ING’s agile journey

Henk Kolk
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ING’s agile journey

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2009 Beliefs

Starting position

IT is a commodity
Everyone can do IT
Internal customers
IT is a cost center
Quality through process adherence
Lots of manual work & handovers
Multiple sourcing partners
Scattered IT landscape
Non-functionals provided by infra
Journey to agility at scale

- **Start of our own Java community**
- **Engineering culture**
- **May 2010 Google IO**

- **Start full automation of IT processes**
- **Continuous Delivery - Jez Humble & Dave Farley**
- **May 2011**

- **Full reorganization i.e. 180 full DevOps teams**
- **Engineers hunger to take responsibility**
- **May 2013**

- **Complete reorganization – 400 BusDevOps squads**
- **Supported by engineering platforms**
- **July 2015**

- **Oct 2009**
- **New IT Mgt team**
- **The will to change**

- **Oct 2010**
- **Start of Mobile app development**
- **1st Scrum team and start agile development**

- **Nov 2011**
- **Discussion – who runs production**
- **Clear demarcation responsibilities infra and applications**

- **Sep 2014**
- **Need full automation infra & scalable systems**
- **Build private cloud**

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Journey based on 4 ideas

- Continuous Delivery in all our teams
- Partners are welcome, outsourcing not preferred
- Nothing beats engineering talent
- We distinguish by building great software
# Change legacy beliefs

**From**

- “IT enables the commercial strategy”
- “IT is a cost center”
- “Outsourcing for the lowest price”
- “Buy before build”
- “Projects to drive change”

**To**

- “IT drives the commercial strategy”
- “IT is a value driver”
- “Hiring the best talent”
- “Building as the way to understanding”
- “Line drives the change”
Software is Eating the World

Marc Andreessen
Speed is Market Share

Adrian Cockroft
Quality of an IT Organization is Quality of its Engineers

Ron van Kemenade
A tale of two bubbles

Financial Services Industry

Software Engineering Industry
Re-birth of the Master Builder

Henk Kolk
ING’s People strategy

- Novice
- Beginner
- Advanced
- Competent
- Proficient
- Expert
Origins of “Architect”

(Wiki) Etymologically, *architect* derives from the Latin *architectus*, which derives from the Greek (arkhi-, *chief* + tekton, *builder*), i.e., *chief builder*.  

(…) Throughout ancient and medieval history, most architectural design and construction was carried out by artisans – such as stone masons and carpenters, *rising to the role of master builder*.
But there is a problem ...
Shared engineering platforms
“Continuous Delivery” improves the reliability of software through automation.
Continuous Delivery

- Code Security Assurance
- Code Quality Assurance
- Unit Tests
- Compile & Build
- Functional Tests
- Functional Component Tests
- Resilience Tests
- Soak Tests
- Load & Performance Tests

Development

CI

D

T

IT

A

P1

P2

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Data platform

**Big**
- Hadoop
- DWH - RDBMS

**Fast**
- Akka
- Scala
- Spray
- Spark
- Cassandra

- Distributed computing and storage
- Open Source based
- Near Realtime + Big Data
API Platform

Technologies being used
• Java, Scala (JVM based languages)
• JAX-RS
• RX
• Hystrix
• Apache Cassandra
• Nginx
• Apache ZooKeeper
• Apache Curator
• Ribbon
• Docker
• Mesos
• …
Everybody is a Designer

Ron Kersic
Design, like you give a damn!

Flavia Sequira
Platform squads

“We are here to make other squads Awesome!”
Be AWESOME
Please remember to rate this session.

Thank you!
Thanks!

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