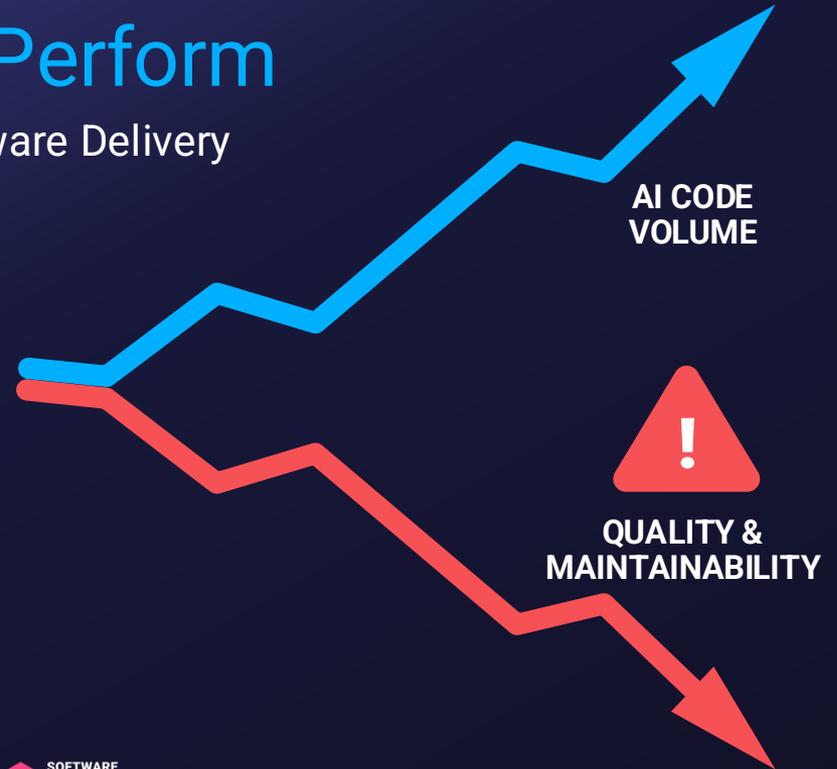


How Leadership Makes Software Organizations Perform

Regaining Governance in AI-accelerated Software Delivery



Dr. Johannes Bohnet
CEO & Founder | Seerene



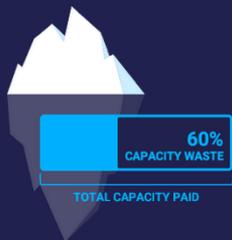
EXECUTIVE EXCHANGE @ EY | 05 MARCH 2026



The “Perfect Storm” For Software Leadership

Executive Summary – Strategic Software Productivity & Governance

THE CHALLENGE: SYSTEMIC WASTE



- Software development is critical but hard to manage
- Standard ~60% of capacity lost to friction
- Most of the development budget is lost due to lack of transparency

THE SOLUTION: END-TO-END TRANSPARENCY & AUTOPILOT



- Single "C-Level Click" across all silos (Jira, Git, etc.)
- Autopilot steers via targeted information for Teams (Self-Healing), Managers (Process Opt.), and C-Level.

BUSINESS VALUE & AI IMPERATIVE



- Significant capacity gain (e.g. +350 Virtual FTEs per each existing 1,000 FTEs, +€40-80M annual value)
- AI accelerates code generation; SPI provides essential governance

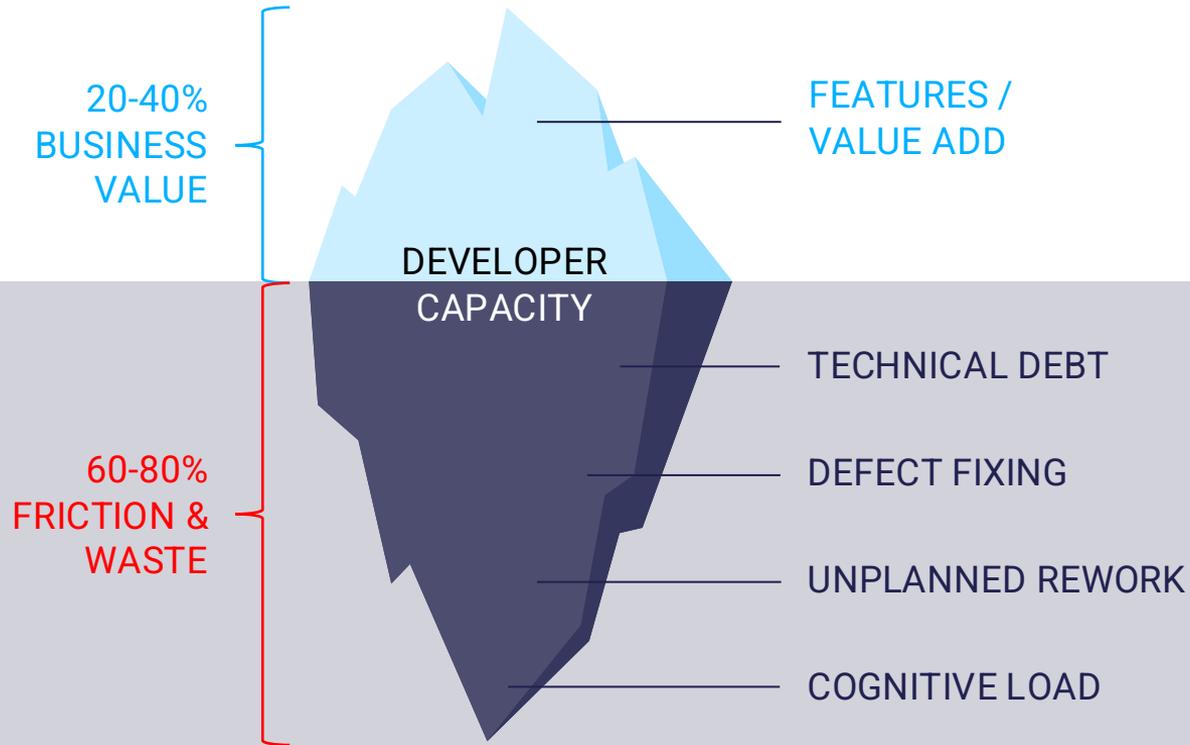
PATH TO VALUE & DECISION POINT



- Connection in ~8 hours – no big project
- Prove impact in 4 to 6 weeks
- CXO governance routine: ~60 minutes of executive attention per month

