



Agile Contracting done RIGHT!

What we can learn from startups

Mirko Kleiner, co-founder flowdays

SALES &
PROCUREMENT

COMPENDIUM

LAUDANUM

AQUARIUM

TOTORUM

LUTETIA

ARMORICA

BELGICA

AGILE

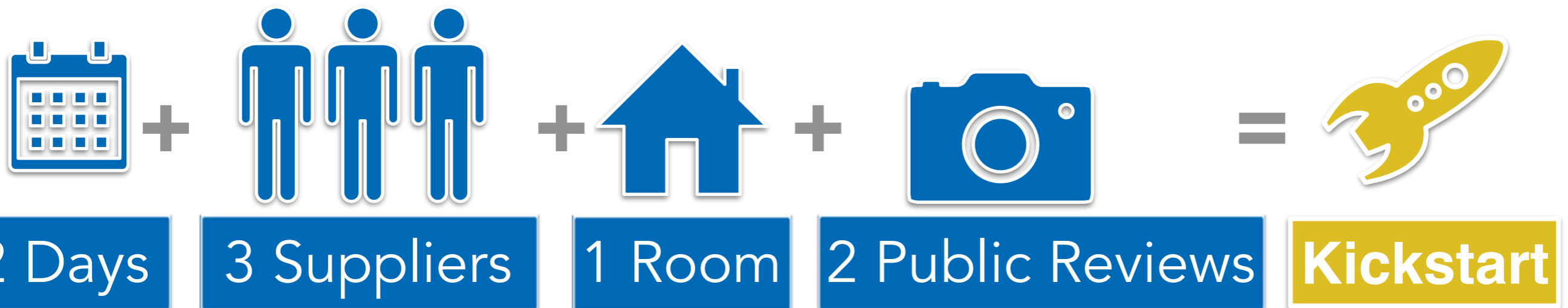
(ROMAN CONQUEST)
50 B.C.

Case Study: CKW Group

CKW.



Source: loopjamaica.com



Source: CKW, public Review / Pocathon 2018

Business Agility - Agility along the whole supply chain



“

Having just one supply chain is like a PC with a single-threaded processor

”

–Joe Justice, Creator Scrum@Hardware, Scrum Inc



NO
Volkswagen. ~~The~~ Car.

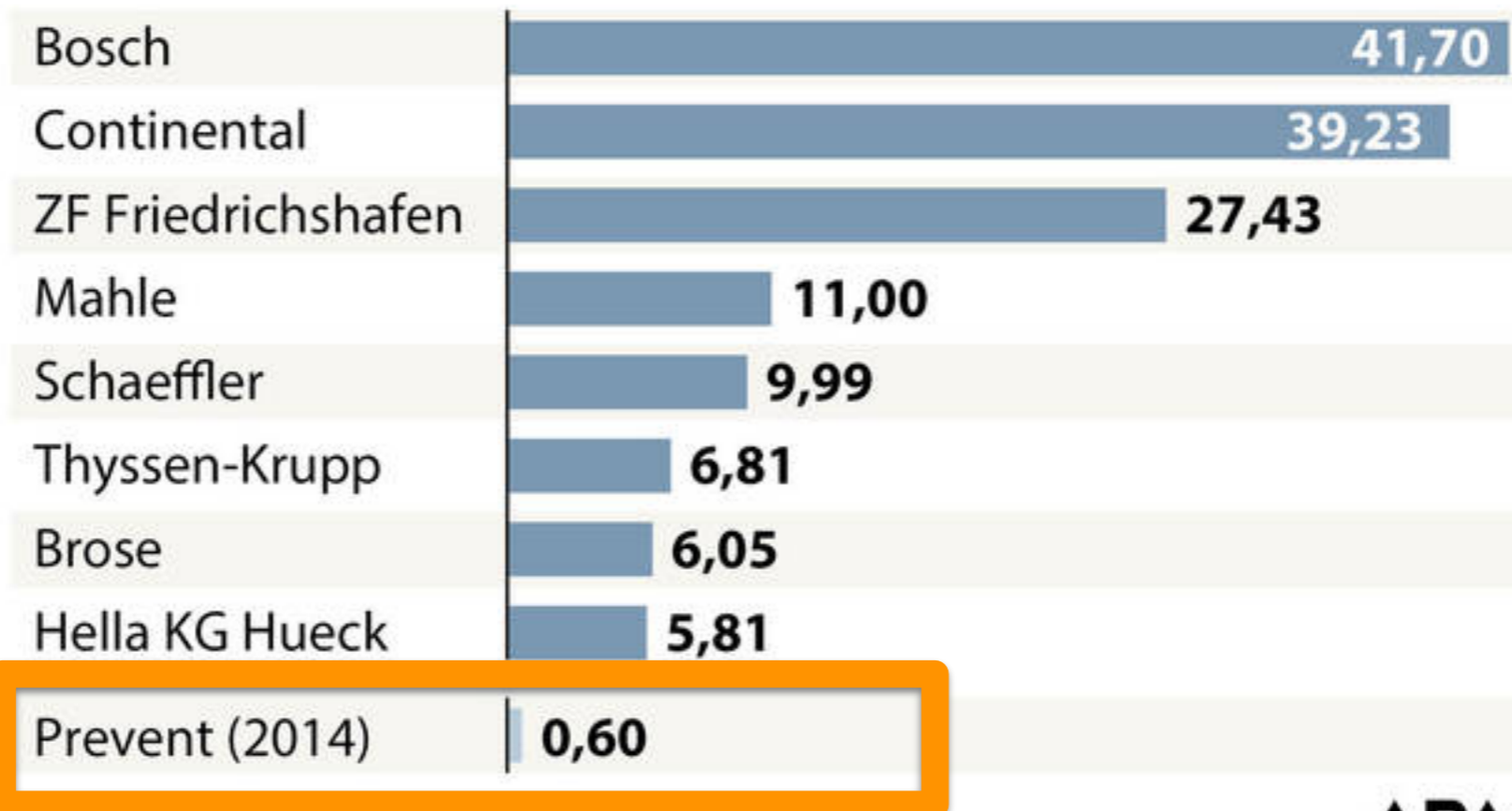
prevent.
Materials. Seats. Interior.

