

Transforming to a customer-centric product organisation through customer journey teams.

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Marktplaats (eBay Classifieds)

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Marktplaats Leader in the Netherlands

Leadership as a horizontal and in Motors



Reach¹

52%

Site Rank
overall / ecomm.²

#7 / #1

Brand awareness³

57%

New ads / month

~10M

Visits / UV

18

Mobile app cat. rank⁴
and penetration⁵

#1 / 28%

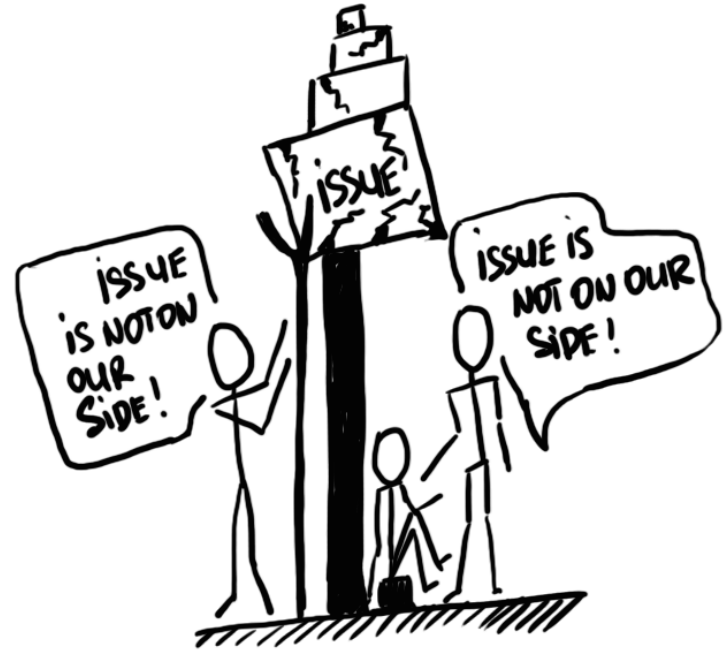
Notes: 1) Reach as % of internet population DDMM 2) site rank Similarweb 3) eBay brand tracking – unaided awareness selling 2nd hand goods 4) Google Play store Lifestyle or Shopping free category app ranking App Annie 5) mobile native app installed base as % of country population

