

Shared Technical Services in an Agile "Tribal" World















Optimize delivery velocity within agreed stability constraints.

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"shared services"



Why the grumpy face?

"Their urgency doesn't match my urgency"

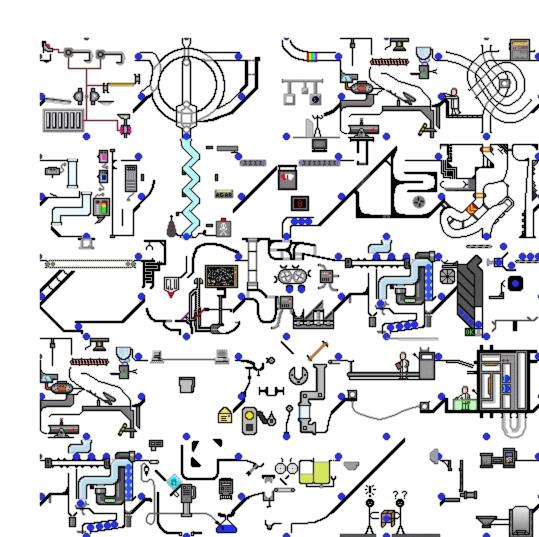
Many users == breaking change impossible.

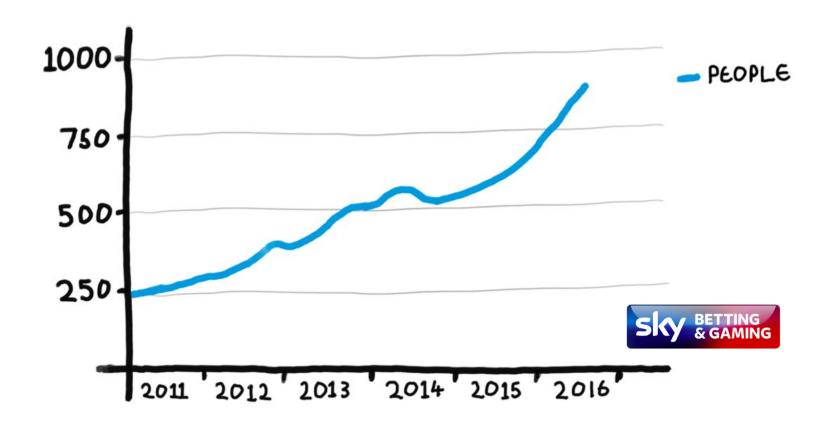
Trust.

Risk or history of no ownership.

Quality shared services can *simplify*, and *accelerate*.

