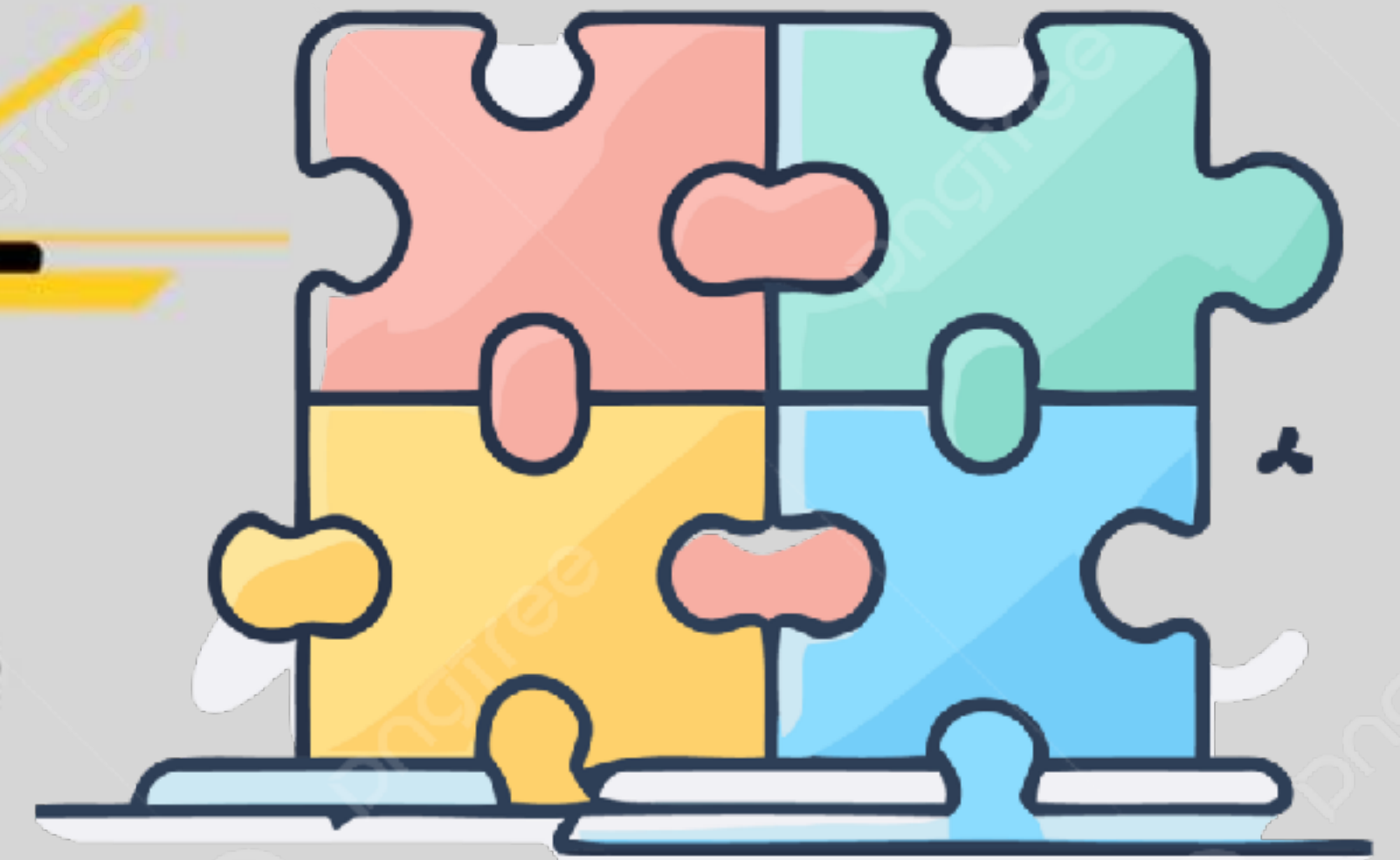
