

*Pierson has successfully implemented a repeatable requirements process for various companies and has helped them save significant time and money during the discovery and design phases of development. Below is a description of different companies who have used Pierson's METHODOLOGY, TRAINING, MENTORING and FACILITATION SERVICES.*

## DELTA AIRLINES

Pierson led the analysis and design effort for the redesign of delta.com. The project involved several hundred BAs, IT Staff and Business Stakeholder resources that attended JAD Requirements Sessions conducted by 3 JAD Facilitators under the direction of Joy Matthews. Pierson developed a training program and trained the developers and business analysts in object oriented analysis and design techniques utilizing UML and use case analysis. As Process Manager, Pierson customized the software development process to incorporate industry best practices and templates using the RAD/JAD process. Pierson facilitated and mentored the business analysts through the elicitation and documentation of high level and detailed requirements.

## CNA INSURANCE

Pierson assessed and modified CNA's requirements and testing processes. Using the assessment results, Pierson designed and is conducting ongoing training for over 300 of CNA's IT Solutions Group which includes; Project Managers, Requirements Analysts, Technical Leads, Developers and Architects. The Solutions training is a customized "hands on" training program of industry best practices and CNA's repeatable process using their Framework Methodology and templates. Different tracks of training are provided to support the process and guidelines for different types of projects such as large in-house software development, outsourcing, system enhancements and software selection. Pierson also offers a project team lab training format for large program projects.

Pierson has also designed a customized training class and templates for implementation of a repeatable IT Quality Assurance process. Pierson has successfully trained over 150 QA employees at CNA.

## HALLMARK

Pierson trained and mentored over 300 Hallmark IT Corporate Professionals including Project Managers, Technical Leads, Business Analysts, Solutions Analysts/Developers and Architects. Pierson provided customized training, methodology development, consulting and mentoring services in the JAD process. Hallmark has used the JAD process and UML to implement a requirements management process for a level 2 repeatable project management and commitment process on the Capability Maturity Model (CMM).

Pierson created and provided the PMO with a customized roadmap of how the repeatable requirements and testing process integrates into Hallmark's existing SDLC. Pierson has also provided consultation on the PMO's IT process improvement initiative and helped customize Hallmark's templates and project development methodology.

Most recently, Pierson has completed consulting and training for Hallmark Canada with a repeatable requirements, design and testing process using Hallmark's Quality Management Methodology.

## VERIZON

Pierson trained the Verizon DSL Division Product Managers, Project Managers, Technical Leads, Requirements Leads, and Architects in a UML process for a repeatable requirements and system specification process. Pierson's UML process is being used for better communication with the development group. Pierson also trained the Testing Organization in User Acceptance Testing and UML best practices.

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## M&T BANK

Pierson provided the PMO with project team training in Requirements Gathering and Writing best practices using an iterative JAD/RAD approach for outsourcing development projects. The PMO used Pierson's repeatable iterative collaboration solutions process with guidelines, procedures guide, templates, meeting agendas and scripts on their projects. A roadmap of how the repeatable requirements process integrates into the SDLC and a Software Development Methodology document with templates was used by the PMO. Developers were trained in Use Case Realization and UML practices.

Pierson also trained the Quality Assurance Department and Business Analysts in Integration, System and User Acceptance Testing which included industry best practices for testing, a repeatable process, templates and a procedures guide.

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## AETNA

Currently, Pierson is continuing for the third year in training the 3-day JAD Facilitation & Requirements Gathering Seminar using Use Cases to the Business Analysts and Architects. Aetna is using this mandatory class to train their IT staff in order to limit the amount of outsourcing costs. Management is requiring that JAD sessions be conducted for requirements definition. Pierson is also providing consulting resources for JAD Facilitation, Requirements Writing and Mentoring.

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## CARMAX

Pierson helped Carmax start the JAD/RAD Iterative process to implement the company's IT business strategies. Pierson trained entire project teams in JAD/RAD and object-oriented methods. Pierson also provided mentoring helping Carmax achieve instant acceptance and success in their pilot projects. Carmax is using these techniques corporate wide.

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## U.S. DEPARTMENT OF ENERGY

The D.O.E. used Pierson's methodology and training services to implement their development process and received the Software Engineering Institute's (SEI's) certification of their process as a Level Two Repeatable Project Management and Commitment process on the Capability Maturity Model (CMM). Pierson also provided mentoring services for their pilot projects in addition to training the entire project teams in JAD/RAD and object-oriented techniques.

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## STAPLES, INC.

Staples, Inc. has worked with Pierson to train and implement their IT staff in Joint Application Development (JAD) techniques and object-oriented modeling techniques for the discovery and design phases of their new website and legacy systems. Staples, Inc. has also purchased Pierson's development methodology in conjunction with Pierson's JAD training to be used by its IT project teams for implementing a repeatable process.

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## DELL PROFESSIONAL SERVICES

Pierson provided Dell Professional Services with a customized methodology and trained over 150 of their consultants in JAD/RAD and object-oriented techniques with UML. Pierson was also part of Dell's corporate core training program for all consultants.

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## EXPERIAN

Experian trained over 150 people using Pierson's training services, including Directors, Technical Leads, Business Leads and entire IT project teams. Experian is using JAD throughout their organization for: New marketing ideas and strategies New product development Software maintenance and re-design They are also using JAD as a sales tool with potential customers.

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AMICA INSURANCE	Amica used the JAD/RAD approach to implement a 2 year migration plan as a result of Pierson's training and mentoring its corporate JAD department. Amica has also successfully used facilitated sessions for strategic planning, organizational planning and project planning.
NATIONWIDE	Pierson provided the 4-day Requirements Gathering & Writing Seminar using JAD, Use Cases and UML. The Business Analysts, Project Managers and Quality Assurance Testers were trained. Also conducted was the User Acceptance Testing Seminar for the Testing staff.
PRUDENTIAL	Pierson trained over 40 Project Managers, Technical Leads and DBAs in JAD Facilitation & Requirements Gathering using Data Techniques.
OFFICE MAX	Developed a "train the trainer" program for their requirements best practices implementation and EPMO.

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## *Case Study Statistics*

JAD's effectiveness will vary. Pierson's experience with JAD is that it cuts the elapsed time of requirements specification anywhere from 40-60 percent compared to traditional methods. Some recent projects where these kinds of results have been seen are CARMAX, Experian, Amica Insurance, Staples, Hallmark and U.S. Department of Energy. All contained the same format of JAD training, mentoring and methodology development and were successfully performed by Pierson.

## *Benefits*

JAD is one of the most powerful requirements-specification practices yet developed, and it produces savings in several ways:

- It commits top executives to the software-planning process.
- It shortens the requirements-specification phase.
- It eliminates features of questionable value.
- It helps to get requirements right the first time.
- It helps to get the user interface right the first time.
- It reduces organizational infighting.