# MACH TWO Takeaways

13 & 14 June 2023 | Amsterdam

MACH TWO

ART & SCIENCE

IN PARTNERSHIP WITH:

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"603 people representing 36 different countries attended MACH TWO. From Australia, New Zealand, all over the USA, Brazil, Mexico and all across Europe; a truly global crowd. From this and the raising of hands during the opening keynote showing the vast majority were newcomers to MACH, we can clearly see the expansion and scale of our incredible community."

**Casper Rasmussen**

President
MACH Alliance

# AN INTRODUCTION

As the MACH Alliance matures, expectations are growing. We take our responsibilities as the industry body seriously, and promise that the MACH Alliance will be front and center in enabling the future of MACH.

The MACH Alliance is here to protect investment in MACH and to ensure reliable adoption is taking place. We'll do that by focusing on:

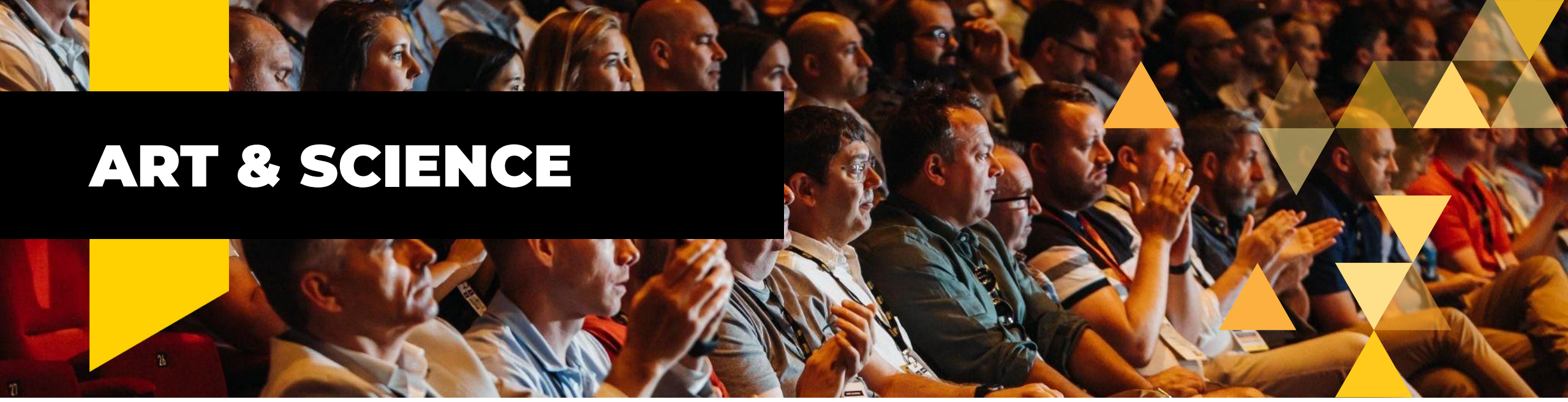
1. Supporting decision making to make MACH adoption easier.
2. Unleashing new talent - we're working on an education program for foundational understanding and certification to recognize expertise in MACH's application.
3. A maturity tool where buyers can self assess, to really understand what they need to do to get started on a successful journey.
4. Continuing to build a global inclusive community, starting with the mentorship program from Women in MACH.
5. Promoting 100% transparency around our admissions process and criteria to maintain purity and protect our promise to ensure MACH is and stays trusted. We'll continue to focus on quality over quantity.

**Casper Rasmussen,**
President of the MACH Alliance

## LESSONS FROM THE EXPERTS #1

Practical considerations that helped **Craig McLaren & Andy Pickup** from **MKM Building Supplies** achieve 245% order growth post transformation:

- Find an SI that has experience with other MACH partners
- Don't be scared to work with multiple partners
- Invest in face time at the start to build relationships that will get you through the hard stuff
- Get the wiring right, nothing is just plug and play



# ART & SCIENCE

Composable architecture and MACH design principles are changing the way we do business. The speed, agility and scalability that they offer are proving to be transformative for enterprise businesses. With this infinite opportunity and reward comes a new way of thinking. One that requires a shift in mindset, culture and leadership. One where knowledge sharing and experimentation are paramount. Where Art & Science meet.

