

TRIFORK.
...think software

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PLEASE USE THE GOTO GUIDE
QUESTIONS
EVALUATION

1996

Founded

400

Employees

21

Offices

30%

CAGR

60 EURm

Rev (2015)

10 EURm

EBITDA (2015)

32

Offices (2017)

120 EURm

Rev (2017)

20 EURm

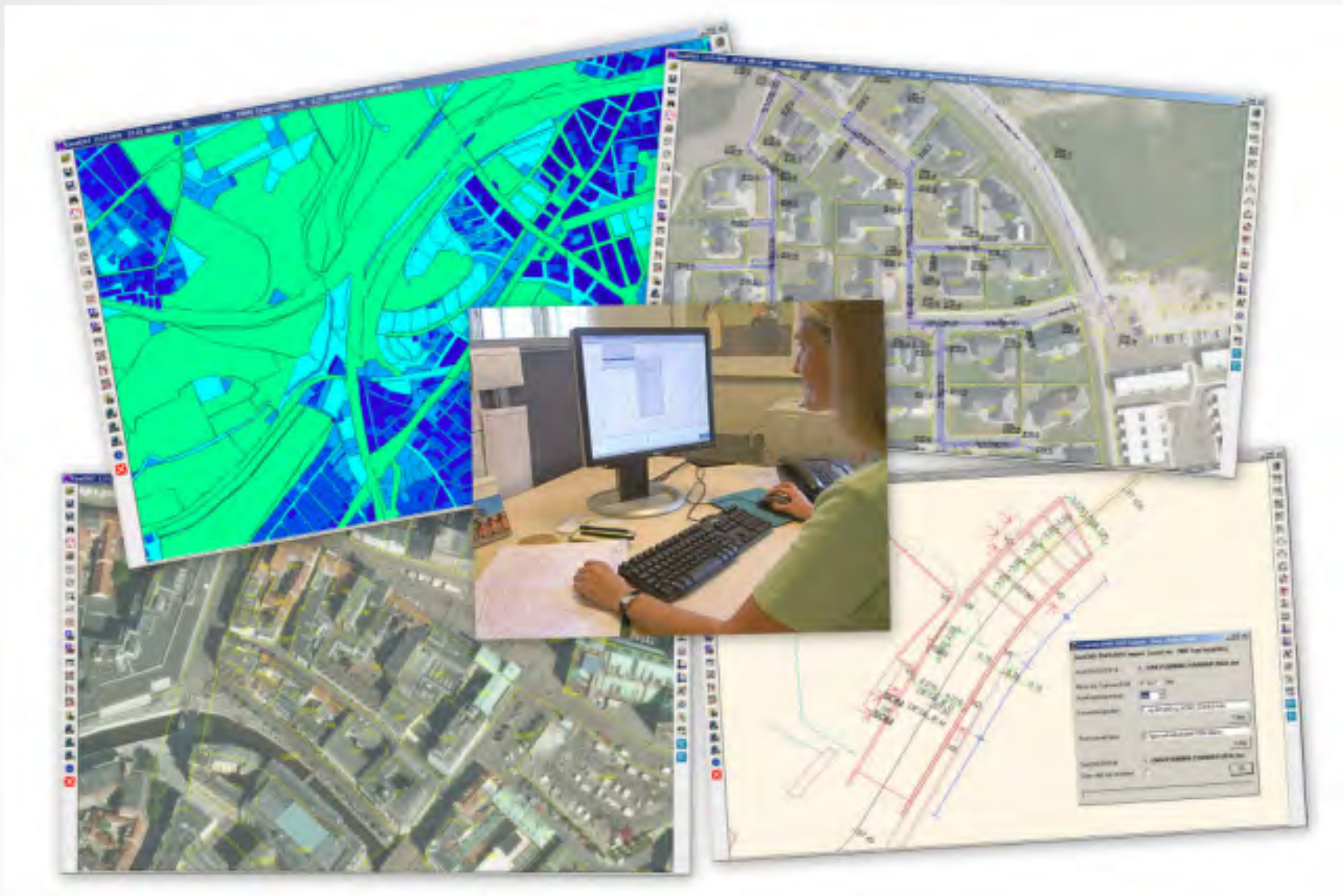
EBITDA (2017)

- Our perfect world
- Two Stories
- Teams
- Waste
- Half done is not done at all
- Do it right the first time
- Working too hard makes more work
- Flow

OUR PERFECT WORLD

- A competent product owner
- A cross functional team of 7
- A competent scrum master
- Trust between all involved
- System delivered partly every 2 weeks
- All features no bugs

