

LeSS Adoption

Emeria Technologies



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LESS ADOPTION AT EMERIA TECH

Introduction



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Introduction

Emeria



Emeria is the world’s leading provider of real estate services and technologies, providing services to both individuals and businesses. The Group operates mainly in Europe in 8 countries and has a strategy of multi branding. It's residential real estate services business is the leader in France, operating under the Foncia brand through a unique network of over 500 branches.

Over
17,000
EMPLOYEES
IN 8 COUNTRIES

Over
700
BRANCHES

Over
€1.5bn
REVENUE



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Introduction

Emeria Technologies



Created in 2018, **Emeria Technologies** is Paris-based product development subsidiary of the **Emeria**, who is dedicated to transforming real estate services by developing a digital product for it's users and customers.



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Recognising the Urgency for Change



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Urgency for Change

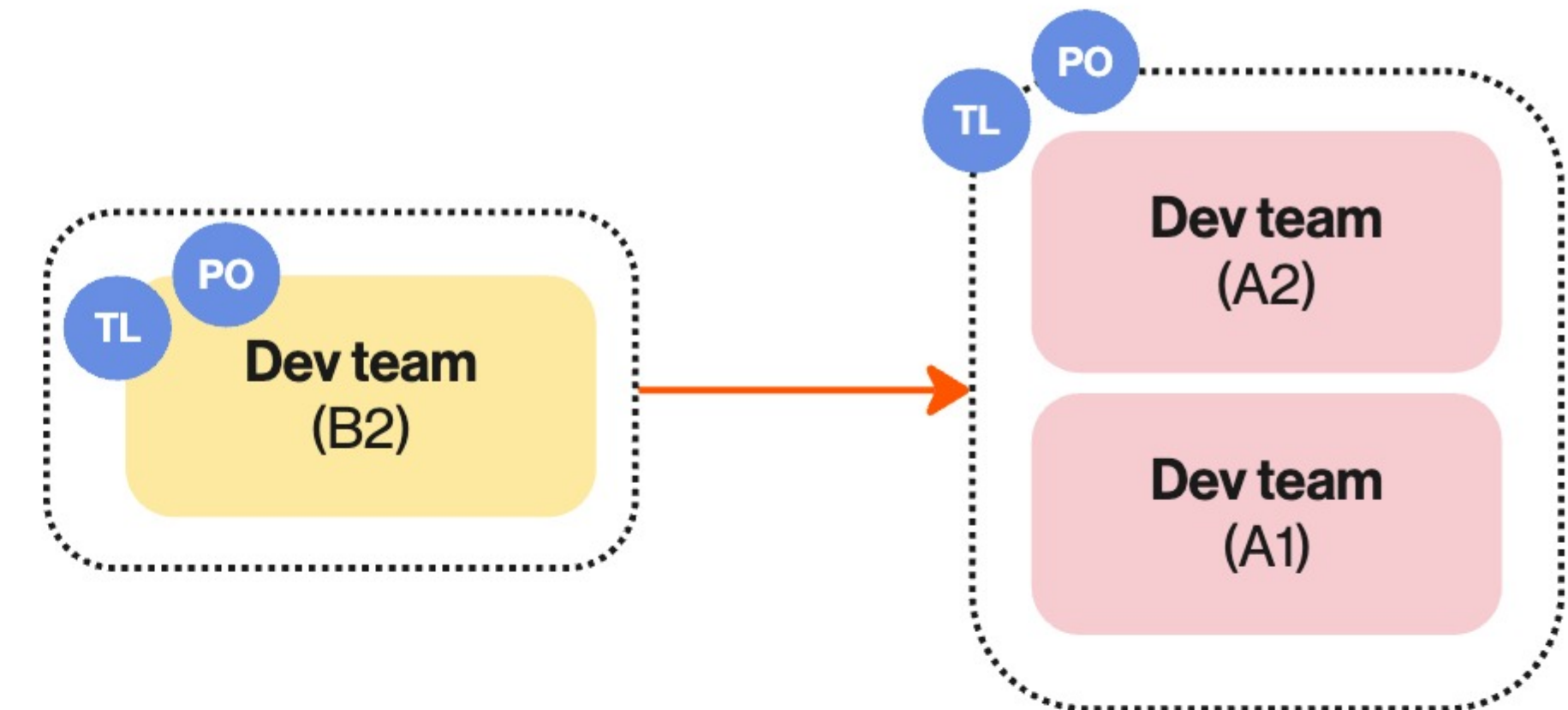
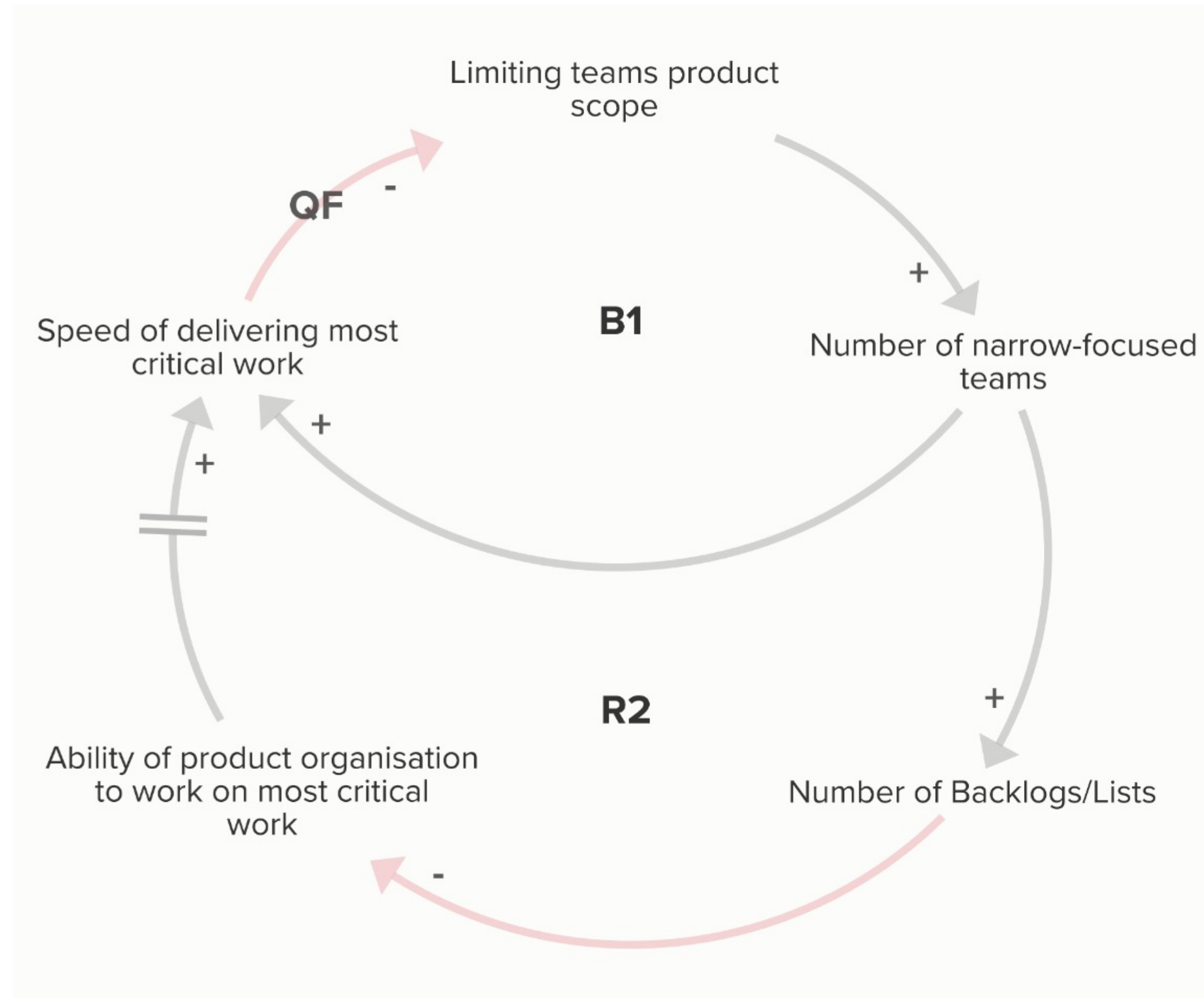
Reasons for the Change

Market / Business
conditions

Organisational
challenges &
opportunities

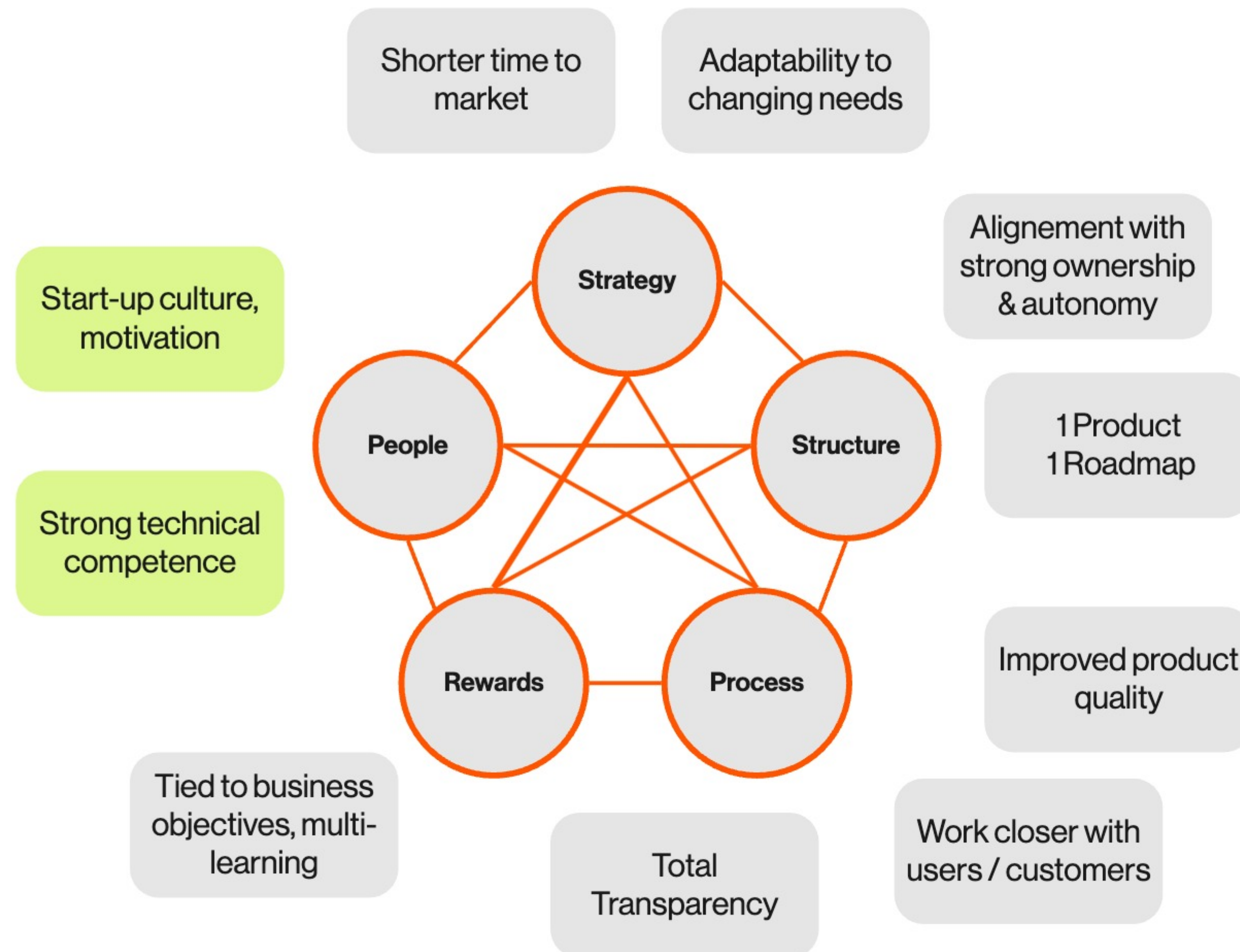
Urgency for Change

Key Learnings from the Assessment



Urgency for Change

Finding the Right Organisational Design



"Redesign the organisation into one that allows it to build the necessary capabilities over time"