The speakers have taught us that ‘art’ is really in the transformation of the organization, in convincing leadership, syncing teams and keeping them connected to the progress of the organizational transformation.

As **Balakrishnan Subramanian** from **Mars** said, “publishing success is the only way to continuously convince people internally.”

*‘It is a structured art.’*

Then the ‘science’ is in the numbers and the MACH technology. The results data that comes from MACH implementations shows massive upsides in sales, conversion, speed to market and budget management. And there is a clear need for the latter. **Dylan Valade** from **PUMA** shared that traditional IT is the worst for budget planning. 447% (!) is the ‘run-over’ number. “There is no industry as bad as traditional IT.”

Focusing on budget planning right from the outset is something we heard from a number of speakers that already went through their transformation. This is a conversation that will continue.

> “It is not about implementing the technology. It is actually about change management. The transformational journey that we probably all need to go through, and that we need to convince leaders of, to get them on board, and bring us to that future.”
>
> **Hans Notenboom,** Philips

# HOW & WHERE TO START WITH MACH

First and foremost, if there’s one thing we’ve learned from MACH TWO it’s this: there is no one right approach to implementing MACH.

We learned from different companies, starting at different ends of the spectrum. We heard about **Cartier’s** approach to starting with data, **Philips** focused on content first, and **Paul Smith** won an award for starting their MACH journey from the front-end and building inwards. There is no one right way to do it!

## LESSONS FROM THE EXPERTS #2

Key elements for a successful journey according to **Balakrishnan Subramanian** from **MARS**:

- Partner choice is key - current partners will most likely not be the right fit.
- Assemble things right and assemble the right things, so you know how to bring it all together.
- Executive backing is key. Internal teams need to BELIEVE in it in order to support it. How to get people on board?
  1. Roadshows and 2. Continually publish results internally.
- Budget planning: be clear on what's needed now and later. Budgeting for MACH works differently so watch your spending.
- Internal skills and having the right core group is vital.
- Include procurement from the start so they're informed. The commercial partner that you bring on the journey needs to be able to work well with them. This speeds up the process.

> “Many of the discussions have transitioned from the importance of adopting MACH, to exploring how it can be implemented and what its business value is. It's great to see this development.”

**Kelly Goetsch,**
Chief Strategy Officer at **commercetools** & MACH Alliance Chair

# HOW & WHERE TO START WITH MACH

**Craig McLaren & Andy Pickup** from “Best B2B Project” MACH Impact Award winner **MKM Building Supplies,** presented a masterclass on how and where to start. Their advice included demos, demos, demos; speak to people; have a clear RFP; make lots of reference calls; build a clear roadmap and focus on your commercials to avoid overspending. Understanding their own systems and what was needed enabled them to tell a partner after receiving a quote that realistically it should be costing “4x more”.

**Hans** from **Philips** found his answer on how to start in the voice of the customer. To convince his leadership team to start their transformation journey with MACH, he used the company’s NPS score to show that change was needed. Focusing on the voice of the customers helped them prioritize where to get started and now helps to continuously optimize content and areas of focus.

A key piece of advice on how to get started came from **Tom Davis** at **Cartier**. He said, start small. For him it was all about “taking baby steps, determining your own speed, informing yourself on the benefits and pitfalls before racing forward. It's not always simple, therefore you need to know what you are getting yourself into.”

A glimpse into **IKEA’s** tech kitchen in 2019, taught us that their IT infrastructure was a sunk cost. Looking at their landscape, they had a monolithic architecture, a fully outsourced IT team with only 10 engineers in house and no knowledge about the systems. That meant a lack of clear data and a poor customer experience.

