

Borland®



LEVERAGING CHANGE AS A COMPETITIVE DIFFERENTIATOR

A BORLAND SOLUTION BLUEPRINT FOR CHANGE MANAGEMENT

Software applications are the foundation for many global enterprises' core business processes. Consequently, effectively managing change to primary business processes, applications, and initiatives is critical to success. *Borland Change Management Solutions* help organizations establish a systematic approach to managing change, enabling a higher return on existing software development investments through lower costs, accelerated time to value, and reduced risk. The blueprint for these solutions describe how enterprises can leverage *Borland Change Management Solutions* to transform their ability to anticipate, plan for, and accommodate changes in requirements, software processes, and technology.

SOLUTION BENEFITS

REDUCED COSTS

Rework typically accounts for 40% of the total spend of a development organization with most of the effort focused on correcting requirements defects¹. Borland Change Management Solutions deliver effective requirements practices and infrastructure, enabling organizations to eliminate much of this IT waste.

FASTER TIME TO VALUE

Software development teams will experience immediate benefits from implementing change management, shortening time-to-value for the solution and accelerating business impact from your software initiatives.

LOWER TOTAL COST OF OWNERSHIP

Integrated Borland Change Management Solutions extend and seamlessly integrate with existing technology solutions. Deployment is easy, further reducing total cost of ownership.

GLOBAL IMPACT

Whether the organization operates at a single location or across the globe with distributed development, offshore or outsourced teams, Borland Change Management Solutions provide a consistent approach to harnessing change.

INCREASED BUSINESS EFFICIENCIES AND AGILITY

By improving a development team's responsiveness to change, Borland Change Management Solutions help corporations respond more quickly to changing market dynamics, and better leverage information for competitive advantage.

CHANGE MANAGEMENT – A BUSINESS IMPERATIVE

Software is increasingly emerging as a source of competitive advantage for large, global enterprises. Yet, software organizations are unable to respond in a timely and effective manner to changes stemming from competitive and customer pressures. This inability to quickly respond hampers business opportunity and decreases shareholder value.

In the U.S. alone, *The National Institute of Standards* reports an estimated \$60 billion is wasted due to software errors. Survey results from the Standish Group further attest to this reality for most IT organizations.

- Thirty percent of projects are cancelled before they are finished
- Of those projects that are completed, more than half (54%) are over budget, and more than two-thirds (66%) are considered unsuccessful by the end user
- Finally, a full 90% of completed projects are delivered late

For enterprises to remain competitive, their software development organizations must stay ahead of the continuous barrage of changes in product requirements, technologies, development processes, and deployment environments. This requires them to effectively address the:

- Inadequate requirements development and management infrastructure
- Weak project management practices
- Rapidly changing technologies, development, and delivery platforms
- Inadequate quality and configuration management practices

By meeting these challenges with comprehensive solutions that address process, technology, and people skills in an integrated manner, software development organizations can begin to realize significant improvements. Their success, in turn, translates into a strengthened competitive position for the enterprise and, therefore, significant business value².

¹ Research from James Martin, *An Information Systems Manifesto*, demonstrates that 82% of rework efforts is focused on correcting requirements defects.

² According to Gartner, by 2009, automated approaches to supporting requirements definition and management alone will enable a 30% reduction in the cost of application development quality, 0.8 probability.

BORLAND CHANGE MANAGEMENT SOLUTIONS

Over the past 20 years, Borland has introduced platform-independent solutions that increase application development productivity and effectiveness for individuals and teams. Borland is now extending that goal with its Software Delivery Optimization™ (SDO™) mission of organizational productivity through a managed business process.

Borland solutions enable the transformation of software development into an accelerated and disciplined approach that aligns people, process, and technology to maximize the business value of software. Borland Change Management Solutions address the three key types of change that development organizations need to manage – requirements change, process and/or methodology change, and technology change.

