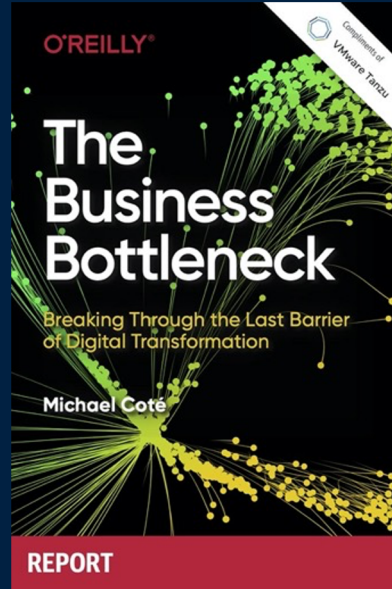
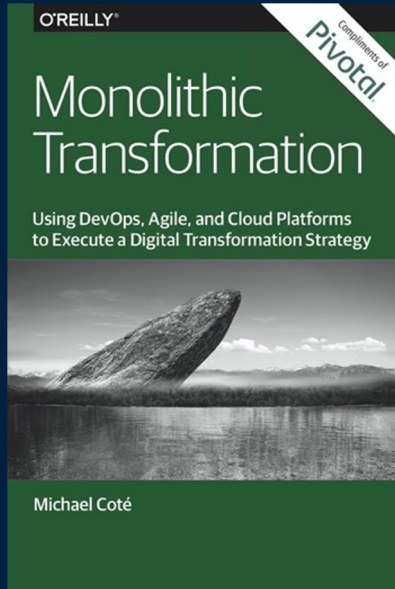


**Platform Operations  
&  
Platform as a Product  
  
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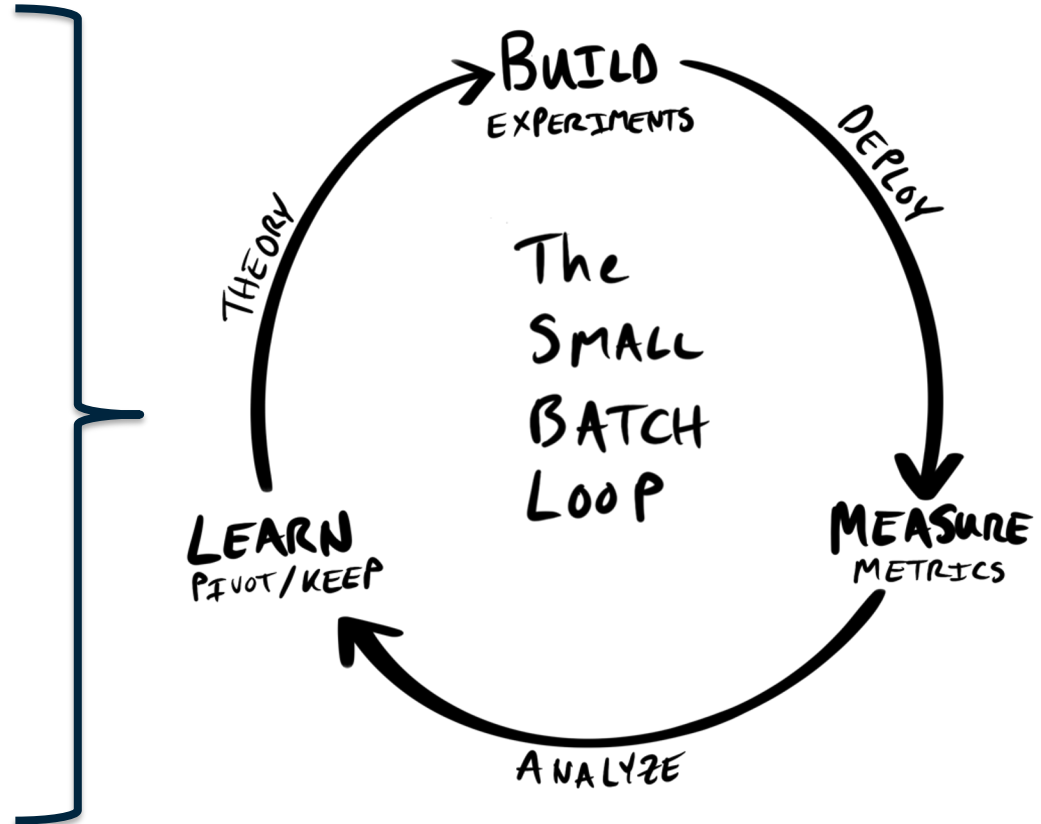


