

# BIZDEVOPS @ BMW GROUP IT.

OUR JOURNEY TO 100% AGILE.





# WHO ARE WE?



**CHRISTOPH**  
IT GOVERNANCE

**RALF**  
IT FOR IDEA TO OFFER

Software Engineers by heart

100% agile - with utter conviction

#enjoyIT

# BMW GROUP. FAST FACTS.



~ 135,000  
EMPLOYEES  
WORLDWIDE

~ 2,500,000 VEHICLES  
SOLD in 2018

~ 12,200,000 VEHICLES

already connected with the BMW Group ConnectedDrive Backend.

“In the recent years, we have successfully developed from a pure manufacturer to a mobility provider. In the future, we want to be a leading tech company for premium mobility.”

HARALD KRÜGER, BALANCE

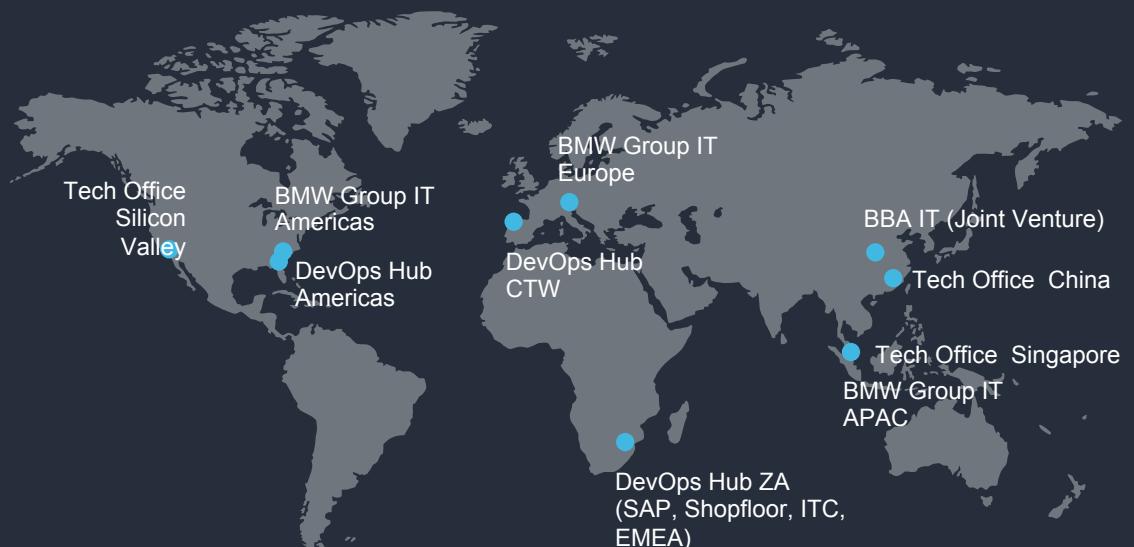
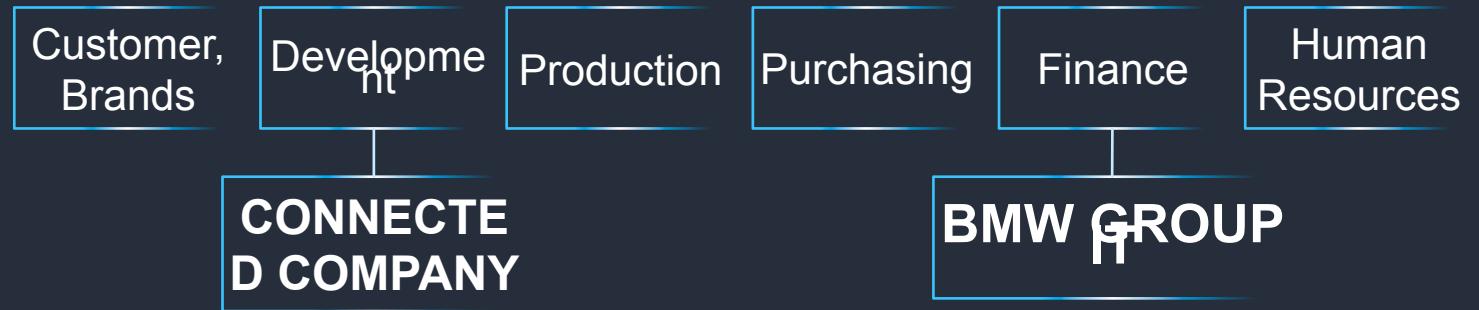
PRESS CONFERENCE 2019

# BMW GROUP. THE HOME OF IT NETWORK.

5,500  
EMPLOYEES  
IN 29  
COUNTRIES

~ 4,500 ACTIVE APPLICATIONS

## BOARD OF MANAGEMENT BMW GROUP



# 5 MINUTES ABOUT THE TIME BEFORE 2016.

WORKING MODEL.



