

## ▶ Ideas, views & insights

### ▶ Earned value and incremental development work hand in hand

#### ● A response to a 'Computerworld' article by Mary Pratt, 'Earned value management' (6/4/06), about the use of earned value in IT project delivery.

I was very pleased to read Mary Pratt's article "Earned value management" (6/4/2006). Earned value management (EVM) is a central component of our approach to successful project performance management.

Recent headlines are littered with news about failed IT projects. EVM adds discipline and rigor allowing us to obtain an early indication of project trajectory, and helps ensure successful delivery, with no unpleasant surprises at the end.

As the Managing Director of a 'smallish' Australian e-business & IT services company, using EVM helps us occupy a market niche as specialists in the staged delivery of projects that must meet aggressive deadlines. EVM has been essential to us establishing a reputation for reliability, yielding high levels of customer satisfaction and repeat work.

I'd like to address one specific point in the article, attributed to Quentin Fleming (University of California), quoted as saying, "IT shops would have to thoroughly define, scope and budget their projects in advance rather than employ incremental development."

Fleming is right about needing to "thoroughly define, scope and budget projects" to use EVM. However, EVM and "incremental development" are not necessarily mutually exclusive.

Incremental development doesn't have to be a case of "let's just make it up as we go." We employ an internally developed "staged" (or incremental) development approach that keeps the total business

picture in mind, but develops the solution in stages delivering the most important customer and business requirements first. Market feedback then shapes future requirements and releases.

#### Shouldn't you find out more?

To arrange a discussion about how we can help your business achieve more from your e-business initiatives and IT projects, you can contact us on 03 8686 9966 or via our website, [www.4LOOP.com.au](http://www.4LOOP.com.au)

**There is a better way.**

