



EBOOK

Making the case for Jama Connect[®]

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You've decided to explore a new solution for managing requirements throughout your complex product or systems development process. Jama Connect® delivers end-to-end traceability; a simple, streamlined review process; and a path to higher-quality products that are safe and compliant.

Our customers find that Jama Connect helps organizations shave costs by **eliminating wasted time**, reducing rework, improving collaboration, easing the path to compliance and getting to market faster. By increasing visibility into status and progress, Jama Connect also helps leadership identify sticking points to understand where to focus resources, remove obstacles and empower their teams. These are challenges many of our customers have tackled using Jama Connect.

Anyone who has embarked on an organization-wide change initiative knows that it isn't an easy process.

To build consensus across your organization, it's critical to focus on how Jama Software can address the particular priorities and concerns of each team. That's why we've organized this resource by department, so you can understand and communicate Jama Connect's value in terms that will resonate with every team.

Bear in mind that teams and departments may go by different names or own different aspects of the business, depending on your industry and how your company is organized. But these insights and talking points should get the conversation started.

According to a [2019 Engineering.com report](#), more than **90% of engineering and design teams surveyed reported that their products and systems increased in complexity over the last five years** – yet only 15% used a dedicated requirements management platform.

Why aren't more organizations leveraging a requirements management platform? According to Engineering.com, teams that have not invested in a requirements management system will endure the drawbacks and extra costs of unsophisticated solutions without realizing to what extent a tool like Jama Connect can help them manage their increasingly complex requirements. (The report also found that the more sophisticated a requirements management solution was, the more effective it was.)

Talking with

Finance & Procurement Teams

Finance and procurement teams are laser-focused on ROI. They want to understand the downstream impact of a new tool and know why they should dedicate resources to supporting it.

It's not just about why they should pay for a new tool, although that's crucial, too. Finance and procurement teams will expect you to justify why they should dedicate time and energy to supporting a new solution – and how that solution will save the organization money in the long term.

Highlight Jama Connect's competitive differentiators to explain why your organization needs Jama Connect in addition to the tools finance has already approved. Explain where Jama Connect will fit into your overall ecosystem and how it will interact with the tools already in play – and maximize your investment in those existing tools.



What Sets Jama Connect Apart?

Finance and procurement teams are likely to ask, “Look, we already have Tool X – why do we need Jama Connect instead?” In almost all cases, the answer lies in Jama Connect’s ability to provide end-to-end traceability across the development cycle. Our ease of adoptability is another key differentiator: We’ve seen teams like [Elucent Medical](#) go from adoption to creating requirements in less than a week.

Our customers understand that **traceability** is the crux of the problem for highly regulated industries, including automotive, aerospace and defense, industrial tech and energy, and **medical device development**. Establishing traceability allows you to follow the life of a requirement from origin through development and testing to implementation, and it gives teams confidence in the quality, safety and compliance of their complex systems.

As many of our customers understand only too well, it’s challenging, time-consuming and inefficient to attempt to establish traceability using spreadsheets, and it’s also very difficult to establish traceability after the fact. That’s where Jama Connect’s capacity to support end-to-end traceability delivers tremendous value for complex product and systems developers.

Once you’ve communicated the value of a new tool, the first question from finance is likely to be, “Can we buy the same service

from someone else for less money?”

Before investing, finance and procurement teams need to see that Jama Connect is a best-in-class offering capable of delivering significant ROI.



TALKING POINT: FINANCE AND & PROCUREMENT TEAMS

Demonstrating ROI

Finance and procurement teams likely will want to ensure that any investment in a technological solution returns a 3x ROI over the first year of implementation, with more ROI as adoption continues.

These teams are looking for numbers-based reasons to support a new solution. Jama Connect has built-in tools to quantify its value in terms of cost, reduction in defects and increase in quality; these metrics will help you make the case for adopting Jama Connect within your organization.

Nearly half (46%) of teams surveyed by Engineering.com reported exceeding cost requirements as a result of poor requirements management. Thirty-eight

percent of teams lost time to market, while 36% shipped their product with missing requirements and/or spent too much time tracing requirements. These are the areas where your organization can expect Jama Connect to deliver significant returns.

A solution like Jama Connect that can be deployed in the cloud, rather than being hosted on the organization's own servers, also results in less downtime and saves costs related to infrastructure and administration.

REAL ROI

See how one healthcare innovator saved 80% of time





“

Before the implementation, managing the requirements process was much more complex. Thanks to Jama, we're now faster, more efficient and more accurate in our work.”

