Agile Les Chiffres Pour Convaincre



Intervenant
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Agenda

♦ Introduction

- Agile et Valeur Comment les méthodes Agiles gèrent-elles la Valeur projet
- Valeur pour l'Organisation Valeur au niveau de l'Organisation
- Questions Réponses



Introduction: A quoi servent les projets (1)

In order to accomplish their corporate mission, companies have to adapt to 5 types of factors...

- 1/ Market factors
- 2/ Competitive factors
- 3/ Economic and government factors
- 4/ Technological factors
- 5/ Social factors

These factors have internal and external instances.

SWOT mapping

Internal Analysis

Strengths and Weaknesses

- Competitive advantage
- Marketing
- Human Resources
- Finance
- Corporate Culture
- Operations
- Information technology
- Product/Service Innovation
- Location

External Analysis

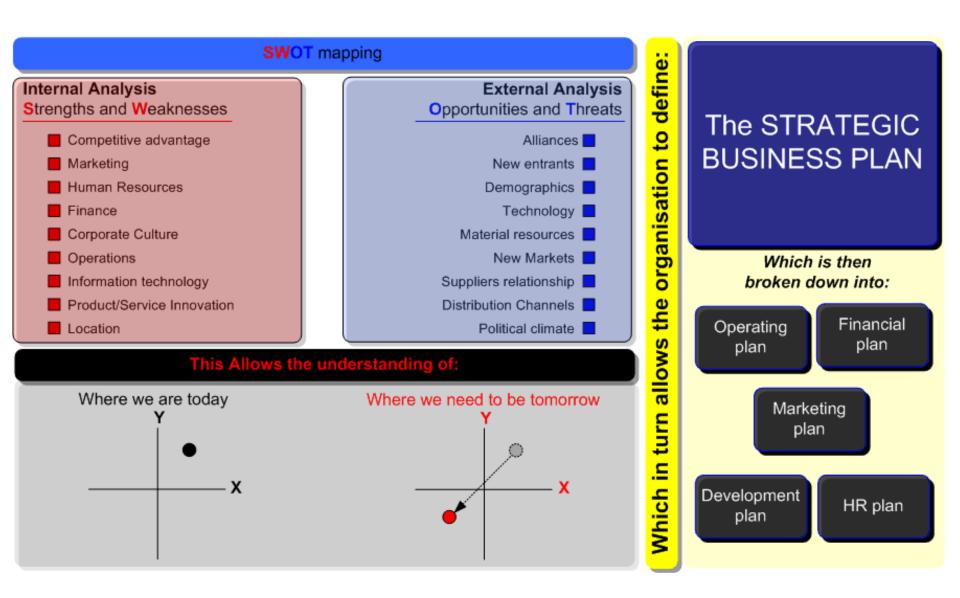
Opportunities and Threats

- Alliances
- New entrants
- Demographics <a>_
 - Technology
- Material resources
 - New Markets
- Suppliers relationship
- Distribution Channels
 - Political climate

How companies "understand" them and evolve according to these is the key to their success.



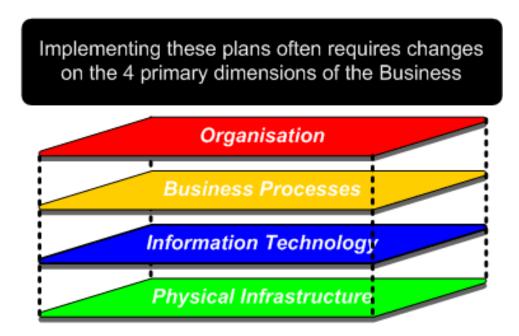
Introduction: A quoi servent les projets (2)





Introduction: A quoi servent les projets (3)





In order to be implemented, necessary changes to these dimensions need to be estimated and prioritised in terms of their contribution to the **STRATEGIC BUSINESS PLAN** – using <u>Time</u>, <u>Cost</u> and <u>ROI</u> information. To do so, they are broken down into **Projects**.



Introduction: A quoi servent les projets (4)

To conclude, **Projects** provide the adequate **FRAMEWORK** that allows organisations to...

Process Mapping Level 1: Project Life Cycle Take the right decision **Implement** regarding these what changes changes to apply



Introduction: Pourquoi Agile >> le Manifeste

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February 11th-13th, 2001

Where

The Lodge, Snowbird ski resort in the Wasatch mountains, Utah, USA

Who created it

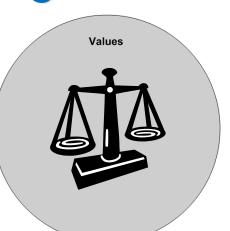
17 people participated to its elaboration: Kent Beck, Mike Beedle, Aries van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler, James Greening, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick, Robert C. Martin, Steve Mellor, Ken Schwaber, Jeff Sutherland, Dave Thomas

Why was it created

To promote a different approach to software delivery, focusing on how to best deliver what has value for the Customer (i.e. the person or group paying for the software).



Agile: Les Valeurs



"We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

"Nous découvrons de meilleures approches pour le développement informatique en en faisant nous même, ainsi qu'en aidant les autres dans leur travail. A travers ce travail, nous portons plus de Valeur sur:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

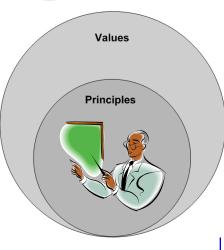
La répondre au changement que sur le fait de suivre un plan

That is, while there is value in the items on the right, we value the items on the left more"

Il y a de la Valeur dans les éléments de la colonne de droite, mais nous portons plus de Valeur sur les éléments de la colonne de gauche. "



Agile: Les Principes



- . Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.
- 4. Business people and developers work together daily throughout the project.
- 5. Build projects around motivated individuals, give them the environment and support they need and trust them to get the job done.
- 6. The most efficient and effective method of conveying information with and within a development team is face-to-face conversation.
- 7. Working software is the primary measure of progress.
- 8. Continuous attention to technical excellence and good design enhances agility.
- 9. Simplicity the art of maximizing the amount of work not done is essential.
- 10. The best architectures, requirements and designs emerge from self-organizing teams.
- 11. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

- 1. Notre principale priorité est de satisfaire le client par le biais de livraisons rapides et fréquentes.
- 2. Accepter les changement de besoins, même tard dans le cycle de développement. Cela offre ainsi un avantage concurrentiel.
- 3. Faire des livraisons fréquentes, entre toutes les deux semaines et tous les deux mois. Le plus court le mieux.
- 4. Les utilisateurs et les développeurs travaillent ensemble durant tout le projet.
- 5. Les projets doivent être construit autours d'individus motivés a qui l'on fourni le niveau de support et l'environnement requis. Faite leur confiance pour la livraison.
- 6. La meilleure manière de faire passer l'information dans une équipe de développement est en face a face.
- 7. Un logiciel qui marche est la mesure de progression principale.
- 8. Une attention continue a une excellence technique et a un bon design facilite l'agilité.
- 9. La simplicité l'art de maximiser le travail non-fait est essentiel.
- 10. Les meilleures architectures, expressions de besoins et designs viennent d'equipes qui s'auto-organise.
- 11. Régulièrement, l'équipe pense aux différentes améliorations possible, et adapte ajuste ainsi sa manière de travailler.



Agenda

- Introduction
- Sagile et Valeur Comment les méthodes Agiles gèrent-elles la Valeur projet
 - En Théorie
 - En Pratique
- Valeur pour l'Organisation Valeur au niveau de l'Organisation
- Questions Réponses



Théorie - Valeur Projet et Agile

Les 3 principes sur lesquels cette présentation est construite:

- 1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

 Notre principale priorité est de satisfaire le client par le biais de livraisons rapides et fréquentes.
- 2. Welcome changing requirements, even late in development.
 Agile processes harness change for the customer's competitive advantage.

 Accepter les changement de besoins, même tard dans le cycle de développement. Cela offre ainsi un avantage concurrentiel.
- 3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale. Faire des livraisons fréquentes, entre toutes les deux semaines et tous les deux mois. Le plus court le mieux.



Lorsque ces trois principes sont respectés.

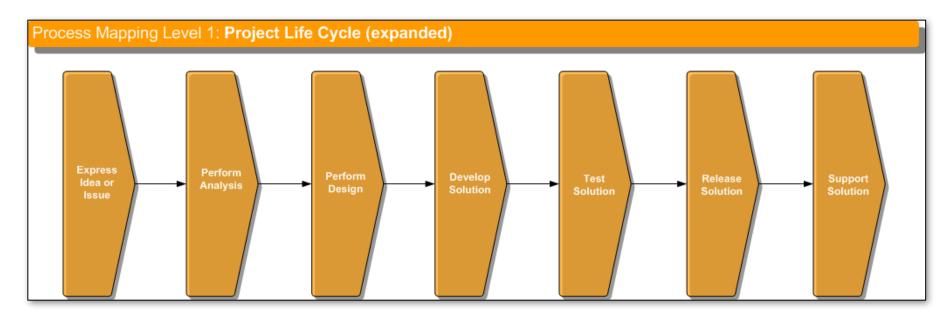


Exemple de projet

Project Value	£	200.00	Per Quarter at Project end
Delivery Cost	£	100.00	Per Quarter
Effort Required for Project		4	Quarters

