

From Code to Commerce

Engineering's role in driving business growth

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Accomplishing this requires ...

- Knowing the general purpose of a business
- Aligning on Mission and Vision
- Partnering to build the “right” products and capabilities



“The purpose of a business is to offer value (through products and/or services) to customers, who pay for the value with cash or equivalents”

- Alan Weiss

Today

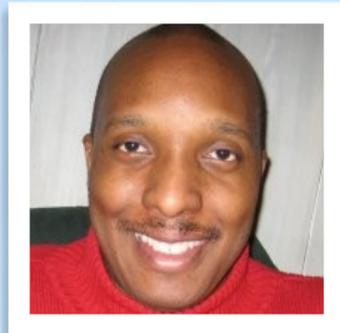
Engineering's Universal Commercial Imperative

Key Performance Metrics & Their Business Value

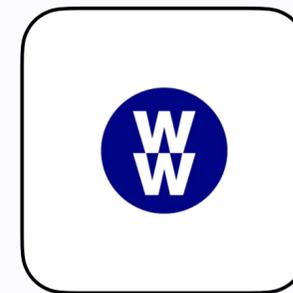
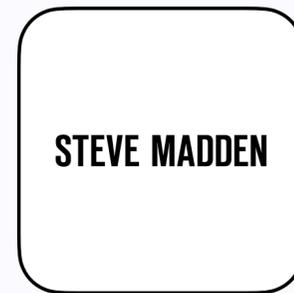
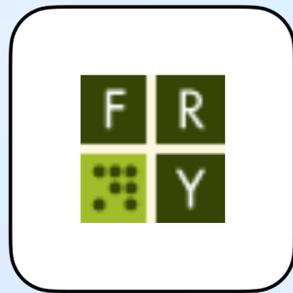
The Strategic Balancing Act

Leading for Holistic Growth & Trust

Hello 🖐️



- I'm Rodney Woodruff (he/him)
- I live in New York State
- Married 25 years
- 3 daughters (Happy belated Father's Day!)
- Vice President of Engineering in the Salesforce Commerce Cloud





Engineering's Universal Commercial Imperative

“In our companies, IT is no longer just a department. It’s a core component of every department, a critical driver of every business process.”

- Bill Palmer (character), The Phoenix Project by Gene Kim, Kevin Behr, George Spafford

Engineering: The Core of Commercial Success

- We are central to every aspect of the business.
- Our work goes beyond just building features.
- AI is blurring the lines between engineering and company's commercial pursuits.
- Non-functional requirements become crucial business imperatives that need champions across the entire organization.

Key Performance Metrics & Their Business Value

“Measurement is not about perfect certainty; it's about reducing uncertainty.”

- Douglas W. Hubbard, How to Measure Anything

Metrics That Matter: Connecting Tech to Business Value

Latency

(Delay)

Impacts Customer satisfaction, conversions, productivity.

Throughput

(Capacity)

Impacts Revenue potential, operational efficiency.

Scalability

(Growth)

Impacts Market opportunities, resource use, profitability.

Availability/Reliability

(Uptime)

Lost revenue, customer trust, brand reputation.

Case Study 1

Key Performance Metrics & Their Business Value



1s Page Load



7% Conversion

Akamai (2017)



3+ seconds



53% abandonment

Google (2025)



.1s Page Load



8.4% Conversion

Deloitte (2020)



<3 seconds



95% return

Queue-It (2025)

Case Study 1

How to make things faster for every Merchant's customer?

- **Challenge** - How to make site rendering faster for every Merchant's customer without requiring the merchants to modify their sites?
- **Solution** - We made great progress but this work never ends.
- **Communication** - Working Code, Sharing of learnings
- **Outcome** - We were able to reduce latency by close to 50% resulting in an increase in the number of page views per session and the number of people who added at least one item to their cart.

The Strategic Balancing Act

Balancing Speed, Scale and Cost

Even with full corporate support, we must constantly balance:

- speed of delivery
- system scalability
- cost efficiency
- maximizing value delivery

Juggling between these is constant.



**“You do not rise to the level of your goals.
You fall to the level of your systems.”**

- James Clear, Atomic Habits

Case Study 2

Case Study 2

How do we take advantage of a “great” new opportunity?

- **Challenge** - Company wanted to sell on Amazon via the Fulfill by Seller program and be ready for the first ever rumored Prime Day.
- **Tension** - Company had just acquired several brands and wanted their eCommerce sites live in 60 days that also encompassed time window for launching Amazon Program.
- **Decision**
 - Worked with CEO, COO, CIO and Commerce to allocate additional resources.
 - Stripped Amazon project down to the absolute minimum needed to launch and be approved to participate in Prime Day.
- **Outcome** - 10% increase in sales revenue for main brand in first 8 months without cannibalizing other channel sales.

Leading for Holistic Commercial Growth & Trust

“Leadership is not about titles, status, or power over people. Leaders are people who take responsibility for recognizing the potential in people and ideas, and who have the courage to develop that potential”

- Brené Brown, Dare to Lead

Tactics for Building NFR Ownership

- Translate & Visualize Business Impact
- Co-Own Goals & KPIs
- Quantify Risk & Reward Scenarios
- Use Data to tell Stories
- Involve stakeholders in Trade-Offs
- Break traditional boundaries



“Optimize for flow: the smooth, continuous delivery of value to the customer.”

- Matthew Skelton and Manuel Pais, Team Topologies

Key Takeaways

1. Translate Tech to Business Value: Make Every Line of Code Count.
2. Champion Non-Functional Requirements: They Are Business Imperatives.
3. Master the Balancing Act: Optimize for Speed, Scale, AND Cost.
4. Lead Within and Beyond Your Org Chart: Foster an Ecosystem of Commercial Awareness.
5. Act with Foresight: Innovate for Competitive Edge and Enduring Trust.



What's Next?

- **Office Hours:** Today, 3:30 PM
- **Roundtable:** Stepping Outside of Engineering to Deliver Commercial Value
 - Tuesday, 11:30 AM

Thank You!



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