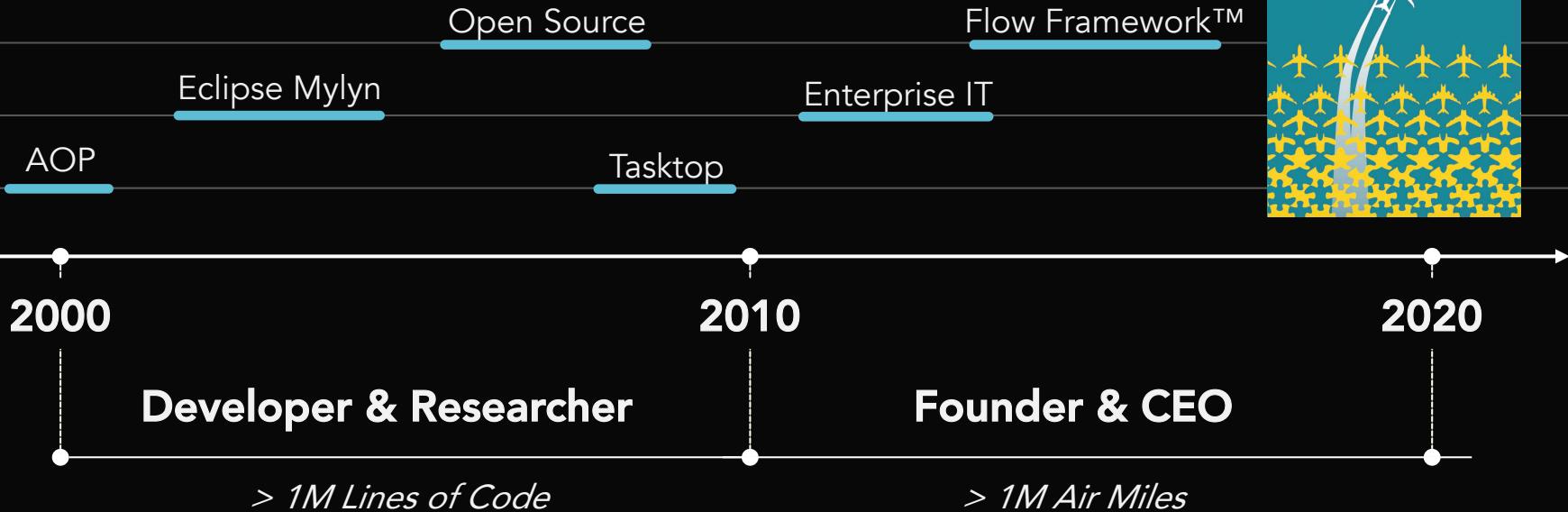
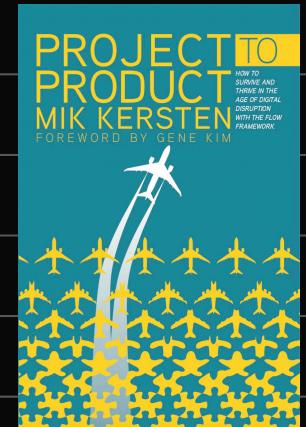




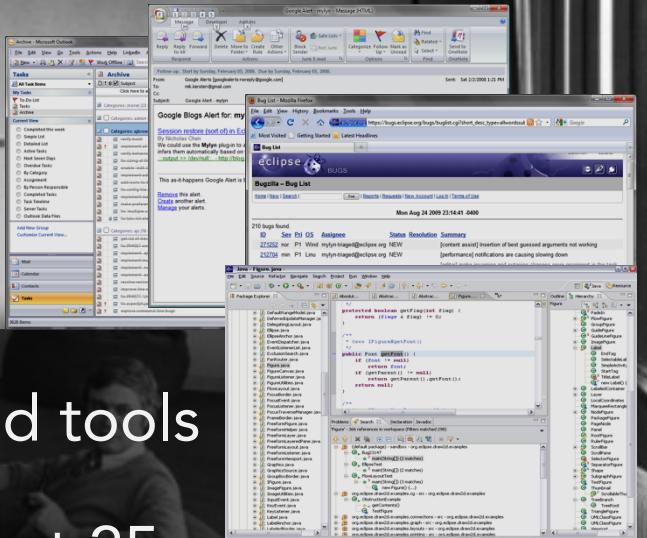
Project to Product

Dr. @mik_kersten (Founder & CEO, Tasktop)





1. Fragmented Value Streams kill personal productivity

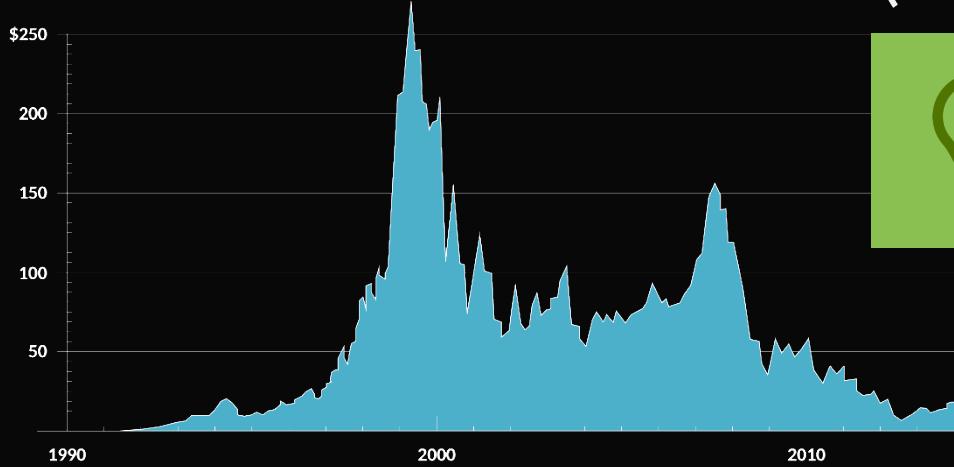


Creating new programming language and tools

But long hours programming caused RSI at 25

Created Mylyn, fixed RSI, saw millions of downloads

Nokia (2007)



Silos & proxy metrics
destroy transformations

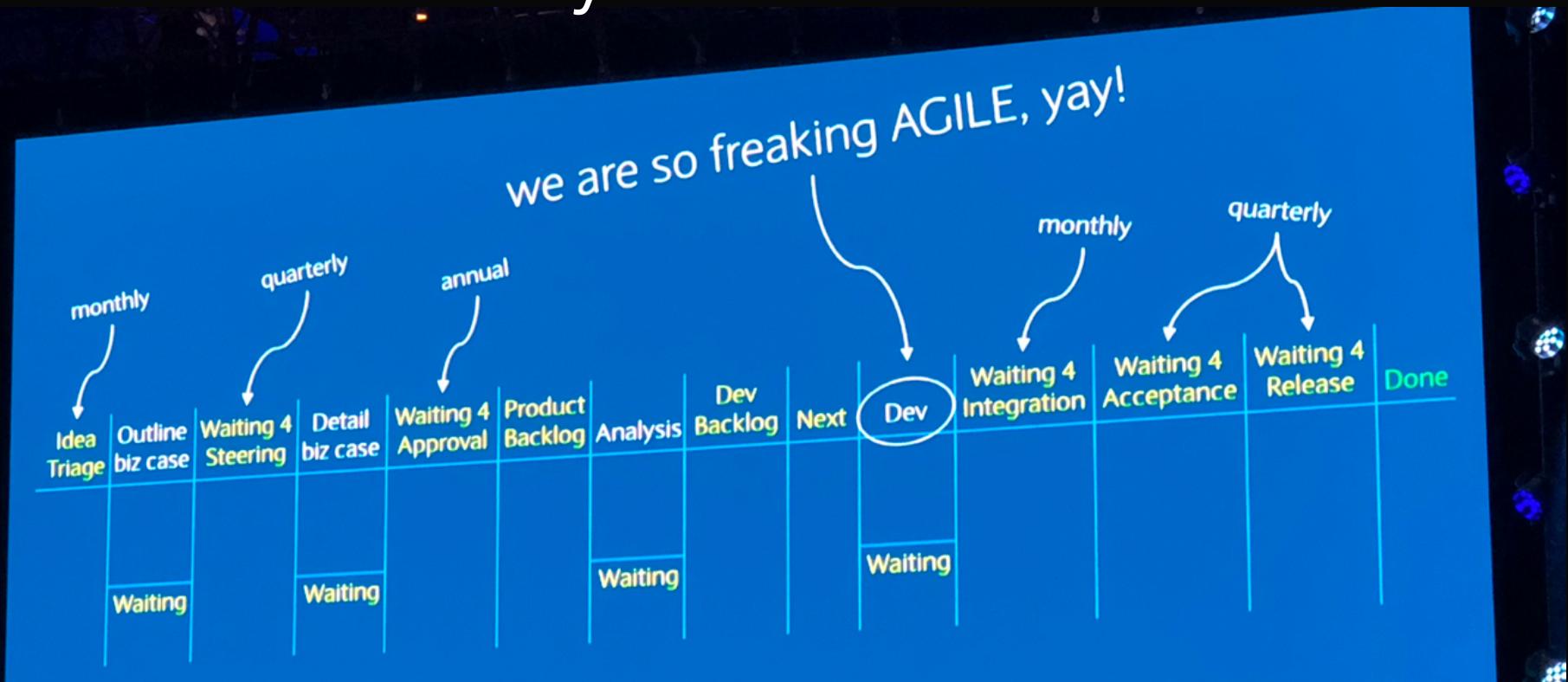
Realized software was bottleneck

Agile 2009 poster child, “Nokia test” for agility

Result was a *local optimization* of the value stream



Barclays' Value Stream



Business



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 delivering less to the business than before

