

Deploy More.
Sleep Better.

The Walmart DevOps journey





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2.2 million
associates



270 million
weekly customers



\$524 billion
annual sales



11,700 stores
27 countries

CD Platform Scope

Thousands of teams

Global customer base

Edge, private, and public cloud

Legacy to latest tech

C/C++



COBOL



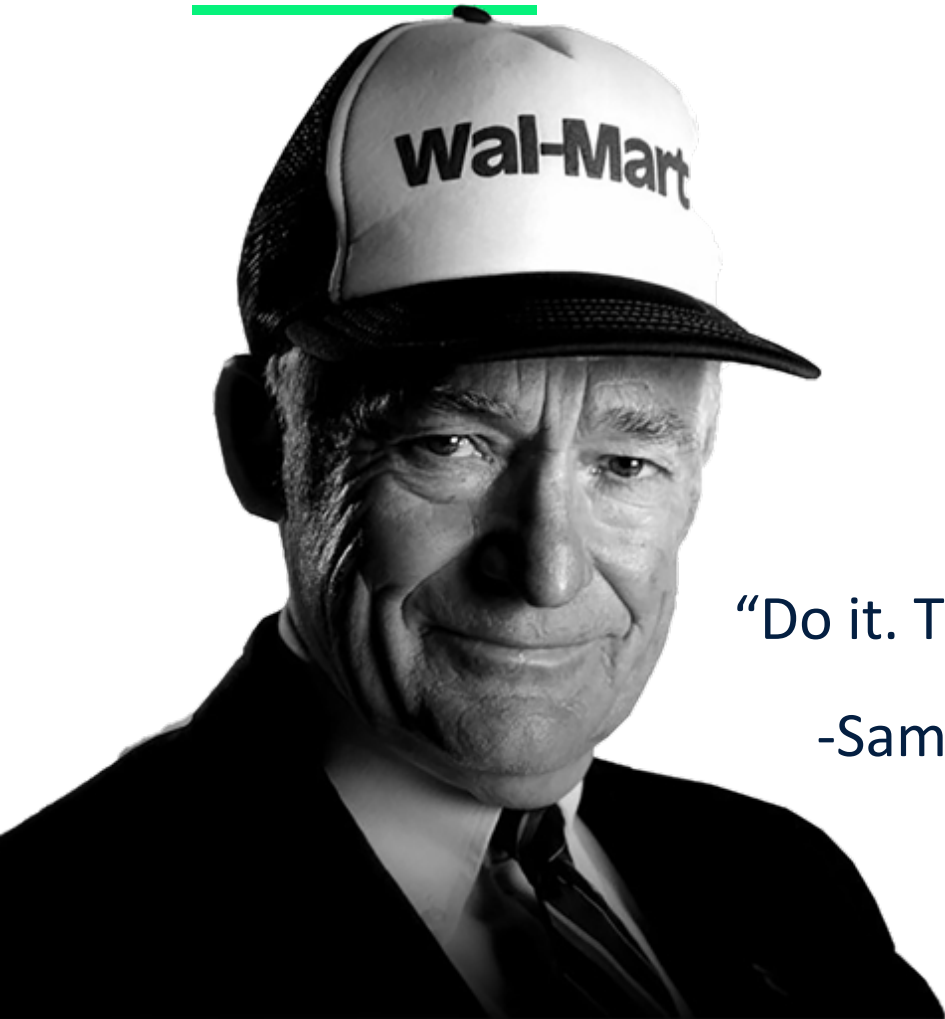
Peak volume started in March this year...

We were ready



It's been a journey...

2015 – CD Experiments



“Do it. Try it. Fix it.”

-Sam Walton

- First DevOps Day
- First product teams
- Rearchitected for delivery
- Focused on CI

“Why can’t we deliver today?”

“Let’s fix it!”

Takeaways from Experiments

- ✓ Focus on measurable outcomes
- ✓ Good practices should be the easy path
- ✓ Tools and behaviors are best grown together
- ✓ Continuous delivery catalyzes culture change
- ✓ Teams are happier delivering better value sooner and safer.

Replicating outcomes...



