



## **Better, Faster, Cheaper, Happier at KPN**

An Ivar Jacobson Case Study

# Ivar Jacobson International helps KPN measure 'Better, Faster, Cheaper, and Happier'

- KPN introduces a measurement framework that is clearly tied to organizational goals and objectives
- The framework engages IT and the business with an accessible, goal-focused KPI set
- The framework has become a critical element to manage ITNL performance



## Introduction

KPN is the leading telecommunications and ICT service provider in The Netherlands, offering wireline and wireless telephony, internet and TV to consumers, end-to-end telecommunications and ICT services to business customers. KPN operates a global ICT services company with a market-leading position in the Benelux, offering end-to-end solutions in infrastructure and network-related IT.

ITNL is the internal IT department ensuring the right IT solutions are put in place to support KPN's business and technology strategies. When KPN wanted to improve the way it measured its business critical IT service's company, it turned to trusted partner Ivar Jacobson International.

## Measurement Challenge

As an organization introduces a new and improved way of working, an effective measurement framework becomes critical. KPN was in this position as they moved to adapt their software process and methodologies. With this change came the need for more relevant measurement and reporting.

Much of KPN's previous measurement work was fragmented and it didn't communicate very well within ITNL or across the business. In particular, the lack of meaningful targets made the vast majority of the measures very easy to ignore. The end result was information that wasn't intuitive to ITNL - let alone to the business. People were not motivated enough to use the metrics as they weren't clearly tied to their goals and objectives. It also meant that the measures didn't help ITNL to engage with the business.

## A Focus on Organizational Goals and Objectives

"The primary goal when setting out our new measurement framework was to focus on business objectives," said Inge Diepenhorst, Manager of the Software Development Centre at KPN. "This was the main success factor in the way we implemented our measurements. IJI helped us to build clear objectives with an understanding of what we wanted to do with the collected information."

Working closely together, KPN and IJI built new metrics that were practical, easy to understand and that measured things that mattered. Not only did the measurement framework encompass quantitative data such as milestone achievement, but it also included qualitative data such as customer satisfaction. If the teams were meeting their milestones but customers were unsatisfied, then measuring milestone achievement alone would be a misleading performance indicator. To help make the measurements more relevant to both the teams within ITNL and the business the Better, Faster, Cheaper, Happier measurement framework was adopted.

## Creating an Engaging and Recognizable Slogan

1. **Better:** Milestone achievement: increase quality and predictability
2. **Faster:** Improvement of delivery time
3. **Cheaper:** Budget in control and decrease in price per function point
4. **Happier:** Improvement of customer and employee satisfaction

## KPN – Measuring Better, Faster, Cheaper, Happier



“...since we started on the implementation of the IJI Iterative and Use Case Essentials practices we’ve made significant progress in our time and budget predictability.”

### Building Excitement

“One of the first elements for us to do was to create an accurate baseline before we started. IJI helped us with this. We created a baseline using projects that were implemented the previous year,” said Ms. Diepenhorst. “By getting valuable information in a short period of time we were able to create excitement within the organization and build interest in the metrics.”

By using an accessible, goal focused framework the Software Development Competency Centre was able to get people excited about its measurement framework. “IJI helped us to create simple yet intuitive measures that weren’t intimidating. These measures helped facilitate discussions between our IT teams and helped drive interest from our key business stakeholders,” said Ms. Diepenhorst. “By getting them involved, the metrics became a critical element to manage ITNL performance.”

### Gaining Traction – Hitting Targets

“As a professional IT department we’re constantly focused on improving our performance” Ms. Diepenhorst said. “The measurement framework we’ve implemented together with IJI now provides us with better insights into areas that we need to improve on and enables us to track the effect of improvement initiatives on our performance. It’s great to see, for example, that since we started on the implementation of the IJI Iterative and Use Case Essentials practices we’ve made significant progress in our time and budget predictability.”

Another advantage of the generic measures is that we can now compare the performance of our different IT programs which enables us to define our best practices. This loop of measuring IT performance, taking the right action to improve the innovation process and tracking the effect allows us to become a learning organization that will only get better and better!”



**The Netherlands**

+31(0) 20 654 1878  
info-nl@ivarjacobson.com

**Sweden**

+46 8 515 10 174  
info-se@ivarjacobson.com

**Australia**

1300 567 280  
Info-aus@ivarjacobson.com

**Asia**

+8610 82486030  
info-asia@ivarjacobson.com

**UK**

+44 (0)20 7025 8070  
info-uk@ivarjacobson.com

**Americas**

1 703 338 5421  
info-usa@ivarjacobson.com

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