

Quotes from 29 DevOps Experts

On The Best Way to Make
The Transition to Continuous Delivery



FOREWORD

Exploring Continuous Delivery

Innovation has changed. Gone are the days when a solitary genius holed up in a garage conceived a big idea, and then painstakingly perfected and brought it to market years later. Today, innovation is fluid, fast moving, and collaborative. Innovation is the engine for growth and value creation in the modern world, and software is the fuel.

The ability to create new, high-quality software applications and bring them to market more quickly is the “X factor” that defines industry leaders, and these leaders all have one thing in common: their IT organizations are leaving traditional approaches behind in favor of new, agile, collaborative approaches to the design, development, and delivery of applications.

At Zend, we are committed to helping companies deliver innovation more quickly. We’ve seen the dramatic results of this trend in working with Fiat, Hearst Corporation, BNP Paribas, Newell Rubbermaid, Prada, and other customers that are achieving faster and more frequent releases of more reliable software and, as a result, improving their business growth and profitability. Like other companies around the world, their success stems from the adoption of Continuous Delivery methodologies and best practices.

This e-book has been created for companies at virtually any stage of the journey toward Continuous Delivery. In the following pages, you’ll find essays from software industry leaders whose experiences, insights, and solutions can make it a lot easier to get started, progress smoothly, and finish strong.



Wishing you the best success,
Andi Gutmans
CEO, Zend



Zend helps businesses deliver innovation more quickly, on a larger scale, and across more

channels than ever before. More than 40,000 companies rely on our solutions, including Zend Server, the integrated application platform for mobile and web apps. Zend Server provides superior tools for creating high-quality code, best-in-class infrastructure for moving applications from source control through deployment, and the best back-end platform for performance at Web scale. Zend helped establish PHP, which today powers more than 240 million applications and websites around the world. Visit us at www.zend.com.

Continuous Delivery is a Journey



Get buy-in

ROI validation

Integrate &
Automate

Build the business case

Adopt best
practices

Get started

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with the resources you need to succeed.

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“ The ability to create new, high-quality software applications and bring them to market more quickly is the “X factor” that defines industry leaders. ”

Andi Gutmans, CEO & Co-founder, Zend



INTRODUCTION

Continuous Delivery isn't just a technical shift, it's a cultural one. Even though it takes hard work to make the transition, the benefits can't be ignored. Faster time to market, better quality product, competitive advantage, higher customer satisfaction and reduced cost of development are just a few of the benefits driving CD to become the new norm.

With the support of Zend, we reached out to 29 top DevOps professionals and asked them the following question:

Your friend has been tasked with transitioning her company's software development efforts to Continuous Delivery. She's extremely capable, but she's nervous about leading the transition. Please share a story from your own experience that will provide her with a critical piece of advice that will help her to be more successful.

The response was fantastic. Not only did we receive insightful essays, but the expert advice came from the very people who have been leading this revolution – people like Gene Kim, Andi Gutmans, Rebecca Parsons, Scott Hanselman and Andrew Yochum. The essays in this book roughly break down into six categories that range from understanding the business case for CD through actually making the journey. We hope the collective wisdom and hard-learned lessons contained in these pages will inspire you and help you take your own development efforts to a higher level.



All the best,
David Rogelberg
Editor

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GENE KIM

Author, Researcher at
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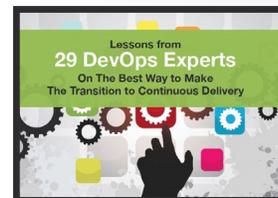
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“Thanks to practices such as continuous integration, continuous delivery and DevOps, high performers are often now doing thousands of production deployments daily!”

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About the Author:

Gene Kim is a multiple-award-winning CTO, researcher, and author. He was the founder and CTO of Tripwire for 13 years. He has written three books, including “*The Visible Ops Handbook*” and “*The Phoenix Project: A Novel About IT, DevOps, and Helping Your Business Win*,” and is part of the team writing the upcoming “*DevOps Cookbook*”.

