ENKI CASE STUDY
DEVOPS ROLLOUT

Our client is a strategic business unit of an insurance and financial services company with over 300,000 employees and annual revenues of more than $225B.

Problem

- Legacy technology and processes are interfering with customer engagement, business team flexibility, and speed to market for improvements
- Waterfall development methodology practices with Agile ceremonies result in additional delays, poor estimates, constantly missing target dates and budgets, and making less progress
- Monolithic systems with point-to-point data movement for integration limited business teams' ability to get the right information at the right time
- Legacy mainframe COBOL and lack of Distributed Computing skills
- Legacy infrastructure hardware, tools, and processes for deployments
- Legacy consulting firm delivering large, monolithic, waterfall distributed platform using legacy waterfall methodology constantly late and overbudget by hundreds of millions

Action

- Collaboratively engaged teams to identify quick wins and strategic needs
- Created roadmap that supported short-term success while building towards long-term strategy
- Launched simple training process on internal Wiki with GitHub (Training)
- Introduced small iterative efforts to "nudge" the culture toward DevOps
- Communicated skill transformation leadership support – constantly
- Walked through training with team members
- Had team create team name, launched team events, celebrated wins and birthdays

Outcome

- Improved cross functional IT group understanding of requirements
- Introduced service routing and "Blue Green" approach to deployments
- Defined, supported, and reduced Release Train duration reduction from months to weeks
- Supported interns, new hires, and experienced staff in learning DevOps
- Failed Fast, fixed process and skills, increased speed, repeated process
- Built momentum and enthusiasm across key stakeholder groups
- Built a sustaining DevOps team in 11 months after three year effort with twice the number of consultants by legacy firm failed to deliver