Francesco Meloni
Marco Torrisi

Enterprise Architecture come strumento di Business Planning, Alignment & Investment

Innovate2010
The Rational Software Conference

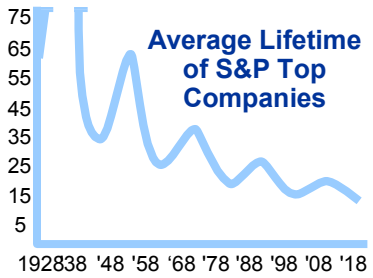
Let's build a smarter planet.

Agenda

- Contesto
- Alcuni esempi di problematiche ricorrenti
- La soluzioni IBM a supporto del planning and control
- Un approfondimento degli strumenti attraverso un workfow di gestione di nuove iniziative progettuali
    - Alimentare un Repository di EA
    - Mappare lo stato corrente e futuro dell'Enterprise
    - Analizzare e dare priorità alle Iniziative

Scenario evolutivo dell' IT : innovare con una capacita' di spesa sempre piu' ridotta (sia in investimenti che in costi ricorrenti)

Favorire innovazione



Incremento della pressione competitiva richiede di differenziarsi e di farlo sempre piu' velocemente

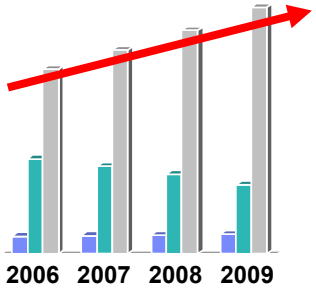
What the business wants to do!

Ridurre costi e rischi

La globalizzazzione e l' attenzione degli enti regolatori impongono una maggiore attenzione ad aspetti di efficenza, sicurezza e compliance

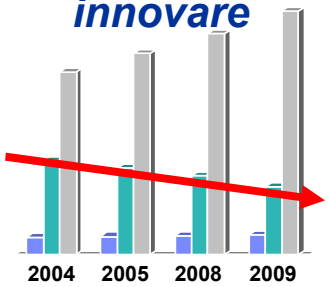
What the business must do!

Costi crescenti nelle operations



aggravati, in alcuni casi, anche da criticita' progettuali che di conseguenza portano a rilavorazioni impreviste

Decrescente capacita' di innovare



dovuta prevalentemente a tagli di budget in un momento in cui sarebbero richiesti investimenti su asset portanti

E’ necessario di conseguenza una sempre maggiore attenzione al parco applicativo per ottimizzare i costi operativi e liberare risorse per nuovi progetti. Di seguito alcune delle criticita’ piu’ ricorrenti

Ridondanza dovuta a fenomini di acquisizioni, merging, decentralizzazione

Mancanza di visibilita’ di metriche e KPI legate al parco applicativo

presenza di applicazioni legacy che non corrispondono piu’ alle esigenze di business

Non allineamento alle release correnti dei paccage con conseguente aumento dei rischi e dei costi legati alla compliance applicativa

Notevole incidenza dei costi di manutenzione applicativa (70%-80% del Budget IT)

Esempio #1: consolidamento e/o dismissioni di azienda o rami d'azienda

(*Mergers, Acquisitions & Divestitures)*

A fronte di acquisizioni, merging o anche dismissioni e' importante indirizzare due aspetti:

- **Valutare e scegliere quali processi/applicazioni/ tecnologie sono allineate agli obiettivi aziendali,**
- **Valutare quali tra questi sono o possono diventare un asset aziendale: cioe' "contengono" la specificita' dell' azienda (vantaggio competitivo).**

Execution Mandates

- **Corporate Strategy:** What are the strategic goal and objectives of the business
- **Inventory:** What technology, Application and solutions do we have?
- **Innovation:** Do we need to change to achieve our enterprise goals? …and How?
- **Impact:** What impact will these changes have on our customers, the business and our shareholders?
- **Integration:** How will we integrate these organizational and technological changes into the business without disrupting operations?

**CIO Magazine: "State of the CIO Survey" 2007*

Esempio #2: le continue modifiche dell' offerta

*(es: cambi di politiche di canale, portafoglio prodotti)_*

L' innovazione in questo ambito, negli anni passati e' stata consistente. Ora, per poter continuare con la frequenza, la tempestivita' e l' attesa efficacia con cui ci viene richiesto, dovendo procedere a valutazioni in temini di costi, rischi, benefici, e' indispensabile migliorare il processo decisionale a supporto dell' innovazione stessa.

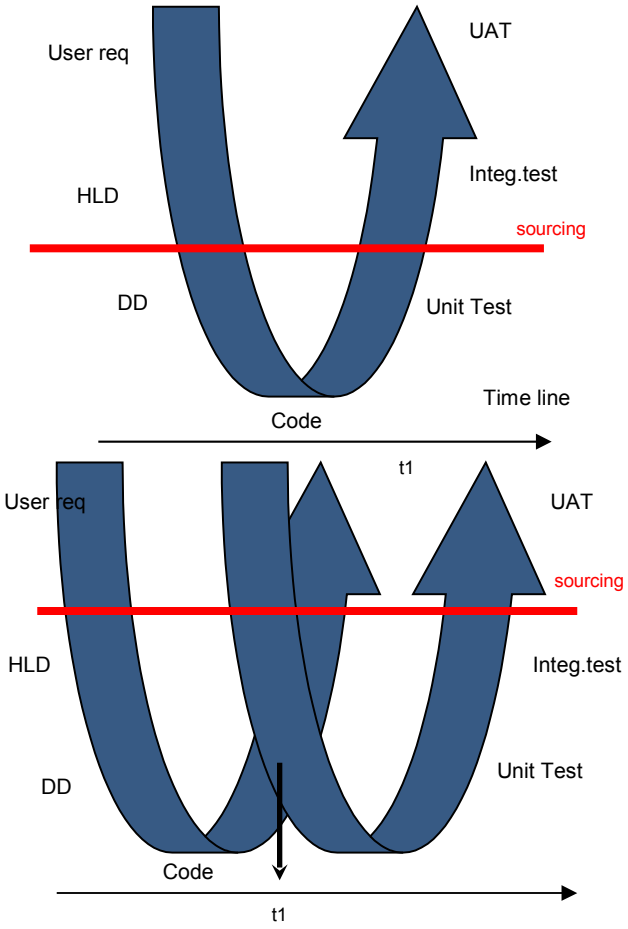
- **Migliorando**
  - Qualita' e quantita' delle informazioni
  - tracciabilita' dell' intero ciclo dell' innovazione (dal preliminare fino alla misurazione del ritorno dell' investimento)
- **Incrementando la confidenza sulle decisioni prese in termini di:**
  - fit-to-market, fit-to-customer e fit-to-strategy
  - trasparenza e condivisione delle scelte,

- **38 % Improperly value product opportunities**
- **37 % Decision process not based on objective information**
- **25% Poorly defined portfolio decision criteria**
- **21% Unwillingness to stop projects underway**

Source: Aberdeen Group, August 2006

Esempio #3: gestione del portafoglio progetti con risorse limitate e budget ridotti

Richiede non solo un' accurata pianificazione ed esecuzione dei progetti , ma anche:



- il continuo adeguamento del delivery, a fronte dei cambiamenti delle esigenze di business, con ripercussioni sul modello di sourcing e di controllo
- l' analisi proattiva dei percorsi progettuali a rischio e nell' individuazione tempestiva delle mitigations
- Il massimizzare la standardizzazione e il riuso di componenti (applicative/tecnologiche e di processo) consolidate: assettizzazione applicativa

"High project failure means you're wasting money, and there's even less tolerance for that in a down economy,"

(Margo Visitacion, VP Forrester Research)

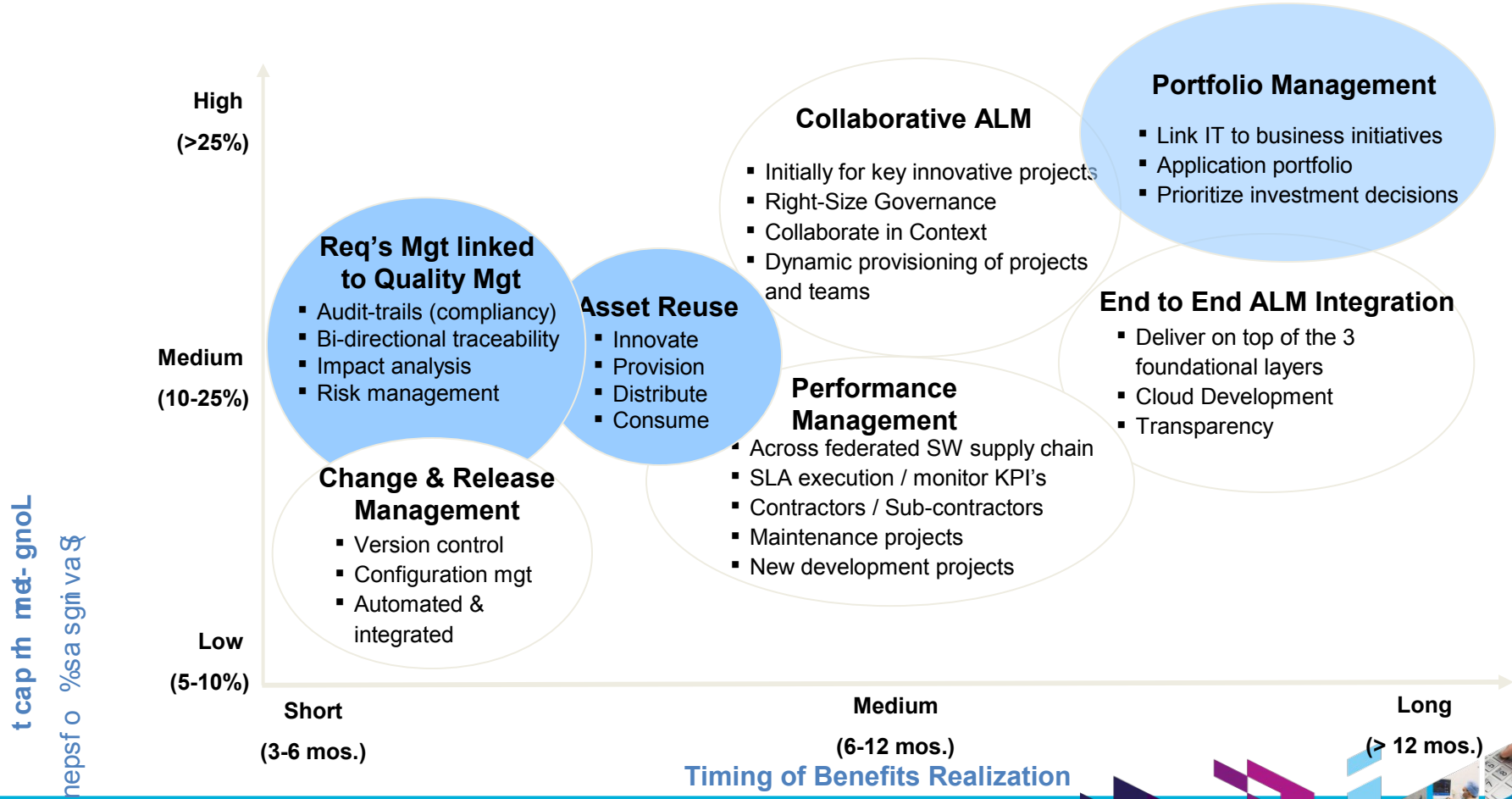
"*34%* of software projects are deemed successful costing $300B annually"

49% **of budgets suffer overruns**

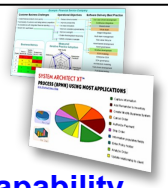
62% **fail to meet their scheduled"**

In sintesi, le soluzioni che andremo ora ad illustrare indirizzano problematiche di qualita' e riusabilita'del software e di governance degli investimenti

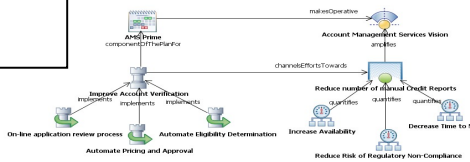
Impact and Timing of Cost Savings Programs



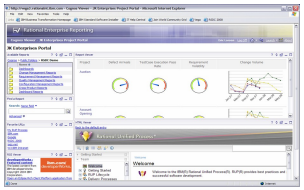
EA Ecosystem



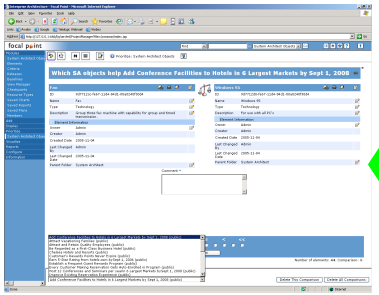
Measured Capability Improvement Framework



