
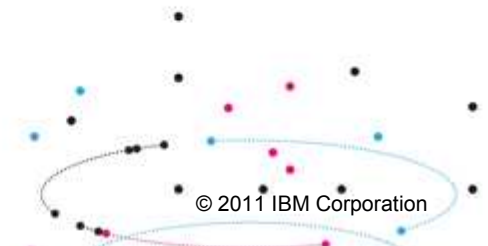


## IBM Next Generation ALM Seminar

Jason Leonard & Kurt Solarte  
October 2011

# Agenda

- 
- 1 Introduction and current market situation**
  - 2 Delivering the 5 ALM imperatives
  - 3 IBM Rational Application Lifecycle Management
  - 4 Proven results





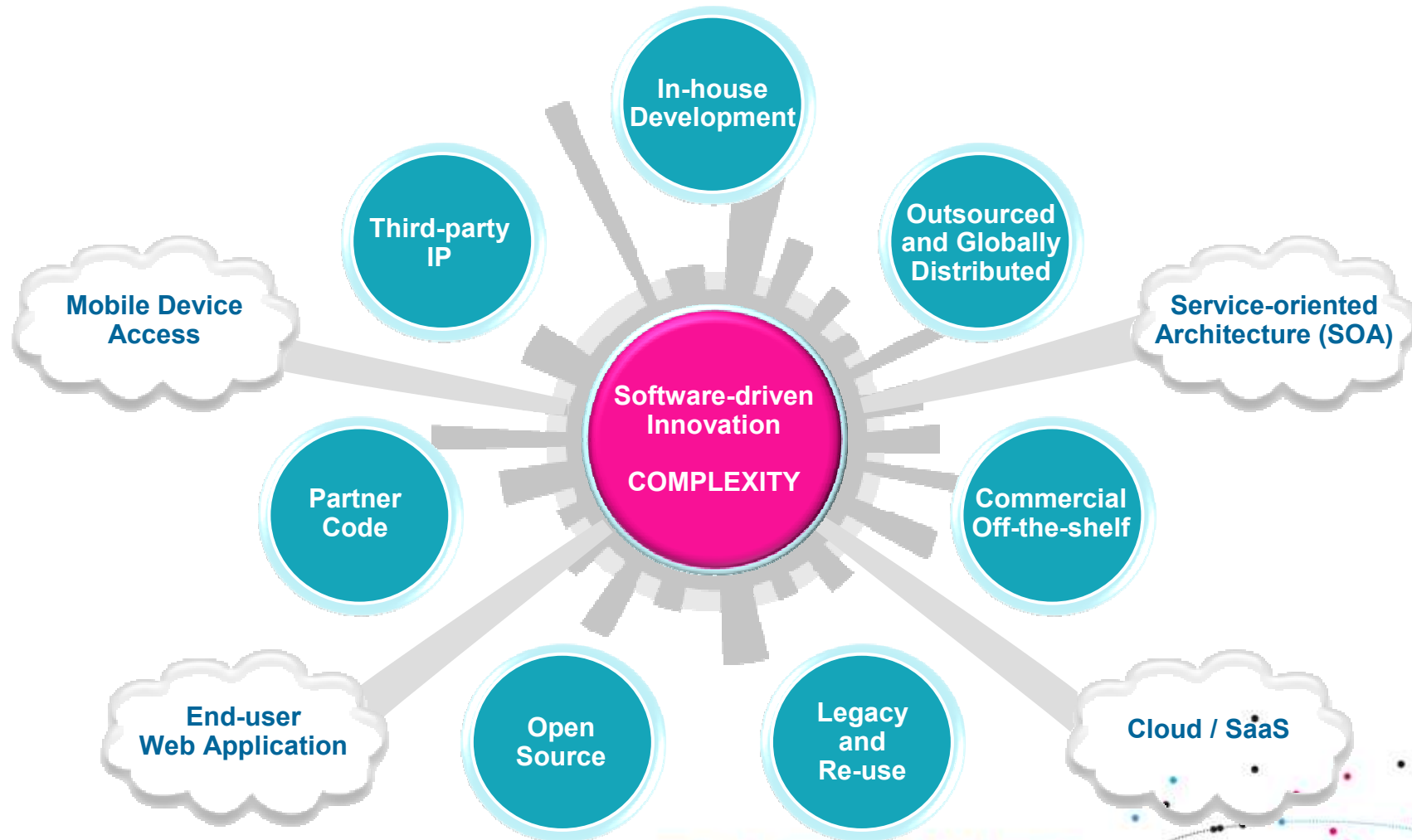
# Software drives today's innovation for a smarter planet

*Transforming the way we live, work, and play*



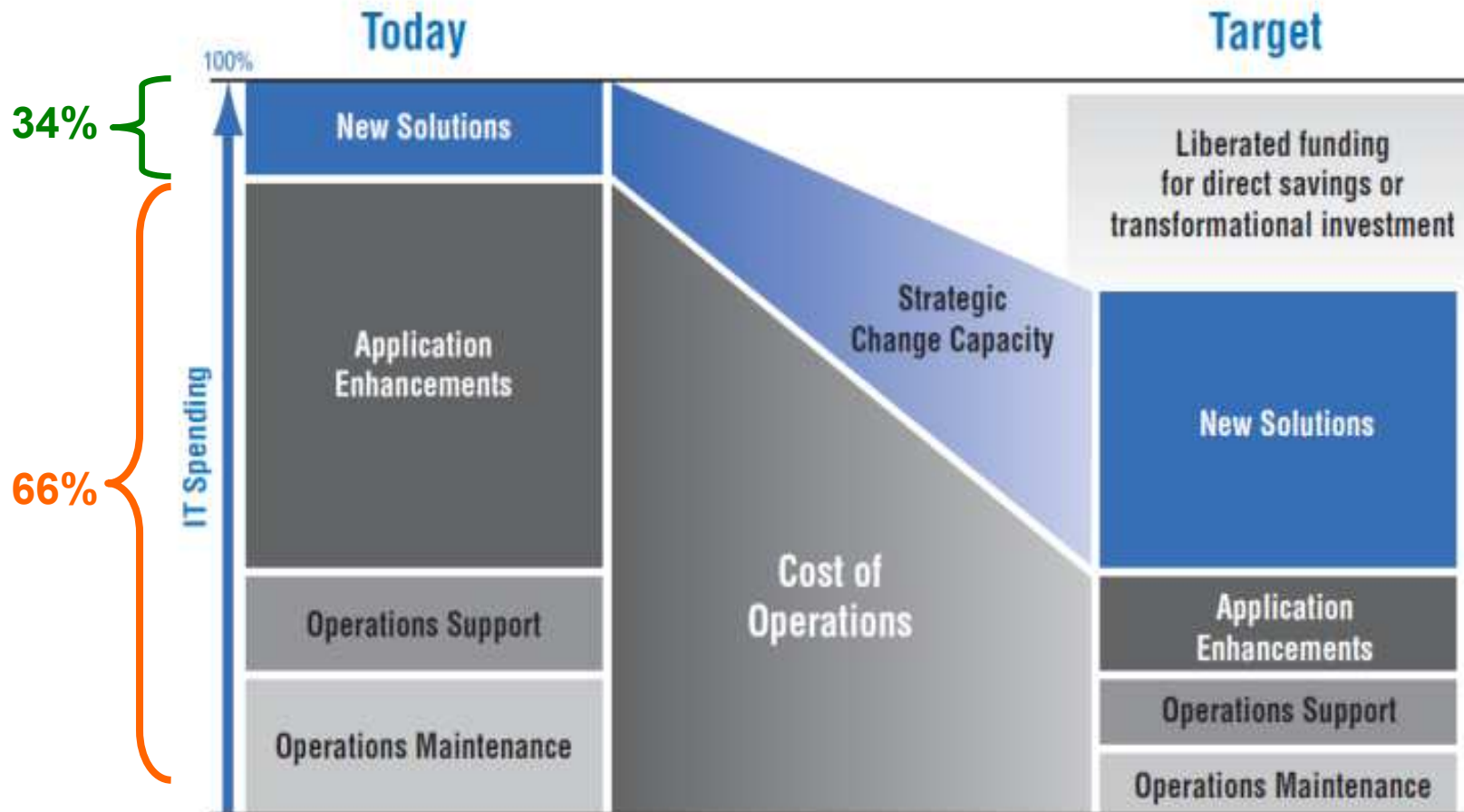
## The defining challenge: Managing “systems of systems”

*From back-end software to customer facing portals, systems of systems drive your relationships with customers, suppliers and business partners*



# Business and IT Agility: Balancing Resources to Support Business Innovation

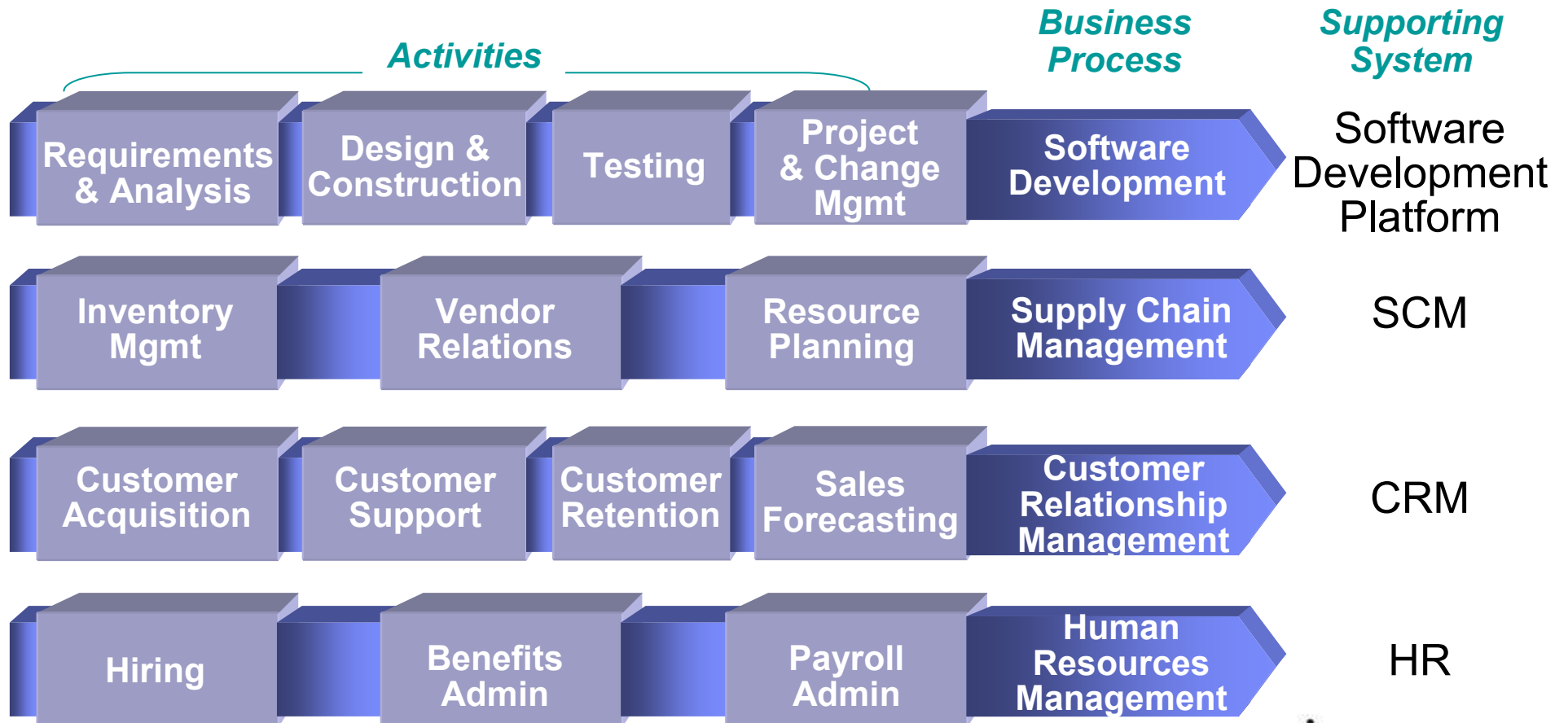
*Balance IT investments to focus on new solutions.*



- Forrester estimates that ongoing operations and maintenance consume **66%** of IT budgets
- While new projects and software initiatives represent only **34%**

## Core Business Process

*Software Development is now a key business process & not getting any easier!*



You are not alone....



