

From layered teams to Domain-aligned:

A Journey to Predictable Success.



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Wendy's®

UNLOCKING THE SQUARE PATTY EXPERIENCE

Global organization: ~14000 employees & ~7000 restaurants globally.

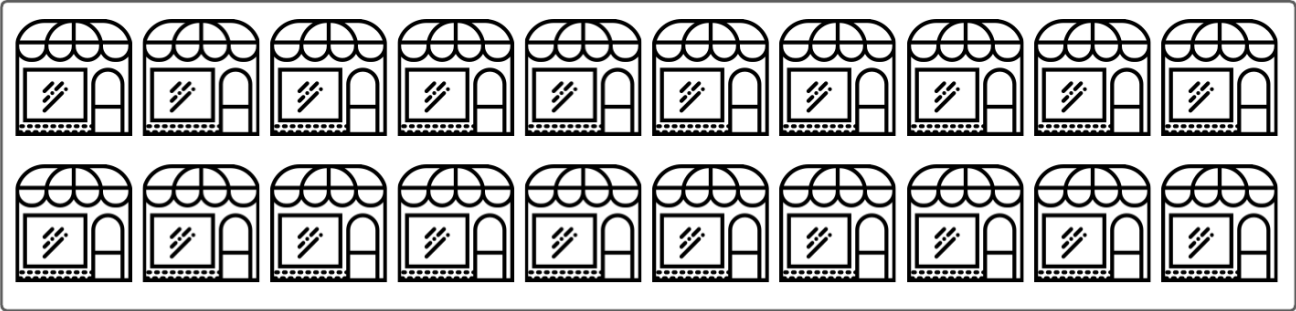
Digital Business: Backed by APIs and Infra Platform.

- Delivery Service Providers
- Mobile, Web and Kiosk ordering
- Loyalty Program
- CRM Program
- Conversational AI ordering

Growing Tech Landscape:

- 70+ microservices
- Polyglot team and tech stack
- Cloud Interoperability

WENDY'S DIGITAL TODAY



DIGITAL SALES

1.5B

2023

USERS (millions)

36+

2023

U.S. STORES

6030

2023

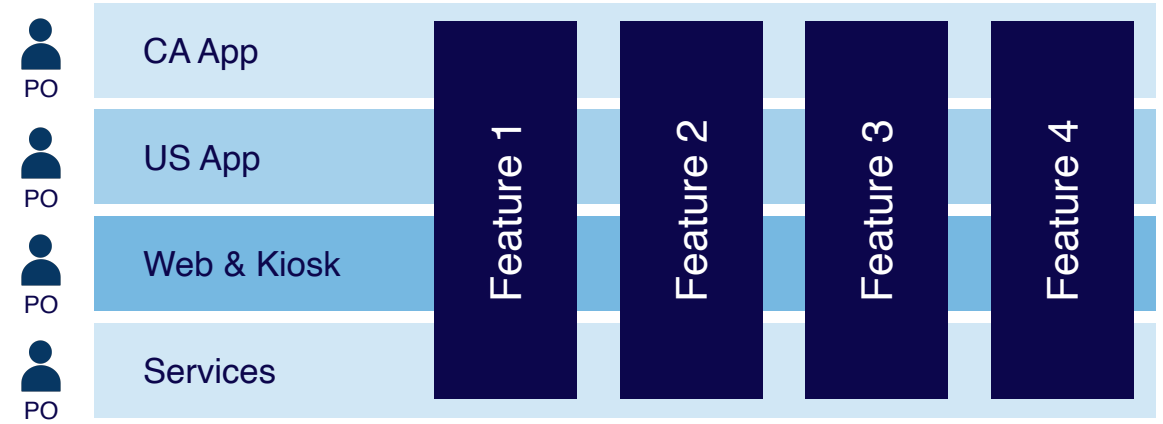
CANADA STORES

424

2023

CHALLENGES

Our channel-aligned teams across product & tech challenged growth.