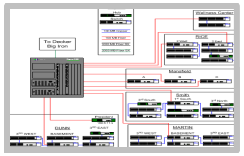
Business Motivation and Strategy



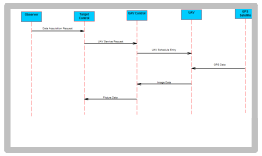
Measurement and Reporting



Project and IT Portfolio Management

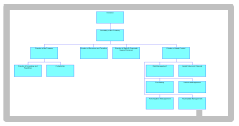


Network Topologies

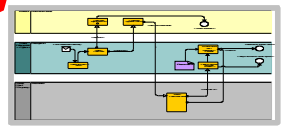


Behavior Models

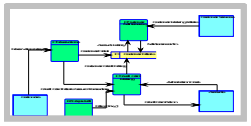
SOA



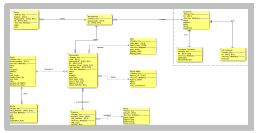
Organizational Charts



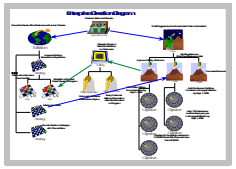
Process Models



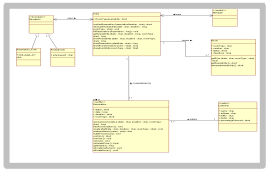
Application Models



Data Models

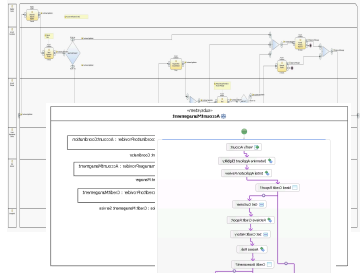


Goals Objectives



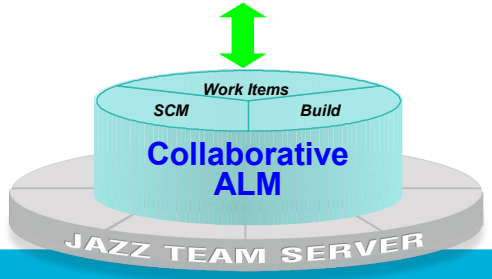
Class Diagrams

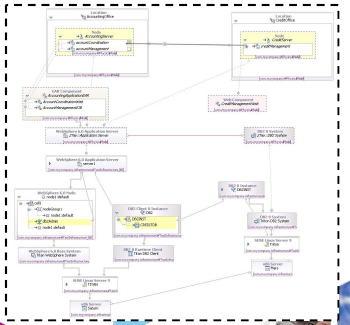
Enterprise Architecture



Process & Application Solution Delivery

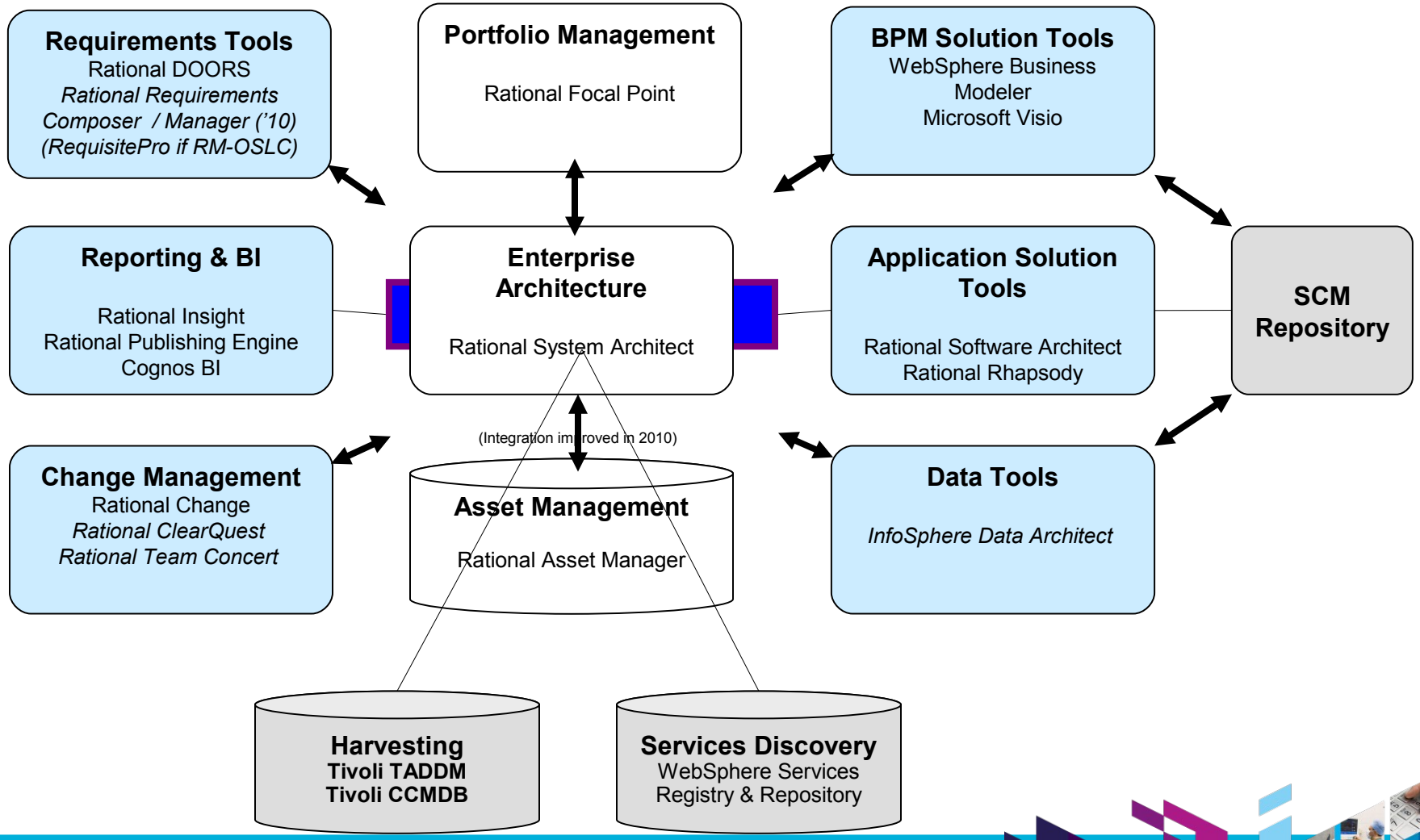
Reusable Assets RAM



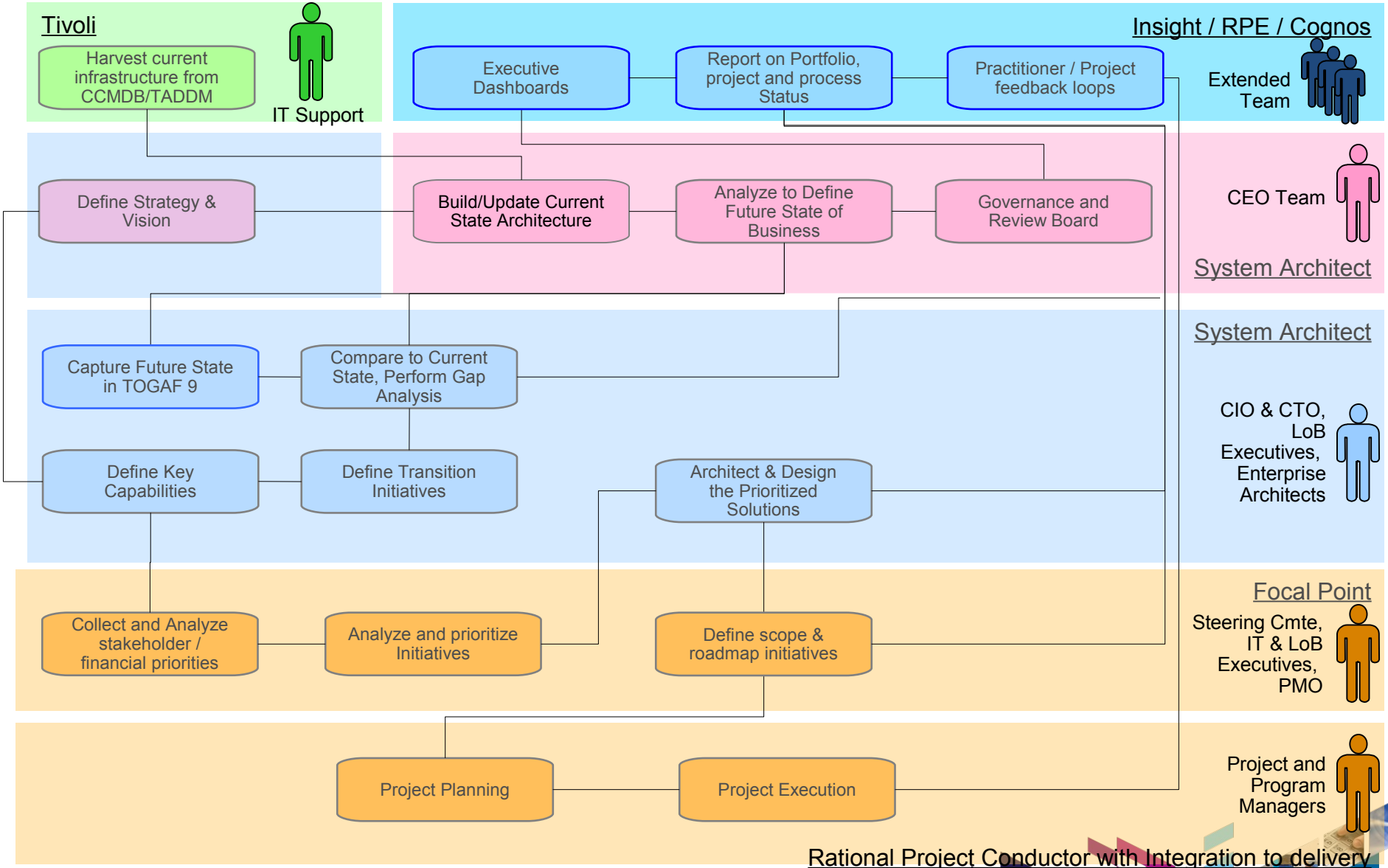


Operational Modelling

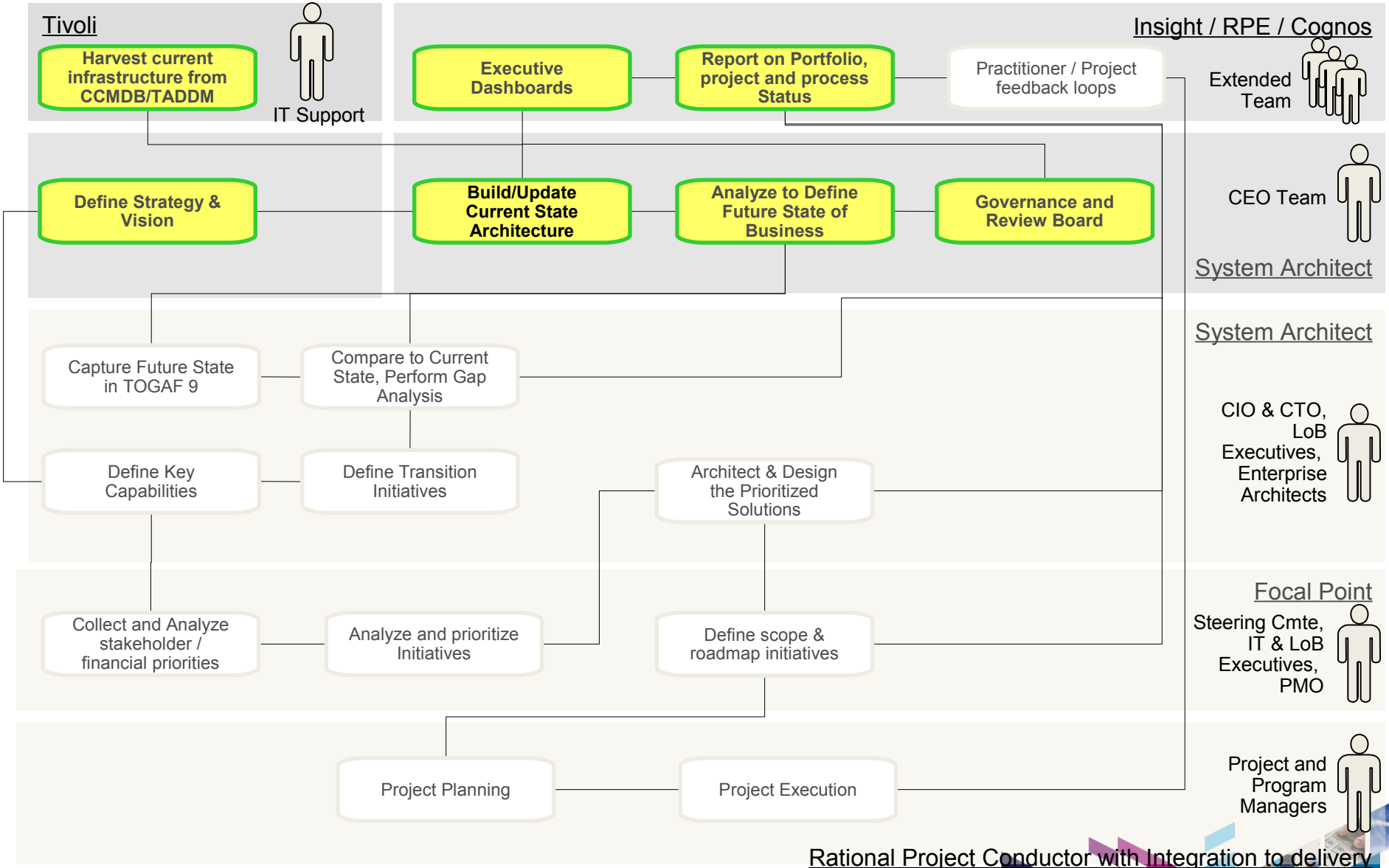
Strategic planning & EA Management : Integrazioni di Oggi e Domani



