

DEVOPS ENTERPRISE SUMMIT 2018

NATIONWIDE'S DEVOPS JOURNEY: THE TIPPING POINT

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NATIONWIDE: PROTECTING WHAT MATTERS MOST

16+
MILLION
POLICIES

\$209.8
BILLION
IN ASSETS

\$17
BILLION
PAID IN CLAIMS
AND BENEFITS
IN 2016

\$400
MILLION
CONTRIBUTED
TO NONPROFITS
AND COMMUNITIES
SINCE 2000

OVER 33,000

Nationwide associates working
across the United States



We're #1 in:



TOTAL SMALL
BUSINESS¹



PET²



457 PLANS³
(based on number of plans)



FARM AND
RANCH⁴



CORPORATE
LIFE⁵

FORTUNE
100
BEST
COMPANIES
TO WORK FOR⁶
2018

7th

LARGEST
COMMERCIAL
INSURER

90
YEARS
of serving
our members

7th largest
HOMEOWNERS⁷
&
COMMERCIAL
LINES INSURER⁸

#66
ON THE
FORTUNE
500 LIST

8th largest
AUTO INSURER¹⁰
&
LIFE
INSURER¹¹



NATIONWIDE IT

250

AGILE / LEAN
STANDING TEAMS

65

PRIMARY
TECHNOLOGIES

>2500

APPLICATIONS

#27: COMPUTERWORLD BEST PLACES TO
WORK IN IT

5500 IT ASSOCIATES

21

BUSINESS UNITS

BALANCE
— OF —
INNOVATION
— AND —
DISCIPLINE

>2700

DEVELOPERS & TESTERS

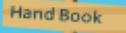
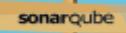
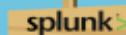
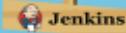


Nationwide

DevOps Journey



Outfitters



BASE CAMP

- Agile adoption first
- Adopt tools
- Start DevOps Handbook book club
- Develop continuous improvement (CI) mindset



NORTH CAMP

- Automate code and data deployments
- Implement dark launching
- Release code when ready/certified
- Push pipeline health issues to Rocket.Chat
- Minimize context switching using chatbots
- Polyskilling
- Decentralize control of performance testing, security testing, and deployment
- Automate production validation and feedback
- Map value stream and understand constraints
- Use lead time metrics to drive CI