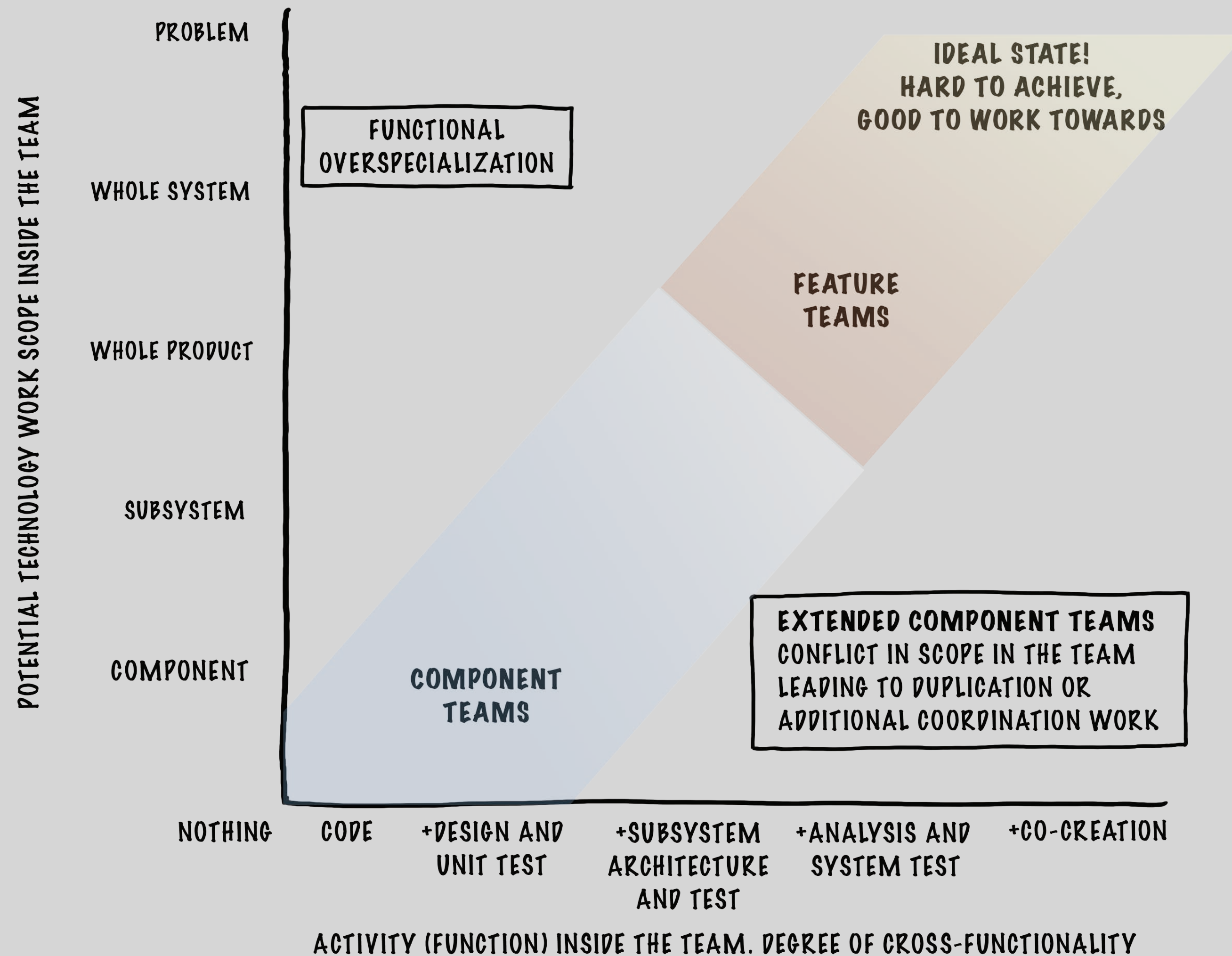


