

Choose an ALM solution that meets your strategic requirements

A buyer's guide to application lifecycle management (ALM) solutions



Thriving on change

Over 65 percent of CEOs expect their business models to sustain greater volatility, deeper and faster business cycles, more uncertainty, and less predictability in the year ahead.¹

Sustained business volatility is not only impacting how organizations conduct business, but also how they develop and deliver business-critical software. To survive and thrive in a fast-paced business environment, software professionals are:

- **Focusing on innovation.** Where competition is fierce, software is often a key differentiator. Software professionals are increasingly focused on delivering capabilities that drive business innovation and results.
- **Seeking more productive methods and processes.** Agile development is the norm, used by 65 percent of global developers.²
- **Driving down cost throughout the software supply chain.** The mantra to “do more with less” is impacting every facet of how software is designed, developed, deployed and maintained.

Assemble your ideal ALM solution

Application lifecycle management (ALM) coordinates the lifecycle activities of software development, including architecture management, requirements management, change and software configuration management, build and deploy management, and quality management. Successful ALM empowers organizations to get fast answers to questions like these:

- How are our teams in India and the United States progressing against plan?
- What requirements and defect fixes are in this release?
- Are we as an organization getting better at managing requirements scope?
- What has changed that I need to test now?

This Buyer’s Guide explores criteria to consider as you create a Request for Proposal (RFP) for an application lifecycle management (ALM) solution. It discusses key capabilities of an optimal solution and provides checklists you can use when evaluating vendors and their products.

Establishing your strategic priorities

How you might describe your overall objectives to vendors:

- **We want to deliver more innovative software** that helps our company compete in the marketplace.
- **We want to deliver quality software on time and on budget** with greater predictability.
- **We want to extend our collaboration** with customers, business partners, operations teams and other key stakeholders to reduce rework.
- **We want to support flexible teaming models**, from traditional co-located teams to distributed, offshore, outsourced and “multisourced” staffing models so we can staff projects with the right experts.
- **We want to strengthen our adoption of agile practices** in order to show working software to our stakeholders earlier.
- **We want to avoid vendor and technology lock-in** by choosing solutions based on interoperable and standards-based architectures that allow us to grow our solution instead of replacing it.

“At some point, you take a step back, and you realize you have an awful lot of siloed systems that are limiting transparency across strategic projects.”

— Tony Coleman, Development Director, Temenos

Temenos: Meeting the challenge of rapid growth

Temenos Group AG (Temenos, www.temenos.com) is a leading provider of integrated, modular core banking systems. Headquartered in Geneva, Switzerland, the banking group has more than 3,500 employees in 56 offices worldwide.

Temenos had been growing rapidly for some time, both organically and through acquisitions. With 43 newly signed clients and 50 new go-lives in 2009, Temenos realized that it needed to replace a host of homegrown development systems for defect tracking, requirements management and source control.

Integrating real-time task management

Temenos chose the IBM solution not only because it could best meet key needs, but also because of the innovation shown with the IBM® Rational® Jazz™ platform. The Rational Team Concert™ software—which enabled Temenos to move 15 systems onto a single platform—offers developers real-time

visibility into the status of each step in a design project, enabling team leaders to put in place more-effective workflow controls and to better regulate development team workloads.

To better support its help desk operations, Temenos also deployed IBM Rational ClearQuest® software to serve as an external customer portal for support staff, capturing support ticket information. Temenos is also using IBM Rational AppScan® software to proactively detect and fix web application security vulnerabilities.

Gaining unprecedented project visibility

With over 400 developers and 350 technical support staff, Temenos now has an integrated solution to reconcile project management activities across the development organization. The solution gives Temenos reliable, real-time visibility into development status, plans and teams. “Developers can fire up the solution, and every tool they need is right there,” says Development Director Tony Coleman, adding that ease of use has also improved documentation. Moreover, the greater transparency helps improve productivity and supports more informed decision making.



Business need:

Consolidate multiple development platforms to support efficient growth

Solution:

A single, integrated development platform for managing product development tasks

Benefits:

- Supports worldwide team collaboration from a single platform
- Enables real-time visibility of development status, plans and teams
- Integrates change and configuration management with build processes

Collaborate across silos

Today's software teams are more distributed than ever before, as two-thirds of organizations have teams that work in multiple locations.

