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Delivering Value whilst Balancing Cost, Time and Innovation on a Globally Outsourced Telco Programme

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Innovation in the telecommunication industry is changing the world

This is a story of how hard innovation at scale can be and how it's been fixed

Improve
Operational
Efficiency
Improve
Customer
Communication
Increase
Sales
through
Personalised
Marketing

Working in partnership with the customer and importantly together in order to succeed

The complexity is huge

22 Operating Countries

9 Systems

Global and local systems integrators

Managing stakeholders is critical

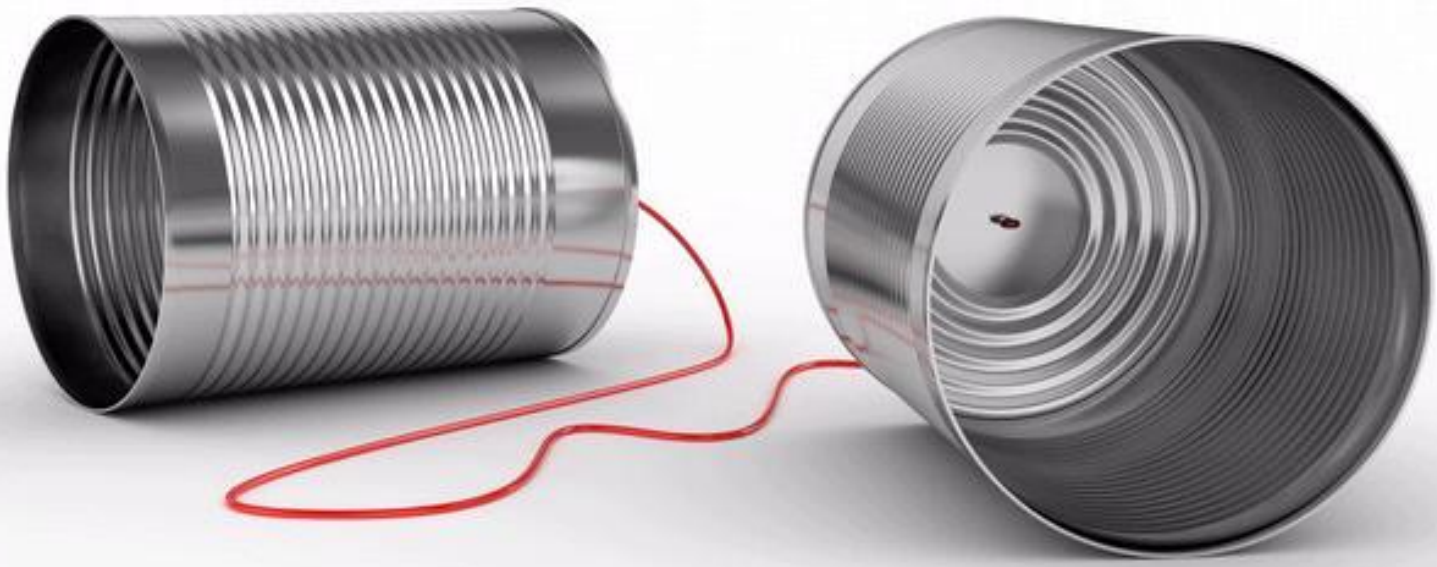
Different ideas globally dispersed

Same ideas implemented differently

Conflicting ideas

Different timeline for ideas

Development infrastructure was rudimentary

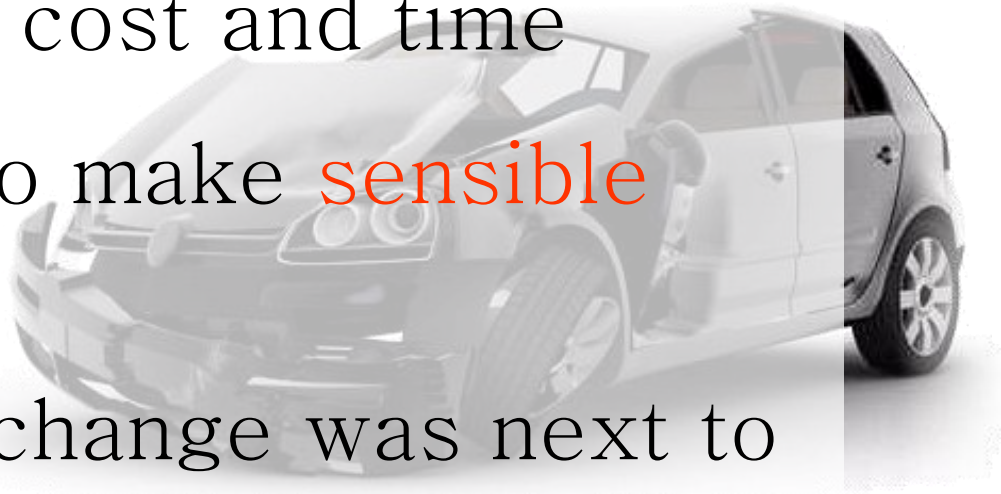


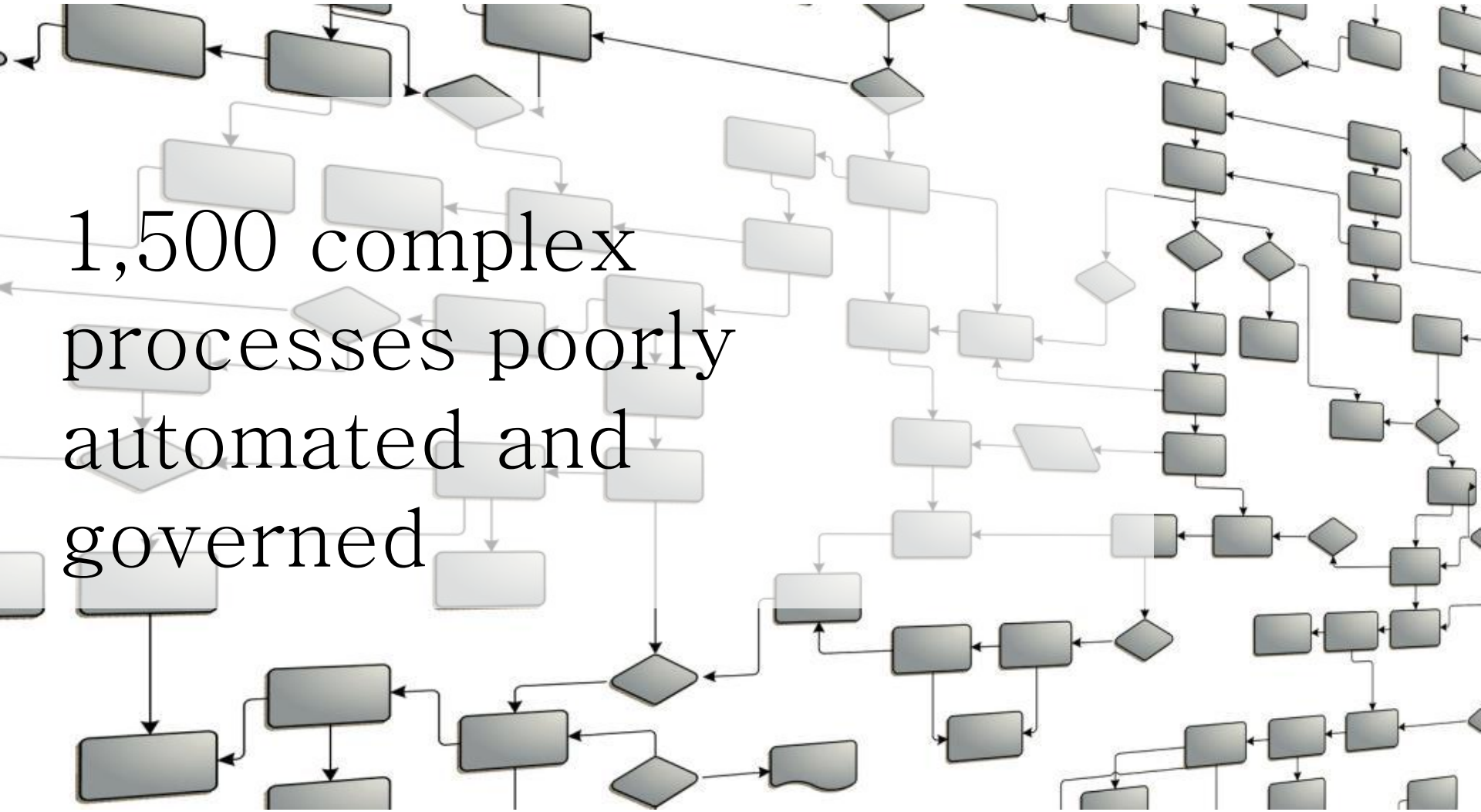
Driving blindfolded with "Status by Slideware"

