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Communicating across cultures Using simulation offshore

Deloitte Consulting LLP Case Study
iRise User Conference October 2007

Audit. Tax. Consulting. Financial Advisory.



Today's presenters

- Del Taylor is a manager for Deloitte Consulting LLP (“Deloitte Consulting”) and has over 10 years of experience leading the development and implementation of supply chain applications. Del has led both onshore and offshore teams through the complete Systems Development Life Cycle and is a strong proponent of using simulation throughout the Software Development Life Cycle process.



- Ramesh Rajagopalan is a manager for Deloitte Consulting. He has over 10 years of experience leading custom applications development. Ramesh has led onshore and offshore teams and recently led a Mumbai, India-based team that used iRise to simulate and design a custom real estate application.

Deloitte Consulting LLP

- At Deloitte Consulting, our industry experience, broad capabilities, and deep alliances mean we can help you maximize opportunities and avoid unnecessary risk. Our promise is simple. We help clients create more value.
- With iRise as an alliance of the Technology Integration service area within Deloitte Consulting, it positions the organization to help clients reduce the cost and effort associated with their software development projects, while helping improve their effectiveness.

Our Comprehensive Services

Our **Technology Integration practice** helps clients' information technology (IT) organizations solve business challenges through the integration of technology — as discrete services and/or comprehensive solutions.

Our **Human Capital professionals** are more than just HR consultants; they are broad-based business consultants who specialize in integrating people issues with business strategy.

With our **Outsourcing practice**, we help clients worldwide optimize the performance of important, but noncore, business functions.

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Our **Enterprise Applications practice** help clients solve complex business issues with a combination of packaged software, more efficient processes, and deep industry knowledge.

Agenda

Deloitte Consulting LLP Background and presenters

Project background

Our approach

Benefits of simulating offshore

Lessons learned during simulation

Benefits of simulation in offshore development

Lessons learned during development

Key take-aways

Questions

Project background

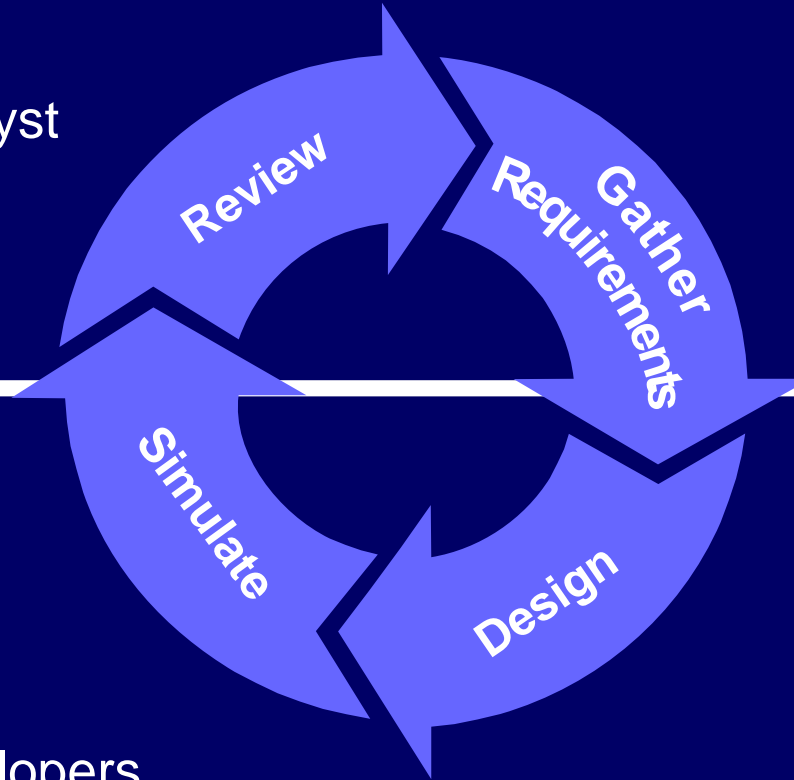
Client	<ul style="list-style-type: none">• Consortium of Real Estate Investment Manager
Situation	<ul style="list-style-type: none">• Every quarter, consortium members submit revenue and expense statistics for their real estate investments. The consortium compiles these statistics and publishes quarterly real estate indices and benchmarks.• The existing system lacks automated data validation, processing, and reports.
Challenge	<ul style="list-style-type: none">• After four weeks of gathering requirements from various stakeholders, only the Deloitte Consulting team had a comprehensive understanding of each department's issues and requirements.• It would have taken weeks to educate the different groups in order to obtain sign-off on the requirements.• Even then it was unclear whether we had gathered all the requirements.
Solution	<ul style="list-style-type: none">• Use iRise to simulate the proposed application and confirm the business requirements

Use iRise to help stakeholders understand all issues and drive to consensus on resolutions

Our approach with offshore team

Onshore team

1 Manager
1 Business Analyst



Offshore team

1 Team Lead
4 Offshore Developers
8 Additional Developers during the coding and test phase

Clear, concise communication is key

Benefits of offshore design and simulation

Consistent Team	<ul style="list-style-type: none">• Involving the development team members early in the design and simulation improved their understanding of the end application.• Fewer staffing challenges.• Little lost in knowledge transfer.
Better Design	<ul style="list-style-type: none">• Involving developers in the design gathered technical detail early and helped identify and resolve technical issues.• Team wrote better technical specifications based on the simulation, technical details, and a better understanding of the functional specifications and business requirements.
Cost	<ul style="list-style-type: none">• Benefit from the lower offshore rate structure.
Round the Clock	<ul style="list-style-type: none">• Two teams (onshore and offshore) could work around the clock to gather requirements, design, simulate, and validate progress with the client.

