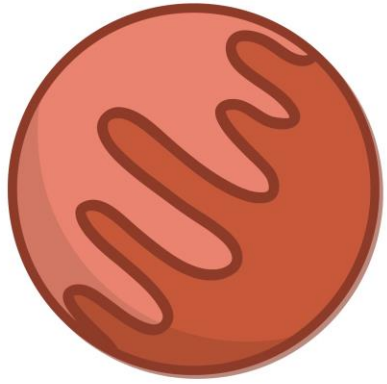


Our Journey to Mars: Transformation at BD Rowa





Dr. Thorsten Janning, Kegon

SAFe guru

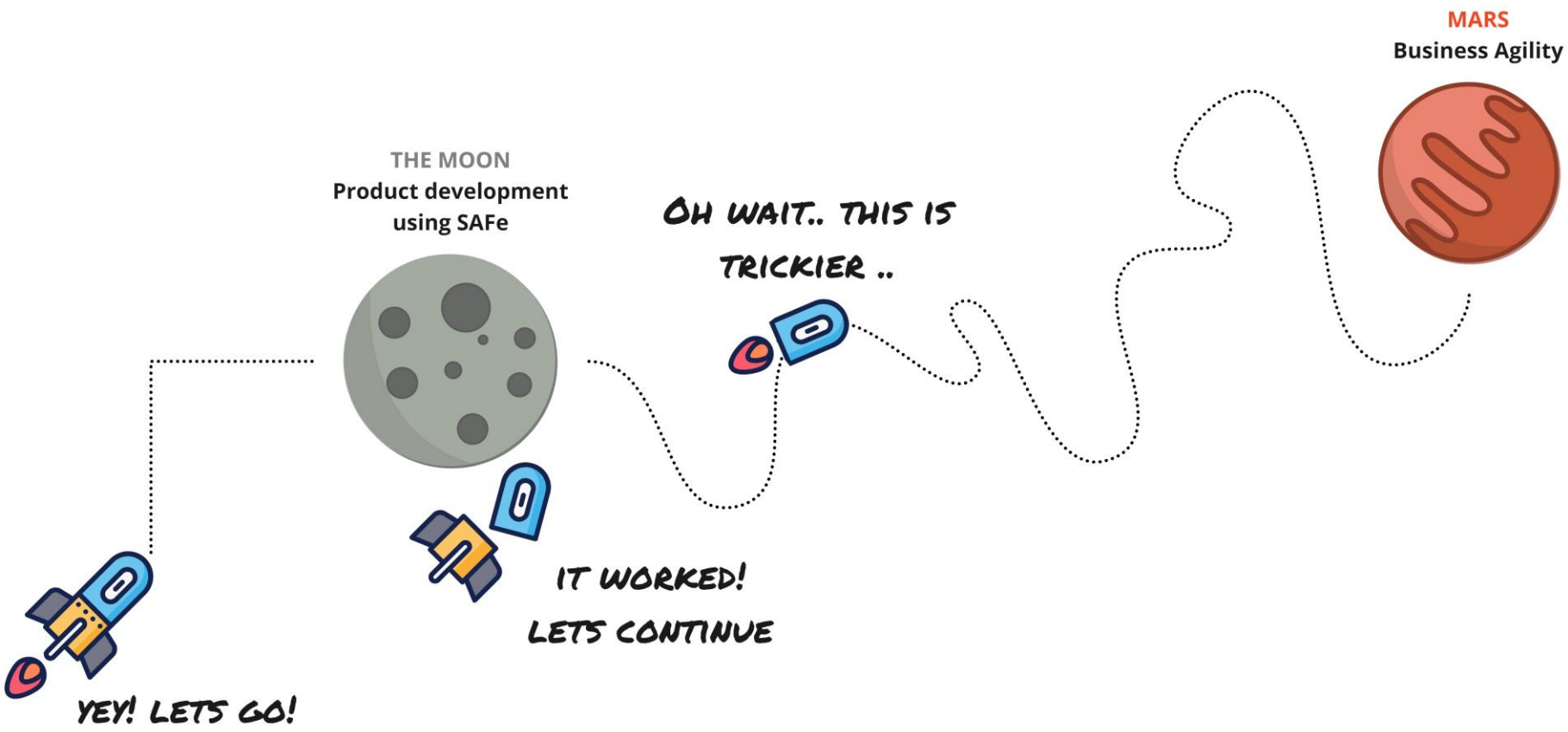
Canoeing & suspender enthusiast



Dr. Erika Schüttfort, BD Rowa

Team collaboration evangelist

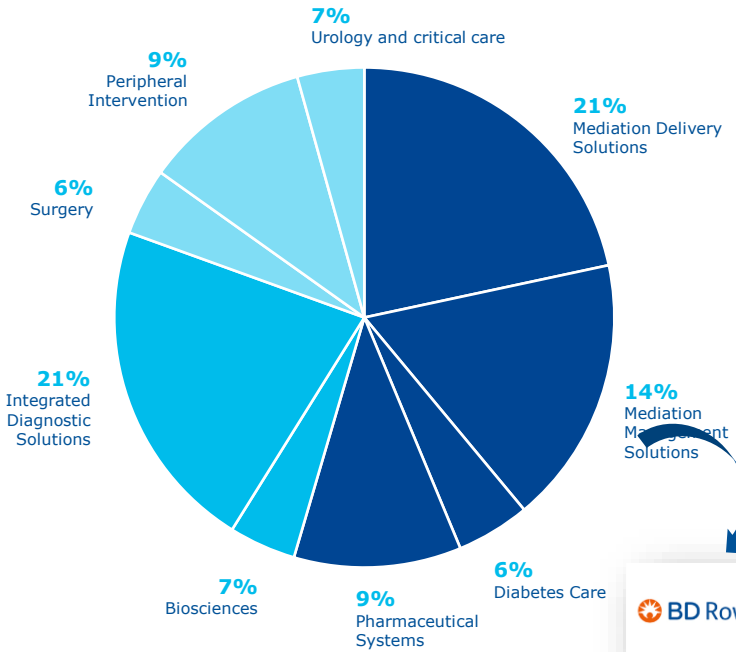
Herring & hiking enthusiast


MARS
Business Agility
THE MOON
Product development
using SAFe
OH WAIT.. THIS IS
TRICKIER ..
IT WORKED!
LETS CONTINUE
YEY! LETS GO!

BD Rowa – what are we?

BD: Becton, Dickinson and Company

Revenue by segment



$1B+
R&D Spending

40B+
Devices made annually

27k
Active patents

$17.1
Total BD Revenue

More than **70,000** associates

Serving **190+** countries

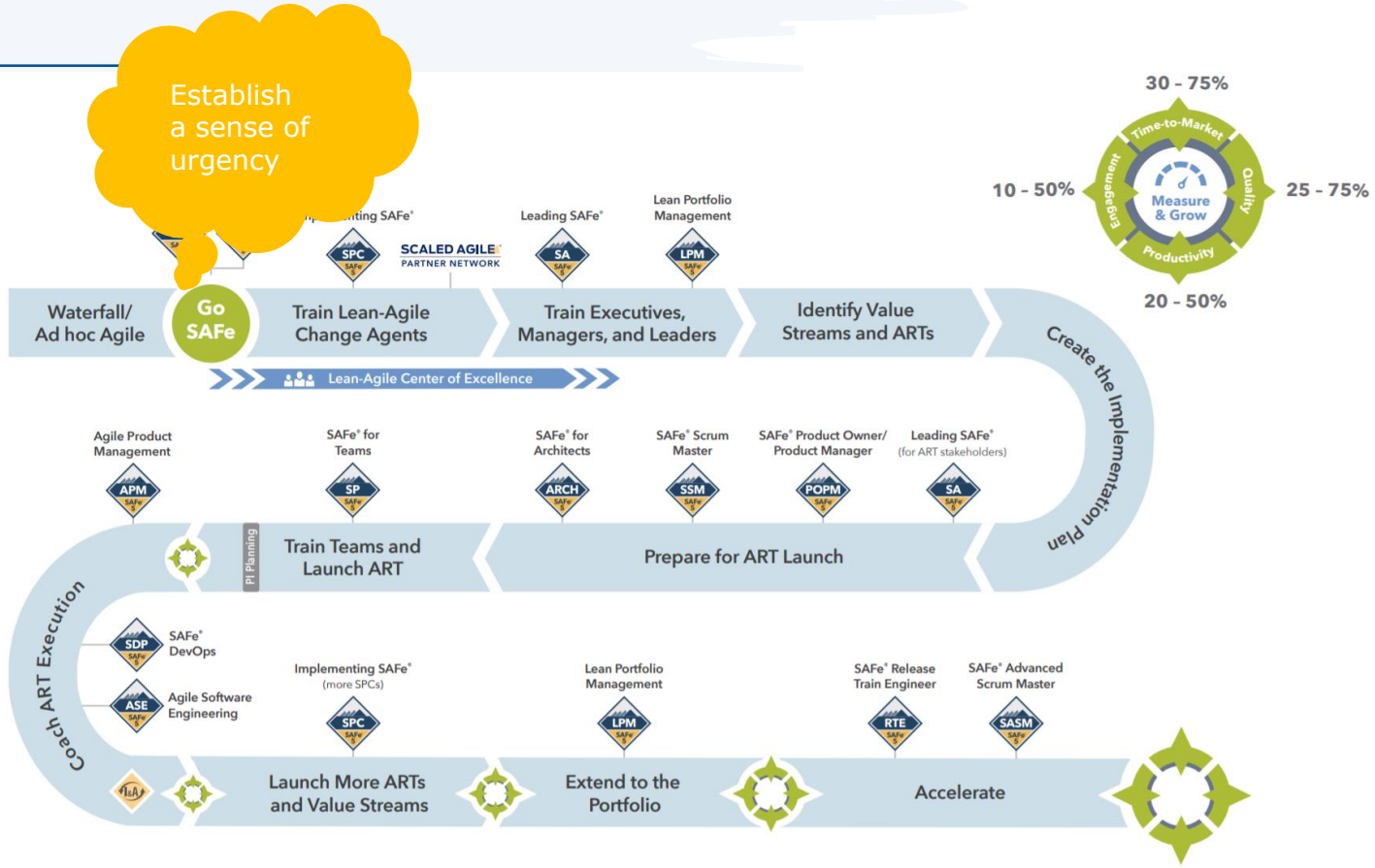
https://player.vimeo.com/video/412422063

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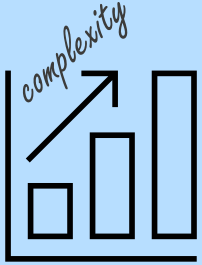


Why Transformation @Rowa?

