



Rational software

Plan, control, streamline— and innovate.

*Leveraging enterprise architecture to manage
change in your organization*



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Introduction

The business world is changing. And organizations are being challenged in unprecedented ways. To survive, you have to be able to adapt and change quickly—slow, incremental transformation will no longer suffice. You need to make sure that your company can respond to business challenges and opportunities by making reliable, informed decisions and plans. But it's not always easy. Economic globalization has created an extremely competitive and dynamic environment that requires agile plans and decisive action. Customers have more information and more options than ever. And newsworthy scandals are driving increasing amounts of corporate regulation and oversight.

To succeed in this environment, you need to overcome many obstacles and execute precisely. You need to:

- *Operate within tighter budgets that constrain business and technology resources.*
- *Make accurate and reliable decisions because there's no longer room for error.*
- *Discover and eliminate waste and inefficiencies.*
- *Gain insight to develop accurate plans.*
- *Effectively absorb newly acquired or merged business operations.*
- *Transform to cope with massive changes in operating environments and the marketplace.*
- *Avoid misunderstandings and false starts on new services or programs.*

“Enterprise planning enables us to better visualize and compare our current environment with our future goals and visualize the journey between the two.”

—Dave Keifer, enterprise architect,
Christiana Care Health System

Of course, there are many ways to accomplish these goals. But one way that’s delivering solid returns is using business planning, analysis and transformation management. This approach is often referred to as *enterprise architecture*. Simply put, it’s an effective way for you to manage change within your organization. And it can enable your company to realize a number of benefits, including better cost control, more effective decision making, and greater alignment between business priorities and IT investments.

Business planning, analysis and transformation management

Enterprise architecture is essentially an enabling discipline that translates business vision and strategy into effective enterprise change. By creating, communicating and improving the key principles and models that describe your company’s desired future state, you can evolve toward that state more quickly and easily. Enterprise architecture allows you to visualize and represent all of your operative components as variables. So you can see how your company might be affected by changes. And then you can plan your investments so they align with your company’s priorities. Other benefits of enterprise architecture are discussed below.

Insight that supports more effective decision making and greater agility

Business opportunities that appear today might not be there tomorrow, so it’s important to act quickly. With a view of your company’s strategy, business architecture, IT architecture, applications and people, you can see how changes—such as mergers, acquisitions or restructurings—will affect the

“Establishing an enterprise architecture, we now facilitate a joint, board-level IT and business architecture committee to identify areas where spend is not aligned to the IT roadmap.”

—Chief information officer of a major credit and financing corporation that saved more than £2 million by decommissioning redundant systems and infrastructure

business. Plus, by being able to view dependencies and interrelationships, you can see how smaller changes, such as modifications or updates to a business operation or piece of technology, will affect the business. Enlightened with this insight, you can make better, more informed decisions faster. You can also arm your people with current information to enable more effective day-to-day decisions.

Greater synergy between business and IT

Within many organizations, the cost of operations is rising while budgets are shrinking. Effective analysis enables you to better align your business's needs with its technology assets and investments, ultimately streamlining your operational budget. By gaining greater insight into your company's existing infrastructure and enabling effective collaboration across business and IT stakeholders, you can prioritize technology investments and costs to support business goals, and you can optimize your budget and resources.

Consolidation of technology and resources

The old ways of operating no longer work. Today, there's no room in any organization for waste or inefficiency. Enterprise architecture can help you ensure that operational, business and technology programs are planned, prioritized and aligned to best practices and standards. Using enterprise architecture, you can identify redundant technology and obsolete, underutilized systems. You can

As you gain insight into your company, you can see where greater governance is needed.

create a blueprint that connects your company’s strategies to operations and technology investments, helping to ensure that business and IT understand what the company needs to drive change and competitive advantage. This approach also provides a template for combining assets and technologies from mergers and acquisitions to quickly eliminate overlaps in combined organizations.

Greater governance to meet regulatory compliance

As you gain a clearer picture of your company, you can see where greater governance is needed. You can also gain insight into business and technology architecture, insight that supports internal and external audits. And lastly, you can see where you may add new or change existing processes to help ensure that you’re meeting applicable regulatory compliance standards.

