

# DEVOPS ENTERPRISE SUMMIT

AN  REVOLUTION EVENT



# GET TOGETHER GO FASTER

October 22-24, 2018  
The Cosmopolitan of Las Vegas  
Las Vegas, Nevada

 Electric Cloud

 IT REVOLUTION

#DOES18



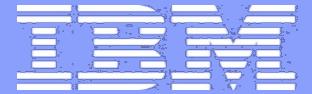
# Elephants can still dance....IBM DevOps Story

**Ann Corrao** CTO and Distinguished Engineer, IBM Services Applications Management



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# Elephants can still dance... an IBM DevOps Story

**Ann Corrao CTO and Distinguished Engineer**

**IBM Services Applications Management**

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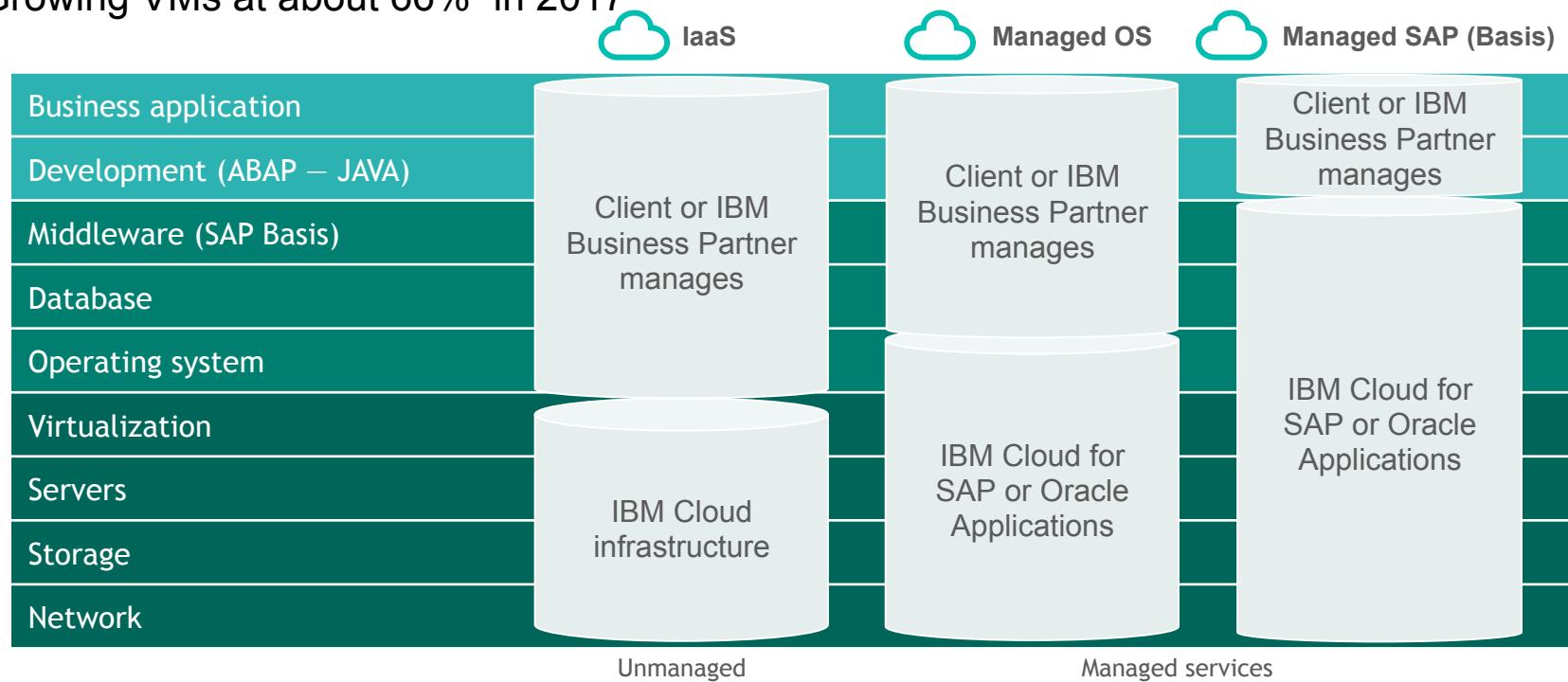
# IBM Services Applications Management has variety of Services (SAP, Oracle, Ecommerce, Managed VM)

