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Marco Torrasi

Enterprise Architecture
come strumento di Business
Planning, Alignment &
Investment

Innovate2010

The Rational Software Conference

Let's **build** a smarter planet.



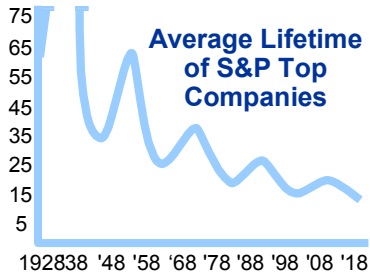
Agenda

- Contesto
- Alcuni esempi di problematiche ricorrenti
- Le soluzioni IBM a supporto del planning and control
- Un approfondimento degli strumenti attraverso un workflow 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!

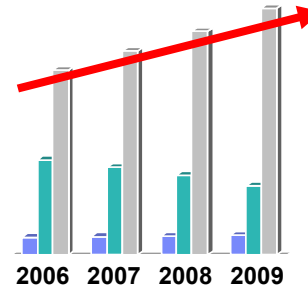
Ridurre costi e rischi



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

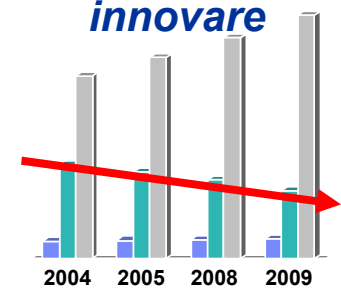
What the business must do!

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 fenomeni 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 pacchetti 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 termini 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

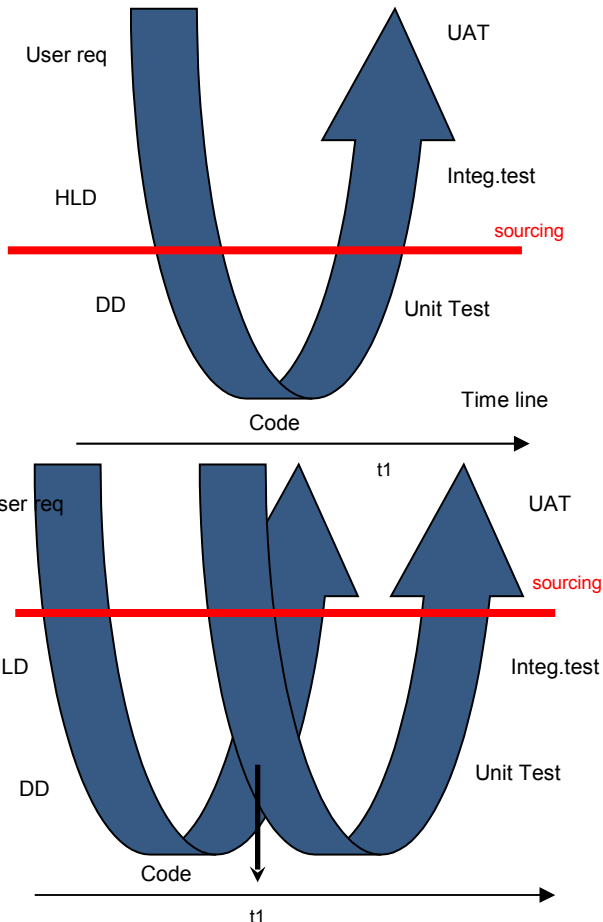


Source: Aberdeen Group, August 2006



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: assetizzazione 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"

