



 LIQUID  
STUDIO.NL  
BE DIFFERENT

Accenture Interactive

# **Shell Motorist**

## Digitalizing Mobile ecosystem



## The request

**Maturing DevOps will provide HIGHER quality in a SHORTER time**

### **Increase Business Agility**

Critical to be able to respond to customer feedback faster.

### **Increase Product Quality**

Removing repetitive activities to be able to focus on edge scenarios.

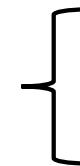
### **Reduce Time to Market/Value**

Ability to release new value to customer faster.



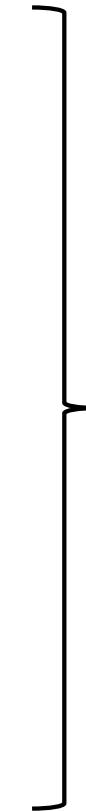
## Initial conversations

**CI/CD**



**CONTINUOUS INTEGRATION**  
**CONTINUOUS DELIVERY (INCL AUTOMATED QA)**

- ✓ Traceability
- ✓ Continuous Integration
- ✓ Code Quality & Unit Test
  
- ✓ Test Strategy
- ✓ Test Automation
- ✓ Test Data Management
- ✓ Deployment Pipelines



**DevOps**

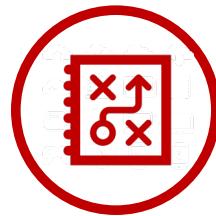


## Challenges faced



### PEOPLE

Invest on team, effort, time and skills.  
Involve and get support from management.  
Coach best practices and new delivery adoption.  
Trust the teams.  
Break the silos and dependencies.  
Involve Security.  
Allow experimentation.



### PROCESS



### TECHNOLOGY

Strong knowledgeable Leadership, guide and structure.  
Define Delivery Architecture and processes.  
Create Continuous Improvement culture.  
Handle offshore communication.  
Take Action. Make it happen.  
Allow change.



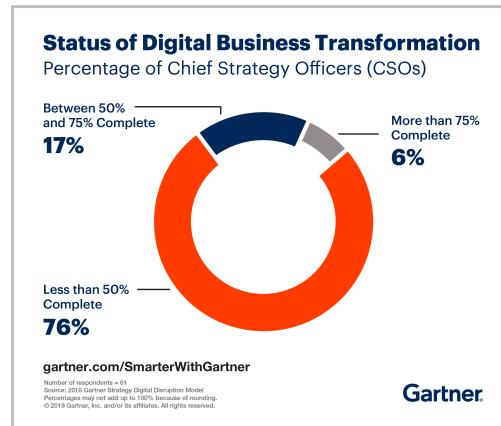
## Digital Transformations FAIL. You don't want to approach DevOps in a Waterfall way

Fewer than one-third of organizational transformations succeed at improving a company's performance and sustaining those gains, the latest results find that the success rate of digital transformations is even lower.

McKinsey

The vast majority of organizational change efforts fail. Estimates vary, but failure rates range from **60 to 80 %** and don't seem to improve over time

CEOworld.biz



**78% of Enterprises Fail to Scale and Sustain Their Digital Transformation Initiatives**

Everest Group

**Only 14 percent** of 1,733 business executives said that their digital transformation efforts have sustained performance improvements

CIO.com

**84% Of Companies Fail At Digital Transformation**

Forbes



## How to start?



### PHASE 1

Diagnose Current State



1  
Mobilise



2  
Conduct the DevOps Maturity Assessment Workshops



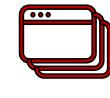
3  
Analyse outcomes

### PHASE 2

Plan the Transformation



4  
Develop DevOps Strategy



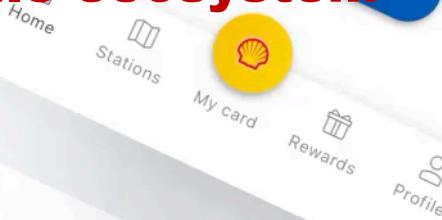
5  
Finalise DevOps Strategy and DevOps Roadmap

DIAGNOSE THE CURRENT STATE

DEVOPS STRATEGY AND ROADMAP

## Mobile ecosystem

Pay at pump



Rewards

SHELL GO+ BENEFITS



10% off Costa  
Express drinks

10% off J  
deliby S

LL GO+ REWARDS

- + 1.5 Million users/month
- +35 Markets
- 6 programming languages
- +15 components
- +100 resources
- +4 Countries working together
- Mobile and Cloud components

Hi Sarah

Nice to see you again

Profile

Thanks for visiting



Total paid  
Total saved

Visit pending...

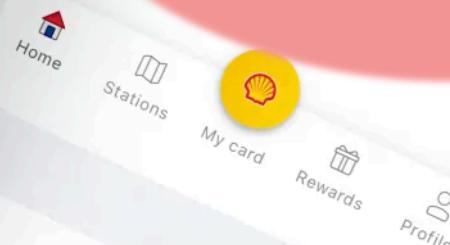
View transaction details

£40.34  
£3.60

Ok, done

Your Shell Go+ card

Scan this card every time to collect your visits and  
to activate your rewards.





