



Project to Product

Carmen DeArdo, Tasktop Senior VSM Strategist



Carmen DeArdo

*Senior VSM Strategist @ **Tasktop Technologies**,
Former member of DevOps leadership team @ **Nationwide***

Carmen has experience both leading and consulting on Enterprise wide DevOps Journeys over the last decade. His current focus is on utilizing this experience and Value Stream Management principles to help companies accelerate their flow of business value work.

@carmendeardo

A Little About Tasktop

Founded 2007

Committed to customer and partner-centric innovation
4 product lines & contributor to open source products



43 OF THE
FORTUNE 100

36 STRATEGIC
PARTNERS

57 TOOLS
SUPPORTED

160 STAFF

300+ TOOL VERSIONS
SUPPORTED

500k API TESTS RUN
PER DAY

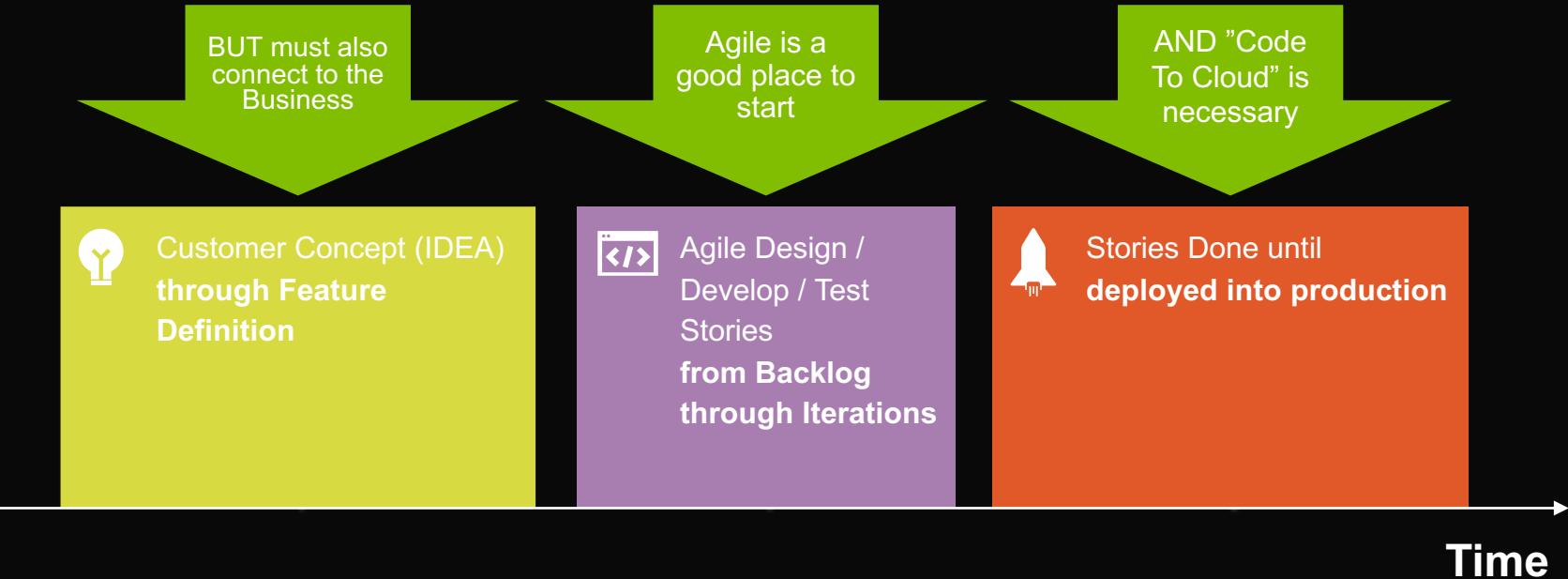


The Problem

- ✓ We have implemented **Agile!**
- ✓ We have implemented **New Technologies!**
- ✓ We have certified **Processes!**

 **So why is the Business Still Unhappy?**

Increase Flow across the entire Value Stream



Barclays' Value Stream



Image taken with permission from Jon Smart presentation at DOES London 2018 – credit Klaus Leopold

Common Problems



01

IT is **disconnected** from the business and vision.



02

Leadership is tracking activities **not the results**.



03

Project funding is fundamentally **broken**.



04

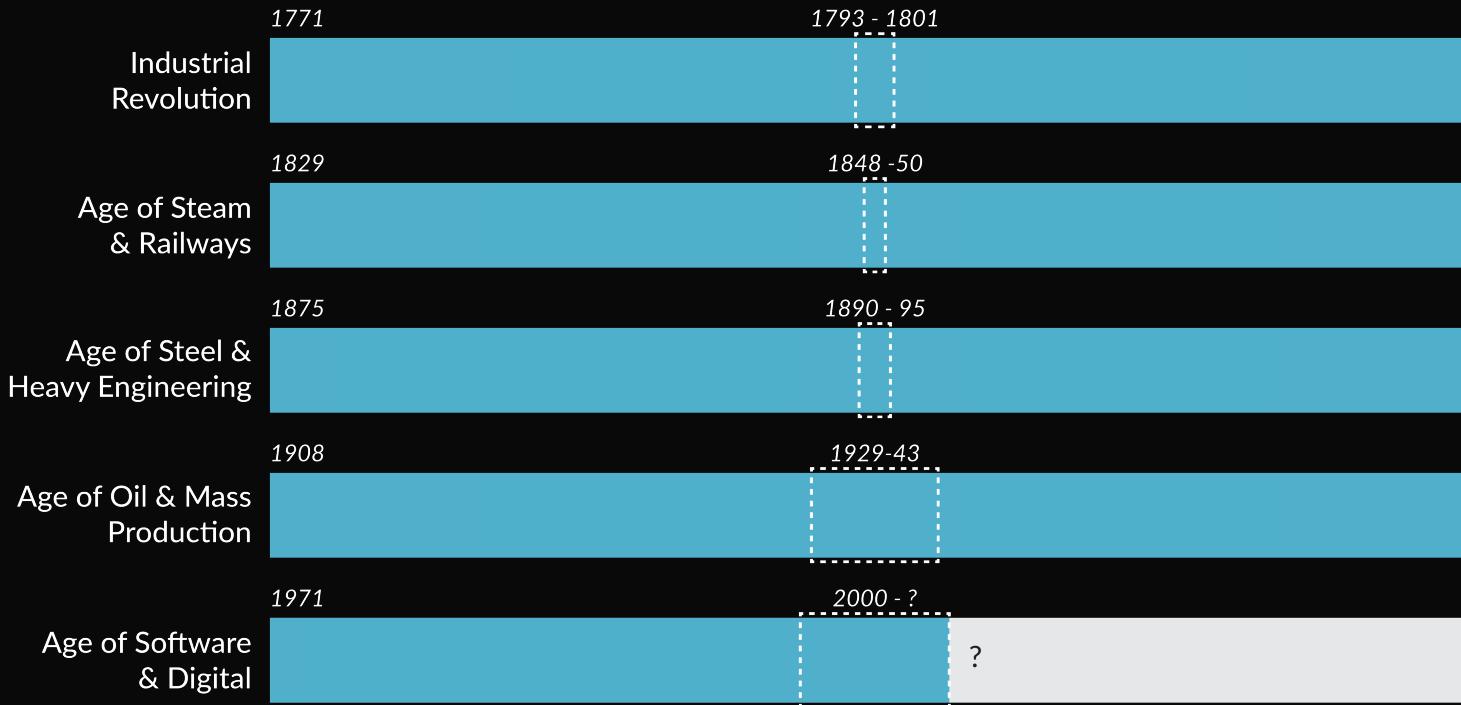
Business feels IT is solving its own problems, **not delivering more**



