

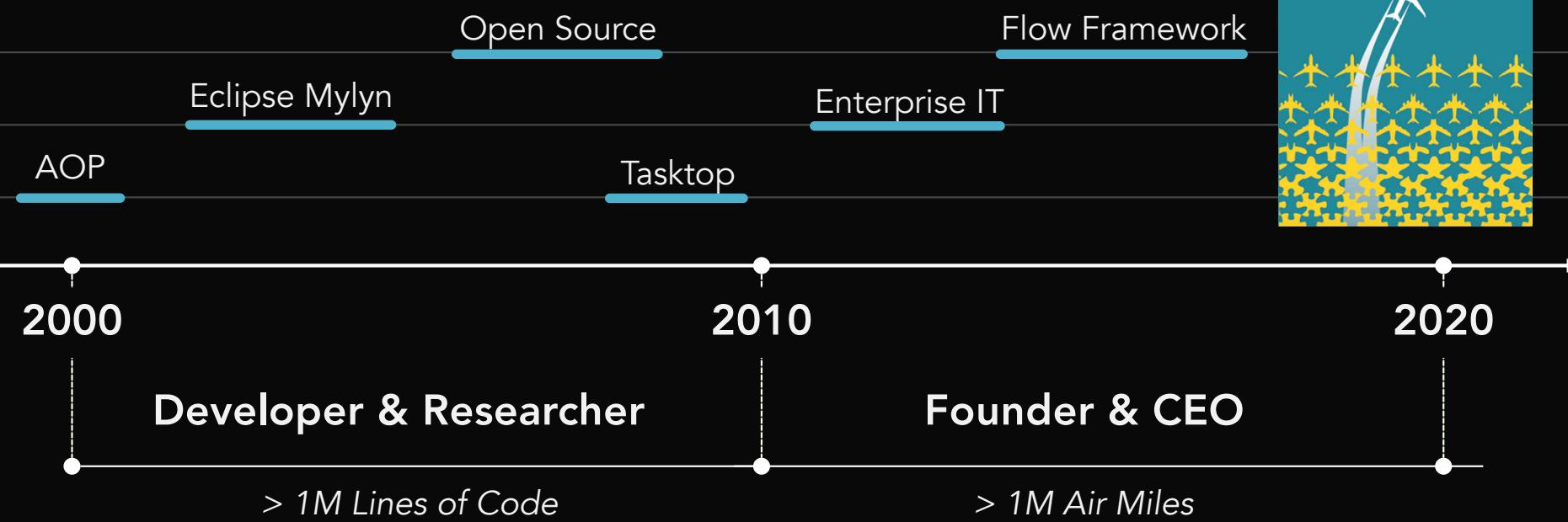


# Project to Product

**Dr. Mik Kersten (Founder & CEO, Tasktop)**

Image Source: BMW Group

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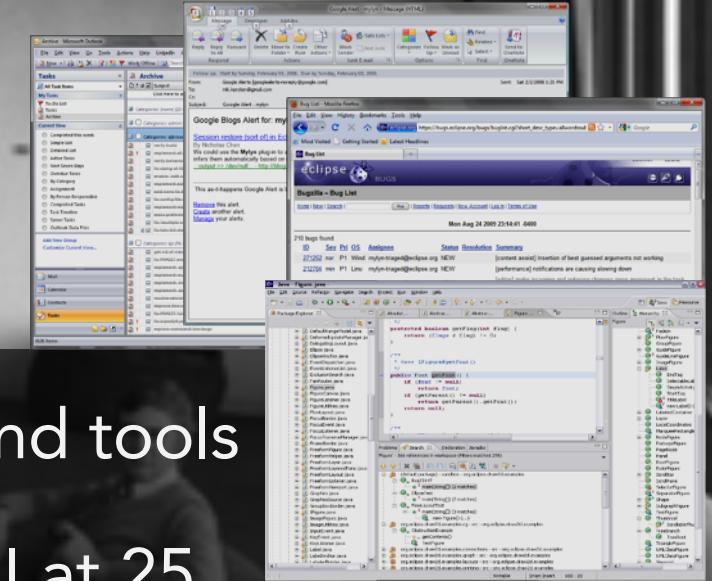


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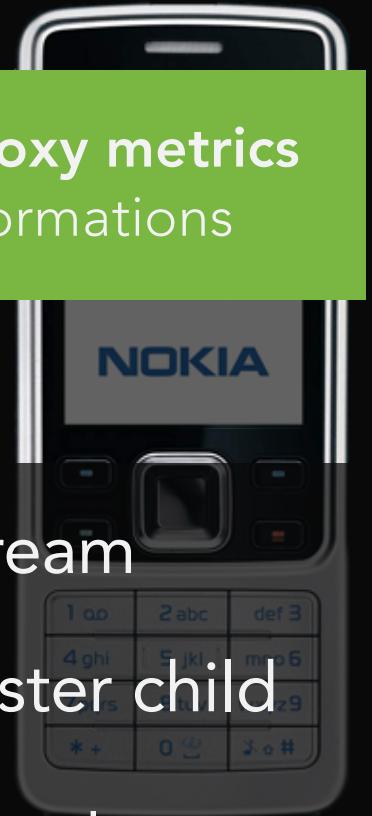
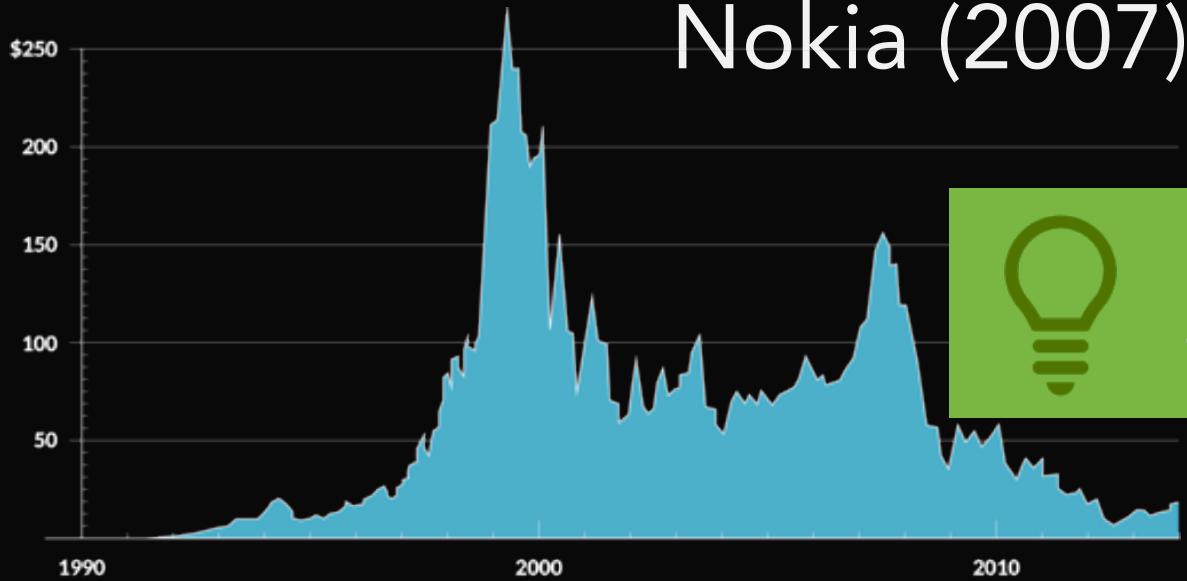
## 1. Fragmented Value Streams kill personal productivity



