


welcome
The future is smart

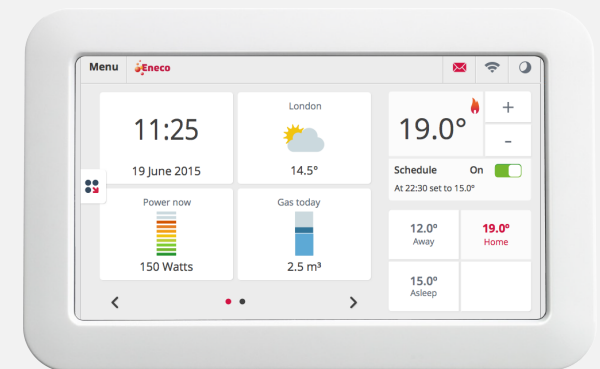


The Missing Link in Agile Transitions
- xebia seminar, maart 2017

TOON

Agenda

- Toon, Quby and myself
- Where are our challenges
- Some stuff which is useful to share



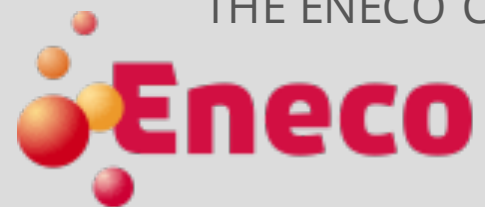
TOON

A “short” history



COLLABORATION

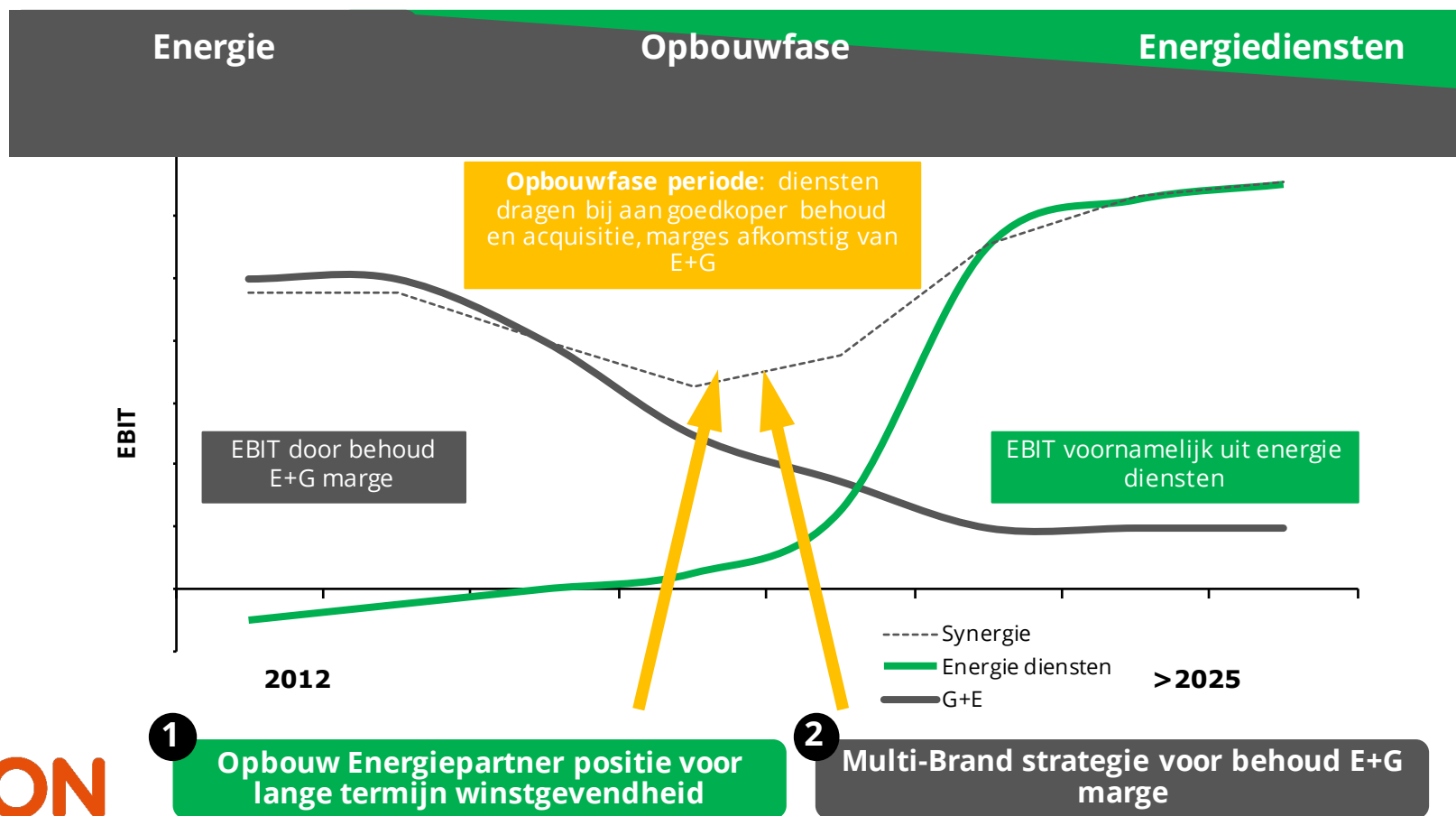
THE ENECO CASE



“ by 2020, the largest energy company in the world (by market cap) will not own any network or generation asset ”

-Gartner

To get out of the commodity trap..



TOON



Started

Founded in
Amsterdam in 2004
to develop smart
home solutions

Located in Amsterdam
160 employees
25+ Nationalities

Quby

How it all started @Quby



Home control box



Energy stick



Energy display

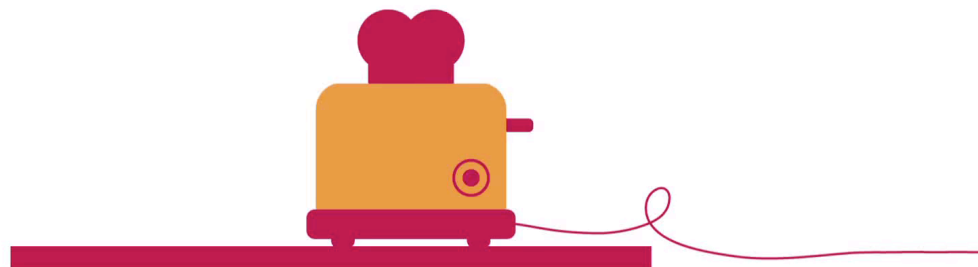
Introducing Toon, the revolutionary thermostat that gives you insight into your energy usage

2012

TOON

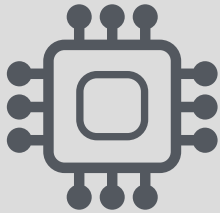
OUR PROMISE

Smart thermostat
Energy insight
Save money on bills
Feature updates



collaborative learning

TOON



TECHNICAL



MARKETING



ORGANISATIONAL

2013

CAMPAIGN AIMED AT AWARENESS:
WITH TOON, YOU CAN CONTROL YOUR THERMOSTAT REMOTELY WITH THE PROPRIETARY APP.

