



IBM Integrated Product Development (IPD)

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Agenda

- **What is IPD and its objectives?**
- **IPD Teams' Hierarchy**
- **IPD Phases**
- **Teams' Roles & Responsibilities**
- **Decision Checkpoints' Objectives / Deliverables**
- **IPD Phases' Inputs / Activities / Deliverables**
- **Summary**
- **Few Words from Experience...**

What is Integrated Product Development (IPD)?

- IPD is a **structured, end-to-end process** used across all IBM development organizations
 - Hardware, Software, Services
- IPD may be customized for each brand / project
- IPD is a **business management system** designed to optimize the development and delivery of successful products and offerings
- The IPD development process consists of **five phases with periodic checkpoints** that are predicated on fact-based decision making
- The cornerstone of IPD is **team-based** management involving the representation and active participation of all relevant functional area
- IPD employs a **two tier management model**
 - IPMT (Integrated Portfolio Management Team): Cross functional executive team
 - PDT (Product Development Team): Cross functional execution team

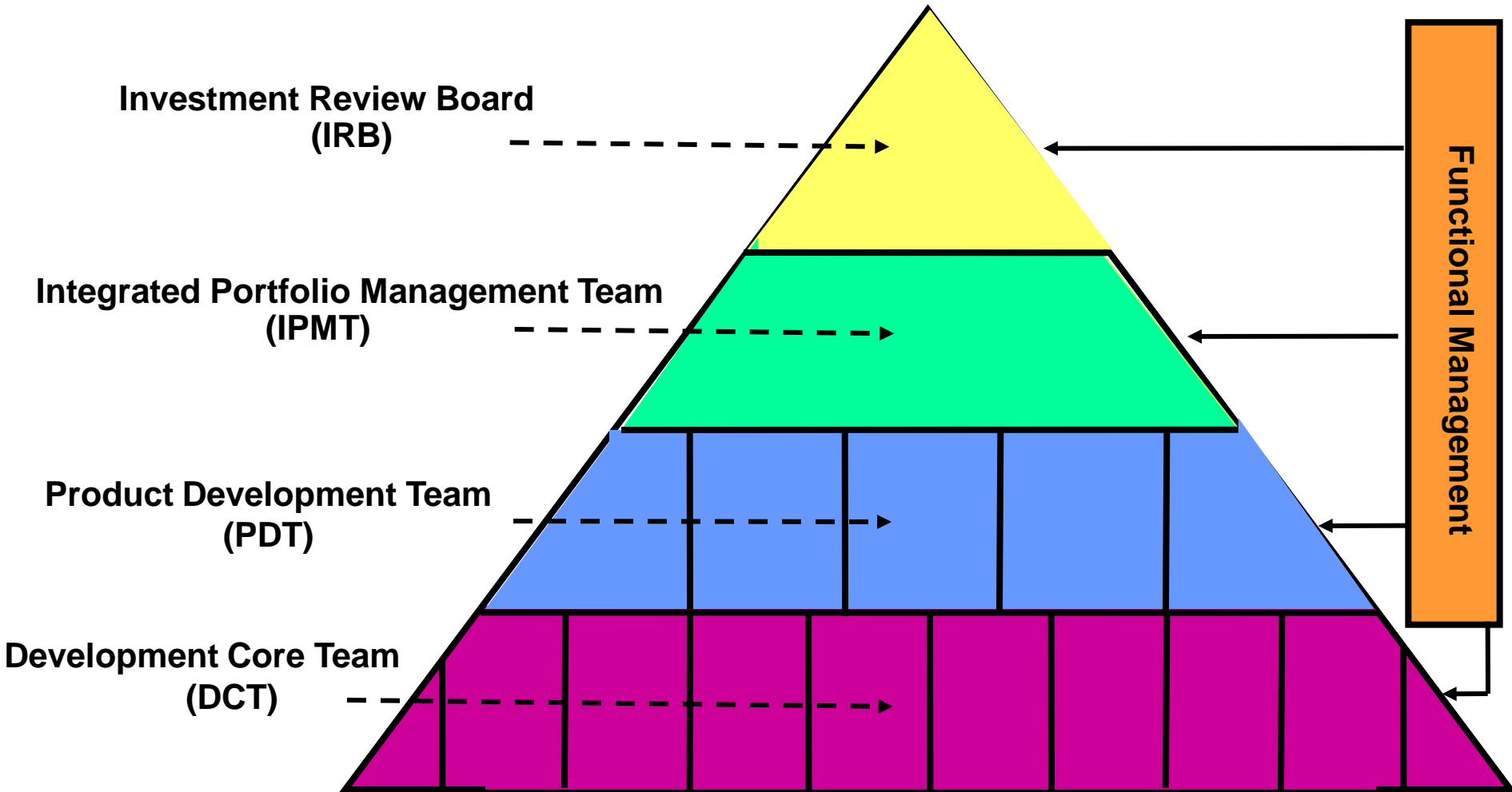
IPD Objectives

- **Focus investments on right products at right time for the right markets**
- **Reduced time-to-market**
- **Lower development expense to revenue ratio**
- **Positive effect on corporate profits**
- **Higher percentage of winning offerings**
- **Significant expense and cost savings from reuse**
- **Repeatable and measurable business process**
- **Ensure Project Management Methodology is tied to Product Development**
- **Provide metrics to ensure success**



Team-Based Management

IPD Team Hierarchy



Team Based Management – Roles & Responsibilities

- **Investment Review Board (IRB)**

- Cross functional executive team responsible for taking the corporate strategy and set direction and framework for their Group and managing it across multiple Brands

- **Integrated Portfolio Management Team (IPMT)**

- Cross functional executive team responsible for the WW business performance of a portfolio of HW, SW, and Services Offerings at the Brand level

