



# Proven Business Value of the Borland® Application Lifecycle Management (ALM) Solution

A Consynity white paper  
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## Introduction

In an extremely competitive global economy where advantage is short-lived, companies in all industries continually strive for an edge over the competition. One way for companies to achieve that edge is to deliver *better software, faster* – software applications that strengthen customer relationships, software that increases operational efficiency, software that creates market leaders.

Increasingly companies develop new applications on Java™ systems and Microsoft® .NET platforms, requiring development environments that support both as well as other platforms. Gartner's "*Leading Programming Languages for IT Portfolio Planning*" report of September 2002 forecasts that by 2005, over 4.5 million programmers will use Java and .NET languages to build software applications. This paper will examine the return on investment that companies should expect to achieve when utilizing Borland software solutions across the application lifecycle.

Studies conducted by independent ROI experts at Consynity indicate that using an integrated set of solutions to support the entire systems development process has significant benefits over other approaches. The most compelling results documented include:

- Reduced application development, testing, and deployment costs by 25% to 75%
- Improved application quality and performance by 25% to 65%
- Reduced time to market by 33% to 85%
- Reduced time and resources to deploy applications across multiple environments by as much as 80%
- Reduced application downtime by 50% to 90%

This paper will show that throughout Consynity's research, Borland ALM solutions were proven to increase the productivity of development, testing and operations resources, improve the functional quality, performance and scalability of Java and .NET applications, and deliver greater value to end users through more complete delivery of application requirements.

Consynity is a consultancy specializing in developing ROI and TCO models to forecast benefits and report historical benchmarks achieved by enterprises implementing technology solutions. Since 2000, Consynity has served clients primarily in the high tech, telecommunications, and financial services industries.

Consynity interviewed a total of 12 Borland customers, many using multiple Borland solutions to deliver benefits across the application lifecycle. Consynity obtained information from the customer about representative application development projects that were completed after the Borland implementation: project duration, number and types of resources, specific productivity improvements, specific quality improvements, and specific performance improvements.

Consynity selected representative customer results as the basis for the case studies included in this white paper. The broad ranges of projects where customers achieve significant ROI are represented by the large enterprise deployment, environment standardization effort, and migration of competitive offerings to Borland.

## Challenges and Opportunities in Application Development and Deployment

*"Faulty software costs businesses \$78 billion per year." Jim Johnson, chairman of the Standish Group, a research consultancy.*

*- CIO Magazine, "Let's Stop Wasting \$78 Billion per Year", October 15, 2001*

Software application development projects fail at an alarming rate. Studies from the Standish Group and other analysts have confirmed what companies have long suspected: that almost three quarters of all software development projects suffer from total shutdown, time overruns, cost overruns or delivery of less than planned functionality. In studies of hundreds of software development projects each year, Standish Group research shows that over 20% of projects will be cancelled before they are ever completed.<sup>1</sup>

The most startling finding is that only 28% of software projects are completed on time, within budget, and with expected functionality.<sup>2</sup>

In the United States alone, more than \$250 billion is spent each year on software application development. The average cost of a development project for a large company is slightly over \$2 million; for a medium company, it is a little over \$1 million; and for a small company, a little under \$500,000.<sup>3</sup> Unfortunately, if form holds true, many of these investments of resource and capital will fail to deliver anything approaching the expected return on investment.

And the cost of these failures and overruns is multiplied by the opportunity costs of missed market opportunities, customer defections from poor quality software, and the allocation of valuable engineering talent to maintenance releases and defect corrections instead of new, market share capturing functionality.

As iterative development methods continue to evolve and application complexity increases, development organizations will need to communicate and integrate requirements and tasks very effectively throughout the development lifecycle. Increasingly, integrated development environments and tools will become a requirement to improve application quality, improve productivity and throughput, cut maintenance time, improve performance and scalability, and increase business flexibility.