Agile Product Development @ Marktplaats

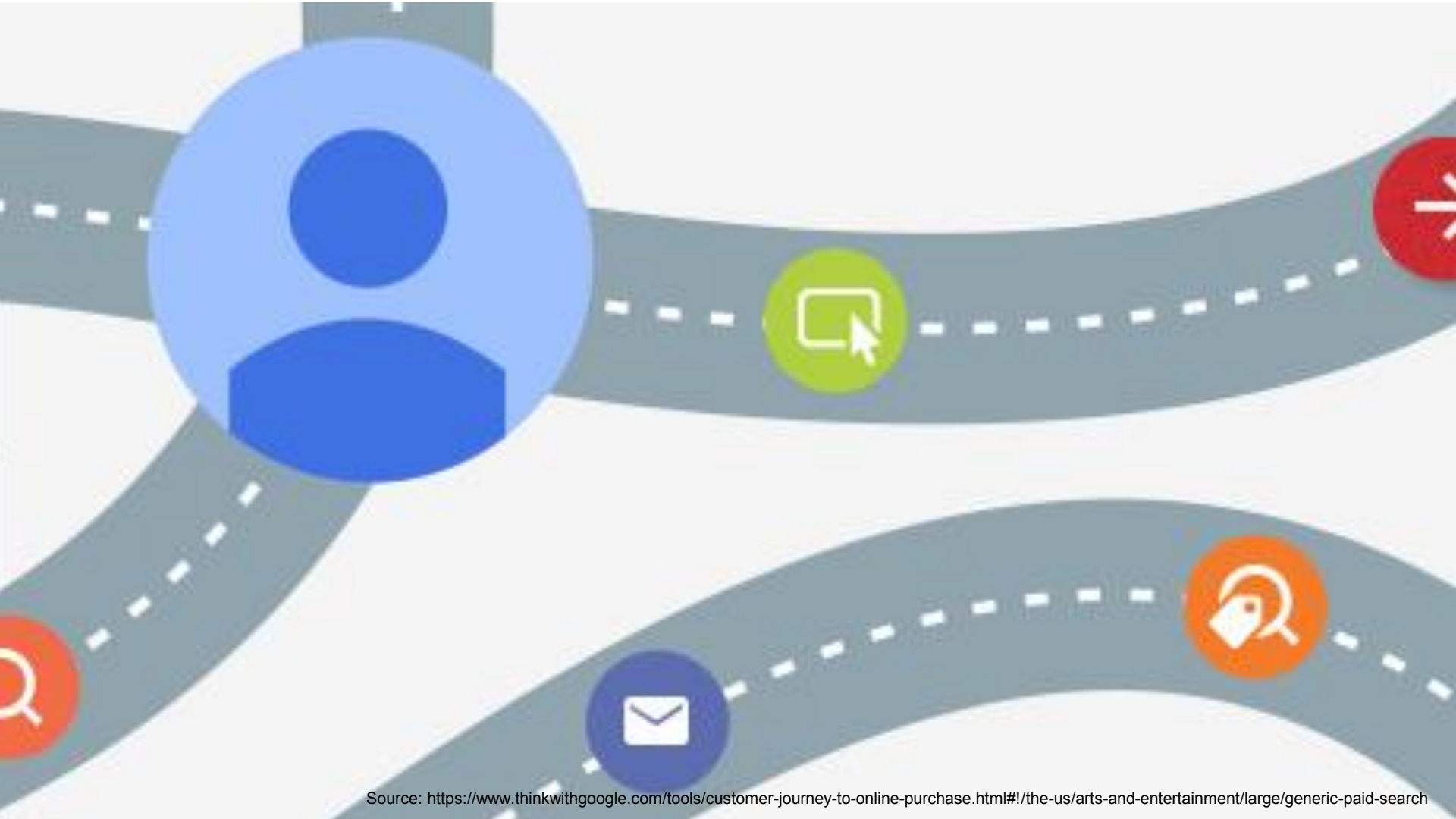
- We have been a 'good' Agile engineering team for several years:
 - Continuous integration, XP, Kanban, Lean UX
 - 'Spotify type' engineering culture
 - Talented and diverse team
 - Modern tech stack

So what was the problem?

- Silos competing for resource
 - Reduced collaboration
- Looking inwards, not outwards
 - Not customer centric
- Output rather than Outcome
 - Success = feature delivered
- Lack of accountability
- Product and Tech ‘Service Providers’