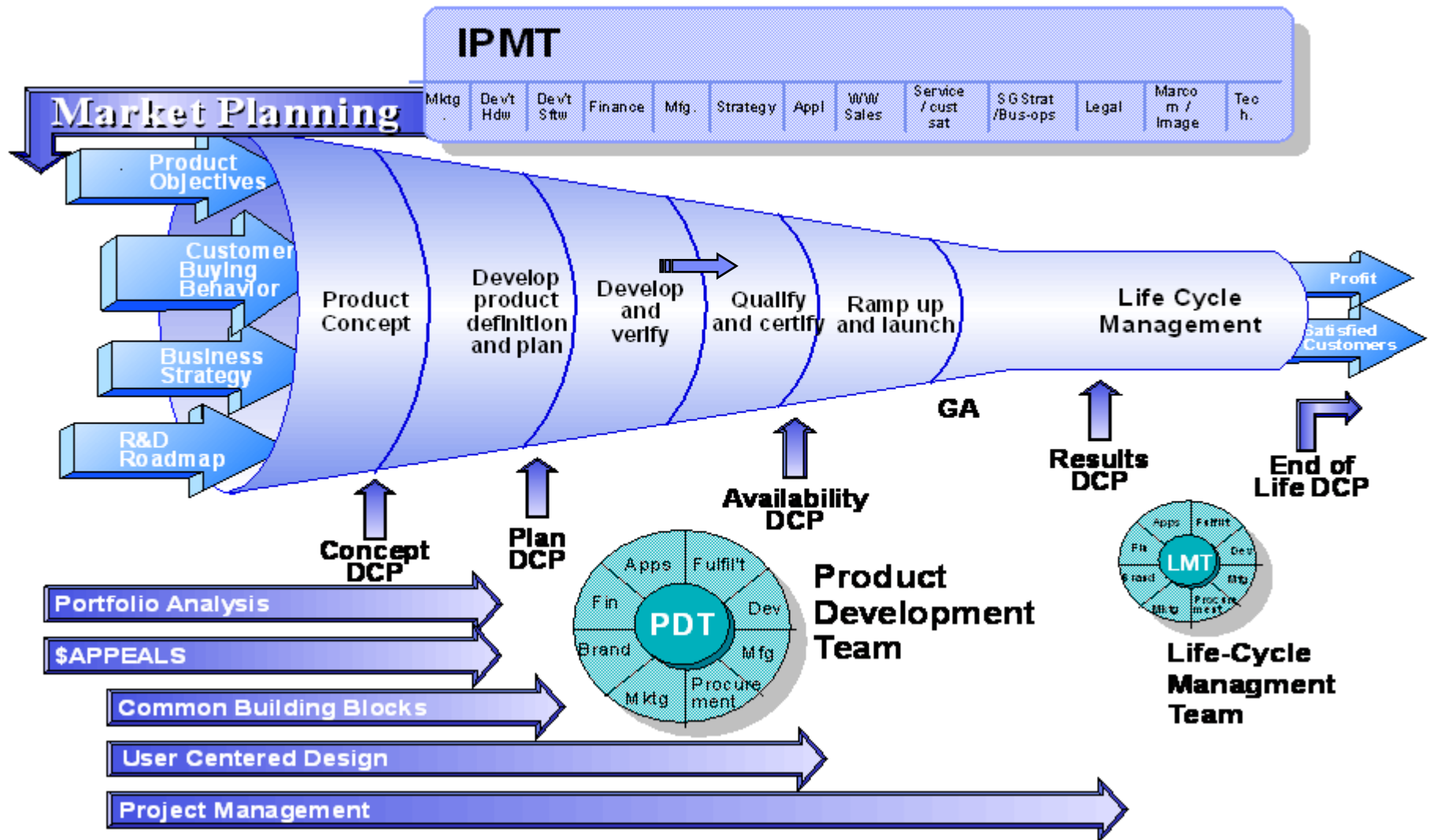
- **Product Development Team (PDT)**

- Cross functional representatives mirroring the IPMT responsible for planning and execution of specific Hardware, Software, and Services offerings within a portfolio

