

Introducing Business Agility at Moonpig

moonpig

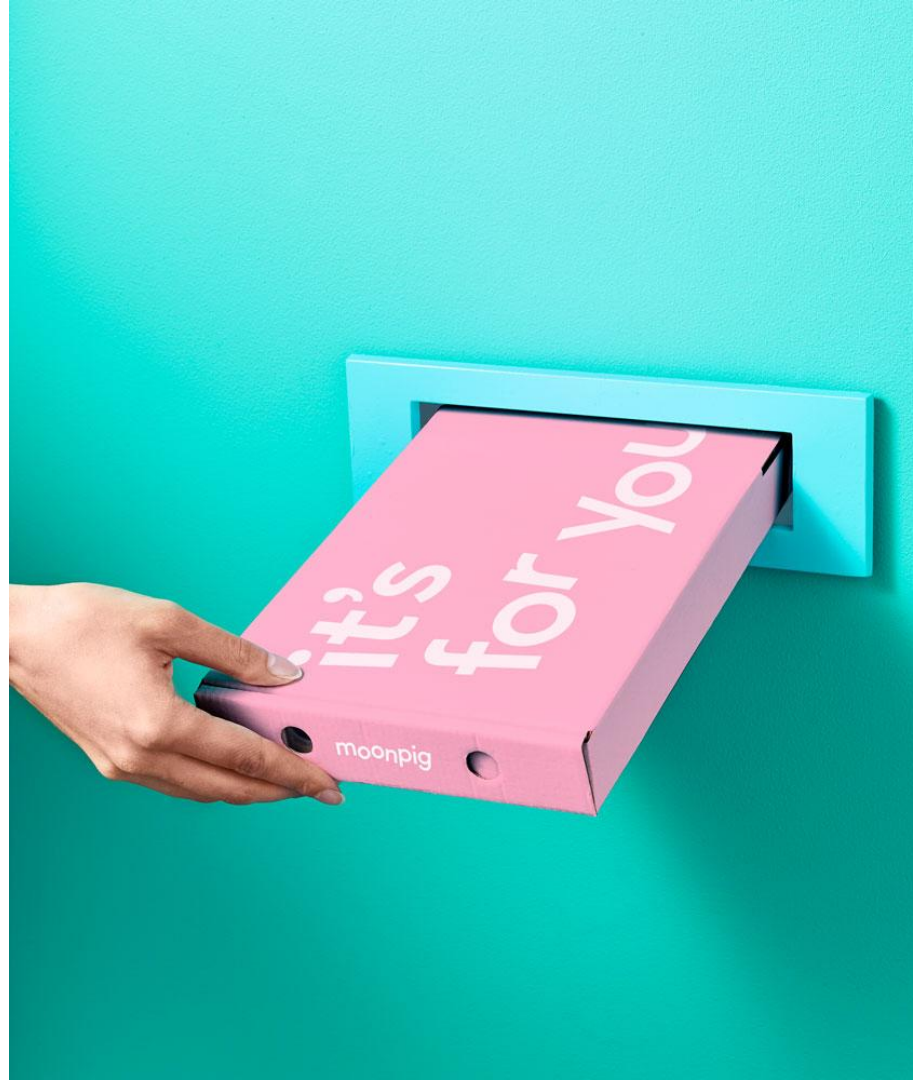
About Me and the Mooni-verse

About Moonpig

- ★ Moonpig – in the business of joy
- ★ Photobox Group – largest personalisation business in Europe

About Me

- ★ Business Agility Coach & Consultant
- ★ Worked with Gousto, OVO Energy, Burberry, Bumble
- ★ Previously Head of Agile Coaching at Moonpig



Today's talk

What I'll talk about

- ★ The backstory
- ★ Why Moonpig changed
- ★ How Moonpig changed



The Backstory

Getting started with agile

First Steps

It all began in 2013...

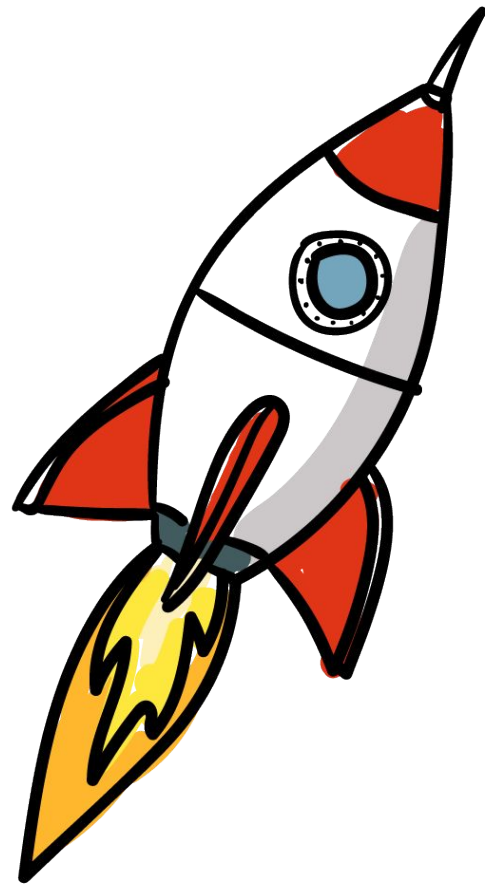
- ★ A “real” product team
- ★ Product Director reporting directly to MD
- ★ Developers & QAs practicing Scrumban
- ★ Introduction of Jira and actual backlogs