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IDO BEN MOSHE

Vice President, Global
Support & Professional
Services at Zend

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“As you prepare to build your business case, identify the area or areas of greatest potential impact for your company, and go from there.”

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About the Author:

Ido Ben Moshe manages Zend's technical support, professional services, presales engineering, and solution consulting areas. In this role he leads a team of consultants that work with Zend's clients to implement Continuous Delivery. Before joining Zend, he managed the application problem resolution product line at BMC Software. Previously, he was the North America CTO at Identify Software, responsible for developing professional services, customer support, IT operations, and strategic partnerships. Ido holds a B.S. degree from Tel-Aviv University.



CHRIS HILTON

Lead Consultant at
ThoughtWorks



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“The most valuable thing you do as a software developer is make that connection between creation and use.”

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About the Author:

Chris Hilton has been working with enterprise software as a build engineer and agile development advocate for more than 15 years. His four years at ThoughtWorks have seen him promote continuous delivery at a variety of enterprises in the United States and Canada. He has spoken on continuous delivery and his “Beyond Continuous Delivery” ideas in Seattle, Chicago, San Francisco, Calgary, Montreal, and Rome.

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MIKE MILLER

Co-founder and Chief Scientist at Clouant, an IBM Company



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“Simply put, things always had to be in a production-ready state: if you wrote it, you darn well had to be there to get it running!”

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About the Author:

Mike Miller is co-founder and chief scientist at Clouant, an IBM Company. He cut his teeth solving petabyte-per-second problems at the Large Hadron Collider. Mike holds a B.S. in physics and a B.A. in philosophy from Michigan State University and a Ph.D. in physics from Yale University. He is also an assistant professor at the University of Washington.

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Bring your code and user feedback closer together



Intuit founder **Scott Cook** is an advocate for a “rampant innovation culture” and allowing employees to do rapid, high-velocity experiments. Several years ago Intuit’s Consumer Division took this to heart, and transformed the TurboTax website through **Continuous Delivery**.

Gene Kim, Author and Researcher, IT Revolution Press discusses success through DevOps practices.

The result?

They ran 165 experiments during the 3-month tax season. The website saw a **50% increase** in the conversion rate. The employees **loved it** because they saw their **ideas come to market**.





MAURICE KHERLAKIAN

Lead Architect for
Continuous Delivery
at Zend

  
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“A phased approach to continuous delivery is not only preferable, it’s infinitely more manageable.”

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About the Author:

Maurice Kherlakian is Zend’s lead architect for continuous delivery and a seasoned PHP professional who has more than a decade of experience building and maintaining large-scale applications. He has also worked as a systems administrator for Windows and Linux platforms. As a key member of the Zend Professional Services team, Maurice helps customers optimize their use of PHP and Zend solutions. He specializes in PHP and Zend Framework architectural and performance audits and implementation of best practices.



OLIVIER JACQUES

HP IT–Distinguished Technologist at Hewlett-Packard



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“To implement DevOps, you need to enable collaboration across functional boundaries. Here, people are key.”

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About the Author:

Olivier Jacques has more than 17 years of experience in software development, testing, and quality. His focus is on designing end-to-end solutions for application development that span multiple tools and processes, helping to keep HP’s engineering in the “flow.” He is a strong advocate of modern methods of developing and releasing applications through agile and DevOps strategies, applying them to massive-scale enterprises.

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FREDERIC RIVAIN

Head of Software Development at Betclic Everest Group



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“Showing a strong success and visible benefits is key to getting others to agree to try your way of doing things.”

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About the Author:

Frederic Rivain is a dedicated, highly motivated chief technical officer and head of software development at Betclic. He has extensive expertise in content and media—mobile, television, or Web—from e-commerce to gaming.



ALEX SCHWARTZ

DevOps Evangelist
at HERE, a Nokia
business



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“To ensure that the baby step was tiny, we relaxed some of the usual rules for development. For example, we allowed a bit more code duplication and removed that duplication later.”

