

RIGHT NOW

ACE 2014

An Agile Approach to Implementing Aras Innovator

Implementation Methodology

Agenda



- The Challenge
- The Aras Approach
- Real World Example

Key Challenges

- Implementing solutions in the most lightweight manner possible
- Recognizing and accepting that *“You don’t know what you don’t know”!*



Our Approach

- Use Iterative Development Principles applied to Solution Delivery
 - Agile
 - Rational Unified Process (RUP)
 - Agile Unified Process (AUP)
 - Disciplined Agile Delivery (DaD)

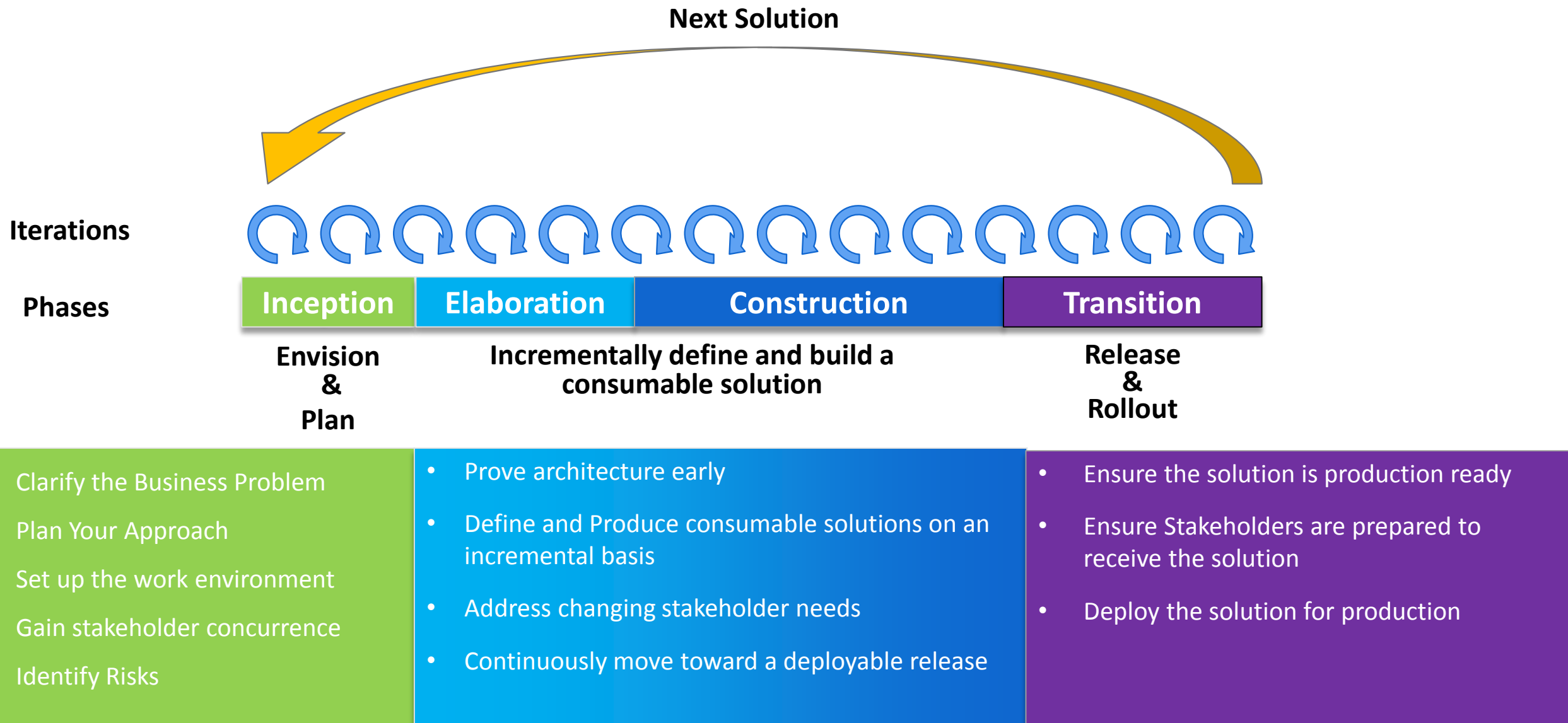
- Use a Small Win Strategy
 - Define a problem
 - Solve it
 - Move on to the next one

