Agenda

INTRODUCE ZENDESK

ENGINEERING RE-ORG IN 2018

EMBRACING PRODUCT MANAGEMENT

PROJECT EXAMPLE

PRODUCT METRICS

WHERE ARE WE AT TODAY

zendesk
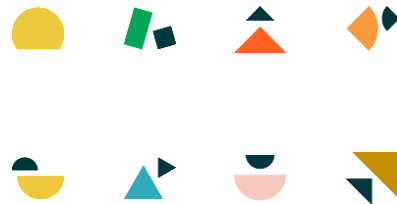
MORTEN PRIMDAHL

MIKKEL SVANE

ALEXANDER AGHASSIPOUR

FURNITURE AND CARPETS

2007

3 Guys, 1 desk
Zendesk launch
Copenhagen

2009

HQ in SF
10 People
1,000 Customers

2014

NYSE - IPO
600+ Employees
42,000+ Customers

2024

16 Global Offices
5,000+ Employees
150,000+ Customers/Logos
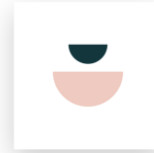
Products

zendesk
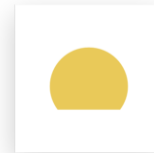## support suite

zendesk
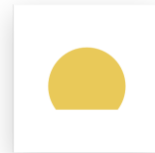## sales suite

guide

gather

chat

talk

support

explore

sell

sunshine

sunshine
conversations

5,500+
Employees

16
Global offices

150,000+
Customers

SF
Headquarters

zendesk

EMEA

AMER

APAC

LATAM

AMER
San Francisco
Madison
Montreal

LATAM
Mexico City
São Paulo

EMEA
Copenhagen
Dublin
London
Montpellier
Berlin
Krakow

APAC
Singapore
Manila
Tokyo
Melbourne

Zendesk operates at web-scale

CLOUDFLARE

aws

14 Billion
Daily Requests

11.2 Billion
Total Users

3.8 Million
Total Agents + Admins

17.8 Billion
Total Tickets

AMER

EMEA

LATAM

APAC

US West
(Oregon)
2 Pods

US East
(Ohio)
2 Pods

US East
(N. Virginia)
2 Pods

EU (Ireland)
2 Pods 1

EU (Frankfurt)
2 Pods

Asia Pacific
(Tokyo)
1 Pod

Asia Pacific
(Sydney)
1 Pod
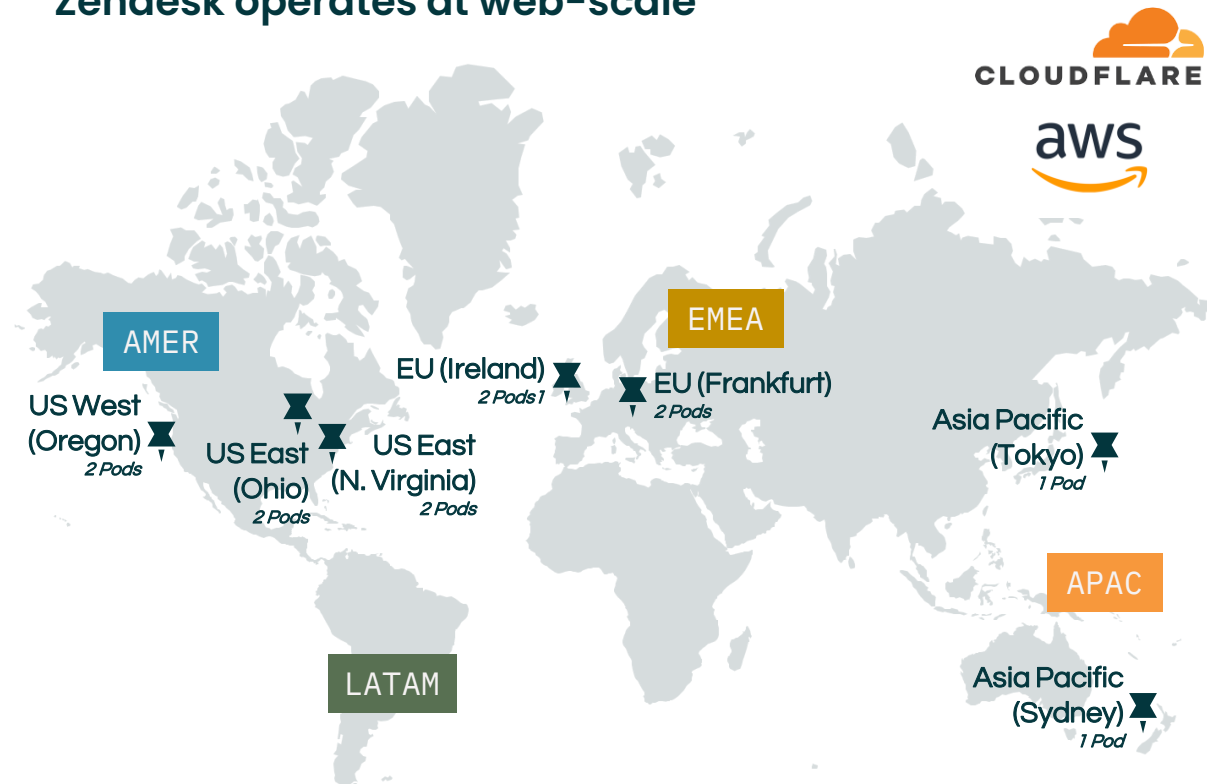
7 AWS Regions

