Integrated Release Management – Maximize IT’s business value

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AGENDA

- Introduction
- Release Management Process
- Adoption Push-backs
- SAP Solution and Summary

- Recommended Reading
The Pressing Need for Release Management
IT demand is greater than supply

- More IT constraints
  - technical
  - legal
  - business (resources)

- Less IT resources

- Need for a well defined “IT supply chain” to deliver against IT demand at controlled cost and risk
Reactive and Inefficient IT
Lack of end-to-end IT process from demand to supply

- Plans are disrupted by urgent but not important priorities
- Organization gets overburdened to deliver against unrealistic goals
- Code is rushed to production
- Constant emergencies
- Lack of continuous feedback and improvement
- Lacking coordination between stakeholders resulting in competing IT demand
- Stakeholders are dissatisfied, negatively influencing perception of IT

CEO/CFO
Business Strategy

IT Strategy
CIO

IT Development
IT Operations
The right approach to Release Management
Business needs are met – IT performance is at maximum

Well managed portfolio of IT projects supporting company strategy

- Business goals are met
- Stakeholders are satisfied

Synchronized teams with continuously improving performance

CEO/CFO: Business Strategy

Extraordinary priorities are evaluated against overall plan

IT Strategy

IT delivers against realistic plans that are frequently re-evaluated

Validated releases are confirmed by stakeholder sign-off

Ensured supportability through early involvement

CIO

IT Development

IT Operations
Quote
The ITIL Open Guide

Mission Statement

Implement changes to IT services taking a holistic (people, process, technology) view which considers all aspects of a change including planning, designing, building, testing, training, communications and deployment activities.

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End-to-End Release Management Process
More than the technical release of code artifacts

- End-to-end process matching supply and demand with defined timelines
- Integration across teams, including business, via defined touch points and quality gates
- Checks and balances for conflicting stakeholder needs
Business departments and teams

- Business initiative 1
- Business initiative 2
- Business initiative n
- Business Network (vendors – customers) e.g. Dep. of Defense

IT Development Teams

- Web
- SAP
- Clarify
- Security
- ... Outsourced Development

Support Team

- Web
- SAP
- Clarify
- xyz
- HW
- Network
- MS Office
- ...
Release Management Phases
Defined and aligned timelines in scenario 3

**Scenario 1**
- No process
- No pattern
- Little control
- Low stakeholder satisfaction

**Scenario 2**
- Standard SDLC process
- Poor cross team integration
- Some control
- Some stakeholder satisfaction

**Scenario 3**
- Cross team integration
- Rhythm
- Predictability = Control
- High stakeholder satisfaction
The Rubber Hits the Road at Deployment Time
Process and progress control through Quality Gates

Components of a Q-Gate

- A defined check list that measures completion of each phase
- A formal sign-off procedure with some kind of signature
- An overall status assessment and communication of the release
- A traffic light that turns green when all pre-requisites are met

Q-Gate sign-off form: DESIGN

- Design doc complete: Y/N
- Testing reqs documented: Y/N
- Design review completed: Y/N
- Support team review: Y/N
- Formal dev hand-off: Y/N
- Development acceptance of design: Y/N
- …
Integrated Release Management
Best practices

Best Practice
• Bring Rhythm into your IT delivery
• Synchronize core teams and expand as appropriate
• Define formalized Quality Gates AND enforce them
• Conduct dev & test during same time windows AND in same systems

Results
• Predictability, both for IT and all stakeholders, including business
• Planning, Development and deployment dependencies can be managed more easily
• Drives accountability and positive behavior
• “Automatic Regression Testing” – unforeseen interdependencies are discovered early
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Too Complex
I don’t understand our release management process

- Release management is complex – more though without process
- The potential performance improvements exceed the upfront cost
- A measureable process is the basis for continuous improvement
Too Much Overhead
This adds so many manual steps

“Cobbler's Kid's Shoes Syndrome”

- Automate the process
- Emphasize integration
- Invest in reporting
  - provides process insight
  - foundation for continuous improvement
Too Inflexible
What about Agile?

Scrum Lifecycle

Traditional (Release) Lifecycle

How Lean, Agile and Scrum will shape your company of the future,
Dagfinn Parnas, October 2009, SAP Community Network
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Manage “The Business of IT” with SAP
A complete and modular portfolio

SAP BusinessObjects Executive IT Reporting analytic application
- Provide executives with key IT metrics
- Allow detailed data drill-down

SAP Solution Manager
- Extensible application lifecycle management platform
- For SAP and non-SAP environments

SAP IT Service Management
- ITIL-compliant IT service and support processes
- Shared service framework

SAP Portfolio and Project Management
- Project prioritization and execution
- IT resource management

SAP Solution Extensions
- Testing
- Batch job management
- Root cause analysis
- Knowledge management
- …
Application Lifecycle Management
SAP Solution Manager

Decision: Requirements to Scope
- Define business requirements
  - Business process owner
- Define portfolio
  - Scope project
  - Portfolio manager
- Plan project
  - PMO Project Manager

Q-Gate: Scope to Build
- Manage scope
  - Define milestones
  - Define WBS
  - Implementation project manager

Q-Gate: Build to Test
- Execute request for change
  - Manage work packages
  - Implementation team lead
- Implement on scope
  - Unit test
  - Developer
- Define and organize:
  - Functional test
  - Regression test
  - Acceptance test
  - Integration test
  - Load test
  - Quality manager

Q-Gate: Test to Deploy
- Define portfolio
  - Build Release
  - Release manager
- Execute deployment
  - Technical operator

Requirements D Design Q Build Q Test Q Deploy

Change Advisory Board:  Execution of Q-Gate:
Integrated Release Management
More than just bundling application functionality together

- End-to-end process from IT demand, development through transition and support, including continuous improvement with defined timelines
- Process control through quality gates as checks and balances for conflicting stakeholder needs
- Integration across teams – including business – via defined touch points
Recommended Reading

- 7 Ways to Improve Your Software Release Management, Mike Sutton and Tym Moore, July 2008, CIO Magazine
  http://www.cio.com/article/440101/7_Ways_to_Improve_Your_Software_Release_Management?page=1

- How Lean, Agile and Scrum will shape your company of the future, Dagfinn Parnas, October 2009, SAP Community Network

- Release Management, Wikipedia

- The ITIL Open Guide
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