450+ customers

1 Billion in revenue

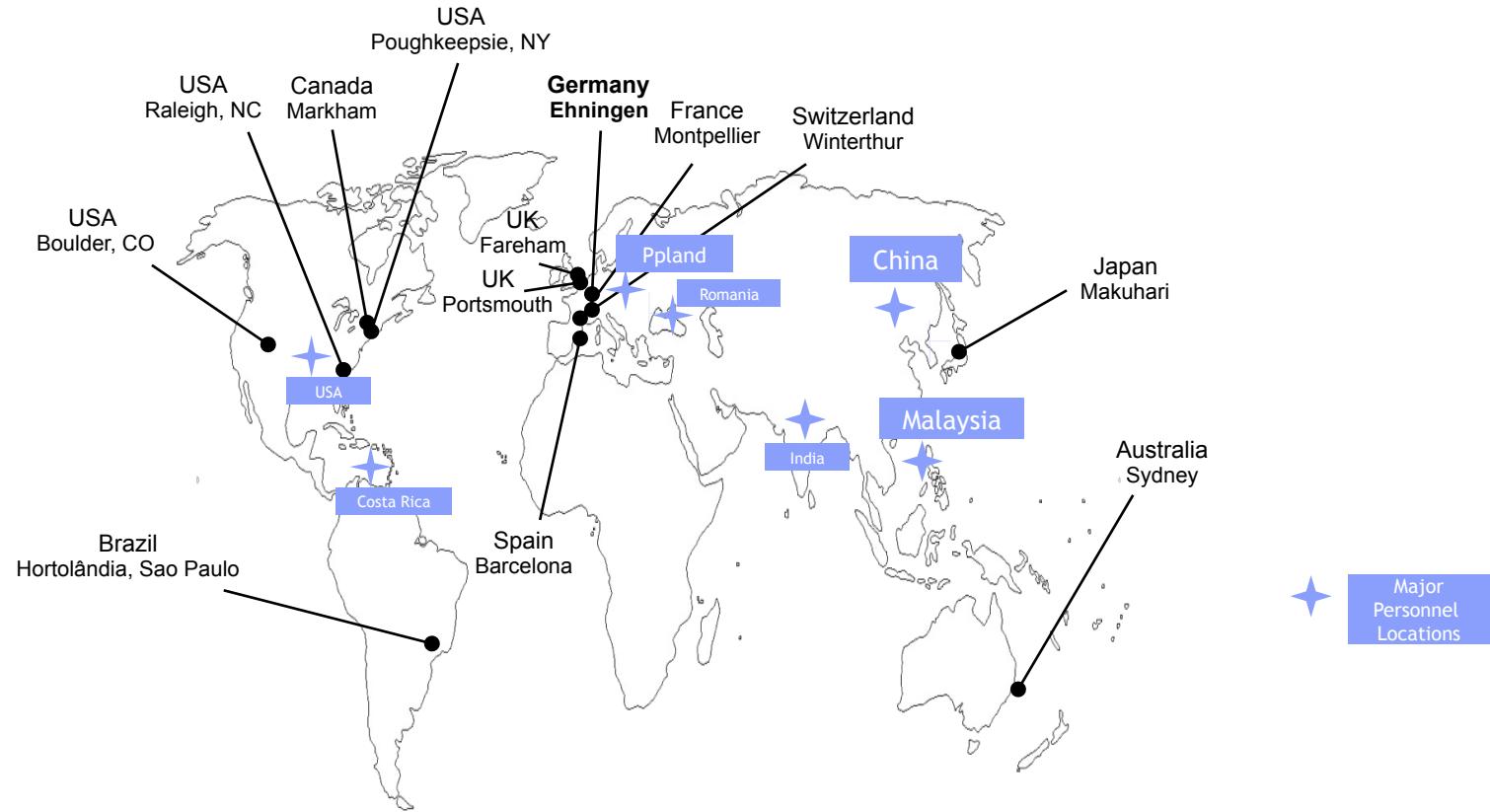
2000 People (1700 Technical)

Growing VMs at about 66% in 2017



# IBM Applications Managed Services Delivery Locations

- Development Locations
  - China
  - India
  - Romania
  - Rochester, MN
  - Costa Rica
  - Germany
  - Austin



