

BSH Home Appliances Group

B/S/H/

Why is Agile becoming so important for the digital Transformation - and - Challenges during the introduction of SAFe in large programs

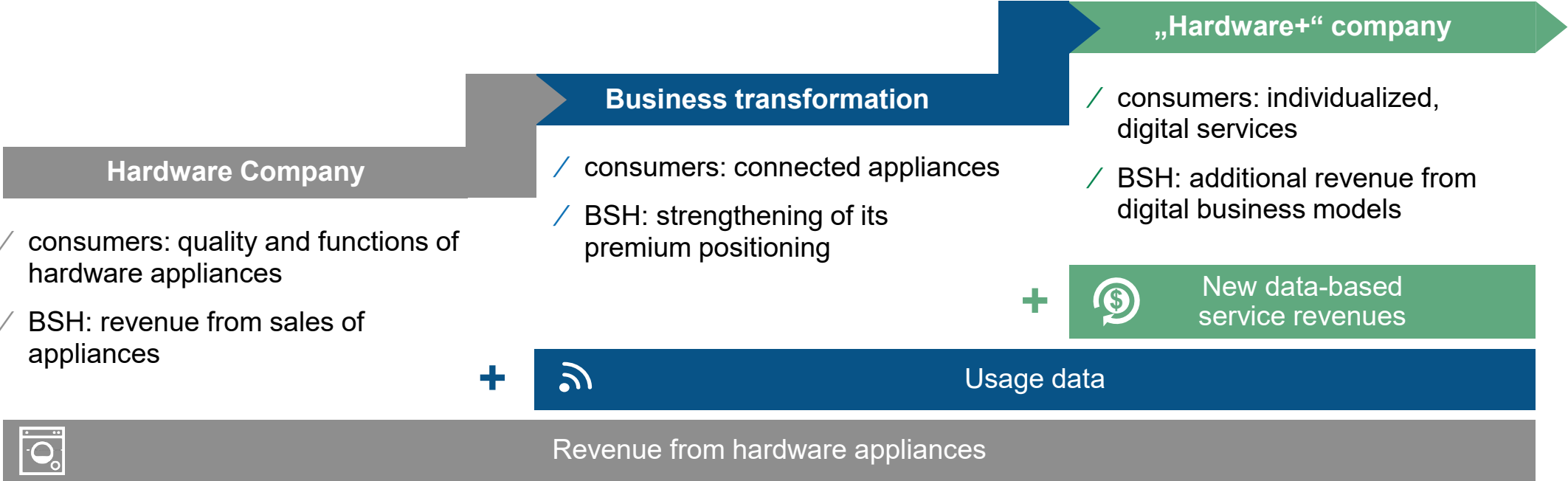


Agile | Question

**Why is Agile becoming
so important for
the digital Transformation**



Our goal is to transform BSH into a “Hardware+” company



We are transforming BSH from a home appliance manufacture to
A COMPANY THAT SELLS APPLIANCES, DIGITAL FUNCTIONS AND SERVICES.

Hardware+ | Home Connect

BSH's Home Connect involves product categories, brands, functionalities & service partners



