



Connecting IT to the Business at BMW Group

René Te-strote, Carmen DeArdo | *DOES18 VEGAS*

Speakers



René Te-strote

Senior IT Project Lead @ BMW Group

René is responsible to implement the new BMW R&D Center for Simulation in China.



Carmen DeArdo

Senior VSM Strategist @ Tasktop Technologies

Carmen has experience both leading and consulting on Enterprise wide DevOps Journeys over the last decade. His current focus is on utilizing this experience and VSM principles to help companies accelerate their flow of business value work.
@carmendeardo

Presentation Flow (30 minutes)

- Intros
- BMW Video
- BMW Innovation/Challenges
- How Tasktop addresses challenges
- Joint Partnership Steps
- Finish with “Help we are looking for” slide

BMW Video & Story (Rene)

-

Disruption in automotive.



René Te-Stroet
BMW

THE FUTURE CAR. DISRUPTION IN
AUTOMOTIVE. VIRTUAL DEVELOPMENT.
AGILE TRANSFORMATION IN AUTOMOTIVE.

BMW
GROUP





A Little About Tasktop



43 OF THE
FORTUNE 100

36 STRATEGIC
PARTNERS

57 TOOLS
SUPPORTED

160 STAFF

300+ TOOL VERSIONS
SUPPORTED

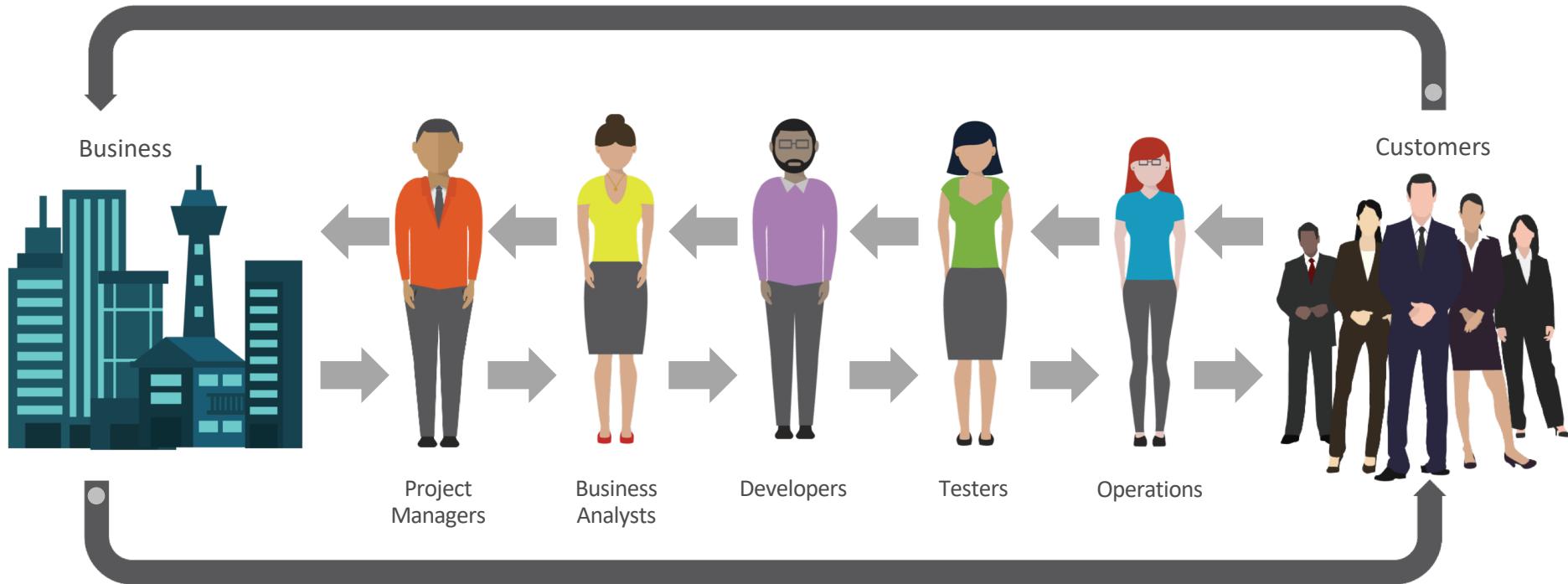
500k API TESTS RUN
PER DAY

Founded 2007

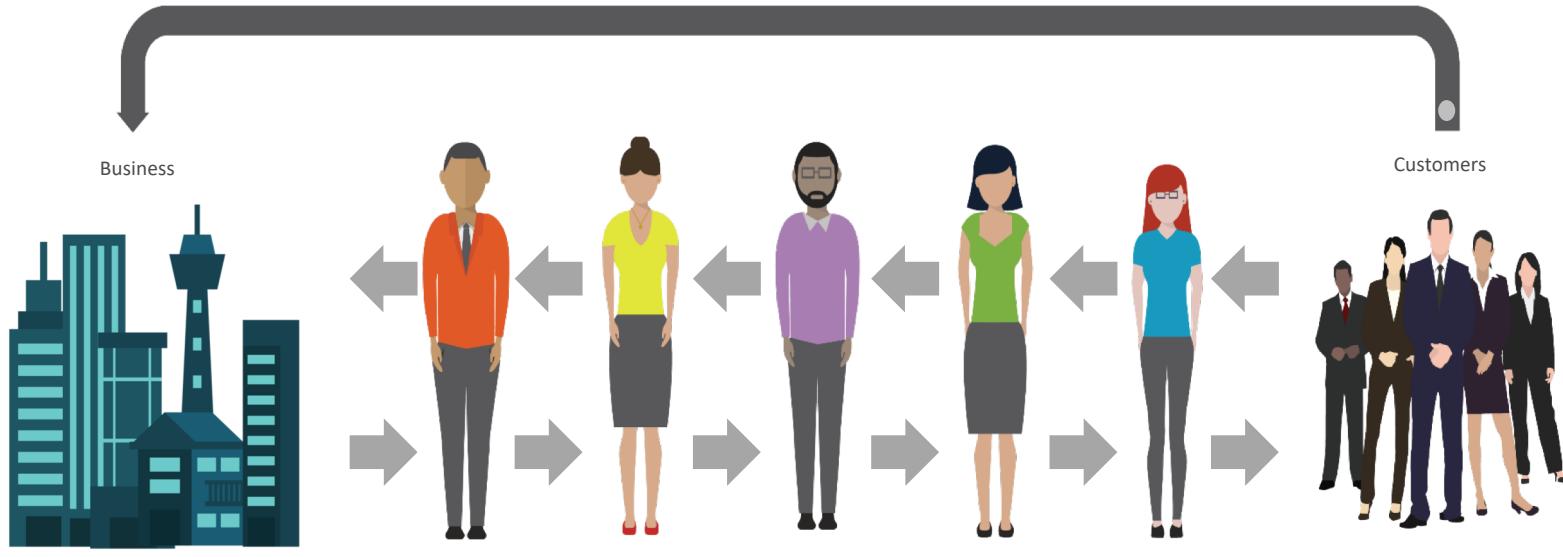
Committed to customer and partner-centric innovation
4 product lines & contributor to open source products



Imagine a world where Product Owners, Development, QA, IT Operations, and InfoSec work together, not only to help each other, but also to ensure that the overall organization succeeds.