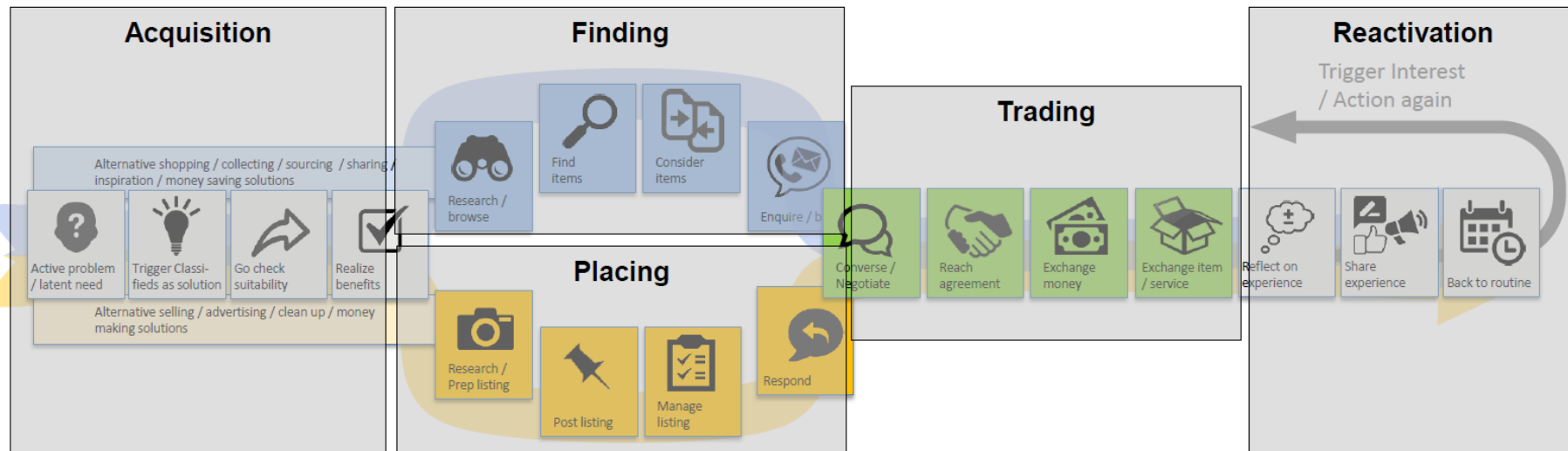


Source: <https://tisquirrel.me/2015/06/25/project-management-antipatterns/>





What we did.....



So what is the anatomy of a team?

- Product Manager
- Engineering (QA, BE, FE, *iOS, Android*)
- *Data Analyst*
- *User Experience*
- *Customer Service*
- *Marketing*
- *Business Development*
- *Delivery Lead*

How do we task the teams?

- Top-down Objective Key Result (OKR) setting, bottom-up initiative proposals
 - Annual and Quarterly OKRs – Company wide
 - Teams select KRs to impact
 - Teams decide ‘how’ to achieve outcome
 - Progress is measured weekly against the KRs

Room for improvement

- Not asking for features is really hard
- Product Manager has to say 'no' a lot
- Teams are large so we split into sub-teams (initiative based)
- Too many debates – common sense still has a place
- People need support to change – Team Coach





Questions?

@davehalsey

We're recruiting!
dhalsey@ebay.com



A space shuttle is shown launching vertically against a clear blue sky. A large, bright orange and white plume of fire and smoke trails behind the shuttle, indicating a powerful ascent. The shuttle itself is white with orange external tank and solid rocket boosters.

The DevOps disaster

10 ways to fail at DevOps

Bert Jan Schrijver

bertjan@jpoint.nl



[@bjschrijver](https://twitter.com/bjschrijver)

