Josefin Salomonsson & Henrik Høegh

How adopting an IT product mindset changed VELUX

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About the speakers

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Introduction & Background

Our Purpose

Create well-being for people and planet by transforming spaces using daylight and fresh air

37 countries with sales companies

21 production companies in 12 countries

~11,700 employees globally

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New growth strategy focusing on end-customer proximity, requiring dual focus and a strong IT foundation…

Protect and develop core business

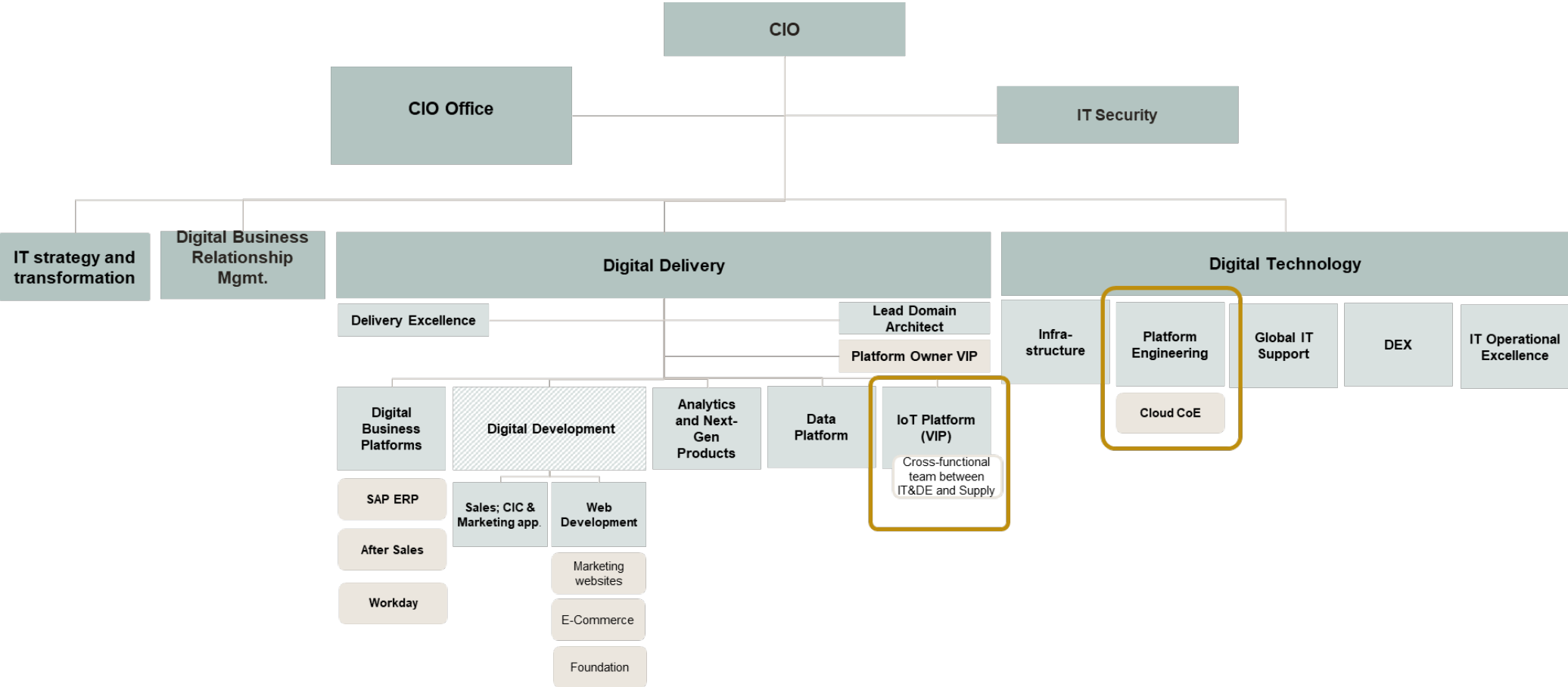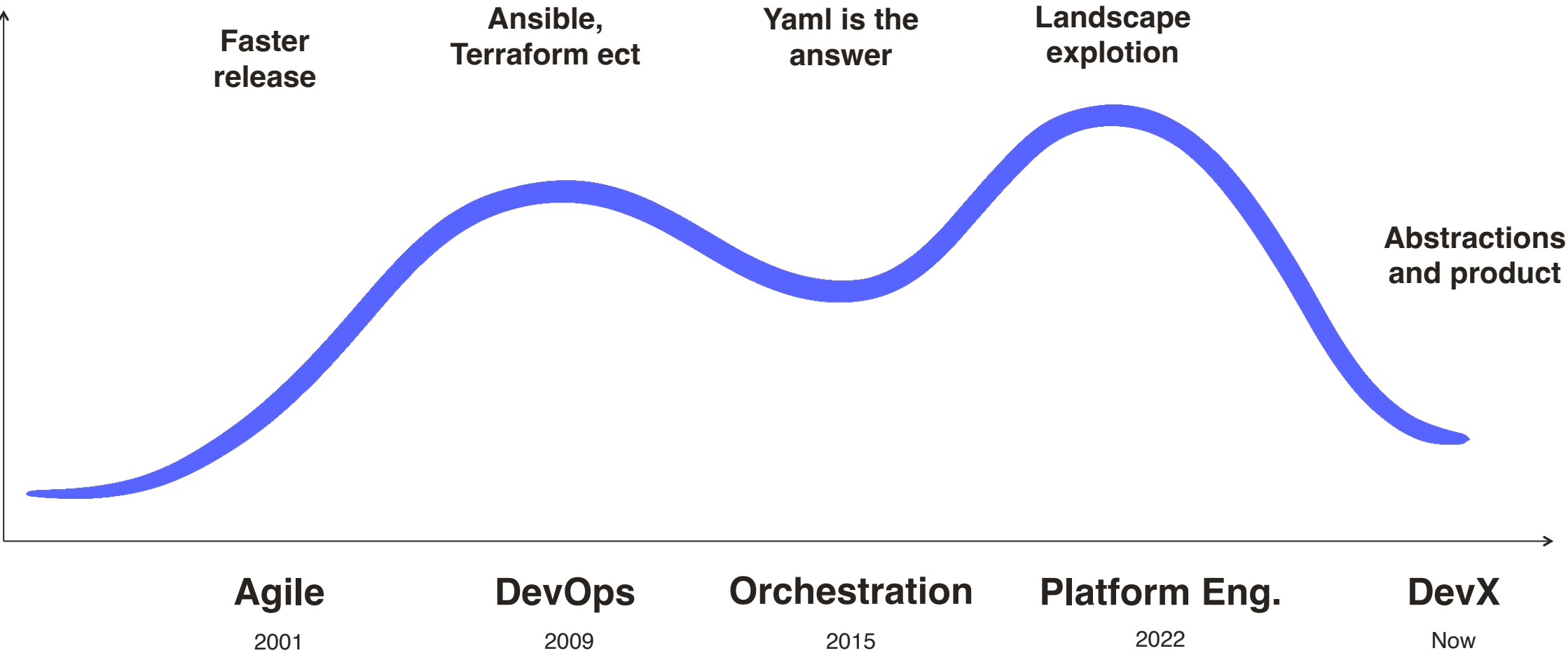**Stimulate more customer pull**

