In the Value Delivery System, each function plays a specific role when it comes to communication and information flows both down and up the chain.

To help bring the concept to life, we created the following storyboard featuring hypothetical company WidgeCo.

Click on any circle to begin the story and follow it through the Value Delivery System information flow.

As presented in the forthcoming *The Standard for Project Management*. 
Senior Leadership  WidgeCo’s CEO and Board of Directors set the strategy for the next three years.

As presented in the forthcoming The Standard for Project Management.
Following the Board meeting, the WidgeCo CEO meets with its first line directors to present the three-year strategy. Central to the strategy is creation of new widget products for a very specific and yet untapped target customer.
Portfolios WidgeCo’s first line directors – including the Marketing Director, Operations Director, Delivery Director – work with senior Product Managers, Portfolio Managers, Program Managers, and external Marketing Consultants to define a portfolio of three digital products and one web service to realize the company’s strategic objectives.

They use a Kanban portfolio method to prioritize the products’ features aligning them with the target customer as defined by the corporate strategy.

They estimate ROI (Return On Investment) and NPV (Net Present Value) for each product and ultimately decide to focus on the products with higher NPV value for the next three years.

As part of the work, they also forecast the future cashflow for WidgeCo over the next three years in an effort to mitigate the risk of financial shortfalls as part of the product development process.

Information about the selected widget products, their high level scopes, benefits/outcomes in terms of planned ROI, and risks are described inside a “Vision with Product Roadmap” document.
Information Flow in the Creation of Value

The “Vision with Product Roadmap” is shared with Project Managers asked to commit to the realization of the products.

The “Vision with Product Roadmap” is also shared back with the CEO.

As presented in the forthcoming The Standard for Project Management.
Programs and Projects One program is initiated. It is composed of three projects focused on realizing the digital products and one standalone project to realize the web service.

Project teams start to realize the selected products in an incremental and iterative way.
Information Flow in the Creation of Value

C. Each month, Project Teams release select information to Operations for production and testing. For example, documents about how to deploy the systems, how to exercise them and Users Manuals are delivered to Operations to inform/train the internal WidgeCo team and position them to support the ultimate end-customers as defined in the original strategy.

E. Program Manager and Project Managers also share the “Value Performance report” with the portfolio team via a dedicated internal Document Management system.
**Operations** The WidgeCo operations team develops and deploys the new widget products.

As presented in the forthcoming *The Standard for Project Management*. 
As part of the regular sharing of information, the WidgeCo Operation Manager, as well as senior operations engineers, meet with program and project teams to share the feedback from the users of the widget digital and web products.

During these meetings, the combined team analyzes the Business Value the products are realizing in terms of Income and Costs to verify the compliance with the NPV, ROI and Cash Flow planned in “Strategy” and “Vision with Product Roadmap.”

Operation Managers also share the change requests coming from the users to prioritize their implementation inside the next releases of the products.

At the end of each meeting Operation Managers also send a “Value Delivered Report,” including all the gathered information about users’ satisfaction and outcome realized, to the CEO.