

→ **CASE STUDY: NEW TO SEC-
OND EDITION**

How a Hotel Company Ran \$30B of Revenue in Containers (2020)

While at one of the largest hotel companies, Dwayne Holmes, then Senior Director of DevSecOps and Enterprise Platforms, and his team containerized all of the

company's revenue generating systems, which collectively supports over \$30 billion in annual revenue.¹⁶

Originally, Dwayne came from the financial sector. He was struggling to find more things to automate to increase productivity. At a local meetup on Ruby of Rails, he stumbled onto containers. For Dwayne, containers were a clear solution for accelerating business value and increasing productivity.

Containers satisfy three key things: they abstract infrastructure (the dial-tone principal—you pick up the phone and it works without needing to know how it works), specialization (Operations could create containers that developers could use over and over and over again), and automation (containers can be built over and over again and everything will just work).¹⁷

With his love of containers now fully embedded, Dwayne took a chance by leaving his comfortable position to become a contractor for one of the largest hotel companies who was ready to go all in on containers.¹⁸

With a small, cross-functional team made up of three developers and three infrastructure professionals. Their goal was to talk about evolution versus revolution to totally change the way the enterprise worked.¹⁹

There were lots of learnings along the way, as Dwayne outlines in his 2020 DevOps Enterprise Summit presentation, but ultimately the project was successful.²⁰

For Dwayne and the hotel company, containers are the way. They're cloud portable. They're scalable. Health checks are built in. They could test for latency versus CPU, and certs are no longer in the application or managed by developers. Additionally, they are now able to focus on circuit breaking, they have APM built-in, operate zero trust, and images are very small due to good container hygiene and sidecars being used to enhance everything.²¹

During his time at the hotel company, Dwayne and his team supported over three thousand developers across multiple service providers. In 2016, microservices and containers were running in production. In 2017 \$1 billion was processed in containers, 90% of new applications were in containers, and they had Kubernetes running in production. In 2018, they were one of the top five largest production Kubernetes clusters by revenue. And by 2020, they performed thousands of builds and deployments per day and were running Kubernetes in five cloud providers.²²

Containers have become a fast-growing method of making infrastructure easier to rebuild and reuse than to repair, ultimately accelerating the delivery of business value and developer productivity.