

Our Future Organizational Design

To scale nnamu into the future

Our organization must be designed in a way that we can achieve our vision & mission.



Vision

Shaping tomorrow: leading the tech revolution in strategy consulting, powered by AI.

Mission

Unlocking the potential of businesses with AI-powered strategic advantage.

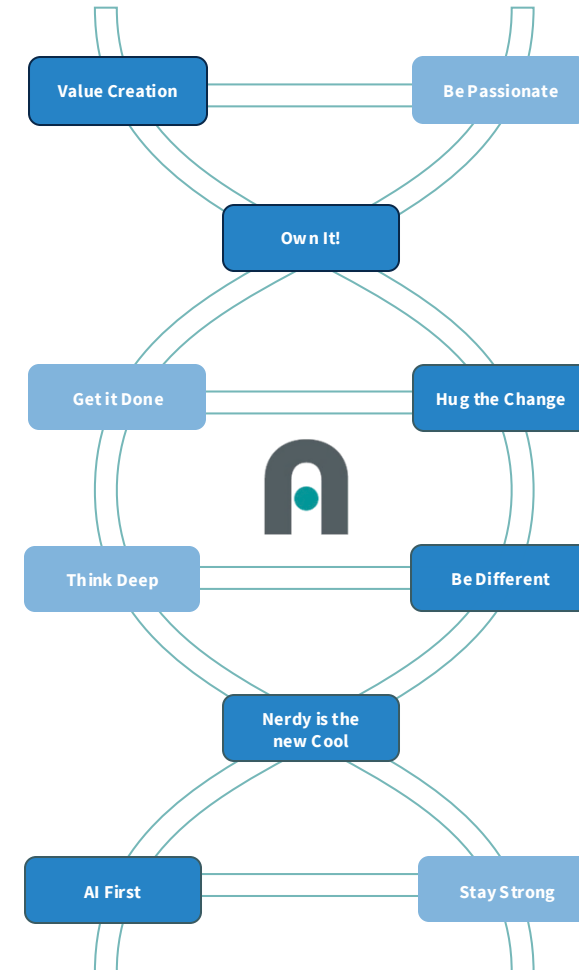
Our North Star is...



An organizational design that enables us to maintain an unwavering **focus on our customers**.

A structure of **unparalleled agility**, which can swiftly respond to any change, and ignite our imagination to achieve an enlightened state of **continuous iteration and growth**.

Our values define the guiding principles of our organizational design.



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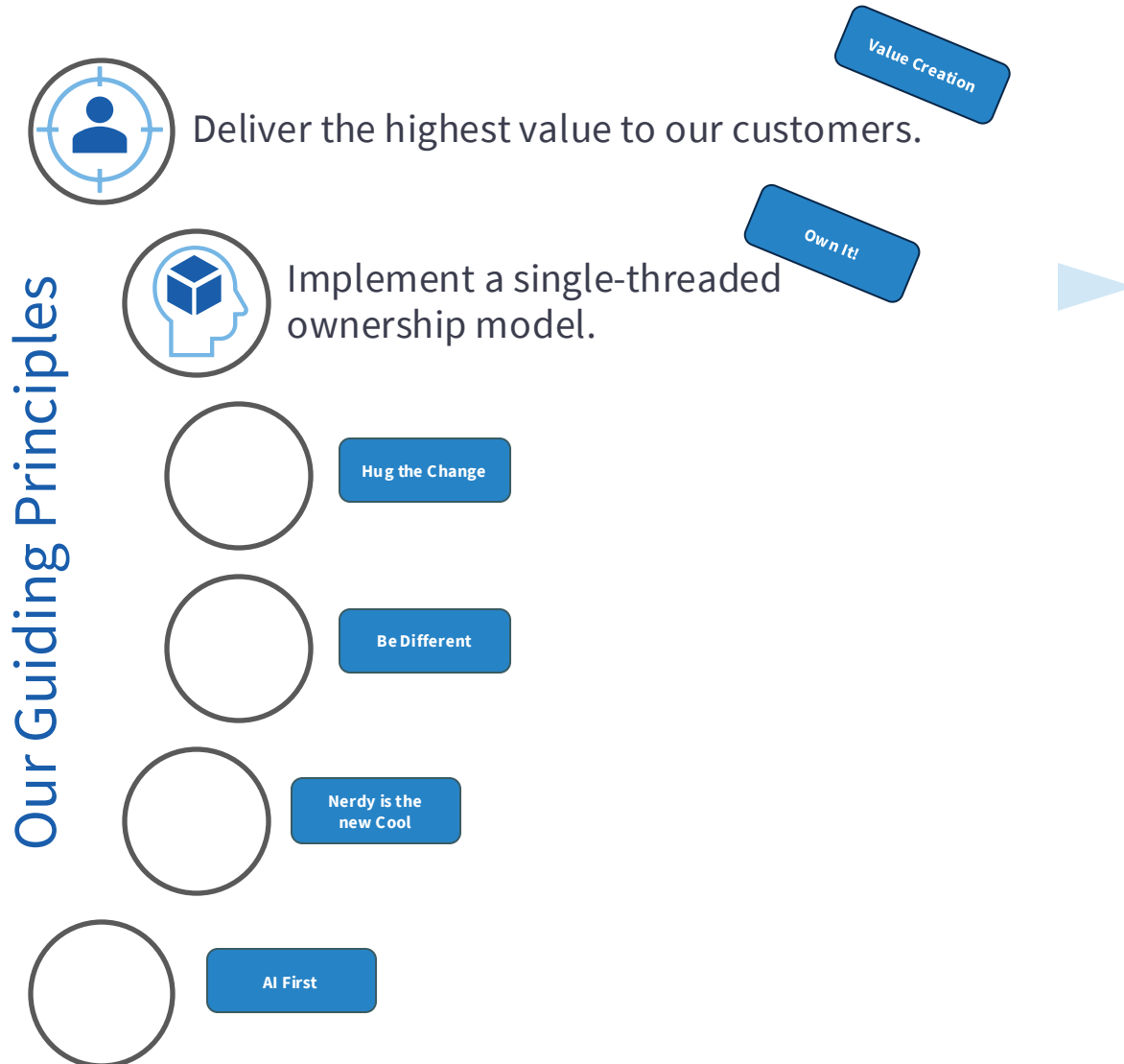
Our products are built for our customers by our customers.

