Bike Production System

Continuous Improvement

| Pull/Kanban | Cellular/Flow | TPM |

| Quality at Source | POUS | Quick Changeover |

| Standardized Work | Batch Reduction | Teams |

| 5S System | Visual | Plant Layout |

Value Stream Mapping

Would you buy the product?

Pull/Kanban		Cellular/Flow		TPM
Quality at Source	POUS	Quick Changeover		
Standardized Work		Batch Reduction	Teams	
5S System	Visual	Plant Layout	Value Stream Mapping	

Would you buy the product?

Does it happen even with Ag...

Does it happen with IT?
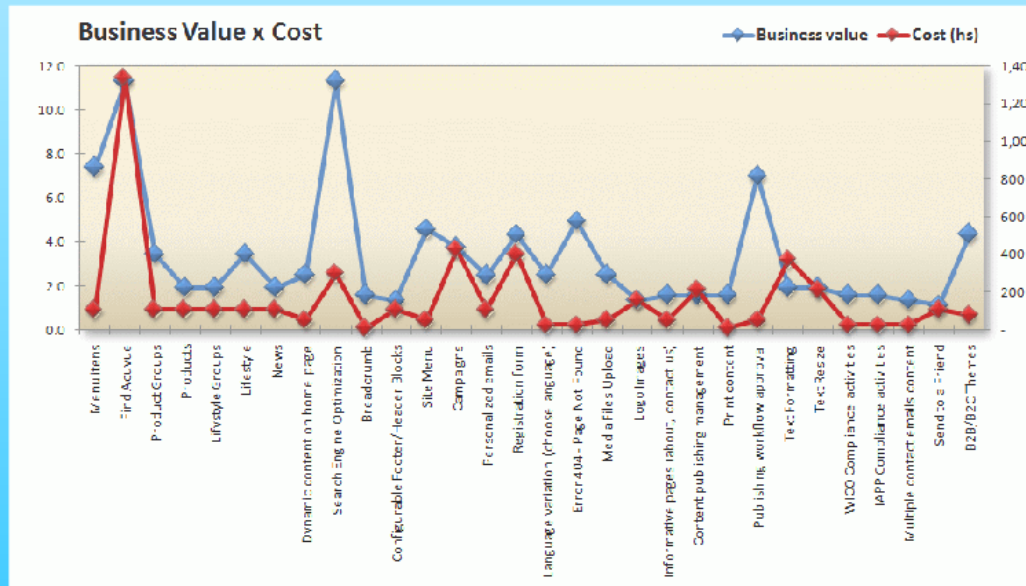
Bike Production System

