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## Navigator Methodology Is No More; Cap Gemini Ernst & Young Adopts Rational Unified Process

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### Catalyst

A client inquiry

### Question

What happened to the former Ernst & Young's Navigator methodology? Is it still around?

### Answer

Navigator was the original software development methodology used by **Ernst & Young** (E&Y) consultants for many years. It included full application development (AD) processes, methodologies (tasks, steps and deliverables) for a variety of project types, tools to customize the methodology, etc. Like **Accenture's** Method/1 or **PricewaterhouseCoopers'** SUMMIT Ascendant, it was the standard methodology that E&Y consultants used on their consulting engagements. Since the merger with Cap Gemini, the new firm, **Cap Gemini Ernst & Young** (CGE&Y), has taken a different approach to custom application development. It has endorsed the **Rational** Unified Process (RUP) as its corporate standard, used within its many Advanced Development Centers. CGE&Y is working internally to enhance its version of the RUP to include processes for project management, various application development architectures and packaged software implementations — none of this is included in off-the-shelf RUP content. Basing its consulting approaches on more modern and widely accepted practices is a good move for CGE&Y, as its methodologies won't be considered proprietary and it can focus its own resources on value-added best practices. Consulting clients will benefit from Rational's experiences with life cycle management processes and will no longer be locked into using only CGE&Y consultants, should they adopt the processes for their own staff.

There are, of course, many former E&Y clients still using Navigator internally. There isn't necessarily a need to migrate away from Navigator for the types of projects that it best supports — largely legacy waterfall development and maintenance, and some client/server architectures. Going forward, however, those companies will find Navigator's content stale and unable to fit with new, more flexible architectures and projects. Then, the RUP will likely come up on the short list of their new choices, especially if they're still working with CGE&Y consultants.

Consulting clients looking to work with CGE&Y should take a look at its full suite of processes, including those for project management, specific packages such as customer relationship management (CRM), and industry- and geography-focused solutions. (This is good, general advice for any company choosing a systems integrator for development projects. Its methodology represents the body of experiences that its consultants can bring to new engagements.) CGE&Y's overall knowledge management environment, PERFORM/KLM, includes training and best practices materials from a wide variety of sources, including the old Navigator experiences. The knowledge, learning and methods (KLM) organizations (located regionally) have become the central sources for CGE&Y's KLM practices across all offices worldwide. CGE&Y is working to improve incentive programs such that field consultants routinely feed back client experiences and best practices to the KLM teams.

Rational has posted a case study on CGE&Y on its Web site (see [http://programs.rational.com/success/Success\\_StoryDetail.cfm?ID=161](http://programs.rational.com/success/Success_StoryDetail.cfm?ID=161)). CGE&Y is working with Rational to adapt the RUP to fit the CGE&Y culture and also to feed back CGE&Y experiences to embellish the RUP's content. If this relationship is as strong as publicized, hopefully the next major release of RUP will include some content gleaned from CGE&Y consulting engagements. Rational's most recent RUP release (<http://www.rational.com/products/rup/announcing.jsp>) contains new processes addressing extreme programming (XP), but nothing is specifically credited to CGE&Y experiences.

## References

CGE&Y Advanced Development Centers, <http://www.us.cgey.com/adc/methodology.asp>  
“The ADC bases its methodology on the Rational Unified Process (RUP), an industry-leading methodology that stresses iterative and controlled development. This proven methodology unifies best practices from many disciplines into a consistent full lifecycle process.”