Lost predictability of cost and time

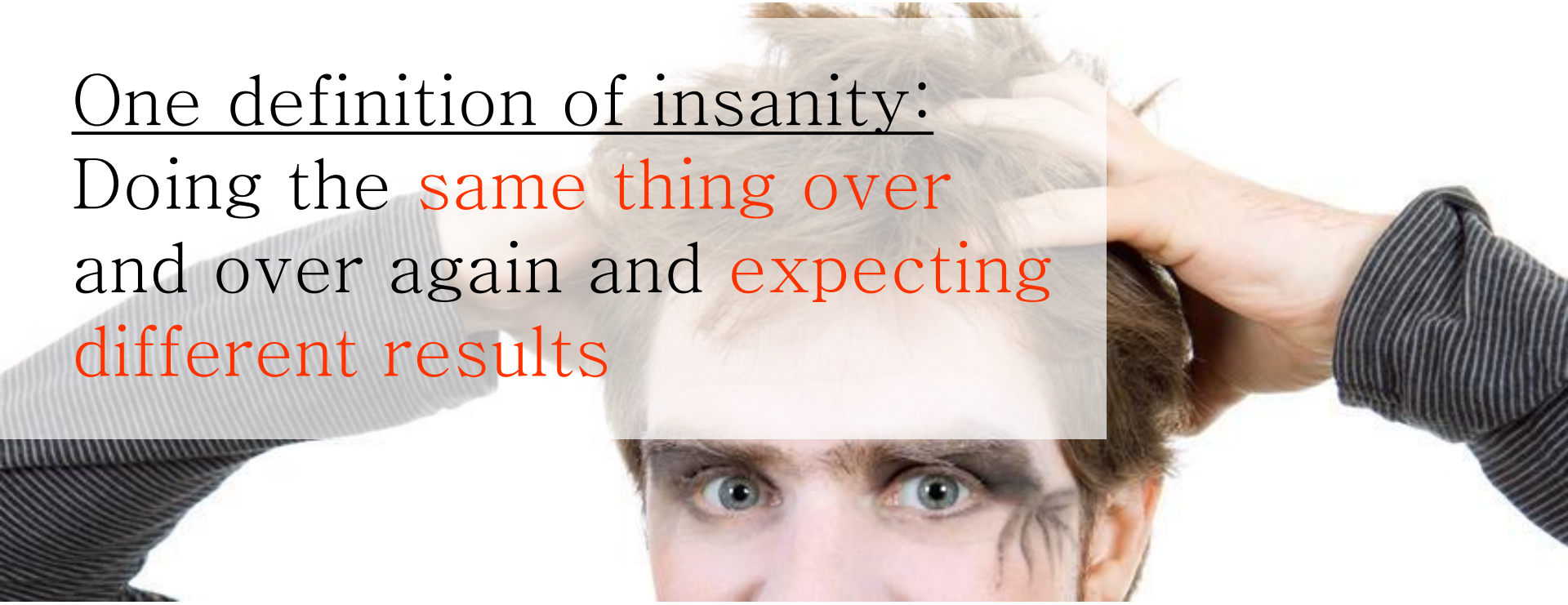
Ability for business to make sensible trade offs was lost

Assessing impact of change was next to impossible




1,500 complex
processes poorly
automated and
governed

Let's not do that again!



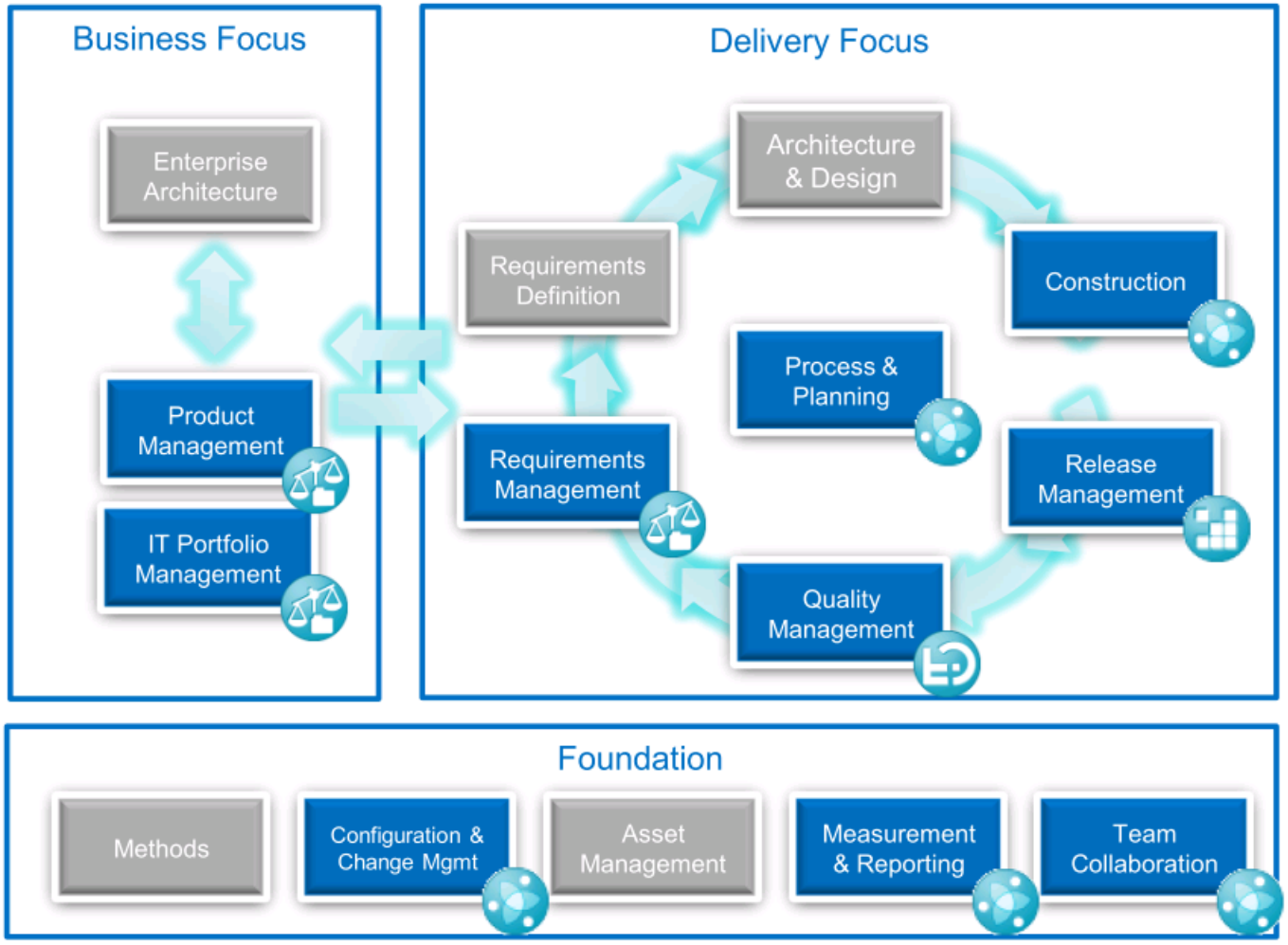
<u>One definition of insanity:</u>
Doing the same thing over and over again and expecting different results

More licences of RequisitePro wasn't the answer so what was?

