

BusinessConnect and SolutionsConnect

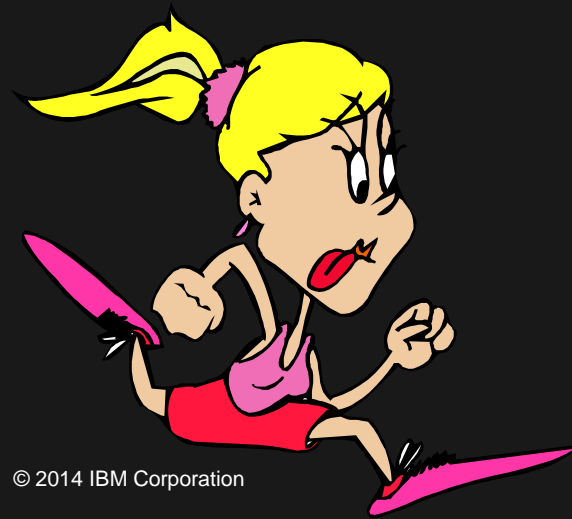
It's time to make bold moves.

Tighten governance over your IT planning: the journey from spreadsheets to a common dashboard



Case Study - Background

- Relatively young but fast growing organisation
- Telecommunications industry provider
- Fast roll-out plan – fast changing scale of operations



Challenges

- Poor visibility of work, capabilities and outcomes
- Critical to keep focussed on outcomes
- Some outcomes internal, some legislated
- Large number of stakeholders and interested parties
- Need governance model to plan IT pipeline
- Rapid cycle (9 weeks) of scoping and estimating
- Prime outsourcer
- Multiple delivery vendors (including themselves!)



Previous Situation

- Early model evolved and stored in MS Excel
- Spreadsheet grew large and complex
- Took several minutes to open
- Multiple stakeholders needed to update spreadsheet
- Complex and error prone merge process
- Painful collaboration
- Clear need for collaborative solution



Tighten governance over your IT Planning: the journey from spreadsheets to a common dashboard

Large Complex Spreadsheet!

The screenshot displays a Microsoft Excel spreadsheet titled "Copy of IT_Solution_Register.xlsxm [Shared] - Microsoft Excel". The ribbon includes File, Home, Insert, Page Layout, Formulas, Data, Review, View, Developer, Add-Ins, and Connections. The active cell is J29, containing the formula "1x Form for a location enquiry/response within a batch".

The spreadsheet is organized into several sections:

- Solution RICEWF Register:** A table with columns for Solution ID, Solution Title, and Description of RICEWF.
- RICEWF:** A table with columns for Manual/SA, Auto, and various metrics like R, I, G, E, M, F, P, Red, Program, Last, SA Pcs, Recm, SP Pcs, and RICEWF.
- Release:** A table with columns for Manual/SA, Auto, and various metrics like R, I, G, E, M, F, P, Red, Program, Last, SA Pcs, Recm, SP Pcs, and RICEWF.