Stock Price Change 2006-2016

amazon

1,910%



-95%
SEARS

-83%
JCPenney

-59%
KOHL'S

-49%
BEST BUY

-46%
★macys

-21%
NORDSTROM

-15%
TARGET

Walmart 
2%





Banks Spend \$1 Trillion on Digital, But Few Reap the Rewards

– Bloomberg, June 20, 2019

Venezuela: Guaidó v Maduro
The Democrats and the world
Fusion power from the private sector
North Korea by night

MAY 4TH–10TH 2019

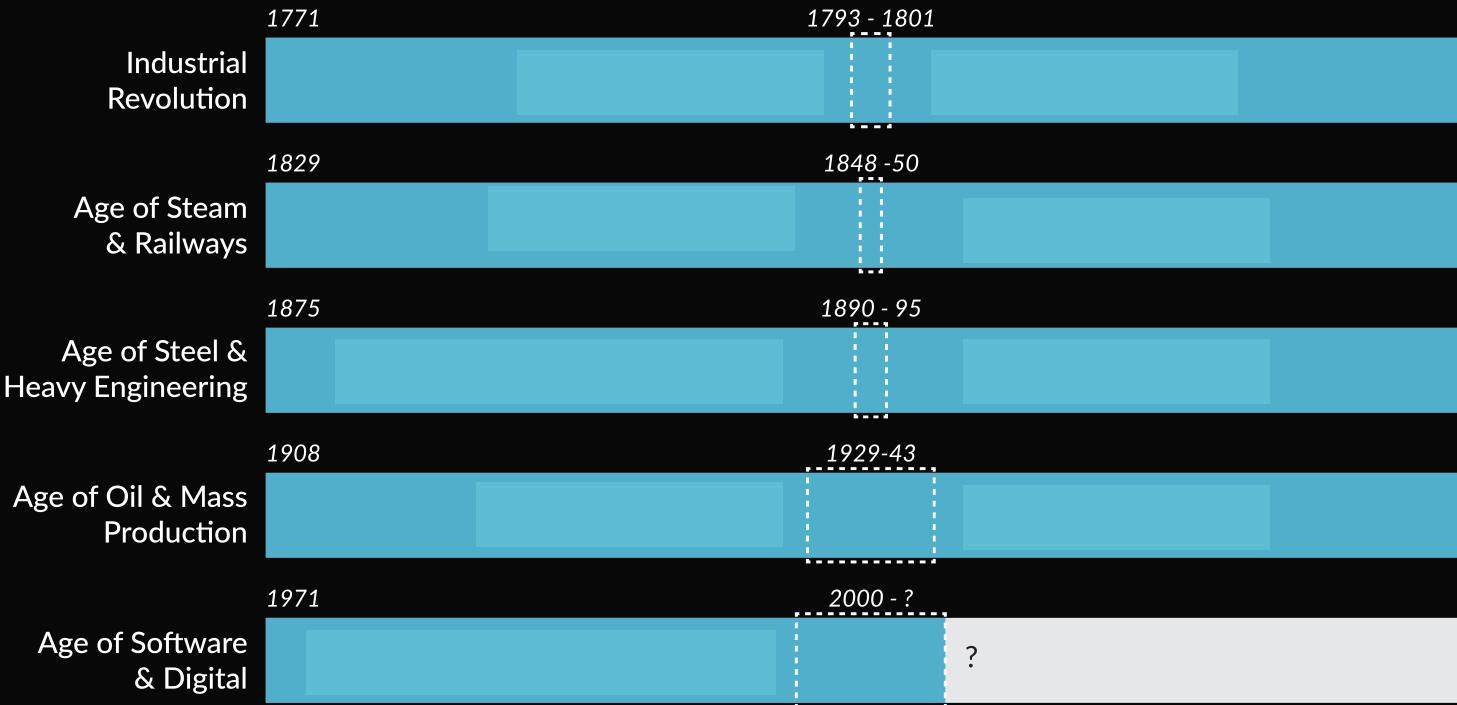
The Economist

Tech's raid on the banks

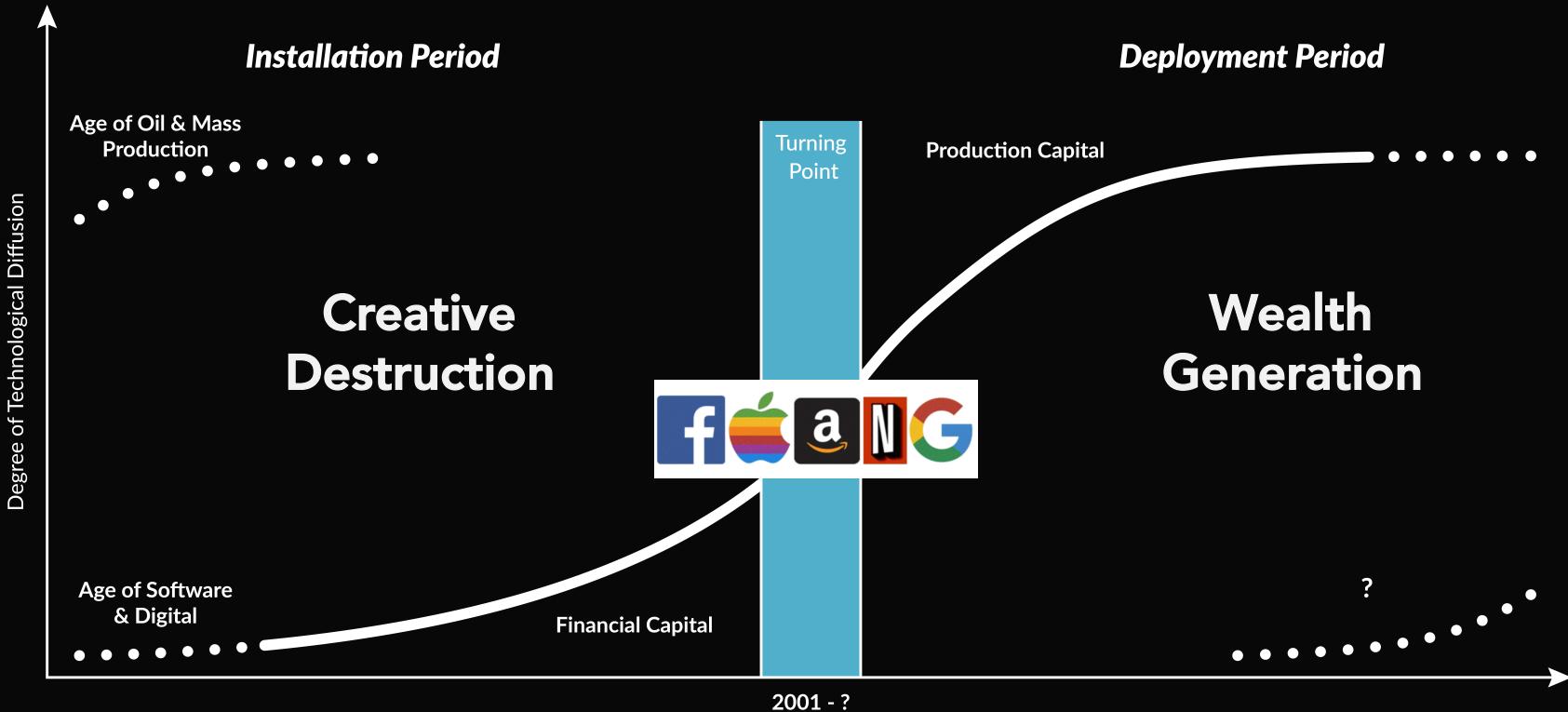
An illustration of a pink piggy bank with a pixelated red and blue liquid leaking out of its side, representing digital data or money.

Has this happened before?