As of January 2017

## SAP is important and Complex to manage/update

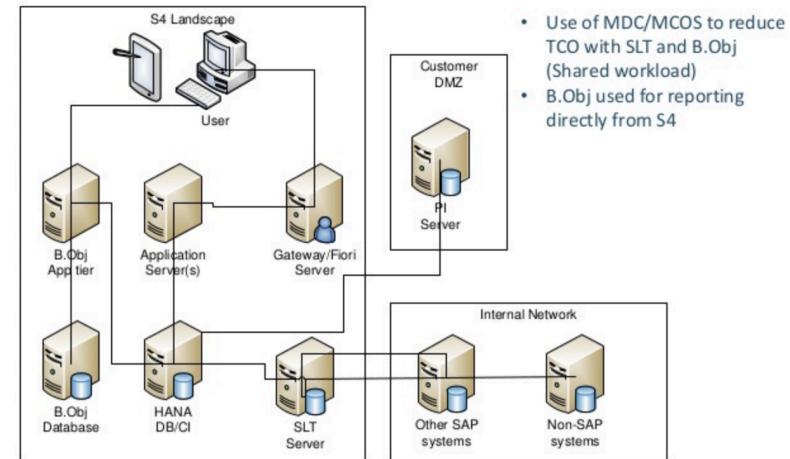
- ERPs are *the back office* for many customers

- Factories shut down when outage occurs
- Payroll could be disrupted when an outage occurs
- Millions of dollars is lost ever time an outage occurs

- These applications are very complex

- Hana is “In memory” DB can take large DB hours reload
- We Support 190 combinations of these systems
- The restart process alone for SAP is comprised over 26 steps
- Update/Patching process averages about 45 steps

