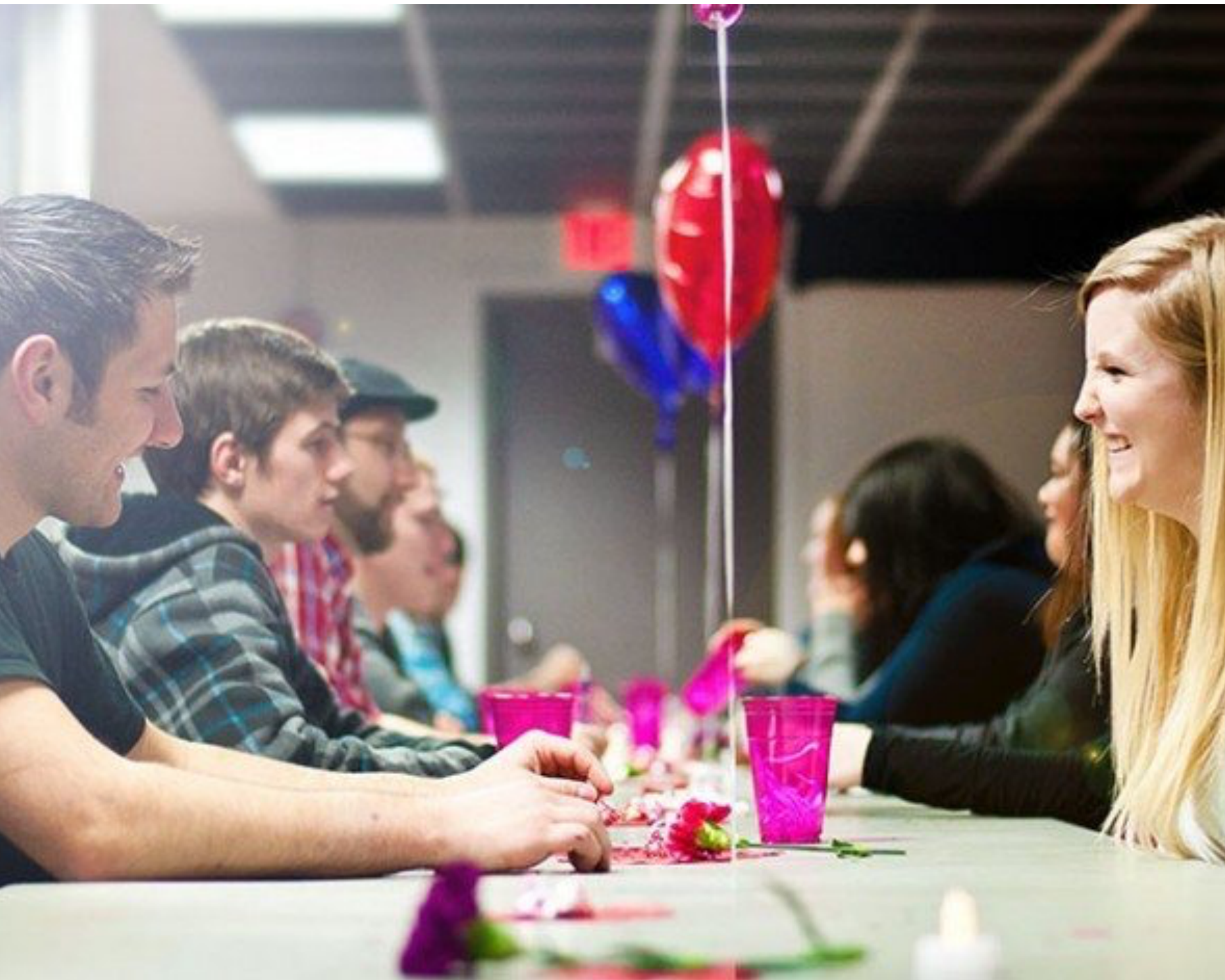


**Swiss Service & Infrastructure
Management User Conference
(SSIMUC)**



Competitive Advantage via Lean-Agile Procurement

Mirko Kleiner



In cooperation with:



