Wo Frameworks an ihre Grenzen stoßen

Führung in Plattform-Programmen neu denken

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Our ODP key motivation

All DIA instruments share common challenges we help tackle with a consolidated, experienced approach

A platform drives financial efficiency and cost savings

A platform accelerates time-to-market for products

A platform improves quality and reduces project risks

A platform fosters innovation and scalability for devices

ODP’s customer and business value, enabling NPC success

Projects can pick & choose services, components, or the entire platform according to maximize value

Customer value

- ODP enables an **interconnected product ecosystem**, **user-friendliness**, and facilitates integration of **advanced features**.
- Coherent user interface reduces **training efforts** and **risk of mishandling** and makes the operator feel more comfortable, leading to **higher satisfaction & customer loyalty**
- **Advanced features via Roche’s App Store**

Business value

- ODP delivers **significant cost savings** through shared shell development and streamlined **maintenance / Lifecycle Costs.**
- Additional savings from **production/COGS***
- **Time-to-market** accelerated and overall project **risks reduced**

*Cost of Goods Sold

ODP contribution to projects per domain

ODP service offerings and range of customers lead to highly complex planning and ad-hoc working mode

ODP Domains	Require-ments	Customer Experience	Hardware	Software	Connecti-vity	Interopera-bility	Cyber Security	3rd Party deliveries
OnMarket1	X	X	X	X	X	X	X	X
Dev1	X	X	X	X	X	X	X	X
Dev2	X	X	X	X	X	X	X	X
OnMarket2		X						
OnMarket3					X			
Dev3	X	X		X	X	X	X	X

Off-the-shelf pre-verified & ready-to-use components

Need for reuse and generalisation while enabling speed, quality, and faster time-to-market

High complexity & delivery pressure:

Asynchronous cadence of partnering projects, colliding checkpoints and on-demand releases

Success factor:

dynamic and fast response to changes and adaptation of planning

ODP team highly distributed around Europe

More than 85 people in 15 teams from 8 countries, supporting 7 projects

ODP: Success with custom-tailored SAFe

Why we are using an agile development approach to govern our platform & continuously improve

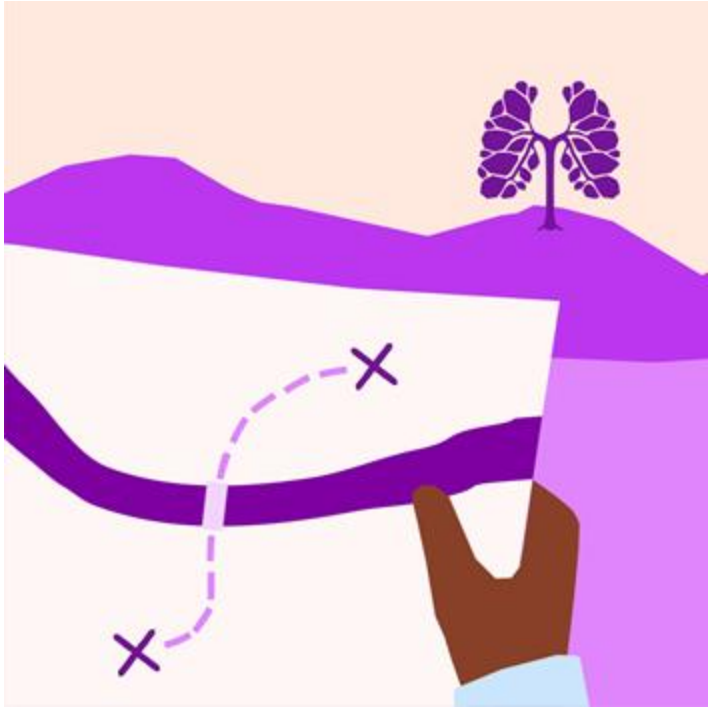
Team members distributed across Europe & multitude of teams

