 THE UNIVERSITY OF BRITISH COLUMBIA


On Software Architecture, Agile
Development, Value and Cost

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Outline

- A story
- Agile processes and software/system architecture
- Value and cost
 - Cost
 - Value
- Value and cost of architecture
- A proposed simple strategy to put value on architecture



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Story of a failure

Synthetic example from
2 projects (finance, aerospace)

- Large re-engineering of a complex distributed world-wide system; 2 millions LOC in C, C++, Cobol and VB
- Multiple sites, dozens of data repositories, hundreds of users, 24 hours operation, mission-critical (\$billions)
- xP+Scrum, 1-week iterations, 30 then up to 50 developers
- Rapid progress, early success, features are demo-able
- Direct access to “customer”, etc.
- *A poster project for scalable agile development*

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Hitting the wall

- After 4 ½ months, difficulties to keep with the 1-week iterations
- Refactoring takes longer than one iteration
- Scrap and rework ratio increases dramatically
- No externally visible progress anymore
- Iterations stretched to 3 weeks
- Staff turn-over increases; Project comes to a halt
- Lots of code, no clear architecture, no obvious way forward



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Agile Processes & Architecture

- No BUFD (no Big Up-Front Design)
- Incrementally develop (& deliver) value
- xP: Metaphor
- FDD: Features
- Earned-value system
-> burn-down charts
- Very short iterations (a.k.a. sprints)
- Refactoring
- Gradual emergence of the design...



7 Agile Alliance 2001

Context does Matter

- For medium to large software-intensive systems, or in novel systems, an architecture will NOT gradually emerge as the result of constant refactoring.
- The Wall
- Architecture lacks sex appeal



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Kruchten 2007




Value and Cost

- Value: to the business (the users, the customers, the public, etc.)
- Cost: to design, develop, manufacture, deploy, maintain
- Simple system, stable architecture, many small features:
 - statistically value aligns to cost
- Large, complex, novel systems ?