SUMMIT

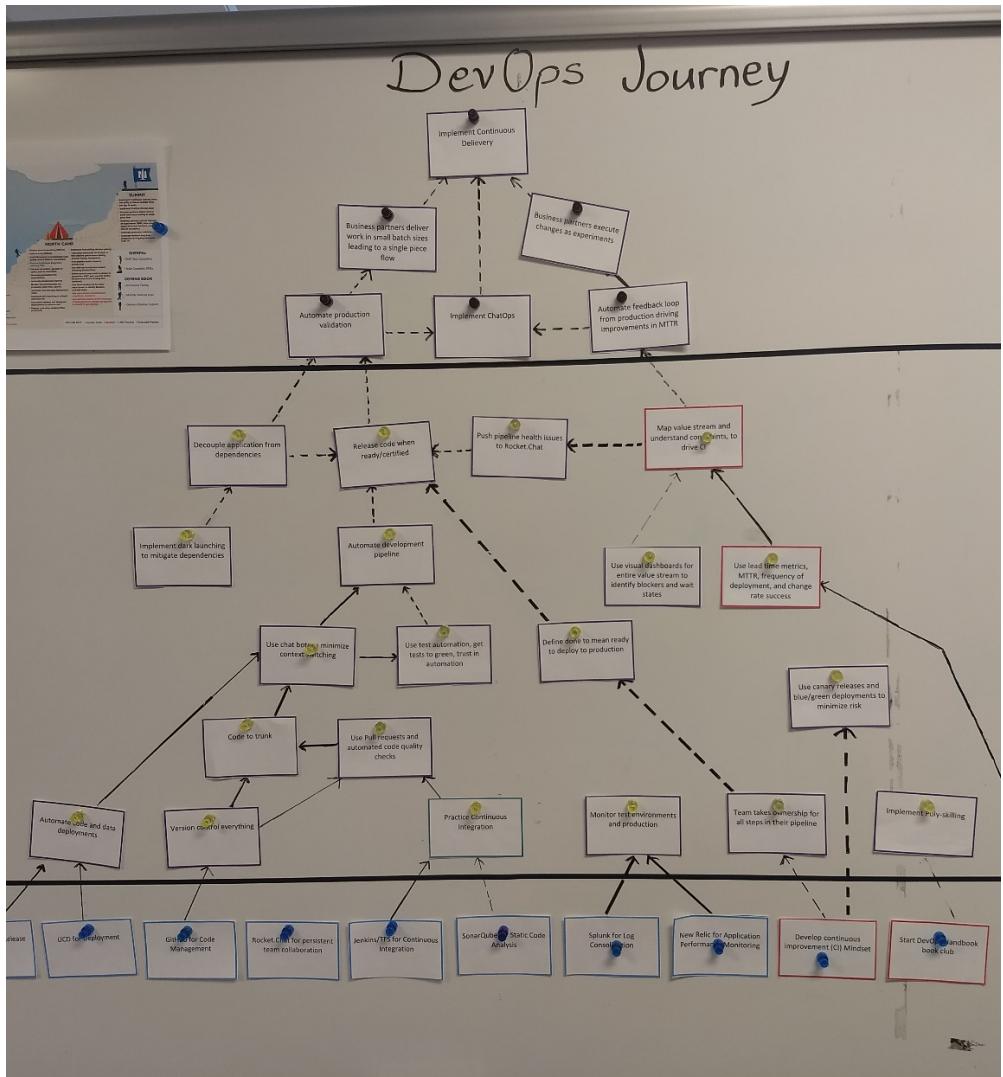
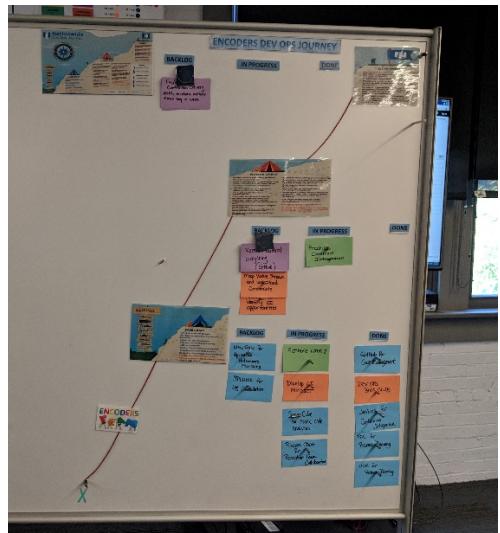
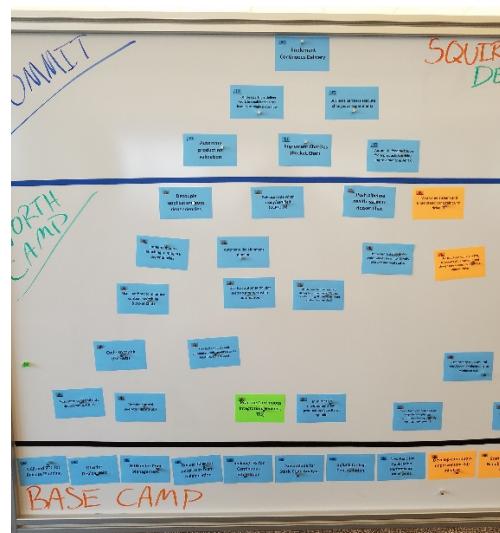
- Daily releases
- Implement ChatOps
- Business partners create MMPs and act on feedback metrics
- Single piece flow