Guiding Principles

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Collaboration over contract negotiation
- Responding to change over following a plan

Agile Manifesto
2001

The Aras Methodology in a Nutshell



Inception Phase

Decide what to do

- **Primary Goal:**
 - Build a foundation from which a successful project can be built in as lightweight and quick a manner as possible
- **Key Activities**
 - Form the Team and Align with the Enterprise
 - Establish Business Case and Initial Requirements
 - Identify Technical Strategy
 - Identify and Address Risk
- **Focus Points:**
 - Short but Sufficient to achieve Stakeholder concurrence
 - Avoid just jumping in..... Just Do it
 - Avoid too much detail....Analysis Paralysis

Inception

Construction Phase

Define it and Build it

- **Primary Goal:**
 - Incrementally Build a consumable solution
- **Key Activities**
 - Workshops and User Reviews
 - User Stories and Use Cases
 - Visual and Behavioral Prototypes
- **Focus Points:**
 - Iterations or Sprints
 - User interaction and feedback
 - Address Changing Requirements and Risk

**Elaboration
&
Construction**

Transition Phase

Deploy it

- **Primary Goal:**
 - Ensure the solution is ready for Production Usage
- **Key Activities**
 - Test planning & Testing
 - Training & Documentation
 - Full System Test
- **Focus Points:**
 - Recognize that this may NOT be trivial in your organization
 - Employ discipline to shorten this phase over time

Transition

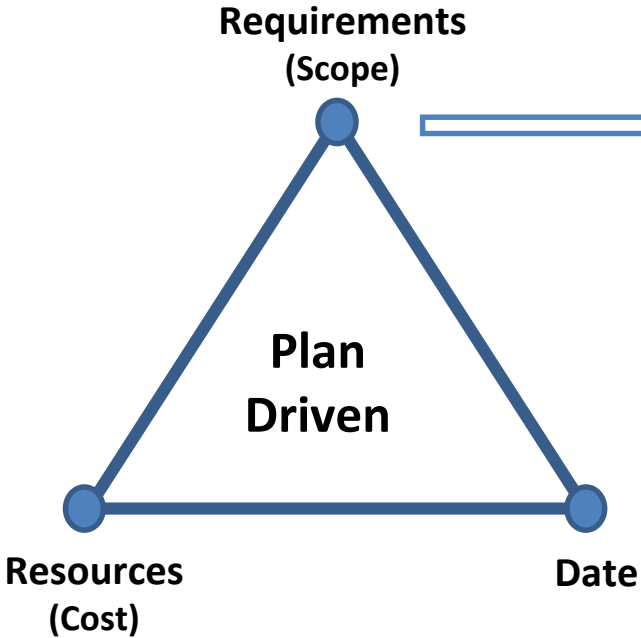
Business Values



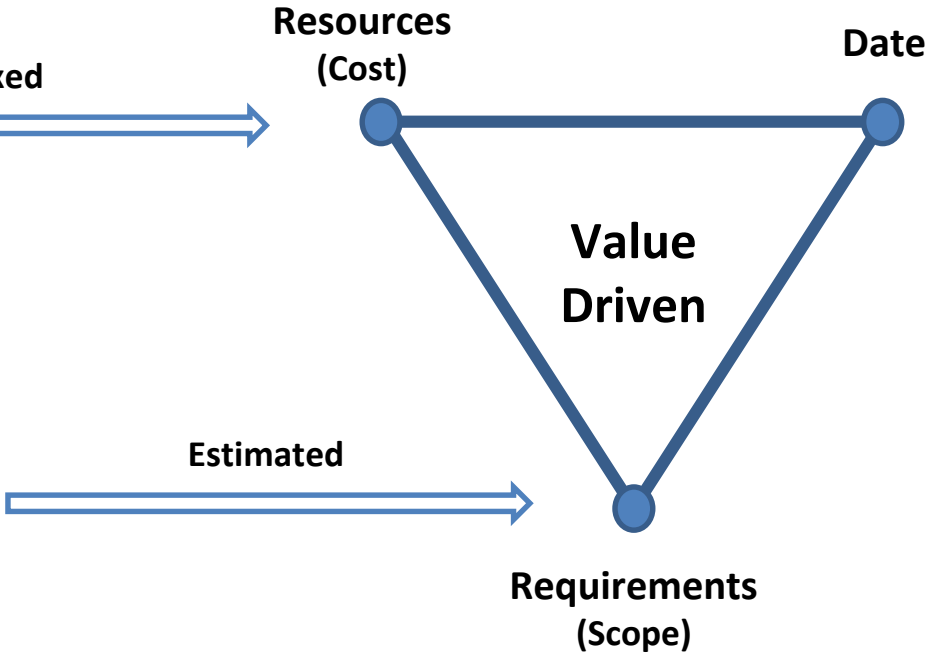
- **increase return on investment** by *delivering a continuous flow of value* added solutions
- **deliver reliable results** by *engaging customers* in frequent interactions and shared ownership.
- **Accommodate uncertainty** and manage it through *iterations, anticipation and adaptation*.
- **unleash creativity and innovation** by recognizing that *individuals are the ultimate source of value* and creating an environment where they can make a difference.
- **boost performance** through increased team responsibility and *accountability*

