



Enterprise DevOps Summit

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What to do when you've failed... again...

FOR 165 YEARS,
NORTHWESTERN MUTUAL
HAS BEEN HELPING
FAMILIES AND
BUSINESSES ACHIEVE
FINANCIAL SECURITY



Revenue **\$34 billion**

#97 on FORTUNE 500

4.9+ Million Clients

97% of clients stay with us
year over year*

7,600+ Employees

Headquartered in
Milwaukee, Wisconsin

Presence in New York City
and Franklin, Wisconsin

*Loyalty is based on Northwestern Mutual client data.

Our Technology Scenario

Work Models

Waterfall to Scaled Agile to
empowered engineering
teams to... ??

Scale

350+ Agile Teams
4,000+ Technologists
Various Maturities

Tech Landscape

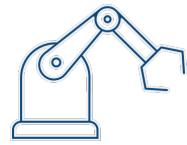
COMPLEX
High Tech Debt



Our SDLC Improvement Initiative – Vision & Values

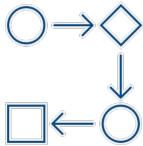
A platform and process that enables NM developers to deliver software effectively. Our platform and process **accelerates the business through standardization, simplification, and automation** while ensuring the best practices of security, availability, and resiliency.

We value
Automation



Over Manual
Governance

We value
**Streamlining
Our Process**



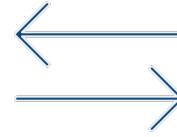
Over Following Complex
Frameworks

We value
**Solving Engineering
Pain Points**



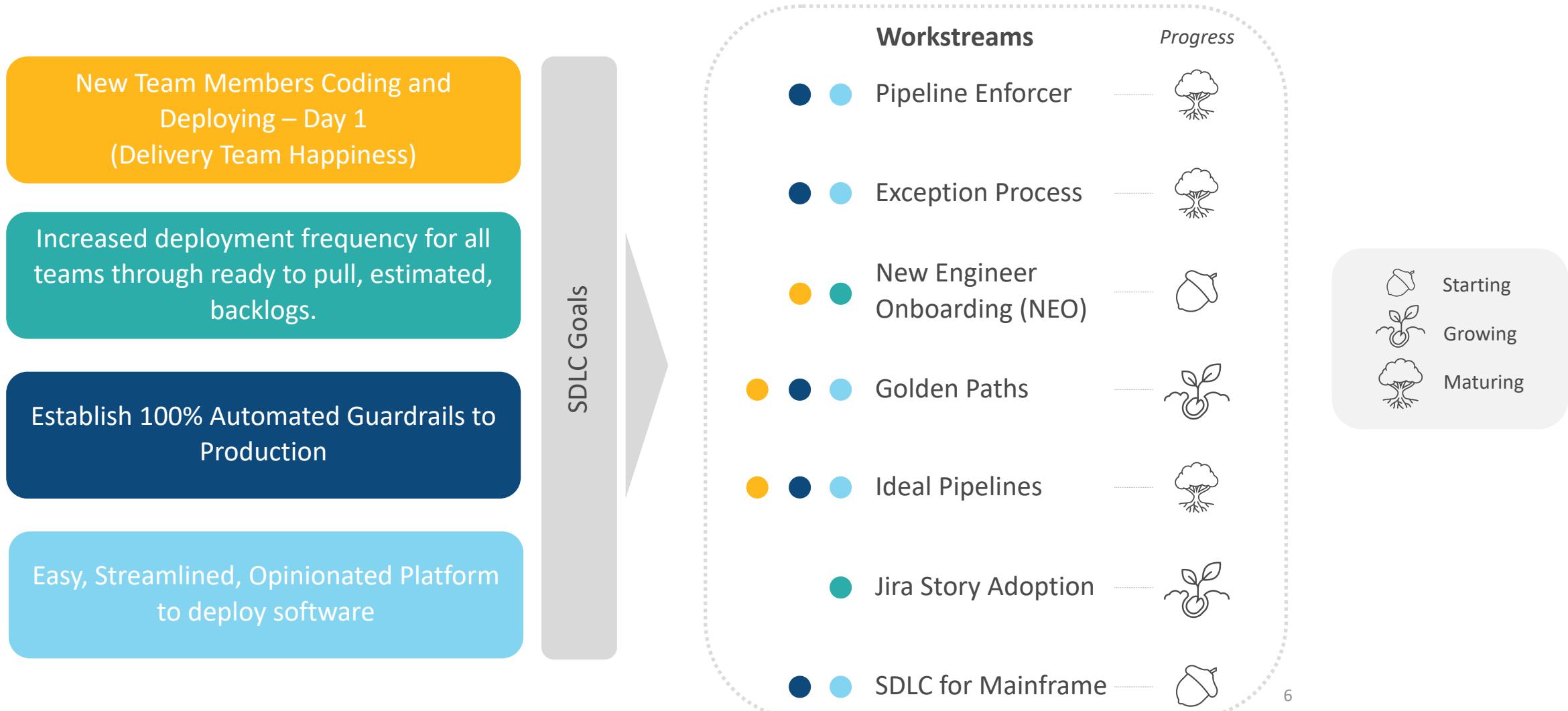
Over Introducing
Additional Process Steps

We value
**Efficiency through
Standardization**



Over Niche
Tools & Processes

Our Progress



The background of the slide is a collage of three images. The top image shows a view looking up at several tall buildings, with a large tree branch in the foreground. The middle image is a solid blue rectangle containing the title text. The bottom image shows a cluster of modern buildings with glass facades and some older stone buildings in the background.