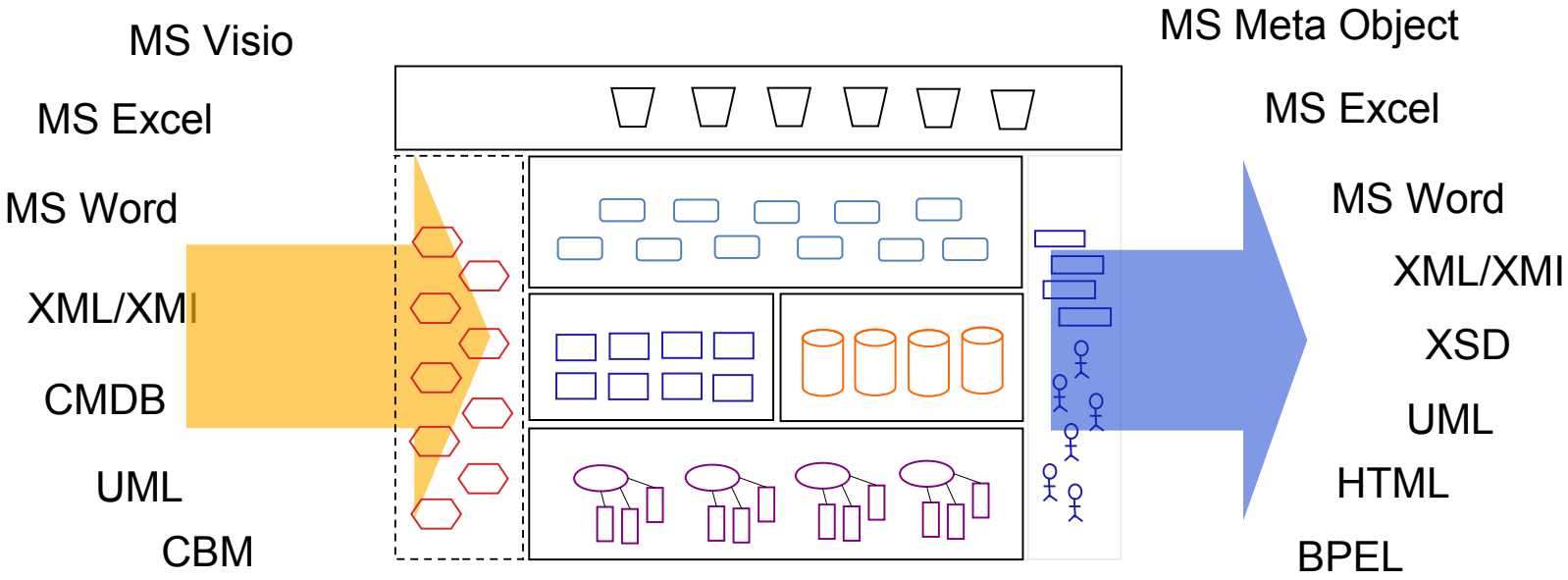
Gestire il Business dell'IT: Workflow



Gestire il Business dell'IT: Workflow



System Architect Repository : Import/Export facilita lo scambio delle Informazioni



SA è basato su standard industriali e best-practices

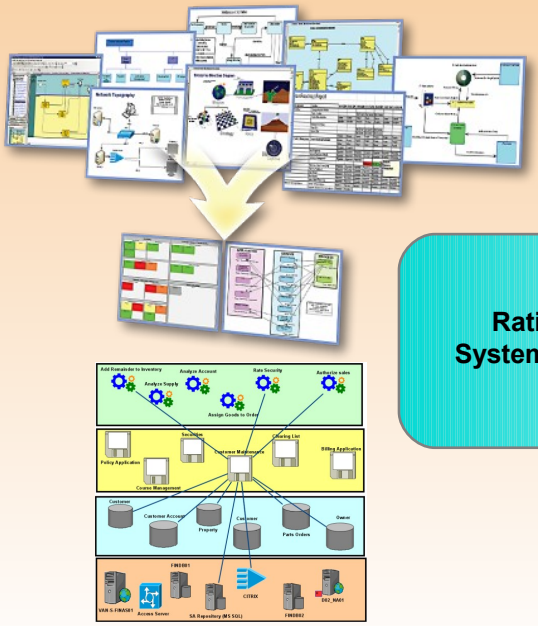
Le funzionalità di import di SA aiutano a popolare il DB con info già esistenti

Le funzionalità di export di SA favoriscono il ri-uso e la collaborazione

Pianificazione dell'Enterprise e Impact Analysis

- Costruire rapidamente viste di enterprise architecture
  - Identificare,tracciare e aggiornare nella EA nuovi asset provenienti dalle operations
- Comprendere meglio l'impatto del cambiamento sugli stati corrente e futuro dell'architettura
  - Notificare gli architetti velocemente su problemi nelle operations per una veloce risoluzione
  - Ottenere una completa tracciabilità tra le viste architetturali e le informazioni operazionali

Enterprise Architecture e Development



Rational System Architect

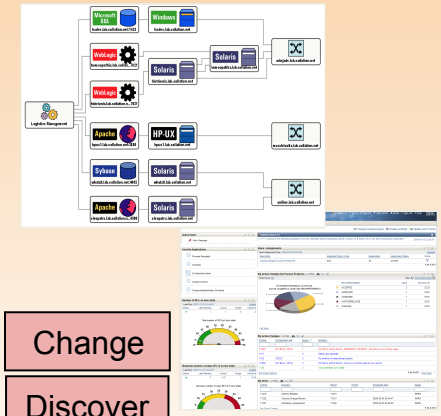
Integrare le Operations con l'Enterprise Planning e la Business Strategy