Business outcomes cut across all the layers. But our layered team topology effectively blocks flow.

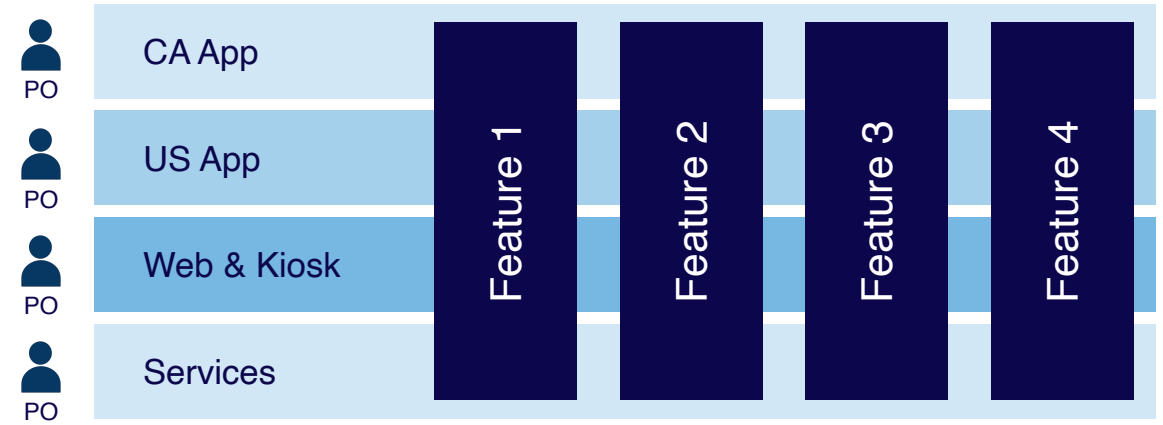
HIGH COORDINATION, LOW AUTONOMY

DEPENDENT TEAMS

REQUIRES CONTEXT SWITCHING

SLOW FEATURE LIFECYCLES

Our channel-aligned teams across product & tech challenged growth.



POs don't need to be experts in channels. They need to be experts in knowing Customers, Capabilities and Experiences.

MISSING DOMAIN KNOWLEDGE

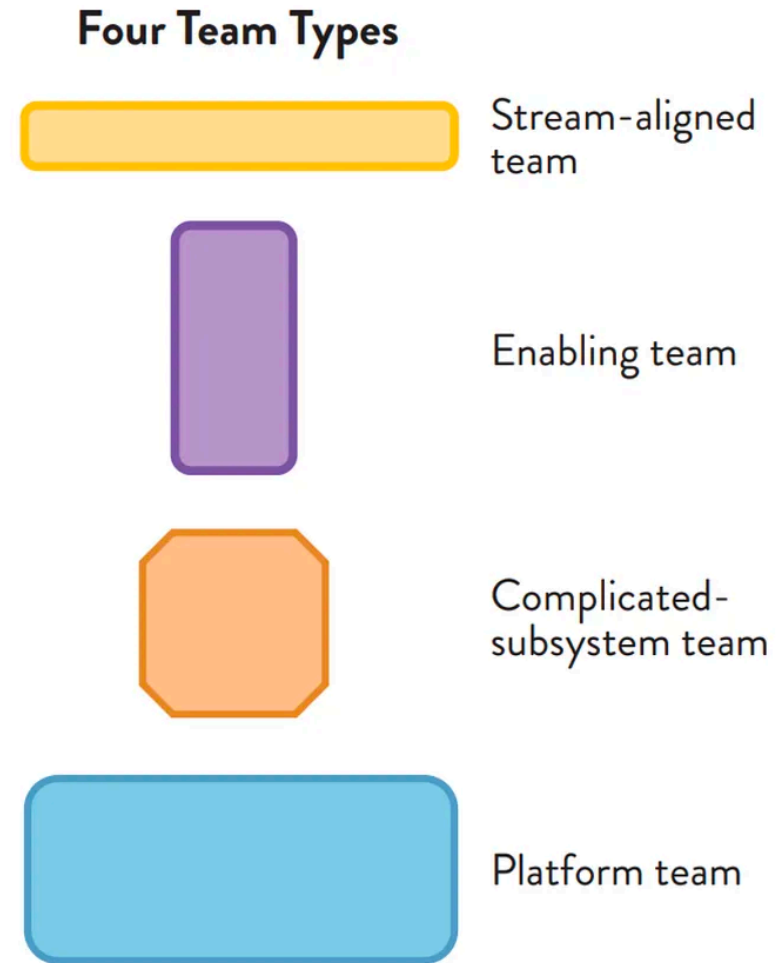
DIVERGENT
EXPERIENCES ACROSS
~~CHANNELS~~

