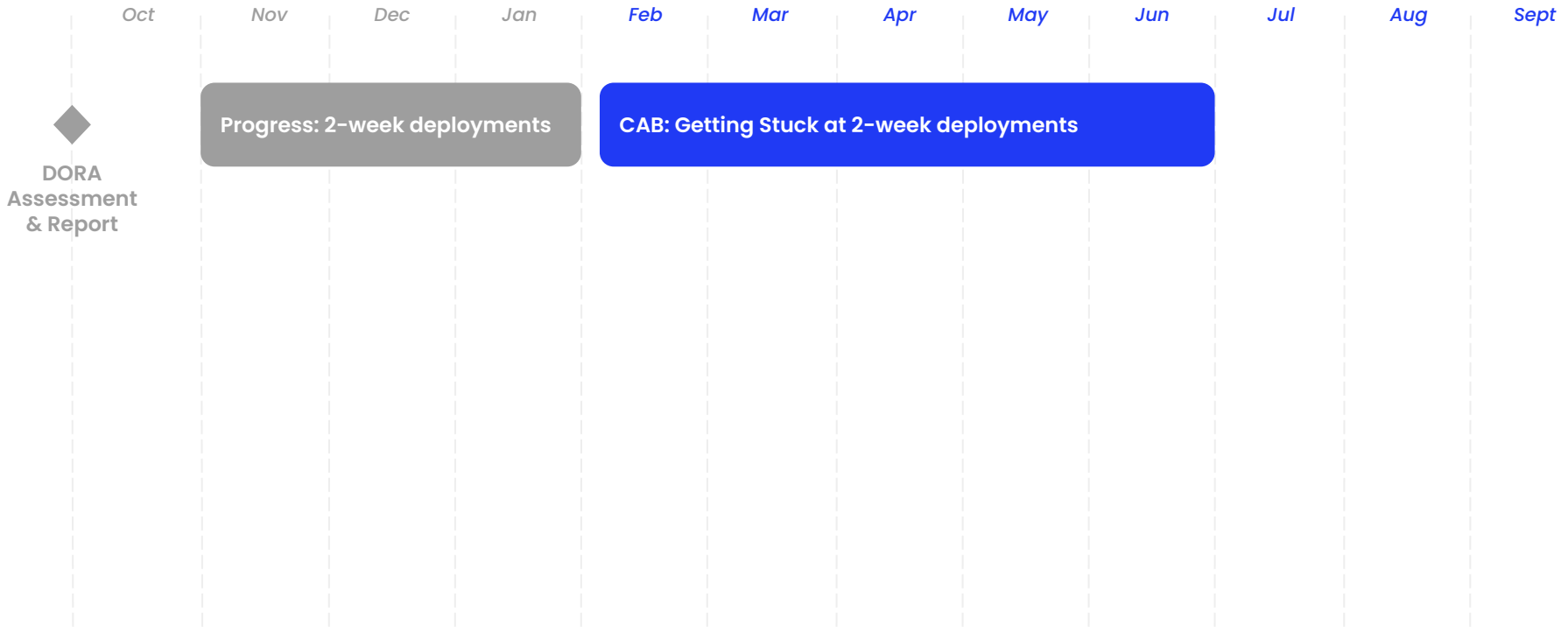


Software delivery performance metric	Low	Medium	High
Deployment frequency For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?	Between once per month and once every 6 months	Between once per week and once per month	On-demand (multiple deploys per day)
Lead time for changes 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 committed to code successfully running in production)?	Between one month and six months	Between one week and one month	Between one day and one week
Time to restore service For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?	Between one week and one month	Between one day and one week	Less than one day
Change failure rate For the primary application or service you work on, what percentage of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?	46%-60%	16%-30%	0%-15%

Making Progress: Deploying to production every 2 weeks.