PROJECT  
MANAGEMENT



DELAY

PROJECT  
LEADER



PLAN  
DRIVEN

RELEASE  
WEEKENDS



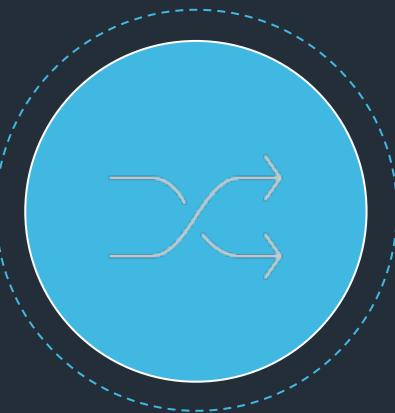
DRAMA

IT GOVERNANCE

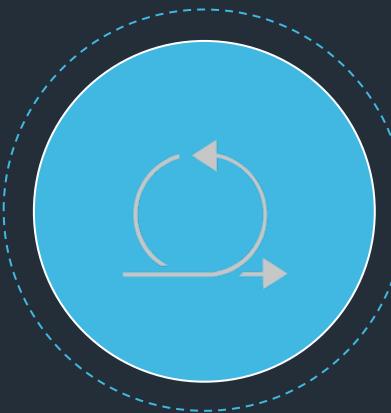


CONTRO  
L

# SOMETHING HAD TO CHANGE!



FLEXIBILITY



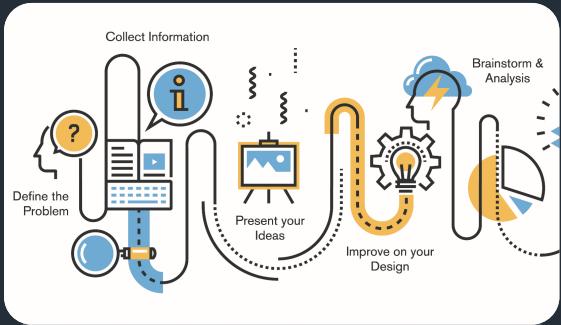
SPEED



CUSTOMER  
FOCUS

BIM IT.  
~~IT.~~  
**OUR ANSWER: 100%  
AGILE.**

