Caught in a Cliché:
From a Simple Idea to an iRise Visualization

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iRise
#1 IT Challenge in the 20th Century

Operational efficiency
#1 IT Challenge in the 21st Century

Innovation & Growth
Business Software is Supposed to Help Meet These Challenges

But...
The Way That Business Software is Designed, Developed & Delivered is Fundamentally Broken

“In the last year, 70% of projects failed to meet deadlines, & 50% of projects failed to meet the needs of the business; 80% of the issues stem from poor requirements.”

Standish Group Chaos Report, 2007
Business Users Don’t Know What They Want Until They See & Interact With It
Business Users Can’t Interpret Text Specs., Use Cases, Screen Shots, etc.
The Impact is Dramatic

- Long cycle times
- Late stage rework
- Poor adoption
- Risky global sourcing
- Blown business plans
- Strained relationships
The Solution

iRise enables non-technical people to quickly assemble a working simulation of business applications & rapidly iterate with business stakeholders for fast consensus on what to build, without writing a single line of code.
iRise Visualization Transforms Business & IT Communication
What Can You Visualize With iRise?

- New custom applications
- Enhancements to existing systems
- SAP, Oracle extensions
- Mobile applications (e.g. iPhone)
- Web 2.0 & rich Internet applications
250+ Customers Tell Us: Visualization Delivers

- Get to market twice as fast
- Cut 30% of project cost
- Virtually eliminate rework
- Outsource more strategic development
- Improve customer experience
- Discover new innovations

“General Motors has to succeed through innovation. That’s where iRise leads and that’s the whole philosophy of the company right now.”

Dr. Richard Frost, Global Director, Information Systems & Services, General Motors
Our Vision

By 2020 all business software will be visualized prior to development, the same way that visualization is a common practice in the design of every car, airplane and semiconductor today.
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Presenters

Jayson Murray – First American Title Insurance Co.
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01/22/2009
Introduction – Project Fulfillment Group
IT Organization

- Microsoft Technologies
- Internal Software Development Shop
  - Maintain and enhance over 20 major internal applications.
  - Build our own application based in internal users requirements.
  - Onshore/Offshore Development
  - Run over 100 projects/year.

- One of the largest MS SQL Server implementation
- Recently implemented enterprise business applications (CRM, ERP)
Introduction – Project Fulfillment Group
Software Development Life Cycle

- Waterfall / Sequential Model – Large Applications
  - Inception, Elaboration, Construction, Transition, Close-Out
  - Inspired from Unified Process model
- Agile Software Development - Small/Medium Applications

- Project Size: Small, Medium, Large
- Project Timeline: 3 to 12 months
- Project Type: Business and Technical Enhancements
Visualization
‘A picture is worth a thousand words.’

- Wrong Hypothesis
  - Maintained a belief that changing from a textual analysis model to a graphical analysis model would eliminate the challenges confronting our SDLC.

- Coming to terms with the challenges of analysis
  - The value of a picture is only as good as the context within which one views the picture.
  - That does not address the problem of analysis: indeterminacy of translation
A picture conveys no more or less information to the observer than the observer imports to the picture. Experience of some thing is not a cognitively passive activity; our experiences are theory-laden. Seeing an image as an x, having an experience of x is highly variable and depends as much on what information the observer brings to the observed image as the observed image conveys to the observer.
Visualization - Problem of Analysis

Analysis is a problem of translation!

- The challenge to the analysis process is a problem of the indeterminacy of translation.
  - The problem, elucidated by W.V. Quine, suggests that it always possible to produce alternative translations or interpretations of a language, whether within the same language (e.g. English, business vs. technical), or between two radically different languages.
  - There is always a discrepancy of meaning inherent in and between languages based on an individual’s history, education, environment.
- This challenge can be better understood by drawing an analogy of the Analyst activity to that the Linguist.
  - An example of radical translation: “Rabbit” does not equal “Gavagia.”
  - The analyst must reduce or translate the business problems and business requirements to business, functional, and non-functional rules.
- Objectivity is unattainable; intersubjectivity is all we can hope for.
iRise Visualization Tool
Current Vs. Desired State

Problem Def. (Lack of)
Requirements (Inadequate)
Analysis/Design (Long)
CRs (High)
Communication (Impaired)
Visualization (Static)

Success Criteria
Training & Mentoring
Manage Change
Team Motivation
Management Support

Problem Def. (First Step)
Requirements (Efficient)
Analysis/Design (Reduced)
CRs (Reduced)
Communication (Efficient)
Visualization (Dynamic)

iRise Visualization Tool

First American Title Insurance Company
Current vs. Desired State
Problem Definition

- **Areas of Concern**
  - Analysis and Design activities start prematurely without a clear problem definition.
  - BSA relies on design decision made by Product Manager, SMEs and/or other business users.

