





Adopt the prescribed way in an urgency to hit the market



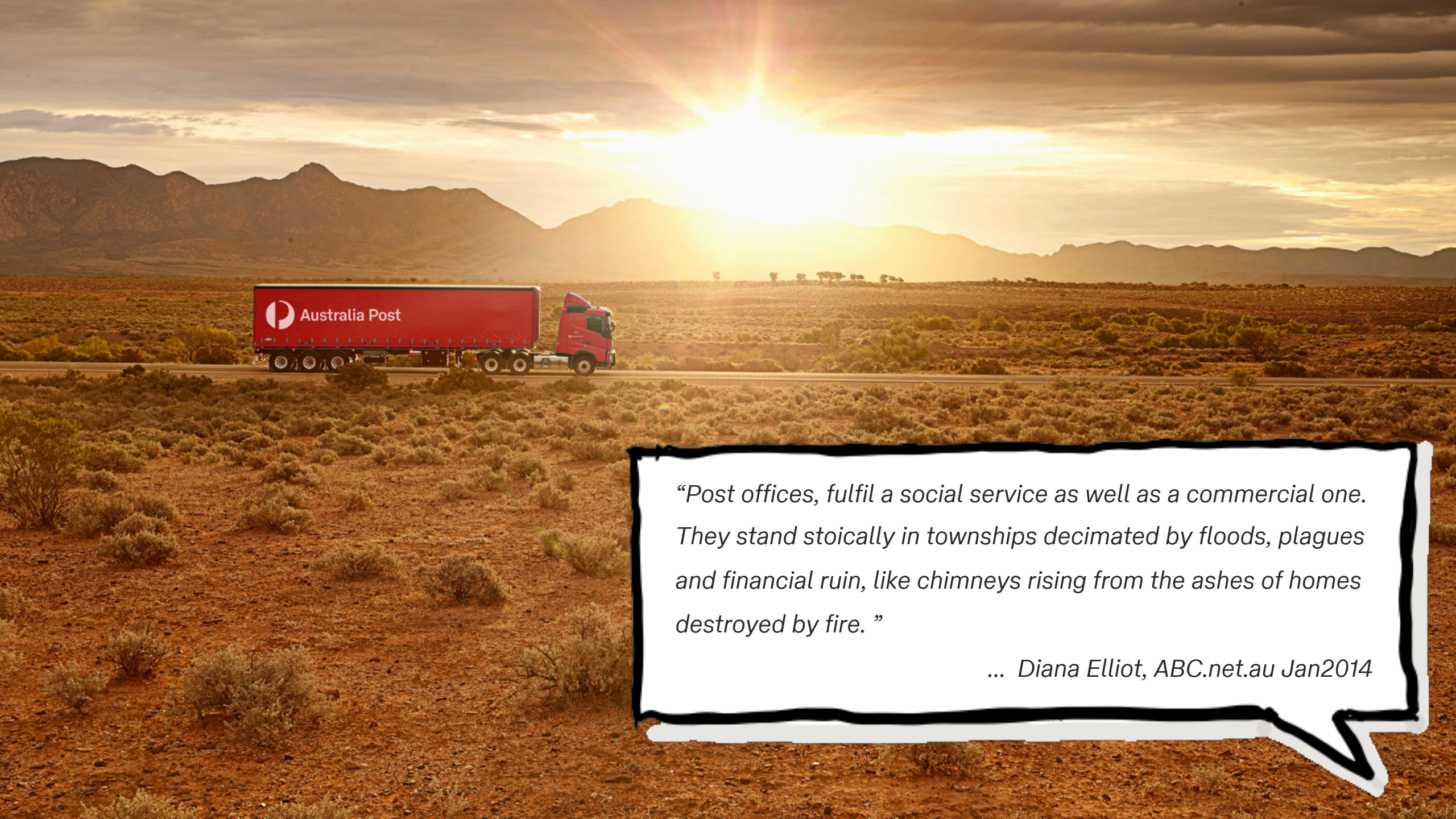
No luxury to pivot the next day



Breathing room for delight

Sharbani Dhar- Product Design Lead





“Post offices, fulfil a social service as well as a commercial one. They stand stoically in townships decimated by floods, plagues and financial ruin, like chimneys rising from the ashes of homes destroyed by fire. ”

... Diana Elliot, ABC.net.au Jan2014



- Over 210 years old
- First Postmaster General – Isaac Nichols
- 4300+ post offices



With great trust ...

Come great responsibility



- 210 years of legacy
- Multiple complexities
- Stakeholder management is old school and slow



For information on
delivery timetables
and other services:

 **auspost.com**

 **13 POST (13 76)**

Scan below for
delivery times:



Where does digital fit in?

- Facilitator
- Connector
- Communicator



The Digital Team

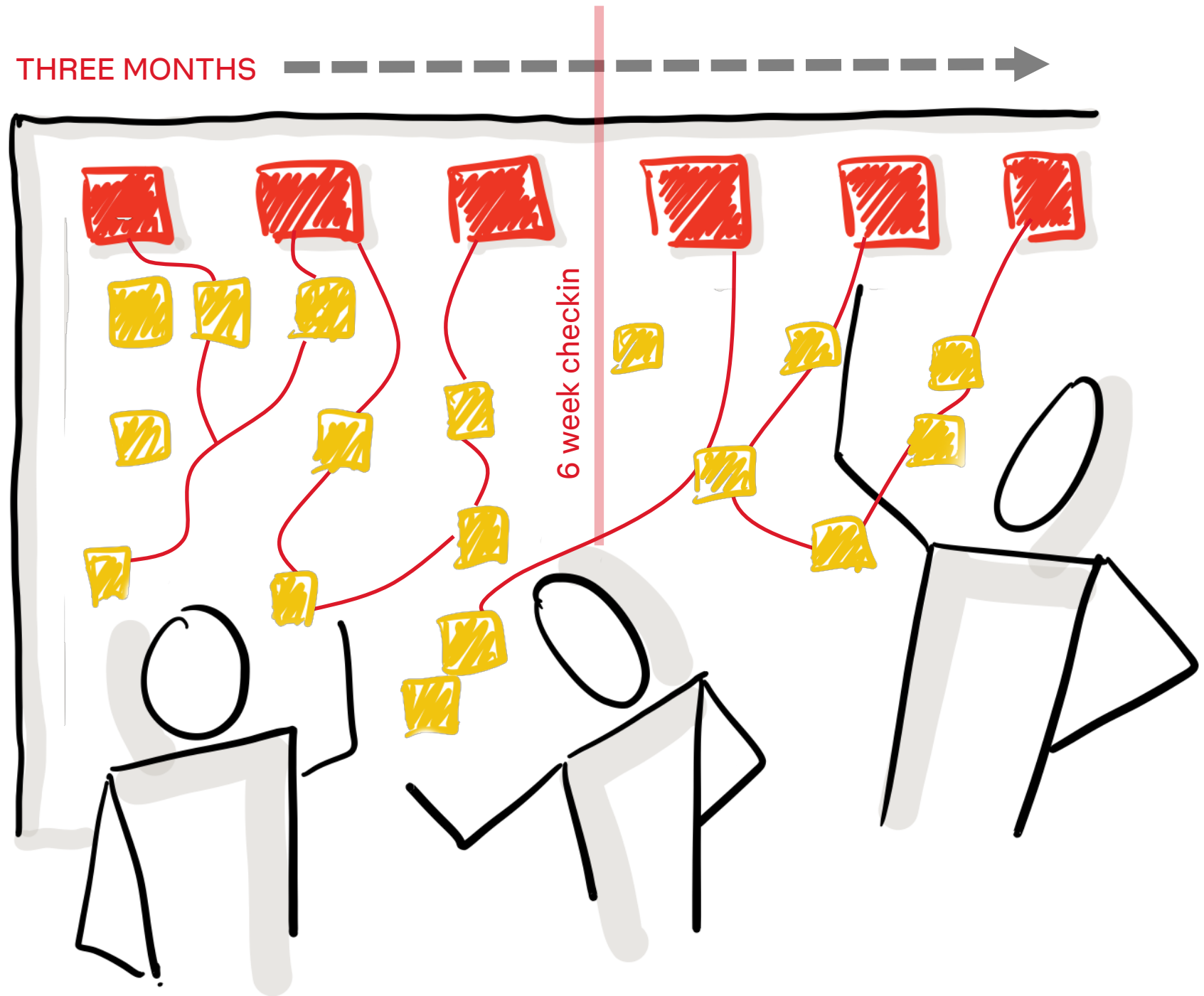
- Follow Scaled Agile Framework for Enterprise
- For enterprises to achieve business agility



