

SANTIAGO ADVISORS: ENABLING AGILE

Teaser

2024

SANTIAGO 

Content

- 1. Agile in brief: What, Why, When, How**
- 2. Mastering Agile organizational maturity**
- 3. Fit-for-purpose solutions along Agile maturity**
- 4. Case studies**

This document provides a high-level understanding of Agile practices, industry challenges, and Santiago's approach to drive Agile implementation successfully at your organization

Major market trends and the role of Agile to tackle them successfully



Agile is a mindset supported by a set of values and principles

WHAT

Values & Principles

People & interactions

Create self-directed teams fueled by collaboration and empowerment

Outcomes

Identify the target result, deliver viable products incrementally, and measure success using value-based metrics

Customer collaboration

Involve stakeholders throughout the project and incorporate their feedback into the product

Adaptability

Embrace an iterative and flexible approach to generate fast and continuous improvement

WHEN

Project environment

Intricate cross-functional collaboration

High scope uncertainty

Deep customer focus

Rapidly changing environments

WHY

Benefits

Fluent and continuous communication

Enhanced output quality ensuring a working product

Prioritized customer needs, improving satisfaction

Quick reaction to changes in complex requirements

HOW: Agile principles can be implemented through diverse approaches¹



Scrum

Iterative and incremental framework for managing complex projects



Kanban

Visual framework focusing on managing and optimizing the flow of work

LEAN

Lean

Focuses in minimizing waste, optimizing flow, and maximizing customer value



SAFe

Set of organizational and workflow patterns for implementing scaled agile

Nexus

Nexus

Overlays the existing Scrum Agile framework to coordinate and intermesh the work of multiple Scrum teams



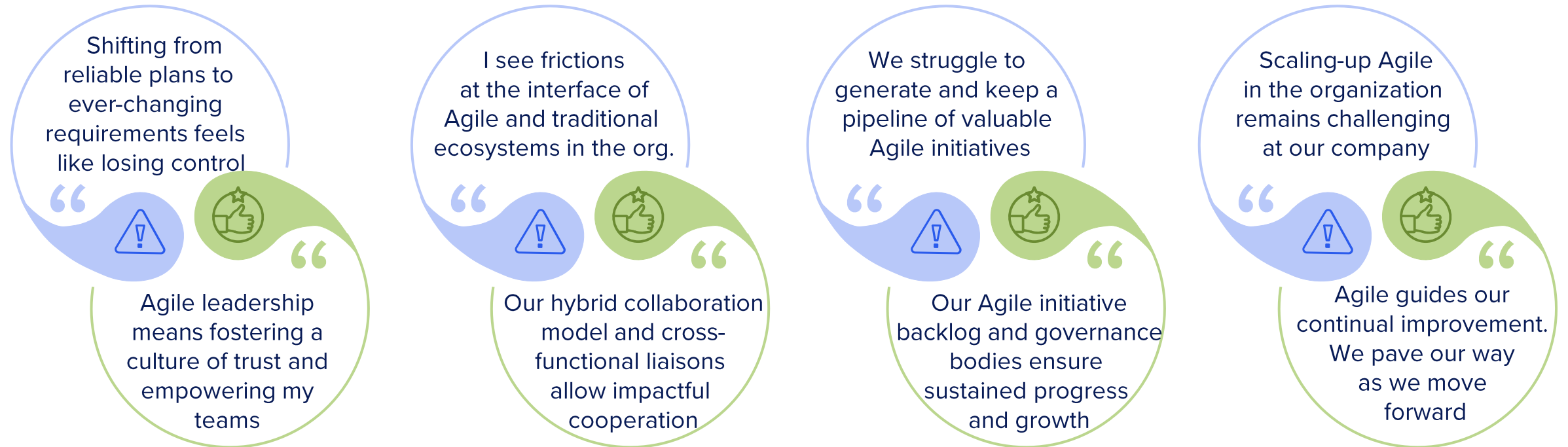
Further Frameworks

Feature-Driven Development (FDD), Dynamic Systems Development Method (DSDM), Extreme Programming (XP), etc.

65% boost in financial performance after successful Agile transformation²

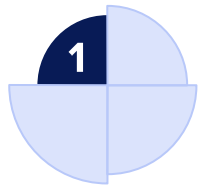
Each organization has a unique point of departure to Agile ...

Different perspectives towards Agile



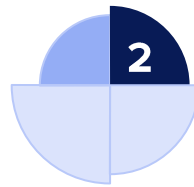
... thus, each organization requires tailored solutions to its Agile maturity level

AGILE MATURITY STAGES



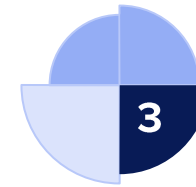
Agile Rookies

Lack of awareness or understanding of Agile values and principles



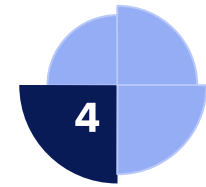
Agile Competitors

In early stage of adopting Agile practices, but facing inconsistency



Agile Champions

Solid understanding of Agile, steadily applying Agile practices, and recognizing its benefits