Compare Approaches

Traditional Approaches



Iterative Approaches



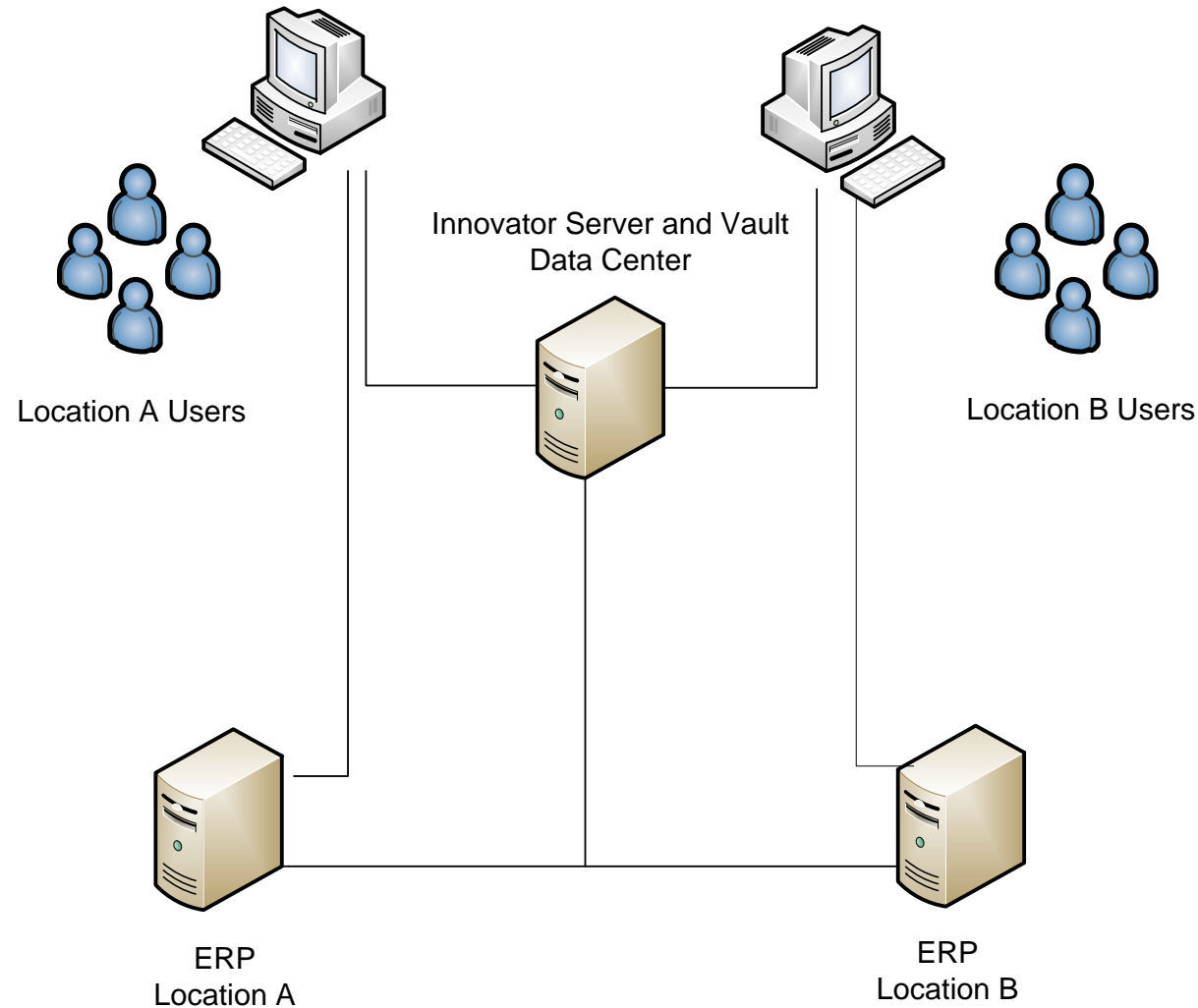
Fixed

Estimated

AN AGILE DEPLOYMENT CASE STUDY

Actual Aras project which recently went live

Solution Diagram



- Program Management Solution
- Two locations
- Separate ERP Instances
- Shared Aras Innovator Instance
- Goals
 - Communicate Program schedule and status
 - Anticipate & avoid schedule delays and cost over-runs

Requirements written as User Stories



Slide from the Kickoff Meeting

Elements Related Stories MultiLevel UserSteps ToDo

+ - [refresh] [lock]

Number	Name	Status	Sort	Lock	As a	I want to	So that
FA-1	Setup	New	128				
004	Install	New	128		Innovator Admin	Set up dev, qa and prod Innovator instances with remote access to dev and qa for Aras	we can develop, test and use Innovator in production
005	SSO	New	256		User	start Innovator without needing a separate password	I don't have to remember it
FA-2	Project execution	New	256				
007	Project documents	New	128		PM	ask whoever prepared the quote to attach all relevant files to the Project	all users can easily find them
011	Long lead items	New	256		PM	Planners to identify longest lead items for each sales order information to be s	potential schedule delays can be
009	NRE Work	New	384		Project Engineer	assign work to ind NRE on projects	
015	Assignments	New	512		PM	assign work to Pro Planners to pmier	

- User Stories documented in the database
- Grouped in Functional Areas

Timeline



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	07/08/2013	07/15/2013	07/22/2013	07/29/2013	08/05/2013	08/12/2013	08/19/2013	08/26/2013	09/02/2013	09/09/2013	09/16/2013	09/23/2013
Week	1	2	3	4	5	6	7	8	9	10	11	12
Offsite Preparation	Grey											
Sprint 1 Onsite		Green										
Sprint 1 Offsite			Grey									
Sprint 2 Onsite				Green								
Sprint 2 Offsite					Grey							
Sprint 3 Onsite						Green						
Sprint 3 Offsite							Grey					
Conf Room Pilot 1									Grey			
Conf Room Pilot 2											Grey	
Go-Live												Grey