Oven



Washer &
Dryer



Fridge-
freezers



Dishwasher



Hob &
Hoods

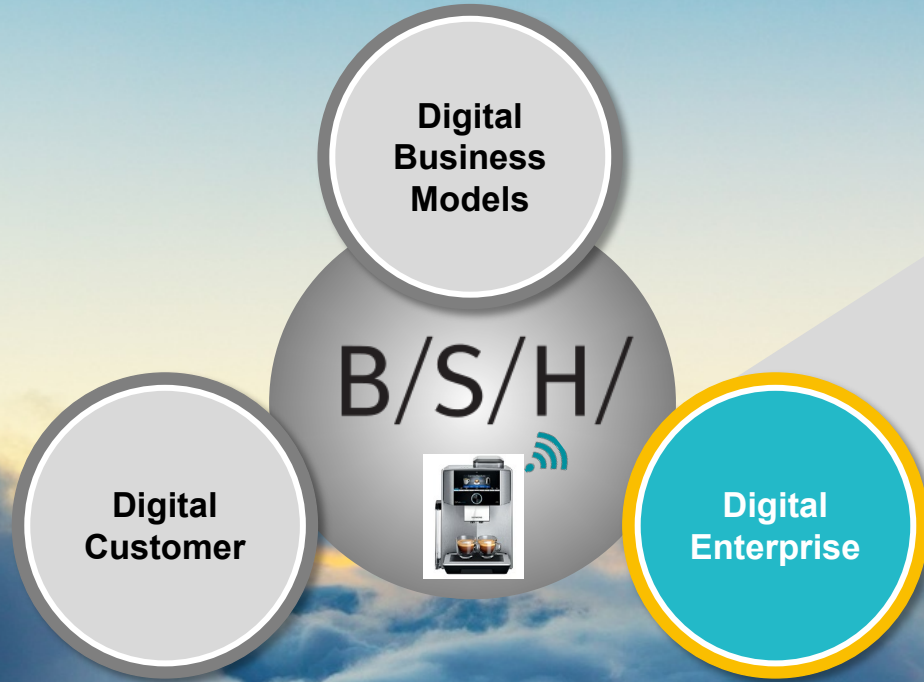


Coffee-
machines



Vacuum-
robot

Digitalization @ BSH | Three Dimensions of Digitalization

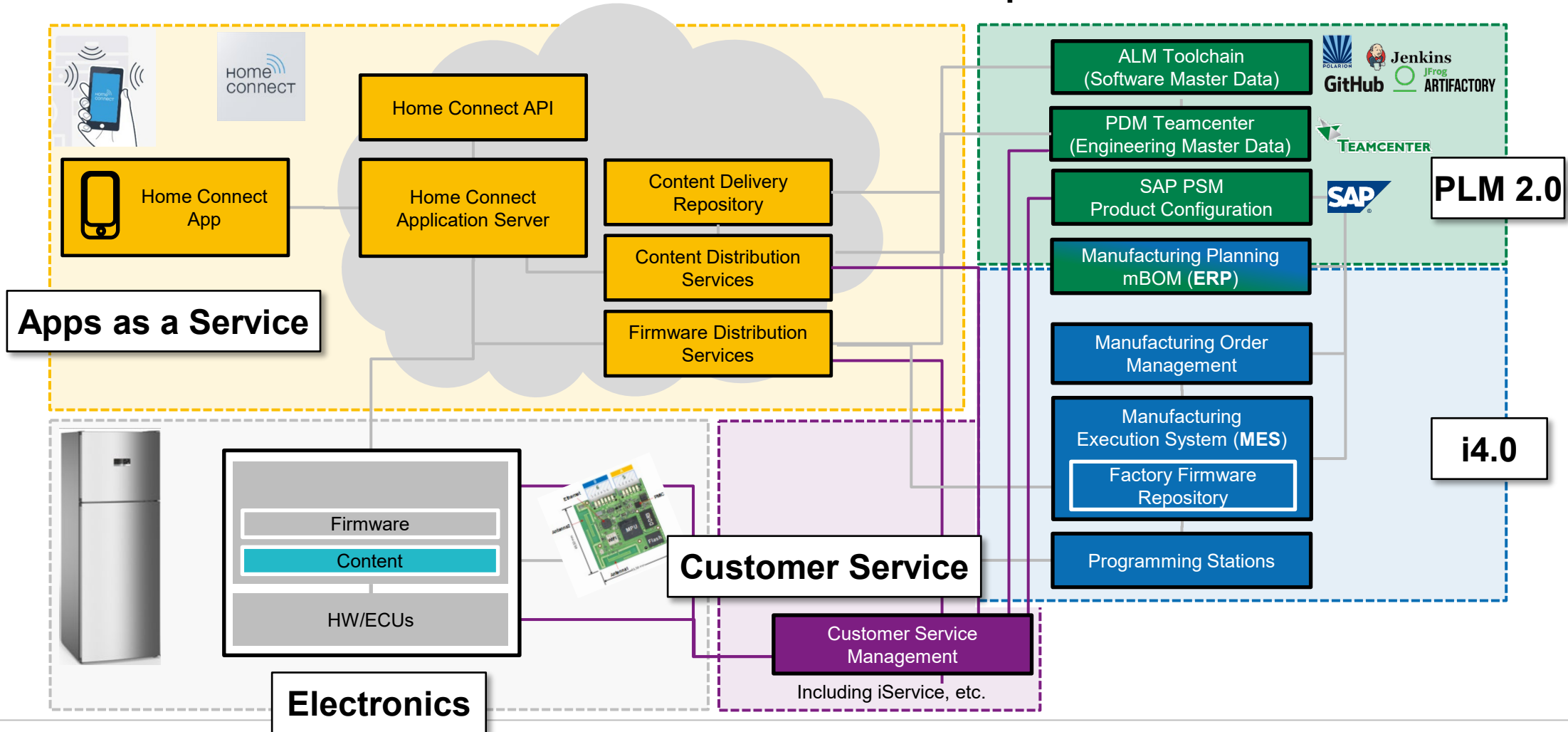


Goals:

