



“Done is better than perfect”

Using LeanIX to achieve EA in a VUCA (retail) world





Speaker's page – who's guiding you?



Enterprise Architect
around 2005

Retail Industry
since 2013

ALDI SOUTH
in 2015

owner of LeanIX
and Signavio

leading **EA teams**

10 open positions

 david.heise@aldi-sued.com

 [linkedin.com/in/dr-david-heise/](https://www.linkedin.com/in/dr-david-heise/)

Visit our architect's website:

aldi-it-insights.com/architecture





Before we start, let's take 30 seconds and answer two simple yes/no questions

1 Enterprise Architects should deliver 100% quality

2 Enterprise Architects should take every opportunity to improve decision making



AGENDA

1

ALDI SOUTH & Retail



2

EA & LeanIX



3

Ideas for a lean EA approach

1

Try fast, learn
fast, improve
fast

2

Do less to
achieve more

3

Make it
simple



ALDI's basic principle: we provide our customers with a clearly structured, top-quality range of products at the best possible value for money



Focus on **essentials** for everyday needs



Low price: Pass efficiency savings on to customer



...all across the world

Key facts of ALDI SOUTH

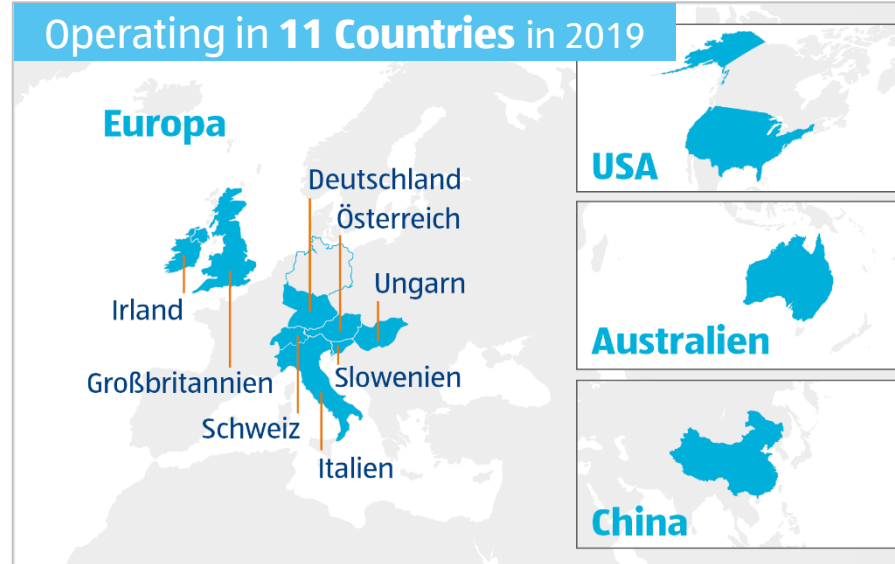
Founded in
1913



Split into
ALDI North and
ALDI SOUTH
in 1961



Operating in **11 Countries** in 2019




International IT seated in **Mülheim** an der Ruhr

6.250 Stores

150.000
Employees

thereof **1.500**
IT Experts

>50 billion
EUR net sales



**IT was introduced to support
ALDI's streamlined business
processes – resulting in custom
software designed for
“max business fit”**

ALDI SOUTH is in a strong position, with ground-breaking success in new markets

but



The world is changing: Rapid technology innovation enable new retail concepts and slowly change of what Customers are expecting ...