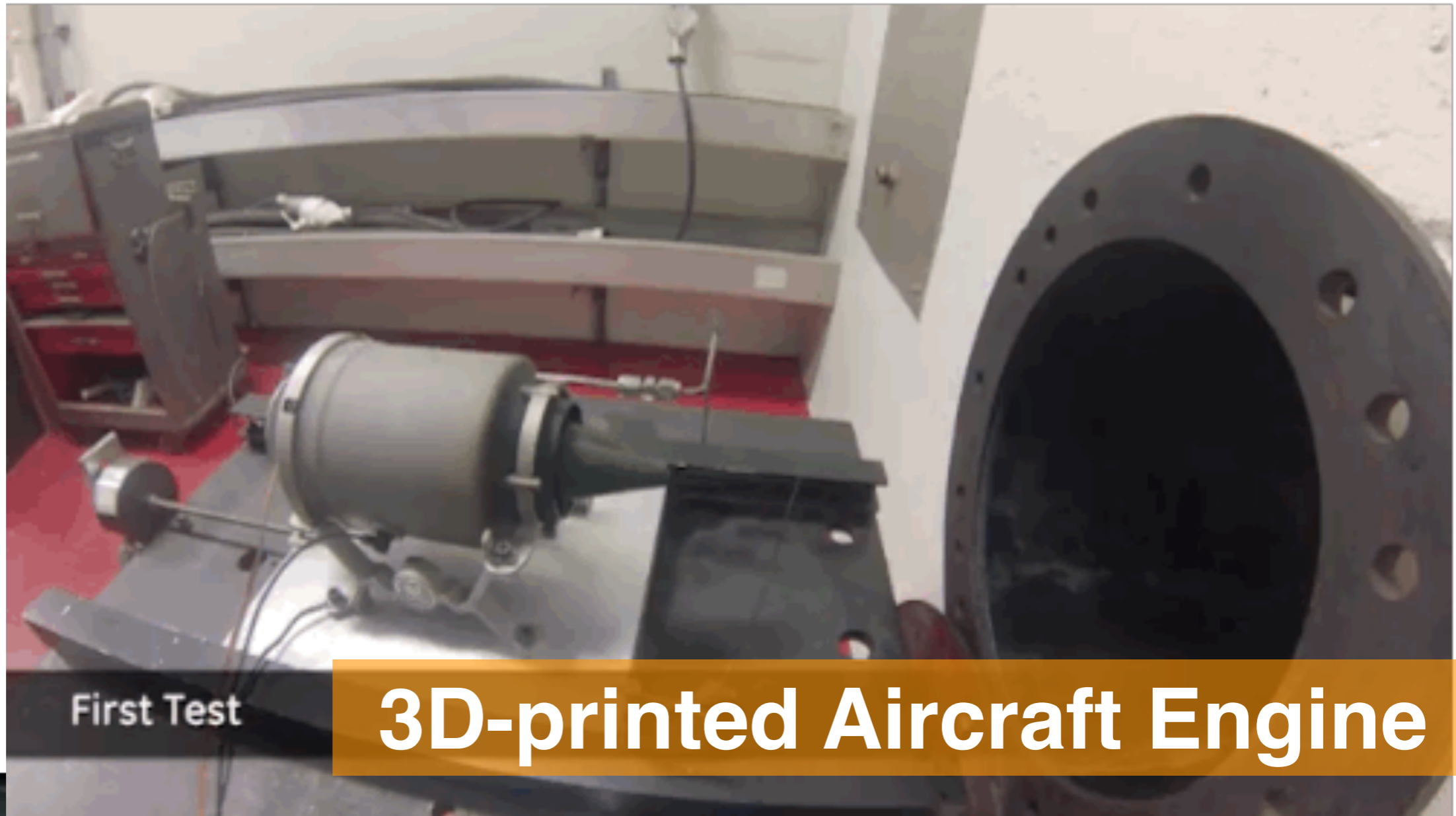
VW-Streit mit Zulieferern beendet

VW-Factories in Germany



Biggest Suppliers: Revenue 2015 in Germany, Billions €





