

Lean Portfolio Management

Lessons learned when working on a large scale

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SAFe at Nokia Software: Scale

160
products

21
locations

5000 software engineers
Today: 1800

40-50
agile release trains
Today: 28

10-15
solution trains
Today: 5

450
agile teams
Today: 189

100
SPC's

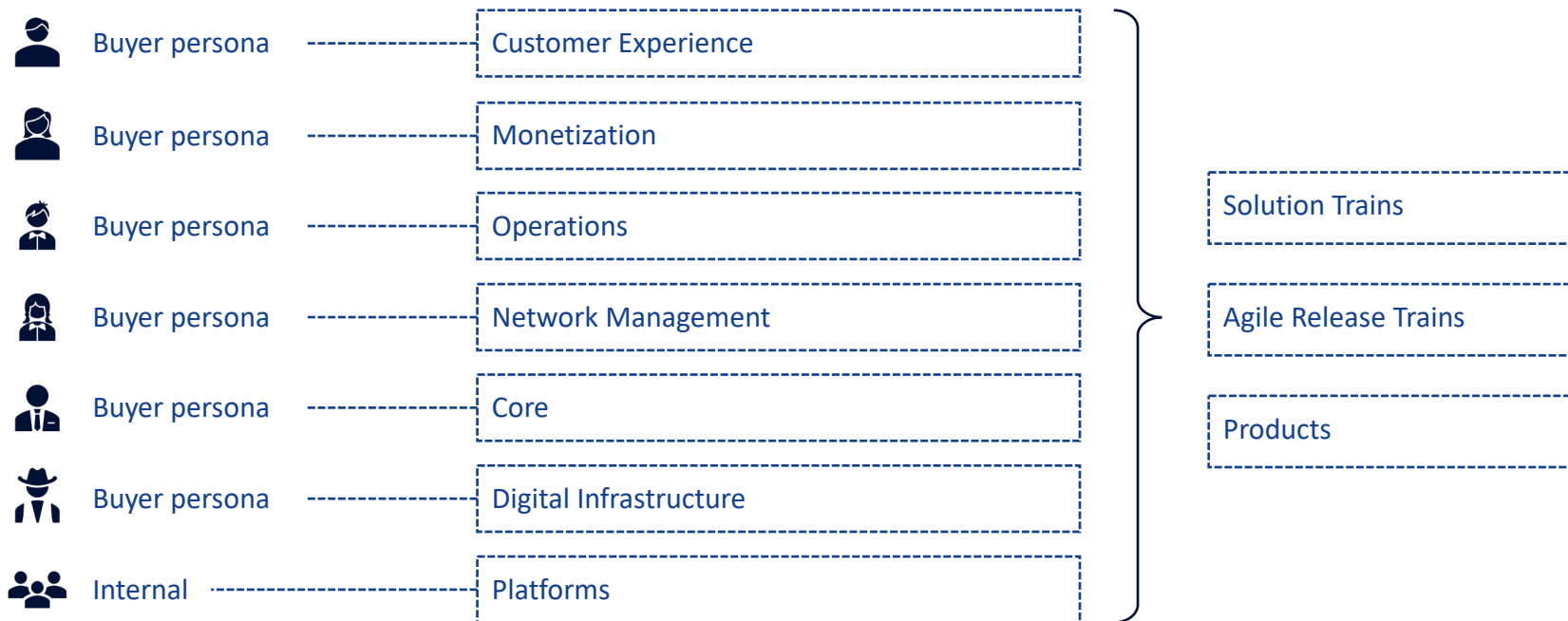
#1 Lesson

Value Streams

It's not practical to have 160 value streams.
(each product delivers value to a customer)

#1 Lesson: Value Streams

Customer segments ▶ 7 value streams (“sub-portfolios”) ▶ Product & Solution Mgmt



#2 Lesson

Portfolio management

Portfolio in 2 levels:

Nokia Software portfolio & “Sub-portfolios” (value streams)

