

# Courage is a Competitive Advantage

26th of April, 2018



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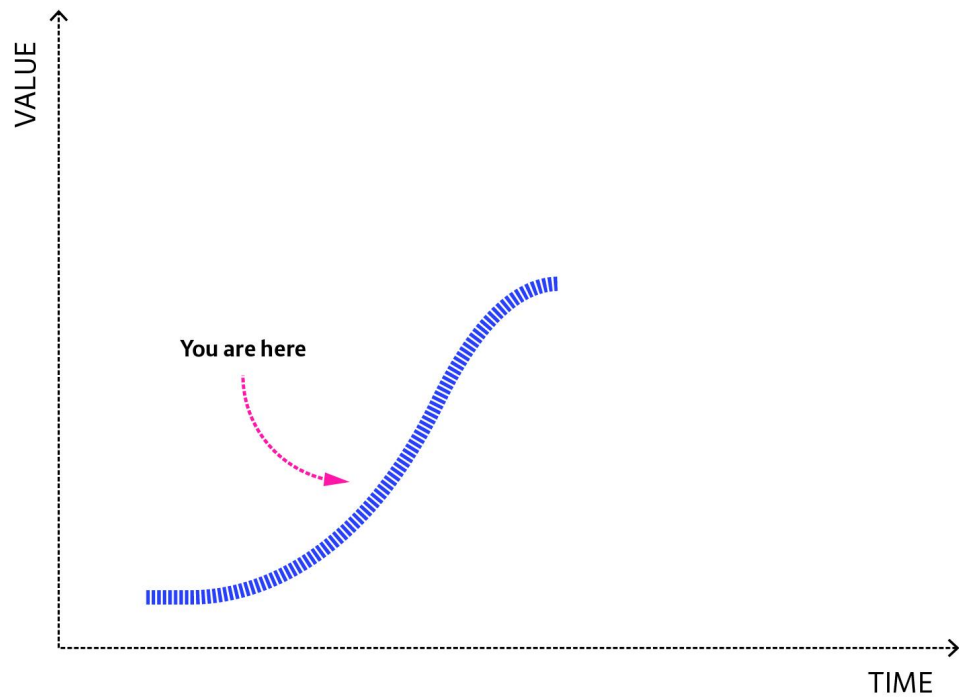


