



FAST FACTS

Company

BT Group is one of Europe's leading providers of IT and telecommunications services

Industry

Telecommunications and IT services

Geography

Europe

Challenges

- Maintain industry and financial leadership position
- Increase customer satisfaction
- Improve and standardize development processes

Solution

- Borland Together
- Borland StarTeam
- Borland Caliber
- Borland Tempo
- Borland Gauntlet

Results

- Reduced costs
- Increased efficiency, control and productivity

BT and Borland

COMPANY

BT Group is one of Europe's leading providers of telecommunications and IT services. Its principal activities—served by BT Retail, BT Wholesale, BT Global Services, BT Openreach, BT Design and BT Operate—include local, national and international telecommunications services, higher-value broadband and Internet products and services, and IT services. In the United Kingdom, BT serves over 20 million business and residential customers with more than 29 million exchange lines, as well as providing network services to other licensed operators.

CHALLENGES

The IT services and telecommunications industries have become extremely competitive. New services and lower-cost providers are entering the market almost daily, leaving the established leaders to look for new ways to maintain their competitive advantage.

To increase its efficiency, BT Group set out to transform the way it brings products and services to market, to reduce development costs and, above all, to enhance the end-to-end customer experience for both its internal and external customers.

Maintain its industry and financial leadership position

Like most large companies, BT grew quickly through a series of acquisitions and strategic service introductions. However, as the company expanded, it vacillated between centralizing and decentralizing strategies, leading to duplicate processes and systems. The company sought an integrated solution that would enable it to be more agile and maintain its number-one market share position.

Increase customer satisfaction

In order to increase customer satisfaction, BT needed to offer higher-value services, in particular new wave products such as broadband and BT Vision, alongside its IT services. The company wanted to deliver quality IT services to external customers, and introduced an initiative designed to change the way its IT employees work to reduce development costs and time to market for new products.

Improve and standardize development processes

With a wide variety of ongoing development projects, BT was utilizing a number of different processes to bring products and services to market. BT design and development practices and methods have grown organically over the years, making them diverse, inefficient and inflexible. As a result, the services delivered varied from project to project, impacting different areas of development. With an IT group 30,000 strong, including 6,000 offshore, a key focus for BT was the effective management of the IT delivery teams. Essentially, the company needed a strategy for geographically distributed development (GDD).

SOLUTION

BT Group has been working with Borland for nearly five years—a relationship that began when they teamed up to create a BT-specific guide for the Unified Modeling Language (UML).

Since that first project, the two companies have worked together to tailor a comprehensive solution to BT's needs using Borland's full Open Application Lifecycle Management (ALM) solution. BT Group now has 12,000 registered users of the solution, with plans to roll out the tools to all 30,000 users in the IT group. The rollout has helped BT to accelerate the applica-

“We have seen a significant improvement in our productivity and our efficiency since we started working with Borland. The use of its Open ALM suite has led to reduced development costs, a leap in the level of control we exercise, and a more complete integration of our disparate and disconnected elements.”

—Ian Mitchell, Program Development Services Manager, BT Design

tion lifecycle, delivering better software faster for a range of projects across the BT Group, and breaking new ground in Service-Oriented Architecture (SOA) in the process. The Borland Open ALM suite supports the following key goals of BT:

Agile development and reuse. Borland has assisted BT in scaling agile methods, providing the communications and collaboration solutions that allow BT’s distributed teams to work together effectively. Working in partnership, BT and Borland have established an innovative and workable process to manage agile development. It works alongside Borland StarTeam®, a platform-independent solution for storing reusable assets. BT uses StarTeam as the “one truth” single global repository for assets and as a change and configuration management tool for both agile and more traditional development, increasing the control on software development and efficiently managing IT delivery teams. The solution not only supports BT’s rapid, collaborative working environments and its preferred platforms, but will also support other platforms as they become necessary. The company is also starting to employ Borland Gauntlet® for continuous integration and monitoring. The tool provides a test automation system that can improve visibility and increase the speed of delivery of quality software by proactively building and testing code to identify defects early and report on key development metrics.

More effective communications with internal and external teams. Because BT design and development practices and methods have grown organically over the years, they’ve evolved to be diverse, inefficient and inflexible. Couple this with the disparate nature of working with both onshore and offshore teams, and the issues have multiplied. By using Borland Gauntlet and an agile development process, BT is able to assert more control and transparency throughout both onshore and offshore projects. BT is planning to use the Gauntlet dashboard to allow IT managers to coordinate their teams and develop the collaboration needed to improve offshoring projects.

Rigor. The Borland solution enables BT to produce better, more rigorous designs to reduce the risk of misunderstandings and rework later in the design lifecycle. BT Group employs the dynamic requirements gathering of Borland CaliberRM™ on global projects to ensure the process is rigorous. BT Global Services, which takes the role of the systems integrator (SI) when working with external customers, is also using Borland Caliber® to ensure that customer projects have the same level of rigor as those within BT and that all applicable rules and regulations are adhered to throughout the project.

BT Openreach uses Borland Tempo™ for demand management, and BT Retail is using it for the calendar of demand. With Tempo, BT Openreach and BT Retail are adopting processes to efficiently collect, evaluate and select the best technology investments based on costs, benefits and risks across the organization.

UML design. Previous attempts to standardize on a design notation failed at BT due to a lack of agreement over language in the industry. UML is now a mature standard and as such has been chosen by BT as its design notation. In fact, BT and Borland jointly created a standard UML user guide, with BT adopting it along with Borland Together®, Borland’s UML modeling solution. The Together tool enables BT to produce UML models and collaborate across the whole design team, from business analysts to component designers. The tool is most notably used in capability design, BT’s SOA implementation.

RESULTS

The automated system built around the comprehensive Borland Open ALM solution is saving BT time and money—helping to achieve the company’s goal of increased customer satisfaction.

Productivity

The use of Borland Together has allowed capabilities to be remodeled and reused to deliver products to market more quickly. The teams have more control and visibility over the development process, as well as improved collaboration and communications, which translate into significantly higher productivity. BT has also met its agile/90-day development process goals, for a substantial reduction in development time and effort.

“We consider Borland a true technology partner. Its consultative approach to solving our business problems has enabled us to effectively deploy the Borland Open ALM suite, resulting in increased productivity, improved efficiency and reduced development spending.”

—Ian Mitchell, Program Development Services Manager, BT Design

Spending

BT has significantly reduced its development spending. Among the cost-saving benefits of Borland’s integrated tool set is the ability for geographically distributed teams—both onshore and offshore—to reuse designs and code, sharing information dynamically through the central repository in real time.

Efficiency and control

BT has rolled out the Borland solutions to 12,000 registered development team members, increasing efficiency through greater project transparency. Individual teams work together, creating and managing requirements that stimulate communications and collaboration. The days of individual, blinkered silos are becoming a distant memory.

THE FUTURE

With BT Design being given the remit for IT across the BT Group for the first time, the entire Borland Open ALM solution will be rolled out across the business. BT is looking to expand from the current 12,000 registered users to the full complement of 30,000 onshore and offshore IT workers. Through increased collaboration and communications, the company is also looking to make the current offshore model more efficient, engaging expert help and freeing up onshore workers to focus on in-house projects. This will allow the BT Group to better serve its customers and push its services out to a wider audience.

Borland is the leading vendor of Open Application Lifecycle Management (ALM) solutions - open to customers’ processes, tools and platforms - providing the flexibility to manage, measure and improve the software delivery process.