SHERPAs

- Tech Consulting
- DevOps Leaders

COMING SOON

- Immersive Pairing
- DevOps Dojo
- Delivery Pipeline Support





SELF-SERVICE DEVOPS

Hyper-local DevOps hack days

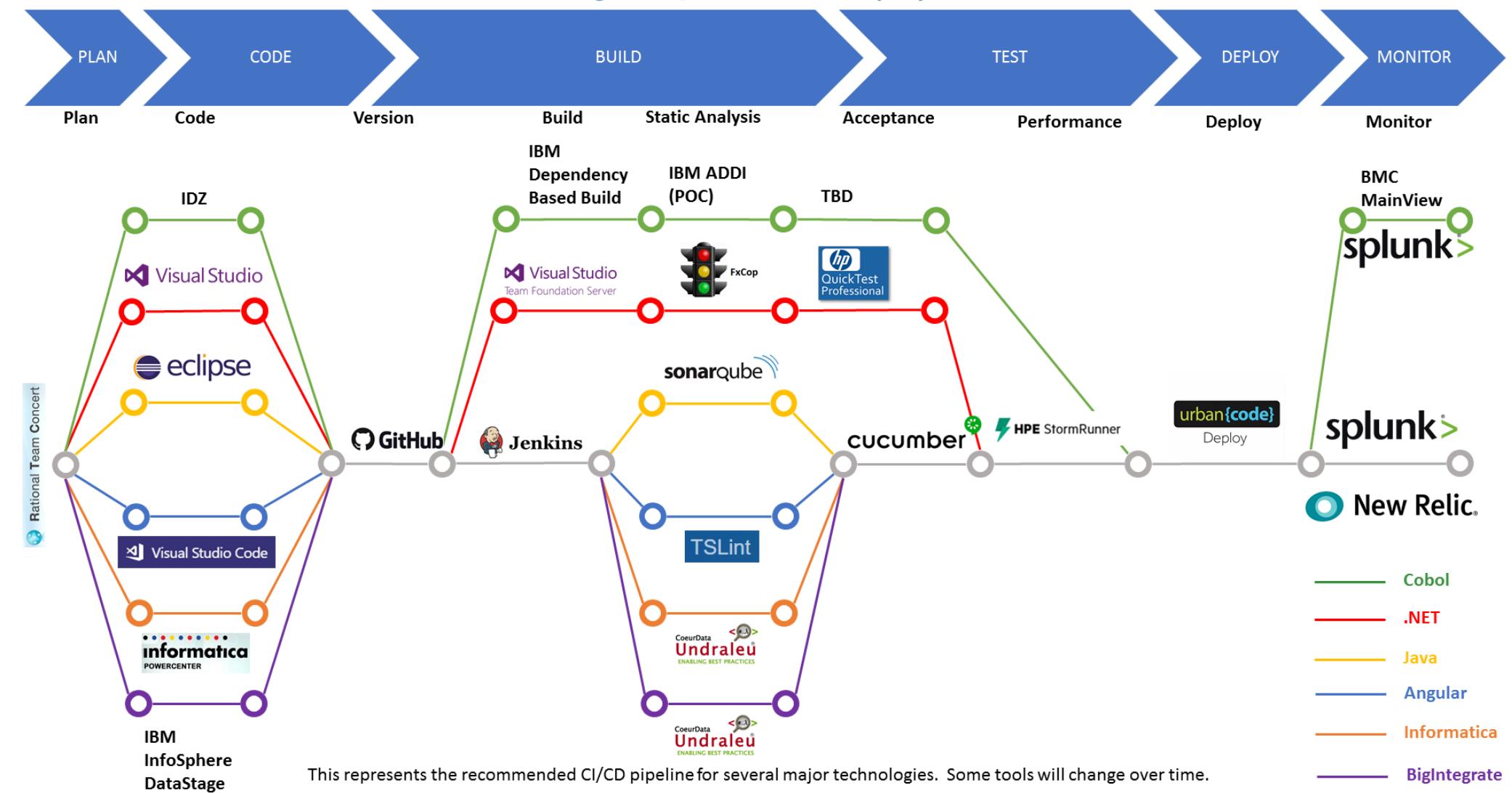
Seeding change agents on lines to accelerate progress

