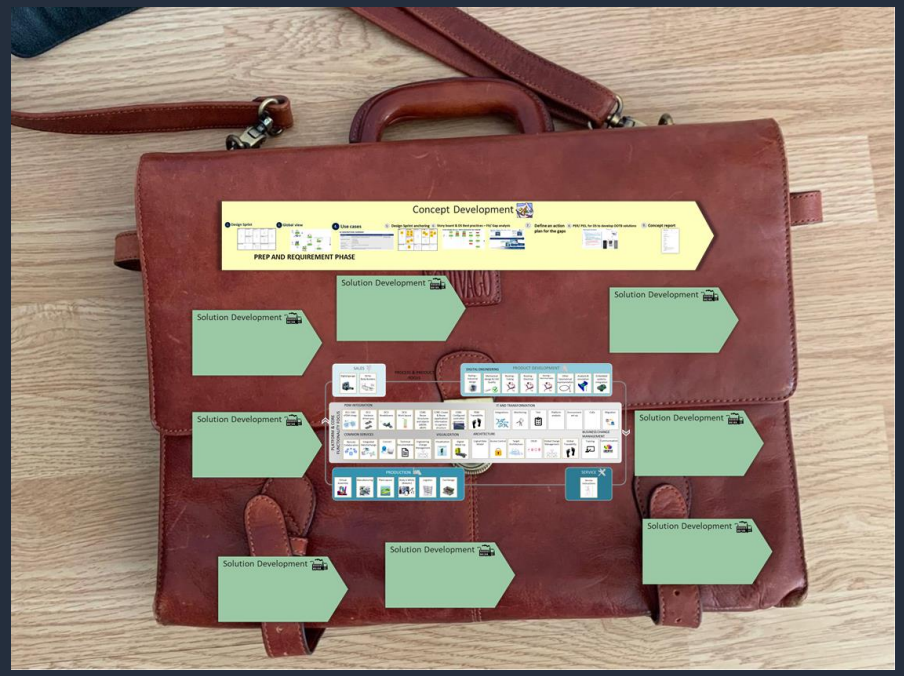
STARLING

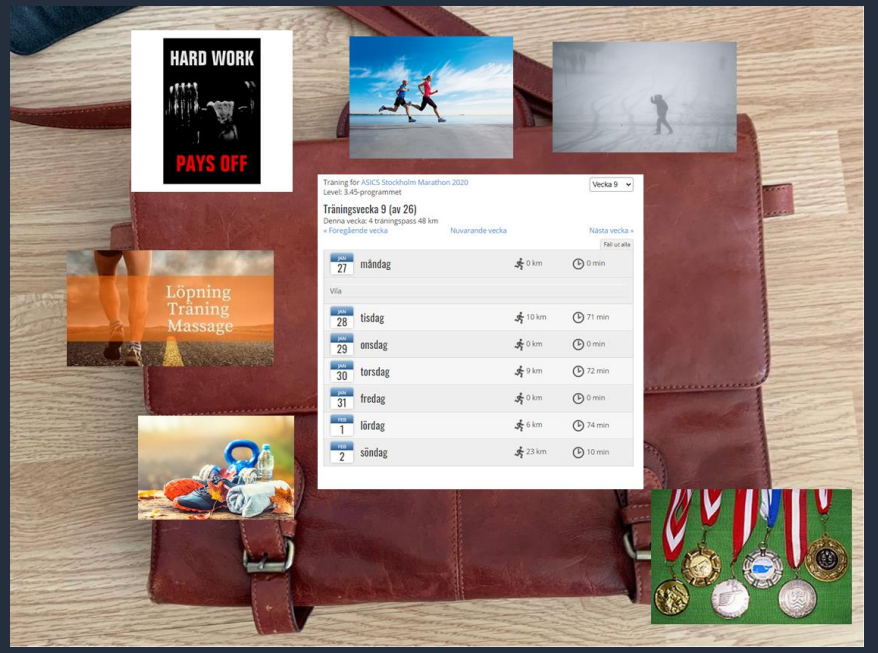
MATS RINGSTRÖM/ LARS WEJDE

STARLING = a Marathon?

Can STARLING be compared with Marathon?



Methaphor



STARLING Program

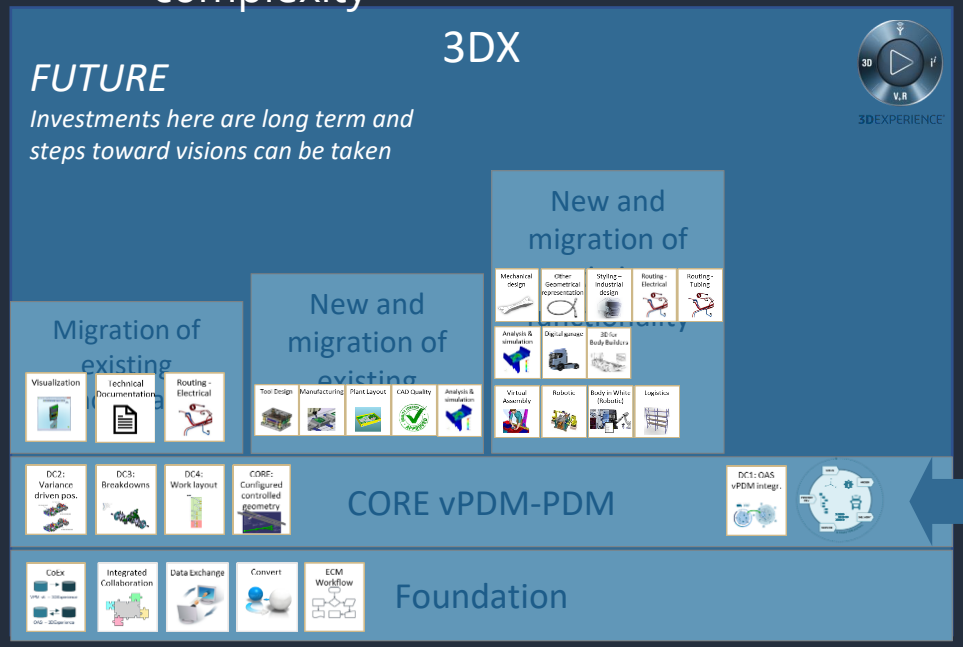
"The role of program management focuses on coordinating several projects and related business change activities, in order to achieve an expected benefit"

Marathon

A number of races, training and others over a longer period

Vision

- Digitalisation
- OOTB-solution-Less maintenance
- Improved cross functional information flow and less integration complexity



- Benefits
  - Business Case (Expensive existing platform)
  - Business value

- I will run marathon:
  - as long as I enjoy it
  - My body will accept it
  - I “can run”, not walk ☺
- I will do it 1-2 times/year
- Time horizon: 5-10 years
- On and off: Abroad

- Benefits:
  - Fun!
  - Healthy
  - Combine with visits to new cities
  - …

Plan (NOT longer than 2 years!!)

