



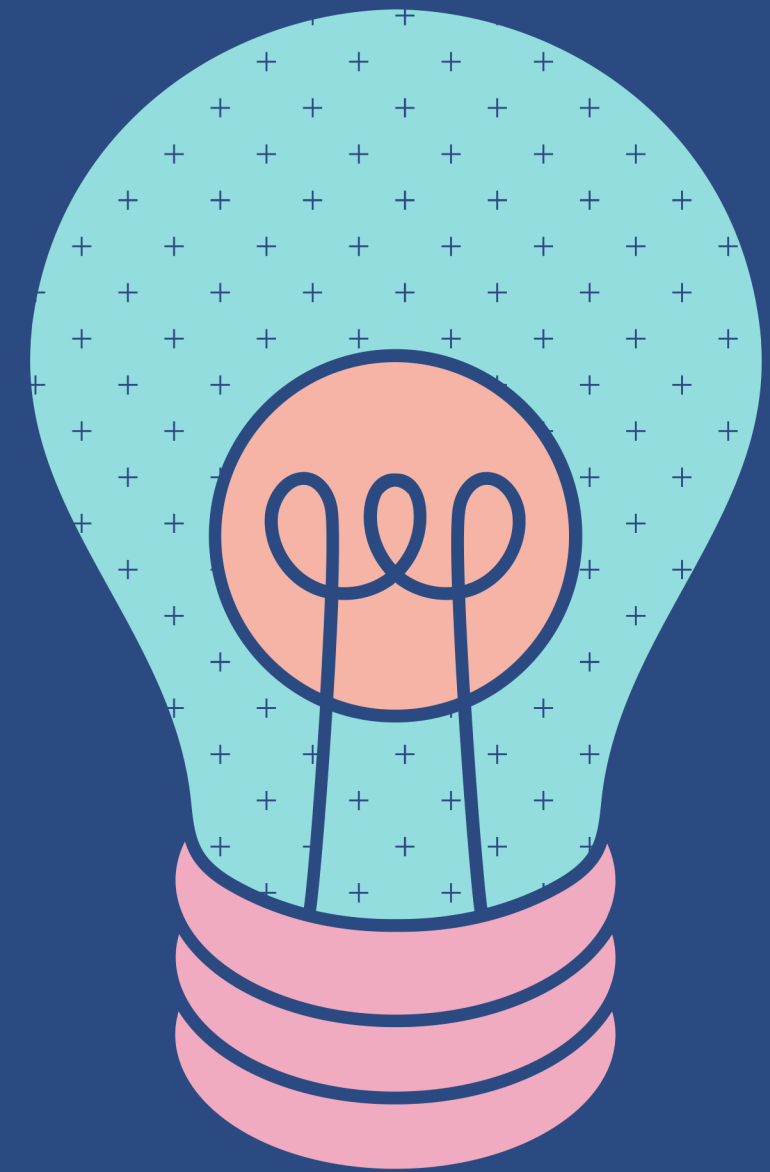
IMPLEMENTING A TECH STRATEGY

A practical case study

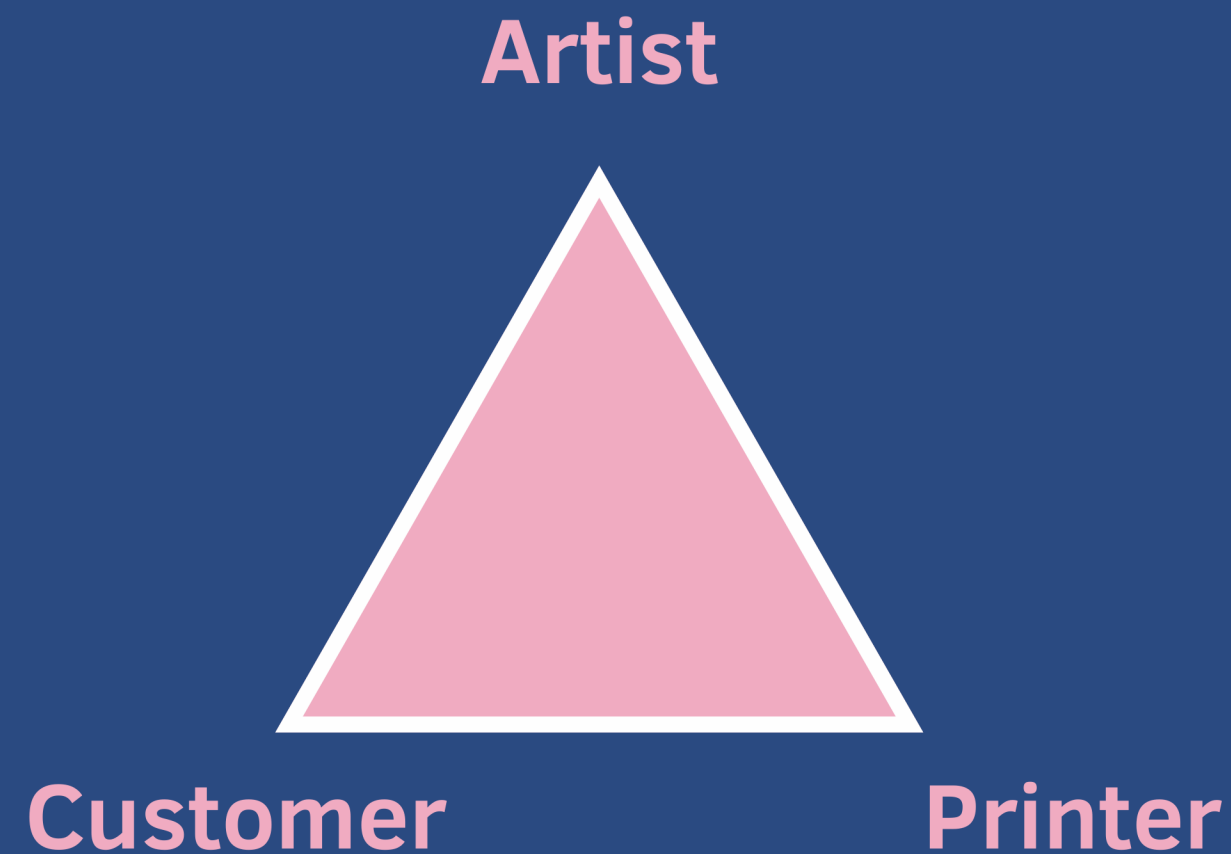
Dee Kulkarni

“A Technology Strategy is a plan to achieve long term **organisational goals** with technology.”

