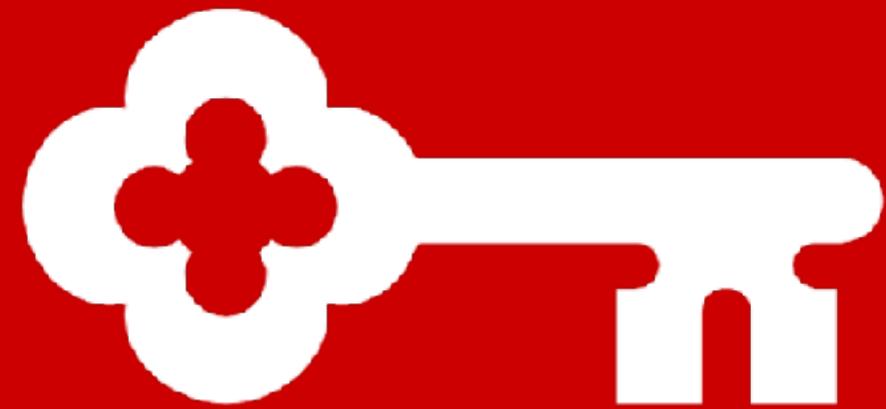




Augmenting the Org for DevOps

BY STEPHANIE GILLESPIE AND JOHN RZESZOTARSKI / KEYBANK TECHNOLOGY / NOVEMBER 2017





Stephanie Gillespie
SVP, Digital Retail Delivery

 @sgilles22



John Rzeszotarski
SVP, Continuous Delivery & Feedback

 @rzesz



15
states

1,200+
branches

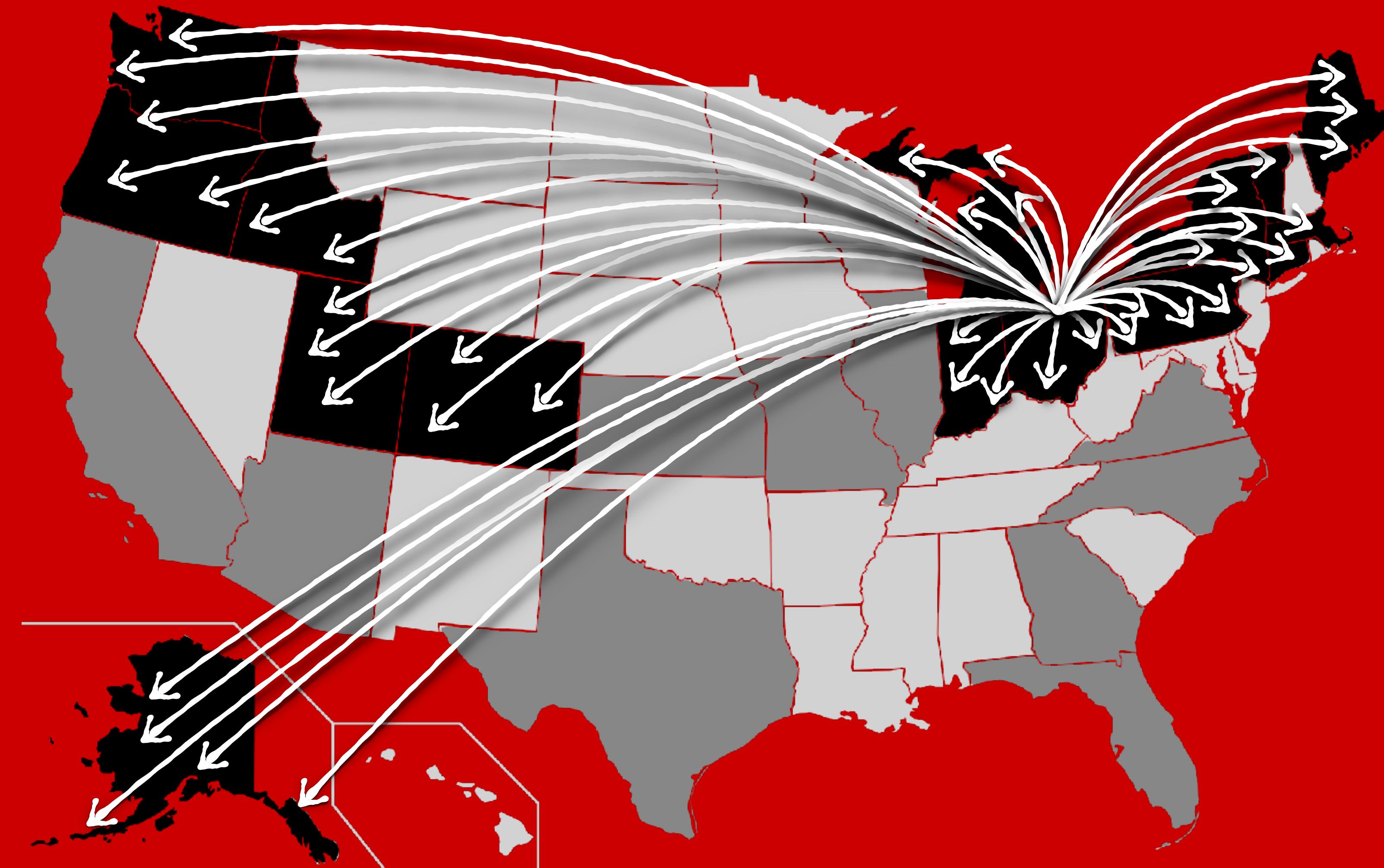
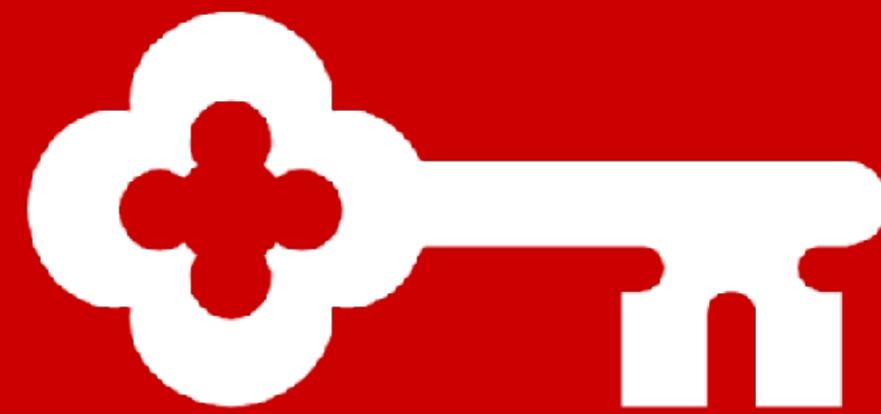
1,500+
atms