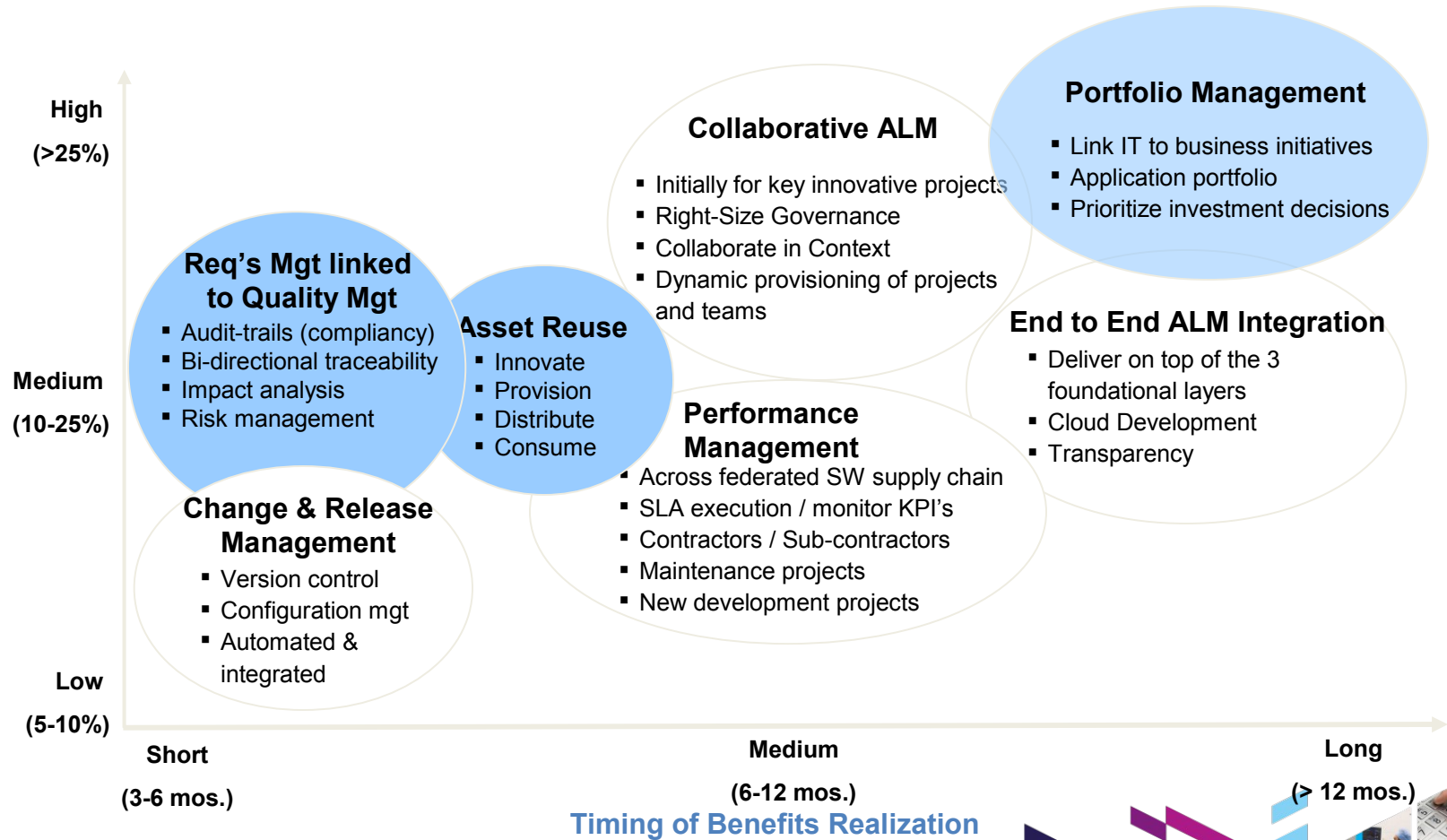
49% of budgets suffer overruns

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

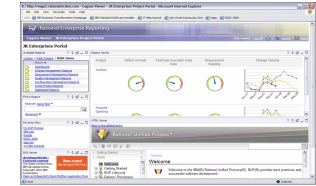
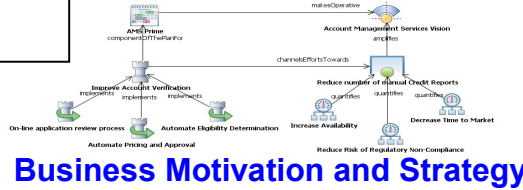
Impact and Timing of Cost Savings Programs