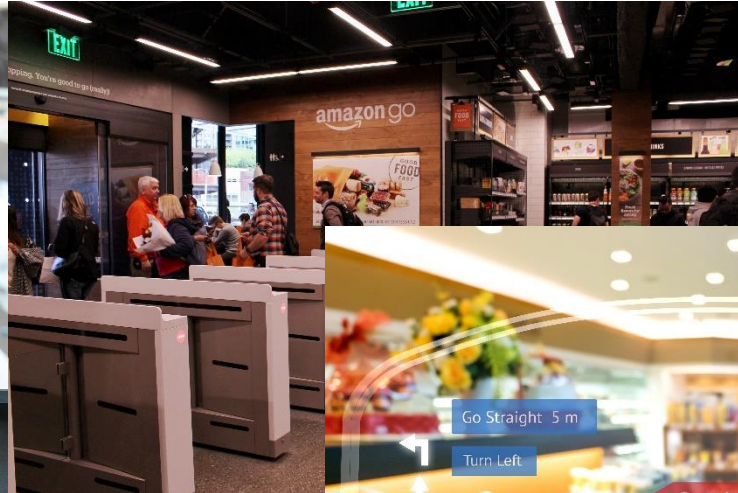


... how process efficiency can be achieved ...





... and how Retail in stores can be done.



← OLD WAY
NEW WAY →



A hand-drawn diagram on a chalkboard. The words "OLD WAY" are written in white chalk at the top. A yellow arrow points from "OLD WAY" to the left. Below "OLD WAY", the words "NEW WAY" are written in white chalk. A yellow arrow points from "NEW WAY" to the right. A hand is visible on the right side, holding a white chalk and drawing the arrow pointing right.

← OLD WAY
NEW WAY →

**We decided to prepare for the digital transformation and challenge both,
our IT landscape and our ways of working**



AGENDA

1

ALDI SOUTH & Retail



2

EA & LeanIX



3

Ideas for a lean EA approach

1

Try fast, learn
fast, improve
fast

2

Do less to
achieve more

3

Make it
simple



In 2015 we restarted the EA function and made it key driver for ALDI SOUTH's digital transformation

- Business-driven transformation
- Replace custom landscape by standard software (while protecting USPs)
- EA to guide the transformation
- .. and safeguard the “big picture”
- Consolidate full EA power in central EA unit

EA that ... matters

... is lean

... is fast

Lean EA tools



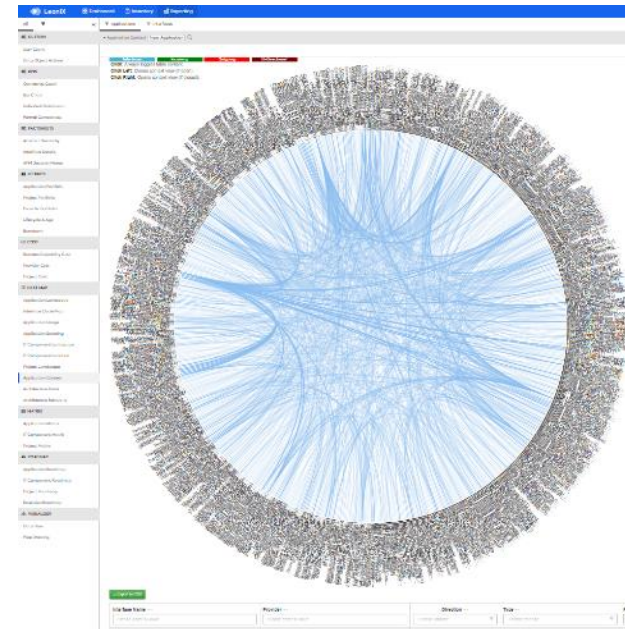


24 months ago we introduced LeanIX as central EA repository of our transformation journey ...

Application landscape in numbers

Application	2037
IT Component	2012
Project	149
Interface	2073
Provider Offering	1199
Provider	854
User Group	43
Org. Unit	262
Data Object	579
Process	2318
Business Capability	408
Technical Domain	137

