**TRACK I: INFRASTRUCTURE
SESSION 120**

**DEVELOPMENT COORDINATION
APPROACH AND DELIVERABLES**

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Session Overview

Things to Look For

- **Importance of Development Coordination**
- **Planning an Integrated Approach**
- **Importance of Management Buy-In**
- **Understanding the Process**
- **Managing the Effort**

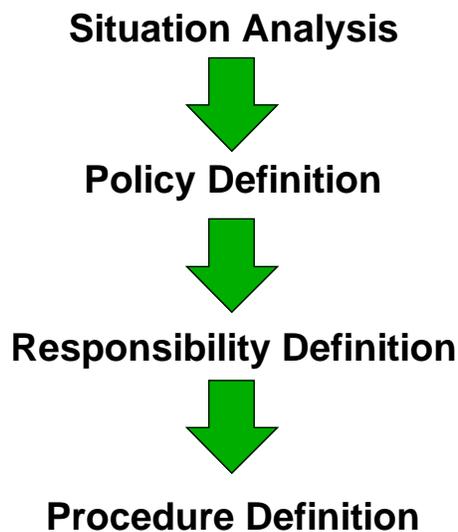# Development Coordination Approach and Deliverables

Topics We Will Cover Today

- **Texas Instruments Approach**
- **Anheuser-Busch Approach**
  - Background & Business Drivers
  - Approach--Goals, Scope, Resources, Project Steps
  - Results--Rollout, Effort, Demonstration
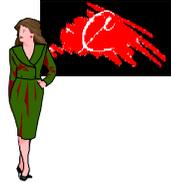 - Benefits
  - What We Learned
  - Future Plans
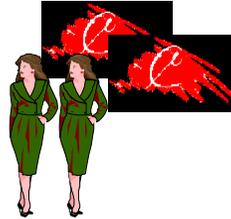 - Q&A

TI Development Coordination Approach

Situation Analysis

↓

Policy Definition

↓

Responsibility Definition

↓

Procedure Definition

DC Approach - the *CONNECT*ion

Single *Composer* Project

Multi *Composer* Projects

***Composer* 'Plus' Projects**

Enterprise Wide

Anheuser-Busch Companies, Inc.

- **World's Largest Brewer**

- **Other Core Businesses in Packaging, Recycling and Theme Parks**

- **Ranked 85 on "Fortune 500" List in 1995**

- **U.S. Industry Leader Since 1957 -- Current Market Share of 44%**

- **Produces 29 Brands at 12 Breweries and Imports 3 Other Beers for US. Distribution**

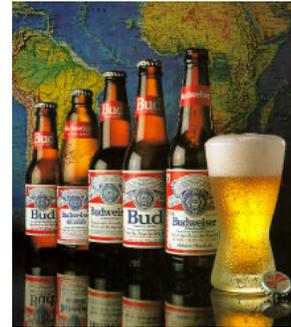- **12 Billion in Revenues in 1995**

- **Employs 24,000 People**

Business Environment

- **U.S. Malt Beverage Industry Highly Competitive**
- **Market Segmentation, Growth in Number of Products, Specialty Beers**
- **International Market 300 Million Barrels, A-B Share Only 2%**
- **Business Changing Rapidly, Hence Need to Adapt Quickly**
- **Islands of Information**

Drivers for Change

- **Customer Service Expectations**
- **Faster Reaction to Business Changes**
- **Emerging Technologies - e.g. Client Server Transition**
- **Move From Functional to Process Focus**
- **Emphasis on Information Analysis**

Impact on IT Group

- **Legacy Systems -- Large Number Require Replacement**

- **Integrated Solutions -- Essential For Core Business Processes**

- **Explosive Growth -- Application Development Budget, Compounded Rate of 28% Per Year Over Last 5 Years**

- **Knowledge Retention -- 1000 IT People, up From 600 in 1994, Only 1/3 Employees**

