

FRIENDS WITH BENEFITS



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objectives

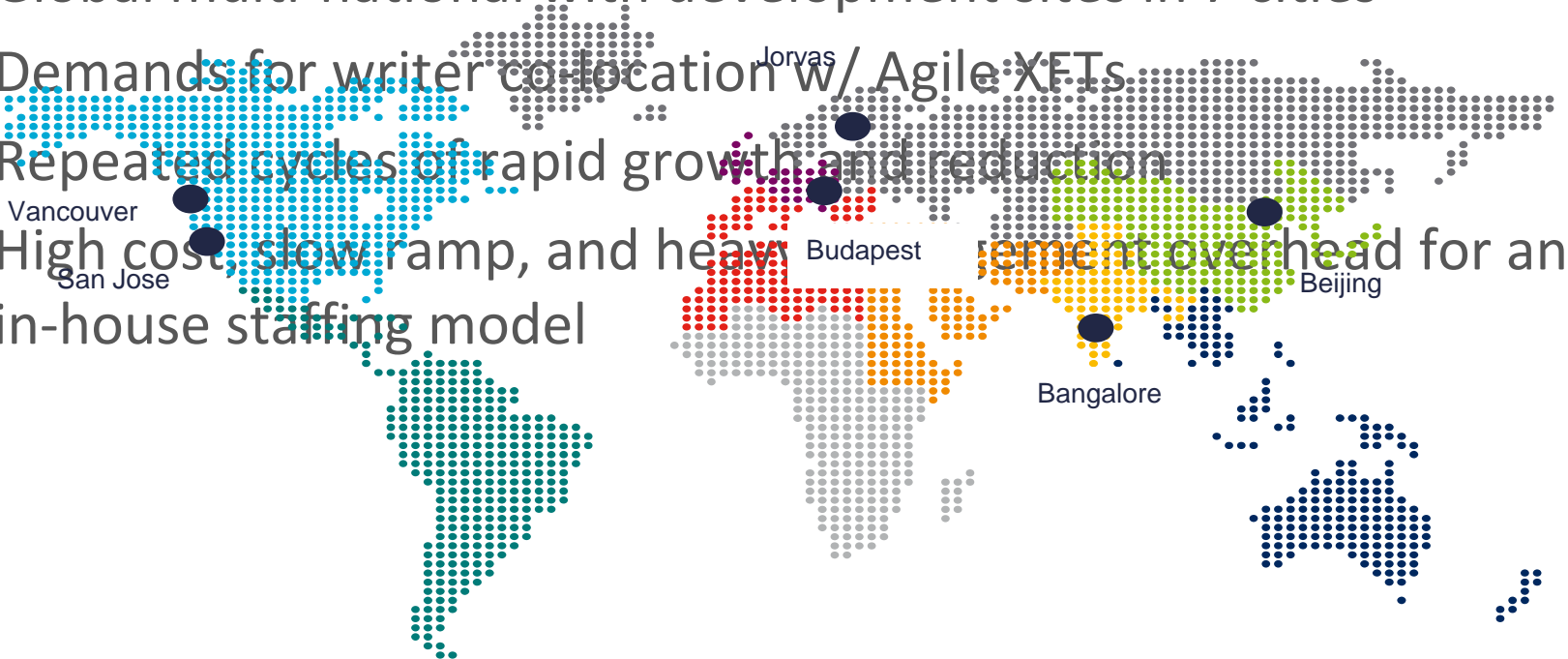


- › Describe the value of a strong vendor partnership
- › Share tools and techniques for vendor selection
- › Describe best practices for outsourcing:
- › Describe how to build a successful relationship with a vendor
- › Give examples of high-value services provided by our top-notch suppliers

problem



- › Global multi-national with development sites in 7 cities
- › Demands for writer co-location w/ Agile XFTs
- › Repeated cycles of rapid growth and reduction
- › High cost, slow ramp, and heavy management overhead for an in-house staffing model



