



Measure (and learn) what matters

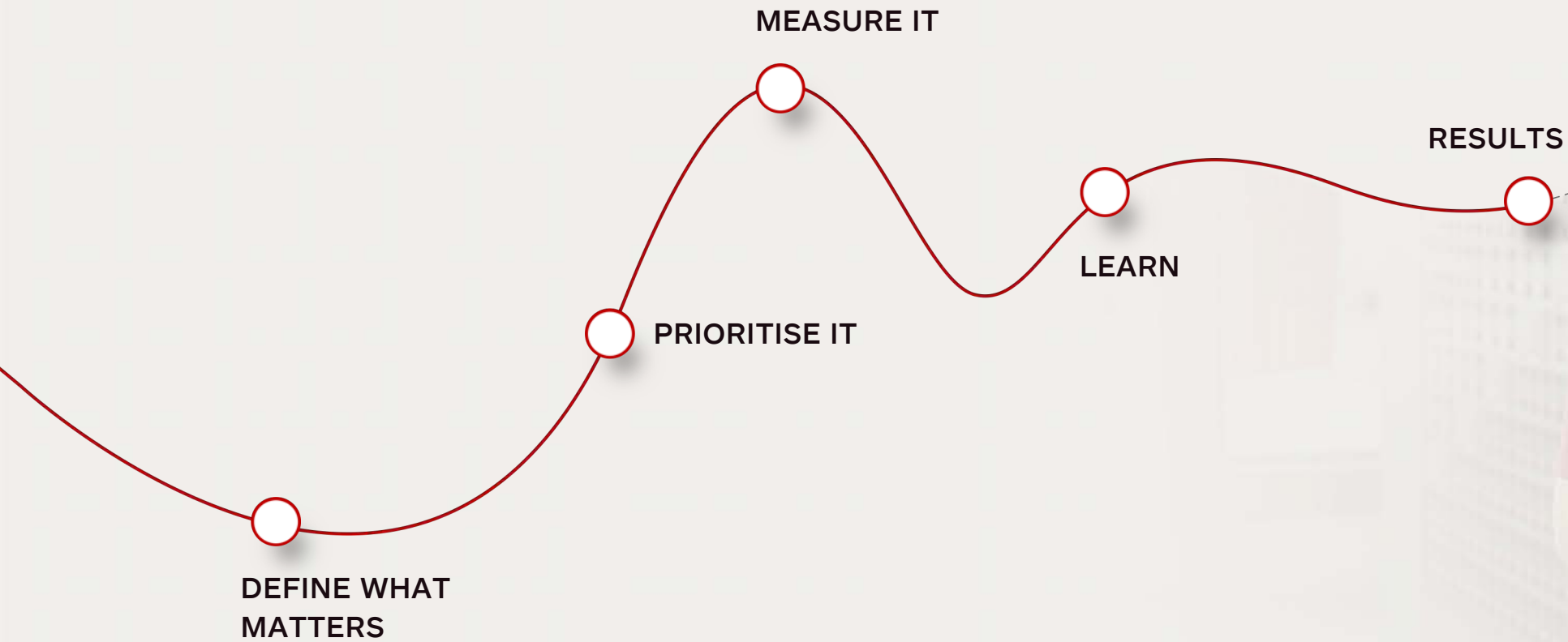
Building a data-driven and outcome focused team culture

Pete Young

Head of Digital Planning & Enablement

Australia Post

Our journey



Our journey



DEFINE WHAT
MATTERS





MyeProblem Customer Problem

**DEFINE WHAT
MATTERS**

PRIORITISE IT

MEASURE IT

LEARN

KEY RESULTS



Our customers told us they weren't happy...

“We have always been home when you deliver the note in the letterbox so we suspect that your people don't actually knock.”

“The delivery tracking advice is in need of some work - AusPost's competition have much more timely advice on their tracking systems.”

DEFINE WHAT MATTERS

PRIORITISE IT

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LEARN

KEY RESULTS



Why does it matter?



15%
of parcels
In 2016



Financial costs



Contact centre calls



A poor customer experience

DEFINE WHAT MATTERS

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KEY RESULTS



We created an enterprise vision for deliveries

DEFINE WHAT MATTERS

PRIORITISE IT

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RESULTS



Sam

The Consumer



Meg

The Merchant



Claude

The Driver





We defined success as what matters to our customers: First Time Delivery



**First time
delivery**

**Happy
customers (NPS)**

**Cost
benefits (\$)**

DEFINE WHAT
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Our journey



DEFINE WHAT
MATTERS



PRIORITISE IT





Over 100 people in a large cross functional agile team – MyPost

All the right people, together

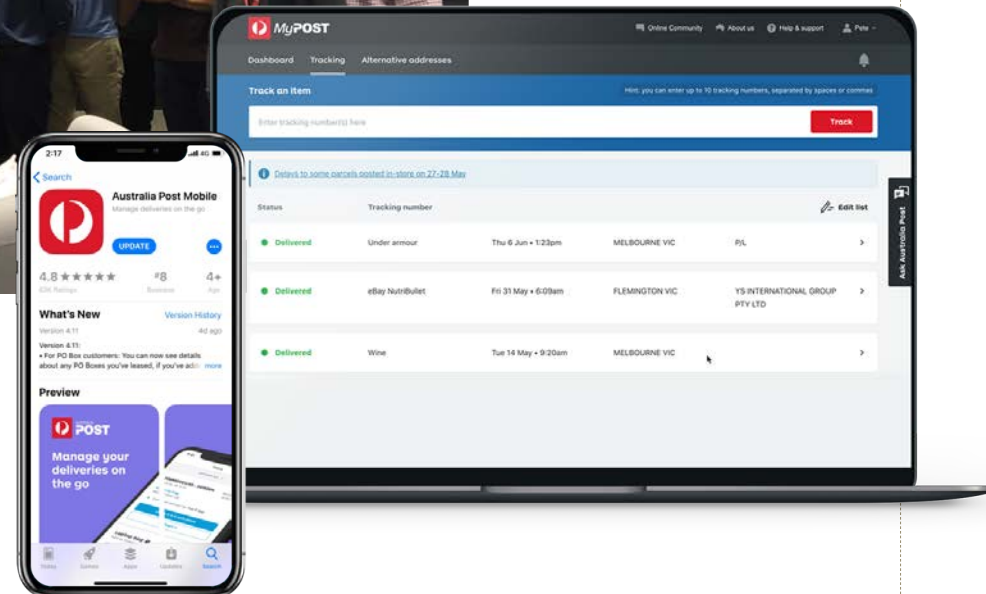
DEFINE WHAT MATTERS

PRIORITISE IT

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RESULTS

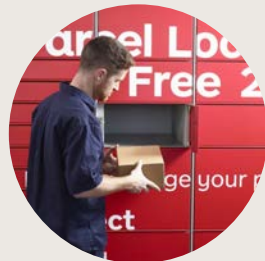




We made the consumer parcel delivery (receiver) experience our top strategic priority



PO Boxes



Parcel lockers



Parcel collect



Leave in a safe place

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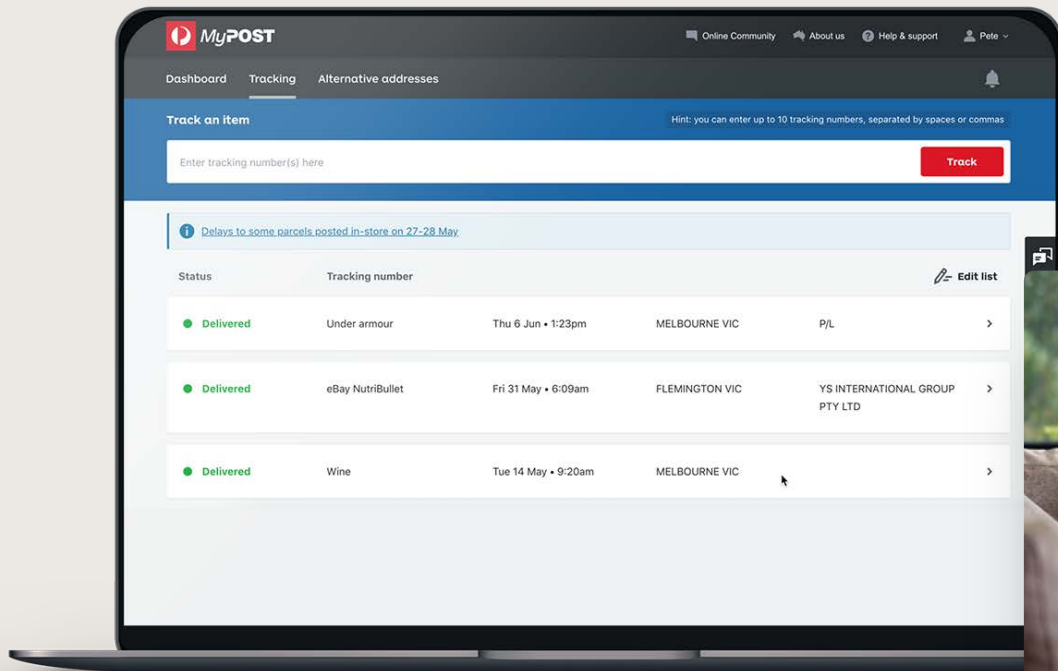
LEARN

RESULTS



...and prioritised a single metric (outcome) that mattered: first time delivery

Output



Outcome:
Customer
receiving their
parcel

DEFINE WHAT
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We then dedicated all our capacity on one priority