Distributed teams give organizations the flexibility to:

- Leverage technical and business talent wherever it is located.
- Fast-track projects by quickly onboarding additional resources.
- Include the right stakeholders in business-critical decisions.

But with these benefits come challenges. Most development organizations rely on a fragmented set of development tools from multiple vendors. For example, they may have one vendor for gathering and managing requirements, another vendor for visual modeling, and another for managing change. These “islands of information” multiply when teams are distributed both functionally and geographically.

In addition, many organizations rely on email, spreadsheets, or loosely integrated tools as their collaboration infrastructure. These may seem like the most cost-effective solutions, but often result in lower productivity from individual team members as they spend more time searching for and sending emails, populating spreadsheets for status and cutting and pasting data from one tool to another.

Key criteria to consider

A **collaborative lifecycle management environment** can help team members focus on the task at hand while capturing a “single source of the truth” on technical and business decisions. For example, as team members discuss a new requirement, they should be able to see the business motivation for the requirement, identify who else is or will be working on the requirement, chat in real-time, and jointly review design and requirements artifacts. Capturing discussions and chats within the ALM environment helps everyone understand what is being done and why.

How you might describe your team collaboration objectives to vendors:

- **We want to align business priorities and IT project deliverables** to deliver greater business value faster.
- **We want to enable distributed teams to work in real-time** so we can leverage technical talent no matter where it is located.
- **We want to integrate discussions and chat** in our project history so that our software delivery environment provides the “whole truth” on project decisions.
- **We want to improve team transparency** so that all team members know the “who, what, where and why” of team activities.
- **We want to improve the productivity of skilled practitioners**—including analysts, developers, quality professionals, project managers, and other roles, so we can deliver more with less.

“As we work to further enable and adopt agile development practices in Danske Bank, Requirements Composer will be an important component in allowing us to scale agile development practices to meet the needs of a large development organization with an extensive portfolio of systems and a diverse set of stakeholders.”

—Christian Michael Bornfeld, First Vice President, Architecture, Business Development and Test, Danske Bank

Collaborate across silos—Sample RFP requirements

Requirement	IBM Response
Unify teams across multiple locations, roles, functional organizations, languages and cultures.	<p>A real-time, globally transparent development environment with built-in team and process awareness:</p> <ul style="list-style-type: none"> ✓ See who is online. ✓ See who is working on what. ✓ Understand the “who, what, when, and why” of individual and team activities. ✓ Chat and share documents in the context of the work you are doing. ✓ Access team chats, discussion groups and dashboards. ✓ View, review, and comment on team artifacts. ✓ Automatically coordinate workflow.
Easy access to community artifacts already stored in corporate document and community collaboration environments.	<ul style="list-style-type: none"> ✓ Easily access community artifacts from Lotus® Quickr® and Microsoft® Sharepoint. ✓ Integrate with Lotus Connections® communities to improve project transparency and enterprise collaboration.
Empower analysts or product owners to elaborate requirements using visual and textual techniques that can be easily traced to other life-cycle assets.	<ul style="list-style-type: none"> ✓ Leverage multiple options for expressing requirements, including storyboards, process diagrams, wire-frame mockups, and use cases. ✓ Analyze, organize and manage requirements and their changes using collections, shared filters, tags, attributes and advanced searches. ✓ Comprehensive requirements management environment.
Manage complexity when designing solutions to meet business requirements under specific operating conditions, enabling architects and developers to react quickly to business needs.	<ul style="list-style-type: none"> ✓ Design, analyze, validate, and maintain software architectures for industry-specific solutions. ✓ Simplify and accelerate high-quality application development using integrated code generation, validation, profiling, and deployment. ✓ Use agile sketching and deployment planning to verify solution direction and enhance cross-team communication.
Improve the productivity of developers and team leads with integrated project planning, source control, change management and build automation in a highly collaborative team environment.	<ul style="list-style-type: none"> ✓ Fully featured source control, supports parallel development, integrated stream management, component-level baselines and server-based sandboxes. ✓ Distributed SCM-change set delivery across repositories. ✓ Provides both traditional Gantt chart plans and agile plans, both include bottoms-up estimating for work items. ✓ Manage changes to epics, user stories, defects, tasks, retrospectives and risks. ✓ Supports continuous integration with build automation.
Empower QA managers, test managers, testers and other quality professionals with an integrated, life-cycle approach to managing software quality.	<ul style="list-style-type: none"> ✓ Provide a single, shared hub for quality planning, execution, measurement, reporting and defect resolution. ✓ Enable dynamic test plan creation to facilitate the involvement of all stakeholders. ✓ Enable test case prioritization for maximum productivity. ✓ Provide customizable, role-driven test planning, creation, execution and reporting. ✓ Leverage workflow control, tracking, and end-to-end traceability. ✓ Streamline manual testing with data assist and asset reuse via keywords. ✓ Manage test environment schedule and reservations. ✓ Automate test environment build-up, tear down and verification of development deployments. ✓ Integrate with test automation, functional, performance, web services, and application security tools.