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Adopting LeSS



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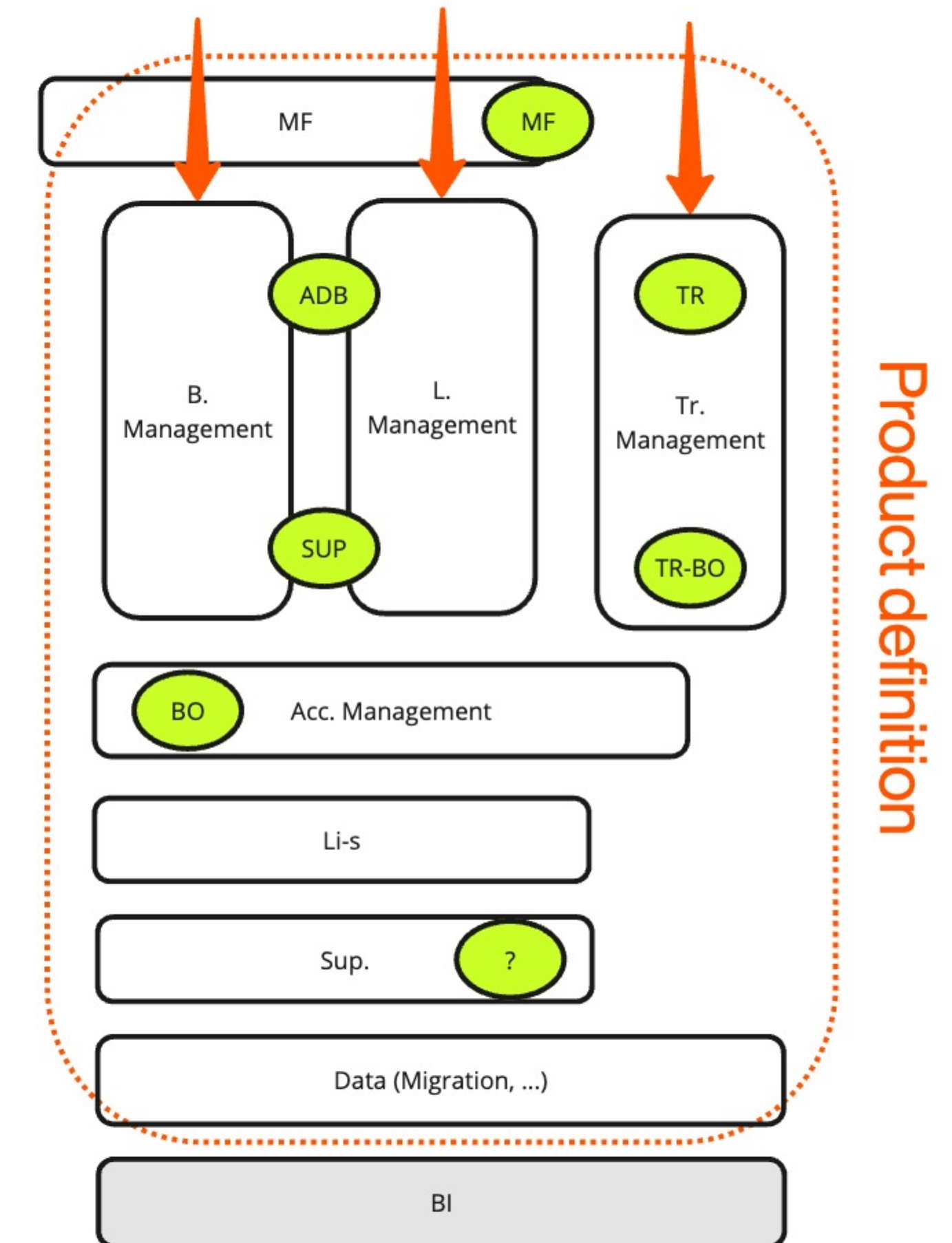
Adopting LeSS

