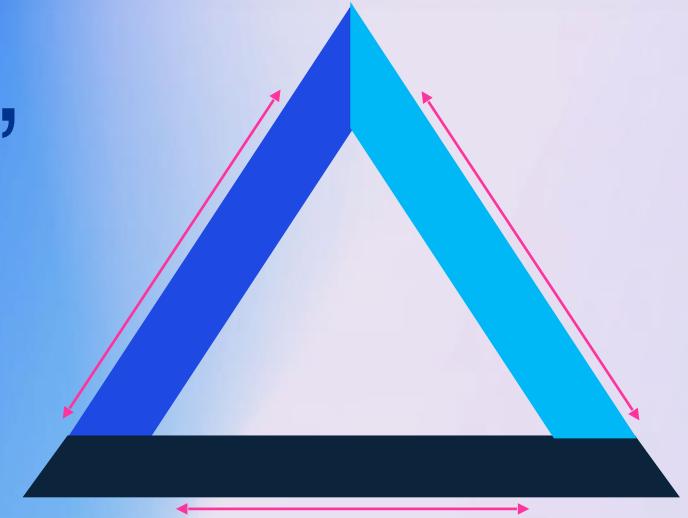




Matching Product Management, Engineering Management and Solution Architecture with Team Topologies!



Enterprise Technology Leadership Summit
Las Vegas, 2024



Marcelo Sousa Ancelmo
Head of Solution Architecture
KPMG Switzerland

KPMG Switzerland – rooted in rich history of 114 years

Inspires confidence, empowers change and dares to do

2600

+
Employees

145
Partners

59
Nationalities

34
Average age

11
Locations



Global Organizational Network



>70

Strategic alliances include Microsoft, Google, ServiceNow, SAP, Salesforce, IBM and SailPoint

A journey of reflection, started at #DOES23

DOES23 Amsterdam

Dare to Do - Multi-disciplinary Digital Ecosystem and DevOps at KPMG Switzerland

DEVOPS ENTERPRISE SUMMIT

DevOps Enterprise Community helped frame the guidance

Flow Framework

Project to Product

Cloud Centricity

Better Sooner Safer Happier

Team Topologies

Get Together Go Faster

DOES23 Amsterdam | 15–17 May 2023
#DOES23 @ITREVDOES

37:34



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DOES23 Las Vegas

Tips and Tricks to Successfully apply Team Topologies

DEVOPS ENTERPRISE SUMMIT

...but beware of the positioning

Embedded

Outcomes (Value)

Service Product Manager

Outputs (Flow)

Engineering Manager

Design (Quality)

Aviation Architect

Multi-disciplinary Team (MDT)

Outputs (Flow)

Engineering Manager

Design (Quality)

Aviation Architect

Support

Outcomes (Value)

Service Product Manager

Multi-disciplinary Team (MDT)

Outputs (Flow)

Engineering Manager

Design (Quality)

Aviation Architect

DOES-US | OCTOBER 3–5, 2023
#ITREVOLUTION #DOES23 @ITREVDOES

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Get Together Go Faster



Document Classification: KPMG Public

MDT is Collective ownership – Leading over Leader

Commitment

Accountability

Trust

Outputs (Flow)

Engineering Management

Responsible for delivery of the service's scope in line with functional and quality expectations



Outcomes (Value)