Energy in action®

## Doing More With Less

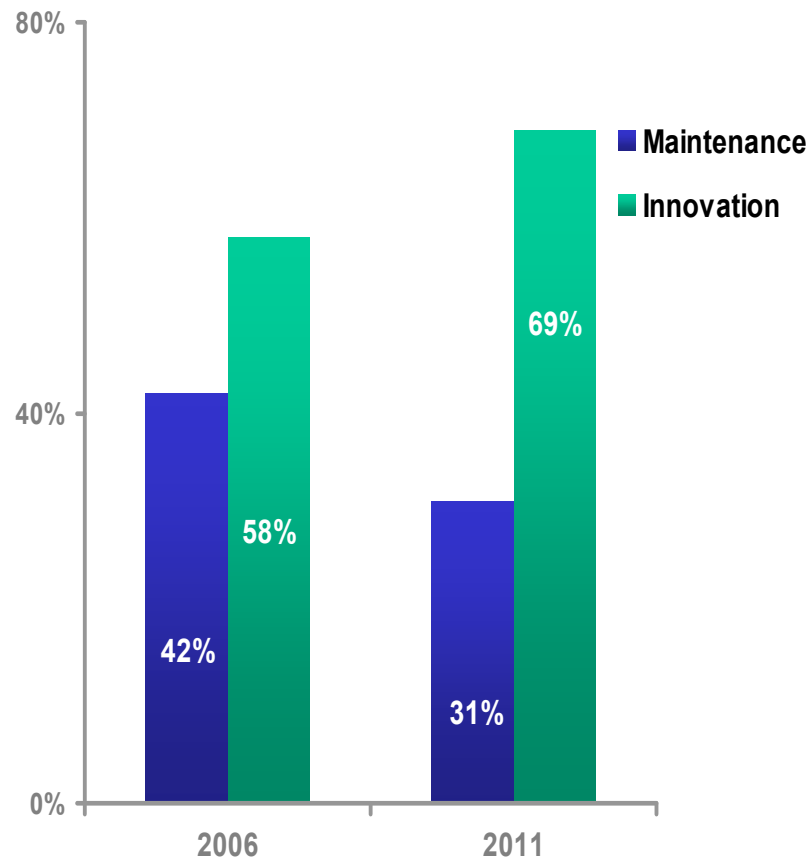
**Customer Pain:** AGL needed to reduce time and effort to complete analysis required for technology investment decisions and to mitigate the risks associated with loss of IP when transitioning to an outsourced IT support model.

**The IBM Solution:** AGL identified systems for acquisition and decommissioning, aligned technology investment decisions with business strategy, and effectively managed the transition to outsource IT services.

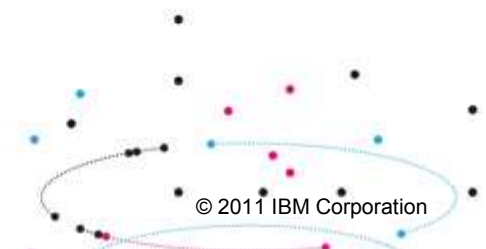
**The Bottom Line:** “The challenge in any company is to do more with less,” said Wayne Pales. “**Rational** continues to enable us to achieve our goals at a relatively low cost compared with historic approaches.”

# Rational Transformation: Improved Efficiency Means More Innovation

**Investments**



Efficiency Measures	2006 → 2011	
On time delivery	47%	95%
Defect backlog in months	>9	2.7
Beta defects fixed before GA	3%	95%
Agile / iterative projects	5%	85%





# Collaborative Lifecycle Management @ IBM

26,000+ total resources worldwide

Pittsburg  
Poughkeepsie  
Princeton  
Somers  
Southbury  
NY, NY

Andover  
Bedford, MA  
Bedford, NH  
Lexington  
Westborough  
Westford Cambridge

Cork  
Dublin  
Galway

London/Staines  
Milton Keynes  
Hursley  
Warwick  
York

Canada  
Toronto  
Montreal

- Over 100 Rational development projects (~2000 users) using Rational Team Concert
- More than 150 other projects around IBM
  - ▶ For example – GBS Application Factory (AF) team currently hosting 3000+ users
- Boarding time for new projects - less than one day
- Applicable to agile/iterative and waterfall projects

- Rational Development
- Rational Customer Support
- WebSphere Development
- Lotus Development
- Tivoli Development
- IBM Research Division
- IBM Global Business Services

Beaver  
Kirkland  
Seattle  
Foster City  
San Francisco  
SVL/San Jose  
Almaden  
Agoura Hills  
El Segundo  
Costa Mesa  
Las Vegas

