
AWS
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Refactoring the product and engineering relationship

Dr. Anne Hunt

Worldwide Digital Native Business Product Management
AWS

Erik Peterson

Founder and CTO | AWS Ambassador
CloudZero

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Introduction: The players and the game



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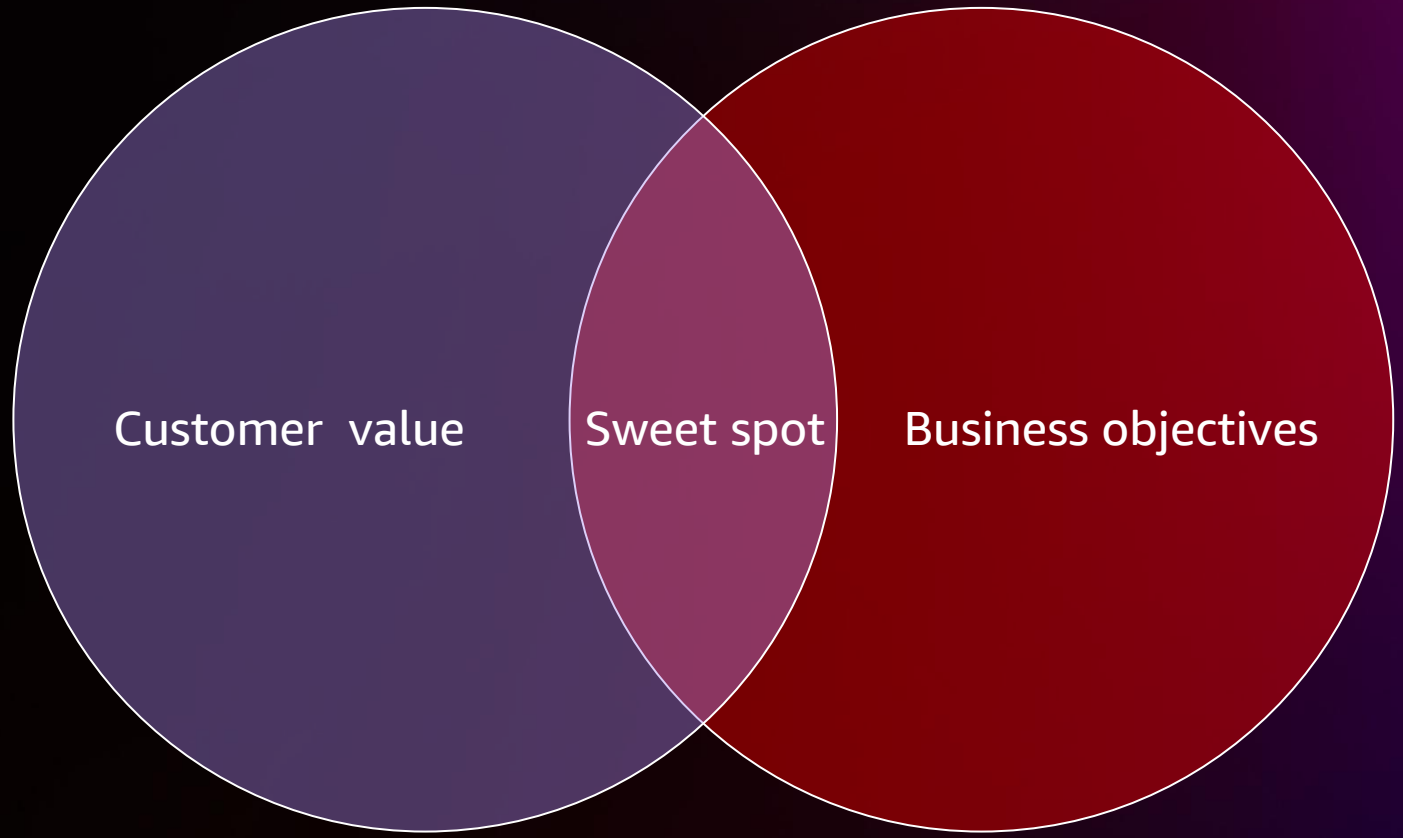
Who are the players?