Our Transformation Roadmap



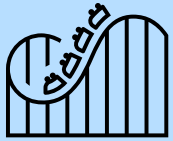

What’s your WHY?



Growing Pains



Motivation & Innovation



Rapid changing market landscape

Why? Growing adds complexity

		CareFusion has joined BD 2011	BD 2015
Timeframe	Mid 90-ties	00-ties	10-ties
Size of Organization	1-100	100 - 1000	>10.000
Markets			
Products	Storage Robotics	Pouch Packaging	Digital Pharmacy

Why? Motivation of Associates

⚠ LOWEST 3 FAVORABILITY SCORES

There is effective cooperation between departments.

34.2%

Calculated risk taking is encouraged at BD.

36.5%

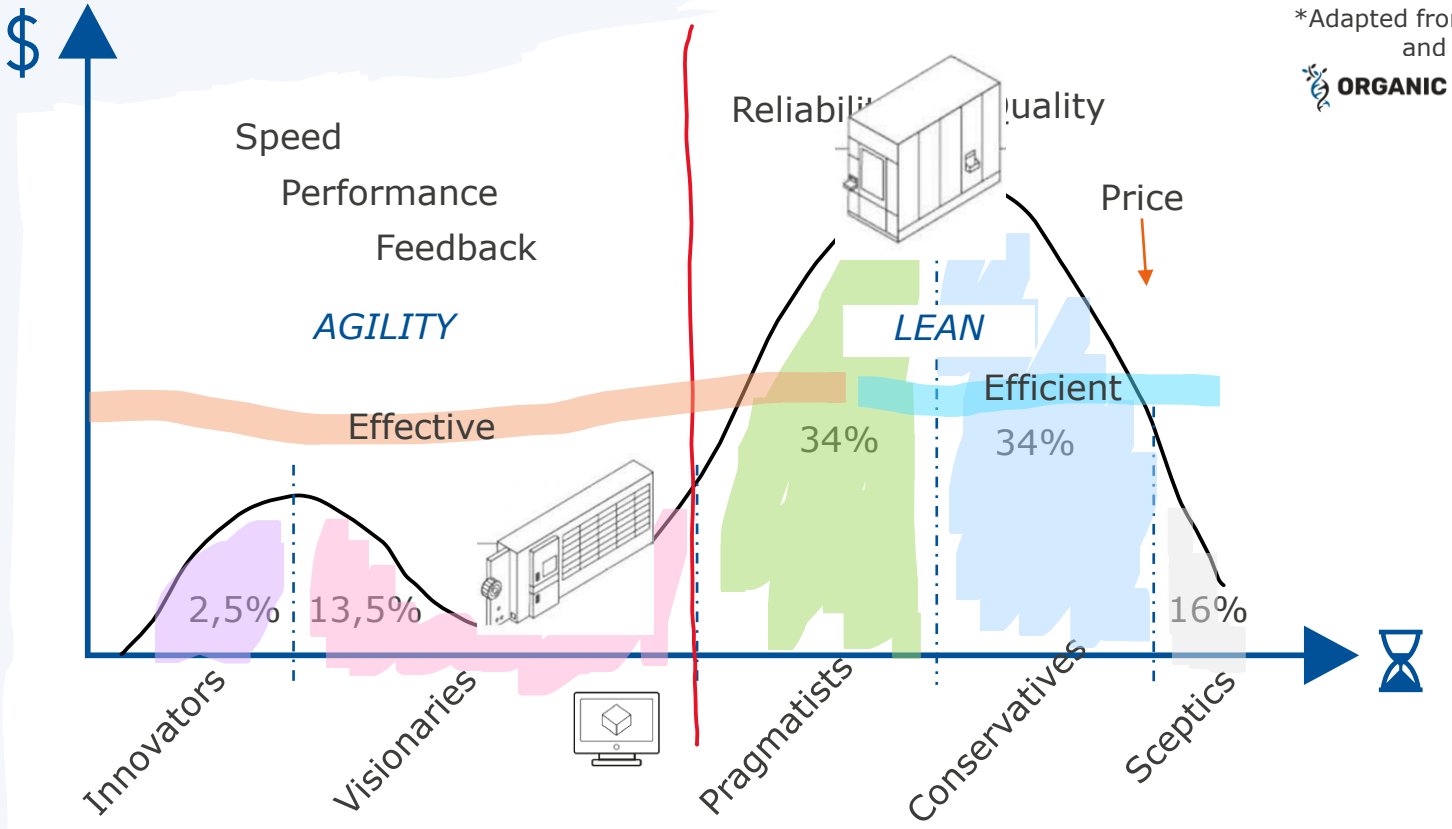
Decisions are reached without excessive delay.

44.8%



ks of Becton, Dickinson and Company.

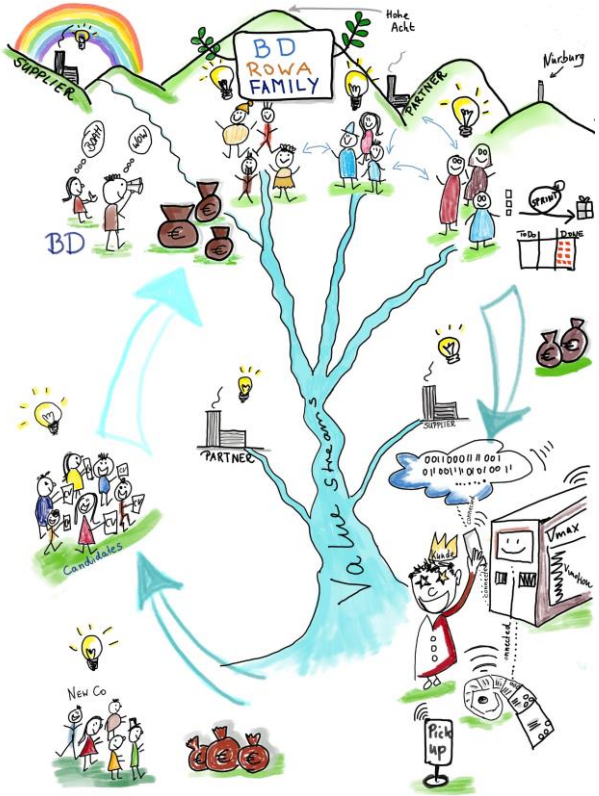
Why? Rapid changing markets, product portfolio maturity