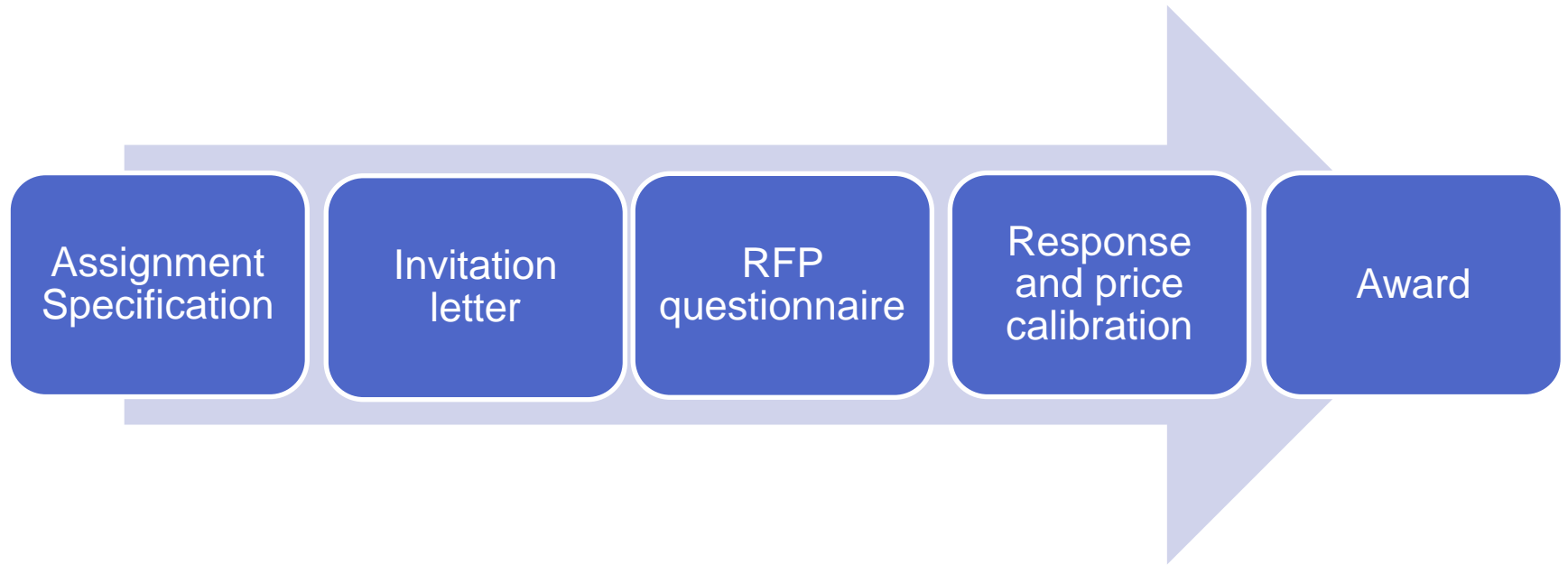
Vendor solution



- › Scales resources up and down as the business requires
- › Accelerates onboarding and training time
- › Co-locates writers where the product is developed
- › Delivers cost savings and blended rates through a mixed resource model of staff and sub-contractors
- › Reduces management overhead



Selection process



Assignment specification



Introduces vendor to Ericsson ways of working:

- › Assignment governance structure/stakeholders
- › Equipment and software requirements
- › Competence requirements
- › Resource profiles/role descriptions
- › Products to be documented
- › Scope of activities
- › Standards

Contents

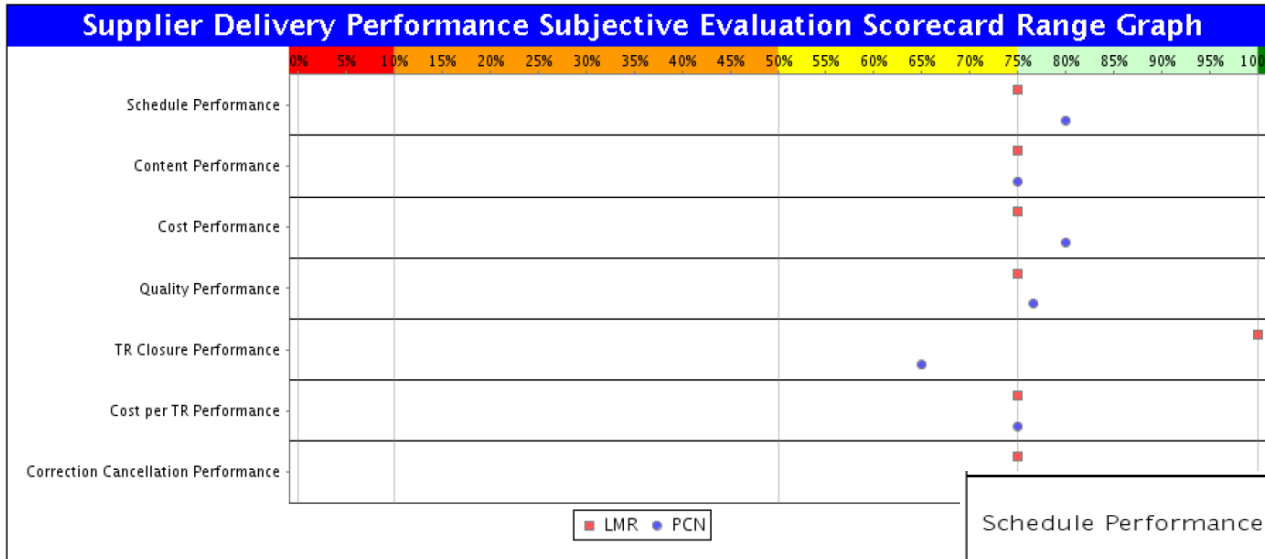
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KPIs



