Paul Murray

About Me

My passion is product development, I love working in teams, solving complex problems and ultimately helping build the right thing. I am a proud husband and a father of two beautiful girls. I was once an elite athlete who attempted to compete at the Bejiing Olympics in Rowing for Ireland, alas, I didn't make the final cut, but had a lot of wonderful experiences competing on the international stage. I love sport and compete in Brazilian Jiu Jitsu. I love to read, my favourite book is Meditations by Marcus Aurelius

My Software/Product Development "nerd-i-ness"

I love crafting something that could potentially influence someone to become or remain a customer. I love delivering value and finding out ways to do that better. Enabling a team to move fast and build momentum has never been more important with the rate of change in most industries. To quote Jeff Patton "One of the tough realities about software development is that there's always more to build than we have time and money for. So the goal should never be to build it all. The goal is to minimise the amount we build". Because ultimately the output of what we build is not the point (although important). It is what comes after, the outcome, understanding how this has changed the way customers or users can solve their problems or achieve their goals. As a software development practitioner that is where my drive comes from. Testing, validating and analysing what is the right thing for our customer(s).

Passion for Product Development

I am highly passionate about uncovering better ways of working. As mentioned, in a prior life I was a professional athlete, the driving motivation for me in that sport was the constant refinement of my skill. This was a never-ending process to find ways of applying my effort in the hope of

an improved outcome. We constantly explored minute details, from holding the oar handle in different positions, tweaking the mechanics of the boat to how we held ourselves while rowing and much more. This instilled a passion for learning and continuous improvement that has transferred over to software development.

Some of my Qualifications and education

I have a Bachelor of Science in Information Technology, qualifications in DSDM and a love of software modelling, mapping and heuristics. I've been part of TDD, ATDD/BDD teams.
In my previous roles, I've tried to create environments that are "safe" to harness greater creativity, stripping away the noise to create a more focused team. To sharpen my capability, I study a lot, reading all kinds of books, from Software For Your Head, to Lean Startup, User Story Mapping, SCRUM, Sprint, The Startup way, LeanUX, The Toyota Way, Lean Software Development, Measure What Matters and lots more. In a nutshell, it's what I'm passionate about. We are a progressive industry, that as a whole are trying to uncover better ways of working. And as an industry, I feel this is unique, and I'm proud to be part of it, in some small way.

Essential Qualifications, Skills and Experience

Defining product needs;

Use case: Developing the first eCommerce capability for Toyota to sell parts and accessories online. A startup inside of Toyota Australia.

