AOL'S TBM JOURNEY

James LaPlaine
SVP Technology Operations
October 29, 2014

Aol.

AOL

SEGMENTS

Aol PLATFORMS.

Aol Membership.

Aol Brand Group.

AOLMISSION

To simplify the internet for consumers and creators by unleashing the world's best builders of culture and code

Aol.

NEXT
HOUR

PERCEPTIONS

GOALS

APPROACH

MODEL

LESSONS

MAP

PERCEPTIONS

?

VALUE

EXPENSIVE

BLACK BOX

ALLOCATION

TAX

COST-CENTER

GAVE OUR POWER AWAY

Aol.

IT:STRATEGIC
WEAPON

Aol.

OUR
GOALS

MOST FINANCIALLY TRANSPARENT ORGANIZATION

REPRESENT
REAL COSTS

PROVIDE**VALUE**

Aol.

SERVICE CATALOG

Aol.

MONTHLY SCHEDULE

DRIVE
ACCOUNTABILITY

OUR
APPROACH

YEAR1
MODELING

YEAR2
EVANGELISM

YEAR3
IMPACT

AOL'S MODEL

SEGMENTS

AolPLATFORMS**.**

Aol Membership**.**

Aol Brand Group**.**

THE **FLYWHEEL**

Hot Wheels

Aol.
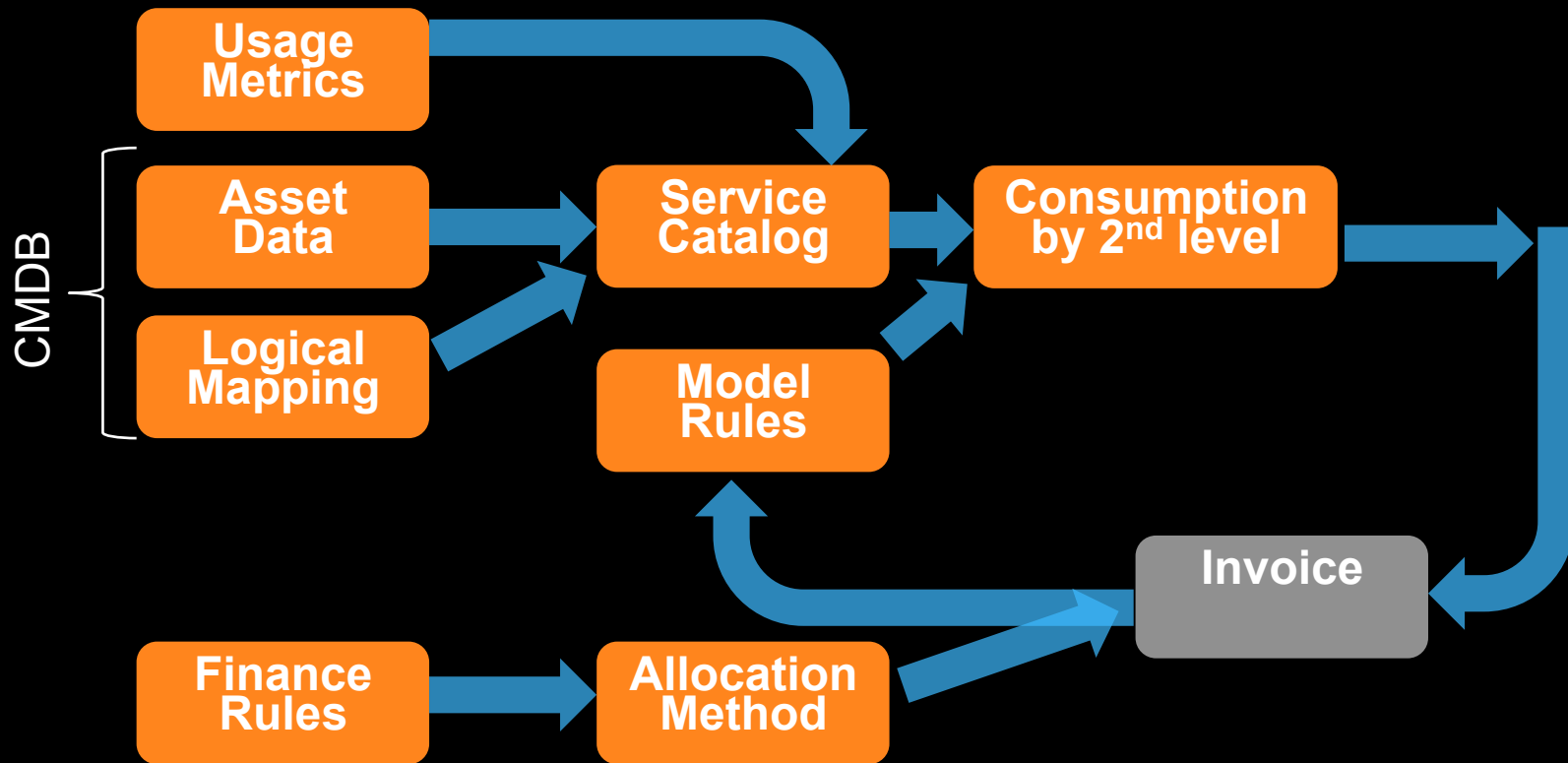
- **IMPROVE** MODEL
- **CORRECT** DATA
- **REPLACE** ALLOCATIONS
- **DISCOVER** INEFFICIENCIES

