Gett Incident Management: Operating a 24/7 environment*





Agenda



- The Gett Story
- Gett Tech Stack
- The challenges we face
- The process
- The cultural shift
- Our vision
- Q&A

whoami (hint, a Unix fan...:-))

- Age 45
- Happy family guy
- Taking care of escalations for the better part of 20 years
- Love to cook
- Love music
- Sci-Fi geek







The Gett Story: Where did we come from?



2010

Company Foundation

By 2011, GetTaxi is launched in London and Tel Aviv and launches its corporate product - **GetTaxi for Business**. Google Israel signs up as GetTaxi's first corporate client.

2012



GetTaxi branches out to Moscow

Raising an additional \$180m in series C & D rounds by 2014



2015

GetTaxi is rebranded **Gett**

The concept – Gett everything you need...

2016



Gett UK Expansion

Gett acquires Radio Taxis in UK and becomes the largest black cab service in UK, with over 50% of all black cabs in London on the Gett platform.



2017

Gett Delivery is launched

A new service, complementing the Gett new brand where you can "Gett" everything, from Taxi to packages.



2018

Gett becomes contribution margin positive in all markets

2018

123

Gett exceeds 1bn km driven on demand



Today



Tech stack - Development



































Production technologies CI/CD & Monitoring























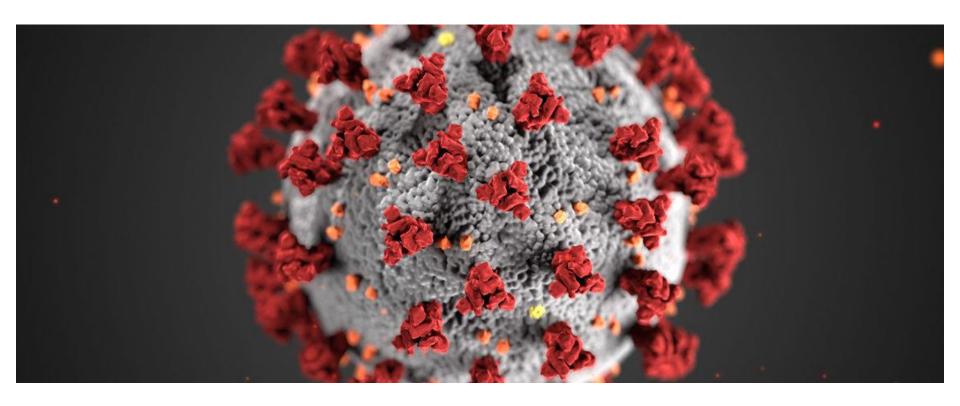




Our challenges



And one more small challenge...



Incident Management - where we were



Incidents run in "crisis mode"



Everyone jumped on board and made suggestions, not always in order...



Incidents opened as bugs, with postmortem process run on demand

Incident Management - Where We Were



Incident Management - What we had to become



The Production Ecosystem



The Gett Incident Management Process

pagerduty

Proactivity

- Business monitors
- Application monitors



- Escalation policies
 - Communication channels



Mandatory RCA

Publish RCA

Present to management





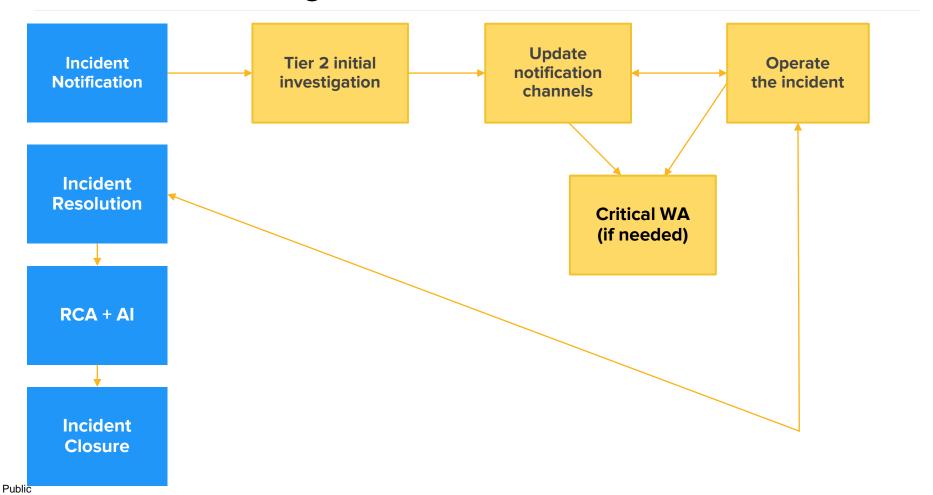








The Incident Management Flow



The RCA - Never let a good crisis go to waste...