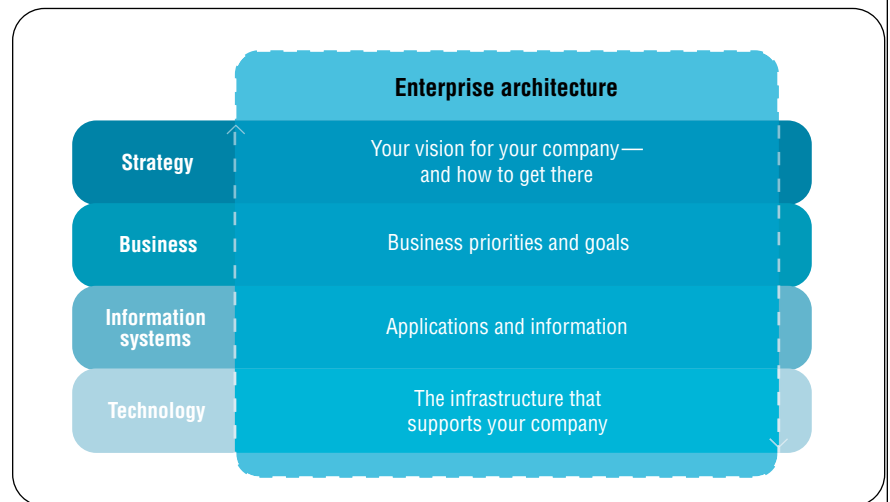


Figure 1: Enterprise architecture can give you insight into your organization on multiple levels.

“You can’t overstate the value of having a body of knowledge accessible in a central repository. In a split second, all stakeholders can find all the information they need in a consistent format, and they can view it in the way that enables them to do their job effectively. As a result, Dubai Customs has increased its agility and its ability to respond to new opportunities.”

—Fadi Hindi, head of strategic IT planning and enterprise architecture, Dubai Customs

One agency adopted an enterprise architecture solution based on IBM Rational® System Architect® software that dramatically improved its agility, allowing it to respond quickly to constant changes in a tumultuous economic environment.

Challenge

To support rapid economic growth and social development in a growing emirate, a government agency needed to implement a strategy to transform its organization, improve its ability to handle imports and exports, and enable greater agility through effective design and rationalization.

Solution

The agency adopted an enterprise architecture solution that included Rational System Architect software. Providing a central collaboration platform, the solution enabled the agency to clearly plan and measure the results of its activities based on an overall enterprise approach.

Benefits

After implementing an enterprise planning, analysis and decision support solution, the agency has:

- *Achieved an 80 percent increase in the speed of client registrations.*
 - *Increased the speed of processing declarations for goods clearance by 4,800 percent.*
 - *Improved the governance of business deliverables and increased organizational agility, helping the agency turn strategy into execution and respond quickly to the region’s dynamic economic environment.*
-

IBM Rational System Architect can help your management team understand how your company's assets relate and how they will be affected by change.

Solutions to help you enhance agility and flexibility

IBM offers solutions to help you develop an enterprise architecture strategy. IBM Rational System Architect software can help you enhance your organization's agility and flexibility by enabling you to systematically optimize the organization via business planning, analysis and change management support. The application provides executive dashboards, visual reports and analysis tools, so your management team can understand how your company's business and technology components relate, how they will be affected by change and modifications, and how they can be formed into a cohesive plan for change and transformation. Plus, you can use visualization, roadmaps and time-based analysis tools to support the transition from your organization's current state to its desired future state.

The offering provides out-of-the-box modeling, custom reports and analysis. It enables you to capture and model your strategies, operations, business processes and technologies. By linking this information, Rational System Architect enables you to gain comprehensive, end-to-end traceability of your enterprise architecture, which facilitates impact analysis against organizational change and greater alignment of IT with business needs.

IBM Rational Focal Point enables your stakeholders to collaborate, so you can prioritize projects and supporting investments.

In addition, IBM Rational Focal Point™ software provides product and portfolio management capabilities that centralize product information, making it easier for product management, engineering, marketing and other stakeholders to view and share information. It supports collaboration between stakeholders, making it easier to prioritize competing projects and supporting investments. And combined with Rational System Architect, it can help your people gain a better understanding of the impact of portfolio decisions.



Conclusion

In business, change is the only constant. That's why the most important investment you can make may be in a solution that allows you to manage change. By managing change, you can drive cost control, more effective decision making, consolidation and business transformation. With an enterprise architecture strategy, you have a solution for visualizing, analyzing and managing change. And you can help your company navigate a challenging marketplace—making well-informed decisions and delivering innovation that customers demand and that differentiates your business. IBM provides the tools to help you strategize, analyze and manage the impact of change, so your company can create the change it needs to be successful today and tomorrow.

For more information

To learn more about how enterprise architecture solutions from IBM can help you manage change within your organization, visit:

ibm.com/software/rational/offerings/eam

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