

SAFe Drive
Non R&D
Lean Transformation



下一代
软件研发
SOFTWARE
DEVELOPMENT

CONTENT

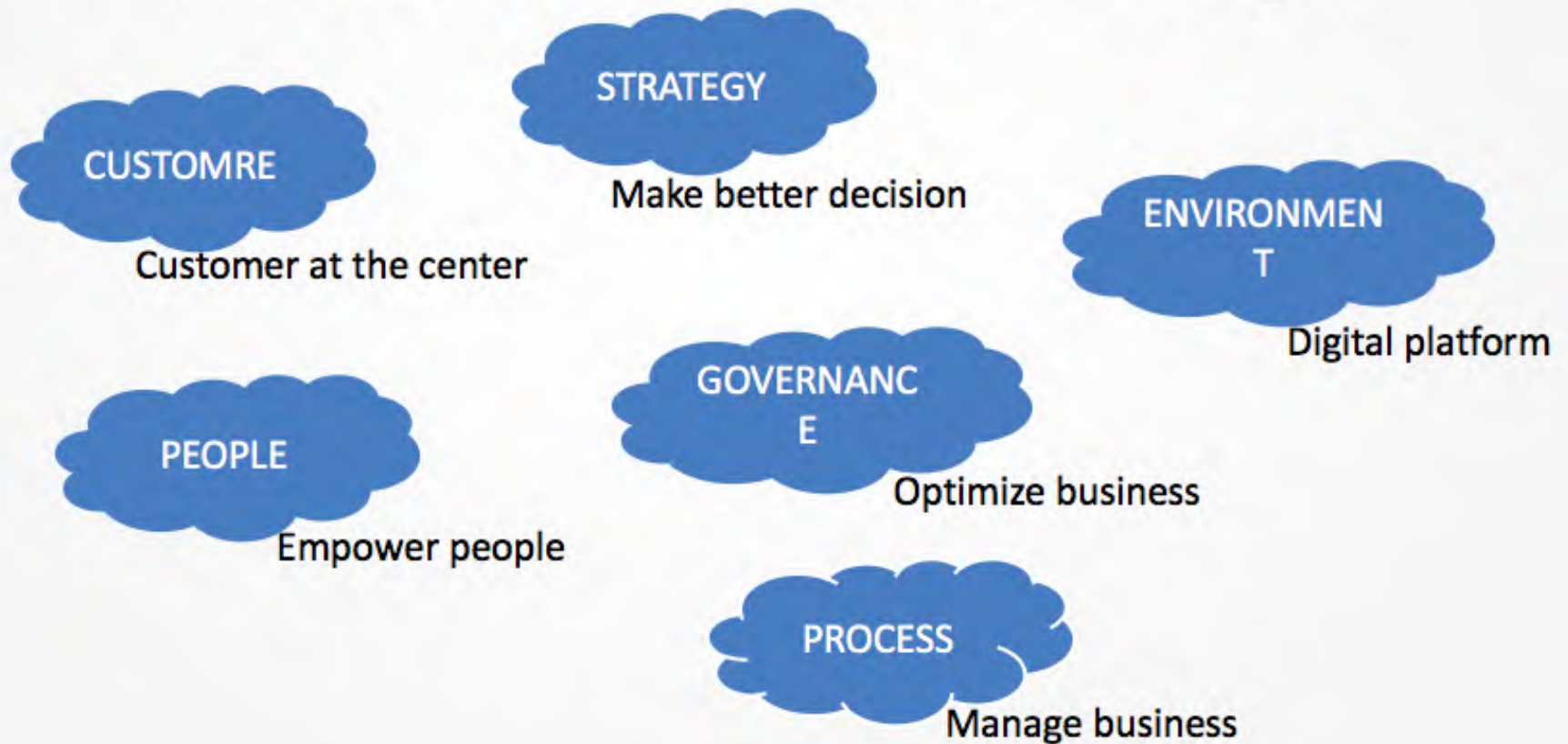
- Recap - SAFe Framework and Principle
- Change Requirement on Finance and sales Management
- Challenges we are facing on Finance and Sales Management
- Build up New Finance and Sales Management System using Lean-Agile
- Shape Our Behavior, Build up Culture, Lean Agile transformation
- Summary & Close