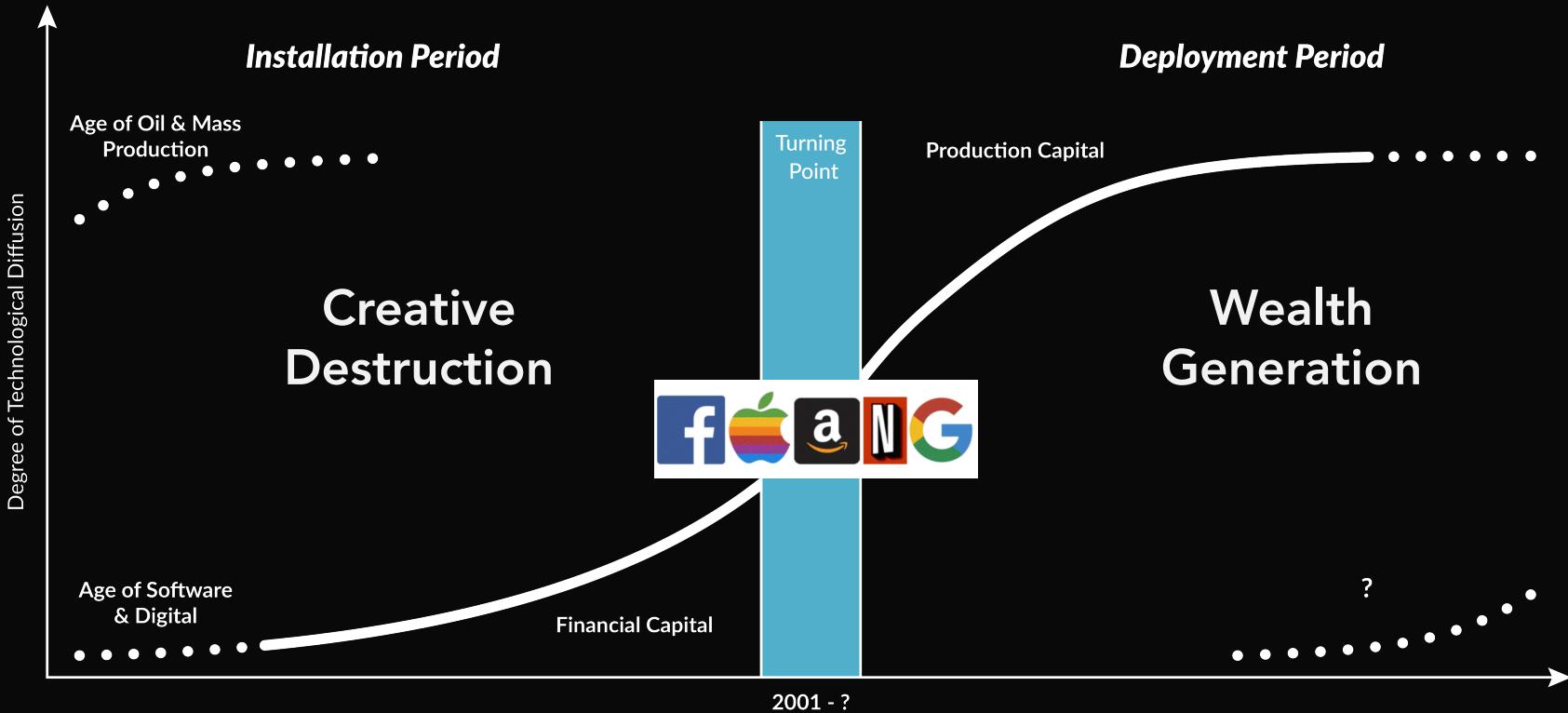
05

IT feels like a **black box** to the business.

