

Lean-Agile Center of Excellence (LACE)

The key for Success in Large Scale Transformation roll-out

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Nokia Software

1.8B+

Devices managed

200+

Revenue management:
customers supporting
>1B subscribers

> 600

Service assurance
deployments

> 3B

Customer Care
transactions per
month across >300
customers.

> 500

Network Mgmt.
customers

20

Percentage of world's
mobile usage data
processed

100+

Service Fulfillment
customers

120

SON customers

> 250M

Live subscribers
protected across 90+
SBC carrier
deployments

> 80

MANO
deployments

> 350

Analytics customers

> 500

Security projects
across fixed,
mobile, and IoT

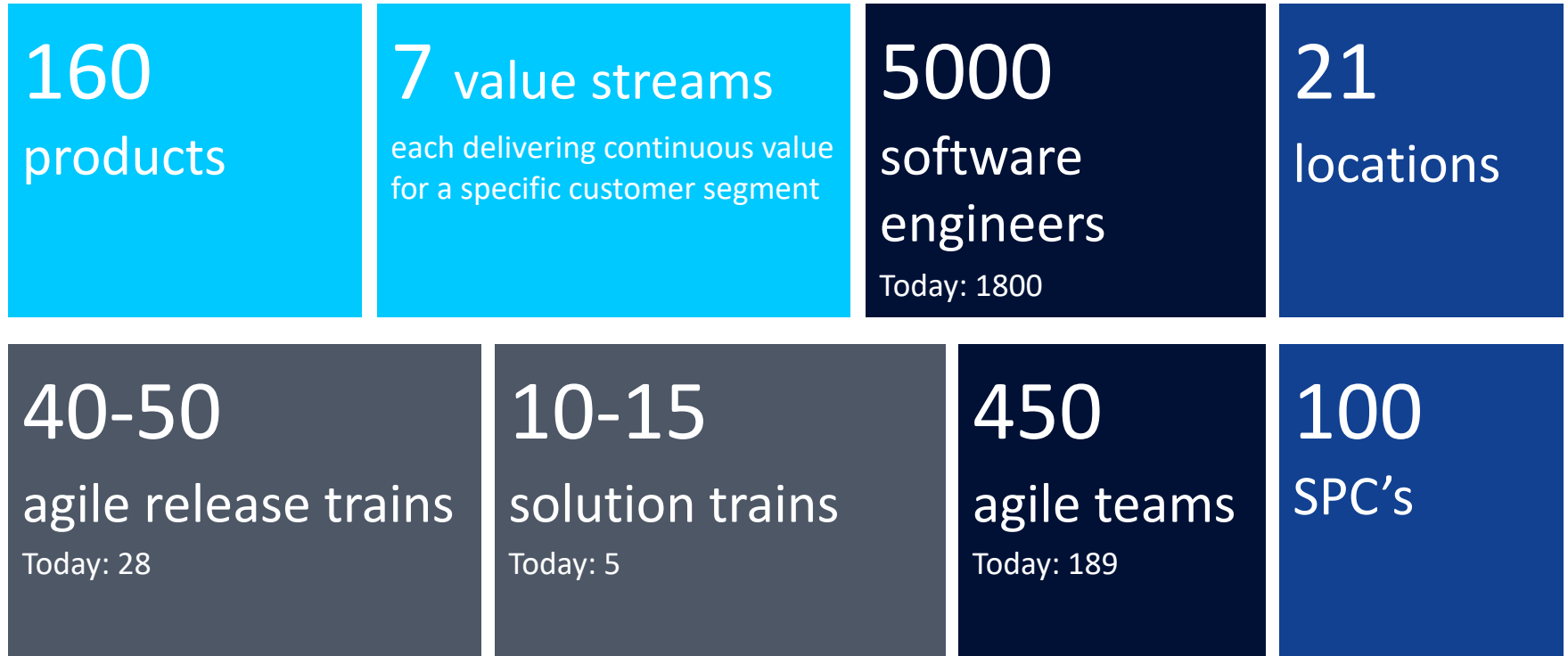
> 50

IoT deployments

SAFe at Nokia Software: Goals

1. Identifying and addressing gaps and overlaps in the portfolio
2. Managing dependencies and avoiding delays
3. Planning strategic features across the portfolio
4. Ensuring consistent requirements for common functionality
5. Facilitating the creation of cross-portfolio solutions
6. Defining customizations

