

Stop Adding Tools

The Architecture of Less

Masterclass



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**As composable architectures
have become more complex
*businesses feel friction***





diptyque
paris

Optum



BYREDO



CREED
1760

WIS
INTERNATIONAL

PPG

Solutions

Roadmaps

Systems



Complexity kills *momentum*

Teams



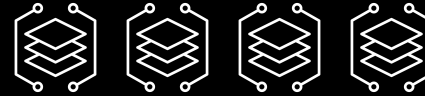
Narratives



Data



Architecture



Cost-control

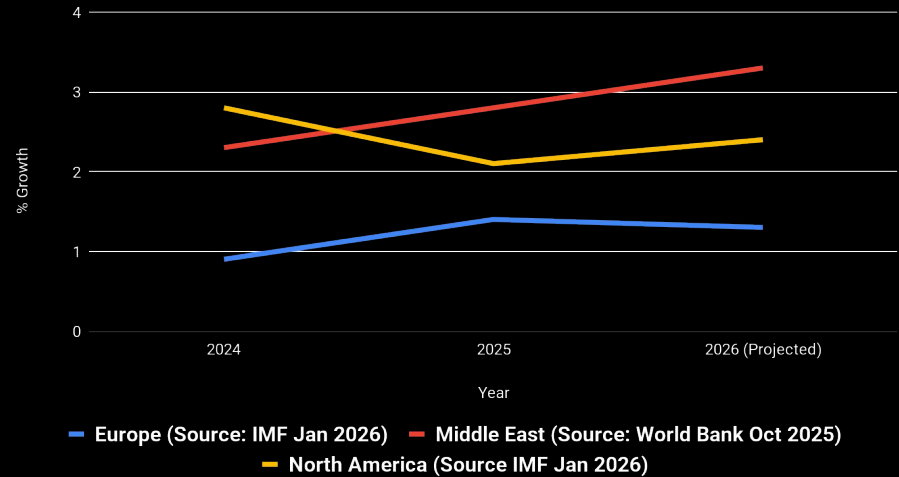
Governance

Management



Friction constraints
growth, *when we
need it most*

Regional Growth Rates



Today

Learn how to
*reduce tech
complexity* across
brands and teams

Know how to make
the shift from more
tools to
meaningful tools

Learn how to *design
smoother workflows*
across teams and
technology



Find *flow* in complex digital ecosystems



Poll



01

The *Shift*





2015

Experience is site-centric

Users browse, filter and navigate to find value

Mobile and desktop consistency

Clear navigation and categorisation

Optimised checkout flows

Rules based personalisation





BERSHKA WOMEN MEN BY INFLUENCERS

INDITEX

Group as **Holding Company**

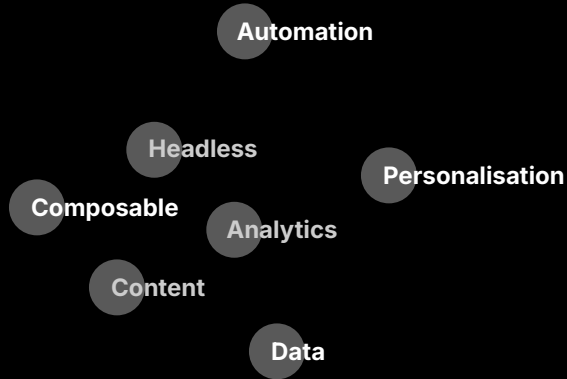
Each brand has own stack, CMS, & Commerce Set-up
UX patterns are similar but not truly shared
Data is siloed by brand and market

Complexity is unmanaged, it sits across brands and teams

PULL&BEAR

GET YOUR ORDER IN STORE IN LESS THAN 4 HOURS. | [TREAT YOURSELF](#)

SPRING EDIT



2020

Experience is system orchestrated

Teams actively shape journeys over time,
but users still move through a journey

Personalised homepages and recommendations

Stronger app, web, & email coordination

Loyalty systems & identity layers

Continuous experimentation



GUCCI

SAINT LAURENT

OUTURE EXPLORE

BALENCIAGA

KERING



Group as **Platform Orchestrator**

Shared services emerging (faster roll-out)