- › KPIs objectively measure adherence to cost, schedule, and content
- › Fault slip-through analysis ensures continuous improvements
- › Subjective evaluations assess the relationship

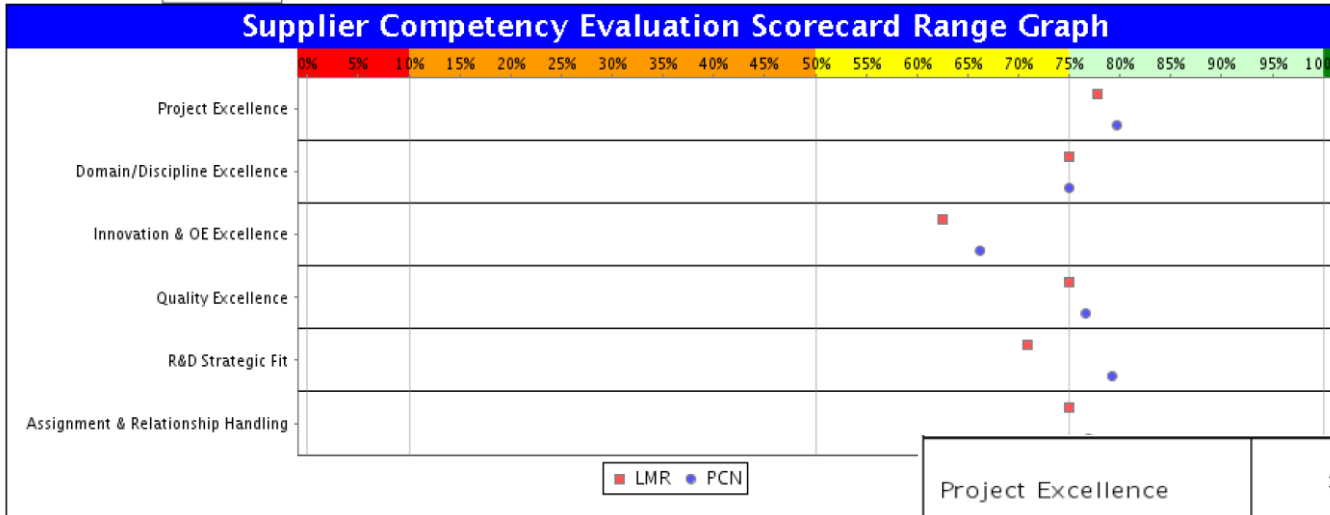
Subjective Evaluation Tool: delivery



SAMPLE

Schedule Performance		77.5%
Content Performance		75.0%
Cost Performance		77.5%
Quality Performance		75.8%
TR Closure Performance		82.5%
Cost per TR Performance		75.0%
Correction Cancellation Performance		78.1%

