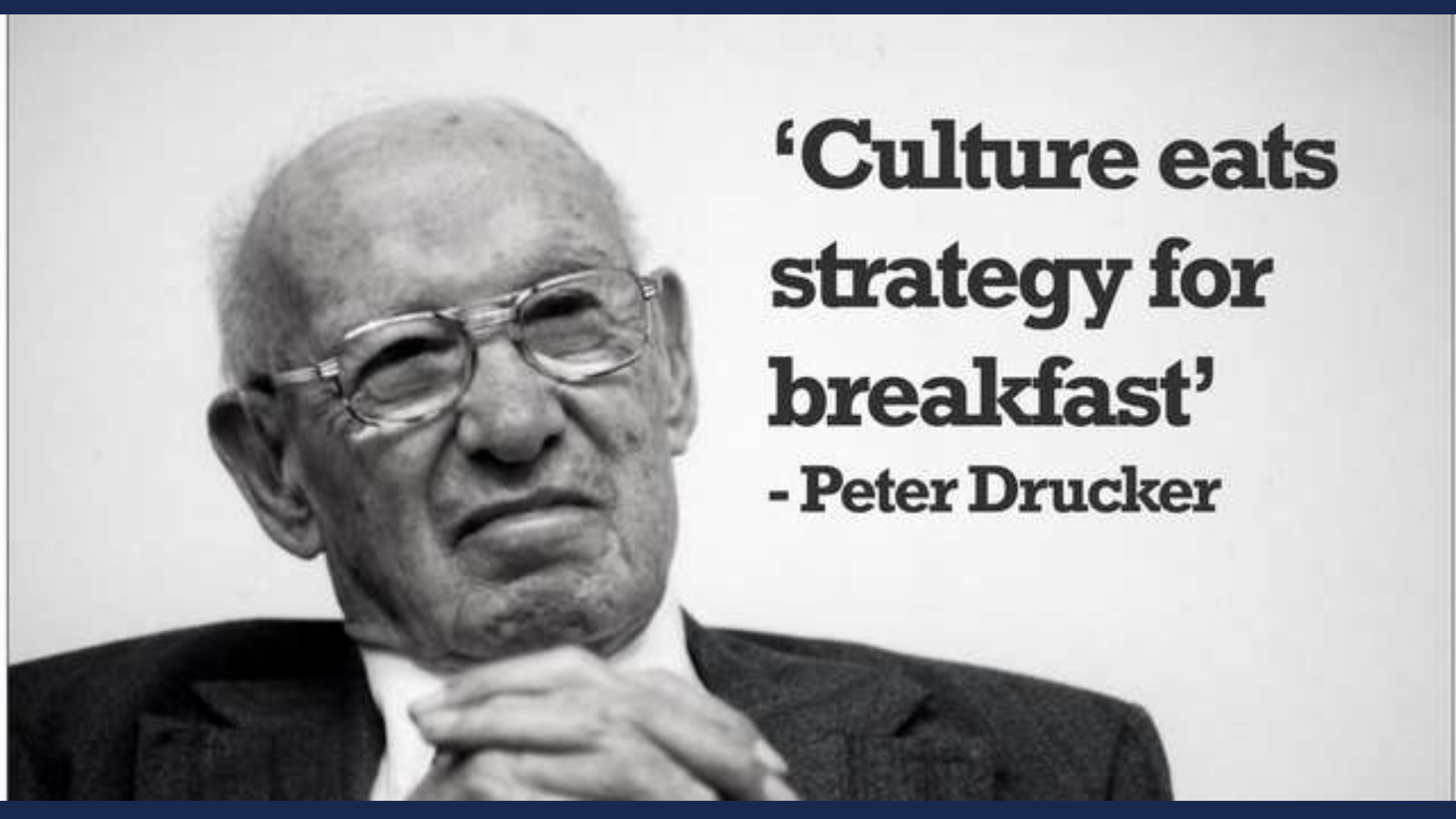




Cultural Transformation Panel

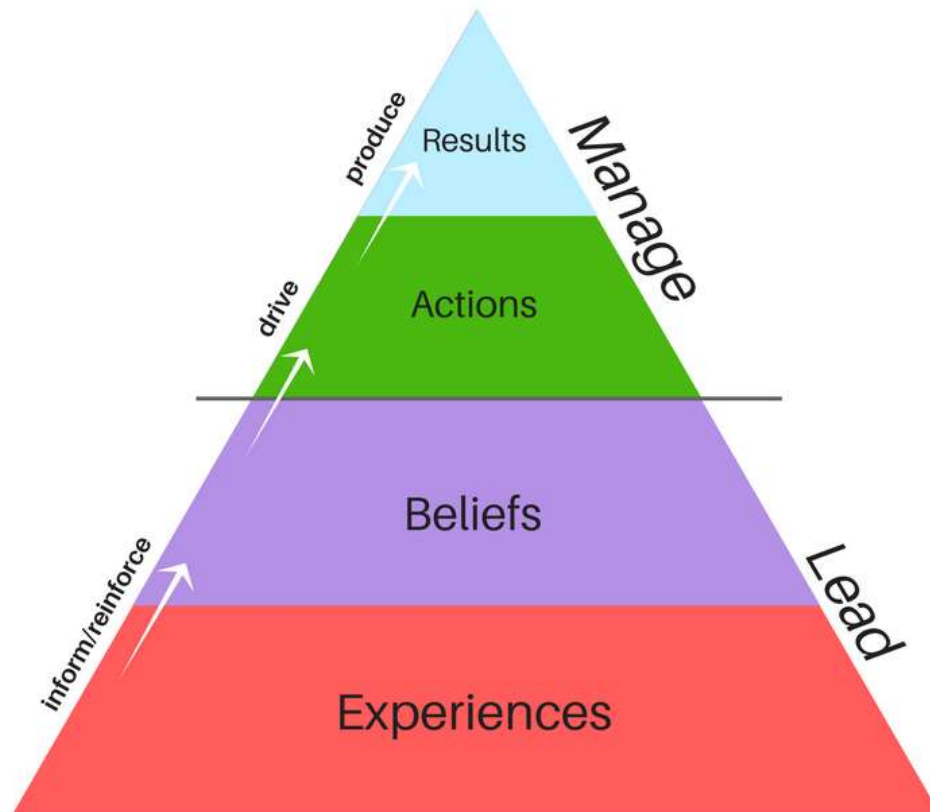
ISV Business Leadership Forum 2018



**‘Culture eats
strategy for
breakfast’**

- Peter Drucker

Culture Change Pyramid





**Plans, Vision,
Strategy, Goals,
Structure, Systems**

"Winds"
Reason, Logic

**Habits,
Attitudes, Traditions,
Prejudices, Patterns,
Feelings,
Fear,
Values,
Beliefs**

"Currents"
**Team Spirit,
Emotions**

*"Culture eats strategy
for breakfast"*

Organizational culture eats strategy for breakfast, lunch and dinner



Culture

Strategy

Panel speakers:

Emily Ryan, Software AG

Raul Firu, Haufe Lexware

Mario Dönnebrink, D.velop

Frederik Vollert, PhraseApp

Deep Ghosh, AWS

Intros

Emily Ryan, Software AG



Software AG: Cultural Transformation

Emily Ryan

Overview

Independent technology leader for more than 40 years in data management and application development platforms

