



| IBM Software Group

What The CIO Should Do To Maximize Their Assets

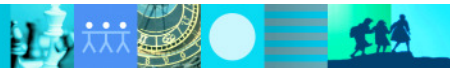
Peter Eeles
Executive IT Architect

Rational. software



Agenda

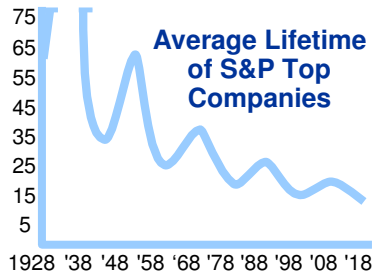
- Introduction
- Why Focus on Assets?
- Asset Management
- Customer Experiences
- Getting Started with Asset Management



The Landscape Facing Business Leaders

The Need to Innovate with Less

Enable Innovation & Change



Increased competitive & economic pressures to deliver differentiation and move quickly

What the business wants to do!

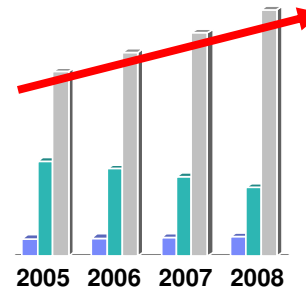
Lower Cost & Risk



Globalization and regulatory oversight driving improved efficiencies, security & compliance management

What the business must do!