SALES SKYROCKETED

2014

TOON THE PLATFORM FOR YOUR SMART HOME!
(SUCCESSFUL CAMPAIGNS AND PR MOMENTS: 'SMART HOME DAY', REMOTE CONTROL, SAVING ENERGY)



2015

**INTRODUCTION
'ZON OP TOON', A SMART
SMOKE DETECTOR.**

100,000TH TOON UNIT
INSTALLED. TOON BECOMES
INDEPENDENT FROM
ENECO ENERGY CONTRACT.



APRIL 2016

Introduction Toon Belgium





2016

TOON API

Open API, cooperation with other parties: Philips, Achmea. Over 250,000 units installed by end of year.



Two Toon's installed per minute

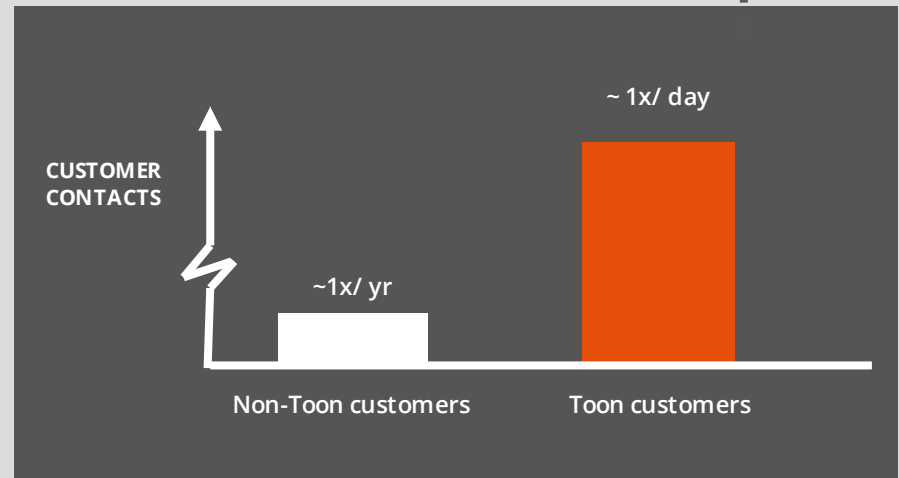
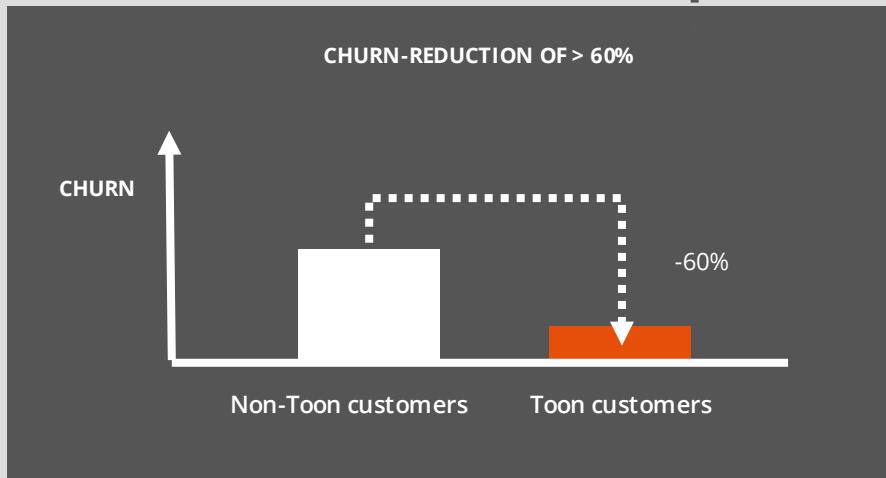
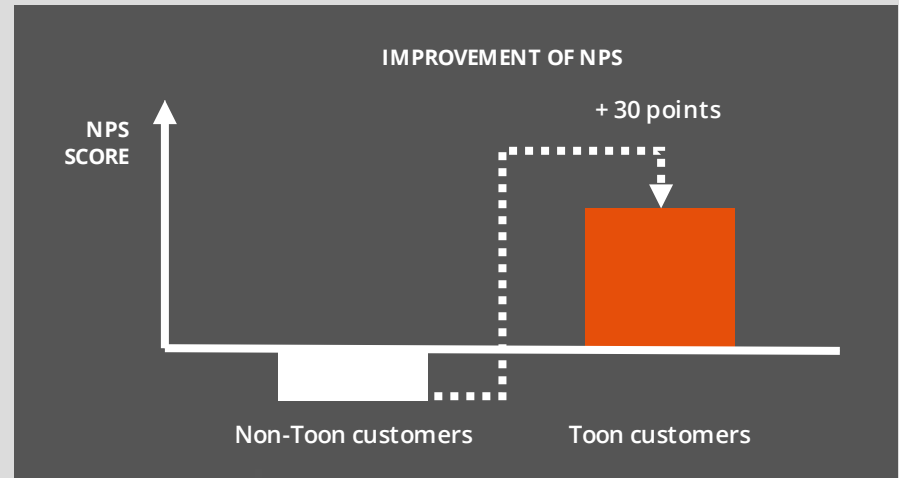
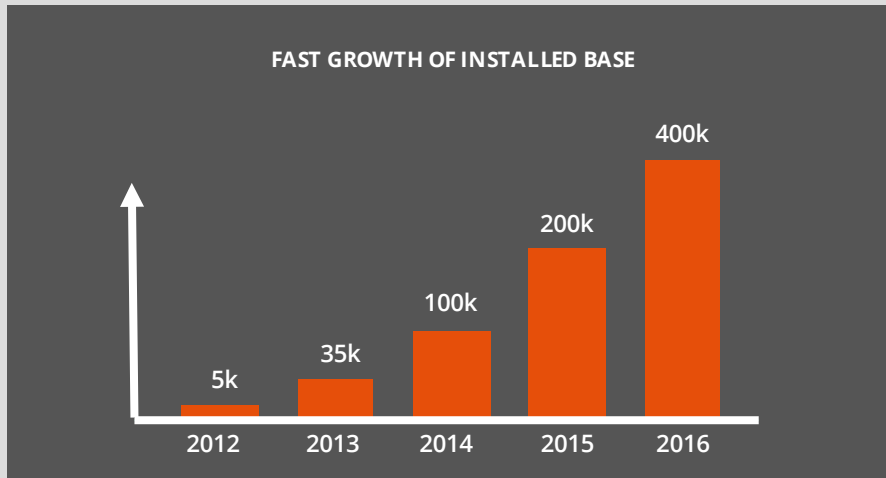
Once activated, Toon is used by
several household members
multiple times a day