Planning horizon

Block

Goal

- Clear deliverables & achievements
- Targets. "something to strive for"
- Brief idea-contents, Not in plan (yet)

PI plan

Goal

Examples (STARLING)
- Main goal for R0.1 in this PI is the Go Live w21xx
- Main goal for R1 in this PI is Road Map for R1 (Technical and process)
- Main goal for Concept is to finalize xxx and start-up yyy

- 2 years horizon

  19
  - Spring: Sthlm marathon 19 – booked
  - Authumn: Lidingöloppet 19– wait until Sthlm marathon is done

  20
  - Paris, London, Prague? – if lucky in draw (one of them), otherwise Sthlm
  - No plan yet…

Concept = all training before the race…

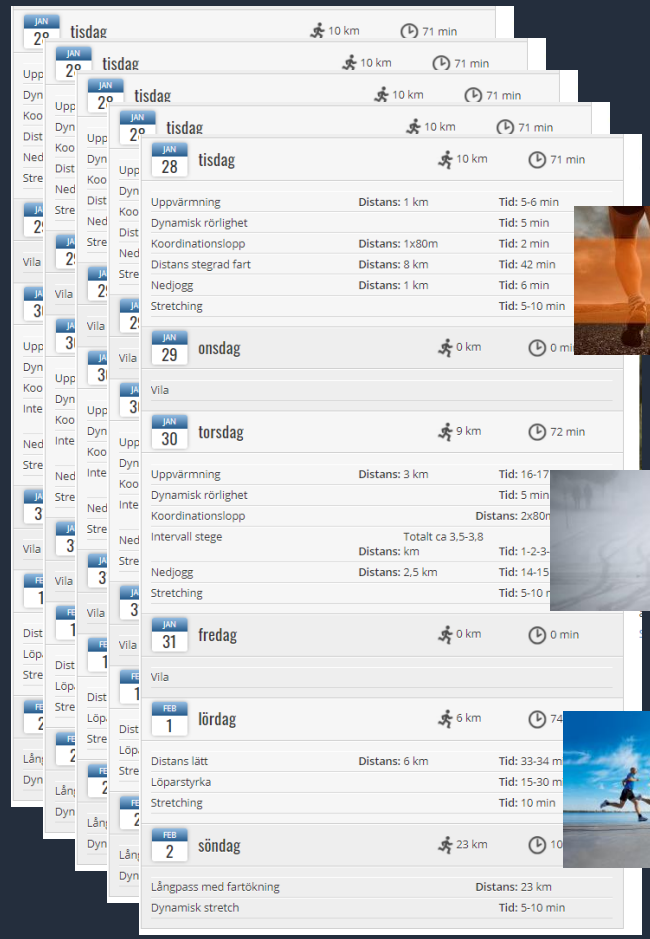
STARLING

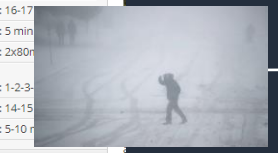
Concept Development

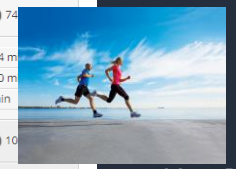
2. Design Sprint
3. Global view
4. Use cases
5. Design Sprint anchoring
6. Story board & DS Best practices – Fit/ Gap analysis
7. Define an action plan for the gaps
8. PER/ PES, for DS to develop OOTB solutions
9. Concept report

PREP AND REQUIREMENT PHASE

Solution Development

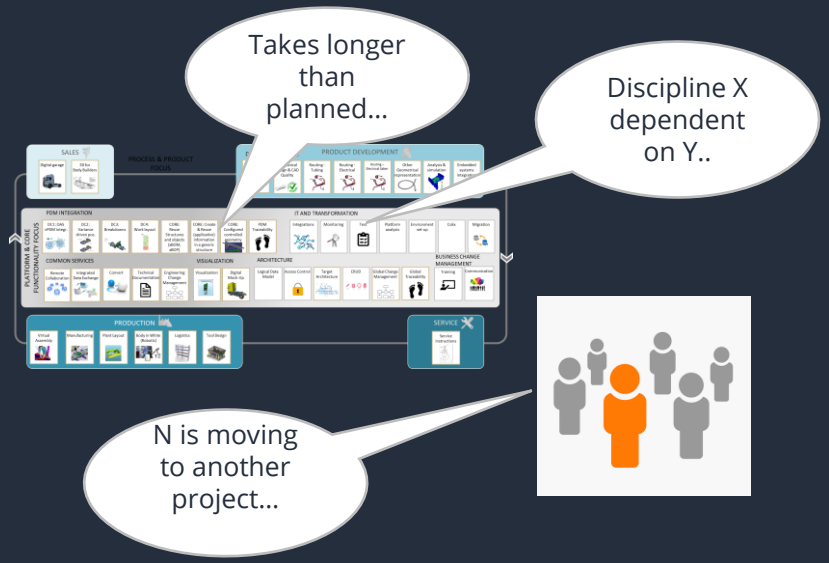




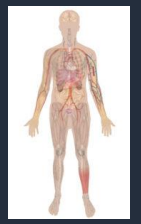


Concept = all training before the race - Similarities

- Mainly static/waterfall approach

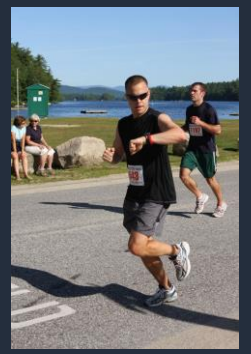


- Changes will take place:
  - Priorities
  - Surprises
  - Resources



- Quality of outcome=essential!