## What we found?

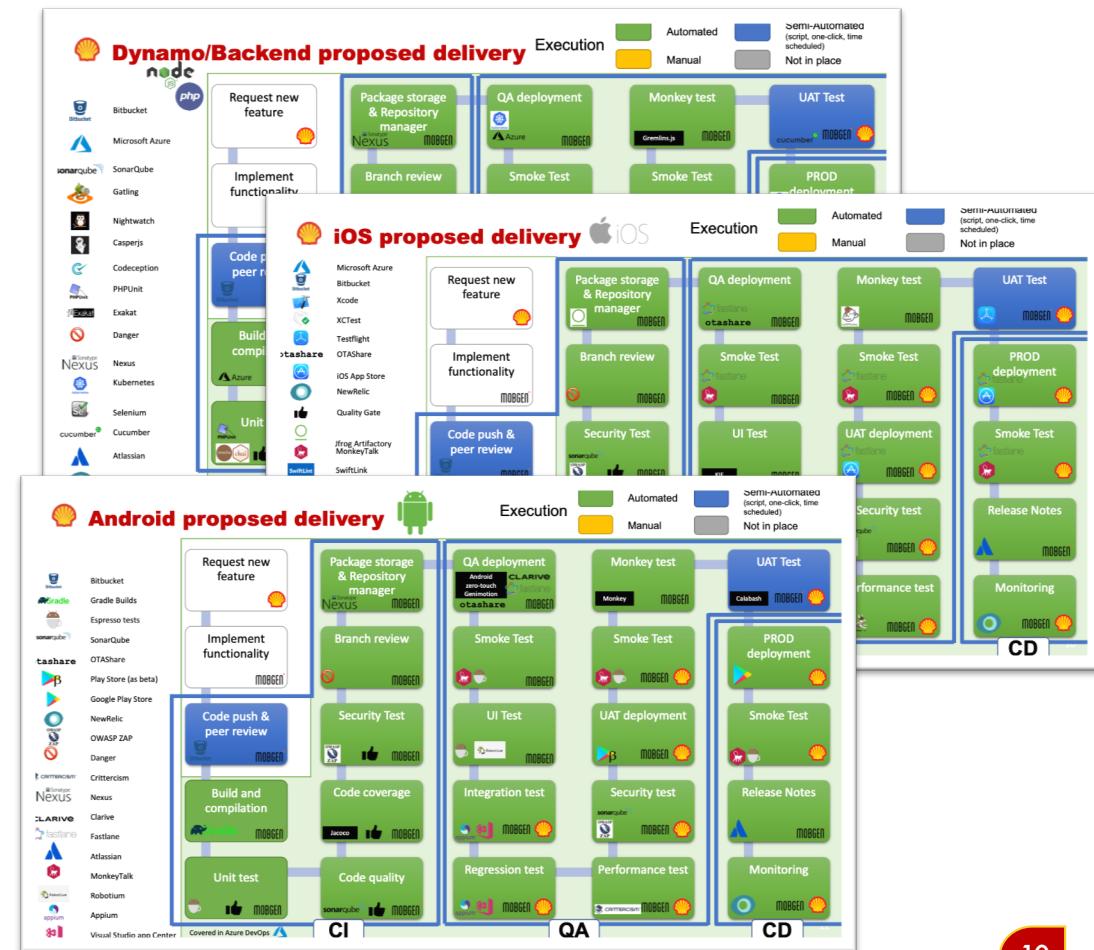
METRIC	AS-IS	TO-BE (ASAP)
Test deployments/sprint	?	10
Stories delivered to production/month	15 <> 20 US (from 60 to 80 SP)	~ 40 US
Full cycle time to test	1 month after the dev cutoff (not included QA during dev)	30 min
Avg. functional issue open time	4 days	<1 day
Code coverage	~ 30%	> 80%
#Unit tests	?	200
#Regression/integration test cases	0	50
Technical debt time	? - estimated 250h	<150h
#Hotfixes	?	1 per release
Avg. solution downtime	? - estimated 0.5%	0.05% constant (99.95% up time)
Deployment to test cost	?	<10\$
Active branches	5	<= 2



**It's show time.  
Let's make it  
happen.**



# Transformation Journey – Process & Technology





## Transformation journey - Execution

User centric driven, strong in technology. Baby steps.

- **Global vision**
- **Quarter goals**
- **Weekly implementation and (re)prioritization - KANBAN**





## Real scenario - Feature development

This scenario covers the implementation of a 3 hours feature.

The implementation and delivery contains 2 Failing Unit Tests, 1 Bug at code level, 1 deployment.