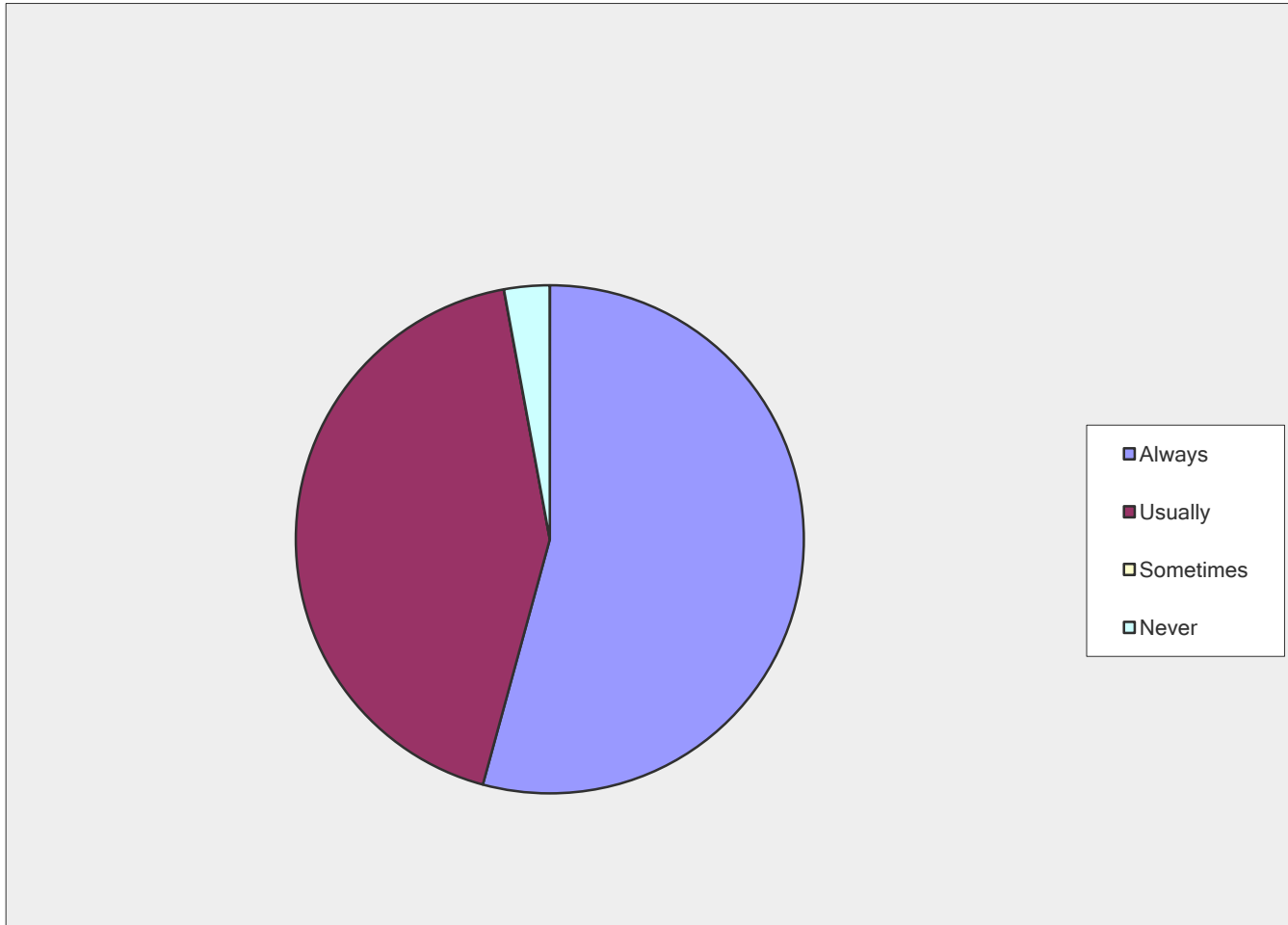
Subjective Evaluation tool: competency



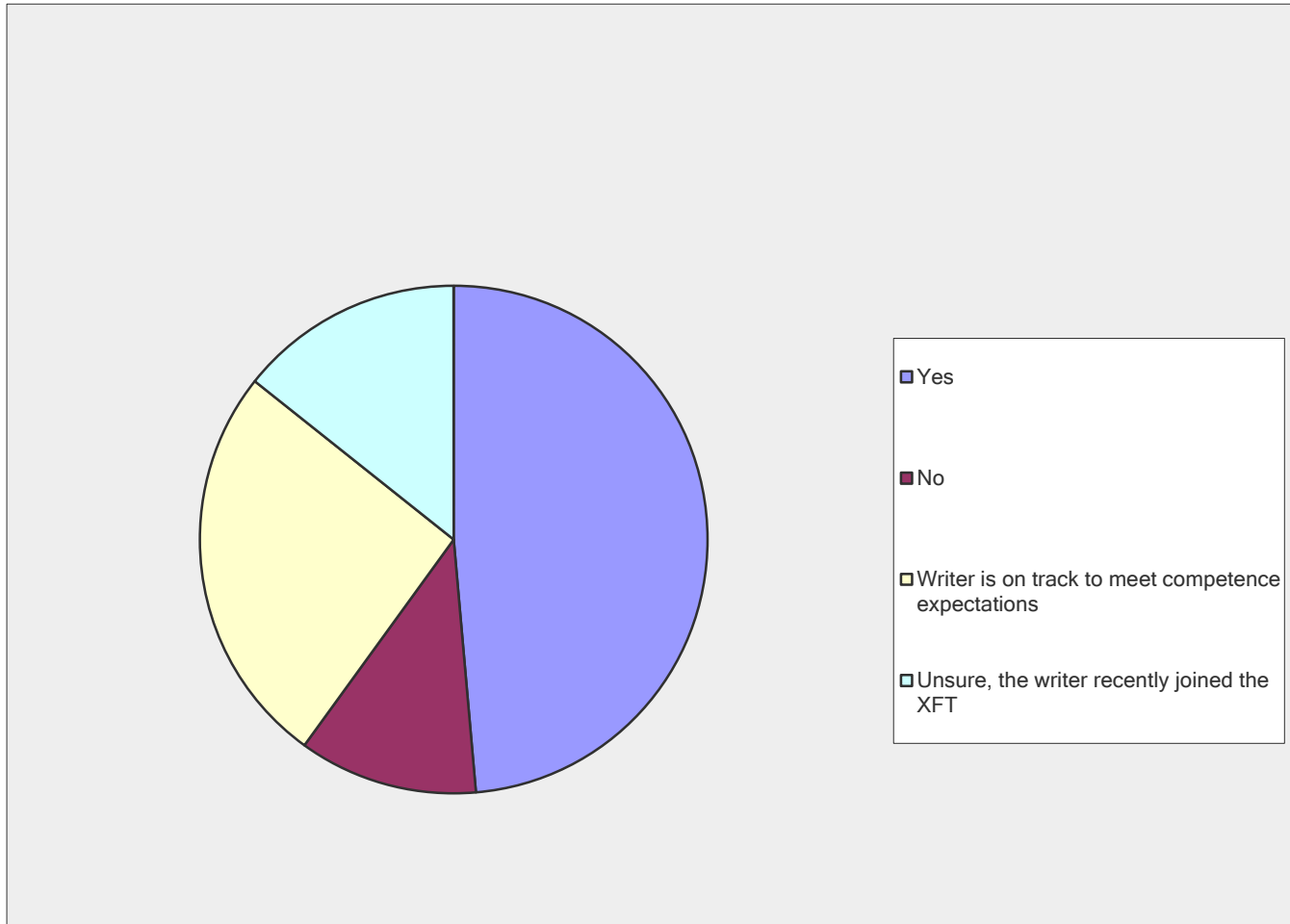
SAMPLE

Project Excellence		78.8%
Domain/Discipline Excellence		75.0%
Innovation & OE Excellence		64.4%
Quality Excellence		75.8%