DEFINE WHAT MATTERS

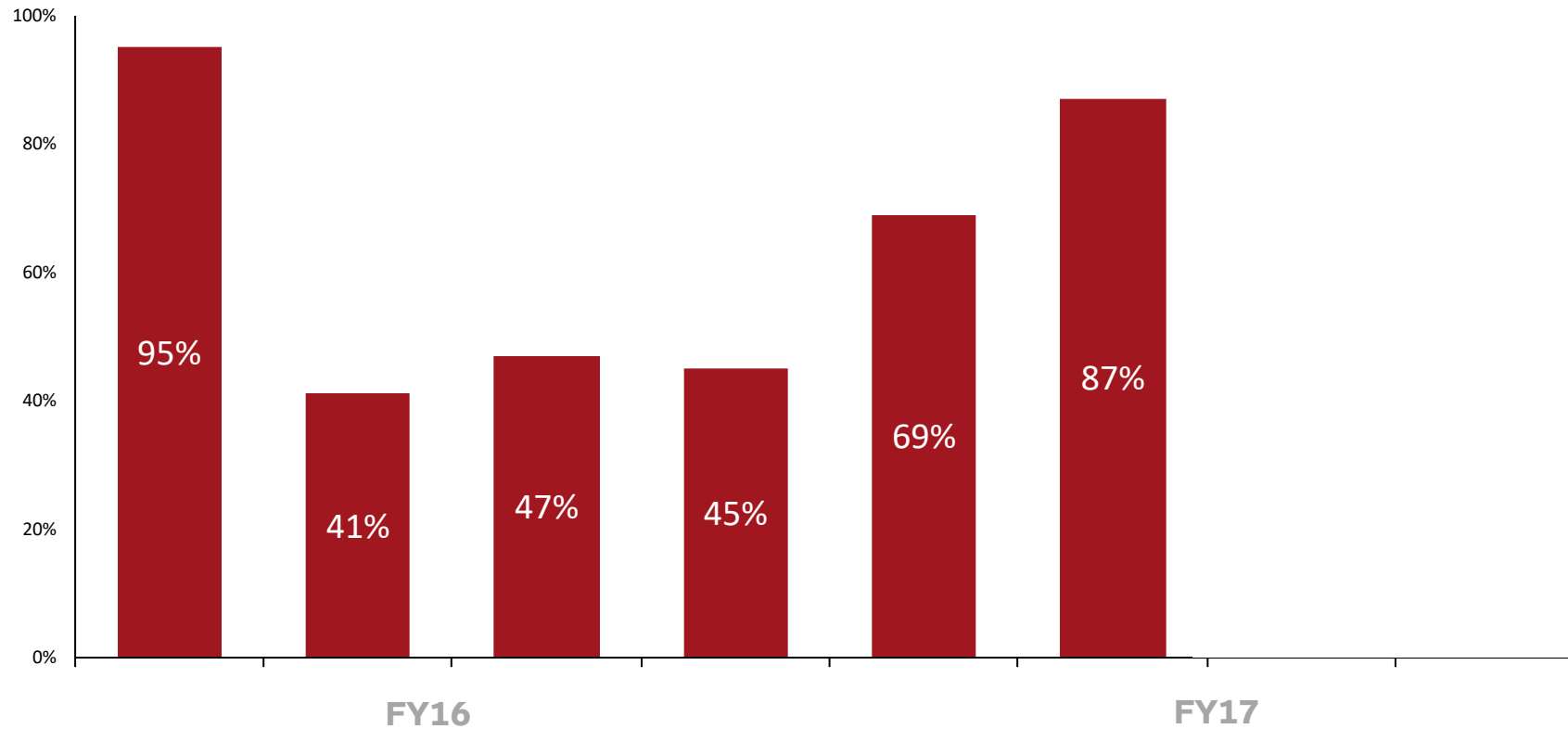
PRIORITISE IT

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RESULTS

Capacity





We repositioned as a 'problem solving team', not a 'build' team



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We reframed the MyPost customer value proposition

— your delivery, your choice

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RESULTS

MyPOST

A MyPost account helps make your everyday tasks **simpler, easier and quicker.**

- ✓ Delivery choices
- ✓ Concession benefits

Illustration of a hand holding a red MyPOST card, surrounded by various delivery items like a laptop, smartphone, envelope, and boxes.

Log in Sign up

Your delivery, your choice

We've got delivery choices to suit just about everyone.

Update delivery preferences

Home isn't your only delivery address

AUSTRALIA POST Parcel Lock Free 24h

Illustration of a woman smiling while holding a yellow parcel, with a white overlay box containing text and a button.



However...



Changing enterprise priorities is really hard



We were focused on features, not problems to solve



Teams were unclear on how they could impact first time delivery

DEFINE WHAT MATTERS

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Problem 1: Changing enterprise priorities is really hard

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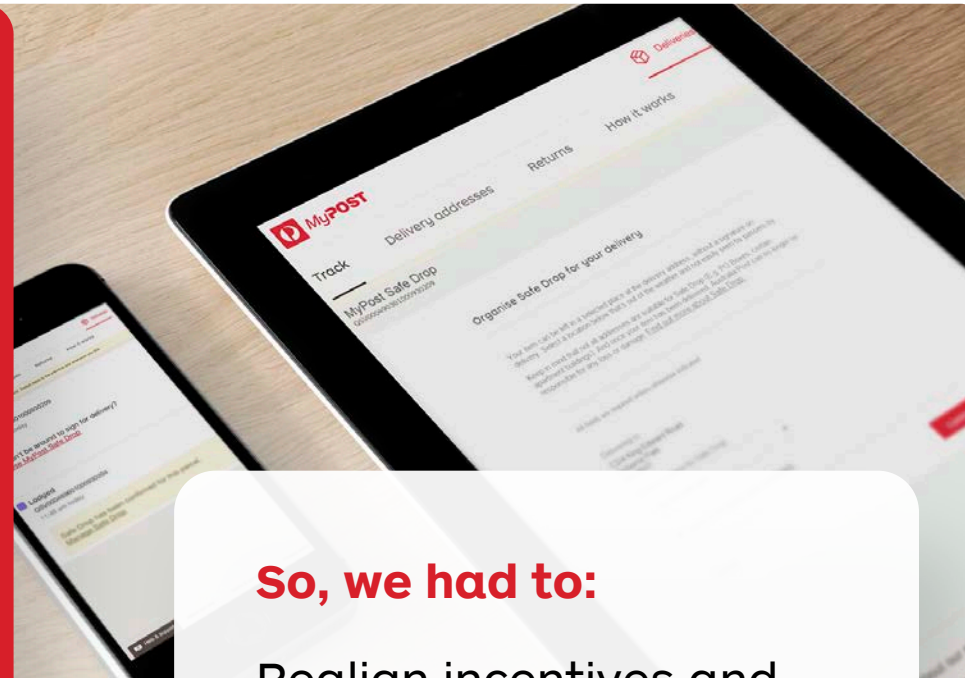
Driving MyPost account acquisition...



nearly
5 million

in 2016

...but first time delivery was now the metric that mattered,
not accounts



So, we had to:

Realign incentives and scorecards

Tell our story to everyone – go on a roadshow



Problem 2: From features to problems to solve – Objectives and Key Results

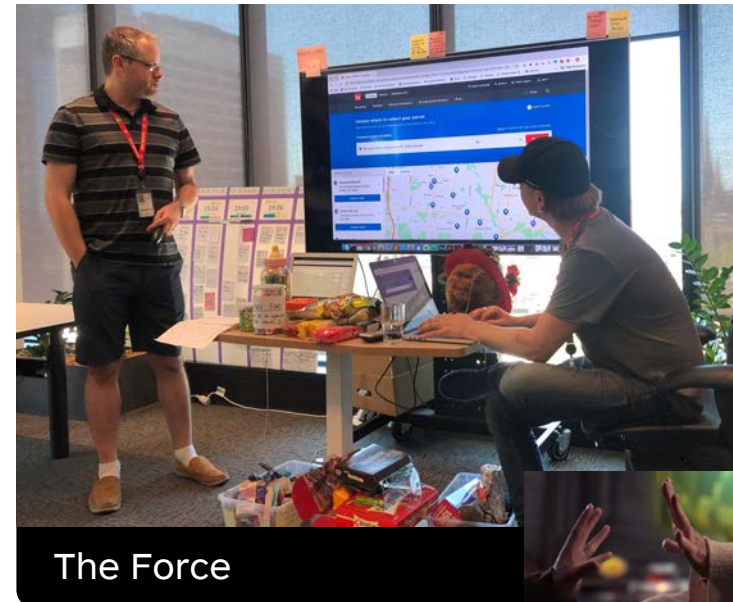
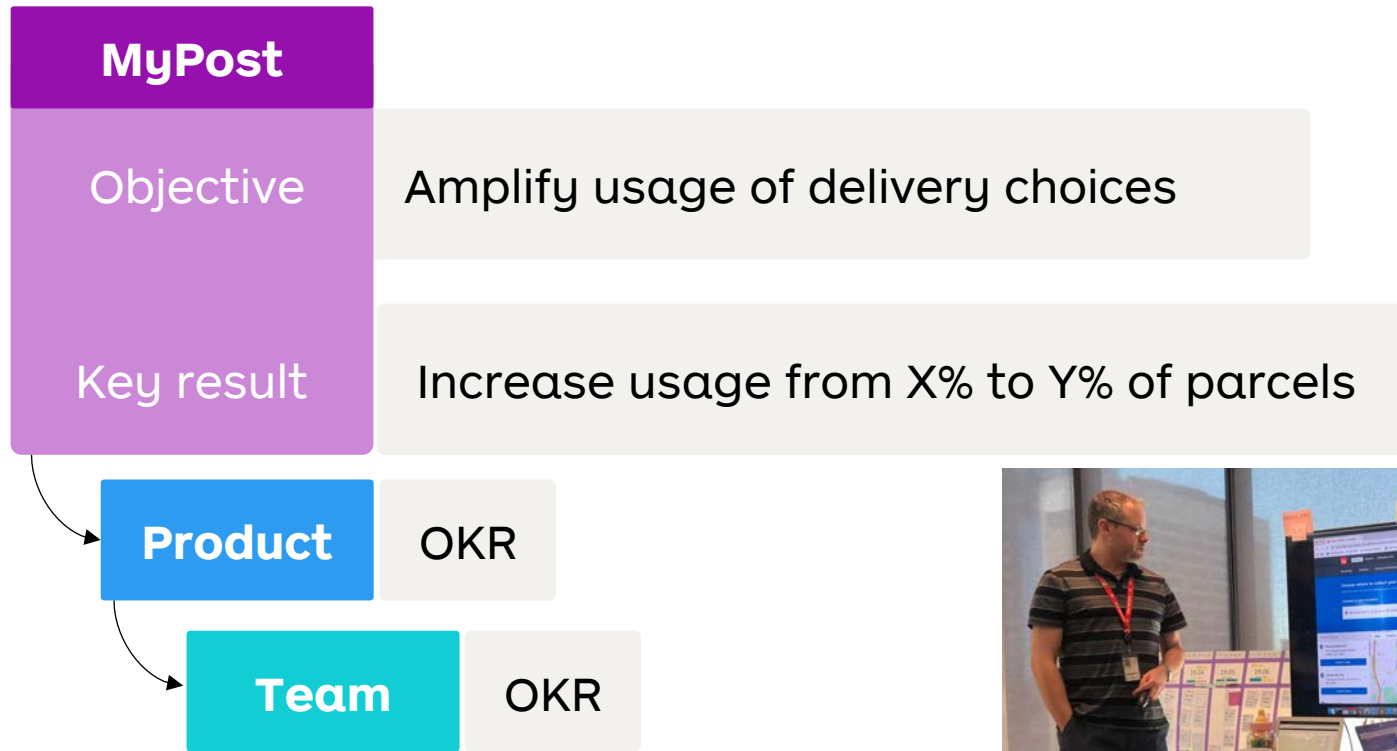
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Problem 3: How do I impact first time delivery? Linking digital and physical metrics

