



Application Lifecycle Management (ALM) Forum
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Niels Malotaux

ALM
How to better
Manage our Applications
during their Lifecycle

N R Malotaux - Consultancy
The Netherlands
tel +31-30-2288868
fax +31-30-2288869
niels@malotaux.nl
www.malotaux.nl

How to better Manage our Applications during their Lifecycle

Niels Malotaux

Niels Malotaux is an independent Project Coach and expert in optimizing project performance. He has over 35 years experience in designing electronic hardware and software systems, at Delft University, in the Dutch Army, at Philips Electronics and 20 years leading his own systems design company. Since 1998 he devotes his expertise to helping projects to deliver Quality On Time: delivering what the customer needs, when he needs it, to enable customer success. To this effect, Niels developed an approach for effectively teaching Evolutionary Project Management (Evo) Methods, Requirements Engineering, and Review and Inspection techniques. Since 2001, he taught and coached well over 150 projects in 30+ organizations in the Netherlands, Belgium, China, Germany, India, Ireland, Israel, Japan, Romania, South Africa and the US, which led to a wealth of experience in which approaches work better and which work less in practice.

Niels puts development teams on the Quality On Time track and coaches them to stay there and deliver their quality software or systems on time, without overtime, without the need for excuses. Practical methods are developed, used, taught and continually optimized for:

- Evolutionary Project Management (Evo)
- Requirements Engineering and Management
- Reviews and Inspections.

Within a few weeks of turning a development project into an Evo project, the team has control and can tell the customer when the required features will all be done, or which features will be done at a certain date. Niels enjoys greatly the moments of enlightenment experienced by his clients when they find out that they can do it, that they are really in control, for the first time in their lives.

N R Malotaux Consultancy	
Niels Malotaux project coach	Bongerdlaan 53 3723 VB Bilthoven The Netherlands tel +31-30-228 88 68 fax +31-30-228 88 69 mob +31-6-5575 3604 niels@malotaux.nl www.malotaux.nl
<i>Result Management</i>	

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Niels Malotaux



• Project Coach

- Evolutionary Project Management (Evo)
- Requirements Engineering
- Reviews and Inspections
- Dependability (Systems that simply work)

Result Management

Helping projects and organizations to become
predictable, effective and efficient very quickly

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Why do we have applications in the first place ?

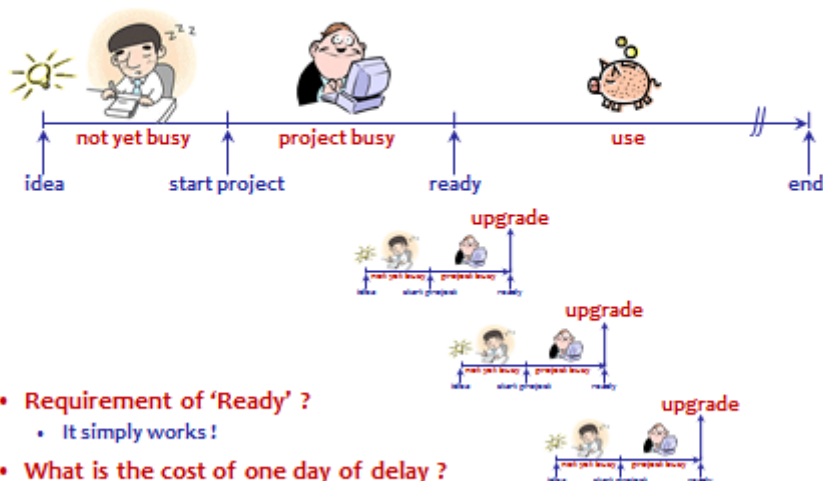
- Everything is already being done
- Can we do it
 - More profitable
 - Faster
 - Less cost
 - Nicer
- Rol
- Application development doesn't create the value
 - It creates the *conditions* for the users (the business) to create more value than they are already creating



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When does ALM start, end, and what's in between?



- Requirement of 'Ready' ?
 - It simply works !
- What is the cost of one day of delay ?
- What is the cost of one day of disrupted business ?

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Management of the lifecycles of all applications

- **Development of system**



- **Preparation of deployment**

- **Operations**
(ITIL – IT Infrastructure Library)



Are these part of the requirements?

- **Governance**

- All applications
- All lifecycles

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Who is managing the applications ?

- **Business Case Management**

- Business case development
- Business case maintenance

- **Program/Portfolio/Resource (PPR) Management**

- Which projects: when, by whom, who for, why ?
- Which applications: when, by whom, who for, why ?