Book clubs drive culture

Data deployments as a first-class citizen

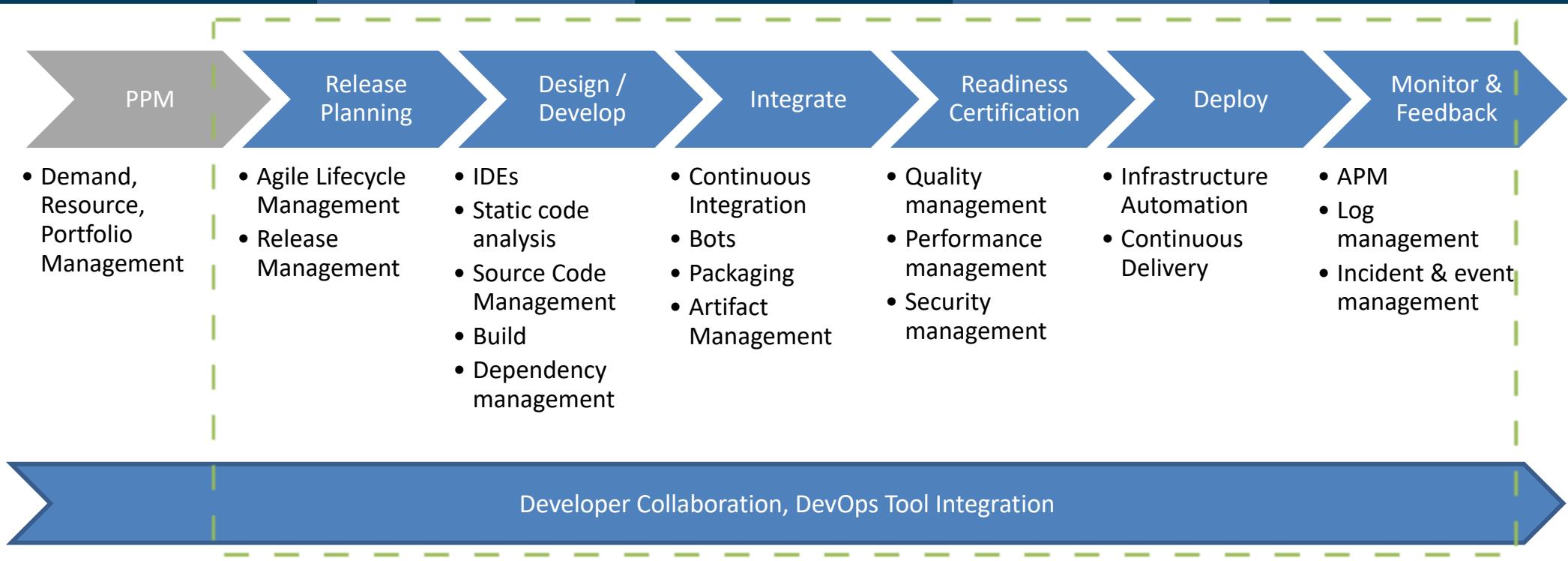


Continuous Integration/Continuous Deployment Toolchains



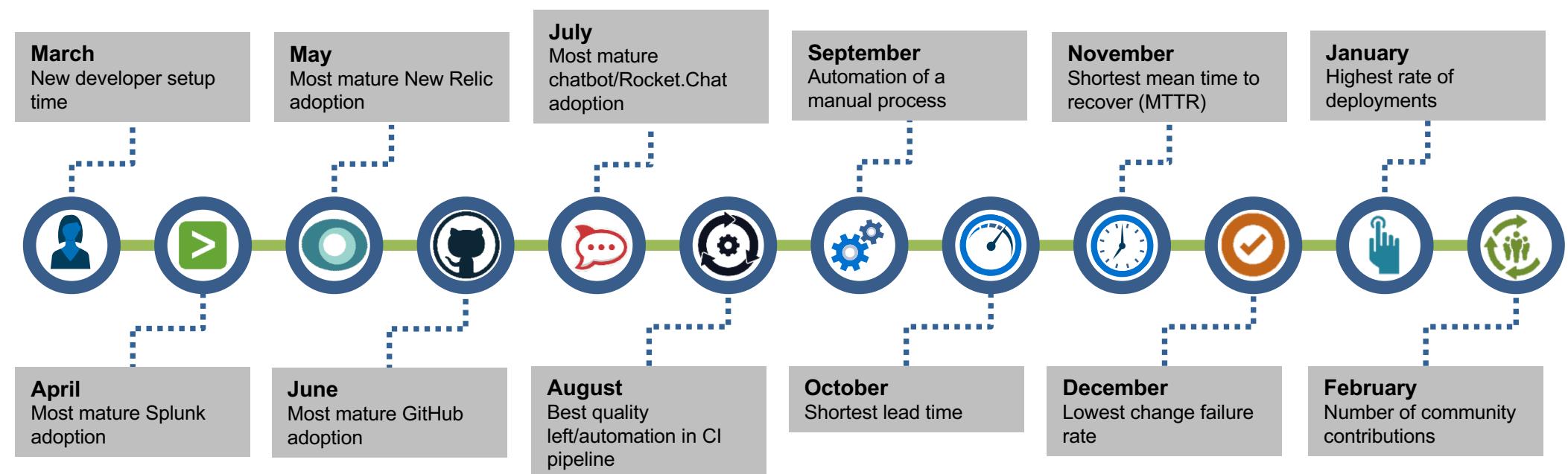