Systemic Waste: Lost Developer Capacity

The Scaling Paradox: Doubling Devs \neq Doubling Output

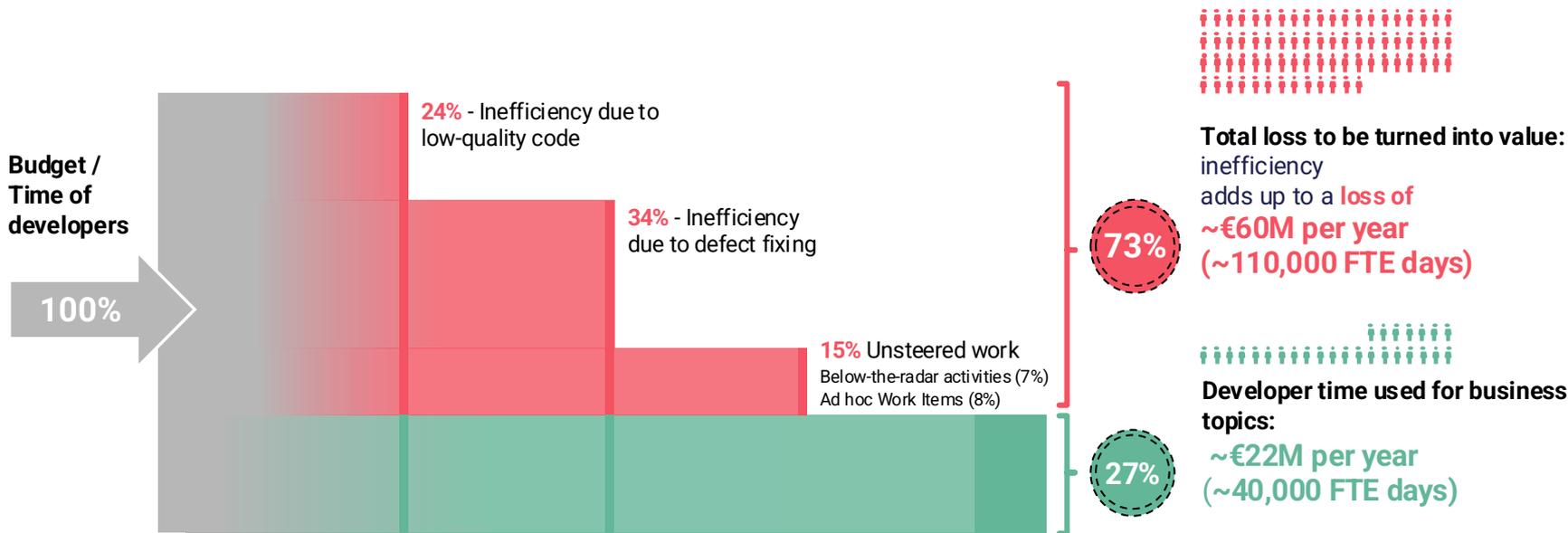


Watermelon Reporting:
Green Status,
Red Reality



Productivity Pressure: What We Often See Across European Corporations

Per 1,000 Developers (Total Budget: €82m)



100% are paid, only 27% of budget is turned into business value.

AI Coding - The AI Paradox

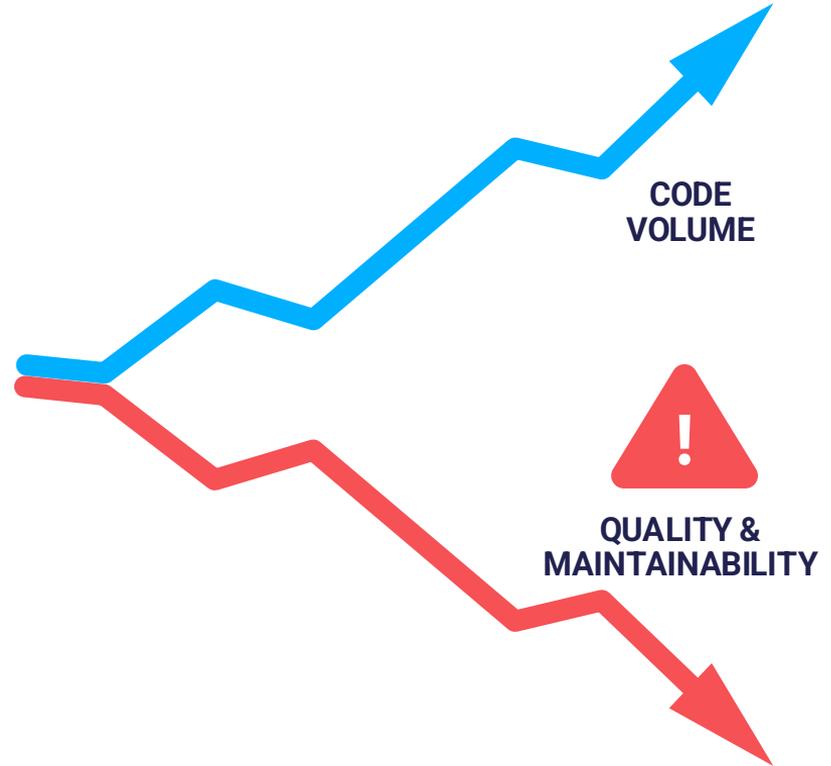
Multiplying Speed and Risk

- AI drastically increases raw code volume
- Fast code generation amplifies hidden legacy
- Quality deteriorates silently without oversight
- Transparency is the mandatory guardrail

Without measurement, AI only accelerates the accumulation of technical debt.

