flowdays

Competitive Advantage via Lean-Agile Procurement

Mirko Kleiner, co-founder flowdays

AGILIA
9-13.4.2018

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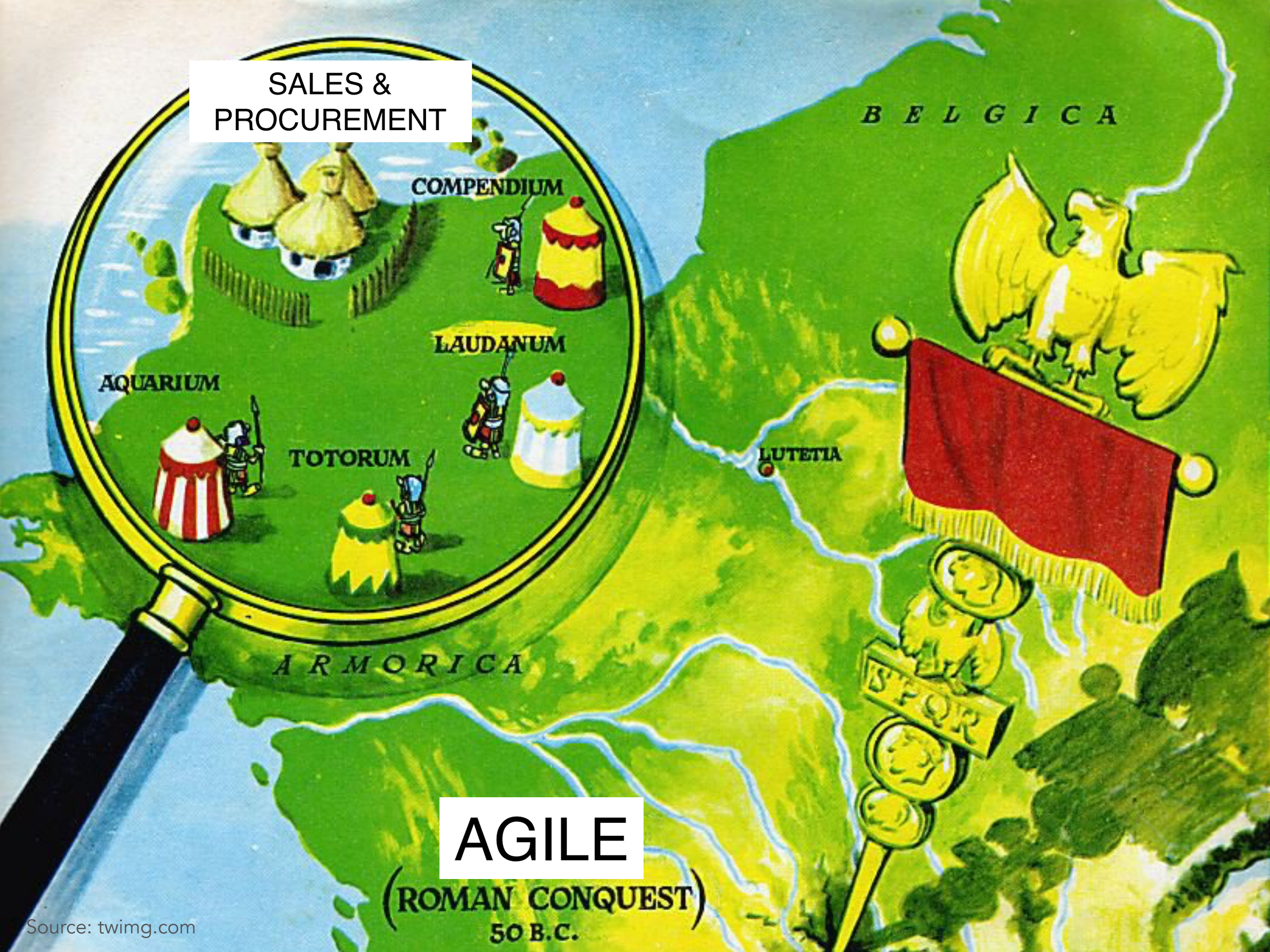
SALES &
PROCUREMENT



AGILE

(ROMAN CONQUEST)
50 B.C.

Source: twimg.com

How AGILE is your SALES / PROCUREMENT today?

they are NOT AGILE at all
50%

they changed to TEAM GOALS instead of personal incentives
18%

they run a first TRIAL with KANBAN
5%

they run a first AGILE PILOT PROJECT in SOURCING / SALES
14%

they are EMBEDED in x-functional DELIVERY teams
0%

NO idea
9%

How is your PERSONAL involvement in SALES or PROCUREMENT today?

