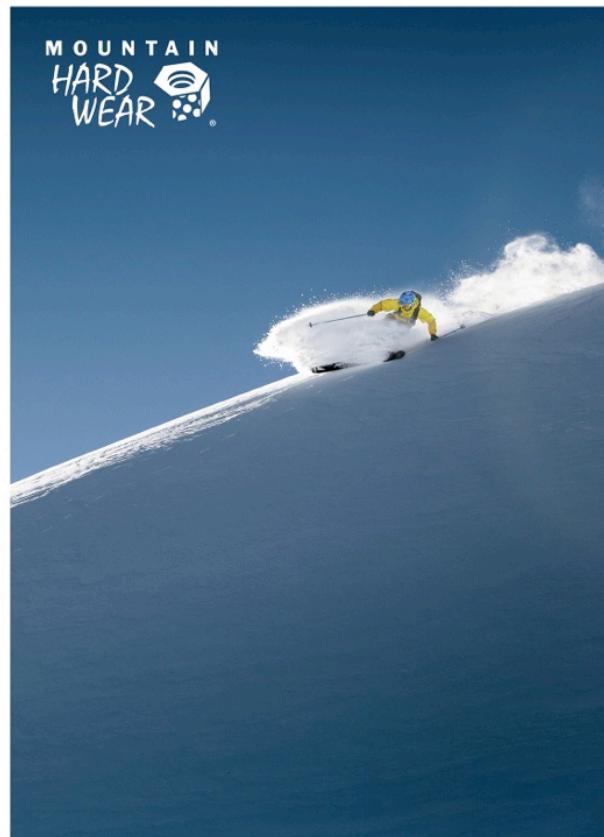


# WE CONNECT ACTIVE PEOPLE WITH THEIR PASSIONS

Columbia

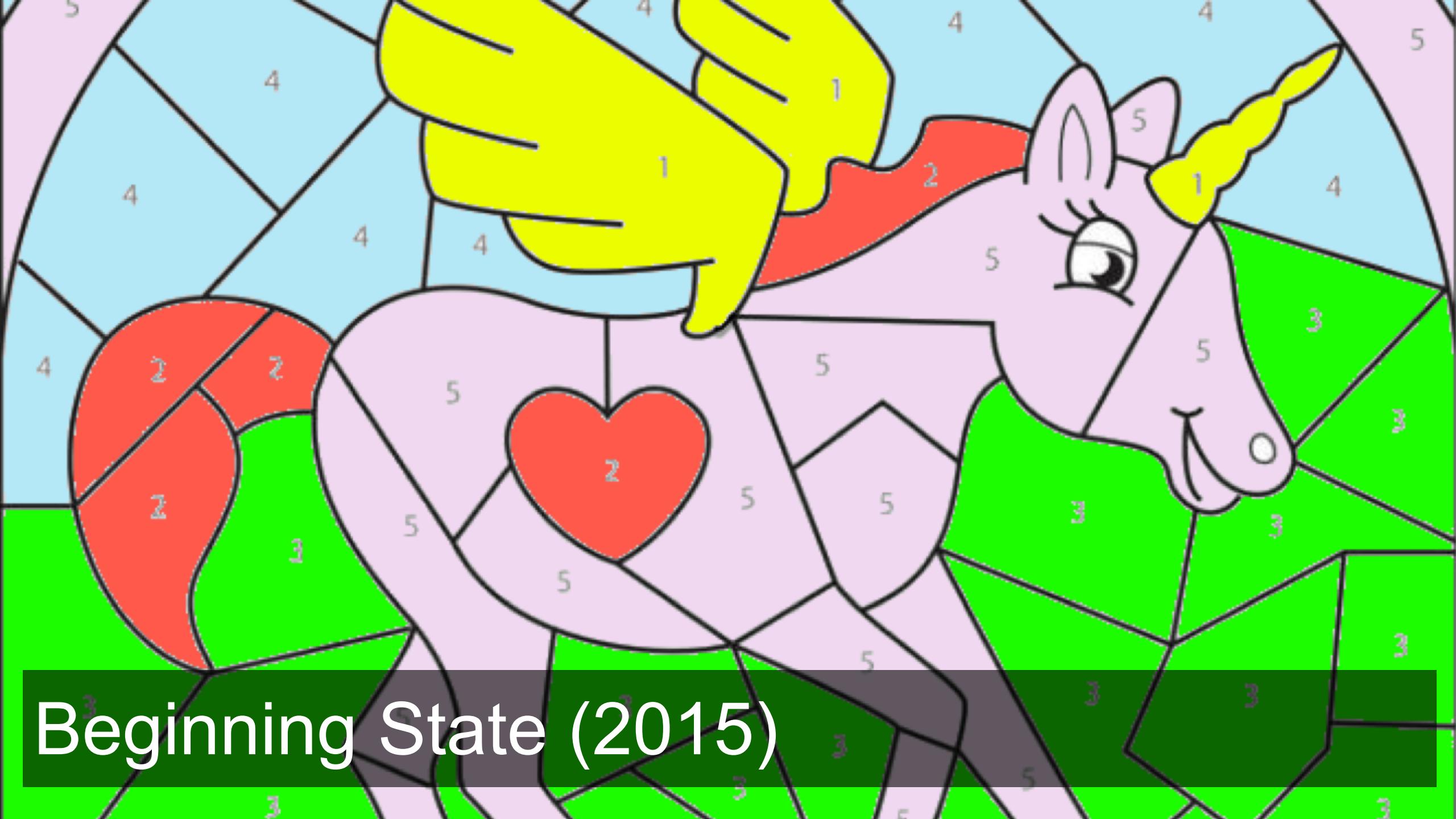


@ScottNasell  
9

 Columbia  
Sportswear Company



# Platforms Engineering



Beginning State (2015)

"You are either building a learning organization or you are **LOSING** to someone who is" - *Andrew Clay Shafer*



Turn the Ship Around – Captain Marquet



**Be** a servant leader, an adaptive learner, role model

**Know** Yourself, your people, and your profession

**Do** the right things right, timely decisions

# 2014 STATE OF **DEVOPS** REPORT

“Teach an organization to fix itself...” – Damon Edwards  
DOES15



Columbia Sportswear Case Studies

## METHODS

- Automagic ☹ ☹ ☹ ☹ ☹
- WYSIWG
- PowerShell DSC ☺
- Greenfield first
- N tier packaged app
- Chaos (Switch  
leads to)

## RESULTS

- Pets → Cattle
- 1500+ Servers
- 75+ Recipes
- Brownfield
- Retail (3<sup>rd</sup> party)

