

SPEAKER

Las Vegas
The Cosmopolitan
OCTOBER 18-20, 2022

DEVOPS
ENTERPRISE
SUMMIT

Get Together
Go Faster



Moira Cheng

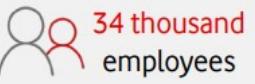
IT Ops - Transformation Programme Manager
Vodafone

IT REVOLUTION

Enabling IT Operations -
A Transformation Journey to DevOps



Vodafone Technologies Overview



34 thousand
employees



>400 million
connected
devices



>140 million
NGN homes
passed



21
countries

One global team – 34,000 employees

IT & Digital

- 17,000 employees working across project management, application development, maintenance, testing and operations and office IT

Networks

- 14,000 employees across design and engineering, operations, architecture and service enablement

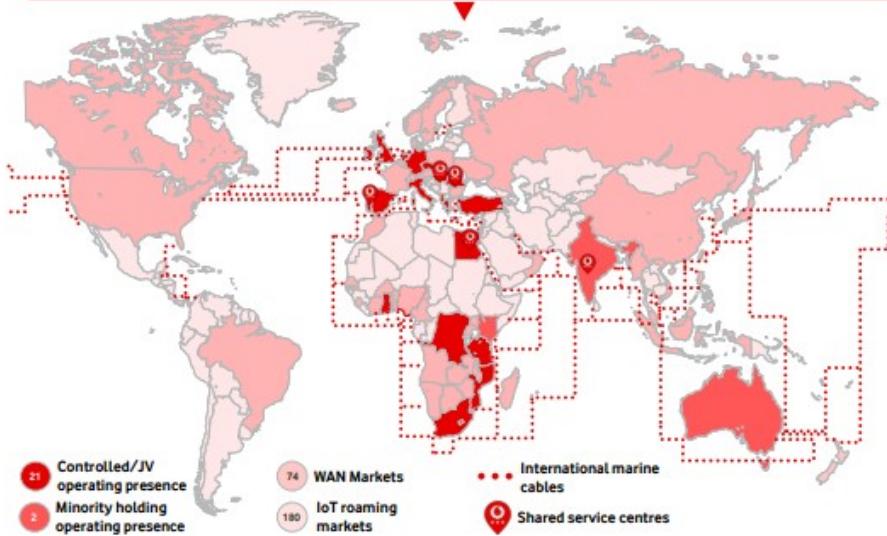
Other

- 3,000 employees across cybersecurity, R&D, product and service development, strategy



Of which, 12,000 employees in shared service centres in India, Egypt, Romania, Hungary and Portugal