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About the Author:

Alex Schwartz is a speaker, coach, and lean manager who focuses on DevOps, continuous delivery, and agile testing. His journey in the industry started 20 years ago as a programmer; over the years, he assumed different roles in different organizations. Most recently, he has been working in the trenches for eBay and later for Nokia to introduce DevOps and continuous delivery to those organizations.

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CEO of Travis CI



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“You’ll find that beyond encouraging people, feature flags and thorough monitoring help a lot to get code to production quickly.”

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About the Author:

Mathias Meyer is the CEO and “Happiness Officer” at Travis CI. He has an interest in infrastructure, distributed systems, bacon, and coffee—the latter in unnatural amounts.

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PAUL M. DUVALL

CEO at Stelligent



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“I found it maddening that it would take us days to get just the application portion (not the environment or databases) of the software system built and deployed within a simple shared integration environment.”

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About the Author:

Paul M. Duvall is the CEO of Stelligent, which offers cloud delivery solutions in Amazon Web Services. Winner of the 2008 Jolt Award, he is the principal author of *Continuous Integration: Improving Software Quality and Reducing Risk* (Addison-Wesley, 2007), *DevOps in the Cloud* (Addison-Wesley, 2012) and two IBM developerWorks series on automation, DevOps, and cloud computing. He is passionate about software delivery and the cloud and actively blogs at www.stelligent.com.

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SCOTT HANSELMAN

Principal Program
Manager at Scott
Hanselman



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“The most powerful tool we have as developers is automation.”

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About the Author:

Scott Hanselman is a web developer who has been blogging at hanselman.com for more than a decade. He works in open source on Microsoft ASP.NET and the Microsoft Azure Cloud out of his home office in Portland, Oregon. He has written many books and spoken in person to almost half a million developers worldwide.



MICHAEL DEHAAN

CTO at Ansible



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“The secret to continuous deployment is automating the process. More importantly, it’s about building up a culture of automated testing at both the developer and QA level.”

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About the Author:

Michael DeHaan is the creator of popular DevOps automation tools like Cobbler and Ansible and co-creator of Func. He serves as CTO of Ansible, Inc., and lives in Raleigh, North Carolina.



KRIS BUYTAERT

CTO of Inuits



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“When you package your artifacts as operating system (e.g., .deb or .rpm) packages, you can include that package in the list of packages to be deployed at installation time.”

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About the Author:

Kris Buytaert is a long-time Linux and open source consultant. In fact, he's one of the instigators of the DevOps movement. Currently with Inuits, Kris spends most of his time working to bridge the gap between developers and operations, with a strong focus on high availability, scalability, virtualization, and large infrastructure management projects. His goal is to build infrastructures that can survive the "10th-floor test," better known today as the *cloud*, while actively promoting DevOps concepts.



AXEL FONTAINE

CEO at Boxfuse

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“The complexity of a system is directly proportional to the number of moving parts. In software, the vast majority of these moving parts originate in configuration.”

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About the Author:

Axel Fontaine is an entrepreneur, public speaker, and continuous delivery expert based in Munich, German. He specializes in continuous delivery and hates complexity with a passion. A regular speaker at technical conferences, Axel is the founder and project lead of [Flyway—Database Migrations Made Easy](#). He currently works on [Boxfuse](#), radically simplifying the deployment of applications by turning them into ultracompact, perfectly isolated, secure virtual machines within seconds and deploying them on any hypervisor with a single command.



ANDI GUTMANS

CEO and Co-Founder
of Zend

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“In hindsight, I realize that I had adopted DevOps practices and implemented a Continuous Delivery process long before these terms existed—in an environment that was fundamentally the antithesis of Continuous Delivery.”

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About the Author:

Andi Gutmans provides vision and direction for Zend, the leading provider of solutions for the rapid and Continuous Delivery of mobile and web applications. Zend's goal is to help companies deliver innovation faster. Since 1997, Andi and Zend have been key contributors to the evolution of PHP, which today powers more than 240 million websites and applications. Under Andi's leadership, Zend has partnered with IBM, Oracle, Microsoft, and other companies to advance enterprise PHP adoption. Andi holds a B.S. degree in computer science from the Technion, Israel Institute of Technology.