- PI Planning in hybrid setting, pre-planned
- Sync on dependencies during PI Planning (focus)
- Cadence: 12 week based on team feedbacks

Large number of stakeholders accessing same resources

- Centralized prioritization of work via 1) Roche portfolio priorities, 2) ODP intake process, and 3) ODP backlog
- Iterative development in closed feedback loops aids in tackling complexity

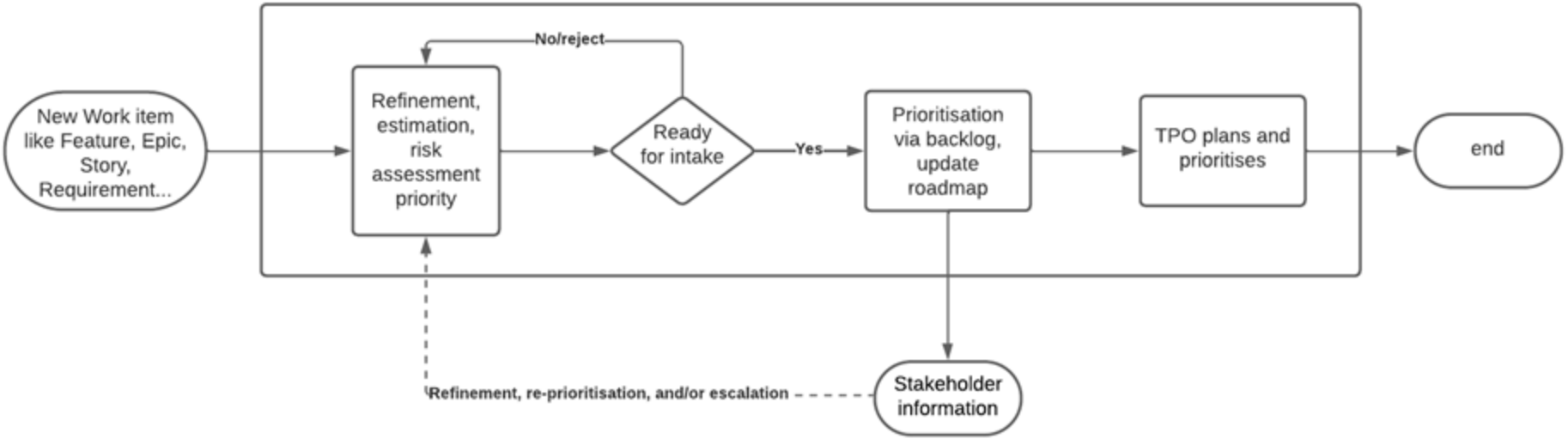
Support of different release cycles to deliver in time and quality to project stakeholders



Work item intake process

Preventing scope creep by putting all work item requests of projects into formal guardrails

Escalation via gremiums



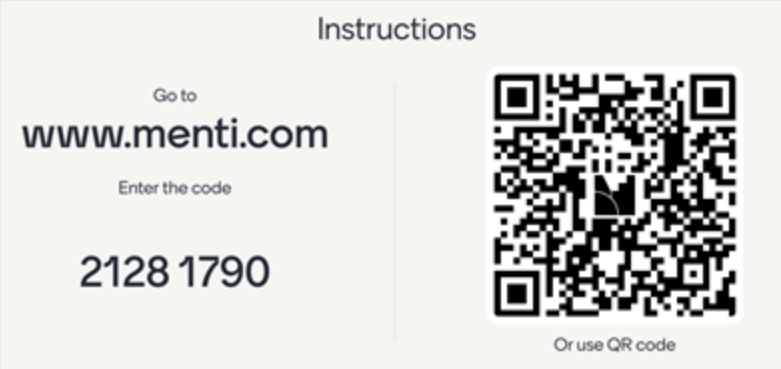
Tailoring the Heartbeat - PI Planning and Preparation

Menti

The standard PI planning agenda suggests

- 2 days for onsite PI planning
- 2-3 days for distributed PI planning

Have you tailored the PI planning and PI planning preparation?