*Adapted from Moore and ORGANIC agility®

BD Rowa™

Working towards the Vision

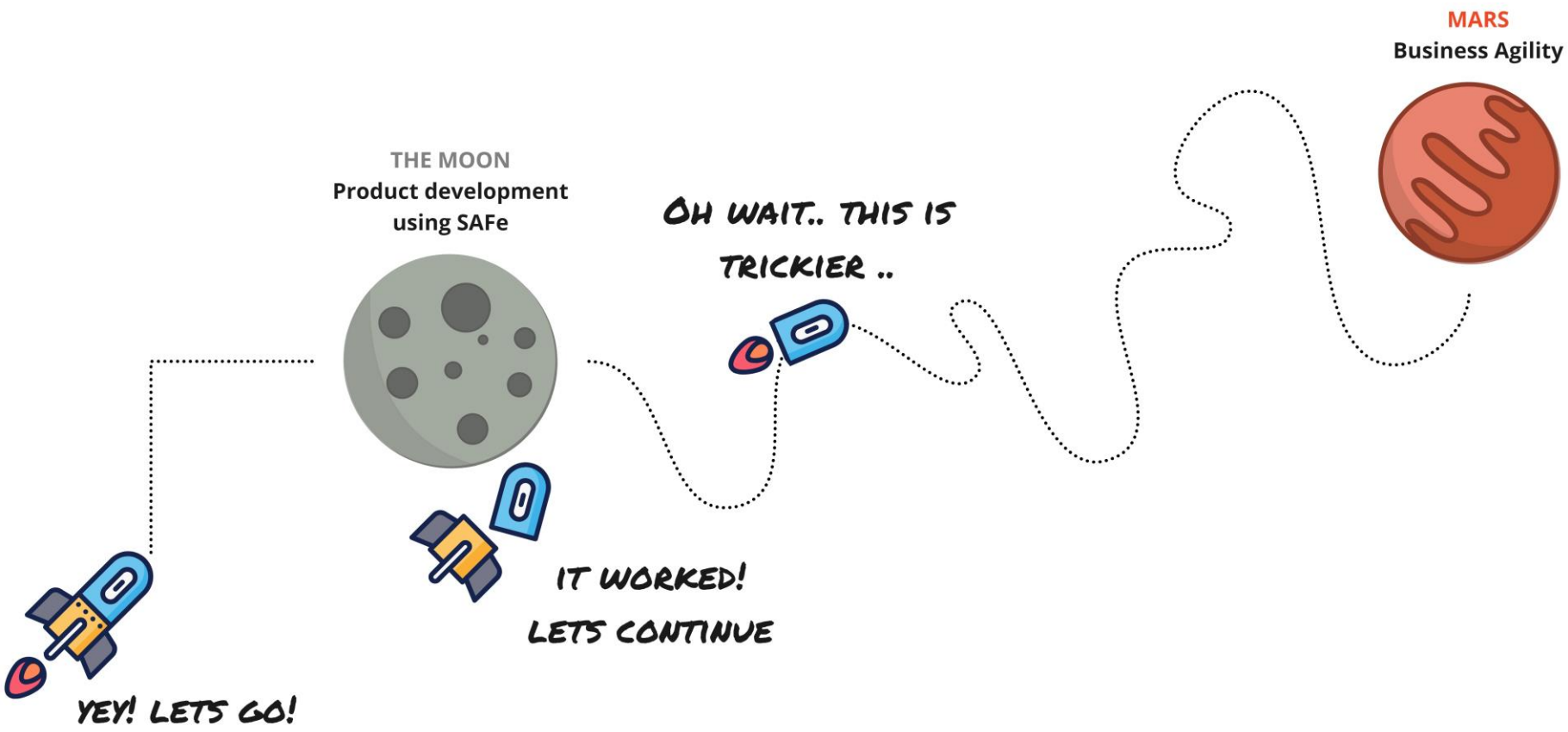


Transformation Vision

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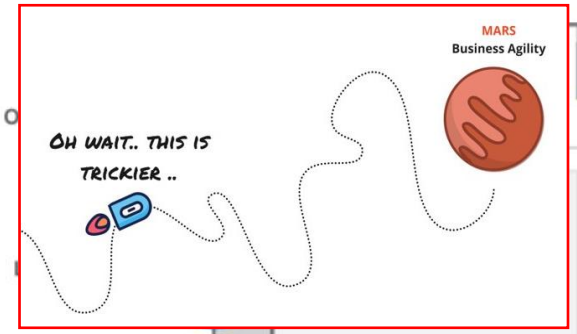


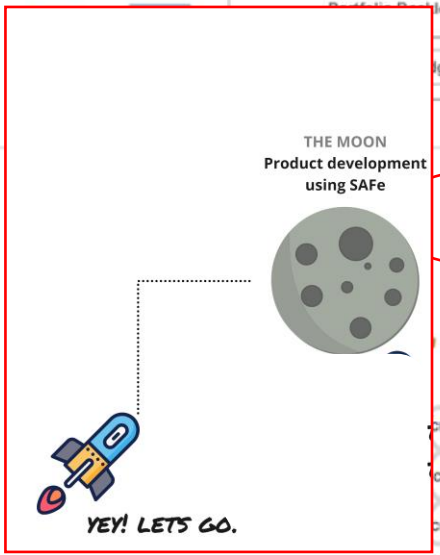
How? Two stage journey


MARS
Business Agility
THE MOON
Product development
using SAFe
OH WAIT.. THIS IS
TRICKIER ..
IT WORKED!
LETS CONTINUE
YEY! LETS GO!

SAFe 5 for Lean Enterprises

Overview | Essential | Large Solution | Portfolio | Full





Operational Value Streams

Business Agility

Measure & Grow

PORTFOLIO

Epic | Enabler | Epic

Coordination

KPIs

Development Value Streams

Solutions

Continuous Delivery Pipeline

AGILE RELEASE TRAIN

Continuous Exploration | Continuous Integration | Continuous Deployment

ESSENTIAL

Solution

Solution Context

Release on Demand

System Demos | IP Iteration | PI Planning | Iterations | PI

Goals

PI Objectives

DevOps

Built-In Quality

Architectural Runway

Kanban

Agile Product Delivery

Team and Technical Agility

Continuous Learning Culture

Business Owners

System Arch/Eng | Product Mgmt | RTE

Agile Teams

Product Owner | Scrum Master

Business | Technology

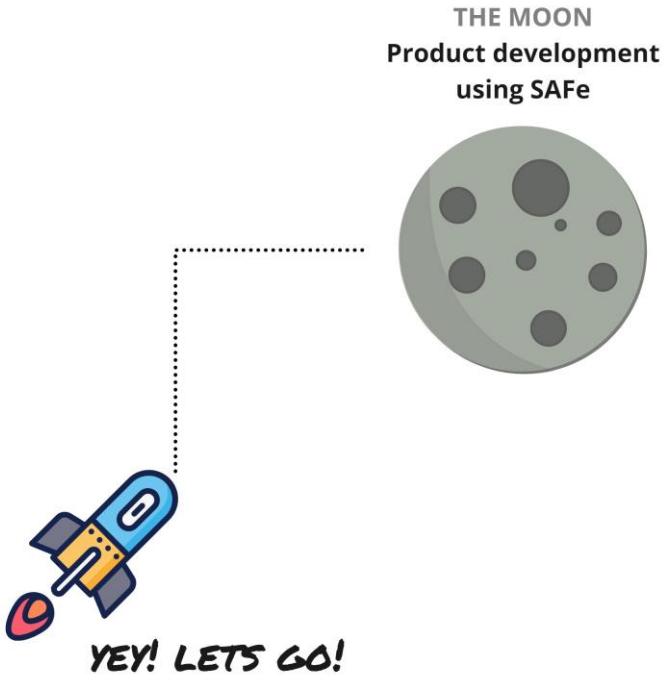
Vision | Roadmap | Milestones | Shared Services | CoP | System Team | Lean UX | Metrics

Core Values | Lean-Agile Mindset | SAFe Principles | Implementation Roadmap | SPC

Lean-Agile Leadership

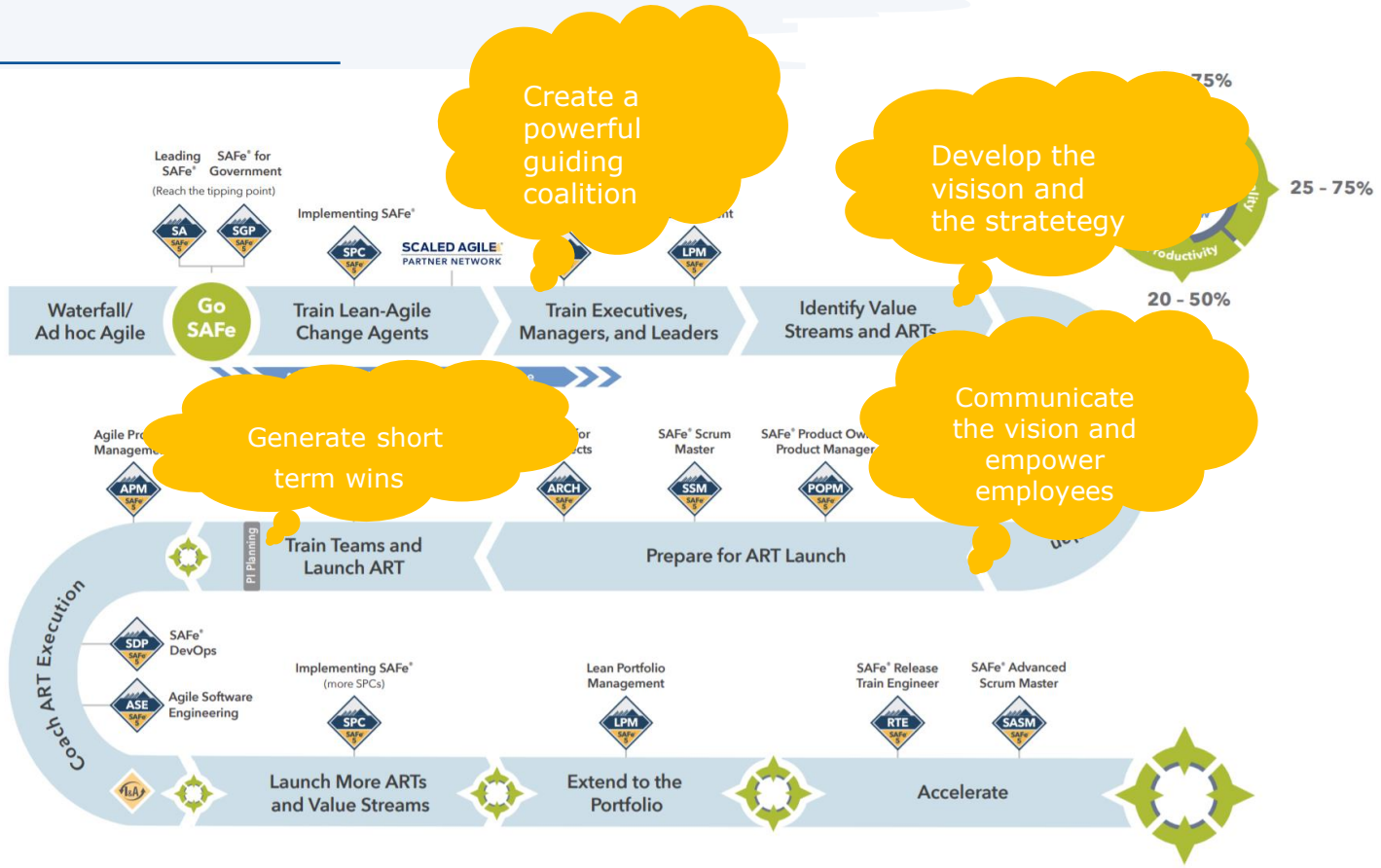
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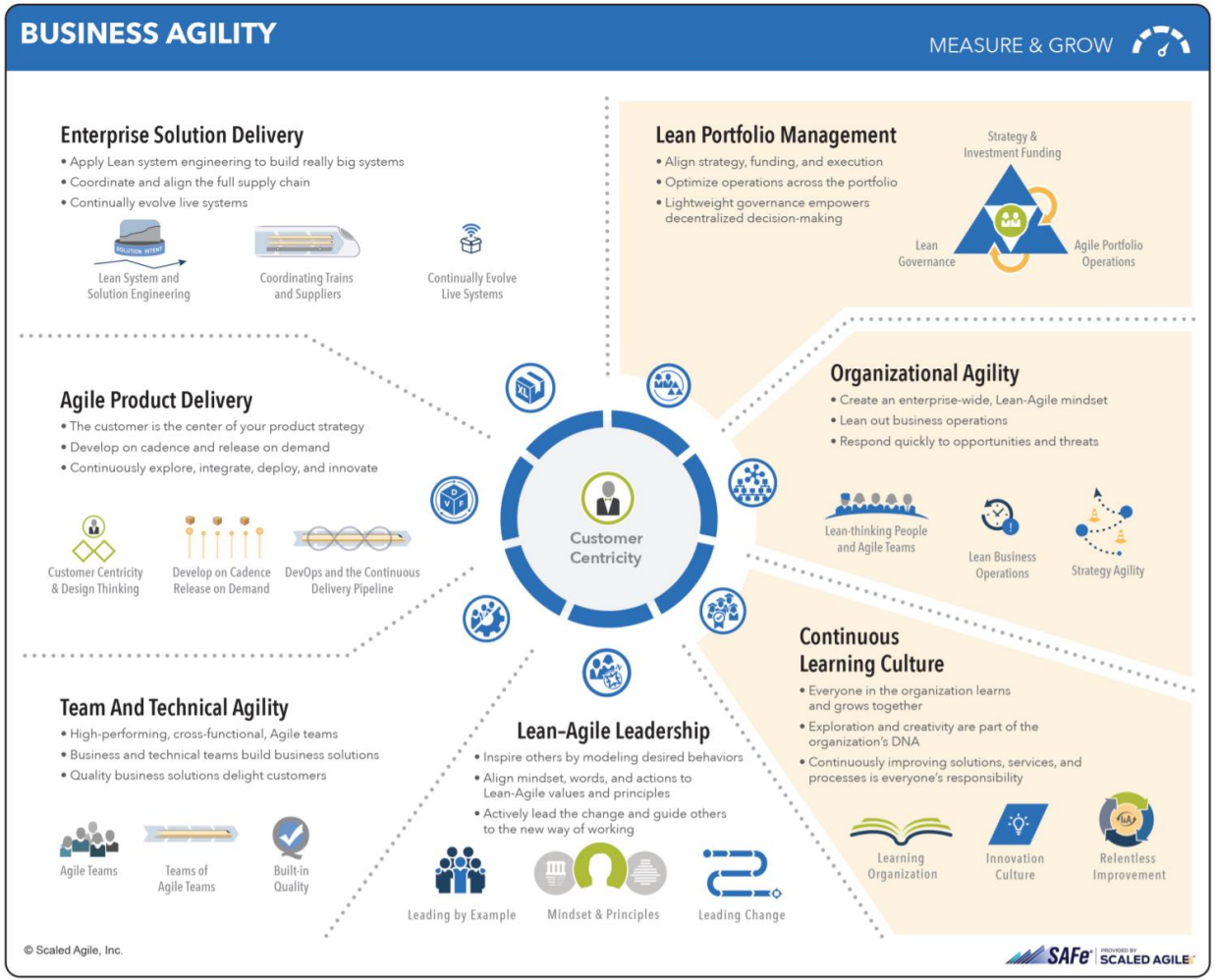
Leffingwell, et al. © Scaled Agile, Inc.



