TITLE: "35 YEARS OF "PRIDE""

by Tim Bryce
Managing Director
M. Bryce & Associates (MBA)
P.O. Box 1637
Palm Harbor, FL 34682-1637
United States
Tel: 727/786-4567
E-Mail: timb001@phmainstreet.com
WWW: http://www.phmainstreet.com/mba/
Since 1971: *"Software for the finest computer - the Mind"*

"An information system is a product that can be engineered and manufactured like any other product."
- Bryce's Law

NOTE: April 1, 2006 marked the 35th anniversary of M. Bryce & Associates (MBA) and its "PRIDE" methodology. The following describes how the company and product came into being. More importantly, it explains "Why."

INTRODUCTION

35 years ago, Milt Bryce did what very few people are willing to do; he gambled his career and started his own company, M. Bryce & Associates (MBA) in Cincinnati, Ohio. The risks were high but far too tempting for him to ignore any longer. For twenty years he had worked his way up through the corporate ranks and successfully applied his skills to solving business systems problems. It was now time to prove he was as good as he believed himself to be. To do so, he resigned his job and began to write the "PRIDE" methodology. Little did he realize the success that would follow, nor how he was ushering in a new era of applying scientific principles to the development of systems.

One year earlier, in 1970, he delivered the keynote address to the Data Processing Management Association's (DPMA) annual conference in Seattle, Washington (now referred to as the Association of Information Technology Professionals - AITP). During his address, he challenged the association to develop standards by which information systems could be developed in a uniform manner. He contended the Association had the power and influence to set in motion a series of industry precedents that could ultimately cure the systems woes of the day. Milt deliberately chose DPMA as his venue to deliver his challenge as it was, at the time, a powerful group of professionals who dealt in real-world issues. He had little pa-

tience for the gobbledygook of academia and did not regard them as practical people who could accomplish anything of substance. Consequently, he ignored academia and opted instead to present his case to a jury of his peers, hence DPMA was selected. Although his address was widely acclaimed by the attendees, DPMA never took the bait. This is why in the spring of 1971, he took a pencil and plastic template and drew on a large sheet of butcher-block paper a flowchart detailing the phases, deliverables and review points in the systems development process. This flowchart ultimately became the familiar "PRIDE" Methodology chart which was framed and hung in offices around the world. Using it as his road map, he then wrote out the "PRIDE" methodology as a technical manual. The industry would never be the same thereafter.

MILT BRYCE

To understand "PRIDE" is to understand Milt for it is a natural extension of his personality and professional development. After serving in World War II, he earned a Bachelor of Arts (BA) degree in Industrial Psychology from the University of Buffalo (now the State University of New York at Buffalo). His degree is reflected in "PRIDE" by its approach to group dynamics in project management. His systems career began in the Engineering Department at the E.I. DuPont Company in Wilmington, Delaware. Here he was introduced to a variety of engineering and manufacturing concepts which would ultimately shape his philosophy on systems in the years ahead. For example, he learned concepts such as bill of materials, product structure, architecture, parts specification, blueprinting, as well as estimating and scheduling. More so, he learned to appreciate the need for standards.

In 1954 he became a member of the DuPont team evaluating the first computer, the UNIVAC I, Number 1 at the U.S. Bureau of Census. On the UNIVAC I, he wrote several engineering applications. He developed the first computerized estimating system for plant construction projects. Milt also designed and implemented the labor work sampling system for the construction division.

In 1959 he left DuPont and joined UNIVAC where he served as Product Planning Manager. He was later promoted to Manager of Systems Software Support which involved supporting UNIVAC products on a worldwide basis. While at UNIVAC, Milt made several contributions in the areas of software design and hardware planning, primarily in the areas of operating systems and com-
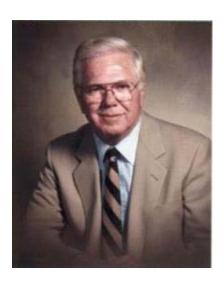
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puter equipment. As Product Planning Manager, he specified the industry's first memory keypunch. His group was also responsible for specifying the Mod-V Tabulator which was marketed as the 1004 and 1005 small computers.