- **Life Cycle Management Team (LMT)**

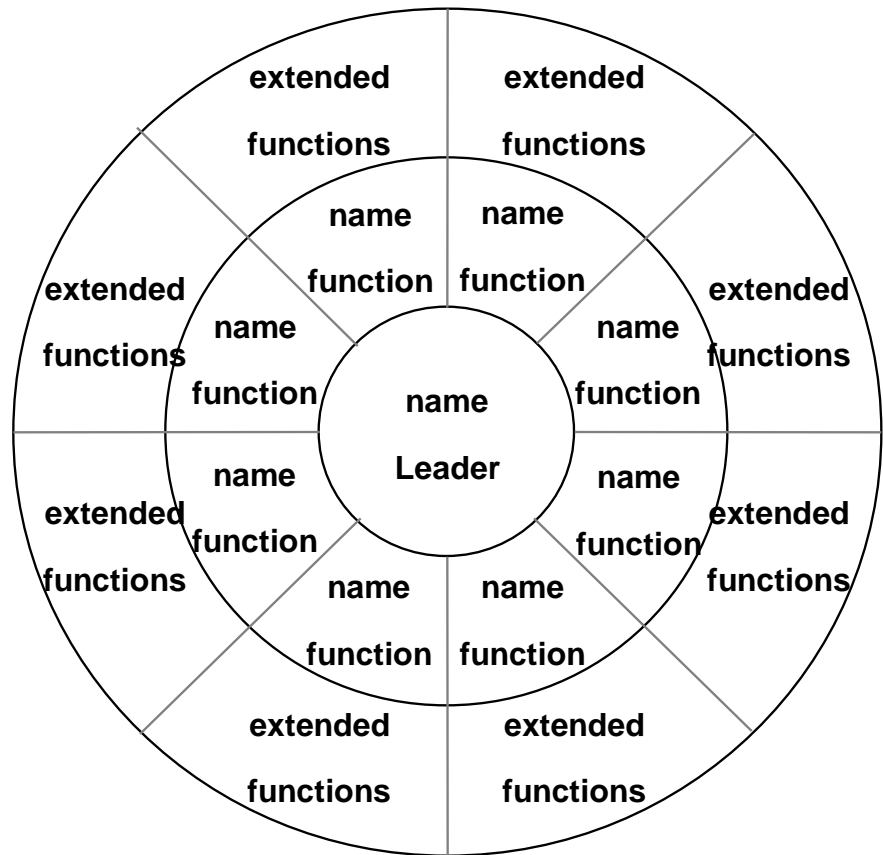
- Cross functional representatives mirroring the IPMT responsible for managing the post Launch / General Availability (GA) marketplace performance and end of life activities