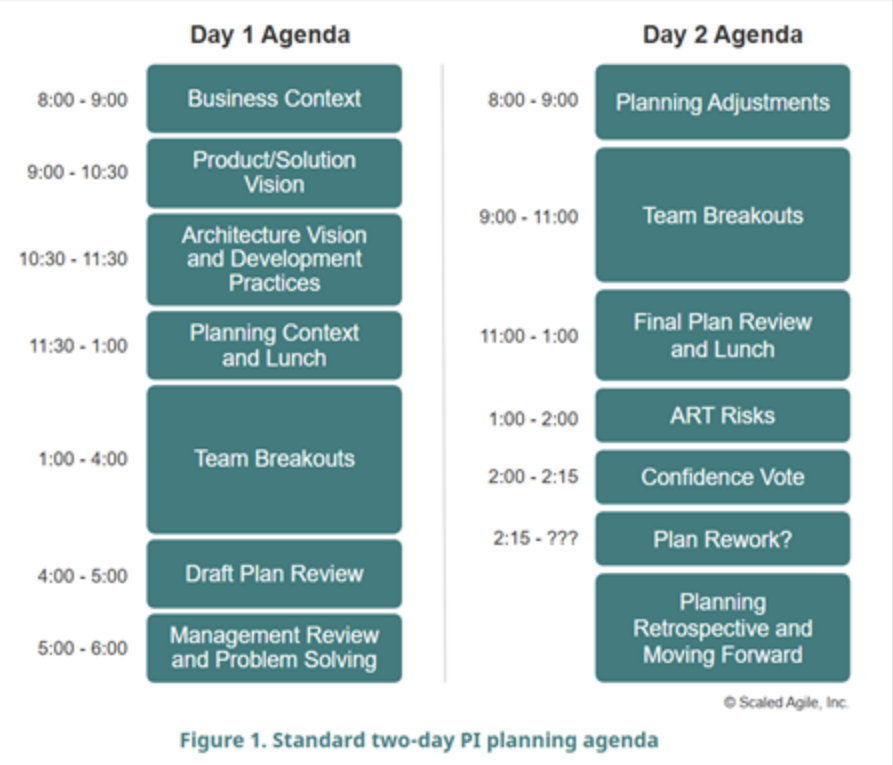


Figure 1. Standard two-day PI planning agenda

Overview of PI event deliverables & preparation

PI Objectives are pre-planned, PI Planning focuses on alignment on dependencies

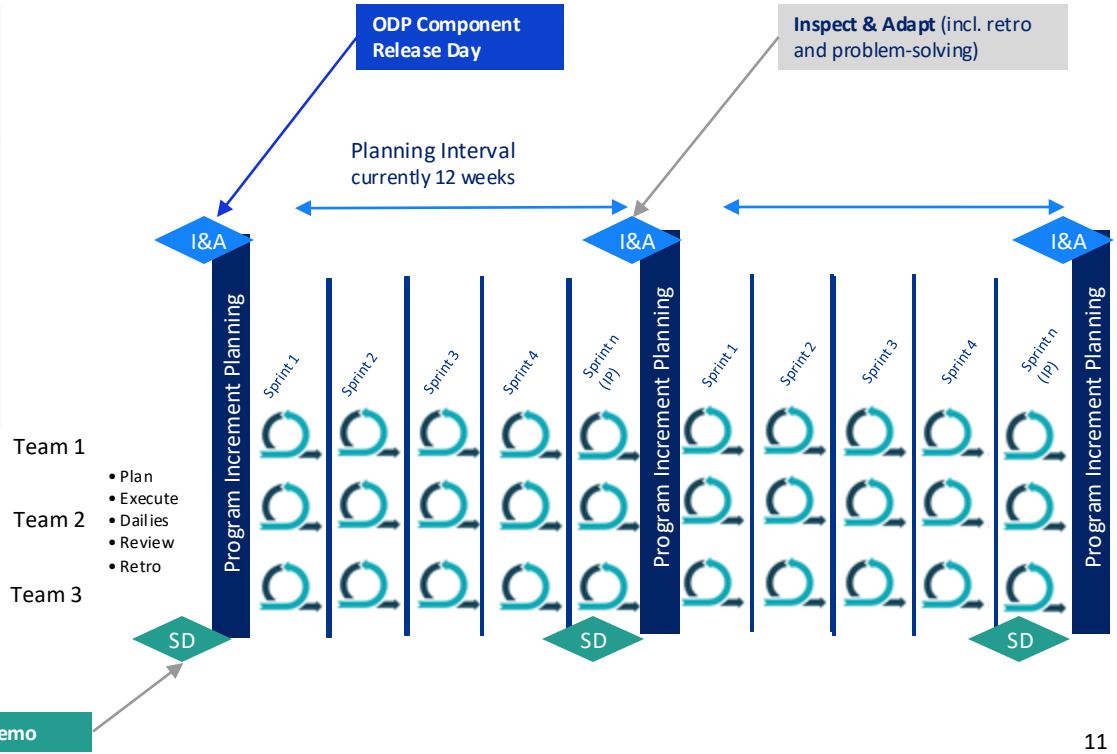
ODP PI	Defined & published 4 weeks prior PI Planning
ODP Teams objectives	Wednesday before PI Planning for familiarisation with Team PI objectives.
Team dependencies	Resulting from PI objectives
	Planned ahead via the sync planning board
	Sync during slot 'team dependencies' on day 1
PI Planning stakeholder review	Presentation of aggregated & team PI objectives
ODP Externals	4 weeks prior to PI Planning, ODP-externals can be invited.
System Demo	Deadline: 2 days prior to System Demo

ODP PI Planning week and cadence

Custom-tailored PI Planning week resulting from continuous team feedback

ODP PI Planning Week

Friday	Monday	Tuesday	Wednesday	Friday
		Start of new PI	ODP Component Release Day	
System Demo	Inspect & Adapt	PI Objectives Dependencies Business context Team Sync	Risk ROAM Stakeholder Review prep Stakeholder Review Confidence vote	Delivery Forecast: PI level
+externals	All ODP			



Sync planning board: decentralized alignment on dependencies

Up to five hours of 15 min slots in order to tackle complex landscape of intra-team dependencies

Tailoring ART Leadership Roles and Accountabilities

Menti

SAFe defines standard roles for the ART Leadership

Have you tailored the roles and accountabilities
in the ART Leadership?

Instructions

Go to

www.menti.com

Enter the code

2128 1790

Or use QR code

Role tailoring in ODP with individual add-ons

High-performing governance for closing gaps and utilizing individual expertise