250 Cloudflare Data Centers

12 Partitioned Environments (Pods)

3 Availability Zones/Pod

2018

Platform
Engineering

TechOps

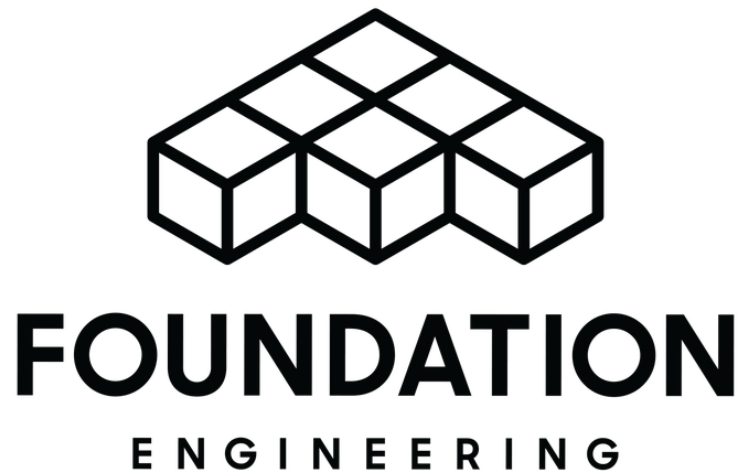|	
Infrastructure	CoreOps
	NetOps
	DataOps
	DCOps
Data Platform	InfraOps
	CloudOps

Our mission: provide the infrastructure for Zendesk engineers to safely and efficiently deliver reliable products at scale.
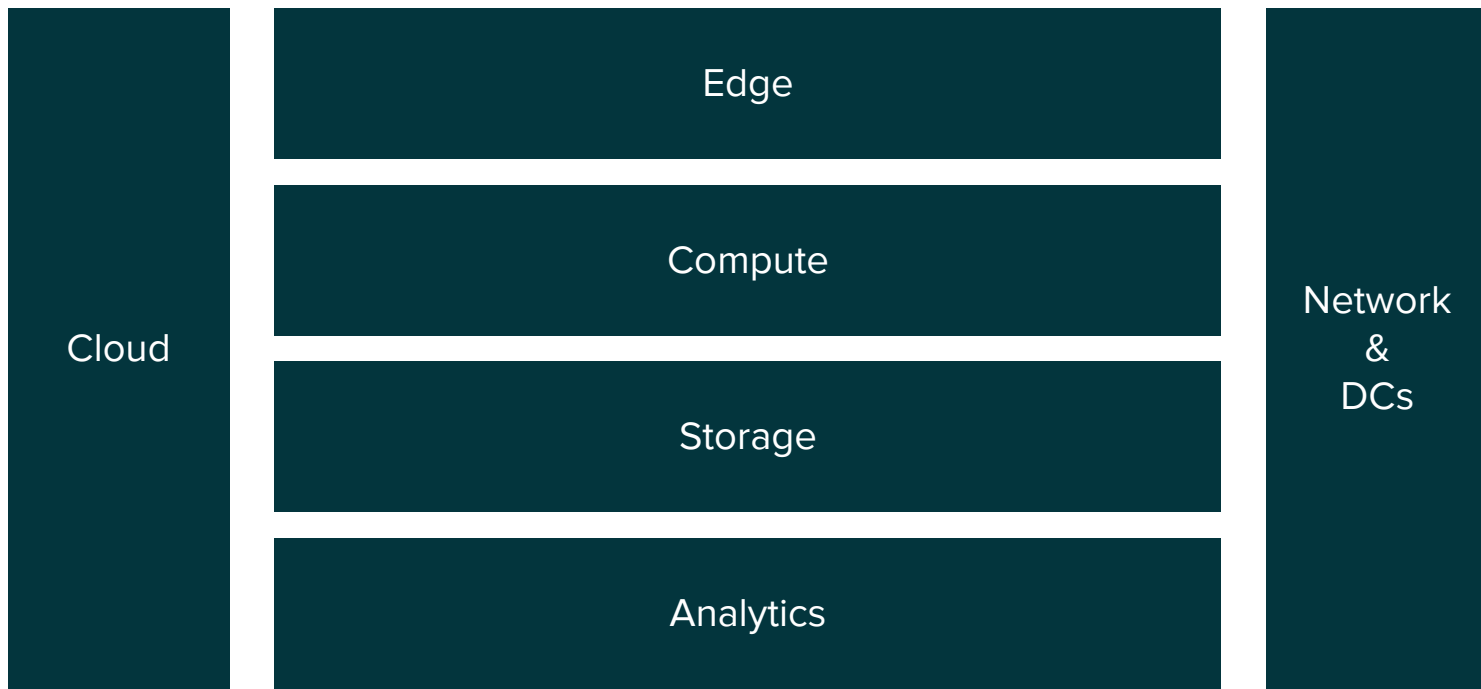
Foundation
!=
Infra + Ops + Data Platform
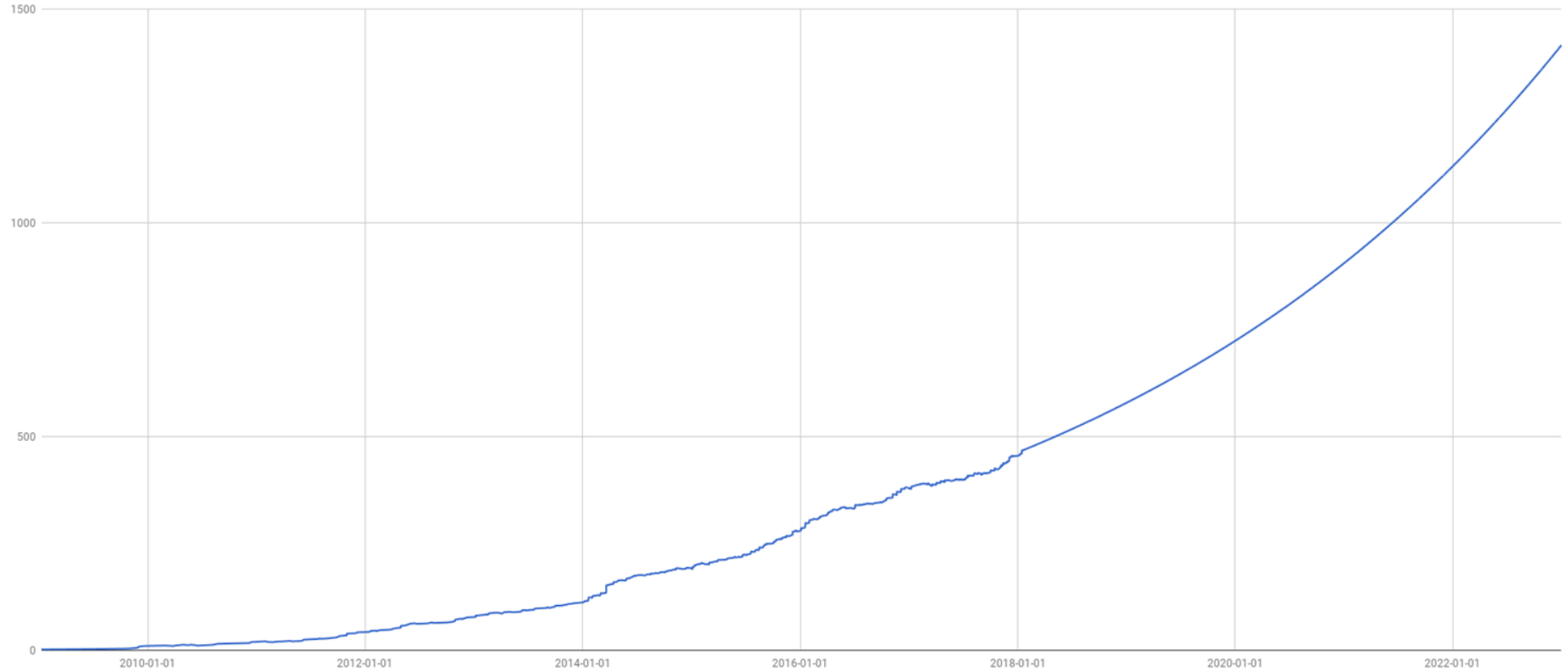
Going forward - Foundation Engineering