- One given backbone!



Concept: Plans & Follow-up

PI plan 12 weeks=Goal

Sprint *4 weeks* *4 weeks* *4 weeks*

- Training program ~ 6 months

Period *2 months* *2 months* *2 months*

Basic build-up | Strength, Performance Long Distance Lactic acid | Speed Long(er) distance | De-escalation Tapering

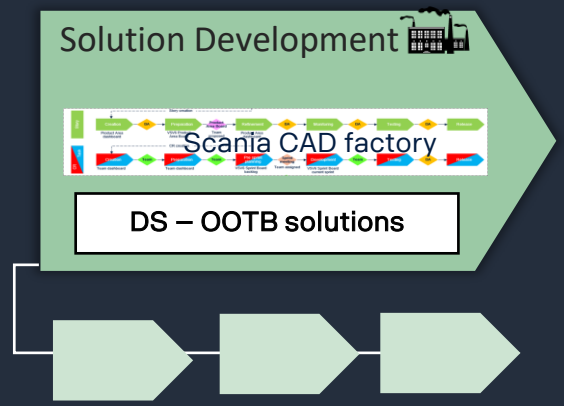
Sprint Planning & Follow-up

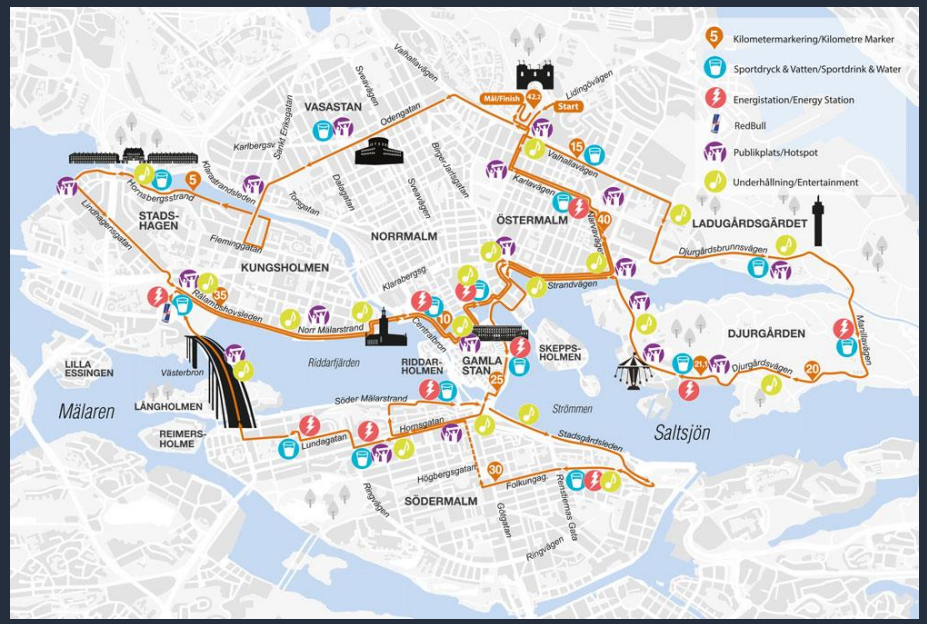
- "Active disciplines":
  - Sprint planning every forth week
  - Pulse/Follow-up every other week
  - StoryPoints (SP) use for estimation
  - Split Goal for PI plan into sprints

Follow-up

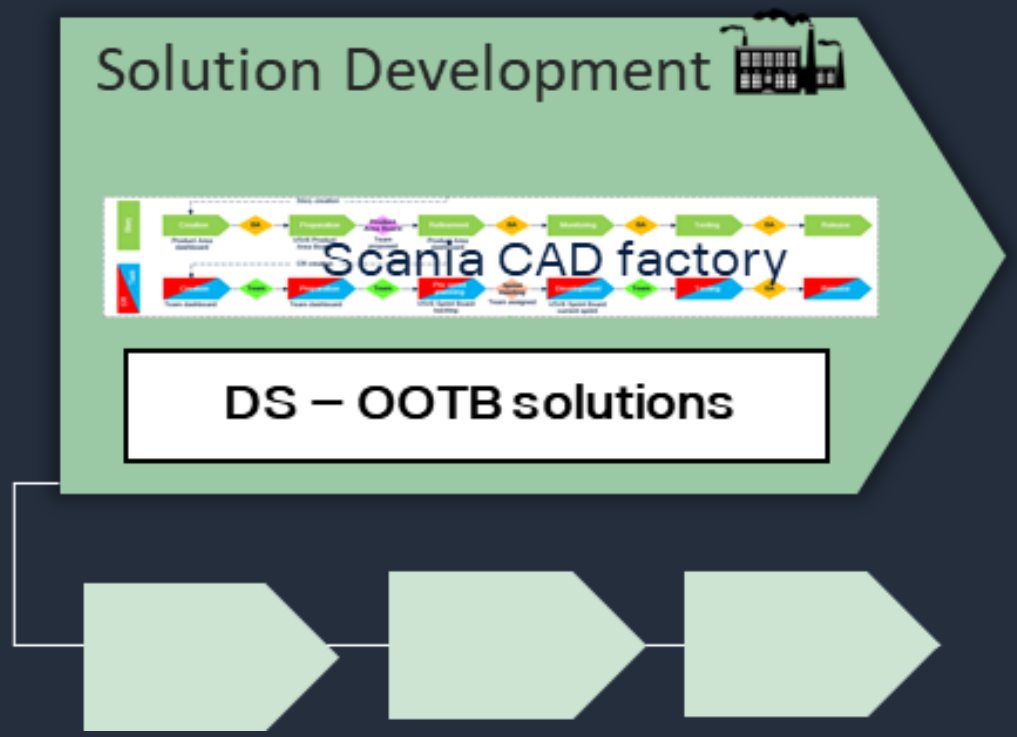
- Check every week-on track?
- Appr. monthly-test race (planned pace in race)
- Re-balance between weeks
- Areas/type of training to put extra attention on?

