



Escaping the feature factory.

Our journey to thinking continuous delivery end2end.



Michael represents the business part of Digital Product at Hermes Germany.



Stephan represents the tech part of Digital Product at Hermes Germany.



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Hermes Group is the largest Post-independent parcel company in Europe.

Focus on the largest countries:
UK, France, Germany.
Hermes Germany delivers more
than 400 million parcels per year.

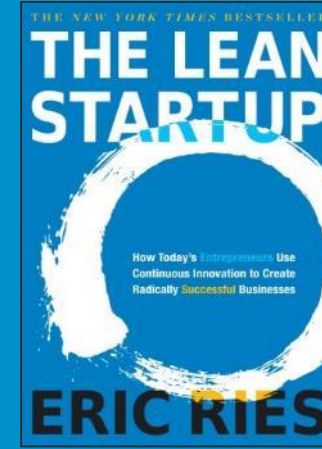
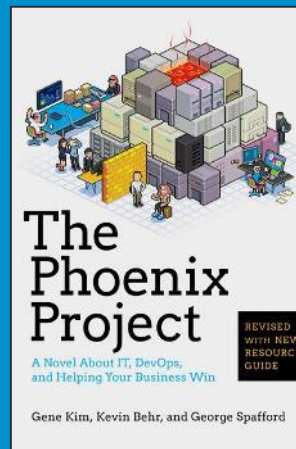
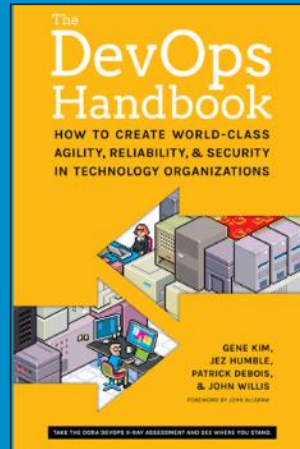
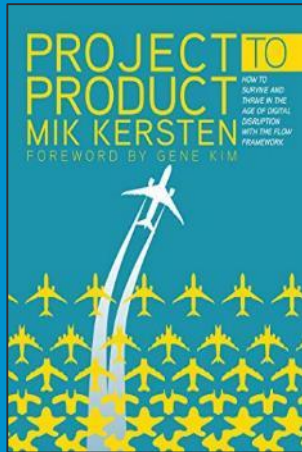
A delivery person wearing a blue and black Hermes jacket and glasses is using a handheld device to scan a package. The background shows a residential street with houses and a satellite dish.

Our cultural roots.

Traditional organizational structure.
Logistics at heart, processes in
mind.

Optimizing logistics skills first,
customer second.

What we won't cover today.



and more

These authors and their publications inspire us in our work.

We won't cover their approaches here in detail.

We will share our experience implementing these approaches.

02

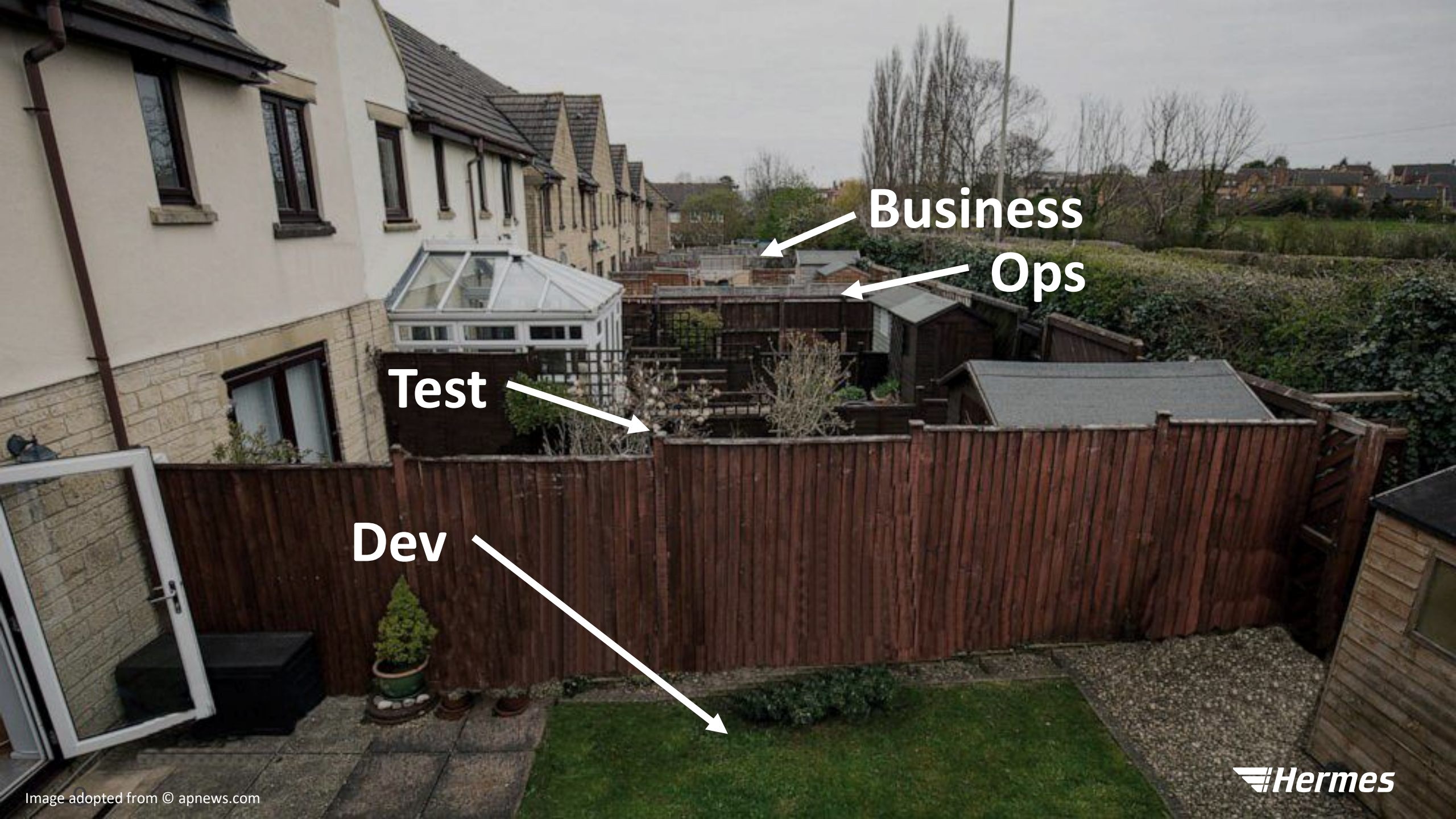
Idea to impact.