Virtual Asset: Sample Host
Project: Games » New System Frontend

Actions ▾

Summary | Config | COI | CADS | HCM | Imaging | Network | Storage | Applications | Databases | Monitoring | JOBI | Tickets | History

METADATA

Asset Information

Hostname	samplehost.aol.com
Labelname	samplehost.aol.com
Parent	samplehost.aol.com
Operating System	CentOS > 5 > x86_64
UUID	bdde43a1-fe0f-b022-0988-b1f36cc0da39
VM Capacity Template	Mid Tier - 2 vcpu, 8gb ram, 80gb storage

HOST DATA

Physical Information   [Network Info]

Category / Class	HOST / SERVER
Vendor / Make / Model	AOL Cloud / Citrix Xen / VM
Parent Location	ATC / AR1 / AL79
Parent Availability Zone	ATC A

DATACENTER

Virtual Control Information

Virtual Asset Console	https://XXXXXXX
RDC URL	None Provided

Financial Summary   [details...]

Owner Cost Center	10005360 - SERVER INVENTORY PROGRAM
Sponsor Cost Center	10005060 - NOC - US

Config Summary   [details...]

HCM Profiles	»[samplehost.aol.com]
Asset Groups	None Selected
JOBI Active	Yes (Port: 2099, Green - Inetd)
SOI Active	

Asset Disposition

Disposition	No Action
location	
notes	
Move Owner	
onTrack Owner	
Special Planning	
Destination Datacenter	

Genealogy / Inheritance   Collapse | Expand | Scroll to current item

- Team Inheritance
  - AOL
    - Technologies
      - Operations
        - Global Application Operations
          - Published Content Services
            - Project Inheritance
              - Games
                - New System Frontend

PROJECT

Project Information   [Escalation Summary]

|	
Project Name	Games > New System Frontend
Primary Owner	Engineer 1
Secondary Owner	Engineer 2
Owning Team	Published Content Services
Oncall Team	Published Content Services
Supporting NOC Station	NOC/Apps Service

TEAM

Status Information

Admin Status	Production
Service Status	Fully Managed
Usage Classification	Production
AMIS Lifecycle Status	INSTALLED

Asset Dates

Last Installed Date	Mon Oct 15 2012
Last Decom Date	
Last Image Date	2012-10-15 14:16:32
Parent Lease End Date	2015-08-31