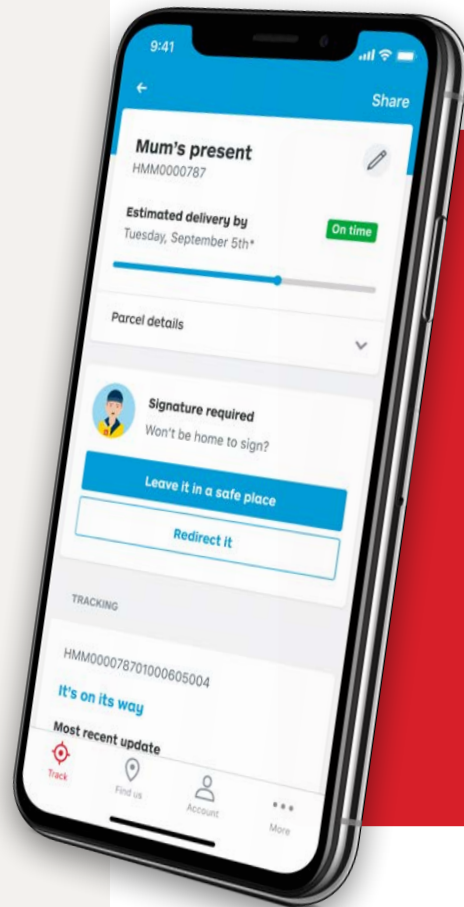
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Leads to

Digital
(within team control)



Click-through rate



Conversion rate

Physical
(outside of team control)



First time delivery



...to show the value of the experience

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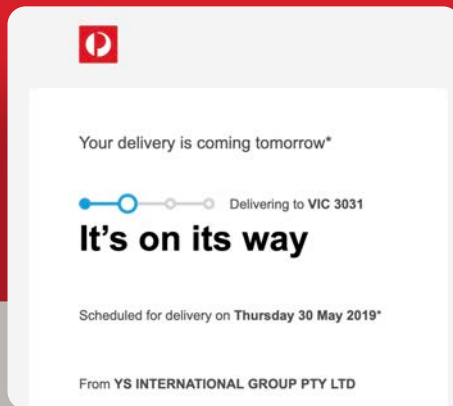
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RESULTS

Digital

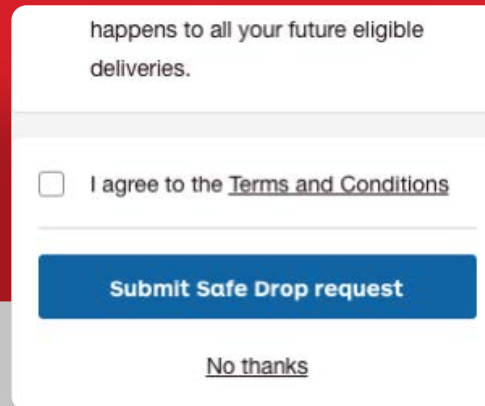
Email notification

Metric
Click through rate



Delivery choices web page

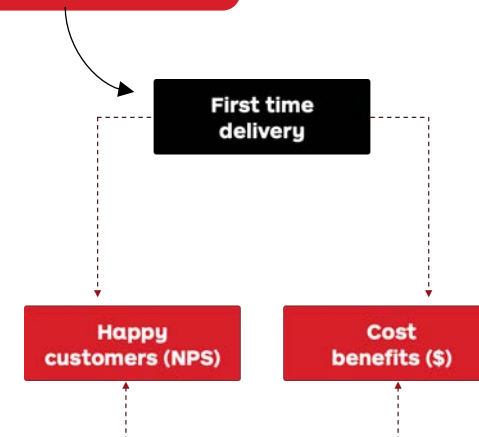
Metric
Conversion rate



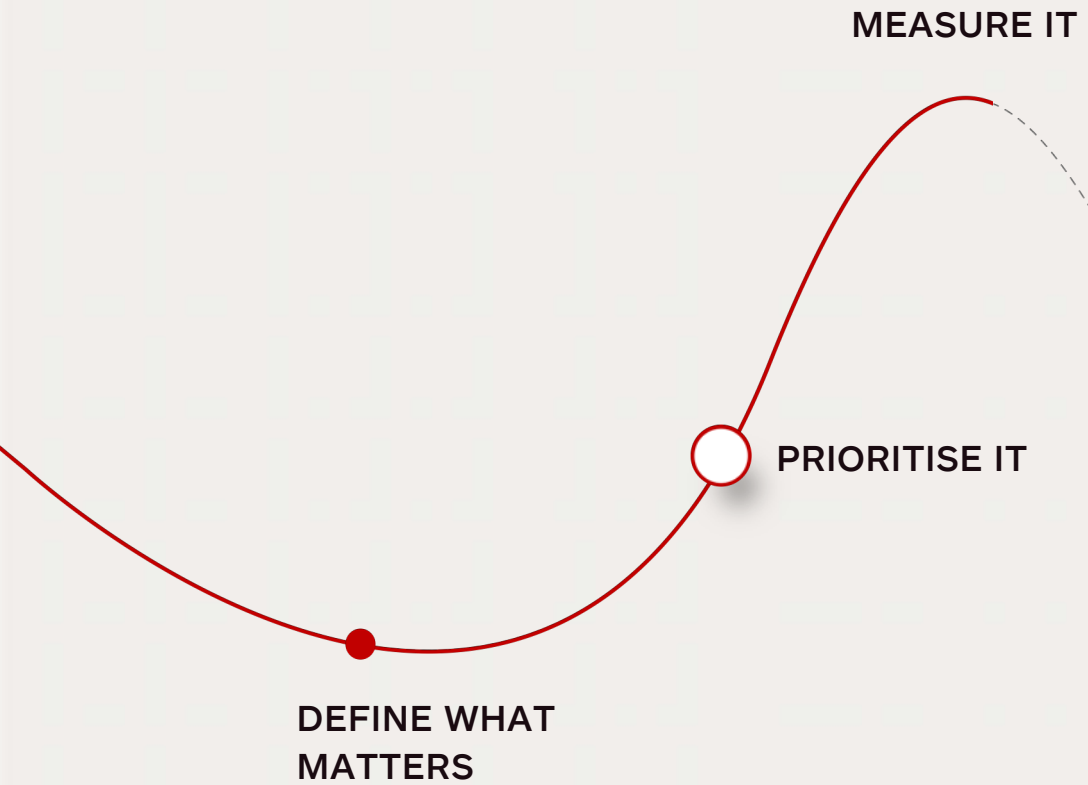
Physical



First time delivery via 'safe drop'



Our journey

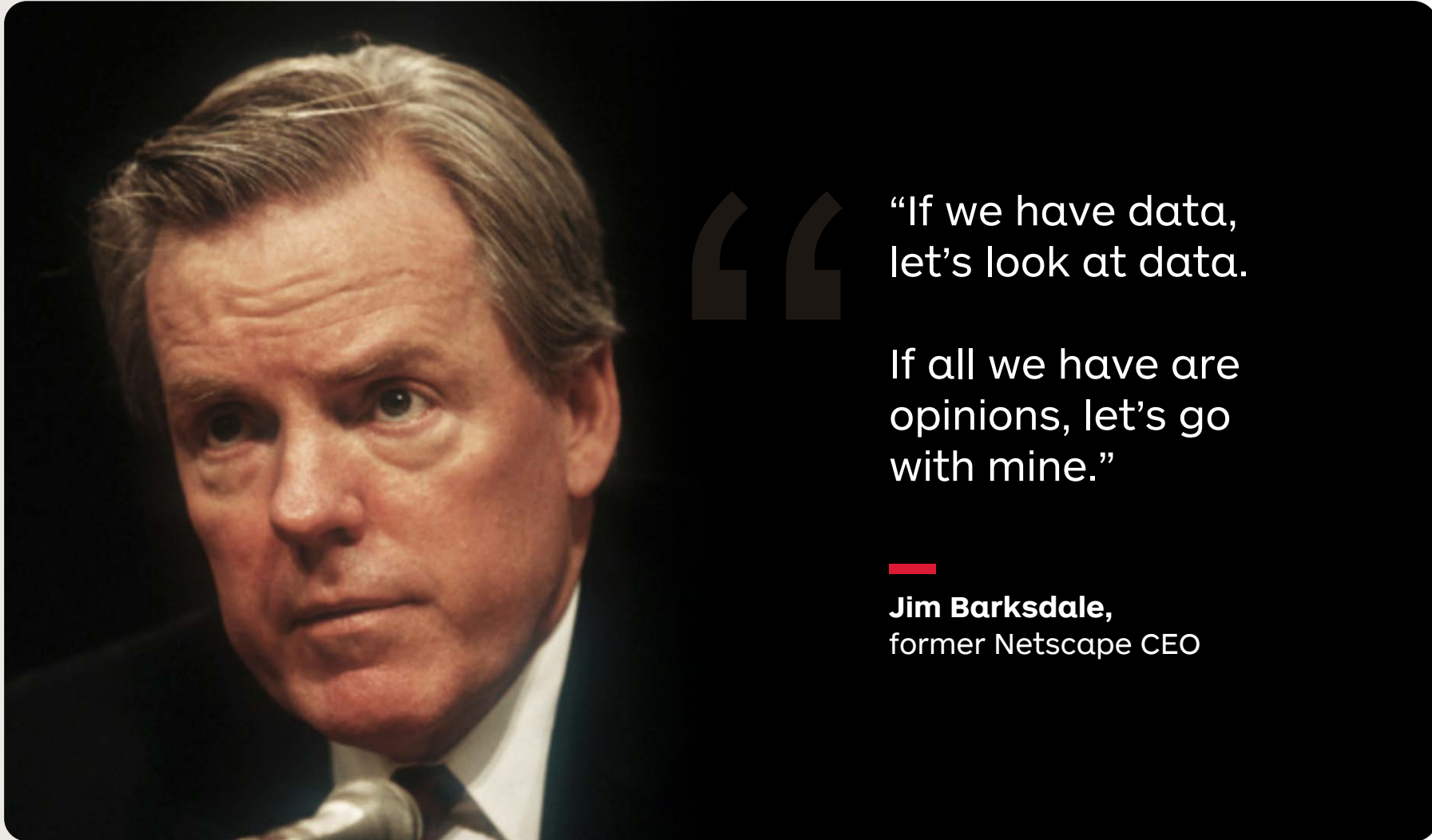


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We had a few challenges...