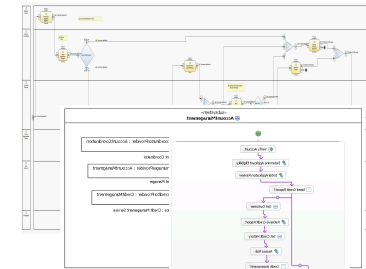
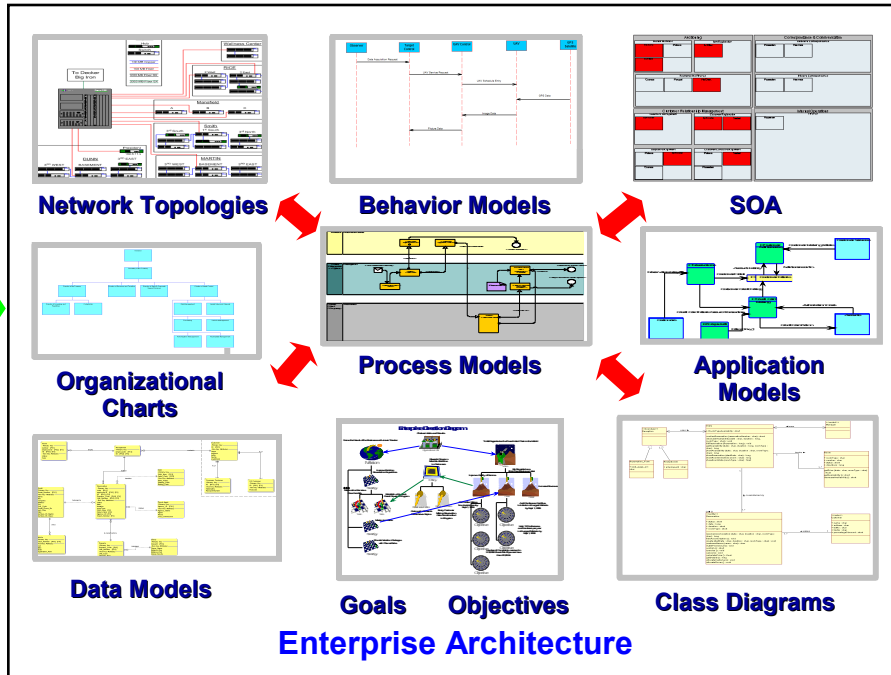
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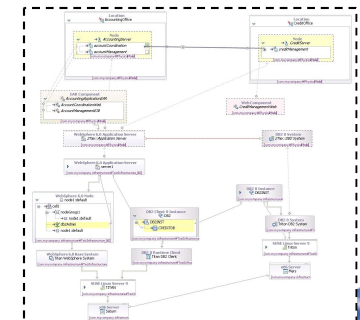
EA Ecosystem