€870+
MILLION
IN REVENUE

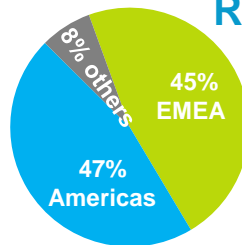


45%+
recurring

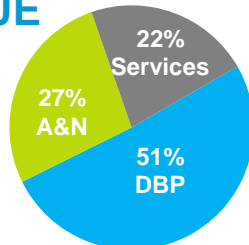


77%
product revenue

REVENUE

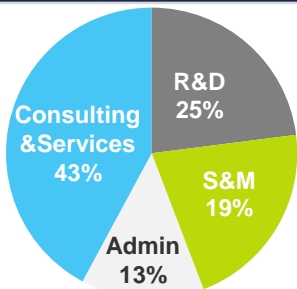


BY REGION*




BY BUSINESS LINES*

4,400+
EMPLOYEES**



4 Cloud Families
ALFABET
ARIS
CUMULOCITY
WEBMETHODS

9  hosted
SaaS
Offerings

* Based on Group product revenue – FY 2016

**P&L as of December 31, 2016

Cultural Changes

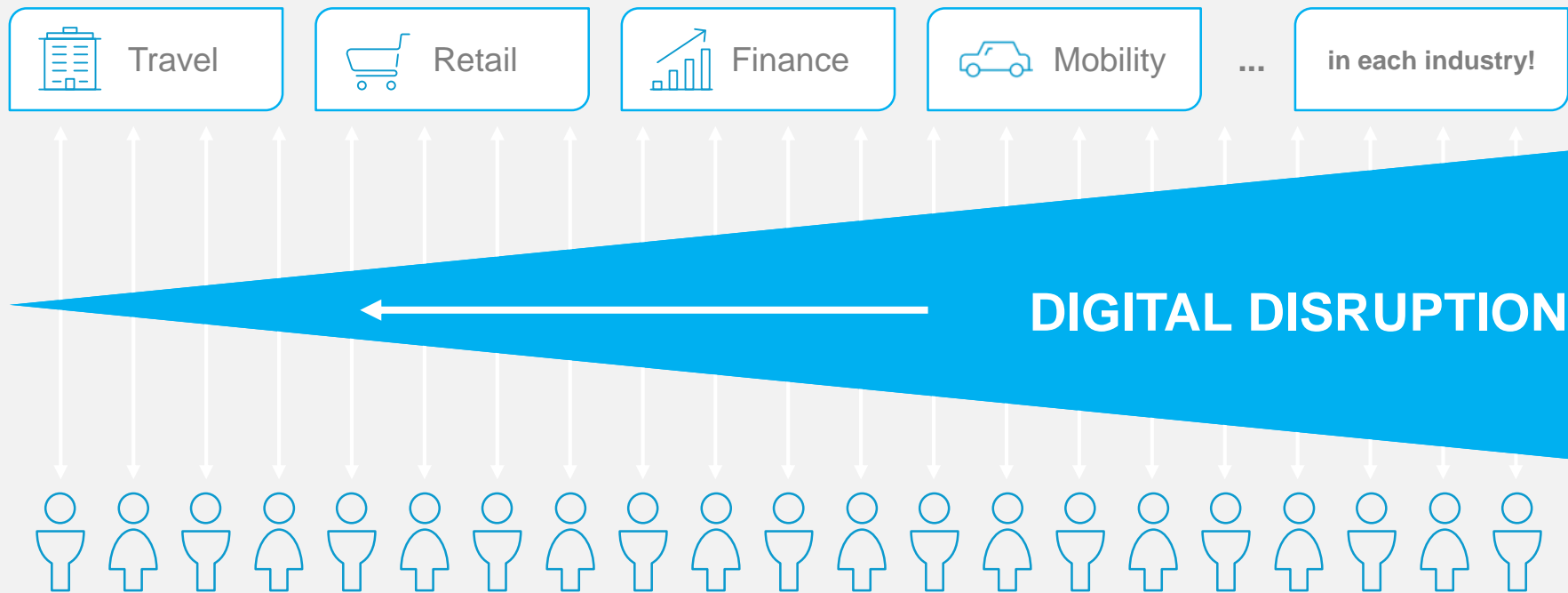
- **SAG Cloud GmbH:** an encapsulated Ops + Security unit for:
 - Agility
 - Budget/Headcount autonomy
 - Certification Scope
 - Nucleus of Cloud Culture
- Adopted joint productivity techniques
 - Kanban (Ops only)
 - SCRUM (DevOps)