These early days were important ones for him as it afforded him to meet and work with the forefathers of the modern computer era, including J. Presper Eckert and John Mauchly (the inventors of the UNIVAC I), Robert W. Beamer, and Grace Hopper, the mother of COBOL (for whom Milt debugged her first compiler). It was during this stage in his career that he began to understand the needs of the programmer and the complexities of the technical issues they faced.

In 1965 he was recruited by the Quaker Oats Company in Chicago, Illinois where he served as MIS Director and was made responsible for implementing the company's master "Management Information System." Prior to his arrival, Quaker had contracted Coopers & Lybrand (now Price Waterhouse Coopers) to spec out the MIS. This resulted in a group of output specifications for the MIS to produce. For the first few weeks, Milt emersed himself in studying the various business units at Quaker. This was followed by a study of the output specifications. Among his first observations was that there was considerable commonality in the use of data elements in the various outputs. Realizing that data was going to ultimately integrate the MIS, he devised a Data Management organization along the lines of a Parts Department in manufacturing with a charter to identify, share and reuse data. This was the industry's first known Data Management organization. To aid in their mission, he created a "Data Dictionary" to record the specifications of

Milt Bryce

data elements and cross-reference their use. The concept of Data Management would ultimately became an important part of the "PRIDE" methodology.

Following his stint at Quaker, Milt was recruited in 1968 to become the corporate MIS Director at the U.S. Shoe Corporation in Cincinnati, Ohio where he was charged with designing and implementing another MIS. Here, he was able to clarify the concepts he developed at Quaker and devised a methodical approach for building the new MIS, complete with Data Management and Data Dictionary. Along the way, he met with a new startup company in Cincinnati called Cincom who had just developed a Data Base Management System (DBMS) named "TOTAL" for the Champion Paper Company. Milt instantly understood the value of the product and became the first commercial customer of it.

The corporate politics of U.S. Shoe became overbearing for him, so he left the company to pursue a joint venture with Cincom called TechFax, a consulting firm specializing in facilities management. In his spare time, he sold "TOTAL" and was responsible for the first million dollars sales of the product. During this period, Milt traveled extensively throughout northern Ohio where he made many contacts, including the B.F. Goodrich Company. Goodrich had just developed their own DBMS called "IDMS" and was looking for an outside vendor to market the product. They initially offered "IDMS" to Milt who turned them down as the concept of "PRIDE" was now brewing in his mind. Subsequently, "IDMS" was offered to John Cullinane of Massachusetts who did a fine job of marketing the product.

Finally, in 1971 Milt severed his ties with Cincom and formed his own company to develop and market "PRIDE." At first, marketing an intangible product such as "PRIDE" was a difficult task. After all, the product consisted of nothing more than some technical manuals, forms, along with some on-site training and consulting. When asked, *"What kind of software is it?"* he replied, it was *"Software for the finest computer - the Mind"* which became MBA's slogan.

Milt persevered and finally landed his first contract with the Marion Power Shovel Company on August 18, 1971. This was closely followed by additional corporate contracts with Babcock & Wilcox, Tenneco and General Electric. Following this, the product took off like wildfire throughout the United States and Canada. The trade press was impressed by "PRIDE" and praised Milt's efforts. This got the attention of foreign companies and shortly thereafter "PRIDE" spread to Brazil, Australia, Japan, and Europe.

(continued from page 2)

Ultimately, "PRIDE" is the culmination of Milt's career. Think about it; with the advent of "PRIDE" in 1971, Milt introduced some rather revolutionary concepts for the day:

- Delineated the differences between information and data.
- A universally applicable system architecture based on the structure of a product.
- A system design technique based on the inherent characteristics of information (timing).
- A blueprinting approach to documentation.
- An approach to managing data as a valuable resource; data was considered the cement to integrate systems. To this end, a manually implemented Data Dictionary was included with the product.
- "PRIDE" Project Management included a unique delineation of the use of time (it did not subscribe to the "man hour" concept).
- A "bottom-up" approach to project management was used to empower and motivate workers and force their accountability.
- The methodology was based on the system architecture, not simply a derivative of the classic five step waterfall approach (e.g., Feasibility Study, Design, Program, Test, Review).

