



Business Insights

Solving Global Development Challenges

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Who We Are

- Bold, new experienced-based consulting practice
- Focused on top-line growth
- Deliver high-quality products to market fast
- C-level business executives, engineers, and product developers ourselves

What We Do

- Created the development process currently in use by Apple
- Work with leading firms such as HP and Cisco
- Help clients improve product definition
- Apply predictive metrics, dashboards that demonstrate we make a difference

How We Work

- Results oriented and making a lasting difference
- Flexible and adaptive to your needs, starting with what you have
- Approach combines both experience and judgment with contemporary best practices
- Proven change management expertise and rigorous metrics to important processes

Representative Clients

Abbott	Apple
Bose	Cisco
HP	IBM
NetApp	Westinghouse
Xerox	3M

Many midsized & startups too

What's new? Downsizing and outsourcing sound like reasonable cost-reduction measures for global teams. However, these actions can lead to disasters if not done well. We walked into such a disaster recently while working to rebalance the work of a development group within a major hardware/software manufacturer.

During our analysis to address efficiency, we applied a bottoms-up exercise to evaluate the sufficiency of resources with the requirements of the tasks by "sizing" the projects' requirements – ODM (Original Design & Manufacturing) versus JDM (Joint Design & Manufacturing). We discovered the "outsourced" project work lacked sufficient oversight, accountability, quality review and focus of appropriate engineering skills, which caused through-put issues, cost increases and time-consuming delays.

What are the benefits/results? By realigning or "right-sizing" staffing ratios and projects, we refocused all team members on accountability for project efficiency and success. Ultimately, this created greater engagement by the entire global team in "owning" the joint success or failure of all development projects.

More planning on the front end to properly balance the development staff can ultimately position global teams for success. This analysis should be applied early in the downsizing/outsourcing decision-making process to save time and costs.

What business problems were solved? In our benchmarking analysis, we implemented clearer role descriptions, improved accountability and better staffing/workload alignment. In short, we radically improved throughput and quality by a very modest increase in headcount. This resulted in fewer scheduling glitches, lower product cost, and greater job satisfaction (because we matched the job to the competence).

What are the challenges? The ongoing challenge is the tendency of organizations to turn staffing/workload decisions into political contests. Too often the executives making the staffing "cuts" do not have enough information to "right-size" the development projects. Our analysis demystified and improved the workload alignment that was most appropriate to the staffing levels, skills and desired results. Ultimately, all parts of the organization "won" and ended up in a better, more productive place.

*"...transferring work doesn't mean
transferring responsibility"*