SAFe working

- Plan every 3 months
- Six week check-ins
- Map dependencies

THREE MONTHS





- The challenge for experience ○
- Building software for a large brick and mortar enterprise
 - Designing simplicity and functionality for everyone ○

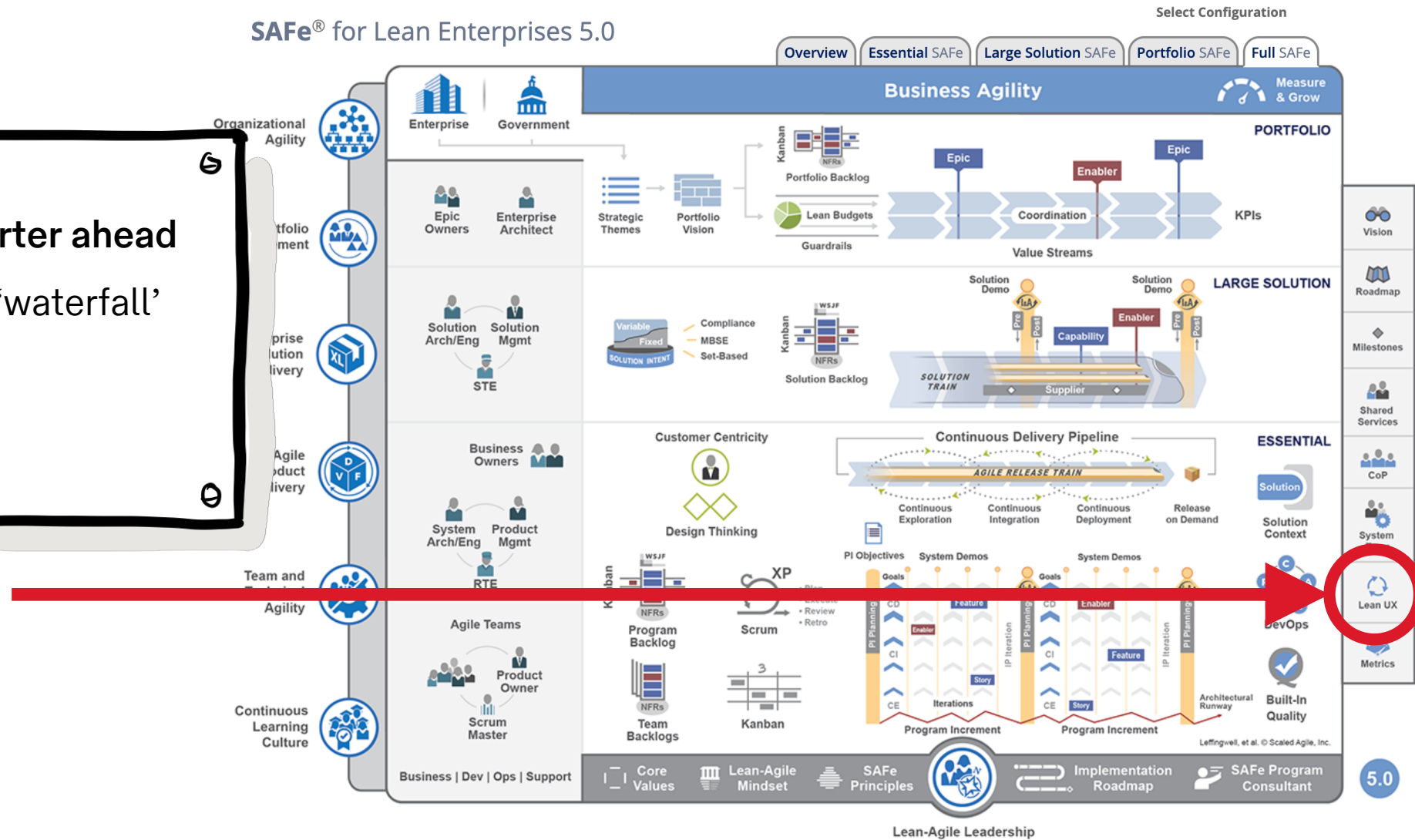
Trial I

The digital
'vision'

SAFe® for Lean Enterprises 5.0

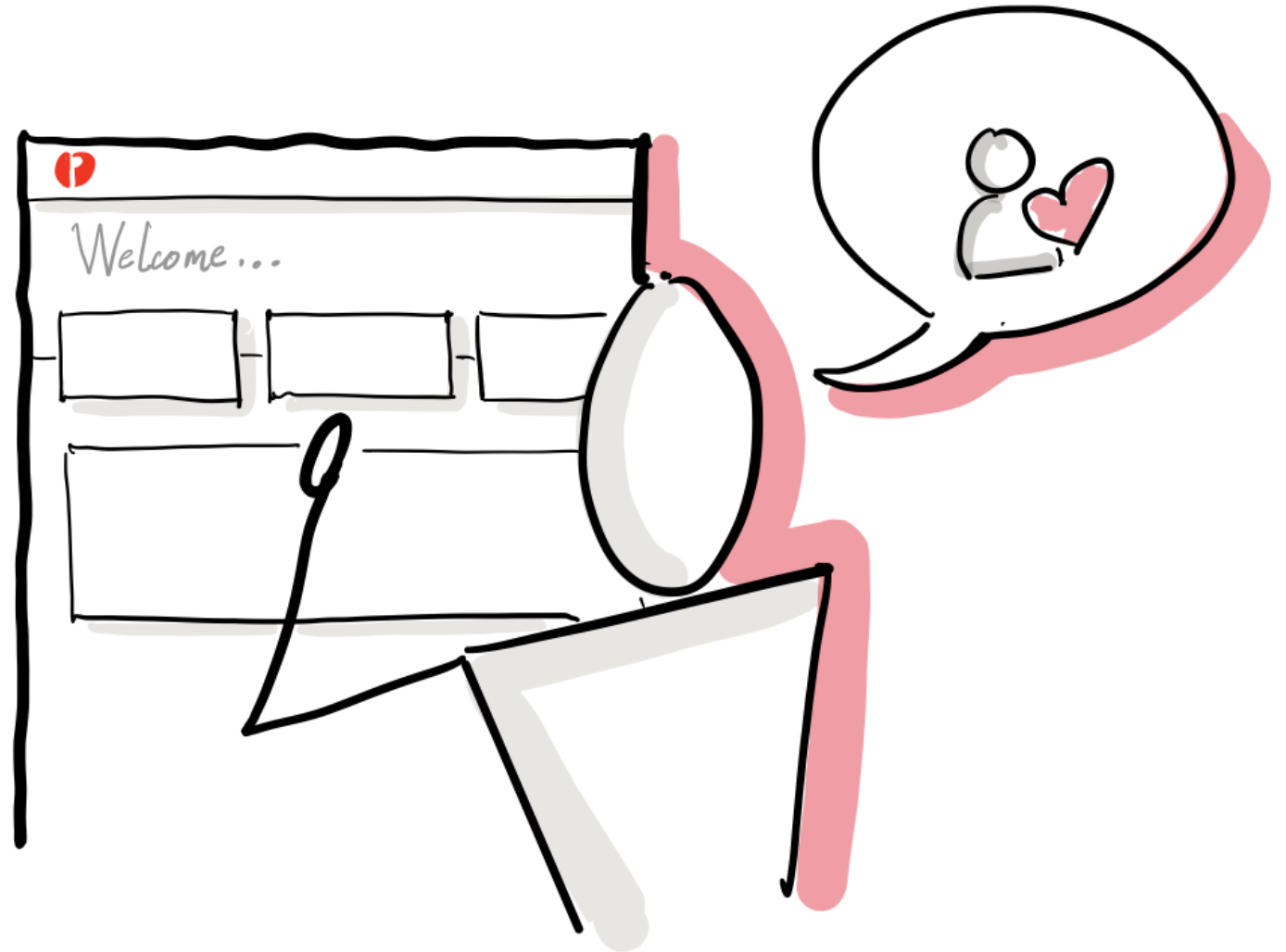
Experience working a quarter ahead

- Experience was almost 'waterfall'



