Is Scrum a challenge or an enabler to innovation?

How to use Scrum in early innovation engagements

Mary Sandberg & Sara Victor-Hansen, co-owners of an early digital innovation process in Novo Nordisk

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Introduction | Purpose of this presentation & agenda

- Introduction to our early innovation process

- *Your* input on how to mature our agility

- Networking

Introduction | Who we are

Mary Sandberg
Head of Innovation Consulting

4 years working in the Business Innovation Garage
3 years leading Innovation Consulting
1 year co-leading the Innovation Funnel

Sara Victor-Hansen
Digital Accelerator Service Lead

3 years working as an Agile Coach and Scrum Master
1 ½ as a manager (so far)
2 month in new role, co-leading the Innovation Funnel

Co-owning the early innovation
process for digital endeavours

Novo Nordisk at a **glance**

Novo Nordisk is a leading global healthcare company, founded in 1923 and headquartered in Denmark.

Our purpose is to drive change to defeat serious chronic diseases such as diabetes, obesity and rare blood and endocrine disorders.

We do so by pioneering scientific breakthroughs, expanding access to our medicines and working to prevent and ultimately cure disease.

1. https://companiesmarketcap.com/pharmaceuticals/largest-pharmaceutical-companies-by-market-cap/
(As of 5 January 2023).

Supplier of nearly

50%

of the world's insulin

Total net sales

177

billion DKK
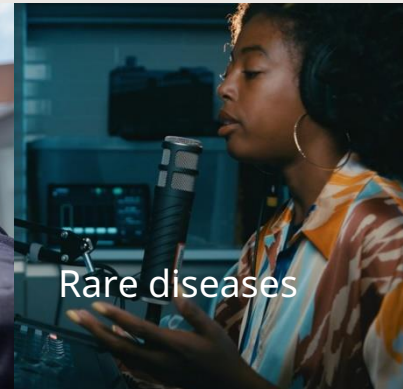
Affiliates in

80

countries

19 20 23

Driving change for generations

Globally, we are serving over

40

million patients

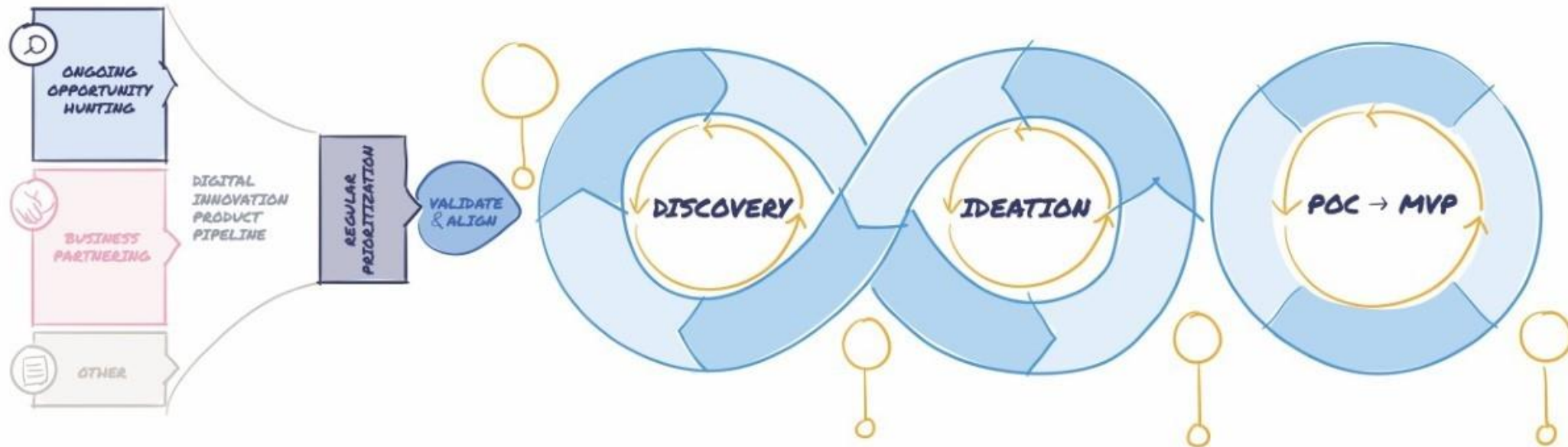**R&D centres** in China, Denmark, India, UK and US