Transforming Tech

Applying agile technical practices

- ★ Investing in tech - reducing tech debt, re-architecting
- ★ Continuous integration and delivery
- ★ From developers and QAs to cross-functional engineers
- ★ Emphasis on XP and software craftsmanship
- ★ Improving team maturity, moving from Scrum to Kanban
- ★ Empowered engineering teams



External Factors

Disruption

- ★ 50% of the Fortune 500 in 1995 had dropped off the list by 2015
- ★ Average lifecycle of a company in the 1960s was 67 years – today it's 15 years, and it's falling



External factors

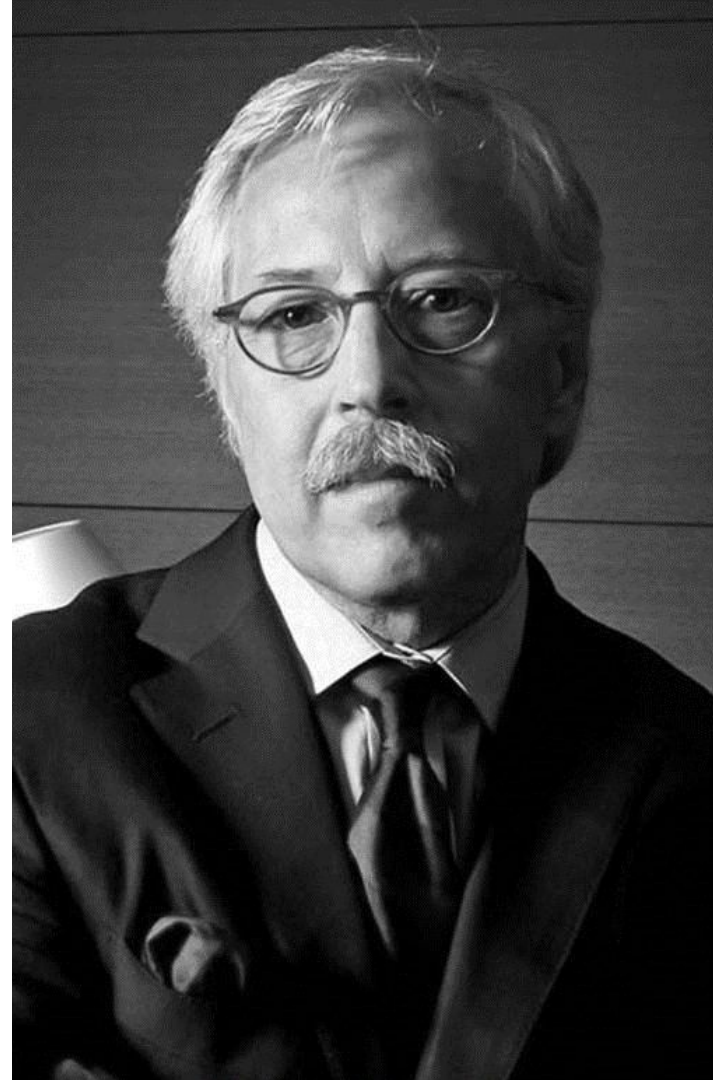
Technology has changed everything

“

*We have businesses with
21st century enabled technology and
20th century management practices based on
19th century management principles*

”

Gary Hamel, American Management Expert



Internal factors

Engagement & feedback

- ★ Marked difference in engagement, alignment and enablement between product engineering and the other functions

"No clear objectives"

"Creative and trading plans don't match"

"Lack of collaboration across teams"

"Lack of communication within teams"

"Large lead to create a brief"

"Lack of clarity, ownership and role"

"Lack of trust to let people do their jobs"

"Too many objectives"

"Brief initiator ignores output until just before deadline"

"Everyone works in silos"

"Goals not clear"

"Visibility of workflow"

"Non-Creative staff are not given the opportunity to contribute to the creative theme"

What & How?

The Vision & Strategy

Our vision

What we wanted to achieve

★ BETTER – increased ROI

Minimise wasted investment by adopting a customer-focused, data-driven, experimental approach.

★ FASTER – shorter cycle times

Deliver value quickly by aligning relevant people around key outcomes and introducing lean working practices.

★ HAPPIER – increased engagement

Create a culture of autonomy in a safe-to-fail environment where teams have clear goals and are empowered to use their collective skills to achieve them.



Transformation “roadmap”

1



2



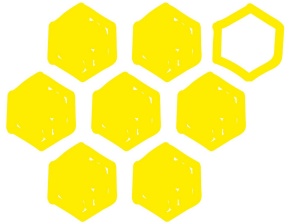
3



4

ALIGN

Reorganise around
clear goals



WORKING PROCESSES

Reduce cycle time

Embed culture of
continuous
improvement



EXPERIMENTATION

Customer-focused,
data driven,
experimental

Fail fast culture



CULTURE OF LEARNING

Growth mindset
Collaborative learning

T-shaped skills



Managing projects to be faster

Waterfall vs lean

A lean approach differs from the project management approach in that it:

- ★ Prioritises flow efficiency
- ★ Promotes alignment through cross-functional teams
- ★ Promotes focus by limiting WIP (work in progress)

Managing projects to be better

Waterfall vs lean

A lean approach:

- ★ Shifts focus from output to outcomes
- ★ Advocates working in small increments and gathering regular feedback
- ★ Minimises wasted investment by constantly testing and validating assumptions

