

# How to build an organization that creates great products

By Andy Birds

/thoughtworks

Strategy. Design. Engineering.

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# Introduction



## Who should read this ebook?

The advantages of orienting your organization around products are a hot topic. But if you're a business, technology, or product leader, how can you instill a product mindset in your organization and help your colleagues recognize their roles in grasping the opportunity?

You may already recognize the importance of building a customer-centric organization to deliver exceptional experiences, products and services. You may have started the journey to bring product, technology and business together to deliver customer value, but the transformation has stumbled. Or you may be considering adopting a product operating model and curious about what it entails. If any of these situations apply to you, then this ebook is the best place to start.

## In this ebook you'll find:

- Practical advice based on observations and evidence seen over many years of working with clients
- The seven steps to transform from project mode to product mode and adopt a product operating model
- Common challenges — and recommended approaches to overcome them

## Every business is a technology business

In the digital era, technology is much more than just a tool; it's vital for organizations to succeed. Software has reshaped businesses and societies, and it's become a fundamental utility powering our organizations, our lives and our world.

Enterprises have become digital-first organizations to remain competitive and scale sustainably. For these organizations, IT is no longer thought of as a function or a department, but a core capability they use to create differentiators and competitive advantages. The distinction between 'IT' and 'the business' no longer makes sense, because the two are completely intertwined.

## Keeping pace with the digital natives

The most successful organizations today are 'digital natives' — companies that don't use technology as a tool or a component, but put it at the core of their business model and strategy. That's how giants like Meta, Amazon and Netflix have dominated their markets.

Digital natives obsess about their customers and users, delivering experiences that have changed people's expectations forever. People now expect immediacy, ease of use and integrated, personalized experiences. They expect products and services to evolve and transform, improve their experience and help them achieve their goals in new, cheaper, or more efficient ways.

These expectations increase further as competitors continue to add features, which ultimately become table stakes. Organizations must be able to adapt quickly to constant market changes, new customer demands and shifting business needs.

That requires taking a lesson from the digital natives — switching from project mode to product mode, and adopting a product operating model that allows organizations to respond rapidly and adapt to the changing landscape.

To be successful in an age dominated by digital natives, enterprises must become **great product organizations**.

# What is a great product organization?



Becoming a great product organization depends on thinking about and delivering products holistically.

A product mindset permeates great product organizations, so everyone is focused on delivering value by continuously exploring and solving customer problems. Everything revolves around creating value for customers and achieving business objectives — including strategy, strategy deployment, organization structure, team structures, funding cycles, decision-making, communication channels, processes, practices and culture.

## **All great product organizations display three essential characteristics, which include:**

### **Customer-centric**

They put the customer at the center of everything they do. They understand their customers' unique needs and the value of serving them and then create solutions. Their strategy, organization, processes and tools are optimized to achieve customer outcomes and deliver true business impact.



Brands with superior customer experience bring in **5.7x more revenue than competitors** that lag in customer experience.

## Tech-enabled

They use technology to be more efficient and effective, and improve their products, services and experiences. Technology is core to their business model and drives innovation. It's a key differentiator, not just a cost of doing business.



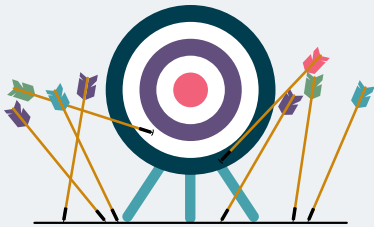
Technology-enabled businesses generate a **higher valuation multiplier**.

## Outcome-led

Product organizations focus on outcomes rather than outputs. They measure success based on meeting a customer need and delivering a business goal, not on the number of features delivered. Investments are driven by outcomes, not project milestones.

### Output orientated team

I hit my target of 50 arrows a minute



### Outcome orientated team

I hit my actual business goal



Outcomes over output



Organizations with high levels of alignment on customer value realize **2.4x higher revenue growth and 2.0x higher growth in profitability**.