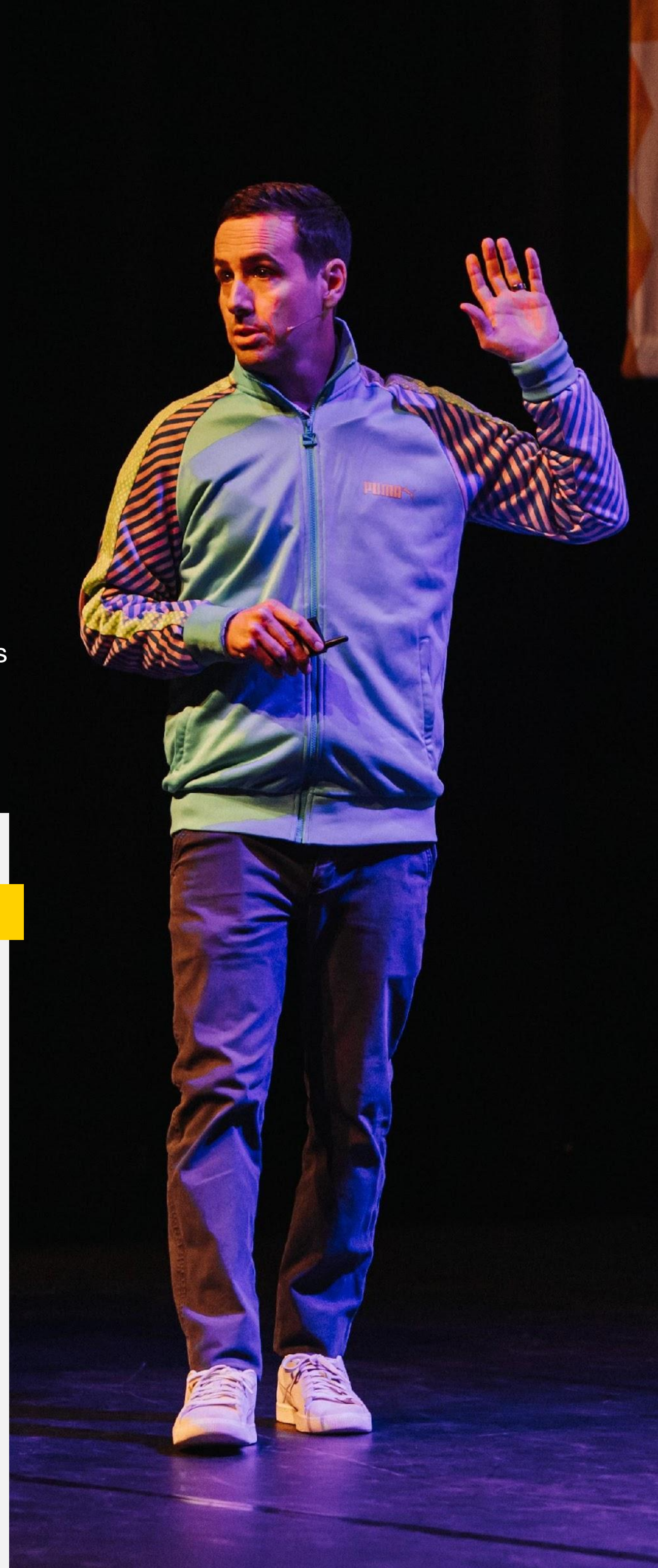
> “Actually, our landscape looked like a bowl of spaghetti”

said **Anca Iordanescu** during her keynote speech. To change this, they first focused on upskilling their workforce, restructuring the organization from project teams into product teams, and increasing autonomy. Throughout their journey they kept:
1) People, 2) Process, 3) Technology, in mind.

# HOW & WHERE TO START WITH MACH

**Dylan Valade** at **PUMA** also shared key considerations for MACH adoption:

- Acknowledge that it is hard but worth it
- Measure ROI
- Focus on digital customer experience
- Talk with the MACH community
- You don’t have to strangle every old system, but by having an API layer it makes it possible to change systems without having to re-platform everything.



## LESSONS FROM THE EXPERTS #3

**Nicolas Pastorino** and his team at **Interflora** learned:

- Failure is not only okay, but necessary to go fast. They had to embrace imperfections on their way to creating value fast and breaking silos between geos and departments. ”It's okay to fail. It's necessary to fail (small). It's a good measure of if you're going fast enough. We had to make people feel comfortable with that.”
- Making informed decisions based on data instead of authority and seniority is quite new to many companies. Using data is the right and best way to win people over, but that’s still a cultural shift that needs to be tackled.