20,000
employees

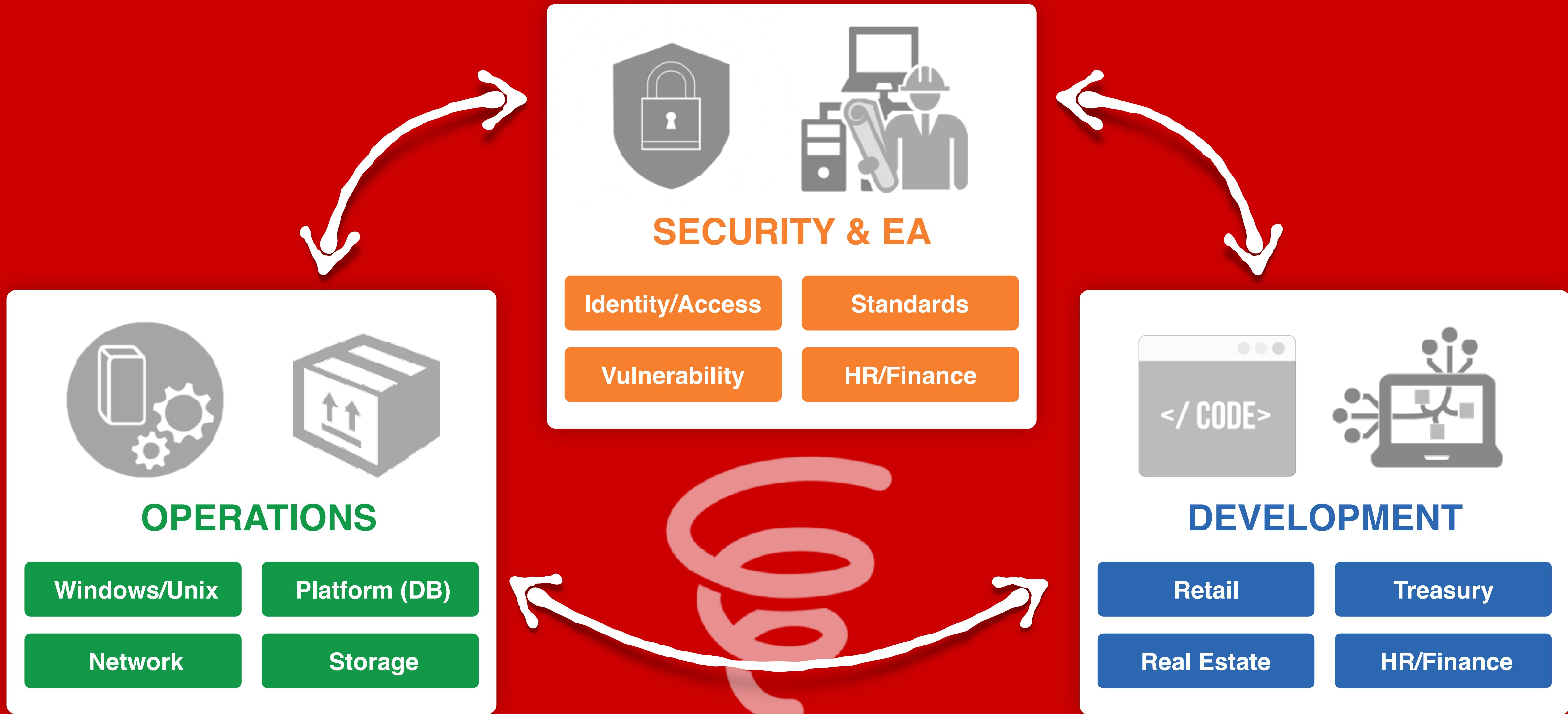
\$135B
assets

\$5B
revenue

2
datacenters



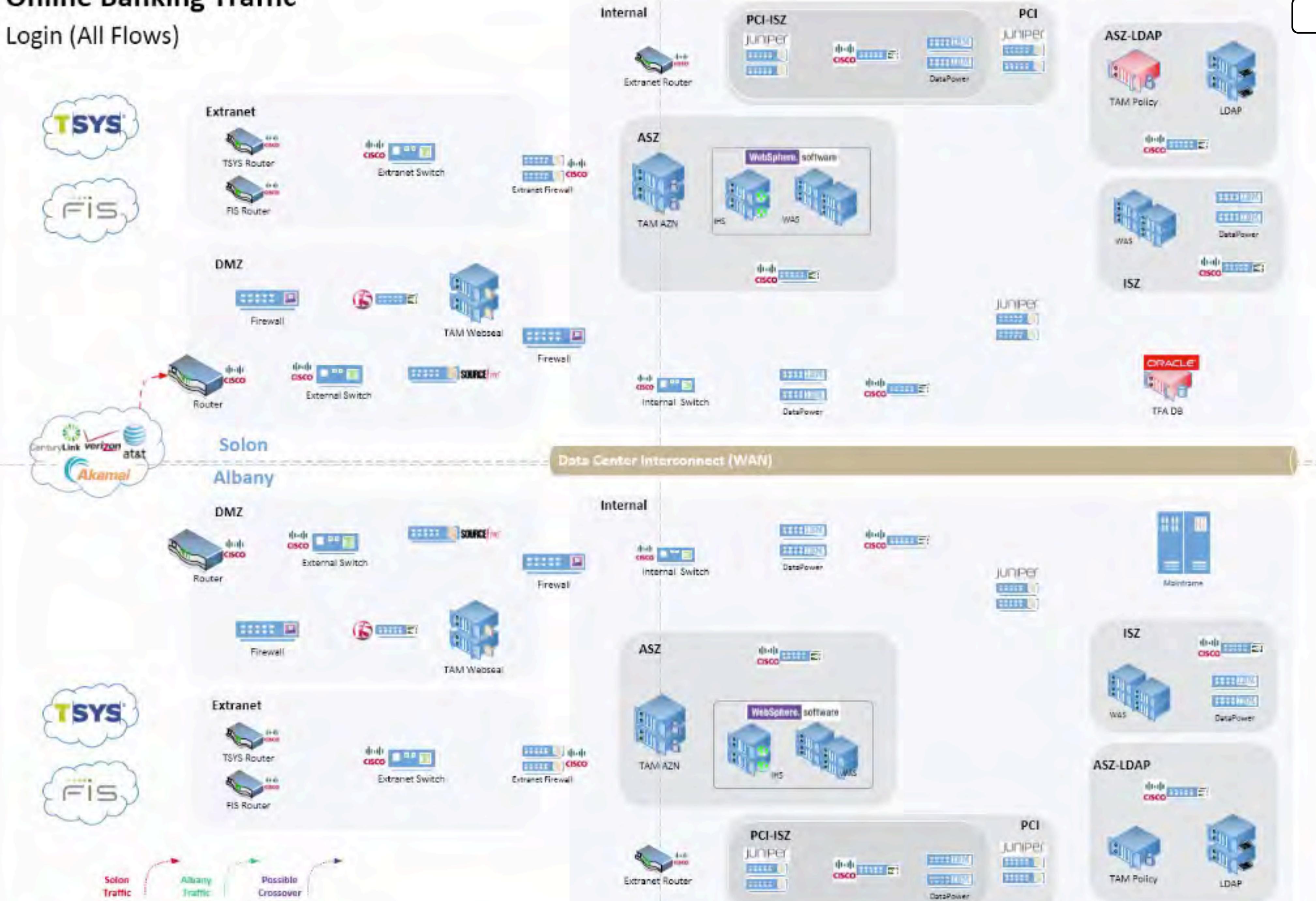
managing technical debt



Online Banking Traffic

KEYBANK DEVOPS

Login (All Flows)



digital17

A 24 month project to **entirely redesign our digital experience** at every level for two million clients around the US.

digital17

A 24 month project to **entirely redesign our digital experience** at every level for two million clients around the US.

The question wasn't

Can we create an Online Banking system that doesn't suck?

The **REAL** question was

Can we build a digital framework that lets
us grow and test and learn
inexpensively?

digital17

A 24 month project to **entirely redesign our digital experience** at every level for two million customers across the US.

The **answer** was to
change everything

ARCHITECTURE



Modern tiered architecture
(all new)

New technology stack

Embrace open-source

Shared enterprise-class
capabilities

USER EXPERIENCE

Widget-based UI that is easy to test and learn

Built on a Design System

Replace both Web and App with consistent, related experiences



PEOPLE

Updated programming languages and technical skill

Flexible development team structure

On-demand resources

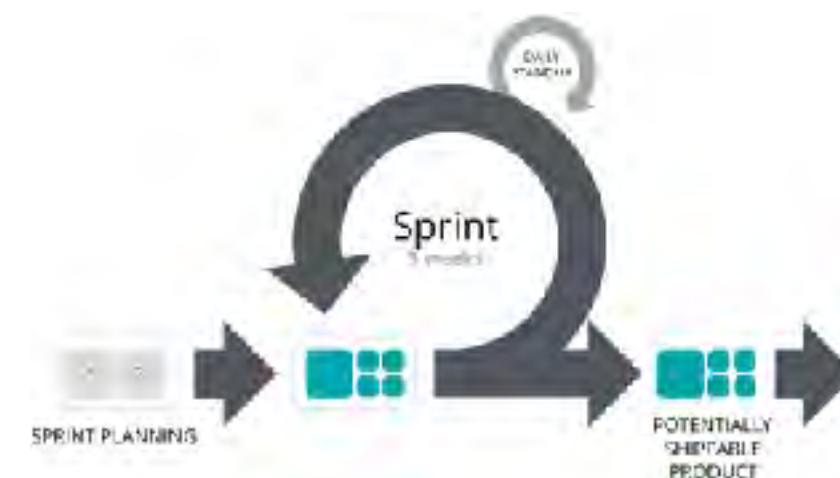
Co-location with Business Partners

Mentoring and partnering



PROCESS

Move to an Agile-based project management



Faster deployment that does not impact our clients

More responsive to immediate needs (no longer 9 months from start to finish)

digital17

18 month

project to **entirely redesign our digital experience** at every level for two million

three million

users across the US.

The answer was to
change everything



NEWS FLASH:

KeyBank to acquire First Niagara Financial Group

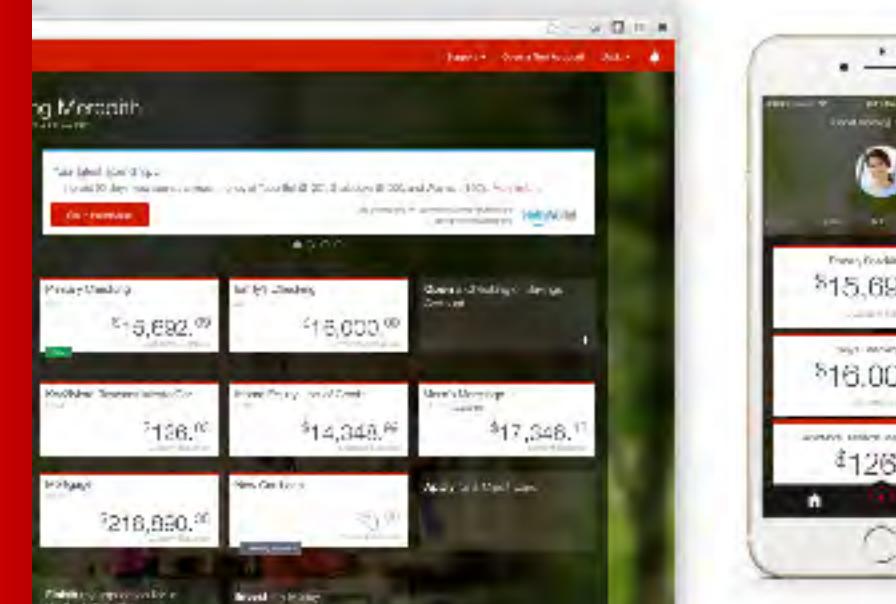
October 30, 2015

New technology stack

Embrace open-source

Shared enterprise-class
capabilities

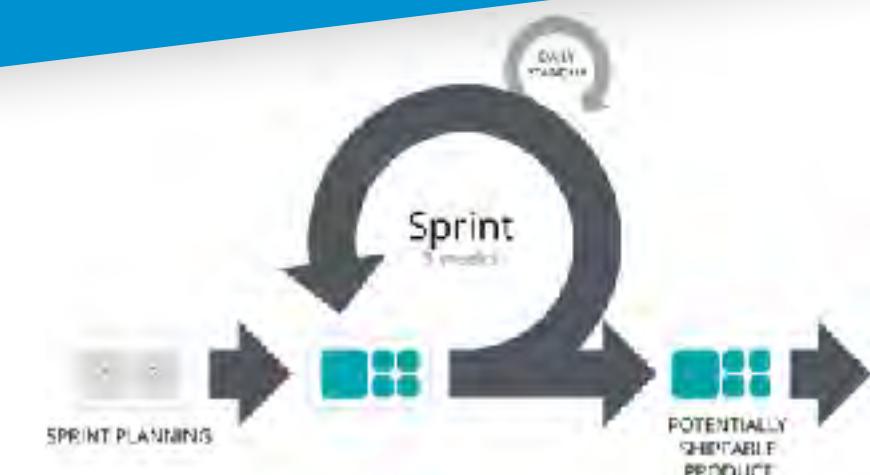
Consistent, related experiences



On-demand resources

Co-location with
Business Partners

Mentoring
and
partnering

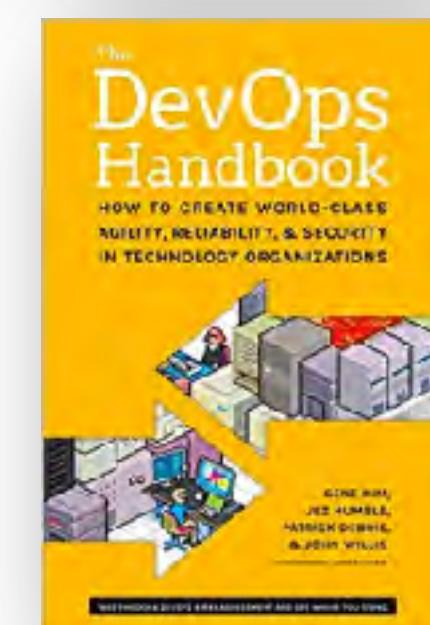
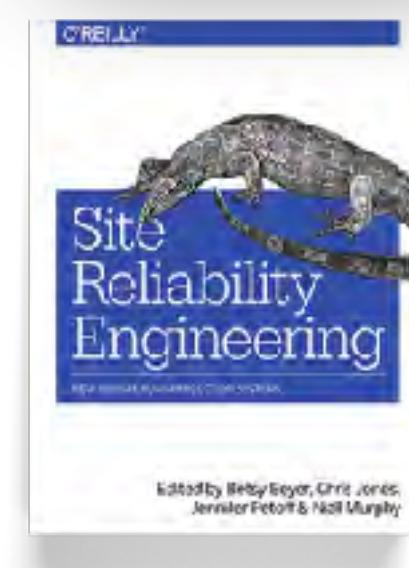
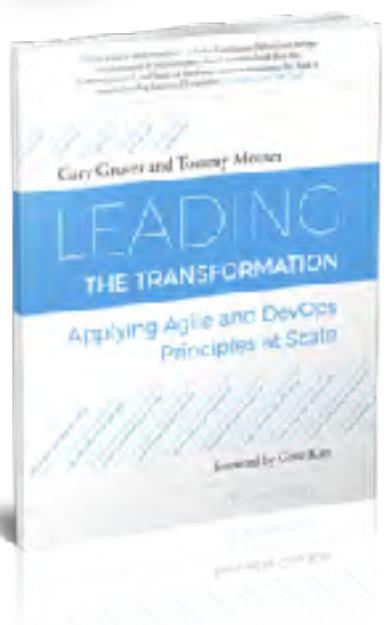
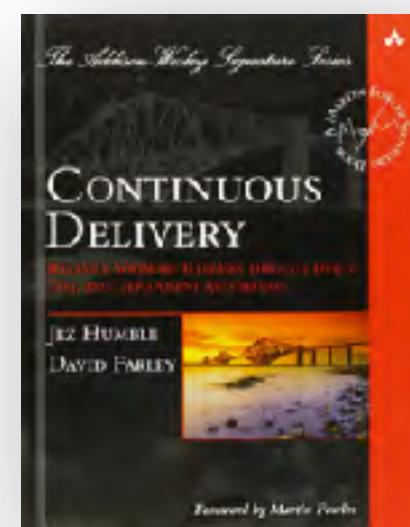
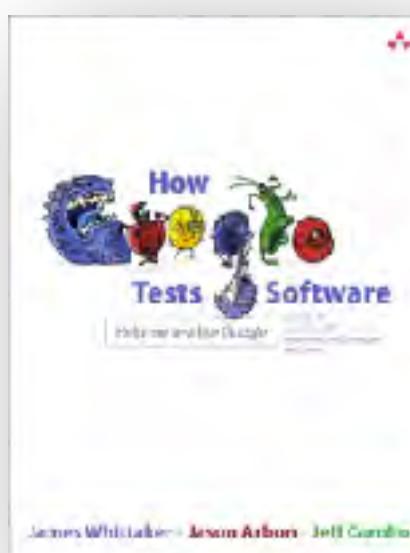
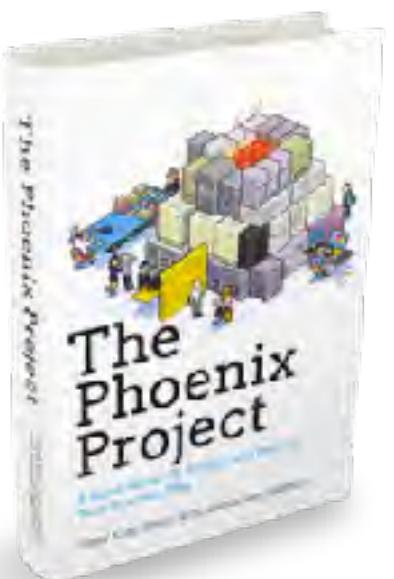


Faster deployment that does not
impact our clients

More responsive to immediate
needs (no longer 9 months from
start to finish)

intro to DevOps

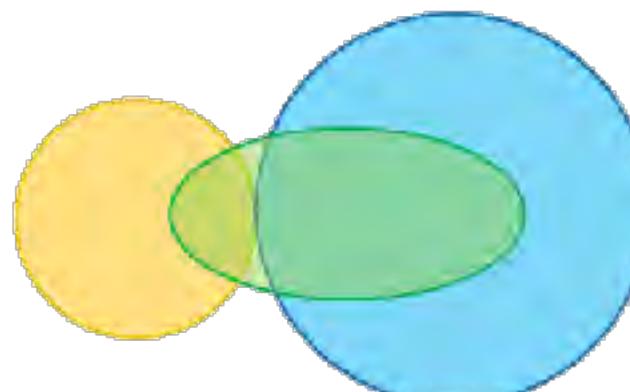
MUST READS



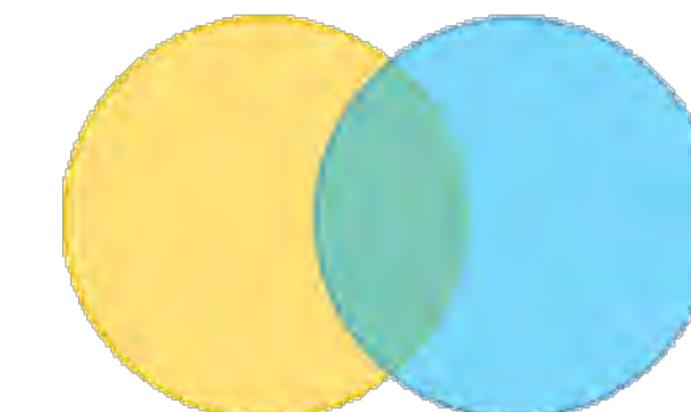
DOES 2015 Takeaways

- ✓ Executive Support
- ✓ Metrics Driven
- ✓ Focus of Removing Bottlenecks & Communication