Although significant progress has been made through technology to make application development more productive, industry experts interviewed by Consynity stressed that there are still significant opportunities for improvement. Dave Stanton, Chairman and Founder of Talking Blocks, Inc. a web services management software company, cites the importance of an integrated solution across the application lifecycle, "the challenge is that the tools are disparate, and a best of breed approach can never completely get you there. There is a lack of integration between the various tools...they never work as seamlessly as you would like."

Richard Treadway, a veteran leader of product development organizations at Digital, SCO, BEA Systems, and founder of TIS, an IT strategy consultancy, cites two additional opportunities in the

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<sup>1</sup> Standish Group, Year 2000 survey results for 2000 projects.

<sup>2</sup> Standish Group, Year 2000 survey results for 2000 projects.

<sup>3</sup> Standish Group, Year 2000 survey results for 2000 projects.

ALM – “The area of greatest improvement is the “go live” and production phases of the ALM. The step to “go live” is very much a black art and not very well controlled today, because the dialogue between developers and operations people is very ad hoc. This is especially true in the J2EE™ and Java world.”

“The second biggest opportunity is the promise of model driven architectures...and the ability to automatically translate bi-directionally between specifications and code. This has the potential to dramatically shorten the development cycle as systems analysts will be able to generate code directly from their designs.”

In the final analysis, notes Treadway, “The greatest challenge in application development is one simple thing – meeting customer expectations. An integrated set of complete lifecycle tools such as those offered by Borland can make getting to that goal considerably faster and cheaper.”

## The Borland® Application Lifecycle Management Solution

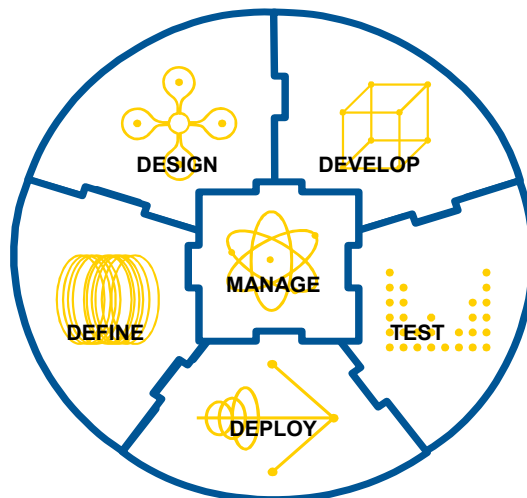
### ***Borland ALM Value Proposition***

Application lifecycle management (ALM) regards the process of delivering software as a continuously repeating cycle of inter-related steps: definition, design, development, testing, deployment and management. Each of these steps is carefully monitored and controlled.

Borland has a complete set of integrated application lifecycle solutions for Java, the Microsoft .NET Framework, C++ and for mobile applications to support application development and deployment teams throughout the application lifecycle. Companies in Consynity’s study who implemented one or more of Borland’s modular ALM solutions were consistently able to build and deploy *better software, faster*.

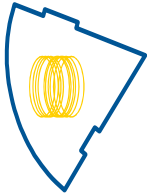
Details of the benefits of Borland’s ALM solutions can be found in ALM White Papers at [www.borland.com](http://www.borland.com).

### ***Application Lifecycle Quantified Benefits***



There are five distinct stages involved in creating applications.

## DEFINE

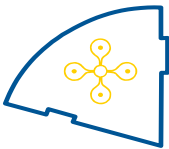


The starting point of any application should be a formal definition of what it is supposed to do and benefits it is intended to deliver. When made easily accessible to team members including project managers, analysts, end users, and others this definition unifies the business objectives of an application. This shared vision helps communication between management, development and eventual users of the system.

**Borland® CaliberRM™** is a complete solution for requirements management. It integrates closely with project management systems such as Microsoft® Project and links with the Borland® StarTeam® configuration management solution to make sure that the impact of changes is understood.