The dark age of IT.
or: When billing for IT projects
within your company, the end
is near.

IT was organized as a shared service
provider. Clearly separated from business,
no idea about the customer.

Fortunately, this idea died in 2015.

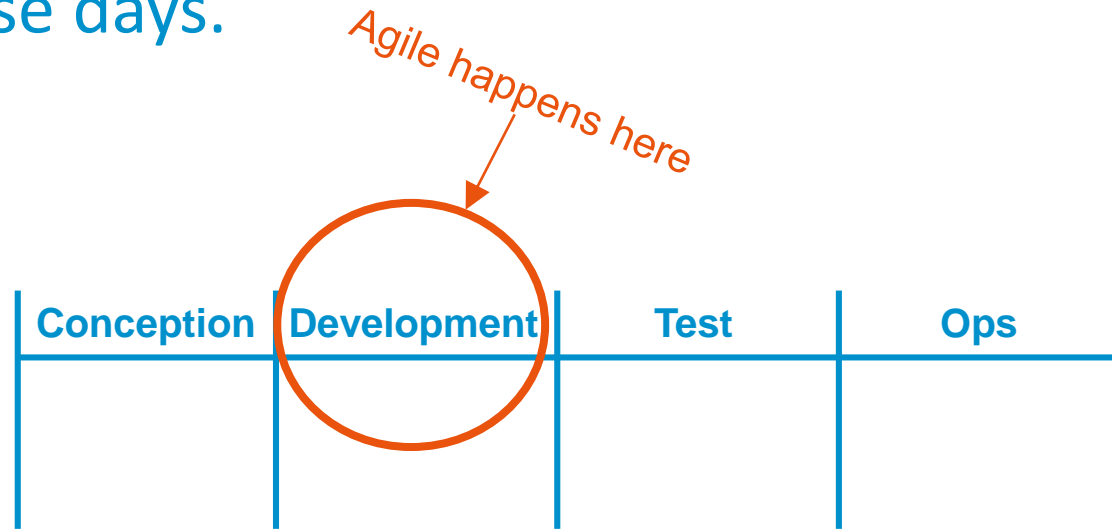


**Business
Ops**

Test

Dev

We started using agile frameworks in development like most of the companies did those days.



No enhancements in innovation, delivery speed, quality.

Even worse: Conflicts arose between development and surrounding areas conception, testing and ops.

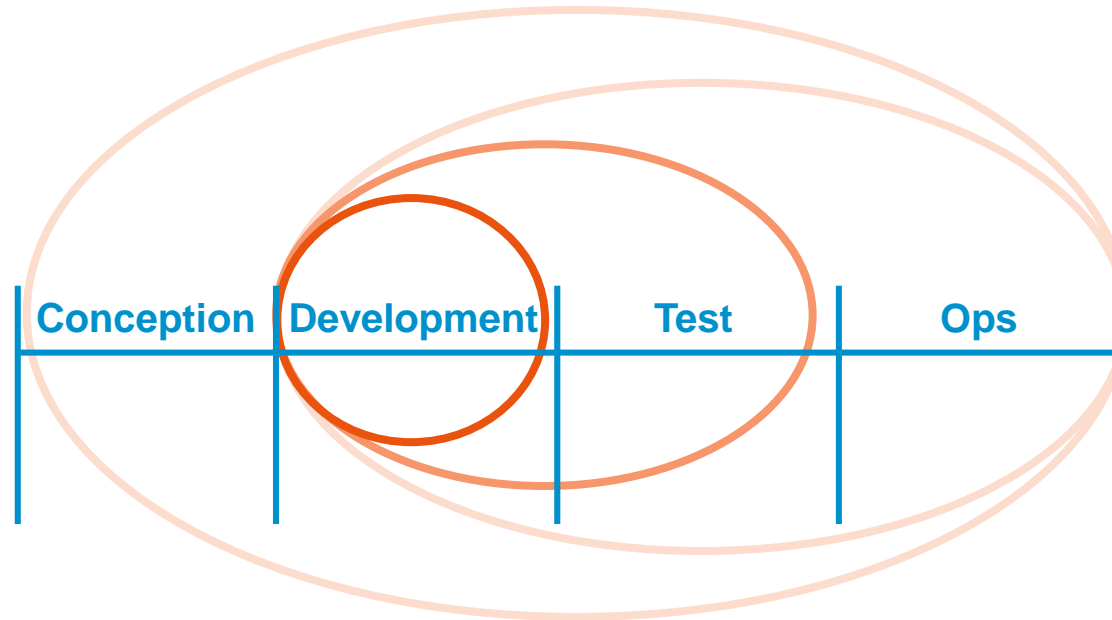
Tearing down the walls.