REDUNDANCY ACROSS
~~MARKETS~~

INEFFICIENT
PRIORITIZATION

The primary team topology in any organization should be stream-aligned teams.

Stream-aligned team: Organized around outcomes with full autonomy for releasing software with minimal to no dependency.

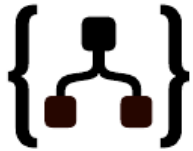


JOURNEY: HOW WE MOVE
FORWARD

The leadership team challenge to us...

How do we build the ultimate
customer experience in QSR?

What is a Platform?



Commonality

Curate and present common capabilities, frameworks, and experiences.



Runtime

Platforms can be commonly thought of as runtimes with which to run workloads, but not necessarily the workloads themselves.



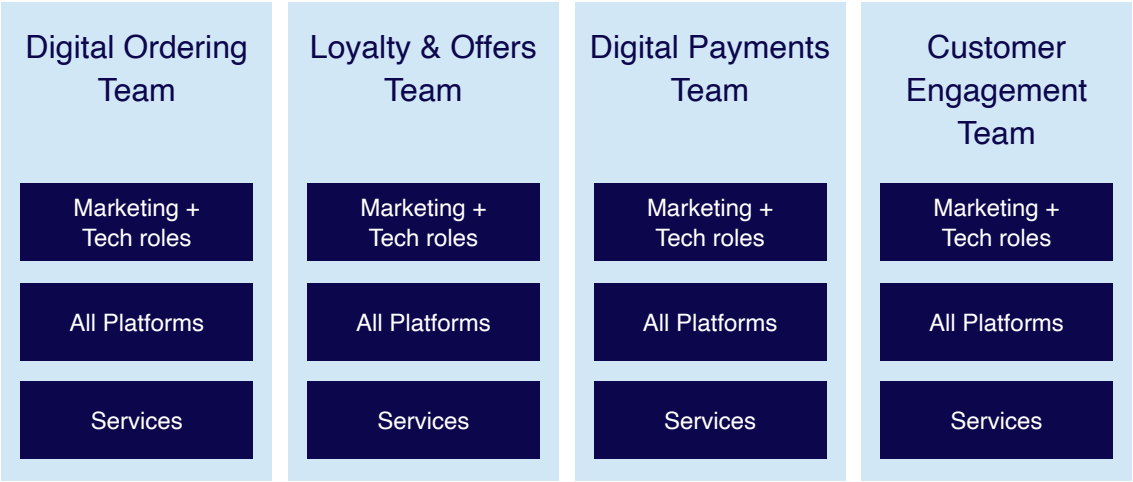
Inform Designs

Inform and require certain architecture practices for re-usability and commonality for applications. This includes common services that may be apart of the platform and how they are leveraged.

Conway's Law Corollary

The best chance of achieving
outcomes is to align towards
them

Journey-aligned teams, focused on outcomes, will deliver success & scale in 2024.



AUTONOMOUS TEAMS

Cross-discipline (technology, product, QA, etc) teams have higher predictability of achieving outcomes within timelines.

EFFICIENT PRIORITIZATION

Quick and reliable prioritization of work within a well-defined and scoped area that is aligned to customer need.

