



FAST FACTS

Company

CEVA Logistics is a leading global logistics and supply chain management company

Industry

Transportation and Logistics

Geography

United States

Partner

Orasi Software, global services division

Challenges

- Instill process into the software development lifecycle
- Automate tasks in-line with existing activities to increase productivity
- Improve requirements processes to enable more reuse

Solution

- Borland® CaliberRM™
- Borland® Together®

Results

- 100% increase in data accuracy
- 20% immediate productivity gain
- 50% goal to reduce rework related to requirements

CEVA Logistics

COMPANY

CEVA Logistics is a leading global logistics and supply chain management company. It designs, implements and operates complex supply chain solutions on a national, regional or global scale for multinational and large local companies. It provides customers with end-to-end logistics solutions spanning the entire supply chain. In North America, the company focuses on a diverse range of market sectors including automotive, industrial, aerospace, consumer goods and retail, utilities, rail and high-tech.

CEVA employs 38,000 people and operates an extensive global network with facilities in 26 countries world-wide, maintains 567 warehouses globally with a combined space of approximately 7.4 million square meters. For fiscal year 2005, CEVA reported sales of 3.5 billion. CEVA is owned by affiliates of Apollo Management, L.P., one of the leading private equity investors in the world. For more information please visit the CEVA Logistics web site at www.cevalogistics.com.

CHALLENGES

Automation creates tremendous advantage for companies in the supply chain business. At CEVA Logistics a standard global information technology infrastructure based on its flagship Matrix™ Supply Chain technology delivers that competitive edge by integrating the company's solutions with those of its leading shipping partners and end customers around the world, including auto manufacturers such as, Michelin Tires, Home Depot and Sears. Built on state-of-art technology, Matrix™ integrates all supply chain partners, giving each real-time visibility of inventory, order and shipment status, leading to fast, flexible, and empowered supply chain execution.

For example, in early 2005, CEVA Logistics introduced its logistics flagship suite Matrix™ Transportation Management to China. China's logistics market is estimated at around USD 215 billion with a 20 percent growth rate. Despite strong economic development, overall logistics costs in China remain high, as a percentage of nominal GDP, they are currently at 19 percent in China, compared to about 10 percent in Europe. Ineffective IT infrastructure is one of the main reasons for China's high logistics costs. Increased use of advanced IT tools like Matrix™ will drive down logistics costs. Shanghai GM (SGM) will be the first client to benefit from CEVA Logistics' IT solution.

With growing global demands such as this coming into CEVA Logistics IT application group for support of Matrix™ implementations, the company sought an integrated, end-to-end solution that would automate as much as possible in the application development lifecycle. CEVA Logistics needed a solution that would help its software development team:

Instill process into the software development lifecycle

Globally, CEVA Logistics has three main groups within IT. The Project Management Office is responsible for overseeing all IT projects, the development team is responsible for the entire application development lifecycle and includes systems analysts, architects, project managers, developers, and quality assurance professionals, and the operations team is responsible for maintaining servers, networks, telecommunications, and the IT infrastructure. Five years ago, when the development team first delivered Matrix™, everyone in the tight nit group of twenty professionals had deep knowledge of the business, technology, and the product they were delivering. Since then, the product's success has fueled global demand requiring the team to rapidly add more than 50 new people to accommodate additional features and implementa-

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— Terry Tutt, Director of Technology Services at CEVA Logistics

tions that include configuration, integration and customization. Management knew it would have to put more process, methodology, training and technology in place to scale and effectively incorporate new employees with broader ranges of experience into the development team.

Automate tasks in-line with existing activities to increase productivity

Although CEVA Logistics had previously purchased Microsoft’s Visual SourceSafe® to automate its source code management and Compuware’s Track Record to handle change requests, the stand-alone solutions were disconnected from day-to-day activities, making them so ineffective that many development team members reverted to manual processes. The company sought a set of tools that worked together to help team members accomplish minute-by-minute activities in the form of tasks to streamline application lifecycle processes. For example, management wanted the solution to be able to automatically transition business requirements into functional, technical, and test plan requirements, then as bugs and changes were identified and entered back into the system as tasks, everyone would have visibility into the changes.

