

Beyond Technology: The Operating Model as a Bottleneck

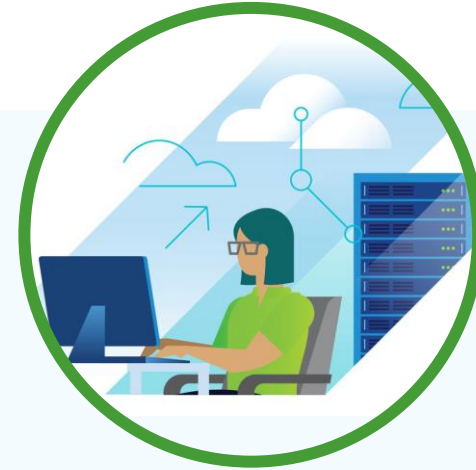
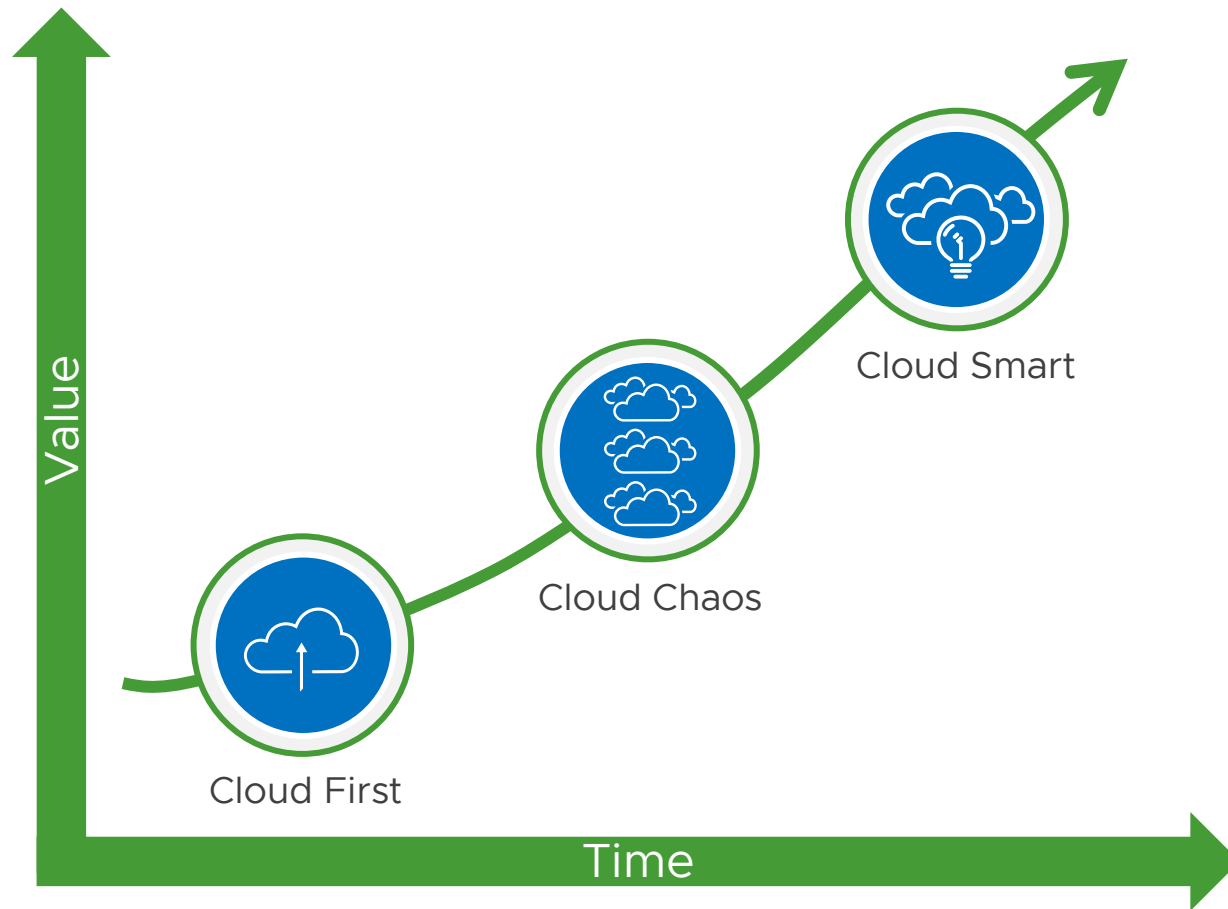
Operating models are about how your organization delivers value. How do you evolve, prioritize and accelerate transformation efforts by removing common bottlenecks when developing multi-cloud services?

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EMEA Transformation Consulting

#vmwareexplore #CXS2307BCN



The Multi-Cloud Journey



Reduce
time
to market

Manage and
streamline
deployments and
environment
complexity

Improve operational
efficiency

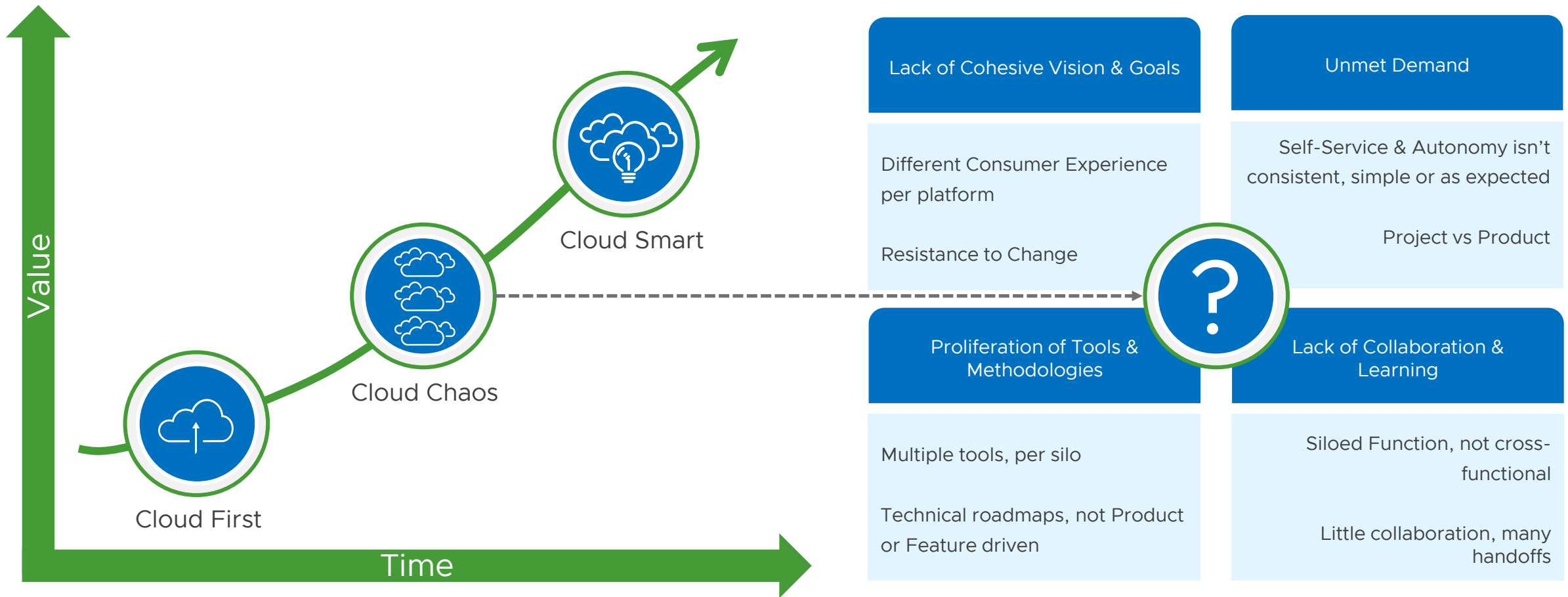
Optimize complex IT
operations and
reduce legacy
processes