- **Operations**

- Education: making sure people know how to use
- Analysis: understanding how people use the services
- SLA: defining the needed service levels
- ITIL (infrastructure) : delivering optimal service to users of IT services

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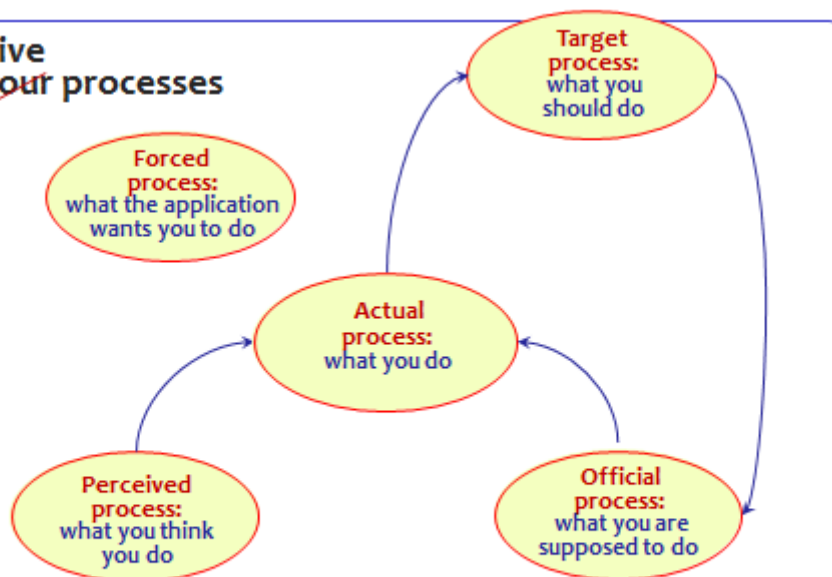
What is 'service response time' and how good is yours ?

- **How quickly is your business served ?**
 - If they're wasting time because they don't have the application ?
 - If they're wasting time because of the application ?
 - Do you have appropriate performance requirements ?
- **How quickly does your business serve their customers ?**
 - How long do your customers have to wait for a service ?
 - Would you like to wait for so long if you were the customer ?
- **How quickly are your testers serving their customers ?**
- **How quickly is your IT service department serving their customers ?**

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Five Four processes



Don't optimize a bad process - eliminate it !

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Ultimate Goal of a What We Do

Quality on Time

- **Delivering the Right Result at the Right Time, wasting as little time as possible (= efficiently)**

- **Providing the customer with**

- what he needs
- at the time he needs it
- to be satisfied
- to be more successful than he was without it

- **Constrained by (win - win)**

- what the customer can afford
- what we mutually beneficially and satisfactorily can deliver
- in a reasonable period of time

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The essential ingredient: the PDCA Cycle

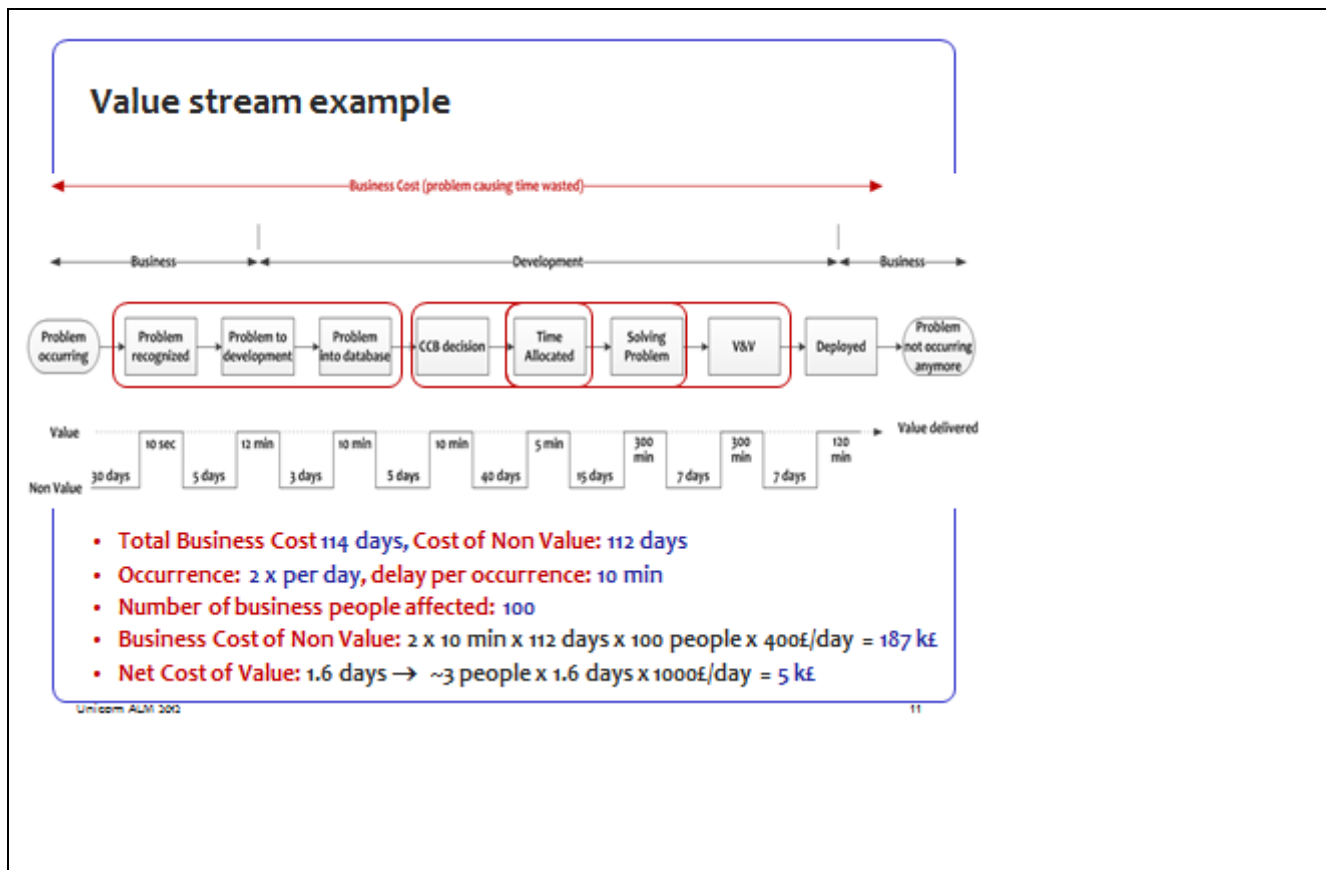
(Shewhart Cycle - Deming Cycle - Plan-Do-Study-Act Cycle - Kaizen)