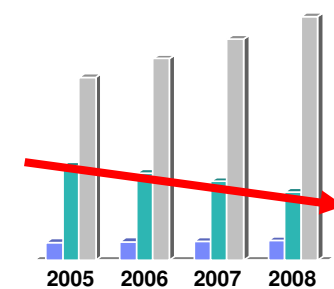
Rising Cost of Operations



Operational & maintenance costs continue to grow

The cost of failed projects & rework compounds the problem

Inability to Innovate

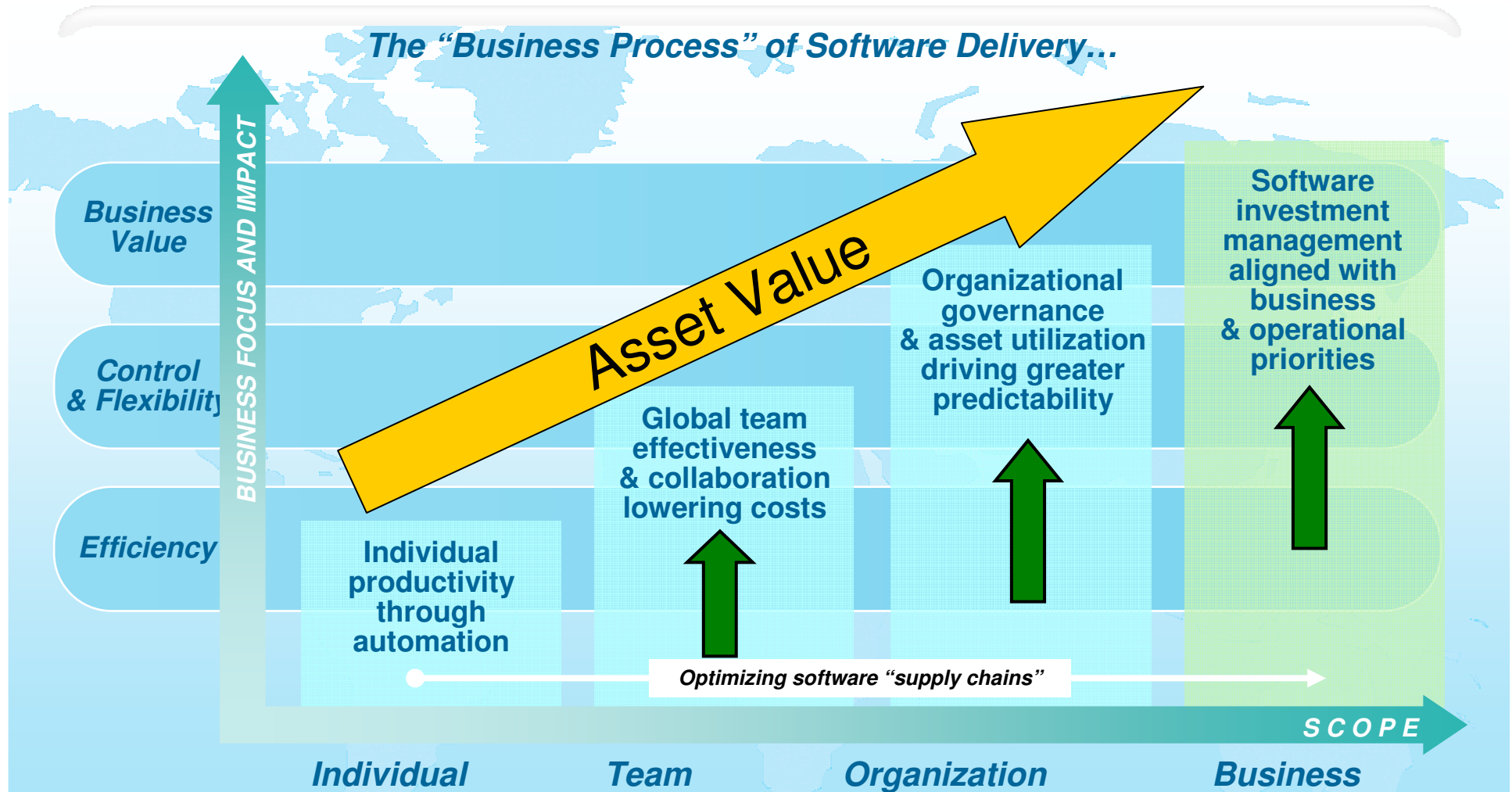


Budgets are shrinking at a time when investment is needed in strategic business assets



A Focus on Delivering Business Differentiation

Leveraging software as a strategic business asset



Slide 4

PE1

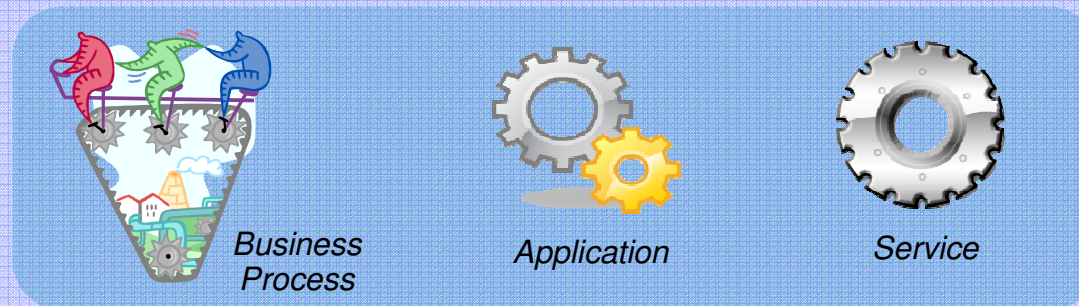
There is a direct correlation between ...

peeles, 27/04/2009

Concepts and Terms

- What is an Asset?

- ▶ Software-related items (business processes, applications, services, ...) governed or developed by your IT organization with the intent to communicate, collaborate, and use across teams

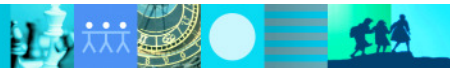


- We're not talking about 'asset' in terms of

- ▶ Money in the bank
- ▶ Pieces of hardware sitting in your data center

- Why should you care?

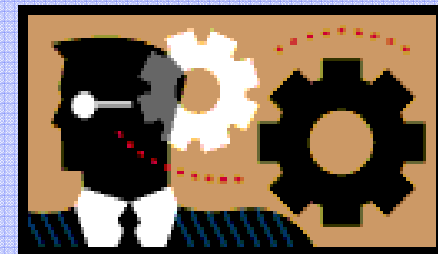
- ▶ Because you own them, you paid for them, and you have a lot of them
- ▶ If they are not properly managed you will lose time, money, and control