Develop
a learning
organization

Increase innovation
and collaboration for
service value

The Multi-Cloud Journey

What do we see as a result of this?

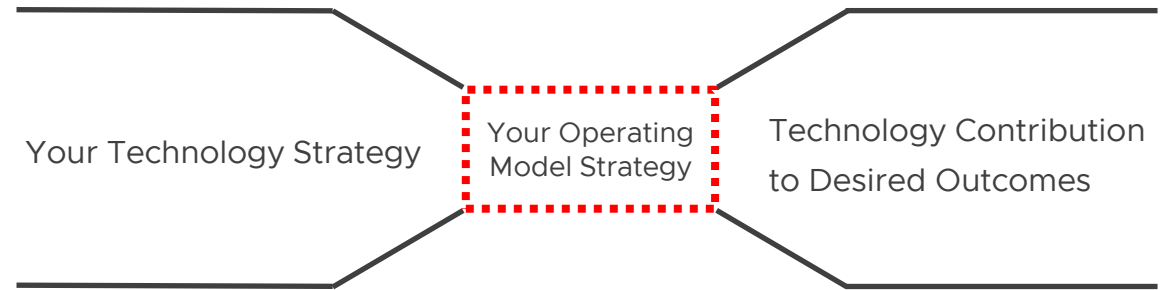


Multi-Cloud Operations and Implications

Developing, operating, and supporting IT

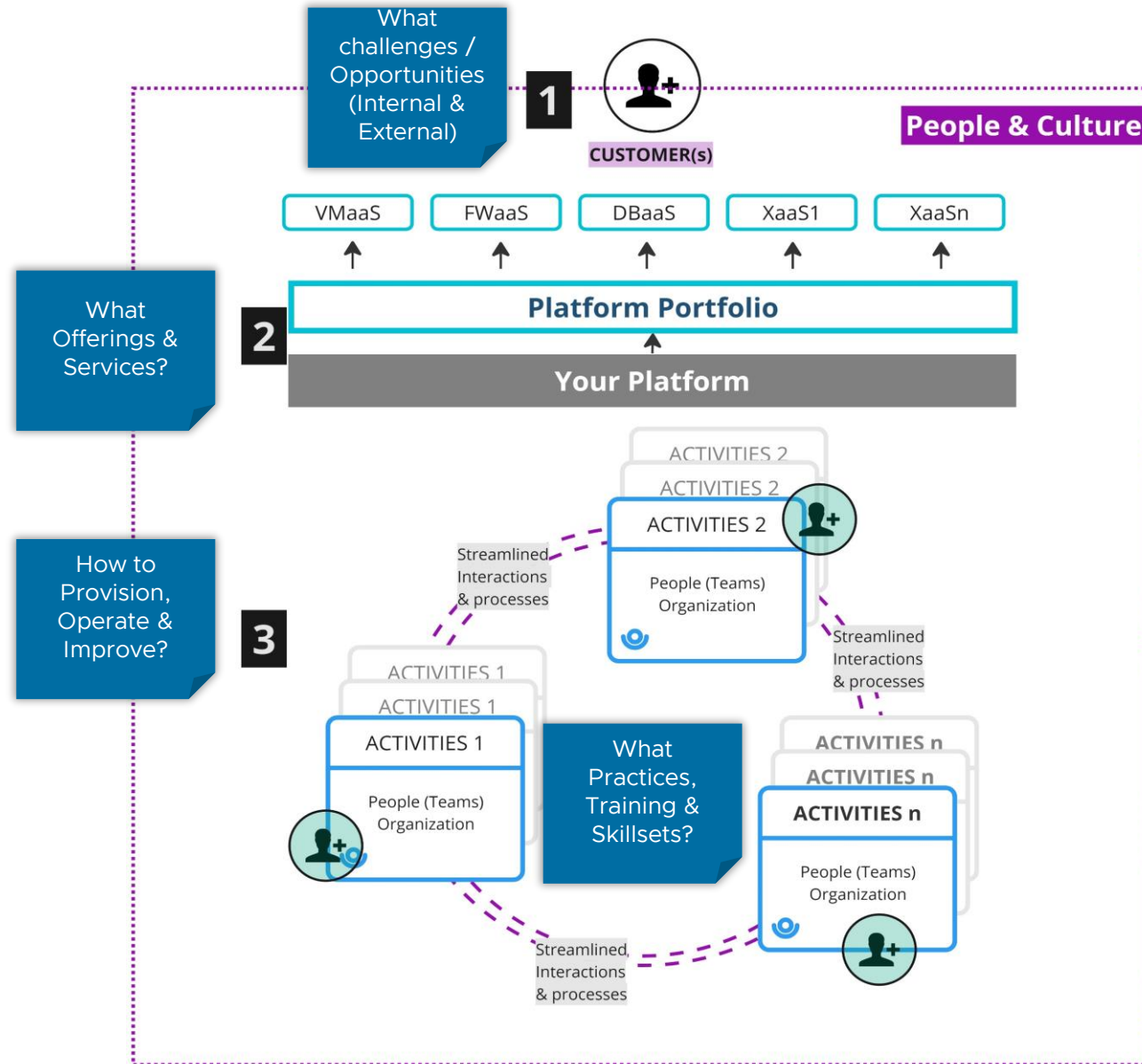
What we hear from customers

- New Platform Services needs a “rethink” to drive consumption
- Challenges operationalizing and supporting the new technology
- Outdated practices with low agility / response to feedback
- Inability to quickly respond and support modern application demands
- Lack of operational insights to manage products and services
- Difficulty reconciling provisioning speed with governance constraints
- The IT Organization is not coordinated to accelerate IT & Business collaboration