Service/ Product Management

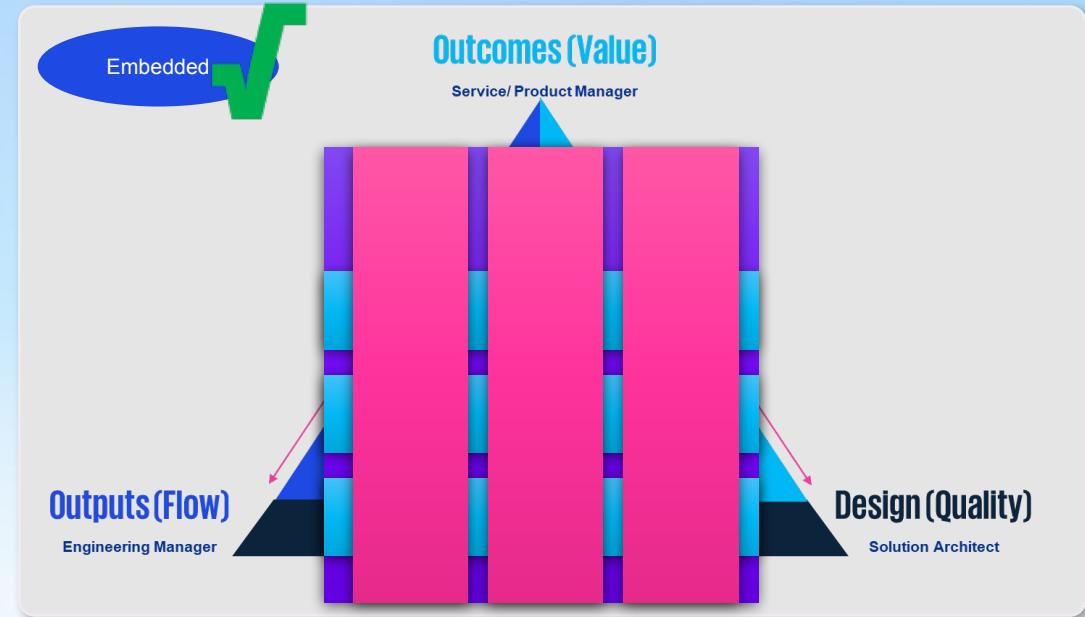
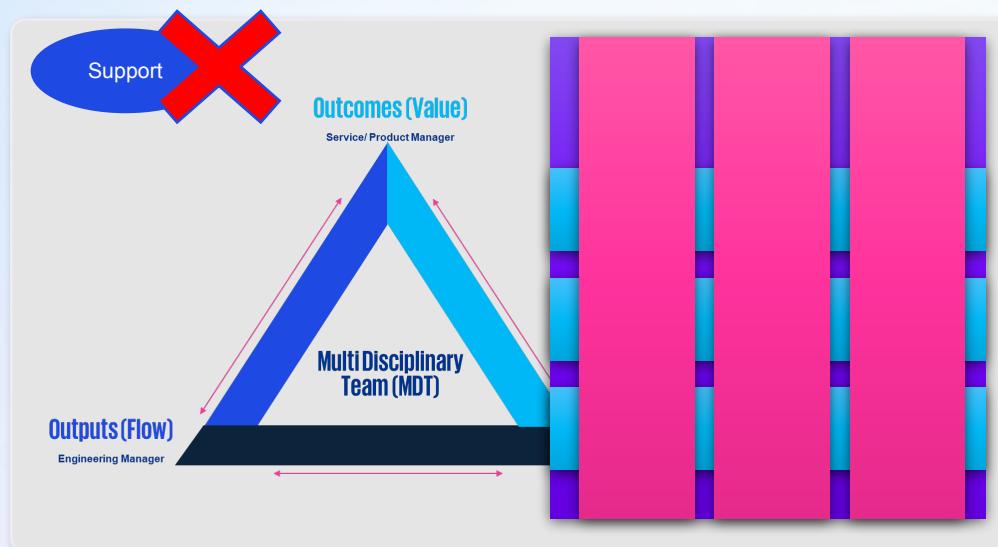
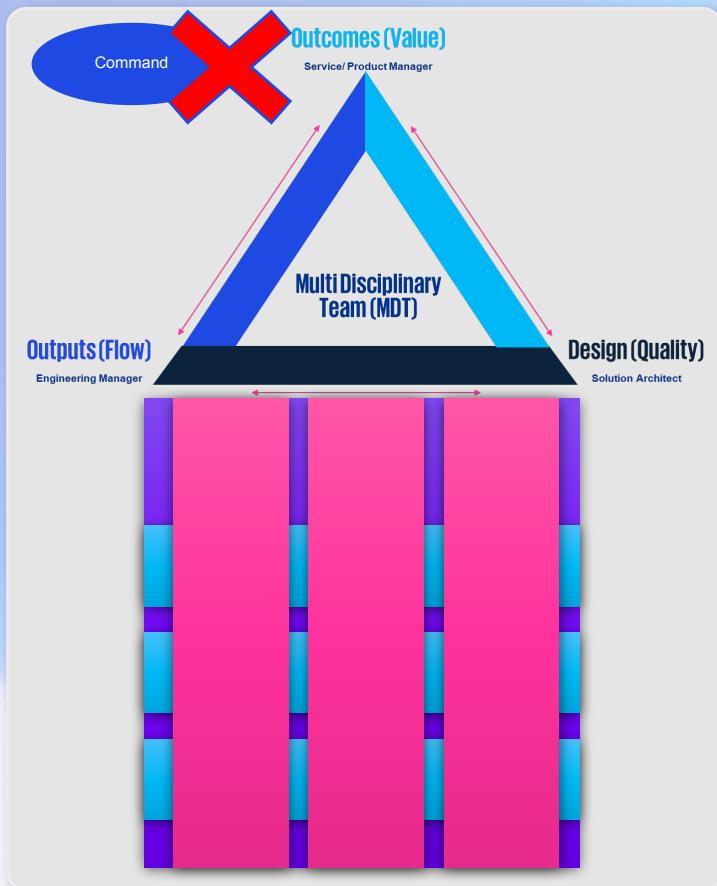
Responsible for delivering the value (end user and business impact) expected from the service in the form of features and the experience end-users get.

Design (Quality)

Solution Architecture

Responsible for the E2E-design of service's software solution, its quality and end-user experience.