Rational had much more to offer

1. End to End collaborative environment
2. Streamlined demand capture
3. Simplified impact analysis
4. Real-time frictionless status reporting
5. Automated governance workflow
6. Software Supply Chain Thinking

Rational much more too offer



From Paddington to Pune to define what good looks like

14 days back to back

25 people

3,500 hours

Kick-off Workshop agenda

13:45 Review RACI matrix and process for next quality gate

17:00 Review Rational tools basic capabilities in process area for that gate

19:00 Leave Infosys campus for hotel

19:45 Prototype how tools would automate processes discussed that day

Kick-off Workshop Agenda

07:30 Review yesterdays progress in the car

08:15 Arrive at Infosys campus

08:30 Walk through yesterdays process with tools automation prototyped overnight from yesterdays workshop and agree

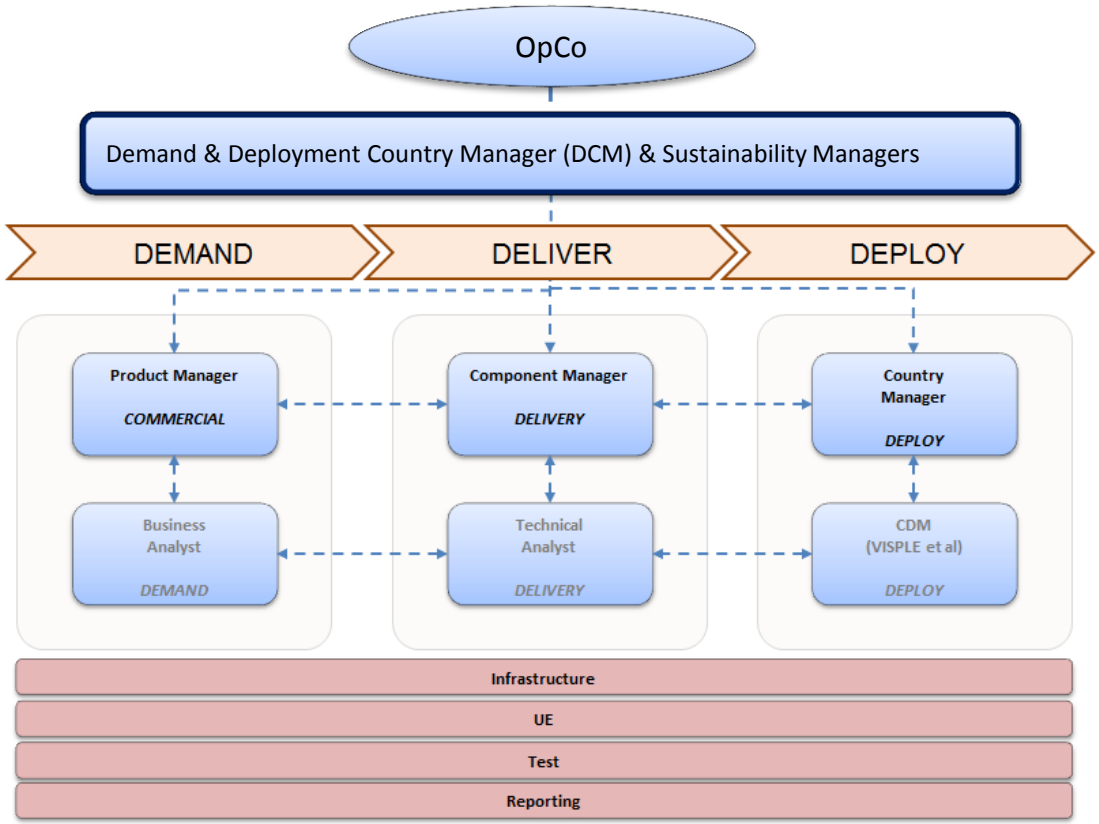
12:30 Lunch

* Repeat for 14 days

Infosys, Rational and customer consultatively reworked the processes and tooling approach

Governance & Relationship Management

The Demand & Deployment Country Manager (DCM) provided by Infosys acts as a consistent governance & relationship manager throughout the Online programme lifecycle to continue the momentum of the programme. This horizontal focus complements the vertically-focused Component Managers as well as the other managers in the programme governance structure.

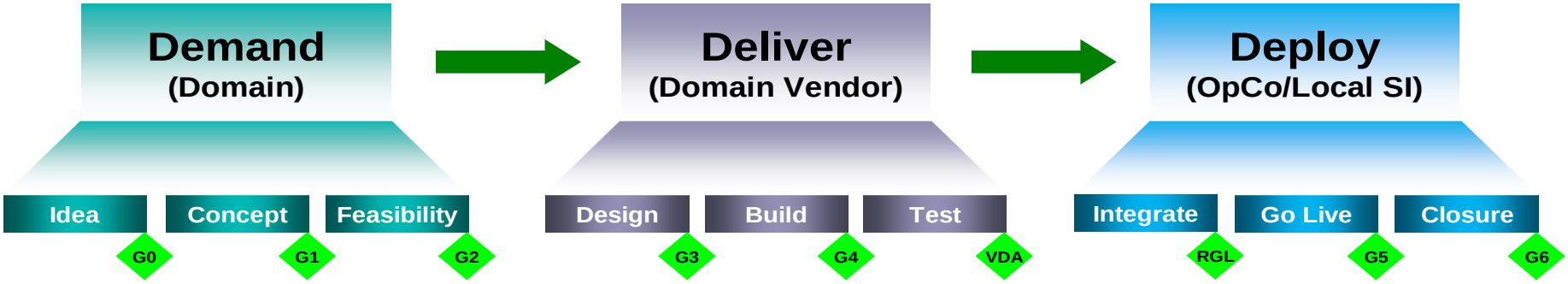


OpCo = Operating Company

DCM responsibilities:

- OpCo Relationship Management (end-to-end)
  - Coordinates the touch points with the local OpCo throughout the Online programme
  - Owns communication of timeline commitments
  - Provides weekly programme updates to key stakeholders on “progress status”
- Promoting and sharing “Best Practices”
- Project Planning and Delivery
  - Own end-to-end (integrated) component delivery plan for the local OpCo (spanning multiple components)
  - Collaborate with Commercial (Product) Leads, Component (Delivery) Leads, and Local SI Leads to define end-to-end project plans, milestones, and deliverables as per the client’s gating process
  - Maintain overall local OpCo-specific delivery plan with updates
  - Operational Readiness

Delivery Model – Demand, Deliver, Deploy



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Requirements Composer
Quality Manager

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- Issue and Defect Management
- System monitoring, user trials, pilots *
- Post Project Review and Closure

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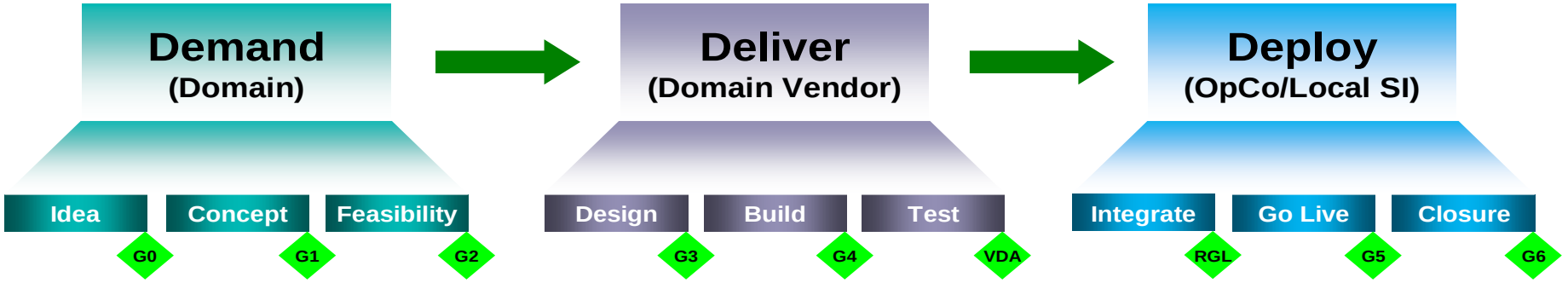
Automation starts with Rational Focal Point to Gate 2

