

A close-up photograph of a person's hands holding a white Starbucks coffee cup. The cup contains a latte with a heart-shaped foam design. The Starbucks Siren logo is embossed on the side of the cup. The background is dark and out of focus.

Transformation at Scale, One Cup at a Time



@suzannenielsenT
@sarah_shewell

To inspire and nurture the human spirit —
one person, one cup and
one neighborhood at a time.



26,736 STORES

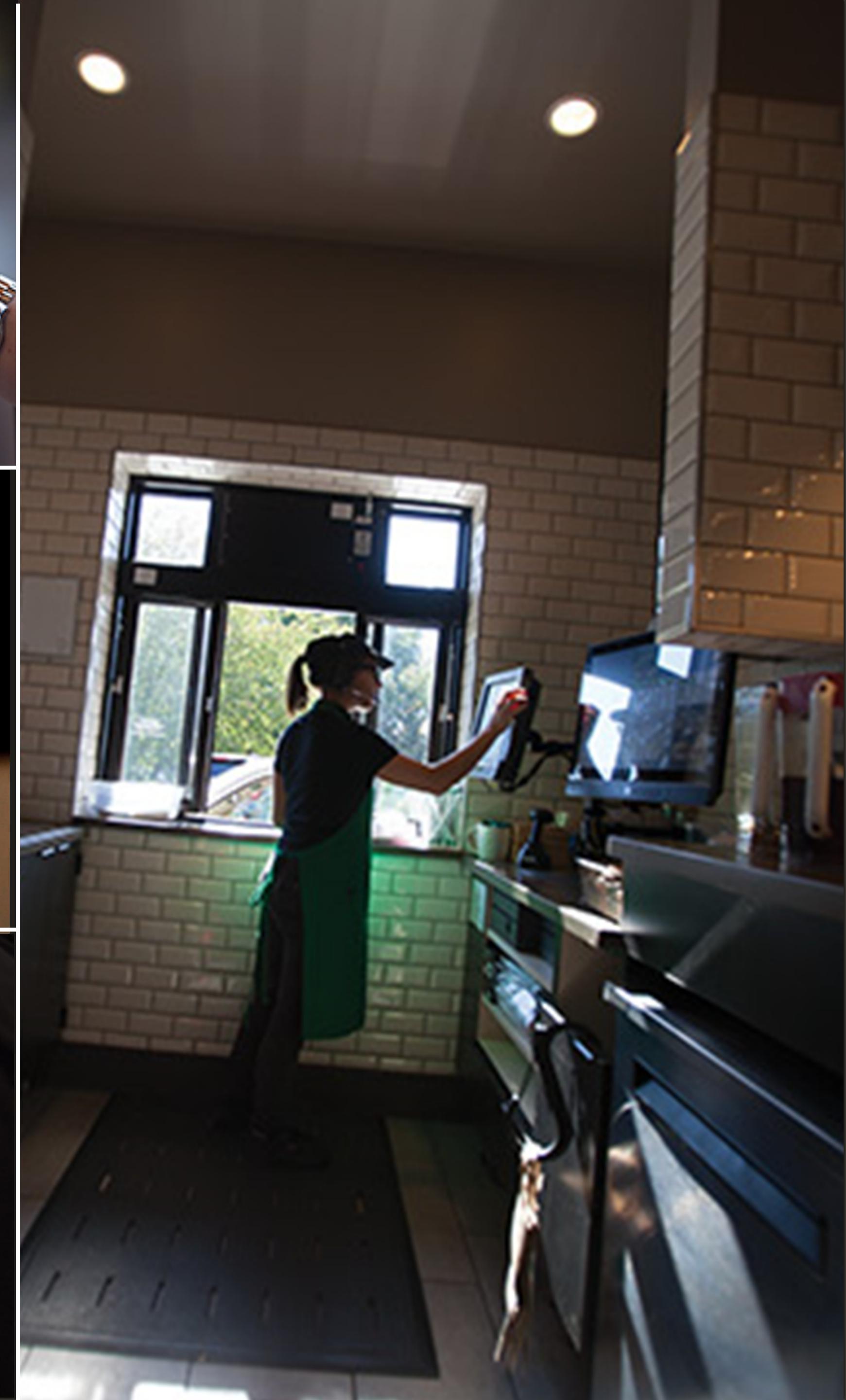
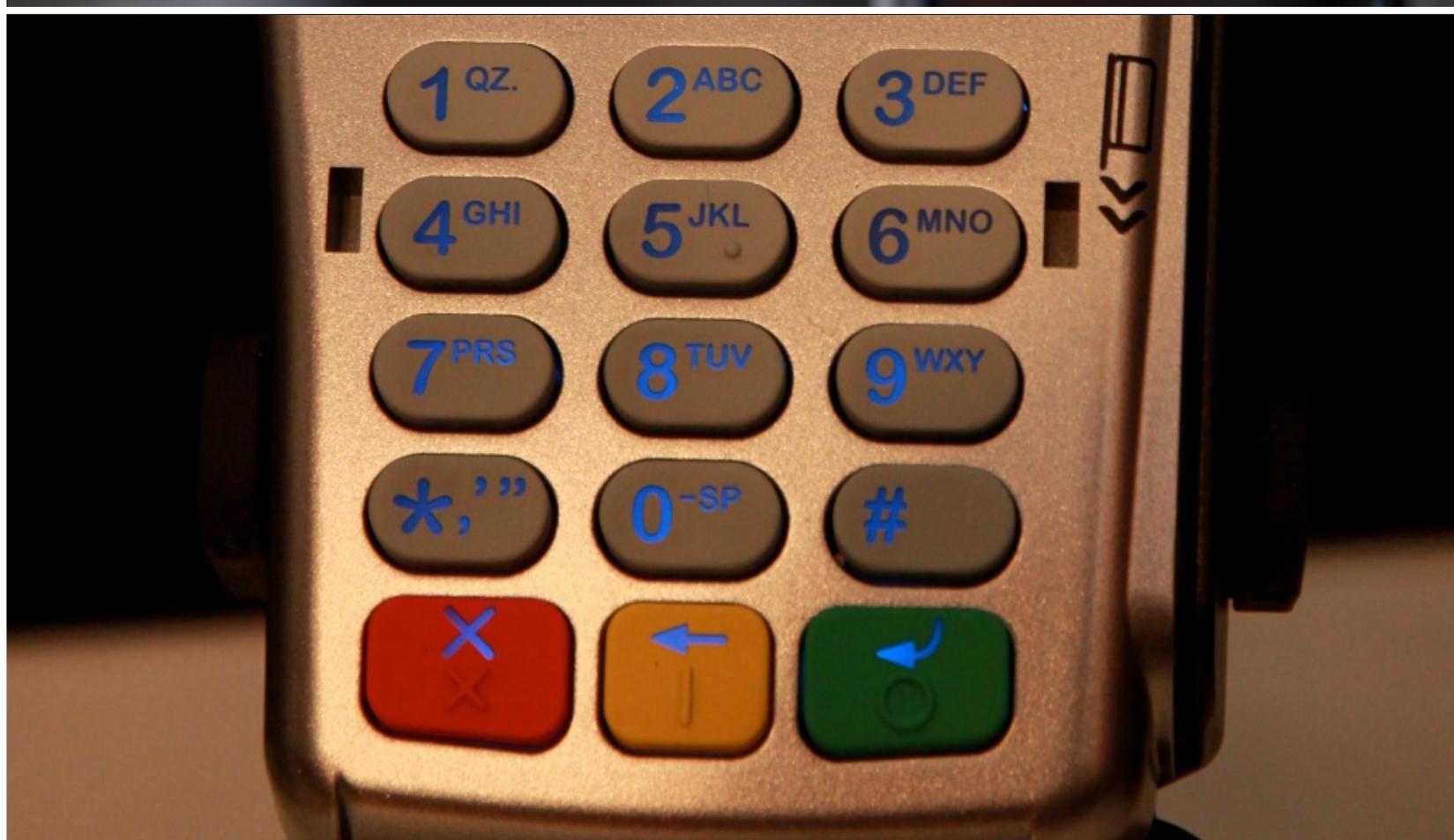
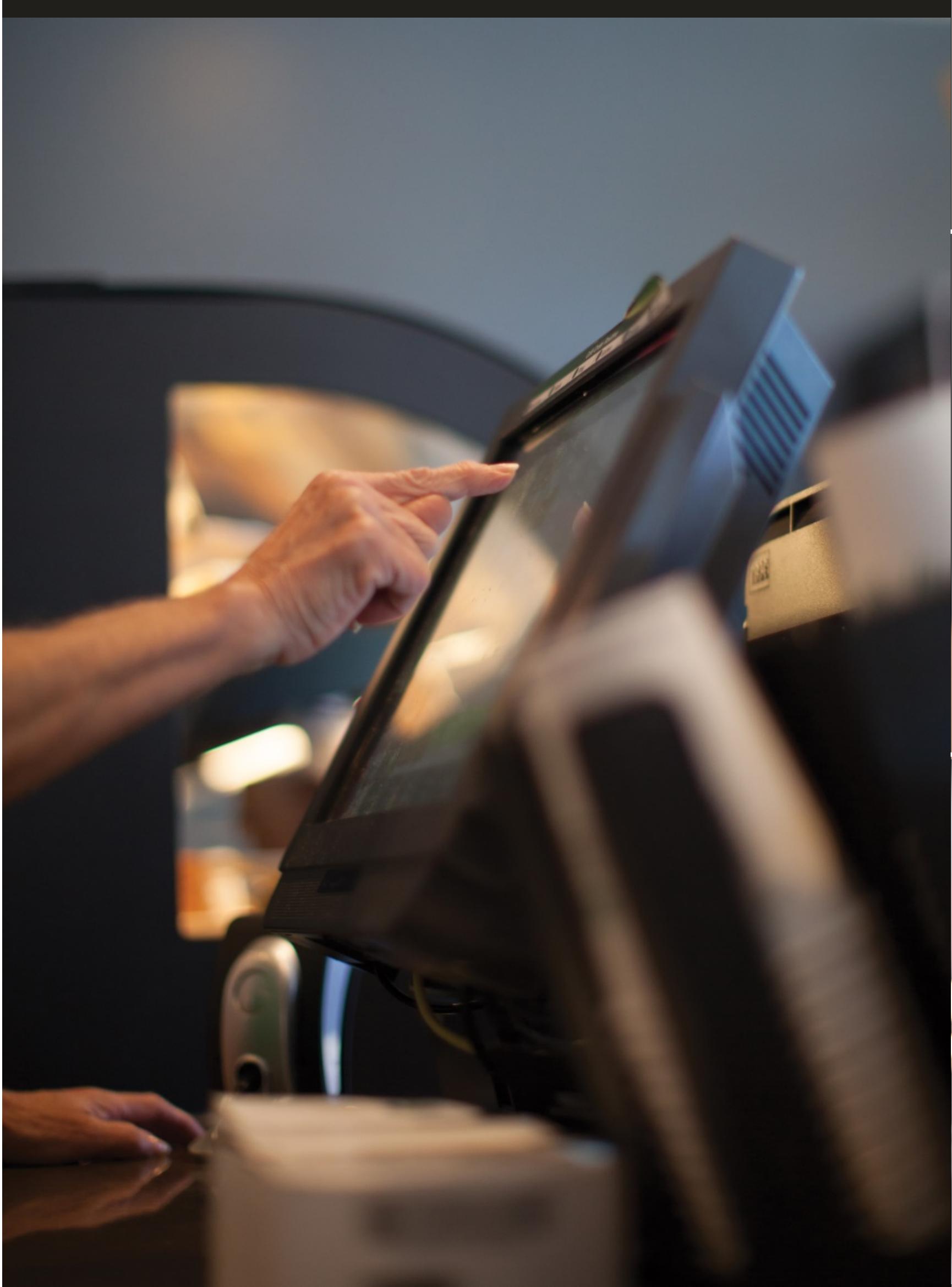
75 COUNTRIES