FINANCIAL
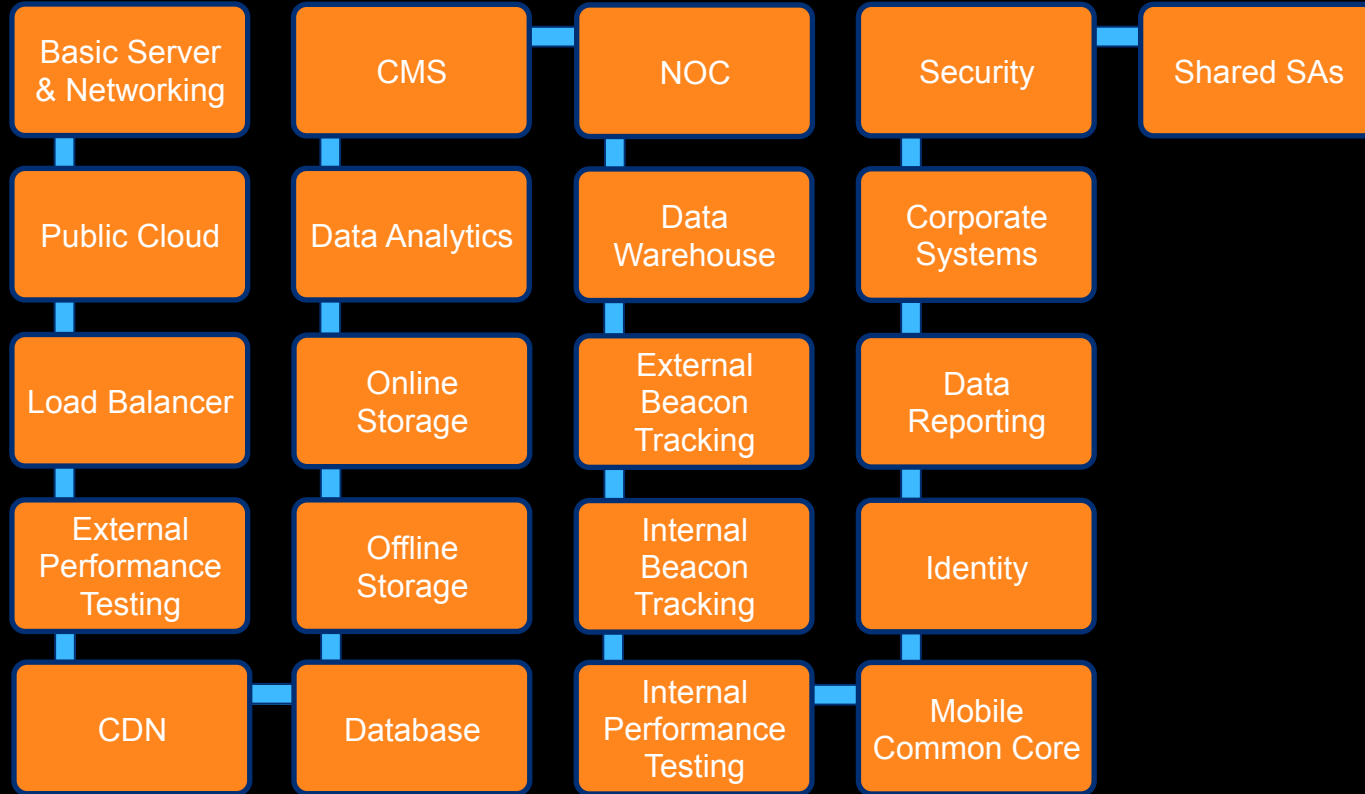
Direct and Shared Costs

Drivers	Current Month				Difference from Previous Month		
	Cost ▼	OIBDA	Non-OIBDA		Cost	OIBDA	Non-OIBDA
Shared Segments	$8,027,000	$6,021,000	$2,006,000		$451,809	$354,550	$97,258
Direct Segments	$2,000,000	$1,250,000	$750,000		($1,175)	$100,860	($102,035)
Total	**$10,027,000**	**$7,271,000**	**$2,756,000**		**$450,634**	**$455,410**	**($4,777)**

Infrastructure **Tools** **Fungible FTEs**

Shared Resources

Membership **AOL Platforms** **Brands**

Direct Resources

▼ **Shared Segments Details**

Drivers	Current Month				Difference from Previous Month		
	Cost	OIBDA	Non-OIBDA		Cost	OIBDA	Non-OIBDA
Basic Server	$3,000,000	$2,500,000	$500,000		($289,351)	($296,354)	$7,003
Public Cloud	$200,000	$200,000	$0		$60,000	$60,000	$0
Load Balancer	$150,000	$95,000	$55,000		$36,330	$38,600	($2,270)
Testing	$2,000	$2,000	$0		$161	$161	$0
CDN	$125,000	$125,000	$0		$45,207	$45,207	($0)
Database	$500,000	$350,000	$150,000		$92,576	$107,761	($15,185)
Offline Storage	$110,000	$30,000	$80,000		$9,392	($11,834)	$21,226
Online Storage	$1,000,000	$250,000	$750,000		($11,145)	($70,667)	$59,521
Data Strategy	$20,000	$15,000	$5,000		($4,391)	($5,012)	$622
Content Mgmt System	$80,000	$45,000	$35,000		($1,256)	($1,375)	$119
NOC	$320,000	$320,000	$0		$1,250	$1,245	$5
Data Warehouse	$500,000	$375,000	$125,000		$466,988	$443,054	$23,934
Beacon Service	$150,000	$100,000	$50,000		$150,298	$147,126	$3,172
Data Tech Lab Services	$50,000	$47,000	$3,000		$2,354	$8,786	($6,431)
Mobile Common Core	$95,000	$85,000	$10,000		($7,258)	($5,880)	($1,378)
Data Layer	$150,000	$125,000	$25,000		$8,905	$4,374	$4,531
Identity	$85,000	$72,000	$13,000		($10,463)	$3,904	($14,366)
Data Tech Reporting & Analytics	$100,000	$95,000	$5,000		$6,149	$5,343	$806
Security	$400,000	$350,000	$50,000		($23,668)	($25,013)	$1,345
Corporate Systems	$900,000	$750,000	$150,000		($141,826)	($156,430)	$14,603
Shared SAs	$90,000	$90,000	$0		($30,523)	($30,523)	$0
Total	**$8,027,000**	**$6,021,000**	**$2,006,000**		**$451,809**	**$354,550**	**$97,258**

