A top-down view of a workspace on a light-colored wooden surface. In the center, a laptop is open, with hands typing on the keyboard. Above it, a tablet is held by hands, displaying a website interface. To the left, a white coffee cup with a lemon slice sits on a gold-colored saucer. Various office supplies are scattered around, including a pair of scissors, a roll of tape, and several pieces of paper, some with handwritten notes like "Thank You" and "JUST FOR". The overall scene suggests a busy, creative, and organized work environment.

Wardrobe startup to awesome scale-up

Hyper growth with agility

THE ICONIC

OLIVER BRENNAN

Head of Engineering @ THE ICONIC

4 ½ years and counting

Organiser of @SydPHP

On Twitter at @BrOllie



OLIVER BRENNAN

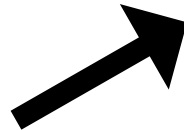
Head of Development @ THE ICONIC

4 ½ years and counting

Organiser of @SydPHP

On Twitter at @BrOllie

*I have an
awesome cat too!*



PIERS WARMERS

Tech Manager @ THE ICONIC

3 ½ years and counting

On Twitter at @warmers



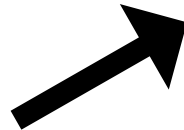
PIERS WARMERS

Tech Manager @ THE ICONIC

3 ½ years and counting

On Twitter at **@warmers**

*I'm also a
hobby farmer!*

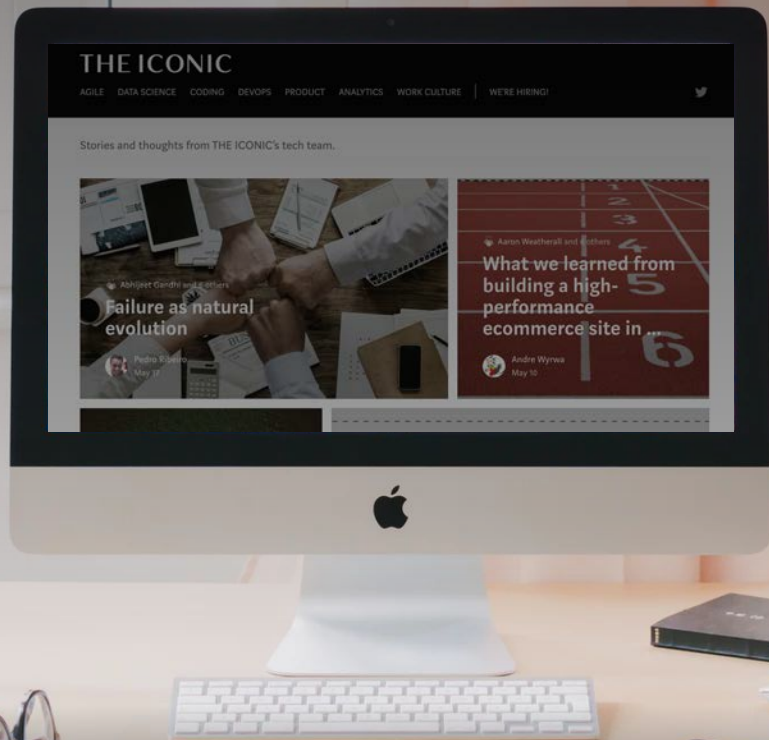


A close-up photograph of a pair of hands holding several chocolate muffins. The muffins are stacked in a small pyramid, with one in the center, two in the row below it, and two in the row below that. They are in dark brown, ribbed paper liners. The background is a blurred pattern of light and dark spots, possibly a tablecloth. The word "THANKS!" is overlaid in large, white, bold, sans-serif capital letters on the left side of the image.

THANKS!

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<https://theiconic.tech>



THE ICONIC

1. ABOUT US

Who we are

2. THE PAST

Our story

3. THE PRESENT

Where are we today

4. THE FUTURE

What comes next

TIMELINE

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WHY ARE YOU LISTENING?