...but beware of the positioning

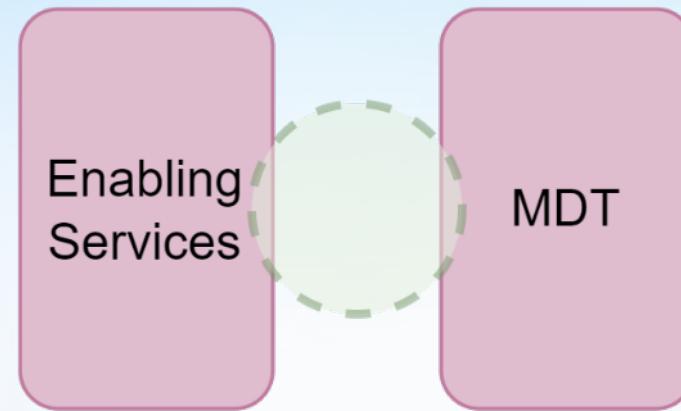


The MDT act as an Internal Enabling Team of the Domain

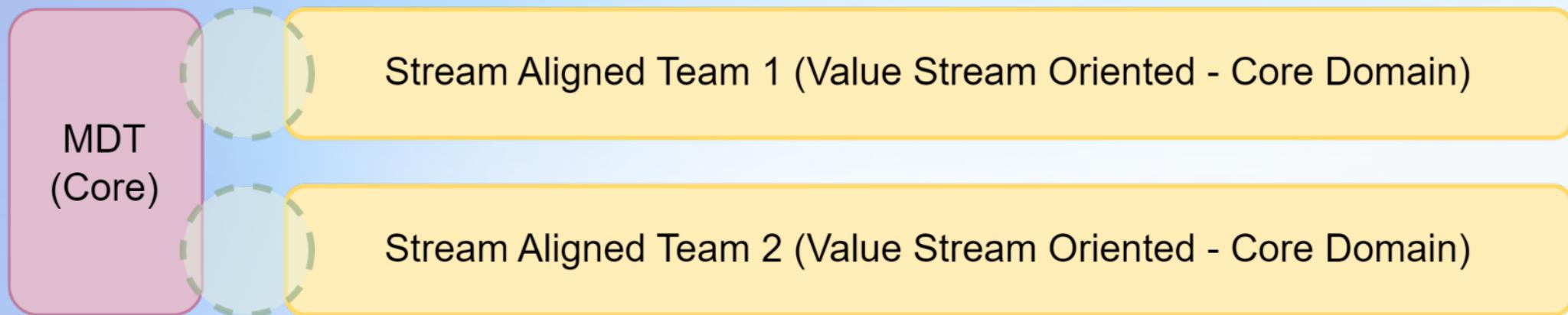


MDT is Enabled by the Enabling Team

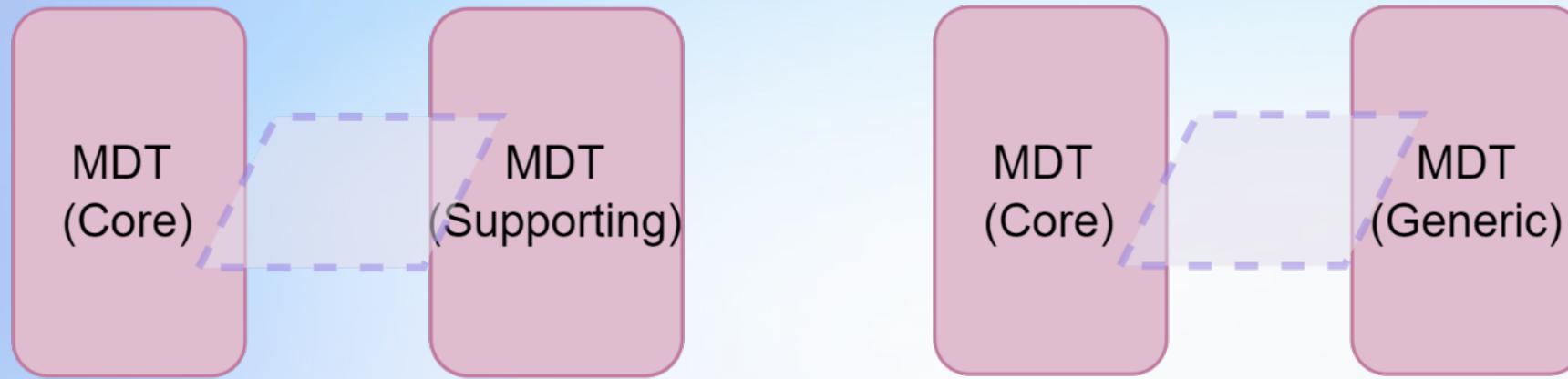
- Agile
- DevOps
- Engineering Management
- Product Management
- Solution Architecture
- Software Engineering
- SRE