Waterfall



Lean



Functional Structures

How they work

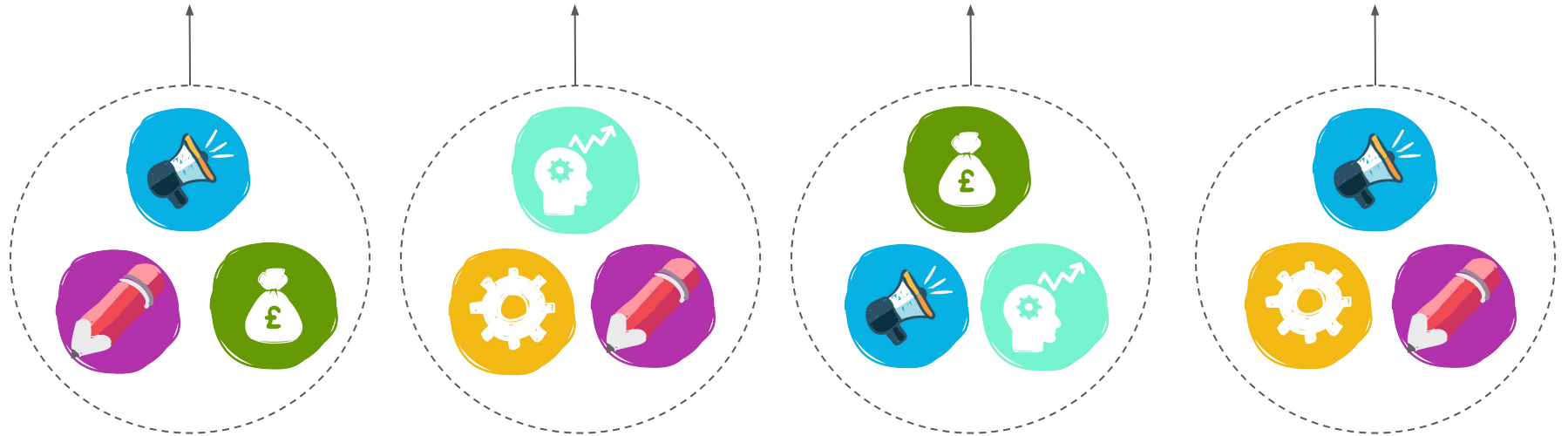
- ★ Traditionally we organise by function - by what we do
- ★ Optimised for resource efficiency
- ★ Dependencies between teams - reliance on project management



Cross-functional Structures

How they work

- ★ Organised around goals - what we want to achieve
- ★ Optimised for flow efficiency
- ★ Independent, self-organising teams



Getting faster

Optimising for flow efficiency

- ★ Get your product/marketing/service in front of customers faster
- ★ Shorten the feedback loop



