



# TIME TO MARKET





# TIME TO MARKET



TIME TO MARKET



[ MVP ]



Achieve your **Minimum  
Viable Product** to test  
your concept.





## TIME TO MARKET

[ MVP ]

The **perimeter** of your MVP must be **limited** while allowing you to market your product.

Bet on **Early Adopters** and get a maximum of **feedback**.

Your MVP is deployed and usable in **production**.



TIME TO MARKET



[ FAIL-FAST ]



**Fail** fast to **learn** fast.





TIME TO MARKET

[ FAIL-FAST ]

**Quickly experience** the solution (a few weeks), collect **feedback** from your users and learn from your mistakes.

Do not be afraid to **change** everything.

Do not forget, **you will fail!**



TIME TO MARKET



[ KISS ]



Keep It Simple and Stupid.

*Why make it complicated  
when it can be simple?*





## TIME TO MARKET

[ KISS ]

**Avoid over-engineering**, if a "paper" model or a Google Form is enough to test your concept, do not go further.

Keep it simple! Both technically and functionally.





TIME TO MARKET



[ PRODUCTIVITY ]

Less specification, **more  
development.**





## TIME TO MARKET

### [ PRODUCTIVITY ]

Limit your specifications to the bare minimum, **focus on the "what"** rather than the "how".

The product must be **self-documented** as much as possible.

Documentation must be versioned in the same way the code is.



TIME TO MARKET



[ SAAS ]

Always consider **SaaS**  
solutions.





TIME TO MARKET

[ SAAS ]

**SaaS** solutions are **sustainable**  
and **cost-effective**.

In some cases **SaaS** can **speed up**  
the **MVP** implementation.

Think of the **target economic vision** regarding alternatives in terms of **total cost (TCO** : Total Cost of Ownership) and not only in terms of license cost.



TIME TO MARKET



[ CORE BUSINESS ]

The **core business** should not hinder the construction of new services and applications.





## TIME TO MARKET

### [ CORE BUSINESS ]

The pace of evolution and delivery of the core business must be **compatible with the agility** of its consumer services.

The core business must **expose services**.

The core business must adopt an **Event-Driven** principle, it reports management actions in the form of events.



TIME TO MARKET



[ CONTINUOUS  
DEPLOYMENT ]

**Deployment in production**  
is a non-event.





TIME TO MARKET

[ CONTINUOUS  
DEPLOYMENT ]

Take advantage of **continuous deployment** to **adapt deployment** in **production** to business constraints and requirements, and not the other way around.

**Deployments** across all environments, up to **production**, must be **automated** and **frequent**.





TIME TO MARKET



[ PERPETUAL BETA ]

A **perpetual beta** approach allows you to involve your users in the development process.





## TIME TO MARKET

### [ PERPETUAL BETA ]

Feel free to use the perpetual beta principle in which **users participate in development.**

The term perpetual beta refers to an application developed just-in-time, **constantly evolving**, not to an incomplete product.





# USER EXPERIENCE





# USER EXPERIENCE





The **experience perceived** by the user is fundamental.

**Ergonomics** is not negotiable.



## USER EXPERIENCE

### [ PERCEPTION ]

Do not neglect the work of **UX designers**, it is fundamental in the development of an application.

Integrate the **feedback** of your users, it is essential.

USER EXPERIENCE



[ PERFORMANCE ]

Bet on **efficient interfaces**  
for both internal and  
external uses.





## USER EXPERIENCE

### [ PERFORMANCE ]

The interfaces are geared towards **efficiency**.

The **performance** of an interface **saves time**, increases users' **satisfaction** and therefore **reduce their frustration**.



USER EXPERIENCE



[ MOBILE FIRST ]

Adopt a **Mobile First**  
strategy.





USER EXPERIENCE

[ MOBILE FIRST ]

Mobile devices are the **most important market share**.

Thinking mobile is thinking about the **essential**.

**Responsive Design** is the norm, it is a source of savings (**MVP**).





Adapt to practices, **omni-channel** is the norm.



## USER EXPERIENCE

### [ OMNI-CHANNEL ]

The omni-channel approach provides the user with a **unified experience** (example: Netflix).

The different **channels** are **synchronized** and **coherent** (unlike batch processes).

All the actors (clients, advisers) access the same information.