CONSISTENT EXPERIENCES

Journey focused teams enable consistent experiences as the work is prioritized across all channels.

GLOBAL SCALE

Onboarding new markets or regions does not require independent teams or ownership.

What's next

How does this impact our
team & products?



The benefits for business/product leads in a journey-aligned team



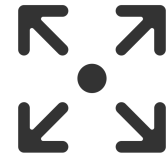
FOCUSED EXPERTISE

Your knowledge will span across all digital touchpoints - leading to a stronger sense of objectives and accountability.



FASTER DECISION MAKING

Business Leads navigate their teams in making quick/independent decisions - reducing bottlenecks and producing faster time-to-market.



GLOBAL REACH

As needs expand across the globe, you will position your selected squad for success - regardless of region or borders.

What will a standard squad look like in this new approach?

Each squad will collectively:

- Own the achievement of specific, pre-defined outcomes
- Manage their own backlog
- Plan their own work
- Create and track own KPIs
- Report and communicate results

SQUAD X

Product Lead

Stakeholder

Business Analysis

Prototype Developer

Designers (#)

App Dev (#)

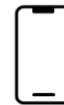
Web Dev (#)

Services (#)

QA (#)

Data

All in service to...



Mobile



Order.com



.com



Kiosk



Drive-thru



CRM



AI

COMMON TENDENCIES

1

PEOPLE

Change will inevitably slight someone.

Squad members work in silo—shifting from a layered cake to cupcakes.

2

PROCESS

Full release autonomy is the goal, but managing releases and dependencies is crucial for success.

Inefficient processes, such as CAB, will inhibit progress.

3

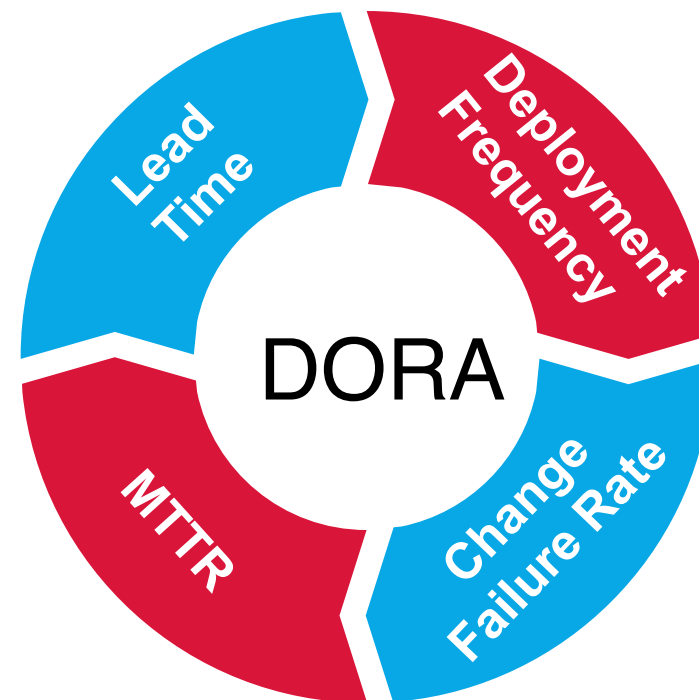
TECHNOLOGY

The foundation must support teams in self-servicing their requests.

Automation must be the focal point. Reduction of manual processes unlocks autonomy of teams.

OUTCOMES

Eliminated red tape by implementing Lean processes. This enabled the teams to deliver faster while also improving on key metrics.



Keys To Success

AGILE CEREMONIES

Ditched resource intensive Scaled Agile framework for vanilla Agile ceremonies.

HIGH TRUST

People closest to the work are the experts. We streamlined our Change Advisory Board to a single message in our CAB Slack channel. Silence equals approval.

KEY METRICS

We chose DORA metrics to track our progress. Focusing on key metrics is critical to helping you understand if you are getting better.