## The hallmarks of a great product organization

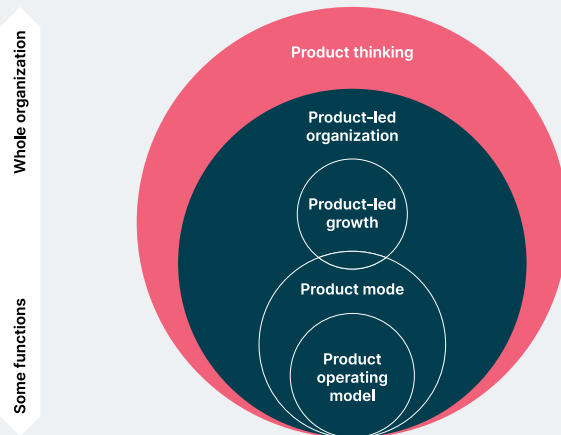
For digital natives, being a great product organization goes far beyond how business functions integrate with IT. They're organized around products, rather than functions such as marketing, sales, or IT — they are product-led organizations. These product-led organizations often have teams that work in product-mode and use product-led growth as their predominant go-to-market strategy, where the products are the primary driver of growth. This approach assumes that great products effectively sell themselves, so if you can deliver superior products to market, your business will naturally grow.

These digital natives are also intrinsically agile and lean, but at the same time product thinking and product-focused ways of working are embedded throughout their culture.

They use a product operating model that defines how they design, develop, deliver and manage products throughout their lifecycle. This model allows them to prioritize the right products, accelerate time to value and respond at speed to market changes, competitive pressures and changing customer expectations.



**Learn more about the product operating model and how it can help your business become a great product organization.**



This diagram illustrates how product terms fit together. To understand these product terms in more detail check out our latest [Product Thinking whitepaper](#).

## The boundaries of the ‘product organization’

A product organization can be the entire enterprise, or a part of a larger organization where it's made up of the functions involved in product development.

For example, a product organization might include product management, design, engineering, testing, data and delivery functions. Some enterprises also include marketing and content in their product organization.

## Project mode vs. product mode

Traditional large enterprises typically operate in project mode, where ‘the business’ provides a long list of requirements to ‘IT’ in a customer-supplier relationship. This often leads to situations where features don't deliver business value, or never get to market at all because the project took too long. Even worse, it can result in products containing numerous features that are rarely or never used, but increase error rates and maintenance costs.



Digital natives are much more likely to operate in product mode. They focus on solving customer problems, providing value and being adaptable to their environment. They're organized around products, rather than functions such as marketing, sales, or IT. That allows them to focus on delivering meaningful outcomes instead of worrying about the number of outputs.

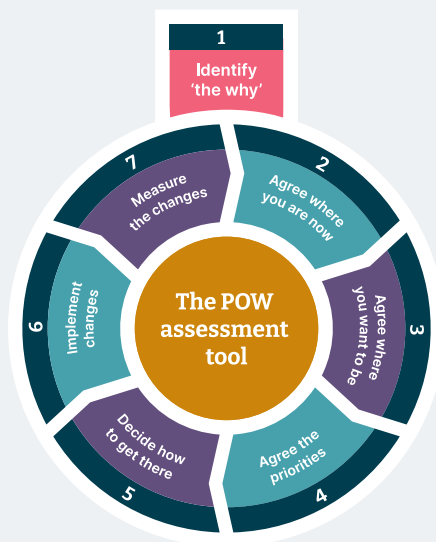
Project mode		Product mode
Output-orientated, valuing certainty and stability	<b>Mindset</b>	Customer outcome-oriented, valuing responsiveness, flexibility and speed of change
Restricted by technology	<b>Tech</b>	Enabled by technology
Cost center	<b>Funding</b>	Product as profit center
Functional or system-driven teams	<b>Structure</b>	Value stream-aligned teams
Changed and maintained by multiple teams	<b>Architecture</b>	Teams have ownership
Short lived	<b>Teams</b>	Long lived
Delivery risk emphasis - scope, time and budget	<b>Governance</b>	Value risk emphasis - outcomes
'Command and control' - directive	<b>Leadership</b>	'Mission command' - collaborative
Reacting to requests	<b>Planning</b>	Proactively defining a roadmap
Emphasis on hierarchical decision-making	<b>Decisions</b>	Decisions made by people closest to the problem
Projected benefits before project approval	<b>Benefits</b>	Prove actual benefits with data

The differences between Project mode vs Product mode

# Seven steps to product organization transformation



To ensure your product organization transformation gets off to the best possible start, maintains its momentum and achieves your business goals, it's essential to follow our proven step-by-step pathway to success.