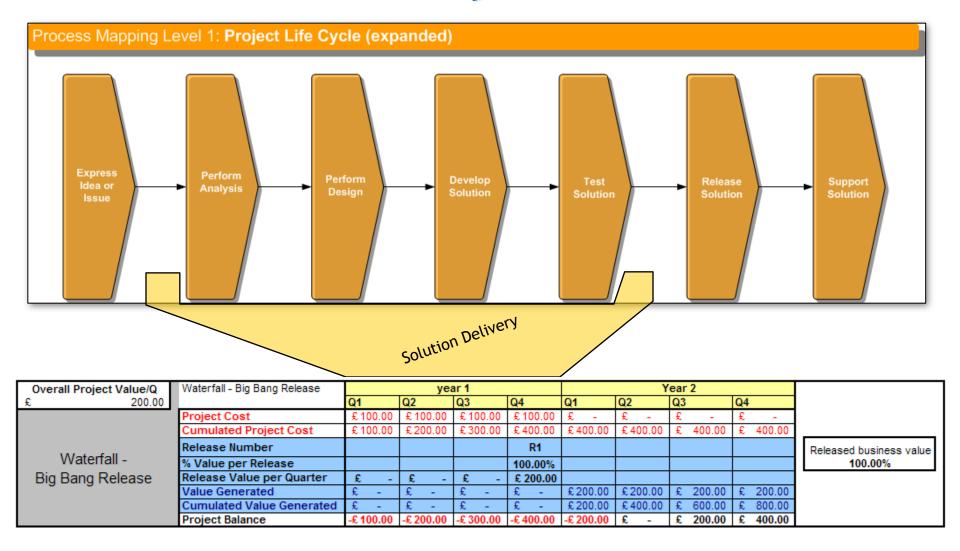


Création de Valeur des Cycles en Cascade



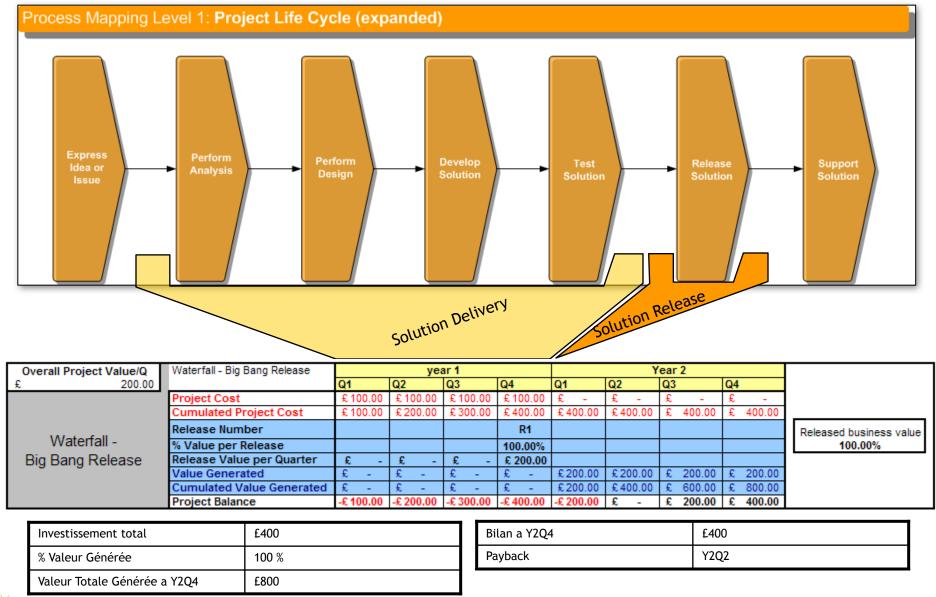


Création de Valeur des Cycles en Cascade



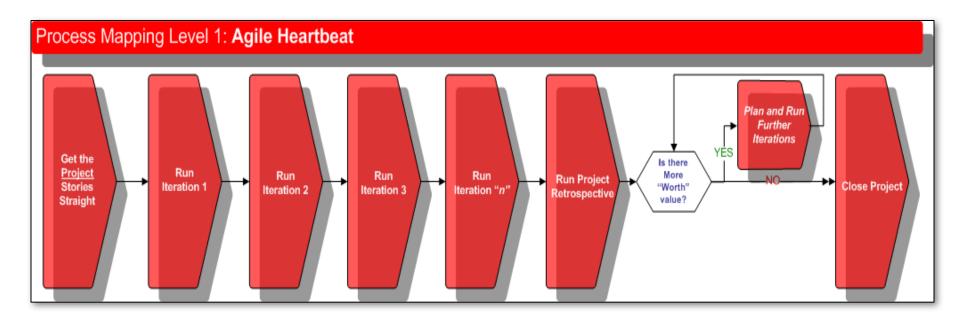


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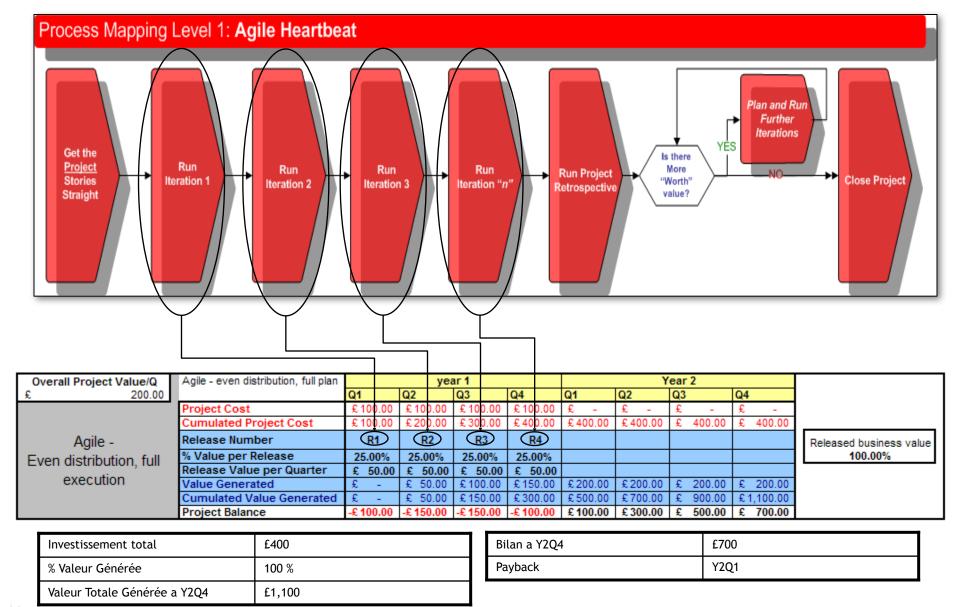


Création de Valeur en Cycle Agile





Création de Valeur en Cycle Agile





Overall Project Value/Q			ve	ar 1			Y	ear	Year 2							
£ 200.00		Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4						
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Valeur Générée A Y2Q4



Bilan Projet A Y2Q4





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	Cumulated Value Generated	£ -	£ -	£ -	£ -	£200.00	£400.00	£	600.00		800.00					
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	Cumulated Project Cost	£100.00	£200.00	£300.00	£400.00	£400.00	£400.00	£	400.00	£	400.00					
Agile -	Release Number	R1	R2	R3	R4							Released business value				
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	Project Balance	-£100.00	-£150.00	-£150.00	-£100.00	£100.00	£300.00	£	500.00	£	700.00					
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	Cumulated Project Cost	£100.00	£200.00	£200.00	£200.00	£200.00	£200.00	£	200.00	£	200.00					
Agile -	Release Number	R1	R2									Released business value				
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full execution Overall Project Value/Q	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance	£ 100.00 £ - £ - -£ 100.00	£ 60.00 £100.00 £100.00 -£100.00	£ 20.00 £ 160.00 £ 260.00 -£ 40.00	£ 20.00 £ 180.00 £ 440.00 £ 40.00	£640.00 £240.00	£840.00 £440.00 Y	£1 £ ear Q3	,040.00 640.00	E	1,240.00					
full execution Overall Project Value/Q	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance	£ 100.00 £ - £ - -£ 100.00 Q1 £ 100.00	£ 60.00 £100.00 £100.00 -£100.00 yea Q2 £100.00	£ 20.00 £160.00 £260.00 -£ 40.00 ar 1 Q3 £ -	£ 20.00 £180.00 £440.00 £ 40.00	£640.00 £240.00 Q1	£840.00 £440.00 Y Q2 £ -	£1 £ ear Q3	,040.00 640.00 2	£ Q4 £	840.00 -					
full execution Overall Project Value/Q £ 200.00	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance Project Cost Cumulated Project Cost	£ 100.00 £ - £ - -£ 100.00 Q1 £ 100.00	£ 60.00 £100.00 £100.00 -£100.00 yea Q2 £100.00 £200.00	£ 20.00 £ 160.00 £ 260.00 -£ 40.00	£ 20.00 £ 180.00 £ 440.00 £ 40.00	£640.00 £240.00	£840.00 £440.00 Y	£1 £ ear Q3	,040.00 640.00	£	1,240.00					
full execution Overall Project Value/Q	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance Project Cost Cumulated Project Cost Release Number	£ 100.00 £ - £ - -£ 100.00 Q1 £ 100.00 £ 100.00 R1	£ 60.00 £100.00 £100.00 -£100.00 -£100.00 Q2 £100.00 £200.00 R2	£ 20.00 £160.00 £260.00 -£ 40.00 ar 1 Q3 £ -	£ 20.00 £180.00 £440.00 £ 40.00	£640.00 £240.00 Q1	£840.00 £440.00 Y Q2 £ -	£1 £ ear Q3	,040.00 640.00 2	£ Q4 £	840.00 -					
full execution Overall Project Value/Q 200.00 Agile -	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance Project Cost Cumulated Project Cost Release Number % Value per Release	£ 100.00 £ - £ - -£ 100.00 Q1 £ 100.00 £ 100.00 R1 50.00%	£ 60.00 £100.00 £100.00 -£100.00 -£100.00 Q2 £100.00 £200.00 R2 30.00%	£ 20.00 £160.00 £260.00 -£ 40.00 ar 1 Q3 £ - £200.00	£ 20.00 £180.00 £440.00 £ 40.00 Q4 £ - £200.00	£640.00 £240.00 Q1	£840.00 £440.00 Y Q2 £ -	£1 £ ear Q3	,040.00 640.00 2	£ Q4 £	840.00 -	Released business value 80.00%				
full execution Overall Project Value/Q 200.00 Agile - BV Driven distribution,	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance Project Cost Cumulated Project Cost Release Number % Value per Release Release Value per Quarter	£ 100.00 £ - £ - £ 100.00 Q1 £ 100.00 £ 100.00 R1 50.00%	£ 60.00 £100.00 £100.00 £100.00 •£100.00 yes Q2 £100.00 £200.00 R2 30.00% £ 60.00	£ 20.00 £160.00 £260.00 -£ 40.00 ar 1 Q3 £ - £200.00	£ 20.00 £180.00 £440.00 £ 40.00 Q4 £ - £200.00	£640.00 £240.00 Q1 £ - £200.00	£840.00 £440.00 Y Q2 £ - £200.00	£1 £ Q3 £	,040.00 640.00 2 2 200.00	€ Q4 £	840.00 840.00 - 200.00					
full execution Overall Project Value/Q 200.00 Agile - BV Driven distribution,	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance Project Cost Cumulated Project Cost Release Number % Value per Release Release Value per Quarter Value Generated	£ 100.00 £ - £ - £ 100.00 Q1 £ 100.00 £ 100.00 R1 50.00% £ 100.00 £ -	£ 60.00 £100.00 £100.00 -£100.00 -£100.00 £200.00 £200.00 £200.00 £200.00 £100.00	£ 20.00 £160.00 £260.00 -£ 40.00 ar 1 Q3 £ - £200.00 £ 160.00	£ 20.00 £180.00 £440.00 £ 40.00 Q4 £ - £200.00	£640.00 £240.00 Q1 £ - £200.00	£840.00 £440.00 Y Q2 £ - £200.00	£1 £ Q3 £	,040.00 640.00 2 2 200.00	Q4 £	200.00 160.00					
full execution Overall Project Value/Q £ 200.00	Release Value per Quarter Value Generated Cumulated Value Generated Project Balance Project Cost Cumulated Project Cost Release Number % Value per Release Release Value per Quarter	£ 100.00 £ - £ - £ 100.00 Q1 £ 100.00 £ 100.00 R1 50.00%	£ 60.00 £100.00 £100.00 £100.00 •£100.00 yes Q2 £100.00 £200.00 R2 30.00% £ 60.00	£ 20.00 £160.00 £260.00 -£ 40.00 ar 1 Q3 £ - £200.00	£ 20.00 £180.00 £440.00 £ 40.00 Q4 £ - £200.00	£640.00 £240.00 Q1 £ - £200.00	£840.00 £440.00 Y Q2 £ - £200.00	£1 £ Q3 £	,040.00 640.00 2 2 200.00	Q4 £	840.00 840.00 - 200.00	Released business value 80.00%				