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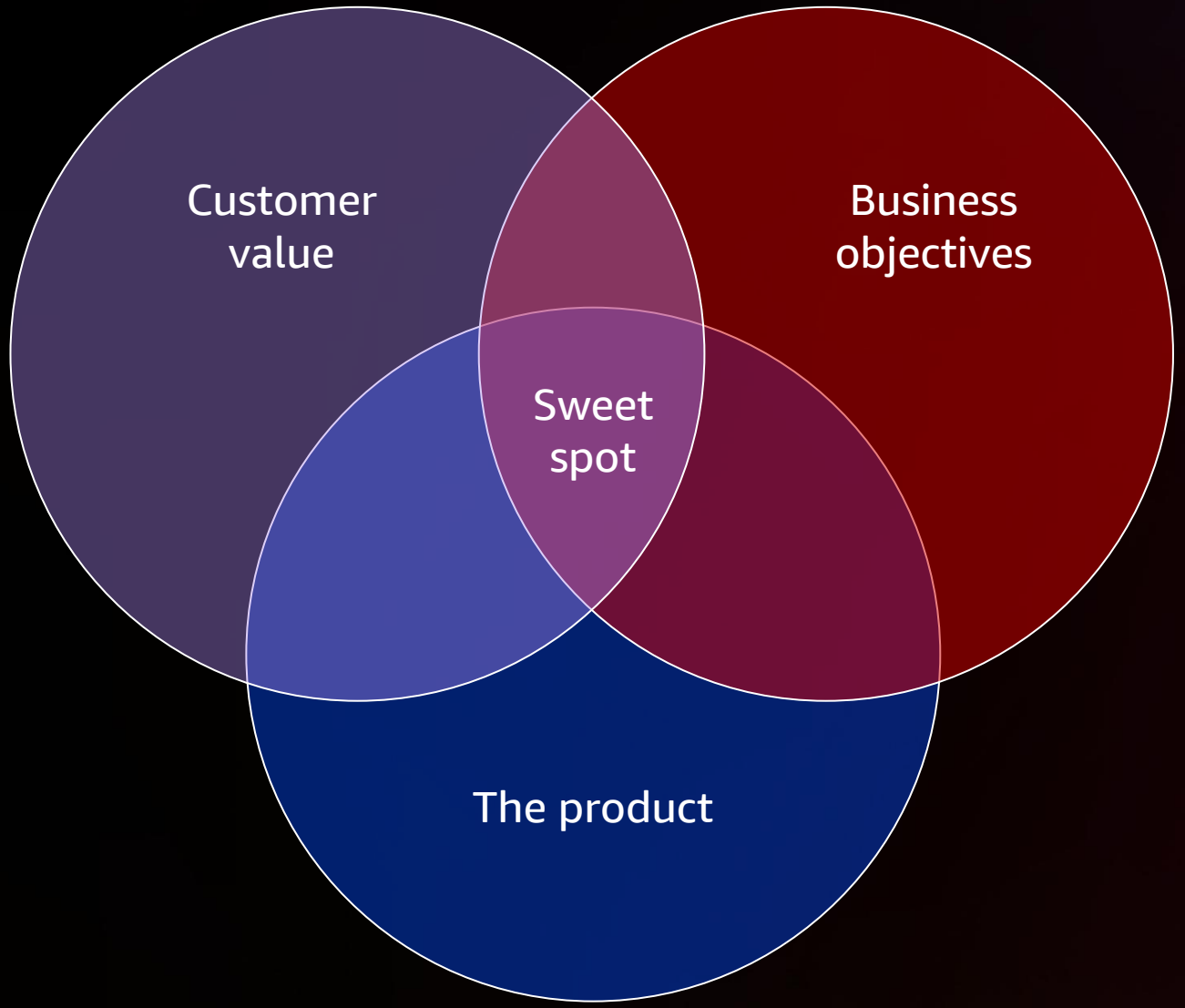
What’s the game?





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What's the game?