Continuous Improvement
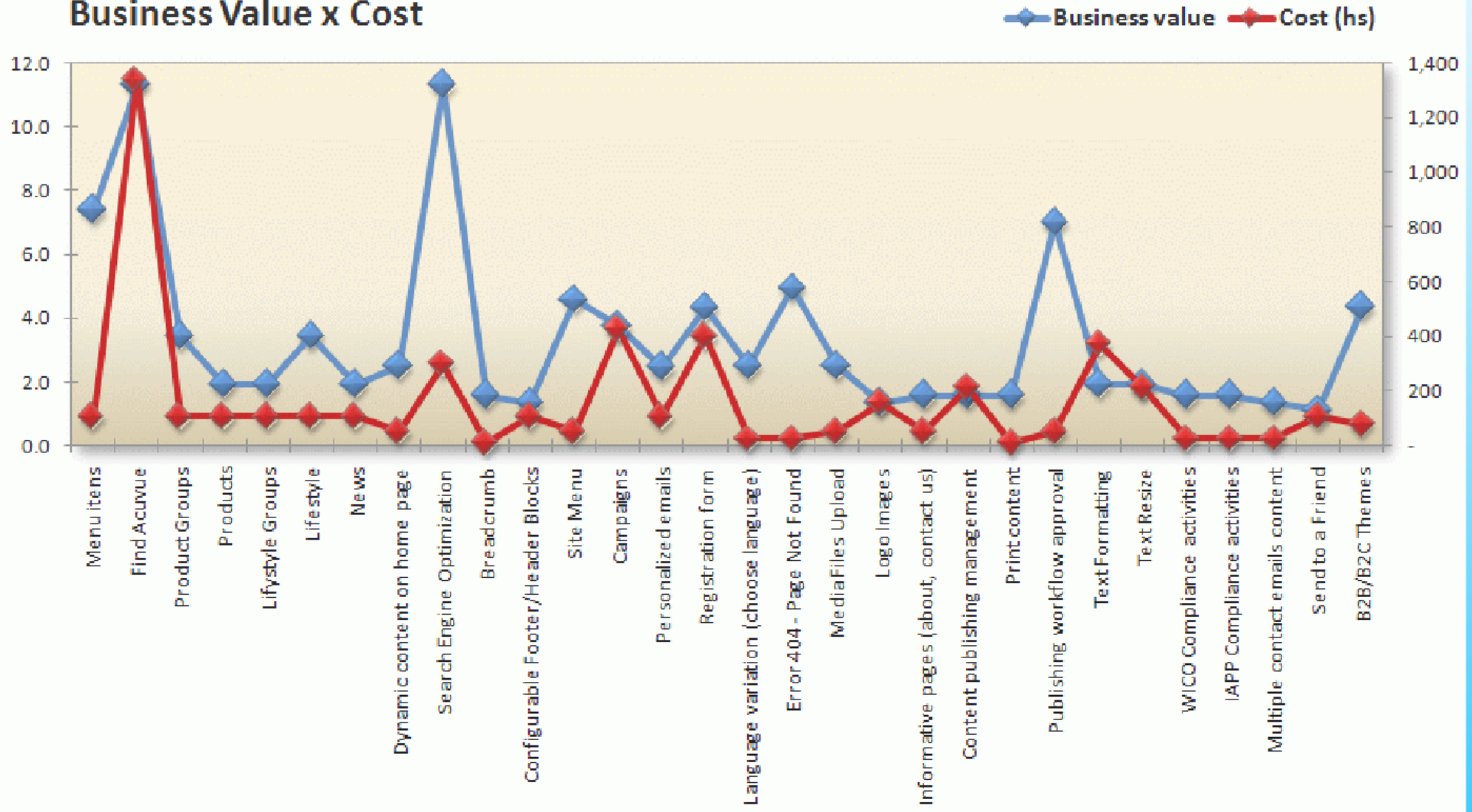
Does it happen _(even)_ with Agile?

Does it happen with IT?

Eric

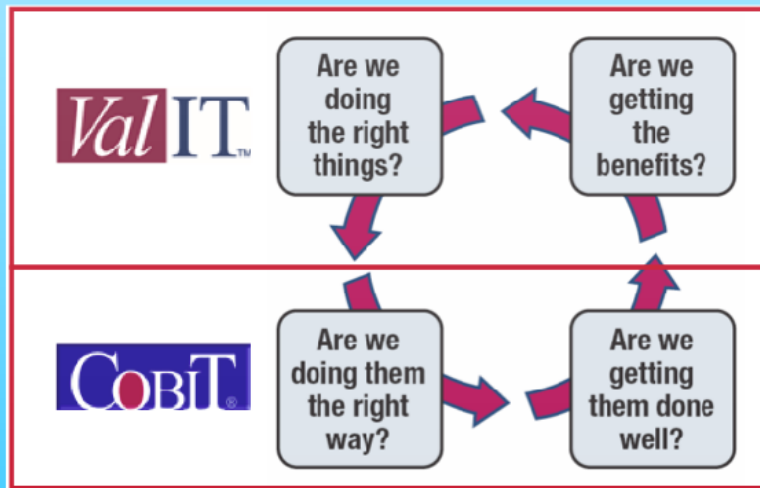# Value Engineering

Business Value x Cost   —— Business value   —— Cost (hs)

Business Value x Cost

Legend: Business value, Cost (hs)

Categories (x-axis):
Menu items, Find Acuvue, Product Groups, Products, Lifestyle Groups, Lifestyle, News, Dynamic content on home page, Search Engine Optimization, Breadcrumb, Configurable Footer/Header Blocks, Site Menu, Campaigns, Personalized emails, Registration form, Language variation (choose language), Error 404 - Page Not Found, MediaFiles Upload, Logo Images, Informative pages (about, contact us), Content publishing management, Print content, Publishing workflow approval, Text Formatting, Text Resize, WICO Compliance activities, IAPP Compliance activities, Multiple contact emails content, Send to a Friend, B2B/B2C Themes
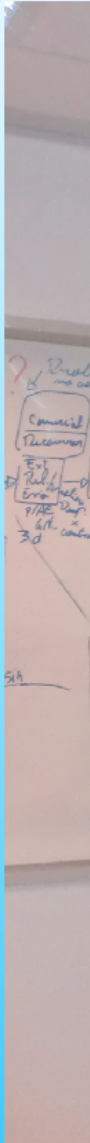
Julie