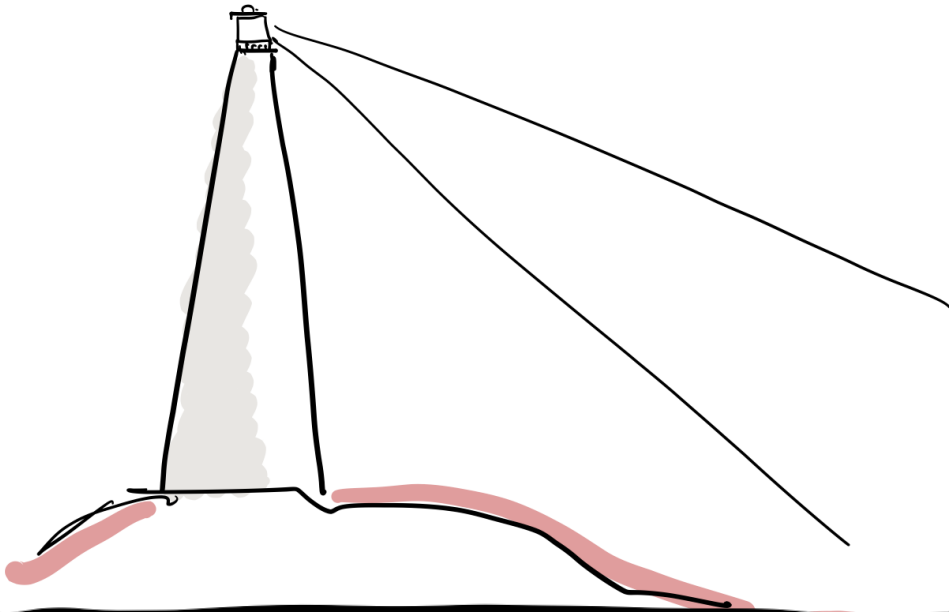
Experience working a quarter ahead

- Experience was almost 'waterfall'
- Good interaction with product teams but late interaction with tech



Shiny and expensive vision that's unrealistic





Learnings:

1. Don't create a vision that looks amazing but can't be delivered
2. Collaborate early with tech and product to find that ideal balance.



