Unlocking Platform Engineering for Organizational Success

CLOUDNATIVE ZÜRICH

CNZ // june 12th 2025 // cloudnativezurich.ch

Team Topologies

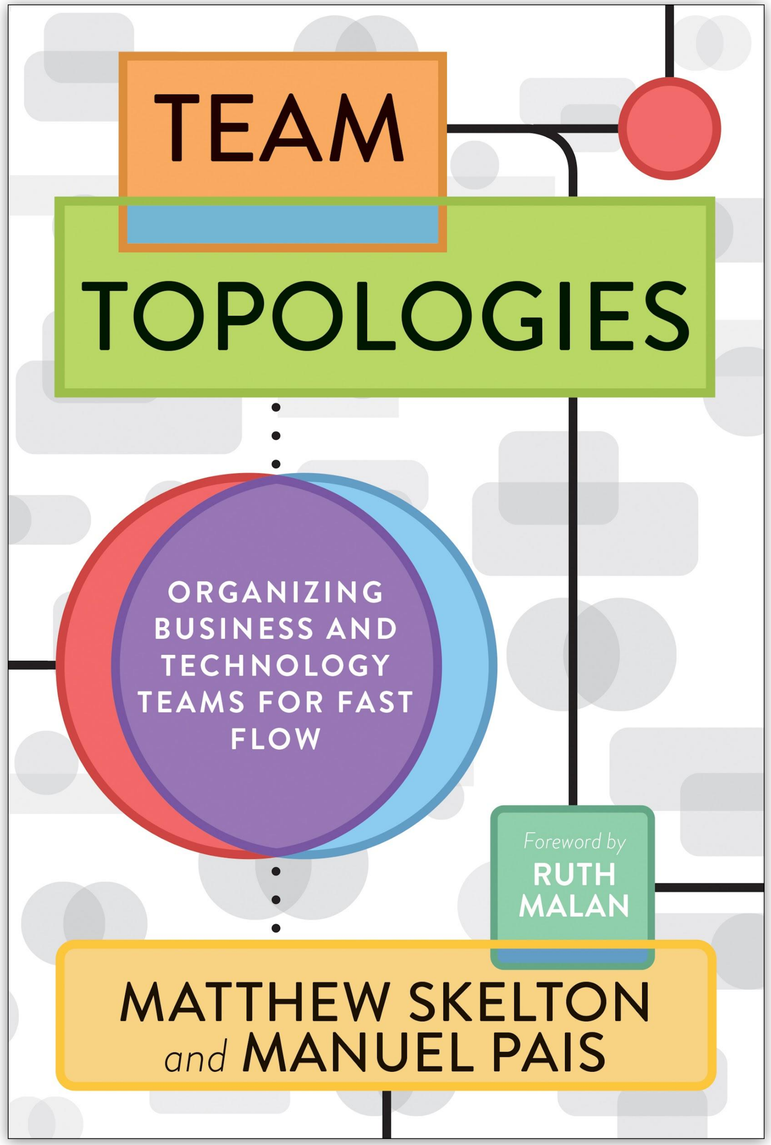
Organizing business and technology for fast flow

Matthew Skelton & Manuel Pais

IT Revolution Press, 2019

teamtopologies.com/book

Over 200k copies sold



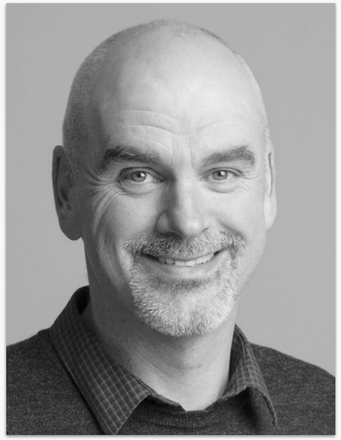
Team Topologies

SYSTEM: NATIVE_OS v1.44
CAPACITY: 1.44MB
STATUS: LEGENDARY
UPTIME: ∞
FLOPPY DISK
NATIVE.EXE
FLOPPY DISK
NATIVE
BORN IN THE MAGNETIC AGE

What is a Platform?

“A digital platform is a foundation of self-service APIs, tools, services, knowledge and support which are arranged as a compelling internal product.”

– Evan Bottcher, 2018



Is AWS a platform?

Photo by John Cameron on Unsplash

“A digital platform is a foundation of self-service APIs, tools, services, knowledge and support which are arranged as a compelling internal product ***that reduces the cognitive load of its customers****.”*

– Manevan Skeltcher

Is AWS a platform?

Photo by John Cameron on Unsplash

A mandated platform increases the cognitive load on teams (i.e. slows them down)

Team Topologies

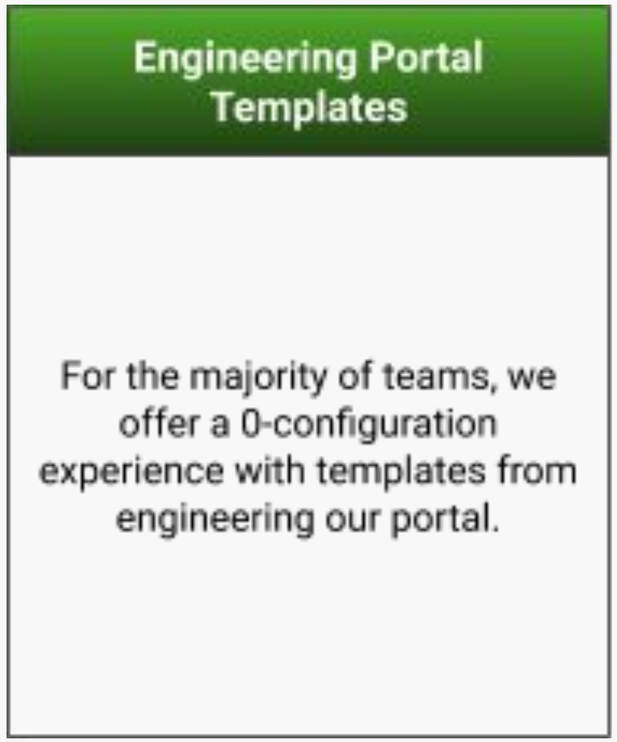
Platforms need to be driven by business and user needs, not technology first.