Rochester  
Boulder  
Denver  
Lenexa,KA  
Tucson  
Pheonix  
Austin  
Dallas

Tampa  
Sao Paulo

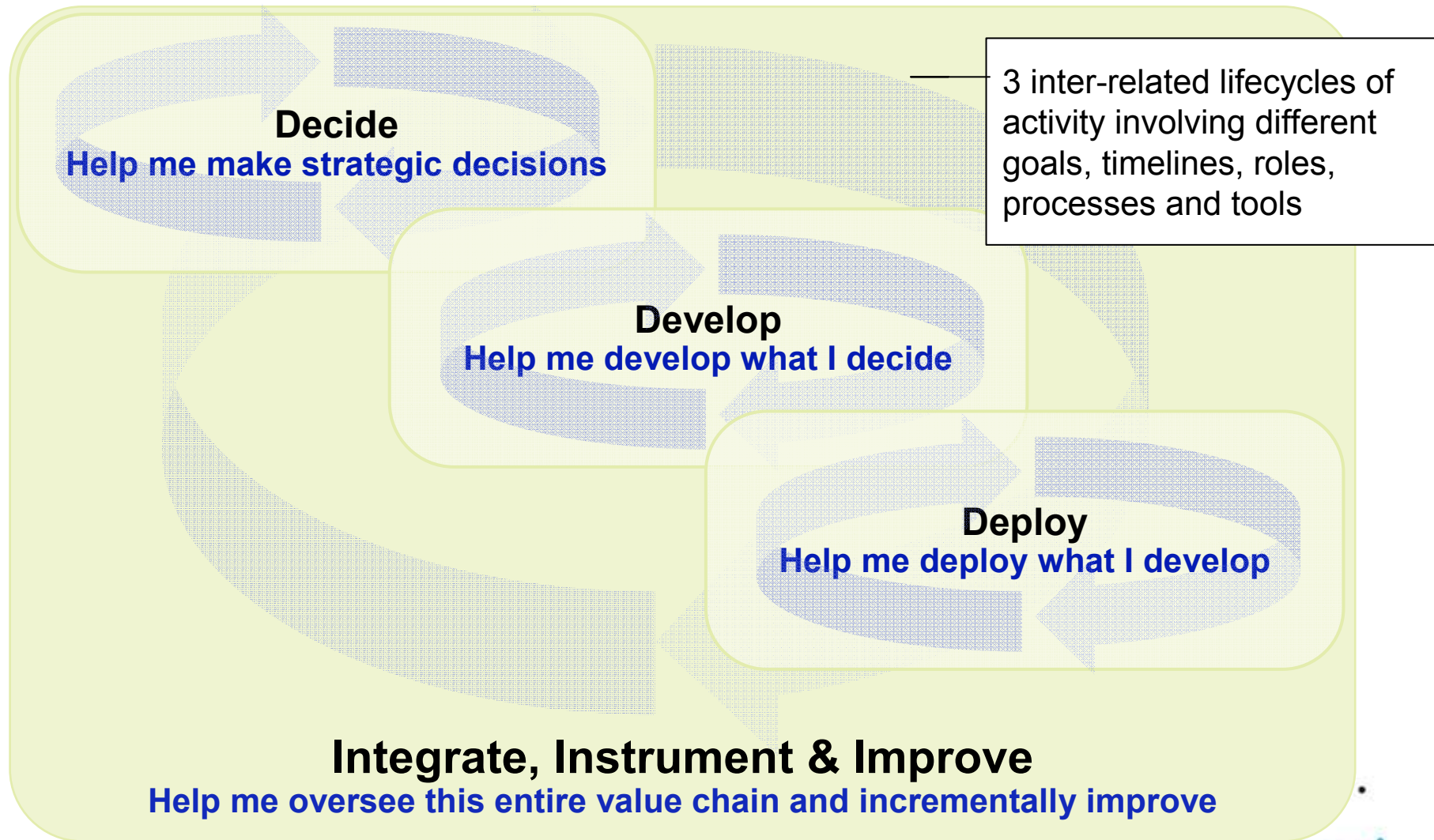
Gurgaon

Perth

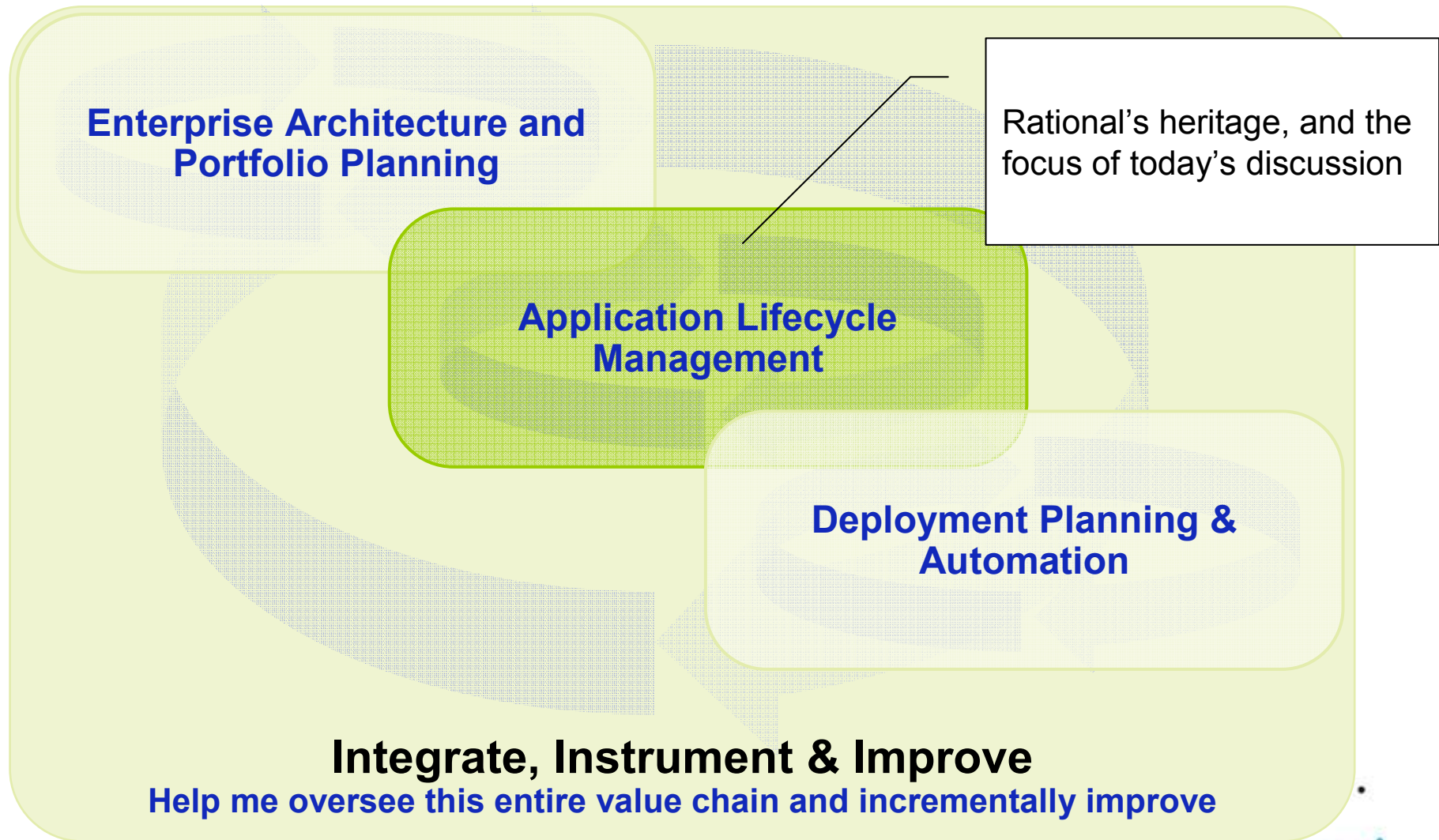
Gold Coast  
Sydney  
Canberra

El Salto

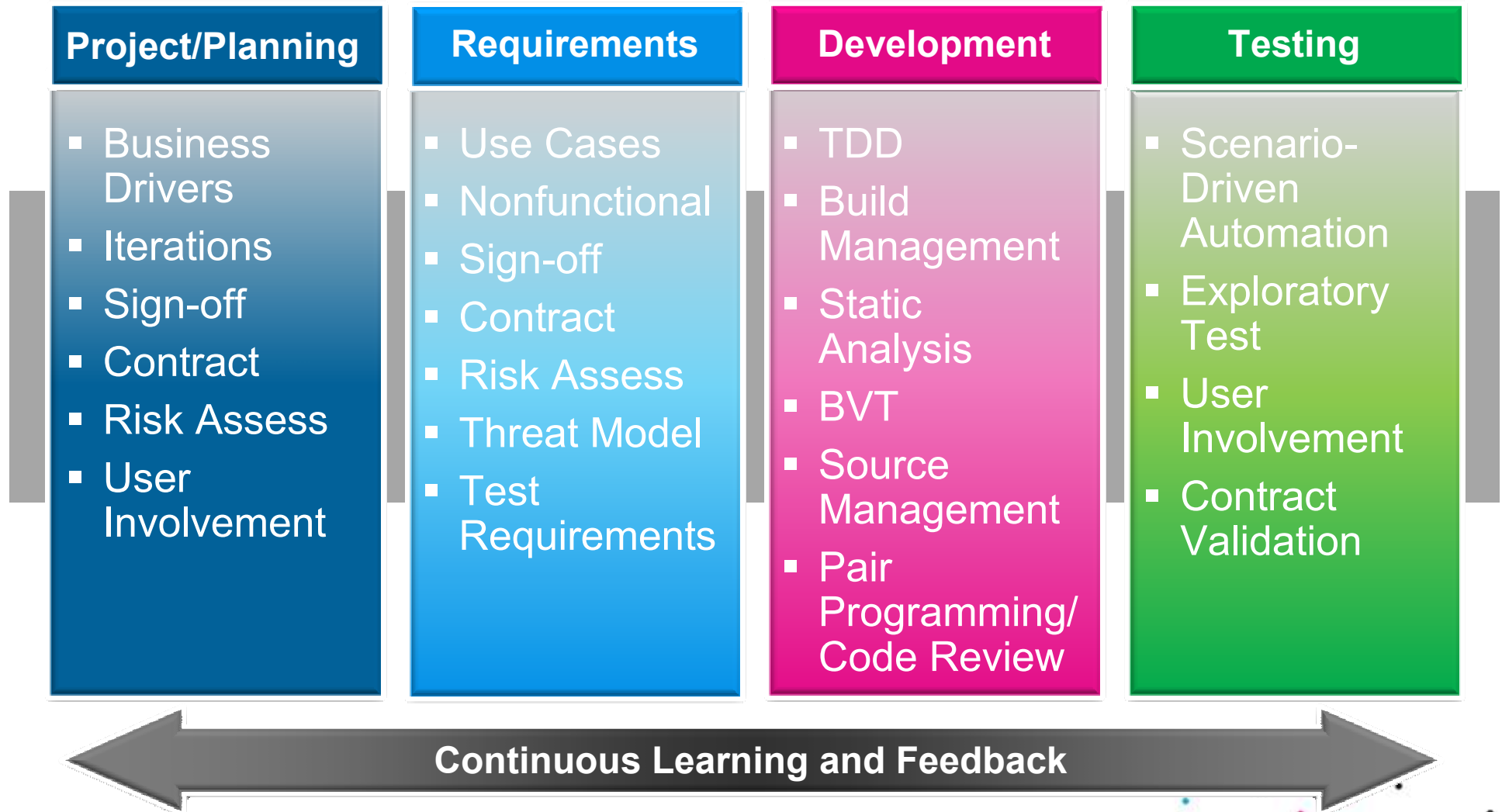
## Our processes live in the following areas



Our processes live in the following areas



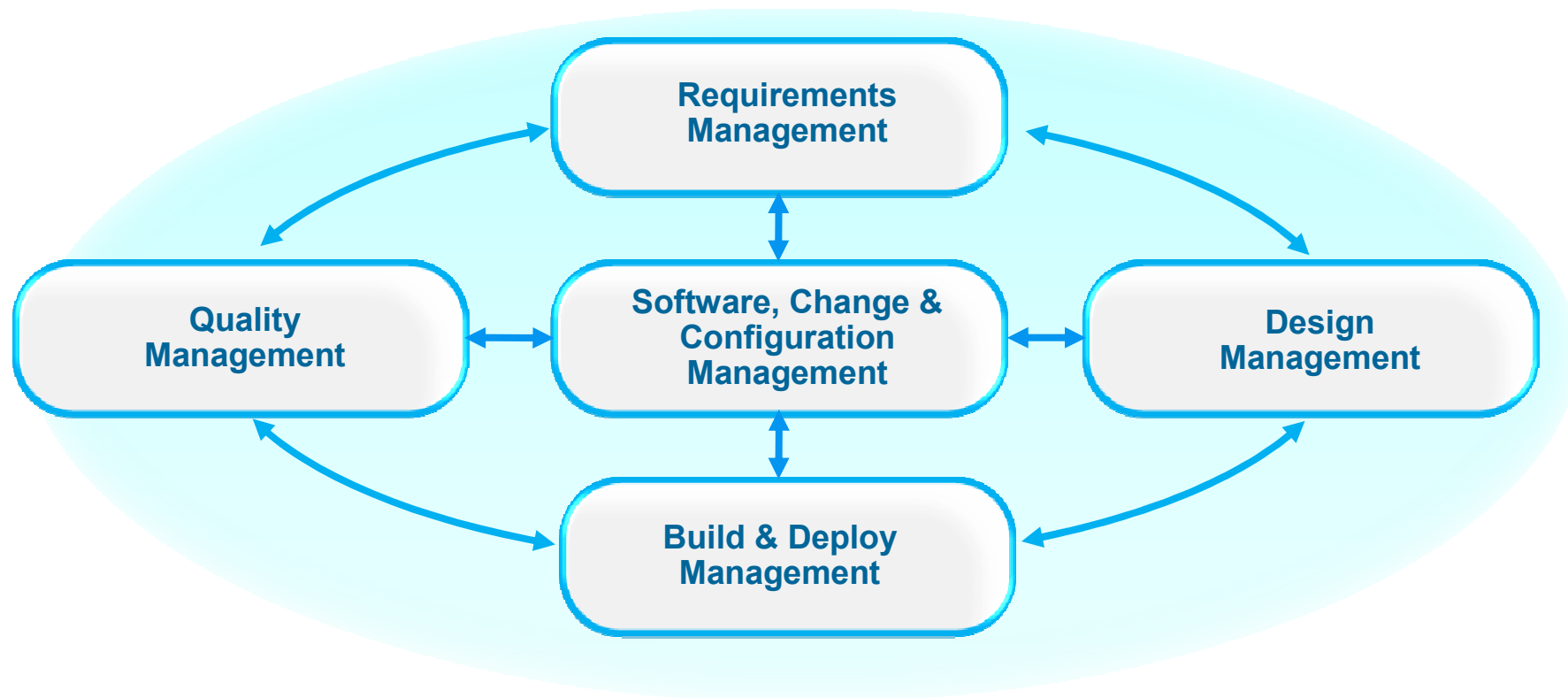
## ALM is about connecting the disciplines




Source: Gartner Application Architecture, Development & Integration Summit Presentation, The Future and Present of AD, Thomas E. Murphy, December 2008

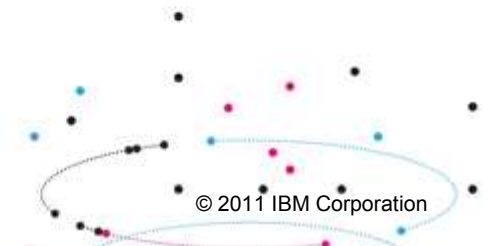
# Rational Application Lifecycle Management (ALM)

*Modular, open and extensible*



# Agenda

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What is required to deliver end-to-end visibility across teams, tools and projects?



## Criteria for effective lifecycle management: ALM imperatives

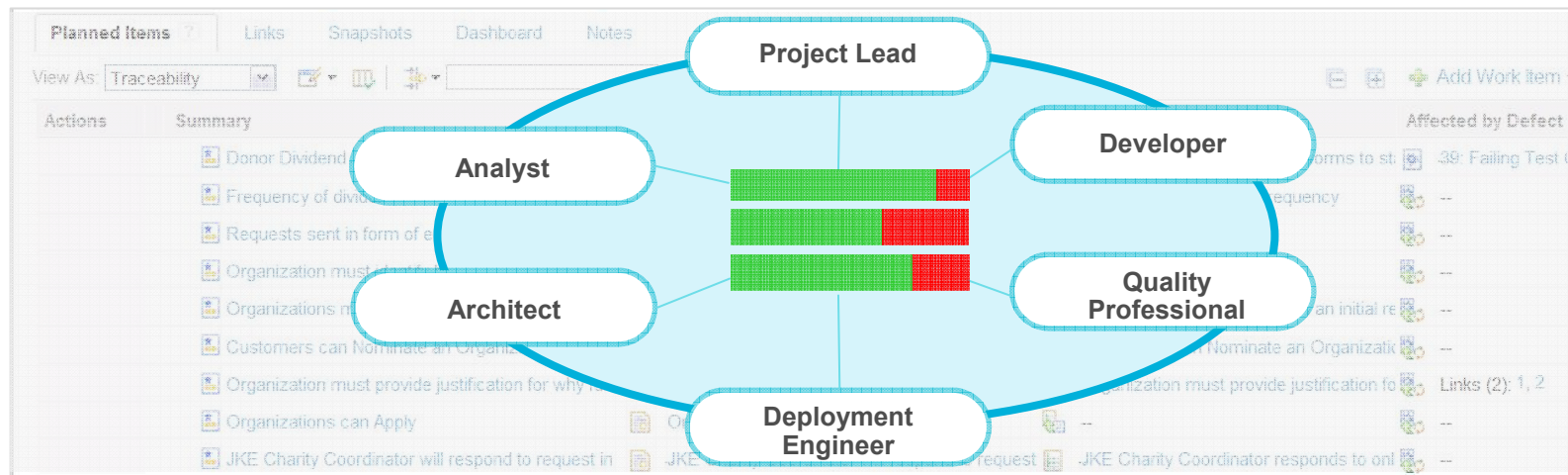
1. Real-time planning
2. Lifecycle traceability
3. In-Context collaboration
4. Development intelligence
5. Continuous improvement



## What is Real-time Planning?

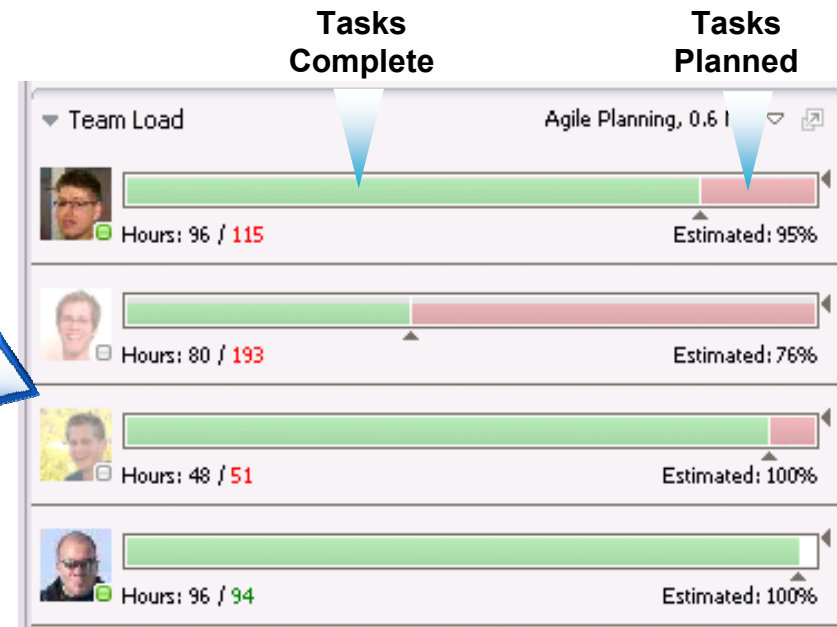
### Real-time Planning improves time to delivery by:

- Providing a **single plan** that spans requirements, development, and test, ensuring a team understanding of the overall scope of a project
- Allowing **everyone to participate** in keeping the plan current and accurate
- **Integrating planning with execution**, ensuring the entire team understands the true project status
- Helping teams **respond to the unexpected** in a timely manner ensuring the team stays on schedule



# Imperative 1: Real-time Planning

Priority	Created Date	Open Task	Assigned To	Title	Changed Date	Open Since Last Update
15	11/10/2009 8:34 AM	22	Jason York	Build failure - search failed	11/10/2009 8:33 AM	1
16	11/10/2009 8:34 AM	22	Jim Boyle	Build failure - reports never started	11/10/2009 8:33 AM	1
167	11/10/2009 8:33 AM	22	Jim Lymbek	Build failure - AEMMS comments to all public methods in our API.	11/10/2009 8:33 AM	1
183	11/10/2009 8:34 AM	24	Ram Chandra	Build failure - crashed at launch	11/10/2009 8:33 AM	1
187	11/10/2009 8:33 AM	21	Stephanie Ladd	Build failure - get fact repeatedly	11/10/2009 8:33 AM	1
188	11/10/2009 8:33 AM	21	Stephanie Ladd	Build failure - build breaks on CI	11/10/2009 8:33 AM	1
189	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Workfunction for failed project build shows partially successful run	11/10/2009 8:33 AM	1
190	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Show: "No" (No) with filter highlighted and (No) with filter highlighted	11/10/2009 8:33 AM	1
191	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Test cannot check on build failed to get the record on build script	11/10/2009 8:33 AM	1
403	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Delay in Team build time out when the proxy is large.	11/10/2009 8:33 AM	1
404	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Build complete a script with errors fails but no build log output, and the	11/10/2009 8:33 AM	1
405	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Add build to build script (if build error message with build script)	11/10/2009 8:33 AM	1
406	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Build did not build (failed) by an initial error "unknown" inside the	11/10/2009 8:33 AM	1
407	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Build Agent & Controller status unknown incorrectly in Team Foundation	11/10/2009 8:33 AM	1
408	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Build Default view: Name of build status icon appears as 'System.Invalid	11/10/2009 8:33 AM	1
412	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Build Default view: Name of build status icon appears as 'System.Invalid	11/10/2009 8:33 AM	1
201	11/10/2009 7:41 AM	28	Jason York	Error found building the User Maps configuration functionality	11/10/2009 8:33 AM	1
202	11/10/2009 7:40 AM	28	Jim Boyle	Error found building the menu help viewer	11/10/2009 8:33 AM	1
203	11/10/2009 7:40 AM	28	Ram Chandra	Error found building the menu selection screen	11/10/2009 8:33 AM	1
207	11/10/2009 7:40 AM	28	Jim Boyle	Error found building the order with screen	11/10/2009 8:33 AM	1
71	11/10/2009 8:34 AM	21	Jason York	Storing throws an error	11/10/2009 8:33 AM	1
81	11/10/2009 8:34 AM	21	Jim Boyle	Crash after an edit by between files.	11/10/2009 8:33 AM	1
86	11/10/2009 8:34 AM	21	Jim Boyle	Availability to start builds after saving.	11/10/2009 8:33 AM	1
87	11/10/2009 8:34 AM	21	Ram Chandra	Choosing job to build is very confusing.	11/10/2009 8:33 AM	1
200	11/10/2009 7:42 AM	28	Stephanie Ladd	Error found building the map view	11/10/2009 8:33 AM	1
204	11/10/2009 8:33 AM	22	Jim Lymbek	Build failure - Tests that use build failure (all on CopyDirectory) are failing	11/10/2009 8:33 AM	1
187	11/10/2009 8:33 AM	28	Stephanie Ladd	Setting on item (T1) doesn't work.	11/10/2009 8:33 AM	1
186	11/10/2009 8:33 AM	28	Ram Chandra	Choosing job to build is very confusing.	11/10/2009 8:33 AM	1
188	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Error spaced out: fails when build seems to succeed while a build is	11/10/2009 8:33 AM	1
184	11/10/2009 8:33 AM	21	Stephanie Ladd	Build failure - source code failure in build script	11/10/2009 8:33 AM	1
183	11/10/2009 8:33 AM	21	Jim Boyle	Build failure - Remove the relative property from the Get tasks.	11/10/2009 8:33 AM	1



## **X** Don't

Have plans that live outside of ALM environment where requirements, development and test plans are disconnected and managed separately, or not at all.