R&D Strategic Fit		75.0%
Assignment & Relationship Handling		76.0%

XFT survey: Does the writer deliver on time for feature milestones?

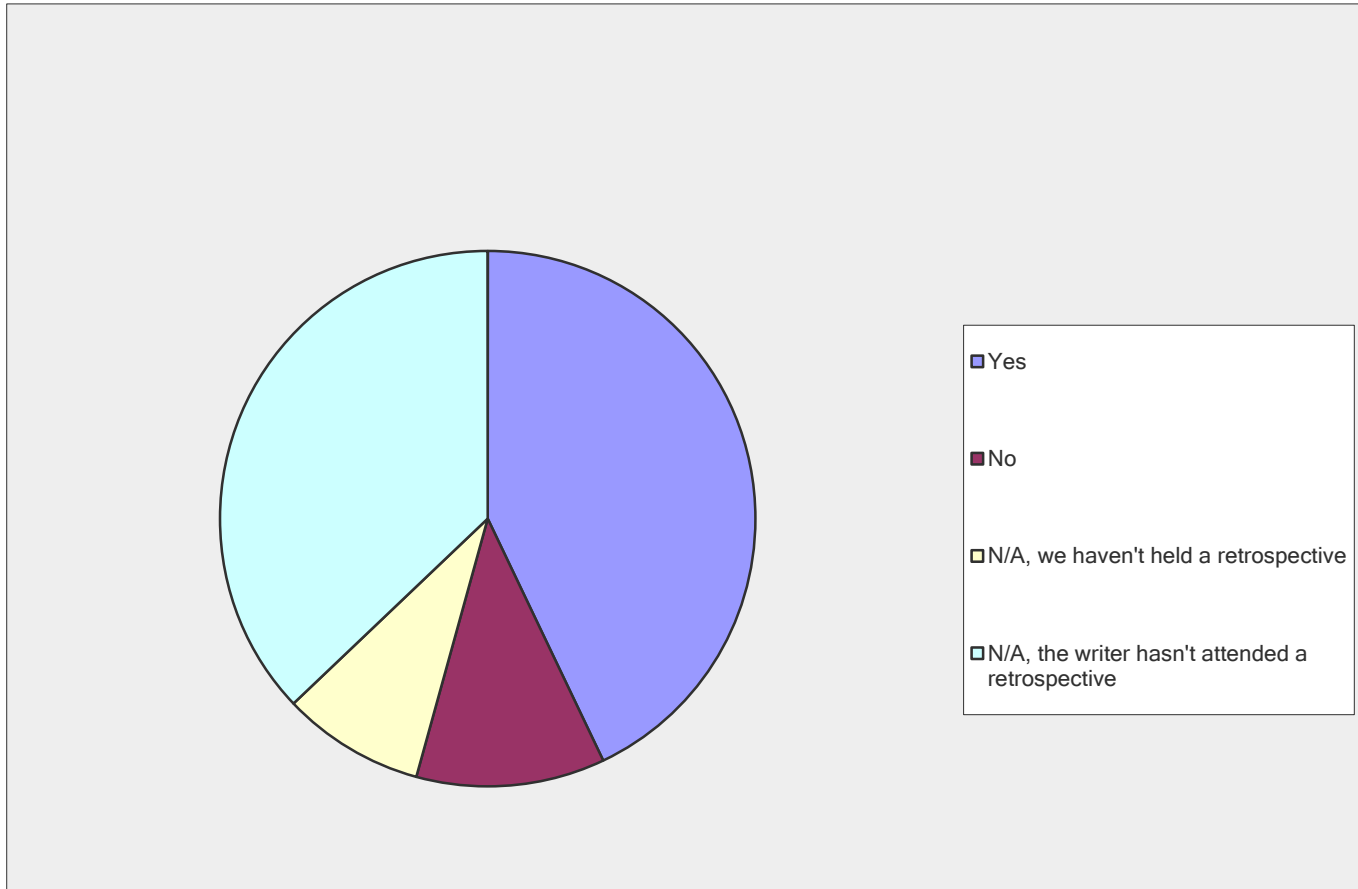


XFT survey: Is the writer meeting your technical expectations for the XFT competence area?



