

藥廠尙敏捷 迸出新滋味

Kelvin Liu

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- 外商藥廠
Scrum Master / L&D Manager
- 外商銀行
VP, Learning; Sales Manager
- Certified Scrum Master
- Certified Scrum Product Owner
- AICCP Accredited Coach Training Program
- NTU Global MBA

Agenda

- 藥廠為什麼想導入敏捷?
- 藥廠用敏捷/Scrum來做什麼?
- 導入初期主管一定會問的問題
- 導入之後的現況

規範嚴格，發展緩慢

藥物、醫療器材別亂賣！隨意打廣告小心挨罰500萬

新頭殼newtalk | 張嘉哲 綜合報導

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讚 54



台北市衛生局食藥科長王明理指出，醫療器材、藥物屬於許可制，如果未經申請就直接打宣傳廣告，依據《藥事法》第66條處20萬元以上、500萬元以下罰鍰。

理科太太近日於影片中進行工商業配，提及子宮頸癌篩檢相關器材，有涉及醫材廣告的疑慮。圖：翻攝理科太太youtube

規範嚴格，發展緩慢

林美秀代言疫苗廣告 遭停播、開罰

09:48 2014/05/15 | 集團連線報導 | 金櫻潔



林美秀擔任皮蛇防護大使，恐遭罰錢命運。(資料照片 社外提供)

藝人林美秀日前拍攝皮蛇疫苗廣告，衛生福利部食品藥物管理署昨表示，疫苗是醫師處方藥，且國內帶狀疱疹疫苗許可證僅有一張，認定廣告有招徠銷售嫌疑。該廣告違反《藥事法》，將開罰藥廠業者20萬元，並且勒令廣告下架。