How? First to the moon

Our Transformation Roadmap





SAFe Core Competences

Solution Engineering

and Suppliers

Live Systems

Agile Product Delivery

- The customer is the center of your product strategy
- Develop on cadence and release on demand
- Continuously explore, integrate, deploy, and innovate

Customer Centricity & Design Thinking

Develop on Cadence Release on Demand

DevOps and the Continuous Delivery Pipeline



Team And Technical Agility

- High-performing, cross-functional, Agile teams
- Business and technical teams build business solutions
- Quality business solutions delight customers

Agile Teams

Teams of Agile Teams

Built-in Quality

Lean-Agile Leadership

- Inspire others by modeling desired behaviors
- Align mindset, words, and actions to Lean-Agile values and principles
- Actively lead the change and guide others to the new way of working

Leading by Example

Mindset & Principles

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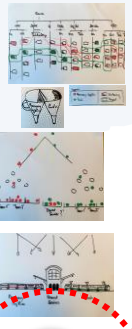
BD Rowa™

To the moon: Revolution!

Vision Workshop

Aug





Oct-Nov

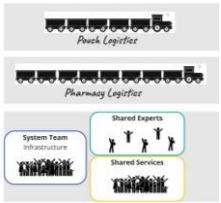
Value stream Workshops

ART definitions

Self-Selection
PO, SM, PM, RTE, SA

Dec





Dec-Jan

Shared Services & System Teams

Self selection
Teams

Jan



Content and PI structure

Feb

1st PI planning

28/2

2020

2021

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What is a self selection?

Ignition of self-motivation

Extremely swift way to
create a new org structure
by using swarm intelligence

An excersice in own
responsability

Transparent picture
of what drives
coworker motivation

Easy and comfortable

Transparence into already excisting
skills bottelnecks

Fulfilment of
everyones personal
wishes

A solution to already excising
resource bottle necks

The ultimate solution
that cannot be changed

What is a self selection NOT?

Herzlich Willkommen zum Selfselection Workshop / Welcome to the Self Selection Workshop

Ziele / Goals

Was wir heute erreichen wollen:

- Eine initiale Team-Besetzung der Agile Release Trains finden
- Eigenverantwortung und Selbstorganisation trainieren
- Gleichmäßige Verteilung vom Know-How

What we want to achieve today:

- Find an initial team structure staffing of the Agile Release Trains.
- Practice personal reponsibility and self-organization.
- Even distribution of know-how.

Ablauf / Agenda



Regeln

Tue das Beste für Dein Unternehmen !

- Jeder kann nur in einem Team sein.
- Teams müssen handlungsfähig sein.
- In jedem Team wird auf ein best-match der Skills geachtet.
- Ein Team darf die maximale Anzahl von 11 (incl. SM&PO) nicht überschreiten.
- Kann die Gruppe einen "Konflikt" nicht allein lösen, werden RTE, PM, SysA oder Leitungskreis beratend hinzugezogen
- Wir finden eine Lösung, an die alle glauben
- Heute wird nichts in Stein gemeißelt. Sollte sich durch neue Erkenntnisse in der Zukunft Änderungsbedarf ergeben, dann tun wir das.

Workstudenten und Azubis dürfen bei ihren Mentoren (zählen nicht für die max. Anzahl 11)

Umgang mit Externen

Externe Developer für Entwicklungsaufgaben (auch Werkstudenten) dürfen in Teams arbeiten, haben Team mit Verantwortung (zählen nicht für die max. Anzahl 11)

Heute werden nicht die Weichen, für den Rest des Lebens gestellt

Rules

Do the best thing for your company !

- Each person can only be in one team.
- Teams must be capable of delivering end-to-end.
- Each team will focus on a best-match of skills.
- Maximum team size is 11 (incl. SM&PO).
- If the group cannot resolve a "conflict" on its own, the RTE, PM, SysA or Leadership Circle will be consulted for advice.
- We find a solution that everyone believes in.
- Nothing is set in stone today. If new findings in the future create a need for change, we will do so.

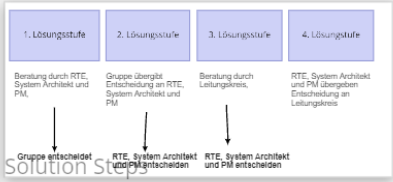
Working students and trainees stay with their mentors (not included in the max. number of 11)

How we deal with externals

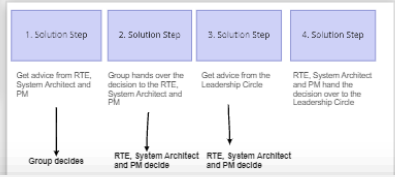
External developers for Development tasks (also Working Students) are allowed to be in the teams, have team responsibility (not included in the max. number of 11)

