IBM Circa 1992 - Server Divisions
Noncollaboration was the Rule

53 Common Parts

Division A
3788 part numbers

Division B
1032 part numbers

Division C
3413 part numbers

100 Common Parts

88 Common Parts

Interdivisional reuse of parts was less than 2%
IBM's Product Development Organization

Integrated Portfolio Management Team
(Business Unit Leaders)
- Select Markets
- Allocate Resources
- Balance between current and next generation projects
  Responsible for P&L

Product Line Planning Team
(Top architects, Business and market planners)
- Define and control platform architecture
- Select specific market applications
  Responsible for product line competitiveness

Product Development Team
(Project manager, Cross functional representatives)
- Specific product requirements
- Implement products
  Responsible for completing project contract
Metrics for Product Development
IBM’s Results

Reduced Time to Market
75% Improvement Over 1993 Metrics

Development Effectiveness Metrics