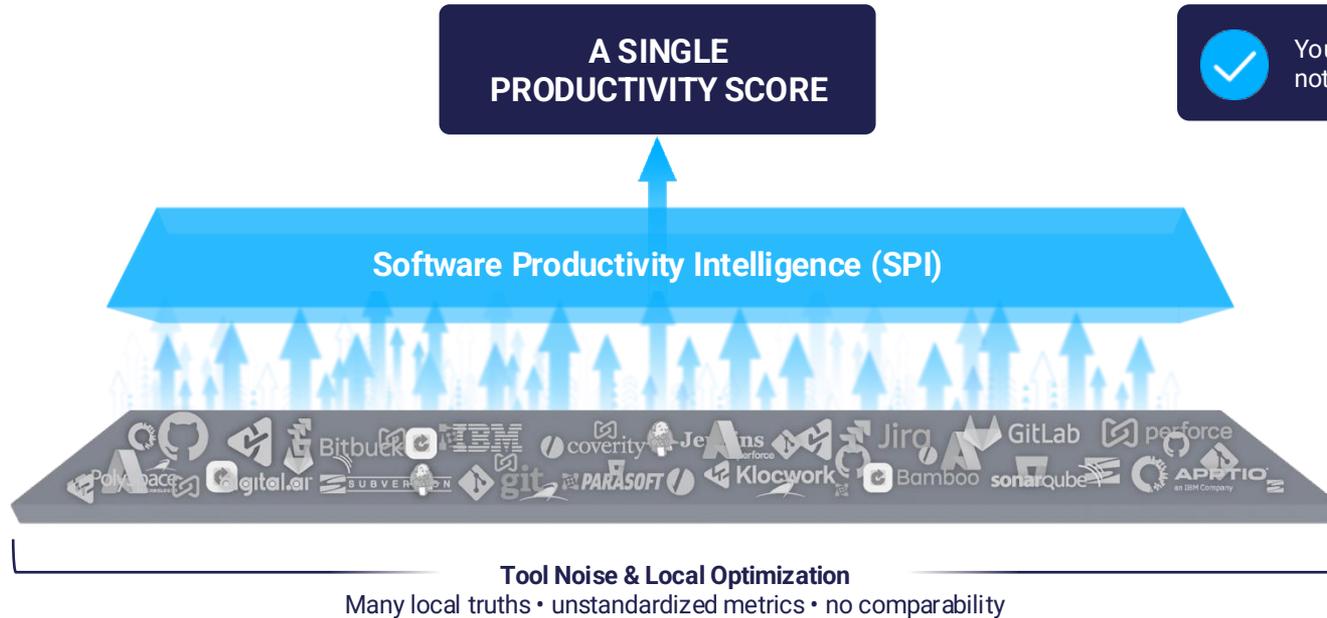
AI Imperative

AI Is the Turbocharger - For Success or Chaos



Complexity – From Tool Noise to Boardroom Clarity

Turning Technical Raw Data Into a Management-Ready Productivity Score



 You mandate action, not investigate code

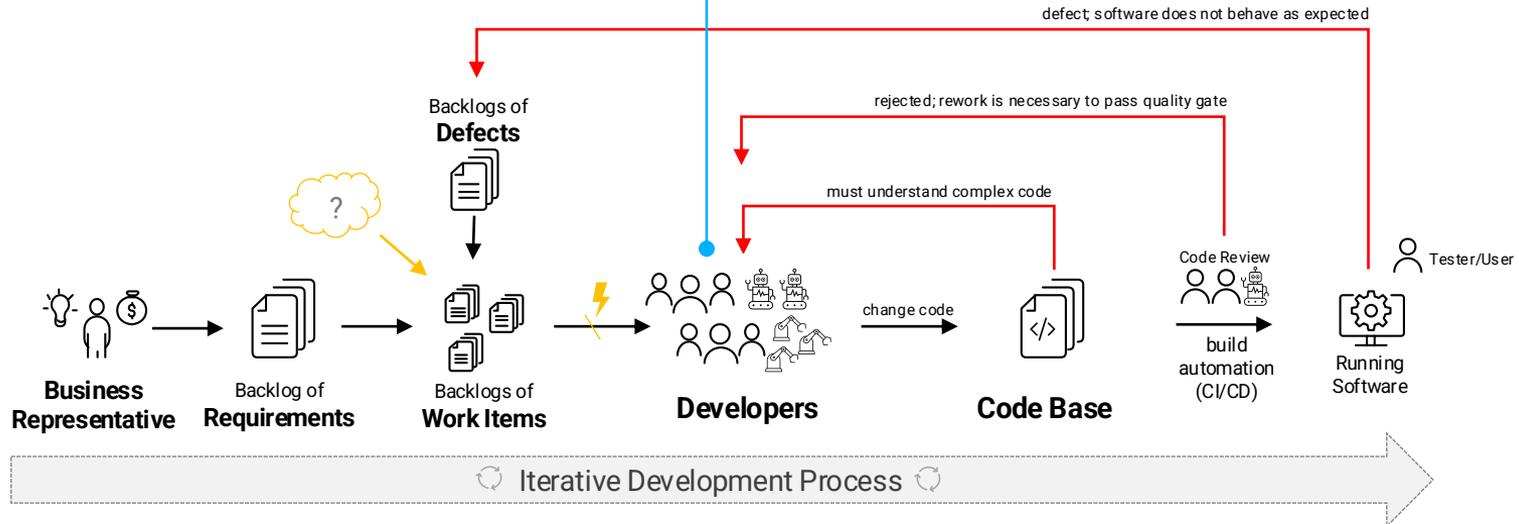
Backup: Measure the Efficiency of Your Development Process

Seerene Analyzes Anonymized Data Traces Generated Through Day-to-day Developer Work

Efficient Budget Use means Optimal Use of Developer Capacity

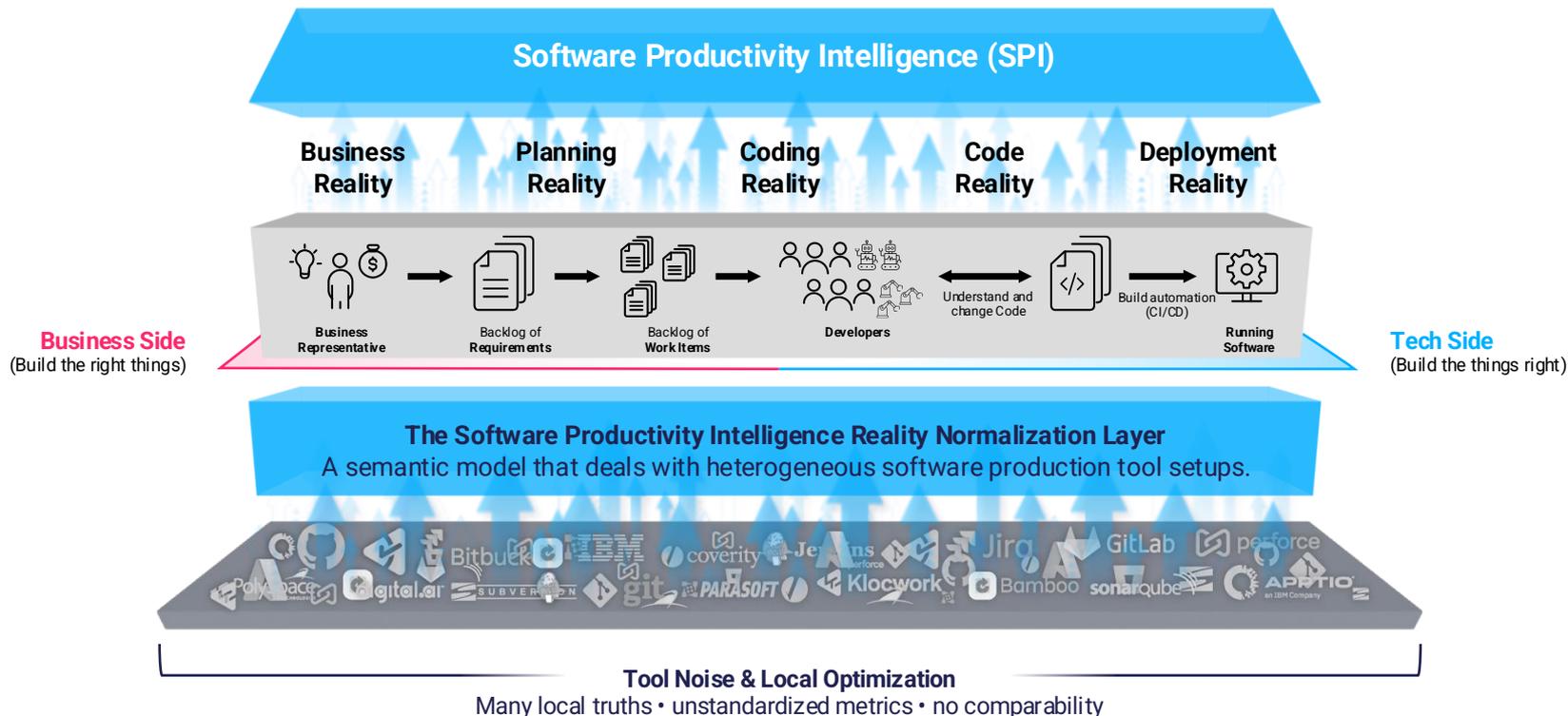
Why End-to-End visibility was previously impossible (before Seerene):

- Workshops and interviews to understand the end-to-end flow don't scale.
- Metrics exist – but they are heterogeneous, biased, and not comparable across teams.
- Even in an ideal setup, visibility breaks at hand-offs (business ↔ dev ↔ ops).



Principle #1: From Tool Noise to Strategic Clarity

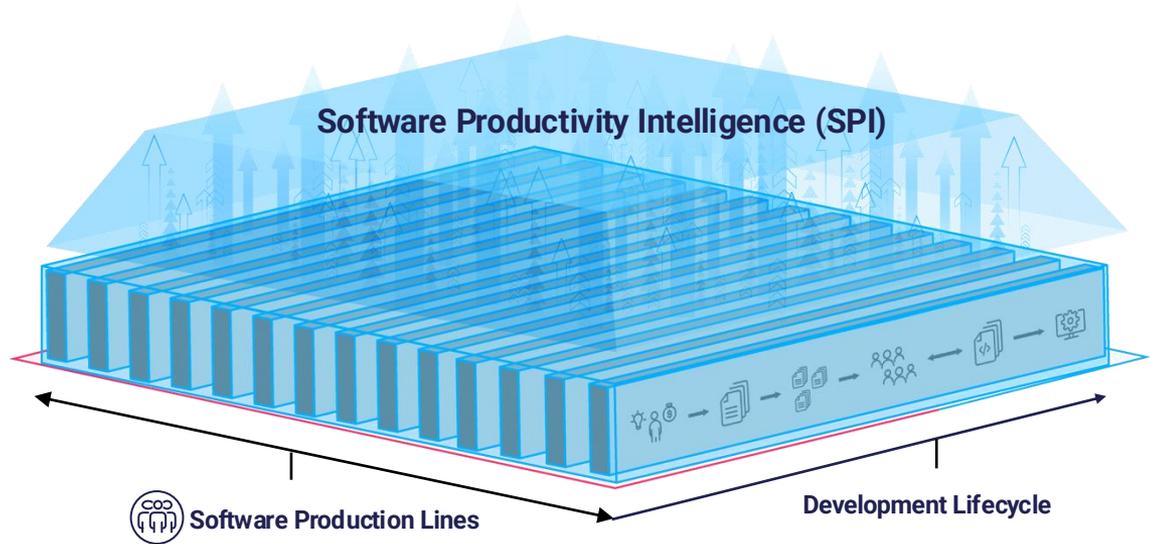
Even One Software Production Line Is Hard To Map End-to-end