**Special Guests!**  
(Potentially)



# Modern software development: speed, flow & feedback

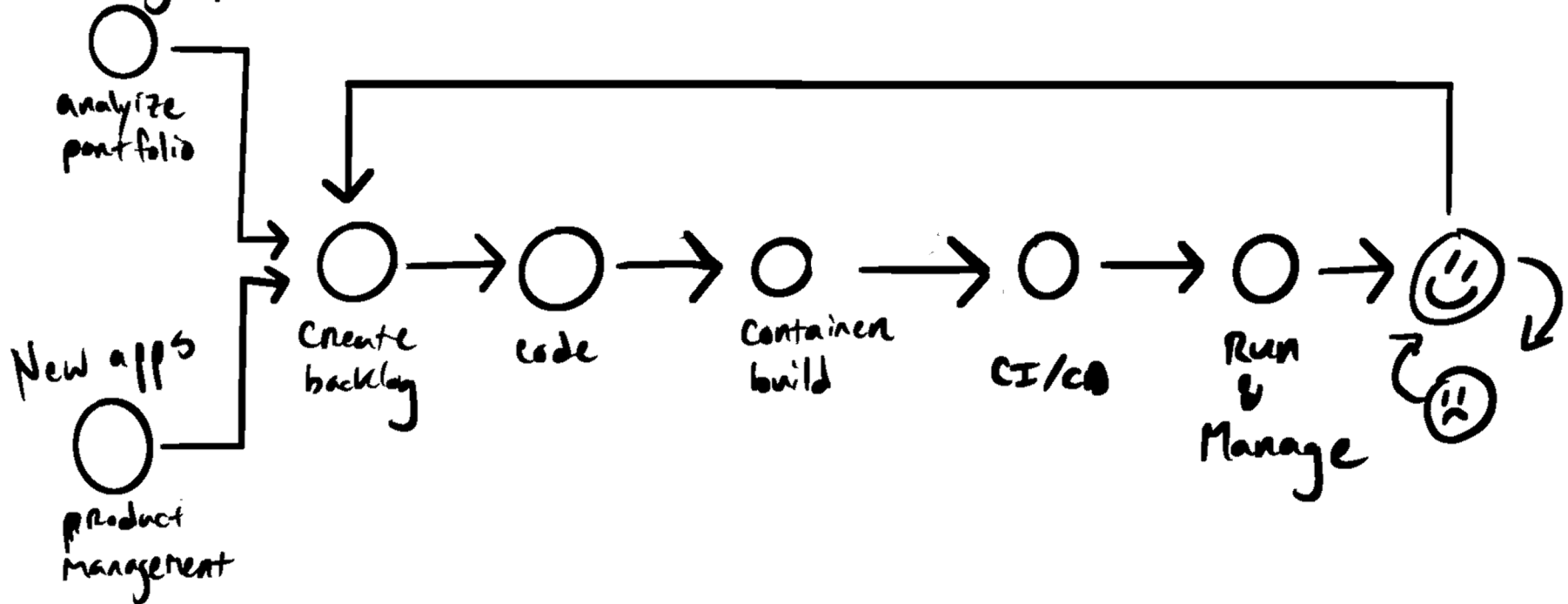
- Frameworks (e.g., Spring) for standard, quick patterns
- Containers for smaller profiles, removing waste
- Eventing, microservices & a service mesh for architecture, security, & performance
- Kubernetes for architecture, runtime, multi-cloud consistency
- PaaS for removing operations concerns, enforcing policy
- CI/CD



# Modern operations is for developers: platform as a product

29% of developers say wait time is their top blocker, only 6% of executives say the same

