

# 開發前期先掌握，投資方案快 狠準 - Rational Focal Point

## 以客戶價值為導向，開發再精 進

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# 2014 IBM 開發者大會

## 開發速戰，行動速決！



# 大綱

- 挑戰
  - DevOps中持續的業務規劃之挑戰
- 解決方案
  - Rational Focal Point
- 效益 & 案例分享



# 大綱

## ■ 挑戰

– DevOps中持續的業務規劃之挑戰

## ■ 解決方案

– Rational Focal Point

## ■ 效益 & 案例分享



# IBM DevOps :通過軟體驅動創新的產品和軟體 持續交付方法

企業通過持續的軟體交付能力，抓住市場機會，縮短獲得客戶回饋的時間。

加快軟體的交付  
更快地實現價值

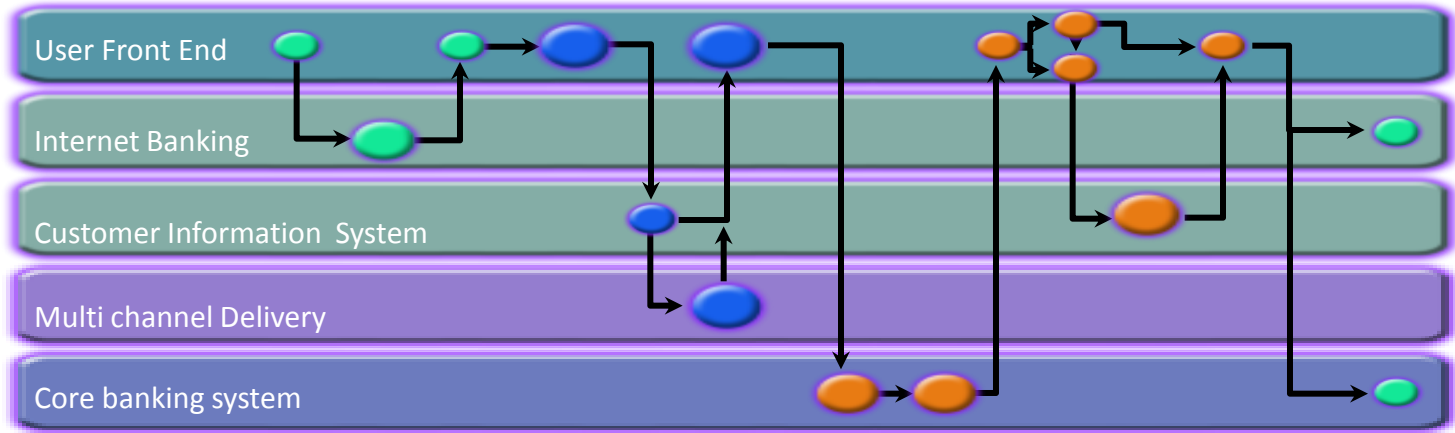
在速度、成本、品質和風險中  
取得平衡  
提高創新能力

縮短回饋客戶  
的時間  
改善客戶體驗



# 業務服務(產品) vs IT應用系統

一個業務服務(產品)是整合在業務過程中的許多IT應用系統的組合。



Middleware Applications

External partners

Billing & Accounting

Network Systems

Processes



Customers



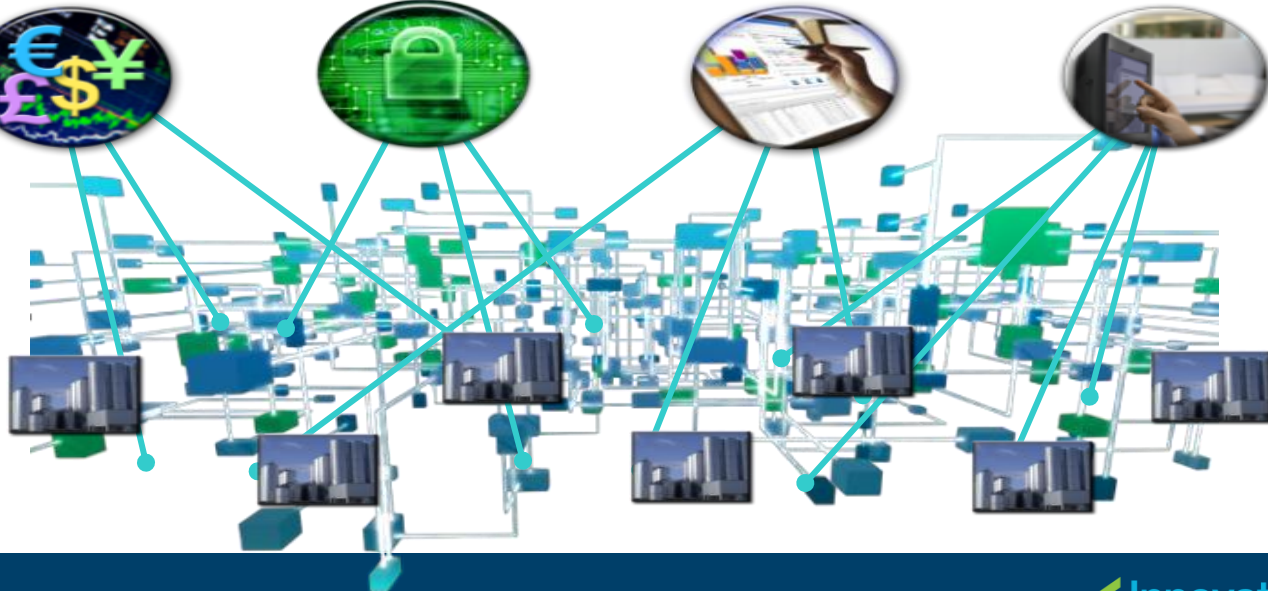
Partners



Regulators



3rd Party Service Providers



# 為什麼要作持續的業務規劃？

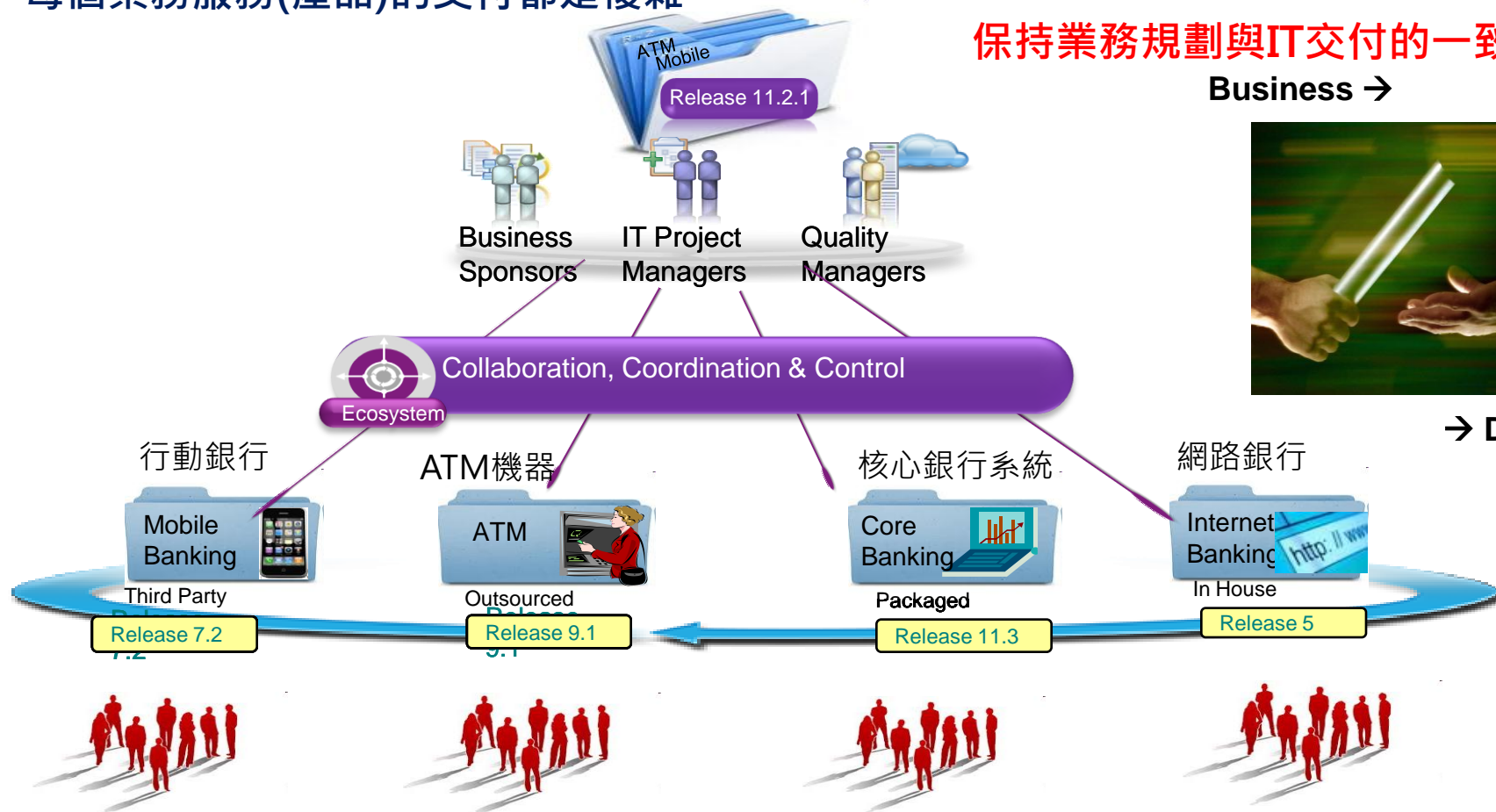
每個業務服務(產品)的交付都是複雜

保持業務規劃與IT交付的一致性

Business →



→ Dev



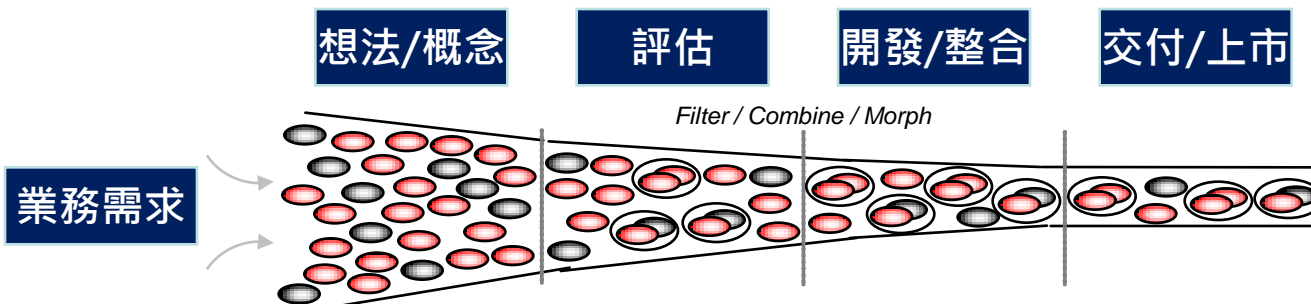
Software Delivery Lifecycle – Collaboration with different vendors.



