**Discussion 2.1 – Case Study:**

**Operation InVersion at LinkedIn (2011)**

Patrick Cuauro

Bellevue University

WEB 430-307O DevOps

Professor Krasso

August 16, 2023

# Case Study: Operation InVersion at LinkedIn (2011)

In web development, there’s always the risk of obsolescence, when we work with systems, either the markets evolve to new customer’s needs and priorities, or the growing of the platform requires the reinforce of the structure to handle the amount of traffic and requests. Technical Debt is the cost of not fixing problems that will affect a business in the future.

In the case of LinkedIn by around 2010, the increment in subscribers was exponential, making their initial system, called Leo, based in a monolithic Java application, to constantly fail in their attempts for deployments. The Operation InVersion became a necessary measure, that stopped the innovation of new features to focus their effort in paying the technical debt; new features were stopped, until the team of engineers finished fixing the core system. It was necessary to, in the words of Gene Kim in the Book, “inject the beginnings of a cultural manifesto into the team’s engineering culture.” It seemed that the launch of the IPO by 2011 made the “Technical Debt” more obvious than ever, and the problem with the company was not the processes but the culture itself. Scaling became a main topic in the needed changes, after the new culture was put in place and running, the engineering team achieved to improve the efficiency by releasing a new system, providing less issues and more fluent deployments, with a more scalable system to keep up with the subscribers. It took them around two months for the changes to provide them with this new, and more robust system to work.

In the words of Kevin Scott: “Your job as an engineer and your purpose as a technology team is to help your company win. If you lead a team of engineers, it’s better to take a CEO’s perspective. Your job is to figure out what is that your company, your business, your marketplace, your competitive environment needs. Apply that to your engineering team in order for your company to win.”

Source:

* The DevOps Handbook, how to create a World-Class Agility, Reliability & Security in Technology Organizations. Gene Kim. Second Edition