Improve team agility

Surveys show that agile development methodology is being used by 64 percent of developers worldwide.¹ Agile is now mainstream, and even organizations that use waterfall development processes recognize the wisdom of more frequent iterations, greater transparency, and continuous customer involvement.

Yet larger teams face unique challenges as they seek to adopt agile practices. The face-to-face conversations recommended by agile proponents are not a possibility for large, distributed teams. Iteration plans of 2 - 4 weeks become more difficult to orchestrate. And complex code deliveries are far more prone to difficult and time-consuming integrations and project downtime.

Key criteria to consider

The right ALM environment can help your teams enforce the right process for your team, whether it's agile, formal/traditional, or something in between. You should look for:

- **Planning linked directly to execution:** Instead of making planning and execution separate processes that are forever out of sync, your ALM solution should drive plans directly into project execution. Once tasks, owners and hand-offs are identified in a project iteration plan, the solution should automate the flow of team activities across the extended team.
- **A flexible process framework** enables teams to experiment and gradually modify their process over time to suit their needs.
- **A phased-in approach to process enforcement** helps teams balance creativity and rigor. Ideally, teams can enjoy lightweight process enforcement early in the software life cycle, encouraging early stage experimentation. Closer to release, rules should be enforced with greater rigor to protect the integrity of the release.

How you might describe your process management objectives to vendors:

- **We want to support a portfolio of development processes** to suit a variety of teams and projects.
- **We want to incorporate agile principals** into our existing process.
- **We want an easy-to-follow process** that is not overwhelming to users.
- **We want to automate our process** so that it drives consistent individual and team behaviors.
- **We want to give team leaders the freedom to modify their process** to suit team and project needs.
- **We want to transition from a “rigid rule” mentality** to more creative collaboration.

“Rational Team Concert has enabled much more effective Agile development in our distributed development environment. We’re better able to set expectations, we’re meeting our quality goals, and we’re consistently delivering on time.”

—Alain Bergeron, VP of Consulting Services, CGI Group, Inc.

Improve team agility—Sample RFP requirements

Requirement	IBM Response
Support the core principles of agile teams.	Built-in support for the key principals of agile development teams, including: <ul style="list-style-type: none"> ✓ Self organization ✓ Just-in-time code reviews ✓ Automated iteration planning ✓ End-to-end asset traceability ✓ Integrated change management
A broad range of planning capabilities for agile, traditional, or hybrid project teams.	<ul style="list-style-type: none"> ✓ Backlog plans ✓ Daily developer planning ✓ Iteration or sprint plans ✓ Release plans ✓ Developer taskboards ✓ Progress status bars ✓ Advanced estimation ✓ Plan risk assessment
The ability to enforce process rules at key checkpoints to align with team or organization standards.	<ul style="list-style-type: none"> ✓ Specify rules at any checkpoint, such as when delivering changes. ✓ Configure a range of actions and exceptions by managing: <ul style="list-style-type: none"> ✓ Artifact types and their states. ✓ Role-specific preconditions and follow-up actions on operations manipulating artifacts. ✓ Artifact change events. ✓ Role-specific permissions.
Support team members without forcing them to change their preferred IDE or client software.	<ul style="list-style-type: none"> ✓ Access team information using a standard web browser. ✓ Support any Eclipse-based client or tool. ✓ Support .NET clients. ✓ Supported on Windows®, Apple OS, UNIX®, Linux, Power® and IBM System z® operating environments. ✓ Easily organize and find assets based on asset relationships that make sense to you.
Anticipate common process errors and automate corrective action.	<ul style="list-style-type: none"> ✓ Specify “quick fixes” to simplify corrective actions.
Empower teams to get started right away, and adapt their process over time.	<ul style="list-style-type: none"> ✓ Process rules can be defined and refined “on the fly,” enabling continuous improvements.
Make our process actionable and easy to follow by instantiating it in our iteration plans.	<ul style="list-style-type: none"> ✓ Project managers define the tasks, roles and hands-offs in an iteration, then instantly apply that iteration to individual and team workflows.

