



## CASE STUDY

# CREATING A BEST PRACTICES PRODUCT DEVELOPMENT ECOSYSTEM

OPTIMIZE

A Life Cycle Audit Provides the Roadmap for the Future

### THE BUSINESS CHALLENGE

Despite two dedicated development teams spending long hours, delivery of a major release in our client's **product pipeline was at risk** because schedule and quality milestones were being missed. The client's first-time use of Agile methodology complicated internal evaluation of the issues, and leadership had no clear view into success of the Agile deployment or its effect on their existing development cycle. The new product in development already had been purchased by one of their largest customers. Our client needed to know quickly where the problems were occurring in the development life cycle and how to get back on track.

### AGSI'S HIGH-LEVERAGE SOLUTION

AGSI **conducted an end-to-end audit** of our client's product development process, Agile methodology, and roles and responsibilities. Some 40 U.S. and international stakeholders were interviewed, dozens of artifacts were reviewed, and the development **process was mapped in detail**. Our assessment centered on the Methods and Standards segment of AGSI's BT3™ framework, a proprietary instrument that measures business technology effectiveness across an array of competencies.

We discovered that the teams actually were using two different development processes, neither of them Agile-compliant due to insufficient documentation at the start-up, and the resulting lack of synchronization was creating **multiple points where the cycle was breaking down**. Standards, training, communications, cross-functional roles and lines of accountability weren't clearly established, and geographic team distribution made effective use of Agile methodology even more challenging.

AGSI created a best practices Agile process map specific to this client's operations, with a roadmap showing how to **transform the two disparate current processes into one optimized future state** process. Beyond recommendations on the Agile SDLC, we pinpointed larger issues in workforce management, IT governance, vendor management and product rationalization that should be addressed so that our client did not fix the current issue only to wind up back in the same spot faster. Action plans and timeframes for these improvement areas also were developed.

### VALUE TO THE ENTERPRISE

Our client needed answers to distinct questions – How is Agile being deployed, what is its optimum use, how should they transform, and are improvements needed beyond Agile? **AGSI answered those questions** with clarity. Just as important, our experience also allowed us to look at the strategic relationship of this process to the firm's larger business intent and provide **recommendations that integrate the development life cycle with enterprise objectives**.

### IN BRIEF

#### CLIENT:

\$2B Technology Product Company

#### ENGAGEMENT:

Software Development Life Cycle (SDLC) Audit

#### CHALLENGE:

Determine why a critical Future Selling Platform product wasn't meeting schedule and performance milestones

#### OUTCOME:

A comprehensive explanation of issues, a roadmap for solutions, and a bonus blueprint of larger improvements to create a best practices ecosystem