Rely on manual, error-prone updates.

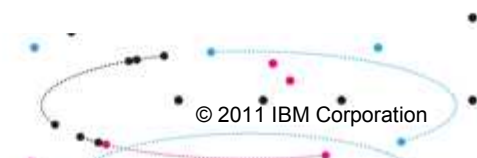
Have plans that are separate from team activities and assignments.

## **+** Do

Plan across the entire team, not silos, by linking and populating development and test plans from requirements.

Practice continuous planning using lifecycle queries and project dashboards to respond to changing events.

Use plans that are fully integrated with execution where updating time spent directly from the work item makes easy to keep accurate plans.



## Test your real-time planning capabilities

*Can your team...*

- Plan across the entire team?
- Plan for waterfall, iterative and agile environments?
- Integrate planning with execution?
- Instantly see the impact of a change in project scope or resources?

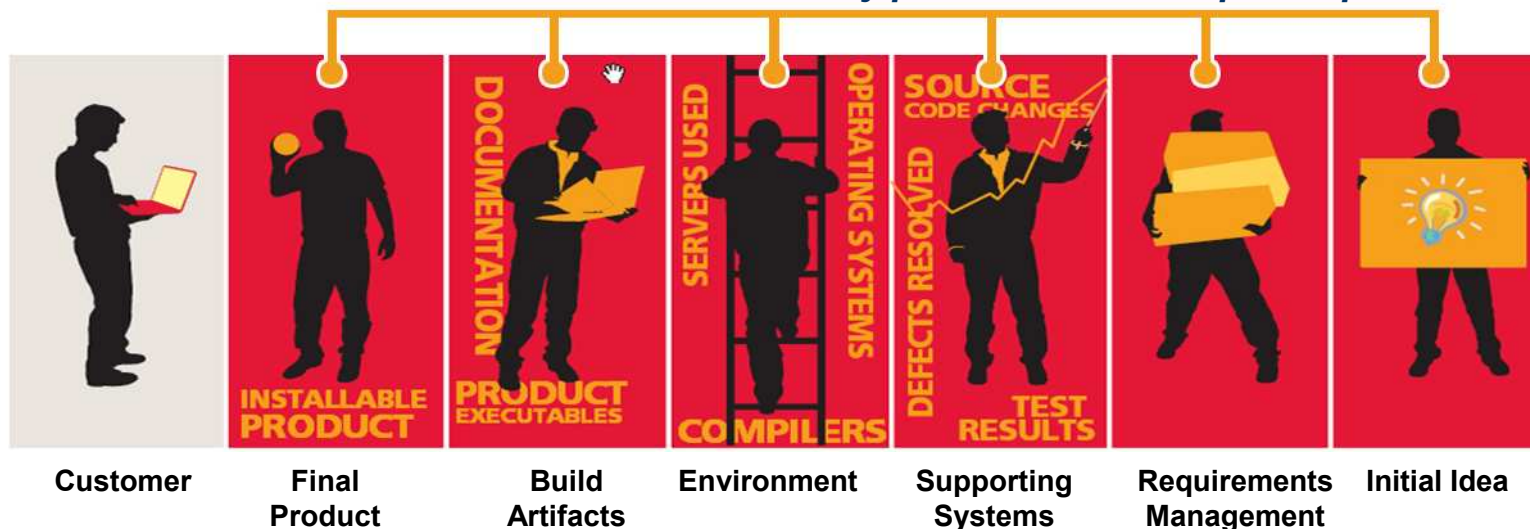


## What is Lifecycle Traceability?

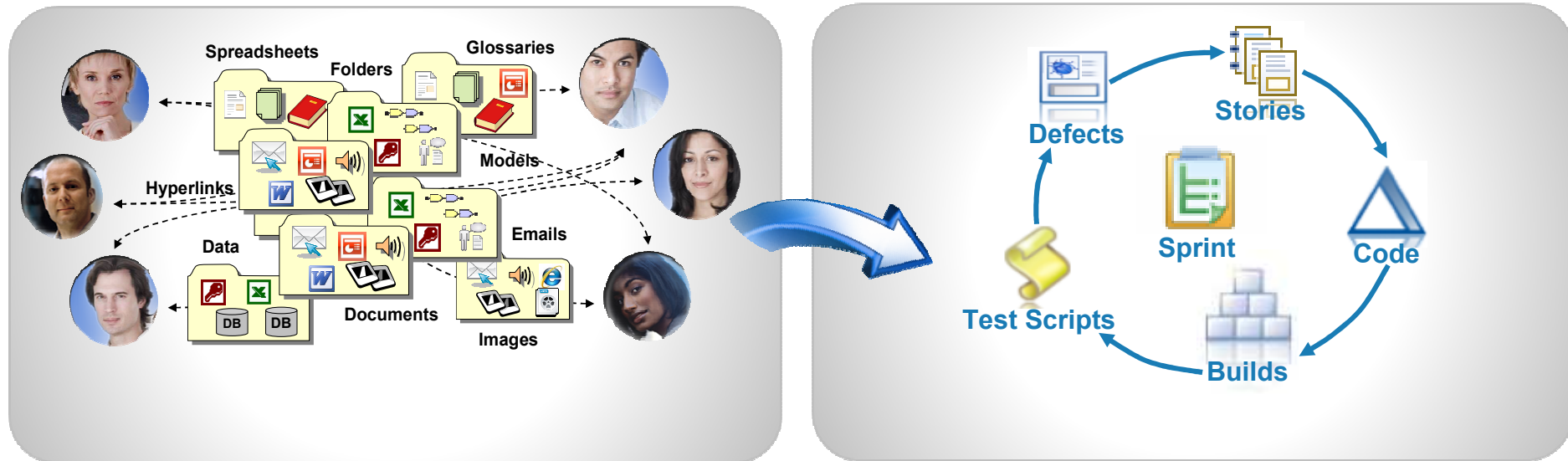
**Lifecycle Traceability improves quality by:**

- Establishing **relationships between software artifacts**
- Helping you **identify and close artifact gaps**, ensuring **coverage** across disciplines
- Provides visibility into the **completeness** of planned items by inspecting all related artifacts
- Provides easy **access to related artifacts** ensuring everyone shares the same view
- Delivers transparency which enables everyone to make **fully informed decisions** based business priorities

*Instant access to details from any point in the development process*



## Imperative 2: Lifecycle Traceability



### Don't

Create silos of information with disconnected and incompatible tooling and terminology

Email copies of deliverables to remote team members and break linkages

Integrate by replicating data

### Do

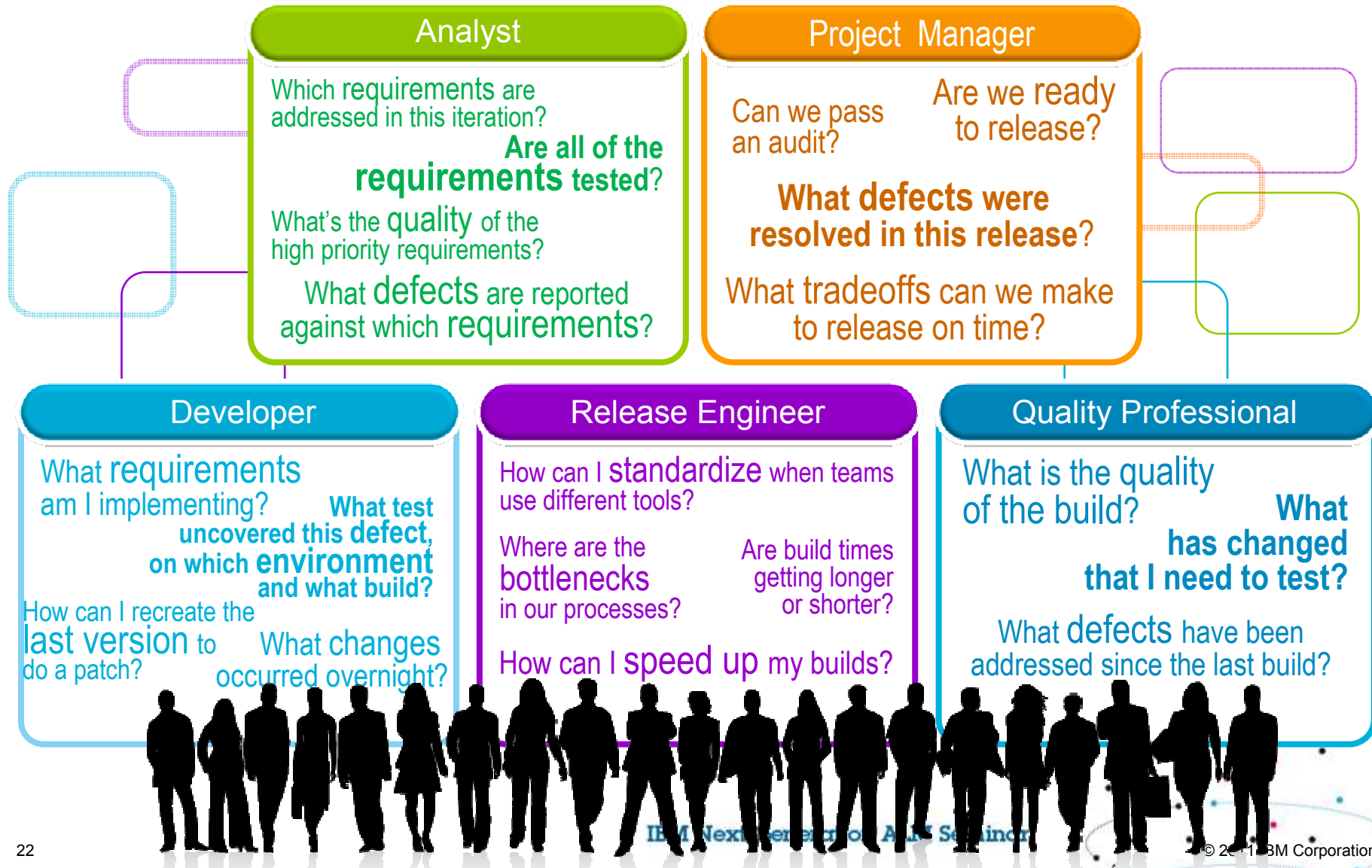
Link deliverables and connect the dots so every deliverable has the proper upstream and downstream relationship

Share links to deliverables with related deliverables context including reviews and comments from other team members

Link critical project deliverable so that the entire team have access to the latest version of the truth

# Test your lifecycle traceability capabilities

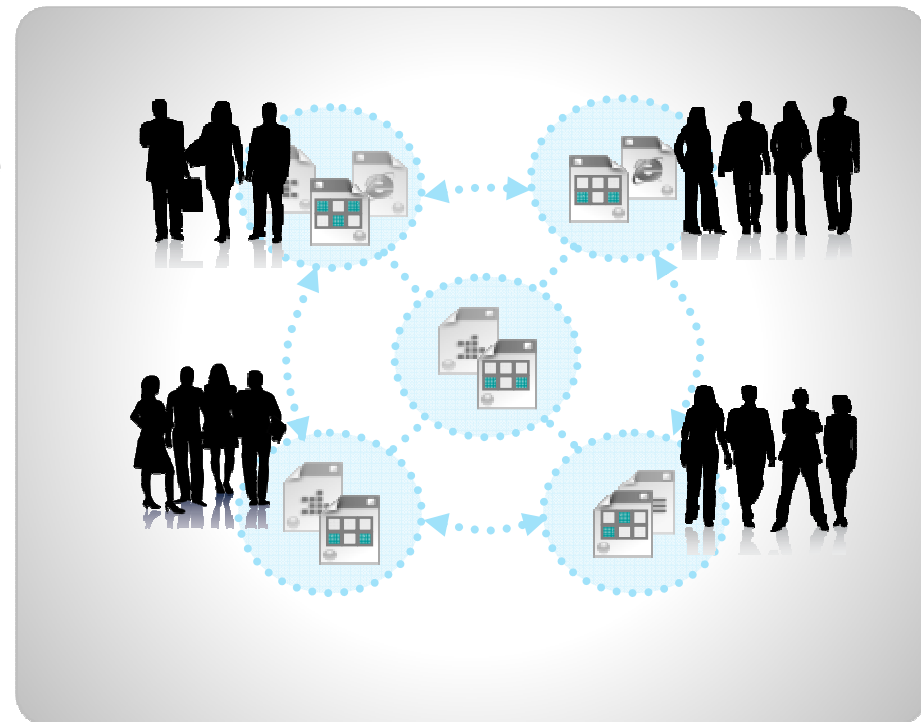
Can your team answer these questions...