Mantenere Aggiornati I componenti IT della Enterprise Architecture

Tivoli CCMDB/ TADDM

Tivoli. software

Operations

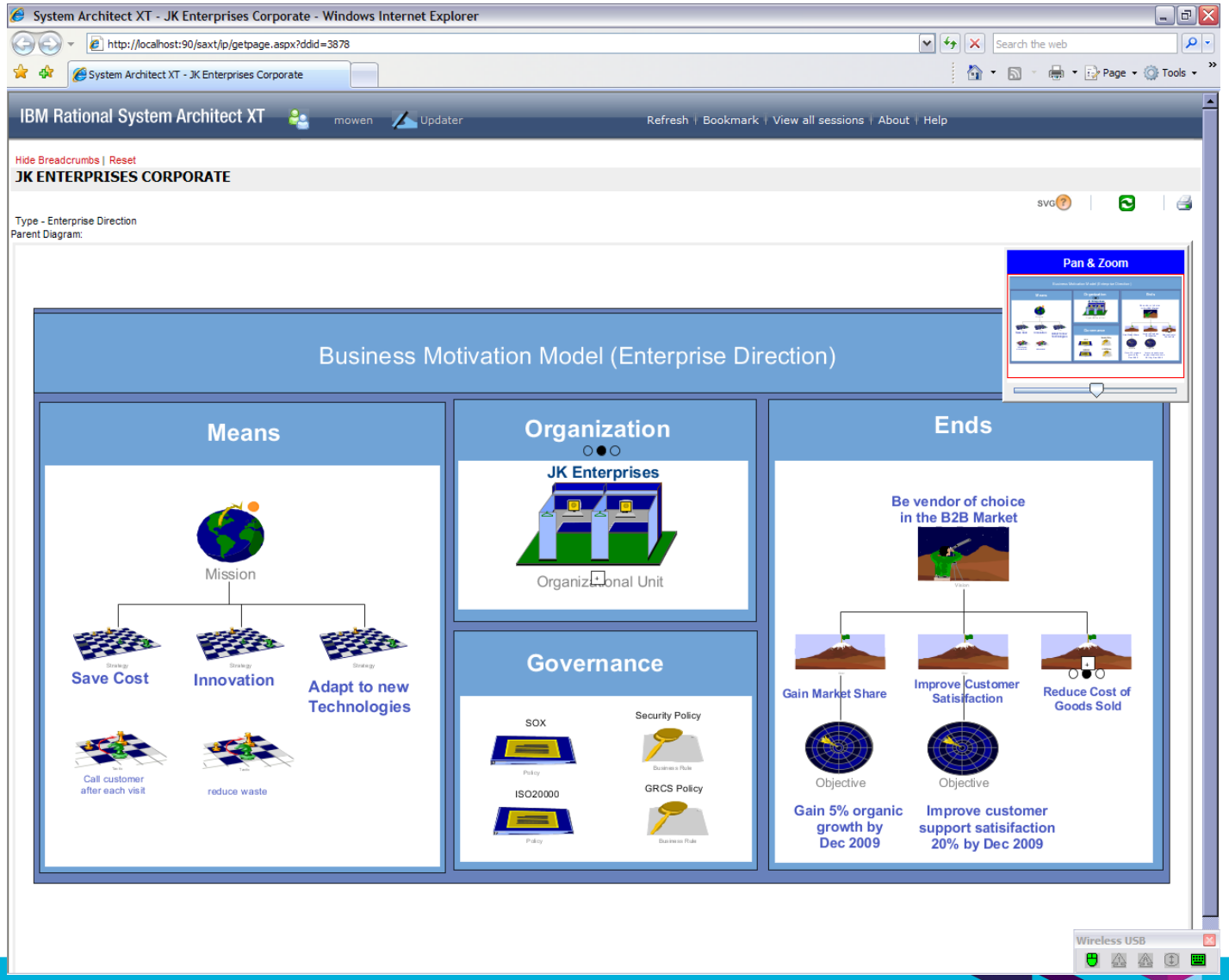


Change

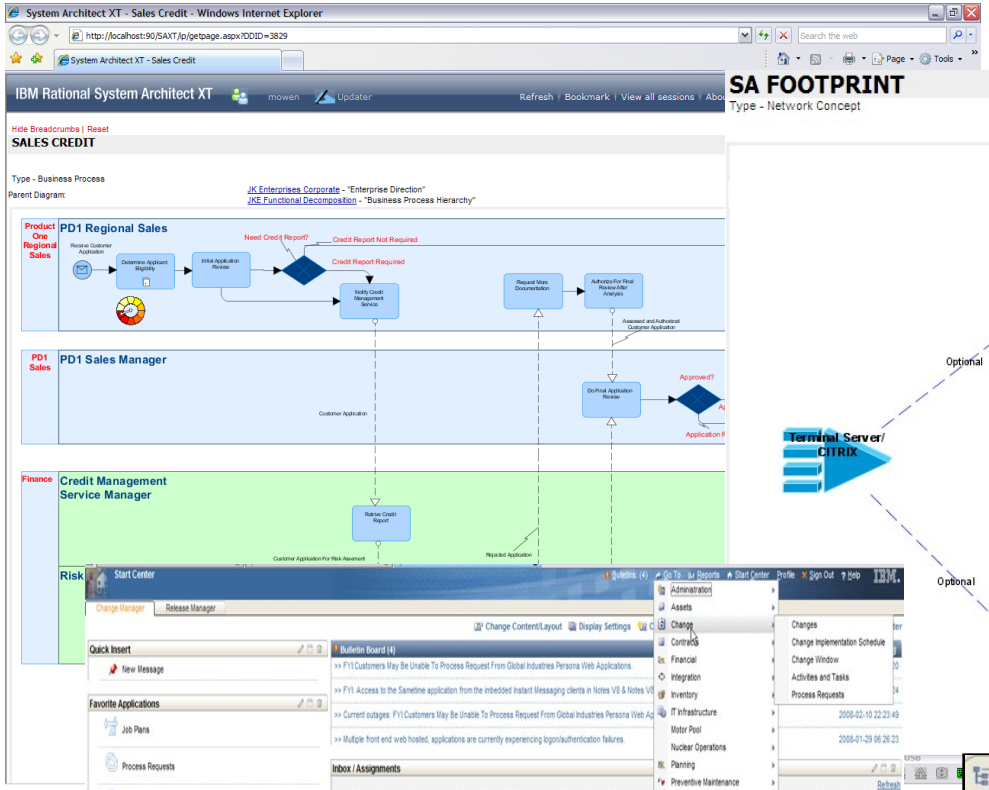
Discover

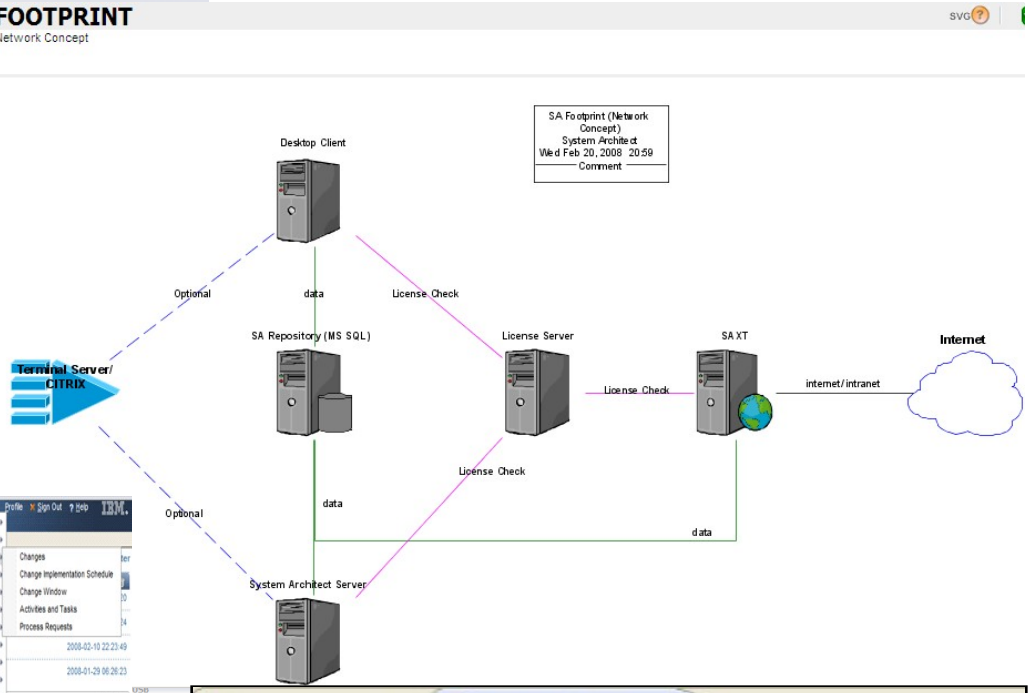
Config

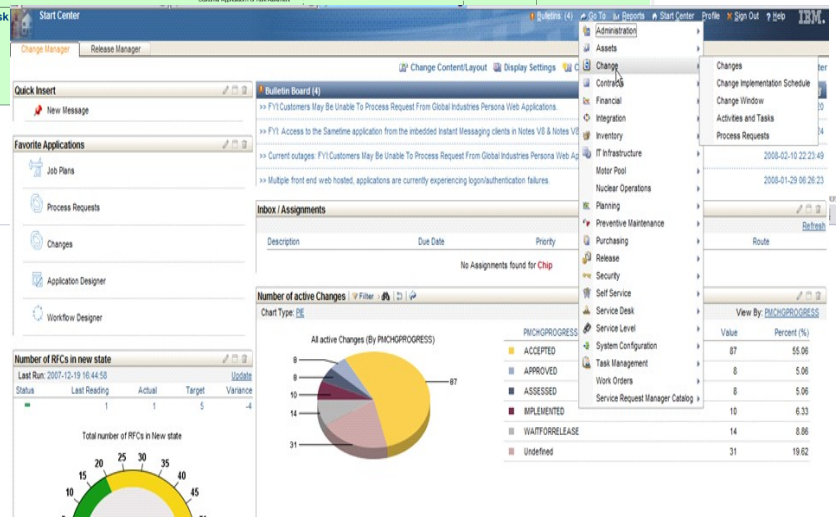
Definire strategy & vision: Modelli di business motivation

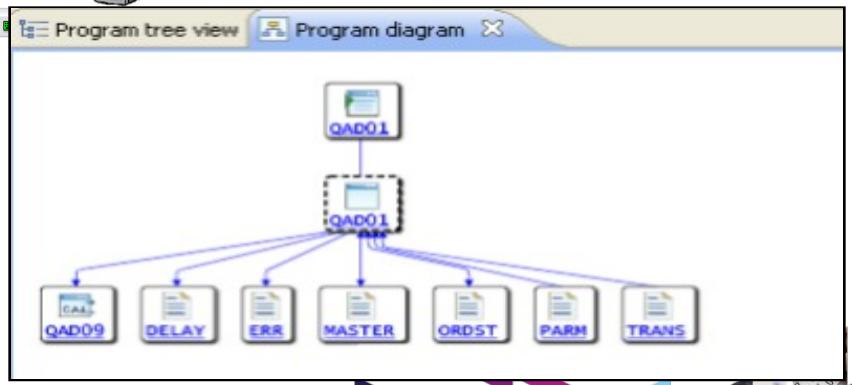


Mappare lo stato corrente di Architetture IT e di Business









Report sul portfolio dei progetti e dei processi

Rational Focal Point

Workspaces | Home | Preferences | **Simon Vaughan** | Help | Log Out

Demo - Application Portfolio Management

Modules
Add
Display
Prioritize
Visualize
Reports
Configure
Members
Information
Advanced

Welcome to the Focal Point Application Portfolio Assessment (APA) Demonstration

Application Name	Business Strategy Alignment	Criticality	Reliability	Availability	IT Strategy Alignment	Architectural Fit	Total Score	Recommended Classification
A0001:WAS	7 - High	10 - Very High	7 - High	4 - Medium	7 - High	10 - Compliant	45	Gold
A0002:OracleAS InterConnect	7 - High	7 - High	4 - Medium	4 - Medium	7 - High	10 - Compliant	39	Silver
A0003:Salesforce.com CRM	10 - Very High	10 - Very High	4 - Medium	7 - High	10 - Very High	10 - Compliant	51	Blue
A0004:MS Office 2007	7 - High	7 - High	7 - High	10 - Very High	7 - High	10 - Compliant	48	Blue
A0006:PnC 6000	10 - Very High	4 - Medium	4 - Medium	4 - Medium	1 - Low	10 - Compliant	33	Blue
A0007:IRIS Exchequer	7 - High	4 - Medium	4 - Medium	1 - Low	1 - Low	10 - Compliant	27	Blue
A0008:APBackup	4 - Medium	4 - Medium	7 - High	10 - Very High	4 - Medium	1 - Non Compliant	30	Blue
A0009:Microsoft Publisher 2010	10 - Very High	4 - Medium	4 - Medium	10 - Very High	4 - Medium	10 - Compliant	42	Blue
A0010:Oracle BI Publisher	7 - High	4 - Medium	7 - High	4 - Medium	7 - High	1 - Non Compliant	30	Blue
A0011:Tivoli Access Manager	7 - High	10 - Very High	7 - High	7 - High	10 - Very High	10 - Compliant	51	Gold
A0012:Lotus Notes 8.5	7 - High	10 - Very High	7 - High	10 - Very High	4 - Medium	10 - Compliant	48	Blue
A0013:CYMAIV Financial Management System	7 - High	4 - Medium	7 - High	7 - High	4 - Medium	1 - Non Compliant	30	Blue
A0014:Platform Contact Manager	7 - High	4 - Medium	4 - Medium	1 - Low	4 - Medium	10 - Compliant	30	Blue
A0015:Tivoli Identity Manager	7 - High	7 - High	7 - High	4 - Medium	7 - High	10 - Compliant	42	Silver
A0016:Sharepoint Server 2007	4 - Medium	4 - Medium	4 - Medium	4 - Medium	4 - Medium	10 - Compliant	30	Bronze
A0017:Field service management (FSM)	7 - High	7 - High	4 - Medium	1 - Low	7 - High	10 - Compliant	36	Bronze
A0018:Adobe Acrobat	7 - High	1 - Low	10 - Very High	7 - High	1 - Low	10 - Compliant	36	Blue
A0019:Amdocs Billing	7 - High	4 - Medium	7 - High	4 - Medium	1 - Low	1 - Non Compliant	24	Gold

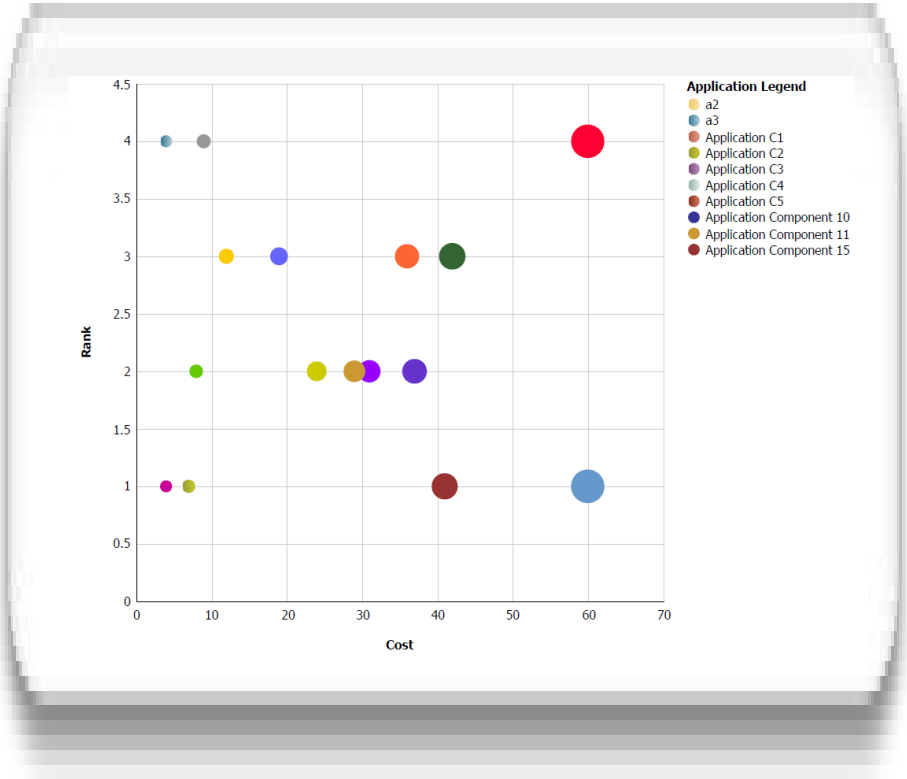
IBM. Rational. software

Done | Internet | Protected Mode: On | 100%

Business Analysis dello stato corrente:
Rispondere a domande sull'AS-IS

- *Quali sono le priorità del Business?*
- *Quali assets di business/tecnologici abbiamo?*
- *Cosa è non necessario, ridondante o obsoleto?*
- *Dove possiamo ridurre i costi?*
- *Quali processi di business sono bene eseguiti?*
- *Come sono stabilite e comunicate le priorità di progetto..? A che livello?*

Quanto bene operiamo oggi?

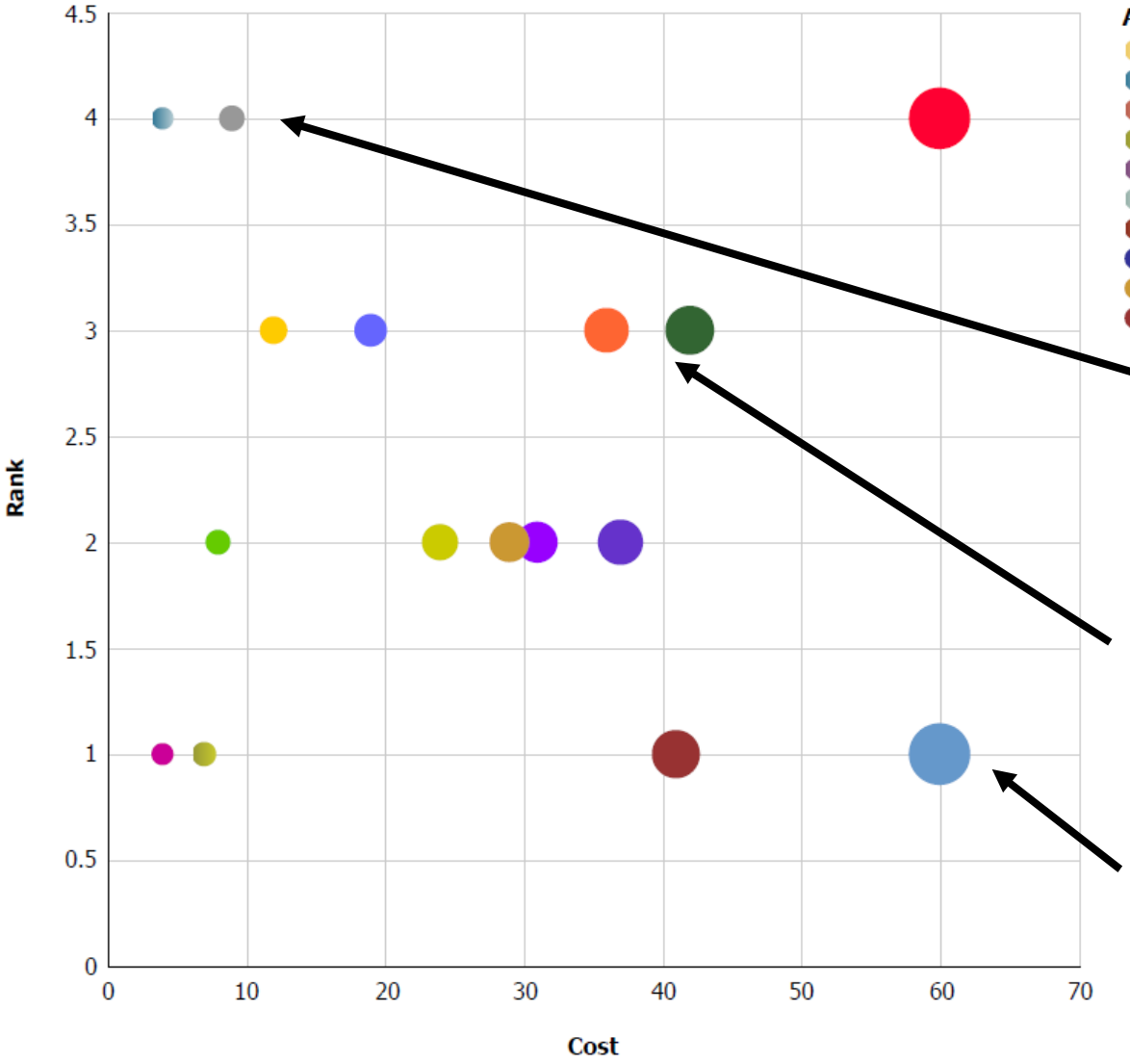


"per ogni $1 di spese discrezionali (es. Nuovi progetti e grossi cambiamenti), in genere fino a $5 vengono spesi per il supporto, la maintenance e l'infrastruttura durante il ciclo di vita di una applicazione"

