

IBM Software

# UK Innovate 2010

The Rational Software Conference

Smarter software for a smarter planet.



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## From ideas to delivery with Rational Focal Point and Jazz

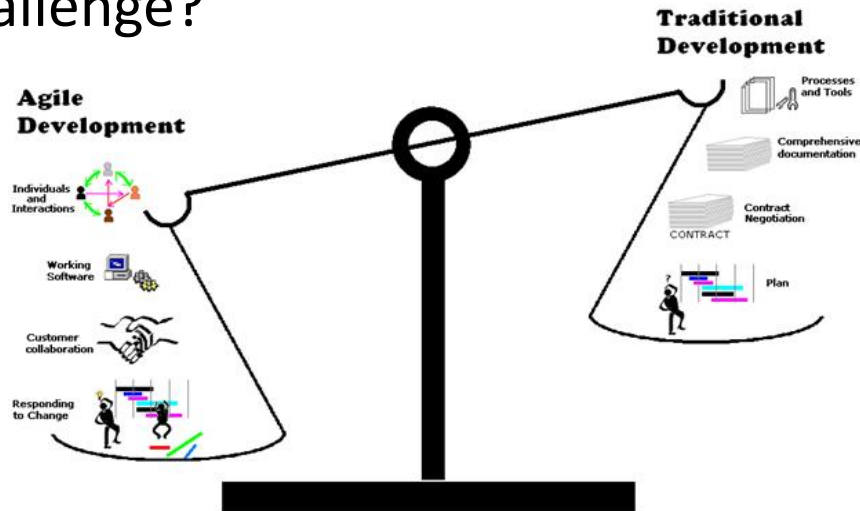
Andrew Wallace



Smarter software for a smarter planet.



# What appears to be the challenge?



## Many firms are adopting agile approaches and methods in development

- How do you effectively and formally collaborate with your customers
- The language and measures are inconsistent between development and management

## Early stages of a project are often dependent on a traditional approach

- Requirements capture, necessary for cost estimation and business case
- Detailed delivery schedule, necessary for resource allocation and deadlines