TOMAS VARSAVSKY



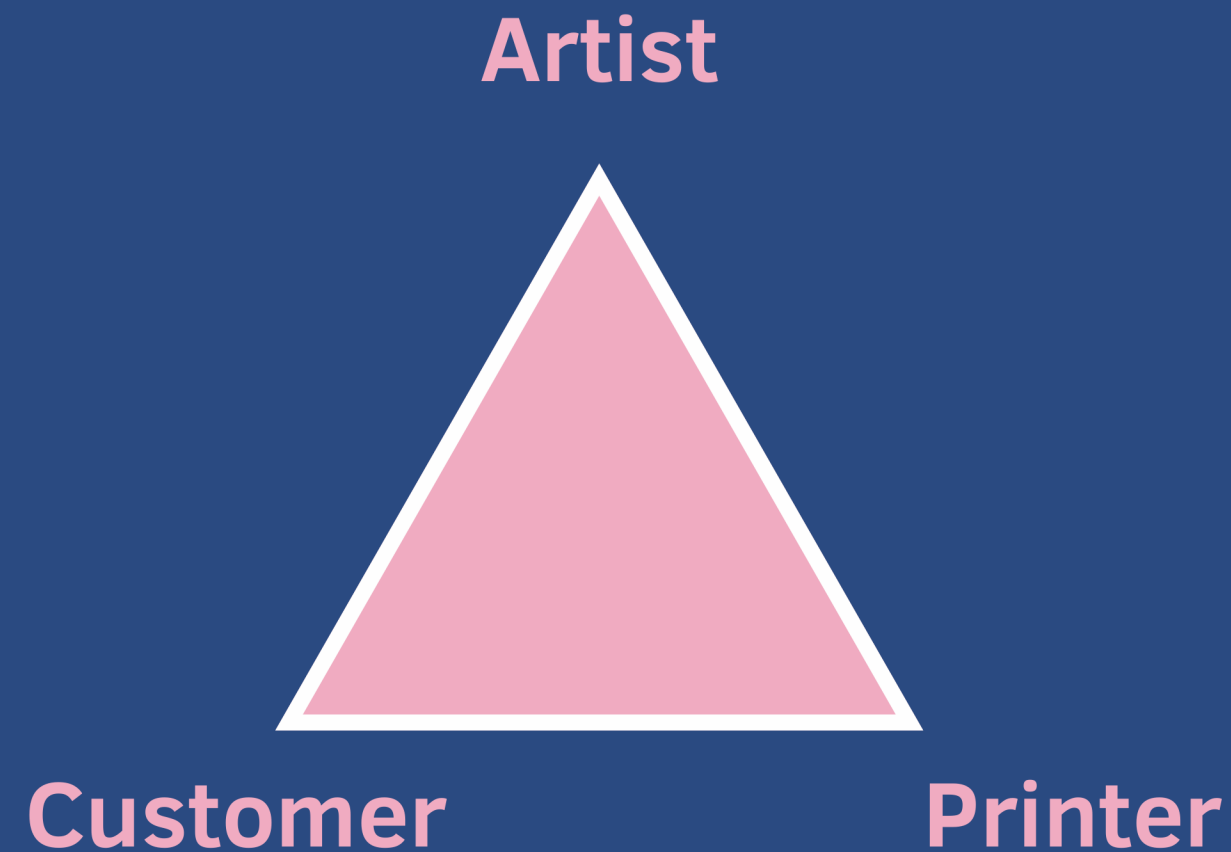
Redbubble's goal



Drive revenue by launching new products and new content