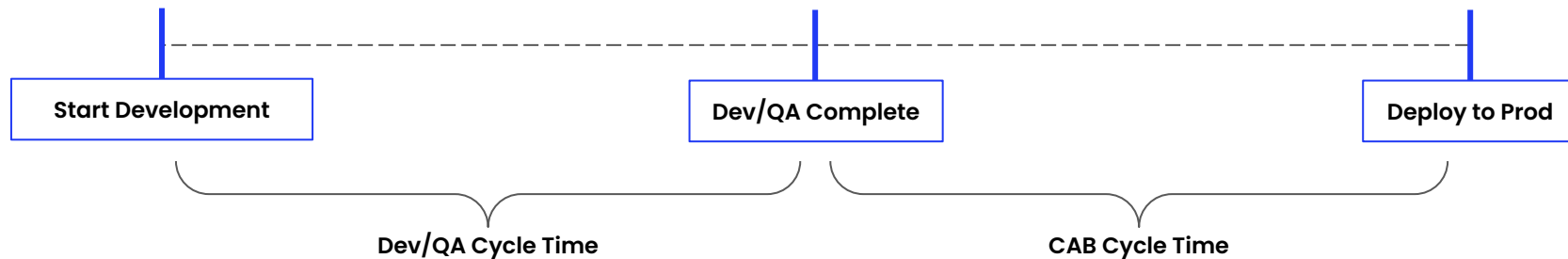


Stuck in the middle: The Change Approval Board (CAB) constraint.

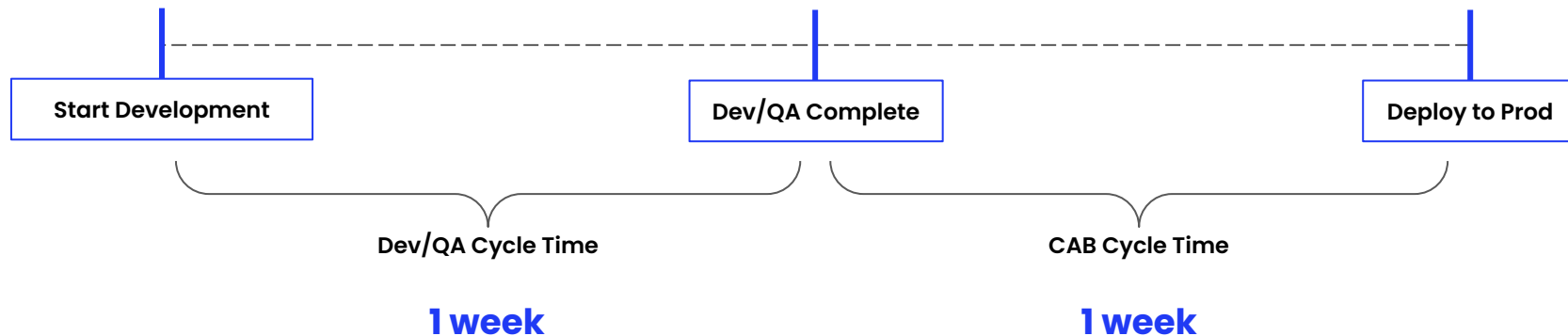


“But what about **SOX?**”