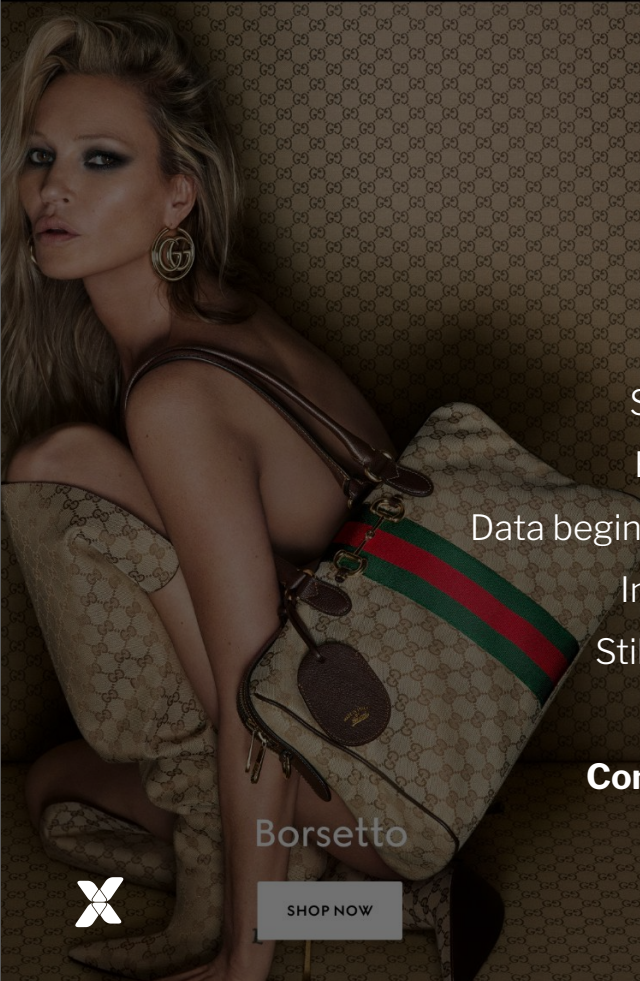
Brand front ends are distinct and curated

Data begins to unify at group level (better cross-brand insight)

Internal teams start working across brands

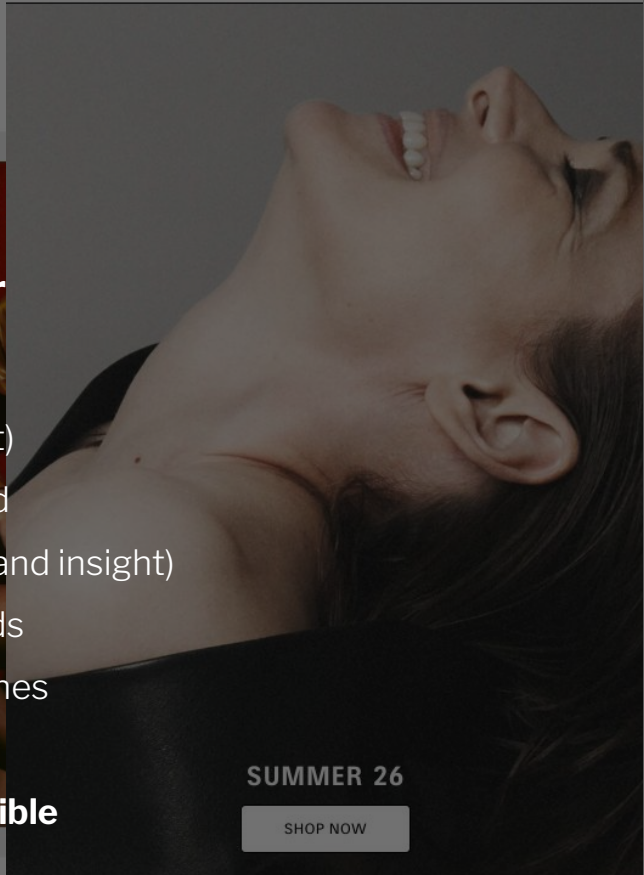
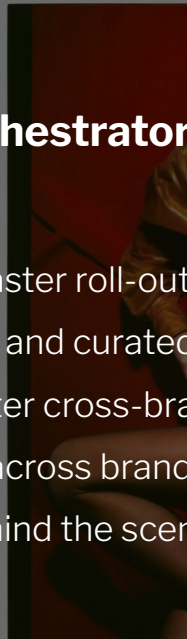
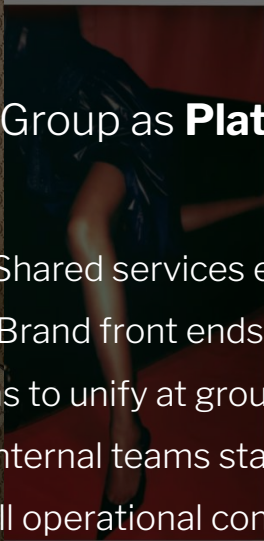
Still operational complexity behind the scenes