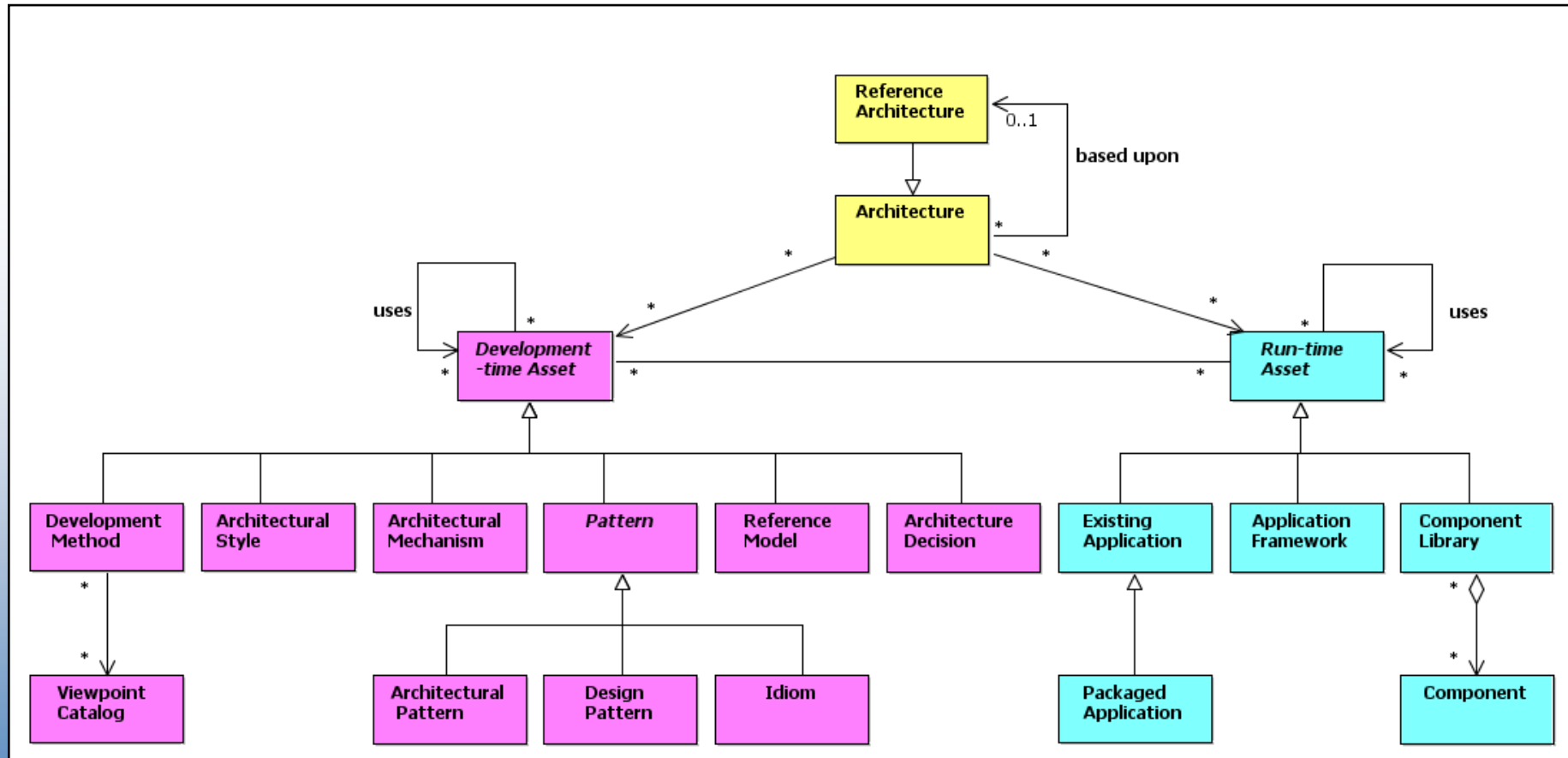
Assets in Your Organization

How well do you know what's out there?

- What kinds of assets are important to you?
 - ▶ Business Processes, Applications, Services, ...
- Do you have a current program / effort / initiative to govern, collaborate, share or use assets across teams?
- What challenges have you faced managing and governing your business processes, applications, services, and other assets as share-able items?
 - ▶ Cultural
 - ▶ Process
 - ▶ Technology
 - ▶ ...



An Example of Architecture-Related Assets



One thing expert designers know not to do is to solve every problem from first principles. Rather, they reuse solutions that have worked for them in the past. When they find a good solution, they use it again and again. Such experience is part of what makes them experts. [Gamma]