DevOps-as-a-service



Smooth Collaboration



Matthew Skelton

getting started

Focus Areas

C Containers

T Automated Testing

D Continuous Deliver

A Agile Practices

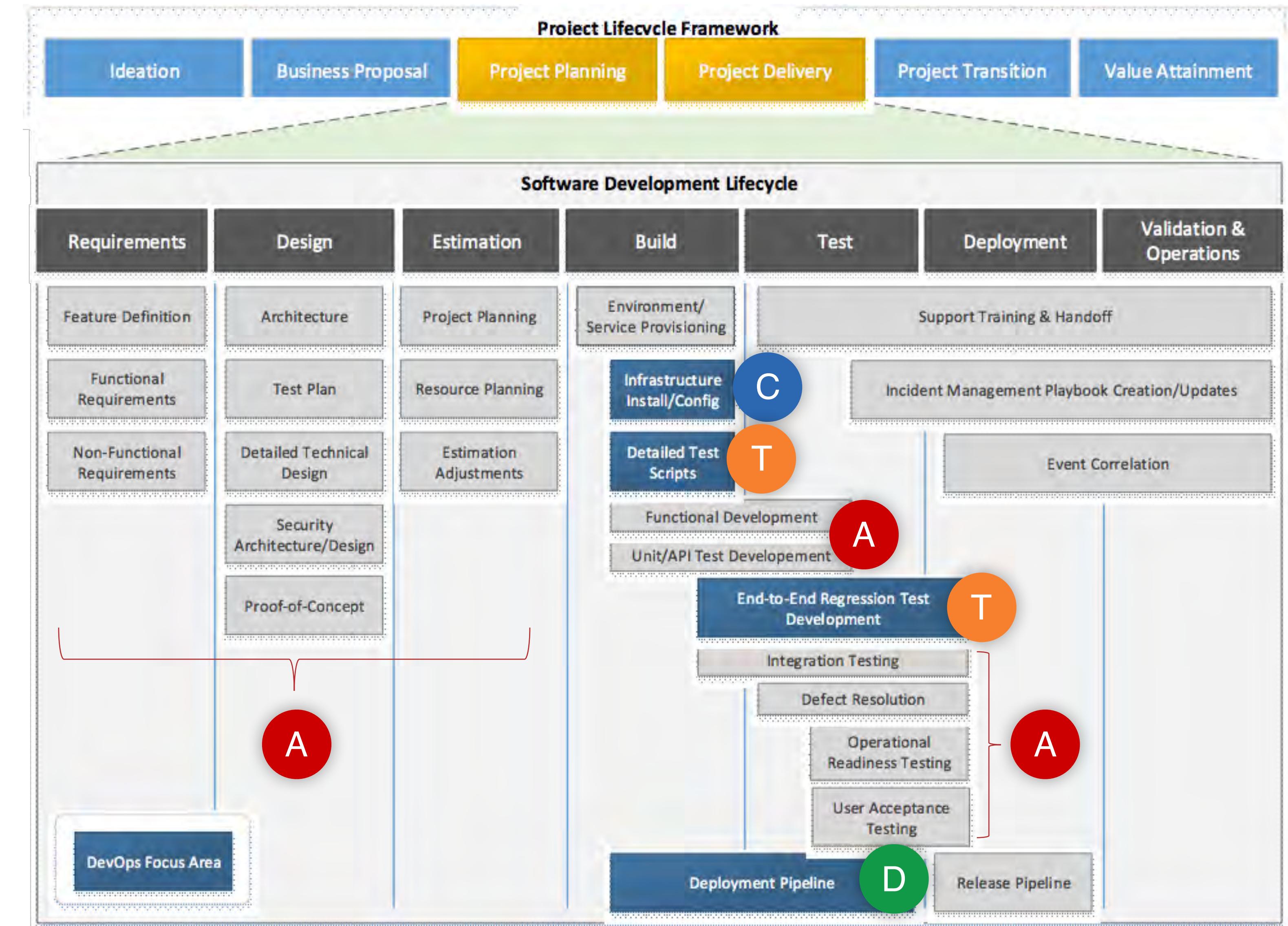
Team



Change Agents

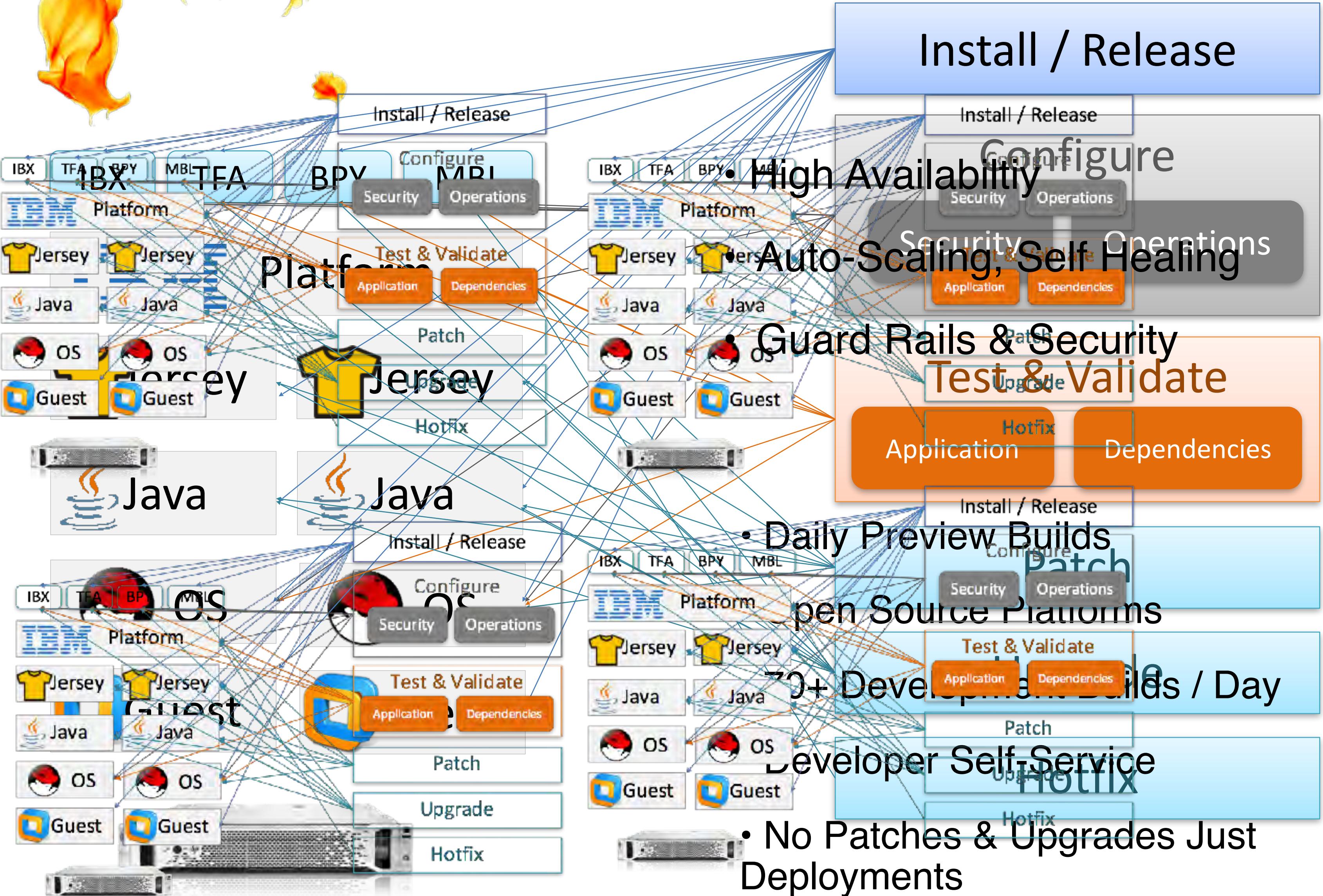
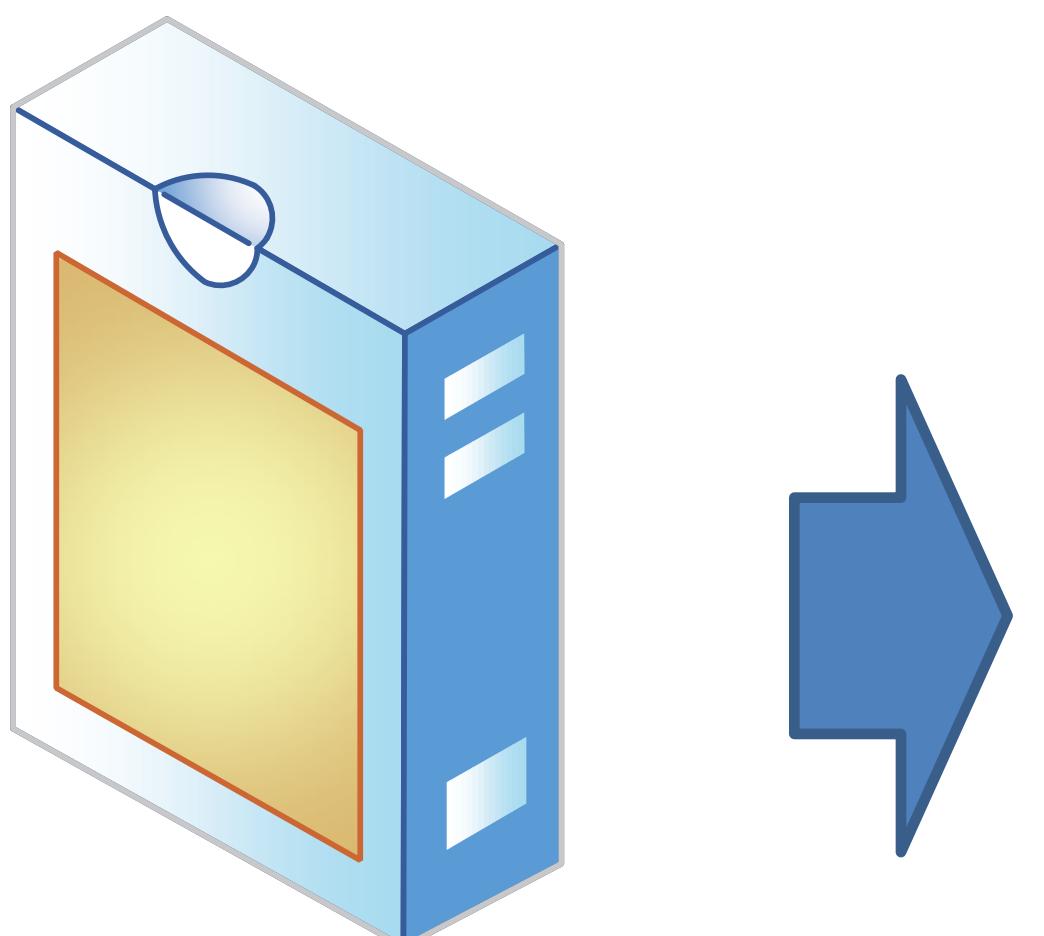