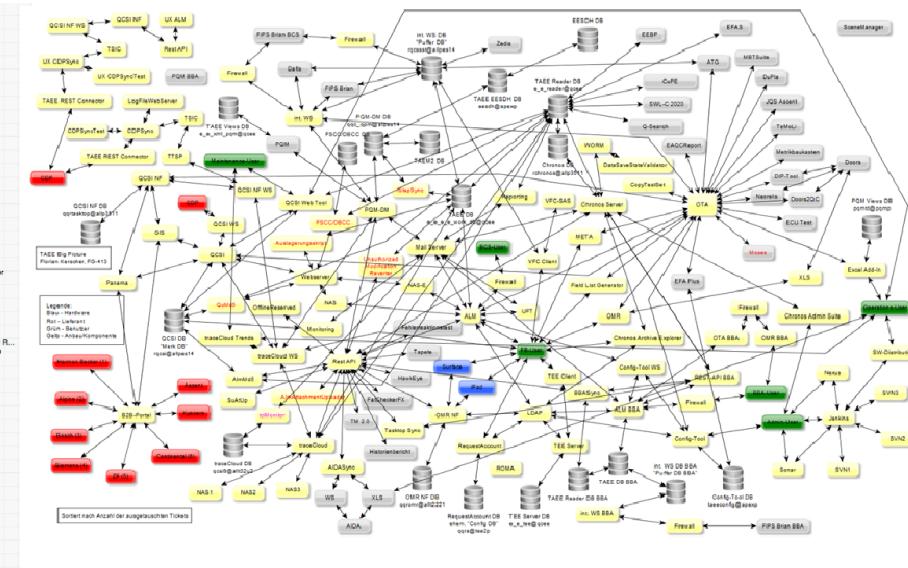
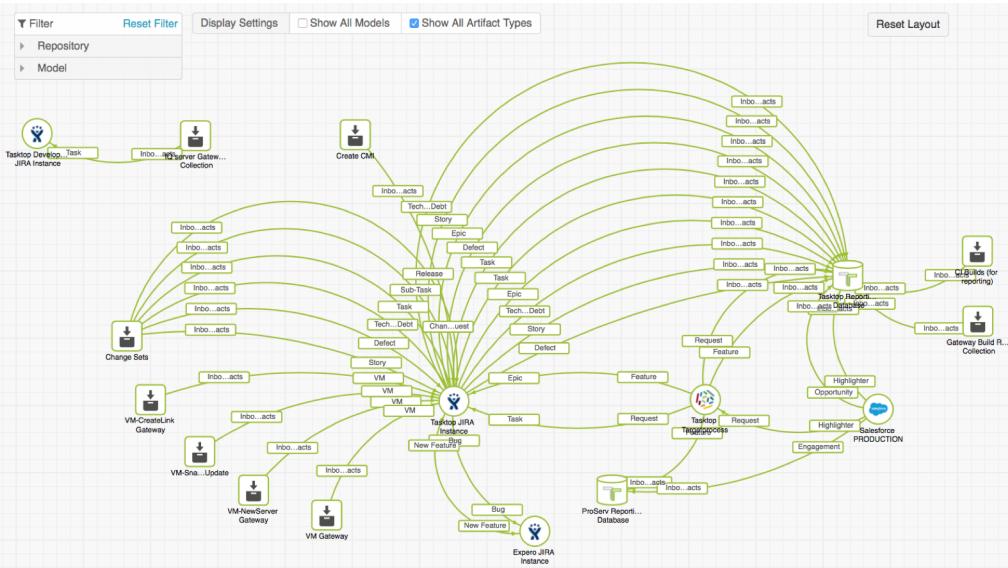
The Core, Chronic Conflict



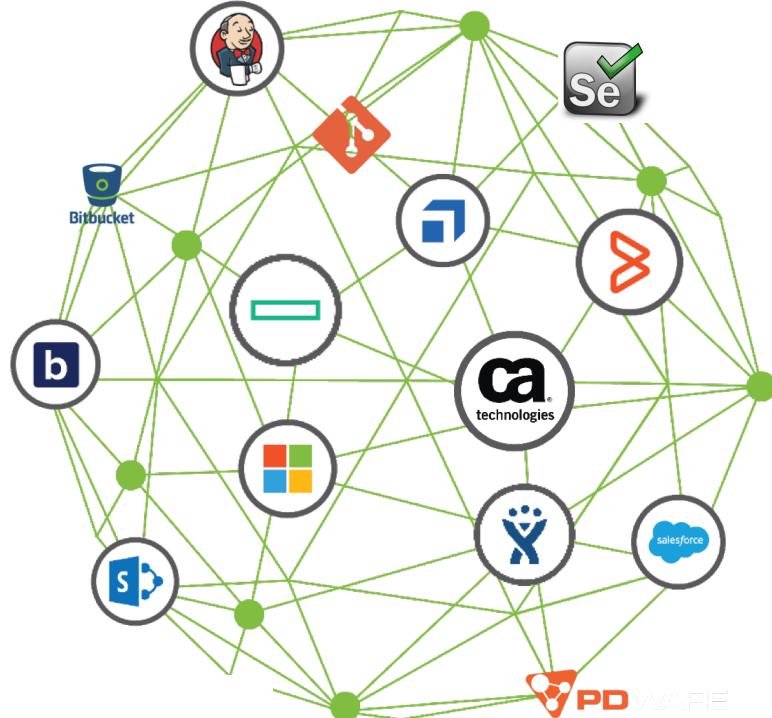
The core, chronic conflict occurs when different organizational measurements and incentives across different silos prevent the achievement of global, organizational goals.