Principle #2: One End-to-End Reality for the Whole Organization

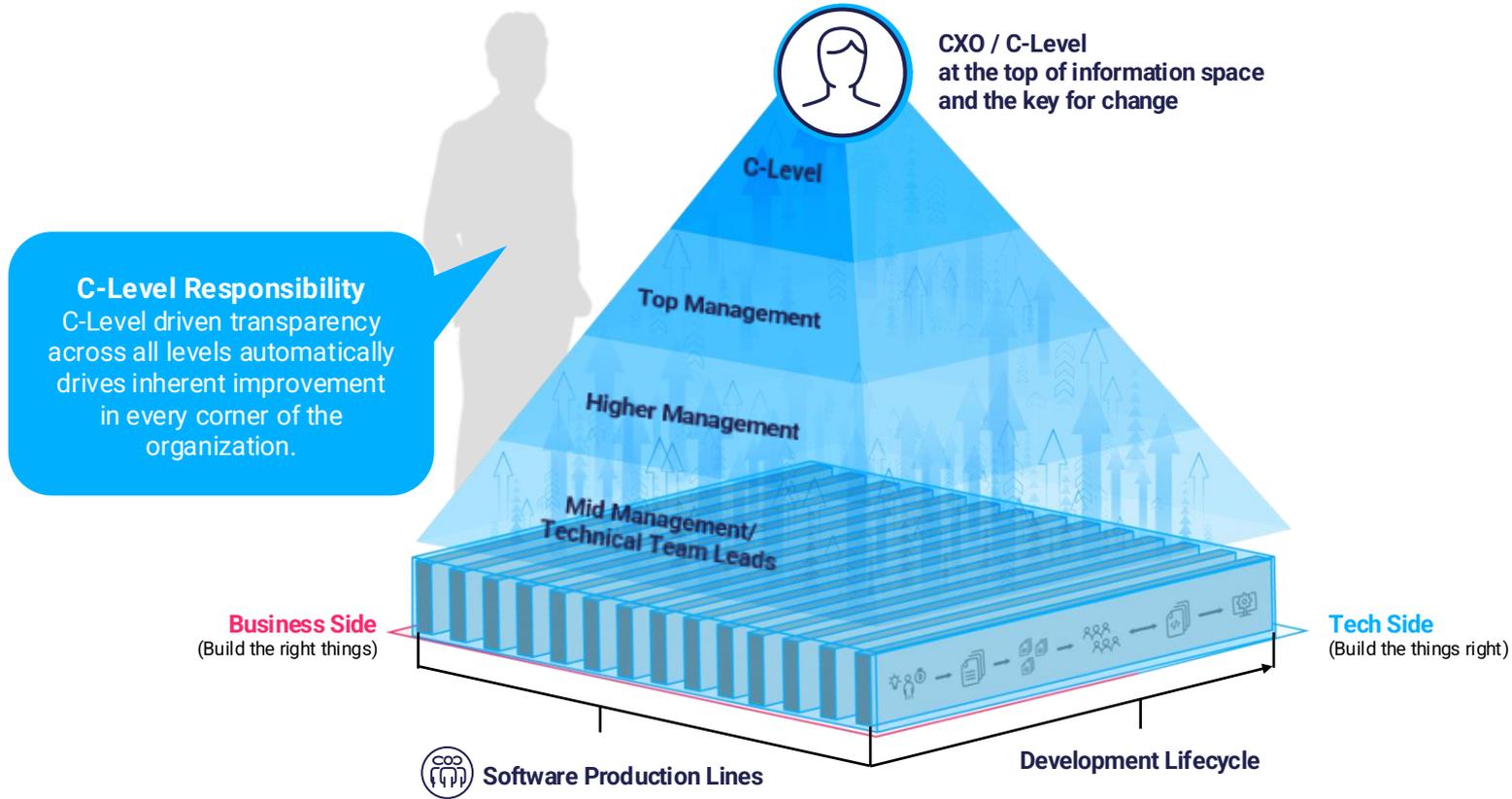
SPI Scales Across Hundreds Or Thousands Of Parallel Software Production Lines

- From fragmented tool signals to an objective, organization-wide production truth
- C-Level driven transparency across all parallel systems
- Comparisons across teams, systems and tools - free from bias



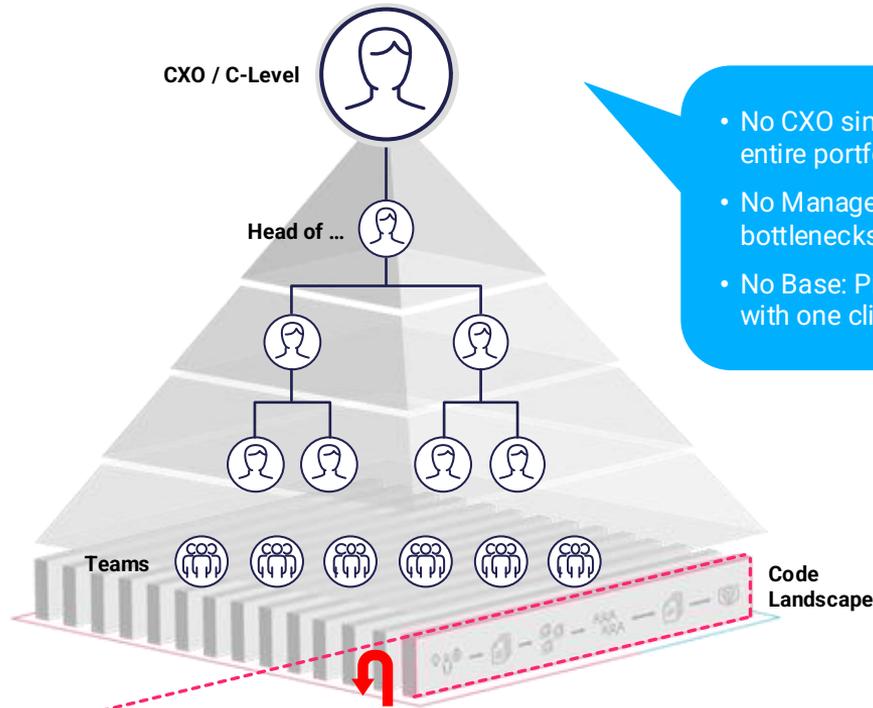
Principle #3: C-Level Driven Transparency Across All Organizational Units

From Fragmented Tool Signals to an Objective, Organization-Wide Production Truth



Complexity: As of Today Organizations Lack Data-Driven Alignment

What It Needs Is Transparency at All Levels for a Continuous Improvement Process



As of today:

Developer tools and metrics do not allow for aggregation across teams, conceptually.