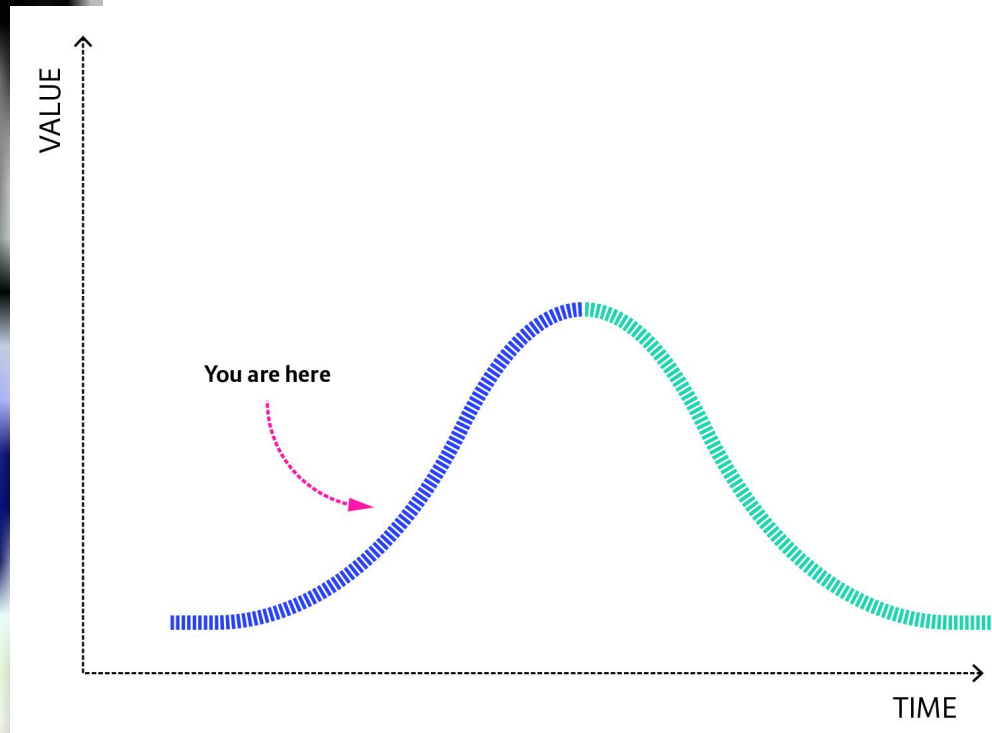
# Agenda

- Strategic Inflection Points.
- We Cannot Predict the Future But We Can Prepare For It.
- Lessons from ING.
- Wishful Thinking and the Multiple Dimensions for Cloud Native.
- How To Face This Challenge

# Strategic Inflection Points

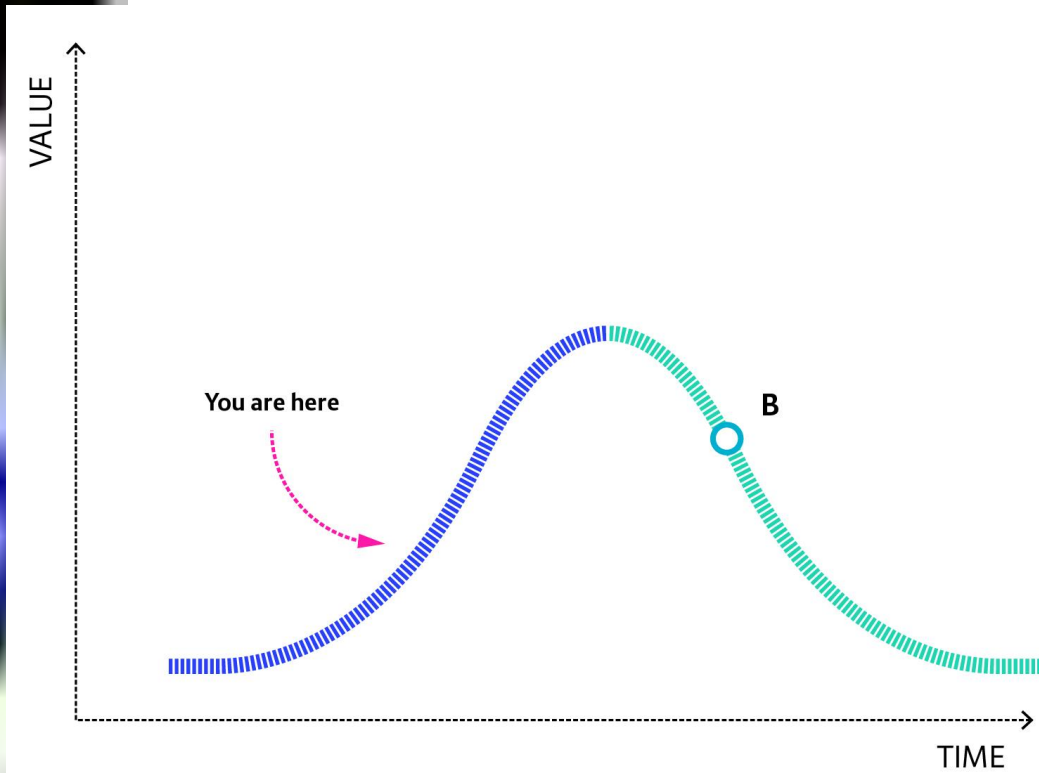
# **S-Curves and the Road to Davy's Bar**