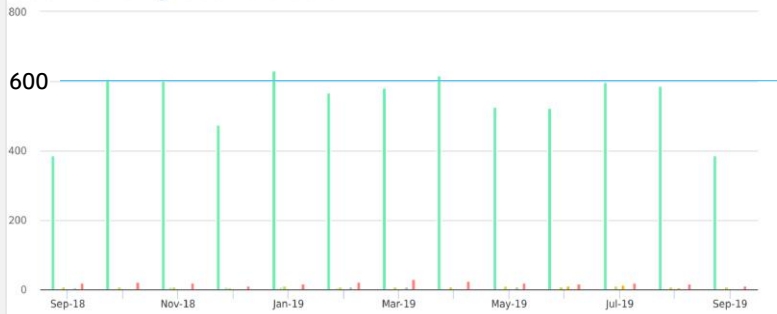
Application landscape in a nutshell (Interface Circle Map, incowia version)



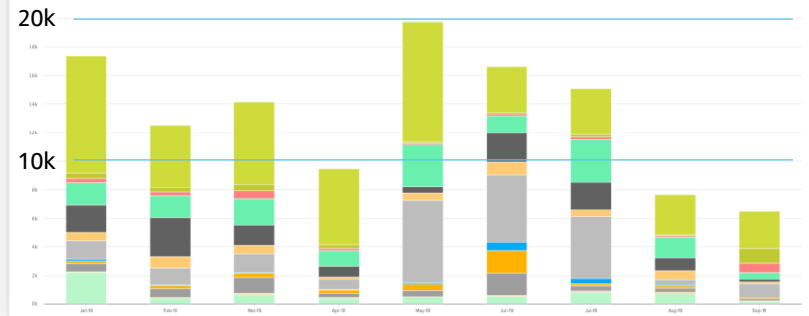


... and established it across all countries and managerial levels

Unique Logins: stable user base of around 600 monthly active users



Fact Sheet Updates: focus on Applications and Processes



Given the speed and impact of the programme, we quickly learned that often done is better than perfect

Police



Mastermind



Hunter & Gatherer



We Enterprise Architects tend to strive for 100% right from the beginning – but does that fit to the increasing “VUCA” in our daily business?



AGENDA

1

ALDI SOUTH & Retail



2

EA & LeanIX



3

Ideas for a lean EA approach

1

Try fast, learn
fast, improve
fast

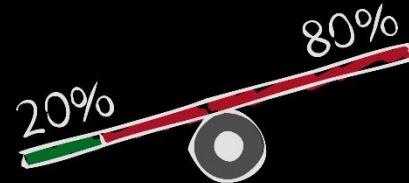
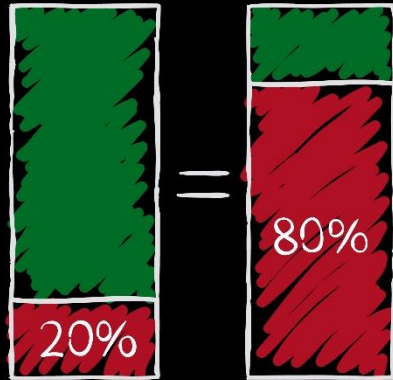
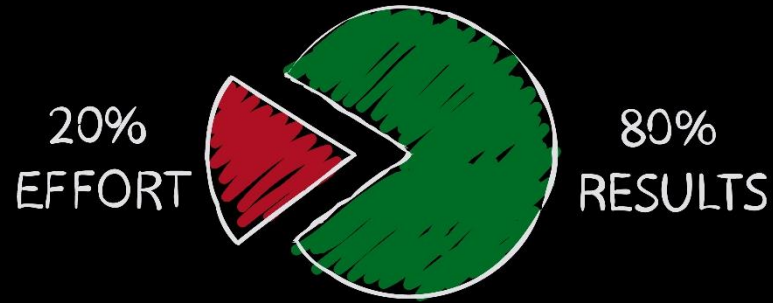
2

Do less to
achieve more

3

Make it
simple

PARETO PRINCIPLE





Following the idea of the Pareto Principle (80/20), we decided to embrace “incompleteness” and “failures” – and turn them into momentum

Our guiding principles in response to the VUCA (retail) world:

**#1 Try fast,
learn fast,
improve fast**

**#2 Do less to
achieve more**

**#3 Make it
simple**



We strive for “Minimal Viable (architecture) Products” by following a 60/40 approach that aims at visible results & feedback as fast as possible

