

NORDSTROM TECHNOLOGY

Mindsets and Metrics and Mainframes...Oh My!

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CUSTOMER CENTRIC STRATEGY



Technology as The Key Enabler

- Strategic Flexibility
- Digital Experience
- In-Store Convenience
- Speed
- Reliability

TODAY'S DISCUSSION

- 1 MODERNIZING
- 2 NEED FOR SPEED
- 3 CASE STUDY: COSMETICS BUSINESS OFFICE

MODERNIZATION JOURNEY

CRAWL

- Invest in engineering thought leadership
- Focus on shipping product
- Microservices & Cloud strategy definition

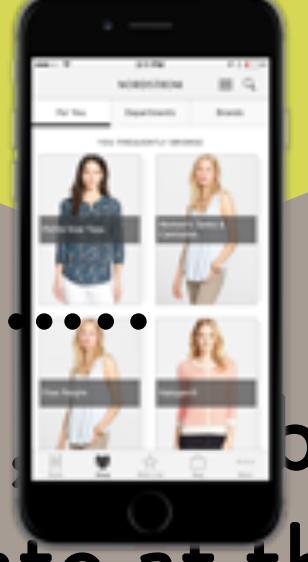
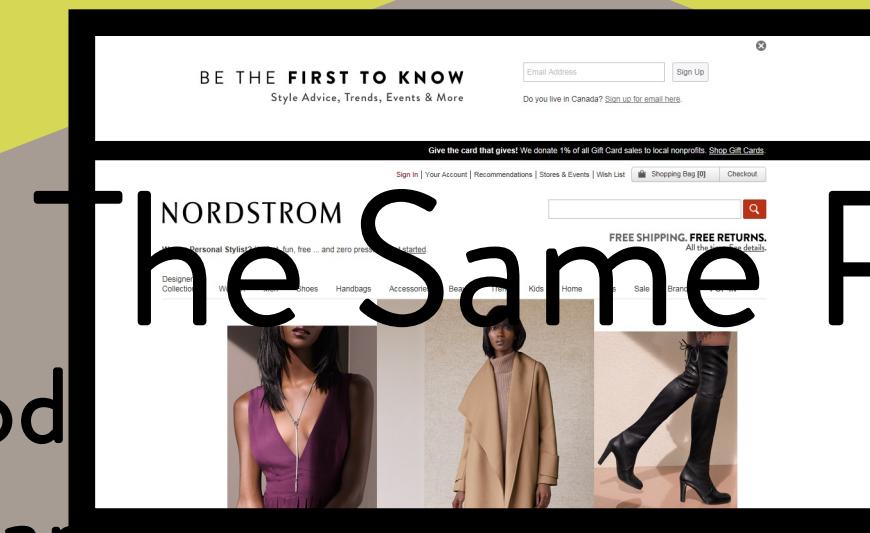
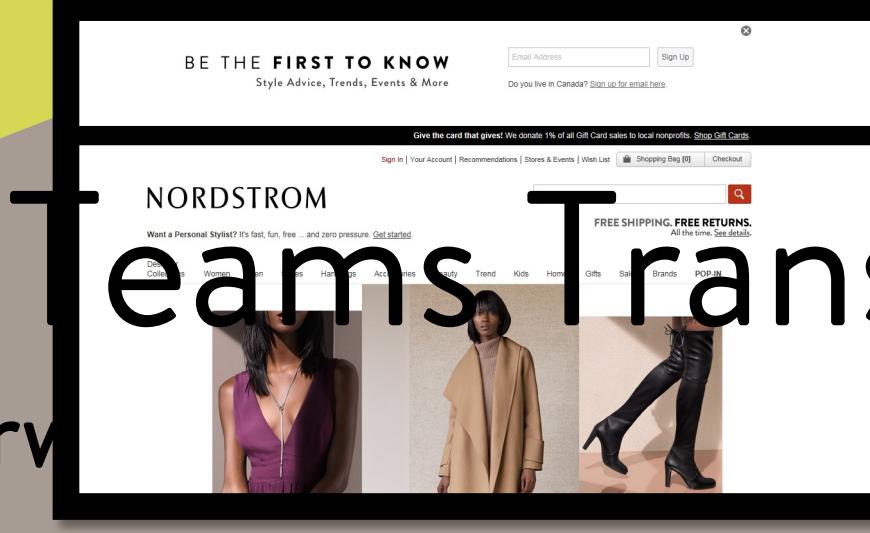
WALK

- Invest in Lean mindset and practices
- DevOps adoption
- Microservices & Cloud implementation
- On-demand releases
- Establish baseline metrics

RUN

- Spread talent across organization
- Manage to metrics
- Optimize and extend

Not All
Defined



All teams Transform At the Same Pace.....
Define and focus on your unique and speed to market
mized mobile site that can innovate at the speed of business