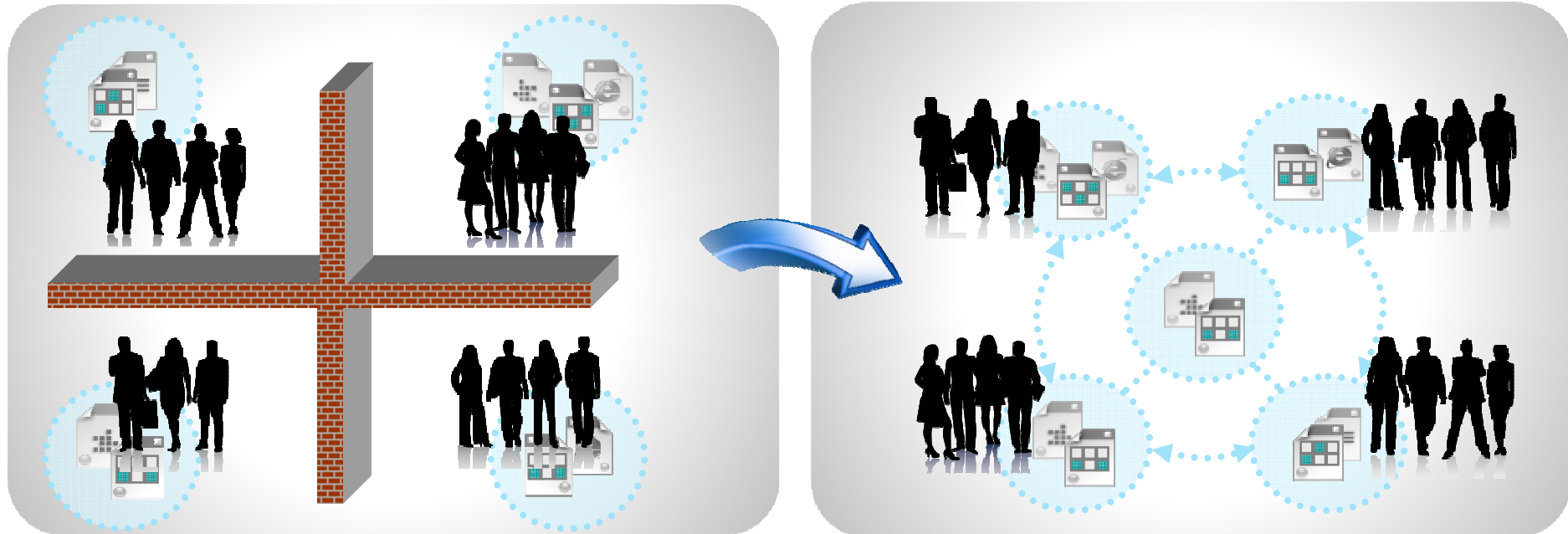
## What is In-Context Collaboration?

**In-Context Collaboration improves product value by:**

- Making **information immediately accessible** to all team members in the context of their work
- Empowering teams to collaborate on and review software development artifacts so they can **incorporate feedback early and often**
- Providing **single source of truth** hosted in a shared repository so that team members can collaborate effectively around the globe



## Imperative 3: In-Context Collaboration



### Don't

Create an environment of silo'd teams and disconnected data

Manually collect status reports or wait for status meetings to take action

Rely on email discussions.

### Do

Unified teams share linked data providing visibility into each others work.

Collaboration is also about knowing what is going on without having to ask. Dashboards and traceability views provide real-time status of the team's progress.

All discussions in work items integrated on the plan. Use lifecycle queries to answer more meaningful questions such as "Which requirements are affected by defects?"



## Test your In-Context Collaboration capabilities

*Can your team...*

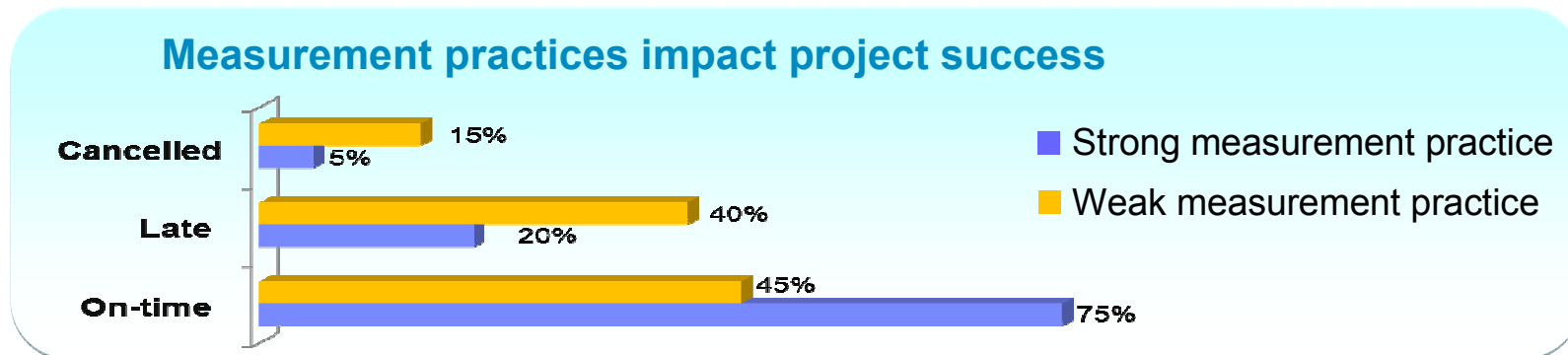
- Easily access the “single source of the truth” through linked artifacts?
- Quickly grasp the “who, what, when and why” of team activities?
- Bring new team members up-to-speed quickly?
- Overcome the barriers of multiple time zones when working with outsourced and distributed team members?



## What is Development Intelligence?

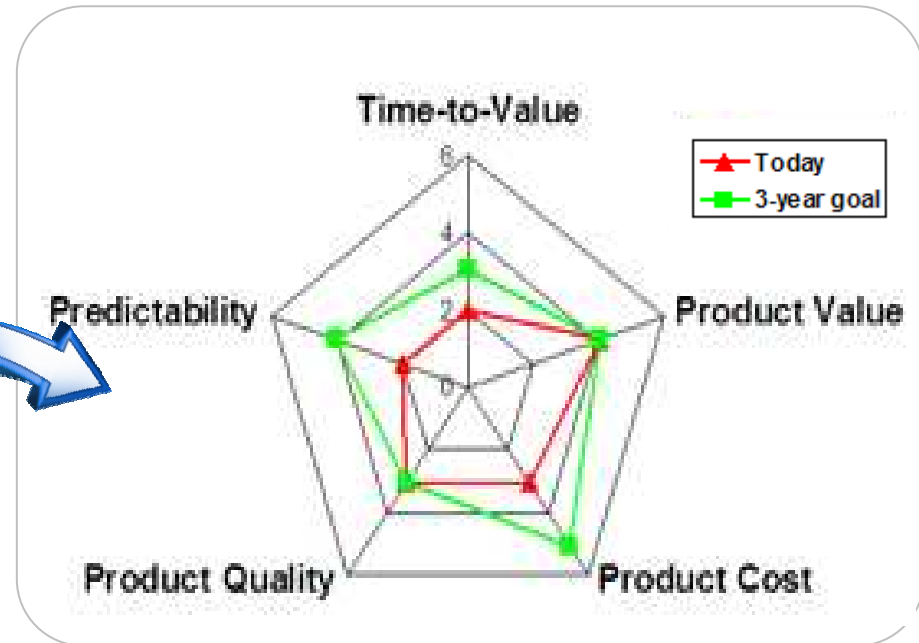
### Development Intelligence improves predictability by:

- Applying **Business Intelligence techniques** to software and systems development
- Enabling **fact-based decision making** (to communicate status, monitor progress, diagnose problems, identify corrective actions)
- **Steering projects and programs** to deliver on-time



Source: Capers Jones, *Measurement, Metrics and Industry Leadership*, 2009 and *Software Engineering Best Practices*, McGraw Hill, 2010.

## Imperative 4: Development Intelligence



### **✗ Don't**

Manually collect data by hounding the team for status reports.

Take a 'big bang' approach to instituting measures

Expect to get it right the first time.

### **✚ Do**

Use live dashboards that provide transparency of information and dashboard reports based on data coming from the team's activity.

Identify a weak spot or a current pain point or bottleneck.

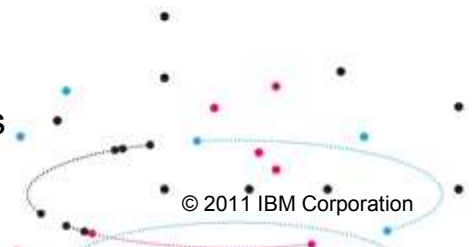
Develop measures you use, eliminate ones you don't

## From In Process (Team) To Executive Value

### *Appropriate Metrics for Each Management level*

Dimensions	Team (In Process)	Middle Management (Development Mgmt.)	Development Executive (VP Development)
<b>Time-to-Value</b> (Schedule)	<b>User Story Points / Use Case Points</b>		
	<b>Iteration Burndown, Blocking Work Item</b>		
		<b>Release Burndown</b>	
<b>Product Value</b>	<b>Iteration Velocity</b>		
	<b>Stakeholder Feedback, # of Enhancement Request, Age of Enhancement Request</b>		
		<b>Tested and Delivered Requirements, Business Value Velocity, Customer Satisfaction</b>	
<b>Product Cost</b>	<b>Effort (Man-hours)</b>		
		<b>Cost / Unit of work</b>	
		<b>Development / Maintenance Costs</b>	
<b>Product Quality</b>	<b>Technical Debt (Defect trend, defect density)</b>		
	<b>Test Status, Test Coverage of Requirement, Test Execution Status</b>		
		<b>Quality at Ship</b>	
<b>Predictability</b>	<b>User Story Points / Use Case Points</b>		
		<b>Planned/Actual Cost and Velocity</b>	
		<b>Trend Variance. Likelihood of on-time delivery</b>	

Note: **Bold** indicates that there is Out-Of-The-Box report supported by Rational tools

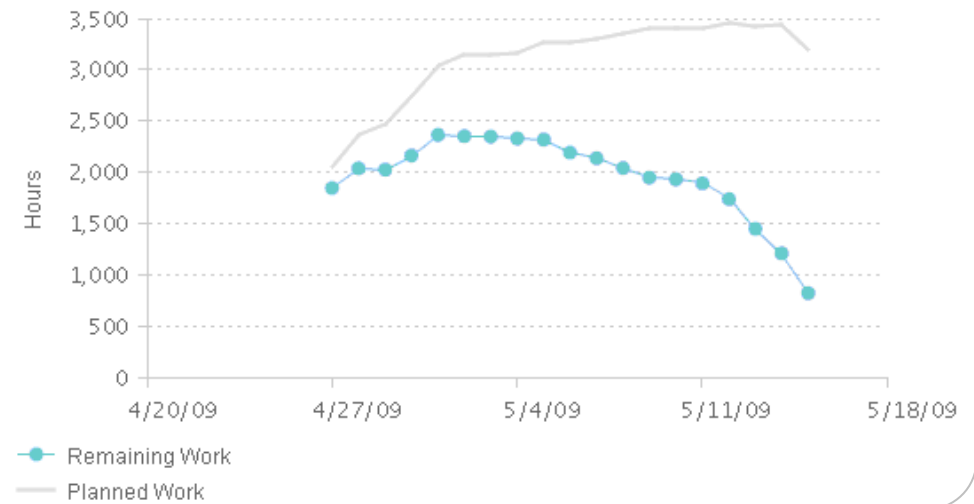


## Measuring Time-to-Value (Schedule)

### Iteration Burndown

Showing how much work is left to do in an iteration. It enables the team to adjust scope or resources to finish the iteration successfully.