Global capabilities



2,900 patents granted, c.600 patents pending

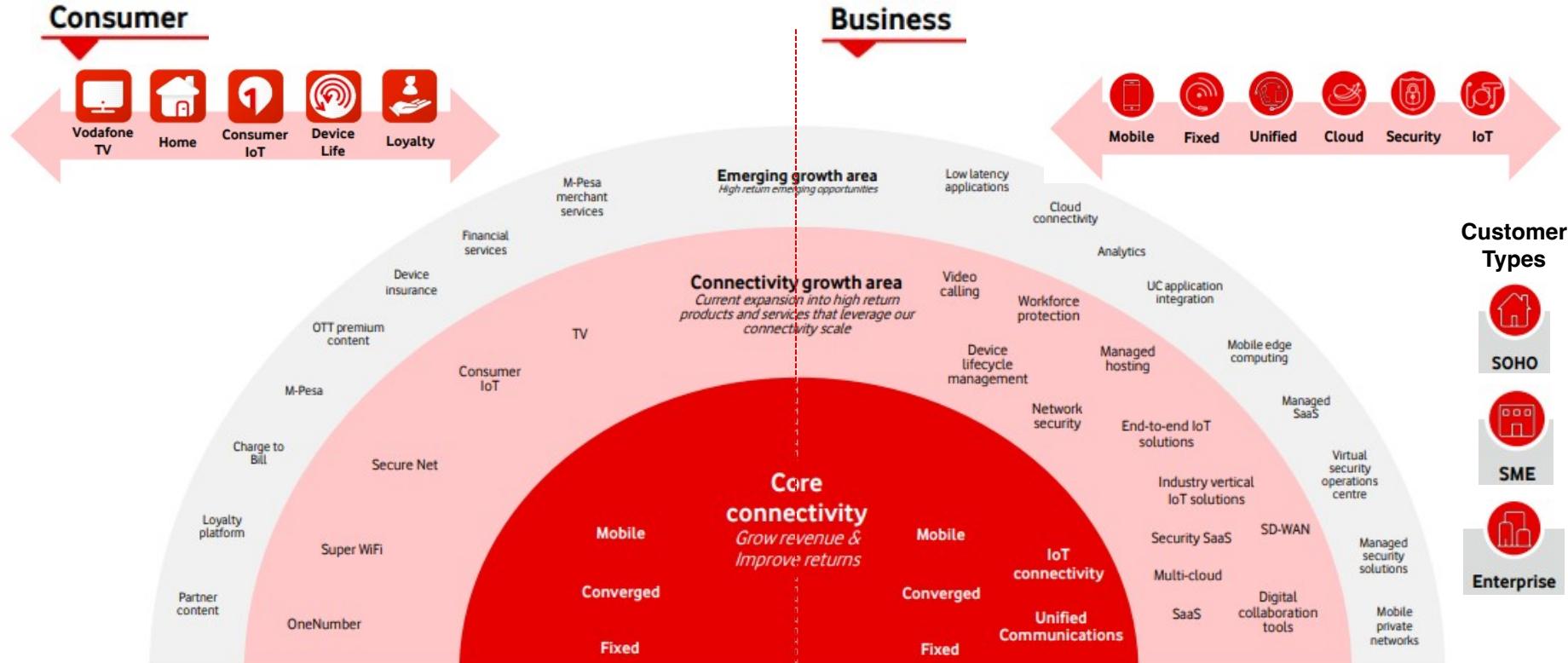
Leadership team part of >40 industry boards

7,000 software engineers

Data centres host c.100,000 servers



Vodafone Overview - Customer Focus Areas



Within Vodafone Digital & IT.... Operations, Infrastructure & Technology _VOIS

European IT Operations - Operating Companies



Supported by

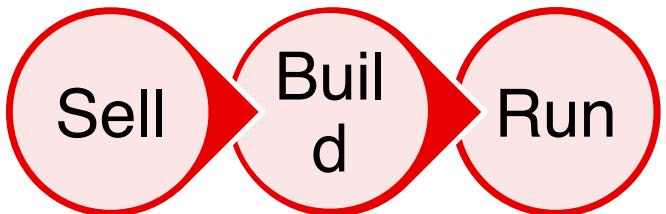
_VOIS



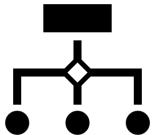
European + _VOIS IT Operations
alone circa 2500+ employees



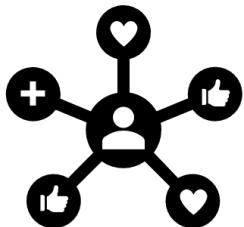
Introduction & Background



New Products



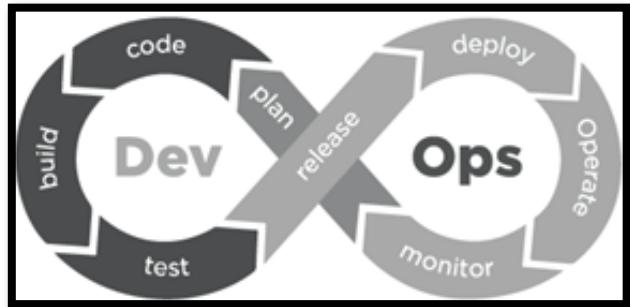
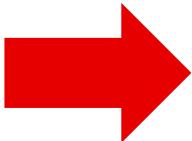
Designing Services



Great CX



*What? You want to
Build it and Run it?*



IT Operations – DevSecOps Programme Objectives

A yellow triangle highlights the central content of the slide, which consists of a screenshot of a news article from Reuters. The article is about Vodafone adding 7000 software engineers to its workforce by 2025. It includes several smaller screenshots of people working in a technical environment.