STORY ONE - GIS 1996



PROJECT IN A NUTSHELL

- Two guys around 30 years
- 1 million lines of Fortran
- 50,000 lines of Eiffel
- 1,000 lines of C
- 2 month
- The perfect product owner - 1 person
- After final release 0 defects

STORY TWO

INVESTMENT ADVISORY SYSTEM

The image shows a laptop screen with a personal finance dashboard. The dashboard is organized into several key sections:

- MY ACCOUNTS:** A sidebar on the left listing various accounts, including checking, savings, and investment accounts, with their current balances and last activity dates.
- PERSONAL CAPITAL:** A top navigation bar with tabs for Accounts, Banking, Investing, and Advice.
- Net Worth:** A central section featuring a line chart showing the user's net worth over time, with a current value of \$2,573,553.
- Holdings:** A section on the right displaying a list of stock holdings, including their names, current prices, and percentage changes.
- Cash Flow:** A section below Net Worth showing two donut charts for Income (\$20,971) and Spending (\$22,660).
- Portfolio Balances:** A section at the bottom showing the total portfolio balance of \$1,422,398.

The dashboard uses a clean, modern design with a dark header and light-colored content areas. It includes various charts and tables to provide a comprehensive overview of the user's financial health.

TRIFORK

- A designer
- Two developers
- One of the developers also Scrum master

CUSTOMER

- › Legal
- › Security
- › 4 designers
- › Marketing
- › File manager
- › Branding experts
- › 5 issue managers
- › Financial behaviour
- › 3 price logic experts
- › 2 video casters
- › Video adjuster
- › 4 translators
- › Procurement
- › 5 Testers

CUSTOMER

- 3 code wrappers
- 3 app releasers
- 1 approval manager
- 2 software delivery
- 22 sign offs
- 1 business manager
- 1 domain tester

FACTS

- 3 calendar month
- 3546 emails
- Dozens of documents
- Several hundreds of work hours
- 81 people involved + change

TEAMS



TEAMS

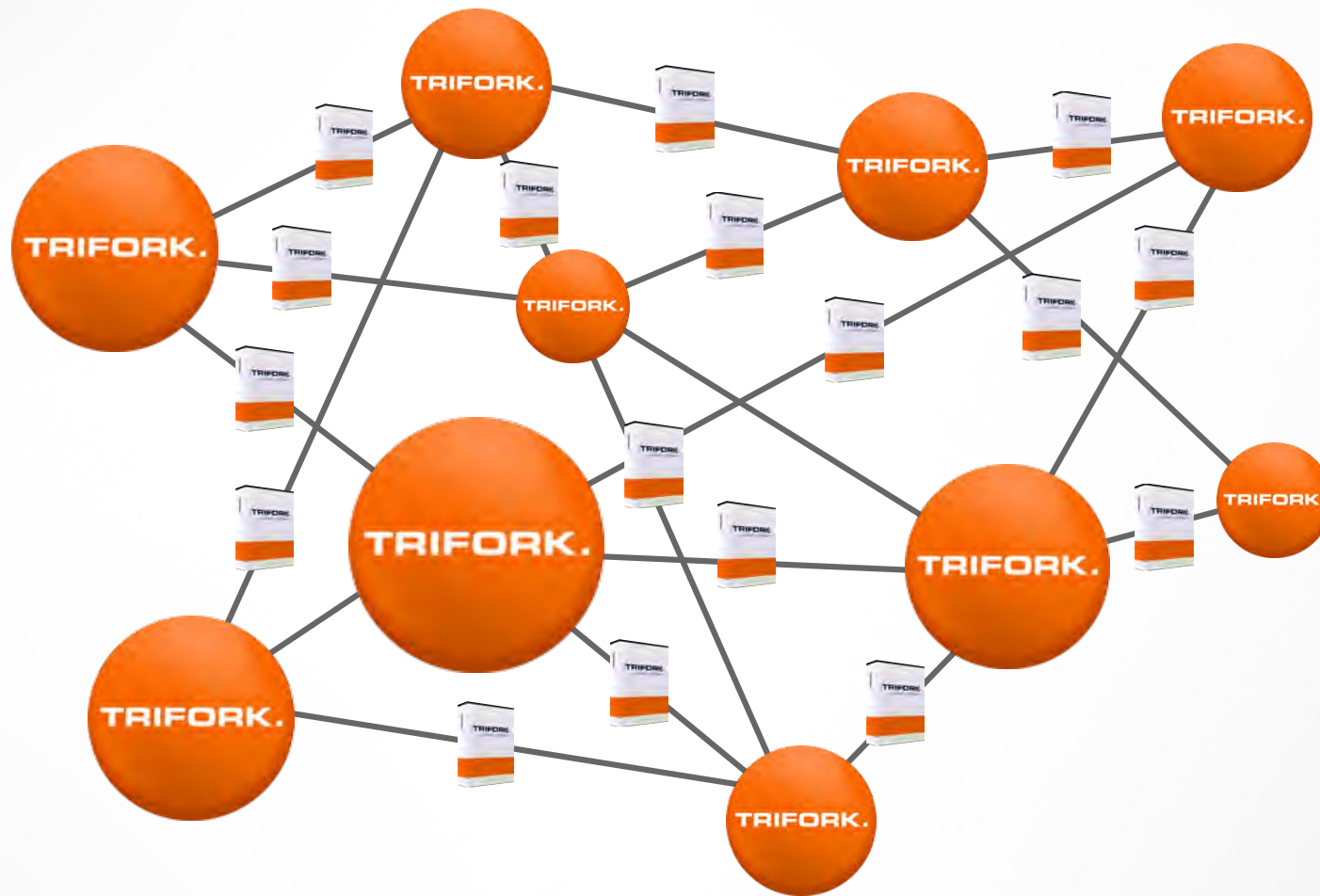
- Between 2-7
- Cross functional
- Co located
- Co located with product owner
- Autonomy