Today does not determine the course of the rest of your life

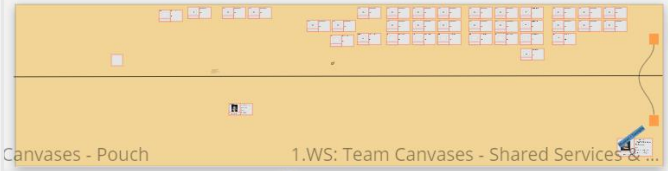
Lösungsstufen



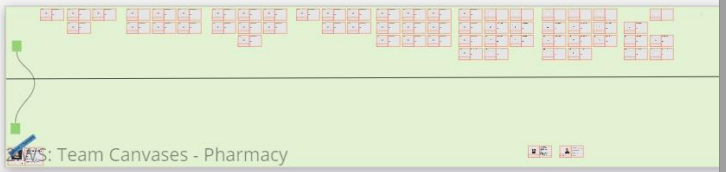
Solution Steps



1.WS: Set-Karten / Personal Cards



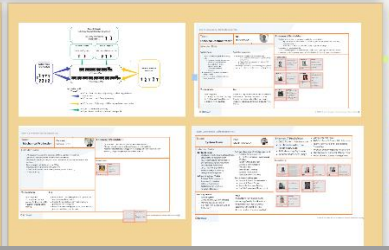
2.WS: Set-Karten / Personal Cards



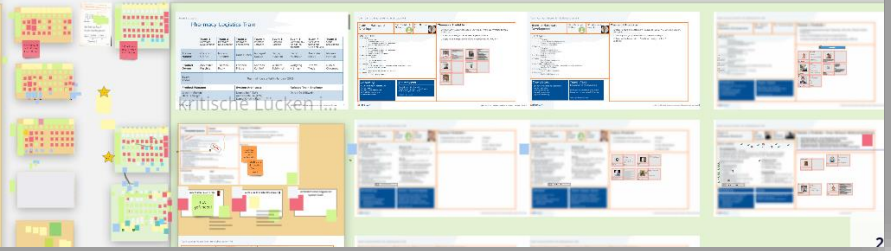
Canvases - Pouch

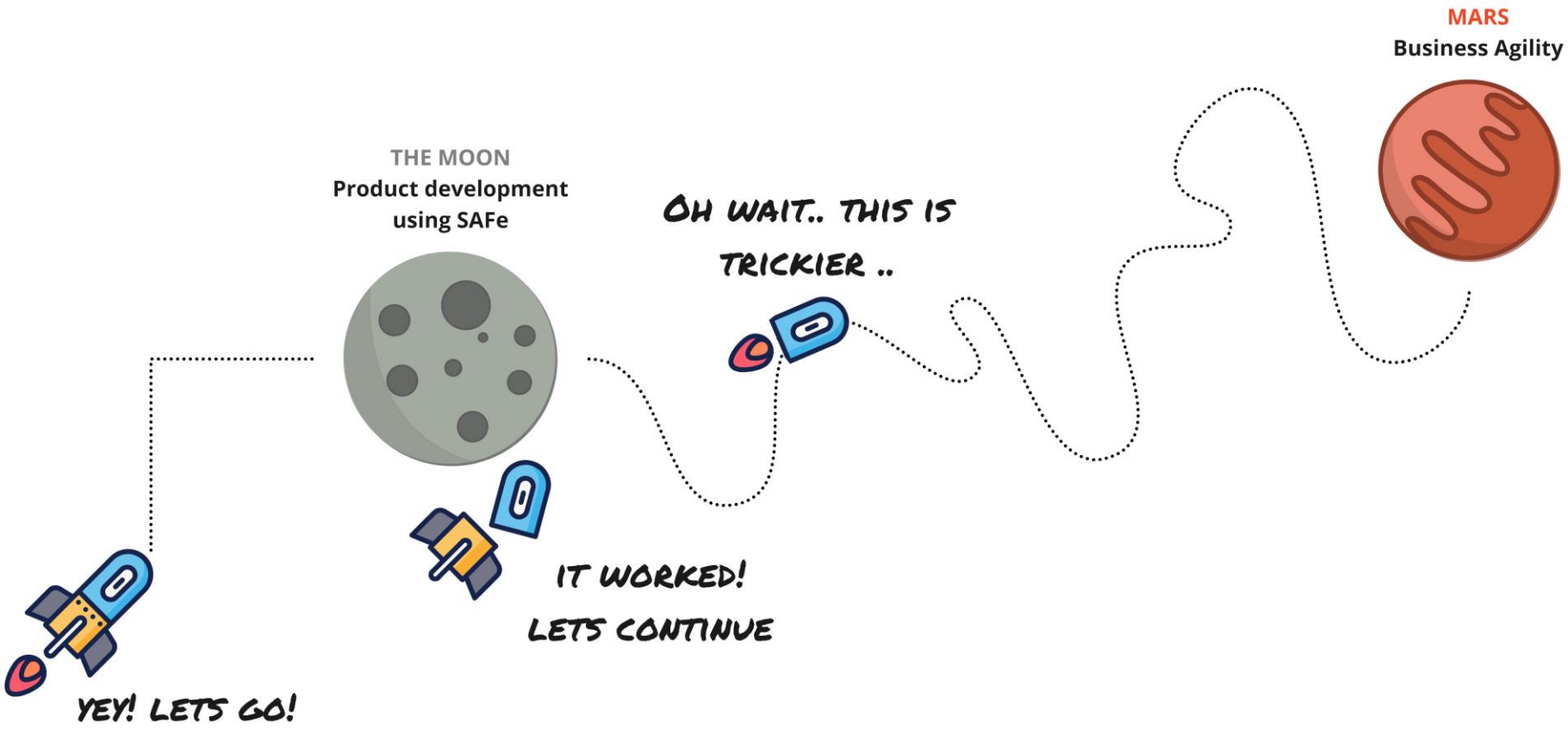


1.WS: Team Canvases - Shared Services &...

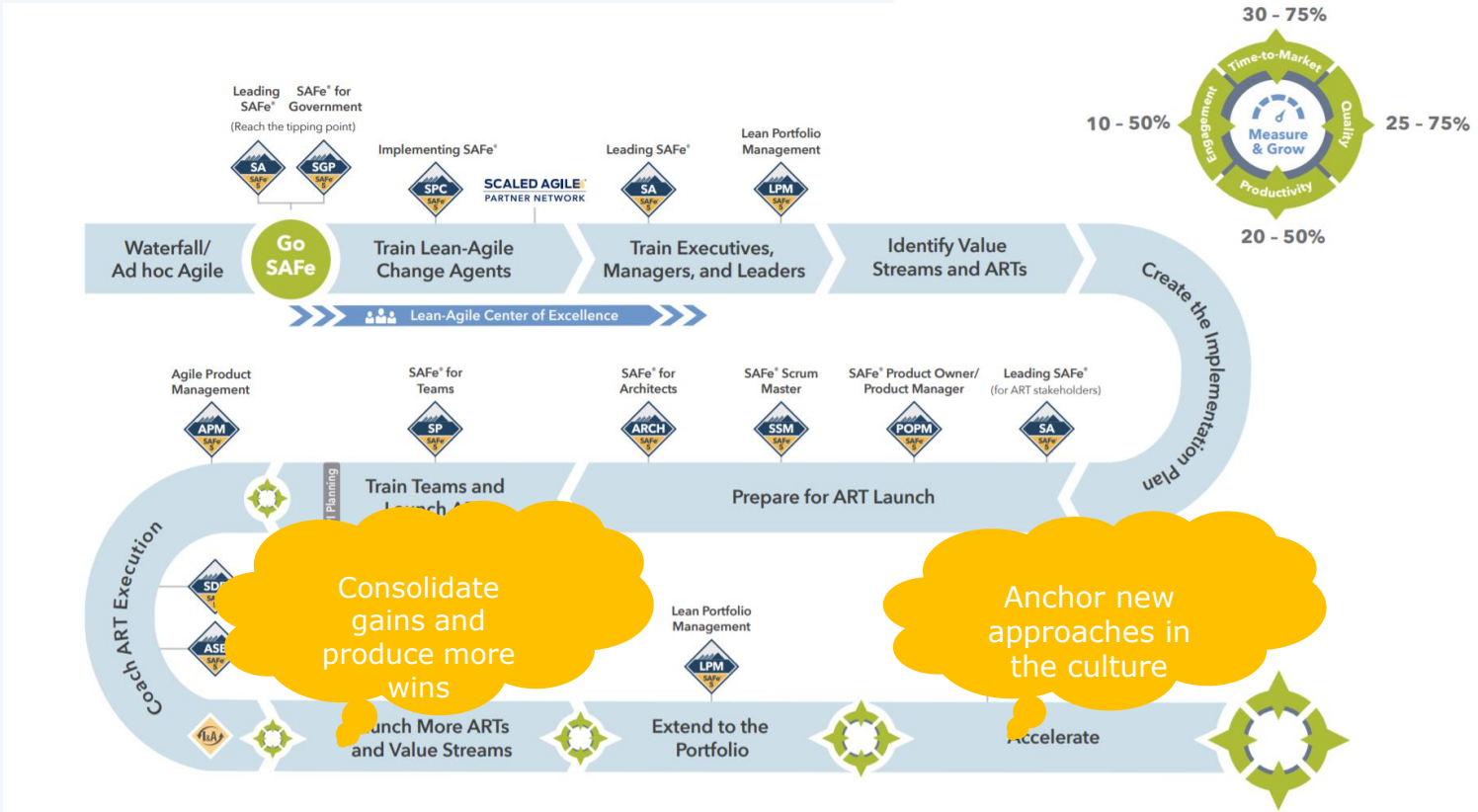


1.WS: Team Canvases - Pharmacy



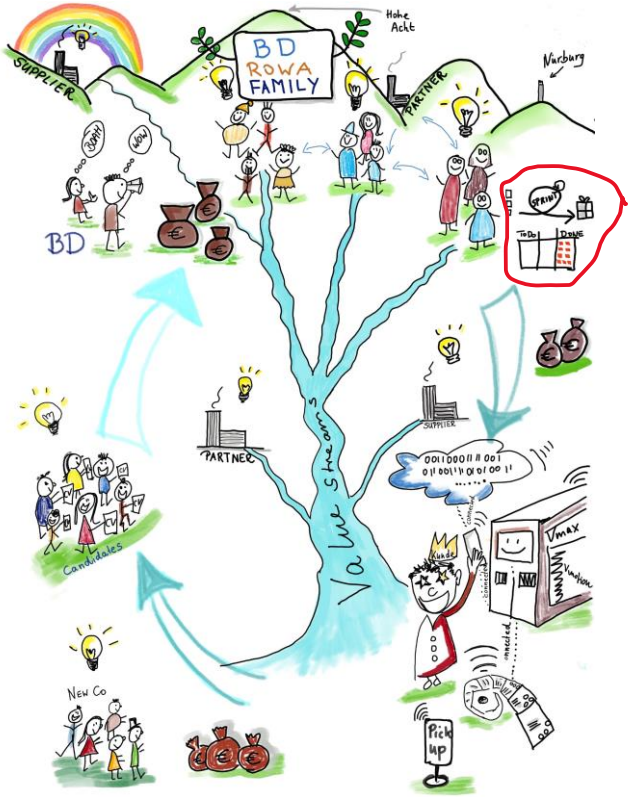

MARS
Business Agility
THE MOON
Product development
using SAFe
OH WAIT.. THIS IS
TRICKIER ..
IT WORKED!
LETS CONTINUE
YEY! LETS GO!