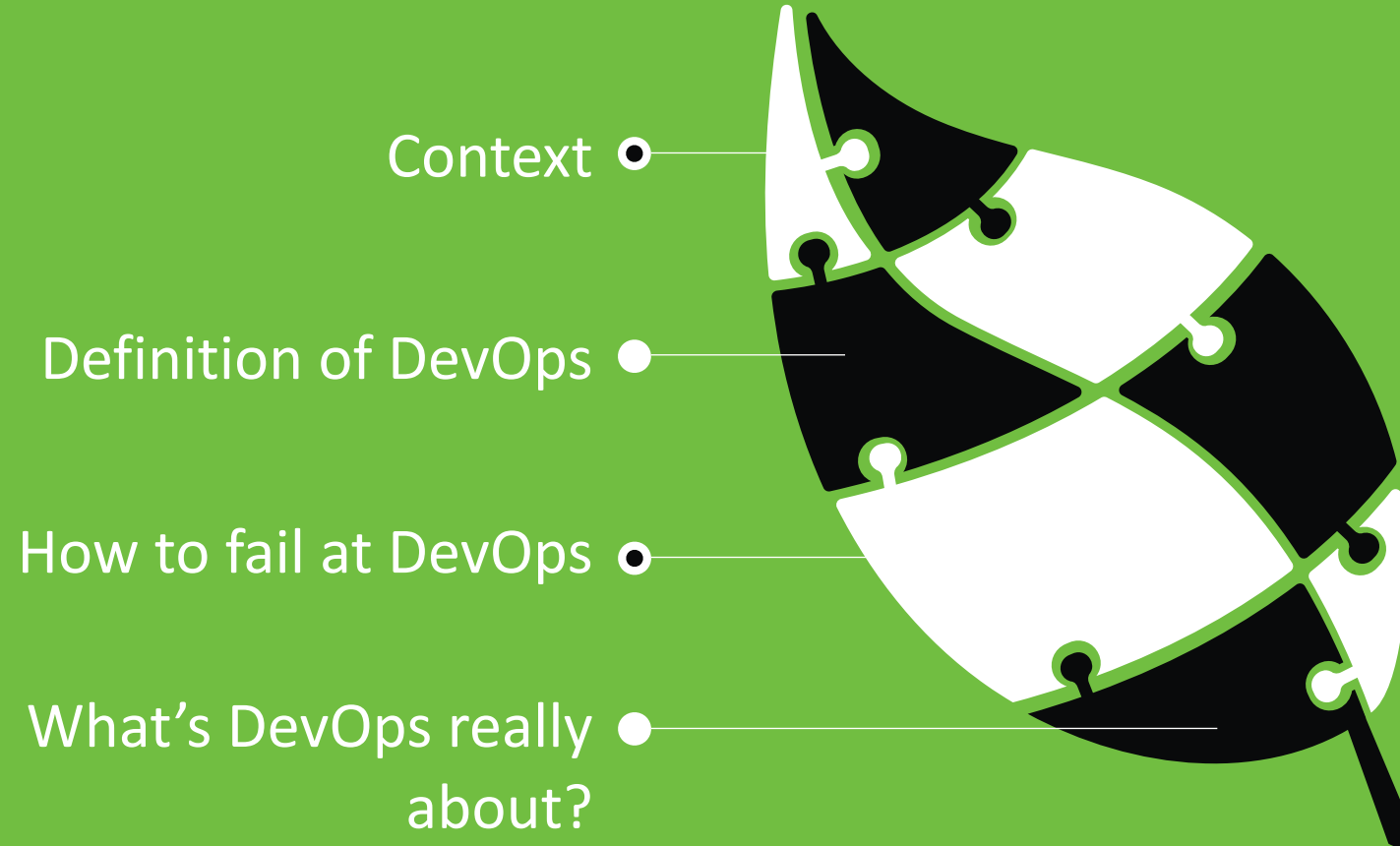
Let's meet

Bert Jan Schrijver



So what 's next?

Outline



Definitions

Who's who in DevOps

Continuous Integration

Team members integrate their work frequently. Commits are verified by automated builds and tests.

Continuous Deployment

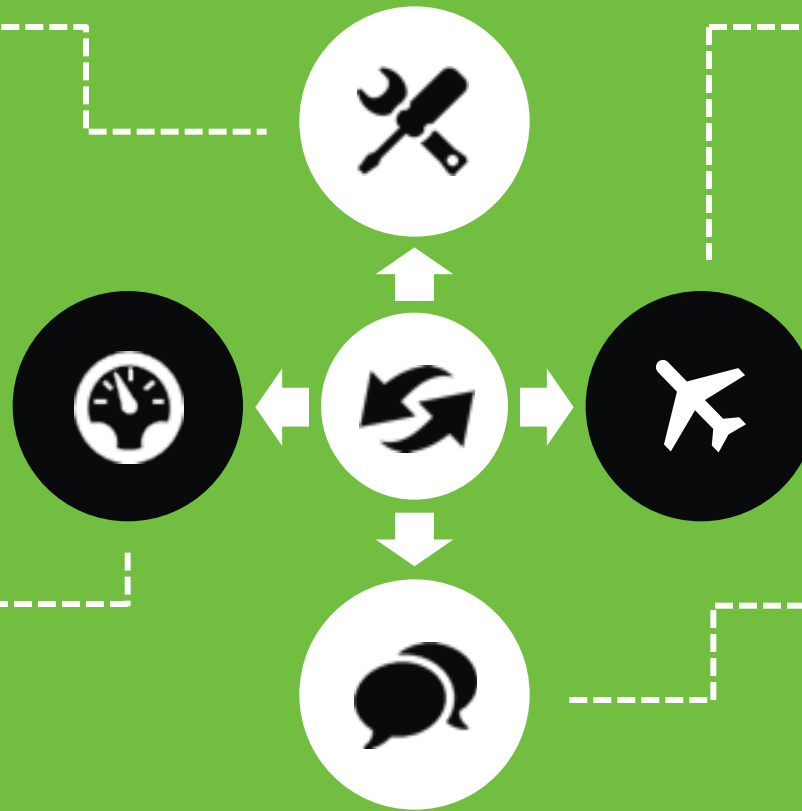
Every change goes through the build/test pipeline and automatically gets put into production.