Dave Strandberg Director of Engineering Solutions, Plexus

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Talking with **Security & IT teams**

Like finance and procurement, security and IT teams won't be end-users, but they will be concerned with the impact of the new solution on their organization's ecosystem: How will Jama Connect interact with the tools they're already using?

Some companies have separate teams responsible for security and IT, but most of your conversations around Jama Connect adoption are likely to be in the context of IT security.



How Secure is Jama Connect?

As our customer base is keenly aware, security concerns are common in business-critical software development, where organizations handle sensitive customer data that they want to keep on their own servers rather than in the cloud. These organizations – which include insurance companies, healthcare providers, and banks – are concerned about a new solution introducing potentially crippling vulnerabilities. Organizations engaged in complex product and systems development often have similar concerns about the security of their intellectual property.

Whether our customers install Jama Connect on their own servers (what we call “self-hosted”) or use the platform in the cloud, Jama Connect demonstrates our security bona fides through penetration testing, third-party audits and industry-specific audits of our processes. Jama Software also complies with a range of security protocols and is certified by [TÜV SÜD](#) among other authorities.

Customers with security concerns often want to meet with us to understand our security and infrastructure, in terms of our practices, processes, and the architecture of our application, and we’re 100% prepared to do so.



Talking with

Compliance & Safety Teams

As you know, compliance and safety teams may go by different names depending on the industry, including risk and functional safety, but their mandate is the same: to ensure products work the way they're intended and to comply with national and international standards for safety, security and efficacy.



Utilizing Traceability

For these teams, Jama Connect's biggest value is in leveraging traceability throughout the product development process. It's worth reviewing why achieving traceability should be a top concern for any organization developing complex, mission-critical systems and products.

Teams can use Jama Connect from the beginning to track tasks, keep tabs on evolving requirements and contextualize test results. As our customers understand, simple changes to requirements can have far-reaching impacts, and it's hard to isolate every system component that could be affected by a requirement modification. It's easier to assess the impact of proposed changes – that is, to perform valuable impact analysis – when you have a roadmap that shows you precisely where each requirement or business rule was implemented in the software. Traceability gives you that roadmap.

By helping identify all the areas you may have to modify to implement a proposed change to a requirement, traceability enables impact analysis. With proper traceability, you can follow the life of a requirement both forward and backward, from origin to implementation. That's why we like to think of traceability as the steel thread connecting risks and requirements.

Achieving traceability also entails making sure that the right people are involved at the right time, and that they are alerted if anything changes after they've signed off. Jama Connect makes it easy to loop in specific decision-makers at specific times and keep them informed as requirements evolve.



Talking with

Quality Assurance Teams

To achieve organization-wide consensus, quality developers and testers need to understand that Jama is a best-of-breed offering that will integrate with their existing ecosystem of tools and expand upon the QA development and testing they've done up to that point.



Move Quality Upstream

QA teams want confidence in the strength of their product, certainty that the product is what the customer expects, and assurance that they will deliver on time and on budget.

Jama Connect helps teams achieve this by making existing processes more efficient and by emphasizing quality earlier in the development process to reduce requirements-related defects. Driving QA farther upstream in the development process by involving stakeholders early, often while requirements are still being defined, results in stronger alignment and better downstream results. In addition, moving QA further upstream helps drive predictability through consistency and early vetting of potential defects.

QA teams work under a lot of pressure: If they have to go back and retest, they lose time and resources. Jama Connect allows teams to reclaim costly rework time so they can focus on getting it right the first time. Jama Connect helps QA teams pass more tests by giving them powerful insight into potential deficiencies in their requirements definition and design processes. In addition, Jama Connect gives QA managers the ability to track the status and progress of testing.



Delivering Quality Products

Brand erosion is the inevitable result of companies rushing to deliver products that haven't met benchmarks for quality, compliance and – in the case of many industries – end-user safety.

To avoid contract violations and penalties associated with late delivery, some companies will push low-quality products out the door. Inevitably, customers complain, and teams scramble to release updates or new versions, creating rework and wasted time.

Company leadership, or a regulatory body like the FDA, may scrutinize the quality processes in place; in the case of

a regulatory audit, fines and recalls can be crippling. In the end, the company's brand reputation has taken a hit, and competitors who move QA further upstream in the development process can gain footing. Once a company's reputation has sustained significant public damage, recovery is an uphill battle. These are some of the concerns we've helped alleviate for our customers by

giving them greater confidence in the safety and quality of their products.

Brand awareness is vital, and on-time qualitative delivery is essential. By delivering traceability – the steel thread that connects risks with requirements, requirements with tests, and tests with results – Jama Resolve can help your organization achieve both.