https://medium.com/defense-unicorns/5-minute-devops-platform-engineering-dosent-replace-devops-599f2d61b66

Engineering Growth Modelling

Build solutions at scale!

Autonomy (self service)

Ownership - You own it, you run it!

Shared patterns

Golden path - automate the common paths

Customer focus

Vision, mission, teams restructured = success?

SO YOU SHIPPED A FEATURE
WITHOUT ANY CUSTOMER TESTING

I TOO LIKE TO LIVE DANGEROUSLY

imgflip.com

https://miro.medium.com/v2/resize:fit:1224/format:webp/1*36a0o5xPFbeHmKUqeqsvvA.jpeg

Thoughtworks Technology Radar volume 17 & 18

November 2017 - Trial

Technology Radar
An opinionated guide
to technology frontiers

MANAGEMENT TO INTERNAL PLATFORMS means establishing **empathy** with **internal consumers** (read: developers) and **collaborating** with them on the design. Platform product managers establish roadmaps and ensure the platform delivers **value to the business** and enhances the developer experience.

/thoughtworks

Some owners even create a brand identity for the internal platform and use that to **market** the benefits to their colleagues. Platform **product managers** look after the **quality** of the platform, gather usage **metrics**, and continuously improve it over time. Treating the platform as a product helps to create a thriving ecosystem and avoids the pitfall of building yet another stagnant, **underutilized** service-oriented architecture.
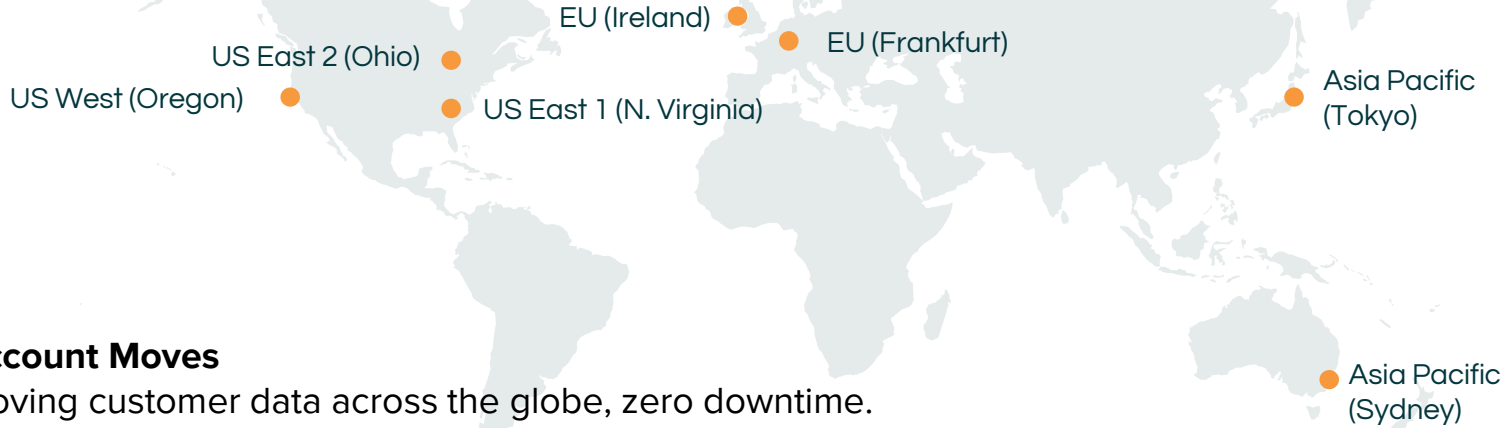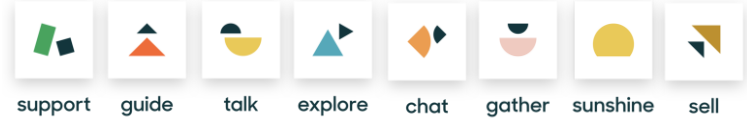
May 2020 - Adopt