Well-known domains for IT…

…New territory and ways of working

Cloud Centre of Excellence (CCoE) is leading the transformation towards a product mindset

Cognitive load must go down

Developer Cognitive Load

Faster release

Ansible, Terraform ect

Yaml is the answer

Landscape explotion

Abstractions and product

Agile

2001

DevOps

2009

Orchestration

2015

Platform Eng.

2022

DevX

Now

Cognitive Load Theory

Categories

Schemas

Intrinsic
The intrinsic cognitive load focuses on factors such as task complexity, problem-solving demands, learning Requirements and technical challenges.

- 12 Factor App
- Technical Agile Coach
- Quality Assurance
- Architecture

Extraneous
The impact of external factors, such as unclear documentation, tool complexity, communication issues, and redundant processes.

- Onboarding
- New projects / products
- Quality Control
- Release service
- Support
- EOL

Where we put our effort

Germane
Linking new info with current info.
We read "growing domain capabilities"
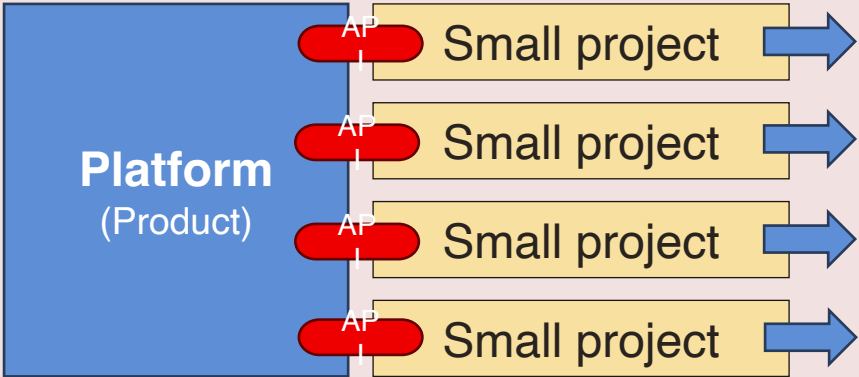
- External consultance
- Domain expert advice
- Complicated subsystems

The first experiment

From Projects to Platform + Projects

| Big project |
| Big project |
| Big project |
| Big project |

VS

Platform
(Product)

AP	Small project
AP	Small project
AP	Small project
AP	Small project

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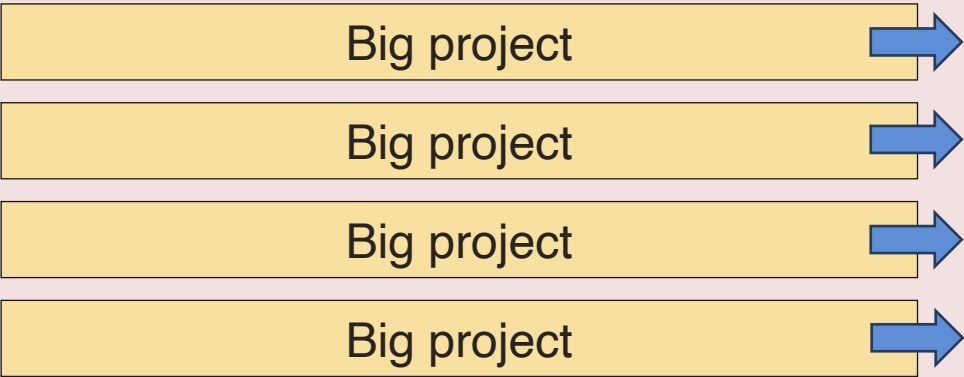
The big Cloud Native toolbox

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Developers should describe their domain in their language only.

The platform should transform that into what the platform needs.