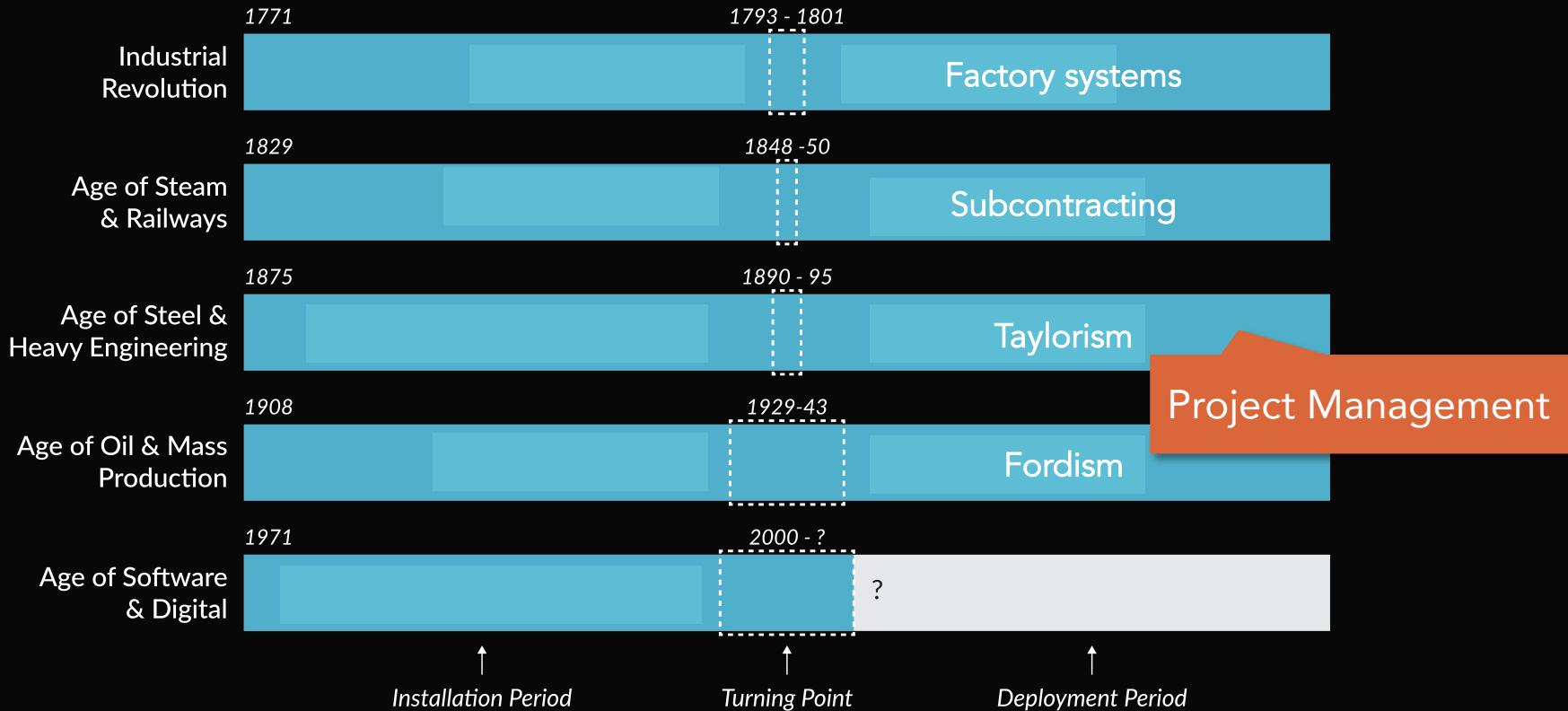
Technological Revolutions



The Turning Point



Technological Revolutions





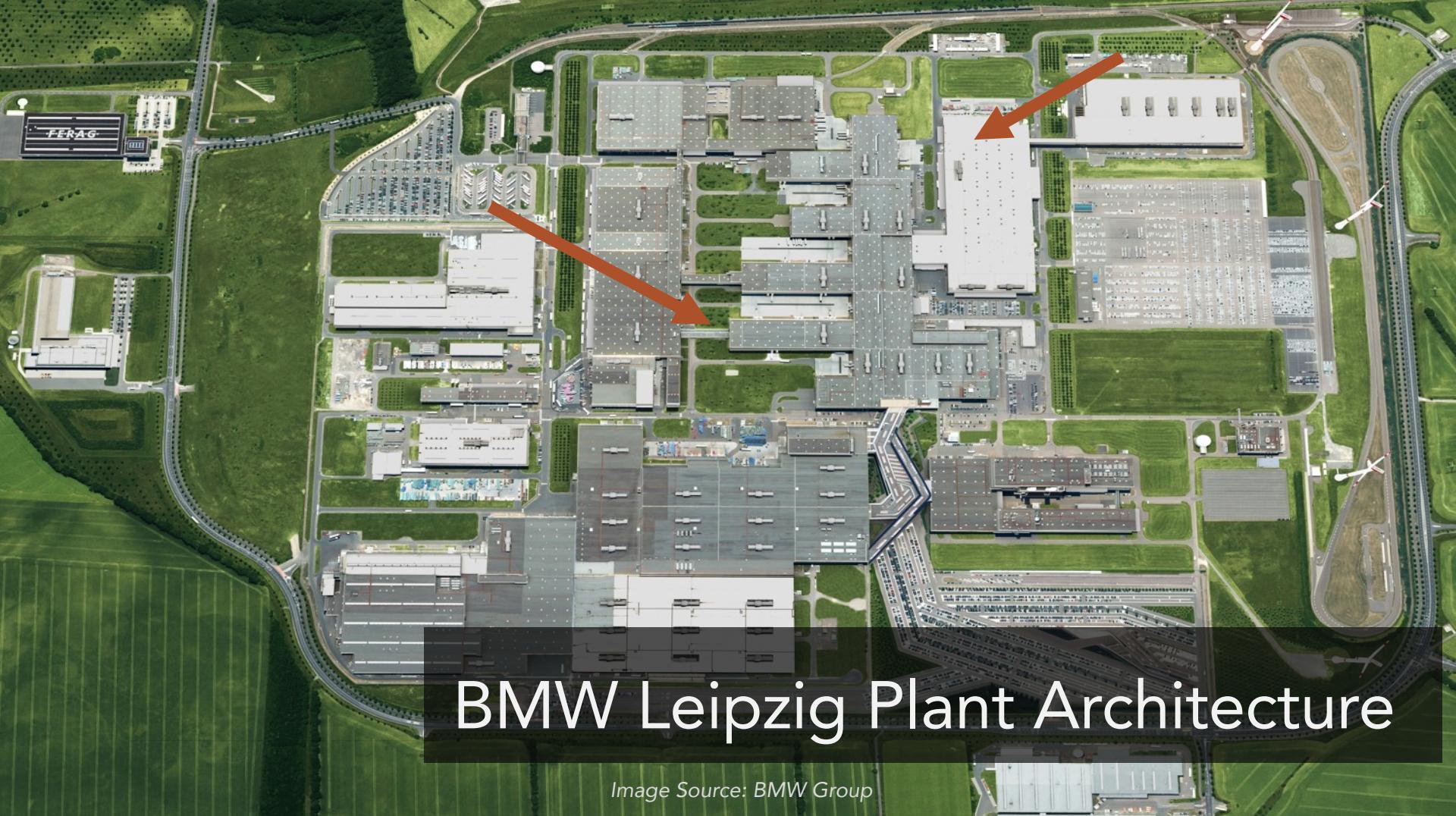
BMW Leipzig Plant Trip

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



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,

Creative and manufacturing process are decoupled

Flow across a linear product line

Image Source: BMW Group



Business value flow in IT

New features that deliver success and delight

Designed and delivered in daily cycles

Creative and manufacturing process are coupled

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

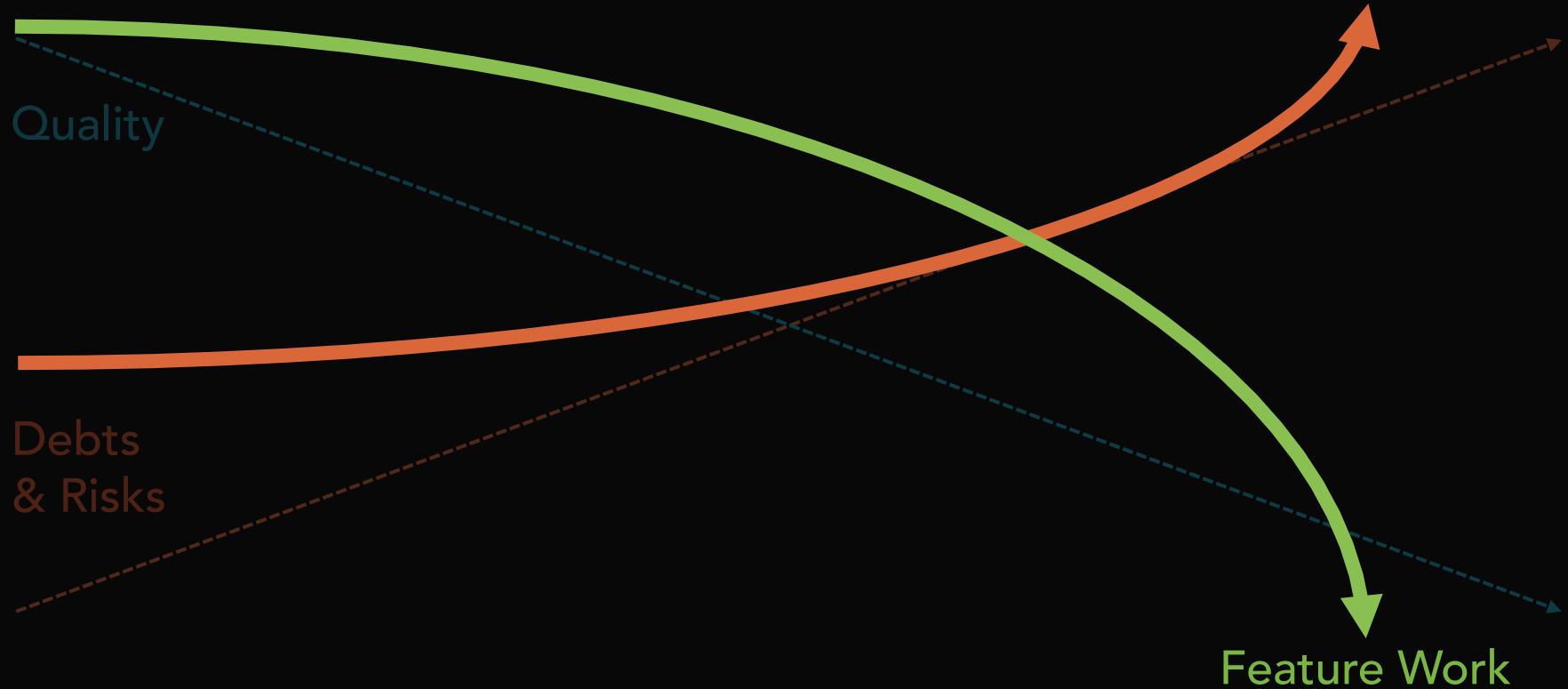
Technical debt improvements, pulled by architects