Gartner Group

Business Analysis dello stato corrente:

System Architect può oggi fornire risposte ancora più potenti



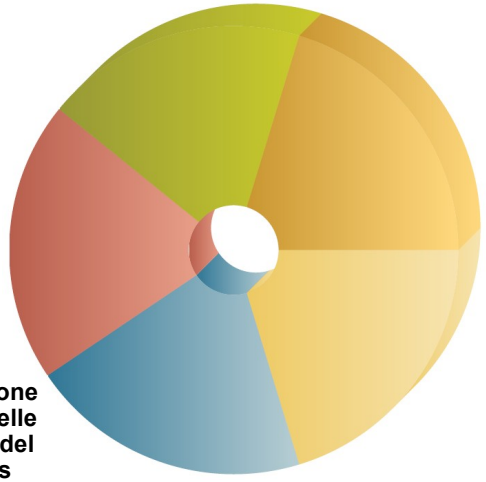
Investire in are critiche per il business che sono poco supportate

Supportare e Riusare risorse ad impatto elevato

Rimuovere le applicazioni ad alto costo e basso impatto sul business

Pianificare le direzioni future e identificare le future aree di innovazione:

Dettagliato reporting su dipendenze e indirizzi del business



Allocazione Totale delle Risorse del Business

Report sul business status, e costruire un piano di change

Drill down su specifici dettagli della business architecture

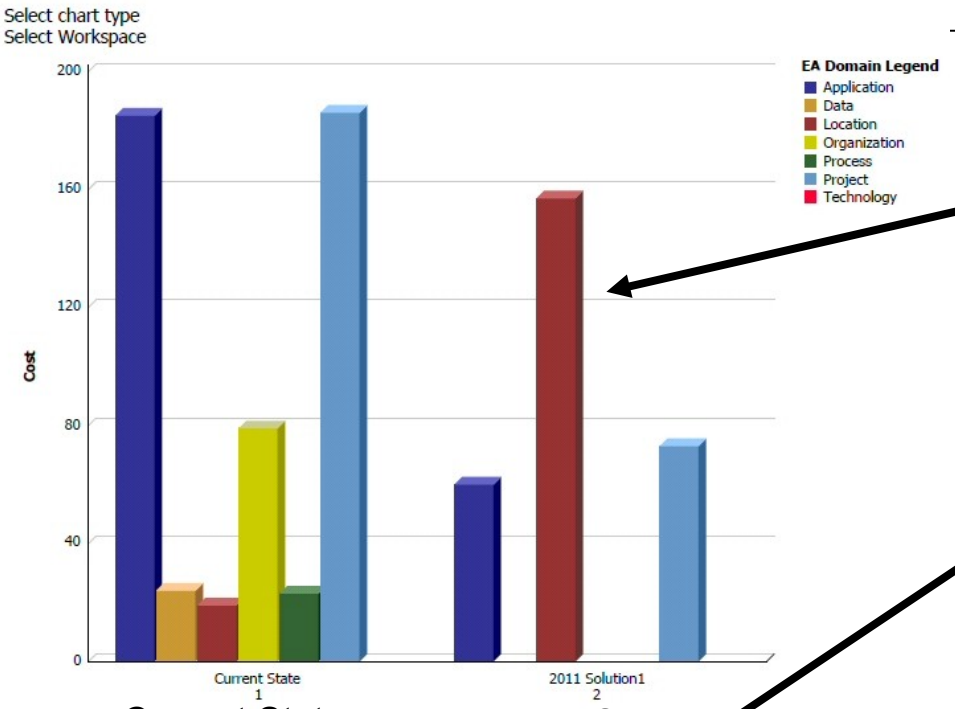
Mappare le business functions per supportare ruoli, locations e tecnologie

Business Service Name	Description	Stereotype	Is Owned by Organization Unit	Is Governed by Organization Unit	Consumed by Actor
Account Administration		Business Service Depiction	Accounts		Customer Services Representative
Archive Account		Business Service Depiction	Accounts		
Assess Risk		Business Service Depiction	Finance		Sales Manager,Customer Services Representative
Campaign launch control		Business Service Depiction	Marketing		Marketing Manager
Campaign Management		Business Service Depiction	Marketing		

Business service dependency on Technology Components

Name	Identity	WorkspaceId	Description	Name	Identity	WorkspaceId	Description	Hosted at Location
BS1	1	1		1	1	1		

Pianificare ed Eseguire le Trasformazioni:
Cognos reporting visualizza meglio I rischi e l'impatto dei cambiamenti



Comparare stato corrente e futuro dell'architettura (tra varie workspace di SA)

Identificare l'impatto dei cambiamenti proposti

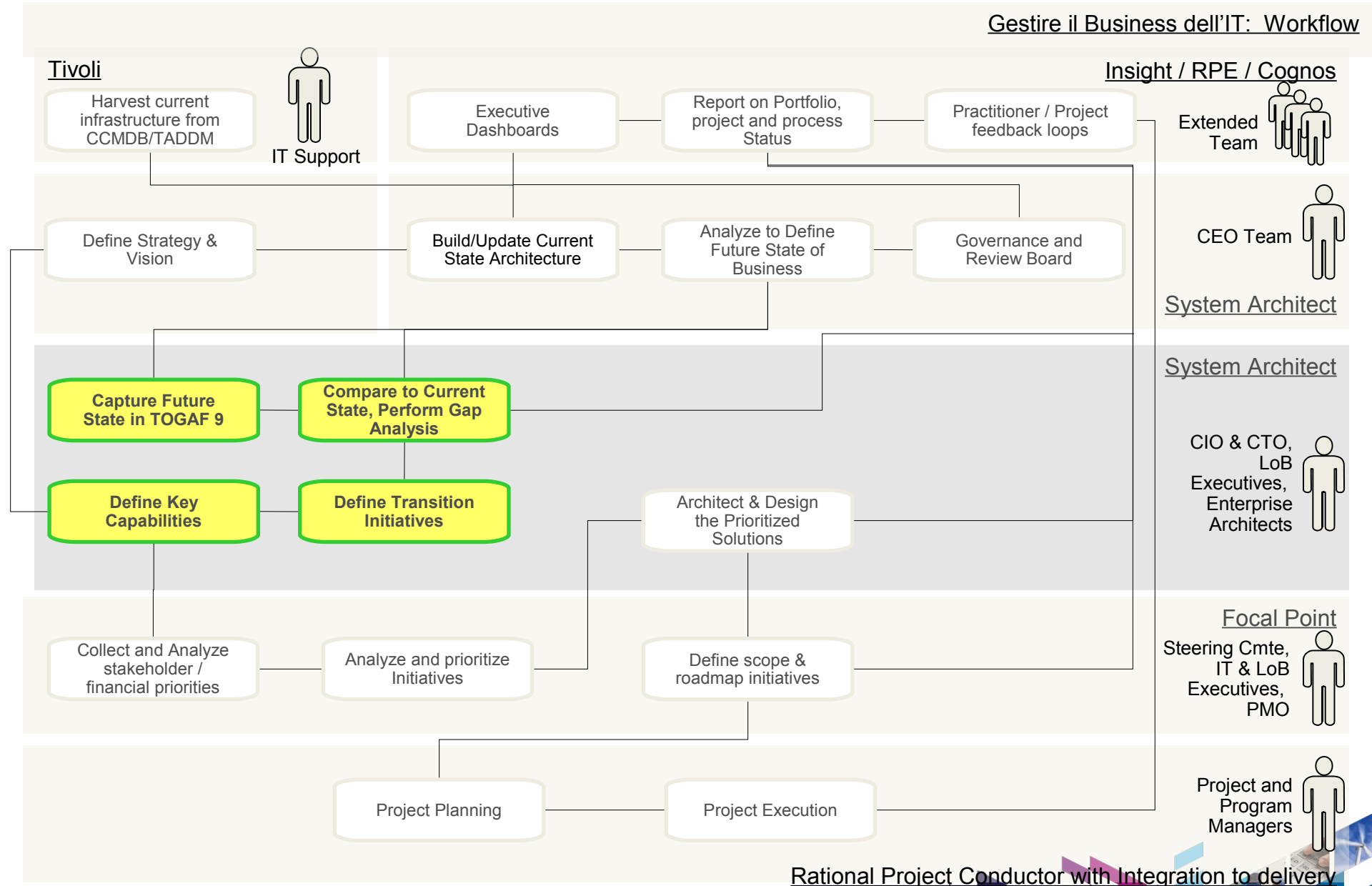
Evitare i rischi durante le trasformazioni

Impact Analysis Details / **Related Issues**

WorkspaceId	Name	Identity	Description	WorkspaceId	Identity	Name	Issue Type	Priority
1	Impact1	1		1	1	Issue1		High
	Impact2	2		2	3	Issue3		High
2	Impact3	3		1	2	Issue2		Medium

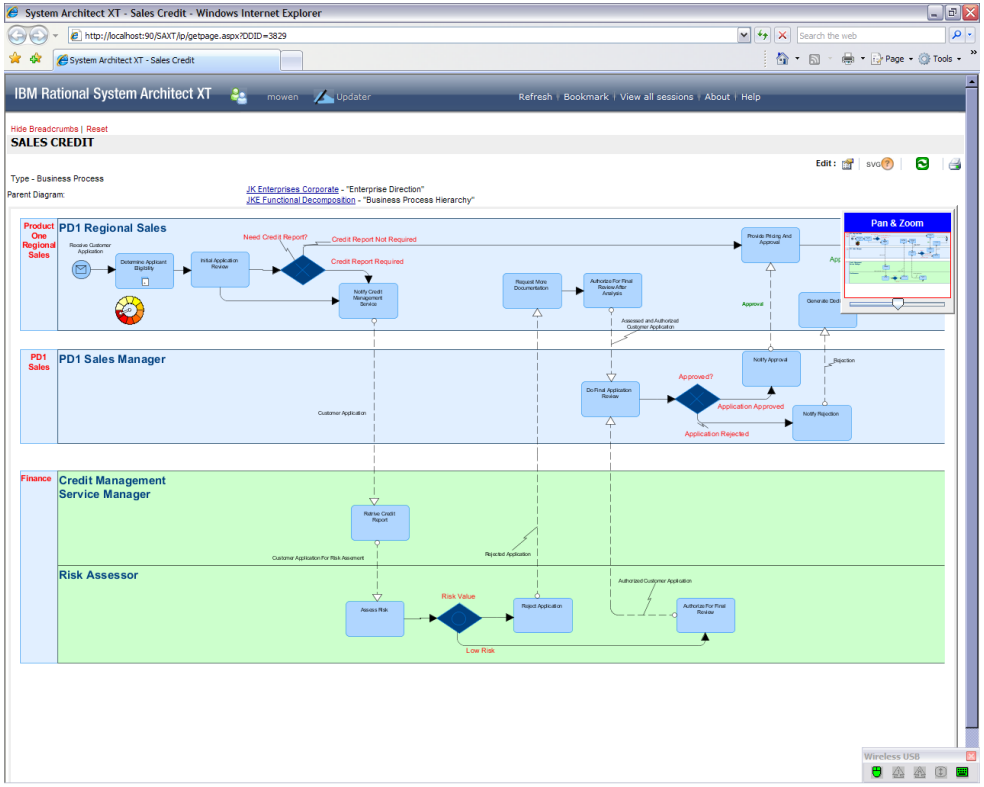
Le criticità sono evidenziate con colori in base alla severità