- **Desired State**
  - Always start with problem definition.
  - More quality time needs to be spent understanding the underlying problem.
  - Flesh out high level requirements before focusing on the solution.
Current vs. Desired State
Requirements Elicitation

- **Areas of Concern**
  - Requirements are documented within Word Documents.
  - Requirements Validation sessions occur via review of the textual documents.
  - Development and QA Teams receive the Word Documents (CDD) as input deliverables.

- **Desired State**
  - Requirements definition process quicker and more enjoyable.
  - Requirements are associated to Pages / Scenarios / Page Widgets.
  - Allows BAs to respond better to customers’ needs by improving the efficiency of collaboration with the SMEs through the requirements gathering process.
Current vs. Desired State
Analysis and Design Life Cycle

- **Areas of Concern**
  - A lot of time is spent in back-and-forth between the BAs and the SMEs.
  - Constantly faced with missed milestones and pushed deadlines
  - Incomplete Design / Split Projects

- **Desired State**
  - Consistent duration of analysis/design activities
  - Structured analysis process, tighter milestones, reliable estimates
Current vs. Desired State

Change Requests

- **Areas of Concern**
  - High number of CRs in Construction and Transition phase caused by missed requirements
  - CRs are expensive to implement in the later stages of the development lifecycle
  - Risk mitigation around missed or incorrect requirements must occur earlier in the life cycle.

- **Desired State**
  - Ensure that all requirements are complete and correct prior to coding to deliver the application the first time and avoid rework
  - Increases the level of confidence of the project team that the proposed solution meets business expectations while minimizing the number of change requests.
**Current vs. Desired State**

**Communication and Collaboration**

### Areas of Concern
- Distributed teams in CA and India must be able to collaborate and communicate more effectively.
- Communication between BAs and SMEs is based on textual documents, process workflows and mock-ups.
- Prototyping for complex projects is expensive.

### Desired State
- Business Stakeholders validate the Simulation via a quick and painless process that ensures no ambiguity, personal assumptions, or individual interpretations.
- Improves the efficiency of collaboration and communication across distributed teams (offshore/onshore).
Current vs. Desired State
Visualization

- **Areas of Concern**
  - Stakeholders receive a demo of the completed application and the end of development cycle → this is the first time they see the end-product vision
  - Users should be able to visualize the end-state effectively prior to Construction phase (Application Development)

- **Desired State**
  - Provide the capability to build dynamic simulations – iRise design features provide interactivity and allow the true behavior of the desired application to be experienced.
  - Provides the BA team an innovative edge. iRise does not require coding or scripting.
Adoption and Implementation
Management Support

- Fully supported the introduction and adoption of iRise as the main analysis and design tool for BSAs.

- Committed to completely redesigning the analysis process as well as BSAs’ role expectation.

- Committed to replacing the old analysis artifacts (Word Documents) with iRise Simulations.

- Accepted project delays caused by the BSAs learning curve on the tool and the adoption of new analysis process.

- Management constantly endorse and communicate positive feedback from stakeholders to the project team.
Adoption and Implementation

Team Motivation

- Provided BSAs an innovative tool that allows them to build pseudo-applications without programming experience.

- Designed a faster, iterative analysis process with more frequent milestones that helps the BSAs feel they make real progress.

- Created an environment conducive to better collaboration with the SMEs and other stakeholders.

- Designed a solid training program.
Adoption and Implementation
Manage Change

Change the analysis/design phase of the SDLC

- Replaced conceptual design Word document with an iRise Simulation - iRise Simulation combined the relevance of pictures with the context of words and dynamic nature of software interaction.

- Created Iterative analysis process - BSA collaborates with the SMEs and Technical Leads and visualize the details of the simulation every week.
Adoption and Implementation
Training and Mentoring

- Provided formal training for BAs on iRise design tool (iRise Studio)
- iRise consultants provided week-long mentoring sessions to the BA team.
- Focused on developing internal design practices.
- Organized frequent iRise design session to foster cross-training among analysts
- Created simulation review guidelines for project stakeholders
Adoption and Implementation

Success Criteria

- Implement iRise with minimum impact to ongoing projects’ milestones.

- Monitor and measure project performance as a measure of success for iRise implementation.

- Set clear expectation for project teams in general and BAs in particular by addressing the impact of iRise introduction to ongoing projects.

- Consider and manage the adoption of iRise among all project stakeholders, regardless of their role or department they represent.

- Constantly assess qualitative and quantitative improvements of iRise implementation.
Thank you for attending

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Please submit questions now...

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