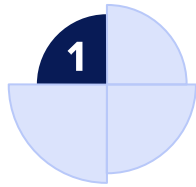


Agile Legends

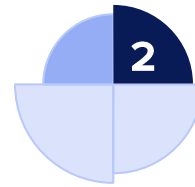
Proficient in Agile practices, adapting quickly to changing demands, and constant process optimization

Breaking-down Agile maturity along three major levers

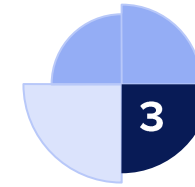
AGILE MATURITY STAGES



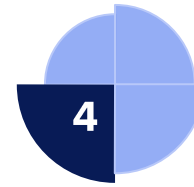
Agile Rookies



Agile Competitors



Agile Champions



Agile Legends

Processes & Structure (P&S)

Absence of clear P&S to implement Agile practices

Set up first basic Agile P&S, but not applied across the organization

Installed defined P&S, enabling collaboration and scalability

Instituted Agile P&S for continuous improvement and scalability

Capabilities

Lack of Agile awareness and trained personnel in Agile practices

Started capability building, but there are still gaps in skills and knowledge

Created skillful Agile teams, delivering incremental value

Excellent capabilities meet changing demands, delivering quality results

Mindset & Culture

Traditional hierarchical mindset and a culture of resistance to change

Initiated culture shift towards Agility, but pockets of resistance persist

Supportive and collaborative culture, with teams embracing Agile

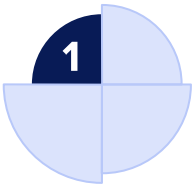
Embedded Agile mindset drives optimization and innovation



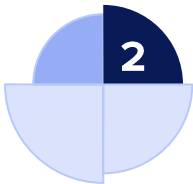
Unlocking the potential of Agility requires tailored solutions aligned with individual organization's maturity levels to overcome their distinct challenges

Agile maturity assessment to generate fit-for-purpose solutions

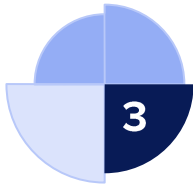
AGILE MATURITY STAGES



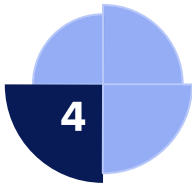
Agile Rookies



Agile Competitors



Agile Champions



Agile Legends

Processes & Structure (P&S)

Capabilities

Mindset & Culture



Santiago's initial assessment aims to identify your organization's Agile level to better support your organizational transformation journey

Our Agile Expertise, Your Competitive Edge (1/2)

Maturity upgrade



Case study*



Santiago support & outcome



Product Owner enablement & conceptualization of tailored digital products
Pharma R&D unit

P&S Capabilities M&C

- Creation, prioritization, and **implementation of backlog; product scale-up, and training of users**

- **3 interconnected mature digital products** for (1) Knowledge Management & Strategy Communication, (2) Competitive Intelligence, and (3) Project Management System along the value chain



Agile training and coaching across roles
Pharma IT unit

Capabilities M&C

- **Education, consulting, and coaching** of stakeholders of a product centric transformation (leaders, product team members) on **agile values, principles and practices**

- Successful transition into **new collaboration framework with enabled product teams**



Large scale program management
Pharma cross-company

P&S Capabilities M&C

- Implementation of **customized scaled agile framework** for agile planning across several interconnected use cases and delivery teams

- Aligned plan with identified interdependencies, enhancing **overall efficiency and collaboration**



Value stream generation & management
Pharma IT unit

P&S Capabilities M&C

- Identification and implementation of **product activities along the main value stream** of data-related products

- Improved **product development efficiency**, streamlined workflows, and **enhanced data product delivery**



Discover how we empowered businesses with Agile practices to outpace competitors

Our Agile Expertise, Your Competitive Edge (2/2)

Maturity upgrade



Case study*



Santiago support & outcome



Tailored partial-agile organizational model Finance cross-company

P&S Capabilities M&C

- Design and implementation of a **tailored partial-agile model** in pilot areas, followed by company-wide **scale up by adapting organizational aspects** and training leadership and employees



- **Improved customer orientation**, increased employee satisfaction, and empowered innovation



Holacracy organization model Finance cross-company

P&S Capabilities M&C

- Design and implementation of a **decentralized management corporate structure** through the set-up of an increasing number of autonomously acting teams



- Radical customer and employee orientation and **increased organizational ownership** and commitment



Tailored operating model for Agile projects Finance cross-company

P&S Capabilities M&C

- Development of a **framework to identify and select projects suited for agile mode**, guidance of pilot projects, and coaching and enablement of stakeholders to drive the projects



- Defined **operating model for Agile projects**, **upskilled stakeholders**, and increased individual ownership



Flawless customer experience design MedTech Marketing unit

P&S Capabilities M&C

- **Set-up of a digital marketing center of excellence**, covering client activation, content production and distribution, branding, MarTech, and organization



- Cross-hierarchical and **cross-functional enablement of new roles** and responsibilities



Discover how we empowered businesses with Agile practices to outpace competitors

Embrace Agile with Santiago: Let's partner up!

Three levers for effective Agile implementation and rapid results to drive success

Processes & Structure

Capabilities

Mindset & Culture

Let's connect for an assessment of the Agile maturity of your organization



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