Transformation to SAFe – A Real World Journey

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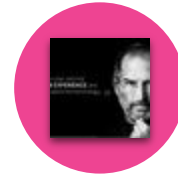› President and Patrol Captain Woolamai Beach Surf Life Saving Club

Agenda

 Fred IT Group

 Tipping Point

 Customer first focused strategy, structure, process

 Removing the silo's

 Retrospective

FRED

FRED IT GROUP

Gold
Microsoft
Partner

Established in 1992, Fred IT Group is Australia's largest IT provider to pharmacy. Our team of over **250 people** provide IT services and systems to over **3,000 pharmacies** across Australia. Our partnerships ensure we remain innovative and progressive.

The Pharmacy Guild of Australia

The Guild represents the interests of over **4,500** pharmacy owners and are founding investors in Fred.

HEALTH

As **Australia's 9th largest company**, Telstra are investing in eHealth initiatives and health technology and are a major investor in Fred.

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Fred IT Group

Customers

Products

Is there a shared understanding of our vision?

Are there any issues with our way of working?

Is the time to market helping us achieve our targets?
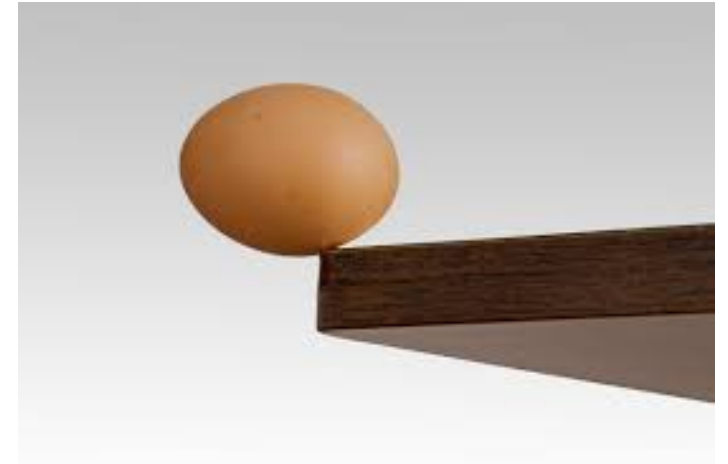
Are our customers happy with our products?

Do the products we deliver have quality issues?

Are there gaps between business and delivery teams?

Do we capture metrics to measure our capability?

Is there productivity loss due to the amount of rework for products?

Do our current feedback loops work to keep up with market expectations?

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Reflection

Strategy & Customer

- No strategic alignment, chasing shiny objects
- Missing deadlines, losing customer confidence
- Slow time to market, can't react quickly
- Lack of predictability and delivery
- Quality and rework issues, little customer engagement
- To early commitment to a design that didn't work
- Growth in complexity

Structure

- Silos, handoffs, heavy process, lack of trust
- Lack of communication
- Large backlog of work not getting done
- Unrealistic estimates and due dates set by the wrong people
- Ineffective meetings, lack of accountability, inability to make decisions
- Problems discovered too late and in production

Team & Process

- Lack of empowerment, low engagement and morale
- Missing, incomplete, changing, ambiguous requirements
- Lack of visibility and transparency
- No focus, task switching, several projects with same people
- Constantly changing business requirements
- No automation, lack of or too many tools
- No way to improve systematically

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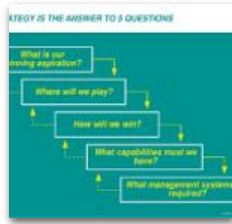
Strategy

Honest Review

Spoke to our customers

Obtained advice

Structured Framework

Structure

Complete re-design

Focused on delivery of product to our customers

Minimising hand-offs

Clear accountability

Process

Review of operating models

Scaled Agile Framework ("SAFe")

Expert advice

We do not know better

Financial commitment

Board Level Support

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Traditional Silo Structure

Sales & Marketing

Product Management

Build
Architecture
BA
Dev
QA
Proj Mgt

Operations
Cust Support
Infrastructure
Security
Customer Service
Release
Deployment
Training