First Test

3D-printed Aircraft Engine



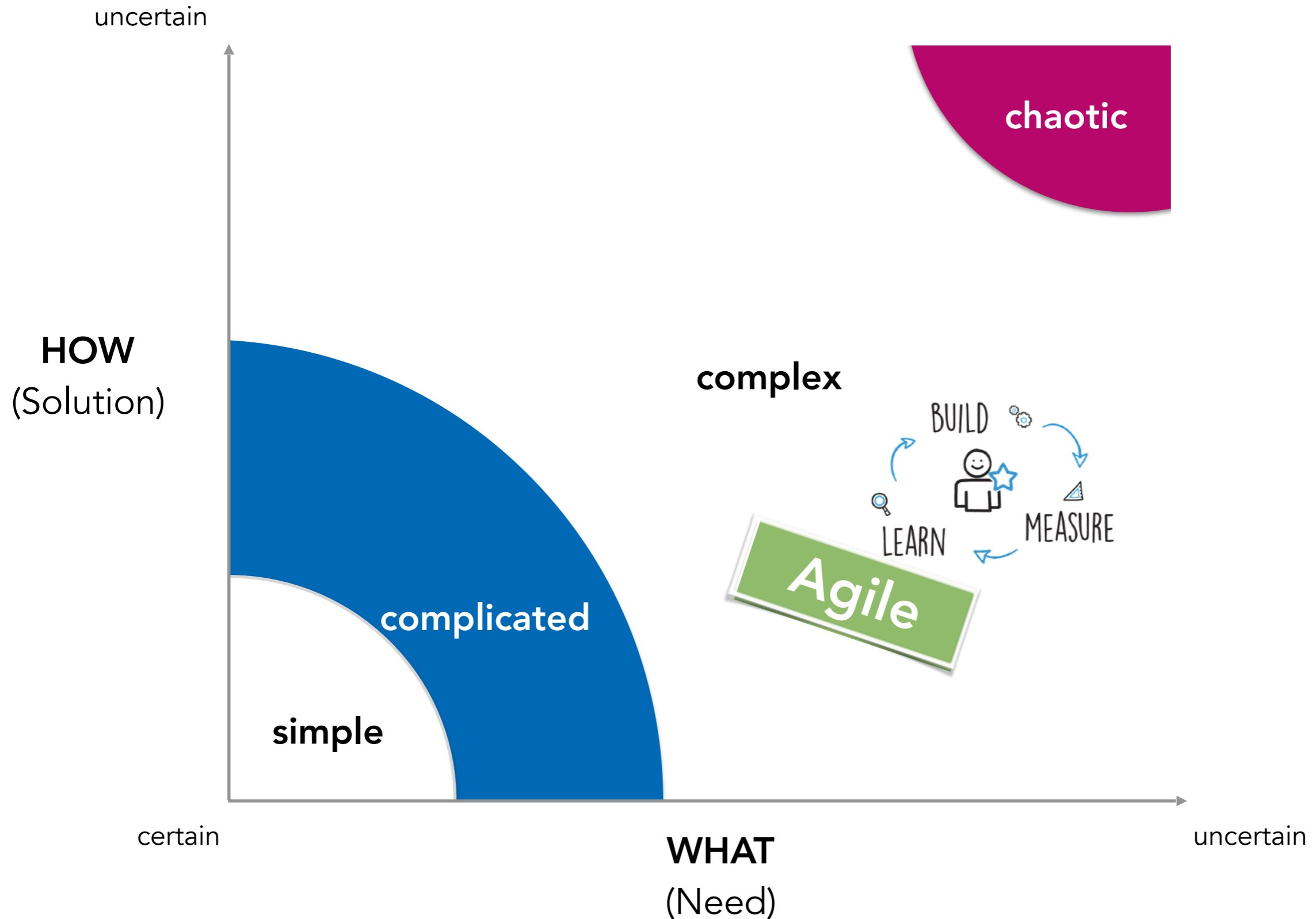


Full Production 2018

Procurement today



Know your environment!