Agile Marketing

Project	Stories	Tasks	PO	Business Value	Design Effort	Mkt Effort	Cost Cash	Total Cost	Prioritize
Business Development	Chemicals Industry	Support prospecting and market research, go-to-market strategy for industry	targa	21	0 hours	14 hours	$ -	$ -	Yes
Lead Gen - short-term	Event - CIO Executive Day (nov 11)	Negotiation, logistics, materials	targa	13	0 hours	2 hours	$ -	$ -	Yes
Customer loyalty	SIPAT BV	Structure, build and execute	maurosof	13	4 hours	4 hours	$ -	$ -	Yes
Lead Gen - long-term	VRM Program on website	Improvement in registration and restrict area for VRMs to choose to participate on VIP events	john	13	8 hours	4 hours	$ -	$ -	Yes
Lead Gen - short term	Hire marketing analyst	Resumes selection, interviews, training and global mkt	allan	13	0 hours	20 hours	$ -	$ -	Yes
Lead Gen - long-term	English site redesign	New content and layout, testing	paul	8	60 hours	8 hours	$ -	$ -	Yes
Lead Gen - short-term	NSAM Webinar landing page	Create new page to watch webinar on the site, link on newsletter and home site	john	5	4 hours	0 hours	$ -	$ -	Yes
Lead Gen - short-term	Creative-Agile Webinar landing page	Create new page to watch webinar on the site, link on newsletter and home	allan	5	4 hours	0 hours	$ -	$ -	Yes
Customer loyalty	Client Satisfaction Survey (CSS)	Scheduling, application, tabulation, reporting and data consolidation	gon	21	0 hours	36 hours	$ 1,000.00	$ 1,000.00	Yes
Lead Gen - short-term	BI Workshop (3 UMKTs)	Logistics, organization, invites, thanking attendees	gon	13	3 hours	12 hours	$ -	$ -	Yes
Lead Gen - long-term	Hire marketing analyst	Sales Force training	gon	5	0 hours	20 hours	$ -	$ -	Yes
Lead Gen - long-term	MS Partnership renewal	Client referral, CSS, competences	amin	13	0 hours	20 hours	$ -	$ -	Yes

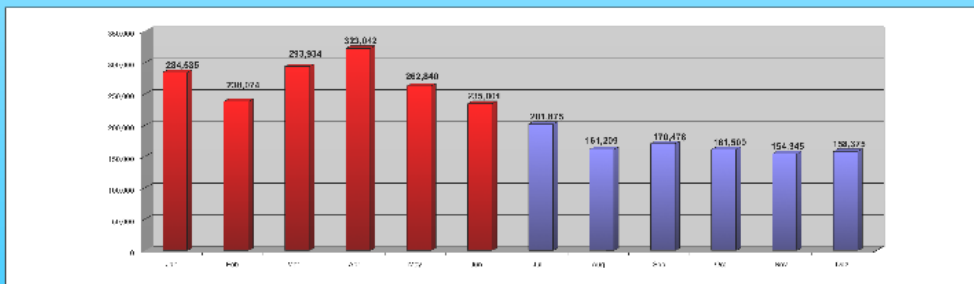| Project	Stories	Tasks	PO	Business Value	Design Effort	Cost Mkt Effort	Cash	Total Cost	Prioritize
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Proposed savings: $430k
Actual savings: $720k
What to do with the extra?
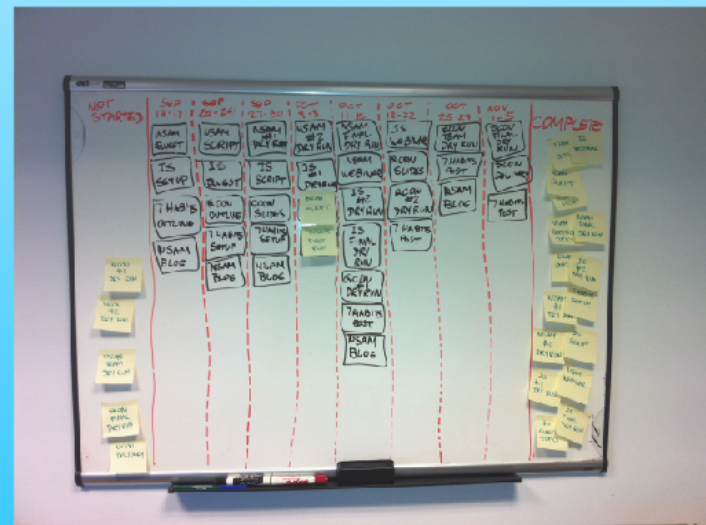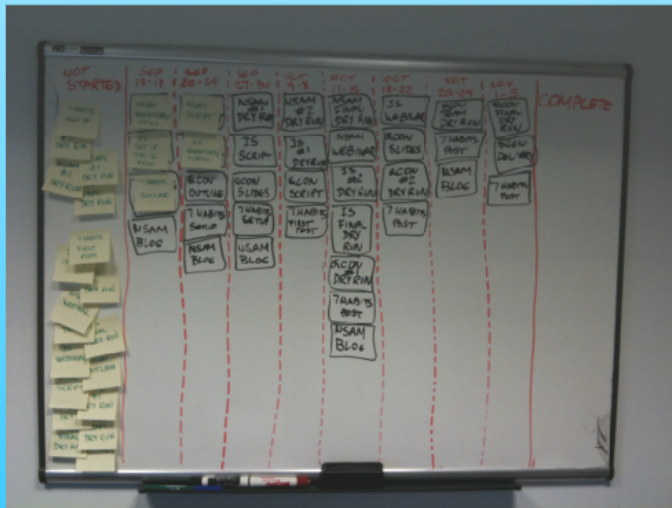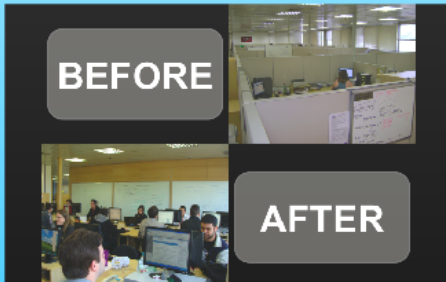
BEFORE