Insufficient Team-Level Measurement Concepts

Code metrics, DORA, burndown charts, ... are primarily useful for experts close to code.

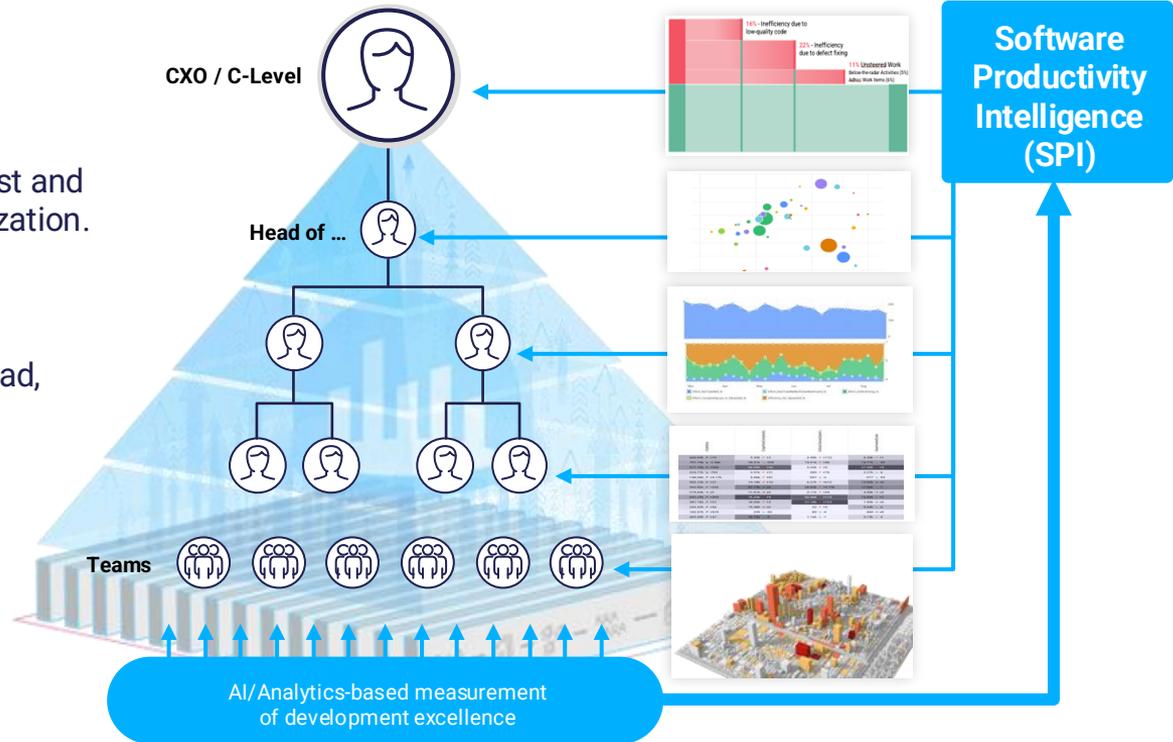
SPI Bridges the Gap Between Management and Code Experts

Teams Obtain Precise Root Cause Information and Can Communicate Their Technical Pain Points

SPI provides evidence teams can act on.

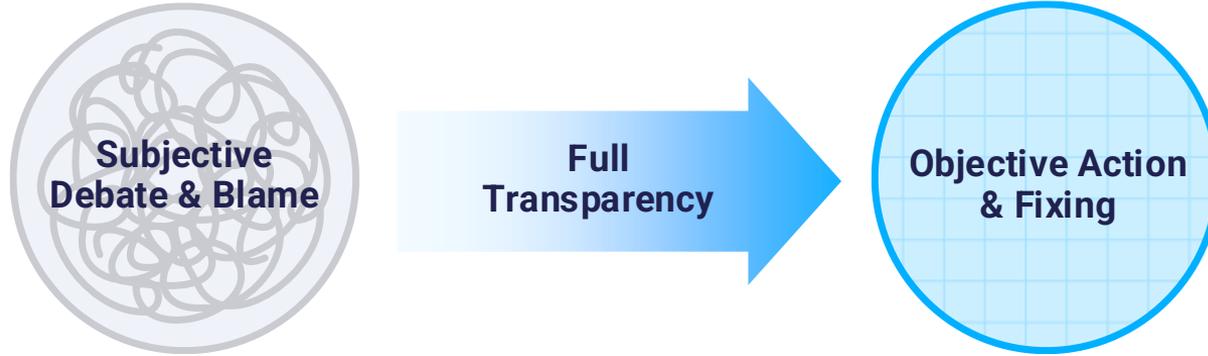
It embodies transparency in every sense – creating trust and orientation across the organization.

It enables everyone to act on the right priorities, without new reporting overhead, at every level.



Empowering Leads, Ending Politics

System-Level Guardrails



Traditional measurement methods don't scale

- Requires teams to change way-of-working first
→ Data comes later → Scaling fails.

Seerene works instantly out-of-the-box

- Uses existing data → No behavioral change required
→ Enterprise-wide insights from day one.
- No KPI gaming – Seerene measures performance holistically from multiple perspectives simultaneously.

- Replaces subjective status reporting.
- Shifts focus from blaming to fixing.
- Justifies tech debt budgets factually.
- Empowers leads to protect their teams.

The Politics Of Transparency

The Most Critical Transformation Blockers Are Political, Not Technical.

MIDDLE MANAGEMENT



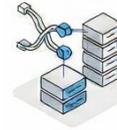
- Transparency exposes **hidden systemic inefficiencies** instantly.
- Ends their **subjective narrative** and control.

EXTERNAL VENDORS



- **Objective data** threatens their opaque billing.
- Exposes **bloated capacity** and hidden bench time.

SENIOR ARCHITECTS



- Complexity is their **currency of power**.
- They actively defend **exclusive system control**.

PMO & CONTROLLING



- Defends **existing manual reporting** silos fiercely.
- Fears **losing bureaucratic relevance** entirely.

PROGRAM MANAGERS



- Real data destroys **'green' status illusions**. program status
- **Fears exposure** of delayed major projects.

WORKS COUNCIL



- Mistakes **system flow metrics** for surveillance.
- Requires **proactive framing** on system health.

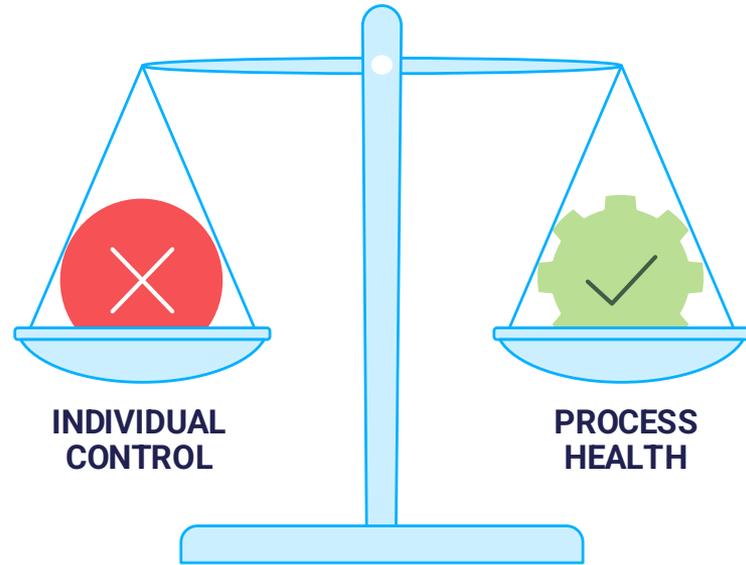
SOLUTION: EXECUTIVE MANDATE IS THE ONLY COUNTERMEASURE TO POLITICAL RESISTANCE.