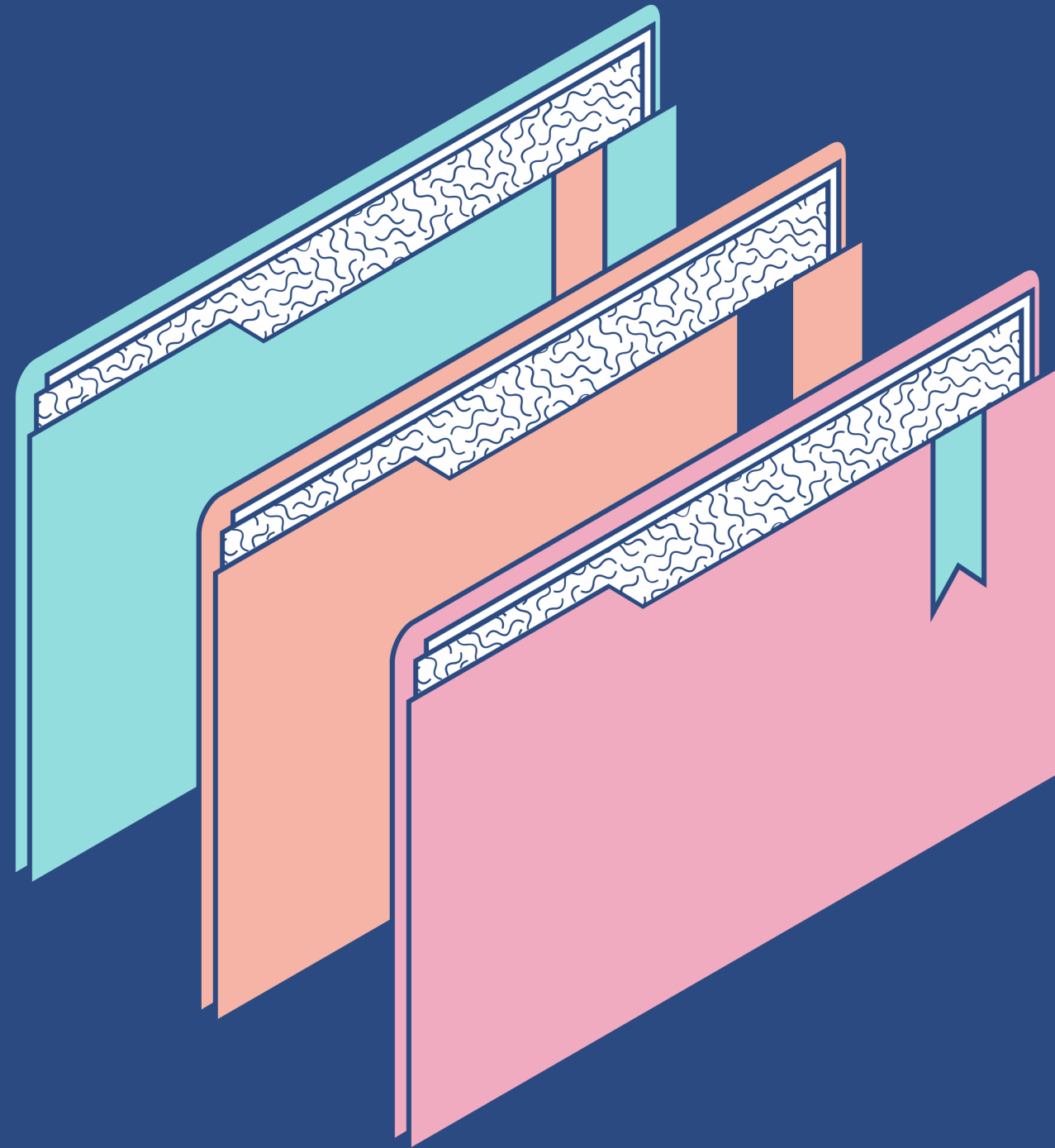
(Thereby attracting new customers to the site and re-engaging existing customers and artists)