More and more companies are building internal platforms to roll out new digital solutions quickly and efficiently. Companies that **succeed** with this strategy are **applying product management** to internal platforms. This means establishing empathy with internal consumers (the development teams) and collaborating with them on the design. Platform product managers create roadmaps and ensure the platform delivers value to the business and enhances the developer experience.

Unfortunately, we're also seeing **less successful** approaches, where teams create a platform in the void, based on **unverified assumptions** and **without internal customers**. These platforms, often despite aggressive internal tactics, end up being **underutilized** and a **drain** on the organization's delivery capability. As usual, good product management is all about building products that consumers love.
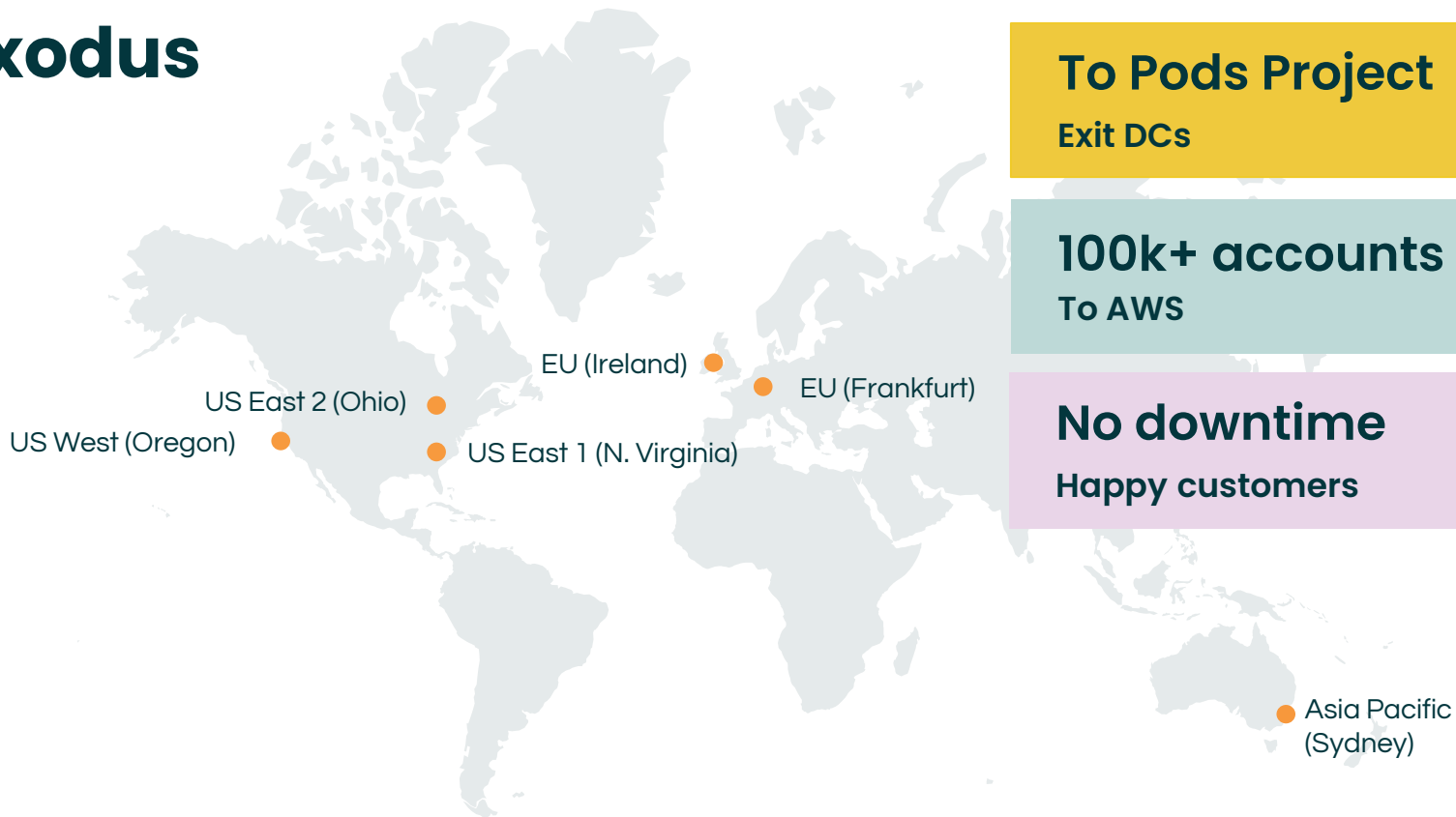
ProdDevOps
for the WIN!