JASON'S JOURNEY

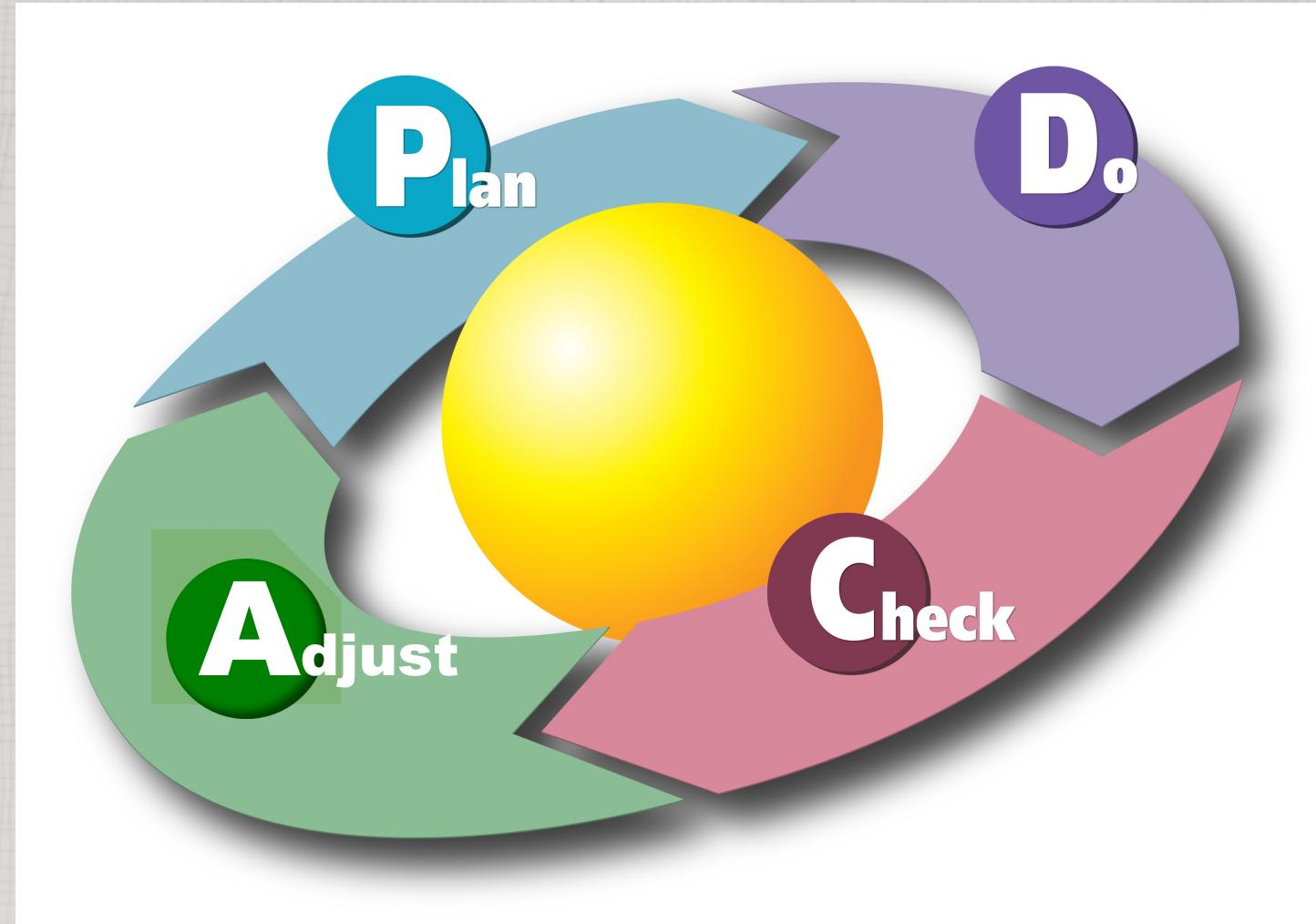


- New to Nordstrom
- Background in Agile Software Delivery
- Skeptic of Lean

AH-HA! MOMENTS



VALUE STREAM
MAPPING



IMPROVEMENT
KATA



COACHING

MOST IMPORTANTLY...STOP PROVIDING SOLUTIONS

COACHING KATA

1. What was your last step and what happened?
2. What did you learn?
3. So, what is your condition now?
4. What is your next target condition?
5. What obstacle are you working on now?
6. What is your next step?
7. What is your expected outcome?
8. When can we check?

TODAY'S DISCUSSION

1

MODERNIZING

2

NEED FOR SPEED

3

CASE STUDY: COSMETICS BUSINESS OFFICE

NEED FOR SPEED...

2014 FOCUS

In order to achieve our 5 year strategy, we needed to focus on Productivity

LEADING BY EXAMPLE

Improved productivity through reduction in cycle time across backlogs

ALIGNED TO GOAL

Reduce cycle time by 20%

HOW DO WE KNOW IF WE ARE REACHING THE TARGET?