We chose to move forward quickly.

Step by step we applied agile principles, optimizing the whole value stream.



First time flow ever!



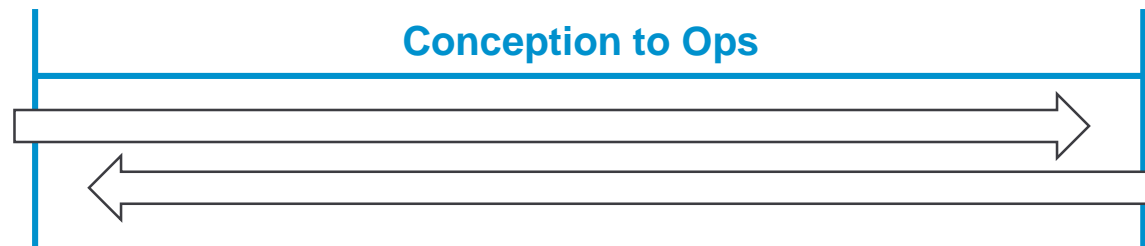
Development became the epicenter to revolutionize our delivery approach.

With closely aligning these steps, for the first time we saw ,flow' in our organization.

DevOps principles helped us to align the different disciplines.

DevOps is *the* complementary concept to Agile for us.

The famous three ways of DevOps gave our approach the purpose it needed:

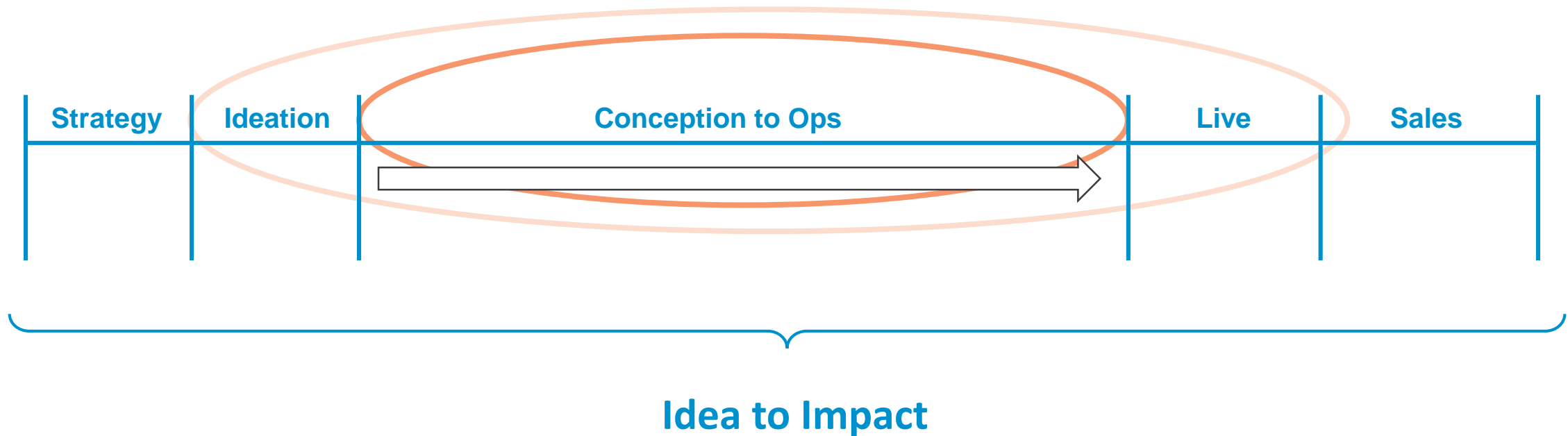


The First Way: Fast flow of work. From slow activity based working to fast output based working.