# LESSONS FROM THE EXPERTS

#4

**IKEA** moved from a monolithic architecture (spaghetti) to their first decoupled architecture (lasagna), and now enjoys the benefits of a composable infrastructure (meat balls). **Anca Iordanescu** from IKEA learned the following along the way:

- It's difficult to remove monoliths entirely, some will remain.
- Empower the team and push decisions to where the knowledge is.
- Autonomy can lead to accidental architecture.
- It's all about a culture of experimentation, iteration and failure as opportunity.
- Transformation takes time and is continuous.
- Take risks and push boundaries to enable innovation.
- It can get worse, before it gets better.
- IKEA's MACH architecture changed their engineering culture. The mindset of engineers has shifted towards a culture of continuous improvement, where failure is seen as an opportunity for learning. Their teams are asked to publish their API's, which required a big change in mindset.

**Paul Hornby** won the 'Individual Contributor' MACH Impact Award with his transformation journey at **The Very Group**. His key lessons:

- It's critically important to get your team structure and processes right to set you up for success.
- Take time selecting the right partners as you'll need to act as one team to be successful.
- Ensure your migration is focused on customer and commercial value rather than being tech for tech's sake.
- Storytelling is critical. Take your colleagues on the journey with you and help them understand your burning ambition.

> "It was very fulfilling to see the results of MACH implementations. From not just accelerating business outcomes, but also helping companies acquire new businesses and integrating the businesses seamlessly, which probably was not possible in a monolithic architecture."

**Krithika Ganesamoorthi,**
Sr Manager Solutions Architecture at **AWS** & Tech Council Co-Chair of the MACH Alliance

# SUCCESS: WHAT'S BEEN ACHIEVED

The speakers at MACH TWO shared their successes and achievements thanks to MACH technology.

**Louisa Hanover** and **Paul Sims** from **PRIMARK** shared how through MACH the hero culture is cancelled and replaced with (the more healthy) team culture. They also cancelled their manual processes and replaced them with automation - but they're very much aware that intelligence is still required in certain scenarios. Data is there to empower their people, not to make decisions for them.

AND we heard an amazing healthcare MACH example from **EMIS**. They shared how they are helping the 5th largest employer in the world, the British National Health Service. They are embracing MACH to gain faster iterations, more flexibility and reliability. As they say, MACH to them means saving lives.

Some of the benefits for **PUMA** include: faster time to market, being able to say 'yes' to new business ideas, rapid iteration, maturing ecosystems, better communication and headless onboarding.

Executives said they want to run their business composably - we heard **Interflora** say they can now acquire and incorporate businesses quickly with the MACH setup they have. MACH is a way to think about your business.

**EasyJet Holidays** are way ahead of the rest of the travel industry, thanks to their journey based structure, using MACH technology. Their model is dev-focused, empowering the development team with responsibility over the entire user experience from front-end to back-end.

**Tom Davis** from **Cartier** started small with a headless content site, but is more adventurous now. By using headless technology, they could build something quickly and test it without worrying about high costs and if it fails, throw it out and try again.

> "I can now build any idea in 6-8 weeks and throw it out if it doesn't work - because of the low cost. If it's successful I can roll it out further. That's the fun part of headless and offers a lot of potential."

**Tom Davis,**
Global Digital Operations Director at Cartier

# SUCCESS: WHAT'S BEEN ACHIEVED

**The Very Group's** existing monolithic system was reaching end of life support and prevented them from being competitive. **Paul Hornby** and his team solved that challenge by building a MACH platform to improve digital customer experiences. They have built a future proof system which:

- Allows them to make changes quickly and easily, dramatically improving speed-to-market.
- Step-changes our capability and continually improves our journey as our partners release new features.
- Introduces a new design system (Fuse) which will make the journey contemporary, consistent and accessible.
- Requires a set of technical skills that are far easier to recruit and retain (either permanently or via partners).
- Flexible, scalable and extensible platform that supports our strategy and ecosystem ambitions.

For **ASICS**, MACH enabled them to go from spending 19 months on one microsite, to just days. This required three mindset changes for them:

- Business mindset - from feature to a product based approach.
- Technology mindset - a trust-based product and engineering partnership.
- Engagement mindset - the ideology of "no wrong front door" was introduced, recognizing all digital touch points as entrances into the ecosystem.