1

We had to become data driven with metrics to enable an outcome focus

2

We needed to shift mindsets from delivery output (features) to outcomes (benefits)

3

Measurement was more about solution validation than problem validation

DEFINE WHAT MATTERS

PRIORITISE IT

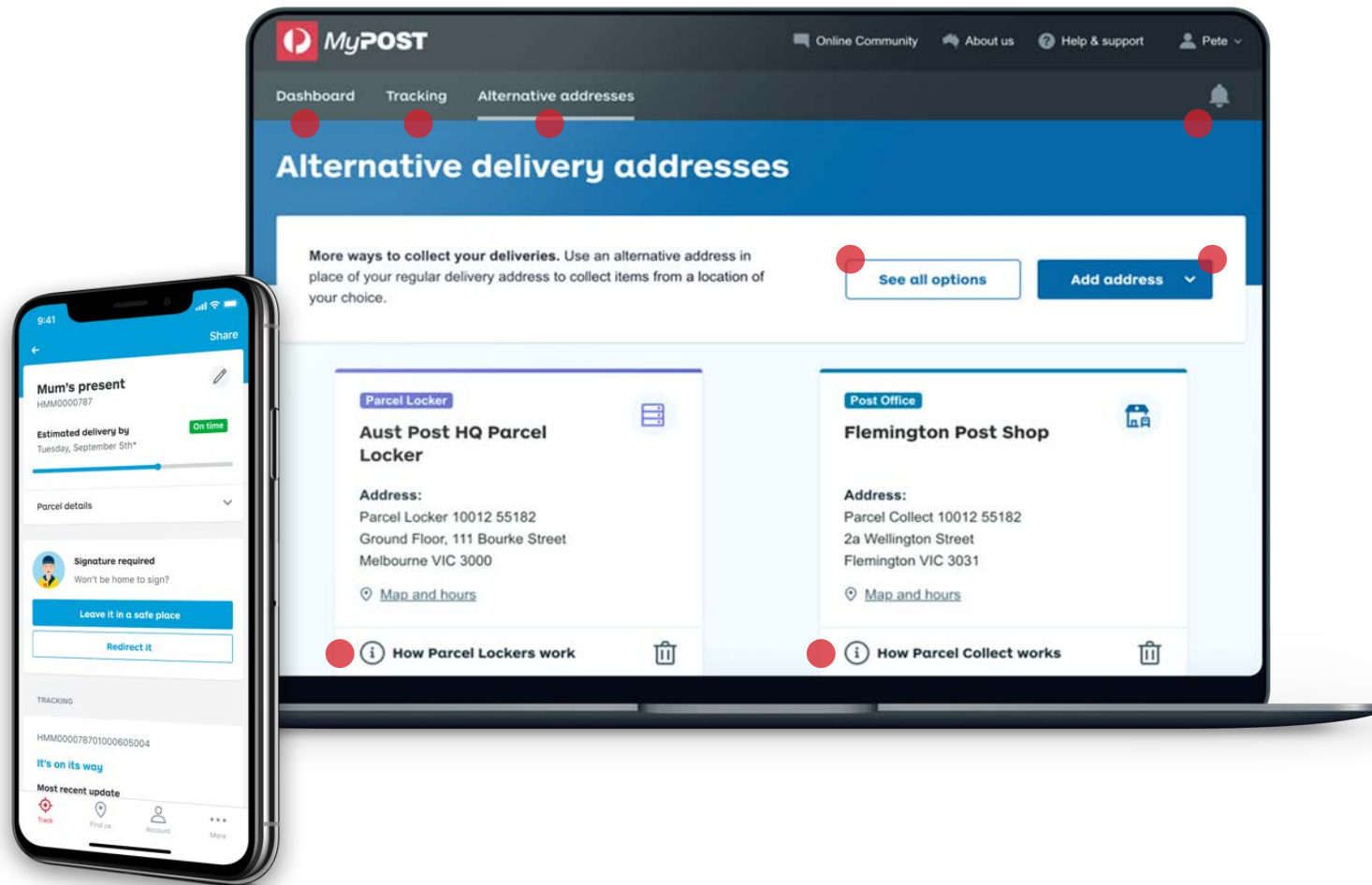
MEASURE IT

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RESULTS



1 We started measuring *all* digital interactions



DEFINE WHAT MATTERS

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RESULTS



1

We implemented digital analytics dashboards and reports

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MEASURE IT

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RESULTS



Adobe Analytics



CYCL Key Results WEEKLY- All Email (Jesse)

Australia Post - Production - Generated on Jun 3 2019

Weekly view (All Email) - Sunday to Saturday

Last Week
May 26 2019 - Jun 1 2019

Key results

FEATURE:
Increase the proportion of parcels sent to a parcel locker or parcel collect initiated through email CTA from 42.56% to 90%

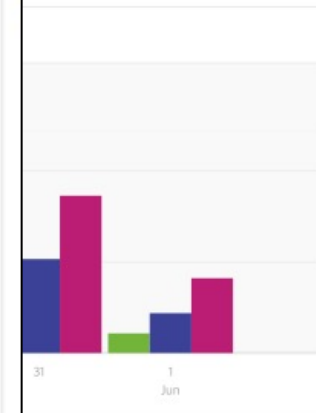
82%

Key result

Increase the proportion of parcels sent to a parcel locker or parcel collect initiated from the email CTA from 42% to 90%

PL + PC Proportion

82%



Proportion EDM redirect CTA ALL > completion % - by

MyPost Redirect Item Co
EDM redirect CTA ALL > completion PL CYCL

Day ↑
Page: 1 / 1 Rows: 400 1-7 of 7

Day	Completion %
1. May 26, 2019	77.46%
2. May 27, 2019	80.02%
3. May 28, 2019	83.23%
4. May 29, 2019	81.88%
5. May 30, 2019	82.06%



1 We created dashboards and reports with target outcomes

Manual at first...

MyPost Deliveries
October performance



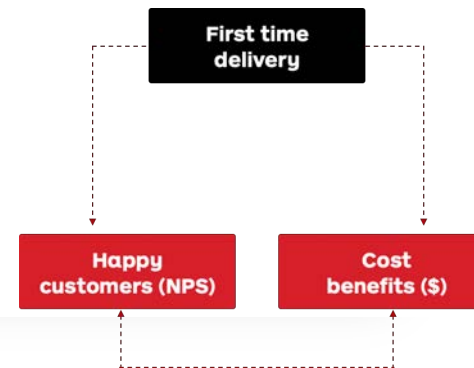
FY17 – October performance and targets

	Oct-16	Vs Sep-16	Target	Vs Target
Parcel Recipient NPS ¹	XXX	-X.X	>XX	-XX.X
First time delivery rate	XXX%	-1.2%	>100%	-XX%
Street delivery	XXX%	-1.1%		
Delivery choices	XXX%	-2.1%		
MyPost offered experiences ¹	XX.X%	+XX%	>100%	-XX%
MyPost delivery choice usage (Overall)	XX%	0.X%	>100%	-X%
MyPost delivery choice repeat users	XX%	-X.X%	>XX%	-XX%



...then automated and 'live'

Digital



DEFINE WHAT MATTERS

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RESULTS



2 Our primary success measure was an output measure, not outcome

DEFINE WHAT MATTERS

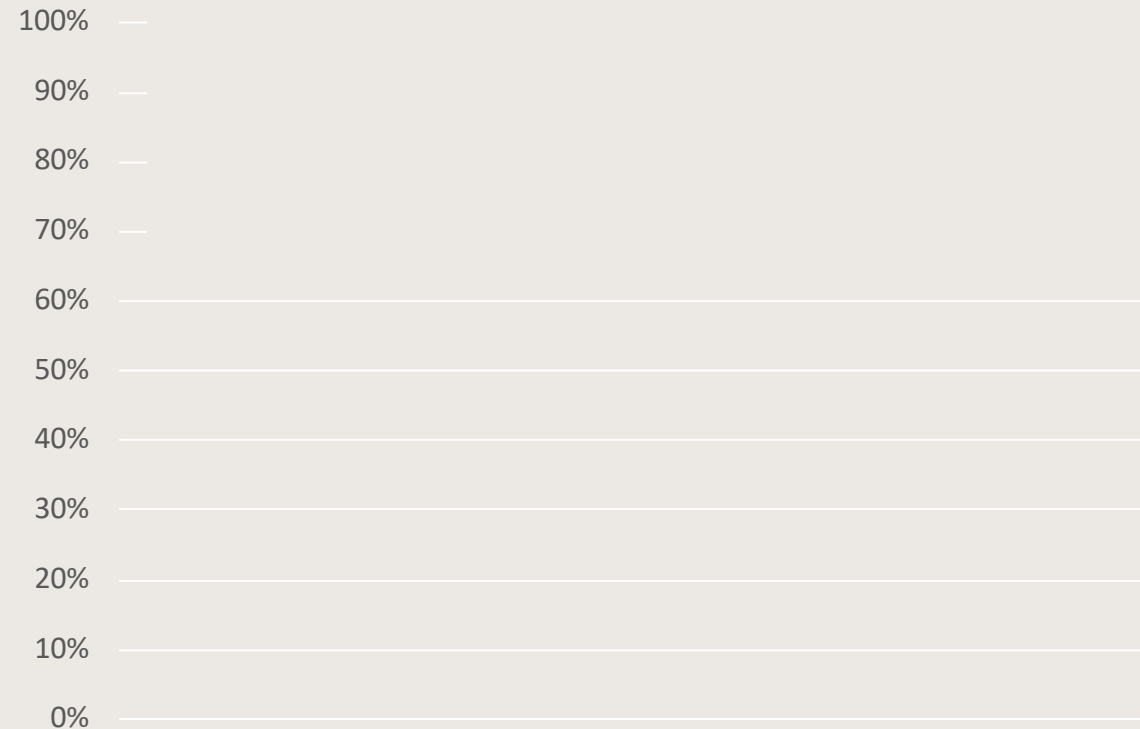
PRIORITISE IT

MEASURE IT

LEARN

RESULTS

Quarterly objective completion rate



So what?