Product Definition



User/customer
perspective

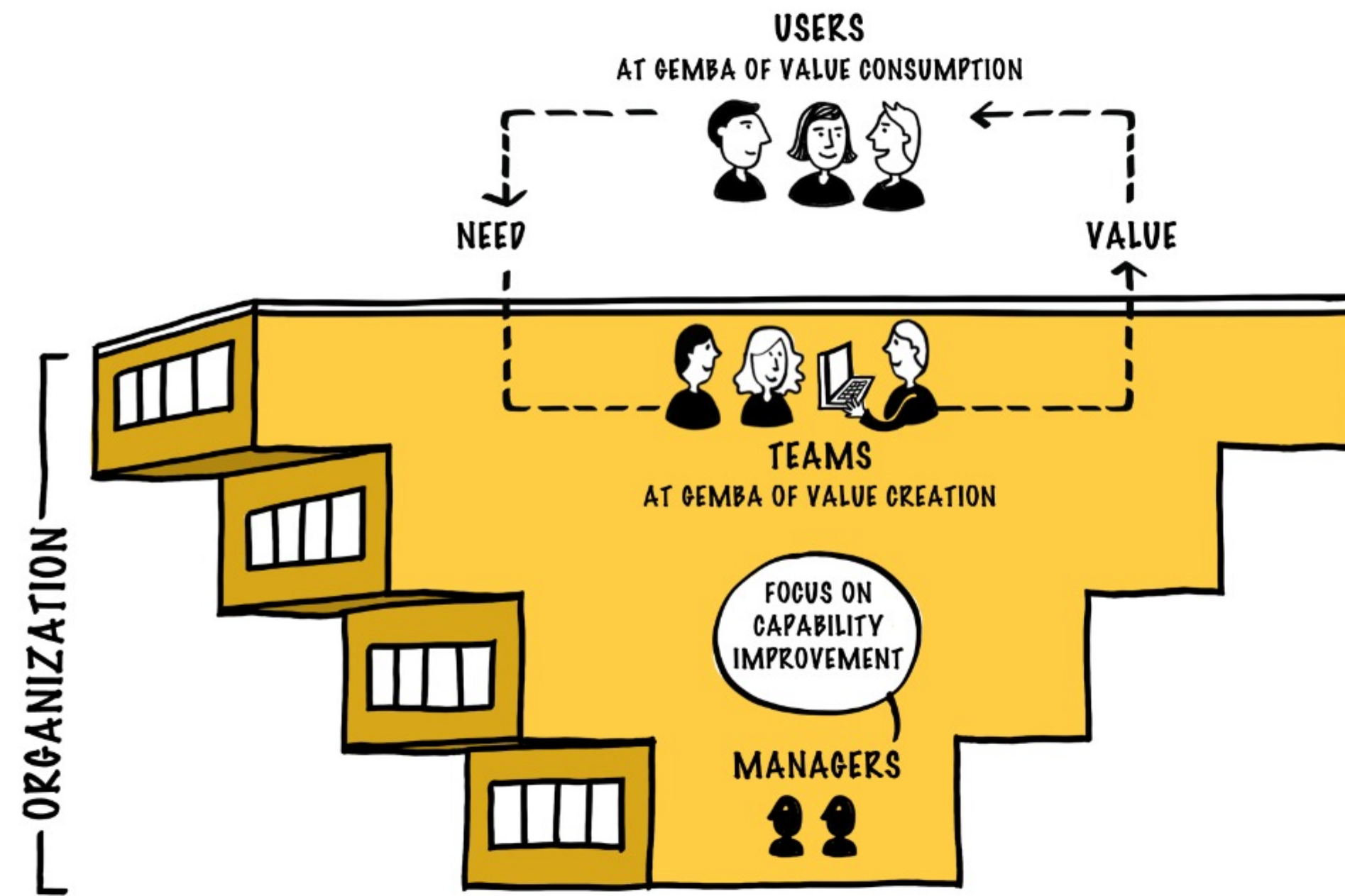
Technical view

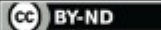


1 product
1 Roadmap

Adopting LeSS

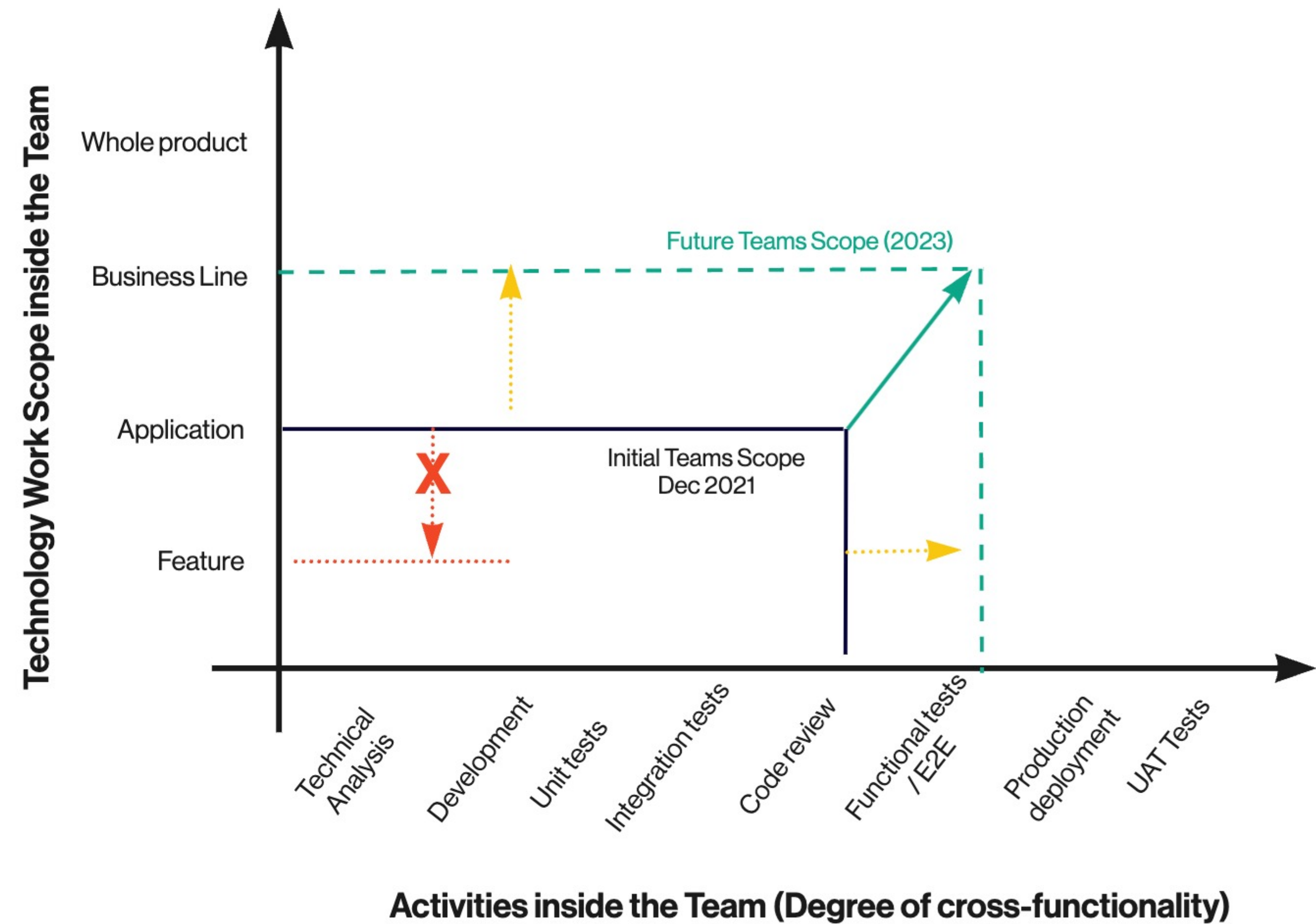
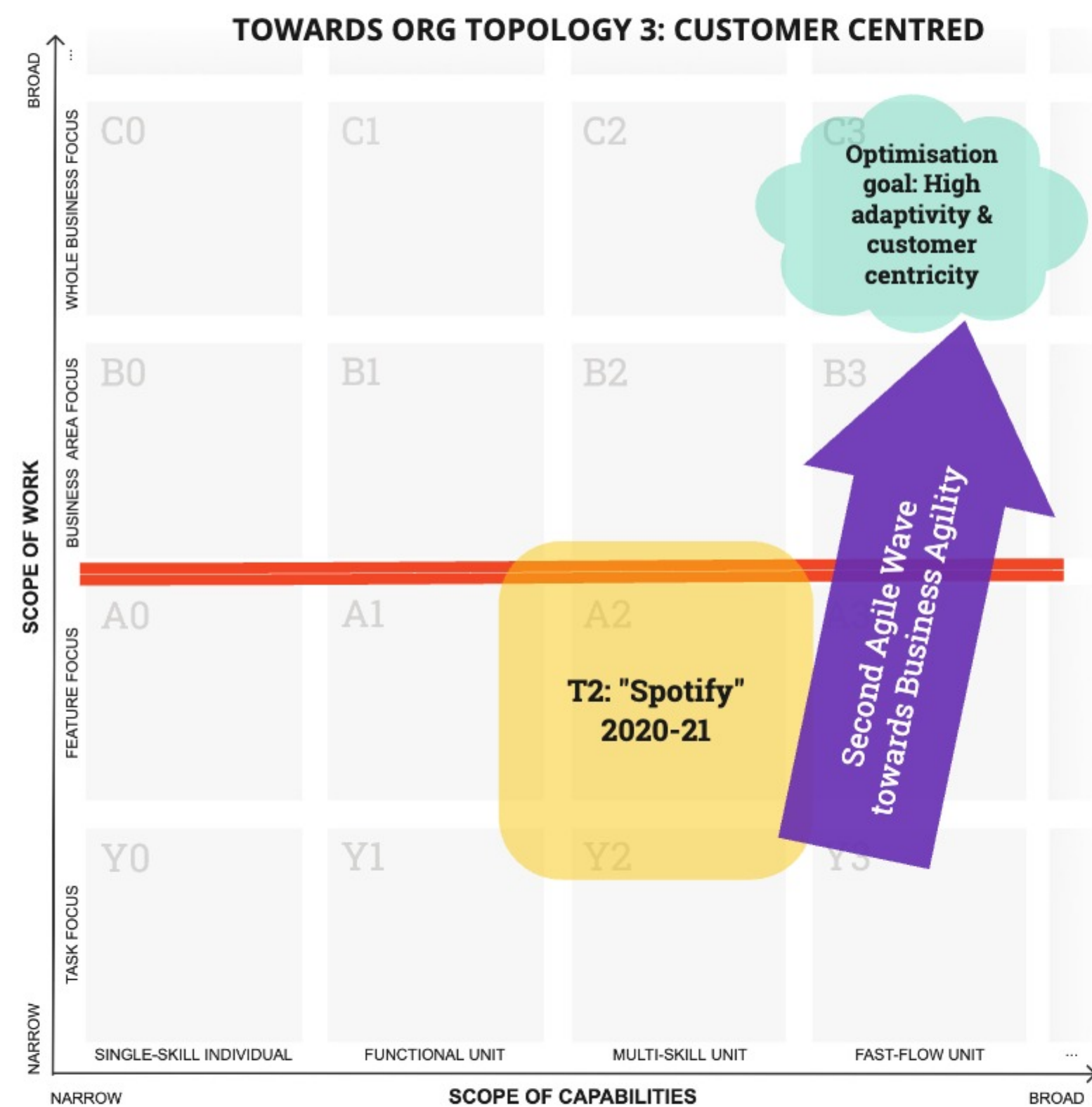
Reversing System Dynamics



<http://less.works> 

- Prioritisation through the single Backlog
- Increasing the Product Scope in the Teams
- Professional Scrum to provide
 - Transparency
 - Organisational heartbeat
- Re-connecting with users

Perfection goal + Feature Team Adoption Map



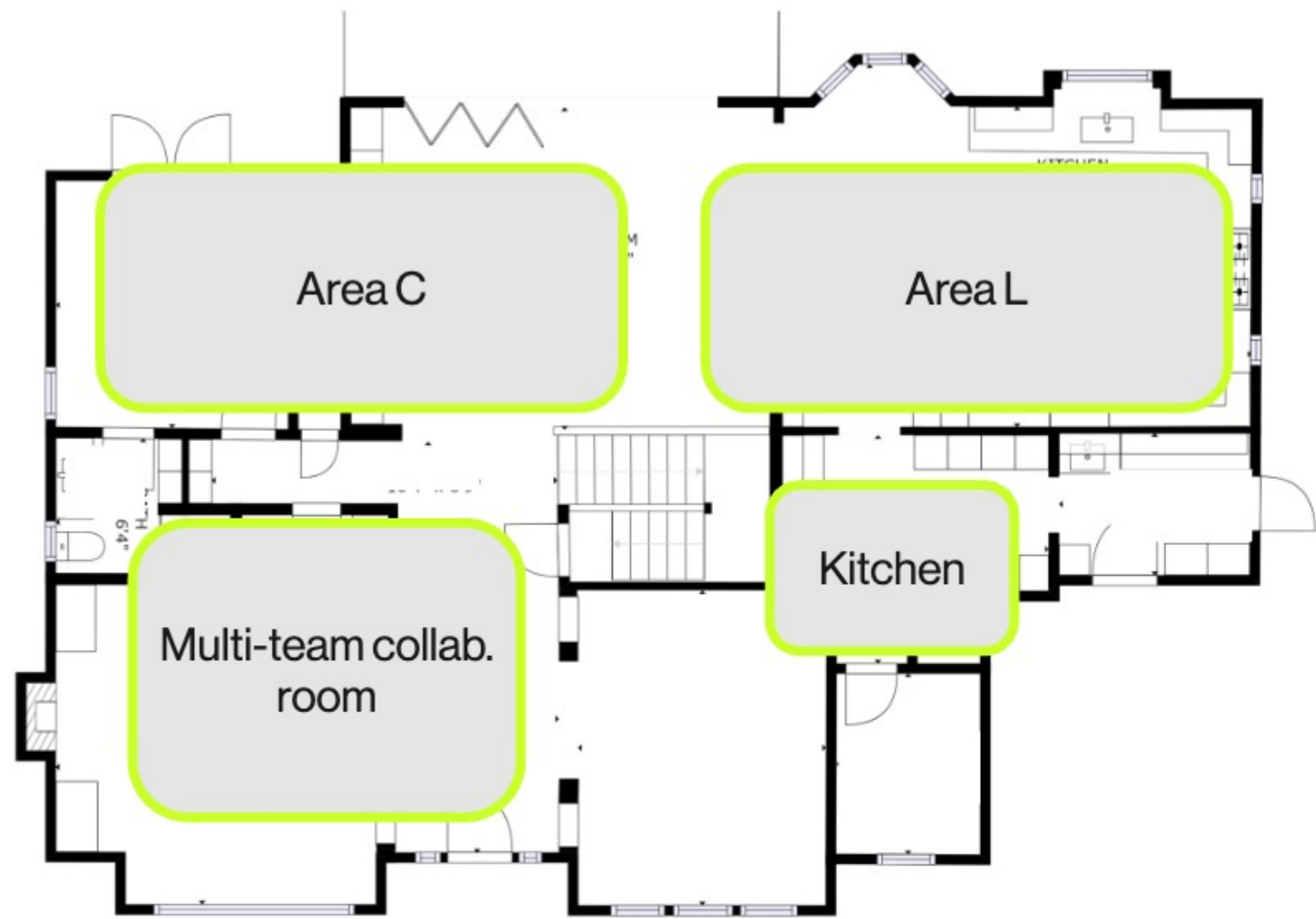
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Enabling Collaboration

Collocation in a new office

Key events in full staff

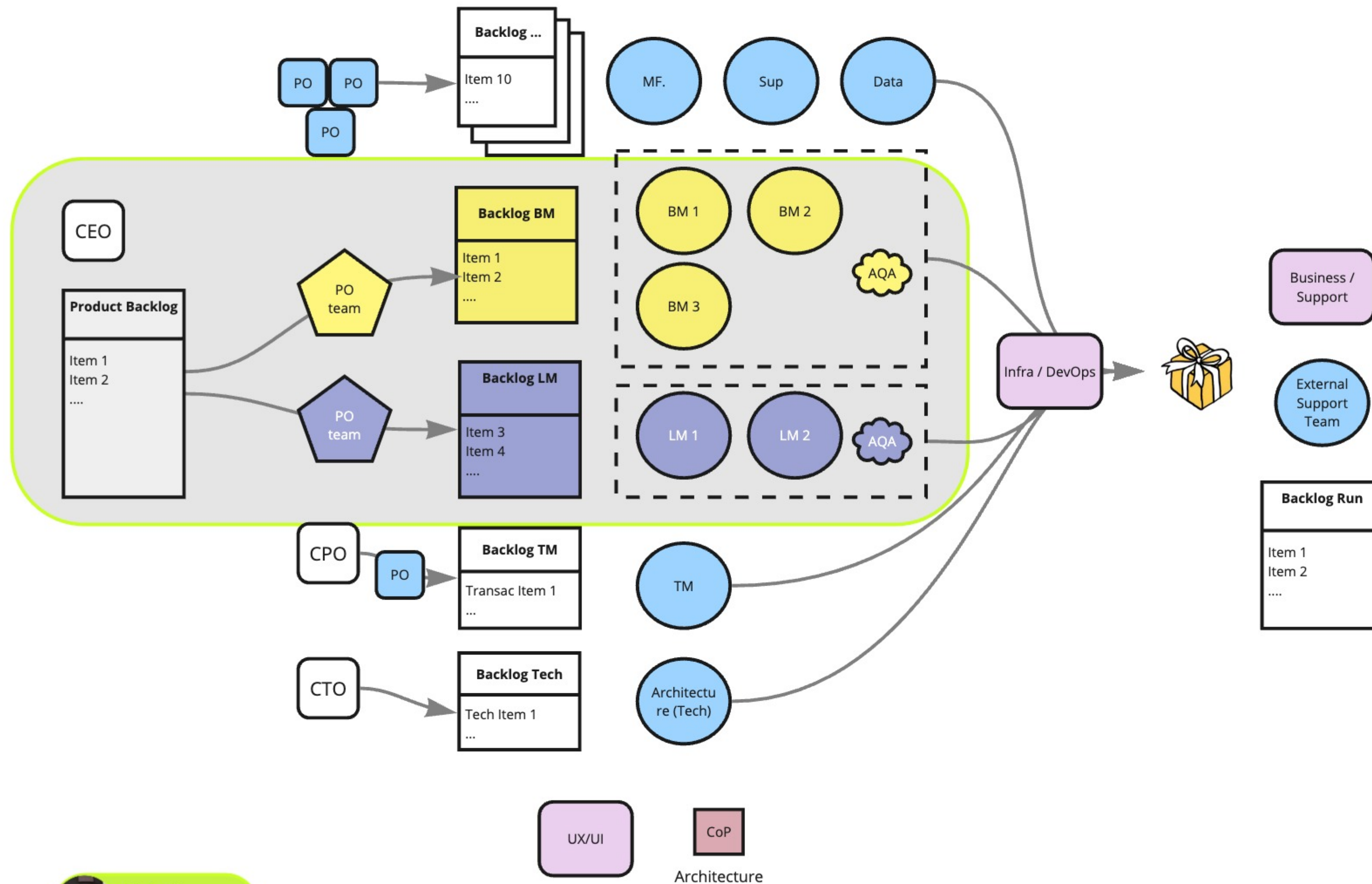
Architecture Community



	Sprint N											
	Wednesday	Thursday	Friday	WE	Monday	Tuesday	Wednesday	Thursday	Friday	WE	Monday	Tuesday
9h30 - 10h	Sprint planning 1 (30min - 1h) - All the teams	Daily Scrum (15 min) - Per team	Daily Scrum (15 min) - Per team		Daily Scrum (15 min) - Per team	Daily Scrum (15 min) - Per team	Daily Scrum (15 min) - Per team	Daily Scrum (15 min) - Per team	Daily Scrum (15 min) - Per team		Daily Scrum (15 min) - Per team	Prep Sprint Review (1h-1h30)
10h		PBR / Area L	Communities		PBR / Area C			PBR / Area G	Communities		PBR / Area C	
11h	Sprint planning 2 (2-3h) - Per team or joint											
12h												
13h - 14h												
14h							Communities					Sprint Review (2h) - All teams of Area
15h												
16h												Retrospectives (1h30)
17h												
18h - 18h30												

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First step...