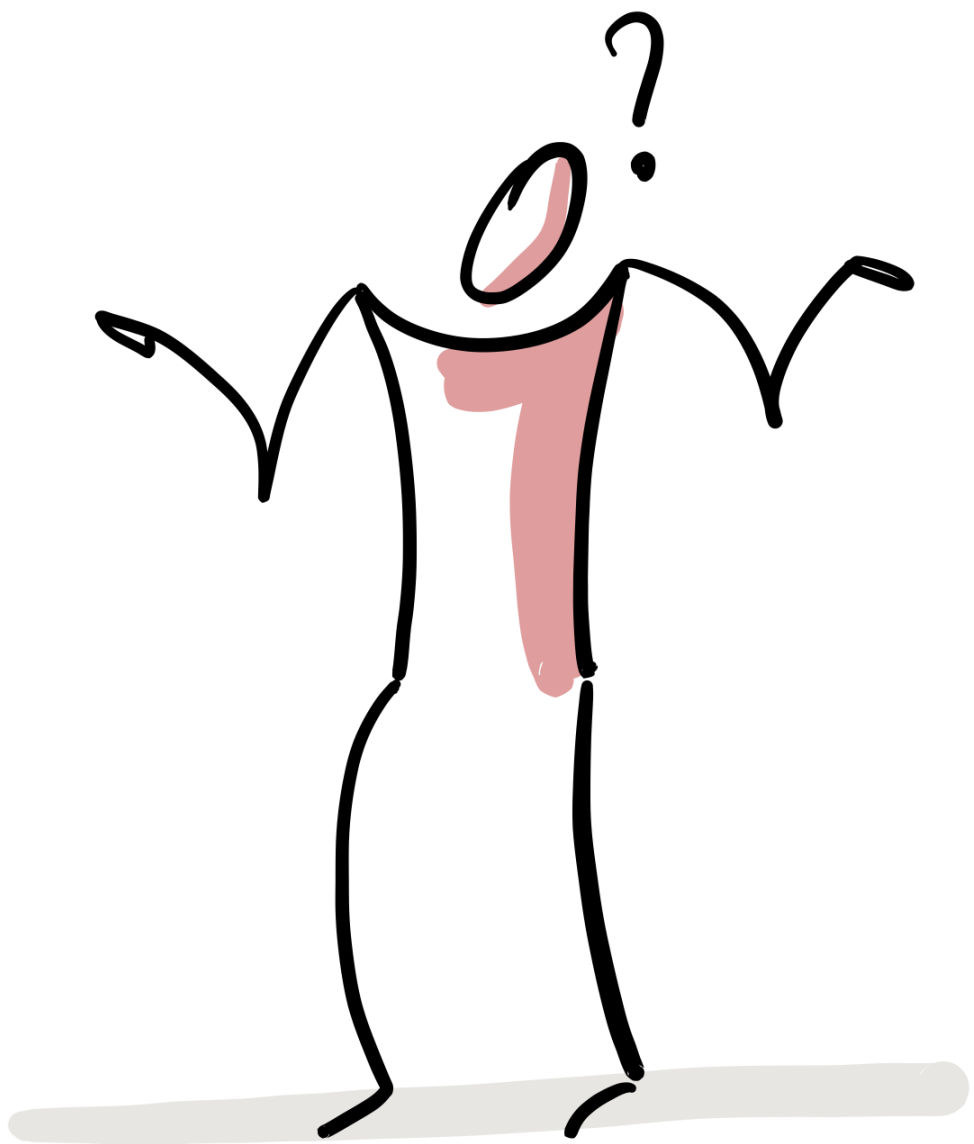
Trial - II

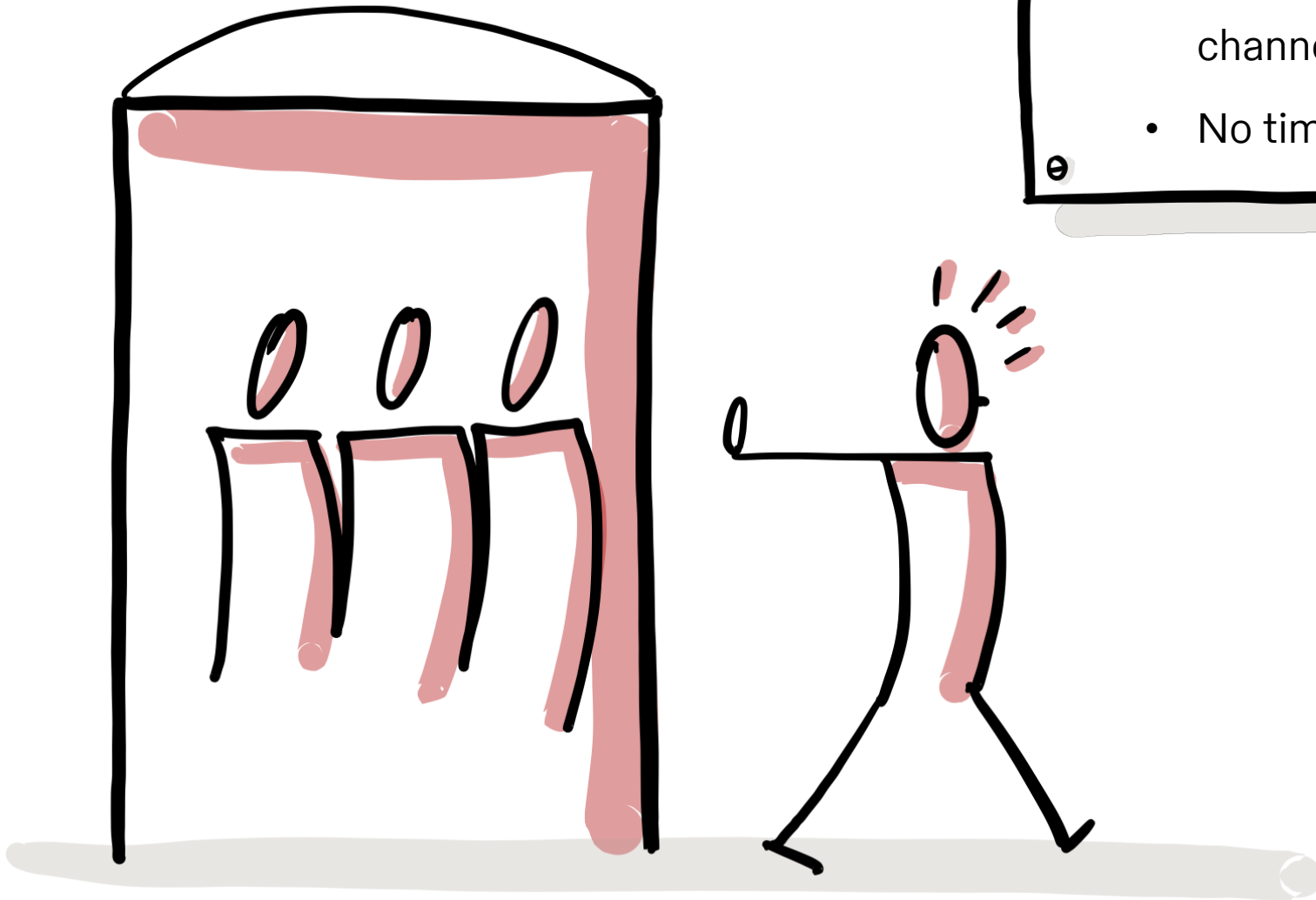
“Just in time” design

Experience and dev working agile

- White-board solutions together every quarter.
- Made experiences technically feasible







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This meant..

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- No breathing room to take informed decisions
- No time to research and implement cross channel initiatives
- No time to assess cross channel impact

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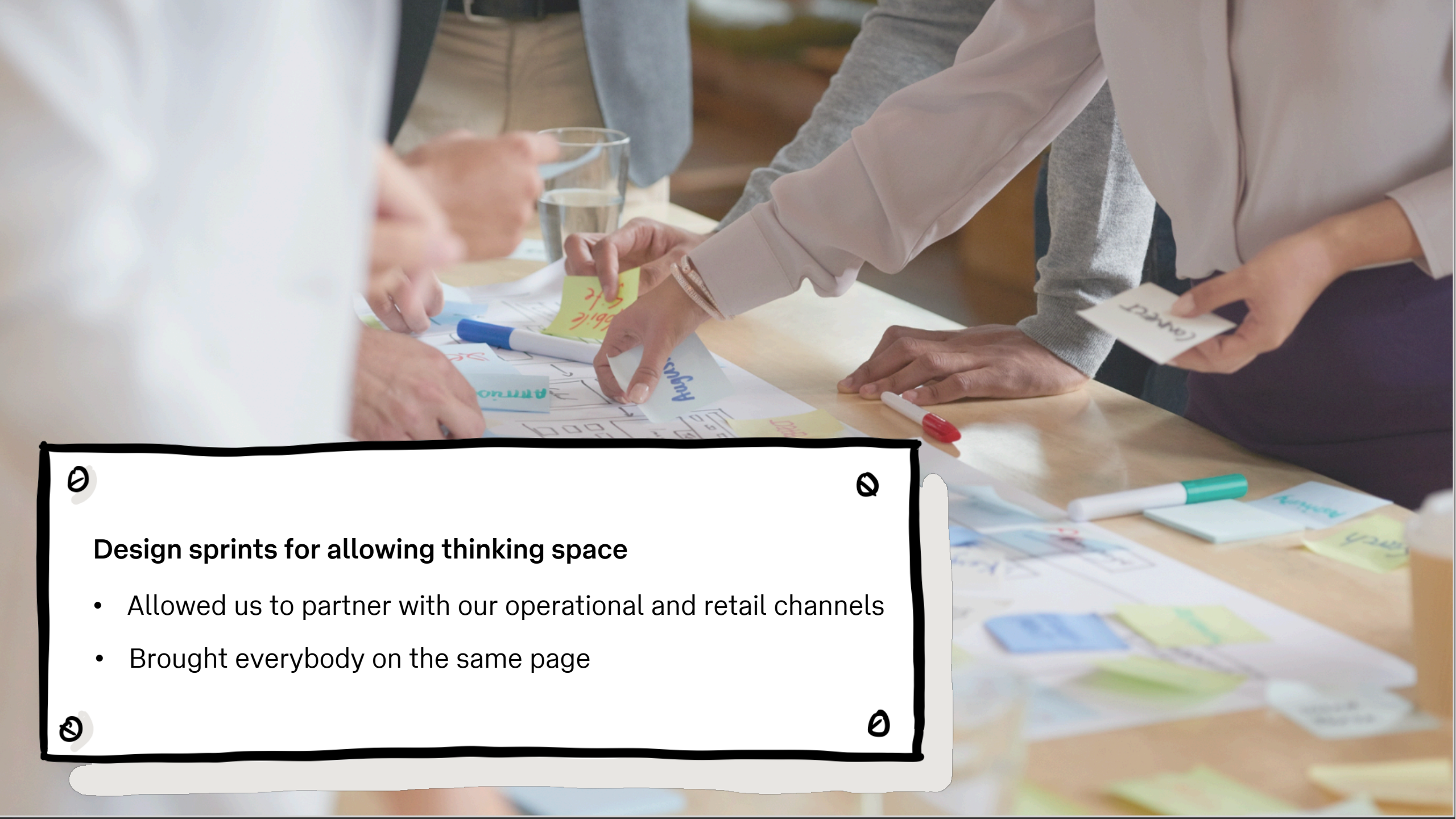
Learning:

Cross channel initiatives in an enterprise need breathing room for proactive problem solving



Trial - III

The Design Sprint



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Design sprints for allowing thinking space

- Allowed us to partner with our operational and retail channels
- Brought everybody on the same page

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However..

- Not ideal for tackling complex problems with multiple dependencies.

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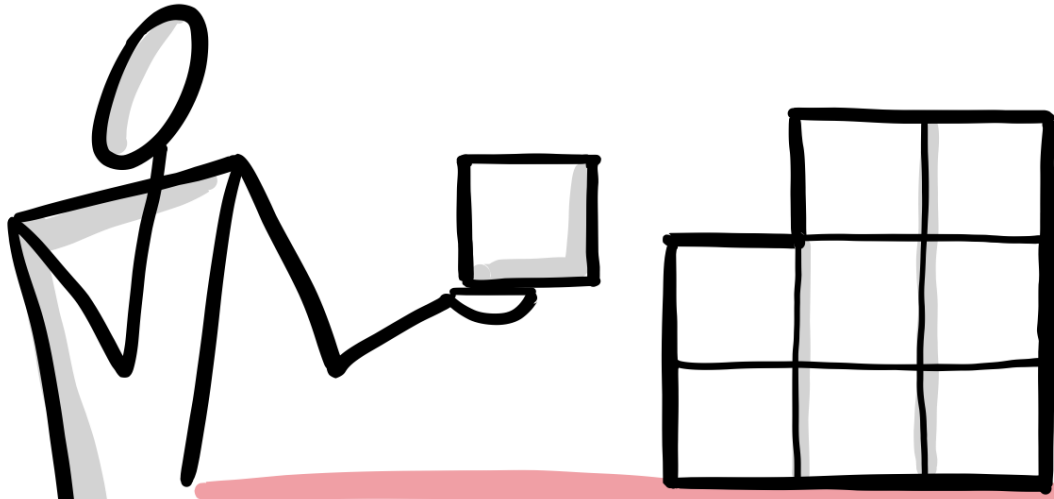


However..



- Not ideal for tackling complex problems with multiple dependencies.
- Expensive to block dedicated time and resourcing from people with very little outcomes.





Learning:

Trial something new in smaller and iterative chunks.

Set expectations around the process and outcomes at start.

Searching for the sweet spot..