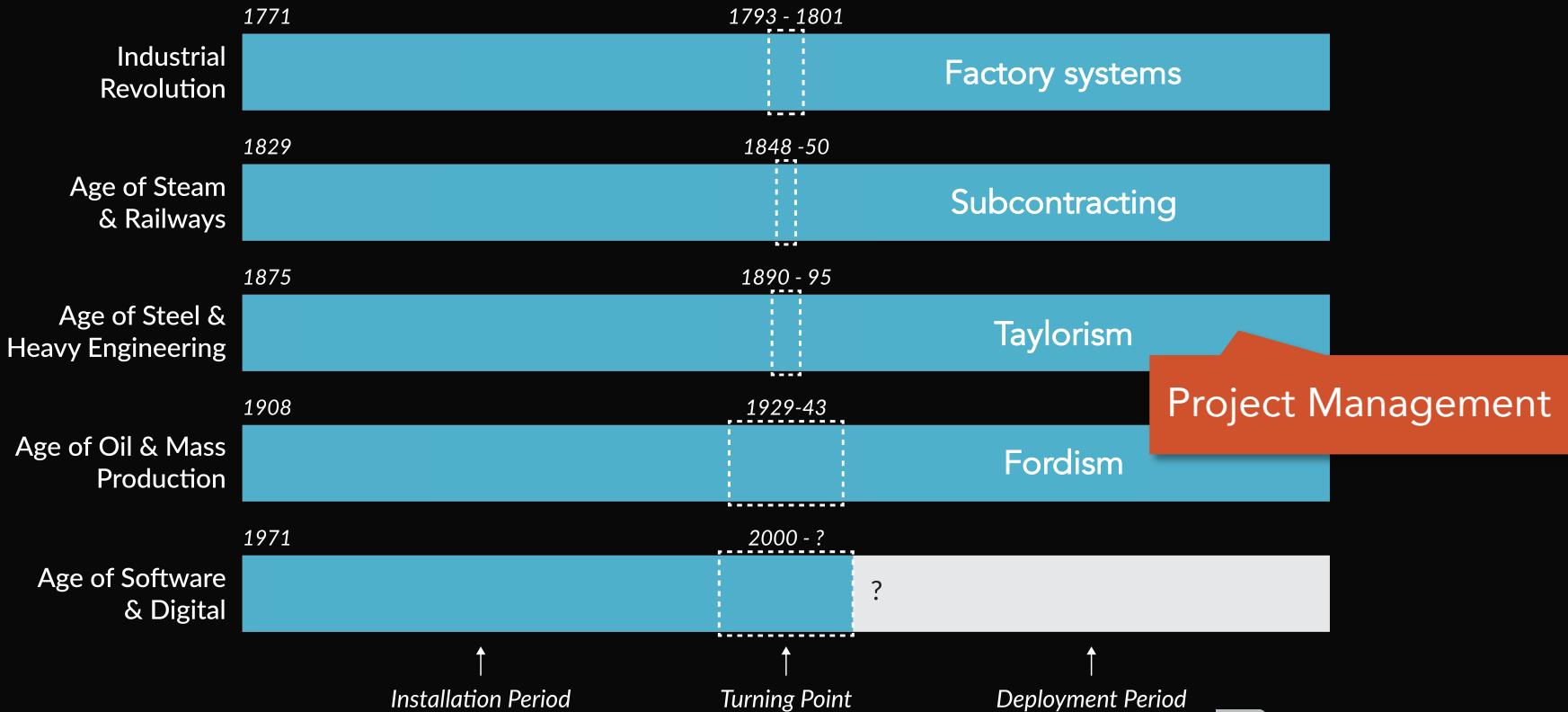
Technological Revolutions



The Turning Point



Technological Revolutions



Stock Price Change 2006-2016

amazon

1,910%



-95%
Sears

-83%
JCPenney

-59%
KOHL'S

-49%
BEST BUY

-46%
★macys

-21%
NORDSTROM

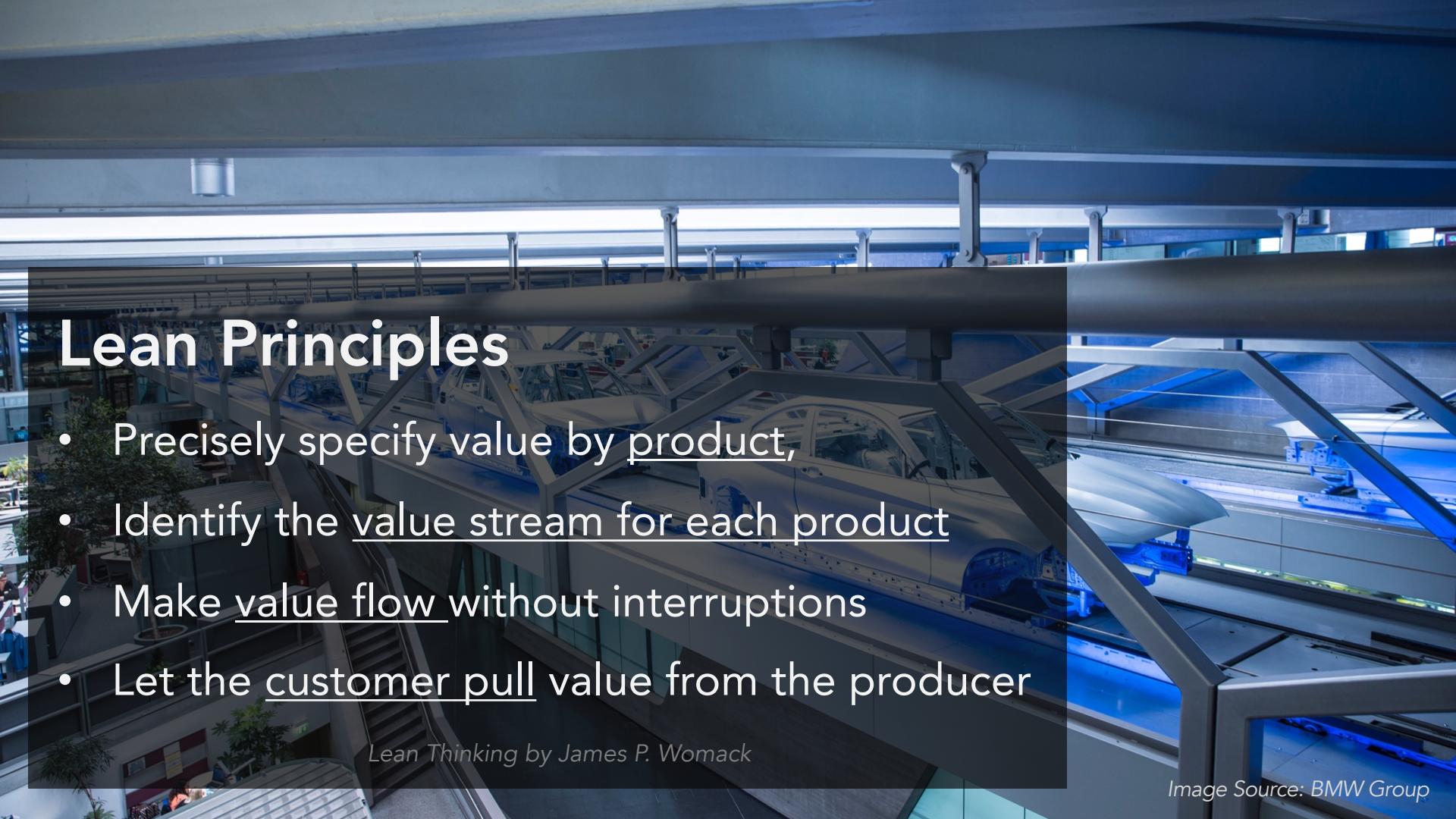
Walmart
2%
-15%
TARGET



50% of S&P 500 projected
to be replaced in 10 years

Unbundling of a Bank





Lean Principles

- Precisely specify value by product,
- Identify the value stream for each product
- Make value flow without interruptions
- Let the customer pull value from the producer

Lean Thinking by James P. Womack

Image Source: BMW Group

Car production



Integrated production lines



Managed as products



Architected around flow



Optimized end-to-end



Measurement of business results

Enterprise IT

Disconnected tool chains

Managed as projects

Architected as technology layers

Optimized in siloes

Measurement of proxy metrics

Business value flow at BMW Plant

Quality cars that deliver “sheer driving pleasure”

Designed in yearly cycles, delivered every 70s

Creative and manufacturing process are decoupled

Flow across a linear production line



Business value flow in IT

New features that deliver success and delight

Designed and delivered in daily cycles

Creative and manufacturing process are one

Flow across a value stream network

What flows in software delivery?

Features

New business value, pulled by customer

Defects

Quality improvements, pulled by customer

Risks

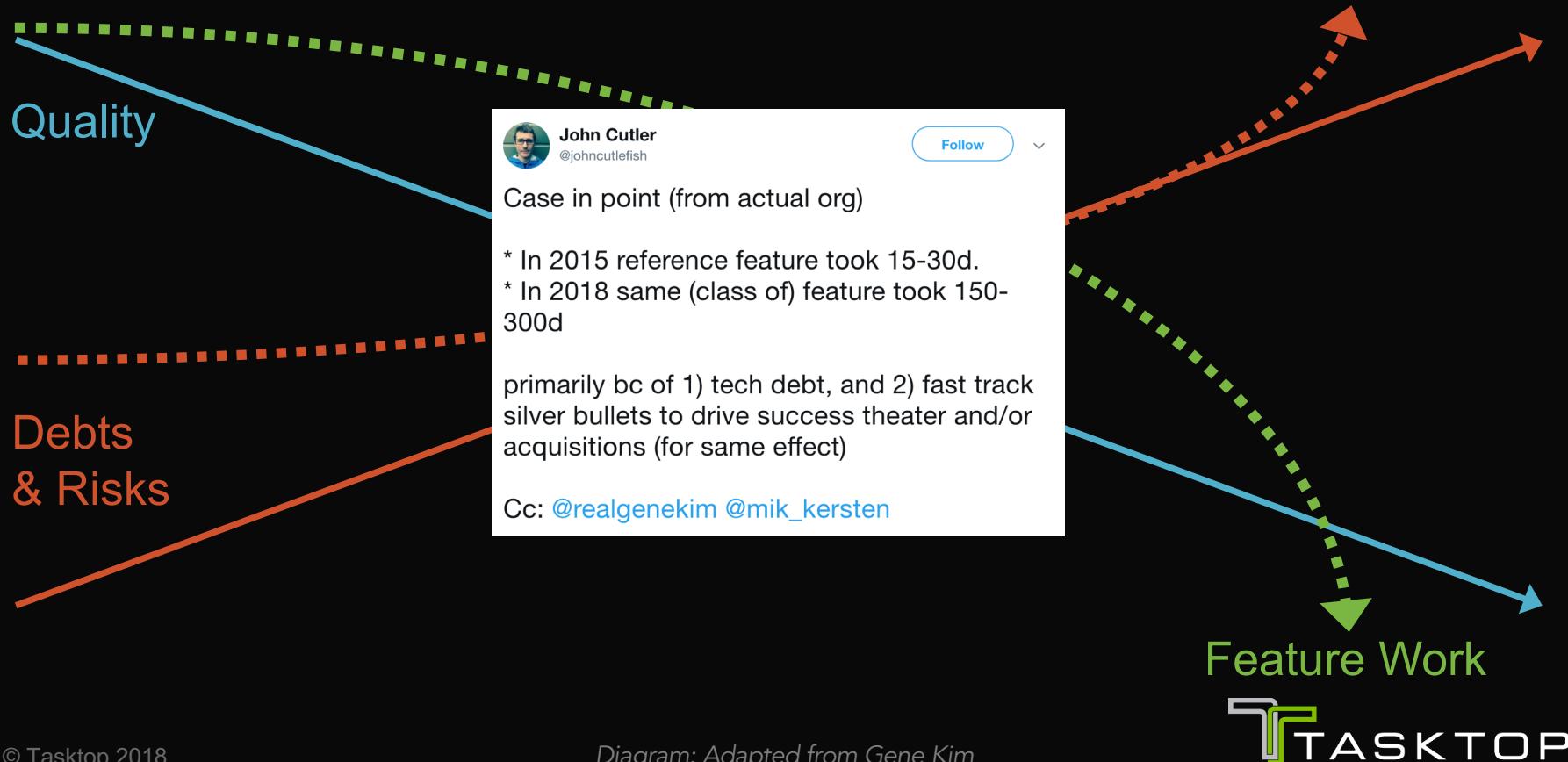
Security, availability, compliance, pulled by risk officers

Debts

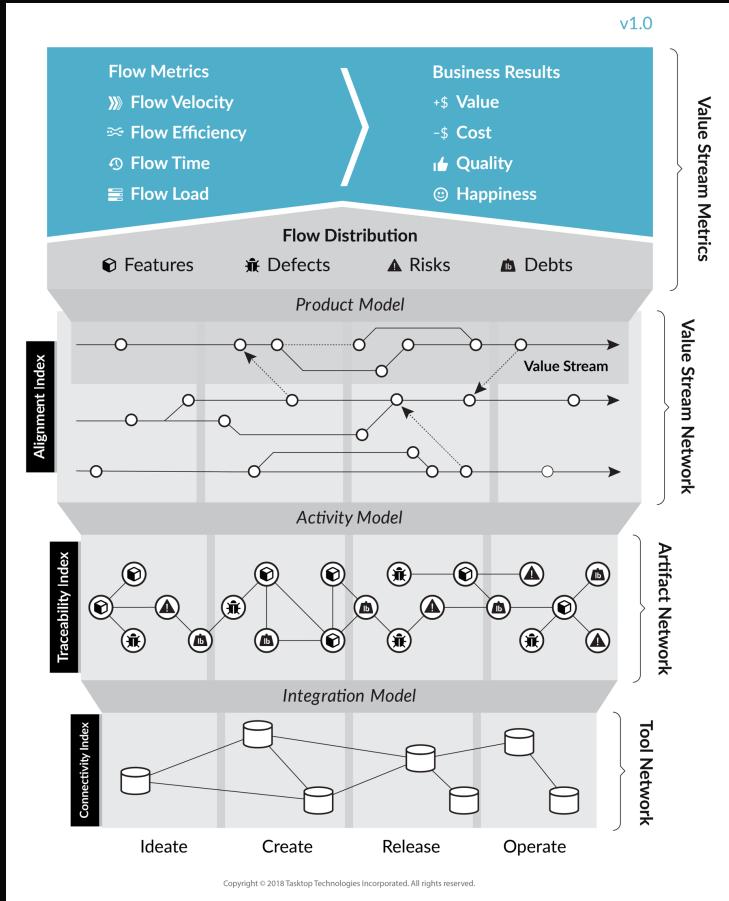
Technical debt improvements, pulled by architects