We must remain well-informed and actively listen to our customers' needs and feedback.

We need an organizational design that enables us to:

- Develop a deep expertise of our own products
- Listen to our customers.
- Develop products by knowing what our customers need rather than assuming it.

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In nnamu, Everything is a Product

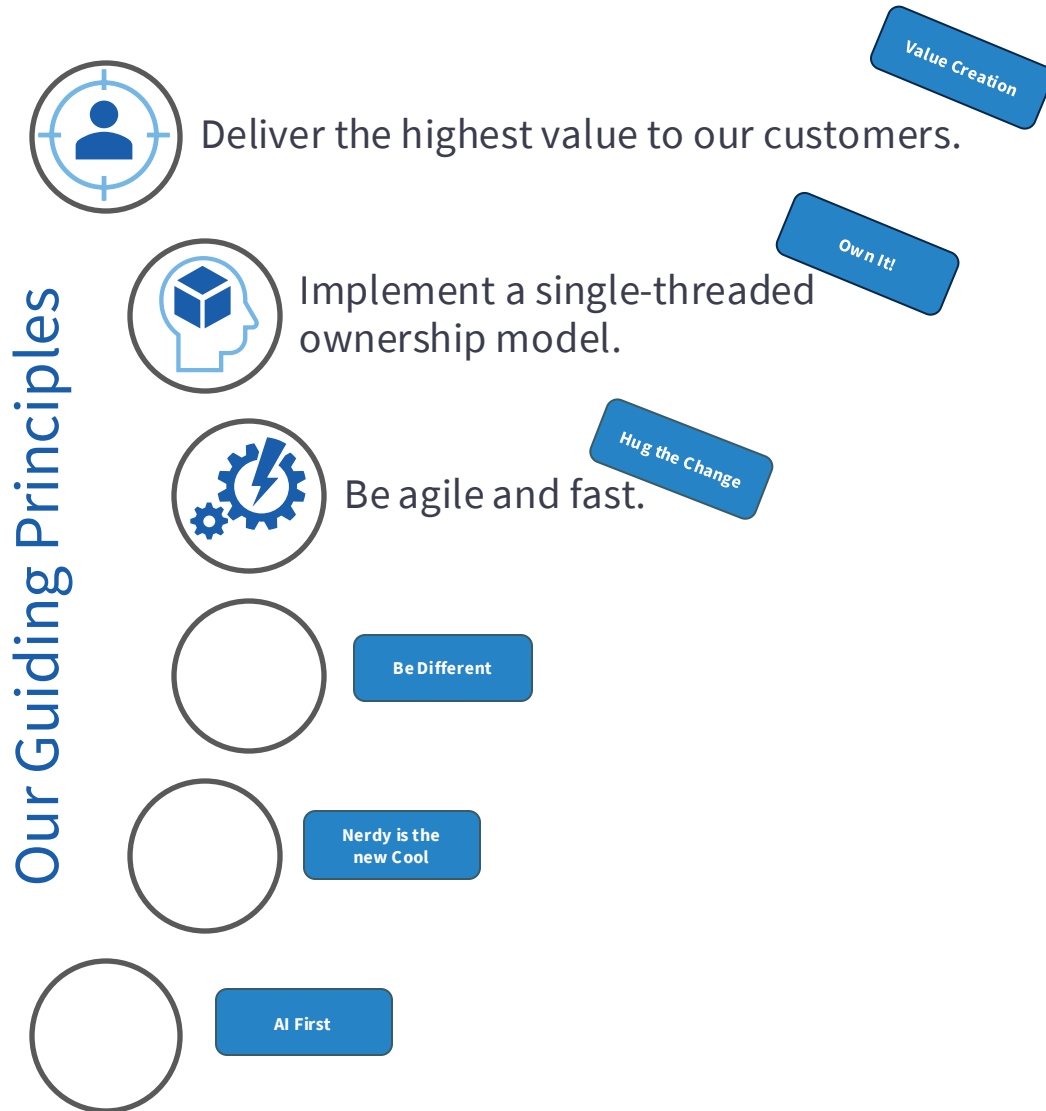
All the building blocks and components that make up our products are drivers of value.

- Each one has its own customer journey, whether the customer is external or internal.
- And thus, they must be developed and continuously improved as products.

We need an organizational design that:

- Gives products the dedicated team and attention they deserve.
 - Implement a Single-Threaded Ownership model, more on this later.
- Empowers owners to build the best possible products.