Creating new programming language and tools

But long hours programming caused RSI at 25

Created Mylyn, fixed RSI, saw millions of downloads



First big deal, connecting Nokia devs to value stream

Realized software was bottleneck, Agile 2009 poster child

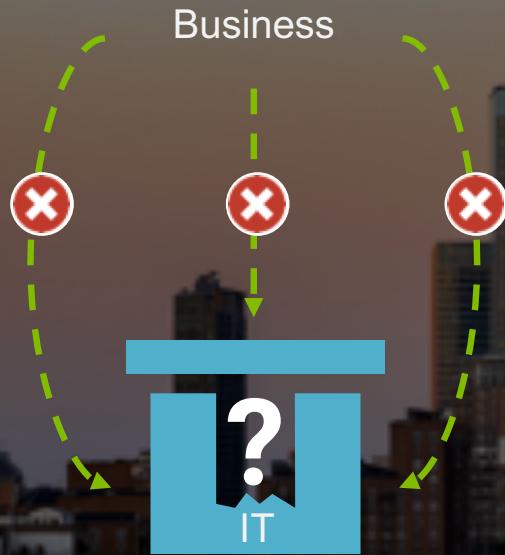
“Nokia test” for agility, local optimization of value stream

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Source: Shira Ovide, “Deal is Easy Part for Microsoft and Nokia,” WSJ

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2016



**3. Project Management & Cost Centers** are the wrong model

Top 25 bank, 3rd transformation, now w/ DevOps, \$1B

Project management layer between IT and business

2 years later, IT predictably delivering even less than before

# Stock Price Change 2006-2016

amazon  
1,910%



-95%  
sears

-83%  
JCPenney

-59%  
**KOHLS**

-49%  
**BEST BUY**

-46%  
★macy\$

-21%  
NORDSTROM

-15%  
◎TARGET

Walmart ⚡  
2%



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

# Has this happened before?

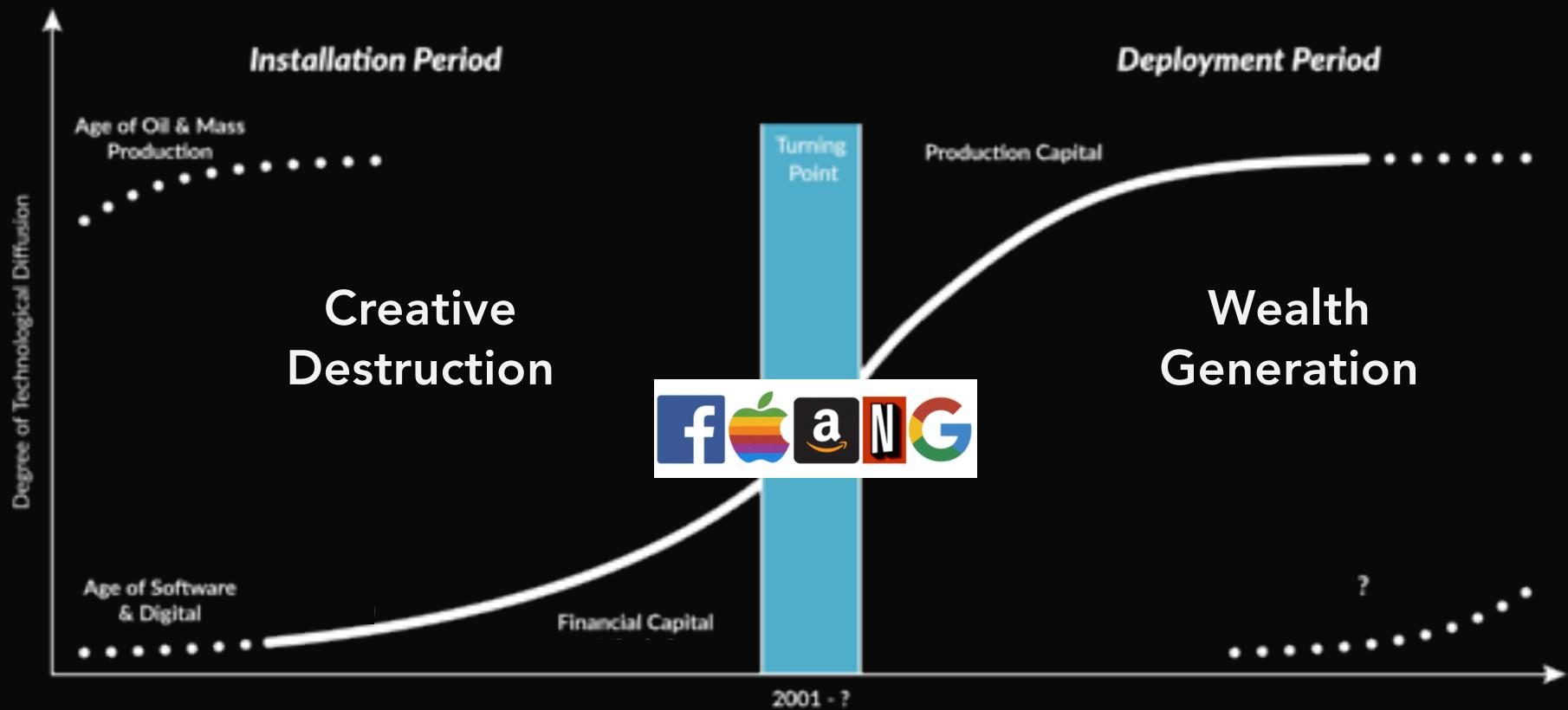
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# Technological Revolutions