Products and Pods

support guide talk explore chat gather sunshine sell

EU (Ireland)

EU (Frankfurt)

US East 2 (Ohio)

US West (Oregon)

US East 1 (N. Virginia)

Asia Pacific (Tokyo)

Asia Pacific (Sydney)

Account Moves
Moving customer data across the globe, zero downtime.
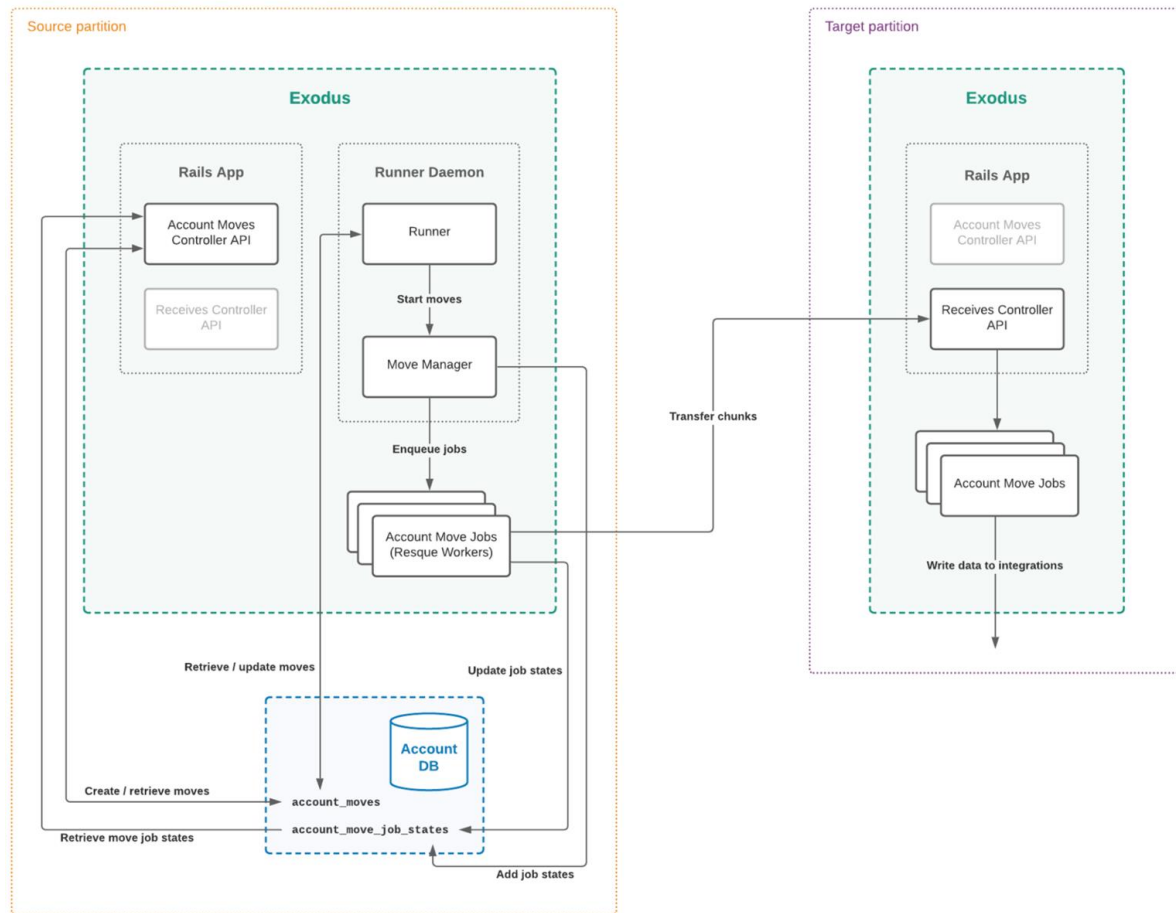Data Locality, new region expansion, and capacity management.

Exodus

US West (Oregon)

US East 2 (Ohio)

US East 1 (N. Virginia)

EU (Ireland)

EU (Frankfurt)

Asia Pacific (Sydney)