Valeur Générée A Y2Q4



Bilan Projet A Y2Q4





Overall Basis of Value 10			,	- 4				'aar 2		
Overall Project Value/Q		Q1	yea	Q3	04	04		ear 2 Q3	Q4	
€ 200.00	Project Cost	£100.00	Q2 £100.00	£100.00	Q4 £100.00	Q1 € -	Q2 € -	£ -	€ -	
	Cumulated Project Cost	£100.00	£ 200.00	£300.00	£ 400.00	£ 400.00	£ 400.00	£ 400.00	£ 400.00	
	·	£ 100.00	£ 200.00	£ 300.00		£ 400.00	£ 400.00	£ 400.00	₹ 400.00	
Waterfall -	Release Number				R1					Released business value
	% Value per Release				100.00%					100.00%
Big Bang Release	Release Value per Quarter	£ -	€ -	£ -	£ 200.00					
	Value Generated	£ -	£ -	£ -	£ -	£200.00	£200.00	£ 200.00		
	Cumulated Value Generated	£ -	£ -	£ -	£ -	£200.00	£400.00	£ 600.00	£(800.00)	
	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00	-£ 200.00	£ -	£ 200.00	£ 400.00	
Overall Project Value/Q			ve	ar 1			Y	ear 2		
£ 200.00		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Project Cost	£100.00	£100.00	£100.00	£100.00	€ -	€ -	€ -	£ -	
	Cumulated Project Cost	£100.00	£200.00	£300.00	£400.00	£400.00	£400.00	€ 400.00	£ 400.00	
Agile -	Release Number	R1	R2	R3	R4					Delegged business value
~	% Value per Release	25.00%	25.00%	25.00%	25.00%					Released business value 100.00%
Even distribution, full	Release Value per Quarter	£ 50.00	£ 50.00	£ 50.00	£ 50.00					10010070
execution	Value Generated	£ -	€ 50.00	£ 100.00	£ 150.00	£200.00	£200.00	£ 200.00	€ 200.00	
	Cumulated Value Generated	£ -	£ 50.00	£150.00	£300.00	£500.00	£700.00	£ 900.00		
	Project Balance	-£ 100.00	-£ 150.00	£ 150.00	-£ 100.00	£100.00	£300.00	€ 500.00		
	1 Tojout Balanco	~ 100,00	~ 100.00	~ 100100	~ 100,00	~ 100.00	2000.00	~ 000.00		
Overall Project Value/Q			yea	ar 1			Υ	ear 2		
€ 200.00		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Project Cost	£100.00	£100.00	£ -	£ -	£ -	€ -	€ -	£ -	
	Cumulated Project Cost	£100.00	£200.00	£200.00	£200.00	£200.00	£200.00	£ 200.00	£ 200.00	
Agile -	Release Number	R1	R2							Released business value
Even distribution,	% Value per Release	25.00%	25.00%							50.00%
· · · · · · · · · · · · · · · · · · ·	Release Value per Quarter	£ 50.00	£ 50.00	£ -	£ -					
partial execution (50%)	Value Generated	£ -	£ 50.00	£100.00	£100.00	£100.00	£100.00	€ 100.00	£ 100.00	
	Cumulated Value Generated	£ -	£ 50.00	£150.00	£250.00	£350.00	£450.00	£ 550.00	€ 650.00	
	Project Balance	-£100.00	-£150.00	-£ 50.00	£ 50.00	£150.00	£250.00	£ 350.00	£ 450.00	
Overall Project Value/Q			VA	ar 1				ear 2		
£ 200.00		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
200.00	Project Cost	£100.00	£100.00	£100.00	£100.00	£ -	£ -	£ -	€ -	
	Cumulated Project Cost	£100.00	£200.00	£300.00	£400.00	£400.00	£400.00	£ 400.00	£ 400.00	
Agile -	Release Number	R1	R2	R3	R4	~ .50.00	~ .50.00	~ 700.00	~ .00.00	Released business value
	% Value per Release	50.00%	30.00%	10.00%	10.00%					100.00%
BV Driven distribution,	Release Value per Quarter	€ 100.00	€ 60.00	€ 20.00	€ 20.00					
full execution	Value Generated	£ -	£100.00	£160.00	£180.00	£200.00	£200.00	€ 200.00	€ 200.00	
	Cumulated Value Generated	£ -	£100.00	£260.00	£440.00	£640.00	£840.00	£1,040.00		
	Project Balance	-£100.00	-£100.00	£ 40.00	£ 40.00	£240.00	£440.00	€ 640.00	£ 840.00	
Overall Project Value/Q	4		yea					ear 2		
€ 200.00		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Project Cost	£100.00	£100.00	£ -	£ -	£ -	£ -	£ -	£ -	
	Cumulated Project Cost	£100.00	£200.00	£200.00	£200.00	£200.00	£200.00	£ 200.00	€ 200.00	
Agile -	Release Number	R1	R2							Released business value
BV Driven distribution,	% Value per Release	50.00%	30.00%							80.00%
,	Release Value per Quarter	£ 100.00	£ 60.00	£ -	£ -	0.400.65	0.400.65			
partial execution (50%)	Value Generated	£ -	£100.00	£160.00	£160.00	£160.00	£160.00	£ 160.00	£ 160.00	
	Cumulated Value Generated	£ -	£100.00	£260.00	£ 420.00	£580.00	£740.00	£ 900.00	€ 1.060.00	
	Project Balance	-£100.00	-£100.00	£ 60.00	£220.00	£380.00	£540.00	£ 700.00	€ 860.00	



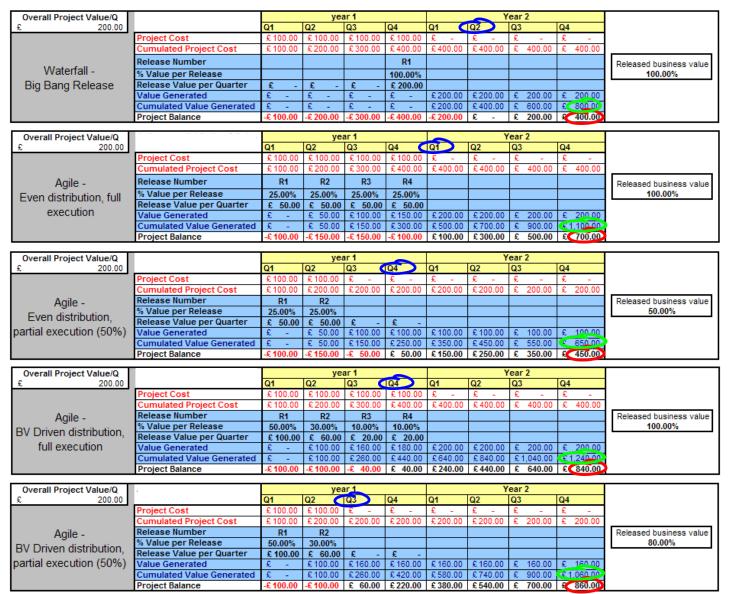
Valeur Générée A Y2Q4



Bilan Projet A Y2Q4









Valeur Générée A Y2Q4



Bilan Projet A Y2Q4





Agenda

- ✓ Introduction
- Agile et Valeur Comment les méthodes Agiles gèrent-elles la Valeur projet
 - ✓ En Théorie
 - En Pratique
- Valeur pour l'Organisation Valeur au niveau de l'Organisation
- Questions Réponses



Valeur Projet et Agile en Pratique

Les 3 principes sur lesquels cette présentation est construite:

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
 Notre principale priorité est de satisfaire le client par le biais de livraisons rapides et fréquentes.
- 2. Welcome changing requirements, even late in development.
 Agile processes harness change for the customer's competitive advantage.

 Accepter les changement de besoins, même tard dans le cycle de développement. Cela offre ainsi un avantage concurrentiel.
- 3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.

 Faire des livraisons fréquentes, entre toutes les deux semaines et tous les deux mois. Le plus court le mieux.



...peuvent êtres extrêmement difficile a atteindre.



Valeur Projet et Agile en Pratique

Pour arriver a atteindre la mise en place des principes:

...il existe des pratiques de management...

- 1. Cycles Itératifs (Battements de Coeur)
- 2. Retour et Feedback rapides
- 3. Rétrospection
- 4. Livraison rapide de logiciel de Valeur
- 5. Revisite du plan constante
- 6. Membres de l'équipe au même endroit
- 7. Equipes pluridisciplinaire
- 8. Délégation et confiance
- 9. Expression des besoins légère





- ... et des pratiques techniques.
- 1. Développement par les tests
- 2. Intégration Continue
- 3. Standards de Développement
- 4. Refactoring constant du code
- 5. Programmation en Binôme
- 6. Automatisation des Tests



Valeur Projet et Agile en Pratique

L'effort nécessaire a la mise en place de ces pratiques pour une organisation dépend (sans ordre d'importance)

- 1. Leur style de leadership
- 2. Leur méthode de management de projets actuelle
- 3. La motivation et le nombre d'employés
- 4. Leur environnement technique et la dette accumulée
- 5. Le type de management des ressources humaines
- 6. Leur capacité d'investissement
- 7. Leur approche et attitude face au risque
- 8. La façon dont les fonctions sont organisées et s'alignent en termes de management
- 9. Leur dispersion géographique
- 10. Etc...



Agenda

- ✓ Introduction
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- ♥ Valeur pour l'Organisation Valeur au niveau de l'Organisation
 - En Théorie
 - En Pratique
- Questions Réponses



Une entreprise fictive...

Company's Programme Budget											
	Quaterly Budget										
Year 1	£	1,200.00	£	300.00							
Year 2	£	1,200.00	£	300.00							
Year 3	£	1,200.00	£	300.00							

... et son programme de changement

		Portfolio of Projects	
	Project Value/Quarter	Delivery Cost/Quarter	Effort Required (in Quarter)
Project 1	£ 200.00	£ 100.00	4
Project 2	£ 200.00	£ 100.00	4
Project 3	£ 200.00	£ 100.00	4
Project 4	£ 200.00	£ 100.00	4
Project 5	£ 200.00	£ 100.00	4
Project 6	£ 200.00	£ 100.00	4
Project 7	£ 200.00	£ 100.00	4
Project 8	£ 200.00	£ 100.00	4
Project 9	£ 200.00	£ 100.00	4
Project 10	£ 200.00	£ 100.00	4



Retour sur le cycle en cascade

			Ye	ear 1	
		Q1	Q2	Q3	Q4
Project 1	Project Cost	£100.00	£100.00	£100.00	£ 100.00
_	Cumulated Project Cost	£100.00	£200.00	£300.00	£ 400.00
	Release Number				R1
	% Value per Release				100.00%
	Release Value per Quarter	£ -	£ -	£ -	£ 200.00
	Value Generated	£ -	£ -	£ -	£ -
	Cumulated Value Generated	£ -	£ -	£ -	£ -
	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00
Project 2	Project Cost	£100.00	£100.00	£100.00	£ 100.00
	Project Balance	-£ 100.00	-£ 200.00	-£300.00	-£ 400.00
Project 3	Project Cost	£100.00	£100.00	£100.00	£ 100.00
	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00
Project 4	Project Cost				
	Project Balance				
Project 5	Project Cost				
_	Project Balance				
Project 6	Project Cost				
	Project Balance				
Project 7	Project Cost				
1	Project Balance				
Project 8	Project Cost				
	Project Balance				
Project 9	Project Cost				
	Project Balance				
	B	0.200.00	0.200.00	0.200.00	£ 300.00
	Programme Cost	£ 300.00	£300.00	£300.00	
	Cumulated Programme Cost	£ 300.00	£600.00	£900.00	£1,200.00
	Releases Value per Quarter Value Generated	£ -	£ -	£ -	£ 600.00
		£ -	£ -	£ -	£ -
	Cumulated Value Generated				~
	Programme Balance	-£ 300.00	-£ 600.00	-£900.00	-£1,200.00