## USER EXPERIENCE



[ SELF-DATA ]

**Users** are **owners** of their data and their journey.





## USER EXPERIENCE

### [ SELF-DATA ]

Allow **individuals**, at any time, to **control** their **personal** data.

Establish **trust** by giving users real-time traceability and control.

**Subsystems** must meet the same requirements.



Customer relationship  
needs to be unified and  
contextualized with a  
flexible, unifying and  
event-driven **CRM/SFA.**



## USER EXPERIENCE

[ CRM/SFA ]

Opt for a **CRM** that manages both customer relationship and sales force automation (**SFA** : **S**ales **F**orce **A**utomation).

**CRM** must be **open** to new opportunities.

**CRM** produces **events** corresponding to management actions to fit into the **Event-Driven** logic of the platform.







The Big Data platform allows you to **centralize** and process the user's data to best serve him/her in his/her **journey**.



USER EXPERIENCE

[ BIG DATA ]

Centralize **Maif Group, Partner** and **Vendor** data in a **journey** logic.

"Data Preparation" and processing help to **consolidate** the data.

**Big Data teams collaborate** with Feature Teams to ensure data **governance**.



## USER EXPERIENCE



### [ WORKSTATION ]

The workstation is adapted  
and adaptable to **modern  
practices and channels.**



## USER EXPERIENCE

### [ WORKSTATION ]

Adopt **identity federation** for a unified experience.

A **portal** offers an **overview**, it does not replace applications.

The workstation must be **mobile**, **multi-channel** and **standard** to allow opening within the **extended enterprise**.





Do not forget that your  
**colleagues** are using  
modern applications with  
modern UX at home.



USER EXPERIENCE

[ COLLEAGUES ]

Treat **all your users** as  
**"customers"**: Internet users,  
managers, ops, developers, etc.

Do not underestimate the **UX**  
**effort** needed for internal-use  
management applications.





## [ MEASURING EVERYTHING ]



Everything that can be  
measured must be.

**Without measure,  
everything is only opinion.**



## USER EXPERIENCE

### [ MEASURING EVERYTHING ]

Think of the metrics during the **development** of the application.  
**Logs** must have a **business as well as technical** dimension.

Do not neglect **performance metrics**, they are fundamental.

The Feature Team ensures **operation**: it is responsible for making the **application operable**.







**A/B Testing** saves time by  
letting **feedback** decide.



## USER EXPERIENCE

### [ A/B TESTING ]

Rather than arbitrarily decide between two solutions, do not hesitate to set up **A/B testing**.

This pattern consists of presenting **two different versions** of the same application and choosing one of them based on **objective measures** of user activity.



**Consider degradation**  
rather than service  
interruption in the event of  
a failure.



## USER EXPERIENCE

### [ DEGRADATION ]

In case of **failure** of one of the subsystems, **a degraded** version of the service must **be considered** in the first place rather than an interruption.

With the help of **Circuit Breakers**, **isolate a breakdown** to **avoid** its **impact** and **propagation** to the entire **system**.



HUMAN



HUMAN



HUMAN



[ FEATURE TEAM ]



The team is organized  
around a **product** or a  
provided **service**.



HUMAN

## [ FEATURE TEAM ]

Teams are **Feature Teams**, organized around a coherent functional scope, and comprise all the **skills** necessary for this scope.

For example: Business Expert +  
Web Developer + Java Developer +  
Architect + DBA + Ops.

The **responsibility** is **collective**, the Feature Team has the necessary power for this responsibility.





HUMAN



[ 2-PIZZA TEAM ]

Limit the **size of Feature Teams** (from 5 to 12 people).





HUMAN

[ 2-PIZZA TEAM ]

Limit the size of a Feature Team:  
**between 5 and 12 people.**

Below 5, the team is too sensitive to external events and lacks creativity. Above 12, it loses productivity.

The term "**2-Pizza Team**" indicates that the size of the Feature Team should not exceed the number of people that can be fed with two pizzas.



HUMAN



[ SOFTWARE  
CRAFTSMAN ]



Bet on versatile people  
who **know how to do** and  
who **like to do**.





HUMAN

[ SOFTWARE CRAFTSMAN  
]

The most important are  
**development culture, scalability**  
and **adaptability**.

Recruit **software craftsman and full-stack developers**, they bring a real added value through their know-how and their overall vision.