By: Incident Manager / Tier 1 Operator

When: <24 hours from the incident end time

Category: On all production fires

Where: Jira Incident Module

Summary:Informative Incident description
Domain:
Time and Duration: Start time, End time, Duration.

Business influence: description + please provide supporting graphs, Up time influence(Int, ext).

People involved: Support eng:, rnd team:, fixed by:, additional:.

Identified by: Internal monitoring/external cc, in case cc, add identification time

Monitor & Alerts (post RCA): Did we have correct monitoring and alerts - Y/N please add graph
Support response: Did the support respond on time - 5-10 minutes? Y/N

RND response: Did RND respond on time (15 min?): Y/N

Fire SLA: Was the Fire fixed on time (<24 h) - Y/N

Al from initial incident management:

- Etc

Did it occur in the past? Y/N + Ticket ID

Open tasks on missing alerts

Incident management in the perspective of...

Day to Day

During an Incident

Post Incident Tasks



Create monitors & alerts

Plug potential leaks

Deploy with care

- Find the root cause
- Eliminate root cause
- Deploy fix

- Produce a detailed RCA
- Implement Action items
- Learn...



Watch the system

- Customise the system
- Stop hazardous deployments
- Detect the Incident
 - "Gett the ball rolling"
- Manage the Incident

- Produce high level RCA
- Set action items
- Orchestrate implementation



- Review & Prioritise
- Commit to the process



Monitoring — tweaking the "false positives"

- Your APM is your "boots on the ground"
- When the battle field conditions are unclear, you need to adjust your monitors accordingly
- Keep your eyes opened, modify your alerts thresholds, connect with your 3rd party providers and you can fight "Alerts fatigue" better



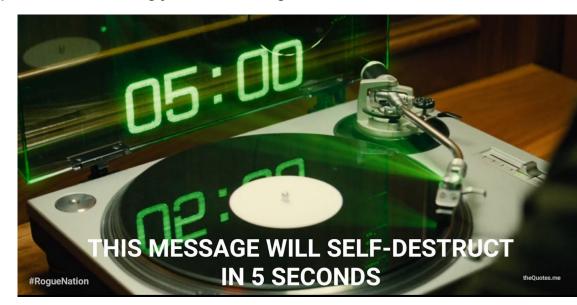
Transparency — Don't keep secrets

- Make sure you always know what's going on in your production system.
- A risky deployment? A new feature rollout? Maintenance work? You need to know
- Share everything you know with your team and your organization.
- When you're together in everything, you win big even when the mission seems impossible



Communication when you can't see anyone

- Virtual "war room" are the new normal. No more shoulder to shoulder
- Be prompt and precise when you report a problem
- No understanding in 10 minutes? Time to "zoom it up" and get to work.
- Alert your managers with an actual phone call texting just isn't enough.



The cultural shift



26

What's Next?





The tools of the trade of an IM

DATADOG









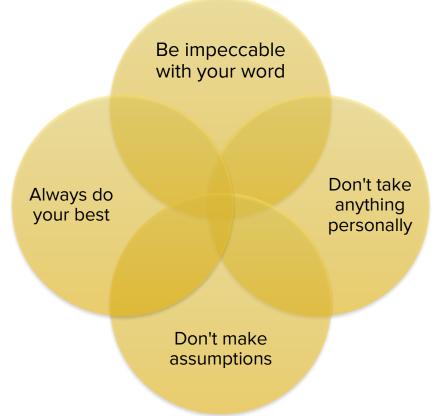






2

Incident Management – The Four Agreements (Plagiarized from the one and only Matt Stratton (all rights reserved to him)



Production Support - The Core Pillars