Measurement and Reporting

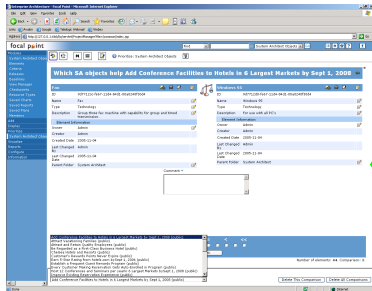


Process & Application Solution Delivery

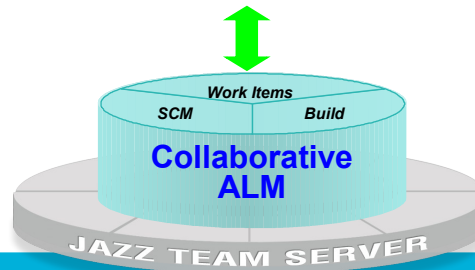


Operational Modelling

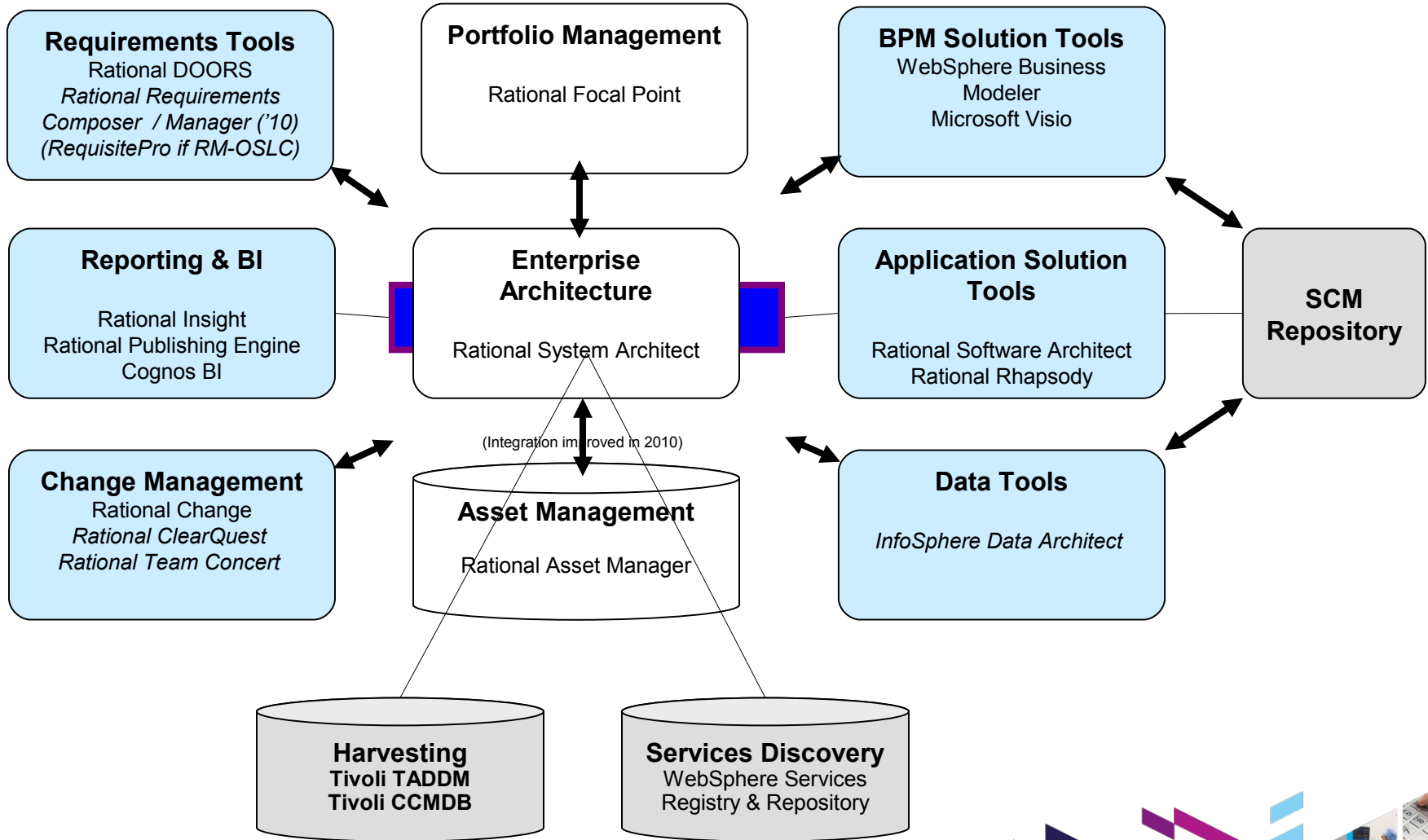
Measured Capability Improvement Framework



