

# The 3 Unfunded Pillars of Digital Business

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(Rosenbaum)  
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Dev  
Ops  
Product  
Tech Sales  
Management  
Consulting





Jabe

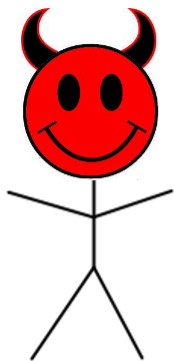


Sasha

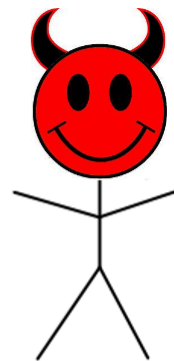


Andrew





dev



ops

wall of confusion









# Ground-breaking innovation

New features



Shiny new tech







Rub Aion It.





Margaritas At The Genius Bar

@GBarEscapee



Awesome future we're making for ourselves here

🔍 cheese not sticking to pizza



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Learn more

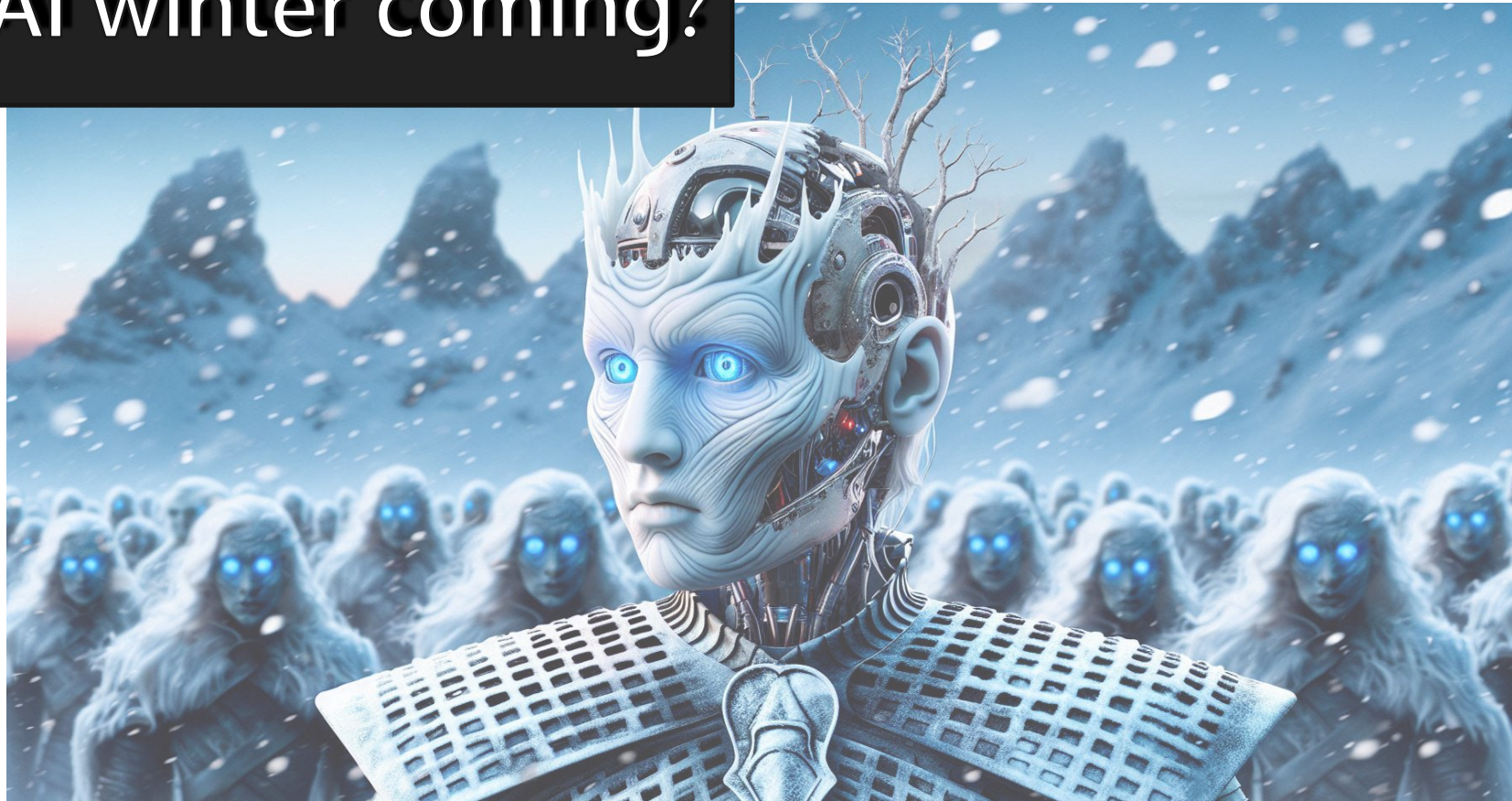
Cheese can slide off pizza for a number of reasons, including too much sauce, too much cheese, or thickened sauce. Here are some things you can try:

- Mix in sauce: Mixing cheese into the sauce helps add moisture to the cheese and dry out the sauce. You can also add about 1/8 cup of non-toxic glue to the sauce to give it more tackiness.
- Let the pizza cool: The cheese will settle and bond