REBECCA PARSONS

Chief Technology
Officer at
ThoughtWorks

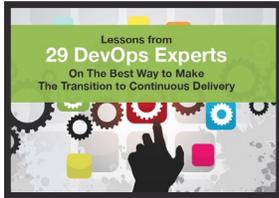


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“Deployment celebrations should be about the value of the new features, not joyous relief that nothing went horribly wrong.”

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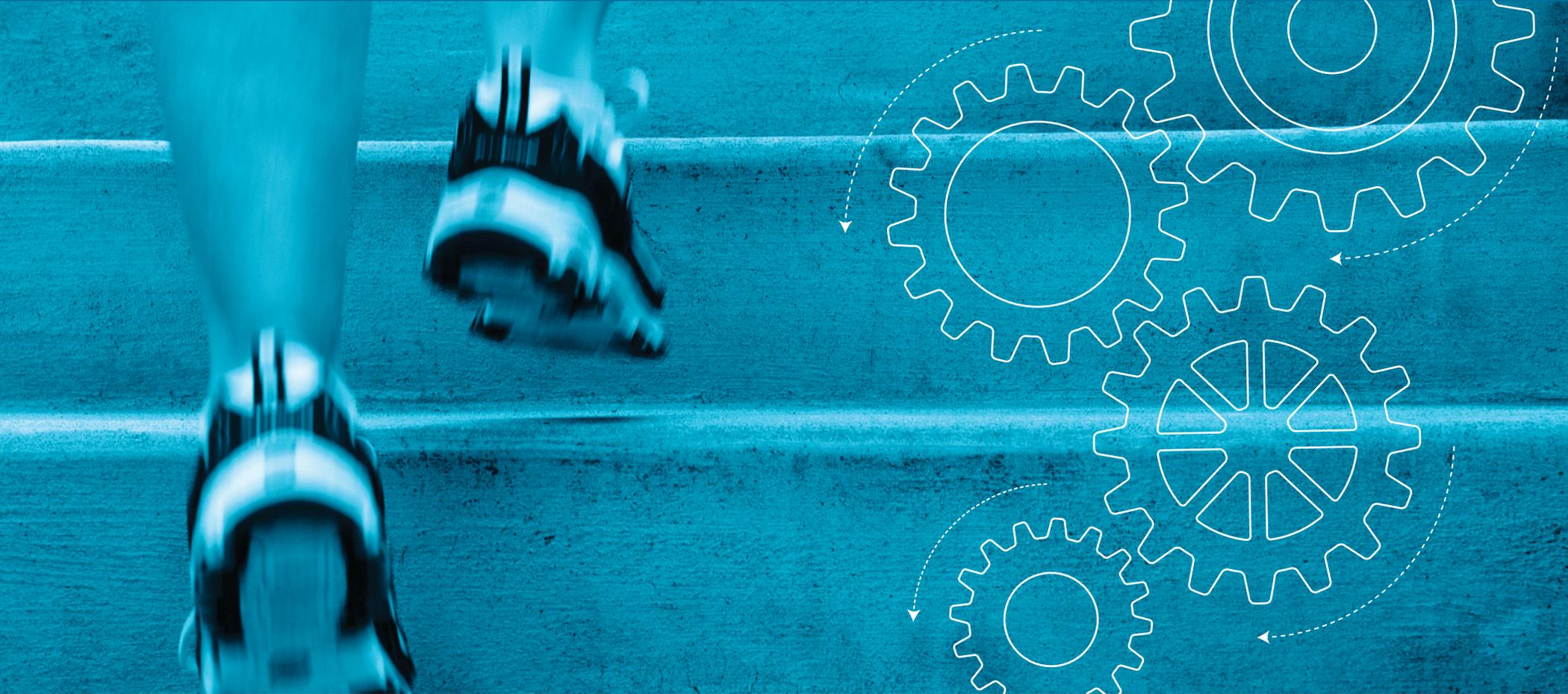
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About the Author:

Dr. Rebecca Parsons is ThoughtWorks' CTO. She has more than 30 years' experience in leading the creation of large-scale distributed, services based applications, and the integration of disparate systems. Her interests include parallel and distributed computation, programming languages, domain specific languages, evolutionary architecture, genetic algorithms, and computational science. Rebecca received a BS in Computer Science and Economics from Bradley University, and both an MS and Ph.D. in Computer Science from Rice University.

