



IBM Technical Summit 2013

Démarquez-vous

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ALM2 - Solution Rational de gouvernance des développements sous-traités (GADO)

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ALM2 –

Solution Rational de gouvernance des développements sous-traités (GADO)

- Découvrez au travers d'un scénario comment piloter et maîtriser des développements externalisés.
- Démonstration depuis la gestion des demandes métier et du portefeuille d'applications jusqu'au cycle complet de réalisation des projets et au suivi des performances des sous-traitants,

grâce à la solution GADO intégrant Rational Focal Point et Collaborative Lifecycle Management (CLM).

Caractéristiques et tendances du marché de l'Application Management en France

Evolution intensive des **modèles « centres de compétences / services »**

Développement des « centres de services » **généralistes**, puis également **spécialisés** (par métier ou par technologie) avec outils partagés, ce qui permet une **mutualisation** de certaines ressources

Généralisation du **Global Sourcing** par l'intégration des réseaux de centres de productions et d'expertise au niveau mondial.

Massification **des prestations et des fournisseurs**

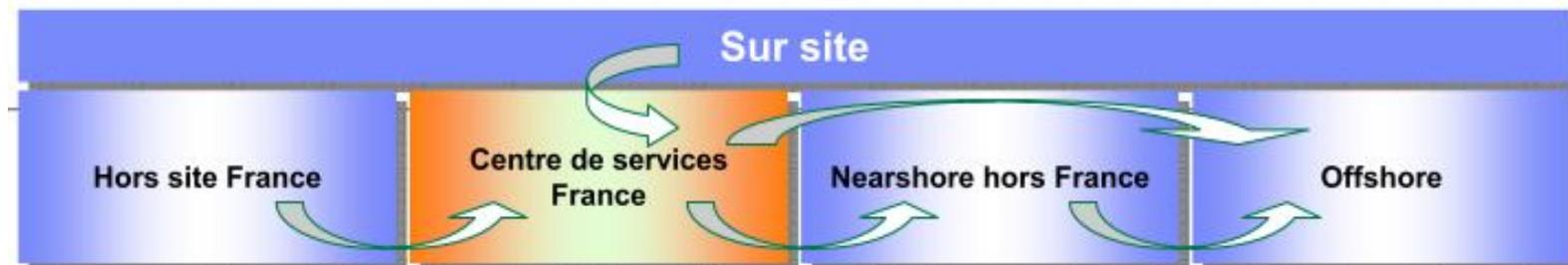
Allongement **de la durée des contrats de 3 ans à 4 voire 5 ans.**

Tendance vers des nouveaux **modes de contractualisation (co-management, bonus/malus sur la performance / KPI)**

Evolution des exigences : d'une logique d'achat (coût journalier) vers une logique de performance financière globale et d'amélioration permanente de la valeur et des gains

Attente dans la **création de valeur et de modernisation**

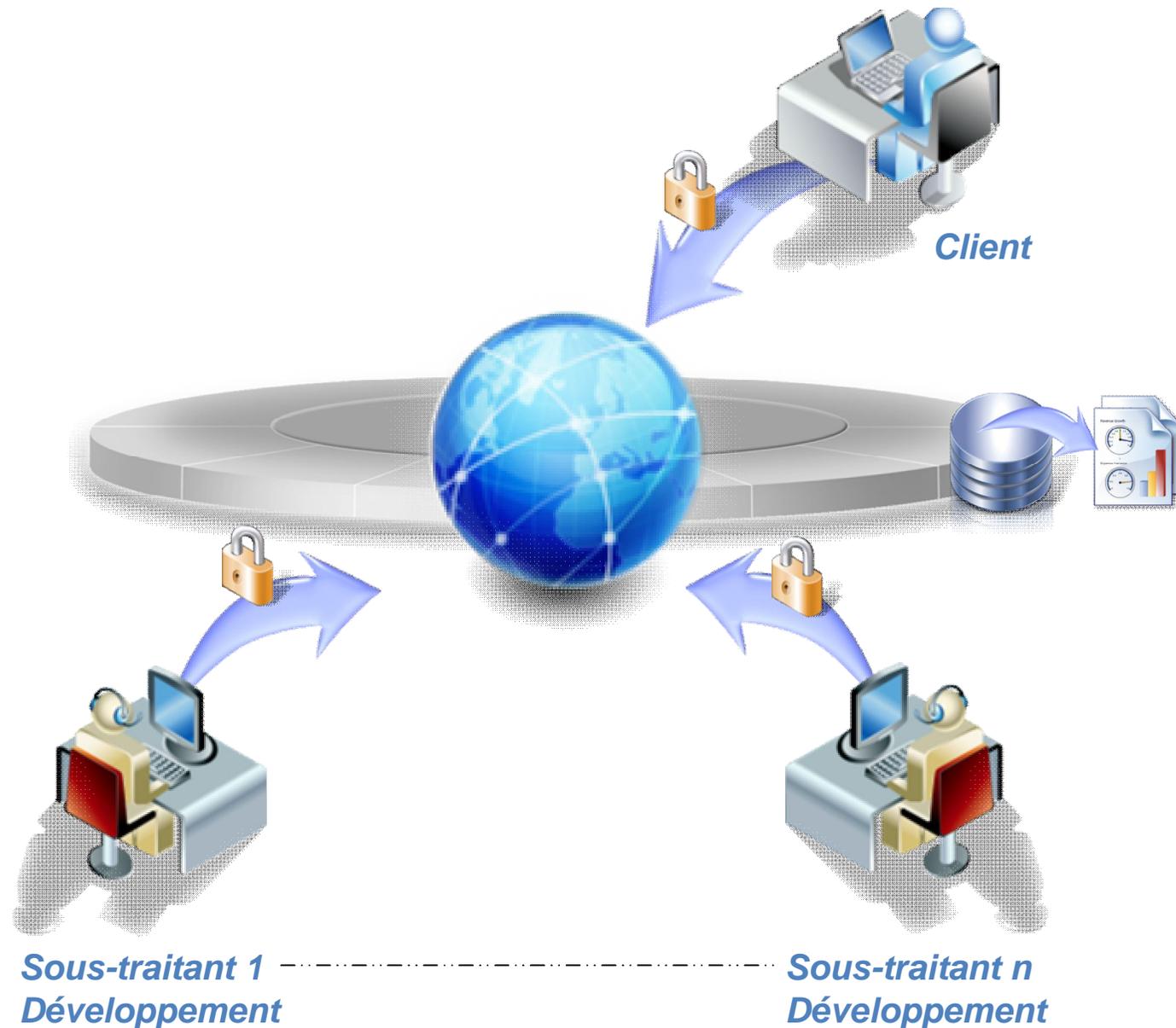
SOURCE: Etude Pierre Audoin Consultants, *Le Marché de l'Application Management en France 2009*