Current Condition

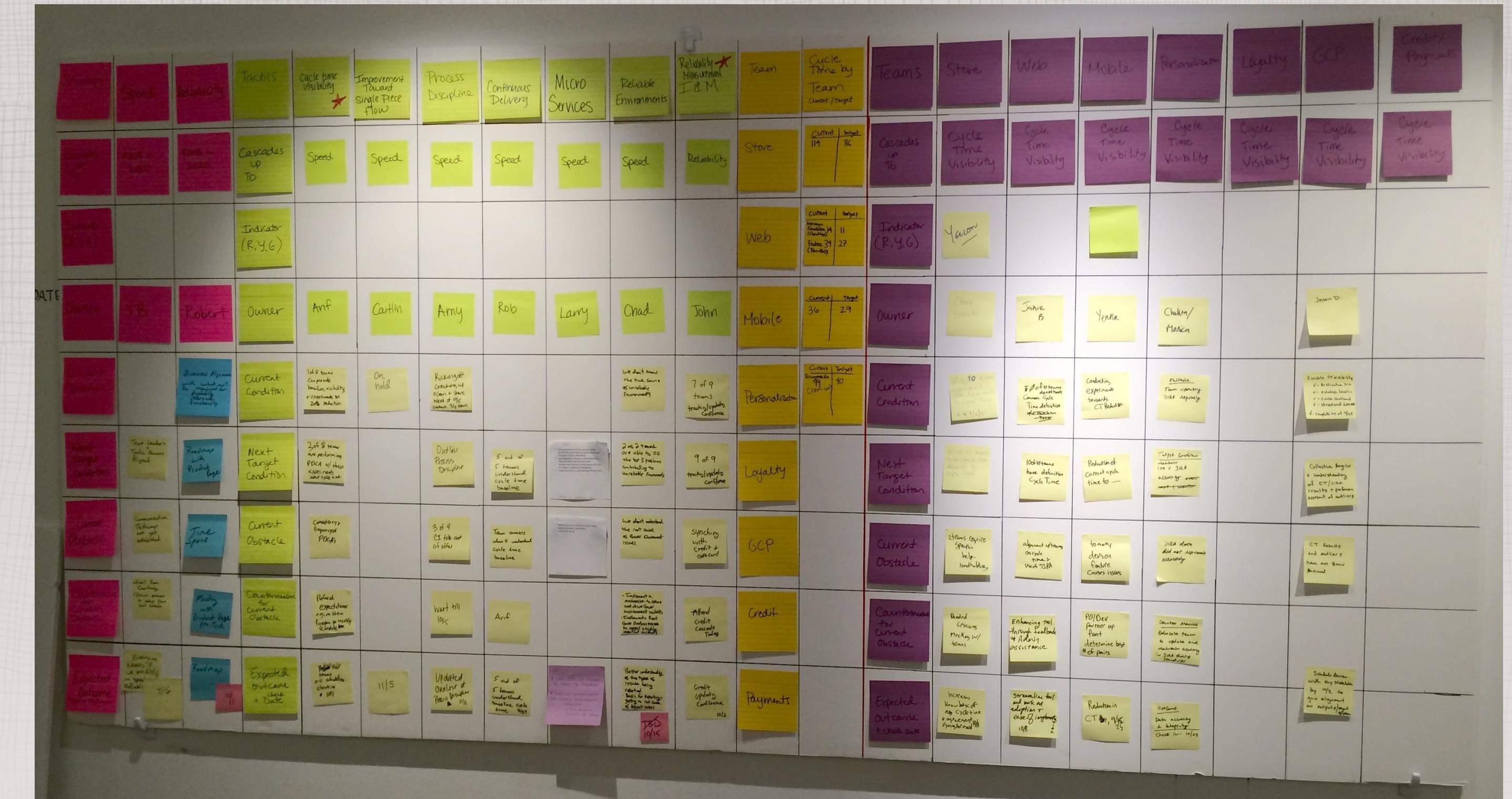
- Cycle time is **not measured** across teams in a consistent manner
- Cycle Time is **not visible**

Target Condition

- Teams can measure cycle time
- Provide visibility
- Teams can validate if experiments are reducing cycle time