XFT survey:

In retrospectives, has the writer contributed useful suggestions for improvement?



results



Category: Performance Goals

Performance Goal / Description:
Develop CPI in an Agile Environment

Assessment by Chris O'Rourke

Manager Rating: Exceeds Expectations

Chris O'Rourke's Comments:

Deb has performed very well against this goal, using the agile transformation as an inflection point to both realign her supplier strategy and improve CPI contact with development team.

Category: Performance Goals

Performance Goal / Description:
Conduct an RFP to bring contractors onsite for Agile

Assessment by Chris O'Rourke

Manager Rating: Exceeds Expectations

Chris O'Rourke's Comments:

Deb handled this RFP very well, as we worked together around the final decision she was simultaneously considering business, technical, geographic as well as political realities that surrounded this. I feel that the final conclusion was correct, and have faith in Deb's abilities to handle these multidimensional strategic decisions going forward.

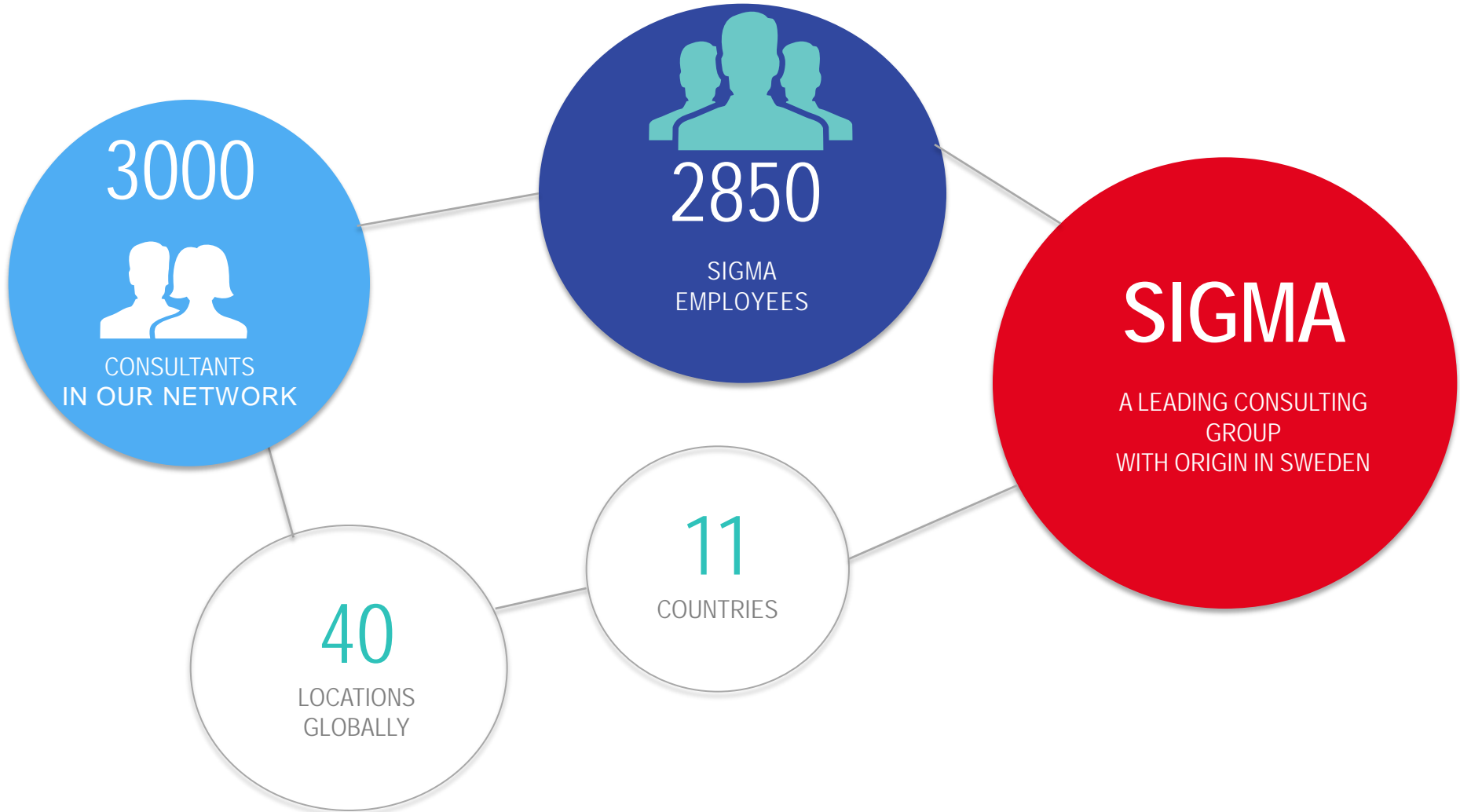
Liselotte Shafiee



- › Information Engineer, started working for Sigma Technology Sweden in 2001
- › Several different roles over the years:
 - Technical Writer/Information Engineer
