Enable your IT Operations for a new tech platform

A PKS PLATFORM WITHIN AIR FRANCE KLM

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TRANS FORM!

The two Brains of IT Operations

IT Operations have a "split brain" problem, on one side we have to focus on Reliability and Stability, on the other side we have to Innovate and deliver fast New Solutions

! *Mode 1* is optimized for areas that are more predictable and well-understood. It focuses on exploiting what is known, while renovating the legacy environment into a state that is fit for a digital world.

! *Mode 2* is exploratory, experimenting to solve new problems and optimized for areas of uncertainty. These initiatives often begin with a hypothesis that is tested and adapted during a process involving short iterations, potentially adopting a minimum viable product (MVP) approach.
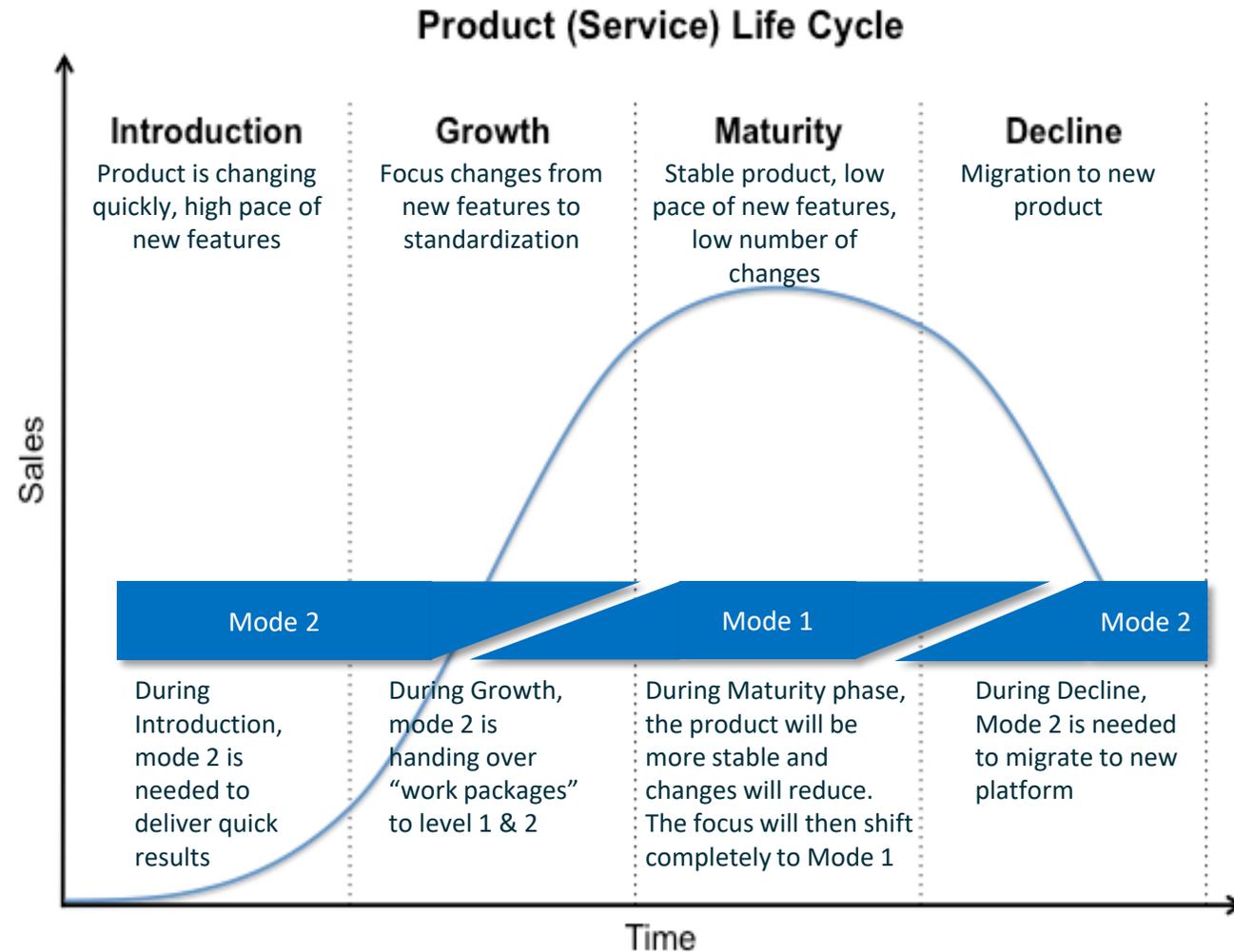
Both modes are essential to create substantial value and drive significant organizational change, and neither is static. Marrying a more predictable evolution of products and technologies (Mode 1) with the new and innovative (Mode 2) is the essence of an enterprise three-modal capability. All play an essential role in the digital transformation.