Retour sur le cycle en cascade

			Υe	ear 1			Ye	ar 2	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project 1	Project Cost	£100.00	£100.00	£100.00	£ 100.00	£ -	€ -	£ -	£ -
	Cumulated Project Cost	£100.00	£200.00	£300.00	£ 400.00	£ 400.00	£ 400.00	£ 400.00	£ 400.00
	Release Number				R1				
	% Value per Release				100.00%				
	Release Value per Quarter	£ -	£ -	£ -	€ 200.00	£ -	£ -	£ -	£ -
	Value Generated	£ -	£ -	£ -	£ -	£ 200.00	£ 200.00	£ 200.00	€ 200.00
	Cumulated Value Generated	£ -	£ -	£ -	£ -	£ 200.00	£ 400.00	£ 600.00	£ 800.00
	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00	-£ 200.00	£ -	€ 200.00	£ 400.00
Project 2	Project Cost	£100.00	£100.00	£100.00	£ 100.00	£ -	£ -	£ -	£ -
	Project Balance	-£ 100.00	-£ 200.00	-£300.00	-£ 400.00	-£ 200.00	£ -	£ 200.00	£ 400.00
Project 3	Project Cost	£100.00	£100.00	£100.00	£ 100.00	£ -	£ -	£ -	£ -
1	Project Balance	-£100.00	-£ 200.00	-£ 300.00	-£ 400.00	-£ 200.00	€ -	£ 200.00	£ 400.00
Project 4	Project Cost					£ 100.00	£ 100.00	£ 100.00	£ 100.00
	Project Balance					-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00
Project 5	Project Cost					£ 100.00	€ 100.00	£ 100.00	£ 100.00
	Project Balance					-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00
Project 6	Project Cost					£ 100.00	€ 100.00	£ 100.00	£ 100.00
	Project Balance					-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00
Project 7	Project Cost								
	Project Balance								
Project 8	Project Cost								
	Project Balance								
Project 9	Project Cost								
	Project Balance								
	Programme Cost	£300.00	£300.00	£300.00	£ 300.00	£ 300.00	£ 300.00	£ 300.00	£ 300.00
		£300.00	£ 600.00	£ 900.00	£ 1,200.00	£ 1,500.00	£ 1,800.00	£ 2,100.00	£ 2,400.00
	Cumulated Programme Cost Releases Value per Quarter	_	_	_	£ 1,200.00	£ 1,500.00	£ 1,000.00	£ 2,100.00	£ 600.00
	Value Generated		£ -	_		£ 600.00	£ 600.00	£ 600.00	£ 600.00
	Cumulated Value Generated	£ -	£ -	£ -	£ -				
		£ 300.00					£1,200.00	£1,800.00	£ 2,400.00
	Programme Balance	-£ 300.00	-£ 600.00	-£900.00	-£1,200.00	-€ 900.00	-£ 600.00	-£ 300.00	€ -



Retour sur le cycle en cascade

i			Year 1				Year 2							Year 3								
		Q1	Q2	Q3	Q4		Q1		Q2	!	Q3		Q4		Q1		Q2	2	Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£100.00	£	100.00	£	-	£	-	£	-	£	_	£	-	£	-	£	-	£	-
_	Cumulated Project Cost	£100.00	£200.00	£300.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00
	Release Number					R1																
	% Value per Release				10	00.00%																
	Release Value per Quarter	£ -	£ -	£ -	£	200.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Value Generated	£ -	£ -	£ -	£	-	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00
	Cumulated Value Generated	£ -	£ -	£ -	£	-	£	200.00	£	400.00	£	600.00	£	800.00	£1	1,000.00	£	1,200.00	£	1,400.00	£	1,600.00
	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	Æ.	400.00	-£	200.00	£	-	£	200.00	£	400.00	£	600.00	£	800.00	£	1,000.00	£	1,200.00
Project 2	Project Cost	£100.00	£100.00	£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance	-£100.00	-£ 200.00	-£ 300.00	Æ.	400.00	æ	200.00	£	-	£	200.00	£	400.00	£	600.00	£	800.00	£	1,000.00	£	1,200.00
Project 3	Project Cost	£100.00	£100.00	£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	Æ.	400.00	£	200.00	£	-	£	200.00	£	400.00	£	600.00	£	800.00	£	1,000.00	£	1,200.00
Project 4	Project Cost						£	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance						£.	100.00	£.	200.00	Æ.	300.00	£.	400.00	Æ.	200.00	£	-	£	200.00	£	400.00
Project 5	Project Cost						£	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	_
	Project Balance						£	100.00	£.	200.00	-£	300.00	£	400.00	Æ.	200.00	£		£	200.00	£	400.00
Project 6	Project Cost						£	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance						£.	100.00	£.	200.00	Æ.	300.00	£.	400.00	Æ.	200.00	£	-	£	200.00	£	400.00
Project 7	Project Cost														£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance														-£	100.00	-£	200.00	-£	300.00	-£	400.00
Project 8	Project Cost														£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance														Æ.	100.00	Æ.	200.00	-£	300.00	-£	400.00
Project 9	Project Cost														£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance														-£	100.00	-£	200.00	-£	300.00	-£	400.00
	Brown Coot	£300.00	£300.00	£300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	-	300.00
	Programme Cost Cumulated Programme Cost	£300.00	£ 600.00	£ 900.00	_	,200.00	_	1,500.00	_	1,800.00	-	2,100.00		2,400.00		2,700.00	-	3,000.00	_	3,300.00	£	3,600.00
	Releases Value per Quarter	£ 300.00	£ -	£ 900.00	+	600.00	£1	,500.00	£	1,000.00	£	,100.00	£	•	£	2,700.00	£	•	£	3,300.00	£	600.00
i	Value Generated	_	£ -		£	000.00	£	600.00	£	600.00	£	600.00	£			1,200.00		1,200.00		1,200.00	-	1,200.00
	Cumulated Value Generated	£ -	£ -	£ -	£		£	600.00	_	1.200.00	-	1.800.00	_	2,400.00	_	3,600.00	_	4,800.00	_	6,000.00	-	7,200.00
i	Programme Balance	£ 300.00	£ 600.00	£ 900.00		.200.00		900.00	æ Æ	,		,	£	2,400.00		,		,		,		3,600.00
i	Programme balance	-£ 200.00	-£ 000.00	-£ 300.00	-z. i	,200.00	*	300.00	- x .	000.00	*	300.00	π.	-	*	300.00	- 150	1,000.00	*	2,700.00	π.	3,000.00



Retour sur le cycle en cascade

			Υe	ar 1			Ye	ar 2		Year 3					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4	Q1	Q2	Q3	Q4			
Project 1	Project Cost	£100.00	£100.00	£100.00	£ 100.00	£ -	£ -	£ - £ -	£ -	€ -	£ -	€ -			
	Cumulated Project Cost	£100.00	£200.00	£300.00	£ 400.00	€ 400.00	£ 400.00	£ 400.00 £ 400.	00 £ 400.	00 £ 400.00	€ 400.00	€ 400.00			
	Release Number				R1										
	% Value per Release				100.00%										
	Release Value per Quarter	£ -	£ -	£	€ 200.00	£ -	£ -	£ - £	- £	- £ -	£ -	£ -			
	Value Generated	£	£ -	£ -	£ -	€ 200.00	£ 200.00	£ 200.00 £ 200.	00 £ 200.	00 € 200.00	£ 200.00	€ 200.00			
	Cumulated Value Generated	£	£ -	£ -	£ -	€ 200.00	£ 400.00	£ 600.00 £ 800.	00 £1,000.	00 £1,200.00	£ 1,400.00	€ 1,600.00			
	Project Balance	-£100.00	-£ 200.00	-£ 300.00	-£ 400.00	-€ 200.00	£ -	£ 200.00 £ 400.	00 £ 600.	00.008 £ 00	£ 1,000.00	€ 1,200.00			
Project 2	Project Cost	£100.00	£100.00	£100.00	£ 100.00	£ -	£ -	£ - £ -	£ -	€ -	£ -	£ -			
	Project Balance	£ 100.00	-£ 200.00	£ 300.00	-£ 400.00	-£ 200.00	£ -	£ 200.00 £ 400.	00 £ 600.	00.008 £ 00	£ 1,000.00	€ 1,200.00			
Project 3	Project Cost	£100.00	£100.00	£100.00	£ 100.00	£ -	£ -	£ - £ -	£ -	£ -	£ -	£ -			
_	Project Balance	-£ 100.00	-£ 200.00	-£ 300.00	-£ 400.00	-£ 200.00	£ -	£ 200.00 £ 400.	00 £ 600.	00.008 £ 00	£ 1,000.00	£ 1,200.00			
Project 4	Project Cost					£ 100.00	£ 100.00	£ 100.00 £ 100.	00 £ -	€ -	£ -	£ -			
	Project Balance					-£ 100.00	-£ 200.00	-£ 300.00 -£ 400.	00 -€ 200.	00 £ -	€ 200.00	£ 400.00			
Project 5	Project Cost					£ 100.00	£ 100.00	£ 100.00 £ 100.	00 £ -	£ -	£ -	£ -			
1	Project Balance					-£ 100.00	-£ 200.00	-£ 300.00 -£ 400.	00 -€ 200.	00 £ -	£ 200.00	£ 400.00			
Project 6	Project Cost					£ 100.00	£ 100.00	£ 100.00 £ 100.	00 £ -	£ -	£ -	£ -			
1	Project Balance					-£ 100.00	-£ 200.00	-£ 300.00 -£ 400.	00 -€ 200.	00 £ -	£ 200.00	£ 400.00			
Project 7	Project Cost								£ 100.	00 € 100.00	£ 100.00	€ 100.00			
1	Project Balance								-£ 100.	00 -€ 200.00	-£ 300.00	-£ 400.00			
Project 8	Project Cost								£ 100.	00 £ 100.00	€ 100.00	€ 100.00			
1	Project Balance								-£ 100.	00 -€ 200.00	-£ 300.00	-£ 400.00			
Project 9	Project Cost								£ 100.	00 £ 100.00	£ 100.00	€ 100.00			
,	Project Balance								-£ 100.	00 -€ 200.00	-£ 300.00	-£ 400.00			
	Programme Cost	£300.00	£300.00	£300.00	£ 300.00	£ 300.00	£ 300.00	£ 300.00 £ 300.			£ 300.00	£ 300.00			
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1,200.00	£1,500.00	£1,800.00	£2,100.00 £2,400.	-	-	£ 3,300.00	£ 3,600.00			
	Releases Value per Quarter	£ -	£ -	£ -	£ 600.00	£ -	£ -	£ - £ 600.	_	£ -	£ -	£ 600.00			
	Value Generated	£ -	£ -	£ -	£ -	£ 600.00	£ 600.00	£ 600.00 £ 600.		-	£ 1,200.00	£ 1,200.00			
	Cumulated Value Generated	£ -	£ -	£ -	£ -	£ 600.00	£1,200.00	£1,800.00 £2,400.	-	-	£ 6,000.00	£ 7,200.00			
	Programme Balance	£ 300.00	-£ 600.00	-£ 900.00	-£1,200.00	-£ 900.00	-£ 600.00	-£ 300.00 £ -	€ 900.	00 £1,800.00	€ 2,700.00	€ 3,600.00			



Pour cet exemple, la société doit financer jusqu'a Y2Q4

L'approche Agile a Distribution de valeur linéaire, exécution complète

		year 1							
		Q1	Q2	Q3	Q4				
Project 1	Project Cost	£100.00	£100.00	£100.00	£ 100.00				
	Cumulated Project Cost	£100.00	£200.00	£300.00	£ 400.00				
	Release Number	R1	R2	R3	R4				
	% Value per Release	25.00%	25.00%	25.00%	25.00%				
	Release Value per Quarter	€ 50.00	€ 50.00	€ 50.00	€ 50.00				
	Value Generated	£ -	€ 50.00	£100.00	€ 150.00				
	Cumulated Value Generated	£ -	€ 50.00	£150.00	£ 300.00				
	Project Balance	£ 100.00	-£ 150.00	-£150.00	-£ 100.00				
Project 2	Project Cost	£100.00	£100.00	£100.00	£ 100.00				
	Project Balance	£ 100.00	-£150.00	-£150.00	-£ 100.00				
Project 3	Project Cost	£100.00	£100.00	£100.00	£ 100.00				
	Project Balance	-£100.00	-£150.00	-£150.00	-£ 100.00				
Project 4	Project Cost								
	Project Balance								
Project 5	Project Cost								
	Project Balance								
Project 6	Project Cost								
	Project Balance								
Project 7	Project Cost								
	Project Balance								
Project 8	Project Cost								
	Project Balance								
Project 9	Project Cost								
	Project Balance								
	Programme Cost	£300.00	£300.00	£300.00	£ 300.00				
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1,200.00				
	Releases Value per Quarter	£150.00	£150.00	£150.00	£ 150.00				
	Value Generated	£ -	£150.00	£300.00	£ 450.00				
	Cumulated Value Generated	£ -	£150.00	£450.00	£ 900.00				
	Programme Balance	£ 300.00	-£ 450.00	-£ 450.00	-£ 300.00				