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App name

Tests

Aggregate

Instances

Requirements

App metrics

ect

Developer Domain

Platform Domain

Virtual machine

Loadbalancer

Proxy

Kubernetes

Network

CI /CD

ect

Example of Anti-corruption Layer

External Order Domain

Spec

ACL client

Data

Your company Order Domain

Anti Corruption Layer

New order

Your Order domain

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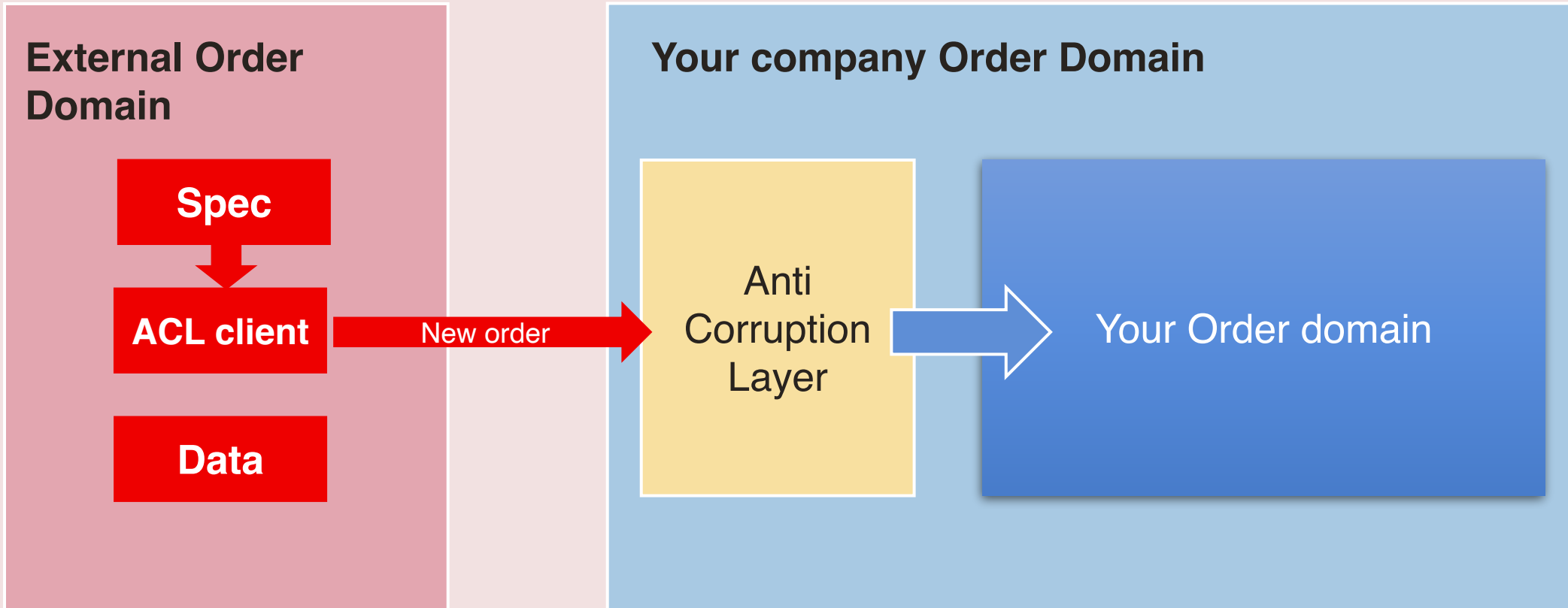
Anti-Corruption Layer with Bura