Challenges de la sous-traitance des développements

- La sous-traitance des développements d'applications ajoutent **de nouveaux risques et certains coûts, comme par exemple :**
 - ▶ **Manque de gouvernance et d'alignement stratégique des développements.**
 - ▶ **Faible visibilité sur l'avancement des travaux entre plusieurs sous-traitants.**
 - ▶ **Faible communication** entre équipes métier, IT et sous-traitants.
 - ▶ **Manque de standards publics pour échanger des actifs** de développement entre client et sous-traitant.
 - ▶ **Problèmes d'infrastructure pour la connexion à distance** à un référentiel commun d'actifs.
 - ▶ Confidentialité de la **propriété intellectuelle.**
 - ▶ **Coûts additionnels** de voyage, conférences à distance...
- Pour maîtriser ces risques, les entreprises adoptent majoritairement une approche de « **multi-sourcing** » afin de pouvoir répondre à des problèmes éventuels de **qualité de services** ou de **manque de proactivité.**

Besoin d'un environnement collaboratif commun pour gouverner les développements sous-traités

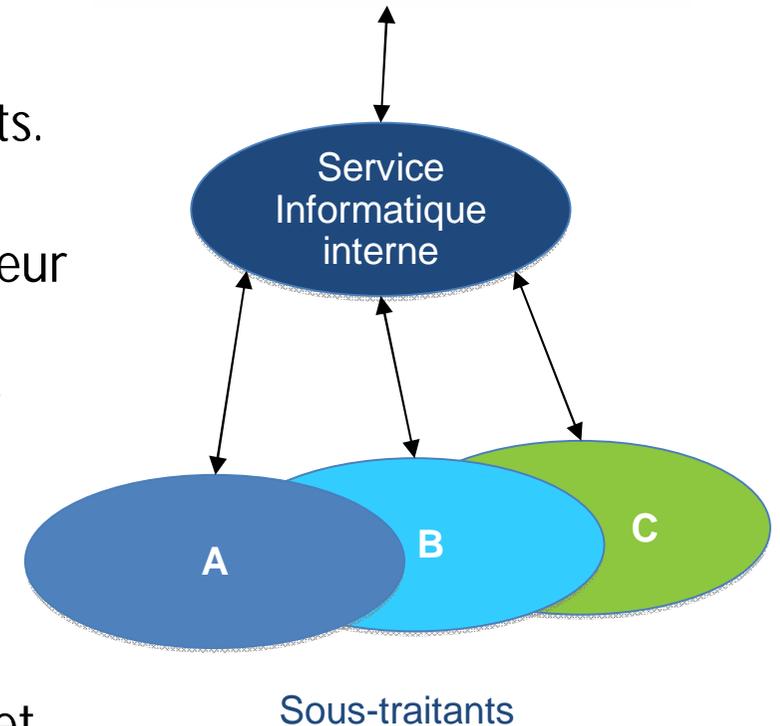


Scénario de démonstration GADO (préambule)

- **GADO** : Governance of Application Development for Outsourcing
- **Un scénario de cycle de vie :**
 - ▶ Capture un **workflow** traversant un ensemble de capacités ou produits pour résoudre un problème complexe.
 - ▶ Reflète un **modèle d'usage particulier** de la solution intégrée
 - Il ne couvre pas tous les usages possibles, ni ne fournit une liste exhaustive des cas d'utilisation.
 - ▶ Est conçu pour illustrer les **possibilités intégrées** plus que l'ensemble des fonctionnalités spécifiques de tel ou tel produit.
 - ▶ Est utilisé par nos équipes de développement et de tests pour mettre au point la solution.
 - ▶ Est utilisé pour des démonstrations, assistance utilisateur, formations, POTs, montées en compétences...

Cas « JKE »