# Is AI winter coming?





Serverless

Cloud

IoT

Continuous Delivery

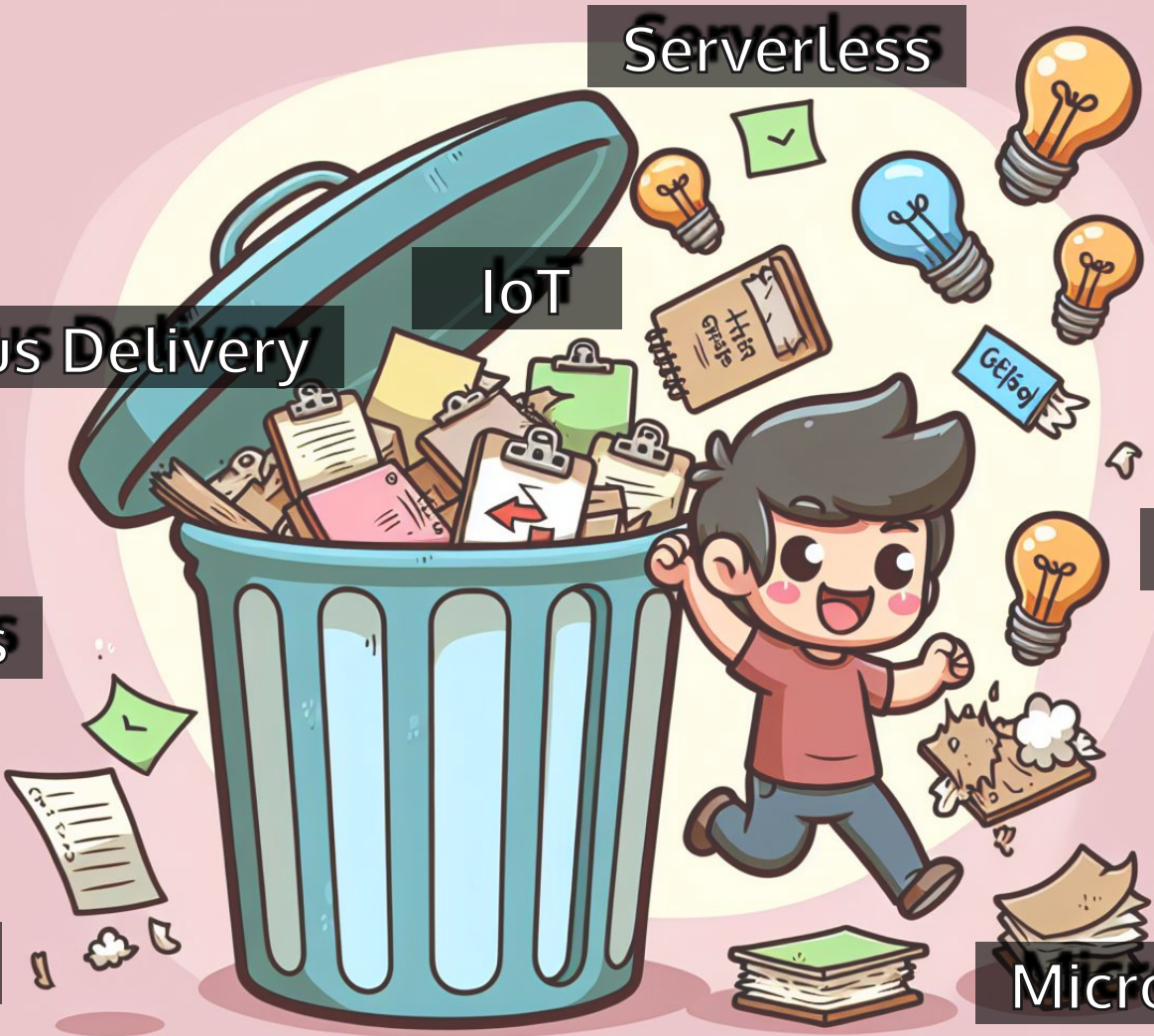
Big Data

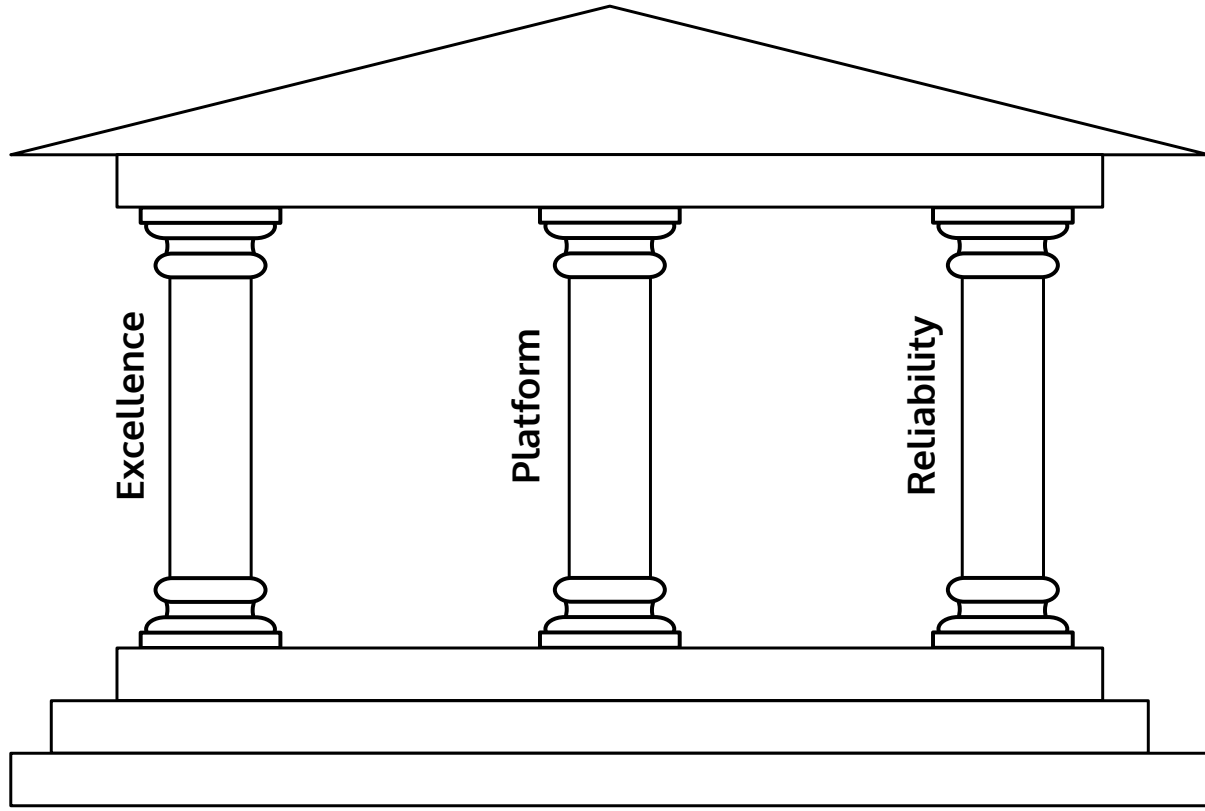
DevOps

Lean

Agile

Microservices



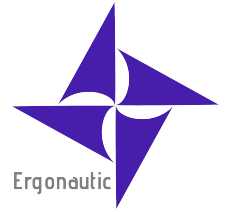


# [Technical] Excellence

The opposite of Technical Debt



# 3 Types of Technical Debt



Poor  
Decisions

Code Age

Changing  
World



# Technical Debt



All code is technical debt

Ergonautic



Why would I spend 2M  
To continue making 1M?





# Platform [Engineering]

There's nothing new under the sun



**“You can’t buy DevOps  
But I can sell it to you”  
- Matty Stratton**





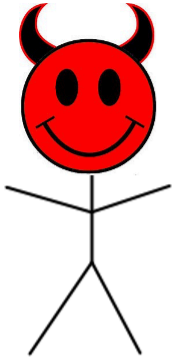
You can't buy a Platform  
But I can sell it to you



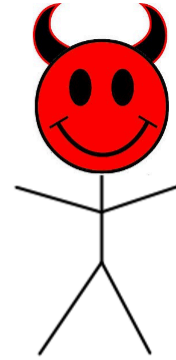
# Is your Platform made of People?