CHANGE REQUIREMENT

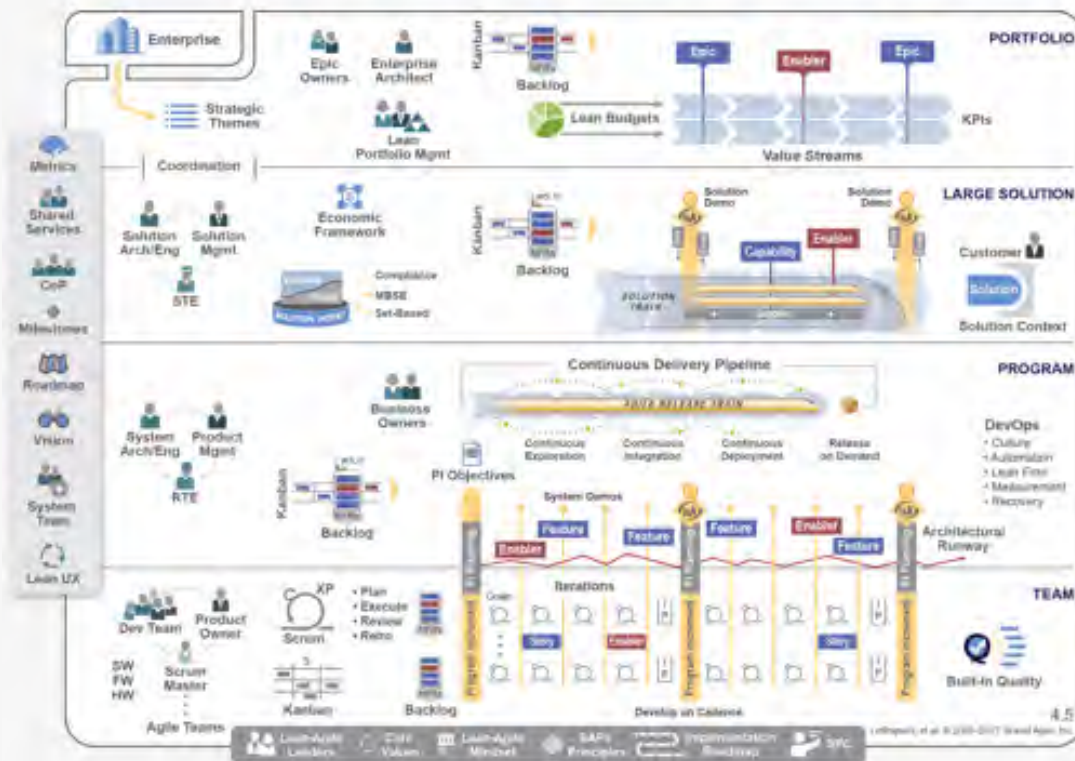
We see truly but building for the future:

- Innovate at speed
- Release continually
- Build and add new products quickly
- Offer great customer experience
- Responsive and agile capabilities
- Develop new business models adding business value quickly

CHALLENGES We are Facing...



SAFe FRAMEWORK & PRINCIPLE



#1-Take an economic view

#2-Apply systems thinking

#3-Assume variability; preserve options

#4-Build incrementally with fast, integrated learning cycles

#5-Base milestones on objective evaluation of working systems

#6-Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7-Apply cadence, synchronize with cross-domain planning