Service Catalog

OIBDA

Non-OIBDA

Delta

BASICSERVER

- Hostname
- Power Draw
- Network Usage
- Age in Years
- Cost (OIBDA/Non-OIBDA)
- 2nd Level Project Mapping
- CMDB Project
- POC
- CPU & Memory Utilization

DATABASE

- 2nd Level Project Mapping
- DB Server Name
- Platform (MySQL, MongoDB, etc..)
- Total Allocated Space (GB)
- POC

EDUCATION

Aol.

IT'S MORE
THAN A MODEL

DECISIONS

CREDIBILITY

MOMENTS
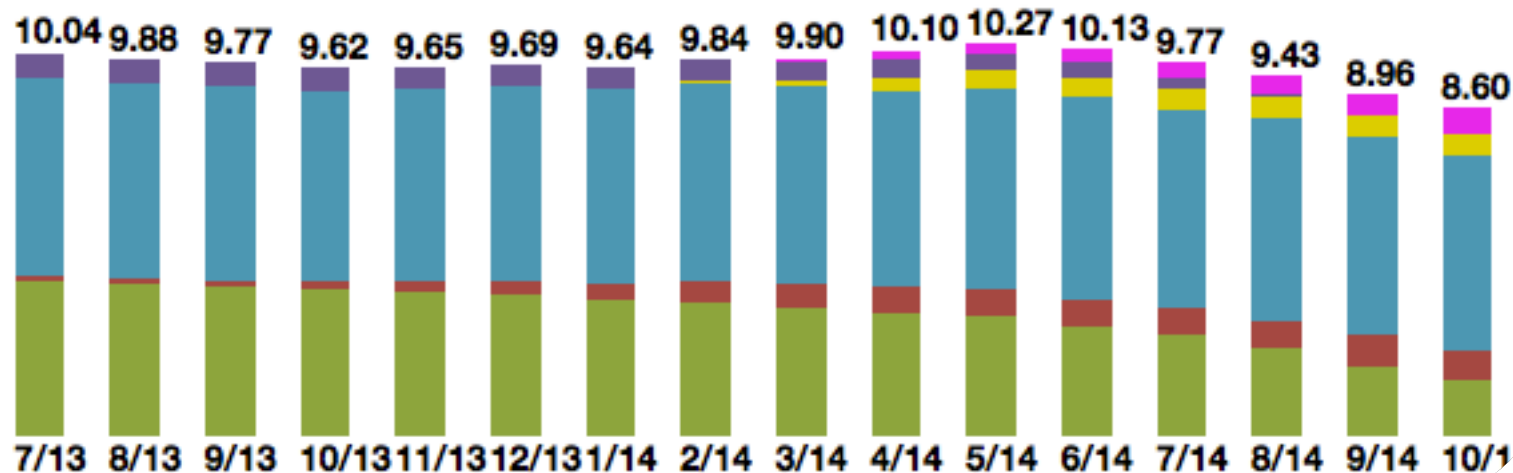## OF IMPACT

PUBLIC PRIVATE
CLOUD

-14%

Data Center Utilization (mW)

ATC DTC LCD MTC NTC SCD

10.04 9.88 9.77 9.62 9.65 9.69 9.64 9.84 9.90 10.10 10.27 10.13 9.77 9.43 8.96 8.60

7/13 8/13 9/13 10/13 11/13 12/13 1/14 2/14 3/14 4/14 5/14 6/14 7/14 8/14 9/14 10/1

LESSONS LEARNED

CHALLENGES

- "Have to be concerned with costs"
- Resistance to change
- Results not expected
- Model rules to "game" the system
- Ban of the word "allocation"
- "Tax" terminology entrenchment
- "Might expose how expensive we are"

DECISIONS

- Credibility improvement
- Value based dialog
- 2nd level project definition turned out to be key – nimble
- Interest to model other things
- Changed finance practices
- "The Model" is in our lexicon

- We are making better technology decisions.

MAP TO SUCCESS

Aol.

- Find the right team
- Partner with Finance org
- Begin with a CMDB
- Eventual consensus
- Start modeling, don't initially seek perfection
- Begin with basic metrics
- Iterate, iterate, iterate
- Provide data analysis not just model output
- Educate – small groups, show their data
- Manic about delivery dates