Facilitate the Work of Stream Aligned Teams



Collaboration amongst MDTs



Defined via Team APIs

Platform Services

Team API

- Team name and focus: Service Delivery Platform [KPMGCH_ServiceDeliveryPlatform.pptx](#)
- Team type: Platform
- Part of a Platform Group? Yes Details: team is part of [DBT](#)
- Do we provide a service to other teams? Yes Details: We support, maintain and enhance IT infrastructure in 2 on premise datacenters and Cloud datacenters in CH, more details for all services in our [Sharepoint](#)
- What kind of Service Level Expectations do other teams have of us? Only defined SLA is requests for Service Delivery team have an expected delivery time of 10 days.
- Software owned and evolved by this team
- Versioning approaches: (how we communicate changes to services and code?)
- Wiki search terms: Service Delivery Platform, DBT, Infrastructure, Cloud, Azure, Swiss Alps
- Chat tool channels: [CH - DBT Service Delivery Platform](#) [CH - DBT - CloudNow](#)
- Time of daily sync meeting: Weekly meeting, every Wednesday 10:00 - 11:30, accessible via Teams [Click here to join the meeting](#).

What we're currently working on

- Our services and systems: [Team Sharepoint](#)
- Ways of working: Team is monitoring [ServiceNow Dashboard](#) for support tickets assigned to main snow group. Team assignments to operational ownership is defined in [Team Operational Ownership](#)
- Wider cross-team or organizational improvements: Build new Cloud infrastructure using KMPG OnePlatform offering with 2 products Region Hosting and Country Hosting. Application migration from current on premise solutions will follow in 2023.

Teams we currently interact with

Team name/focus	Interaction Mode	Purpose	Duration
KMPG OnePlatform team	Project Based (CloudNow)	Support of ProjectNow. Guidelines to move apps in Regional Hosting	2022-2025
Any KPMG user raising Changes	via Service Now: Create Change	Infrastructure related changes for provisioning, changing, decom hardware assets	Continuous
Any KPMG User raising Request Fulfillments	1. Various technical requests 2. One Platform Country Hosting (Swiss Alps) related requests 3. Generic request-Wildcard request	Infrastructure related requests for provisioning, changing, decom hardware assets	Continuous
Any KPMG User raising Incidents	ServiceNow Incidents		Continuous
Hotline		24/7 hotline for issues users are reporting	Continuous
Enterprise Services, Service Now	Project Based	Implement Cloud alert and monitoring system interfaces with company IT service management system	Continuous
Enabling Services, DevOps Engineering	Enabling	Enable Devops capabilities, enhance knowledge and awareness	Continuous
NITSO	Project	Security and compliance assessments for currently using & in development platforms, services and processes	Continuous
Enterprise Services/Shield	Project	Security gaps in Change Management, Logging and Monitoring processes	Continuous

Teams we expect to interact with soon



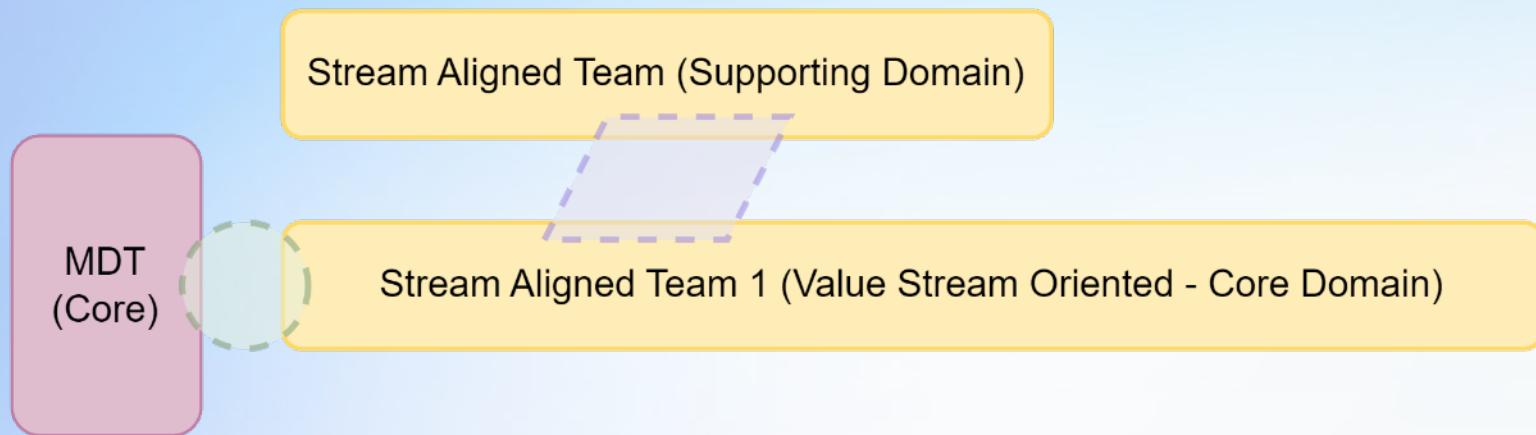
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Based on template: <https://github.com/TeamTopologies/Team-API-template>