#8-Unlock the intrinsic motivation of knowledge workers

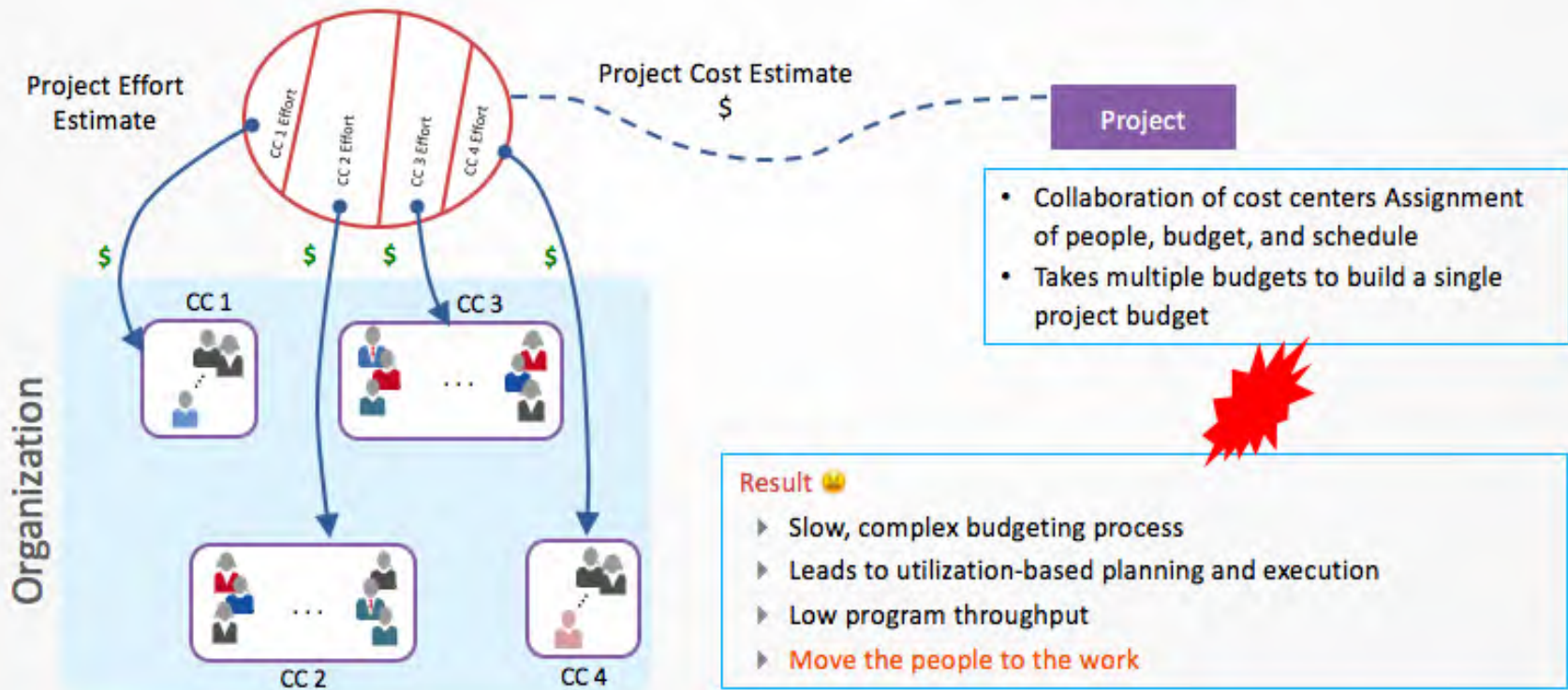
#9-Decentralize decision-making

Build up Lean-Agile Finance

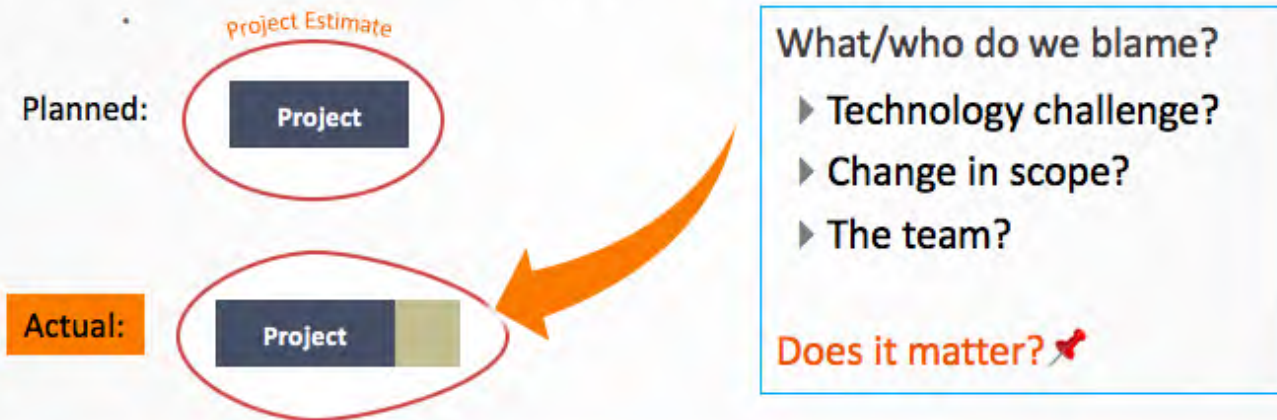
adaptive program



PROBLEM: CC Budgeting



PROBLEM: “Projects” increase CoD



Result: 📌

- ▶ Need new budget review and approval, which takes time
- ▶ Increase Cost of Delay
- ▶ Costly variance analysis -> blame game -> threatens transparency
- ▶ Resource scramble and reassignments