Team Topologies

Case Study

Spotify
[Music Streaming]

Case Study



https://engineering.atspotify.com/2020/08/27/how-we-improved-developer-productivity-for-our-devops-teams/

Case Study

Engineering Portal Templates	Custom Pipelines
For the majority of teams, we offer a 0-configuration experience with templates from engineering our portal.	For teams that need to be able to do some configuration; they can create their own CI/CD pipeline.

https://engineering.atspotify.com/2020/08/27/how-we-improved-developer-productivity-for-our-devops-teams/

Case Study

Engineering Portal Templates	Custom Pipelines	Tingle API
For the majority of teams, we offer a 0-configuration experience with templates from engineering our portal.	For teams that need to be able to do some configuration; they can create their own CI/CD pipeline.	For teams that need to follow a different process or want to build on top of the Tingle platform, we offer APIs to trigger builds.

https://engineering.atspotify.com/2020/08/27/how-we-improved-developer-productivity-for-our-devops-teams/

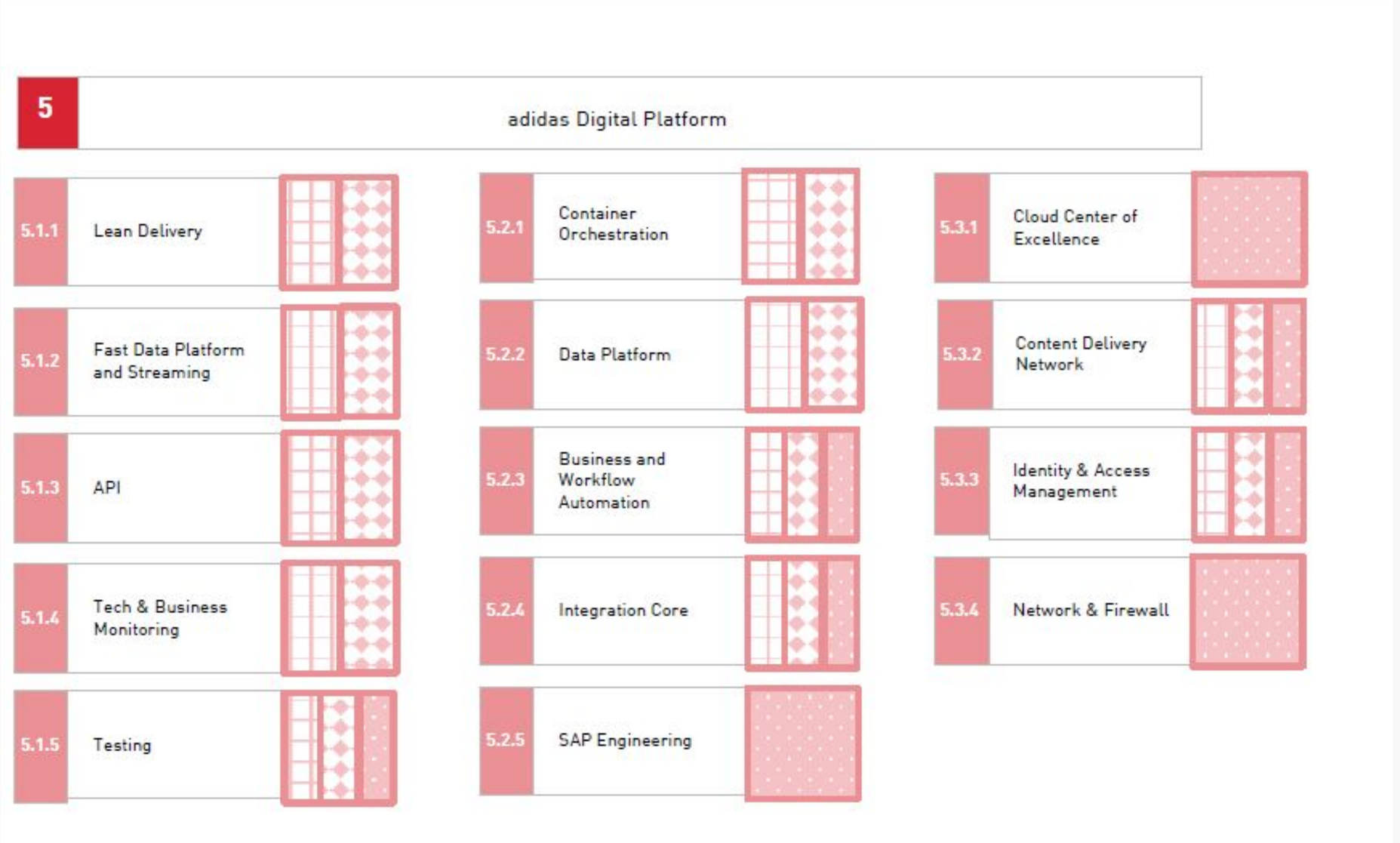
Platforms need to be designed to scale.