Creating a single funnel of ideas across the business to create products not projects

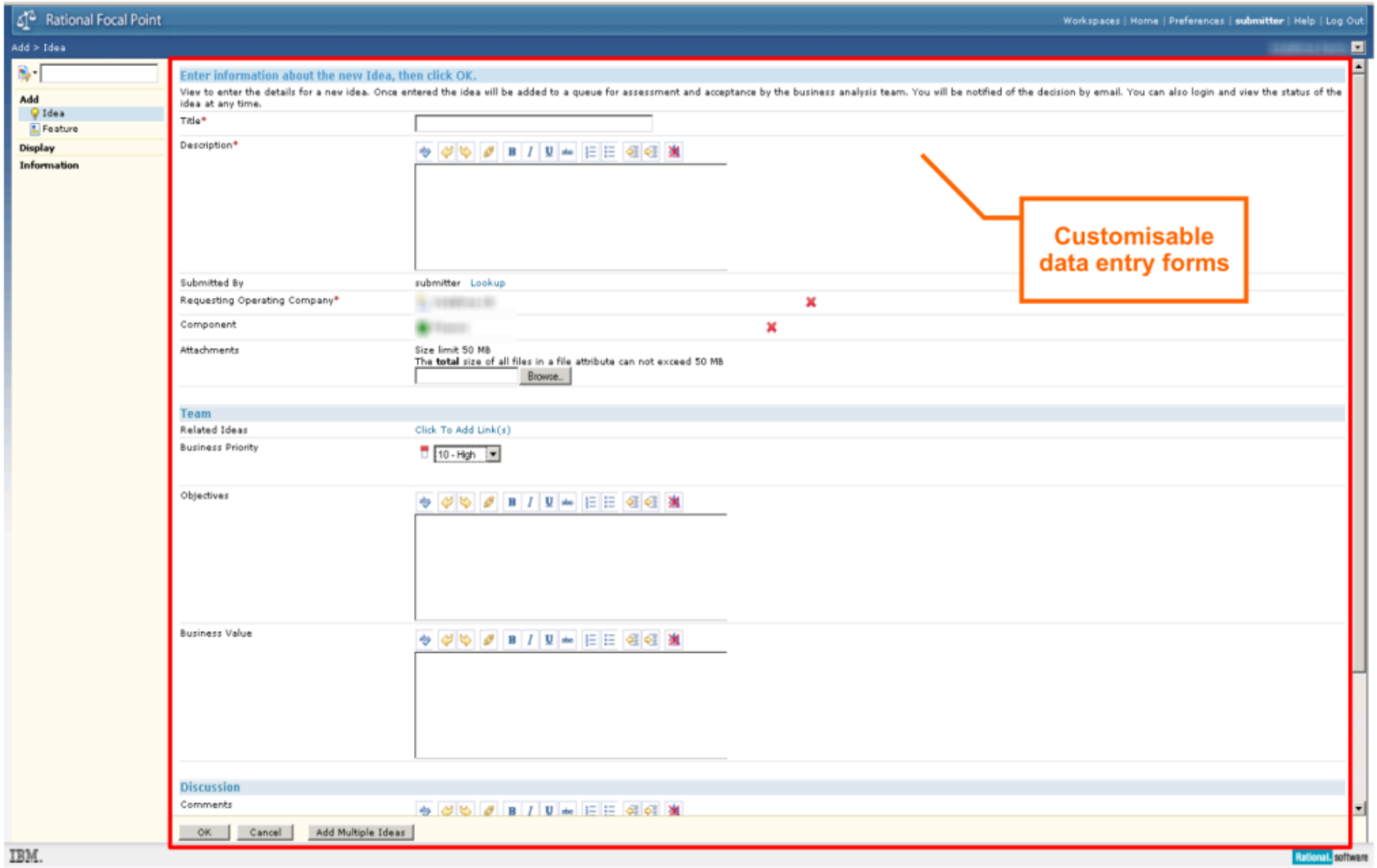


Focal Point

Requirements Composer

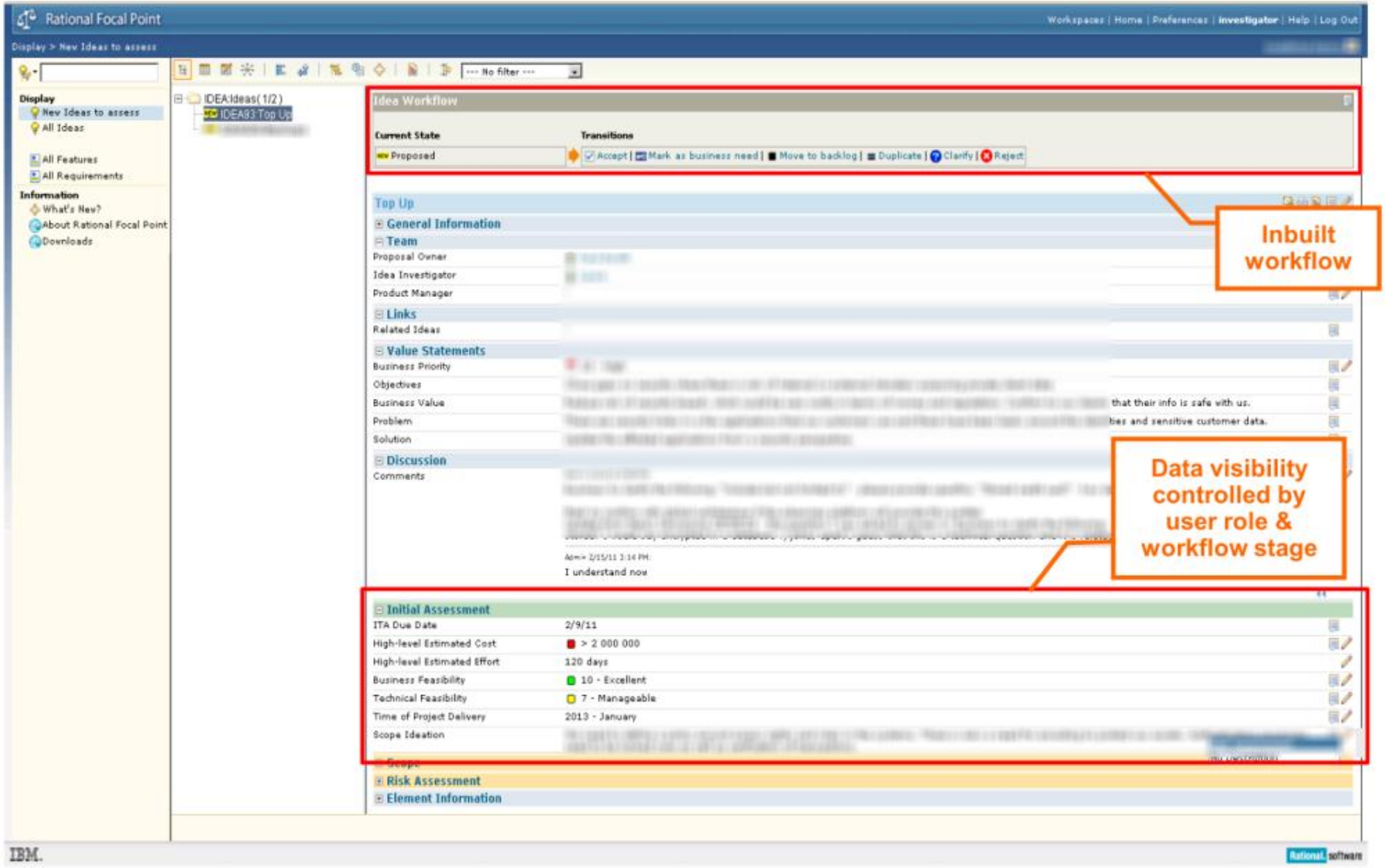
Quality Manager

Governance Gates

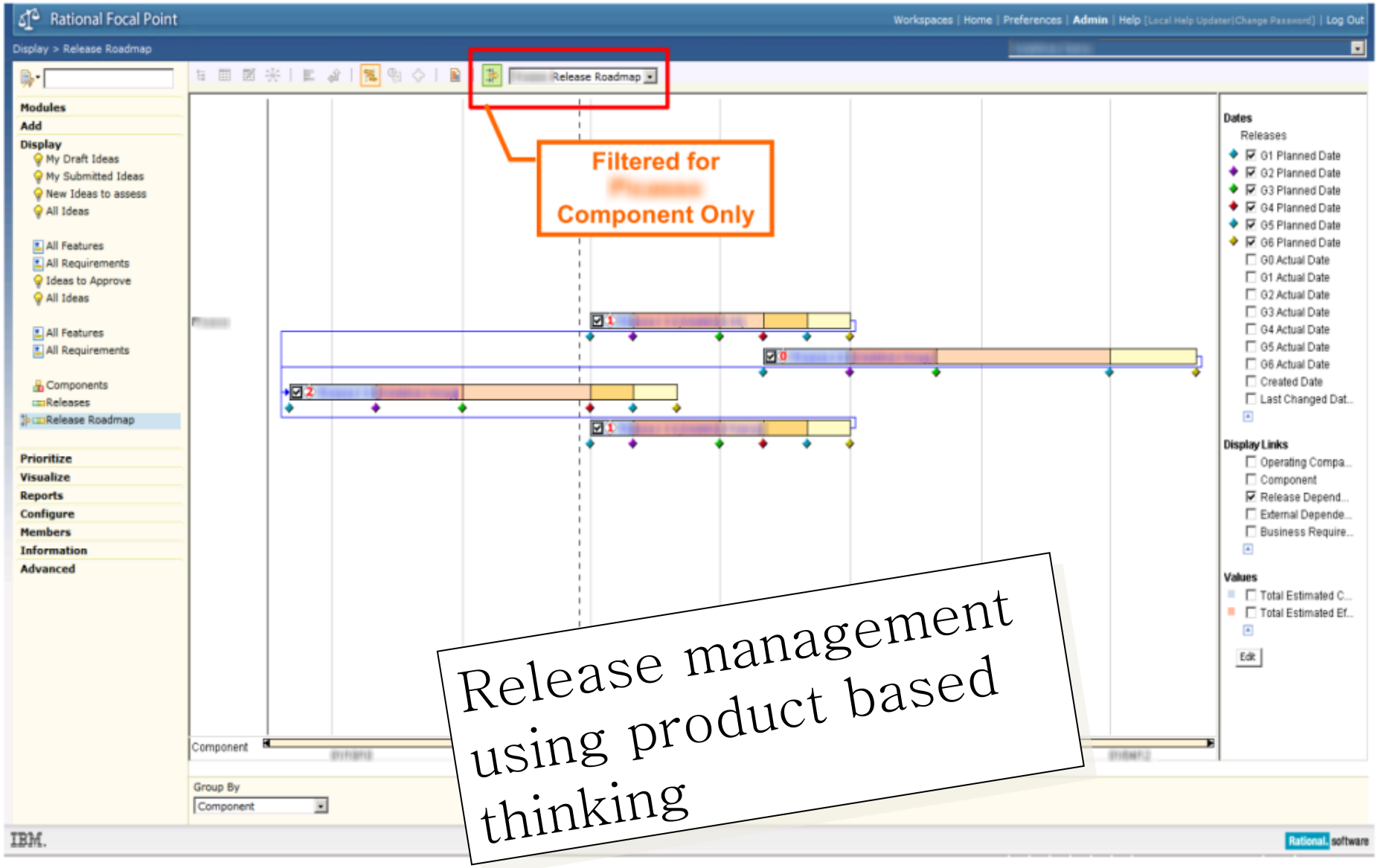

Rational Focal Point
Workspaces | Home | Preferences | submitter | Help | Log Out
Add > Idea
Add
Idea
Feature
Display
Information
Enter information about the new Idea, then click OK.
View to enter the details for a new idea. Once entered the idea will be added to a queue for assessment and acceptance by the business analysis team. You will be notified of the decision by email. You can also login and view the status of the idea at any time.