Key Lessons We Learned

Engineering Focused

Previous Efforts

Focused only on process

Top down 'edicts'



Current Approach

Solve Engineering pain points

Grassroots approach

Examples of Engineer Challenges

- **161+ individual steps, across 10 disparate platforms** & pieces of software to just deploy a new API, & can take up to 3 days to get it running in Int/Dev (live in AWS)
- Authority To Operate for any **new software** running in Production - **takes between 2-3 months**
- Only 15% of the total work - of develop, deploy and operate an application - is "Deploying an App". We must solve for the 85% of patching, maintenance, performance issues, outage resolution making this much easier for developers
- **Break the stalemate between** accelerating business value delivery and operational support without increasing spend

Internal Platform Approach

2020 State of DevOps Report

Presented by



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armory New Relic splunk>



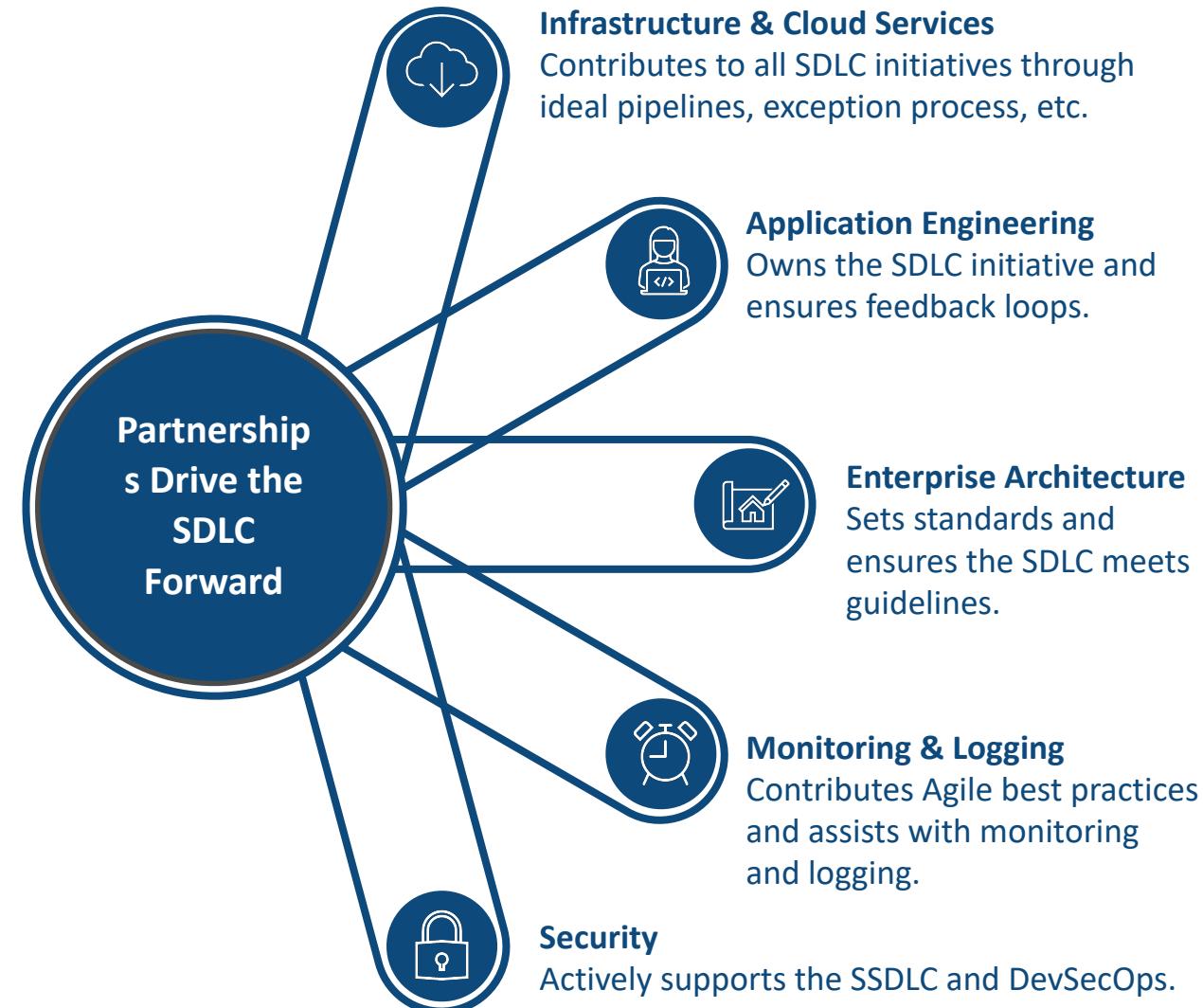
High DevOps evolution correlates strongly with high use of internal platforms. Highly evolved firms are six times as likely to report high use of internal platforms as firms at a low level of DevOps evolution.

A product mindset is key to scaling DevOps and your platform. Highly evolved firms are nearly twice as likely to be highly product-oriented as firms in the middle of their DevOps evolution.

Trust & Teamwork

Partnerships

- **Digital Product Teams & Development**
Delivery teams need to be bought in and provide feedback for the SDLC to be successful.
- **Technology Teams**
The technology organization has been continuing programs with additional feedback and championing.



Takeaways

1



Learn from past
failures

2



Set big Goals &
Outcomes

3



Internal Platform
Approach

4



Fix Engineering
Pain Points

5



Teamwork &
Trust



MAXIMIZING your SDLC Initiatives at scale



Questions?

THANK YOU!

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Northwestern Mutual is the marketing name for The Northwestern Mutual Life Insurance Company (NM) and its subsidiaries in Milwaukee, WI.