Our Transformation Roadmap




Customer Centricity
Organizational Agility
• Create an enterprise-wide, Lean-Agile mindset
• Lean out business operations
• Respond quickly to opportunities and threats
Lean-thinking People and Agile Teams
Lean Business Operations
Strategy Agility
Continuous Learning Culture
• Everyone in the organization learns and grows together
• Exploration and creativity are part of the organization's DNA
• Continuously improving solutions, services, and processes is everyone's responsibility
Learning Organization
Innovation Culture
Lean-Agile Leadership
• Inspire others by modeling desired behaviors
• Align mindset, words, and actions to Lean-Agile values and principles
• Actively lead the change and guide others to the new way of working
Mindset & Principles
Leading Change

Remember the Vision?



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Stage 2: Evolution to reach Mars

Operational Value Streams (OVS)
steps and people who deliver end user value from solutions created by DVS





Development Value Streams (DVS)
steps and people who develop solutions used by OVS



The Road to Rowa Operational Value Streams

?

What customer groups do we have with similar needs?

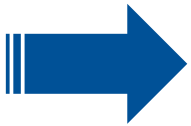
?

Where are processes similar in order to create value for a customer group?





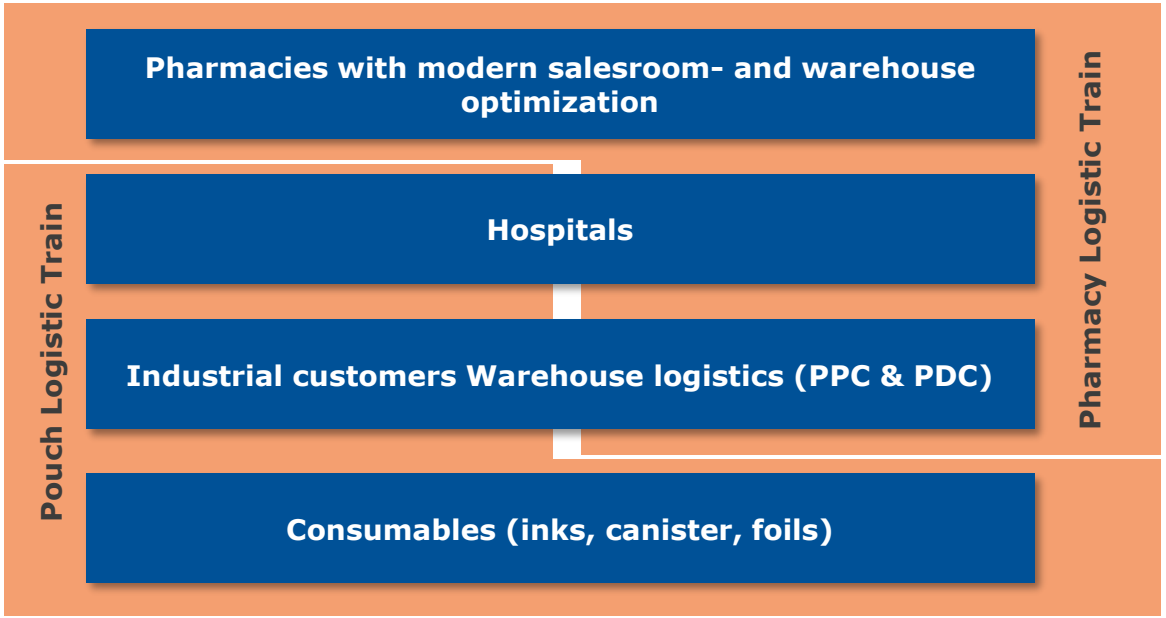
Rowa swarm intelligence



- Pharmacist
- Hospital
- Industrial customers, warehouse logistics
- Customer ordering consumables

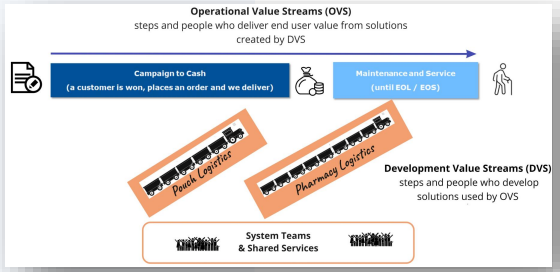
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Value Stream interactions

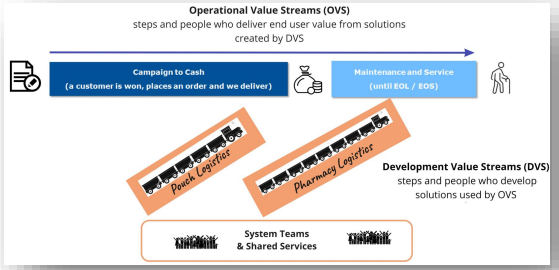


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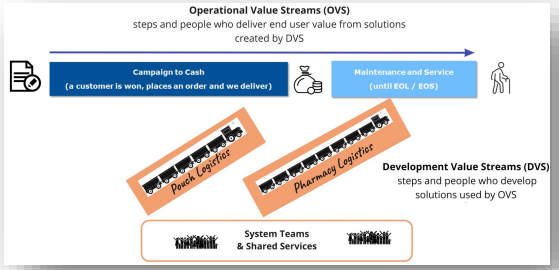
Rowa Cadence to enable Business Agility



10 weeks



10 weeks



10 weeks

How are we delivering on strategy OKR progress?
What priority do we have overall?
What resources do we allocate for run vs change?
What can we commit to delivering in the next 10 weeks?

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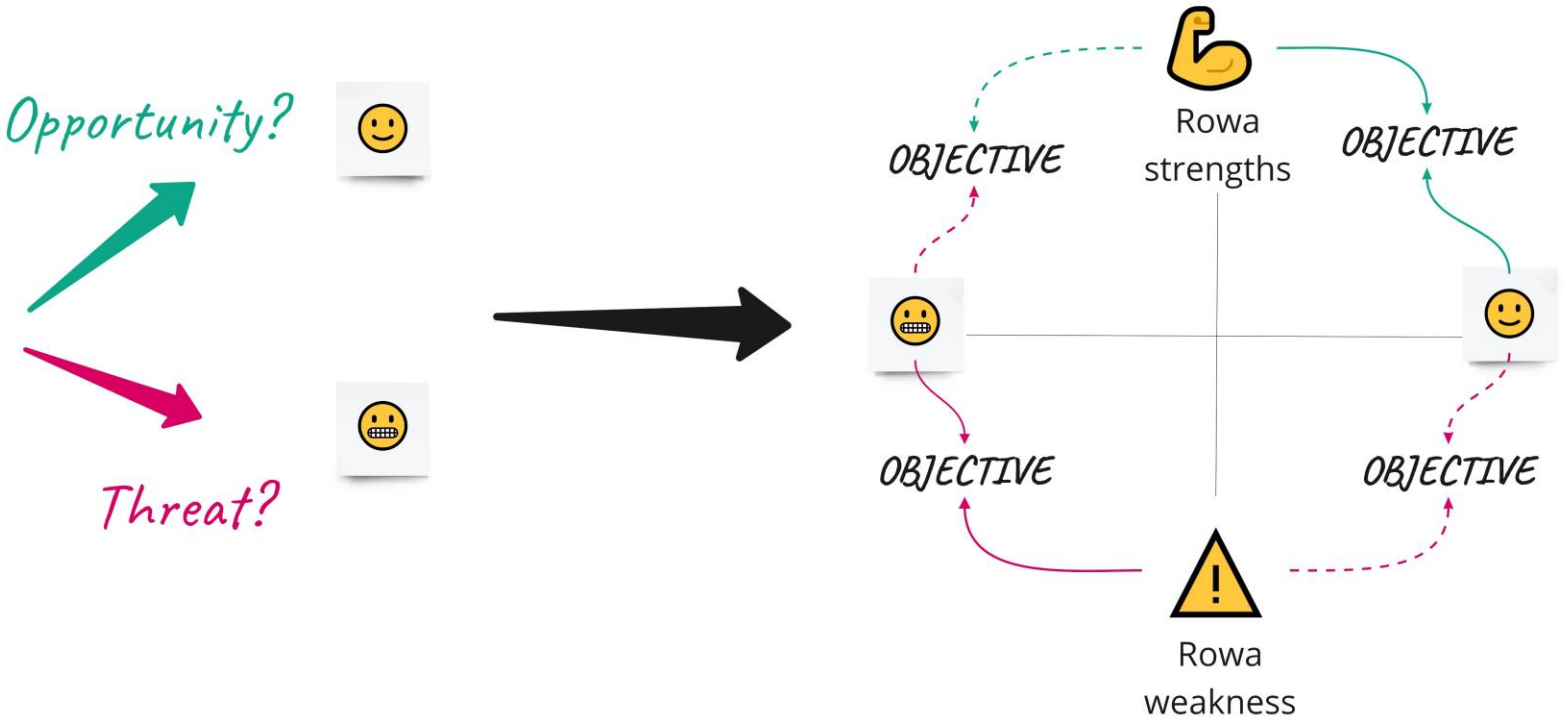
Strategy Process

How objectives are born (1/2)