VERY GOOD - they are part of our x-functional team
0%

GOOD - we have an organized alignment on a weekly base
21%

NOT SO GOOD - we get the infos often too late
63%

BAD - they do not care about us at all
16%

Trends in Agility

Source: flowdays.net, by Mirko Kleiner

Business Agility - Agility along the whole supply chain

Source: flowdays.net, by Mirko Kleiner

Volkswagen. ~~The~~ NO Car.

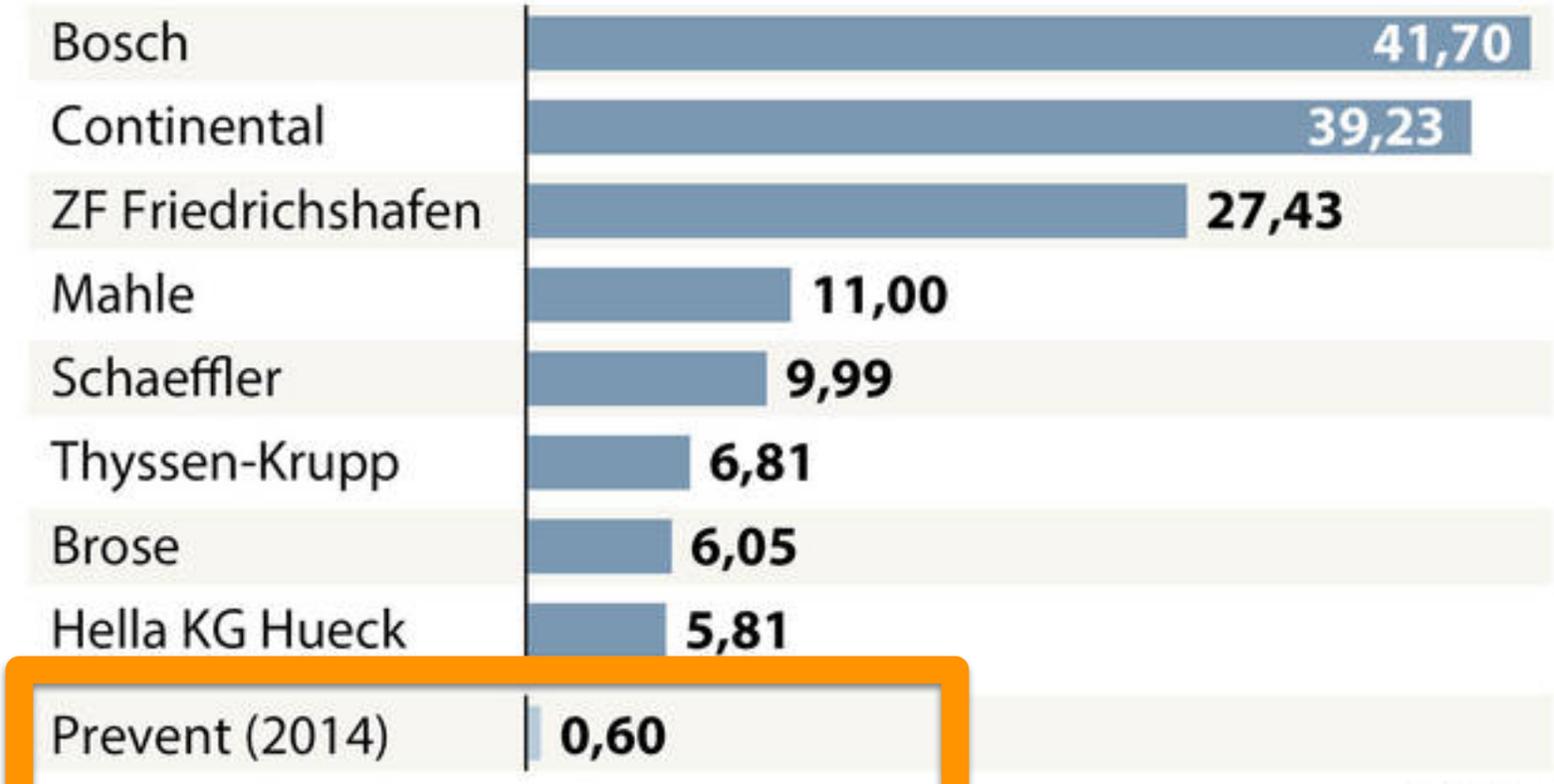
Source: ardmediathek.de, 8.2016

prevent.
Materials. Seats.Interior.