#1 Try fast, learn fast, improve fast

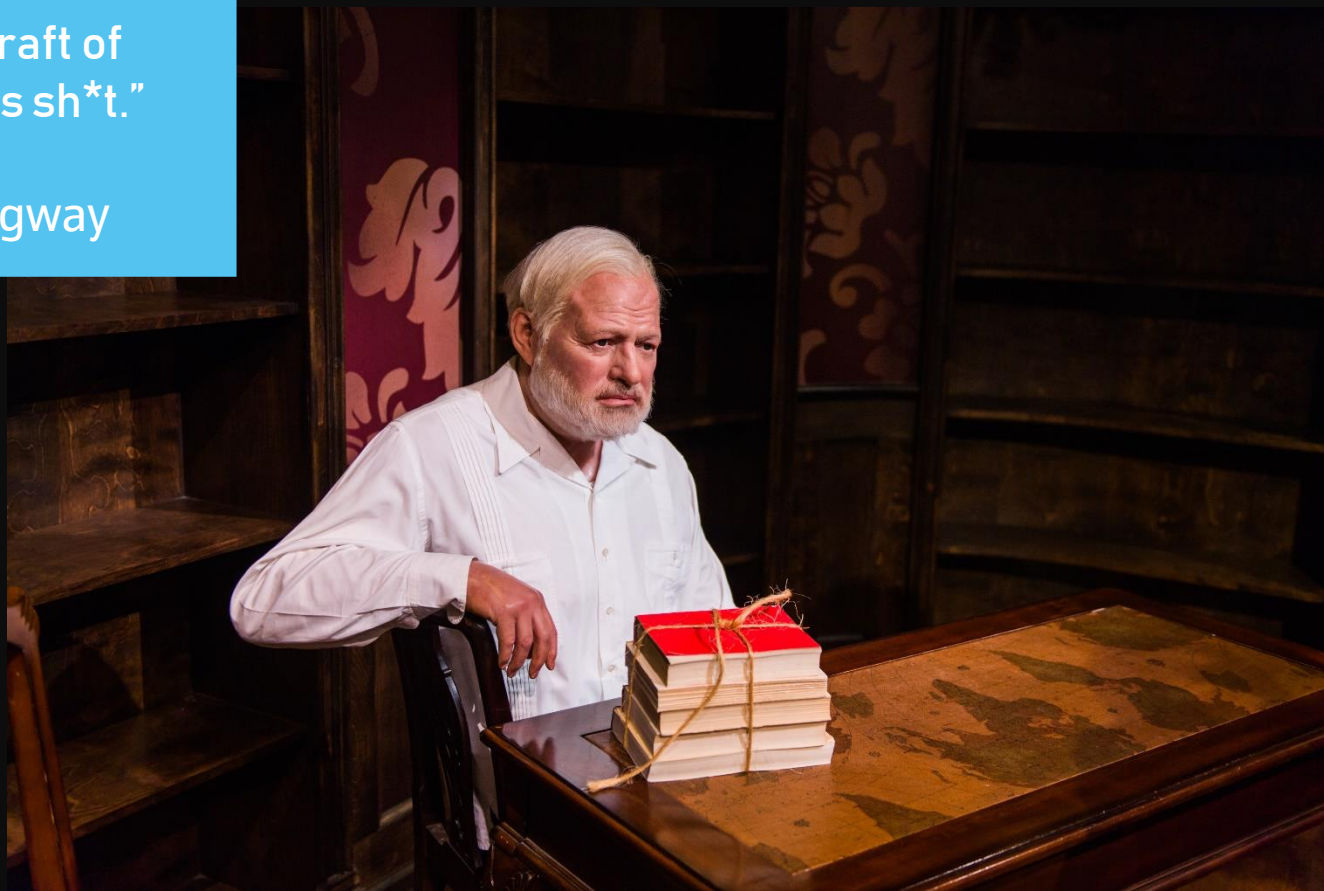


Key characteristics

- Weekly EA alignment
- Kanban-Board
- Product breakdown (i.e., cards) into MVP
- 60/40 over 100% quality
- Go-live as fast as possible

“The first draft of
everything is sh*t.”