Process Optimization Instead Of People Control

Analyze The System, Not The Individual

- Aggregation at Team/Cluster level (GDPR compliant)
- Focus on "System Friction"
- Benefit for Teams: Finally, proof for needed refactoring budgets

C-Level can be the advocate for their teams by making their blockers visible.

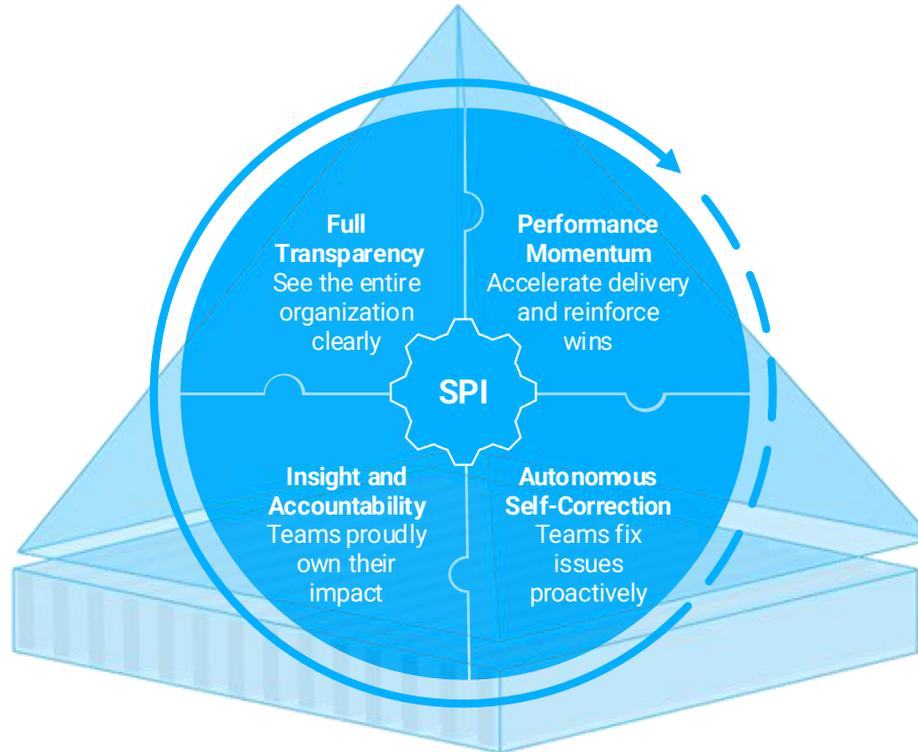


Principle #4: Continuous Improvement Throughout the Organization

The SPI Organizational Autopilot Flywheel Model

SPI dismantles unstructured complexity like

- Hidden Costs
- Slow Delivery
- Frustration
- Ineffective Infrastructure
- High Risks



CIO/CTO Benefits



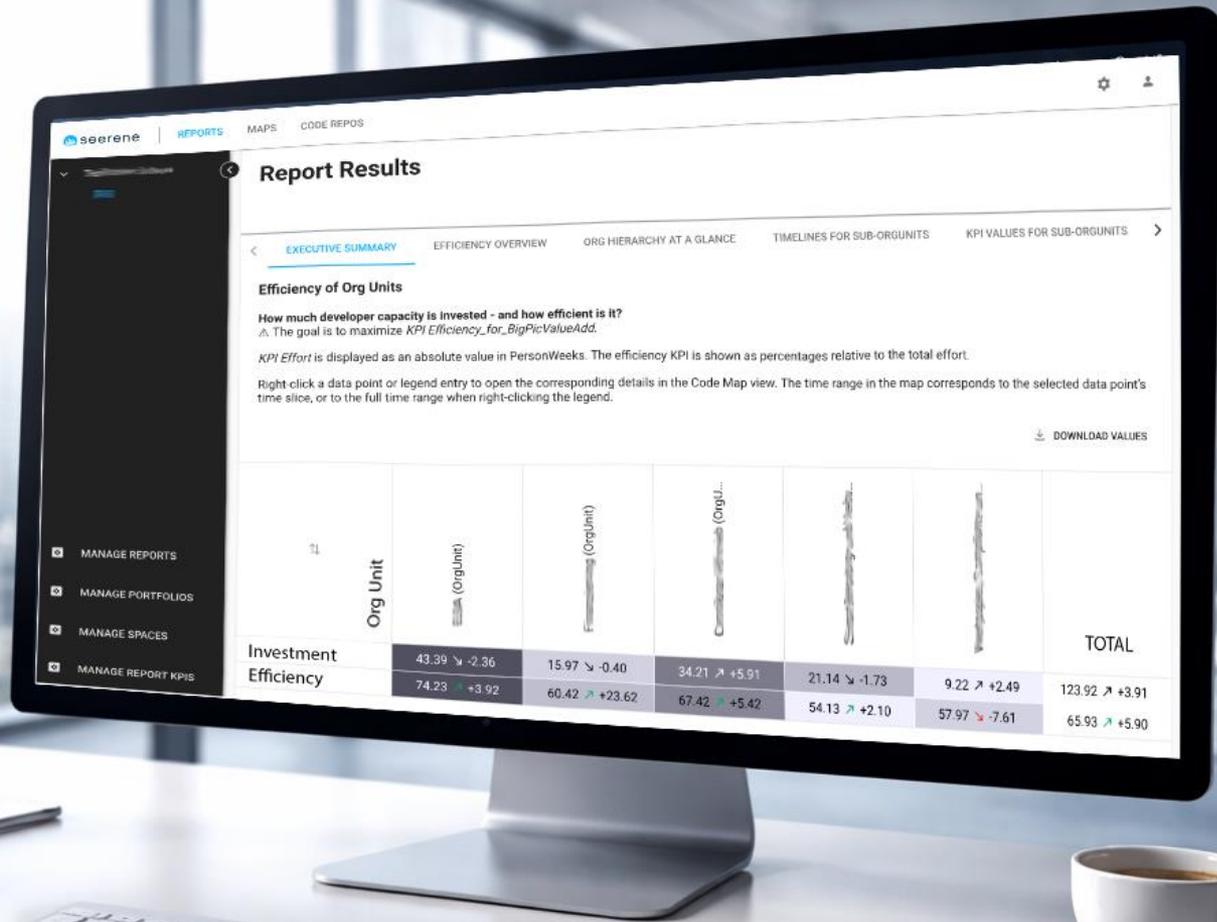
Maximized ROI
Financial Security



Accelerated Velocity
Market Leadership



Strategic Control
Future-Proofing



Report Results

- EXECUTIVE SUMMARY
- EFFICIENCY OVERVIEW
- ORG HIERARCHY AT A GLANCE
- TIMELINES FOR SUB-ORGUNITS
- KPI VALUES FOR SUB-ORGUNITS

Efficiency of Org Units

How much developer capacity is invested - and how efficient is it?

▲ The goal is to maximize *KPI Efficiency_for_BigPicValueAdd*.

KPI Effort is displayed as an absolute value in PersonWeeks. The efficiency KPI is shown as percentages relative to the total effort.

