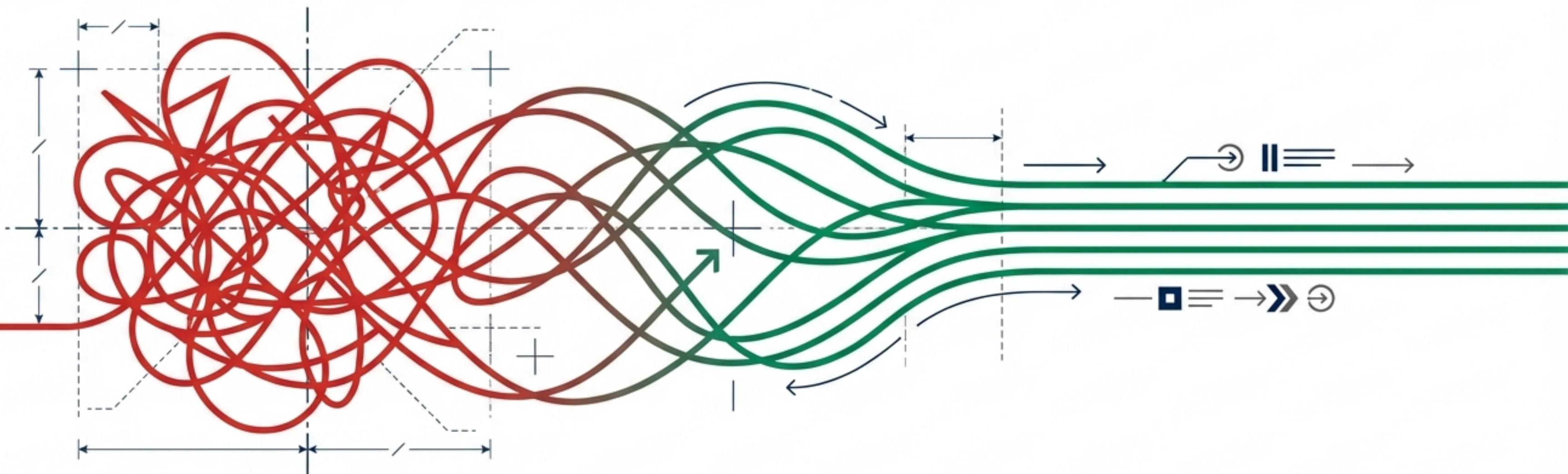


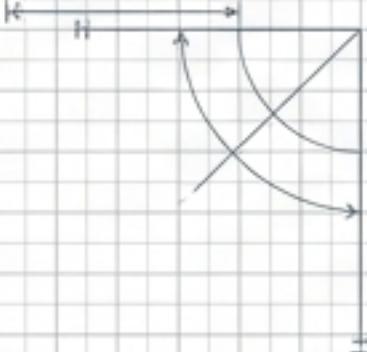
The Shift from Project to Product: A Blueprint for Banking Flow

Structuring Money, People, and Partners for the Digital Age



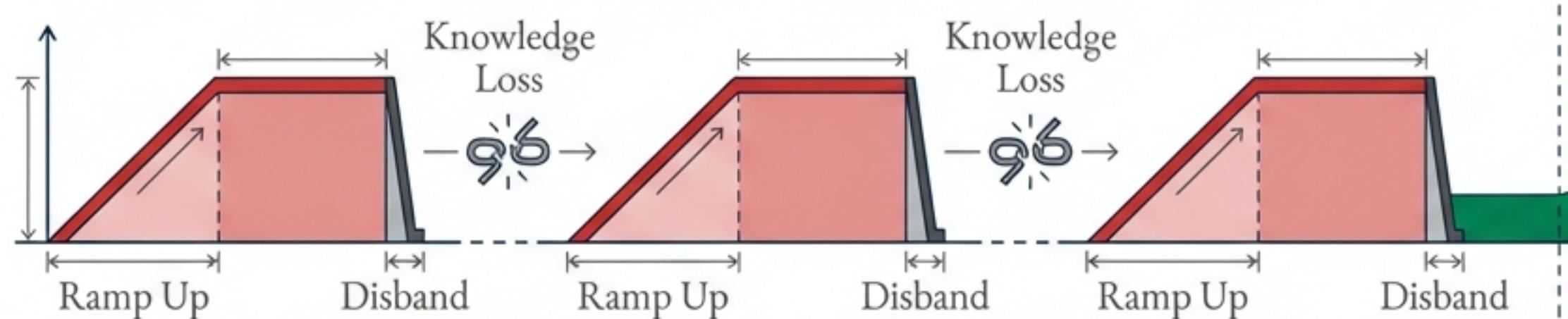
Based on Chapter 6: The Shift from Project to Product

Stop Renting Your Future. Start Funding It.

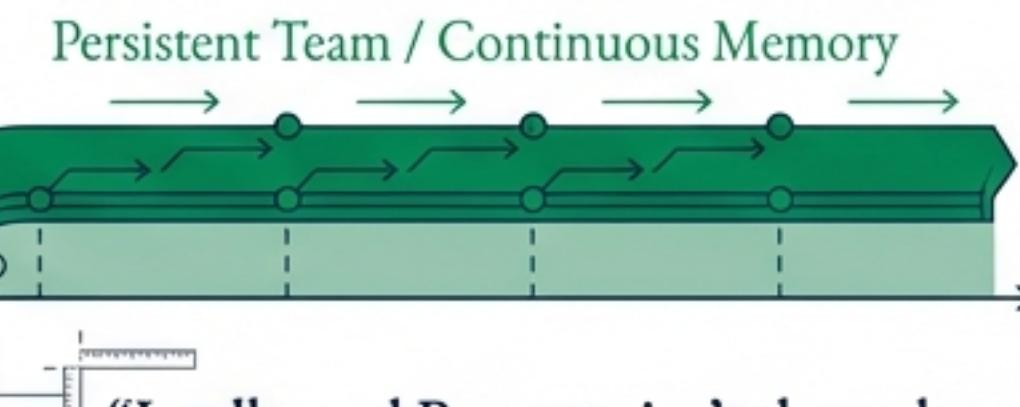


The Amnesia Architecture vs. Institutional Memory

Project Mindset (The Hire-Fire Cycle)



Product Mindset



Real-World Snapshot

Case Study: Deutsche Bank ("Project Kraken")

The Problem: Paying vendors to maintain a "black box."