Nonetheless, mobile developers - for example - are usually **specialized developers**.



HUMAN



[ RECRUITMENT ]

Be **attractive** to recruit the  
**best.**





HUMAN

## [ RECRUITMENT ]

Offer ways of working adapted to employees: **mobility, home working, CYOD** (Choose Your Own Device).

Allow time for experimentation and ensure it happens **during working hours**.

HUMAN



[ WATCH ]

The organization must be a  
**watch apparatus**

Watch is part of the job.



HUMAN

[ WATCH ]

The organization must be a **watch** apparatus by setting up plans like **continuous learning** or **corporate universities**.

Feel free to combine them with more **informal** ways such as:  
**Coding Dojos, Brown Bag Lunches, External** Conferences.





HUMAN



[ CO-CONSTRUCTION ]

Break barriers between  
jobs, bet on objectives  
**convergence.**





HUMAN

[ CO-CONSTRUCTION ]

To break barriers between jobs, it is not enough to group people around a common product in a common place.

The **Agile Methodologies** can help to remove these barriers and ensure **objectives convergence**.

These practices are an integral part of the keys to success, the organization is responsible for it.

HUMAN



[ DEVOPS ]

**DevOps** practices help to  
break walls between Build  
and Run.





HUMAN

[ DEVOPS ]

Adopt **DevOps** to help **Dev** and **Ops** converge towards a common goal: **serve the organization**.

**Both jobs remain different !**

DevOps does not mean that the same person performs the tasks of Dev and Ops. **Developers** and **Ops** are required to **collaborate** in order to **benefit** from each other's **skills** and to improve **empathy**.

HUMAN



[ PAIN ]



**Painful tasks** are  
performed **by the Feature  
Team.**

Automation comes out of  
it.





HUMAN

[ PAIN ]

In a traditional organization, a **lack of understanding** between teams is usually related to distance and **lack of communication**.

The **members of a Feature Team** are **co-responsible** and **united** facing up all tasks.

**Pain** is a key factor in **Continuous Improvement**.

HUMAN



[ Service Center ]

Service centers are difficult  
to reconcile with the  
**collective commitment.**





# HUMAN

## [ Service Center ]

Feature Teams are built around principles that rely heavily on **collaboration** and **collective engagement**.

Service centers tend towards rationalization and consolidation of IT by area of expertise, which is contrary to this notion of collective commitment.



HUMAN



[ VALIDATION ]

The organization has a  
**validation role**, without  
being dogmatic.



## HUMAN

### [ VALIDATION ]

Ensure that the organization retains its **validation role** on tools and uses. In particular regarding the **tools that affect assets** (example: source code management).

**Provide** Feature Teams with **means** to support their choices.

Do not be **dogmatic** and ensure to **encourage experimentation**.

HUMAN



[ TRANSVERSALITY ]



Feature Teams are  
expected to **communicate**  
and share their **experience**  
and **skills**.



HUMAN

[ TRANSVERSALITY ]

Do not create barriers between  
**Feature Teams.**

Set up an **organization** and the  
required **agility** for Feature Teams  
to communicate with each other  
and share their skills and  
experiences.

The organization of transversality  
at **Spotify** (Tribes, Chapters and  
Guilds) is an **eloquent example.**





# INTEROPERABILITY





# INTEROPERABILITY



INTEROPERABILITY



[ API FOR ALL ]



**APIs for all usages:**  
internal, customers and  
partners, public.





## INTEROPERABILITY

### [ API FOR ALL ]

Expand your organization to new usages and new customers with **Public APIs**.

As part of **commercial** partnerships, whether with **customers** or **providers**, APIs are the standard exchange format.

**APIs** are also meant to be used **internally** inside the organization.





INTEROPERABILITY



[ SELF SERVICE ]



Using an API must be  
**simple** and **fast**.





## INTEROPERABILITY

### [ SELF SERVICE ]

Using APIs should be as simple as possible. Think about the **developer experience**.

The best solution to validate adequacy with the need is to **test the API quickly**: a few minutes must be enough!

The platform must offer a **graphical interface** to test the API in a simple manner.

INTEROPERABILITY



[ API MANAGEMENT ]

APIs usage must be  
**controlled** and  
**understood.**



## INTEROPERABILITY

### [ API MANAGEMENT ]

Implement an API Management solution to manage **quotas**, **throttling**, **authentication**, and **logging**.