SOLUTION: Lean-Agile Budgeting

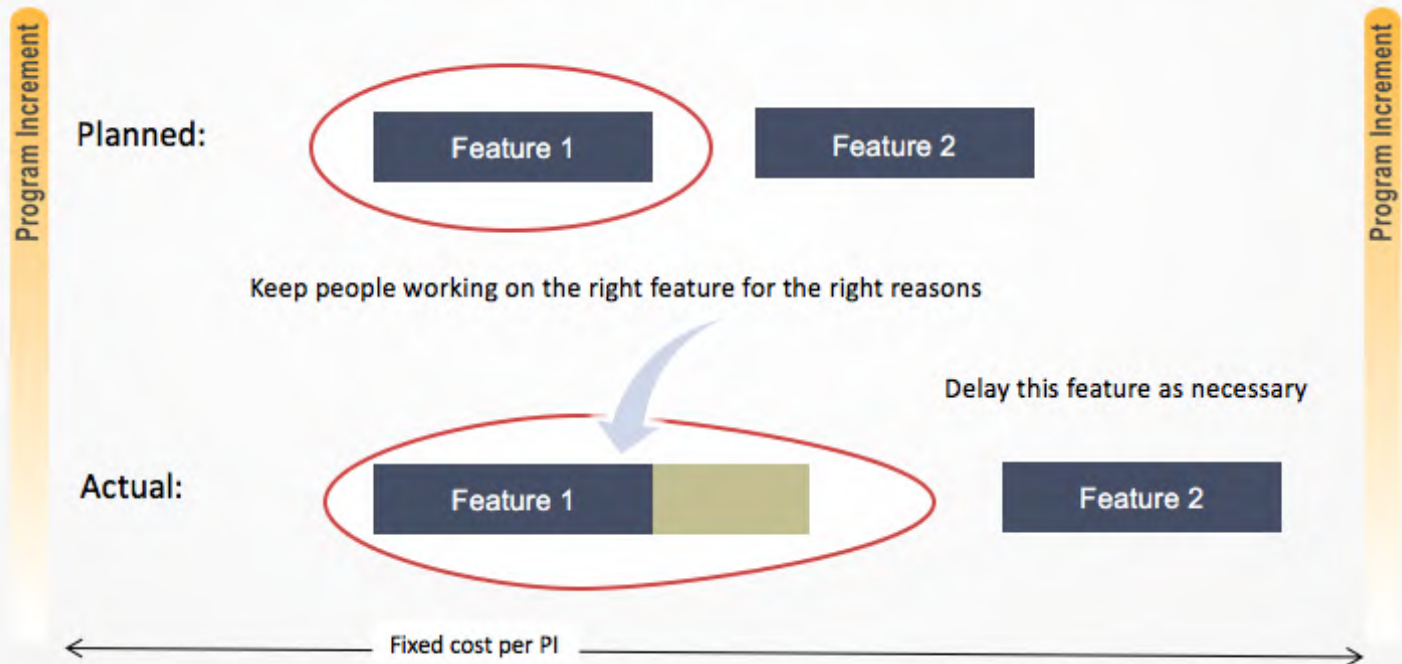
Fund Value Streams, **NOT** projects

Funding Value Streams provides for full control of spend, with:

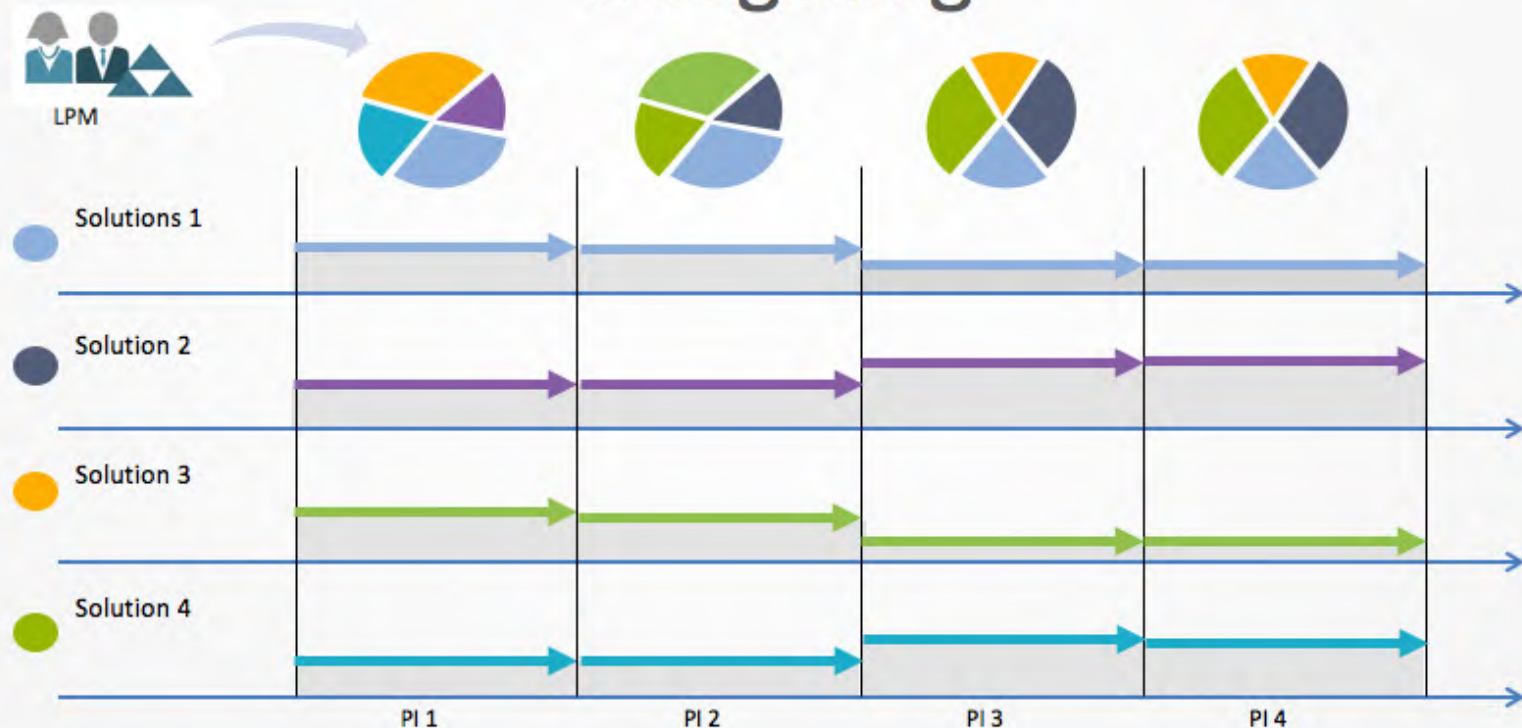
- ▶ No costly and delay-inducing project cost variance analyses
- ▶ No resource reassignments
- ▶ No blame/Political game for project overruns



