



THE SMARTER WAY

# PricewaterhouseCoopers LLP UK IT (PwC UK IT)

Process Improvement Services at PwC

PricewaterhouseCoopers LLP internal IT department engaged process improvement services from Ivar Jacobson International to assist with large scale process improvement and business change activities. PwC UK IT have successfully deployed the IBM Rational Unified Process and a number of supporting IBM Rational tools using a practice based approach supported by Ivar Jacobson International's consultancy, training and mentoring services.

## Solution

### CUPID - Capability Uplift and Process Improvement Deployment

PwC UK IT embarked on a business change programme to implement the IBM Rational Unified Process supported by a number of IBM Rational tools. Process improvement efforts were practice based – enabling successful incremental adoption. Project teams were provided with expert mentors, tool support, templates, guidelines and examples based on industry leading practices integrated with existing internal processes and methods of working.

## Success

PwC UK IT has successfully deployed target practices into the organization achieving standardization, predictability and improved quality in their numerous ways of working. These methods included requirements management with Use Cases, Iterative Project Management, Configuration and Change Management, and Iterative Risk-Based Testing. Based in part on this foundation PwC UK IT is now embarking on a significant process improvement effort in the portfolio and programme management space.

## At the beginning >

PwC UK IT was originally formed from a number of 'Line of Service' IT functions with the vision statement of "One Team, One Standard of Excellence". In order to achieve this vision, sustainable standard processes were needed to help drive consistency, predictability and quality. Additionally PwC UK IT required these standard processes to be supported by mechanisms for leveraging industry best practices, knowledge and artifact sharing, as well as an integrated supported toolset.

At the beginning of the project there were numerous challenges, including:

- Geographically distributed teams made up of a mix of PwC UK IT staff and 3rd party suppliers in various time zones
- A mix of existing ways of working
- Many “hybrid” resources working on multiple projects performing multiple roles concurrently
- Challenges in forming a process improvement vision that was accepted by all stakeholders

## Practices Adopted >

The IBM Rational Unified Process was decomposed into the following practices for adoption:

- Requirements management with Use Cases
- Plan driven Iterative project management
- Iterative risk-based testing
- Analysis and design
- Configuration and change management

## Where to start?

The CUPID project was formed to deliver business change objectives. To “practice what we preach” the CUPID project used the Rational Unified Process (RUP) lifecycle to deploy CUPID practices in the organization. Each adopting project was assessed in terms of its current capability by a CUPID mentor. The mentor could then work with the project team to mentor and guide the team in adopting the new practices and supporting tools.

An inception phase was performed to establish and gain stakeholder concurrence over the scope of the CUPID project. An elaboration phase then followed to prove the deployment approach, practices and supporting tools in the organisation. Once the approach had been proven the project was able to move into a construction phase focused on productizing the solution and ramping up deployment throughout the software development organization. Finally a transition phase was executed to hand over the CUPID practices, knowledge base, process asset repository and support services to a 'Business As Usual' function tasked with sustaining and maturing CUPID practices.

The process improvement effort was managed and executed as a project with specific measurable deliverables and goals. These goals were regularly reviewed at iterative milestones ensuring broad visibility of CUPID progress and success.

## Building on Success >

PwC UK IT still invests in sustaining and maturing CUPID practices as well as ensuring that ways of working can evolve as tools and technology change. Based in part on the foundation of standard project lifecycles PwC UK IT can now focus on implementing process improvement projects in the governance, programme and portfolio management spaces. Based on the experiences of the CUPID project PwC UK IT has again chosen to work with Ivar Jacobson Consulting to provide assistance with this ongoing process improvement effort.

### Services Engaged

- Process Improvement Consultancy
- Iterative Mentoring and Training
- Use Case Mentoring and Training
- Modeling Mentoring and Training
- Analysis and Design Mentoring and Training
- Configuration and Change Management Mentoring and Training
- Iterative Testing Mentoring and Training
- Portfolio, Programme and Project Management Mentoring and Training

### Tools Used

- IBM Rational Requisite Pro
- IBM Rational Rose
- IBM Rational Test Manager
- IBM Rational Robot
- IBM Rational ClearQuest
- IBM Rational Portfolio Manager

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## Ivar Jacobson International

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