Angel Funded

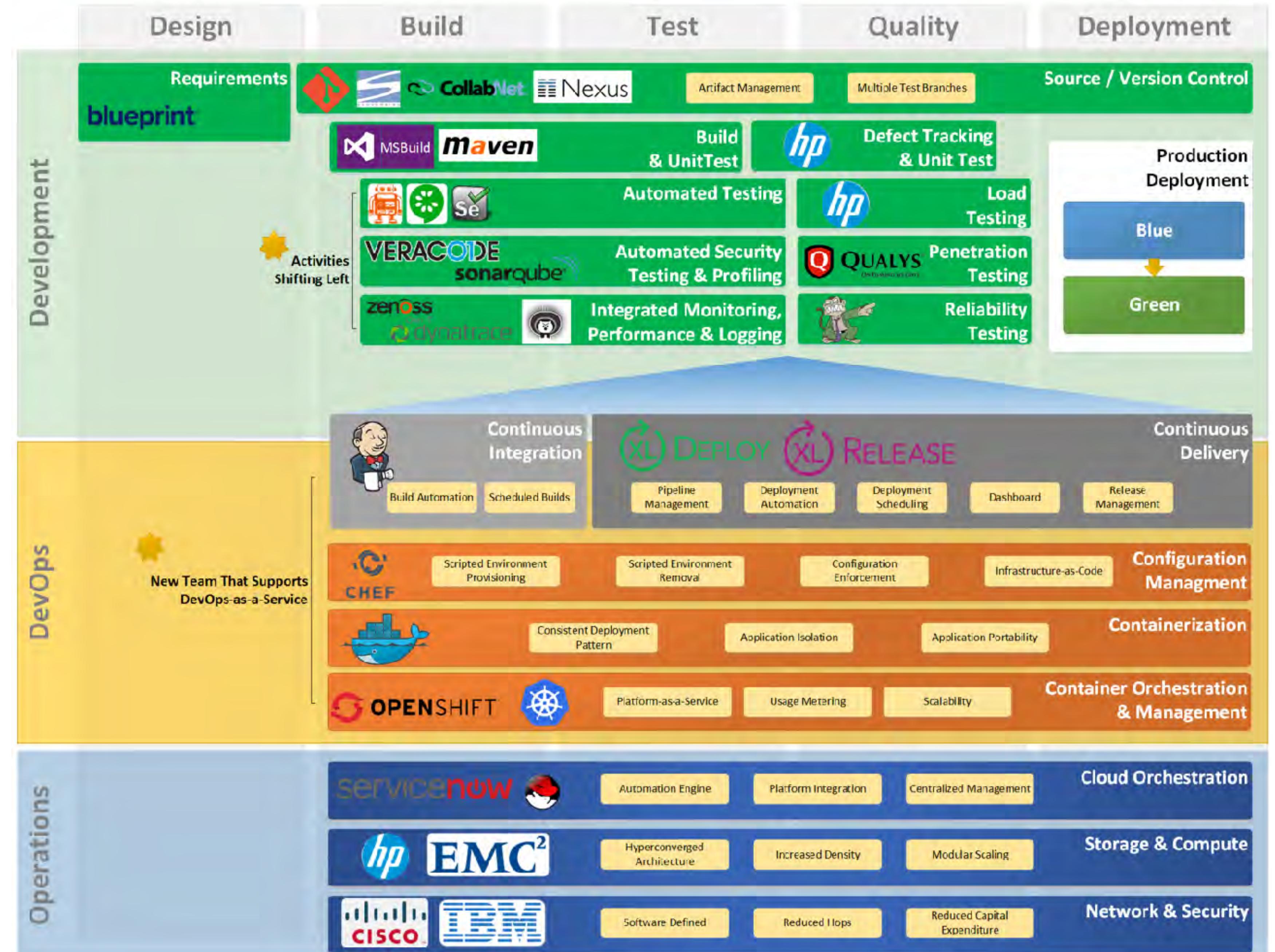




CONTAINERGEDDON



tooling



test automation



Legacy Testing →
takes more than
20 hours to complete

New Test Automation
All tests run in less than 12 minutes



⌚ test execution time



Consistent
Release Process
that **Guarantees**
Versions are
Deployed in a
Dependable
Automated Manner



500k

Customers logged into the platform
(30+ per second – a record!)

2+

Hour wait time in our Contact Center queues

10

PROD releases to respond to client input in the first 4 days

0

Defects resulting in PROD releases



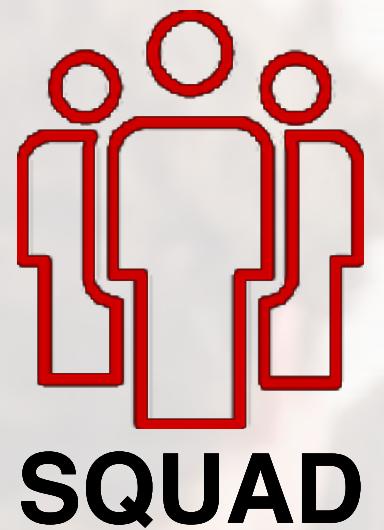
First Niagara customer day 1

becoming a 190 year old digital bank

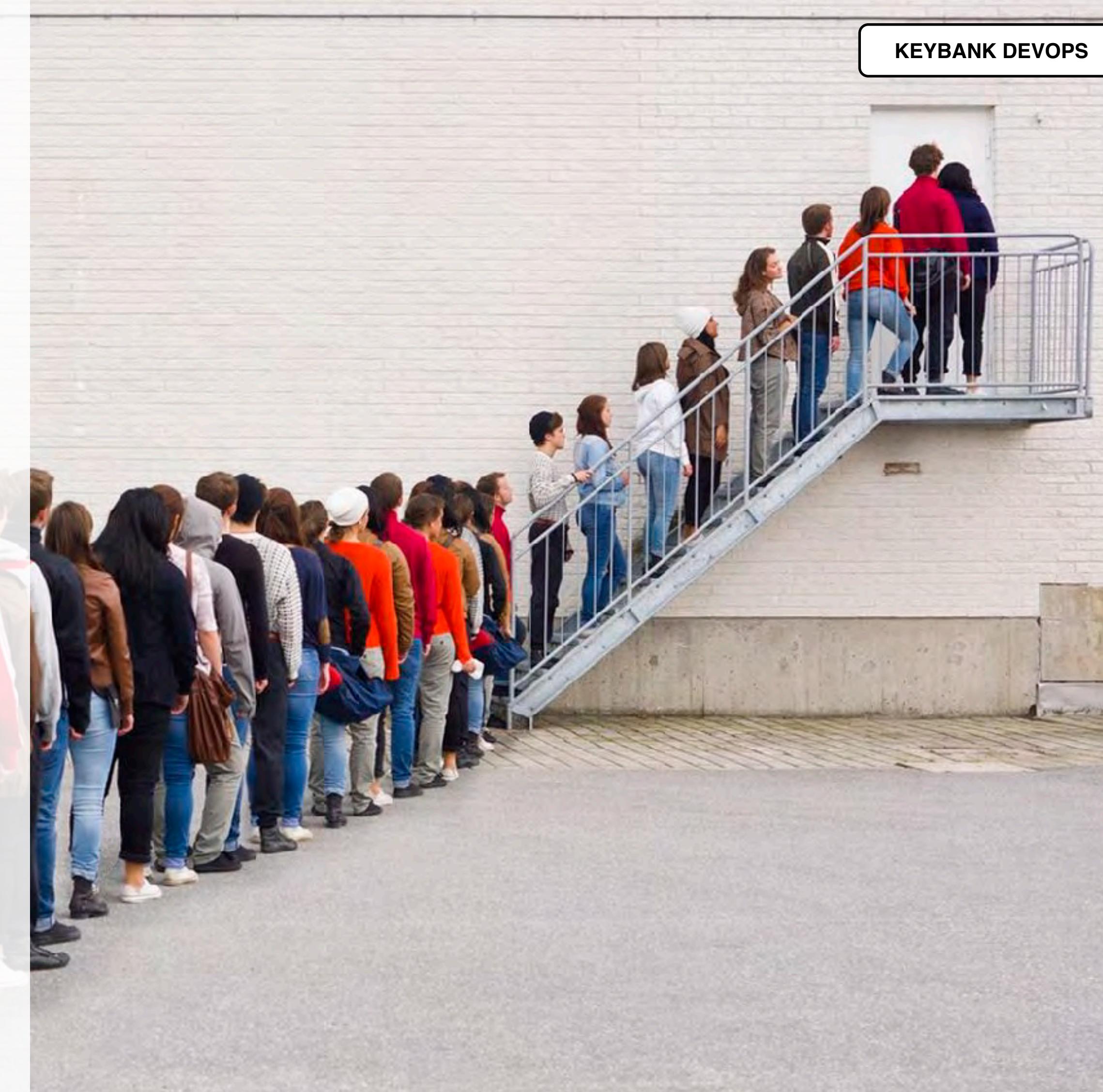


“ DevOps has been a real catalyst for us and clearly one of those leading edge places that's helping our Digital IQ. ”

BETH MOONEY, CEO



day 2 - Where do we go from here?