Contracting today

RfP1.0 (Request for Proposal)



lean-agile Procurement

RfP3.0 (Request for Participation)



Reduce WASTE & create FOCUS



before



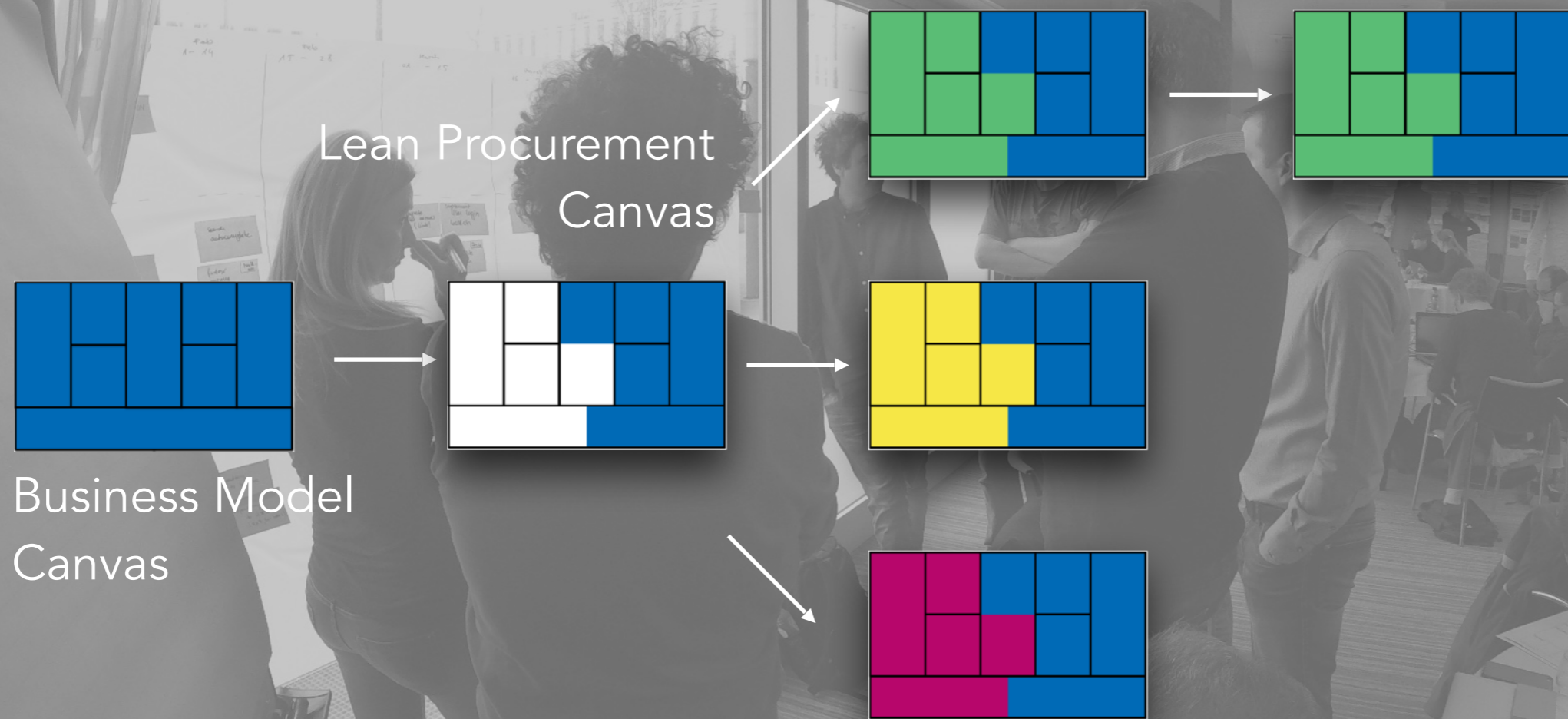
today

Lean Procurement Canvas

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

<p> Capabilities <i>Top capabilities to resolve the needs</i></p> <p>3</p>	<p> Unique Selling Proposition <i>Differentiators to your competitors</i></p> <p>8</p>	<p> True North <i>Prioritized & weighted business goals</i></p> <p>1</p>	<p> Timing <i>Time-boxes of needs solved now, or later</i></p> <p>4</p>	<p> Needs <i>Prioritized top customer needs</i></p> <p>2</p>
<p> Rewards <i>Outline the contribution of the proposed team</i></p>	<p> Cost Structure <i>Variable & fixed costs</i></p> <p>7</p> <p>Partner facing</p>	<p> High-Level Concept <i>x for y analogy, e.g. youtube = flicker for videos</i></p> <p>Focus</p> <p> Peer Feedback <i>Vote of all participants, e.g. confidence level 1-5</i></p>	<p> Conditions <i>Further bounding conditions</i></p> <p>Company facing</p> <p>6</p>	<p> Existing Alternatives <i>How are these needs solved today</i></p>
<p> People & Resources <i>List your best minds to achieve the business goals</i></p> <p>PARTNER</p> <p>5</p>		<p>COMPANY</p>		