VW-Streit mit Zulieferern beendet

VW-Factories in Germany

Biggest Suppliers: Revenue 2015 in Germany, Billions €



Grafik: © APA, Quelle: APA/VW/Handelsblatt

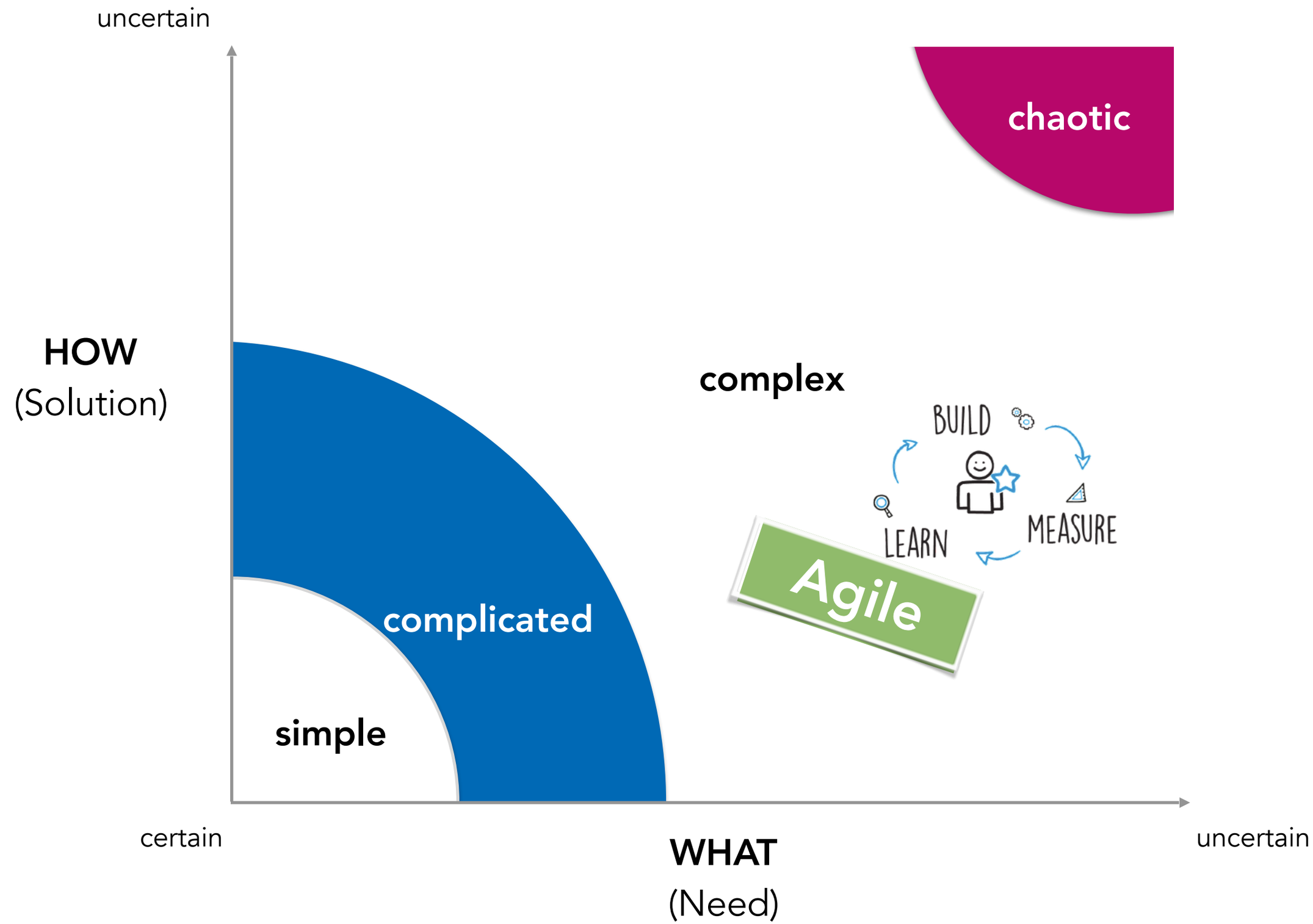
3D-printed Aircraft Engine

Source: ge.com, 2016

Full Production 2018

Procurement today

Know your environment!