After LeSS- based product organization



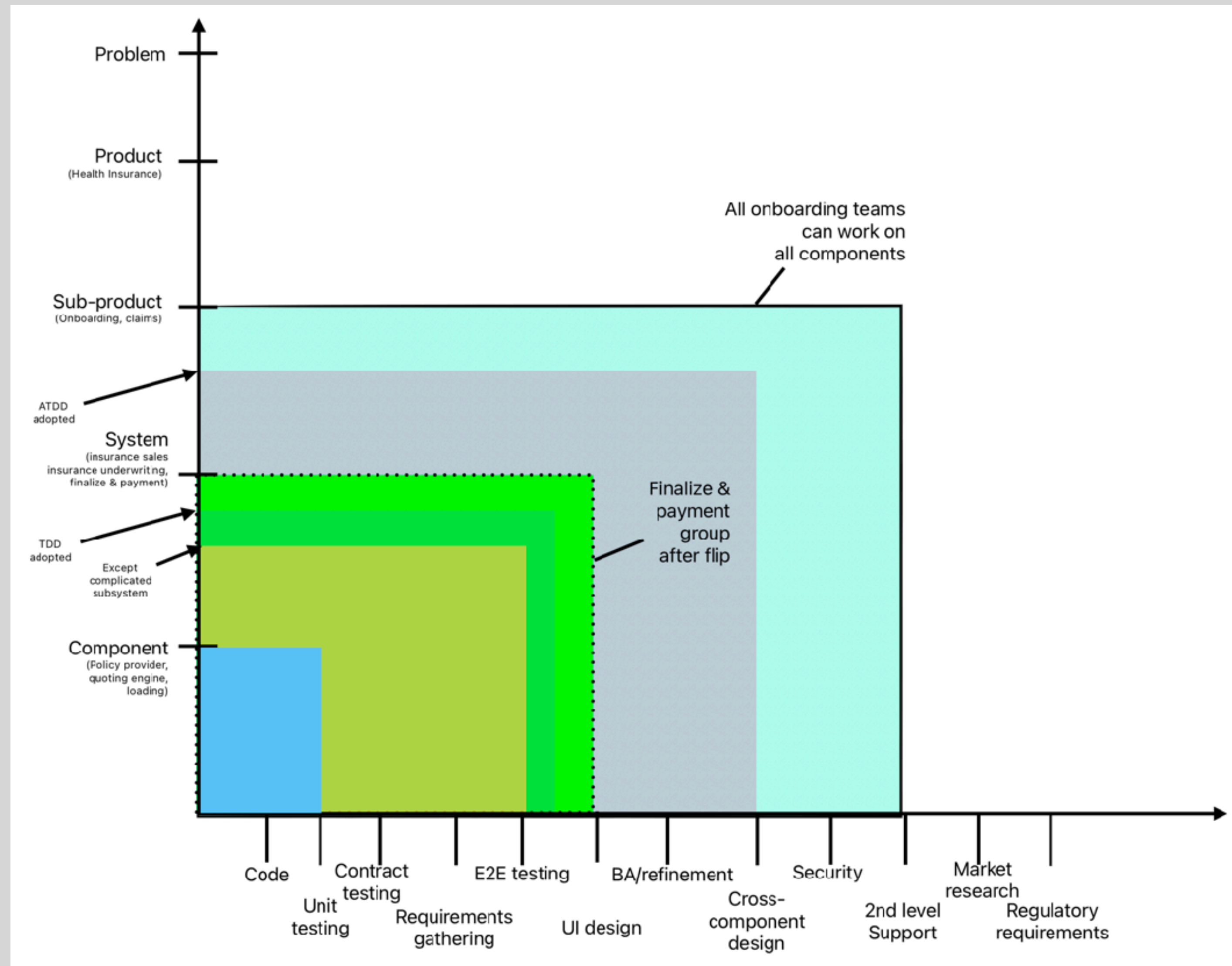
Is there something after or never finished?



<http://less.works> 



Is there something after or never finished?