# 100% AGILE IS NOT A BUZZ WORD FOR US, IT IS A HOLISTIC JOURNEY ALONG 4 CORE DIMENSIONS.



PROCESS



TECHNOLOG  
Y

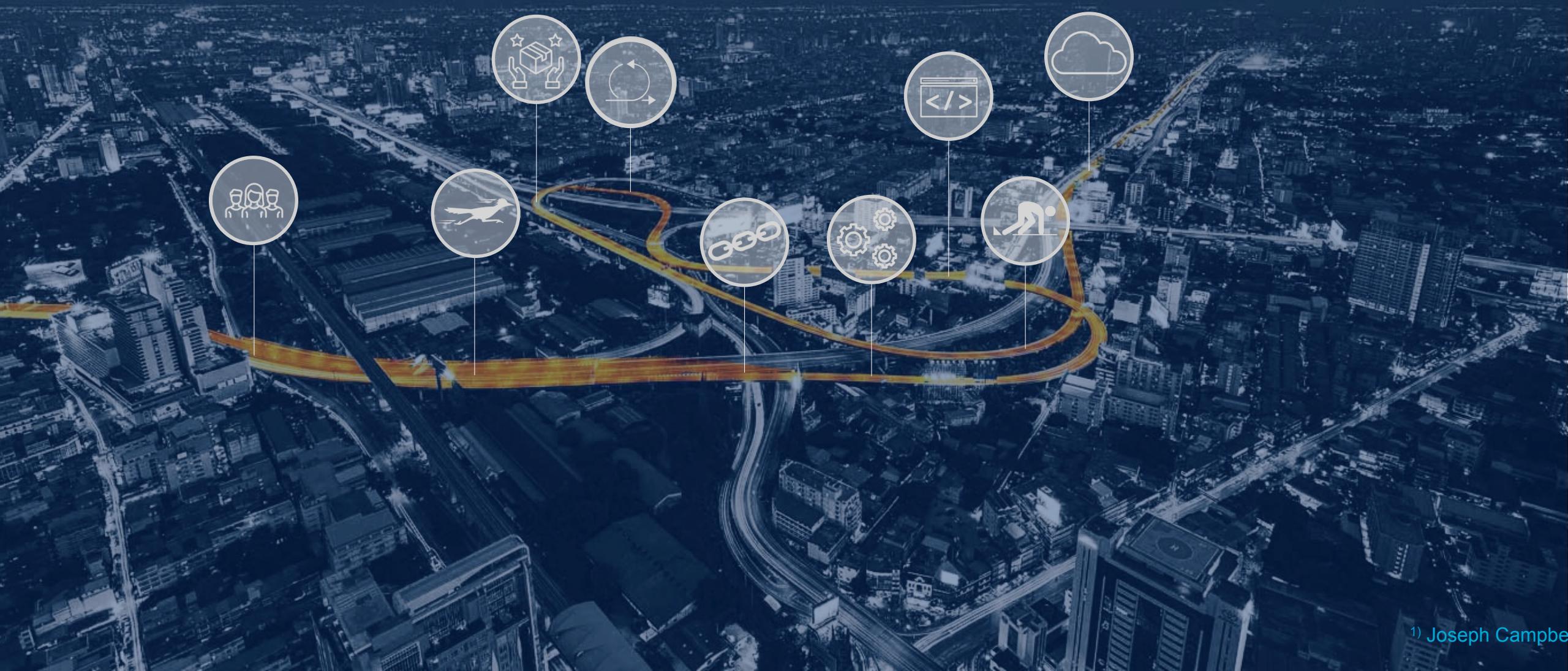
100 %  
AGILE

STRUCTURE

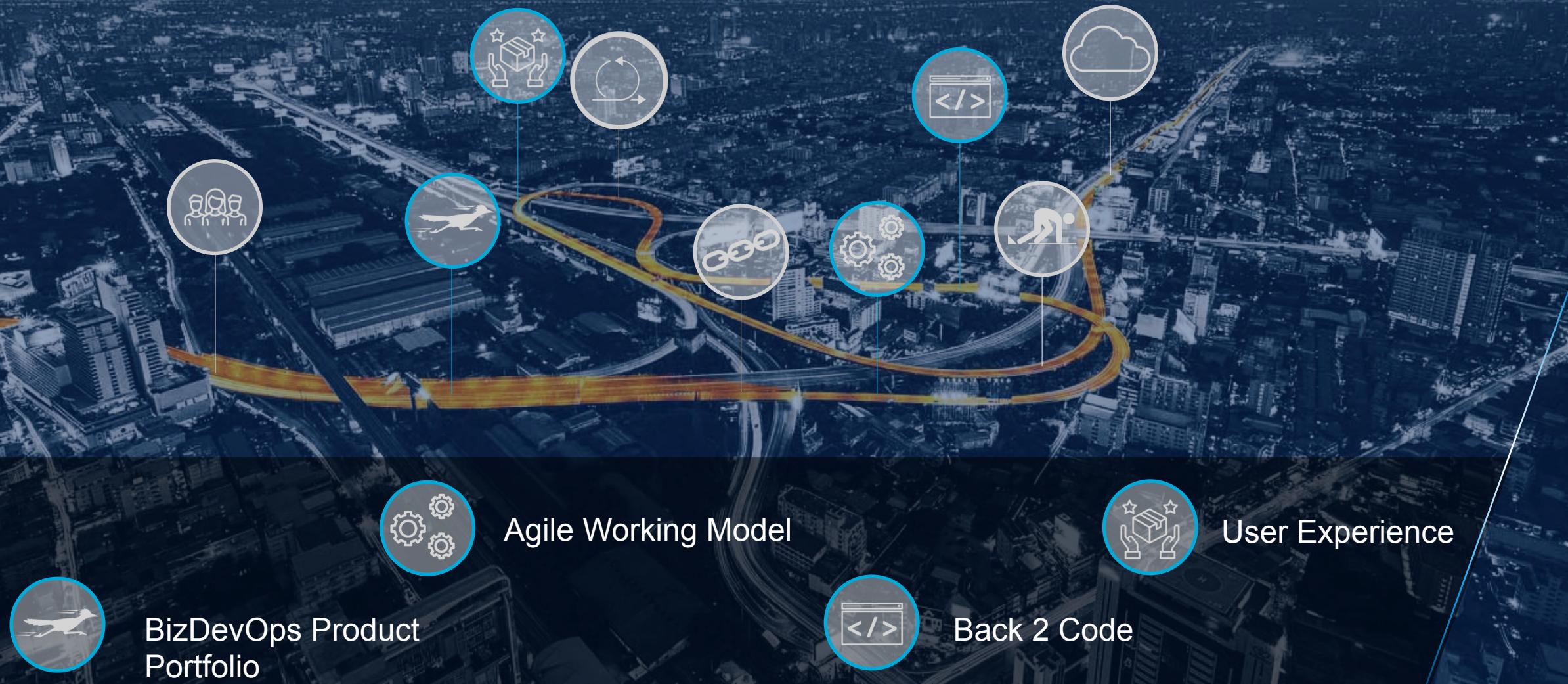


CULTURE

**“IF THE PATH BEFORE YOU IS CLEAR,  
YOU‘RE PROBABLY ON SOMEONE ELSE’S.”<sup>1)</sup>**



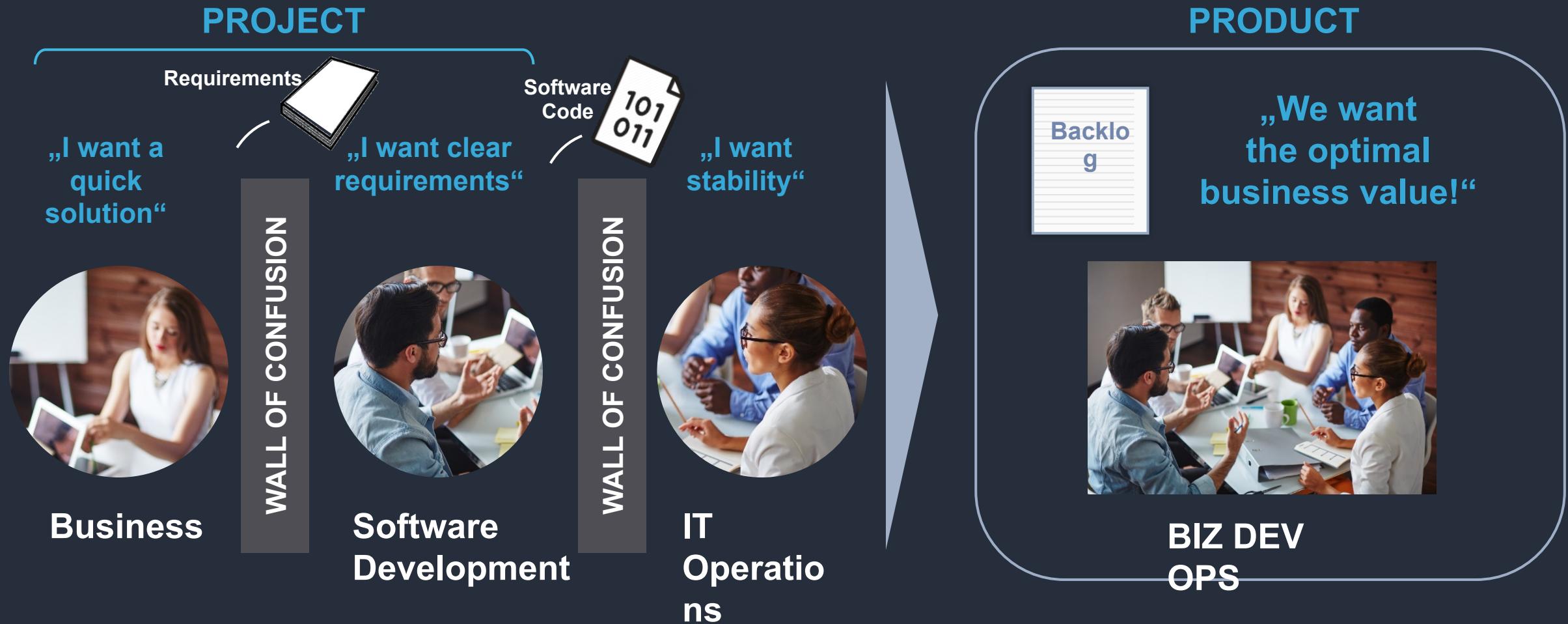
# IT IS NOT ALWAYS A STRAIGHT PATH.