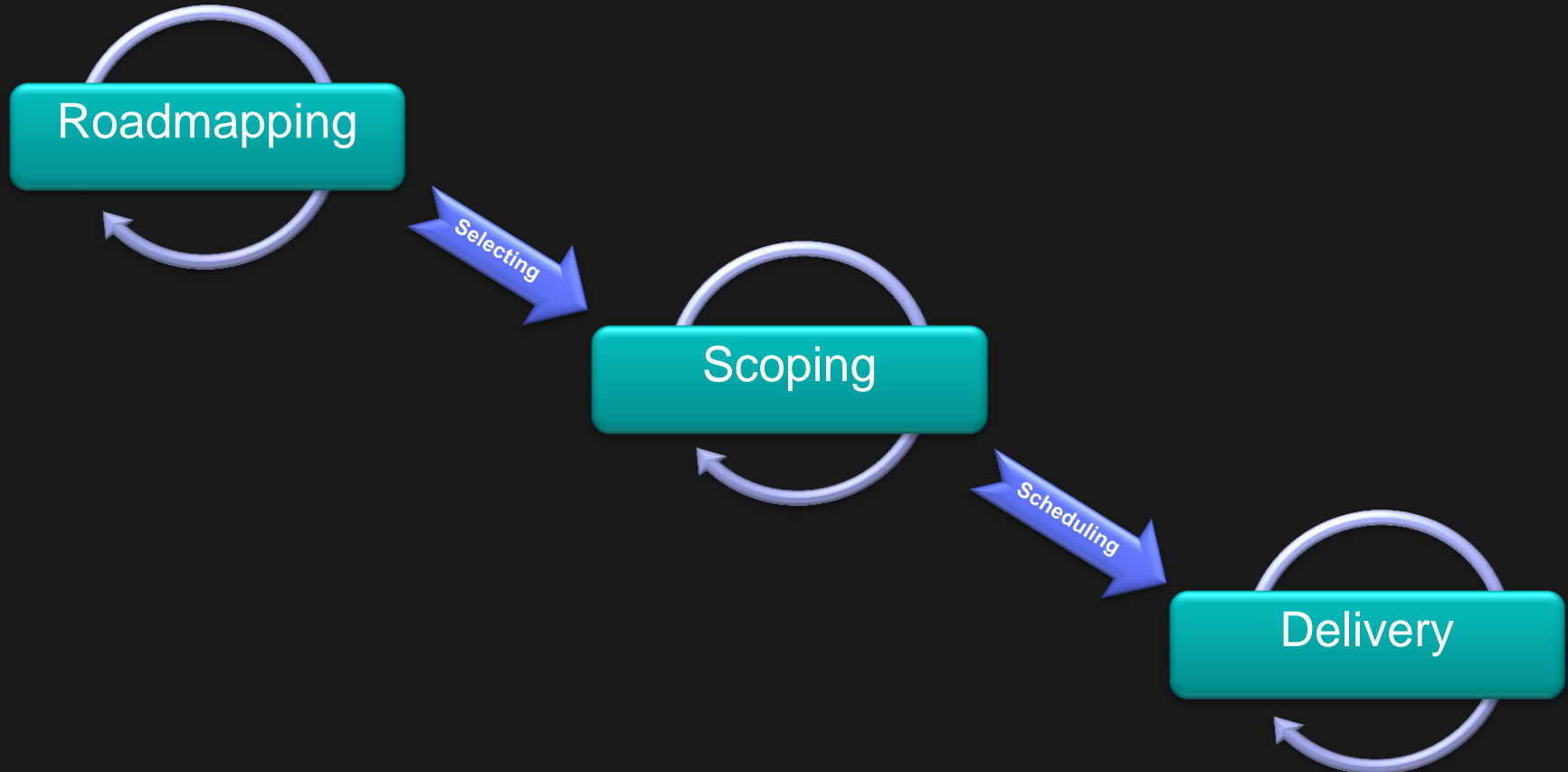
The spreadsheet contains numerous rows of data, with columns for various attributes and metrics. The bottom of the screen shows the status bar with "Ready" and "50%" zoom.

Building the Aeroplane In Flight!