the confidence gap

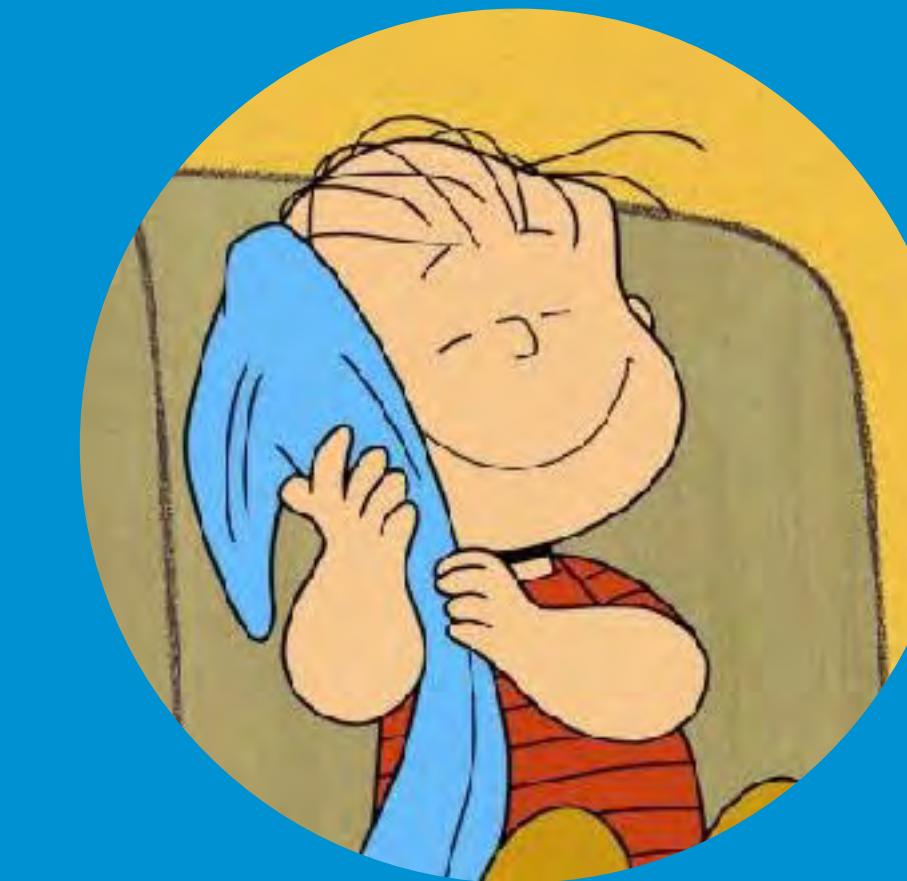
animosity



advancement



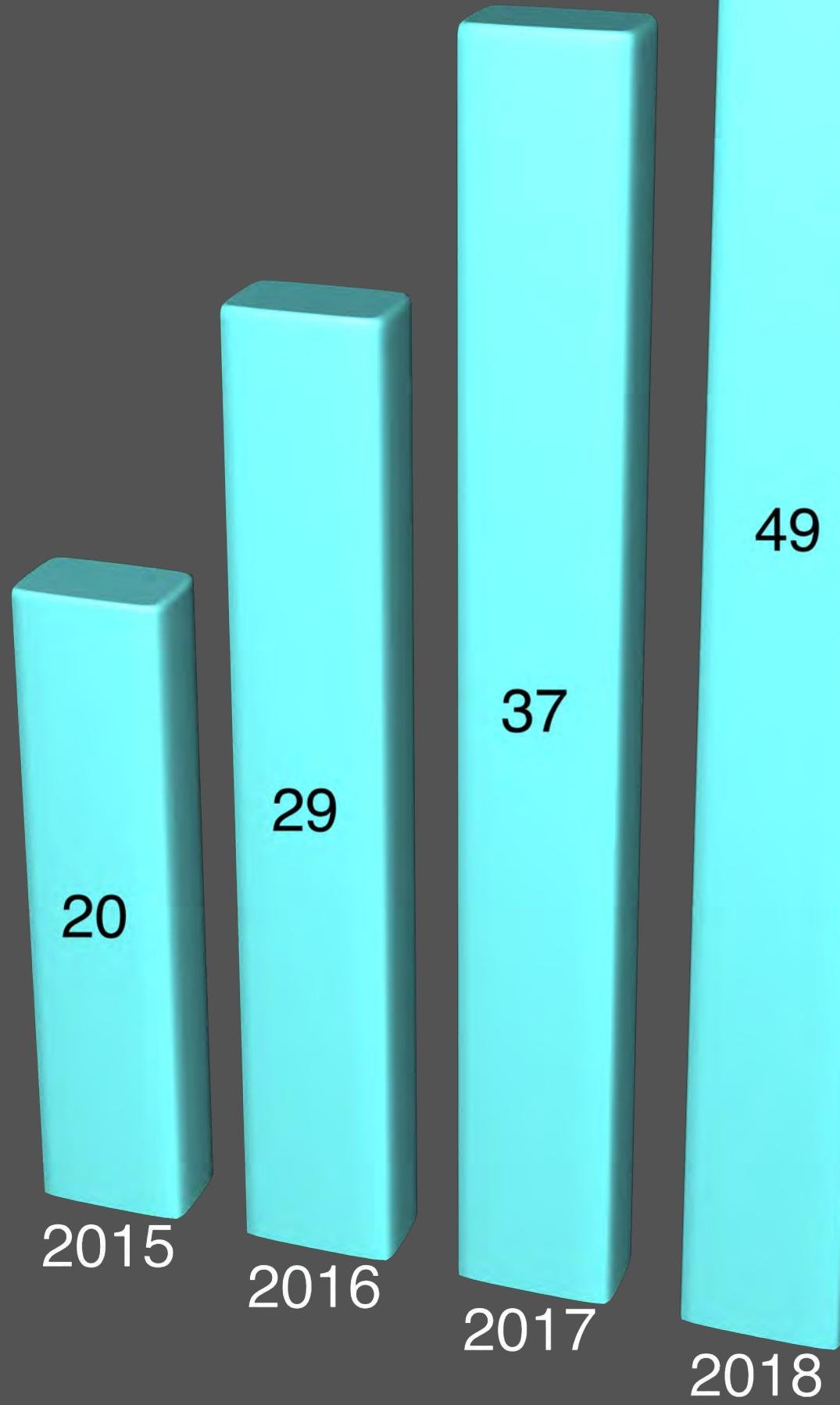
Innovative
Change



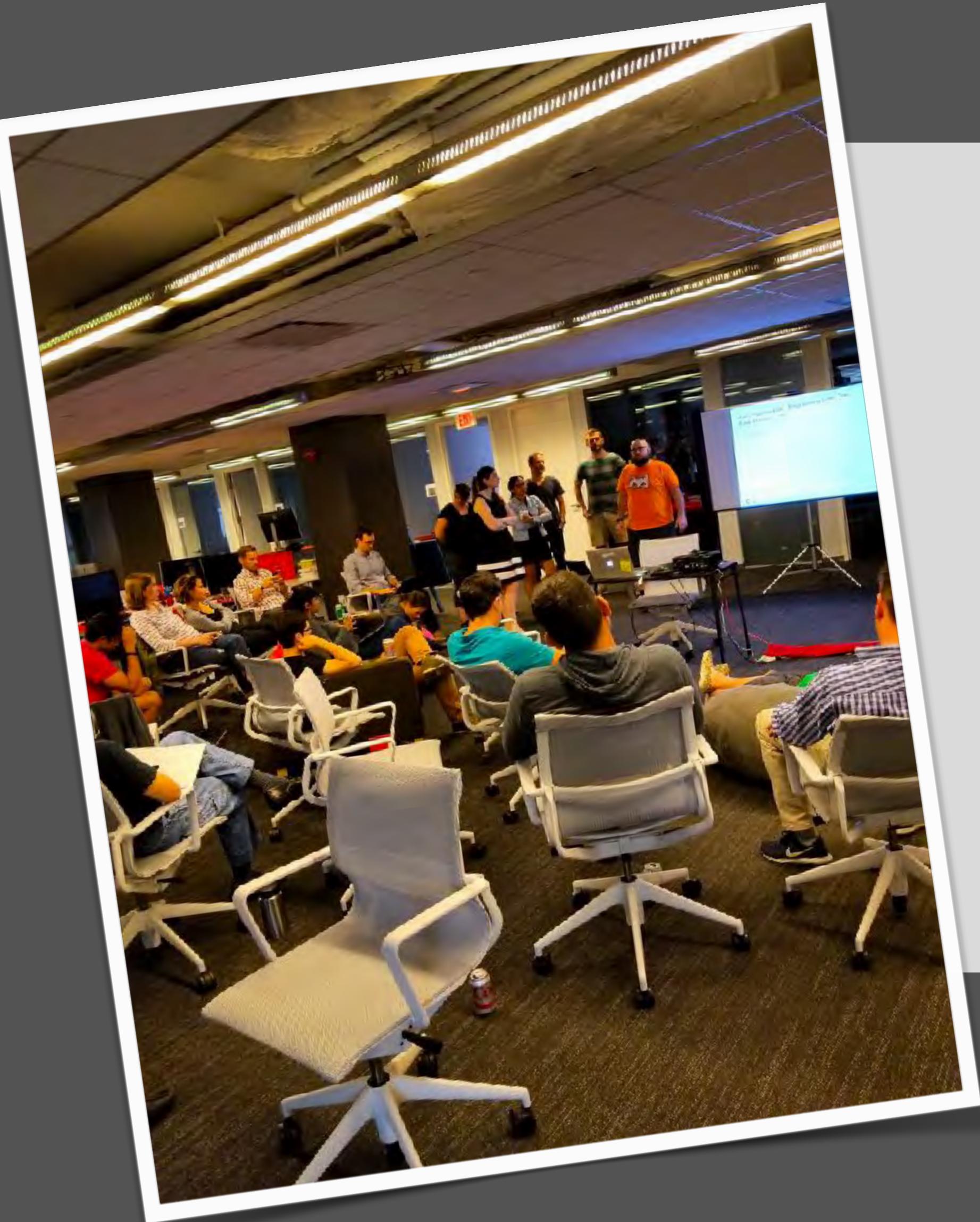
complacency

“Relentlessness is discontent, and discontent is the first necessity of progress.”
– Thomas Edison