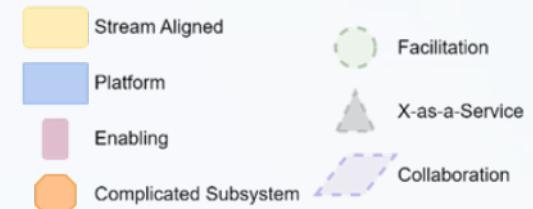
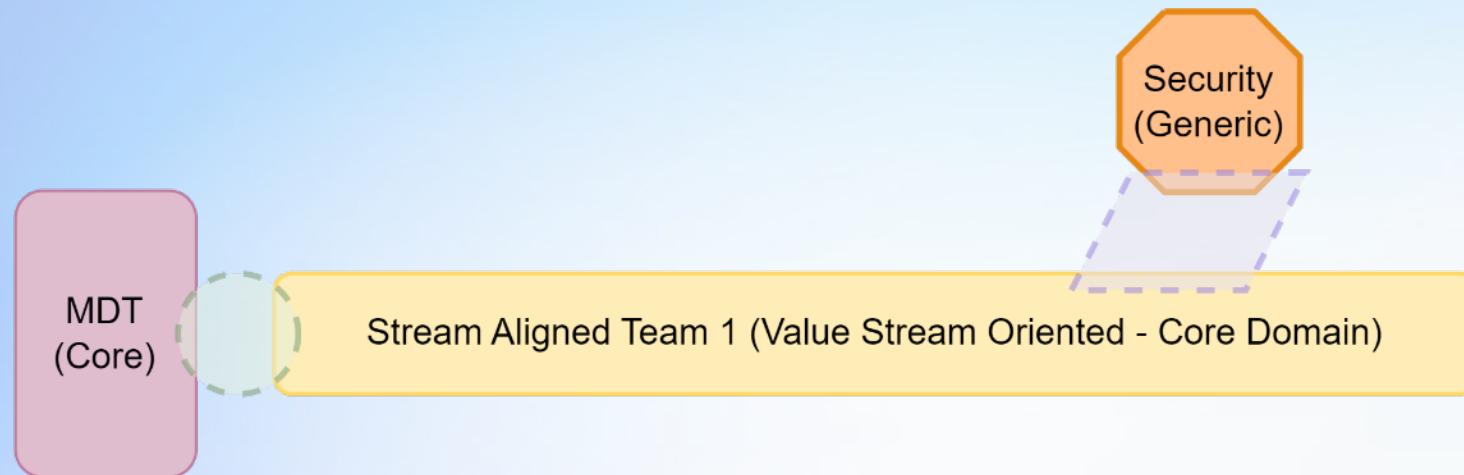
ECM Services Team API

Dinkar Gupta Just now

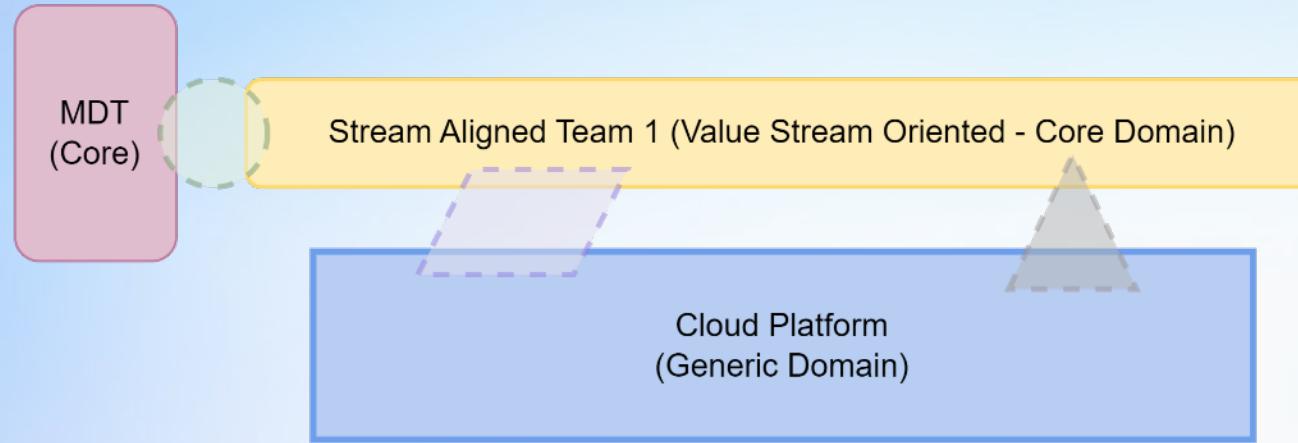
Collaboration with other Stream Aligned Teams