Product Manager (PM)

- Formal **governance authority**.
- Accountability for **traditional** "time, budget, quality" **metrics**.
- Direct leadership of **supplier and scope negotiations**.

RTE/Agile Coach/SPC

- Explicit "**Agile Coach**" title, plus SPC responsibilities.
- Formal **PO proxy** in strategic and operational settings.
- Ensuring ODP alignment to NPC **portfolio goals** & creation of **visibility** within Roche Diagnostics (strategy, MarCom)

Bracket: PACE - Navigating Implementation Polarities

The Balancing Act - Standardization vs. Local Tailoring

Navigating the Polarities: PACE's perspective on Standardization and Tailoring

Guiding Principle

SAFe will be used as reference framework

- Architecture Reference
- Role Reference
- Terminology Reference

From "Introducing SAFe 6.0",

Leadership ensures intentional balance between standardization & tailoring

Two Approaches to Achieve Harmonization

Case Studies: Two Sides of the Coin

Blueprint for Assay Development

Best Practice Library for Medical Devices

SAFe Implementations outside Software and Digital

A special type of solutions

Assays …

- Are used to detect a substance in a sample
- Are "In Vitro Diagnostics" (IVDs)
- Must comply with strict regulatory standards

Medical Devices

- Are cyber-physical systems
- Require multiple engineering disciplines
- Have long lead times
- Must comply with strict regulatory standards

SAFe for Assay Development

Every SAFe implementation starts with the “Why”

WHY are we implementing SAFe

Improved Resource Management

SAFe greatly simplifies the time-consuming and sometimes complex process of tactical resource planning.