To Pods Project
Exit DCs

100k+ accounts
To AWS

No downtime
Happy customers

Architecture

Zoomed in

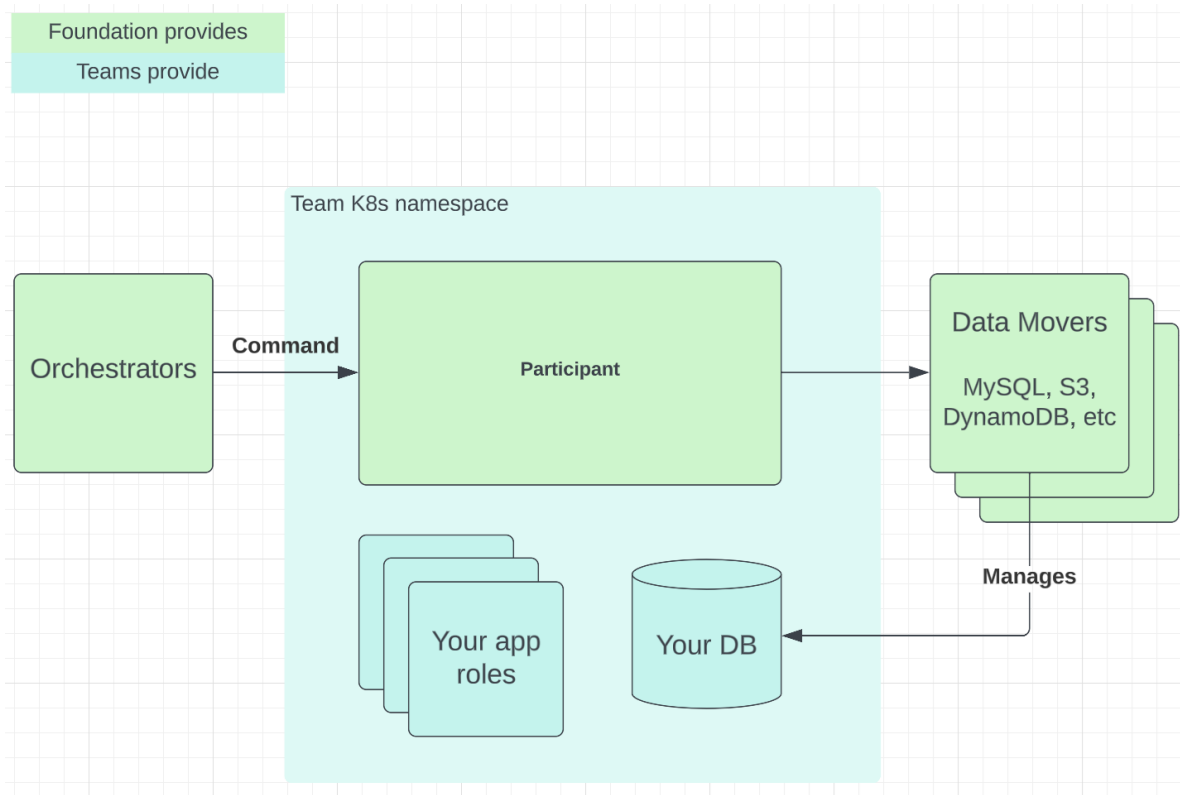He's gone mad with power

Architecture

v1

Foundation provides

Teams provide

Team K8s namespace

Orchestrators

Command

Participant

Data Movers

MySQL, S3, DynamoDB, etc

Manages

Your app roles

Your DB
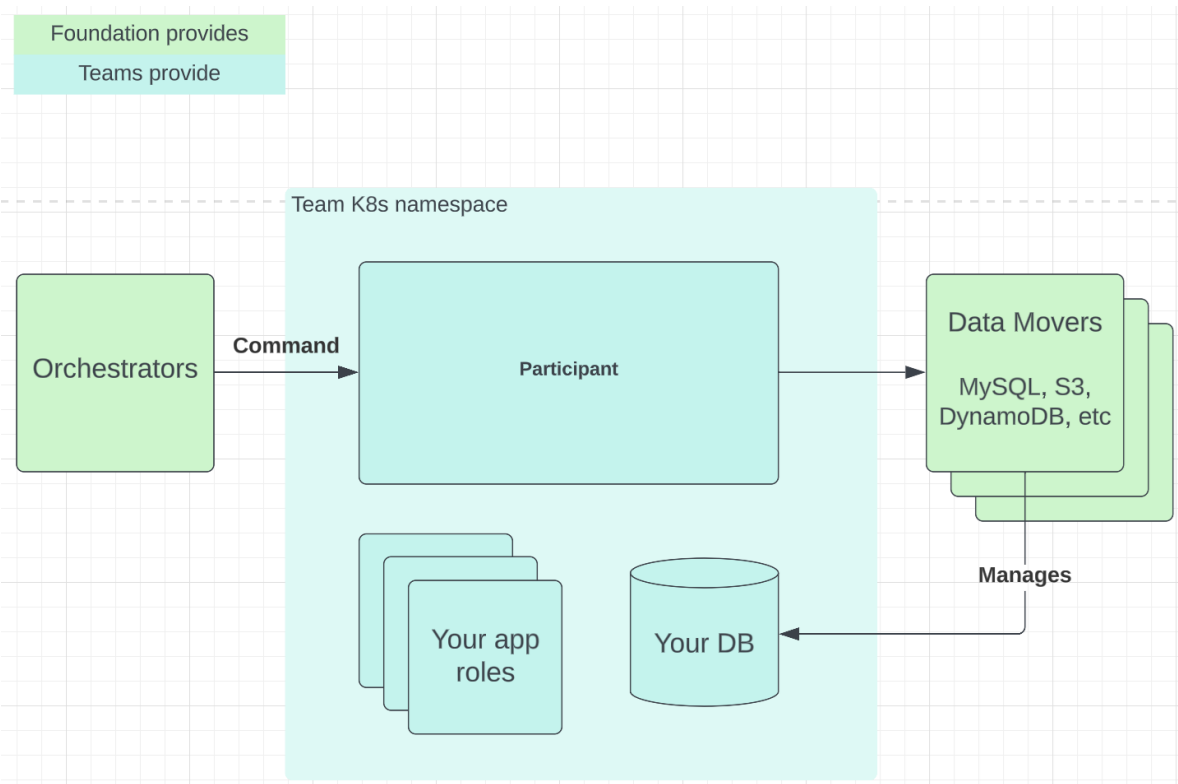
I AM VERY DISSATISFIED

Architecture

v2

Foundation provides

Teams provide

Team K8s namespace

Orchestrators

Command

Participant

Data Movers

MySQL, S3, DynamoDB, etc

Manages

Your app roles

Your DB

Customer Outreach

Know thy customer

1 Engineering wide surveys

2 Customer interviews

3 Personas

How can we help you?