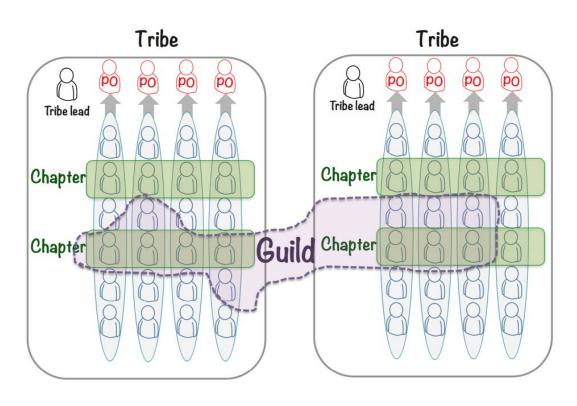






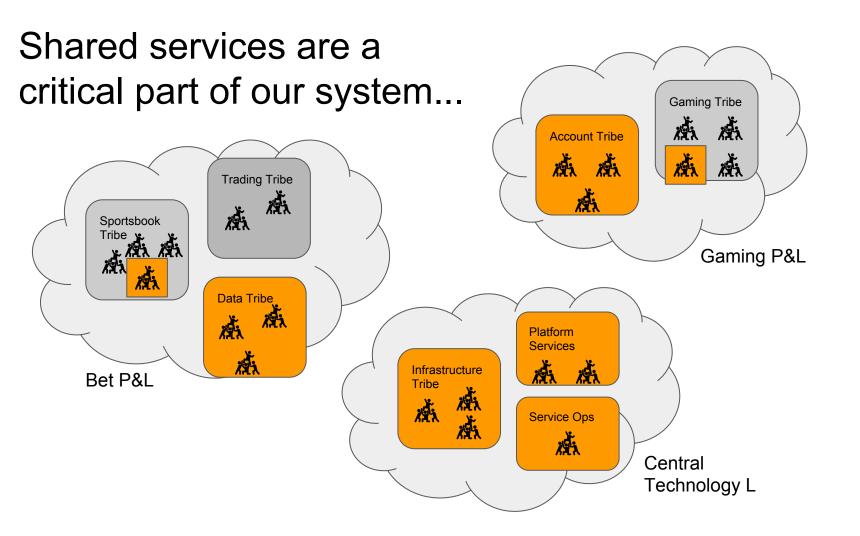


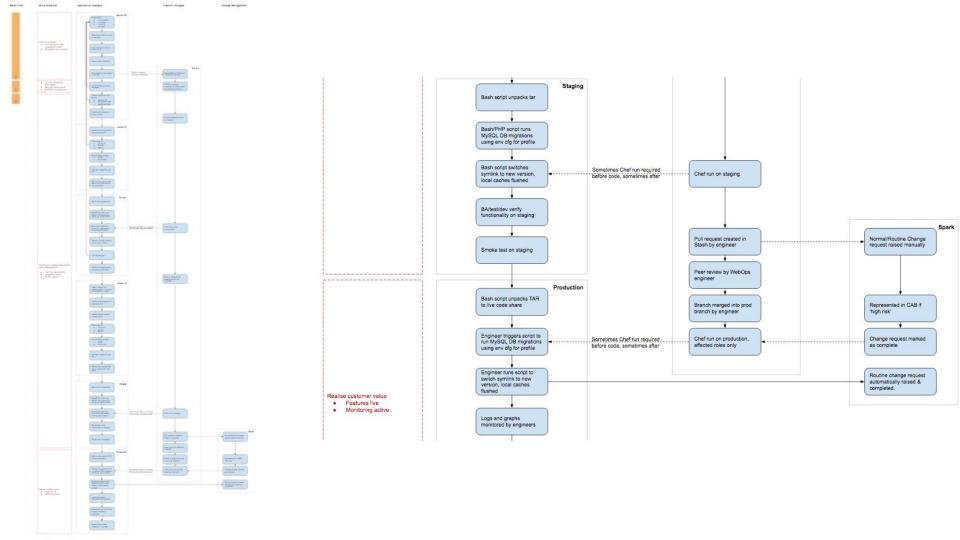
Inspired & Evolve from 2012 Spotify paper...

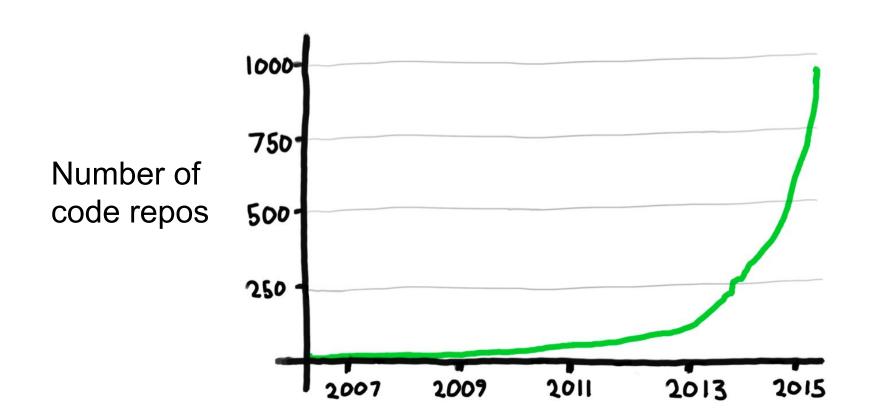


2016 **Gaming Tribe** Ä Account Tribe Trading Tribe 点 点 点 Sportsbook Tribe A A A A Gaming P&L 点 Data Tribe 点 Platform Services Infrastructure Bet P&L Tribe 激熱 点 Service Ops 点 Central