Key changes

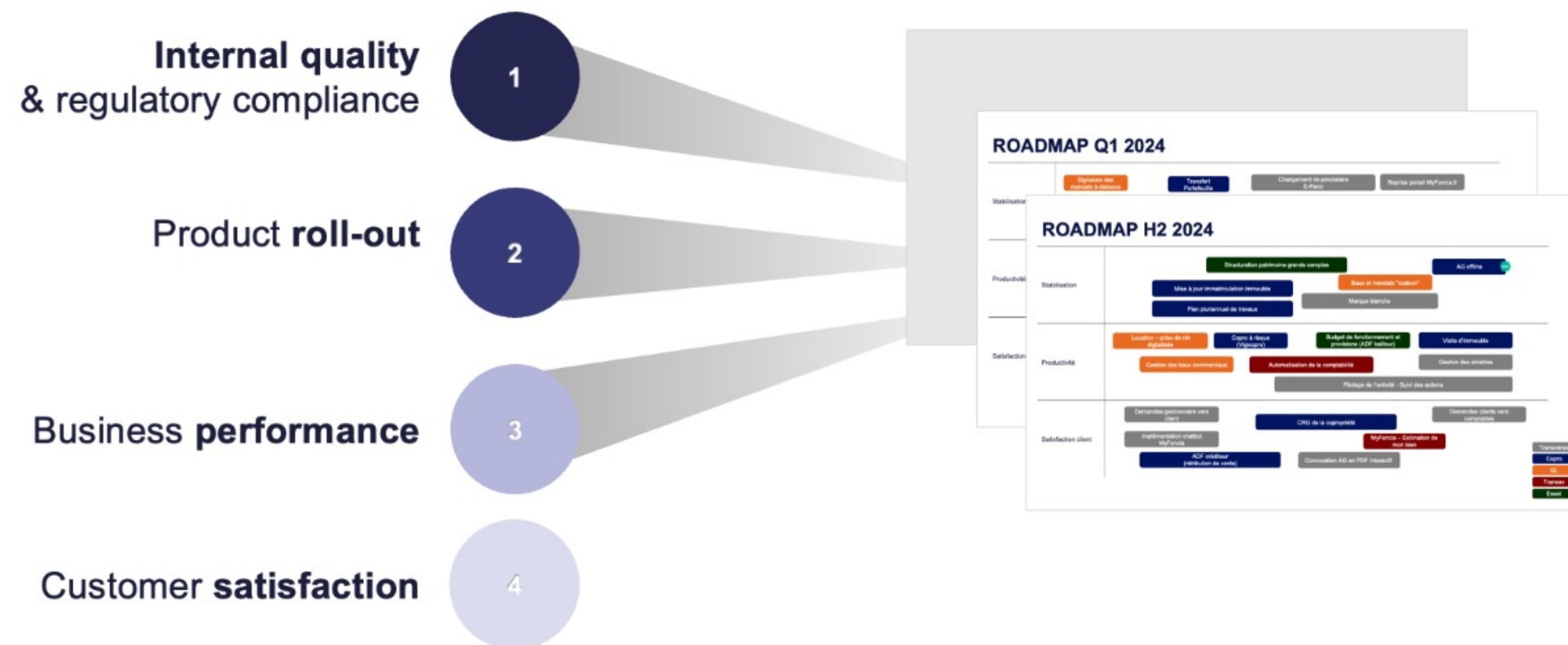
- 1 Backlog
- CEO - temporary PO
- 2 Value areas = 2 Business Lines
- "PO team" without APO
- Collaborative PBRs

Challenges

- Self-organisation isn't natural in the Teams
- "PO" job going to change
- Transparency is painful

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Focusing Product Development + Decoupling roll-out plan



MECE

(Mutually Exclusive, Collectively Exhaustive)

Clarifying prioritisation principles

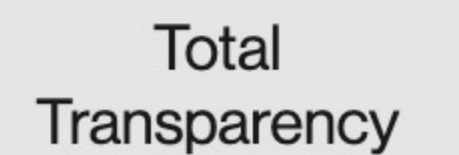
Cancelling development of several initiatives

Roadmap != Roll-out plan

Total
Transparency

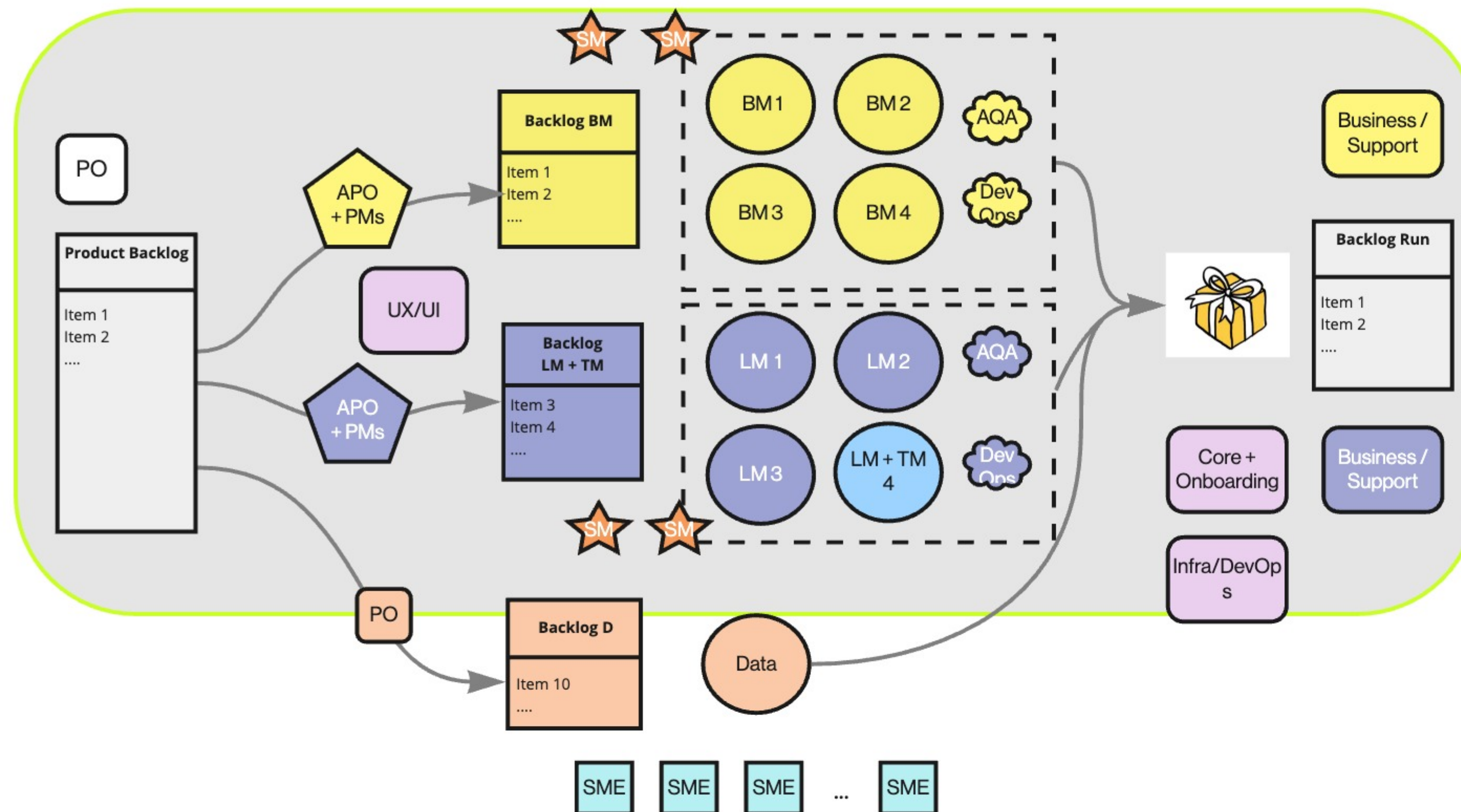


Sprint Review with users and business people



Adopting LeSS

Growing Adoption (in 6 months)



Key changes

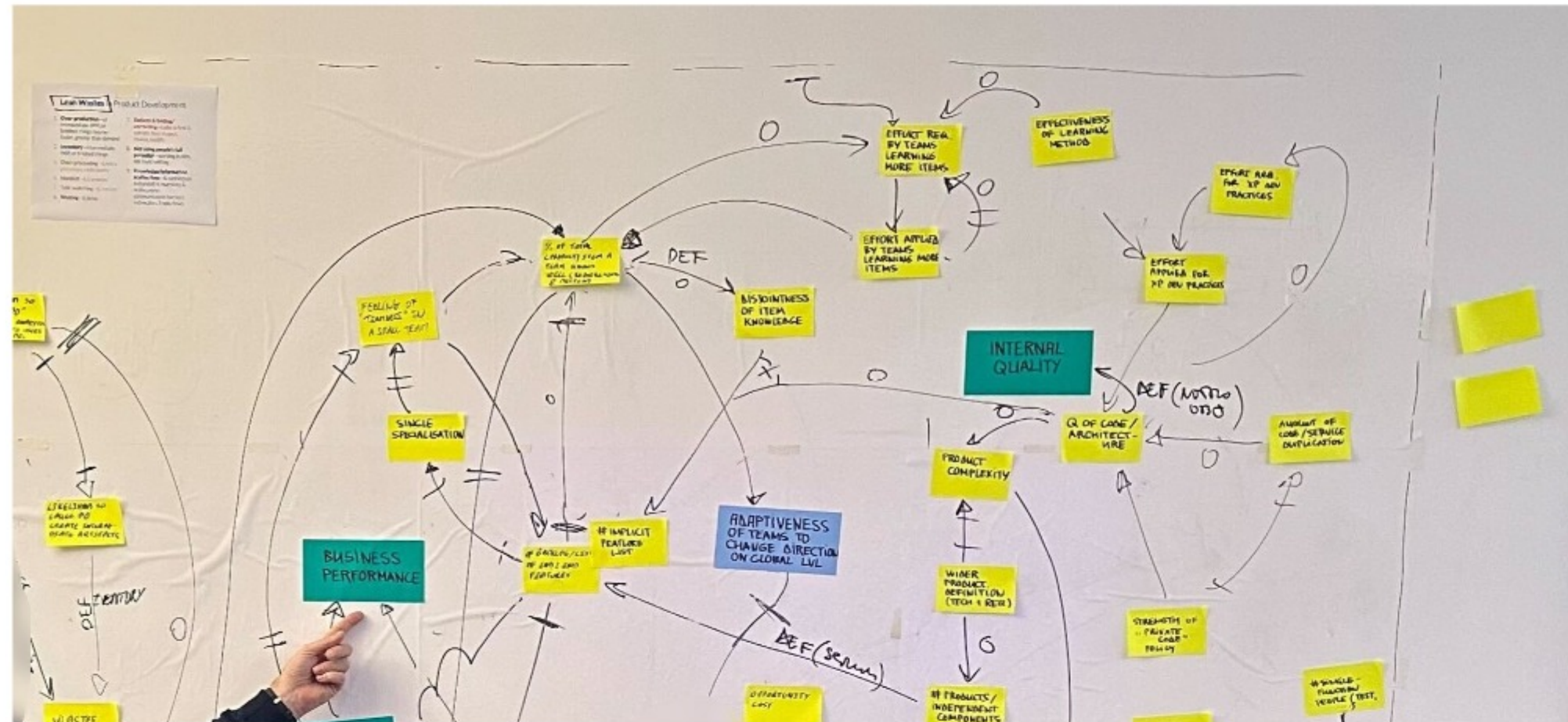
- PO + APOs
- Integrating remaining teams
- Revisiting DoD (v2.0)

Challenges

- Knowledge sharing
- Growing load in Support / Maintenance
- How we can collaborate more with business and users?