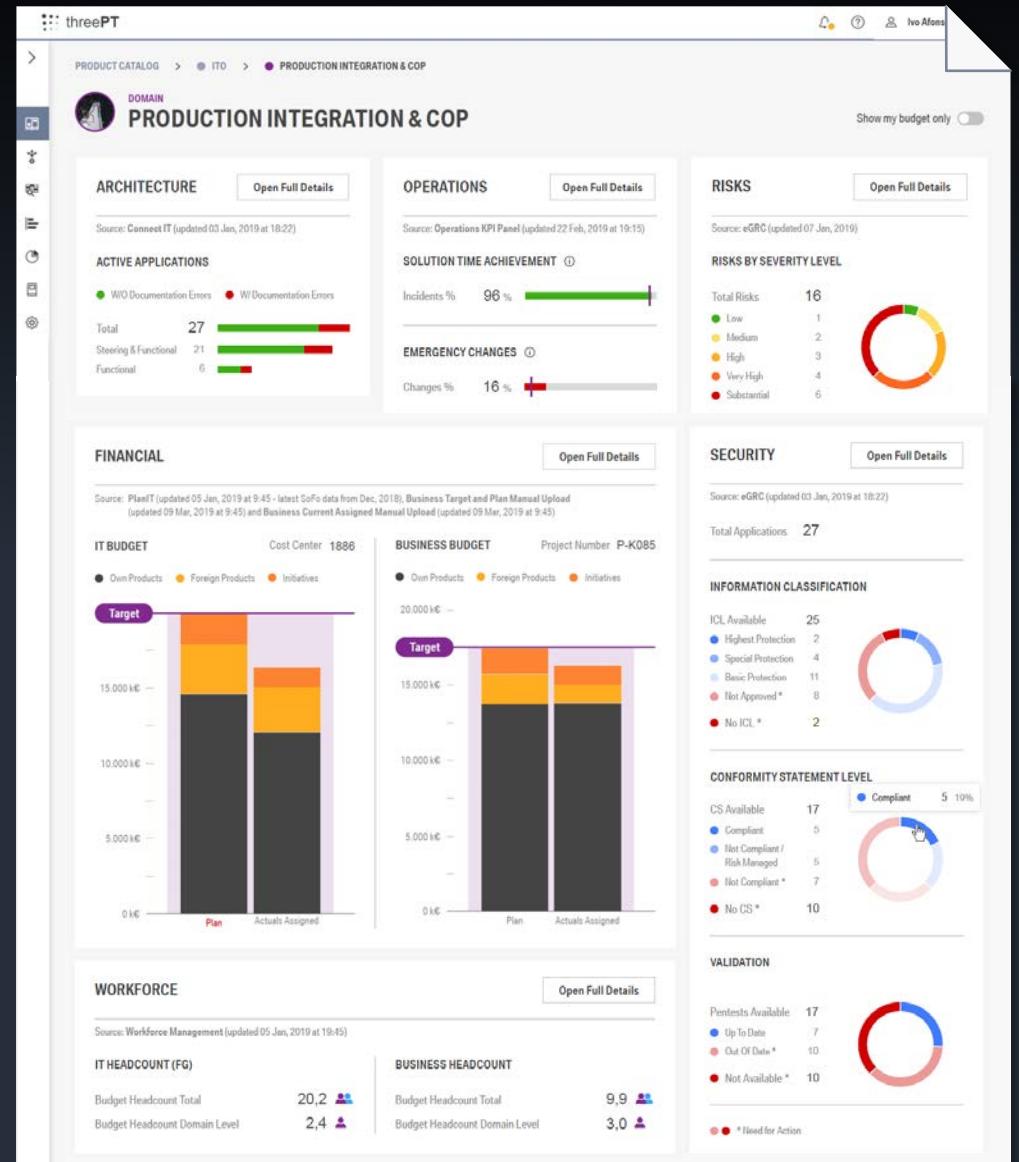
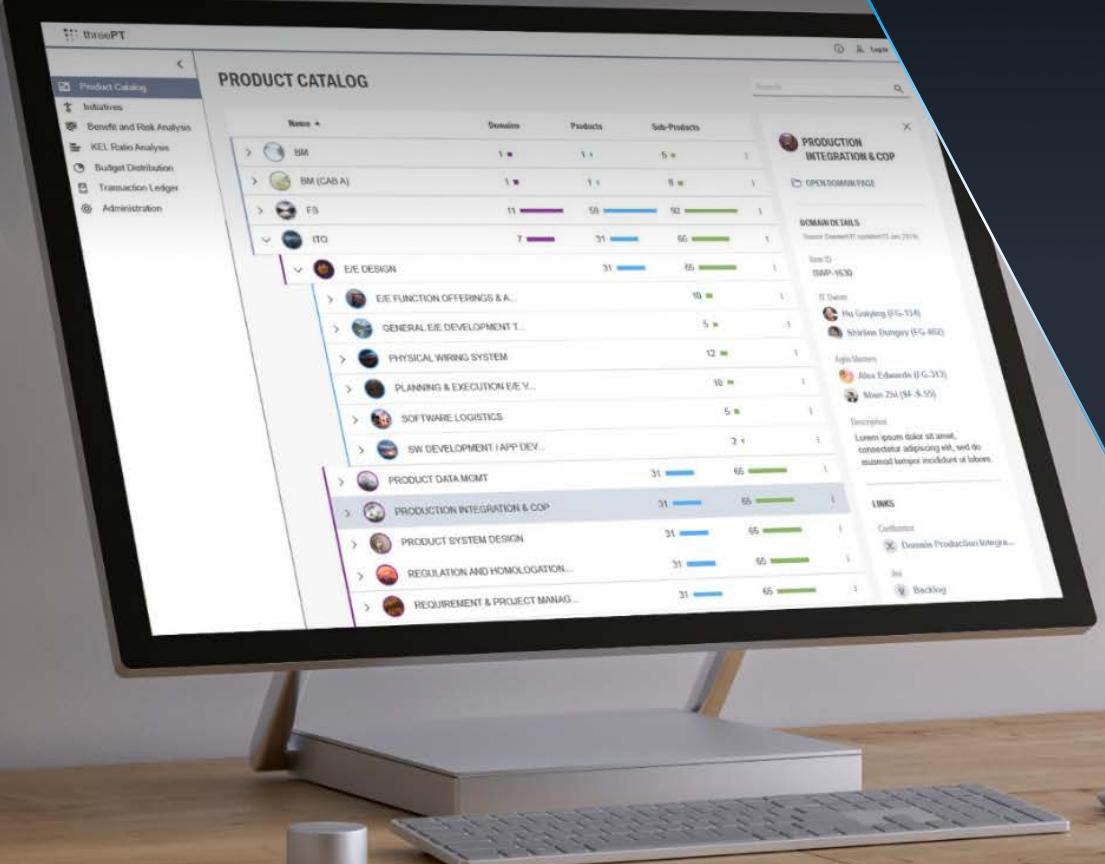
# BIZDEVOPS PRODUCT PORTFOLIO.