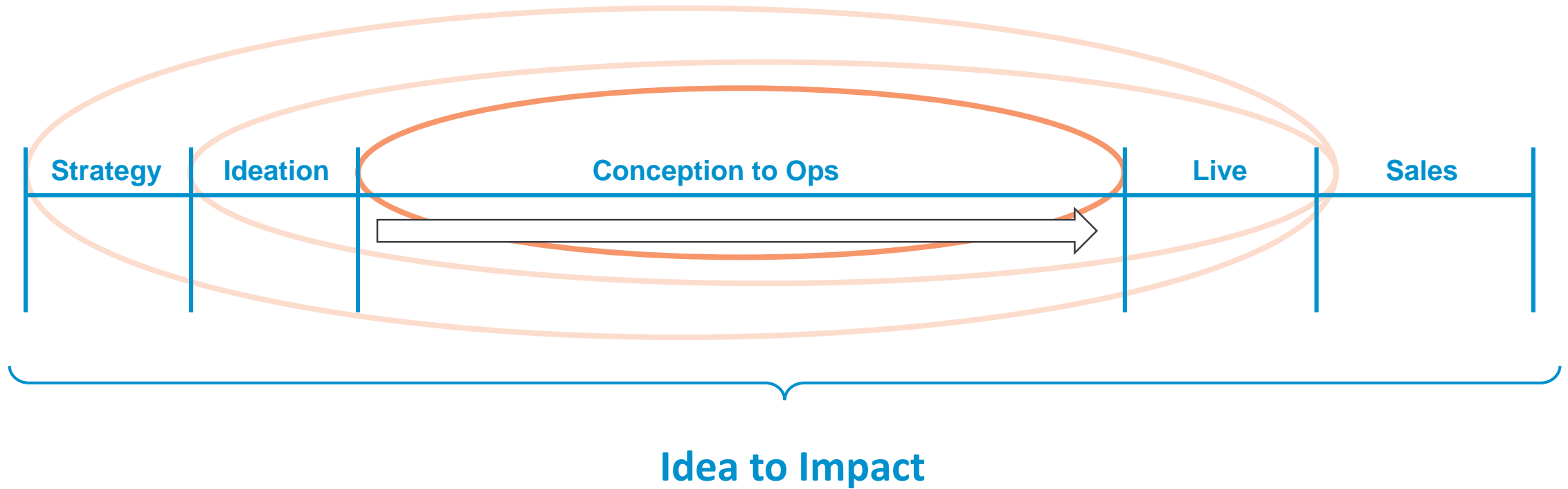
The Second Way: Amplify Feedback Loops. Enabled us to learn optimizing our solutions and our process.

The Third Way: Tech culture, failure as a gift.

Optimizing the tech part of the delivery process helped delivering output.
For outcome, i.e. real customer benefit, it needed business and IT joining forces.



Optimizing the tech part of the delivery process helped delivering output.
Right now we expand the set up to the strategy.



Yesterday: siloes.

Today: not again!

Focusing teams on a particular product comes with a price:

The stronger the focus on a particular product, the more difficult gets collaboration across product team boundaries.

Teams need help and coordination to foster collaboration.

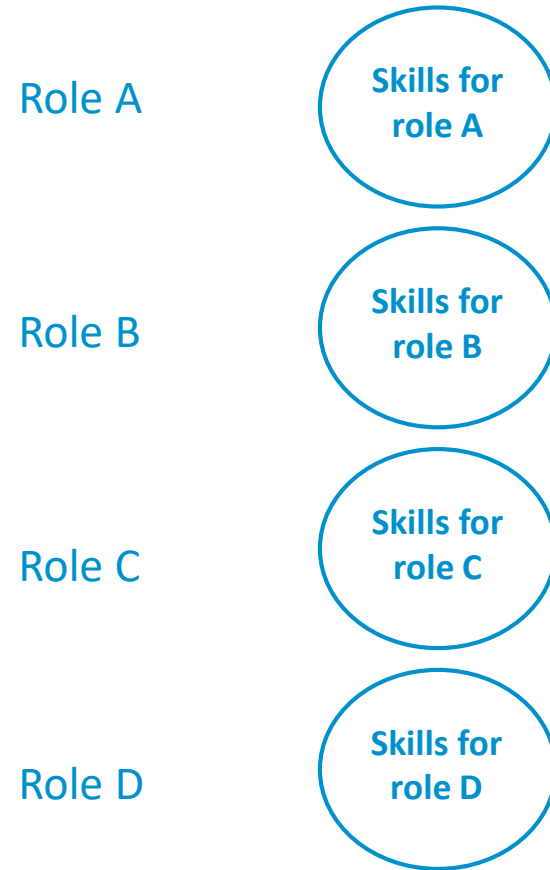


Idea to impact:

The improvements we achieved helped everyone to focus, to deliver more suitable products for our customers - faster and better than ever before.

03

Growing mindsets.



In traditional organizations,
Taylor's principles are still alive.

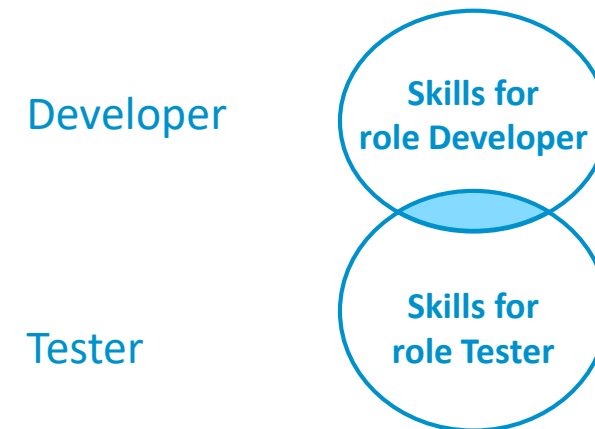
During development of our organization, it was important to blend roles.