Our journey

Deepening Understanding of the Organisation



Invest more in learning and trainings

Improve quality of PBRs

More direct
collaboration between
developers and users

Quality is non-negotiable, reduce scope!



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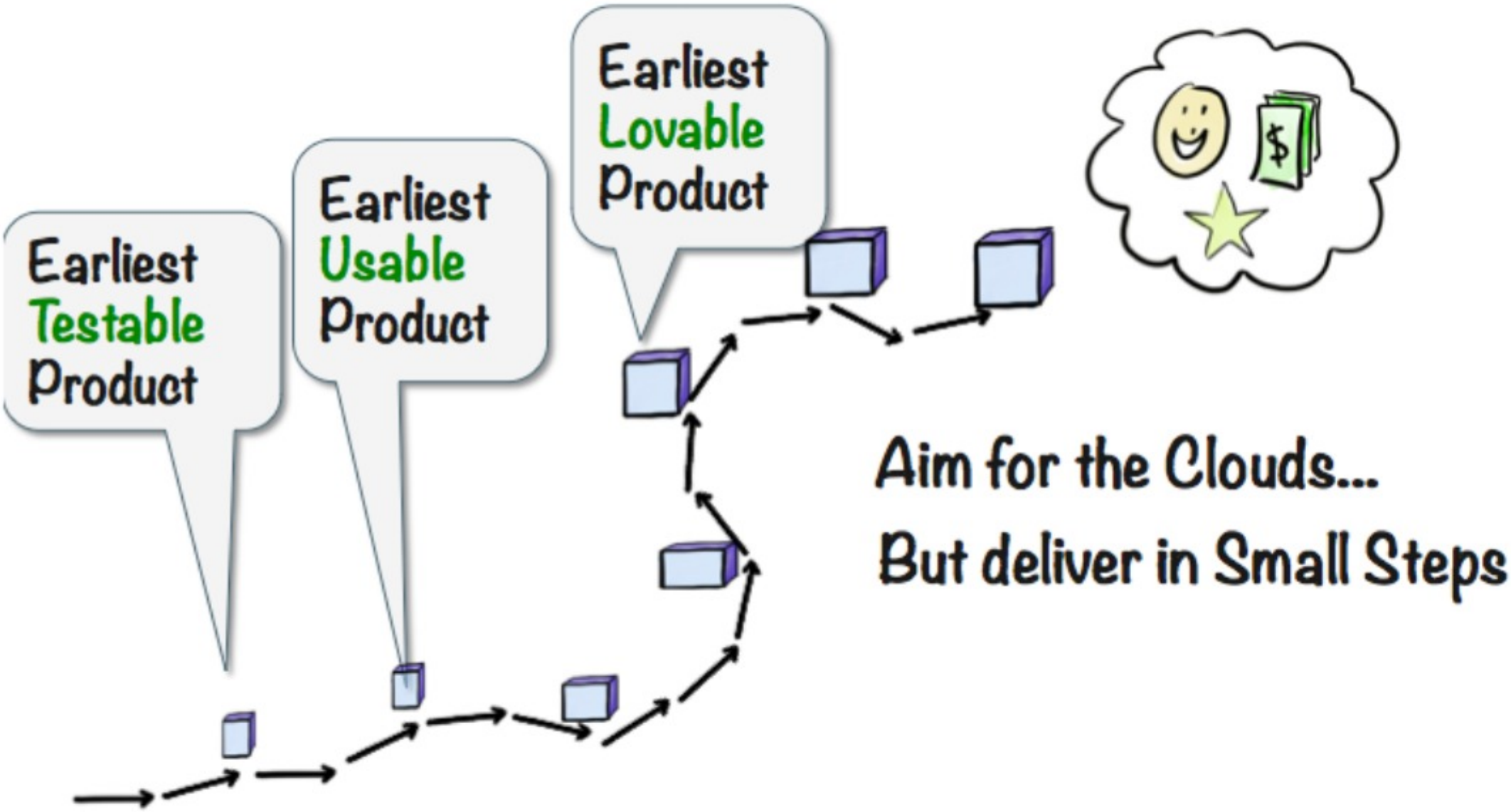
Shifting to Product-Centric Thinking



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Earliest Usable + Specification by Example

Minimum viable => Earliest testable/usable/lovable

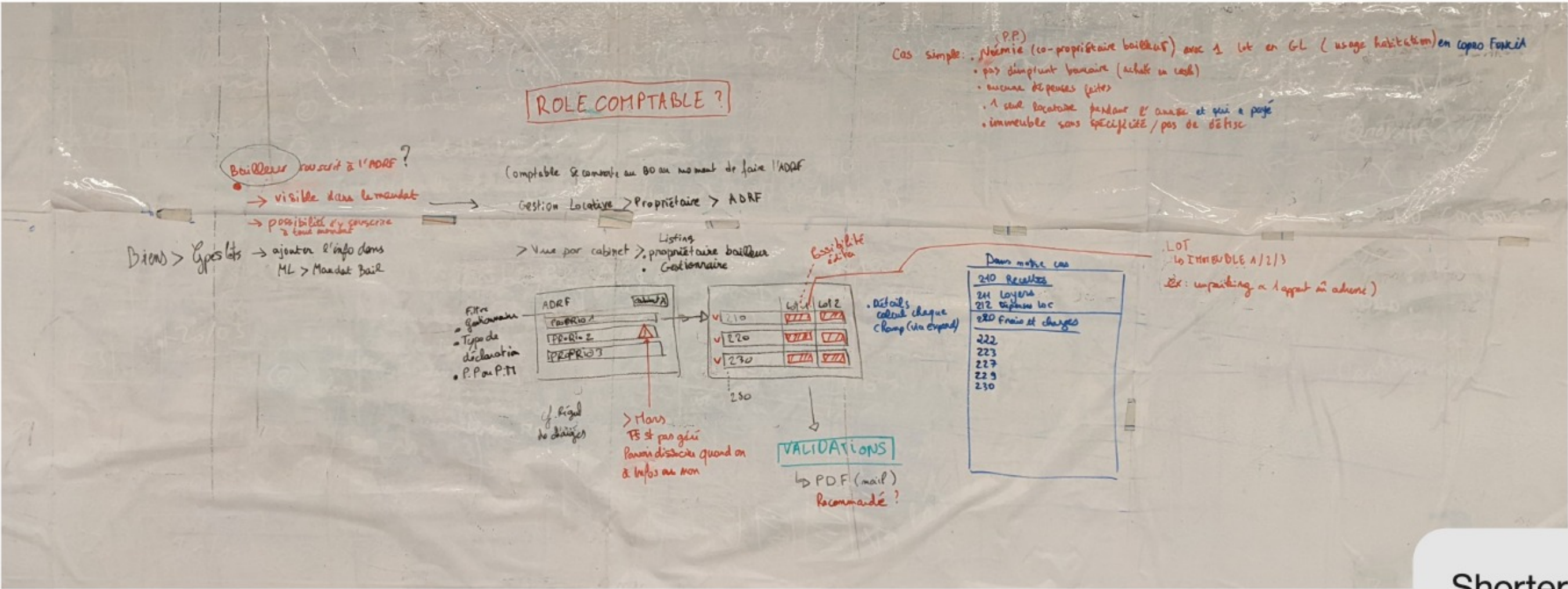
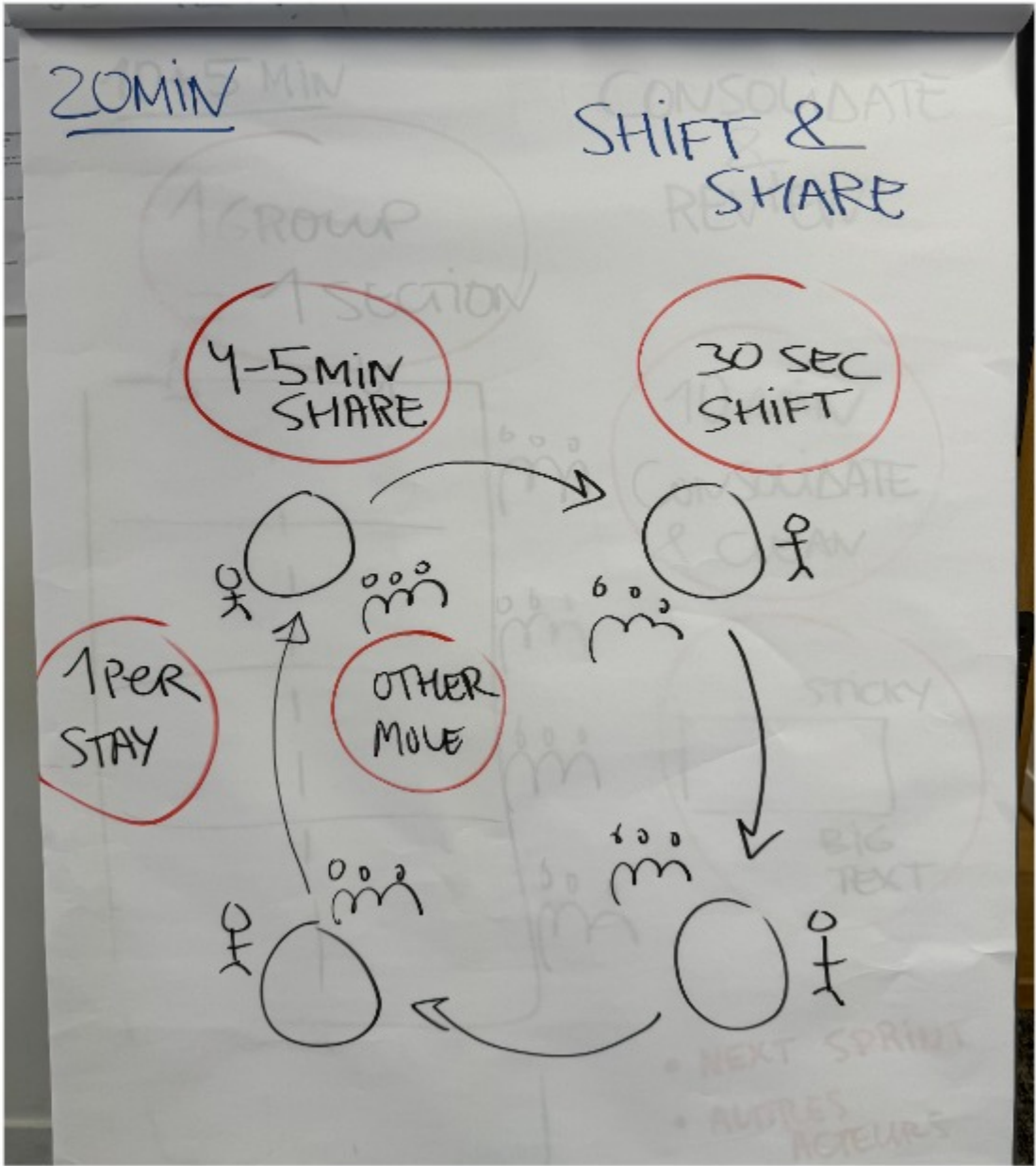
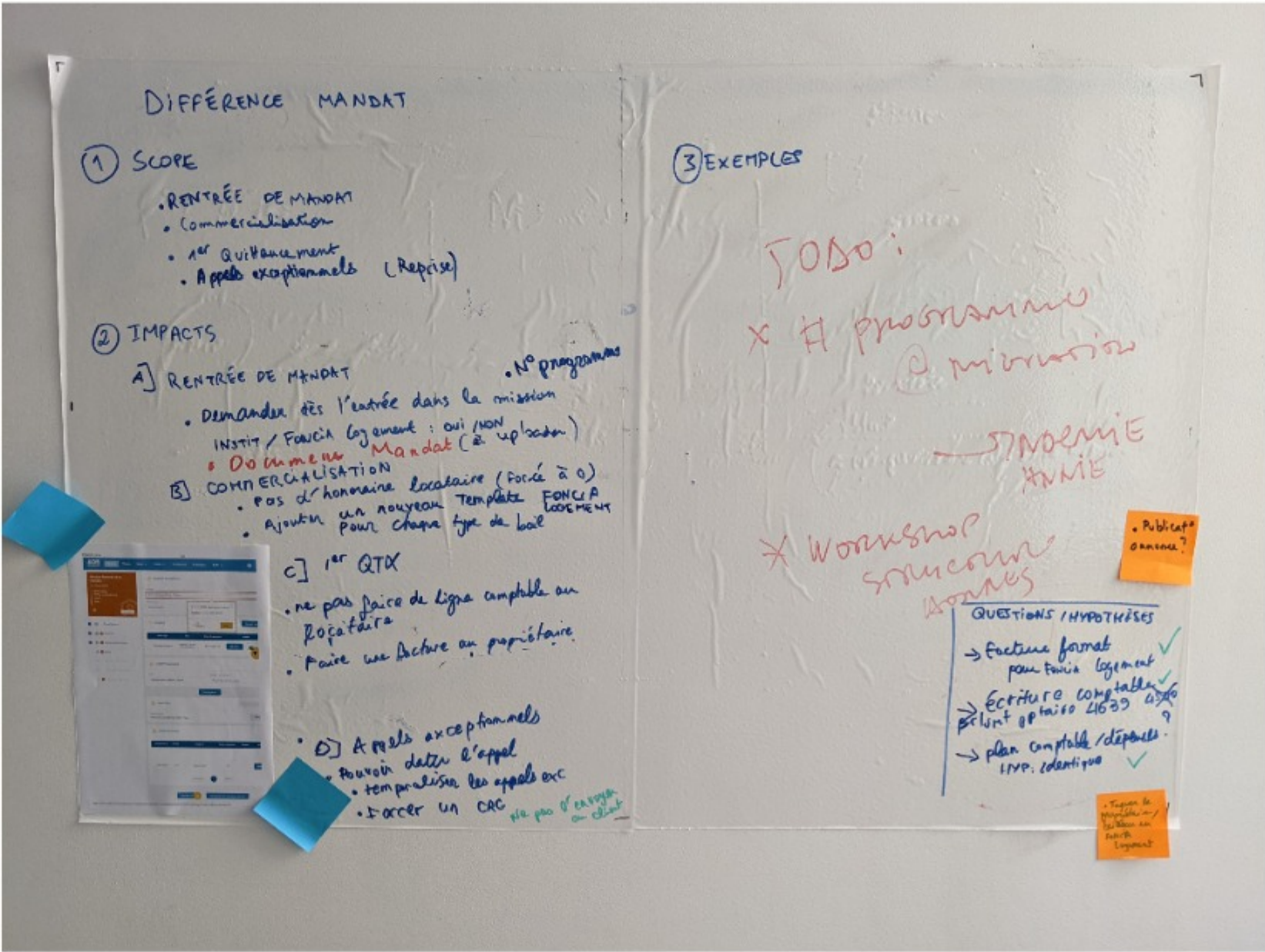