# ServiceNow



dev

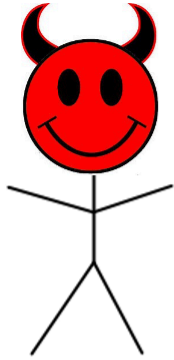


ops

wall of confusion



# ServiceNow



dev



ops

wall of confusion

One must imagine  
Brent happy



# Reliability

= Availability + Stability + Quality + ...



# 1990s: Maintenance windows



## System Downtime

Saturday, June 4 -  
Sunday, June 5

## Monthly Uptime Percentage

## Service Credit Percentage

Less than 99.95% but equal to or greater than 99.0%

10%

Less than 99.0% but equal to or greater than 95.0%

25%

Less than 95.0%

100%

Monthly downtime > 15 days means 100% refund



# Shipping SW on CDs



1,000,000... user SaaS



In large organizations,  
SRE was born out of necessity



@ergonauticly

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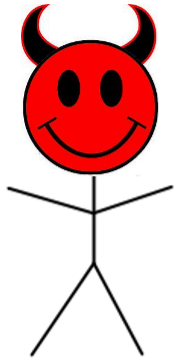
# Toil

The 'goal' of SRE is not to take the toil away from software engineering, but to drive toil out of the system

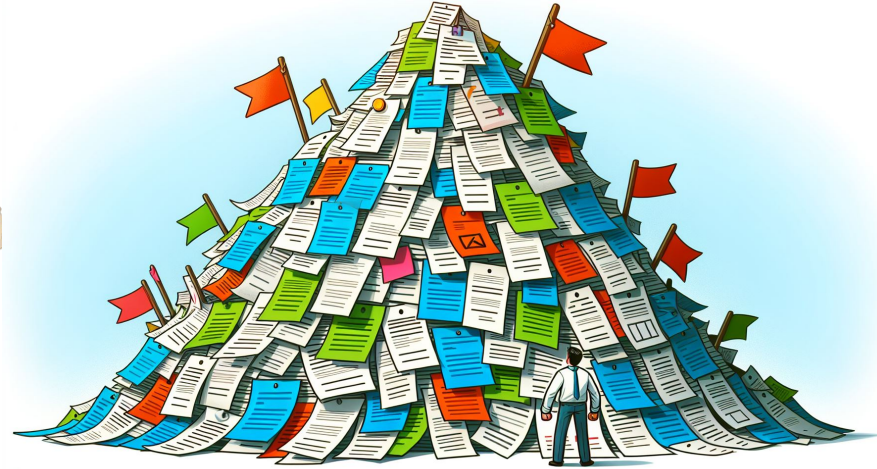




# ServiceNow



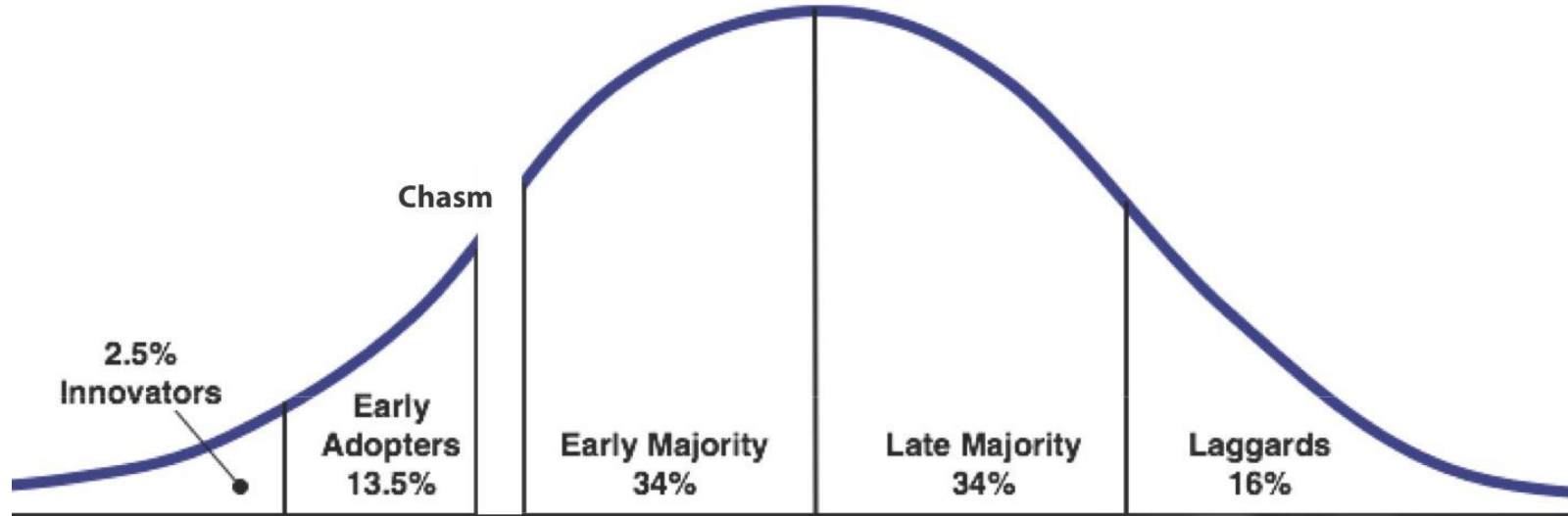
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# Technology Adoption Life Cycle



seeking advantage

seeking legitimacy

words cross the chasm before  
understanding and practice



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# Renaming Teams



Support -> Sys Admin -> Ops -> DevOps -> SRE -> Platform Eng -> (?)



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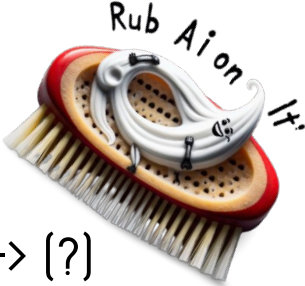


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# Renaming Teams



... -> DevOps -> ... -> (?)



dev



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**You cannot step twice  
into the same  
Transformation**