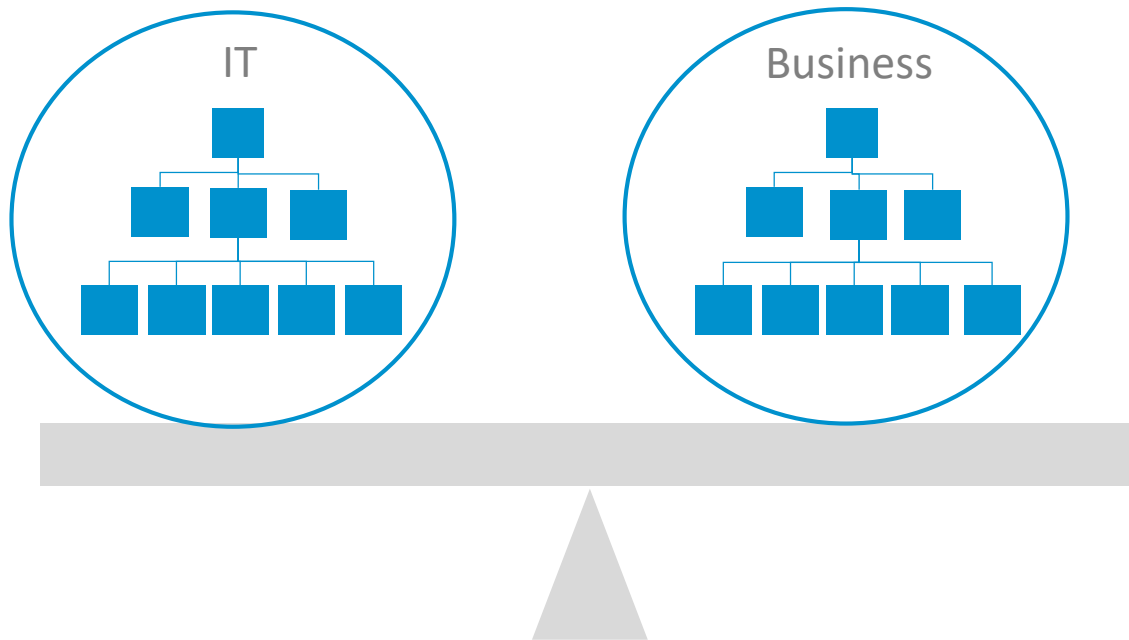
People started understanding each other

They found new ways of solving problems together.

As a result for this example:

- Testing is no longer the bottleneck in the process
- Testing becomes more attractive (i.e. for developers)