INCREASED FLEXIBILITY CC



GOVERNANCE & AGILITY with dynamic budgeting



Capitalization and Expenses

- CapEX – Capital Expenditure

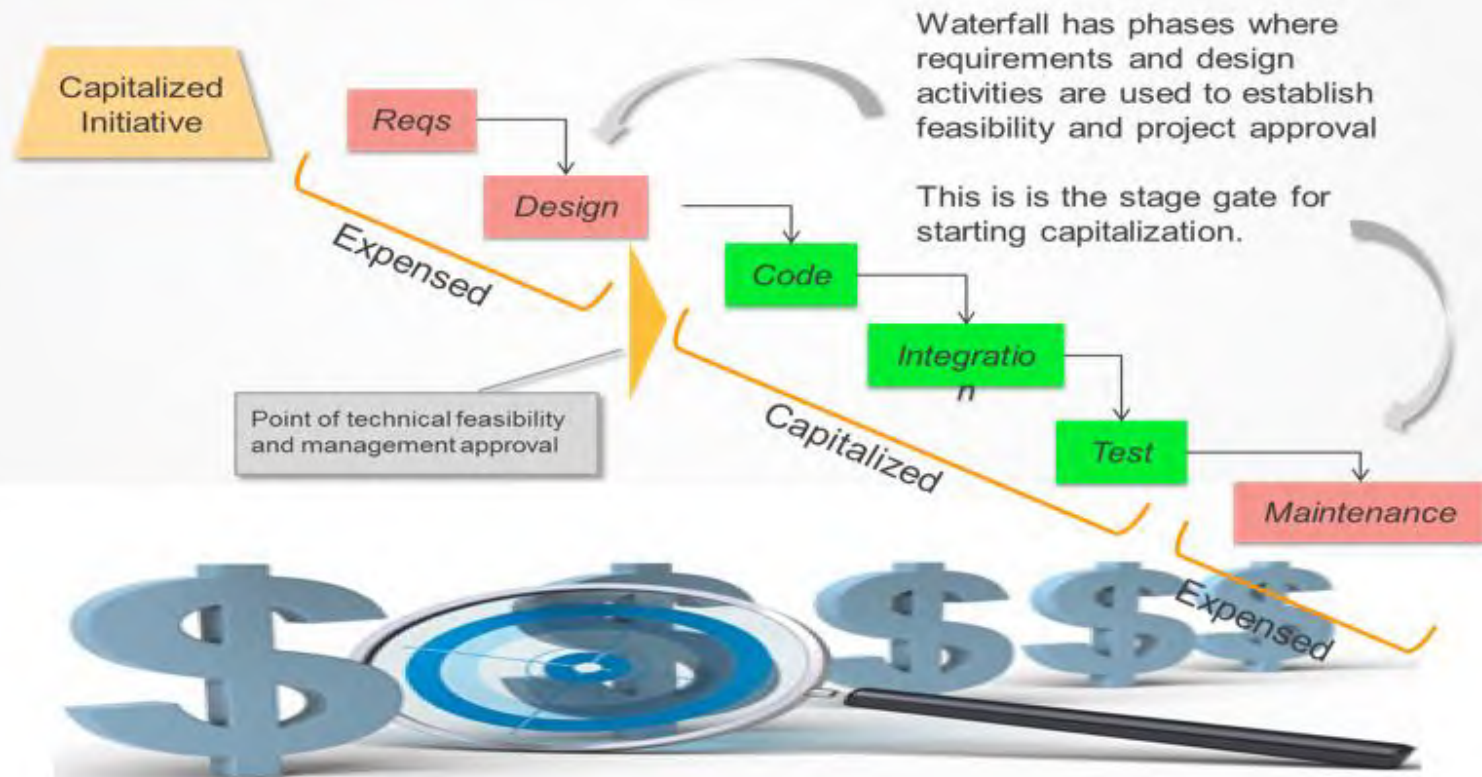
- Capitalizing the cost of the asset
- Spread the cost of the asset over its life
- Reduce tax liability against future revenue
- Customer facing; revenue generating
- Long term economic value