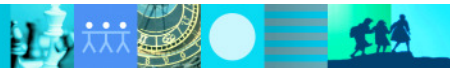
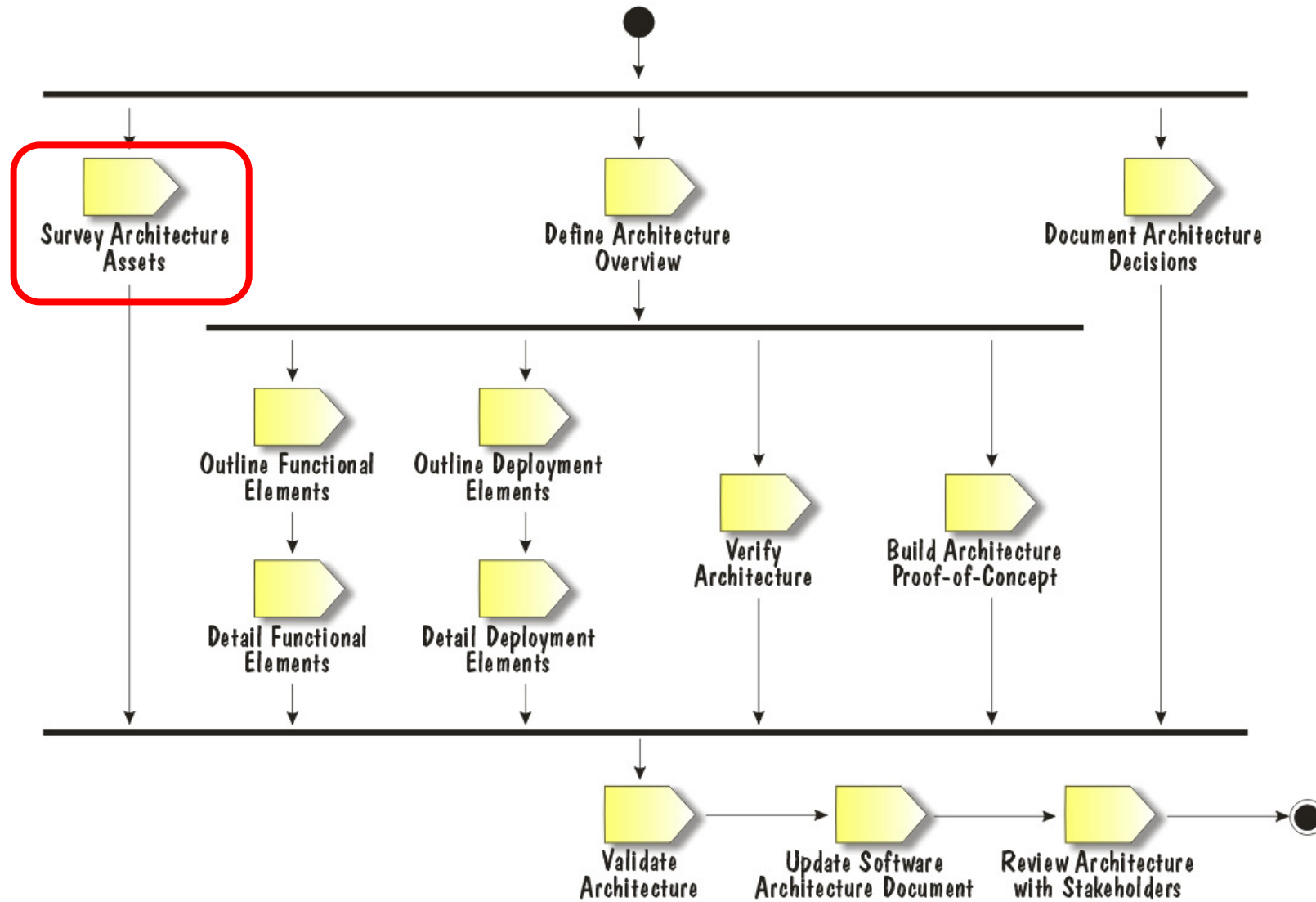
Slide 7

PE2

A cynic is a man that knows the cost of everything and the value of nothing - Oscar Wilde

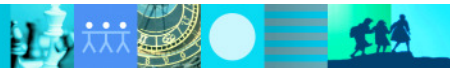
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An Architecture Discipline



Agenda

- Introduction
- **Why Focus on Assets?**
- Asset Management
- Customer Experiences
- Getting Started with Asset Management



Why Focus on Assets?

Business concerns that impact the bottom line

▪ **Productivity**

- ▶ We are re-building much of the core functionality each time
- ▶ Our time to delivery is a hurdle to our competitiveness

▪ **Costs**

- ▶ Development and operations costs need to be reduced

▪ **Quality**

- ▶ The quality of our delivered systems needs to improve

▪ **Consistency**

- ▶ We have inconsistent and non-governed application architectures, which results in multiple runtime environments, increasing our maintenance burden

▪ **Compliance**

- ▶ Applications are not always compliant with external regulations and do not always use approved components

▪ **Impact Analysis**

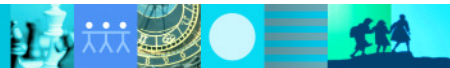
- ▶ The “XYZ” component needs to be removed from our solutions, but we don’t know where it’s being used

▪ **Coordination**

- ▶ We sometimes discover that the same capability is being developed by different teams

▪ **Control**

- ▶ We need to retire certain applications and services, but don’t have a consistent process for governing this