Challenges of Innovation vs Growth

We have to balance Innovation (we can make it work in a small environment) with Growth and Reliability (can we also make it work 24x7 in a complex environment).
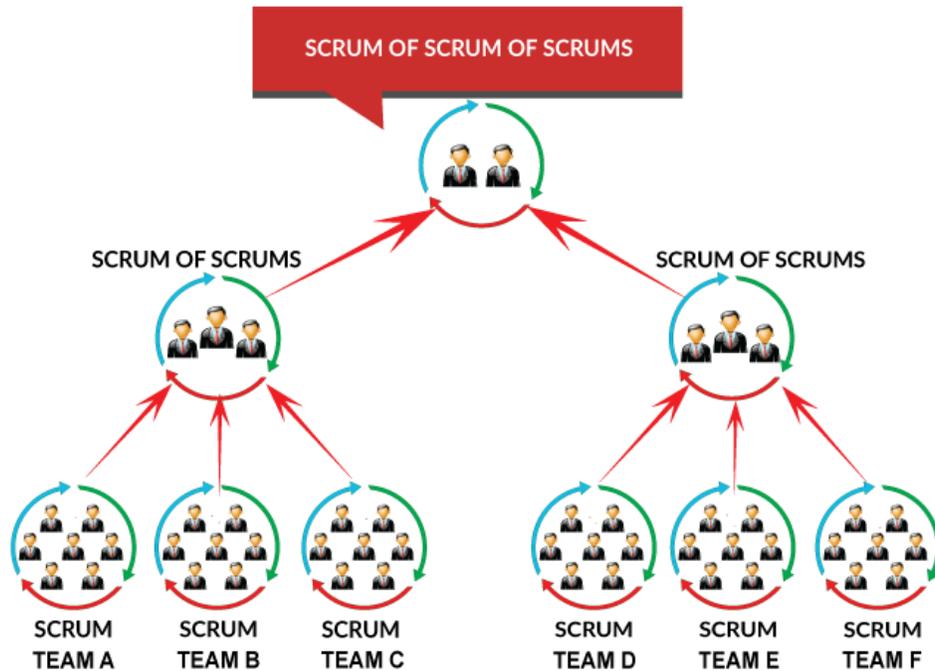
During the Introduction and Growth phase of a product development, the requirements and specifications are changing quickly. Development needs to react quickly on new insights, modified components and feedback from pilots. After a certain time, the Product will become more stable and changes will reduce. When this happens, the focus will shift from agility to efficiency and scalability, which means that there will be more focus on Shift Left (less requirement of expensive knowledge through industrialization) and automation.

Product (Service) Life Cycle

Introduction
Product is changing quickly, high pace of new features

Growth
Focus changes from new features to standardization

Maturity
Stable product, low pace of new features, low number of changes

Decline
Migration to new product

Mode 2

Mode 1

Mode 2

During Introduction, mode 2 is needed to deliver quick results

During Growth, mode 2 is handing over "work packages" to level 1 & 2

During Maturity phase, the product will be more stable and changes will reduce. The focus will then shift completely to Mode 1

During Decline, Mode 2 is needed to migrate to new platform
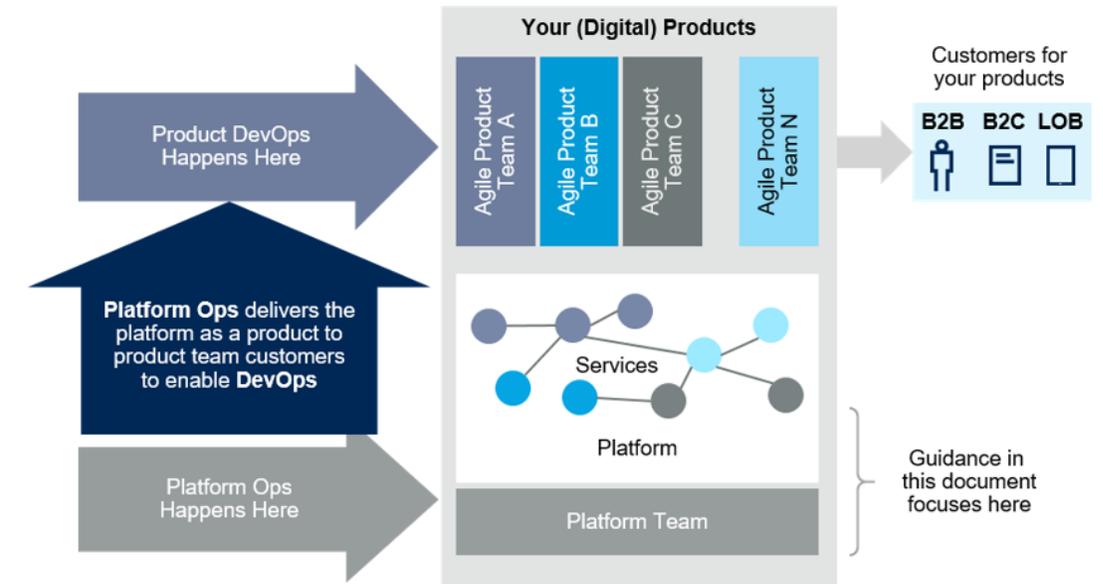
Sales