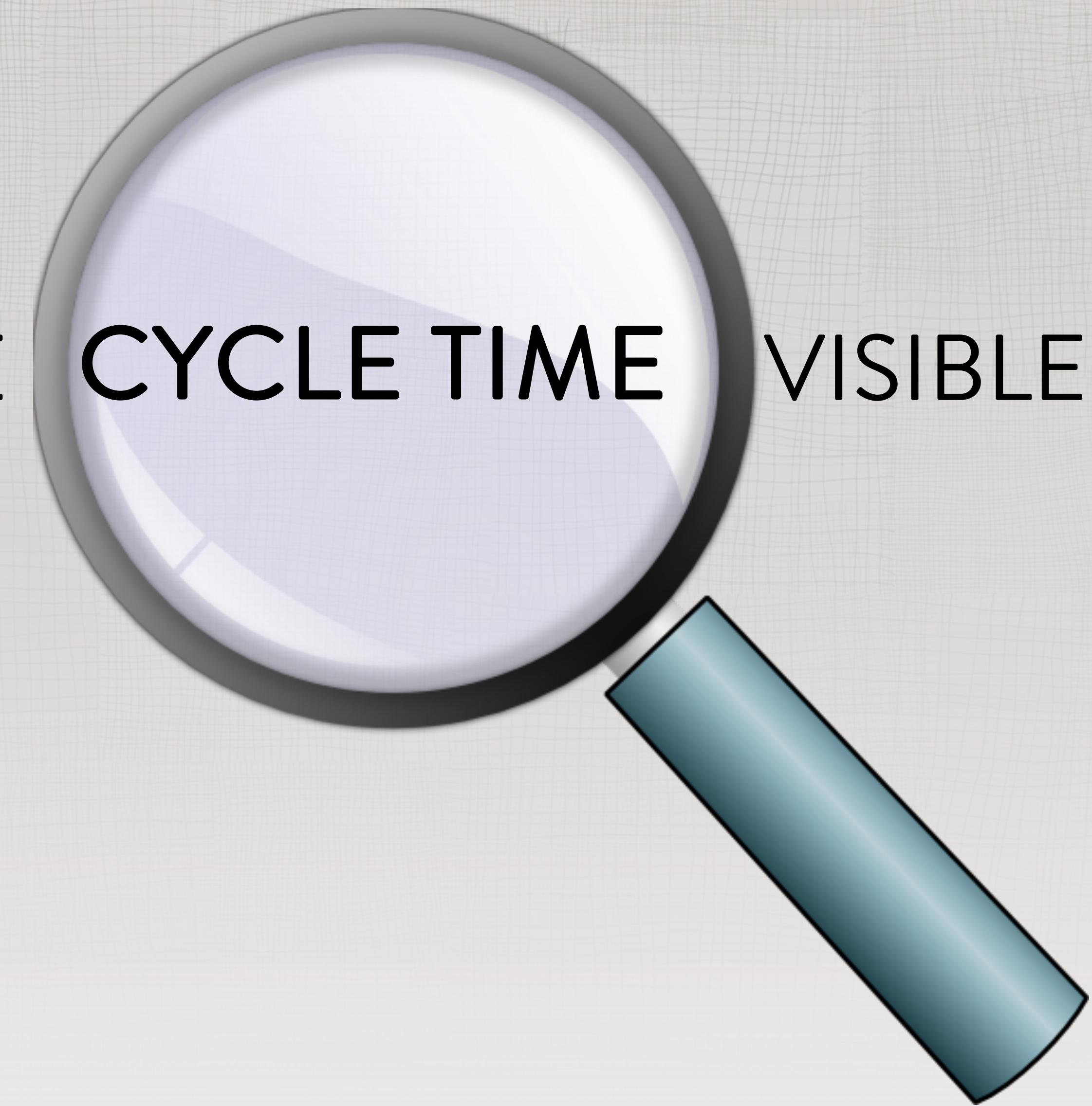
HOW WE'LL GET THERE / COUNTERMEASURES

- Cycle Time Visibility
- Value Stream Mapping
- Continuous Delivery
- Microservices
- Cascading Hoshin