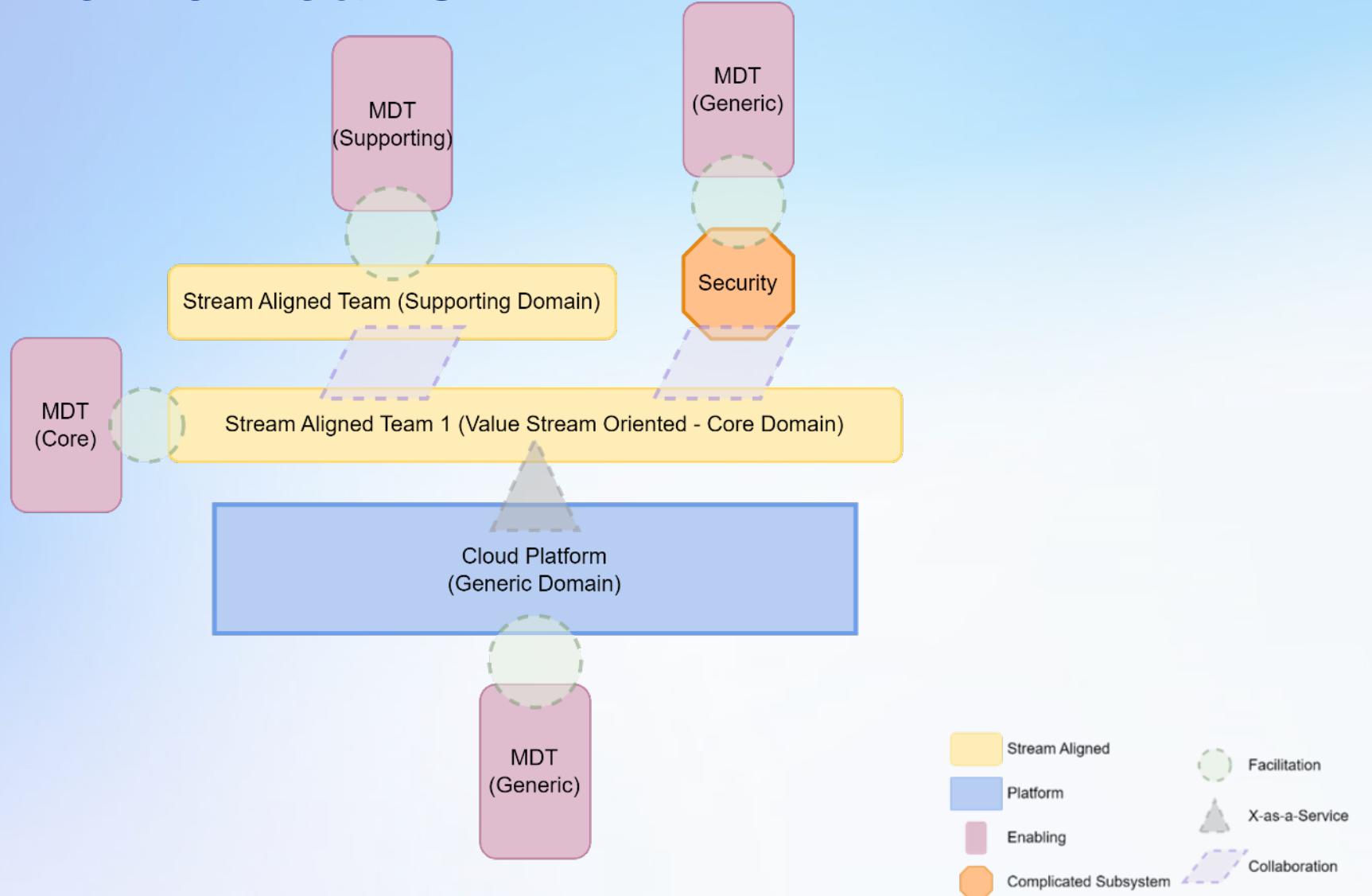
Collaboration with Complicated Subsystems