- | Output measure of predictability
- | Value of a long running team
- | Does not tell you if you've built the right thing



2 Now teams cascade objectives and key results to measure success


DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



Leave eligible parcels

Ask us to leave eligible parcels in a safe place if you're not home to sign. [Learn more about this delivery option](#)

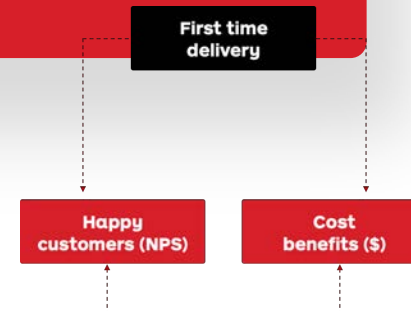
Where should we leave them?

By selecting **Continue** you agree to the [Terms and Conditions](#)

Cancel **Continue**

Objective
Build and release safe drop delivery preference smart messages

Key Result
25% click-through rate

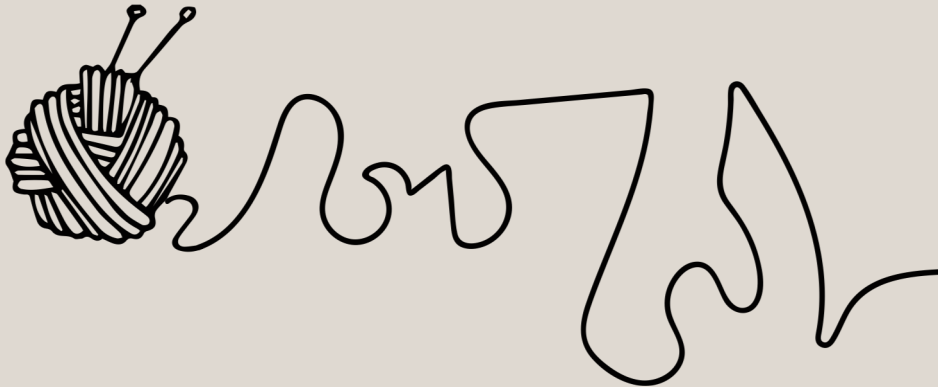




3 Measurement was mainly 'solution validation' after delivery

Discovery

What is the right problem to solve?



Delivery

Did we solve the problem?

Outcome measures



Delivery

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



3 We invested more in discovery before delivery



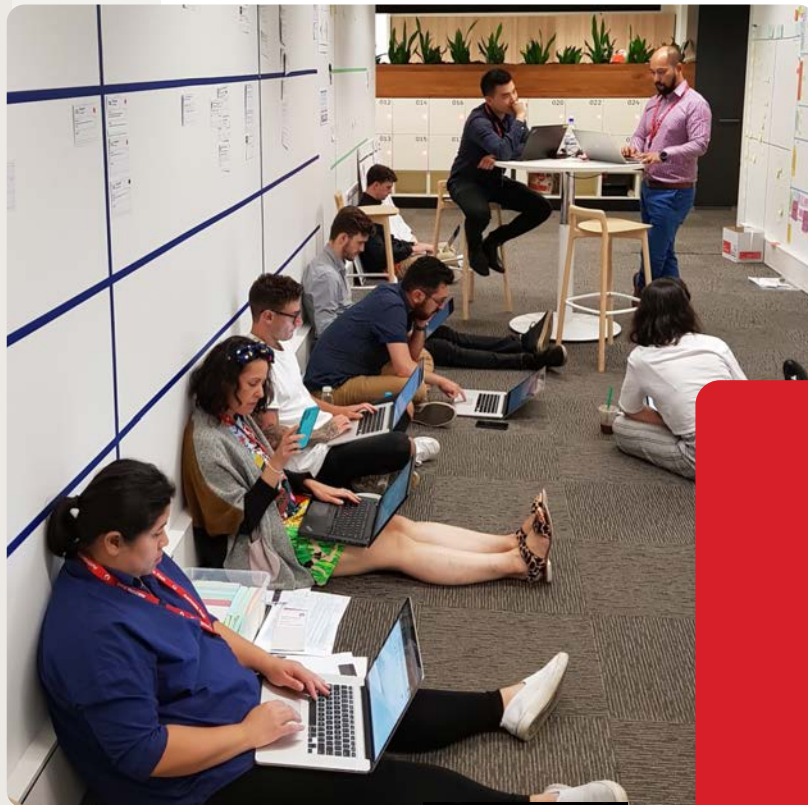
DEFINE WHAT MATTERS

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MEASURE IT

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RESULTS



Helping to ensure we understand and solve the right problem



Guerrilla research



Customer interviews



Scenario modelling



Contextual enquiries



User testing

Team Falcon





What worked well?

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS

1



Metrics enabled more objective priority and value discussions

2



We had more confidence we were building the right thing

3



Performance visibility built trust with stakeholders



What did we learn?

1

**Team vs “Management”
dashboards are very different**

2

**Changing the way you work
takes a lot of time and effort**

3

**Measurement without
learning is not success**

DEFINE WHAT
MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



When your dashboard tells you there is a problem...

Safe drop conversion rate (daily)