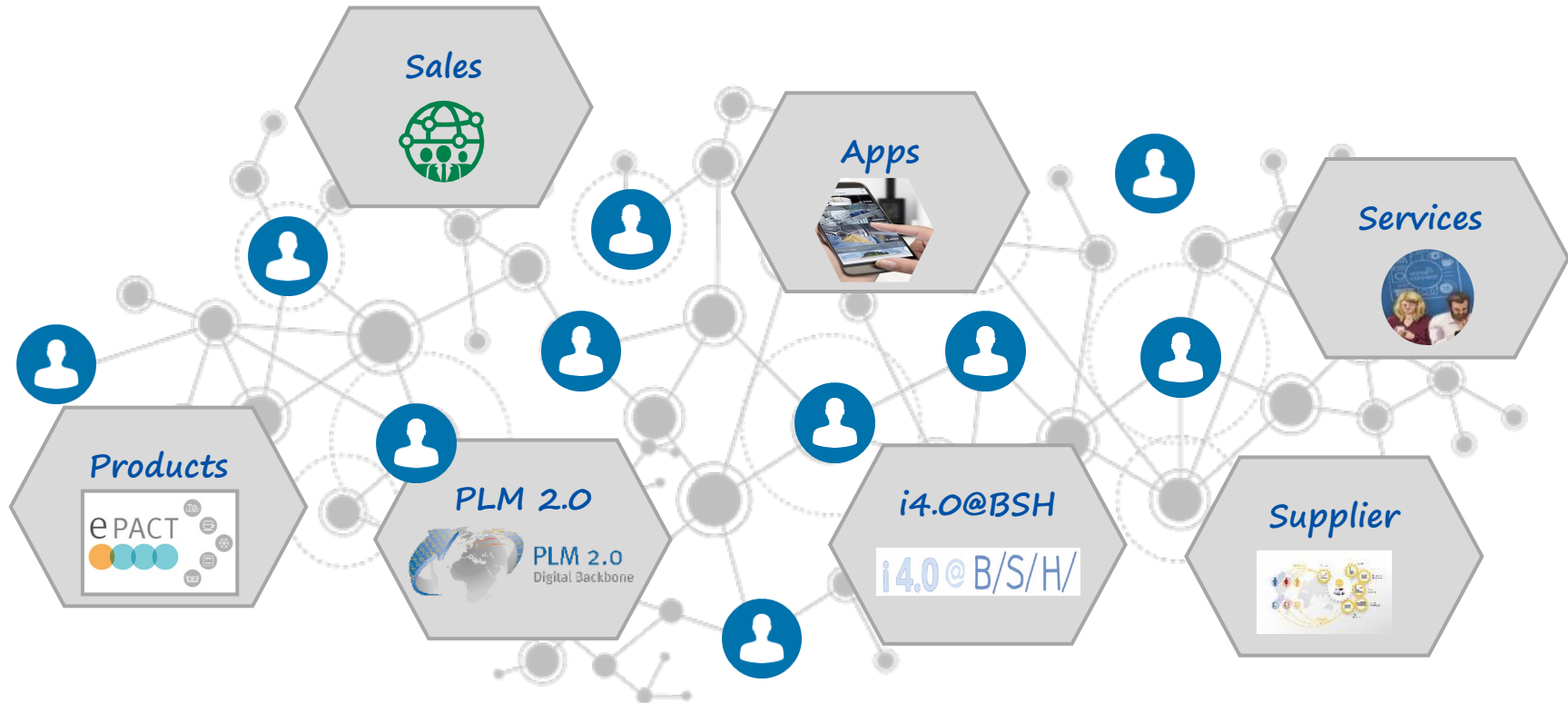
- **Design the system architecture**
- **Enable core processes** across **entire value chain**
- **Build the systems** for a digital enterprise
- Prepare and **enable the organization** to live digital processes

Hardware+ | How does PLM 2.0 support it

PLM 2.0 within Product as a Platform new architecture - components & interfaces



BSH Digitalization | Influence on BSH Organization



Digitalization influences our way of working

The background image shows a person from behind, holding a tablet. The tablet screen displays several icons: a smart oven, a coffee machine, a washing machine, a thermostat, and a house icon with arrows indicating connectivity. In the background, a larger diagram shows a similar smart home setup with a washing machine and a house icon connected by lines, suggesting a networked environment.