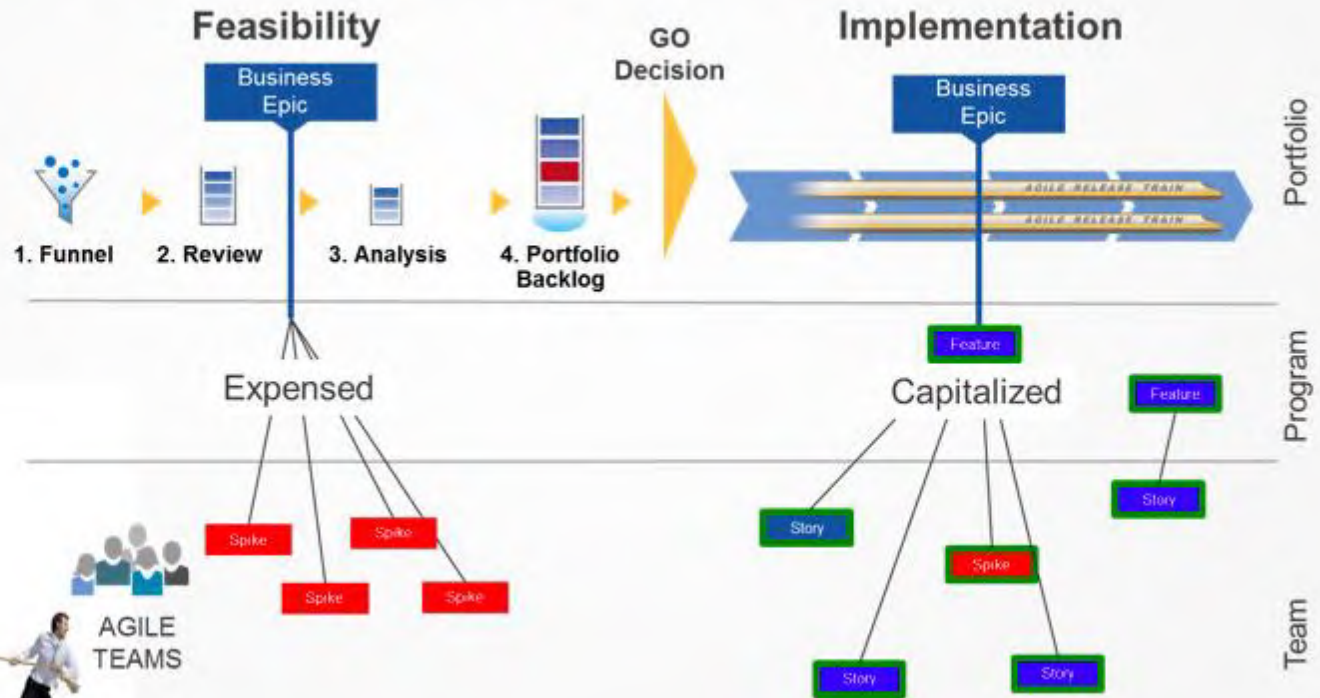
- OpEx – Operational Expenditure

- Take the hit now
- Expense in the current period
- Too many expense erase profitability and destroy shareholder wealth
- Planning (RPE; Requirements gathering)

Capitalization in Waterfall

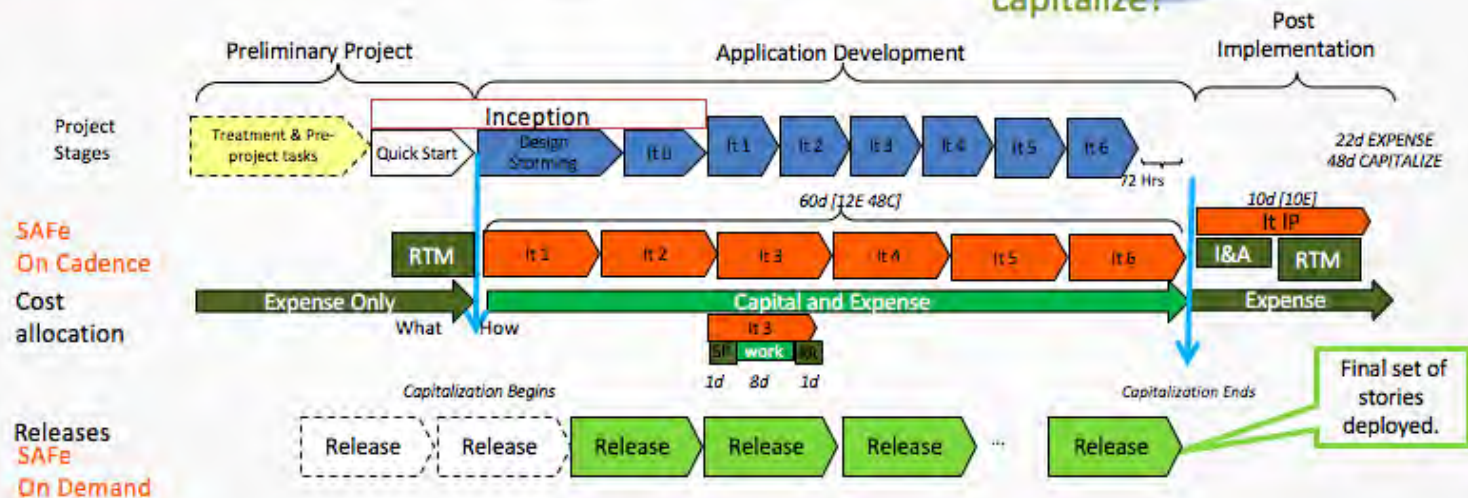


CAPITALIZATION in SAFe



SAFe CAPITALIZE

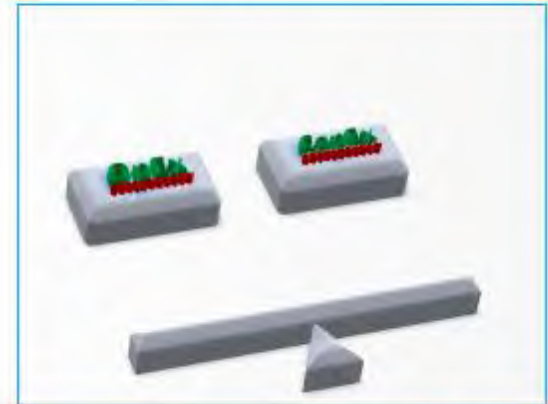
When within the
[project]/Increment
do we
capitalize?