IPD Process Overview



PDT – Team Structure

Functional Area	Name (s)
Core Team	
Project Mgmt	PDT Leader
Product Marketing	
Client Eng'g Solution	
Competitive Analysis	
Finance	
Cost Eng'g	
Development	
Packaging	
Technology	
Quality	
Test	
Procurement	
Sales	
Design Center	
Brand	



PDT Leader Responsibilities

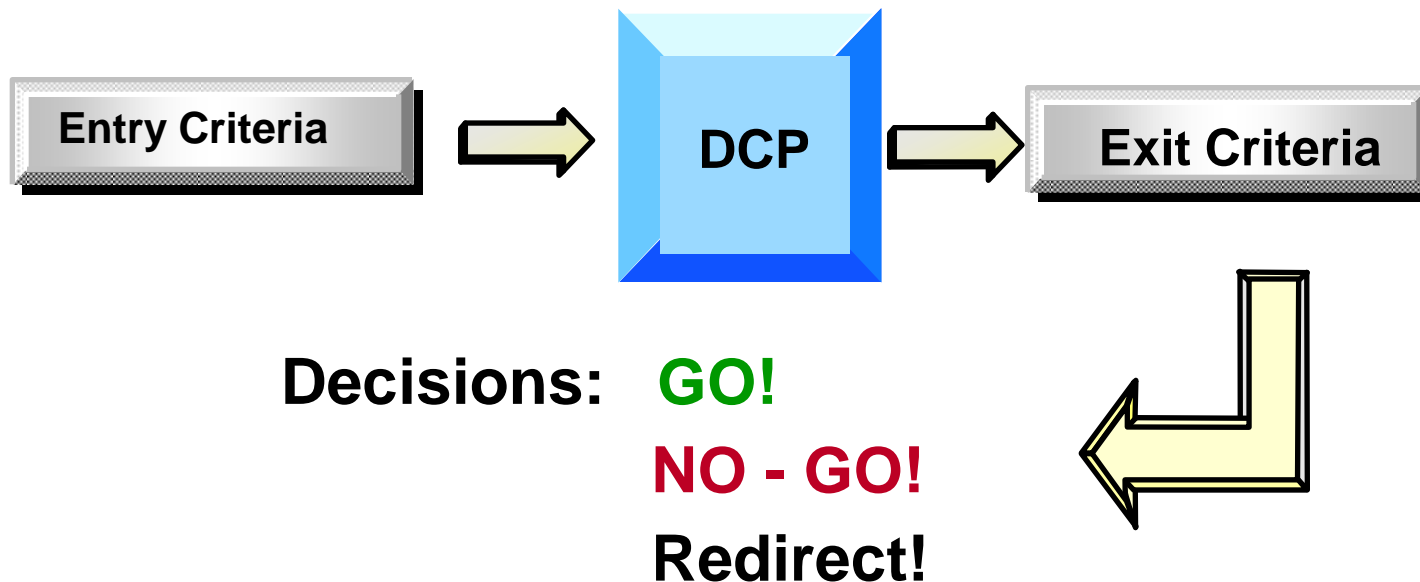
- Deliver new Offerings according to Contract terms
- Manage a high-performing, cross-functional team
- Utilize Project Management “best practices” methods and tools
- Drive execution to the “triple constraints”: Requirements, Schedule & Financials
- Develop a plan for each step in the IPD process and to complete the IPD process Deliverables
- Continually monitor project status for compliance
- Request IPMT agenda slot for DCP review on schedule
- Provide “Pre-read” package well in advance of the IPMT
- Assure thorough cross-functional pre-review and issue resolution
- Provide crisp “Presentation” package & clear recommendations