# When you only have a hammer...

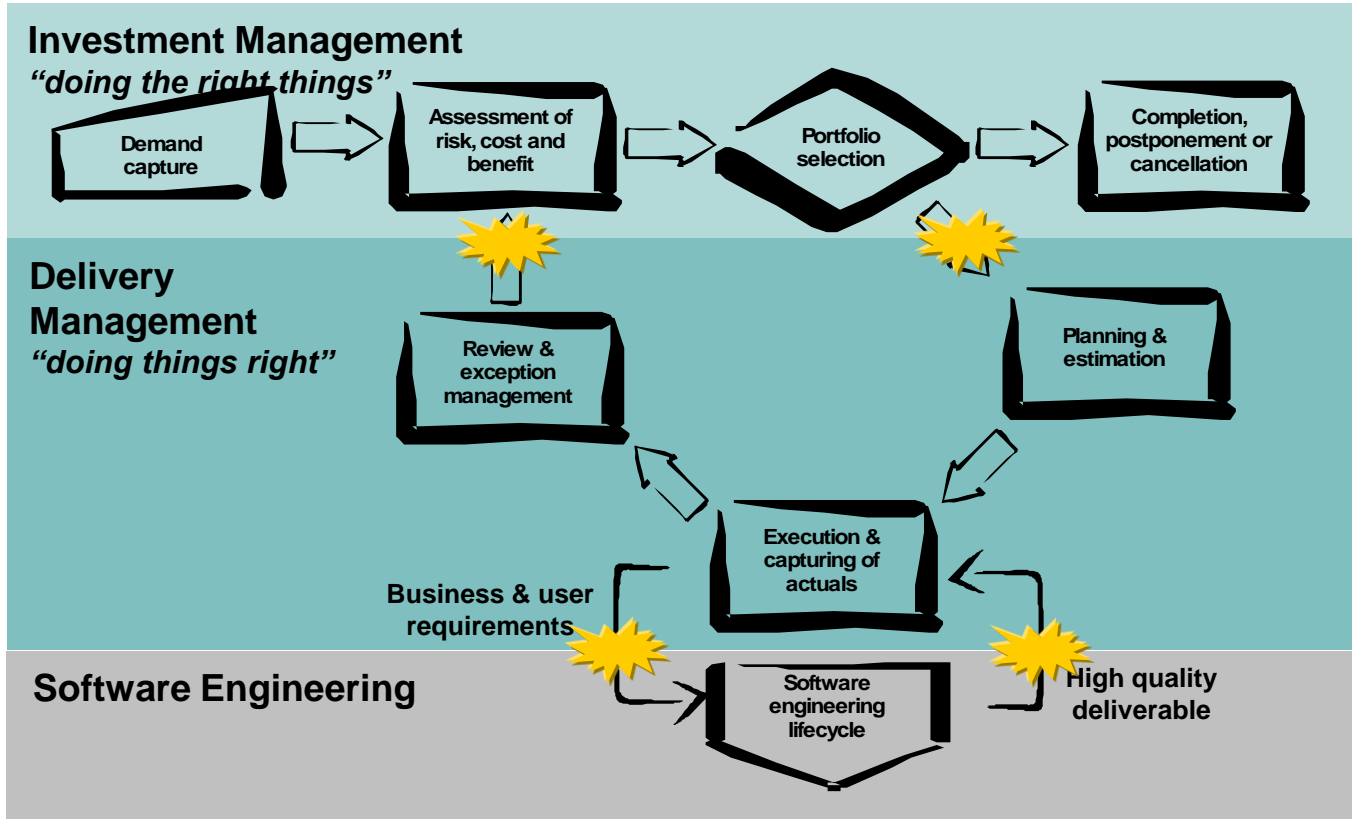


## Is a project or program always the right delivery vehicle for change?

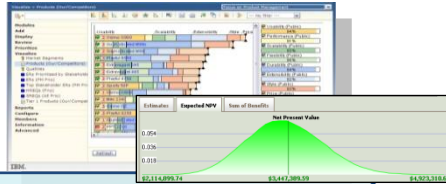
- In many organisations, teams are organised around business applications
- Business applications are frequently delivered as a continuous release stream
- Perhaps we can learn something from Product Lifecycle Management



# Governance of the delivery process



# Delivery management with Rational



*Align investments with business objectives to maximize business value*

- Automate request capture
- Make value-based selections and trade-offs
- Increase investment visibility

*Access at-a-glance, high impact views of complex real-time information for improved decision-making at all levels*

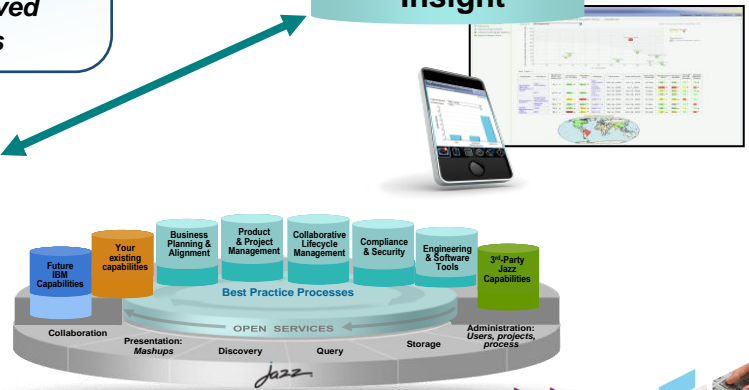
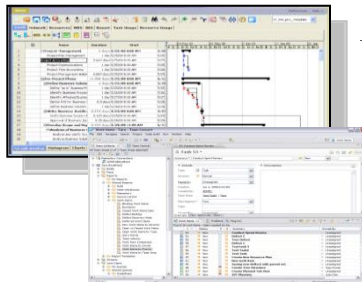
**Rational Focal Point**

*Effectively execute projects and programs with improved visibility into outcomes*

**Rational Insight**

**Rational Project Conductor**

**Rational Team Concert**



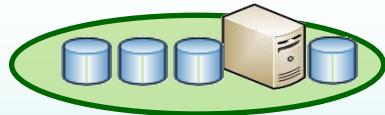
# Portfolio management for development

*Our customers face challenges when trying to match waterfall and agile methods*

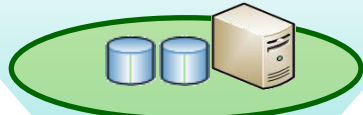
Problem: I have a development team that are rapidly adopting agile techniques, and a project management community that feels out of control. We want to become more flexible but not at the risk of introducing error and inefficiency into the process.

