

Event Theme	Metrics: ROI and Balanced Scorecard	
Presenter	Kozak-Holland, Mark Senior Consultant, IBM Global Services	El Emam, Khaled Chief Scientist, TrialStat Corporation
Topic Summaries	<p>The balanced scorecard is a measurement and management system that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise. In this presentation, Mark will introduce Balanced Scorecard and discuss its applicability to the world of software process improvement.</p>	<p>This presentation examines and illustrates methods for evaluating Return On Investment, taking you from the principles to project examples. We will first focus on the economics of software projects and how quality initiatives influence costs. This is followed by a description of alternative ROI models that can be used and their relative merit. A process for evaluating ROI is presented, along with heuristics for collecting the required information. Six different quality management practices are presented with case studies to demonstrate their ROI (inspections, test-driven development, risk assessment using metrics, code-base reduction, restructuring to reduce complexity, and software reuse).</p>
Biographies	<p>Mark Kozak-Holland is a Senior Consultant with IBM Global Services with over 20 years of systems integration and services experience gained internationally.</p> <p>Mark's experience spans across many industries from government work to private industry. He helps organizations evaluate how emerging technologies can impact their business and enhance existing business processes. He is a practitioner in IBM's Return on Web Investment team and has knowledge and experience in creating business cases, particularly pertaining to quantifying complex e-business initiatives where the return is not very obvious.</p>	<p>Khaled El Emam is Chief Scientist at TrialStat Corporation. He is also a Senior Consultant with Cutter Consortium's Agile Software Development & Project Management Practice and Risk Management Intelligence Network. Khaled holds numerous positions at universities, government agencies, and medical institutions, and is currently leading the eHealth research program at the Children's Hospital of Eastern Ontario Research Institute.</p> <p>In 2003, he was ranked as the top systems and software engineering scholar worldwide by the Journal of Systems and Software based on his publications. He holds a Ph.D. from the Department of Electrical and Electronics Engineering, King's College, at the University of London (UK).</p>
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