Redbubble's strategy



Launch 300 new products over 5 years

(Which is 60 products a year or 5 new products every month!)



That's great but...

With existing approaches, Redbubble
would launch at-most 40 products over 5
years

Defining a tech strategy

Approach

- Put together a taskforce of key members in Product, Engineering and the leadership team
- Review existing approaches
- Conduct a competitive assessment

Result

- Build standard APIs to enable global printers to self-serve
- Create a product repository that enables operational teams to launch products

Teamwork makes the dream work

Approach

- Estimate the investment required
- Identify the necessary skillsets
- Build a capable team

Result

- 4 engineers with existing domain knowledge
- 2 new full stack engineers with experience building 3rd party integrations
- Combined with a technical product manager and a senior engineering manager

Managing risk

Approach

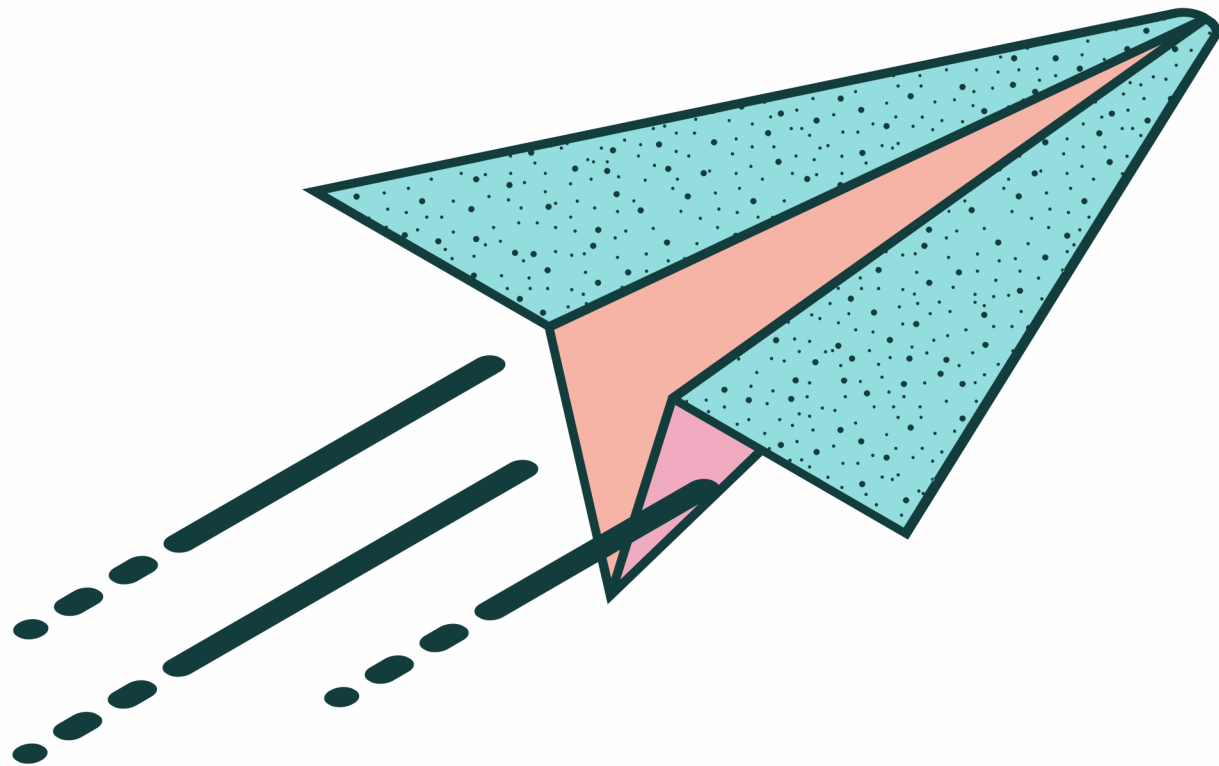
- Use creative ways to achieve your goals when required. Don't lose sight of the destination