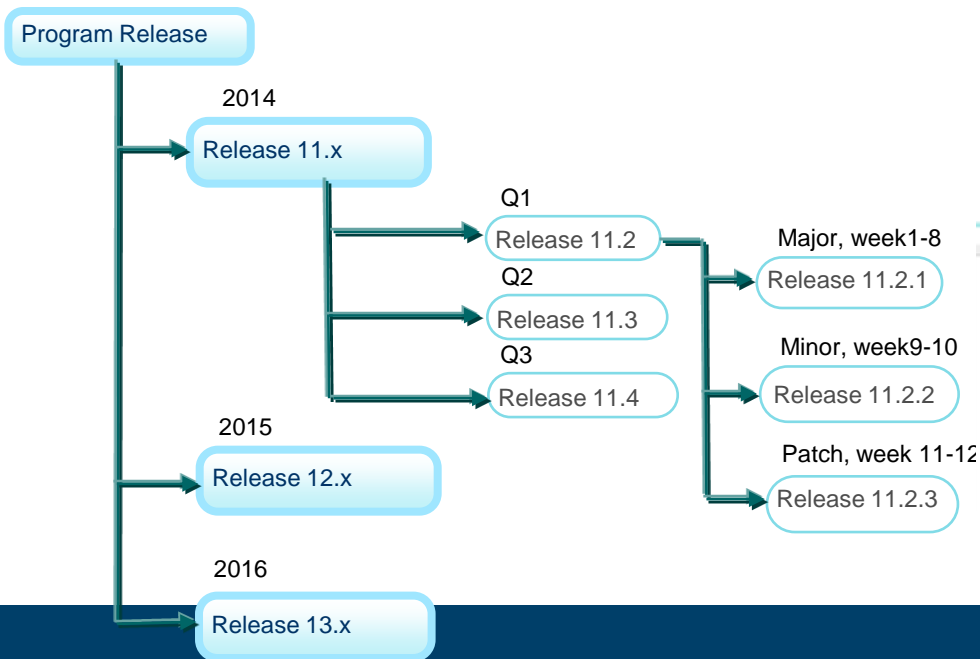
# 如何實踐持續的業務規劃



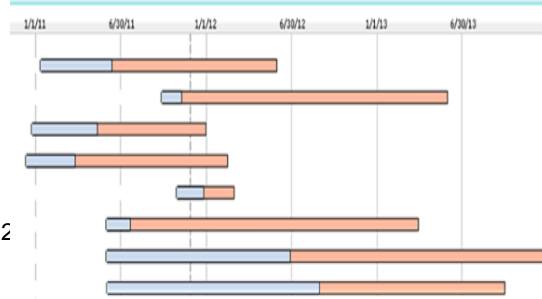
## 業務需求管理的規劃



透過持續創新服務的需求增長業務



### IT 交付規劃時程

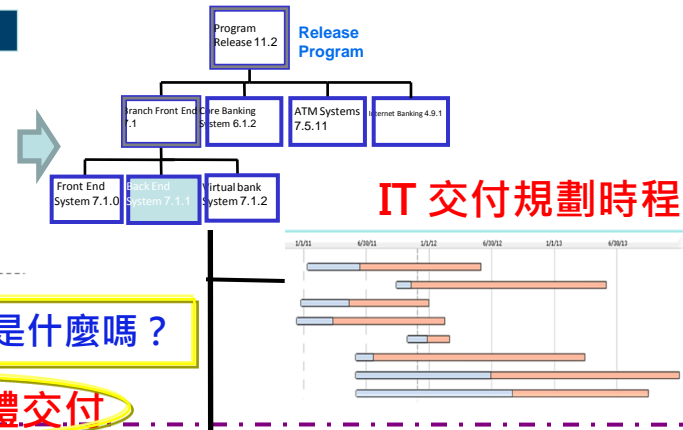
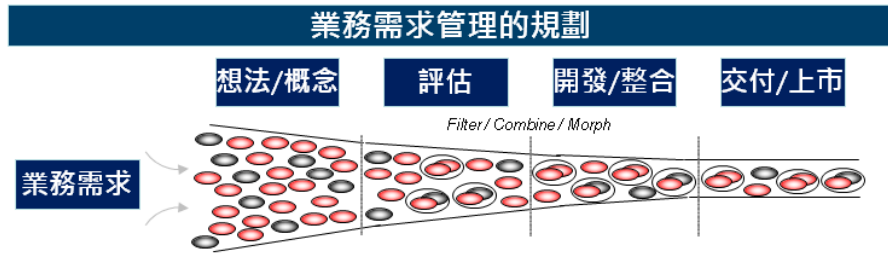


# 持續業務規劃的原則

- 保持業務規劃與IT交付的一致性

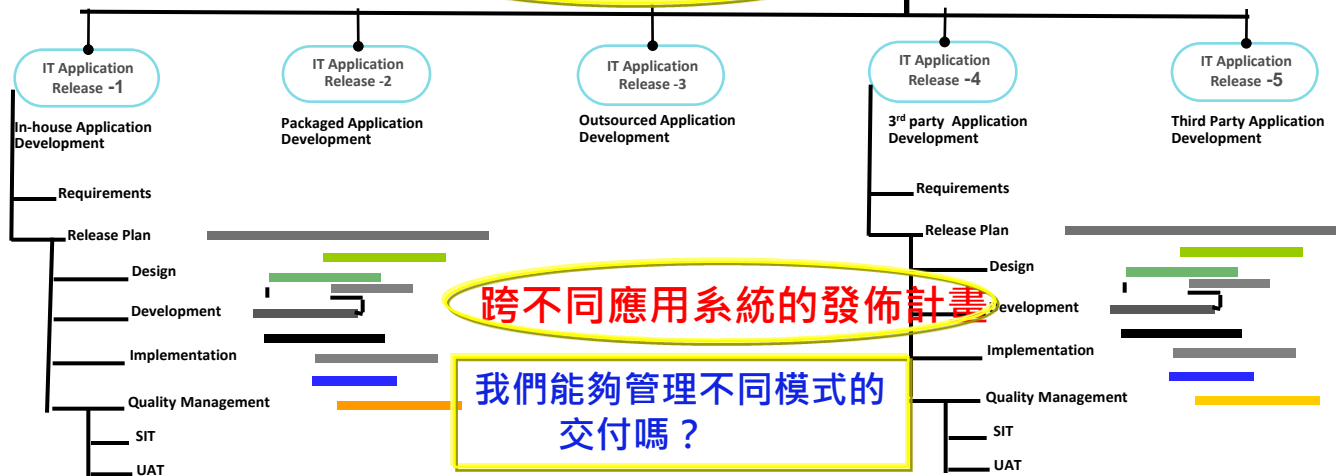
了解業務對應到技術的相依性與關聯嗎？

## 業務-技術 規劃藍圖



業務知道IT團隊在做什麼嗎？... IT團隊也知道業務想要的是什麼嗎？

## 多源的軟體交付





# 持續業務規劃的重要



## 範圍

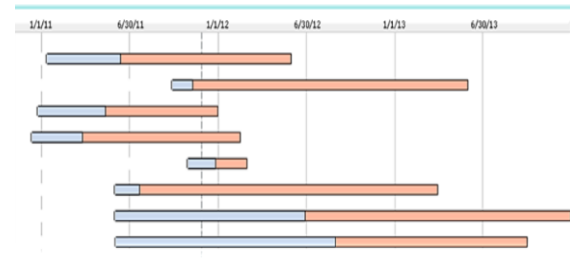
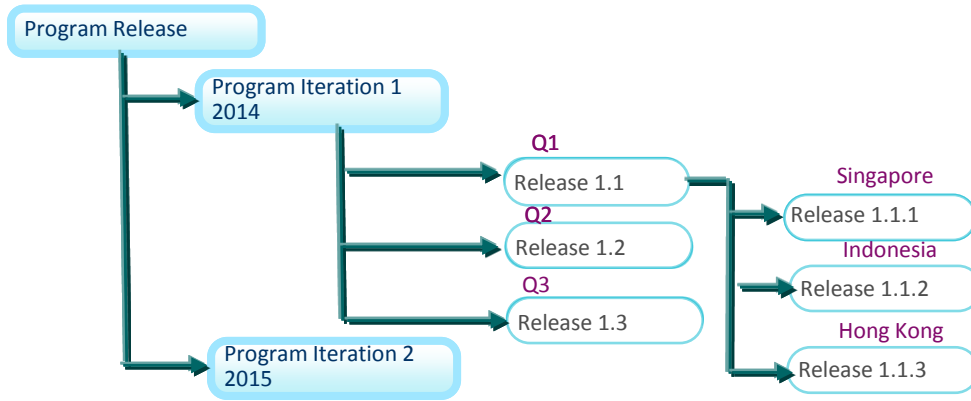
- 專注在業務服務或產品的發佈
- 發佈多個應用程式的速度和準確度
- 多地點和多國部署