Borland customer Steve Young of St. Jude Children's Research Hospital notes, "CaliberRM helped improve communications between business analysts and developers by providing a way for analysts to clearly define and track requirements. Analysts now define, document and manage requirements in literally half the time -- and eliminate rounds of changes." At St. Jude, about 60% of the fields in any given protocol application / database can be created from existing data objects. The standardization saves time, reduces development costs, and enables easy integration.<sup>4</sup>

## DESIGN



**Borland® Together® technology** is a powerful design solution that uses the popular Unified Modeling Language™ (UML™) to create different diagrams that together make up a blueprint for the design of an application. This can then be directly represented in program code for either Java and J2EE or C# and .NET. Borland Together can also audit software applications. This helps enforce corporate standards and fix potential errors. This is a great complement to software inspections, enhancing the quality of applications.

Meta Group notes, "Development environments will evolve to become increasingly collaborative and to integrate the application lifecycle. The Borland Together product illustrates the value of integrating tools across the lifecycle. By combining UML and coding into a single environment, developers can rapidly move between model-driven design tasks and editing source code. With combined editing and modeling, the developer does not have to switch context as models and code evolve. This increases the productivity of the developer and the value of the model."<sup>5</sup>

## DEVELOP



Borland has a range of powerful component-based development solutions. For Java, **Borland® JBuilder®** is the number one leader<sup>6</sup> in development for J2EE systems. For the Microsoft .NET infrastructure, **Borland® C#Builder™** is an outstanding solution for developers who use the C# language and need to integrate their projects with Java solutions.

For the Microsoft® Windows® platform, the **Borland® Delphi™** and **C++Builder®** Studio products are highly productive development environments. Delphi also supports .NET through the **Delphi™ for .NET Compiler Preview Kit**.

<sup>4</sup> Consynity interviews with Borland customers, 2003

<sup>5</sup> Accelerating J2EE Application Delivery, Thomas Murphy, META Group, 2003

<sup>6</sup> Meta Spectrum report, 2003

Borland JBuilder enhances the productivity of developers in many areas. Consynity's research of Borland customers documented improvements from 60-75% in the creation of Enterprise JavaBeans™ (EJB™), and from 70-80% in debugging tasks.<sup>7</sup>

A leading entertainment company saw their average number of developers per project reduced from 7 to 4, a 58% productivity improvement.<sup>8</sup>

## TEST



The regular use of functional quality and performance error prevention solutions throughout the development process is critical for keeping performance and reliability issues in check. By addressing performance management early in the development cycle, enterprises can deploy applications with confidence.

**Borland® Optimizeit™ Suite** and **Borland® Optimizeit™ ServerTrace** go further than many performance-testing technologies by helping developers profile their applications and optimize performance during the development process, proactively identifying the source of defects and enabling dramatically faster resolution.

Optimizeit Suite and ServerTrace identify performance bottlenecks, memory leaks and other inhibitors of application performance, reliability and scalability. One of the effects of this is reduced application downtime. A Gartner Group study<sup>9</sup> indicated that 40% of downtime is caused by application defects. Consynity research found that Borland customers have seen reductions from 50-90% in the amount of application downtime after implementing these Borland solutions.<sup>10</sup>

Project risk was reduced significantly as well. As an example, a large computer and software manufacturer documented a 65% reduction in the risk associated with completing projects on time and on budget across their project portfolio.<sup>11</sup>

## DEPLOY



Among the benefits of standards-based platforms such as Java, J2EE and CORBA® is the freedom teams have to choose among different application servers for deployment. **Borland® Enterprise Server** also delivers benefits of scalability, performance, manageability, reliability, and security along with adherence to Java, J2EE and CORBA specifications.