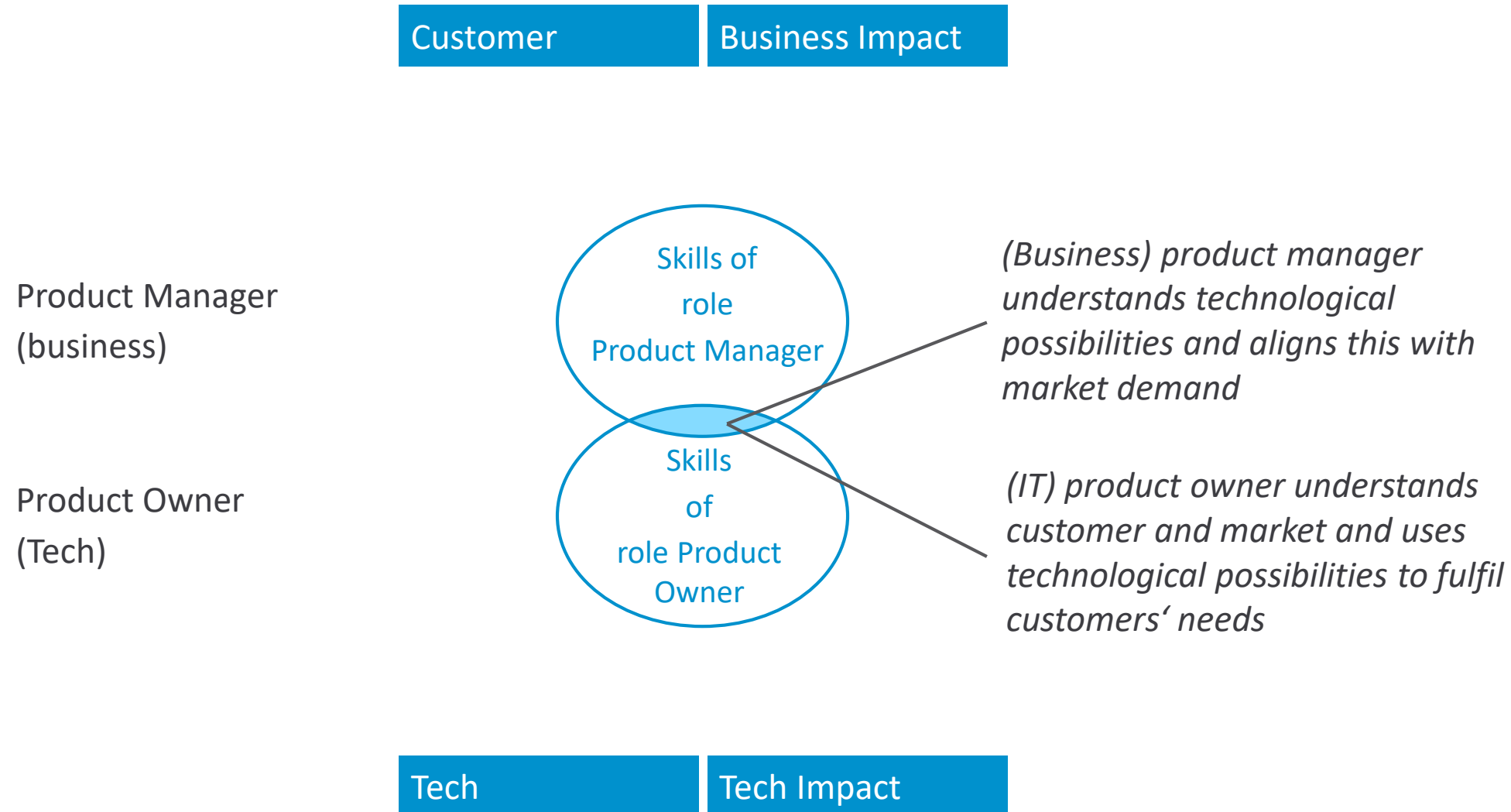


Balance the IT and the business to yield the outcome of our “agile” setup we have to move step by step to cover the whole value chain

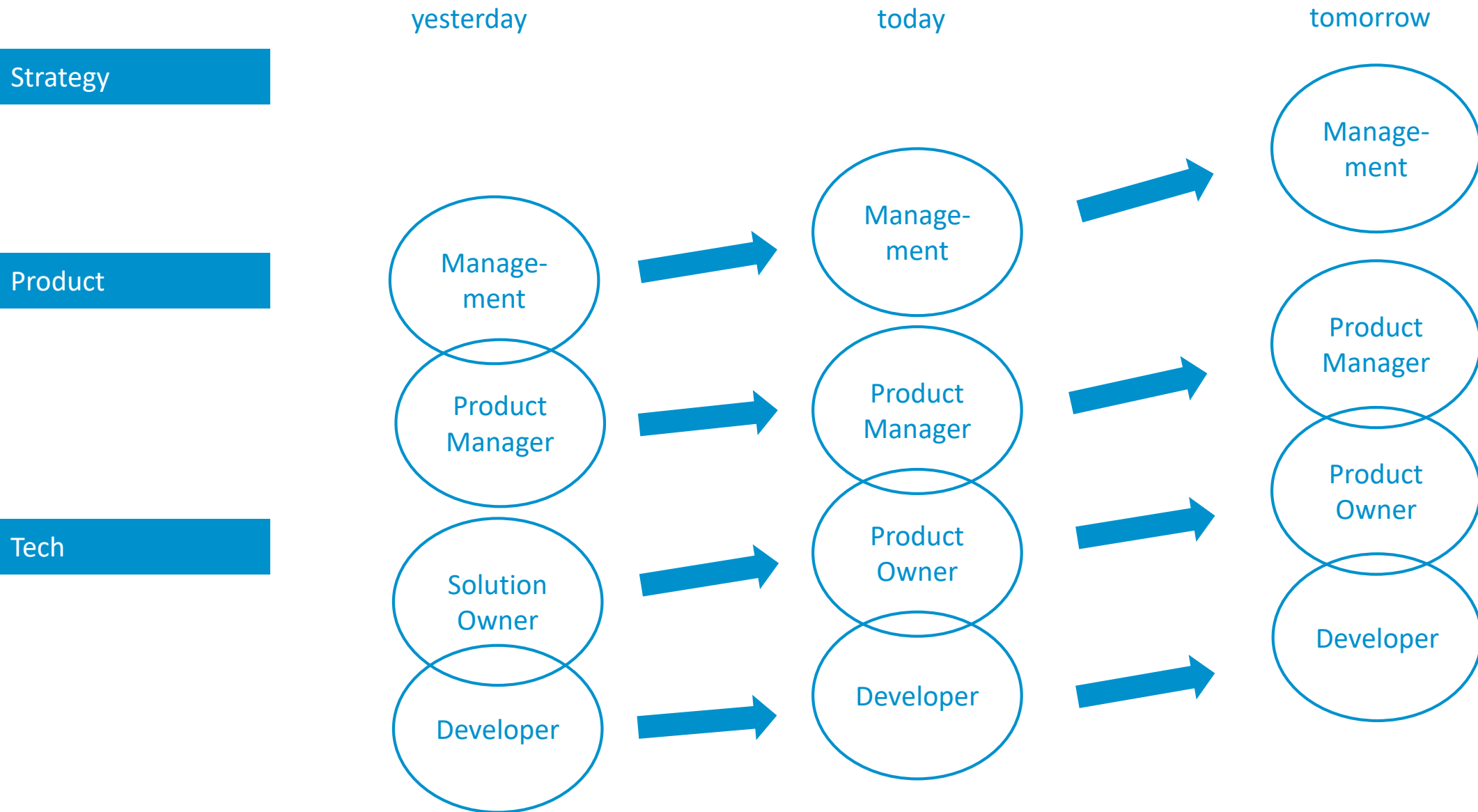
The basis is the understanding of the each other – in general (outcome, complexity, possibilities, dependencies) and specific (process, methods, mindset, language).

An the key is the relevance, synergies, trust and need for an future orientated set up.