PDT Members Responsibilities

- Project manage functional area to ensure all activities and deliverables for their area of responsibility are planned, coordinated, and tracked
- Represent their functional discipline in PDT decisions and coordinate with their management
- Anticipate problems, identify issues, risks, and mitigation plans
- Meet or beat Plan Contract elements
- Alert PDT Leader if project outlook appears to fall outside Plan Contract commitments and provide alternatives to resolve
- Keep their IPMT members informed at all times, and brief them on DCP Package before PDT goes forward

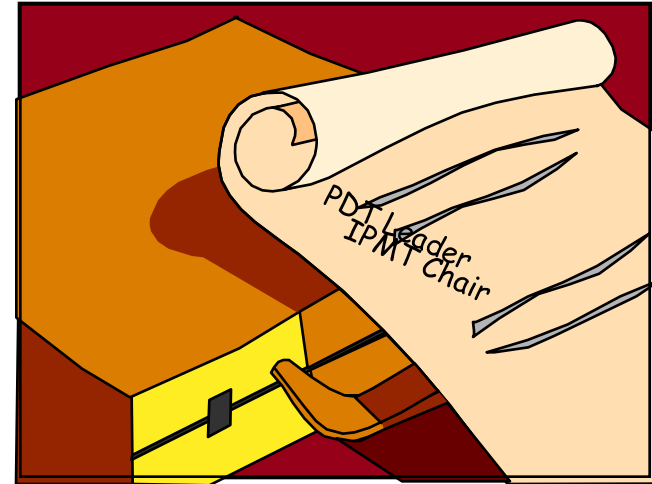
What are Decision Checkpoints?

Decision Checkpoints (DCPs) are structured project reviews with specific entry and exit criteria to aid the cross-functional PDT and IPMT as they measure progress of a project



Types of IPMT Decisions

- **Go (Approve)**
 - IPMT authorizes funds and resources for next phase at Concept DCP, and for entire project at Plan DCP.
- **No Go (Reject)**
 - Project is terminated in an orderly manner, including appropriate project documentation and close-out. Resources are re-assigned.
- **Redirect (Defer)**
 - IPMT instructs the PDT to refocus project or plans in a specific direction, or gather additional information and return at a stated time while work continues.



- **The Project Contract is a two-way commitment between the IPMT & PDT:**
 - PDT commits to deliver project & results described.
 - IPMT commits to provide required resources.

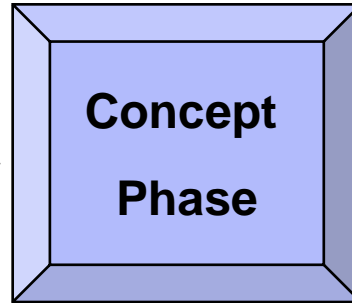
Decision Checkpoints: Objectives & Deliverables