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The history of the game

1990s	2000s	2010s	2020s
Cadence: 1-2 years **Methodology: waterfall**	**Cadence: 6-12 months** **Methodology: agile**	**Cadence: Weekly** **Methodology: scrum**	**Cadence: Continuous?** **Methodology: ???**

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How has the product game changed

- Technology choices matter, and product management must understand the options
- Collaboration over communication; everyone must come prepared to work together on the solution
- Creating a product is more an act of imaginative composition than creation



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How has the engineering game changed

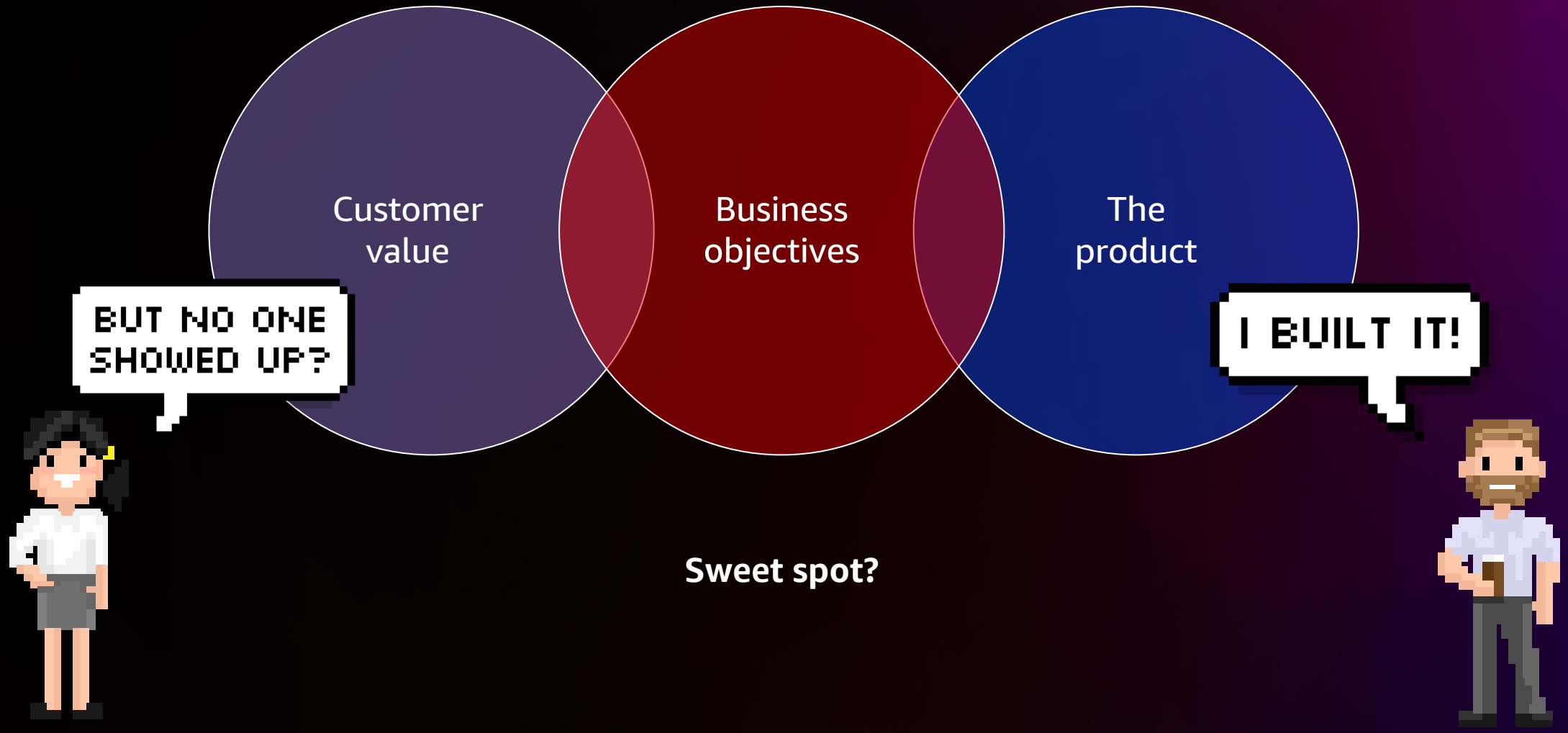
- Engineering must understand customer motivations
- Lack of knowledge is your most dangerous source of technical debt
- Every engineering decision is a buying decision



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What's at stake?



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What’s at stake?



The ultimate goal is to have a shared mental model of how the business creates value

Customer value, business objectives, and the product must be aligned



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What needs to be refactored

- ❑ How and when decisions are made
- ❑ Who gets to talk to the customer
- ❑ How technology choices are made



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Working it: Cautionary tales



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Working it: Cautionary tales



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Who gets to make the decisions?