Agile - Challenges during the introduction of SAFe in large programs like PLM 2.0

Agile | Question

Which Challenges
during the introduction
of Agile (e.g. SAFe, LeSS, Scrum)
in your organization / project
do you have / had

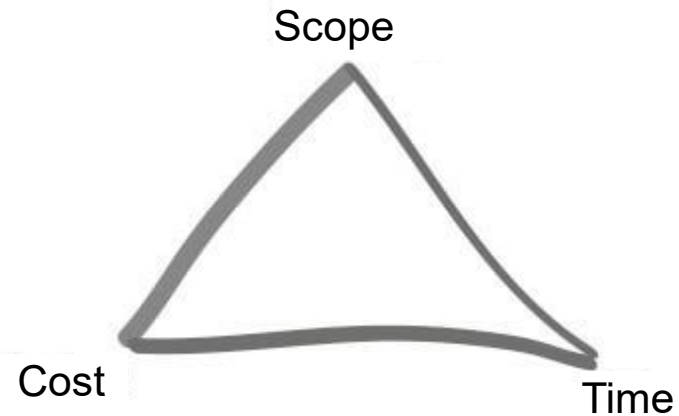
?



SAFe | What does Agile mean for companies

Fixed Teams replace fixed Scopes

Magic Triangle



Teams and People **to** Topics

VS.

Agile Flexibility



Topics **to** Teams and People

SAFe | What does Agile mean for companies

The Four Values of The Agile Manifesto

1 *Individuals and Interactions **over** Processes and Tools*
(over **not** instead of...)

2 *Working Software **over** Comprehensive Documentation*

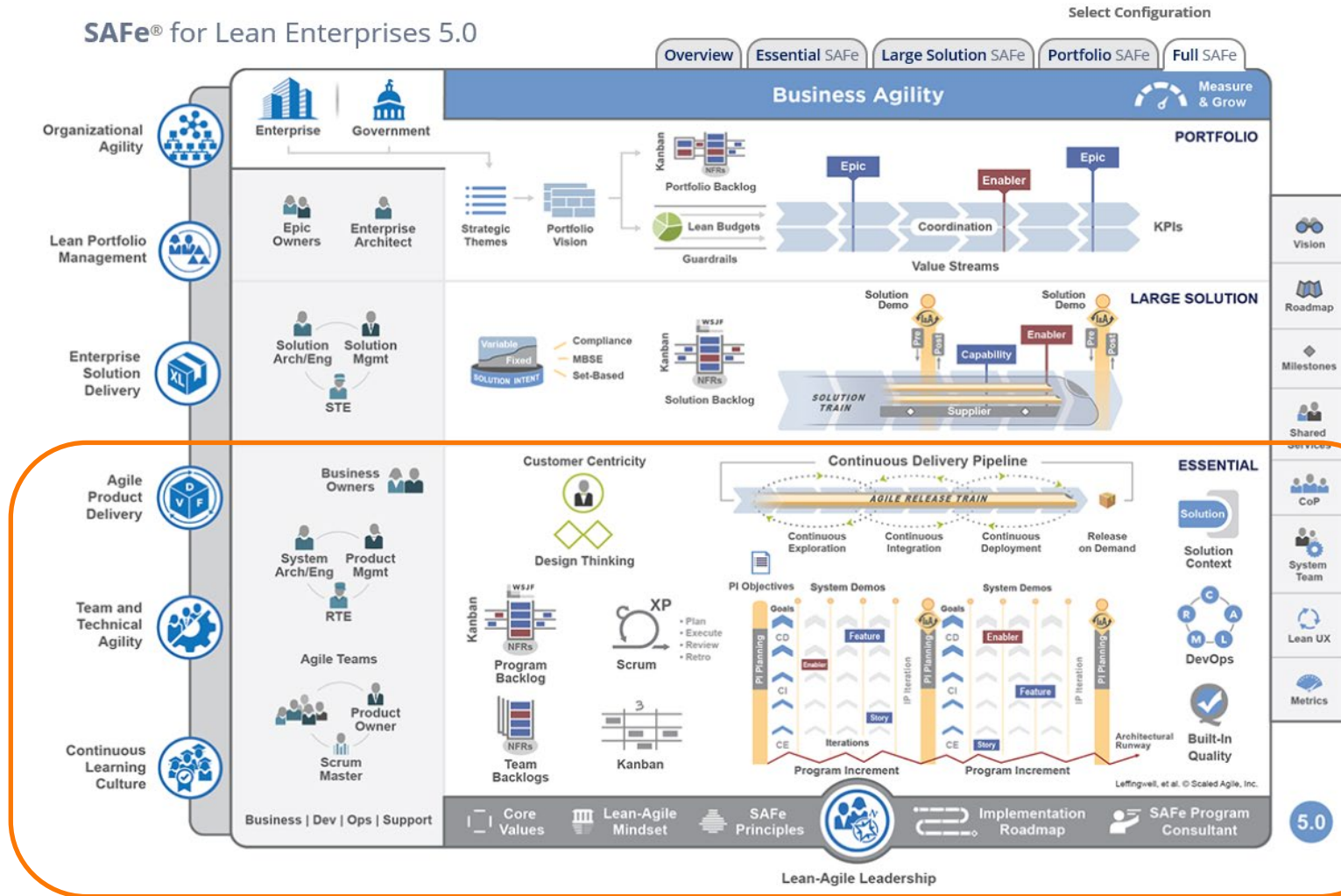
3 *Customer Collaboration **over** Contract Negotiation*