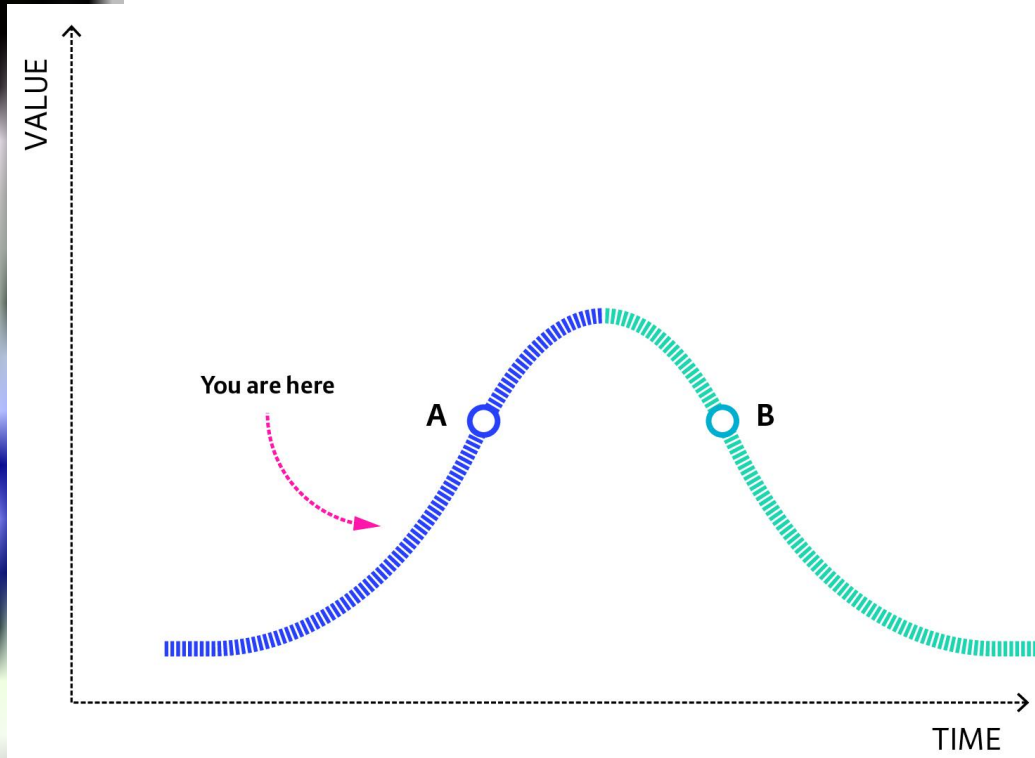


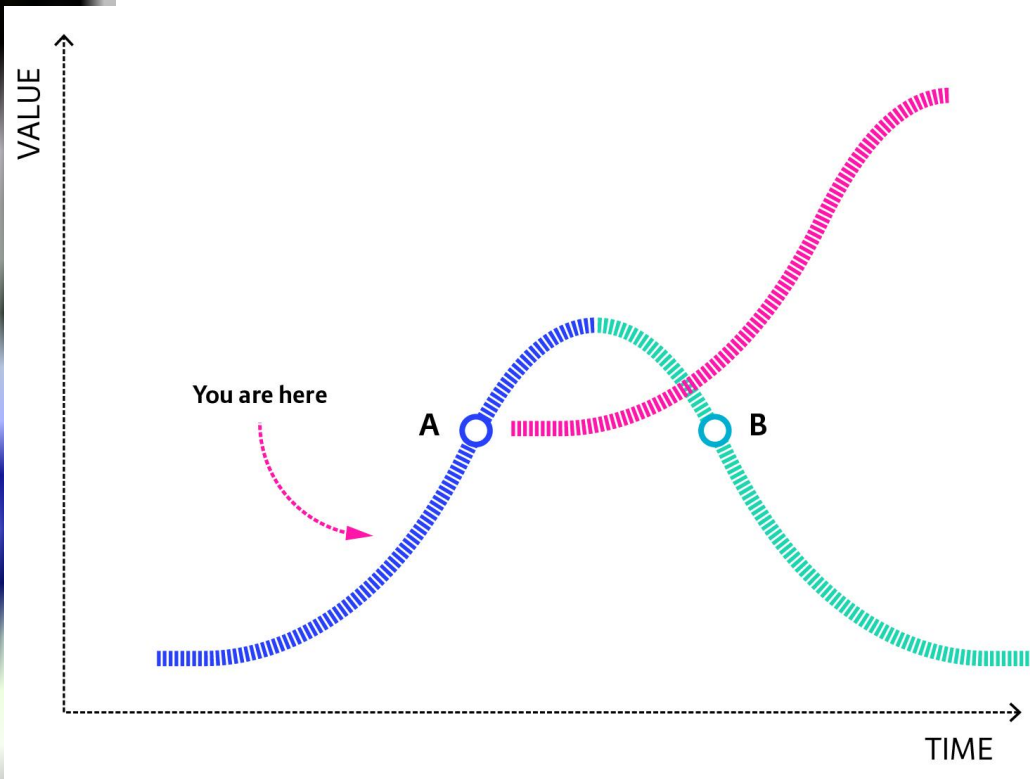






**Why Wait Until Point B?**





**We Can't Predict the Future  
But We Can Prepare for It**

# How ING Went Cloud Native



# ING Bank

Threats from  