TEAMS AT TRIFORK

- › Between 2-7
- › Max two locations
- › Rarely co located with product owner and customer
- › Sometimes a (product owner) is 50 people
- › Strive domain knowledge among team
- › Build products we can use or care about

TEAMS ON ORGANISATIONAL LEVEL

SMALL AUTONOMOUS GROUPS



WASTE

WASTE - ITS A CRIME

- Everything that prevents you from optimal efficiency
- Wasteful organisations
- Unnecessary forms and reports
- Building the wrong thing
- Under/over use of talent
- Time spend on non value added activities

DO ONE THING AT A TIME



HALF DONE ISN'T DONE AT ALL

HONEY-DO LIST

- Repainting bath room
- Picking up dog food
- Paying bills
- Raking leaves

PARTIALLY DONE HONEY-DO LIST

- › You painted one wall
- › Dog food is in the trunk of your car
- › You logged in to your e-bank
- › Leaves piled up but not bagged

VALUE WHEN YOU

- › Painted and cleaned up the bath room
- › Fed the dog
- › Paid the bills
- › Removed the leaves

HALF DONE AT TRIFORK

- 99 half done products
- Internal tools not 100% finished
- Offices with less than 10 people
- Changing team members too often
- Work on multiple projects at the same time
- Keeping darlings alive

DO IT RIGHT THE FIRST TIME

WHO MAKES THE BEST CAR

ENGINE BAY (13)

TOY TRUNK

MASSIVE AIR INTAKES

MOTORSPORT SPOILER

THIRD DRIVER'S POSITION

TOY TRUNK AIR VENT

CUSTOM VANITY PLATE

FRONT ENGINE BAY (14)

42 WHEELS (13 PER AXEL)





THE TOYOTA PRODUCTION SYSTEM

- Stop the production line in case of defect
- Fix defects at root when they are discovered
- Makes less defect and faster production
- Just in time production



THAT'S THE
THIRD STUCK
ACCELERATOR
COMPLAINT
THIS MORNING...





0 DEFECTS

- Either
 - You put in defects
 - Find them
 - Fix them
- Or
 - Make it right the first time
- Like the 1996 GIS story

FIRE FIGHTING

- Do things slowly and correctly
- Do things slowly and wrong
- Do things fast and correctly

- Practice makes perfect

WORKING TOO HARD
MAKES MORE WORK

BE READY

- Get 7-8 hours of sleep every day
- Eat healthy
- Exercise
- Get a life

GET 7-8 HOURS OF SLEEP

- Don't go to work if you are tired - go to bed
- You will make mistakes if you are tired
- You are in a bad mood
- Not fun to be around

EAT HEALTHY

- Junk in junk out
- Its difficult, bloody hard, tastes bad;-)
- If you are tired you are more likely to eat unhealthy
- Company lunch
- Find something that works for you
 - I have a super healthy girl friend always with a smile on her face

