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ALM: applying a business process-oriented paradigm

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Abstracts

IT organizations have a difficult time making the business case for improving software development processes. Their typical rationale, encompassing arguments for improving efficiency or software quality, has fallen flat on C-level executives because IT has not translated that to business benefit. IT's inability to present the business case for improving the application lifecycle has proven a serious hurdle for application lifecycle management (ALM) vendors as well.

The solution is for customers and ALM providers alike to view software development as the business processes that they are. By viewing ALM processes as business processes, IT is forced to bake the business impact of their proposals into their arguments and make promises to track key performance indicators (KPIs) once the results enter production. By adopting a business process-oriented outlook, IT organizations can identify high-impact application development processes that are ripe for automation, while vendors gain better traction selling to C level. ALM goals should be recast; for instance, software development process consistency could be equated with improved predictability of business outcomes. This report is a primer for customers and vendors on how to represent ALM activities as business processes and enumerate the business benefits.

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