L'approche Agile a Distribution de valeur linéaire, exécution complète

			Year 2											
		Q1	Q2	Q3	Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£100.00	£	100.00	£	-	£	-	£	-	£	-
	Cumulated Project Cost	£100.00	£200.00	£300.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00
	Release Number	R1	R2	R3		R4								
	% Value per Release	25.00%	25.00%	25.00%	2	5.00%								
	Release Value per Quarter	€ 50.00	€ 50.00	€ 50.00	£	50.00								
	Value Generated	£ -	£ 50.00	£100.00	£	150.00	£	200.00	£	200.00	£	200.00	£	200.00
	Cumulated Value Generated	£ -	£ 50.00	£150.00	£	300.00	£	500.00	£	700.00	£	900.00	£1	,100.00
	Project Balance	-£100.00	-£150.00	-£150.00	-£	100.00	¥	100.00	£	300.00	£	500.00	£	700.00
Project 2	Project Cost	£100.00	£100.00	£100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance	£ 100.00	-£150.00	-£150.00	-£	100.00	£	100.00	£	300.00	£	500.00	£	700.00
Project 3	Project Cost	£100.00	£100.00	£100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£ 150.00	-£ 150.00	-£	100.00	£	100.00	£	300.00	£	500.00	£	700.00
Project 4	Project Cost						£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance						Æ.	100.00	-£	150.00	Æ.	150.00	Æ.	100.00
Project 5	Project Cost						£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance						Æ.	100.00	-£	150.00	Æ.	150.00	-£	100.00
Project 6	Project Cost						£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance						Æ.	100.00	-£	150.00	Æ.	150.00	-£	100.00
Project 7	Project Cost													
_	Project Balance													
Project 8	Project Cost													
,	Project Balance													
Project 9	Project Cost													
,	Project Balance													
	Programme Cost	£300.00	£300.00	£300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00
	Cumulated Programme Cost	£300.00	£ 600.00	£900.00	£1	.200.00	£1	,500.00	-	00.008,1	_	2,100.00	-	400.00
	Releases Value per Quarter	£150.00	£150.00	£150.00	£	,	£	150.00	-	150.00	-	150.00	-	150.00
	Value Generated	£ -	£150.00	£300.00	£	450.00	£	600.00	-	750.00	£		-	,050.00
	Cumulated Value Generated	£ -	£150.00	£450.00	£	900.00	_	,500.00	_	2,250.00	_	3,150.00	-	,200.00
	Programme Balance	-£ 300.00	-£ 450.00	-£ 450.00	Æ.	300.00	£	-	£	450.00	£1	,050.00		,800.00



L'approche Agile a Distribution de valeur linéaire, exécution complète

1	,		y _f	ear 1					Year 2						Year 3								
ı	<u>'</u>	Q1	Q2	Q3	Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		
Project 1	Project Cost	£100.00	£100.00	£100.00	£ 1	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	
	Cumulated Project Cost	£100.00	£200.00	£300.00	£ 4	400.00	£ 4	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	
	Release Number	R1	R2	R3		R4																	
·	% Value per Release	25.00%	25.00%	25.00%	25	5.00%																	
1	Release Value per Quarter	€ 50.00	£ 50.00	€ 50.00	£	50.00																	
	Value Generated	£ -	€ 50.00	£100.00	£ 1	150.00	£ 2	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	
	Cumulated Value Generated	£ -	€ 50.00	£150.00	£ 3	300.00	£ 5	500.00	£	700.00	£	900.00	£1	1,100.00	£1	,300.00	£1,	,500.00	£	1,700.00	£	1,900.00	
	Project Balance	-£ 100.00	-£150.00	-£ 150.00	-£ 1	100.00	£ 1	100.00	£	300.00	£	500.00	£	700.00	£	900.00	£1,	,100.00	£	1,300.00	£	1,500.00	
Project 2	Project Cost	£100.00	£100.00	£100.00	£ 1	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	
	Project Balance	-£ 100.00	-£ 150.00	-£ 150.00	-£ 1	100.00	£ 1	100.00	£	300.00	£	500.00	£	700.00	£	900.00	£1,	,100.00	£	1,300.00	£	1,500.00	
Project 3	Project Cost	£100.00	£100.00	£100.00	£ 1	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	_	£	-	
<u>.</u>	Project Balance	-£ 100.00	-£150.00	-£ 150.00	-£ 1	100.00	£ 1	100.00	£	300.00	£	500.00	£	700.00	£	900.00	£1,	,100.00	£	1,300.00	£	1,500.00	
Project 4	Project Cost		4	Assessing.	A IIII		£ 1	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-	
	Project Balance		4	A	A		-£ 1	100.00	-£	150.00	-£	150.00	-£	100.00	£	100.00	£	300.00	£	500.00	£	700.00	
Project 5	Project Cost		A STATE OF THE STA	ARREST T			£ 1	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	_	£	-	
	Project Balance						-£ 1	100.00	-£	150.00	-£	150.00	-£	100.00	£	100.00	£	300.00	£	500.00	£	700.00	
Project 6	Project Cost		4	A = 100			£ 1	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-	
	Project Balance		4		A = 0		-£ 1	100.00	-£	150.00	-£	150.00	-£	100.00	£	100.00	£	300.00	£	500.00	£	700.00	
Project 7	Project Cost			ARREST !											£	100.00	£	100.00	£	100.00	£	100.00	
	Project Balance														-£	100.00	-£	150.00	-£	150.00	-£	100.00	
Project 8	Project Cost		4	A = 100											£	100.00	£	100.00	£	100.00	£	100.00	
	Project Balance			A STEEL STEEL											Æ.	100.00	Æ.	150.00	Æ.	150.00	Æ.	100.00	
Project 9	Project Cost			ARREST TO SERVICE ARREST TO SE											£	100.00	£	100.00	£	100.00	£	100.00	
	Project Balance			A STATE OF THE STA											-£	100.00	-£	150.00	-£	150.00	-£	100.00	
	Programme Cost	£300.00	£300.00	£300.00	£ 3	300.00	£ 3	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	
1	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1,7	200.00	£1,/	500.00	-	1,800.00	+	2,100.00	_	2,400.00	_	2,700.00	_	,000.00	£	3,300.00	£	3,600.00	
1	Releases Value per Quarter	£150.00	£150.00	£150.00	£ 1	150.00	£ 1	150.00	£	150.00	_	150.00	£		£	150.00	_	150.00	£	150.00	£	150.00	
1	Value Generated	£ -	£150.00	£300.00	£ 4	450.00	£ 6	600.00	£	750.00	£	900.00	£1	1,050.00	£1	,200.00	£1,	,350.00	£	1,500.00	£	1,650.00	
1	Cumulated Value Generated	£ -	£150.00	£450.00	£ 9	900.00	£1,/	500.00	£2	2,250.00	£3	3,150.00	£4	4,200.00	£5	,400.00	£6,	,750.00	£	8,250.00	_	9,900.00	
1	Programme Balance	-£ 300.00	-£ 450.00	-£ 450.00	-£ 3	300.00	£	_	£	450.00	£1	1,050.00	£	1,800.00	€2	.700.00	£3	750.00	£	4,950.00	£	6,300.00	



L'approche Agile a Distribution de valeur linéaire, exécution complète

		year 1					Year 2										Ye	ar	3		
		Q1	Q2	Q3	Q4	Q	1	Q2	!	Q3		Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£100.00	£ 100.0	0 £	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Cumulated Project Cost	£100.00	£200.00	£300.00	£ 400.0	0 £	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00	£	400.00
	Release Number	R1	R2	R3	R4																
	% Value per Release	25.00%	25.00%	25.00%	25.00%																
	Release Value per Quarter	€ 50.00	€ 50.00	€ 50.00	€ 50.0	00															
	Value Generated	£ -	€ 50.00	£100.00	£ 150.0	0 £	200.00	£	200.00	£	200.00	£	200.00	œ	200.00	£	200.00	£	200.00	£	200.00
	Cumulated Value Generated	£ -	€ 50.00	£150.00	£ 300.0	0 £	500.00	£	700.00	£	900.00	£1,	100.00	£1	,300.00	£1	,500.00	æ	1,700.00	£	1,900.00
	Project Balance	-£100.00	-£150.00	-£150.00	-£ 100.0	0 £	100.00	£	300.00	£	500.00	æ	700.00	æ	900.00	£1	,100.00	æ	1,300.00	£	1,500.00
Project 2	Project Cost	£100.00	£100.00	£100.00	€ 100.0	0 £	-	£	-	£	-	£		£	-	£	-	£	-	£	-
	Project Balance	-£100.00	-£150.00	-£150.00	-£ 100.0	0 £	100.00	£	300.00	£	500.00	£	700.00	œ	900.00	£1	,100.00	£	1,300.00	£	1,500.00
Project 3	Project Cost	£100.00	£100.00	£100.00	£ 100.0	0 £	-	£	-	£	-	£		£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£150.00	-£150.00	-£ 100.0	0 £	100.00	£	300.00	£	500.00	£	700.00	£	900.00	£1	,100.00	£	1,300.00	£	1,500.00
Project 4	Project Cost					ŧ	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance					-£	100.00	-£	150.00	-£	150.00	Æ.	100.00	£	100.00	£	300.00	£	500.00	£	700.00
Project 5	Project Cost					ŧ	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance					-£	100.00	-£	150.00	-£	150.00	-£ '	100.00	£	100.00	£	300.00	£	500.00	£	700.00
Project 6	Project Cost					ť	100.00	£	100.00	£	100.00	£	100.00	£	-	£	-	£	-	£	-
	Project Balance					-£	100.00	-£	150.00	-£	150.00	Æ.	100.00	£	100.00	£	300.00	£	500.00	£	700.00
Project 7	Project Cost													£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance													£.	100.00	-£	150.00	-£	150.00	-£	100.00
Project 8	Project Cost													£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance													£.	100.00	-£	150.00	-£	150.00	-£	100.00
Project 9	Project Cost													£	100.00	£	100.00	£	100.00	£	100.00
	Project Balance													£	100.00	-£	150.00	£	150.00	-£	100.00
	Programme Cost	£300.00	£300.00	£300.00	£ 300.0	0 £	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00	£	300.00
ļ	Cumulated Programme Cost	£300.00	£ 600.00	£900.00	£1,200.0	0 £	1,500.00	£	1,800.00	£2,	,100.00	£ 2,4	400.00	£2	2,700.00	£3	,000.00	£	3,300.00	£	3,600.00
j	Releases Value per Quarter	£150.00	£150.00	£150.00	£ 150.0	0 £	150.00	£	150.00	£	150.00	£	150.00	£	150.00	£	150.00	£	150.00	£	150.00
j	Value Generated	£ -	£150.00	£300.00	£ 450.0	0 £	600.00	£	750.00	£	900.00	£ 1,0	050.00	£1	,200.00	£1	,350.00	£	1,500.00	£	1,650.00
j	Cumulated Value Generated	£ -	£150.00	£ 450.00	£ 900.0	0 1	1,500.00	8	2,250.00	£3,	,150.00	£4,	200.00	£5	,400.00	£6	,750.00	£	8,250.00	£	9,900.00
	Programme Balance	-£ 300.00	-£ 450.00	-£ 450.00	-£ 300.0	ŧ	-	£	450.00	£1,	,050.00	£1,	00.00	£2	2,700.00	£3	,750.00	£	4,950.00	£	6,300.00



