

Escaping the **feature** **factory**

Building strategic team identity

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Building the **MarTech** stack for



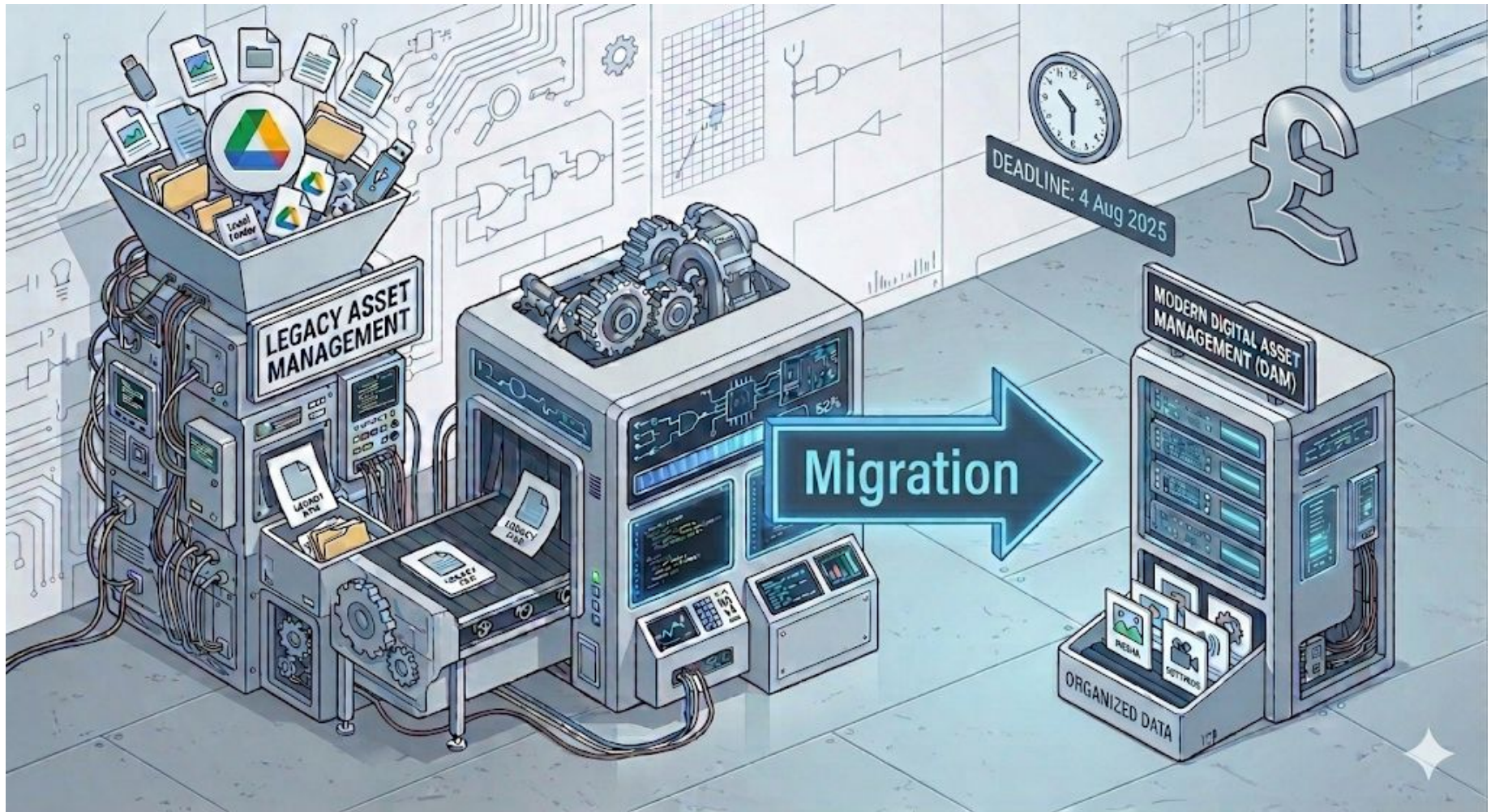
The Martech Scale

Powering technology for multi-million pound campaigns across a 70-year legacy network.



