The IT department at the most diversified healthcare company in the United States realized the importance of establishing a consistent and well-defined estimation program to aid in managing a multitude of projects and applications. For a large company with a comprehensive IT portfolio such as this, the benefits of estimating range from better management of project risks to an improved return on IT investment.

To decisively capture the ROI, the company decided to institute its estimation program in an aggressive manner. Operating in all 50 states in the United States and 20 additional countries worldwide, quickly establishing an estimation program was a large undertaking that required careful execution in order to be successful.

**Function Point Analysis: Build, Teach, Transfer**

The company decided to employ parametric estimation using SEER and IFPUG function points. This method uses a statistical relationship between historical data and other variables (e.g. size and complexity) to calculate an estimate for parameters including scope, cost, budget and duration. Size is a necessary consideration in quality estimation in order to develop objective data to better manage and control project delivery.

The company considered several options in terms of how to deploy Function Point Analysis to support estimation using SEER: outsourcing the work, hiring its own team of function point counters or a combination of those two approaches.

The company chose the combination approach, bringing on DCG Software Value (DCG) to quickly establish a Function Point Analysis program, while simultaneously teaching employees to run the program without the use of outside assistance – a Build, Teach, Transfer system.

In addition, DCG helped the company to develop a unique system using component estimation to size development. DCG worked with the company to identify which programs and applications to count and then created a mechanism to translate the component estimation measures to function points, allowing for comparison.

Over time, the company reached the point where it was able to effectively run the program itself, with staff in multiple countries.

**A Self-Sufficient Program Results in More Effective Development**

As a result, the company was able to achieve its aggressive goal of establishing an effective estimation process supported by sizing. By working with DCG, the company had the appropriate support to create a custom program, and employees could learn to run the program alongside experts until they were sufficient on their own, allowing DCG to step away.

The company is now in total ownership of its estimation and sizing program, including all proprietary data. In addition, keeping its estimation program in-house has facilitated more effective development by its teams based on a better understanding of quantitative performance data.