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KATE MATSUDAIRA

Founder of Popforms



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“Getting an operations team on board with a new idea can often mean a lot of friction. The best thing you can do to ensure a successful transition is get everyone on board early.”

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About the Author:

Kate Matsudaira is an experienced technology leader. She worked in companies like Microsoft and Amazon and three successful startups (Decide, acquired by eBay; Moz; and Delve Networks, acquired by Limelight) before starting her own company, Popforms. Her early career was as a software engineer, where she worked on distributed systems, cloud computing, and mobile. But she's more than just a technology leader: she managed product teams and research scientists as well as built her own profitable business. Kate is an author and keynote speaker and has been honored with Seattle's top 40 under 40 award.

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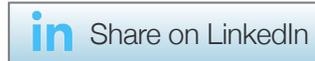
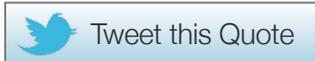


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PATRICK KUA

Principal Consultant at
ThoughtWorks



“*One of our developers implemented the feature; with our continuous delivery pipeline, it was quickly made available in the production system.*”

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About the Author:

Patrick Kua is a speaker, writer, and consultant and stills gets to write code for customers where continuous delivery is the norm. He is the author of *The Retrospective Handbook: A Guide for Agile Teams* and bridges the worlds between the technical and nontechnical realms. Patrick is passionate about working closely with teams, helping them grow and learn with sustainable and long-term change. He is fascinated by elements of learning and continuous improvement, always helping others to develop enthusiasm for these same elements.



MATTHEW SKELTON

Director and Co-founder of Skelton Thatcher Consulting Ltd

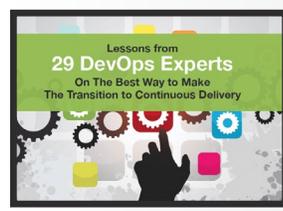
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“We tried to empathize with their situation and, using role-based security in the deployment pipeline, uncovered enough information to give them a sense of visibility and control.”

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About the Author:

Matthew Skelton is an independent software systems consultant who helps organizations to evaluate, adopt, and sustain good software delivery and operations practices, such as continuous delivery, DevOps, and ITIL, with a focus on software operability. He founded and runs the London Continuous Delivery meet-up group and instigated PIPELINE, the continuous delivery conference. Matthew is director and co-founder of Skelton Thatcher, a software operations consultancy.

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Ido Ben Moshe, Vice President, Global Support & Professional Services

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TOMMY TYNJÄ

Continuous Delivery
Consultant at Diabol AB



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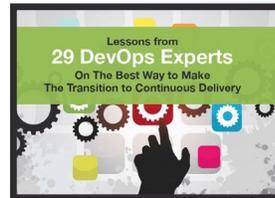
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“To successfully implement continuous delivery, you need to change the culture of how an entire organization views software development efforts.”

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About the Author:

Tommy Tynjä is a continuous delivery consultant and open source software contributor who is passionate about continuous delivery, test-driven development, automation, and tools that boost developer productivity and get software shipped faster. Working primarily with Java-based solutions, he has several years of developer and architect experience, ranging from small start ups to enterprises and everything in between.

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JAMIE INGILBY

Software Development
Manager



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“Small steps toward continuous delivery in fully automated testing and deployment, even with manual steps built into the process, helped to increase the frequency of and our confidence in our releases.”