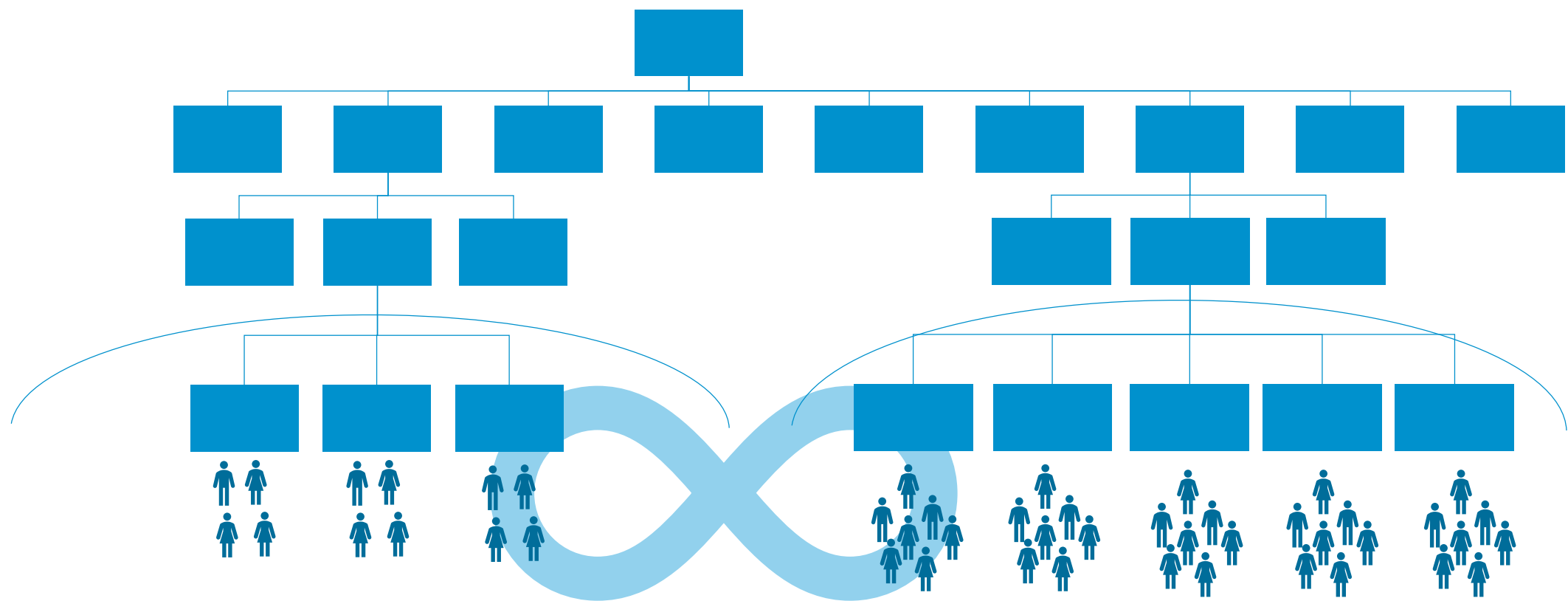
Cross-pollination of business and tech – 1+1 > 2

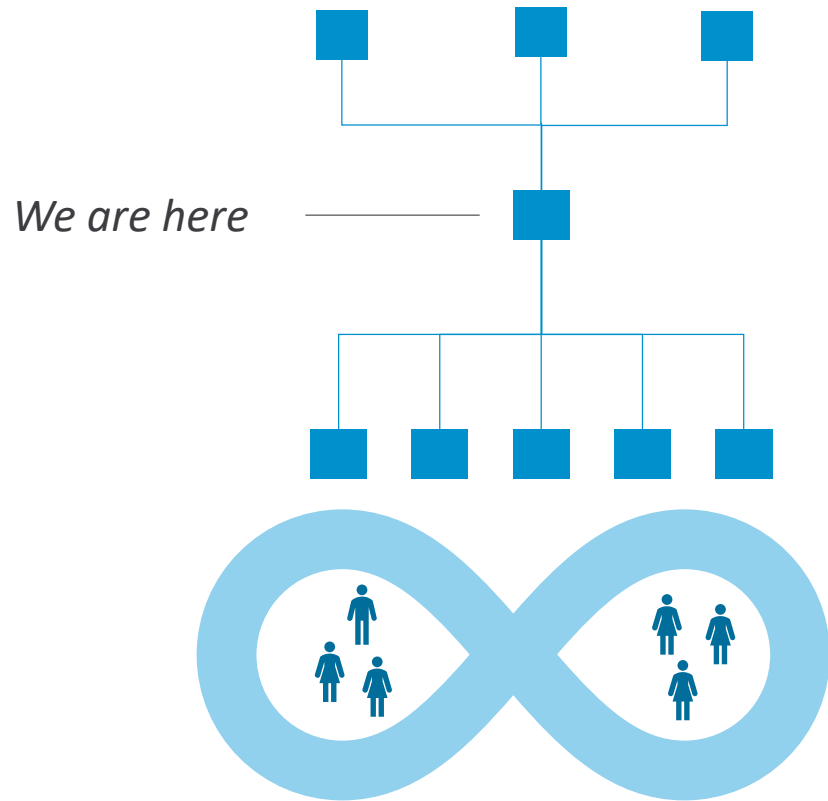


Growing and changing mindsets over all levels in the entire organization



Protect the flow within the diverse organization





Manage two sides of the same coin

First you enable the agile teams to generate outcome in the agile framework - responsible, focus on the customer, outcome in mind and aligned with the strategy.

And second to manage your management in the old framework. May be to play the old game.