Pour cet exemple, la société doit financer jusqu'a Y2Q1

L'approche Agile a 80% de Valeur, 50% exécution

		Q1	Q2	Q3	Q4
Project 1	Project Cost	£100.00	£100.00	£ -	£ -
	Cumulated Project Cost	£100.00	£200.00	£200.00	£ 200.00
	Release Number	R1	R2		
	% Value per Release	50.00%	30.00%		
	Release Value per Quarter	£ 100.00	€ 60.00	£ -	£ -
	Value Generated	£ -	£100.00	£160.00	£ 160.00
	Cumulated Value Generated	£	£100.00	£260.00	€ 420.00
	Project Balance	-£ 100.00	-£ 100.00	£ 60.00	£ 220.00
Project 2	Project Cost	£100.00	£100.00	£ -	£ -
	Project Balance	-£100.00	-£100.00	€ 60.00	€ 220.00
Project 3	Project Cost	£100.00	£100.00	£ -	£ -
	Project Balance	-£100.00	-£ 100.00	£ 60.00	€ 220.00
Project 4	Project Cost			£100.00	£ 100.00
	Project Balance			-£100.00	-£ 100.00
Project 5	Project Cost			£100.00	£ 100.00
	Project Balance			£100.00	-£ 100.00
Project 6	Project Cost			£100.00	£ 100.00
	Project Balance			£ 100.00	-£ 100.00
Project 7	Project Cost				
	Project Balance				
Project 8	Project Cost				
	Project Balance				
Project 9	Project Cost				
	Project Balance				
	Programme Cost	£300.00	£300.00	£300.00	£ 300.00
	Cumulated Programme Cost	£300.00	£ 600.00	£900.00	£1,200.00
	Releases Value per Quarter	£300.00	£180.00	£300.00	£ 180.00
	Value Generated	£ -	£300.00	£ 480.00	£ 780.00
	Cumulated Value Generated	£ -	£300.00	£780.00	£1,560.00
	Programme Balance	£ 300.00	-£ 300.00	-£ 120.00	£ 360.00



L'approche Agile a 80% de Valeur, 50% exécution

				Year 2										
		Q1	Q2	Q3	Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£ -	£	-	£	-	£	-	£	-	£	-
	Cumulated Project Cost	£100.00	£200.00	£200.00	£ 200	00.0	£	200.00	£	200.00	£	200.00	£	200.00
	Release Number	R1	R2											
	% Value per Release	50.00%	30.00%											
	Release Value per Quarter	£ 100.00	£ 60.00	£ -	£	1								
	Value Generated	£ -	£100.00	£160.00	£ 160	00.0	£	160.00	£	160.00	£	160.00	£	160.00
	Cumulated Value Generated	£ -	£100.00	£260.00	€ 420	00.0	£	580.00	£	740.00	£	900.00	£1	,060.00
	Project Balance	-£ 100.00	-£ 100.00	€ 60.00	£ 220	00.0	£	380.00	£	540.00	£	700.00	£	860.00
Project 2	Project Cost	£100.00	£100.00	£ -	£		£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£ 100.00	€ 60.00	€ 220	00.0	£	380.00	£	540.00	£	700.00	£	860.00
Project 3	Project Cost	£100.00	£100.00	£ -	£		£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£ 100.00	£ 60.00	£ 220	00.0	£	380.00	£	540.00	£	700.00	£	860.00
Project 4	Project Cost			£100.00	£ 100	00.0	£	-	£	-	£	-	£	-
	Project Balance			-£100.00	-£ 100	00.0	£	60.00	£	220.00	£	380.00	£	540.00
Project 5	Project Cost			£100.00	£ 100	0.00	£	-	£	-	£	-	£	-
	Project Balance			-£100.00	-£ 100	00.0	£	60.00	£	220.00	£	380.00	£	540.00
Project 6	Project Cost			£100.00	£ 100	00.0	£	-	£	-	£	-	£	-
	Project Balance			-£100.00	-£ 100	00.0	£	60.00	£	220.00	£	380.00	£	540.00
Project 7	Project Cost						£	100.00	£	100.00	£	-	£	-
	Project Balance						-£	100.00	-£	100.00	£	60.00	£	220.00
Project 8	Project Cost						£	100.00	£	100.00	£	-	£	-
	Project Balance						-£	100.00	Æ.	100.00	£	60.00	£	220.00
Project 9	Project Cost						£	100.00	£	100.00	£	-	£	-
	Project Balance						£	100.00	-£	100.00	£	60.00	£	220.00
	Programme Cost	£300.00	£300.00	£300.00	£ 300	0.00	£	300.00	£	300.00	£	-	£	-
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1,200	0.00	£1	,500.00	£1	,800.00	£1	1,800.00	£1	,800.00
	Releases Value per Quarter	£300.00	£180.00	£300.00	£ 180	0.00	£	300.00	£	180.00	£	-	£	-
	Value Generated	£ -	£300.00	£480.00	£ 780	0.00	£	960.00	£1	,260.00	£1	1,440.00	£1	,440.00
	Cumulated Value Generated	£ -	£300.00	£780.00	£1,560	0.00	£2	,520.00	£3	3,780.00	£	5,220.00	£6	,660.00
	Programme Balance	-£ 300.00	-£ 300.00	-£120.00	£ 360	0.00	£1	,020.00	£1	,980.00	£3	3,420.00	£4	,860.00



L'approche Agile a 80% de Valeur, 50% exécution

			year 1					Year 2									Ye	ear:	3		
		Q1	Q2	Q3	Q4		Q1	Q2	!	Q3		Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	€ -	£	-	£ -	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Cumulated Project Cost	£100.00	£200.00	£200.00	£ 200	0.00	£ 200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00
	Release Number	R1	R2																		
	% Value per Release	50.00%	30.00%																		
	Release Value per Quarter	£ 100.00	€ 60.00	£	£	-															
	Value Generated	€ -	£100.00	£160.00	£ 160	0.00	£ 160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00
	Cumulated Value Generated	£	£100.00	£260.00	£ 420	0.00	€ 580.00	£	740.00	£	900.00	£1	1,060.00	£1	,220.00	£	1,380.00	£	1,540.00	£	1,700.00
	Project Balance	-£100.00	-£ 100.00	£ 60.00	£ 22	0.00	£ 380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 2	Project Cost	£100.00	£100.00	£ -	£	-	£ -	£	-	£	-	£		£	-	£	-	£		£	
	Project Balance	£ 100.00	-£100.00	£ 60.00	€ 22	0.00	£ 380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 3	Project Cost	£100.00	£100.00	£ -	£	-	£ -	£	-	£	-	£	-	£	-	£	-	£	-	£	
	Project Balance	£ 100.00	-£ 100.00	£ 60.00	£ 22	0.00	£ 380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 4	Project Cost			£100.00	£ 100	0.00	£ -	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance			£ 100.00	-£ 100	0.00	£ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 5	Project Cost			£100.00	£ 100	0.00	£ -	£	-	£	-	£		£	-	£	-	£		£	
	Project Balance			-£ 100.00	-£ 100	0.00	£ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 6	Project Cost			£100.00	£ 100	0.00	£ -	£	-	£	-	£		£	-	£	-	£		£	
	Project Balance			£100.00	-£ 100	0.00	£ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 7	Project Cost						£ 100.00	£	100.00	£	-	£		£	-	£	-	£		£	
	Project Balance						-£ 100.00	-£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 8	Project Cost						£ 100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	
	Project Balance						-£ 100.00	-£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 9	Project Cost						£ 100.00	£	100.00	£	-	£	-	£	-	£	-	£		£	
	Project Balance						-£ 100.00	-£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
	Programme Cost	£300.00	£300.00	£300.00	£ 30	0.00	£ 300.00	£	300.00	£	-	£	-	£	-	£	-	£	-	£	-
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1,20	0.00	£1,500.00	£	1,800.00	£1	,800.00	£1	1,800.00	£1	,800.00	£	1,800.00	£	1,800.00	£	1,800.00
	Releases Value per Quarter	£300.00	£180.00	£300.00	£ 18	0.00	£ 300.00	£	180.00	£	-	£	-	£	-	£	-	£	-	£	-
	Value Generated	£ -	£300.00	£ 480.00	£ 78	0.00	€ 960.00	£	1,260.00	£1	,440.00	£1	1,440.00	£1	,440.00	£	1,440.00	£	1,440.00	£	1,440.00
	Cumulated Value Generated	£ -	£300.00	£780.00	£1,56	0.00	€ 2,520.00	£	3,780.00	£5	,220.00	£6	5,660.00	£8	,100.00	£	9,540.00	£1	0,980.00	£1	2,420.00
	Programme Balance	-£ 300.00	-£ 300.00	-£ 120.00	€ 36	0.00	£1,020.00	£	1,980.00	£3	,420.00	£4	4,860.00	£6	,300.00	£	7,740.00	£	9,180.00	£1	0,620.00



L'approche Agile a 80% de Valeur, 50% exécution

			year 1						Yea			Year 3										
		Q1	Q2	Q3	Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£ -	£	_	£	-	£	-	£	-	£	_	£	-	£	-	£	_	£	-
	Cumulated Project Cost	£100.00	£200.00	£200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00
	Release Number	R1	R2																			
	% Value per Release	50.00%	30.00%																			
	Release Value per Quarter	£ 100.00	€ 60.00	£ -	£	-																
	Value Generated	£ -	£100.00	£160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00
	Cumulated Value Generated	£ -	£100.00	£260.00	£	420.00	£	580.00	£	740.00	£	900.00	£1	1,060.00	£1	,220.00		1,380.00	£	1,540.00	£	1,700.00
	Project Balance	-£100.00	-£100.00	£ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 2	Project Cost	£100.00	£100.00	£ -	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£100.00	€ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 3	Project Cost	£100.00	£100.00	£ -	£	-	£	-	£	-	£		£		£	-	£	-	£	-	£	-
	Project Balance	-£ 100.00	-£100.00	€ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 4	Project Cost			£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance			-£100.00	-£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 5	Project Cost			£100.00	£	100.00	£	-	£	-	£	_	£	_	£	-	£	-	£	-	£	-
	Project Balance			-£100.00	-£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 6	Project Cost			£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance			-£100.00	Æ.	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 7	Project Cost						£	100.00	£	100.00	£	_	£	-	£	_	£	_	£	_	£	_
	Project Balance						-£	100.00	Æ.	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 8	Project Cost						£	100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance						-£	100.00	Æ.	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 9	Project Cost						£	100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance						£	100.00	Æ.	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
	Programme Cost	£300.00	£300.00	£300.00	£	300.00	£	300.00	£	300.00	£		£		£	_	£		£		£	
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1,	,200.00	£1	,500.00	£	1,800.00	£1	1,800.00	£1	1,800.00	£1	,800.00	£	1,800.00	£	1,800.00	£	1,800.00
	Releases Value per Quarter	£300.00	£180.00	£300.00	£	180.00	£	300.00	£	180.00	£		£		£		£		£		£	
	Value Generated	£ -	£300.00	£480.00	+	780.00	£	960.00	£	1,260.00	£1	1,440.00	£1	1,440.00	£1	,440.00	£	1,440.00	£	1,440.00	£	1,440.00
	Cumulated Value Generated	£ -	£300.00	£780.08	£1,	,560.00	\$2	2,520.00	£	3,780.00	_	5,220.00	_		£8	3,100.00	£	9,540.00	£1	10,980.00	£1	12,420.00
	Programme Balance	-£ 300.00	-£ 300.00	-£ 120. 0	£	360.00	£ 1	,020.00	£	1,980.00	£3	3,420.00	£4	1,860.00	£6	6,300.00		7,740.00	£	9,180.00	£1	10,620.00



