

## Successes

### Proven Results - Proven Returns

Upon reviewing the software systems, Greg believed that they were in danger of falling into atrophy over the coming years, since they were based on 10-year-old technologies, and maintenance costs were climbing annually.

He identified new applicable technologies, & created a next generation strategy, which represented not just a more modern approach, but which also created additional sales opportunities.

He led a program to implement a rapid "go-to-market" strategy for these technologies, making them available to customers in months, rather than years.

## Clients

This is just one of *many* success stories. Greg's clients include:

- IBM (US)
- IBM Research Labs (UK)
- Tivoli Systems (US)
- Pearson PLC (US & UK)
- European Space Agency (NL)
- British Aerospace PLC
- CNT/McData/Brocade
- SMBs
- Start-up companies



## Greg Knight

B.Sc.(Hons), C.Eng., CIP, FBCS, MloD

Greg is a highly skilled, results-oriented, dynamic, executive leader, with a long track record of adding several \$Tens-of-millions to a company's annual revenue.

He has exceptional technical skills (a strong Patent Portfolio), plus excellent experience in organizational efficiency, business, and marketing.

Greg Knight is a Chartered Engineer (PhD) in Computer Science, a Chartered Information Technology Practitioner (CITP), and a Fellow of the British Computer Society (FBCS). He has over 20 years of highly successful IT consulting experience.

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## Improving Software Engineering

*Reducing Costs  
Increasing Revenues  
& Market Share  
Boosting Morale*

*Executive-Level  
IT Consultancy  
& Leadership*

## Greg Knight

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# The Challenges of Software Engineering

In challenging economic times, nothing can be more important than developing software *efficiently* - producing the best product for the lowest cost. This includes the best management of people, process, tools, environment, and user requirements, to name a few.

## Identifying Symptoms

Software Engineering needs improving when one (or more) of the following symptoms are present:

- Delivery dates missed
- Cost overruns
- High or climbing *maintenance* costs
- Poor code quality
- Unhappy staff (high attrition)
- Inconsistent team performance
- Dissatisfied customers

## Creating Solutions

This is where Greg Knight can help. Greg has 20 years of successful background, qualifications, training & experience in software development. Executive-level consulting areas include:

- Improving Engineering Efficiency
- New Product Creation (from conception to launch)
- Practical Next Generation Strategies for aging products, inc. EOL
- Effective Mergers & Acquisitions
- Effective Multisourcing / Outsourcing
- Boosting Morale & Developing a Positive Company Culture

# Consult Greg Knight

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Greg works with the development teams & executive management, to reduce development costs, boost morale, and improve overall efficiency.

Greg balances the business needs (to maximize revenue & reduce costs) with the strategic development needs (to develop market leading, innovative solutions), in order to create a practical, custom roadmap for a client's software development & business strategy, often with a rapid "go-to-market" option.

## A Case Study

At a recent engagement, an international company, had experienced some excellent business growth over a 3 year period. However, the maturity of their organization, processes, & staff, had not kept pace.

This meant that out of 6 development teams, only 2 were performing at an acceptable level. Morale was low, and



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staff were leaving for more attractive opportunities elsewhere. Valuable, *undocumented* knowledge was being lost from the company every month.

## Solution Steps

After halting the attrition, Greg's first steps were to sort out the work - to stabilize customer deliverables. This involved introducing comprehensive planning, and directly managing some of the teams.

Once the work was on track, he addressed changes needed to the development staffing, then he worked with each *team* to build on their strengths & eliminate the weaknesses. Greg also introduced a lightweight, role-based, CMMI process, to standardize the work process across all teams, along with a sophisticated defect classification model, to facilitate continuous improvements.

He turned around failed outsourced projects, with the implementation of a comprehensive outsource management model.

During this time, Greg led new tactical features to create an additional \$30MM annual revenue. Morale became very high, and many who had left the company just months earlier, came back.