Developer Domain

IDE   Git   Bura.yaml → Bura cli

Platform Domain

PLAN

CI / CD

Platform capabilities

Orchestration

Cloud computing

Simplified flow

Plan

Backstage	→	Bura run	→	Bura release

New
Service
repository

Developer
commands

Continuous
Integration

Continuous
Delivery

Release
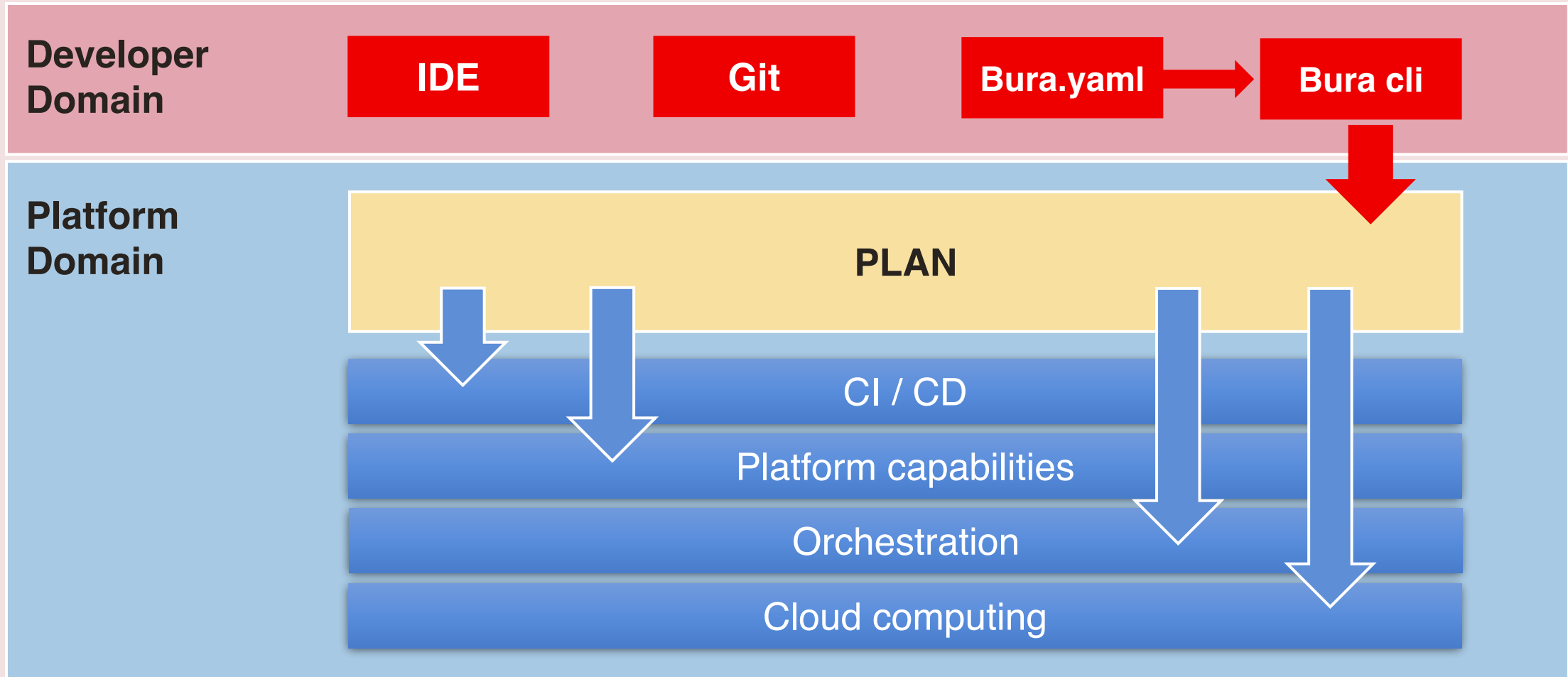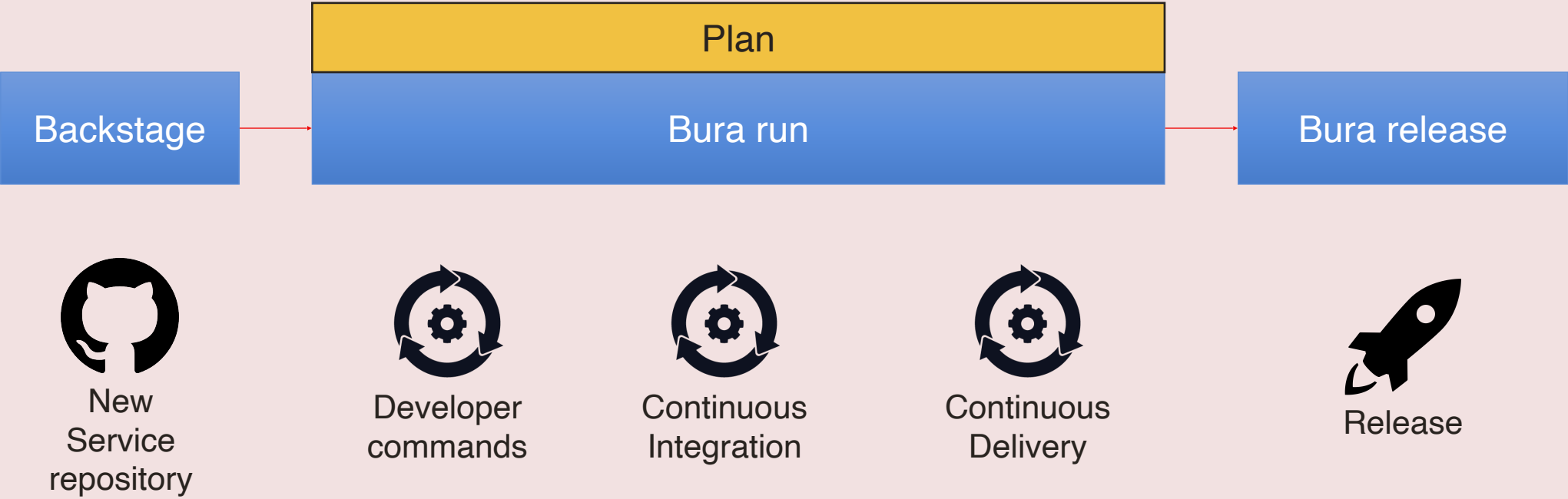
Abstracting our toolbox away
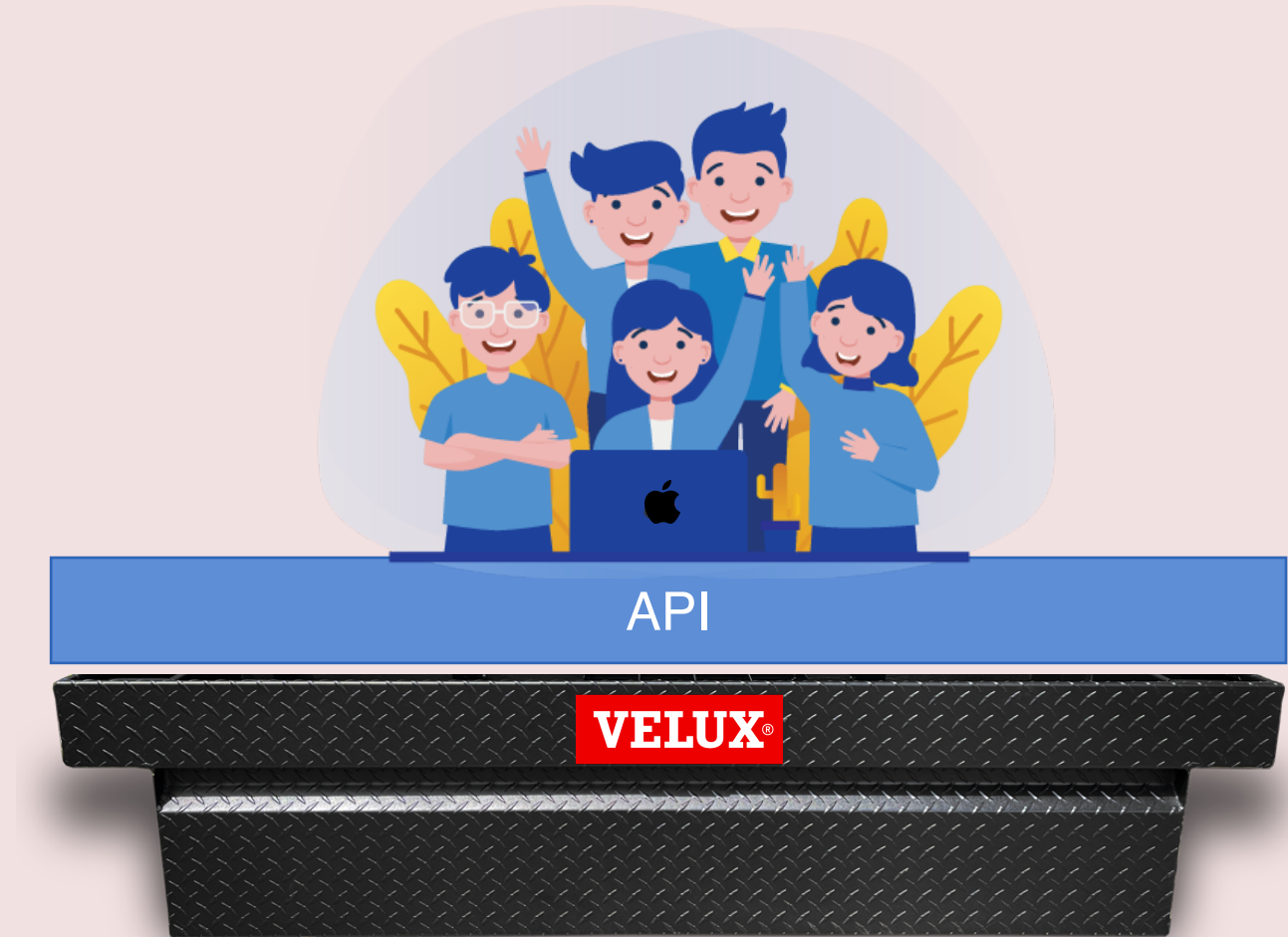
How we work