Flow Items are MECE*

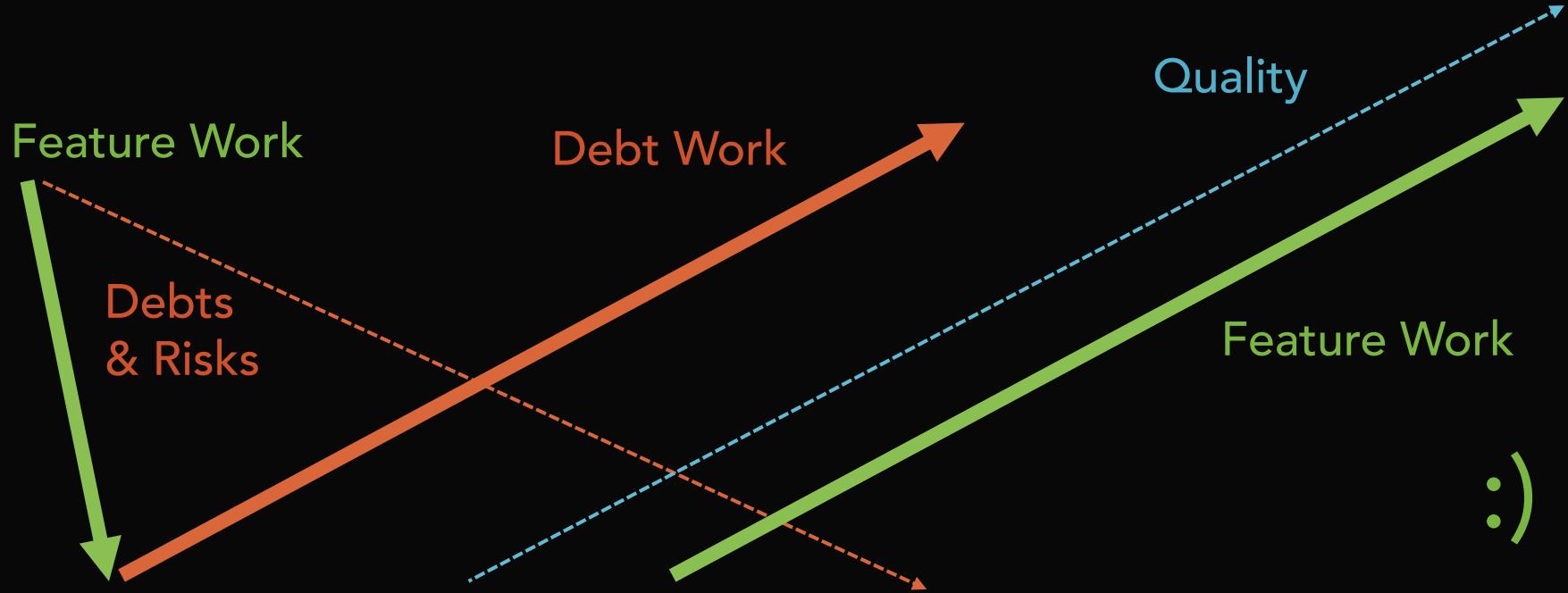
Push to Market



Death Spiral



Debt & Risk Reduction



Near Death Experiences

Ebay (1999)

Microsoft (2002): Bill Gates memo

Google (2005): Automated testing culture

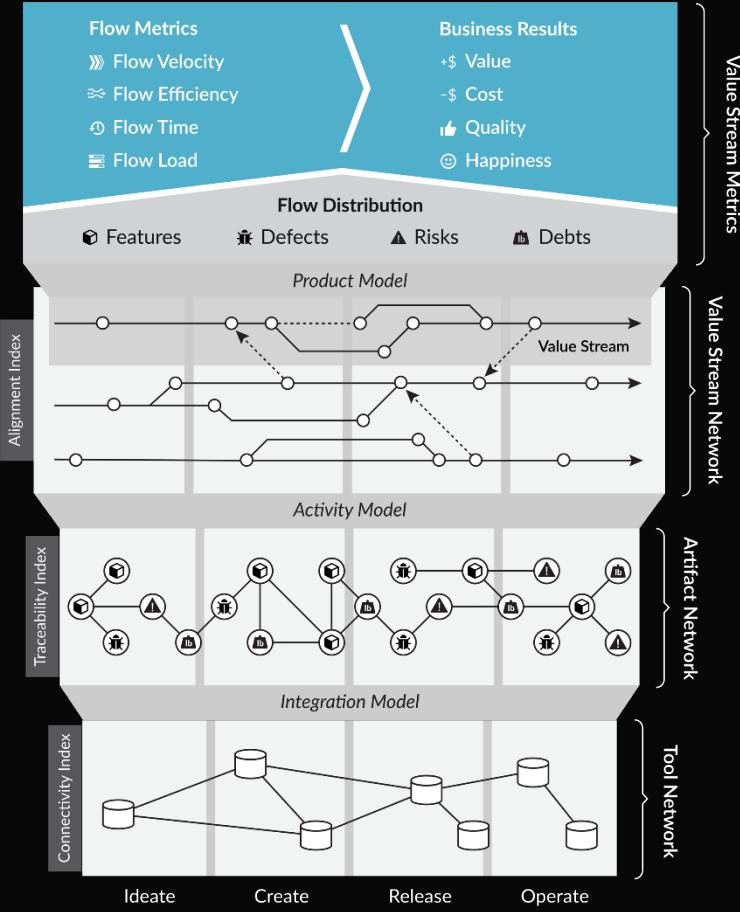
Amazon (2004): Jeff Bezos memo

Twitter (2008)

LinkedIn (2009)

Etsy (2009)

Flow Framework™



The Flow Framework™ is a framework created by Mik Kersten, CEO of Tasktop Technologies Incorporated ("Tasktop"). This diagram is licensed under the Attribution No Derivatives Creative Commons License, accessible at <https://creativecommons.org/licenses/by-nd/4.0/legalcode>.

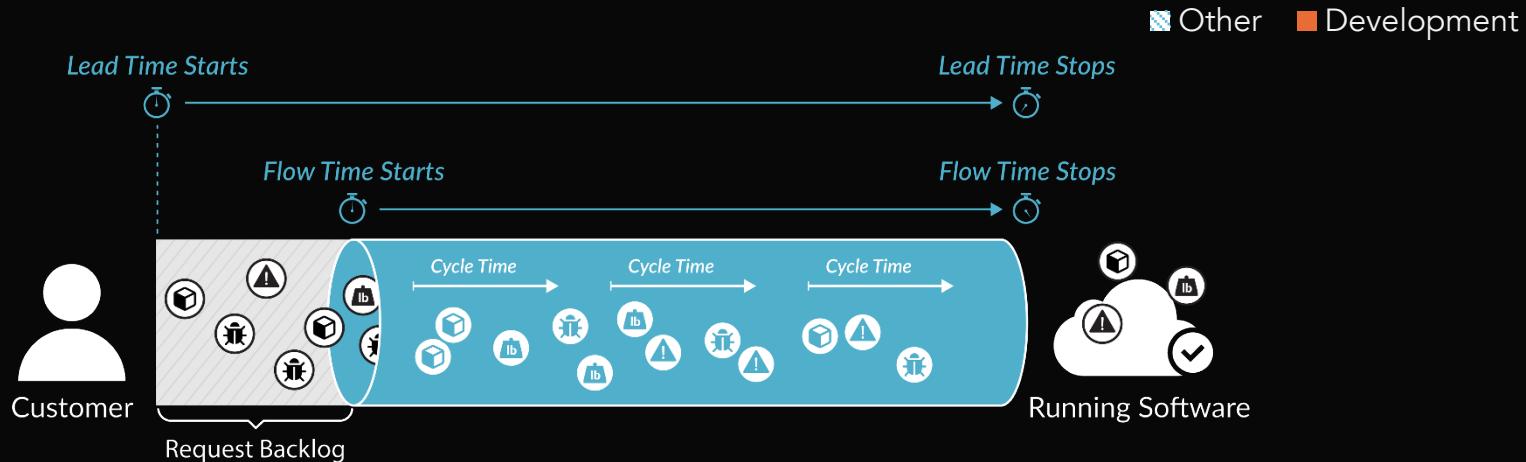
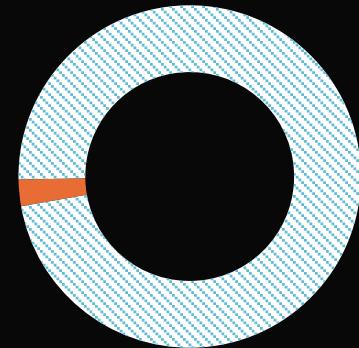


FLOW TIME



Why does it take 120 days to delivery value to customers?