Clearer work prioritization & faster decision making

Decision making accountabilities are clearly defined and experts in the team are empowered within a clear set of priorities.

Reduced delays

SAFe establishes systems that amplify early issue detection and resolution with a more accurate view of time to completion for teams and leaders.

Full capacity and progress transparency

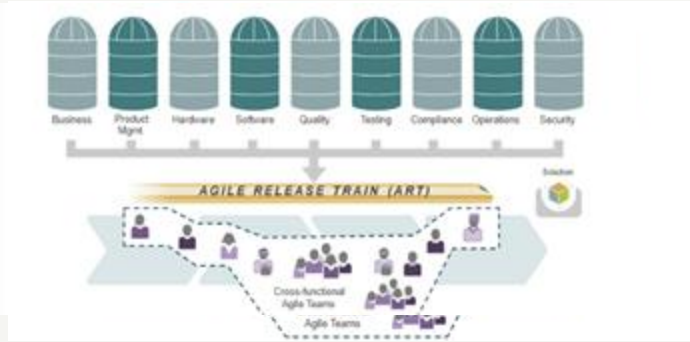
As team outputs are more transparent they provide a stronger data-led view of a team capacity and impediments to timelines.

Deliver more value with the same resources faster

SAFe for Assay Development - Programs instead of ARTs

Explain difference in architecture that justifies different terminology

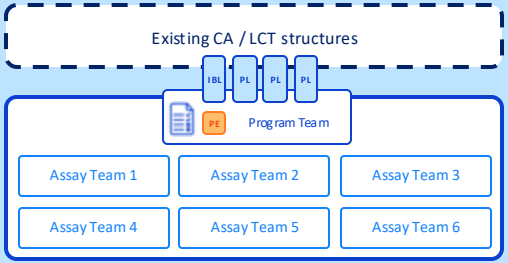
Agile Release Train (ART) for the delivery of interconnected components in a complex solution



- Agile teams with common mission and considerable interdependencies between each other requiring joint planning.
- Focus on *managing interdependencies* between agile teams

vs.

Agile Program for the delivery of multiple Assays that draw from a common shared service resource pool



- Agile teams with *low or no dependencies* between each other
- Significant *contributions of shared functions*
- Collaboration of *agile and non-agile world*
- Focus on giving *clear priorities and management of functional resources*

Referencing SAFe Roles

Reference for Roles and Architecture Levels in SAFe

4 main role types in SAFe at two levels

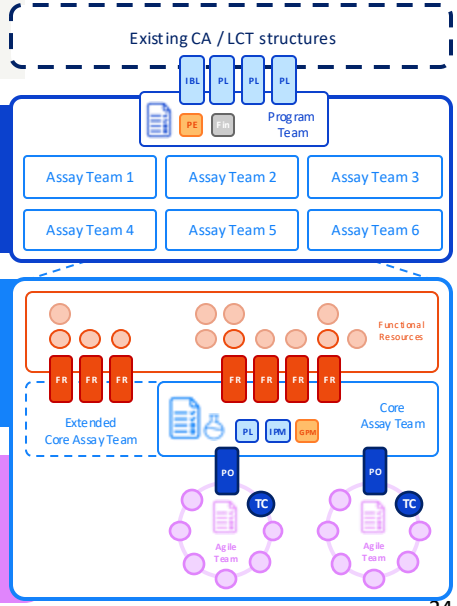
	1	2	3	4
	Facilitation of process & team effectiveness	Responsible for maximizing the value delivered for the customer	Strategy and product level priorities	Manages the technical architecture
			Business Owners (BO)	
Managing work between teams (ART)	Release Train Engineer (RTE)	Product Management (PM)*		System Architect
Working in an Agile team	Team Coach (TC)	Product Owner (PO)		Team Member

*Note: There are also Product manager position titles in our organisation unrelated to SAFe. This role is not those positions.