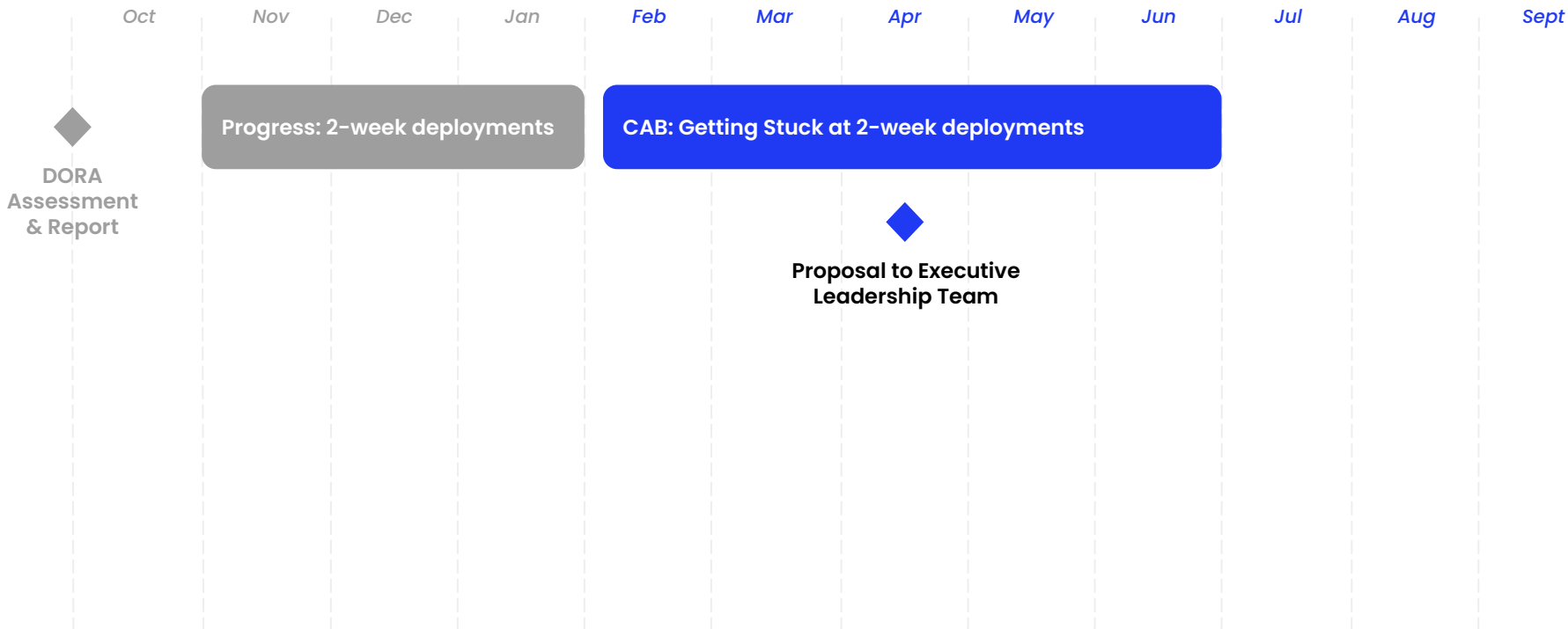
A Plan of Attack: Measure cycle time before and after CAB