## The seven-step process to start and continue a product organization transformation

- 1: Identify 'the why'
- 2: Use the POW to baseline your 'current state' maturity
- 3: Define what level you want to be and by when - future state
- 4: Stack rank the recommendations / tactics
- 5: Agree on an invested transformation roadmap with slices of value
- 6: Exemplars, experiments, initiatives and interventions
- 7: Use signals, leading indicators and the seven indicators of success

## Step 1: Identify ‘the why’

Don't just jump on the product organization transformation bandwagon; be completely clear about why you want to transform. When you're identifying ‘the why’ for your organization, start with questions like:

- What's our mission and vision?
- What are our strategic business goals?
- What's our current go-to-market strategy?
- What's our North Star metric — the business outcome we value above all others?
- What's most important to our organization right now — revenue, profits, costs, or share price?
- What's holding us back from achieving our goals?
- What's threatening our organization — competitors, changing expectations, new technology, or something else?

With ‘the why’ clearly defined, you can begin to apply a product mindset to your product organization transformation and become outcome-led, always ensuring work is contributing to that outcome. It's also essential to consistently and repeatedly communicate ‘the why’ and make sure changes have a golden thread back to ‘the why.’

**“If you don't agree why you need to become a product organization, it's unlikely your transformation will succeed. With a clearly defined goal, everyone knows what they're working toward and it's much easier to get buy-in at every level of the business.”**

**Paul Hornby**  
Digital Customer Experience Director, The Very Group



## Step 2: Agree where you are now

To help you understand your organization's maturity and identify where to start with your transformation, Thoughtworks has developed the Product Organization Wheel (POW). The POW has six slices which are further divided into three dimensions, giving a total of 18 ingredients — successful product organization transformation will require changes across many of these.

Wrapped around the POW is culture. Cultural change happens by changing one or more of the dimensions, and all cultural changes start with behavioral change.



The Product Organization Wheel (POW)

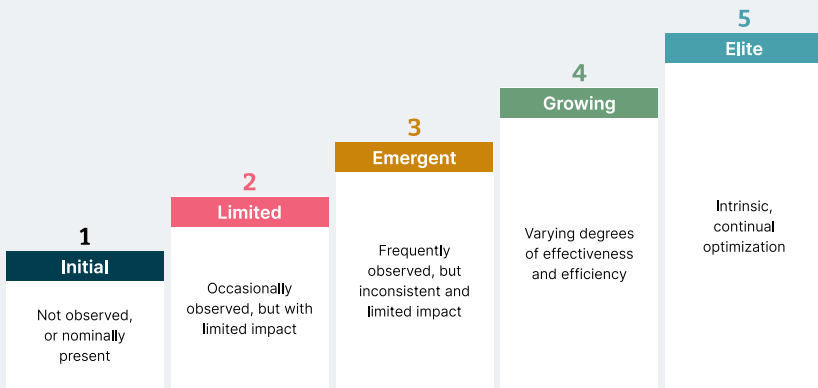
Transforming any organization from project mode to product mode is a significant change. Starting is always difficult; resistance to change is highest in the early days, as many people have a vested interest in maintaining the status quo. It requires grit and tenacity to overcome organizational inertia and start to nudge everyone in a new direction.

To be successful, a product organization transformation requires C-suite sponsorship and leadership — an experienced Chief Product Officer will also help accelerate the change.

## Assessing your maturity

Behind the 18 POW ingredients is a five-level maturity model which describes what good looks like for product organizations. Organizations use the POW to assess their current state, agree on the desired future state and identify the gap. This enables a series of prioritized initiatives in the product organization transformation.

Of course, as with any maturity model, the levels illustrate a path. Stages are not always linear and there is no true end-state – you are never done. The organization must continue to evolve to stay relevant.