04

Our learnings.



Organizations resist change.
Change may even generate
envy and reluctance in other
parts of your organization.



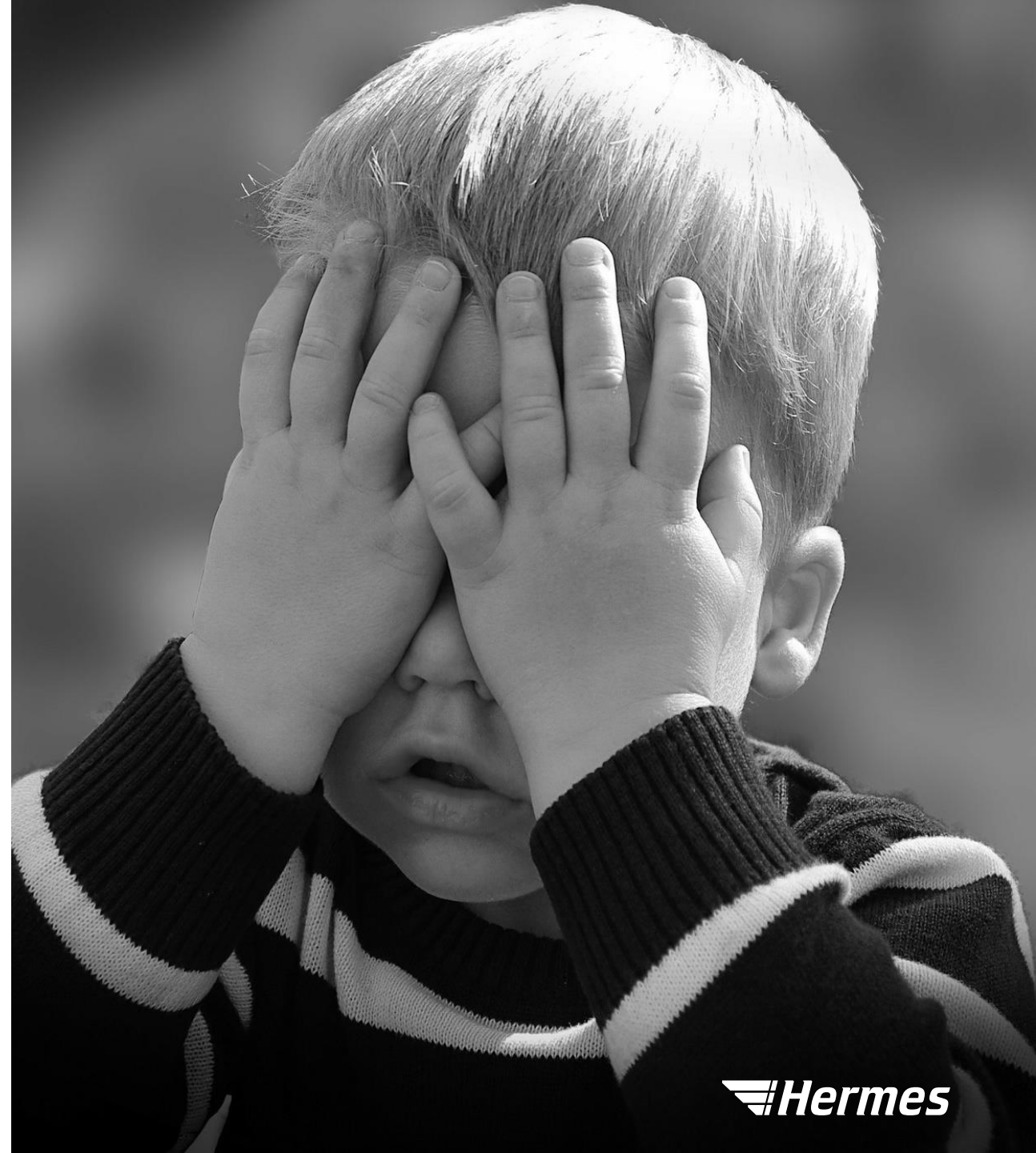
It is impossible to convince everyone to follow the same ideas and ideals. Make sure to be able to interact with different approaches in other parts of the company.

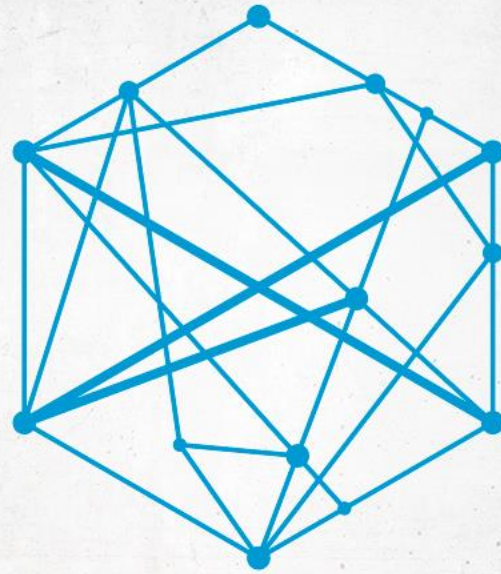


Reality proves different than every plan.

Do plan but don't limit yourselves to it.

Every change comes at a certain price. Benefits however might take some time and might not be obvious.





DELIVERING.
TECHNOLOGY.

 ***Hermes***