Continuous Delivery

Building and testing software in such a way that the software can be released to production at any time.

DevOps

?!



"Ship early, ship often, sacrificing features, never quality" - Kyle Neath

YOU KEEP USING THAT WORD

I DO NOT THINK IT MEANS WHAT YOU THINK IT MEANS

Source: <https://i.ytimg.com/vi/64BOxYpVZpU/maxresdefault.jpg>

DevOps: a definition

Development and operations engineers
being responsible together
for the entire lifecycle of a product



DevOps: another definition

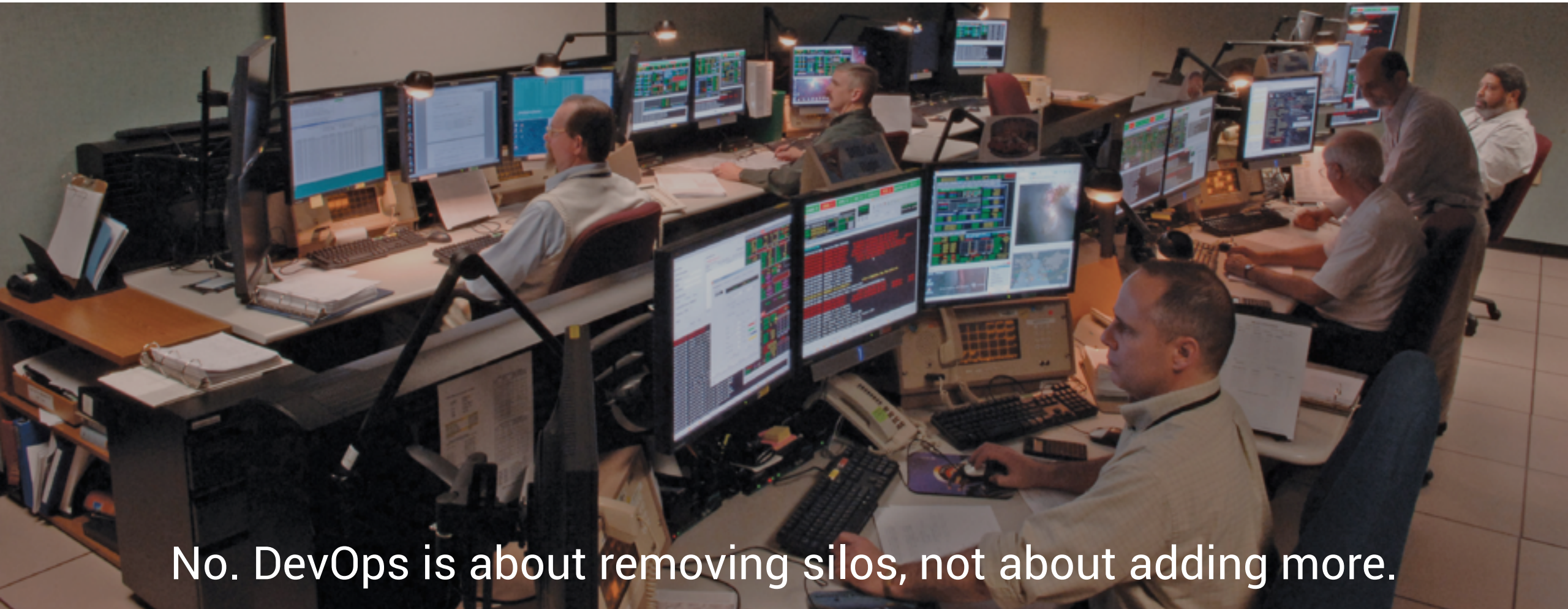
Two or more teams
working together on a shared goal:
building and running better-quality software
more quickly and more reliably