&



GAULISH VILLAGE

BELGICA

SALES & PROCUREMENT

COMPENDIUM

LAUDANUM

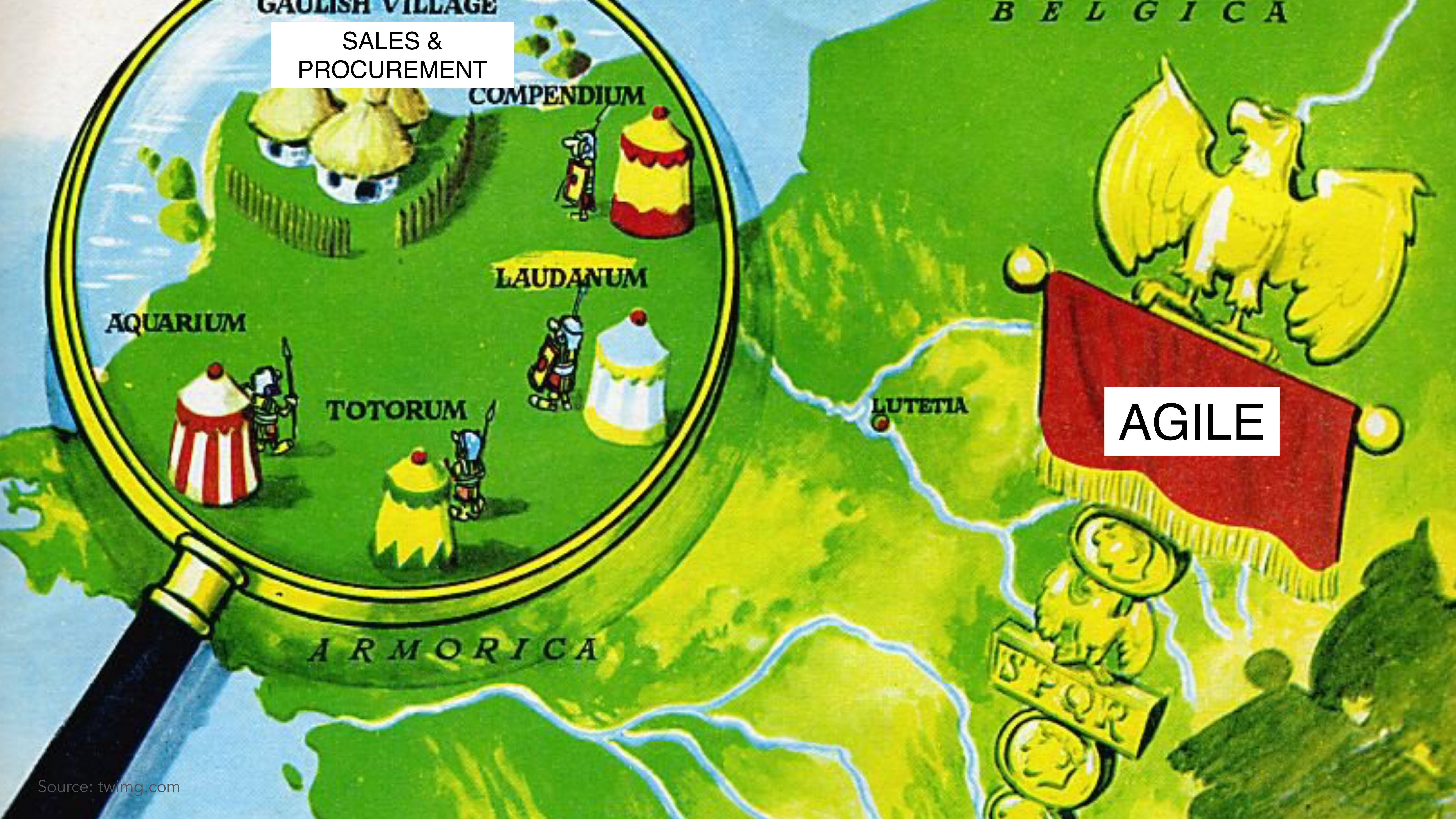
AQUARIUM

TOTORUM

LUTETIA

ARMORICA

AGILE



PROCUREMENT
LEADERS

WORLD

PROCUREMENT

AWARDS

2020

basware

www.worldprocurementawards.com

WINNER



#PLWPA



D. Pellegrini, Head of Finance Swiss Casinos Group

the Man

The overall challenge

Uncover the black box of sourcing

Black Box



IDEA

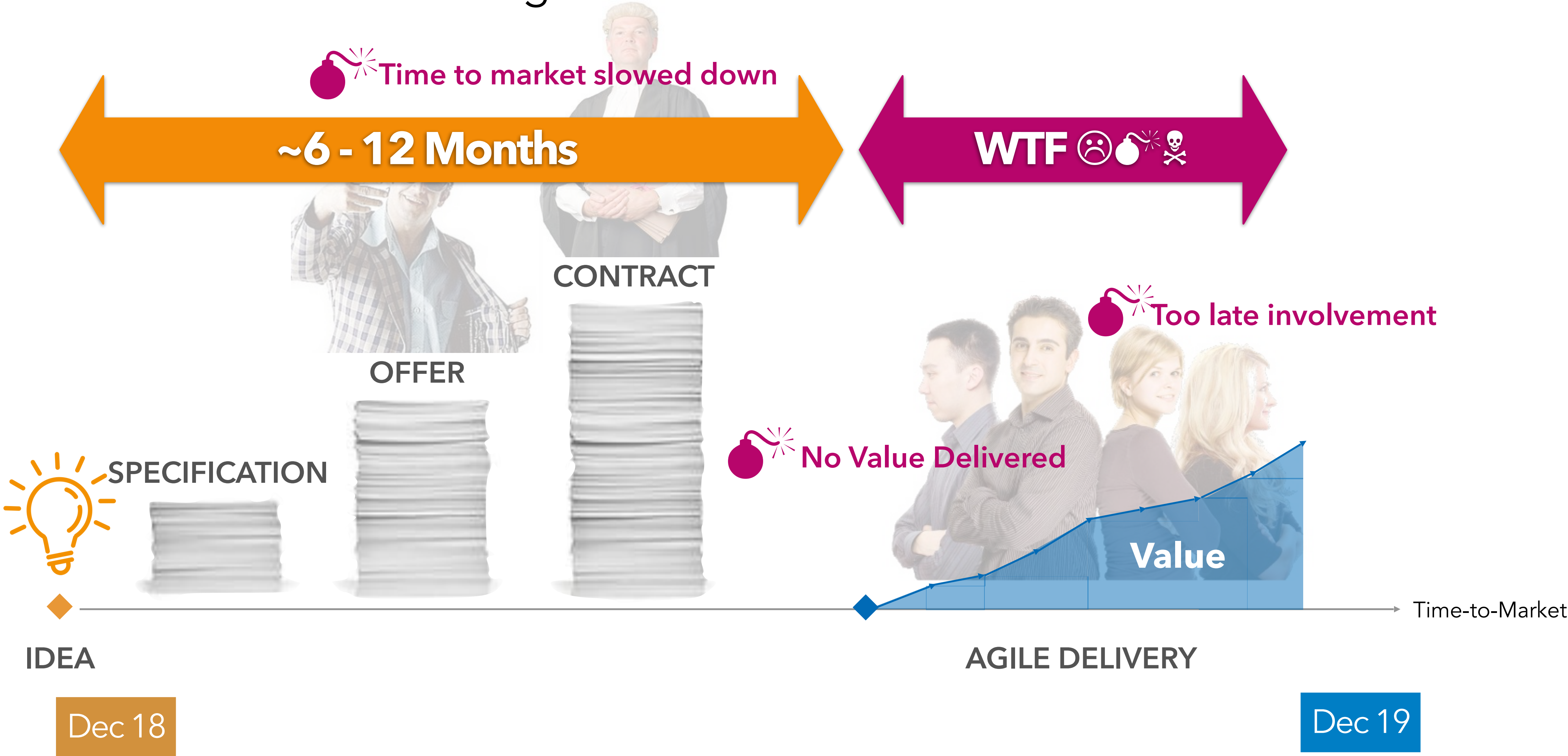
Dec 18



Dec 19

The overall challenge

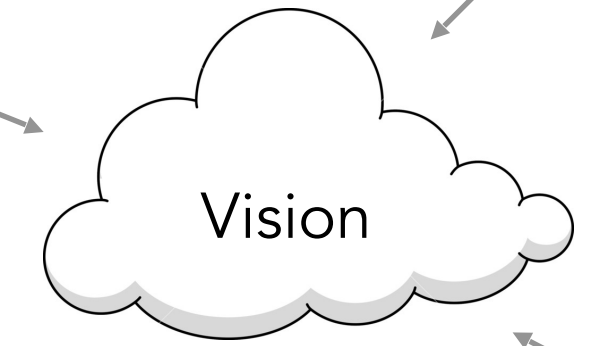
Uncover the black box of sourcing



Lean Agile Procurement

Agile from the Start, eliminate Waste & increase Time to Market

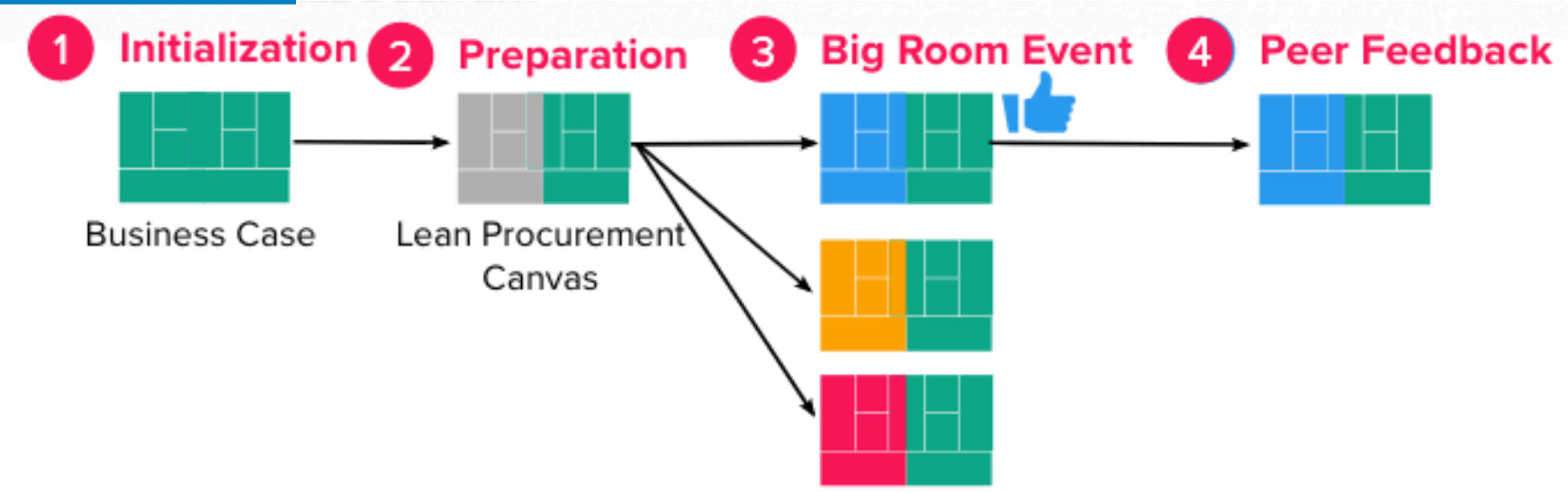
← Days to Weeks →



Dec 18

Feb 19

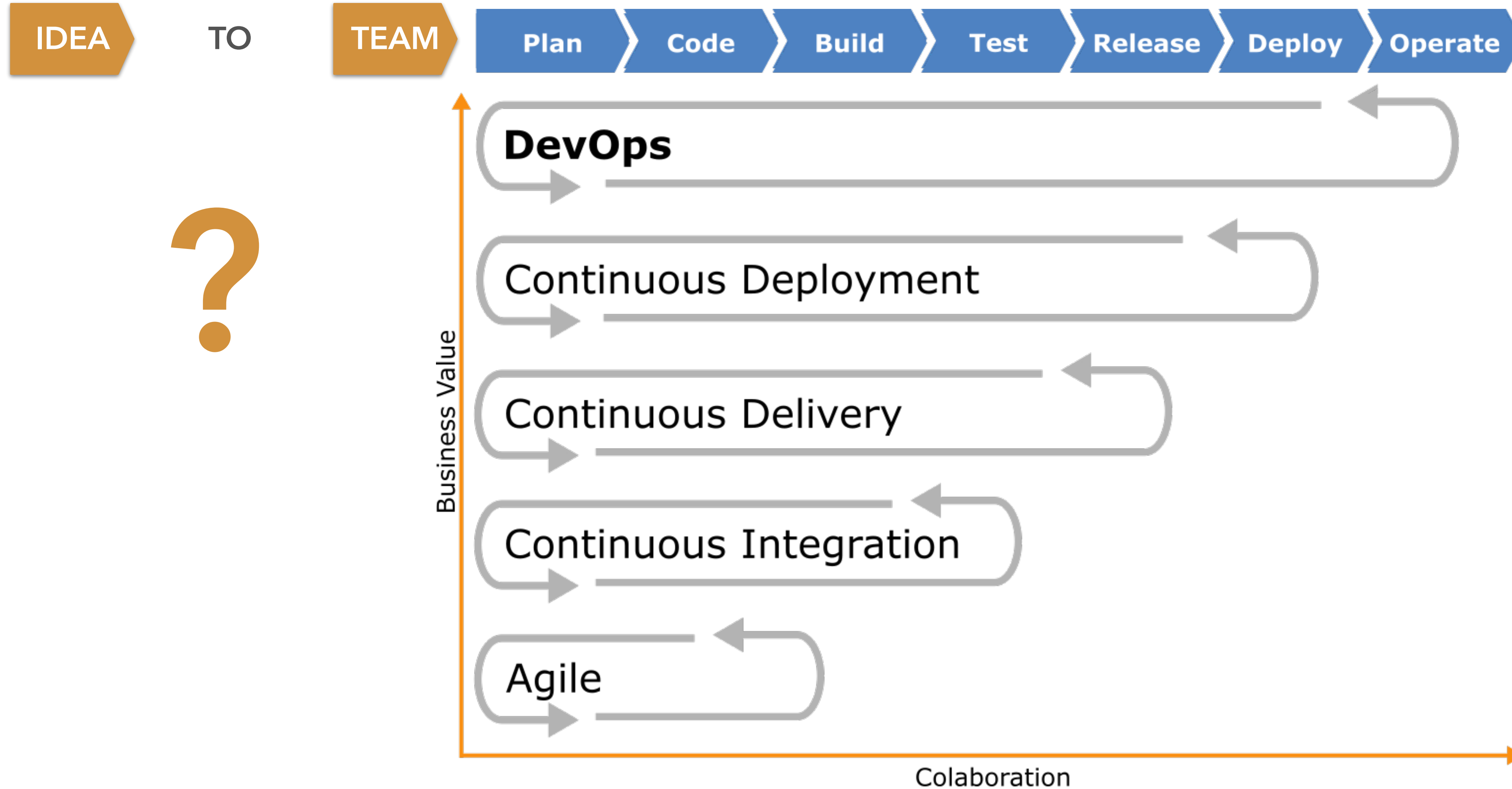
AGILE DELIVERY



Time-to-Market

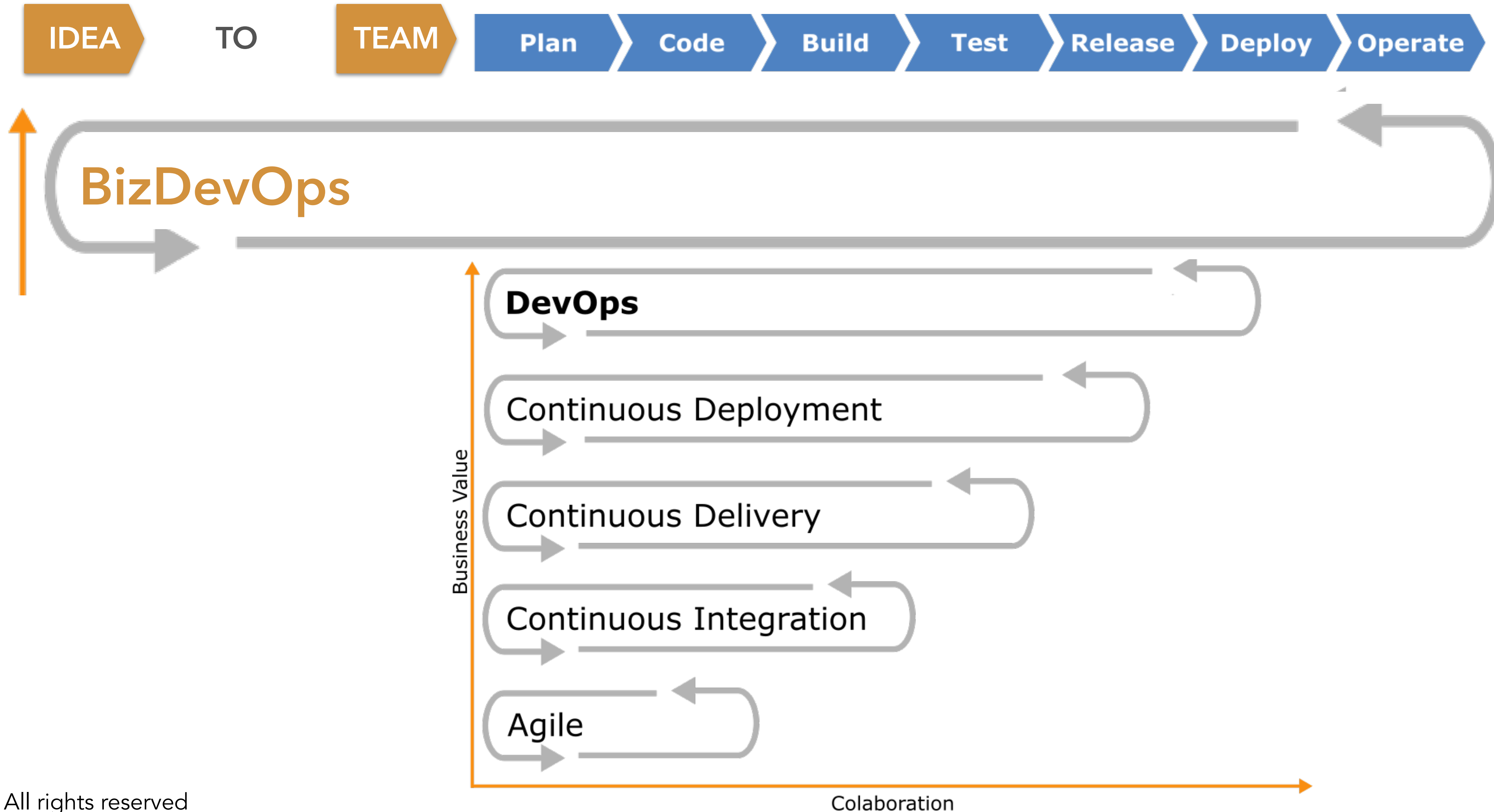
Business Agility redefined

DevOps is not enough!



Business Agility redefined

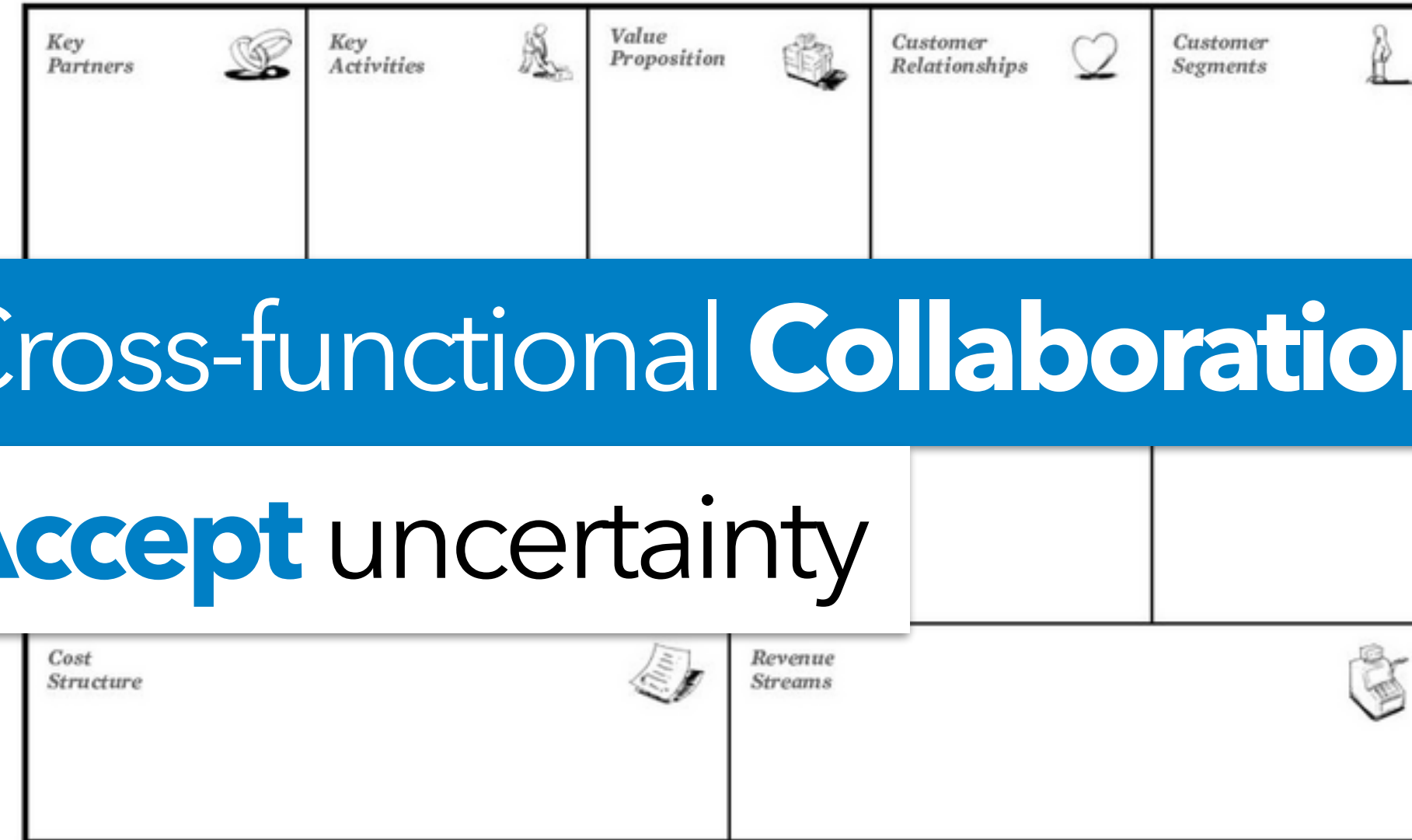
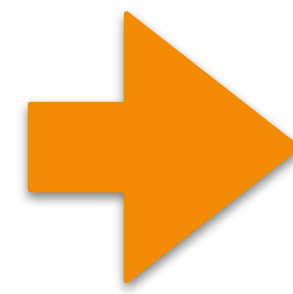
Agile from the Start, eliminate Waste & increase Time to Market