### Example Complex S/4 HANA Landscape

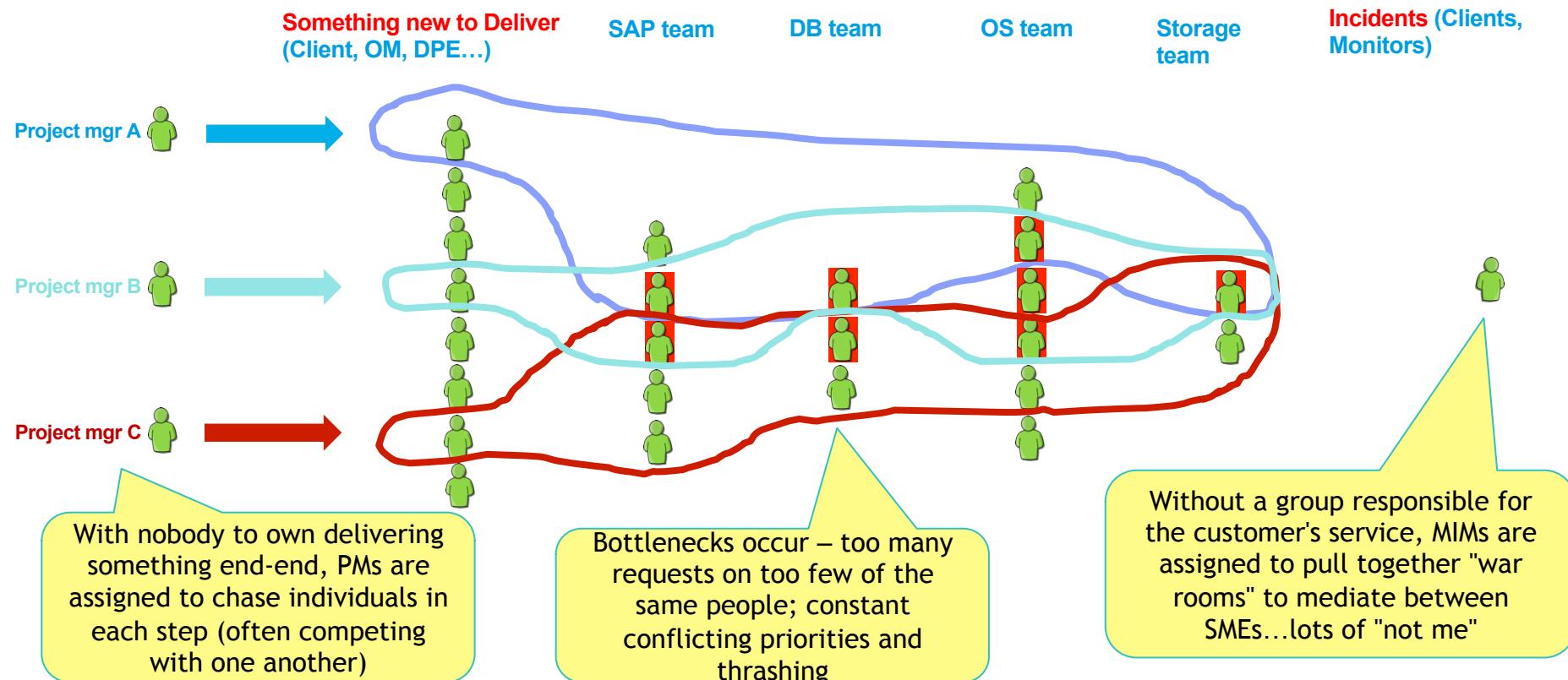


## The Problem Statement...why did we need to change?

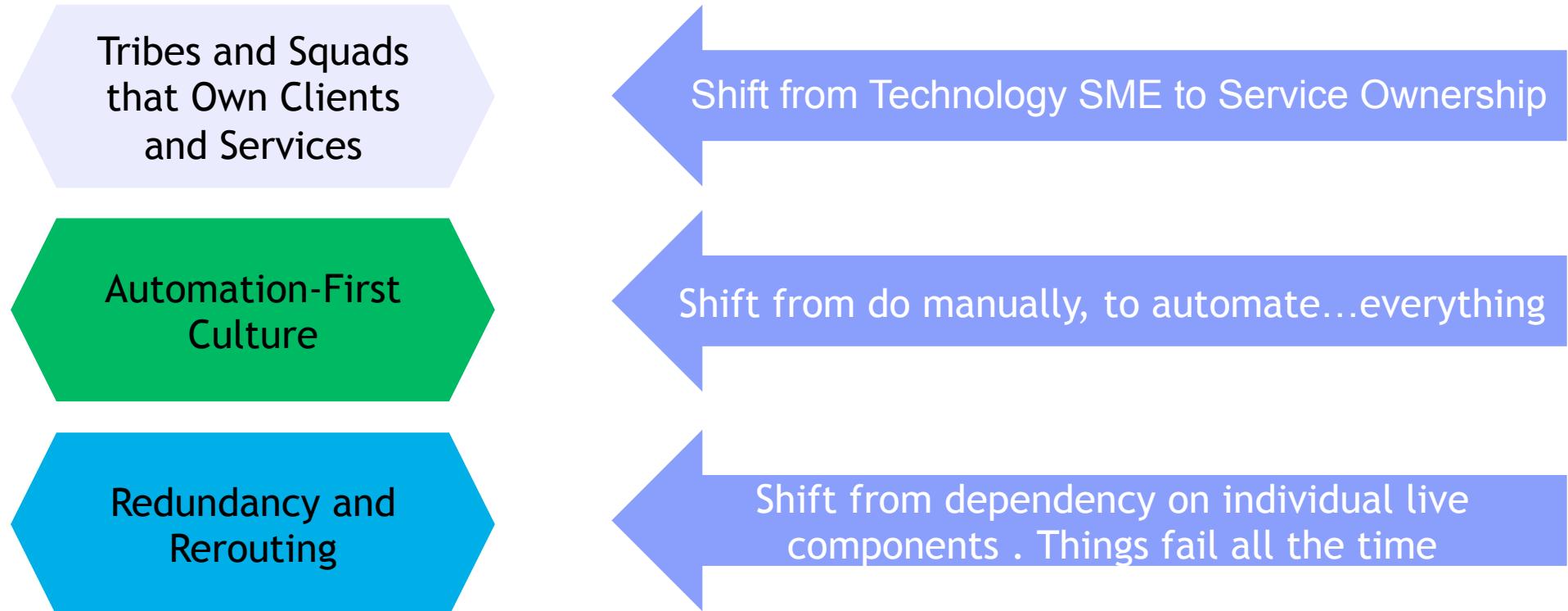
- Improve Customer Satisfaction Net Promoter Score (NPS) is very low
  - Problems with Availability the #1 cited reason
    - Why? Too many single points of failure, and lack of monitoring and ownership of Services instead of technology components
  - Long Time to Delivery is #2
    - Why? To Manual To Many Hand-offs
  - Lack of Ability to Self-Serve Needs is #3
    - Why? Because we don't invest in it and lean on client relationship crutches
- We are way, way too slow
  - Why? No end-end ownership