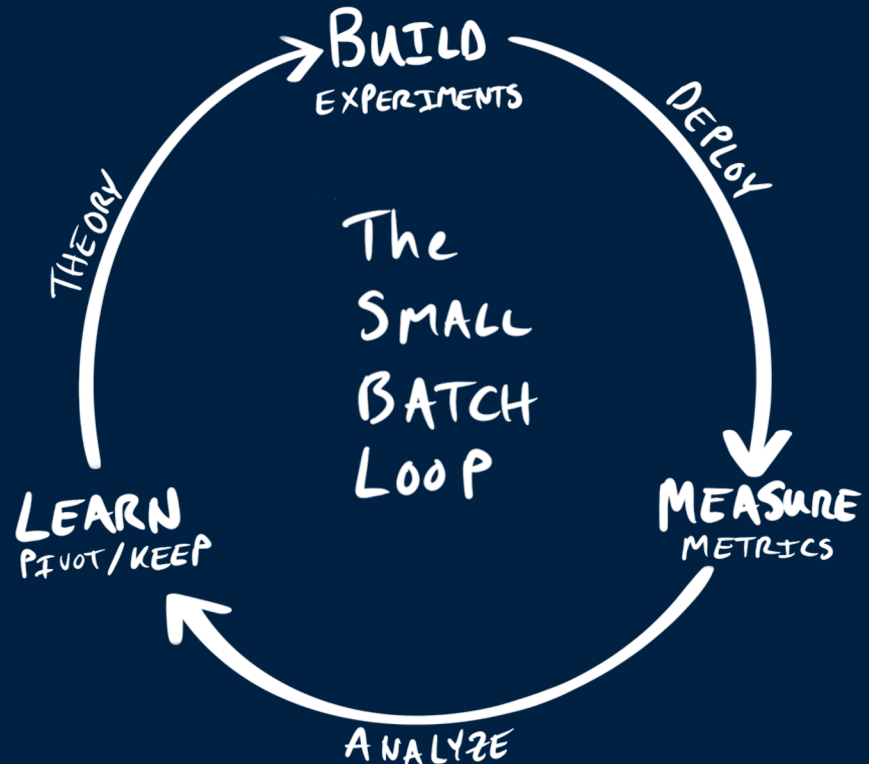
Existing apps





# Ops' roles and responsibilities are about developer productivity, platform & pipeline creation

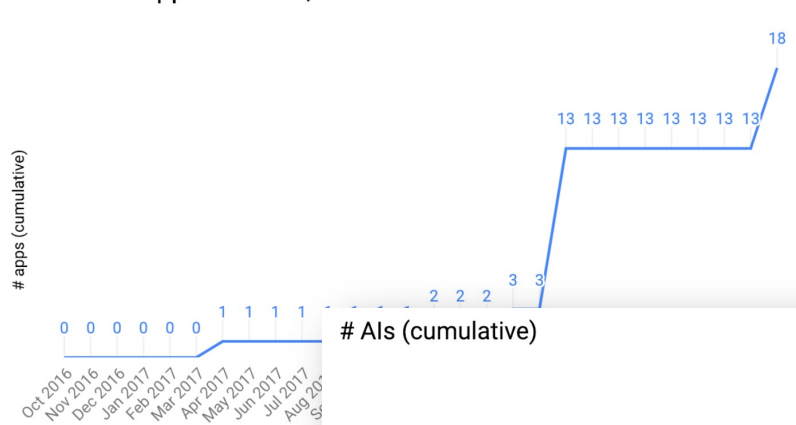
- Starts around 3 to 5 dev teams.
- Constant bottleneck removal
- Always reduce variability.
- Centralize, standardize.
- Developer tools, architecture.
- Build dev DevOps know-how.
- Automate security, governance.
- Still: capacity management; infrastructure building, ownership.
  
- Study and adapt 📖 Small Batch



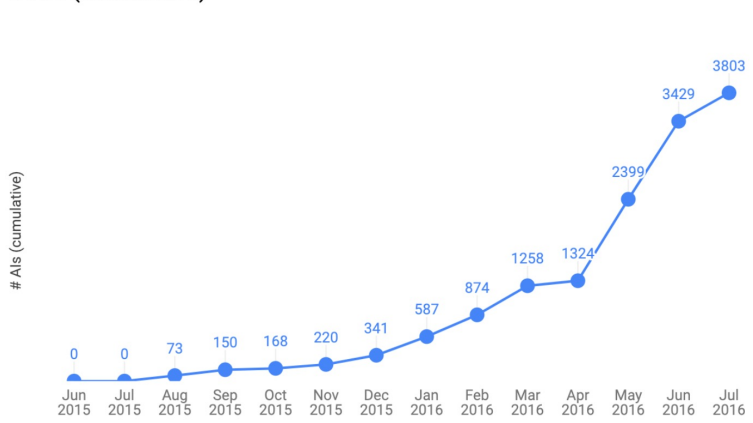
# Selection of common bootstrapping/scaling tactics