# The Turning Point

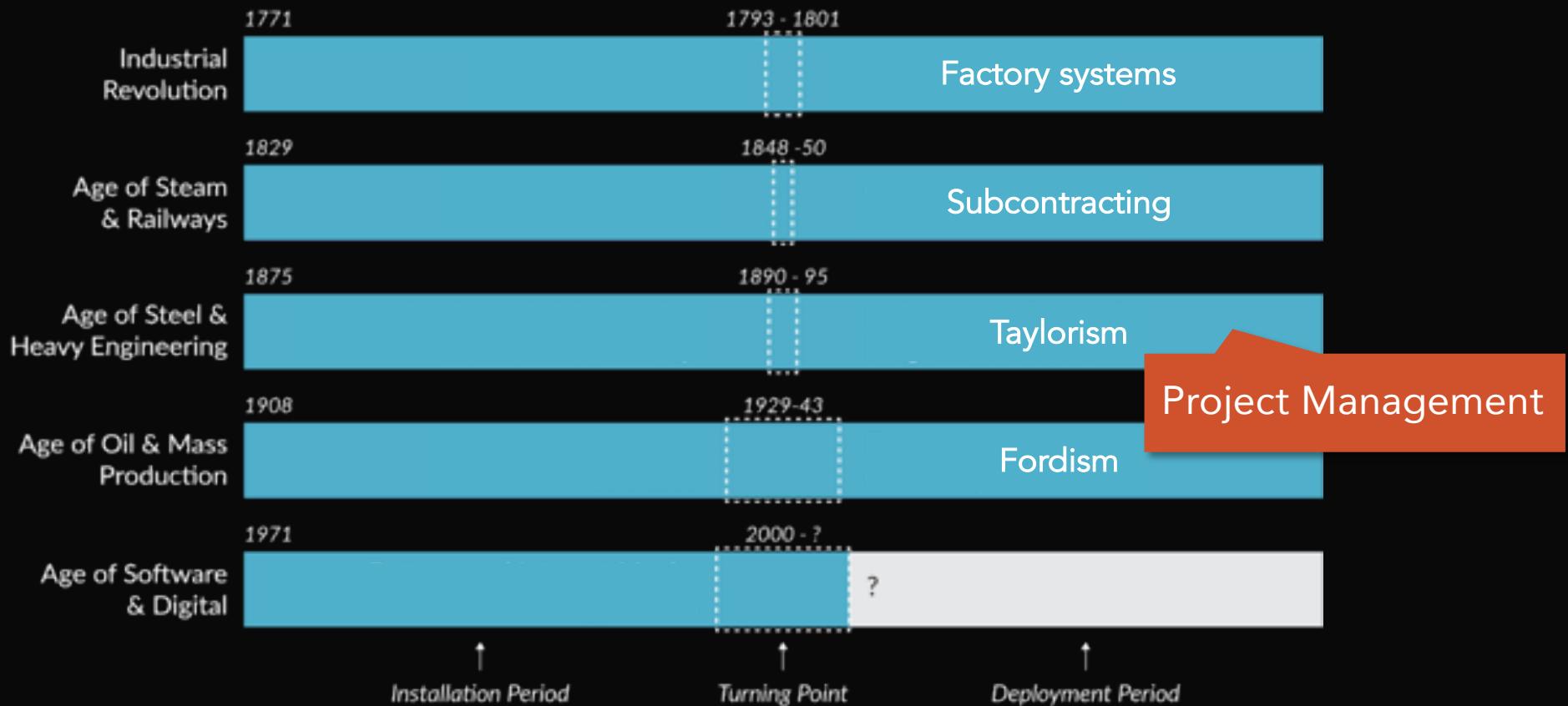


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Figure: Adapted from Carlota Perez