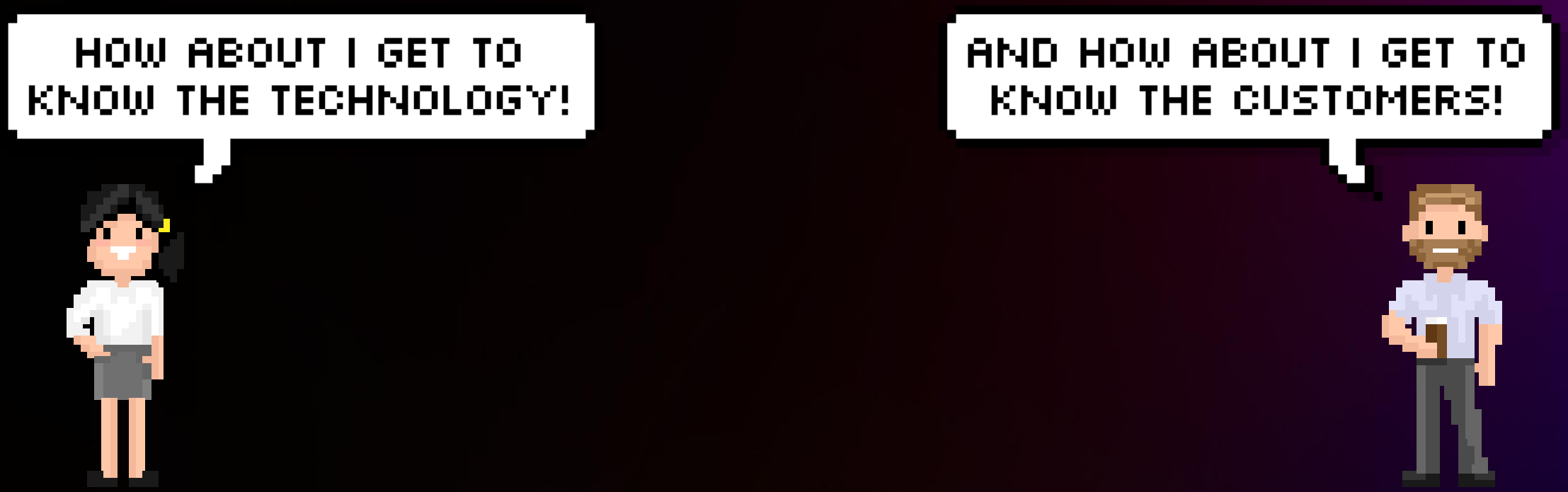
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Maybe we need to take a break . . .



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The solution: Refactoring the relationship