Title*
Description*
Submitted By
submitter Lookup
Requesting Operating Company*
Component
Attachments
Size limit 50 MB
The total size of all files in a file attribute can not exceed 50 MB
Browse...
Team
Related Ideas
Click To Add Link(s)
Business Priority
10 - High
Objectives
Business Value
Discussion
Comments
OK
Cancel
Add Multiple Ideas
Customisable data entry forms

Focal Point manages the estimation, work order and governance processes

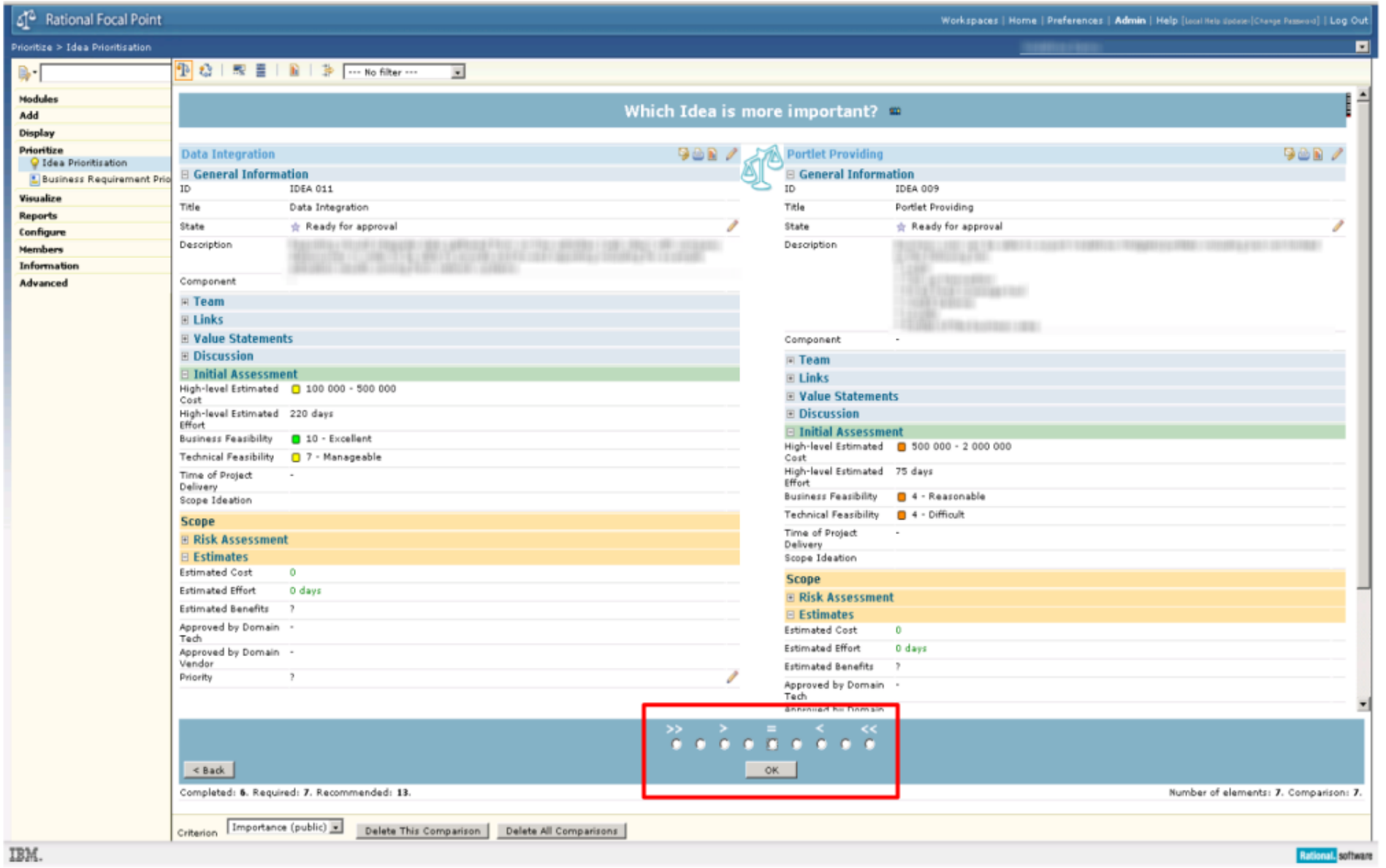
Managing the seams between the business to I.T. to outsource partner


