



# The Cost of Doing Nothing



Why Have You Not Made the  
Switch to Modern ALM & DevOps?

Top Excuses, Reality Checks, and the Cost of Doing Nothing.

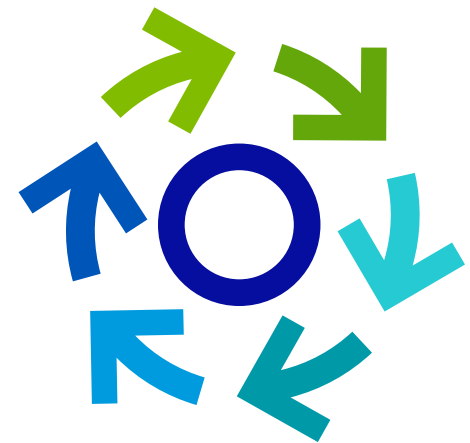
## Introduction

Got ALM? Development and operations leaders know instinctively that a top quality application lifecycle management (ALM) system is key to driving high performance software development and delivery. In fact, it's key to a healthy business. So why is it that we still see a lack of urgency to improve these critical systems? An ALM system is the core tool for software developers and software and is now, more than ever, critical to business success. Why would anyone continue using an ALM system that doesn't keep up with innovation? Without the latest tools, development organizations may be chasing pennies with dollars. Additionally, they may be professionally and personally at risk when it comes to compliance by not using the latest compliance systems. It's time to stop settling and letting inertia get the best of our development organizations. It can seriously damage the business and our careers.

Hold the drama? We don't think so. Industry analyst firm IDC reported consistently throughout 2014 that if we don't improve our ALM soon, it will mean more software failure stating, "shoddy ALM becomes a cost-prohibitive, competitive straight jacket." IDC also cited multiple software failures occurring at major companies, including NASDAQ, Amazon.com, Goldman Sachs, and United Airlines. Rest assured those high profile organizations made some updates to their ALM systems.

The bottom line is that high performing IT organizations don't get that way by accident. They gain success because they not only find strategic technology and best practices to help them produce quality products, on-time and on-budget but also help them stay compliant—all the while being nimble and fast. Because if you don't do all these things, you will get outpaced by your competitors or in trouble at audit time. In order for ALM vendors to support you in this rapidly changing technology environment they must stay on top of platform enhancements, new languages, new devices, mobile requirements, changing compliance rules, and real-time everything. Unfortunately, many of today's ALM vendors are simply not making the necessary investments to keep up.

What's standing between you and making a change to a modern ALM system? Below we've listed the 4 biggest excuses we've heard as to why development leaders may not be making the jump from old-school ALM to new-school, modern ALM and the consequences of doing nothing. If any of this is what's holding you back, do not fall victim and settle for 'good enough'. The cost of doing nothing is an expense you can't afford. If these things are not holding you back but are holding others in your organization back, feel free to send them this document!



## Excuse #1: A new ALM solution would be too expensive. We can't afford it. *(And it would be impossible to sell to my CEO.)*

### Reality Check

You can't afford not to. What is the cost to your business if your development staff is less productive or unable to take advantage of innovation because they have inferior tools? What is the risk to your business if your tools are not sufficiently up-to-date with regulatory compliance rules? Are you wasting money on maintenance fees with an ALM vendor that provides little to no enhancements, innovation, or support for platform updates, standards, or languages? Research indicates that 84% of IT projects are late and/or over budget, 31% are canceled before completion, and that completed projects deliver only 42% of anticipated benefits. Why are these numbers so bad? All fingers point to inferior ALM systems as the cause.

The ALM system is what your developers use (or at least should be using) every day. These are the people building the apps that either run your business, make your business, or both. Giving them sub-par solutions puts them behind before they even start, and it's your business, customers, and profit margins that will suffer.

When it comes to compliance, the harsh reality is that many organizations are wasting valuable staff resources and creating unnecessary risk by using outdated tools. With sprawling IT infrastructures, ever-changing apps, and a host of development methods in the equation, compliance can quickly turn into a nightmare. IT organizations find themselves diverting precious professional staff time and operating budgets away from growth-supporting initiatives to audit- and compliance-related activities every time they need to produce an audit trail. And this still might not be good enough.

A relatively small investment in a modern ALM solution can pay big dividends in better productivity and accountability.

Ask yourself these critical questions about your current ALM:

- ❖ Are there new releases every 6 months to a year with significant new features? Or, has it been so long that you can't remember the last new release?
- ❖ Do customer-requested features actually appear in the product?
- ❖ Does R&D address new industry trends in a timely fashion?



- ❖ Are your compliance processes embedded in the workflow and easily documented?
- ❖ Do you have built-in compliance reporting templates?
- ❖ How is customer support? Do they have the answers to your problems? Or answer the phone timely?
- ❖ Does it support full-blown mobile or still at a mobile lite stage? (e.g. Can you perform day-to-day operations from a mobile device?)
- ❖ Does it keep up with the platform and support the latest updates? (In the IBM i world, this is a must, e.g., does your ALM support iASPs, SQL, ILE, and stored procedures?)