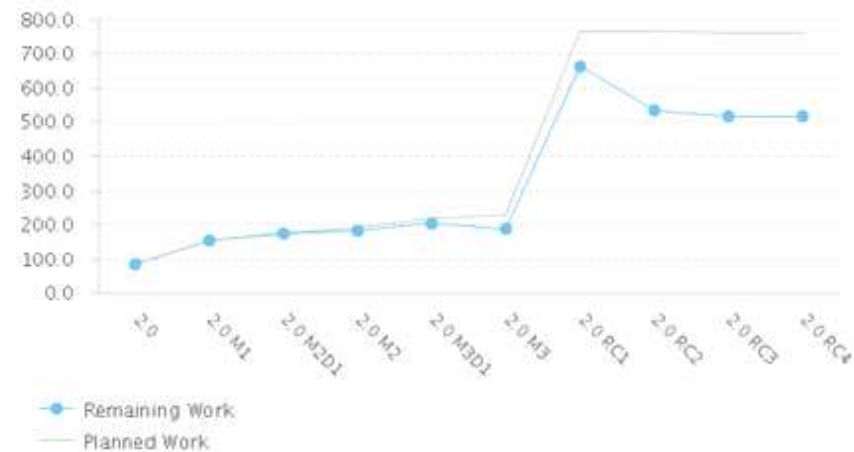
Burndown



### Release Burndown

Shows the estimated functionality remaining to complete the current release.

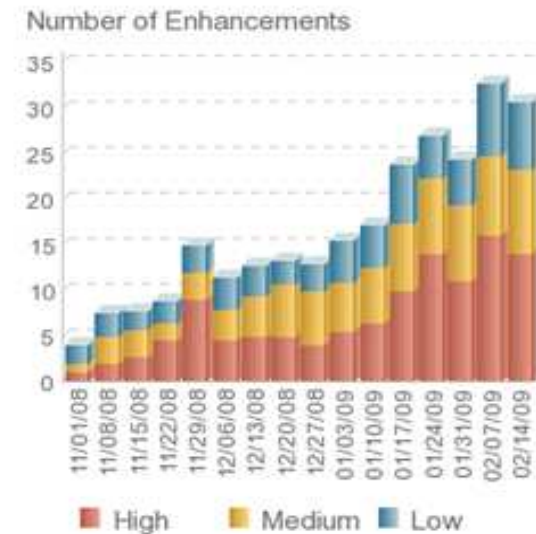
Release burndown



## Measuring Product Value

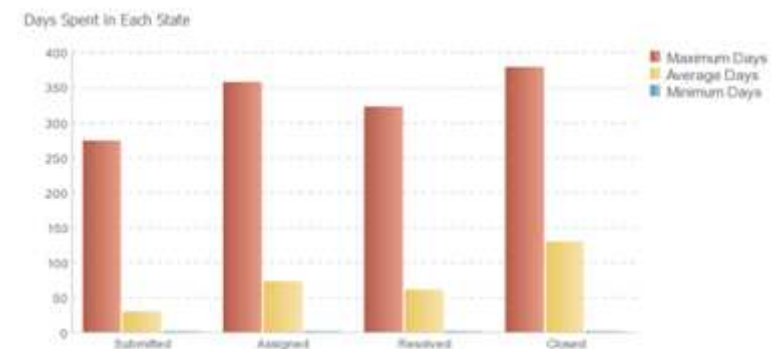
### Enhancement Request Trend

Shows the trend of enhancement requests received, approved, and closed during the project lifecycle. A high number of enhancement requests can indicate that the system is not functioning as stakeholders expected.



### Age of Enhancement Requests

Tracks the length of time stakeholder enhancement requests remain open. Unaddressed requests can impact the stakeholders' perception of value.



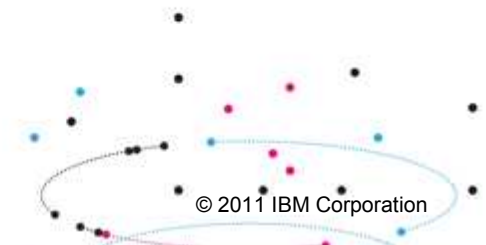
# Measuring Product Cost

## Cost per unit of work

Tracks the cost of delivering a single unit of work (such as a user story point or use case point) across iterations. Monitoring this metric in each iteration helps the team understand if they are burning budget at a sustainable rate.

Cost per Unit of Work

Effort per Story Point

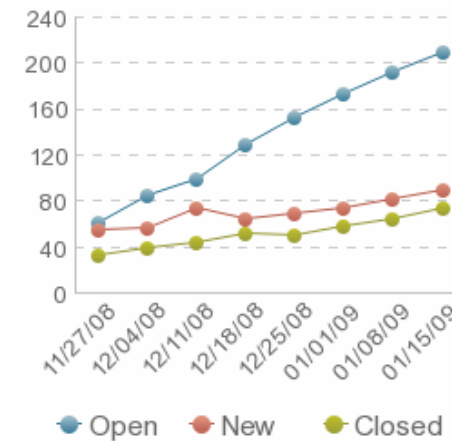


# Measuring Product Quality

## Defect Trends

Shows defect arrival and closure rates, determines the remaining defect backlog, projects the future defect arrival/close rate up to and post-ship

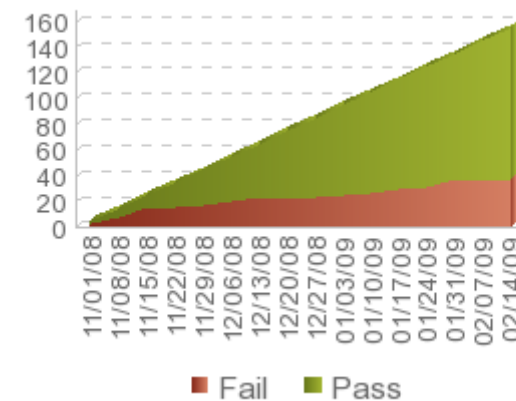
Number of Defects



## Test Execution Status

Monitors test completion and success

Number of Executed Tests



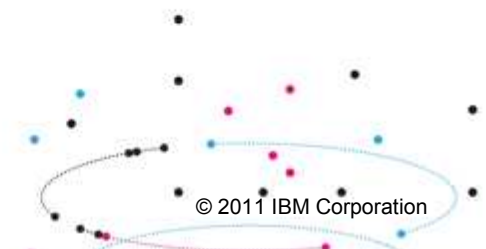
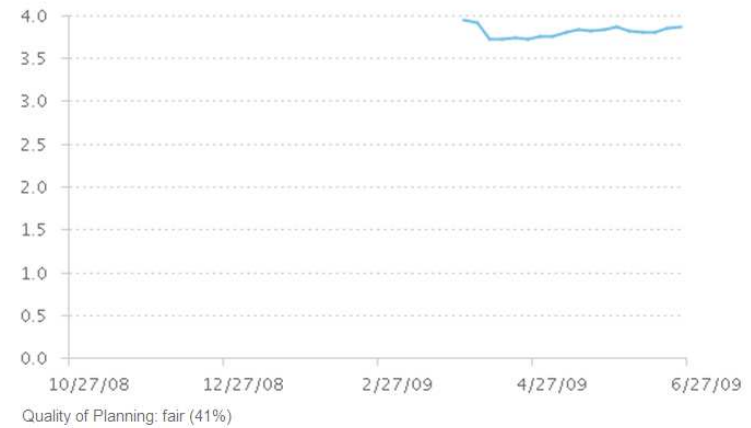


# Measuring Predictability

## Velocity Variance

Indicates ability of team to deal with uncertainty of the iteration. This helps the team identify the degree to which variance across the lifecycle might impact the cost and schedule of the project.

Estimated vs. Actual Work



# Use dashboards to provide that 1 view of project health

## JKE Banking (Change Management)\* ?

Overview Time to Value (Schedule) Product Value Product Cost Product Quality Reports Stabilization +

### Story Status Current Iteration

Shows the status of all stories planned for the current iteration

Status	Count
Testing	2
Implementing	18
Invalid	2
Done	18
Ready to Test	6
New	14
Ready to Implement	1

### Burndown Current Iteration

Shows the remaining amount of estimated work in hours of work items planned for the current iteration.

1,935

0

- Remaining Work
- Planned Work
- Ideal
- Expected Complete

### Stories Open/Closed/In Progress

Shows the number of stories which are open, in progress, done during the iteration.

63

0

- Open
- In Progress
- Closed

### 1 - Current Stories (60)

- 150501: Improve Web UI error reporting
- 154382: Completion (M14) of foundation support for migrating RRC 2.x to 3.0, and JTS consolidation
- 155918: Provide TVT testcases and testcase updates to TVT team
- 154263: [Continuation] Create server diagnostics tests and reports that make various checks
- 155024: Track the fixing of hangs occurring on shutdown of the CLM server
- 155399: [Repository - M14] Performance, quality and robustness enhancements
- 156051: Improvements and fixes for CLM migration automation
- 154929: [Repository - M14] Address high severity defects, Reduce backlog
- 155033: Explore servlet dispatching enablement as a backup option
- 155486: [Repository M14] Serviceability and Consumability Improvements

Page 1 of 6

### - Burndown

2,776

0

- Remaining Work
- Planned Work
- Ideal
- Expected Complete

### - Stories Open, Closed, in Progress

67

0

- Open
- In Progress
- Closed

## Test your development intelligence

*Can your team...*

- **Time-to-Value**
  - Produce the right capabilities according to the committed schedule?
- **Product Value**
  - Deliver a valuable product?
- **Product Cost**
  - Measure what we spending to deliver the system?
- **Product Quality**
  - Build a high quality system?
- **Predictability**
  - Manage the risk and uncertainty?

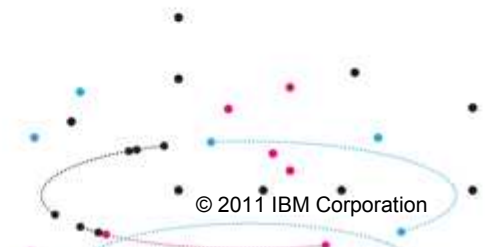


## What is Continuous Improvement?

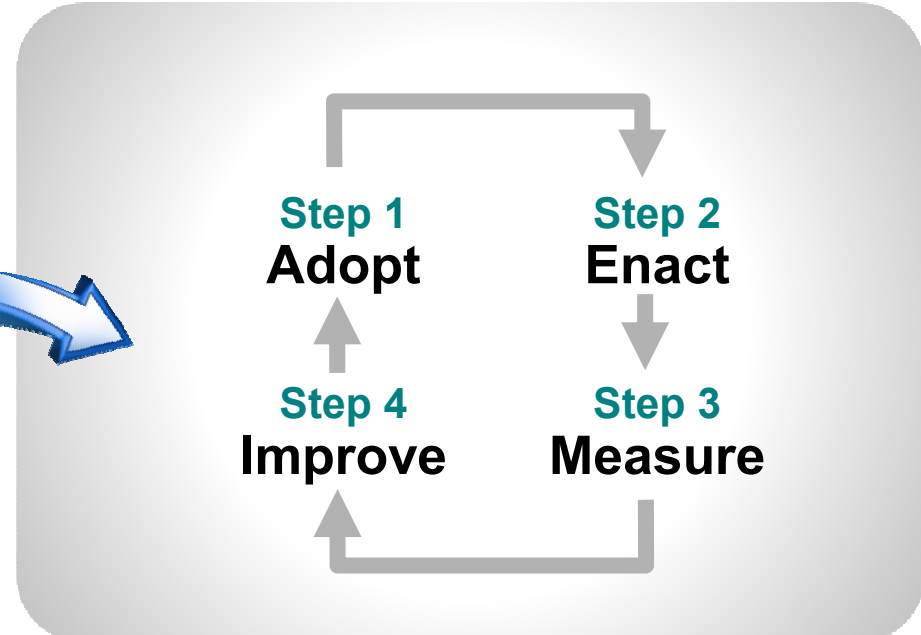
### Continuous Improvement reduces cost by:

- Improving software delivery through the ongoing **adoption of best practices and automation** to reduce manual, non-creative and error prone tasks
- Promoting **incremental improvement of a project** when needed
- Enabling breakthrough improvement by **capturing best practices and reusing** across teams
- Allowing **everyone to participate** with easy to adopt best practices at your fingertips.

*“Successful analytics requires taking it beyond software and reporting, and into the realm of management practices and operations improvement”*  
Information Management Online, February 23, 2011



## Imperative 5: Continuous Improvement



### Don't

Define a process and place it on a shelf

Ignore process altogether or treat it like an unnecessary burden.

Institute process police

### Do

Use a tool that can 'enact' your process definition and guide the team toward the desired result.

Learn from what other teams have done and leverage their results across other teams when appropriate Ignore process altogether or treat it like an unnecessary burden.

Let the tool govern behavior and refine it over time. Add peer reviews to encourage knowledge sharing and collaboration.

## Test your Continuous Improvement capabilities

*Can your team...*

- Leverage out-of-the-box process templates for traditional and agile workflows?
- Change process “on the fly” as part of a continuous feedback loop?
- Allow team leads to determine how strict or lax the “rules of the road” should be?
- Modify process enforcement over the life of a project, to encourage early-stage experimentation and end-game stability?




