BusinessConnect and SolutionsConnect

It's time to make bold moves.

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



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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





Large Complex Spreadsheet!

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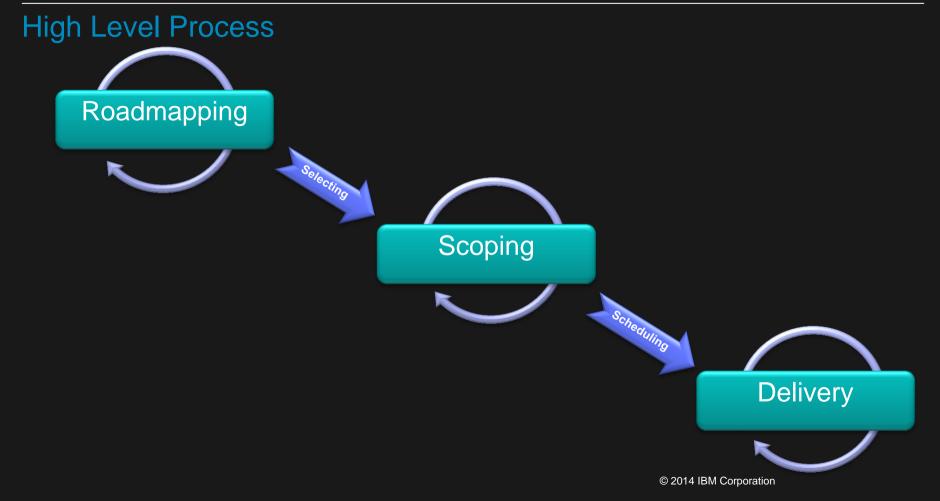
Building the Aeroplane In Flight!

- 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

*IBM Governance of Application Development Outsourcing © 2014 IBM Corporation

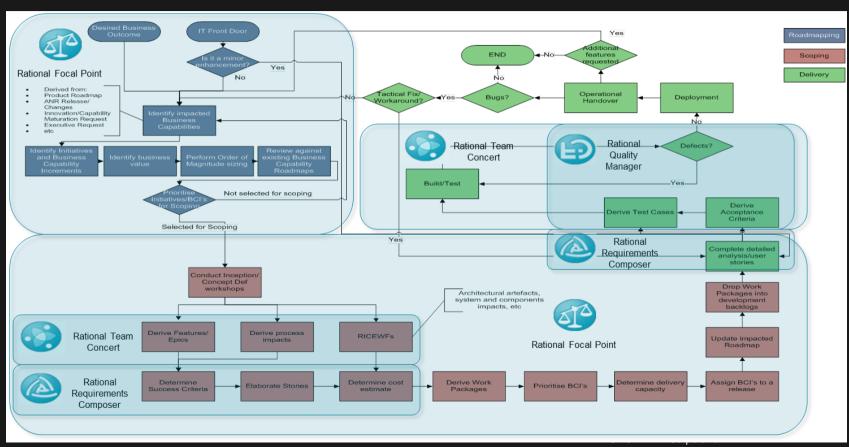








The IT Operating Model



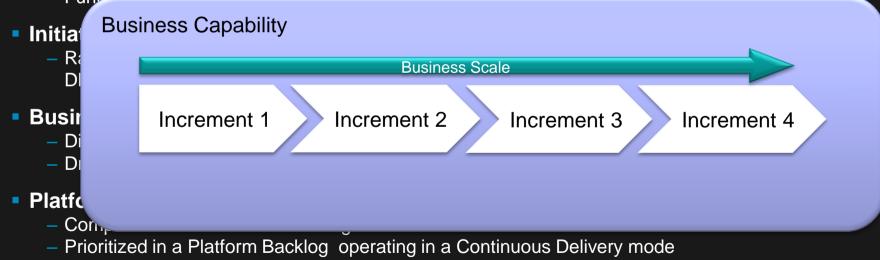
Glossary

Desired Business Outcome (DBO)

Major business result or capability that must be enabled

Business Capability

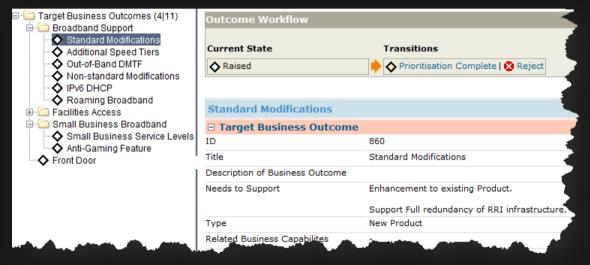
- Functional decomposition of the activities the hypinase poods to achieve a DPO.





Scoping

Every Initiative & Increment linked to Desired Business Outcome



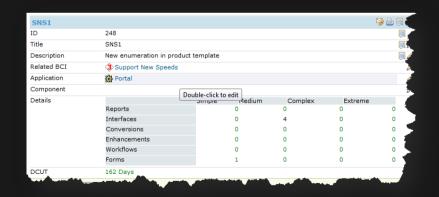




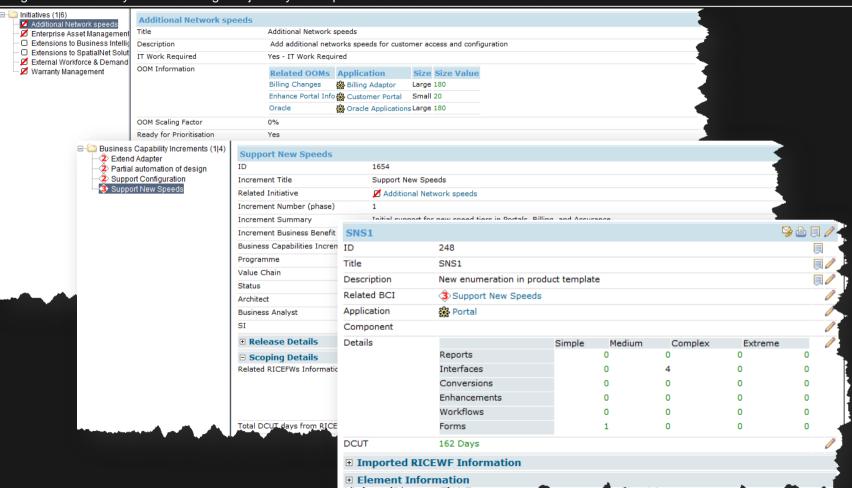
Estimating

Two stage process

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



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IBM

RICEWF in IBM Focal Point

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



IBM

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