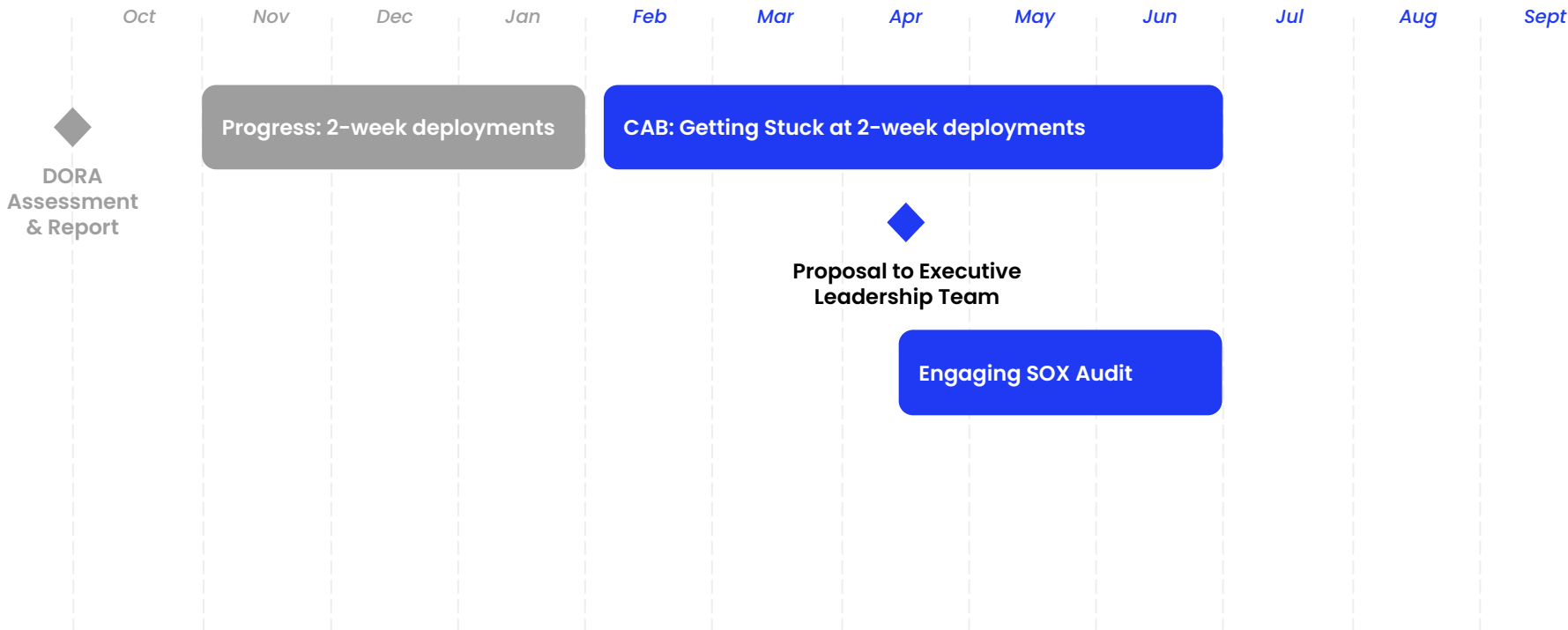
A Plan of Attack: Measure cycle time before and after CAB



Present the Plan: Full Executive Leadership Support.