Press Release 21 Oct 2021

7000 Software Engineers

“add nearly 7,000 software engineers to its expanding European-wide technical workforce by 2025, through a combination of recruitment, re-skilling existing employees and insourcing”

Vodafone adds 7000 software engineers to its expanding European-wide technical workforce by 2025, through a combination of recruitment, re-skilling existing employees and insourcing

Vodafone to recruit 7,000 software engineers to focus on ...

Vodafone recently announced that it would recruit 7,000 software engineers to its workforce by 2025 so as to increase its digital services across Europe and...

21 Oct 2021

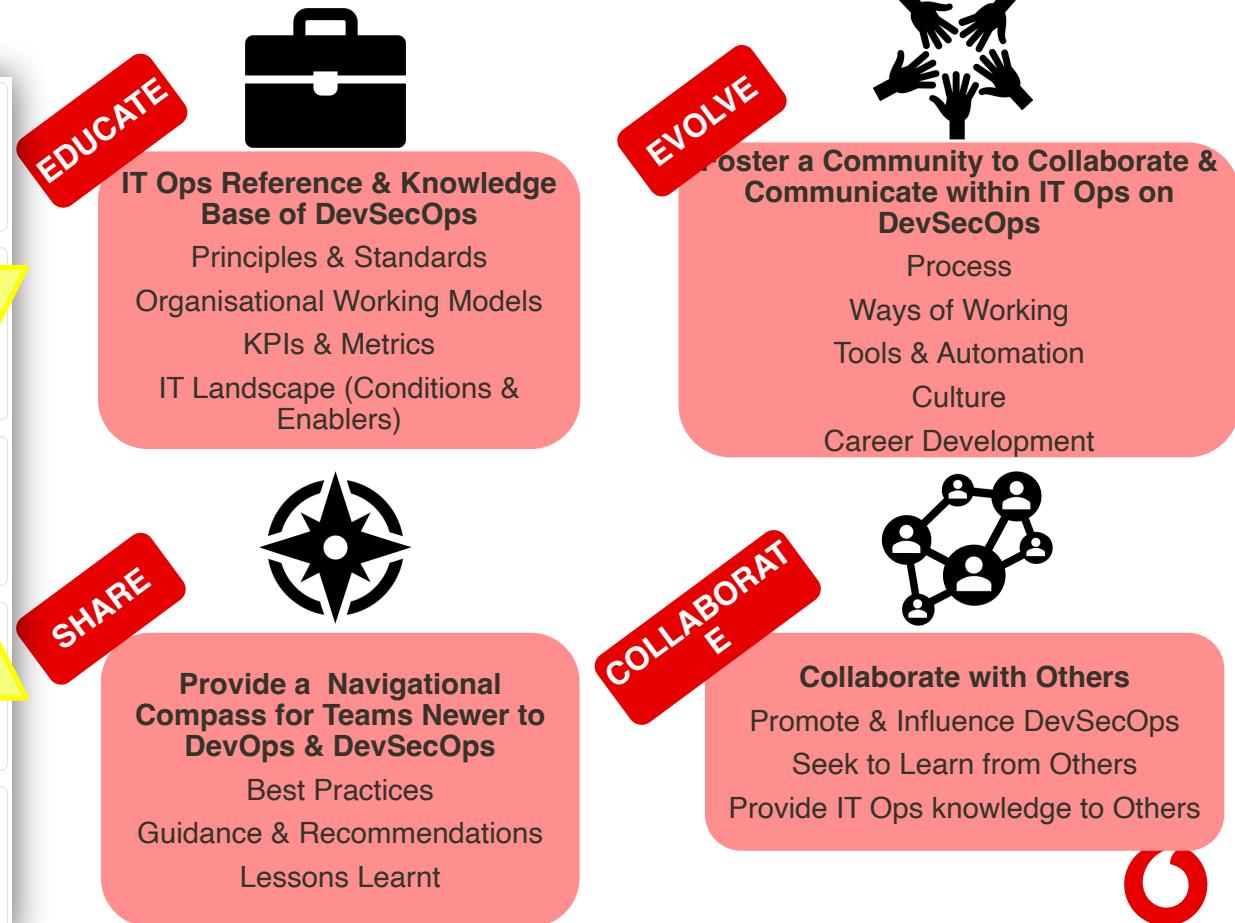
25 Oct 2021

Software Testing News

Vodafone to recruit 7,000 software engineers to focus on ...