## 降低風險與複雜性

- 整合發佈及計劃管理
- 風險協作，控制能見度和可追溯性
- 管理複雜的供應商生態系統的複雜性

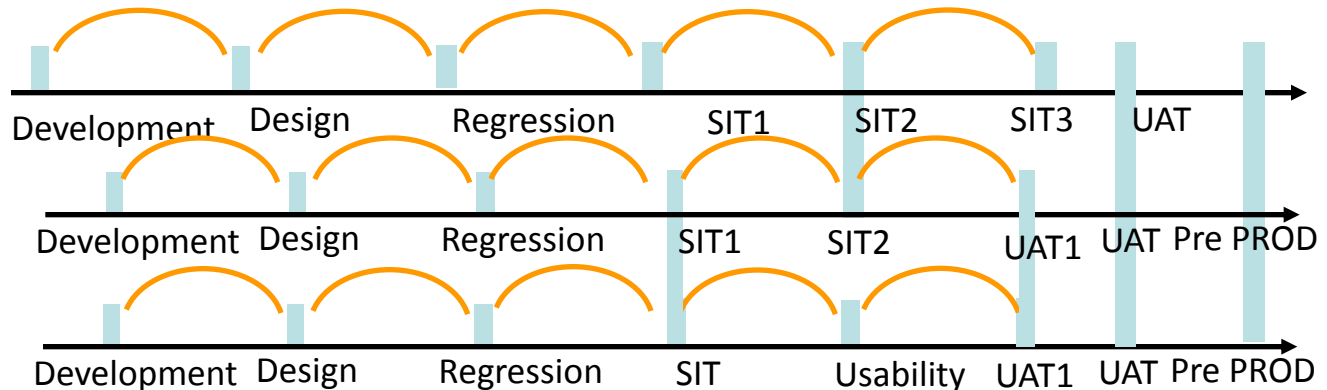
## 最佳實務作法

- 整合產品管理，產品組合管理和應用生命週期管理流程
- 定義階段、追蹤各階段里程碑基礎的技術



## Service/Product

- Application 1 Release 3.1.x
- Application 2 Release 7.2.x
- Application 3 Release 5.1.x



# 大綱

## ■ 挑戰

– DevOps中持續的業務規劃之挑戰

## ➔ ■ 解決方案

– Rational Focal Point

## ■ 效益 & 案例分享



# 解決方案-連接策略到執行



- 此產品能**符合**我們的策略嗎？
- 我們有正確的**平衡**在風險與回報嗎？
- 此產品有提供的預期的**價值**嗎？

- 我們做的是**正確**的產品嗎？
- 我們是投資在**正確**的地方嗎？
- 我們是否有**正確**的資源類型可用呢？

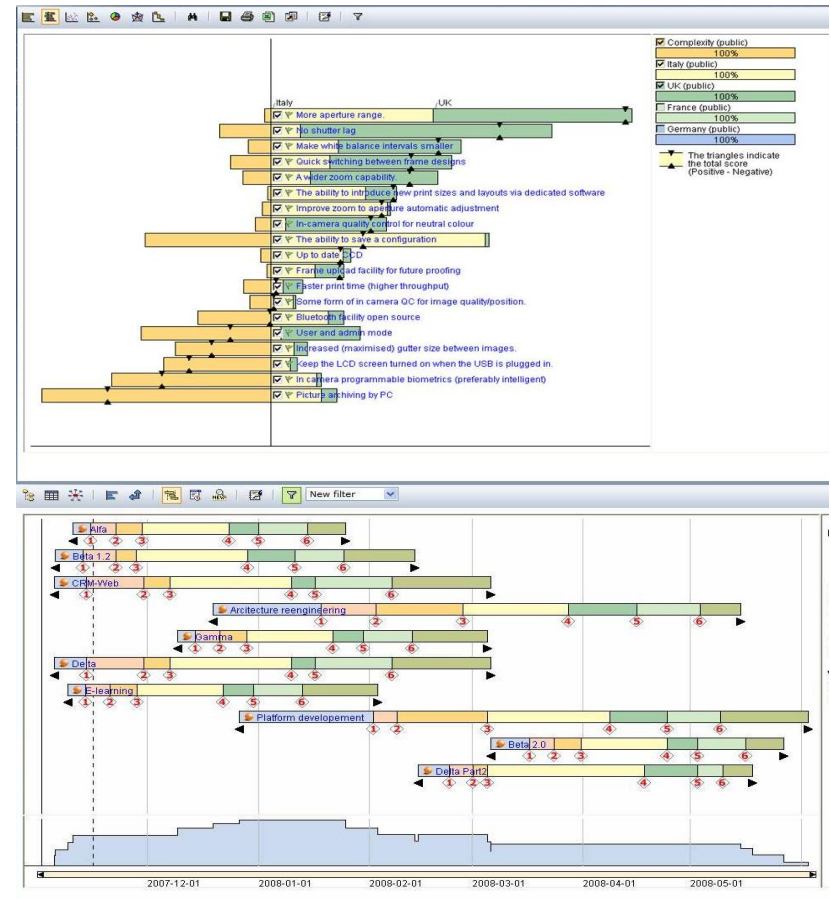
- 了解**交付**的能力
- 將專案**做好**
- 在**時間和預算內**交付成果
- 加強**溝通**和**生產力**



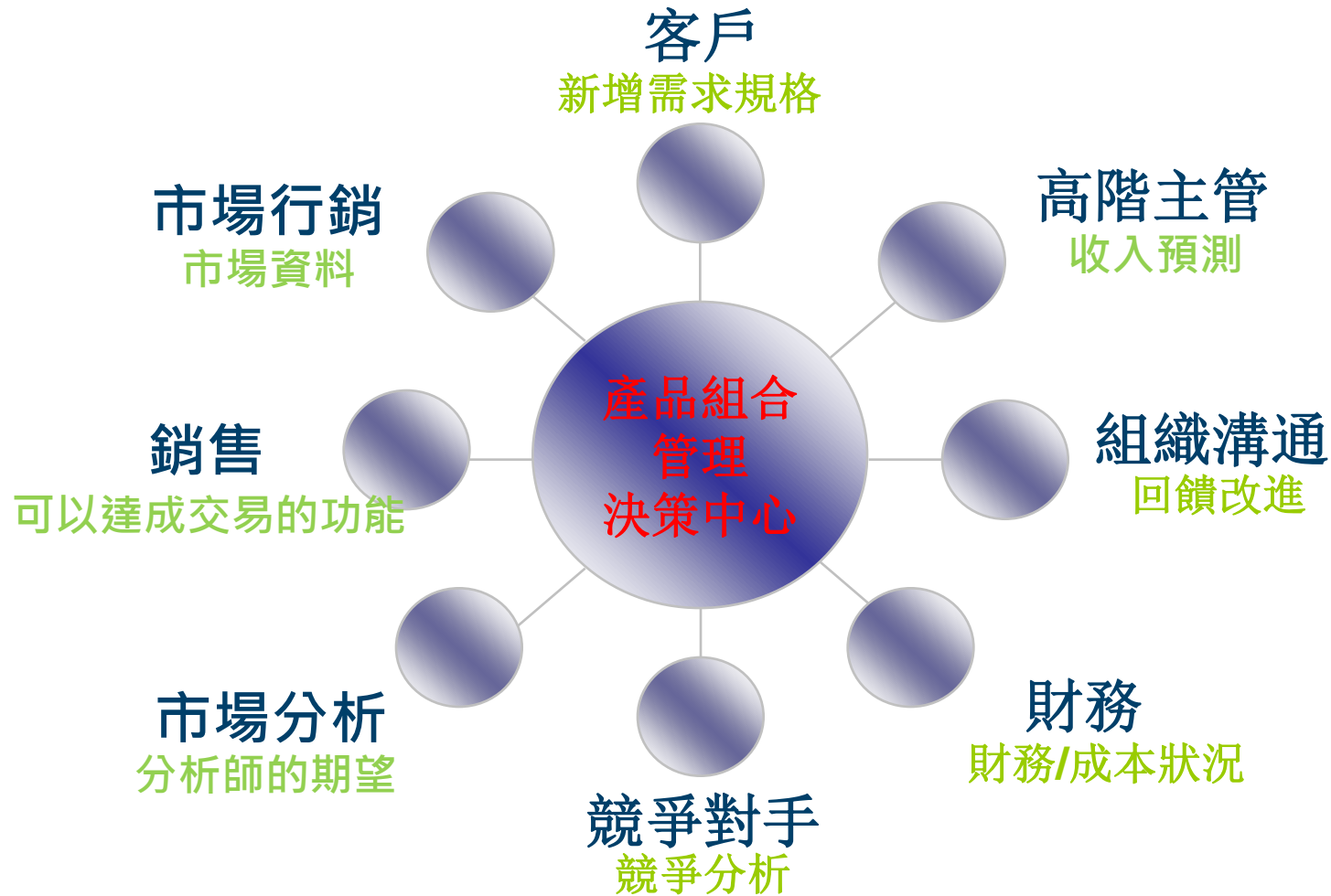
# 解決方案- 產品/產品組合管理 Rational Focal Point

“在正確的時間下，提供正確的產品，給正確的市場”