Solution Development = The race





Solution Development = The split up

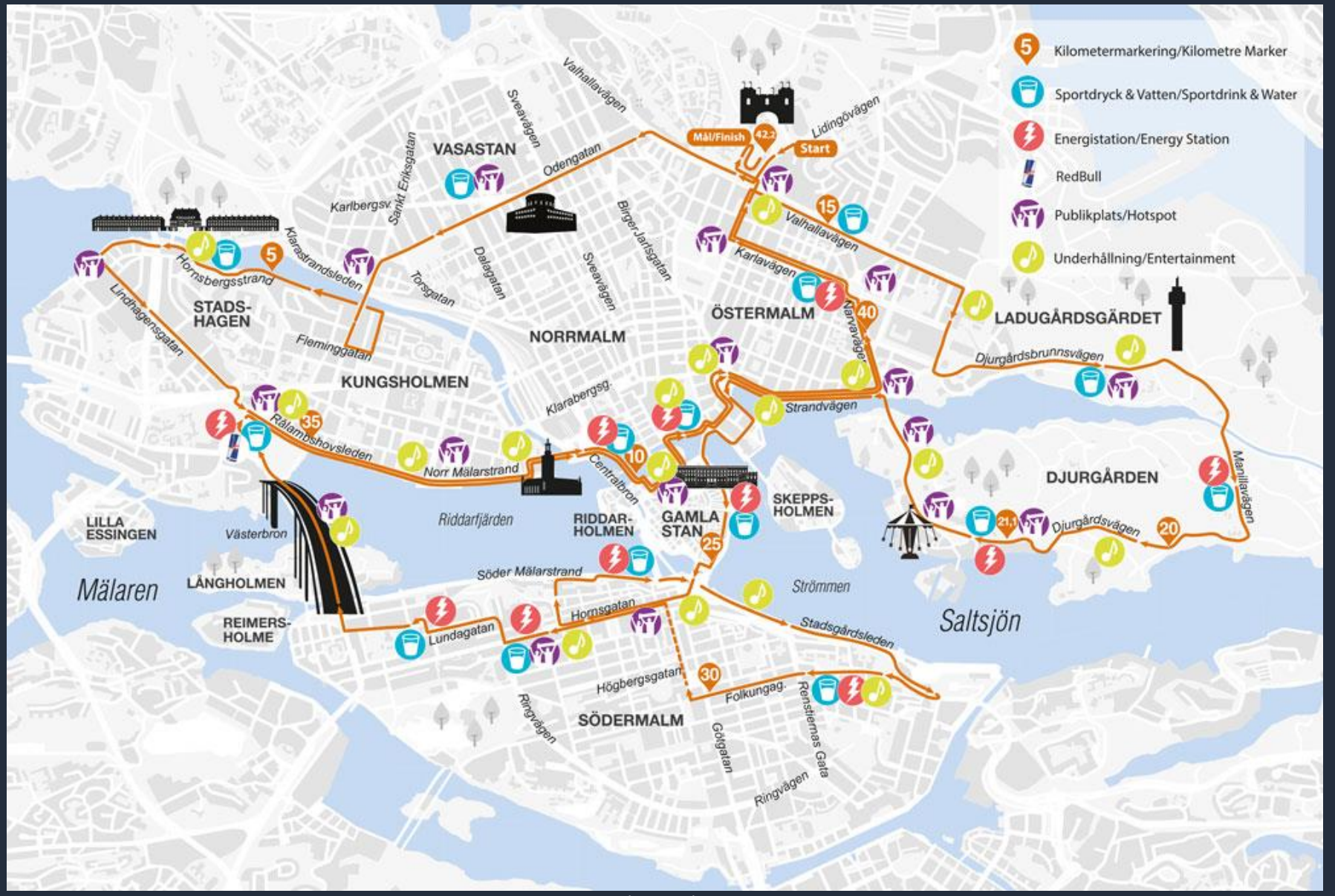


A complete Release
- All included functional areas completed and all included business areas

Part of a Release
- Part of functional area included, not the complete scope

AND/OR
- Step-by-step roll-out to the business

The race – Split up



The race – Split up

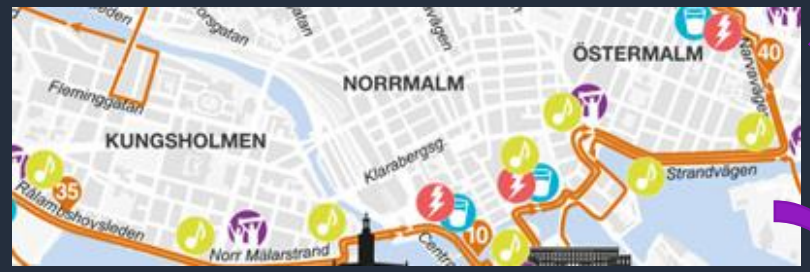
- 10 km race
- Enjoy the start, Kungsholmen and Stockholm City Hall

- 11,1 km race
- Östermalm, Kaknäs tornet, Djurgården the only “empty” part in the race, enjoy the salted cucumber.