RADICAL MINDSHIFT

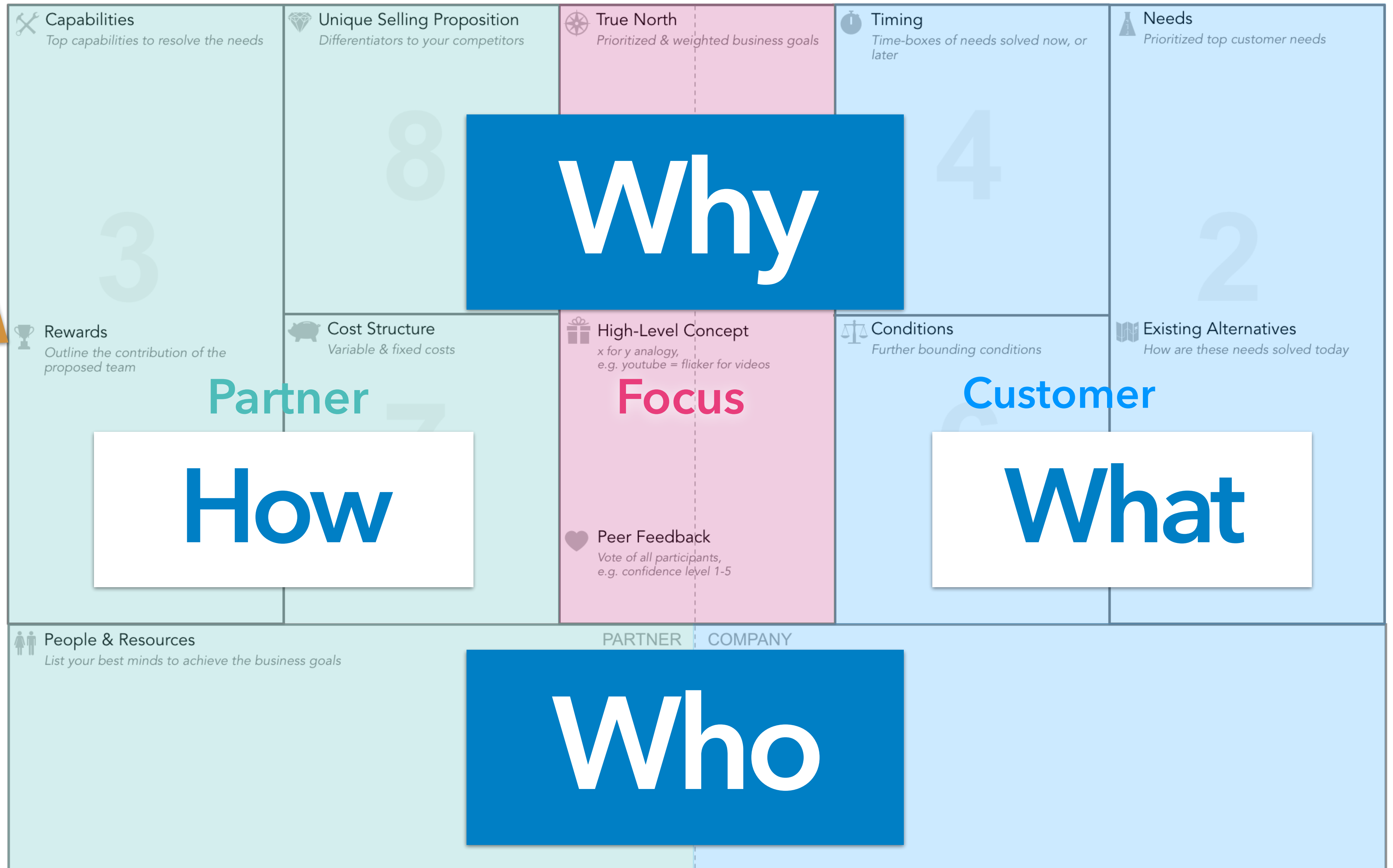
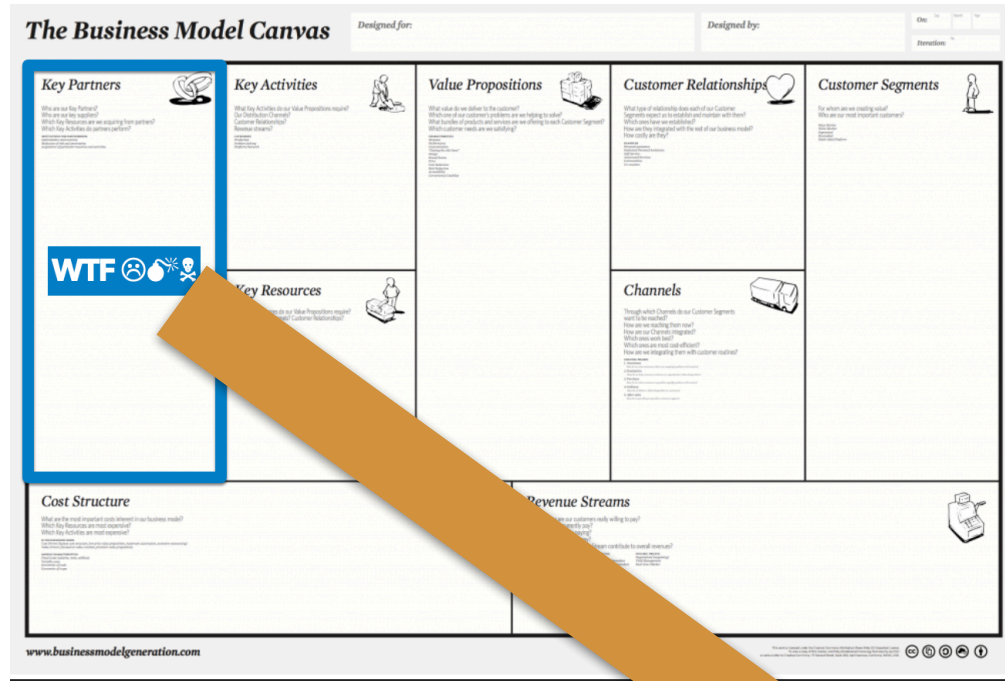


PAST

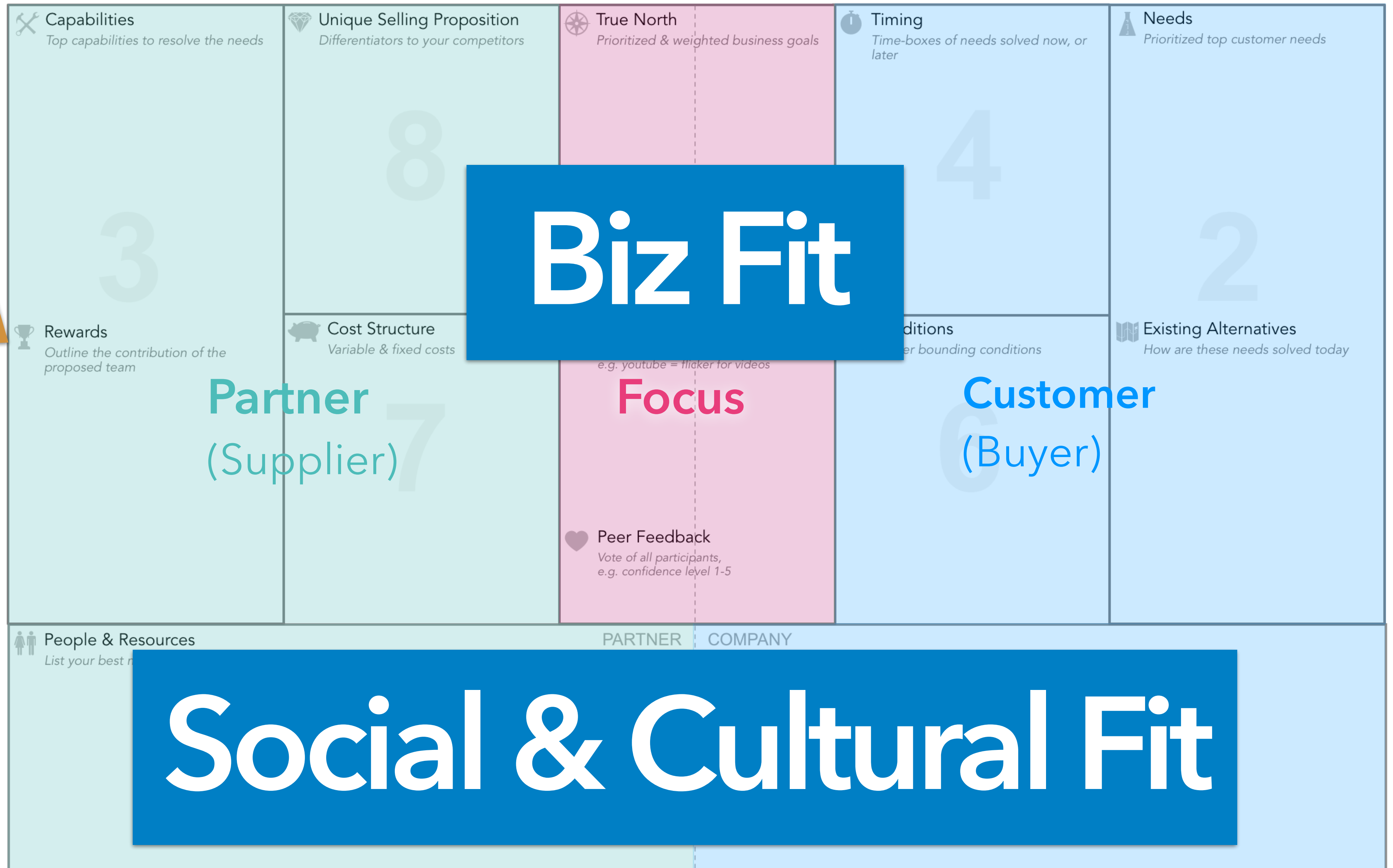
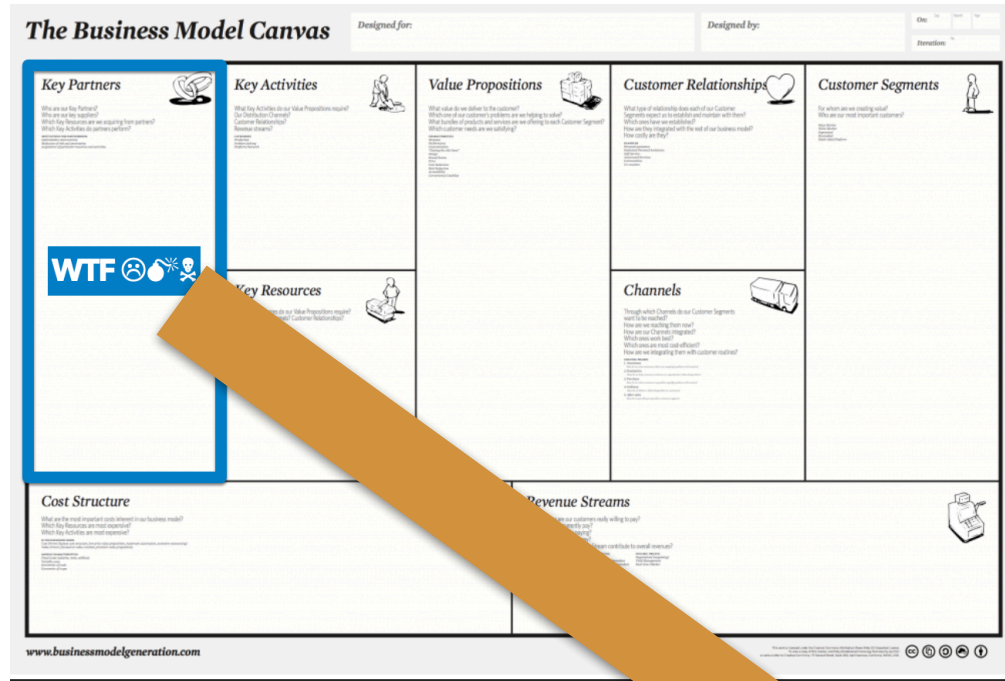


