DECCAN HERALD

India must take lead in quality metrics: expert

Nasscom has exhorted companies to constantly address customer expectations and create new benchmarks for themselves.

DH NEWS SERVICE

BANGALORE: Shakespeare took the centre stage at a session on Metrics and Benchmarking at the concluding day of the Nasscom Quality Summit here.

In an inspiring and interesting presentation, the lively Quality Plus Tech Inc President Carol Dekkers liberally used quotations from various works of the Bard of Avon to press home her point in her keynote on Metrics and Benchmarking.

Stating that India was in the cusp of competitive milieu thanks to its leadership position in outsourcing, Ms Dekkers said India needs to take the lead in bringing in quality metrics and benchmarking for the industry.

Urging the captains of IT Inc to look at metrics and benchmarking as a continuous process and not as a destination in itself, Ms Dekkers said the two must be the sup-
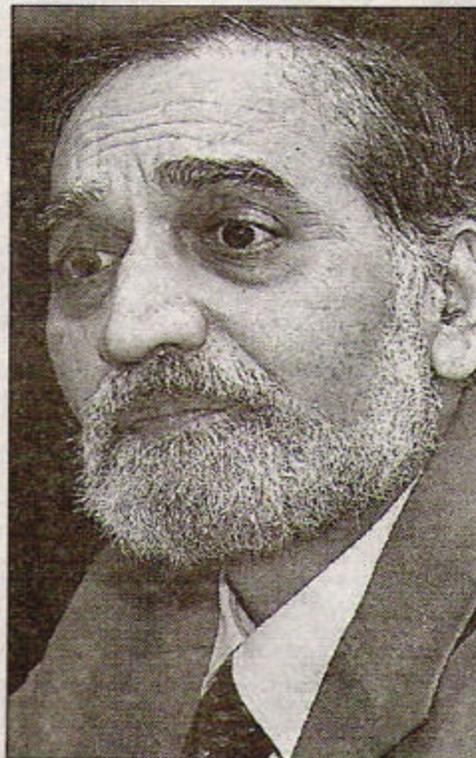
Kiran Karnik

porting structure for achieving software quality and development.

Companies should take up this in a time bound manner whose goals should be strategic, measurable, achievable and realistic, she said.

Quality Forum

Earlier, in his address, Nasscom President Kiran Karnik said they have created a Quality Forum to focus and discuss various issues on quality and what needs to be done.

Stating that Indian IT Inc has come a long way from the 80s when it was perceived as a supplier of "cheap products" to achieving the global benchmarks in quality, he said, the handicap was overcome with a vengeance.

Observing that quality alone was not enough and not an end in itself, Mr Karnik said companies need to constantly address the customer expectations and create new benchmarks for themselves. They need to look at what standards it can bring about to address its offshoring model.

Noting that Nasscom's Quality Forum comprising of over 11 members drawn from the industry and headed by Nasscom Chairman Pawan Kumar would look into various aspects, Mr Karnik said companies must ensure they build quality into the various processes from bottom up.

Observing that companies need to have quality benchmarks and metrics right from the beginning, he said these should be inculcated and integrated into the organisation in a seamless way to stay ahead of the quality game.

"To Benchmark or not to Benchmark"
A Shakespearean Take on Measurement

Presented by:

**Carol Dekkers, CMC, CFPS, President
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**Measurement & Benchmarking Keynote
NASSCOM Quality Summit
August 23-25, 2005 - Bangalore**

Act I :   Setting the stage

Act I I :   Shakespeare on benchmarking

Act I I I :   On your own

Act I :
Setting the stage

"What's in a name? That which we call a rose by any other word would smell as sweet."
- Romeo and Juliet (I I , ii, 1-2)

Benchmarking =
Comparative analysis =
Measurement & analysis
(for continuous process improvement)

Terminology

Benchmarking

"is the <u>continuous process</u> of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders."