UP TO 90M OCCASION PER WEEK

+330,000 PARTNERS



Point of Sale





Sarah Shewell
Agile Lead

- Native Seattleite
- Veteran of Enterprise DevOps Transformations
- 15 month Starbucks partner
- Lean and Design Thinking Practitioner

@sarah_shewell

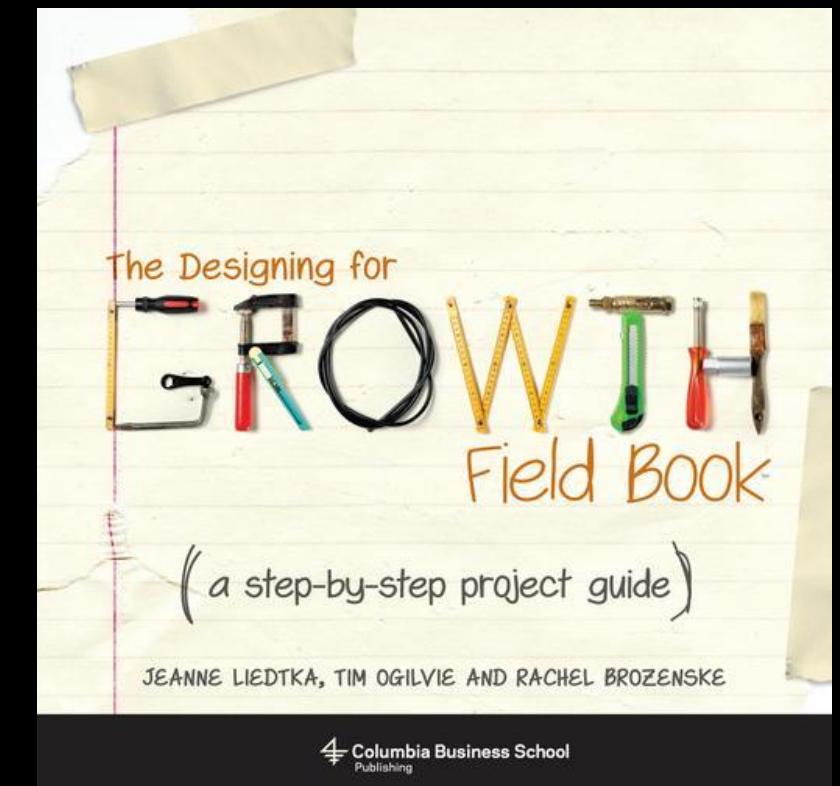
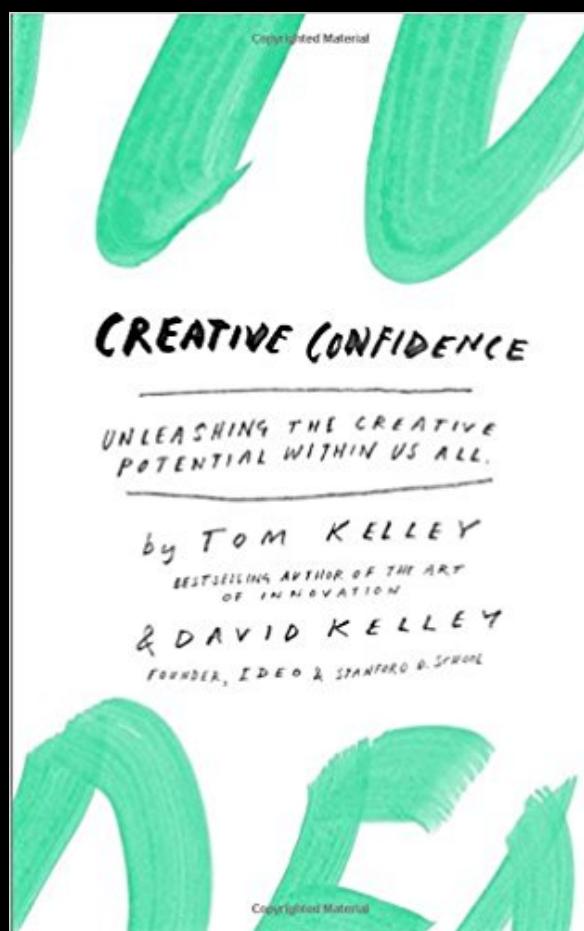
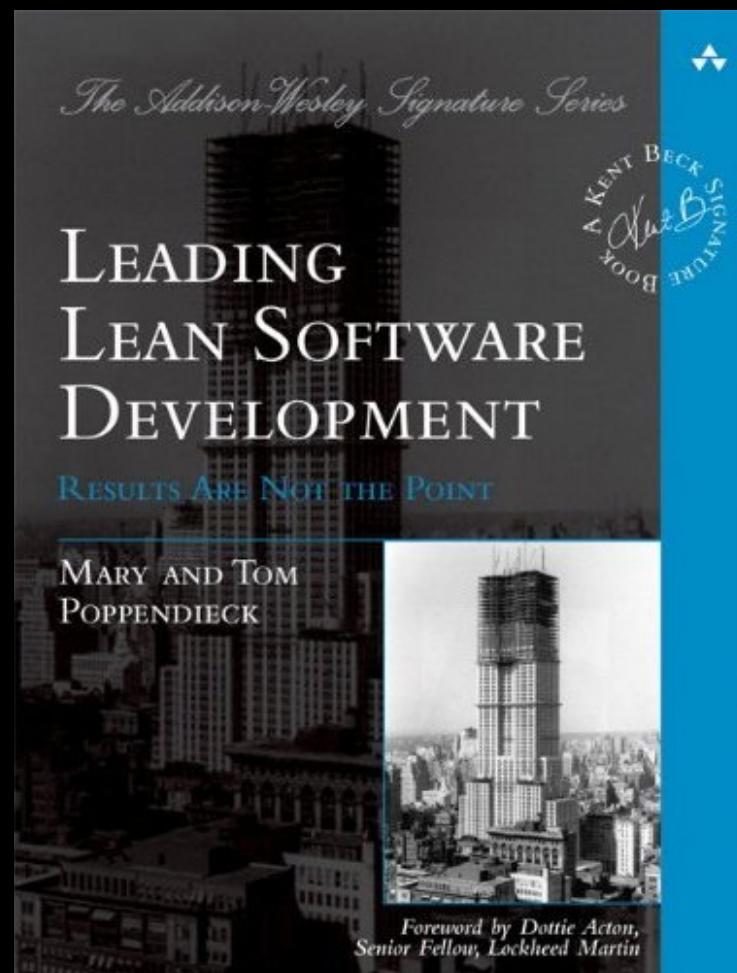
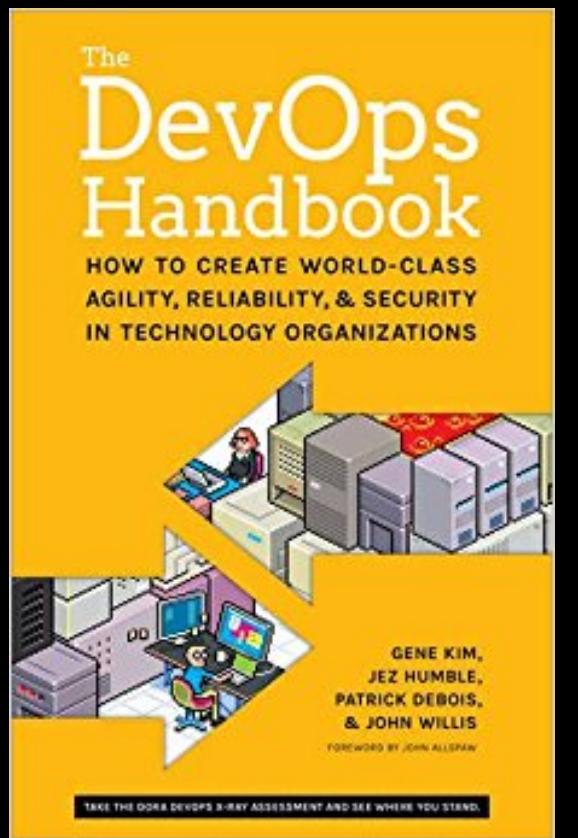
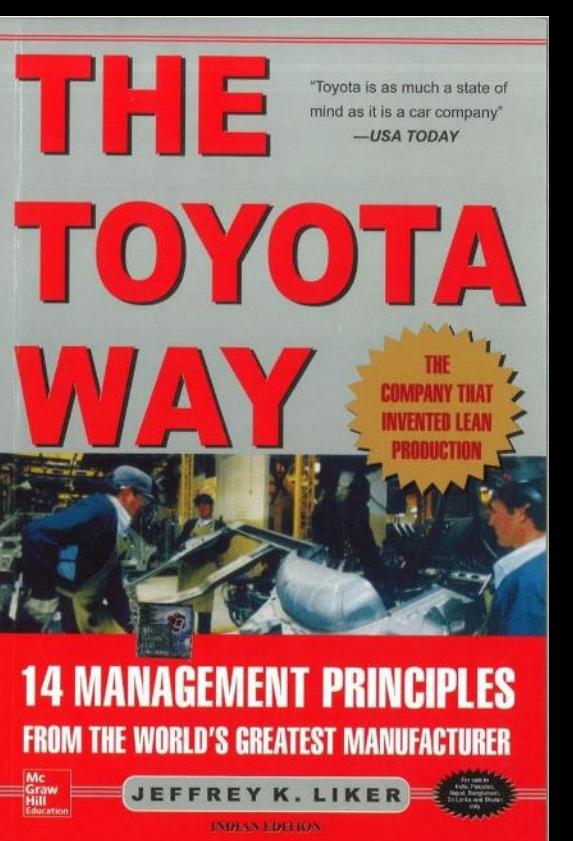