DEFINE WHAT MATTERS

PRIORITISE IT

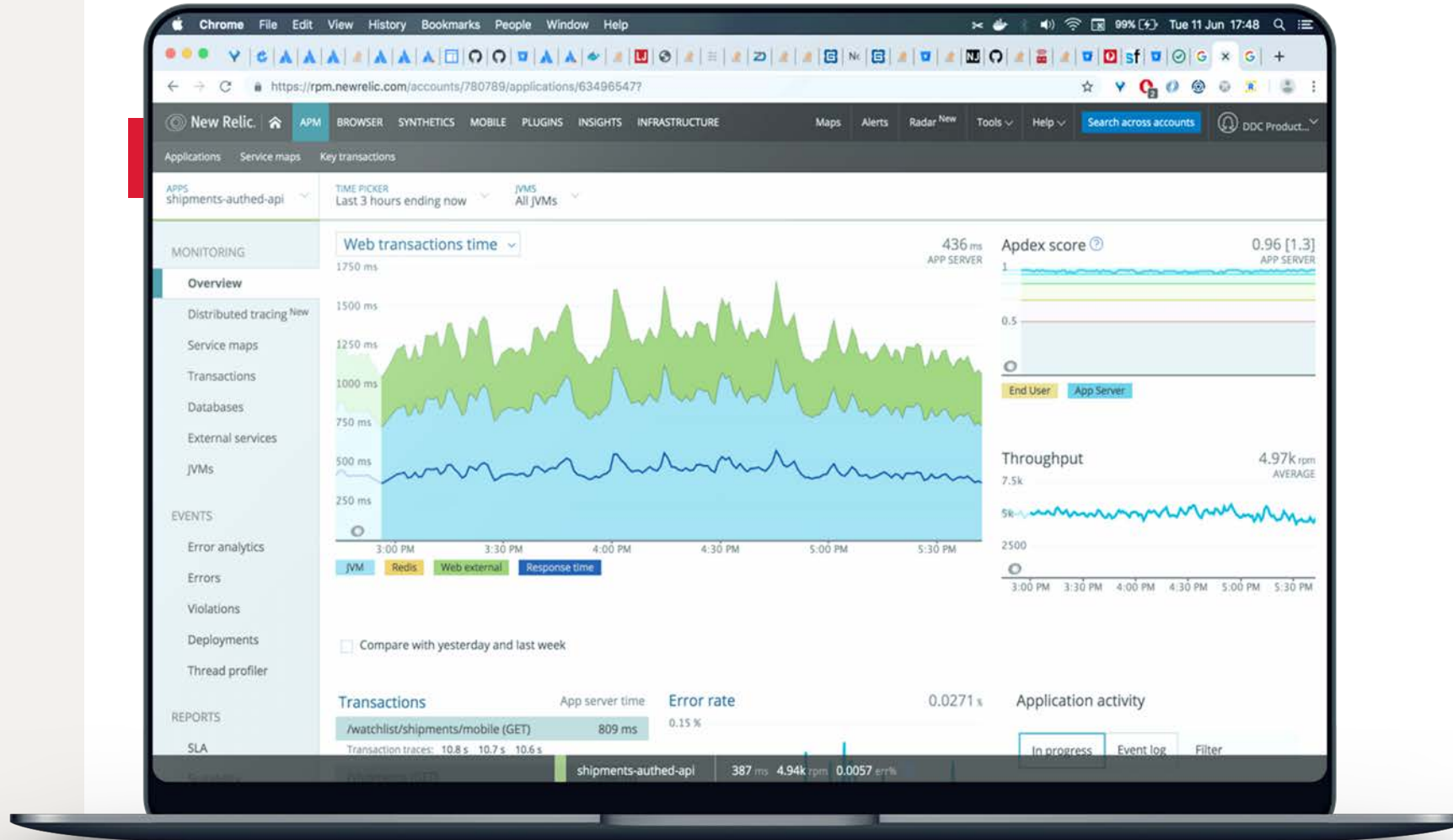
MEASURE IT

LEARN

RESULTS



...but the team dashboard tells you everything is OK



DEFINE WHAT MATTERS

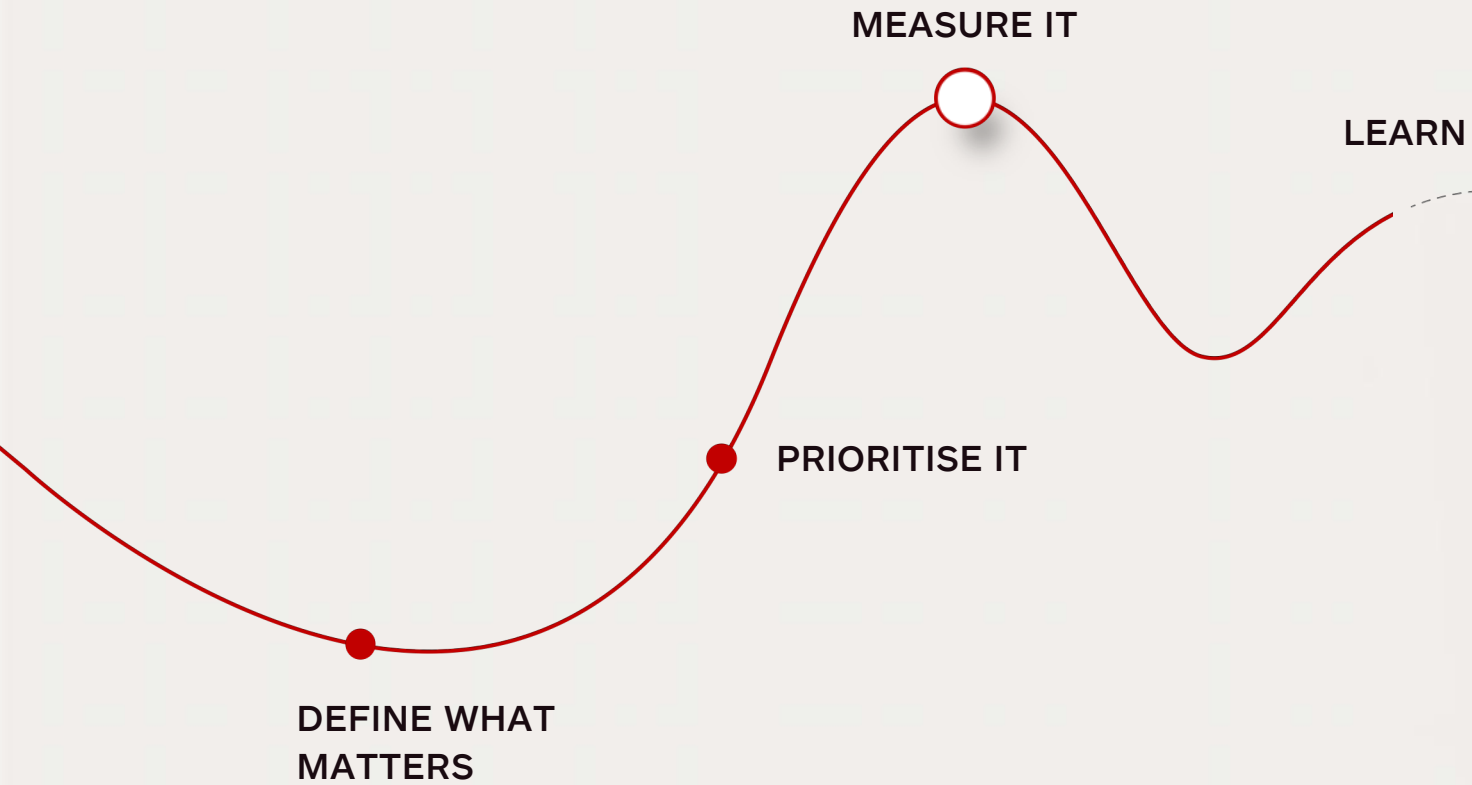
PRIORITISE IT

MEASURE IT

LEARN

RESULTS

Our journey

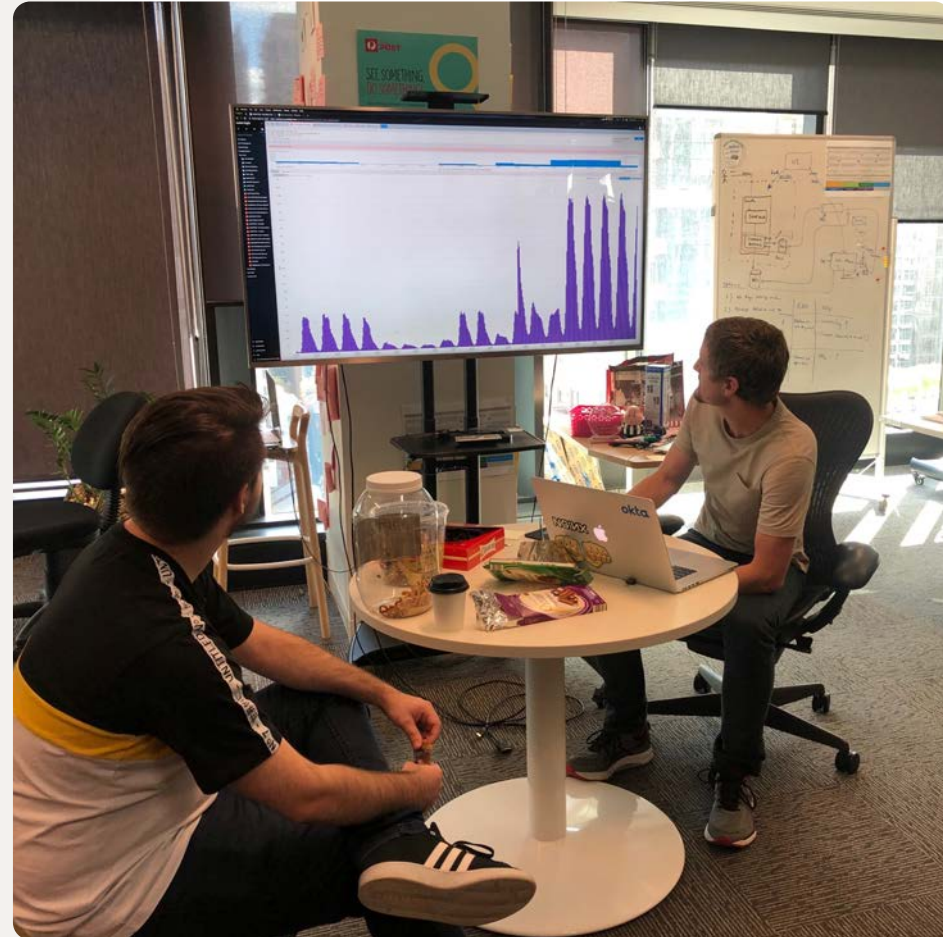




Measurement enables validated learning

It's not about big
data.

It's about big insight.



Team Jawa



DEFINE WHAT
MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



How we focused on learning

- 1** “Measure and learn” part of our delivery cadence
- 2** Showcases talk about “why” and results - not just “what we built”
- 3** Reinforce success is hitting key results, not releases

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



1 We made 'measure and learn' part of our delivery cadence

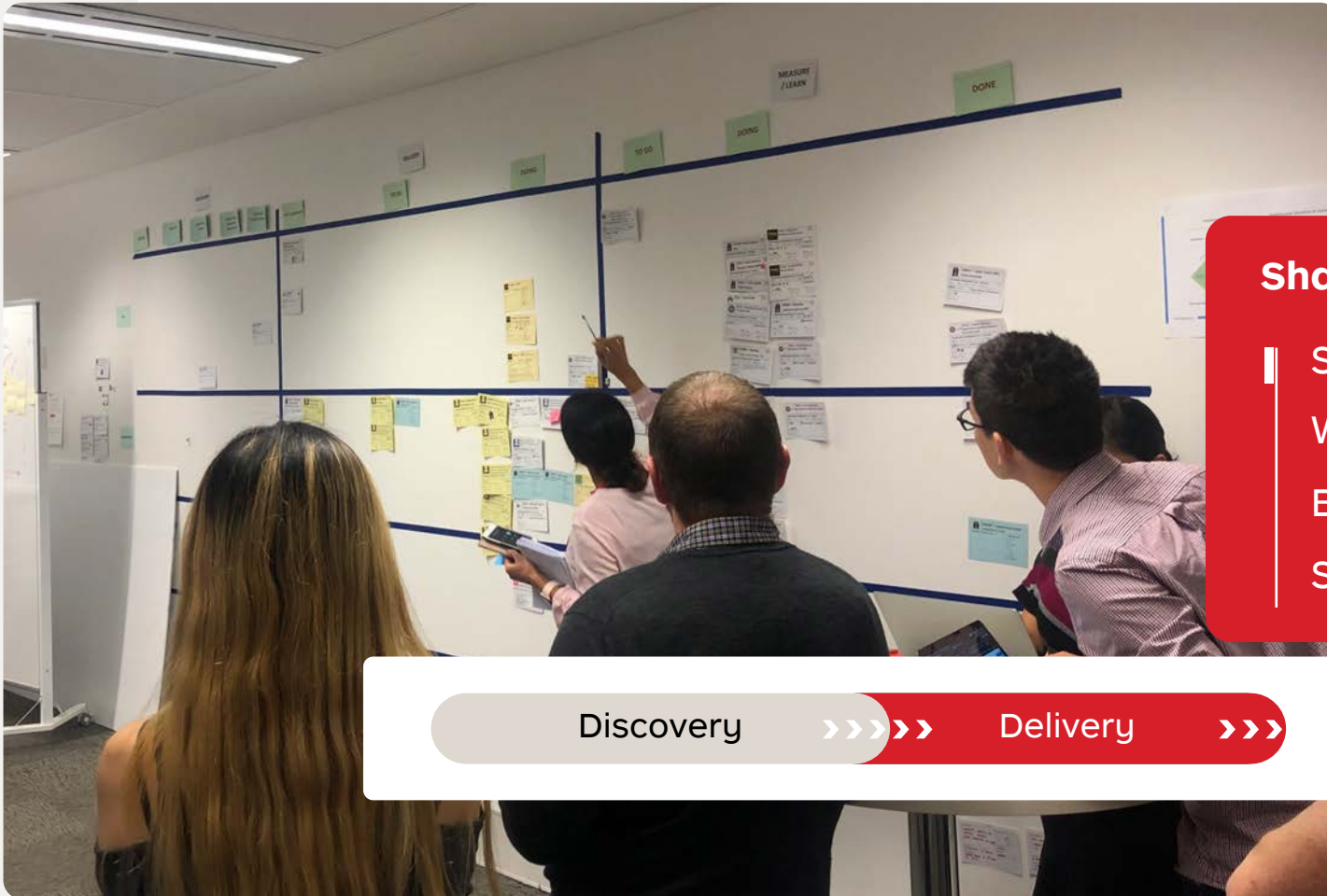
DEFINE WHAT MATTERS

PRIORITISE IT

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RESULTS



Shared learning...

- Scrum of scrums
- Wiki
- Emails
- Showcases

Discovery >>>>

Delivery >>>>



2 We talk about and encourage everyone to ask “why” and “so what”

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



Anyone can ask and should understand ‘why’....