Serverless

Cloud

IoT

Continuous Delivery

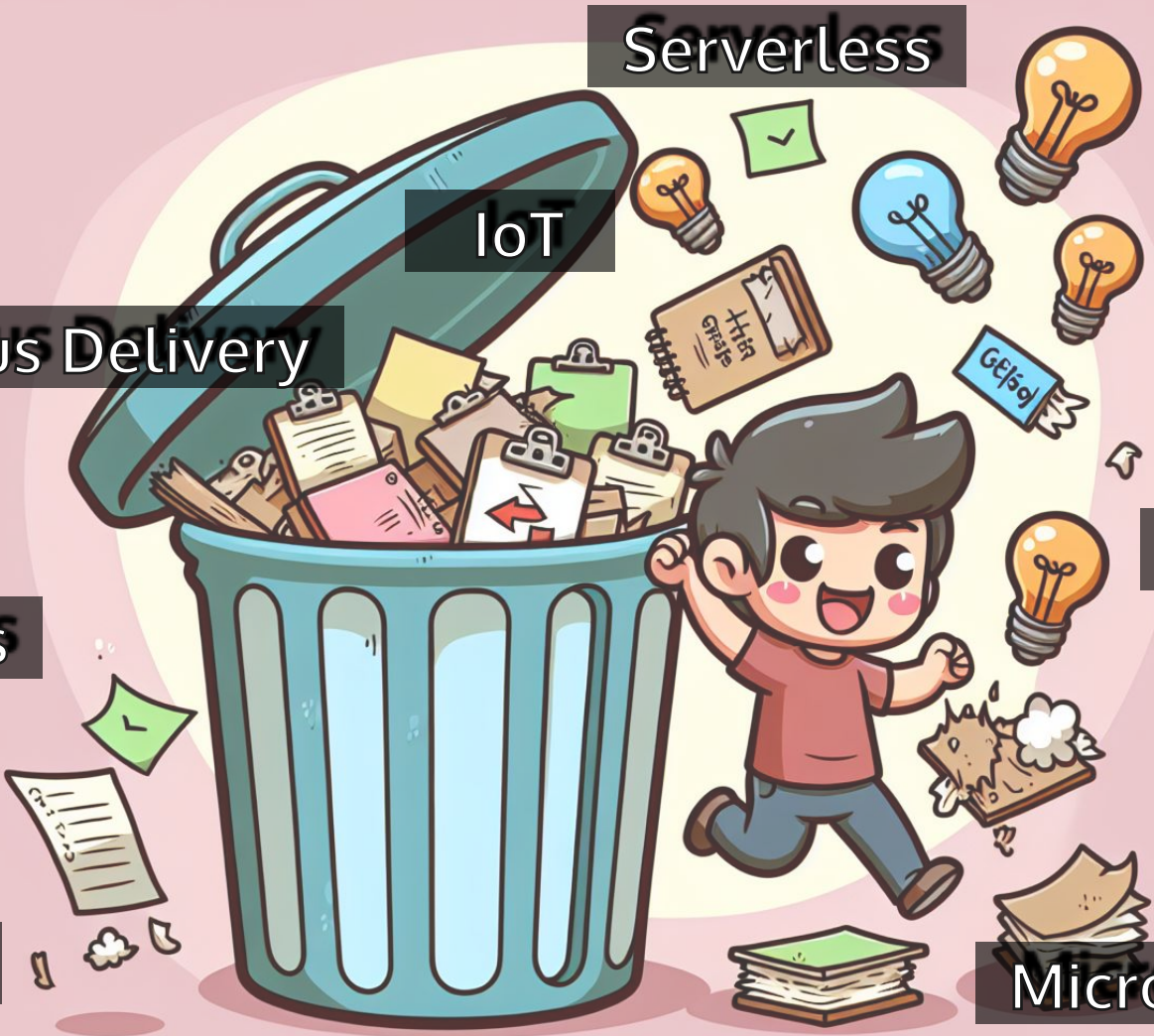
DevOps

Big Data

Lean

Agile

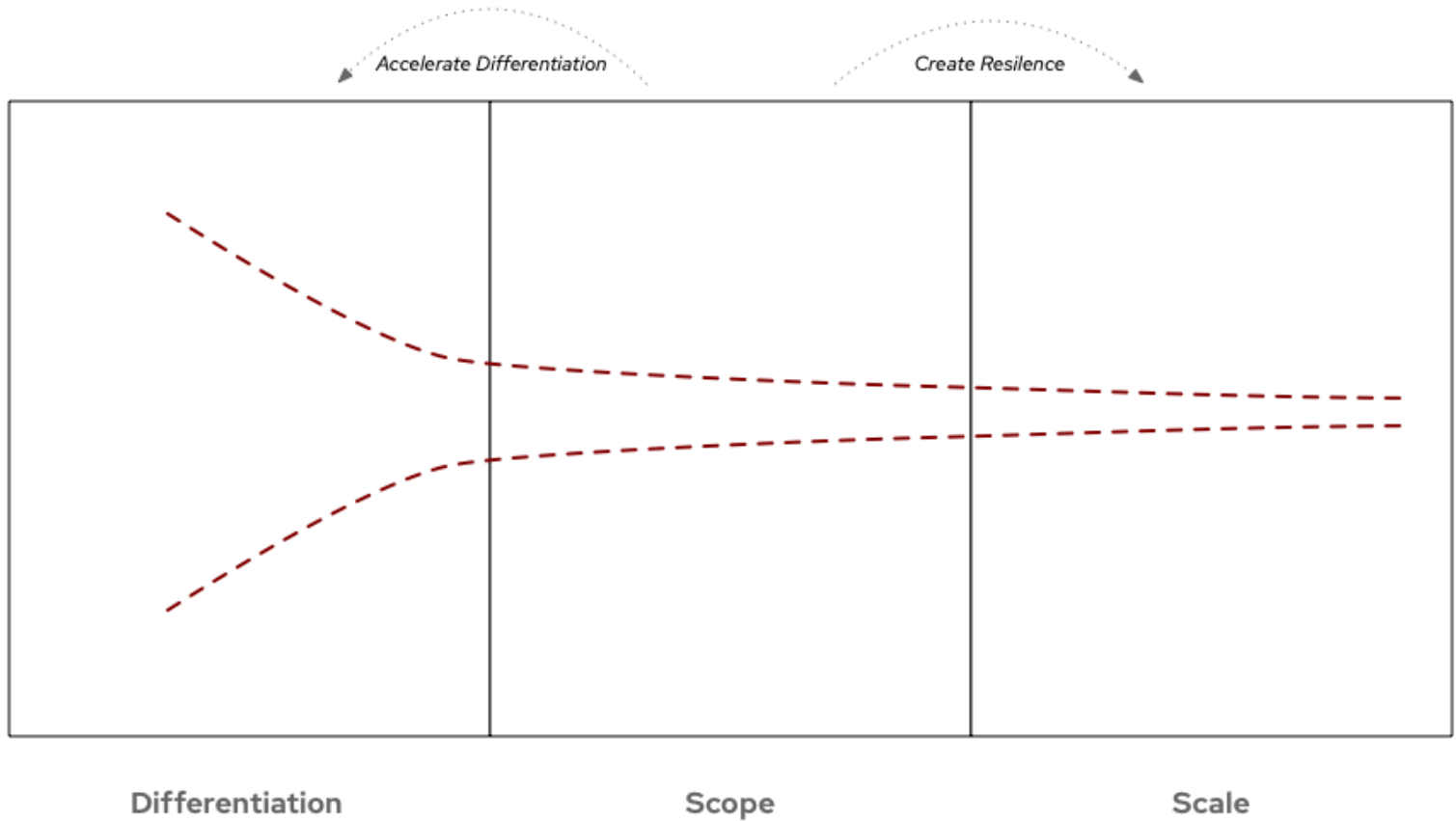
Microservices







# 3 Economies

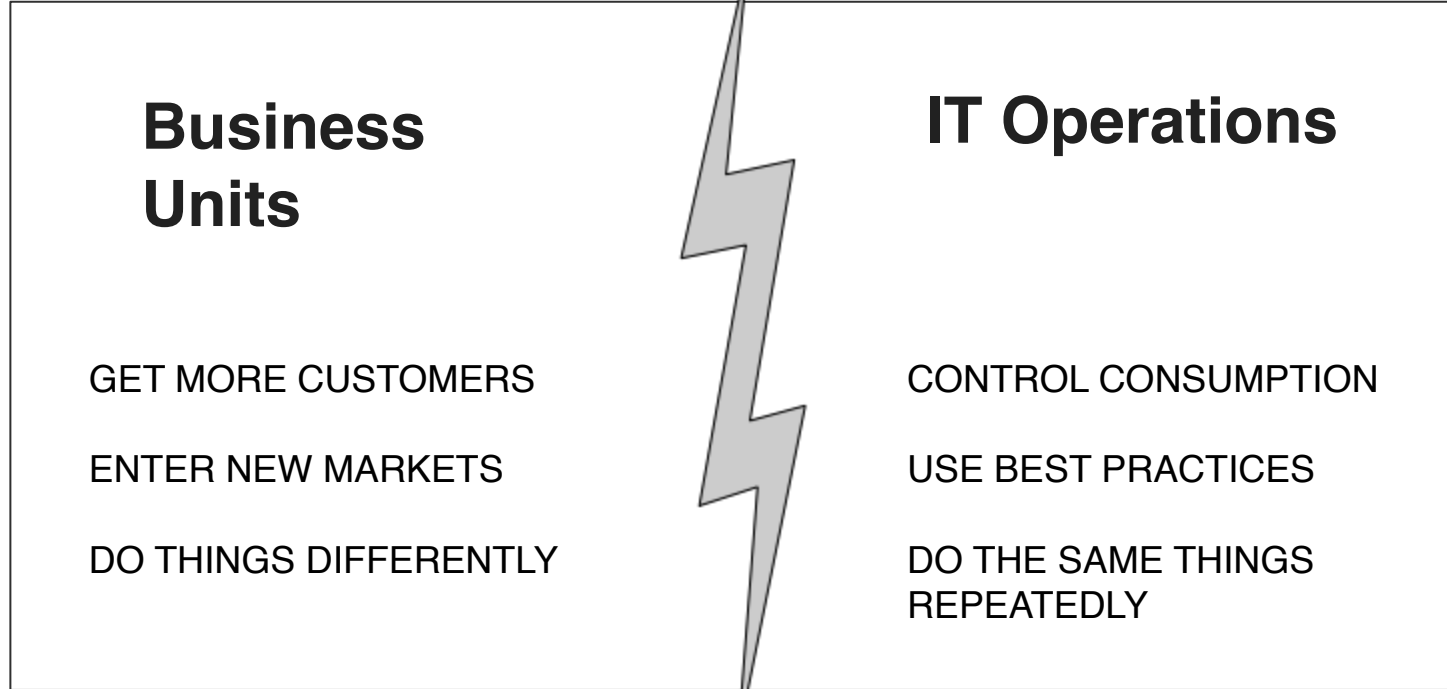


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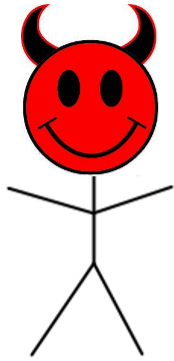
Source: <https://blog.jabebloom.com/2020/03/04/the-three-economies-an-introduction/>