MANAGING REQUIREMENTS CHANGES

The flexibility with which requirements are gathered and managed shows how disciplined an application development process is, according to Gartner analysts. Development organizations with automated requirements definition and management environments will better support change control, gain testing efficiencies, and reduce future maintenance burdens. The use of requirements tools will amplify these savings and satisfaction benefits.

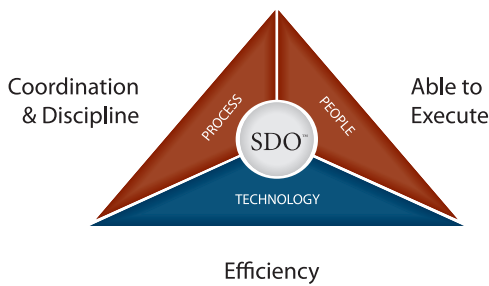
Borland Change Management Solutions incorporate best practices in requirements definition and management (RDM) and software configuration management to improve decision making and take advantage of opportunity. These solutions provide all of the capabilities that organizations need to address the most critical changes to support business objectives, including:

- **Elicitation and Specification:** Borland works with software development teams to establish an effective requirements elicitation process. Borland® Analyst™ reinforces the process by providing a dynamic, intuitive requirements capture and management environment that supports rich content and editing and includes reusable requirements design templates.
- **Analysis:** Since the root cause of many issues surrounding all changes (requirements, defects, tasks) is ambiguity, robust analysis of each requested change is critical to effective change management. Borland helps enterprises to establish sound requirements analysis and specification practices (e.g. use cases and message sequence charts) as a proactive way to gain more complete requirements. With Borland® Together™ modeling technology, use-cases can be modeled and generated directly from requirements.
- **Validation:** The process of validation is critical to surfacing disparities in stakeholder perspectives and hidden assumptions. CaliberRM, used in conjunction with Borland® StarTeam®, features customizable workflows for approvals and electronic signatures to facilitate audit trails. This documentation can be particularly important for compliance.
- **Requirements and activity management:** To ensure effective change request management, each member of the development team must be able to access and understand requirements based on their areas of expertise, and then be able to act on them appropriately. Borland helps enterprises leverage CaliberRM to enable requirements management responsibilities across roles in the organization, including Business Analyst, Architect, Developer and Tester. And with StarTeam, teams can manage the other activities across key roles and throughout the development lifecycle.

- **Estimation and impact analysis:** Effective change management includes the consistent capture and archival of historical information for use in project planning. Borland® Tempo,™ CaliberRM, and StarTeam automate estimation and impact analysis activities by allowing project managers to define multiple scenarios and then perform simulations. The results are used to statistically analyze the required effort and resulting impact to project schedule, cost, and quality, and ultimately make the right business choices.
- **Software configuration management:** Access to and version control of project assets is most effective when development teams can consistently store, modify, and build project information reliably throughout the project lifecycle. StarTeam allows all roles to work together securely and with confidence that artifacts will be managed according to overall project goals and agreed to workflows. This results in more predictable software application builds, lower overall project cost, and higher software quality.

MANAGING PROCESS AND METHODOLOGY CHANGES

Many software development organizations have traditionally lacked well-defined methodologies for accomplishing day-to-day tasks. However, organizations are now increasingly adopting formal development processes. Some of these changes are sponsored internally by senior management in the form of process improvement initiatives (e.g. CMMI). Others are mandated through compliance with legislation such as the Sarbanes-Oxley Act. Additionally, competitive pressures are forcing organizations to accelerate “time to market,” which requires the adoption of more modern development methodologies.



Changes to processes and methodologies place significant burdens on an organization already stretching to deliver against changing business priorities. Most organizations respond by focusing a disproportionate share of resources on defining the “end state” vision of the development processes. Consequently, they do not spend nearly enough effort developing a robust improvement plan. Not surprisingly, many of these initiatives fail.

Borland has more process improvement experience and the largest team of SEI-authorized CMMI Lead Appraisers than any other company, due in large part to its acquisition of TeraQuest in 2004. Borland consultants leverage their expertise to help IT organizations craft comprehensive

solutions that synchronize changes to processes with appropriate technology and training programs ensuring substantial and sustainable performance improvement. These solutions determine and facilitate process changes, while enabling teams to continue delivering against current initiatives.

