

We Build Brains for Autonomous Cars



Petr Bergl

**Agile transformation as a snowball effect in VWG
company**

WE WORK FOR >



C A R I A D



Lets talk about ...

Introduction of Digiteq

WHY we needed a change

The first snowflake – one department

Snowballs and all the troubles with them – more departments

Snowmen ☺

Summary

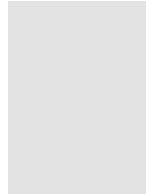
Ownership and Structure

Digiteq Automotive is a 100% subsidiary of the Volkswagen Group.

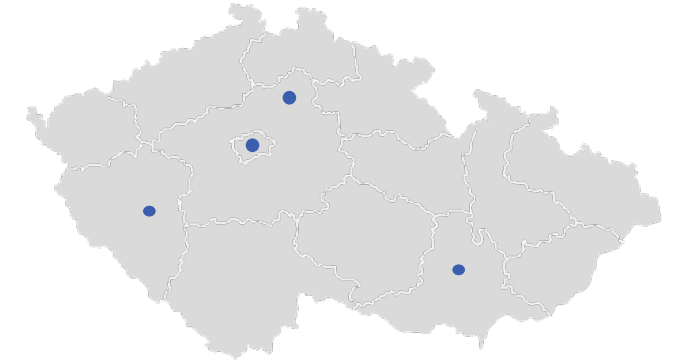
Company Management



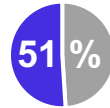
Wilhelm Schmitt
(technical)



CFO
(commercial)



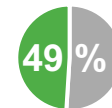
CARIAD
A VOLKSWAGEN GROUP COMPANY



CARIAD is a 100% owned subsidiary of Volkswagen Group



ŠKODA



Shareholders



Dr. Riclef Schmidt-Clausen
(CARIAD)



Dr. Johannes Neft
(Škoda Auto)

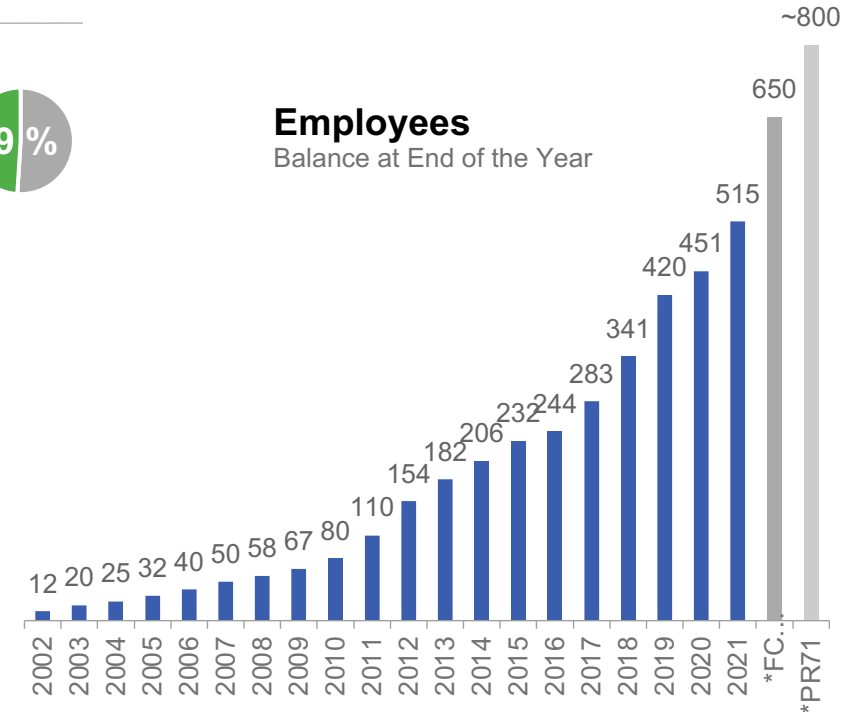


Karl Sempf
(CARIAD)



Pavel Štěpánek
(Škoda Auto)

Employees
Balance at End of the Year



WHY

Situation in Digiteq and in the Software Department

Hierarchical structure

Company Management							
	Future Mobility Service	Future Mobility Equipment	Software	System Development and Engineering	Test Automation and Products	Test Center	Finance and Administration
Quality and Process Management	Applications	Future Mobility Equipment	Control Systems and Architecture	Driver-assistance Systems and Car Safety	Equipment and Prototypes	Test Management	Human Resources
Communication and Marketing	User Interfaces		Computer Vision and Tools	Comfort Systems	Services and Technology	Component Tests	IT and Facility Management

Pains for people

- Work on too many projects
- Unclear priorities
- Unclear personal

Can we start doing things differently?

One manager “for all” principle



Situation

- High demands from the customers in volume (build 30+ FTE teams)
- Variety of competencies and skills required: ML, Computer Vision, Control algorithms, C++, Python