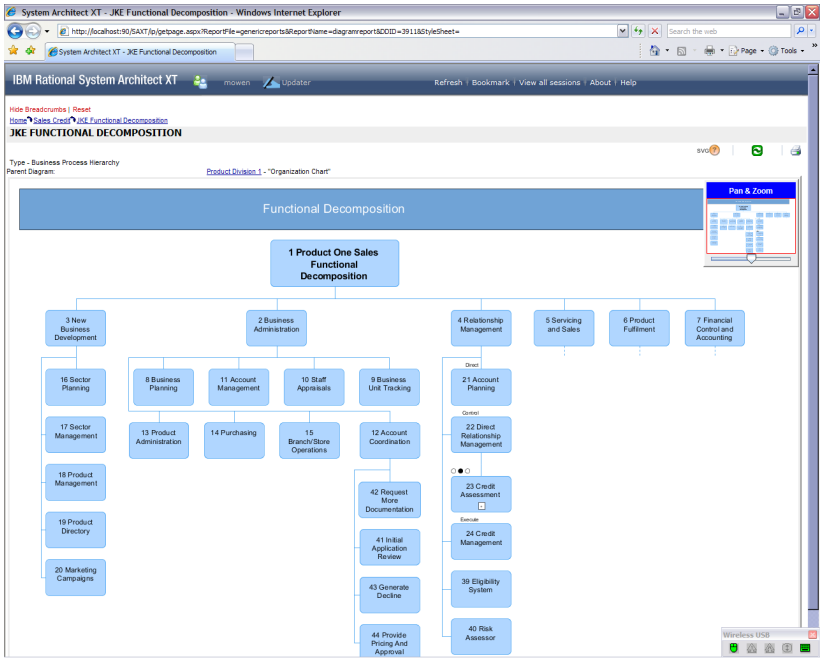
Gestire il Business dell'IT: Workflow



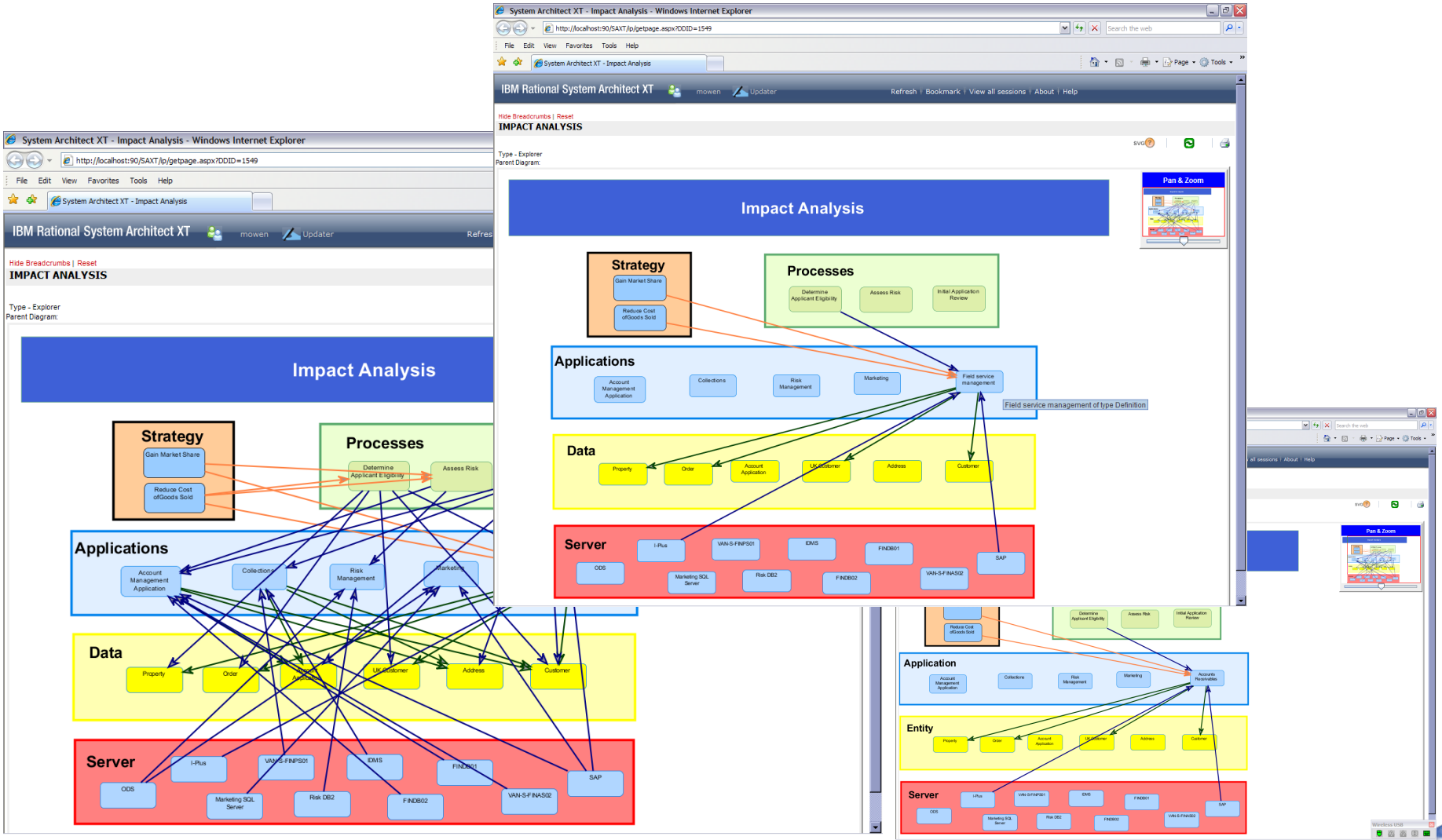
Rational Project Conductor with Integration to delivery

Definire lo Stato Futuro

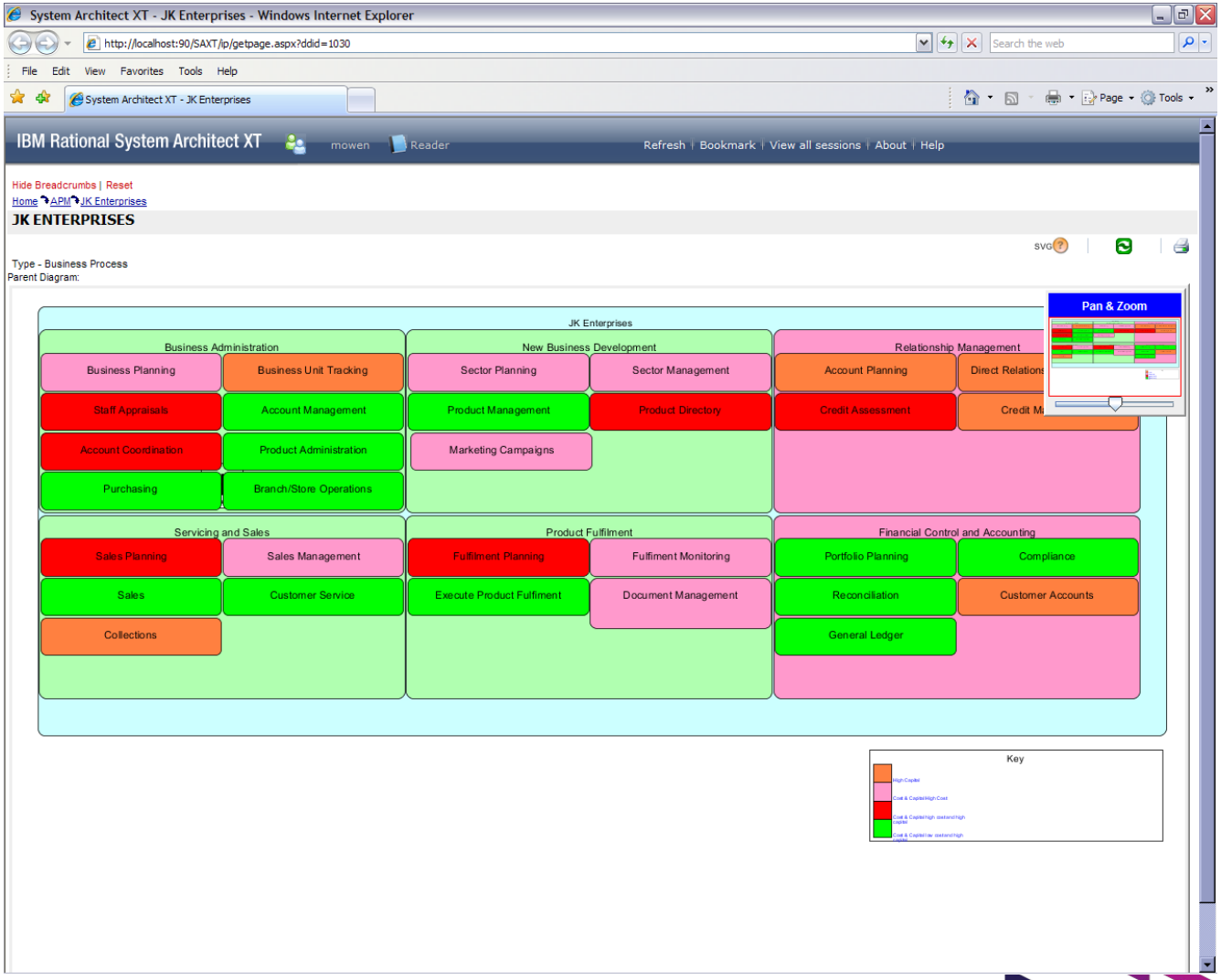




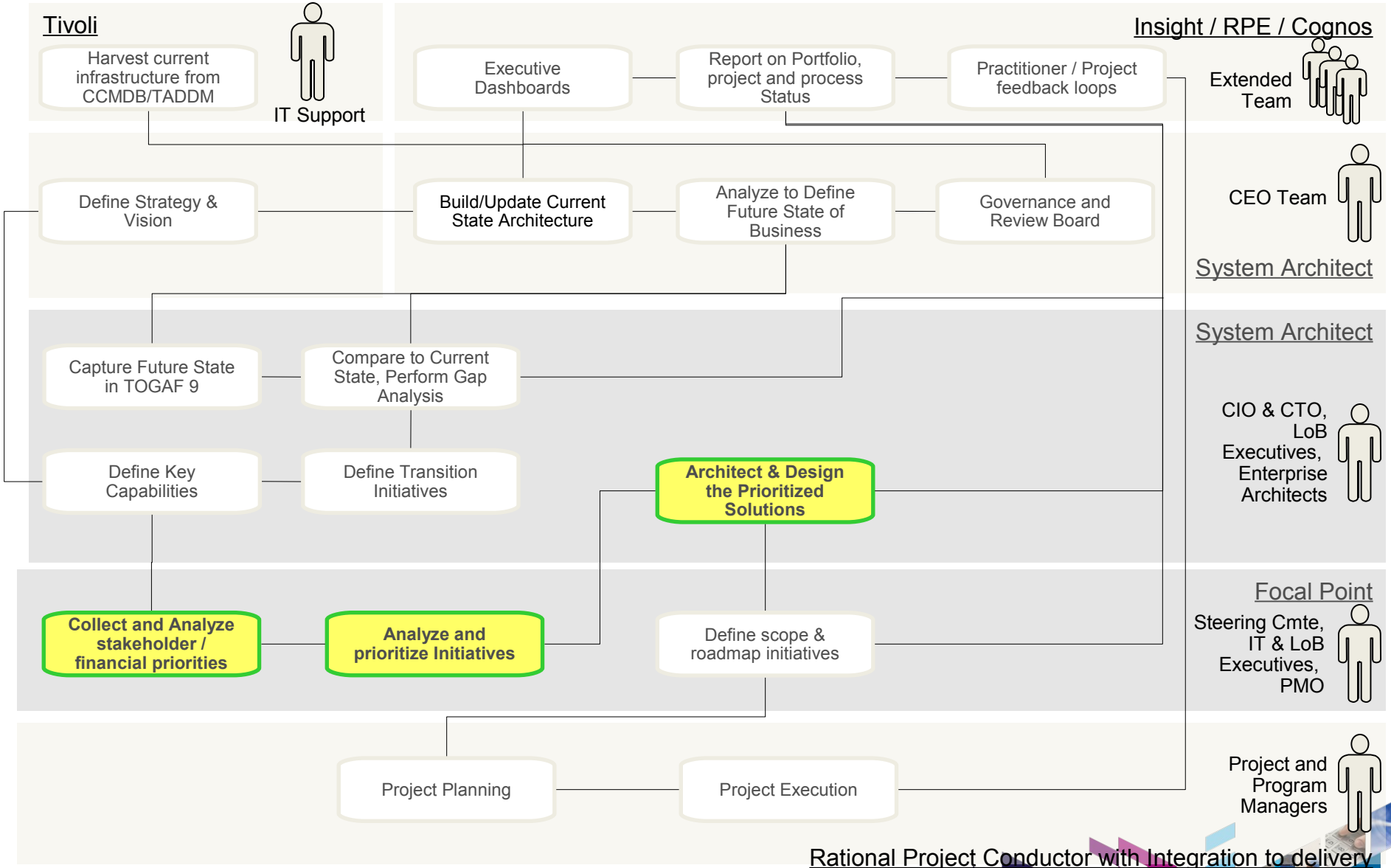
Comparare con lo stato corrente, svolgere gap analysis