Can't be done with cookie cutters

Deliberate Transformation Strategy

Clear goals

Global CD platform

Engineering communities

Gamification

Tech Coaching



Defined Goals

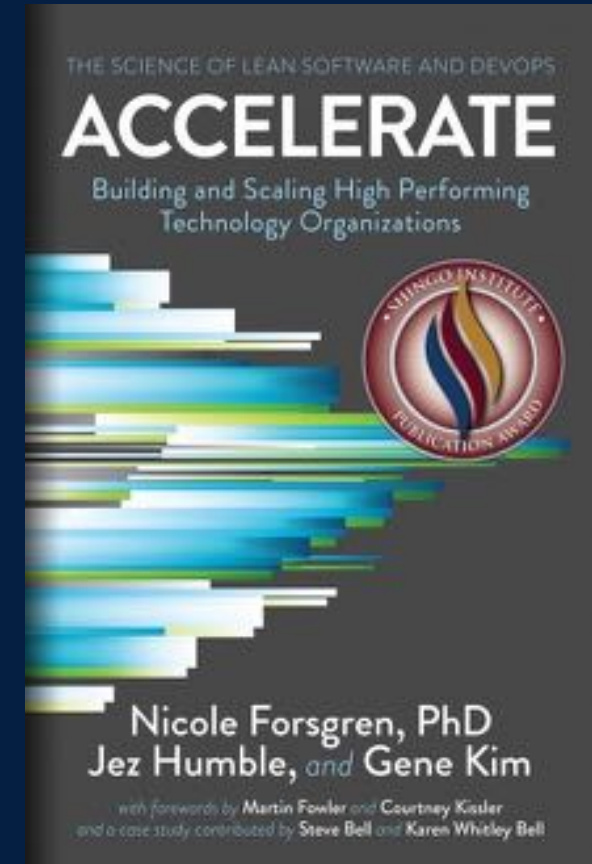
More frequent delivery

Higher quality

More joy

Common context

Shared values & measures