EAP to GA

Programs

1. Patient early adopters

2. Build the right thing

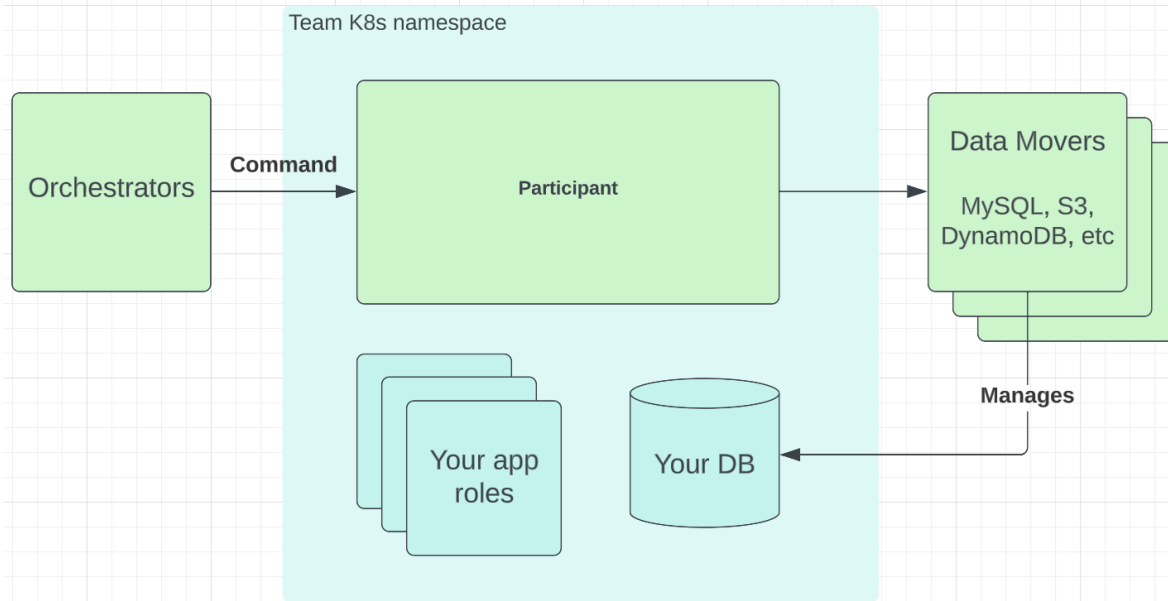3. Build a quality thing

Let's do this together!

Architecture

V2

Foundation provides

Teams provide

Team K8s namespace

Orchestrators

Command

Participant

Data Movers

MySQL, S3, DynamoDB, etc

Your app roles

Your DB

Manages

"If You Can't Measure It, You Can't Improve It" Peter Drucker

Metrics

Before and after

1 Adoption
0 to 22 integrations

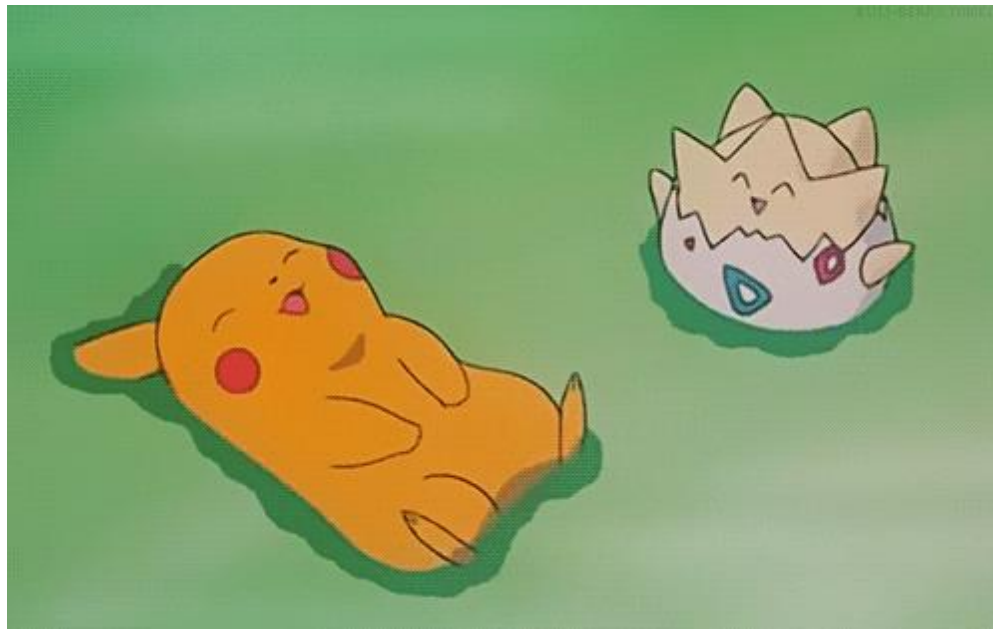**2** Integration time
2 months to 2 days