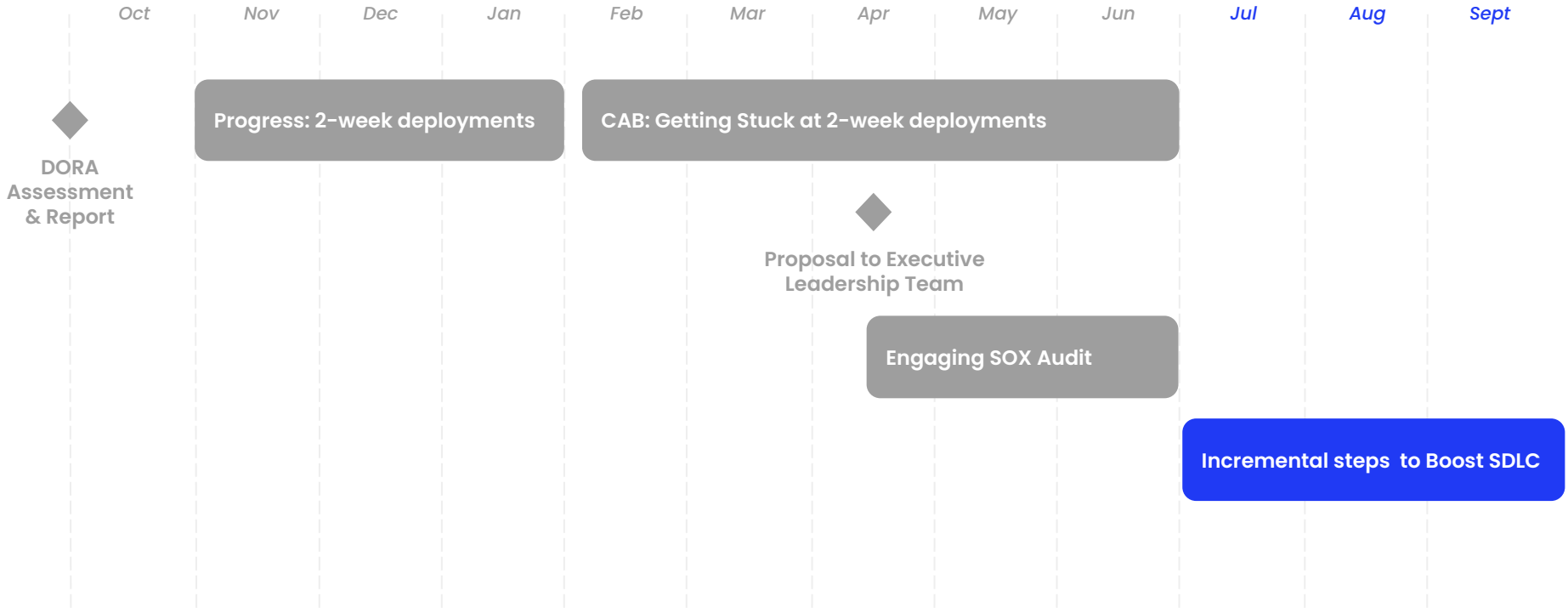


SOX Compliance: Auditing requirements need to be revisited.



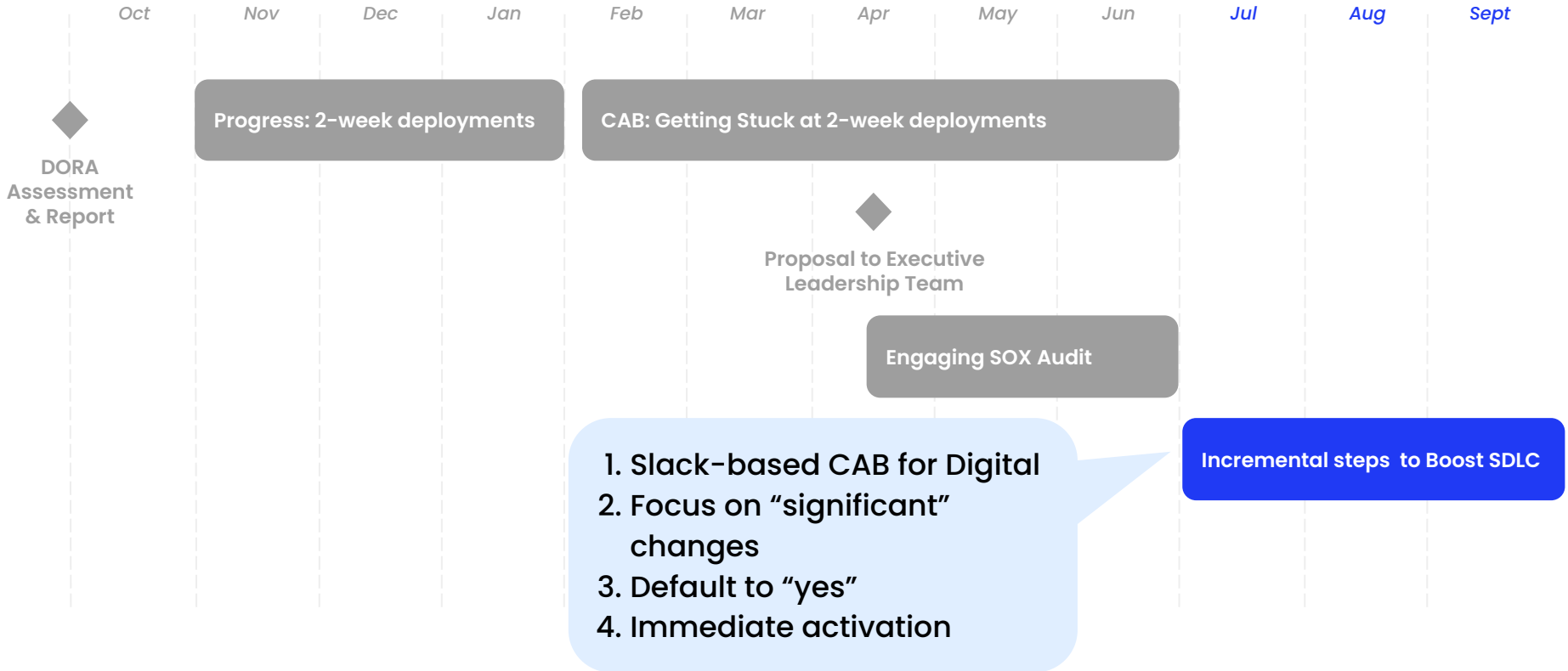


A Lean Process: Bridging the gap incrementally to build trust over time.