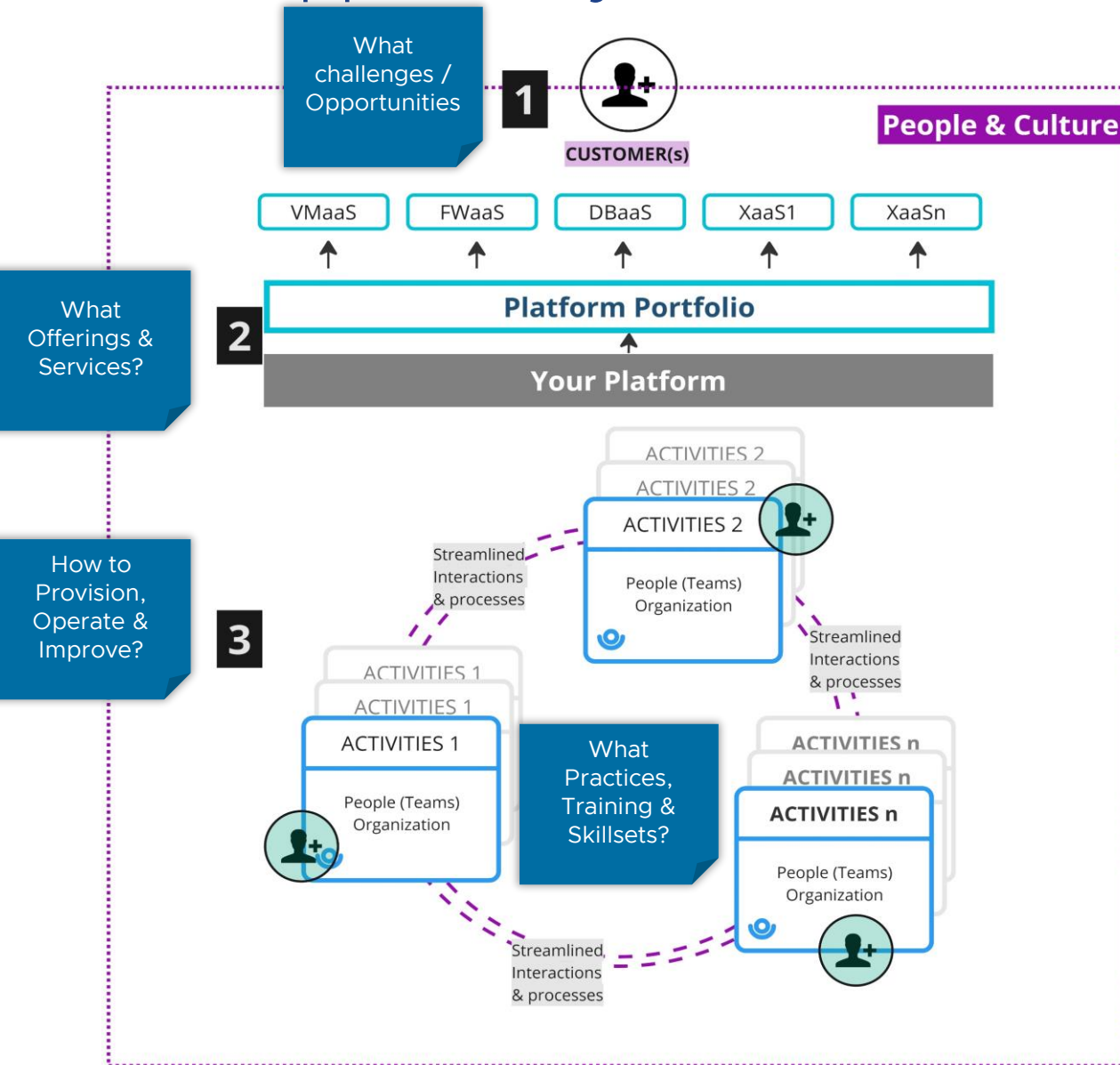


Don't let your org behaviours, processes & set up become the bottleneck of your organization's technological evolution.

The Opportunity: Platform as a Product



The Opportunity: Platform as a Product



“A [...] platform is a foundation of **self-service** APIs, tools, services, knowledge and support which are arranged as a compelling **internal product**.”

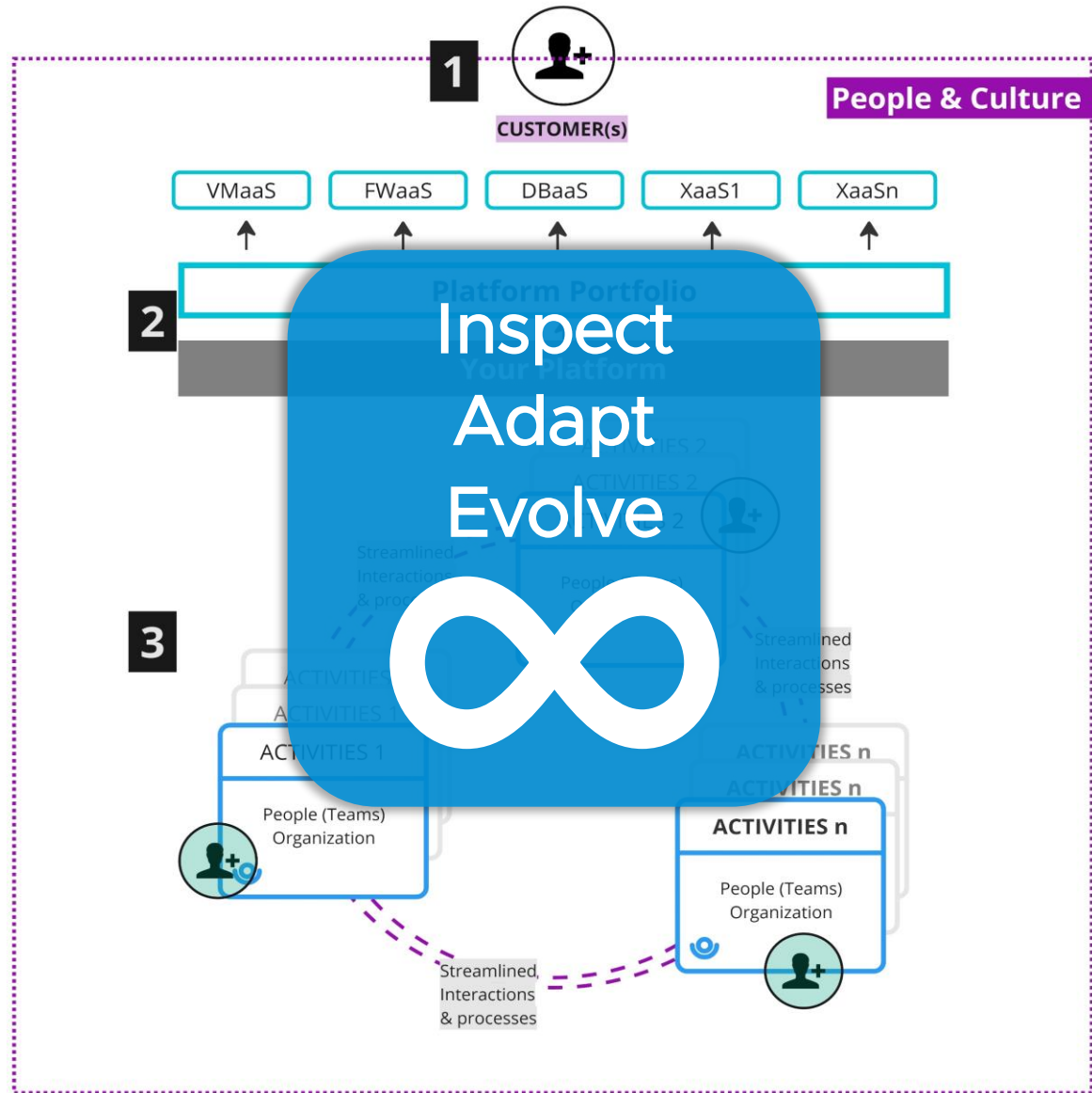
Autonomous delivery teams can make use of the platform to **deliver product features at a higher pace**, with reduced coordination.”