> "MACH TWO is the absolute proof for what is possible when great minds come together, that think alike and are fighting for the greater good."

**Jasmin Guthmann**

Head of Corporate Communications at **Contentstack** & VP of the MACH Alliance

# WOMEN IN MACH

**Women in MACH Launches Mentorship Program**

Women in MACH, a group dedicated to increasing diversity, equity, and inclusion within the MACH community, launched a mentorship program during MACH TWO.

The group aimed to offer 50 one-on-one mentorship opportunities, with mentors sharing their knowledge on topics like leadership, career management and technical guidance. Both male and female mentors are invited to participate, while mentees will be exclusively female.

Diversity and inclusion are essential values of the MACH community, which is designed to be diverse from the ground up. The Women in MACH mentorship program is a key initiative in furthering these goals, and men are encouraged to help by referring more junior potential mentees for the program as well.

Diversity and inclusion is not an afterthought in MACH. We are a nascent category and not just Cloud Native but also ‘Diverse by Design’.

Following the announcement on stage, 80 high-profile mentors signed up to the program within the first hour of launch, smashing the original target. People interested in the mentorship program can still sign up here.

**Join Women in MACH in their mission to foster diversity and inclusion in the MACH community through mentorship and education.**

## READ SOME OF THE INCREDIBLE MACH TWO MEDIA WRITE-UPS:

- ➔ Enterprise adoption learnings from Mars, IKEA, ASICS and Interflora
- ➔ Ikea VP: ‘AI will be the next disruptor’
- ➔ MACH TWO Celebrates Blooming Maturity of the MACH Sector
- ➔ Growing Composable Beyond Commerce
- ➔ The Business Value of Composable Commerce
- ➔ Six Takeaways from the Composable Event of the Year
- ➔ MACH Alliance Launches Women in MACH Mentorship Program
- ➔ MACH TWO: Composable tech comes of age

# IMPACT AWARDS

## 2023 WINNERS

The MACH Alliance Impact Awards are the only awards honoring technology projects that utilize a MACH approach, based on evidence and with a focus on proven business outcomes. **150 submissions** were received across 4 categories. 17 judges split into three teams to review the detailed entries. According to **Matthew Garrepy** from **CMS Critic** “each with a compelling story of composable transformation. They were bold, ambitious, innovative… and sometimes downright scary.”

Congratulations to all our finalists and the winners for their outstanding achievements.