1. Server provisioning



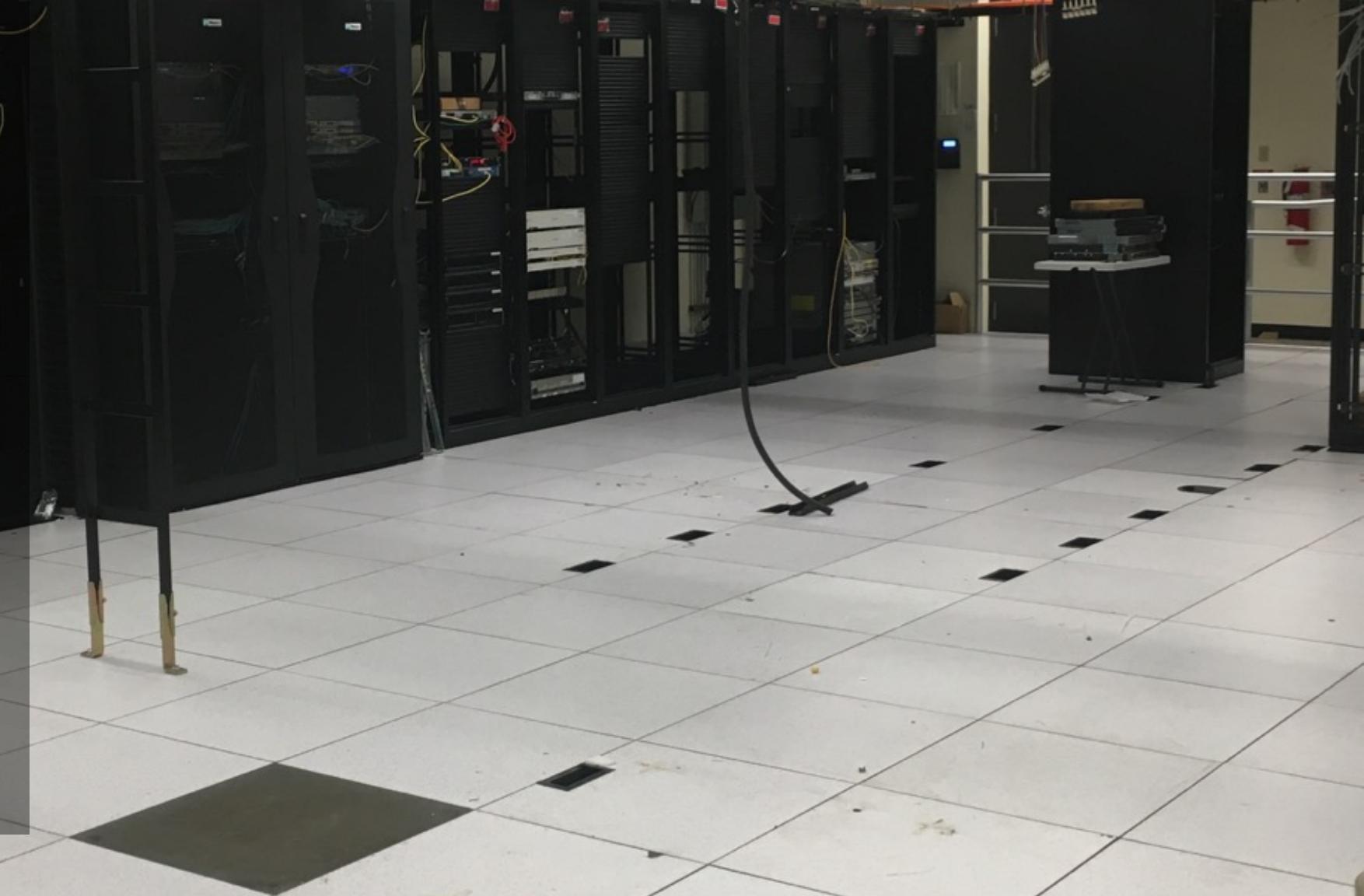
# METHODS

- PMO move list
- Stretched vSAN
- Automated Testing
- Automated Moves
- Chaos (Switch)

# RESULTS

- \$M Cost avoidance
- 19 Racks eliminated
- No downtime
- 655 servers moved
- Happy CIO ☺
- 2017 Storage Move

2. Datacenter move



## METHODS

- Rockstars (Goldfuss)
- Blended infra teams
- Cross-training
- Chaos (Switch)