# Differentiation

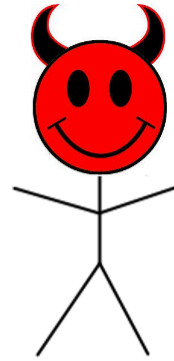
# Scale







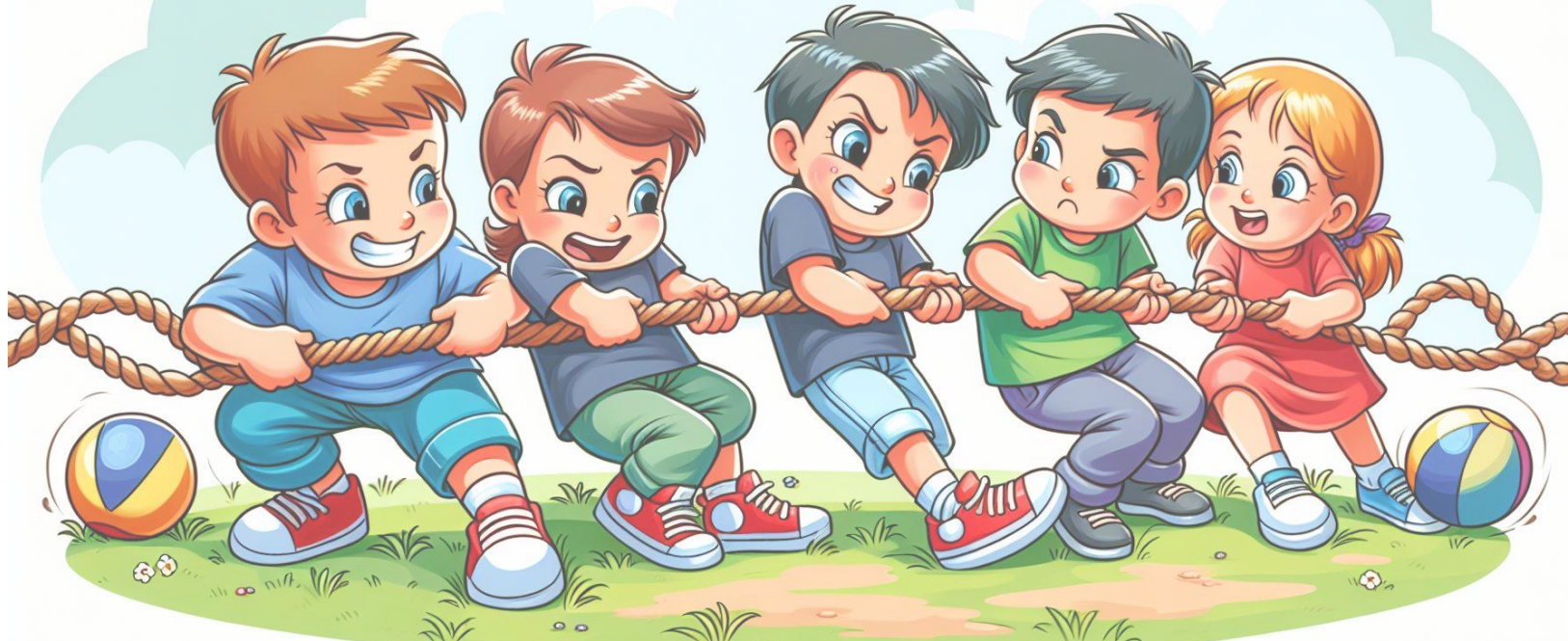
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The sides maximize local wins  
according to local rules of the game



The Scope economy connects  
Differentiation and Scale to enable  
innovation and efficiency.