*Flow Items are MECE**

Death Spiral



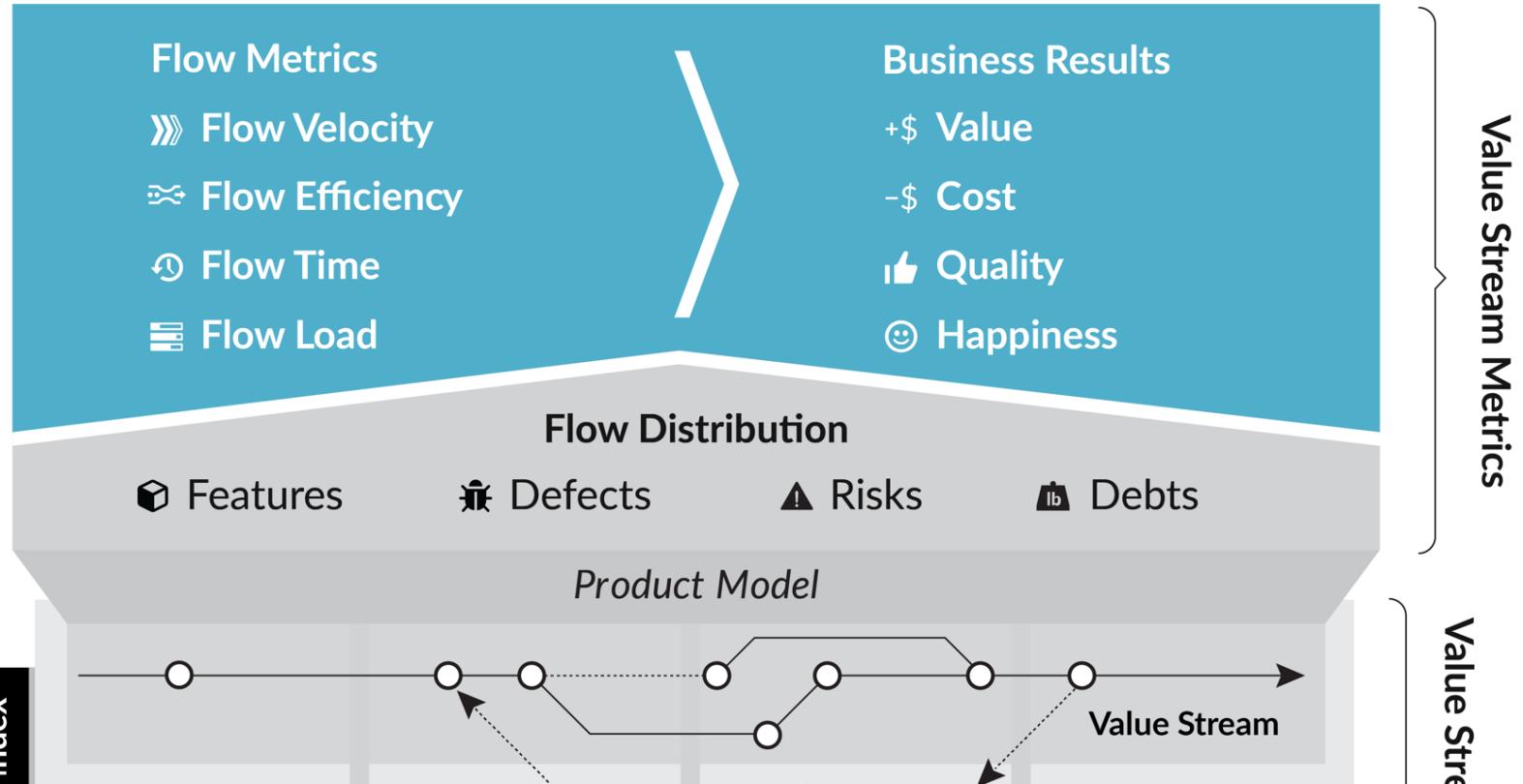
Flow Framework



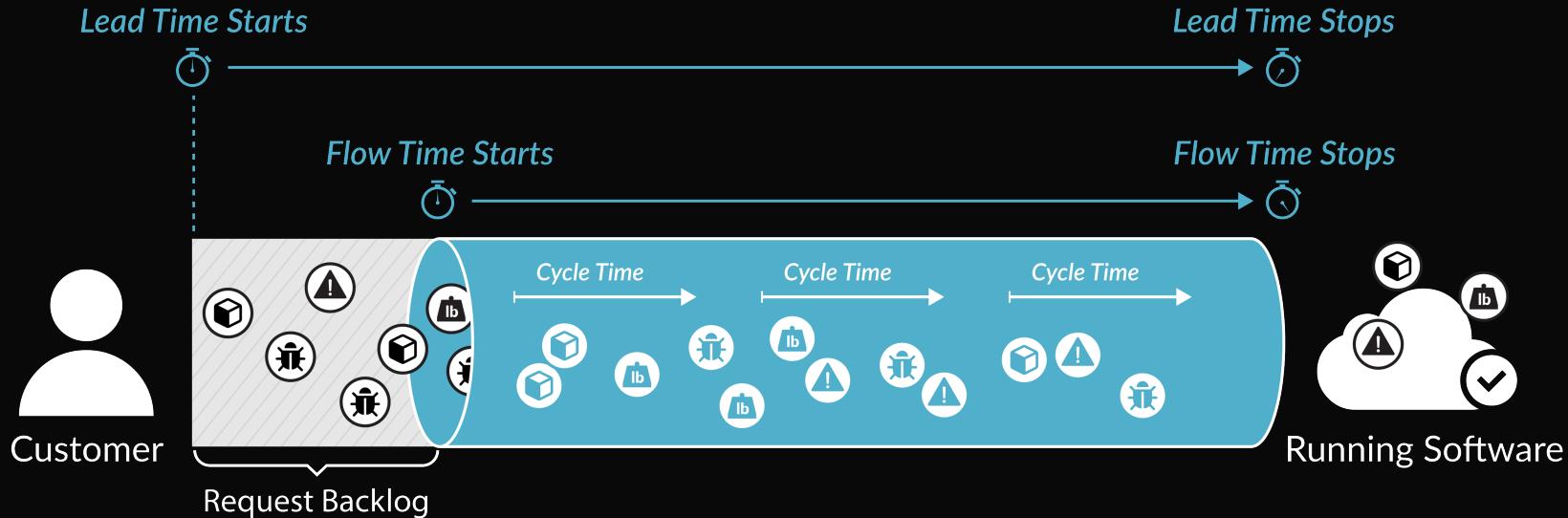
The Flow Framework™ was created by Mik Kersten, CEO of Tasktop. The Flow Framework diagram is protected by copyright laws and may not be copied, modified or distributed without the express written permission of Tasktop.