Vodafone recently announced that it would recruit 7,000 software engineers to its workforce by 2025 so as to increase its digital services across Europe and...

25 Oct 2021



The Start of the Journey - IT Ops – DevSecOps

Programme

Research & Discovery

Interviews with Markets

- IT Landscape
- Team Topologies in Use

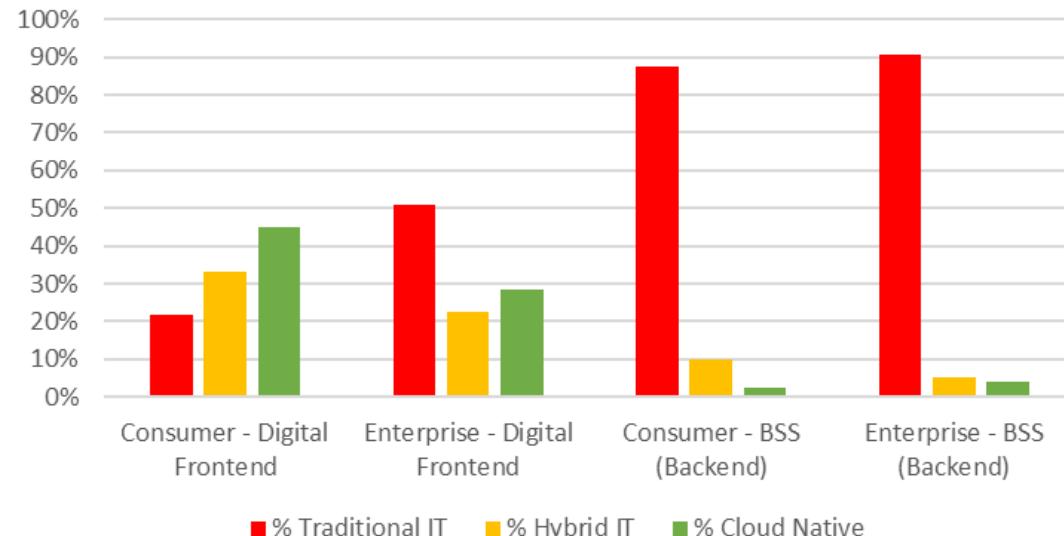
Market Input

63 challenges presented from 7 Markets

- Greenfield vs. Brownfield – perceived ease of DevOps adoption
- Operations involvement in Agile Projects
- Processes, Procedures & Way of Working evolution needed

Very Rough Analysis

IT Solution Stack Comparison



Shaping The Programme

August
2021

We Asked for Volunteers



Moira Cheng ▶ IT Operations, Infrastructure and Technology _VOIS
August 9, 2021 · 1

...

NEW - IT Ops DevSecOps Programme

- Are you interested in helping to shape how IT Operations will work in future?
- Have you wondered how IT Ops fits into DevSecOps ways of working?
- Are you pondering on what will change in IT Operations with the introduction of Digital and Cloud Native solutions, and advancing technologies?

Well there is a new IT Ops - DevSecOps programme that is kicking off, involving all Local Markets, and VOIS with a Core Solution Team and 7 project streams with 3 ARTs (Butterfly, Chameleon & Eagle).

If you're keen to get involved and be part of this programme, then please visit our [IT Ops - DevSecOps MS Teams site](#), and sign up to [Volunteer](#)

We are planning some Design Thinking & Solution Shaping sessions throughout mid August to mid September, with a view to start our ARTs in October.

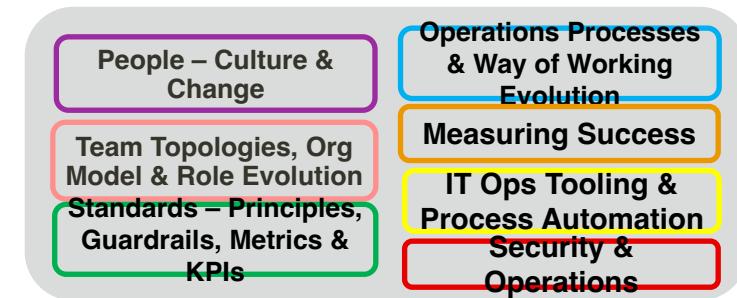
#CreateTheFuture #ITOpsDevSecOps

— with Natalia Cosman and 3 others.