The Action: Hired 3,000+ full-time engineers to replace consultants.

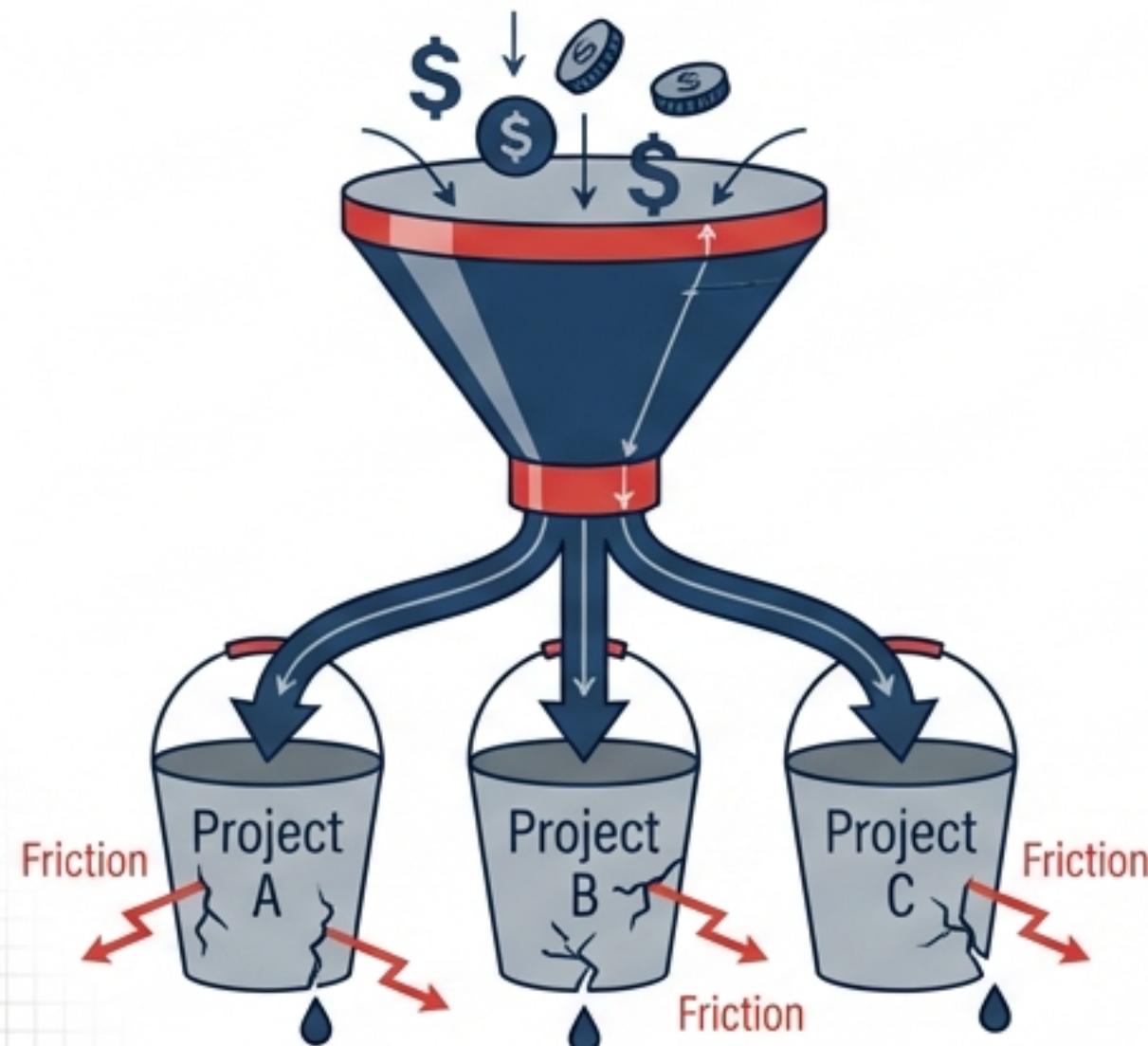
The Result: Simplified IT landscape from 45 operating systems to 4.



The Funding Shift: Betting on Capacity, Not Ideas.