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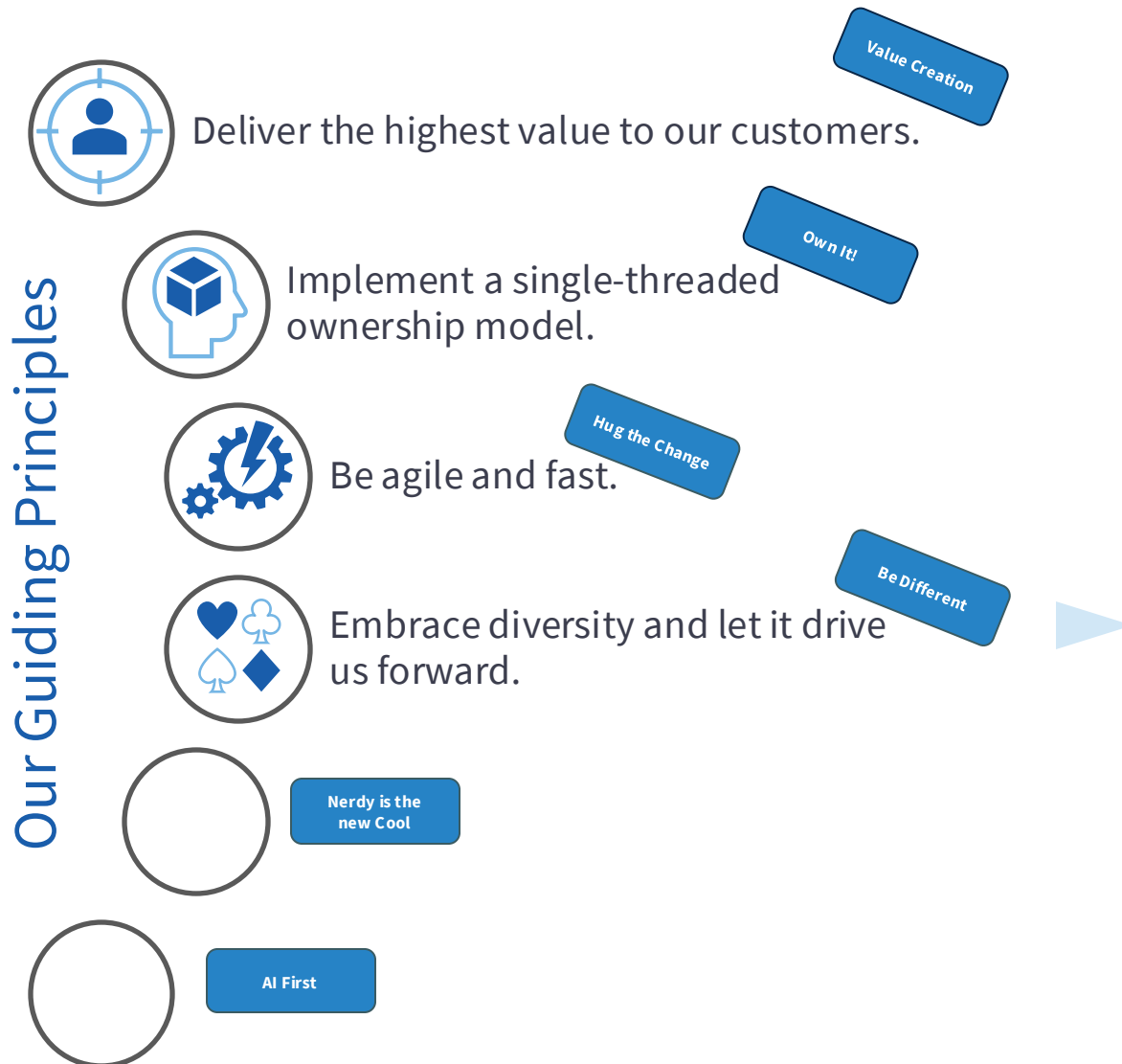
Our operating environment is fast-paced and ambiguous.

nnamu's success hinges on our ability to be fast and react swiftly to change.

We must create an organizational design that enables us to:

- Quickly identify any change in customer needs and/or environment.
- Rapidly deploy and execute product iterations so to seamlessly adapt to these changes.
- Remove unnecessary dependencies and blockers that inhibit our speed.