25 Volunteers



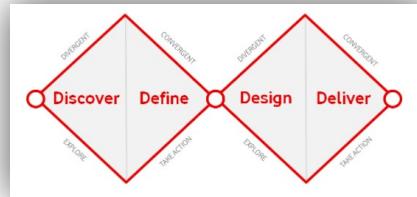
Workstreams



Defined Objectives & Key Results (OKRs) ✓
Engaged some Senior Stakeholders ✓



IT Operations – DevSecOps Programme Design Thinking Workshops



Workshop 1

- Mapped 63 Challenges to 7 Project Streams
- Voted on top Challenges (17)
- Prioritised Top Challenges by Importance & Feasibility

A screenshot of the Group Brainstorm software interface. The top section shows a map of challenges categorized into streams like 'Project A', 'Project B', and 'Project C'. Below this, a 'GROUP BRAINSTORM' section displays a list of challenges with names like 'Ahmed Magdy (Visiting Staff)', 'Abdelrahman (Visiting Staff)', 'Tobias (Visiting Lecturer)', and 'SergioMariantonello (Visiting Researcher)'. At the bottom, there's a 'PRIORITY TOP 3 EACH PROJECT STREAM' section with a priority matrix and a 'Bulent Yilmaz' button.

Workshop 2

- Brainstormed new ideas & deliverables
- Mapped NEW Ideas to existing deliverables planned
- Mapped Challenges to see if they will be resolved by Ideas & Deliverables planned

Circa 15 participants each

A screenshot of the Group Brainstorm software interface for Workshop 2. The top section shows a map of challenges. Below this, a 'GROUP BRAINSTORM' section displays a list of challenges and ideas. The bottom section shows a 'MATCH NEW IDEAS TO DELIVERABLES' and 'MATCH CHALLENGES TO DELIVERABLES' section with various colored cards and connections between them. A red Vodafone logo is in the bottom right corner.



IT Operations – DevSecOps Programme Structure & Delivery Method

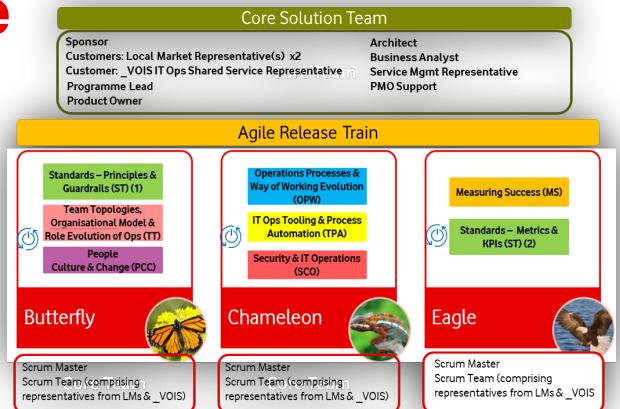
Agile



Reference:
SAFe 5 for Lean
Enterprises
(scaledagileframework.com)

Created Features ✓
140, validated 86

Customer(s) ✓
Core Solution Team ✓
Agile Release Train – 3
Scrums ✓
Volunteers! ✓ ✓ ✓

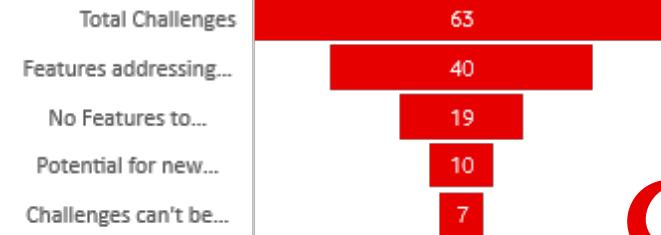


Agreed MVP ✓

Mapped Challenges Addressable through

Features ✓

Challenges Addressable by Features



In Delivery

PI Planning 1 – 30/09/21 ✓
PI Planning 2 – 15/01/22 ✓
PI Planning 3 – 05/04/22 ✓
PI Planning 4 – 13/07/22 ✓