Strategic production sites in Denmark, Brazil, China, France and US

Around

59,000

employees

Cardiovascular disease

Rare diseases
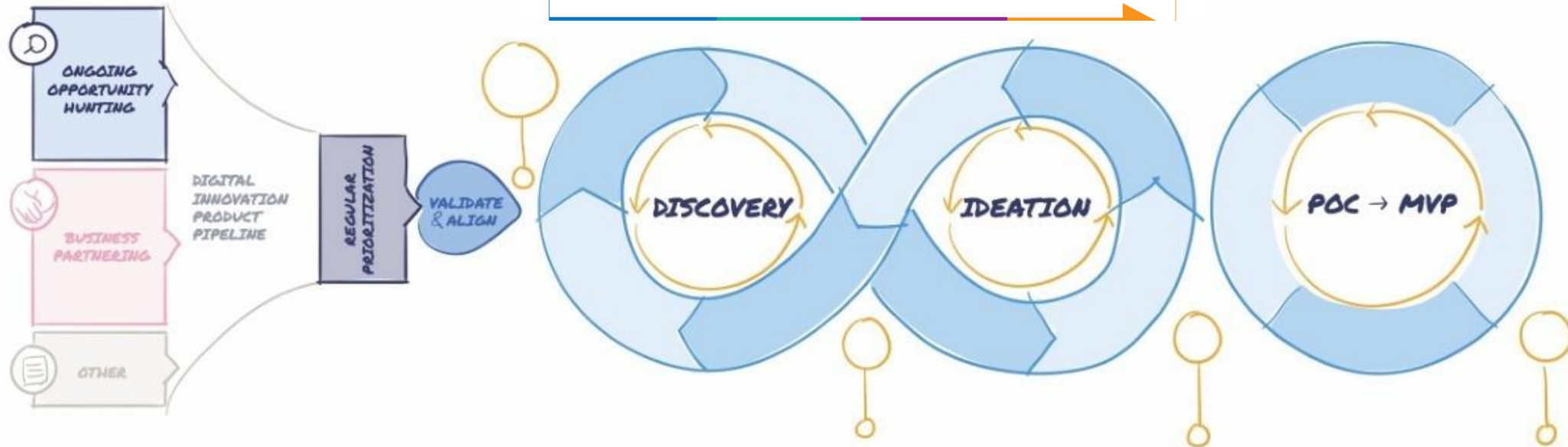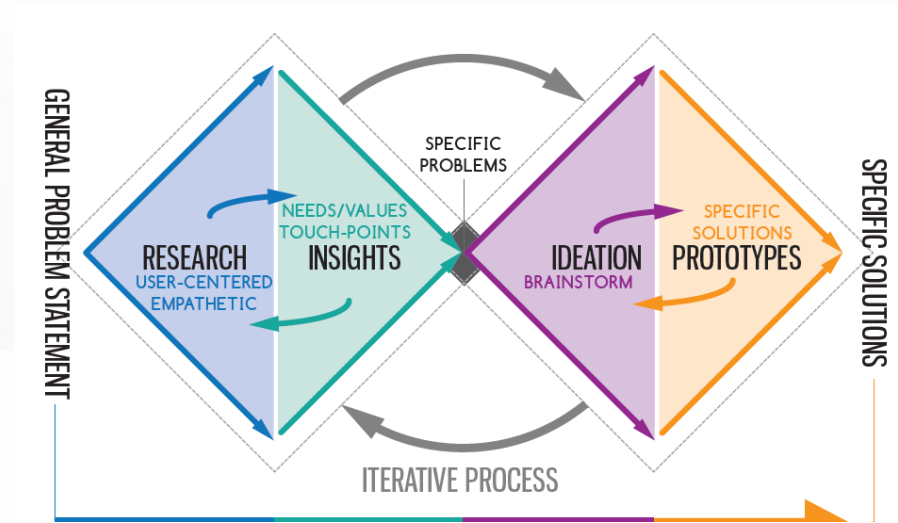
Diabetes