Team Topologies

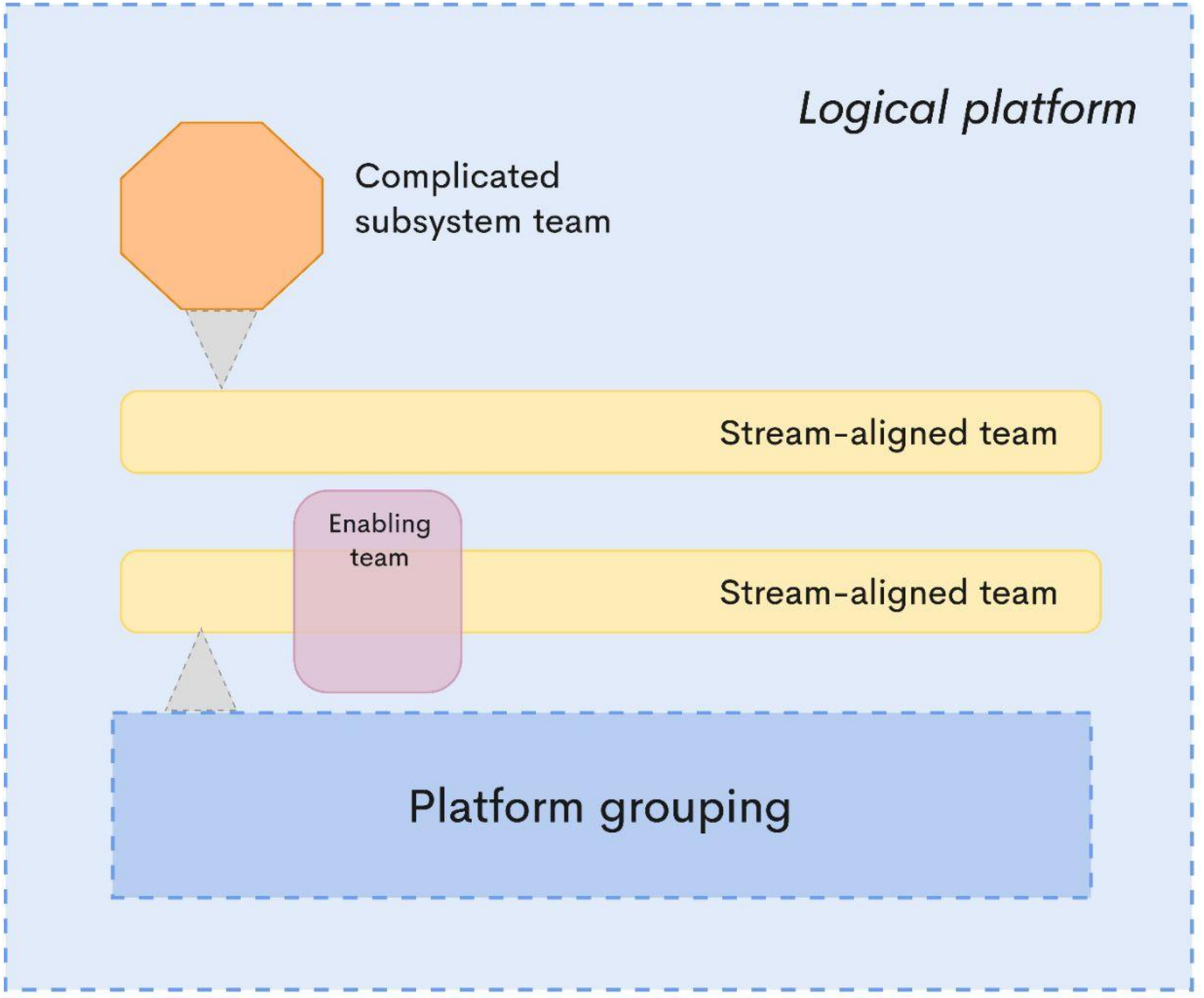
Case Study

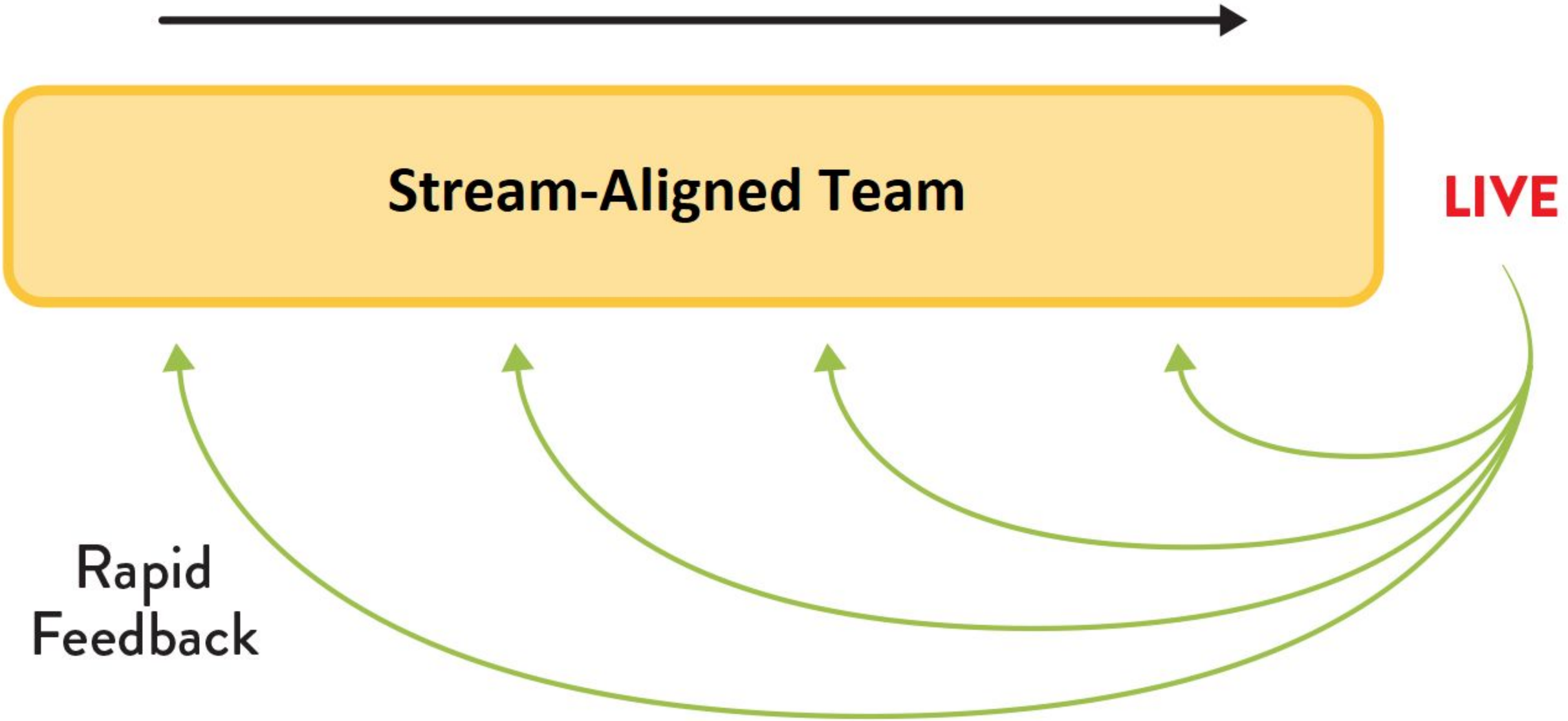
Adidas
[Sportswear Retail]

Case Study



https://videos.itrevolution.com/watch/431737448/


Logical platform
Complicated subsystem team
Stream-aligned team
Enabling team
Stream-aligned team
Platform grouping