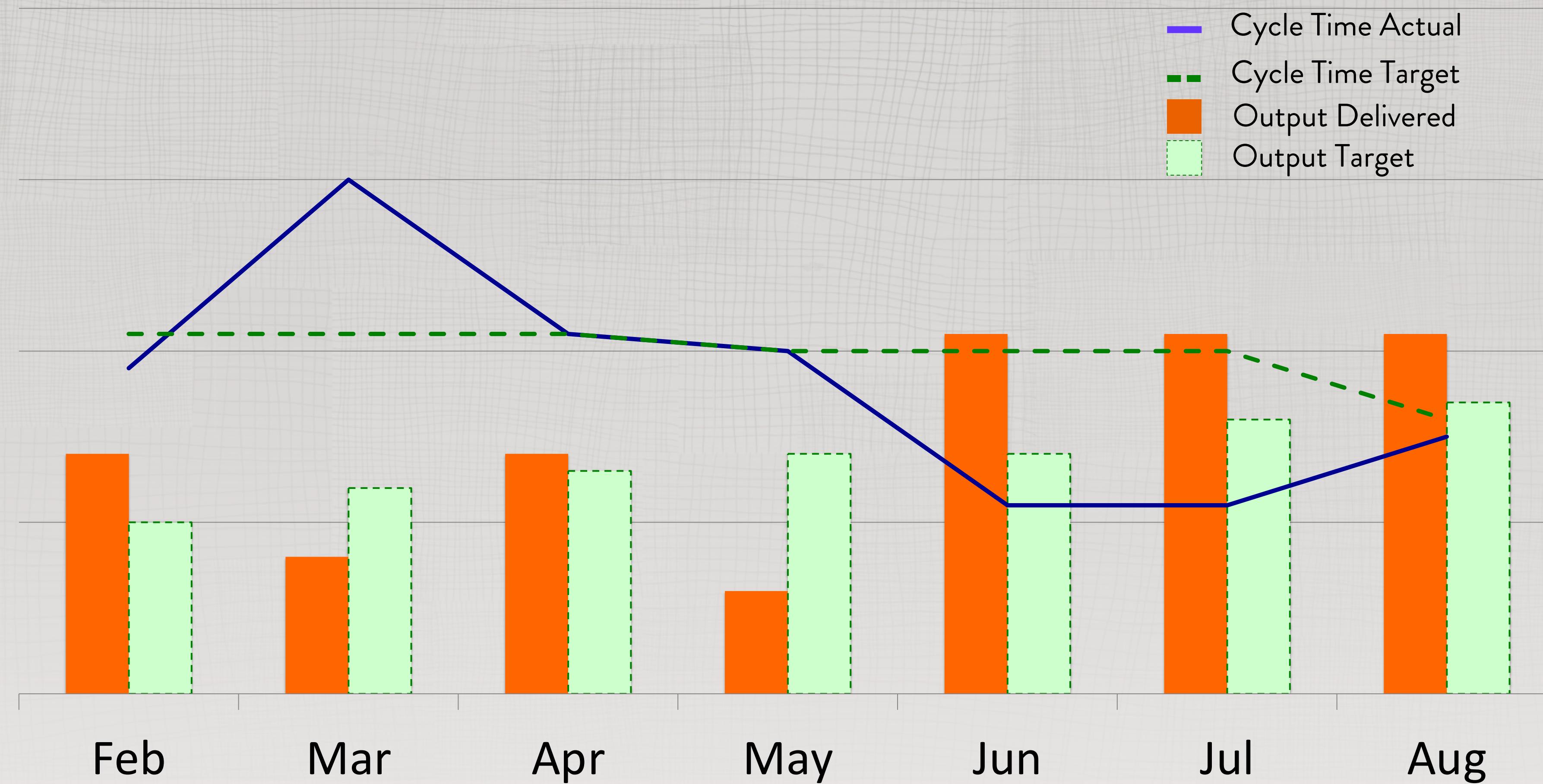


YOU CAN'T FIX WHAT YOU CAN'T MEASURE

MAKE CYCLE TIME VISIBLE



SPEED & OUTPUT TRENDING



TODAY'S DISCUSSION

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CASE STUDY: COSMETICS BUSINESS OFFICE



LEADERSHIP ASSUMPTION

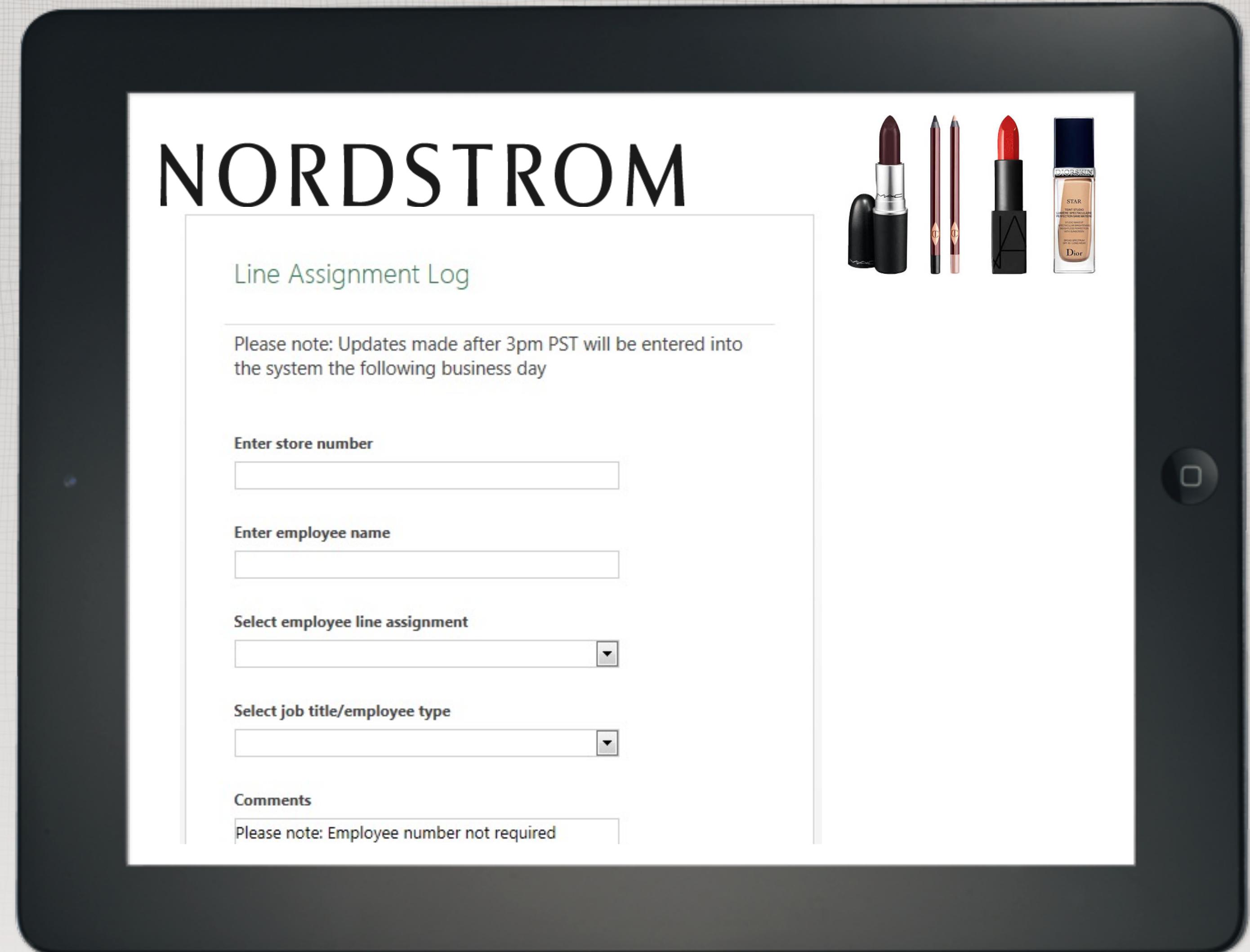
- Application was the problem
- Unreliable
- Unsupportable
- Get it off the mainframe