What's the sweet spot

1. That allows for thinking time yet enables quick delivery
2. That is inclusive and enables collaboration
3. That enables the right tools for a problem

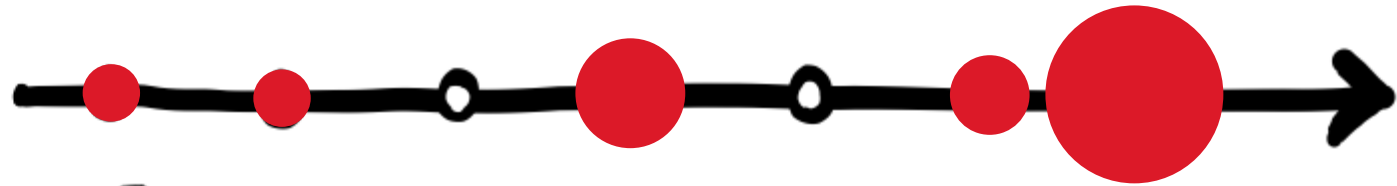




Going 'Dual Track'



DISCOVERY TRACK



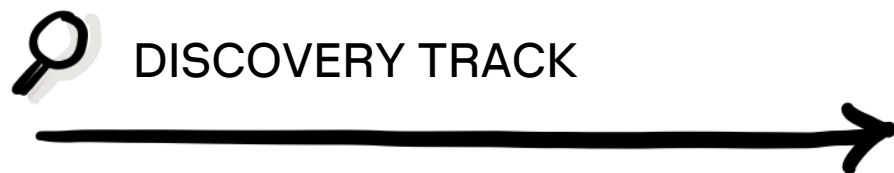
DELIVERY TRACK

Why this works

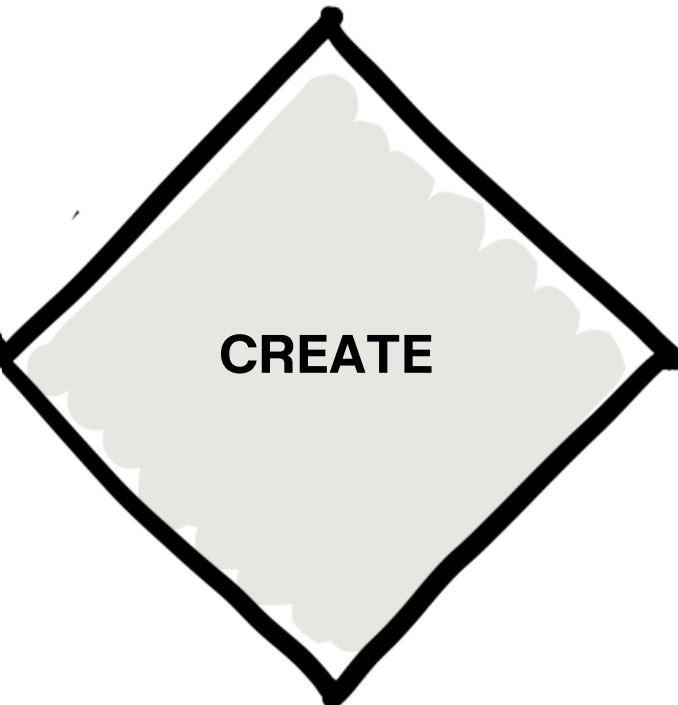
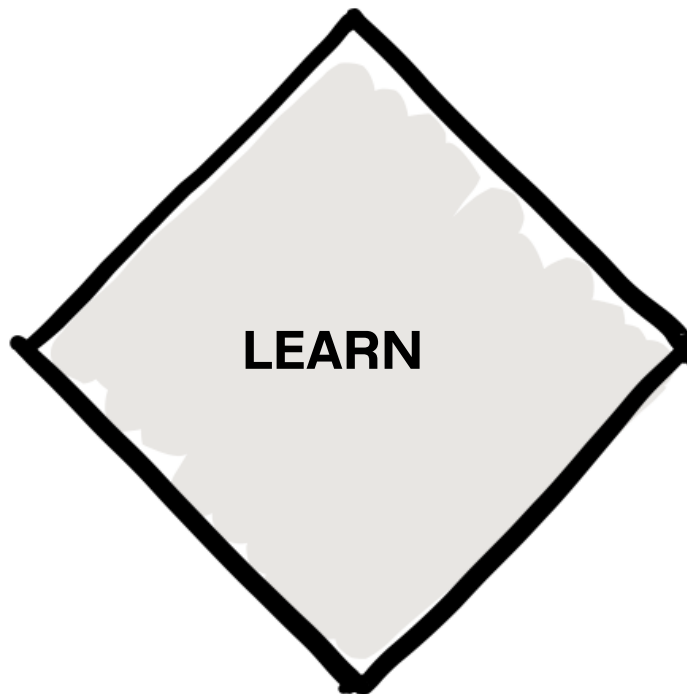
- Removes time dependency
- Meaningful outcomes
- Failures are not costly



How this works..