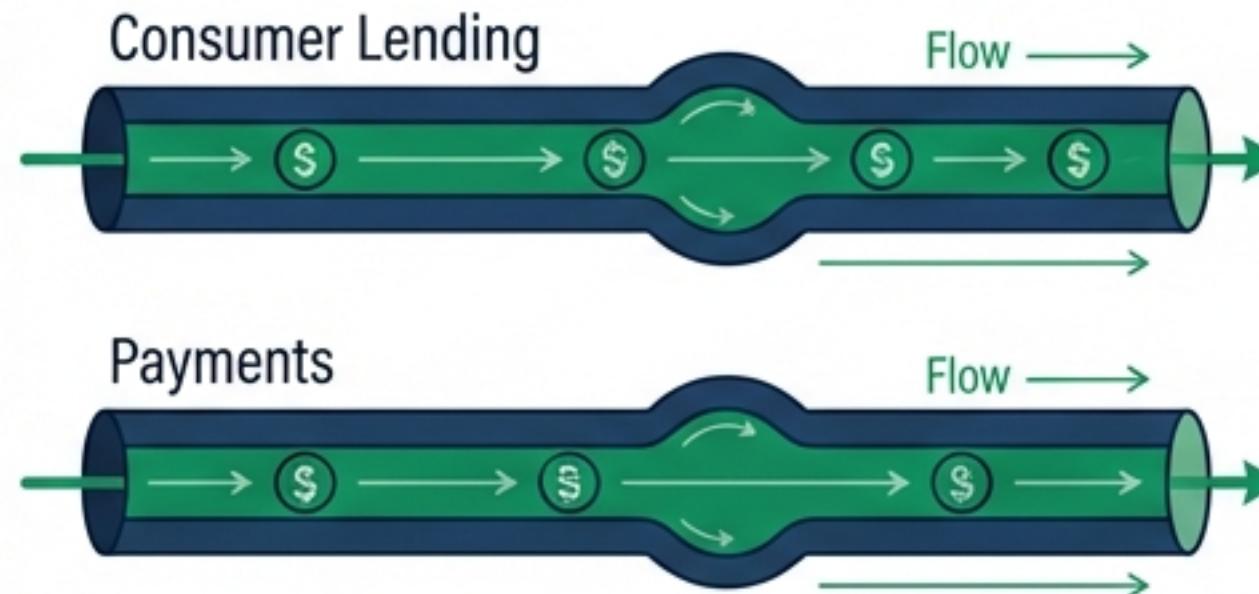
The Funding Shift: Betting on Capacity, Not Ideas.

Old Way: Betting on Ideas.



Annual budgets based on guesses.
Teams assembled and disbanded.

New Way: Betting on Capacity.

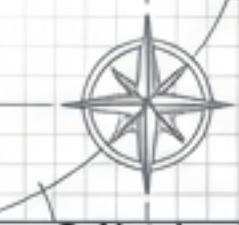


Funding persistent teams.
Stable budget, dynamic work prioritization.

It turns out, keeping a team together is cheaper than the friction of 'Stop-Start' funding.

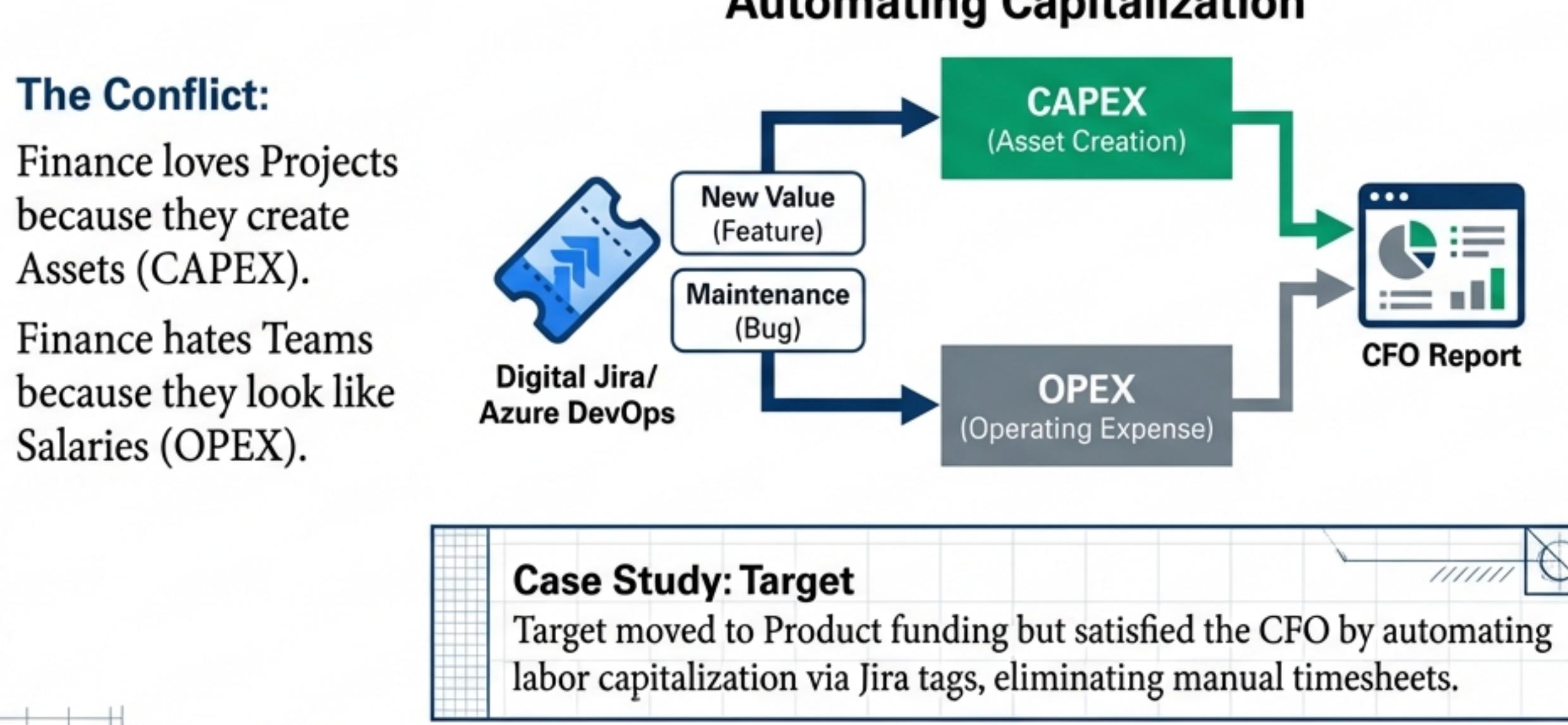
Real-World Snapshot: Barclays.