Only 2.5% of time was spent in development

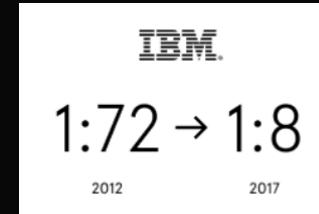


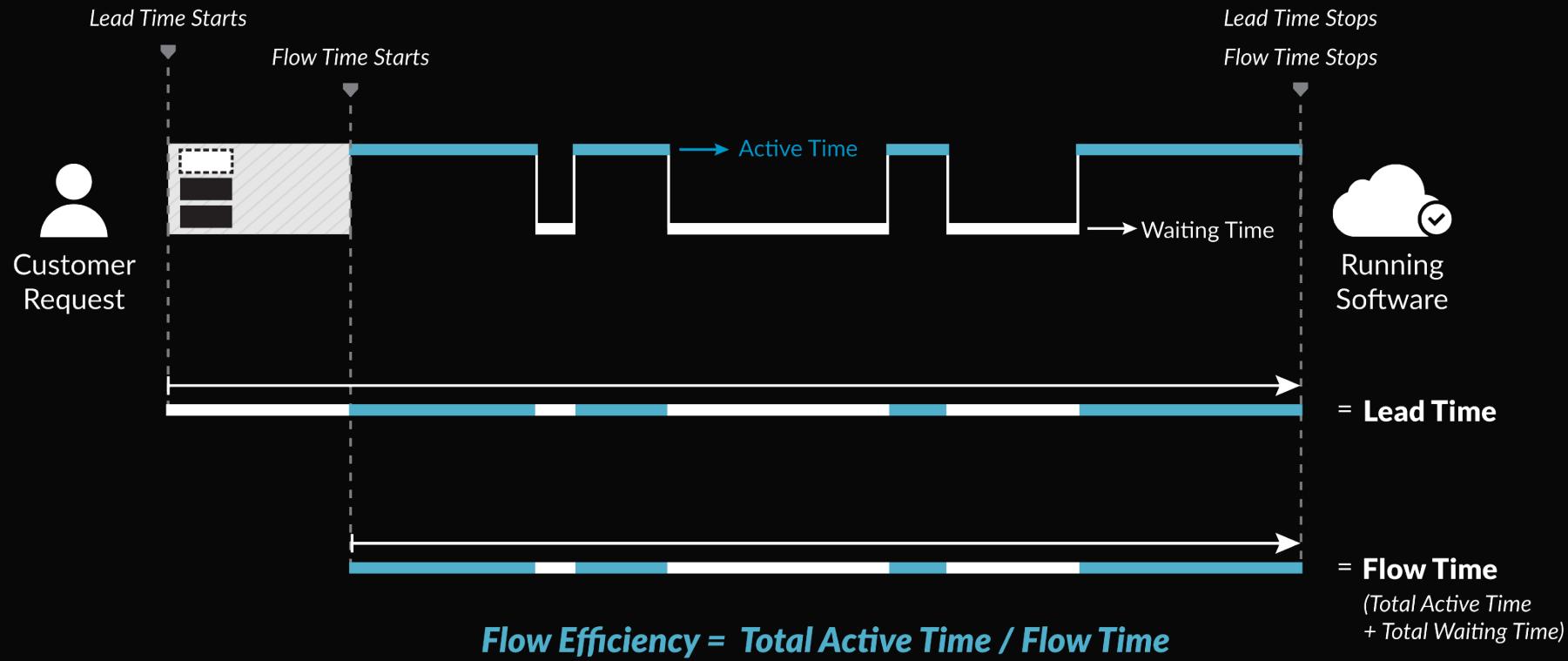
FLOW EFFICIENCY



Where is my feature delivery bottleneck?

Too few designers caused wait states on upstream UX work

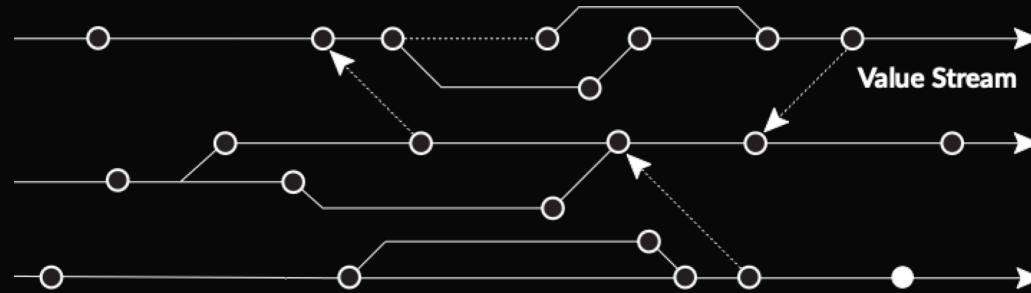






Why is delivery slowing as we add developers?

Software architecture is not aligned to value stream flow



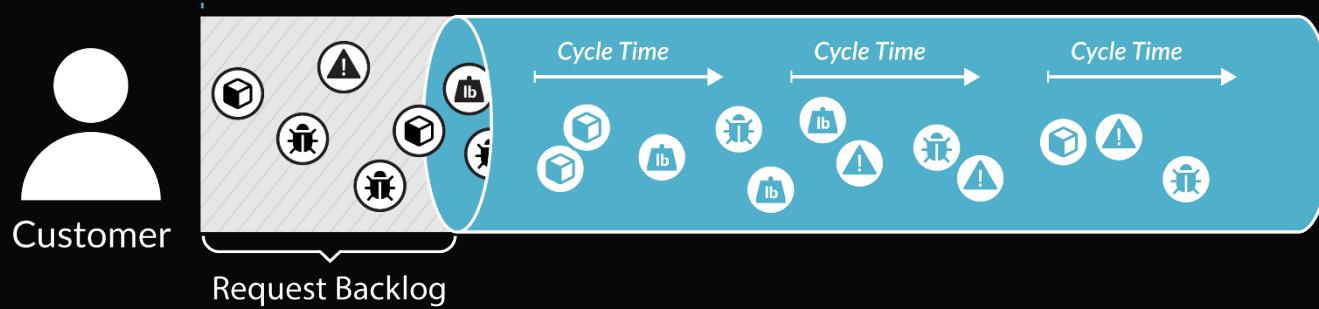
FLOW LOAD

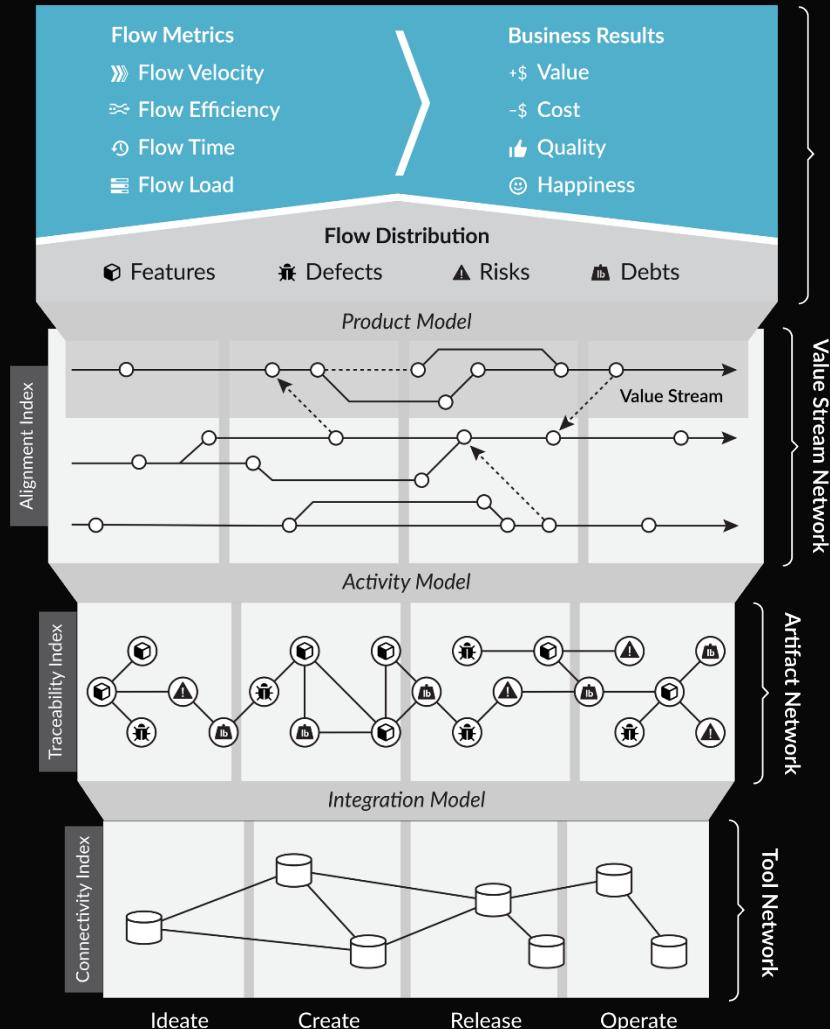


Why are the teams working on this product less happy?