Business lines

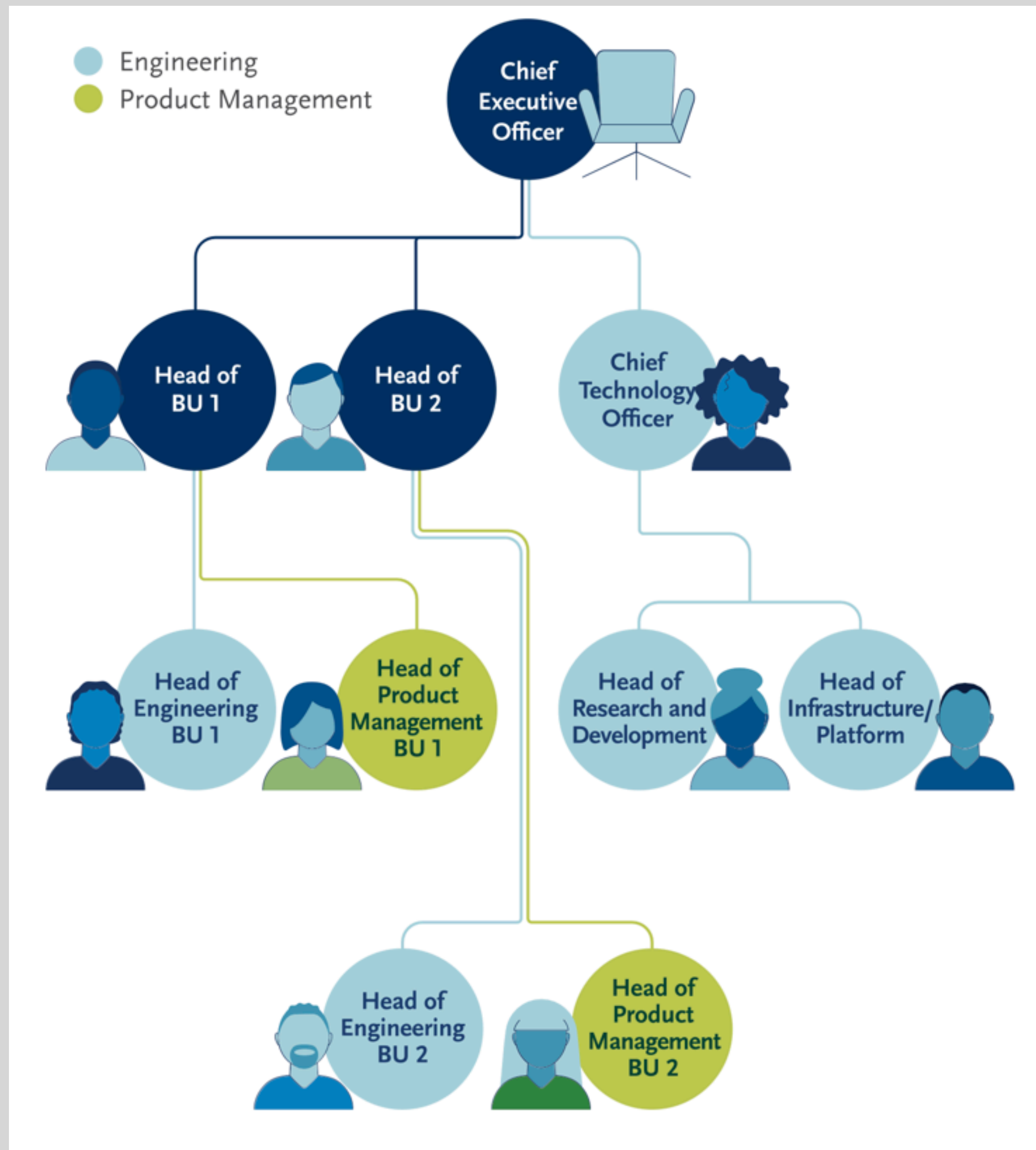


Observed two kinds of LeSS huge adoptions

Small pockets (bottom up adoptions) are likely to hit a wall

Top down and bottom up
small pockets less likely
to hit a wall

Division or business units or GM model



Characteristics

- GMs own product and engineering resources dispersed across BUs
- Marketing, delivery, etc. part of each BU responsibility
- Each BU focus on specific vertical(s) or market segment(s)