DCP	Objectives	Deliverables
Concept	<ul style="list-style-type: none"> ▪ Document Business Plan ▪ Engage “performing” Functions ▪ Approve/Reject: Exit Concept Phase & proceed to Plan Phase 	<ul style="list-style-type: none"> ▪ Initial Offering/Solution Business Plan ▪ Concept DCP templates ▪ Contract - Preliminary Revenue, Cost, Expense, Milestones & Schedule; Funding to Plan DCP
Plan	<ul style="list-style-type: none"> ▪ Document final Offering Proposal ▪ All Plan Phase tasks complete ▪ Approve/Reject: Exit Spec & Plan Phase & proceed to Design & Release Phase 	<ul style="list-style-type: none"> ▪ Final Offering/Solution Business Plan ▪ Plan DCP templates ▪ Contract – Revenue, Cost, Expense, Milestones & Schedule; Full Program funding
Launch/ Availability	<ul style="list-style-type: none"> ▪ Certification that offering will meet availability date & market requirements ▪ Approve/Reject: Exit Design & Release Phase and proceed to Launch Phase 	<ul style="list-style-type: none"> ▪ Launch DCP templates ▪ Documented verification from each performing function of commitment to meet availability
Interim	<ul style="list-style-type: none"> ▪ Highlight changes to key assumptions ▪ Review deviations from Contract variances ▪ Provide periodic status updates to IPMT 	<ul style="list-style-type: none"> ▪ Selected template pages from appropriate DCP package: Plan, Launch, Results ▪ Updated Contract if applicable
Results/ Lifecycle	<ul style="list-style-type: none"> ▪ Achieve General Availability ▪ Sufficient offering transactions to allow valid assessment of market acceptance & “manufacturability” 	<ul style="list-style-type: none"> ▪ Results DCP Templates ▪ Sustaining Engineering & EOL plans. ▪ Lessons Learned
EOL	<ul style="list-style-type: none"> ▪ Document plan to withdraw from Market ▪ Review Contract attainment v. Plan 	<ul style="list-style-type: none"> ▪ EOL Plan

Concept Phase

Inputs

- New offering request charter
- Prioritized customer requirements
- Business / technology strategies & roadmaps
- Market Planning analysis results
- Competitive analysis
- Revenue and win analysis
- Cost analysis

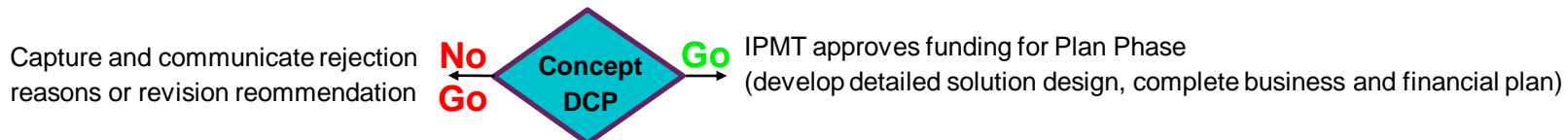


Deliverables

- Recommendation for Go / No-Go decision
- Concept DCP package
- Initial project plan
- Product offering definition and scope
- Concept DCP decisions

Activities

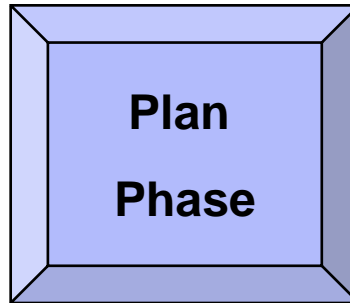
- IPMT commissions PDT
- PDT
 - Establishes Project scope
 - Develops project plan
 - Validates market opportunity
 - Performs initial financial & technical assessment
 - Performs initial risk assessment / mgmt approach
- Concept DCP meeting



Plan Phase

Inputs

- Initial offering proposal
- Initial project plan
- Initial project plan contract

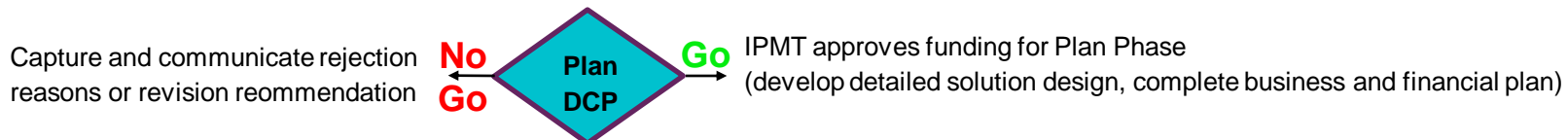


Deliverables

- Go / no-go decision
- Integrated project plan
- Plan DCP package
- **Plan DCP contract**