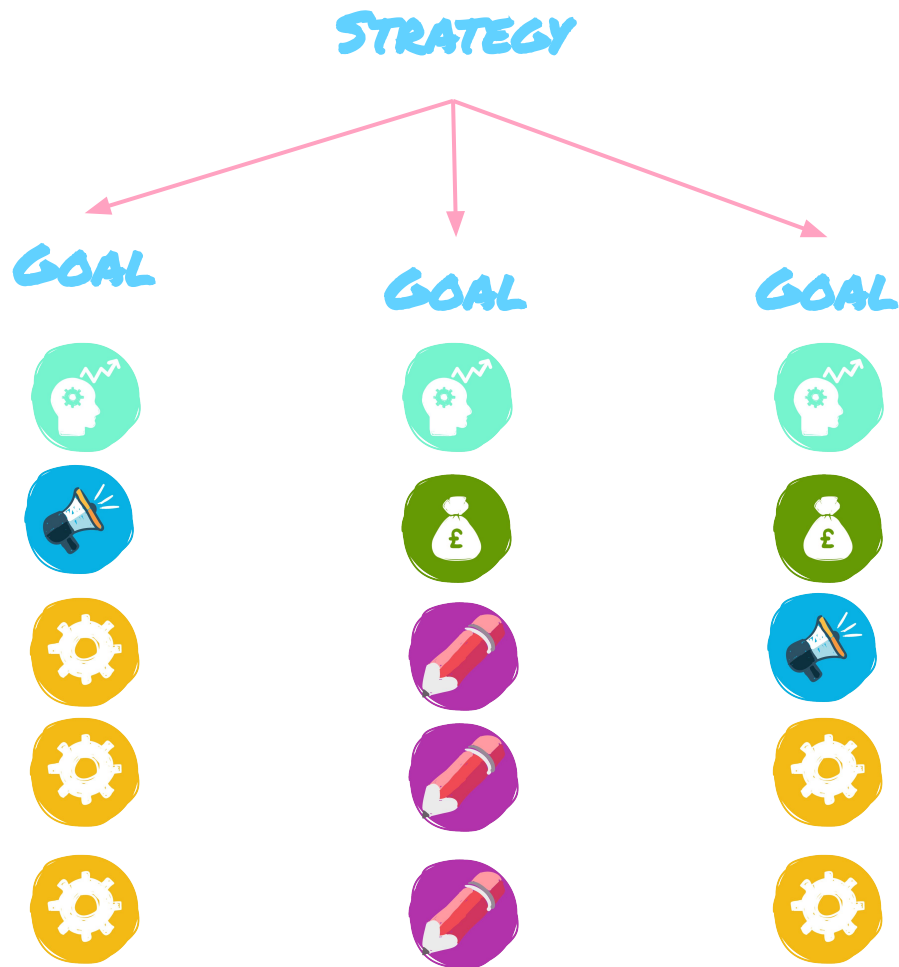
Our Organisation Design

Aligning around long term goals

Making the change

Reorganising around goals

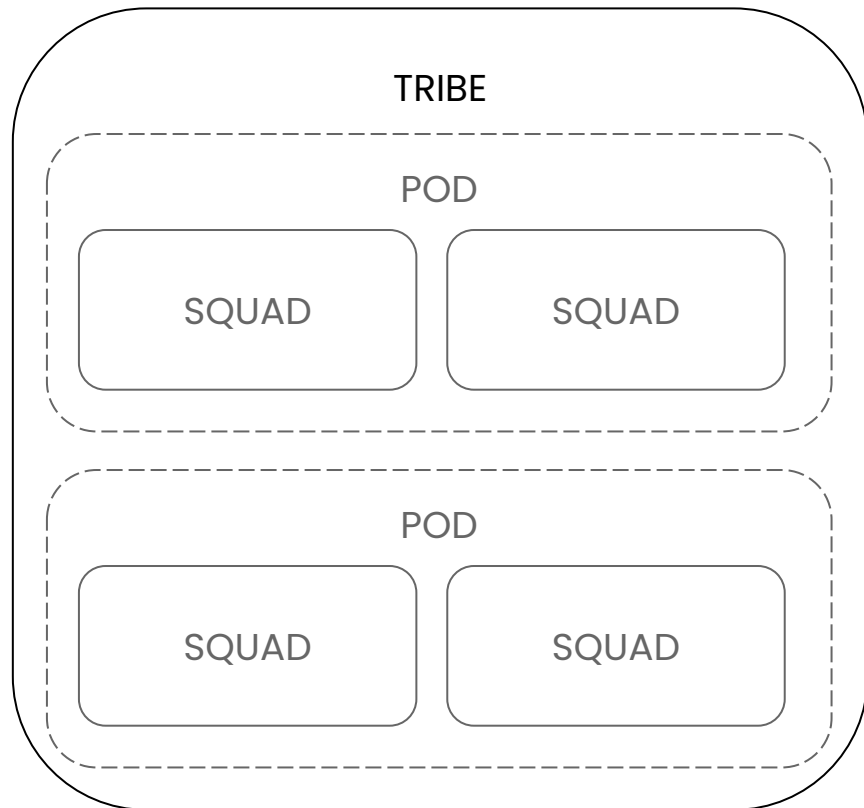
- ★ Identify key long term business goals and metrics
- ★ Reorganise people around the goals
- ★ Spotify model of squads and tribes for inspiration



Tribes, Pods & Squads

Definition of each

- ★ **Tribe:** 40-100 people aligned around high level mission (strategic goal)
- ★ **Squad:** 8-10 people aligned around focus goal which supports tribe mission
- ★ **Pod:** two or more squads which share a common goal - one team, two workstreams



Defining Tribes

Alignment around high level missions

- ★ Community of squads with shared purpose
- ★ Tribe leadership
- ★ Squad alignment within tribes

PRODUCT & SERVICE
(Customer Missions)

Strategic goal: Optimise Range

GROWTH
(Business Missions)

Strategic goal: Growth

FOUNDATION
(Support Missions)

Strategic goal: Technical foundations

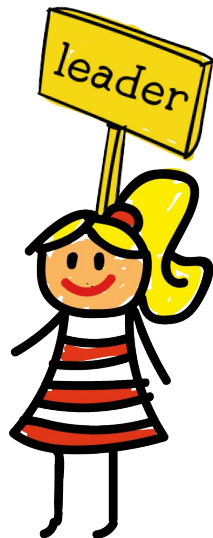
Successful squads

Key principles

- ★ North star metric – long lived mission
- ★ Autonomy to achieve the goal
- ★ Resourced to achieve goals independently
- ★ Leadership, sponsorship



**NORTH STAR
METRIC**



Functions

Maintaining strong skills communities

- ★ Consistency, quality, excellence
- ★ Shared standards, principles and guidelines
- ★ Knowledge sharing and visibility
- ★ Recruitment, line management, personal development