Tech Progressive
Growing fast
Challenge the **status quo**
Customer **first**
Young

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QUALITY
PEOPLE
TRUST and SUPPORT
CHALLENGE
LEARNING
SUSTAINABILITY
PRIDE



THE ICONIC



LET'S GO BACK IN TIME

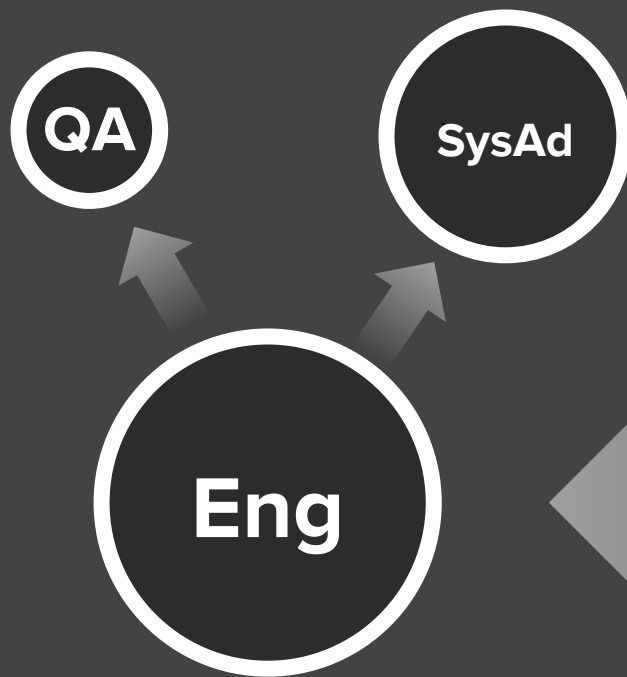
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STARTUP // 2011 - 2012

**ENTHUSIASTIC
COMMUNICATION
IT WAS AWESOME
GETTING SHIT DONE
FRENETIC**

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STARTUP // 2011 - 2012



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STARTUP // 2011 - 2012

CHAOS

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KEY LEARNING:

**YOU NEED
PROCESS**

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FAILURE IS A TEACHER

Failing is OK!

**“I’m surprised with all the support.
Last time (prev company) I broke, like
everything, all I got was criticism.
Thanks again, let’s get on with it.”**