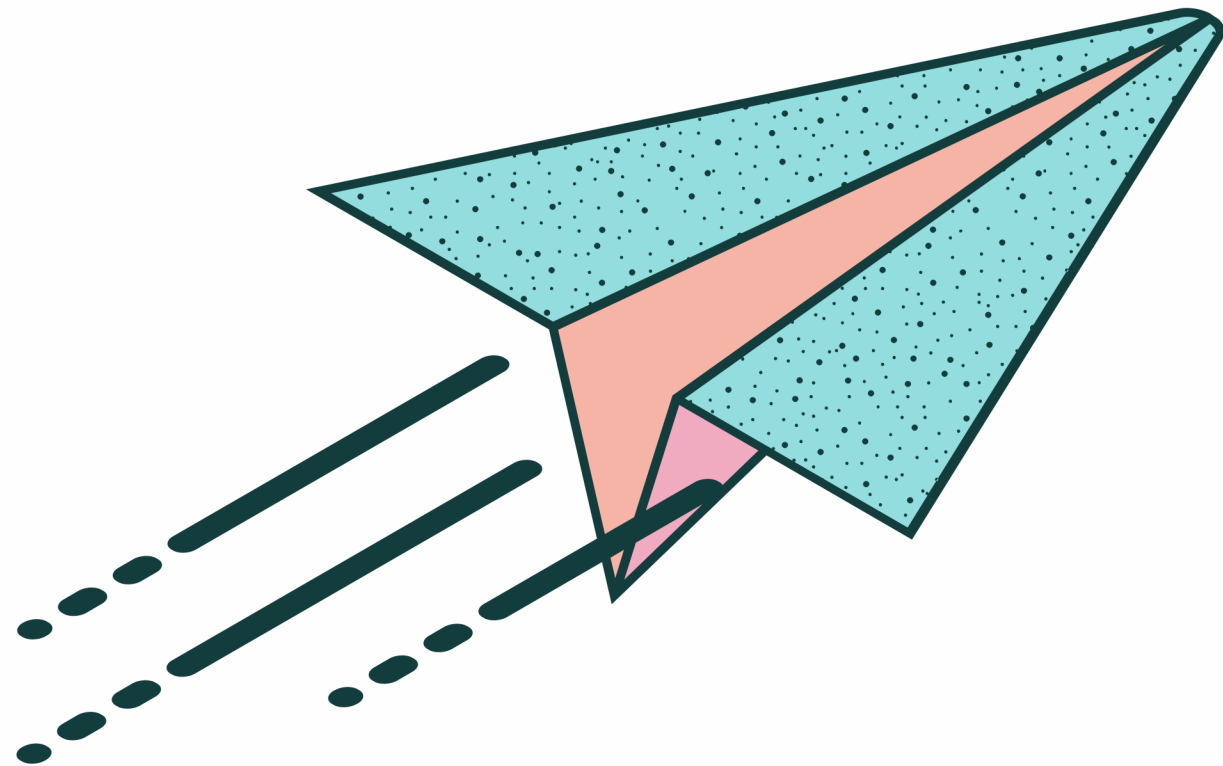
Result

- In one particular scenario, Redbubble had to resource the development effort in order to get a printer to complete the integration

The result

Redbubble launched 300 products!