Lean-agile Procurement Approach

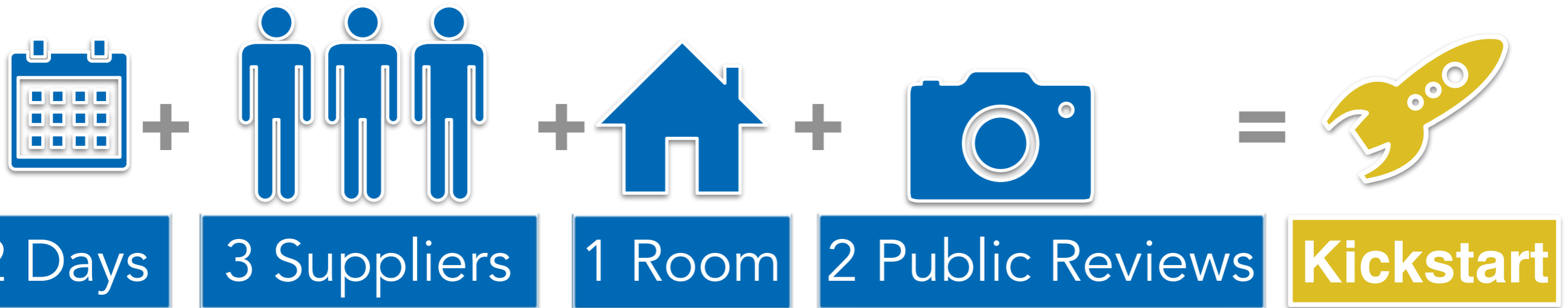


Days instead of Months

Case Study: CKW Group



Source: loopjamaica.com



Source: CKW, public Review / Pocathon 2018

Initialization, Alignment & Empowerment of the x-functional team

Lean Procurement Canvas - 'Spick'

Fähigkeiten
Top Fähigkeiten um die Kundenbedürfnisse zu lösen

Welche Fähigkeiten erwarten wir vom Partner?
Welche Fähigkeiten zahlen auf welche Bedürfnisse ein?
Über Welche Fähigkeiten verfügt der Partner?
Was ist die angebotene Lösung?

Alleinstellungsmerkmale
Abgrenzung zu Mitbewerbern

Was sind die top Alleinstellungsmerkmale um diesen Partner zu wählen?
Werden diese Alleinstellungsmerkmal jetzt oder erst später zum gemeinsamen Vorteil?

Auszeichnungen
Erfolgsbeteiligung des angebotenen Teams

Kostenstruktur
Variable & fixe Kosten

High-Level
x für y Anal
z.B. youtube

Was ist die Unternehmung?
Gibt es eine ...

Konditionen
Weitere Rahmenbedingungen

Was sind unsere Werte & Prinzipien?
Was ist unser Kollaborationsmodell?
Planen wir mit 100% Transparenz (offene Bücher, fixe Margen, ...)?
Was ist der Kontext der Partnerschaft?
Gibt es ein Kostendach?
Suchen wir einen In-/Outsourcing-, bzw. kurz-/langfristige Partnerschaft?
Wo wird die Arbeit verrichtet?
Welches ist die hauptsächliche Sprache?
Was sind die AGB's?

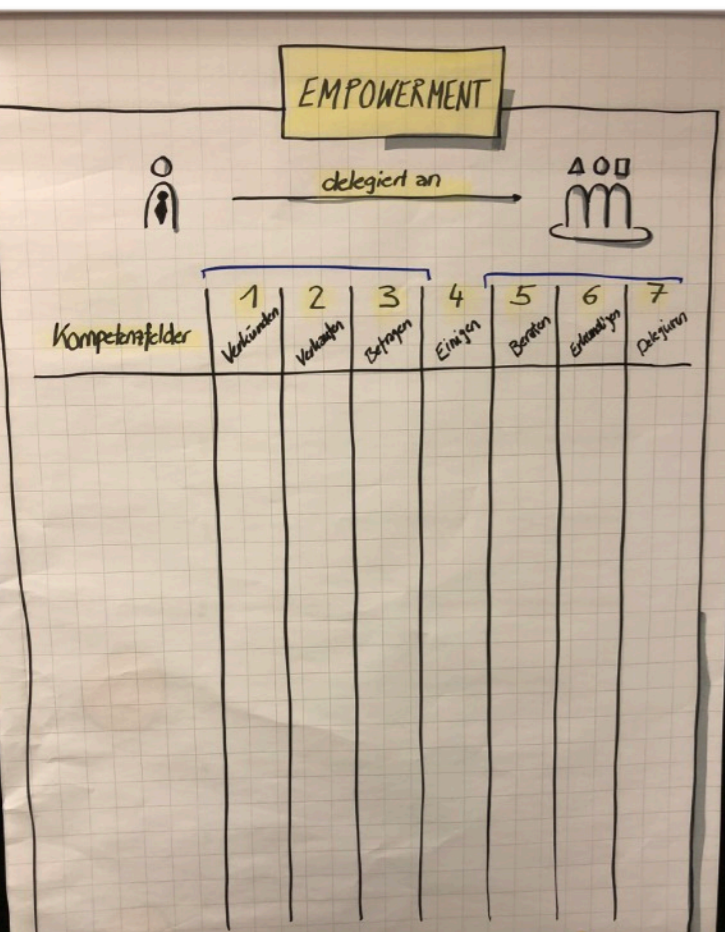
Existierende Alternativen
Wie werden diese Bedürfnisse heute gelöst?
Was sind andere potentielle Partner?
Was sind andere mögliche Lösungen?
Was wenn wir nichts tun?