Team Topologies

“platform team” = stream-aligned team working inside a platform grouping

Team Topologies

Organize around streams / services owned by dedicated teams inside the platform

Team Topologies

Independent Service Heuristics

“Rules-of-thumb for identifying candidate value streams and domain boundaries by seeing if they could be run as a separate SaaS/cloud product. ”

A kind of DDD-lite to help find suitable candidates for separate Stream-aligned team responsibilities.

https://github.com/TeamTopologies/Independent-Service-Heuristics

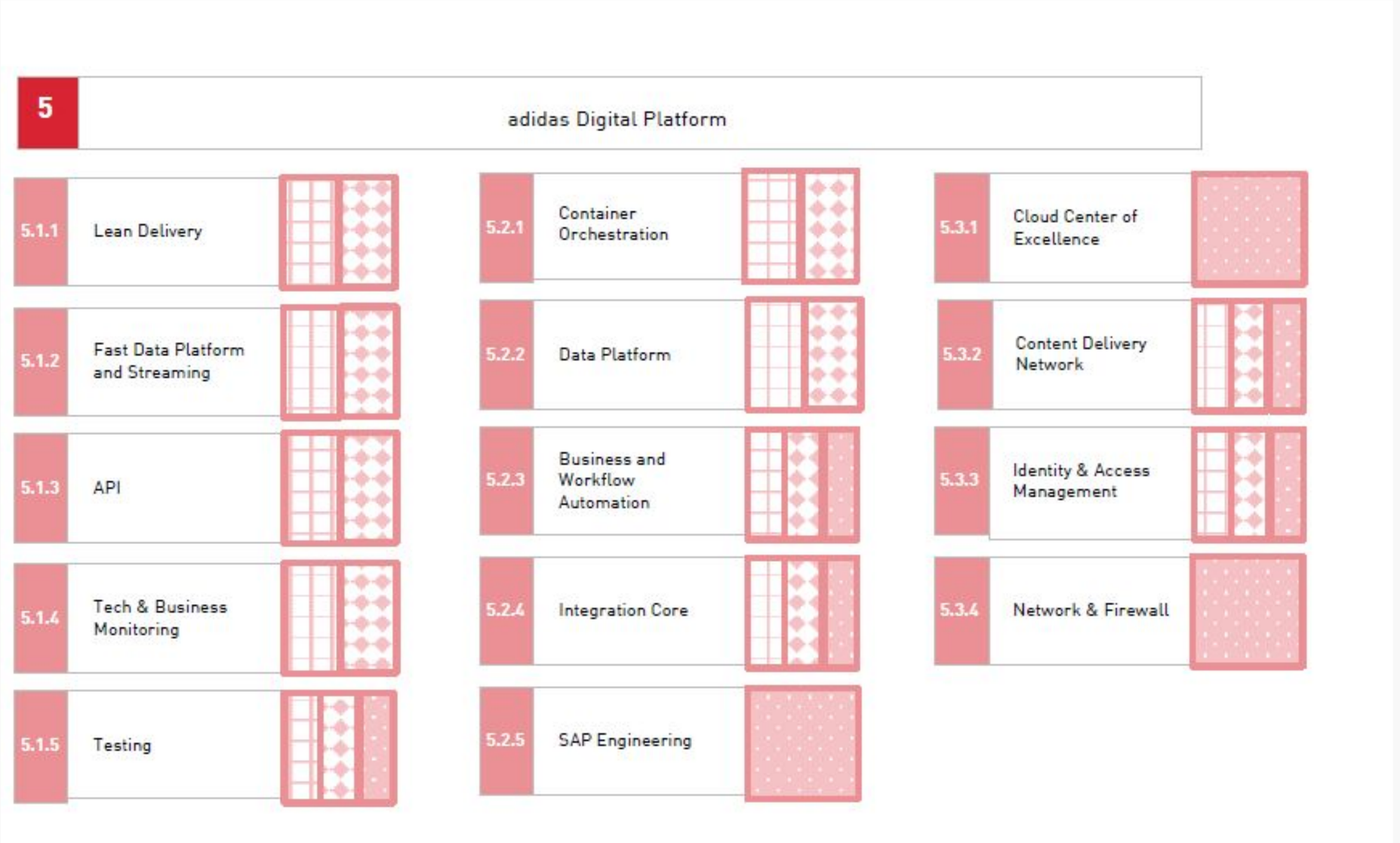
Independent Service Heuristics

1. **Sense-check**: Could it make any logical sense to offer this thing "as a service"?
2. **Brand**: Could you imagine this thing branded as a public cloud service (like AvocadoOnline.com 🥑)?
3. **Revenue/Customers**: Could this thing be managed as a viable cloud service in terms of revenue and customers?
4. **Cost tracking**: Could the organisation currently track costs and investment in this thing separately from similar things?
5. **Data**: Is it possible to define clearly the input data (from other sources)?
6. **User Personas**: Could this thing have a small/well-defined set of user types or customers (user personas)?
7. **Teams**: Could a team or set of teams effectively build and operate a service based on this thing?

Platform growth needs evolving team interactions.