**Borland® Janeva™** provides seamless, high performance interoperability between the Microsoft .NET framework applications and J2EE and CORBA infrastructures. Using the highly scalable and secure Internet Inter-ORB Protocol (IIOP™), Janeva allows Microsoft .NET Framework client- or server-based applications to access J2EE and CORBA server-side components. **Borland® InterBase®** and **Borland® JDataStore™** are powerful, low-maintenance, embeddable deployment databases that are optimized for native and Java programming environments. These standards-compliant databases also provide excellent support for development and prototyping, regardless of the deployment platform.

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<sup>7</sup>Consynity interviews with Borland customers, 2003

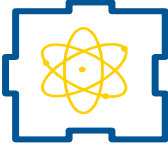
<sup>8</sup>Consynity interviews with Borland customers, 2003

<sup>9</sup>Tearing Down the Wall, Teresa Lanowitz, Gartner Group, 2002

<sup>10</sup>Consynity interviews with Borland customers, 2003

<sup>11</sup>Consynity interviews with Borland customers, 2003

## MANAGE



Enterprise systems need to have a way to manage complex workflow and signoff procedures, to ensure accountability and maintain control. Without this development managers do not have an effective view of the progress of their development. This lack of visibility and control invariably leads to slipped deadlines. **Borland StarTeam** is a comprehensive solution to the change and configuration management needs of large organizations, including widely distributed project teams and enterprise-level projects. StarTeam includes powerful workflow capabilities ensuring that managers have a comprehensive audit trail and the ability to reduce risks.

For example, Borland customer Lucent Technologies estimates that StarTeam improves application quality and Lucent's ability to manage change by 20-25%.<sup>12</sup>

## Borland ALM Customer Results

Consynity ROI experts interviewed a total of 12 Borland customers for this study. Snapshots of customer specific quantified benefits are referenced throughout the whitepaper and results from three customers are called out in greater detail in this section. Borland customers enjoyed compelling, measurable benefits across the application lifecycle, in each of the phases of the ALM. Consistent gains were achieved in resource productivity, increased time to market, improved quality, and efficiencies of integrating multiple applications.

The three case studies chosen for this white paper illustrate that Borland solutions bring about dramatic ROI in large deployments, project specific deployments, and in cases where other development solutions are being upgraded to the Borland ALM solution.

### Case Study #1: Deployment Across Large Enterprise

*A Fortune 500 networking communications firm deployed JBuilder and Optimizeit Suite to 100 developers, saving \$4.01 million per year, increasing productivity by over 33% and realizing a payback on investment of 2.2 months.*

*Consynity ROI Study*

The Director of System Development at a large networking communications firm delivers Java applications to business users in marketing, sales and manufacturing. He deployed Borland JBuilder and Optimizeit Suite approximately a year ago and has kept detailed records of development productivity and throughput before the Borland implementation and after, across his organization. This case study reflects the return on investment to his organization for the Borland implementation.

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<sup>12</sup> Consynity interviews with Borland customers, 2003

### Implementation Details

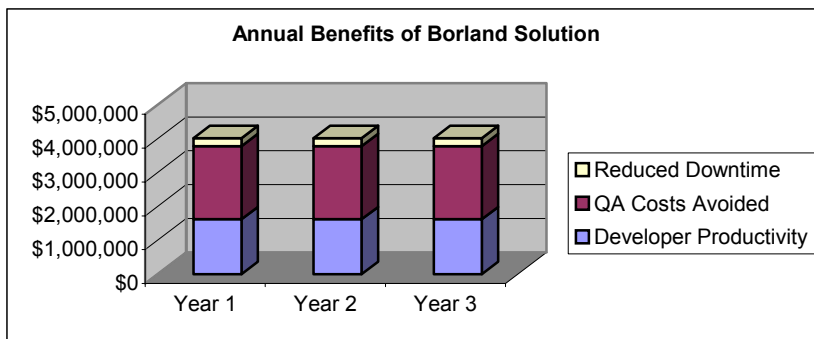
- Total of 100 developers: 11 Technical Architects, 30 Senior Developers, 59 Junior Developers
- 75 total annual projects for the organization, average 3 month project duration
- Investment of \$399,900 in Borland JBuilder and Optimizeit Suite; each developer is utilizing both solutions
- Developers created both Java and J2EE applications
- Applications were deployed on both Windows® NT and Unix environments
- Overall, developers improved their productivity by 33.25% across the application lifecycle, and saved 399 person months of effort – the equivalent of 33 additional developer headcount
- The 75 projects completed by the organization were completed one month earlier, on average, a time to market improvement of 33%.