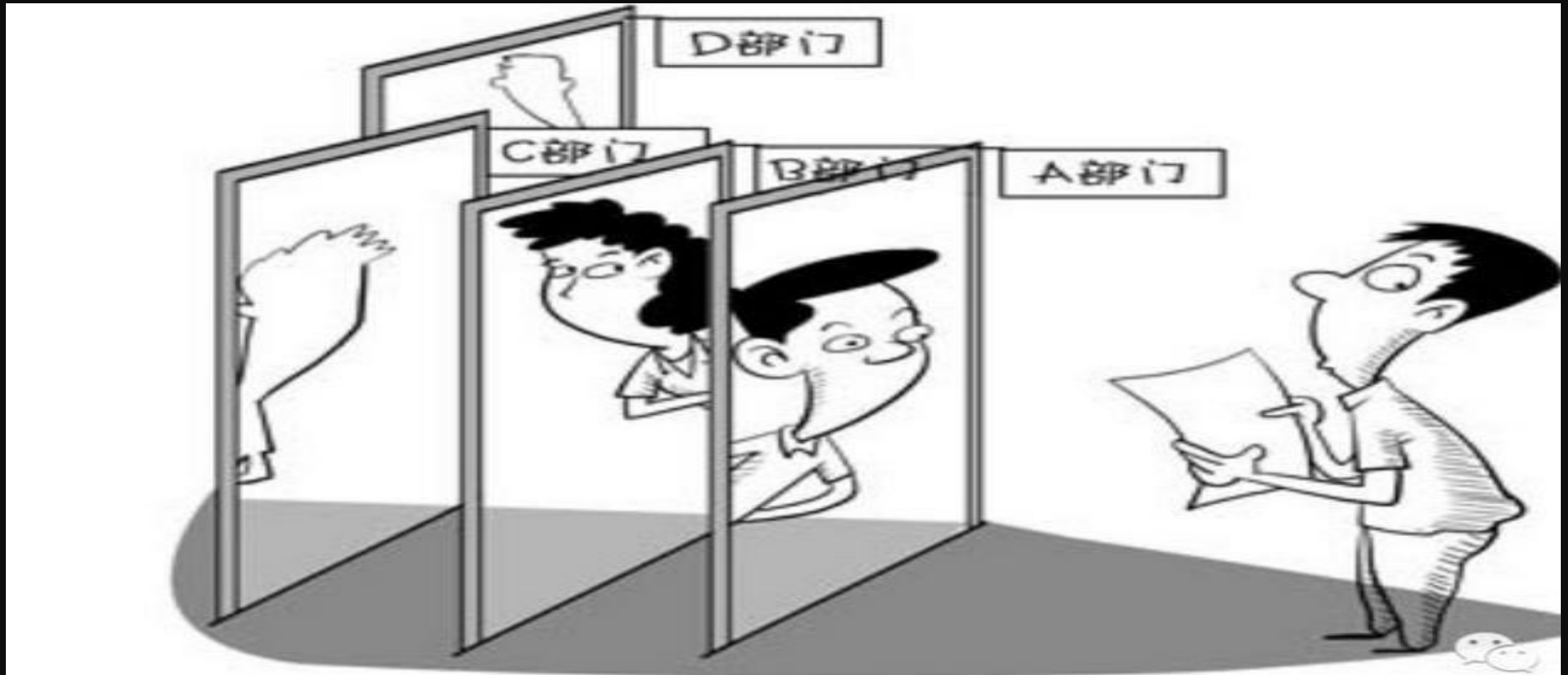
層層把關，新聞變舊聞



競爭激烈，疲勞轟炸



各司其職，目標不一致



Agenda

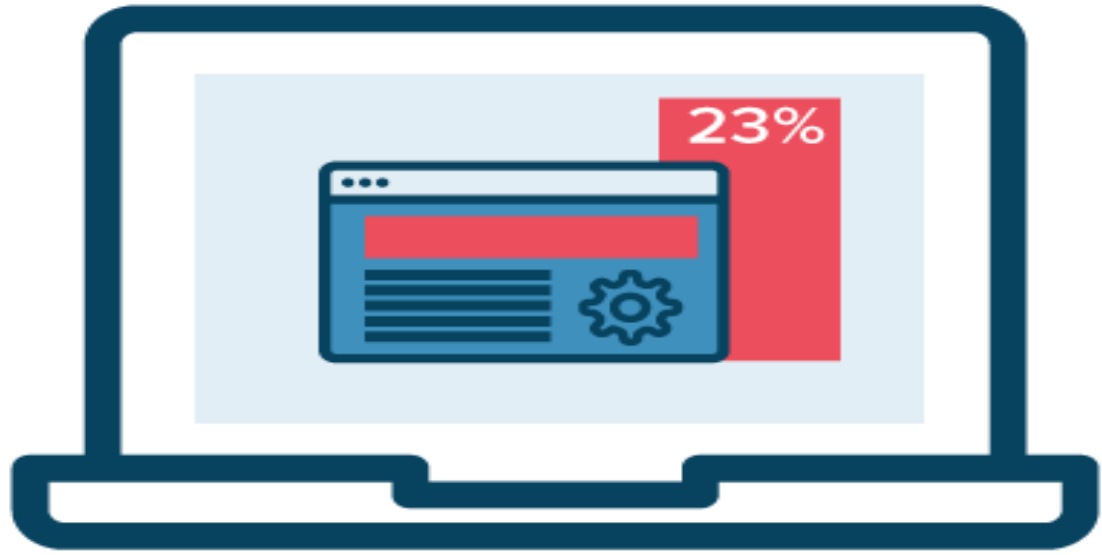
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數位行銷



