



Application Lifecycle Management (ALM) Forum
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Niels Malotaux

ALM
How to better
Manage our Applications
during their Lifecycle

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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 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 real 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.

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<p><i>Result Management</i></p>	

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Project Coach

Helping projects and organizations very quickly to become

- **More effective** – doing the right things better
- **More efficient** – doing the right things better in less time
- **Predictable** – delivering as predicted

Getting projects back on track

Result Management

How to better Manage our Applications during their Lifecycle

Why do we have applications in the first place ?

- **Everything is already being done**
- **Why applications ?**
 - Serving customers faster
 - Spending less time on the same tasks
 - More profitable
 - Less cost
 - Nicer
- **Rol**
- **Application development doesn't create value**
 - It creates the *conditions* for the users (the business) to create more value than they are already creating



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What is value ?

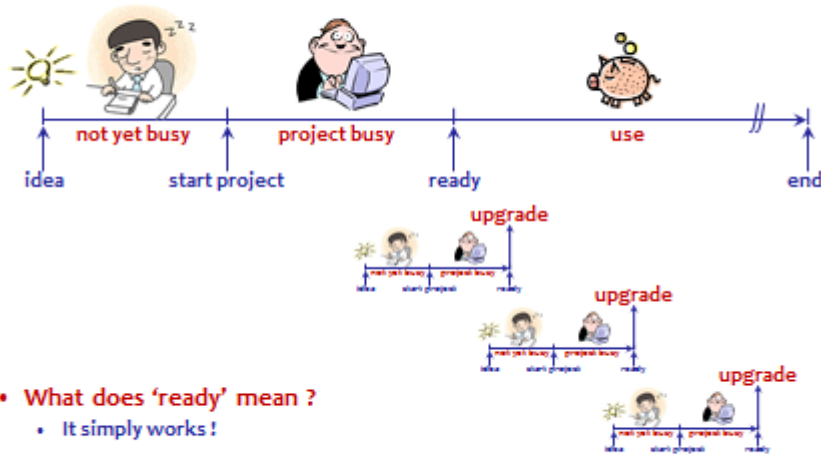


- **Heathrow Terminal 5: "Great success !"**
 - Normal people aren't interested in the technical details of a terminal
 - They only want to check-in their luggage as *easily* as possible and
 - Get their luggage back as *quickly* as possible in *acceptable condition at their destination*
 - They didn't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

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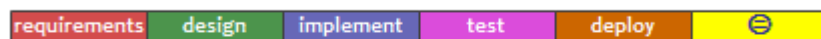
When does ALM start, end, and what's in between?



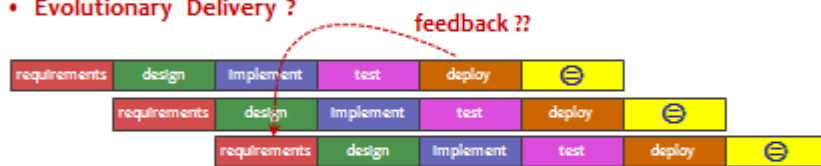
- What does 'ready' mean ?
 - It simply works!
- What is the cost of one day of disrupted business ?
- What is the cost of one day of (unnecessary) delay ?

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It simply works



- 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 have to pay, even if they are not satisfied

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How to better Manage our Applications during their Lifecycle

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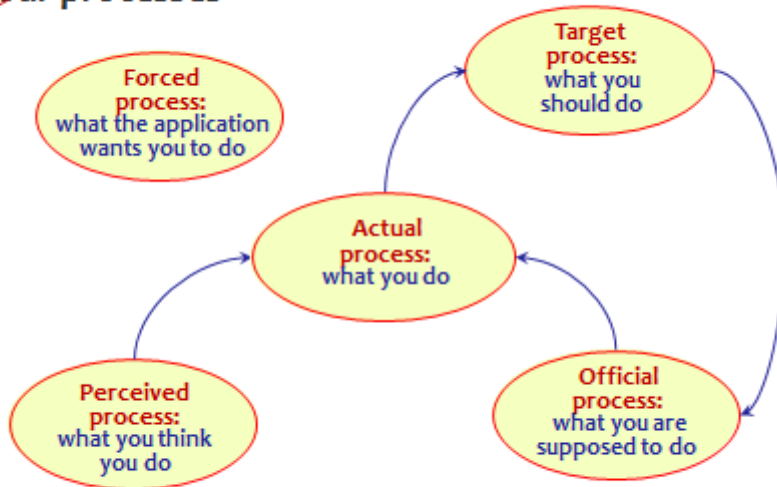
What is 'service response time' and how good is yours ?