Complexity is more organised, but still visible



Borsetto

SHOP NOW

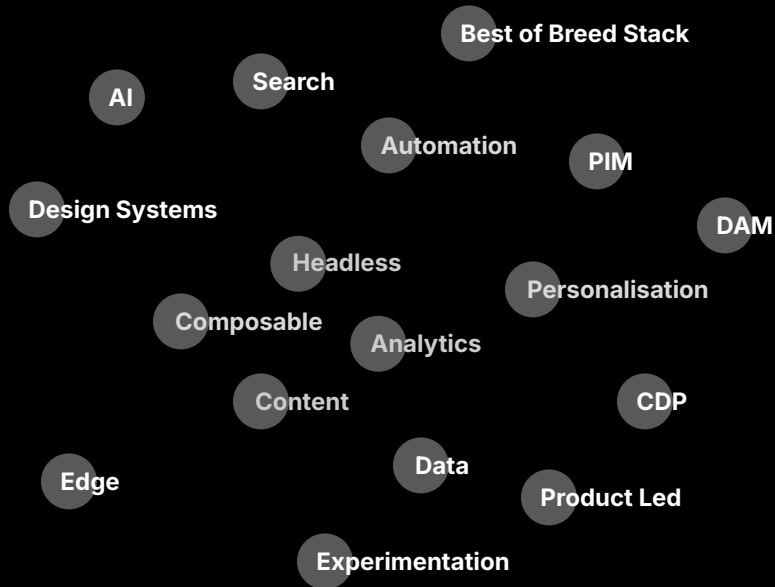


SUMMER 26

SHOP NOW

SUMMER 26
DISCOVER





2025

Experience is real time, data ready, & composable

Operational tooling means teams move faster,
less dependency on dev bottlenecks.

Front-end freedom, backend services

Real-time inventory, pricing, availability, fulfilment

API-first ecosystems

Performance as experience





Group as Platform Operator

Shared platforms, data layer, digital capabilities, services, & tooling

Scale, speed, and data consistency

Customer navigates brand by brand

Complexity is managed, system is optimised, brands are enabled

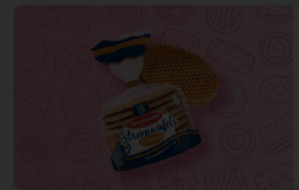
De Giga GRATIS week

2+3 gratis 1+1 gratis 1+1 gratis 2+3 gratis 1+1 gratis

De Giga GRATIS Week

1+1 gratis 1+2 gratis 2+3 gratis

Alles in 1



Pak je genietmoment met stroop
Ontdek Daelmans

WINE FESTIVAL

VAN 12/03 TOT EN MET 08/04/2025

Combineer en profiteer >

Alcoholvrijheidsweek

FOOD LION MVP customer

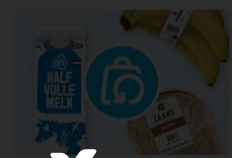
SHOP

SINGLE ITEM HALF PRICE

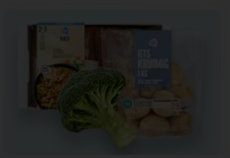
9.5-10.5 oz. Select Varieties Lay's Family Size Potato Chips W/O MVP Card \$4.29 EA