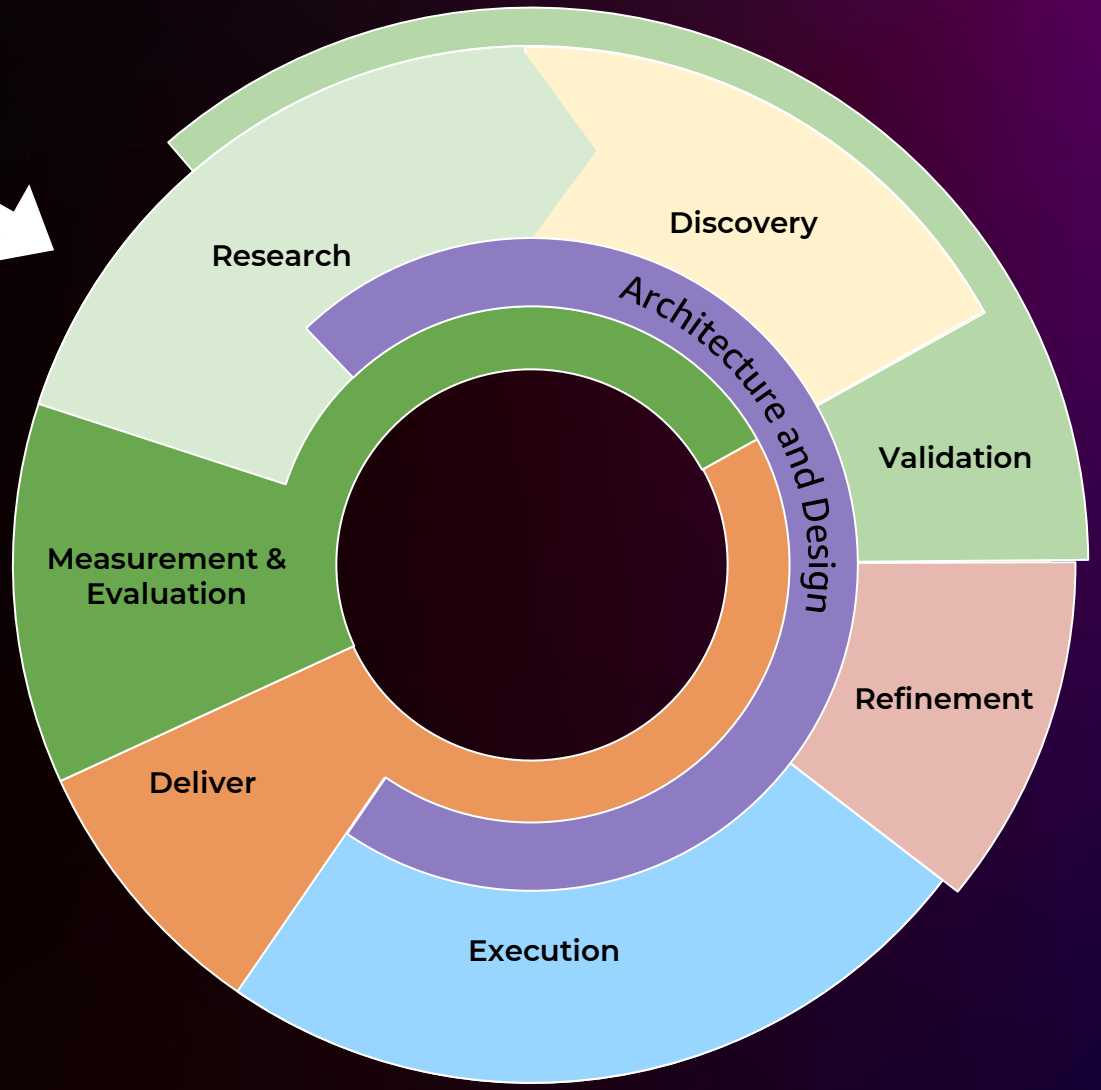
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Introducing ProductFlow

Start Here!

ProductFlow is a shared responsibility model for modern software creation

- Continuous customer feedback loops aligned with engineering cycles
- Each loop should produce measurable business value
- 60% **Learn**, 30% **Build**, 10% **Measure**



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Additional Credit: Kevin Ulland, Dir. Product Management, CloudZero

Try this at home





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How to: Customer discovery

- ❑ Everyone participates
- ❑ Regular cadence
- ❑ Real-time with low ceremony



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Serious interlude

Finance would like to interrupt this joyous occasion to remind everyone that all this costs money

New responsibilities:

- Reducing unnecessary cloud costs and waste
- Monitoring product unit economics over time
- Forecasting future costs based on anticipated growth



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How to: Achieving efficient growth

- **Product teams must address the new constraints**
- **Allocate time to learn in every project**
  Hire those who love learning
- **Practice radical cost transparency**
  Ensure everyone can see the true dollar cost of their actions
- **Bridge the gap between finance and engineering**
  Track the unit economics of what you are building



FinOps.org

A new discipline has emerged to help

FinOps Foundation

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How to: ProductFlow checklist

	No	Sometimes	Yes
Can everyone speak directly to customers?	0	1	2
Do these conversations happen regularly?	0	1	2
Is there a shared understanding of outcomes?	0	1	2
Culture of commit & iterate?	0	1	2
Are teams adopting FinOps?	0	1	2



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A winning team





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Resources

Bottlenecks of Scaleups by Tim Cochran, Carl Nygard, Kennedy Collins, Keyur Govande, Rick Kick, and Roni Smith

https://bit.ly/3WxVFFC

Continuous Discovery Habits, Discover Products That Create Customer Value and Business Value by Teresa Torres

https://amzn.to/3DZEB4l

Escaping the Build Trap, How Effective Product Management Creates Real Value by Melissa Perri

https://amzn.to/2OEcHBY

The Checklist Manifesto: How to Get Things Right by Atul Gawande https://tinyurl.com/j62vvhs6



FinOps Foundation – www.finops.org



CloudZero – www.cloudzero.com

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Thank you!

Anne Hunt

www.linkedin.com/in/annejhunt
judehunt@amazon.com
@AnneJHunt

Erik Peterson

www.linkedin.com/in/erikpeterson/
erik@cloudzero.com
@silvexis



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