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# Technological Revolutions





BMW Leipzig Plant Trip

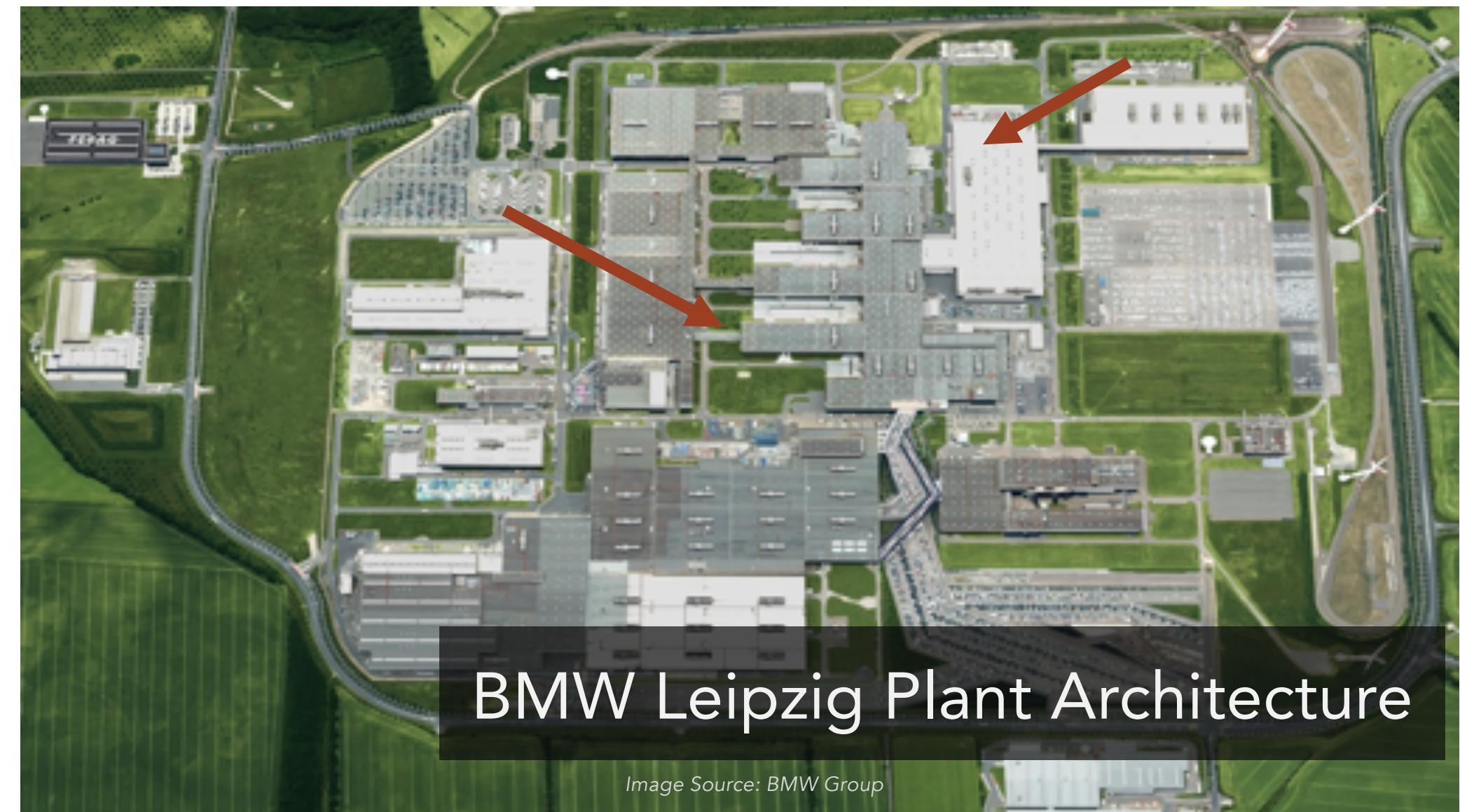


# Lean Principles

- 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*



## BMW Leipzig Plant Architecture

*Image Source: BMW Group*

## Car production

## Enterprise IT



Integrated production lines

Disconnected tool chains



Managed as products

Managed as projects



Architected around flow

Architected as technology layers



Optimized end-to-end

Optimized in siloes



Measurement of business results

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

Image Source: BMW Group

# 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*

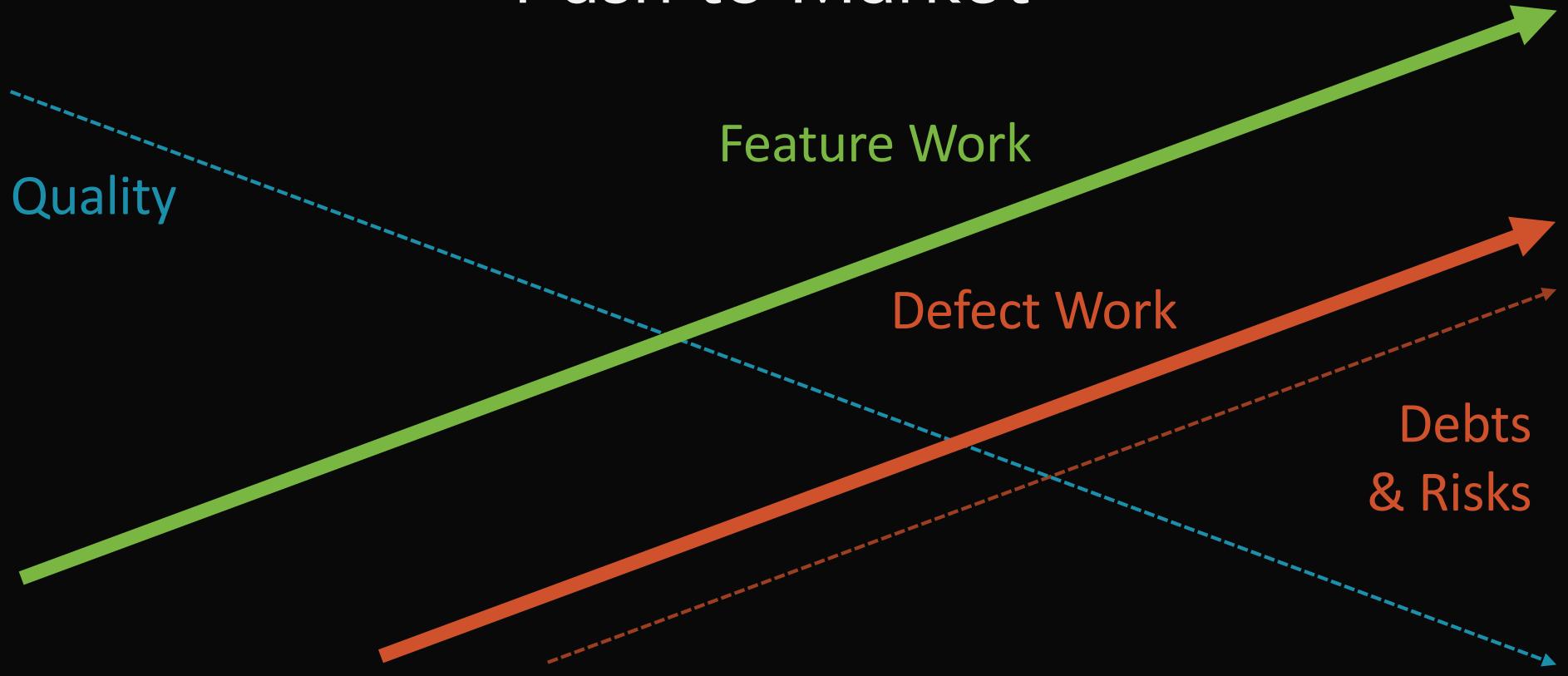
## Debts

*Technical debt improvements, pulled by architects*

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*Flow Items are MECE\**

# Push to Market



# Death Spiral

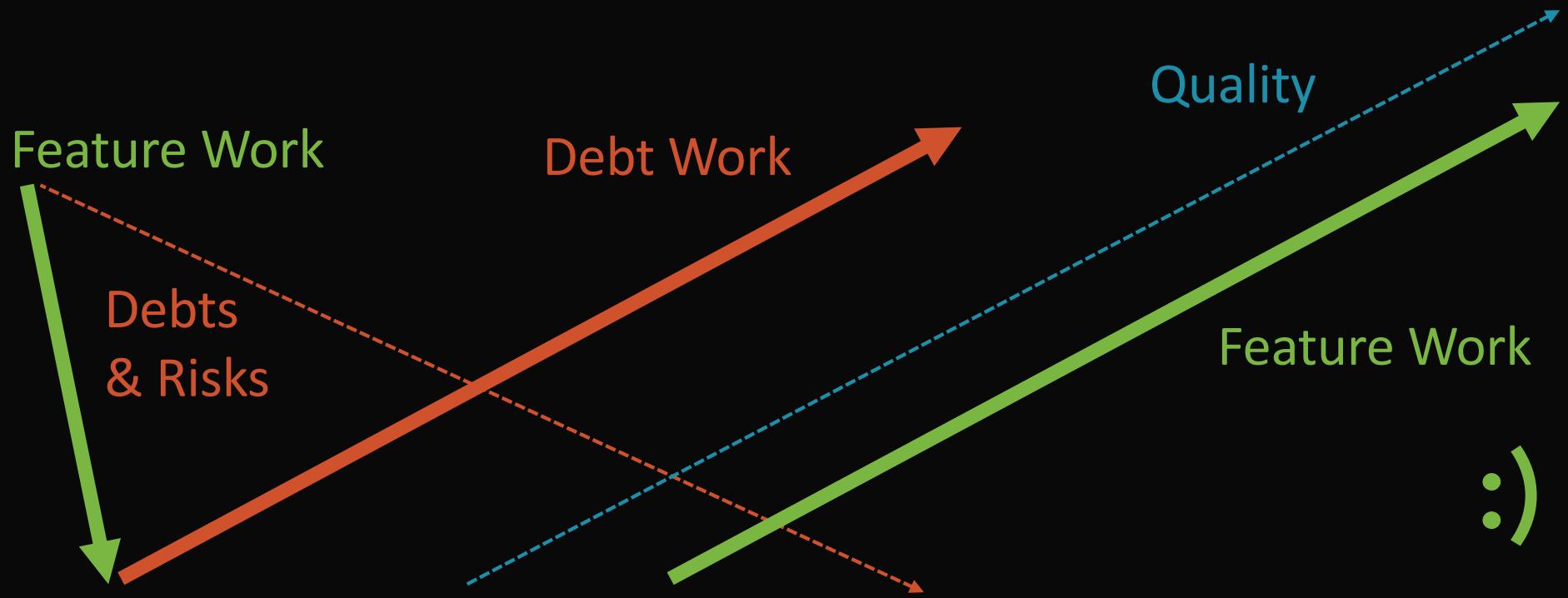


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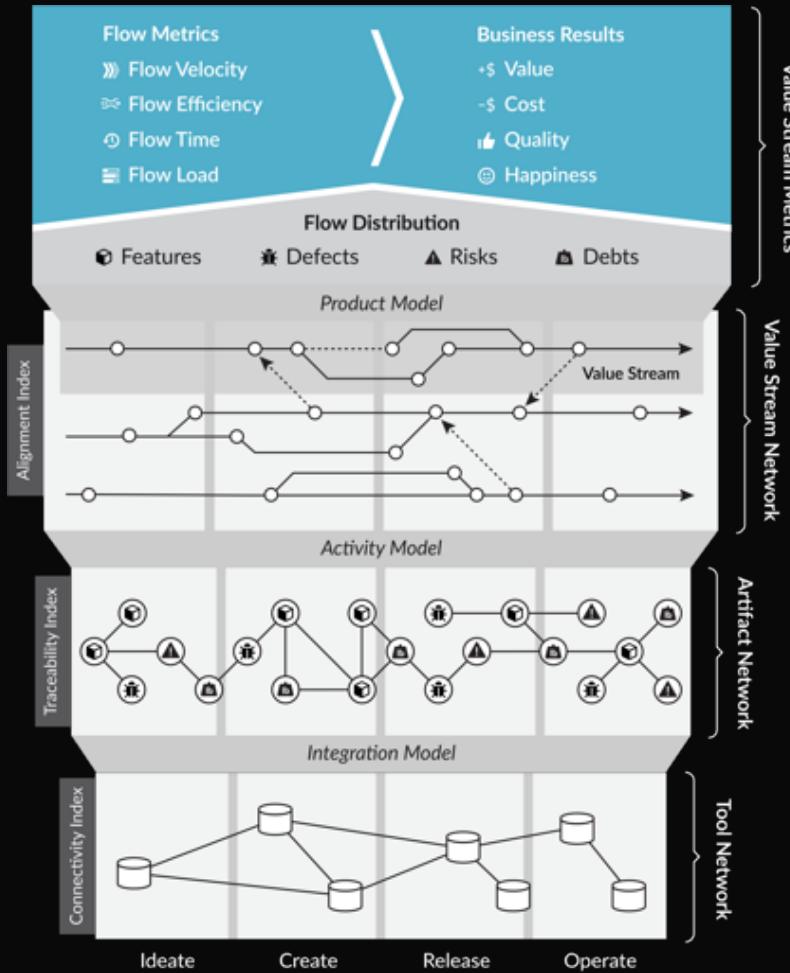
Diagram: Adapted from Gene Kim