The organization improved their ability to detect code defects from average to good, in their estimation. Key metrics in this improvement:

- 200 defects in an average project
- \$300 average to correct a defect in the Coding stage
- 13% of defects were found in Acceptance Test (7%) or Production (6%) prior to implementing Borland JBuilder and Optimizeit Suite; only a total of 6% (4% in Acceptance Test and 2% in Production) after.
- Organization estimates that it is 5 X more costly to correct a defect in Acceptance Test phase than in the Coding phase, and 10 X more costly to correct a defect in Production

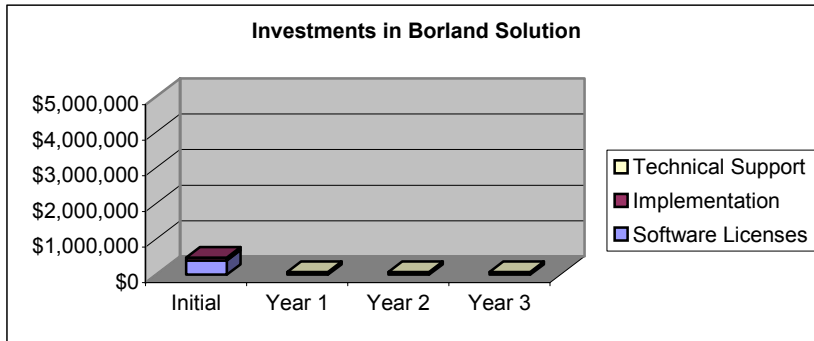
As noted in Don O'Neill's *National Software Quality Experiment* in 1999, the amount of developer time required to correct a software defect increases in each stage of the application lifecycle. Using cost data provided by the Director and his organization, Consynity calculated a **recurring annual savings to the enterprise of \$2,160,000** through the use of JBuilder and Optimizeit Suite to dramatically improve their competency in detecting defects earlier in the application lifecycle.

### ROI Analysis



#### Recurring Annual Benefits:

- Reduced downtime on applications \$231,000
- QA costs avoided from earlier detection of defects \$2,160,000
- Developer productivity improvements \$1,621,780



**Investments:**

- Software licenses \$399,990
- Implementation \$80,000
- Technical Support over 3 years \$239,994

**Case Study Findings**

Consynity's examination of the company's results showed that implementing JBuilder and Optimizeit Suite at an initial cost of \$519,989 with a three-year cumulative total cost of \$719,984 will yield:

- **Total return on investment of 1,624%** (Net Present Value of \$12,038,340 cumulative 3 year benefits divided by Net Present Value of \$719,984 cumulative 3 year investments discounted at 6% interest rate)
- **Cumulative net savings over three years of \$11,318,356**
- **Payback period of 2.2 months** (\$719,984 cumulative 3 year investment divided by \$12,038,340 cumulative 3 year benefits multiplied by 36 months.)

**Case Study #2: Standardizing on a Common Solution**

*Lucent Technologies implemented Borland StarTeam across a 165+ person development organization and reduced configuration management time by 50%, coding time by 10%, and application build time by 18%.*

*Consynity ROI Study*

Lucent Technologies, Convergent Solutions – Phoenix has a four-person organization that is responsible for development tools and workflow processes for over 160 developers at Lucent. Part of Lucent's vision for this group is to identify and implement best-in-class development solutions. Common workflows, processes and tools are being implemented across Convergent Solutions – Phoenix to: a) allow developers to easily move between products and projects, b) improve communication and information sharing, c) gain economies of scale in purchasing and support costs.