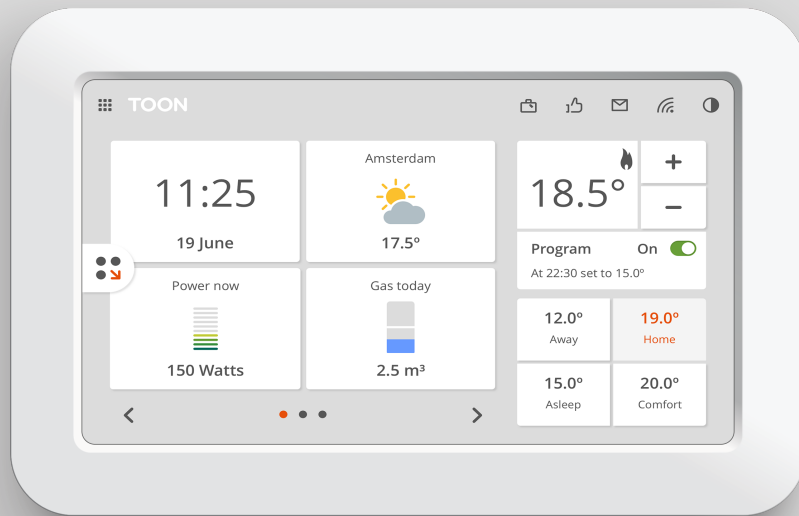
Proven Business Model

4 years later





Introducing



TOON

- + Toon is a technology that puts you in charge by providing you real time energy insight, giving you options to save money and reduce your footprint.
- + Together with Toon you'll get access to new services that tap into the increasing possibilities of connected things, making your life smarter.