Best Retail Project
**John Lewis Partnership**

Best B2B Project
**MKM Building Supplies**

Best Health & Pharma Project
**Thommen Medical**

Best Hospitality Project
**Just Eat Takeaway**

Best Digital Experience
**Paul Smith**

Best Overall Change Project
**American Bath Group**

Best Overall Change Project
**WWF**

Team of The Year Award
**Mars**

Contributor of The Year
**Paul Hornby**

#MACHTWO

@MACHAlliance

info@machalliance.com

# THANK YOU!

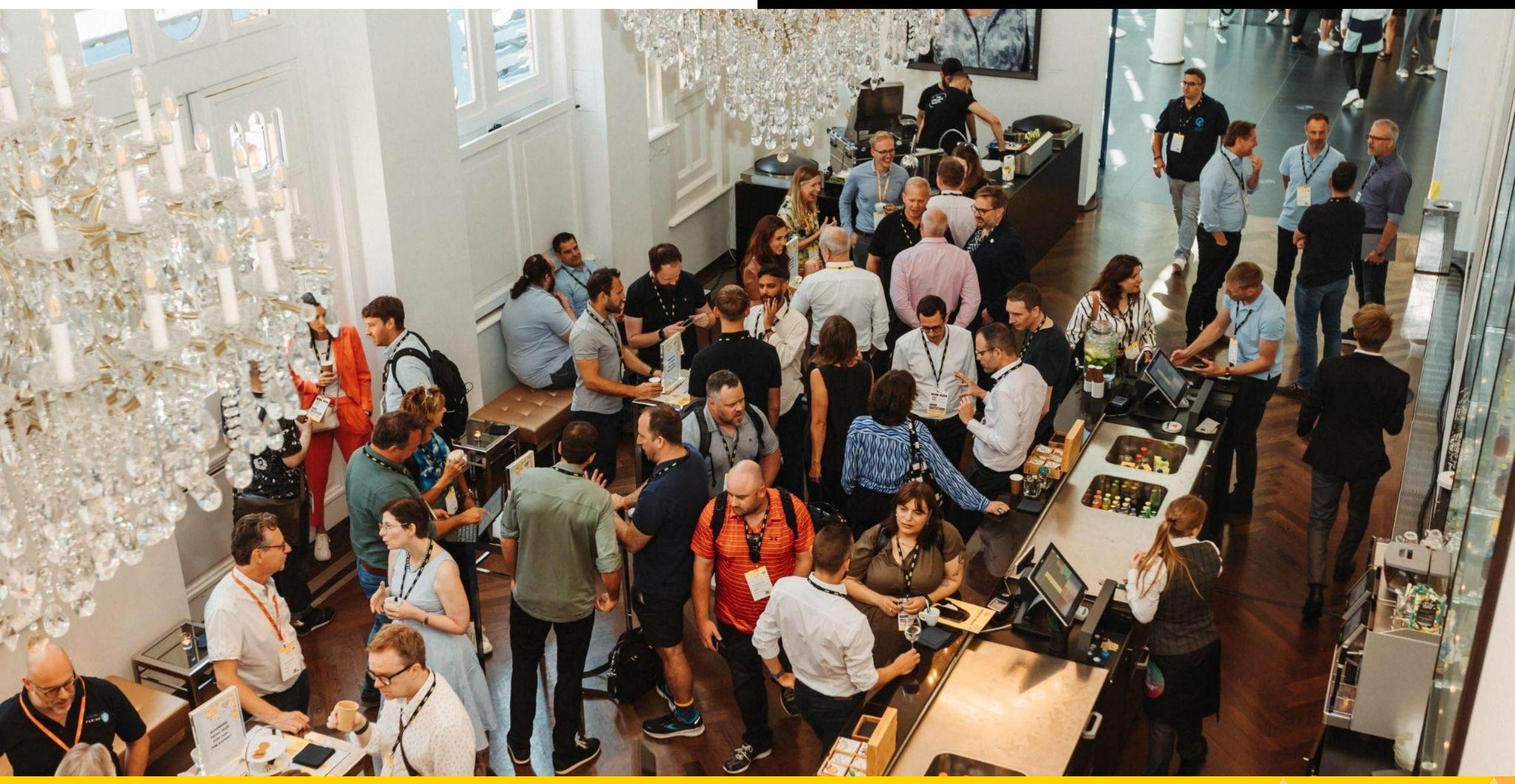
Thank you so much for being part of this community. We hope you'll spread the MACH word, and pay it forward!

**Subscribe to our exclusive newsletter** to stay up-to-date on MACH THREE and receive exciting updates, insider content, and valuable insights from the MACH community to keep you in the know.

**Follow the MACH Alliance on LinkedIn** and we'll keep you posted on more events, initiatives, the education program, Women in MACH and more!

> "It was interesting to see that the discussions revolved less around technology and focused more on the business benefits. The emphasis was on MACH's role in enhancing customer experiences, improving employee experiences, and contributing to business value."

**Pascale Lagarde,**
Group SVP Composable at **Valtech** & Advisory Board Member of the MACH Alliance



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storyblok

Vercel

voucherify

Vue Storefront

WUNDERMAN THOMPSON

# MACH ALLIANCE MEMBERS

**Get to know our members in the MACH Book here!**

## COMPANY MEMBERS: ISVs

Actindo, adyen, akeneo, algolia, Amplience, BIGCOMMERCE, bloomreach, Bluestone PIM, BOLD, BRANDING BRAND, Cloudinary, commercetools (Next generation commerce), Constructor.io, contentful, CONTENTSTACK, dynamic yield, enactor, fluentcommerce (order management. accelerated.), hygraph, KLEVU, Kontent.ai, mapp, Nacelle, NEWSTORE, OneStock, Siteo, storyblok, stripe, Talon.One, tenovos, Vue Storefront, XTM, VTEX, YEXT