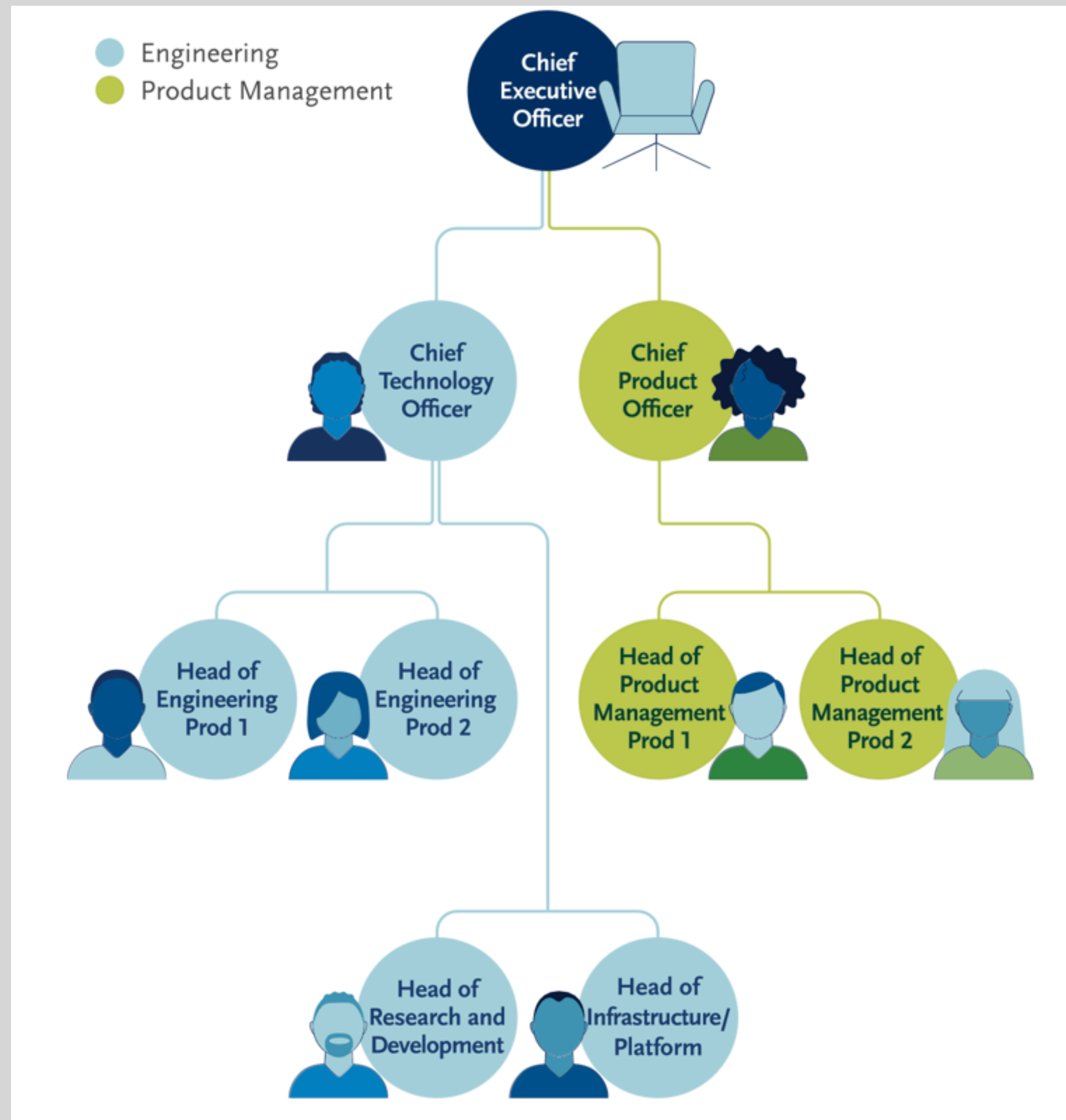
Advantages

- Fast local prioritization

Disadvantages

- Silo forming
- Duplication of engineering and product activities
- Need for another product and engineering department(s) that oversee the whole
- Need for platform engineering teams that manage the shared aspects
- Need for special new development groups

Functional model



Characteristics

- Product and Engineering are centralized and on equal level
- Product team drives marketing, pricing, UX,...
- Product support units instead of BUs

Advantages

- Ability to prioritize and resource
- Holistic view on customer experience
- Holistic view on engineering
- Easier alignment between product and engineering due to complete scope and objective overlap