VIEW IN FLYER / ADD TO LIST

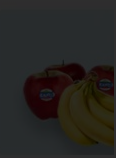
Shop per categorie



Eerder gekocht



Groente, aardappelen



Fruit, verse sapp

ONLINE KADO

2+2 GRATIS

1+1 GRATIS

Provitital HIGH PROTEIN

AL BRONZO

-30%

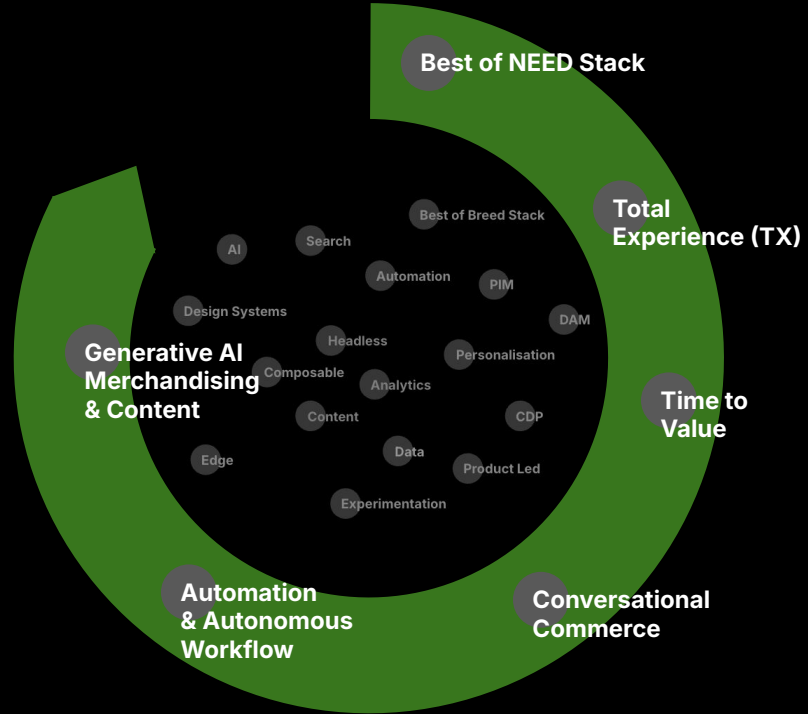
Begin met winkelen >

Ik ontdek >

DOWNLOAD OUR APP

TO SAVE MORE — MORE EASY

SAVE TIME CLIPPING ON TOP OF SAVINGS



2026

Today

Commerce is a connected system of growth capabilities

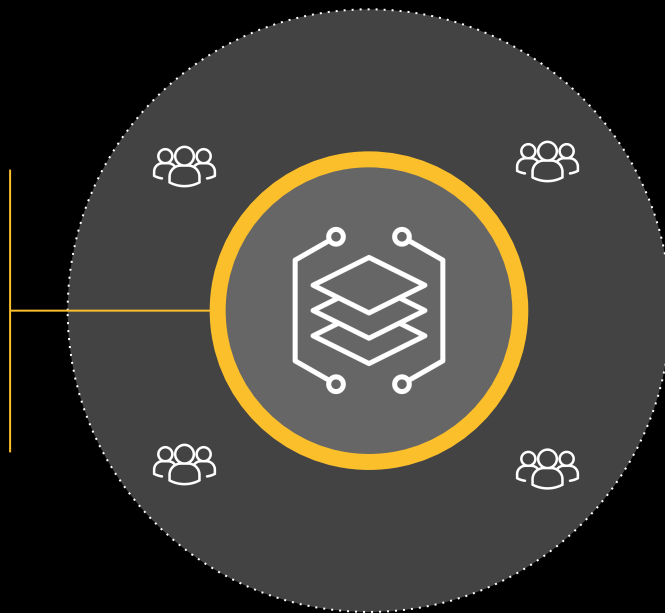


Poll



Technology is no longer the constraint

Access to tools is easier than ever





**The real constraint is
operational friction**

Teams struggle to
move quickly



Success

From
adopting
technology



To
organising
technology
effectively



02

The *Opportunity*



**Applying User Centred Design Principles
To Operational Workflows**
Highlights Areas of Friction



Marketplace *Client*



Product
Catalogues



Product
Data Intake



Relevance
Management



User
Experience



Order
& Fulfilment



Analytics
& Reporting



Optimisation



Marketplace *Client*



Product Catalogues



Product Data Intake



Relevance Management



User Experience



Order & Fulfilment



Analytics & Reporting



Optimisation

Spreadsheet Management

Frequent Inconsistencies

Manual QC

Limited Merchandising Tools

Assortment Changes Slow

No simulation

Basic UX & Search

Limited Discovery Optimisation

Data Inaccessible

Manual Reporting

Difficult to Extract Insight

New Use Cases Built From Scratch

Slow Store Rollout

Limited Scalability



Marketplace *Client*

Direct *wastage* estimates

Area	Weekly Time	Waste
Analytics	8–12 hrs	6–10 hrs
Catalogue management	15–20 hrs	10–14 hrs
Assortment management	8–12 hrs	5–8 hrs
Deployment / setup	6–10 hrs	4–6 hrs



Marketplace *Client*

Indirect wastage

10-50x

operational cost

Slower updates

Poor analytics insight

Slower store launches

Reduced user engagement



In multi-brand enterprises
gains are *exponential*



Removing friction
unlocks *growth*

An *exponential* equation

$$\text{Growth} = \text{Technical Architecture} + \text{Enterprise Architecture}$$