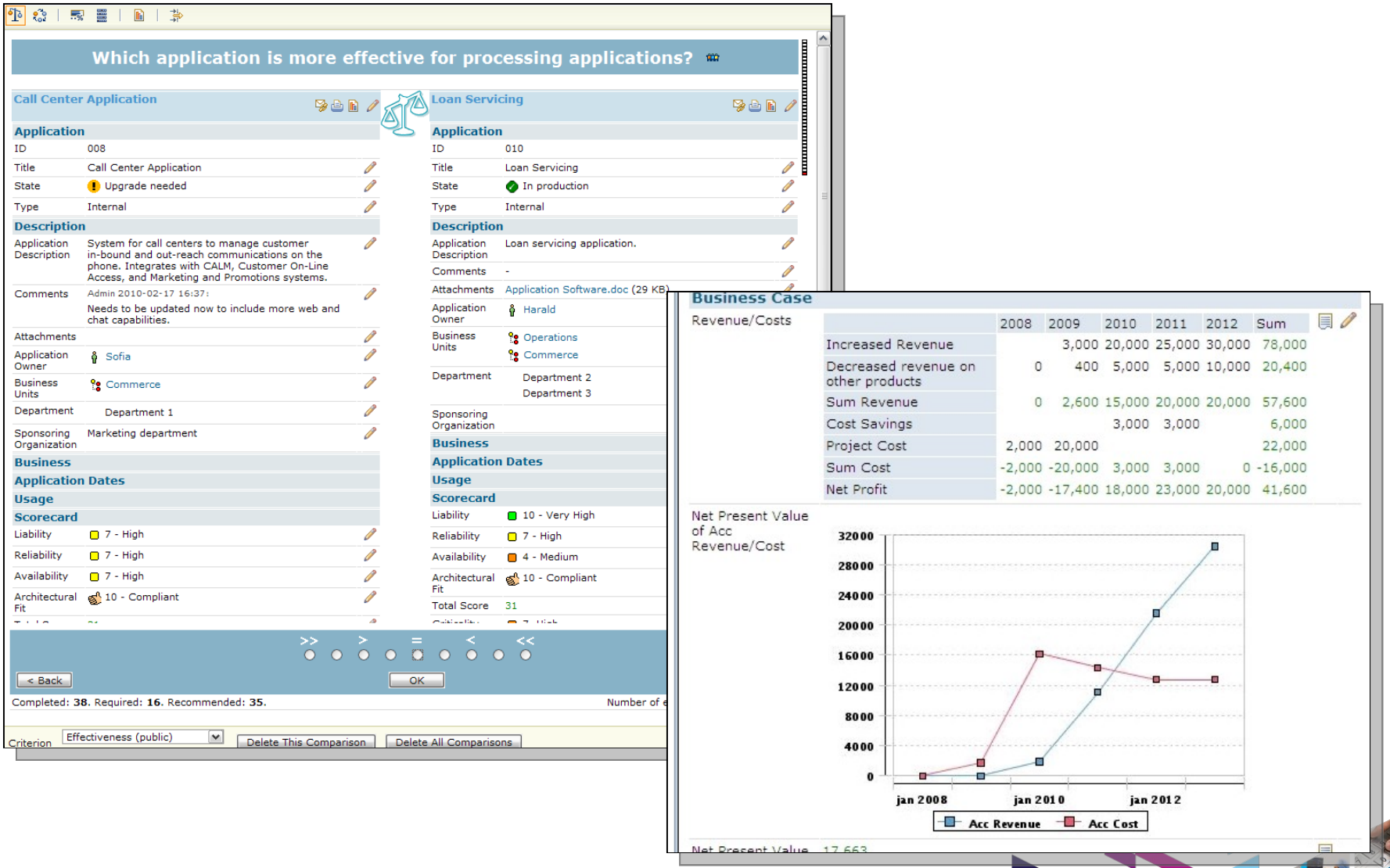
Definire iniziative di cambiamento



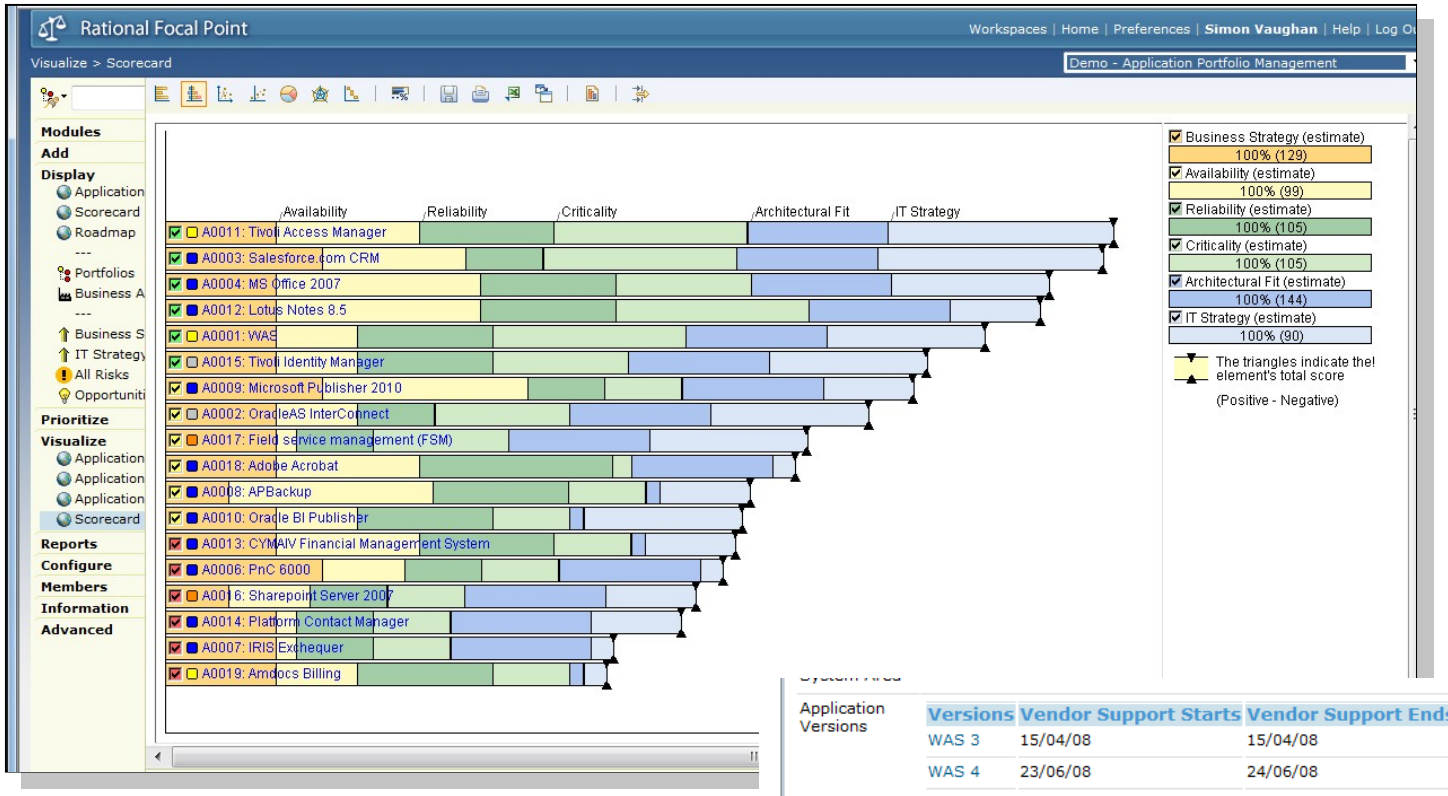
Gestire il Business dell'IT: Workflow



Collezionare ed analizzare priorità finanziarie e degli stakeholders



Analizzare e dare priorità alle iniziative



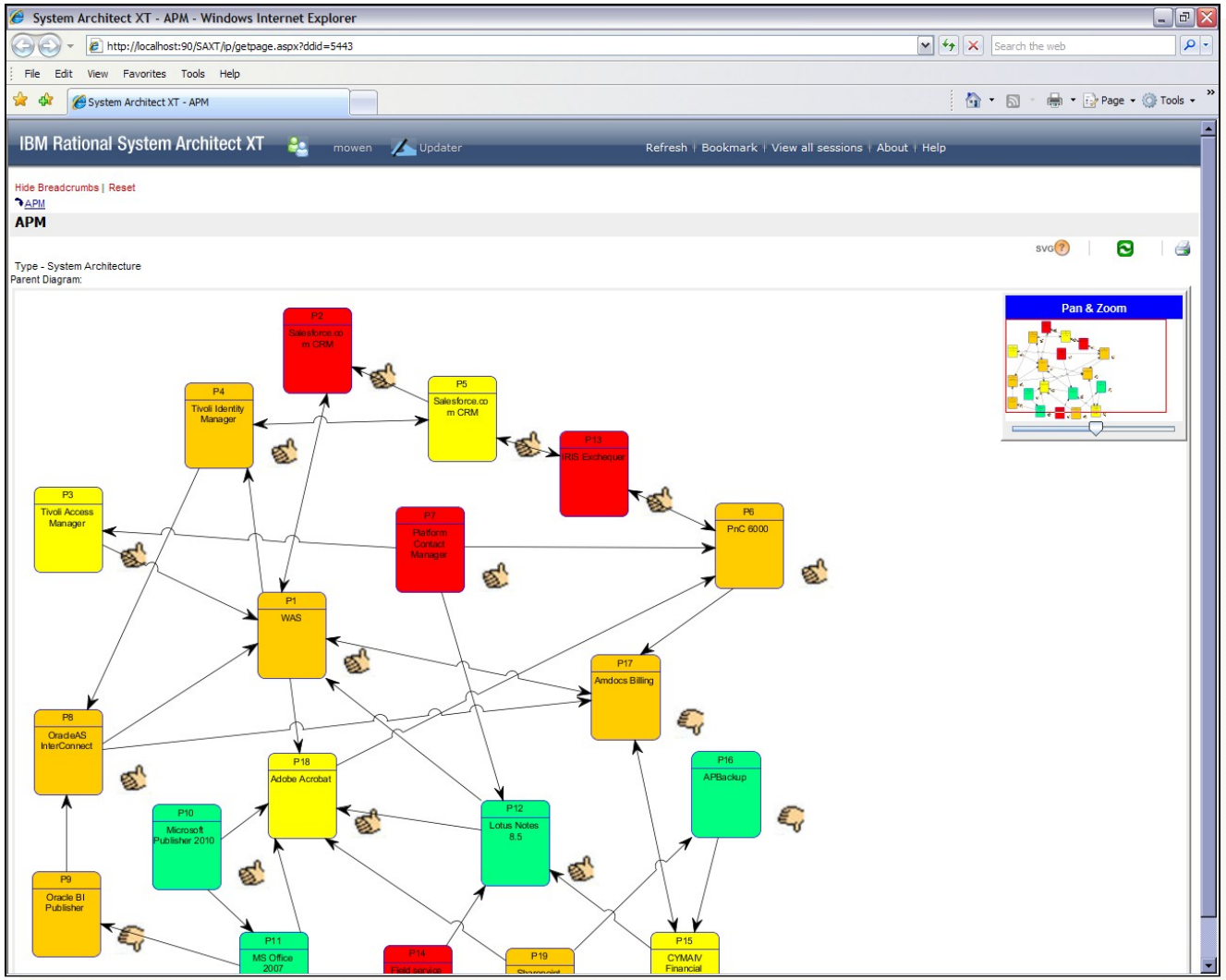
Application Versions

Versions	Vendor Support Starts	Vendor Support Ends	Strategy
WAS 3	15/04/08	15/04/08	Upgrade
WAS 4	23/06/08	24/06/08	Upgrade
WAS 5.0	04/09/08	05/09/08	Upgrade
WAS 5.1	28/11/08	30/11/08	Upgrade
WAS 6.0	28/03/09	08/04/09	Upgrade
WAS 6.1	11/05/09	13/06/09	Active
WAS 7.0	17/10/09	22/11/09	Future

