Introducing Business Agility at Moonpig
About Me and the Mooniverse

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
Introducing Business Agility

Why change?
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”

“Large lead to create a brief”

“Goals not clear”

“Creative and trading plans don’t match”

“Lack of clarity, ownership and role”

“Visibility of workflow”

“Lack of collaboration across teams”

“Everyone works in silos”

“Lack of communication within teams”

“Lack of trust to let people do their jobs”

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

“Large lead to create a brief”

“Brief initiator ignores output until just before deadline”

“Goals not clear”
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. **ALIGN**
   - Reorganise around clear goals

2. **WORKING PROCESSES**
   - Reduce cycle time
   - Embed culture of continuous improvement

3. **EXPERIMENTATION**
   - Customer-focused, data driven, experimental
   - Fail fast culture

4. **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
Alignment

Functional vs cross-functional teams
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
Functions

Maintaining strong skills communities

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

Goal

Goal

Goal

Creative Function

Engineering Function
Case Study
Retention Pod
TRIBE
GOAL: Increase the number of high value customers

RETENTION POD
GOAL: Increase frequency and retention

RETENTION SQUAD
Key metrics: Conversion

RETENTION CRM SQUAD
Key metrics: Open rate, click through rate, engagement rate
Retention Pod

Goals

TRIBE
Tribe Goal

RETENTION POD
Pod Goal

RETENTION SQUAD
Key metrics: Conversion

Analyst

RETENTION CRM SQUAD
Key metrics: Open rate, click through rate, engagement rate
Retention Pod

Working process

SQUAD

Agree goal

Brainstorm & rank ideas

Create and run experiments

Analyse results

Discuss learnings

POD

SQUAD

Create and run experiments

Analyse results
Operating Framework
Ways of working
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
Getting Faster

Introducing lean and agile working practices
**Visualising workflows**

Moopig CRM Board

Kanban board

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<th>Workflow</th>
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Data driven flow efficiency

CRM Dashboard

Key Metrics for the Last Four Weeks

Items complete: 24

Average cycle time: 4 days

Average Time in Status: CRM Avg Time in Status

Filter Results: CRM Last 4 Weeks Work

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Getting Better

Introducing experimentation
Gathering & Ranking Ideas
Getting Happier
Focusing on values
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

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