

WHO
Xebia Studio

WHAT
Innovation

HOW
Development

Xebia

STUDIO.

KICKSTART INNOVATION



Xebia Studio kickstarts innovation for clients. Based on the same core values as its parent company, it provides software development as a service. Working from a brand new office in Hilversum, teams existing of 'Xebians' can create value within 2 days.

"With studio we kickstart innovation in the customers development process in the same way a new start-up does."

Business unit manager Mark Hoek
and CTO Marc Rooding

What kind of projects are ideal for partnering with Xebia Studio?

Mark Hoek: "Companies often approach us with their greenfield projects. They usually have existing products and services in place but need to set up a more customer-focused activity to meet the changing market conditions. On these assignments, the front-end is increasingly important, in conjunction with existing back-end systems and the client comes to us to provide solutions for more complex issues. As a partner, Xebia normally provides on-site support to respond to the client's challenges. Xebia Studio takes a radically different approach. We take over the challenge in house."

Marc Rooding: "We take on front-end systems and integrations with the back-end systems, which are increasingly based on standard packages. We build comprehensive solutions, more like platforms, with the required functionality. Where necessary, we simultaneously revise the infrastructure. We also assist in digital transformations and implementation of agile working methods. This broad scope makes us unique in the market."

What are these customer needs based on?

Mark Hoek: "Over the past decade, many large companies have focused primarily on protecting their market share from their traditional competitors. Carriers and couriers are a great example - DHL tried to defend against FedEx. Meanwhile, these companies are confronted with competition from unexpected places. For example, Uber is setting up bicycle couriers in a small segment of their market, in such a customer-focused way that a large company must adjust its service range according to that. Going from monitoring market share to a powerful innovation geared towards the end customer is a very challenging step for most large companies. Within the organization, fantastic ideas may abound, but many lack the necessary focus to turn the idea into a success. Or sometimes, an idea isn't pursued because other departments see it as a threat."

Marc Rooding: "In some cases, an idea is picked up with so much enthusiasm, it blows any old way. Then it's pushed from all directions without any process. We aim to entrust an idea's specification to a small group with a strong focus and the freedom to realize the envisioned result. In this way, we deliver a radical change in the same way as a new start-up."

This all takes place in a inspiring environment, far from the corporate grid?

Marc Rooding: "Exactly. We expect the client, as the product owner, to play a role in directing the development process, but our people are the majority of the team. We can coach and support the client's product owner and developers from the studio. There are various models and methods we use, ranging from full unburdening to innovation co-creation."

Mark Hoek: "Implementing and protecting innovation within large companies is an extremely challenging thing. Some set up internal start-ups with a suitable working method. Unfortunately, the creative process is interrupted as soon as the doors open. The old enterprise mindset comes in, with all the checks, balances, and hierarchical reporting lines, causing delay and disruption. Xebia Studio changes all that by making the right environment available, moving the innovation and development process from the organization into studio. We work with the initiator to specify the idea, then develop it until it has a sufficiently high maturity level to hand it back over to the client."

Is the end customer, the client's customer, involved in the development process?

The concept of design thinking?

Mark Hoek: "If the client requires that, certainly. We developed our working method for design thinking. Previously, ideas arose within companies, and were specified by design firms. Interaction with the client involved assessing sketches and mock-ups. The client chose then handed it over to a development party, who eventually concluded that most of the desires weren't possible to realize. So, everyone had to go back to the drawing board. In contrast, Xebia Studio puts designers and developers in the same room as early as possible. You can still make mock-ups, but with the certainty that they are technically realizable, based on continuous validation and input from the developers and client assessments."

This is in line with the agile working method you embraced a while back. What do these teams look like?

Marc Rooding: "The team size and composition varies for each project. Each team always consists of a product owner, a Scrum master and some developers. In the case of customer-facing solutions, we often add a designer. Sometimes, we bring in a specialist with extensive technical or functional knowledge in a particular area. Most teams consist of five people, give or take a few. The client's product owner is also always involved and in full control of the entire process."

Mark Hoek: "We apply different models to develop the innovations in Xebia Studio for clients."

"Implementing and protecting innovation within large companies is an extremely challenging thing."

The first model is to hand over the full project to Xebia Studio and have them complete the full development and support process. Another option is that we create a minimum viable product within months. Subsequently, the client can determine the follow-up. There is also a third option. Some companies want us to do something for them but are afraid of the "not created here" syndrome. In such cases, there is a co-creation with their developers and the Xebia team. To ensure the highest quality of expertise we always assess the client's candidates. The assessment is also of big importance for the team chemistry, and interaction."

Marc Rooding: "We manage that strictly to prevent a situation where we serve more as a coach than as programmers."

Mark Hoek: "Xebia delivers quality without compromise. We only work with the very best people who consistently deliver exceptional quality. Our teams are made up of the smartest, most ambitious people in their field. People who live to share and gain knowledge. But the worst part of that is, they receive a hundred phone calls from recruiters every day. Such talent deserves to work on the coolest assignments. So, we ask the consultants continually if they're still happy with their projects. If their happiness index falls below four on a scale of one to five, we take action. We rotate people if it keeps them happy, which also benefits the design process."

Xebia Studio applies radically different models and starting points.

Marc Rooding: "We are not in the secondment business. We want to create and demonstrate impact and market a unique product with the client. We do not have any hierarchy here. Everyone holds each other accountable based on their team roles only. We do not compete on price. We compete on quality, speed and added value to the client."

Mark Hoek: "Our mission is to be the authority. Our values are people first, quality without compromise, sharing knowledge and customer intimacy. The great thing is, we walk our talk. Everyone is held accountable on that basis, even managers within their units. That's very different than monitoring if you are within budget and making your targets."

"Creating impact, people first, quality without compromise, sharing knowledge and customer intimacy. That is what we stand for and manage all our projects on. Very different than just monitoring your budget and making your targets."



Xebia explores and creates new frontiers in IT. Always one step ahead of their customers' needs, Xebia turns new technology trends into technology a vantages. As mainstream frontrunners, they create new IT solutions and build the future, together with their clients. As passionate technologists and pioneering craftsman, they provide the cutting-edge tools, training and consulting services that make businesses work better, smarter and faster.

For more information,
please visit xebia.com