CEO, Finance, HR

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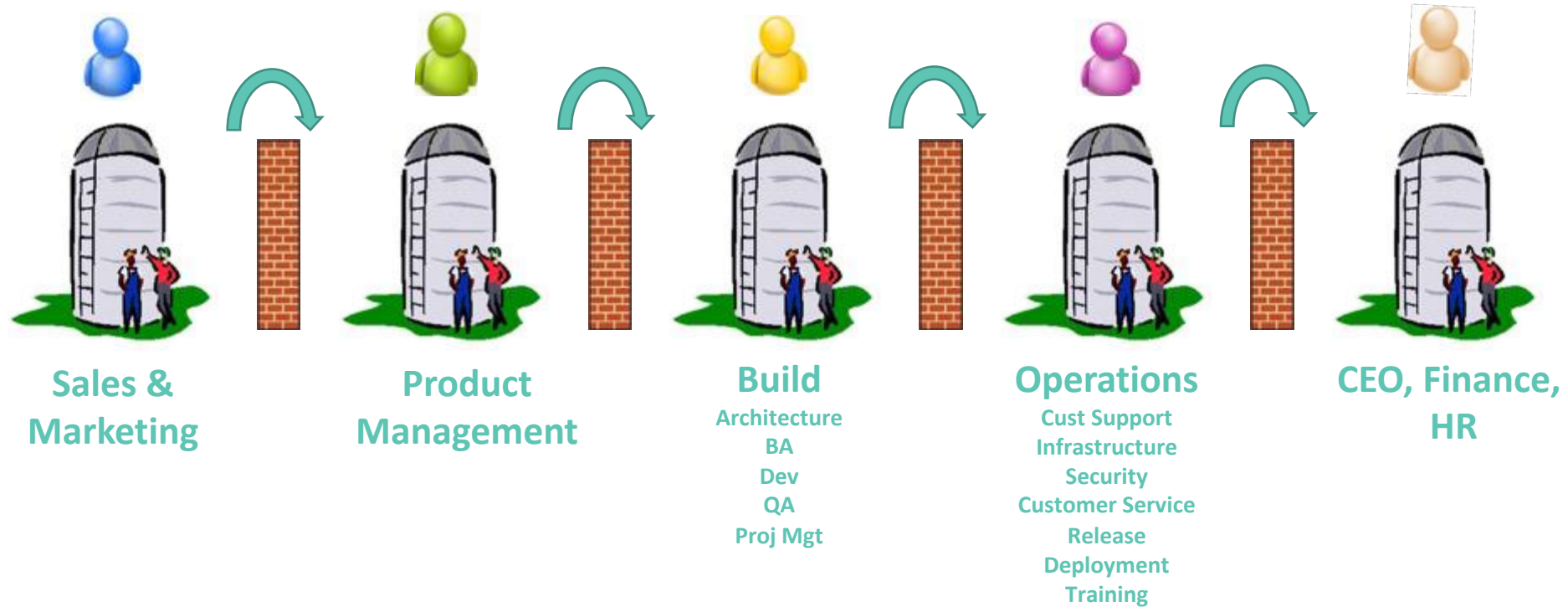
Customer and Product Focused Value Streams

Kaizen Express

eHealth

Kyushu (Corp Services)

