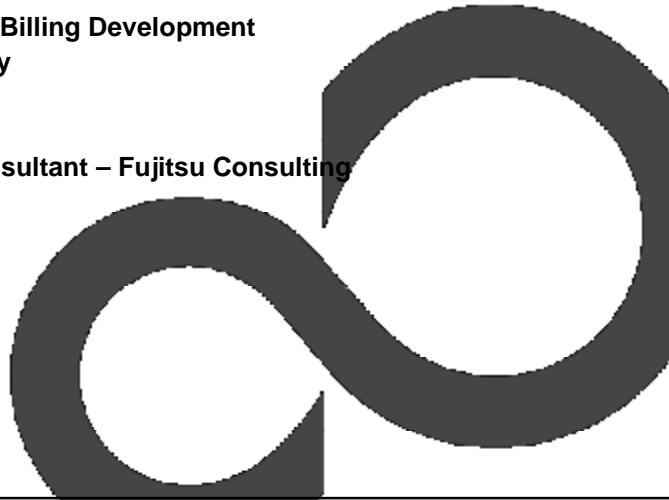


Establishing Order From Turmoil

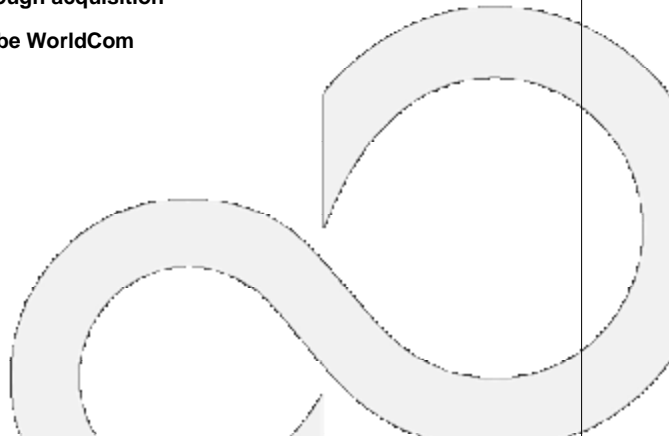
**MCI EMEA Billing Development
A War Story**

**Martin Cair
Senior Consultant – Fujitsu Consulting**



Who are MCI

- n "... a leader in business and residential communications services"
- n Built through acquisition
- n Used to be WorldCom



Who are MCI



What does EMEA Billing Do

- n Billing, Order Entry (some), Customer Service (some)
 - n UKCSB
 - n ICSB
 - n Arbor
 - n Portal Infranet
 - n GAEC Streamline
 - n ICABS
 - n NLBS,
 - n GOBS I, GOBSII, GOBS II.V
 - n Espresso
 - n ...

Background to the Engagement

- n Relocation to Reading – April 2001
- n Loss of 80% of Team
- n Proposed New Billing Platform
- n Supplemental Resourcing as prelude to Outsourcing
 - n DMR US
 - n A N Other

Changes during the Engagement

- n WorldCom / MCI
 - n Fraud – March 2002
 - n Reduction in Force
 - n Chapter 11 – July 2002
 - n Reduction in Force
 - n Becomes MCI – April 2003
 - n Reduction in Force

Changes during the Engagement

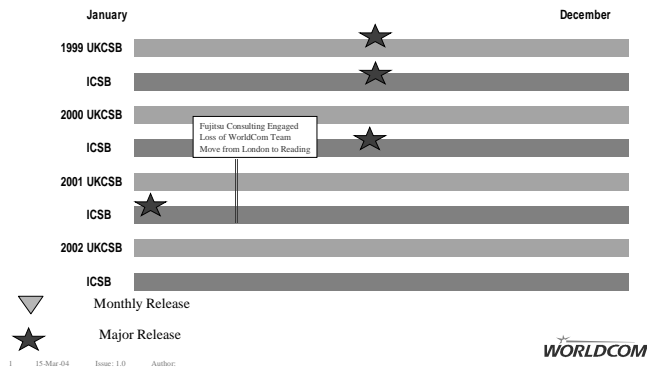
- n DMR
 - n Account transfers from US to UK
 - n DMR/AGS Merger
 - n Fujitsu Consulting

Changes during the Engagement

- n Engagement
 - n Supplemental Resourcing
 - n Managed Service
 - n Reduction in Force
 - n Supplemental Resourcing
 - n Reduction in Force

Performance of the Development Shop

Historical Release Schedule



What did CM Originally Do?