Technology L





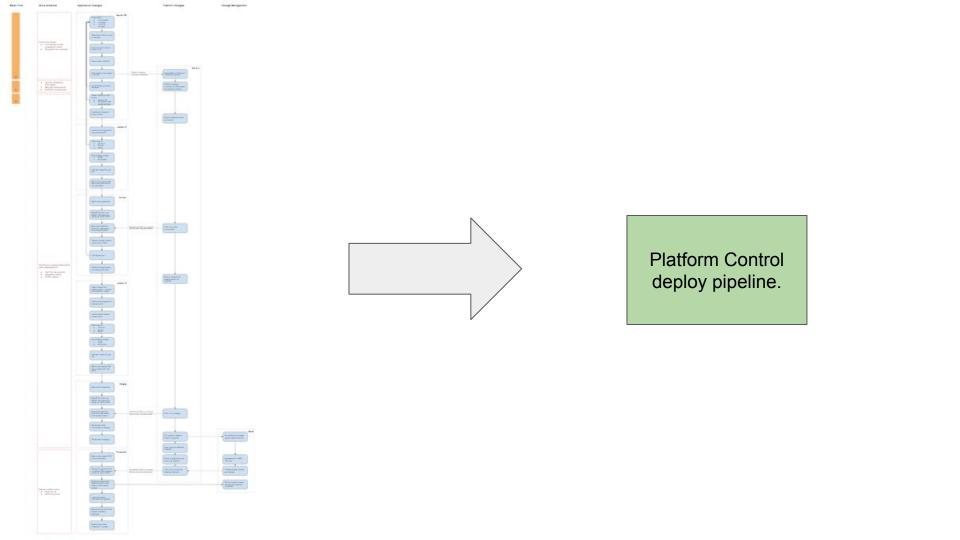


At our scale delivery efficiency teams add value.

Why? http://www.gigamonkeys.com/flowers/

Platform Services Team. "Delivery Engineering" in-tribe.





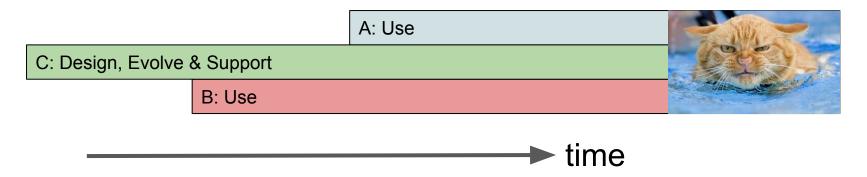
Introducing shared services

Product Tribe A

Product Tribe B

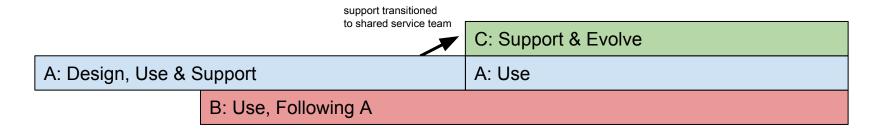
Service Tribe C

Monopoly



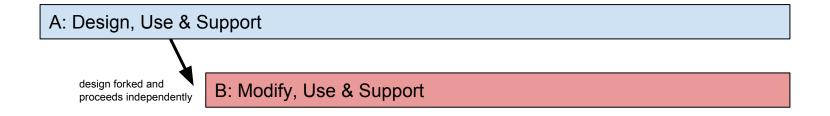
e.g. Account & Infrastructure services. Currently breaking the infrastructure monopoly by investment in AWS, whose other services are also providing helpful competition back to local tooling.