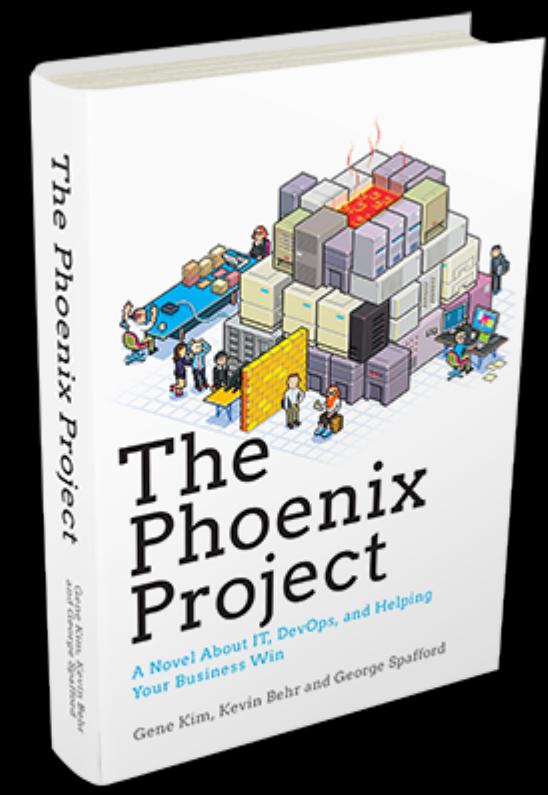


Suzanne Nielsen
Application Manager

- Native Seattleite
- Began career as a developer in Financial Systems
- 20 year Starbucks Partner
- Lead multiple engineering pods

@suzannenelsenT

Our DevOps Inspiration



Where do you start?

**How do you persist
and evolve as
challenges arise?**

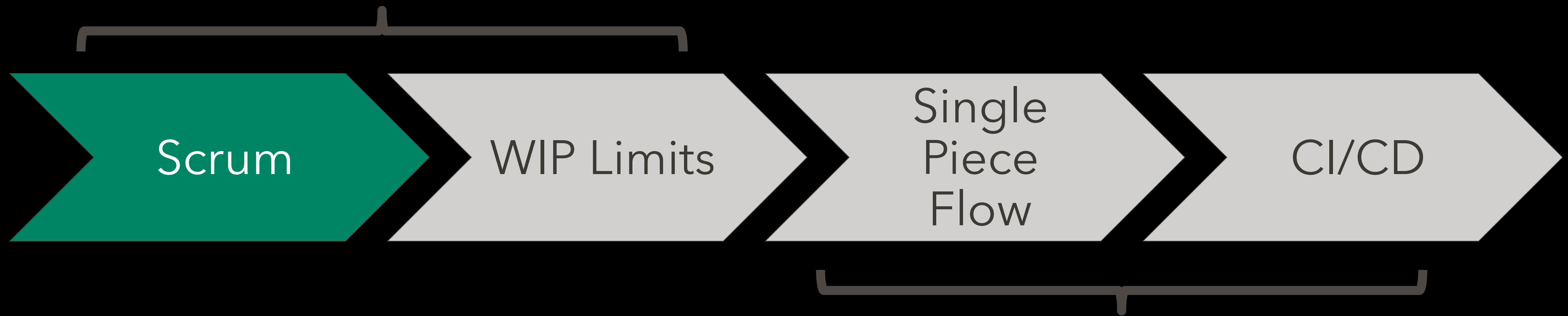
**Starting small can
lead to big changes.**

What is next for you?