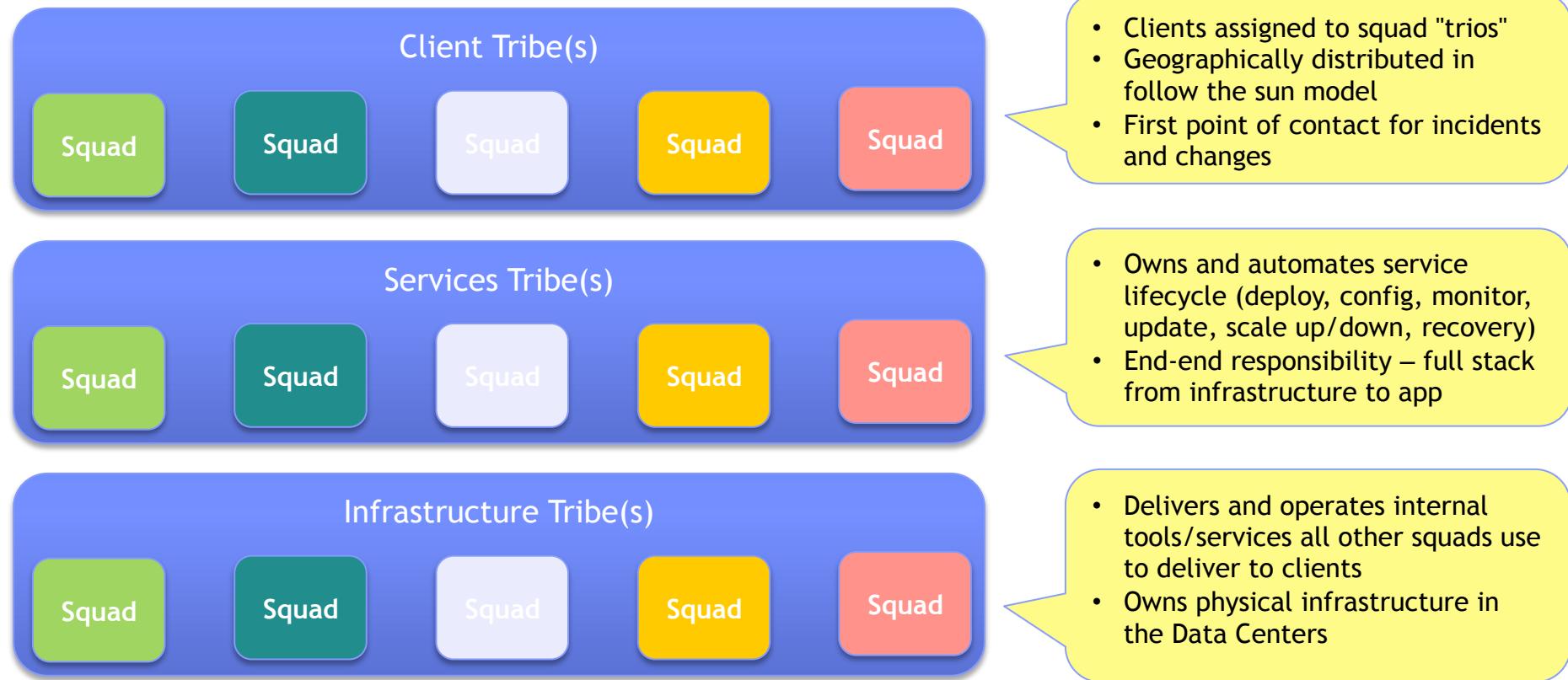
# End-end delivery and diagnosis is complicated in a technology domain orientation