Unterstützen in 3 strat. Sparsrichtung (Digitalisierung, Markt, Nachhaltigkeit, Innovation)

Kommunikation Wissen austauschen

Zusammenarbeit fördern

Kulturwandel anstoßen & Integration fördern



PARTNER	UNTERNEHMEN
<p>Evaluations- & Umdeutungs-Team</p> <p>PO Yvonne Rucke</p> <p>Supervis / fachl. Admin UC</p> <p>Neuro / nur. PA UC</p>	<p>Enduser/Komm. R. Kelle</p> <p>Coaching Projekt Hans-Peter</p> <p>René Niedermeyer - ICT-Architekt</p> <p>lean-agile procurement</p>

Experte

Stakeholder

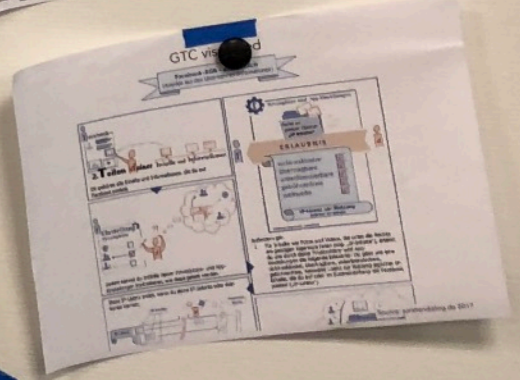
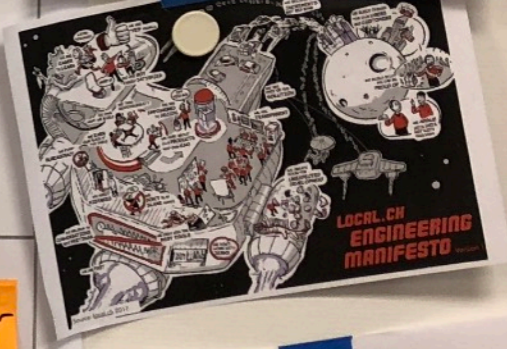
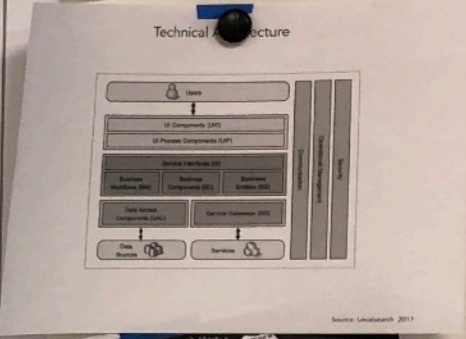
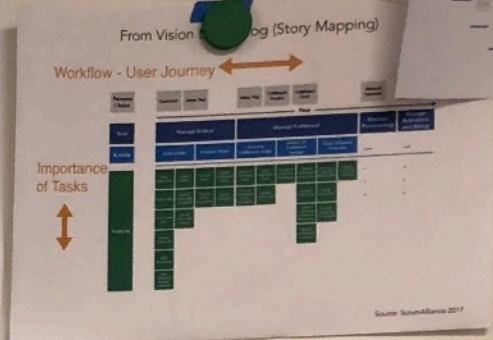
Adrian Donngs - User Experience - Vision UC

Patrick Demingartner - Legal

Projektsponsor D. Wähler

Adrian Borrer - Head IT

Vertreter E Thomas Rothhahn



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

Guess

Guess

Guess

Guess


Guess

 Cost Structure
Variable & fixed costs

 Conditions

Guess

Guess

 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

validate

Initialization

Team setup / empowerment

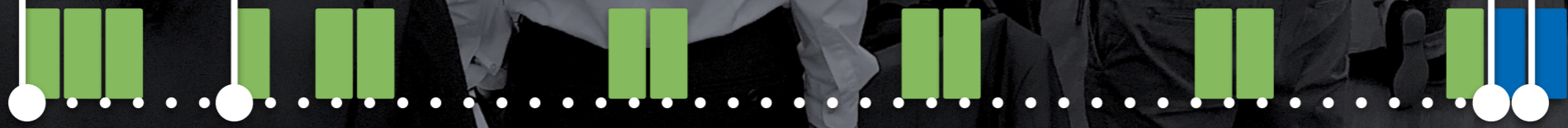
Preperation

Big group workshop customer needs

1st Evaluation Day

2nd Evaluation Day

Jourfix



NOW

Big Group Workshop - Customer Needs



Initialization

Team setup / empowerment

Preperation

Big group workshop customer needs

Invitation sent

Invitation of vendors inkl. Briefing / NDA

1st Evaluation Day

2nd Evaluation Day

Jourfix



NOW

Initialization

Team setup / empowerment

Preperation

Big group workshop customer needs

Invitation sent

Invitation of vendors inkl. Briefing / NDA

Contract sent

Draft of agile contract sent incl. critical questions

1st Evaluation Day

Draft of offer / building customer needs / 1st public review

2nd Evaluation Day

Finalization of offer / building customer needs / 2nd public review

Peer-feedback

Decision / sign off agile contract

Jourfix



holidays season

NOW

Big Group Product / Partner Evaluation Workshop



Big Group Product / Partner Evaluation Workshop

Suchen + Finden + Antworten + Wissen Teilen Zusammenarbeit

Effort

XL

L

M

S

?