- 5 km race
- Gröna Lund, Strandvägen and Old Town

- 5 km race
- Söders höjder, “folk party”

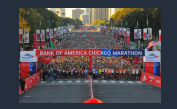
5 km race (new split)
Be prepared (now the race starts
To Västerbron
Pass Västerbron
To Rålandshov

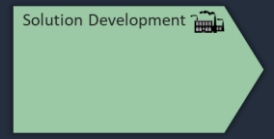


- 5 km race (new split)
- Every single km
- City Tower, Central station..
- Coffee, bananas, sugar, coke

40 km sign to Stockholm stadium.
Charge with energy and just go for it

Solution Development = The race





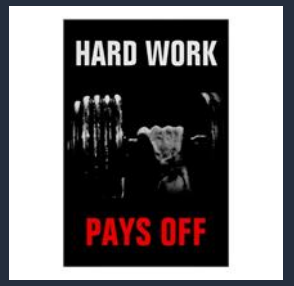
Fixed

- Solution Development
  - Contents/Functionality (to high extent-overall)
  - Deadline (to high extent)
- Marathon:
  - Length (42195)

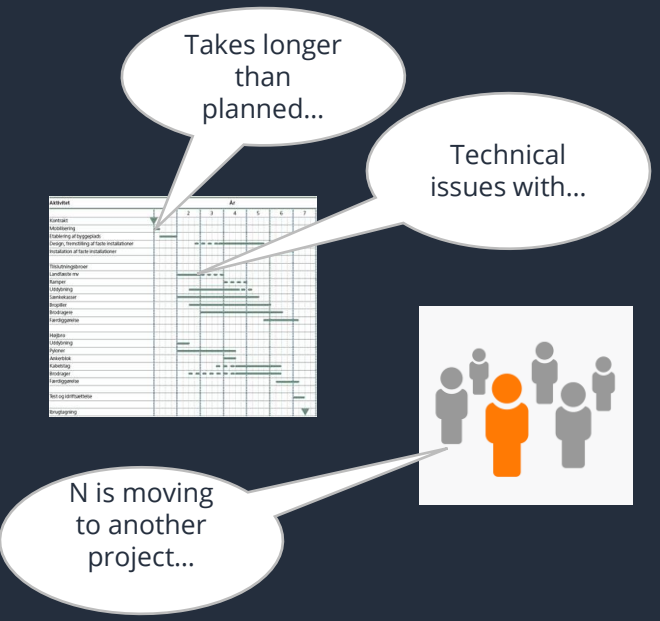
Flexibility/Agility

- Solution Development
  - Contents/Functionality (prioritise business value)
  - Deadline (Technical readiness vs Go Live)
- Marathon:
  - Time to complete

- Base for start-up essential!



Solution Development = The race. Changes->Act Fast!



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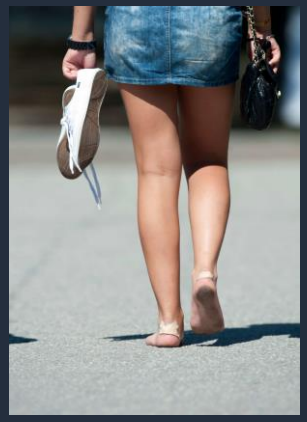
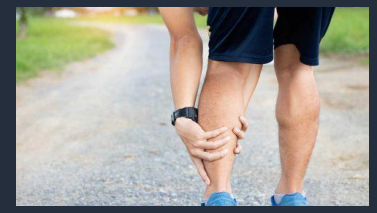
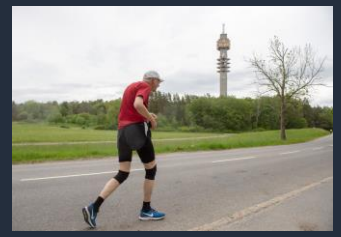
  - Priorities
  - Surprises
  - Resources







- Issue management:
  - Priorities
  - Surprises
  - Resources

Solution Development/The Race: Plans & Follow-up

Start up/prep:
- Backlog in place

PI plan 12 weeks=Goal

Split: Sprint (Scrum)

Sprint Planning & Follow-up
- Sprint planning every second week
- Pulse/Follow-up every week->day->twice/a day
- Demos by end of sprint
- StoryPoints (SP) use for estimation

Start up/prep:
- Check list: Equipment, band-aid, energy, weather forecast…
- Estimated final time

Race plan:
- How to split the race? Even pace or?
- Energy/liquid intake

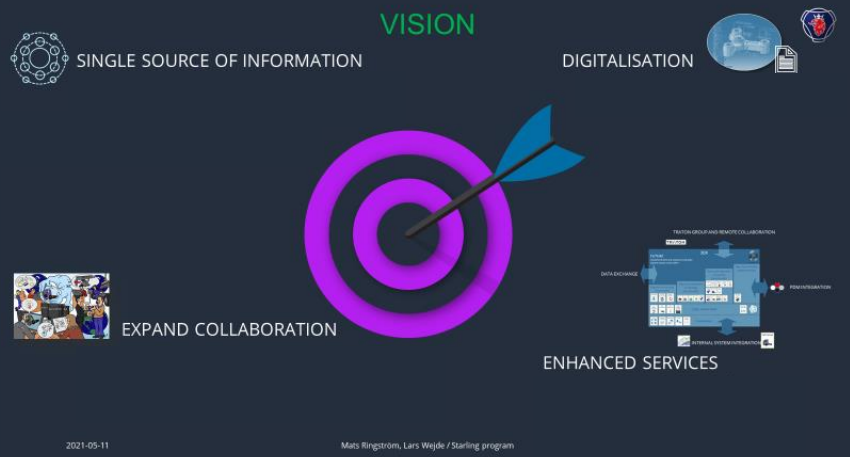
Split
- Divide into “mini races”

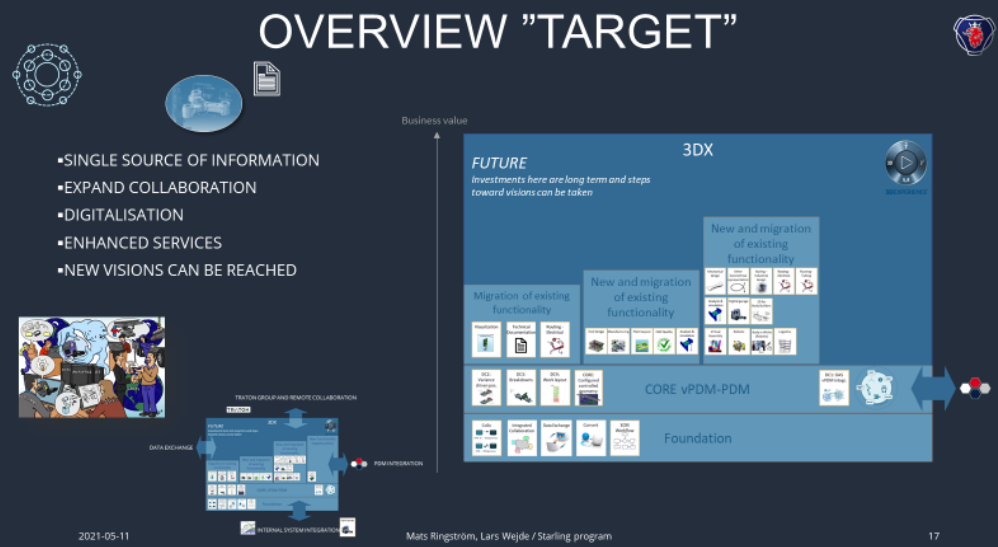
Follow-up
- Plan and follow-up based upon Split (see above)
- Follow-up (10 km, 21.1, 25, 27,29,30, 32, 33, 34, 35, next building/energy station….. 40->42.195.)