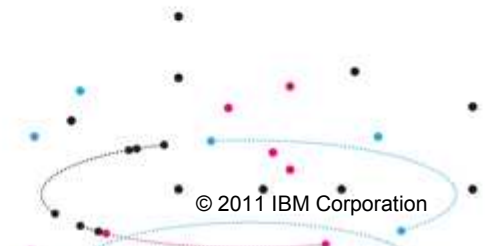
## Criteria for effective lifecycle management: ALM imperatives

1. Accelerate **time to delivery** with **Real-time Planning**
2. Improve **quality** with **Lifecycle Traceability**
3. Maximise **product value** with **In-Context Collaboration**
4. Refine **predictability** with **Development Intelligence**
5. Reduce **costs** with **Continuous Improvement**

Learn more at: <https://jazz.net/library/article/637>

# Agenda

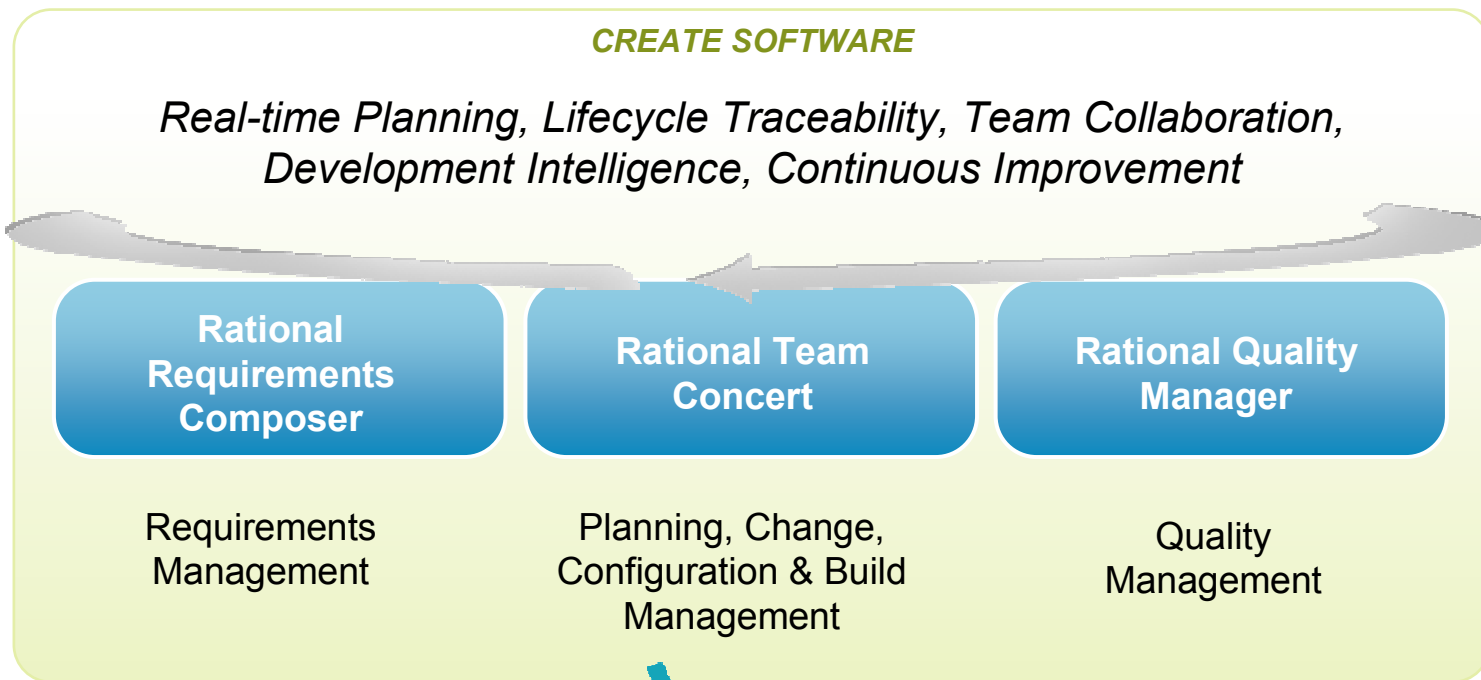
- 
- 1 Introduction and current market situation
  - 2 Delivering the 5 ALM imperatives
  - 3 IBM Rational Application Lifecycle Management**
  - 4 Proven results





# An ALM solution powered by Jazz

## Rational solution for Collaborative Lifecycle Management



\*extensions



## Open Services for Lifecycle Collaboration (OSLC)

*An initiative aimed at simplifying data linking and tool integration across the lifecycle*

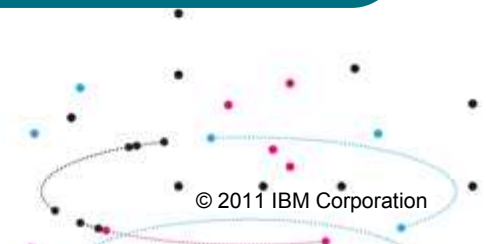
### Open Services for Lifecycle Collaboration

#### Barriers to sharing resources and assets among tools


- ▶ Multiple vendors, open source projects, and in-house tools
- ▶ Private vocabularies, formats and stores
- ▶ Entanglement of tools with their data

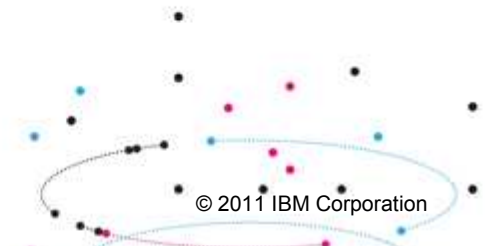
- ▶ Community Driven – specified at **open-services.net**
- ▶ Specifications for ALM, PLM and DevOps Interoperability
- ▶ Inspired by Internet architecture
  - Loosely coupled integration with “just enough” standardization
  - Common resource formats and services
- ▶ A different approach to industry-wide proliferation

Learn more at: <http://open-services.net/>

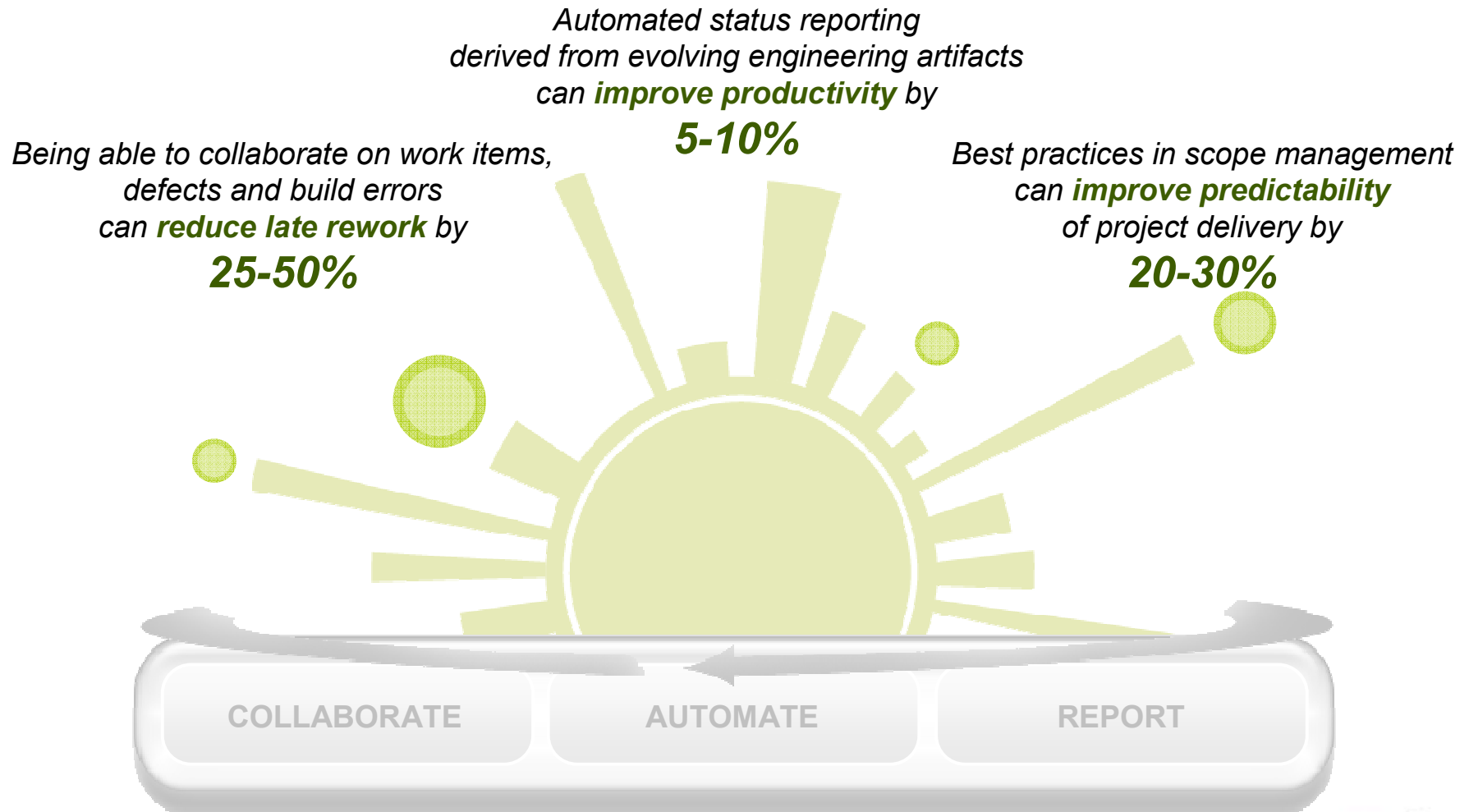


# Agenda

- 
- 1 Introduction and current market situation
  - 2 Delivering the 5 ALM imperatives
  - 3 IBM Rational Application Lifecycle Management
  - 4 **Proven results**



# Business results

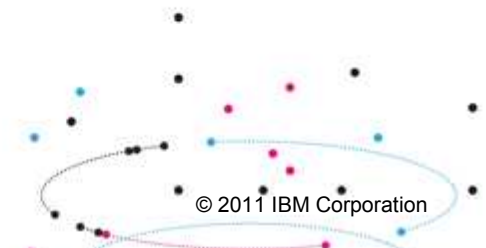


Source: IBM analysis based on services research.

Realised Customer results – 5 ALM imperatives  
*From our region and across the globe*

## 1. Accelerate time to delivery with Real-time Planning

- *GM reduced time to market, delivering the Volt in only 29 months*

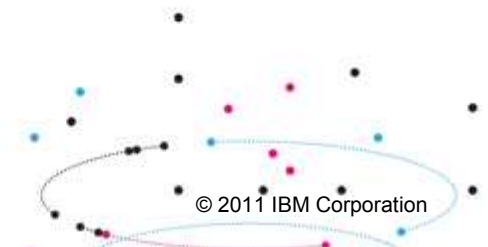


Realised Customer results – 5 ALM imperatives  
*From our region and across the globe*



## 2. Improve quality with Lifecycle Traceability

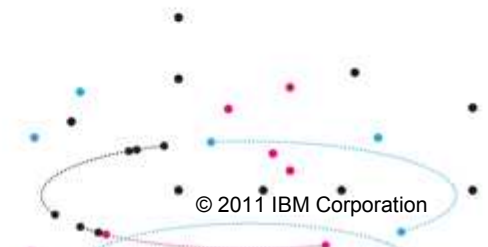
- *Nationwide is delivering innovative services in 1/3 the time and cost*



Realised Customer results – 5 ALM imperatives  
*From our region and across the globe*

### 3. Maximise product value with In-Context Collaboration

- *A medium sized insurance company in Australia reduced headcount while tripling complexity*

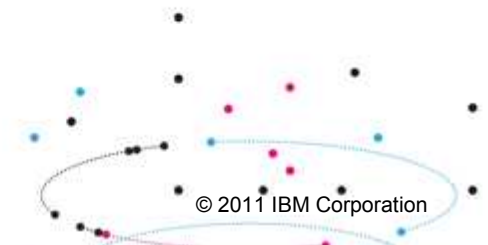


Realised Customer results – 5 ALM imperatives continued..  
*From our region and across the globe*

## 4. Refine predictability with Development Intelligence

- *Danske Bank cuts time to market by 50%*

Danske Bank

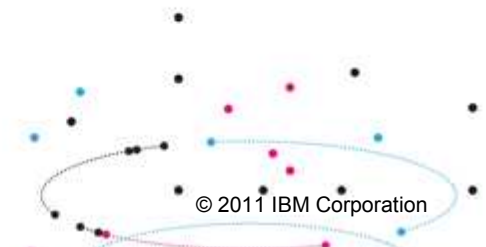




Realised Customer results – 5 ALM imperatives continued..  
*From our region and across the globe*

## 5. Reduce costs with Continuous Improvement

- *ANZ Bank is reducing test cycles by 30% and deployment cycles by 50%*
- *Saving millions each year*



# Gartner MarketScope for Application Life Cycle Management

## IBM Rational earns “Strong Positive” – the highest possible rating

### MarketScope for Application Life Cycle Management

Gartner RAS Core Research Note G00208572, Jim Duggan, Thomas E. Murphy, 11 November 2010

**Rational** software

Efficient coordination and automation of the delivery process **requires new, collaborative approaches** to the planning, measurement, execution, control and reporting of activities.

These **new approaches are what differentiate current application life cycle management (ALM) tools**, and what make ALM processes vital to leading-edge development activities.