– [Evan Bottcher](#)

A Platform is **not**:

- A mandate (you need to compete for internal customers by delivering value to them; you cannot rely on force for people to use it)
- An implementation detail, to be hidden from developers
- A project that starts and ends
- A method of subjugating or controlling developers

Approach: Evolving the Platform for Consumption



1. People

- Gain an understanding of the Customer(s)
- Gather feedback & incoming demand
- Understand business priorities

2. Set the Vision

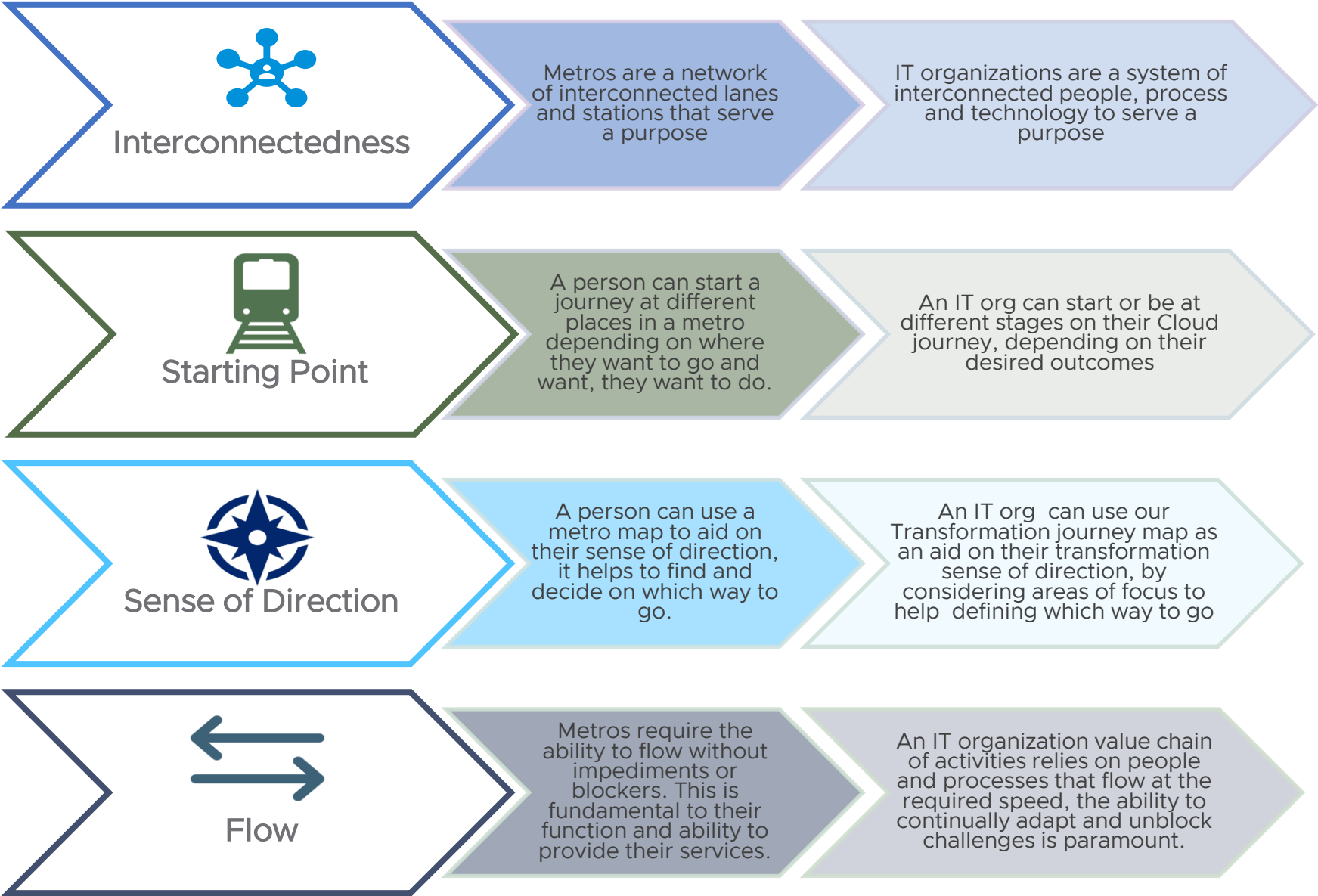
- “Customer Centricity” to define platform services & products.
- Create awareness for the future state & Milestones
- Create Transparency for Risk and Reward (Goals and Anti-goals)

3. Roadmap

- Define & prioritize **platform services** to increase the value of the platform to its consumers and the Organization as a whole.
- Identify what to evolve towards efficient and effective **platform capabilities** as a priority.