# THE END OF PROJECTS.

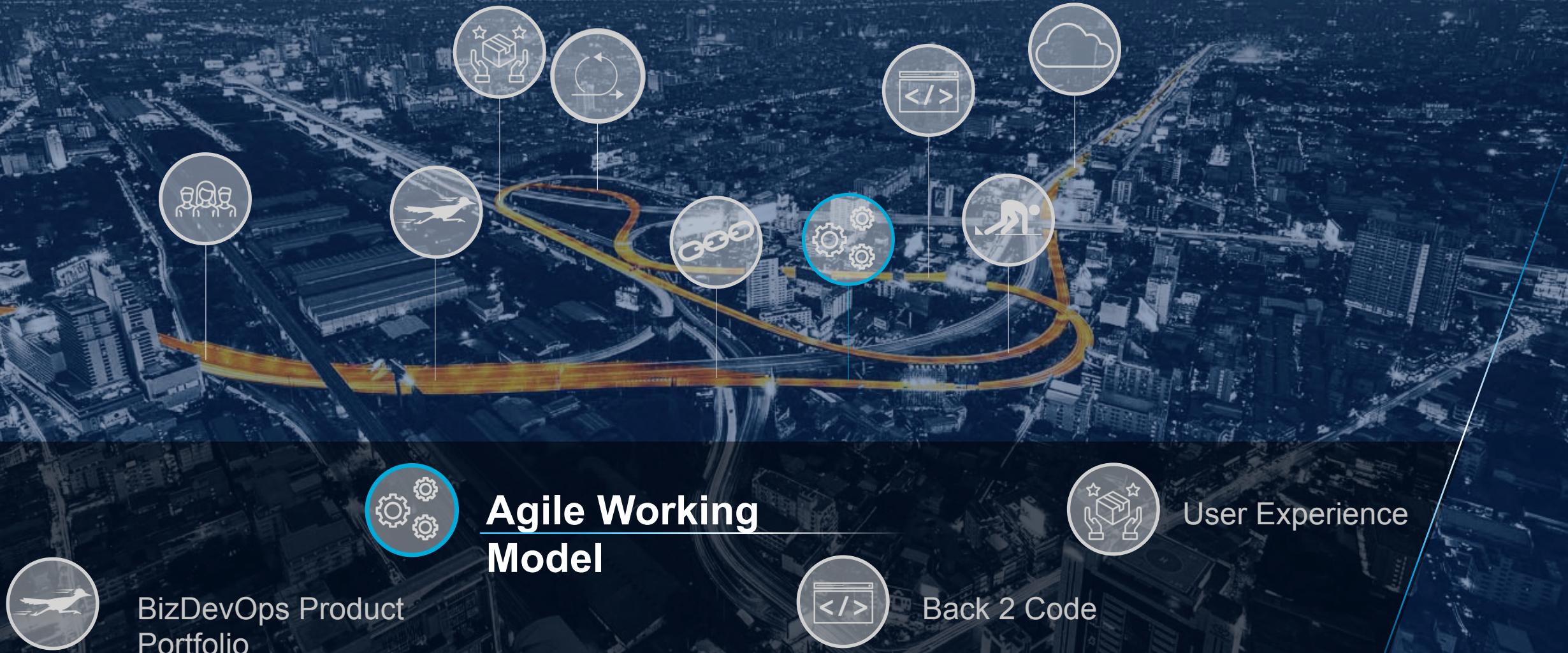


# 360° VIEW OF ALL OUR PRODUCTS.

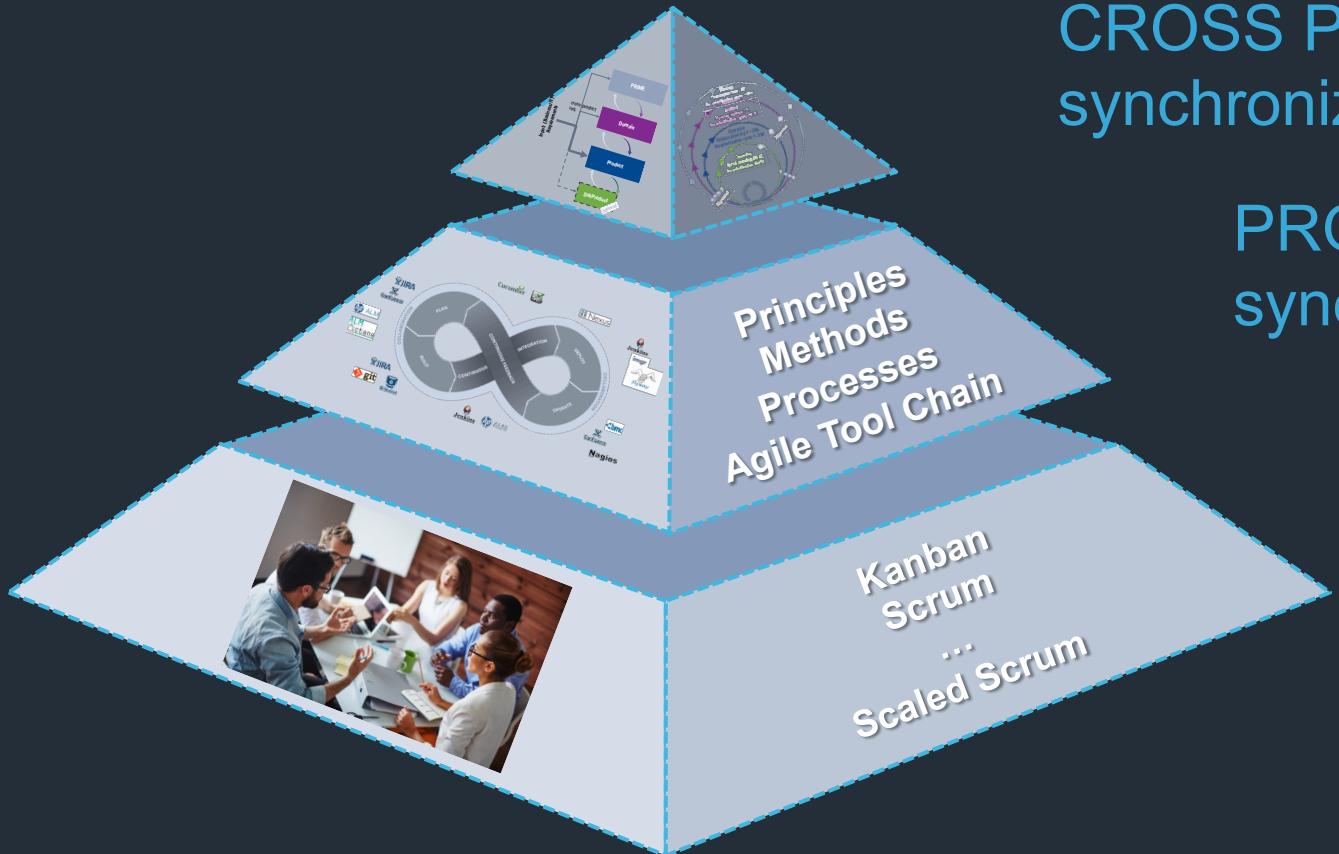


\* Figures above are for example purposes only.