All of these concepts have stood the test of time and are applicable to this day. In one fell swoop, he was able to do what an industry couldn't or wouldn't: invent a standard and consistent approach to systems development based on some commonsense principles.

Milt's success inspired others to emulate his example, which led to a raft of competitive methodologies, the structured programming movement, CASE, and today's Enterprise Architecture movement. All of this because Milt took a gamble.

IMPROVEMENTS

"PRIDE" took the industry by storm which generated the financial resources needed for the company to grow and expand. In 1974, MBA introduced its "PRIDE"-LOGIK Data Dictionary/Directory product as an adjunct product in support of the "PRIDE" methodology. LOGIK would grow and evolve over time into the IRM (Information Resource Manager) and become the engine around which all other "PRIDE" related software products would interface.

But MBA's livelihood was put to a test in 1974 when the company accused Arthur Young & Company of misappropriating the trade secrets of "PRIDE" for their client, AMF-Harley Davidson Division. From 1974 to 1979 MBA was embroiled in a costly and bitter lawsuit which, if they had lost, would have spelled disaster not only for MBA but for the fledgling methodology industry. Had MBA lost the lawsuit, it would have meant intellectual property could be misappropriated at will which would inhibit the industry from introducing any further innovations. Fortunately, the courts found in favor of MBA, thus establishing a landmark for the industry. To this day, the lawsuit is frequently referenced in similar litigation. Here again, the lawsuit was a reflection of Milt's personality and fortitude. He stood by his principles without the support of the industry, and won.

For more information on the lawsuit, see:

No. 60 - *"Protecting Intellectual Property"* - Jan. 30, 2006
http://www.phmainstreet.com/mba/ss060130.pdf

With the lawsuit behind them, MBA concentrated on product development efforts to compete in an expanding market. Among the company's innovations included:

- In 1979, MBA introduced the Automated Design Facility (ADF) to automatically design systems based on end-user information requirements. This was most definitely not a program generator, but the first systems generator. To this day, there is no evidence that anything has ever been introduced quite like it. Improvements were added to it and the company renamed it ASE (Automated Systems Engineering).

- In 1982, it was becoming obvious that something had to be done about the voluminous technical manuals used in the implementation of the "PRIDE" line of products. Consequently, the company introduced AIM (Automated Instructional Materials). This was the first known effort to put technical instructions for systems development on the computer and at developers fingertips. As the industry migrated to PC's, AIM eventually evolved into "PRIDE"-PC which included all of the instructions and forms as encoded in PC Help files.

- Throughout the 1980's and 1990's a variety of DBMS and program generator interfaces were developed and sold as options.

- In 1984, MBA introduced "PMC2" as the automated extension of the "PRIDE" Project Management system.

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- In 1987, MBA introduced its "PRIDE"-Data Base Engineering Methodology (DBEM) which introduced such concepts as "objects" (as opposed to the Entity Relationship model being used by others), as well as a four data base model approach for developing the corporate data base.

- In 1988, MBA unveiled its "PRIDE"-Enterprise Engineering Methodology (EEM) for modeling a business and determining an Enterprise Information Strategy. Here, MBA introduced concepts for "enterprise decomposition" and "priority modeling."

The advent of "PRIDE"-DBEM and "PRIDE"-EEM represented the final pieces of the puzzle for MBA's concept of total Information Resource Management (IRM). The original "PRIDE" methodology was renamed the "PRIDE"-Information Systems Engineering Methodology (ISEM) and the "PRIDE"-IRM was the focal point of the software.