## Our solution: Tightly coupled portfolio management and agile delivery

Portfolio  
Management



Unifying traditional and  
agile project management



Agile team work item  
management



- Prioritize and execute projects that are aligned with business objectives
  - Focus on what matters most in driving business results
  - Organize work around value
  - Gather inputs in a single repository with consistent process
- Real-time, in-context collaboration with delivery teams
- Combine agile and traditional planning techniques
- Planning insight into development processes
- Holistic view of project delivery status
- Delivery team activities direct contribute to project plans
- Agile delivery process run with management oversight
- Backlog prioritized inline with business objectives
- Work products and activity status feed view of project progress

# Measuring Cost, Benefit, and the Impact of Risk

*Companies that are best-in-class in portfolio management are 4 times more likely to achieve margin premiums of 75% or higher\**

## Gather all inputs into one place with consistent process

Capture market inputs, business needs and demands, customer feedback in one place to make sure the best ideas become reality

Analyze and prioritize enterprise architecture transition steps identified by Rational System Architect

## Organize work around value

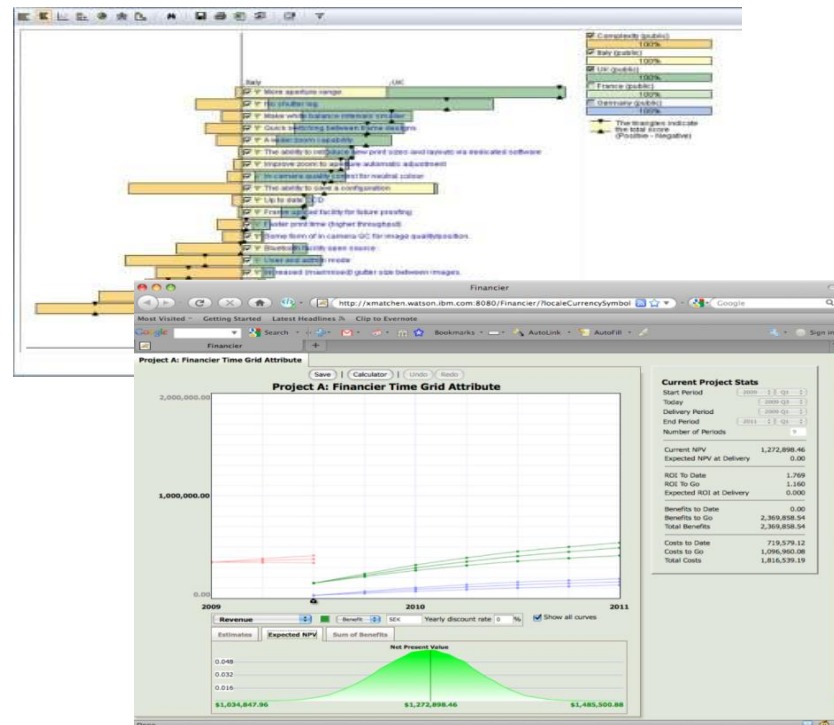
Capture tangible (cost, benefit) and intangible (benefit, risk) measures in a consistent way across the portfolio

Perform cost/benefit and trade-off analysis to make informed investment decisions

Identify and sequence activities and deliverables by the value they deliver

## Assess the impact of risk

Improve cost and schedule estimations of investments by modelling financial and market impacts and by performing scenario, statistical and financial analysis



\* Aberdeen whitepaper, "Managing the Innovation Portfolio: Ensuring Success to Boost Profits", July 2006

\*\* IDC whitepaper, "How Project and Portfolio Management Solutions are Delivering Value to Organizations", September 2008



# Working within Resource, Financial & Time Constraints

## Setting yourself up for success

### Capture existing commitments

The ability to adjust future plans will depend heavily on a knowledge of current plans and budgets