to be continued..... *here we ended last time*

- Starling overview vision
- Three major phases with specific objectives in each phase

But how to break down phases to incremental implementation steps?





Implementation strategy

“Discipline by discipline”

yyyy				yyyy				yyyy				yyyy			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

PDM

Technical Documentation

Mech.CAD

Electrical Routing

Machining

BiW

Change management

Access management

Implementation strategy

decomposed technical readiness and business value driven

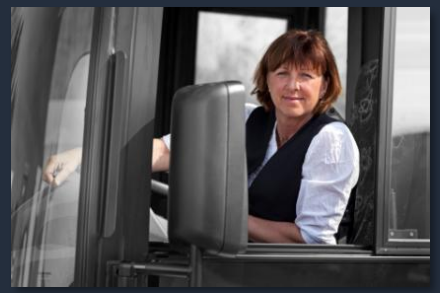
PDM integration Mirroring

PDM integration Filtering

PDM integration VDRP

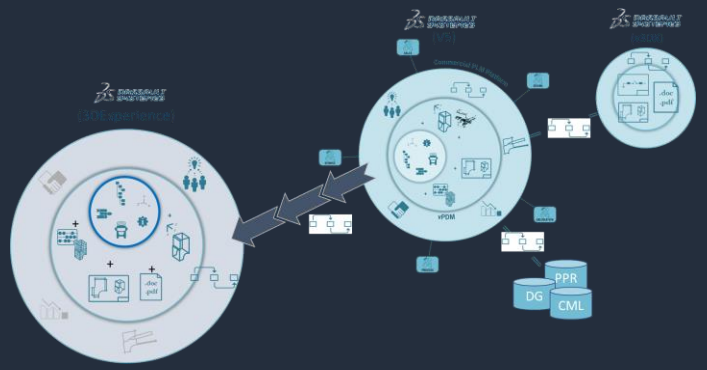
Enable user groups to use a DMU/Breakdown (100-150%) with variant driven relative positioning.

vPDM/PDM backbone
Functional Services



customer need

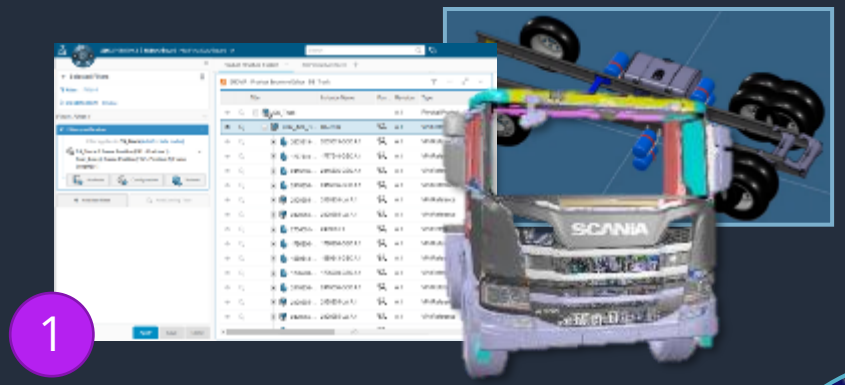
"As a user I wish to present all the necessary information of my design so that I can get interactive feedback from stakeholders to ensure its technical quality"



Platform foundation

Implementation strategy *gives us this....*

Example



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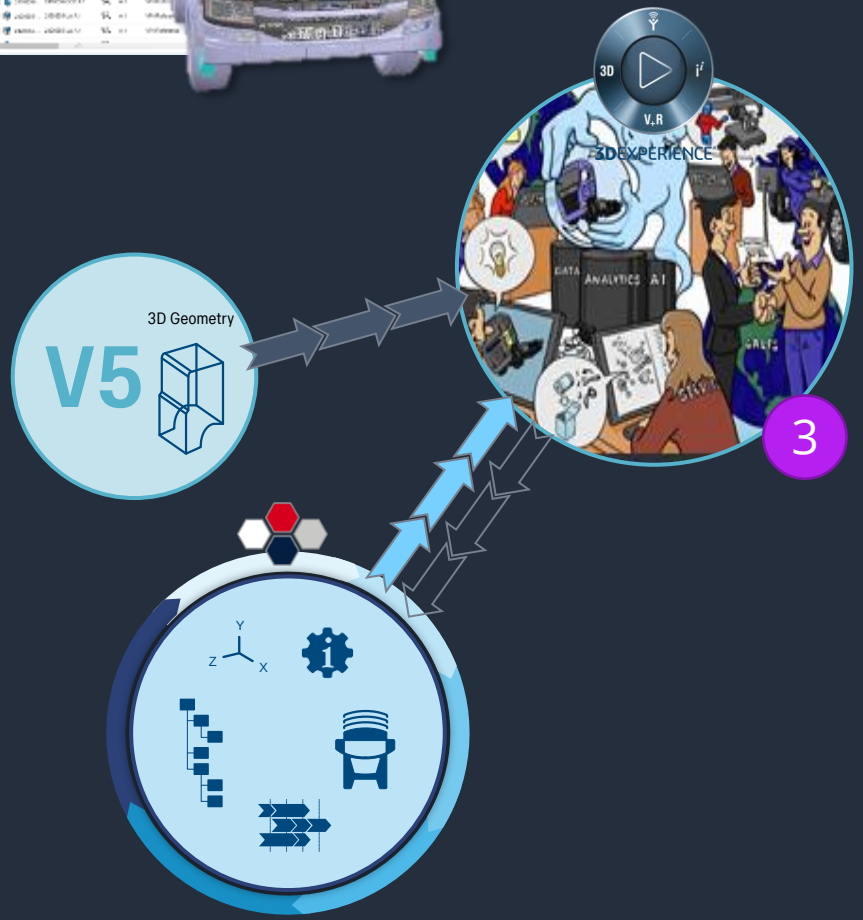