Portfolio epics and enablers

Lean Portfolio Management

“Sub-portfolio” management



Strategic themes



Funding / Budgeting



Cross-portfolio solutions



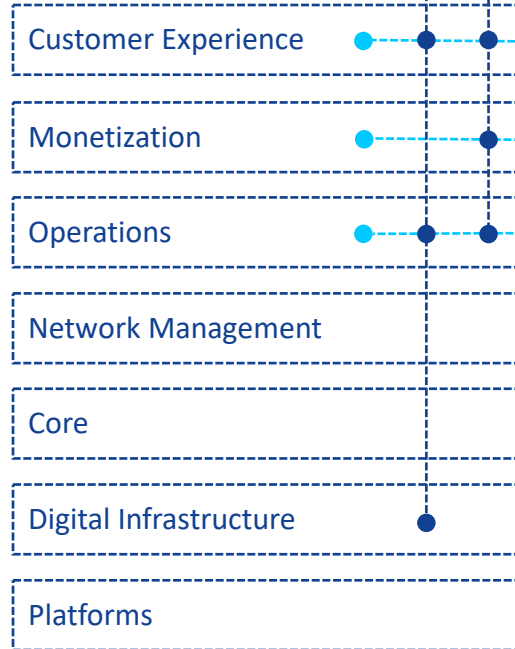
Common enablers



Quarterly Business Reviews



Lean Startup cycle (MVP)