FINDING THE RIGHT
PROBLEM

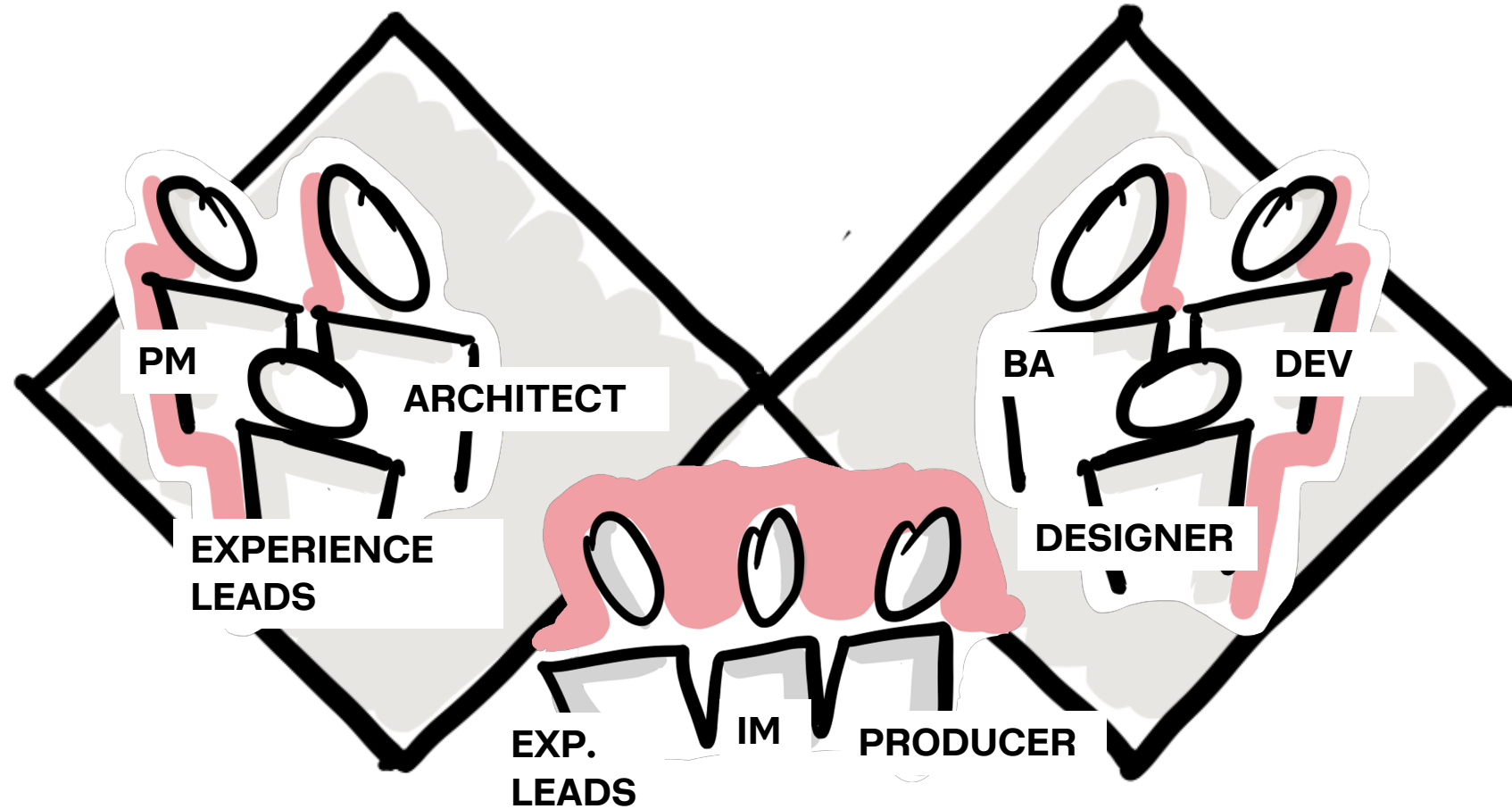


FINDING THE RIGHT
SOLUTION

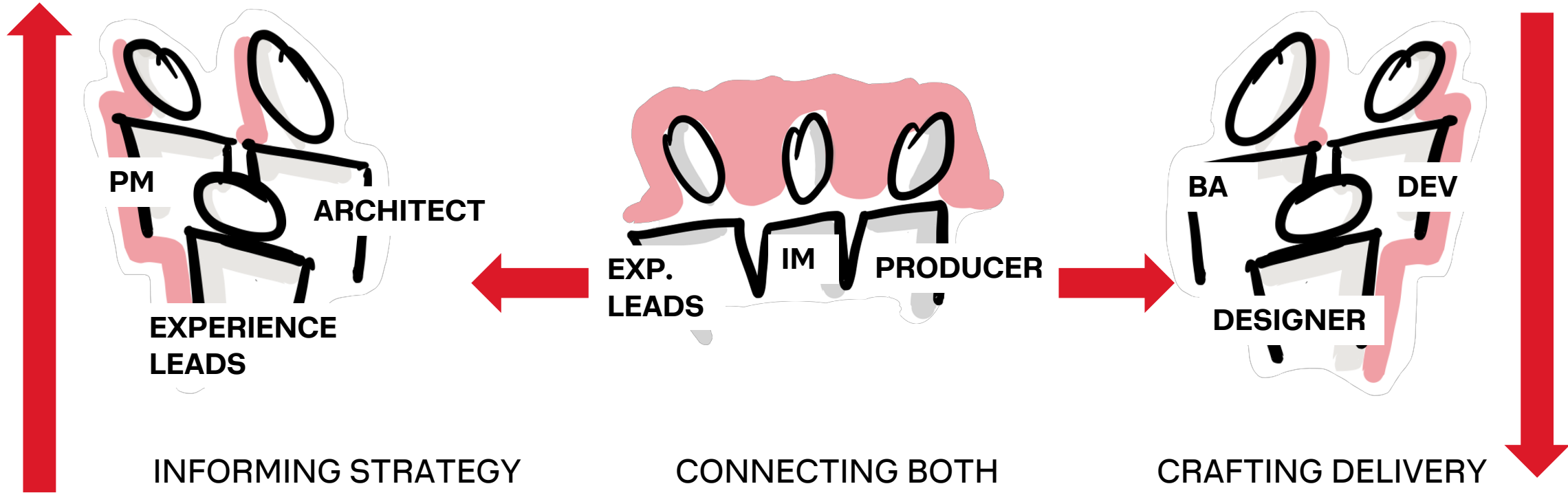




DISCOVERY TRACK



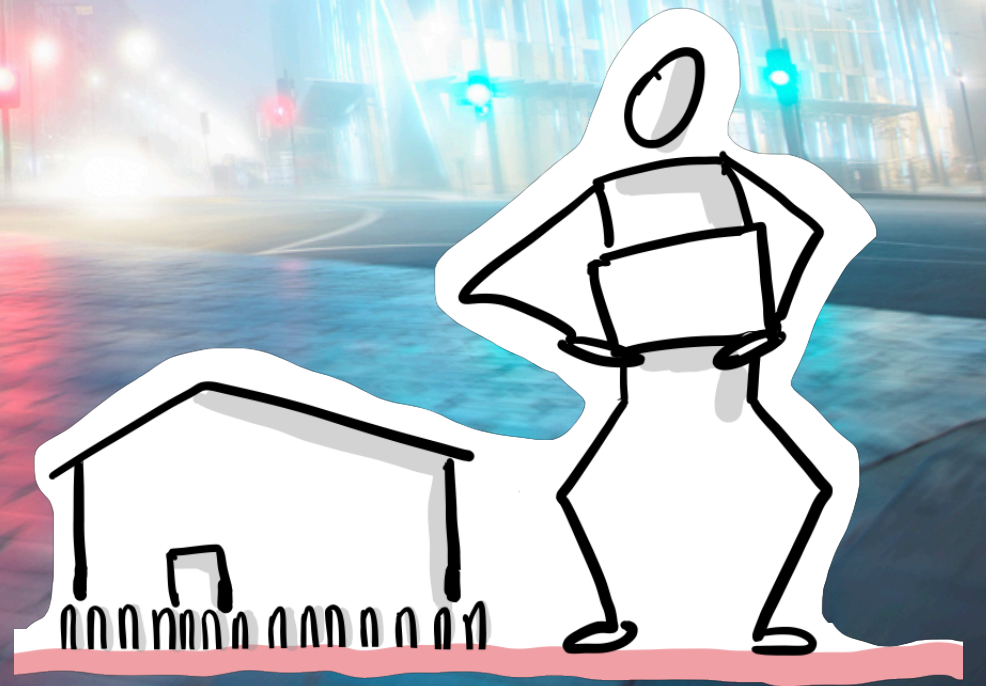
DELIVERY TRACK

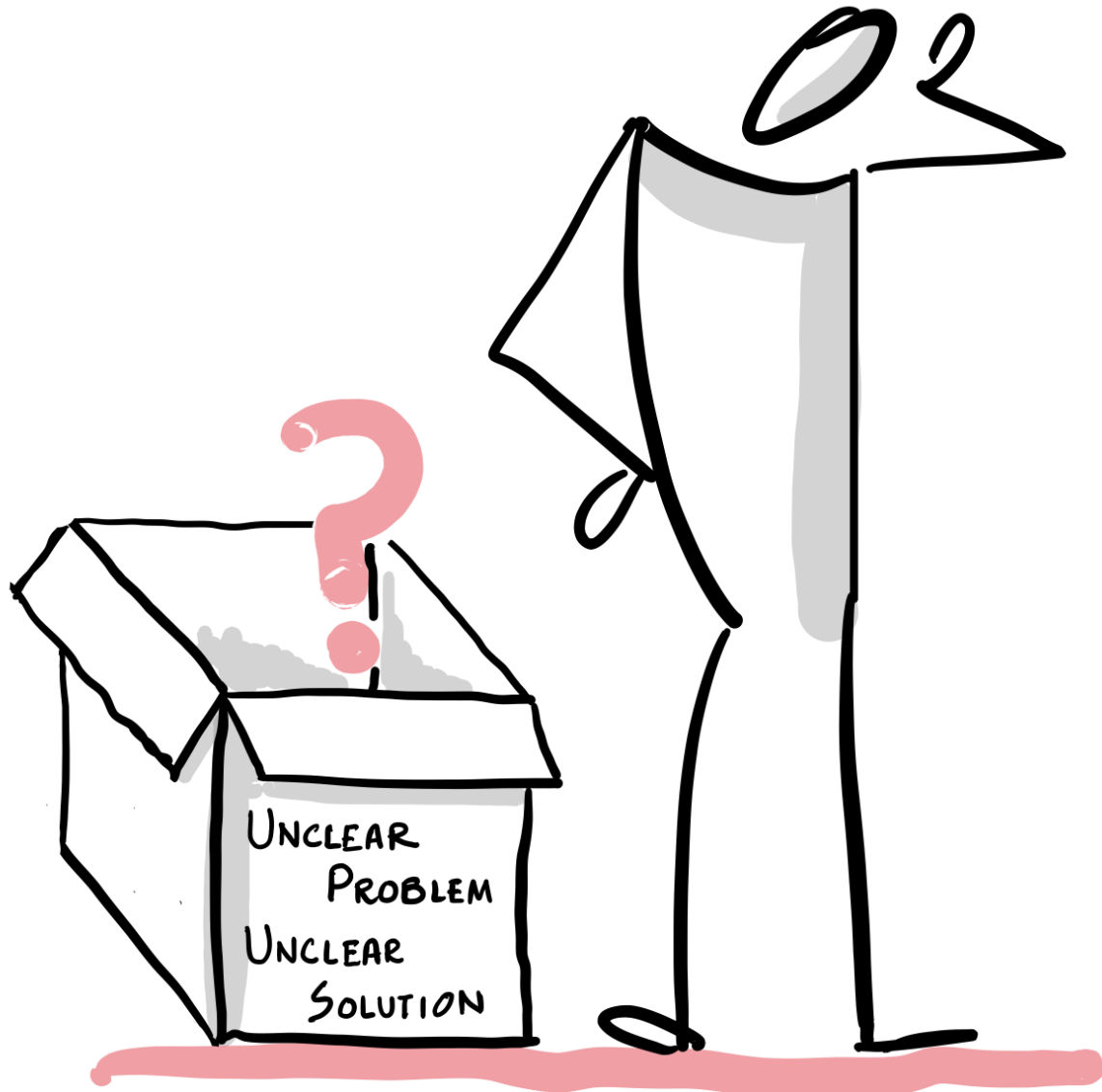




DISCOVERY TRACK – ‘Learn’