- Identified 80+ Value Streams.
- Funded the streams, not 500 disparate projects.
- **Result:** Processed 2X the throughput of work with the same headcount.



The CAPEX Trap: Speaking Agile to Accountants

Overcoming IAS 38 without Project Wrappers



The Product Owner is a 'Mini-CEO,' Not a Scribe



18.02.2019

ADULT SIZE

TITAN

DRAFT

08.02.2019

08.02.2019

NotebookLM



The Project Manager (The Scribe)

- Focus: Output
- Takes orders from stakeholders
- No budget authority



The Product Owner (The CEO)

- Focus: Outcome
- Owns the P&L and ROI
- Has the authority to say NO

Real-World Snapshot: ING Netherlands

ING dissolved 'The Clay Layer' of middle management.
All HQ employees had to re-apply for jobs in the new Squad model.
Result: Faster reaction to market changes by empowering POs with real authority.

Bridging the Talent Gap: Two-in-a-Box Leadership.



Solution 1: Two-in-a-Box (DBS Bank)



Shared KPIs. Tech measured on Revenue;
Business measured on Stability.
They stop negotiating and start solving.

Solution 2: Internal University (Capital One)

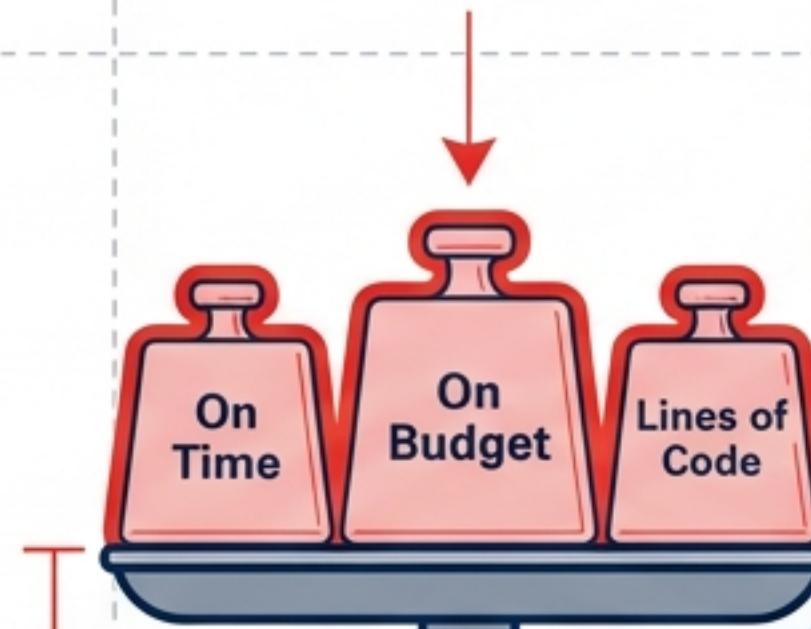


Acknowledged the shortage of 'Bilinguals.'
Built a Product College to teach Credit Analysts
about UX/Tech and Tech Leads about P&L.

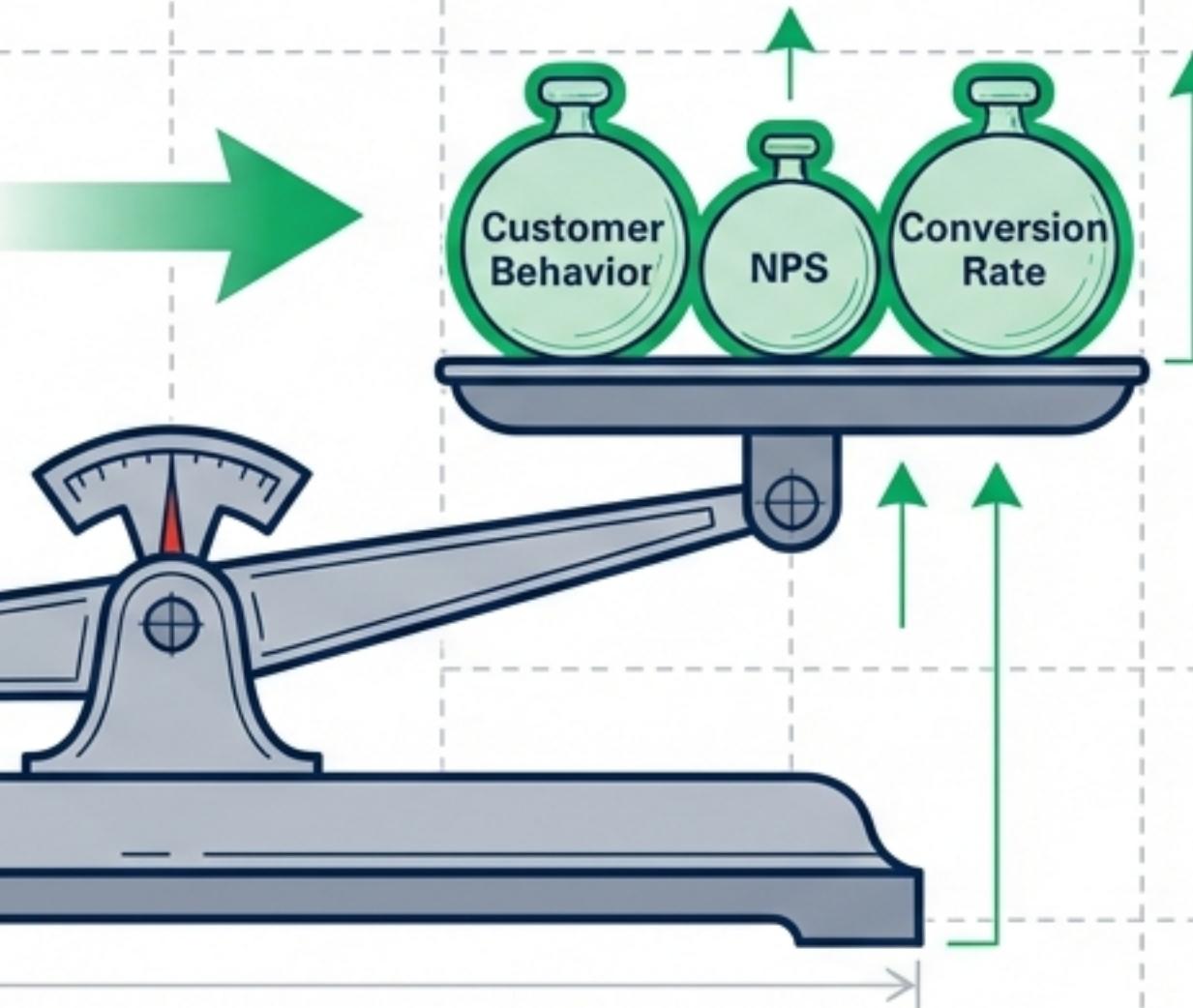
Measure Outcomes (Behavior), Not Outputs (Code)