KNACKPUNKTE
- Schnittstellen
- "User Adoption" für "neue Welt"

Chat

Intelligente Buchfunktion

Breaking News (übersteuerte Info)

News Channel (abonnierte Infos)

Interaktives Organigramm

Community

WIKI

Über-ansicht

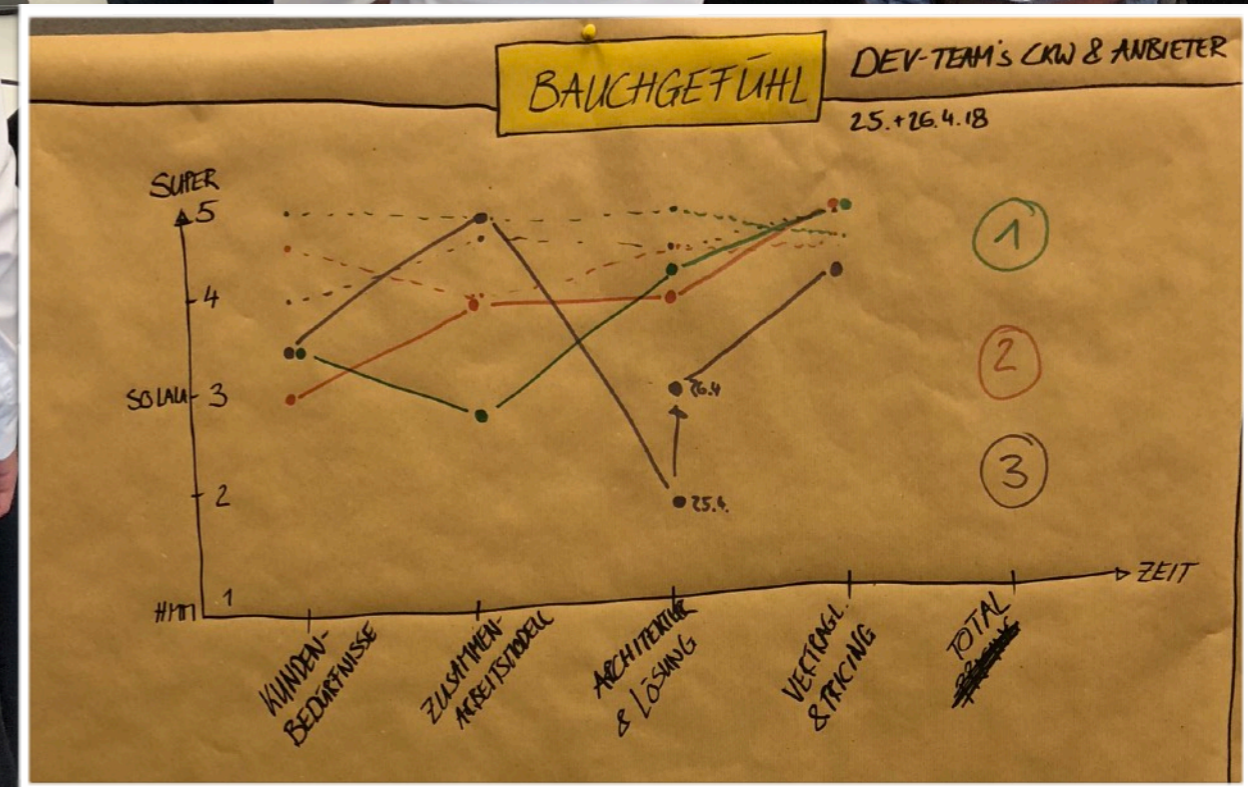
Team-Room

Formulare erstellen

Zusammenarbeit

ETAPPE	-31.08	-30.09	-31.10	Später
NAME	MVP	GO-LIVE 1	GO-LIVE 2	
ZIEL	Basic Intranet für Pilotbenutzer	Basic Intranet mit Intranet-Direkt...	Full-fledged Utranet	Full-fledged Utranet • Zugriff von überall auf alle Schnittstellen
Features/Resultate	> 2 News on > 3 Personen > 2 Subresultate > 3 Personen	> 5 Themenarten > 2 Team Rooms		
Metriken	# News # Subresultate	# Themenarten # Team-Rooms		

Big Group Product / Partner Evaluation Workshop



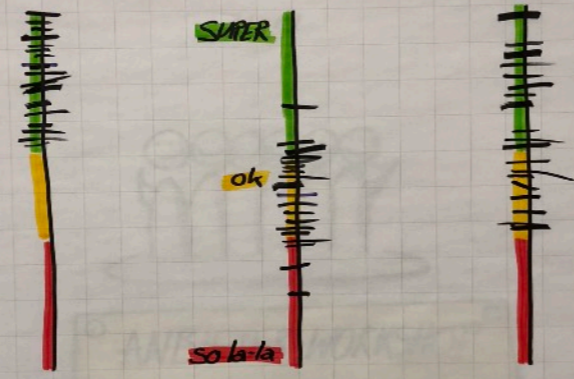
Public Reviews



NUTZER-FEEDBACK

Public Review
26.4.18, CKW

WIE IST EUER BAUCHGEFÜHL PRO
ANBIETER-PRÄSENTATION?



