



THE SMARTER WAY

Credit Insurance Company Atradius Adopts EssUP Practices

Credit Insurance Company Atradius modernizes approach to software development and adopts EssUP practices developed by IJI

Atradius' Objectives:

- Take advantage of modern iterative development techniques;
- Adopt a more agile software project lifecycle that would improve delivery capability;
- Select a standard approach to requirements management and software design;
- Improve timelines and the accuracy of reporting project status;
- Increase the quality of the software they produced; and
- Better handle changing requirements.

Atradius is one of the world's leading providers of credit management solutions with more than 160 offices in 40 countries employing 4,000 people. The annual revenues are €1.8 billion representing a market share of 31%. They provide customers with information on 52 million companies worldwide, making over 22,000 credit decisions per day.

IJI's Challenge >

Ivar Jacobson International (IJI) was invited to modernize the approach to software development through the implementation of the Essential Unified Process (EssUP) Practices.

Situation Analysis >

Atradius had successfully developed bespoke software solutions for many years. The management team felt that by examining their process, they could ultimately deliver better business value.

Commitment >

Atradius adopted the EssUP Use-Case Essentials and Iterative Essentials Practices, supported by the use of UML to document analysis and design ideas.

There was a strong commitment from senior management to embark on a major programme of change and the need for just-in-time project-based training and mentoring. They committed to a comprehensive publicity campaign to spread the word about why there was a need for change, how the changes would occur and who would be affected. This turned out to be a vital element in their success.

Getting Started >

Before the project teams were trained, senior management and customer representatives were provided with a one-day overview of the **use case** and **Iterative Essentials** practices.

This allowed IJI to ensure that all stakeholders began the project equally informed.

The software teams were then selected and **EssUP** practice-based training was provided.

The Projects >

The work consisted of two small-to-medium sized projects; each with significant technical and business risk.

The team attended a use case modelling workshop and developed the project plan:

- One inception iteration;
- Two elaboration iterations;
- Three construction iterations; and
- Two transition iterations.

No attempt was made to change any other aspect of the way the software would be designed, developed or tested.

Project A - The Results>

- After the first six-week elaboration iteration, **approximately 80%** of the known technical risks had been mitigated by developing the basic flows of two significant use cases.
- The second elaboration iteration resulted in more working software and mitigated the majority of the remaining technical risks.
- During the construction phase, some requirements were changed and priorities also amended. By the end of the construction phase, the customer had received all the functionality deemed essential which satisfied their original objectives.
- Due to **improvements in productivity**, the team was able to incorporate the new changes yet still finish close to the original time and budget.
- Team members were surprised that they were able to complete a **higher quality** project yet experience **less stress** at its completion.

Project B - The Results >

- The team used the same length and pattern of iterations as Project A.
- By mitigating the majority of technical risks during the first elaboration iteration, **expectations were exceeded**.
- Customer involvement remained high.
- The formality and the volume of paperwork was gradually reduced as **the team gained confidence** and working software was demonstrated.
- The project finished **within budget** and schedule tolerances, with very high **customer satisfaction**.

EssUP Practices Make a Difference >

Conclusions >

- Better customer involvement during the iterative development means better requirements, more trust and less sign-off mentality.
- When stakeholders work together on a project, there is less formal reporting and more time spent shaping and directing the project as it progresses.

Changing requirements and iterative project planning forced the team to decide what they **really needed**. The end result was a product which exceeded the expectations of the initial use case model.

- Testing during each phase leads to rapid requirements capture, better material to begin design and testers who were better able to understand the purpose of their testing.
- EssUP Practices provide a degree of flexibility not found in more traditional lifecycles.

Essential Unified Process

The Essential Unified Process, or **EssUP** for short, is a new **Practice** centric software development process that stands on the shoulders of modern but established software development best practice.

It is a fresh way of integrating successful practices sourced from the three leading process camps:

1. The unified process;
2. Agile methods; and
3. Process maturity.

Each one of them contributes different capabilities: structure, agility and process improvement.

Europe

+44 (0)20 7025 8070

info-eur@ivarjacobson.com

Americas

978-649-2856

info-usa@ivarjacobson.com

Australia

1300 567 280

Info-aus@ivarjacobson.com

Asia

+8610 82486030

info-asia@ivarjacobson.com

Find us on the Web:

Ivar Jacobson International

Ivar Jacobson International is a global services company that helps software organizations transform and improve the way in which they develop software solutions as well as guide them in meeting the expectations of the business. Our consultants provide an environment of experiential learning to develop the right competency levels amongst all roles and functions by becoming an intricate coach and mentor to the entire team. We have a framework that we adapt to effectively define and communicate business and technical expectations across the organization as well as create collective responsibility by teams and individuals for project outcomes. We introduce a proven practice driven approach that is goal oriented, incremental and measureable and is highly successful with either an existing software project or the implementation of new systems. We support our customer engagements with a rich set of technology assets inclusive of training materials, practice guides, and tooling.