THESE CONSEQUENCES ARE VERY REAL

An Engineering.com report on how engineering and design teams are managing the increasing complexity of products found:

83%

of respondents reported outcome failures from ineffective requirements management

62%

had been reprimanded by a regulatory agency

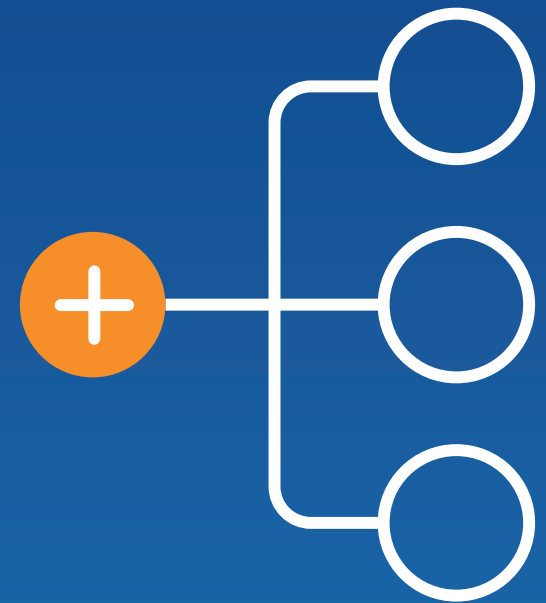
Talking with

Product or Engineering Teams

Product and engineering teams are end-users: the people who will be living in Jama Connect every day, leveraging the platform to improve the efficiency of their development process and the safety and quality of the final deliverables.

For these teams, the bottom line is that Jama Connect can help them deliver better products faster (with fewer headaches).

Jama Connect creates Living Requirements™ management that forms a digital thread through siloed development, test, and risk activities. In addition to our platform being the easiest to use, according to user-reviews on G2, it allows for end-to-end compliance, risk mitigation, and process improvement.



Clear Communication

Our customers know that traceability allows teams to maintain a rigorous formal change management process; reveals interdependencies within the process; and enables collaboration, making it easier to bring in the right decision-makers at the right time.

Fewer meetings and more iterative reviews equal faster time-to-market, clearer communication between stakeholders and more time for teams to focus on improving quality. By automating

the documentation process, Jama Connect also helps reduce human error and frees up team members to focus on their core competencies.



Jama Connect frees us up to focus on the design of the product, not the logistics of the work that needs to be done. We are able to spend our time more effectively – helping our customers.”

Scott Britt Systems Engineering Manager, RBC Medical Innovations

[READ THE CASE STUDY](#)

Reuse of Intellectual Property

Ideally, a company or team should be able to save time, reduce rework and accelerate development by reusing its own intellectual property (IP) in new product development and other projects. But, as you undoubtedly know already, reusing IP is more complicated than it sounds.

IP can exist as software, hardware design, best practices and other intellectual collateral — all of which your team has to fold into the new project to effectively reuse the existing IP. As your products evolve and vary, and as you add to

your product line, you'll end up facing multiple product variants. Managing product variability and commonality can be a challenge, but Jama Connect is an engine for managing that variance behind the scenes, so that product teams can

reuse IP more easily, speed up product development, reduce development costs and work with greater satisfaction (because nobody likes having to reinvent the wheel).



Jama contributes to our ability to deliver solid products on time and within budget.”

Dave Strandberg Director of Engineering Solutions, Plexus

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Eliminate Wasted Time & Reduce Rework

On a similar note, Jama Connect helps teams creating complex products and systems identify and avoid sources of wasted time in their development processes. Product teams burn hours searching for information that's located across various documents, emails, file systems and archives – to say nothing of requirements defined on whiteboards, decisions made in conversations around the coffee machine or vital knowledge that's lost when a key team member departs the organization.

Without a requirements management solution, the “whys” behind these decisions don't always make it onto the record, so teams waste time searching for that missing context. Jama Connect illuminates the connections between decisions and requirements, making communication between stakeholders faster and easier and reducing the need for rework.

Rework refers to changes made to the product once the design stage is over – in other words, work a team will have to do more than once because of changing specifications or evolving requirements. Some degree of rework is often inevitable, of course, but nailing down requirements upstream in the development cycle allows teams to work more efficiently and bring products to market faster.



Solving Development Issues with Living Requirements™ Management

In modern product development, increasing complexities and misaligned teams can lead to increased risk of negative outcomes: significant delays, cost overruns, product defects, compliance gaps, recalls, omitted requirements, and lengthy rework.