AFTER
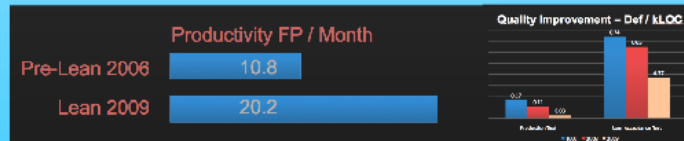
25%+ space optimization (no need for a new building!)
new furniture+fixtures from sustainable manufacturing
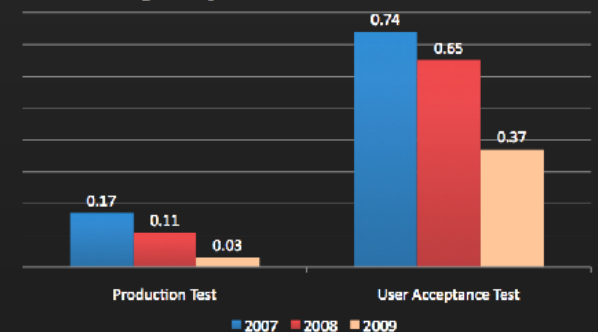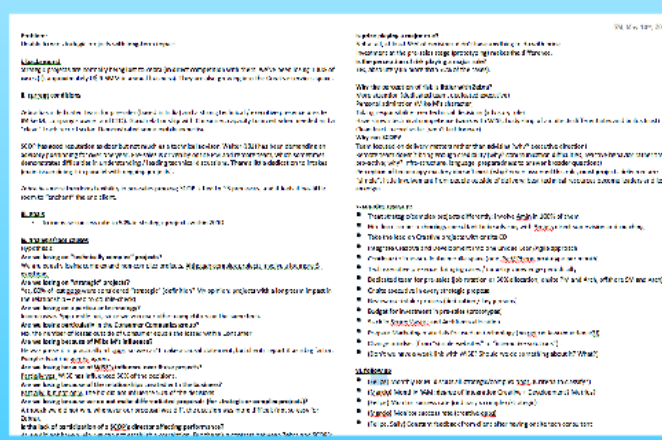1 year payback and 100% employee satisfaction!