Gain end-to-end visibility

When organizations fail to deliver quality software on time and on budget, it is typically not because any individual is dysfunctional, but because the entire team or organization is misaligned. End-to-end visibility enables organizations to proactively steer projects to success based on real-time information.

Life-cycle traceability

End-to-end life-cycle traceability is a prerequisite for meaningful insight into project status, issues and risks. For example, the question, “Are we ready to release?” requires knowledge that can only be gathered by correlating requirements, code, build, and test information—data that potentially resides in four different repositories. The ideal environment will allow teams to easily link related assets and maintain those linkages as assets evolve.

Key criteria to consider

When team members are forced to produce metrics using tedious manual processes, the result is often both lagging productivity and inaccurate metrics. The ideal environment will generate and communicate accurate project metrics based on data gathered automatically and unobtrusively.

How you might describe your visibility objectives to vendors:

- **We need to easily link and fully trace artifacts**, such as requirements, code, test assets and builds, throughout the software life cycle.
- **We need to understand and control sources of risk** to deliver more predictable cost, timing and quality.
- **We need to reduce the time devoted to tracking and reporting** project status.
- **We need to accurately track labor costs** of in-house or external resources.
- **We need to keep customers and business partners better informed** of project progress.

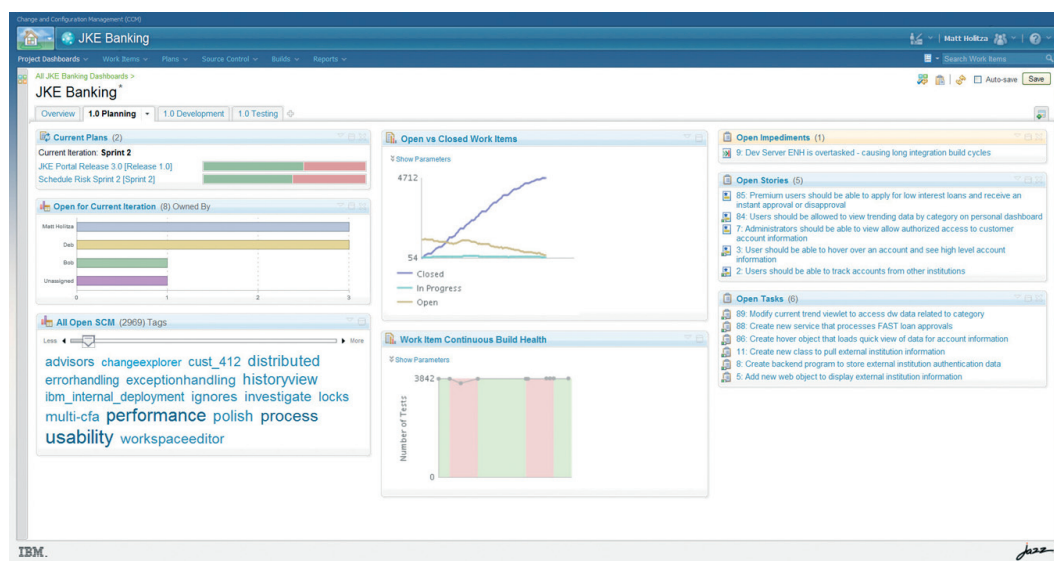


Figure 1: Customizable dashboards should provide macro level summaries of project status with available drill down into micro details.