- **Education -- Retrain IT Staff to Use New Tools**

IT Service Goals
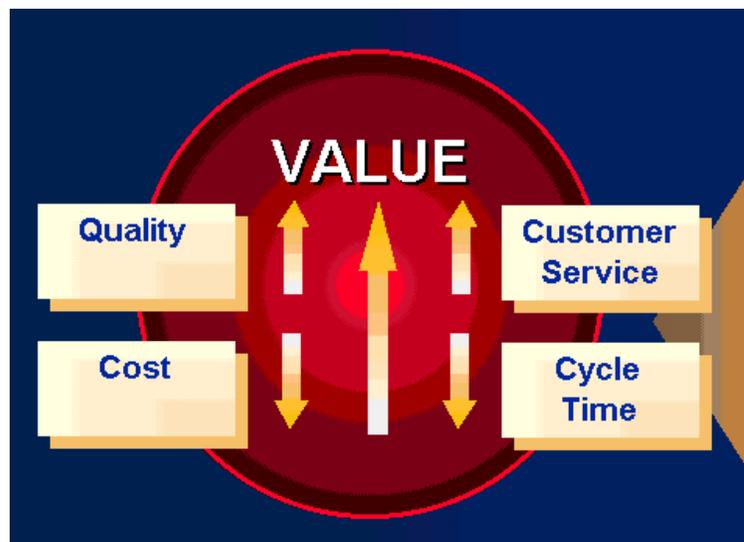
1993 Assessment of Systems Development Process
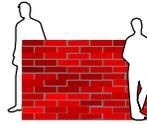
Low Business Unit Involvement **+** **Single Year Budgets** **+** **Underutilized Resources** **+**
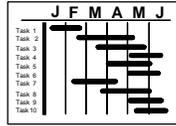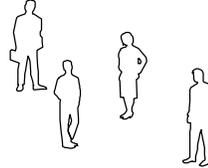
Inconsistent Approach **+** **Technical Architecture Fragmented** **=** **Information *Silos* with Limitations**
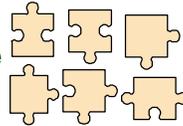
Plan?

Install **System Development Life Cycle** Analyze

Build Design?

ABI ABC BEC ABI-I MCC
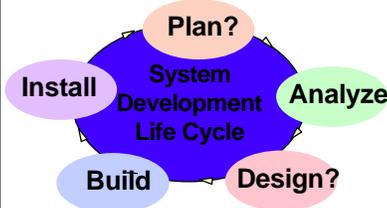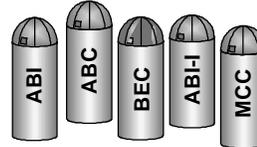
New Systems Development Approach

How to plan/manage it

Management
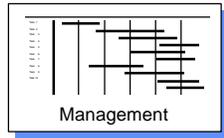
How to do it better & quicker

Tools

Organization

People

How to support it

Techniques
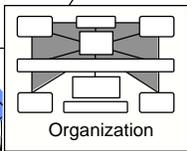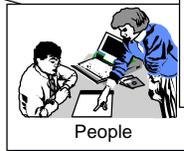
Make it happen
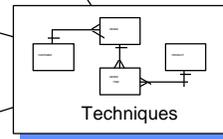
How to do it

Define it and make it repeatable

Methodology
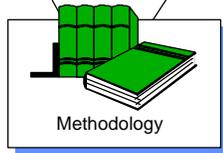
Introduced June '94

IT's "Dilemma"