***Empowering
People Through
Smart Energy***

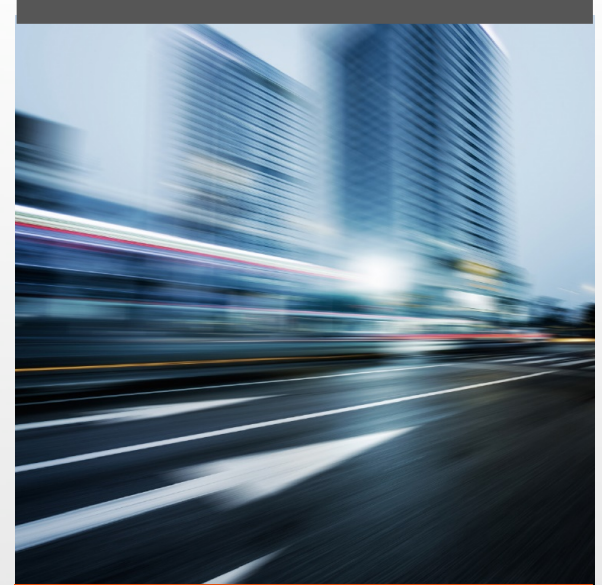




Energy

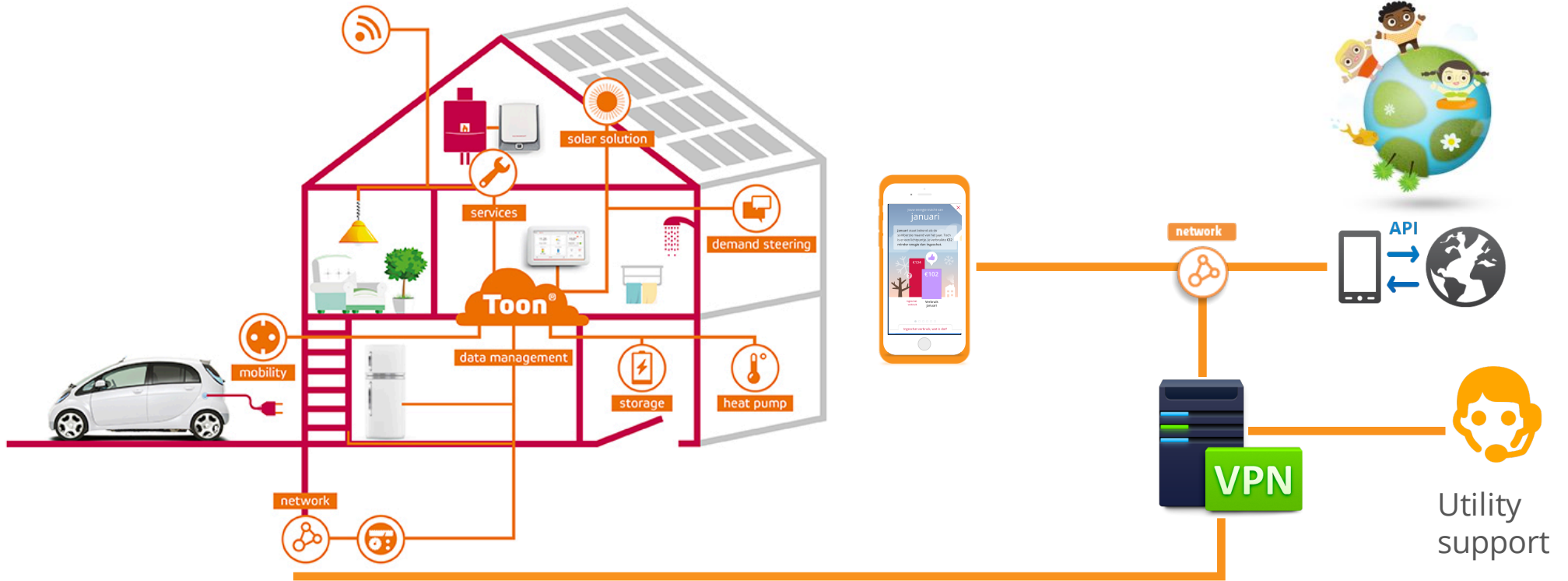


Empowerment



*Connected
to the future*

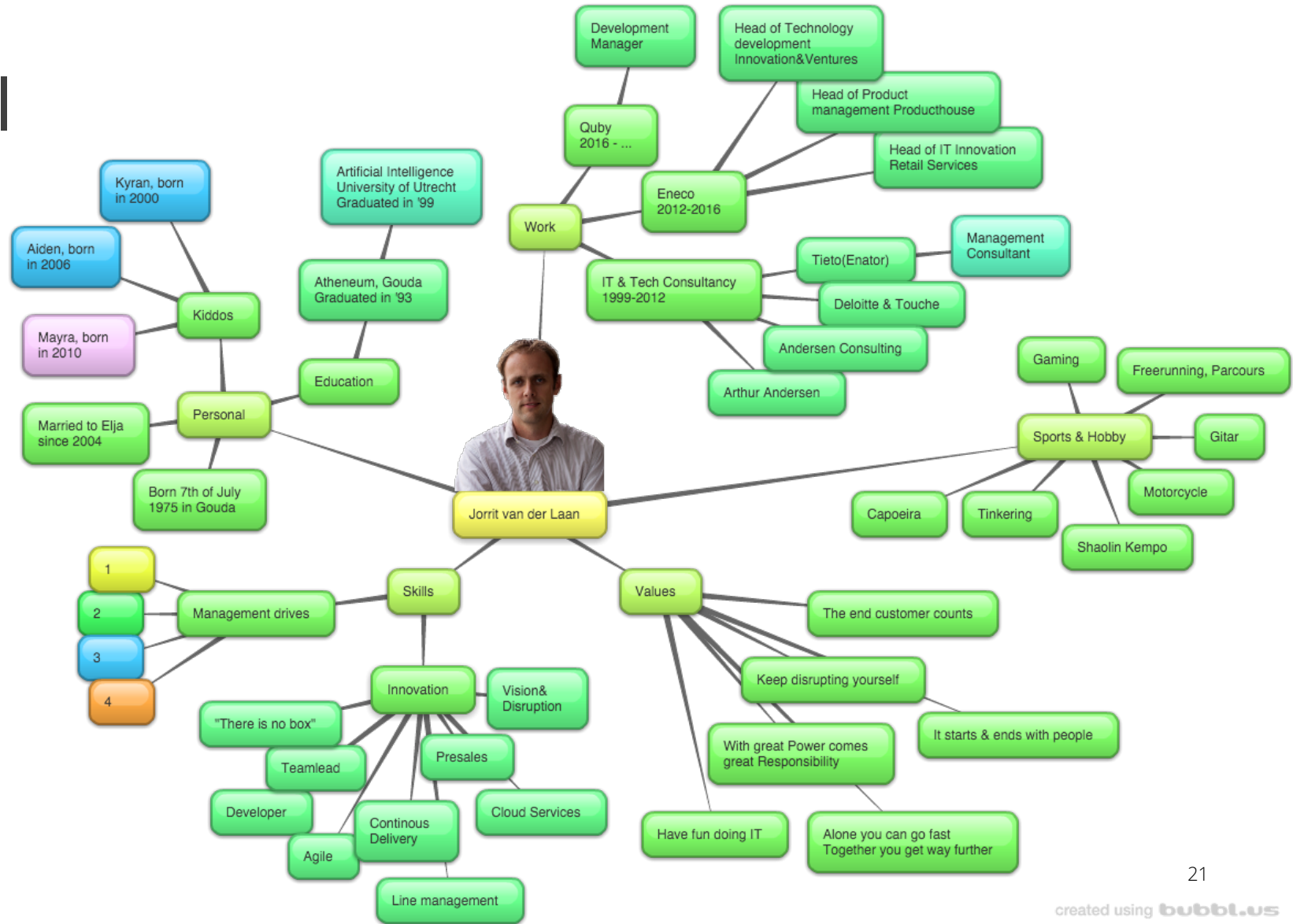
What we deliver



In Home & On the road features

TOON

Who am I



TOON

TOON

Where are our challenges



FEATURES



Smart thermostat



Energy insight



Control energy consumption



TOON Save money on bill

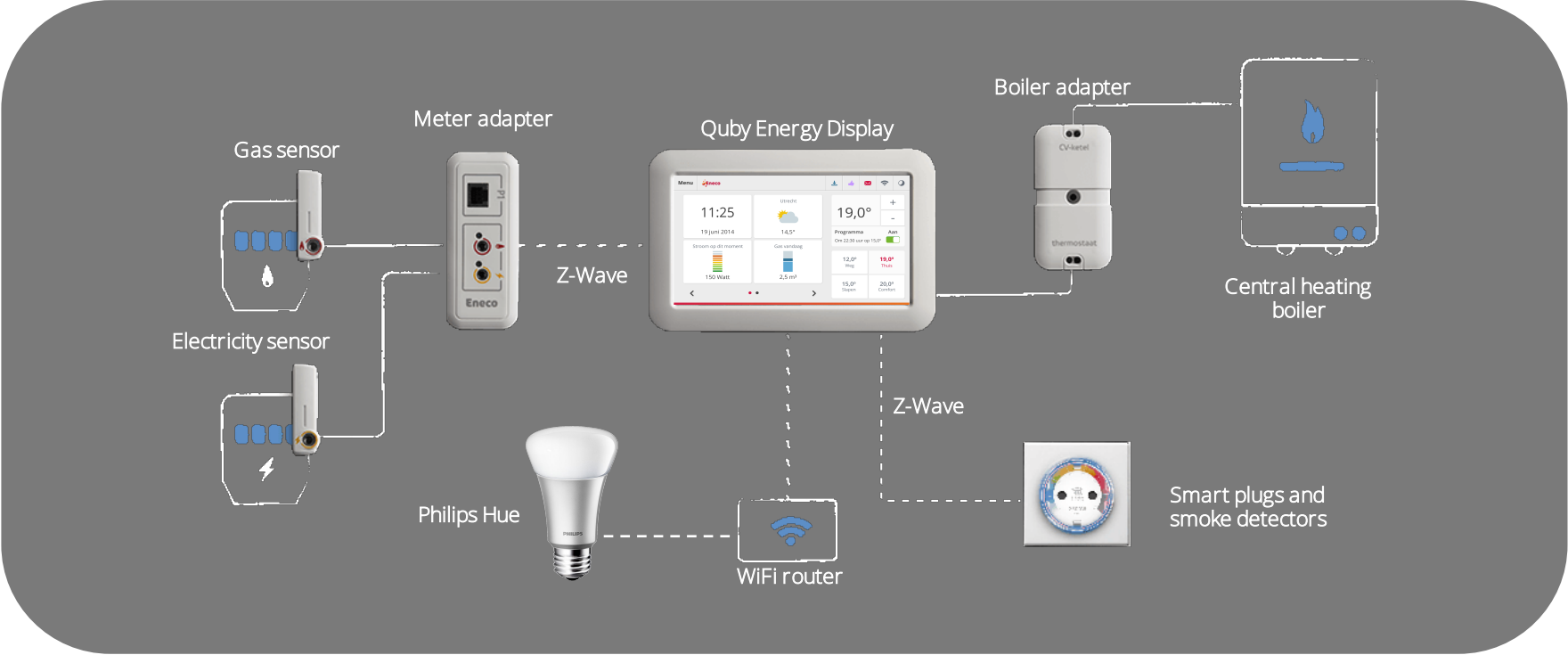


Mobile & tablet apps



Feature updates

Setup in home, lots of hardware



TOON

***Rapidly
expanding into
Europe***

& every home
is different



Launched:



*With more
features to
come*



*Energy
insights*



Lighting



*Comfort
control*



Health

TOON

The future is smart



Security



Safety

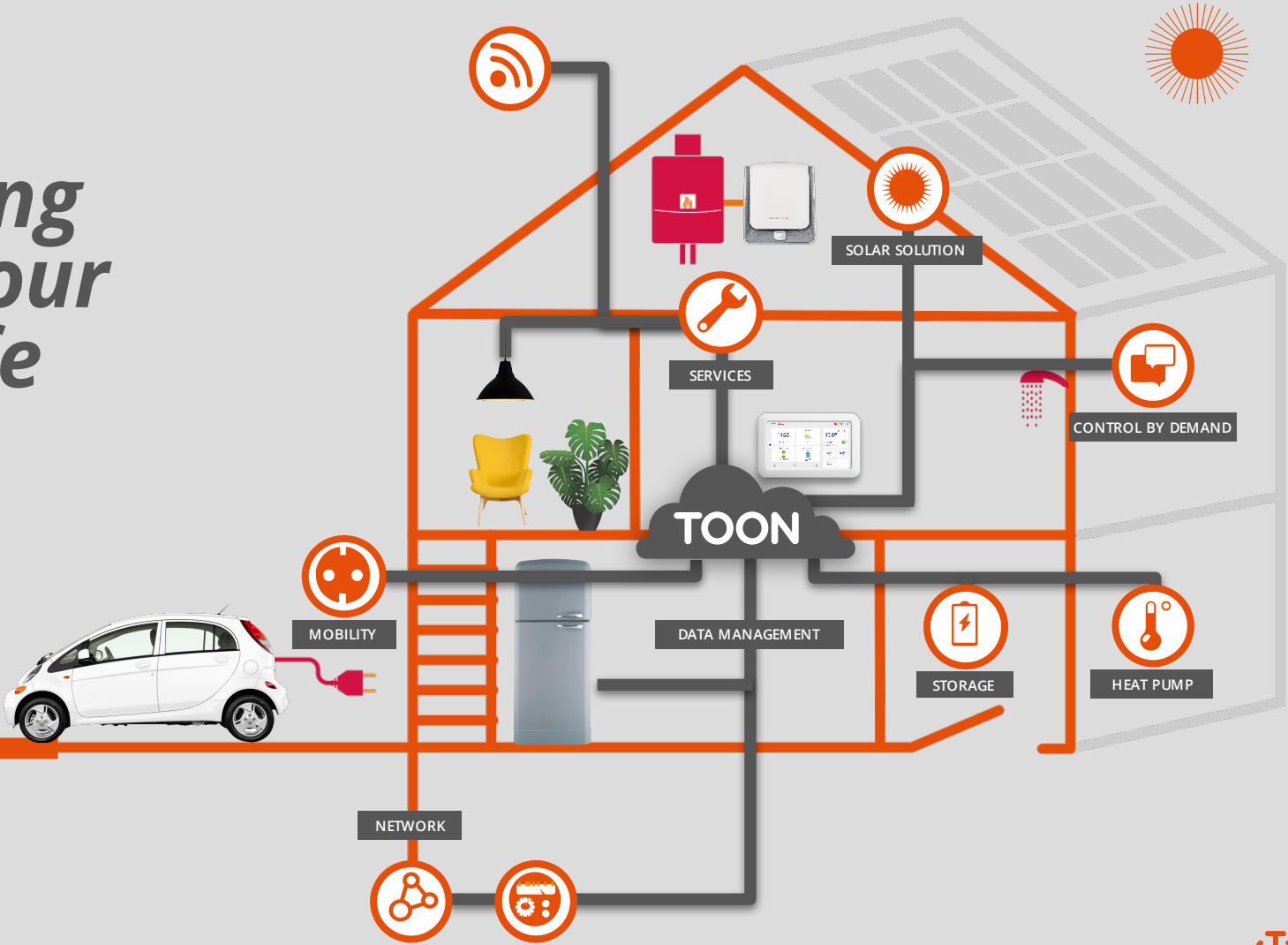


Smart energy



The beating heart of your smart life

Smart Platforms & Energy Services



Tough challenges



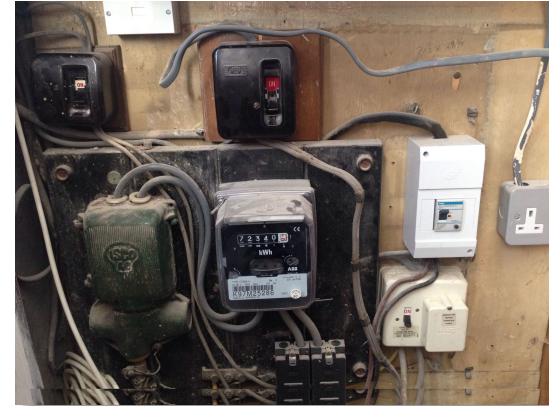
Oil boiler



Gas



Domestic Hot water



Mix old and new



Old school



Prepaid meter 28

TOON



67 STARTUPS MAKING YOUR HOME SMARTER

PET & BABY MONITOR



APPLIANCES & AUDIO DEVICES



LIGHTING



MISCELLANEOUS



SAFETY & SECURITY



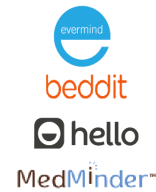
ENERGY & UTILITIES



DEVICE CONTROLLERS



HEALTH & WELLNESS



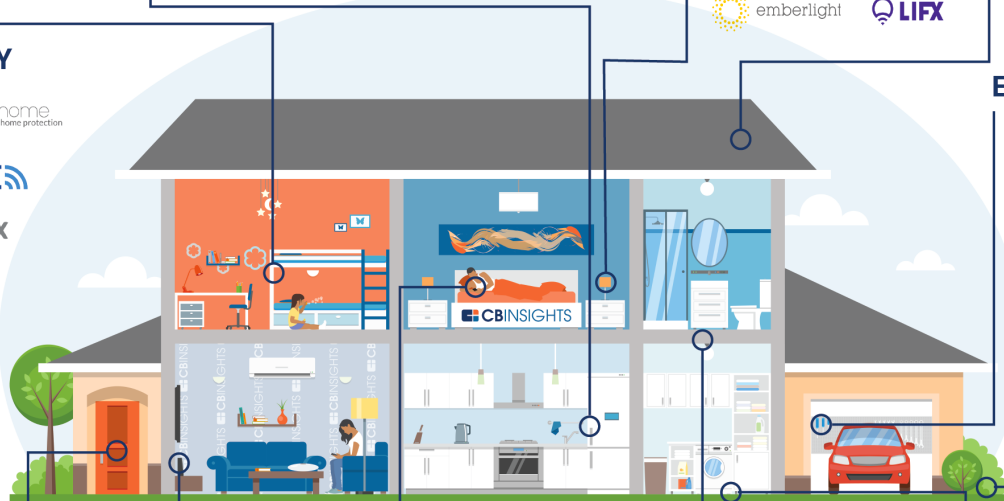
GENERAL SMART HOME SOLUTIONS



HOME ROBOTS



GARDENING



iStock.com/skypicsstudio

TOON



To win the heart of the home users

Organisational debt...



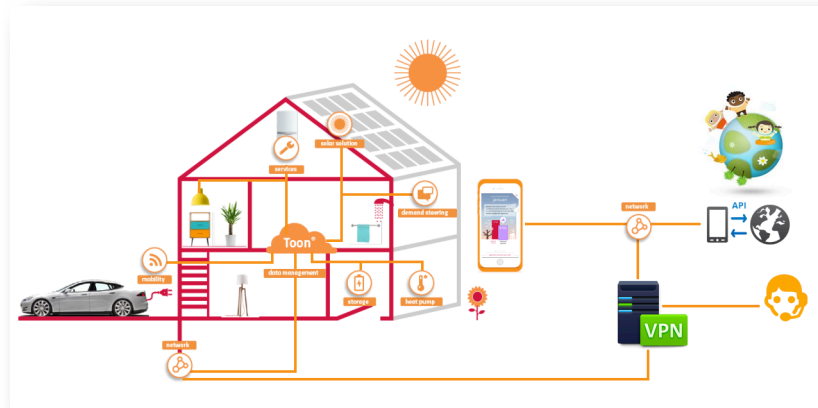
TOON

...and a bit more on Waterscrum, Old school mgt reports, Solution thinking, Only freedom, Projectleaders, Component thinking, No feedback, Where is the user, ...³¹

TOON

Some stuff which is useful
to share

Shorten the feedback loop



..and keep improving

TOON



**Definition of Awesome
(why & value)**