CREATIVE FUNCTION

ENGINEERING FUNCTION

GOAL

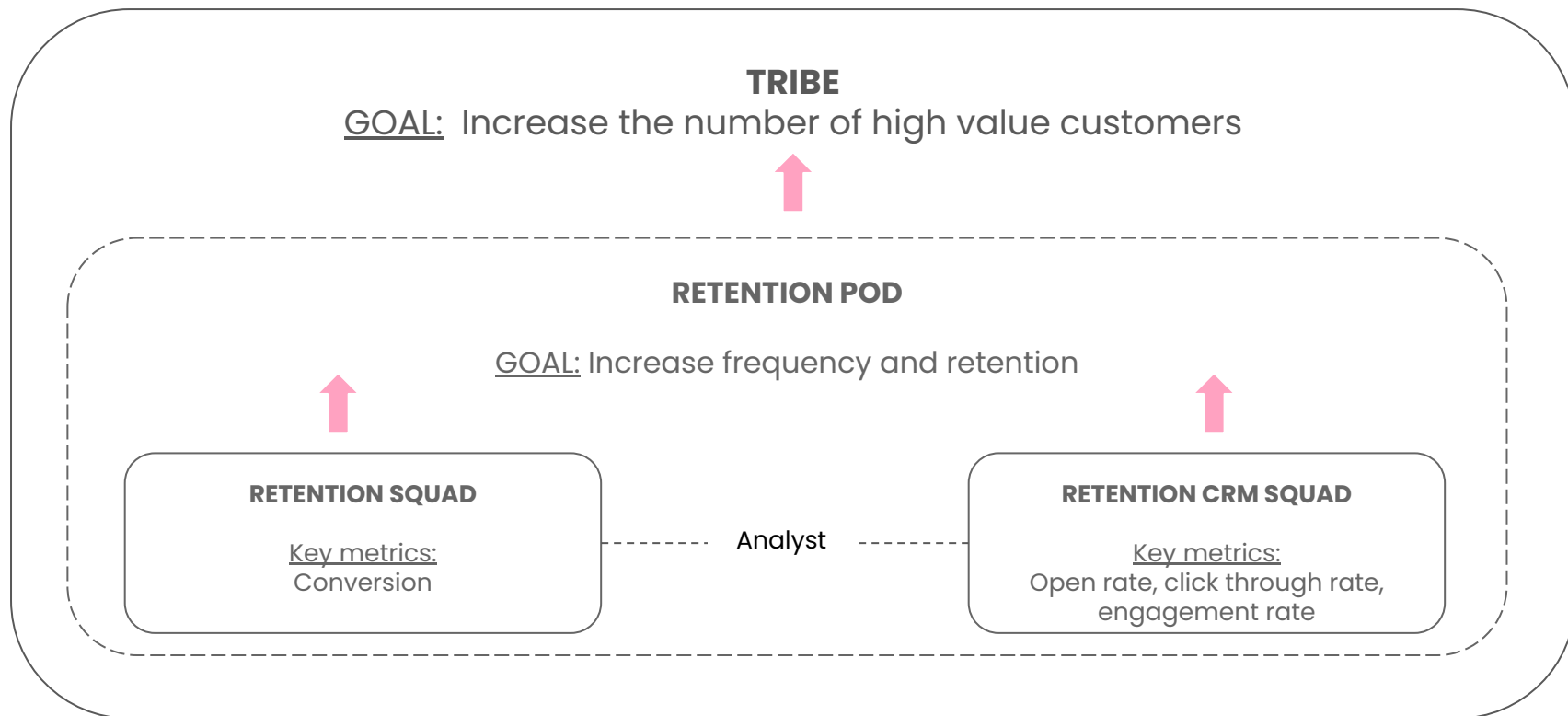
GOAL

GOAL



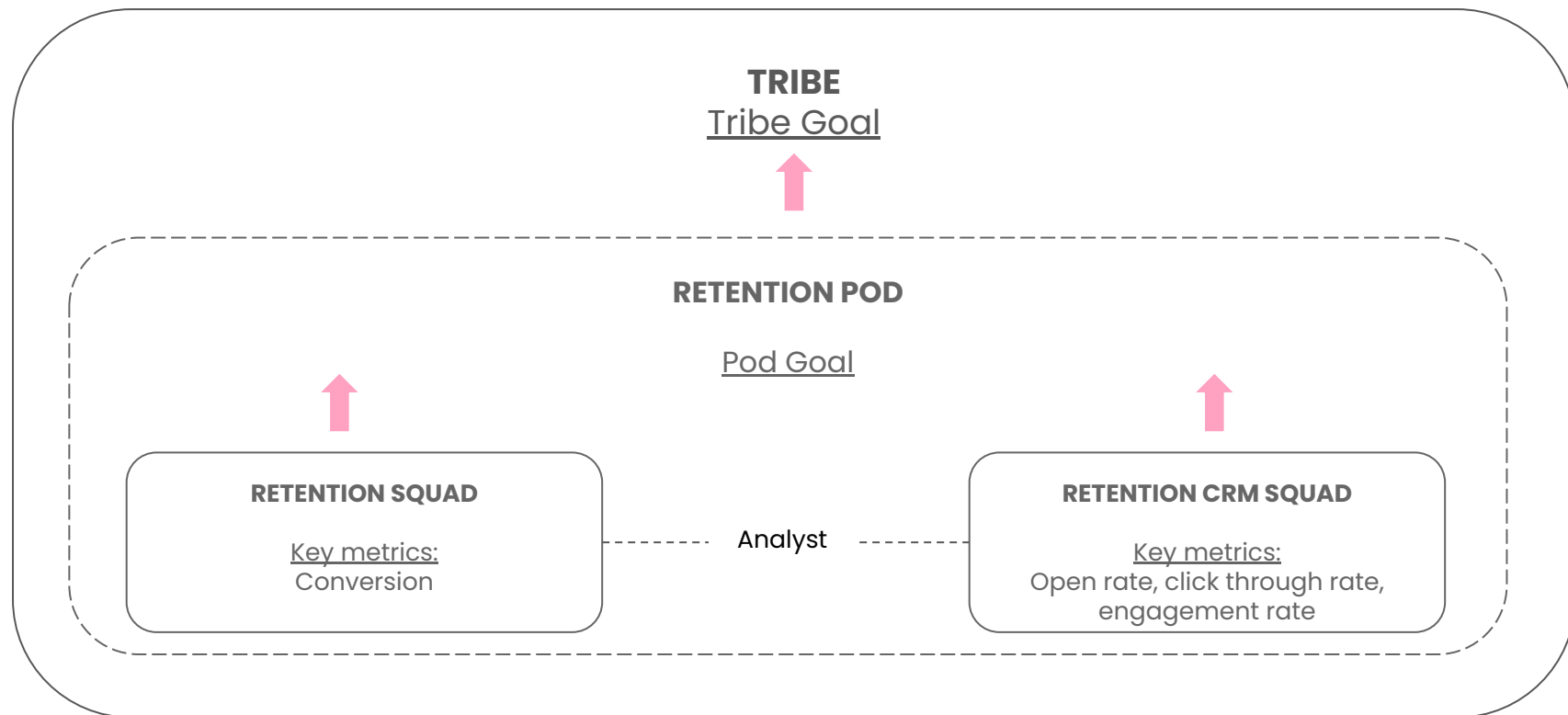
Retention Pod

Goals



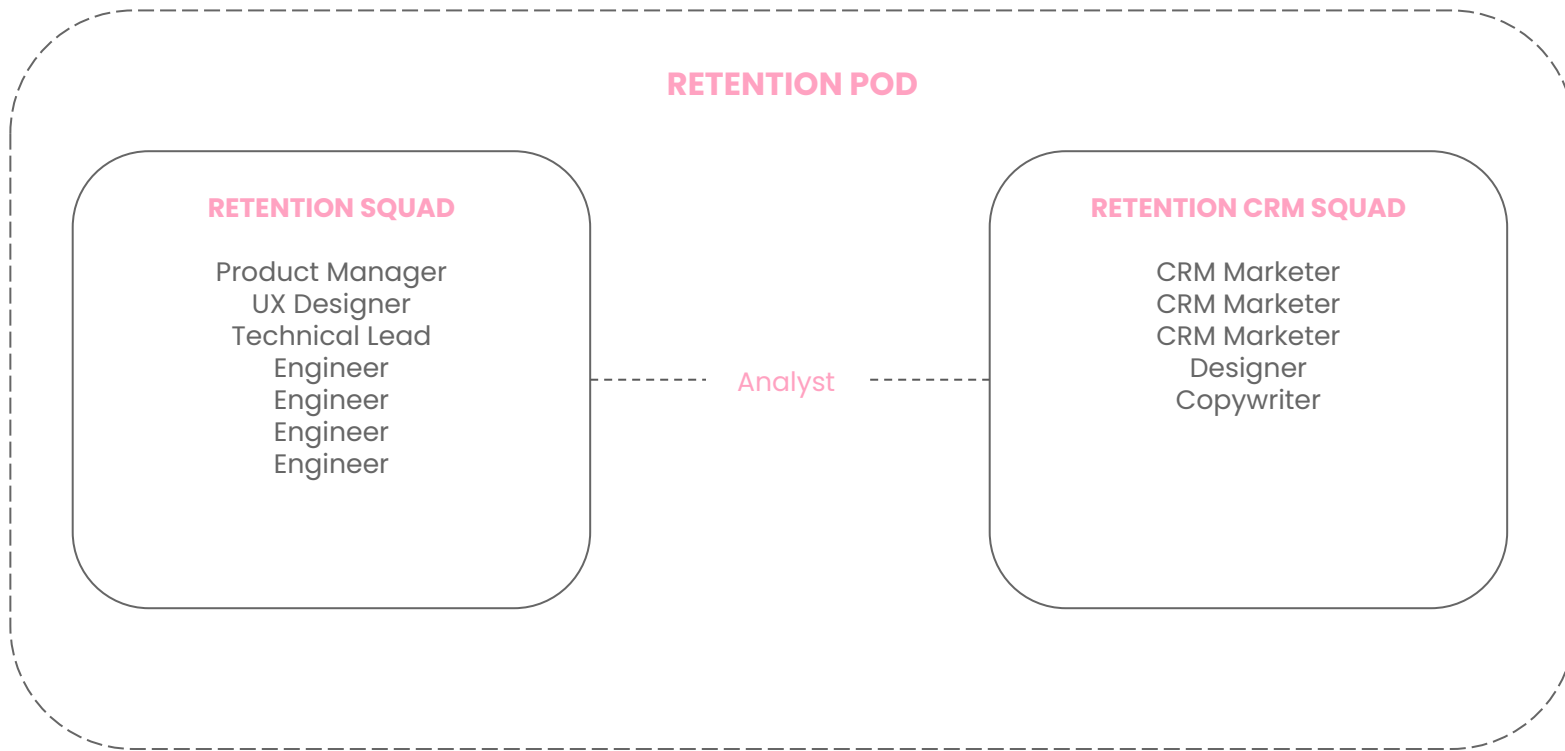
Retention Pod

Goals