We TRUST and ENABLE each other

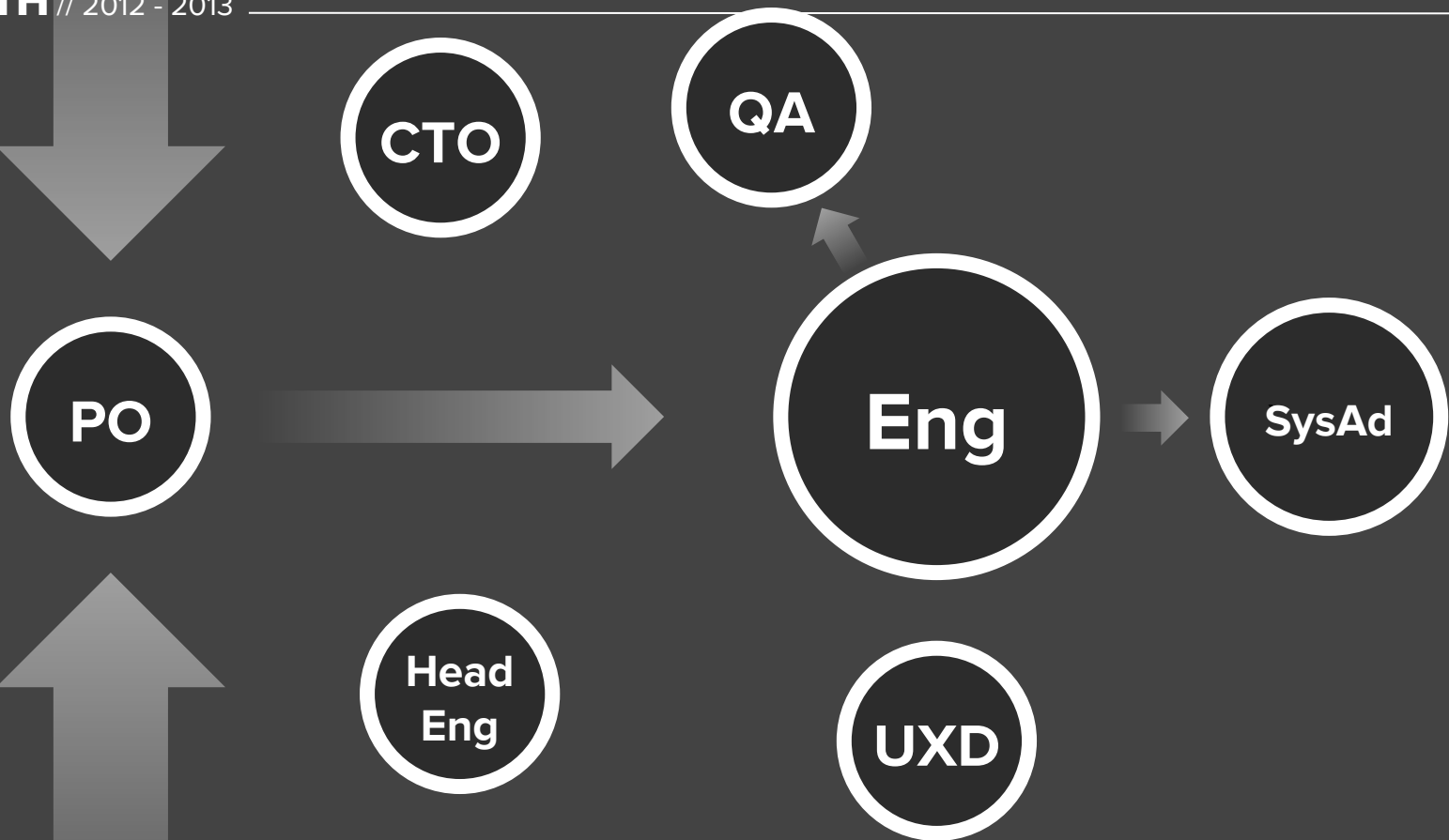
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GROWTH // 2012 - 2013

**QUALITY
LEADERSHIP
CREATED PROCESS
ORGANISE TEAMS
SCRUM**

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GROWTH // 2012 - 2013



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GROWTH // 2012 - 2013

#FAIL

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KEY LEARNING:

**UNDERSTAND
THE PROCESS**

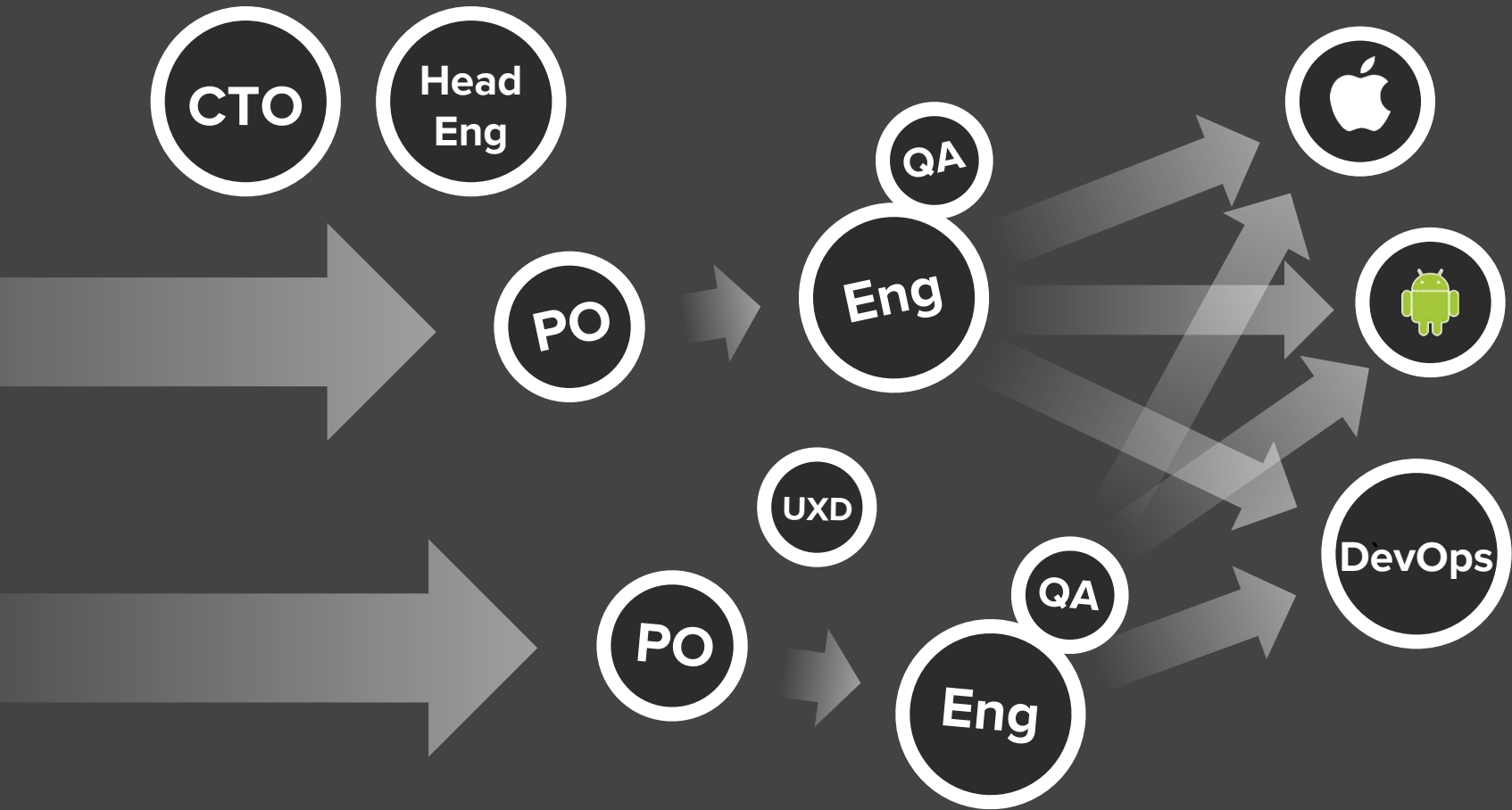
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WE NOW **CRAFT** OUR SOLUTIONS

CROSS FUNCTIONAL BEGINS

WE NEED THE RIGHT PEOPLE ON THE BUS

WE START TO BECOME AGILE



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SCALING // 2013 - 2015

MEET MY FRIEND,

THE BACKLOG

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BACKLOGS OF DOOM!



KEY LEARNING:

**TAKE
OWNERSHIP**

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Leader leader organisation

Data Obsessed

Teams comfortable to break norms

Introduced lean engineering

The energy is contagious

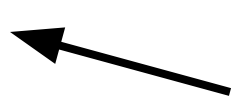
Who are our customers





PLUMBING OPERATIONS

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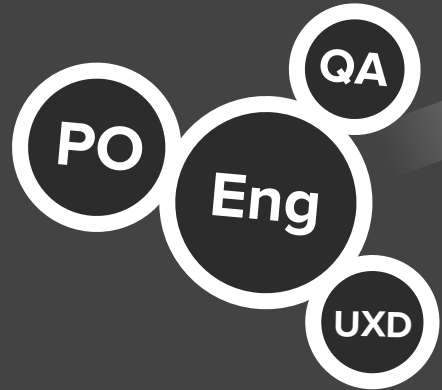
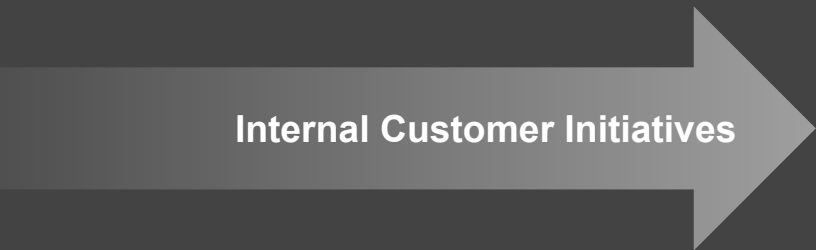
*Umbrelico
Firewall*



*Excel Spreadsheet
Supercomputer*

CTO

Head Eng



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OWNERSHIP // 2015 - 2016

EVERYONE QUIT 2.0!