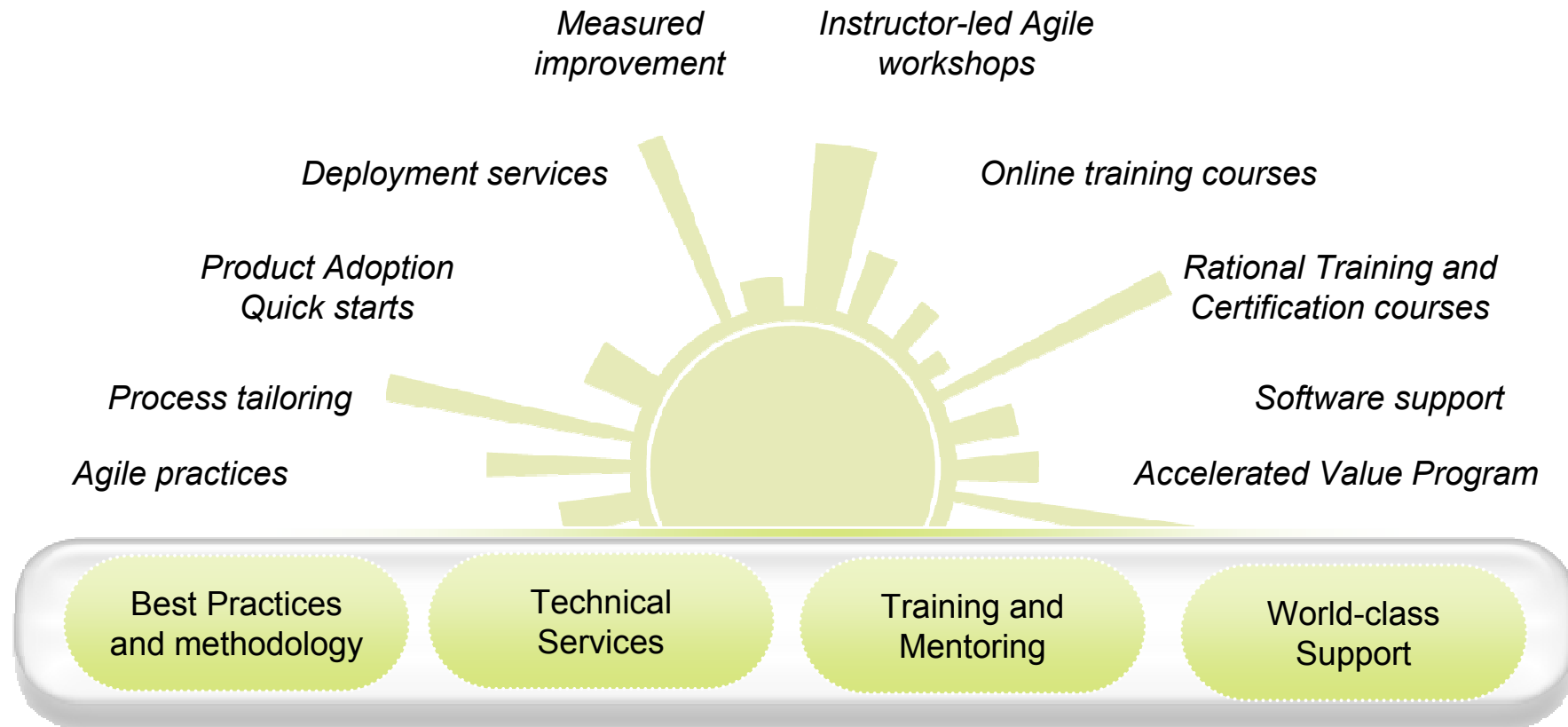
ALM is what **enables sustainable agile practices**. ALM creates a management framework providing consistent, auditable records of the decisions and activities of agile teams.

	RATING				
	Strong Negative	Caution	Promising	Positive	Strong Positive
AccuRev			X		
Aldon			X		
Atlassian				X	
CollabNet				X	
Digit			X		
HP				X	
IBM					X
Kovair			X		
Micro Focus			X		
Microsoft				X	
MKS				X	
Parasoft			X		
Polarion Software			X		
Rally Software				X	
Seapine Software			X		
Serena Software				X	
SmartBear Software			X		
TechExcel			X		
ThoughtWorks			X		
VersionOne				X	

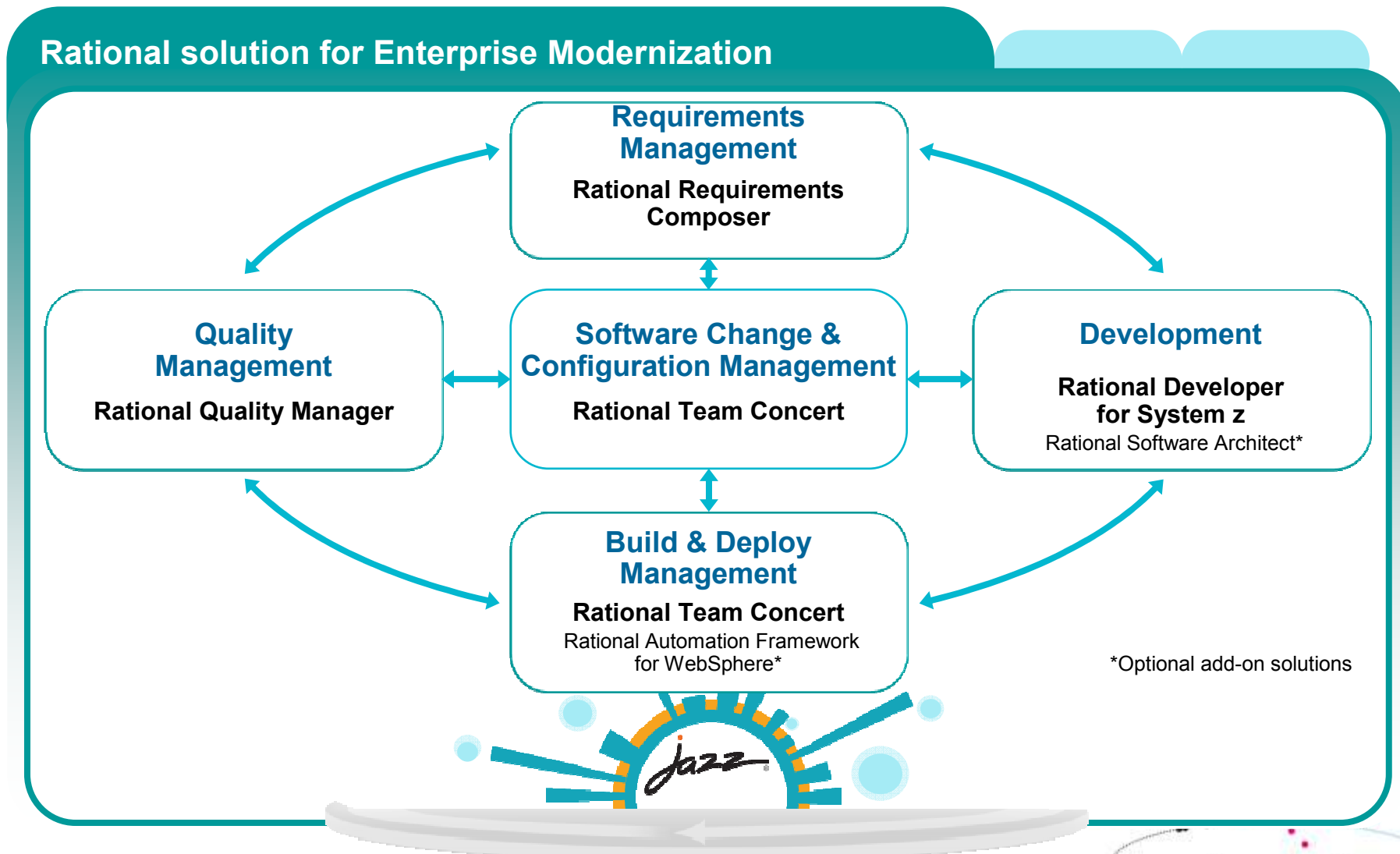
As of 11 November 2010

The MarketScope is copyrighted November 11, 2010 by Gartner, Inc. and is reused with permission. The MarketScope is an evaluation of a marketplace at and for a specific time period. It depicts Gartner's analysis of how certain vendors measure against criteria for that marketplace, as defined by Gartner. Gartner does not endorse any vendor, product or service depicted in the MarketScope, and does not advise technology users to select only those vendors with the highest rating. Gartner disclaims all warranties, express or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. The MarketScope graphic was published by Gartner, Inc. as part of a larger research note and should be evaluated in the context of the entire report. The Gartner report is available upon request from IBM.

# Ensure Success with Rational Collaborative Lifecycle Management



Establish a modern development platform designed to extend your investments



# On-target product and process management via integration on an open platform

## Rational solution for Systems and Software Engineering



### REQUIREMENTS MANAGEMENT

Manage all system requirements with full traceability across the lifecycle

**Rational DOORS**

### QUALITY MANAGEMENT

Achieve "quality by design" with an integrated, automated testing process

**Rational Quality Manager**

### DESIGN MANAGEMENT

Use modeling to validate requirements, architecture and design throughout the development process

**Rational Rhapsody**

### COLLABORATION, PLANNING & CHANGE MANAGEMENT

Collaborate across diverse engineering disciplines and development teams

**Rational Team Concert**



Smarter software for a smarter planet:

## Take the fast track to better software delivery

Put theory into practice at a hands-on ALM workshop

### Brisbane

Thursday, 3 November 2011  
8:00am – 2:00pm  
Cliftons Training Centre  
268 Edward Street  
Brisbane

Your opportunity to gain a sense of how a smarter approach to ALM can remove the obstacles to delivering your software projects better and faster.

Learn how you can address common challenges encountered in your software delivery process experiencing first-hand the power of collaborative delivery and testing using IBM's next generation integrated ALM solutions.

**Register Now** by expressing your interest on the evaluation form. To find out more refer to the workshop flyer enclosed in your delegate bag.



[www.ibm.com/software/rational](http://www.ibm.com/software/rational)

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## What analysts are saying...

### Liz Barnett, Ez-Insight

“With the Jazz project, Rational has developed **breakthrough technology** and is **poised to set the standard for collaborative ALM...** Given the current business climate of ‘deliver more with less much sooner,’ organizations have no choice but to rethink the ways that they deliver software solutions. The Jazz project will help teams achieve that goal.”



### Paul Herzlich, Ovum

“IBM has taken the opportunity to exploit the Jazz platform’s power inventively. Its ‘living’ test plan is a **masterpiece of applying new technology to a familiar problem...** What is being delivered will demonstrate convincingly that IBM is raising the standard for a test management product.”

### Julie Craig, EMA

“Rational’s differentiators are **difficult for competitors to equal**, and the new Jazz platform foundation may well turn out to be one of the best investments the Rational team has made.”

### Simon Jacobson, AMR

“Frankly I wish folks who sold quality management solutions took this approach. **Most of the folks I speak to talk about the lifecycle, but they are selling you a mass transit system, but only really provide the train station.**”

### Dave West, Forrester

“What collaborative application lifecycle management is going to provide us with as an industry is the idea that these people have to work together on a platform to support them...I think that’s really exciting.”

### Bola Rotibi, Creative Intellect Consulting

“Jazz’s intuitiveness and simplicity – for configuration, management, and implementation – is allowing IBM Rational to extend beyond its traditional enterprise audience and appeal to smaller and more agile teams and organizations... IBM Rational has embarked on a grand vision for the Jazz platform that is starting to pay off.”



## Next steps: Learn more about IBM's ALM solutions

- **Collaborative Lifecycle Management on Jazz.net** Learn about the latest releases and features, participate in the forums, watch recorded videos of the solution in action. ([link](#))
- **Agility@Scale eKit** Download the Forrester Agile Wave and get a wealth of resources for improving team flexibility and responsiveness. ([link](#))
- **ALM Buyer's Guide** – Explore objective criteria you can use to evaluate ALM solutions. ([link](#))
- **ALM Value Estimator** – In just five minutes, determine how much money you can save your organization with Rational ALM solutions. ([link](#))
- **ALM Everywhere eKit** Download the Gartner MarketScope on ALM and get a wealth of resources for improving team productivity. ([link](#))

Get the facts on application  
lifecycle management

20 vendors compared

→ 2010 Gartner MarketScope now available

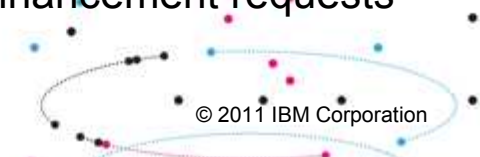
jazz.net

*Creating a higher-fidelity connection to our customers*

**Suppose we did our development out on the Internet?**

A transparent software delivery laboratory where you can...

- ✓ Get answers and insights directly from engineering
- ✓ Communicate with the development team
- ✓ Track the progress of builds and milestones
- ✓ Get the latest product trials and betas
- ✓ Join developers and product managers in discussion groups
- ✓ Submit defect and enhancement requests



## Executive summary

- **Software is integral to business success**
  - Software is woven through systems, products and services, helping companies bring new – smarter – innovations to market.
- **Market realities are pushing organizations to innovate with less**
  - The ability to innovate is impacted by market realities such as increasing complexity, tighter budgets and a more demanding competitive landscape
- **Integrated Application Lifecycle Management (ALM) provides the ability to innovate while reducing overhead costs**
  - Improve time to delivery, quality, value, and predictability with integrated Application Lifecycle Management combined with best practices for scaling agility.
- **The IBM Rational Collaborative Lifecycle Management Solution provides capabilities that fully support an integrated ALM approach**
  - Allows organizations to coordinate people, processes, and tools for requirements management, development and quality management by providing traceability across lifecycle artifacts, process definition and enactment, and reporting.