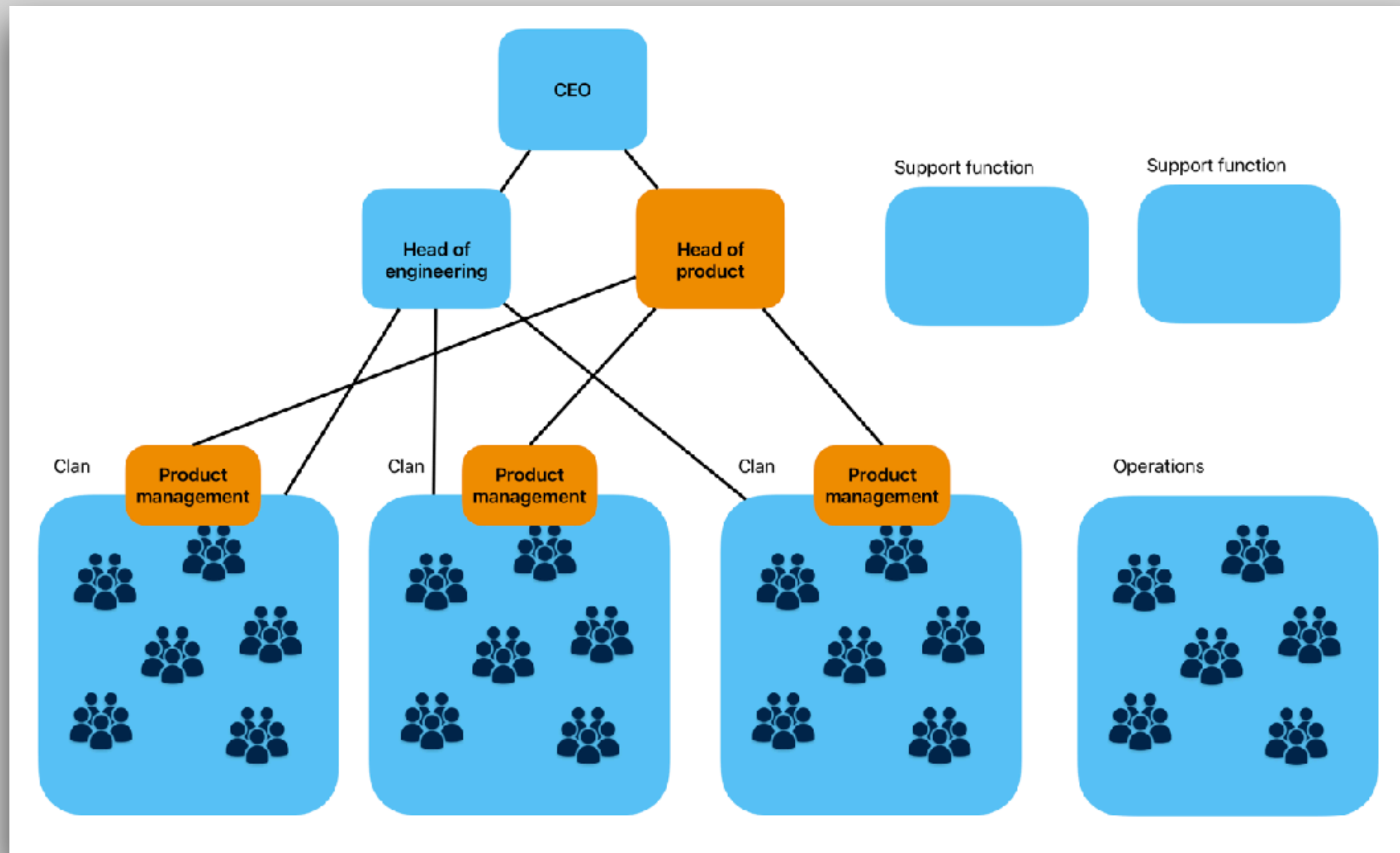
Disadvantages

- Reprioritization requires collaboration, it can be slow.
- Execution can be slow due to complexity of engineering

Combination

Characteristics

- Accountability for business AND product within each clan
- Clans objectives and structure can easily change depending on need





Production Owner position

Product Owner

- Should have a vision for the product
 - Defines the features of the product
 - decides on release date and content
 - Prioritizes features according to market value
 - Can change features and priority every sprint
 - Is responsible for the profitability of the product (ROI)
-
- One Product Owner and One Product Backlog per Product
 - Product Owner does not work alone
 - More involved in prioritization, less in clarification