Three years ago, Lucent needed to migrate from disparate legacy version control systems to a single configuration and change management system. They evaluated several solutions, narrowing to Rational® ClearCase® and Borland StarTeam. An in depth analysis of both solutions was done in house, and **Lucent selected StarTeam, in part due to it's 25% lower total cost of ownership.**

*"Whenever you roll out a new tool, there is a certain amount of resistance. People are used to the tools that they have, don't want to risk schedules, etc. At first, there was also resistance to the StarTeam rollout. But after we began the rollout, we got more and more requests from teams wanting to migrate. We got a lot of pull...we couldn't roll it out fast enough. Usually we get complaints for a year as people take on the new tool. We didn't get that at all."*

*Steve Morling, Lucent*

### **Implementation Details**

- Borland StarTeam in place with wide usage
- Borland CaliberRM in place in pilot phase
- Currently 169 developers and 4 support staff
- Typical projects:
  - Web portal developed in Java
  - Call center product in C++
  - Embedded real time telecommunications hardware

### **Case Study Findings**

After rolling out StarTeam, Lucent noticed clear benefits in several areas:

- 5-10% improvement in time required for code construction, due to StarTeam's efficiency and support of branching, which enables parallel development.
- 10-15% improvement in the time required to create application builds. This alone reduced required headcount by 2 FTEs (Full Time Employee).
- Ability to integrate applications, including tracking of defects back to source application. Looking forward, Lucent estimates this will improve quality and the ability to manage change by 20-25%.
- 50% reduction in the amount of time spent supporting configuration and change management solutions.

When rolling out StarTeam, Lucent was able to keep its staff highly productive and migrate developers quickly to the new Borland solution.

### **Case Study #3: Migration to Borland ALM Solution**

***A global IT group in this Fortune 100 Financial Services company achieved 597% ROI after migrating to Borland Together and JBuilder. The group freed up \$708,000 in developer time over two years and got payback on the investment in 4 months.***

*Consynity ROI Study*

"With Borland Together and JBuilder, we were able to achieve a 24% increase in developer productivity across the application lifecycle and a nearly 6 month gain in project completion date."

- Global IT Product Manager, Fortune 100 Financial Services company

The Global IT Product Manager for a Fortune 100 financial services company manages project teams developing J2EE applications, as well as identifying and recommending development tools to his organization. His group made the decision to move away from multiple development environments and standardize on Borland's Together technology and JBuilder solutions, part of the Borland ALM solution.

The company's objectives in making this migration were to a) reduce costs, b) improve productivity, and c) make their resources more transferable across projects and reduce ramp up time in moving from one project to the next. This case study analyzes the ROI on three large projects: two internal trading applications and one client-facing trading application.

**Implementation Details**

- 3 projects, 3 Technical Architects, 9 Senior Developers, 9 Junior Developers, 3 Project Managers
- Duration of projects were two years
- J2EE applications with SWING, connecting to Sybase database
- Applications deployed globally
- Total investment of \$142,600 in licenses and implementation for Borland Together technology and JBuilder solutions
- Total project labor of \$3,546,000 for the three projects, and an overall productivity gain of 24%, or \$851,040 savings and savings of 121 person months of development time.
- Time to market savings on each project of 5.8 months.

