

**Mingle[®] Enables a Fortune 500 Company
to Successfully Deliver with an ROI of 4x
and Productivity Increase of 15%**

On their first Agile project and with a distributed team



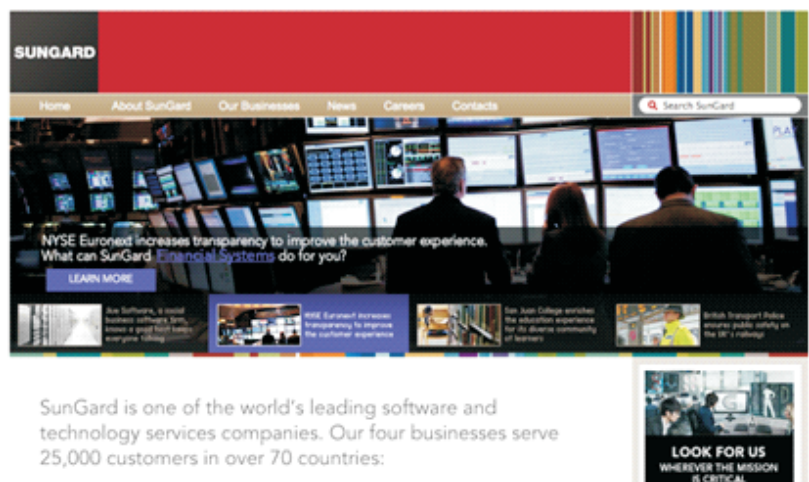
Executive Summary

Just about every major financial services company on [SunGard](#), with a bulk of all Nasdaq trades passing through its support systems. Ranked 380 on the Fortune 500 list, it is the US's largest privately held business software and IT services company. SunGard used ThoughtWorks' Mingle to manage a critical project replace a legacy financial product for a large government agency. Mingle empowered the geographically distributed team to actualize high returns for their very first Agile project delivery, within the constraints of a fixed budget. Mingle's real-time visibility, ease of use, and inherent adaptability enabled the team to get the most out of Agile, while improving team productivity by 15% and yielding a highly profitable ROI (return on investment) of 4 times.

The Customer

SunGard serves more than 25,000 customers in 70 countries, including 25 of the world's largest financial services firms. With an annual revenue exceeding \$5 billion, SunGard is ranked at 380 on the highly regarded Fortune 500 list of the top 500 companies in the US in 2010. It operates in four primary segments: financial systems, higher education, public sector, and availability services. SunGard Financial Systems supports the accounting and management of more than \$25 trillion in investment assets and process more than 5 million trades each day. Two groups within SunGard Financial Systems—Consulting Services and Institutional Asset Management—were working together to rebuild a product used by a large government institution.

SunGard—The US's largest privately held business software & IT services company



The Challenge

The SunGard team was tasked to replace two mission-critical investment management and trading applications, managing more than \$3.5 trillion of investments. The client had outgrown their existing applications; the 1990's JavaScript text-based web interfaces built atop a mainframe and fat-client/server infrastructure had functionality, regulatory, security, and performance shortcomings.

The team consisted of 8 core SunGard consultants, 12 client team members, and business stakeholders that were challenged to rebuild both the web applications and the client. Originally, the development of the legacy applications spanned 7+ working years; the SunGard development team was tasked with replacing and enhancing the functionality of the first app in 14 months and the following in 18 months.

As the project requirements were set only at a high level, there were constant shifts in business priorities, and due to prior experiences with poor responsiveness using the waterfall methodology, the SunGard team explored the use of the Hybrid-Agile software development and delivery methodology. The project had some inherent challenges: almost all the SunGard team members were new to Agile, the project had a fixed price and time, and the waterfall-familiar government client was skeptical of Agile delivery. To further add risk, teams were geographically separated across 5 locations spanning 3 time zones.

To reign in the complexities of the project and to better implement Agile best practices, the teams were exploring various project management tools. “We wanted a solution that was as true to Agile principles as Post-it-note Story Walls and Big Visible Charts (BVCs); but, we needed to meet the needs of a distributed team on a technically complex project, and adhere to process and project governance. We started with the basics—Microsoft Excel didn't handle change control, Google Docs was cumbersome and didn't work for our distributed team, and Microsoft SharePoint was not lightweight and steeped in configuration. We tried Clarizen, but the rigid project management structure wasn't what we were looking for,” says Michael Green, Senior Manager, SunGard Consulting. “We tried a bunch of other project management tools too. But they were not flexible enough to handle the varied processes of multiple teams and priorities. Additionally, the tool had to have a low adoption curve, as we were running against the clock and had very non-technical business users that needed to interface with our requirements and development,” continues Michael.

How did Mingle help?