Continued Culture Change

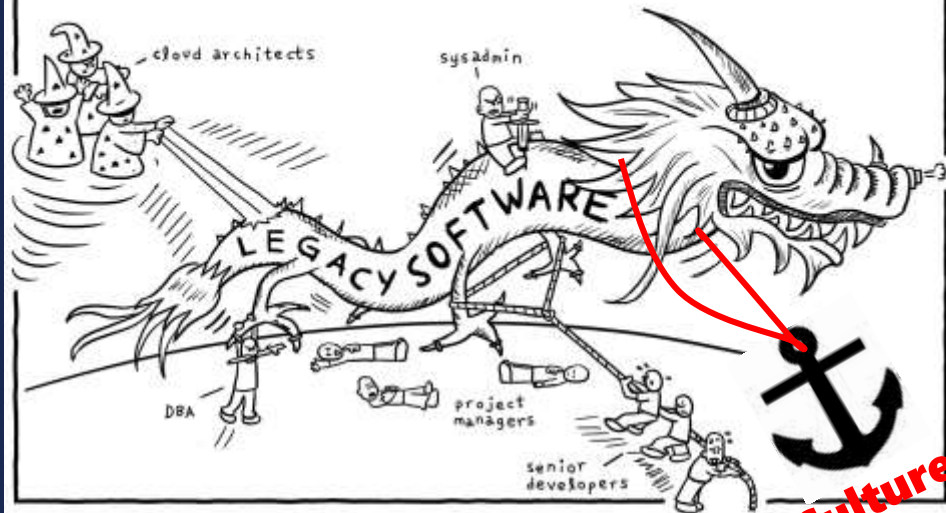
- Reverse-Assimilation: **SAG Cloud GmbH** >> **Software AG**
 - Implications of cloud strategy on all business units
 - Back Office (contracts, accounting, logistics)
 - Product Marketing, Support, Sales, etc...
- *Drinking our own Champagne*
 - Next level digital transformation projects with own Software AG cloud portfolio, such as:
 - Predictive Analytics with cloud metrics
 - Fully automated customer experience life-cycle

Disrupt yourself ... if not, others will

outstanding customer experience enabled by digital platforms



The Enterprise Journey to Cloud



Startups Journey to cloud



Daniel Stori (turnoff.us)
Thanks to Michael Tharrington

Raul Firu, Haufe Lexware



Haufe Lexware: Cultural Transformation

Raul Firu

HAUFE.

HAUFE.

HAUFE.
AKADEMIE

LexWARE

semigator.de
Das Seminar- und Weiterbildungsportal

smart
steuer

lexoffice

SCHÄFFER
POESCHEL



In numbers...

343 million
euros

annual sales for Haufe Group

1,880

employees worldwide

All DAX 30

companies rely on our expertise

150,000

seminar participants at Haufe
Akademie every year

200,000

reference letters are created with
Haufe Zeugnis Manager every year

NPS: 75.6

customer satisfaction for
smartsteuer tax software

95.3%

Lexware software market share
based on sales



Whoami...

