CMTrends

News and Perspectives for CM Professionals

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The Third Minute
A Business Case for CM

by **Rick St. Germain**
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BAM!

Peter sat at his desk, utterly dejected. It was such a great idea. At last week's Process Analytics course, he immediately recognized how this tool could vastly improve their current CM process. He had spent all weekend fleshing out the idea for his director and mentor, Martin Sinclair, a man he greatly respected and admired.

On Monday morning, when he presented it with great enthusiasm, Martin had listened carefully. But at the end, the only thing he had to say was "So What?"

That "So What?" echoed around in Peter's head, roiling up a huge surge of emotions, mostly negative. "How could he say that?" Peter shouted silently, "He wasn't even listening to what I said! The benefits are so obvious. Why won't he support this?"

At that moment, a tap on the cubicle frame. He looked up to see Martin standing there.

"Coffee?", he asked -- an old habit he had picked up from *his* mentor a long time ago.

Peter knew better than to refuse. He learned so much from him in these sessions. Besides, he needed an explanation. Fuming, he got up and followed Martin down the hall.

Coffee

Peter was still scowling as he absently stirred his brew. He glanced up to Martin who raised his eyebrow -- his trademark unspoken query.

"Why won't you support my idea?"

"This morning, you brought me a good idea," Martin began, "and you obviously put a lot to thought into it."

Peter looked up. "But you said..."

"...So What?" Martin echoed. "Yes, I did."

"A lot of people bring me good ideas. We all have good ideas. Some, like yours, have some pretty compelling benefits that we need to look into. But, to get management support for funding and resources, we need to build a business case -- how the idea will benefit the company."

"But I thought I did..." Peter said.

"What you offered was the idea: using an analytical tool to model the interaction of our CM process with the development process to predict the failure modes and rates of the information flows."

"That's right." offered Peter, "And that allows us to focus our limited resources on improving the process where it will have the most impact on product quality and staff productivity. It'll lower production costs, too, by avoiding scrap and rework caused by using outdated information. What's wrong with that?"

"Nothing," said Martin, "but that's all Tactical. Productivity

| B I G | I D E A | G I S T | A L I G N M E N T | D E L I V E R A B L E S | V A L U E | N E E D S | C O M M I T M E N T S | E V O L U T I O N |

has a lot of dependencies and is notoriously hard to measure. And cost savings are compressible, like a spring: the first 10-20% is easy but, after that, more and more effort is needed to get less and less benefit."

"We still need to do that, but at the end of the day, these improvements make little contribution to our competitive position. What gets senior management's attention is a BIG ADVANCE -- a game changer, a new product, a new market, a competitive advantage. BIG ADVANCE gives them the 'So What?' -- Think Strategic!"

Peter was stunned. "How do I do that?"

Martin explained that **BIG ADVANCE** is a memory aid for framing a business case:

BI stands for **Bi**g **I**dea: a brief statement of the concept being proposed.
G is for **G**ist or meaning: why this idea is significant, the problem it solves.
A is for Strategic **A**lignment: how the idea aligns with corporate objectives and priorities.
D identifies the **D**eliverables: the planned outcomes and benefits.
VA stands for the **VA**lue Proposition: Why we are doing this -- the 'So What?'
N is for **N**eeds: the required investment in dollars, people, resources and time.
C identifies the **C**ommitments: the business decisions required to proceed.
E describes the **E**volution or rollout, typically with a project outline.

"Look at what we want to accomplish as a company in the marketplace. That would be a good place to start. Does your 'good idea' align with and support that strategy? If

not, see if you can rework it so it does."

Martin drained his cup. "Then come back and we'll talk."

Making the Case

And talk they did.

Peter identified the relevant business goals and strategy and reworked his Big Idea to support it. They explored the Value Proposition: desired outcomes and associated business benefits. Peter went to Accounting and Planning to get credible financial scenarios and to identify risks and costs.

They roughed out a project plan with size, scope, assumptions, and constraints, backed up with data from comparable projects. They identified the organizational

areas impacted, consulting with key stakeholders and identifying dependencies.

They clearly demonstrated corporate value.

Late Thursday afternoon, as Peter was preparing for the next session, his email chirped. It was from Martin:

Called in to a meeting with the CEO tomorrow morning. Meet me at Corporate Headquarters, North elevator to the 86th floor, 10 o'clock sharp. Wear a tie.
- M

Up to the Top

Peter flew into the lobby from the bus stop. He was running late: 9:54. He spotted the North elevator and rushed over to it. A distinguished-looking gentleman was just getting in and held the door for him.

"Thank you, sir," Peter puffed, "Most appreciated."