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Cost



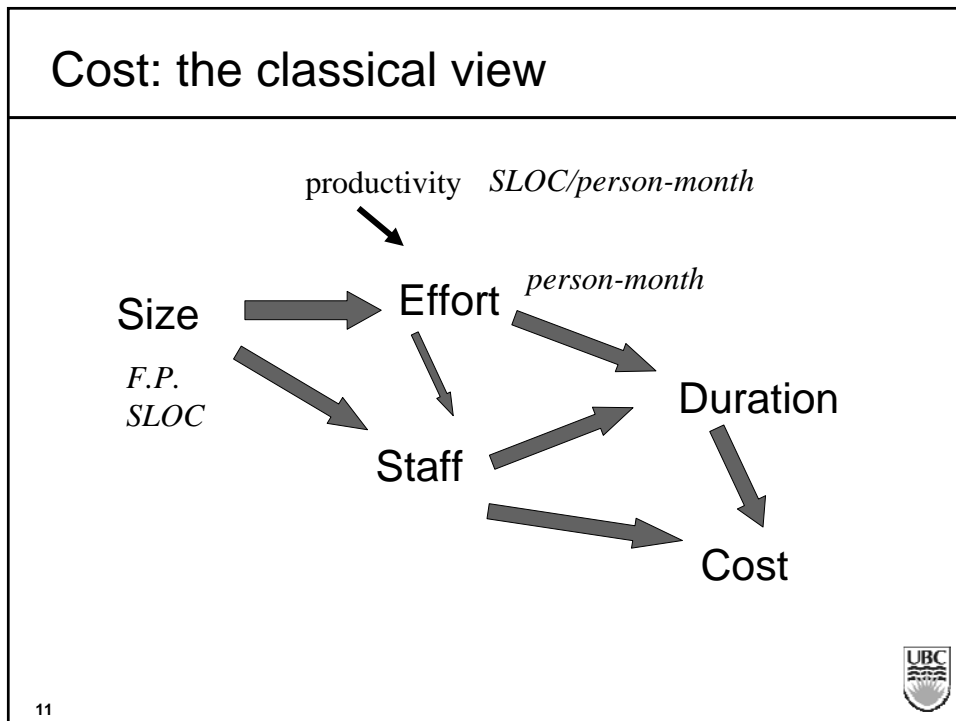
www.wildlifeland.com

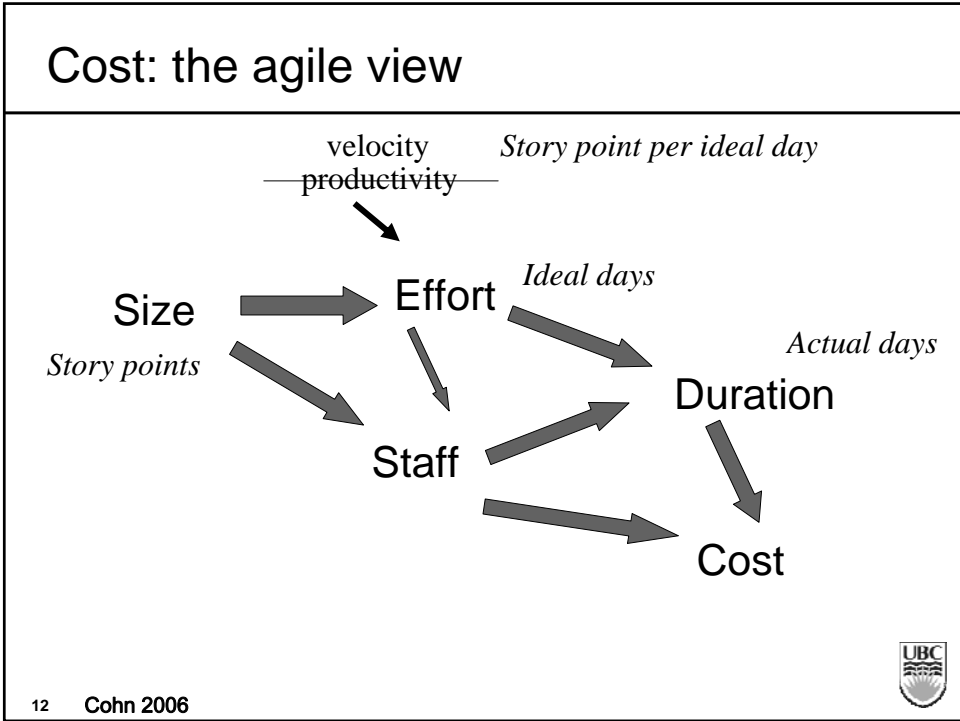
- The old:
 - Function points, SLOC
 - => time
 - => \$\$\$

- The “new”:
 - Story points, ideal days, velocity
 - Backlog (Scrum) used to drive increment content
 - Self-tuning process



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Value ?

- Traditionally in dollars
- Decomposition, interdependencies
- Priorities (used in XP's planning game)

Beck 2001


- Not very successful
- Earned Value System muddies the water even more
 - Are we speaking about value?
 - Cost? Both?

- What is the value of architecture? About nil
 - Seen only as an additional cost

UBC

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A Proposed Strategy

- Cost in points
 - Value in units
- 
- Get valuation done in relative units (what a unit mean is irrelevant)
 - Try to break-down big value elements
 - Keep value independent from any notion of cost
 - *Relate to: 100-point method, Karl Wiegerts' prioritization scheme, AHP, Theory W (?)*

14 Leffingwell 2003, Wiegerts 1999, Saaty 1990, Boehm 1989



(cont.) Valuing architectural design

- Value architecture by taking units from top level, user-visible features, and flowing them down to non-visible development elements
- How?
 - The “revenue taxation” model: 12 % across
 - The “head tax” model: collect fixed amount of units
 - The “pay-per-use” model: pay a percentage only if it makes use of it
 - *The “auction” model ??*

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(cont.) Flowing-down value

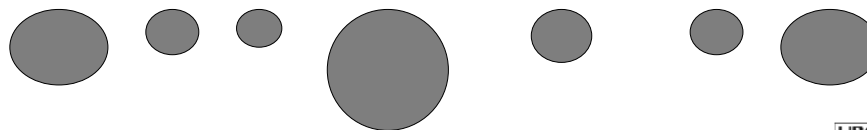
- Need a rich dialog between
 - Developers
 - Architecture, design
 - Dependencies between design “chunks”
 - Costing development in points
 - Business representatives
 - Features, prioritization
 - Valuation in units
- ... during early phases to jointly “flow down” value to development elements
- ICM: valuation and architecting phases