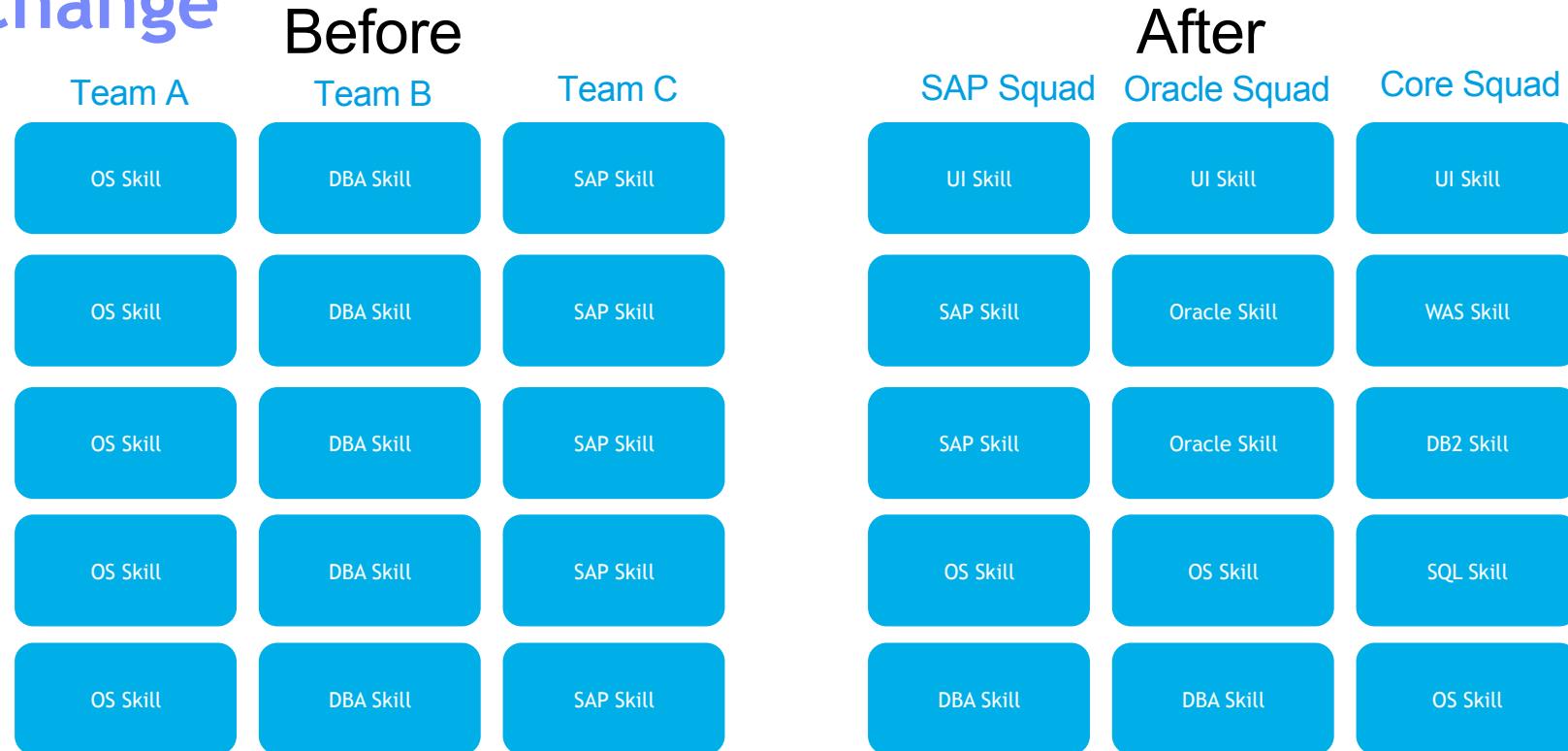
# What are the Key Ingredients of our new Managed Applications Development and Delivery Model?