Time

Conway's Law

"Organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations."
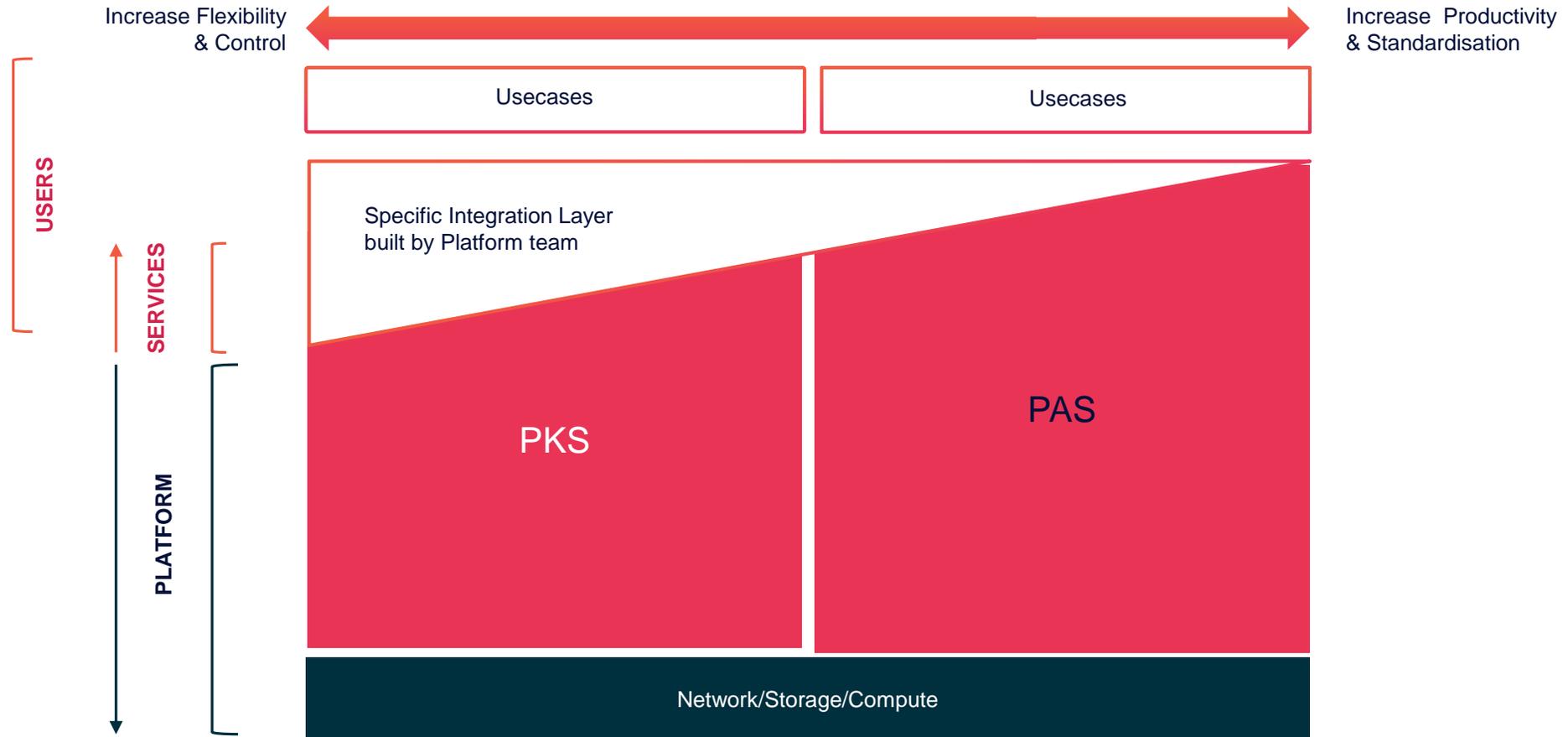
— M. Conway