Building the Delivery Platform

Took on support for existing tools

Incrementally replaced capabilities

Helped teams migrate

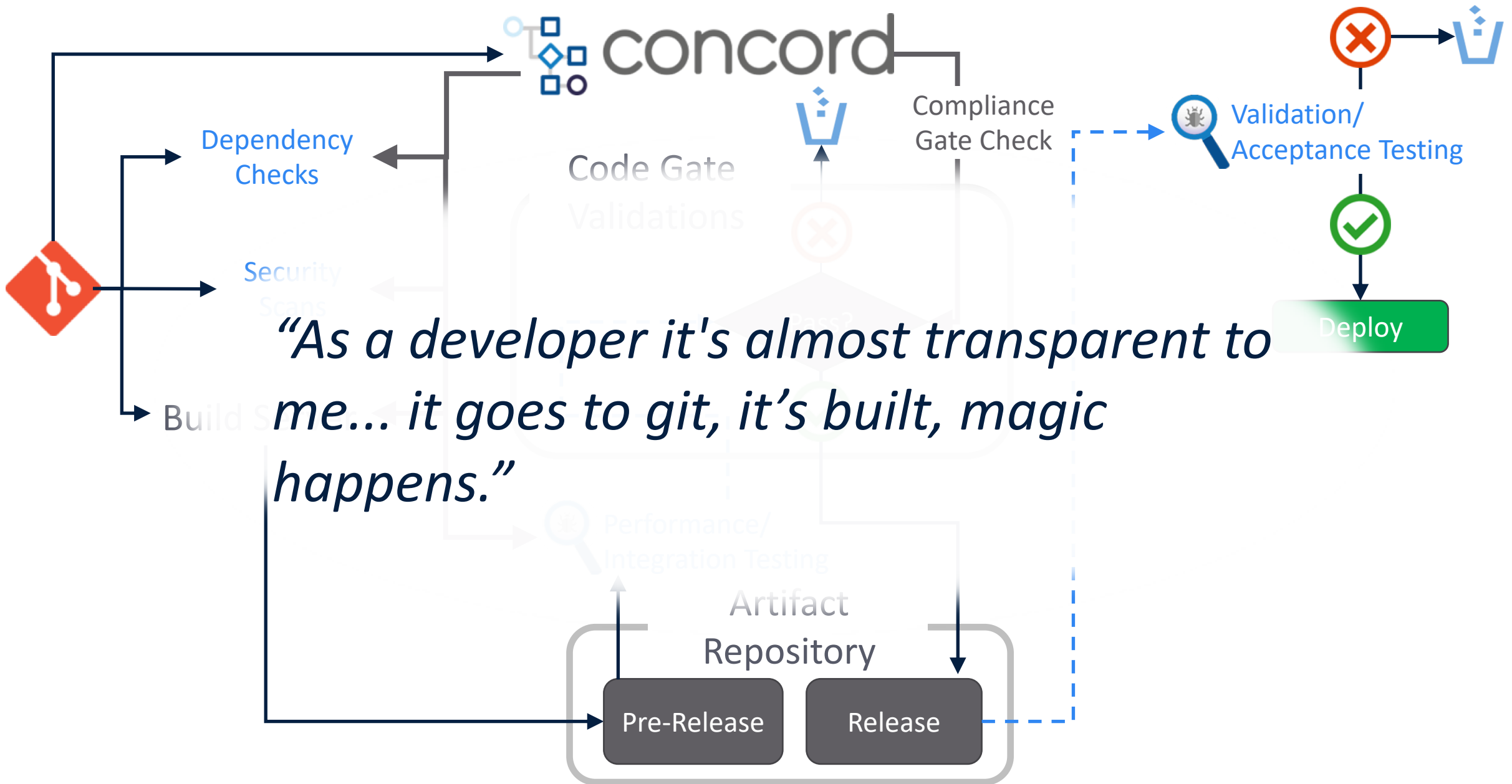
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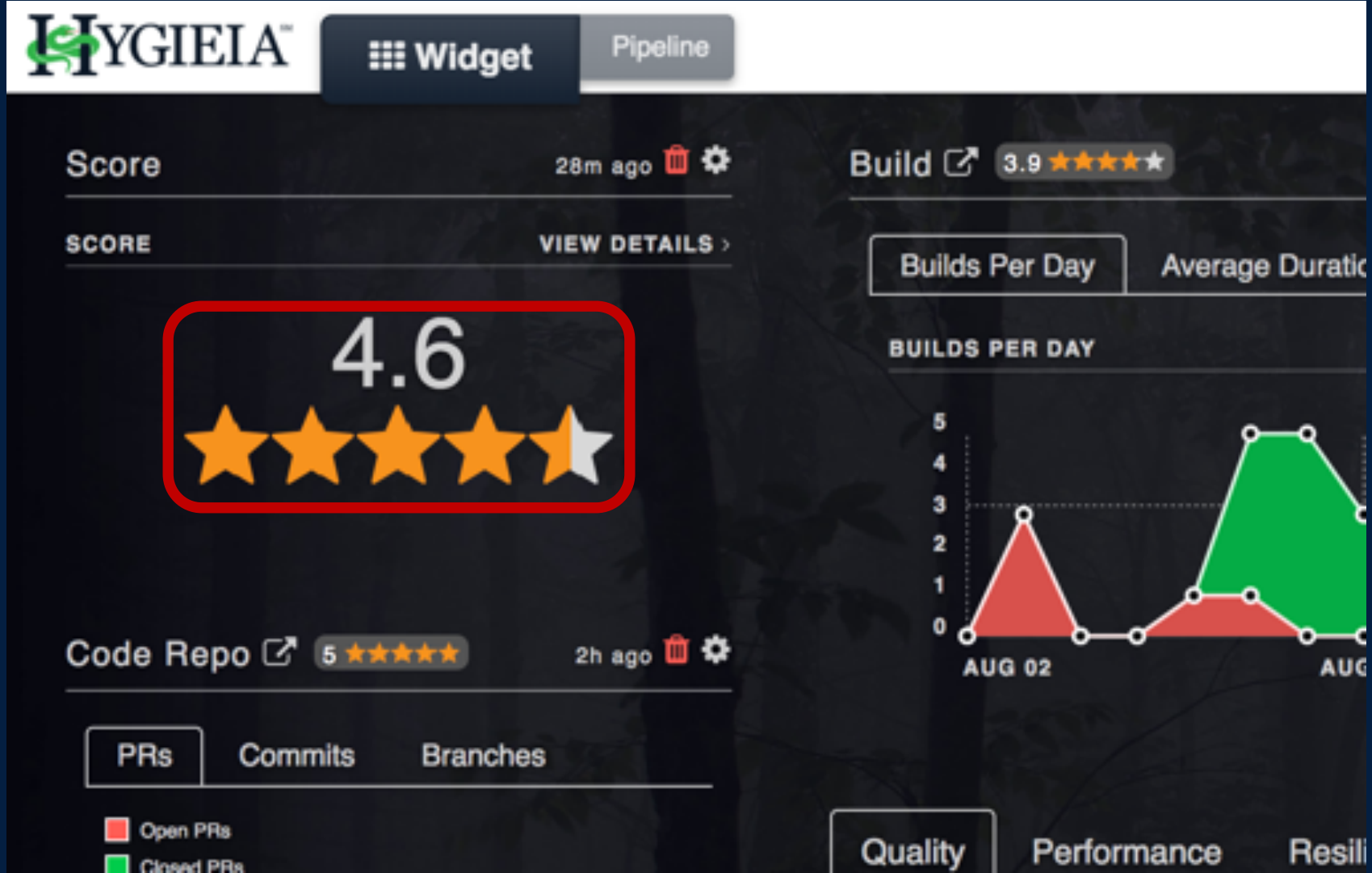
Irresistible Developer Experience