Improve requirements processes to enable more reuse

Around the world, demand for the Matrix™ Supply Chain application continues to grow. Requests for custom implementations country-wide in locations such as China, Japan, Australia and Italy, to specific customer configurations in the UK and Germany, has underscored the importance of defining requirements accurately and maintaining control over the evolution of those requirements. Without an automated solution, the company knew it would be unable to effectively define and manage the volume and the variety of requirements coming in from different cultures, in different languages. The development team sought a solution that would allow them to better define and manage requirements to enable reuse and serve their numerous internal customers.

SOLUTION

CEVA Logistics selected the Borland ALM solution to help it improve the company’s software development and delivery lifecycle because Borland offered the most comprehensive, integrated set of tools.

“When stacked up against competitors, IBM Rational and Compuware, Borland earned the best overall score in our evaluation process,” said Terry Tutt, director of technology services at CEVA Logistics. “We have a very simple motto here. ‘On time. As expected. Within budget.’ It is how we operate efficiently as a development organization, and the Borland solution helps make our motto a reality.”

Today, the deployed Borland ALM solution helps CEVA Logistics gain more visibility, control, and efficiencies throughout its development processes, including:

- **Requirements Management:** Systems analysts at CEVA Logistics use Borland® CaliberRM™ to electronically capture and manage the wide variety of business, technical, functional, and operational requirements gathered from around the world. Prior to deploying Borland CaliberRM, analysts kept individual documents, spreadsheets and lists of requirements, including what went into the last build, up to date. However, without proper linkages to other parts of the development lifecycle, it was a constant battle to provide status to management. Visibility was an issue.

Now with requirements maintained in Borland CaliberRM automatically fed into Mercury™ TestDirector® for test scripts, management has increased control and visibility. As bugs and changes are identified, they are put back into the system as tasks to be managed. This helps to organize the work in a more efficient manner because it is delegated out as specific tasks. With Borland CaliberRM, CEVA Logistics envisions team members in all of its distributed environments soon will be able to collaborate more effectively, reducing miscommunication and providing the company with more opportunities for requirements reuse.

■ **Visual UML® Modeling:** On the roadmap for 2006 implementation is the Borland® Together® UML modeling solution, which will provide CEVA Logistics with a complete business process modeling, data modeling, application modeling and visualization solution that includes metrics for both models and code.

To accelerate adoption of the Borland ALM solution, CEVA Logistics engaged with Orasi Global Services, providers of software, training and services to support best-of-class technologies from Borland and Mercury. Specifically, Orasi professionals provided services to facilitate the integration of Borland Caliber with the Mercury TestDirector and Mercury QuickTest Pro solutions. Orasi also delivered on-site process and methodology training to assist CEVA Logistics with organizational change management.

“Institutionalizing changes is always difficult. People resist change, so you have to find the best practices that work for you, and debug processes,” claims Tutt. “Technology is only effective when the right processes and people skills are put around it. We worked very closely with Borland and Orasi to make the whole effort a success.”

RESULTS

Using the Borland solution, CEVA Logistics has automated processes and begun to instill a managed business process for its software development and delivery lifecycle.

100% increased accuracy

The Borland ALM solution has made it possible to make more accurate information readily available to all team members. “This enables us to not only spot trouble areas more quickly, but it provides us with more visibility into what is available, which fosters reuse,” explains Tutt. “Automation helps people do something in stride. When things are done in line with tasks someone is already doing, it saves time and the information is likely to be more accurate. I would say in some cases, the information is 100% more accurate because it is information that before we weren’t able to capture.”

20% immediate productivity gain

Within just a few months of deploying the Borland solution, the development team saw a 10% jump in productivity. “Adding the right automation to the application development lifecycle has tremendous benefits. We have already been able to more efficiently manage errors, giving us about a 20% increase in productivity,” explained Tutt.

50% reduction in rework related to requirements

The Borland ALM solution helps us trace business, technical, functional, and test requirements all the way through the lifecycle, so we can deliver the product as expected. “We stay within budget by minimizing misinterpreted requirements and eliminating rework late in the design cycle,” said Tutt. “Our goal, which I believe we can meet, is to reduce the amount of rework related to requirements by at least 50%.”