CCoE is fully distributed

5 men
5 women

1 FTE, Malmo

4 FTEs, Riga

5 FTEs across Denmark

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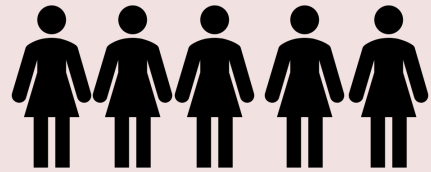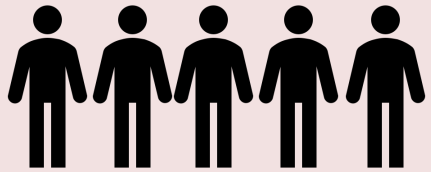
Weekly ceremonies in CCoE

Week #1

Daily checkin	Daily checkin	Daily checkin	Daily checkin	Daily checkin
Retrospective		One on ones		
Individual preperation				
Fortnite Planning				

Week #2

| Daily checkin | Daily checkin | Daily checkin | Daily checkin | Daily checkin |
| | | | | Review/Demo |
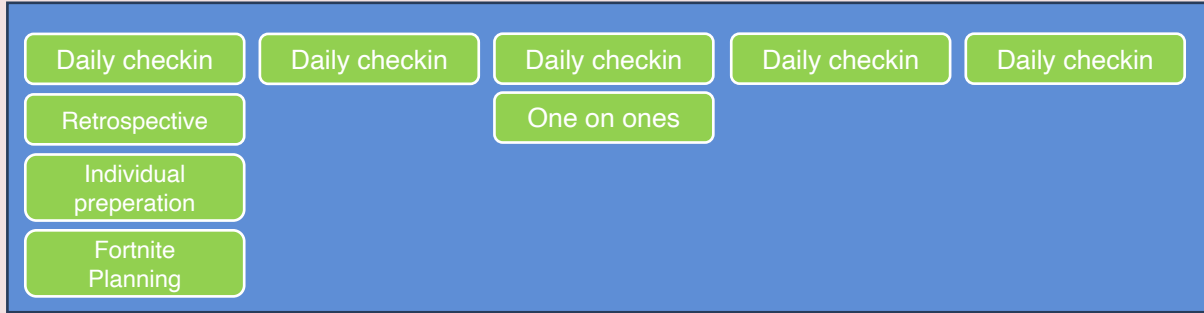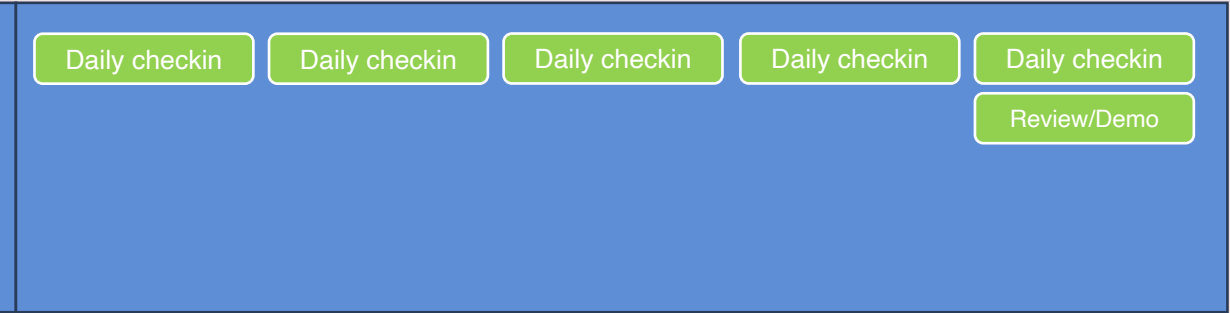
- We plan 14 days only
- We spend ~15 min on planning
- Planning = understanding what's most important
- We have no backlog when planning starts
- We create tasks as we start them