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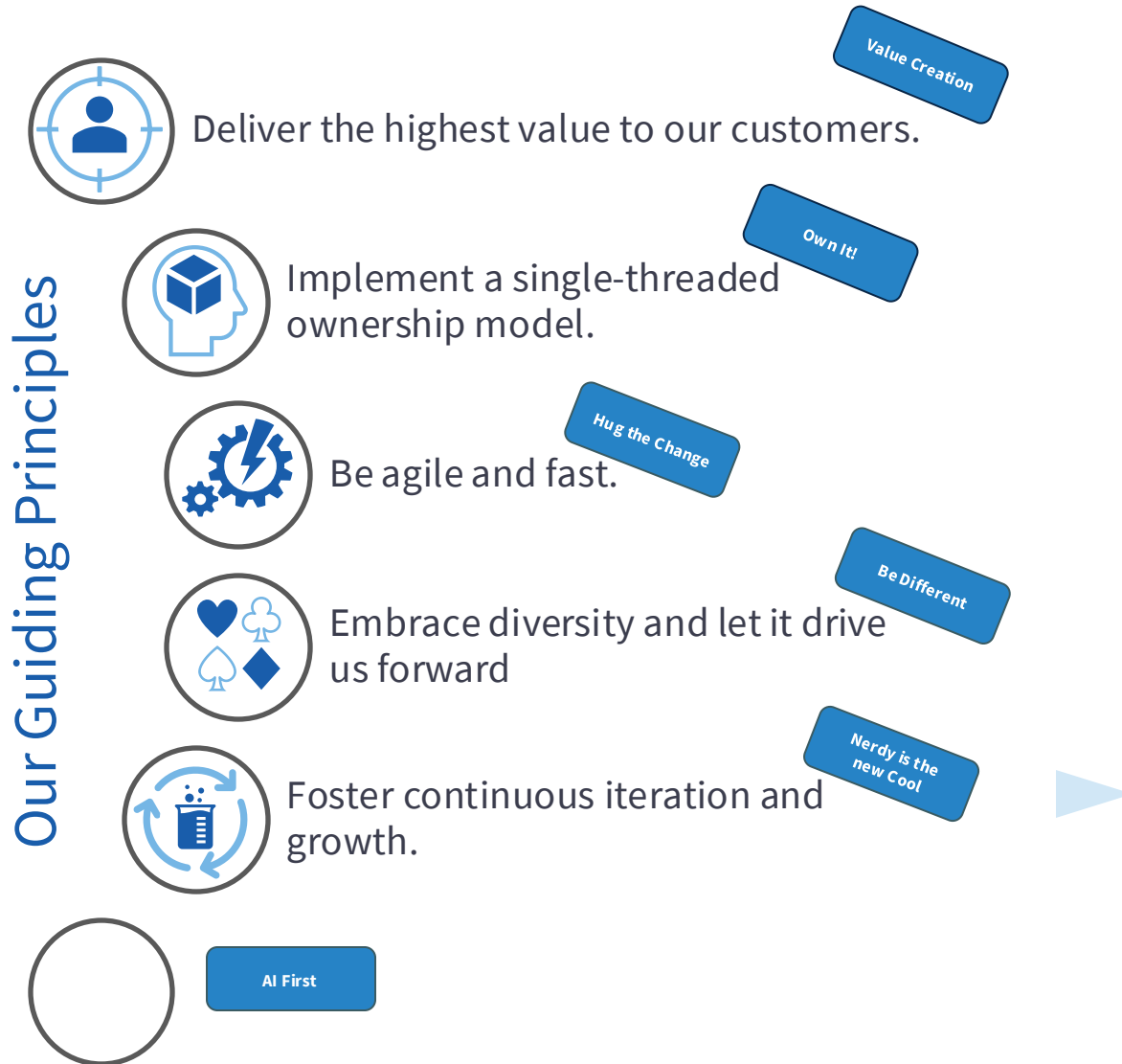
Our customer base is wide and diverse.

To effectively understand and serve them, we must reflect that diversity in our organizational design.

We will build a team composed of diverse backgrounds and skillsets so that:

- We bring different and unique perspectives in product development
- We foster innovation
- We enhance our ability to meet the evolving needs of our customers.

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Innovation never stops

A product is never truly finished, otherwise the concept of innovation wouldn't exist.

To stay ahead of the competition, we must never stop iterating and making our products the best they can possibly be.

To do so, our organizational design must:

- Empower us to iterate and experiment with our products
- Foster ownership of a product

Our values define the guiding principles of our organizational design.



"AI First" extends beyond our processes and culture.

AI should be integrated within our company architecture.