"Now That We Have These New Tools.....
How Do We Manage, Use, and Support Them?"
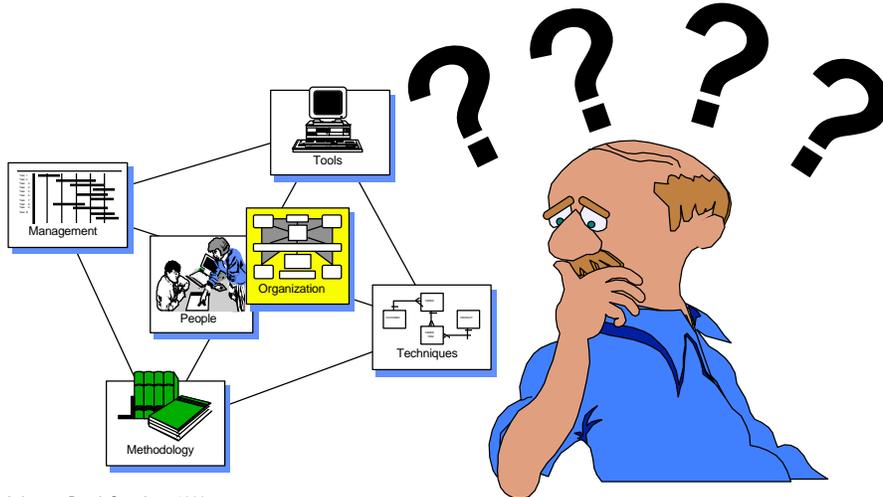
Single Iteration of the Development Life Cycle
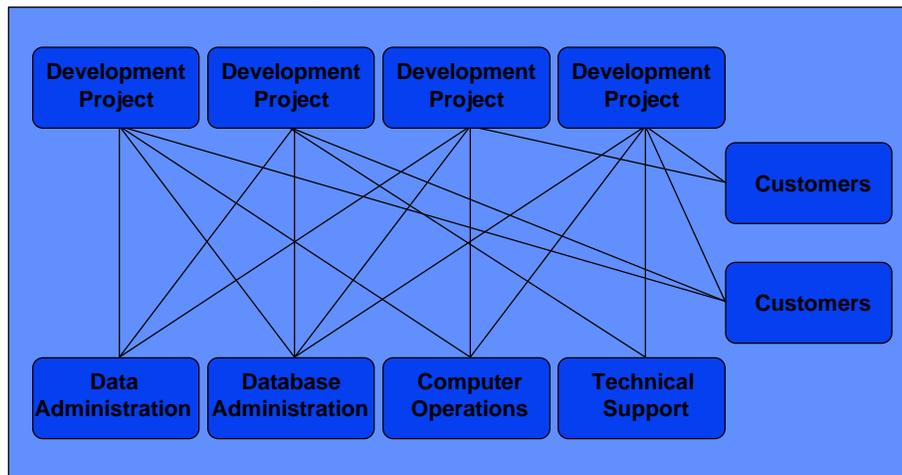
The Network of Development Activities

Multiple Iterations of the Development Life Cycle

The Network of Development Activities
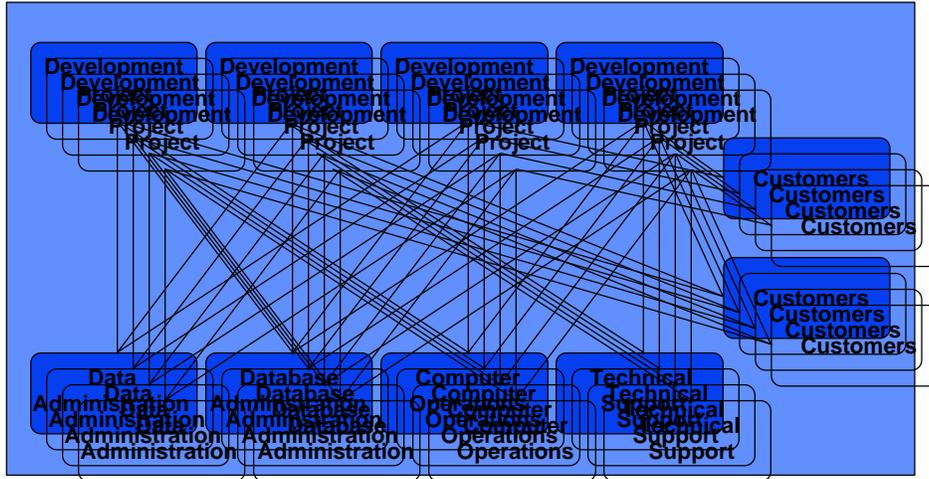
Development Coordination

A Process That Provides a Framework for Interaction of Activities and Sharing of Resources Between Application Development Projects

Development Coordination

The Development Cycle with Coordination

Development Project	Development Project	Development Project	Development Project

DC Policies, Standards, Procedures

Customers

Customers

Data Administration	Database Administration	Computer Operations	Technical Support