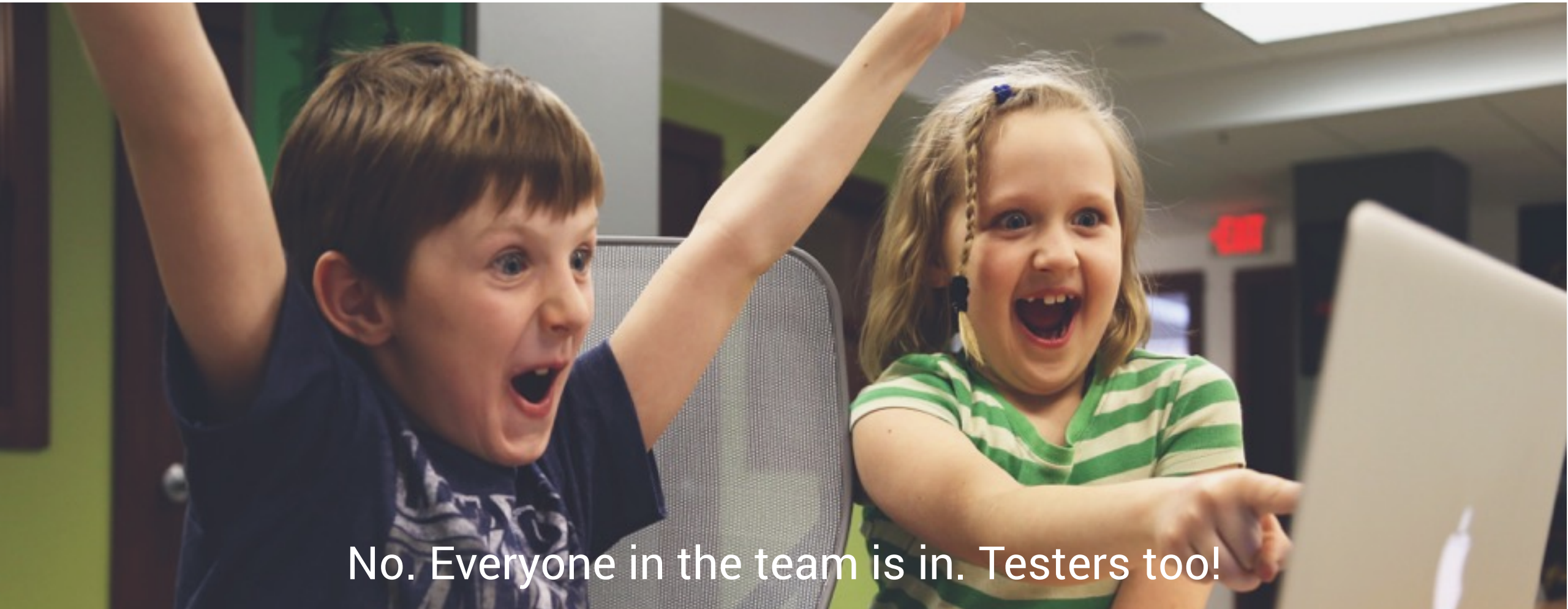
Ready for failure?

You need a central 'DevOps team' that handles all ops stuff



No. DevOps is about removing silos, not about adding more.

DevOps is only for development and operations engineers



No. Everyone in the team is in. Testers too!

Failure 3

DevOps means
developers managing production

No. Yes. It depends ;-)

**WORKED FINE IN DEV
OPS PROBLEM NOW**



DevOps is only for hipsters, startups and unicorns



No. DevOps can work for the enterprise, too.

DevOps is about automation



No. Well, automation helps, but it's not the main goal of DevOps.

You need containers, microservices
and 'the cloud' to do DevOps

No. DevOps is not about technology. It's about collaboration.



**THERE IS NO CLOUD
IT'S JUST SOMEONE ELSE'S COMPUTER**

DevOps is about tools



No, you don't need Chef or Puppet to do DevOps.