Collect metrics to manage **monitoring**, **filtering**, and **reporting**.



INTEROPERABILITY



[ REQUIREMENTS ]

Set **requirements** for  
**external systems and**  
**services** integrated into  
the platform.



## INTEROPERABILITY

### [ REQUIREMENTS ]

Require **external systems** to meet the same **requirements** as **internal systems**.

External systems must publish **events** and allow **technical** monitoring.

In the case where the external systems data must be integrated, **total** synchronization have to be **possible**.

## INTEROPERABILITY



### [ MULTI-TENANT ]

The architecture must be designed as **multi-tenant**.



## INTEROPERABILITY

### [ MULTI-TENANT ]

Even if white labelling is not considered at the beginning, set up a multi-tenant architecture. Your initial **application** is the first **tenant**.

Think of the **functional multi-instantiation** of the system right from the start.



INTEROPERABILITY



[ CONFIGURATION ]

Systems must be **natively  
configurable.**





## INTEROPERABILITY

### [ CONFIGURATION ]

**Languages, currencies, business rules, security profiles** must be simple to configure.

Beware of **hyper-genericity**, it is often useless and **costly**.

The **configuration** must be **scalable** and fast depending on needs.

INTEROPERABILITY



[ FEATURE FLIPPING ]



Create flexible and generic  
systems using **feature  
flipping**.





## INTEROPERABILITY

### [ FEATURE FLIPPING ]

**Feature flipping** is about designing an app as a set of **features** that can be **enabled** or **disabled** live, in **production**.

In a **multi-tenant** application, feature flipping allows you to **customize** by tenant.

Feature flipping **simplifies A/B testing**.



# RULES OF THE GAME





# RULES OF THE GAME





## RULES OF THE GAME

### [ TECHNICAL CHOICES ]

The **technical choices** are **made** and **assumed** by the **Feature Team**.





## RULES OF THE GAME

### [ TECHNICAL CHOICES ]

The Feature Team must act **responsibly** to identify the choices that impact itself exclusively and the choices that impact the organization.

The **choices** that **exceed the scope** of the Feature Team (eg, license, infrequent programming language) must be **validated** by the organization or by peer convergence process .





## RULES OF THE GAME

[ GOOD USE ]

The **right tool** for the **good use** is a source of savings.



## RULES OF THE GAME

### [ GOOD USE ]

A **bad tool** imposed on everyone is a **risk**. The **misuse** of a good tool can have very **damaging consequences**. For example, poorly used Agile methods are dangerous.

**Tools** must be **questioned**.

**Excel** is often a **rational** choice but it is **not a tool to do everything** (CRM, ERP, Datamart, ...)



## RULES OF THE GAME

### [ BUILD VS. BUY ]

Prefer **Build** for the core business.

Consider **Buy** for the rest, case by case.



## RULES OF THE GAME

### [ BUILD VS. BUY ]

The more a tool brings a **differentiating feature** for the organization, the more it should be **built**. The core business must allow **specificity** and **adapt quickly and often**. Some **enterprise software** are **sometimes adapted** to this need.

For **the rest**: SaaS, Open Source, Build or Vendor are to be studied **case by case**.





RULES OF THE GAME

[ OPEN SOURCE ]

**Opt for Open Source.**

Alternative choices must  
be explained.





## RULES OF THE GAME

### [ OPEN SOURCE ]

**Proprietary solutions** are a **risk** for the organization which must be able to take over maintenance if needed.

Few are the proprietary tools that do not have **open source alternatives**.

The organization **benefits** from the **Open Source Community** and can **pay it back with its contributions**.





## RULES OF THE GAME

### [ MICRO-SERVICES ]



Develop **stand-alone** and  
**loosely coupled** services.





## RULES OF THE GAME

### [ MICRO-SERVICES ]

**Loose coupling** must be the norm.

Each micro-service has a **clearly defined interface**.

This **interface** determines the **coupling** between **micro-services**.

**Domain Driven Design** helps, especially through **Bounded Contexts**, to anticipate this problem.





## RULES OF THE GAME

[ DATA ]

Each service has its **own**  
data storage system.