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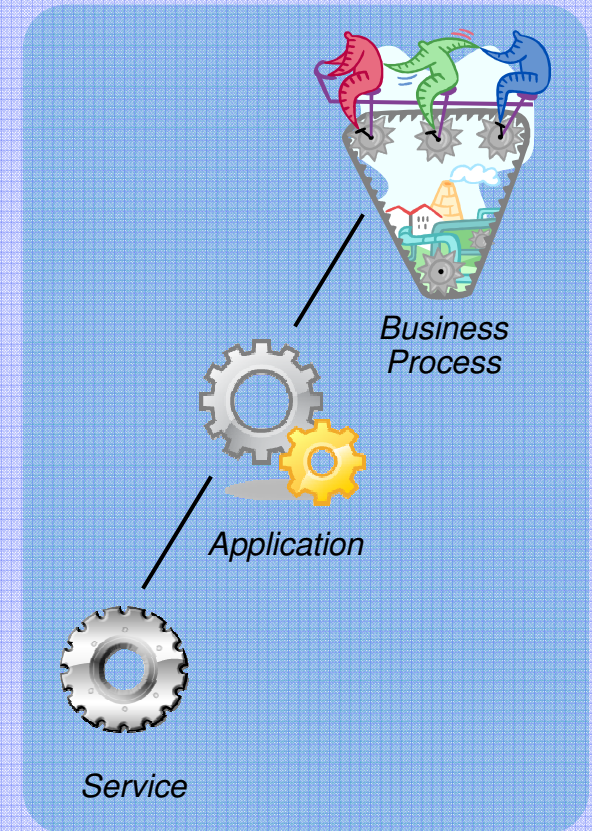
Effective Asset Management Can Help!

■ Understand ...

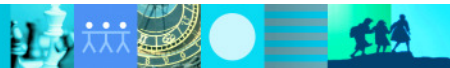
- ▶ What assets you have and where they are
- ▶ Who owns them, and who can access them
- ▶ The relationships between the assets
- ▶ Whether the assets are approved, and by whom
- ▶ How often the assets are used, and by whom
- ▶ What discussions, ratings have occurred on the assets
- ▶ Where the asset is in its lifetime; when will it be retired?
- ▶ What is impacted if you change or remove an asset

■ And simplify ...





- ▶ Have one place, one catalog, for all development-related assets across the enterprise

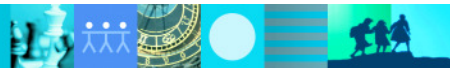


No amount of tool support can help you find treasure in a junkyard



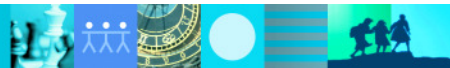
Management Functions

<p>Store and Organize</p>  <p>Repository to store and quickly find assets</p> <ul style="list-style-type: none"> • Reduce duplication • Reduce maintenance costs • Improve consistency 	<p>Customize Workflow</p>  <p>Automate reviews and business and technical policy enforcement</p> <ul style="list-style-type: none"> • Accelerate the asset lifecycle 	<p>Impact Assessment</p>  <p>Capture asset relationships, plan change and understand impact</p> <ul style="list-style-type: none"> • Prevent changes that result in unexpected costs 	<p>Audit and Report</p>  <p>Identify value add or non-performing assets</p> <ul style="list-style-type: none"> • Allocate resources to optimize ROI • Reduce compliance costs
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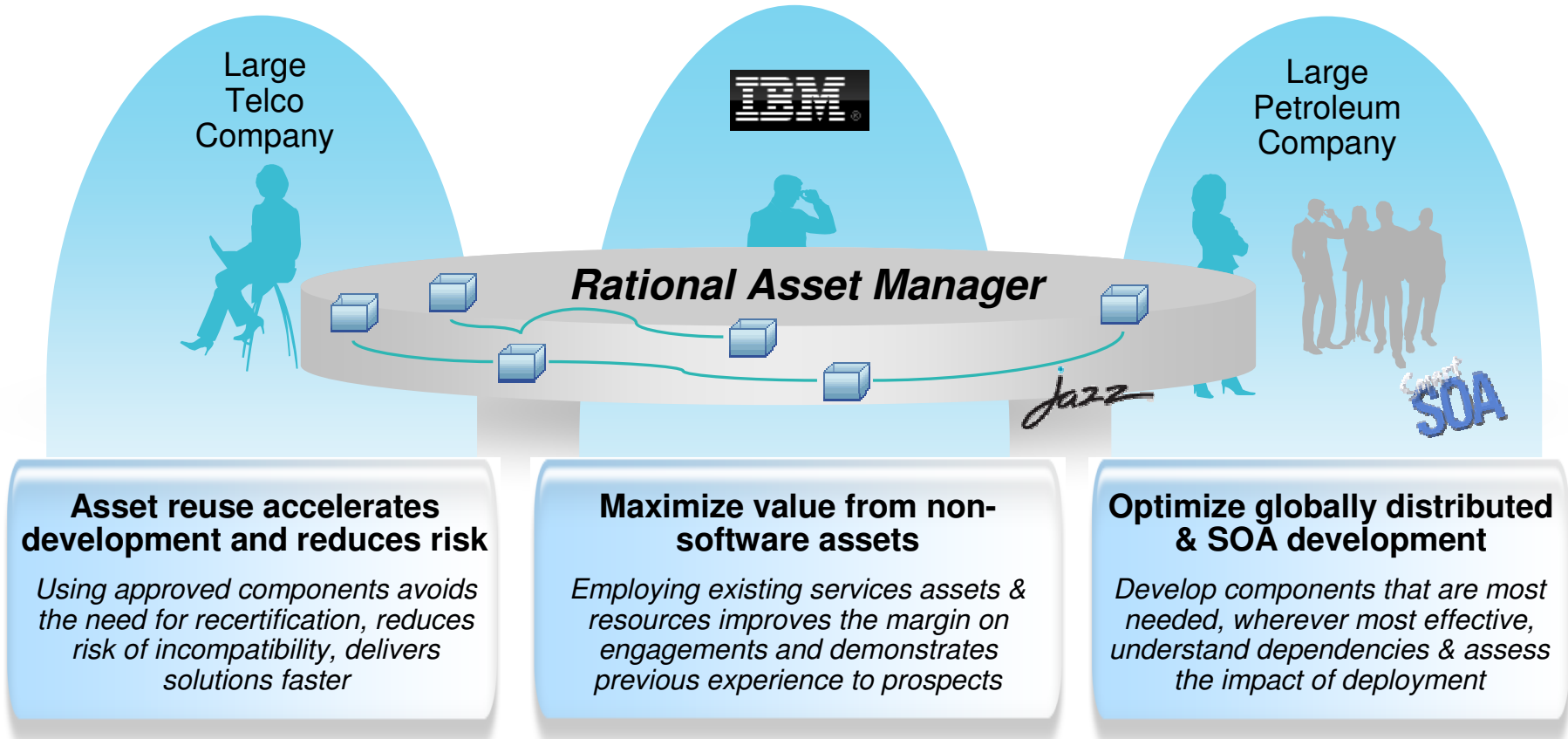