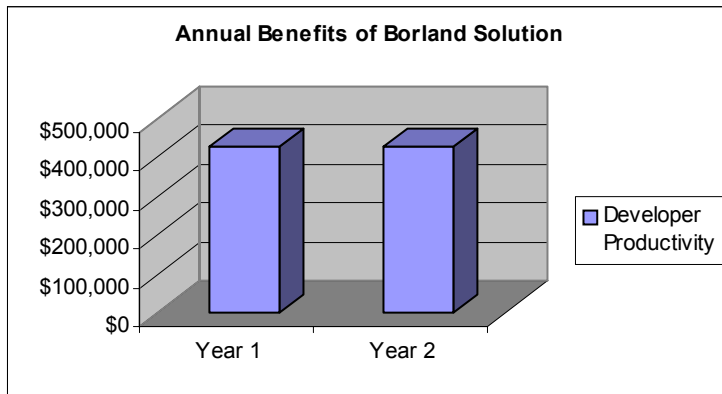
**ROI Analysis**

Allocation of Development Time and Productivity Improvements:

The project teams time was allocated across the application lifecycle as below. Productivity gains were achieved in UML modeling and creation of the design framework through Borland Together technology. Additional gains were achieved in J2EE code construction, debugging and unit test creation through Borland JBuilder.

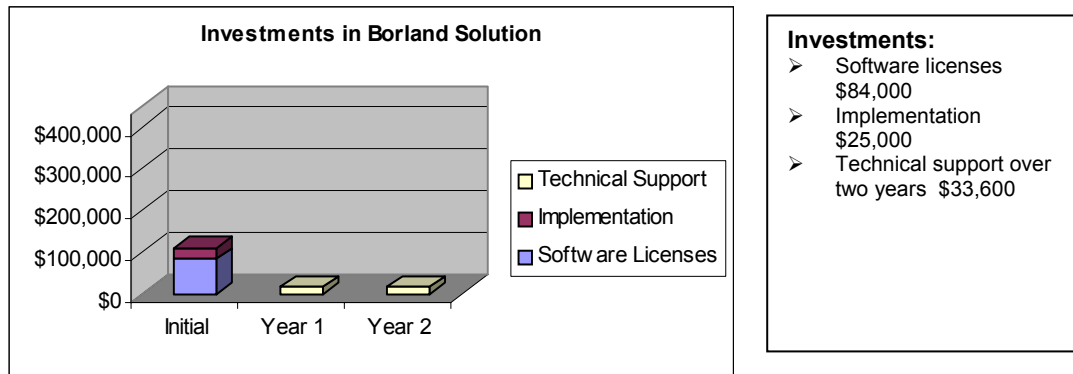
Phase / Activity	% of Overall Time	Productivity Improvement %	Overall % Time Saved
<b>Define</b>	20%	5%	1%
<b>Design (UML Modeling)</b>	30%	50%	15%
<b>Develop</b>	20%	25%	5%
Code Construction	5%	40%	2%
Compiling and Debugging	5%	20%	1%
Unit Test Creation			
<b>Test</b>	15%	0%	0%
<b>Deploy</b>	3%	0%	0%
<b>Manage</b>	2%	0%	0%
<b>Total</b>	<b>100%</b>		<b>24%</b>

The company found that Together technology was particularly effective in facilitating the UML modeling method, narrowing requirements, and eliminating scope creep. When requirements changed, the developers simply updated their model, which updated the architectural design. This enforced a level of rigor around the design that paid benefits in the Develop phase as well as improving quality and robustness of the application in the Test and Deploy phases.



**Annual Benefits of Borland Solution:**

- Improvements in developer productivity \$425,520



### Case Study Findings

Consynity's examination of the company's results showed that implementing Together technology and JBuilder at an initial cost of \$109,000 with a two-year cumulative total cost of \$142,600 will yield:

- **Total return on investment of 597%** (Net Present Value of \$851,040 cumulative 2 year benefits divided by Net Present Value of \$142,600 cumulative 2 year investments discounted at 6% interest rate)
- **Cumulative net savings over two years of \$708,040**
- **Payback period of 4.0 months** (\$142,600 cumulative 2 year investment divided by \$851,040 cumulative 2 year benefits multiplied by 24 months.)

### Benefits of an Integrated Suite of Solutions

The breakthrough behind the Borland approach to accelerating application lifecycle management is that each product is tightly integrated with others at key points of the development process. This means the whole team can keep up to date and working closely together, making decisions faster and keeping development on track.