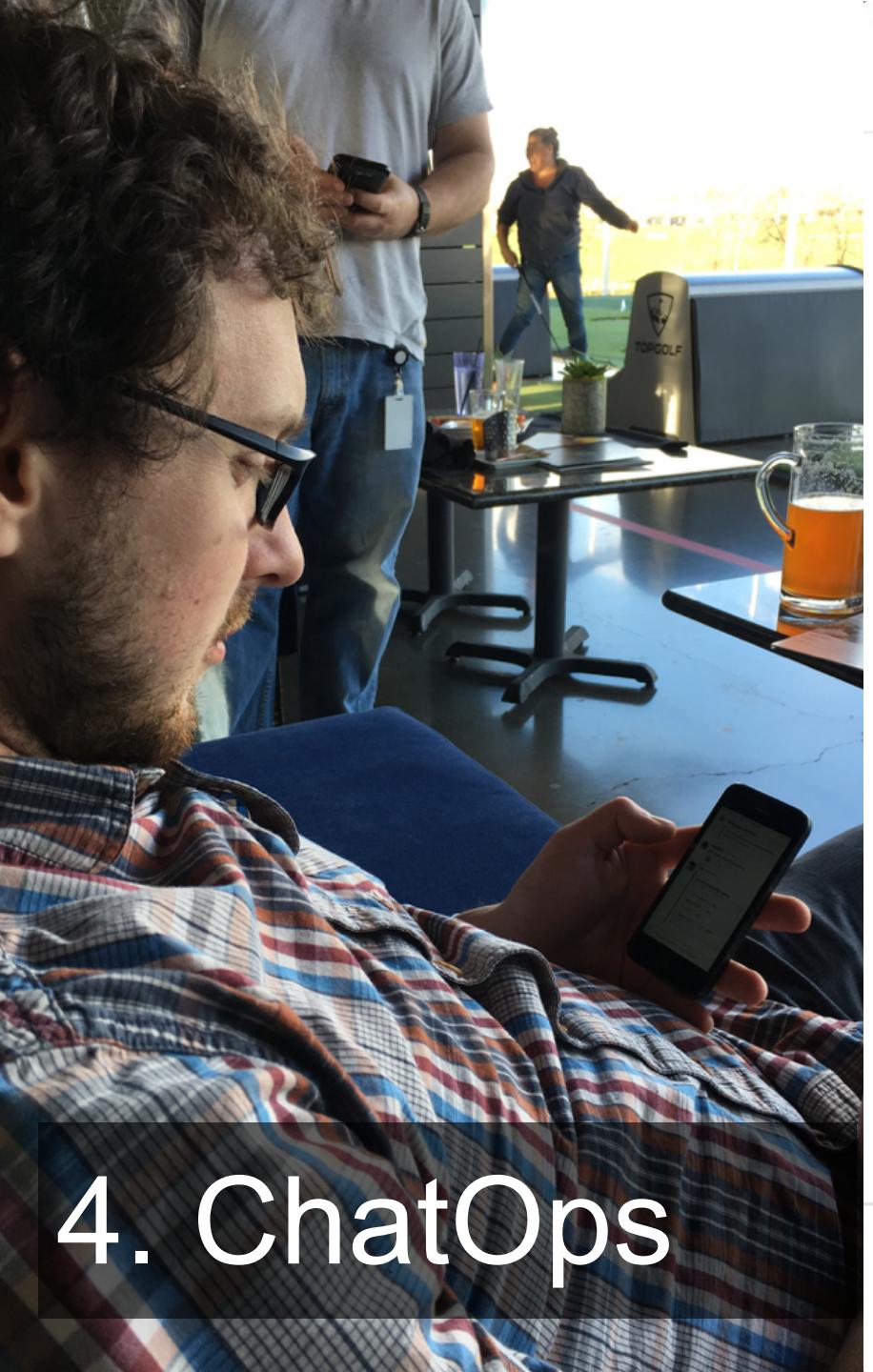
## RESULTS

- 5<sup>th</sup> cycle
- Beginner mindset
- Empathy
- 60+ Weekly Retros
- Level 2 Org!
- Service Desk ☺
- Pod loaned to ODP
- Anti-“Brent” pattern



### 3. “Fuller” stack engineering teams

# 4. ChatOps



09:41 100%

does-demo

Message does-demo

@ /

Send

Snaps

Search

More

snasello created this private channel today.

## METHODS

- GitLab CI
- PowerShell wrapper
- Python wrapper
- Empowerment

## RESULTS

- 400+ Scripts
- 200 commands/day
- 120+ Users
- Automation First
- Partners innovating
- Self Service
- 12+ Technologies
- Tier 2 Support Org

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## METHODS

- GitLab CI
- Controls as Code
- Testing (pester)

## RESULTS

- Day 1 (“ETSY”)
- SOX 404
- Auditor self service
- External DNS
- Anti-virus Scanning
- Open Data Platform

## 5. Pipelines



# 6. Gifts



## METHODS

- EA & DevOps ☺
- Embedded engineers
- Cloud (PaaS) first
- Microsoft VSTS CI/CD

## RESULTS

- CI/CD Pipelines!
- Day 1 onboarding
- Vendor partnership

## DEMO

Zero → Hero Tue @  
2:50

7. Public Cloud, APIs, Open Data  
Platform



# 2015

Siloed Experts in specialist teams

System Admins w/Point and click



Focus on utilization

Postmortems (after major outage)

# 2017

"T-shaped" Engineers in cross-functional teams

"Fuller Stack" engineers using CI pipelines

Team players optimizing for platforms (DFM)

Learning organization; skilled at change

# Public Cloud, APIs

Public cloud first orientation

# Open Data Platform

ChatOps (diffusion, transparency, velocity)

Loosely coupled technologies, open source

Focus on quality, speed, + delivery (low WIP)

