LESSONS LEARNED BY DOING
DEVOPS AT SCALE

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AGENDA

Set the stage
AGENDA

Set the stage

DevOps Performance
AGENDA

Set the stage

DevOps Performance

Backstage to lesson learned
public RefactoringStatus checkInitialConditions()
{
    RefactoringStatus result = new RefactoringStatus();
    // begin custom code
    // initial check 1: the id value of the EAttribute must be 'false'
    org.eclipse.emf.ecore.EAttribute selectedEAttribute =
            (org.eclipse.emf.ecore.EAttribute) dataManagement.
                getImportByName(dataManagement.SELECTEDEOBJECT).getValue();
    if (selectedEAttribute.isID()) {
        result.addFatalError("The selected EAttribute cannot be moved " +
            "since it is used for identification purposes " +
            "(its id value is set to 'true')!");
    }
    // initial check 2: the containing EClass must have at least one EReference
    if (selectedEObject.getEContainingClass().getERefReferences().isEmpty()) {
        result.addFatalError("The selected EAttribute cannot be moved " +
            "since its containing EClass does not have any EReferences!");    
    }
    // end custom code
    return result;
/**
 * @see org.eclipse.ltk.core.refactoring.participants.RefactoringProcessor
 * checkInitialConditions(org.eclipse.core.runtime.IProgressMonitor)
 * @generated
 */

@override
public RefactoringStatus checkInitialConditions()
{
    RefactoringStatus result = new RefactoringStatus();

    // begin custom code
    // initialize check 1: the id value of the attribute must be 'false'
    Object idValue = dataManagement.selectedGetEObjectByPropertyName("id").getValue();
    if (idValue instanceof Boolean && ((Boolean)idValue).equals(false)) {
        result.addFatalError("Selected EAttribute cannot be moved " +
                           "since it is used for identification purposes " +
                           "and value is set to 'true'!");
    }

    // initialize check 2: the containing EClass must have at least one EReference
    if (selectedEObject.getEContainingClass().getEReferences().isEmpty()) {
        result.addFatalError("The selected EAttribute cannot be moved " +
                             "since its containing EClass must have any EReferences!");
    }

    // end custom code
    return result;
}
WHO ARE WE?

We Connect Fans to Great Experiences

ticketmaster

CELEBRATING 40 YEARS
WIDE RANGE OF TECHNOLOGIES
0 TO 40MM TRANSACTIONS IN MINUTES!
0 TO 40MM TRANSACTIONS IN MINUTES!

54MM Unique Web Visitors Per Month
0 TO 40MM TRANSACTIONS IN MINUTES!

54MM Unique Web Visitors Per Month

Ticket On-Sale Events
0 TO 40MM TRANSACTIONS IN MINUTES!

54MM Unique Web Visitors Per Month

Ticket On-Sale Events

Extremely Fast Traffic Ramp Up

ON SALE NOW!
0 TO 40MM TRANSACTIONS IN MINUTES!

54MM Unique Web Visitors Per Month

Ticket On-Sale Events

Extremely Fast Traffic Ramp Up

06:30 07:00 07:30

MbPs in

MbPs out
0 TO 40MM TRANSACTIONS IN MINUTES!

54MM Unique Web Visitors Per Month

Ticket On-Sale Events

Extremely Fast Traffic Ramp Up

ON SALE NOW!
PRIMARILY AN OPEN SOURCE TECH SHOP!
DEVOPS JOURNEY - SEEKING TRUE NORTH
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PRE-DEVOPS
Multiple Silos
PRE-DEVOPS

- Multiple Silos
- Tech Debt
PRE-DEVOPS

Multiple Silos + Tech Debt + Long Cycle Times
PRE-DEVOPS

Multiple Silos + Tech Debt + Long Cycle Times = Lose to Agile Competitors
DEVOPS JOURNEY – SEEKING TRUE NORTH
FIRST ATTEMPT AT DEVOPS

Multiple Silos
FIRST ATTEMPT AT DEVOPS

Multiple Silos  Cross-functional Team

Wall of Confusion

Development  Operations
FIRST ATTEMPT AT DEVOPS

Ignore Feedback

Talk to the hand
FIRST ATTEMPT AT DEVOPS

Ignore Feedback

Listen to Diverse Perspectives
DEVOPS JOURNEY – SEEKING TRUE NORTH
FIRST ATTEMPT AT DEVOPS

Cross-functional Team
FIRST ATTEMPT AT DEVOPS

Cross-functional Team

Mega Team
FIRST ATTEMPT AT DEVOPS

Listen to Diverse Perspectives
FIRST ATTEMPT AT DEVOPS

Listen to Diverse Perspectives

Solve it for ALL

One size does NOT fit all.
DEVOPS JOURNEY - SEEKING TRUE NORTH
HOW MUCH TO CHANGE?
HOW MUCH TO CHANGE?
MINOR TWEAKS DON’T PRODUCE MAJOR RESULTS!
CULTURE OF PROMISES
CULTURE OF PROMISES

Company Vision

- Strategic Promise 1
- Strategic Promise 2
CULTURE OF PROMISES

Company Vision

Strategic Promise 1

Functional Promise 1

Functional Promise 2

...
CULTURE OF PROMISES

Company Vision

Strategic Promise 1

Functional Promise 1

Tactical Promise 1

Tactical Promise 2

Tactical Promise 3

Tactical Promise 4

Functional Promise 2

...
CULTURE OF PROMISES

Strategic Promise

To make Ticketmaster.com the favorite ticketing site of fans
CULTURE OF PROMISES

Strategic Promise

To make Ticketmaster.com the favorite ticketing site of fans

Functional Promise

To provide best online and mobile UX

...
CULTURE OF PROMISES

Strategic Promise

To make Ticketmaster.com the favorite ticketing site of fans

Functional Promise

To provide best online and mobile UX

Tactical Promise

To develop interactive seat maps
To build a site that always works
DEVOPS JOURNEY - SEEKING TRUE NORTH

PRE-DEVOPS  FUNCTIONAL  CONTRIBUTING
DEVOPS JOURNEY - SEEKING TRUE NORTH

PRE-DEVOPS FUNCTIONAL CONTRIBUTING TRANSFORMATIONAL
RECENT TRANSFORMATIONS

Promise

To free developers from on-prem infrastructure constraints

Technology

Amazon Web Services™
RECENT TRANSFORMATIONS

Promise

To free developers from on-prem infrastructure constraints

To reduce cycle time of software releases

Technology

Continuous Delivery Pipeline

Technology
RECENT TRANSFORMATIONS

**Promise**

- To free developers from on-prem infrastructure constraints
- To reduce cycle time of software releases
- To eliminate environment inconsistencies

**Technology**

- Amazon Web Services
- Continuous Delivery Pipeline
- Docker
DEVOPS JOURNEY – SEEKING TRUE NORTH
KEY PRINCIPLES

Automation ➔ Throughput
KEY PRINCIPLES

Automation ➔ Throughput
Feedback ➔ Quality
“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”

Alvin Toffler
Create a **culture of learning** where teams feel safe to make honest, **new mistakes** while they push the boundaries of technology.
Thank you!