



Agility in fashion: **Harnessing the power of platform thinking**

Deda Stealth is an **Italian business and technology solutions company** that has been operating for **over 30 years** in the **fashion and luxury industry**, offering **Fashion Technology solutions and know-how** to **60%** of Italian luxury brands **around the globe**. With more than 400 professionals and dozens of active projects worldwide, **Deda Stealth's** mission is to **support brands in their growth** and **assist them** in facing the market transformations of tomorrow through **innovation and process digitization**.

Deda Stealth's main solution is the **Fashion Platform called "Stealth"**, which is a platform designed to **manage the processes** of the fashion and luxury retail industry (from production to supply chain and retail operations) in an **integrated way**, offering **solutions to boost supply chain governance** and **enable sustainable omnichannel business strategies**.

To continuously **innovate and provide cutting edge retail solutions** to their clients and partners, **Deda Stealth** leverages **deep expertise** in the fashion industry developed over many years, and by nurturing **key talent**. Their goal is to **reinforce** and continue to **expand their market presence**, especially at an **international level**.

To achieve this ambitious goal, and stay ahead of their competitors, **they partnered with Thoughtworks** to **modernize their way of working**, both organizationally and structurally, by improving their **product and technology landscape**.

Thoughtworks partnered with **Deda Stealth** to:



Modernize their platform



Ideate and deliver new products, while also enhancing and accelerating their existing product development capabilities



Create and sustain organizational and cultural change to build a modern engineering organization

Thoughtworks' journey with **Deda Stealth** started with a **discovery** where we explored their **transformation goals, challenges and product pain points**. We **uncovered the opportunities** a platform strategy could enable, as well as outlining the **cultural and mindset shift** needed in the product teams.

Together we outlined the **vision** and a **platform strategy** to incrementally **evolve Stealth** in a more composable-savvy set of products. A suite of independent solutions empowered by **common cloud-enabled platforms capabilities**, along with the adoption of a new **agile and lean approach**.

To execute, we selected **two business functions as a pilot**: the **OMS** (Order Management System) and **Connect** (a Supply Chain collaboration tool

"Working with Thoughtworks gave us many benefits and helped us to reshape the way we provide value to our customers. It allowed faster feedback, better alignment, and more flexibility in adapting to changing requirements and customer needs. One of the outcomes of this collaboration is the successful architecting and re-architecting of our Stealth Platform, which integrates and streamlines the business processes and data of our customers. Working together helped to enhance the efficiency, productivity, and profitability and improved the customer experience and satisfaction. By working together with Thoughtworks and adopting a product thinking approach we can achieve a new way to think about the Stealth platform with the ultimate goal to deliver value to our customers."

Giovanni Botta, Innovation and Technical Manager at Deda Stealth

to connect brands and suppliers), to **extract from the monolith and create independent products** while also **upskilling the delivery team** with new **product thinking capabilities**, and **agile practices**.

Since embarking on this journey, we have implemented the **core platform capabilities** needed to **enable two teams and deliver two new products** that have been adopted in the market.

The **cross-functional teams** are fully empowered to make decisions for the product they are trying to build. They **work autonomously** with an **adaptive mindset**, following **modern engineering practices** and a **user-centered approach** to **understand clients' problems and ideate new features** with a very participative and **short cycle from idea to solution**.

Both **OMS and Connect** are **market-leading products**, built to be **user friendly**, easy to adopt and personalized to contribute to our **clients' efficiency and success**. We aimed to deliver and evolve a **focused, intuitive and empowering user experience** to gain **client confidence and satisfaction**. We conducted usability tests with early adopters to measure the effort score of their key user tasks, and error rates of the key user tasks. We also observed if the users could perform their tasks **independently**, and where their bottlenecks were, iterating further to provide a **self-service solution**.

From a **technological perspective**, platform thinking has driven the design and development of those products from the very beginning. General platform guidelines are provided for all the teams to follow, while **independence in execution** is ensured as technological choices could vary based on business domain.

Each **product team** is autonomous and has **complete control** to select the appropriate technological stack to achieve the best output for the end users and customers. At the same time, an **enabling platform ecosystem** (built by adding specific platform capabilities) is incrementally developed in an **evolutionary architecture style**, using **microservices**. This guarantees the development of solutions that are **independent and highly performant** but also **easy for clients and partners to integrate with**.

All products use **Java** as the default choice for development, with **Postgres** for storage. For front-end development, we used React, and from an architectural point of view, we used Apache Kafka to create a messaging backbone that is highly scalable and synchronizes the microservices. Document storage, as a platform capability, will leverage Google Cloud storage.

“The modernization journey started with Thoughtworks 3 years ago has brought forth a collaboration that powers the desire to work with constant curiosity, accountability and ownership among all the people involved, since the first day.

As a result, the methodology principles shared with Thoughtworks have facilitated and emphasized the application of certain values such as attention to the product and customers, continuous improvement and the quality of what is done. I'd add that the people involved in this journey are witnesses and agents of this change which also helps to simplify the effectiveness of our internal business processes.”

Luca Venerucci, Program Manager at Deda Stealth

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