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# Debt & Risk Reduction

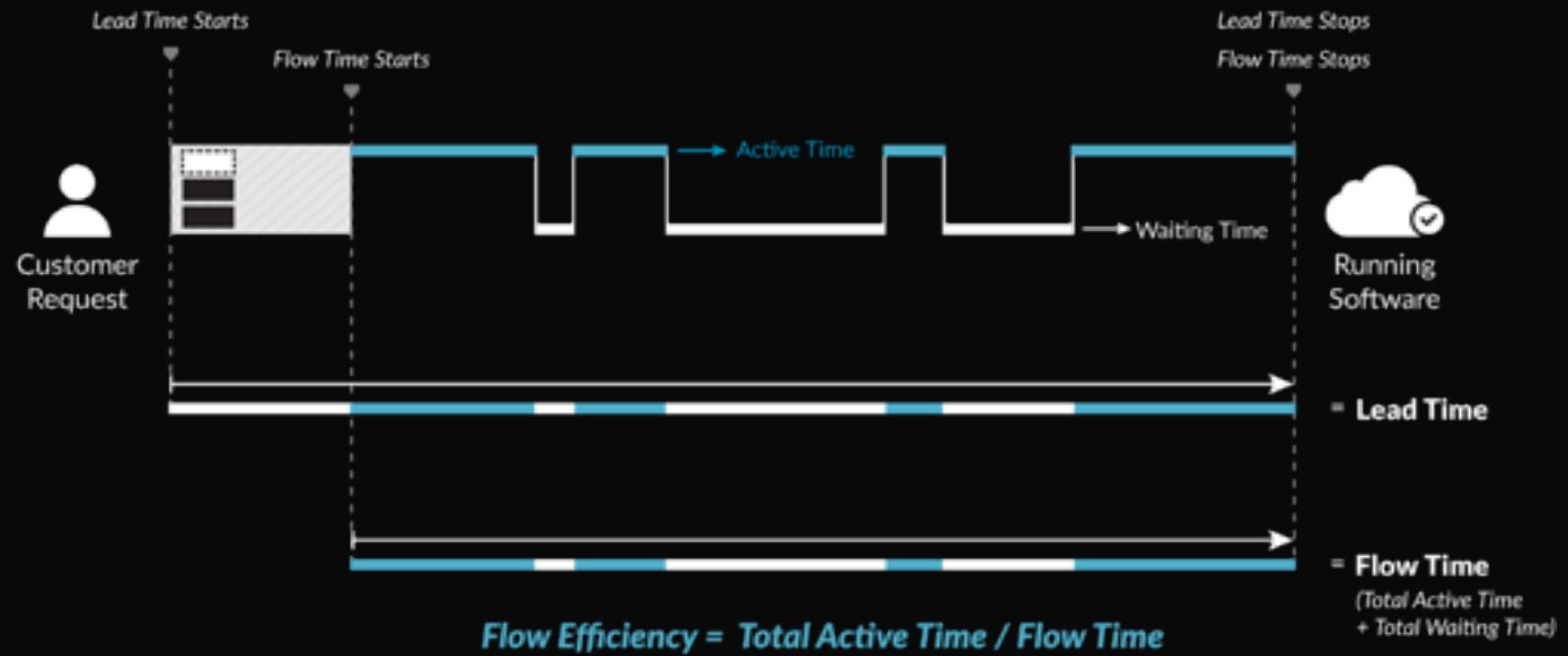


# Flow Framework



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 Efficiency



# Flow Metrics

## Hub

External Customer: Fortune 500 (GA)