Tech debt causing overly high Flow Load, frustration







Integrations

Collections

Models

Repositories

Activity

Help

Settings

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

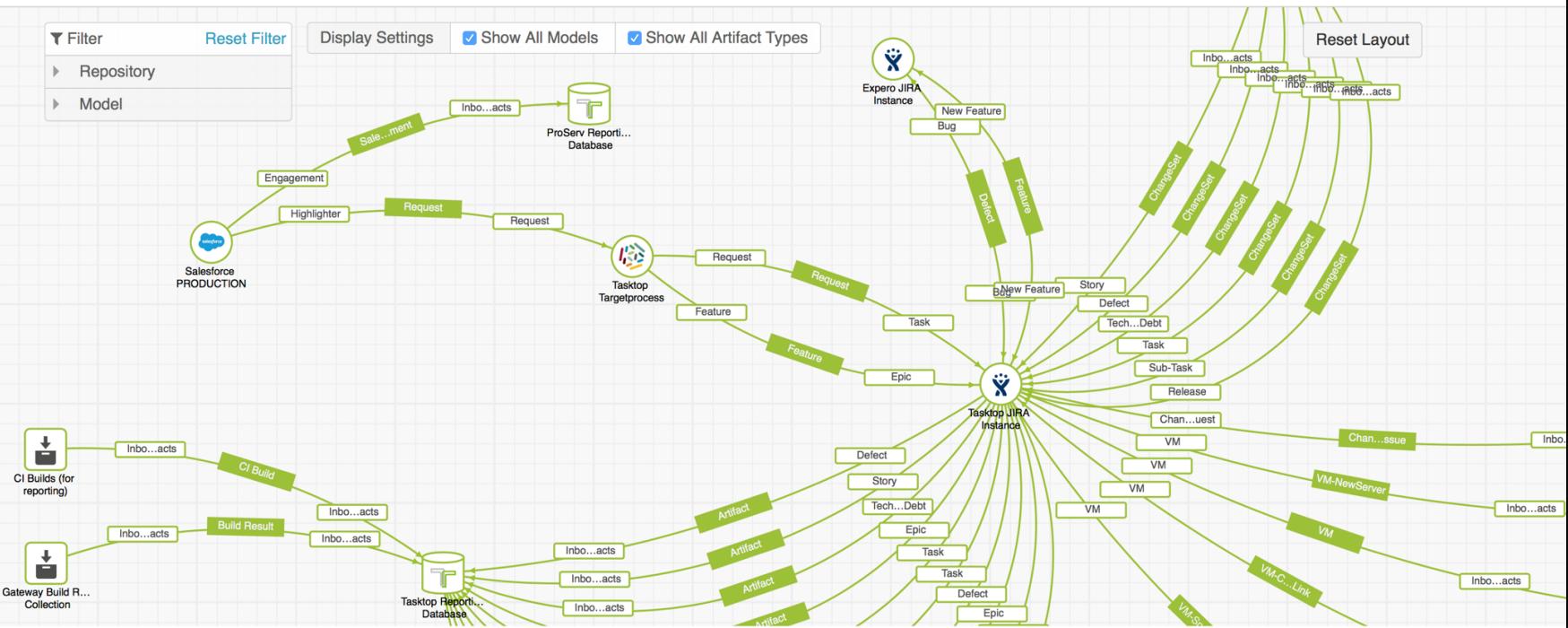
Reset Layout

Filter [Reset Filter](#)

Repository

Model

Display Settings

 Show All Models Show All Artifact Types

+ Add Product

Dashboard

All Products

Viz

Hub

Platform

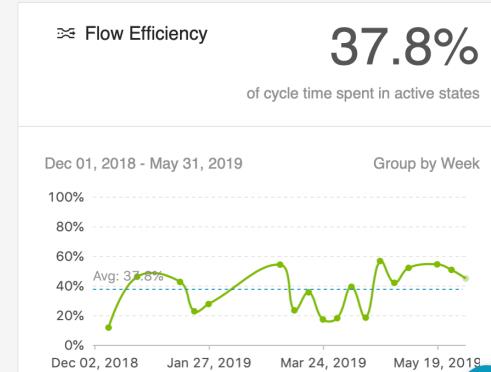
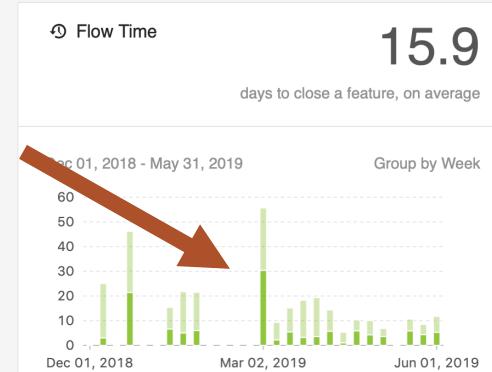
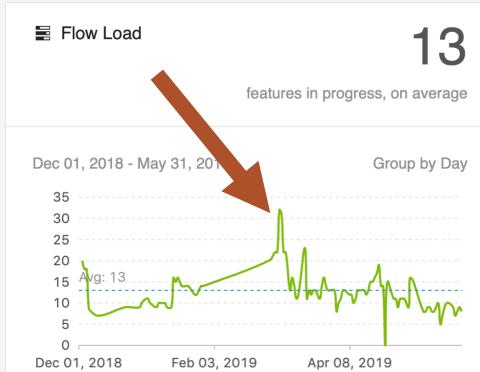
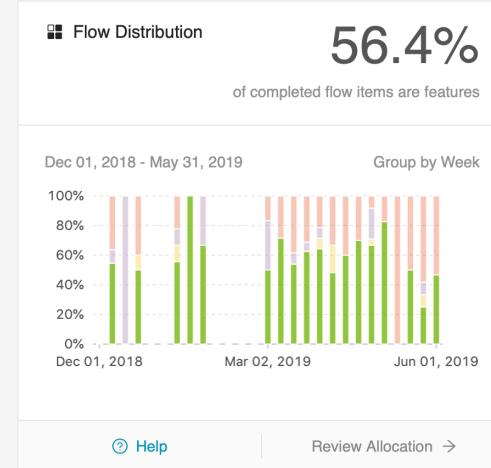
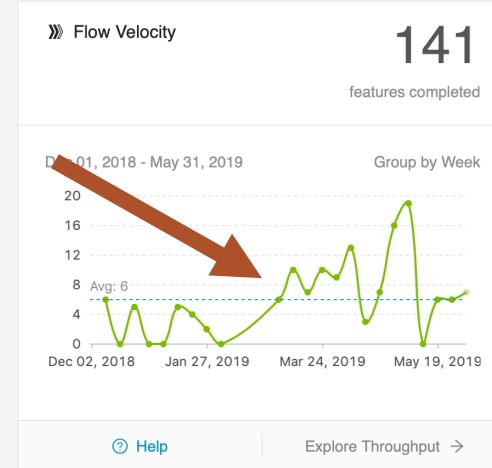
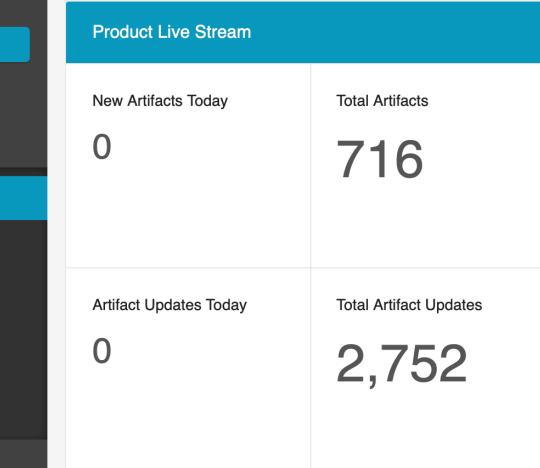
Cloud