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KEY LEARNING:

**RESPECT
CHANGE**



**REBUILD WITH
CONFIDENCE**

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**We believe that EXCEPTIONAL
TALENT belongs in our team**

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CROSS FUNCTIONAL // 2017 - 2018

Introduced data science
Customer Journey
Drive Innovation
Operational Rhythm

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CROSS FUNCTIONAL // 2017 - 2018

B A N G



**WE MERGED
DYSFUNCTIONAL
TEAMS**

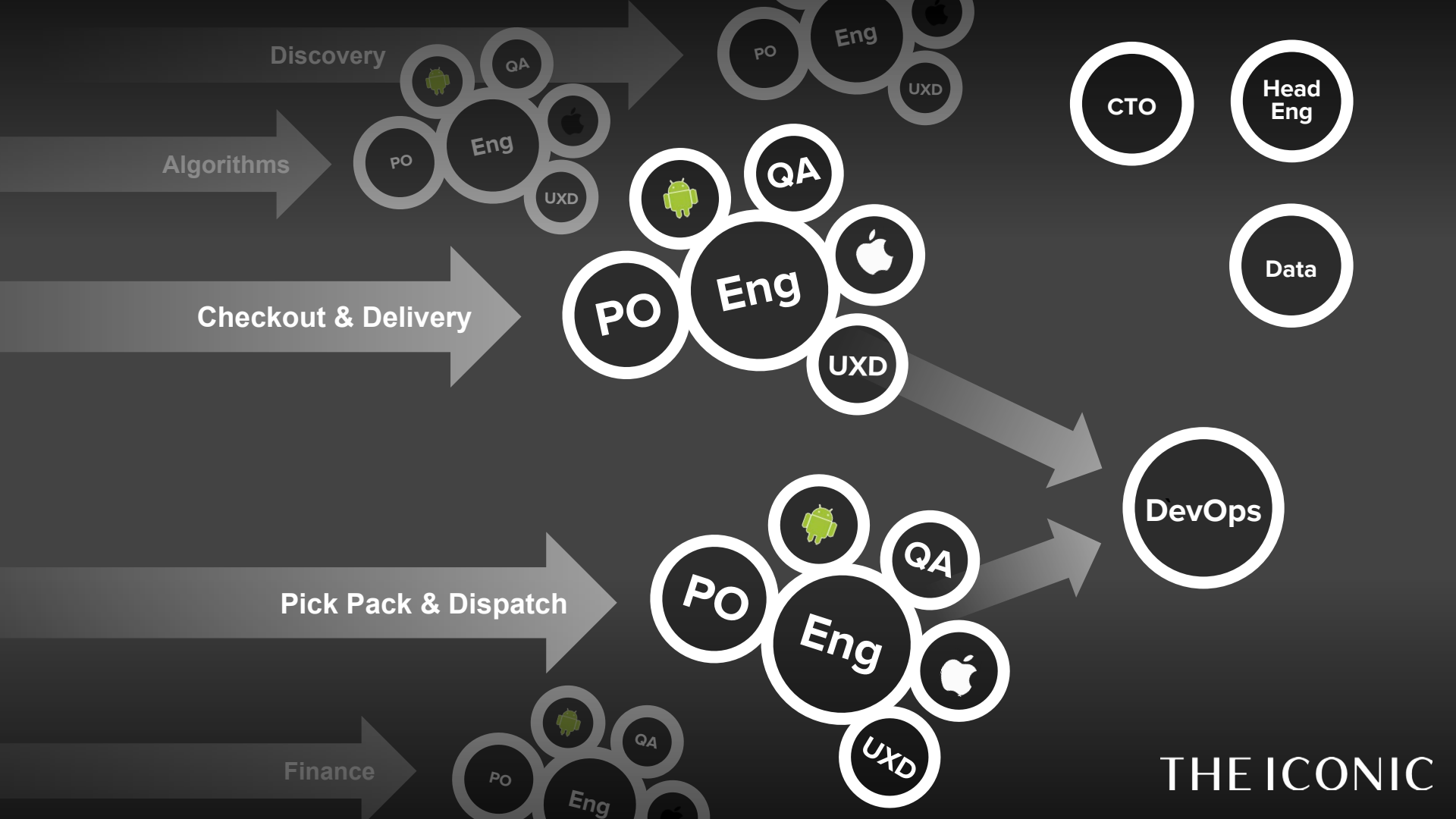
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CROSS FUNCTIONAL // 2017 - 2018