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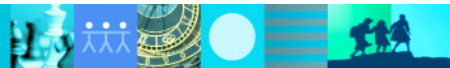


Customer Experiences with Rational Asset Manager



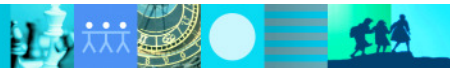
Asset Management complements other disciplines:

Enterprise Architecture, Requirements Management, Change Management, Configuration Management, Build Management, Quality Management, ...



Elements of a Development Environment

	Element	Content	Deals With
Build	Methods	Process + method content Practices, standards, guidelines	Roles & responsibilities Work products Governance policies
	Tools (for automating aspects of the method)	Tool selection Tool configuration and integrations	Tool fitness-for-purpose Tool integrations Licensing
	Enablement (in methods and tools)	Training curriculum Training courses Mentoring materials	Training and mentoring
	Infrastructure (for methods, tools and enablement)	Infrastructure specification	Distribution of organization Solution packaging Installation and configuration
	Organization (to use and support methods, tools, enablement, infrastructure)	Organization specification	Skills Centers of excellence
Run	Adoption (of the environment)	Adoption approach (e.g. plan) Install, configure, train, mentor Migration (including org. change)	Results Governance (e.g. measurement)



Case Study – IBM Creates iRAM

Business Needs and Challenges

▪ **Business Needs**

- ▶ A repository to store, publish, manage, and share assets across various organizations
- ▶ Ability to share common software components across SWG development teams
- ▶ Management of cross-organizational technical sales assets to maximize their use across multiple lines of business
- ▶ Management of 28000+ service delivery assets across multiple service teams, requiring review and approval prior to deployment

▪ **Challenges**

- ▶ There is competitive pressure to reduce the time to deliver to both services teams and product teams
- ▶ A consistent approach to sharing material with partners and external relationships is needed
- ▶ Duplicate efforts across geographically-distributed teams should be minimized
- ▶ Multiple custom repositories for storing this content should be tackled



Case Study – IBM Creates iRAM

Approach

	Element	Content
Build	Methods	Informal to formal asset management processes
	Tools <small>(for automating aspects of the method)</small>	IBM Rational Asset Manager (RAM)
	Enablement <small>(in methods and tools)</small>	iRAM-specific enablement materials
	Infrastructure <small>(for methods, tools and enablement)</small>	On-boarding iRAM server Production iRAM server
	Organization <small>(to use and support methods, tools, enablement, infrastructure)</small>	Asset governance board with representatives across business units; reporting to business stakeholders One team to administer iRAM repository
Run	Adoption <small>(of the environment)</small>	Incremental adoption by different teams