Poll



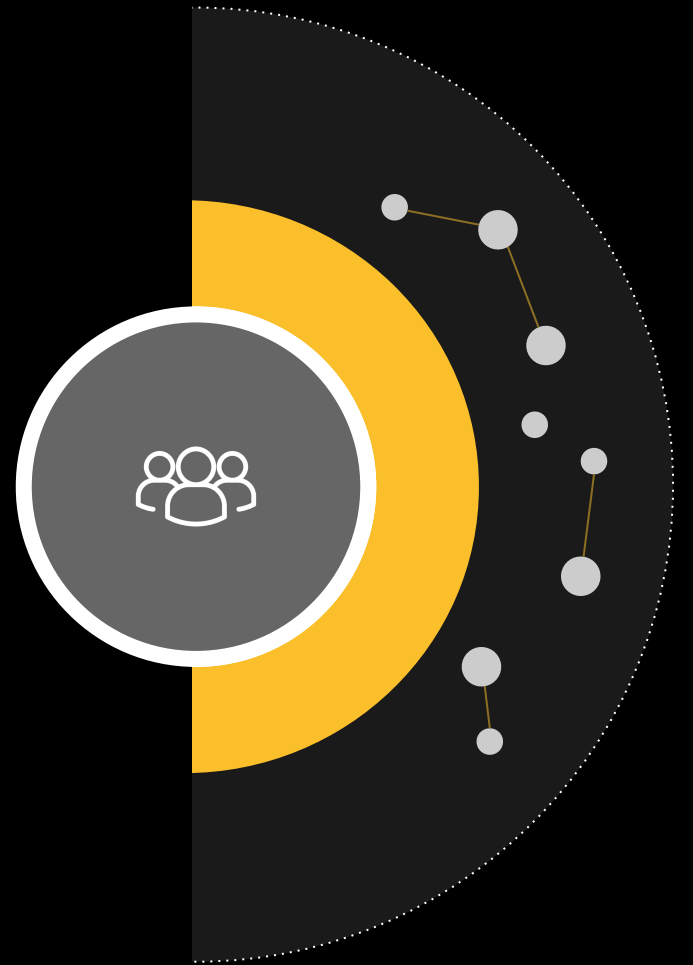
03

The *Approach*



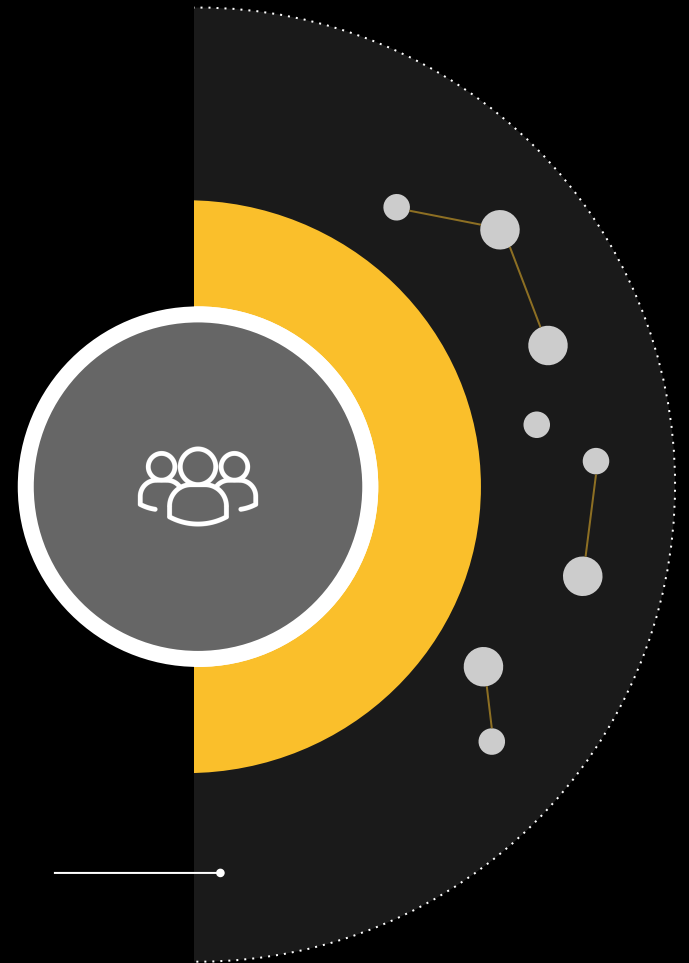
The structural shift

optimise the interface



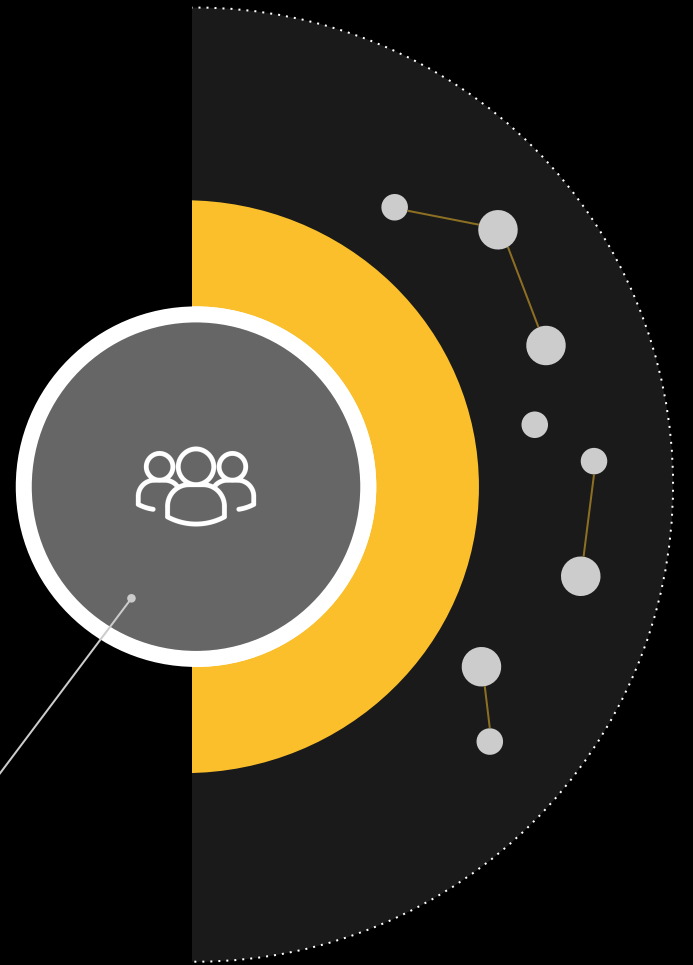
The foundation *systems and shared services*