“We then were referred to Mingle, by one of our team members who had used successfully used Go; ThoughtWorks Studios' release management solution; previously.

While it was an initial release of Mingle, we were impressed by how powerfully simple was. We could customize it at will, translate the exact look, feel, and ease of a physical story wall to our distributed team, and most importantly our clients loved

the visibility Mingle provided into the project,” says Michael. The team used Mingle's support for multiple dashboards and story walls to show role-based views—from the overall project Story wall for a client-facing view to moving the entire risk mitigation plan to Mingle to satisfy high-level status calls and senior stakeholders. Additionally, Mingle's flexibility enabled card types, properties, property values, and transitions to be customized using their client's domain language, which went a long way in easing the adoption effort for business users.

“If you can use Excel and a web-browser, you can use Mingle; it's that simple. We didn't have to provide training on using Mingle—the techies, business stakeholders, and even the end-user all adapted quickly. We simply gave them a login and told them to click on the card wall, and they knew what to do. Mingle is intuitive, especially with all the nomenclature in Mingle being in our clients' domain language and tailor made to our processes. Our clients, who were ardent non-Agile practitioners, jumped on board the Agile methodology because of the valuable insight into the project that Mingle provided them,” continues Michael.

How do you get the most from Agile—comprehensive visibility, cohesive customer collaboration, and flexibility to adapt to change—when applied to a distributed team of novice Agilists? Mingle helped us do exactly that. We could put our team spanning 5 locations and 3 time zones on the same page with Mingle's Story Wall, customize Mingle to our needs, report at the level we chose, and get our clients on board in minutes.

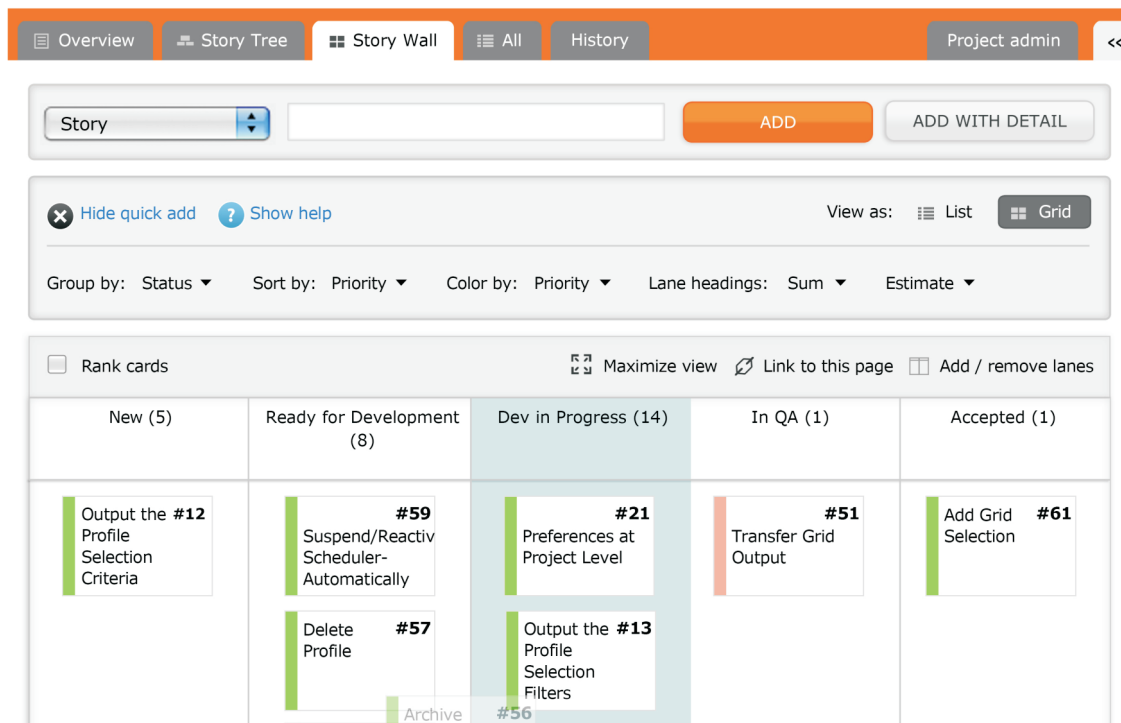
*Michael Green
Senior Manager
SunGard*

Mingle provided us with the collaboration mechanisms to successfully deliver our first Agile project with a distributed team. Not only did this save travel costs and time, but enabled us to align our development more closely with actual client priorities.