Why? Complexity!

- Silos and monolithic applications
 - Multiple required manual processes
 - Communication lines broken or outside tools
 - Scarce test integration environments



Automate and measure



Goal: Improved delivery

- Measure Development Cycles
- Assess Performance
- Find Bottlenecks
- Improve delivery
- Measure improvement
 - Productivity
 - Quality

Solution: Make the work visible.

- modular toolchain with best of breed tools
- Automated creation and synchronization of artifacts
- traceability across teams and artifacts
- Automatically compile lifecycle activity data
- consolidated dashboards and traceability reports

Measure

?

01 How long did it take for this feature to get through the value stream?

?

02 How much wait time was there for defects?

?

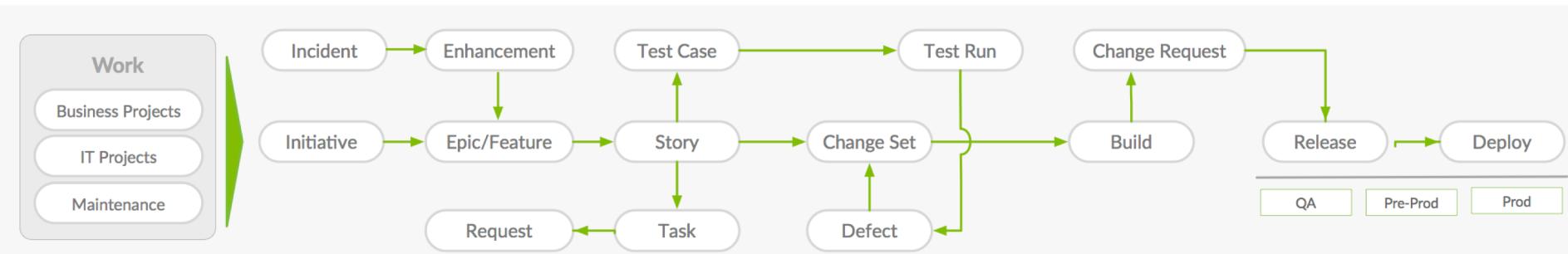
03 What is the distribution between defects, features, risk and technical debt?



Step1: Get your Value Stream defined

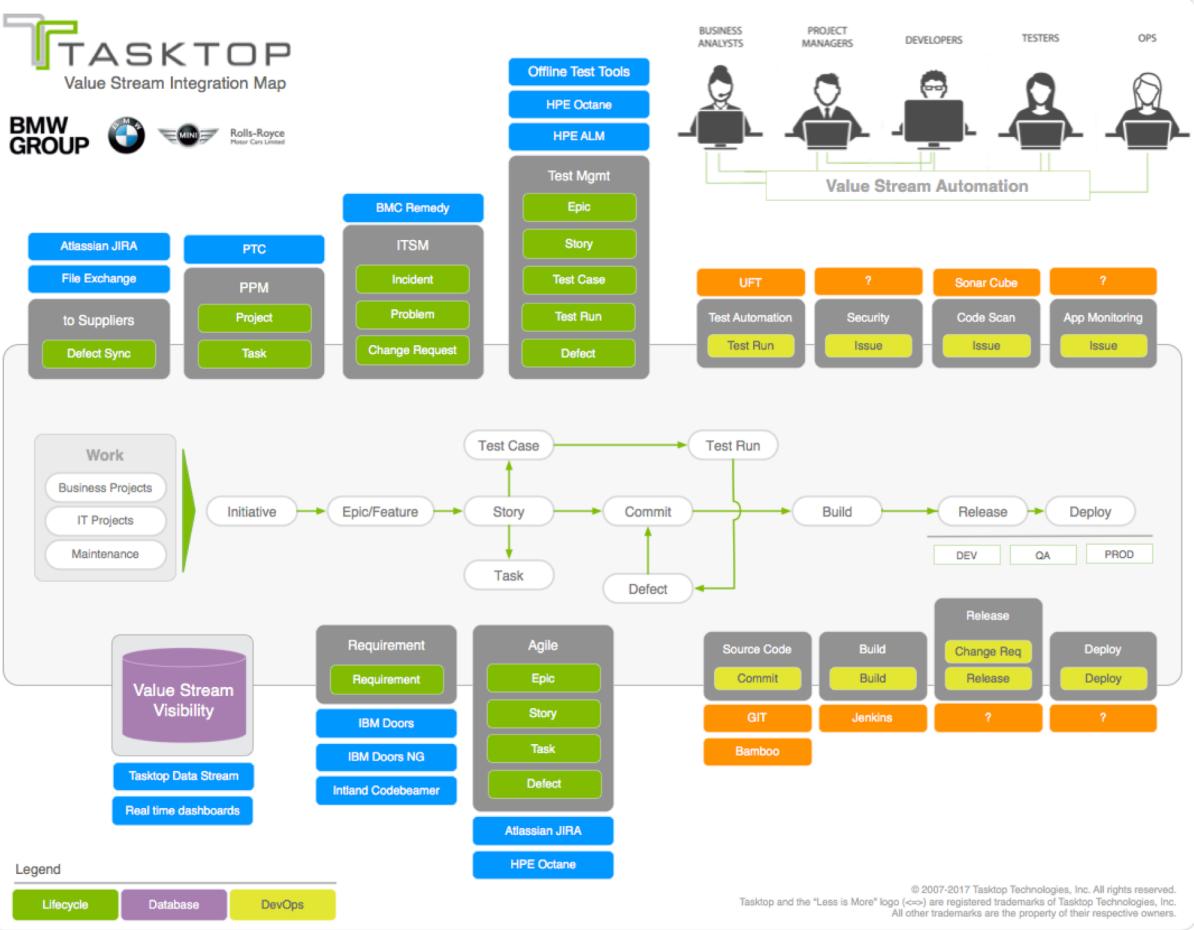
“The sequence of activities an organization undertakes to deliver upon a customer request”