Journey to DevOps

2015 - Summer 2017

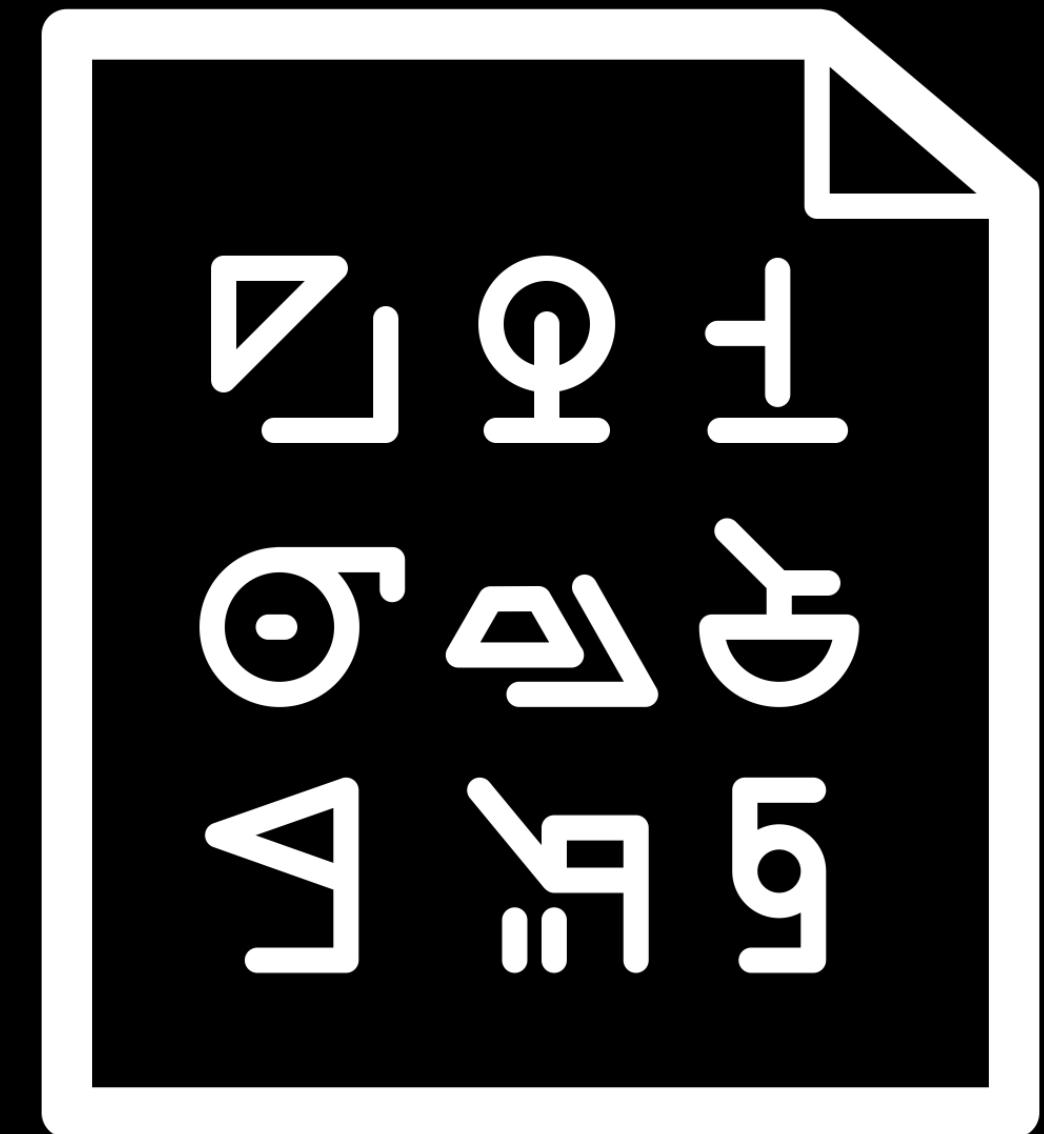


Present and Future State

Waterfall to Scrum is a BIG change!

Extra attention is required to support your team thru this evolution.





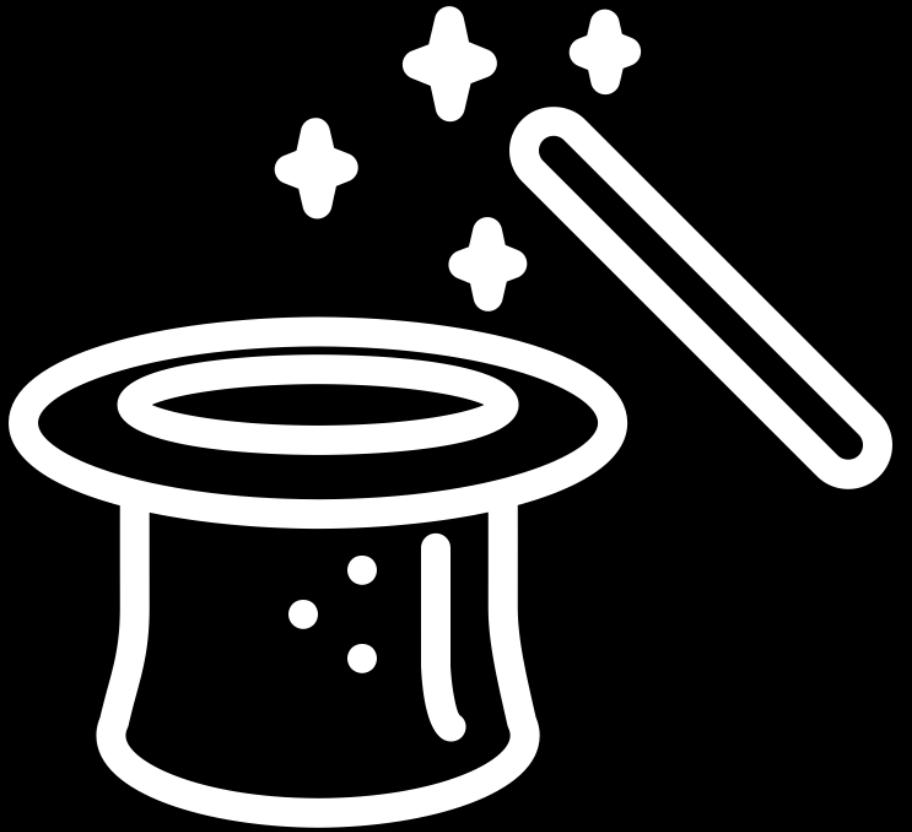
Your language
as a leader is important!