Team Topologies

Case Study



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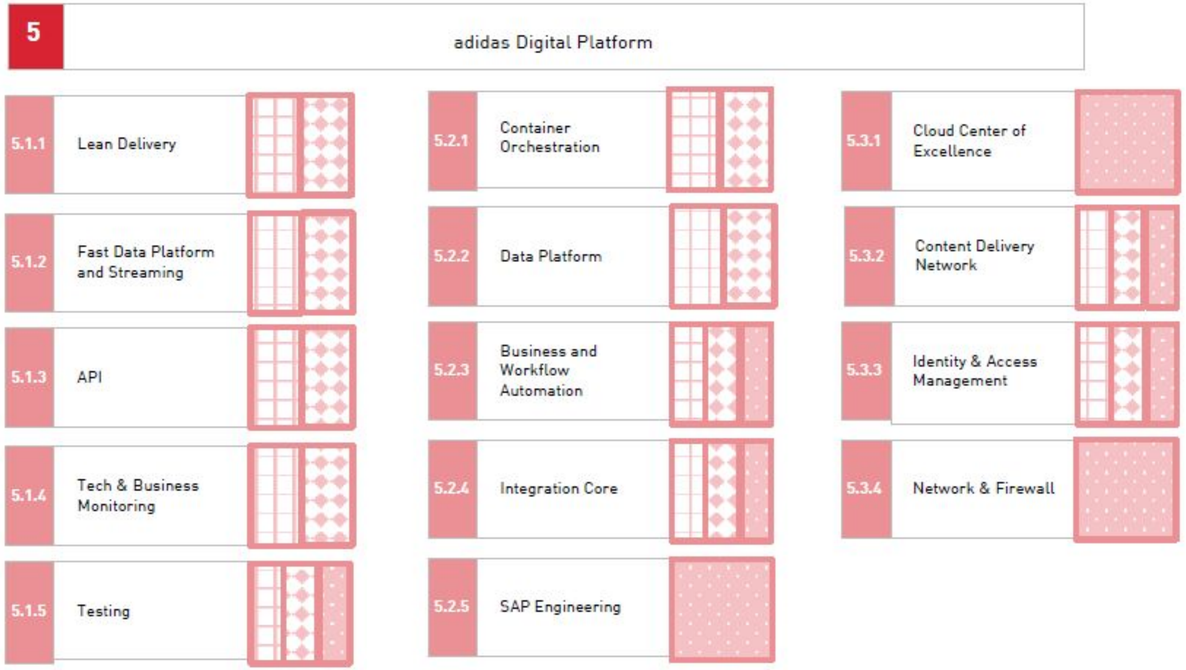
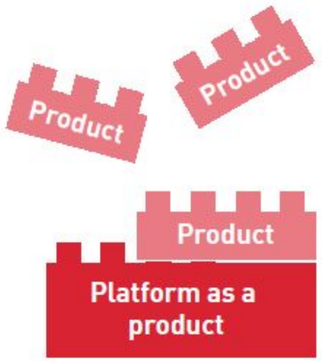
Case Study

PLATFORM ENGAGEMENT MODELS





Enabling: Continuous consultancy and helping teams to use/land a common capability

Collaborating: Co-creating new capabilities with a Product or Product Area

as a Service: Provide an end-to-end delivery on niche capabilities

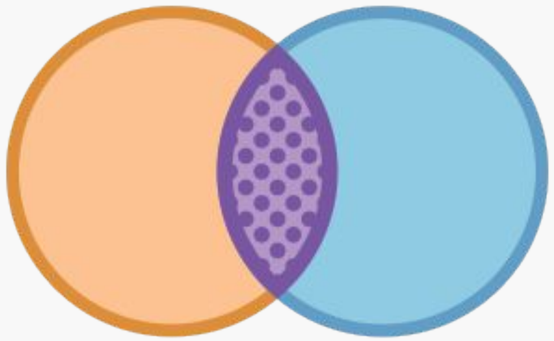
https://videos.itrevolution.com/watch/431737448/

Platform teams expected to intentionally adopt & alternate their interaction modes (with internal teams)

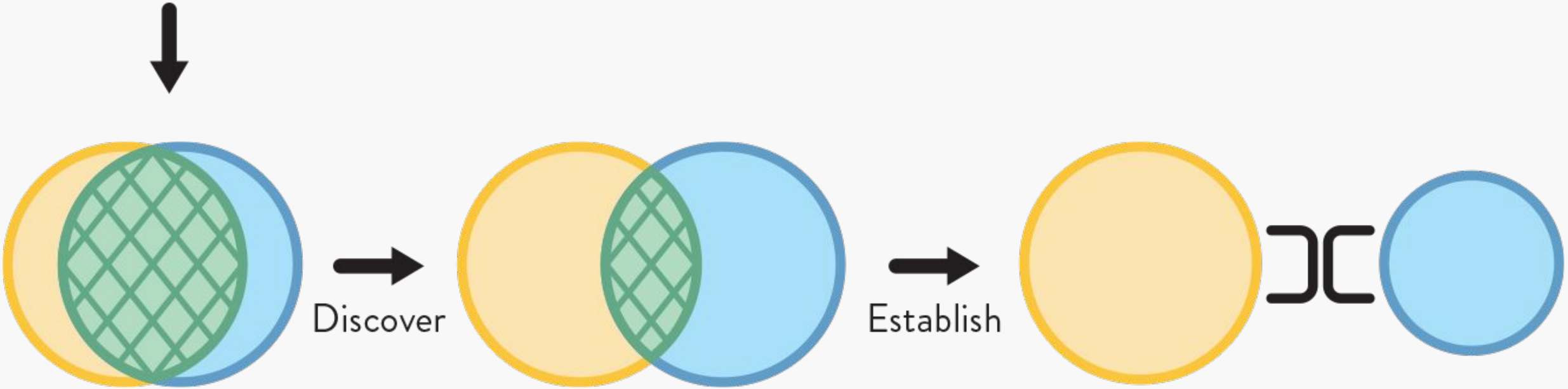
Team Topologies

Discover
Establish

Invest in building trust early, "plant the seed" for platform adoption later



Facilitating



Platforms need strong product management.