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SCRUM OF SCRUMS

SCRUM OF SCRUMS

SCRUM TEAM A SCRUM TEAM B SCRUM TEAM C SCRUM TEAM D SCRUM TEAM E SCRUM TEAM F

Strengthening DevOps With a Platform Ops Capability

Your (Digital) Products

Agile Product Team A / Agile Product Team B / Agile Product Team C / Agile Product Team N

Customers for your products

B2B B2C LOB

Product DevOps Happens Here

Platform Ops delivers the platform as a product to product team customers to enable DevOps

Services

Platform

Platform Ops Happens Here

Platform Team

Guidance in this document focuses here

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PKS: Logical Platform overview

UNLIMITED BUDGET TO WIN F1

YOU WOULD:
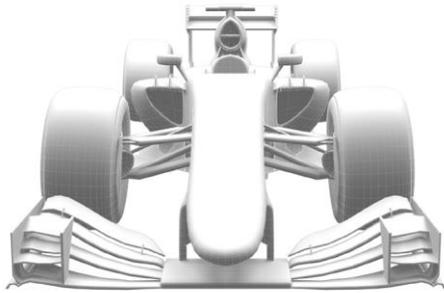
DEVELOP THE FASTEST CAR
AND THE BEST TECHNOLOGY
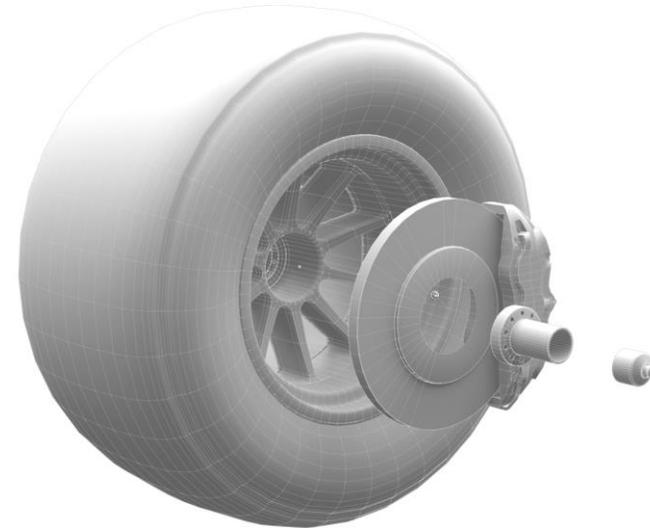
HIRE AN EXPERIENCED
TECHNICAL TEAM

AND SIGN THE MOST
TALENTED DRIVERS

BUT IS THAT ENOUGH?

NO!

IT'S ABOUT MUCH MORE THAN HAVING THE BEST CAR

Only then can you win the championship. To change four wheels in two seconds, your pit crew need to have the right processes in place – as do your race strategists, engineers, and drivers.

YOU NEED THE RIGHT COMBINATION OF PEOPLE, PROCESS AND TECHNOLOGY

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IT'S THE SAME STORY FOR IT IN BUSINESS

BUSINESSES THAT RELY ON TECHNOLOGY ALONE ARE UNLIKELY TO WIN IN TODAY'S DYNAMIC DIGITAL ECONOMY.

Virtualization and cloud are redefining what's achievable from technology

but technology alone won't drive business transformation

True transformation means modernizing your processes and the way your people work

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THE POWER OF PEOPLE AND PROCESS