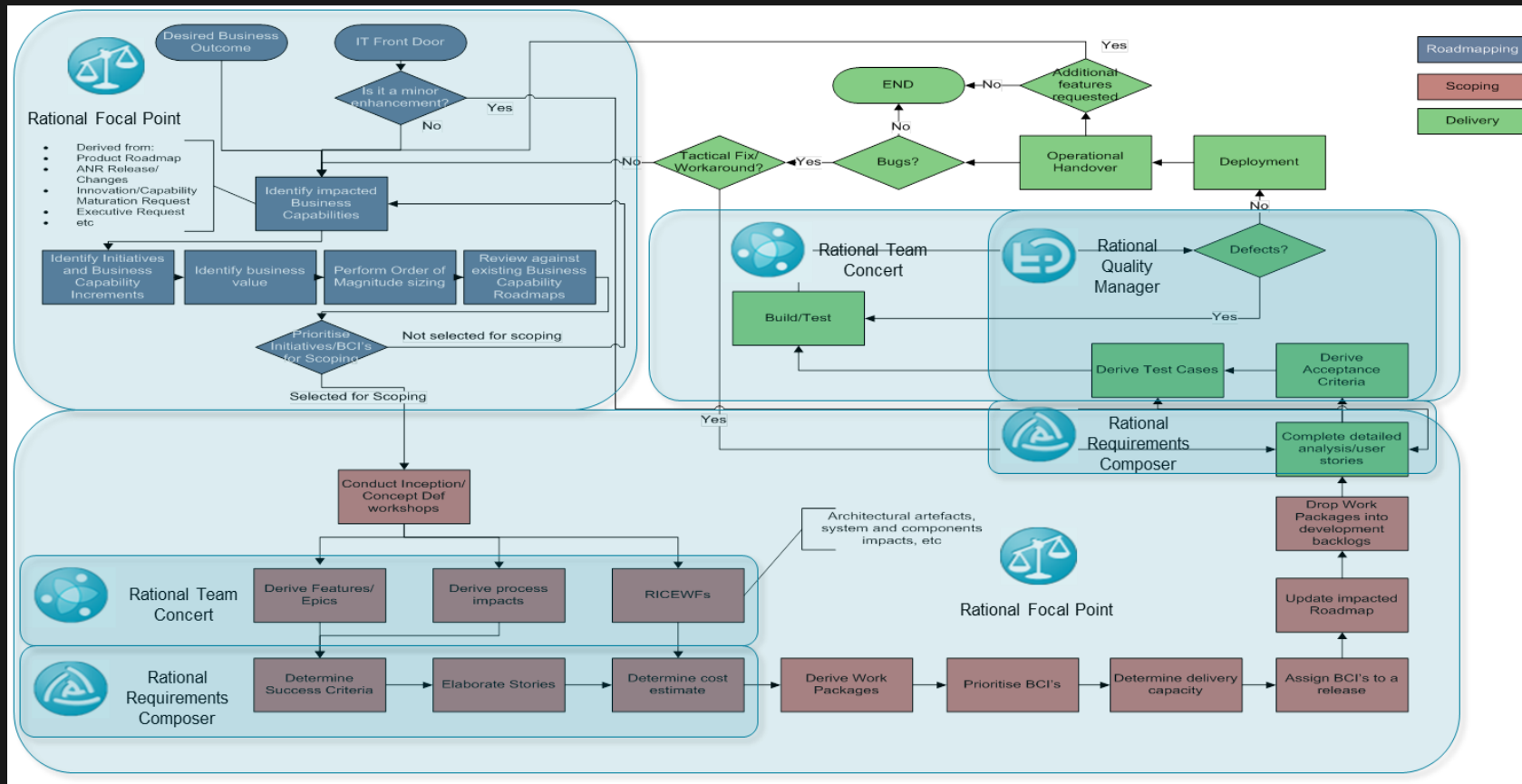
- Move to IBM Focal Point inspired by proof of concept
- Model built from scratch in a few days
- Ability to rapidly build in IBM Focal Point assisted model refinement
- Daily stand-ups to show IBM Focal Point Workspace
- First demonstration to CIO & Leadership team after 5 days
- Refined over 2 months
- Rolled out initially on desktop platform