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What is value ?



- **Heathrow Terminal 5: "Great success !"**
 - Normal people aren't interested in the technical details of a terminal
 - They only want to check-in their luggage as *easily* as possible and
 - Get their luggage back as *quickly* as possible in *acceptable condition* at their destination
 - They didn't
- One of the problems is to determine what the project (or our work in general) really is about
- A project doesn't deliver value
 - A project only delivers *the conditions* for value

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Some extra

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Why are large software projects always failing ?

- **Are they ?**
- **Megalomania ?**
- **Keep it simple and adequate**
- **Make the business more productive**

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Application Lifecycle Management

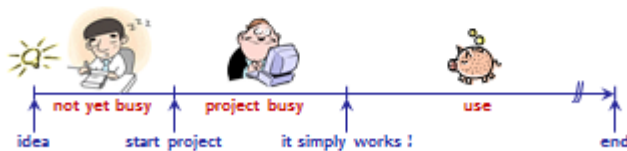
- Why do we have applications in the first place ?
- Who is managing the applications ?
- When does ALM start, end, and what's in between ?
- What is 'service response time' and how good is ours ?
- Do we have a SLA for the application ?
- When and how are applications tested ?

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How much time does it take from idea to good working implementation ?

- What is good working
- How long do they have to keep using their old ways ?
- What we deliver simply works
 - Does that mean without bugs ?
 - Am I talking in a foreign language? It simply works. Period
 - Do you know the cost of business disruption ?



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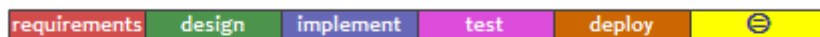
Lean Requirements

- CRM system, to replace 'old' CRM system
- Original plan: 6 months and € 1M
- Spent 1.5 years and € 5M: business hasn't seen any result
- New Project Manager, new System Integrator

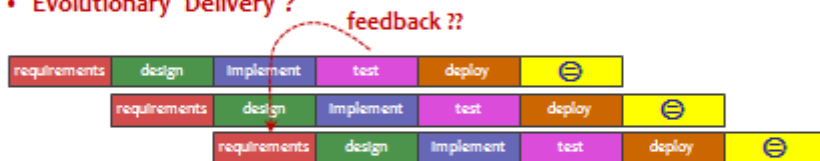
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Delivery Requirements



- Evolutionary Delivery ?



- Suggested Requirements:
 1. Within one week of any delivery, the business is not less efficient than before
 2. The business decides whether they are satisfied
- "Unacceptable" means supplier is saying:
 1. Within one week of a delivery, the business will be less efficient than before
 2. The business will not be satisfied

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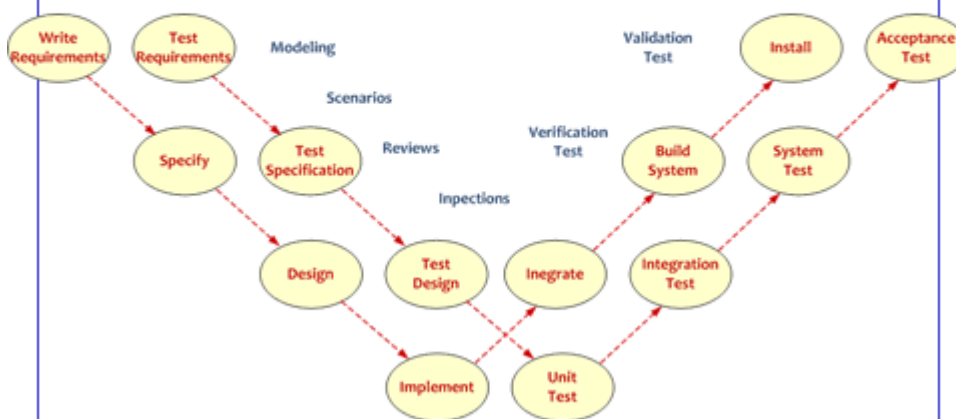
When and how are applications tested ?

- At the end of development ?
- Never ?
- Not enough ?
- By the business ?
- Through the whole development phase ?
- Through the whole life cycle ?

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W-model



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