**MEASURE THE
CULTURE BEFORE
RUSHING**



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CROSS FUNCTIONAL // 2017 - 2018

**ACTUALLY,
IT'S LOOKING
BETTER**

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KEY LEARNING:

SELF

RELIANCE



**WE ♥ CROSS
FUNCTIONAL**

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We never stop LEARNING

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CROSS FUNCTIONAL // 2017 - 2018

QA WAS STILL A BOTTLENECK

**PUSH
BUTTON
WAIT
FOR
WALK
SIGNAL**

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CROSS FUNCTIONAL // 2017 - 2018

THE OPTIMISATION CONTINUES

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CROSS FUNCTIONAL // 2017 - 2018

REBRANDED OUR ENGINEERS

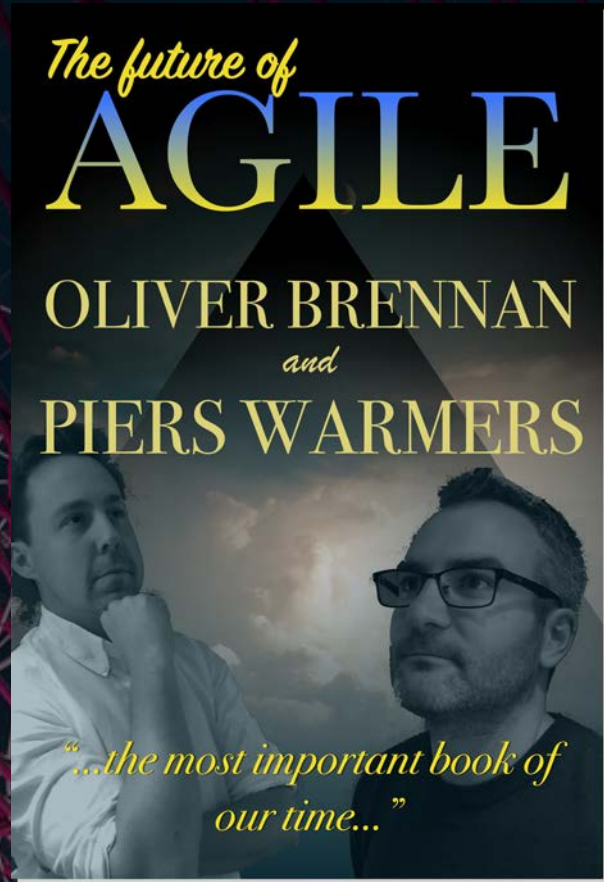
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THE FUTURE // WHAT IS NEXT FOR US?

WHAT'S NEXT?

THE ICONIC


THE FUTURE // WHAT IS NEXT FOR US?



WHAT'S NEXT?

THE ICONIC

THE FUTURE // WHAT IS NEXT FOR US?



PUSH THE T-SHAPED ENGINEER
DATA WILL DRIVE CHANGE
RESTRUCTURE SOME MORE?
PROGRESS TECH
MORE MOBILITY
REMOTE FIRST

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KEY TAKEAWAYS

THE ICONIC

MISSION DRIVEN TEAMS

DEVELOP YOUR EMPATHY

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A woman with long brown hair, seen from the back, stands in a field of tall, dry grass. She is wearing a dark, sleeveless dress with a vibrant floral pattern in shades of red, blue, and yellow. In the background, there is a rustic wooden structure with a corrugated metal roof, possibly a shed or a small house. The sky is a clear, deep blue. The overall mood is serene and natural.

THANK YOU

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