### Non-DevOps situation

Time			4			42					4	104,1
Developer	3			1,5							5,5	
Lead Developer		0,5				0,5					2	
QA											0,1	0,6
Activity	Feature development	Integraion in Develop branch	Unit Testing execution	Fixing feature	Integration in Develop	Code analysis	Fix code	Integration	Deployment	Deployment 2	Total	

Make it more visual –  
use graphs instead of  
text, merge with next 3  
slides

### DevOps situation

Time		0,05		0,05			0,1		0,1		0,01		4,47
Developer	3		0,5		0,25								3,75
Lead Developer					0,3								0,3
QA											0,1		0,1
Activity	Feature development	CI - feature	Fix feature	CI - feature	Fix Code	Integrate into Develop	CI - develop	CI - master	Deployment	Check deployment	Deployment 2	Total	

Gained speed 23,2885906 x Faster

Human Cost non-DevOps 365,005 \$

Human Cost DevOps 175,0795 \$

Broken Develop branch time non-DevOps 50 hours

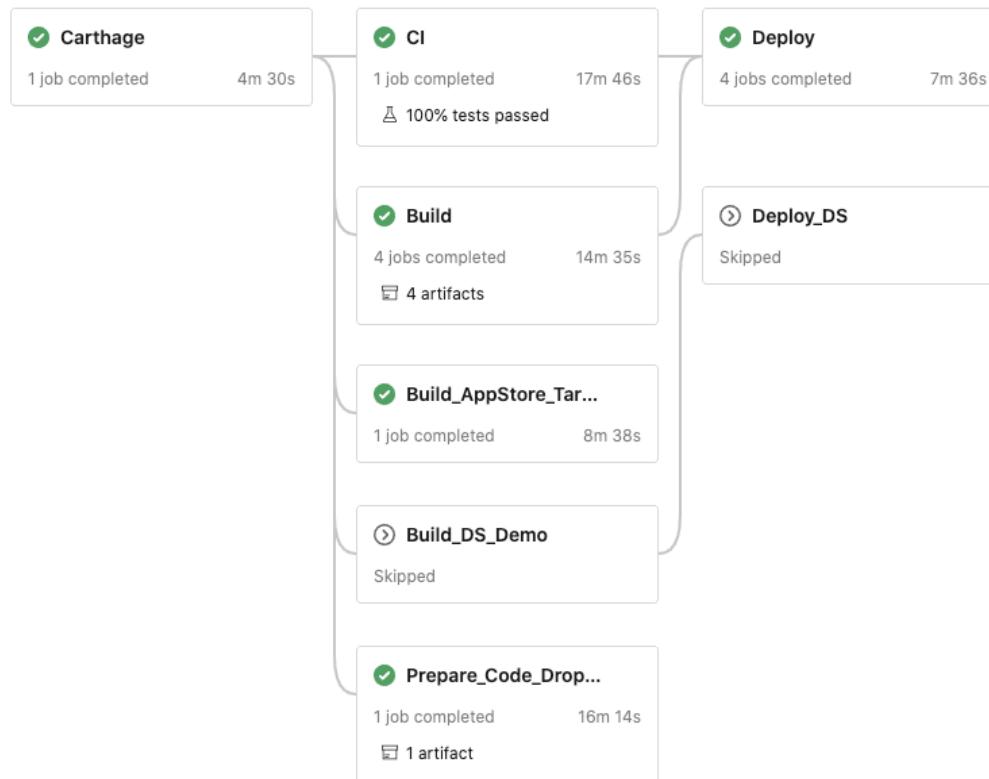
Broken Develop branch time DevOps 0



29 Unit Test failed last 30 days.



## Real scenario – Continuous Delivery



- Full traceability on releases
- Consistency ensured
- Testing as part of the “single point of truth” delivery
- One click approvals/rejections
- Real time alerts
- Automated communications

**METRIC****DECEMBER  
2018****CURRENT STATE**

Full CI Lead Time	12 hours	17 min
CI executions/month	60	341
CD executions/month	60	85
Build & Compilation executions/day	7	17
Unit testing execution time	28 min	2 min
Unit testing executions/day	6	17
#Unit tests	?	1940
Code quality analysis execution time	10 min	1.25 min
Code quality analysis executions/day	5	17
Code quality rate	?	A
Code security rate	?	A
Code coverage	estimated 30%	73.7%
OTAShare deployments/day	3	4.5
OTAShare deployment Lead Time	8h	1m

The only way to  
success is by  
measuring it



## Results - ROI

METRIC	% COST -SAVING EXECUTION	EXECUTION RATE NON-DevOps	EXECUTION RATE DevOps	REVENUE STARTING FROM
Code integration & validation	89.22 %	4/day	27/day	18 days
Test failing detection	88.89 %	2/week	31/day	2 months
Code fix	66.56 %	2/week	16/day	3 weeks
DTA Deployments	75 %	3/day	8/day	11 days

**23x Faster delivery  
& Continuous Improvement mentality**



## DevOps organization – responsibilities and



Program Manager



CPO



DevOps Transformation



Ent. Arch

Make it more appealing

	Design Lead:	BA Lead:	Dev Lead:	QA Lead:	Cloud Lead:	Compliance Lead:	Continuos Improvement Lead:	SRE Lead:
<b>Fireblade</b> PO: Scrum Master:	X	X	X	X		X		X
<b>Backend</b> PO: Scrum Master:			X	X	X		X	X
<b>SSO</b> PO: Scrum Master:		X	X	X	X			X
...								



**Do you want to  
know more?**

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