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About the Author:

Jamie Ingilby is a software development manager based in the United Kingdom. He has worked in many large and small technology organizations, supporting Web services. He is passionate about software development and is a huge advocate of continuous delivery as a means of producing quality software at pace with confidence. He enjoys good coffee and tea, particularly Earl Grey.



**MARK
NELSON**

Architect at Oracle



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“Introducing continuous delivery provides an opportunity to go back and correct some of those problems from the past.”

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About the Author:

Mark Nelson is an architect on the Platform Architecture team in Oracle Development. Mark's focus is continuous delivery, configuration management, and provisioning, making it simple to manage the configuration of complex environments and applications built with Oracle Database, Fusion Middleware, and Fusion Applications on-premises and in the cloud. Before joining the Platform Architecture team, Mark had been a senior member of the A-Team since 2010 and has worked in the IT industry since 1994.



STEIN INGE MORISBAK

Manager at BEKK Consulting AS



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“Any roles involved in a project that do not directly contribute toward the goal of putting valuable software in the hands of users as quickly as possible should be carefully considered.”

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About the Author:

Stein Inge Morisbak is practice lead for continuous delivery and DevOps at BEKK. He is a true agile evangelist, with 15 years of experience contributing to and helping others to become better at producing excellent software together with demanding customers. He is also an experienced speaker at conferences and the founder of DevOps Norway Meet-Up.

Velocity or Stability?

Adopt Continuous Delivery and stop making trade-offs.



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Founder and Principal
at Engineering.IT



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“The key to following the continuous delivery path is to continually question your own assumptions about what’s possible.”

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About the Author:

Jeff Sussna is founder and principal of Engineering.IT, a boutique consulting firm that facilitates adaptive IT through teaching, coaching, and strategic design. Jeff has more than 20 years of IT experience and has led high-performance teams across the DevOps–quality assurance spectrum. He is a highly sought-after speaker and was recognized as a Top 50 Must-Read IT Blogger for 2012 and 2013 by *BizTech Magazine*. His interests focus on the intersection of development, operations, design, and business.



EIKE THIENEMANN- DEHDE

Agile Product Lead at
CoreMedia

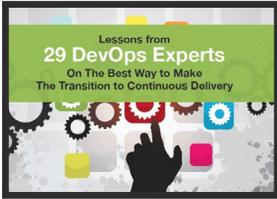
 
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“When you have mastered the principles of continuous integration and release automation, and adopt your own practices, you quickly recognize that there will be always something to improve further.”

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About the Author:

Eike Thienemann-Dehde has worked on continuous delivery since 2012, when he was a product owner for tools and automation, support, and documentation efforts. He has worked in various roles, from software development to program management, over the past 16 years and is passionate about solving next-generation customer problems in an international and challenging environment.



ANDREW YOCHUM

Enterprise Technology
Architect

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“The benefits were clear right away. Committing code kicked off a build, deployment, and automated tests. The results of the build showed up in the developers’ inbox and the integrated development environment.”

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About the Author:

Andrew Yochum strategically leads technology in digital agencies, finance, and start ups. With a background in highly scalable Web development and a passion for data, Andrew sees his work as an art and a science. His current focus is on emerging technologies in cloud computing and big data. He guides the adoption of agile methodologies as a Scrum Master and Coach.



MATTHIAS MARSCHALL

CTO of gutexfrage.net
GmbH



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“The key in such a transition to continuous delivery is to expect things to get worse before you’ll be able to make them better.”

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About the Author:

Matthias Marschall is a software engineer “made in Germany.” His four children make sure that he feels comfortable in lively environments and stays in control of chaotic situations. A lean and agile engineering lead, he’s passionate about continuous delivery, infrastructure automation, and all things DevOps. Matthias is CTO at gutexfrage.net group, helping to run Germany’s biggest Q&A site among other high-traffic sites. He’s the author of the *Chef Infrastructure Automation Cookbook*.



MAX LINCOLN

DevOps Instigator at
ThoughtWorks

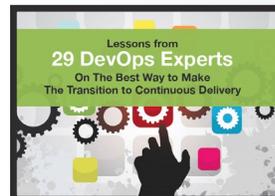


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“The biggest lesson is how to deal with setbacks. Our resolve toward continuous delivery is always put to the test after a rough deployment.”