Productivity FP / Month

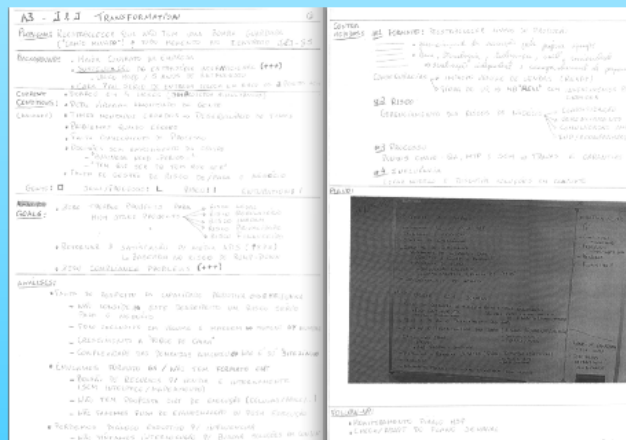|	Productivity FP / Month
Pre-Lean 2006	10.8
Lean 2009	20.2

Quality improvement – Def / kLOC

Production Test: 0.17, 0.11, 0.03
User Acceptance Test: 0.74, 0.65, 0.37

2007 2008 2009

Allan   Patrick   Sally

A3 – development center   A3 – sales team

Problem-solving attitude

Problem:
Unable to win strategic projects with long-term impact

i. background
Strategic projects are normally being lost to Zebra (in direct competition with them, we've been losing 100% of cases (!), approximately U$ 4.5MM in annual business). They are also growing into the Creative services space.

ii. current conditions

Zebra has a dedicated team for pre-sales (based in India) and a strong technical / executive presence on-site (Mike M, company's owner and CTO). Good relationship with Consumer, capacity to invest when needed and a "clean" track record so far. Demonstrated some mobile expertise.

SCOP has good reputation as doer but not much as a technical advisor. Walter (J&J) has been demanding an advisory positioning for over one year. Pre-sales is driven by onsite PM and remote team, which sometimes demonstrates difficulties in understanding / leading technical discussions. There's little dedication to intakes (main issue: doing it in parallel with ongoing projects).

Zebra has more freedom/flexibility in pre-sales process; SCOP is tied to GS processes, and it feels it has little room to "enchant" the end client.

iii. goals
- To increase success rate to 50% in strategic projects within 2010

iv. analysis/root causes
Hypothesis:
Are we losing on "technically complex" projects?
We are equally losing complex and non-complex projects. Although complex projects involve a lot more $ overtime.
Are we losing on "strategic" projects?
Yes, 80% of lost opps were considered "strategic" (definition? My opinion: projects with a long-term impact in the relationship – need to double-check).
Are we losing on a particular technology?
Inconclusive. Apparently not, since we win over other competitors on the same tech.
Are we losing particularly in the Consumer Companies group?
No, the number of losses outside of Consumer equals the losses within Consumer.
Are we losing because of Mike M's influence?
He was present in practically all opps, so we can't make a causal statement, but clients report it as a big factor. Everybody at the gemba agrees.
Are we losing because of WISE's influence over these projects?
Partially yes, WISE has influenced 50% of the decisions.
Are we losing because of the relationships created with the business?
Partially, but not only. The biz did not influence 50% of the decisions.
Are we losing because we do not make differentiated proposals (for strategic or complex projects)?
Although we did not win, whenever our proposal was diff. the decision was more difficult (not so easy for Zebra).
Is the lack of participation of a SCOP's director affecting performance?
As we did not have a win, we can not establish a correlation. But there's a contrast between Zebra and SCOP's

Is price playing a major role?
Not at all, at least 65% of decisions didn't have anything to do with price.
Investment at the pre-sales stage (prototyping) makes the difference.
Is the perception of risk playing a major role?
Yes, absolutely (in more than 70% of the cases).

Why the perception of risk is littler with Zebra?
More attention (dedicated team, dedicated executive)
Personal admiration (Mike M's character)
Taking responsibility over technical decisions (advisory role)
Have shown technical competence (work with WISE; body shop of architects differentiates and builds trust)
Clean track record so far (won't last forever)
Why not SCOP?
Team focused on delivery matters rather than advising (why? executive direction)
Remote team doesn't bring enough credibility (why? communication difficulties, reactive behavior rather than pro-active; why? infra-structure, language, preparedness to answer broader questions)
Perception of technology mastery doesn't exist (why? never assumed this role, most projects delivered are "simple", little involvement from people outside of delivery; best technical resources become leaders and lose an edge)