High Level Process



The IT Operating Model



Glossary

- **Desired Business Outcome (DBO)**

- Major business result or capability that must be enabled

- **Business Capability**

- Functional decomposition of the activities the business needs to achieve a DBO

- **Initial**

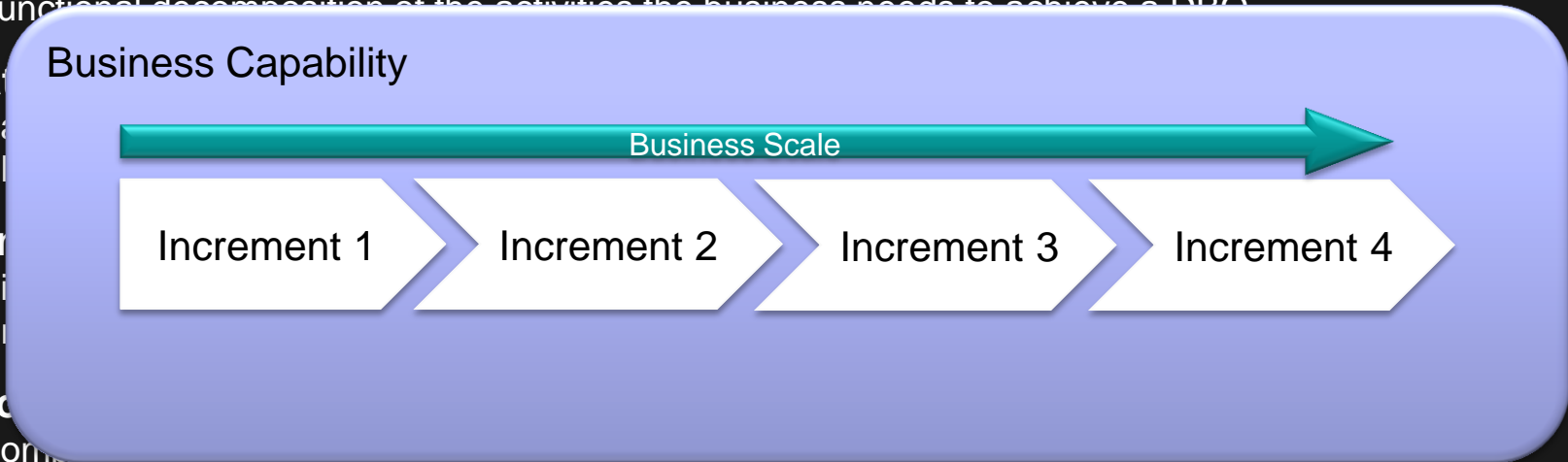
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- Prioritized in a Platform Backlog operating in a Continuous Delivery mode



Scoping

- Every Initiative & Increment linked to Desired Business Outcome

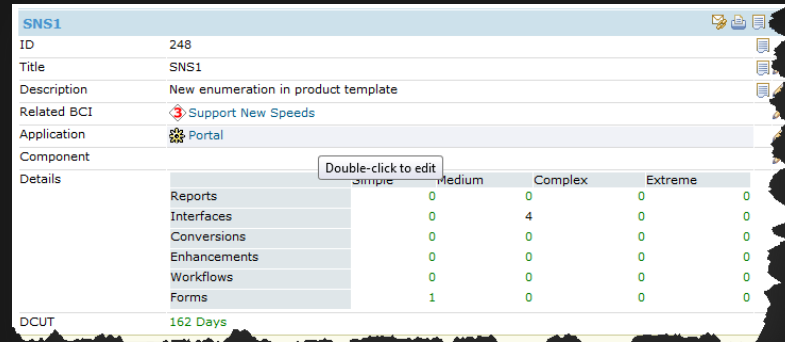
The screenshot displays a dashboard interface for IT planning. On the left is a tree view of 'Target Business Outcomes (4|11)'. The tree includes categories like 'Broadband Support', 'Facilities Access', and 'Small Business Broadband'. Under 'Broadband Support', 'Standard Modifications' is selected. On the right, the 'Outcome Workflow' section shows the current state as 'Raised' and a transition to 'Prioritisation Complete' with a 'Reject' option. Below this is a detailed view of a 'Standard Modification' linked to a 'Target Business Outcome'.