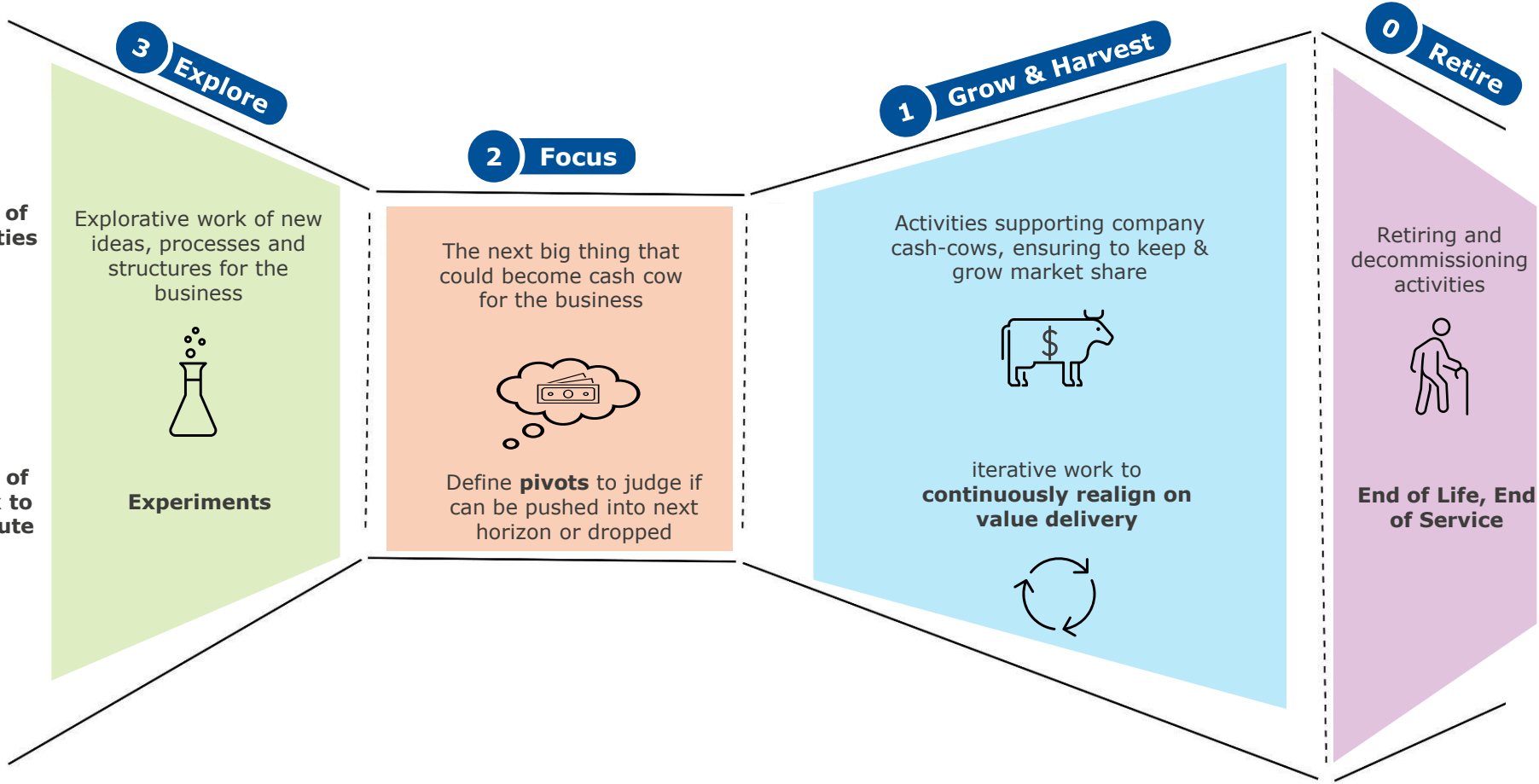


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How objectives are born (2/2)



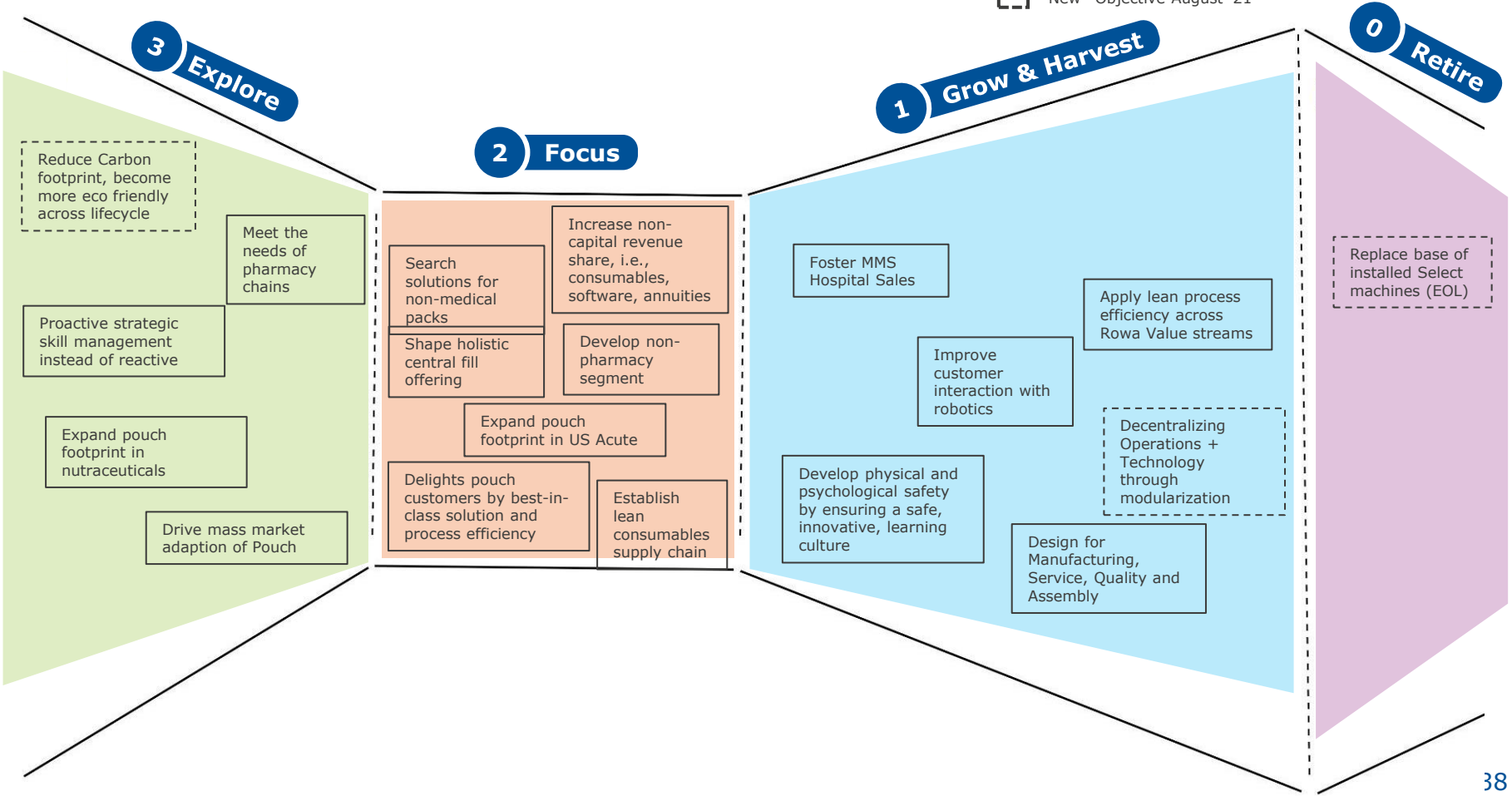
Horizons for Strategic Objectives



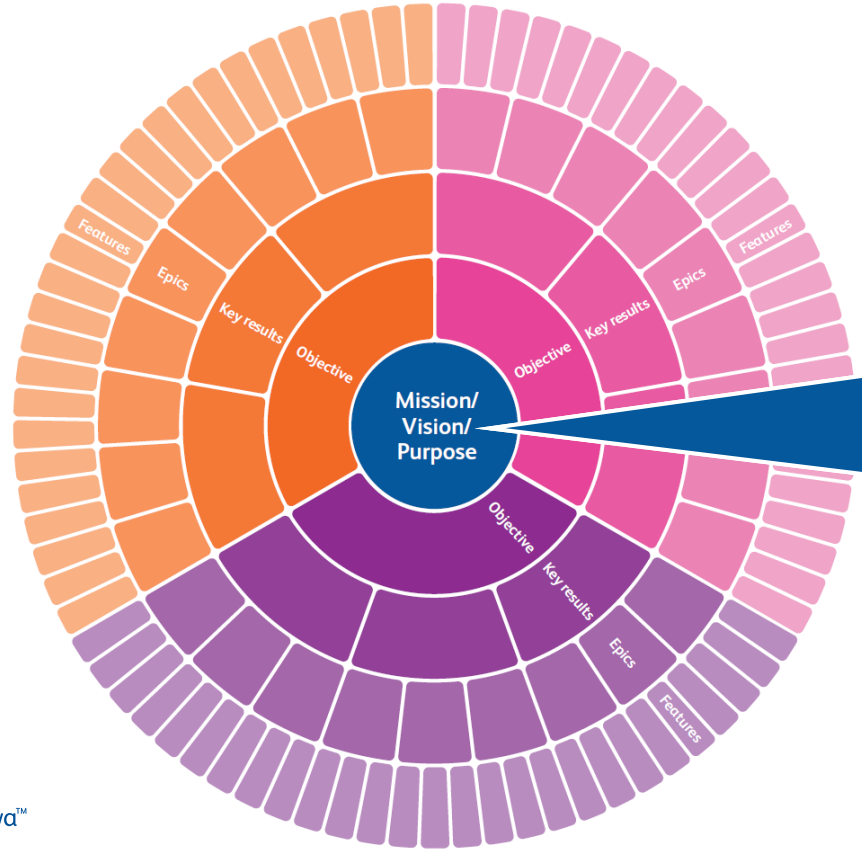
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Horizons for Strategic Objectives

New Objective August '21



Everything is connected: from mission to features



We at BD Rowa are passionate about advancing logistics and medication solutions improving patient safety and creating a better customer experience

Mission/Vision/Purpose: BD Rowa's overall mission and vision serves
weal
pric ler
suc
reg

Ob
des
terr rt-
war

wit te
feat on
the m do to
get there and how can I measure it?