TODAY

LEAN PROCUREMENT CANVAS



LEAN PROCUREMENT CANVAS



Biz Fit

Social & Cultural Fit

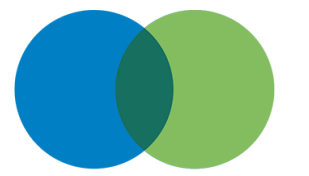


The Lean Procurement Canvas
is an **Agile Contract**

Ursula Sury, lic jur, Die Advokatur AG

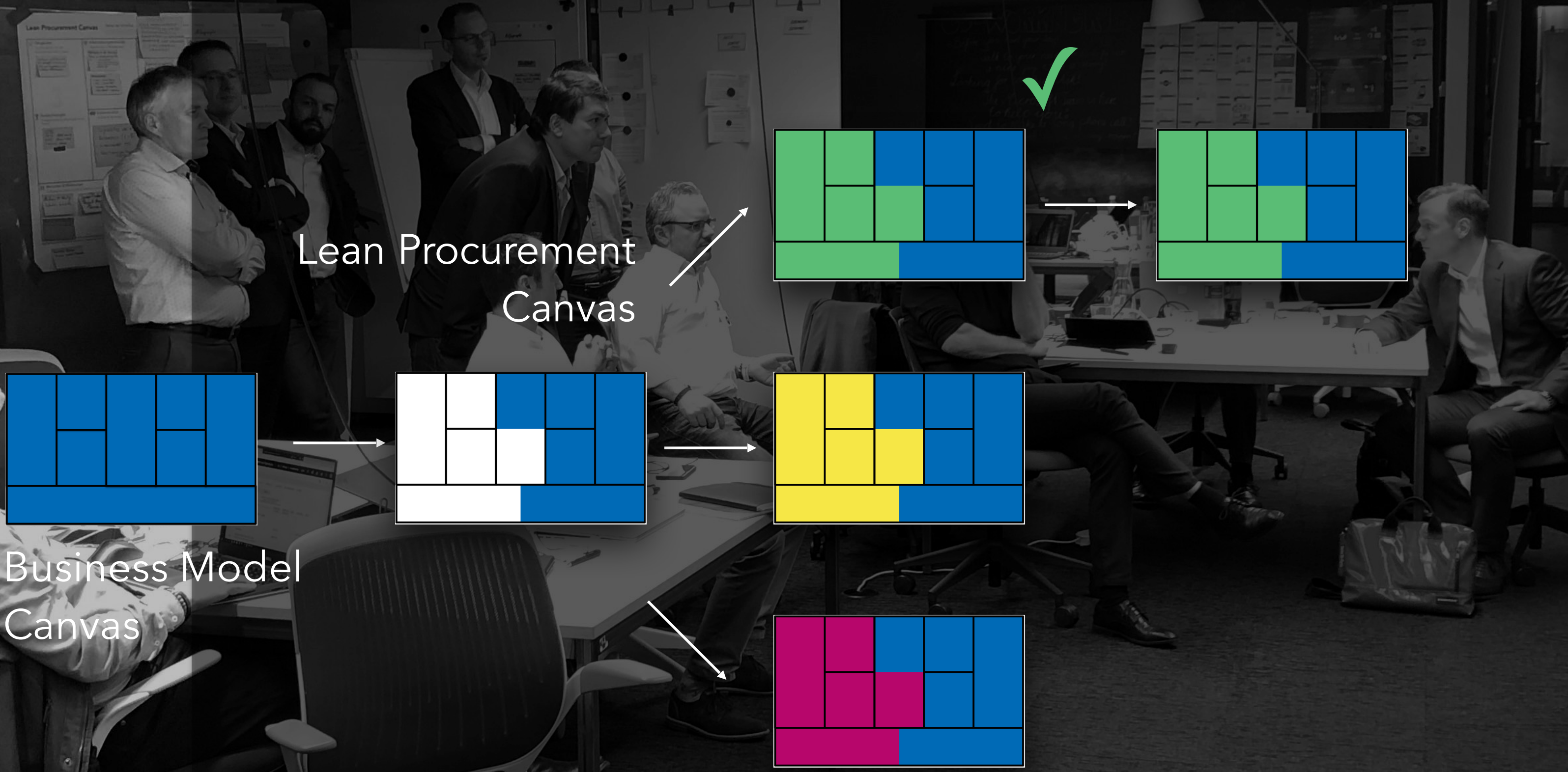
Lean Agile Procurement

An end-to-end Approach to build & manage adaptive Partner Ecosystems

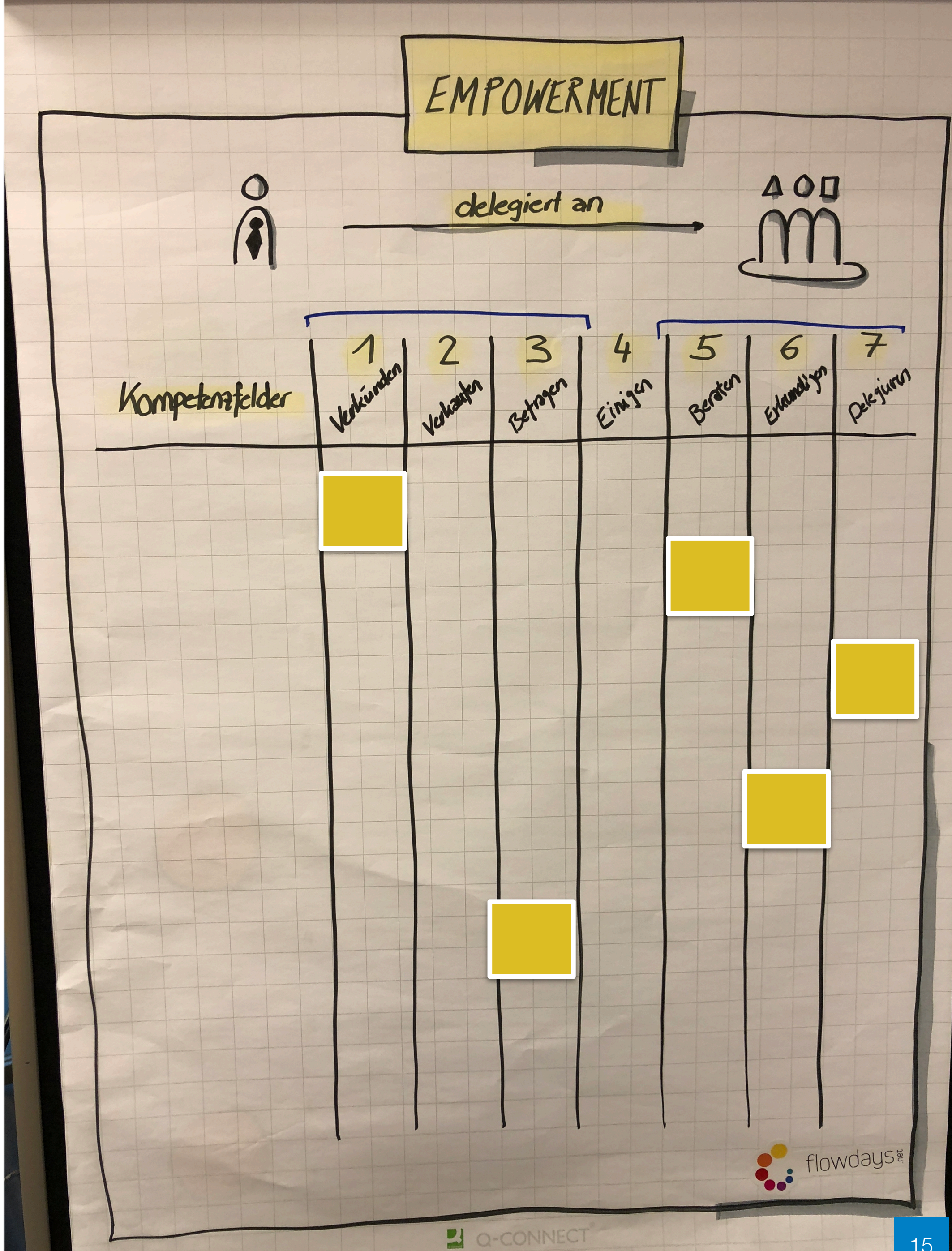
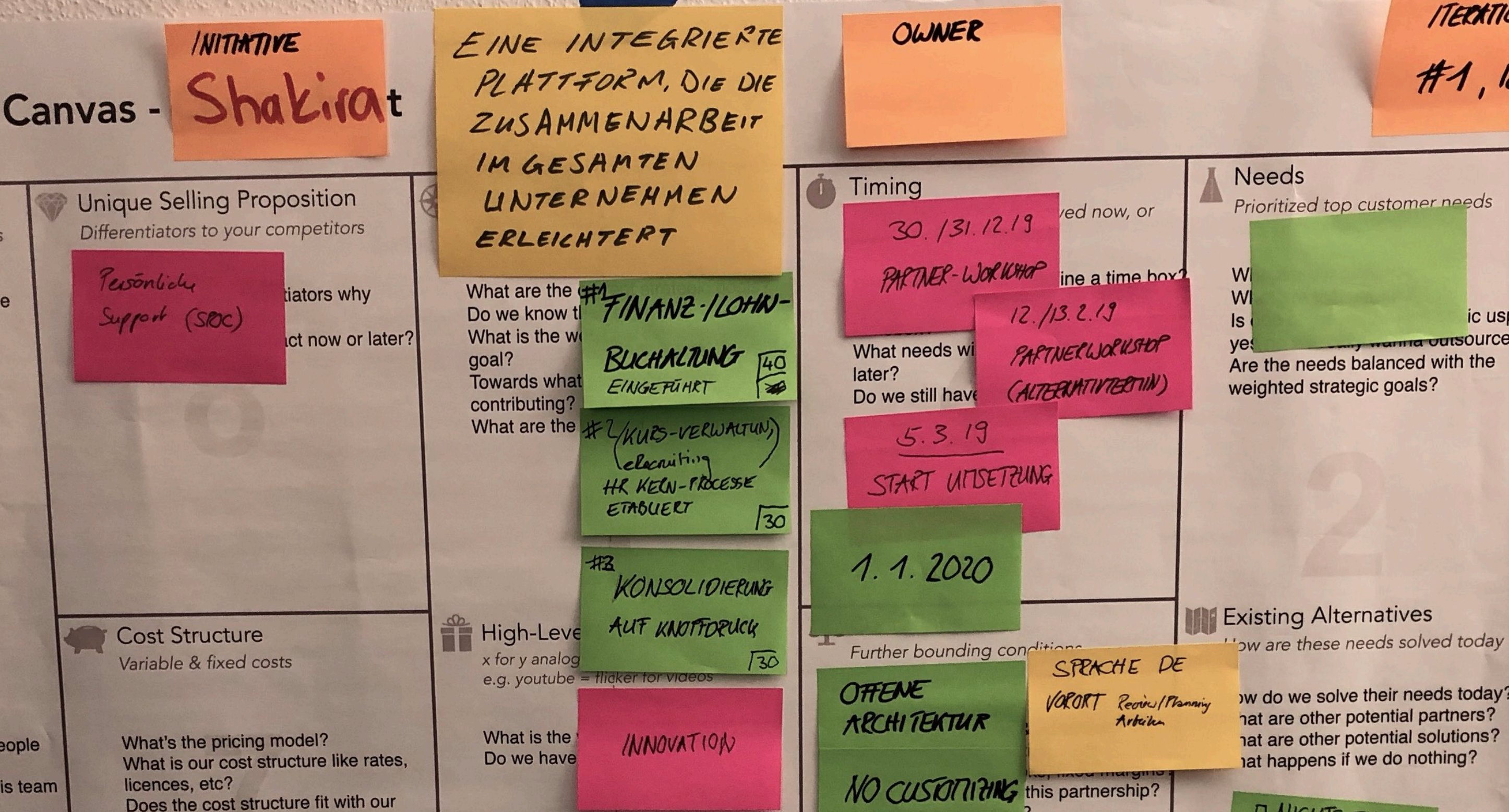


lean-agile
procurement

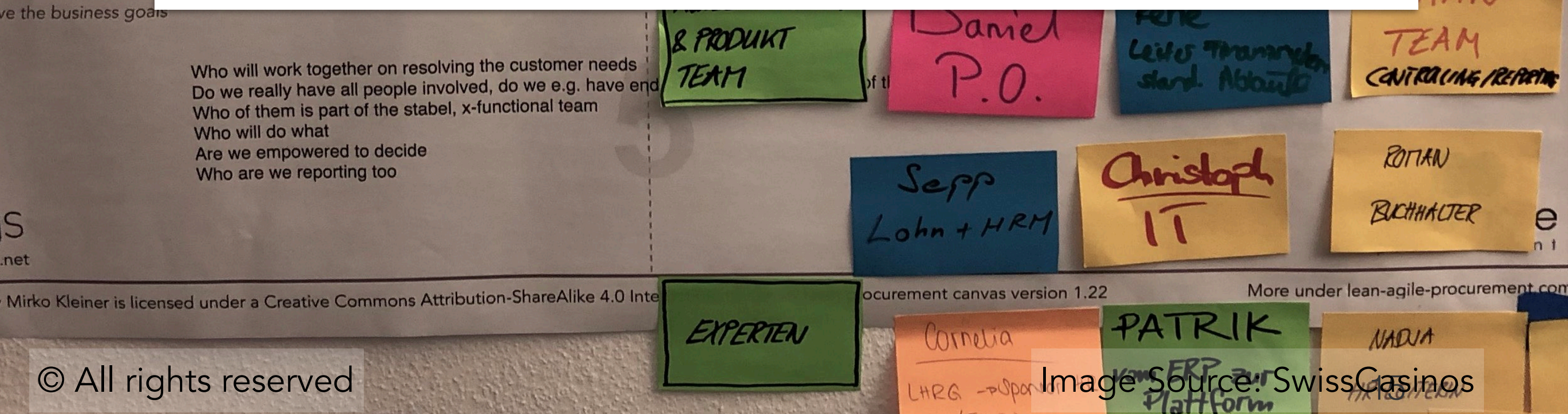
- 1 Initialization
- 2 Preparation
- 3 Big Room Day/s
- 4 Peer Feedback