The DAM Migration Project

A high-stakes digital transformation program with hard deadlines & cost impacts.



We asked ourselves



Do we get tickets to type or problems to solve?



Have we ever deleted a feature that failed?



Is our roadmap a rigid list of features & dates?



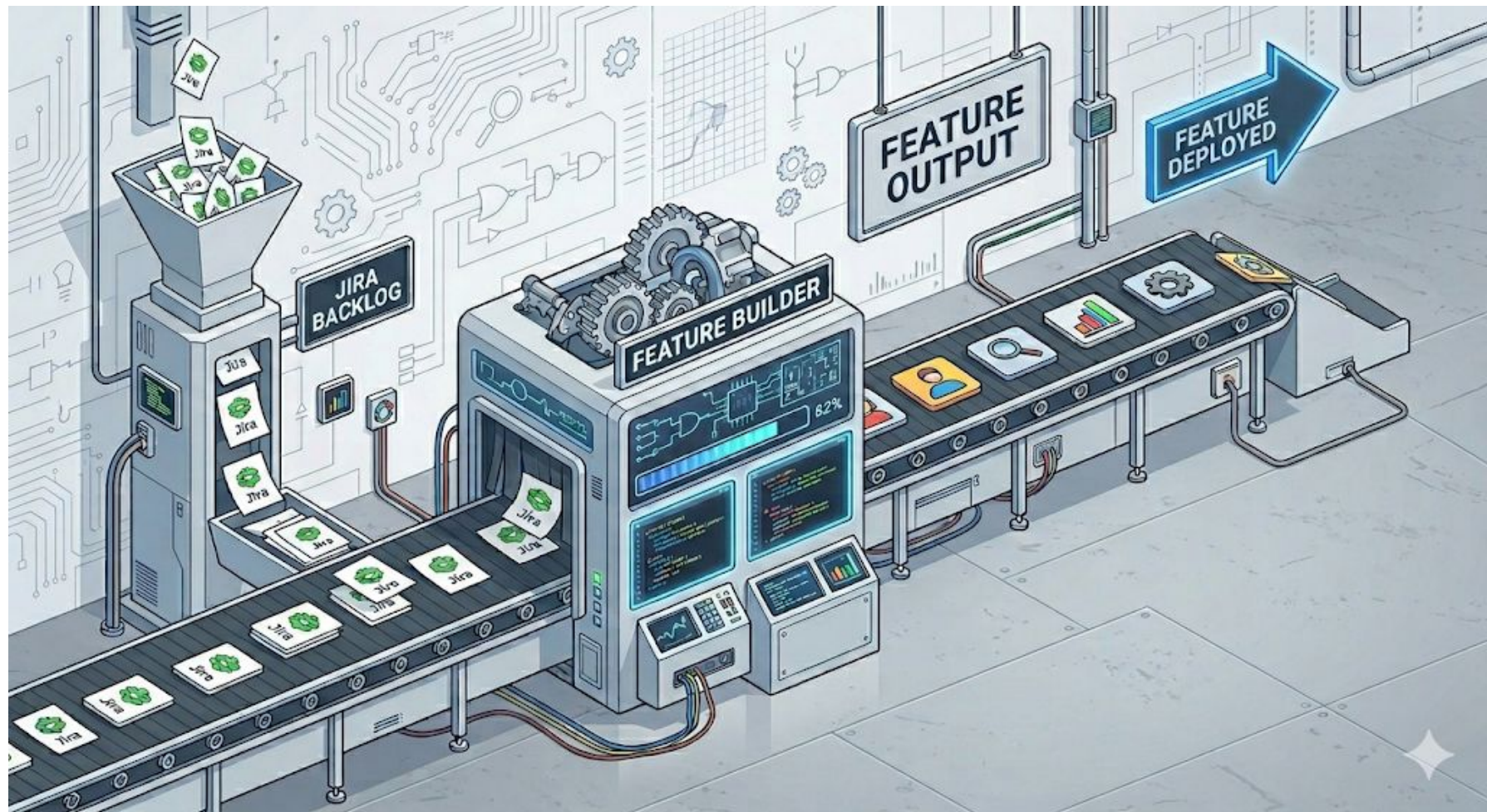
Are velocity and story points our ultimate KPIs?