Flow Framework

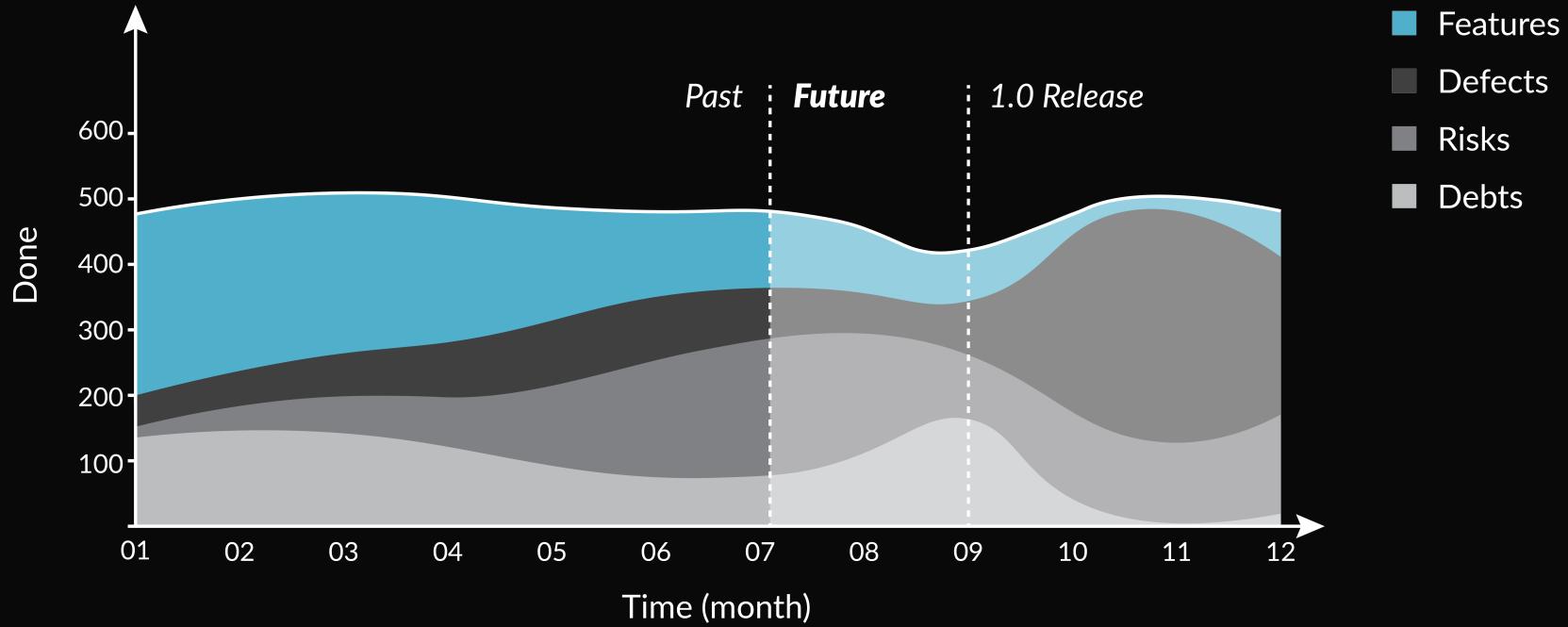
v1.0



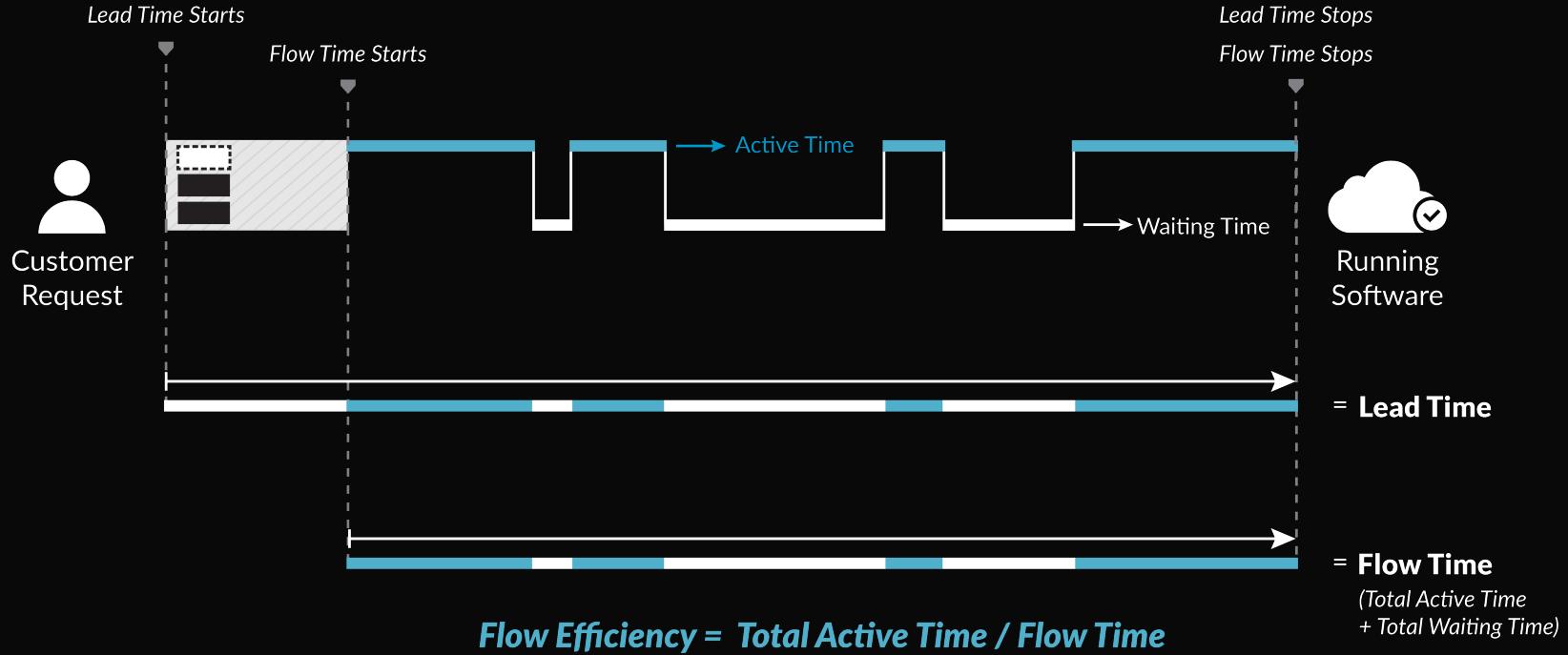
Flow Time



Flow Distribution



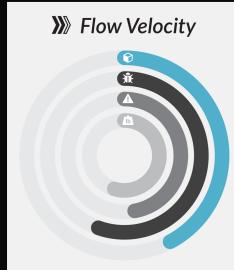
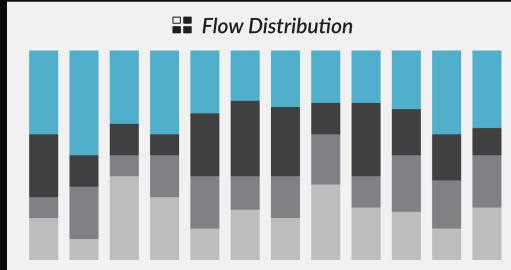
Flow Efficiency



Flow Metrics Dashboard

Hub

External Customer: Fortune 500 (GA)

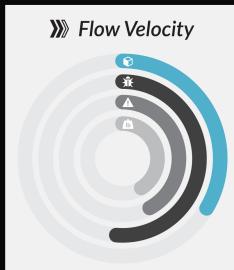
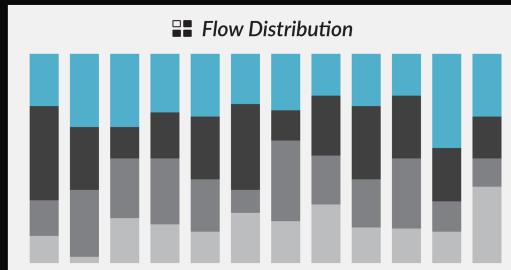