MANAGING TECHNOLOGY ADOPTION CHANGES

Software development is evolving rapidly. Where IT organizations used to develop and maintain a monolithic application to run an entire operation, today’s enterprises employ nimble software development teams to meet dynamically changing market conditions. To achieve and maintain competitive advantage, organizations are also adopting next-generation technology paradigms (e.g. Service-Oriented Architectures designed around services deployed inside and outside of the enterprise).

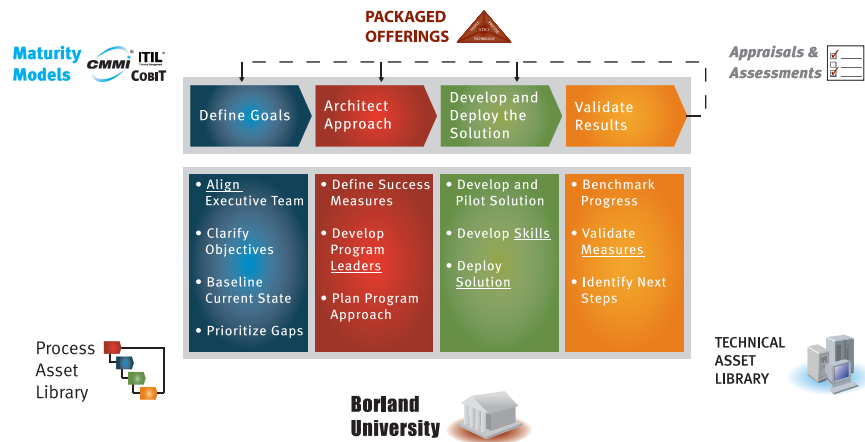
Building, integrating, and maintaining these composite applications requires an evolution of skill sets and techniques, enhanced with supporting tool sets. Companies must provide more extensive education and process improvement training in order to ensure the effective application of these new techniques and technologies. Borland offers structured, role-based and capabilities-based curricula for the experienced technology professional, focused on overall team performance, not just individual proficiency. Offerings include courses spanning the entire software development lifecycle, and complementary topics surrounding the deployment of Borland Solutions for Change Management.

A PROVEN APPROACH

With its proven, holistic approach, Borland is uniquely positioned to advance change management strategies across industries and geographies. For enterprises seeking software delivery that is on time, on schedule, and at desired quality, Borland Change Management Solutions effectively align:

- **People** (overcoming human issues and skills enablement)
- **Process** (repeatable steps)
- **Technology** (collaboration, process instantiation, control, speed, and efficiency)

Borland's pragmatic approach ensures repeatable success, increasing efficiency and delivering higher levels of organizational performance. Contact Borland today to assist you in developing and executing a plan for change management through the following four phases:



AWARD-WINNING TECHNOLOGY

BORLAND CHANGE MANAGEMENT SOLUTIONS LEVERAGE MULTIPLE AWARD-WINNING TECHNOLOGIES INCLUDING:

- Borland Tempo to manage the entire project request lifecycle—from information collection through an approval process that enforces and audits policies and feeds the requests into the portfolio management process
- Borland CaliberRM to provide a dynamic, rich editing environment for team members to capture and manage requirements throughout the project lifecycle
- Borland StarTeam for its centralized requirements management repository, task-driven workflow, change management, and defect tracking
- Borland Together for integrated modeling of requirements and design of code

These solutions are offered individually or as part of customizable solution bundles, that provide greater control of and visibility into the entire software development process, resulting in greater efficiencies and predictability over the software delivered.

TAKE THE CHANGE MANAGEMENT SELF-ASSESSMENT

To learn more about how your organization can effectively manage change, please contact your local Borland sales representative.

ABOUT BORLAND

Borland Software Corporation is the global leader in platform independent solutions for Software Delivery Optimization. The company provides the software and services that align the people, process, and technology required to maximize the business value of software.



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