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The Scope economy emerges from an ongoing negotiation between selfish interests in favor of the collective



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# Funding

The unfunded pillars



We could talk about funding  
We would NOT get very far



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Why would I spend 2M  
To continue making 1M?



The challenge is...



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# The 3 pillars belong to the 3rd (Scope) Economy

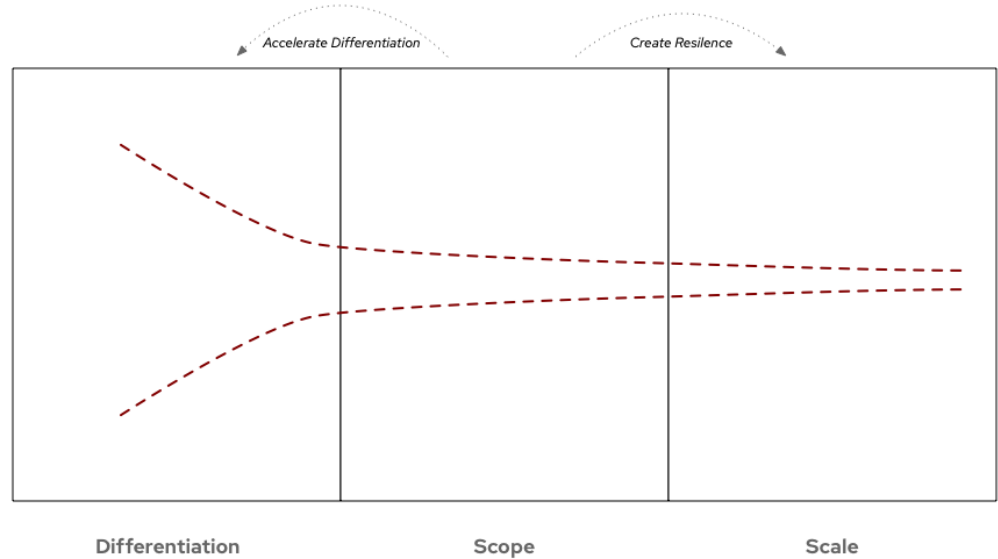


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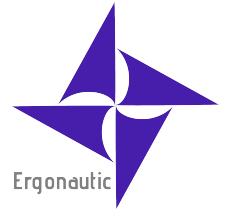
Translate your pillar  
into revenue or cost  
- get funded



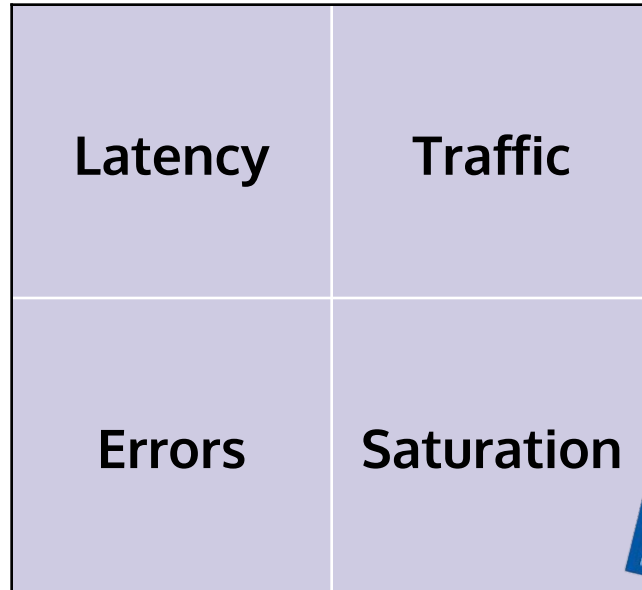
Google: 500ms of latency dropped traffic by 20%

<https://www.gigaspace.com/blog/amazon-found-every-100ms-of-latency-cost-them-1-in-sales/>

# Let's all use the 4 Golden Signals!



Can you connect them  
to revenue, costs or  
customer experience?





# NETFLIX

Half a second of  
latency doesn't matter!



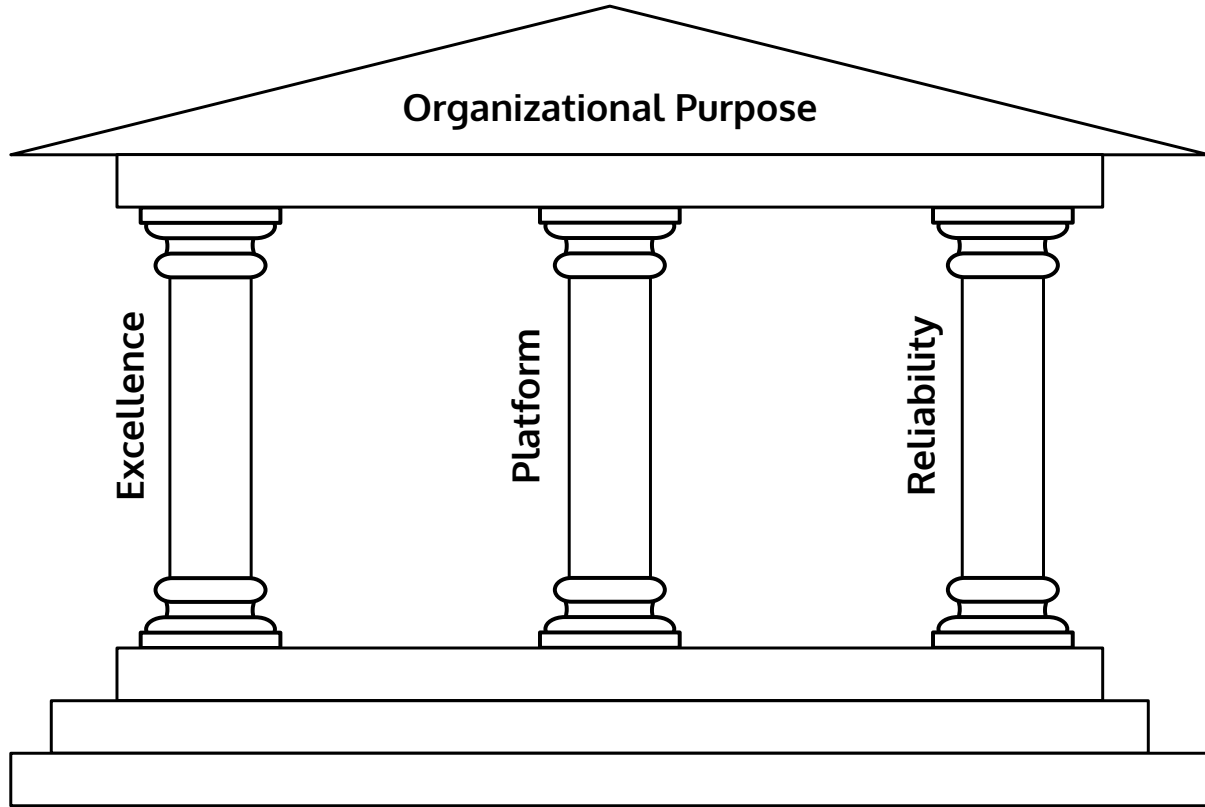
The narrative must be meaningful  
to your business