Google, Apple and  
Facebook. [And  
those with access  
to the same tech.]



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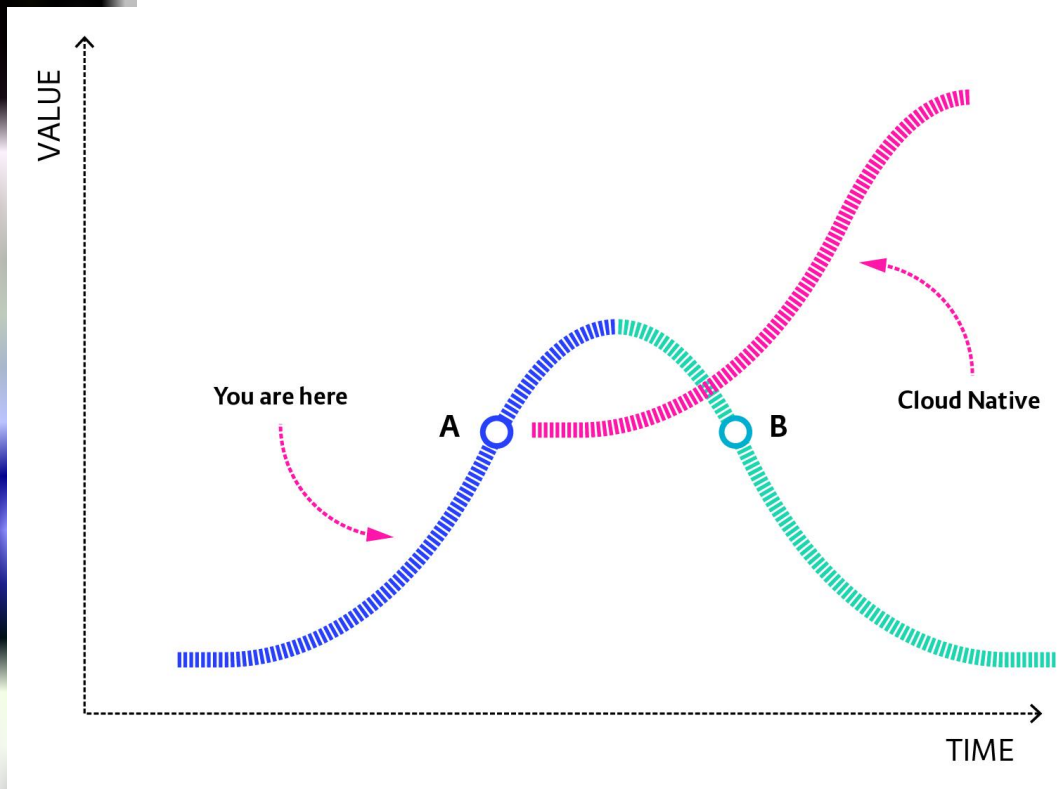
A Restless,  
demanding  
customer base  
trained by that lot  
←