Project Metrics (Vanity)



Product Metrics (Value)



Real-World Snapshot: Nubank

NPS
+87 ↗ vs Traditional Bank NPS ~30

Nubank's North Star Metric is Net Promoter Score.

Result: Zero spend on customer acquisition marketing; growth was entirely organic.

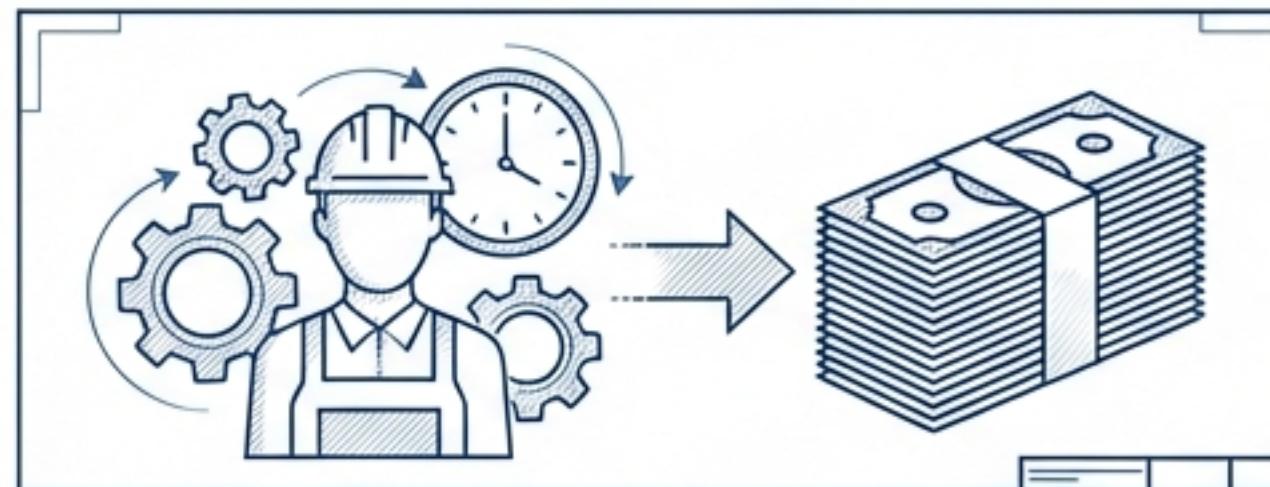
08.02.2019
Scale: 60 - 90

Key Insight: If you fund a team to deliver an app (Output), they will deliver it even if it's bad.
If you fund a team to achieve an Outcome, they will pivot until they find what works.

Managing the Ecosystem: Mercenaries vs. Missionaries

“You can outsource the Hands, but you must never outsource the Brain.”

The Mercenary (Vendor)



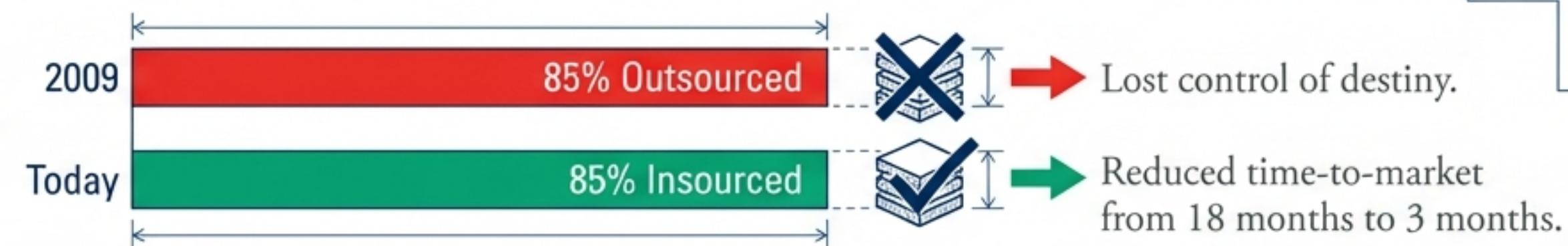
Optimizes for billable hours.
Incentivized to prolong the work.