<https://blog.crisp.se/2016/01/25/henrikkniberg/making-sense-of-mvp>

Travaux	Emprunt(s)	Financement	Min montant	Remboursement	Nb copro	Nb durée	% montant emprunté	Tous inscrit	Nb batim clé
Remplacement ascenseur	copro100	Oui	15k	Non, mais gestion mutation	10	1	100	Oui	
6 Facade	PTZ	Oui	15k	Non, mais gestion mutation	12	1	100	Oui	
6 Piscine	copro100	Oui	15k	Non, mais gestion mutation	100	1	100	Non, 30	
6 Renovation energetique	PTZ +copro100	Oui	15k	Non, mais gestion mutation	100	1	-> PTZ : 100% -> copro100 : 80%	Non 80 copro -> 80 PTZ -> 30 copro100	
6 Renovation energetique + remplacement ascenseur	PTZ +copro100	Oui	15k	Non, mais gestion mutation	100	1	-> PTZ : 100% -> copro100 : 80%	Non Total 80 copro -> 80 PTZ -> 30 copro100	
6 Renovation energetique	PTZ	Oui	15k	Non, mais gestion mutation	100	1		Non, 50	
6 Renovation energetique	copro100 + avance subvention	Oui	15k	Non, mais gestion mutation	100	1		Non 100 copro -> 50 copro100 -> 50 avance sub.	
6 Remplacement ascenseur	copro100	Oui	15k	Non, mais gestion mutation	100	2 (Sans, 10 ans)	100	Non, 75	
Renovation energetique + remplacement fenetre indiv.	PTZ	Oui	15k	Non, mais gestion mutation	100	1		Non, 50	

Product Thinking

Product Backlog Refinement



Shorter time to market

Multi-learning & Knowledge sharing

JUST TALK!

"Live my life" trainings

Component mentors

Working / Pairing in Support

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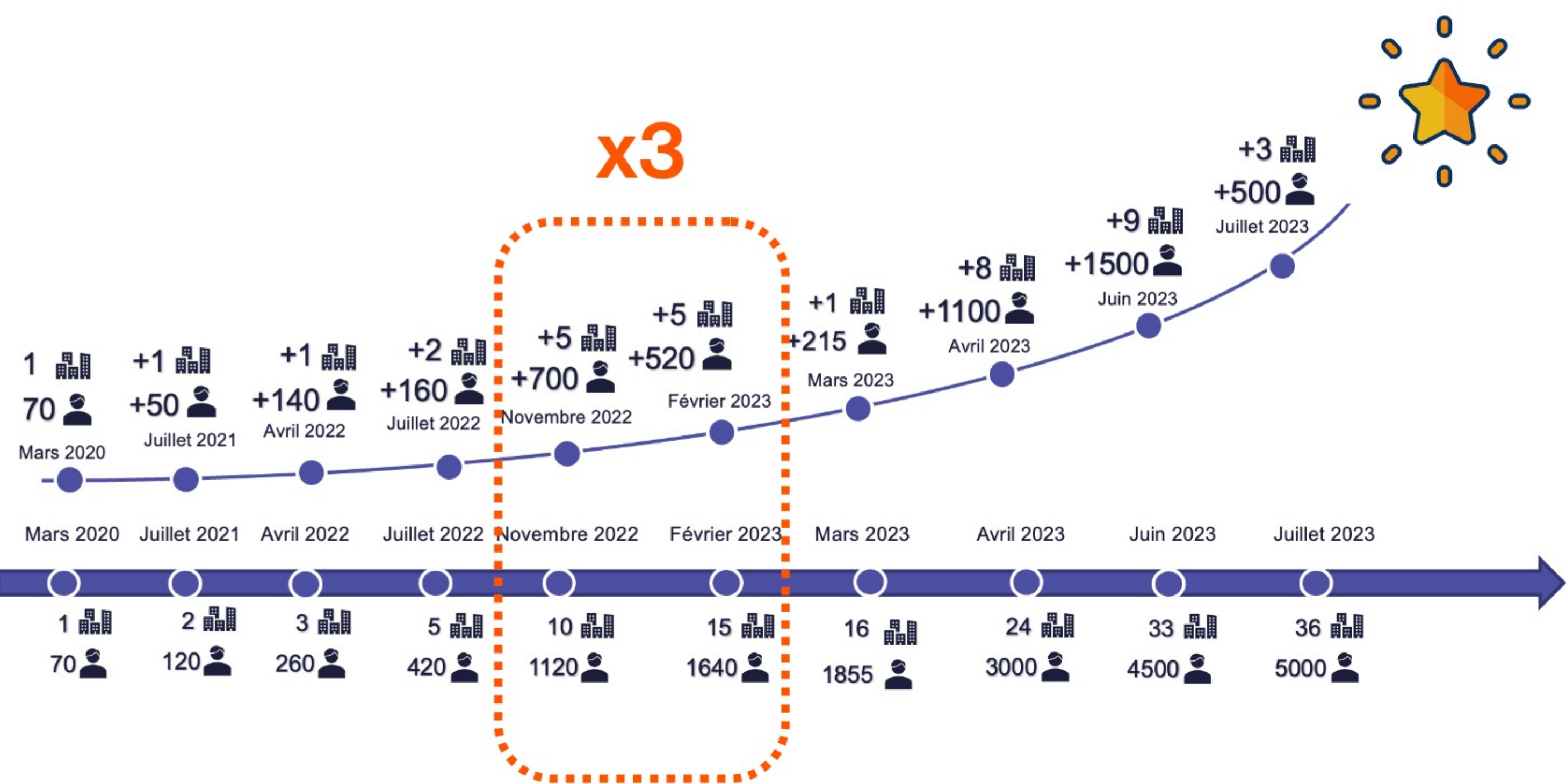
Organising for Maintenance & Support



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Organising for Support

Roll-out & organisation in Support



Internal Business experts at L2

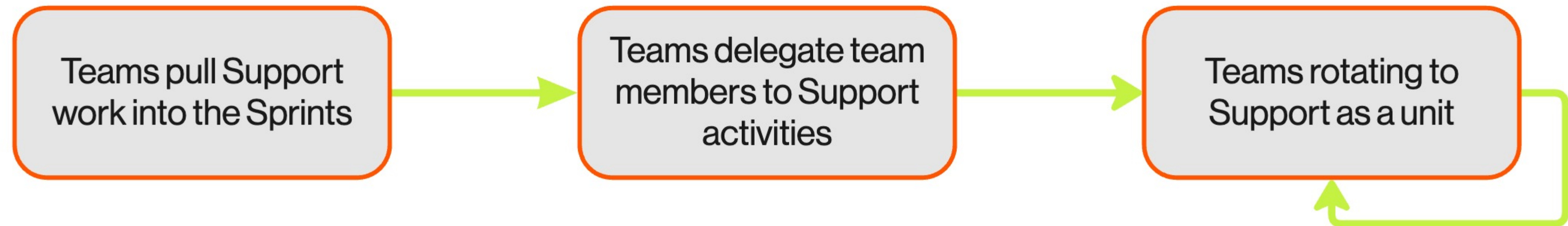
Prioritisation in Support

Operational culture for developers

Improved product quality

Organising for Support

Experimenting with Teams in Support



"It's hard to balance Sprint goals with Support work"

"Team is split into 2 parts, we are losing togetherness"

"How long are we staying in Support?"