The five-level maturity model

**“It’s vital to be honest about where your organization is today, so you have a shared understanding of the status quo and clarity on the most promising areas for improvement.”**

**Rujia Wang**  
Global Head of Customer Experience, Product and Design,  
Thoughtworks



## Step 3: Agree where you want to be

When you've decided which maturity level you're aiming for and you begin to define your product operating model, remember that transitioning into a great product organization requires changes across many areas of the business.

It's much more than giving people new titles, or restructuring departments, functions and teams. It requires multifaceted, thoughtful and intentional change across many areas of the business, along with a holistic mindset shift.

This is not about applying new language and maintaining old thinking. It's not just about new frameworks, processes and tools. New processes don't change mindsets; transformation is a cultural change and culture takes time to evolve.



High-level approach to product organization transformation

In general, it's best to focus on the people before the process, and the process before the tools. People with a product mindset will navigate poor processes and poor tooling, but great processes and tooling alone will not create a product mindset.

**“Product transformation is about behaviors, until you can get that behavioral change all you’ll be doing is getting the same results with newer technology. When we talk about behavioral change, it’s always about people.”**

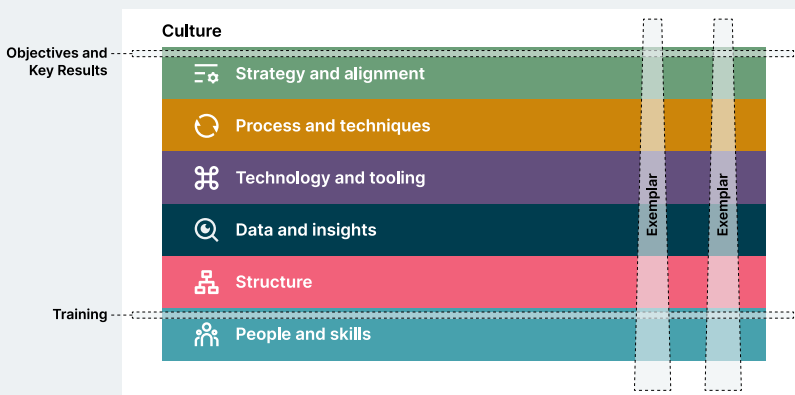
**David Zimmer**  
Chief Product & Strategy Officer, dunnhumby



## Step 4: Agree the priorities

In our experience, the most successful approach to a product organization transformation is evolutionary and targeted, making incremental changes with a mix of vertical thin slices and horizontal broad initiatives. We call this approach 'slitrix' — a portmanteau of 'slice' and 'matrix.'

Transforming incrementally lets you test what works for your unique context and build proof points of success with data and stories. It's also an opportunity to use exemplar products and teams to inspire others in the organization.



Slitrix approach - a rainbow cake model showing focus areas of transformation

### Vertical thin slices

A vertical thin slice should cut through all the layers in the rainbow cake (as in the diagram above). It represents an exemplar, and every product organization transformation should start with one or two exemplar products and product teams to test, learn, iterate and find out what works best for your unique context.



Exemplars are intended to bring to life the future product operating model and to push for performance gains that are bigger and faster than the organization is used to. If you're doing it right, it will feel uncomfortable and not everyone will be happy, because the exemplars are challenging the status quo.

## **Horizontal broad initiatives**

Horizontal broad initiatives focus on just one layer of the rainbow cake. They have a much further reach across the organization, so they generally have a greater impact on cultural change.

If targeted and executed correctly, they can be great for winning 'hearts,' complementing the exemplars, which can be used to win 'minds'.

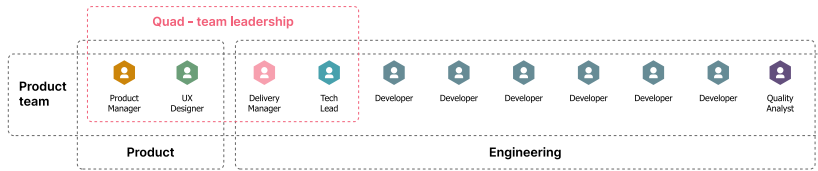
Look for some quick wins with broad initiatives. For example, make a policy change that's easy to implement, even if its impact is relatively small. Alternatively, you could tackle a 'sacred cow', which signals you're serious about the transformation. Most importantly, use the broad initiatives as an opportunity for leaders to exhibit the new behaviors they want to see in the organization's culture.