Rational Focal Point
Workspaces | Home | Preferences | investigator | Help | Log Out
Display > New Ideas to assess
Display
New Ideas to assess
All Ideas
All Features
All Requirements
Information
What's New?
About Rational Focal Point
Downloads
IDEA:Ideas(1/2)
IDEA03:Top Up
Idea Workflow
Current State
Transitions
Proposed
Accept | Mark as business need | Move to backlog | Duplicate | Clarify | Reject
Top Up
General Information
Team
Proposal Owner
Idea Investigator
Product Manager
Links
Related Ideas
Value Statements
Business Priority
Objectives
Business Value
Problem
Solution
Discussion
Comments
I understand now
Initial Assessment
ITA Due Date
2/9/11
High-level Estimated Cost
> 2 000 000
High-level Estimated Effort
120 days
Business Feasibility
10 - Excellent
Technical Feasibility
7 - Manageable
Time of Project Delivery
2013 - January
Scope Ideation
Risk Assessment
Element Information
Inbuilt workflow
Data visibility controlled by user role & workflow stage

Tetris™ based release planning using Focal Point's trade-off capability



Release management using product based thinking


Rational Focal Point
Workspaces | Home | Preferences | Admin | Help | Log Out
Prioritize > Idea Prioritisation
--- No filter ---
Modules
Add
Display
Prioritize
Idea Prioritisation
Business Requirement Prio
Visualize
Reports
Configure
Members
Information
Advanced
Which Idea is more important?
Data Integration
General Information
ID IDEA 011
Title Data Integration
State Ready for approval
Description
Component
Team
Links
Value Statements
Discussion
Initial Assessment
High-level Estimated Cost 100 000 - 500 000
High-level Estimated Effort 220 days
Business Feasibility 10 - Excellent
Technical Feasibility 7 - Manageable
Time of Project Delivery -
Scope Ideation
Scope
Risk Assessment
Estimates
Estimated Cost 0
Estimated Effort 0 days
Estimated Benefits ?
Approved by Domain Tech -
Approved by Domain Vendor -
Priority ?
Portlet Providing
General Information
ID IDEA 009
Title Portlet Providing
State Ready for approval
Description
Component -
Team
Links
Value Statements
Discussion
Initial Assessment
High-level Estimated Cost 500 000 - 2 000 000
High-level Estimated Effort 75 days
Business Feasibility 4 - Reasonable
Technical Feasibility 4 - Difficult
Time of Project Delivery -
Scope Ideation
Scope
Risk Assessment
Estimates
Estimated Cost 0
Estimated Effort 0 days
Estimated Benefits ?
Approved by Domain Tech -
>> > = < <<
< Back
OK
Completed: 6. Required: 7. Recommended: 13.
Number of elements: 7. Comparison: 7.
Criterion
Importance (public)
Delete This Comparison
Delete All Comparisons
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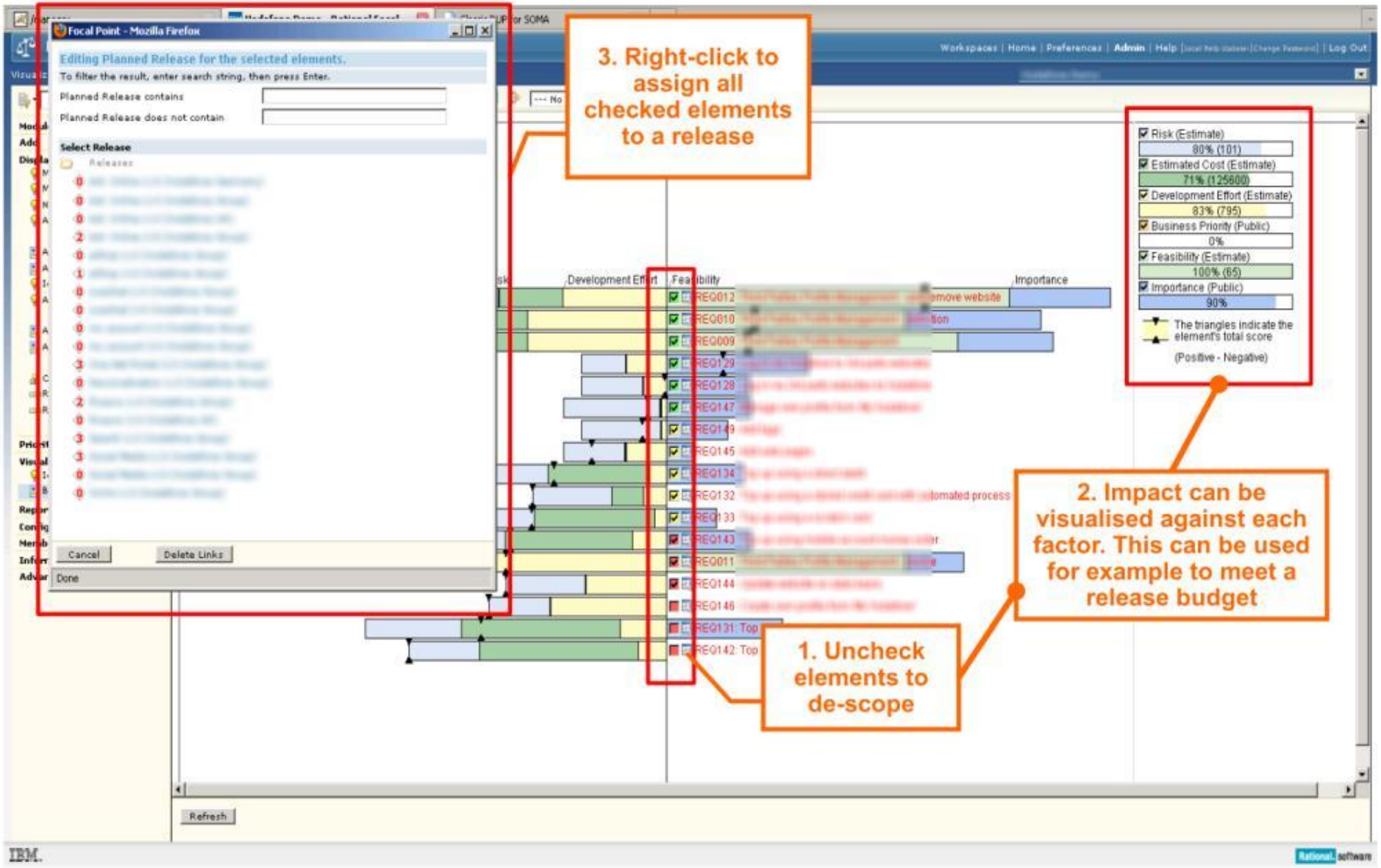
Focal Point - Mozilla Firefox
Editing Planned Release for the selected elements.
To filter the result, enter search string, then press Enter.
Planned Release contains
Planned Release does not contain
Select Release
Releases
Cancel
Delete Links
Done
3. Right-click to assign all checked elements to a release
Development Effort
Feasibility
Importance
REQ012
REQ010
REQ009
REQ129
REQ128
REQ147
REQ149
REQ145
REQ134
REQ132
REQ133
REQ143
REQ011
REQ144
REQ146
REQ131: Top
REQ142: Top
Risk (Estimate)
80% (101)
Estimated Cost (Estimate)
71% (125600)
Development Effort (Estimate)
83% (795)
Business Priority (Public)
0%
Feasibility (Estimate)
100% (65)
Importance (Public)
90%
The triangles indicate the element's total score
(Positive - Negative)
2. Impact can be visualised against each factor. This can be used for example to meet a release budget
1. Uncheck elements to de-scope
Refresh
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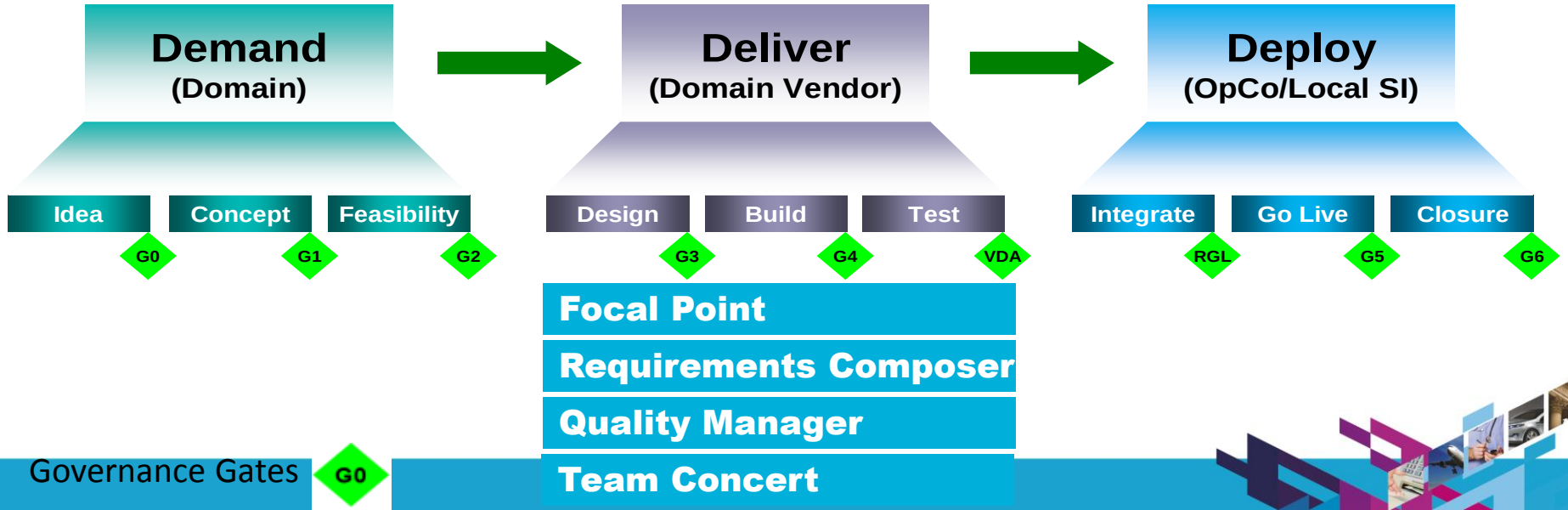
Having acceptance tests linked to requirements before coding begins