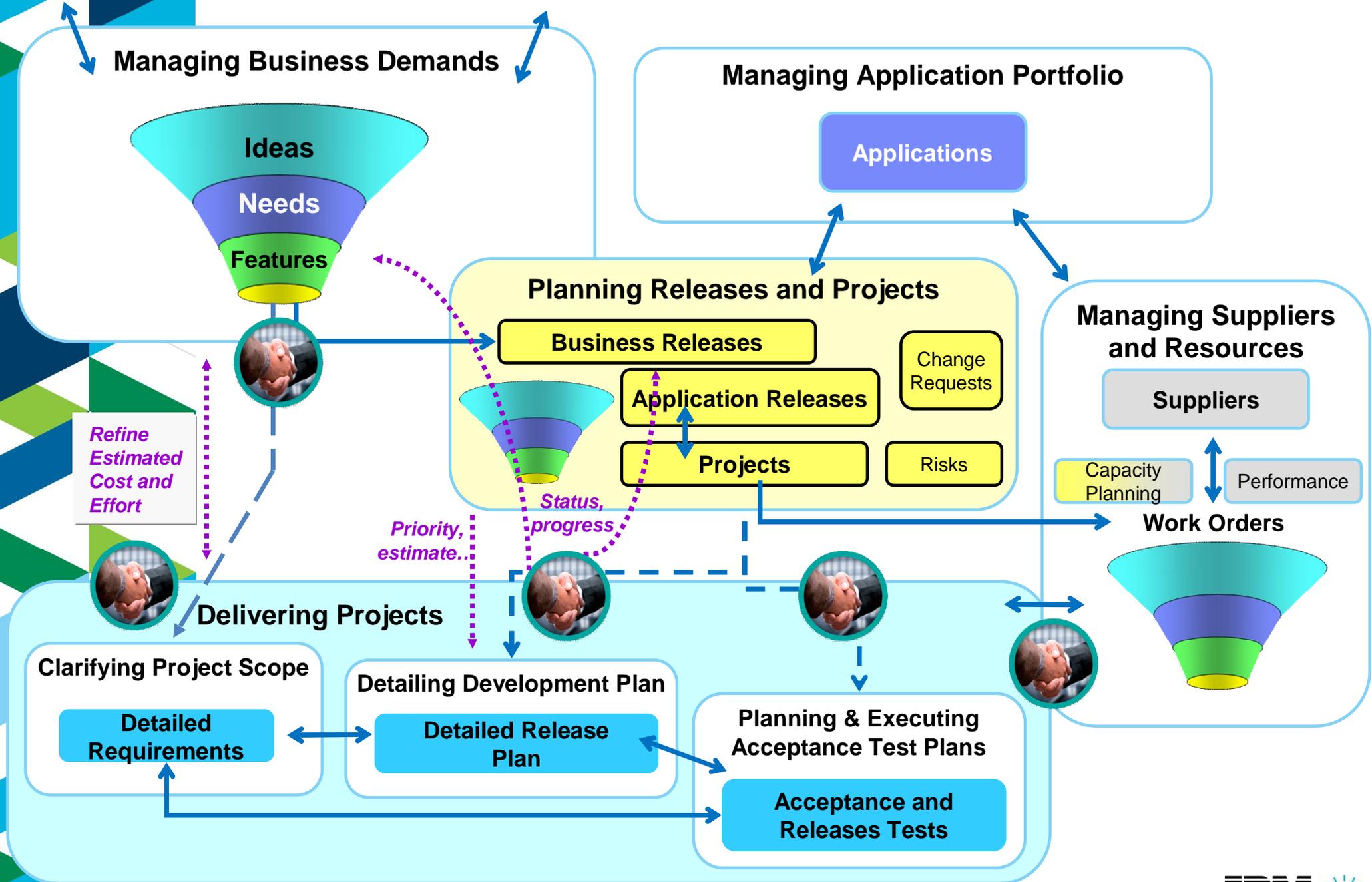
- JK Enterprises a décidé de sous-traiter certaines de ses applications, et a sélectionné quelques sous-traitants avec lesquels travailler en partenariat.
- Chaque application est entièrement sous-traitée à un seul prestataire en charge des exigences, des développements et des tests.
- JKE détermine le contenu des versions et leur planning en accord avec les sous-traitants, et complète les tests d'acceptation afin de réceptionner les applications.
- JKE a adopté une approche collaborative avec ses sous-traitants, pour bénéficier de leur expertise technique et fonctionnelle, et assurer les accords sur ce qui doit être livré et quand.



Démonstration

Scénario GADO R3

Workflow de la démonstration (GADO R3)



Piloter le portefeuille des développements



Steering
Committee

Portfolio
Business Releases
Capacity Planning
Pipeline Progress
Suppliers
(Untitled)

Governance of Application Development Outsourcing

Portfolio
Business Releases
Capacity Planning
Pipeline Progress
Suppliers
(Untitled)

Business Releases Overview

Title	State	Expected NPV	Scope Completion	Project Completion	Project Schedule	Project Costs	Overall Project Status	Target Delivery Date
001:Mobile Charity	Implementing	8,500	35	33.33	Less than 5 days	Less than 5%	Green	2/14/14
003:Loyalty rewards program	Implementing	51,260	63.74	72.79	Less than 5 days	Less than 5%	Green	3/5/14
004:Big bang account opening	Planning	-30,000	0	0	Less than 5 days	Less than 5%	Green	4/20/14

Financials

Project Status

Name	State	Deliverables Complete	Implementation Complete	Schedule	Cost	Quality	Risk	Planned Delivery Date
AccountOpening R3.5	Approved	0%	0%	Green	Green	Green	Green	3/7/14
AccountOpening R4.0	Approved	0%	0%	Green	Green	Green	Green	12/1/13
AskMe R 1.7	In progress	50%	83.33%	Green	Green	Green	Yellow	11/1/13
AskMe R 2.0	In progress	0%	72.73%	Green	Green	Yellow	Yellow	1/2/14
CRM Central R1.5	In progress	0%	90%	Green	Green	Green	Yellow	10/29/13
eBilling R 1.5	In progress	42.86%	90%	Green	Green	Yellow	Yellow	11/20/13
eShop R 2.2	In progress	50%	85%	Green	Green	Green	Yellow	3/21/14
Loyalty Rewards R 1.5	In progress	0%	63.92%	Green	Green	Yellow	Yellow	2/1/14
MtM R 1.1	In progress	0%	33.33%	Green	Green	Yellow	Green	11/29/13
MyAdvisor R 1.5	In progress	0%	59.32%	Green	Green	Green	Yellow	1/1/14
Search R 1.0	In progress	0%	57.69%	Green	Green	Yellow	Red	11/7/13
SSO/IDM Management Central R 2.0	In progress	0%	62.5%	Yellow	Green	Green	Yellow	12/30/13