Designed tools & training
to make CD the easy path



Gamified Metrics

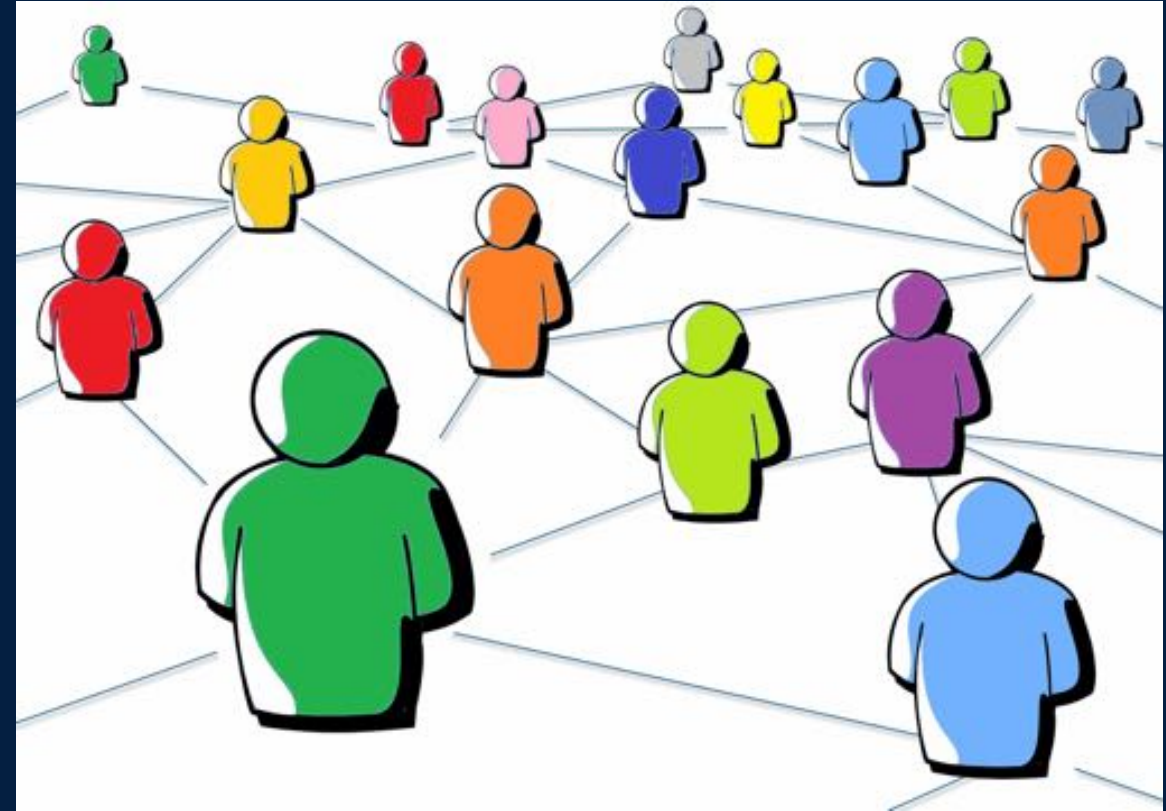


Growing Communities

Provide material support

Make the community the owners

Support community driven standards



Helping Others on the Journey



DEVOPS DOJO

DEPLOY MORE. SLEEP BETTER.

Provide examples of good practices

Help solve problems

Immersive learning

Evangelism

Leadership is bought in

- Executive leadership focused on leading the change
- CD thought leadership and execution is recognized and encouraged
- Prioritizing common metrics to help teams track improvement

Platform / User Partnership

“Easy for us to extend...”

“We’ve contributed ideas and code back to the platform, elevating us beyond mere consumers...”

Dojo docs, examples, and workshops help.

Creates better...

Outcomes

Deploy 72x more frequently

Cost to Deploy reduced by 93%

Lead time reduced by 92%

Which enables better...

Customer Satisfaction



r/VideoGameDealsCanada

Posted by

• 1m

Xbox Series X - Preorder. Hat's off to Walmart

... I need to give Walmart huge props for site performance for both the PS5 and Xbox pre-order. It was the only site that didn't crash or screw around.

Responding to COVID19

Touchless checkout
Express Delivery

“...we scaled up the unexpected OPM growth and deployed new features to support the rapidly changing lives of our customers.”

Learnings so far...

Why > What

Helping > Directing

Ownership > Accountability

Clear goals + Ownership == Improvement

Engineers want to solve problems.

They need the right problems to solve.

Don't scale vertically. Grow horizontally.

- Grow change as a capability
- Common principles, not best practices
- Recognize those who try
- Embed improvement into the culture



Helping Leah and Oliva

“Thank you Walmart for keeping the store open...”

Thank you for helping us stay healthy.”

wednesday march 18 2020

Dear walmartworkers,

our names are Leah and Olivia. Thank you walmart for keeping the store open so we can get food. Even though you could get the virus. Thank you for helping us stay healthy. We think you are brave for going to work every day.

from
Leah Olivia



What we'd like to know...

How do you measure the effectiveness of
your transformation?

Thank you!

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