Collaboration and Services from Platform Team

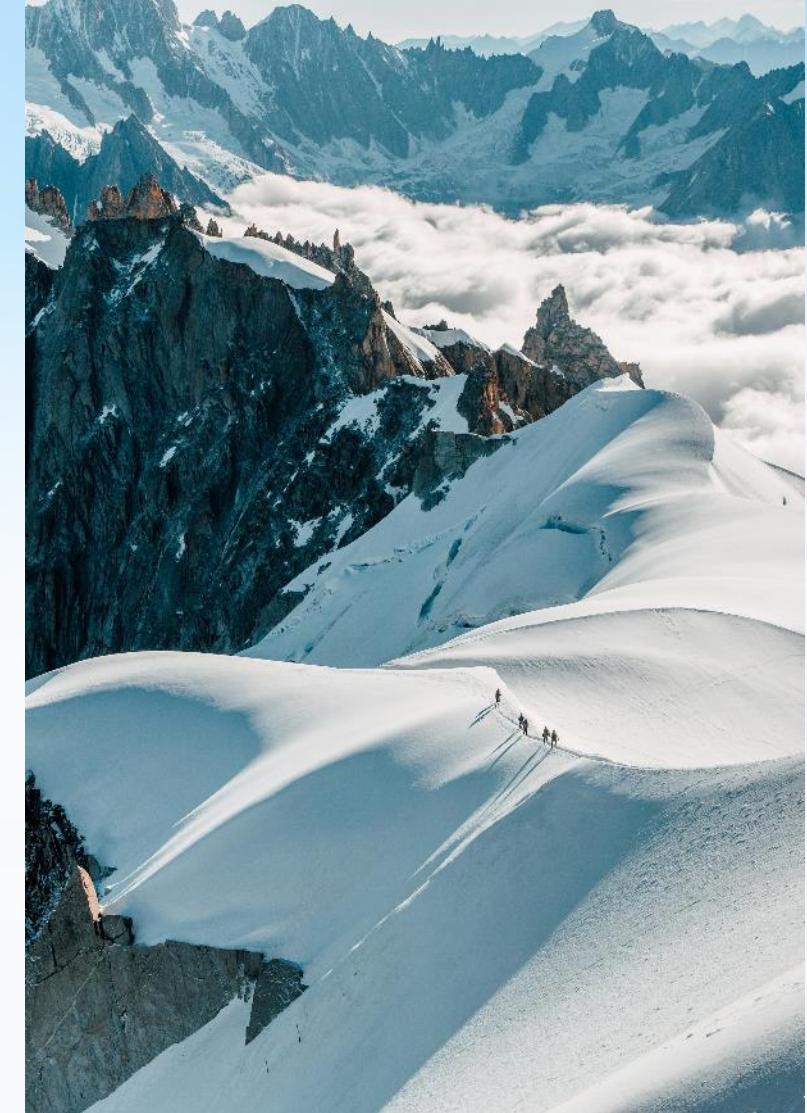


Complete View of Teams



Challenges

- Novelty of MDT and Team Topologies are two hard pills to swallow (Where is my Project Manager?)
- Difficulty to reach out some Complicated Subsystem teams (Ask your Project Manager?)
- Misalignment of internal Stream Aligned teams (Teams are focused, but may be disconnected)
- Internal processes and policies may not be ready for the MDT model
- MDT is exposed to increased cognitive load!