- 推廣成功的產品開發，協助產品團隊和利益關係者專注於他們最重要的的客戶以及業務上
- 特色功能
  - 透過單一Web 2.0介面，支援多維度的專案組合資訊提供
    - 可視化特定市場或客戶的需求
  - 確保進行的工作都和策略目標結合，並提供彈性且迅速回應的變更管控-市場規劃、發行計劃
  - 提供決策者度量、分析和評估與競爭廠商的差異，如成本、價值等
  - 提供最佳實務引導，快速建立並執行所投資之專案與實施計劃-自動化的戰術需求工作流程



# Rational Focal Point 產品組合管理核心功能



# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控



# Rational Focal Point

## 如何支持產品管理呢?



### 關鍵產品管理活動

1. 收集

確定客戶的需求

2. 管理

管理創新,一致地從廣泛的利益關係者捕捉想法

3. 分析

4. 優先順序排序

5. 規劃

6. 監控

# Rational Focal Point

## 如何支持產品管理呢?

### 關鍵產品管理活動

1. 收集
2. 管理
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5. 規劃
6. 監控

- ✓ 透過單一Web介面清晰捕捉和表達客戶的需求
- ✓ 轉換想法與概念成為可以具體實現的業務需求

Scope			
Scope Description	Port or build front-end UI for the applications that need to be accessed. Developing a common set of widgets should make that easier/faster and more consistent. Additional error support and optimization for mobile device capabilities. Secure sign-on over mobile modality.		
Business Needs	<b>BusNeed Link</b>	<b>State</b>	<b>Application Affected</b>
	F001:Mobile interface to online portal	Ready	Portal
	F002:Mobile interface for bill payment	Ready	eBilling
	F041:Pre-authorized bill payments	Candidate	eBilling
	F299:Mobile interface for MTM allocations	Ready	MTM
	F300:Reusable widgets for mobile applications	Ready	Mobile Widgets
	F301:Mobile money transfer	Ready	myCare Self-Serve
	F302:Mobile account access	Ready	myCare Self-Serve
Estimated Cost	\$655,000		
Estimated Effort	125 days		
Desired Delivery Date	Q1/2013		
Acceptance Criteria	Building apps and leverage mobile platform. At least the following capabilities are implemented on iPhone, Android, Windows 7 mobile platforms. <ul style="list-style-type: none"><li>- View account information</li><li>- Money transfer</li><li>- Bill payment</li></ul>		
Primary Strategic Objective	↑ Develop more effective marketing and service		



# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集
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6. 監控

✓ 透過Excel匯入需求資訊，方便又迅速

Import Elements From Excel to work space "Mobile Phones" and module "Features"

In the first row, select which attributes to send the values to.  
In the second column, select which elements to include.

Create new elements  
 Update existing elements  
Use the  attribute to identify the elements  
If there is no matching attribute value,

The Excel spreadsheet contains formulas. In this frame, the result of the formulas (i.e. not the formulas themselves) are displayed. Formula cells have yellow backgrounds.

	Title	Description	Customers	Gaps	Link to	
Feature 1:	<input type="checkbox"/>	Title	Description	Customers	Gaps	Link to
Feature 2:	<input checked="" type="checkbox"/>	WAP	Acme, Inc.			
Feature 3:	<input checked="" type="checkbox"/>	GPS	GPS navigation	Acme, Inc.	Features	Feat31
Feature 4:	<input checked="" type="checkbox"/>	Low weight	My jacket looks silly when mobile phone is in the pocket. Lower size and lower weight!			Feat42 Feat21 Feat17

Import Cancel

# Rational Focal Point

## 如何支持產品管理呢?

✓ 編輯產品的屬性

### 關鍵產品管理活動

1. 收集

2. 管理

3. 分析

4. 優先順序排序

5. 規劃

6. 監控

The screenshot displays the Rational Focal Point interface for product management. The main window shows the 'Infusion Master 1000' product details. The left sidebar contains a navigation menu with categories like Modules, Add, Display, and Reports. The central pane shows a tree view of products, with 'Infusion Master 1000' selected. The right pane displays the product's attributes, including ID, Title, Description, Attachment (with an image of the device), Product Family, and Release Information.

Releases	Start Date	Release Date	Features
Infusion Master 1000	9/12/01		<ul style="list-style-type: none"><li>✓ 0001:Program Save Option</li><li>✓ 0002:Run Time Change</li><li>✓ 0003:Button Audio Feedback</li></ul>

# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集

2. 管理

3. 分析

4. 優先順序排序

5. 規劃

6. 監控

集中管理產品與市場、競爭資訊



# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排
5. 規劃
6. 監控

✓管理產品相關的所有資訊

The screenshot displays the Rational Focal Point interface. On the left is a navigation pane with a list of modules. In the center is a tree view of features, with 'Feat39: Smoother corners' selected. On the right is a detailed view of the selected feature, including a table for costs.

Cost	2003	2004	2005	Total
Development	15	1	14	30
Production	21	15	9	45
Marketing	21	11	6	38
Total	57	27	29	113

# Rational Focal Point

## 如何支持產品管理呢?

### 關鍵產品管理活動

1. 收集

2. 管理

3. 分析

4. 優先順序排序

5. 規劃

6. 監控

■經由詳細的競爭力分析，了解競爭格局和產品的優勢和劣勢

■根據市場規模和增長速度，來決定投資哪些區域

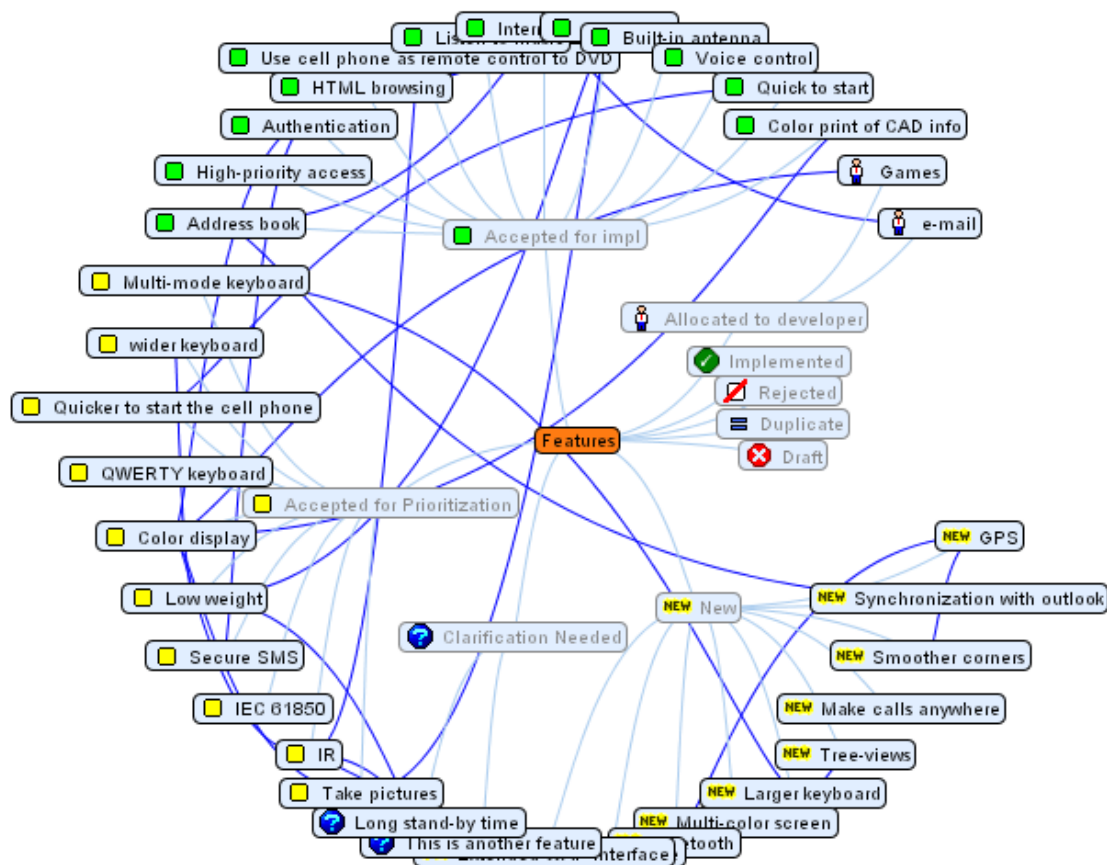


# Rational Focal Point 如何支持產品管理呢?

## ✓需求分析 - 多角度分析

### 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控



# Rational Focal Point

## 如何支持產品管理呢?

### 關鍵產品管理活動

1. 收集
2. 管理
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4. 優先順序排序
5. 規劃
6. 監控

### ✓ 需求矩陣追蹤分析

	Feat10: Quick to start	Feat11: Long talk time	Feat13: MP3 player	Feat14: IR	Feat15: Voice control	Feat16: Address book	Feat17: Double-flip lid	Feat19: Use cell phone as remote control to DVD	Feat20: Multi-mode keyboard	Feat22: Tree-views	Feat24: GPS	Feat25: High-priority access	Feat26: Secure authentication	Feat29: 5 Mpixel camera	Feat2: Secure SMS	Feat30: Make calls anywhere	Feat39: Smoother corners	Feat3: Low weight	Feat42: wider keyboard	Feat43: Extended WAP interface	Feat44: HTML browsing	Feat48: IEC 61850	Feat4: Color display	Feat6: Long stand-by time	Feat7: e-mail	Feat8: Quicker to start the cell phone	Feat9: DOOM game
Acme, Inc.																											
Eastern	↖	↖					↖					↖	↖			↖										↖	
Northern										↖					↖								↖				
Southern	↖													↖													
SouthWest									↖								↖	↖	↖								
Western																								↖			
	2	1	1	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	

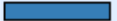




Total number of Links: 30

# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

### ✓ 需求狀態統計分析

Status	Quantity	Share	
✘ Draft	0	0,0%	
<b>NEW</b> New	10	27,8%	
🗺 Clarification Needed	2	5,6%	
🟡 Accepted for Prioritization	10	27,8%	
🟢 Accepted for impl	12	33,3%	
👤 Allocated to developer	2	5,6%	
🟢 Implemented	0	0,0%	
✘ Rejected	0	0,0%	
≡ Duplicate	0	0,0%	
<b>Sum: 36</b>			