## **Designing the exemplar teams**

Exemplar product teams should support the fast flow of value, so they need to have all the skills required to deliver value. These teams should be designed to minimize dependencies, with few or no handoffs. To achieve that, product teams must be cohesive and multidisciplinary (people with different roles) and usually cross functional (people from many departments).

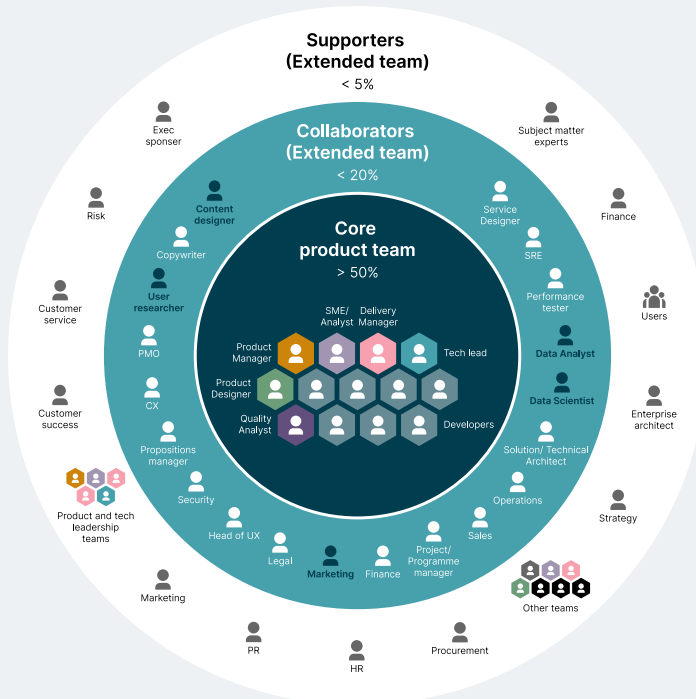
Product teams must also have collective responsibility for resolving a problem and delivering an outcome. Functional line management, personal development and pastoral care can remain unchanged — a key responsibility of the functional line managers is developing their reports, for example through development plans, feedback and coaching.

## How to become a great product organization



Example of a core product team

Product teams need many collaborators and supporters to be successful, so it's important that you identify and engage with them from the exemplar's inception. [Emily Webber's Team Onion](#) provides a good model for this, but the roles, skills and capabilities you need will depend on your unique context.



Example of a product team onion

## Exemplar sequencing

The exemplars need to be chosen carefully, and the subsequent products and product teams need to be sequenced intelligently.

The first exemplar should ideally be an existing product that's core to the business and requires the attention of the board, so the product organization transformation will get the executive sponsorship and support it needs. This exemplar is focused on accelerating speed to market and increasing market or wallet share with the established customer base.

The second exemplar should also be a strategic focus for the executive team, but ideally with an innovative product that's taking a new idea to market. With less legacy complexity to contend with, this exemplar is focused on learning velocity — how quickly you can validate or invalidate ideas, take a new product to market and achieve product-market fit.

In our experience it's best to start with no more than three exemplars, to show what's possible and build momentum by proving the benefit of the change. Exemplars provide the opportunity to tailor new processes and practices for the organization's context and provide data and insights that clearly demonstrate the value of operating in product mode.