Testers find gaps in requirements

Developers creatively fill them in

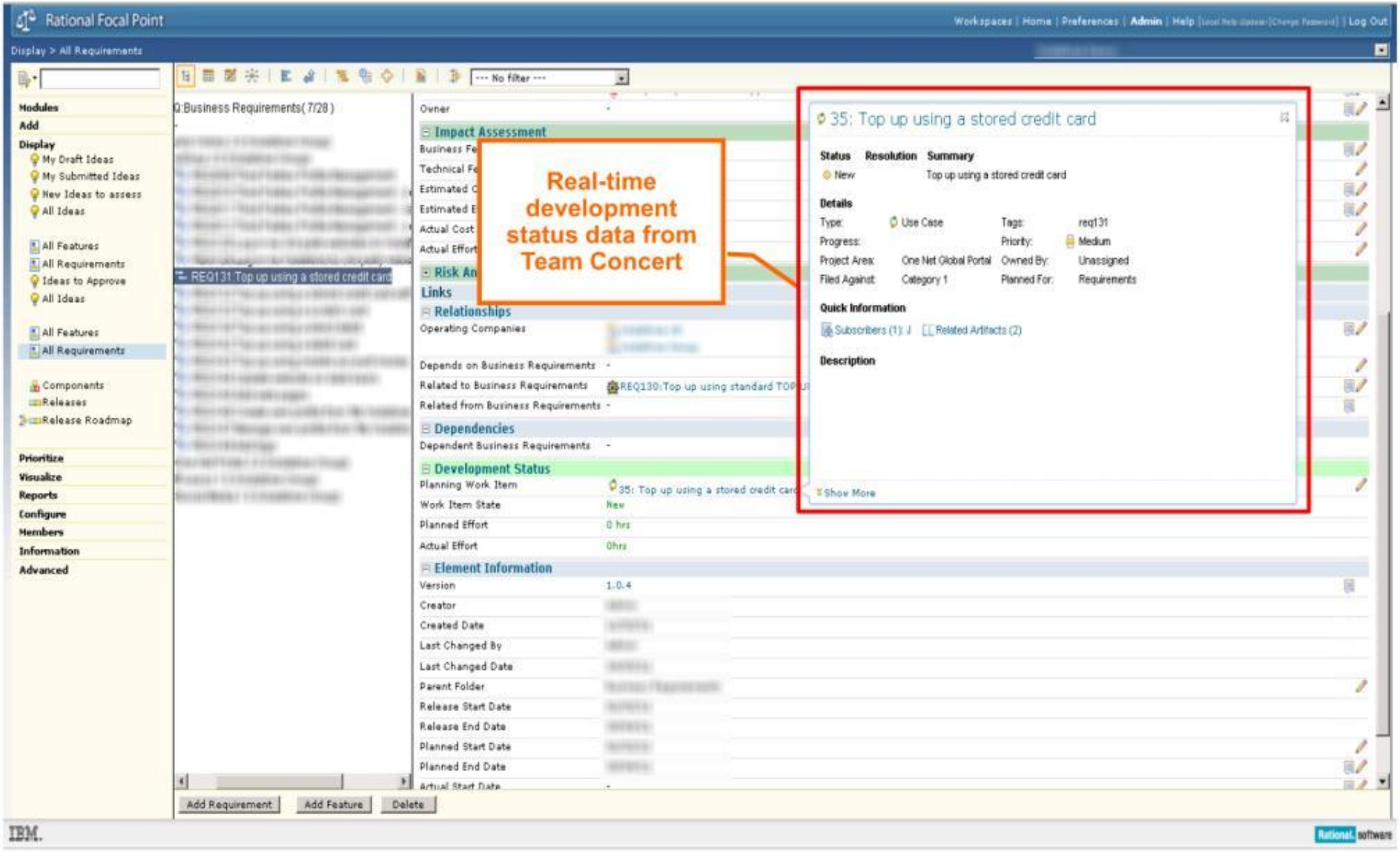
From Gate 3 and beyond…

Refining ideas in to visualized requirements linked to acceptance tests and down in to code giving the ability for accelerated impact analysis