The Missionary (Employee)

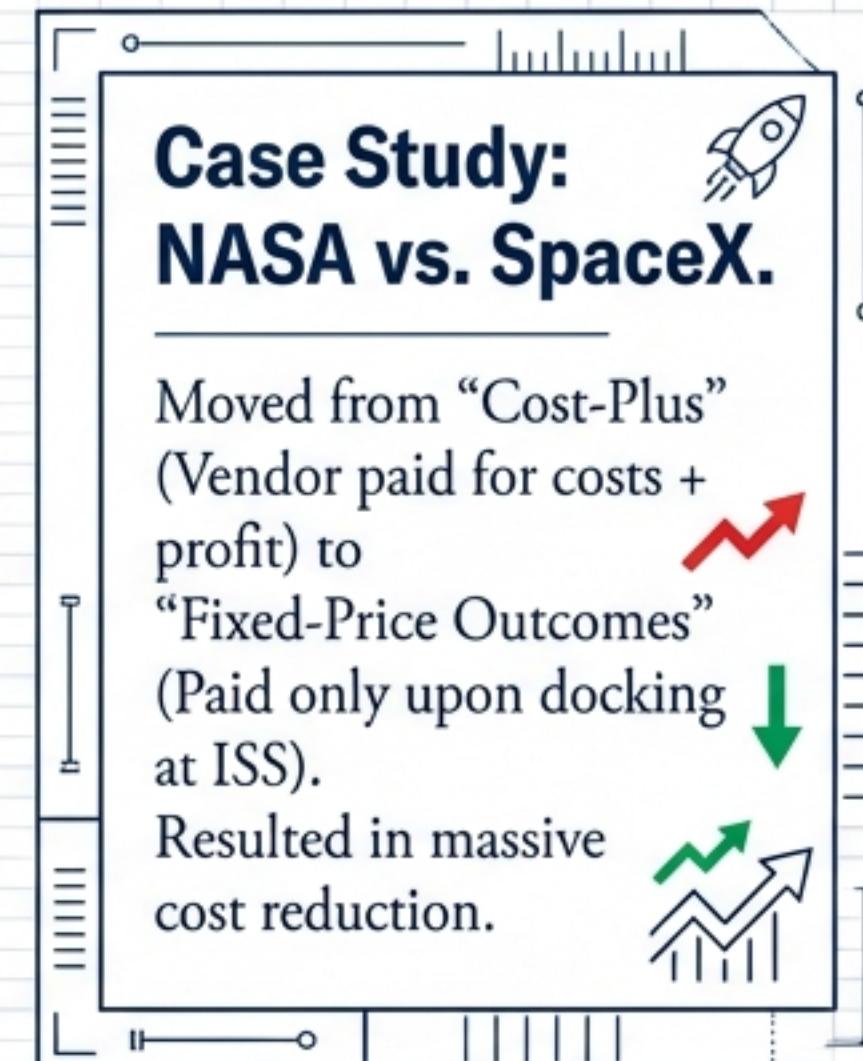
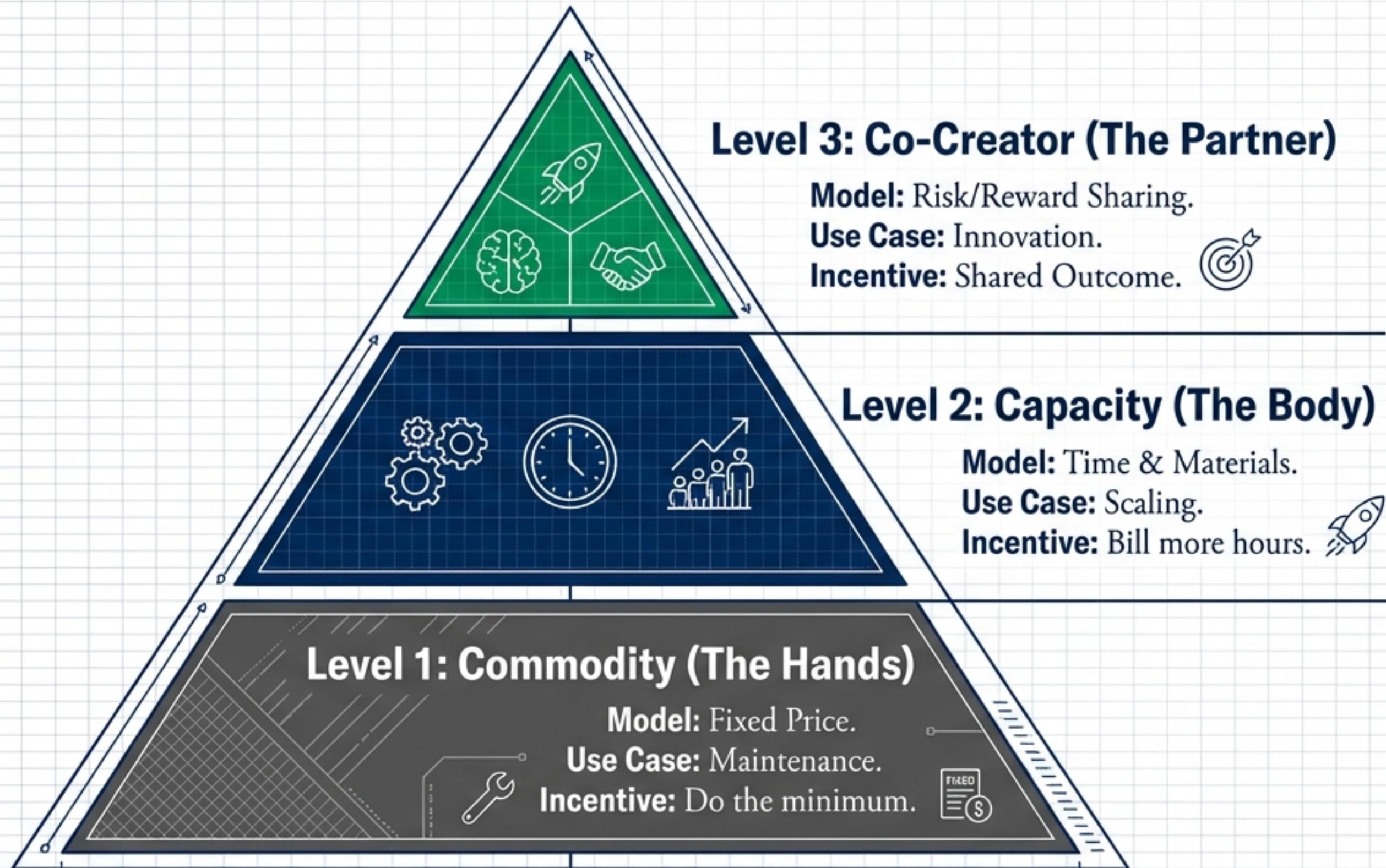