investing in people

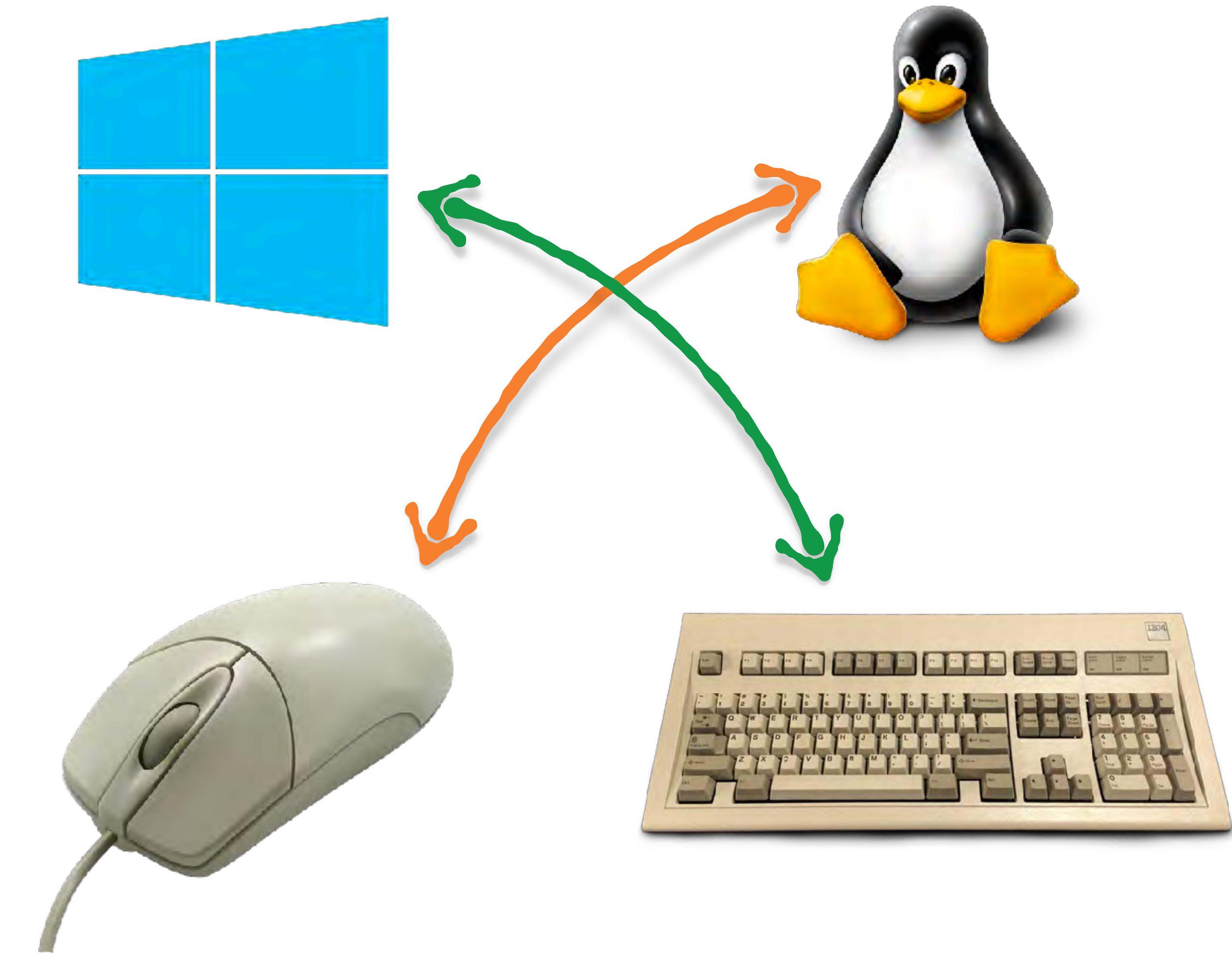


Employee growth



Acquisition of Hello Wallet assists Key with more Product Offerings and bringing more highly skilled UX designers and engineers to the team.