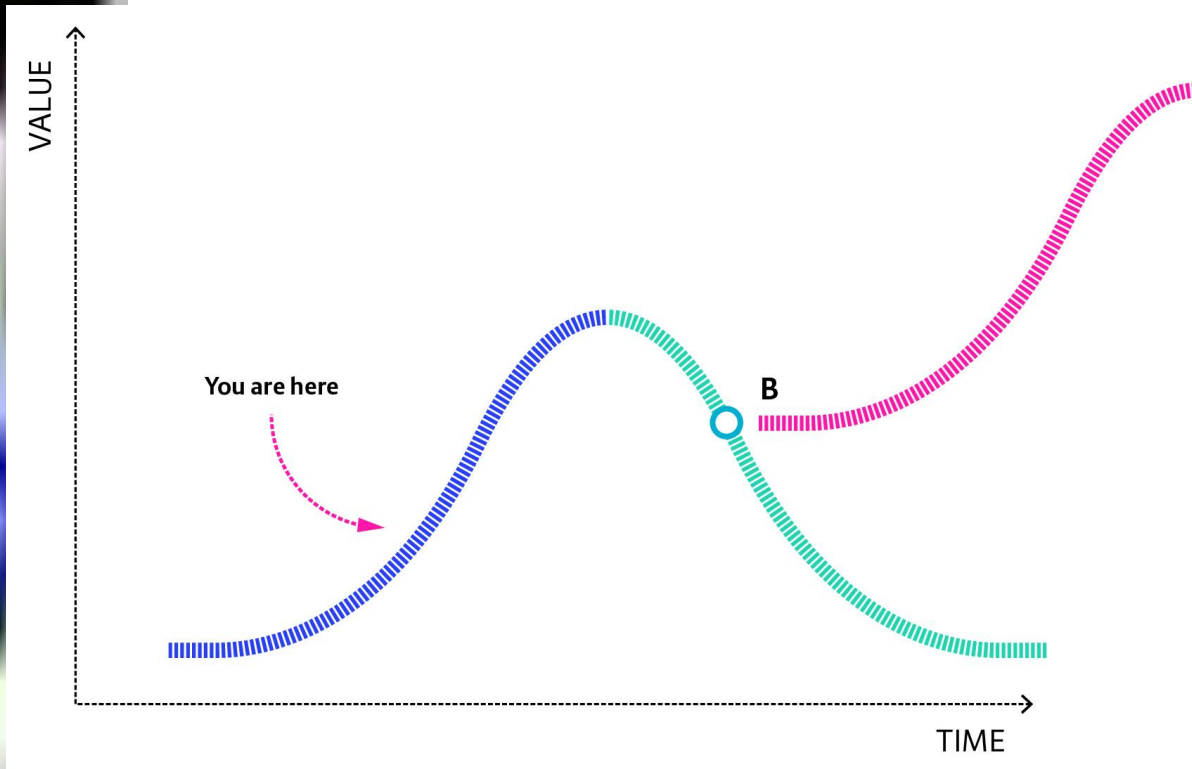
# ING Bank

Threats from Google, Apple and Facebook. [And those with access to the same tech.]

A Restless,  
demanding  
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Two managerial  
Insights. Developers  
like cool stuff.  
There were a lot of  
**positive  
externalities.**







# Wishful Thinking



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## **SNAKE OIL LINIMENT**

THE  
STRONGEST AND  
BEST LINIMENT  
KNOWN FOR PAIN  
AND LAMENESS.

— USED EXTERNAL  
ONLY —

FOR  
RHEUMATISM  
NEURALGIA  
SCIATICA  
LAME BACK  
LUMBAGO  
CONTRACTED  
CORDS  
TOOTHACHE  
SPRAINS  
SWELLINGS  
ETC.