Backlog overview

Order	Work Item Type	Title
1	Epic	⟩ 👑 Q4 - Application development
2	Epic	⟩ 👑 Q4 - Application team support
3	Epic •••	⌄ 👑 Q4 - DevX
	Feature	⟩ 🏆 Backstage
	Feature	⟩ 🏆 Bura
	Feature	🏆 MakeIT
	Feature	⌄ 🏆 Tanto
	Product Backlog Item	⟩ 📄 Tanto-iteration 5
	Product Backlog Item	⟩ 📄 Tanto-iteration 6
	Product Backlog Item	⟩ 📄 Set up Windows VM for testing Tanto
	Task	☑️ add a changelog to tanto-cli
	Feature	⟩ 🏆 Panko
4	Epic	⟩ 👑 Q4 - Messaging
5	Epic	⟩ 👑 Q4 - Kubernetes platform maintenance
6	Epic	⟩ 👑 Q4 - Kubernetes platform development
7	Epic	⟩ 👑 Later: CommVault AKS DR

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- We don't estimate tasks
- We don't calculate velocity
- We don't calculate capacity

- We talk to our customers
- We do the important things first

Distributing ownership

Platform domain

Platform Team CCoE

Platform Owner →

Experience domain

Bura

Bura.yaml

| Release |
| Run |
| Tanto |
| Panko frontend |

Domain Owner →

Product owner →

Capability owner → (Panko frontend)

Backstage

Frontend

| Backend |
| Panko backend |
| GitHub Runner |
| Templates |

Platform domain

Internal platform capabilities

Bura plans	Cloud Native Toolbox 19 onprem 9 Azure clusters
Helm charts	
GitOps repository	

Statefull capabilities

| PostgreSQL | Persistant Volumes |
| EMQX | Redis |

External platforms

| GitHub | Kafka |
| Azure | Jfrog Artifactory |

Support

Teams

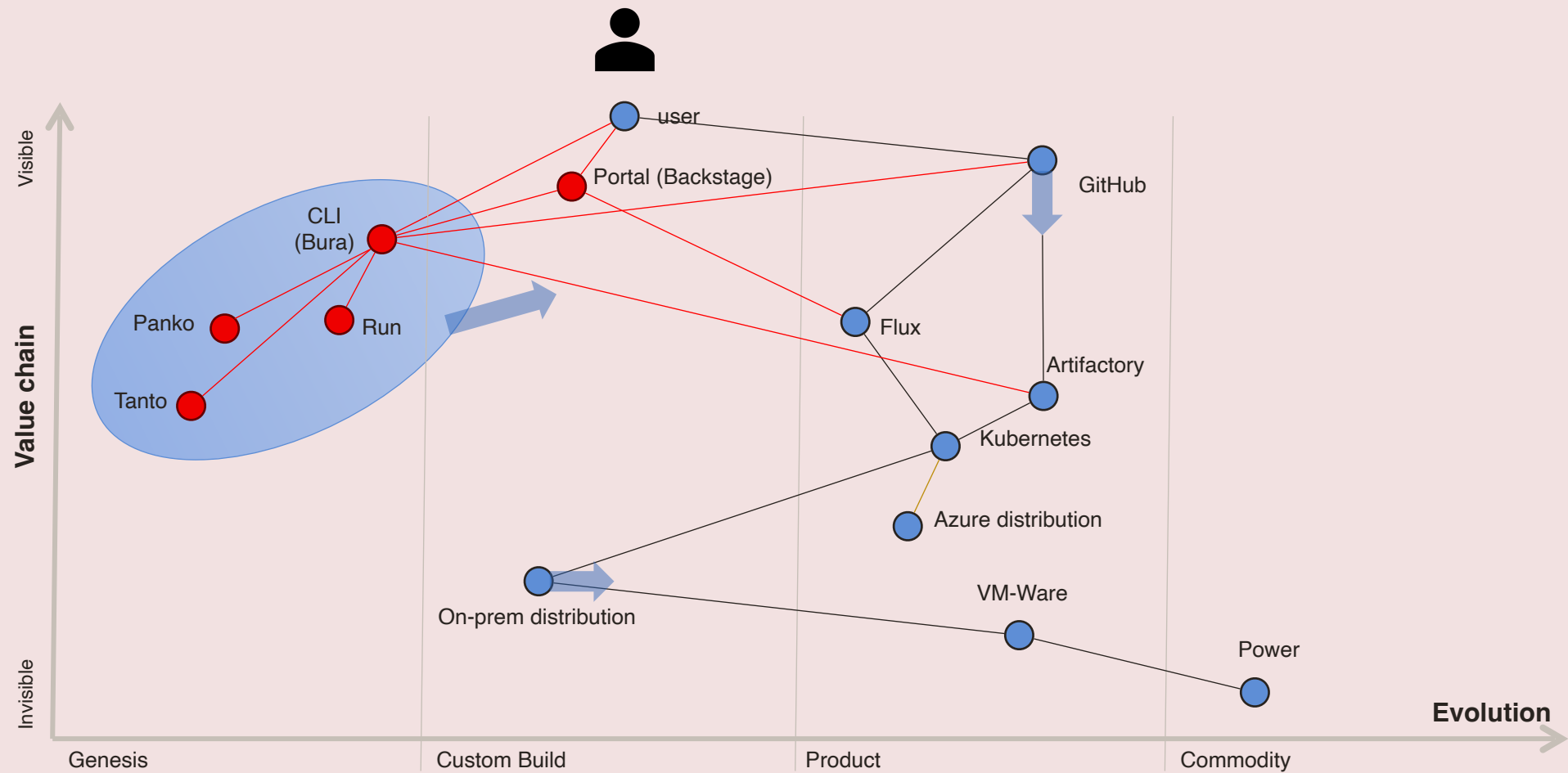Daily support   Daily support

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Building a platform as a product

