Speeding securely

Technology advancements and pressure to outperform competitors have forced Communications Service Providers to reconsider the fundamentals of their entire project lifecycle. Stakeholders want higher returns, regulators want more stringent standards and customers want more added value services. Operators evidently need to be in a new space.

To respond to the industry’s new challenges and reap its opportunities, operators must profoundly change their IT strategy. With disruption driving more and more operators to see their future as Integrated Digital Service Providers (IDSPs), the question is how to govern the transition. Accenture Consulting practice applies a holistic approach that brings together, Agile, Waterfall, DevOps and next generation delivery methodologies and tools. We help our clients achieve multispeed IT that enables them to keep pace with industry evolutions—without the risks caused by rushing.

“It is not the BIG that eats the SMALL... it’s the FAST that eats the SLOW”
The challenge

Until a few years ago, Communications Service Providers adopted the Waterfall methodology as their standard approach to projects. In a more static environment, it was the secure way to go. In today’s faster-paced and digitally driven ecosystem, the Agile methodology has emerged as a necessary alternative: it affords operators greater flexibility to rapidly respond to evolving customer demands, it enables nimbler realignment to new regulatory rules and helps keep a lid on costs. Nowadays, choosing between Agile, Waterfall, Iterfall and Test & Learn is becoming less of a choice. Smart operators are seeing that they need a blend of all of them. But how can the new and the traditional methodologies be combined without causing more headaches than they are worth? At Accenture Consulting, we have drawn on our global experience, industry competences and unique skill sets to build a compelling solution that seamlessly balances the strengths of all methodologies.
Communications’ Pain Points

Would you welcome a way to accelerate time-to-market by enabling frequent deliveries of product increments while at the same time ensuring high quality and consistency of the product delivered?

How many times has the initial business logic of your projects been destroyed by market developments, regulatory rules and technology innovations that pop up during project cycle?

How many times have you been part of a user acceptance test where the business side claims that what was delivered was not what was ordered?

Perfect pacing: speed for success

Accenture Consulting selectively combines the best practices within the Waterfall, Agile, DevOps and Try&Learn optimizing the balance between them. Accenture approach suggests the best methodology according to the specific domain: as it is not just Agile everywhere but Agile for the system of engagements, Try&Learn for the system of insight, scale Agile and still Waterfall for the system of records.
We call it:

MULTI SPEED METHODOLOGY

Calibrates the pace for different types of clients, systems and organizational cultures.

Carves out the best in each of all the applied methodologies, but leaves out the pain points.

Contains principles and guidelines which can be combined as needed, case by case.

Accenture’s Multi Speed Methodology:
Accenture Experience and Skills at a glance

Multi Speed Methodology

10+ years' experience

For packaged or custom ready for large-scale, complex distributed environments

2,000+ Certified Agile Professionals

An establish Agile University with 7 role-based training programs

8,000+ Trained People in our global business practice

300+ people on average Agile project

600+ client engagements

Across all industry groups

Success Stories

Large European Communications Operator project:

Achievements

- Hybrid Planning with synchronization between Agile and Legacy
- Large increase in Customer collaboration
- Ability to deliver Release 1 in 3 months while traditional methodology would have required much longer
- Increased engagement of Business stakeholders

- Full scope of Landline and Mobile services to be delivered in a very compressed timeframe
- Large scale companywide Agile transformation program, based on Multi-Scrum SAFe methodology
Multi Speed Methodology: a successful case

During the Initiation Phase, Project Objectives are scoped into a To Do list.

The Backlog generally consists of large scope items ("Epic", "Features", "Functionalities"). Some of these are focused on the end-user and user-related goals (business benefit, usability, customer journey ...), while others are more concerned with the back-end system.

At this point, scope items are routed to separate delivery chains, depending on their characteristics and factors such as technology, dependencies and infrastructure. Items assigned to the Agile chain will be broken down and consolidated in the form of User Stories; items assigned to the Waterfall chain will be consolidated as requirements.

Plans, too, will be managed following dedicated forms: Release Backlog will apply to the Agile parts and Release Staged will be used for the Waterfall components. During Initiation, both of these plans will be synchronized and dependencies highlighted. Milestones on the Release Plan will be matched with Sprint start/end dates in the Release Backlog.

Dependences will be monitored and managed as routine project risks during Release delivery.

Once the Sprints (for Agile) and Component Test (for Waterfall) have been completed, output will be combined in a dedicated E2E Test environment to finalize the Release and ensure consistent integration and readiness for production.
In the Multi Speed Methodology, the *Initiation Phase* is crucial. Here, scope items are assigned to the most fitting delivery chain.

1. **Scoping**: Project requirements are analyzed to determine which elements will be channeled towards New/Agile and which towards Traditional/Waterfall.

2. **Estimation**: Effort estimation can be measured in story points for New/Agile and in man-days for Traditional/Waterfall.

3. **Planning**: Execution will be planned in terms of sprints for New/Agile and separate releases for Traditional/Waterfall.