Roles in Assay development

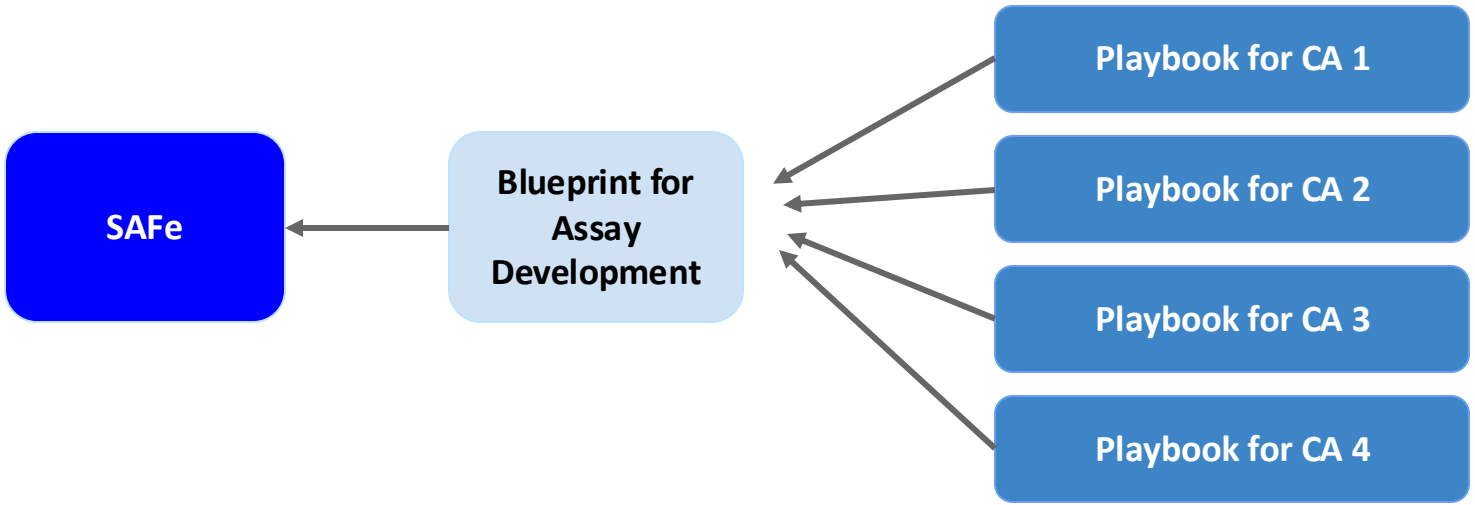
More layers and different names to harmonize current organisational set-up in Lifecycle Teams

3 main role types in assay development	1 Facilitation of process & team effectiveness	2 Responsible for maximizing the value delivered for the customer	3 Connects to strategy & product level priorities
Managing work between teams in a Program	Program Engineer (PE)	Project Lead (PLs)	Existing LCT roles
Assay team	Global Project Manager (GPM)	Product Owner (PO)	
Agile team	Team Coach (TC)		



Using Reference Standards for Common Understanding

Evolve Blueprint and keep common ground



Training and Onboarding for a SAFe Implementation

Menti

Scaled Agile recommends SAFe trainings for all roles
in a SAFe implementation

How are you training/onboarding new members?