PIM / Commerce / CMS / Analytics / AI
Data | Analytics | AI | Content structures



The experience *optimised by teams in markets and brands*

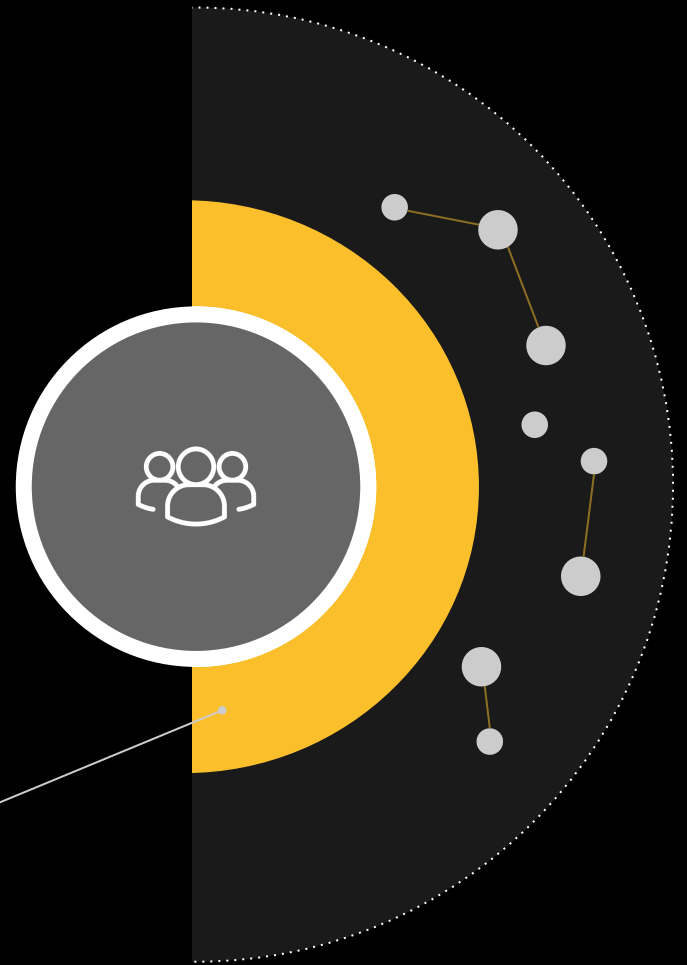
Brand & Market teams
Design | Journeys | Campaigns | Relevance



The Interface

*delivers consistency,
flexibility & optimisation*

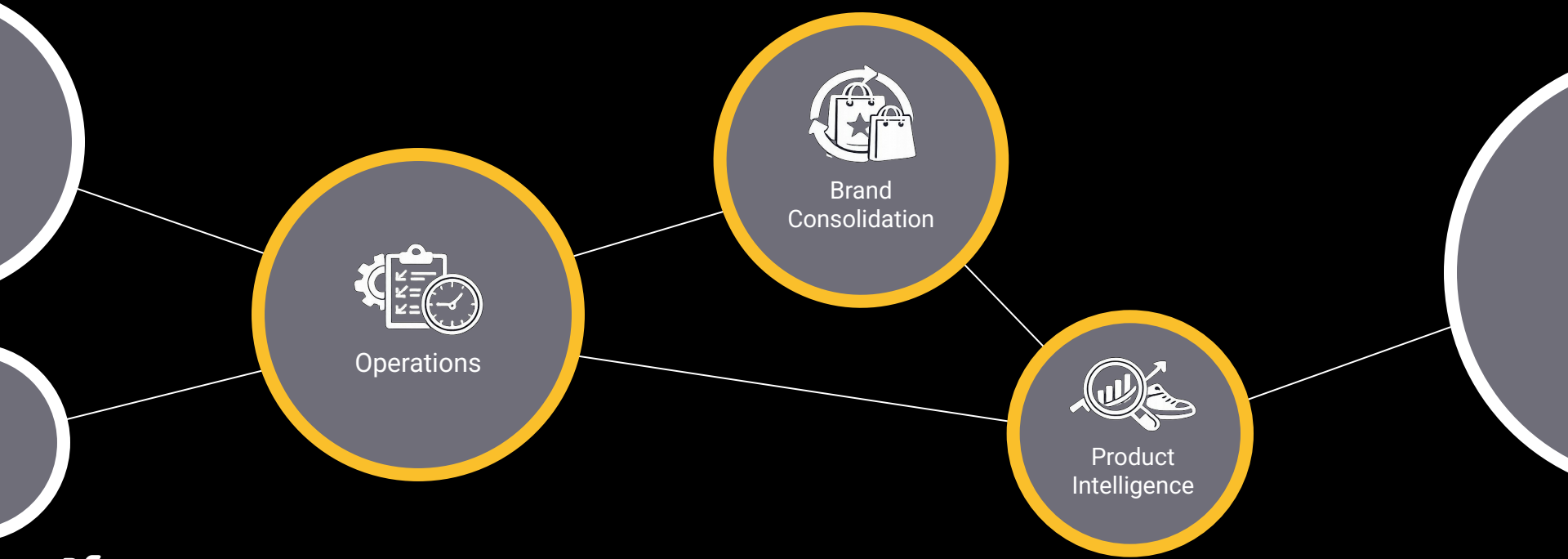
The Interface layer
Designed around tasks not platforms