SAFe at Nokia Software: Scale



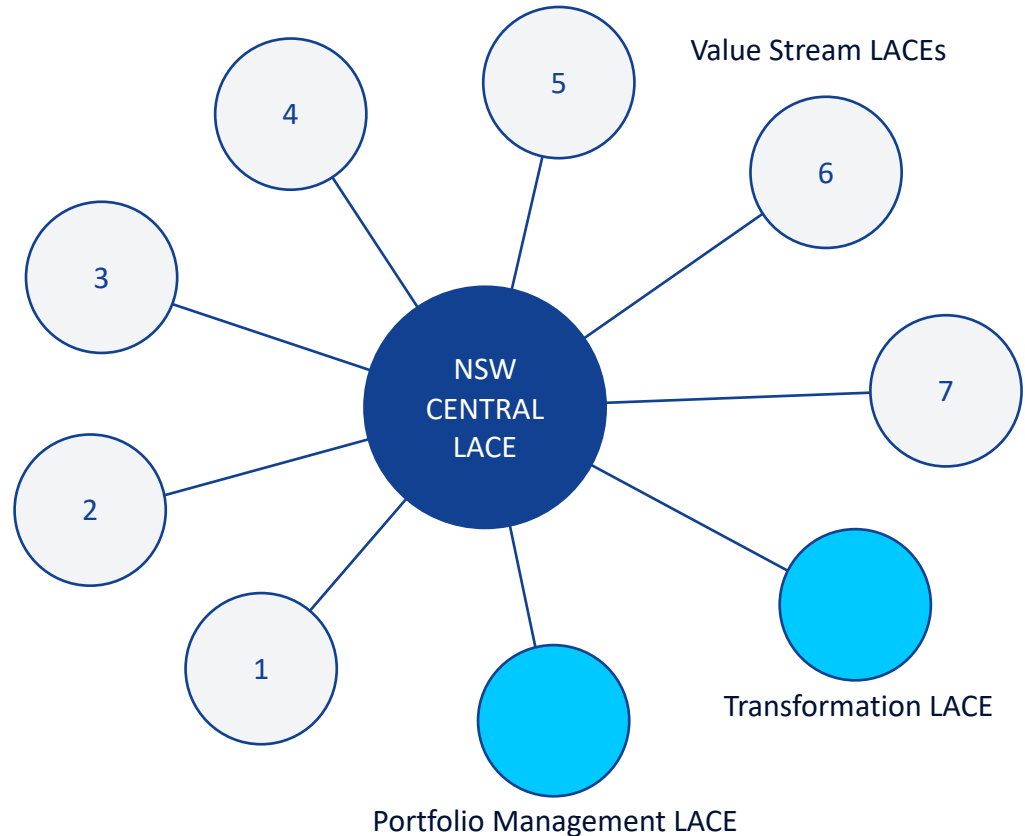
SAFe Transformation is planned
and executed through **LACE**
Hub-and-Spoke model

Nokia Software LACE setup

Hub-and-Spoke

Value Stream LACEs

- Seven (7) “sub-portfolios” of NSW Portfolio targeted for different customer segments, with multiple products, solutions and Agile Release Trains
- Each Value Stream has a Lean-Agile Center of Excellence (LACE)
 - to coordinate, steer and facilitate the Product and Solution management
 - to fostering and driving the Lean-Agile transformation