UNLOCK THE TRUE POTENTIAL, POWER AND VALUE OF YOUR TECHNOLOGY INVESTMENTS.
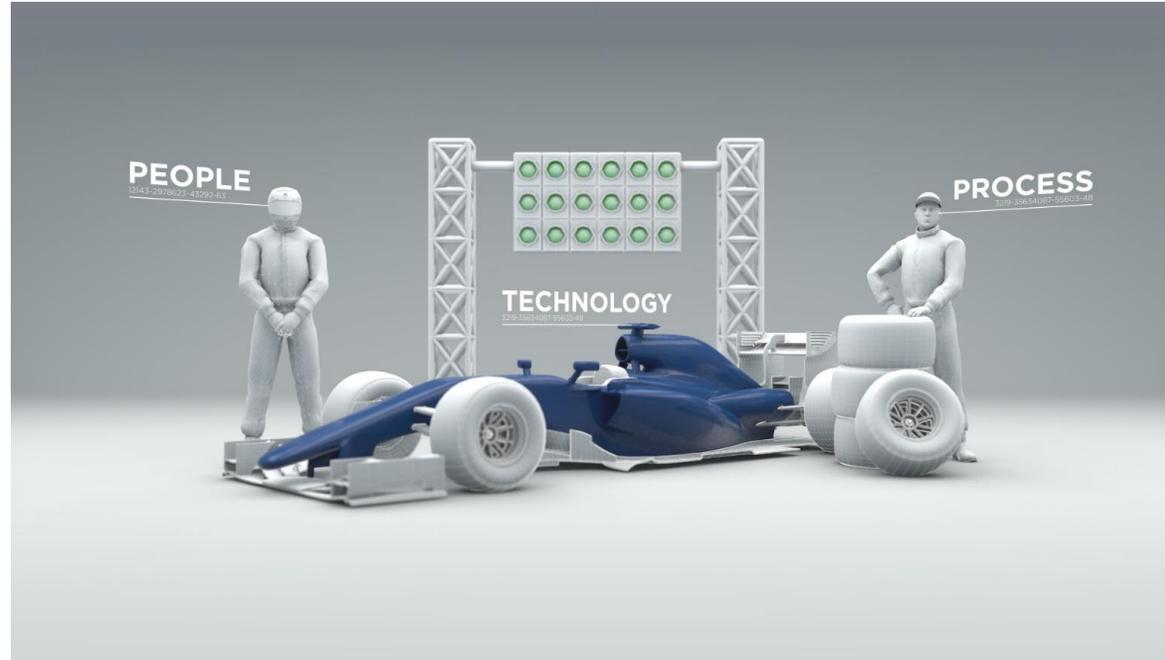
When **people, processes and technology** work seamlessly together, you'll gain the agility and acceleration to respond faster than your competitors and ultimately succeed.

New Set of Guiding Principles Are Required

Old Way

IT-centric and project-focused

Siloed organization

Reactive mindset

Heavyweight processes or none at all

Minimal automation if any at all

New Way

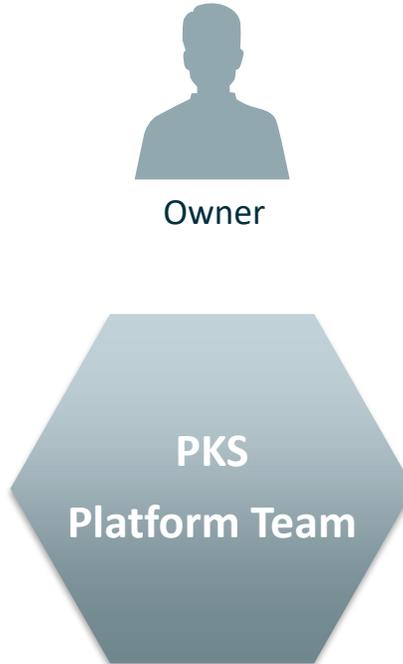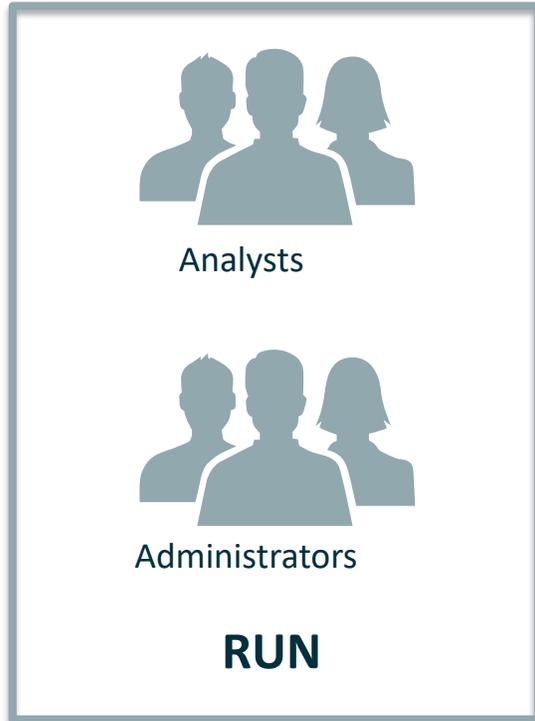Customer-focused, service-oriented culture