## STARTUP MEMBERS: ISVs

builder.io, commerce layer, EMPORIX, fulfillmenttools (SIMPLIFYING RETAIL COMPLEXITY), MERCAUX, octoo., personify xp, PIPE17, reachfive, scaleflex, trbo, uniform, voucherify

## SIs

AKQA, APPLY DIGITAL, appnovation (Inspiring Possibility), Capgemini, Deloitte. Digital, DEPT., divante (a cloudflight company), DMI, E2X, epam, Formidable, Grid Dynamics, intive, KIN+CARTA, KPS, lab digital, MCFADYEN DIGITAL (ECOMMERCE + MARKETPLACES), mindcurv, Novicell, objectedge, Orium, pivotree, publicis sapient, TA DIGITAL, valtech., WUNDERMAN THOMPSON, ZAELAB

## ENABLERS

aws, Edgio, Google Cloud, MongoDB., netlify, Vercel, VULTR

# MACH TWO

## ART & SCIENCE

**Art of MACH Mural with:**

+ WUNDERMAN THOMPSON AKQA

WPP MACH CERTIFIED MEMBERS

### WELCOME & INTRODUCTIONS

ART & SCIENCE, TWO SIDES OF THE SAME COIN

DON'T JUST THINK ABOUT MARKETING, THINK ABOUT CRAFTING EXPERIENCES

EMPOWER BUSINESS BY MAKING CONNECTIONS

### CUSTOMER KEYNOTE

asics

Nima Ana Thorpe Ano

"A SOUND MIND in a SOUND BODY"

Mindy Montgomery @ asics

'24/25: AIMING FOR MORE Personalised DATA, FOR YOU!

could CHATGPT BRING THE Personalised ASPECT?

BUSINESS VENDORS

CONSUMERS

NEEDS to SUPPORT BOTH

become API FIRST!

MAIN SALES IN JAPAN?

TUG of WAR!

### KEYNOTE

DIGITAL COOKING WITH ANCA IORDANESCU, IKEA

DIGITAL 1.0 2021

"LET'S MAKE LASAGNE!"

- BREAK THE MONOLITH
- MICROSERVICES ROLL OUT
- LAUNCH MOBILE APP

2 RELEASES PER YEAR — ONLY 10 ENGINEERS

"A MESSY SPAGHETTI"

- MONOLITH TECH STACK!
- NO INTERNAL KNOWLEDGE

2019

A RECIPE FOR A HEALTY TECH STACK

SHARED TOOLS

STANDARDS & RULES

RE-USABLE PLATFORMS

MAKING MEATBALLS! 2023

- API FIRST MENTALITY
- DIGITAL DATA PLATFORMS
- OPEN EXPERIENCE
- SECURITY + RESILIENCE

### PANEL DISCUSSION

THE GO LIVE MVP & BEYOND

BUILD A SOLID BACK BONE OF TOOLS

MVP MEANS BUILDING FOR THE FUTURE

NEW VERTICALS MEANS TECH STACK NEEDS TO GROW

HOT TIP: DON'T WRITE CRAP CODE

HAVE A DEFINED ROADMAP

GO!

CURRENT NEEDS vs FUTURE GOALS

You HAVE TO BALANCE

### KEYNOTE

DYLAN VALADE - PUMA

"WITH GREAT POWER COMES GREAT RESPONSIBILITY"

(especially for DIGITAL LEADERSHIP!)

MAKE YOUR SERVICE like a TRUSTY WHITE Axe — you can RELY on it

MACH success!

FACILITATE CONVERSATIONS OPENLY

FASTER =TIME to MARKET

FOCUS on DIGITAL customer experience

FASTER R·O·I (RATE of INNOVATION)

### KEYNOTE

BRINGING D2C to m&m's

BALAKRISHNAN SUBRAMANIAN, MARS

OMNI-CHANNEL CAPABILITIES

SHIFTING THE MINDSET

BEING FUTURE READY

KEEP BUILDING

INTERNAL CREW "IN THIS TOGETHER"

PARTNER CHOICE is IMPORTANT

HOW will we HELP EACH OTHER?