David T. Kearns, former CEO of Xerox
As quoted by Beth Enslow, <u>American Programmer</u>, 1992

Weight of a bushel of wheat

Compare to scale reading
Historical
Compare to a second bushel (+/-)

Weight of a bushel of wheat

Same object of measurement: bushel of wheat

Same unit of measure: stone

Same measurement device: scale

Variables: type of wheat, growing conditions, dryness

Act I I:
Shakespeare on Benchmarking

"Now is the winter of our discontent."
- King Richard I I I (I , i, 1)

**The drive to win becomes fierce
with competition.**

"A horse! a horse!
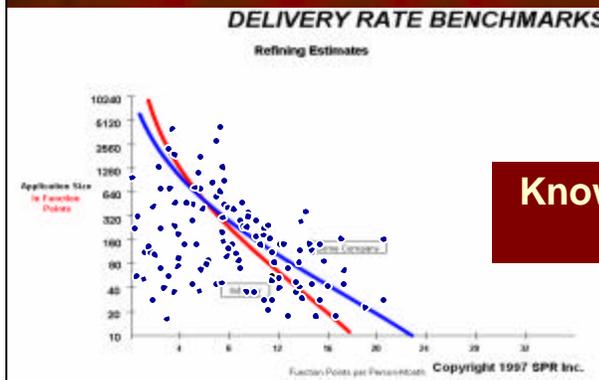my kingdom for a horse!"
- King Richard I I I (V, iv, 7)

GQM: Goal → Question → Metric

"All the world's a stage, and all the men and women merely players."
- As You Like It (II, vii, 139-143)

DELIVERY RATE BENCHMARKS
Refining Estimates

Know the data behind the data

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"All that glitters is not gold."
- The Merchant of Venice (II, vii)

Ensure "apples to apples" comparison

FP rules   Defect categories

Project hours   Productivity

Attributes   Project type

Project scope   Enhancement

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"How poor are they that have not patience!"

-Othello (I I , iii, 376-379)

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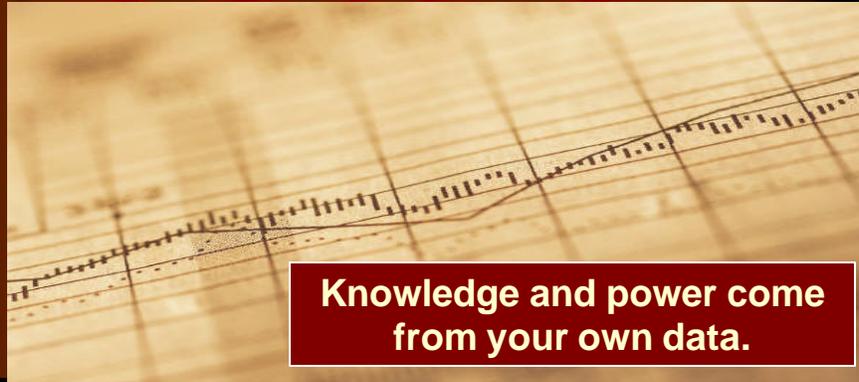"To-morrow, and to-morrow, and to-morrow, Creeps in this petty pace from day to day."

- Macbeth (V, v, 19)

Data are static reflections of the past;
learn from them to create the future.

"Nothing can come of nothing: speak again."
-King Lear (I , i, 92)

Knowledge and power come from your own data.

"Oft expectation fails, and most oft there, Where most it promises."
- All's Well That Ends Well (I I , i, 145-147)

Measurement & benchmarking are a continuous process -- not a destination.

Act I I I :
On your own

What to Benchmark
(Depends on GQM)

Project management "triple constraints"
(time, cost, quality)

Time to market

Quality

Customer loyalty

ROI, EV, ROC

Benchmarking Dimensions

Capability Attributes

Technology

Personnel

Process

SOFTWARE
QUALITY
AND
PRODUCTIVITY

Environment

Product

Source BMC/Research 2004

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Benchmarking Dimensions

- **Personnel**
  - Experience and skills of: managers, developers, users

- **Technology**
  - Software tools and platform issues

- **Process**
  - Development methods, quality assurance, testing, documentation

- **Product**
  - Hardware and software requirements, constraints, and architectures

- **Environment**
  - Organization, office and physical environment

Source BMC/Research 2004

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ISBSG software project database
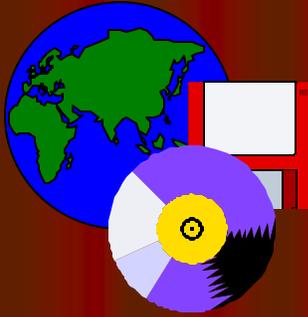
- Rls 9 → Project data for >3,000 projects
- Represents <u>top 20%</u> of industry
- Primarily MIS applications
- Data from 20 countries
- All (but 5) since 1990, 75% since 1999

Source © ISBSG 2003

The Moral of the Story

- GQM for measurement & benchmarking success
- Quality of data is critical
- Data are passive → action is needed
- Calibrate with own data
- Trust, … but verify

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A Shakespearean Take on Measurement

THANK YOU

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"To Benchmark or not to Benchmark"
Shakespearean advice about Measurement

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