*Michael Green
Senior Manager
SunGard*

Mingle's usability and flexibility so impressed SunGard's client that a few months into using Mingle, they purchased licenses for their power users to improve requirements management. The clients themselves would make changes to requirements with the teams on the fly, instead of it being a linear process involving 3 teams, multiple loops, and possible communication gaps. “This self-service itself was a significant costs saving for our client, and upped the ROI from Mingle. By having the client directly making tweaks to cards, the project saved over 300 hours of analysis during our requirements sessions, along with billing and travel costs for a business analyst. Additionally, it avoided requirements mismatch and empowered the client to make changes to requirements and manage priorities on their own. We could then run reports in Mingle on changes made by the client, validate and track them to manage scope, and schedule creep. This contributed in a huge part to improve the quality of requirements and better align development with actual business needs,” says Michael.

Mingle's usability and emphasis on visually rich management provided both the client and development team with quick visibility of scope changes, allowing SunGard to better deliver business priorities to the client. Mingle simplified the cumbersome chore of project reporting and process governance, as well; card walls, dashboards and reports were real-time, accurate and absorbed changes on-the-fly. Status reports were reduced to simply taking Mingle screenshots, rather than creating PowerPoint visuals. "Most significantly, Mingle was flexible from the start. We didn't feel like we were forced to use a structured methodology, or a specific reporting/presentation layer. We could comfortably ease ourselves into using Agile, as Mingle provides us with a framework to implement Agile best practices, while still flexibly adapting to our workflows," continues Michael.



Mingle's drag-and-drop customizable story wall enabled the distributed team to stay on the same page

Show me the numbers

Results speak louder than words:

- Yielded ROI of 4x
- Productivity increase of 15% in the first year
- Successfully delivered on their very first Agile project with a distributed team

The successful adoption of Agile best practices across the two SunGard organizations and the clients was facilitated by Mingle providing actionable insight and collaborative mechanisms. "If we had presented the clients with status reports every week while doing our Agile work in a vacuum where they couldn't see our story wall, they wouldn't have been comfortable with it. The client would probably have required us to be co-located onsite, which would have added travel costs and time expenses, and we wouldn't have got the level of feedback and collaboration. This was critical to the success of the project."

Mingle's popularity is growing within SunGard, propelled by regular enhancements in releases. Mingle's scope has extended beyond project management, reporting, and team collaboration to include test management and program management. Mingle is now used by multiple project teams within SunGard Consulting, including quick-turnaround regulatory compliance projects for the Asset Arena Transfer Agency and Asset Arena Investment Accounting business as well as business process management projects for hedge and mutual-fund back-office application development.



About ThoughtWorks Studios

ThoughtWorks Studios is a global leader in Agile software development tools, and its products can be found in development organizations seeking sustainable Agile adoption. The company's Adaptive Application Lifecycle Management (ALM) solution provides a platform for managing all aspects of software development, from requirements definition and project management to test automation, quality assurance, and release management. Adaptive ALM comprises the integration of three products: Mingle (Agile project management), Twist (Agile testing), and Go (Agile release management). Each tool is available as part of a complete lifecycle solution or as a standalone product. Backed by more than 17 years of experience in Agile delivery, ThoughtWorks Studios is the product division of ThoughtWorks Inc., a pioneer in Agile development. ThoughtWorks Studios has over 400 customers in more than 20 countries, including 3M, Honeywell, BBC, eBay, Barclays, Vodafone, McGraw-Hill, and Rackspace. The company headquarters is located in San Francisco and Bangalore, with offices in London and select cities in Europe, Asia, and Australia. For more information, visit www.thoughtworks-studios.com.



Mingle, an Agile management and collaboration tool, provides a common workspace for all team members and an automated system of record for all projects. Mingle can adapt any existing workflow process and easily manages daily development activities. Offering true-to-life visibility in the entire development process for all stakeholders, Mingle helps development teams become more open and collaborative.



Go is a solution for Agile release management, which enables businesses to release software on demand. Go improves collaboration between developers, testers, and operations and provides fast feedback on the production readiness of your software. Using Go, teams can model the delivery process, perform push-button deployments, and trace from deployments back to version control.



Twist, an automated Agile testing solution, provides English-like constructs, making the testing process more productive for all team members. As applications grow in complexity, Twist helps to more easily maintain complex test suites. These suites keep pace with application development and are held as long-living assets.

Mingle Benefits

Easy-to-Use Interface

Mingle's user interface recreates the card wall experience in an online environment. This shared space available to all team members provides visibility into the movement of work, from development through to deployment.

Improved Collaboration

With Mingle, development teams can work directly with business stakeholders throughout a project, from recording feature requirements in a story card to showing overall development progress. Managing their projects in Mingle allows team to show consistent and predictable product progress to business stakeholders.

Engineering Best Practices

Mingle reduces tedious tasks such as manually determining project status, which provides more time for each teams to focus on software delivery rather than the software tool. With this emphasis on production, teams more easily adopt engineering best practices.

For further information or to request a demo, please call:

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