Weekly scheduled retrospectives



Honoring & extracting reality – C. Kissler



Columbia Sportswear Company F17\_SKI\_HOOD\_MG\_577





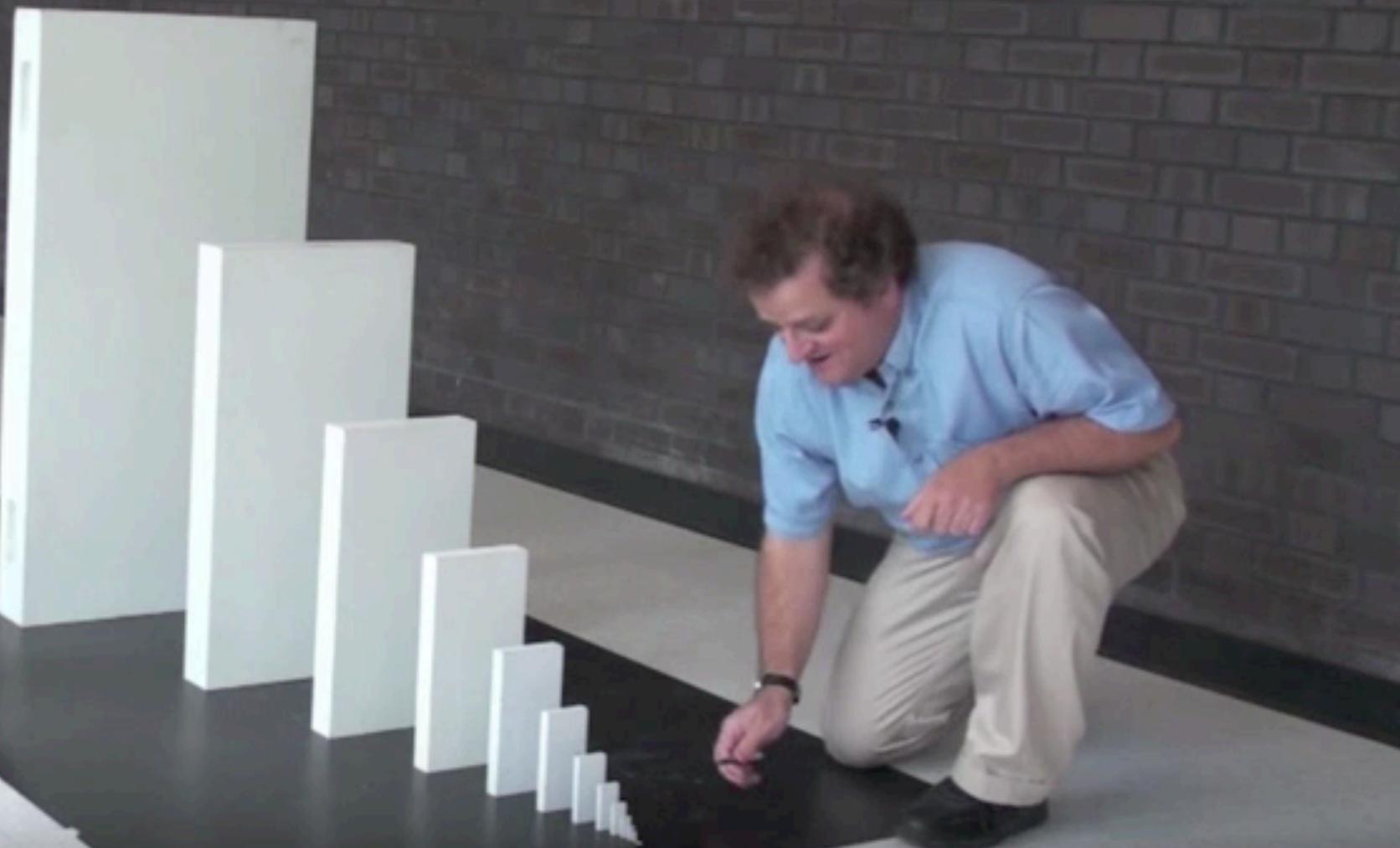
Columbia Sportswear Company F16\_Casual-Outdoor\_TK\_DSC\_5689



*“Don’t be  
overwhelmed  
by DevOps  
Nirvana”*

*Each  
improvement is  
like a savings  
deposit”*

29 dominoes! : <https://arxiv.org/pdf/1301.0615v1.pdf>





Columbia Sportswear Company F16\_Rejuvination\_of\_Trail\_TK\_DSC\_4732



The road ahead

A photograph of a woman in a teal polo shirt and grey pants walking across a large, mossy tree trunk. She is looking down at her feet as she carefully places them on the textured bark. The background is filled with the intricate branches and green leaves of a dense forest. The lighting suggests it's daytime.

What we don't know how to do (YET)  
What we're looking for help with

A photograph showing several people's hands reaching out towards a bright orange campfire at night. The scene is dimly lit by the fire, with some people wearing glowing orange wristbands. The background is dark, suggesting a forest or outdoor setting.

Thank You !  
@scottnasello