Pour cet exemple, la société doit financer jusqu'a Y1Q4

L'approche Agile a 80% de Valeur, 50% exécution

			year 1							Yea	ır 2				Year 3							
		Q1	Q2	Q3	Q4		Q1	(Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£ -	£	-	£	-	£	_	£	_	£	-	£	_	£	_	£	_	£	_
	Cumulated Project Cost	£100.00	£200.00	£200.00	£ 2	200.00	£ 200	0.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00
	Release Number	R1	R2																			
	% Value per Release	50.00%	30.00%			De	mar	rrer	les	s pro	jet	s plus	s t	ôt 🔲								
	Release Value per Quarter	£ 100.00	£ 60.00	£ -	£	-																
	Value Generated	£ -	£100.00	£160.00	-	160.00			£	160/00	_	160.00		160.00		160.00	£		£	160.00	£	160.00
	Cumulated Value Generated	£ -	£100.00	£260.00	£ 4	420.00			£	7/0.00	£	900.00	£1	,060.00	£1,	,220.00	-	1,380.00	£	1,540.00	£	1,700.00
	Project Balance	-£100.00	-£100.00	€ 60.00	£ 2	220.00	£ 380	0.00	£	540 00	£	700.00	£	860.00	£1,	,020.00	£1	1,180.00	£	1,340.00	£	1,500.00
Project 2	Project Cost	£100.00	£100.00	£ -	£	-	£	-	92		£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance	-£100.00	-£100.00	€ 60.00	£ 2	220.00	£ 380	0.00	£	540.00	£	700.00	£	860.00	£1,	,020.00	£1	1,180.00	£	1,340.00	£	1,500.00
Project 3	Project Cost	£100.00	£100.00	£ -	£	-	£	<u>-</u> /	£	<u> </u>	£		£		£		£	_	£	-	£	_
	Project Balance	-£100.00	-£ 100.00	£ 60.00	£ 2	220.00	£ 380	0.00	£	540.00	£	700.00	£	860.00	£1,	,020.00	£1	1,180.00	£	1,340.00	£	1,500.00
Project 4	Project Cost			£100.00	£	100.00	£	-	£		£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance			£ 100.00	-£ 1	100.00	£ 60	0.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 5	Project Cost			£100.00	£	100.00	£	-	£	_	£	_	£	-	£	_	£	_	£	-	£	_
	Project Balance			£ 100.00	-£ 1	100.00	£ 60	0.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 6	Project Cost			£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance			£100.00	£ 1	100.00	£ 60	0.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 7	Project Cost						£ 100	0.00	£	100.00	£	_	£	-	£	_	£	_	£	-	£	_
	Project Balance						£ 100	0.00 -	£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 8	Project Cost						£ 100	0.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance						£ 100	0.00 -	£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 9	Project Cost						£ 100	0.00	£	100.00	£	_	£	-	£	-	£	-	£	-	£	-
	Project Balance						£ 100	0.00 -	£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
	Programme Cost	£300.00	£300.00	£300.00	£ 3	300.00	£ 300	0.00	£	300.00	£	-	£	-	£	-	£	-	£	-	£	_
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£ 1,2	200.00	£1,500	0.00	£1,	,800.00	£1,	,800.00	£1	,800.00	£1,	,800.00	£1	1,800.00	£	1,800.00	£	1,800.00
	Releases Value per Quarter	£300.00	£180.00	£300.00	£ 1	180.00	£ 300	0.00	£	180.00	£		£		£		£		£		£	
	Value Generated	£ -	£300.00	£ 480.00	£ 7	780,00	£ 960	0.00	£1,	,260.00	£1,	,440.00	£1	,440.00	£1,	,440.00	£1	1,440.00	£	1,440.00	£	1,440.00
	Cumulated Value Generated	£ -	£300.00	£780.00	£1,5	560.00	\$ 2,520	0.00	£3,						£8,	,100.00	_	9,540.00	£1	0,980.00	£1	2,420.00
	Programme Balance	-£ 300.00	-€ 300.00	-£ 120. 0	£	360.00	£ 1,020	0.00	£1,	,980.00	£3	,420.00	£4	,860.00	£6	,300.00	£7	7,740.00	£	9,180.00	£1	0,620.00



Pour cet exemple, la société doit financer jusqu'a Y1Q4

L'approche Agile a 80% de Valeur, 50% exécution

ļ			year 1							Yea	ar 2							Ye	ear:	3		
		Q1	Q2	Q3	Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Project 1	Project Cost	£100.00	£100.00	£ -	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-	£	-
	Cumulated Project Cost	£100.00	£200.00	£200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00	£	200.00
	Release Number	R1	R2											\neg								
	% Value per Release	50.00%	30.00%			Dé	m	arrer	le	s pro	jet	s plu	s t	ôt 🔲								
	Release Value per Quarter	£ 100.00	£ 60.00	£ -	£						_	•										
	Value Generated	£ -	£100.00	£160.00	£	160.00	£	160.00	£	160/00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00	£	160.00
	Cumulated Value Generated	£ -	£100.00	£260.00	£	420.00	£	580.00	£	7/0.00	£	900.00	£1	,060.00	£1	Fcc	conomies de budget				700.00	
	Project Balance	£ 100.00	-£100.00	€ 60.00	£	220.00	£	380.00	£	540 00	£	700.00	£	860.00	£1	,	/I IV	Jillics	, u	C Duu	yc	500.00
Project 2	Project Cost	£100.00	£100.00	£ -	£	-	£	-	Z	7-	£	-	£	-	£	-	£	-	ŧ	-	£	-
	Project Balance	-£100.00	-£100.00	£ 60.00	£	220.00	£	380.00	£	540.00	æ	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 3	Project Cost	£100.00	£100.00	£ -	£	-	£	-/	£	<i> </i> -	£	-	£	-	£	-	£	-	£	-	£	-
_	Project Balance	-£100.00	-£ 100.00	£ 60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£1	,020.00	£	1,180.00	£	1,340.00	£	1,500.00
Project 4	Project Cost			£100.00	£	100.00	£	/ -	£	-	£	-	£	-	£	-	£	- /	£	-	£	-
-	Project Balance			-£ 100.00	Æ.	100.00	£/	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 5	Project Cost			£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-/	£	-	£	-
	Project Balance			£ 100.00	-£	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860,00	£	1,020.00	£	1,180.00
Project 6	Project Cost			£100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	<i> </i> -	£	-	£	-
	Project Balance			£100.00	-£	100.00	£	60.00	£	220.00	æ	380.00	£	540.00	£	700.00	£	860.00	£	1,020.00	£	1,180.00
Project 7	Project Cost						£	100.00	£	100.00	£	-	£	-	£	-	£	<i>1</i> -	£	-	£	-
	Project Balance						£	100.00	£.	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 8	Project Cost						£	100.00	£	100.00	£	-	£	-	£	-	£	<i>-</i>	£	-	£	-
	Project Balance						£	100.00	£.	100.00	£	60.00	£	220.00	£	380.00	£	540.00	£	700.00	£	860.00
Project 9	Project Cost						£	100.00	£	100.00	£	-	£	-	£	-	£	-	£	-	£	-
	Project Balance						£	100.00	-£	100.00	£	60.00	£	220.00	£	380.00	#	540.00	£	700.00	£	860.00
	Programme Cost	£300.00	£300.00	£300.00	£	300.00	£	300.00	£	300.00	£	-	£	-	£	-	£	-	£	_	£	-
	Cumulated Programme Cost	£300.00	£600.00	£900.00	£1	1,200.00	£1	,500.00	£1	1,800.00	£1	,800.00	£1	,800.00	£1	,800.00	£	1,800.00	£	1,800.00	£	1,800.00
	Releases Value per Quarter	£300.00	£180.00	£300.00	£	180.00	£	300.00	£	180.00	£	-	£	-	£	-	£	-	£	-	£	-
	Value Generated	£ -	£300.00	£480.00	£	780,00	£	960.00	£1	1,260.00	£1	,440.00	£1	,440.00	£1	,440.00	£	1,440.00	£	1,440.00	£	1,440.00
	Cumulated Value Generated	£ -	£300.00	£780.00	£1	,560.00	\$2	,520.00	£3	3,780.00	£5	,220.00	£6	,660.00	£8	,100.00	£	9,540.00	£1	0,980.00	£1	2,420.00
	Programme Balance	-£ 300.00	-£ 300.00	-£ 120. 0	£	360.00	£ 1	,020.00	£1	1,980.00	£3	,420.00	£4	,860.00	£6	,300.00	£	7,740.00	£	9,180.00	£1	0,620.00

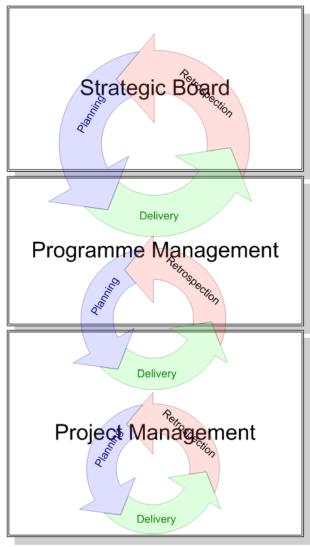


Pour cet exemple, la société doit financer jusqu'a Y1Q4

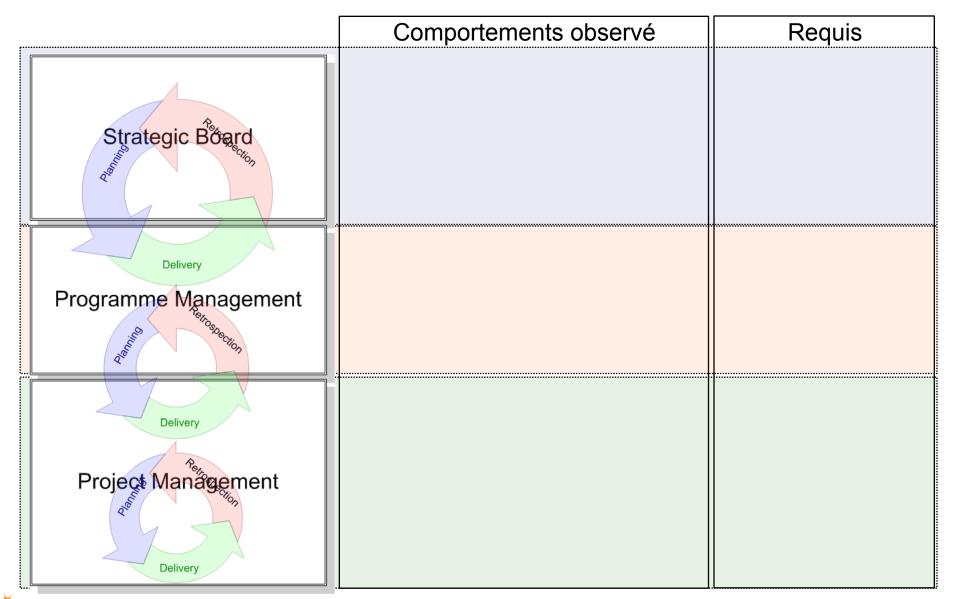
Agenda

- ✓ Introduction
- ☐ Agile et Valeur Comment les méthodes Agiles gèrent-elles la Valeur projet
- ♥ Valeur pour l'Organisation Valeur au niveau de l'Organisation
 - ✓ En Théorie
 - ⇒ En Pratique
- Questions Réponses











	Comportements observé	Requis
Strategic Board		
Programme Management		
Project Management Delivery Delivery	 Livraison continue et rapide de la solution (logiciel + autres livrables); Mécanismes de feedback rapide bases sur la Valeur en place pour les interactions avec la couche 'programme management'; Capacité a réorganiser, clôturer et démarrer de nouveaux projets rapidement. 	Agilité au niveau "Exécution"