# Start small & steady, expand by seeding & winning trust

USAF AOC apps released, cumulative



# AIs (cumulative)

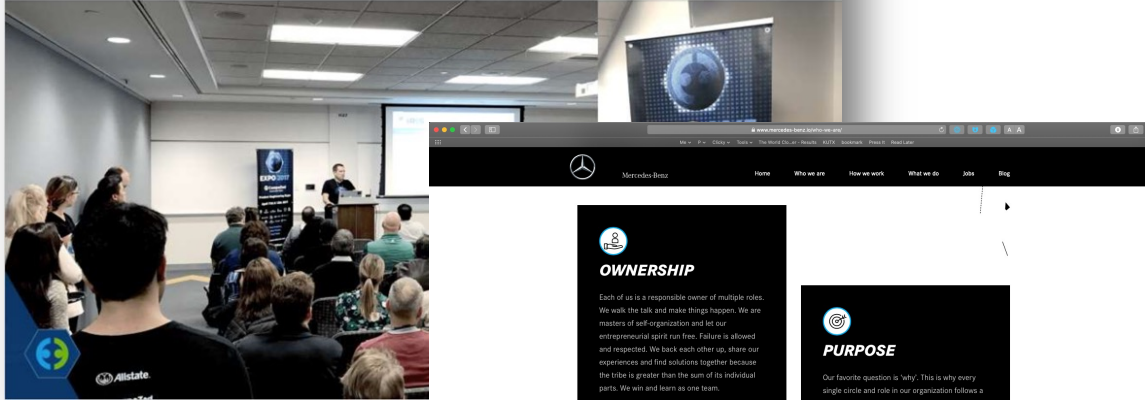


Further analysis of just high and elite performers shows the following use profiles:

- 46% - Communities of Practice, Grassroots, and PoCs
- 23% - Grassroots efforts and Communities of Practice
- 22% - all by Big Bang and DOJOs, but inc. PoC but stall
- 9% Centers of Excellence, Communities of Practice, and Training Centers

# Consulting, internal marketing, branding, etc.

## Organizational Learning



**OWNERSHIP**

Each of us is a responsible owner of multiple roles. We walk the talk and make things happen. We are masters of self-organization and let our entrepreneurial spirit run free. Failure is allowed and respected. We back each other up, share our experiences and find solutions together because the tribe is greater than the sum of its individual parts. We win and learn as one team.

**PURPOSE**

Our favorite question is 'why'. This is why every single circle and role in our organization follows a purpose, a clear north star, a shared goal to aim for. We keep our eyes on the prize and our desired outcome in the back of our mind to make sure we all follow a common mission and share the same beliefs for the bigger picture.

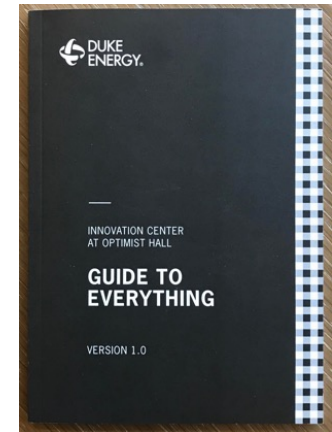
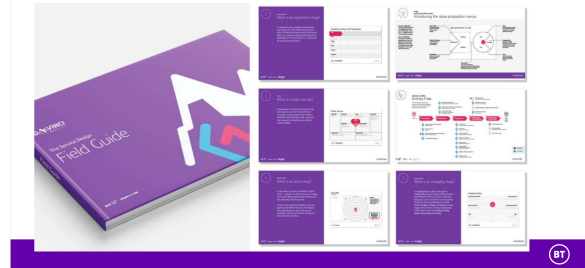
**CHALLENGING**

"Mission accomplished" is not enough. We reflect and challenge everything - the status quo, Mercedes-Benz and ourselves. We love taking on a good challenge and pushing boundaries where we see potential for evolution. Our focus always stays on what creates the highest sustainable impact and how to get there.