⌚ Flow Time (Average)
17 days

█ Flow Load (Current)
42 flow items

Integrations

Internal Customer: Hub, Sync, Dev

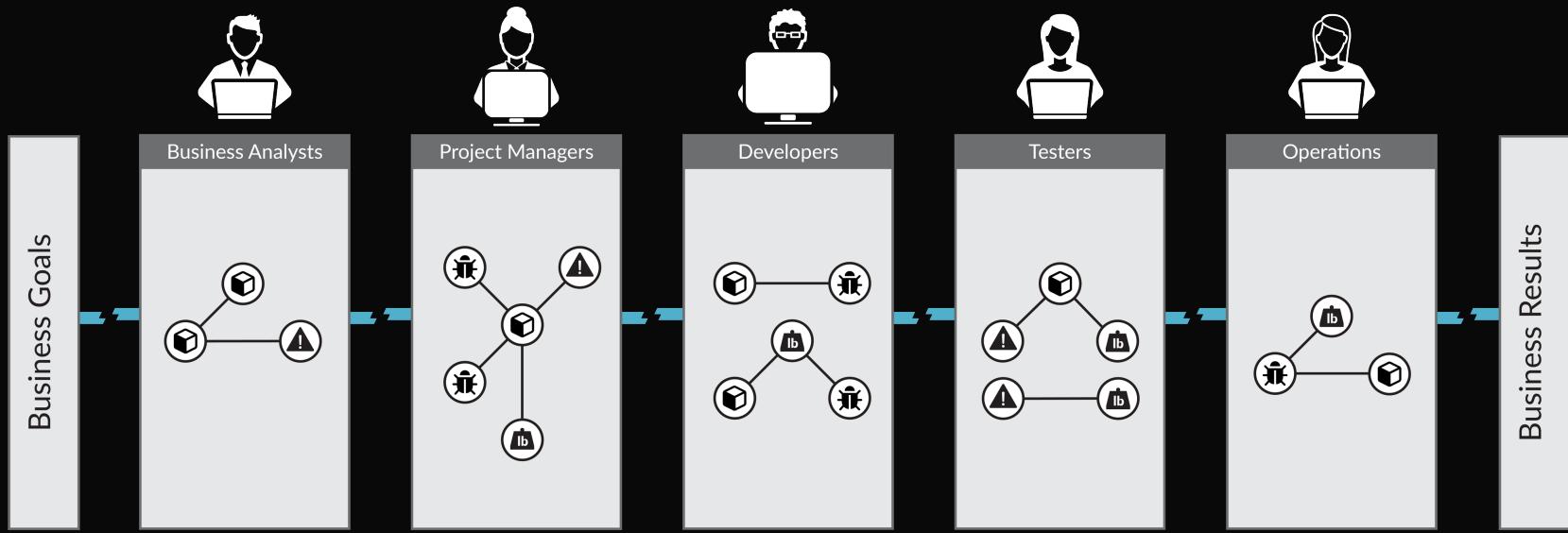


⌚ Flow Time (Average)
15 days

█ Flow Load (Current)
37 flow items

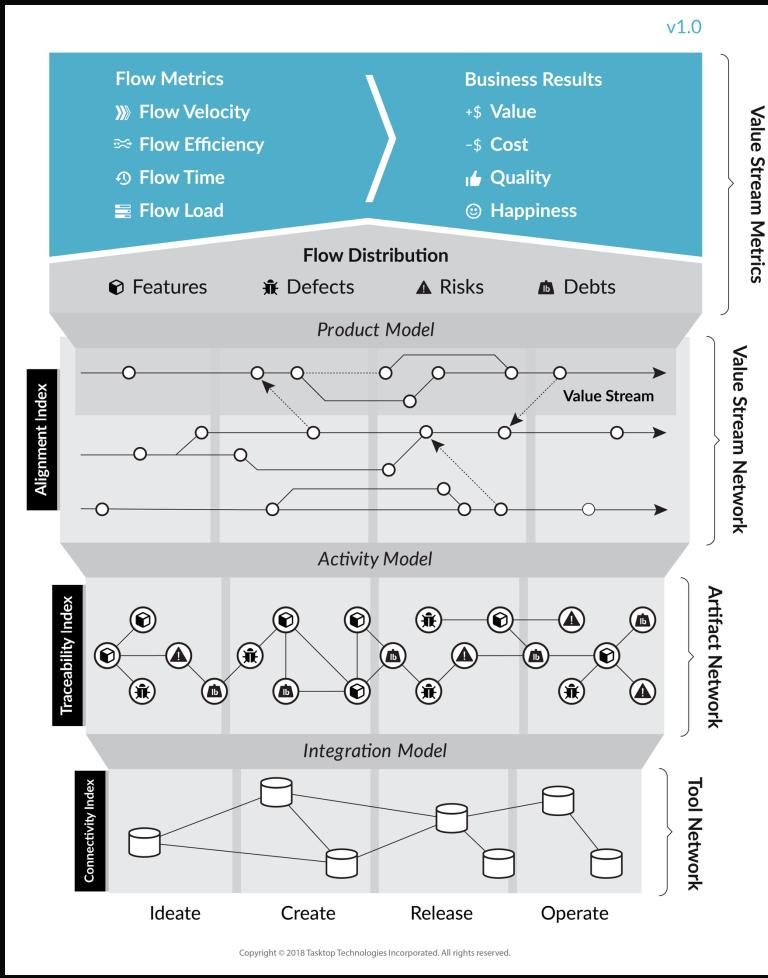
How can we do this?

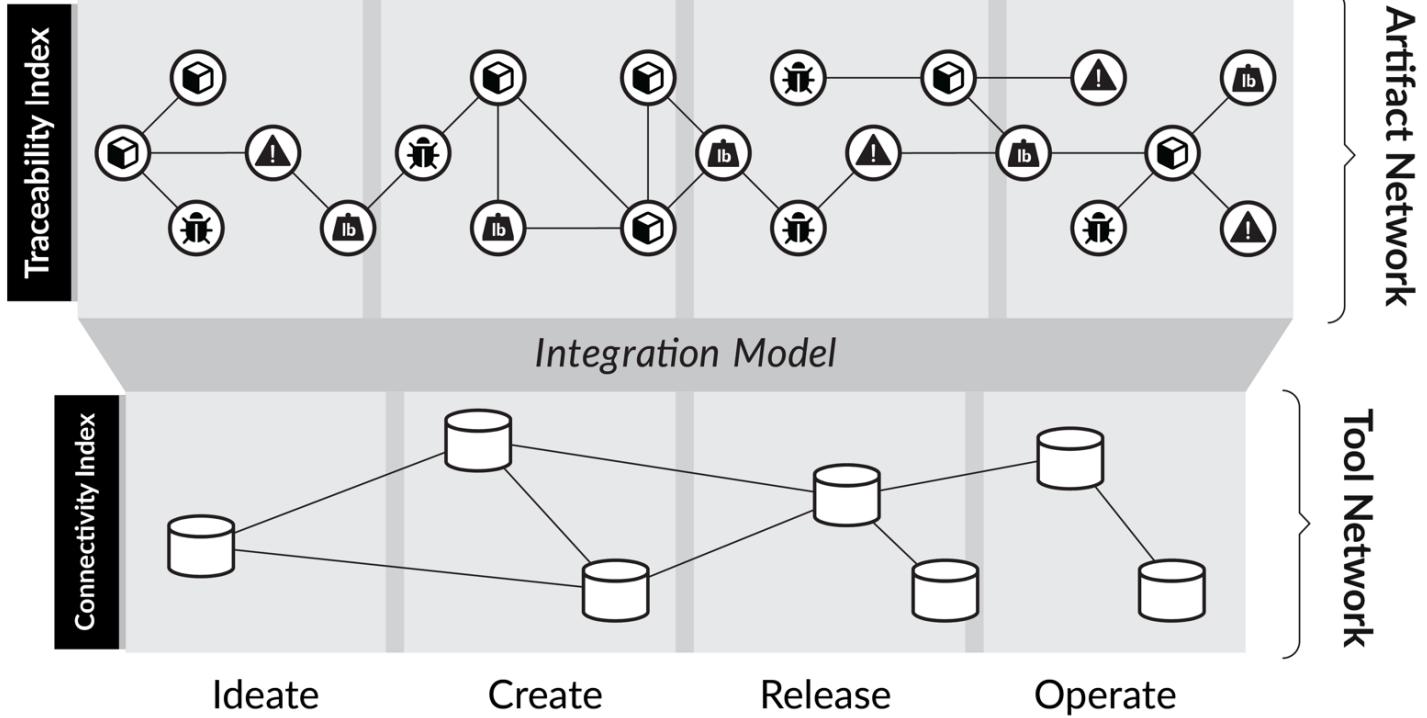
From silos and proxy metrics



To a connected value stream network

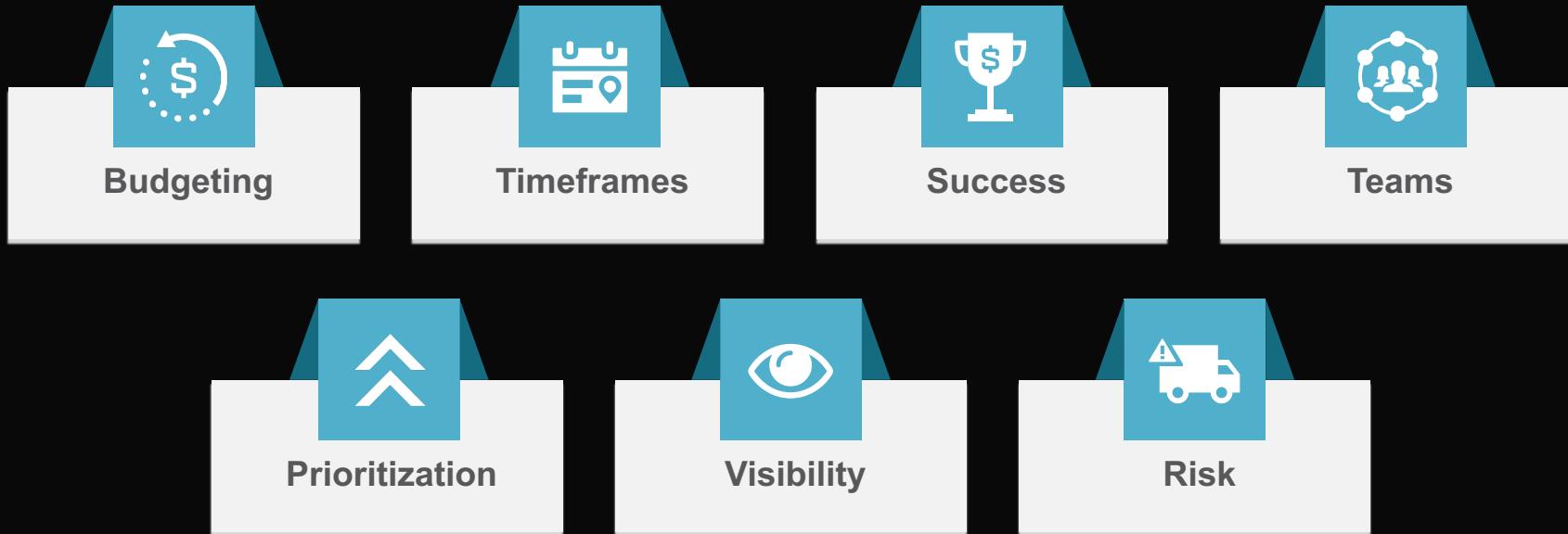
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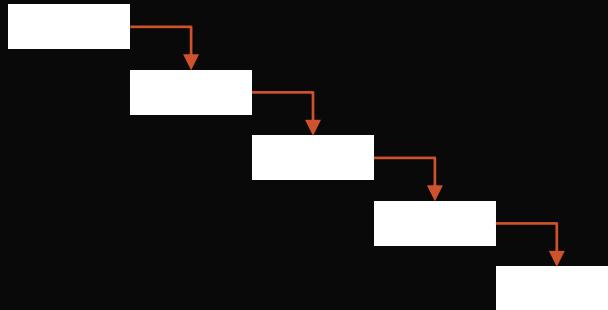
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Project vs Product Orientation