Instructions

Go to

www.menti.com

Enter the code

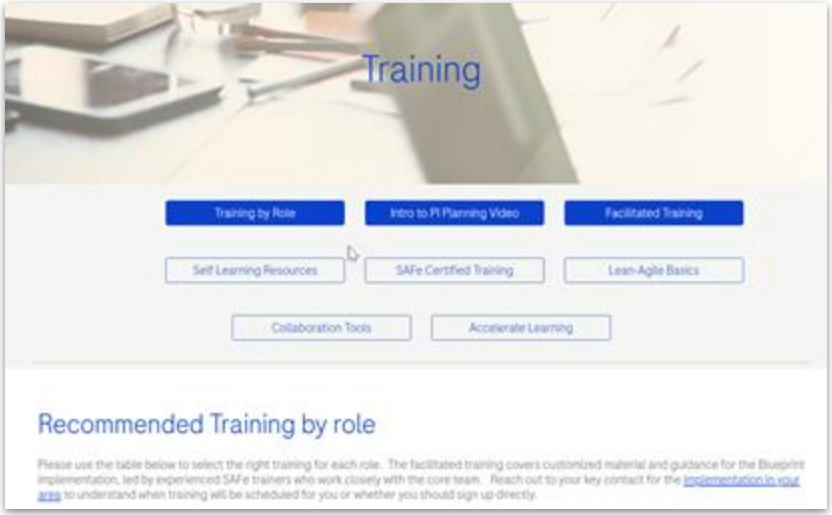
2128 1790

Or use QR code

A consistent approach justifies training investment

Standard Trainings, Custom Trainings, Drop-in Sessions, Self-Learning (Synthesia)

- Recommended training is role based, curriculum is a combination of:
  - > ***SAFe certified training*** for key roles such as Team Coaches (TC) and Product Owners (PO)
  - > ***Roche custom training*** for Team and Program members in Assay development
  - > ***Drop-in Sessions*** for Team members and Stakeholders
  - > ***Self-Learning*** for Team and Program members in Assay development, partially tailored to Blueprint



Example of recommended training by role

Refer to gsite for more information

✓ *Must haves* ✓ *Optional*

	Facilitated Training					Self Directed	
	Intro to SAFe: Kickstart for Team Members	**Introduction to SAFe for Program Members**	**Backlog creation & mgt (+JIRA)**	**PI Planning for key roles**	**SAFe Certified for Roles (TC, PO and PEs)**	**Blueprint Explainers**	**Introduction to PI Planning**
Agile Team member	✓		✓			✓	✓
Product Owners (PO)	✓		✓	✓	✓	✓	✓
Team Coaches (TC)	✓		✓	✓	✓	✓	✓
Program Engineers (PE)		✓	✓	✓	✓	✓	✓
Finance		✓	✓			✓	✓
Project Leads		✓	✓	✓		✓	✓
Global Project Managers (GPM)		✓	✓	✓		✓	✓
Shared Functions Reps (in the CATs)		✓	✓	✓		✓	✓
Shared Functions (SMEs - not in CATs)		✓	✓			✓	✓
Other LCT roles (IBLs, LCLs, IPMs)		✓	✓			✓	✓

Two Approaches to Achieve Harmonization

Case Studies: Two Sides of the Coin

Blueprint for Assay Development

- Standards co-created by multiple customer areas together
- Implemented consistently with minimal local adjustments
- Local implementation details out practices described in the Blueprint

Implement with Ease

Benefits:
Common reference model for Architecture, Operating Model, Prioritization, Roles and Responsibilities, Planning, Budgeting and Reporting, and Terminology

Best Practice Library for Medical Devices

Copy with Pride

- Catalog of existing implementations
- Publish design documentation
- Share practices of tailoring
  - What was tailored - and why?
  - How did you measure success?

Benefits:
Share learnings, promote of best practices, allow easy kick-starting for new implementations, allow leapfrogging for others

Potential to harmonize after the fact

Any questions or thoughts you'd like to share?

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Doing now what patients need next