Outstanding Features

Title	Outstanding Features	Average Feature Age
AskMe	8	546.03
eBilling	6	547.36
eShop	3	609.01
Portal	3	745.04
Search Central	9	636.93
Social Media	6	485.69
SSO/ID Management Central	2	598.5
Mobile Widgets	1	526.04
MyAdvisor	1	724.04
CRM Central	1	143.04
Loyalty Rewards	2	54.13
MtM	5	139.84
AccountOpening	1	134.04
SubscribeMe	1	691

CRs to Approve

Gérer les besoins métiers



Relationships	
Related Idea	★ I002:Mobile Banking
Applications affected	eBilling MtM
Business Release	001:Mobile Charity
Expected Delivery	2/14/14
% Complete	36.84

Les besoins métiers peuvent concerner plusieurs applications

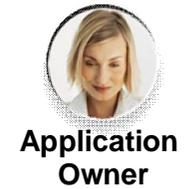
Evaluer les impacts, coûts, effort, et valeur des besoins métiers

Assessment	
Impact Assessment	Current charity-dividend allocation (in MtM) doesn't process payments directly, so would need to pass information to eBilling for payment processing. If charity is registered, and customer is already authenticated, it should be a fairly straightforward transaction. Need to define the data exchange.
Estimated Effort	100
Business Value	5 - Very High
Technical Complexity	4 - High
Feasibility	4 - High

Elaboration	
Requirement Collection	Allow one-time donation to a (local) charity
Features	F006:Allow one-time charitable donation F034:Process payment to charity based on info provided F040:Send charity payment info to eBilling

Les besoins métiers de haut niveau sont élaborés en fonctionnalités pour chacune des applications, avec l'aide des sous-traitants

Planifier les releases



Which feature is more urgent to implement?

Process payment to charity based on info provided

General Information

Title: Process payment to charity based on info provided

Description: One-time charity donation is process through eBilling after the users have selected the charity partner which they want to donate the money to.

Details

State: Candidate

Priority: 1 - Mandatory

Date Raised: 5/31/13

Desired: 11/17/13

Delivery Date: -

Justification: -

Ranking: -

Tags: Customer-facing, Mobile

Links

Related Idea: 1002:Mobile Banking

Business Need: 001:Allow one-time donation to a (local) charity

Business Release: 001:Mobile Charity

Application Affected: eBilling

Depends on: F002:Mobile interface for bill payment

Depended on by: F040:Send charity payment info to eBilling

Pre-authorized bill payments

General Information

Title: Pre-authorized bill payments

Description: For customers who have steady balances, allow them to pre-authorize eBills to be deducted automatically from their account.

Details

State: Candidate

Priority: 2 - Critical

Date Raised: 9/11/11

Desired: -

Delivery Date: -

Justification: -

Ranking: -

Tags: -

Links

Related Idea: 1002:Mobile Banking

Business Need: -

Business Release: -

Application Affected: eBilling

Depends on: -

Depended on by: -

Due Date: -

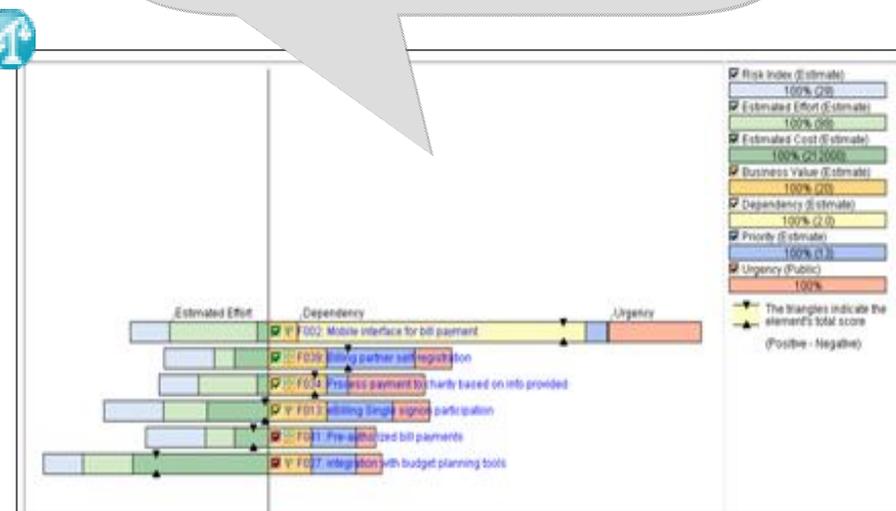
Target Release: eBilling R 1.6

Completed: 13. Required: 5. Recommended: 11. Number of elements: 6. Comparison: 14.

Comparer les idées et besoins métiers 2 à 2 pour les prioriser

Comparer et évaluer les besoins métiers et fonctions sur des critères prédéfinis

Définir les 'business releases' qui vont délivrer les besoins métiers



Business Needs	State	# of features	% Complete	Priority	Applications affected
001:Allow one-time donation to a (local) charity	Implementing	3	36.84	1 - Mandatory	eBilling, MtM
010:Enable charity donations from mobile devices	Implementing	2	47.27	2 - Important	MtM, eBilling
011:Identify local charities based on user location	Implementing	2	20.63	1 - Mandatory	MtM

Planifier les projets et allouer les ressources



Release/Project Manager

Linked Features	State	Related Idea	Estimated Effort	Estimated Cost
F002:Mobile interface for bill payment	Candidate	1002:Mobile Banking	30 days	\$8,500
F039:Billing partner self-registration	Candidate	1006:Idea - eBilling	7 days	\$25,000

