



THE SMARTER WAY

Fujitsu Case Study

Fujitsu Speeds Project Delivery and Reduces Costs
with IJ's Practice Based Approach

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A leader in the IT service market, Fujitsu implemented 'Apt' to ensure successful delivery of client application projects. This new standard for delivering applications accelerates project delivery, lowers costs, better manages risk and increases business value. The flexible framework provides an integrated set of industry leading tools and methods from Ivar Jacobson International (IJI) coupled with a practice library and a practice-based approach to application delivery.

About Fujitsu

Fujitsu is a leading provider of IT-based business solutions for the global marketplace. With approximately 175,000 employees supporting customers in 70 countries, Fujitsu combines a worldwide corps of systems and services experts with highly reliable computing and communications products and advanced microelectronics to deliver added value to customers.

Headquartered in Tokyo, Fujitsu Limited (TSE:6702) reported consolidated revenues of 4.6 trillion yen (US\$47 billion) for the fiscal year ended March 31, 2009. For more information, please see: www.fujitsu.com.

One size doesn't fit all >

Correct methods and tools matched to appropriate clients

The premise is simple – rather than starting every application development project from scratch, Fujitsu developed a 'lean' approach based on re-usable best practice methods, proven ways-of-working, and leading tools and solution patterns. Re-use doesn't mean one-size fits all, but rather it provides teams with the flexibility to match the right methods and tools to meet the needs of each client project – reducing risks.

Although Fujitsu could potentially mandate its own internal practices, it cannot mandate those used by its customers. Any solution had to allow teams to mix the Fujitsu recommended best practices with those of its customers. In addition not all projects start at the beginning. Customers may contract work to Fujitsu at any point in the project lifecycle.

The Apt combination of proven best practices and web-based tools allows Fujitsu to provide its projects and customers with a software-as-a-service approach to the project environment that ensures that there is no need to spend time and money writing a new process description and creating a new development environment for each project.

For more information about Apt, contact Fujitsu on +44 (0)870 242 7998 or askfujitsu@uk.fujitsu.com.

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 practices. It is a fresh new start integrating successful practices sourced from the three leading process camps: the unified process camp, the agile methods camp and the process maturity camp. Each one of them contributes different capabilities: structure, agility and process improvement.

Lower Costs >

Accelerate Application Development

Although Fujitsu was attracted to agile methods the vast majority of projects undertaken were well outside of the agile sweet-spot since they involved distributed teams, remote customers, and often 50 or more people. Agile principles were to be encouraged; however the most popular agile methods were not suitable for the majority of projects undertaken.

Of course, teams can't throw away everything they know and start using a completely new process – new ideas must be introduced one-by-one helping a team to evolve its way of working rather than replacing it.

After surveying the best of breed processes and methods on the market, Fujitsu decided that it needed to build a flexible library of complementary practices and that these flexible practices would be based on the Essential Unified Process. In particular, it would use the nine individual practices that Essential Unified Process provides as the basis for its practice library and the accompanying EssWork process environment to compose and interact with the practices.

“We selected the Ivar Jacobson Practice Library, the Essential Unified Process and EssWork in combination as they were found to be the only product that essentially addressed all of the drivers and challenges. In particular, the innovative way that IJI separated and presented its practices meant that practices that make up the Essential Unified Process were easy to adopt, easy to extend, and could be mixed and matched to support a wide-variety of project types whilst providing a default agile process for all our teams.”

Tony Drahota

Head of Solution Requirements & Architecture Practice, Application Services
Fujitsu

EssWork

EssWork provides everything an organization may require to get started with a practice-oriented approach to software development. EssWork consists of an environment for browsing, composing, building and customizing practices into a process.