CEO, Finance, Technology, Customer Experience, HR

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Kaizen Express Train Launch

Metrics

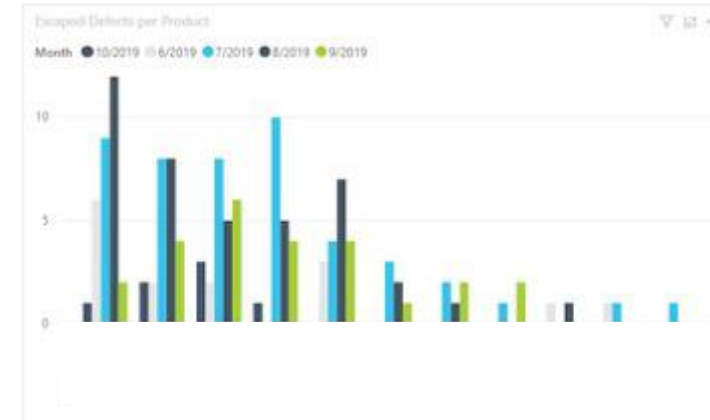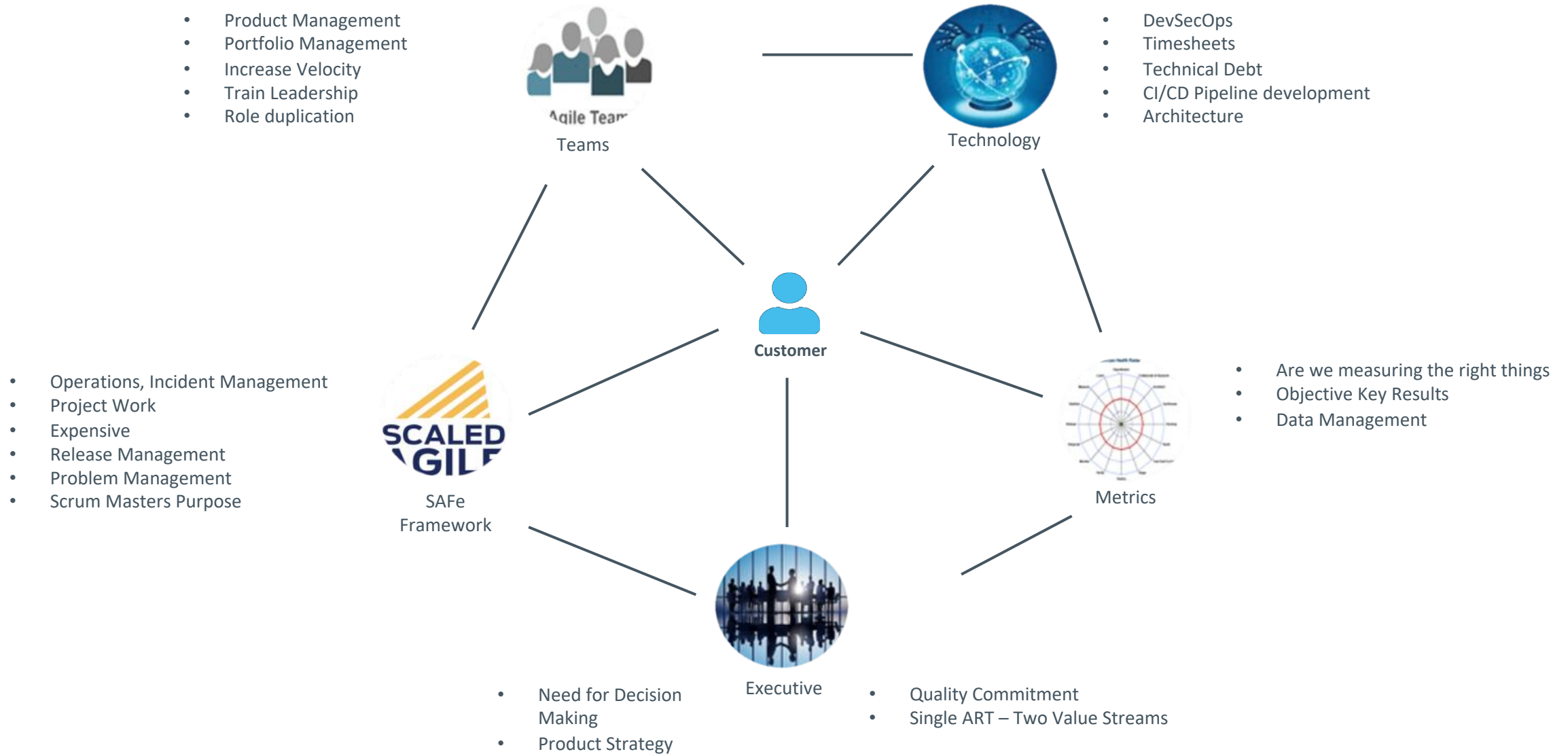Metrics are captured in Azure DevOps, providing visibility on what is being built when, by who and enabling forward planning based on train performance data

Retrospective – What worked well

Teams
- Transparency
- PI Planning
- Appreciation of Customer Value
- Feature Based Teams
- Clear Accountability
- Visibility

Technology
- Dedicated, Centralised Architecture Team
- Security
- Enterprise Applications Roadmap
- Product v Corporate Technology
- Tools rationalisation – MS Teams, Miro, AzDo

Customer

SAFe Framework
- Kanbans
- Industry Best Knowledge
- Way of Working
- Off The Shelf
- Common Terminology
- Essential/Portfolio Level SAFe
- Pretty Agile

Metrics
- Story Points
- Dependencies
- Improved Estimation
- AzDo

Executive
- Board Support
- Clear Accountability
- Removal of Silo's

- Value Stream Funding
- 12-18 Month Journey
- Cost Reduction

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Retrospective – Opportunities for Improvement

Teams
- Product Management
- Portfolio Management
- Increase Velocity
- Train Leadership
- Role duplication

Technology
- DevSecOps
- Timesheets
- Technical Debt
- CI/CD Pipeline development
- Architecture

Customer

SAFe Framework
- Operations, Incident Management
- Project Work
- Expensive
- Release Management
- Problem Management
- Scrum Masters Purpose

Metrics
- Are we measuring the right things
- Objective Key Results
- Data Management

Executive
- Need for Decision Making
- Product Strategy
- Quality Commitment
- Single ART – Two Value Streams

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- Questions

- Thank-you

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