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About the Author:

Max Lincoln works in the Continuous Delivery group at ThoughtWorks. He passionately promotes the use of continuous delivery and DevOps to achieve technical success, lean startup to drive business success, and user experience to deliver enjoyable products. He is a frequent contributor to open source cloud and quality assurance projects.



MICHAEL HÜTTERMANN

CEO of huettermann.net



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“Without DevOps, there’s no continuous delivery.”

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About the Author:

Java Champion Michael Hüttermann is a freelance delivery engineer and expert in DevOps, continuous delivery, and software configuration management/application life-cycle management (ALM). He wrote some of the first books on DevOps (*DevOps for Developers*, 2012) and agile ALM (*Agile ALM*, 2011).

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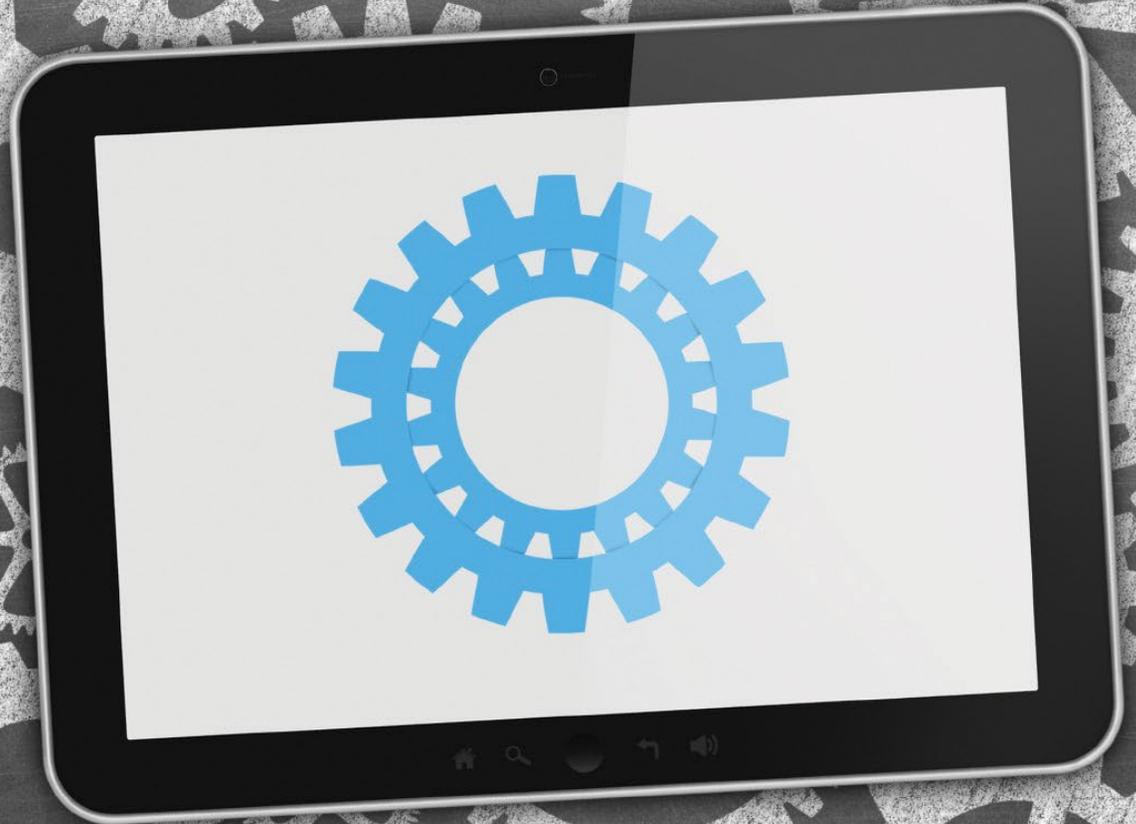
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