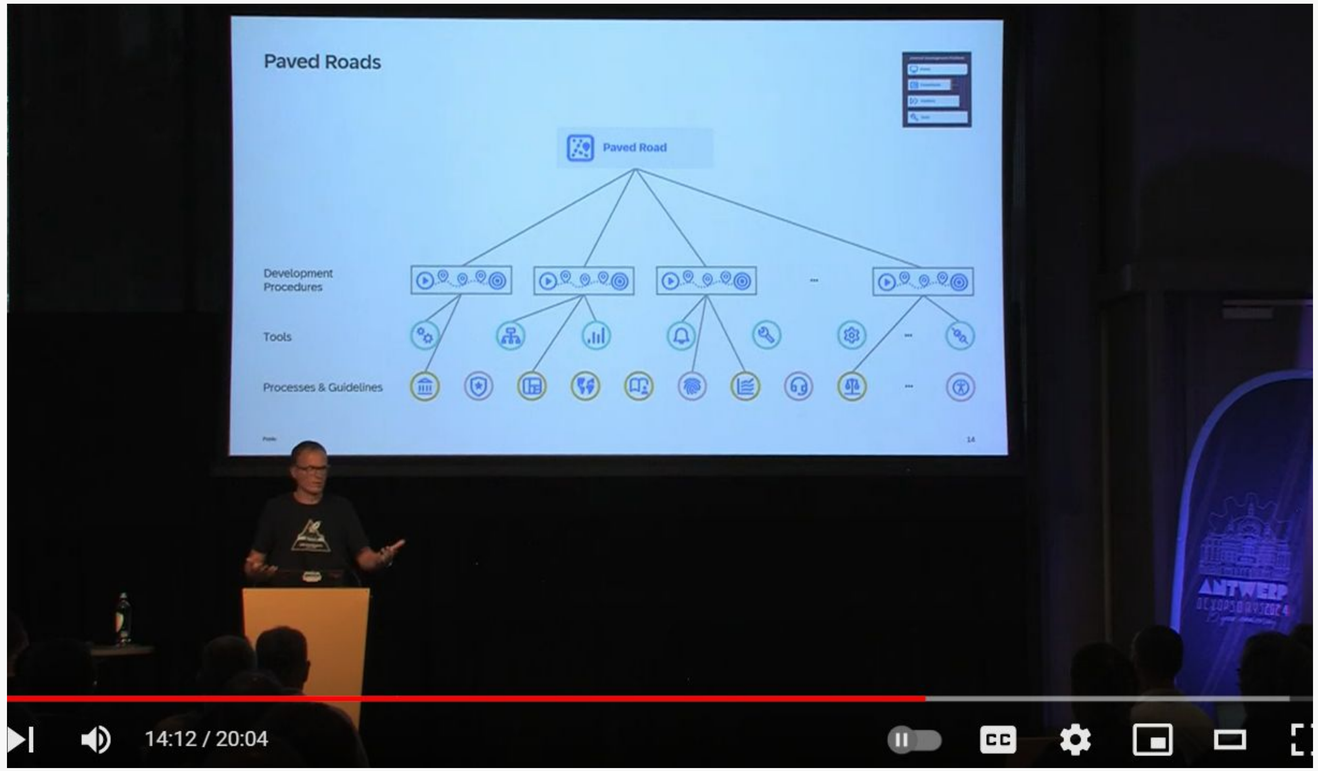
Team Topologies

Case Study

SAP
[Enterprise Software]

Case Study

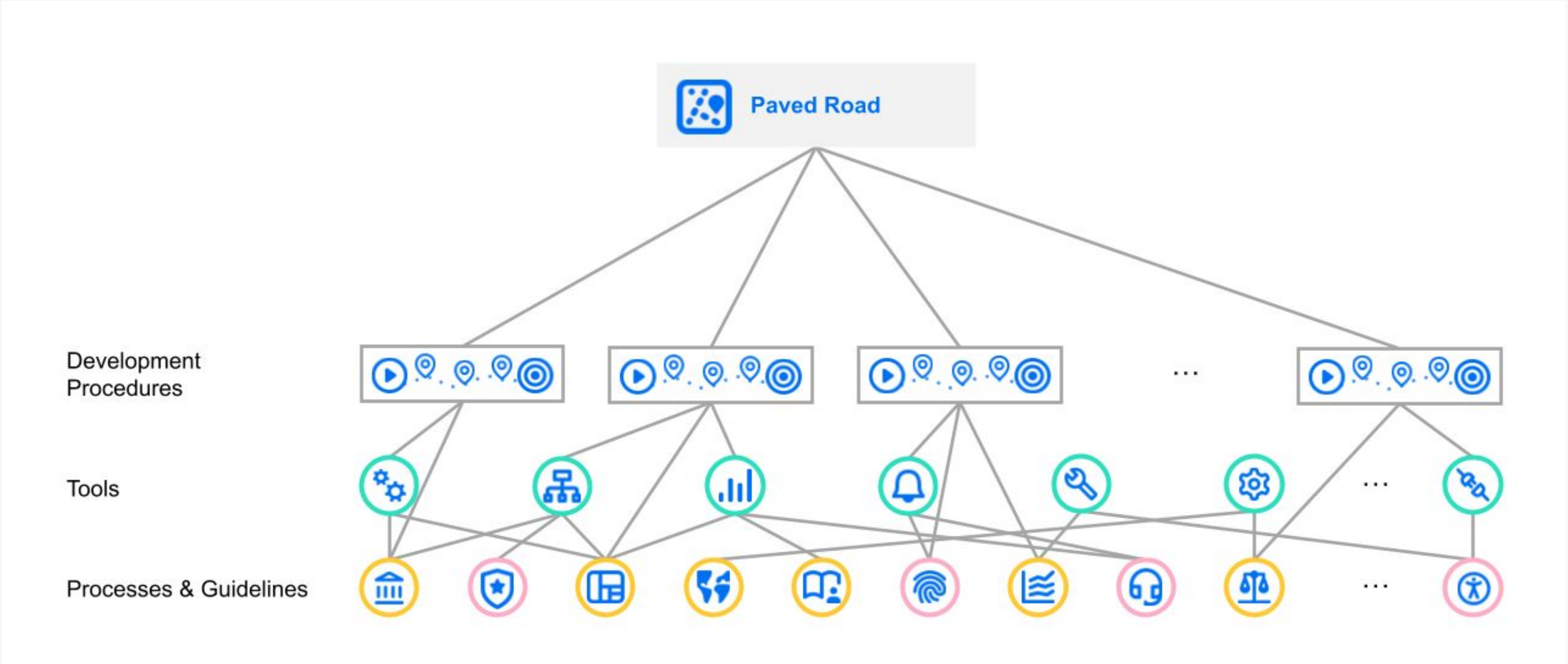
“Adhering to legal regulations of over 180 countries… while running for decades at customers on-prem”



[Dirk Lehmann - Platform Engineering XXL]