"We want to finish the ongoing feature before rotating to Support"

Improved product quality

Organising for Support

Connecting with users - Product Bus Tour



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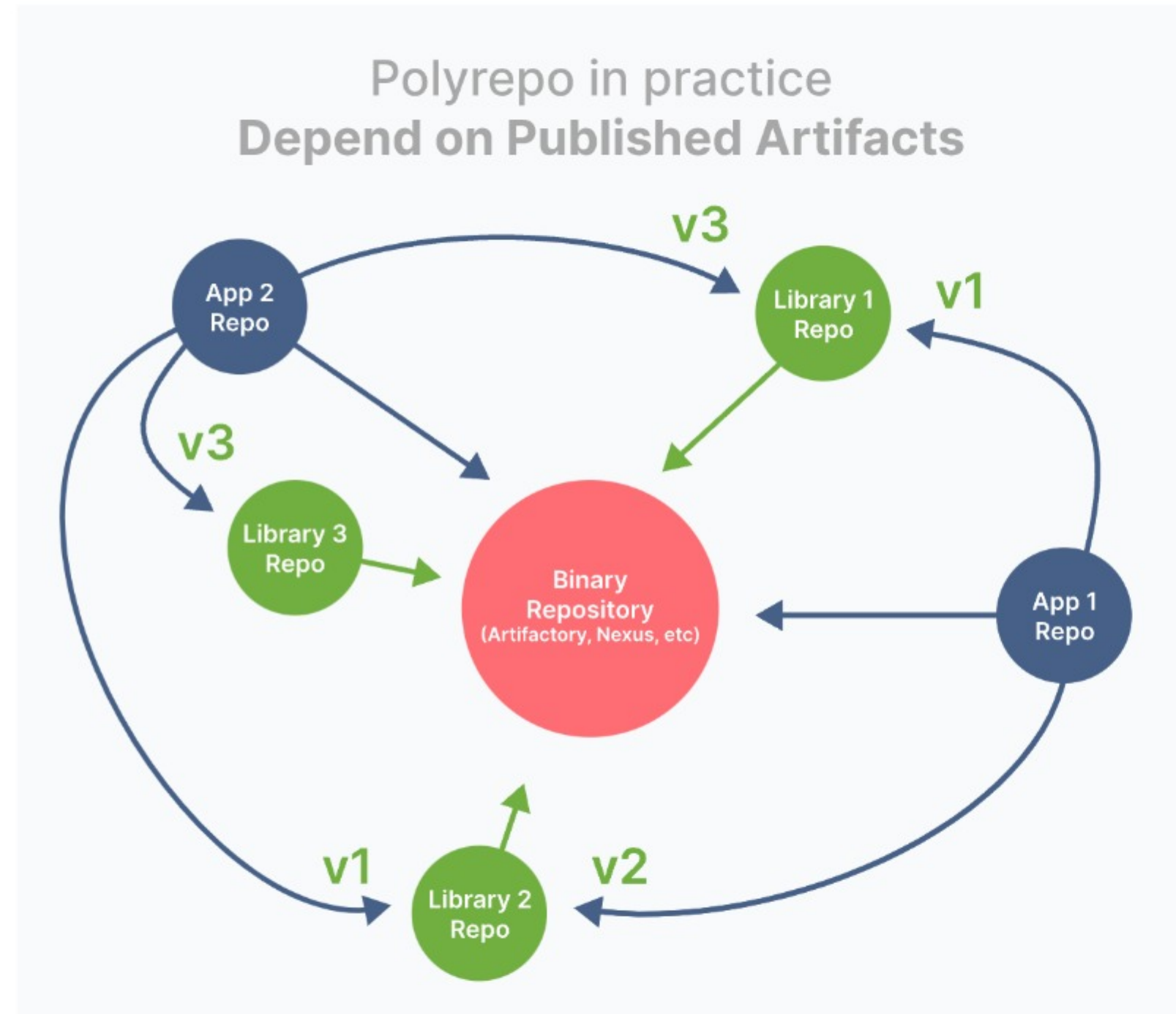
Pursuing Technical Excellence



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Technical Excellence

Monorepo + Collective Code Ownership



Polyrepo -> Monorepo
(Team ownership -> Collective Code Ownership)

"Challenges... the consolidation of the codebase & code harmony, which in my opinion have not yet been fully achieved...

I also think the microservice architecture has slowed us down in our pursuit of collective code ownership. " - Product Developer

After 2,5 years :

- Major part of the Product code is in Monorepo
- Code duplication removal & harmonisation of tooling / libraries
- Atomic commits, one version of the Product
- Enabled distributed tooling for CICD

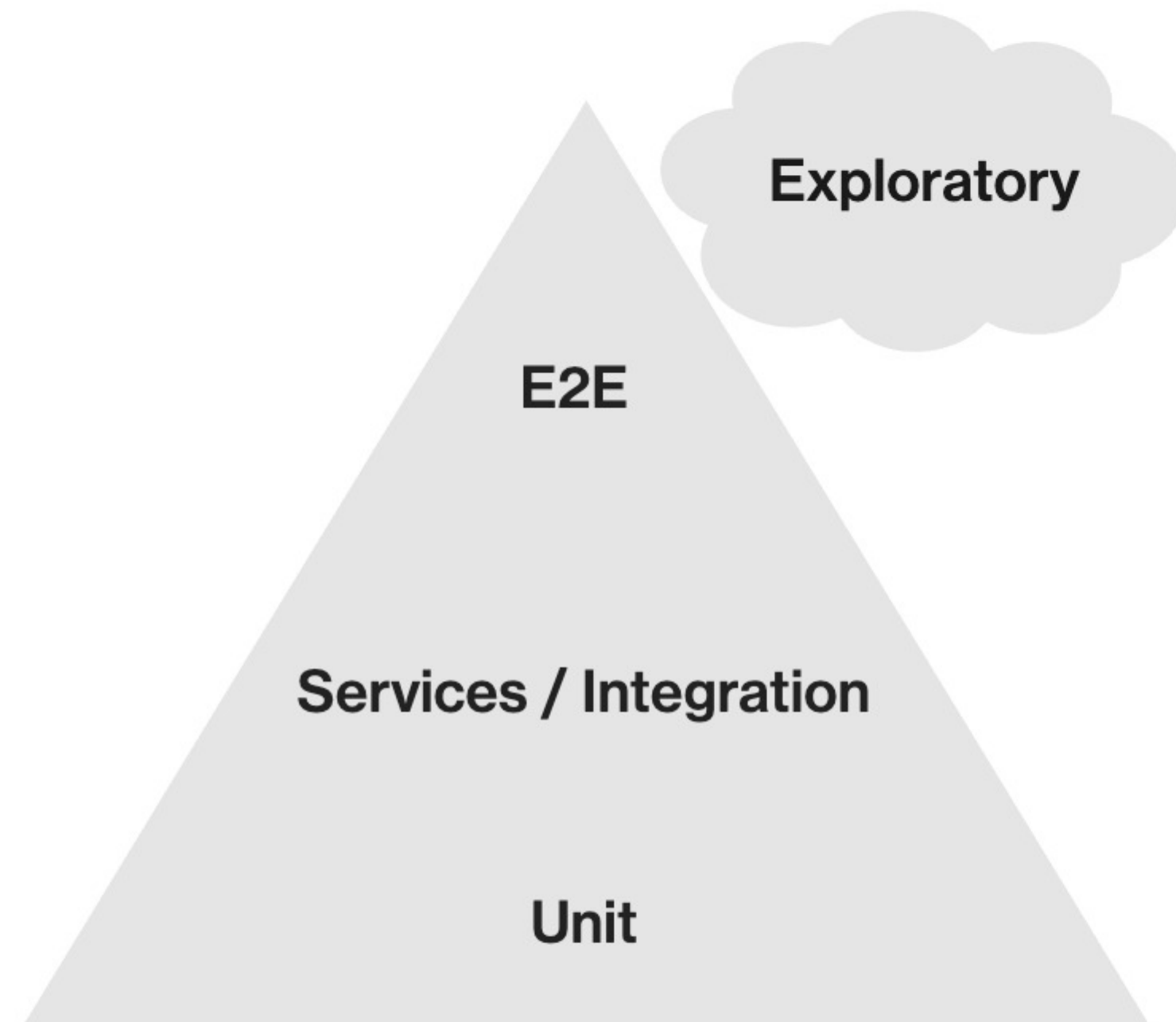


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Improved product
quality

Technical Excellence

Quality & Automation



Growing test coverage

- 15k+ unit / integration tests
- 200+ e2e / workflow tests

Passed 00:54:13 1 week ago	Merge branch ' ' #2029913 master 0a9d86c5		✓ ✓ ✓ ✓ ✓
Passed 01:01:59 1 week ago	chore(s) #2029839 master def47150		✓ ✓ ✓ ✓ ✓
Failed 00:23:03 1 week ago	will use string instead of object t... #2029831 master 1f7b50c2		✓ ✗ » » »
Passed 01:02:12 1 week ago	Merge branch 'fix/ ' #2029826 master cf4238a6		✓ ✓ ✓ ✓ ✓

Continuous deployment

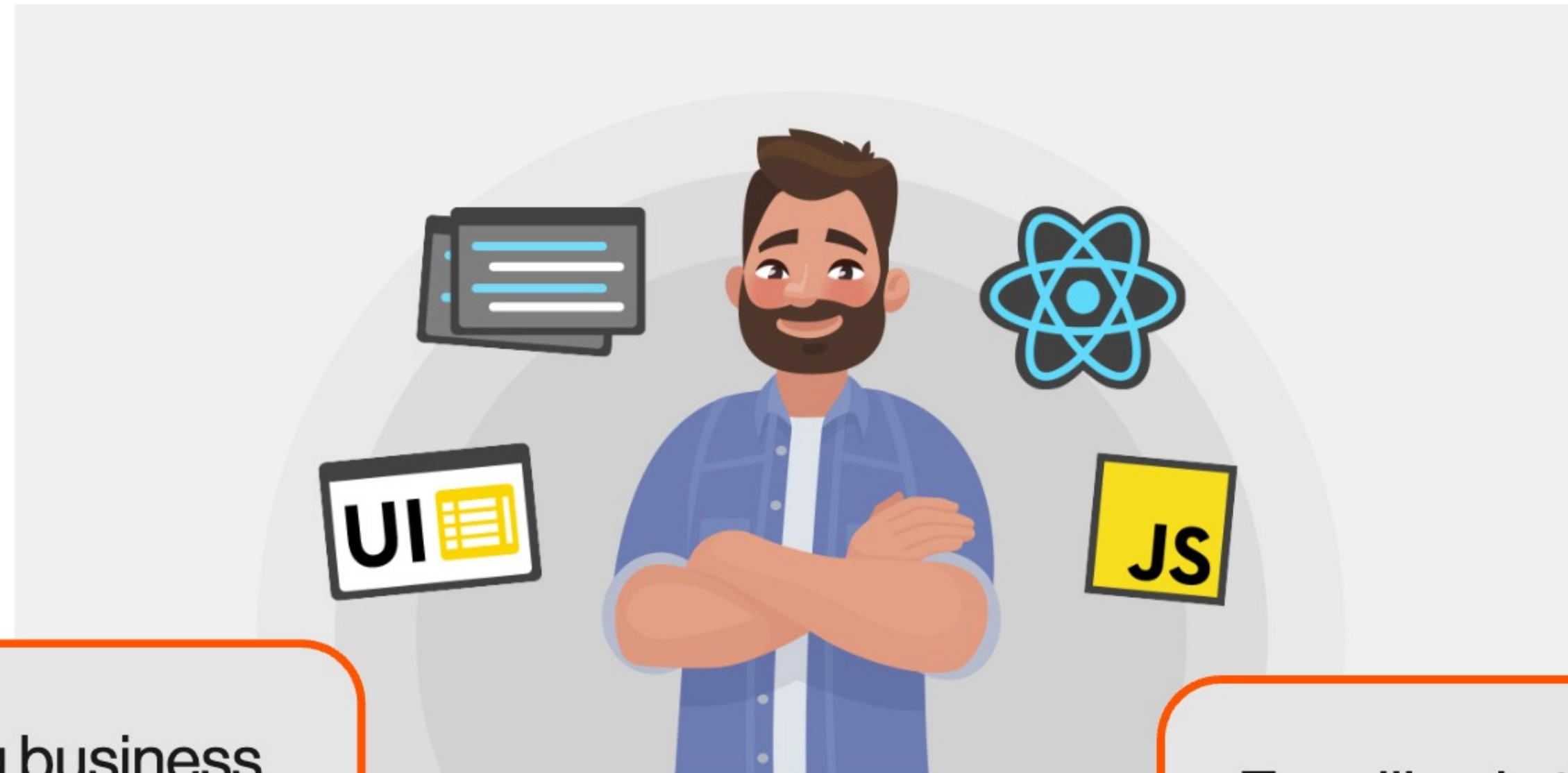
- 45-50 integrations into main / day
- 5-15 releases to production / day