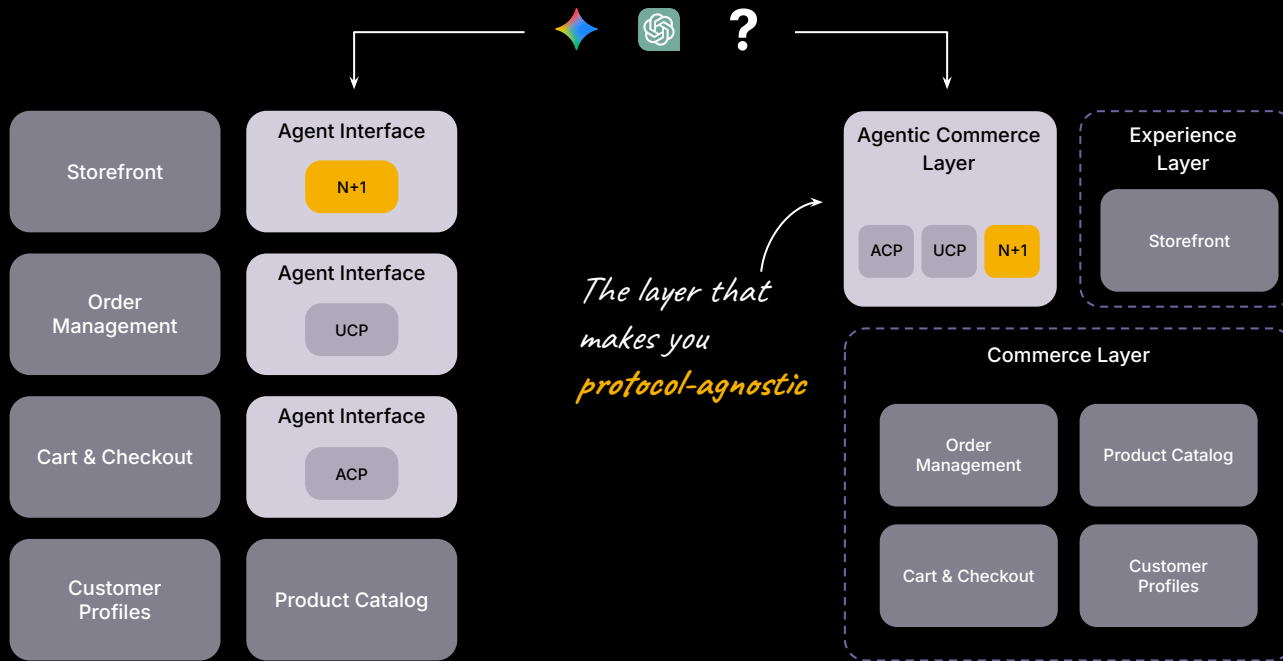
The interface is
the strategy



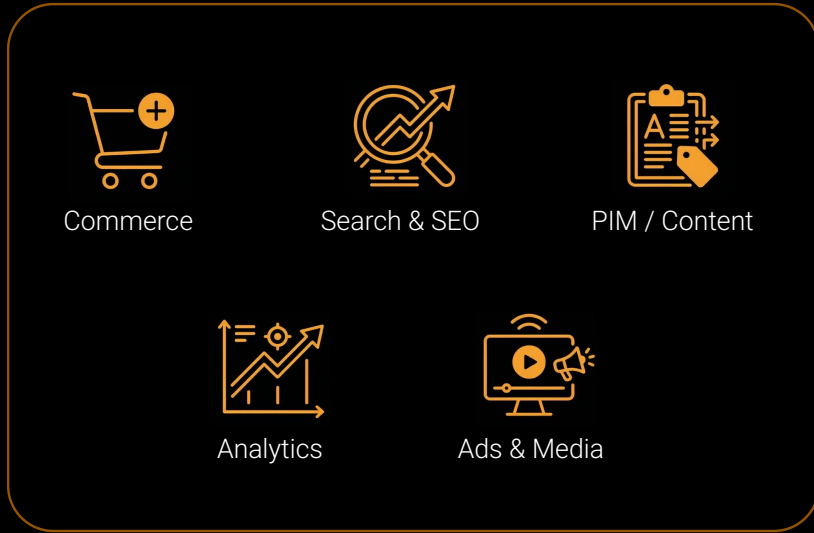
The same principle, *multiple dimensions*



Don't integrate protocols, *isolate them*



One product. Five systems. *One view*



The dashboard provides a comprehensive overview of product performance for 'Dior Lip Glow' (SKU: DIO-LIP-002). It features a top navigation bar with categories like Commerce, Search & SEO, PIM / Content, Analytics, and Ads & Media. The main content area is divided into several key sections:

- Summary Metrics:** A row of six cards showing key performance indicators: NET SALES (€70,479, +8.5% vs. previous period), UNITS SOLD (382, +5.2% vs. previous period), PDP VIEWS (11,885, +18.7% vs. previous period), SEARCH (8,067, +9.4% vs. previous period), ONLINE ORDERS (712, +15.8% vs. previous period), and RETURNS (7 units, -1.0% vs. previous period).
- Sales Over Time:** A line chart showing units sold and revenue over time, with a legend for Net Sales and Units Sold.
- E-commerce Funnel:** A horizontal bar chart showing the conversion path from PDP Views (11,885) to Add to basket (1,682) to Online Orders (712).
- Inventory & Stock Status:** A section showing stock levels for 'Healthy Stock' (38 days of stock coverage, €70,479) and 'Women's Fashion' (Mens, Sold vs 2:372, +36%).
- Search Position Analysis:** A section showing search performance metrics, including 1,461,118 € in sales, 12,901 units, and 84,258 impressions.