Project Organization



Slide from the Kickoff Meeting

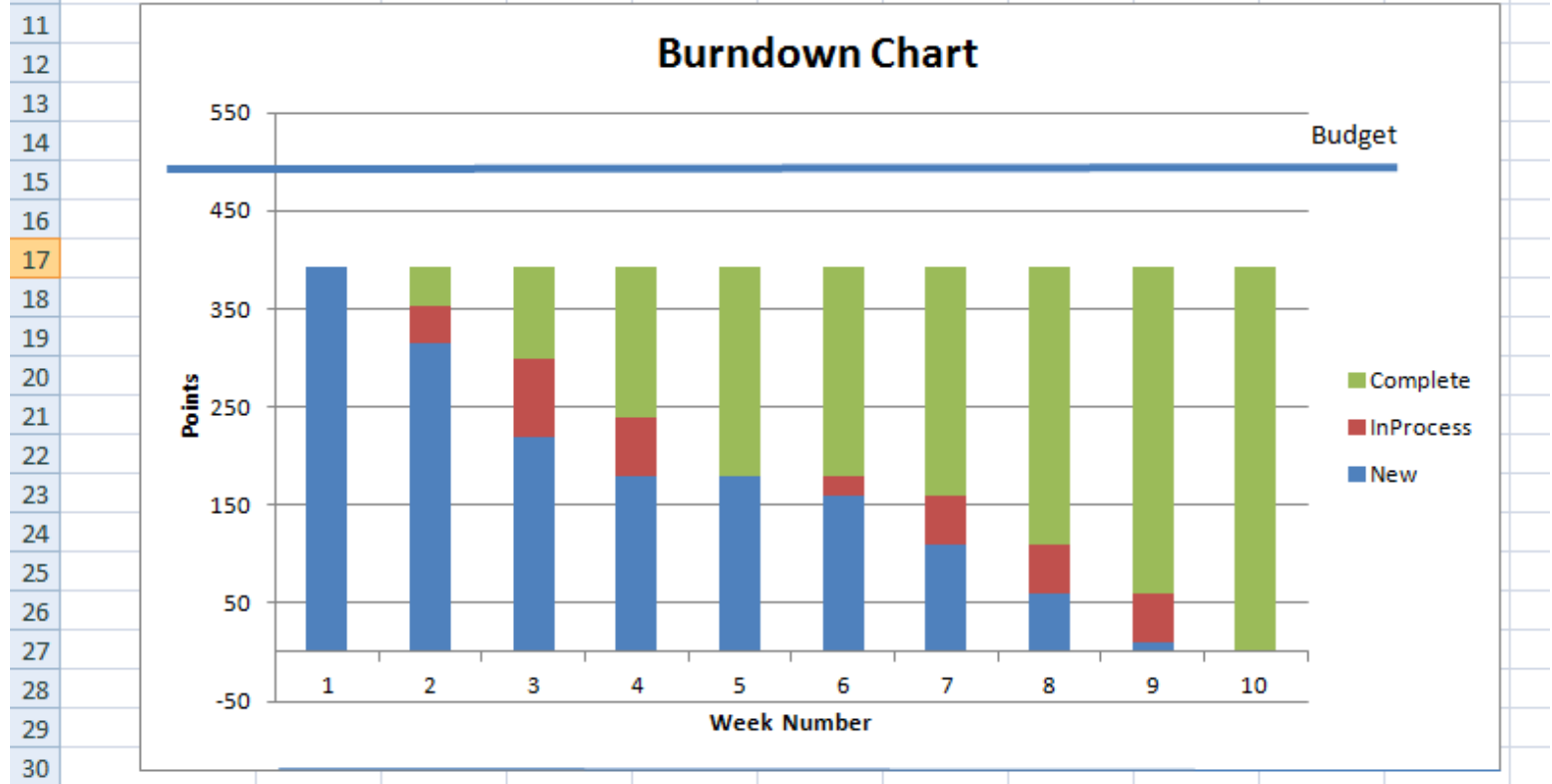
- Sync Meeting Mon-Wed-Fri every week
 - 30 to 60 minutes- Report progress, problems, work assignments
- Report completion of UserStories, ready-to-test to Innovator Database
- Weekly Burndown Reports

Burndown Report – In Theory



Slide from the Kickoff Meeting

	A	B	C	D	E	F	G	H	I	J	K
2 NEW		393	314	219	180	180	160	110	60	10	0
3 In Process		0	39	80	60	0	20	50	50	50	
4 Complete		0	40	94	153	213	213	233	283	333	393
5 Total		393	393	393	393	393	393	393	393	393	393
6											
7		pts/day	8	10.8	11.8	12	0	4	10	10	12
8		avg/day	8.00	9.40	10.20	10.65	8.52	7.77	8.09	8.33	8.73
9 Aras billable plan			40	40	40	40	40	40	40	40	40
10 Aras billable actual			40	40	40	40	40	40	40	40	40



Risk Management



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- Risks
 - Unrecognized technical complexity
 - Unrecognized process complexity
 - Resources not available when needed
 - Undeclared expectations
 - Speculative requirements