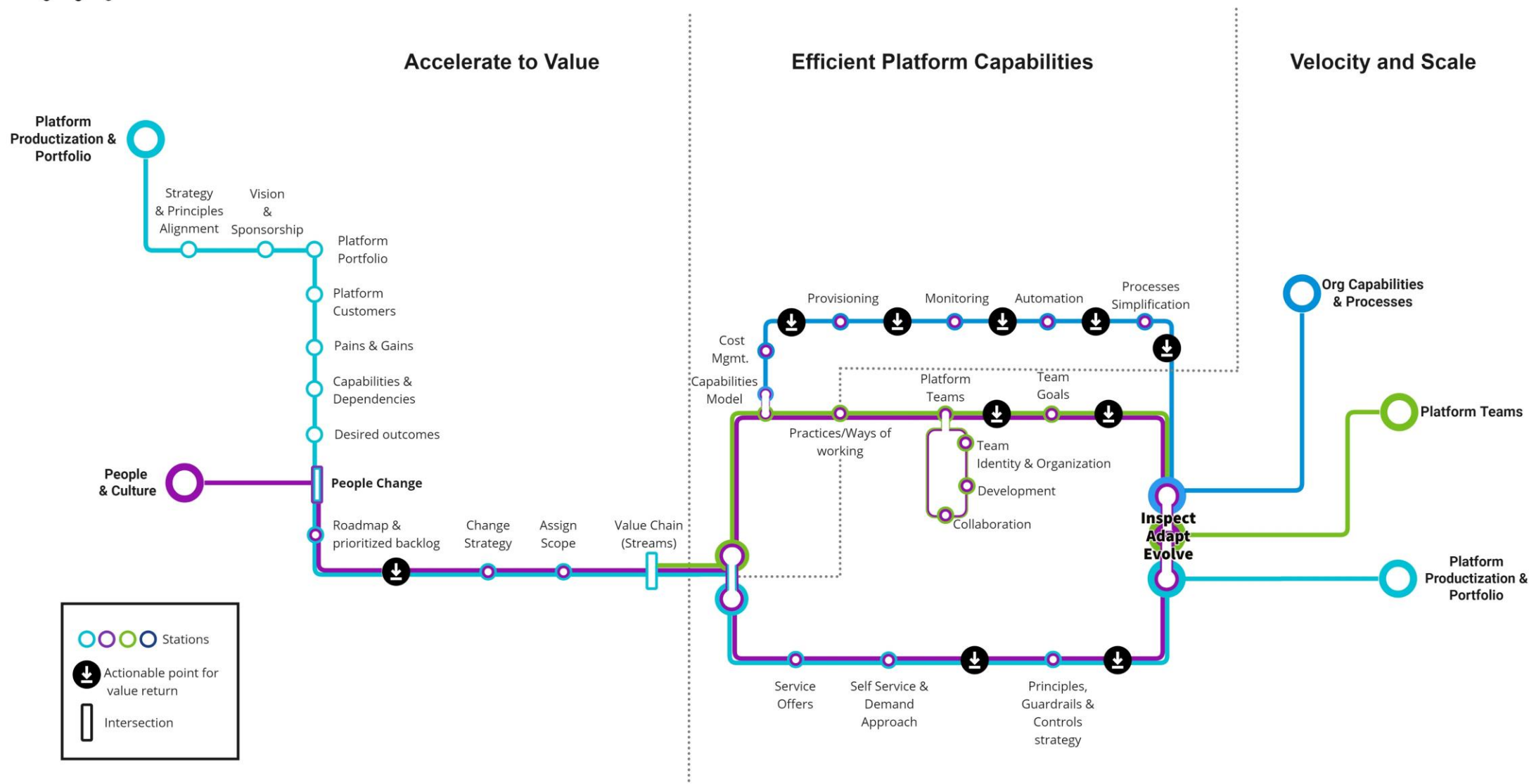
How do we navigate a Transformation Journey?

