

# Enterprise Product Orchestration

*A framework for managing an Enterprise of Products*

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## About Target

**1,862** stores

**40** distribution centers

**350,000+** team members

**20** office locations globally

**\$75B+** in annual revenue

**40** owned brands unique to Target



# About Me



## Background

- 30+ years of IT / Retail industry
- Multiple roles in technology including
  - Infrastructure services
  - Application development
  - Strategic planning
  - PMO
- Decade of Enterprise Architecture
- Currently, Product Owner of EA at Target
- Responsible for the Product Taxonomy

# Plan for Today

- *Enterprise Product Orchestration?*
- Target's Product / Agile journey
- Target's Product Taxonomy
- Foundational to IT functions
- Enabling Traceability
- Lessons Learned

*Ask questions any time.*



# What & Why



# Enterprise Product Orchestration?

Ability to identify the scope and relationship of products in an enterprise, ...

In order to enable the execution and operation of a business capability through technology



# Target's Journey to Product & Agile

 | Adopting a Product Mindset

- Started in pockets around the organization
- New CIO in 2015
- Fund products not projects
- Coincided with the move to Agile, DevOps, and Microservices architecture
- Mandate across the entire IT organization



# Project vs. Product

## Project Model

- 800-900 projects
- IT as operational cost
- Long delivery cycles
- Project Managers and Business Analysts
- Outsource engineering
- 200+ architects doing solution architecture

## Product Model

- ~150 'products'
- IT as competitive advantage
- Shorter releases
- Product Owners, Engineering Managers
- Internal engineering talent
- 12 centralized enterprise architects cross-cutting work
- Solution architecture performed by product teams



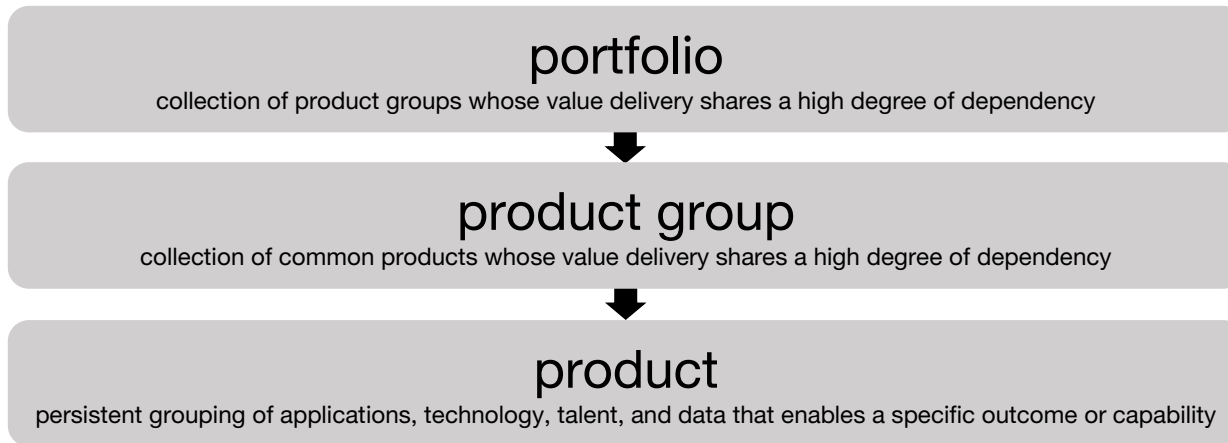
# Target's Technology Product Taxonomy

 | Target's product taxonomy

- Coincided with the move to product and agile
- Initially created in 2015, implemented FY2016
- Technology construct to organize our work and team
- **Primary aim was funding and team member allocation**
- Key driver for aligning technology assets to owners
- Maintained by TTS Enterprise Architecture and TTS Finance
- Revised annually with some mid-year tweaks
- **Not a complete listing of all Product teams at Target**



# Taxonomy structure



- Applications
- Infrastructure

# Persistent Foundation for IT Functions

- Nodes represent a level required for planning or reporting
- Nodes are persistent over time
- Multiple Product teams may make up a single Taxonomy product
- Focus is on technology products supporting business functions
- Technology services also treated as products



# How the taxonomy is used

## Financial Planning

- Product funding allocations
- Tracking spend

## Application Management

- Align applications to accountable owners
- Identify of owners for inquiries (e.g. CCPA)

## Infrastructure Services

- Align requests for infrastructure to products
- Application & Infrastructure decommissioning