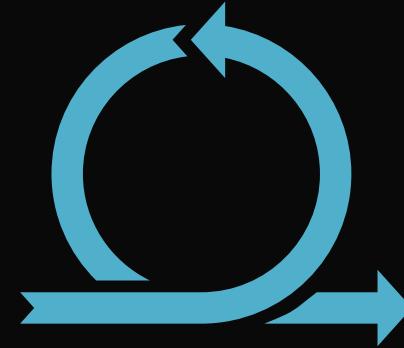
Project to Product: Planning

Project



Waterfall orientation

Product



Flow orientation

Project to Product: Budgets

Project

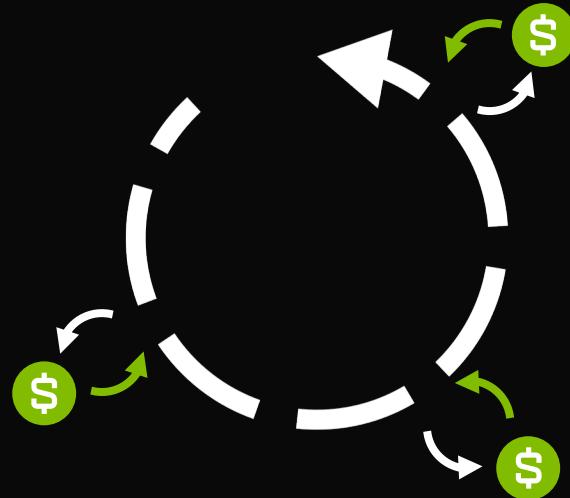
Start

- All learning, specification, and strategic decision making **up-front**

Delivery



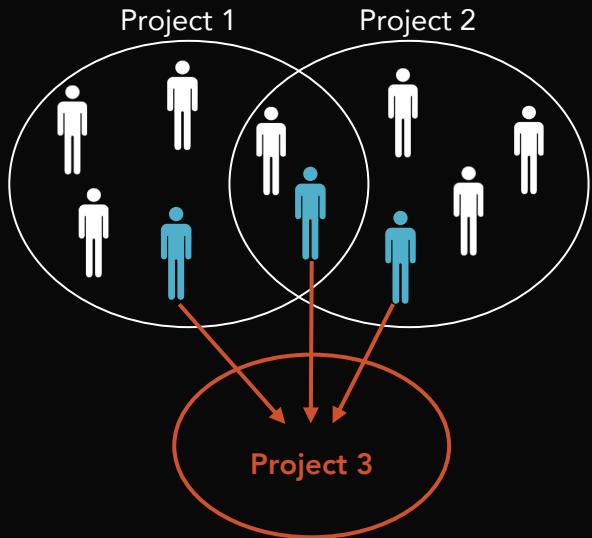
Product



Project to Product: People

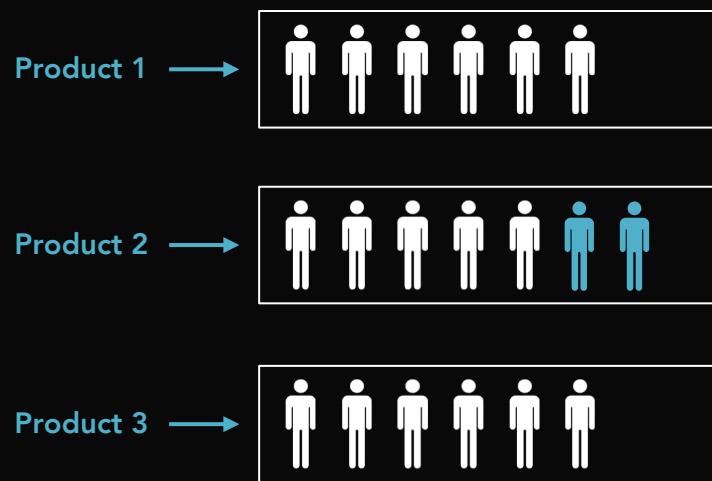
Project

People are brought to **work**



Product

Work is brought to People



Example

Flow Framework at Tasktop

⇄ Integration Landscape

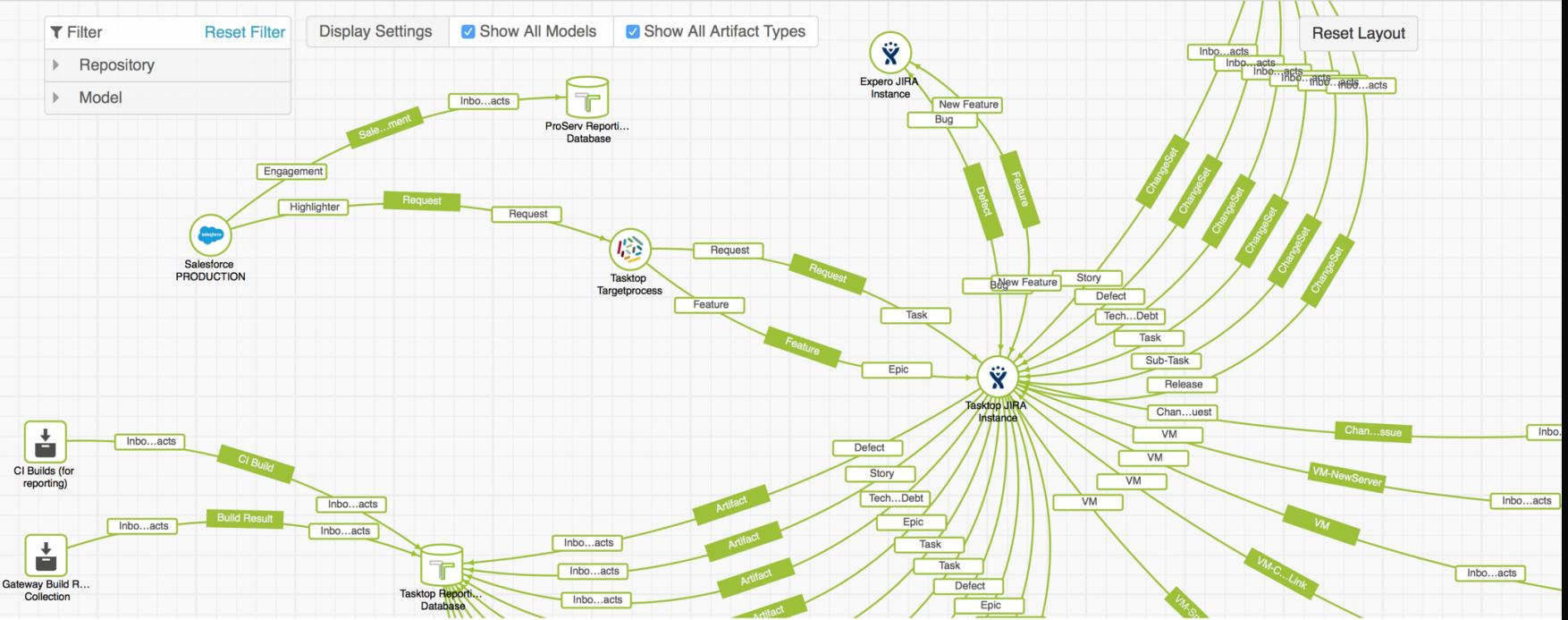
View your organization's integration landscape to get an overview of artifact types flowing between your repositories via integrations.

[Landscape](#)[List](#)[+ New Integration](#)[Reset Layout](#)

Filter [Reset Filter](#)

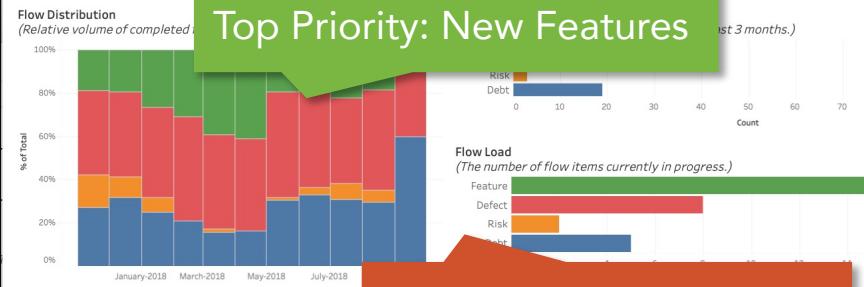
Repository [Request](#)

Model [Request](#)

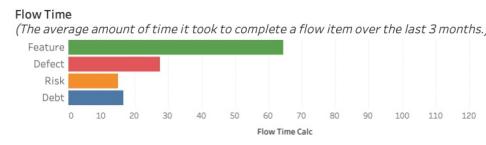
[Display Settings](#) Show All Models Show All Artifact Types