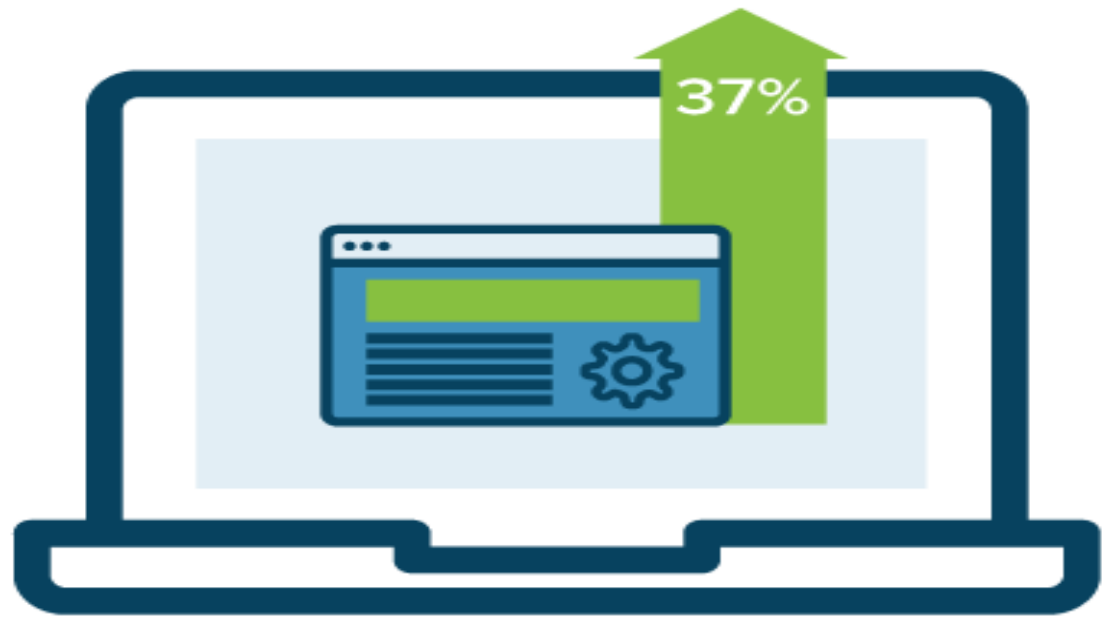
AB 測試

A



CONTROL

B



VARIATION

名人代言



醫師也愛看漫畫

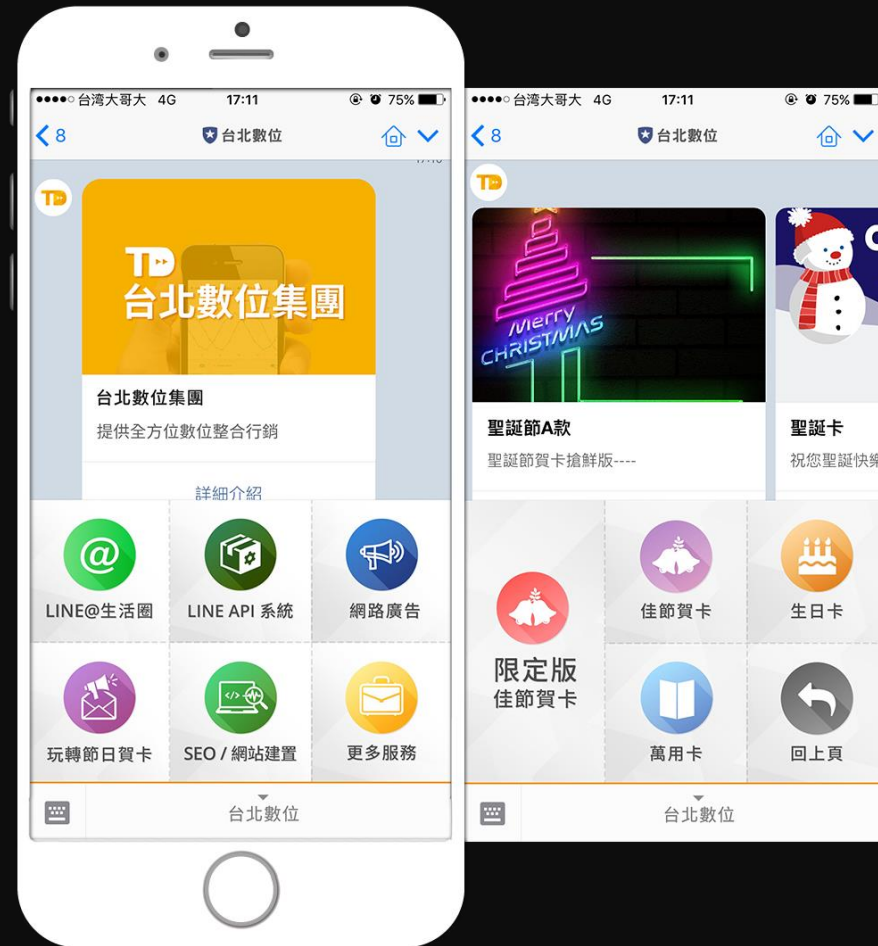


實體活動設計

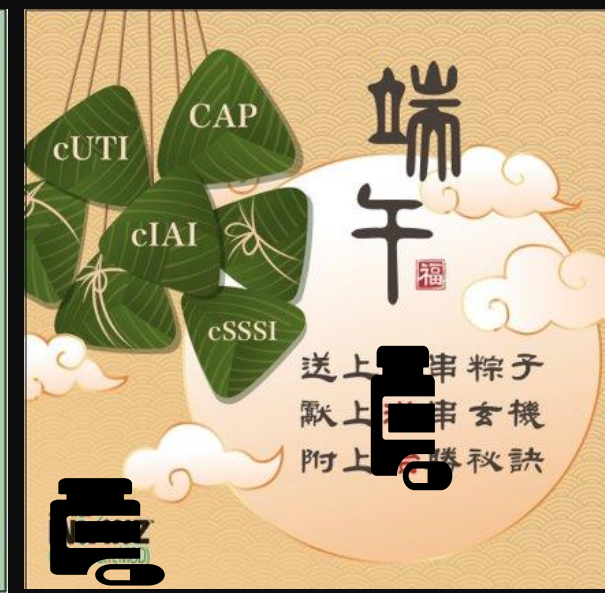
- Local
- Birthday
- Taiwanese
- Vintage style
- Personalized design