Obesity

A top five
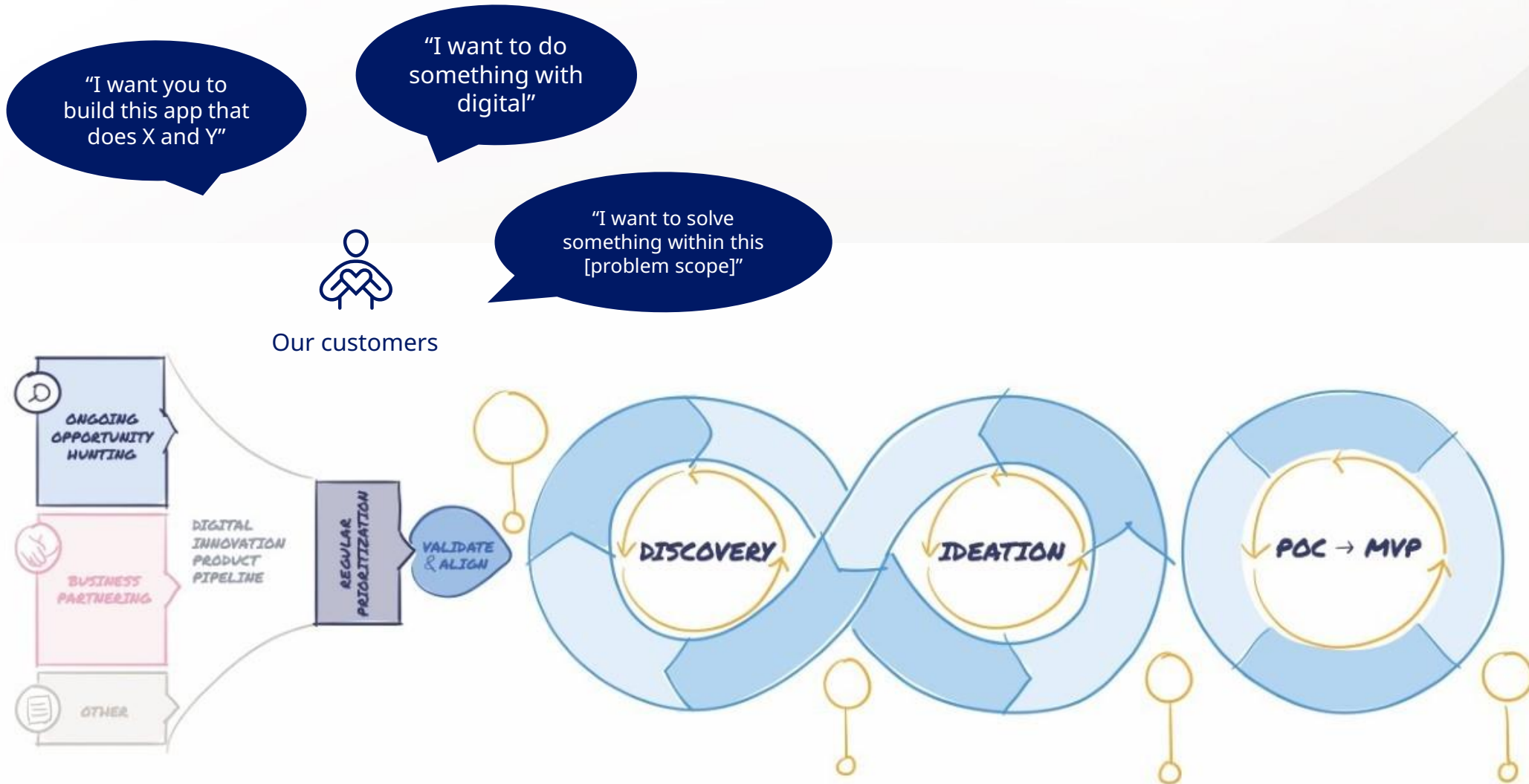
pharma company measured by market value[1]

Introduction | Our early innovation process for digital innovation, "The Funnel"
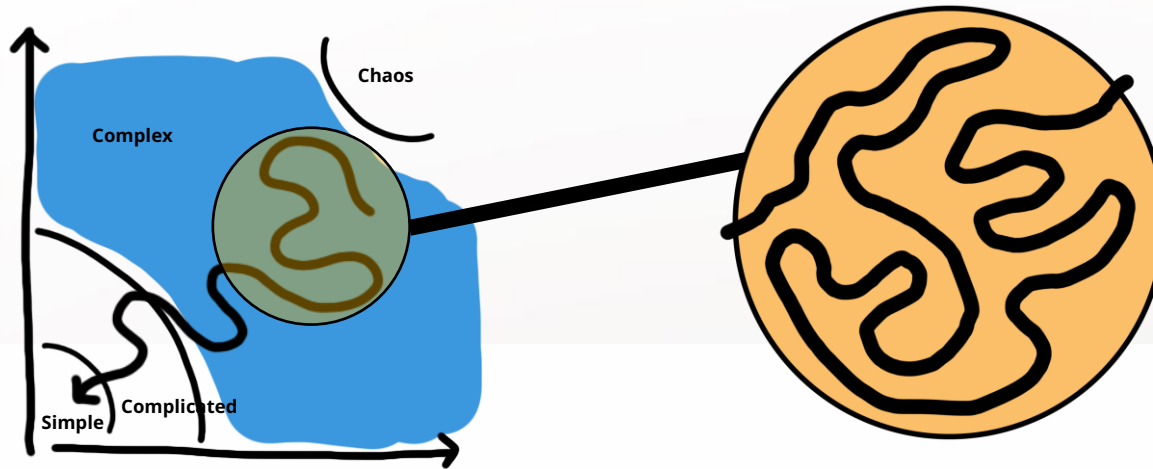
Introduction | Design Thinking as our framework