EXERCISE



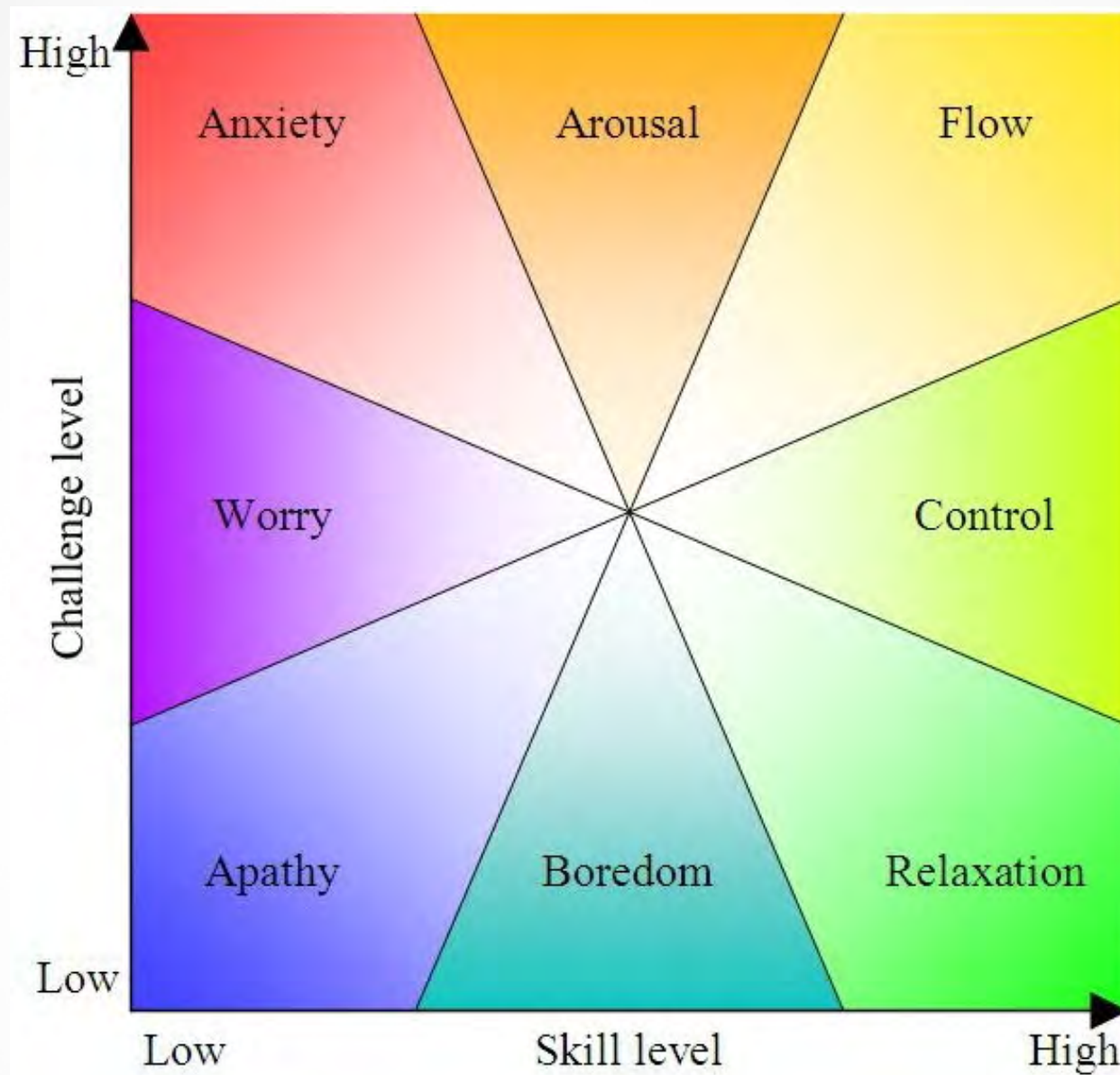
EXERCISE

- JAOO IT Run
- Running gear
- Marathons
- 5 k runs
- Gym memberships
- Don't sit down if you can avoid it

GET A LIFE

- First three years of Trifork
 - 18h days
 - Sunday off
- Have fun
- Family
- Hobbies
- Sports
- Vacations

FLOW



WHAT PREVENTS FLOW

- Waiting for answers
- Don't understand the domain
- Not mastering the technology
- Not knowing the team members
- Lack of trust, unclear communication
- Fix price, Fix time, Fix Scope
- Distractions

FLOW

- The team would just create what the customer needs
- Fast and effective with joy for all parties
- You have fun and doing interesting stuff
- You feel that you (master) the tech and domain
- You are challenged and still learn



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PLEASE USE THE GOTO GUIDE
EVALUATION

A light gray world map serves as the background. Orange dots mark office locations in San Francisco, Seattle, Stockholm, and Buenos Aires. A cluster of dots in Europe represents other offices.

Thank you!

Questions?

Aarhus Copenhagen Zurich Amsterdam Berlin Budapest Buenos Aires Krakow Leeds London San Francisco Seattle Stockholm