DevOps is a job title -
something you can be certified in



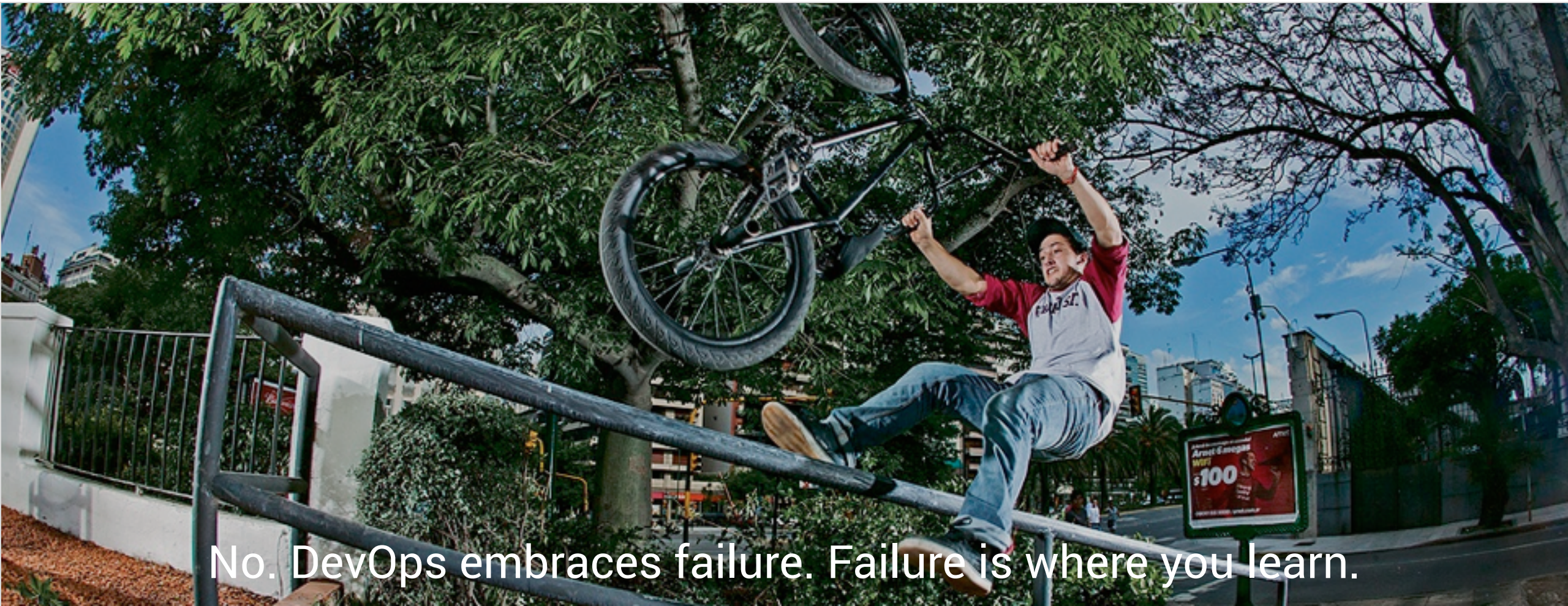
No. Noooo! Just no. Or actually: yes. You're all certified!