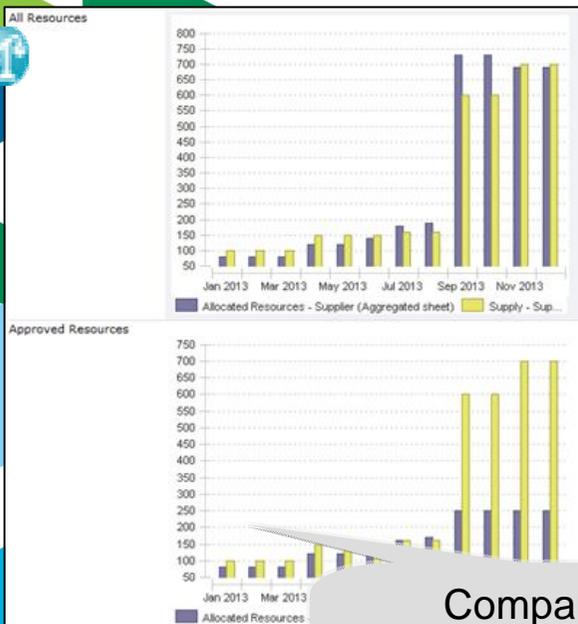
Allocated Resources				
	Sep 2013	Oct 2013	Nov 2013	Dec 2013
Total	80	80	80	80
Supplier	80	80	80	80

Demand					
	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014
Total	450	500	500	600	200
Supplier	450	500	500	600	200

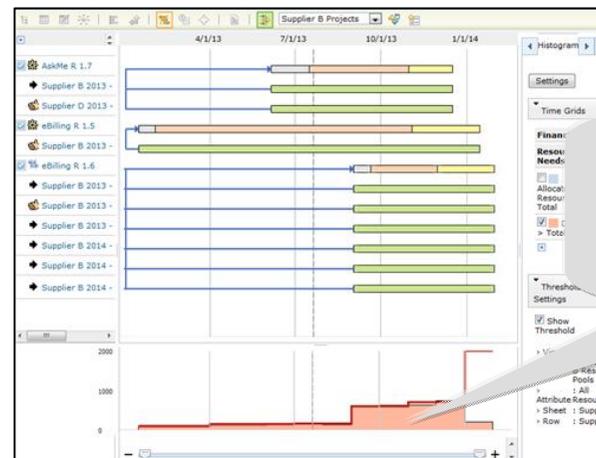
Gérer les demandes de ressources pour le périmètre prévu

Demander les allocations de ressources des différents pools

Allocation Links	State	Resource Pool	Total Allocations	Start Date	End Date
Supplier B 2013 - eBilling R 1.6 - Dev	Pending	Supplier B 2013	1,200	9/3/13	1/31/14
Supplier B 2013 - eBilling R 1.6 - PM	Approved	Supplier B 2013	320	9/3/13	1/31/14
Supplier B 2013 - eBilling R 1.6 - Test	Pending	Supplier B 2013	480	9/3/13	1/31/14



Comparer les demandes aux ressources disponibles



Revoir la capacité d'un sous-traitant par rapport à son plan de charges

Préciser le périmètre du projet



Application Owner



Suppliers

Derived Requirements	252: Process payment to charity based on info provided
Planned Cost	\$ 10,000
Planned Effort	25 days
Link to Plan Item	227: Process payment to charity based on info provided

Générer une collection d'exigences permettant de préciser les besoins métiers de haut niveau

Overview

252: Process payment to charity based on info provided

Description: One-time charity donation is process through eBilling after the users have selected the charity partner which they want to donate the money to.

Project: eBilling (Requirements Management)

Team Ownership: eBilling (Requirements Management)

Created On: May 15, 2013 10:32:49 PM

Created By: Bob

Modified On: Jul 18, 2013 6:00:36 AM

Modified By: Bob

Is Suspect: Select a profile

Type: Feature Collection

Format: Collection

Difficulty:

Due Date: May 31, 2013

Estimated Effort: 25

Estimated Cost: 10,000

Status: Approved

Comments (5)

1. Sven to Bob Last Week (4 replies)
MTM Message Content

What are information that embedded in the message sending from MTM?

2. Bob to Sven Last Week
RE: MTM Message Content [RE: #1]

Sven, you can see from the conditions of satisfaction we have now specify the data

Collaborer sur la définition des exigences et affiner les estimations de coût et d'effort

New Review

Name: *
Business Need Signoff Review

Description:

Review Type:

Formal:
The review will capture the current version. If artifacts change during the review, participants will still see the captured version and will not see the changes.

Informal:
Participants review the live version of artifacts. If artifacts change during the review, participants will see the latest

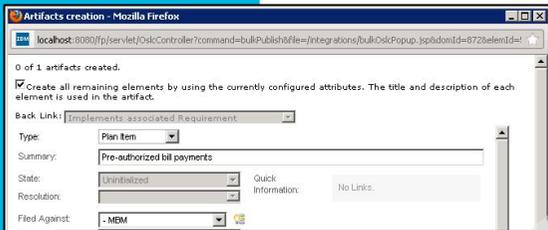
JKE Banking (Requirements) >

Business Need Signoff Review * ?

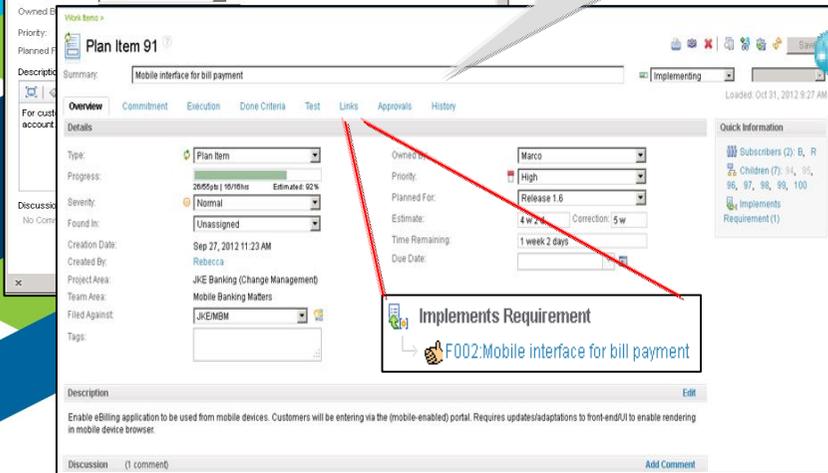
Overall Review: Draft Save Review Start Review In progress Reviewed Finalized