4 *Responding to Change **over** Following a Plan*

SAFe | Implementation

PLM 2.0

SAFe® for Lean Enterprises 5.0

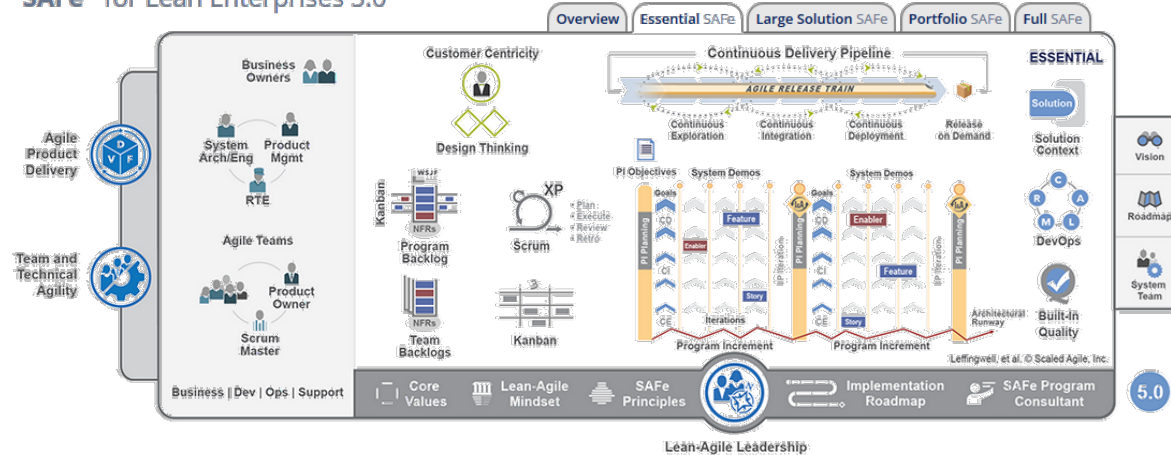


ART PLM 2.0

SAFe | Implementation

Achievements within the Program

SAFe® for Lean Enterprises 5.0



- Currently we reached a level of **65% – 70%** within the PLM 2.0 Program

Major achievements:

- Well-established meeting structure according to **Scrum and SAFe**
- Onboarding of **Business Owners and Team** (> 120 Member)
- Good **Backlog** (JIRA)
- Good **Meeting-Structure**

Room for improvement:

- Regularly challenging **value** of work results (committed Objectives <70%)