IT Operations – DevSecOps Program

What we have delivered..... so far

Nov
2021



1 DevSecOps Survey

Circa 1300 responses covered

- % practicing DevOps / DevSecOps Today
- Barriers to adopting DevOps ways of working
- Learning & Innovation time
- Behaviour towards change

Survey Results

- Only 36% of those surveyed in Operations teams were practicing DevOps
- 52% know DevOps Theory, but not how to apply it to day to day work
- >90% viewed DevOps as an Opportunity
- >65% feel psychological safety & are empowered to seek help & learn new things

Learning & Innovation

- Only 31% manage to plan it into their working day & stick to it

49% are self-motivated to learn outside working hours

Barriers



IT Operations – DevSecOps Programme

What we have delivered..... so far

2



Our Foundation - PLAYBOOK

Processes Evolution for

- Guardrails – DevOps Principles & Standards
- Recommended DevOps Tooling
- Team Topologies in Vodafone
- IT Landscapes
- Conditions & Enablers for Favourable/Non-Favourable DevOps Ways of Working

Digital/DevOps

- Change Management
- Incident Management
- Service Enablement & Introduction

DevOps Maturity Model Framework

- Single DevOps Maturity Assessment
- Unified DevOps KPIs

PEOPLE

COLLABORATING & SHARING



People & Culture

- Training - DevOps Learning Library
- Success Stories

Guidance for IT

Operations Managers

- Enable transformation to Hybrid/Bi-Modal ways of working
- Transition Journey Framework to DevOps



IT Operations – DevSecOps Programme

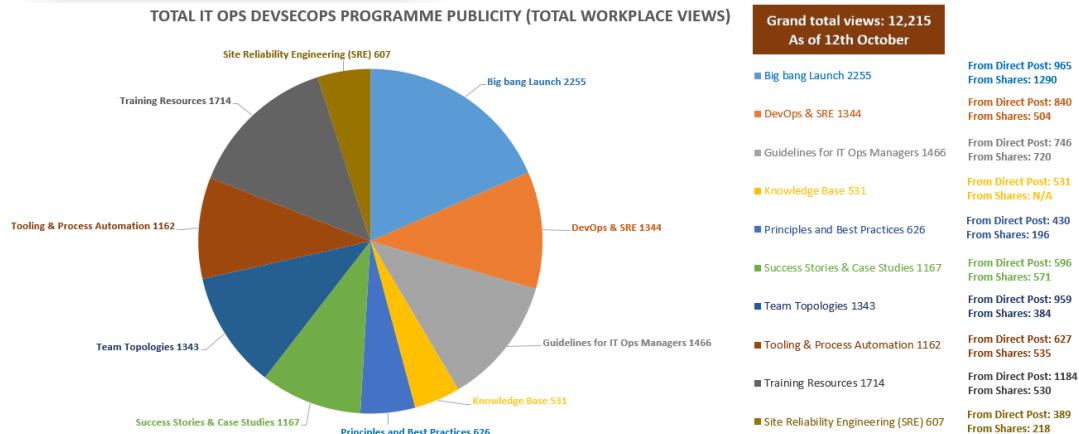
What do we want to focus on next?

Programme Delivery

Ongoing Features & Playbook Updates



Over 12000 views since June to October



Rollout, Adoption & Continuous Improvement

DevOps Ambassadors



More DevOps & SRE Experiments/Pilots in Local Markets



Closing Summary

An Approach to Enabling IT Operations to Transform towards DevOps

It's still very early in our Journey but I hope I've shared some useful insight on:

- The challenges and perspective from IT Operations
 - A bottom-up, community driven volunteer programme, driving transformation inside-out
 - A different approach to transformation towards DevOps at scale – use of Design Thinking & Agile to drive culture, process and architectural evolution for DevOps.
 - Similar experiences bringing the ‘Old’ (Traditional IT Tech, People & Process) in the ‘New’ DevOps ways of working
 - Bringing External Vendors on this Transformation Journey

Call To Action—Seeks Help With Evolution for DevOps.



Feedback & Contact Details



Moira Cheng

[www.linkedin.com/in/
moira-cheng-a6a85214](https://www.linkedin.com/in/moira-cheng-a6a85214)



Thank You