 - Project Manager
 - Assignment Team Lead
 - Unit Manager
 - Site Manager
- › Responsible for starting Sigma's office in Shanghai, China, 2007-2008
- › Responsible for starting Sigma's office in San Jose, USA, 2014



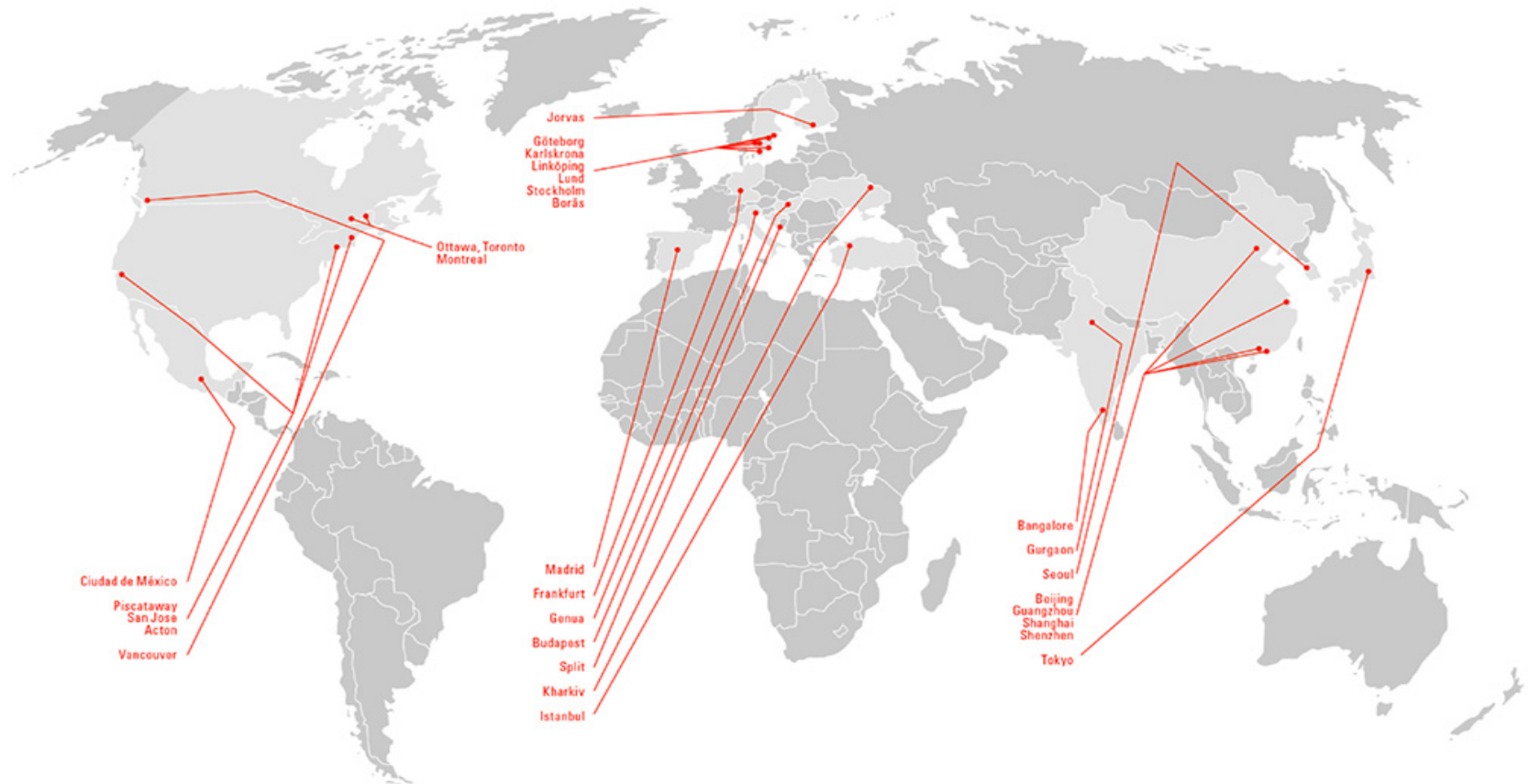
Sigma facts



Sigma and ericsson cooperation



WORLDWIDE DELIVERIES



Global teams



› “It’s all about the team”

RFP team->Start-Up team->Local team->Global team

– Hiring the right competence

› Personality, technical competence, writing skills

– Building the team

› Setting the mindset

› Embracing cultural differences

› Actively match person to role

› Boost knowledge sharing

› Set clear expectations and follow up

› Transparent communication = trust

High-value expectations



- › Operational Excellence
 - Capacity to meet global and local expectations
 - Agile & Lean operation that is flexible and scalable
- › Co-operational Excellence
 - Cultivate an engaging and multicultural environment where employees share experiences and improve their skills and responsibilities
- › Innovation
 - Improve customer's business
- › Different Assignment Types
 - Managed Service
 - Specialized Service
 - Offshore Deliveries

Pain points -> benefits



Cost vs Quality?