Days instead of **Months**



1 Setup an agile, cross-functional Team
Empower it with main Stakeholders






2 Dec 20

Gather **Needs** with **real Users**

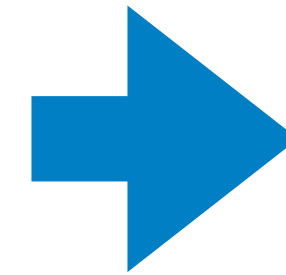
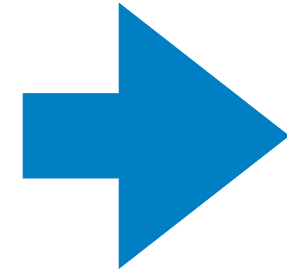
Prepare for **Big Room Evaluation Workshop**

		
Name: BEAT		
Age: 30+		
Function: BUCHHALTER		
Skills / Bio: > BUCHHALTER FA WIPF > BASIS / BRANCHENFREM > ANGELEHNES > FIRMENWISSEN	Behavior: > Stationär > KONSERVATIV > ISOLIERT > MANUELL > VIEL PAPIER • Creditrealistik	Need: • Inlognet / übersichtlich • Wenig Clicks • EINFACH => Wenige Menüs • Automatisierte Buchungs- vorschläge => KONSTRUKTIV • FEHLER ALERTNAU • REPORTING AUF KNOFF DRUCK • SLANG zu BUCHUNG • PAPERLESS • BEWUSSTSEIN BEI ANDEREN USER GRUPPEN • Hystory anrichtlich



2 Federal Railways

Gather the needs with **users**



2 AGCO' Agile Product Clinic
Gather Ideas even with **vendors** & **Competitors**

3 Jan 30

Invite 3 Competitors in the **same Room**
Align with **People** that **will do the Job**
Start Cooperation even **before a Contract**

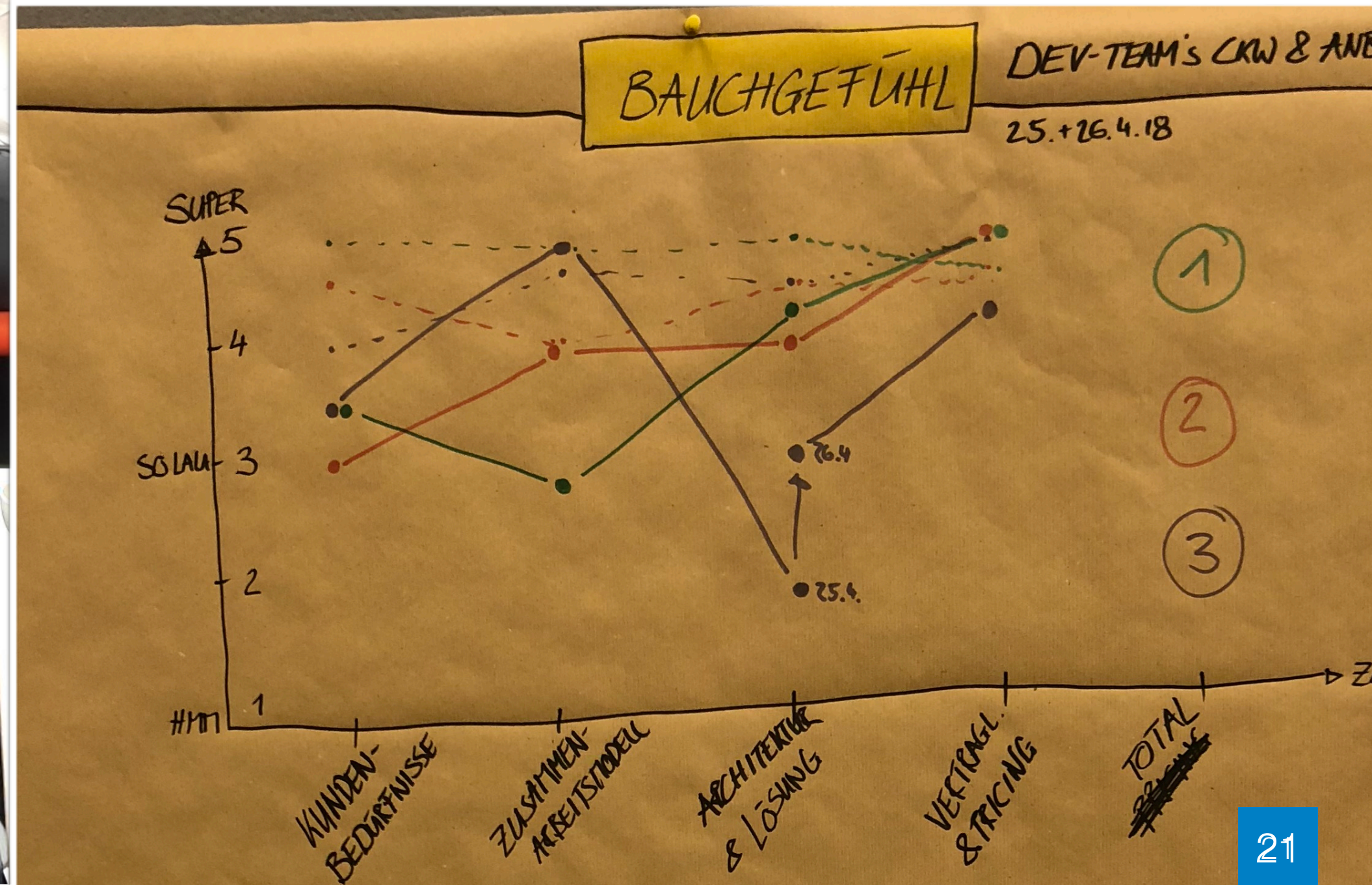


3 Co-create an Agile Contract

Run a Proof-of-Concept



3 Observe their Behaviors & Skills



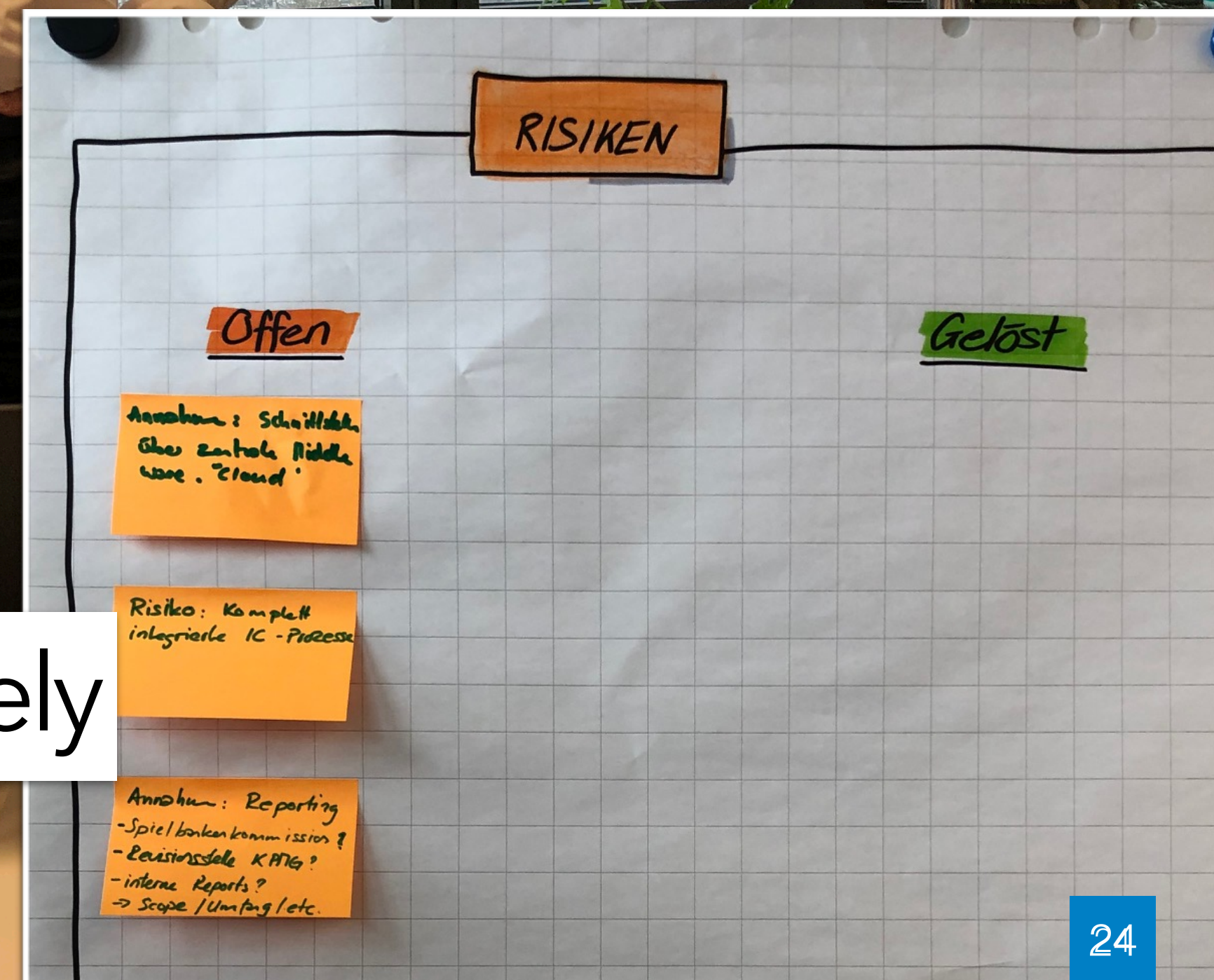


3 Co-create the best License Model

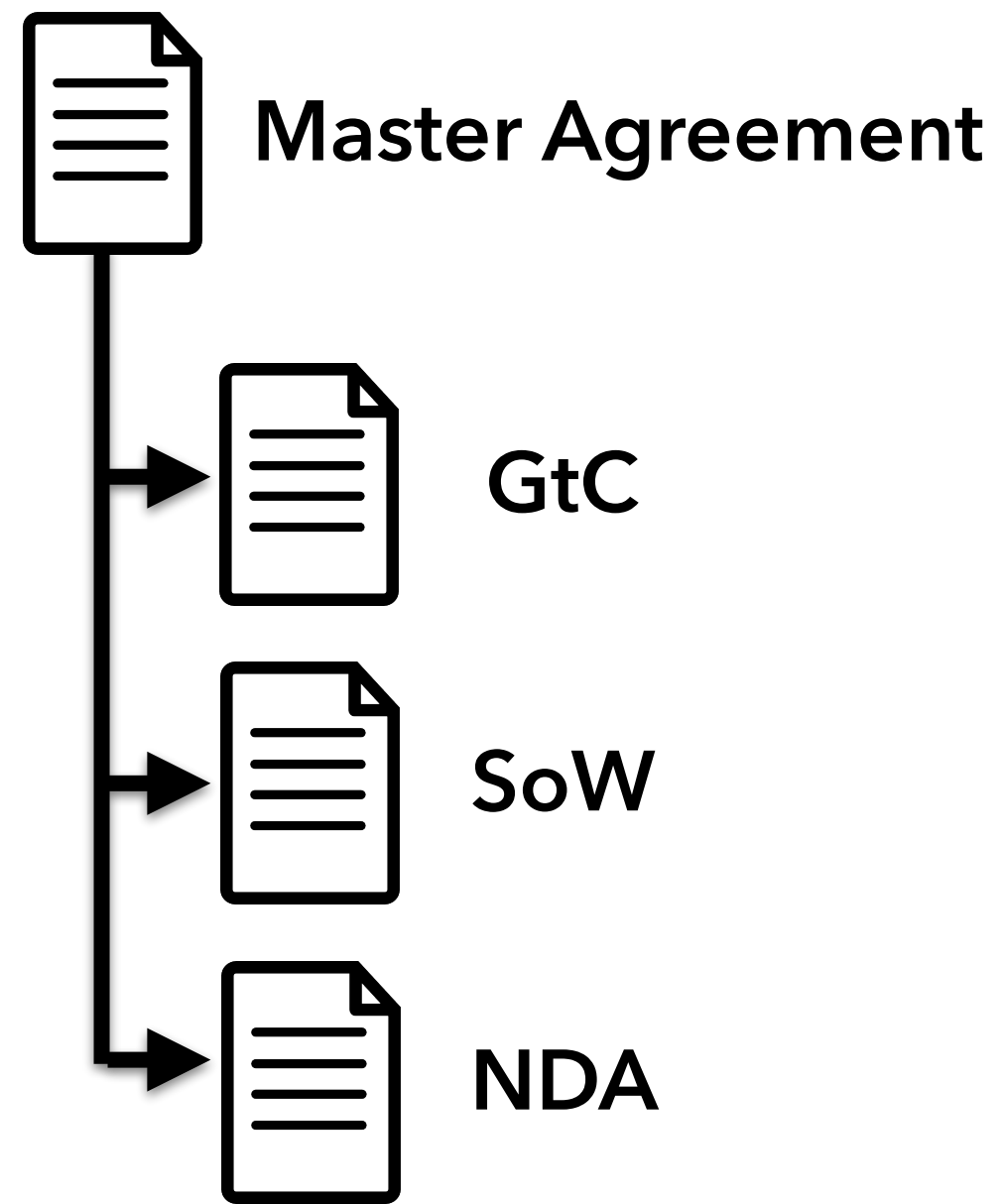
AIR FRANCE KLM

Instead of eliminating the less promising offers we ended up **improving each proposal** and choosing the **best one!**