**COLLABORATIVE**

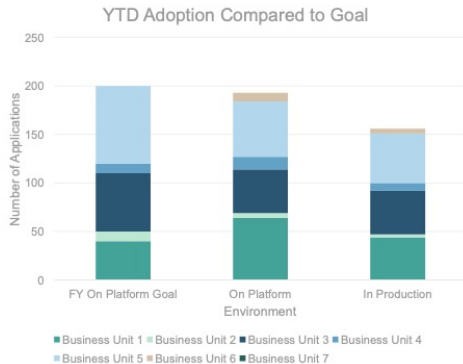
As a flat-hierarchical company we work as we live: collaborative, reflective, ambitious and united. We know there are more ways than one to reach targets. Each individual connection makes us stronger and better. By being transparent and being a respectful feedback culture, everyone can

Focus on ways of working.....



# Use metrics to track value delivered, not (just) status

## Then, Visualize Goal and Make Progress Transparent



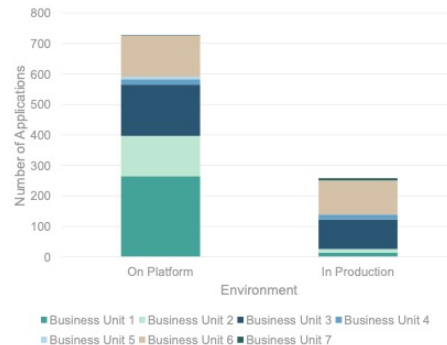
1. Application subtotals grouped by delivery orgs like back office, middle office, retail, etc.

7

- Visualizing the adoption using a stacked bar chart
  - “At a glance” totals for executive tracking.
  - Total is broken down by business unit so managing directors can compare their progress with others.
  - Measured adoption to drive “lift and shift” approach.
- Presented weekly to our CIO and Managing Directors.
- Celebrated apps and teams that were “in production” while also giving recognition to those that were “on platform”

## Final Look and Insights Gained

Application subtotals grouped by delivery orgs like back office, middle office, retail, etc.



- At the end of our program, we had reached our adoption and ROI goals.
- .... And discovered in the process that we needed to solve for delays in our software delivery process.
- This gave rise to next “One Metric That Matters,” i.e. Cycle Time.
- To pursue improvement in this metric, we have started the next phase of our journey, “Streamlining the Path to Production.”

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# Use metrics to manage and build trust, focus

## DevOps/Technical

*Are we doing it right? Does the software work? Can we troubleshoot & restore?*

1. Deployment frequency
2. Lead time for changes
3. Time to restore service
4. Change failure rate

Also, SRE: latency, traffic, errors, saturation.

## Business

*Are we achieving the non-IT goals we're here for? (What even are those goals?)*

1. Sales/workflow completion
2. Use
3. Costs – time, money
4. Cost per transaction
5. Customer experience and satisfaction

## Culture

*Are the executives building the right system?*

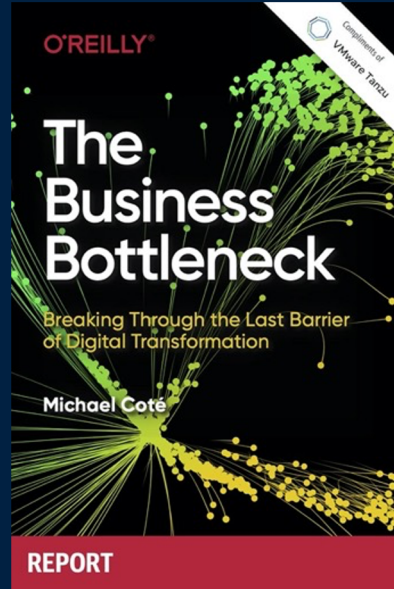
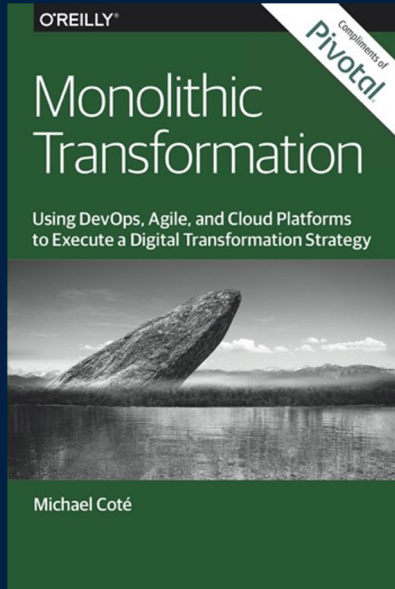
1. Employee NPS (eNPS)
2. Staff belief in leaders, mission, and strategy
3. # of experiments, learning
4. Staff retention and churn rate