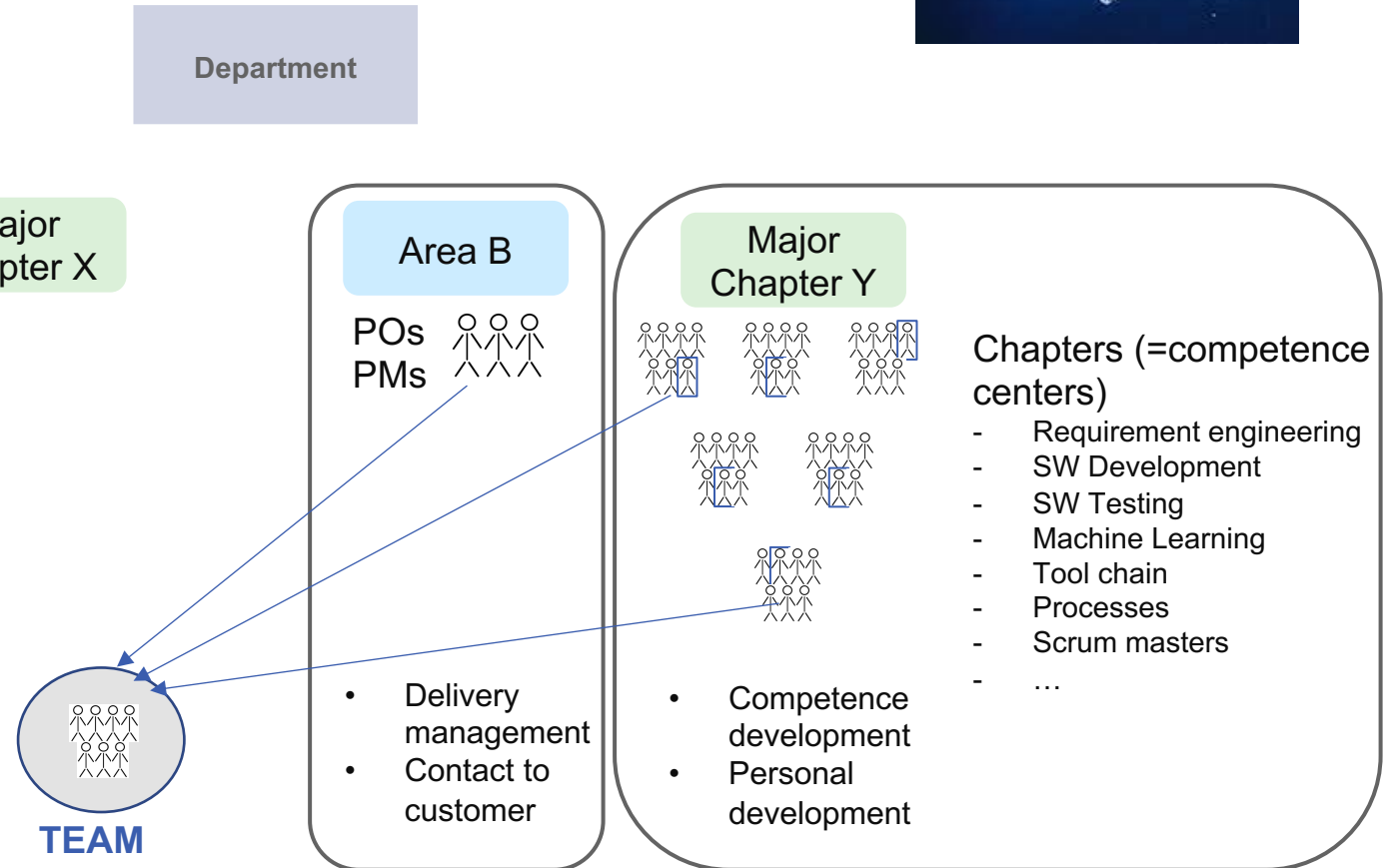
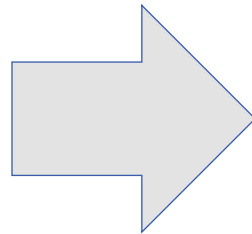
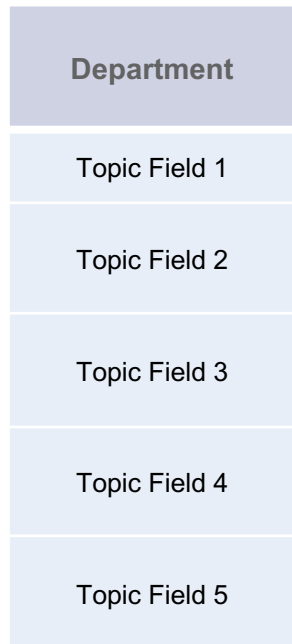
FIRST SNOWFLAKE

The Evolution Principle – end of 2021



Agile organization

Classical hierarchy



FIRST SNOWFLAKE

The Evolution Principle – end of 2021



Communication and Approvals



Lessons Learnt

- + We spent our time until we all believed
- + Communication pre-tested on teams folks
- + CEO and CFO support
- Underestimated attractiveness of the concept

SNOWBALL(s)

First pains – beginning 2022

More departments raised their hands

- ☺ .. More energy, bigger mandate for change
- ☹ .. Mess (own definition of the positions..)



Establishment of The Idealists



Lessons Learnt

- + The Idealists (with all the “boring” stuff inside)
- Desire to make the changes too fast w/o time for common understanding
- New communication rules
- + - Each department has different motivation and it needs to be reflected in the model

SNOWMEN

... it is working - NOW

First positive results observed

- Managers
- Employees
- Customers

Implementation

- About 50% of business (~300 people) done
- Most of the remaining to be done by mid 2024
- Next steps with F&A under discussion

Further changes based on modularity of the systems

Lessons Learnt

- + Engagement of the employees in strategy WS based on Value Streams
- + Process for Chapter leader nomination
- It is hard to secure Chapter leaders time



SUMMARY

Next steps and summary



BE BELIEVER AND TRY IT!

TAKE INSPIRATION FROM EXISTING MODELS AND ADOPT IT FOR YOUR PURPOSE

ASK CONSULTANTS FOR SUPPORT NOT FOR MAKING THE CHANGE ON YOUR BEHALF

CHANGE THE THINGS IN AN ACCEPTABLE TEMPO – TIME IS NEEDED!

***while(1)* COMMUNICATE, GATHER FEEDBACK**