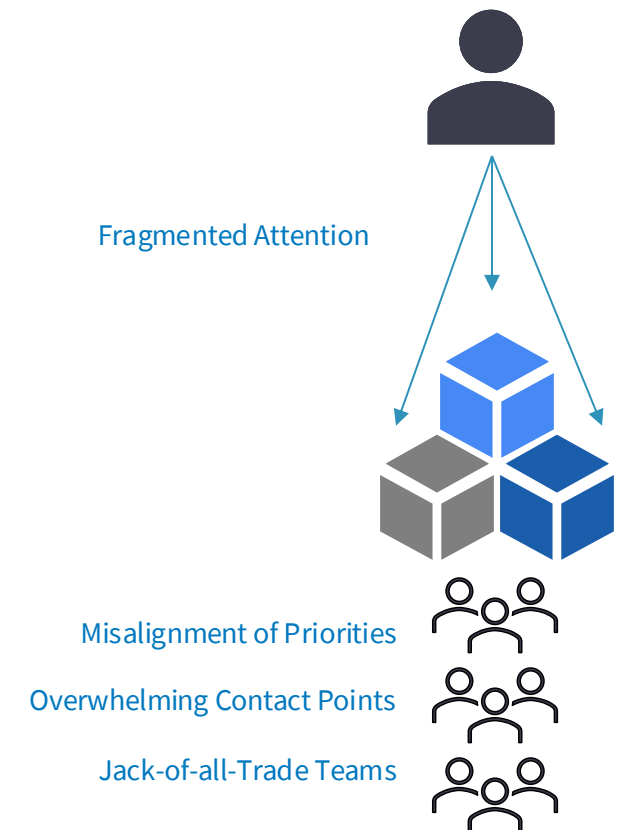
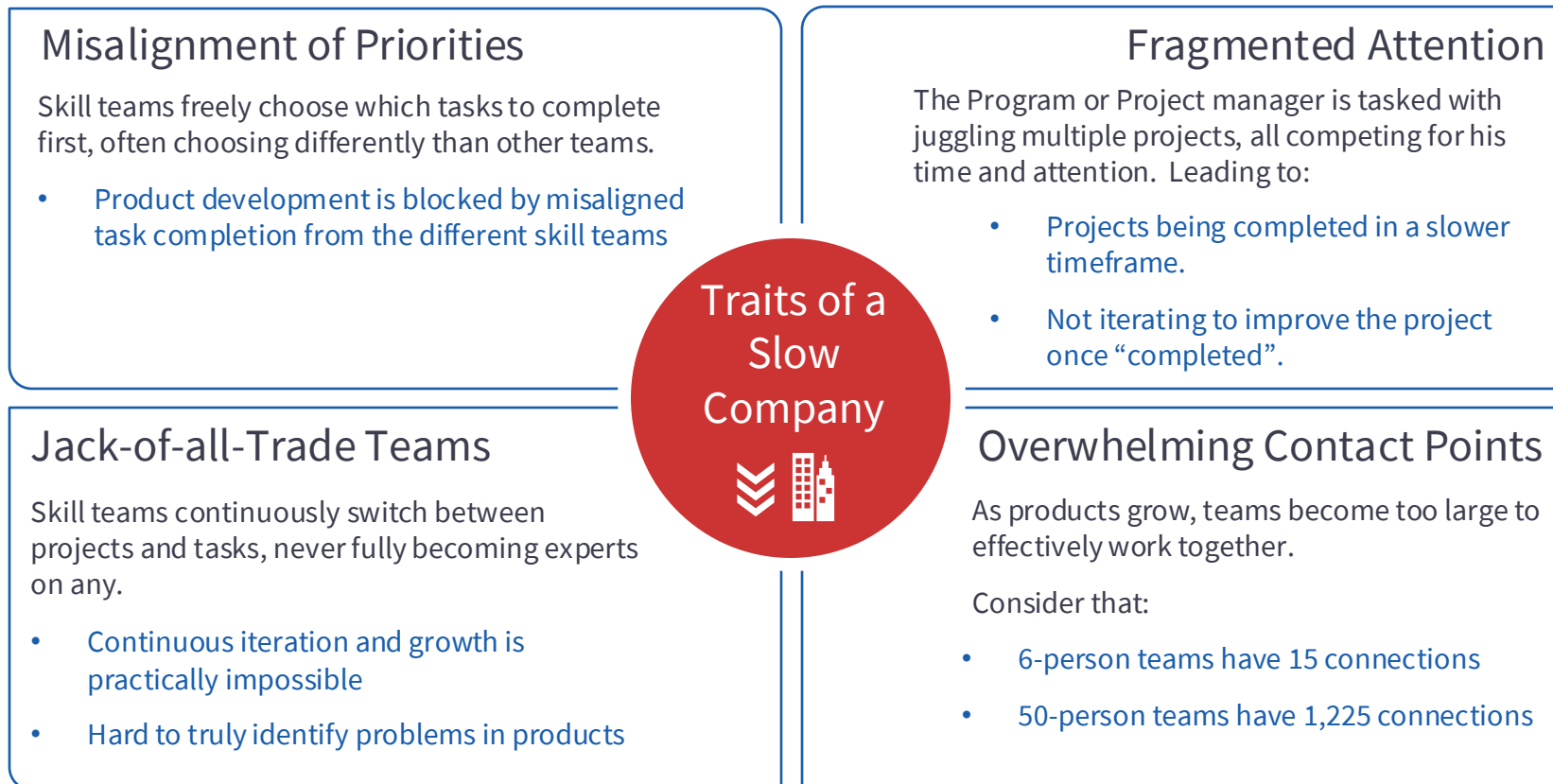
We will leverage AI to automate specific architectural functions that would be traditionally performed by humans.

- AI will be considered a product owner of specific functions within our organization.
- We prioritize AI over increasing headcount.

The Skill-based Traditional organization design doesn't meet our guiding principles