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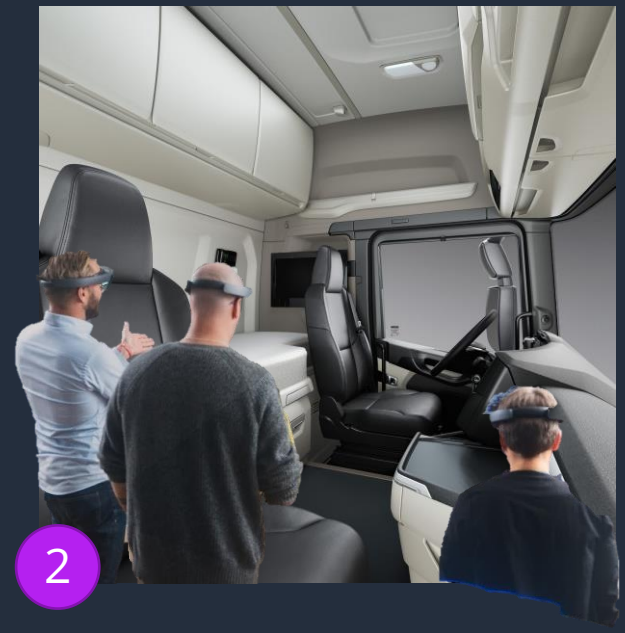
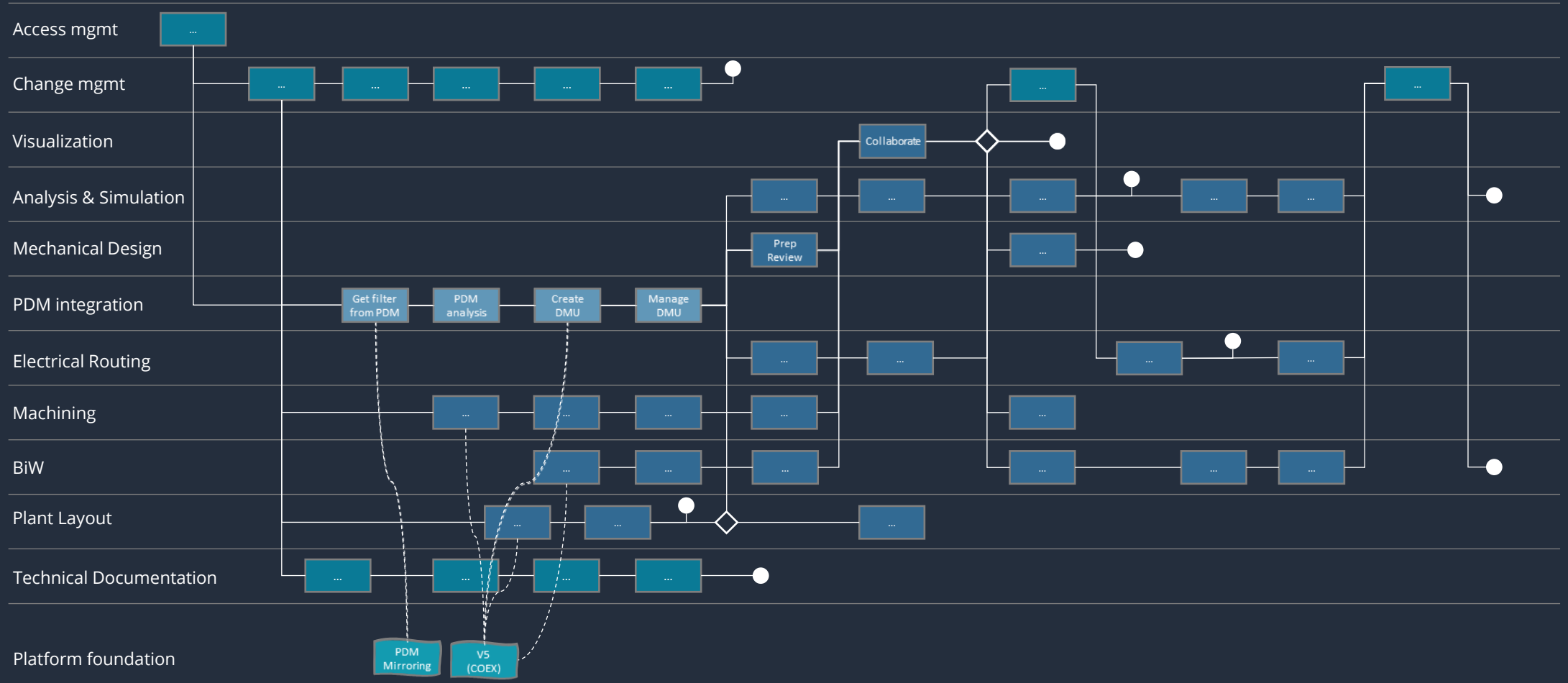


2

1 PDM integration discipline	Get filter from PDM	Product and positioning analysis	Create DMU	Manage DMU	
2 Mechanical Design discipline					Prepare for Design Review → Collaborate in Design Review
3 Platform foundation	PDM Mirroring	V5 Geometry (COEX)			