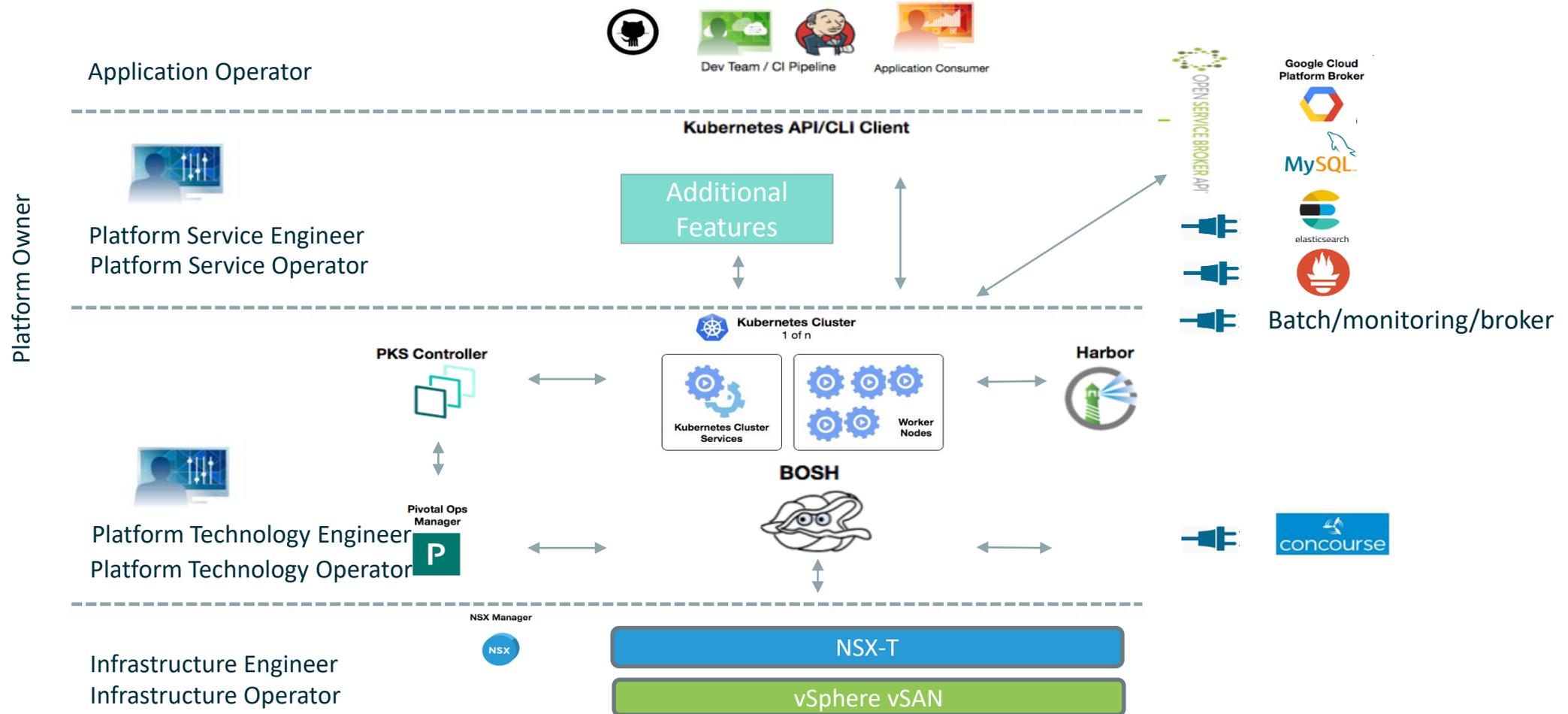Cross-functional, multi-disciplinary teams