Envisioning the Transformation as a Journey Map

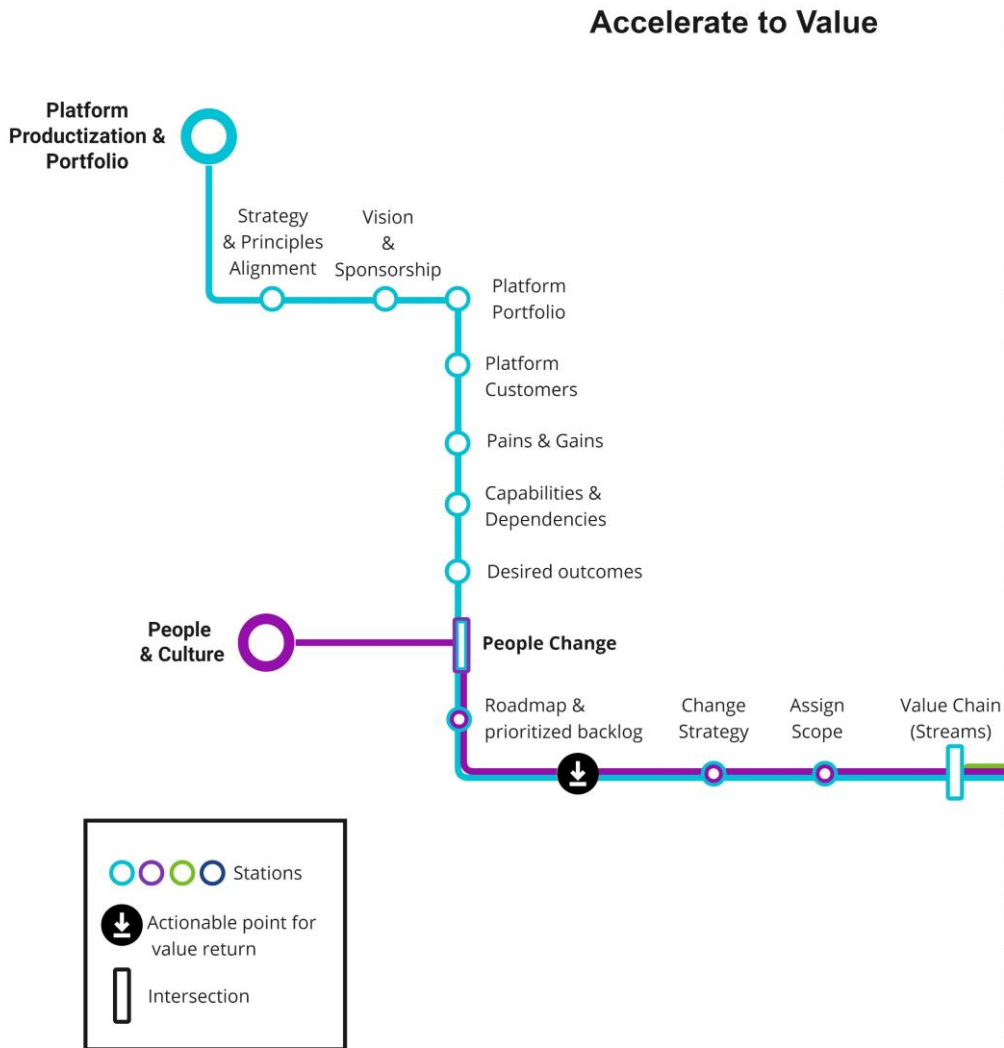




EMEA - Transformation Consulting journey map



Navigating the Journey

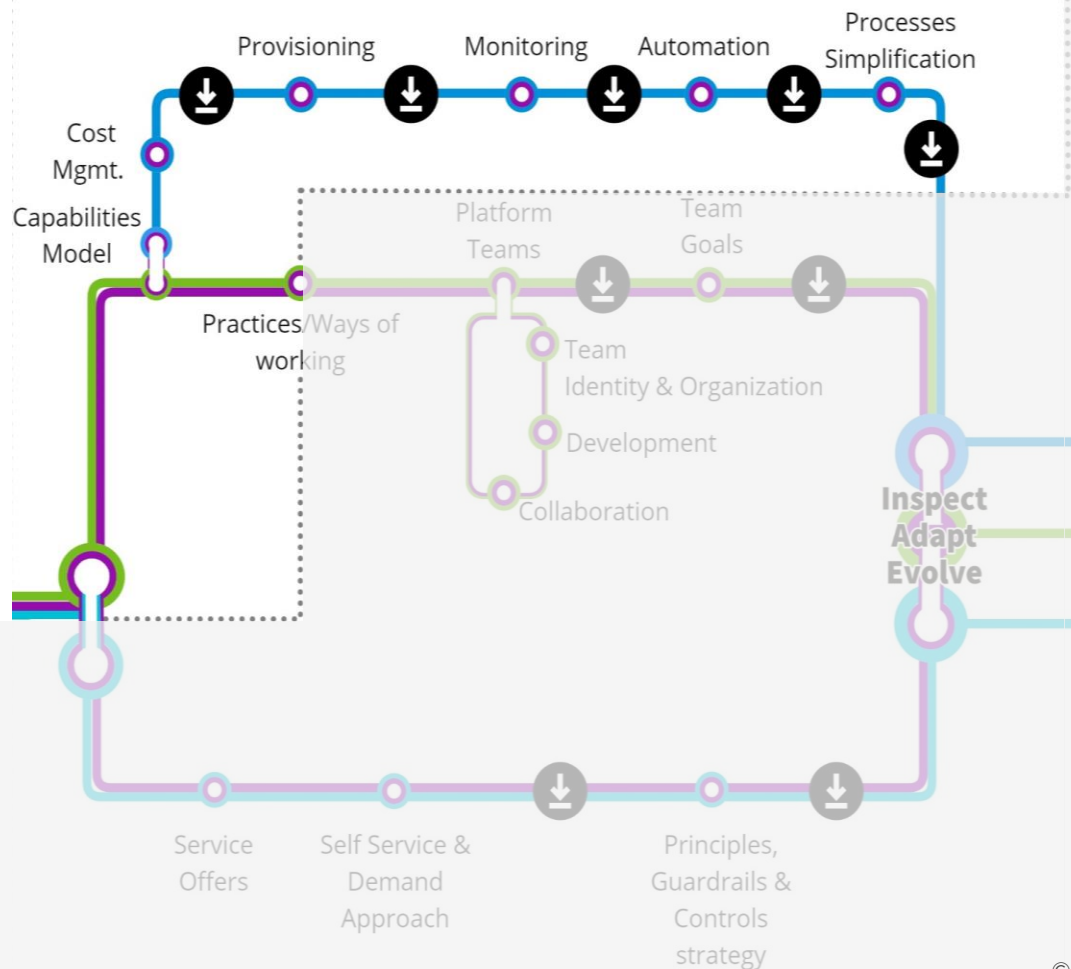


Accelerate to Value

- Understand and agree “Who is the customer? & benefits
- Gain agreement on Priority, benefits & outcomes
- Opportunity for stakeholder management & adoption planning

Considerations:

- What guidance is provided to IT for setting priorities and using the new IT investments?
- Is the Platform seen as an opportunity for new services and experience?
- How quickly will value be realized?
- Is it clear what shouldn't be replicated / is IT positioned to embrace “New” (Products, Practices, Skills)



Efficient Platform Capabilities

- Focus on enabling foundational capabilities for Operating Readiness.
- Optimization and simplification of processes
- Starting point for “tactical” improvements across Platform services.

Considerations:

- How best to prioritise improvements for core “as a service” offerings vs Siloed improvements
- Skills to enable the delivery in Technology (Monitoring, Cost, Performance, Security etc)
- Automation frameworks and priority use cases
- Value streams to optimise legacy practices
- ...what if you used a net promoter score to measure current platform services?

Velocity and Scale

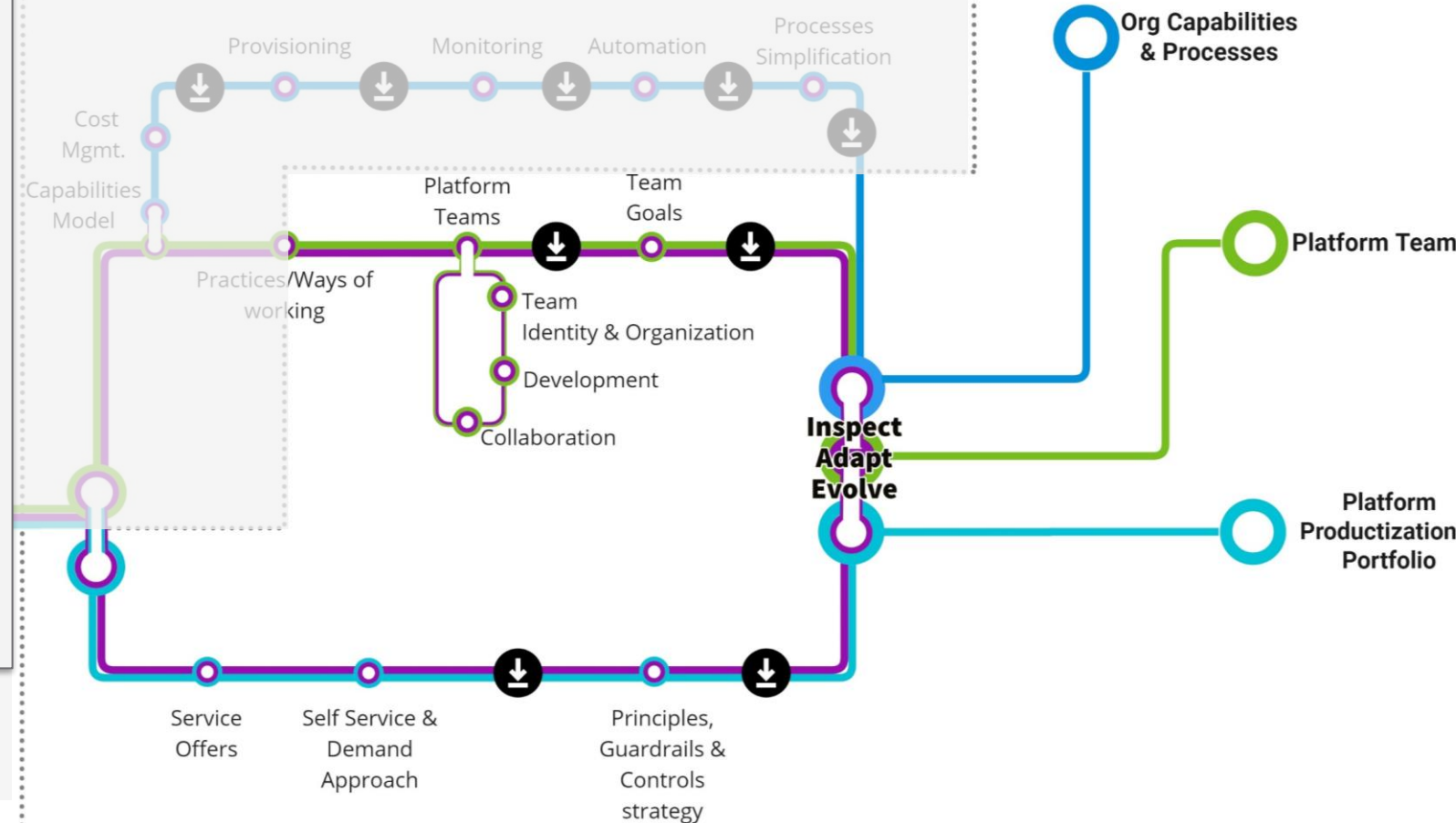
- Exploration of platform product delivery for consumers.
- Design of new ways of working, methods and topologies for faster delivery.
- Embeds modern practices into the Platform Portfolio and supporting functions.