Involve the offshore team early in the design and development process

Lessons learned of offshore design and simulation

Visit to the U.S.	<ul style="list-style-type: none">• One Offshore resource worked in the U.S. during the requirements gathering phase• Attended iRise training• Met the clients and understood their culture, IT competency, and challenges
Training	<ul style="list-style-type: none">• None of the offshore team members had previously used iRise• Daily training and coaching from the U.S.
Prototyping	<ul style="list-style-type: none">• Developer's experience in prototyping helped them quickly understand the value of simulation• Tendency to over design the simulation

Effective management is required with any systems project

Benefits of simulation in offshore development

Scope of Work	<ul style="list-style-type: none">• Accurate Work Estimates• Page Count• Transformation Logic	<ul style="list-style-type: none">• Navigation• Database Structure• Application Functionality
Division of Work	<ul style="list-style-type: none">• Visual model of how pieces fit together• Teams that worked on design were assigned to work on development	
Reference	<ul style="list-style-type: none">• Simulation model served as a reference point of the approved design• Minimized the number of late night calls	

Simulation significantly improved project communications

Lessons learned from offshore development

Change Requests

- A change in leadership prompted some new business requirements. Changes in functionality could be more easily discussed, estimated, and approved.
- Changes that were not simulated required more onshore effort to explain, design, develop, and test.

Reuse

- Some working application modules and prototypes developed by the client were not simulated.
- Changes requested in the Prototype UI were only documented and not simulated. Design rework was required in later phases due to usability impacts which had not been tested by simulating or prototyping.

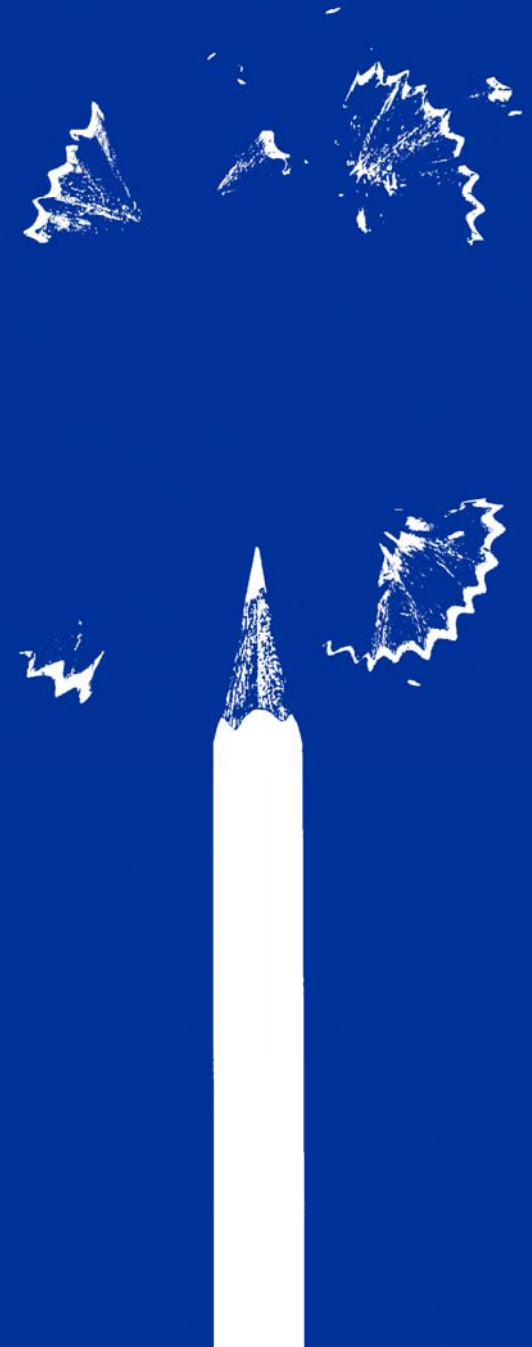
**Even after functional and technical design approvals,
updating the simulation has value**

Key take-aways

Simulate Early	<ul style="list-style-type: none">• Convince the client of the merits of simulation early in the project.• Perform simulation concurrent with requirements gathering.
Hierarchy	<ul style="list-style-type: none">• The offshore culture is more hierarchical.• Bring offshore team leads to U.S. to interact with the client and learn culture and capabilities. Leads will be better able to direct the development team.
Train the Trainer	<ul style="list-style-type: none">• Train an offshore trainer in the U.S.• Leverage training materials, examples, and exercises.
Expectations	<ul style="list-style-type: none">• Better set expectations of the functionality needed within the simulation.• Avoid over simulating, or coding, the simulation.
Simulate All	<ul style="list-style-type: none">• Working modules and prototypes developed by the client were not simulated.• Changes requested were only documented and not simulated.• Both resulted in significant redesign and communication.

Simulation significantly aids in reduction of rework

Questions



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