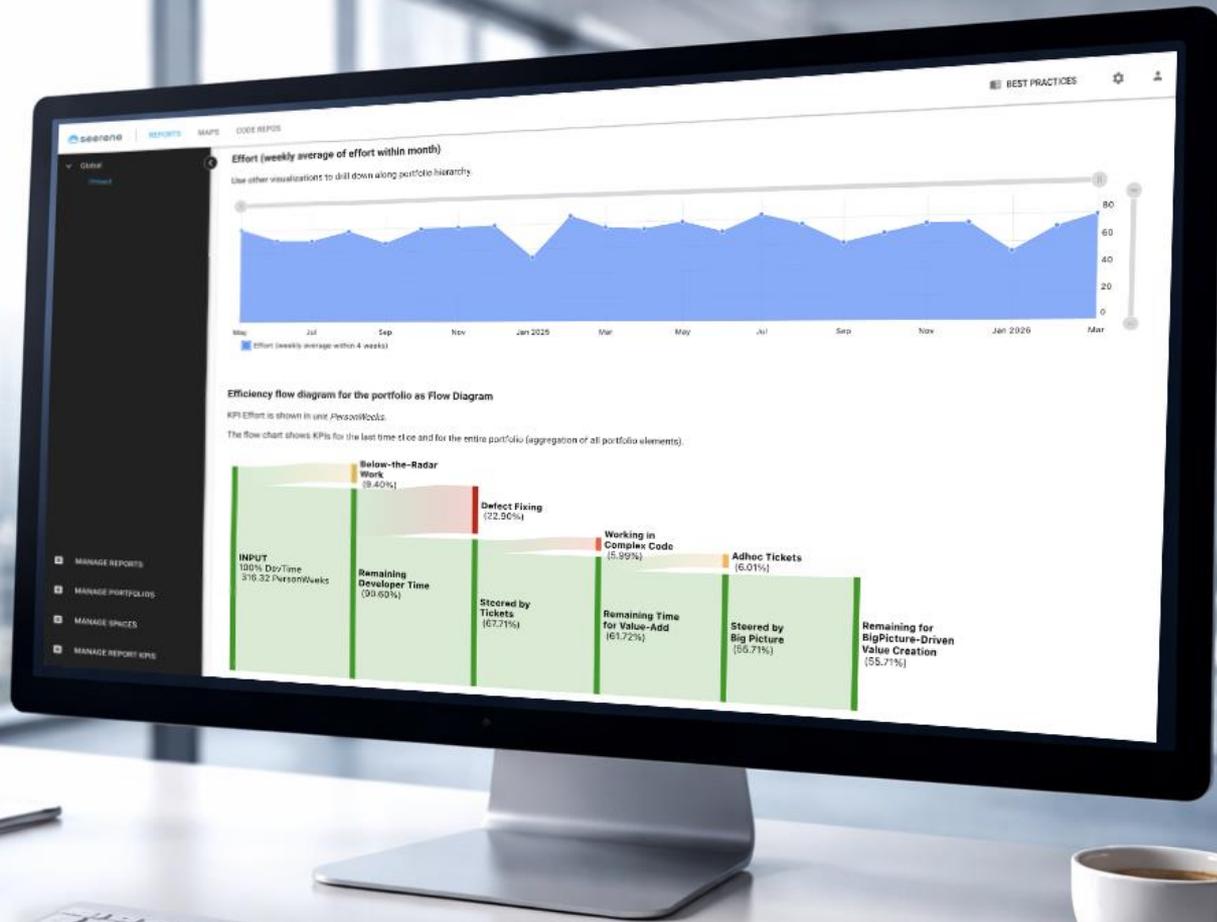
Right click a data point or legend entry to open the corresponding details in the Code Map view. The time range in the map corresponds to the selected data point's time slice, or to the full time range when right-clicking the legend.

DOWNLOAD VALUES

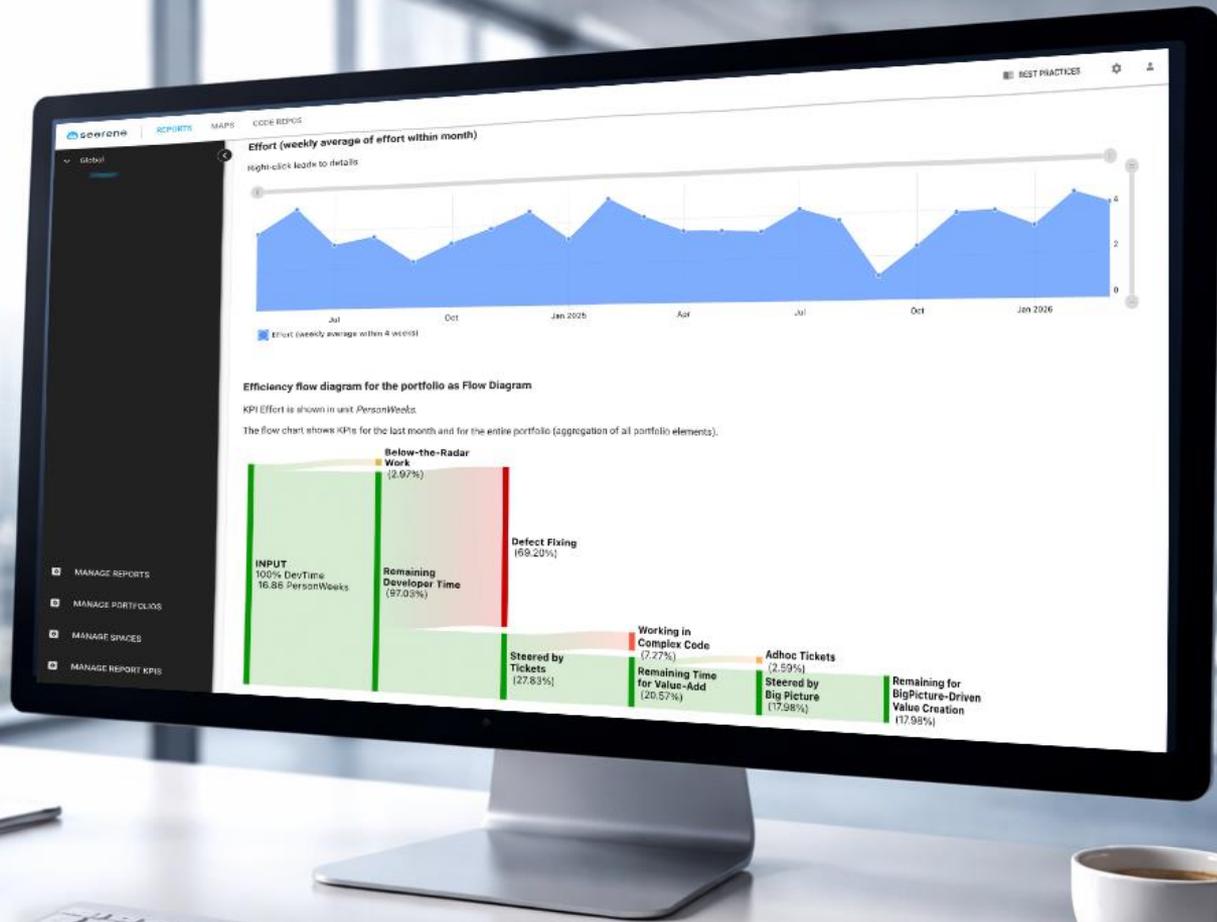
Org Unit	(OrgUnit)	(OrgUnit)	(OrgUnit)	(OrgUnit)	(OrgUnit)	TOTAL
Investment	43.39 ↘ -2.36	15.97 ↘ -0.40	34.21 ↗ +5.91	21.14 ↘ -1.73	9.22 ↗ +2.49	123.92 ↗ +3.91
Efficiency	74.23 ↗ +3.92	60.42 ↗ +23.62	67.42 ↗ +5.42	54.13 ↗ +2.10	57.97 ↘ -7.61	65.93 ↗ +5.90