社群行銷



節慶訊息



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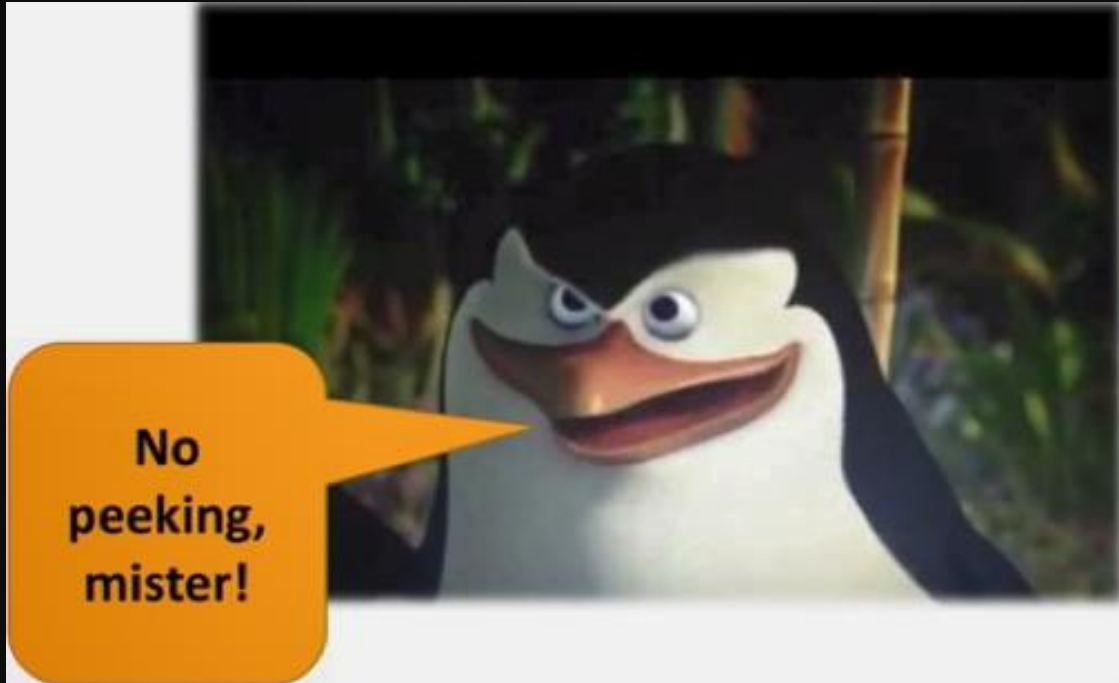
為什麼要花這麼多時間開會？

FI

讓主管明白每個會議的用意，需要的話讓成員跟主管對談

馬斯克：開會浪費時間！

為什麼有些會我不能參加?



約定固定會議讓主管知道團隊狀況並確認方向

為什麼不能優先處理這件事？



讓主管知道Sprint精神並和團隊討論可以如何取捨

為什麼不直接指派工作就好了？



說明Scrum的運作如何幫助團隊成員當責及成長

這樣做幫助業績成長多少？



SUCCESS

和高階主管事先定義what good looks like
有哪些領先指標可以呈現？

Our Agile Values



- Mission Focus
- Alignment
- Autonomy
- Self-organization
- Learn Fast

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Squad Health Check

2021 Q2	Squad 1	Squad 2	Squad 3	Squad 4
Mission Focus	=	=	=	=
Alignment	↑	↑	=	=
Autonomy	↓	↓	↑	↑
Self-organization	↑	=	=	=
Learn Fast	=	↑	↑	=
Customer Focus	=	=	=	=
Time to Market	=	=	↓	↑
Teamwork	↑	↑	=	=
Fun	↑	↑	=	↑
Confident	↑	=	↑	=

Squad 1

Squad 1	2020 Q4	2021 Q1	2021 Q2
Mission Focus	↑	↑	=
Alignment	=	↓	↑
Autonomy	↑	↑	↓
Self-organization	↑	↑	↑
Learn Fast	↑	=	=
Customer Focus	=	↑	=
Time to Market	=	↑	=
Teamwork	↑	=	↑
Fun	↑	=	↑
Confident	↑	↑	↑