POST VALUE STREAM

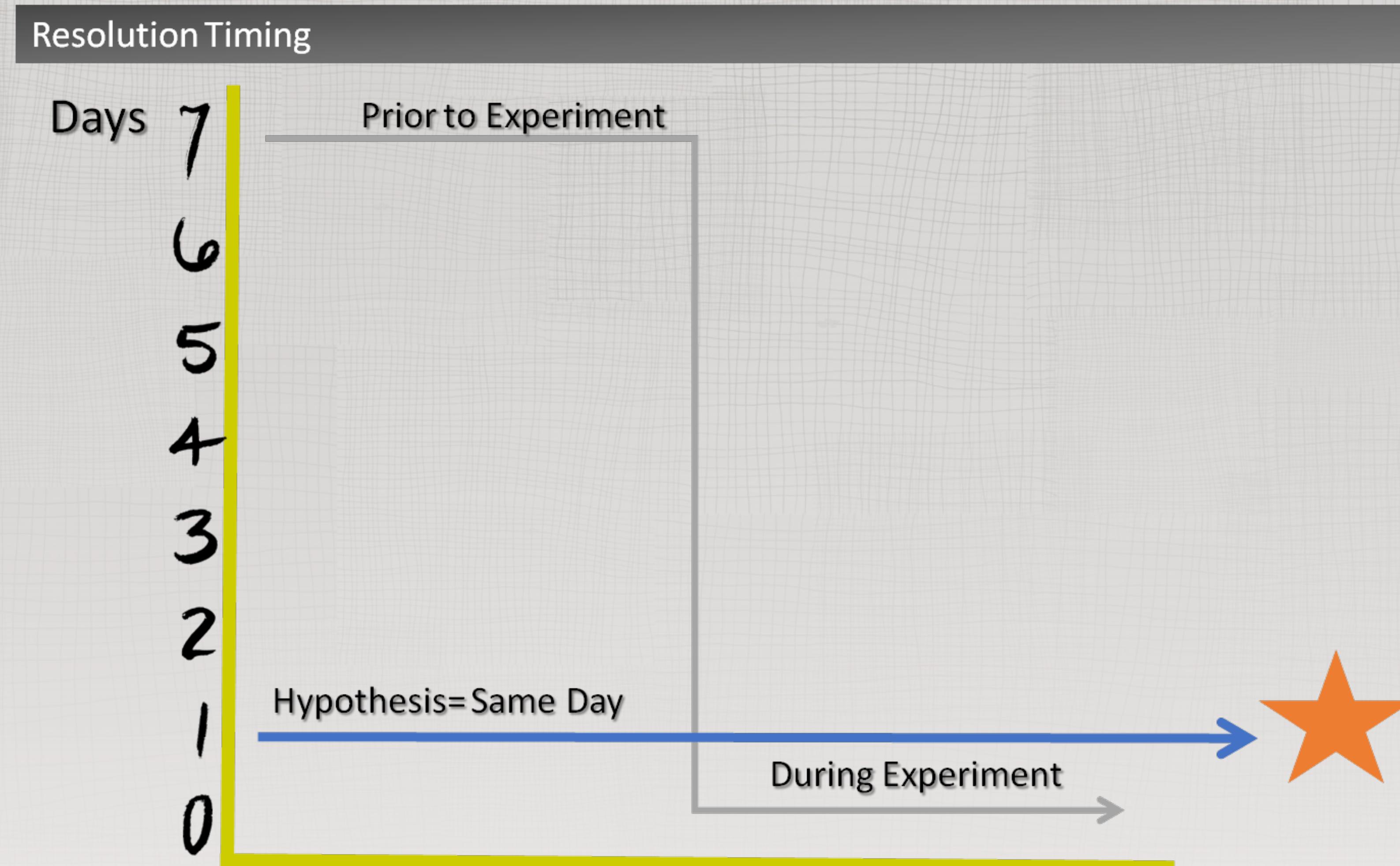
- Ineffective process was the overarching issue – not technology
- Improved %C/A (complete & accurate) by streamlining the flow of data between teams