Borland solutions provide three distinct styles of integration: "touchpoint integration" provides menu options between different systems; "embedded integration" provides a window from one application within another; and "synergistic integration" - exclusive to Borland solutions - such as when changes made by developers in application code are seen by an architect in the application model.

A compelling real life example of the power of an integrated suite of Borland solutions is at St. Jude Children's Research Hospital, where researchers continually conduct clinical trials to study the effects on patients of new combinations of drugs and treatments. Before implementing Borland solutions, St. Jude needed to speed development time, reduce development costs, enable sharing of research data, collaborate to define requirements and data collections, model software before building, and integrate with third party solutions.

Working with Borland, St. Jude deployed CaliberRM for project definition, Together® ControlCenter® for collaboration, and StarTeam for source control and change management. Borland also integrated with Mercury Interactive TestDirector® and Quick Test to automate testing.

The results were dramatic. By adopting the Borland ALM solution, best practices, and a standards-based environment, St. Jude replaced slow, expensive custom coding with an automated process for producing applications and databases for clinical research.

St. Jude Project Manager Steve Young sums up the results – “Since implementing these processes and changing to the Borland ALM solution, we have reduced our development and delivery by 10 times! Instead of three or four month development times, we now have business analysts eliciting requirements and creating protocol applications / databases in just 16 to 20 hours.”

## Conclusion: Dramatic ROI with Borland ALM Solutions

Throughout Consynity's research it has been shown that dramatic return on investment can be achieved throughout the application lifecycle as a result of using Borland solutions across Java, .NET and other platforms.

In order to deliver the utmost measure of quality – meeting customers' expectations, application development organizations are continually challenged to deliver *Better Software, Faster*. Consynity's in-depth interviews with Borland customers, show that Borland solutions, and in particular using several elements of the ALM suite, increase the productivity of development, testing and operations resources; dramatically enhance performance and scalability of Java and .NET applications; reduce time-to-market, reduce application downtime, and accelerate the successful deployment of applications across multiple platforms.

Customer case studies showed ROI on the investment in Borland solutions from 300% to over 3100% and payback periods that ranged from one to four months. By deploying Borland ALM solutions across their entire organization, customers were able to achieve multi-million dollar recurring annual savings and benefits to their enterprise.

Borland ALM solutions offer a compelling return on investment throughout the application lifecycle by positively impacting each ALM phase individually as well as reducing project risk overall.

<b>Define</b>	<i>Borland CaliberRM</i> for requirements management,
<b>Design</b>	<i>Borland Together</i> technologies for application design using UML,
<b>Develop</b>	<i>Borland JBuilder, Borland C#Builder, Borland Delphi Studio, and Borland C++Builder Studio</i> for design-driven development,
<b>Test</b>	<i>Borland Optimizeit Suite and Borland Optimizeit ServerTrace</i> for application profiling and performance tuning
<b>Deploy</b>	<i>Borland Enterprise Server, and Borland Janeva</i> for interoperability with Java, J2EE, .NET and CORBA,
<b>Manage</b>	<i>Borland StarTeam</i> for configuration and change management.

Borland's ALM solution enables application development organizations in all industries and across all critical platforms to deliver highly performant applications that solve critical business problems on time and on budget – delivering compelling, proven business value.

### **Consynity – Consultants for Breakthrough Growth**

Consynity is a consultancy specializing in developing ROI and TCO models to forecast benefits and report historical benchmarks achieved by enterprises implementing technology solutions. Since 2000, Consynity has served clients primarily in the high tech, telecommunications, and financial services industries. Consynity clients include Borland Software, Aspect Communications, Covalent, and many others. All Borland brand and product names are trademarks or registered trademarks of Borland Software Corporation in the United States and other countries. All other marks are the property of their respective owners. 21040