Team Yoda 



2 Teams talk about results during showcases

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



Team First Order





3 We celebrate nailing key results (and just generally)... not releases

DEFINE WHAT MATTERS

PRIORITISE IT

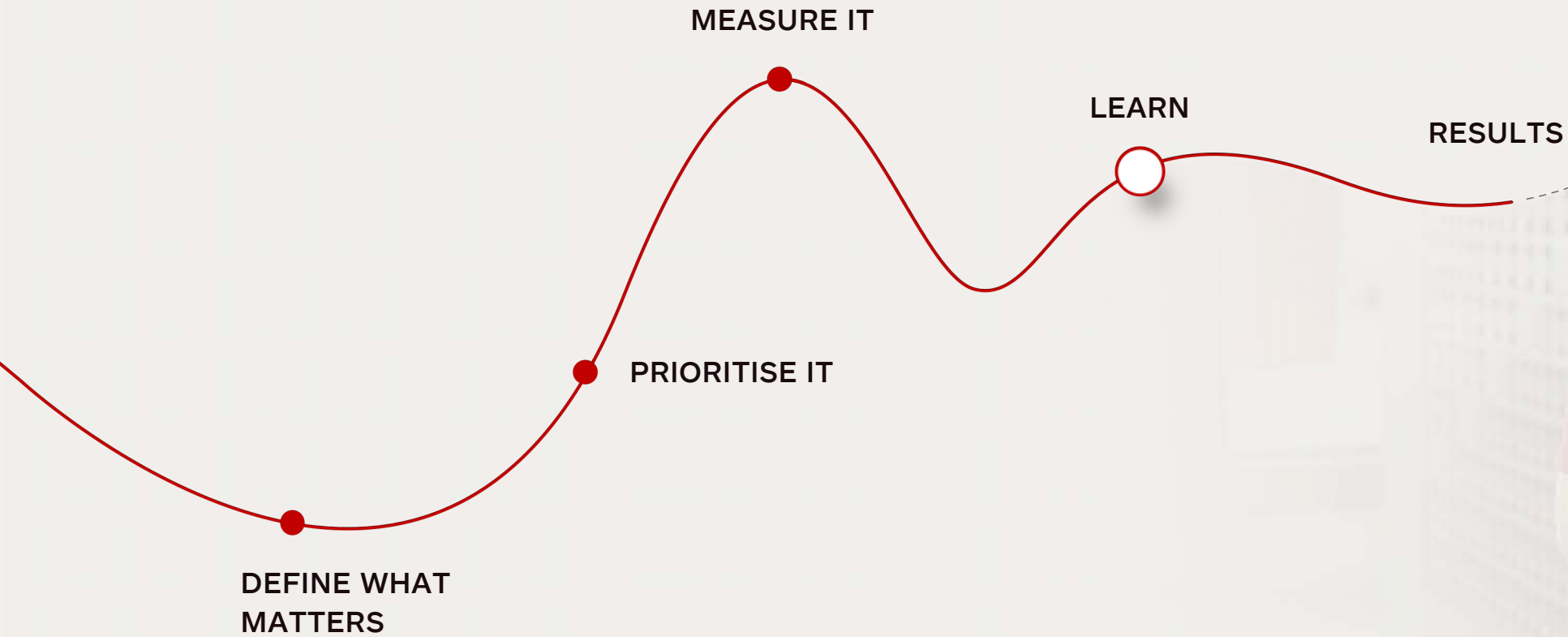
MEASURE IT

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RESULTS

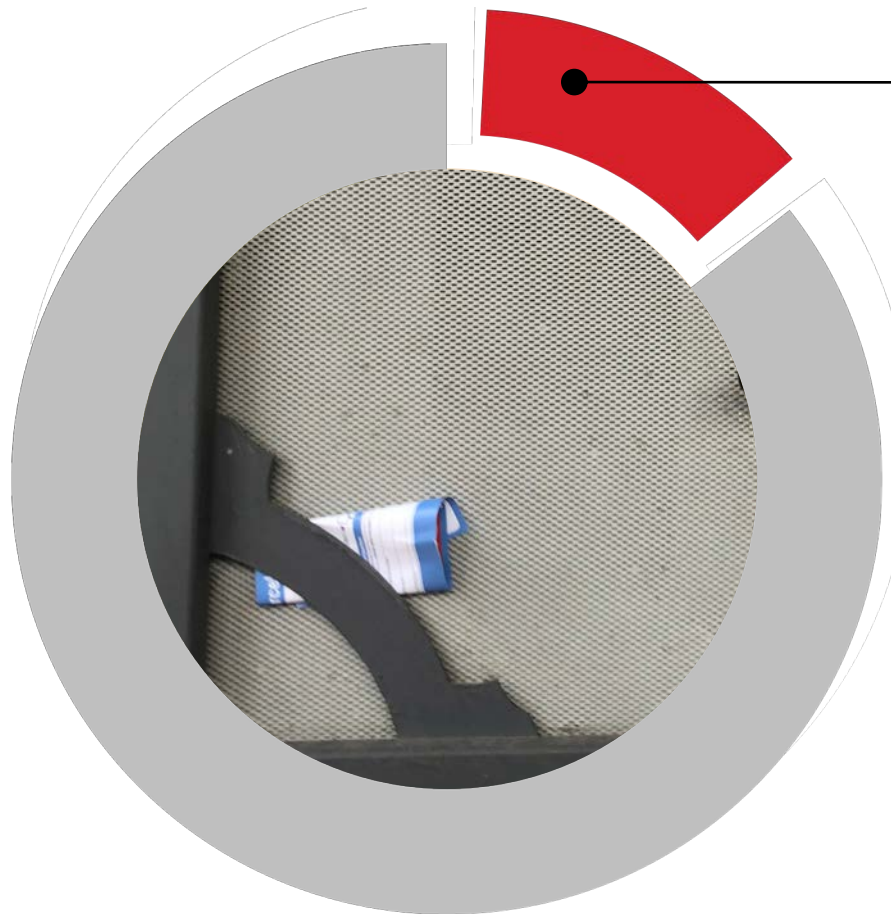


Our journey





We halved the number of customers being carded



7.5%
of parcels
In 2018

DEFINE WHAT MATTERS

PRIORITISE IT

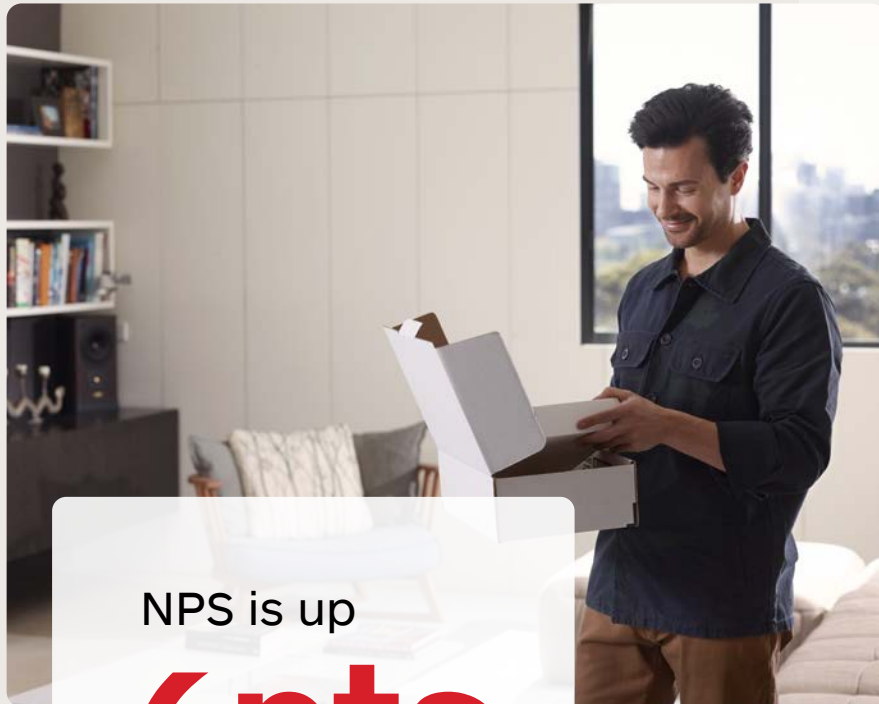
MEASURE IT

LEARN

RESULTS



Our customers are happier...



NPS is up

6pts



Your online tracking and email notification system is simply awesome!



We now get options. No longer am I away from home for 5mins only to get home and find the card advising my parcel could not be delivered as no-one was home.