DevOpsDays 💖
https://devopsdays.org/

Case Study


Paved Road
Development Procedures
Tools
Processes & Guidelines

Case Study

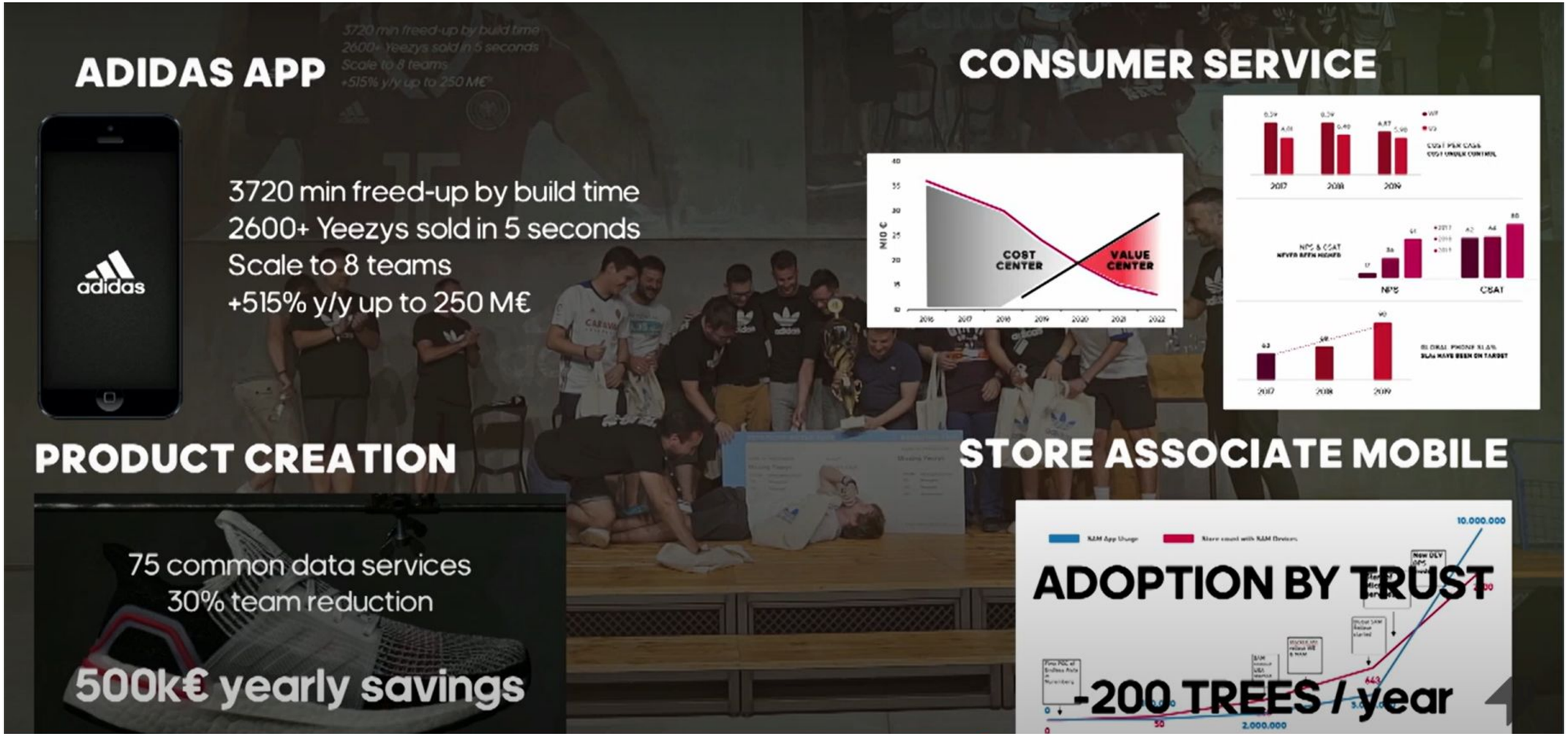
“everyone from dev to delivery under one organization reduced a lot of friction (…) and we have a prod mgmt team because we are building a product”

Case Study

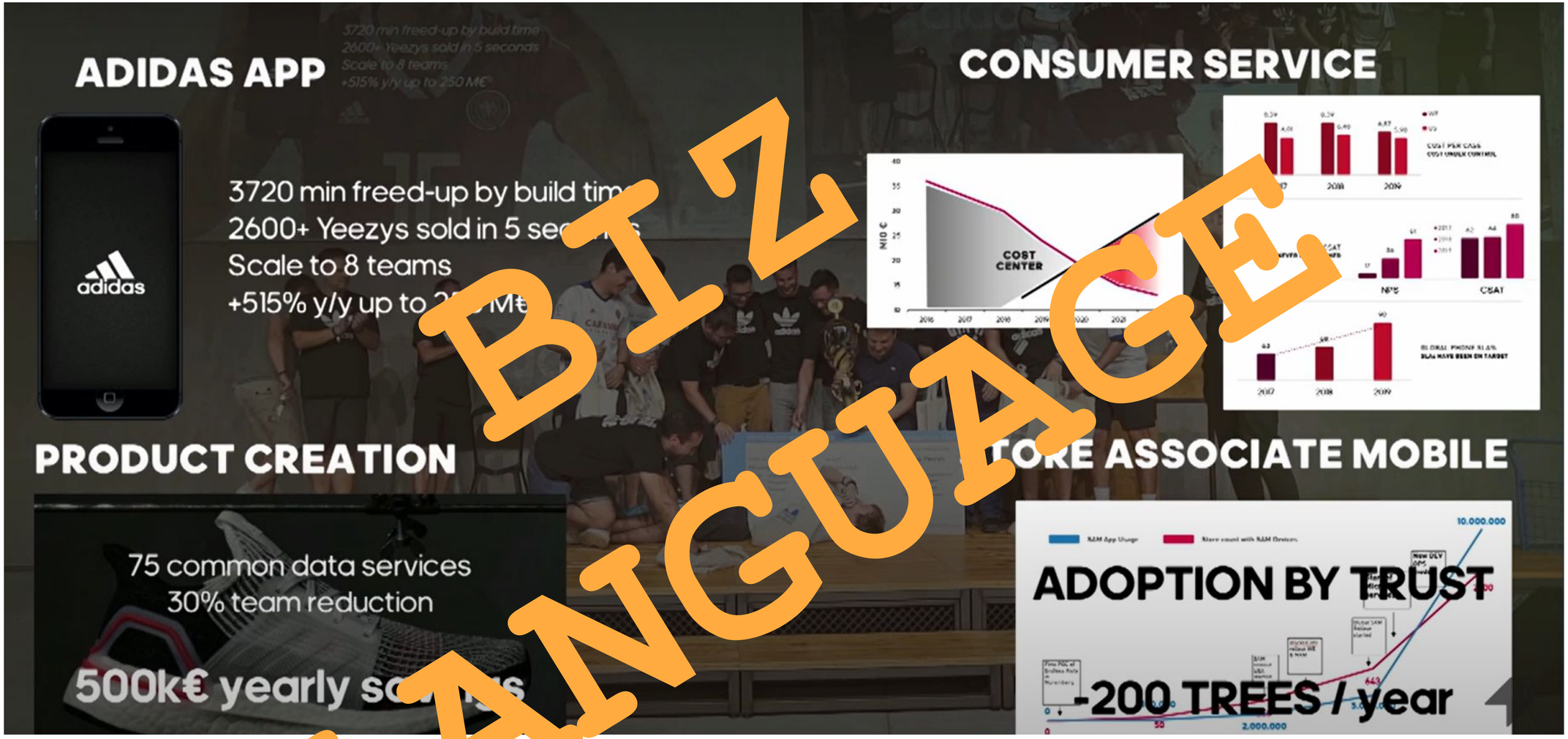
“goal of the platform is to relieve development teams from cognitive load due to common, painful tasks”