Retention Pod

People



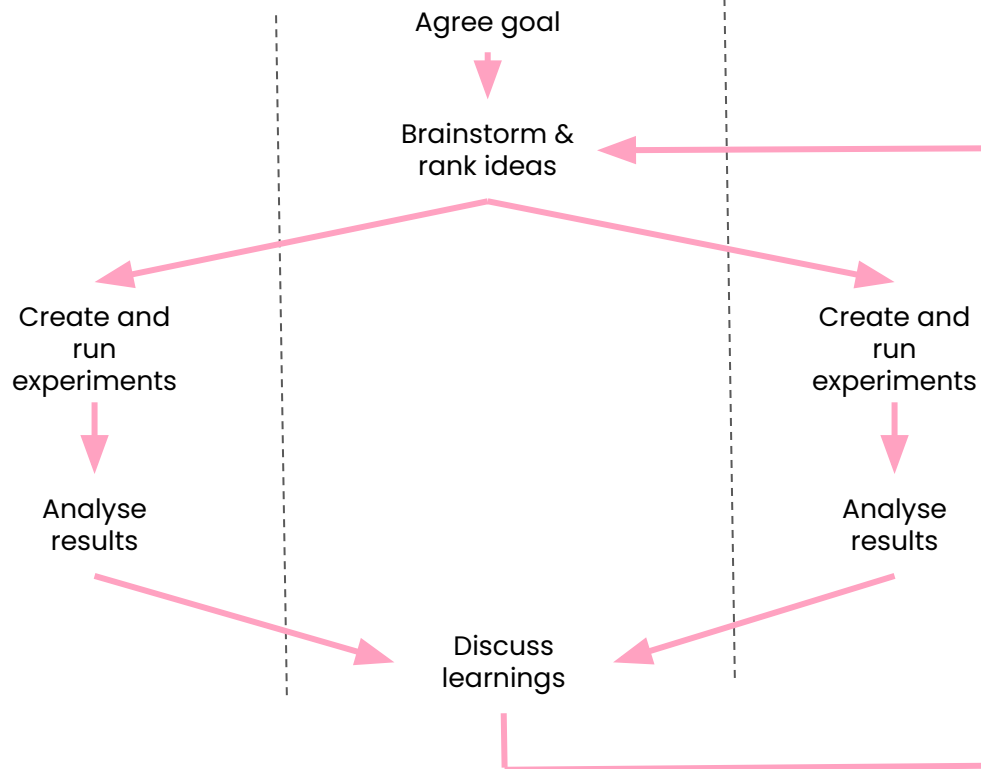
Retention Pod

Working process

SQUAD

POD

SQUAD



Avoiding silos

Cross squad collaboration

Ensure visibility and knowledge sharing across squads

Some key ceremonies include:

- ★ T kick-off
- ★ Weekly squad leads stand-up
- ★ Bi weekly squad showcase
- ★ Monthly retro of retros with squad leads
- ★ Regular function meetings



Visibility & Knowledge Sharing

Leveraging tools to support us

- ★ Confluence for squads – people, mission and progress
- ★ Confluence for projects and functions – Campaign hub
- ★ Confluence for knowledge sharing – A/B testing
- ★ Jira for managing workflows –visibility



Visualising workflows

















Moonpig CRM Board

Kanban board

Board ▾



QUICK FILTERS: [Outstanding](#) [Only My Issues](#) [Recently Updated](#)

To Do	Workflow	Ready for Design	Design	Copy	Review	Links & Proofing	Done	Release...
<div><div></div><div>CAM-2310</div><div>↓</div><div>2018-11-01 Resend content for</div><div>Emails</div><div>None</div><div>None</div></div>			<div><div></div><div>CAM-2277</div><div>↓</div><div>2018-10-28 November Birthdays</div><div>Website</div><div>UK</div><div>23/Oct/18</div><div>M</div></div>	<div><div></div><div>CAM-2315</div><div>↓</div><div>2018-11-28 AUS AND US -</div><div>Emails</div><div>UK</div><div>26/Oct/18</div><div></div></div>	<div><div></div><div>CAM-2293</div><div>↓</div><div>2018-10-25 Cosy nights, cosy home</div><div>Website</div><div>UK</div><div>22/Oct/18</div></div>	<div><div></div><div>CAM-2270</div><div>↓</div><div>2018-10-23 Milestone events</div><div>Emails</div><div>UK</div><div>21/Oct/18</div><div>S</div></div>	<div><div></div><div>CAM-2245</div><div>↓</div><div>2018-10-11 Top rated flowers</div><div>Emails</div><div>UK</div><div>None</div><div>H</div></div>	
<div><div></div><div>CAM-2313</div><div>↓</div><div>2018-11-08 RESEND - Offer on</div><div>Emails</div><div>UK</div><div>None</div></div>			<div><div></div><div>CAM-2253</div><div>↓</div><div>Data Retention Trigger</div><div>Emails</div><div>UK</div><div>11/Oct/18</div><div>M</div></div>	<div><div></div><div>CAM-2278</div><div>↓</div><div>2018-10-30 Halloween 20% off</div><div>Website</div><div>UK</div><div>24/Oct/18</div><div>M</div></div>		<div><div></div><div>CAM-2291</div><div>↓</div><div>2018-10-24 Milestones Events</div><div>App</div><div>UK</div><div>22/Oct/18</div><div>H</div></div>	<div><div></div><div>CAM-2247</div><div>↓</div><div>2018-10-14 20% off large & concertina</div><div>Website</div><div>UK</div><div>09/Oct/18</div><div>S</div></div>	
<div><div></div><div>CAM-2314</div><div>↓</div><div>2018-11-11 Advent calendars</div><div>Emails</div><div>None</div><div>None</div></div>				<div><div></div><div>CAM-2309</div><div>↓</div><div>2018-11-01 Resend halloween</div><div>Emails</div><div>UK</div><div>None</div><div>M</div></div>		<div><div></div><div>CAM-2292</div><div>↓</div><div>2018-10-28 November birthdays</div><div>App</div><div>UK</div><div>23/Oct/18</div><div>S</div></div>	<div><div></div><div>CAM-2302</div><div>↓</div><div>2018-10-21 AUS AND US What's</div><div>None</div><div>Australia</div><div>None</div><div>H</div></div>	

Data driven flow efficiency

CRM Dashboard

Add gadget

Edit layout



Cycle Time Data

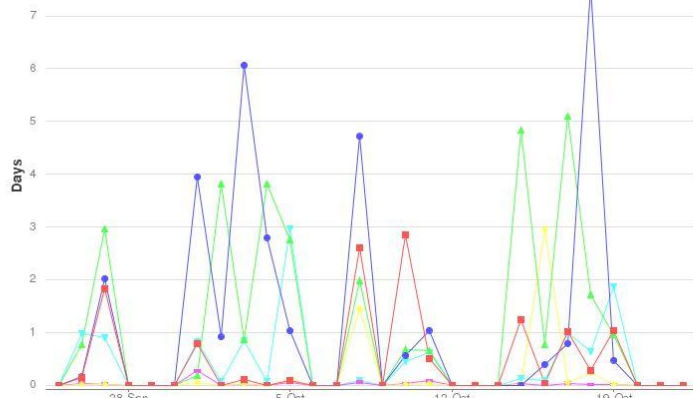
Key Metrics for the Last Four Weeks

Items complete: 24

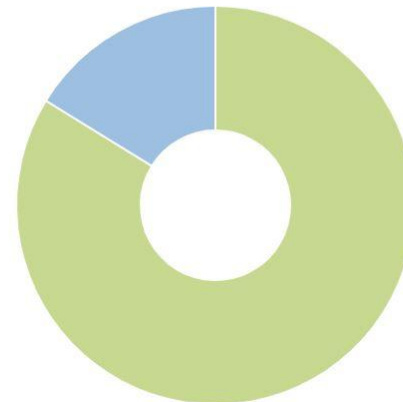
Average cycle time: 4 days

[Detailed Task Records](#)