– Ernest Hemingway



“Never half-ass two things.
Whole-ass one thing.”

– Ron Swanson (fict. character)

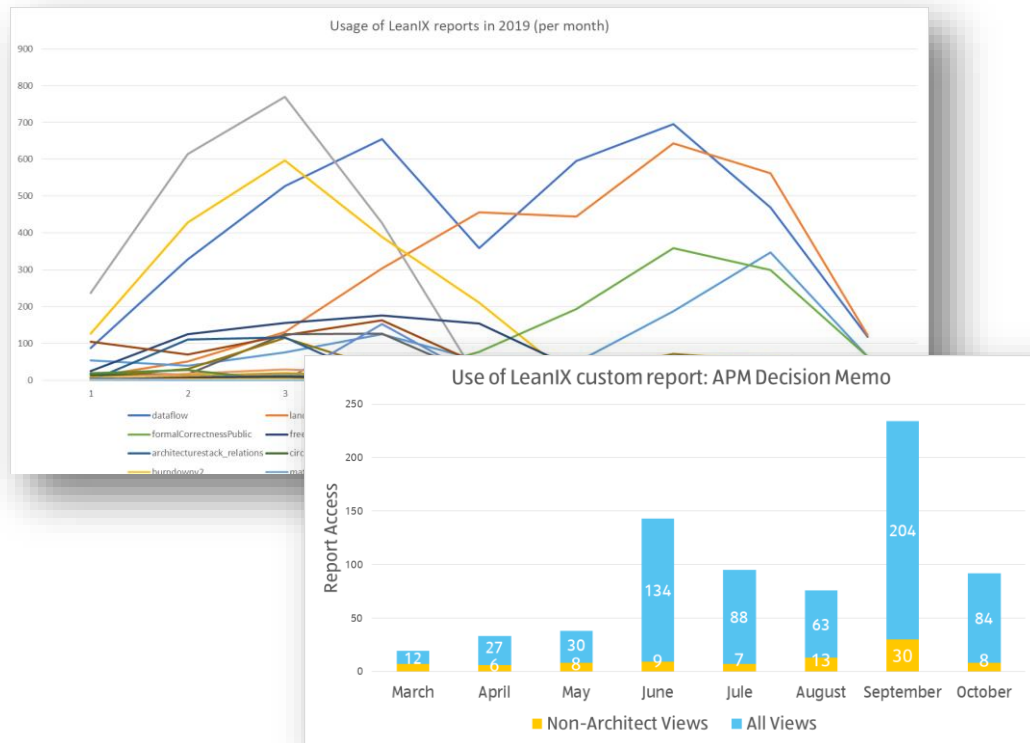


photo from COLLEEN HAYES/NBC, taken from [EW](#)



We actively de-scope and focus on few(er) things – sometimes it means rolling back things that are already set live

#2 Do less to achieve more



Key characteristics

- If no one requests it, don't do it
- Remove un-used fact-sheet types, fields, relations and reports
- Retrospective for continuous improvement



We constantly invest in making things easier – learning and adapting from others wherever possible

#3 Make it simple (1/3)