The man pushed the button and the elevator accelerated smoothly upward. It was only then that Peter noticed that this elevator had only one button, unmarked. And the display was counting down seconds from 3:00 minutes instead of showing the floors. Odd.

"What brings you to the 86th floor?" the man asked.

"My director has a 10 o'clock meeting and asked me to join him. We're presenting a proposal to the CEO."

"A proposal to the CEO?" the man mused, "Must be important..."

"Oh, yes sir. My name is Peter Abbott and I'm responsible for the Configuration Management process. I work for..."

"Configuration Management...?" he asked, blankly.

"Yes sir. We manage the information used in development and production, keeping it current and getting it to the people who need it, just in time."

"I see." The man glanced up at the timer: 2:09 remaining.

"Yes, well, I've come up with a novel process improvement idea."

"Hmmm. I see. Have you talked this over with your director? He should be handling that." He glanced up: 1:34.

Peter fought panic as he felt opportunity slipping away.

"Sir, initially this was a process improvement initiative -- modeling the interaction of our CM process with development and production to find areas where we could improve productivity and reduce cost."

"Initially?"

"Yes sir. But I've converted that idea into a BIG ADVANCE."

The man's eyes snapped over to Peter's. "Oh?"

The timer counted down through one minute.

"I turned that idea around and re-purposed the model as a simulator -- now I can tune the CM process configuration for highest efficiency **before the project even starts**. To my knowledge, none of our competitors can do this."

"So What?"

"Sir, this provides rapid project startup, a new strategic capability that gives us a competitive edge not just for operations, but in contract bids, too; we could even market it as a new service. It directly aligns with our strategy of developing new products and diversifying into new markets. We've been looking for an entry point into that lucrative government market for years. This is it."

"What would you need?"

"We need to run a proof-of-concept pilot. 30K for the tool and training, two people for 6 weeks to set up the model sim -- well within the window for that big government contract bid coming up next quarter."

"Decisions?"

"Sir, we need resource approval to proceed with the pilot -- I brought the project plan outline. We'd also need commitment from the affected groups to participate in the rollout. They've expressed interest in our idea already."

DING.

Both looked up to see the timer wink down to 0:00 as the elevator slowed smoothly to a stop. The doors sighed open to a sunlit reception area with a magnificent view of the city. Standing there was Martin, grinning like a Cheshire Cat.

He nodded, "John. Peter."

The man chuckled and shook his head, "I should have known you were behind this."

Peter was thunderstruck. (OMG, it's the CEO!)

Martin raised his eyebrow.

The CEO laughed. "Not bad. He sold me in the third minute with his BIG ADVANCE. I'd like to see the details, though, before getting the VPs on board."

He turned to Peter.

"Coffee?"

Rick St. Germain is a CM researcher, consultant, trainer, and coach with over 25 years experience in implementing military and commercial CM processes for both hardware and software. He is President and Managing Director of Nouvella Consulting Services based in Ottawa, Canada, and is Chief of Canadian Operations for CMPIC Canada. He can be reached at rstgermain@rogers.com

RICK ST. GERMAIN

A Case for Maintaining Embedded Standards

by **A. Larry Gurule**
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If you've ever seen the words "in conjunction with" or "in accordance to" it is very likely you are about to encounter an embedded standard. Embedded standards are standards that are embedded into contracts, service level agreements, or are referenced by other standards and methodologies. People often wonder why we need these embedded standards. The primary reason for them is to encourage the standardization of an organization's products, processes, systems, and information. In addition, embedded standards help ensure that a company's assets are used efficiently, maximizing customer value throughout a flexible distribution of work. To this end, just about all organizations, both commercial and governmental, employ company-wide standards that include industry standards, policy documents, procedures, and process instructions.

Maintenance is Imperative

A major standard-producing organization is TechAmerica's Systems, Standards, and Technology Council (SSTC). They are behind ANSI/EIA-649B,

"The Standard for Configuration Management", and the 649 Handbook. ANSI/EIA-649B is an incredibly influential standard. The DOD has even adopted it as the configuration management (CM) standard for implementation on all new DOD contracts. The DOD isn't alone on this – many other commercial and governmental organizations throughout the world have developed procedures in compliance with ANSI/EIA-649.

TechAmerica has also developed other documents in areas such as CM, systems engineering, and support systems. Some of these documents include a standard for Technical Reviews & Audits and a standard for Enterprise Information Management & Interoperability. These documents are also being implemented in processes around the world.

As CM professionals it is in our best interest to be involved in the development and maintenance of these standards and related documents. Standards affect our own companies and the products we deliver. As CM professionals, it is critical that we participate in maintaining, updating, and developing standards since they often impact how we do business (such as becoming requirements for compliance on contracts).