PRIORITIZED TECH DEBT

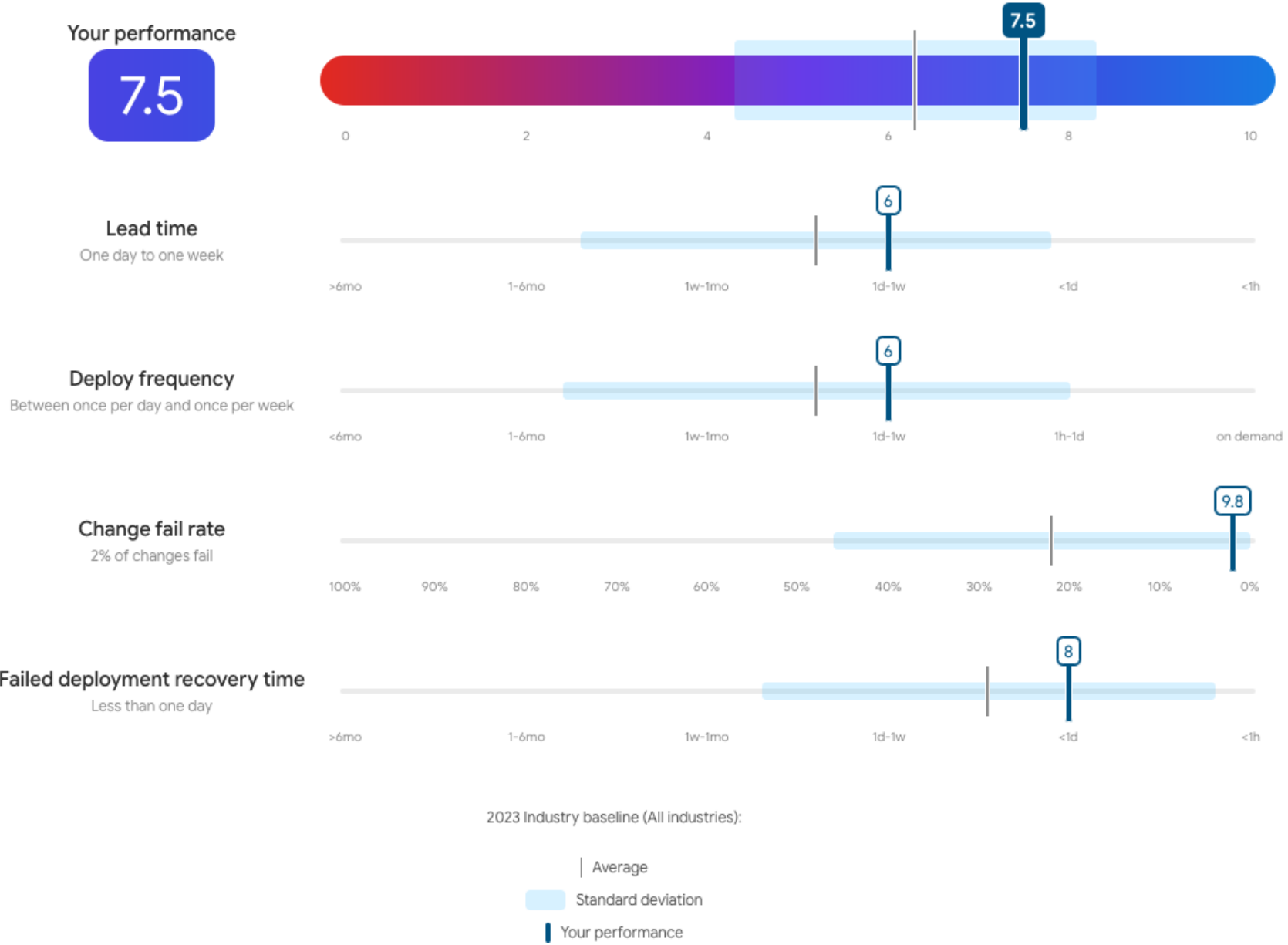
Worked with product team to ensure that tech debt was consuming 20-30 % of our sprints.