## RULES OF THE GAME

### [ DATA ]

A **Data Store** is intended to be **coupled** only with a **single micro-service**.

**Data access** from one micro-service to another is done **exclusively via its interface**.

This design implies **consistency over time** across the platform. It must be **apprehended at all levels**, including UX.





## RULES OF THE GAME

### [ PERIMETER ]

Each micro-service must  
have a reasonable  
functional perimeter,  
which **"fits in the head"**.



## RULES OF THE GAME

### [ PERIMETER ]

A micro-service offers a **reasonable number of features**.

**Do not hesitate to split** a micro-service when it begins to grow.

A service of reasonable size makes it possible to **consider** serenely the **rewriting**, if the need arises.



RULES OF THE GAME

[ REACTIVE ]

The **Reactive Manifesto**  
opens the way towards the  
design of reactive  
architectures.





## RULES OF THE GAME

### [ REACTIVE ]

**Responsive** programming focuses on the flow of data and the propagation of change. It is based on the "**Observer**" pattern, contrary to the more traditional "**Iterator**" approach.

The Reactive Manifesto sets some fundamental axis: **availability** and speed, **resilience** to failure, **flexibility**, **elasticity** and **message oriented**.





## RULES OF THE GAME

[ ASYNC-FIRST ]

**Asynchronous** processes  
foster **decoupling** and  
**scalability** in favor of  
**performance**.



## RULES OF THE GAME

### [ ASYNC-FIRST ]

Exchanges between applications must be **asynchronous** first.

Asynchronous exchanges **naturally** allow **loose coupling**, **isolation** and flow **control** (**back-pressure**).

**Synchronous communication** should only be considered **when required**.





## RULES OF THE GAME

### [ EVENTS ]



The information system  
must be **event-driven**.



## RULES OF THE GAME

### [ EVENTS ]

The **event-driven** functional **processes** are **naturally** implemented in an **asynchronous** manner.

Being **event-driven** allows for approaches such as **Command Query Responsibility Segregation (CQRS)** and **Event Sourcing**.



## RULES OF THE GAME

### [ MESSAGE BROKER ]



Prefer a **simple**, robust and powerful **message-broker** to a "smart pipe".



## RULES OF THE GAME

### [ MESSAGE BROKER ]

**ESB** showed their **limits**: **scalable maintenance** is **critical**, both from a **technical** and **organizational** standpoint.

**Message brokers** like **Kafka** offer a **simple, durable** and **resilient** solution.

**Smart endpoints** and **dumb pipes** is an architecture that works at scale: it's **Internet**.





## RULES OF THE GAME

### [ SYNCHRONIZATION ]

The **full synchronization** of the system should be thought of during its **design**.



## RULES OF THE GAME

### [ SYNCHRONIZATION ]

If the **synchronization** between two systems is ensured by an **event flow**, the total **resynchronization** of these systems must be **planned at design time**.

An automatic **synchronization audit** (example: by samples) allows to **measure** and **detect** any possible synchronization **errors**.



## RULES OF THE GAME

### [ CENTRALIZATION ]

Services **configuration** is  
**centralized**, their  
**discovery** is managed  
through a **directory**.



## RULES OF THE GAME

### [ CENTRALIZATION ]

**Micro-services configuration** is **centralized** for all **environments**.

A central **directory** ensures **dynamic discovery** of **micro-services**.

The IS' global **scalability** depends on this **directory**.







## RULES OF THE GAME

### [ SANDBOX ]

Feature Teams provide a  
**sandbox environment.**





## RULES OF THE GAME

### [ SANDBOX ]

Feature Teams maintain a **sandbox environment** (current and upcoming versions) to allow other teams to develop **at scale**.

In **non-nominal cases**, some **features** may be **disabled** in the **development** environment.



## RULES OF THE GAME

### [ DESIGN FOR FAILURE ]



**Your system will crash!**

Design it so that it is fault-tolerant.





## RULES OF THE GAME

### [ DESIGN FOR FAILURE ]

Your **system will fail**, it's inevitable.  
It must be designed for this  
(**Design For Failure**).

Plan **redundancy** at every level:  
**hardware** (network, disk, etc.),  
**application** (multiple instances of  
applications), geographical **zones**,  
**providers** (example: AWS + OVH).





## RULES OF THE GAME

### [ TOOLKITS ]

Provide **toolkits**, do not  
impose strict frameworks.