Karen Martin and Mike Osterling define value stream in their book Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation

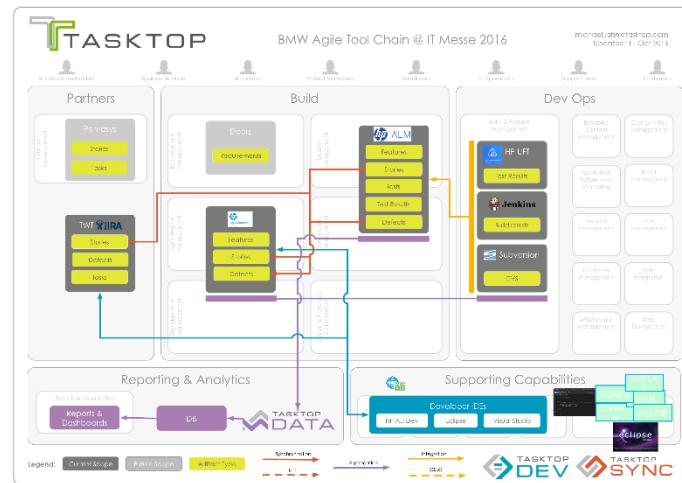




BMW GROUP   Rolls-Royce
Motor Cars Limited



Infrastructure for predictable & reliable results



Your path to success

Make the Work in the Value Stream Visible (SYNC THE SILOS)

- ⚙ Automate!!!
- ⚙ Ensure traceability
- ⚙ Increase the flow

→ Do more of what's working!

Centralized Telemetry Infrastructure

- ⚙ Data collection
- ⚙ Introduce self-service API's
- ⚙ Create Visibility

← Improve the rest...

Integrate Information Security, Change and Compliance

- ⚙ Integrate security
- ⚙ Integrate compliance

Measure and assess

- ⚙ Dashboards and KPIs – REALTIME!