Activities

- Expand project team
- Validate / update market opportunity and financial data
- Develop / execute final integrated project plan, including detailed risk plan with mitigation strategies and Change Management Plan
- Develop DCP package
- Execute Plan DCP meeting



Develop & Qualify Phase

Inputs

- Plan DCP Contract
- Integrated Project Plan
- Updated market opportunity data



Develop & Qualify Phase



Deliverables

- Go / no-go decision
- Final marketing plan
- Final announcement plan
- Final production / fulfillment plan
- Updated market opportunity / financial data

Activities

- Adjust size / composition of project team
- Validate / update market opportunity data
- Build and Test final offering design
- Ensure conformance to customer requirements
- Ensure marketing, service, support readiness
- Schedule and perform Interim DCPs as needed
- Execute Availability DCP meeting

Capture and communicate rejection reasons or revision recommendation

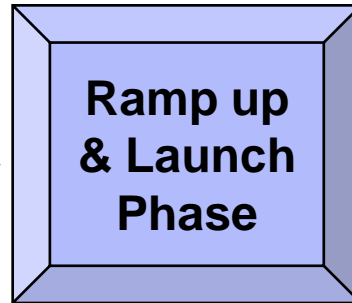


IPMT approves funding for Roll Out Phase
Ensure infrastructure set for rollout

Ramp up & Launch Phase

Inputs

- Final marketing plan
- Final production / fulfillment plan
- Updated market opportunity / financial data
- Availability DCP Go



Deliverables

- New offering to GA

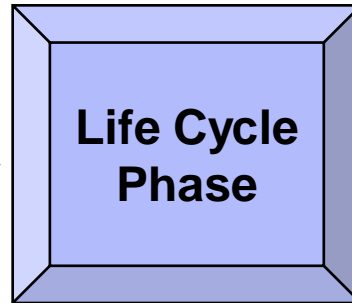
Activities

- Adjust size / composition of project team
- Load distribution channels
- Execute transition plan
- Initiate operational support structure
- Announce offering / general availability
- Update / execute project plan

Life Cycle Phase

Inputs

- Project plan
- Market opportunity data
- New offering performance data
- Feedback on new offering



Deliverables

- Go / no-go decision
- EOL tasks and schedules
- Closed-out project plan

Activities

- Adjust size / composition of project team
- Manage offering operational performance
- Develop end-of-life assessment
- Perform end-of-life activities
- Project close-out
- End-of-life DCP meeting

Annual review: IPMT approves continuing service and support

Continue service, set schedule for future Life Cycle DCP. Development enhancements may be required



Discontinue investment and implement End of Life Plan / Program

Summary

- The “Integrated” in IPD reflects that in order to make quality and timely decision, **all functional areas must be involved** in the effort and **IPMT and PDT must work together** on the full IBM value proposition
- IPD structures **team based** decision making on project investments
- IPD **builds relationships** across functional areas and forces focus on customers’ needs
- IPD requires **cultural and behavioral focus** to succeed

Few Words from Experience...

- Trust your “**Guts**”
- Team must feel “**Ownership**”
- Promote “**Can Do**” attitude within your team
- “**Fast Forward**” scenarios and decisions
- Build a “**Story Board**” of your presentation. Does it flow well? Does it make the point? Is it clear and simple?
- “**Inspect**” what you “**Expect**”
- Demand / pursue “**Clarity**” – You are the leader
- Seek “**Progress**” and not perfection...Analysis paralysis !!!
- “**Write**” down what you need to do
- Be reasonably “**Paranoid**” but practical and logical
- Have a clear “**Agenda**” and “**Objective**” for each meeting

Acknowledgements

- **D. Stratton – IBM Corp IPD**
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