Product A

Top Priority: New Features

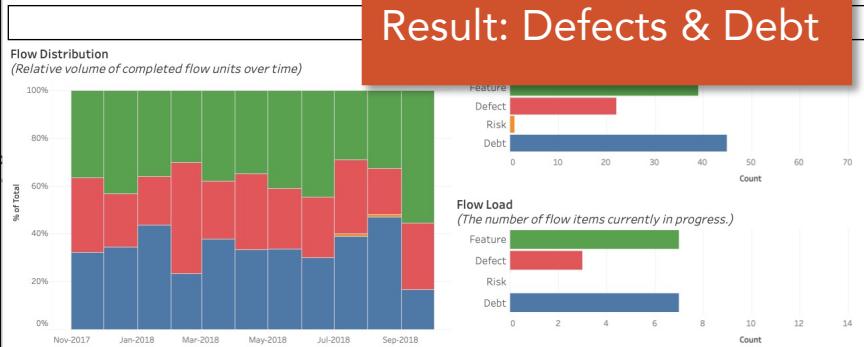


59 Flow Items

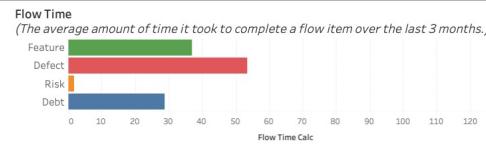


30 days

Less Happy

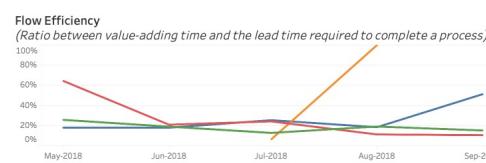


107 Flow Items

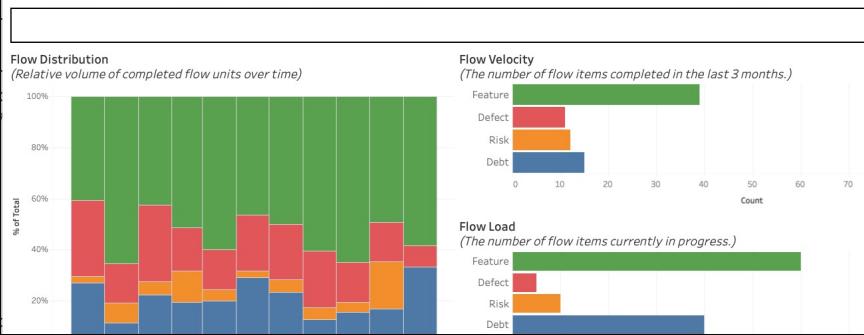


37 days

17 Flow Items



18.3%

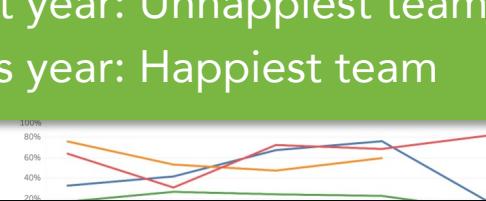


77 Flow Items



34 days

22 Flow Items



24.6%

**Last year: Unhappiest team
This year: Happiest team**

Value
(Lifecycle Revenue)

Cost
FTE: 22 COOP: 2

Happiness
(eNPS) 28.60

Quality
(High Field Priority Defects) 22

Value
(Lifecycle Revenue)

Cost
FTE: 19 COOP: 7

Happiness
(eNPS) 54.50

Quality
(High Field Priority Defects) 6

Value
(Lifecycle Revenue)

Cost
FTE: 5 COOP: 2

Happiness
(eNPS) 66.70

Quality
(High Field Priority Defects)

Advice

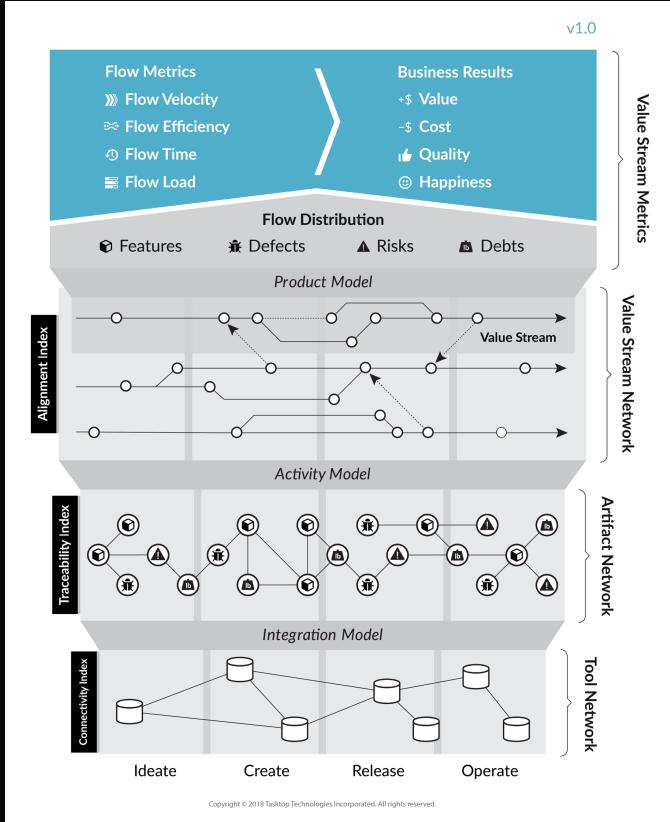
Business leaders

- ⚙️ Ensure product portfolio and Value Stream Metrics are tracked
- ⚙️ Empower delivery teams to allocate Flow Distribution to match strategy
- ⚙️ Know when hitting north star requires global focus (e.g., Debt reduction)

Technologists

- ⚙️ Create your value stream network by connecting your tool network
- ⚙️ Define your value stream architecture & mapping to product model
- ⚙️ Use the flow metrics to identify bottlenecks, dependencies & opportunities

Flow Framework



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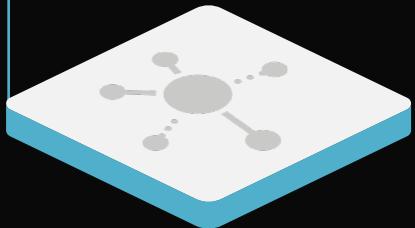
- Project & Cost Centers
 - Product Value Streams
- Silos & proxy metrics
 - Flow Metrics & Business Results
- Fragmented value streams
 - Integrated Value Stream Network

Actions to Take Today

01

CONNECT

Get Your Tools Talking

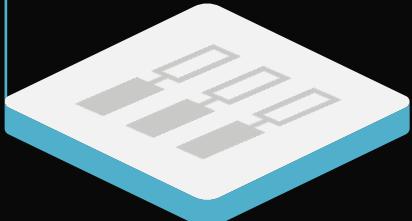


02

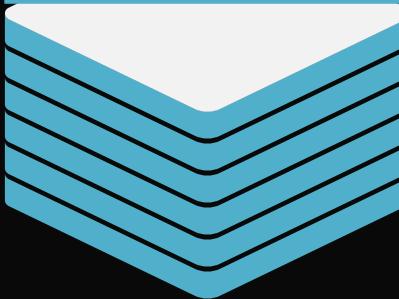
MODEL

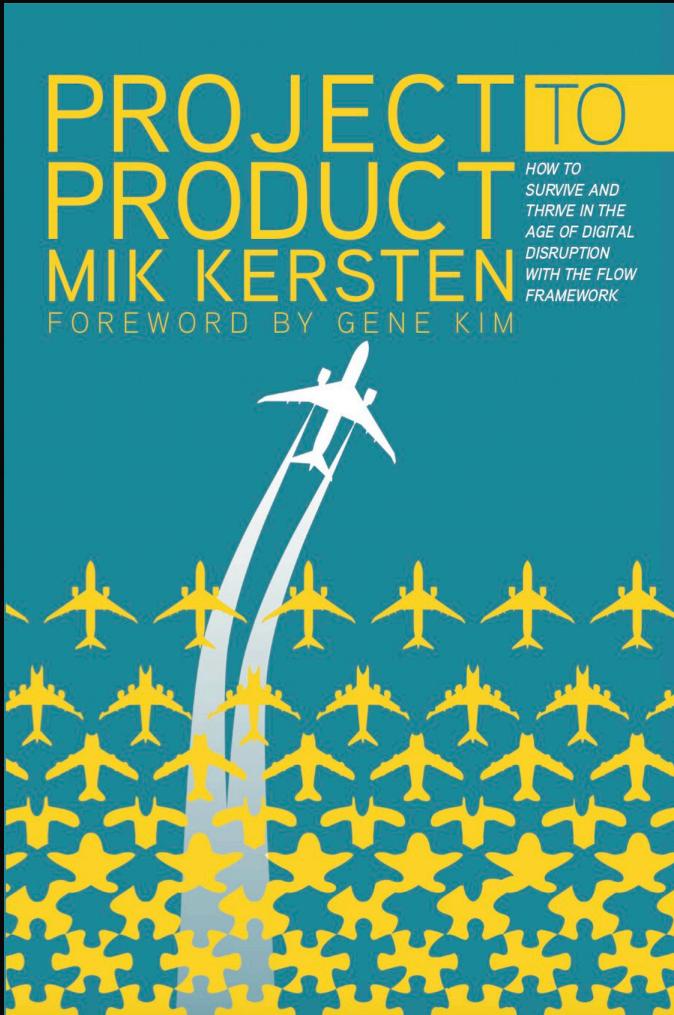
Model Your Artifacts

Model Your Statuses



MODEL YOUR PRODUCT





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Available Nov 20th @mik_kersten
tasktop.com/blog

@carmendeardo