Through the use of models and roadmaps, we established the team's intent and strategy:
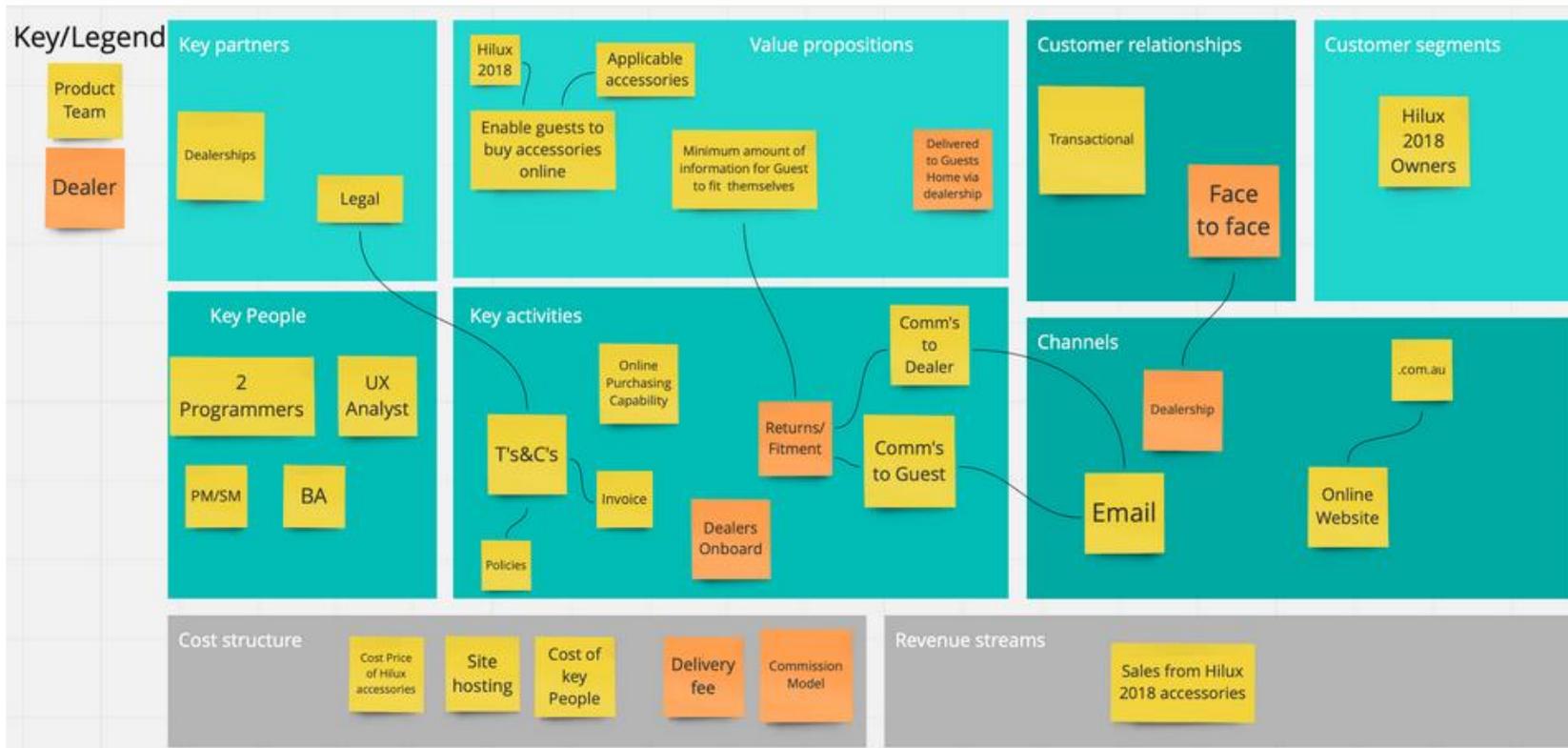
The business model canvas was our first step. Understanding our value proposition, and creating a shared understanding of how to move forward to deliver value. This model in turn, helped us establish our initial roadmap:
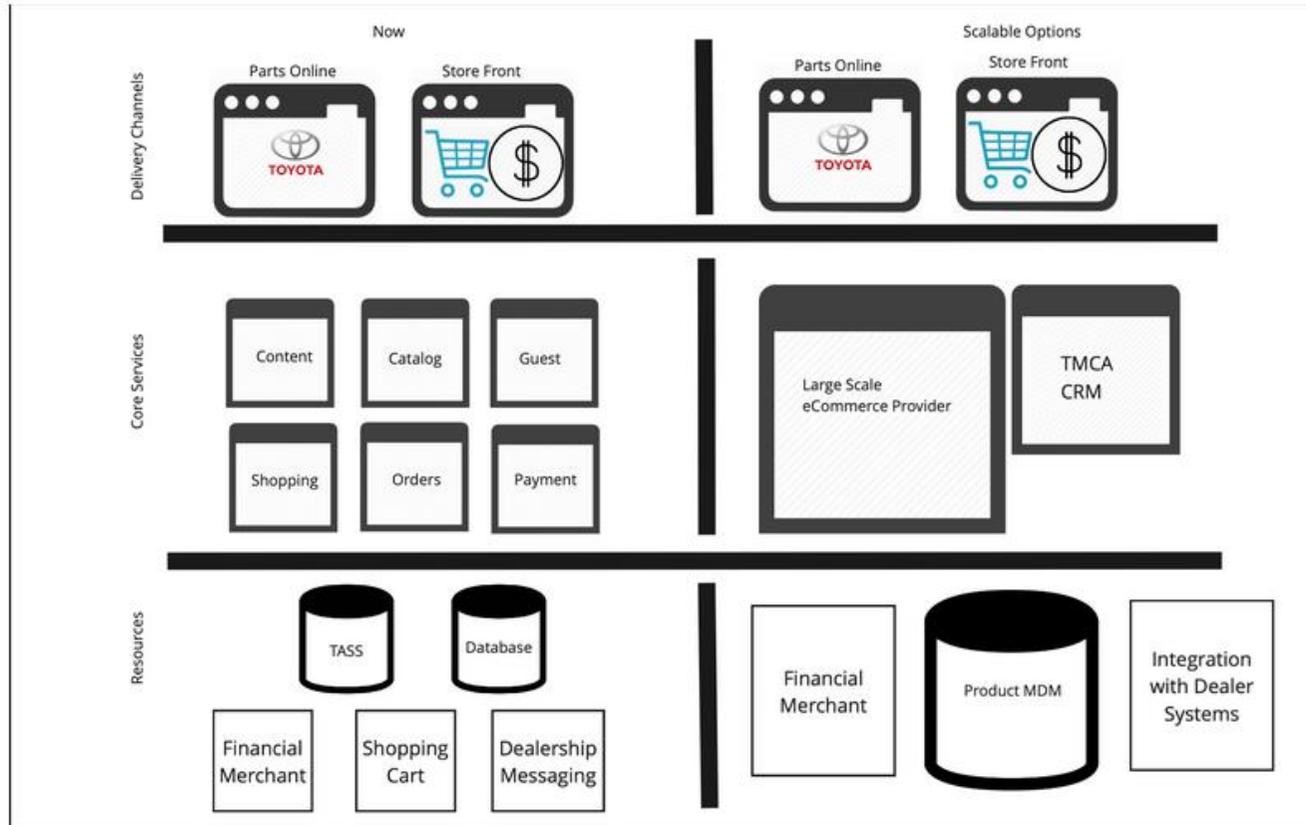
Editable Rolling A-level plan