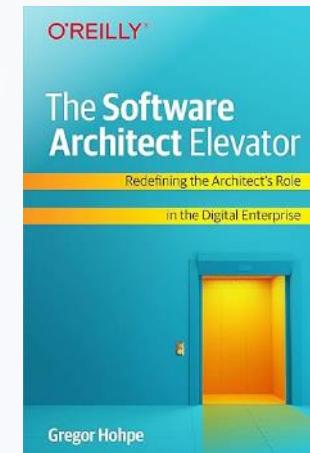
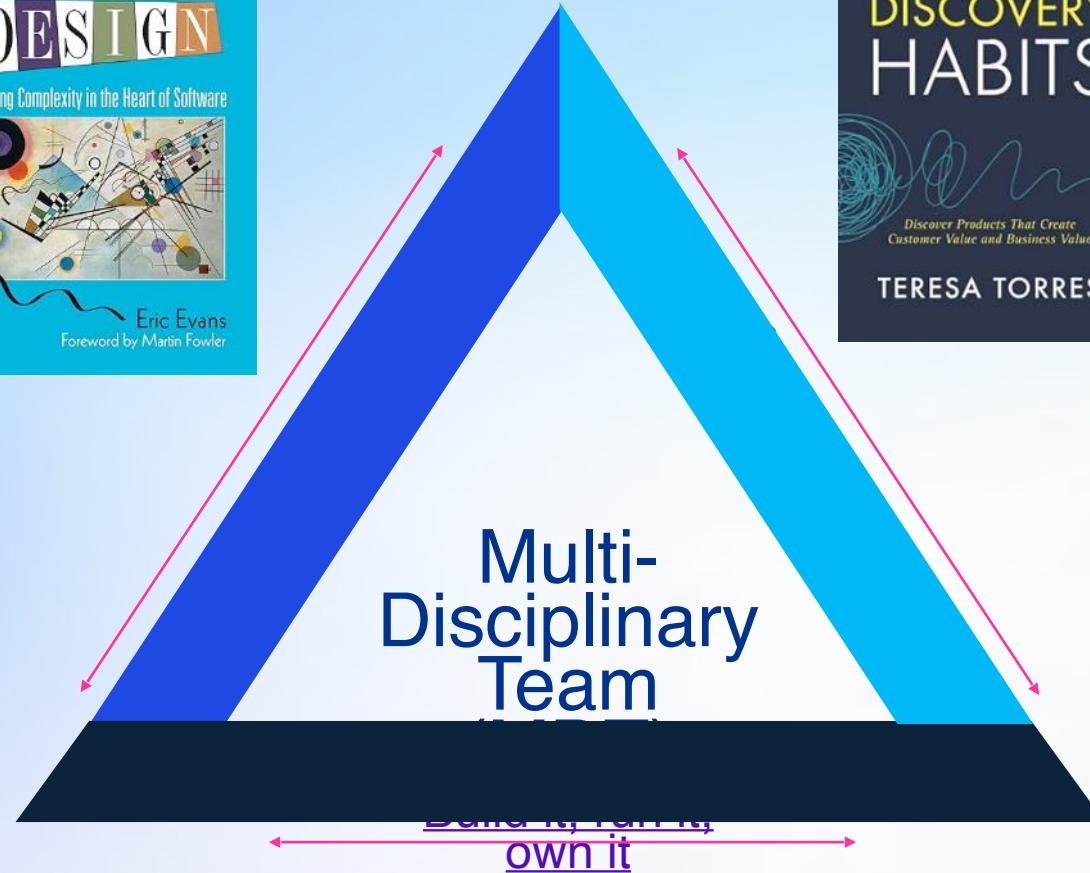
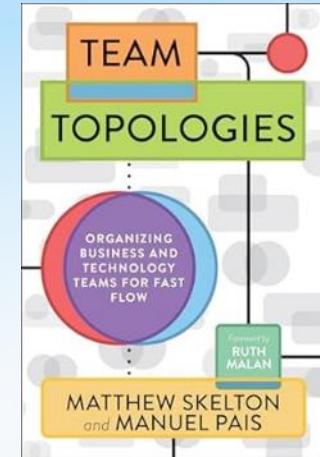
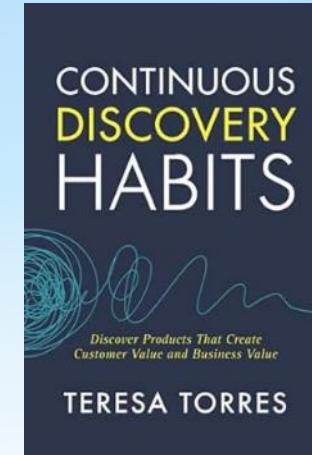
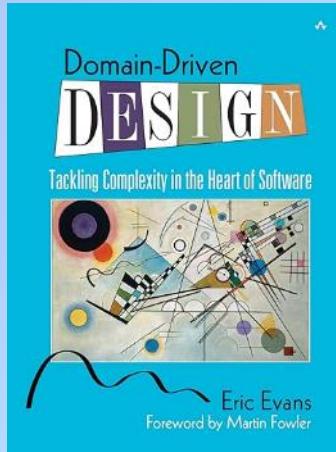
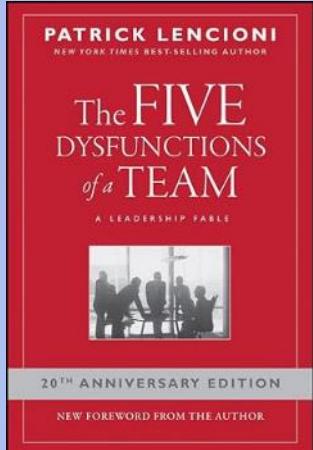
Key Takeaways

Stream Aligned Team delivers the value stream. NO HANDOVERS!

Team APIs allows easier communication between product teams

Experiment, Inspect, Learn and Adapt!

Be Grounded on a great body of knowledge



We would like to connect and learn from you ...

Experience of applying DevOps engineering practices in “not-entirely-dev-shop” scenarios

With specifics in domains of risk & compliance, SaaS & COTS, workplace technology, no code/low code platforms etc..
Battle stories from adoption of product orientation in service industry

While there is work through #projecttoproducts, #bvssh and #vsmconsortium, dialog here will help to understand your experience
Team topologies @ scale, beyond single product/service boundaries

How do organizations adopt team topologies for reorientation of mid to large scale portfolios

Connect and Reflect

With fellow practitioners in a similar journey



<https://www.linkedin.com/in/marceloancelmo/>



“Because the design which occurs first is almost never the best possible, the prevailing system concept may need to change. Therefore, flexibility of organization is important to effective design.”

*@mardelarancelme
#daretodo #together4better #Valuestreams #teamtopologies
#DDDesign #ETLS2024*

Mel Conway