PLATFORM TEAM





GAMIFICATION





CLOUD PLATFORMS

Early in cloud journey

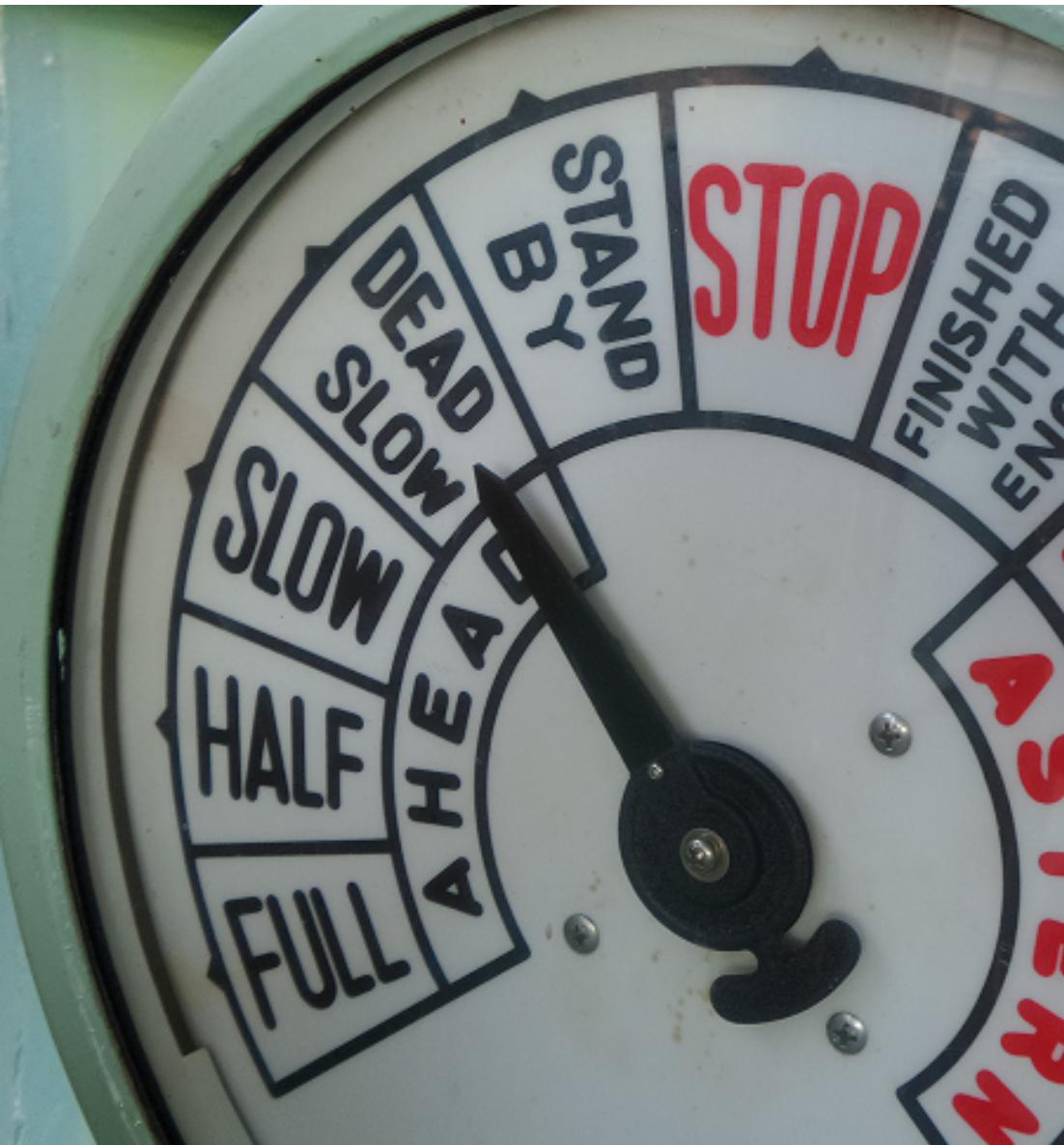
Opinionated cloud platform to springboard development uplift