Considerations:

- 5R's – Explore opportunities and innovate
- Culture - Embed & adopt of new ways of work e.g. Flow, Feedback, Learning
- Silo's vs cross-functional optimisations
- You get what you measure ... outcomes vs internal efficiencies

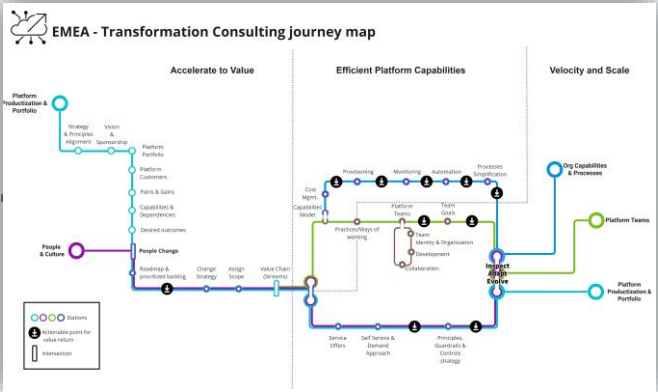
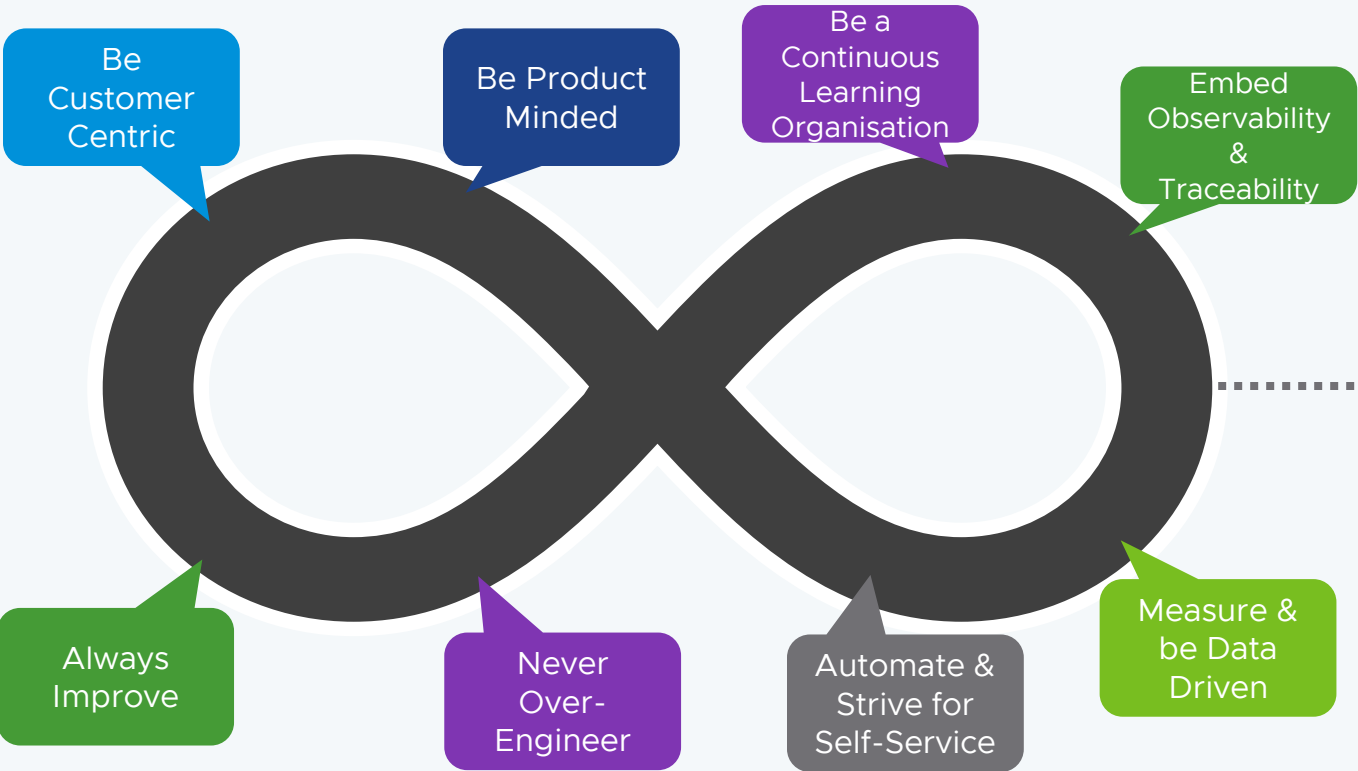
Efficient Platform Capabilities