Boehm & Lane 2007

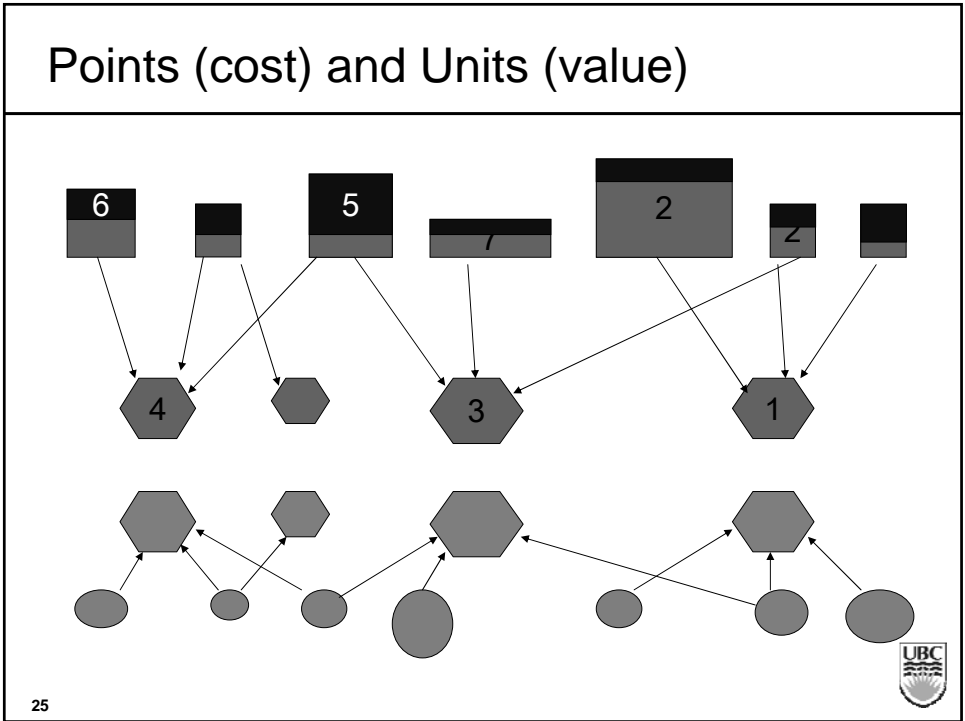
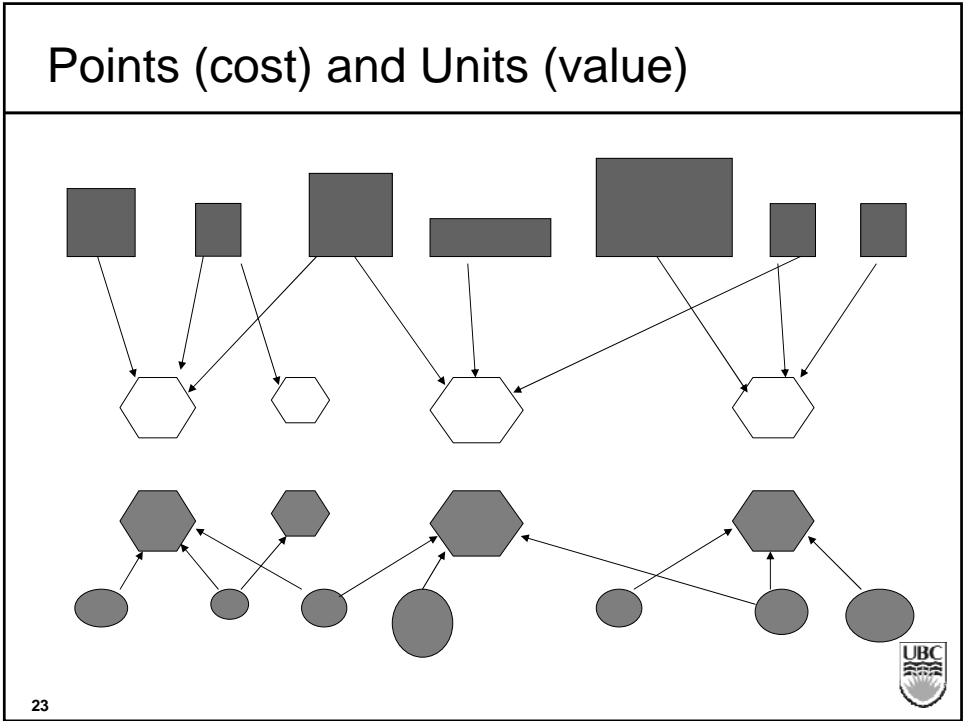


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Points (cost) and Units (value)