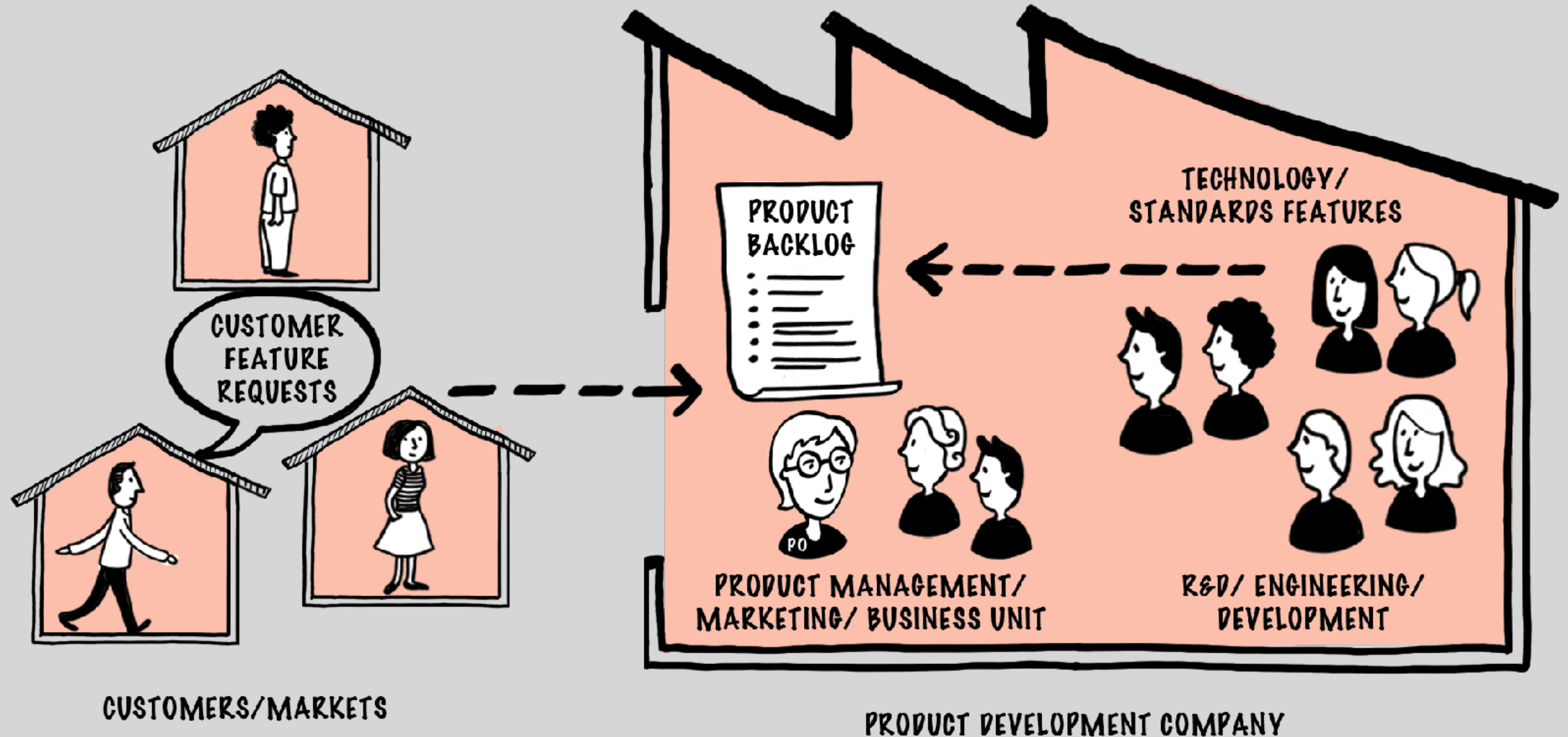




Should PO "manage stakeholders"?

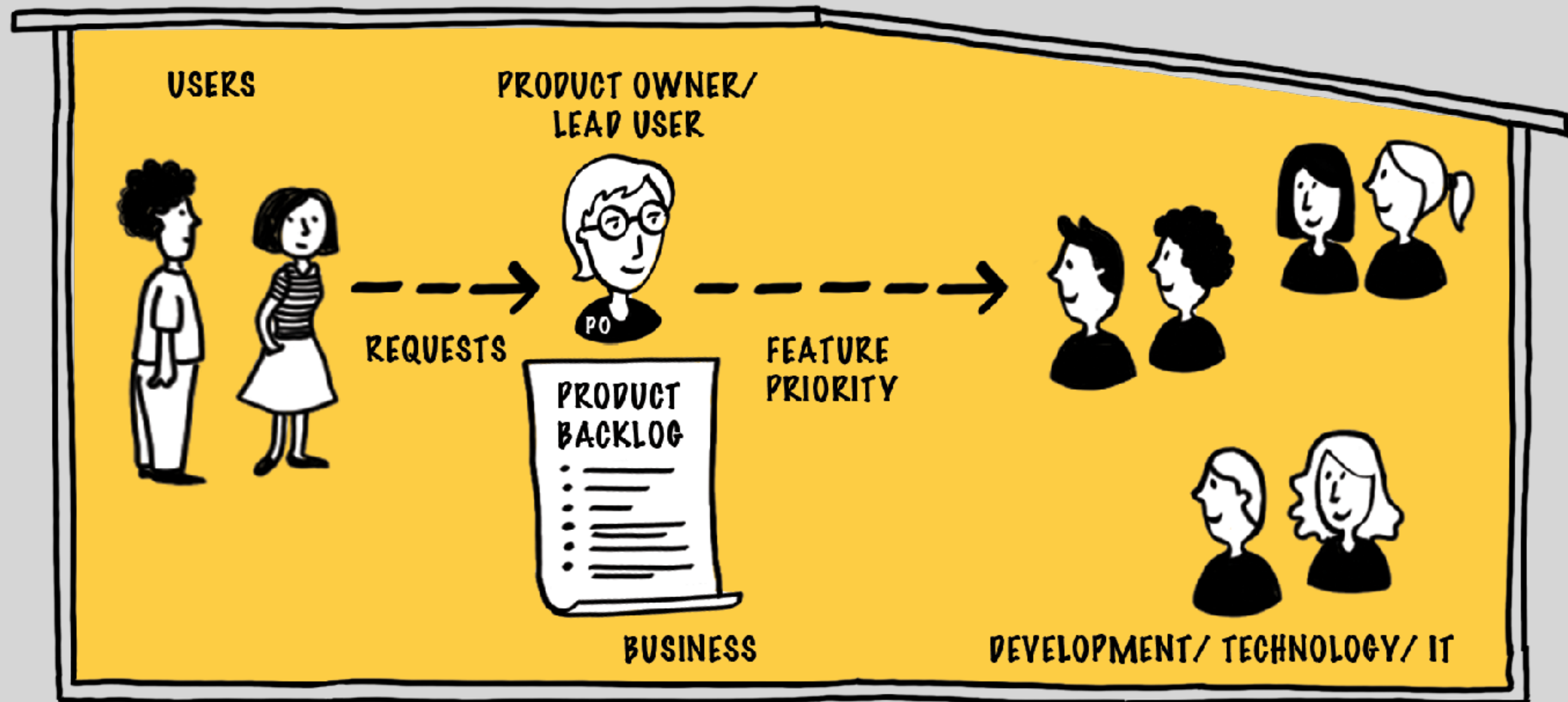
Where is the PO?