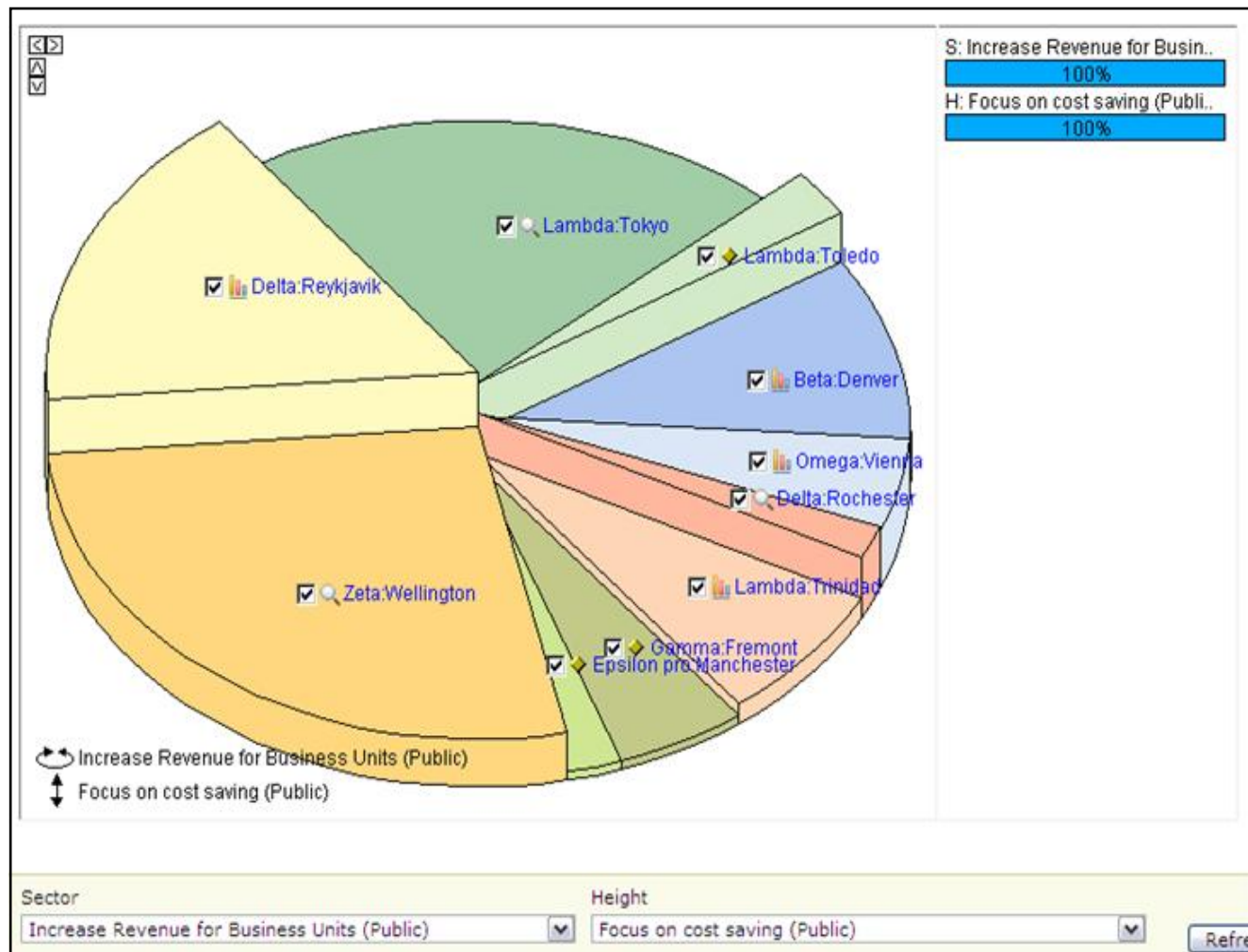


# Rational Focal Point 如何支持產品管理呢?

✓ 產品或專案分析

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控



# Rational Focal Point 如何支持產品管理呢?



✓各類型專案競爭對手分析和比較

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

Struct	Name	Description	Customers	Competitors	Products	Market size (number of customers)	Market size over time	Market leader	Market potential	Creator	Created Date	Parent Folder
	Market segments											
☆	US		West	Extravagant 395	Gizmo G700	1 500	-	Sophisticated M89	1 900	-	2002-01-14	Market segments
				Extravagant	Gizmo							
☆	China											
☆	Japan											
☆	Europe											

Title	Description	Version	Product	Who Need/Want	Our Product Is	That Provides	Unlike	Their Product	Target Start Date	Planned Start Date	Target Concept	Planned Concept
Gizmo G801	First model in the G800 series for the low tier market.	4.1.0	Gizmo G800	a phone that combines both business and personal use capabilities	Gizmo G801	a mix of business and personal use capabilities	LD, Sporty, Sophisticated and PPT	our phone provides a good mix of business and personal capabilities at a low cost	2004-12-31	2005-01-07	2005-03-04	2005-03-18
Gizmo G811	Minor release in the G800 series.	2.0.0	Gizmo G800	a phone that combines both business and personal use capabilities	Gizmo G811	a mix of business and personal use capabilities	LD, Sporty, Sophisticated and PPT	our phone provides a good mix of business and personal capabilities at a low cost	2005-12-27	2006-03-25	2006-05-07	2006-05-22