Gain end-to-end visibility—Sample RFP requirements

Requirement	IBM Response
Facilitate real-time interaction with key stakeholders, including customers and business partners, on business priorities.	<ul style="list-style-type: none"> ✓ Enable any stakeholder to participate in team discussion groups, submit enhancement requests, review, refine and clarify requirements, and quickly communicate that to the entire team. ✓ Capture, analyze, review and approve requirements from anywhere in the world. ✓ Keep stakeholders informed of the right level of detail. ✓ Custom dashboards and reporting. ✓ Configurable RSS feeds. ✓ Notifications. ✓ Email integration into discussion threads. ✓ Integrated time tracking.
Trace requirements to development assets using end-to-end asset and work-flow linking.	<ul style="list-style-type: none"> ✓ Rank business requirements to avoid ambiguity in development plans. ✓ Detail and trace the relationships between requirements, designs, development tasks, and test plans. ✓ Capture history and versioning as assets change, and compare differences to maintain full traceability. ✓ Leverage rich hovers to quickly access details of related requirements, work items, and tests. ✓ Automatically generate test cases based on requirements, and associate requirements to a new test case.
Support querying and reporting to review risks and assess completeness.	<ul style="list-style-type: none"> ✓ Supports predefined, custom, and personal queries. ✓ Display your choice of reports and queries in your own dashboard.
Understand at a glance how well we are progressing against targets by providing macro level summaries of project status with available drill down into micro details.	<ul style="list-style-type: none"> ✓ Dashboards that summarize project status from all ALM tooling that work: <ul style="list-style-type: none"> ✓ Across repositories. ✓ Across projects. ✓ Across organization. ✓ Accurate and up-to-date status leveraging actual completion of deliverables.
Achieve project quality objectives by understanding and controlling sources of risk.	<ul style="list-style-type: none"> ✓ Optimize test coverage with risk-based testing that uses risk ranking and assessment tied to business objectives. ✓ Prevent duplicate defects and those which block test case execution. ✓ Use risk-based testing to identify test case scenarios with highest risk to the business. ✓ Dynamically prioritize and filter risk by role.
Publish and share data regardless of tooling.	<ul style="list-style-type: none"> ✓ Open dashboard collaboration with support for industry-standard OpenSocial Gadgets, i-widget gadgets, and mash-ups. ✓ Reports can be exported to: .pdf, .xls, .doc, .ppt formats. ✓ Create custom dashboards for individual users, projects, and teams to focus on the right level of data. ✓ Support predefined, custom, and personal queries. ✓ Display your choice of reports and queries in your own dashboard. ✓ Support management decision-making with status relative to organizational objectives. ✓ Leverage dozens of out-of-the-box, customizable Cognos® analytic and management reports.

Reduce total cost of ownership

With rapidly rising IT operations costs, organizations are evaluating the total cost of ownership of any IT or infrastructure purchase. Choosing solutions that provide adequate scalability, security, extensibility and a low administrative footprint can help your organization reduce routine maintenance costs and improve ROI.

Streamlined project and team onboarding

The ideal environment supports flexible resource allocation and rapid accumulation of new team members and projects. ALM solutions that provide application guides, training, practice guidance and application samples can help new team members learn “the rules of the road” painlessly and productively.

Flexible deployment options—including cloud and token licensing options

Token licenses are an increasingly popular option. A shareable “token” constitutes a unit of value which is exchanged (i.e. checked-in and checked-out) and can be used with multiple products. In this way, customers gain more flexibility to match their usage to the products in the ALM portfolio and their deployment needs. The availability of private and public cloud deployment models provides additional flexibility in provisioning ALM services to your teams.

An open and extensible solution that supports multivendor environments

Multivendor environments are a reality for today’s software professionals. In order to succeed at ALM, most organizations must leverage data stored in multiple tools and repositories. By choosing an ALM solution that serves as an open and extensible “integration hub,” you can preserve your existing tooling investments and add new investments at the rate and pace that makes sense for you.

IBM is a founding member of a multivendor initiative to enable tool and resource interoperability across the software life cycle. For more information on the Open Services for Lifecycle Collaboration initiative, please visit <http://www.open-services.net>

Key criteria to consider

How you might describe your business goals to vendors:

- **We want to avoid vendor, tool or technology lock-in.**
- **We need to reduce the overall cost** of managing and administering our ALM infrastructure.
- **We want to leverage our existing procedures** for LDAP user authentication, monitoring and service management, and storage administration.
- **We want an environment that will support diverse languages, operating systems and deployment platforms** including Windows, Apple OS, UNIX, Linux, Power and IBM System z operating systems.
- **We want an environment that supports a broad range of preferred clients.**

“Given the current business climate of ‘deliver more with less much sooner,’ organizations have no choice but to rethink the ways that they deliver software solutions. The Jazz project will help teams achieve that goal.”