Patterns prevent developers from being paralyzed by micro-decisions

Optimized for speed, not cost

Developer and operator efficiency





CASE STUDY: PROBLEM

Large transformational program with huge costs and little delivery

65% of cost was overhead roles

“Just add more people!”

SME constraints

Decision velocity and consensus building



CASE STUDY: ACTION AND RESULTS

Right-sized & polyskilled teams

Project to product: teams are the center of the universe

Killed the handoff game

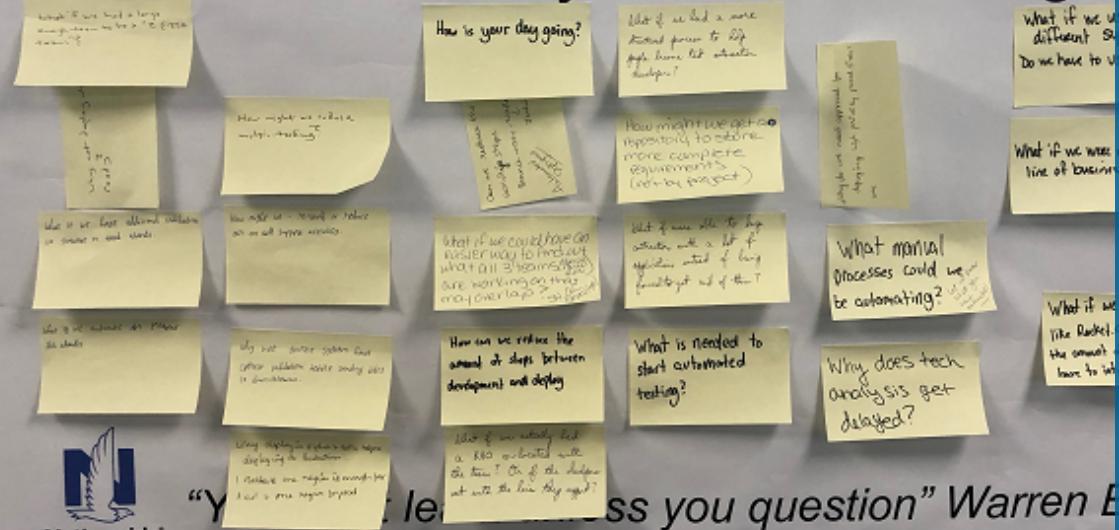
65% of cost is development lines

Reduced overall program cost by ~50%



Why aren't we faster?

What if we... Why not... How might we...