**One company backlog
(product, debt, problem)**



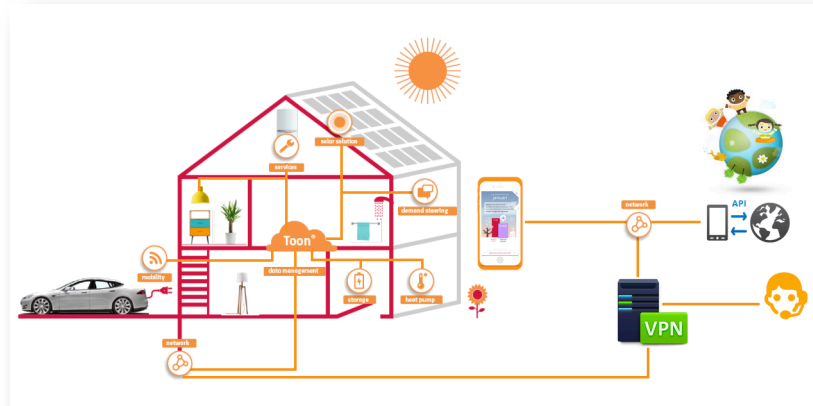
**Automate waste
(& QA)**



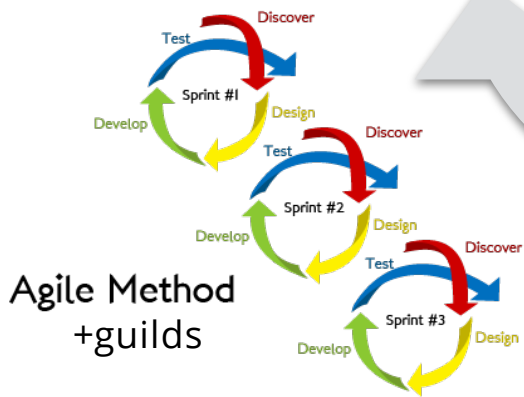
Cloud based



Supporting org structure



**Continuous
Delivery**



**Agile Method
+guilds**



**Definition of Awesome
(why & value)**



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**Automate waste
(& QA)**



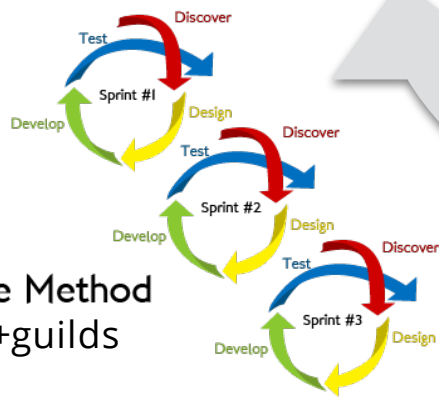
People & Mindset is everything



Cloud based



Supporting org structure



**Agile Method
+guilds**

Some “random” stuff we are (or have been) doing

- Clear and simple Mission & Vision with 2017 targets
- End user thinking
- (Temporary) Integration team
- New organisation setup (April fools as startdate)
- CI/CD at scale both on SW and HW
- Test automation & Behaviour/Test Driven development
- Investment & Portfolio wall with value pokering
- KATA approach to continuously improve in small steps every 2 days
- Shorten the feedbackloop
- 4-weekly display releases
- Moved all stuff to the Cloud
- Joint Sprint reviews
- Root cause analysis with all employees
- Linemanagement & HR in the teams
- Work with Guilds around Design, QA/CI/CD, etc.
- Hackathons
- E2E monitoring
- Build&Run in teams
- ...