—Liz Barnett, EZ Insight

Reduce total cost of ownership—Sample RFP requirements

Requirement	IBM Response
Flexible configuration options for co-located and distributed teams.	<ul style="list-style-type: none"> ✓ Your choice of a single shared repository or multiple repositories to store life-cycle data.
Secure user access and streamlined administration of user access and permissions.	<ul style="list-style-type: none"> ✓ LDAP administration ✓ User import and synchronization
Streamlined onboarding of projects and teams for day-one productivity.	<ul style="list-style-type: none"> ✓ Launch new projects quickly. ✓ Enable new team members to be productive on day one.
Enable interoperability with homegrown, third-party and open-source tools, so that I can assemble my preferred environment using multiple tools and resources.	<ul style="list-style-type: none"> ✓ Interoperation with popular third-party solutions, including Subversion, HP Quality Center, Perforce, Jira, Endeavor and MS Project. ✓ Driving industry leadership in tool and resource interoperability based on open Internet standards and architecture.
Flexible token licensing arrangements that let me pay only for what I need.	<ul style="list-style-type: none"> ✓ Term license utilizes a shareable token which can be used with multiple products. ✓ Purchase only as much or as little capability as you need over a fixed term, usually one year.
Flexible-yet-secure cloud delivery models, including both private and public cloud deployment options.	<ul style="list-style-type: none"> ✓ Gain immediate access to the benefits of an integrated ALM environment. ✓ Reduce capital and licensing expenses. ✓ Decrease operating and labor costs.
Leverage my existing IBM middleware investments in servers, storage, messaging and service management.	<p>Information Management</p> <ul style="list-style-type: none"> ✓ Can leverage existing DB2 environments. <p>Lotus</p> <ul style="list-style-type: none"> ✓ Jazz messaging leverages scalable and secure IBM Lotus ST capabilities. ✓ Can interoperate with existing ST infrastructure. ✓ Leverages and extends Lotus Quickr and Lotus Connections environments. <p>Tivoli</p> <ul style="list-style-type: none"> ✓ Leverage IBM Tivoli® administration, backup and monitoring. ✓ Leverage Tivoli Directory Server to manage user access and permissions. <p>WebSphere</p> <ul style="list-style-type: none"> ✓ Deploy into existing WebSphere® Application Server environments. ✓ Work in an IDE that is optimized for WebSphere Application Server development.
Leverage my existing IBM Rational investments in architecture management, change and release management, and quality management solutions.	<ul style="list-style-type: none"> ✓ Interoperate with your existing Rational solutions through integrations that enable rich participation in Jazz-based development and delivery processes.
Extend my software delivery solution with products and services on a global basis.	<ul style="list-style-type: none"> ✓ Leverage a rich partner ecosystem with hundreds of sales, service and product partners worldwide.

Building your open and extensible ALM solution

When it comes to ALM solutions, one size does not fit all. That's why IBM provides a comprehensive set of ALM capabilities you can mix and match to meet specific team needs. Rational ALM capabilities have been designed to fit the way you already work and extend the software infrastructure investments you have already made. And it's the only solution that will allow you to gain end-to-end visibility across heterogeneous platforms, including distributed systems, System z and Power systems™.

Rational ALM capabilities include:

Requirements management

- IBM Rational Requirements Composer, IBM Rational RequisitePro®, and IBM Rational DOORS®

Architecture management

- IBM Rational Application Developer, IBM Rational Software Architect, and IBM Rational Rhapsody®

Change and software configuration management

- IBM Rational Team Concert™, IBM Rational ClearQuest, IBM Rational ClearCase®, IBM Rational Change and IBM Rational Synergy

Build and deploy management

- Rational Team Concert, IBM Rational Build Forge®

Quality management

- IBM Rational Quality Manager, IBM Rational Performance Tester, IBM Rational Functional Tester and IBM Rational Tester for SOA Quality, IBM Rational AppScan® software family

Collectively, these capabilities can empower your organization to:

- Meet the domain-specific needs of skilled practitioners, while enabling a real-time flow of information and ideas.
- Improve collaboration across teams and geographies through consistent access to team process, workflow and artifacts.
- Help meet compliance requirements through asset traceability and approval workflows.
- Enable continuous and measurable capability improvement by combining fact-based reporting and metrics with best practices.
- Automate and enforce any software and systems delivery process, with extensive support for agile practices.
- Reduce the total cost of ownership through enterprise-ready deployment, security and administration.
- Enable seamless development both for and on distributed, System z, Power, open, Cloud and mobile operating systems and environments.