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Some rules for the game

- Total value is constant, through flowdown, hence throughout architectural design
- Adding requirements adds value (using relative units to evaluate)
- Total cost evolves with architectural design (it should go down, or maybe not)
- Costs re-evaluated as development progress (agile concept of velocity)
- *Value cannot be changed after implementation to change priorities*
- Keep costs and values well separated
- Can't deliver architectural bits without user visible bits (and vice versa)
- MMF

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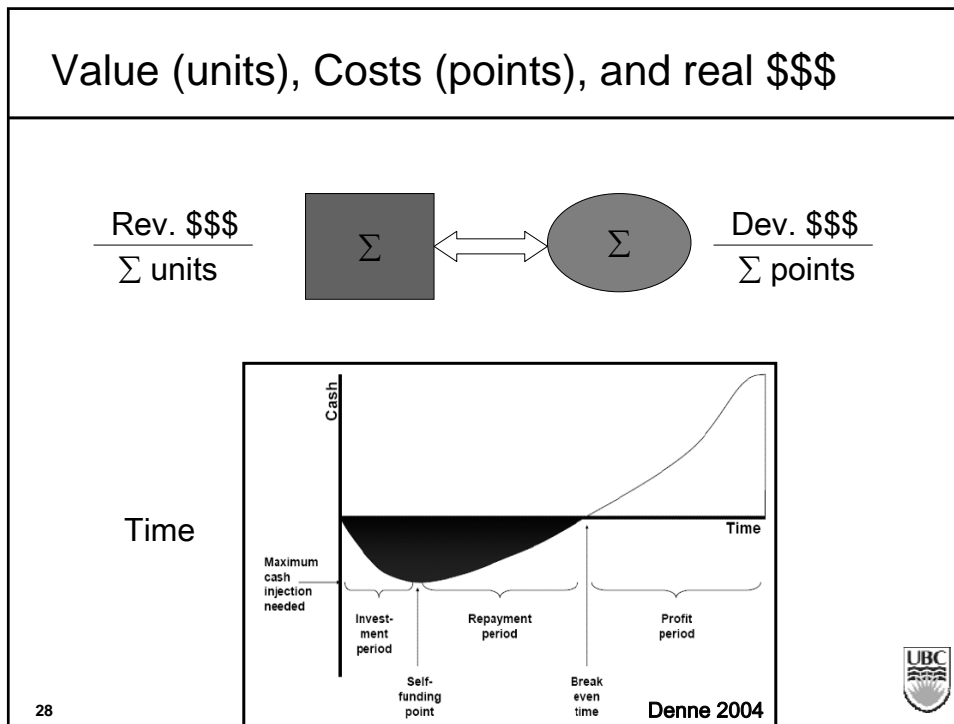


Key points

- Value often not correlated to cost
- Express value in relative terms, not absolute \$\$\$
- Proceed to architectural design
- Re-allocate some of the user-visible value to non-visible element, with constant sum
- MMF = minimum marketable features
- Schedule iteration sequence based on fully valued development elements + dependencies
- Better fit to a *revised* Earned-Value System
- Many benefits in the dialog itself (value is in the journey)

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- ### Alternative approaches
- **CBAM = Cost Benefit Analysis Method**
 - Chap 12 in Bass, Clements, Kazman 2003
 - **IMF: Incremental Funding Method**
 - Denne & Cleland-Huang, 2004
 - **Analytic Hierarchy Process**
 - **Evolve* - Hybrid**
 - Günther Ruhe & D. Greer 2003, etc...
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CBAM: Cost Benefit Analysis Method

- Concept: Utility
 - = Value (?)
 - Utility-response curves: linear, steps, exp.,...
- Concept: Scenario
 - And priorities
- Architectural strategies
 - Their value, and utility
 - Their cost
- Benefit and ROI (Return on Investment)



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IFM: Incremental Funding Method

- MMF = Minimum marketable Features
- AE = Architectural elements
 - Cost
 - MMF depends on AE
- Time and NPV = Net Present Value
- Strands = Sequences of dependent MMFs



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... but the same issues

- How to assign realistic
 - Value
 - Cost
 - Priority
- to each chunk of software?
- And how to make it appealing to the agile projects?
 - Separation between the visible (feature) and the invisible (architectural element)
 - Make it practical for small and medium teams



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Conclusion

- There is both value and cost in Software Architecture
- They may be articulated in simple, non financial terms
- to assist planning iterative development
- and avoid “hitting a wall”.

- Start small and simple.
- Get fancy later.



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