Key characteristics

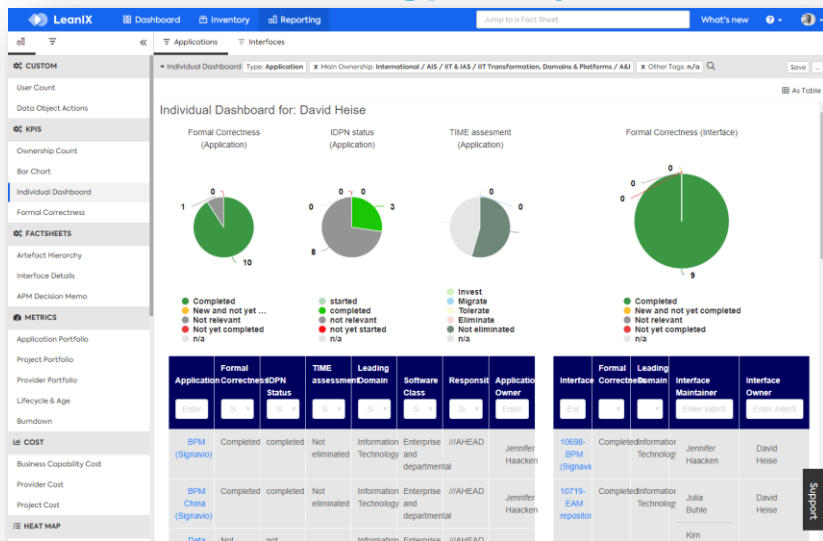
- Architecture newspaper & -letter
- Cheat Sheets (“checklists”)
- Dashboards with call to action
- .. personalised, if possible



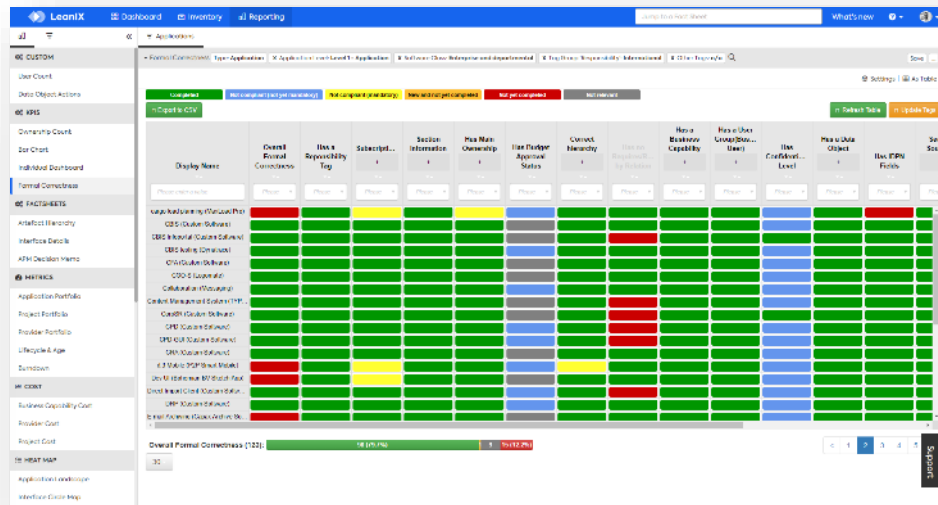
... and implement it into LeanIX, if possible

#3 Make it simple (2/3)

Individual Dashboard (filtered to viewing person by default)



Formal Correctness Report (visualizing mandatory attributes and relations)