36 years old, Romanian

Joined Haufe-Lexware Romania 8 years ago

In **Freiburg** for 3 years - **CTO Office** as Lead Backoffice Architect

Director of Engineering **@Haufe-Lexware Romania**

Back in Freiburg as Group **CTO**

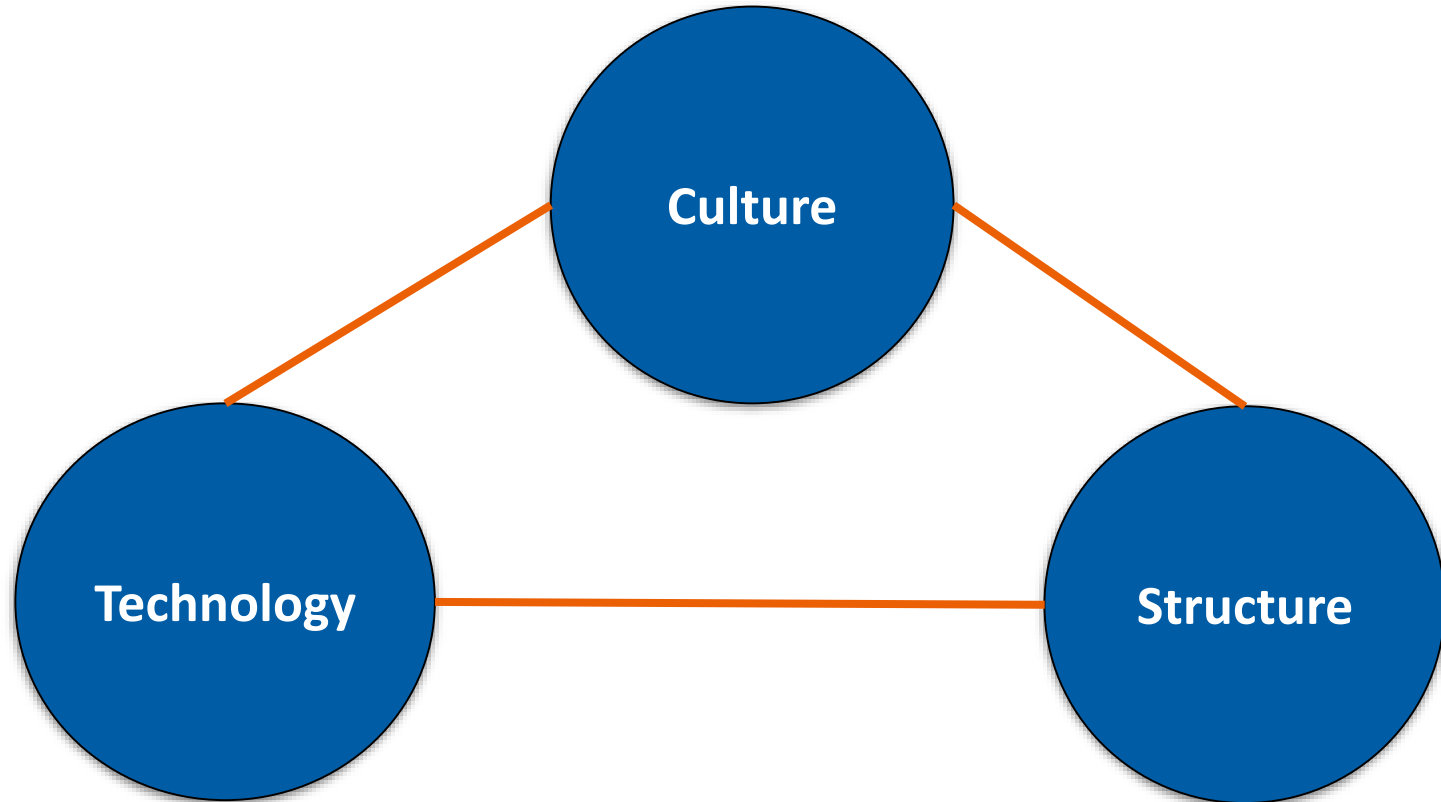
I love **technology**

I like to **learn** new things

...and great **challenges**



VALUES

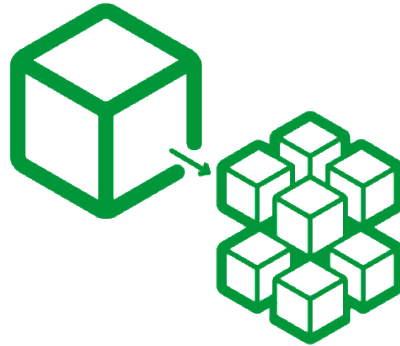




You must be
this tall to use
microservices



<https://martinfowler.com/bliki/MicroservicePrerequisites.html>



Let's Start!