Thank you.

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Backup slides

***Empowering
People Through
Smart Energy***



Results 2017



1 420k connected Toons EOY

2 Roll-out in 5 countries

3 Generate ...M in revenues

4 Gross margin of ...M

5 NPS end-users of +10%

6 ...M revenues from new services

TOON

Key objectives per area

Sales & Marketing

- Contracts with 5 Utilities
- Introduction of Toon brand

Services

- Introduction 3 new energyservices
- Introduction securityservice

Organisation

- Recruit 40-50 employees
- Future proof organisation

Product

- Introduction TOON NXT
- International TOON product

Platform

- Migrate to cloud & outsource
- Scalable & robust multi-tenant platform

General

- Define smart home strategy
- Culture: Result driven & celebrate success

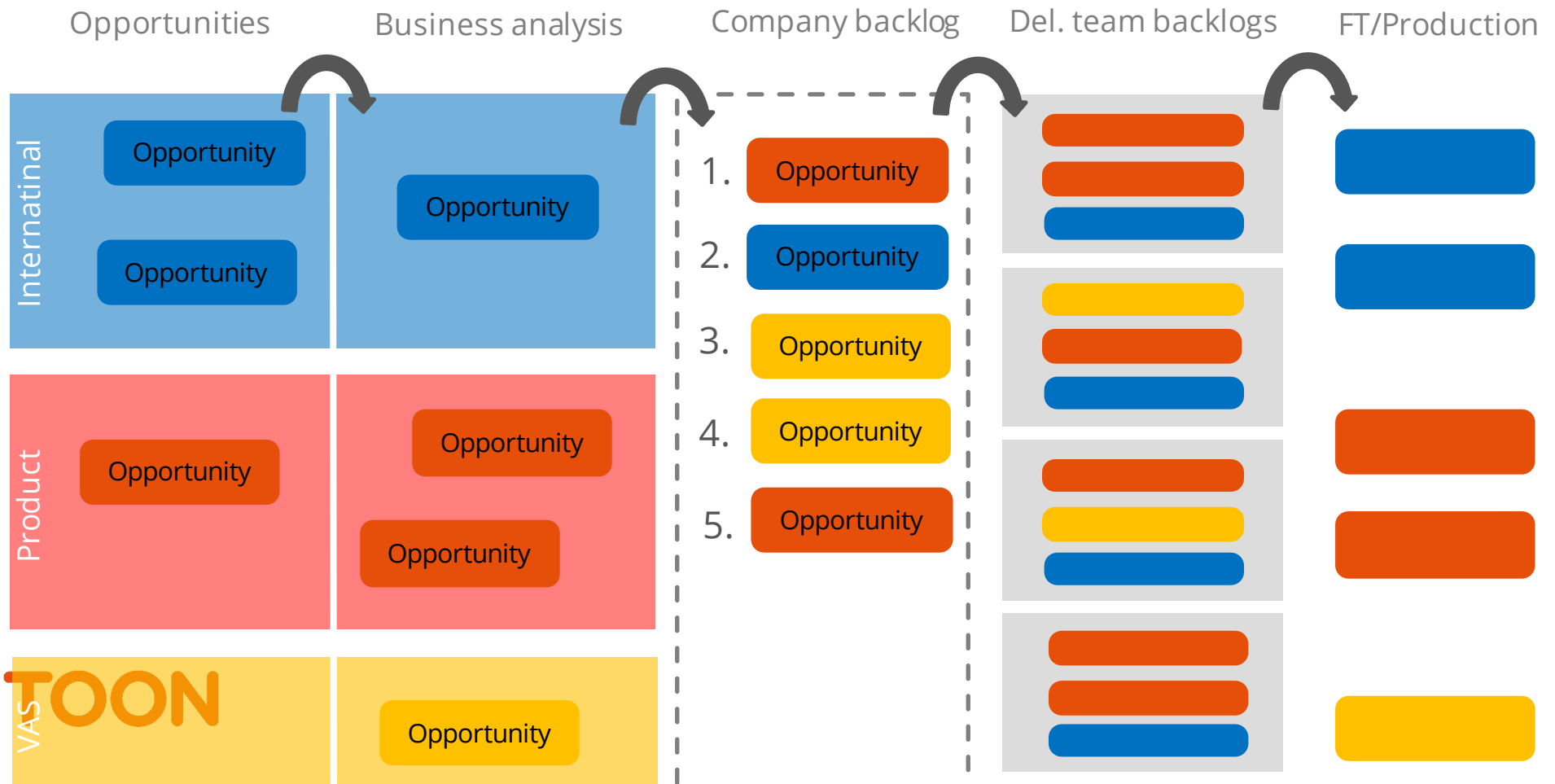
TOON

Deliver targets set in budget

- EBIT ..mln
- Cash out ..mln

Investment wall process

- to do
- doing
- review
- ✓ done



Investment wall - Canvas templates

Title Automated Testing	Business Value 800	
What is the idea/problem/opportunity? <ul style="list-style-type: none"> - Our time-to-market has grown because of our needs to assert quality before releasing. - By automating tests, we can run these tests at least every night instead of every release. 	New Business	Upsell
	Operational Efficiency	Retention
What are the benefits for Quby? <ul style="list-style-type: none"> - Cheaper hardware, lower threshold for customers to purchase. - Repeatable quality measurements for every release. - Shorter feedback loops for our developers. - More confidence for our developers, which could lead to bolder changes. 	Urgency Profile We need automated end-to-end tests first, but we can manage with the QA process as-is for now.	
	Cost of Delay (estimation)	CD3 Priority Score
What features are mandatory to deliver in order to achieve the benefits? What risky assumptions do we have to test? <ul style="list-style-type: none"> - Measure how much time we spend testing now - Check people know how to make automated tests on the various levels - We need the critical path under automated test at minimum. 	Duration (done by Teams)	