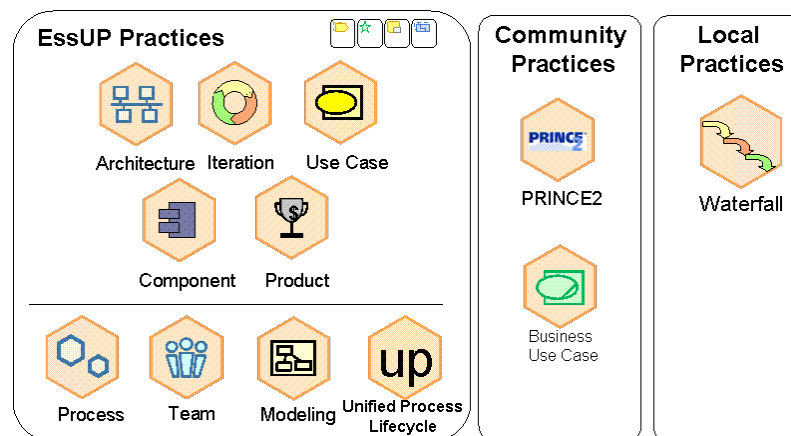
Tools aren't enough >

Combine best practices and tools with seamless support

Once Fujitsu decided to base Apt on the Essential Unified Process it started to build its practice library and experimented with the practices on a variety of pilot projects.

It was quickly discovered that additional practices were required to enable the Apt toolkit to be widely accepted and used by the majority of projects. In particular:

1. Practices to enable waterfall projects – it was too much to expect every project to suddenly become iterative, especially if Fujitsu was not using compatible development practices or was already contracted to use a waterfall lifecycle.
2. Practices to support the use of PRINCE2 – a standard management process used widely within the UK and Europe and as a standard within Fujitsu.
3. Practices to support business modeling and business process re-engineering – many of the larger projects were business change or business process re-engineering projects. This was an important aspect of the projects to support alongside software development.



Practice Execution >

Realizing the Benefits of Practices

The creation of a robust and flexible practice library has had many benefits including:

- The ability to mix and match practices – both within the practice library and with the existing practices in use by a team.
- Standard training for different competencies – although each team is likely to be unique in the combination of practices that it uses, each team can still standardize on certain practices for certain domains and train the relevant people in these practices.
- Flexibility of roll-out / ease of adoption – the practice library allow teams to adopt the practices they need when they need them.
- Rightsizing of process – teams combine the minimal set of practices they need to meet their needs. For example many teams will be involved in maintenance projects and will only need to select a small number of practices such as the iterative practice, the component practice and the team practice.

As the practice library was assembled and the tooling put in place it was discovered that the state-driven nature of the practices and the work-item generation capabilities of EssWork provided the opportunity to create a much deeper integration between the practices and the tools than previously thought possible.

By integrating the practice environment with Jira – the selected work item and defect tracking tool – it was possible to provide a single entry point for everybody working on the project. One that was based around the work available or that they had been allocated rather than the process that they were expected to follow.

Some of the additional practices have been developed for purely internal use, but two of the most significant practices – Business Use-Case Essentials and PRINCE2 Essentials – have been jointly developed by Fujitsu and Ivar Jacobson International for the EssWork practice community and are available free of charge to any other adopters of the Ivar Jacobson practice-based approach.

Clear business benefits >

Flexible, extensible, reusable collaborative working environment

By integrating the IJI practice-based approach with Fujitsu's selected toolset, Fujitsu has created a flexible, extensible, reusable collaborative working environment that provides clear business benefits. Since using the tools and working with IJI, project start up time has accelerated since teams no longer write a new process description and create a new development environment for each project. From projects of 2-3 people to exceptionally large 100 – 200 people projects, Fujitsu's process can scale to support a range of projects and team sizes without the need to write different versions of the process.

Although Fujitsu could mandate practices, these practices had to be easy to adopt. Teams have become more effective as they are using tools and practices to make the process efficient which increases its productivity.

Quality of deliverables has improved as use of good practices and techniques, such as test driven development and continuous integration, is coupled with automated quality checking and reporting tools and with collaboration facilities which help teams to apply the available expertise where it is needed.

In addition, Fujitsu has a better control of risk as application delivery time has improved as well as project accountability.

Fujitsu continues to take on new and varied projects and the markets continue to change and evolve. Fujitsu is equipped with a process that is flexible and extensible that can be kept up to date with modern practices and can act as a basis for the long-term improvement of Fujitsu's application development capability.

"Our processes have to be lean – focused and lightweight – whilst being flexible enough to be used in a wide range of engagements from straightforward software development to broader business change projects and service contracts – IJI has helped us achieve that goal."

Tony Drahota, Head of Solution Requirements & Architecture Practice, Application Services, Fujitsu

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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.