Mario Dönnebrink, D.velop

Learning how to surf

How to get your company ready
for digital change

Mario Dönnebrink
COO d.velop AG

Berlin, June 6, 2018

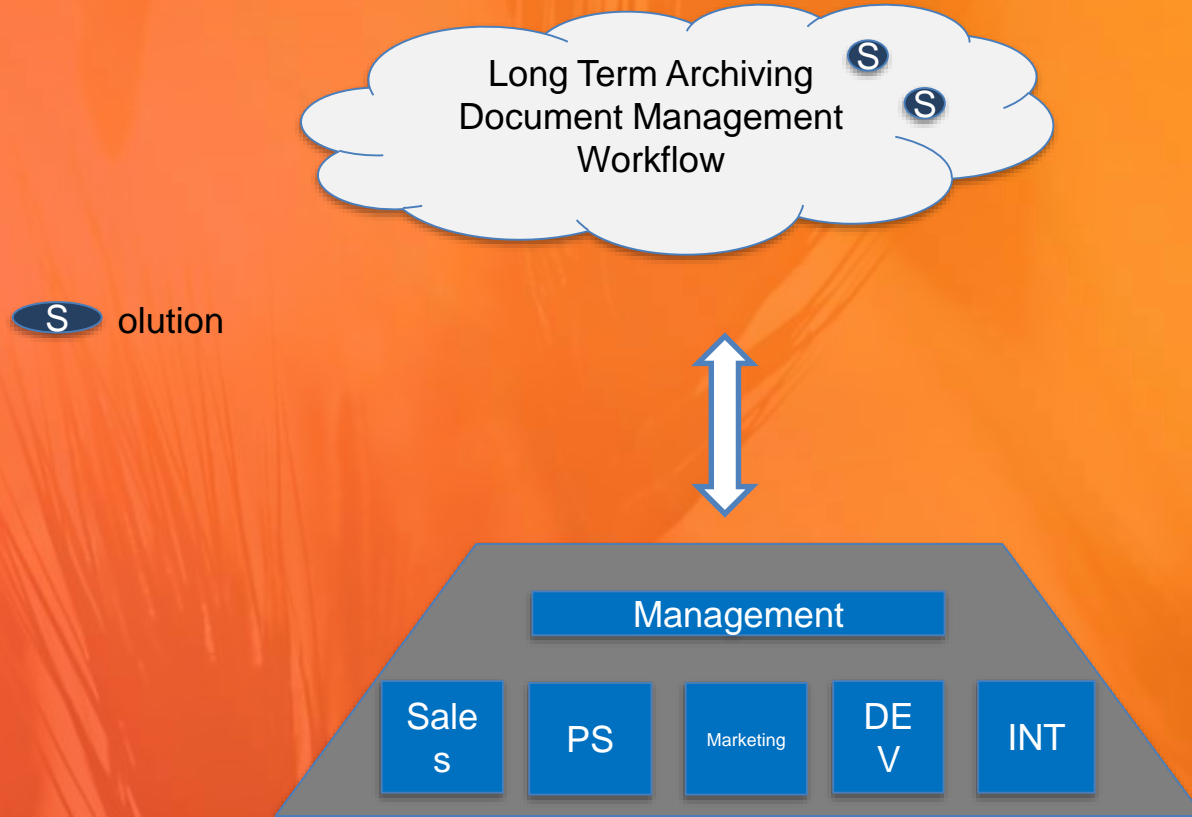




YOU CAN'T STOP THE WAVES

Digitization has become our reality

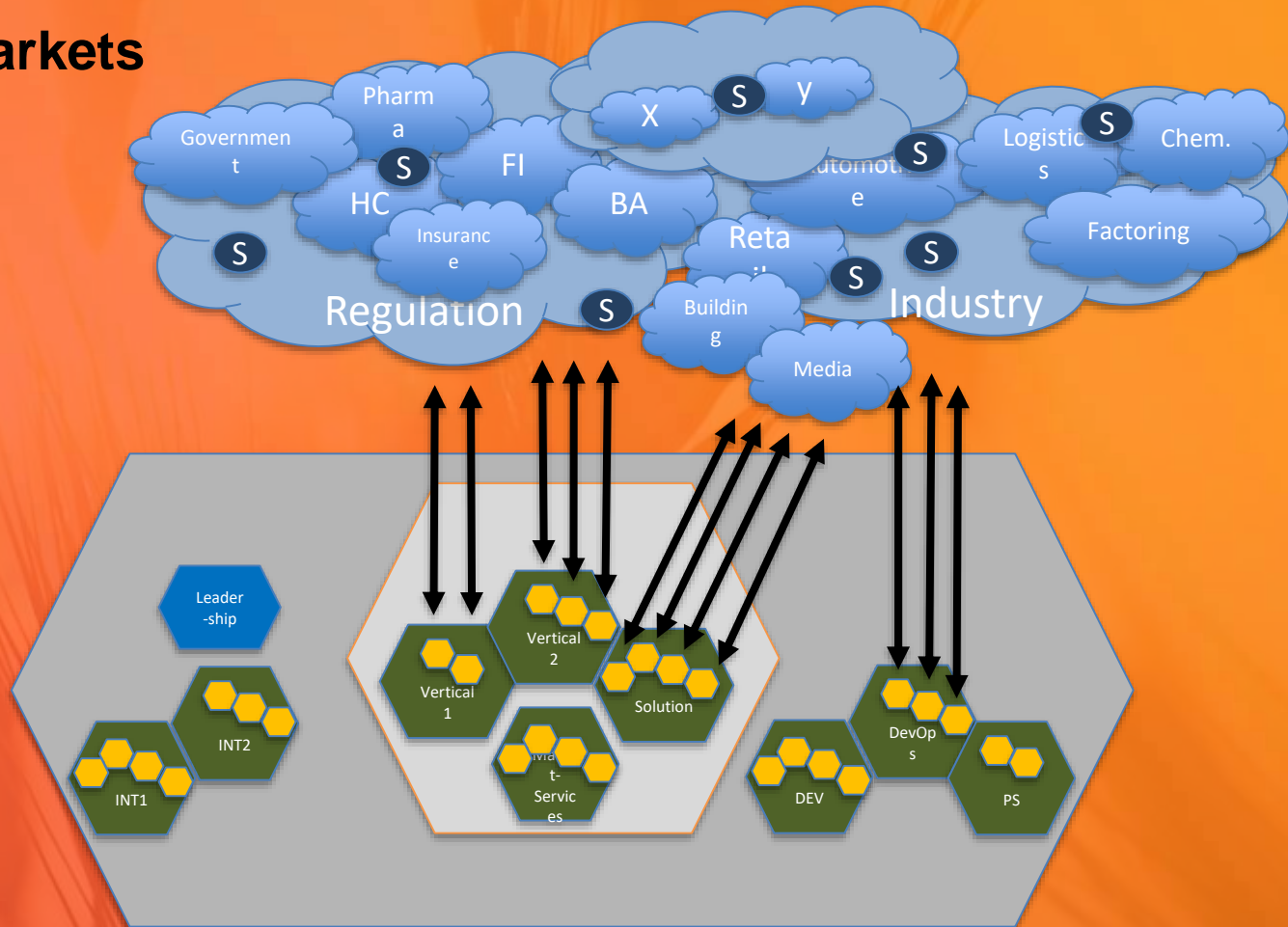
Linear Markets







Complex Markets



„YOU CAN'T STOP THE WAVES,
BUT YOU CAN LEARN TO
SURF“

John Kabat-Zinn



Recommended Reading





Get in touch with me

Mario Dönnebrink

COO, d.velop AG

Phone: +49 2542 9307-0

Email: mario.doennebrink@d-velop.de



Die Inhalte sind nach aktuellem Planungs- und Entwicklungsstand erstellt worden und können sich jederzeit ändern.

Insbesondere Zeitangaben beziehen sich auf die aktuellen Planungen, Anforderungen und Ressourcenverfügbarkeit. Sollten sich die genannten Parameter ändern, behalten wir uns vor, die Termine entsprechend anzupassen.

Die Überlassung der Präsentation erfolgt nur für den internen Gebrauch des Empfängers und darf in keiner Weise mit Dritten geteilt werden.