Average Time in Status: CRM Avg Time in Status



Pie Chart: CRM Last 4 Weeks Work



Epic Link
Total Issues: 37

None	31
Summer Epic 6 - Thinking of you	6


Filter Results: CRM Last 4 Weeks Work

Key	T	Epic Link ↑	Summary	Status
CAM-2213		Summer Epic 6 - Thinking of you	2018-10-04 Birthdays Alcohol Focus - inc anniversaries	DONE
CAM-2192		Summer Epic 6 - Thinking of you	2018-09-30 October Birthdays	DONE
CAM-2202		Summer Epic 6 - Thinking of you	2018-09-27 There's 5 types of people on their birthday	DONE
CAM-2212		Summer Epic 6 - Thinking of you	2018-10-02 Kid's birthday - toys, games - Autumn	DONE
CAM-2214		Summer Epic 6 - Thinking of you	2018-10-07 Top rated gifts inc personalised	DONE

Getting Better


Introducing experimentation

Gathering & Ranking Ideas




Ideas


Filter by: Funnel Member OMTM




Gather & Rank



Work



Study Results



Team Settings

Logout

Add Idea

Retention

Request Birthdays From Friends

Reminder Creation

Retention

Incentives Abandon Basket Journey

Active Customer Orders

Revenue

Add Click Through To Reminder Banner On BOP

Active Customer Orders

Retention

Party Invites

Active Customer Orders

Retention

Copy Change For Newsletter Sign Up Tick Box Text

Newsletter signups

Retention

Ask For A Birthday When Someone Creates A New...

Reminder Creation

Retention

Ask Customers For Their Information From A...

Active Customer Orders

Retention

Add A Badge Indicator To The Sidebar

Active Customer Orders

Retention

Regular To Show Timed Email

Active Customer Orders

Retention

Take Quiz Test For Photo First Journey

Active Customer Orders

Retention

Swap Order Of T&Cs And Opt Ins

Newsletter signups

Retention

Revised Basket Show

Active Customer Orders

Retention

New Reminder Created Email

Active Customer Orders

Retention

"Find Me If You Can" Gaming

Active Customer Orders

Retention

Super Secret Gallery

Newsletter signups

Retention

Make Recipient Field On Reminders Mandatory

Active Customer Orders

Retention

Send Out Birthdays Activation Email To All Customers Who...

Active Customer Orders

Retention

Countdown To Reminders

Reminder Creation

☐ Ranked ☐ Not ranked ☒ All

24

18


12

M


Feedback


moonpig


Testing & Learning


 **Work**


Filter by: Funnel Member OMTM

 Gather & Rank

 Work

 Study Results


 Team Settings


 Logout

Planning

Retention


Incentivized Reminder Subbar


 Reminder Creation



Retention


Link To URL's Homepage Reminder Block


 Active Customer Orders



Retention


URL's For Main


 Active Customer Orders



Retention

Voucher Codes In Reminder Emails


 Active Customer Orders




Active

Retention


Unique Reminders Landing Page For Day


 Active Customer Orders



Retention


Welcome Triggers - Subject Line Test


 Active Customer Orders



Retention


Trigger With Customer Anniversary (6 Months)


 Active Customer Orders




Retention

Reactivation Trigger Activate Lapsed Customers


 Active Customer Orders


 Experiment expired



Retention


Including Product Reviews In Email


 Active Customer Orders




Referral

Barcar voice Creative

 Active Reviews


 Experiment expired




Analyze

Retention


30 Sec & Reminders And Get An Offer (e.g. Free Card)


 Reminder Creation



Retention


Time Of Send Test


 Active Customer Orders



Retention


Revs Email Presenting The New Cards Of The Month


 Active Customer Orders



Retention


Newsletter Signup Modal V1


 Newsletter signups




Retention

7-Day Reminder Timing Test

 Active Customer Orders



 Flagged



Values & Principles

Driving behaviour that supports business agility

Trust at scale

- ★ Autonomous teams empowered to self-organise and make decisions

Psychological safety

- ★ Safe to fail environment where we learn from failure rather than punish it

Visibility

- ★ Radiating information and knowledge sharing to prevent silos and increase collaboration

Goals before roles

- ★ Don't pigeon-hole people in roles; focus them on the goal. Reduce single points of failure.

Champion learning and encourage a growth mindset

- ★ Provide time and tools for learning

In Summary

WHY?

- We wanted to be:
 - BETTER
 - FASTER
 - HAPPIER

HOW?

- Aligned people around goals and outcomes
- Created autonomous teams
- Leveraged lean and agile principles and processes
- Built a culture of rapid experimentation and learning

WHEN?

- This was the start of an ongoing journey
- Continuous improvement is an ongoing journey
- Change is hard and it takes time
- You don't get it right first time – you have to keep experimenting
- Everyone in the organisation needs to be involved in driving change

How to adopt business agility

Prerequisites

- ★ Executive sponsorship and commitment over a long period of time
- ★ Leadership that's willing to change and drive a new culture
- ★ HR buy-in and support
- ★ Sustained investment – business agility is a strategic capability

Read the full case study at:

betterfasterhappier.medium.com

moonpig