- n Tool administration
- n Server-Side Release Packaging

The Original CM Environment

- n Version Management
 - n MKS Source Integrity 7.3
- n Change Tracking
 - n The Worklist - Excel
 - n The Issues Database – Access
 - n Not systematic
- n Defect Tracking
 - n The Issues Database – Access
- n Release Packaging
 - n Bespoke Scripts

Original CM Requirements

- n Secure Applications
- n Identify and Control Changes

First Steps

- n All binary builds performed by CM
- n All releases packaged by CM
- n All code changes labelled with issue number
- n All change requests entered in Issues Database

Benefits

- n All changes captured in version management repository
- n All changes identified
- n Common vocabulary

Lessons Learnt

- n Simple steps can bring big benefits
- n Lack of integration is an issue

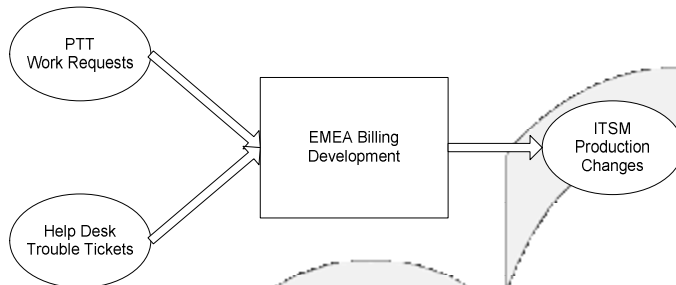
Redevelopment of Issues Database

- n Scaled up from Access to VB/Sybase
- n Significant Effort
- n Home grown tactical solutions are not free

New CM Requirements

- n Assignment moved to Managed Service
 - n Integrated Change, Configuration and Release Management
 - n No re-engineering of current process
 - n Track change from inception through development and onto implementation
 - n No ROI justification

New CM Requirements



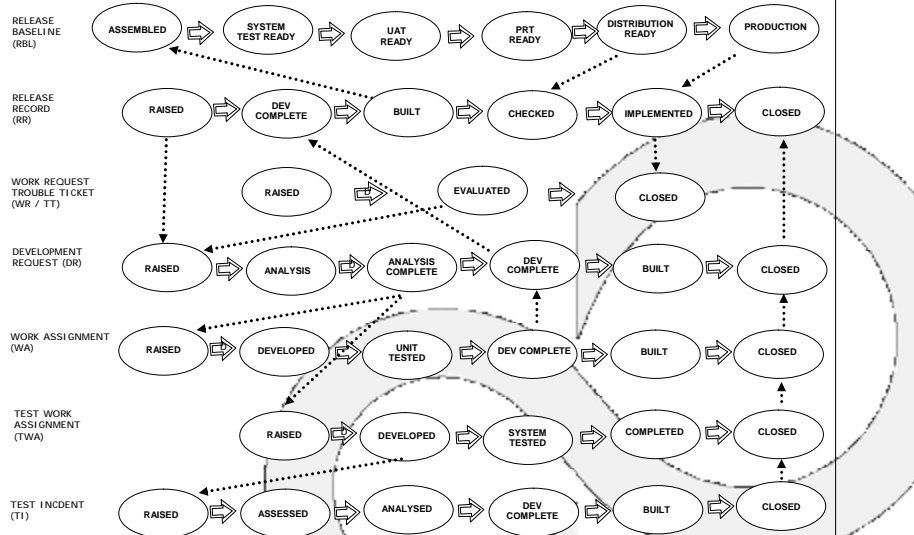
Tool Selection

- n Integrated Change, Configuration and Release Management Tool (or suite)
- n Heterogeneous environment
- n Existing MCI infrastructure
- n Vendor Support
- n "No-one ever got sacked for buying IBM"

Solution Development

- n People, Process, Technology
- n Workshops to capture requirements
- n Process was re-engineered
- n Out-of-the-Box functionality
- n Big-Bang Solution
- n Poor testing caused implementation issues