Source: The Stacey Matrix by Ralph Stacey

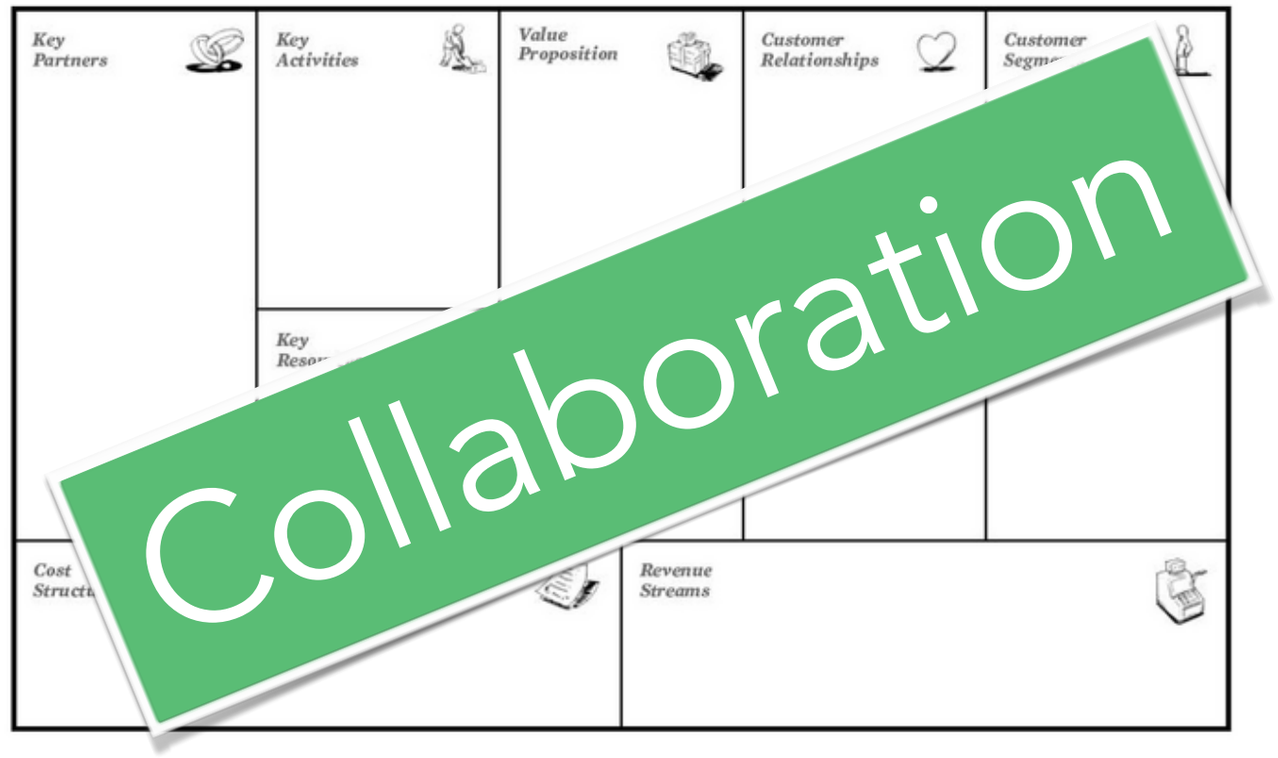
Procurement today

Cost-of Delay

Bild Quellen: netdna-cdn.com, slideshare.net/PeteFrey1, robertfreund.de, silicon.de

lean-agile Procurement

Detailed Description of a complex Problem is WASTE!