Eric Chaumette Managed Delivery Centers Program Management Air France

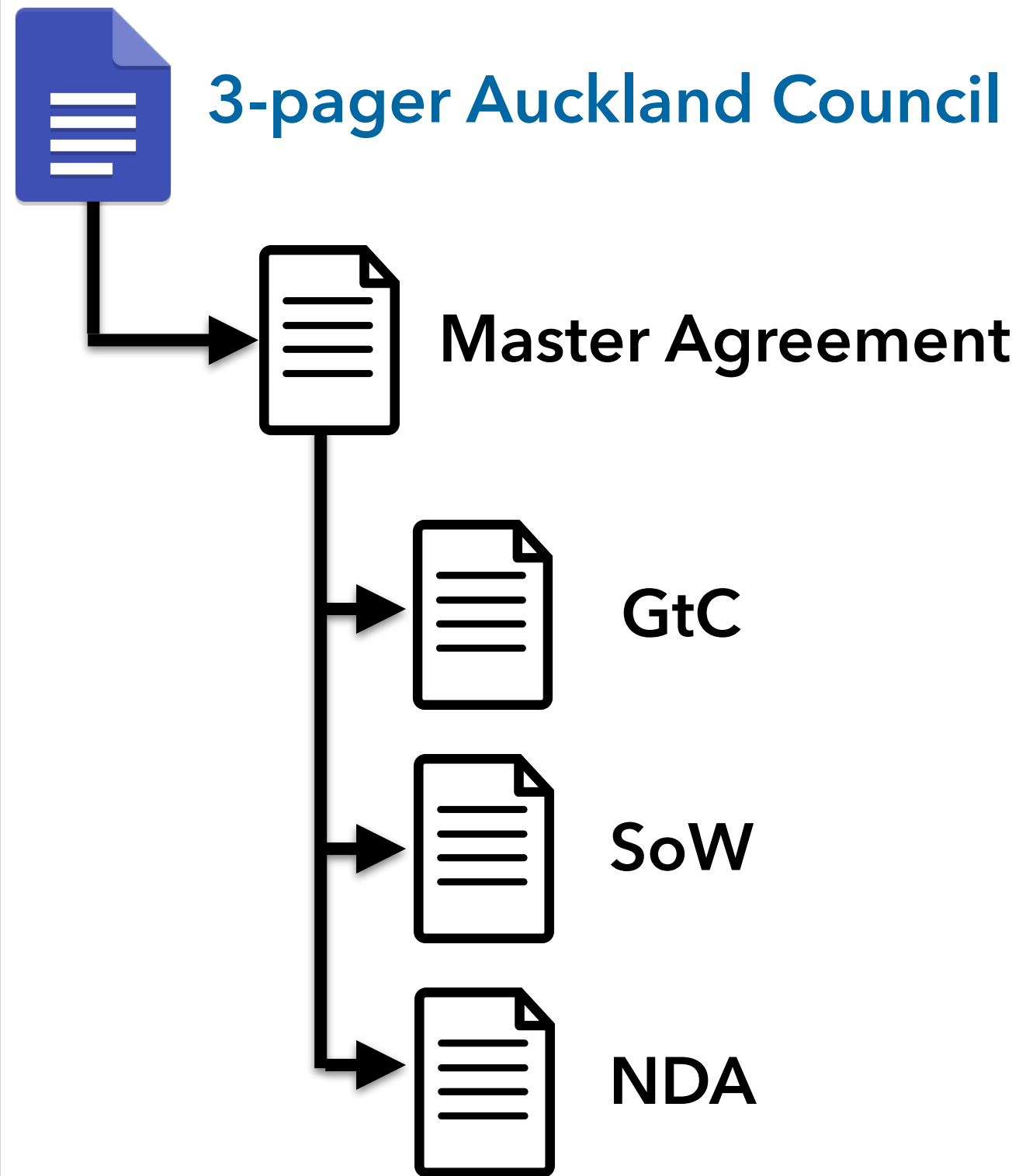


3 Resolve **Risks** & **open Questions** immediately



3 Co-Create a Proposal & Agreement



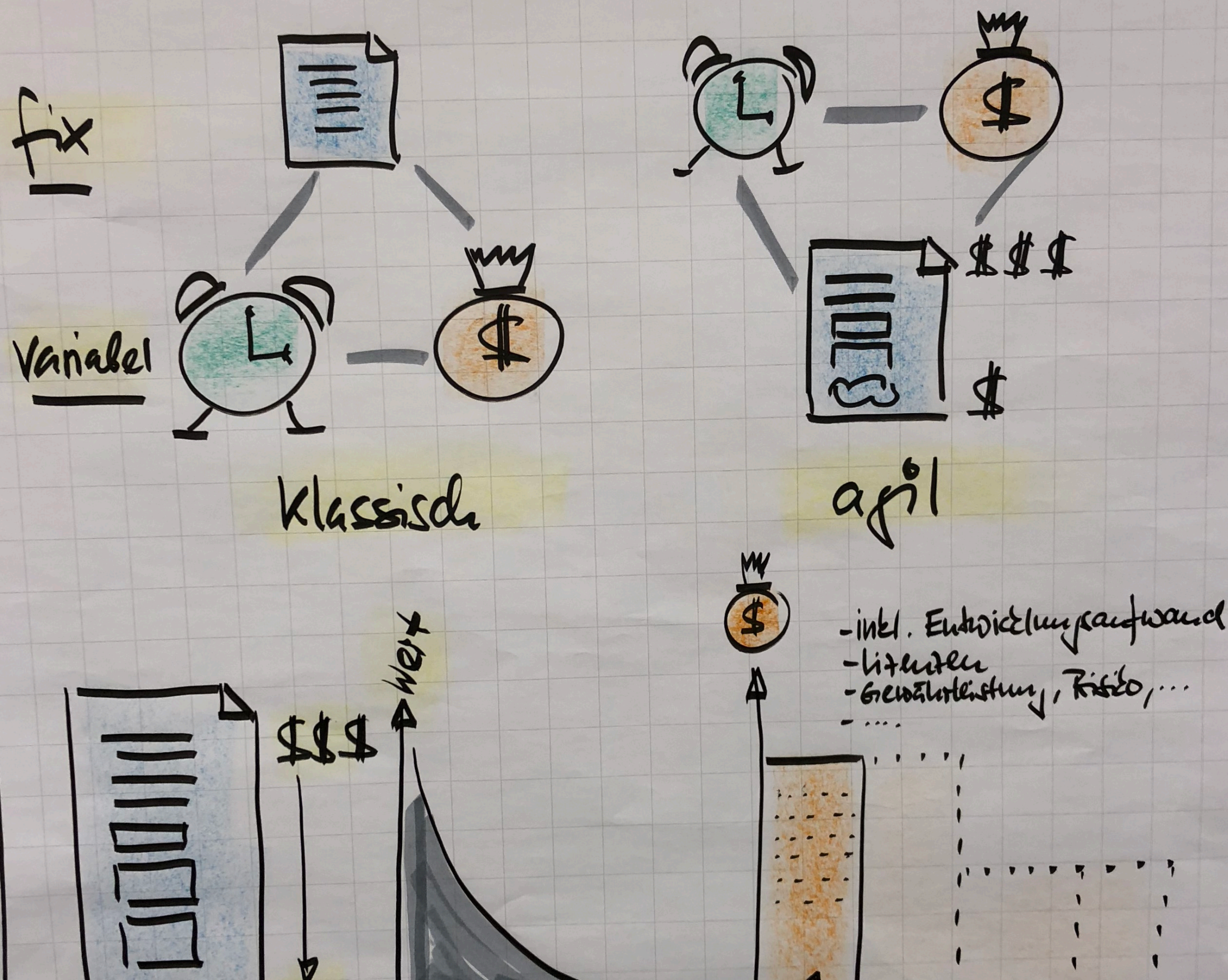


3 Co-Create a Proposal & Agreement



Pricing-Modell

25.4.18 / Rathauer



3 Have a **Commercial Discussion**

Commitment heute Image Source: CKW

Rathauer
M.M

- Projektkosten [redacted] CHF (MVP, Golive 1)
[redacted] CHF weitere Etappen bis Jan. 19
- Kostendach Vertrag → [redacted] CHF (MVP, GL1, GL2)
- Witdown Lizenzen [redacted] CHF/a
- Mietkosten Azure [redacted] CHF/a (P, T, D)
- CKW - Empl. App [redacted] CHF/a (Q1/19)
- [redacted] CHF/a
- Voraussetzung CKW mindestens SA
680 PA CKW kein Workplace
- Betriebssupport 2 mögl. SLA - Standard [redacted]
Möglichkeit direkter SLA mit Witdown [redacted]
Preis SLA-Standard [redacted] -/Mt - kritische Teile [redacted]
- Reiterzeit [redacted] /h
- ⇒ Stundenlohn [redacted] /h All-In



4 Jan 31

Demo **Results**

Get **Peer-Feedback**

Team-Decision

Expect the unexpected

The team chose not one vendor but two!

PROCUREMENT
LEADERS

WORLD

PROCUREMENT

AWARDS

2020

basware

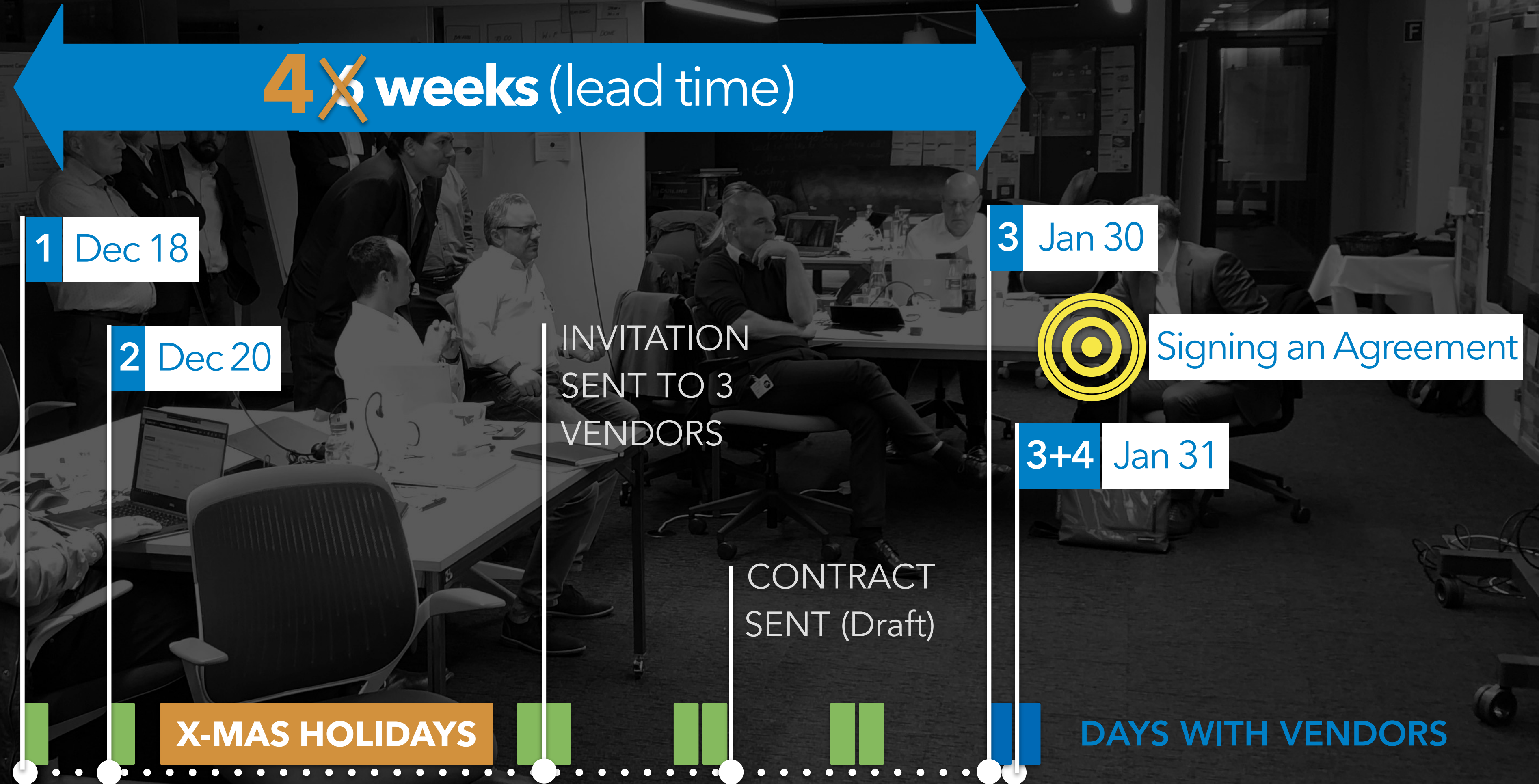
WINNER



SWISS CASINOS + flowdays

Improved Time to Market

From Idea to 1st Value delivered in just 6 Weeks, being faster would be possible!