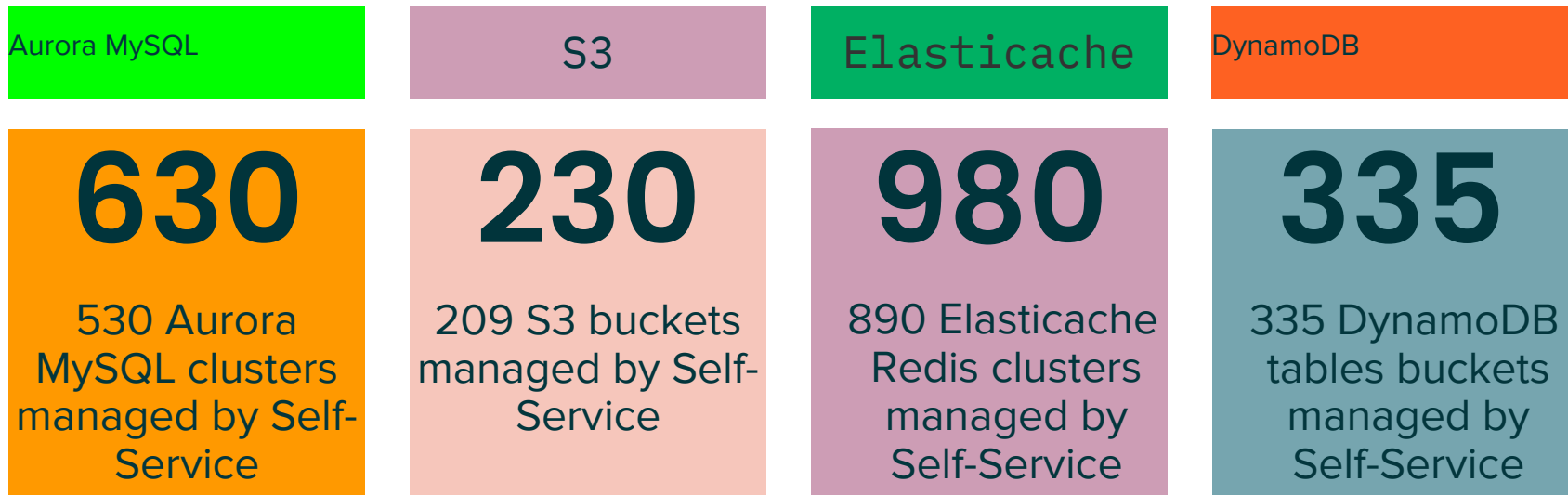**3** Incidents
Lots to few

Nice work team!

Happy team, business, and customers

Goodbye to account move stress

Where we're at today in our Self Service Journey

Aurora MySQL	S3	Elasticache	DynamoDB
630	**230**	**980**	**335**
530 Aurora MySQL clusters managed by Self-Service	209 S3 buckets managed by Self-Service	890 Elasticache Redis clusters managed by Self-Service	335 DynamoDB tables buckets managed by Self-Service

The Zendesk OS Organization - Now

Application & Platform Teams

Builder Tools

Zendesk OS

Foundation

- **Foundation Cloud** (Edge, Network, Compute, Secure, Optimize, Insights, Spend & Vendor Management)

- **Foundation Data** (Storage, Analytics, Interface)

Engineering Productivity

- **Deploy and Release** (Platform, Toolkit, Experience)

- **Design, Build, Test** (CI Platform, Develop & Test Environments, Productivity Test)

Reliability & Resilience

- **Reliability** (SRE, ZNOC, Observability, Capacity/Perf)

- **Resilience** (Incident Management, Bus. Continuity, Tech. Continuity, Resilience Tooling & Data)

Core Services

- **Trust and Safety** (Identity & Access Management; Customer Data Management; Security & Auditing)

- **Account and Team** (Account Domain; Team Management; Internationalizaton product)

aws

BVP Nasdaq Emerging Cloud Index

1,303.55   ↑38.28%   +360.88 5 Y

17 May, 10:17:15 UTC-4 · INDEXNASDAQ · Disclaimer
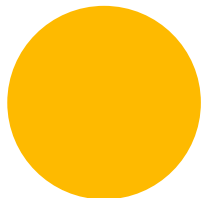
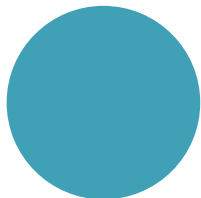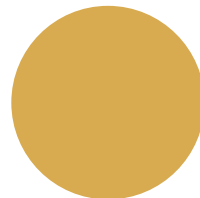| 1 D | 5 D | 1 M | 6 M | YTD | 1 Y | 5 Y | MAX |

LESSONS WE LEARNT

Org

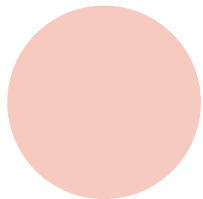Org structures need to constantly evolve as you grow.

Ownership

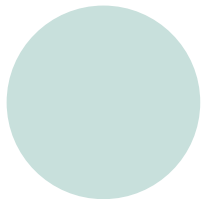You own it you run it, set SLOs and put teams on call

Customers

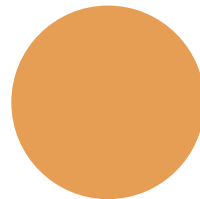Understand **ALL** your customers and see things from their perspective

Self Service wins

Automation and consistency can bring great benefits, improvements are available for all customers

Product metrics

Key to showing a return on your investment

Trusted advisors

We don't run everything ourselves anymore but our expertise is still needed

zendesk

Presented by

DORA
DEVOPS RESEARCH & ASSESSMENT

Google Cloud

Accelerate

State of DevOps Report 2023

Chapter 2

Focusing on users predicts organizational performance

Takeaways

Organizations can get caught up in the latest technology and management trends as they seek to improve developer productivity and organizational performance. Our research shows that a user-centric approach to building applications and services is one of the strongest predictors of overall organizational performance. To improve performance, develop a deep understanding of your users and iteratively adjust and incorporate their feedback.

Introduction

The DevOps movement started as a way to encourage better collaboration between development teams and operations teams in service of providing better user value. This alignment drove early successes and enabled DevOps ideas and capabilities to expand beyond those two departments. Today, high-performing technology-driven organizations recognize the importance of alignment across all teams to reach organizational goals.

We investigated three critical characteristics of being user focused:

- How well teams understand the needs of their users.

- How well aligned the team is toward meeting user needs.

- How user feedback is used when prioritizing work.

Teams with strong user-focus have

40%

higher organizational performance

thank you

zendesk