Optimizes for the company's future.
Incentivized to solve the problem.

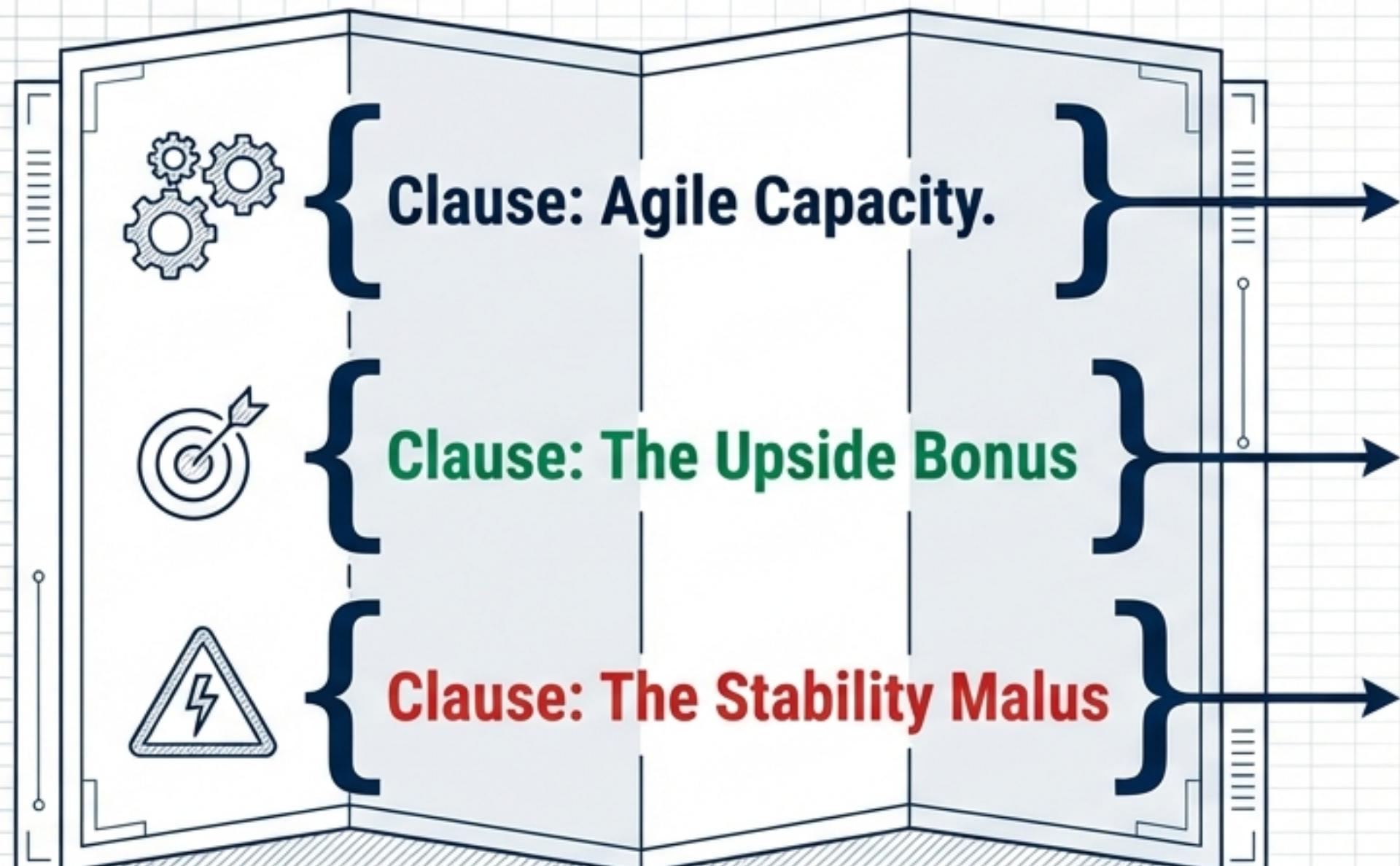
Real-World Snapshot: DBS Bank.



The Vendor Partnership Pyramid



The Level 3 Contract: A Cheat Sheet for Legal.



Replacing Fixed Scope.

Buying the team, not the feature list.
No Change Request fees for reprioritization.

Incentivizing Value.

15% Bonus Pool released only if KPIs are met
(e.g., Digital Adoption > 20%, CSAT > 4.5).

Incentivizing Quality.

Penalty credits for Severity-1 outages.
Speed is not an excuse for breaking the bank.

Case Study: Microsoft & Accenture ("Vested").

Accenture kept the profit margin if they automated themselves out of a job.