Our Results

Faster, cheaper, better



SWISS CASINOS



4x faster from Idea to 1st Value delivered

1/2 Effort

80% Savings through Focus

100% social Fit

91% recommend the Approach

Challenges

Yes we also had challenges and still have!-But now those are transparent and get solved.

Capacity of Team Members

Handling 3 vendors simultaneously

Stay in the Driver-seat

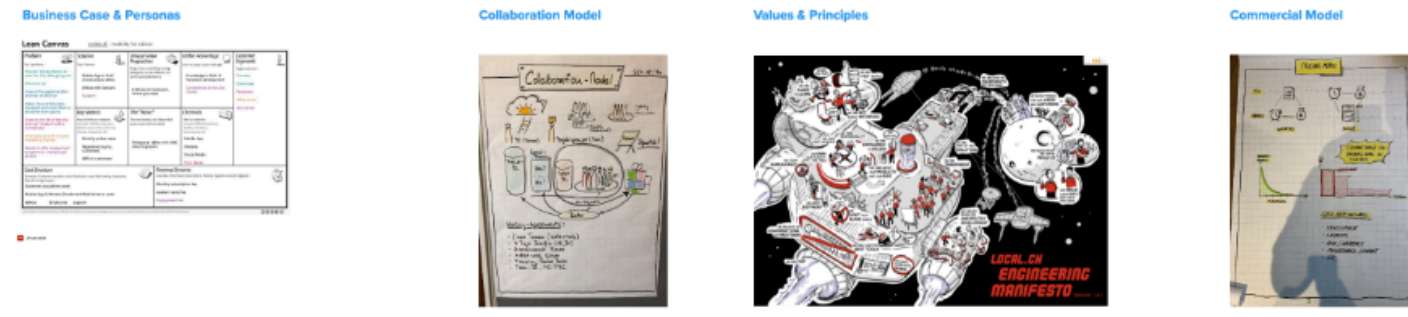
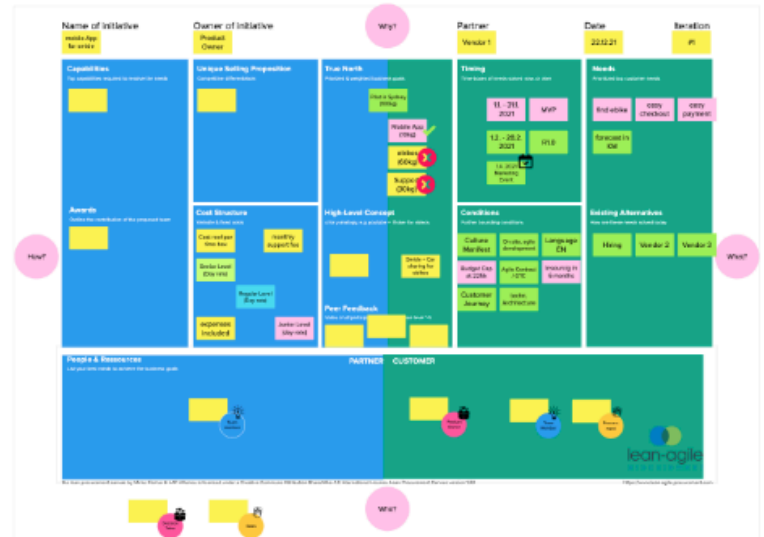
Legal asks for a template

Mindshift - We are all just human

Virtual big Room Session

Co-Creation of Vendor's Solution / Proposal / etc in an online setup

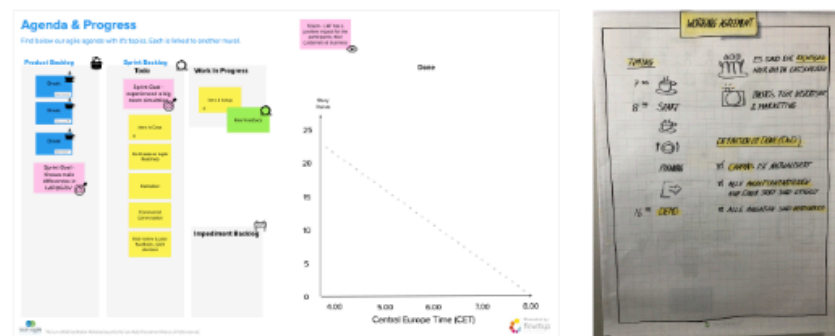
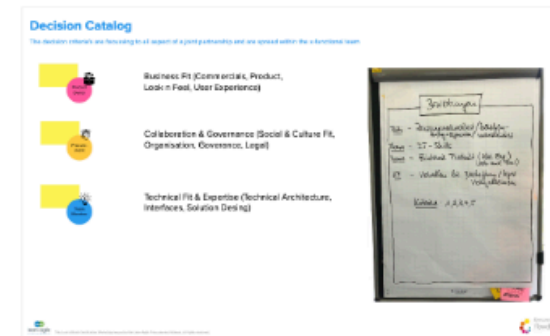
Copy of cockpit-bigroom-simulation ↕ ↻ 📄 🕒 👤 Facilitator All changes saved 👤 1 📤 SHARE 📄 🗨️



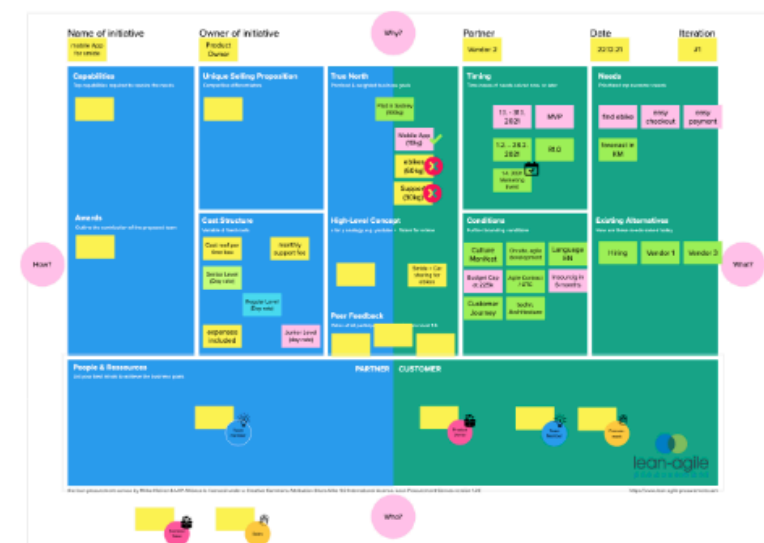
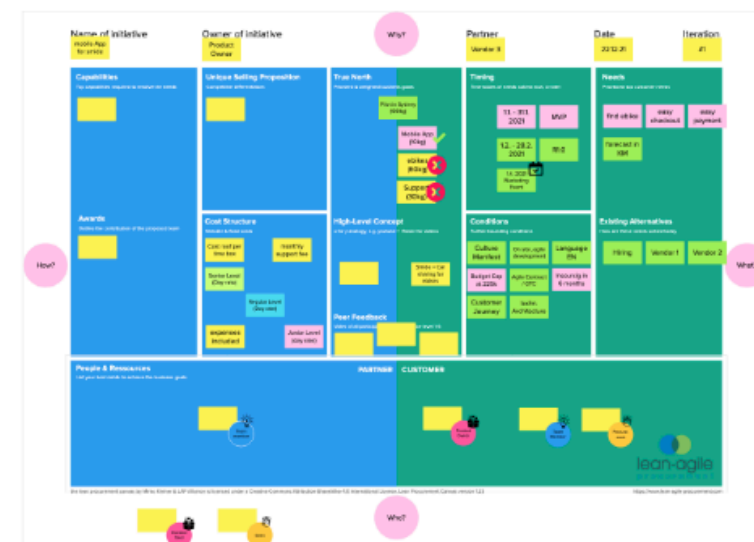
Vendor 1



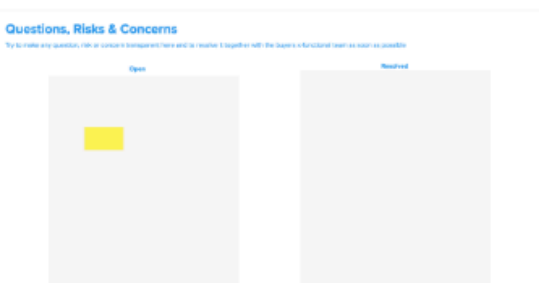
Customer



Vendor 3



Vendor 2



Agile Sales

Close a deal in less than 1 hour!

Anfrage Cemb



Facilitator

6

SHARE



Use the Lean Procurement Canvas for e.g. **(a) source** a new partner/service/product, **(b) setup** a new agile product development team, **(c) assess** an existing partnership, **(d) manage** your partnership

All changes saved

Name of initiative

Owner of initiative

Why?

Partner

Date

Iteration

agile coaching cross-functionale team

Marina Laube

flowdays

26.2.21

0.1

Capabilities

Top capabilities required to resolve the needs

- Agile Masters
- Agile Mindset
- Agile Methodes
- Scaling Agility
- Agile Leadership
- Design Thinking
- Agile Procurement & Sales
- Systemic Coaching

Unique Selling Proposition

Competitive differentiators

- pragmatic & experienced Leaders, Trainers & Coaches
- Agnostic approach
- holistic approach
- All levels, functions & industries
- international network

True North

Prioritized & weighted business goals

- Cross-functional prototype team, that will inspire others
- new customer registration as a mobile app
- improved collaboration, communication, sharing learning
- x-functional teams acting independently and delivering value in self-organized way
- make potential impediments / cultural findings transparent
- Empower Team
- flexible reaction on new market needs
- from projects to stable teams
- improve speed / decision latency

Timing

Time-boxes of need

- introduce agile basics
- assessment
- March: - Kickoff with team & stakeholders
- Alignment & Empowerment
- setup cross-functional team
- Management Team as support
- March - May: - focus on internal collaboration
- experience agile practices
- let the team decide on how
- shadowing guided learning / facilitation
- enablement
- later: - team extension with delivery
- Later: - Scaling, other topics / cross-func. teams

Needs

Prioritized top customer needs

- Support to shape & establish first x-functional team
- Accompany Scaling
- Decision taking in a self-organised team / in x-functional team
- Being the devil advocate
- improve learning curve for team and surrounded people / leaders
- requirements defined for mobile app

Awards

Outline the contribution of the proposed team

- Scrum Trainers
- Agile Leadership Guide
- Certified Enterprise Coach
- Kanban Trainer
- Management 3.0
- Scrum @ Scale Trainer
- SAFe Program Consultant

Cost Structure

Variable & fixed costs

- Daily coaching rate: CHF 2,480.-
- Team packages available
- Training Day CHF 5,900
- Price reduction for public classes
- Certification courses & certification rates vary on course
- payment terms: monthly / T+M
- Cost ceiling possible

High-Level Concept

x for y analogy, e.g. youtube = flicker for videos

- flowdays is a corporative of agile Coaches for agile Transitions
- Cembra Money Bank is one of the leading Swiss providers of financial services
- Peer Feedback
- Votes of all participants, e.g. confidence level 1-5
- 3 Frank
- 4 Mirko
- 4 Philipp
- 4 Marina
- 4 Roman
- 4Markos
- 4 Anna

Conditions

Further bounding conditions

- important to flowdays
- management buy-in
- availability of core-team members (>40%)
- agnostic approach
- respect the current culture
- Don't call it agile :-)
- develop you're own language

Existing Alternatives

How are these needs solved today

- do it yourself
- other coaches
- do nothing

How?

What?