technology generalists



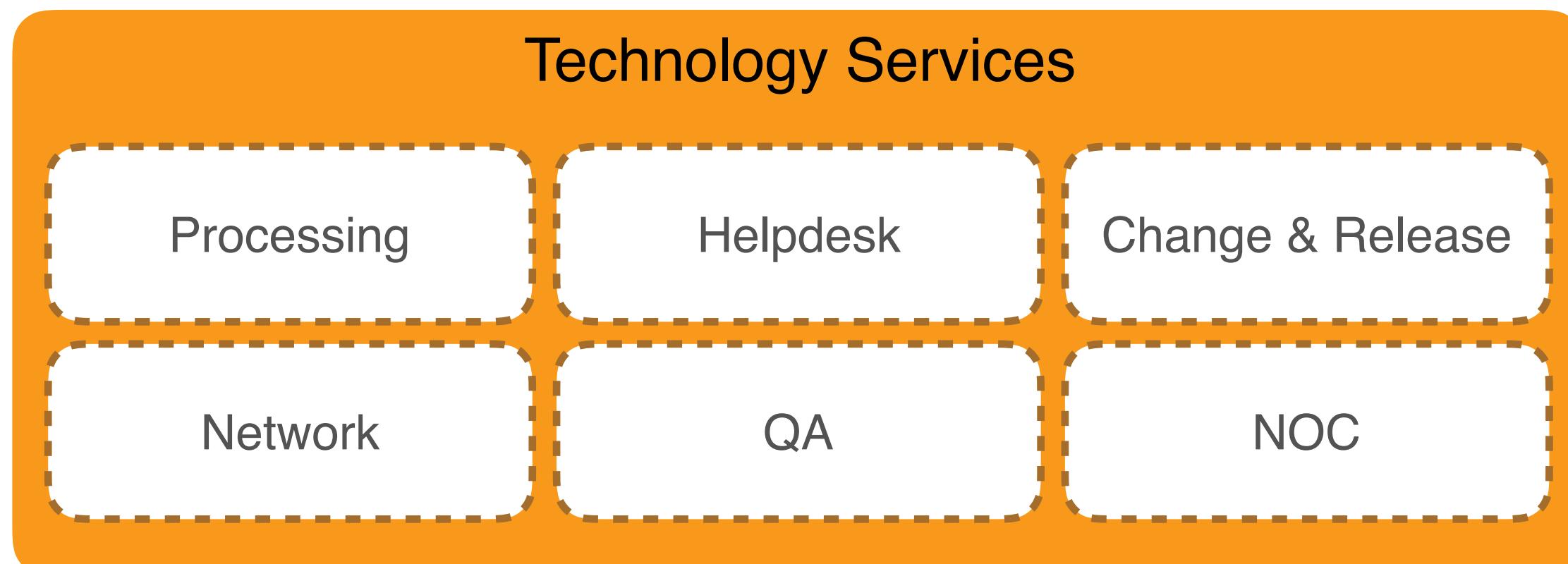
accounting for reliability



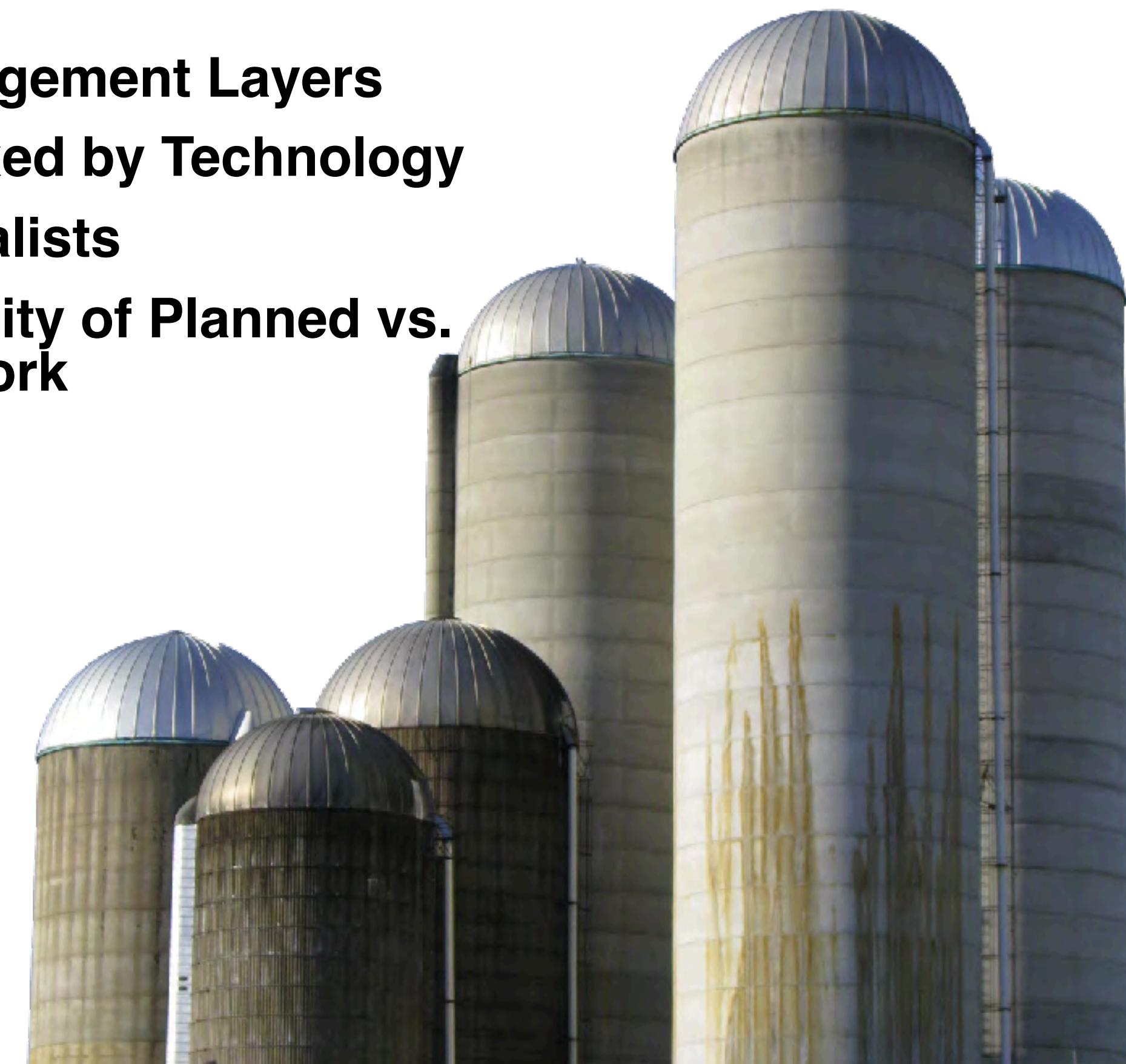
optimizing our org for speed



Product Management Development



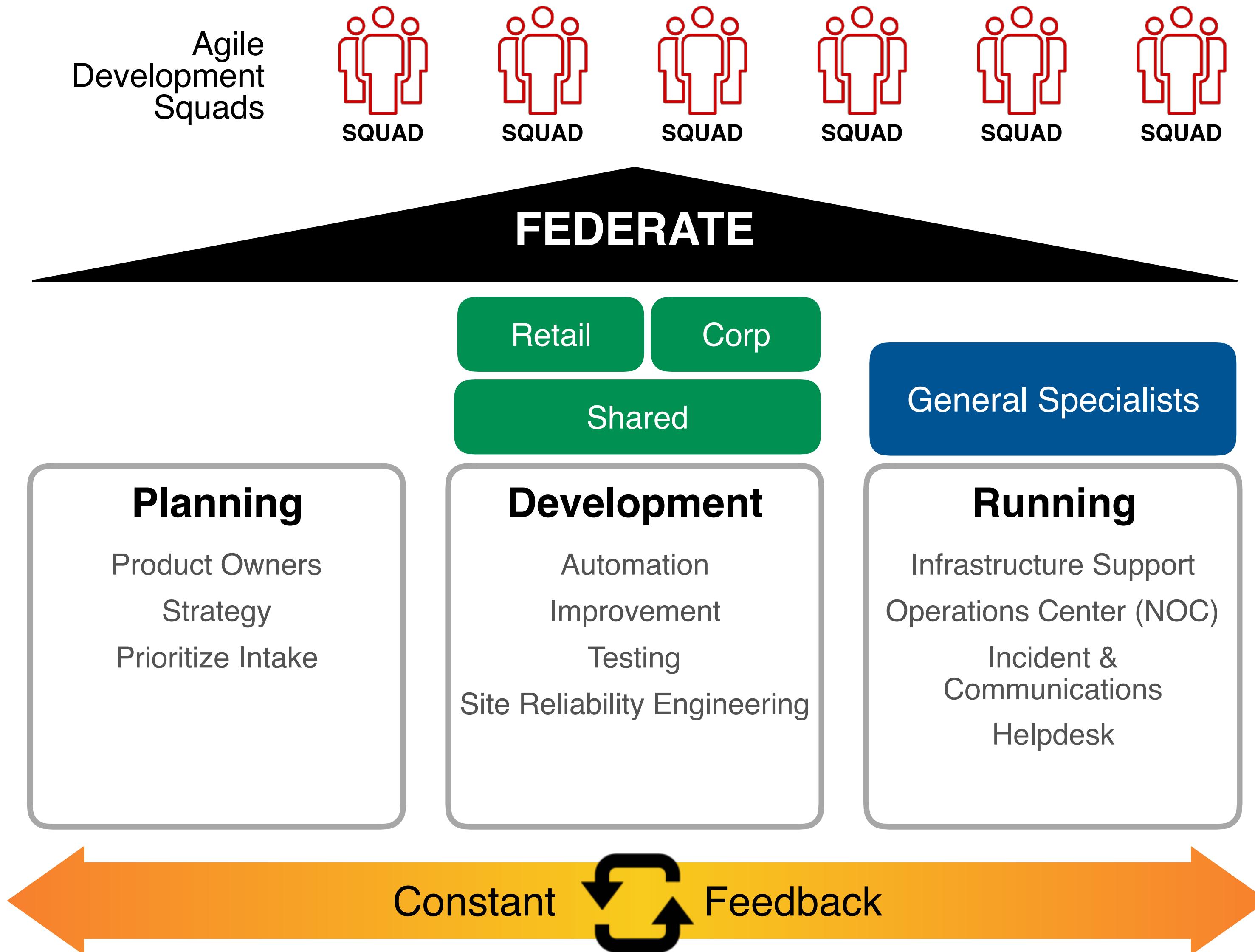
**Multiple Management Layers
Heavily Matrixed by Technology
Vendor Specialists
Lack of Visibility of Planned vs.
Unplanned Work**





IT, evolved.

“There is no single ‘right’ team topology, but several ‘bad’ topologies for any one organization.”





ON AIR

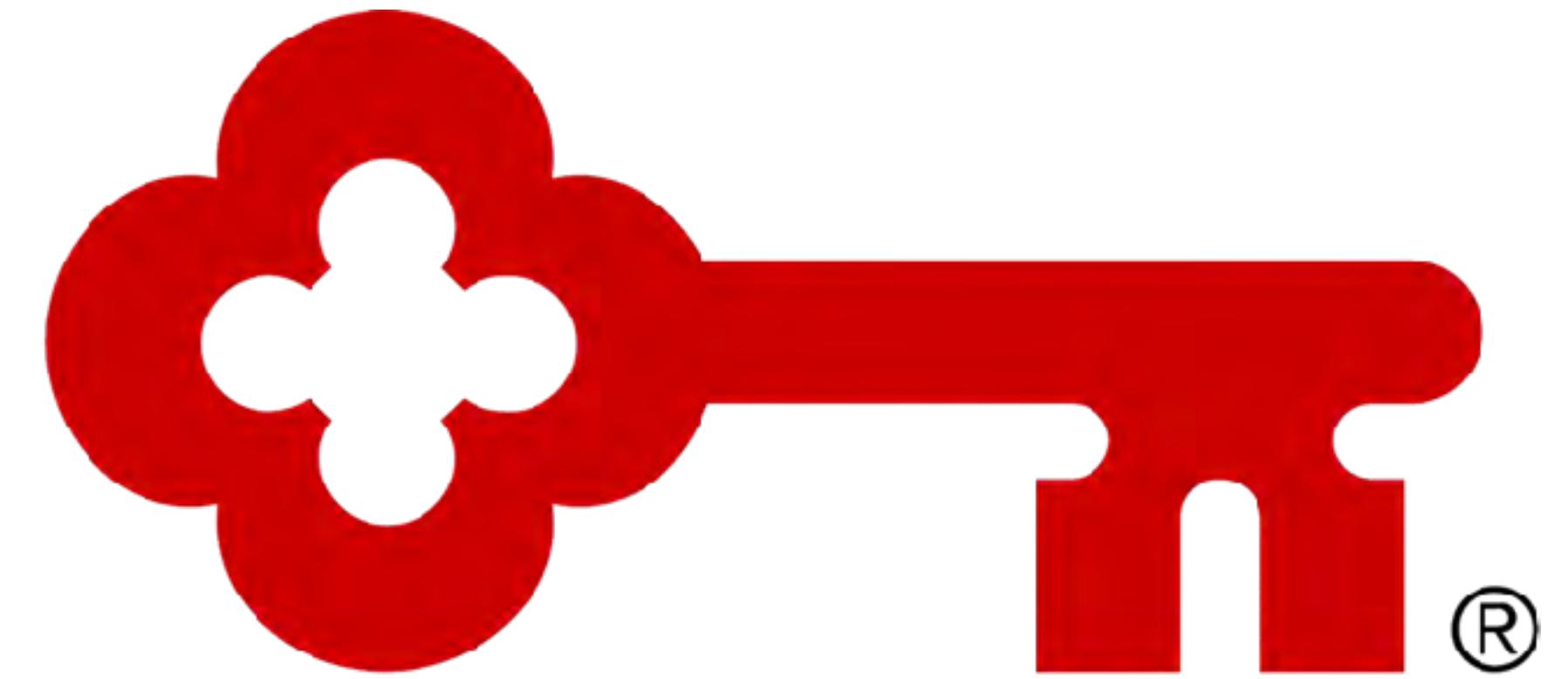


ALL ST
MAIN ST

MAD MONEY
w/ JIM CRAMER

MAD MONEY





thanks!