- The Preliminary Project Stage: "What" (*Ends In Inception at the beginning of Design Storming*)
- The Development Stage: "How" (*Starts with Design Storming*)
- The Post Implementation Stage: "When" (*Begins 72 hours after the last production implementation, when final user acceptance testing and Level 2 support or maintenance handoff is complete*)

Advantages of Agile Finance

- Clear identification of solutions
- Dates and Resources are fixed and hence easy to track
- Exact information on which teams did the work
- Day-by-day task Burndown
- Stories, Features and Epics easily traceable through tools
- Reduces waste by reducing non-value added activities impacting positively



Change Sale/Market to be More Lean-Agile

a new business model

WHY Agile for Sales and Marketing



Fast

- 2-4 Weeks sprints
- Adapt to market changes
- Fail first – fail fast



Focused

- Clear user stories
- Prioritized
- Transparency
- Metrics



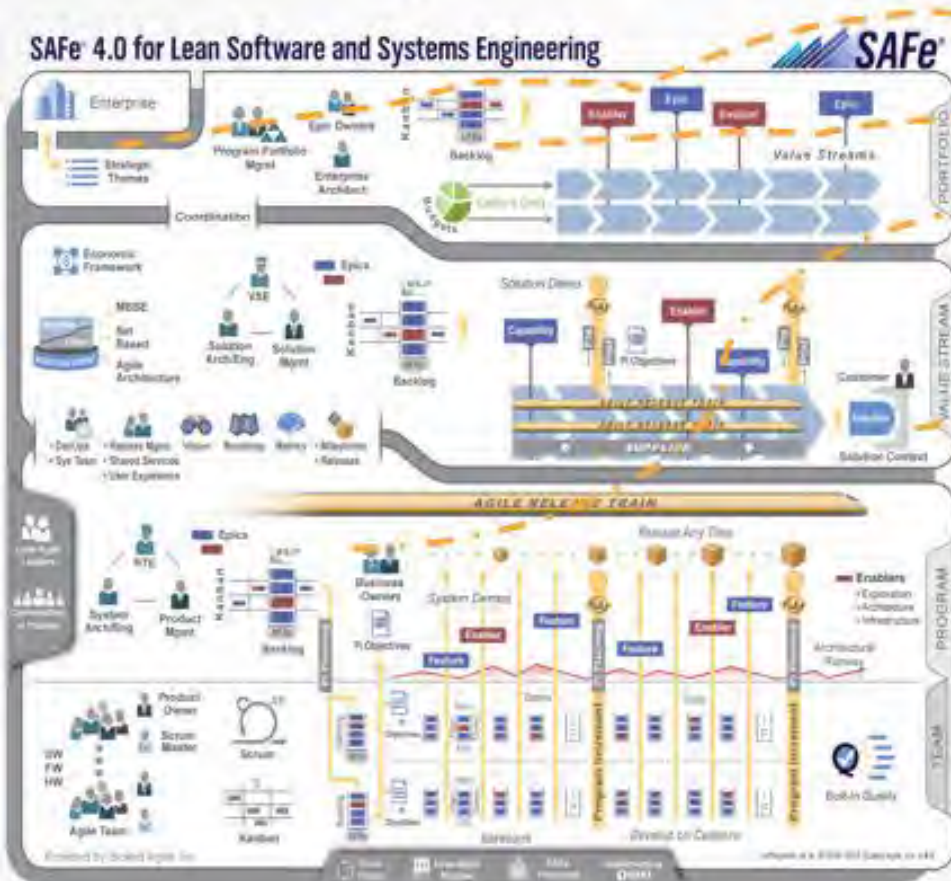
Predictable

- Identify risks and impediments thru standups
- Remove impediments



Marketing & Sales under SAFe

SAFe 4.0 for Lean Software and Systems Engineering



Marketing analysis
Marketing target
Product portfolio
...
Finance target
...

Customer/partner management and interaction

MAKE IT EASY

Plan-to-provision

Idea-to-implementation

Lead-to-service

Service-to-cash

Experience-to-resolution



MAKE IT WORK

MAKE IT REAL

MAKE IT HAPPEN

MAKE IT PAY

MAKE IT BETTER

Applying Lean-Agile Values & Principles

• Responding to change over following a plan

- Respond to changes in the marketplace and makes
- constant adjustments the plan and reprioritize

• Small iterations over big bang campaigns

- Agile marketing done in iterations

• Collaboration for increased customer satisfaction

- Small and frequent drive more customer collaboration and better understanding of the requirements

• Improved Internal Communication and alignment

- SAFe expects business teams to participate actively in Release Planning events

- Be part of the System Demos
- Business teams provide business Value

• Backlog

- What deals do we need to close for the quarter
- What deals need to be developed in the coming quarter/s