Our Approach

Goals

A-B Development Environment

Composer

Scope

Situation Analysis
- CIO letter to participants
- TI facilitated meeting

Resources

Management
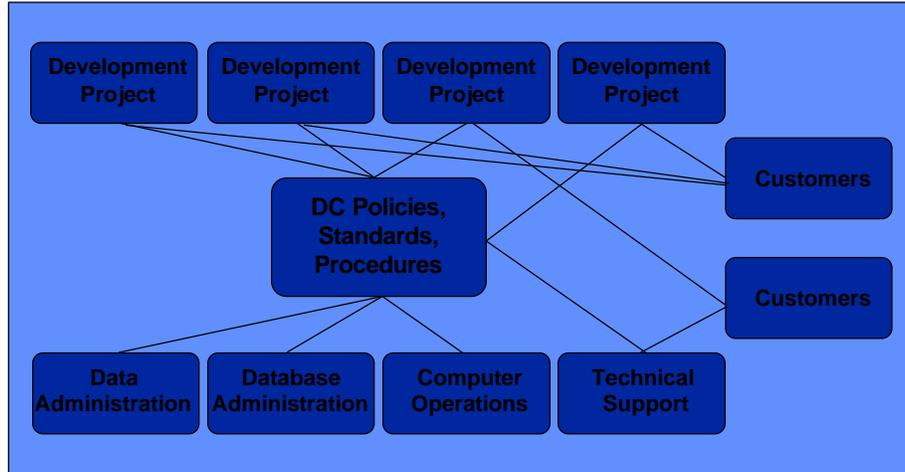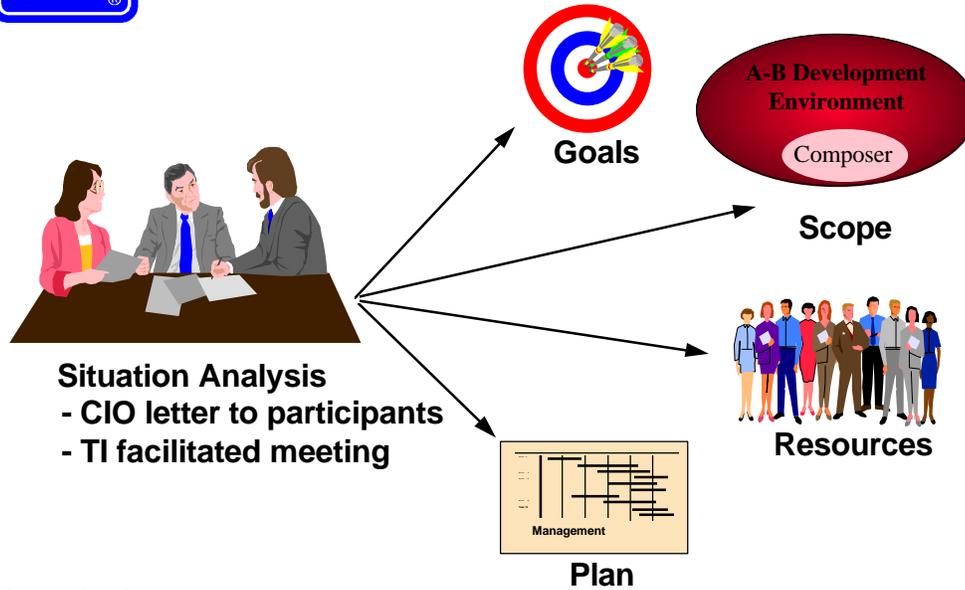
Plan

IT Goals

- **Align Information Technology Plans With A-B Strategic Business Goals.**

- **Form a Partnership With Customers That Encourages Their Participation.**

- **Maximize the Efficient, Effective Use of Resources.**

- **Provide Consistent, Accurate, Timely, Useful Information to Anheuser-Busch**

- **Increase and Improve Coordination and Communication**

- **Continuously Improve Quality, Increase Productivity, and Reduce Cycle Time.**

A-B Scope

- **Initial Scope Was Composer**

- **Situation Analysis Revealed Larger Scope Was Needed**

- **Policy Areas Addressed:**

    - **Project Management**
    - **Information Resource Administration**
    - **Configuration Management**
    - **Repository Management**
    - **Repository Administration**
    - **Architecture Management**