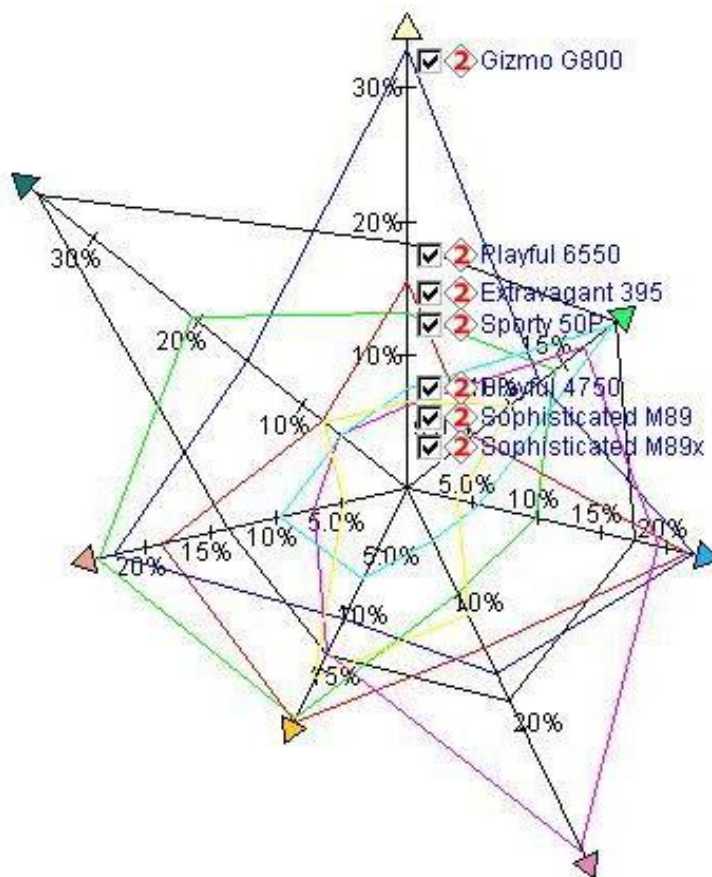
# Rational Focal Point

## 如何支持產品管理呢?

✓與不同產品比較的競爭分析

### 關鍵產品管理活動

1. 收集
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5. 規劃
6. 監控



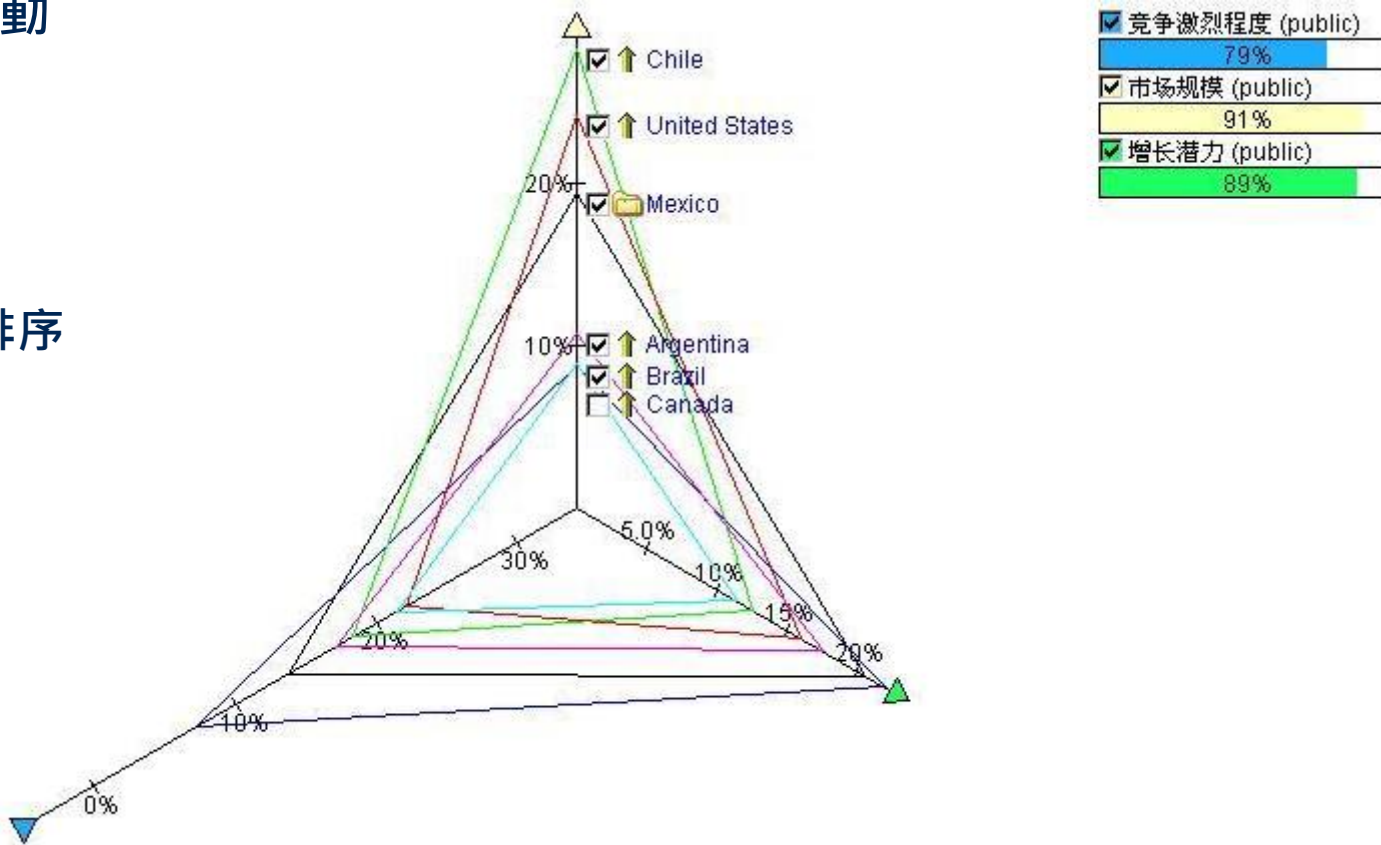
✓ Mobile Communica..	100%
✓ Camera (public)	100%
✓ Accessories (publi..	100%
✓ Usability (public)	100%
✓ Performance (publ..	100%
✓ Price (public)	100%
✓ Style (public)	100%

# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

## ✓市場分析(範例: 美洲)



# Rational Focal Point

## 如何支持產品管理呢?

✓需求分析 - 顯示出您感興趣的需求集合

### 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

The screenshot displays the Rational Focal Point interface. At the top, a search bar contains 'Find' and 'in 所有的用户需求'. A dropdown menu is open, showing '新创建的需求' (Newly Created Requirements) selected. The main content area shows a list of requirements under the folder '用户需求 (1/6)'. The selected requirement is 'NEW SREQ0050:Travel Advisory and Information Area'. The details for this requirement are shown in a table-like view:

常规	流程	If this is a valid and well described request, change status Accepted, otherwise to Rejected or Clarify.
	Id	SREQ0050
	简述	Travel Advisory and Information Area
	详细描述	The user should be able to gain access to real-time generic travel advisories and travel information from every public webpage.
	理由	Many of our partner airlines provide direct portal access to time travel advisory information for the airports they serve company can reroute this information and provide a concise source of travel information for our users.
	背景知识	
	附件	
	图片	

# Rational Focal Point

## 如何支持產品管理呢?

### 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

- 依據投資決策” 定量和定性” 資料，做決策
- 了解決策因子的權衡(trade-off) - 什麼會帶給業務最大的價值
  - 多維度的氣泡圖分析
  - 整體投資組合的進展

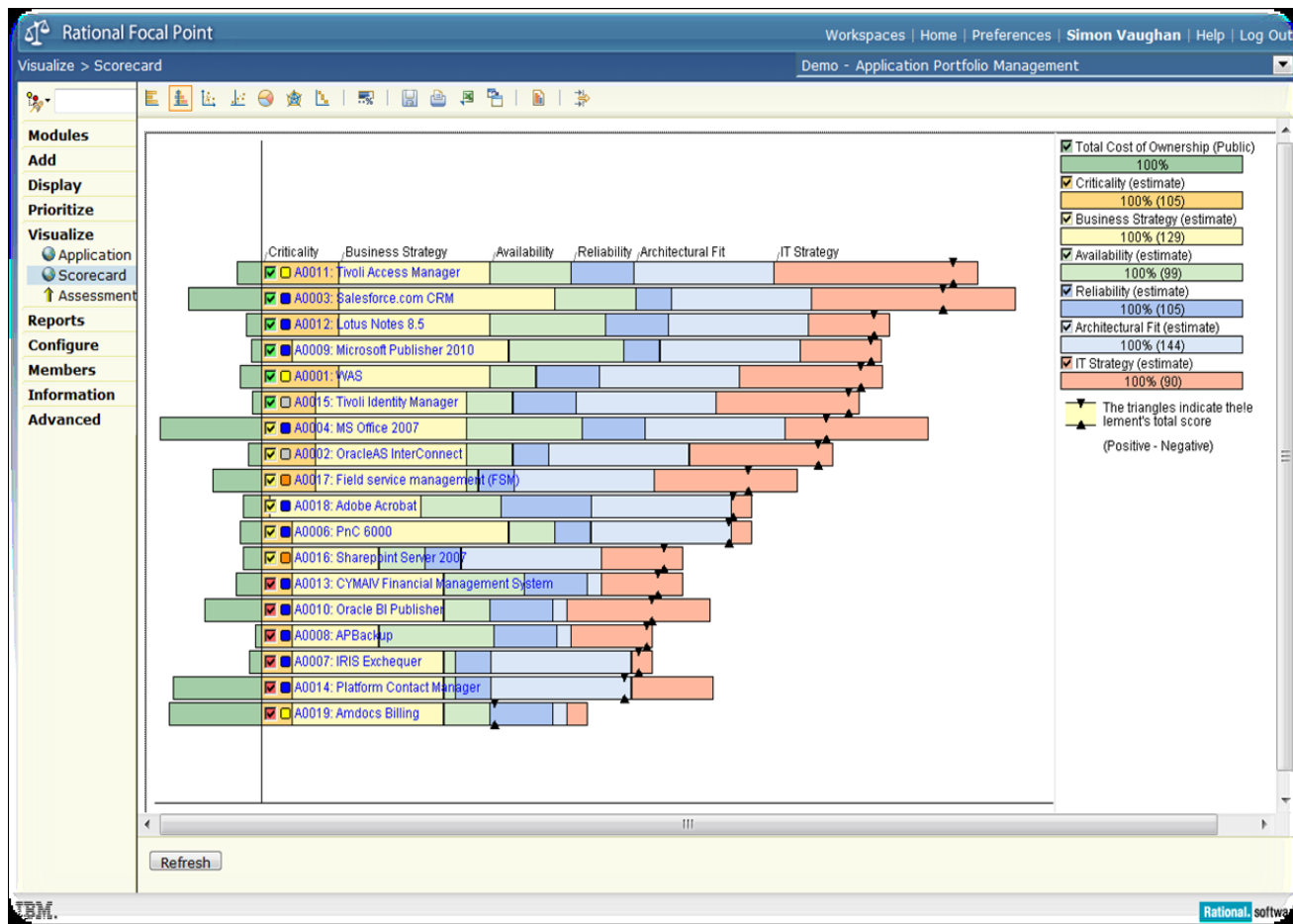


# Rational Focal Point 如何支持產品管理呢?

✓多屬性的定量分析 (what if分析)

## 關鍵產品管理活動

1. 收集
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6. 監控



# Rational Focal Point 如何支持產品管理呢?

✓ 透過兩兩比較的定性分析

## 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

**Which feature is more valuable on the US market?**

Internet access		Listen to music																
Title	Internet access	Title	Listen to music															
Description	The phone should be able to hook up to the internet for HTML browsing, e-mail etc.	Description	The customer should be able to listen to music whenever the cell phones is switched on.															
Customers	-	Customers	Acme, Inc.															
Gaps	Internet connectivity	Gaps	Features															
Link to other features	<ul style="list-style-type: none"> <li>Feat11:Long talk time</li> <li>Feat44:HTML browsing</li> <li>Feat7:e-mail</li> </ul>	Link to other features	Feat11:Long talk time															
Link to file	-	Link to file	5.2															
Planned for release	5.2	Planned for release	-															
Impl in release	-	Impl in release	-															
Status	Accepted for impl	Status	Accepted for impl															
Market segments	Australia, China, Europe, USA, Japan	Market segments	China															
Competitors	Ericsson R600, Nokia 6310, Samsung G145	Competitors	Samsung															
Allocated to	-	Allocated to	Magnus Höglund															
Comments	-	Comments	-															
Cost	-	Cost	<table border="1"> <thead> <tr> <th></th> <th>2003</th> <th>2004</th> <th>2005</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Development</td> <td>34</td> <td>56</td> <td>89</td> <td>179</td> </tr> <tr> <td>Production</td> <td>34</td> <td>56</td> <td>89</td> <td>179</td> </tr> </tbody> </table>		2003	2004	2005	Total	Development	34	56	89	179	Production	34	56	89	179
	2003	2004	2005	Total														
Development	34	56	89	179														
Production	34	56	89	179														

Completed: 97. Required: 98. Recommended: 98. Number of elements: 36. Comparison: 94.