before

today

Bild Quelle : strategyzer.com, Business Model Canvas by Alexander Osterwalder

Lean Procurement Canvas

Name of Initiative	Owner of Initiative	Partner	Date	# Iteration

Capabilities
Top capabilities to resolve the needs

Unique Selling Proposition
Differentiators to your competitors

True North
Prioritized & weighted business goals

Timing
Time-boxes of needs solved now, or later

Needs
Prioritized top customer needs

Rewards
Outline the contribution of the proposed team

Cost Structure
Variable & fixed costs

High-Level Concept
x for y analogy,
e.g. youtube = flicker for videos

Conditions
Further bounding conditions

Existing Alternatives
How are these needs solved today

Partner facing

Focus

Company facing

Peer Feedback
Vote of all participants,
e.g. confidence level 1-5

People & Resources
List your best minds to achieve the business goals

PARTNER | COMPANY

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Bild Quelle : Smide.ch 2017

Lean Procurement Canvas

Capabilities
Top capabilities to resolve the needs

3

Unique Selling Proposition
Differentiators to your competitors

8

True North

100% Pilot in Zürich

10% Mobile App

60% eBikes with Sensors

30% Support

Timing
Time-boxes of needs solved now, or later

1.7.2018

4

Needs
Prioritized top customer needs

2

Rewards
Outline the contribution of the proposed team

Cost Structure
Variable & fixed costs

7

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

Smide = Mobility for eBikes

Conditions
Further bounding conditions

6

Existing Alternatives
How are these needs solved today

Peer Feedback
Vote of all participants,
e.g. confidence level 1-5

People & Resources
List your best minds to achieve the business goals

PARTNER | COMPANY

Matthias (PO)

Ive (Finance)

5

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Lean Procurement Canvas

Capabilities
Top capabilities to resolve the needs

- Mobile DEV & HW
- Mobile payment
- 24/7 Support

Unique Selling Proposition
Differentiators to your competitors

True North
Prioritized & weighted business goals

100% Pilot in Zürich
- 10% Mobile App
- 60% eBikes with Sensors
- 30% Support

Timing
Time-boxes of needs solved now, or later

- 1.5. - 31.5.2018
- 1.6. - 31.6.2018

Needs
Prioritized top customer needs

- find eBike
- easy Checkout
- Easy Payment
- Forecast in KM

Rewards
Outline the contribution of the proposed team

Cost Structure
Variable & fixed costs

High-Level Concept
x for y analogy,
e.g. youtube = flicker for videos

Smide = Mobility for eBikes

Conditions
Further bounding conditions

Existing Alternatives
How are these needs solved today

- Hiring
- Competitor B
- Competitor C

Peer Feedback
Vote of all participants,
e.g. confidence level 1-5

People & Resources
List your best minds to achieve the business

PARTNER	COMPANY		
Backend	Matthias (PO)	Colin	Paul (Lawyer)
Mobile / UX	John (SM)	Robin	Ive (Finance)
Support			

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Lean Procurement Canvas

Capabilities
Top capabilities to resolve the needs

Mobile DEV & HW

Mobile payment

24/7 Support

Unique Selling Proposition
Differentiators to your competitors

True North
Prioritized & weighted business goals

100% Pilot in Zürich

- 10% Mobile App
- 60% eBikes with Sensors
- 30% Support

Timing
Time-boxes of needs solved now, or later

1.1. - 31.1.2017

1.2. - 28.2.2017

Needs
Prioritized top customer needs

find eBike

easy Checkout

Easy Payment

forecase in KM

Rewards
Outline the contribution of the proposed team

Cost Structure
Variable & fixed costs

High-Leve
x for y analog e.g. youtube

Smide =

Existing Alternatives
How are these needs solved today

Hiring

Compeditor B

Compeditor C

Culture Manifest

On Site, agile DEV, DE/EN

Agile Contract / AGBs, fixed Margins

Insourcing in 6 Months

Budget Cap at 120k Cash out

Customer Journey, tech. Architectur

Peer Feedback
Vote of all pa… e.g. confiden…

People & Resources
List your best minds to achieve the business goals

Backend

Mobile / UX

Support

PARTNE…

Matthias (PO)

John (SM)

Colin

Robin

Paul (Lawyer)

Ive (Finance)

Joint Room

Task Tracker

CI/CD

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Lean Procurement Canvas

Capabilities
Top capabilities to resolve the needs

Mobile DEV & HW

Mobile payment

24/7 Support

3

Unique Selling Proposition
Differentiators to your competitors

8

True North
Prioritized & weighted business goals

100% Pilot in Zürich

- 10% Mobile App
- 60% eBikes mit Sensors
- 30% Support

1

Timing
Time-boxes of needs solved now, or later

1.1. - 31.1.2017

1.2. - 28.2.2017

4

Needs
Prioritized top customer needs

find eBike

easy Checkout

Easy Payment

forecase in KM

2

Rewards
Outline the contribution of the proposed team

Cost Structure
Variable & fixed costs

Rates all-in

Senior Level

Regular Level

Junior Level

Service per Month

High-Level Concept
x for y analogy,
e.g. youtube = flicker for videos

Smide = Mobility für eBikes

Peer Feedback
Vote of all participants,
e.g. confidence level 1-5

Conditions
Further bounding conditions

Culture Manifest

On Site, agile DEV, DE/EN

Agile Contract / AGBs, fixed Margins

Insourcing in 6 Months

Budget Cap at 225k

Customer Journey

tech. Architectur

6

Existing Alternatives
How are these needs solved today

Hiring

Competitor B

Competitor C

People & Resources
List your best minds to achieve the business goals

	PARTNER	COMPANY		
	Backend	Matthias (PO)	Colin	Paul (Lawyer)
	Mobile / UX	John (SM)	Robin	Ive (Finance)
	Support			