Commit fully & stay the
course



Some of the Magic

- Team co-location
- High-level leadership support
- Leaders allocated to the journey



"Aha!" Moments

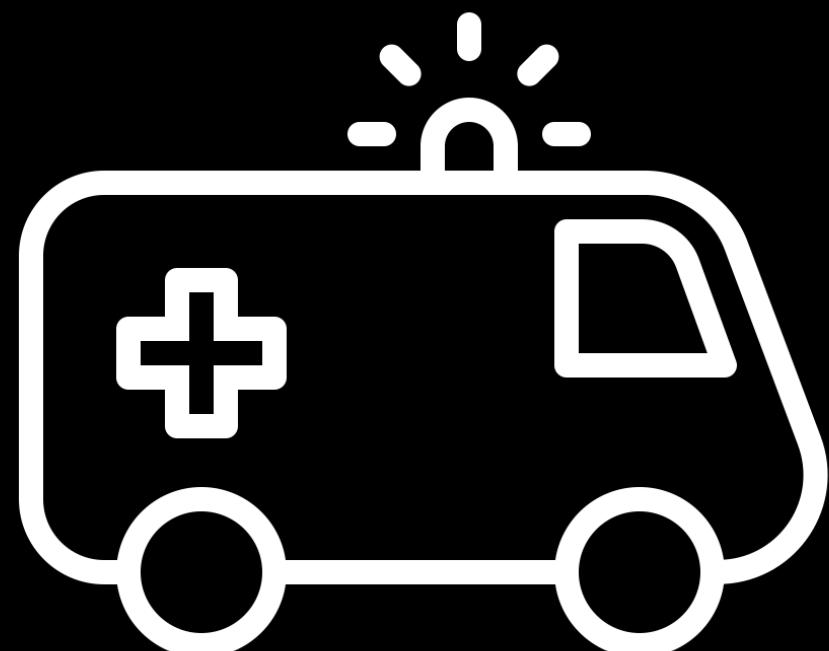


Manager/Leader role transformation

Agile is only part of the formula,
Lean & DevOps are next



The reality of Production and Business priority left the team feeling like they were not meeting expectations.



Our “Definition of Done” encouraged push instead of pull from downstream teams.

This caused relearning, aging work, and cognitive overload.



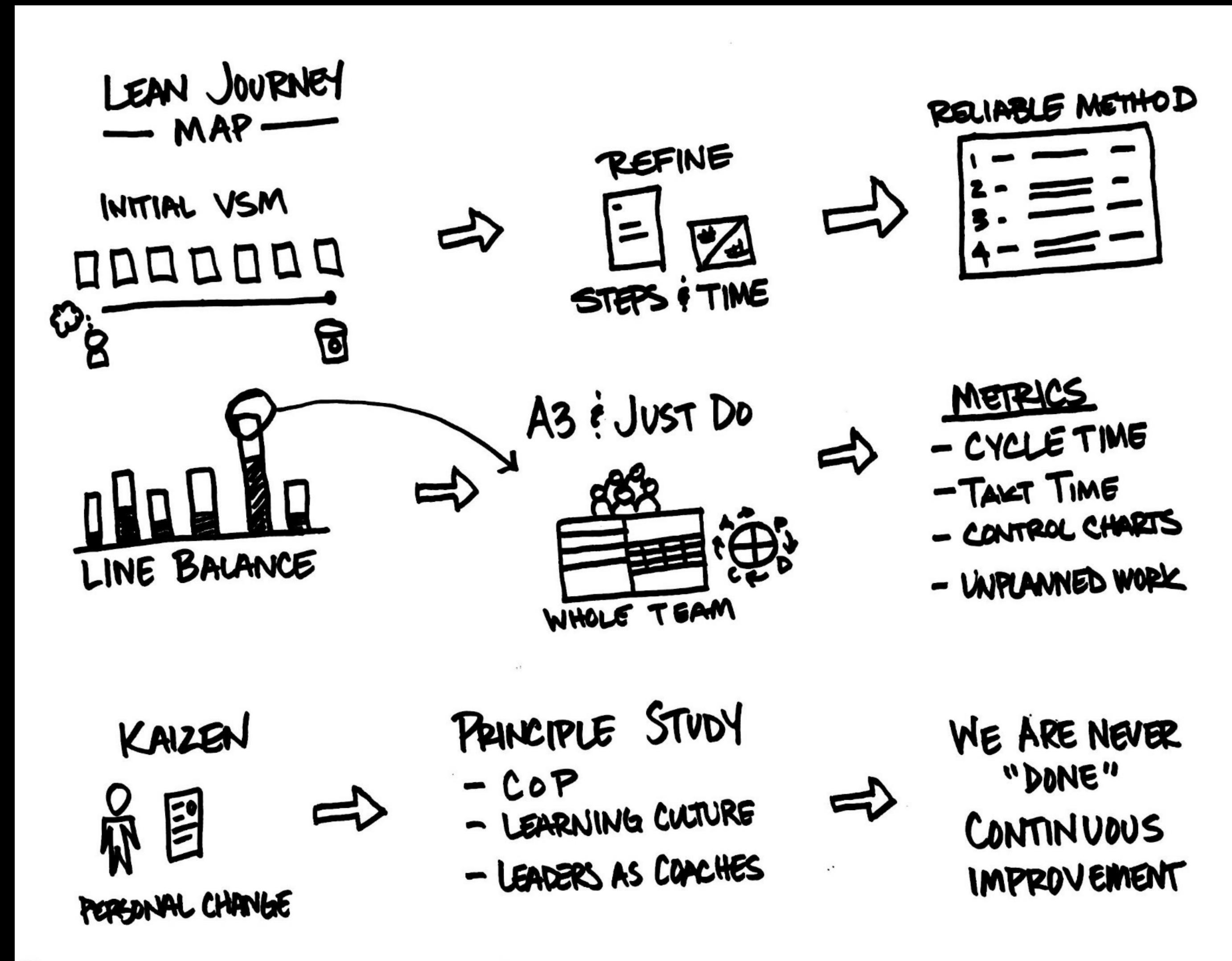
Journey to DevOps

2015 - Summer 2017

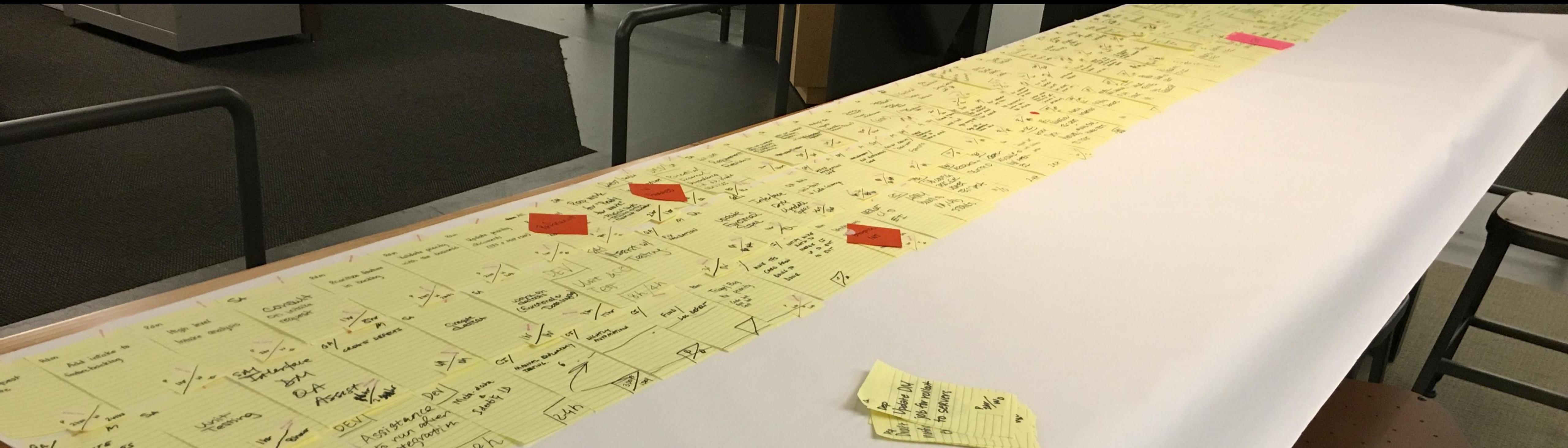


Transformation Strategy

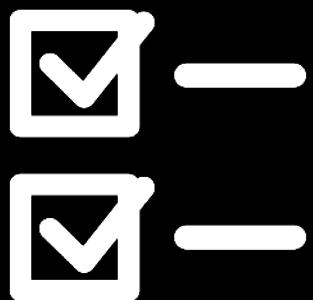
3-5 Year Road Map towards DevOps Maturity