Turnkey ALM: The Rational Solution for Collaborative Lifecycle Management

For organizations seeking a turnkey ALM solution for project teams—featuring the latest technology based on the Jazz platform—we offer the IBM Rational solution for Collaborative Lifecycle Management. The Rational CLM solution combines IBM Rational Requirements Composer software, IBM Rational Team Concert software, and IBM Rational Quality Manager software in one easy-to-install and easy-to-use solution that can be optimized for agile or traditional teams. It's the ideal way to get started with a full-featured ALM solution designed to support high-performance teams of any size or scale.

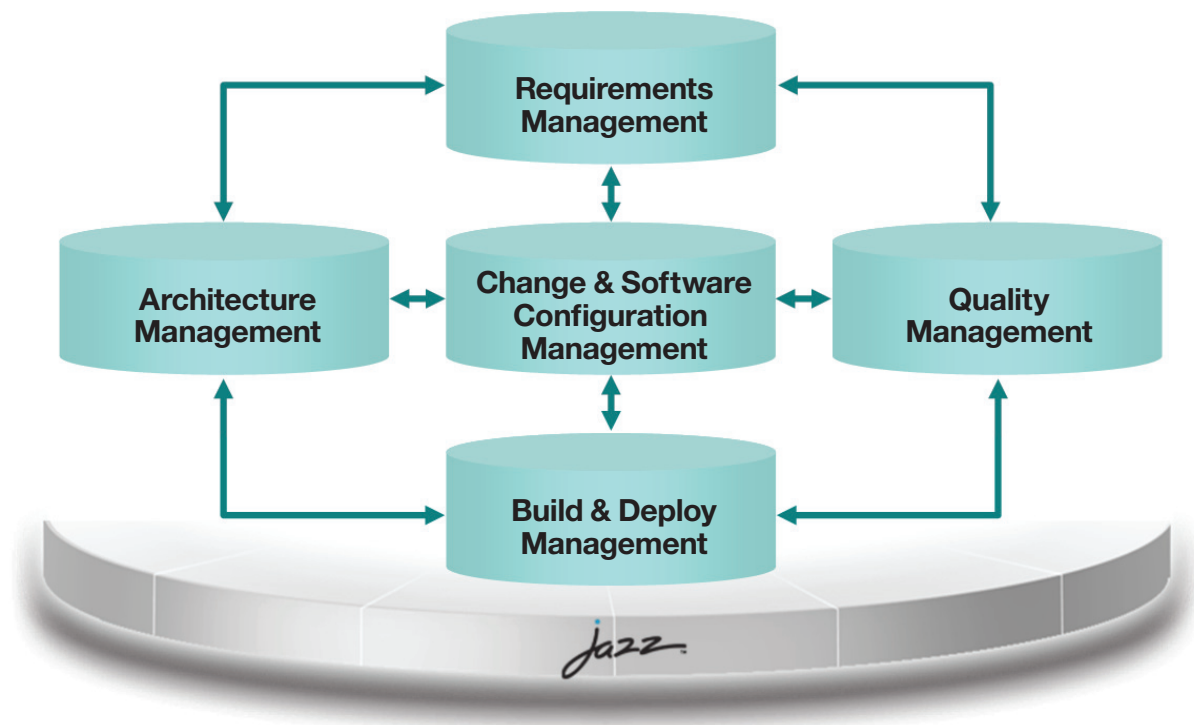


Figure 2: Rational Application Lifecycle Management capabilities

As an IBM customer, you can access a rich array of support offerings, including web-based self-help forums monitored by developers and support engineers, telephone support and an Accelerated Value Program. A variety of professional services is

also available, ranging from high level business consulting services to tool-specific implementation and QuickStart services to help you get up and running quickly.