Central LACE

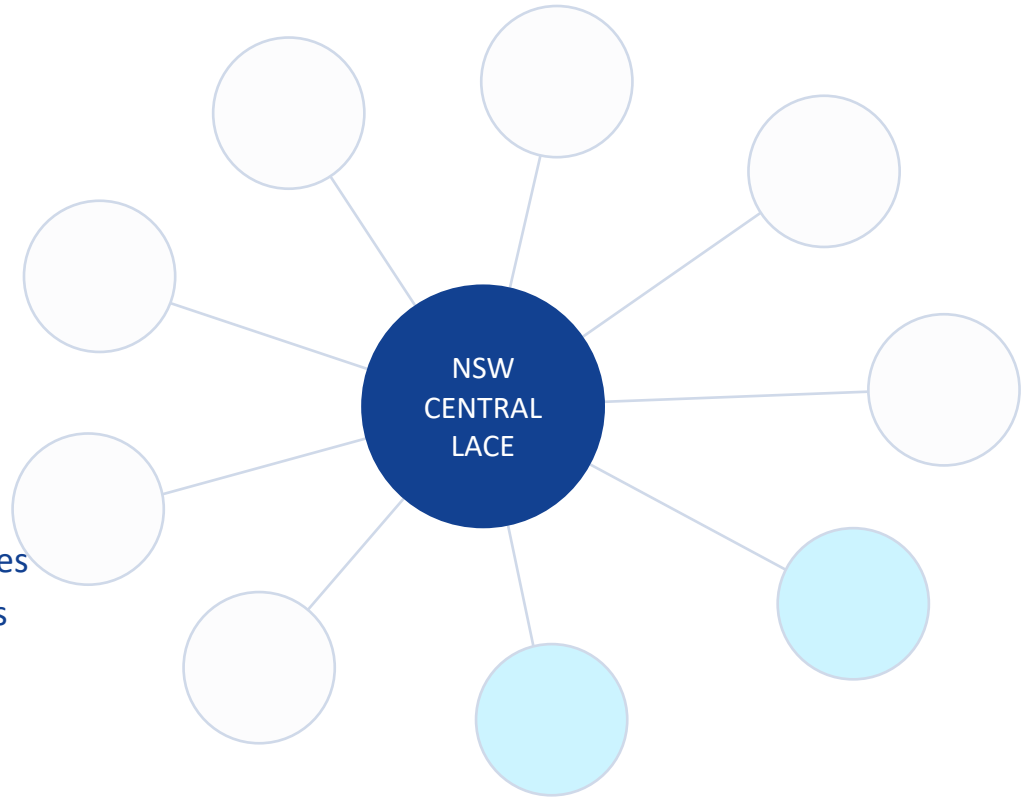
Role of the Hub

Members

- Facilitators from Value Stream LACEs
- Leads from Portfolio Management and Transformation LACEs

Mission

- NSW SAFe Deployment Plan
- Steering NSW ART launches
- NSW SAFe Portfolio Management
- Transformation backlog epics and priorities
- Coaching and guiding Value Stream LACEs
- Remove transformation impediments
- Communication



Value Stream LACE

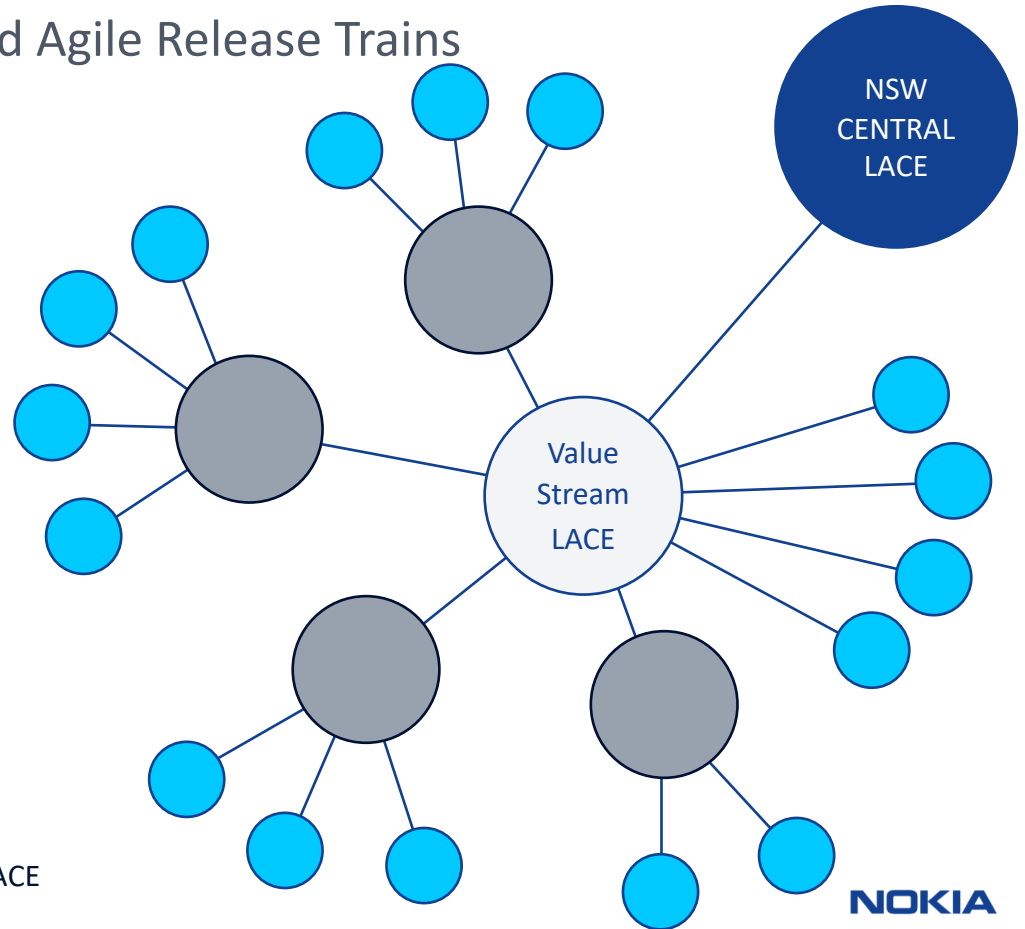
Hub-and-Spoke: Solution Trains and Agile Release Trains

