

CollabNet Success Story: Transforming Software Development to Increase Productivity

A major financial services company accelerates productivity by up to 50% in some areas using a distributed ALM solution.

“Our ability to innovate is more and more determined by how easily we can collaborate. An ALM solution designed with this in mind can contribute directly to our ability to deliver better products to our banking business.”

Managing Director, Major Financial Services Company

Challenge

A major financial company faced challenges similar to many IT organizations: the business continually demanded new products, rising costs drove management to employ offshore resources, disparate tools impeded developer productivity, and the existing infrastructure and processes did not support globally distributed development.

This case study describes how the company addressed these issues. They required a solution with an effective mix of tools and processes that could help deliver quality software and meet the quickly changing business needs. Using a mix of Agile processes and offshore development resources, the company deployed the CollabNet ALM platform and delivered world-class software for its products.

Companies are facing more complex software projects with shorter turnaround cycles. The demands have never been greater, or the stakes higher – especially for financial services companies. Managing source code across distributed teams is certainly at the core of software development challenges. Additionally, traceability of the code back to business requirements, bugs, documents, and communication is critical to achieving the most efficient processes.

Investment banking is one of the most high-pressure, dynamic segments of the financial services business. This is especially true for the Major Financial Services Company’s Corporate and Investment Bank Group Division (CIB). The group serves both public and private institutions (including sovereign states and supranational bodies), with clients ranging from medium-sized businesses to large multinational corporations. CIB routinely handles large transactions.

CIB saw tremendous growth over the past decade, moving from roughly EUR \$.4 billion in 2002 to more than EUR \$6.5 billion in 2007. Its global team includes internal and external partners in 30 countries. The company’s Managing Director of Investment Banking Technology for CIB, who leads the development and delivery of these high-performance applications, knew that traditional software methodology and tools were impeding the team’s productivity, as well as affecting product quality. For example, managing source code across internal and external teams was a security risk and a process issue. An internal team was moving forward on new features, while the external team fixed old issues from previous releases. The teams would spend an inordinate amount of time doing painful integrations between separate code repositories.

Challenge

Use of traditional software development processes and tools was impeding productivity and limiting innovation among developers in the banking organization of a major Financial Services company. The company’s Managing Director of Investment Banking Technology realized that a distributed ALM platform and centralized source code management process would increase product quality, shorten time to market, and enable knowledge sharing among developers. The solution needed to combine the principles of collaboration found in open source communities with compliant development environments to provide the accountability that corporations require.

Solution

A major Financial Services company deployed CollabNet TeamForge and CollabNet Subversion initially for source code management, bug tracking, and project tracking. As the company's user base grew, the implementation was expanded to incorporate other components, including automated builds, source code quality checks, templates, best practices, and internal open-source projects, creating a collaborative development environment that facilitates regulatory compliance.

Results

Using the CollabNet solution, the company:

- Accelerated productivity by up to 50% in some areas
- Cultivated a 10x more productive and passionate "Liquid Workforce"
- Improved collaboration among internal and external development teams, significantly reducing time spent integrating code
- Enabled faster project startup using standardized project templates
- Simplified compliance with regulatory requirements

He began to research Application Lifecycle Management (ALM) solutions that could provide better source code management capabilities as well as visibility into business requirements, bugs, documents, and communications. His goal was to change the company's software development process.

Major Financial Services Company's Requirements

The Managing Director's vision included adopting open source collaborative best practices to enable a more cost-effective, transparent development process. He wanted to make the company one of the most innovative and leading-edge places to work in financial services.

"As the business world focuses on cost-cutting, IT is more relevant than ever," he said. "There's a greater need for consolidation and resource optimization. It makes sense to invest in developers—their tools, their methods and training—because it allows us to realize efficiencies. This makes more sense than eliminating people or cutting salaries."

The Major Financial Services Company's software development team had numerous requirements, including:

1. An easy way to transition from its legacy tool environment
2. An approach to governance that enabled rather than obstructed work with external partners
3. An environment that supported collaboration across the application lifecycle and all stakeholders

The team's goals included higher developer productivity, faster on-boarding for both projects and people, and better tool integration. They also needed to employ compliant practices as part of the team's culture, as well as enable code reuse and provide easy access to code for its distributed team of employees and partners.

"With as many IT people as we have, there should be opportunity to learn from others, and be exposed to a wider variety of projects," the Managing Director said. "If you have application silos and you can't see what others are working on, then you don't have access to those opportunities. We were ready to move from costly-to-maintain silos and legacy tools to a more open platform, and we needed a solution that fit into our heterogeneous environment that could grow and adapt with us."

Solution

Distributed ALM and Open Source SCM

He chose CollabNet TeamForge as the ALM solution optimized for CollabNet Subversion, the company's Software Configuration Management (SCM) solution. Within his business unit, he created a collaborative development environment (CDE) with licenses for about 100 users in various global locations.

"A collaborative development environment is fundamental to becoming a better IT department, because it gives you better transparency, better control, better quality and more agility," the Managing Director said. "We wanted to elevate the status of our developers and give them opportunities to contribute their skills and knowledge."

The new CDE caught on and spread within CIB until it began to grow organically among other business units. By the end of 2007, it was time to promote the solution throughout the company. The Managing Director collected metrics to justify use, with the goal of ensuring that at least 80% of the developers using the environment realized productivity gains.