• Story

- High level goals that needs to be completed to close the goal

• Task

- List of activities to achieve the story

• Impediments

- Issues that will blocks achieving the target

• Team

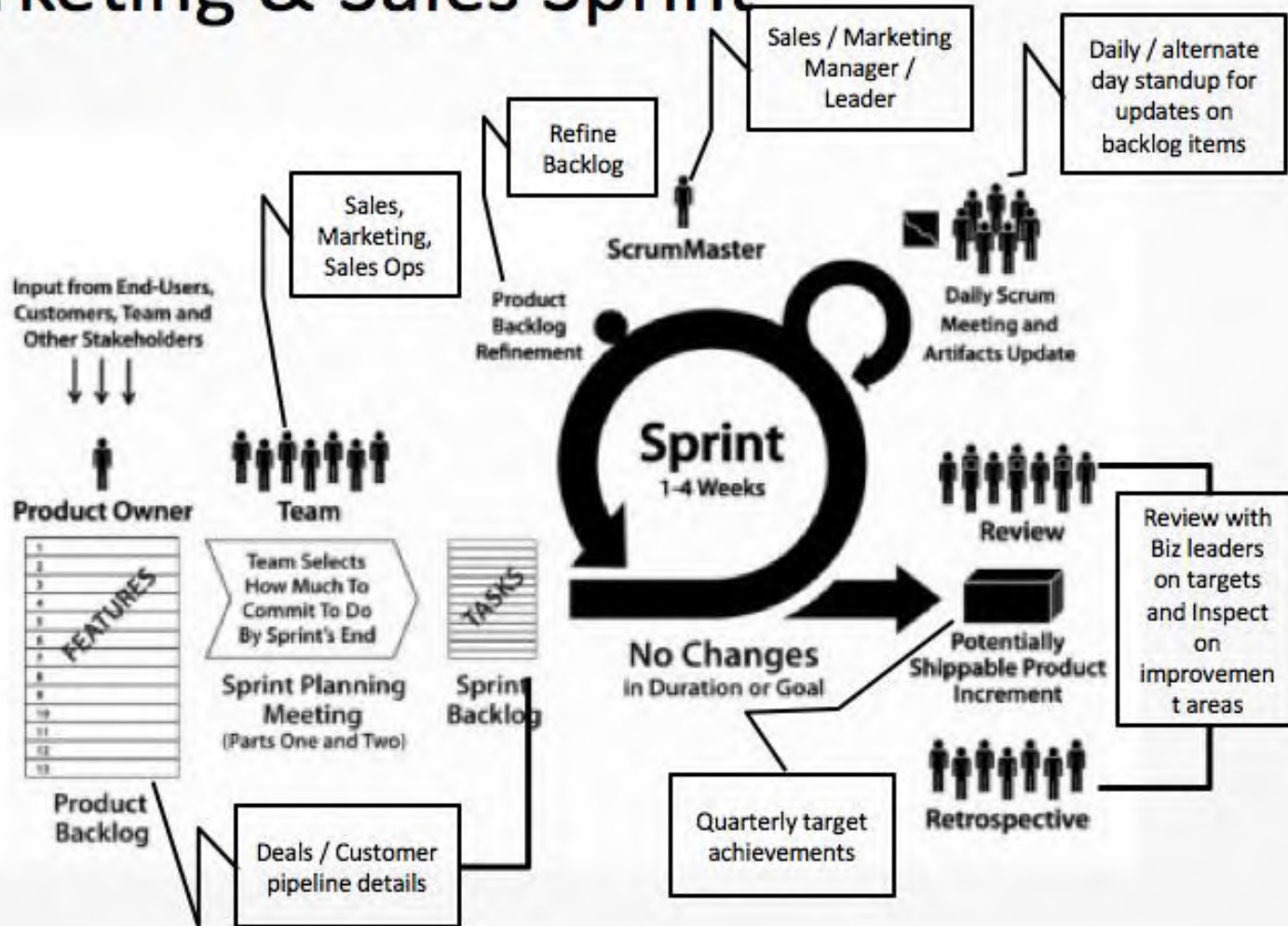
- Sales, Marketing, Sales Operations (and any other teams as required)

• Release









- Final numbers delivered to the business (target achieved)



Marketing & Sales Sprint



Sample Sales & Marketing Board

Backlog (Pipeline)	Enquiry	Qualify	Proposal	Negotiate	Order	Hold / Later
						
Risks / Impediments 						



NEW JOURNEY

Shaping OUR HABBIT

CONTINUOUS IMPROVEMENT

Adaptive Organisations: Value learning and Continuous improvement

- 'test & learn' & 'controlled risk taking' are integrated in the organization culture
- Open and honest constructive feedback is commonplace and valued
- Valued behaviour are well understood, recognized and rewarded



CHANGING CULTURE – SHOOK'S MODEL

- Executive Sponsorship
- Mandated 'mission'
- Courage - be prepared to start again
- Transparency and continuous comms
- Reward desired behaviours



A person in a dark suit is shown from the chest up, holding a glowing yellow orb in their right hand. The orb is the source of a bright light. Numerous small, rectangular images, including photos of people, landscapes, and abstract scenes, are floating in the air around the orb, appearing to emanate from it. The background is dark and out of focus.

Thank You
Thank You