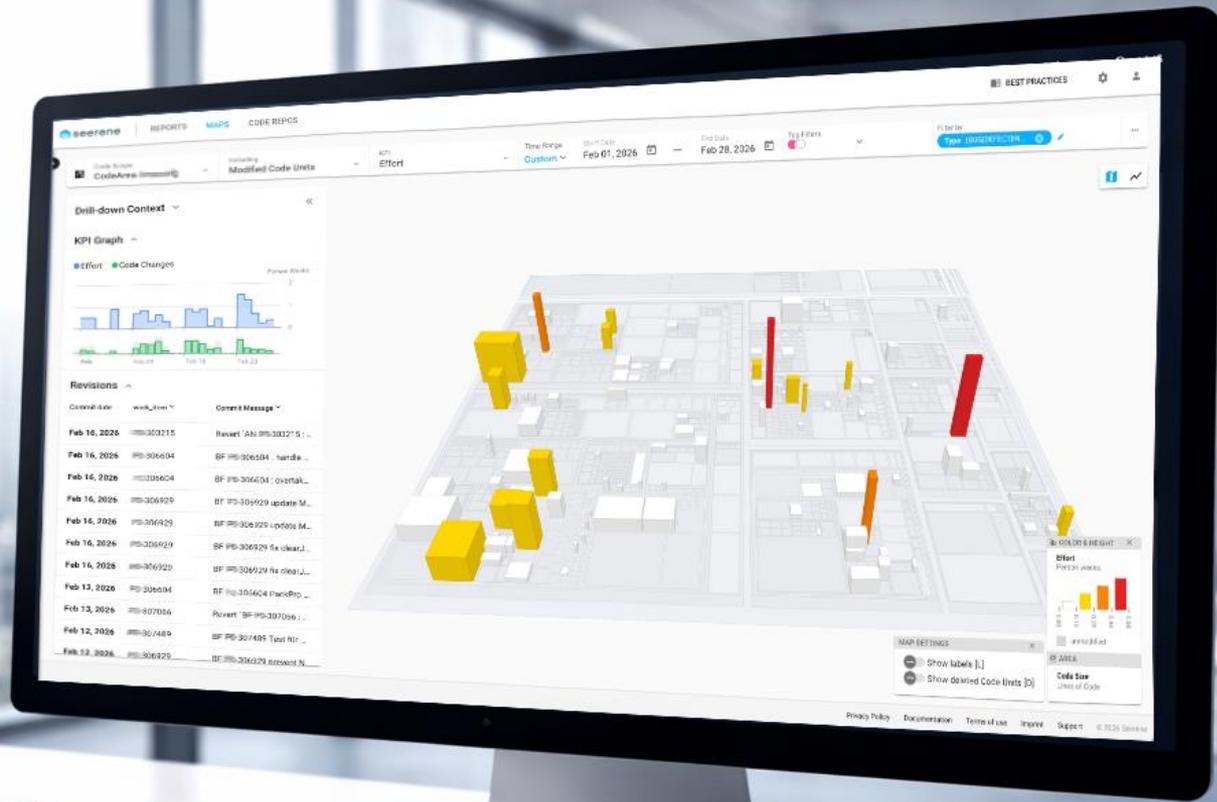
- MANAGE REPORTS
- MANAGE PORTFOLIOS
- MANAGE SPACES
- MANAGE REPORT KPIS











Drill-down Context

KPI Graph



Revisions

Created Date	Code Area	Commit Message
Feb 16, 2026	BP-306215	Revert 'AN BP-306215'
Feb 16, 2026	BP-306604	BP BP-306604 - handle...
Feb 16, 2026	BP-306604	BP BP-306604 - questio...
Feb 16, 2026	BP-306929	BP BP-306929 update M...
Feb 16, 2026	BP-306929	BP BP-306929 update M...
Feb 16, 2026	BP-306929	BP BP-306929 fix clear...
Feb 16, 2026	BP-306929	BP BP-306929 fix clear...
Feb 13, 2026	BP-306604	BP BP-306604 ThankPro...
Feb 13, 2026	BP-307056	Revert 'BP BP-307056'
Feb 12, 2026	BP-307489	BP BP-307489 Test fir...
Feb 12, 2026	BP-306925	BP BP-306929 revert N...

MAP SETTINGS

- Show labels [L]
- Show desired Code blocks [D]

CODE

Code Size
Lines of Code

Activate Flywheel and Keep it Running

The New Routine: 15 Minutes Weekly, 1 Hour Monthly

Integrate the Score into your cadence.

- Global Score: Trend positive? (Investment Protection)
- Top 3 Friction Areas: Where is it sticking? (Focus)
- Action: Intervene only on "Red Flags" (Management by Exception)

The monthly 60-Minute Executive Routine

- 10 min: Review global enterprise KPI trend.
- 15 min: Spot outliers (org units, vendors).
- 25 min: Drill down to root-cause evidence.
- 10 min: Trigger corrective action to responsible leads.



Built for EU Enterprise Reality - System Insight, Zero Surveillance

SPI Measure Systemic Friction – Never Individual Performance



Bank-grade security review package available

- Source code never leaves your secure servers.
- 100% Read-only connection (fully reversible)



Works council safe (proven in DACH enterprises)

- System-level metrics only (GDPR compliant by design)
- Absolutely no individual performance scoring.

From Decision to Measurable Impact in 30 Days – Now Possible

Live Data in 8 Hours – Not an IT Mega-Project

[Day 1]
Connect

Green light

Contractual arrangements are in place.

[Week 1]
Baseline

Implementation
(≈ 8h)

One-time effort by one technical point person.

Use of existing data, no deep interventions.

[Week 2-3]
Drivers

Fine tuning

Complete overview of software development (including historical data).

[Week 4]
Plan

Week 4 to 6 – Full Launch and impact

More efficient processes, better decisions, measurable business impact.



START AUTOPILOT

Effortless Implementation & Improvement

SPI is plug-and-play and only requires minimal coordination effort.

Average Across 3 STOXX Europe 600 Companies (Anonymized)

The €200-500M Opportunity

Unlocking Value Through A-to-Z Transparency Across Mixed Internal & External Dev Organizations

REWORK & FAILURES



- 5-8% Gain Potential
- CFR Reduced to $\leq 15\%$.
- Eliminate Code Rework Instantly

FEATURE PRIORITISATION



- 7-10% Gain Potential
- Eliminating overproduction
- Only 30% features used regularly

LEAD TIMES & QUEUES



- 5-7% Gain Potential
- Process weeks to hours
- -20-30% Time-to-Market

TEAM UTILIZATION



- 3-5% Gain Potential
- Remove context-switching & handoff waste
- Eliminate idle time

VENDOR ACCOUNTABILITY



- 3-5% Gain Potential
- Expose overbilling instantly
- Identify overcapacity

ANNUAL P&L IMPACT



- Corporation (25k devs)
- €525M Realistic Annual P&L Lever
- €210M impact even at 10% gain

THE BOTTOM LINE: TRANSPARENCY ISN'T A REPORTING PROJECT. IT'S A €525M ANNUAL P&L LEVER - ACTIONABLE IN WEEKS.

Sources: Claude Analysis • STOXX Europe 600 Corporation | DORA State of DevOps
Stripe Developer Coefficient • Standish CHAOS • McKinsey Developer Velocity

Thank You!



Dr. Johannes Bohnet

johannes.bohnet@seerene.com

www.seerene.com



[Watch a short film about Seerene to learn more!](#)