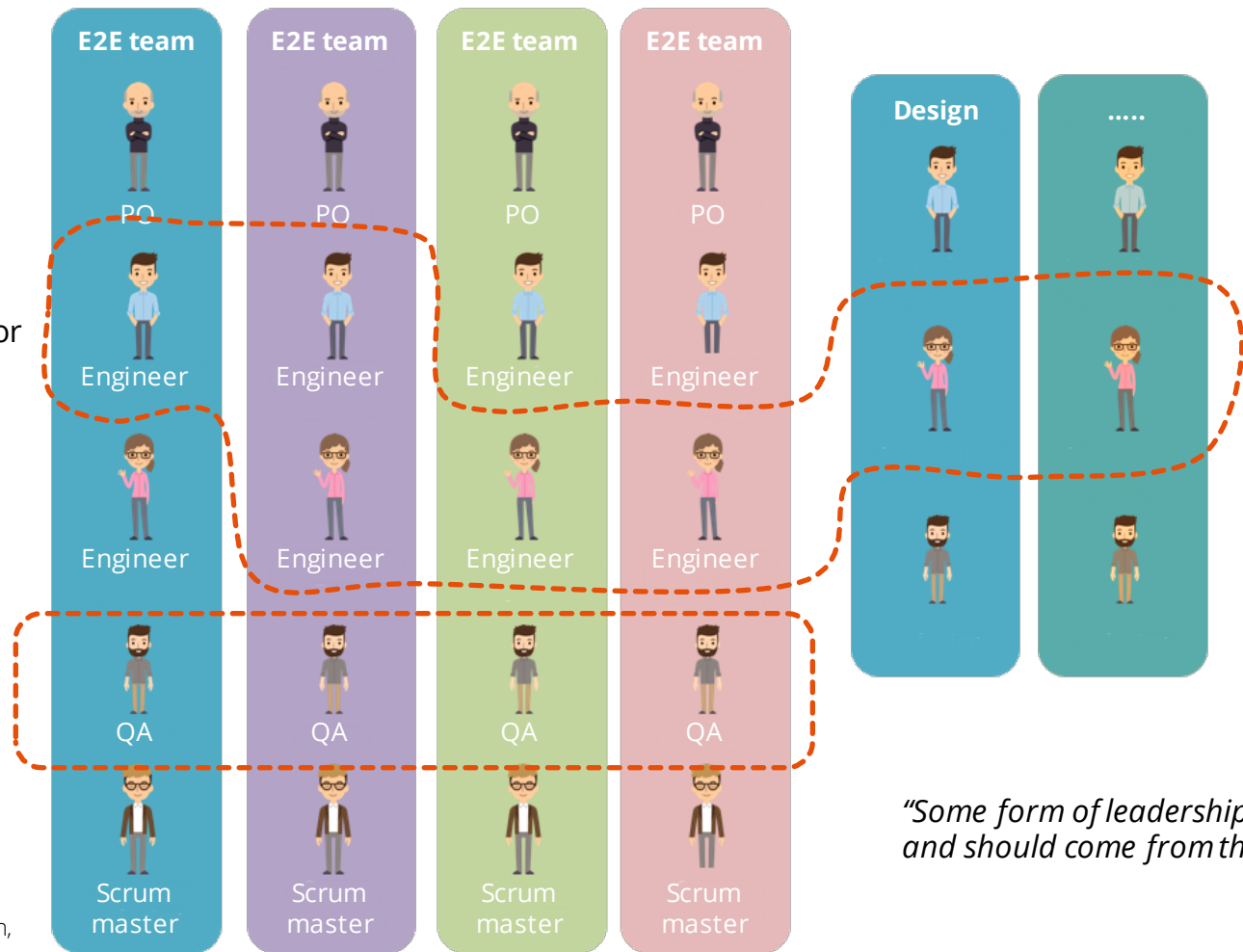
Title Organize Scrum Master Guild	Business Value ?	Theme Coaching
What is the idea/problem/opportunity? <ul style="list-style-type: none"> - Organize the Scrum Masters as a Guild 	New Business	Upsell
	Operational Efficiency	Retention
What are the benefits for Quby? <ul style="list-style-type: none"> - Build up high quality coaching capabilities internally - Consistency of agile process implementations - High availability of coaching for the entire organisation - Eventually allows SMs to coach multiple teams 	Urgency Profile	
	Cost of Delay (estimation)	CD3 Priority Score
What features are mandatory to deliver in order to achieve the benefits? What risky assumptions do we have to test? <ul style="list-style-type: none"> - Test: not every SM wants to join a SM Guild - Test: not every SM can or wants to coach multiple teams 	Teams	

Guilds, how

"Guilds are on company level and are not limited to delivery teams"

Some guilds are formed around cool topics such as "Designing for end users" or "Hackathons"

Some guilds are formed around a specific craft, for example a "QA Guild" to make sure automated testing and CICD aligns across teams



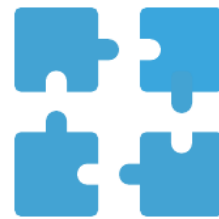
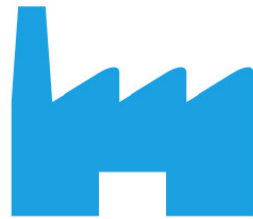
"Some form of leadership is useful and should come from the guild itself"

7 Release Principles


1. Create with the end-user in mind
2. Work with a Quality First mindset
3. Know the problem to solve
4. Teams take End-2-End Responsibility
5. Automate as much as valuable
6. Release Fixed Time Flexible Scope
7. Fail Fast, Learn Fast, Grow Fast




Quby




Value Proposition



Refinement




Specification By Example




BDD Feature Files

```
Given <Condition>  
When <Action>  
Then <Result>
```


Feature Test Automation




Unit Test Automation



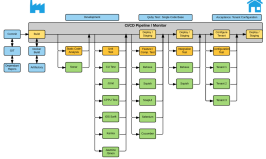
Code Development




Unit / Feature Test




CI/CD Pipeline




Build & Deploy Release




Analyze Release Risk



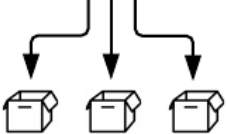
E2E Integration Test



Integration Test Automation




Tenant Configuration Test




Build & Deploy Release



Stage Field Test / Tenant




UX / Stability Test




Ship Release



Tenant Activation



Tenant Configuration



Too Installation / Update