Test

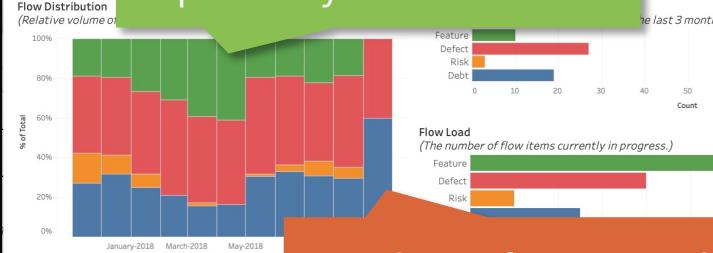
Tool Connections

Organization

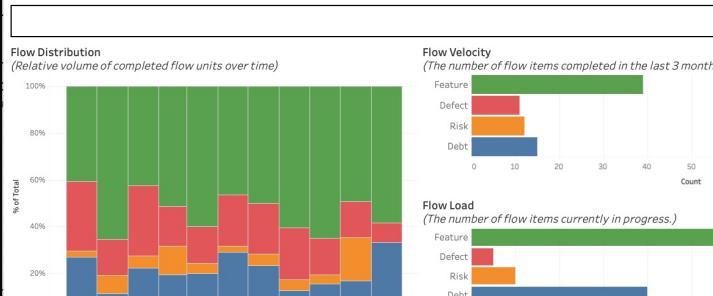
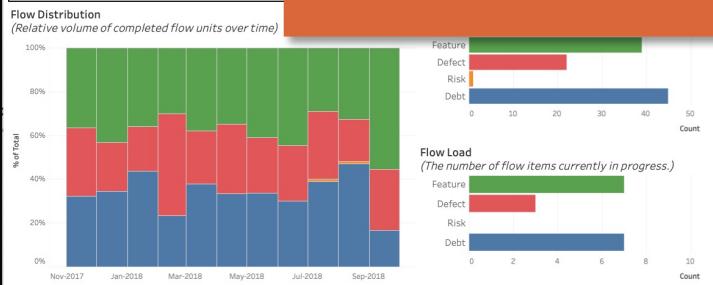
Mik Kersten