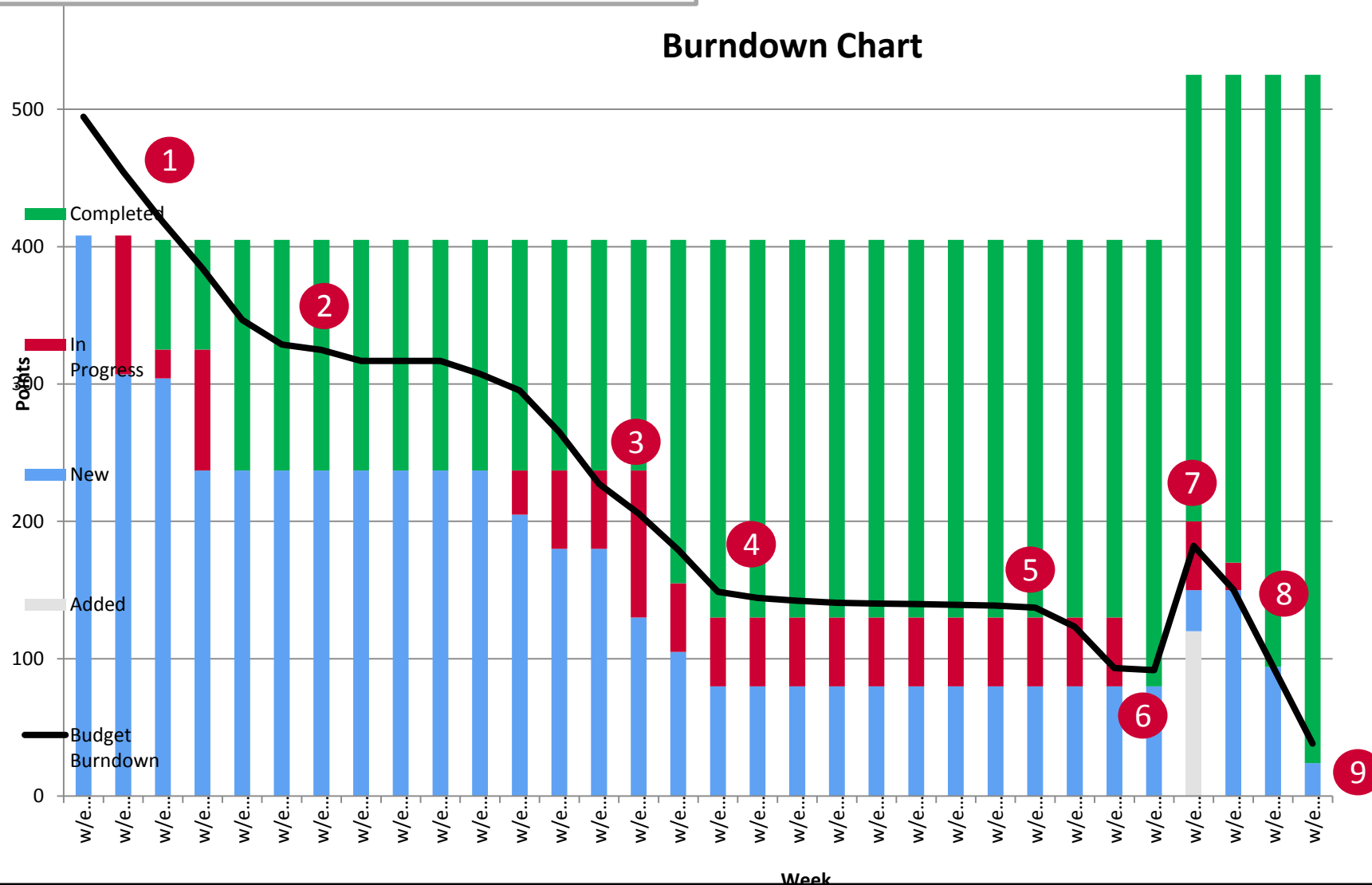
- Mitigations
 - Simplify and re-prioritize requirements
 - Adopt standard Innovator behavior over customization
 - Change allocation of resources
 - Adjust time line
 - Add requirements where budget is available
 - Change Order

Burndown Report – In Practice



Chart from the last weekly report

Burndown Chart



Legend

1. Planned velocity
2. Customer resources not available
3. Planned velocity
4. Need for more work recognized. Decision to defer work to New Year
5. Work restarts in December
6. Holidays
7. New work authorized
8. Planned velocity
9. Go-Live Support open

RIGHTNOW



Use ArasDaD to:

- Formalize the practices which have proved successful
 - Break work into phases
 - Iterative approach and feedback loop
 - Visual and Behavioral prototypes, taking advantage of flexibility of the product
- Adopt beneficial practices
 - Agile Manifesto
 - Write requirements as “As a ... I want to ... so that ...”.
 - Schedule work in sprints
 - Monitor progress with burndown chart
- Plan and document work in Aras Innovator

Self-Documenting Aras Innovator
... in the Technical Track

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