**“As organizations embark on transforming to product mode, navigating this shift can be a significant change to undertake. It is essential to prove the concept by frequently showcasing the rapid delivery of tangible outcomes that resonate across all touchpoints of the organization. Rapidly demonstrating value becomes the compass for guiding the successful adoption of a product-centric mindset.”**

**Jeremy Rowland**  
Head of Product, Sportradar

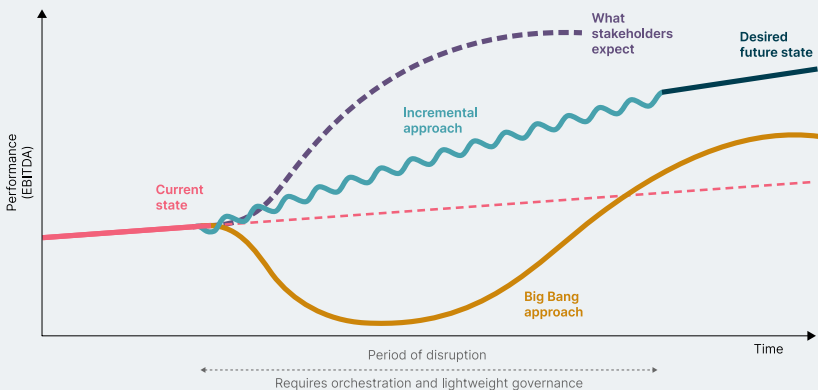


## Step 5: Decide how to get there

There will always be disruption when there's change, but the degree of disruption depends on the path you choose. We've seen large multimillion-dollar efforts end in failure by trying to change everything at once. In our experience, it's much better to take an incremental, evolutionary approach to reduce risk and increase the likelihood of success.

Taking an incremental approach helps stakeholders see progress and understand the change, which increases the likelihood of retaining them as supporters, or even champions of the transformation.

A big bang approach, on the other hand, often results in a significant and prolonged dip in performance, leading stakeholders to believe the transformation has failed and consequently become detractors which inadvertently prolongs the performance dip.



Adaptation of the Change Curve by Elisabeth Kubler-Ross, known as the J-curve effect.

## Transformation doesn't happen overnight

It's worth noting before embarking on this journey that some things will slow down before they speed up. It may initially have an adverse impact on productivity, but you must hold fast and you should set stakeholder expectations accordingly.

For example, any change made to a people-based process will cause productivity to decrease initially — a natural disruption period, as people get used to the change. People need the opportunity to practice and form new habits and leaders need to provide a supportive environment that encourages this.

There are many success stories about companies that have transformed into product-led organizations, but be aware that real change is hard, it's painful, and it doesn't happen overnight. What might look like an overnight success from the outside is the result of many years of hard work and deliberate effort. In our experience, it can take from three to five years for a traditional large enterprise to transform from project mode to product mode. In smaller organizations, the transition could be faster; in very large organizations, it could take even longer.

**“Transformation doesn't happen overnight — there's always a period of adjustment and reorientation before you begin to see the results. But if you persist and withstand the short-term disruption, you'll be set up for long-term success.”**

**Sapna Maheswari**  
Head of Customer Experience, Product and Design,  
Europe, Thoughtworks



## **Step 6: Implement the changes**

Great product organizations are filled with empowered product teams that own a product from idea through to sunsetting.

Product teams are long lived. Instead of spending time setting up and disbanding teams to build a fixed set of functionality and then hand it over to an operations team, product teams continuously build, optimize and support the same product.

Product teams focus on delivering defined objectives and KPIs for as long as the product lives. The budget may vary year-on-year, but it should be sufficient to fund a durable, core team continuously for the life of the product.

This approach avoids the knowledge loss and waste that comes from ramping project teams up and down. It also improves employee engagement, because people are no longer treated like resources to be shuffled between different projects.

Employees also have an opportunity and incentive to develop deep expertise about customers and the specific problems they're tackling. Management time is also freed up to remove impediments and do more coaching.

## **Autonomous, cross-functional teams**

The product teams are self-managing and multidisciplinary — made up of multiskilled business and technology people from different disciplines who continuously collaborate to achieve the business objectives.

Teams use continuous discovery techniques such as experimentation and prototyping to get fast customer feedback, which promotes a culture of constant testing and evaluation.

Product teams balance their resources and capacity between developing new features and evolving existing ones, while reducing technical debt, delivering cross-functional requirements, resolving bugs and mitigating risk.

If there's a problem, it's clear who owns it, and they're able to tackle the problem immediately, instead of waiting for a business case, budget approval and a project team to be staffed. Product teams are central to evolving into a great product organization. But organizing people into cross-functional teams is just the start.