5

Joint Room | Task Tracker | CI/CD

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Lean Procurement Canvas

Name of Initiative | Owner of Initiative | Partner | Date | # Iteration

Capabilities
Top capabilities to resolve the needs

Guess

Unique Selling Proposition
Differentiators to your competitors

Guess

True North
Prioritized & weighted business goals

Gu

Timing
Time-boxes of needs solved now, or later

Guess

Guess

Needs
Prioritized top customer needs

Guess

validate

Cost Structure
Variable & fixed costs

Peer Feedback
Vote of all participants, e.g. confidence level 1-5

People & Resources
List your best minds to achieve the business goals

PARTNER | COMPANY

Guess

Guess

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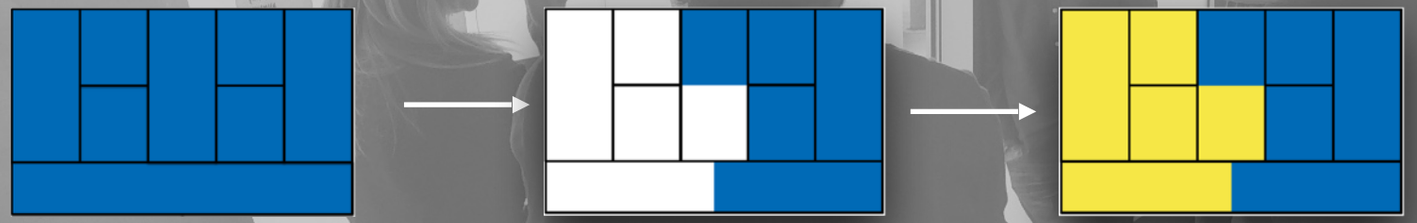
Source: flowdays, out of current Cases with LAP

Lean-agile Procurement Approach

Lean Procurement Canvas



Business Model Canvas

Days instead of Months

Bild Quelle : localsearch 2017

Lean Procurement Canvas

Capabilities
Top capabilities to resolve the needs

Mobile DEV & HW

Mobile payment

24/7 Support

Unique Selling Proposition
Differentiators to your competitors

Hardware Experience

Support Organisation

Scaling via Nearshoring Center

True North
Prioritized & weighted business goals

100% Pilot in Zürich

- 10% Mobile App
- 60% eBikes mit Sensors
- 30% Support

Timing
Time-boxes of needs solved now, or later

1.1. - 31.1.2017

1.2. - 28.2.2017

Needs
Prioritized top customer needs

find eBike

easy Checkout

Easy Payment

forecase in KM

Rewards
Outline the contribution of the proposed team

Mobile Award 2017

Cost Structure
Variable & fixed costs

Rates all-in

1.4k p. Day Senior Level

1.2 p. Day Regular Level

0.8k p. Day Junior Level

High-Level Concept
x for y analogy, e.g. youtube = flicker for videos

Smide = Mobility für eBikes

Conditions
Further bounding conditions

Culture Manifest

On Site, agile DEV, DE/EN

Agile Contract / AGBs, fixed Margins

Insourcing in 6 Months

Budget Cap at 225k

Customer Journey

tech. Architectur

Existing Alternatives
How are these needs solved today

Hiring

Compeditor B

Compeditor C

er Feedback

8.7

4.5 PARTNER

4.2 COMPANY

People & Resources
List your best minds to achieve the

Ben

John

Paul

Toby

Matthias (PO)

Colin

Paul (Lawyer)

John (SM)

Robin

Ive (Finance)

Joint Room

Task Tracker

CI/CD

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“The lean procurement canvas is an agile contract”

–Ursula Sury, lic jur, Die Advokatur AG

Case Study: CSS Insurance

Bild: (c) 2013 by Sebastiaan ter Burg (Amsterdam Hackathon)

Quelle: CSS Versicherung 2017

Alignment & Commitment

Bild Quelle: timedotcom.files.wordpress.com

lean-agile
procurement

join the Community

www.lean-agile-procurement.com

lean-agile procurement

flowdays

Thank you

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