## Integrations

Internal Customer: Hub, Sync, Dev

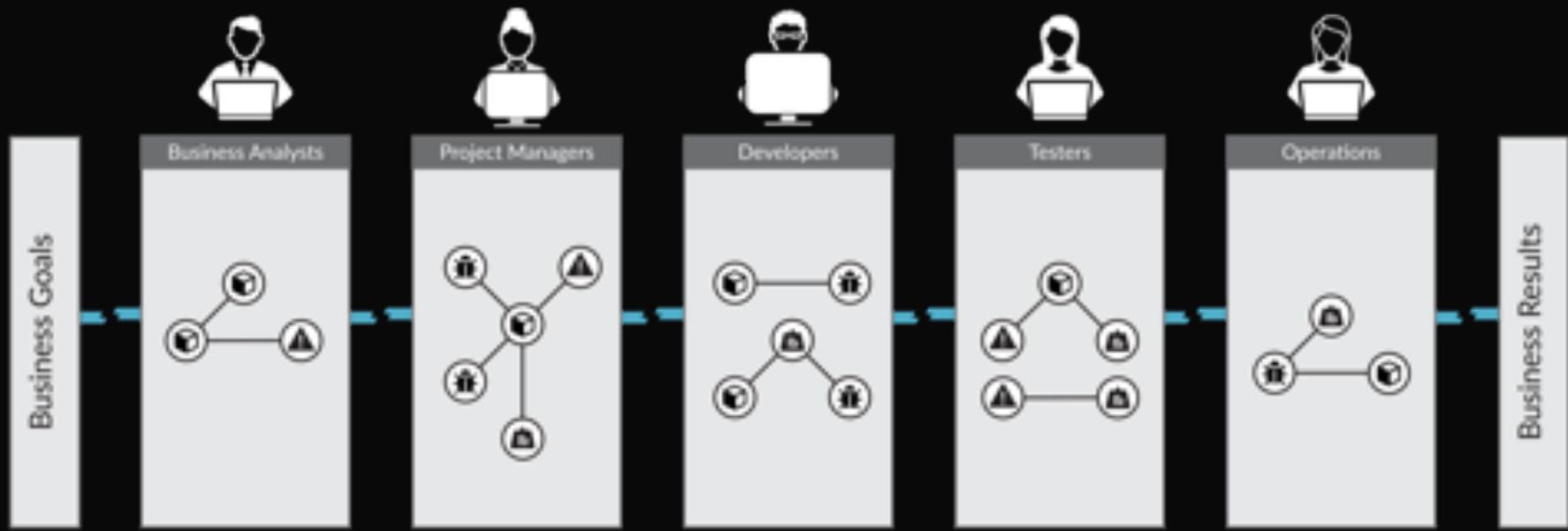


# How can we do this?

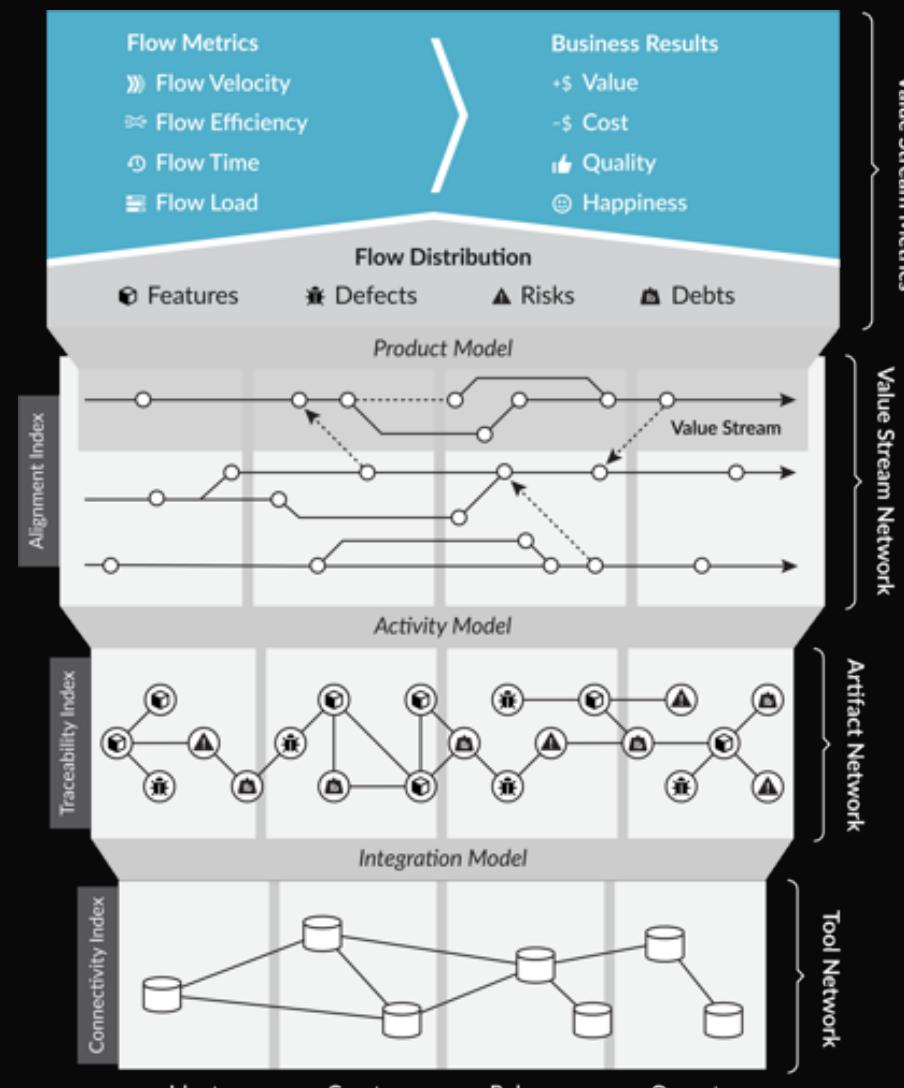
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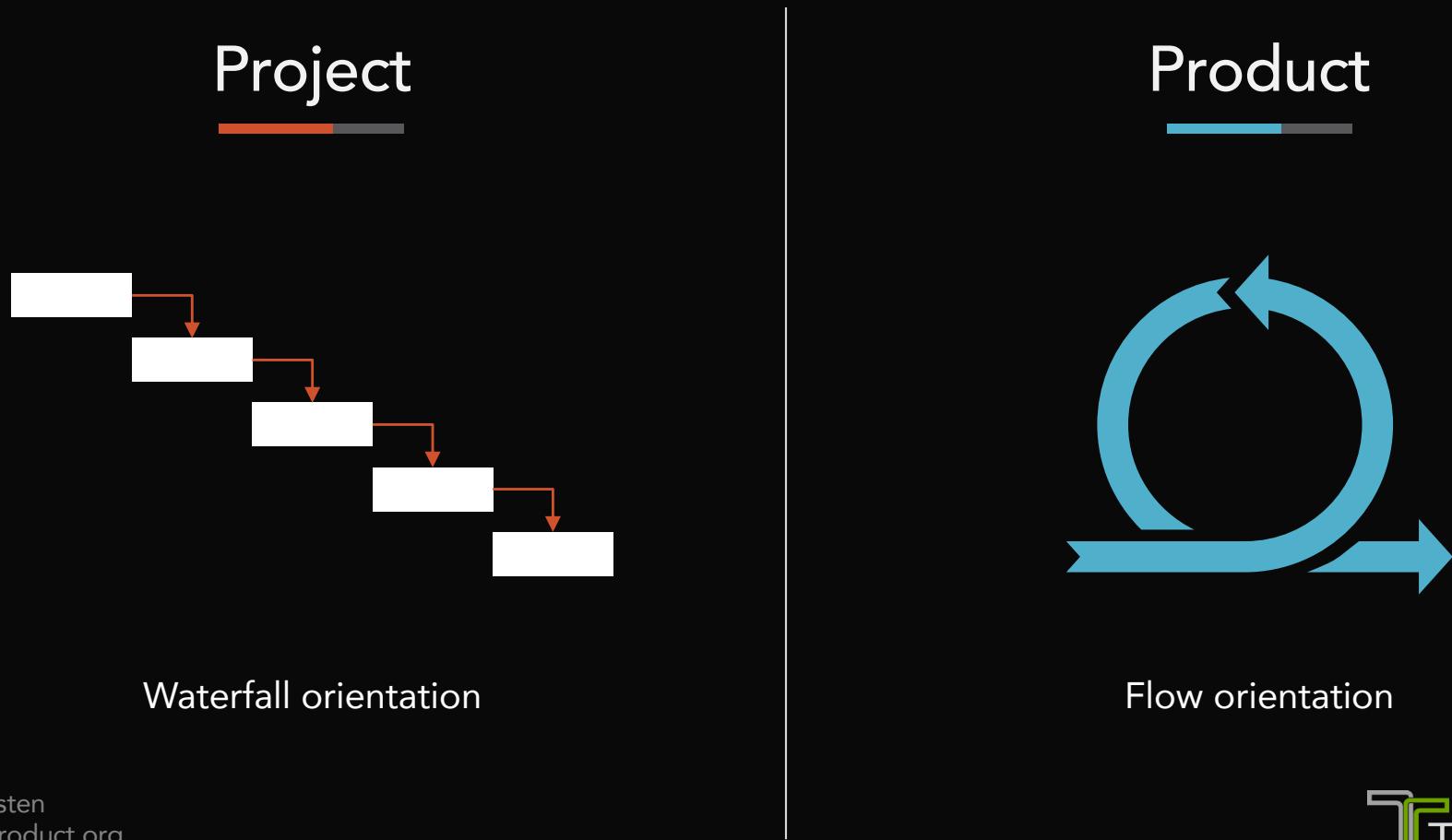
# From silos and proxy metrics