**Learn more about how to manage change in your product organization transformation.**

**“Bringing people together from different disciplines — and then giving them the frameworks, tools and autonomy to thrive — is a powerful way to build great organizations.”**

**Andy Sturrock**  
**CTO, Atom Bank**



## Step 7: Measure the changes

So how will you know when you've transformed? Using the POW and measuring maturity is a good starting point, but it's certainly not the end.

We recognize that maturity models have their flaws; they suggest a 'one size fits all' approach, they suggest perfection or best practice. We've deliberately tried to combat this by avoiding specific practices and instead describing patterns.

We also believe organizations have their own unique context; not everyone needs to be a level five in every dimension. Level five may also not be suitable for your context, so you should set your own target state level. There is no 'done'.

Transformation never finishes. Even if you've achieved level five on every dimension, there's still more to do. You can move beyond the paved path, create your own models and start designing the future of how organizations build products and deliver value, just like the digital natives have.

What we know for sure is that success can't be defined by things like a count of product managers and product teams, or teams using a certain tool, story points or features done, or adoption of a certain process.

You'll no doubt progress in each of the layers of the rainbow cake at different speeds and at different times. Some will move quicker than others, and that's okay; it's to be expected and should be by design.



Illustrative progression of organizational capability development over time



## Seven indicators of product organization transformation success

If you're progressing towards becoming a great product organization, baseline these indicators as soon as possible, measure progress and visualize the trend over time.

- **Product success:** Increase in the product goals and targets (product health metrics, KPIs, or OKRs) being met and succeeded.
- **Customer/user-centric:** Percentage of goals or OKRs that start from customer behavior.
- **Value-focused:** Percentage of feature work that comes from an outcome-based OKR, rather than being retrospectively aligned to OKRs after the feature is defined.
- **Discovery-driven:** How much work stops or changes based on new knowledge. Not everything will work, so if this number is zero, you're not learning anything. Teams shouldn't be penalized for failure, they should be able to try a different tactic without losing budget.
- **Dependencies:** How much work needs to leave the team to be completed. Reducing the amount product teams need to share for review and approval or outsource to specialist providers will ultimately speed up time to value.
- **Responsive:** Reduction in the lead time from concept to users using the solution.
- **Data informed:** Percentage of key decisions that are made using data, not just based on intuition.

**“Many organizations measure everything, but learn nothing. Metrics that aren't actively used might as well not exist. It's better to measure less and focus on what really matters so you can learn fast and iterate or pivot quickly.”**

**Karolina Edwards-Smajda**  
Chief Product Officer, Auto Trader UK



# Transformation challenges and pitfalls



## **Breaking out of project mode: Common challenges and pitfalls**

There are many common constraints and challenges enterprises face that make it harder to break out of the status quo and away from project mode.

Often, annual financial planning means organizations create large upfront plans focused on features to get a budget approved. This approach is also incentivized by individuals being rewarded for the size of the budget they manage and the pressure to give shareholders date-driven delivery plans.

In many organizations, delivering on time and on budget is seen as more important than the quality of the product. Individual and departmental targets often don't encourage collaboration, or even worse, conflict with targets in other areas.

Traditional large enterprises also typically have closely coupled, monolithic IT architectures, saddling them with significant technical debt. Underinvestment in data and over-reliance on outsourcing key capabilities can also impede transformation efforts.

## The top 10 product organization transformation pitfalls

- 1. No clear business imperative to change:** Change for change's sake, or just following what's in vogue, without real clarity on the reason for changing: 'the why'.
- 2. Failure from the top:** A lack of a united and committed senior leadership team, different opinions on what the change is and even disagreement on 'the why'.
- 3. Leaders won't renounce their power:** Leaders continue to enforce hierarchy, dictating change and the features to be developed, reinforcing a 'feature factory' model.
- 4. Struggling to embrace the unknown:** Little time spent discovering real customer and user needs and problems, and if the solution works for them. Failures are frowned upon, rather seen as opportunity to learn.
- 5. Over focus on roles and responsibilities:** A 'not my job' culture results in a continued focus on following processes rather than delivering outcomes.
- 6. Change in name only:** People's roles are relabeled without the necessary capability uplift and complementary recruitment of talent, so there's no business performance improvement.
- 7. No clearly defined product and the product team boundaries:** Lots of 'feature teams' are created that are unable to make changes independently.
- 8. Changing everything at once:** Impatience leads to doing too much too soon, resulting in performance dips and apathy.
- 9. Transforming in silos:** Localization optimization, but the transformation doesn't spread across the organization.
- 10. Silver bullet expectations:** A product operating model, product thinking and product ways of working are seen as a silver bullet, but success still depends on having great people and great products that customers need and want.