THE SOLUTION

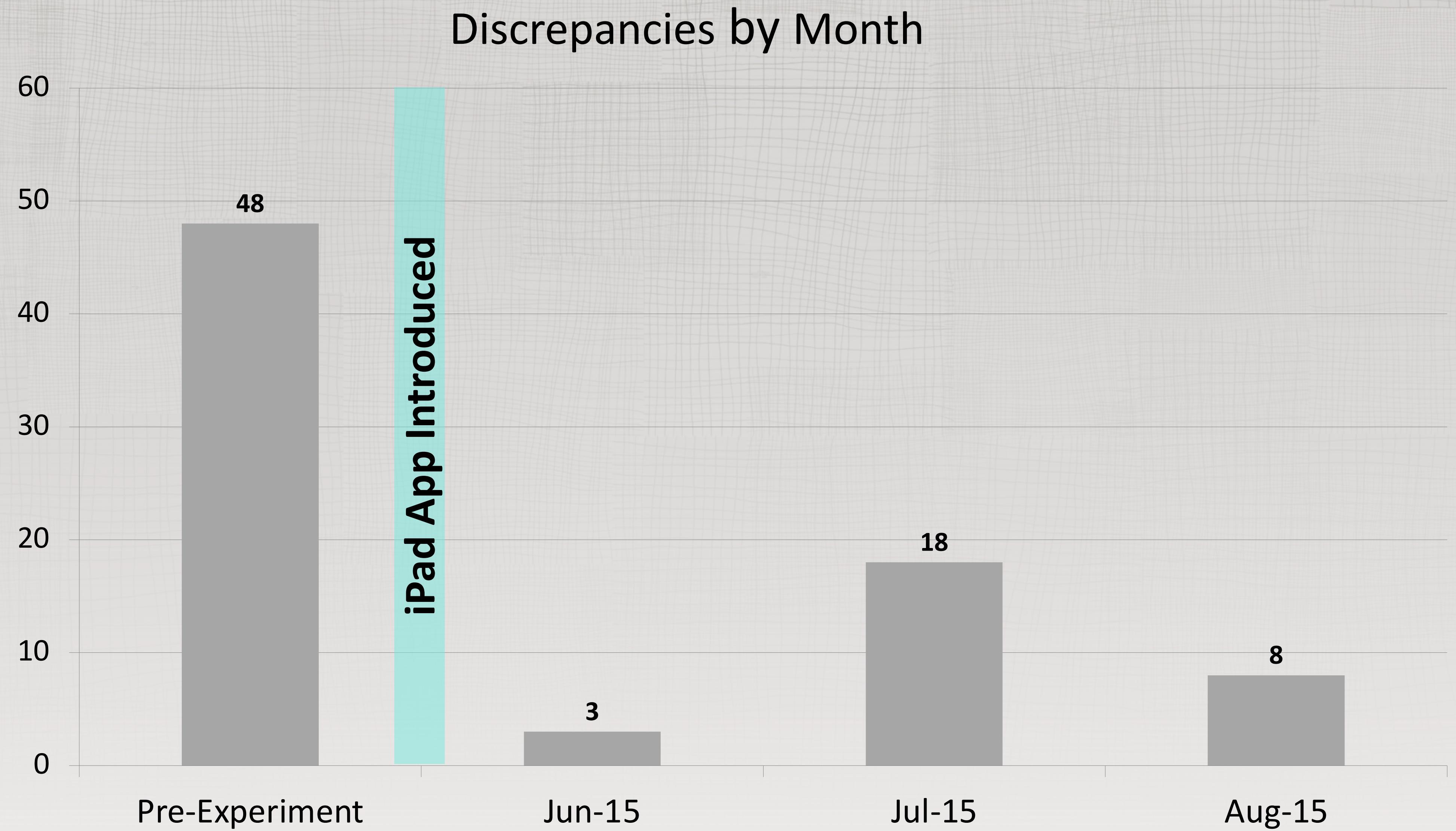
- Created iPad App to input and track data
- Simplified process workflow
- Completed by department managers on sales floor



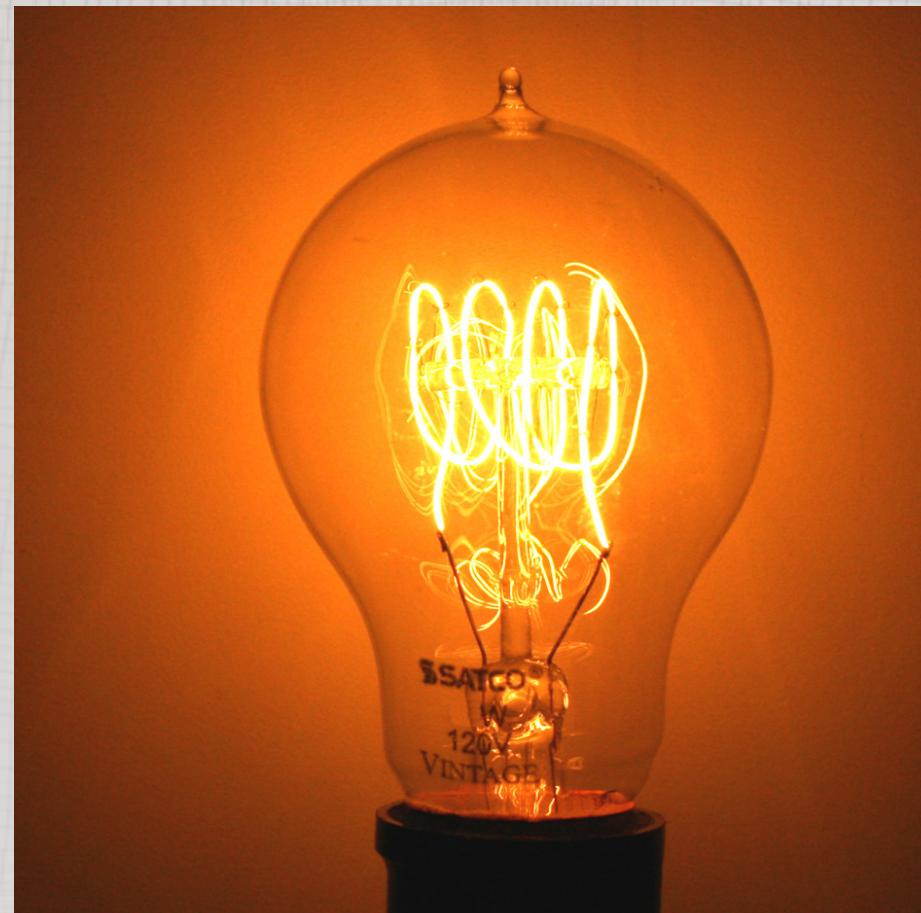
OUTCOMES OF FIRST EXPERIMENT



DATA ACCURACY IMPROVEMENTS



OUTCOMES



BEHAVIOR
CHANGE



ENGAGED
LEADERS



IMPROVED
TRUST



TEAM
MORALE



PERSONAL
DEVELOPMENT

TOP FIVE TAKEAWAYS

Consistent with last year...