SAFe | Implementation

Achievements within BSH

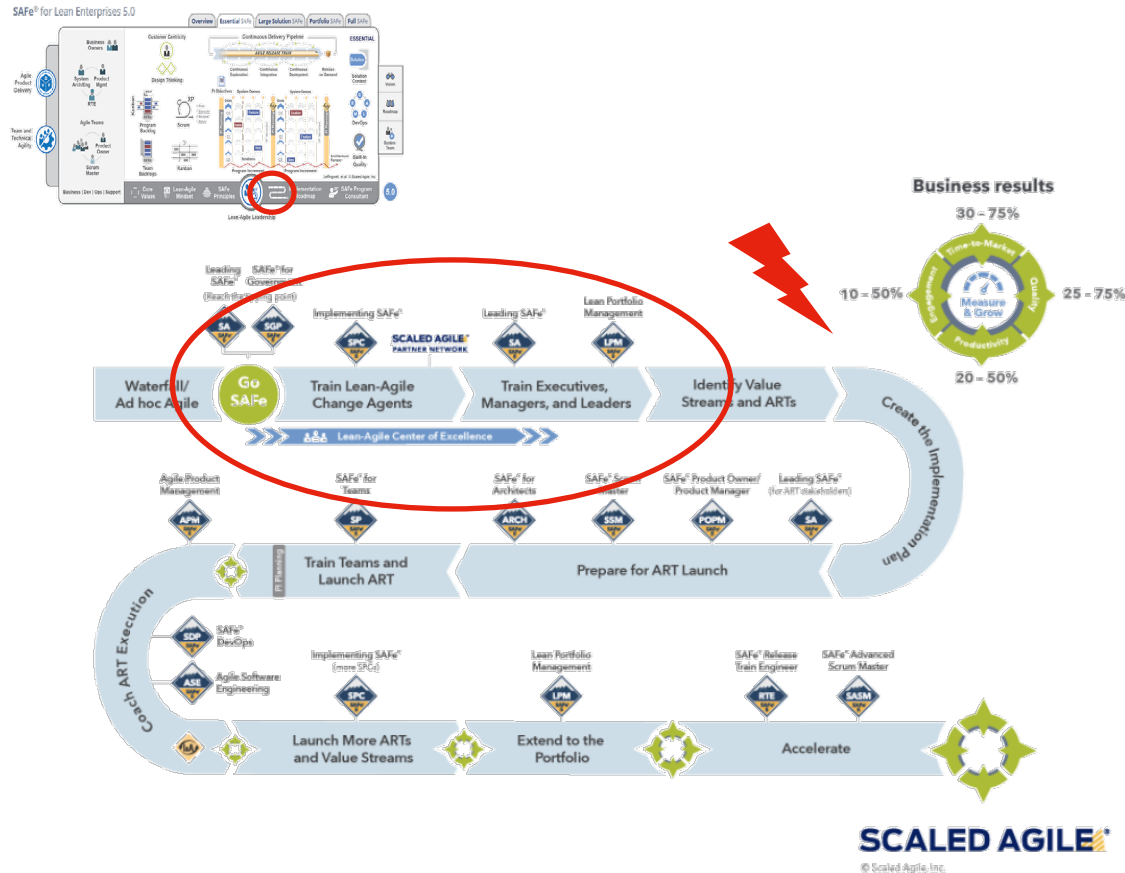


Figure 1. SAFe Implementation Roadmap

Current situation within the BSH:

- No consequent implementation of Agile and SAFe
- Some IT- and Electronic Projects use **SAFe and LeSS**
- Several teams use **SCRUM or Kanban**
- No **regulations** and **carrier path** incl. roles
- No **training concept** for employees e.g. executives, manager and leaders

Room for improvement:

- Currently we reached a level of **10% - 20%** to become Agile within the BSH

SAFe | Key Learnings

Company Organization



- Commitment of executives and managers + GO!
- Change of the organization, regulations and processes are required
- Trainings and understanding for all managers and employees are needed
- Lean-agile leadership can lead to a perceived loss of power and control for managers
- New career paths, motivational and pay systems are necessary
- Employees must decide independently, bear responsibility and have to deliver

The organization of the company has to be changed
or
is willing and within the change