PRODUCT DEVELOPMENT



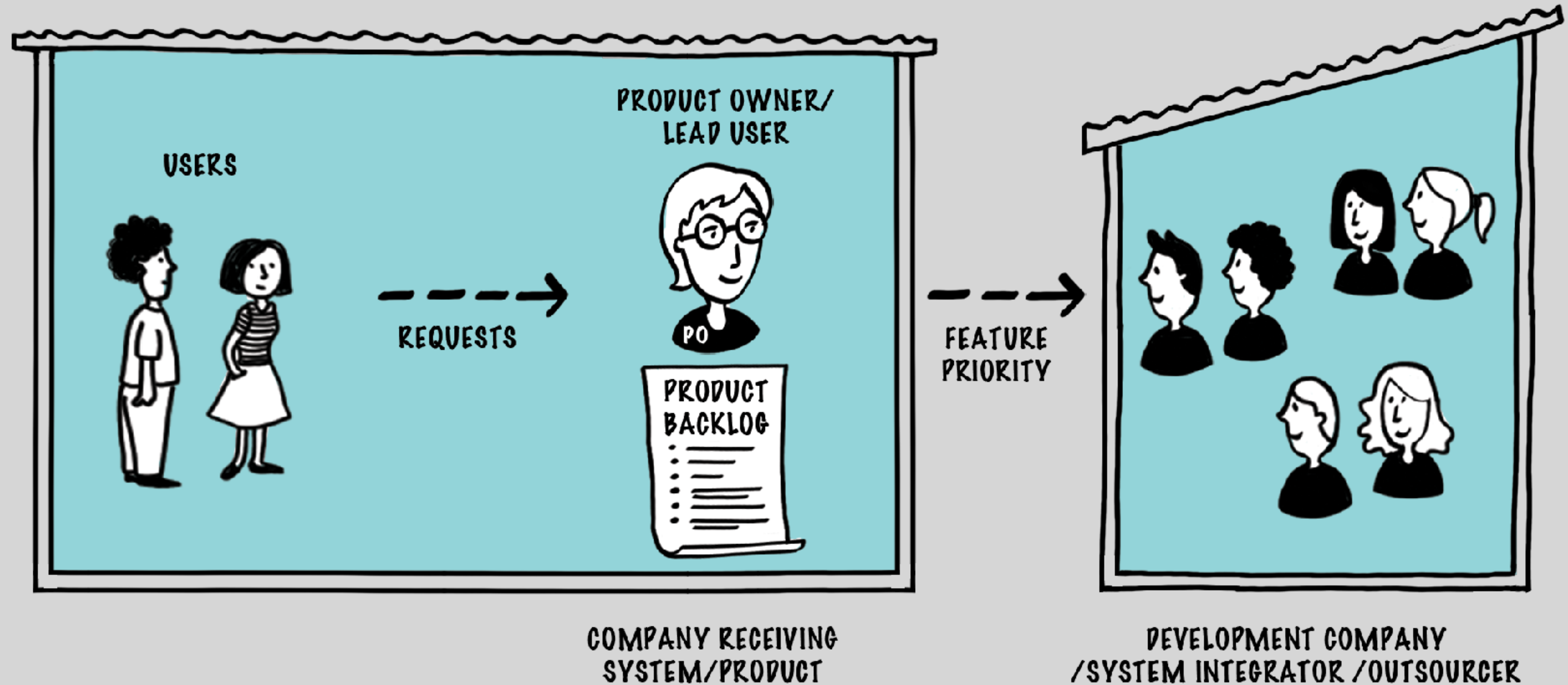
Where is the PO?

INTERNAL (PRODUCT) DEVELOPMENT



Where is the PO?

PROJECT DEVELOPMENT





Company strategy vs Product vision



Broken feedback loop



Strategic direction yearly

Product backlog priorities change almost daily



Collaborative vs non- collaborative teams



Mismatch between product dev and other teams

Self-managed vs. manager led teams



Match makers as a temporary solution



Point of contacts (a team member) as temporary solution



Dissolved business lines



Marketing, etc. move to Requirements Areas



Stakeholders