Revoir et valider des exigences

Planifier de façon détaillée les développements et les tests



Générer des items de plan à partir des besoins métiers



Lier un projet à son plan de développement détaillé

ID	Name	Validates Requirement	Tests Development Item
33	MBM: Bank partners ent...	245: Bank partners enter the account informat...	102: MBM Story: Bank part...
34	MBM: User select regist...	242: User select registered bank partners as	97: MBM Story: User selec...
40	MBM: Users select mob...	245: Users select mobile bill payment options	100: MBM Story: Users sel...
35	MBM: Users save bill co...	243: Users save bill configurations	98: MBM Story: Users sav...
31	MBM: Users register th...	239: Users register their mobile with J&E Mo...	94: MBM Story: Users regi...
38	MBM: Users set auto b...	244: Users set auto bill payment	99: MBM Story: Users set ...
32	MBM: Users Log to J&E...	241: Users Log to J&E Mobile through regist...	95: MBM Story: Users Log ...
37	MBM: Users select mob...	246: Users select mobile bill payment options	100: MBM Story: Users sel...
33	MBM: User set Pay To a...	247: User set Pay To a...	100: MBM Story: User set P...
38	MBM: Bank partners reg...	248: Bank partners reg...	100: MBM Story: Bank part...

Définir des cas de test pour valider les user stories

eBilling Release 1.6 Plan

21 items: 12 open, 9 closed | Starts on: Sep 1, 2013

Plan Details

Planned Items

View As: Work Breakdown

Summary

- Process
- Mobile interface
- Billing payment

Sprint 1 (1.6) [9/2/13 - 9/27/13]

Closed Items: 6 | Open Items: 1

Progress: 36/44 pts Estimated: 100%

Summary	Story Point	Priority	Business Val	Effort	Progre	Rank
Mobile interface for bill payment	--	High	--	5 we	26/55pt	Not...
MBM Story: Users register their mobile with J&E Mobile	13 pts	High	\$\$\$\$	--	13/13pt	4
MBM Story: Users Log to J&E Mobile through registered devices	13 pts	High	\$\$\$\$	--	13/13pt	Net...
MBM Story: Users select mobile bill payment options	8 pts	High	\$\$\$	--	8/8pt	Net...
Process payment to charity based on info provided	--	High	--	6 we	10/18pt	Not...
Accept user and charity data from MIM	5 pts	High	\$\$\$\$	--	5/5pts	Net...
Log payment with confirmation message to user and MIM	5 pts	High	\$\$\$\$	--	5/5pts	Net...

Détailler le plan de release à l'aide de user stories priorisées



Mener des tests d'intégration au plus tôt à l'aide de services virtualisés



Acceptance Test

Définir des services virtualisés de tests d'intégration

Exécuter les tests d'intégration avant de les partager sur la plate-forme commune

The screenshot shows a logical test structure on the left with items like 'MakeDonation', 'SubmitDonation', 'SearchFor', and 'End to End'. The main window displays a comparison between 'Configured Message' and 'Actual Message'. The 'Configured Message' includes elements like 'tns:FindCharitiesRequest', 'tns:location', and 'tns:search_radius'. The 'Actual Message' shows the same structure with specific values like 'Los Angeles' and '3'.

The console window displays the following log output:

```

[06/19/2013 5:40:39.498 PM] Initialising...
[06/19/2013 5:40:39.498 PM] Using environment: Charity
[06/19/2013 5:40:39.498 PM] - - - Starting main steps - - -
[06/19/2013 5:40:39.513 PM] Send Request:"Text" using schema "Text" via "CharityServicePort" - Send message
[06/19/2013 5:40:39.701 PM] Receive Reply:"Text" using schema "Text" timeout 5000ms - Message validation passed
[06/19/2013 5:40:39.701 PM] Send Request:"Text" using schema "Text" via "CharityServicePort" - Send message
[06/19/2013 5:40:39.841 PM] Receive Reply:"Text" using schema "Text" timeout 5000ms - Message validation passed
[06/19/2013 5:40:39.857 PM] Send Request:"Text" using schema "Text" via "CharityServicePort" - Send message
[06/19/2013 5:40:40.685 PM] Receive Reply:"Text" using schema "Text" timeout 5000ms - Message validation passed
[06/19/2013 5:40:40.685 PM] [Passed] 3 iteration(s) completed successfully
Logging summary: Info (0), Warnings (0), Errors (0)
Overall status:SUCCESSFUL
    
```

The screenshot shows a test case management interface for '43: End to End Integration Test'. It includes sections for 'Summary', 'Development Items', and 'Test Case Execution Records'. The 'Test Case Execution Records' table is as follows:

Id	Priority	Name	Status
490	High	End to End Integration Test (Charity)	End
486	High	End to End Integration Test (Charity)	End
484	High	End to End Integration Test (Charity)	End
245	High	End to End Integration Test (Charity)	End

The interface also shows a 'Test Case Execution Summary' for the selected record, including details about the machine used (GADO, 192.168.0.100) and the test script name.

Planifier et exécuter des tests virtualisés au sein d'une campagne de tests d'acceptation

Suivre et évaluer les sous traitants



Release/Project Manager

Définir les travaux à réaliser et obtenir l'accord du sous-traitant

eBilling 1.6 - define and estimate release requirements

Approvals

Customer/PMO Approved

Approval Approved

Supplier Approval Approved

PMO Acceptance Accepted

General Section

ID 106

Title eBilling 1.6 - define and estimate release requirements

Description Decompose candidate business needs into high-level requirements and estimate effort/cost to deliver, and ability to contain in 1.6 release. This information will feed into the project plan for approval.