Proactive operations mindset

Lightweight processes and governance

Max automation intelligently deployed

Platform team: General Roles

Architect

PLAN

Owner

Analysts

Administrators

RUN

**PKS
Platform Team**

Engineers
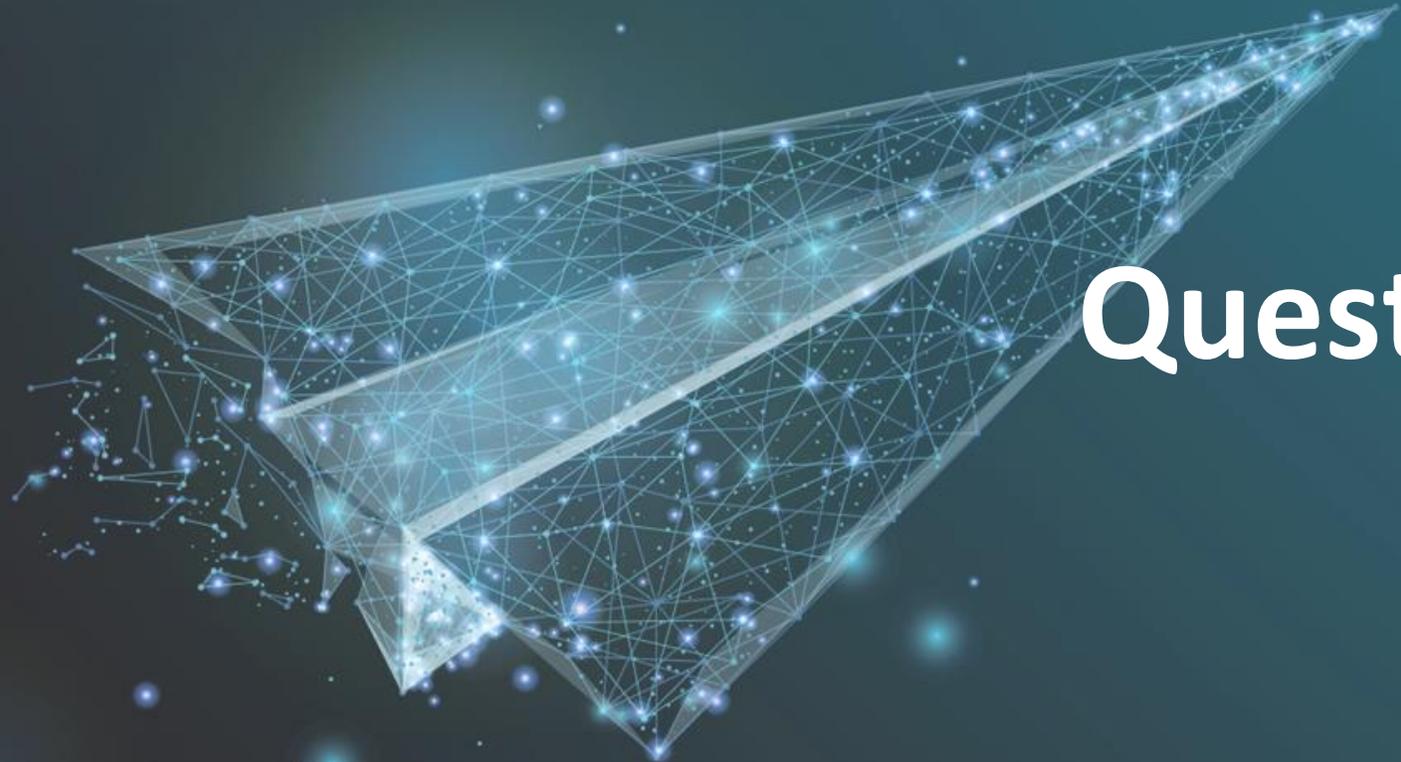
Integration & Automation
Developers