Squad 2

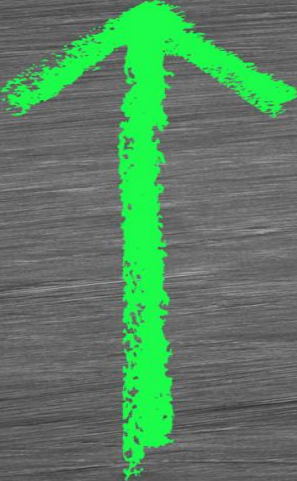
Squad 2	2020 Q4	2021 Q1	2021 Q2
Mission Focus	=	↑	=
Alignment	↑	=	↑
Autonomy	↑	=	↓
Self-organization	=	↑	=
Learn Fast	=	↑	↑
Customer Focus	=	=	=
Time to Market	↑	=	=
Teamwork	=	↑	↑
Fun	=	=	↑
Confident	=	=	=

Key Result

EFFICIENCY



Speed



Quality



Costs



行銷素材產出速度變快



客戶滿意度提高

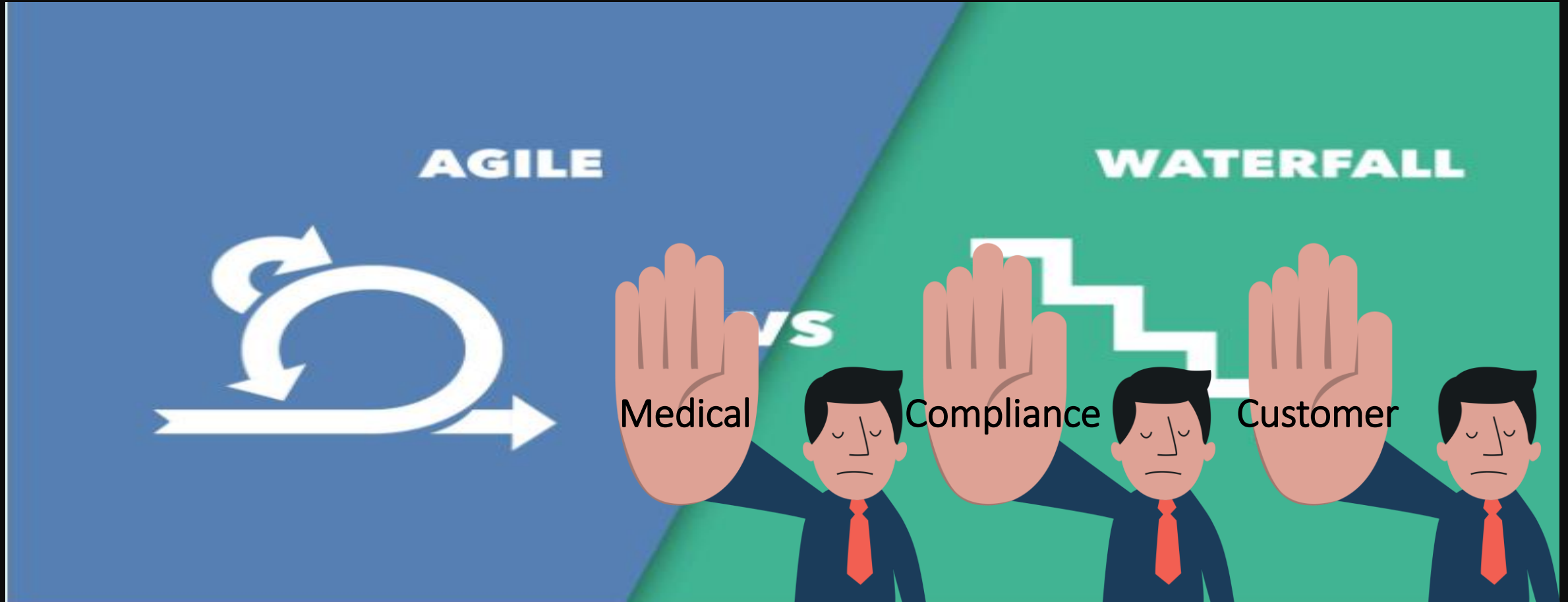


WE WANT YOUR FEEDBACK



GREAT!

減少無謂成本



A night landscape featuring a starry sky, mountains, and a lake. The sky is filled with numerous stars, and the mountains are silhouetted against the dark sky. The lake in the foreground is calm, reflecting the light from the stars and the moon. The overall scene is serene and majestic.

If you want to go fast, go alone.
If you want to go far, go together.

Kelvin Liu