— FOR —  
FROST BITES  
CHILL BLAINS  
BRUISES  
SORE THROAT  
BITES OF  
ANIMALS  
INSECTS AND  
REPTILES.

— GOOD FOR  
MAN AND BEAST —

IT GIVES  
IMMEDIATE  
RELIEF.

— IS GOOD  
FOR  
EVERYTHING  
A LINIMENT  
OUGHT  
TO BE  
GOOD FOR —

Manufactured by  
**CLARK STANLEY**  
Snake Oil Distillery  
Company  
Providence, R. I.

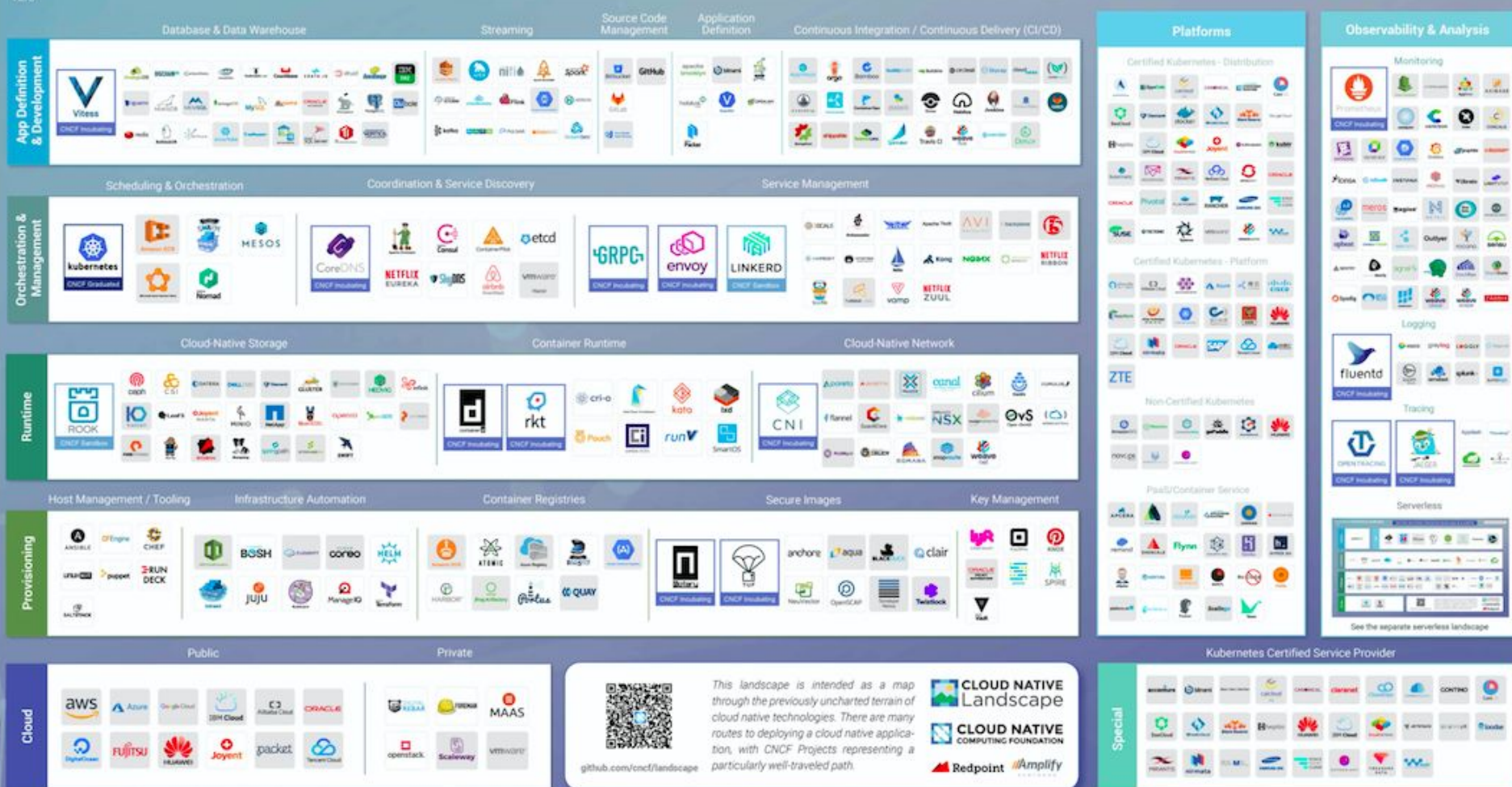
## **Clark Stanley's Snake Oil Liniment**