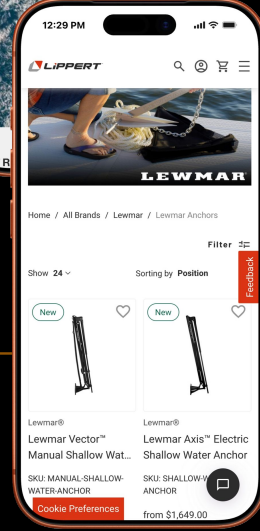
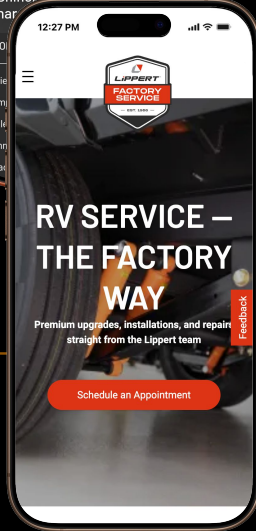
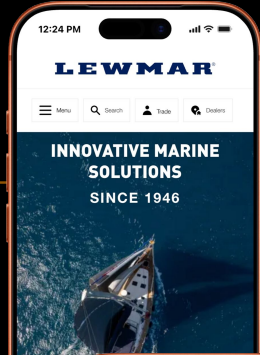
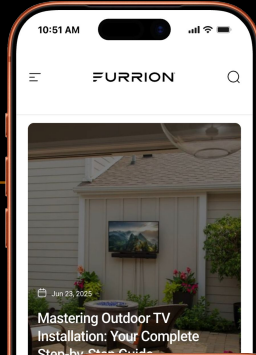
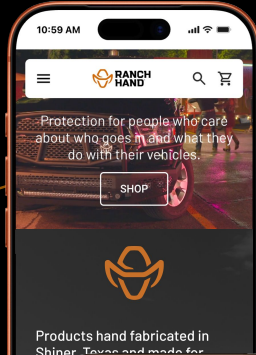
The dashboard is branded with the Vaimo logo and the text 'Vaimo Product Performance Assistant' at the bottom.



55 brands. One front door



shared digital backbone



— / THE OUTCOME / —

Flow instead of friction
across multiple dimensions



Poll



04

The *Rules*



Rule 1

Prioritise pain points,
**across Technical
and Enterprise
Architectures**

Consider the People, Process & Technology aspects of Architecture, Data, Content, Campaigns, Brand and Experiences.



Rule 2

Select best of need
not best of breed

Define the experience you want to deliver,
and how you want to work, before you select
technology.



Rule 3

Design the ecosystem **not individual platforms**

Consider how technologies can complement each other to avoid duplication in functionality.

Optimise for usability, not feature lists. Brief developers on the way systems will be used as well as what they'll be used for.



Rule 4

Share data and services **to create leverage**

Create a shared spine of Data, Analytics, Personalisation, Content, Design System etc, to simplify cross brand management.



Rule 5

Build for the future
structure your stack
So it can evolve

Concept your North Star Experience,
as well as designing your MVP.



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04

The *Next 100 Days*



Five ways to find your flow
based on these rules



1

**Prioritise
Pain Points**

Technical and
Enterprise
Architecture
Review

4 Weeks

2

**Select Best
of Need**

Stack
Optimisation
Audit

4 Weeks

3

**Design the
Ecosystem**

Technical &
Priority Process
Optimisation

4 Weeks

4

**Share Data
& Services**

Shared
Services
Roadmap

4 Weeks

5

**Build for
the Future**

North Star
Experience &
Commercial
Journey Review

4 Weeks



Find *flow* in complex digital ecosystems

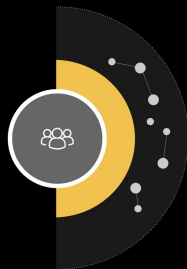
x

An *exponential* equation

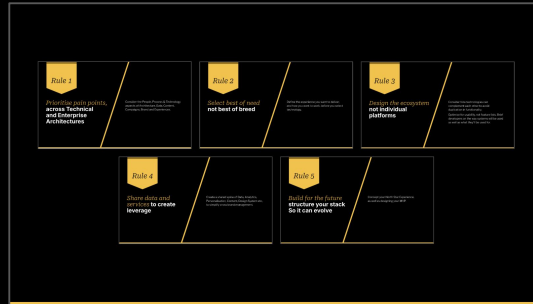
Growth = Technical Architecture + Enterprise Architecture

x

The structural shift
optimise the interface



x



The Architecture of Less



Questions?