4. **Scope of Work**: Master plan of detailed requirements sorted by channel together with time and cost estimates.
Initiation Phase

Requirements

Scoping
Key Criteria
Methodology Selection

Estimation

Planning

Scope of work
Agile
DevOps
Iterfall
Waterfall
How to apply Multi Speed?

Methodology Selection Criteria between New/Agile and Traditional/Waterfall

**Requirements**
Requirements can be prescriptive, accurate or focused on application behavior. They can also be high level, not-technical or driven by business value. The nature of requirements typically reflects the priority and the focus of their originator. By carefully analyzing requirements during the Initiation Phase, we can recommend which methodology is best suited to managing each of them. Since different lifecycles are compatible with requirements that impact the same application components, the decision can be very granular.

**Duration**
The time-to-market factor significantly impacts the success of a project and an organization. The new methodologies enable swifter delivery of specific parts of the target end-product while remaining in sync with the activities channeled through the Traditional/Waterfall methodology. The target completion date is the scheduled project end date.

**Interfacing systems**
Mutual dependencies can be very tight in a project that impacts different integrated systems and can hinder the application of Agile on a broader scale. In such cases, it may be beneficial to manage the backbone components using Waterfall to secure milestones of availability while building an Agile release backlog on top of them.

**Interdependencies**
Internal and external dependencies along the critical path can frequently generate risks. It follows that more dependencies a project area has to handle, the greater the number of risks. Here, a tightly controlled phased plan may help. Waterfall may well be the best choice for areas that are heavily affected.

**Shared project resources & Co–Location**
Team members’ proximity strongly influences how a project is coordinated and how resources are shared. When a team is geographically dispersed, it is more difficult to rapidly adapt to changing requirements. In such cases, the traditional Waterfall approach is generally preferred. Teams which share the same space are better positioned to work in an Agile environment where change is to be expected.

**Sponsor buy-in**
The decision to go Agile must be unequivocally sponsored by the project leadership. As the new approach can entail changes in scope and a different distribution of risk, Agile components require a different level of awareness. Strong leadership buy-in and day-by-day contact with the project team are therefore prerequisites.

**Organization Agile readiness**
Since adoption of Agile cuts across the entire organization, its impact cannot be isolated to the delivery components only. Organizations have to be prepared for a large-scale adoption of the new methodology. If specific areas are not yet mature, Agile may not be the most appropriate option for application components that require those areas to be actively involved.

**Testing Automation**
Testing Automation is mandatory for Agile components in order to contain the regression cycle effort. The availability of a testing automation facility is therefore indispensable.
The Benefits

Accelerate time-to-market
Organizations can sharpen their competitive edge by being the first to launch new products on the market. Frequent deliveries of product increments that do not jeopardize the quality require a finely-tuned enabling methodology.

Increase project transparency and visibility
Promote on-time achievement of goals by setting up frequent checkpoints – per day, per iteration, per release – on project status. Open space facilities and co-located teams increase project visibility by acting as information radiators for all the stakeholders involved.

Address unclear or evolving requirements and reprioritize
Add extra levels of detail to progressively refine unclear requirements as the project moves forward. Output will be a clearer vision of needs that can be more easily prioritized based on customer goals.

Upgrade quality, Reduce risk and overall costs
Capitalize the testing which occurs as part of each iteration to mitigate risk, assure quality and keep a lid on costs. The earlier an issue is detected, the less expensive it is to fix it.

Improve collaboration
Align IT and business organizations with vendor teams. Encourage quality assurance and control representatives to work with developers and business representatives to understand acceptance criteria.

Enhance monitoring
Benefit from closer monitoring of time and cost estimates once a methodology has been assigned to each specific requirement.
Conclusion

Advancements in technology are pushing Communications organizations to become more adaptive to continuously evolving customer needs.

New delivery methodologies and particularly Agile are accordingly gaining more ground at the expense of Waterfall. However, the transition comes at a price: discipline, a cultural shift and strong organizational commitment are prerequisites for its success.

The challenge that executives and decision makers now face is to make the transition smoother for their people. Multi Speed Methodology is a potent enabler.

Multi Speed Methodology combines best practices from different methodologies and enables the cultural shift to capitalize the outcomes.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 358,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$31.0 billion for the fiscal year ended Aug. 31, 2015. Its home page is www.accenture.com

Copyright © 2016 Accenture
All rights reserved.

Accenture, its logo, and High Performance Delivered are trademarks of Accenture.

Authors

Andrea Cesarini
Managing Director – Communications, Media and Technology
andrea.cesarini@accenture.com

Alessandro Corneli
Managing Director – Communications, Media and Technology
alessandro.corneli@accenture.com

Benedetto Spaziani
Senior Manager – Communications, Media and Technology
benedetto.spaziani@accenture.com

By combining both next generation and traditional methodologies and allowing people time to adjust to the cultural change, management can score more rewarding wins.

Accenture can help you.
Our experience and expertise in project management can leverage the transition to help position your business for greater success. Contact us today and discover what we can do for you.

Multi Speed Methodology combines best practices from different methodologies and enables the cultural shift to capitalize the outcomes.