



Customer success story

# Dow Jones scales DevOps with a federated model

With upskilling and the power of the AWS platform, the financial publisher is ready to grow its global business more efficiently.

## Customer challenge

Dow Jones & Company is a US publishing and financial information firm best known for its iconic barometer of stock market activity, the Dow Jones Industrial Average.

When institutional silos developed across the company's technology team, Dow Jones found itself facing multiple barriers—technical, organizational and geographical—spanning regions and time zones.

To centralize common operations, the company launched a DevOps initiative. But internal changes left the newly created DevOps team with limited resources to meet its responsibilities in staffing, prioritization and leadership. Adding to the dynamic was the mandate to move 75% of data center resources to the AWS cloud. Given the absence of expertise, the company risked a “lift and shift” migration, with no strategic overview or considerations.

## AWS + Cognizant solution

To get its DevOps initiative back on track and scale it, Dow Jones partnered with Contino, a Cognizant company. We initiated a rigorous DevOps Maturity Assessment that included two weeks of in-depth interviews in multiple locations (New York, South Brunswick and Minneapolis).

The assessment highlighted each team's practices and differences. For example, we saw anomalies among groups working on the AWS implementation: some experienced great success while others struggled. The assessment also captured different levels of agile and operational maturity to find that some teams used basic testing practices while others were more advanced in agile development approaches.

Other barriers to progress were identified:

- Replatforming to AWS without adequate foundations, or architectural/operational strategies in place
- Technology-only adoption of agile
- Institutional silos within the technology group
- Renaming operations to DevOps

A core recommendation required transitioning the DevOps group to a federated DevOps model. The existing team's highly centralized structure was viewed as too command-and-control. And because it lacked the flexibility to meet changing requirements, it was creating bottlenecks.

We proposed a federated tooling and services team to champion, evangelize and govern the development and operational outcomes of each business unit. To support the federated team, Centers of Excellence across DevOps disciplines would leverage open source tools and ways of working to create DevOps assets and templates for reuse.

Our consultants were embedded in the new regional teams to upskill them and ensure a smooth transition to the federated model. In parallel, the CTO asked our team to determine whether a Site Reliability Engineering (SRE) function might better support growing demands on the company's engineering community, which was juggling multiple requests from business units.

We oversaw the introduction of a framework to ensure policy, process and validation are included in the company's toolset from the outset. As a result, anyone using the tools would be following policy. Meanwhile, SRE gives operations a more robust capability and ensures releases are of the highest quality. Platforms are continually pushed to their limits, with improved performance engineering.

## The outcome

### Centralized operations make Dow Jones more efficient

With its federated DevOps team model, Dow Jones is poised to gain several advantages. Now, the centralized team ensures application infrastructure and application configuration meet the basic needs of all business units, eliminating redundant technologies and driving consistency across tooling and implementation. Project-based work generates opportunities to leverage innovation that can be repurposed across all business units.

The SRE function is forecast to have a positive impact in these areas:

- Improved product quality by encouraging engineering excellence from the delivery team
- A reduction in the time required to resolve production issues
- Continual demand and capacity planning ensures the product can continually scale to meet future needs



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