Solution Development



Implementation

- n Ongoing major development programmes
 - n UKCSB 5.0
 - n ICSB 4.0
- n Training
- n Conversion
- n Cutover – July 2002
- n “Establishing Turmoil from Order”

Re-Engineering the Process

- n Iteratively reviewed all aspects of solution
- n Scripted Builds
- n Reports
- n Worklist
- n Extend to other EMEA Billing Systems

The Worklist

ID	Name	Status	Description
1
2
3
4
5
6
7
8
9
10

Lessons

- n It's difficult, but worthwhile. Persevere.
- n Developers "get it"
- n Managers and Business Analysts "don't get it"
- n Need to ensure process is Front-End driven
- n Training doesn't work!!
- n Understand and use whatever motivates your the end user (the development community)

Lessons

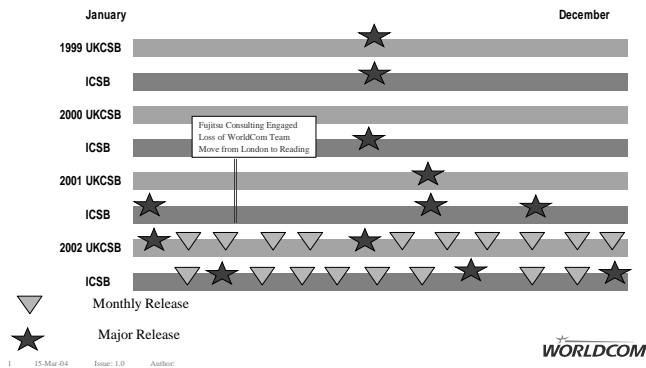
- n Implementation: big-bang vs. partial
- n 80:20 rule
- n Iterative development and deployment
- n Establish momentum
- n Sell success
- n Show benefits in practice
- n Testing is critical
- n It's a Development Project – treat it as such

Benefits

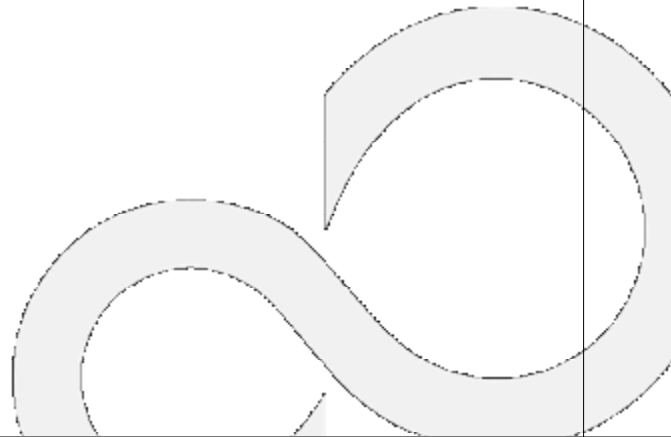
- n Control
- n Auditability
- n Defined lifecycle actually followed
- n Reduced development effort
- n Reduced CM effort
- n Shorted build times
- n Metrics
- n Predictability

Benefits

Historical Release Schedule



Any Questions?

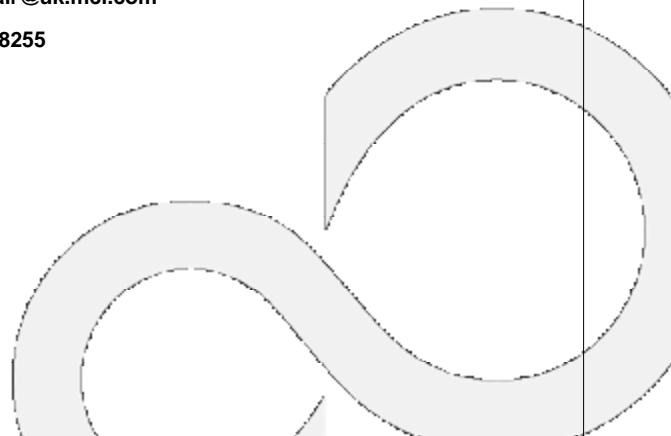


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THE POSSIBILITIES ARE INFINITE

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