# AGILE WORKING MODEL.



# BMW GROUP IT AGILE WORKING MODEL. MINIMAL GOVERNANCE FOR MAXIMAL AUTONOMY.

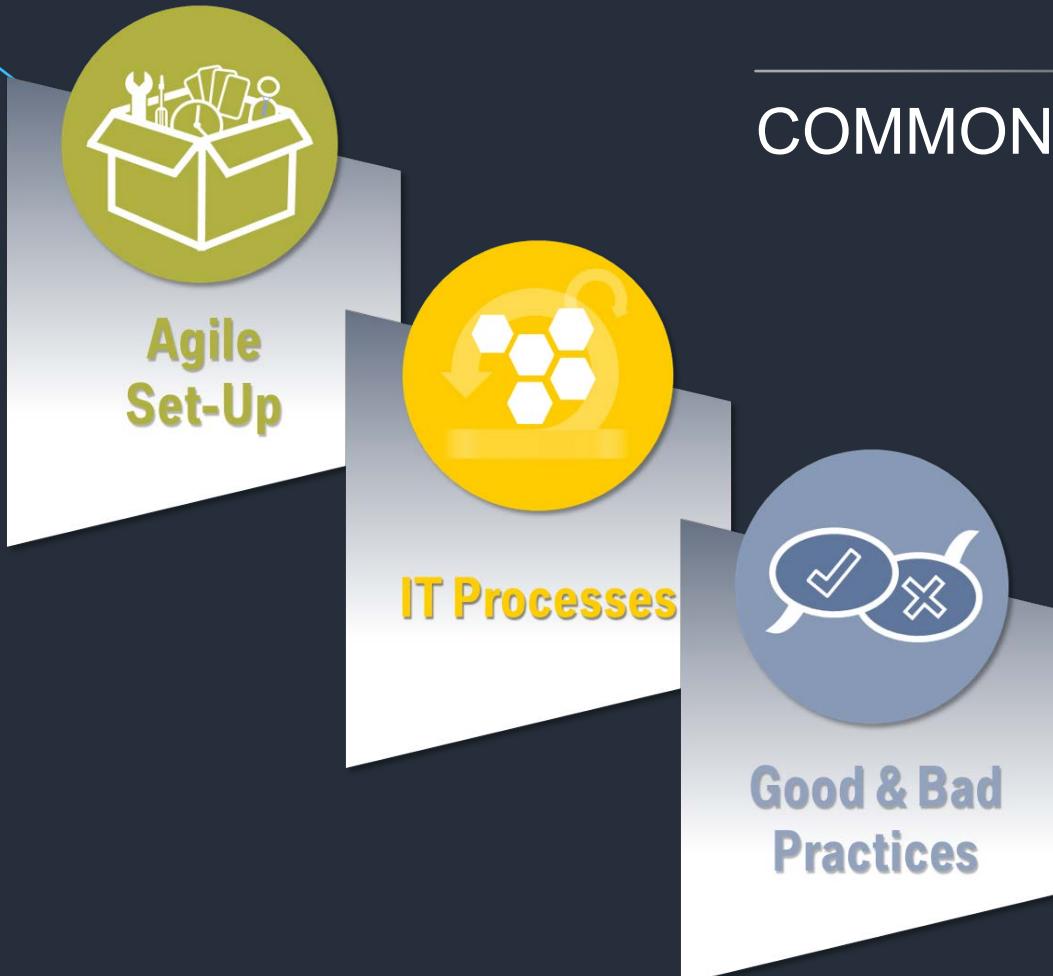


CROSS PRODUCT – “lean synchronization”

PRODUCT LEVEL – “leveraging synergies”

FEATURE TEAM LEVEL – “agile bandwidth”