Honoring Reality is a Platform for Improvement



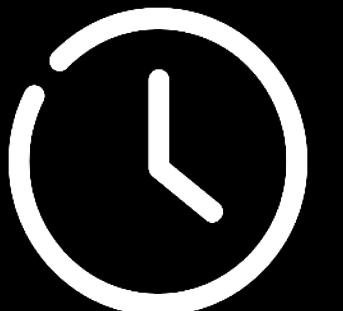
Our Value Stream Outputs



Steps in our value stream - **187**



Distinct Handoffs - **8**

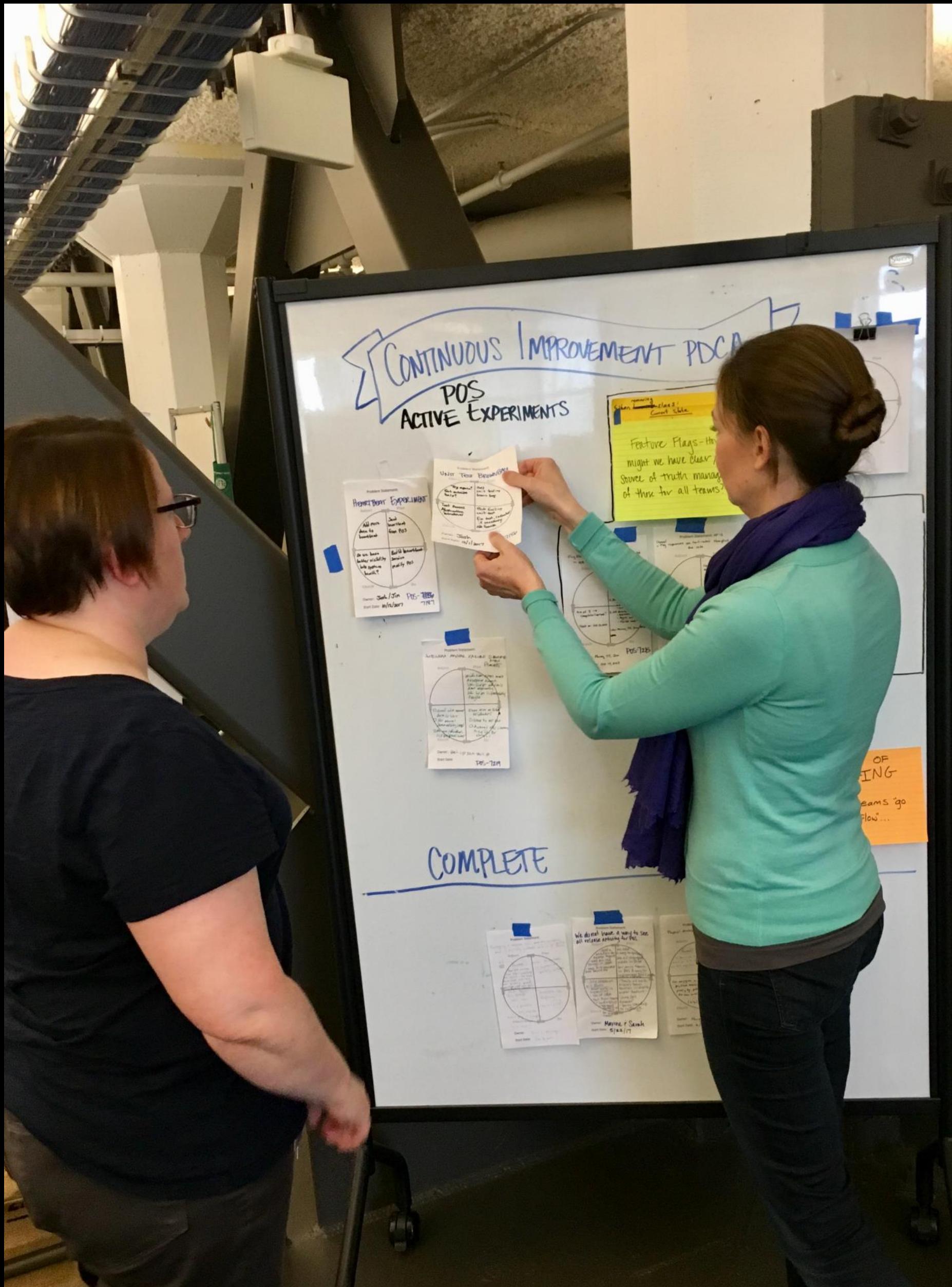


Cycle Time (75th Percentile) - **84 days**



Goodbye Workshop, Hello Learning from the Real World



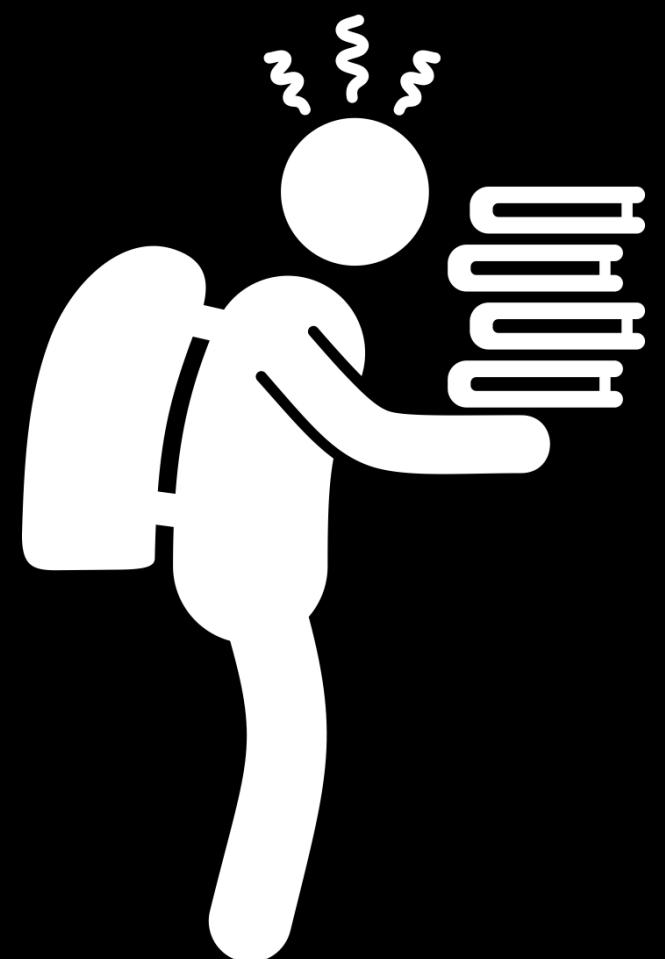


"All improvement requires change
but all change is not improvement.
This is why we measure."