Case Study – IBM Creates iRAM

Results

■ Facts

- ▶ Searches per week: 102,500+
- ▶ Assets available: 26,000+
- ▶ Asset reuse in 1st 6 mo: 8,450+
- ▶ Distinct users in 1st 12 mo: 120,000+
- ▶ Average new users/month: 3,800+
- ▶ #Communities 81

■ Benefits

- ▶ iRAM is improving the calibre of solutions delivered to clients by fostering a culture of reuse. The 360-degree feedback functionality leads to quality assets & solutions
- ▶ The sales & tech sales team productivity is increasing through the use of communities for collaboration around solutions
- ▶ Reducing the solutions and sales cycles by providing a “one stop shop” for trusted and approved solution assets with rapid & accurate search functionality to find assets

“IBM Global Business Services has realized a cost savings of more than \$50,000 in less than a year”. GBS is just one of the 81+ communities within IBM managing their assets.



Case Study – Large Petroleum Company

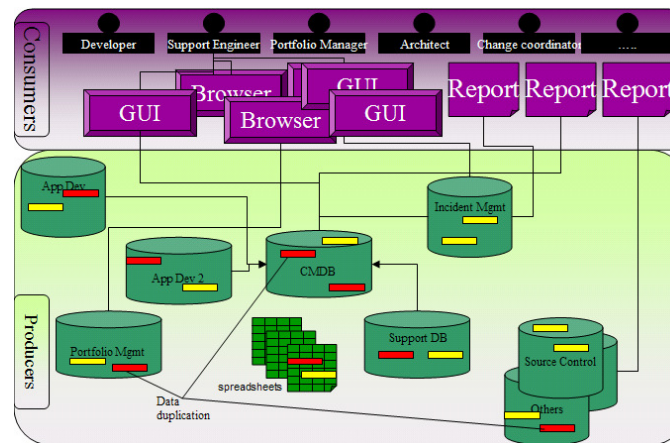
Business Needs and Challenges

Business Needs

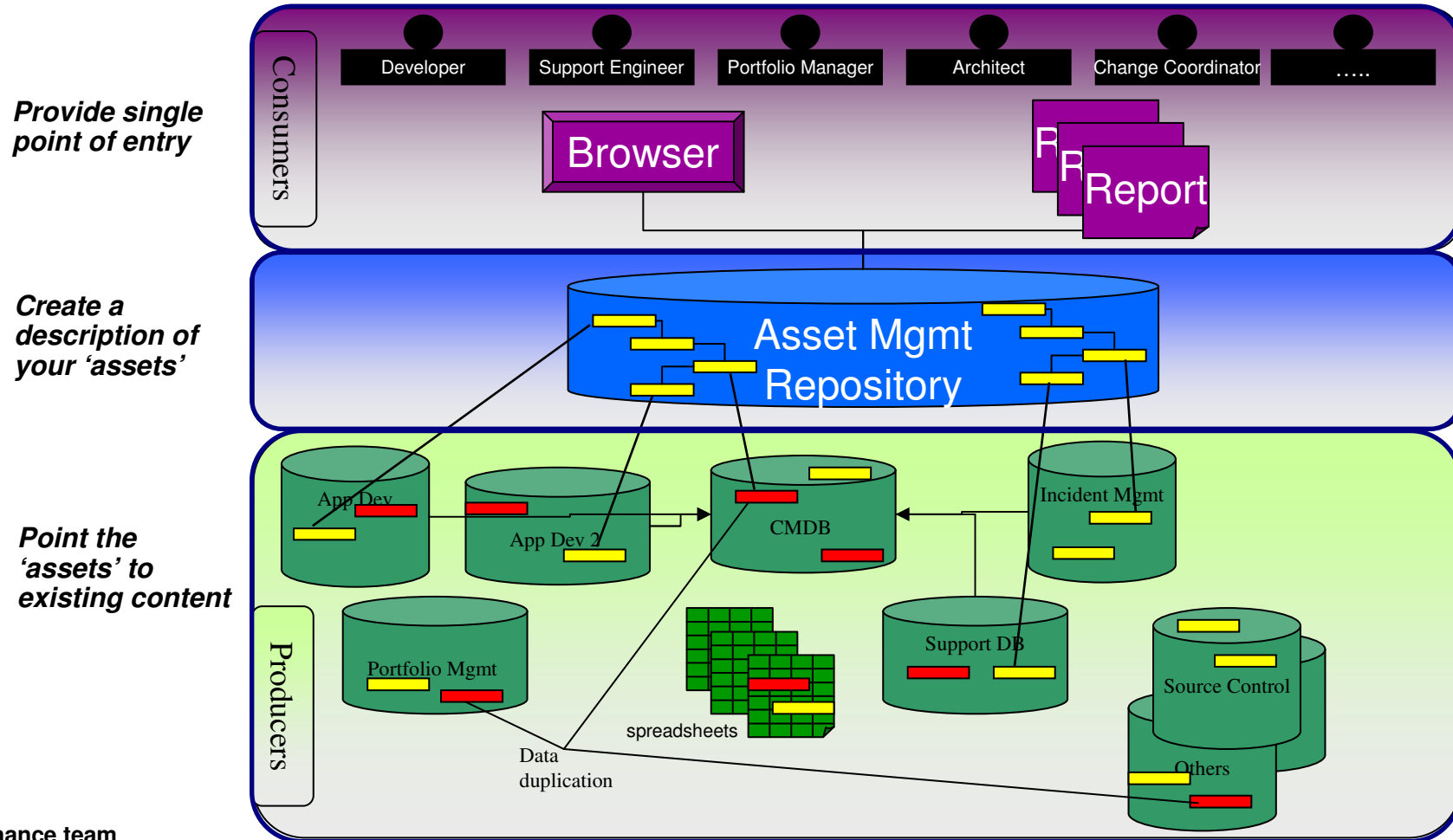
- ▶ Reduce time to find critical documents for supporting new release of a software products
- ▶ Reduce down time for applications
- ▶ Capture application knowledge from distributed development & operations team workers