- **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 ?
 - Sometimes a new application isn't the right answer !
- **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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The essential ingredient: the PDCA Cycle

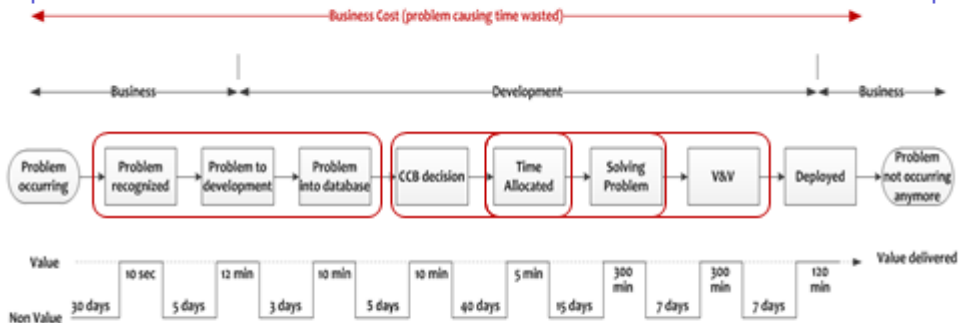
(Shewhart Cycle - Deming Cycle - Plan-Do-Study-Act Cycle - Kaizen)



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Value stream example



- Total Business Cost 114 days, Cost of Non Value: 112 days
- Occurrence: 2 x per day, delay per occurrence: 10 min
- Number of business people affected: 100
- Business Cost of Non Value: $2 \times 10 \text{ min} \times 112 \text{ days} \times 100 \text{ people} \times 400\text{€}/\text{day} = 187 \text{ k€}$
- Net Cost of Value: 1.6 days \rightarrow $\sim 3 \text{ people} \times 1.6 \text{ days} \times 1000\text{€}/\text{day} = 5 \text{ k€}$

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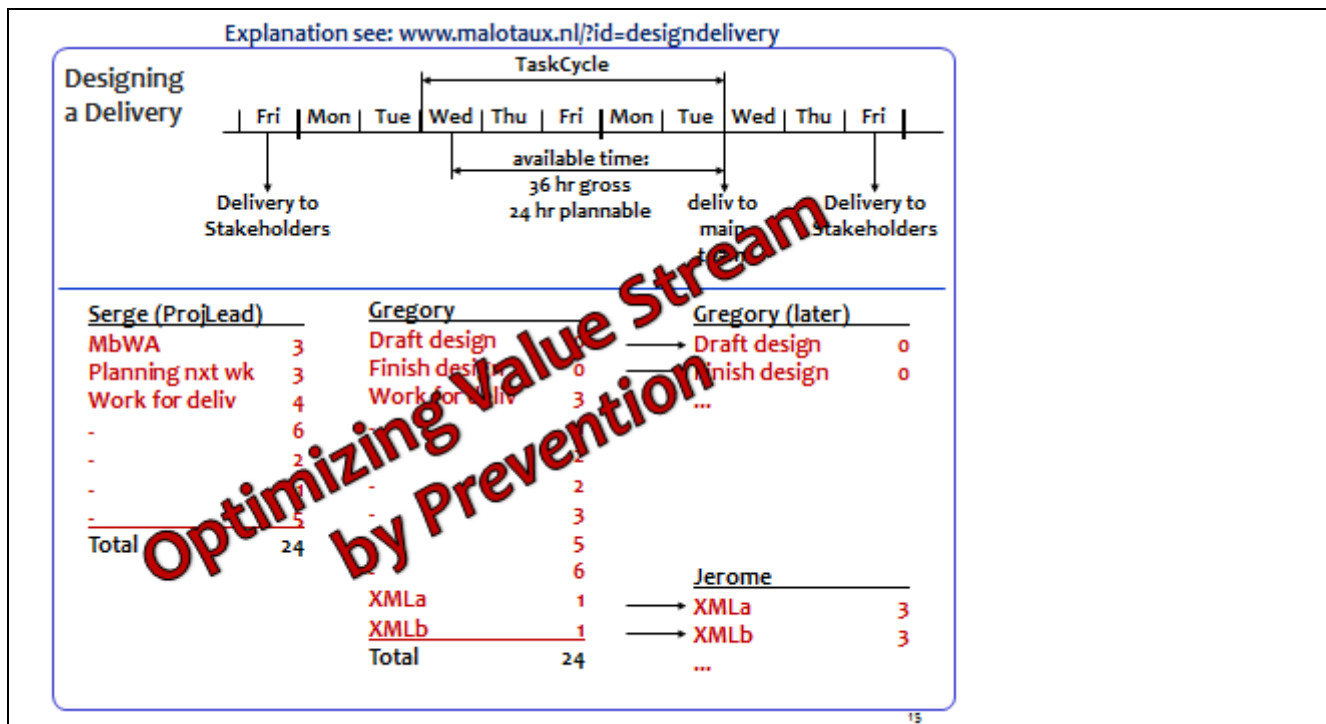
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Essence of being really Lean & Agile

Delivering the right stuff, the right way, at the right time, as efficiently as possible

- Understanding what real Value means
- Quickly and easily adapting to all Stakeholders (but only the Customer pays!)
- Total system focus - software is only an aid - only provides value when it is used successfully
- Continuous elimination of Waste
 - Doing what contributes the most value
 - Not doing what doesn't contribute value
 - Prevention rather than repair - relentless problem solving - root cause analysis
 - Perfection - Quality is cheaper
- Predictability: Continuously being able to tell what will be done when (doing something about it)
- Delivering in small steps to real Stakeholders doing real things - minimizing the waste of incorrect perceptions, assumptions and implementations, optimizing productivity of Stakeholders
- Continuously optimizing what we do, how we do it, and how we organize things using PDCA
- Empowerment - everybody feeling responsible for the Result (Goal of a Project)
- Assertiveness - actively removing impediments, no excuses
- Understanding that it's not about tools: a lot is craft (you cannot 'implement' Lean nor Agile)
- Management facilitating and coaching the workers to do the right things the right way at the right time
- Management to be personally responsible for continuous improvement (not just change)

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