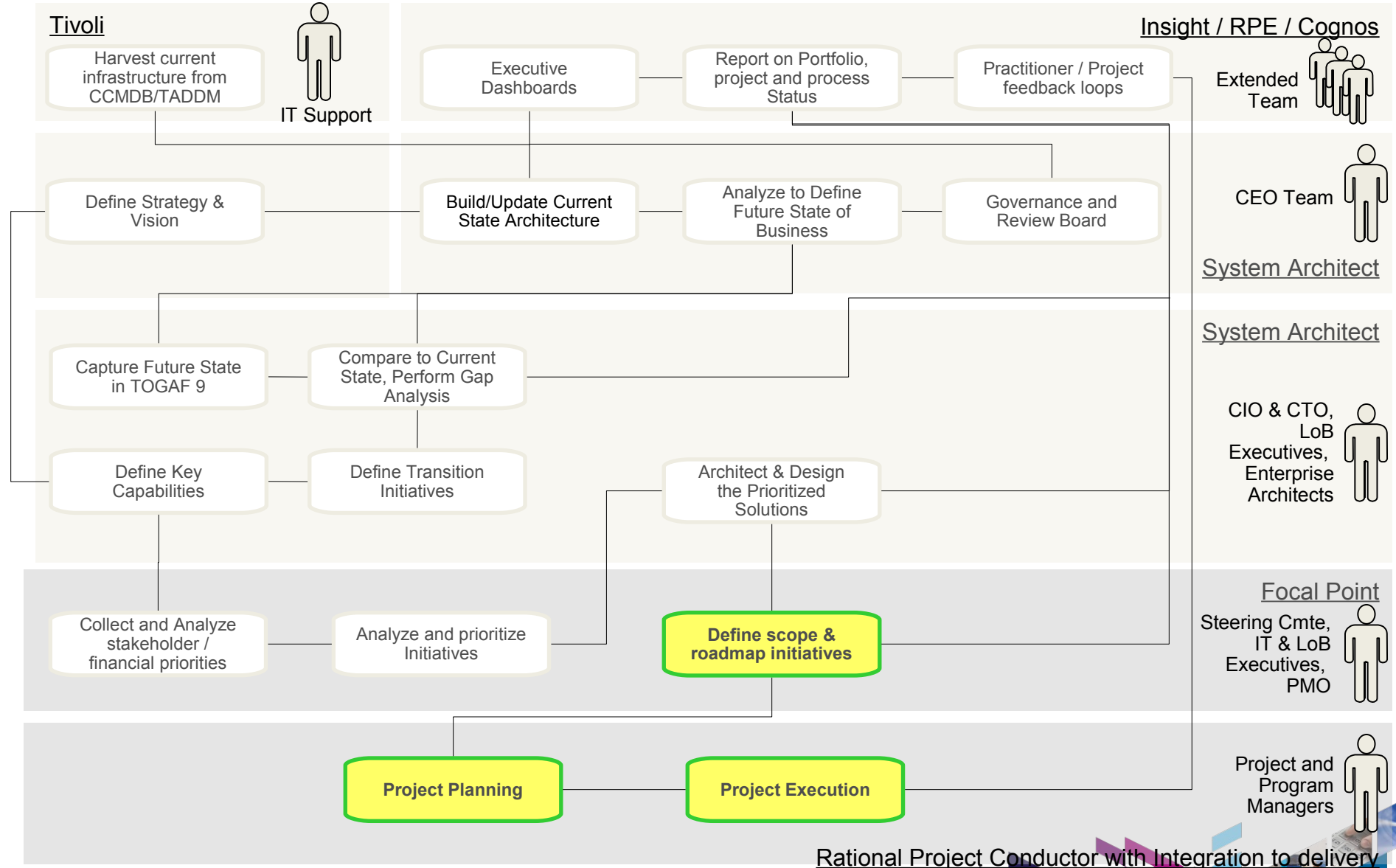
Business Criticality

Number of Application Users	4,000
24/7 Support	Yes

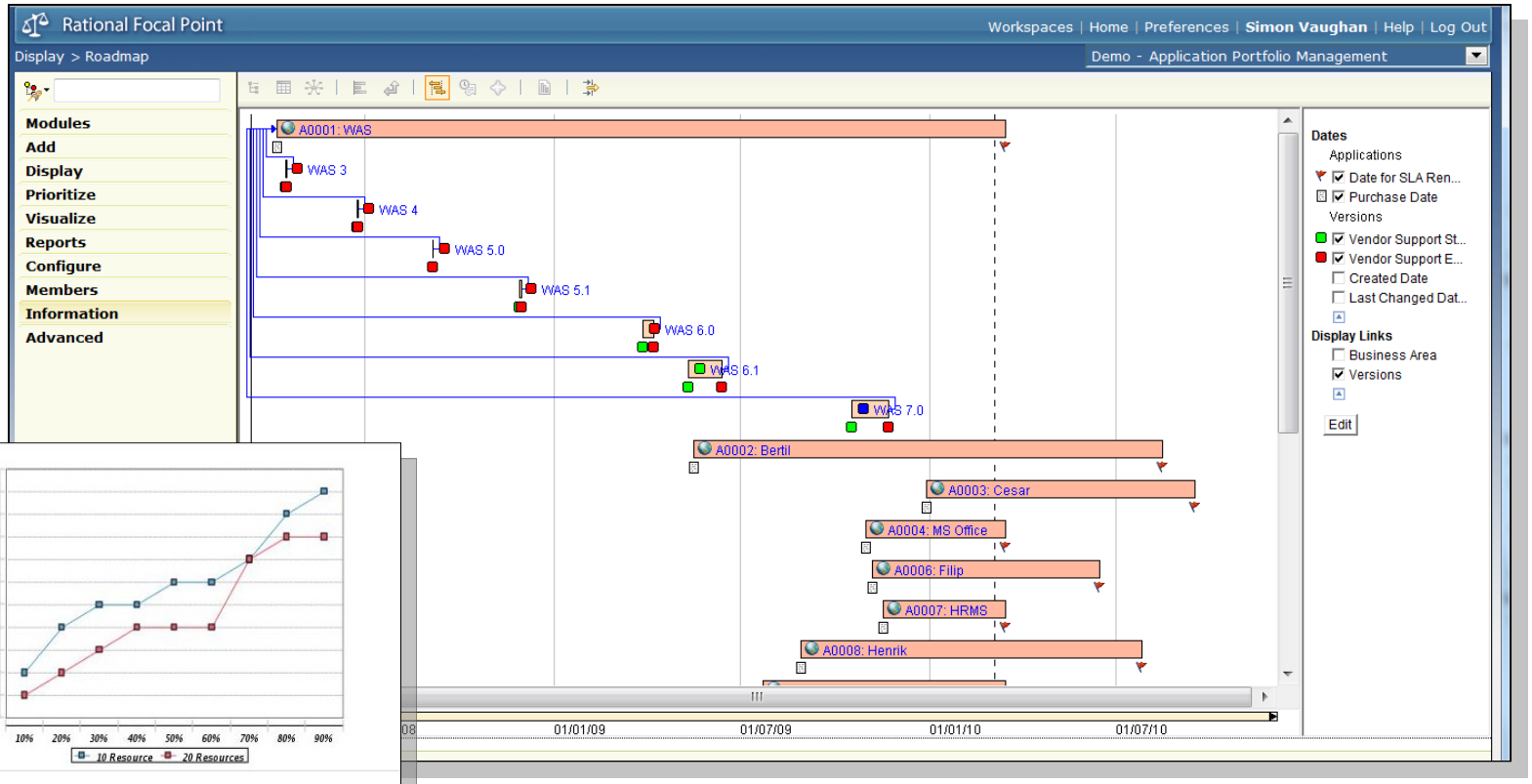
Gestire e visualizzare le soluzioni scelte

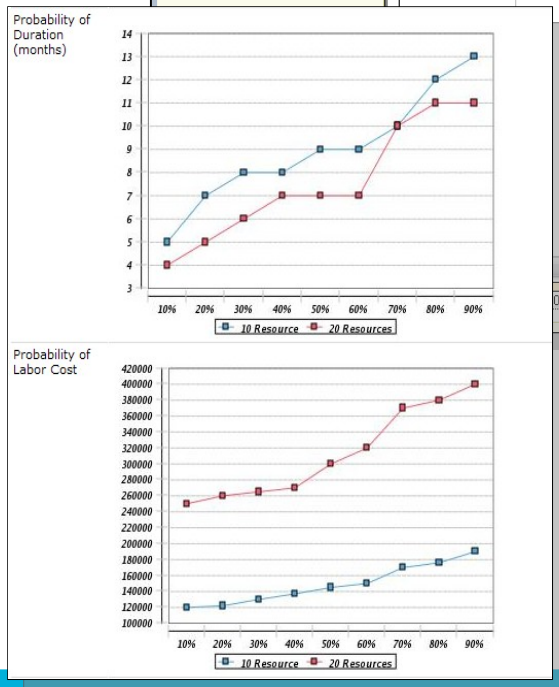


Gestire il Business dell'IT: Workflow

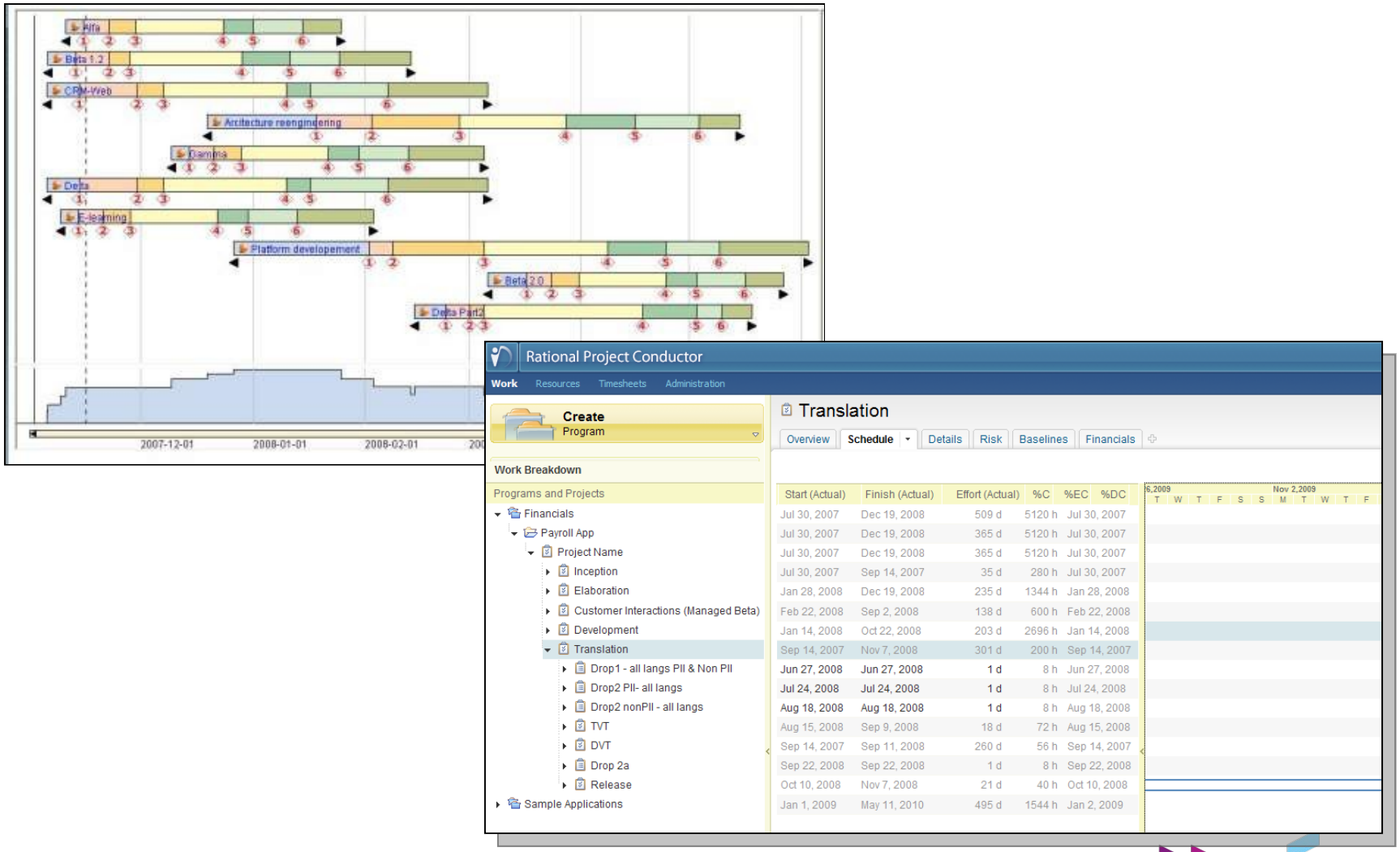


Definire lo scopo e la roadmap delle iniziative



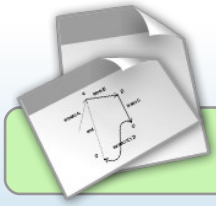


Pianificare i progetti per una Integrated Execution



Riassumendo...

Increased Visibility



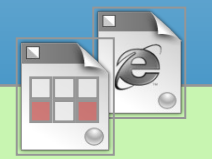
IT Planning and Transformation

- **Step per una EA di successo…**
  - Costruire una vista Olistica
  - Bilanciare I Bisogni correnti con le necessità a lungo temine
  - Valutare il business risk dei cambiamenti
  - Eseguire e Valutare il proprio portfolio progetti

Analysis and Optimization

Enterprise Decision Support

- **Soluzione IBM Rational per la EA:**
  - Gestire in maniera centralizzata ed automatizzata gli asset correnti della Enterprise (TIVOLI-SA)
  - Analizzare le risorse correnti e valutare I possibili scenari futuri (System Architect)
  - Ridurre il budget sugli Investimenti focalizzando le risorse sui progetti a maggiore impatto (SA-FP)



Business and IT Alignment

Business Driven Innovation

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