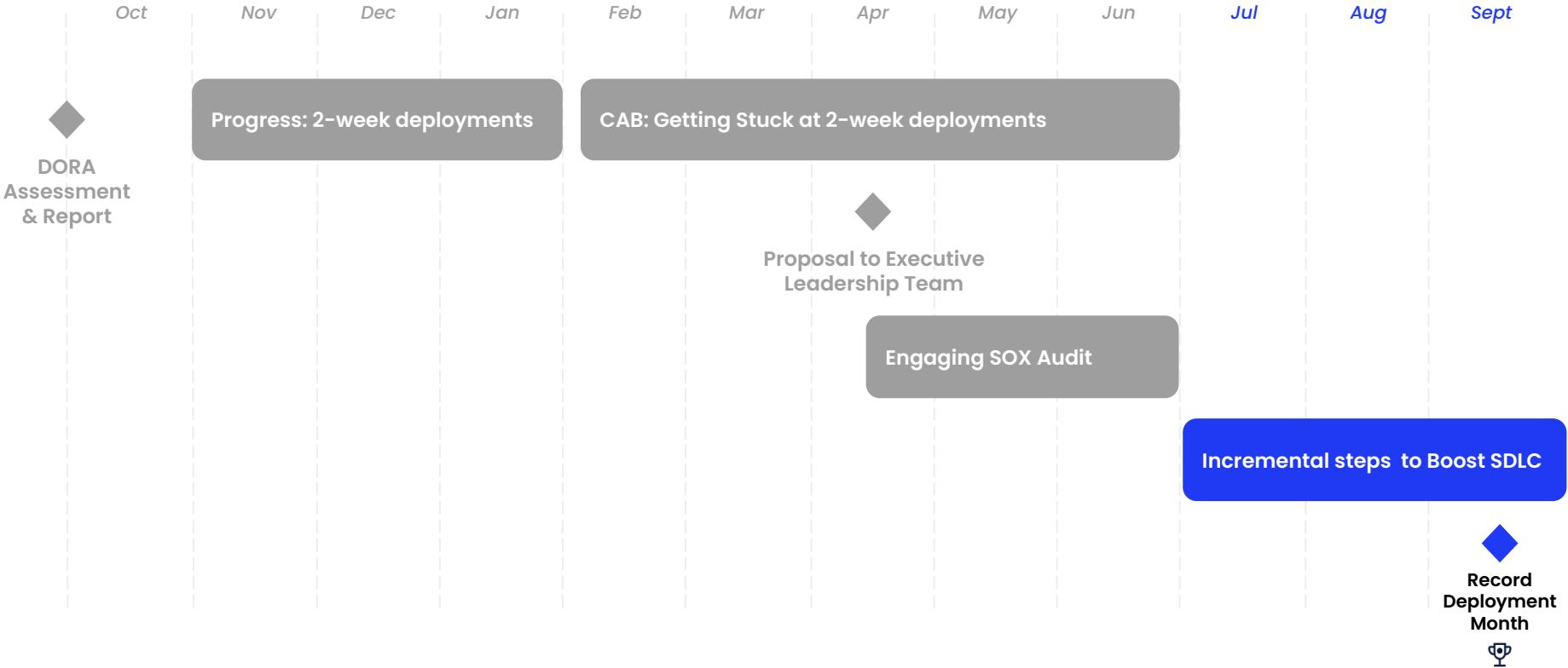




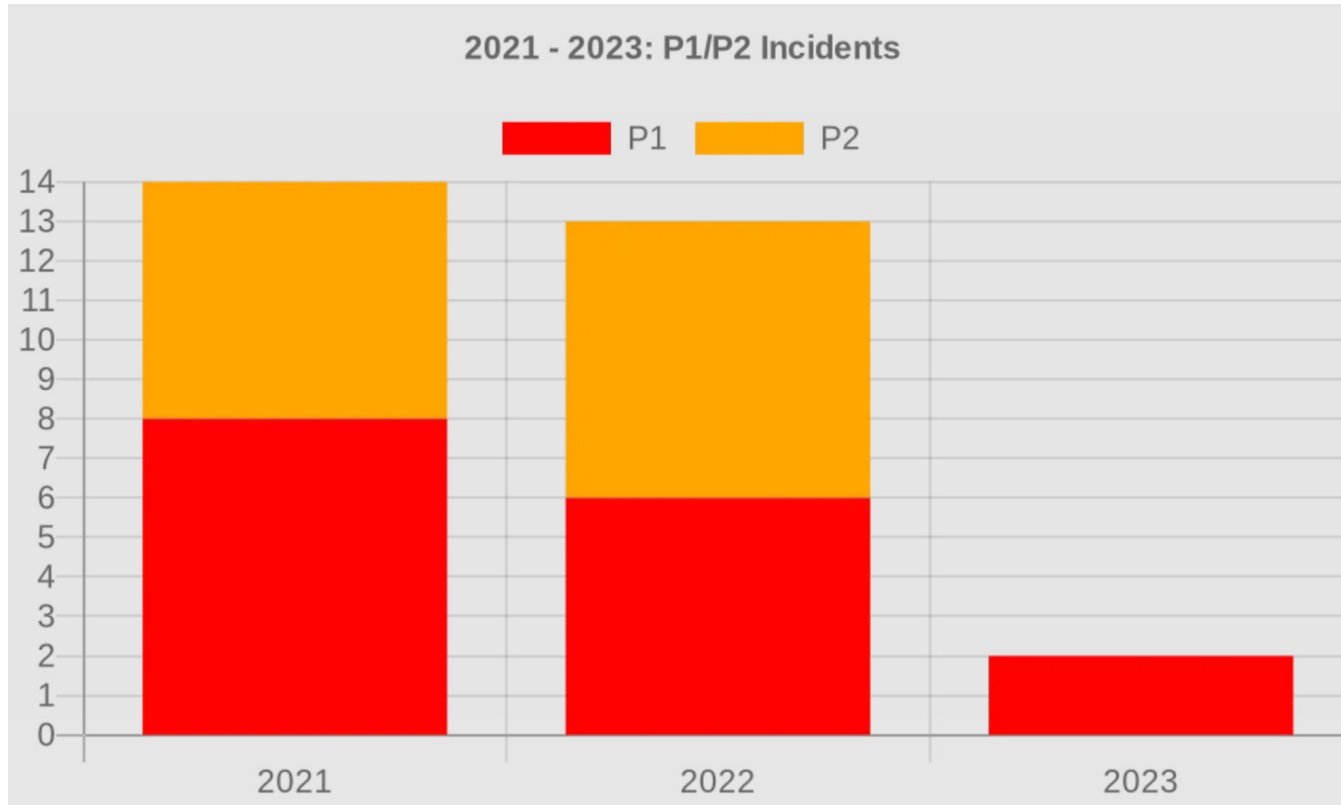
A Lean Process: Bridging the gap incrementally to build trust over time.



A Streamlined Process : Record-deployment in September.



We continue to evangelize DORA as a measure of **adaptability** and **as a risk mitigation strategy**.





“

If you find yourself fighting lots of little battles, it means you're not winning the big ones. ”

Best advice I've ever received.



Let's connect!



Hany Elemary
Co-founder/CTO
hany.elemary@navalia.io



Thank you

cloud.google.com • dora.dev