- Uplifting our ‘Mail redirection’ service
- Too many complaints for the cost





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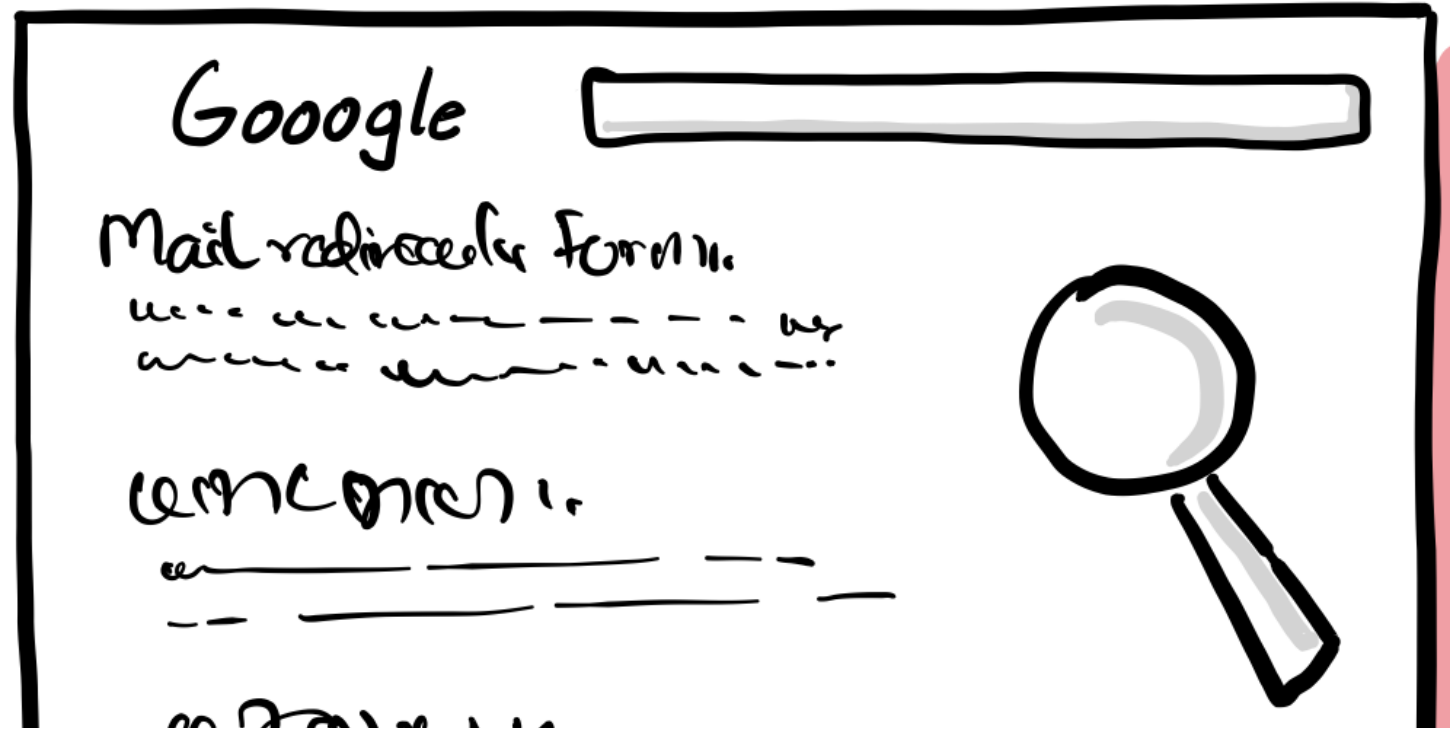
DISCOVERY TRACK – ‘Learn’

- Unclear problem, unclear solution
- What is the problem vs what is the symptom

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FROM DISCOVERY TO DELIVERY – 'Learn' to 'Create'

- Moving to clear problem, unclear solution
- Identify quick wins and fails and trial them first.



open
24

We're here to help

- ATM
- Pay a bill
- Send a parcel
- Buy postal products
- Parcel lockers

Self
Service



Welcome
to the Post

to help


money

ours

to - 9.30pm

FROM DISCOVERY TO DELIVERY – ‘Learn’ to ‘Create’

- Moving to clear problem, unclear solution
- Identify quick wins and fails and trial them first.
- Continuous identification of opportunities to prioritize and add to backlog



MRS JANE SMITH
1 MAIN STREET
SYDNEY NSW 2000

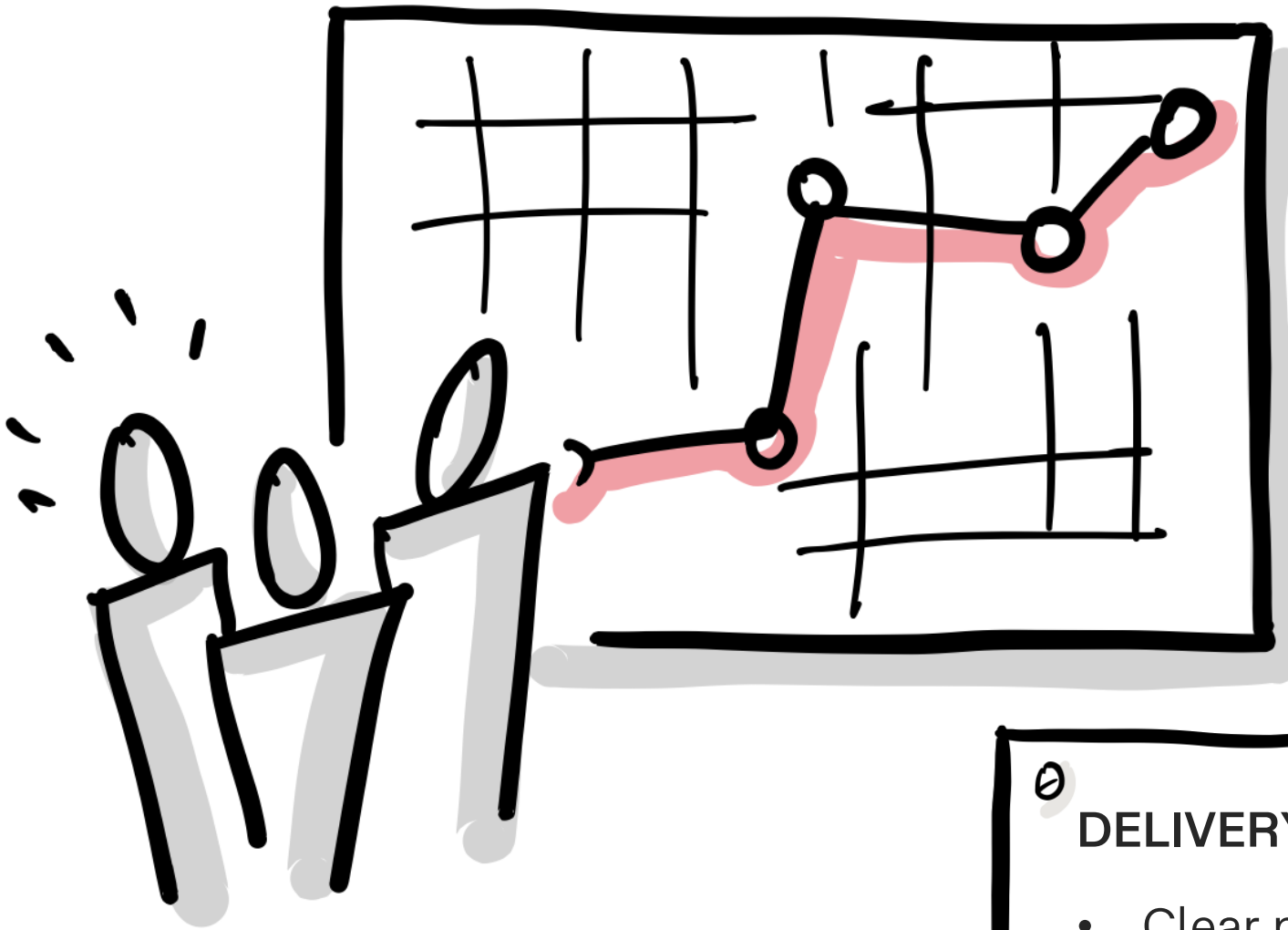


DELIVERY TRACK - 'Create'..