v. countermeasures
- Treat strategic/complex projects differently: involve Amin in 100% of them
- Hire local senior technology consultant to be advisor, with Amin's direct supervision and coaching
- Take the lead on Creative projects with onsite CD
- Integrate Creative and Development into one unique Lean/Agile approach
- Continue to innovate in the mobile space (one iPad/iPhone prototype per month)
- Tech executive presence, bringing cases / industry knowledge periodically
- Dedicated team for pre-sales (job rotation or 50% allocation, onsite PM and Arch, offshore SM and Arch)
- Onsite executive in every strategic proposal
- Review our intake process (dedication / key persons)
- Budget for investment in pre-sales (prototypes)
- Slack in ScrumMaster and Architects allocation
- Prepare Marketing materials focused on technology (no ppt on Java experience?!)
- Change mindset (from "simple websites" to "interactive solutions")
- (Don't we have a weak link with WISE? Should we do something about it? What?)

vi. follow up
- (Felipe) Monthly RAM: discuss all strategic/complex opps, (Criteria to classify?)
- (Marcio) Monthly RAM: degree of integration Creative + Development? Metrics?
- (Felipe) Monitor success rate (ordinary x complex/strategic)
- (Marcio) Monitor success rate (creative opps)
- (Felipe, Sally) Constant feedback from client after having onsite tech consultant

Kyle

Hoshin-Kanri

Strategic Planning through "Nemawashi"

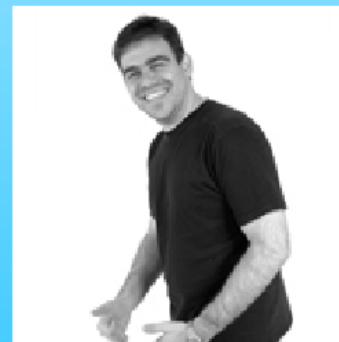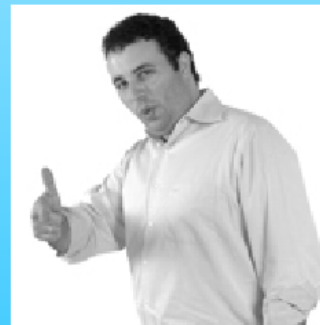### Julie
Agile Marketing

John
Val-IT

Defining the "True North"

Are we doing the *right* things?

What makes all these people to work so in sync?

Values and Culture

Career Development Plan
that rewards the proper behavior

| Value |
| Leadership |
| Attitude |
| Execution |

Attitude

Sense of Responsability ▶

Teamwork ▶

Agility ▶

Problem Solving ▶

Sense of Challenge ▶

Innovative Attitude ▶

Autonomy ▶

Kaizen ▶

Leadership

Genchi Gembutsu

Genchi Gembutsu ▶

Promoting the Organizacional Culture ▶

Promoting Power to the Edge ▶

Training a High-Performance Team ▶

Corporate Mobilization ▶

Preparing Successors ▶

Inspirational Leadership ▶

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CASTING

Aminadab Nunes
as *Allan*

Cesar Gon
as *Kyle*

Solange Targa
as *Sally*

Cristiane Baron
as *Julie*
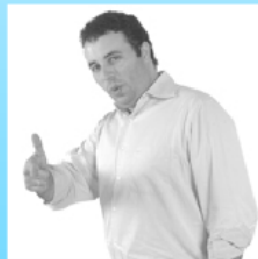
Mauro Oliveira
as *Patrick*
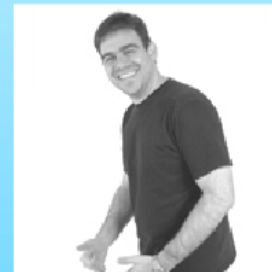
Fernando Ostanelli
as *Eric*

Carla Borges
as *Kristen*

Giacomo Cesareo
as *Frank*

Paulo Seixas
as *John*

Podcast   http://goo.gl/hnSx

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Forrester: Ci&T's Path to Lean Methods

Leonardo Mattiazzi (you) [in] ✦

VP, International Business at Ci&T, Inc.

Greater Philadelphia Area | Information Technology and Services

➡ leonardo@ciandt.com

Leonardo Mattiazzi New podcast episode on #leanIT on iTunes! Interview with Jesper Boeg, focused on #heijunka and #agile http://goo.gl/hnSx @ciandt via Twitter 🐦

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Education	• Temple University - Fox School of Business and Management • UNICAMP (Universidade Estadual de Campinas)
Recommendations	**24** people have recommended Leonardo
Connections	**500+** connections
Websites	• Ci&T, Inc. • My Podcasts • Blog
Twitter	lmattiazzi
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