Follow My Leader



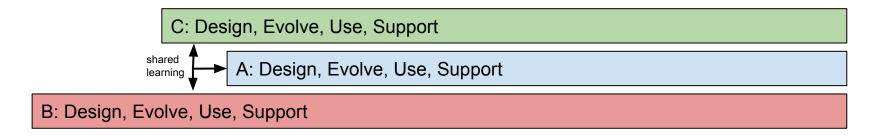
e.g. Splunk was introduced by Bet Tribe during a sportsbook replatform. Usage demonstrated value of structured log analysis: Account & Gaming started using. Transitioned to shared Platform Services, better equipped to manage it.

Fork & Evolve



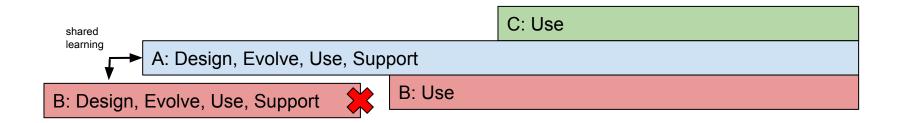
e.g. Sensu used as an alerting platform by Platform Services team. Didn't want to expose a shared service but chef cookbooks forked, usage & setup knowledge shared to allow Bet Tribe to get started quickly.

Celebrate Diversity



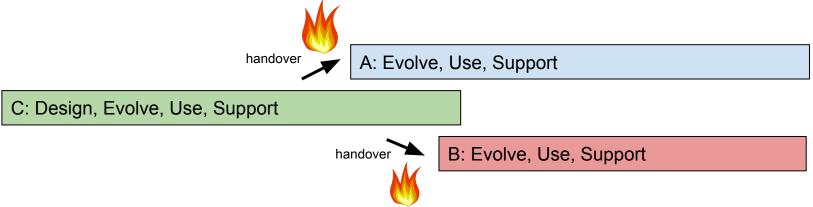
e.g. Datastore technology choices: Bet chose Mongo; Account chose Couchbase based on write throughput learnings from Bet; Gaming could see that MySQL was good enough for them.

Eventual Consistency



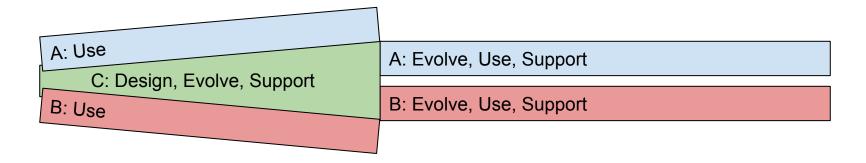
e.g. Internal text comms; various groups try new solutions, some stick for a while but eventually consistent. e.g. IRC, Skype, eventually all to Slack.

Central Kickstart



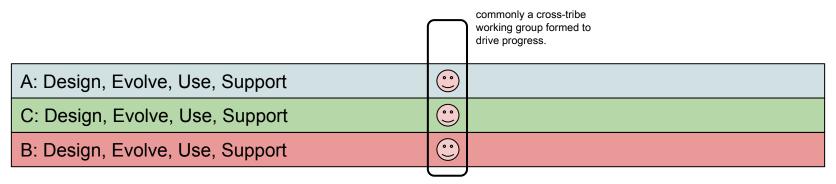
e.g. our DR capability had a poor RTO across the board due to lack of infra automation. Central team tasked with reaching a threshold capability and then transitioned responsibility to tribes to progress.

Grow to Devolve



E.g. our native mobile app team used to be a single central team. As it grew we devolved into multiple teams in each tribe.

Co-operative



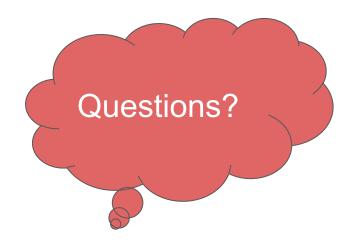
e.g. "Platform Split" programme to separate cross-tribe shared hosts. A cross-tribe working group was formed and worked on the project together.

Think organisationally "how", as well as technologically "what".

- 1. Monopoly
- 2. Follow My Leader
- 3. Fork & Evolve
- 4. Celebrate Diversity
- 5. Eventual Consistency
- 6. Central Kickstart
- 7. Grow To Devolve
- 8. Co-operative

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