Central Repository for Source Code, Artifacts, and Projects

The Major Financial Services Company is using CollabNet TeamForge with the hosted (SaaS) option, which eliminates the need to maintain software and hardware – they use it as a service. They chose TeamForge primarily for its open and extensible architecture, and for its ability to integrate all core ALM tools. CollabNet's credibility is backed by a customer base of financial service firms, and the solution has gained substantial industry recognition among analysts and trade publications. Furthermore, as the corporate sponsor of the Subversion project, CollabNet is well known for its product innovations that support open source collaborative best practices.

Initially, the company's London team migrated from an external contractor's source code repository to their own Subversion repository. The repository was quite large—1.5 GB. The experienced CollabNet support team was able to help the company's engineers complete the migration over a weekend, so that commits could resume Monday morning. This consolidation of repositories met the need to control source code intellectual property, while allowing the external team secure access for code reviews and other maintenance activities. TeamForge makes all assets visible and accessible by distributed teams, avoiding duplication and promoting component reuse, while providing enterprise-class, role-based security.

In addition to being optimized for Subversion, TeamForge brought a number of capabilities that would extend benefits across all stakeholders and projects in the CIB division:

- **Tracker:** Members of the internal and external teams can use the tracker to view bugs. Issues are tracked from product, user acceptance and system integration testing, providing full transparency and status to participants across geographies.
- **Subversion/Tracker Integration:** TeamForge matches code changes to project issues, for easy status tracking.
- **Wiki:** The Wiki houses speclets—short technical descriptions of user stories written by developers—which can be reviewed by business analysts during the implementation cycle.
- **Documents:** The integrated file storage system contains product backlog, word documents, and other documents associated with a project.

Results

Secure, Traceable Source Code Management

Secure access, branching, and merging capabilities of CollabNet Subversion enable teams to commit and review code from various locations while maintaining code integrity. Developers can track all bugs from production, user acceptance testing, and system integration testing into a single, central repository for enhanced visibility into project status. Additionally, the central repository reduces the overhead required for monitoring and updating multiple locations. That initial savings alone increases productivity, as measured by faster project delivery, by at least 20%.

“Beyond implementing best practices, we aspire to have a liquid workforce, in which it is easy for developers to see who is doing what, find and connect with people and the knowledge they need, and move back and forth between projects to contribute.”

– Managing Director of Investment Banking Technology, Major Financial Services Company

Collaborative Tools Drive Knowledge Sharing to Shorten the Development Cycle

With TeamForge in place, source code contribution from external teams is seamless and allows continued collaboration. Developers no longer need to duplicate work in separate repositories. Integrating source code with project artifacts makes matching code changes to project issues fast and traceable. The project Wiki enables efficient knowledge sharing. Document management capability helps to track project files and other product documentation.

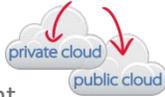
The Major Financial Services Company is now experiencing dramatic improvements in software development, including 50% faster delivery times in some areas and a “flat” collaboration style that drives innovation and improves quality. Teams have moved projects from legacy tools such as CVS and Perforce to CollabNet Subversion. They can now use plugins for easy integration with existing IDE tools, such as Eclipse. Standardized project templates enable faster project startup, collaboration, and design iterations, while simplifying regulatory audits.

Use of the CDE has spread throughout the company, reaching a tipping point in October 2008 after becoming a standard development environment in 12 business units. By the end of 2008, nearly 2,400 developers were using company's CollabNet implementation, and the bank expected that number to double by the end of 2009.

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Hybrid development and deployment



Enterprises are now implementing Enterprise Cloud Development with the CollabNet platform that helps manage the shift to a hybrid development strategy.

As a result, they are achieving **productivity gains** of up to 70 percent while **reducing costs** by as much as 80 percent, all with **enterprise compliance** in order.

Learn more by downloading our free white paper at www.collab.net/ecd

Open Architecture Extends the Value

In the future, CollabNet's open architecture will enable the Major Financial Services Company to integrate more tools into the platform as the needs of the development teams evolve. Internal teams will be able to customize the tools or engage the CollabNet community for innovative integrations.

Building communities will also be a focus. This is especially important for open-source projects, where, over time, more and more developers can contribute. "CollabNet is important to transforming the culture, quality, and speed of software development," the Managing Director said. "Our ability to innovate is more and more determined by how easily we can collaborate. An ALM solution designed with this in mind can contribute directly to our ability to deliver better products to our banking business."

The Agile Path to Enterprise Cloud Development

Over the last decade, CollabNet successfully pioneered collaborative and distributed agile software development in the cloud for many of the world's largest organizations. Today, we've created the industry's first front end platform to facilitate the enterprise shift to hybrid cloud development and deployment.

Learn more at <http://www.collab.net/solutions>.

About CollabNet

CollabNet is a leading provider of Enterprise Cloud Development and Agile ALM products and services for software-driven organizations. With more than 10,000 global customers, the company provides a suite of platforms and services to address three major trends disrupting the software industry: Agile, DevOps and hybrid cloud development. Its CloudForge® development-Platform-as-a-Service (dPaaS) enables cloud development through a flexible platform that is team friendly, enterprise ready and integrated to support leading third party tools. The CollabNet TeamForge® ALM, ScrumWorks® Pro project management and SubversionEdge source code management platforms can be deployed separately or together, in the cloud or on-premise. CollabNet complements its technical offerings with industry leading consulting and training services for Agile and cloud development transformations. Many CollabNet customers improve productivity by as much as 70 percent, while reducing costs by 80 percent.

For more information, please visit (www.collab.net).



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