- We have **no external stakeholders**

- We **find pain** and fix it with technology

- We build feedback into our products
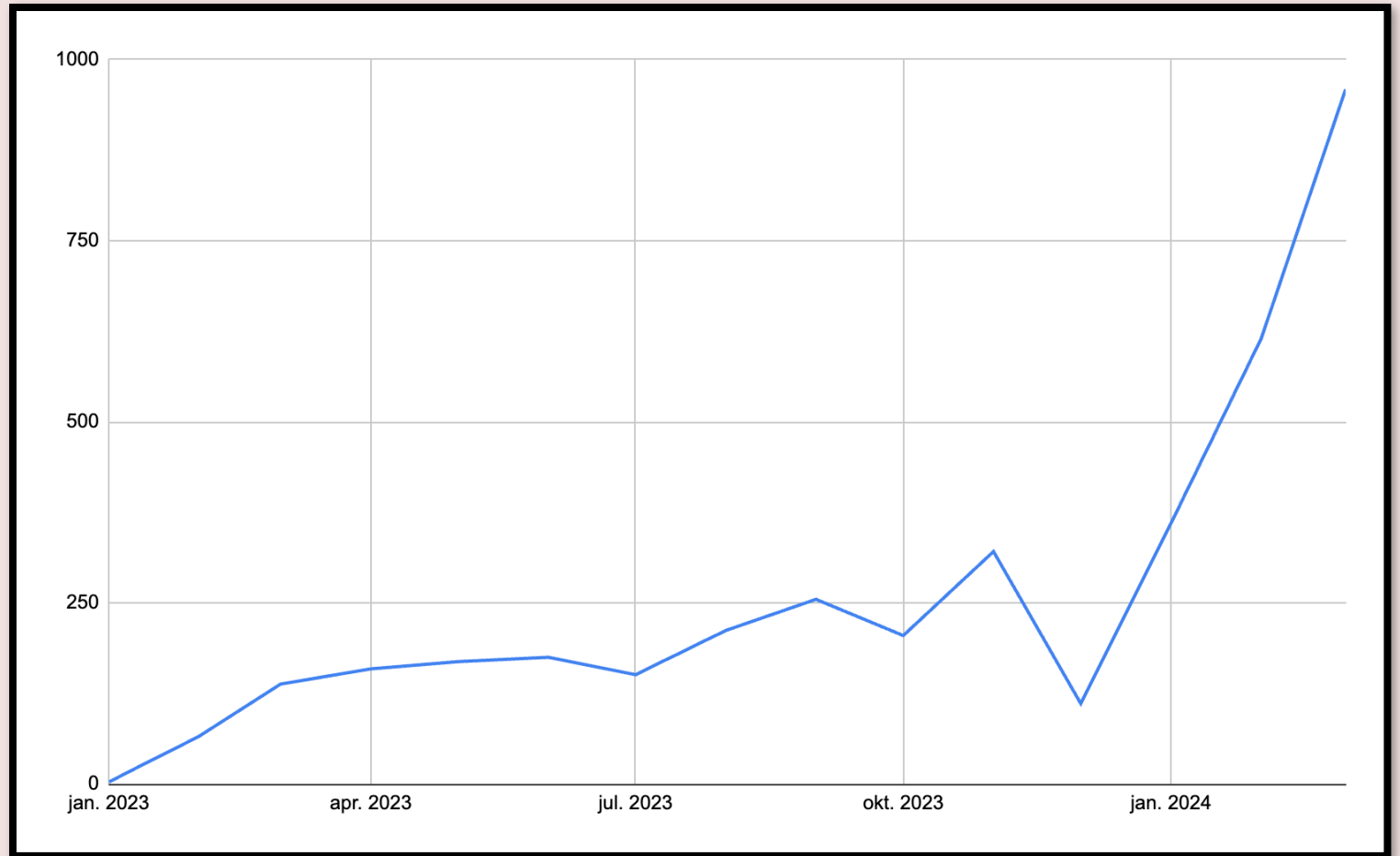
- We **love** our customers