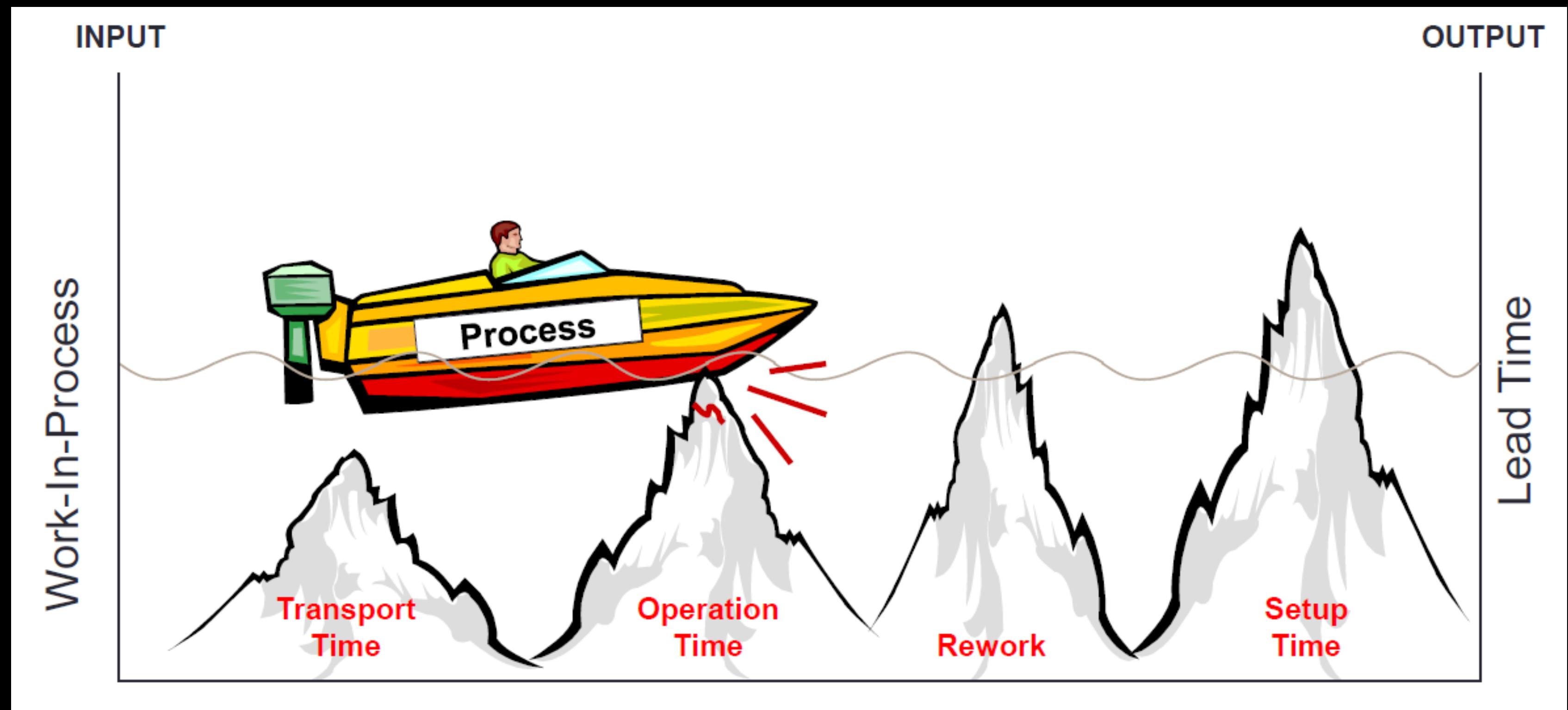
Liz Stamos



Be a space maker for continued growth
On the job learning > homework

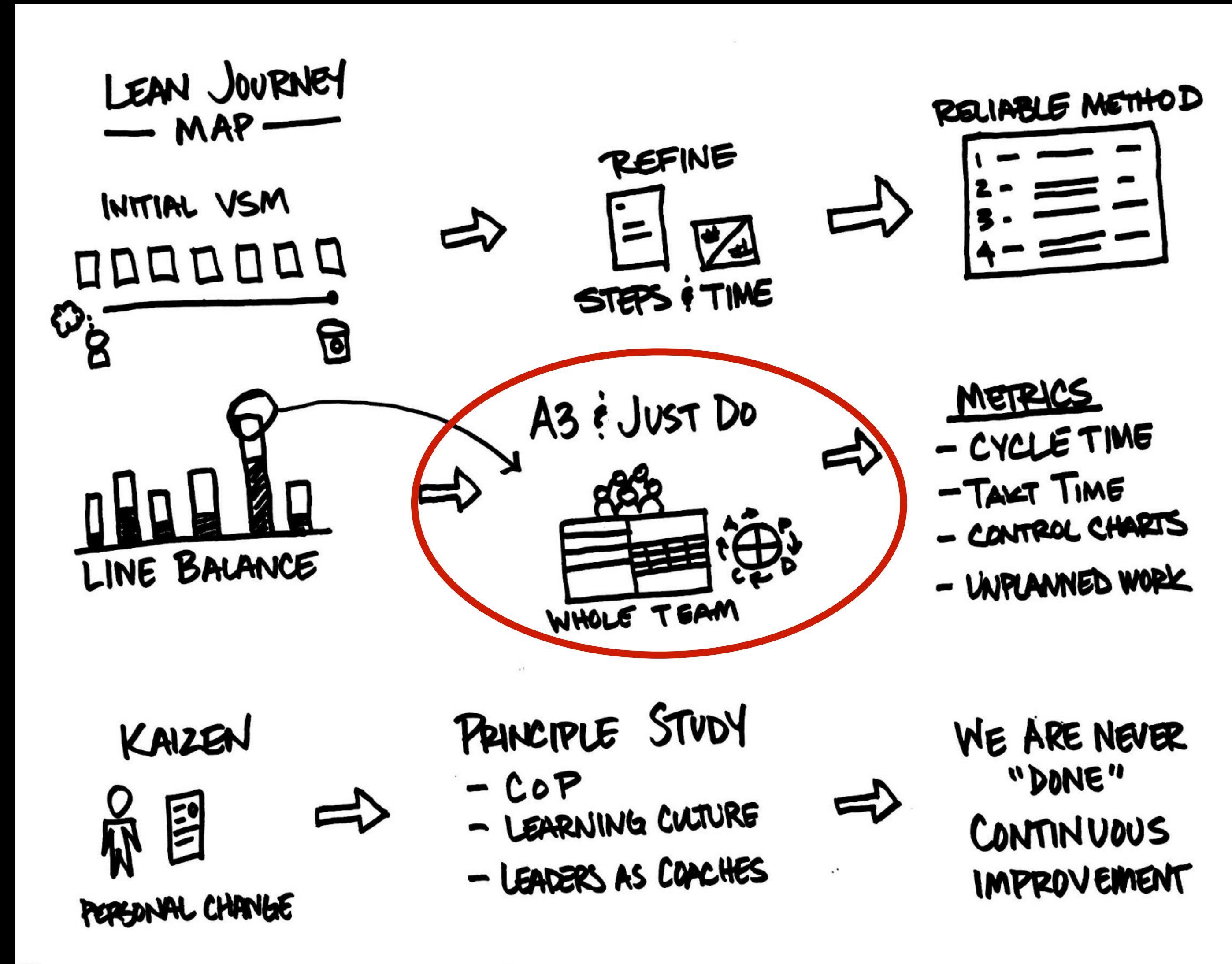


Learn from the pain of WIP Limit-induced pauses to expose your opportunities



Journey Map - Problem Solving

3-5 Year Road Map towards DevOps Maturity



How Do We Measure Up?



- DevOps Handbook tells you what future state looks like, some of what it takes to get there but the gap can be WIDE.
- DORA tells you what to start focusing on to make the biggest difference and how you measure up against industry.
- YOU need to create the action plan on HOW. Here is what we felt helped with that.

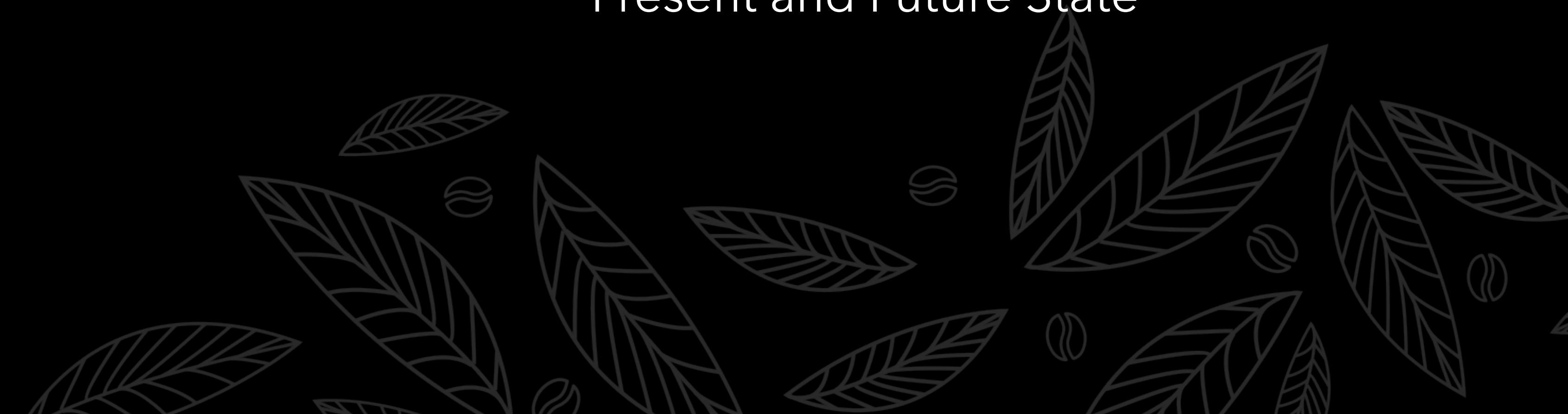
Turn Opportunities into Results

- Determine how the results will fit into existing goals and measurement structures - before you take the assessment
- Actions need to become planned work
- Plan for opportunity fatigue