Time →	Now - Jun		Jul - Oct			Nov - Dec		2020
								Realising the vision....
Milestones →	**Discovery, preparation and de-risking** • Procurement • Internal approvals(A3) • Solution Architecture	**Developer(s) available** • Onboarding • Environment setup and familiarisation • Internal approvals • Solution Architecture	**Release 0.1** • Guests can purchase selected parts and/or accessories • Order is processed and forwarded to the applicable dealership • Entry point - Toyota.com.au • Payment processed • Home delivery (Dealer direct deliver to guest address)	**Release 0.2** • Increase in specific ranges/years /models • Increase in dealership adoption • Dealership pick up(Guest chooses a dealership to collect their order from)	**Releases 0.3-0.x** • Increase ranges/years parts & accessories rolled out • Increase in logistical options • Fitment booking(Guest selects to have their order fitted at their chosen dealership)	**Release 1.0** • Dedicated online store for all guests goes live (e.g. parts.toyota.com.au) • Most popular desktop and mobile web channels • Browse/search for parts		**Releases 1.1+** • All vehicle ranges and years • All available parts and accessories • Wide range of channels • Fleet/trade customers

Objectives & Activities								
Online Ordering • Early adopters can search for (and find) a specific, applicable part online, order it, and this order gets digitally submitted to the GTOPAS system • Reasonable volume of orders to be confident about applicability across a wide variety of parts • Orders can be delivered to a chosen dealer for pickup • Orders can be delivered to a chosen residential address (Dealers will deliver to residential addresses)	• **Accuracy and applicability** -- Use a web form connected to the TASS spreadsheets to test the quickest way to drill down to an applicable part via an online form • **Dealer delivery** -- Ensure we can fulfil orders via the dealer network for the guest to pick up or receive the goods to their chosen delivery address • ~~**Direct Home delivery** -- Ensure we can push orders through GTOPAS which ship direct to a dealership~~	Send dummy order digitally to GTOPAS ⊛ Build online form to test different order configurations ⊛ Build needed R0.1 capabilities	⊛ See how volume of orders affects warehouse, shipment and pickup ⊛ Analyse early adopter guest feedback ⊛Refine UX and logistical/commercial capabilities with dealerships • **Direct Home delivery** -- Ensure we can push orders through GTOPAS which ship direct to a dealership				
Pre-store online purchase offerings Toyota guests can purchase applicable parts for specific ranges/models/years	⊛ Analysis and research ⊛ Wireframes ⊛ Story map / release plan		⊛ Add customer communications(copy) ⊛ Build other needed R0.2 capabilities (refer to story map / product backlog)	⊛ User feedback from incremental releases ⊛ Analyse quantitative guest behaviour and sales funnel conversion rates to determine needed improvements (UX, %activation, %conversion)				
Omnichannel parts and accessories store Guests can purchase a variety of parts and accessories through a dedicated online store across multiple channels			⊛ Refine UX for popular desktop browsers ⊛ Refine UX for mobile web across popular devices	⊛ Build category browsing / sorting / filtering capabilities	⊛ Build other needed R1.0 capabilities (refer to story map / product backlog)	⊛ Build in support for more channels ⊛ Build and release other highest value R1.1+ capabilities incrementally		