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# NETFLIX

## Customer Support call volume

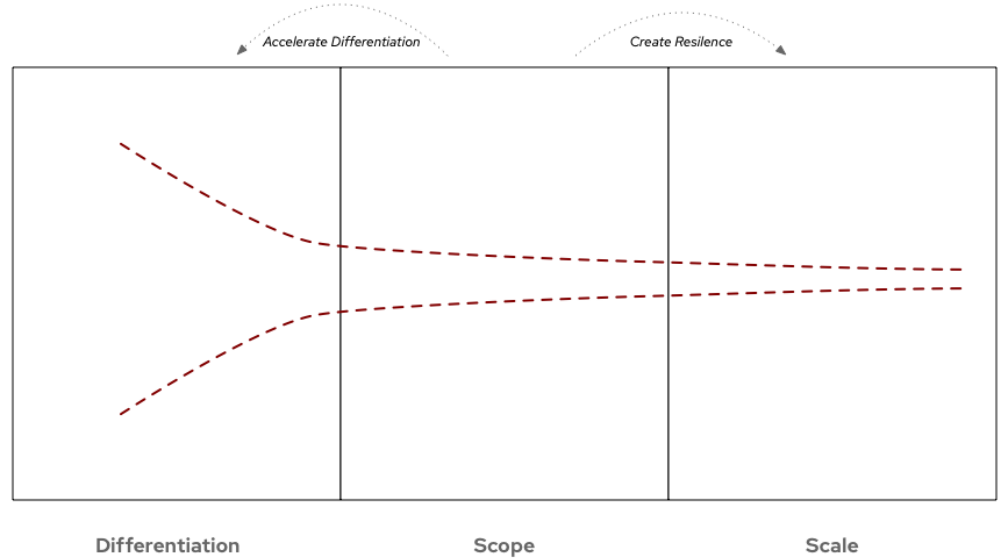


“It doesn’t matter to the business if the parts of your system work together internally the way you intended; the business only cares about qualities of the system output.”

- Casey Rosenthal



Measure improvements  
in system output  
- get funded



# Meaningful metrics



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Metrics are  
difficult to  
get right

## GOODHART'S LAW

WHEN A MEASURE BECOMES A TARGET,  
IT CEASES TO BE A GOOD MEASURE

IF YOU  
MEASURE  
PEOPLE ON...

NUMBER OF  
NAILS MADE

WEIGHT OF  
NAILS MADE

THEN YOU  
MIGHT GET

1000'S OF  
TINY NAILS

A FEW GIANT,  
HEAVY NAILS



Metric is meaningless if it  
does not impact decisions



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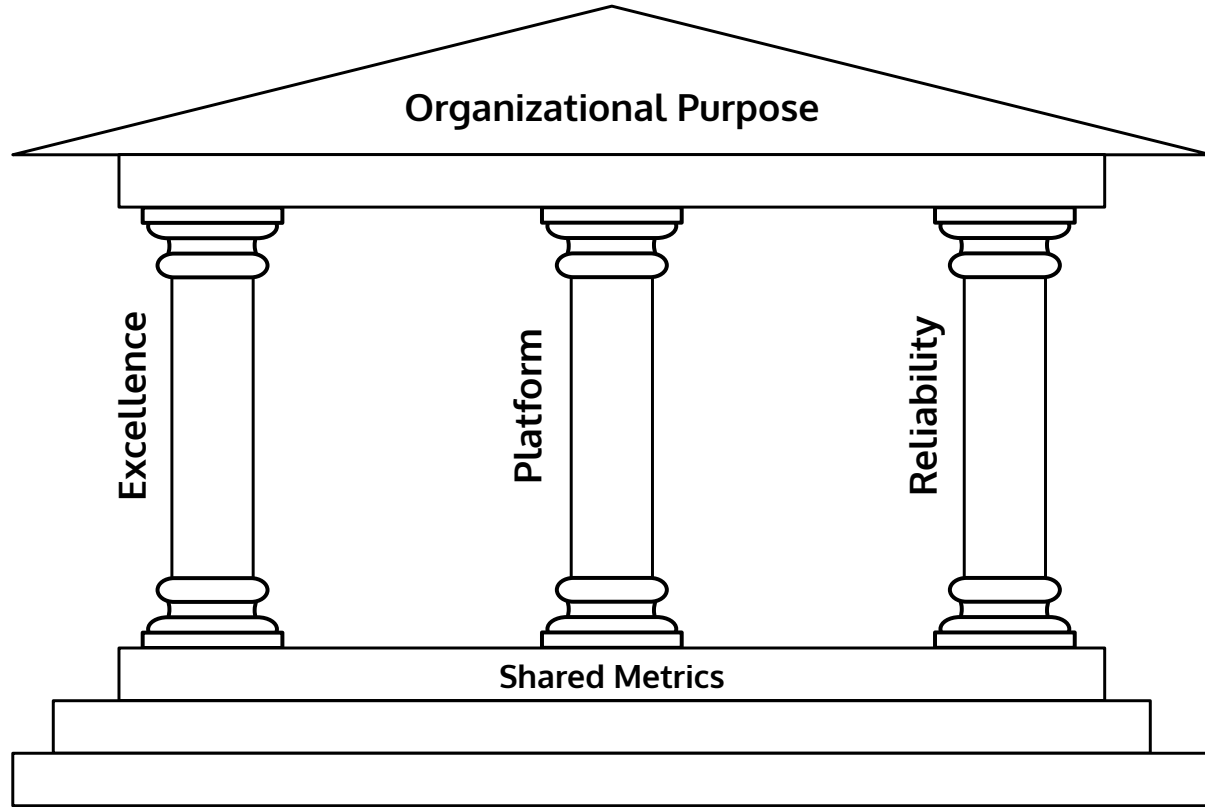
Metric is meaningless  
without a narrative