Do we celebrate Go-Live more than moved metrics?



Do we ship features and rarely measure the impact?





**"So what if we're a
feature factory when
we're getting the job
done?"**

Why **not** the feature factory ?



The illusion of speed

Building features quickly feels productive, but without strategic outcome, it's just motion without progress.



The AI reality

AI can generate output instantly. If your value is only 'output', you're competing with a machine that never sleeps.

The *New* Engineering Identity



Outcome, not output

Shifting focus from purely delivering features to achieving real business value and impact



Own the domain

Understand the "why" behind the "how" - go beyond just maintaining the code repository



Radical transparency & trust

Align technical reality with strategic vision through open communication and honesty

How did we get there

The Reset



The Shift



The Partnership



The **Playbook**



Scan to access the full playbook

1 The Reset - Identity

Mission



Define the core purpose and problem-owner mindset that drives the team's long-term vision.

Team Charter

Social Contract



Establish explicit ways of working, ceremonies, and shared commitments between team members.

Working Agreement/RACI

Ownership

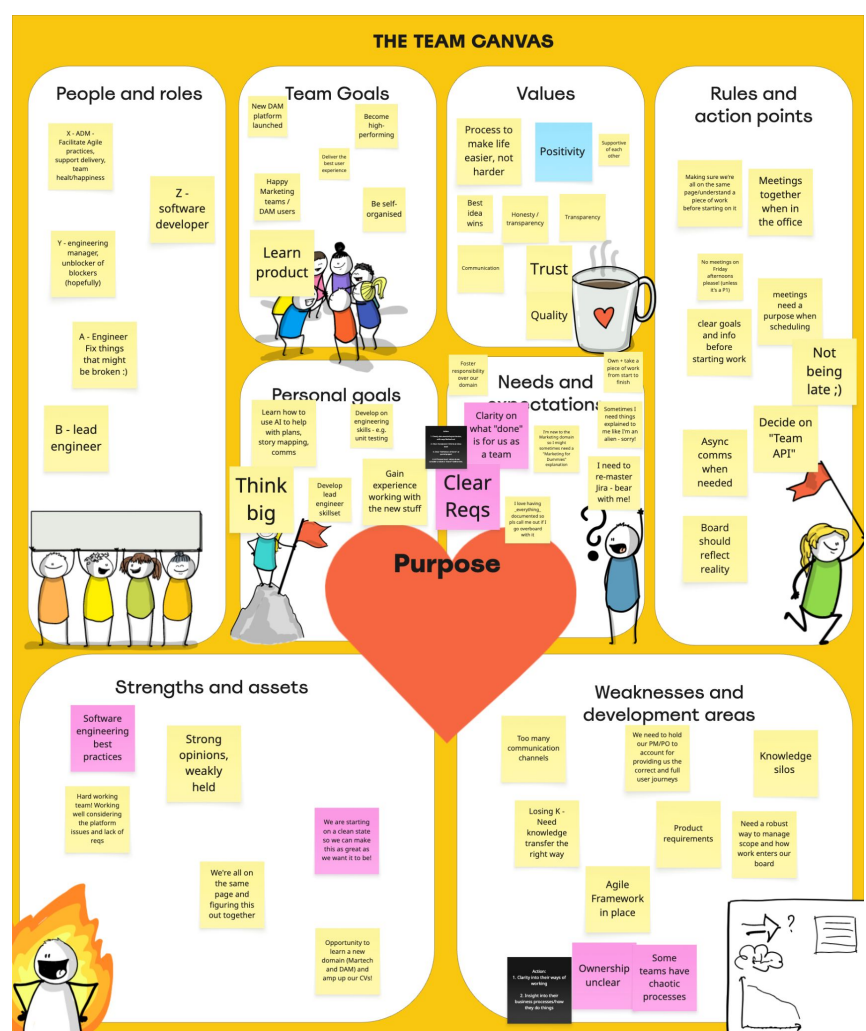
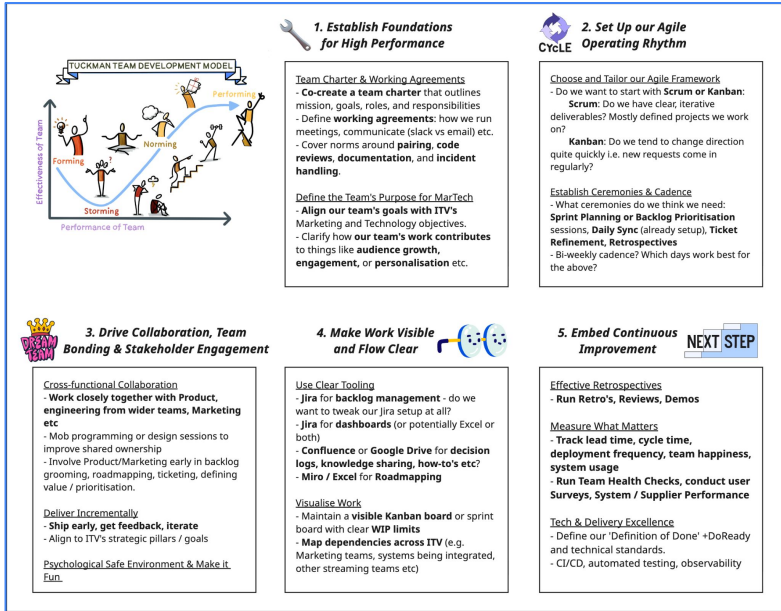