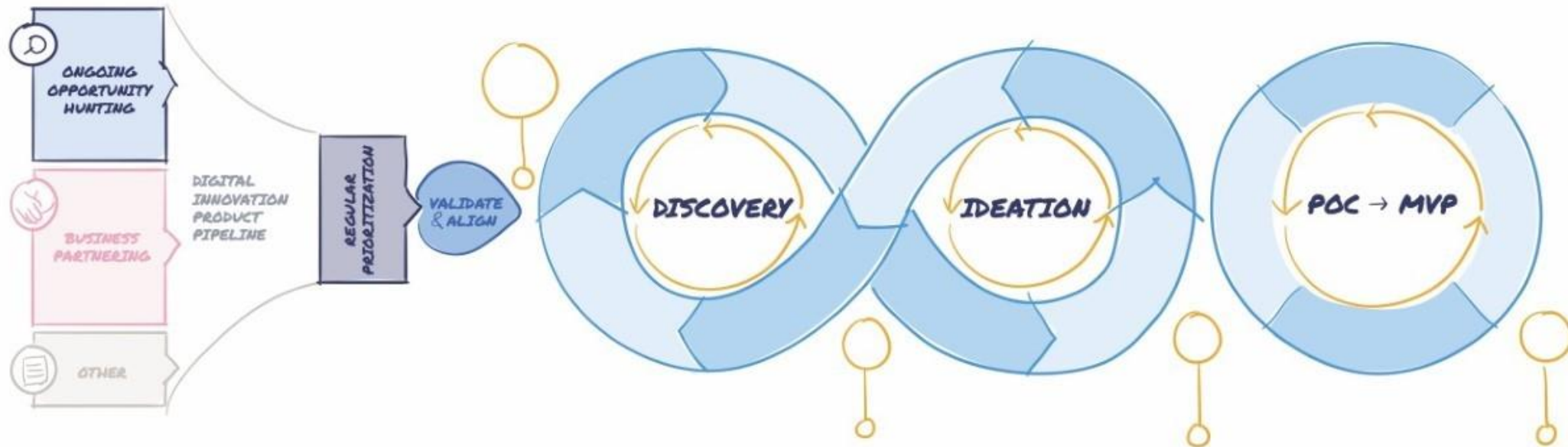# **Introduction** | Customers have varying degrees of maturity

Introduction | High complexity, esp. in the beginning

Chaos

Complex

This is where we operate

Simple   Complicated

ONGOING OPPORTUNITY HUNTING

DIGITAL INNOVATION PRODUCT PIPELINE

BUSINESS PARTNERING

OTHER

REGULAR PRIORITIZATION

VALIDATE & ALIGN

DISCOVERY   IDEATION   POC → MVP

Introduction | Our context and challenges

A. Early innovation carries uncertainty (e.g. on scope, team setup). We need to be agile in every sense of the word. Is sprinting even possible? Is a stable team possible?

B. For some projects, access to end-users is restricted. How to be user-centric without access to users?

C. Our deliverables are not software until much later in the process, and maybe we never build any software. How do you use Scrum for non-software teams?

…The rest of the organisation uses Scrum (sometimes scaled through SAFe) Should it even be Scrum we use?

Your input & networking | Maturing agility in our early innovation teams

We suggest:

- A Product (Problem) Owner, a person empowered for day-to-day business decisions

- A Scrum Master, covering agility (maybe Scrum) and team collaboration/team health

Our question to you:

- How do *you* see that Scrum (or other agile frameworks or elements) can support early innovation engagements, in a way that helps solve the challenges we mentioned?

Your input & networking | Breakout

Breakout into groups:

1. First, groups of 2

2. Then, groups of 4

3. Finally, groups of 8 – Condense your suggestions onto one flipchart

4. In plenum we gather "your top advice/approach" from each group

Tip: Pair up with someone you don't know already ☺

Our facilitators will keep the time and ring a bell when we move from one point to another

Thank you | next session