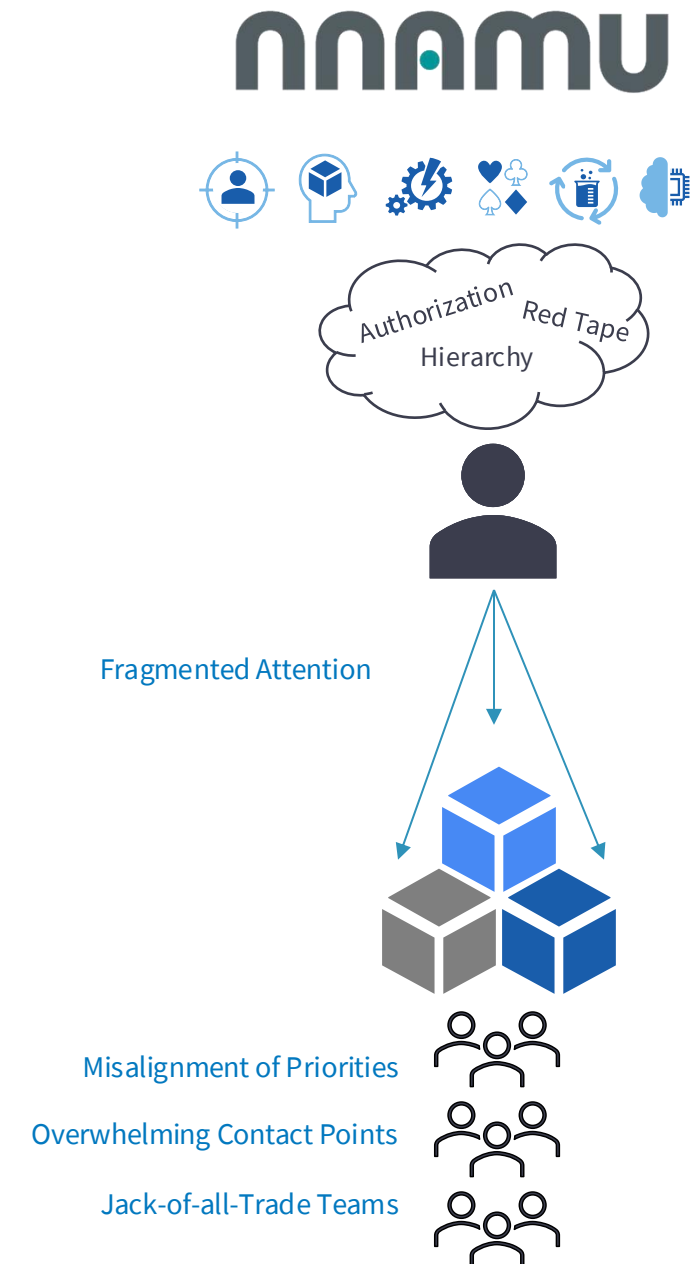
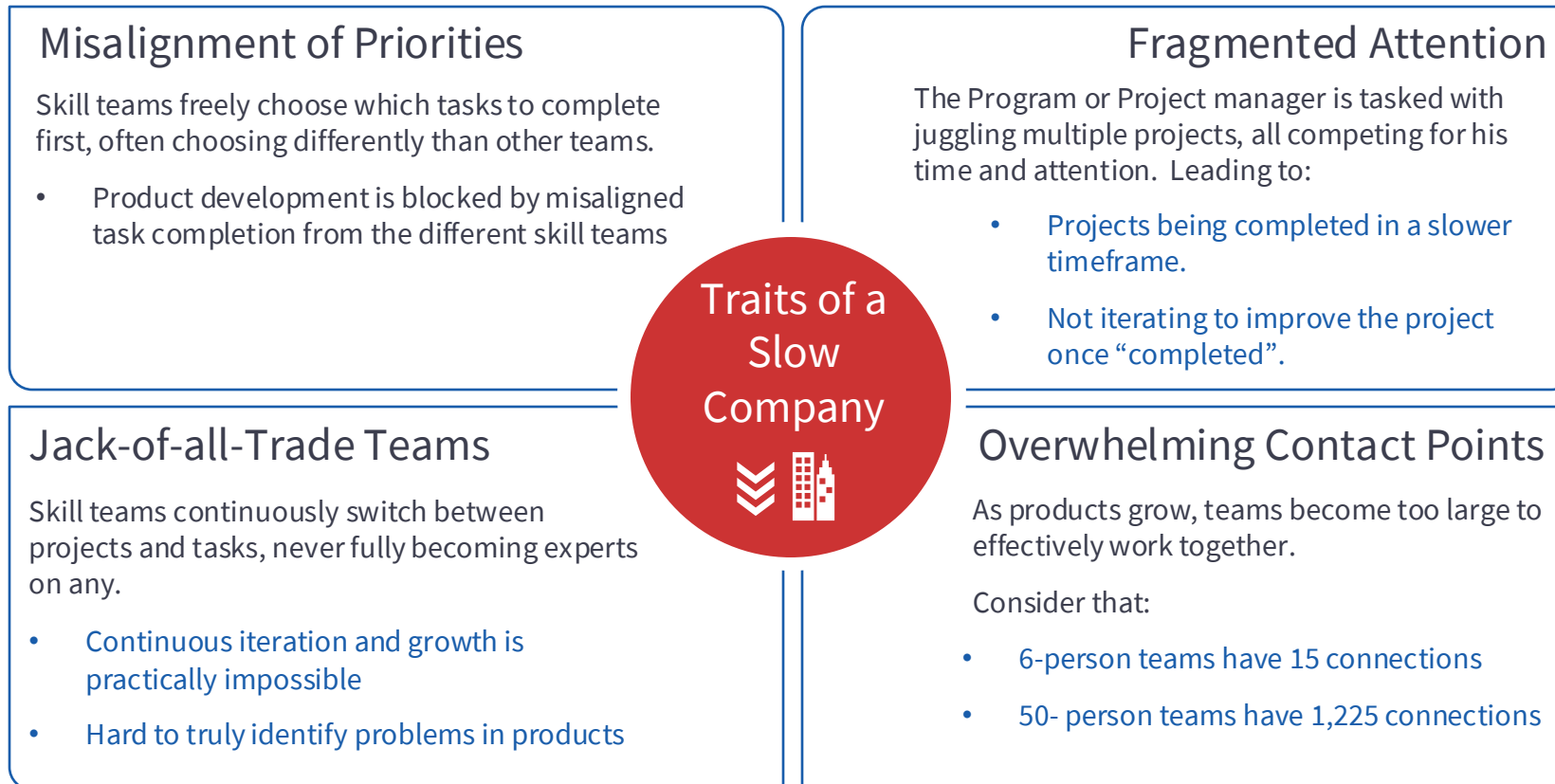


Dividing people based on their skills and roles causes companies to become slow and inefficient when they scale.



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Single-Threaded Owners (STO) and Product-based teams are the core of a modern, agile organization.