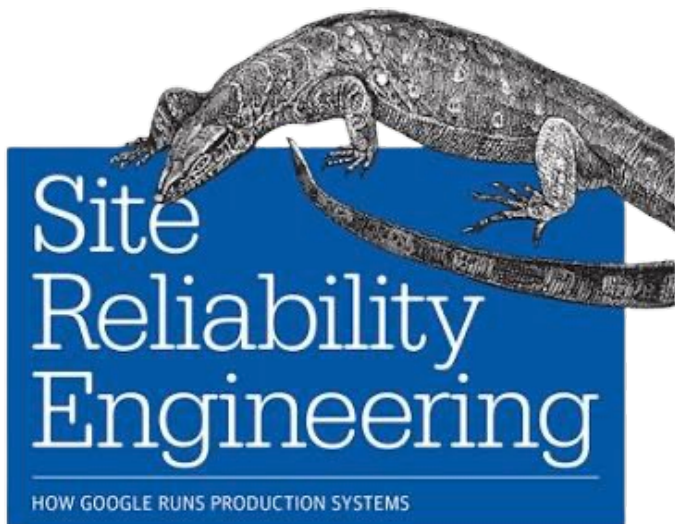
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# Google



# NETFLIX



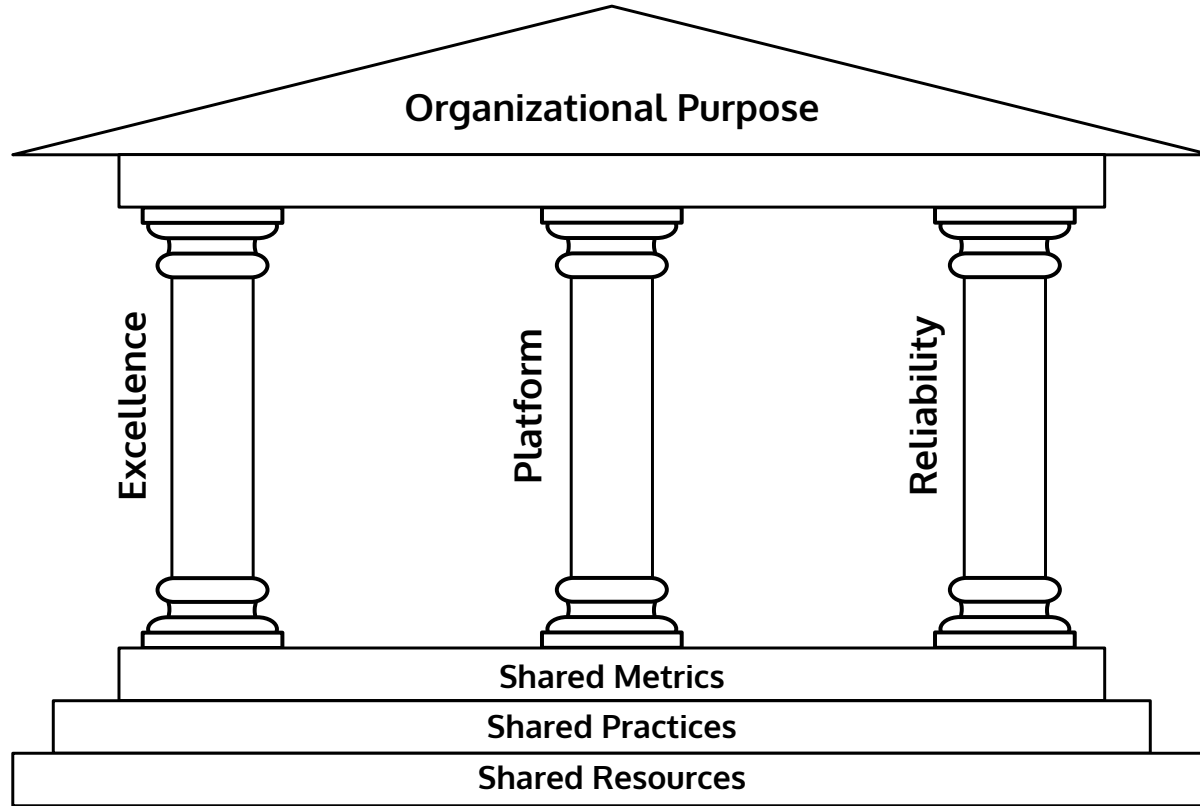
Winning Practices, like Platforms,  
are specific to your business



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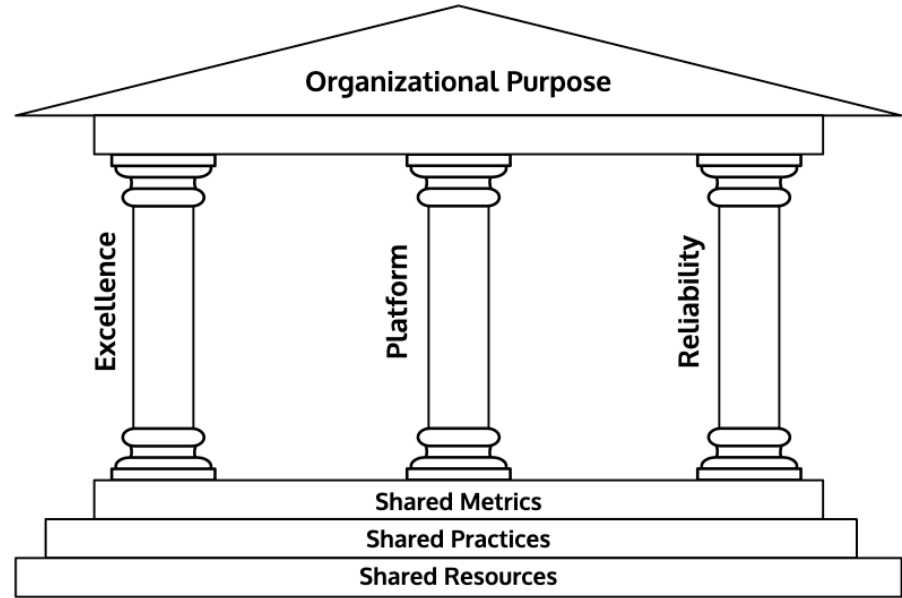
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# Leadership matters





**BE (technically) EXCELLENT TO EACH OTHER**



Thank you!

**Sasha Czarkowski  
(Rosenbaum)**