Epics: epics typically span multiple program increments and can be independently tackled by various teams.

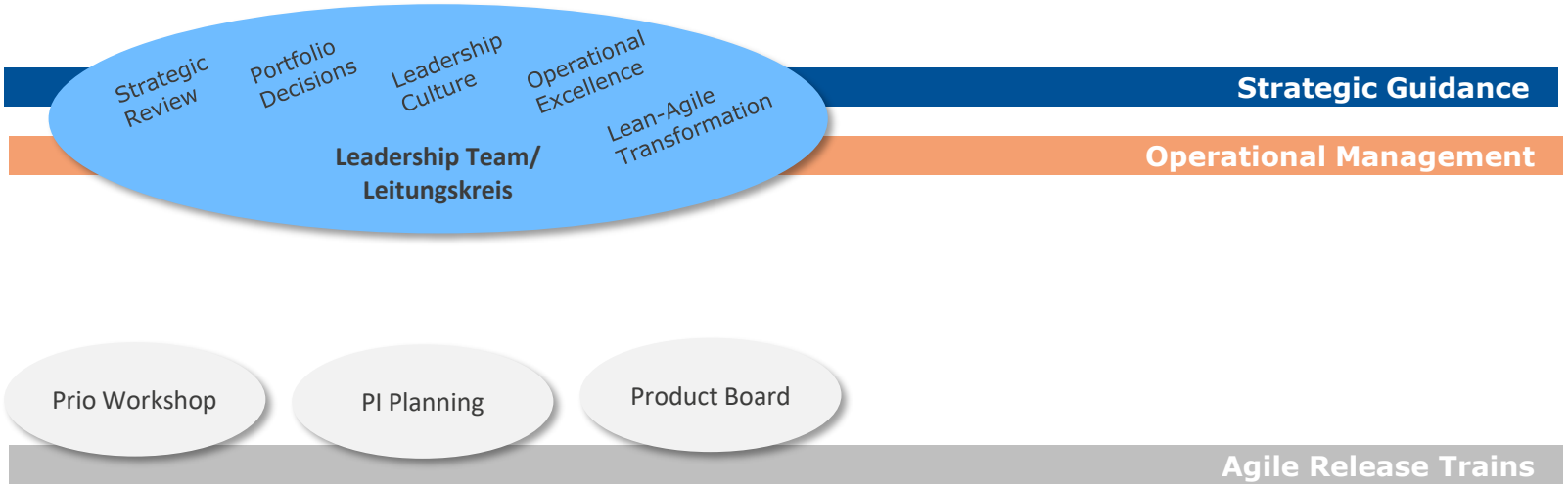
Features: features are derived from the epics that are broken down. They are small enough to be implemented within one program increment.

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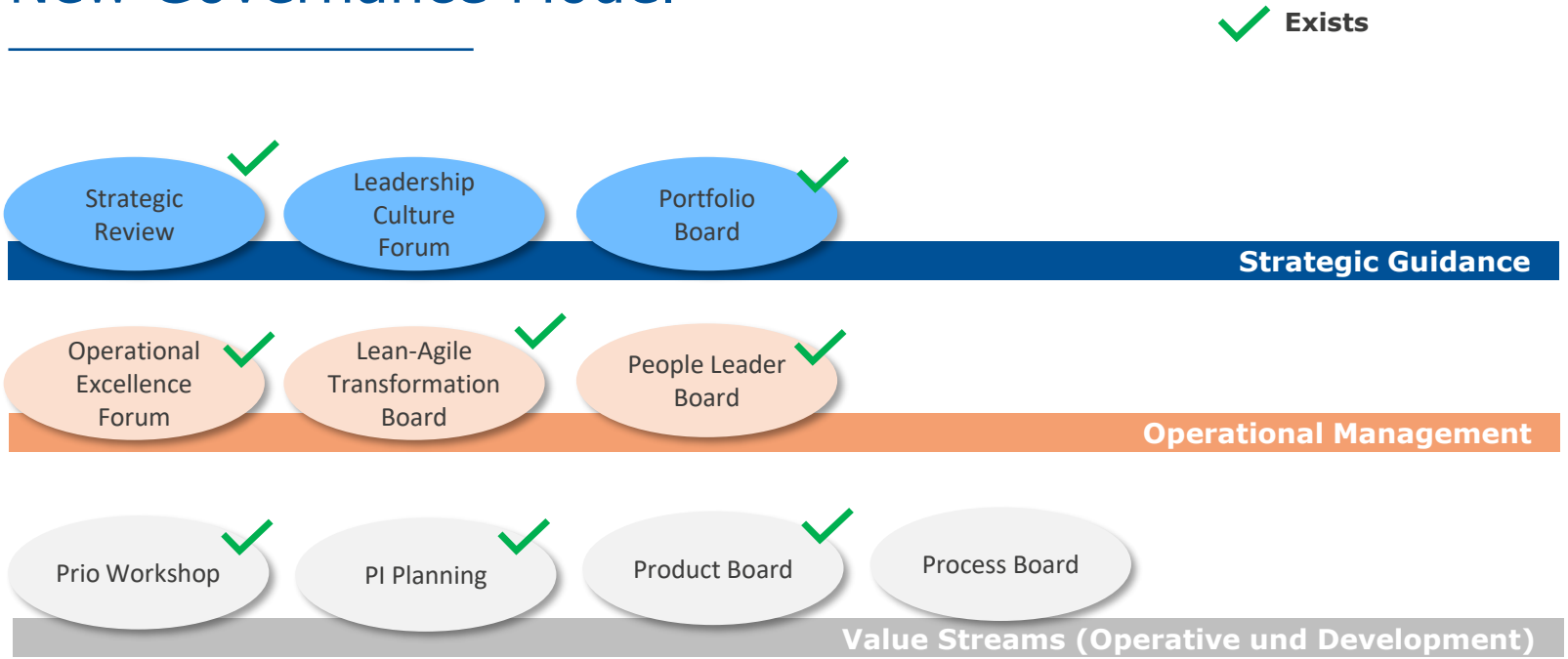
Governance

Old Governance Model



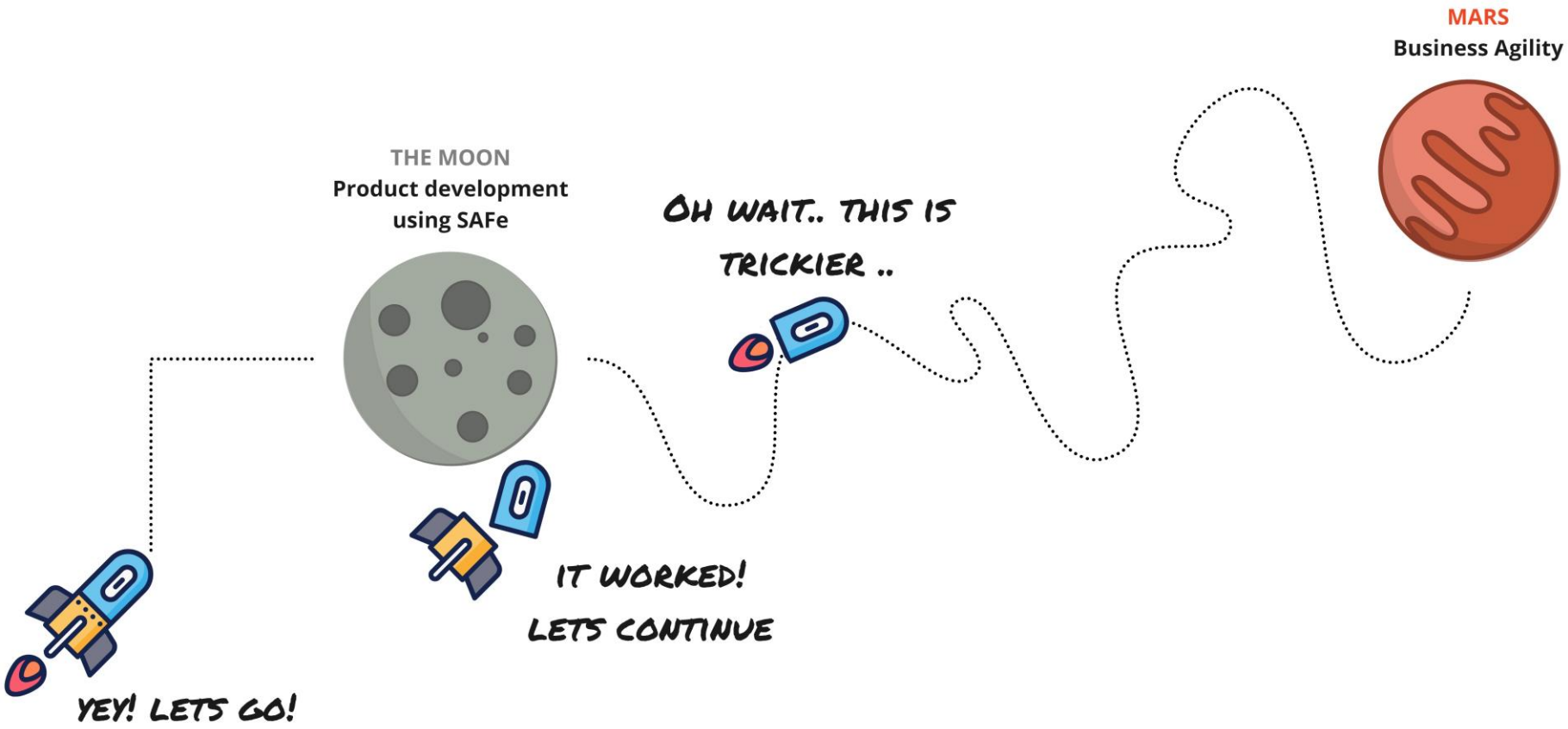
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New Governance Model



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summary


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