Members

- Value Stream Solution Train and ART LACE representatives

Mission

- SAFe Deployment Plan
- ART launches and coaching
- Transformation backlog
- Remove transformation impediments
- Communication
- Leadership and team training & coaching
- Agile tooling
- DevOps



Transformation LACE

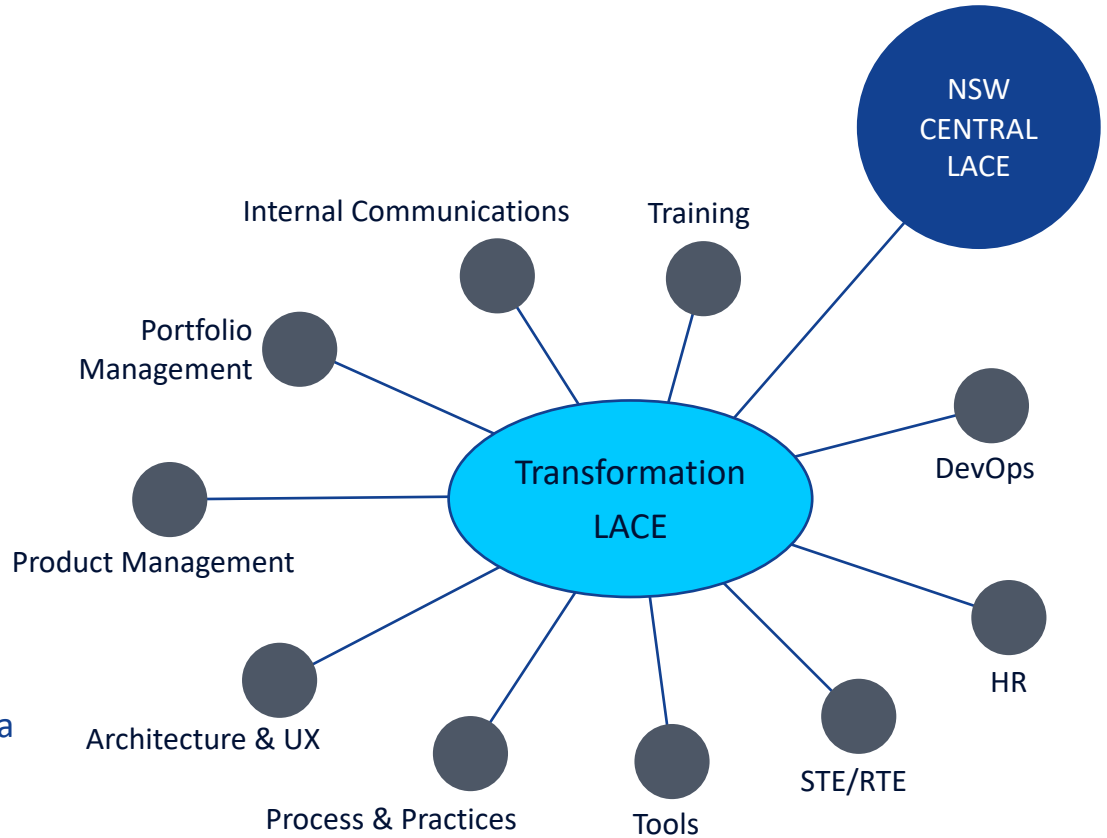
Hub-and-Spoke

Members

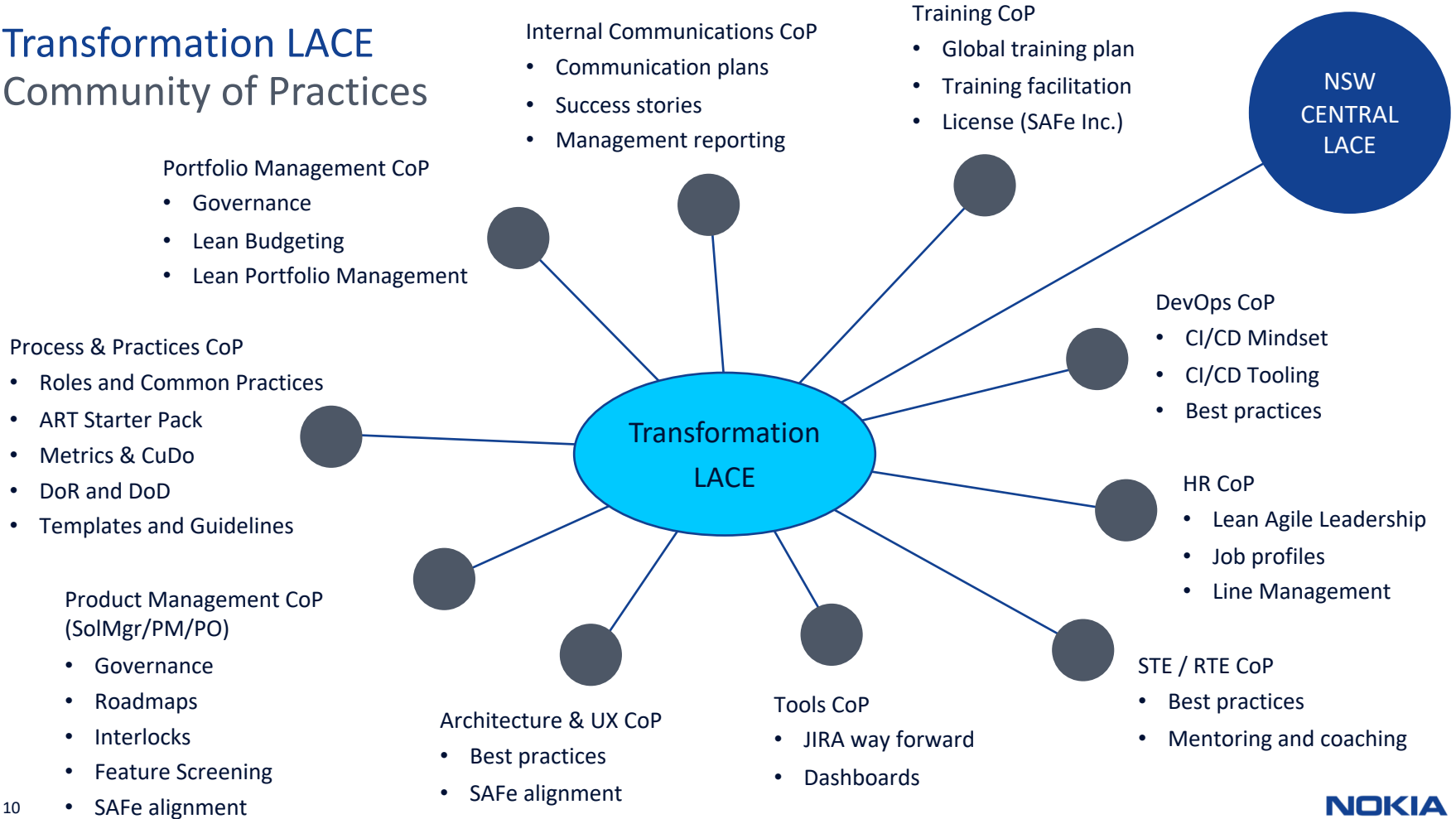
- Transformation related Community of Practice Leads

Mission

- Implement transformation backlog
- Provide ART launch support
- Coaching existing ARTs
- Provide and Coordinate training
- Provide Process and Practice guidelines
- Tools (guidance to NSW CTO and Nokia IT)



Transformation LACE Community of Practices



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