BUILD
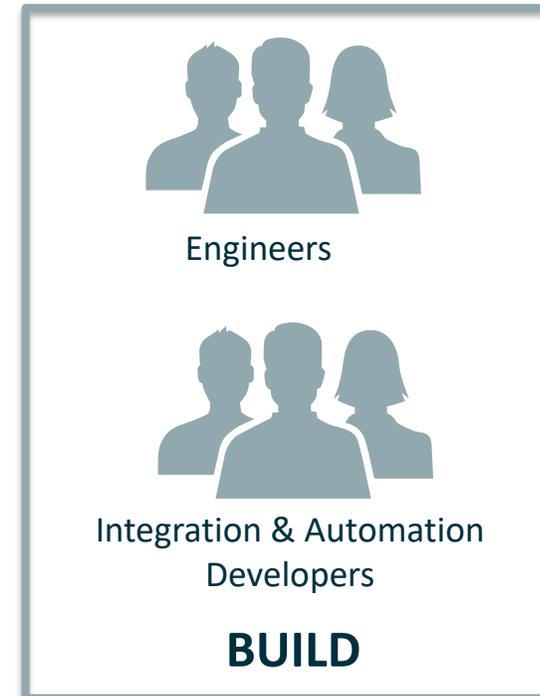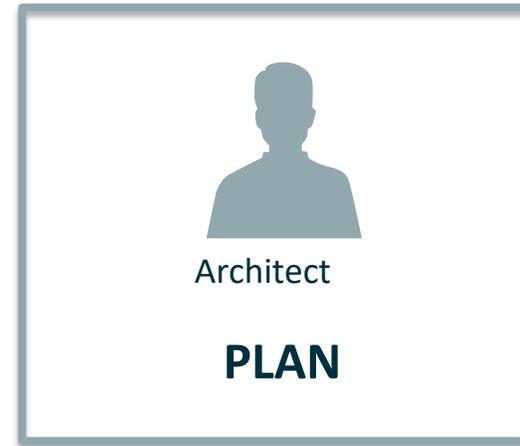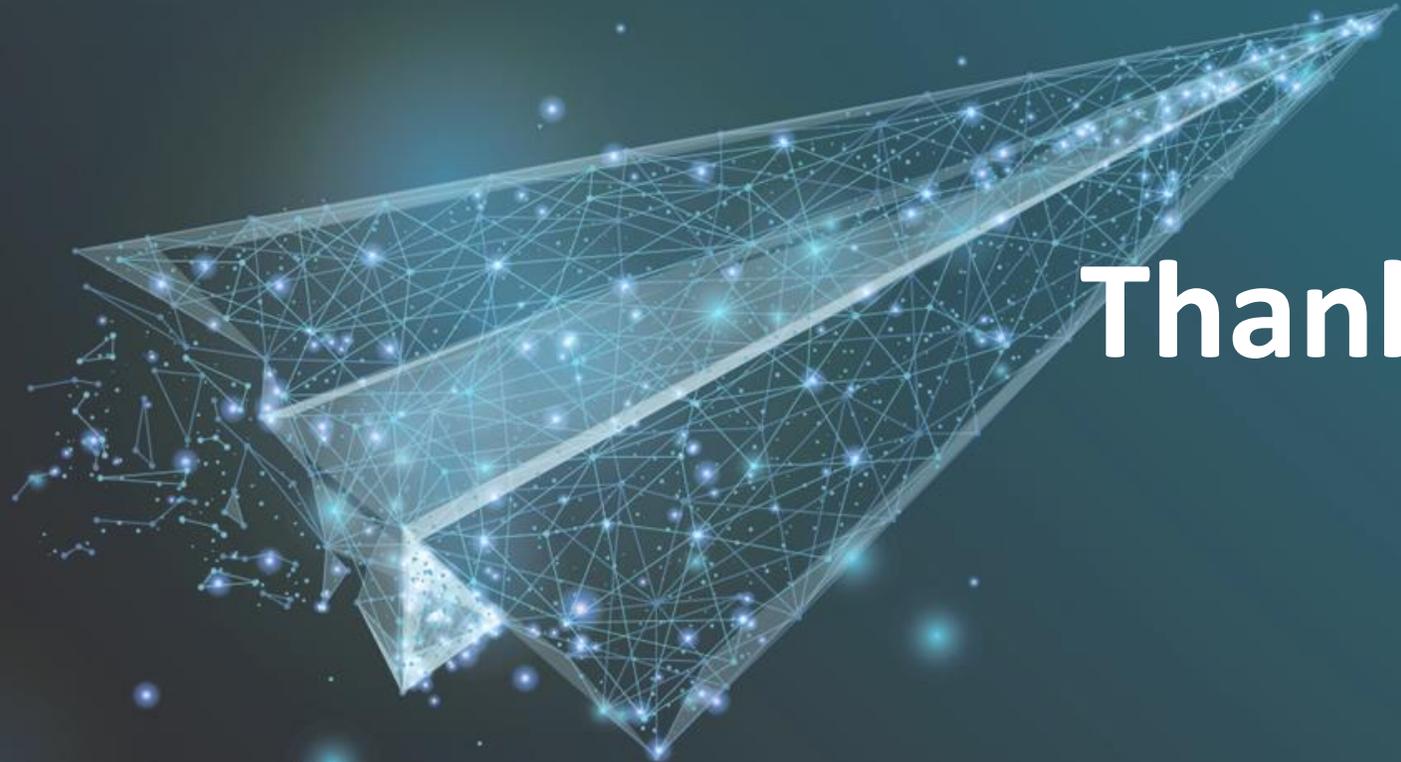
Platform overview PKS

Lessons Learned

1. Establish strategic executive sponsorship for the transformation effort

2. Engage your people and prepare them for change

3. Start with simple environments (COTS vs business apps)

4. Make sure security and compliance teams are involved early

5. Perform early process testing by dry runs and simulations of Use Cases

Thank you!

TRANS
FORM!