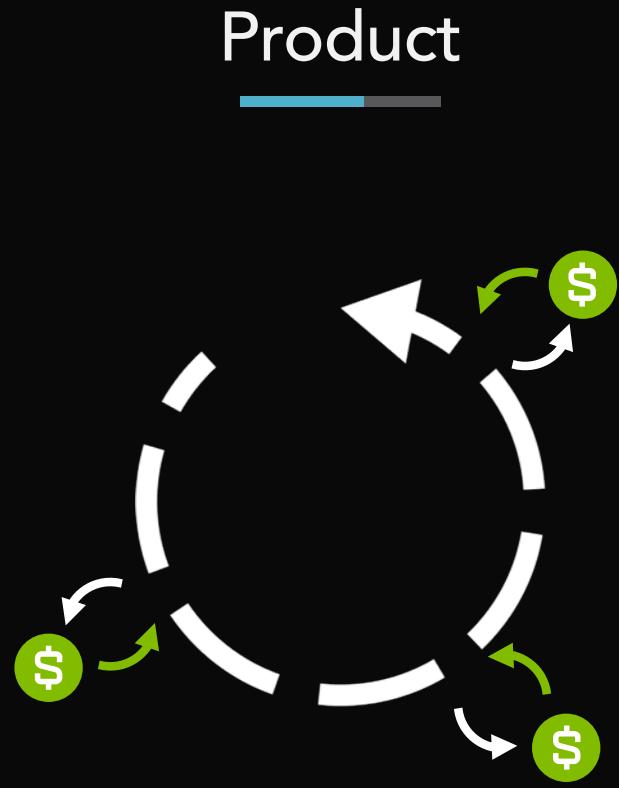
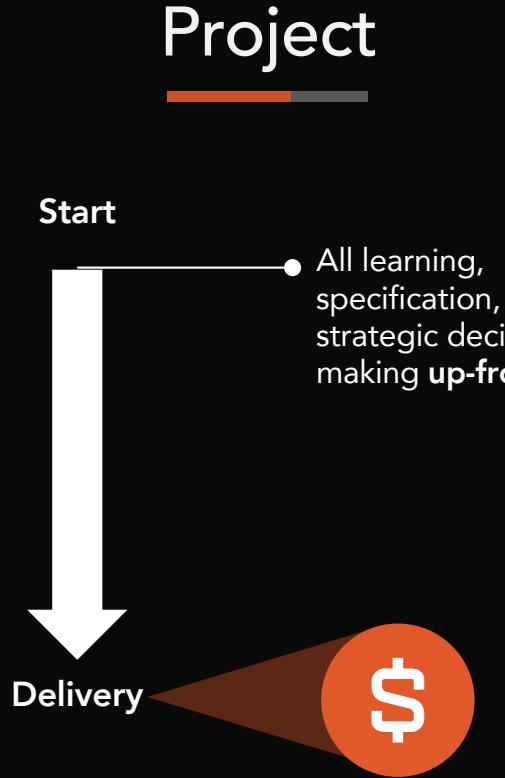
To a connected value stream network



# Project to Product: Planning



# Project to Product: Budgets

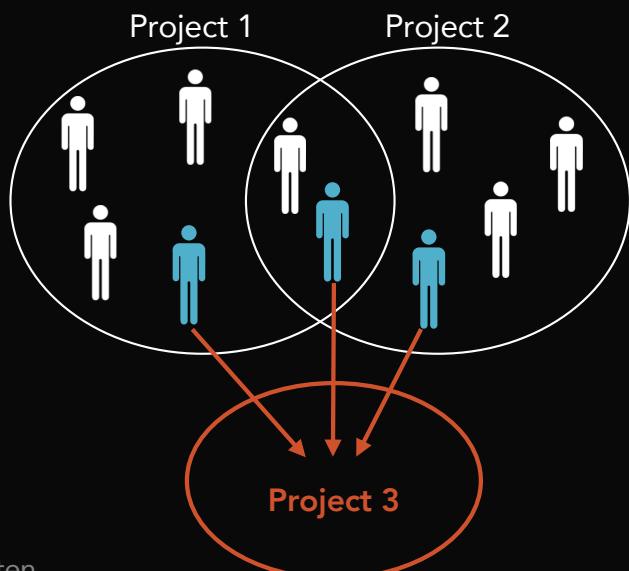


# Project to Product: People

## Project

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**People** are brought to **work**

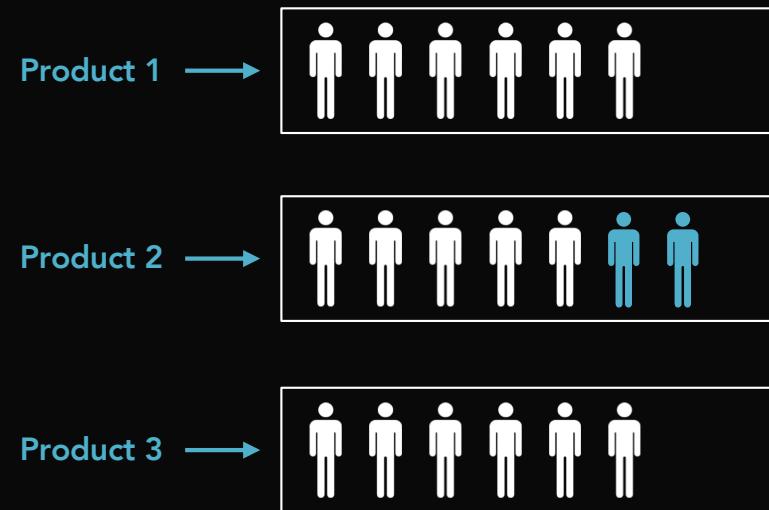


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## Product

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**Work** is brought to **People**