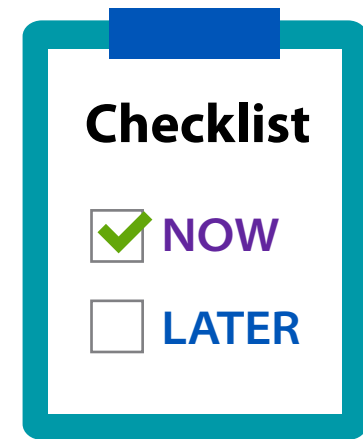
Did you like your answers? If not, continue reading on. If you want to keep up with the market (and your competition), your ALM vendor has to as well—and preferably before you. For application development, you need to look for an ALM system that focuses on real-time information and automation—one that lets you maximize existing technology investments and resources and stays ahead of trends and innovations—and gives you a compliant development “safety net” across your entire enterprise. And when it comes to mobile, your ALM solution must go beyond just checking things like deployment status. It should actually allow you to initiate, update, backout, and report on an actual deployment from wherever you are. That’s what the right modern ALM of today provides.

If you are worried about CEO buy-in for a new ALM system, then guess what? The right ALM also offers the types of functionality that CEOs love—e.g., dashboards, compliance templates, real-time reports and analytics, mobile access, and automated workflows—functions that keep them informed and up-to-date, make audits smooth and relatively painless while keeping the company lean.

Do you think companies like Big 5 or Unitrin Specialty ever question their decision to go with a Modern ALM? We don’t. They both are using Rocket® Aldon ALM to manage their development across multiple platforms.

Unitrin was frequently challenged with painful audits and disjointed development processes. Today, it’s different. “IT now meets SOX requirements with ease. Development times are faster. Customer satisfaction is up. Business/IT divisions are now more-tightly aligned,” said the VP of IS from Unitrin Specialty.

For Big 5 they had no process systems in place to track and manage the software development lifecycle making IT compliance a painful, manual struggle. But today, there is a process. According to the Senior IT Director of Big 5 “When the SOX auditors heard we had Rocket Aldon ALM in place, they checked off the first 10 boxes knowing we were already in accordance. I think that says it all.”





## The Cost of Doing Nothing

- ❖ Applications releases late, falling short; time, money, and lost opportunities
- ❖ Lack of innovation, lack of enhancements; customer loyalty jeopardized
- ❖ Painful audit processes; takes time away from other key business initiatives, puts leaders at risk. *It's like a Truck driver driving without car insurance!*

## Excuse #2: My current ALM is good enough. Why fix a solution that's not broken?

### Reality Check

Good enough is not good enough anymore. Technology is becoming increasingly central to every business and it is changing faster than ever. Business users are expecting the latest and greatest and they want it yesterday. Because of this, development teams are expected to deploy functionality and fixes at breakneck speed. Meanwhile, these sophisticated IT environments with their database servers, web servers, varied clients, and mobile devices are creating new and more complex development and release processes. In this type of environment, potential points of failure proliferate. Uh oh.

This is why a modern ALM has become a must-have solution to monitor and orchestrate all the moving parts, processes, and people that touch the application lifecycle. Having the ability to seamlessly bring together systems and workflows will actually minimize manual challenges, reduce production errors, and maximize productive collaboration. It will also help you spot the bad code before it goes bad. Modern ALM systems also provide anytime, anywhere mobile access, point-and-click compliance reports, and A to Z process automation. Organizations that move to a modern ALM system quickly realize how broken the old system (or lack of one) really was.

So another reality checkpoint: Does your ALM do the following?

- ❖ Can I see 24x7 exactly what's in production? Which versions of which programs are actually running?
- ❖ Can it manage and synchronize my development and delivery across all of my platforms?
- ❖ Does it allow me to build custom report, charts, graphs and dashboards to make everything visible?



- ❖ Does it notify me of potential problems?
- ❖ Does it notify stakeholders of successful deliveries?
- ❖ Can I interact with the system via my mobile device?
- ❖ Can I easily require and gather approvals for operations? Does it provide tools for end users to gain visibility into IT?
- ❖ Does it make your audits pain-free?
- ❖ Does it make it easy for development teams to share information across platforms?
- ❖ So, do you like these answers? Is your ALM broken?

Nintendo made the jump to better ALM. They moved off a solution that did not support multiple platforms and lacked the capabilities they needed for managing concurrent development projects. Now with a modern ALM solution, deployments are smooth and move-to-production times are faster, which means new levels of operational efficiency for the company.

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- ❖ Inability to take advantage of new technology
- ❖ Less responsive due to lack of mobile access
- ❖ Staff hours wasted on manual processes, fixing bad code, dealing with aftermath of a coding error gone wrong—the sum of money is not calculable
- ❖ Fear of losing your most valuable players because they are forced to work with inferior solutions to get their job done. *It's like asking Roger Federer to play with a wood racquet!*
- ❖ Mistakes, failures of production, bad code; productivity & quality compromised



**Excuse #3:** Pain of changing is too big. It will take too much time to get up and running. It might disrupt/delay current development projects.