SAFe | Key Learnings

Offshore

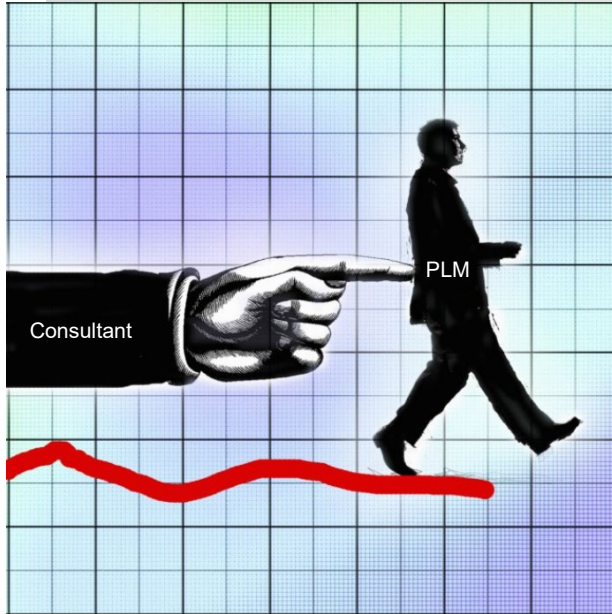


- Agile teams work best together in one place
 - Lacking standardized processes and reporting leads to delays and rare traceability
 - Multiple backlogs in the process leading to problems with priorities, understanding and "good" delivery
- **Offshore hinders successful agilisation**
- **Offshore delays our deliveries**

Teams should meet in person

SAFe | Key Learnings

External Consultants



- 12 external consultants were hired to build up know-how: 9 of them were dismissed within 3-6 months due to lack of know-how and experience
- The importance of planning and top management decisions was not prioritized enough by consultants

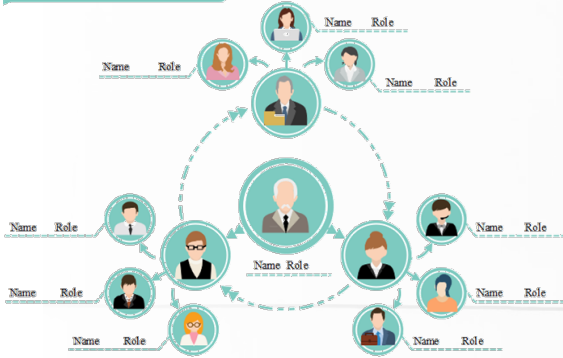
- ➔ **Set clear goals and guidelines for consultants and track them regularly in every sprint**
- ➔ **Retain good consultants to ensure team stability and quickly separate from bad consultants**

Closely Check external consultants in advance

SAFe | Key Learnings

Program Organization

Company Organizational Chart

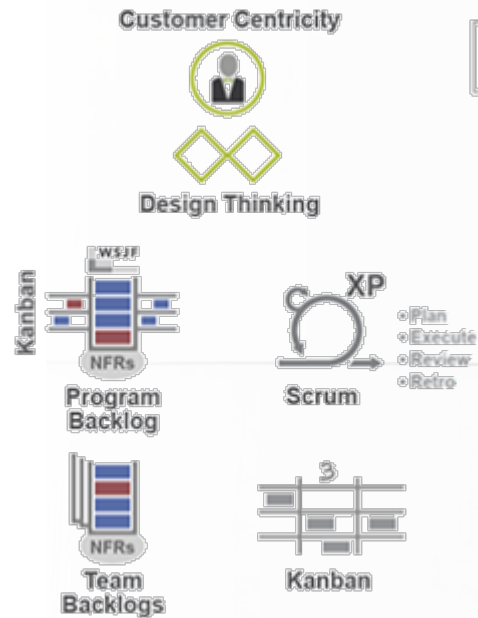


- All team members including all key managers in the program environment must be trained (Scrum and SAFe)
- Organization in the program must be reorganized including architects, PO etc. roles and all meetings/cadences
- Backlog replaces requirement specifications and must be very well maintained and structured (JIRA)
- Patience: it takes about 1 year until agility is anchored in teams and real added value is created (with Release Train > 100 employees)

Immediately change the entire program

SAFe | Key Learnings

Importance of Details



- The teams (100%) and roles ($\geq 50\%$) are stuffed
- All team members need to know the methods, their roll and topics
- The management supports that the teams stay stabile
- Architecture within Business and IT is completely implemented and supported
- Meeting Pattern is defined and installed
- Backlog are structured and maintained

The details support the success

SAFe | Key Learnings

Summary

1 The **organization of the company** has to be changed

2 Teams should **meet in person**

3 Closely **check external consultants** in advance

4 Immediately **change the entire program**

5 The **details** support the success

Hardware+ | First Products

Cookit

- Product / Hardware
- Connected / Home Connect
- Plus+ / Digital Services
 - ❖ Download Recipes
 - ❖ Automatic Updates
 - ❖ Monitoring Recipes via Smartphone or Tablet
 - ❖ Voice Control via Alexa / smart device



Thank You