Criterion: Value US market (public)

Annotations:

- 每次比較兩個物件 (Each time comparing two objects)
- 相對比較 (Relative comparison)
- 每次從一個維度去比較 (Each time comparing from one dimension)
- 優化的演算法最小化比較次數 (Optimized algorithm minimizing the number of comparisons)

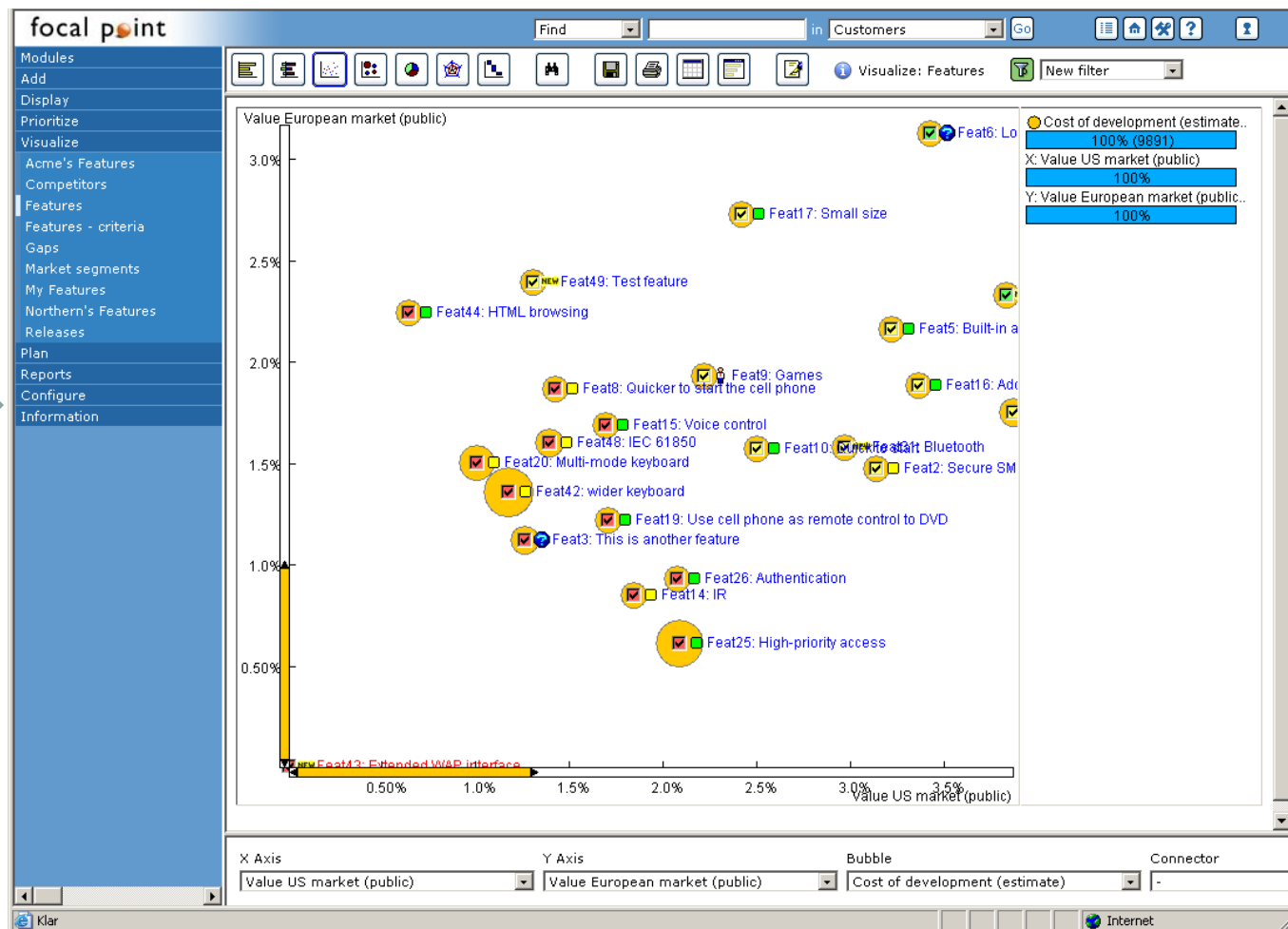


# Rational Focal Point 如何支持產品管理呢?

✓多維度的氣泡圖分析

## 關鍵產品管理活動

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# Rational Focal Point

## 如何支持產品管理呢?



### 關鍵產品管理活動

1. 收集
2. 管理
3. 分析
4. 優先順序排序
5. 規劃
6. 監控

- 建立實際的發佈時間表及其產品規劃圖
- 在有限的資源（人力，財力）和相依性內進行工作
- 建立一個計劃，提供整個發行的高層次的概述(High Level Overview)

# Rational Focal Point 如何支持產品管理呢?

✓按各個Release規劃

## 關鍵產品管理活動

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The screenshot displays the Rational Focal Point application window. The left sidebar shows a tree view of user requirements under '用户需求 (4/7)'. The main pane shows details for 'SREQ0061:SMS Notification'. A dropdown menu is open over the '状态' field, showing options: '--- No filter ---', 'Release 0.9', 'Release 1.0', and 'Release 1.1'. The '状态' field is currently set to '已规划'. Other fields include '发布版本' (1.0), '优先级' (0), '负责人' (Bill Young), '开发估计量' (0 hours), and '开发实际时间' (0 hours). The '关联和追踪' section shows related user requirements, functional points, test cases, and interested users. The '其他信息' section shows '版本' (1.1.0), '创建者' (Admin), and 'Created Date' (2007-01-30). The bottom status bar indicates '本地 Intranet'.

# Rational Focal Point 如何支持產品管理呢?

✓按各個產品別規劃

## 關鍵產品管理活動

1. 收集
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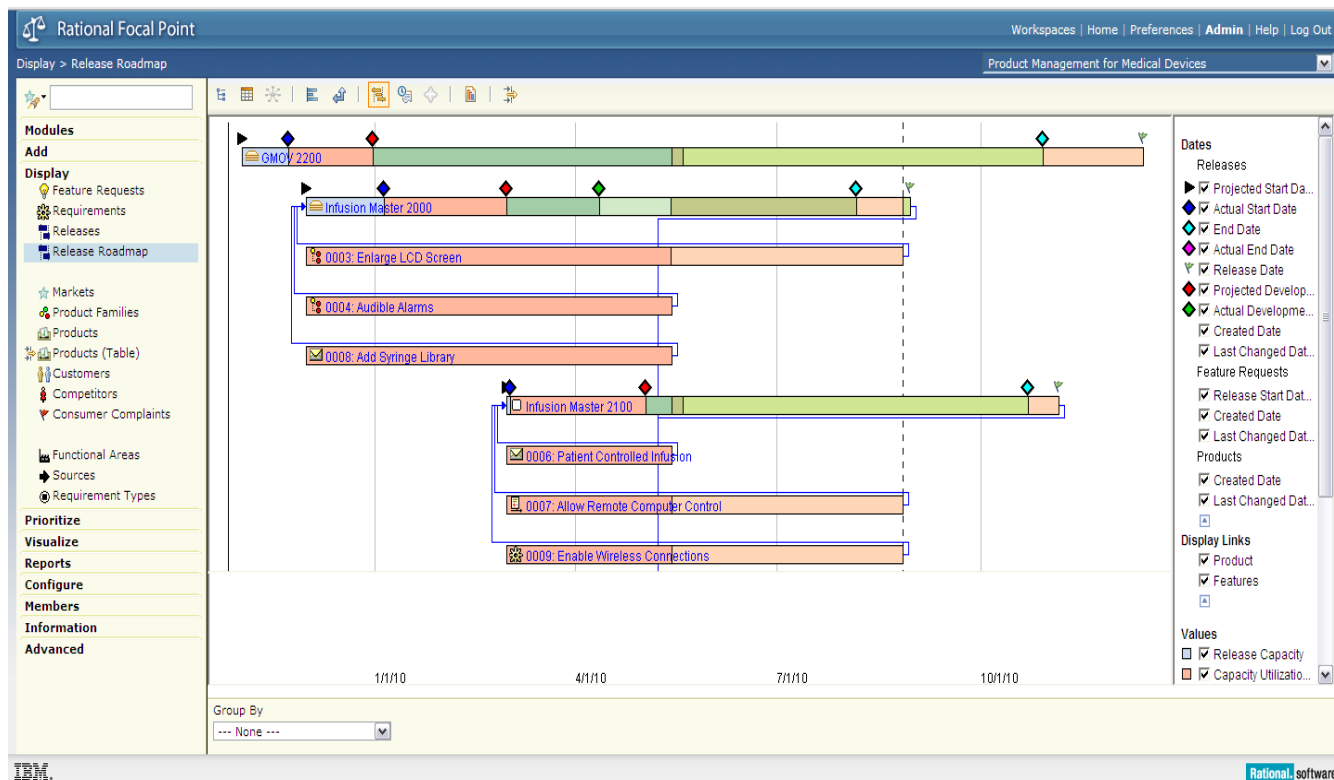
The screenshot displays the Rational Focal Point software interface. The left sidebar shows a navigation menu with categories like 'Personas', 'Customers', 'Competitors', and 'Releases'. Under 'Releases', a tree view shows 'Releases (1/3)' with sub-items 'Gizmo G801', 'Gizmo G811', and 'Gizmo G890'. The main window shows a detailed view for 'Gizmo G890' with fields for Title, Description, Version, and Product. Below these are sections for Positioning, Scheduling, Market, and Links. The Positioning section includes fields for 'Who Need/Want', 'Our Product Is', 'That Provides', 'Unlike', and 'Their Product'. The Scheduling section is currently collapsed. The Market section is also collapsed. The Links section lists related SREQs such as 'Auto Locking', 'Configurable Menus', 'MMS support', 'PC Connect Software', 'Rapid Entering', 'Rapid Text Entry', 'Save Default Layout', and 'SMS alert for new voicemail'. At the bottom of the interface, there are buttons for 'Add ... a Release' and 'Delete'. The status bar at the bottom left shows '完成'.