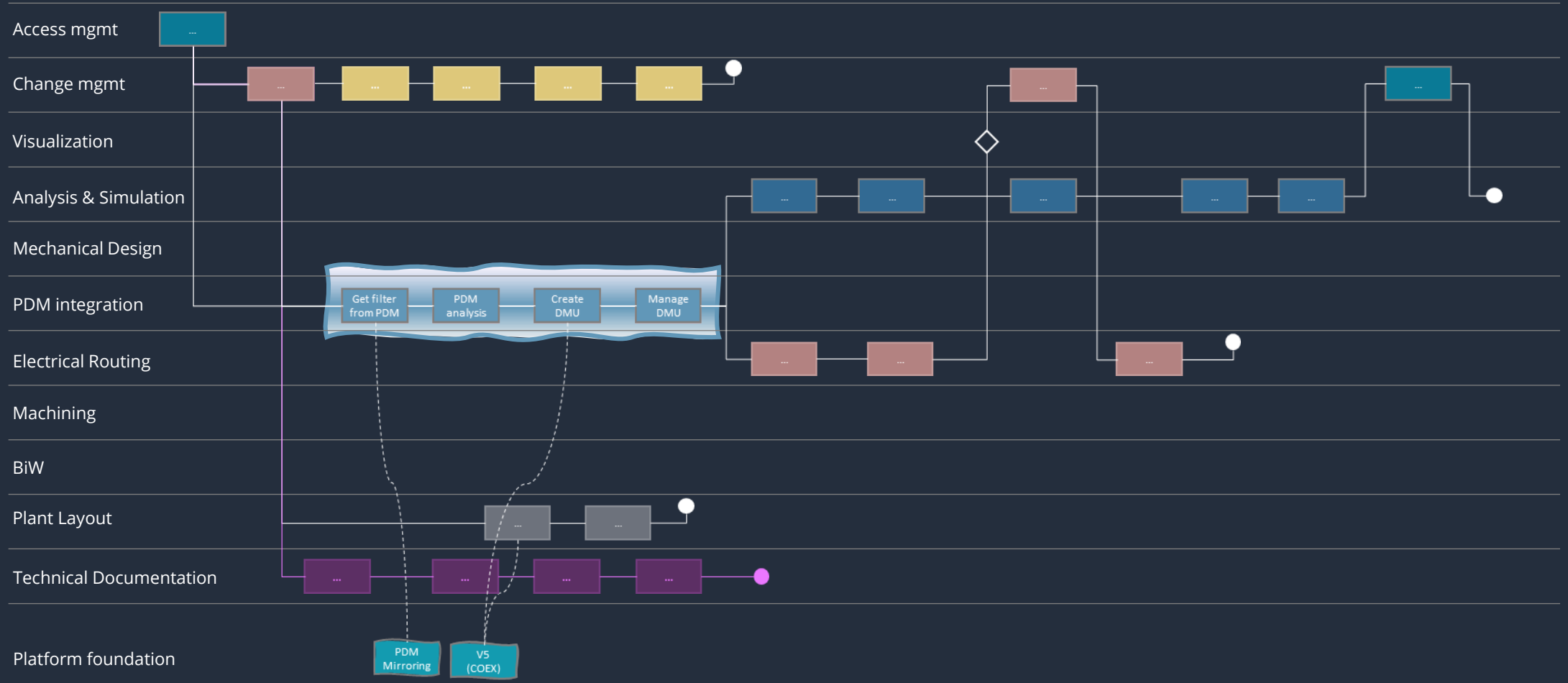
Simplified Galaxy view

still simplified…



Simplified Galaxy view

Identify value streams



Simplified Galaxy view *Usability review*

Access mgmt

Change mgmt

Visualization

Analysis & Simulation

Mechanical Design

PDM integration

Electrical Routing

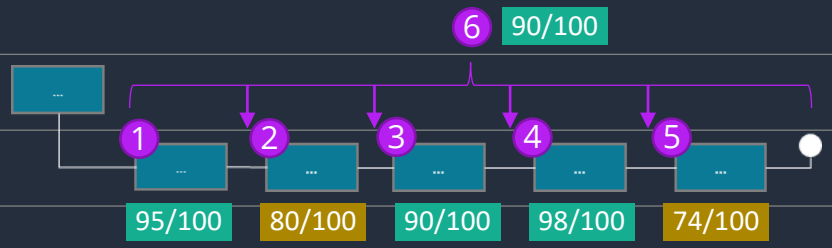
Machining

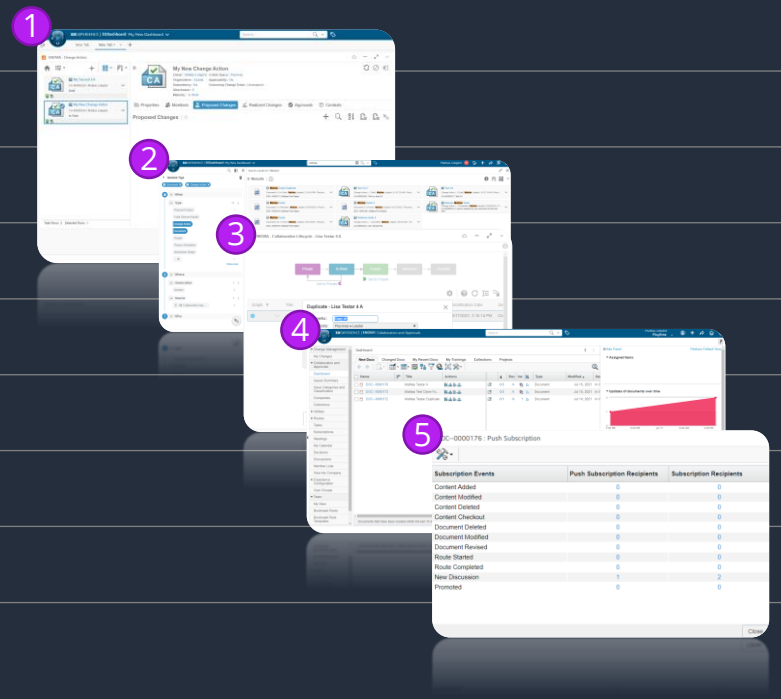
BiW

Plant Layout

Technical Documentation

Platform foundation





SCANIA