Source: Parcel Receiver NPS Survey

DEFINE WHAT MATTERS

PRIORITISE IT

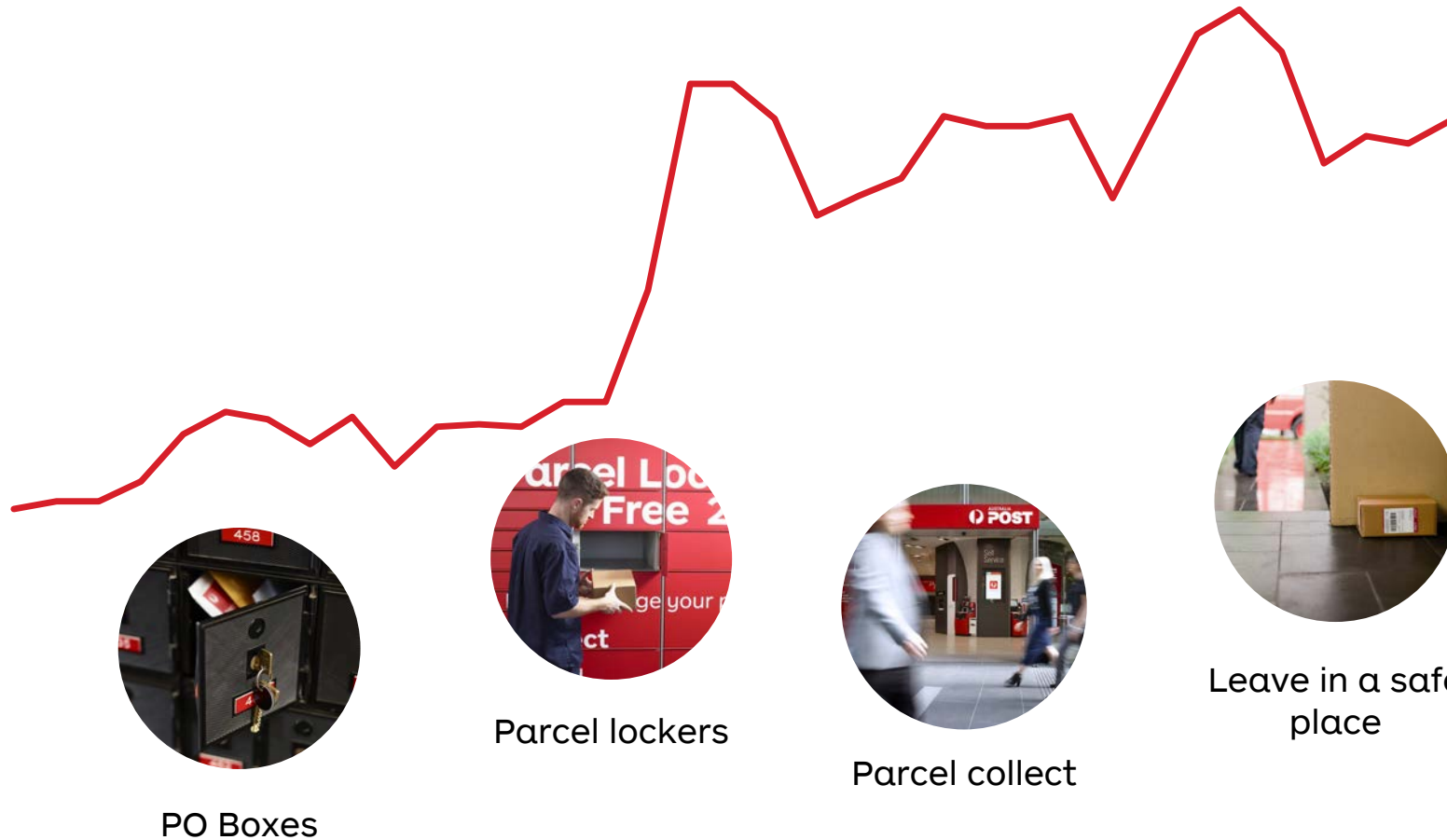
MEASURE IT

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RESULTS



We increased customer usage of delivery choices over **600%**



DEFINE WHAT MATTERS

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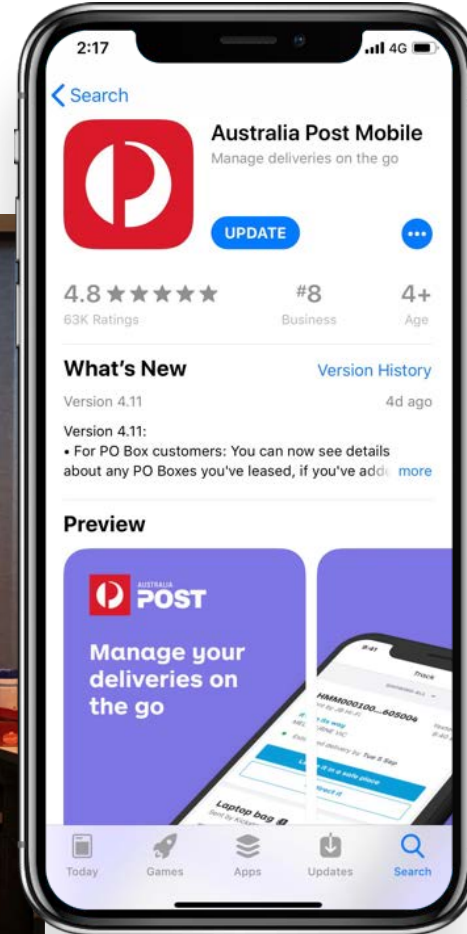
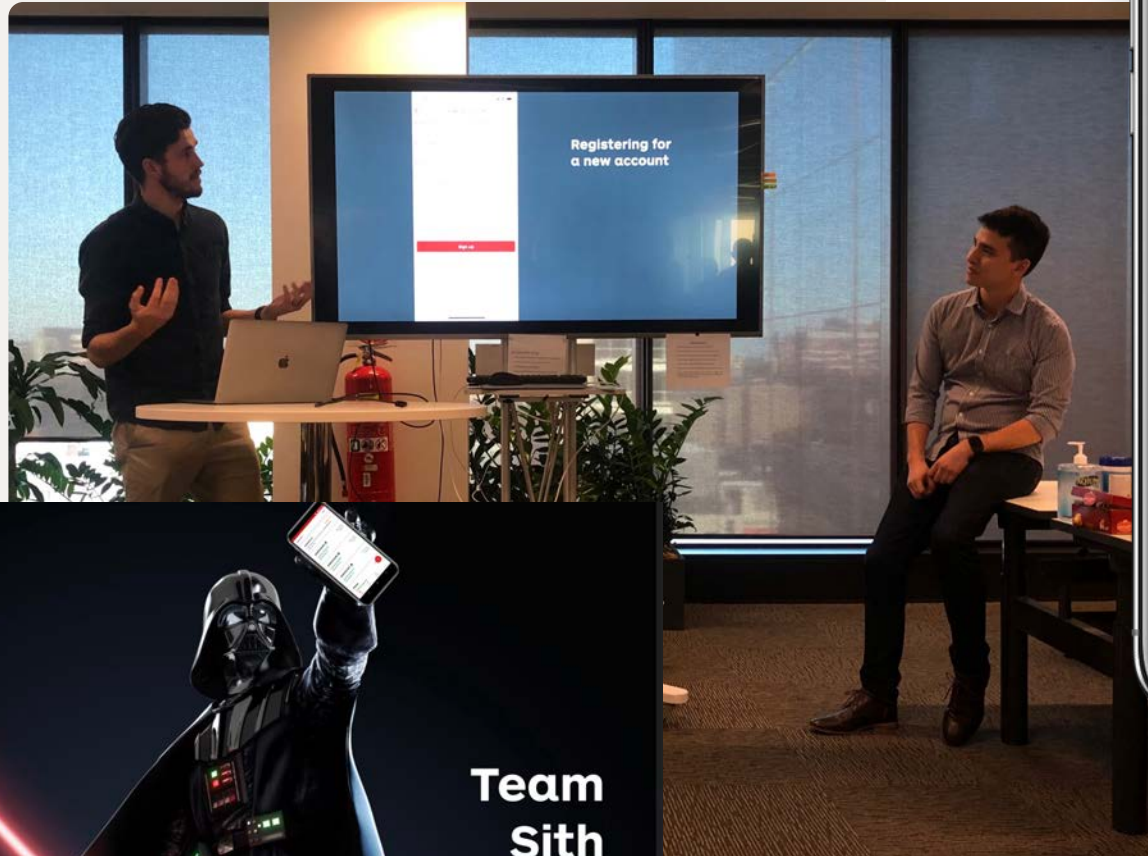
MEASURE IT

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RESULTS



We now have a world leading mobile app



4.8 ★
63k ratings
Australia Post

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

LEARN

RESULTS



Also... valuable ideas come from anywhere with clear priorities and empowered teams

Great news! Your parcel has been delivered and is waiting at BOURKE ST LOBBY PARCEL LOCKER. Your access code is 521941. For more info see pages.notifications.auspost.com.au/e?G=005056B0CCF91EE8A48E7A8C2F0224D761458142724_1

Long link created two text messages

Your parcel has been delivered and is waiting at BOURKE ST LOBBY PARCEL LOCKER. Your access code is 601374. For more info see <https://mypost.st/ZgT601uSk-Y>

Short link means one text message

This 'tweak' halved our SMS costs

DEFINE WHAT MATTERS

PRIORITISE IT

MEASURE IT

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RESULTS



Final thoughts

DEFINE WHAT MATTERS

Are you aligned on what matters and what success looks like?

MEASURE IT

How will you measure success incrementally and link this to metrics within your control?

PRIORITISE IT

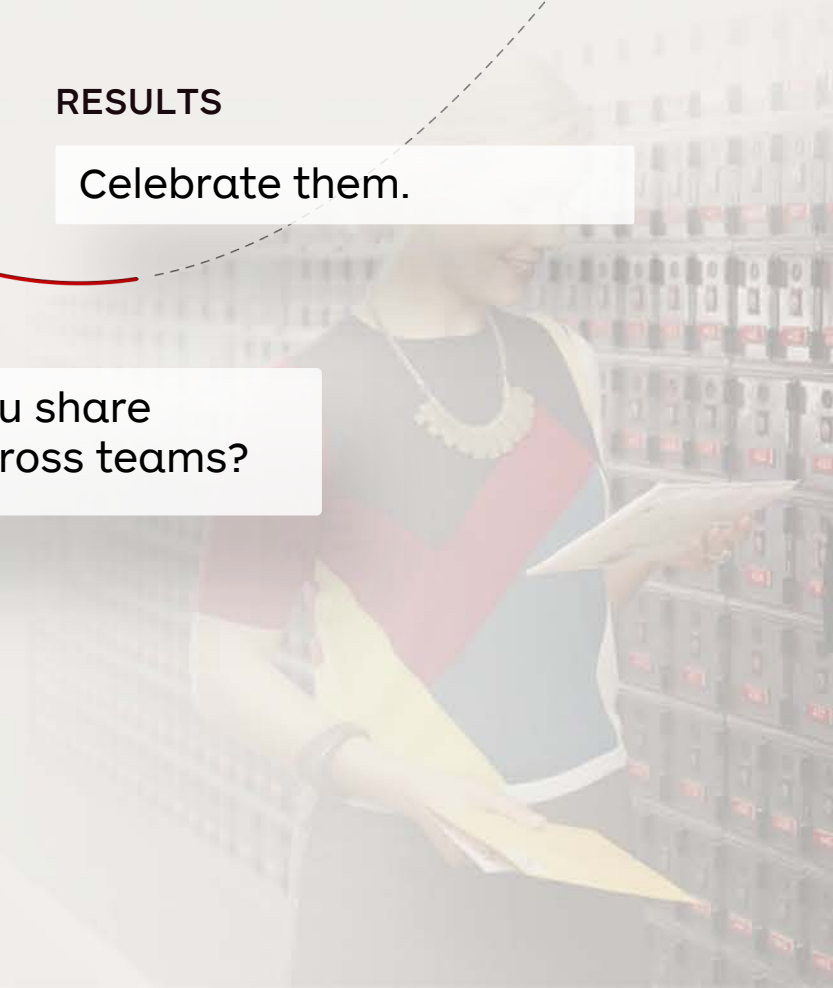
Do you have a capacity problem, or a priority problem? How will you execute?

LEARN

How will you share learning across teams?

RESULTS

Celebrate them.





Thanks

pete.young@auspost.com.au



[/pmcyoung](https://www.linkedin.com/company/pmcyoung)

Pete Young

Head of Digital Planning & Enablement

Australia Post