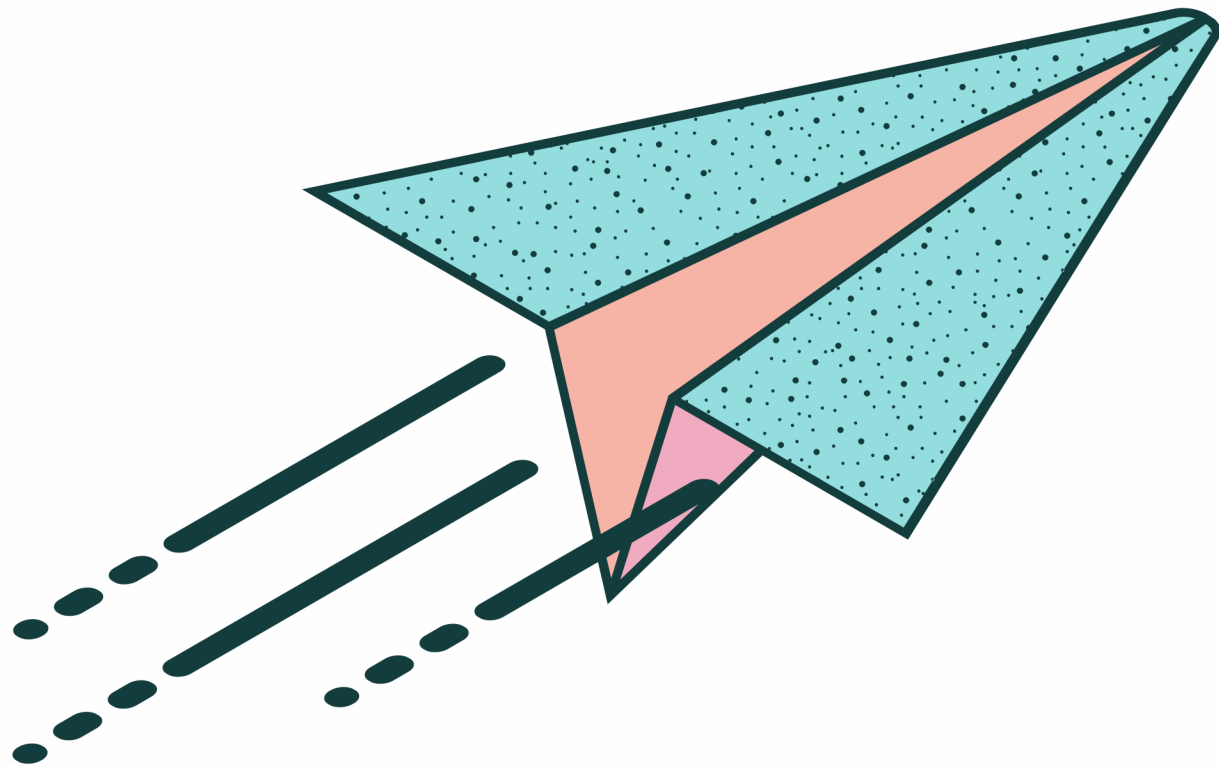


But the world changed

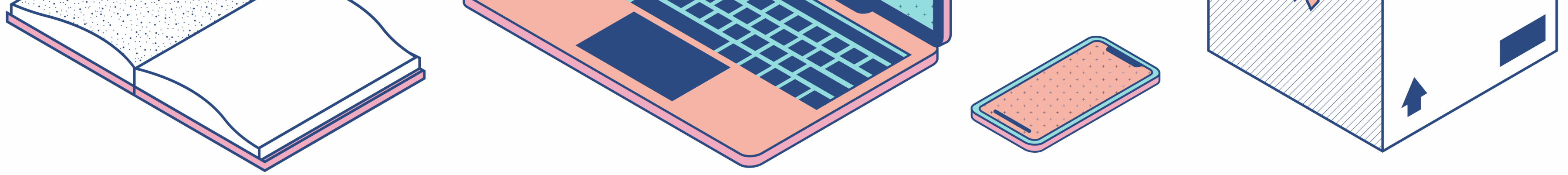
- COVID arrived
- CEO changed
- Business priorities changed

(Strategies need to adapt through changing
business circumstances)

The *actual* result



- Engineering time to add a new printer was reduced by 98%
- In the first year, 16 new products were introduced generating \$17M in incremental revenue
- It took less than 2 weeks to launch masks - COVID special



Takeaways

- Set simple yet ambitious targets
- Build a winning team
- Expect business priorities to change