While allowing engineers to choose their own tools maximizes productivity and flexibility, it also often leads to a product development process that is fragmented into siloed activities and data across software, hardware, quality, systems, and risk teams.

Two Common, Fundamental Issues

- The end-to-end process to deliver a product or system is fragmented into siloed teams, activities, and tools.
- The requirements that specify necessary dependencies and outcomes are trapped in static documents.

The unintended result of this fragmented process is that critical functions such as requirements traceability, verification, validation,

risk mitigation, product integration, and compliance are often fraught with information gaps, defects, delays, rework, recalls, missed requirements, and significant manual effort.

This includes all areas of the complex product, systems, and software delivery lifecycle that can experience negative outcomes and should be actively managed to reduce the likelihood of occurrence.

To align these functions, the solution is not to try and force all engineers onto a single platform, but instead, to convert static requirements documents into living requirements that form the vital digital thread through engineering teams' tools and activities.

The Solution is Living Requirements Management™

By connecting static requirements to downstream activity, Living Requirements management creates a vital digital thread through traditionally siloed development, risk, and test activities.

With Living Requirements, real-time, cross-team collaboration and coordination is now highly productive ensuring process exceptions and design changes are identified early and addressed quickly across all groups. Implementing Living Requirements in

your product development process allows teams to streamline data and workflows across the entire development lifecycle to reduce risk, meet compliance standards, and minimize delays.

When considering requirements management solutions, it's incredibly important to evaluate whether the platform allows for living requirements, or if they are static.

Static vs. Living Requirements	STATIC REQUIREMENTS	LIVING REQUIREMENTS
Item-level thread to all downstream process states	☐	☒
Impact of change easily determined	☐	☒
Exception reporting on missed requirements	☐	☒
Compliance is highly automated	☐	☒
Enables end-end process improvement	☐	☒
Enables benchmarking performance	☐	☒
Team productivity improvements	☐	☒
Overall product risk reduction	☐	☒

Living Requirements address the root causes (identified above) to deliver increased productivity, faster speed of delivery, and risk reduction.

- Implementing Jama Connect increases collaborative productivity up to 70%
- Implementing Jama Connect reduces the risk of negative product outcomes, such as rework, by up to 50%.

Living Requirements are clearly becoming a competitive advantage in the innovation economy. If your requirements are still static, you are falling behind. Our easy-to-adopt software and industry experts will ensure the success of your Living Requirements management program.

Accelerate and Improve Reviews

Teams without dedicated requirements management solutions – which, according to Engineering.com, is about 85% of design and engineering teams – generally capture requirements, test cases, risk elements and more in Word documents and Excel spreadsheets. Teams email these documents out for review, but there's no clear process for adding or interpreting feedback, so emails go unread and comments slip through the cracks.

By the project delivery deadline, managers may be tempted to lock everyone in a room with a reliable coffee machine until they can collaboratively sign off on requirements. It's an unpleasant, time-consuming process that most of us have experienced – and it's made shorter, more airtight and more intuitive by a comprehensive requirements

management solution. By using Jama Connect, [NASA](#) was able to eliminate weekly four-hour review meetings, resulting in overall time savings of over 50%. Imagine what your team could do with that savings.

Jama Connect also allows teams to weigh in on requirements in the course of their normal workflows, rather than

scrambling to fit in reviews under threat of looming product release deadlines. Our customers report that one of shortcomings of document-based requirements management is integrating those review cycles into their existing workflows – another pain point Jama Connect helps alleviate.



“

Jama is the first product I've had that works seamlessly to produce a review and get feedback without Microsoft Word.”

Michelle Seitz Senior Business Analyst, MediSync

[READ THE CASE STUDY](#)



What's Next

Now that you've sparked the conversation about Jama Connect adoption within your organization, you can contact Jama Software for more detailed information specific to your industry. You can also find customer case studies, webinars, eBooks and other resources to bolster your case by exploring Jama Software's [resource library](#).



ABOUT JAMA SOFTWARE

Jama Software® is focused on maximizing innovation success in multidisciplinary engineering organizations. Numerous firsts for humanity in fields such as fuel cells, electrification, space, software-defined vehicles, surgical robotics, and more all rely on Jama Connect® requirements management software to minimize the risk of defects, rework, cost overruns, and recalls. Using Jama Connect, engineering organizations can now intelligently manage the development process by leveraging Live Traceability™ across best-of-breed tools to measurably improve outcomes. Our rapidly growing customer base spans the automotive, medical device, life sciences, semiconductor, aerospace & defense, industrial manufacturing, consumer electronics, financial services, and insurance industries. [Learn more at jamasoftware.com](https://jamasoftware.com)