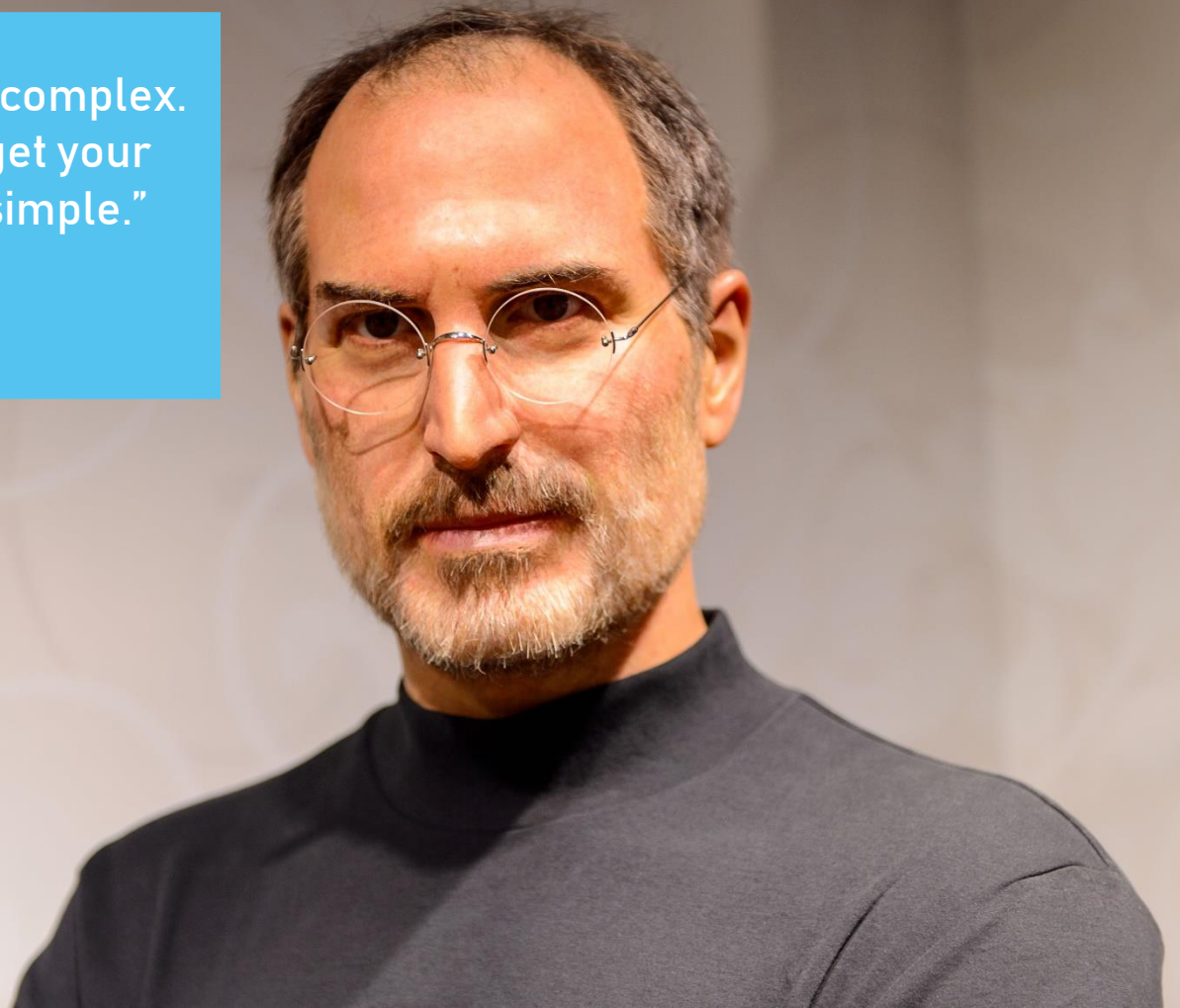
Formal Correctness Report (visualizing mandatory attributes and relations)

[illegible]

If you are interested in these reports, get in touch with us

“Simple can be harder than complex.
You have to work hard to get your
thinking clean to make it simple.”

– Steve Jobs





The principles are not new – but they are as simple as they are powerful

Our guiding principles in response to the VUCA (retail) world:

**#1 Try fast,
learn fast,
improve fast**

**#2 Do less to
achieve more**

**#3 Make it
simple**

Keep an agile, open and positive mind-set!



Get to know us – meet us at EA Connect Days 2019 or join our LeanIX meet-up on 31st January

Today with you:



julia.buhle@aldi-sued.com



linkedin.com/in/julia-buhle



rainer.bartsch@aldi-sued.com



linkedin.com/in/rainer-bartsch



kim.yildirim@aldi-sued.com



linkedin.com/in/kdyildirim



david.heise@aldi-sued.com



linkedin.com/in/dr-david-heise

Visit our architect's website:

aldi-it-insights.com/architecture



LeanIX meet-up hosted at ALDI SÜD

Who?

- free for all – community for EA with LeanIX

When?

- 31 January 2020

Where?

- ALDI SÜD, Mülheim a.d. Ruhr



Want to join? Let us know!