,	Comportements observé	Requis
Strategic Board		
Programme Management	 Propositions et Business Cases basés sur la Valeur plutôt que le cout + MMF; Complete visibilité Financière en place (Valeur 'en attente', 'en progrès', 'construite', 'Live'); Vue des ressources/capacité; 	Agilité au niveau "Option/Décision"
Project Management Delivery Delivery	 Livraison continue et rapide de la solution (logiciel + autres livrables); Mécanismes de feedback rapide bases sur la Valeur en place pour les interactions avec la couche 'programme management'; Capacité a réorganiser, clôturer et démarrer de nouveaux projets rapidement. 	1

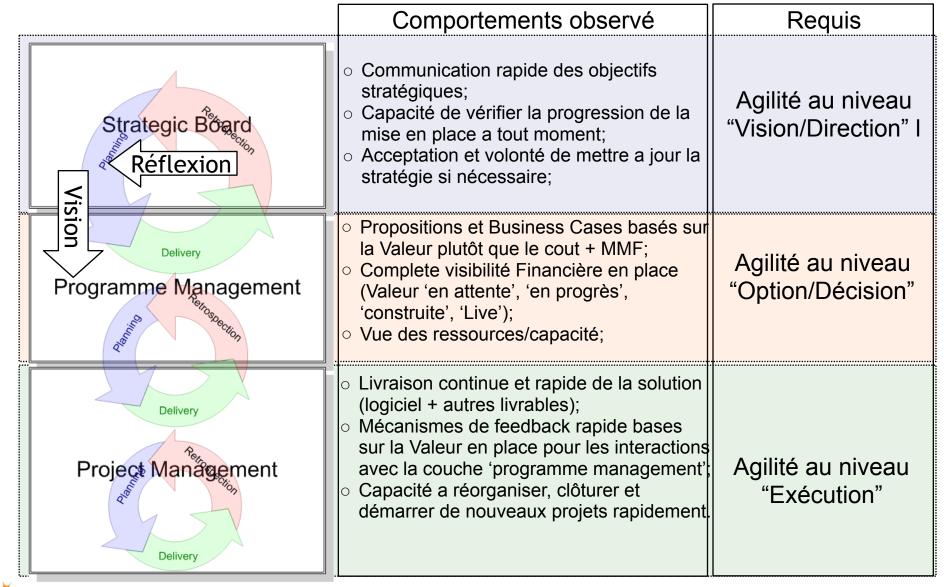


	Comportements observé	Requis
Strategic Board	 Communication rapide des objectifs stratégiques; Capacité de vérifier la progression de la mise en place a tout moment; Acceptation et volonté de mettre a jour la stratégie si nécessaire; 	Agilité au niveau "Vision/Direction" I
Programme Management	 Propositions et Business Cases basés sur la Valeur plutôt que le cout + MMF; Complete visibilité Financière en place (Valeur 'en attente', 'en progrès', 'construite', 'Live'); Vue des ressources/capacité; 	Agilité au niveau "Option/Décision"
Project Management Delivery Delivery	 Livraison continue et rapide de la solution (logiciel + autres livrables); Mécanismes de feedback rapide bases sur la Valeur en place pour les interactions avec la couche 'programme management'; Capacité a réorganiser, clôturer et démarrer de nouveaux projets rapidement. 	

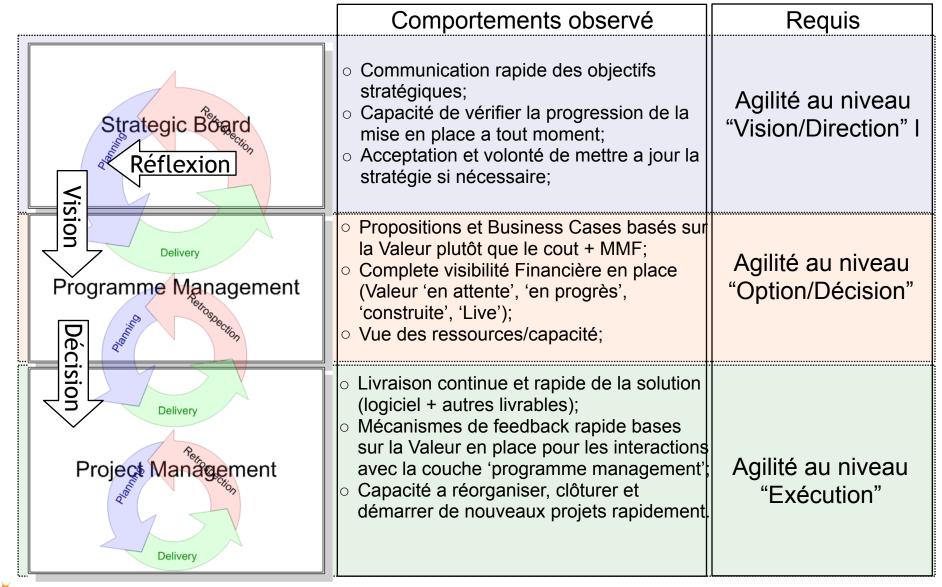


	Comportements observé	Requis
Strategic Board Réflexion	 Communication rapide des objectifs stratégiques; Capacité de vérifier la progression de la mise en place a tout moment; Acceptation et volonté de mettre a jour la stratégie si nécessaire; 	Agilité au niveau "Vision/Direction" I
Programme Management	 Propositions et Business Cases basés sur la Valeur plutôt que le cout + MMF; Complete visibilité Financière en place (Valeur 'en attente', 'en progrès', 'construite', 'Live'); Vue des ressources/capacité; 	Agilité au niveau "Option/Décision"
Project Management Delivery Delivery	 Livraison continue et rapide de la solution (logiciel + autres livrables); Mécanismes de feedback rapide bases sur la Valeur en place pour les interactions avec la couche 'programme management'; Capacité a réorganiser, clôturer et démarrer de nouveaux projets rapidement. 	Agilité au niveau "Exécution"

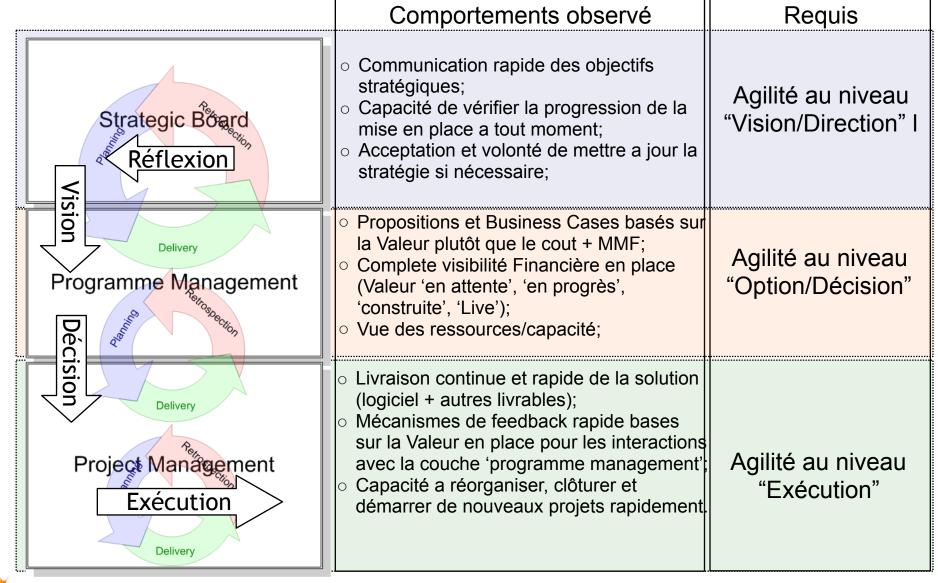




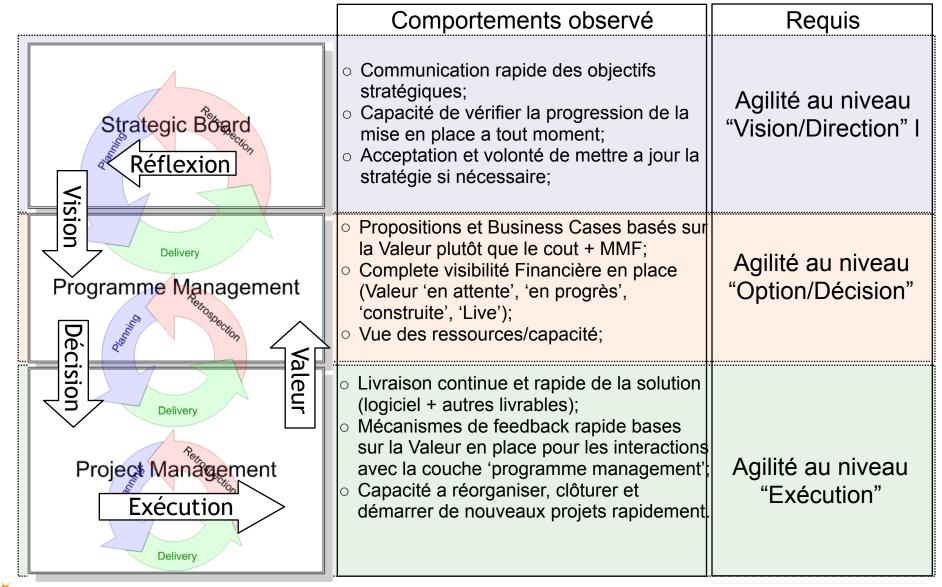




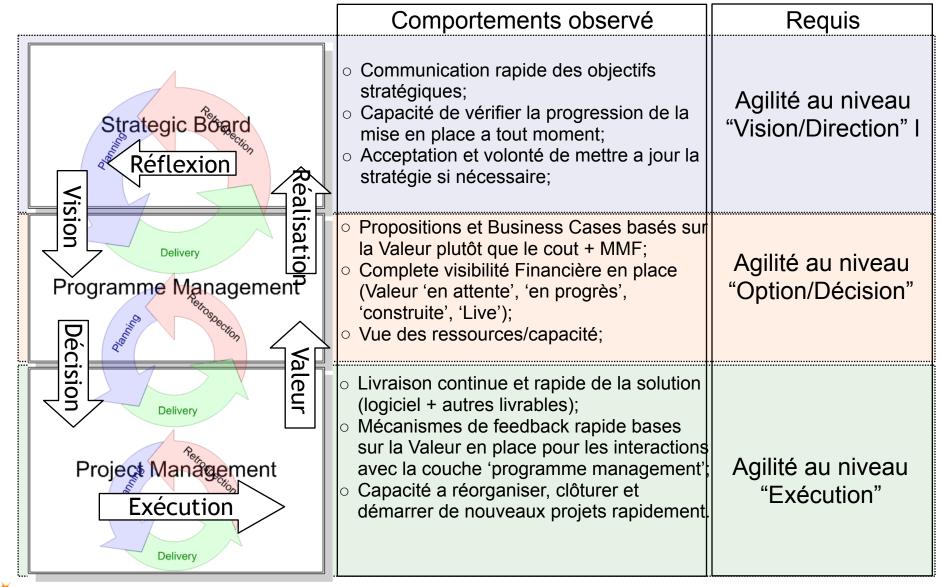














- Seulement de rares entreprises sont a ce niveau d'Agilité. En effet:
- Mettre en place toutes les pratiques est difficile;
 - L' entropie est forte.

Exemples de sociétés agiles.

Start Ups (especially if using Capital Venture input)





Agenda

- ☑ Introduction
- Agile et Valeur Comment les méthodes Agiles gèrent-elles la Valeur projet
- ☐ Valeur pour l'Organisation Valeur au niveau de l'Organisation
- Questions Réponses

Quelques questions?

Coordonnées

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oli@exoftware.com