Single-Threaded Owners

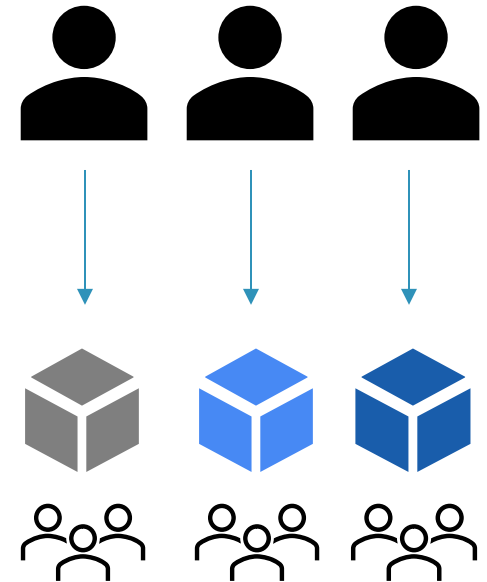
A single-threaded owner is a leader who is 100% dedicated and accountable to a specific product.

- (Ideally) Responsible for only one product
- Responsible for all the decisions for the product
- Directly manages all the resources required to execute the product
- Delineates the work and priorities to execute the product
- Controls the pace and scope of the product

Product-Based Teams

Product teams are teams capable of owning the entire product development cycle from ideation through operations.

- Two-Pizza teams – Teams of no more than 5-10 people
- Cross-functional – The team has all the necessary resources to develop and ship the product and future iterations.
- Autonomous – We reduce dependencies with other teams as much as possible so that product teams are empowered to perform at their pace and not to someone else's.



The Single-Threaded Owner is the pace-setter of the product team.



The STO is NOT your new boss.

Consider a dragon-boat drummer:

The dragon-boat race is an event that occurs in China where boats of ~50 rowers compete against each other in a race.

Effective Teams

In these “dragon-boat” teams:

- The large number of rowers can’t perform effectively without the drummer setting the pace.
- The drummer can’t move the boat alone.

“The best way to fail at inventing something is by making it somebody’s part-time job.”

- **David Limp**, Senior Vice President of Devices and Service at Amazon



Product teams creating value

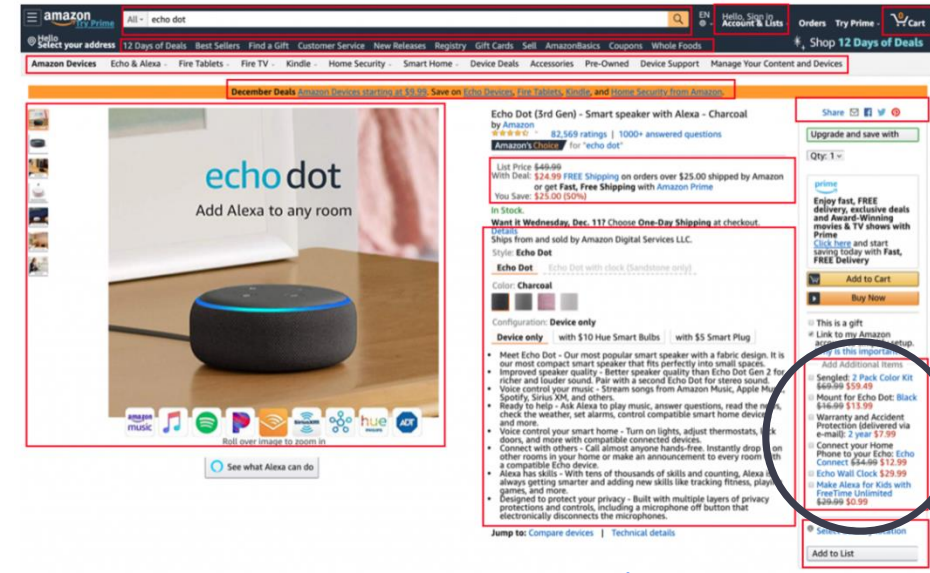
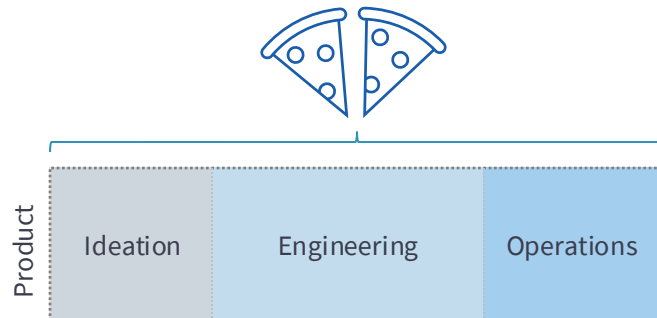
STO setting the pace

The goal of a product team is to maximize the user experience of their product through continuous iteration



First step is dividing the full “traditional” product into components small enough for a 2-pizza team to own.

These multidisciplinary teams then operate just like a mini startup, owning the entire development life-cycle from ideation through operations.