Challenges

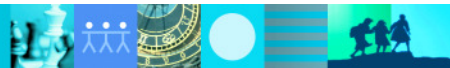
- ▶ Large number of data sources, distributed globally
- ▶ Unclear data sources - not clear what data is required; what data goes where; data duplication
- ▶ IT and Development teams use a multitude of systems and technologies, UIs, Web pages, documents, etc. to find the information they need



Simplified Asset Management



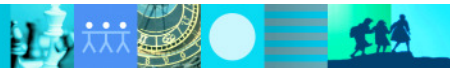
*Governance team permits what can be exposed through asset repository



Case Study – Large Petroleum Company

Approach

		Element	Content
Build	Methods		Impact to current processes (to manage assets and reduce duplicate data) examined
	Tools <small>(for automating aspects of the method)</small>		IBM Rational Asset Manager (RAM) Integrations with HP Asset Center, HP Service Center, Requisite Pro, ClearCase, ClearQuest
	Enablement <small>(in methods and tools)</small>		Enablement materials describing the asset management environment
	Infrastructure <small>(for methods, tools and enablement)</small>		A single point of entry (RAM) into assets in asset management repository
	Organization <small>(to use and support methods, tools, enablement, infrastructure)</small>		Governance team created to permit, reject data (asset) descriptions in Word documents, PowerPoint files, Web pages, software, and so forth
Run	Adoption <small>(of the environment)</small>		Define what data (Asset) is required and which are duplicate or can be ignored Point to existing documents and software artifacts; making them searchable



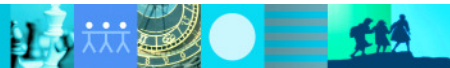
Case Study – Large Petroleum Company

Results

▪ **Benefits**

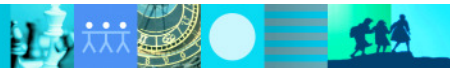
- ▶ Reduced service down time
- ▶ Faster searching and secure access to documents
- ▶ Asset lifecycle traceable from development to production

“IBM RAM is a very reliable product, it has significant potential which goes far beyond what IBM currently promotes“



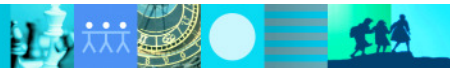
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How to Get Started in your Organization

- Determine the business case (and “return on assets”), such as
 - ▶ Reduced cost of supporting redundant internally-developed repositories
 - ▶ Reduced cost of maintaining duplicate assets
 - ▶ Improved compliance and policy enforcement, reducing possible exposure
 - ▶ Improved productivity of key, high-value resources (people)
 - ▶ Streamlined collaboration on assets across globally distributed organizations
- Know what you have
 - ▶ Many organizations start with cataloging the assets they have
 - ▶ Wikis are insufficient!
 - No governance, reviews, approvals
 - No asset versioning
 - No indexing and searching of asset metadata and content
 - No tracking of asset lifecycle and state management
 - No integration with development environments



Slide 25

PE5

Look at Kotter for other items

peeles, 27/04/2009



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- [IBM Rational Software Delivery Platform](#)
- [Process and portfolio management](#)
- [Change and release management](#)
- [Quality management](#)
- [Architecture management](#)
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