Top Priority: New Features

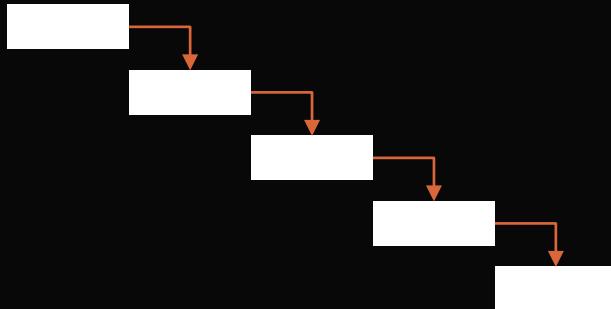


Result: Defects & Debt



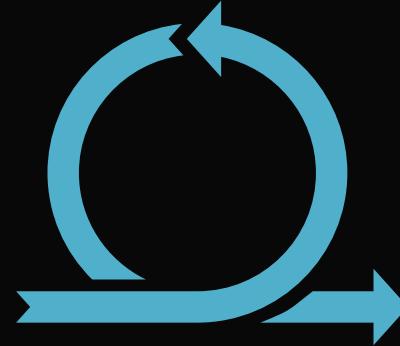
Project to Product: Planning

Project



Waterfall orientation

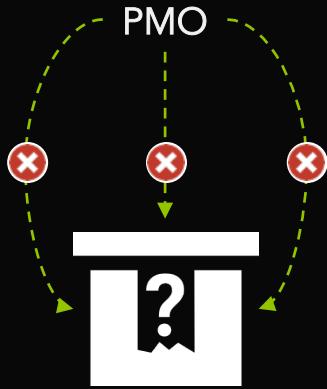
Product



Flow orientation

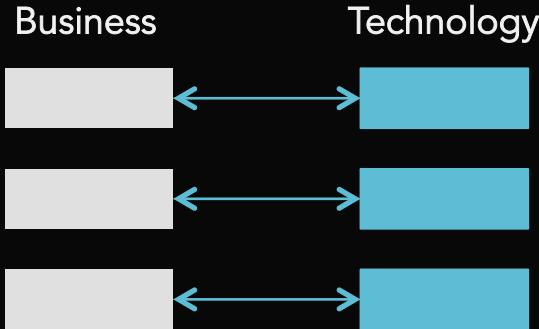
Project to Product: Visibility

Project



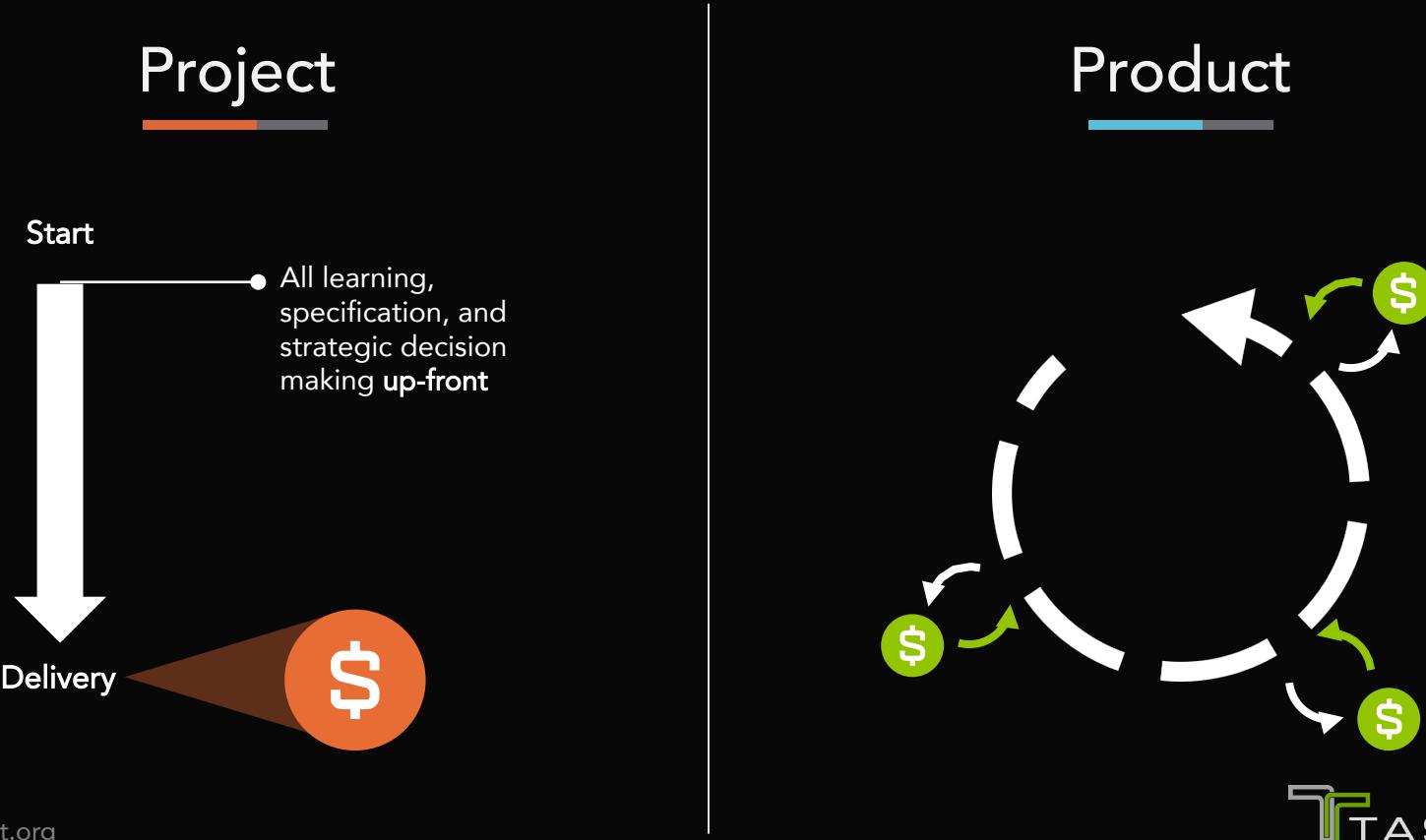
Production is a black box

Product



Direct mapping to business strategy

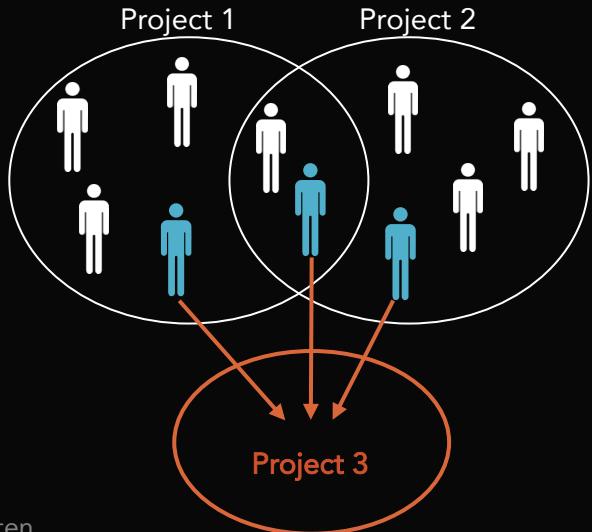
Project to Product: Budgets



Project to Product: People

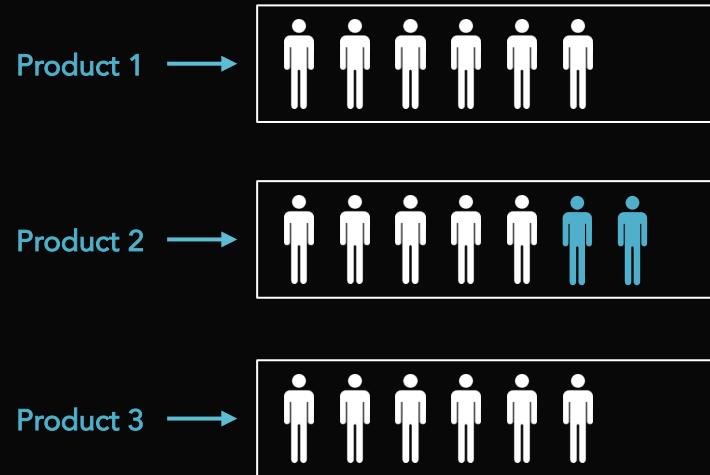
Project

People are brought to work



Product

Work is brought to People

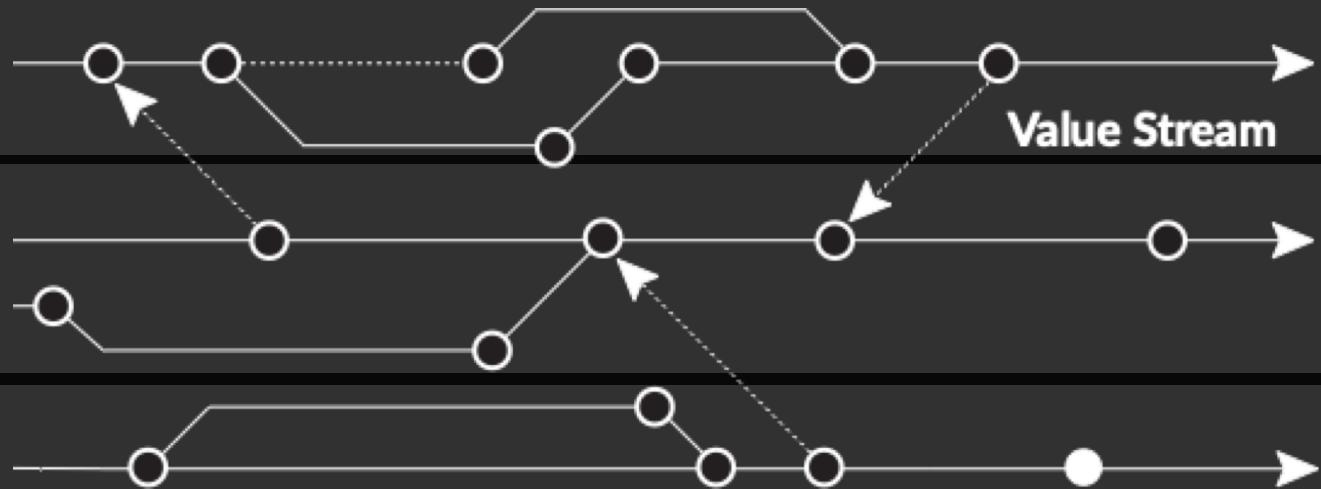


Project to Product: Architecture

Business Products
External Customer

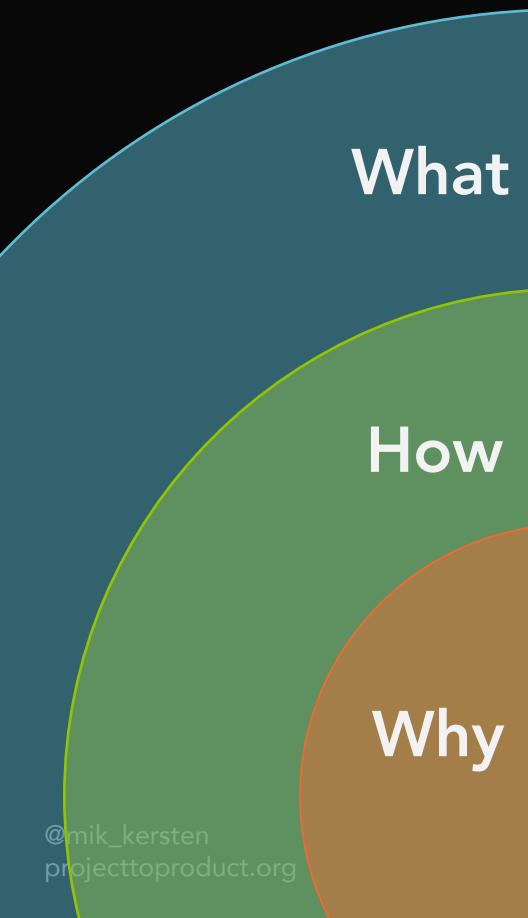
Platform Products
Internal Customer

Value Stream Network
Developers & Specialists



There cannot be a more important thing for an engineer.. than to work on the systems that drive our productivity -- Satya Nadela

Summary



What

Connect your value stream network

Define your products, track Flow Metrics & Business Results

How

Shift from *Project* to *Product* at an organizational level

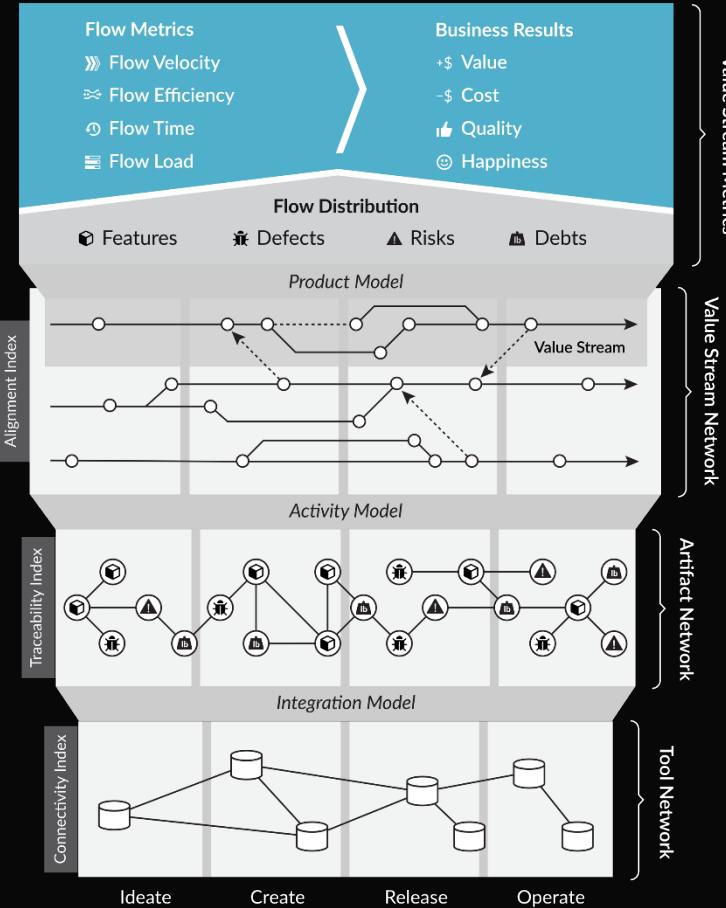
Connect the business w/ technology via Flow Framework™

Why

Disruption will only accelerate in the Age of Software

Today's IT practices won't survive the Turning Point

Flow Framework™



Project & Cost Centers

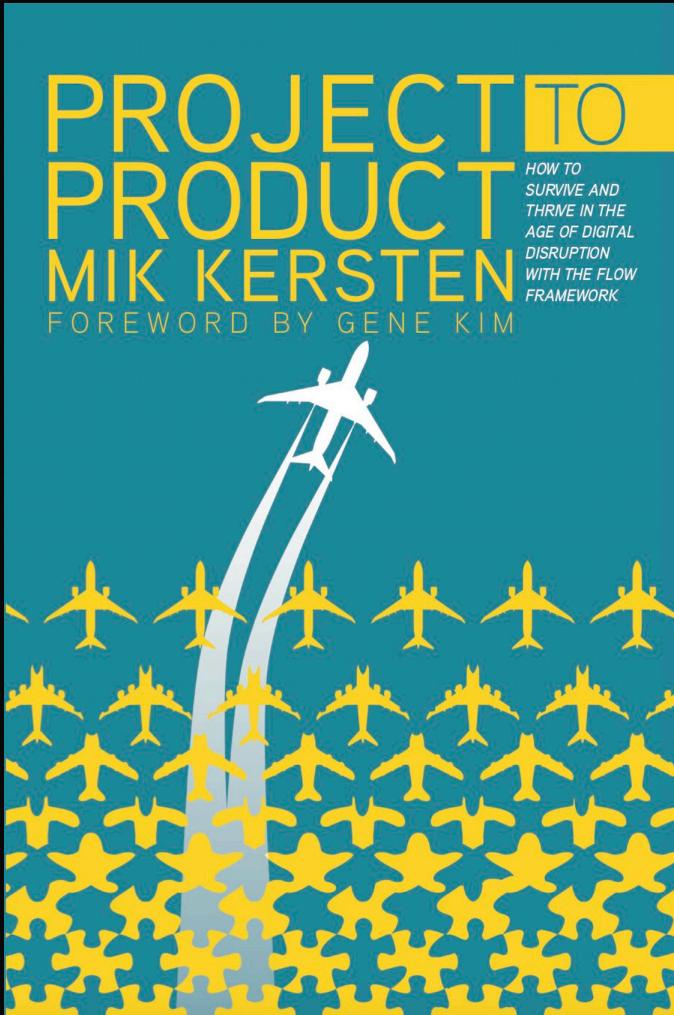
Product Value Streams

Silos & proxy metrics

Flow Metrics & Business Results

Fragmented value streams

Integrated Value Stream Network



projecttoproduct.org

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<https://tasktop.com/mik-kersten>

All author proceeds go to charitable programs supporting women & minorities in technology.