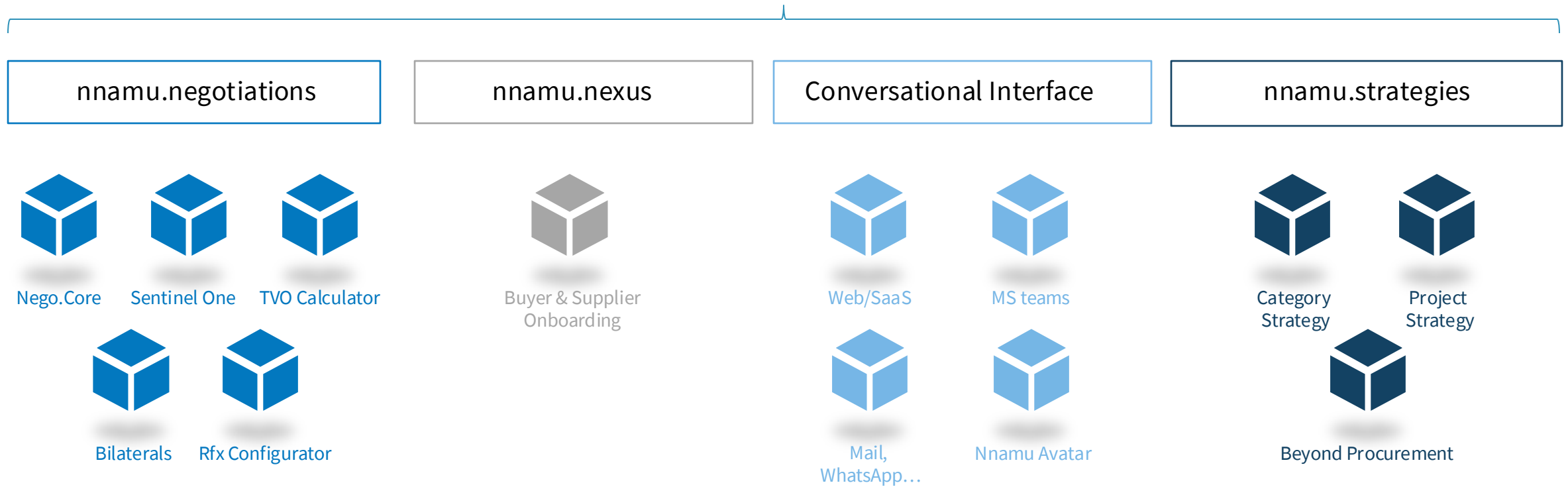


Amazon.com = +1000 products

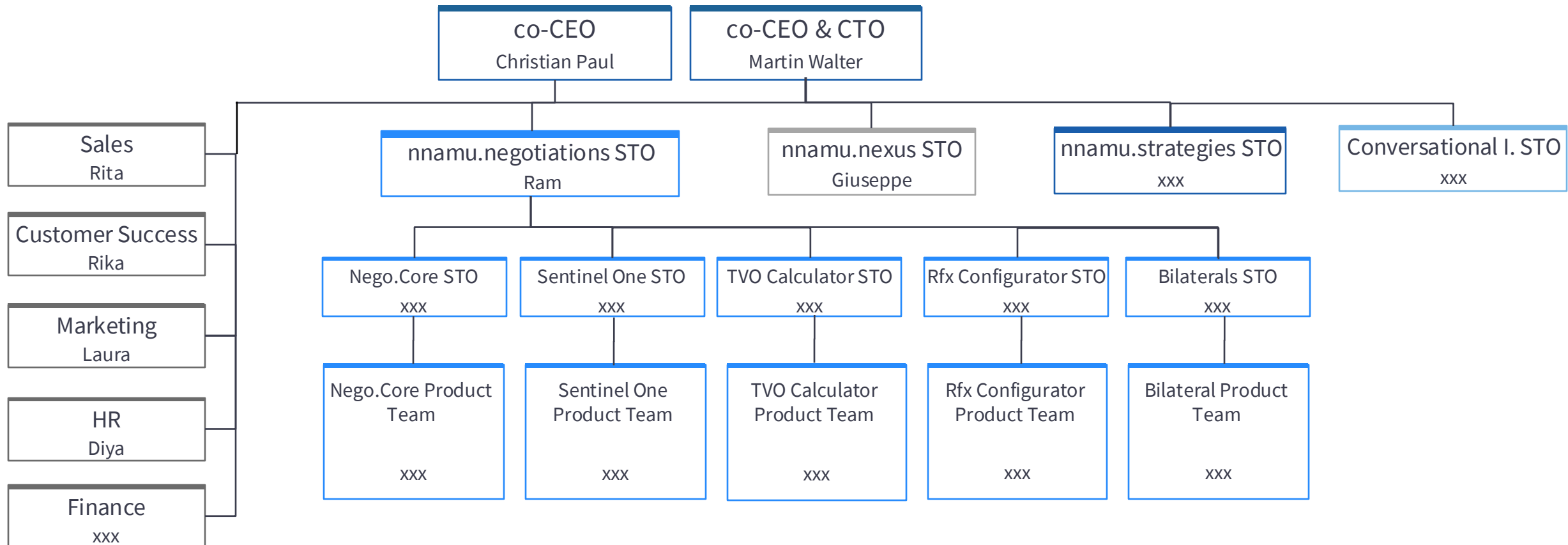
Post development, product teams don't move on to something different but instead continue to iterate and improve the product.

- Instead, they work on making that product as attractive as it can be by focusing on customer experience and feedback

Nnamu as Products



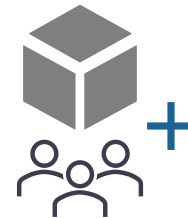
A Product-Based Single-Threaded Organization



It will take time to achieve our design vision, for now we will work on the first steps.

First steps to make our organizational design vision happen:

- Review our Development Life-Cycle to identify bottlenecks, dependencies and inefficiencies.
- Slowly introduce product teams for our upcoming products, following Andromeda.
 - Assign the STO to define the requirements to develop the product
 - Build the product team required
- Going forward, we will hire for teams rather than role.



First Product Team



Rfx Configurator

STO: xxx

We welcome any question you might have!