Journey to DevOps

2015 - Summer 2017



Experiment with Single Piece Flow

- Create a “Model Line” and learn from a small slice
- No Handoffs Allowed
- Go Slow to Go Fast, we know there will be a learning curve



Model Line Team Make Up

100% Allocation:

- 2 Developers
- 1 TPM/System Analyst

Shared Resources:

- 1 Product Manager
- 1 Agile Lead
- 1 Integration Testing Lead
- 1 Release Manager

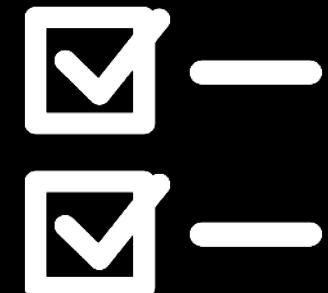




**They see the high of quick wins
and the pain of exposing problems first**



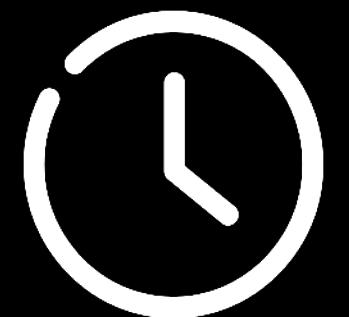
The Results Are In



Steps in our value stream - 187  **41% to 111!**



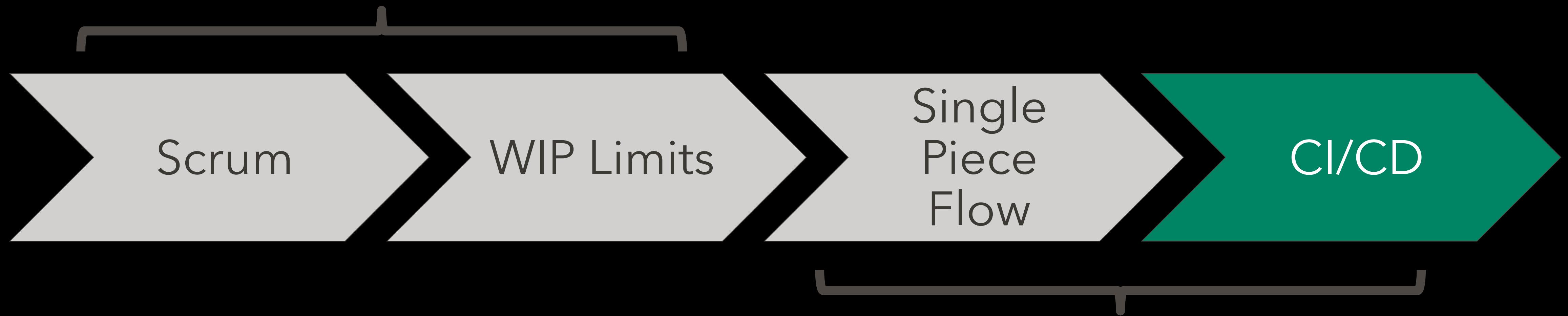
Distinct Handoffs -  **50% to 4!**



Cycle Time (75th Percentile) - 84 Days  **74% to 22!**

Journey to DevOps

2015 - Summer 2017

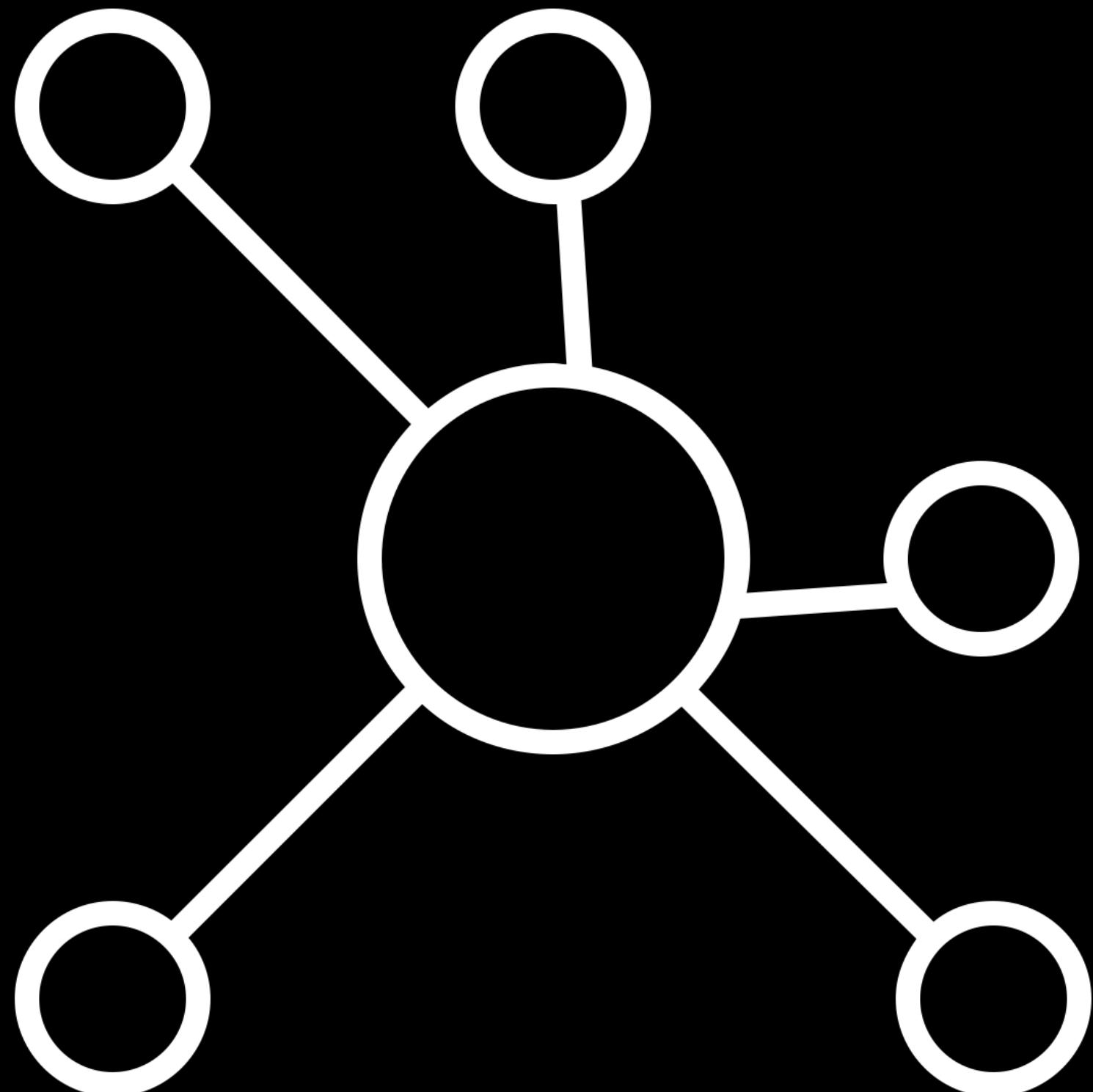


The Next Phase of Our Journey

1. Focus on annual goals
2. Continuous Learning
3. DevOps Community Collaboration



What do we suggest is next for you?



- Find community on Twitter
- Join/start a DevOps book club
- Attend Meetups in your area
- Find a buddy here
- Connect with us
- Speak at a DevOps conference

Where do you start?

**How do you persist
and evolve as
challenges arise?**

**Starting small can
lead to big changes.**

What is next for you?



A close-up photograph of a person's hands holding a white Starbucks mug. The mug features the iconic Starbucks siren logo embossed on the bottom. The person is wearing a dark green long-sleeved shirt. The background is dark and out of focus.

THANK YOU

Suzanne Nielsen
[@suzannenielsenT](https://twitter.com/suzannenielsenT)

Sarah Shewell
[@sarah_Shewell](https://twitter.com/sarah_Shewell)

We welcome the opportunity to collaborate.

Dive Deeper - Value Stream

- Free download on IT Revolution - Value Stream Architecture
- Alexa Alley DOES SF 2016 & London 2017 @alexalley
- Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation, Karen Martin & Mike Osterling