### Estimate resource and cost profiles for planned investments

Create period based estimates for finances, required skills and deliverables

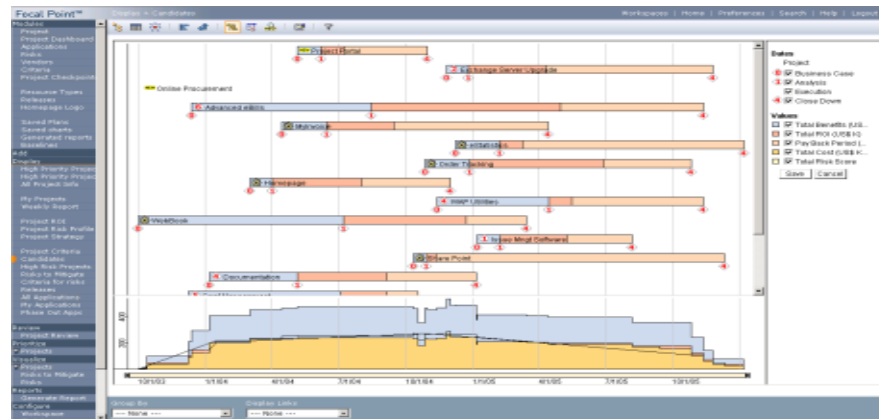
Capture dependencies between deliverables where appropriate as this will add an additional scheduling constraint

Base estimates on past performance where possible using more advanced estimating techniques (e.g. QSM, SEER)

### Sequence work within constraints

Create a high level delivery plan that:

- Reflects business priorities and value creation
- Makes effective use of all available resources
- Recognises finance, resource, schedule constraints



# Rational Team Concert integration

*Direct connection with the delivery team, their planning and progress*

Focal Point 6.5 provides Collaborative Lifecycle Management (CLM) integrations through its support of the Open Services Lifecycle Collaboration (OSLC) change management specification

Works with Change Management (OSLC-CM) providers, such as Rational Team Concert 3.0

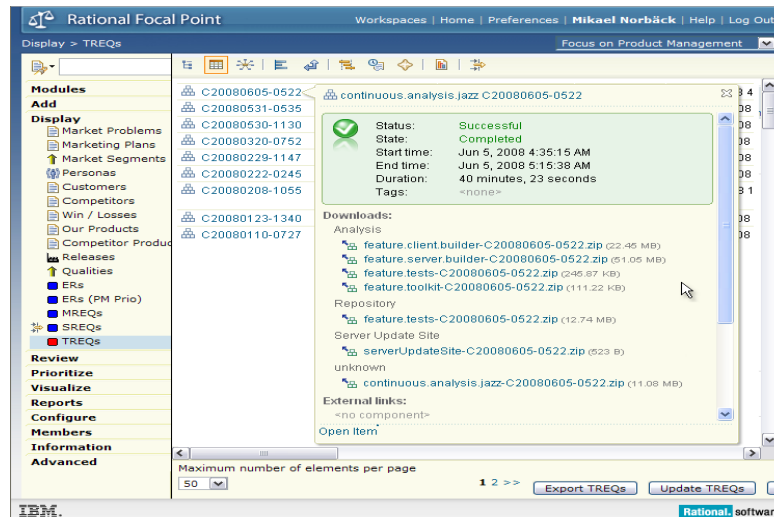
Use Focal Point to define release content and Rational Team Concert to support development

- Create RTC projects from Focal Point when new initiatives are undertaken

- Create plan items in RTC from Focal Point or link to existing plan items in RTC from Focal Point as new requirements arise or existing ones change

- Use Rich Hover links to explore RTC work item status directly in Focal Point

- Rollup and display RTC data in Focal Point to show progress and status



# Rational Team Concert for team planning

*Project managers now able to define plans, collaborate with teams and view status*

Break plan items down into more detailed activities

Assign work items across the release plan

Distribute work among teams and individuals

Identify high risk plan items, and schedule the work items for these early in the delivery