- › Management Overhead
 - Hiring
 - Onboarding -> Training -> Productive Steady State
 - Continuous Development
- › Flexibility
 - Let supplier/vendor even out built-in uncertainties in projects
 - Transparent information sharing to support decision making
- › Communication
 - Business model (B2B)

**"WE COMBINE A
STRONG LOCAL
PRESENCE WITH THE
STRENGTH OF BEING A
GLOBAL PLAYER."**

LOCAL DRIVE

GLOBAL

STRENGTH

Building a strong vendor relationship



- › Employed by HCL Technologies
- › Based in Vancouver, Canada
- › Project/Line manager
- › Managed reuse project for Ericsson platform
- › Ericsson migration supplier



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Ericsson – HCL Relationship



~600+

FTE



3

Continents



6+

Products
Engineered



Top 5

supplier in
R&D



5+

Year
Engagement



GTM

Joint
Solution
Offering

- Milan centre - 130+ RFT
- Expertise in microwave, radio, 2G / 3G / 4G backhaul, packet processing technologies

- Vancouver - 110+ RFT
- Expertise in OAM, IP NMS, EMS, Router Nodal Platforms, Enriched messaging & CPI

- Chennai & Bangalore - 250+ RFT
- Expertise in telecom technologies across development and testing

- China - 70+ RFT
- Investment in Beijing centre for Ericsson with expected HC - 80 by 2016

Smart Edge

- Complete ownership of product with over 100+ FTE engaged in design, development and I&V activities

Smart Services Router

- Development and product engineering ownership of the next gen flagship product for Ericsson

Nighthawk

- Engaged across regression testing and automation

MINI - Link

- Complete Development ownership of MW indoor product (Traffic Node and MINI-LINK 66xx families) from Milan centre

China

- Involved across DURA and PDU IPOS for the Radio 2218 product across development and testing
- HCL investment in ODC

Service Orchestration Portal

- Joint solution offering and GTM responsibility

HCL Value Proposition For PDU IPOS/IPR



**Blended rate – cost
effective**

Supply specialist
skills and key
competence

**CCMS
Core Team
North America
DITA Migration Expertise**

On-shore NA
presence and
timezone

Supply resource
scaling and range
of skills

**Chennai
Extended Team
Technical Publications Expertise**

Off-shore India
presence and
timezone

Impacts of the Supplier Relationship



- Quality
- Costs, including overhead
- Speed
- Innovation

Building a Healthy Vendor Relationship



- › Win-Win:
 - Business owner
 - Vendor
 - Writer/individual contributor
- › Align business practices
- › Equal but different
- › Share information
- › Get up close and personal
- › Set clear goals
- › Explain what you need
- › Share the risk



Barriers to Successful Supplier Partnerships



- Unworkable business model
- Business practices/culture incompatible
- Low value work assigned to vendor
- One of the partners is blindsided by new developments
- Vendor is not supported by key stakeholders
- Mismatched expectations
- Blame





Case Study: Migrating Legacy Content to DITA

Define and implement an information model globally streamlining content management for technical product documentation across an enterprise

- Execution:**
- Responsible for defining and implementing a global information model for all customer documentation to prepare for a move to a new shared CMS
 - Working with 26 product units around the world who had previously worked independently with disparate content models
 - IM was input and evaluation for CMS vendor selection

- Tools**
- DITA
 - Ixiasoft CMS
 - oXygen XML editor

- Aspects of the Model**
- DTDs
 - Templates
 - Content Units
 - Relationships, including hierarchies, linking, and reuse
 - Metadata (labels, taxonomies, CMS metadata, etc)

- Scope:**
- Enterprise-level technical documentation
 - 26 product units around the globe
 - 7000 content authors
 - ~200,000 pages of living content

- Challenges:**
- Inconsistent legacy content on a massive scale
 - Lack of executive level engagement
 - Volunteer resources
 - Failed attempts in the past
 - No historical mandate to collaborate

- Standards and RCFs:**
- DITA (open source XML architecture, for topic-based authoring, maintained by OASIS)
- | | | |
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| | | |

- Highlights:**
- Met objectives on time, within budget
 - Passed PoC and Pilot stages
 - Global rollout 2016



ERICSSON