Do more than just maintain code repositories - own the business domain.

Signals



Track qualitative shifts in team conversations and the new vocabulary that proves the identity shift is working.



1 The Reset - Identity (contd.)

Mission



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Domain Maps

Signals



Track qualitative shifts in team conversations and the new vocabulary that proves the identity shift is working.

Sentiment Audit/Survey

2 The Shift - Outcome over output



Escape the Metric Trap

Stop chasing burndown charts and velocity. Speed is meaningless if you're building the wrong thing.

Vanity Check



Change the Currency

Stop trading in Story Points, start trading in Business Value: Revenue, Retention, and Time-to-Market.

Value Dashboard



Discovery-led Engineering

Earn a seat at the table by asking "Why?" before we ever touch a keyboard. Shape the "What" so we can build the right "How."

The Value Dashboard

Case Study: Citrus DAM & Content Catalogue Integration



The Goal

Establish a **"Golden Thread"** connecting marketing assets in the DAM to the Content Catalogue. Automate internal workflows, eliminate manual data entry, and guarantee downstream data integrity.



Then - Factory Metrics (Output)

What we used to track...

- Content Catalogue Search UI
- Global Search & Autocomplete
- Backend API Integration
- Filter Sidepanel Deployed



Now - Value Metrics (Outcome)

What we measure today...

X%

Manual Entry Reduction

0

Unlinked Assets (Data Integrity)

Y%

Asset Discoverability via CCIDs

2 The Shift - Outcome over output (contd.)



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Impact Retro



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Discovery Canvas
5-Why

3 The Partnership - Earning the Seat



The Feedback Loop

Validating dashboard metrics with on-the-ground reality

User Syncs

"A day with..."



The Strategic Pivot

Replacing the defensive "No" with context-driven trade-offs

The Choice Map



Value-Driven Reporting

Selling our success through the lens of the business

Exec Memo

Joint OKRs

Behind The Scenes



Stakeholder Skepticism

Fighting the "it's not broken" mindset when technical metrics looked perfect on paper



The Learning & Unlearning Curve

Breaking the hold of story points and learning how to talk about business value



The Messy Middle

Managing the friction of running two different operating models simultaneously

Reset. Shift. Partner.



Identity

Problem-owners, not order-takers.



Outcome

Value-driven, not feature-focused.



Partnership

Strategic alignment, not just execution.

Look beyond the codebase. Own the business value.

If there's only **one thing** to take away...



Scan to access the full playbook