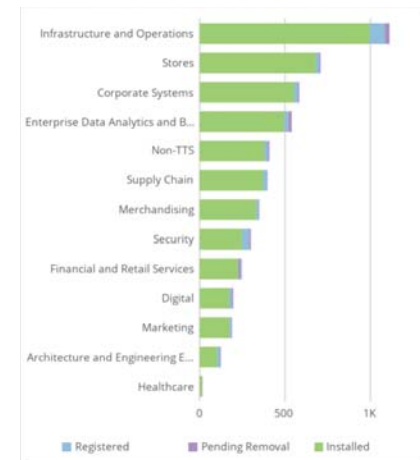
## Stability

- Ownership and business impact of incidents
- Accountable owner for change management

## Security & Compliance

- Compliance audit or security findings
- Responsible owner for expiring SSL certificates

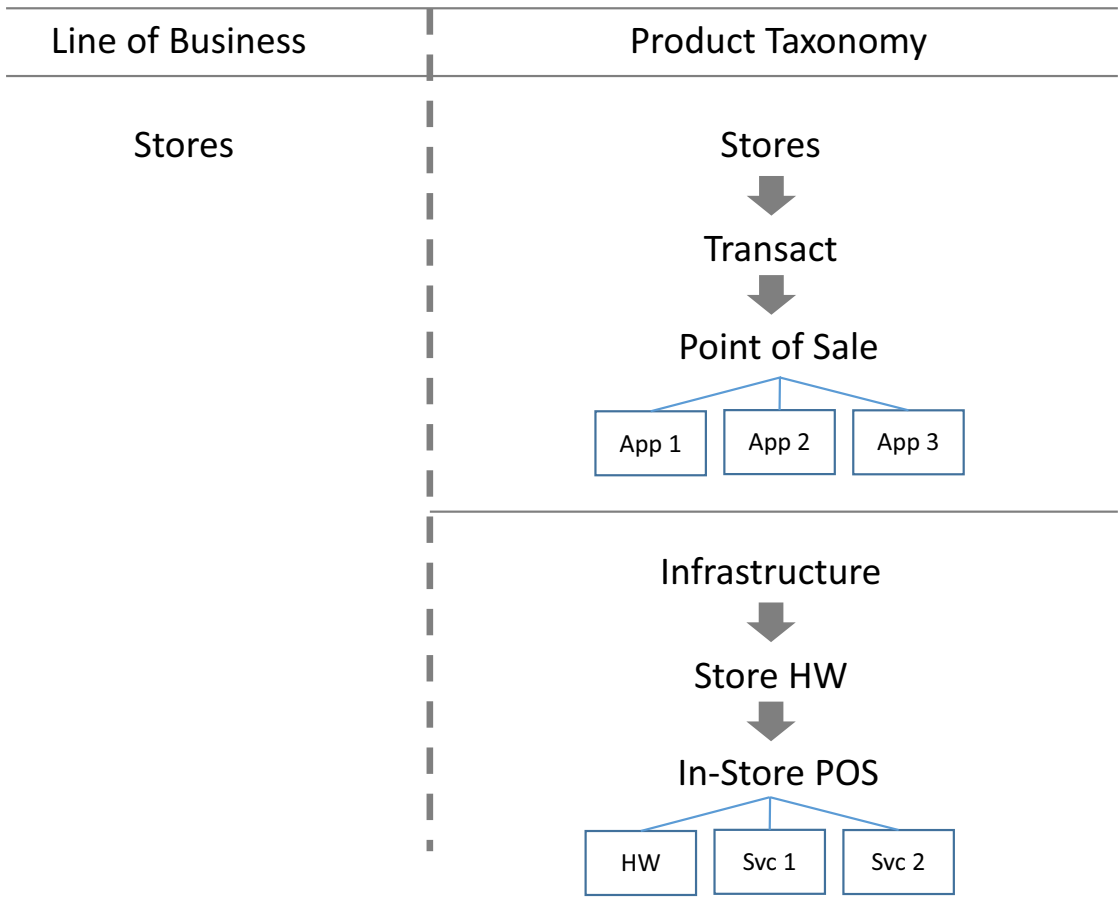
## Reporting



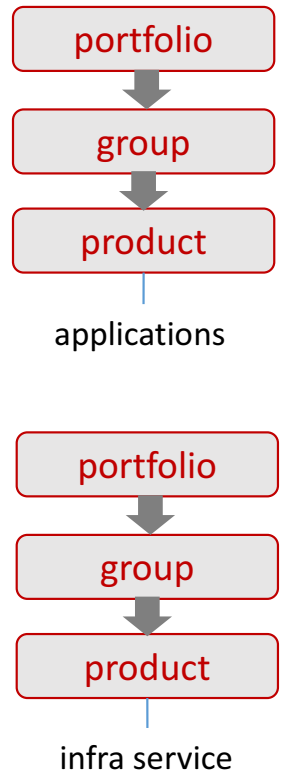




# Taxonomy product examples

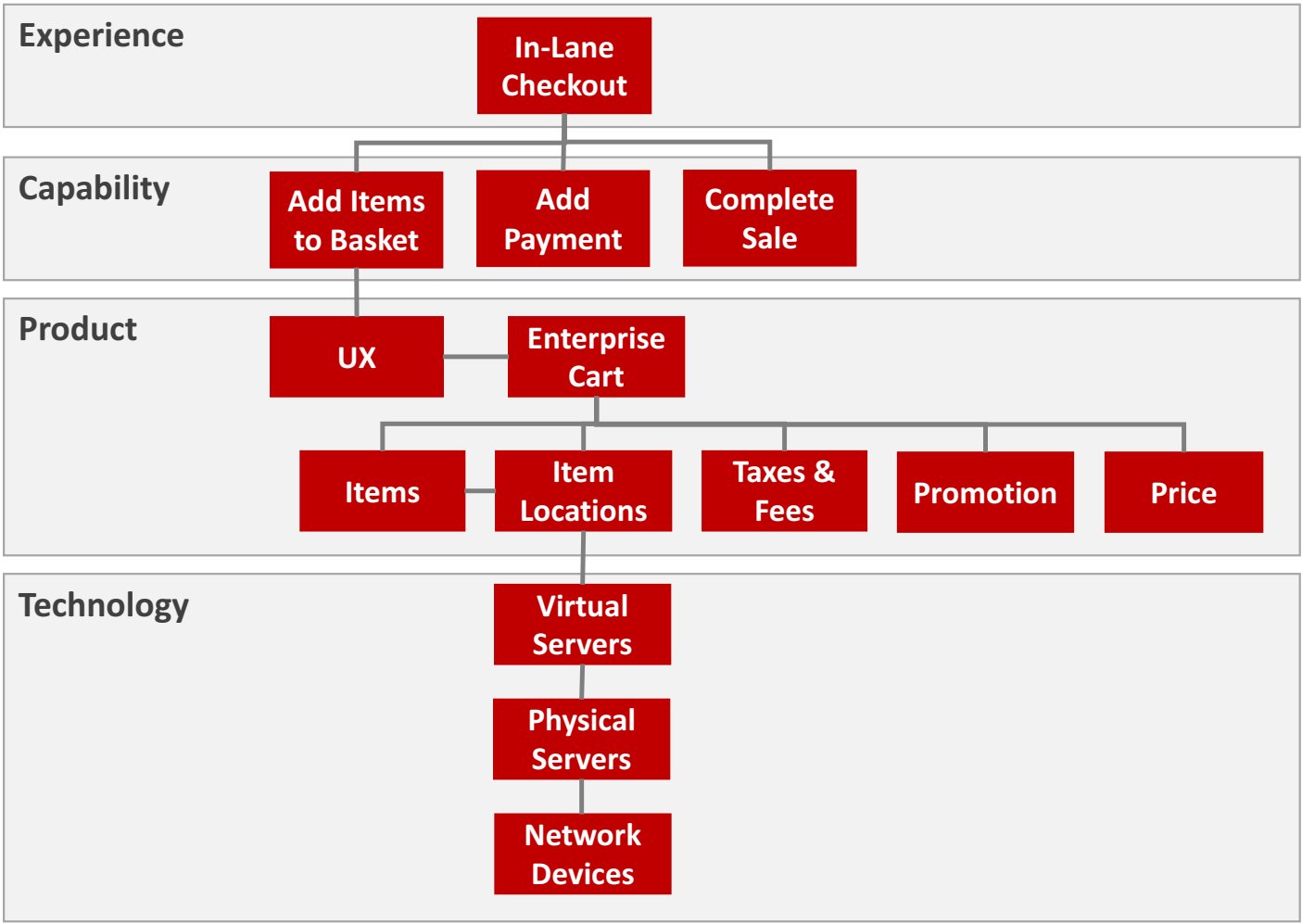


## IT Product Structure





# Enabling Traceability



 | Updating the taxonomy

- **Structural** updates are limited to FYE Refresh with a few exceptions
  - New business opportunity
  - Products not tied to Technology Services cost centers
- **Accountable owners** can be updated at anytime
  - Typically completed in 1-2 days
- Portfolio Analyst and Financial Analyst for each portfolio
- Requests submitted through Finance or Enterprise Architecture
- Approval provided by the Portfolio owner



# Learnings



## Realized Value

- Better view into everything that makes up a product
- Improved data quality for technology assets
- Consistent reporting
- Simplified notifications

*The taxonomy has become foundational anchor to many systems and processes.*

 | 

# What we've learned

- Find the right balance of rigidity with flexibility
- Defining the taxonomy nodes is difficult at first
- Notifications continue to be a challenge
- Preference for a lower level of granularity
- Options to represent all product teams
- Not everything is built by technology teams





# Questions