Also, in 1985 MBA moved its corporate offices from Cincinnati, Ohio to Palm Harbor, Florida (in the Tampa Bay area). By this time, "PRIDE" had been installed by companies all over the world, particularly Japan who embraced it widely. Whereas North American companies had become embroiled in the structured programming movement, the Japanese had no trouble assimilating the engineering/manufacturing concepts contained in "PRIDE."

In 1992, MBA re-engineered its product line and moved it to the PC platform. The new product was called the "PRIDE"-Information Factory which represented a client/server implementation of the product. Because of the sophistication of the processing required, MBA needed a robust operating system that would allow multithreading, multitasking, virtual memory, crash protection, and an intuitive Graphical User Interface. DOS and Windows didn't offer such facilities at the time. Consequently, MBA opted for IBM's new OS/2 operating system, which offered all of the features "PRIDE" needed plus a lot more. What MBA had not anticipated was that IBM would be bullied by Microsoft and back away from its commitment to OS/2.

Following this, MBA focused on supporting its mainframe-based products and concentrating on consulting/training assignments.

In the autumn of 2004, MBA made a fateful decision. "PRIDE" had grown into an extensive body of work, probably more than the average manager, analyst or programmer could assimilate. As such, MBA was no longer concerned about the misappropriation of "PRIDE" as a trade secret. Therefore, MBA decided to make the methodologies available on the Internet free of charge. On November 18, 2004 MBA released "PRIDE" which can be accessed at:

http://www.phmainstreet.com/mba/pride/

By releasing "PRIDE" on the Internet, Milt hoped that it would finally bring some standardization to an industry that he had greatly benefited from. Unfortunately, less than two months later, Milt passed away, his work accomplished.

CONCLUSIONS

Despite Milt's passing, MBA is still very much alive and well. The company still actively consults with clients on an international basis and issues routine updates on "PRIDE" related matters, such as this bulletin.

MBA was founded on April 1, 1971 (April Fool's Day). Milt always liked to say that it was his joke on the industry. Maybe so, but I don't think he would have imagined that it would have lasted for 35 years and impacted the lives of so many people. He was always thankful for the customers who supported his efforts over the years, both foreign and domestic. He respected his competitors but had little patience for the snake oil often peddled in the industry. He did not believe in panaceas but, rather, in hard work and original thought. It was important to him that his products were intellectually honest, benefitted the customers, and were presented so the common man could understand them.

Milt was a straight-shooter. You might not like what he had to say from time to time, but you always knew where he stood on an issue. Customers would often call Milt for nothing more than to provoke an argument with him so they might glean some new perspective on a subject. His vision on systems was crystal clear and his arguments articulate. More importantly, he cultivated a corporate culture that promoted honesty, integrity, and a search for the truth.

By going public with "PRIDE" in 2004, MBA was able to do what DPMA wouldn't dare consider 34 years earlier. When asked about the impact the release of "PRIDE" would have on the industry, he realized it would take some time to propagate the industry but patiently explained, "You eat elephants one spoonful at a time."
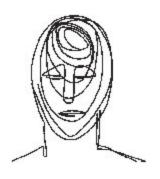
The "PRIDE" Methodologies for IRM remain as viable today as when they were when they were first introduced. In 2006, "PRIDE" remains *"Software for the finest computer - the Mind."*

END

About the Author

Tim Bryce is the Managing Director of M. Bryce & Associates (MBA) of Palm Harbor, Florida and has 30 years of experience in the field of Information Resource Management (IRM). He is available for training and consulting on an international basis.

"PRIDE" Special Subject Bulletins can be found at:

http://www.phmainstreet.com/mba/mbass.htm

They are also available through the "PRIDE Methodologies for IRM Discussion Group" at:

http://groups.yahoo.com/group/mbapride/

You are welcome to join this group if you are so inclined.

The "Management Visions" Internet audio broadcast is available at:

http://www.phmainstreet.com/mba/mv.htm

Also, be sure to read Tim's Blog at:

http://blogs.ittoolbox.com/pm/irm/

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