Type Regular

State Authorized

Date Raised 5/28/14

Requester Demo User

Sponsor Brenda Morgan

WO Value (monetary) 8,000

WO Value (effort) 32

Demand Source

Project eBilling R 1.6

Funded By Business Unit 2

Supplier 003:Supplier B

Resource Allocation Supplier B 2013 - eBilling R 1.6 - PM

Application eBilling

Deliverables eBilling 1.6 release requirements definition

Special Instructions

Acceptance criteria Per deliverable details, minimum one requirement per business need collection, with committed sizings provided for all. Requirements deliverable must be reviewed and approved by the resources defined in the deliverable, and deliverable itself approved.

Demand Timelines

General Section

ID 106

Title eBilling 1.6 - define and estimate release requirements

Description Decompose candidate business needs into high-level requirements and estimate effort/cost to deliver, and ability to contain in 1.6 release. This information will feed into the project plan for approval.

Type Regular

State Completed

State of the WO in the w

Quality of Work

3 - Fair

- Select -

5 - Excellent

4 - Good

3 - Fair

2 - Poor

1 - Unacceptable

Une fois les travaux réalisés, clore la demande de travail et évaluer les performances du sous-traitant pour cette demande

Supplier Evaluation 4 - Good

Met requirements, minor issues or rework

Rating of supplier performance in delivering this WO. Completed at WO closure. Consider responsiveness, collaboration, initiative, technical proficiency, adaptability, ease of doing business.

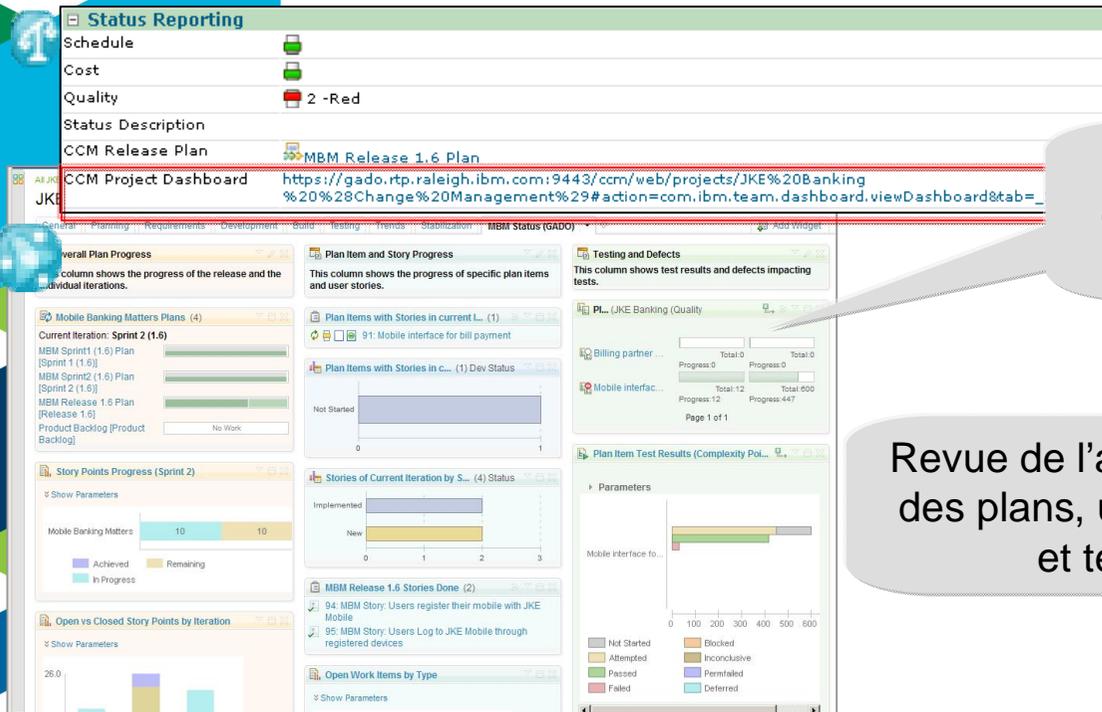
Suivre l'avancement des projets



Business Team

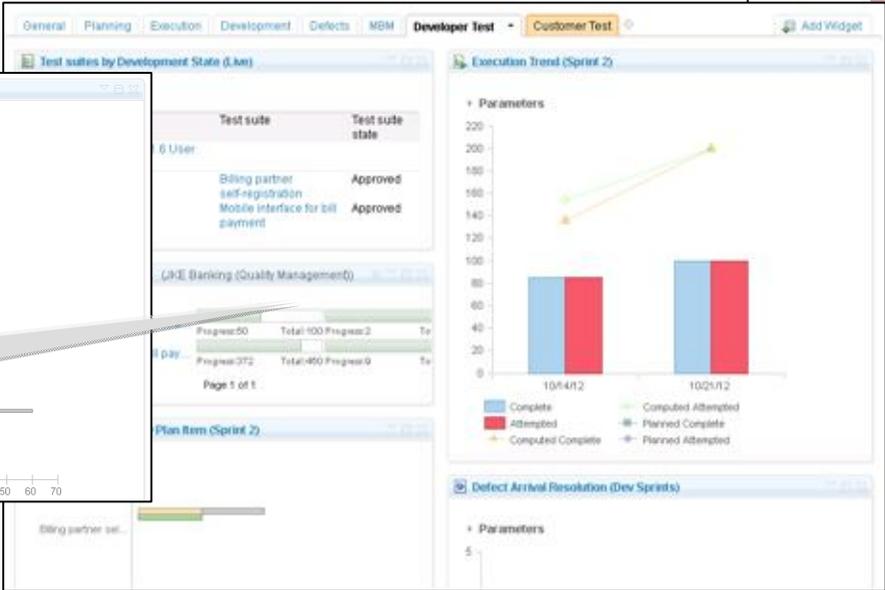
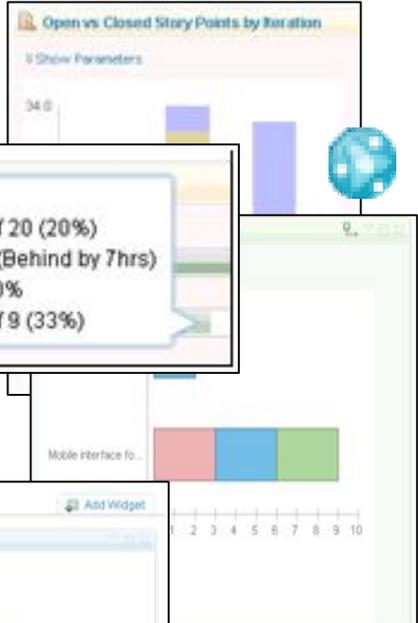