Using real time feedback loops over Slideware Status reporting

Measure outcome over outputs based on business value giving the development engine the flexibility it needs with frictionless traceability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--- No filter ---
Modules
Add
Display
My Draft Ideas
My Submitted Ideas
New Ideas to assess
All Ideas
All Features
All Requirements
Ideas to Approve
All Ideas
All Features
All Requirements
Components
Releases
Release Roadmap
Prioritize
Visualize
Reports
Configure
Members
Information
Advanced
Q:Business Requirements(7/28)
REQ131:Top up using a stored credit card
Owner
Impact Assessment
Business Fe
Technical Fe
Estimated C
Estimated E
Actual Cost
Actual Effort
Risk An
Links
Relationships
Operating Companies
Depends on Business Requirements
Related to Business Requirements
REQ130:Top up using standard TOPUP
Related from Business Requirements
Dependencies
Dependent Business Requirements
Development Status
Planning Work Item
35: Top up using a stored credit card
Work Item State
New
Planned Effort
0 hrs
Actual Effort
0hrs
Element Information
Version
1.0.4
Creator
Created Date
Last Changed By
Last Changed Date
Parent Folder
Release Start Date
Release End Date
Planned Start Date
Planned End Date
Actual Start Date
Add Requirement
Add Feature
Delete
Real-time development status data from Team Concert
35: Top up using a stored credit card
Status
Resolution
Summary
New
Top up using a stored credit card
Details
Type:
Use Case
Tags:
req131
Progress:
Priority:
Medium
Project Area:
One Net Global Portal
Owned By:
Unassigned
Filed Against:
Category 1
Planned For:
Requirements
Quick Information
Subscribers (1): J
Related Artifacts (2)
Description
Show More
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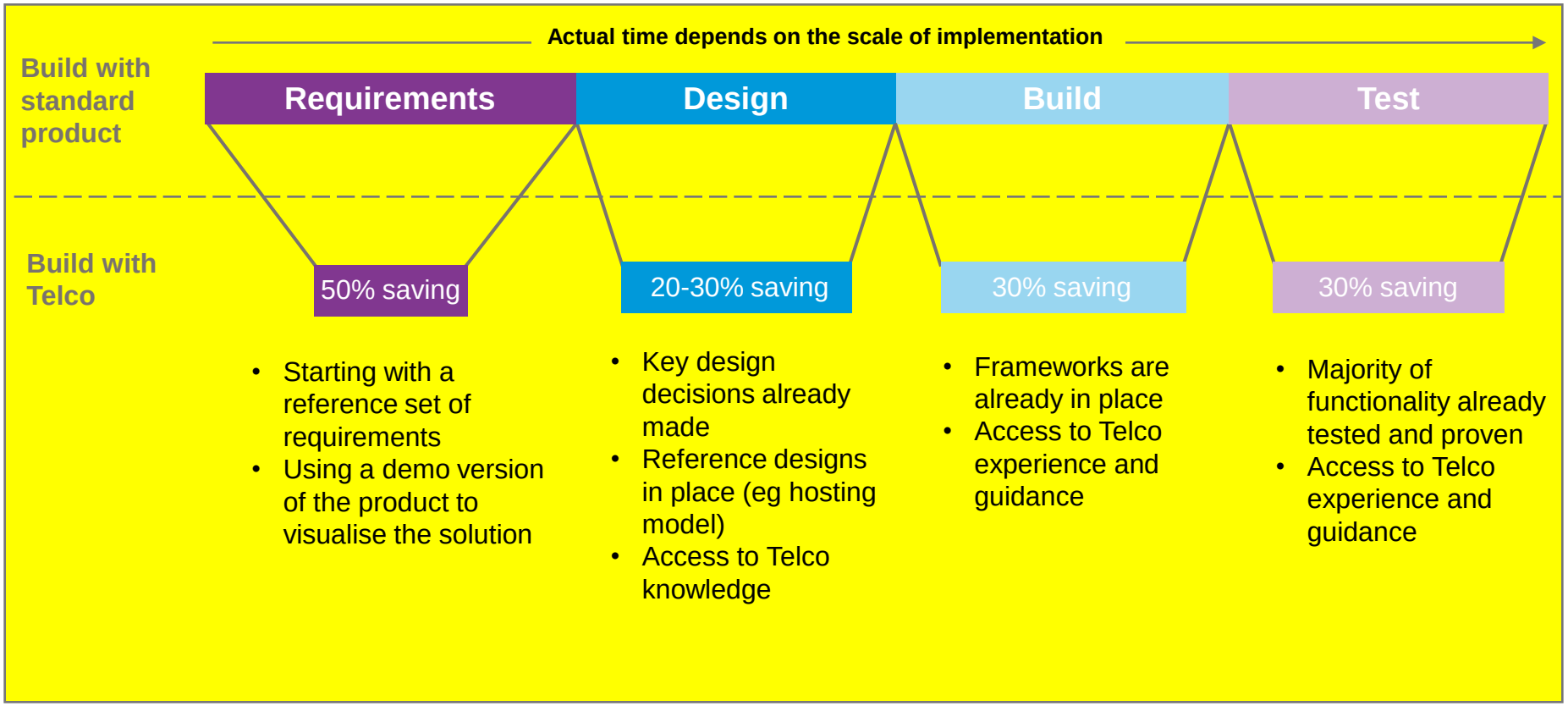
Never under estimate how hard getting hardware is!

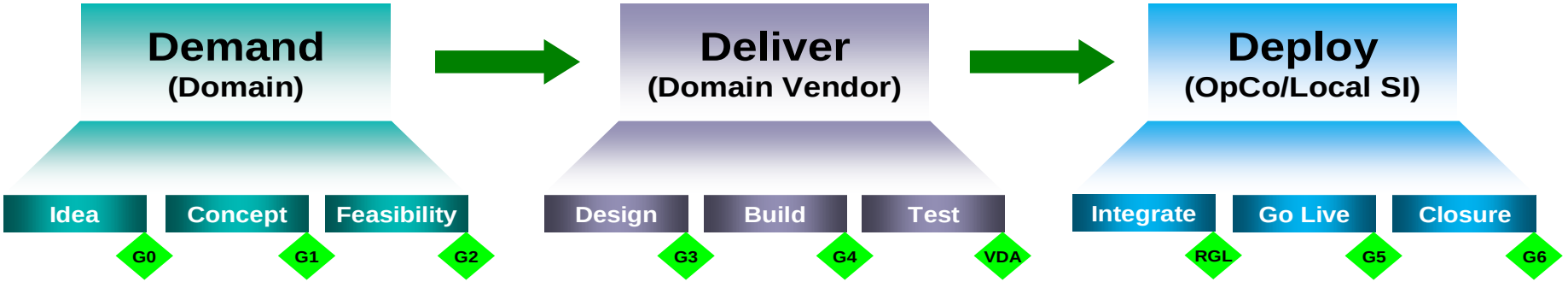
We were saved by the

Implementing the common solution represents a significant saving in time to launch the capability



Utilising the Telco solution and expertise can reduce both implementation time and risk

The automation & traceability are critical



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Evidence of success

- Rational Tool Implementation Across the Organisation
- Rational has the Master Copy of Demand and Roadmap

Some Key Takeaways

1. Think of these programme as software supply chains
2. Invest early in a sustainable coalition between you, the delivery partner and your Rational team
3. Focus attention on the hand-offs, the seams between parties and automate them
4. Live reporting of status – appropriate transparency between business, I.T. and the delivery partner is worth it
5. Build the process and the development tooling together – they're symbiotic
6. The tooling needs to be integrated and is simple as possible, no simpler: Jazz at it's best

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