# THE BMW GROUP AGILE WORKING MODEL ISN'T JUST A TEXTBOOK. IT'S **OUR FLEXIBLE WAY** OF EFFICIENT WORKING.



COMMON STRUCTURE AND LANGUAGE

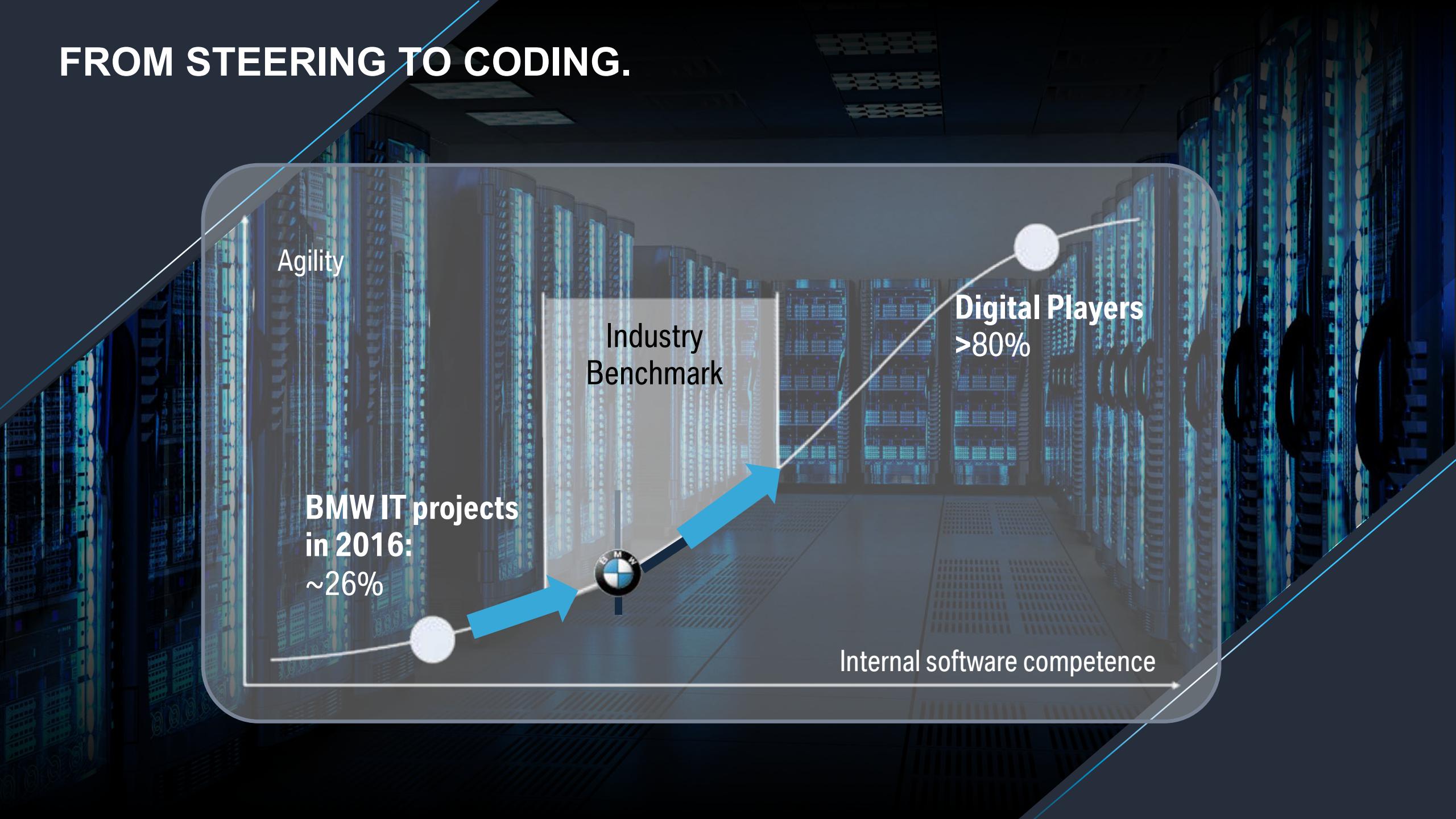
ONE HEARTBEAT

SUPPORTED BY OUR AGILE TOOLS

# BACK2CODE.



# FROM STEERING TO CODING.



WITH BACK2CODE AND CRITICAL TECHWORKS,  
THE CODING CULTURE IS REBORN.

*“Automatization”*

*“Feedback Driven Development”*

*“User Centricity”*

*“You build it, you run it.”*

*“Tight Technology Stack”*

*“Standardize on Integration”*

BACK2CODE.CAMPUS  
EDITION 1

MO DI MI DO FR

STANDARIZATION

FEEDBACK

INTEGRATION

COLLABORATION

MANUFACTURING

TESTING

DATA

CODE



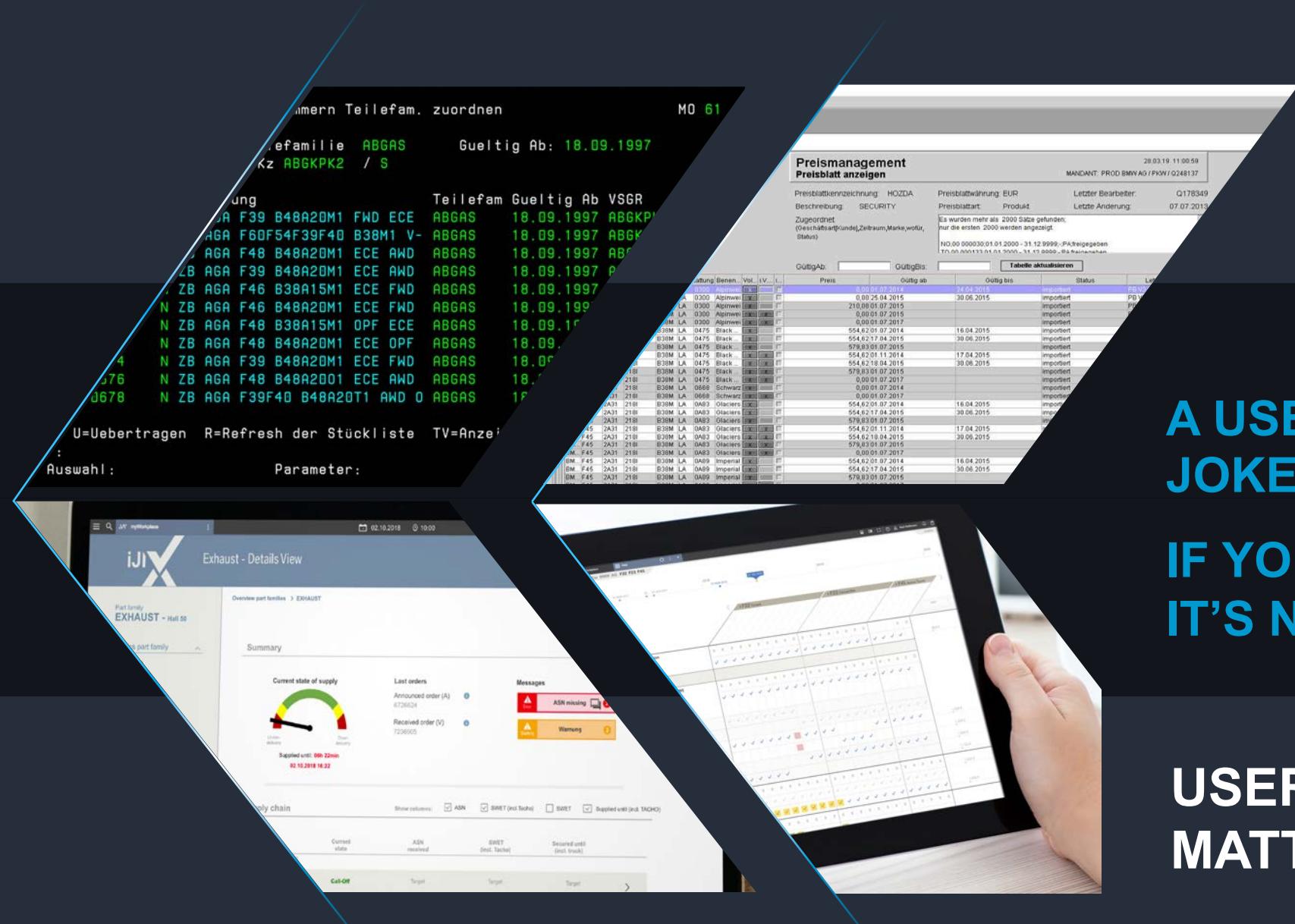
Critical TechWorks

**BMW** Back2Code

# USER EXPERIENCE.



# HOW DO WE HUMANIZE TECHNOLOGY?



A USER INTERFACE IS LIKE A JOKE.