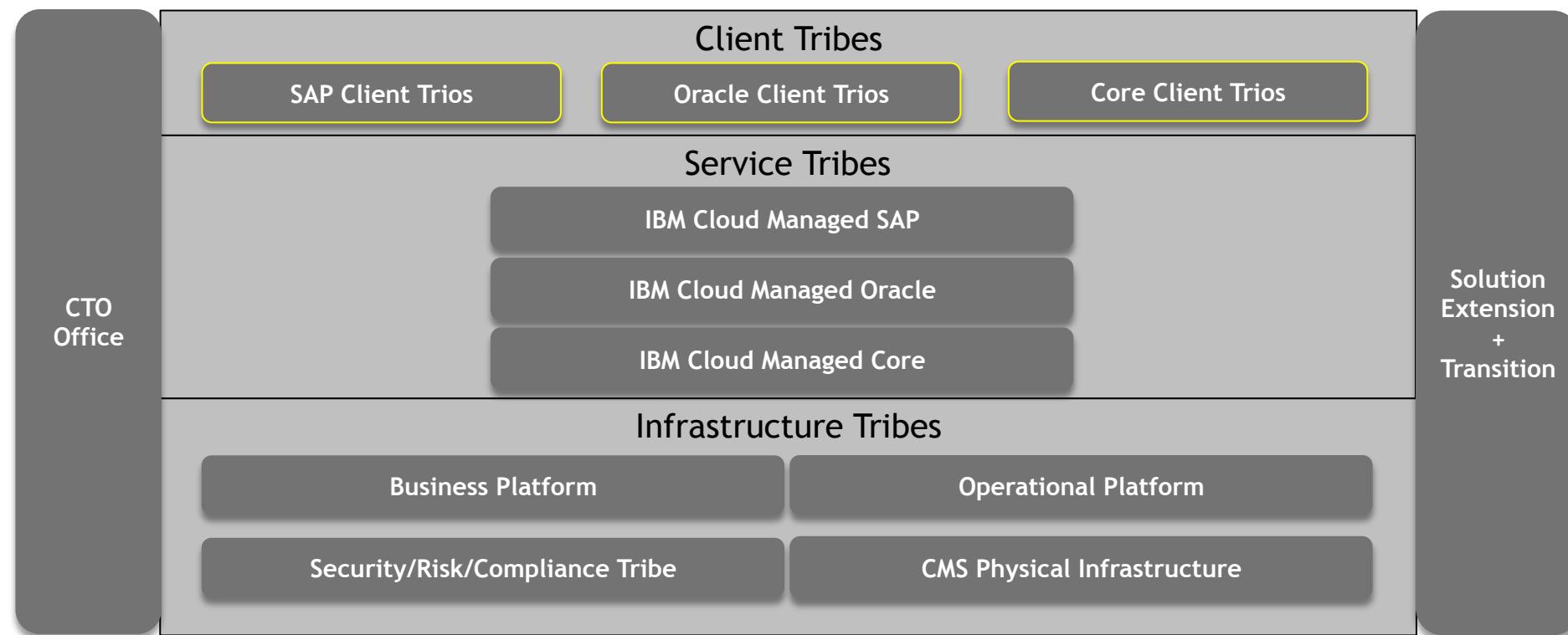
## Tribes and Squads – Simplified View



# The makeup of our Tribes and Squads will change



# Tribes Emerged



## “The Draft” : Disruptive but good way to build the teams

- We did survey across our org (1700 technical resources)
  - What tribe did you want to be in> - rank your top 3
- We roped off a limited set of key resources
  - Starter squads, Customer facing roles, infrastructure roles
- We named Coaches for the tribes (the technical lead/ senior manager )
- Tribe got a budget of people – Your Team
  - Budgets included MM/GM Ratio
  - Survey Results
  - Desire to Col-locate squad when you can
  - Mission (Sap oracle etc)
  - Build squads from scratch



## “The Draft Days”

- **3 Draft days / Reconcile Day**
  - We each had an order we could draft in
  - Each draft day you needed to complete in 24 hours
  - 1 day to resolve the conflicts with senior management
- **We had some “undraftables”**
  - Part time resources from within IBM
  - Functions didn't want or value
- **Afterwards – Trades occurred**
  - Some people were not working out in tribe or didn't want to be in a tribe were traded for other people



## How is it going, Lesson Learned, is it working

- **The Results**
  - Merging 2 other IBM Acquisitions into this model with us
  - Employee morale well ahead of the IBM average
  - Outages down over 60%
  - SAP Offering added 1110 new systems (+18% growth) why reducing our staff 25%
  - Ticket backlog overall Down 74%
  - Build times are 120% faster
- **Piloting is helpful**
- **Need strong leadership not just strong process**
  - Found functions that need proper ownership and were missed once we did the squad roll out.
- **You are changing the tire while driving down the road**
  - Uncovered skill gaps
  - Uncovered documentation gaps



- Scaling this approach is daunting

- Services areas of IBM is approx. 200,000 people strong -That is a lot pf people



Corporate Business Systems  
not agile but we are...how do  
reconcile?

Your value will not be  
what you know, It will  
be what you share  
- Ginni Rometty

- Skilling up fast is always a problem
  - Needed some rapid ways to skill up people



- How to manage Cross Tribe Functions that needed to be shared

Open Source certification



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