Improved product quality

Technical Excellence

Raise of the Product Developer



Learning business domain

Mastering full stack

Excelling in the R&D process

"Once the vision is shared, patience and persistence are required..."
CTO

- > adaptive organisation
- >> adaptive teams
- >>> adaptive product developers

Technical Excellence

Joining communities - "Can we ... ?"

```
# tech-cicd  
# tech-front  
# tech-quality
```

Permanent

- Architecture
- CICD
- Quality
- Front

```
# can-we-have-solid-fixtures-for-tests  
# can-we-improve-our-documentation  
# can-we-mongo7
```

Emergent

- Monorepo
- Upgrading critical technical components
- Improving developer experience

```
# can-we-monorepo-everything  
# can-we-plato-node-18-and-upgrade-...  
# can-we-replace-lego-with-duplo
```

Functional

- Deep dives to monitor / improve particular business process or workflow

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Reflecting on Our Journey



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Our journey

Achieved the Unachievable



- deployed to over 2M end-customers
- 8 500 users – 1 500 real estate agents & 7 000 property managers

"In terms of tangible results, one of the major successes was achieving our roll-out goals, even though many were skeptical at first. We managed to deliver the product as planned, which is a significant accomplishment." - Product Manager

Achieved our business objective

Grew a resilient and adaptive organisation

Our journey

Lessons learned

Experiment boldly, have courage to cancel quickly if it's not working...

Everything begins with Transparency

A holistic view of the product/system/domain greatly boosts motivation

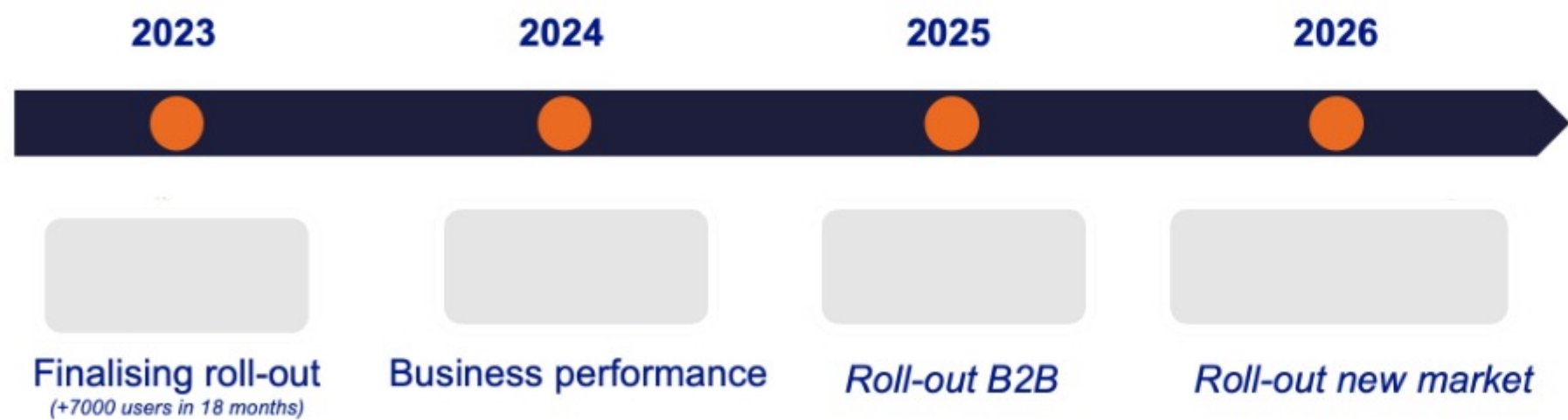
Do an evolutionary adoption with parallel organisation

LeSS is a perfection vision, a direction; it takes time to progress towards it.

Choose your battles and stay sane

Our journey

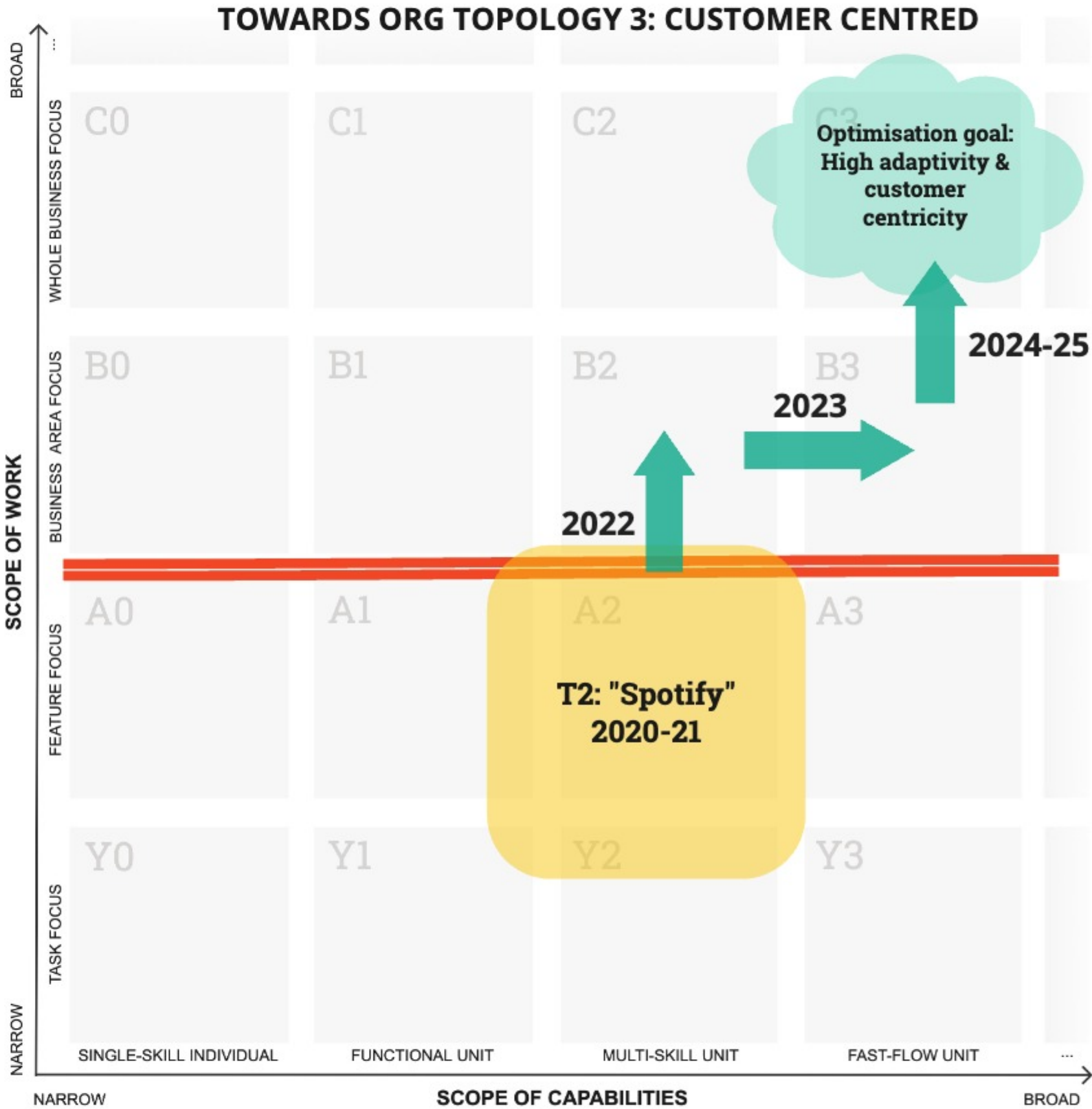
What's next?



Growing new leaders

Industrialising Operations

Continuous Improvement



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Q&A



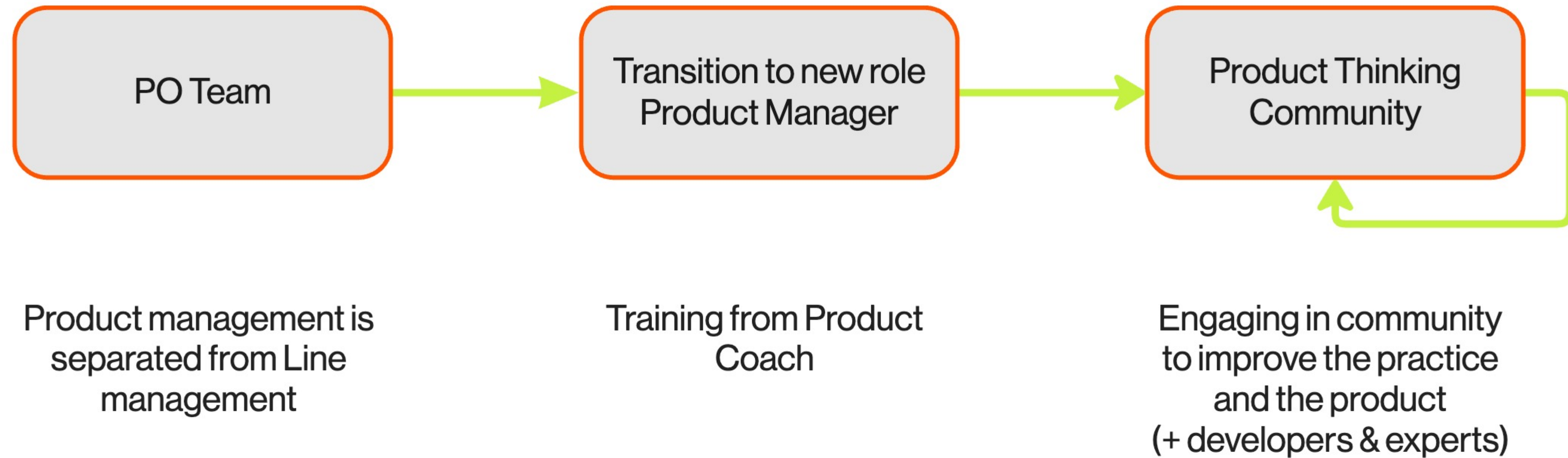
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Feature Team Adoption Map 2.0 + DoD 3.0



Product Thinking

Journey from Team PO to Product manager



Thank you



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