• Employees will have to pay for their parts before their discount has been approved (due to the order checking and proof of ownership manual steps), so to avoid problems we would need to be able to either refund them immediately or pend the payment until approval (not sure how much complexity this adds, but it's a risk)
• The point of the pilot is to test our ability to process online orders and shipment through GTOPAS, not payment. We do not need to test our payment gateway's (Stripe) ability to process payments at scale; this is a proven model

You should be able to see, one item was crossed off. As our roadmap matured and we ran some tests, we released some things weren't possible, they got removed, or in the later stages, merely struck off the roadmap.
From here, we had gained enough insights to form an initial high-level architecture and first release use case.

USE CASE #	Dealer delivers order to guests specified address
Goal in Context	A guest purchases new parts or accessories for a Toyota vehicle, this purchase is sent to the dealer, and from their the dealer delivers the new purchase to the chosen address
Scope & Level	Parts & Accessories web portal
Preconditions	We know the product the guest has purchased
	The guest has purchased the product
	We know the guests address
Success End Condition	The guest has received the product at their specified address
Failed End Condition	The part or accessory is no longer sold/it is discontinued
Primary,	The Guest, Web portal acting for the guest
Secondary Actors	Payment merchant, Dealership
Trigger	Guest has entered their delivery address
	The payment has been finalised by the guest

DESCRIPTION	Step	Action - commencing from the Trigger
	1	Guest enters their delivery address
	2	Web portal returns the details of the dealership that will handle the transaction
	3	The guest completes their purchase
	4	A lookup by the web portal finds the nearest(geographically) dealership
	5	Order details are forwarded to that dealer
	6	Dealer fulfils order and schedules a delivery
	7	Order is delivered
EXTENSIONS	Step	Branching Action
	2a	If the guest does not approve of the dealership the web portal selects
		Guest can use a drop down to select an alternative pickup location
SUB-VARIATIONS		Branching Action
	2a	Select specific dealership for a list

Technology Architecture

The "now" column highlights a low investment technology product, that if built now, will enable TMCA to get to market much sooner, initiate learning, bring in revenue and reduce complexity while making it possible for a small, flexible, responsive team to build a product

The Scalable options column, refers to the possibility of using a larger scale enterprise providers.

Delivery channels

Represents our web portal experience, reflective of the current .com.au look and feel. We intend to deliver a seamless experience from browsing the TMCA .com.au site to purchasing a part or accessory.

Core services,

Are the collection of capabilities/features that will deliver the minimum experience necessary to complete an online purchase of a part or accessory. It is lightweight, insomuch, that the services are built by the software team, and therefore don't incur a licensing cost.

Our core services can be built out rapidly when decoupled from a large enterprise platform. Our go to market strategy, is clear. We deliver an incremental piece of capability we believe our guests will find useful. From there, we have a baseline to learn from and incrementally add more and more on top. This approach allows us to significantly reduce cost, as we only "scale" to large enterprise providers, when we start to see indications that the product is struggling.

Our scaling strategy can be explained best through the following scenario:

- At some point in the future our product may start to show signs that it is struggling to perform given a high number of guests transacting. At this point, we might start moving our core services into a "Large Scale eCommerce Provider", as this may alleviate our guest volume issues. This approach allows us to address the highest value problems as they start to emerge, just in time, thus reduceing assumptions and cost while increasing our speed to market and agility to innovate around the guests needs.

Resources

The underpinning technology that enables the core services.

- Delivering correct data for the guest to find an applicable part
- Enabling the financial process

- Communicating with dealerships to complete the delivery of the order

I believe the above case study showcases my product development approach. It hopefully demonstrates an ability to understand technical components, and an ability to analyse the opportunity and craft a strategy. I also believe, the roadmap showcases an ability to prioritise the "critical few things". In particular, influencing Toyota to reduce the scope of release 1 to one vehicle and convincing managers to hold off on purchasing a enterprise eCommerce platform. All of this, helped our team move fast, but also, put the focus on delivering an end to end capability without the need of building "the entire" thing.

This case study intends to highlight my ability to establish relationships with stakeholders.