A-B Development Environment

Composer

Identified IT Resources
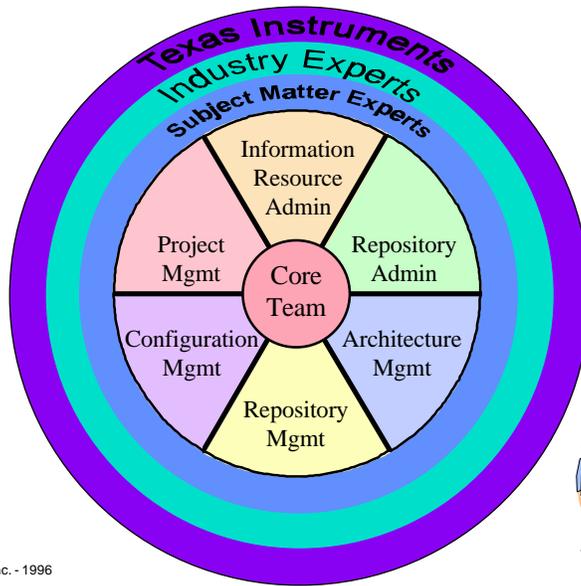
Texas Instruments
Industry Experts
Subject Matter Experts

Information Resource Admin

Repository Admin

Project Mgmt

Core Team

Configuration Mgmt

Architecture Mgmt

Repository Mgmt

Implementation Plan

Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov

Situation Analysis

Policy Definition

Standards Definition

Procedures Definition

Training & Implementation →

Maintenance →
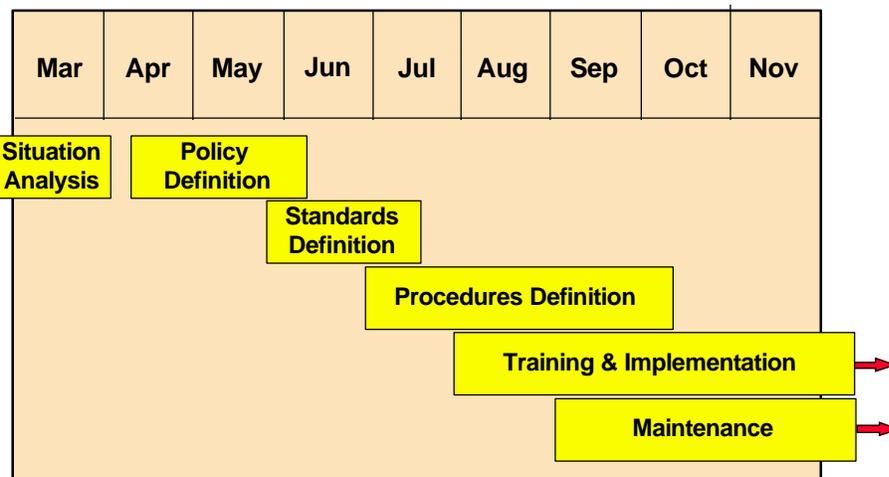
Comparison of Approaches

TI's Approach

Situation Analysis

A-B's Approach

POLICY
General approach
to be followed

POLICY
What we want to do

RESPONSIBILITY
Who does it

RESPONSIBILITY
Who does it

STANDARD
How well we
want it done

PROCEDURE
How we do it

PROCEDURE
How we do it

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Project Management
TI Sample Policy

Based Upon TI Starter Kit

- **Objective**

  This Policy Describes the Anheuser-Busch Systems Development Methodology. The Methodology Includes Task Descriptions and Dependencies, Management and Decision Making Checkpoints, Project Roles, Etc...

- **Scope**

- **System Development Methodology Stages**

- **Etc. Etc. Etc. ...**

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Project Management
A-B Sample Policy

Based Upon Tailored Approach

- **Policy**
  - **The Project Team Adheres to an Approved System Delivery Life Cycle Methodology**

- **Standard**
  - **Summit Is the Approved System Delivery Life Cycle Methodology for the Development and Maintenance of Information Systems Within IT**

- **Procedure**
  - **Summit "Route Maps"**

How We Did It

- **Core Team Created Prototype Process**
- **Team Leaders Reviewed Prototype With Their Work Group**
- **Work Groups Learned the Process**
- **Result -- Consistent Process and Deliverables**
- **Team Meetings Held on a Weekly Basis**

Policy
Standard
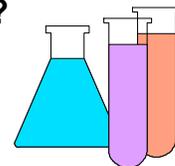**Procedure**

How We Did It (Continued)