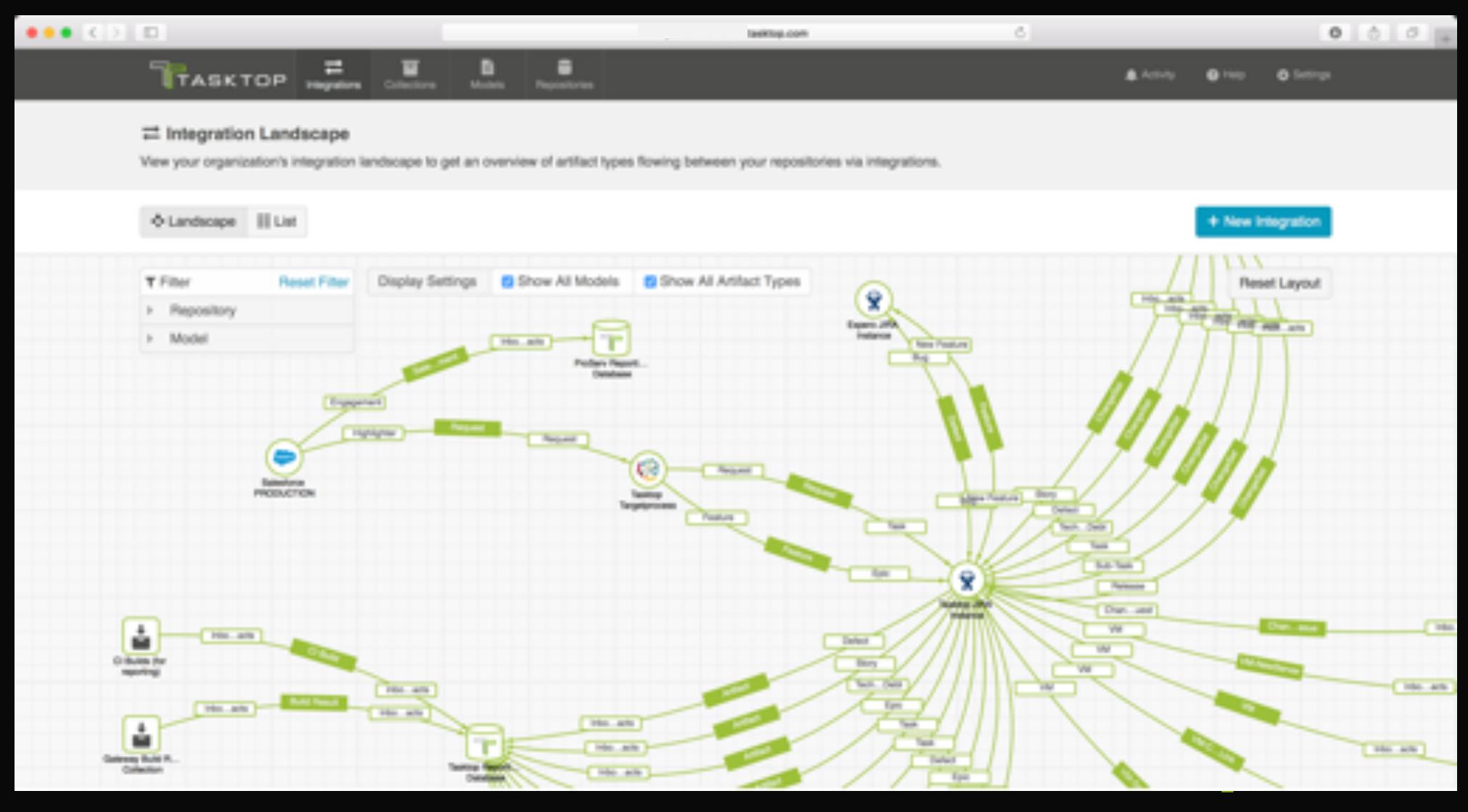
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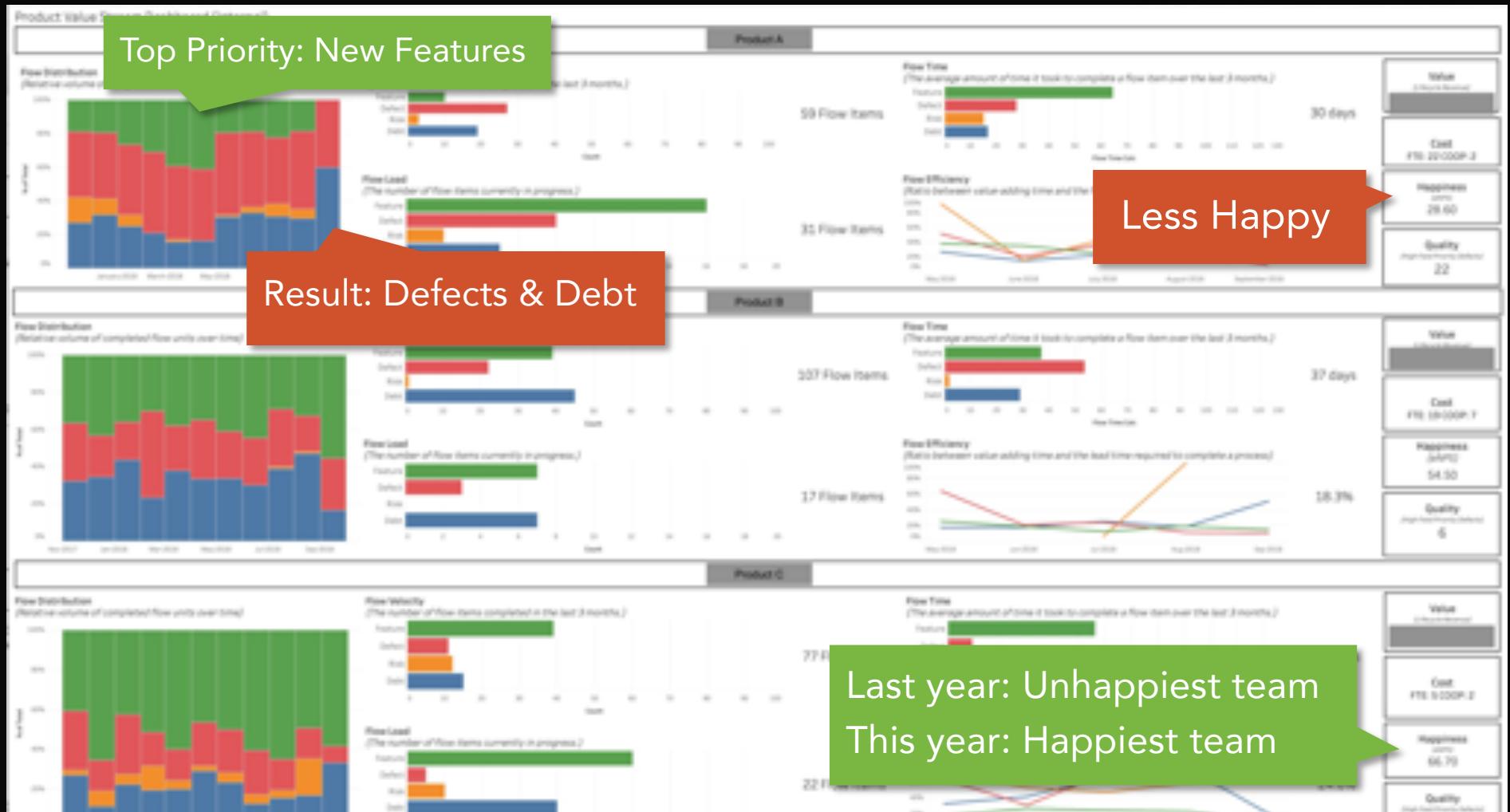
# Example

## Flow Framework at Tasktop

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# Advice

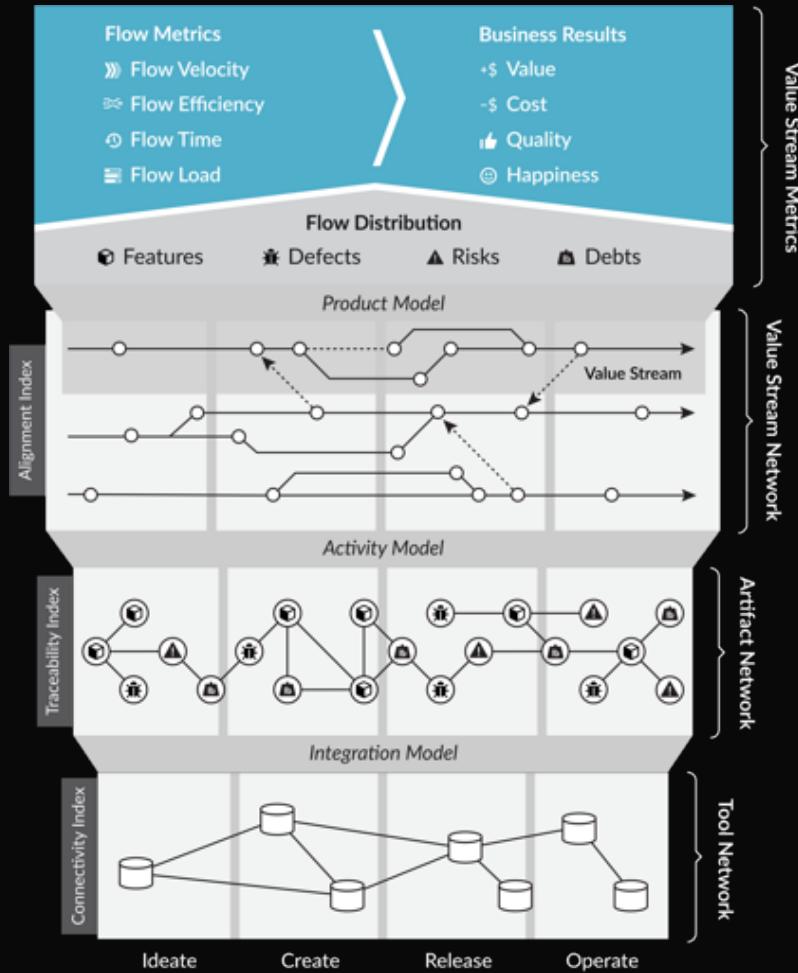
## Business leaders

- ⚙ 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 (eg, 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



Project & Cost Centers

**Product Value Streams**

Silos & proxy metrics

**Flow Metrics & Business Results**

Fragmented value streams

**Integrated Value Stream Network**

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[project2product.org](http://project2product.org)  
[flowframework.org](http://flowframework.org)

Available Nov 20<sup>th</sup>, book signing tomorrow

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