SSTC Background

The engineering management component of TechAmerica is called The Systems, Standards, and Technology Council (SSTC). It manages the standards program and oversees specialized activities of various engineering committees. SSTC hosts forums for discussions and prepares industry positions on proposed legislation, studies, regulations, standards, and related documents. They even sponsor
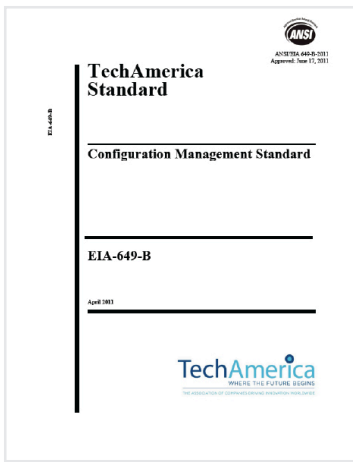
two meetings annually at which members attend to review current issues/initiatives and committee activities.

Members of this committee include senior engineering and operations management representatives from companies such as Boeing, Lockheed-Martin, Raytheon, Intel, SAIC, and representatives from various branches of the U.S. Government. TechAmerica's meetings are well supported by influential leaders from both government and industry. Attendance at recent meetings has included people like Stephen Welby, Deputy Assistant Secretary of Defense for Systems Engineering, and Nicholas Torelli, responsible for DOD Mission Assurance, Systems Engineering Policy, Defense Standardization and Configuration and Data Management.

SSTC's mission (as described by SSCT's Committee Co-Chair) is to:

- Provide strategic and operational leadership, policy, processes, standards, and expertise through electronic systems and technology in order to support the collective interests and initiatives of TechAmerica's members and their companies and governmental organizations.
- Provide guidance to individuals and companies on new emerging systems and technology in order to enhance the technical capability of the constituent's

staff through selective robust education and training programs.
- Promote effective and timely documentation of high-value information through proactive communication with their member's companies and other institutions.

Bottom Line Value

Valuable and tangible benefits can be realized by participating in the creation and maintenance of embedded standards. Active participants, like leaders from various DOD services, commercial companies, and suppliers, have already had their voices heard and continue to provide influential support throughout TechAmerica's meetings.

Non-participation in the TechAmerica meetings puts companies at a clear disadvantage. By not leading and participating in the development of standards, companies run the risk of intrusive requirements and policies being implemented that are not in their best interest.

It's a known fact that standardization reduces cost and improves operational effectiveness. It's important to remember that TechAmerica's engineering standards and publications are designed to serve the public interest by eliminating misunderstandings between manufacturers and purchasers and to define day-to-day operations. This helps ensure that there is interchangeability and improvement of products, and assist with purchasers selecting and obtaining the proper product(s) for their particular needs with minimum delay.

TechAmerica
WHERE THE FUTURE BEGINS

Additional benefits from participation in TechAmerica include:

- Keeping abreast on the latest industry & government issues, direction, and policies.
- Building networks and relationships with peers and suppliers.
- Obtaining answers to questions, issues, and ideas for process improvement.

Participation in TechAmerica affords members input into DOD policy decisions, Defense Acquisition Guide (DAG) updates, Mil-STD and handbook updates, and DOD 5000.02 updates. TechAmerica meetings are used to bring leaders from DOD services & industry together to develop joint standards and resolution for today's issues. As a committee member, you can provide even more influence by submitting letters or white papers to government and commercial leaders that identify issues and provide recommendations. Being a member of

TechAmerica can provide you with many opportunities to have your voice heard and influence future standards.

More information about TechAmerica can be found at: http://workspace.techamerica.org/kwspub/join

Special thanks to TechAmerica SSTC-member authors for providing content to this article: Dan McCurry, Leon Waldron, and Dave Presuhn.

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A. LARRY GURULE

CMTrends

2013 S.W.A.T.

Seminars, Workshops, And Training

Orlando, FL
August 5 - 7

This interactive event invites CM professionals from around the world to discuss topics and trends in configuration management. Attendees will be given ample time each day to network, view presentations from CM experts, participate in CM workshops, ask questions of the speakers, and visit with PLM tool vendors.

Topics and trends discussed may include: CM Process Metrics, CM Standards, Success Stories, CM Plans, CM Implementation, PLM Tool Implementation, Software CM, Enterprise CM, International CM, Systems Engineering, CM Training, Interface Management, Change Management, Data Management, and more.

Learn more at: CMPIC.com/2013_CMTrends_SWAT.htm

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2013 S.W.A.T.