Customer requests

Solution capabilities

Program epics



Budget allocations



Solution & Agile Release Trains



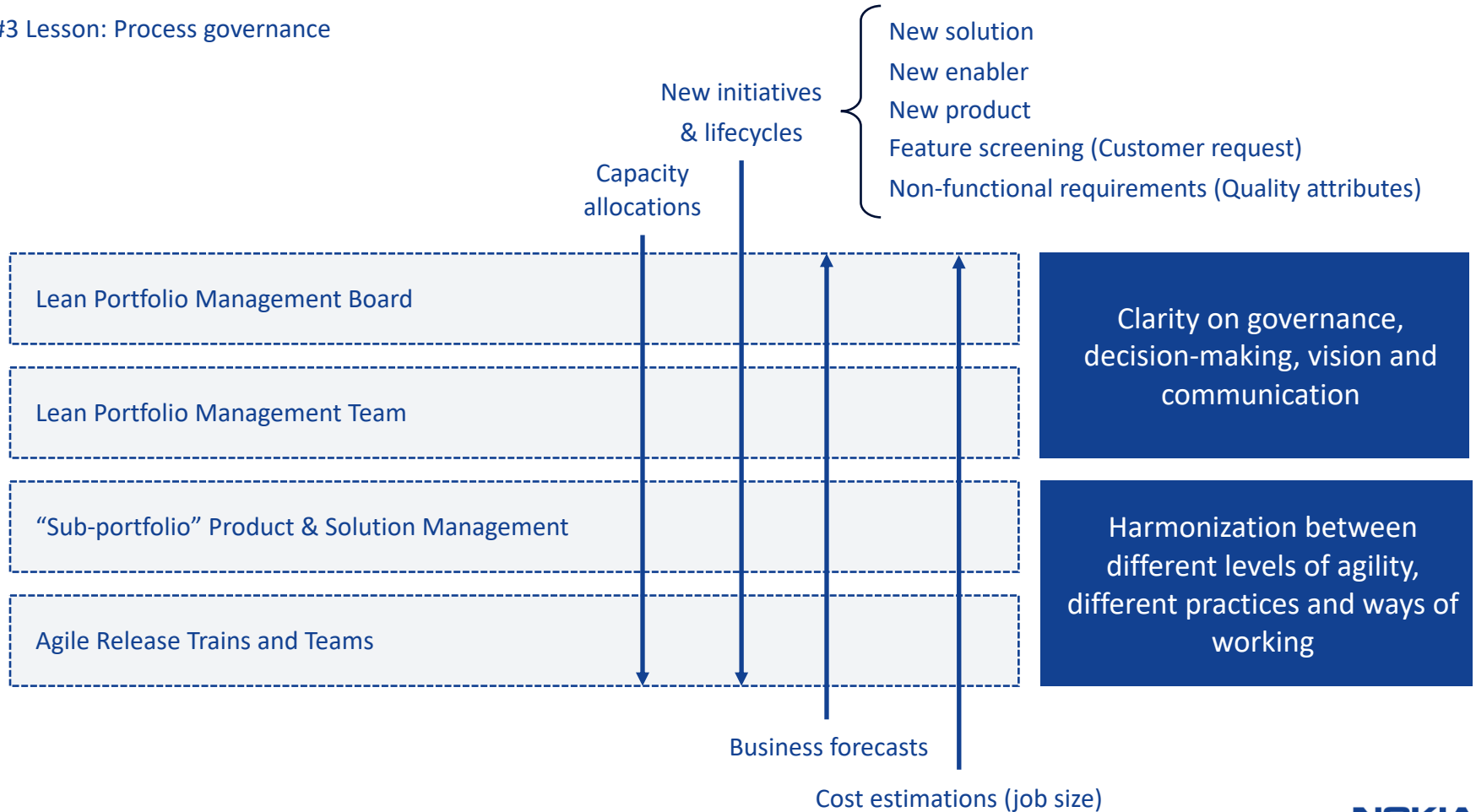
Release Management

#3 Lesson

Process governance

Setting clear governance is a must. It needs to be supported with harmonized practices.

#3 Lesson: Process governance

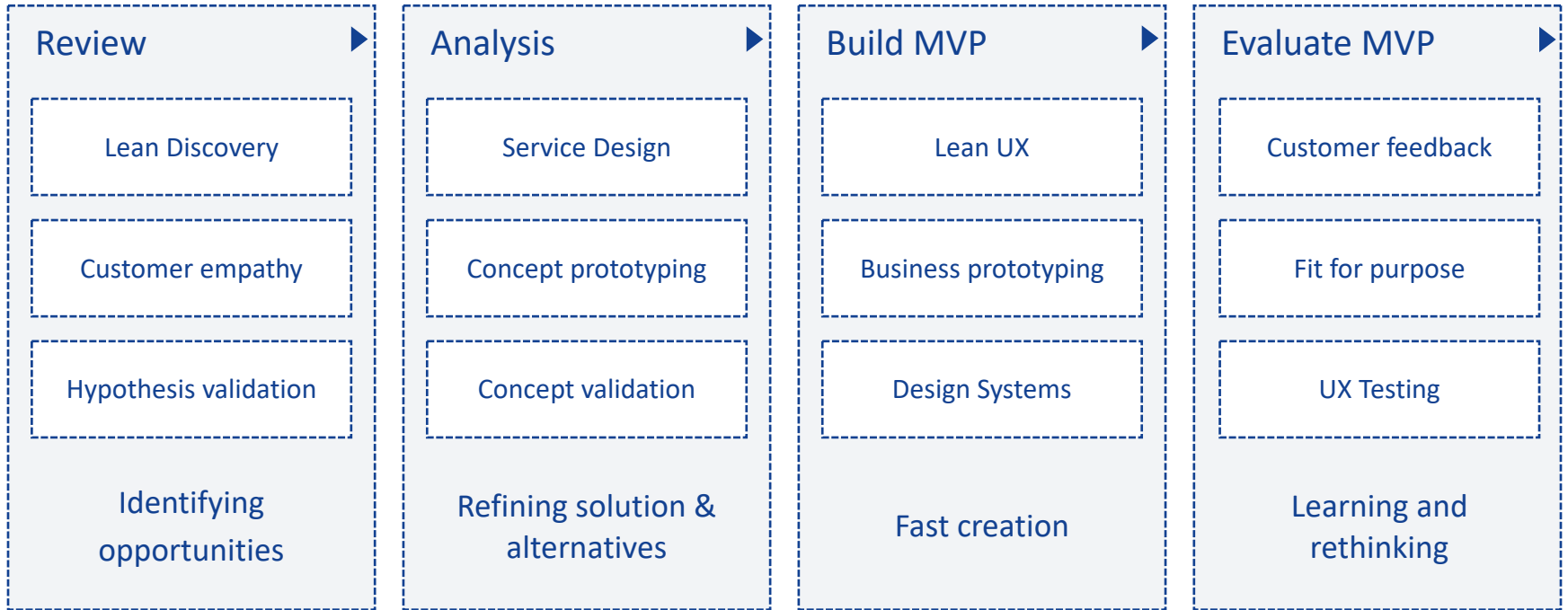


#4 Lesson

Design Thinking

Design Thinking amplifies Lean-Agile way of working

Portfolio Kanban / Lean Startup Cycle for product innovation and strategic investments



Design Thinking for Customer Success

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