Is for sale by all druggists. If your druggist fails to have it tell him he can get it for you from any wholesale druggists or it will be sent to you to any part of the United States or Canada upon the receipt of fifty cents in stamps by addressing the

**Clark Stanley Snake Oil Liniment Co.**

**PROVIDENCE, R. I.**





## ARCHITECTURE

What is the  
application architecture?

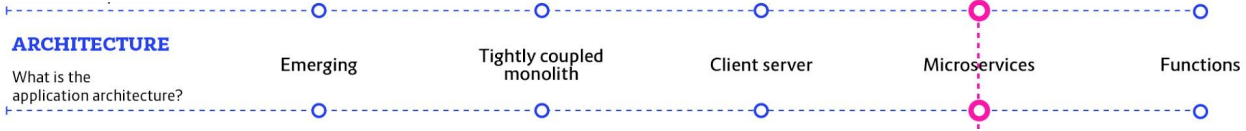
Emerging

Tightly coupled  
monolith

Client server

Microservices

Functions





## CULTURE

What is the culture of the organisation?



## ARCHITECTURE

What is the application architecture?



## CULTURE

What is the culture of the organisation?

Individualist

Predictive

Iterative

Collaborative

Experimental

## PROD/SERVICE DESIGN

What drives design decisions?

Arbitrary

Feature-driven

Functional

Market driven

Data driven, strategic

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How is the app monitored and maintained?

Respond to users complaints

Ad-hoc monitoring

Alerting

Comprehensive monitoring

Self healing

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How is the software and updates delivered?

Major version release

Monthly releases

Continuous Integration

Continuous Delivery

Continuous Deployment

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How is the team organised?

No organisation, single contributor

Hierarchy

Cross-functional teams

DevOps / SRE

Multi-disciplinary, de-centralized

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Manual

Scripted

Puppet/Chef /Ansible

Orchestration, Kubernetes, Mesos

Serverless



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## INFRASTRUCTURE

What infrastructure is the app running on?