**Discover more obstacles to watch out for in your product organization transformation.**

# Conclusion

## **A difficult but rewarding journey**

Increased disruption and unpredictability mean that enterprises must increase their responsiveness and business agility. We believe that becoming a great product organization will be essential to survive and thrive in the next disruption wave.

The most successful organizations don't use technology as a tool or a component, and they don't see it as a department; it's at the core of their business model and strategy. These organizations operate in product mode rather than project mode, organizing around outcomes, not outputs. Landing is more important than launching.

Great product organizations are customer-centric, so their strategy, organization, processes and tools are all optimized to achieve customer outcomes and business impact.

These great product organizations adopt a product operating model and embrace a product mindset, product thinking and product ways of working, which enables them to accelerate business growth and increase their resilience.

## **The journey to becoming a great product organization**

Great product organizations embrace change across multiple organizational dimensions: strategy and alignment, process and techniques, technology and tooling, data and insights, structure, and people and skills.

They make sure 'the why' is absolutely clear and measure their progress toward achieving it. And they take an incremental, evolutionary approach, using the 'slitrix' approach of vertical thin slices and horizontal broad initiatives to prove the value of the change and nudge the broader cultural transformation.

## Next steps to progress your journey



**Align stakeholders** from across the organization to embark on this journey together. **Get agreement on 'the why'** and a shared understanding of what's holding you back.



**Define your product organization transformation vision**, identify important metrics, and decide on the incremental steps needed to move in the right direction based on your current reality.



**Prioritize two or three areas to focus on**, for example a broad initiative such as education and one or two thin slices such as a product and the team(s) that manage and develop it.



**Measure outcome-oriented product success metrics** such as feature usage is a good place to start.



**Find people** who've done it before and can act as **coaches** and **evangelists** to help guide and lead the change.

## **Expert support for your product organization transformation**

Challenging organizational inertia and navigating all the different functional priorities can be very difficult. Independent expertise and experience can help accelerate the change and mitigate the risk of a failed transformation.

Thoughtworks has deep experience of planning, guiding and supporting successful product organization transformations. We can work with you to use the POW and the five-level maturity assessment tool to identify where you are now and where you want to be and create a thoughtful, intentional roadmap.

**Speak to one of our experts to assess where you're at today, and find out how you can become a great product organization.**

## Featured resources

- [Product Thinking Playbook](#)  
Use our comprehensive playbook to map out your product organization transformation.
- [Perspectives: Product Thinking](#)  
Discover the principles that make up a product thinking mindset, and learn why it's so crucial in today's market.
- [Webinar: Becoming a great product organization](#)  
Watch industry experts reveal what it means to become a great product organization, and uncover the pitfalls to avoid in your journey.
- [Article: What it takes to become a standout product organization](#)  
Unpack the challenges to becoming product-led, and see what's in it for your customers.

## About the author



### **Andy Birds**

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Community Leader,  
Principal Product Manager,  
Thoughtworks**

Andy has over 20 years of digital experience and a decade in product management, working across a variety of industries including; public sector, health, retail, energy, travel, auto, logistics, financial services and insurance. He is a product trainer and has coached more than 1000 practitioners. Andy leads a diverse global community of 400+ product managers spanning 18 countries.

He specializes in product leadership coaching, building effective product teams, improving the product management lifecycle and delivering successful products. Andy enjoys solving complex problems and helping people and organizations become the best they can to delight their customers and users — while delivering value for the business.

[Connect with Andy](#)

## Acknowledgments

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