## RULES OF THE GAME

### [ TOOLKITS ]

**Beware of transversal in-house technical components!** They are restrictive, expensive and difficult to maintain.

**Accelerators, toolkits, technical stacks** can be **pooled**, at the **choice** of the Feature Teams, avoiding a dogmatic approach.



## RULES OF THE GAME

[ CLOUD ]

Public, private or hybrid,  
the **cloud** (**IaaS** or **PaaS**) is  
the standard for  
production.



## RULES OF THE GAME

### [ CLOUD ]

**PaaS** services are **preferred**, **simple**, and scale quickly.

**IaaS** services allow for greater **flexibility** but require more operational work.

A private cloud is not a traditional virtualization environment, it relies on **commodity hardware**.





## RULES OF THE GAME

### [ INFRASTRUCTURE ]

Feature Teams do not manage the infrastructure, it is **provided and maintained by the organization.**



## RULES OF THE GAME

### [ INFRASTRUCTURE ]

Infrastructure issues are not the responsibility of the **Feature Teams**. Infrastructure must be **provided** and **maintained** by a **transversal** service.





## RULES OF THE GAME

### [ CONTAINERS ]

**Containers** provide the flexibility needed for heterogeneous tooling.



## RULES OF THE GAME

### [ CONTAINERS ]

Containers provide the **flexibility** needed by Feature Teams to enable **heterogeneous tooling** in a **homogeneous context**.





RULES OF THE GAME

[ ENVIRONMENTS ]

The use of **containers**  
makes it possible to  
overcome the problems of  
**technical environments.**



## RULES OF THE GAME

### [ ENVIRONMENTS ]

The containers (example: **Docker**) make it possible **to abstract** the environments differences.

The **deployment** process must be **agnostic** to the environment.

**Some components** such as databases should not be deployed in containers. Their deployment is still automated.



## RULES OF THE GAME

### [ METRICS ]

Metrics must be  
**centralized** and  
**accessible** to all.



## RULES OF THE GAME

### [ METRICS ]

**Metrics** are **accessible** to everyone with different levels of granularity: detailed view for the relevant Feature Team, aggregations for other members of the organization.

Access to metrics **does not imply access to data**, access must be controlled to maintain confidentiality.

**All environments** are concerned.







RULES OF THE GAME

[ QUALITY ]

**Software quality** is a **key factor**.





## RULES OF THE GAME

### [ QUALITY ]

**Code reviews** are **systematic**.

They are conducted by members of the Feature Team or other members of the organization, as part of **Continuous Improvement**.

That **is not you being audited but your code**: "You are not your code!".

**Qualimetry** can be partly automated, but nothing beats the "**fresh eye**".





## RULES OF THE GAME

### [ AUTOMATED TESTING ]

**Automated testing** is a  
non-negotiable  
prerequisite for continuous  
deployment.



## RULES OF THE GAME

### [ AUTOMATED TESTING ]

Automated **testing** ensures **quality** of the product **over time**.

It is a **prerequisite** to continuous deployment, it allows for **frequent changes and deployments**.

**Production rollout** becomes a **non-event!**



## RULES OF THE GAME

### [ TEST LEVELS ]

**Tests at all levels** : unit, integration, functional, resilience, performance.



## RULES OF THE GAME

### [ TEST LEVELS ]

**Integration** and **functional** tests are the most important ones, they **ensure** the correct **behavior** of the **product**.

**Unit** tests are suitable for **development**.

**Performance** tests measure performance **over time**.

**Resilience** tests help to anticipate **failures**.



## RULES OF THE GAME

### [ COVERAGE ]

**Coverage** is the primary unbiased indicator of test quality.



## RULES OF THE GAME

### [ COVERAGE ]

The tests **code coverage** is a **good** metric of code quality.

It is a **necessary condition** but **not sufficient**, the coverage of a **bad** test strategy can be high without guarantee that the code is of good quality.





## RULES OF THE GAME

### [ SECURITY ]

**Security** is a **process**, it should not be treated in response to problems.



## RULES OF THE GAME

### [ SECURITY ]

**Security experts** can be **integrated** directly into Feature Teams **if needed**.

**Security experts** are available in the organization for **audit** purposes, **awareness** and **sharing**.