- **Meetings Highly Structured**
  - **Objectives Clearly Defined**
  - **Agendas, Minutes, Action Items With Assignments and Due Dates Created**
  - **Facilitation Technique Used**
- **Team Leaders Met on Regular Basis**
- **Project Leader Insured No Duplication of Effort**

The "Acid" Test

- **Does it make sense?**
- **Does it add value?**
- **Will negative consequences result from disregarding it?**
- **Answer the appropriate question:**
  - **Does the policy support a goal?**
  - **Does the standard support a policy?**
  - **Does the procedure support a policy?**
- **Do you see yourself doing it?**

A-B Results

- **13 policies supporting six policy areas**

- **50 standards**

- **15 procedures**

Rollout

- **CIO Announced New Policies and Standards for Application Development**

- **Core Team Conducted Sales Campaign**

- **Standards Placed on "Intranet" for Easy Access**

- **Initiated SEI Assessment Process to Measure Usage and Benefits**

Announcing... DC!

SELL, SELL, SELL!
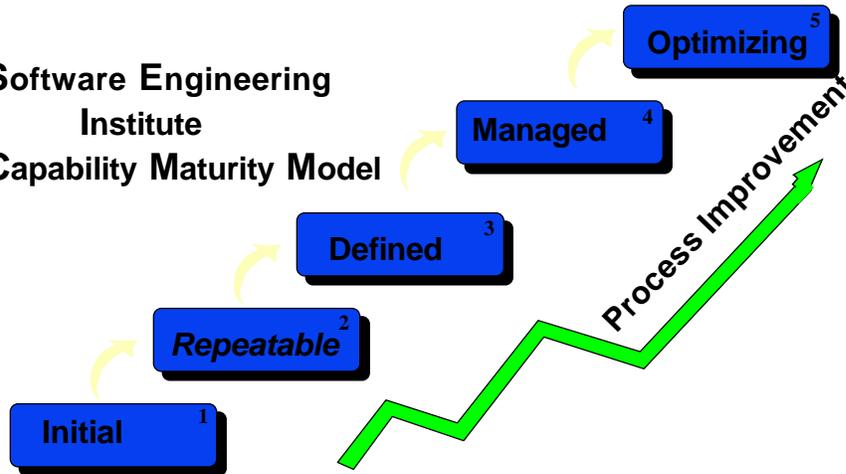
DEMO

How Much Effort

- **Eight Months Elapsed Time to Completion**

- **Staffing - 50 People Involved**

- **Customers Involved at Touch Points**

- **Initial Development -- 4,500 Hours**

- **Management Reviews at Key Points**

- **Core Team Continues to Meet Regularly to Promote and Monitor Process**

Where Is A-B Going With This?

Software Engineering
       Institute
Capability Maturity Model

Optimizing [5]

Managed [4]

Defined [3]

Repeatable [2]

Initial [1]

Process Improvement

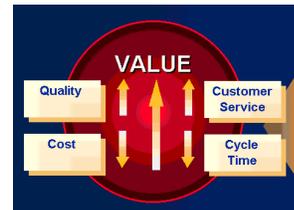
Targeted Benefits

- **Higher Quality Systems**
    - **Improve Customers' Performance**
    - **Systems Easier to Maintain and More Reliable**
    - **Identify Defects Earlier in Life Cycle**

- **Higher Credibility Through Meeting Promises**

- **Reduced Total Cost of System Ownership**

- **Reduced Development Cycle**

VALUE

Quality

Cost

Customer Service

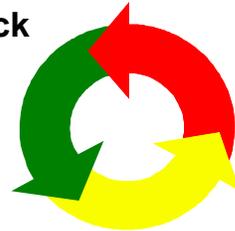Cycle Time

What We Learned

- **Highly Structured Team Approach Paid Off**

- **Enforcement With Respect to Existing Projects Requires Flexibility**

- **Continuous Staff Encouragement Necessary**
  - **Management Support**
  - **Success Stories**
  - **Incentives**

- **More Focus Needed on Roles and Responsibilities**

- **Don't Wait Until It's Perfect to Publish --**
        IT NEVER WILL BE

- **DC Is a Continuous Process -- It's Never Over**

Future Plans

- **Continue Selling**

- **Incorporate Into Performance Measurement**

- **Refine SEI Assessment Process to Measure Usage and Benefits**

- **Develop Incentive Program**

- **Improve the Process Through Feedback**