Frederik Vollert, PhraseApp



PhraseApp

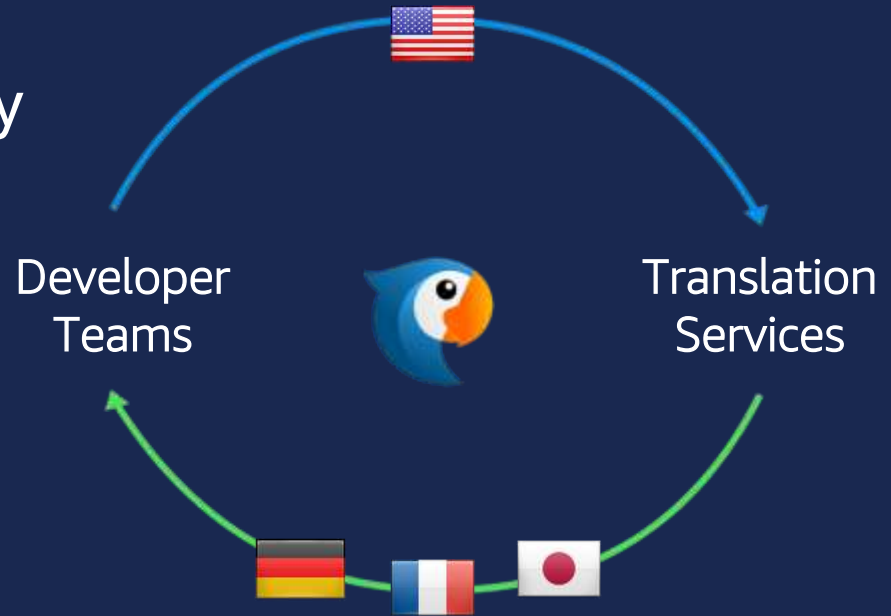
PhraseApp

2009 SWDevelopment and
SysOp Services Company

2012 Launch of Side-Project
PhraseApp on AWS

2016 No more Services

2018 Multi-million B2B SaaS
Revenue



Cultural Transition

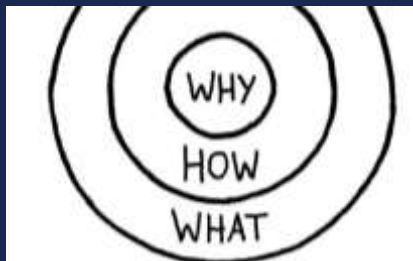
Development Services

- Craftsmanship; NIH
- World revolves around Development
- Technical Proficiency

Software Provider

- Move fast and break things
- Openness to new ideas and importance of other areas
- Never be satisfied

Culture Change Initiatives



Shared Values

Values and vision are present in company life



Founder Alignment

Shared common vision for company



Holacracy

Balance between Leadership and Self-



Rituals

From weekly Tacticals, monthly All-hands to TGIF



OKRs

Alignment on company goals across organization



Knowledge Sharing

Brown-bag lunch sessions and skill trainings

Contact

Frederik Vollert
Co-founder

@frederikvollert
f@phraseapp.com

PhraseApp.com
ABC-Straße 4
20354 Hamburg
Germany



Thank you!

Deep Ghosh, AWS



ISV Business Leadership Forum

Amazon Culture of Innovation and Agile Application Development

Deep Ghosh

EMEA Partner Segment Lead, Business Applications

AWS at a glance in 2018

\$5.44B

2018 Q1 Billed revenue

\$20B+

Annual Rate

49%

YOY growth

Millions

Active customers
per month

1,430

New services and
features in 2017

65

Price reductions
since 2006

How do we organise for innovation?

» Mechanisms

Encoded behaviors that facilitate innovative thinking

» Architecture

Structure that supports rapid growth and change

» Culture

Customer obsession, hire builders, let them build, support them with a belief system

» Organization

Small, empowered teams that own what they create

The image shows the grand interior of the Natural History Museum in London. The architecture is a masterpiece of Victorian Gothic Revival, featuring high vaulted ceilings, massive stone columns, and a series of wide, ornate staircases. Large arched windows at the top allow natural light to illuminate the space. Several people are seen walking through the hall, providing a sense of scale to the enormous structure.

A look back at
development at
Amazon..

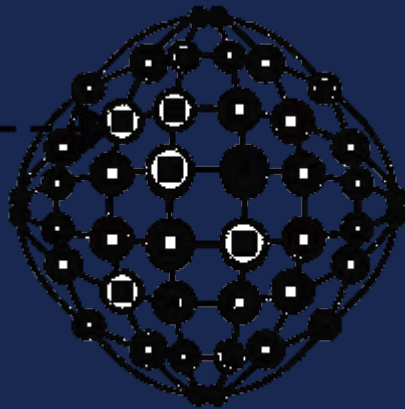
We went through a transformation ourselves

2001



Monolithic application

2009



Single-purpose
Connect only
through APIs
Connect over HTTPS
Largely “black
boxes” to each other
“Microservices”

We achieve speed and agility with Two-Pizza Teams



Small,
decentralized
teams are
nimble



Own/run
what you
build



Fosters **Ownership & Autonomy**

(THOUSANDS
OF TEAMS)

X

(MICROSERVICE
ARCHITECTURE)

X

(CONTINUOUS
DELIVERY)

X

(MULTIPLE
ENVIRONMENTS)

=

50
MILLION
DEPLOYMENTS
A
YEAR

Common cultural trends we are seeing with ISVs

▼ S

FROM

TO

- ▼ Products + Projects mindset
- ▼ Sell / Deliver and move on
- ▼ Functions and features emphasis
- ▼ Custom ways of working
- ▼ Command and control
- ▼ Silo – “Throw it over the wall”
- ▼ Talent outsourcing



- ▼ Service mindset + customer experience
- ▼ Long term and close relationship
- ▼ Value creation
- ▼ Standardization, Ux & reference arch.
- ▼ Decentralized ownership (Cloud CoE)
- ▼ DevOps and cross functional teams
- ▼ Talent in-sourcing / niche partnering

Panel Discussion

Q&A