Manage dependencies and milestones and deliverables

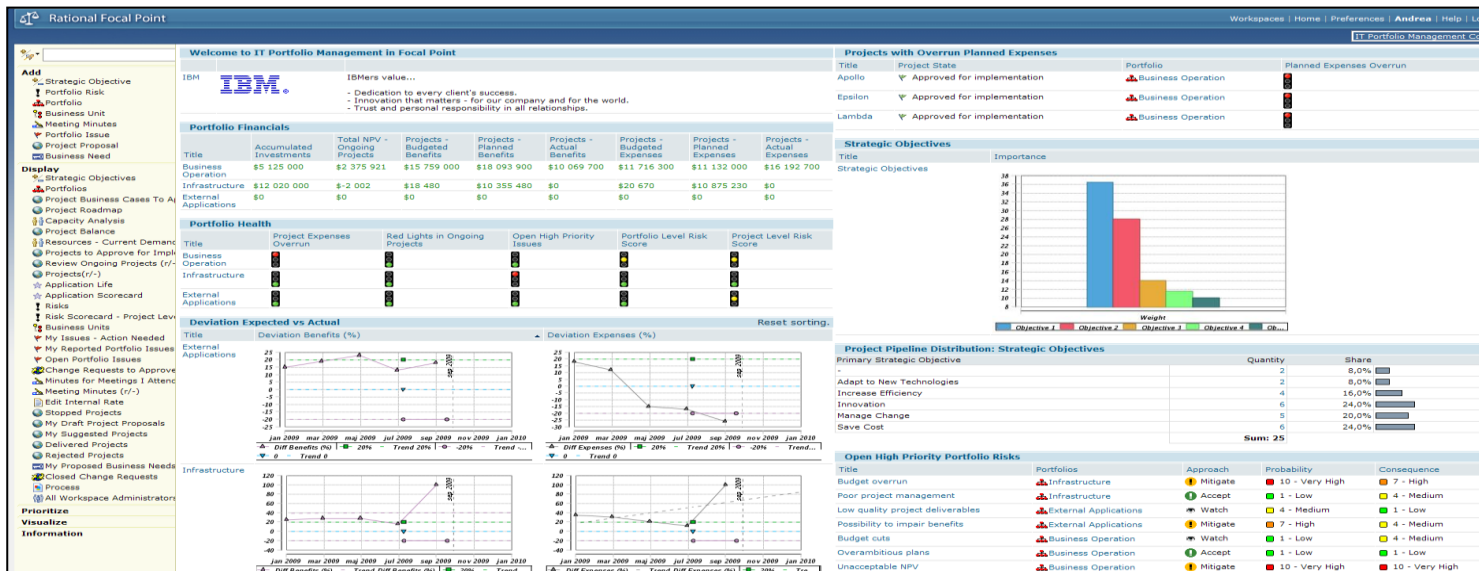
Track progress and handle exceptions as they happen

Project data rolls up to Focal Point

The screenshot displays the Rational Team Concert interface. On the left, the 'JUnit Sprint Backlog' is visible, showing a list of work items assigned to team members: Bill Cassavelli, Jason Mitchell, and Markus Kent. Each team member's section shows a list of tasks with their estimated effort and progress. For example, Bill Cassavelli has a task 'Improve documentation for 4.4' with an estimated effort of 128. On the right, the 'Story 128' detail view is shown, providing information about the task, including its priority, planned for date, and progress. The 'Details' section shows 'Filed Against: JUnit', 'Owned By: Bill Cassavelli', and 'Priority: Unassigned'. The 'Description' section contains the text: 'We should do an documentation effort for 4.4.'

# A Process of Continuous Portfolio Adjustment

## Monitoring your investment is as important as deciding to invest



Investment portfolio needs to be monitored and adjusted like any other

Risk profile changes as requirements, technology and capabilities are better understood

Costs fluctuate as requirements and scope are refined by stakeholders

Benefits become more clear, tangible and measurable as business impacts unfold

Business case for individual investments require review, and portfolio needs adjusting as business priorities change

# How can all of this help your business?

**Organize work around customer value to drive success and profitability**

**Objectively evaluate investments to align to business priorities and reduce costs**

$$\text{Value} = \left( \frac{\text{Benefits}}{\text{Total Asset Cost}} \right) (\text{Risk})$$

**Measure project and process performance for continual improvements**

**Increased predictability through best practices and collaboration across disciplines**

# How can all of this help your business?

**Improve investment strategy to drive 20% higher margin in the market**

**Avoid off-strategy projects that waste an average of 10% of IT budgets**

$$\text{Value} = \left( \frac{\text{Benefits}}{\text{Total Asset Cost}} \right) (\text{Risk})$$

**Automate project and process measurement to improve team productivity by 10-15%**

**Overcome issues that cause 59% of projects to fail to meet expectations**



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