BUSINESS CRISIS

NF has three blue-chip programs

CIO mandate to get 40% faster

“What if...?”

Why aren't we faster?
What if we... Why not... How might we...
Executive support to tackle the hard stuff we were avoiding



"You don't learn unless you question" Warren Berger



LEADER EXPERIENCE

OLD

How do I deliver as many projects as possible?
How do I optimize for cost?
How do I hire the skills I need?
How do I control the team?
Who will build my infrastructure?



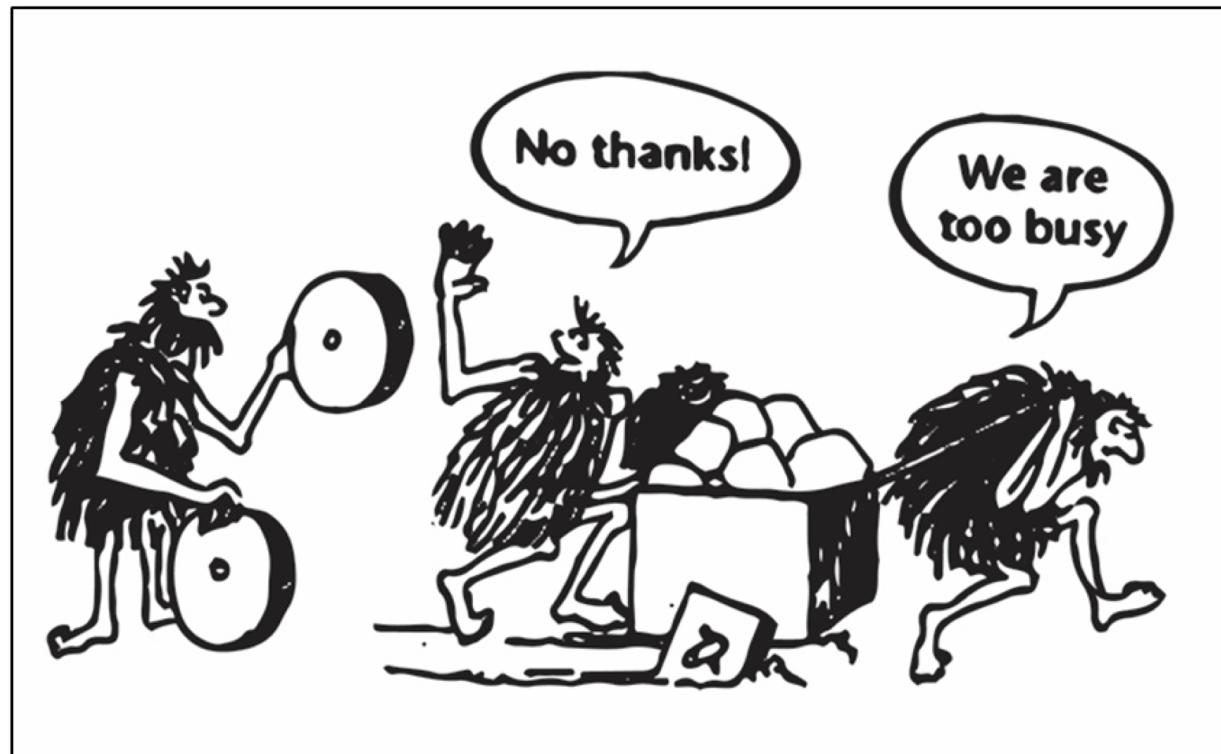
NEW

Am I a good steward for my product?
How do I optimize for speed?
How do I grow the team?
How do I empower the team?
How do I deploy apps in the cloud?





WE STILL NEED HELP



Thank you





CREDITS

<https://www.tintup.com/blog/why-i-empower-our-employees-to-create-their-own-startups/>

<https://www.appneta.com/blog/saas-iaas-or-paas-which-cloud-migration-option-is-right-for-you/>

<https://www.clickz.com/how-cmos-are-using-apprenticeships-to-bridge-the-digital-skills-gap/113308/>