Enterprise Value Stream Integration

Value Stream Automation



Flow information across teams,
companies and tools



Eliminate wasted time, bottlenecks,
errors and manual rework



Ensure traceability, governance
and compliance

Value Stream Visibility



Automatically compile lifecycle
activity data



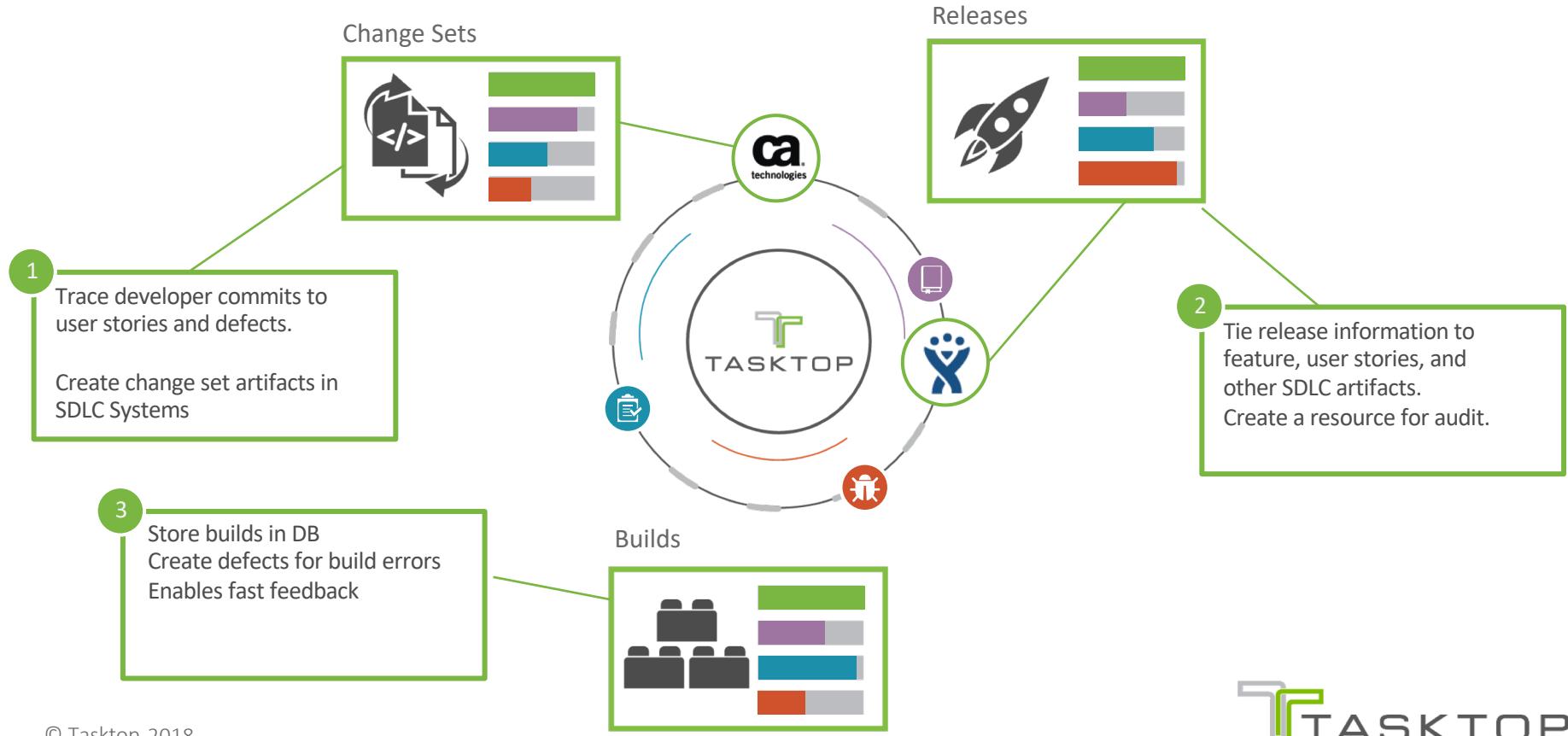
Enable the creation of consolidated
dashboards and traceability reports



Automate data and event collection to
create centralized telemetry infrastructure

Create a modular toolchain using best-of-breed tools.

Centralized Telemetry Infrastructure



Answers



- 01 How long did it take for this feature to get through the value stream?



- 02 How much wait time was there for defects?



- 03 What is the distribution between defects, features, risk and technical debt?