### Reality Check

The large number of customers who have already made the leap prove this to be false. The time it takes to get up and running with a new ALM system can be surprisingly short. Once you make the move (if you make the leap to the right ALM), you get immediate visibility, coordination, and control across your distributed systems, distributed teams, and distributed tools. It will save you time and money and actually bring teams together to share, communicate, update, warn, etc. about any and all application projects. The time invested in the change will be paid back many times over.

Some people may resist the change at first. Change is scary. Fear will sometimes be based on the perception that the new system won't work the same way or that your team will lose particular features that they have become accustomed to. But in reality, you will be gaining so much in the long run, that the initial discomfort will be quickly forgotten. A little pain, a lot of gain. And you will not be alone. The right ALM vendors provide the support necessary to get you through the conversion.

The reality check questions here are: what are you giving up by NOT changing? Go back to the questions listed in excuse #1 and excuse #2 and think about what your current ALM might be missing and that impact.

El Dorado Hotels is a great example of making the right decision to move to a modern ALM. Since using Rocket Aldon ALM they have been able to build “better, faster, cleaner” software and never look back. “From point-and-click package promotion to integrity assurance to package deployment and redeployment to history and traceability, we have found now that we use Rocket Aldon LM, we don't know how we survived without it. Errors are reduced, production time shortened, and deadlines are never missed,” states the IT Director of El Dorado Hotels.

### The Cost of Doing Nothing

The initial changeover might take some work (probably less than you think). But the benefits—that conversion brings in terms of features, real-time visibility, flexibility, accuracy, and automation—is immeasurable.





## Excuse #4: Our ALM system serves a single business function—development. Let it be.

### Reality Check

“Let it be” may be a great song, but it is not a great slogan for managing technology and software development. Technology is constantly evolving and in order to remain a high performing operation, you need to move forward with it. In fact, if your ALM is an isolated system and disconnected from other functions of your business (e.g. Operations, IT, management), you are missing out on a huge opportunity to help your business grow and thrive. How so?

When you extend your ALM system to other parts of the business, it becomes your real-time, anytime, anywhere control center for everything related to your software development and delivery organization. You can determine the health of your applications at all times and take needed action. Whether it’s code, projects, deployment status, workflow, testing, release progress, operations, processes, reports, dashboards, or hardware status—the right ALM solution can provides instant updates on it all.

And as we see more and more DevOps departments evolve in the enterprise, your ALM system needs to serve as the central collaborative space.

Now for the reality check questions, can your ALM answer these questions if or when?

- ❖ Development director is asking, “Is the Release moving forward on schedule?”
- ❖ Programmer wants to know, “Do I have the latest build?”
- ❖ Operations people need to understand “What are all the parts of the upgrade across all of my platforms and to which systems do they need to be delivered?”
- ❖ Team members want to know the tasks they need to perform and when those tasks need to be completed?
- ❖ CEO wants to know, “Are we on time? Are we on budget?”
- ❖ Auditors demand to know how everything that is in production got there.

So, can you answer all of the above? With the right ALM, anyone, regardless of role, could answer those questions in real-time, know the context of those questions, and make smarter decisions.







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- ❖ Lower productivity from less automation
- ❖ Lack of visibility across the entire development organization
- ❖ Inability to support new technology
- ❖ Making bad business decisions due to lack of information, no sharing of information
- ❖ Getting out of sync with your release schedules—painful and error-prone
- ❖ Siloed teams that have no sense of working together

## The New, Modern ALM: What should you look for?

So far we've talked a lot about the Modern ALM, but now it's time to spell out exactly what you need to look for. Bottom line, there are two kinds of ALM software vendors:

- ❖ **Category 1:**  
Those that choose not to take full advantage of today's innovation. These vendors do the basics of managing code (IBM i, Linux, SQL). These solutions are less innovative and more derivative in nature.
- ❖ **Category 2:**  
Those that have re-invented application software to take full advantage of new innovations, and in turn, opportunity. These vendors are the imaginative, long-term winners. These are the modern ALM vendors.





## What will put your ALM in Category 2?

- ❖ Provides access through the latest interfaces and devices we have all come to be dependent upon in our business and personal lives
- ❖ Supports the latest features of the OS that you are running
- ❖ Supports all the platforms for which you are developing code (that make up your environment)
- ❖ Supports both mobile and web development
- ❖ Provides out of the box plug-ins to integrate with other tools (e.g. Subversion, CVS, etc.)
- ❖ Provides embedded compliance documentation and reporting
- ❖ Offers compliance report templates
- ❖ Delivers single screen visibility on everything IT
- ❖ Includes point and click distribution and deployment that you can adjust on the fly
- ❖ Delivers mobile functionality for everything

It should be pretty loud and clear at this point. Why are you waiting? Don't make the biggest mistake of all—doing nothing.





 [www.rocketsoftware.com](http://www.rocketsoftware.com)

 [info@rocketsoftware.com](mailto:info@rocketsoftware.com)