Single server

Multiple servers

VMS

Hybrid cloud

Unikernels

Stage	NO PROCESS	WATERFALL	AGILE	CLOUD NATIVE	NEXT
<b>CULTURE</b> What is the culture of the organisation?	Individualist	Predictive	Iterative	Collaborative	Experimental
<b>PROD/SERVICE DESIGN</b> What drives design decisions?	Arbitrary	Feature-driven	Functional	Market driven	Data driven, strategic
<b>TEAM</b> How is the team organised?	No organisation, single contributor	Hierarchy	Cross-functional teams	DevOps / SRE	Multi-disciplinary, de-centralized
<b>PROCESS</b> What is the collaboration process like?	Random	Waterfall	Scrum/Kanban	Cloud Native	Distributed, self-organized
<b>ARCHITECTURE</b> What is the application architecture?	Emerging	Tightly coupled monolith	Client server	Microservices	Functions
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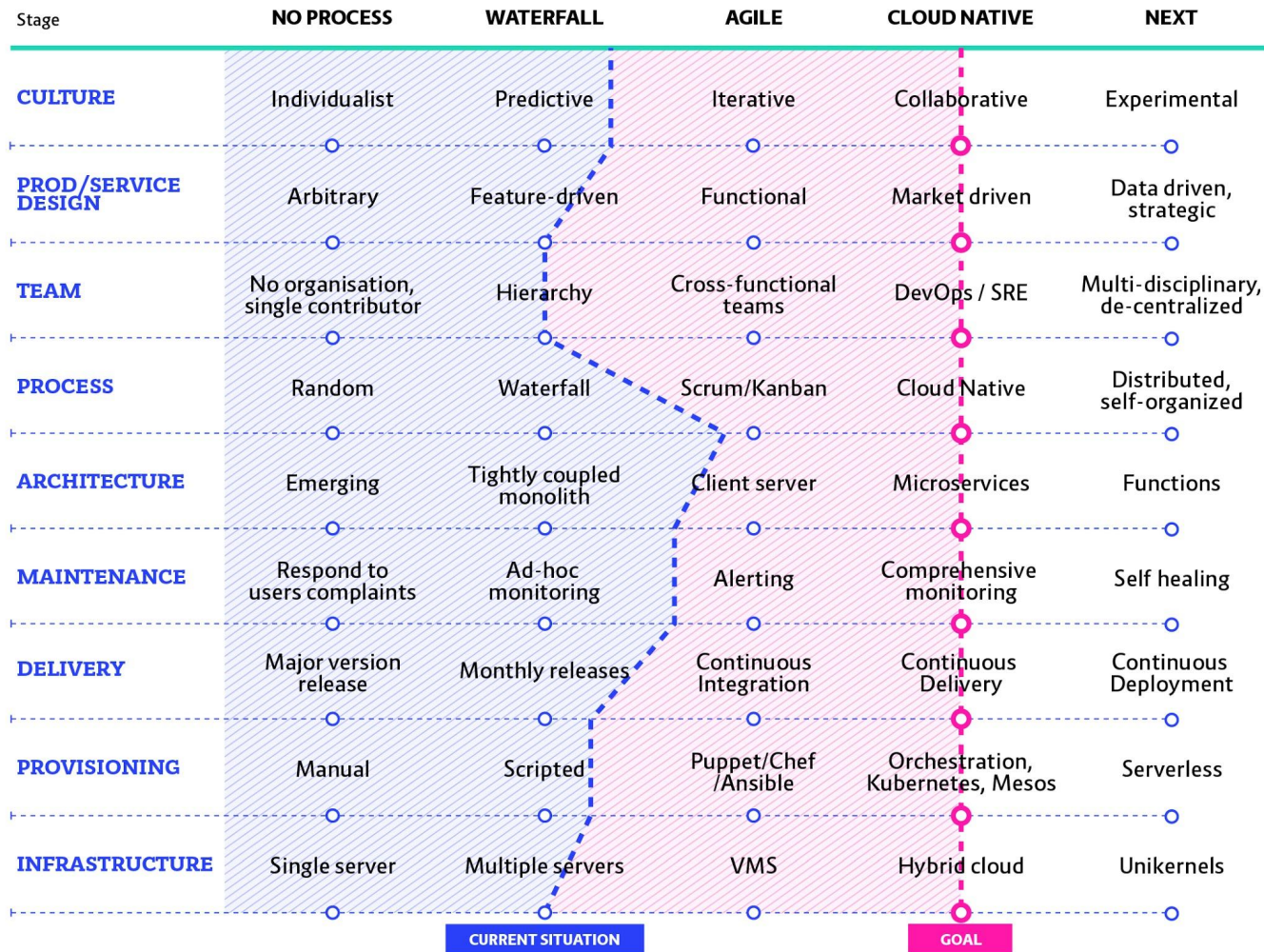
# How To Face The Challenge

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**Look Reality In The  
Face**







# How To Face This Challenge

**Look Reality In The  
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**Unbridled Optimism  
Is Your Enemy**





# How To Face This Challenge

**Look Reality In The  
Face**

**Unbridled Optimism  
Is Your Enemy**

**Others Out There  
Have Done This  
Already. Find Them.**



# Conclusion