Velocity and Scale



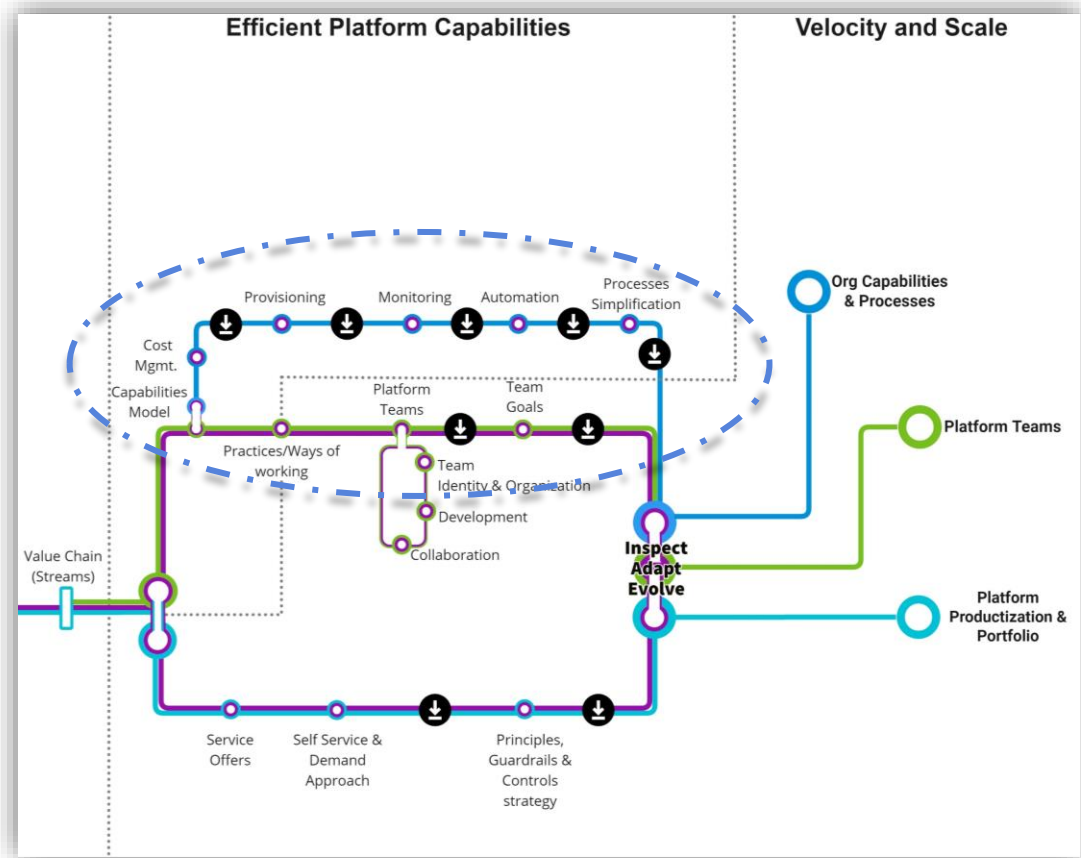
Develop a Strategy Beyond Technology

Establish: Principles that focus on accelerating the transformation journey



Lessons Learned & Implications

Modernizing legacy practices with Agile capabilities



Start with
WHY,
Benefits &
Expectations

Get Feedback
from
Consumers

Understand /
Map the
Value Stream

Inspect
Adapt
Evolve

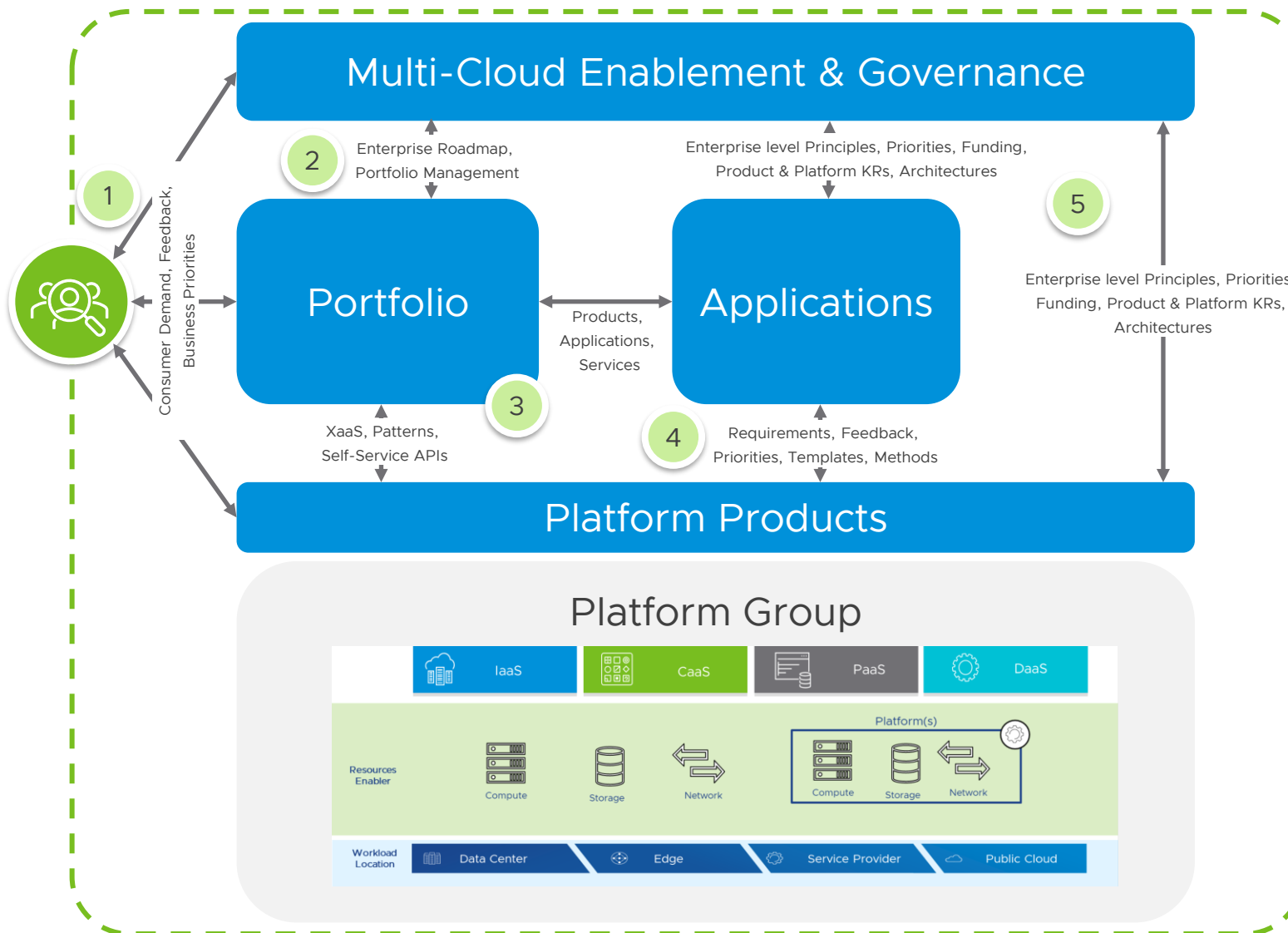
Simplify:
Reduce
Handoffs,
Automate &
Self-Serve

Measure
Value over
Delivery
metrics

...then review
& support
Teams with
ownership,
autonomy

Lessons Learned: Removing Bottlenecks

Establishing a culture of learning can empower IT to deliver more value from a platform



1 Consumer Centricity & Product Definition:
Learn to get and respond to direct feedback from Consumers, based on business priorities

2 Accelerate Value:
Evolve & improve Value Streams, provide transparency review priorities for product roadmaps

3 Platform as a Product
Publish “Consumer centric” products easy to consume, responsive to feedback

4 Shared Learning
Promote collaboration through modern ways of work and cross functional delivery

5 Evolve, Adapt & Enable:
Learn to reduce friction of Governance through Principles: Simplification, Autonomy, Self-service & Transparency

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Let's Keep Talking

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Stop by the Customer Experience and Success kiosk in the VMware booth in the Expo

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TODAY'S PRESENTATION



Thank You