In 2010, IBM earned a strong positive, the highest possible rating given, in the Gartner biannual ALM MarketScope report.³

About the Jazz Project

Jazz is IBM's initiative for improving system and software life-cycle integration. This initiative consists of an open architecture, an open community, and a catalog of products. IBM Rational products based on the Jazz architecture exploit an extensive set of integration services that enable highly collaborative team-based development and delivery. These products also leverage Open Services for Lifecycle Collaboration (OSLC) specifications that enable interoperability with other life-cycle tools.

Many organizations grapple with how to manage multiple projects, teams, repositories, and assets distributed across technology platforms and/or geographic locations. Two of the most common approaches are associated with high rates of failure. ALM solutions that leverage an array of APIs and protocols for life-cycle integration typically result in brittle implementations that are hard to maintain. Other solutions, which store all life-cycle data in a single common repository, generally do not scale well. For most organizations, migrating enterprise data into a single ALM repository is simply not a viable option.

The Rational ALM solution, powered by Jazz, provides a practical and scalable alternative. Jazz products leverage common services that simplify the underlying infrastructure and optimize features for its intended users. Jazz products also conform to OSLC specifications, which allow them to link to life-cycle data contained in other tools instead of copying data. This solution empowers customers to assemble their ALM environment from any set of products supporting the Jazz architecture.

Conclusion: Assess vendor qualities carefully

Selecting the ideal vendor for your application management platform can be just as important as selecting the right products. The vendor you choose should have global resources to support your operations worldwide, and subject matter expertise across the breadth of solutions and services you need now and in the future. With an extended development ecosystem and a 20-year history of innovation and investment in software delivery, IBM can provide the products and services you need to support your software delivery initiatives.

Before you select a provider, make sure to ask these questions:

Does your vendor offer part of the total solution or the complete solution?

With a vendor who is focused too narrowly on a solution that addresses only a particular environment, you can run into the "mess of many" problem. Solution costs, and the time it takes to manage multiple vendors, can rise dramatically when multiple vendors are involved. Look for a vendor with a complete portfolio, yet the flexibility to interoperate with tools from other vendors.

What type of global presence does your vendor have?

If your organization has international offices, you should look for a vendor with a global presence and proven international experience. Make sure the vendor can support your offices abroad with their own local resources.

Is the solution supported by a mature support organization with the expertise and bandwidth that can be relied on when you need them?

Your vendor should offer highly responsive and highly effective customer support. Find a vendor who has a proven support organization to help you maximize the value of your software investment.

Are the vendor's solutions consistently rated highly by the analyst community?

Look for solutions that are recognized through independent analysis and examination across multiple dimensions by leading analysts.

How sure are you of your vendor's stability and staying power in today's tough economy?

A big issue in today's economy is vendor stability and viability. You should consider a vendor who has a long history in the industry; a solid, forward-looking strategy and the resources to overcome adverse economic times.

Can your vendor deliver products that are strategically designed and technically superior?

When comparing various ALM solutions, look for technical superiority—well-designed functionality, an intelligent architectural design and broad support for industry standards.

For more information

To learn more about the IBM Rational solution for collaborative application life-cycle management, contact your IBM representative or IBM Business Partner, or visit:

- For product information: ibm.com/rational/alm
- To participate in the open community that is building the next generation Collaborative Lifecycle Management solution: www.jazz.net
- For technical training and information: ibm.com/rational/developerWorks/jazz

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IBM Corporation Software Group
Route 100
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Produced in the United States of America
March 2011
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¹ “Capitalizing on Complexity: Insights from the IBM Global Chief, Executive Officer Study.” IBM Institute for Business Value. May 2010. (ibm.com/ceostudy.)

² Evans Data Corporation, Global Developer Population and Demographics Report 2009, p. 9

³ Gartner, Gartner MarketScope for Application Life Cycle Management, November 2010. The MarketScope is copyrighted 2010 by Gartner, Inc. and is reused with permission. The MarketScope is an evaluation of a marketplace at and for a specific time period. It depicts Gartner’s analysis of how certain vendors measure against criteria for that marketplace, as defined by Gartner. Gartner does not endorse any vendor, product or service depicted in the MarketScope, and does not advise technology users to select only those vendors with the highest rating. Gartner disclaims all warranties, express or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.