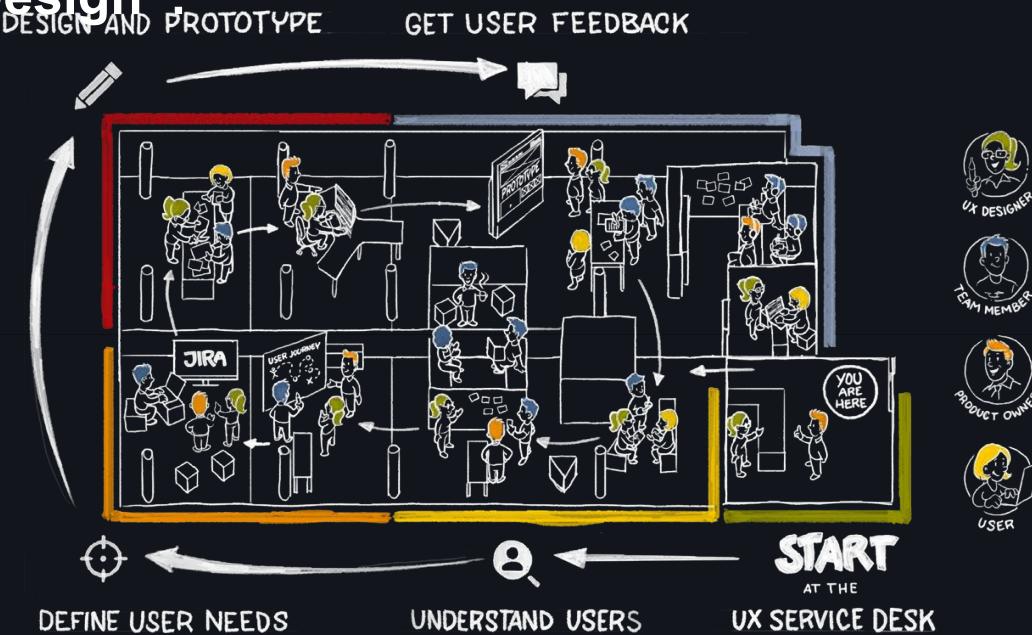
IF YOU HAVE TO EXPLAIN IT,  
IT'S NOT THAT GOOD.

USER EXPERIENCE MATTERS!

# AND HOW DO WE DO IT?

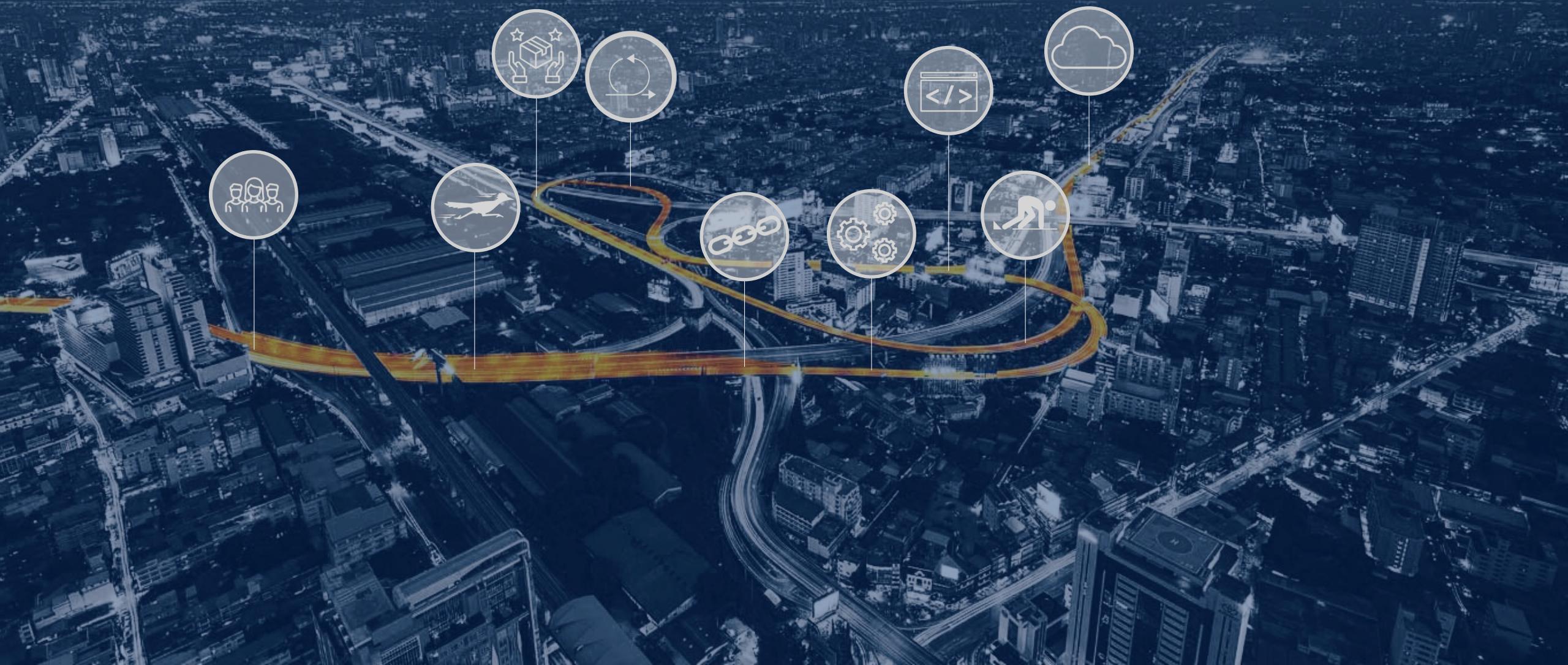
We created a space to experience “User Centred

Design”:



- 530 square meters
- open door philosophy : „walk in - get help“
- easy access to professional UX support
- > 80 Product Teams @ UX Live Center in one year

IT IS NOT ALWAYS A STRAIGHT PATH,  
BUT IT IS A SUCCESSFUL JOURNEY.



# AND TODAY... WHAT DOES THE BUSINESS THINK ABOUT IT?

## ONE TEAM.

“Working in an interdisciplinary BizDevOps team enabled us to increase our release frequency from 12/year to 2/month. This is real flexibility.”



Feature Team Member

## ONE PRODUCT.

“I've never experienced bugs being fixed or new requirements being implemented so fast.”



Process Owner, BMW Prototype Production

## ONE MISSION.

“The biggest challenge was adapting to the continuous changes in the law. Agile working was the only way to success.”



Initiative Lead, BMW WLTP

# SUCCESS FACTORS FOR THE BIGGEST CHANGE IN IT FOR THE LAST 20 YEARS.



self organized



stick to your vision



bizdevops



small team



right people



# WHAT'S NEXT...

#100%\_data\_drive  
n

#API\_first

#devops\_platform

#cloud\_native

#no\_manual\_ops

#50\_releases\_per\_da  
y

#everything  
\_as\_code

</>

#transformers

#zero\_cyber\_damage



**BE BOLD WHEN YOU START YOUR  
JOURNEY**

**IT WILL BE NO 5STAR WELLNESS CRUISE -  
THE CHANGE IS DISRUPTIVE**

**LIVE THE AGILE WAY IN THE  
TRANSFORMATION:  
INSPECT & ADAPT**

**LEARN FROM OTHER'S JOURNEYS**

**AND ALWAYS  
#enjoyIT.**