Flow Framework™ Dashboard





Mik Kersten -Two decades

- 10 years research & open source dev
 - Xerox PARC, Eclipse, UBC
- 10 years building a company
 - Tasktop, working w/ Global 500

Three epiphanies

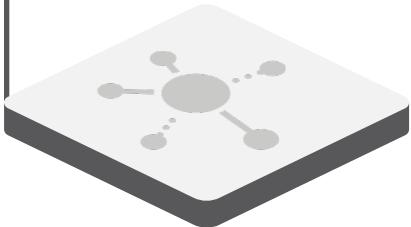
- Disconnect between the software architecture and the value stream
- Software value streams span the entire business
- Not a linear process but a complex network that needs to be aligned to products

Actions to Take Today

01

CONNECT

Get Your Tools Talking

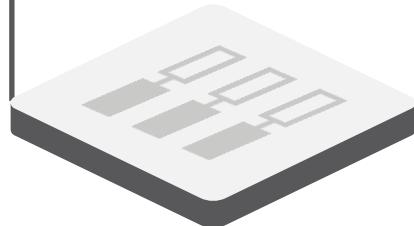


02

MODEL

Model Your Artifacts

Model Your Statuses



MODEL YOUR PRODUCT



Help We're Looking For...



01 How are you **defining Products**?



03 Good examples of an **Agile Product funding model**?



02 What is the **relationship between Business Products and IT Systems**?



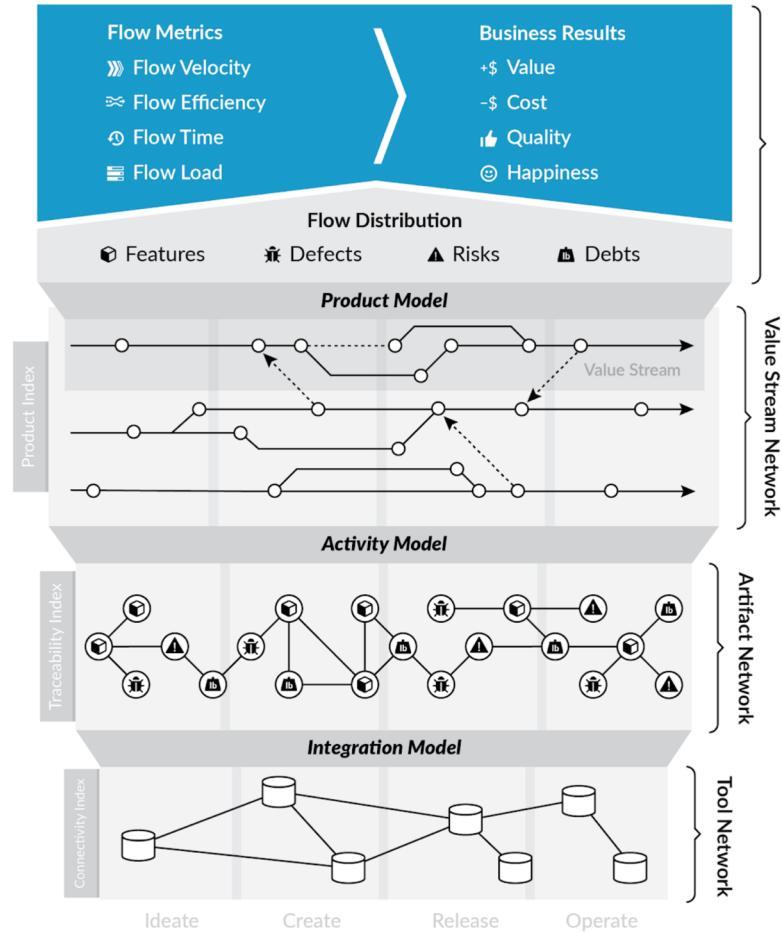
04 How are you **making the flow of work across the value stream visible** from a product perspective?

Background

- IT and business leadership are seeking a new prescriptive managerial framework for the Age of Software
- They do not want the ability to create any metrics they want, because most often they don't even know what to measure
- They want a solution that will help them know which questions they should be asking, and then provide them with the answers
- And they want a solution that already “speaks” in business terms and is tied to business outcomes

“ Some CIOs stay away from software delivery because it's so bad. Yet a valuable CIO is one who is able to deliver better software, faster. They often simply don't know how to fix it.

“ Value Stream thinking is absolutely coming top down. It came from customers saying, you (IT) are not delivering on the things we really need to be competitive.



What are the core Flow Metrics?



How much value are customers getting per quarter?

Flow Velocity



Do we spend more time waiting on work than actually doing work?

Flow Efficiency



How long from request to release does it take for my teams to release a feature?

Flow Time



Are my teams thrashing because of too much WIP?

Flow Load



Am I allocating the right capacity towards features vs. risks vs. defects vs. debt?

Flow Distribution

Get Started