The “Strangler Pattern” for Legacy Contracts.

- 1. **Stop Feeding the Beast:**

Stop sending Change Requests.

Build new features externally via API.

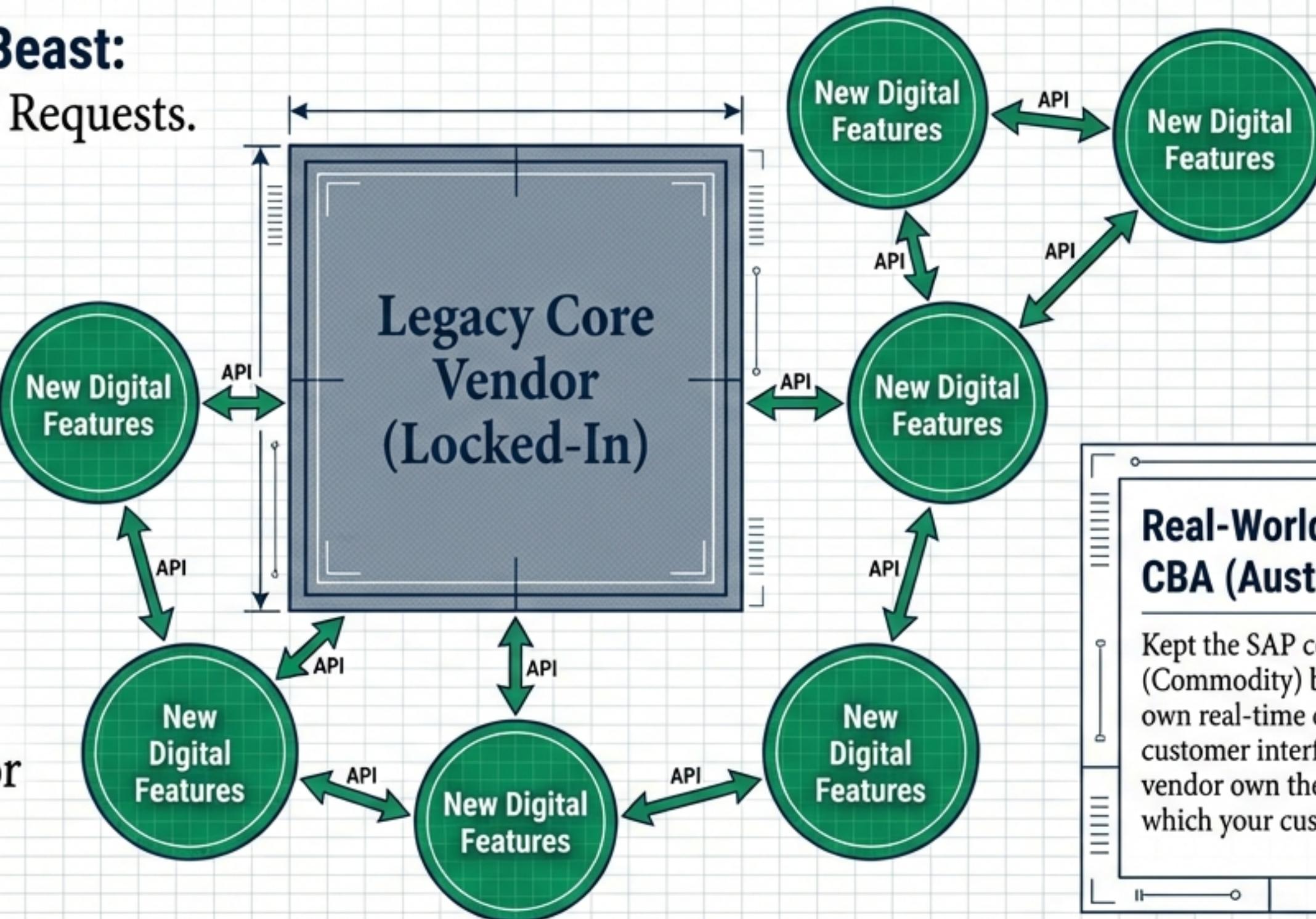
- 2. **Go Headless:**

Decouple the UI.

Build your own **Experience Layer**.

- 3. **The Carve-Out:**

Negotiate renewal to **remove** exclusivity for **digital channels**.



Real-World Snapshot: CBA (Australia).

Kept the SAP core ledger (Commodity) but built their own real-time data engine and customer interface. Never let a vendor own the glass through which your customer sees you.

The Bilingual Executive's Playbook.



Money (Finance).

- Stop funding Start/Stop projects; fund continuous Value Streams.
- Speak Agile to Accountants: Automate capitalization via Story tags.



People (HR/Org).

- The Product Owner is a Mini-CEO with P&L authority.
- Close the Talent Gap: “Two-in-a-Box” leadership or Internal University.



Partners (Procurement).

- Own the Brain, Rent the Hands.
- Move strategic vendors to Level 3 (Risk/Reward) contracts.
- Apply the Strangler Pattern to legacy lock-in.

Date
08.02.2019

Your First Call Monday.

Subhead: Immediate Actions to Start the Shift.

- **1. The “Empty Capacity” Check.**

Ask the CFO: “How much money do we spend on Ramp Up and Handover for external teams?” (The cost of the Project Mindset).

- **2. Empower the PO.**

In the next review, direct questions to the Product Owner, not the Project Manager.
Ask: “What is the one low-value feature we should cut to go faster?”

- **3. The Contract Audit.**

Pull the largest software vendor contract. If it says “Time & Materials” but expects “Innovation,” circle the misalignment.

*The shift from Project to Product is the peace treaty
that ends the war between Business and IT.*

Date
08.02.2019