- Clear problem, clear solution
- Continuing the culture of learning



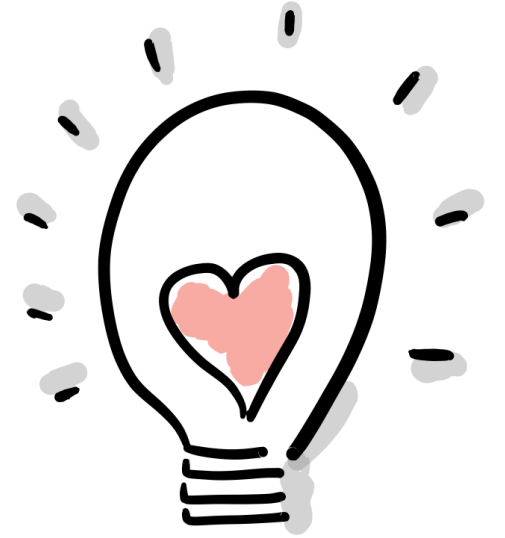
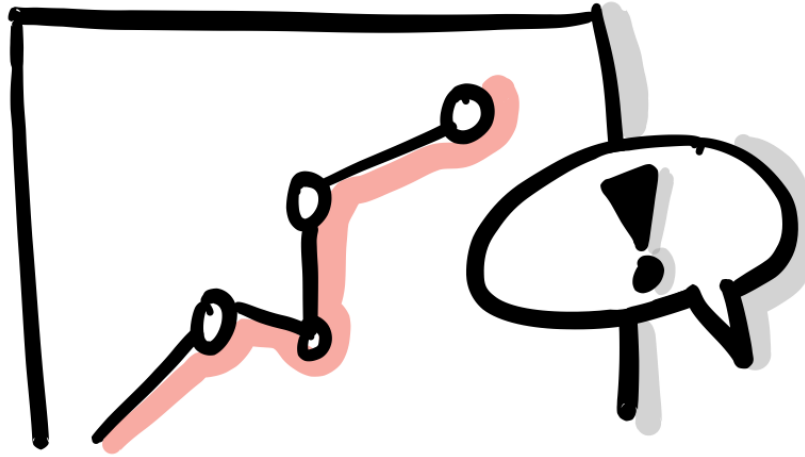
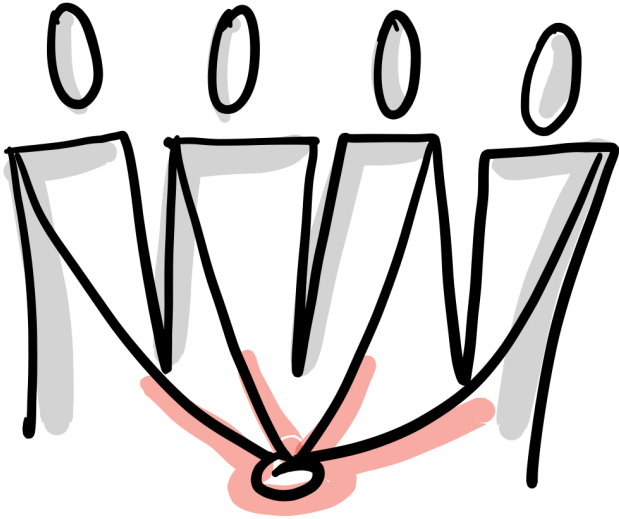


DELIVERY TRACK - 'Create'..



- Clear problem, clear solution
- Continuing the culture of learning
- Clear measures of success as part of delivery





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So far..

- Partnerships instead of requirements
- Measuring and learning towards an evolving vision
- Prove value of design – where design informs strategy

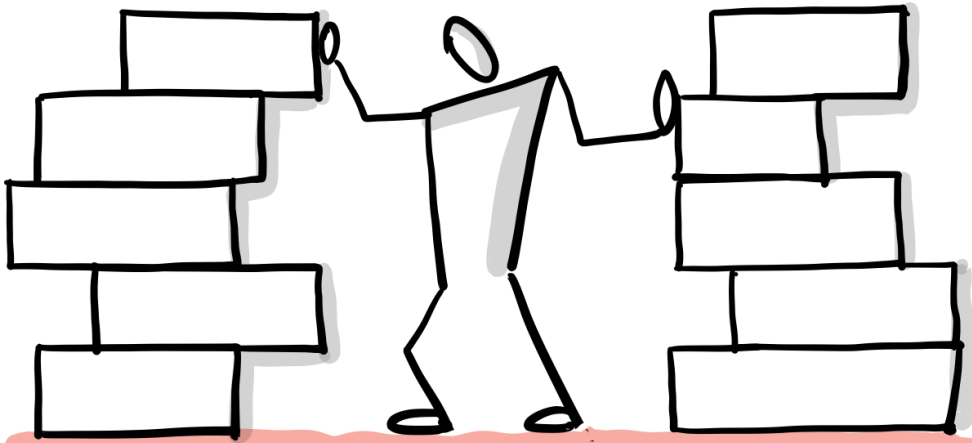
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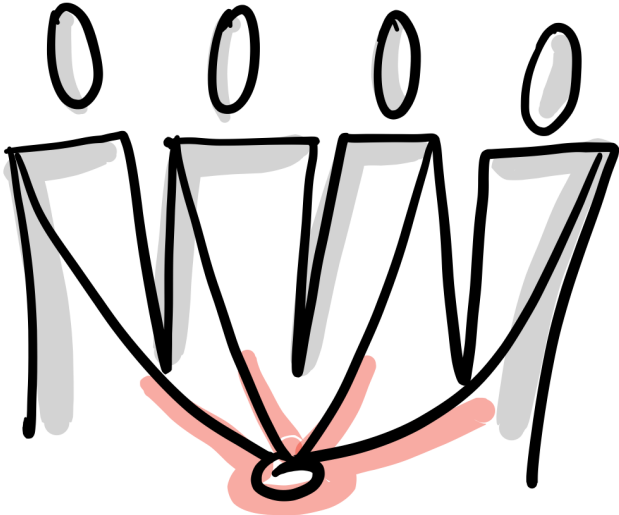
So.. what does this all mean for you?

You need to find your
organization's sweet spot

Some things that worked for us...



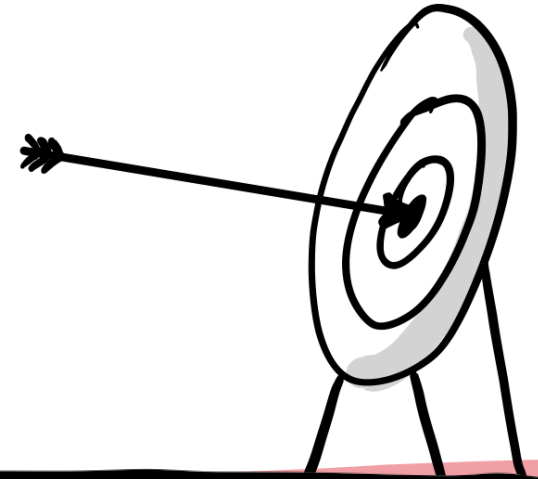
Allow for a bit of push and pull



It's all about the partnerships and the relationships
that drive those partnerships



Have an operating model to support the process.



Metrics to prove the work - Agreed as part of discovery, implemented as part of delivery.

Finally...



Its never over.. Its a continuous process...