# Rational Focal Point 如何支持產品管理呢?

## ✓ Roadmap 的定義和追蹤

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- 規劃產品路線以達到策略目標，效益最大化
- 每個產品路線的關鍵要徑，里程碑，相關需求一目了然

# Rational Focal Point 如何支持產品管理呢?

## 關鍵產品管理活動

1. 收集
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■ 持續監控，以確保投資逐步邁向企業所期望的業務方向



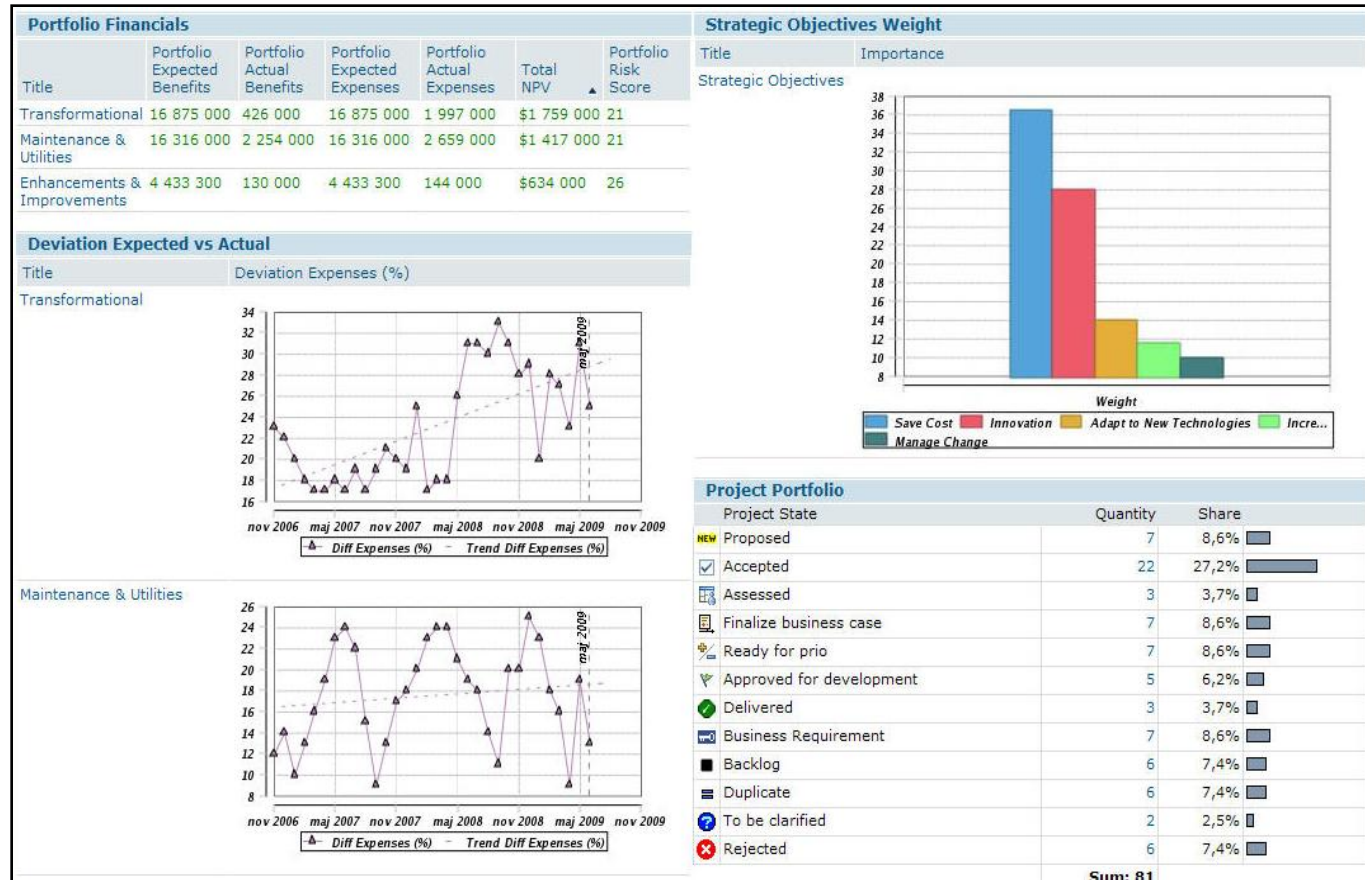
# Rational Focal Point

## 如何支持產品管理呢?

✓ 查看完整的產品組合，分析具體的產品線，或向下查詢到產品細節

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# Rational Focal Point

## 如何支持產品管理呢?

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✓產品經理可以監控產品需求如何的實現，透過“估計- Estimate”和“剩餘時間-Time Remaining”欄位來監控交付

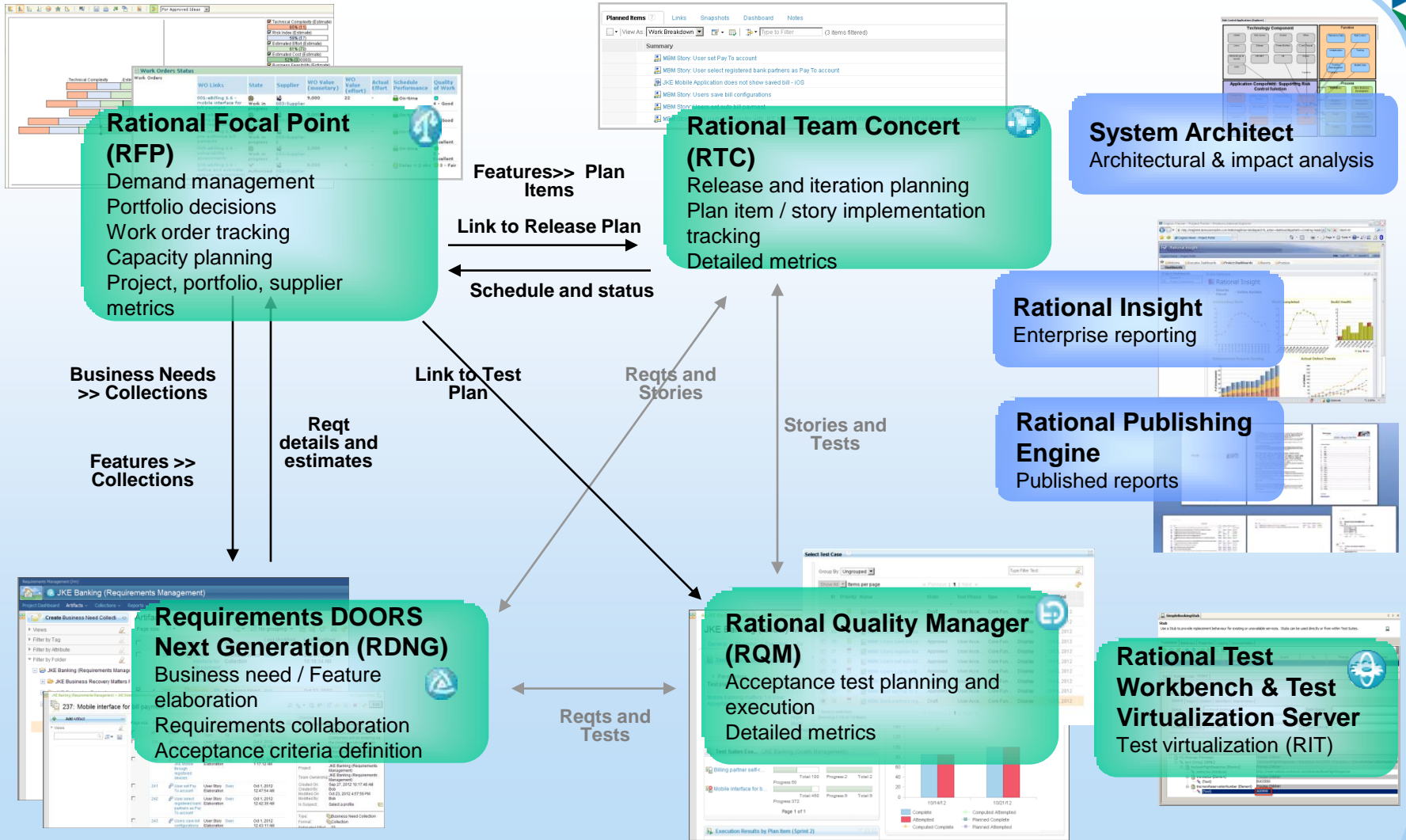
The screenshot displays the Rational Focal Point interface. The main window is titled "Rational Focal Point" and shows a list of product requirements on the left and a detailed view of a selected requirement on the right. The selected requirement is "Larger Touch Pad". The detailed view shows the following information:

- General Information**
- Status and Planning**
- Links**
- RTC Integration**
  - Work Items
    - 77: Database component
    - 80: UI component
    - 71: Middleware component
  - Estimate: 200 hours
  - RTC Effort Remaining: 136 hours
- Element Information**

The interface also includes a menu bar with options like "Workspaces", "Home", "Preferences", "Admin", "Help", and "Log Out". A search bar and a filter dropdown are visible at the top. The bottom of the window shows the IBM logo and the text "Rational. software".



# Rational Focal Point 整合 CLM 解決方案



# 大綱

## ■ 挑戰

– DevOps中持續的業務規劃  
之挑戰

## ■ 解決方案

– Rational Focal Point

➔ ■ 效益 & 案例分享



# 總結: 企業導入Rational Focal Point獲得的效益

## Pains

至少佔全部開發時間的**50%**,都用在早期階段

難以協調的技術專案與產品發佈

在所有開發專案中只有**25%**是商業贏家\*

**80%**的產品功能從未使用過

在市場營銷和開發之間缺乏溝通

策略與開發之間沒有明確關連

## Focal Point Solution

Focal Point支援**早期階段**，當市場的需求是最為關鍵的時候

Focal Point在**發佈計劃中**可以**支援協調與協作**

Focal Point幫助企業**識別並專注於如何成為贏家**

Focal Point 幫助**理解**哪些功能才是**市場真正的需求**

Focal Point 提供的所有組織之間的**協同合作**

Focal Point 整合**市場的需要**與需求規格、開發工具等



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