Performance level	Deployment frequency	Change lead time	Change failure rate	Failed deployment recovery time	% of respondents
Elite	On demand	Less than one day	5%	Less than one hour	18%
High	Between once per day and once per week	Between one day and one week	10%	Less than one day	31%
Medium	Between once per week and once per month	Between one week and one month	15%	Between one day and one week	33%
Low	Between once per week and once per month	Between one week and one month	64%	Between one month and six months	17%

From This:

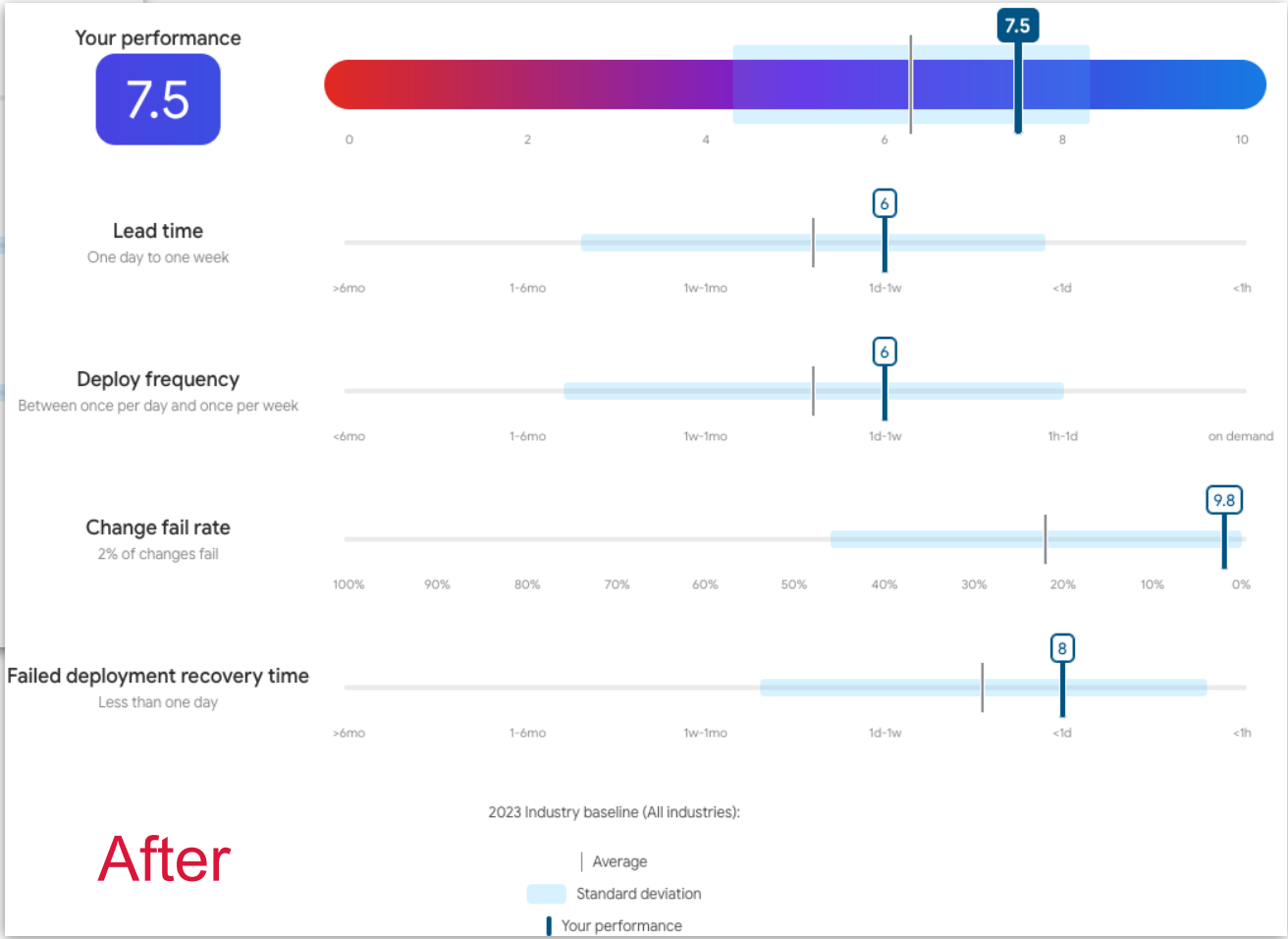


To This:





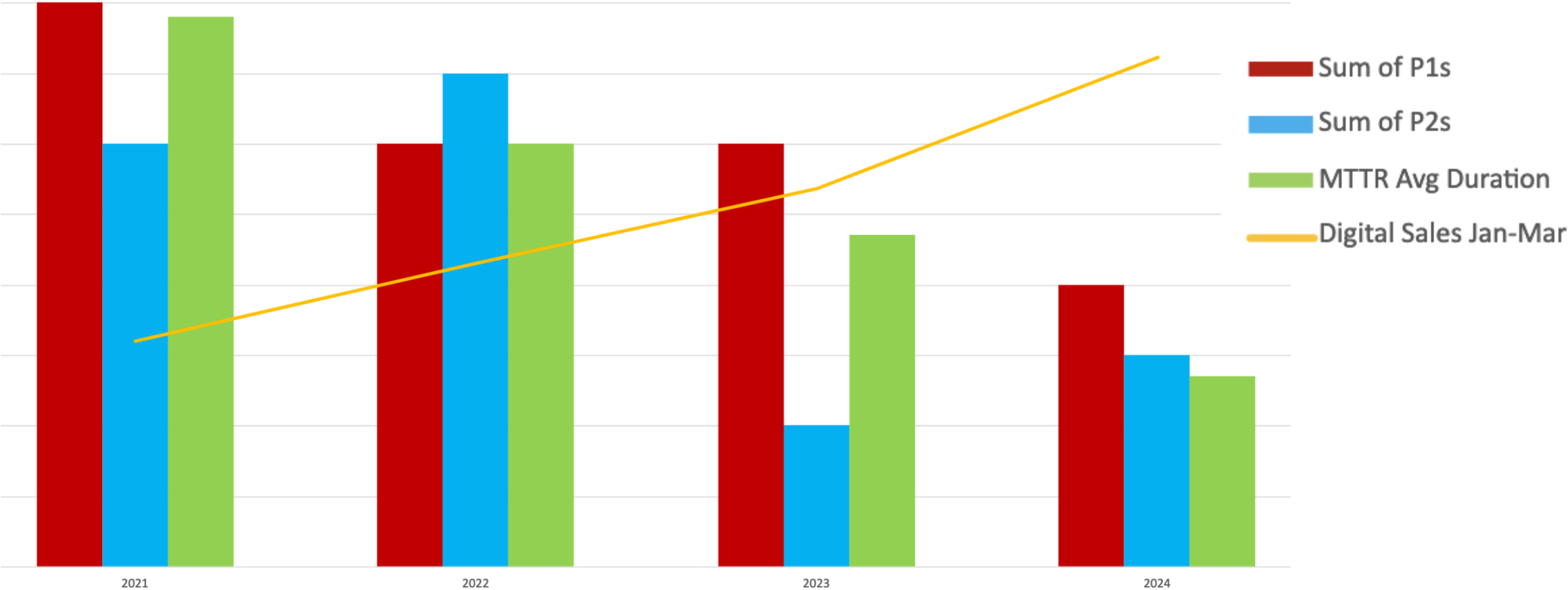
Before



After

Incidents

overlaying revenue over time



WHAT'S NEXT



Help We're Looking For.

Been on a similar journey? We want your feedback.

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