Outcome Workflow	
Current State	Transitions
<ul style="list-style-type: none"> Raised 	<ul style="list-style-type: none"> Prioritisation Complete Reject

Standard Modifications	
<ul style="list-style-type: none"> Target Business Outcome 	
ID	860
Title	Standard Modifications
Description of Business Outcome	
Needs to Support	Enhancement to existing Product.
	Support Full redundancy of RRI infrastructure.
Type	New Product
Related Business Capabilities	

Estimating

- Two stage process
 - Order of Magnitude (OOM)
 - (at the Initiative level)
 - RICEWF breakdown per application
 - (at the Increment level)



SNS1

ID: 248
Title: SNS1
Description: New enumeration in product template
Related BCI: Support New Speeds
Application: Portal

Details	Simple	Medium	Complex	Extreme
Reports	0	0	0	0
Interfaces	0	4	0	0
Conversions	0	0	0	0
Enhancements	0	0	0	0
Workflows	0	0	0	0
Forms	1	0	0	0

DCUT: 162 Days

- Initiatives (116)
 - Additional Network speeds
 - Enterprise Asset Management
 - Extensions to Business Intelli
 - Extensions to SpatialNet Solut
 - External Workforce & Demand
 - Warranty Management

Additional Network speeds

Title: Additional Network speeds

Description: Add additional networks speeds for customer access and configuration

IT Work Required: Yes - IT Work Required

OOM Information

Related OOMs	Application	Size	Size Value
Billing Changes	Billing Adaptor	Large	180
Enhance Portal Info	Customer Portal	Small	20
Oracle	Oracle Applications	Large	180

OOM Scaling Factor: 0%

Ready for Prioritisation: Yes

- Business Capability Increments (114)
 - Extend Adapter
 - Partial automation of design
 - Support Configuration
 - Support New Speeds

Support New Speeds

ID: 1654

Increment Title: Support New Speeds

Related Initiative: Additional Network speeds

Increment Number (phase): 1

Increment Summary: Initial support for new speed tiers in Portals, Billing, and Assurance

- Increment Business Benefit
- Business Capabilities Increm
- Programme
- Value Chain
- Status
- Architect
- Business Analyst
- SI

SNS1

ID: 248

Title: SNS1

Description: New enumeration in product template

Related BCI: Support New Speeds

Application: Portal

Component

Details	Simple	Medium	Complex	Extreme
Reports	0	0	0	0
Interfaces	0	4	0	0
Conversions	0	0	0	0
Enhancements	0	0	0	0
Workflows	0	0	0	0
Forms	1	0	0	0

DCUT: 162 Days

- Release Details
- Scoping Details
- Related RICEFWs Informatio

Total DCUT days from RICE

- Imported RICEWF Information
- Element Information

RICEWF in IBM Focal Point

- Reports, Interfaces, Conversions, Enhancements, Workflows, Forms
- Simple, Medium, Complex, Extreme
- Result in DCUT* Days

The screenshot displays the 'Release Details' and 'Scoping Details' sections of the IBM Focal Point interface. The 'Scoping Details' section includes a table of 'Related RICEWFs Information' and a summary table for 'Total DCUT days from RICEWFs'.

Related RICEWFs	Description	Application	DCUT	Work Package
SNS1	New enumeration in product template	Portal	162 Days	
SNS3	Modify the approach for handling 400kbps included	Websphere B2B	5 Days	
SNS4	Convert in-situ service instances of 400kbps	Oracle BRM	5 Days	

Category	Simple	Complex	Extreme
Total DCUT days from RICEWFs	172	0	0
Related RICEWFs	0	0	0
Workflows	0	0	0
Forms	1	0	0
DCUT	162 Days		

* Design, Code and Unit Test

Delivery

- IBM Rational Team Concert already well established
- Work Packages define scope for individual teams
- Allocated on the basis of team capacity to deliver
- All Work Packages for a Capability Increment required as a whole
 - All or nothing
- IBM Rational Team Concert Work Items generated from IBM Focal Point (in plan)

Initial Deployment

- Long lead time for data centre access
- Urgent need for solution
- Initially deployed to desktop PC!
- 300 Registered users
- Daily workspace backups
- Now in data centre – 700 registered users



Benefits

- Concurrent access to all users
- Hugely improved visibility to IT management
- No merge needed – significant time savings
- Point-in-time snapshot of whole model provides stable view for analysts



Where Next?

- Link work packages to IBM Rational Team Concert
- Include IBM Rational Requirements Composer to elaborate requirements
- Roll-up project progress back to IBM Focal Point
- Include financial data
- Identify business opportunities and collaboratively define & prioritise



The Model