People & Ressources

List your best minds to achieve the business goals

- Mirko Kleiner (20-40%)
- Frank Fitzlaff (~20%)
- Philipp Engstler (20-40%)

More Agile Coaches & Trainers available

- Network of flowdays friends

PARTNER

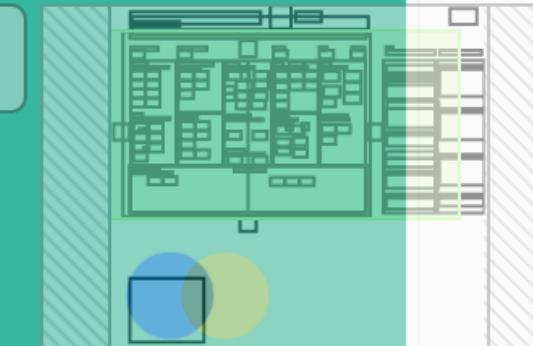
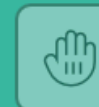
CUSTOMER

- Marina Laube
- Roman Gross-Brunschwiler
- Markos Theologitis
- Anna Wratten

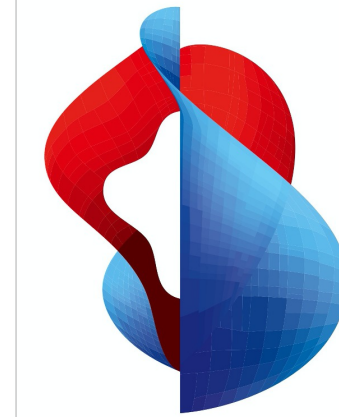
3rd party involvement?

stable agile team vs. product lifecycle

14%



lean-agile Zoom Settings



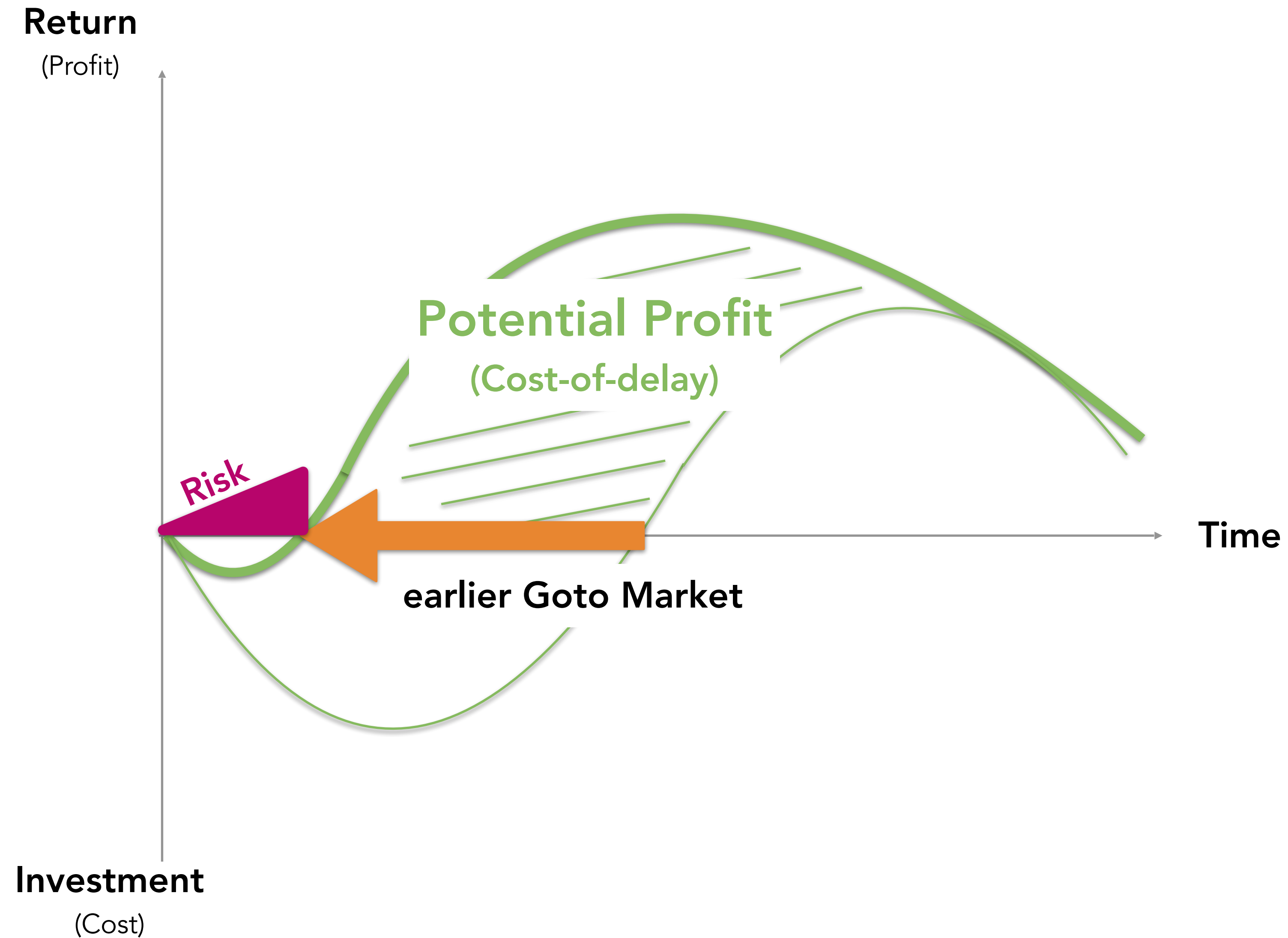
swisscom



Daimler Mercedes-Benz

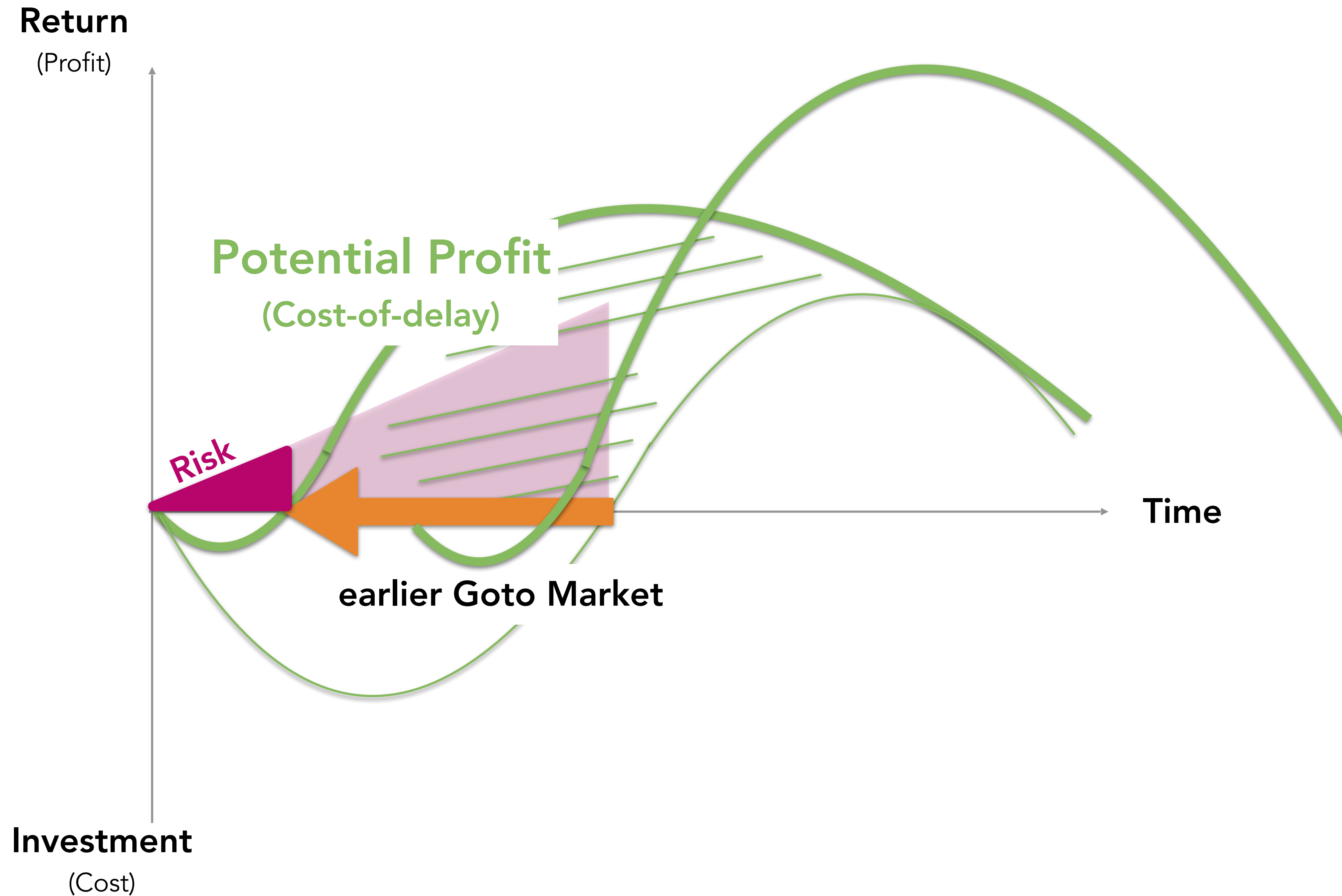
Investor's point of view

Business Impact is huge, while risk is kept minimal



Investor's point of view

Business Impact is huge, while risk is kept minimal





lean-agile procurement

In Cooperation



Latest early Adopters



Next workshops

December 6–8

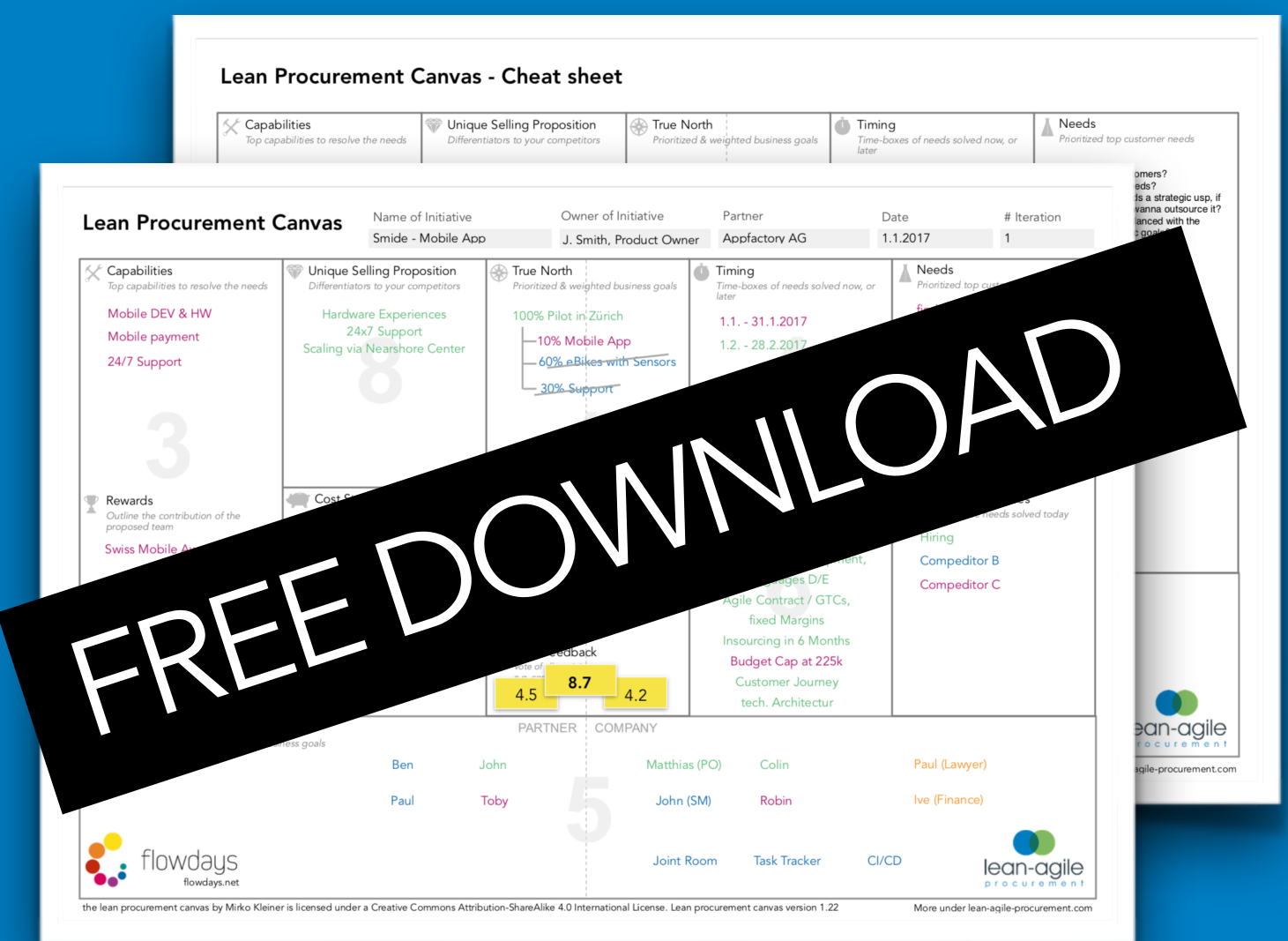
[ONLINE] Competitive Advantage via Lean-Agile Procurement (Credential 1)

Online

EARLY BIRD

2-Day Certification Workshop LAP1
in ON AIR FROM Stockholm, S
by Mirko Kleiner
in English





FREE DOWNLOAD

FREE DOWNLOAD



Mirko Kleiner
+41 79 601 19 90
mirko@flowdays.net

THANK YOU!

www.lean-agile-procurement.com