You can enforce DevOps in an organisation

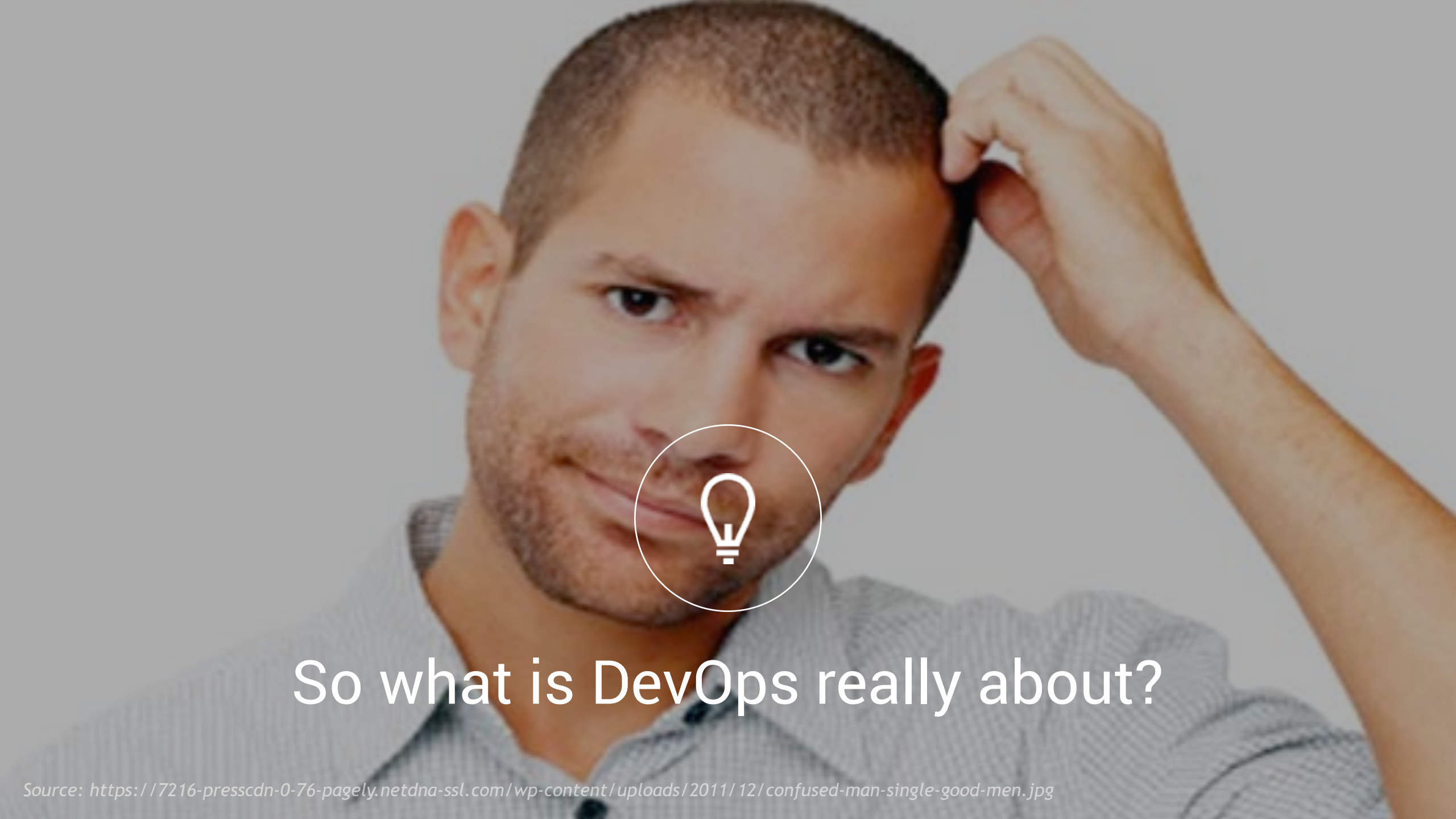
A close-up photograph of Donald Trump speaking. He is wearing a dark suit, a white shirt, and a red tie. His mouth is open as if he is in the middle of a sentence, and his right hand is raised with fingers spread, palm facing forward. The background is dark and out of focus.

No. You can never enforce cultural change.

DevOps prevents failure



No. DevOps embraces failure. Failure is where you learn.



So what is DevOps really about?


A photograph of two young children, a boy and a girl, dressed in traditional Mexican folk costumes. The boy, on the left, has dark curly hair and is wearing a white long-sleeved shirt with a red bandana tied around his neck. The girl, on the right, has dark hair in two braids adorned with blue and white flowers, and is wearing a blue dress with a white lace collar and a colorful striped sash. They are both smiling and appear to be dancing or moving together. The background is a blurred crowd of people, suggesting a festive outdoor event.

DevOps is about culture

Source: <http://www.azmc.org/wp-content/uploads/2012/11/Arts-and-Culture-Large.jpg>

A man in a red and blue plaid shirt and dark pants is walking away from the camera on a sandy path. He is carrying a young child on his back. The path leads towards a beach and the ocean under a soft, hazy sky at sunset or sunrise. In the background, some buildings and a lighthouse are visible on the horizon.

DevOps is about freedom and responsibility



DevOps is about empathy



**THAT'S IT.
NOW GO KICK SOME ASS!**



Questions?



@bjschrijver



Thanks for your time.

Please rate this session. Got feedback? Tweet it!



All pictures belong to their respective authors