### ALLIANCE KEYNOTE

MACH MATTERS x THE FUTURE OF MACH

WE'RE CLIMBING THE ADOPTION CURVE

LET'S BUILD A COMPOSABLE FUTURE

BREAKING BARRIERS

BRINGING MACH TO THE MASSES

### KEYNOTE

THE VOICE of the CUSTOMER is HARSH but POWERFUL

NPS & API

MAKE SITES ACCESSIBLE to ALL!

ASK THE CONSUMER WHAT THEY WANT TO IMPROVE CONTENT

CONSTANTLY ASK: HOW CAN WE IMPROVE?

CONTINUOUS CONTENT IMPROVEMENT

HANS NOTENBOOM, PHILIPS

HOW NET PORTER SCORE HAS DRIVEN THE ADOPTION of NEW API TECHNOLOGIES

### PANEL

THE PATH TO COMPOSABLE

THERE IS No ONE SIZE FITS ALL SOLUTION

WHERE TO START?

SERVICES FIRST?

CONTENT FIRST?

START CONNECTING ALL YOUR PIECES

FRONT OFFICE & BACK OFFICE

ADAPTING TO A FLEXIBLE LANDSCAPE IS SUPER ESSENTIAL

ONLINE & OFFLINE

THERE IS NO DIVISION

### DELIVERY SURVIVING to THRIVING

PAUL HORNBY, VERY GROUP

### CCO KEYNOTE

attract & RETAIN TALENT

young ENGINEERS WANT TO WORK WITH THE CUTTING EDGE... ...not java

ask: WHAT'S WORKING/ NOT WORKING FOR THE TEAM?

BUILDING A FLEXIBLE, SCALABLE & EXTENSIBLE PLATFORM

### WORKSHOP

LET'S TALK SPEED

WE NEED TO DECOUPLE ENTERPRISE SPEED & CONSUMER SPEED

FASTER IS NOT ALWAYS BETTER

VELOCITY WITH NO EXIT

DOESN'T SERVE ANYONE

ESTABLISH GUARD RAILS TO GO FAST SAFELY

DON'T FORCE TOP DOWN DATES

### MACH INDUSTRY IMPACT AWARDS 2023

TEAM of the YEAR — MARS

BEST DIGITAL EXPERIENCE — PAUL SMITH

BEST OVERALL CHANGE PROJECT — AMERICAN BATH GROUP · WWF

BEST RETAIL PROJECT — JOHN LEWIS PARTNERSHIPS

CONTRIBUTER OF THE YEAR — PAUL HORNBY

BEST HOSPITALITY PROJECT — Just EAT TAKEAWAY

BEST HEALTH/ PHARMA PROJECT — THOMMEN MEDICAL

BEST B2B PROJECT — mKm BUILDING SUPPLIES

WOMEN in MACH — advocate for DIVERSITY & INCLUSION — MENTORSHIP is IMPORTANT — good job!

WHAT WILL I GAIN from MENTORSHIP?

MENTEES will HAVE ACCESS to EXPERIENCED MENTORS for 6 MONTHS

MENTORS will BE WELL LOOKED AFTER — you won't be ALONE!

### PANEL

THE IMPACT OF DOING NOTHING — IF YOU'RE NOT YOUR OWN DISRUPTOR SOMEONE ELSE WILL BE"

EMIS HANDLES 163m ANNUAL APPOINTMENTS

How MACH will HELP SAVE LIVES

HOW will it HELP me NHS?

IT WILL SAVE TIME FOR DOCTORS AND PATIENTS

DIGITAL TRANSFORMATION

MEDOEL — HELPING PEOPLE WITH HEARING LOSS

CHALLENGE the STATUS QUO

NEED A CHANGE in CULTURE? BE BOLD!

ADAPT, EVOLVE, EXCEL

### WRAP & CLOSING REMARKS

A BETTER WAY TO BUILD

THE ART OF TRANSFORMATION

THE SCIENCE OF NUMBERS, DATA & TOOLS

37 COUNTRIES PRESENT

OVER 600 ATTENDEES

JOIN THE MACH JOURNEY