Release/Project Manager



Remontées d'avancement et accès aux plans détaillés

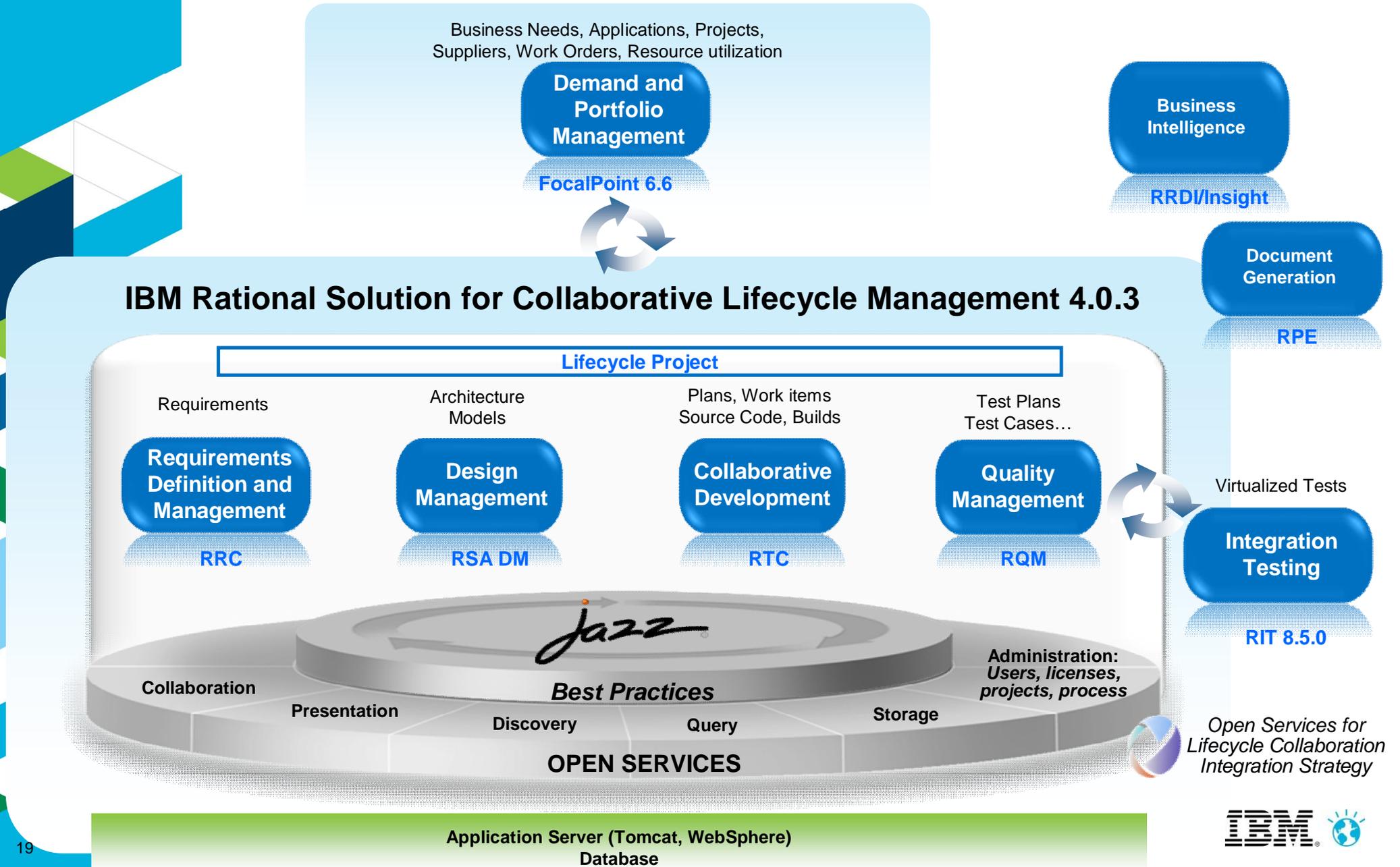
Revue de l'avancement des plans, user stories et tests



Accès aux tableaux de bords des tests pour des informations plus détaillées



Composantes de la solution de gouvernance des développements sous-traités (GADO R3)



Une solution adaptable de gouvernance des développements sous-traités



■ Faciliter la mise en œuvre de bonnes pratiques :

- ▶ Encourager les contributions des sous-traitants lors de l'élaboration et de la priorisation des Idées, Besoins Métiers, et des Fonctions
- ▶ Collaborer avec fluidité entre les organisations pour détailler les exigences, les plans de développement, et les tests d'acceptation
- ▶ Contrôler l'exécution et les ressources disponibles par rapport aux contrats et aux engagements des différents sous-traitants
- ▶ Mener des tests au plus tôt d'intégration entre des applications développées par différentes équipes (internes ou externes)
- ▶ Synchroniser et consolider les informations pouvant provenir de plusieurs environnements de développement distants

Thank You

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