Platforms need to demonstrate business value.

Team Topologies



https://www.youtube.com/watch?v=XwaRKcjkAAo



https://www.youtube.com/watch?v=XwaRKcjkAAo

Imagine
you are
the CFO

Traffic served through platform services

Revenue served through platform services

Team Topologies

Platforms need to start small & grow based on demand.

Team Topologies

Case Study

ING
[Banking]

Case Study

“ensuring discoverability through a central *marketplace* with consistent naming conventions”

Case Study

“as platforms demonstrate broader applicability, they may evolve to a higher level, potentially becoming global”

← Traditional

increases cognitive load

shared services

request-based

enforced

large platform teams

Digital →

reduces cognitive load

serves user needs

self-service

follows market forces

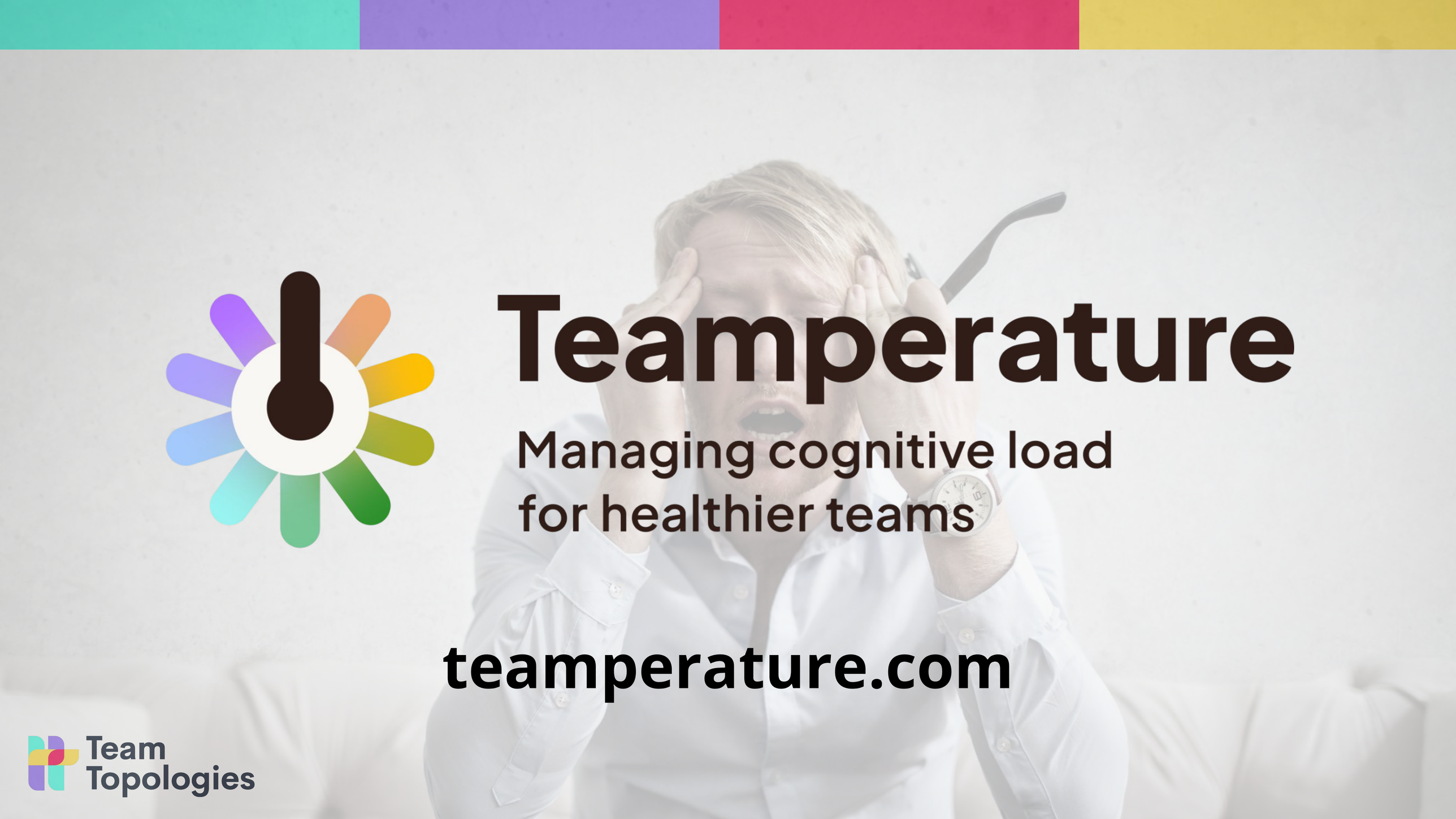
small-ish stream-aligned teams

Platform Manifesto

teams & interactions *over tools & functionality*
adoption & engagement *over mandates & standards*
rich customer experience *over technical prowess*

open to change and collaborate *to discover user needs*
unblocking *internal customers via* ***self-service patterns***
aiming for ***superlinear impact with sublinear growth***

teamtopologies.com/platform-manifesto



Teamperature

Managing cognitive load
for healthier teams

teamperature.com

Team Topologies

Book Signing 12pm at Puzzle ITC booth

Win a Spot in the Leadership Masterclass

Team Topologies