

Improved Product Cycle Time and Release Cadence

Global Information Technology Case Study

Company Profile

This company is a global leader in enabling businesses and service providers to transform their operations and deliver Information Technology as a service. Using their solutions customers can store, manage, protect, and retain their most valuable asset—information—in a more agile, trusted and cost-efficient way.

The company is recognized in the industry for continually pushing the limits of today's technology so that our customers never have to choose between saving money and acquiring the capabilities they need to be successful.

Business Situation

The company has gained global success and reputation in the storage industry as a product innovator. Its' operating philosophy is that innovation is born of imagination and molded by pragmatism. Their technologies have enabled their customers to significantly reduce data center footprint, boost utilization and performance and achieve impressive ROIs from data center investments.

“This team helped to focus our product management team and enabled our new approach to product planning and roadmap.”

Out of this successful business model and innovative culture the VP of Product

—VP Product Management Platform Products

Management realized continued success would not happen with the existing product lifecycle methodology. It could not scale to meet new demands for product and market success. Specifically the current product cycle was too long and lack consistency across the product groups.

The initial phases; product definition and requirements were a potential bottleneck. There was a lack of clear roles and responsibilities in the current process. Finally, information and knowledge about what customer's valued was anecdotal in part because product managers were focused on the technology rather than the market. There was resistance among many product executives; concerned that a major overhaul of the current method would be too disruptive; causing a delays in existing projects.

Solution

The company needed to implement single set of product planning and requirement practices based on a proven methodology. Product requirements would flow more quickly and utilize a common framework and language across all business units. The new product planning method would use “just-enough” process

and implemented without disrupting the business. It would support manual and automated tools and would be integrated and support the company's business objectives.

The new requirement management phases would reflect management's desire for a lean and flexible approach that would foster innovation while answering the need for consistency and scale. Finally, the revised process would establish measurements that defined preferred product management activities and behaviors. The product management metrics would be a part of the product management scorecard that defined the efficiency and effectiveness of the product management organization.

Egress provided this capability and more.

Services Provided

- Provided a situational assessment and analysis of current product definition process.
- Conducted interviews with product managers, product management directors, product marketing and solutions engineers to determine strengths and challenges of the existing requirements method.
- Evaluated current roles, responsibilities and alignment of the product organization and recommended revisions to charters and delegations based on the business objectives.
- Introduced a standard product management package providing methods, templates, reports and dashboards to support lifecycle implementation.
- Provided an assessment of the product planning software applications and delivered new designs and recommended customization to support the new processes.
- Define and validate key metrics that enabled high priority business outcomes.
- Guided the implementation of product management methods to increase strategic-orientation.
- Conducted workshops to train executives, managers and product managers on the new requirements planning and management methodology.

Benefits

The benefits of using Egress for this Product Lifecycle project were:

- Established clear roles and responsibilities across the entire product organization and gain alignment from business unit stakeholders.
- Implemented a standard framework to establish a common language for overall process.
- Created a lean and scalable process that supports the company's innovative culture.
- Reconfigured and customized requirements-tracking software to support the desired business process.
- Establishing product management measurements to drive market-driven behavior.