2013 Speakers &
Workshop Leaders

Airbus - Phil Ellwood**,** "End-to-End CM, with Full Visibility throughout the Journey"

CMPIC - Steve Easterbrook, "Cutting Costs: How Good CM Can Make it Happen"

CMStat - Lisa Fenwick, "Enterprise CDM: Eating the Elephant One Bite at a Time"

DRS-C3 & Aviation - Ken Wallace, "Speaking CM to Non-CM People"

Elbit Systems - Miriam Altshuler, "Challenges in Configuration Management of a Generic/Core Product"

Federal Reserve Board - Cynthia Carr, "CM in the Federal Government with SOX and FISMA"

GE Power & Water - Leslie Miller, "Advancing Configuration Management at GE Power & Water"

Lockheed Martin - Mitch Kaarlela, "TBA"

National Security Technologies - Howard Dexter & John Hollabaugh, "Requirements: They're not Just for Engineering"

TATA Consultancy Services - Mercedes Peters, "How Configuration Management Can Optimize ITSM: A Closer Look at Best Practices"

QinetiQ North America - Tina O'Dell, "TBA"

US Army - Jeff Windham, "MIL-STD-3046: Overview and Update"

Value Transformation LLC - Jon Quigley, "Configuration Management and Successful Product Critique"

* The above is a partial list of tentative speakers & workshop leaders. The above information is subject to change. Please check www.cmpic.com for the most up-to-date information and full list of speakers & workshop leaders.

CMTrends

2013 S.W.A.T.

2013 Exhibitors

aras corp®

MEARS X

Bentley®
Sustaining Infrastructure

INTERGRAPH®
GOVERNMENT SOLUTIONS

cm·stat™
The Configuration Management Company

* Additional exhibitors may be added. The above information is subject to change. Please check www.cmpic.com for the most up-to-date information.

CMTrends

2013 S.W.A.T.

Registration & Fees

	Per Person Fee (USD)
Option 1: CM Trends 2013 Seminars & Workshops 2.5 days, Monday - Wednesday	**$950**
Option 2: CM Trends 2013 Seminars, Workshops, And Training 5 days, Monday - Friday	**$1,695**
Option 3: CMPIC Training Course Only 2.5 days, Wednesday - Friday	**$995**
*Exhibitor fees same as above	

Register for CM Trends 2013 here: http://cmpic.com/registration.htm or contact the CMPIC office at (434) 525-8648, info@cmpic.com.

Hotel Reservations

The Rosen Plaza Hotel

9700 International Dr.
Orlando, FL 32819
(800) 627-8258

$105.00 per night, per room.

Make your sleeping room reservations by calling 1-800-627-8258 and mention "CMPIC LLC - CM Trends 2013", or **reserve your sleeping room online here**.

This discounted rate will not be accepted after Friday, July 5, 2013.

CMPIC's CM Training & Certification Courses

CMPIC
www.cmpic.com

To register, please visit: **www.cmpic.com/registration.htm**
or contact the CMPIC office at: **info@cmpic.com,** (434) 525-8648

- **CM Principles & Implementation Certification Series, Courses 1 - 4**
  Upcoming Series:
  > Myrtle Beach, SC April 23 - May 2, 2013 - Less Than 2 Consecutive Weeks!
  > Houston, TX May 13 - 16, June 10 - 13, 2013
  > Seattle area / Bellevue, WA July 22 - 25, August 19 - 22, 2013

- **CM for IT & Software Development Certification, Course 5**
  > Stafford, VA June 24 - 27, 2013

- **ANSI/EIA-649B Principles & Applications Certification, Course 6**
  > Orlando, FL April 10-12, 2013
  > Stafford, VA June 10 - 12, 2013
  > Orlando, FL Aug. 7 - 9, 2013 *

- **CM Assessor Certification, Course 7**
  > Stafford, VA April 29 - May 1, 2013
  > Orlando, FL Aug. 7 - 9, 2013 *

- **SCM: Strategies, Techniques and Tools Certification, Course 8**
  > Orlando, FL May 20 - 23, 2013
  > Ottawa, ON CANADA June 17 - 20, 2013

- **CM Standards & Practices Update, Course 9**
  > Stafford, VA April 15 - 17, 2013
  > Orlando, FL Aug. 7 - 9, 2013 *

View CMPIC's full public course schedule at: CMPIC. com/configuration-management-training-schedule

* Discounted Courses. See cmpic.com/2013_CMTrends_Fees for more details.

On-Site Certification

Did you know that CMPIC offers onsite certification and training for as few as five attendees? This is a great way to train your staff and eliminate the need for a large travel expenditure. Call us to find out more, or visit www.cmpic.com.

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