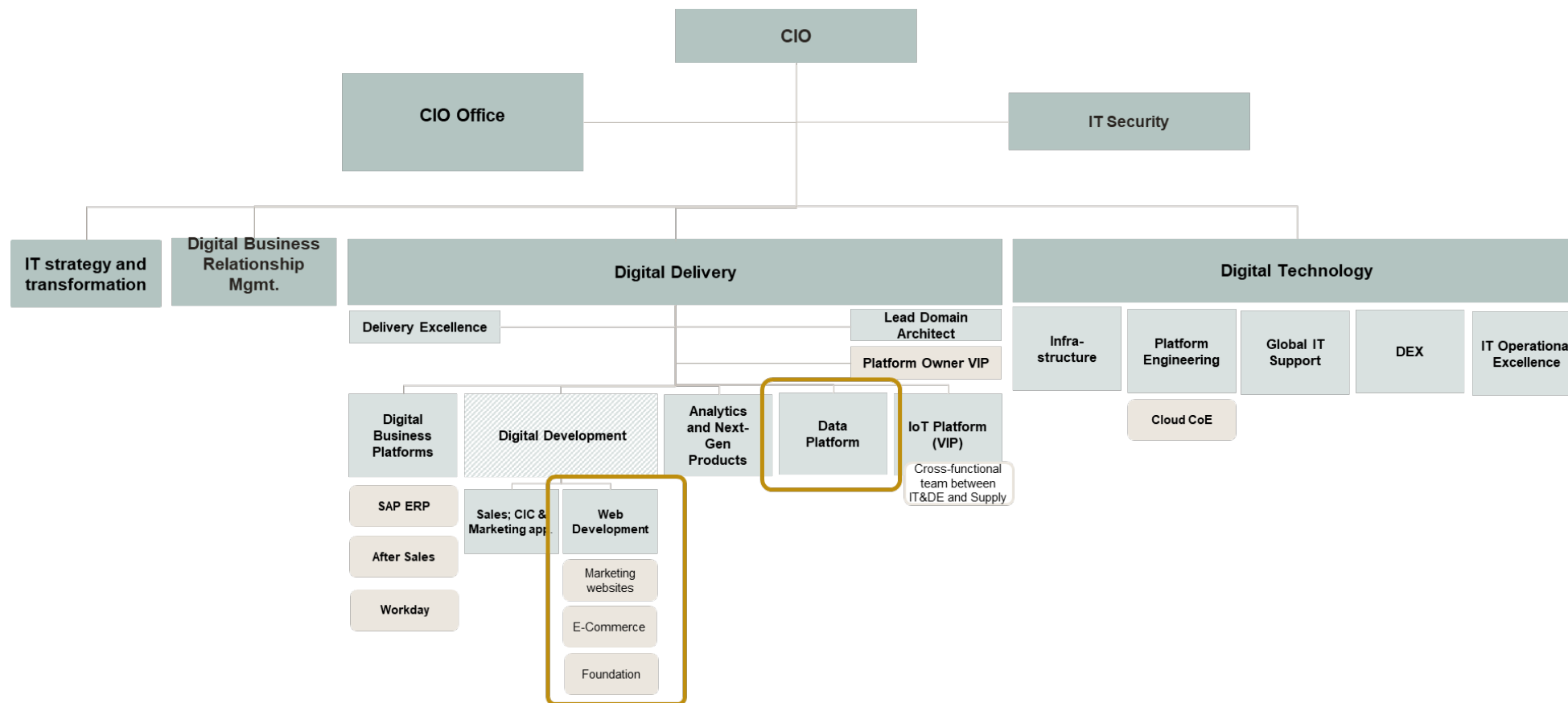# Wardley mapping Developer Experience

The result is speed
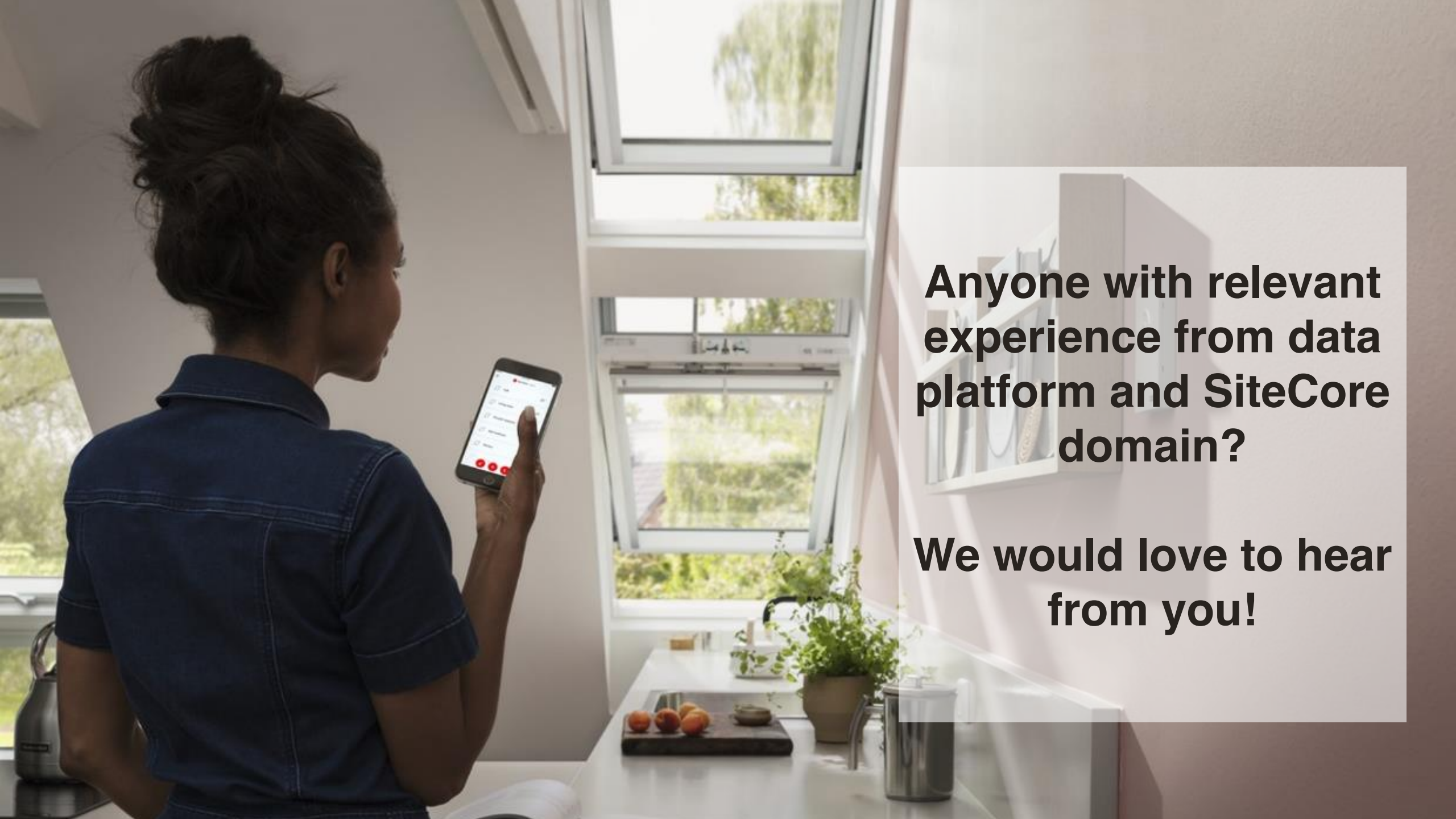
We had **1219 releases** in 30 days

Total of 4452 since January 2023

Releases per month

…We are now expanding to other areas, onboarding new platform teams and customers

Anyone with relevant experience from data platform and SiteCore domain?

We would love to hear from you!

THANK YOU