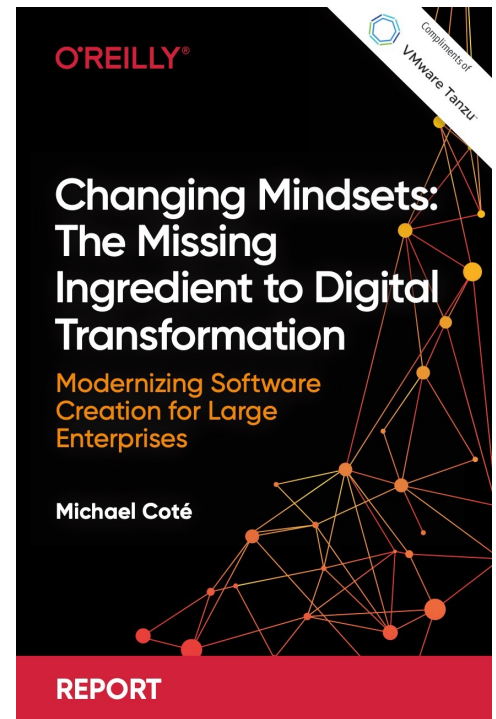
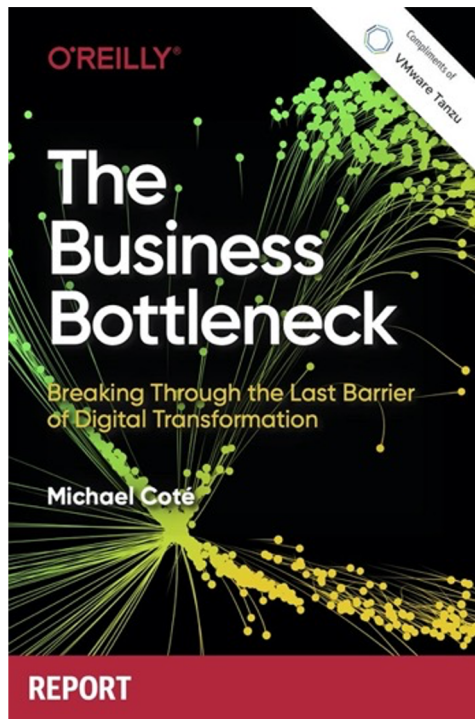
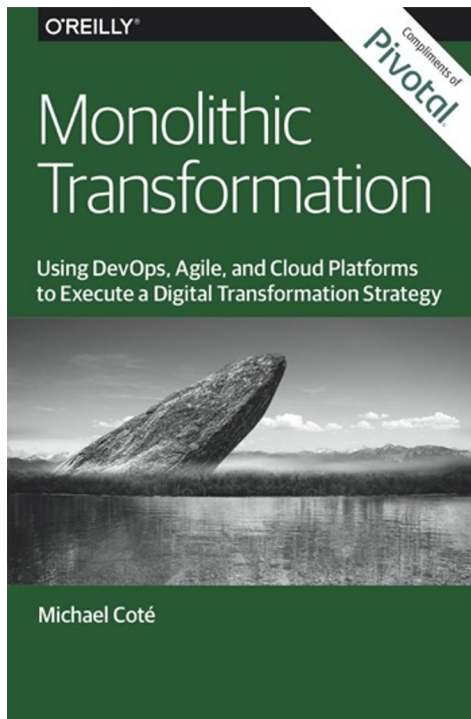
# Starter platform as a product discovery questions

- What do developers need in terms of runtime platforms, CI/CD tooling and middleware?
- What is lacking now in their current platforms?
- What is causing bottlenecks in getting systems to production?
- What self-operating capabilities are they lacking, such as monitoring?
- What other internal and external dependencies are slowing them down?
- What different environments and geographic locations are needed for the platform?
- What repeated activities are their greatest operational drain?
- What would they like to automate but don't have time for?
- What would they love to do if they had the skills or knowledge on the team?

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# Thanks!