Lean Procurement Canvas

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

<p> Capabilities <i>Top capabilities to resolve the needs</i></p> <p style="text-align: center; font-size: 48px;">3 ✓</p>	<p> Unique Selling Proposition <i>Differentiators to your competitors</i></p> <p style="text-align: center; font-size: 48px;">8 ✓</p>	<p> True North <i>Prioritized & weighted business goals</i></p> <p style="text-align: center; font-size: 48px;">1 ✓</p>	<p> Timing <i>Time-boxes of needs solved now, or later</i></p> <p style="text-align: center; font-size: 48px;">4 ✓</p>	<p> Needs <i>Prioritized top customer needs</i></p> <p style="text-align: center; font-size: 48px;">2 ✓</p>
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“

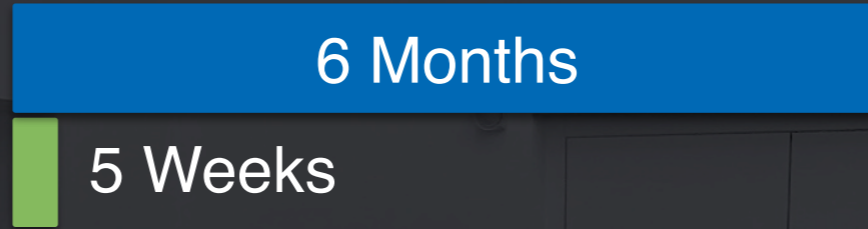
The lean procurement
canvas is an agile contract

”

–Ursula Sury, lic jur, Die Advokatur AG

Outcomes

Business Case
to Contract



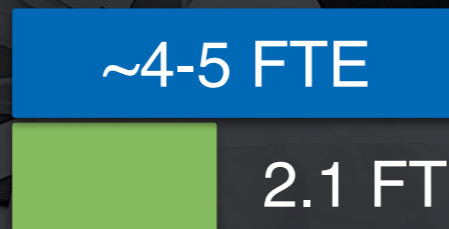
400%
FASTER

Customer
Involvement



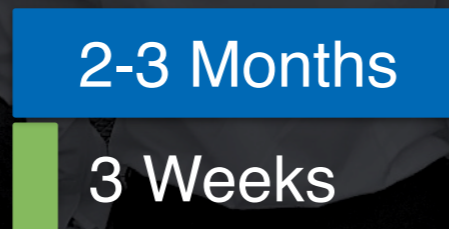
2'800%
FASTER

Effort



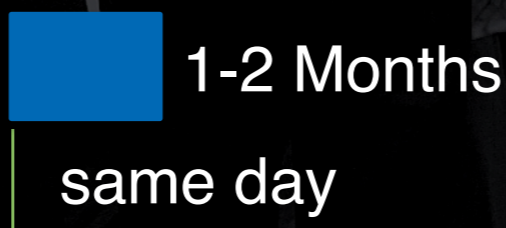
50%
LESS

1st Info
to Decision



400%
FASTER

Decision
to Contract



1'000%
FASTER

classic RfI / RfP

lean-agile Procurement

Challenges

- ✓ **UNCERTAINTY** feels wrong
- ✓ **TRANSPARENCY** hurts
- ✓ **CAPACITY** of people is a question of priority
- ✓ **HANDLING** 3 vendors in parallel
- ✓ **STAY** in the driver seat
- ✓ **LEGAL** asks for a Template
- ✓ **BREAK** with old patterns
- ✓ **MINDSHIFT** - we're all human

Good Practices

- ✓ **START** with **WHY**
- ✓ **INVEST** in agile knowledge & leadership
- ✓ **INSIST** in management buy-in & empowerment
- ✓ **INSIST** in a stable team with >40% assignment
- ✓ **KNOW** practices in big group moderation
- ✓ **INVEST** in a good supplier briefing
- ✓ **BOOK** facilities early & **INVITE** suppliers early too
- ✓ **INVEST** enough time in a good **collaboration- & pricing model**, the base for an **agile contract**
- ✓ **PREPARE** a draft of the **agile contract in advance**
- ✓ **ENCOURAGE** people to stay **LEAN** & say **NO**
- ✓ **LET** the team find **THEIR** way!



join the Community

www.lean-agile-procurement.com



Thank you

A large, light green outline of a hand with the thumb pointing up, serving as a background for the "Thank you" text.

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