$$\text{GR: } \rho = \frac{3}{8\pi} \frac{H^2}{M_P} \frac{L^4}{M_P} \sim 10^{-123}$$
$$\rho = \frac{E}{V} = \frac{\frac{1}{2} M_P}{V} \sim \frac{M_P^4}{V} L$$
$$\rho = \frac{E}{V} = \frac{\frac{1}{2} \pi R^2}{V} \leq \frac{\pi R^2}{V} + \frac{4\pi R^3}{3} \left(\frac{2\pi R}{R^2} \right) = \frac{\sqrt{3}}{8\pi} \frac{1}{R^2} = \frac{3}{8\pi} \frac{1}{R^2}$$
$$\rho \leq \frac{3}{8\pi} \frac{1}{R^2}$$
$$P_A \sim \frac{1}{R^3}$$
$$A \lesssim \frac{1}{M_P^2 R^2}$$

Substituting into E=mc^2, we get the energy density of the universe.

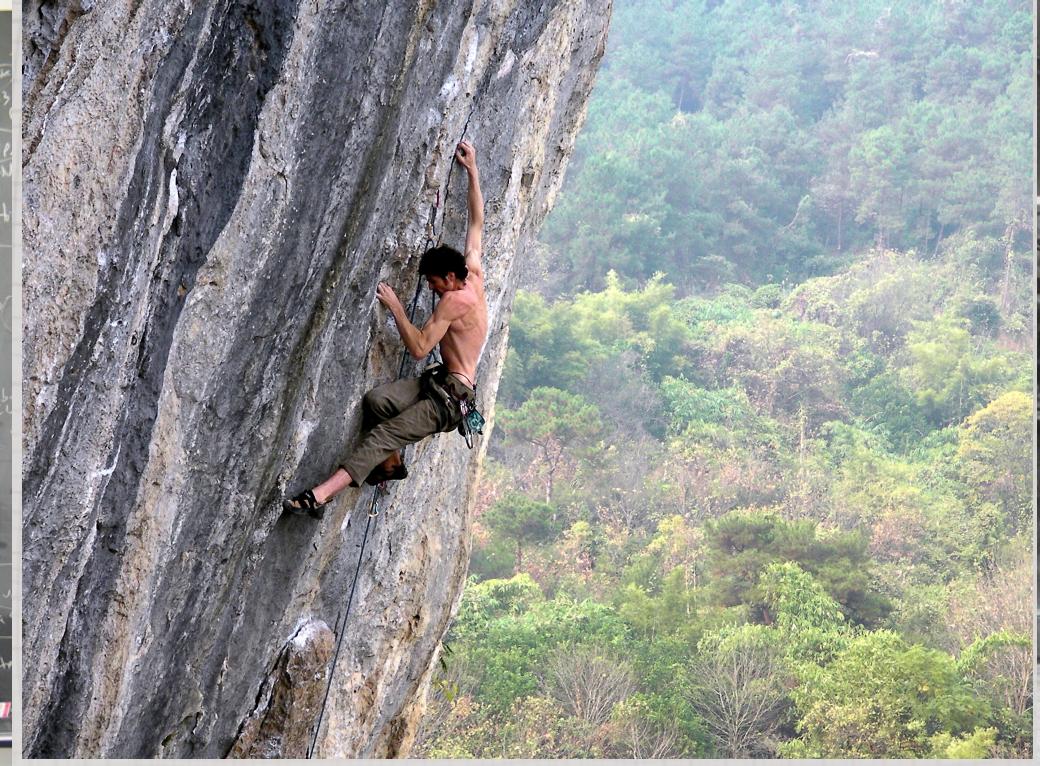
LSS (lensing and clustering):
- individual interacting states
- torus w/ instabilities
- target selection function
- the first & the only
- CSP joint
- high-z point

SN: straight-line pages/
- flat lines

Hubble diagram:
- Rates
- postscript (Postscript's error)
- individual interacting states
- torus w/ instabilities
- target selection function
- the first & the only
- CSP joint
- high-z point

Final plot: $\Delta \equiv \frac{d\theta}{d\ln r}$

Notes:
- ta reprocessing collection:
- Spectral curves all run at each scale
- final plot: $\Delta \equiv \frac{d\theta}{d\ln r}$
- A zero-point shift
- $\Delta \approx 10^{-3}$
- $\Delta \approx 10^{-2}$
- $\Delta \approx 10^{-1}$
- $\Delta \approx 10^0$
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PEOPLE ARE
#1 ASSET

CUSTOMER IS
CENTER OF
UNIVERSE

CREATE A
LEARNING
CULTURE

BE
PERSISTENT
AND
DISCIPLINED

LEADERS HAVE
TO EVOLVE

WHAT WE NEED HELP WITH

- HELPING EXECUTIVE LEADERSHIP UNDERSTAND DEVOPS
- MORE CASE STUDIES – ESPECIALLY AT SCALE
- TALENT – WE ARE HIRING!!!

HAVE ADDITIONAL QUESTIONS?

FIND JASON JOSEPHY...

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FIND COURTNEY KISSLER...

@LADYHOCK