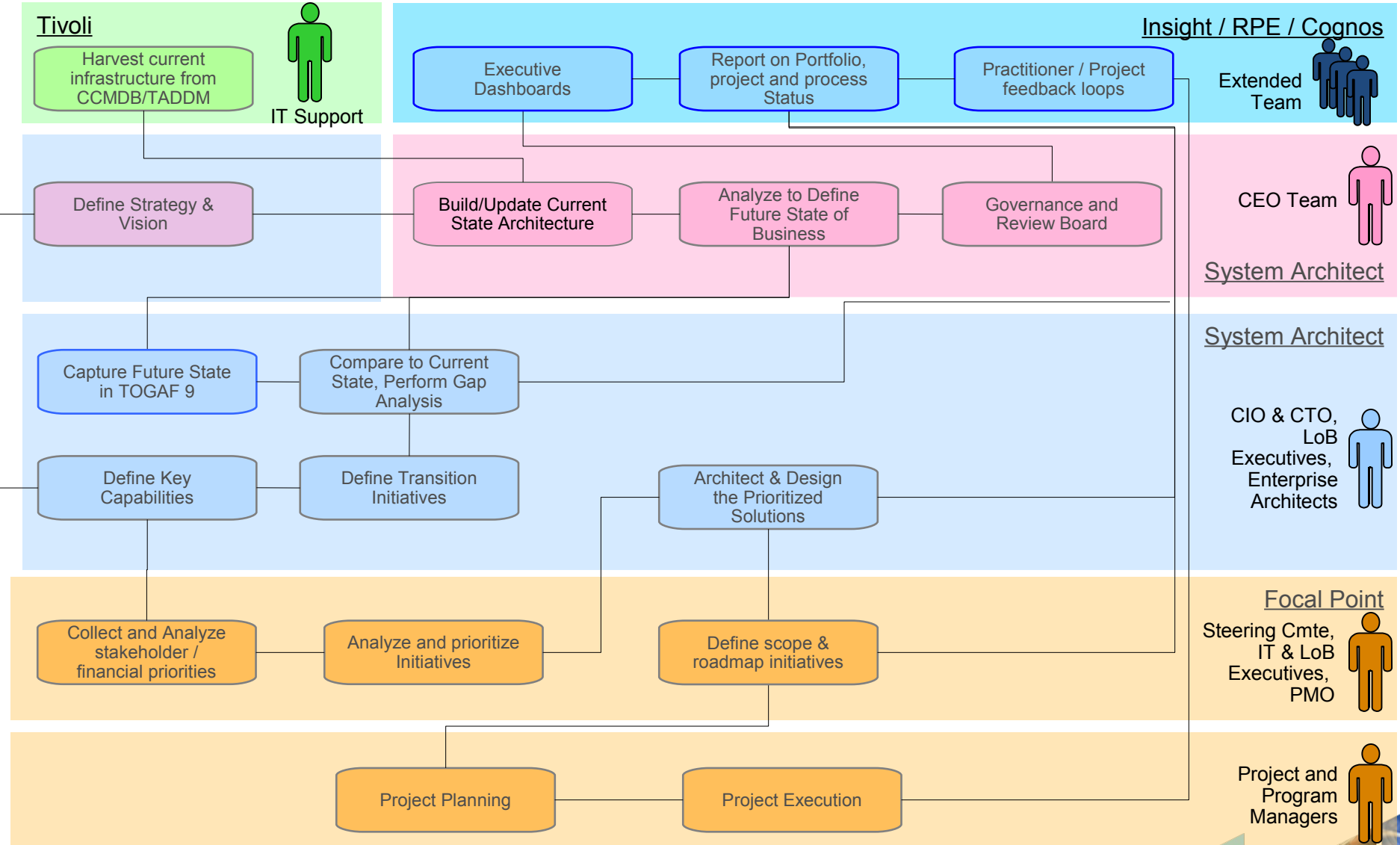
Project and IT Portfolio Management



Strategic planning & EA Management : Integrazioni di Oggi e Domani



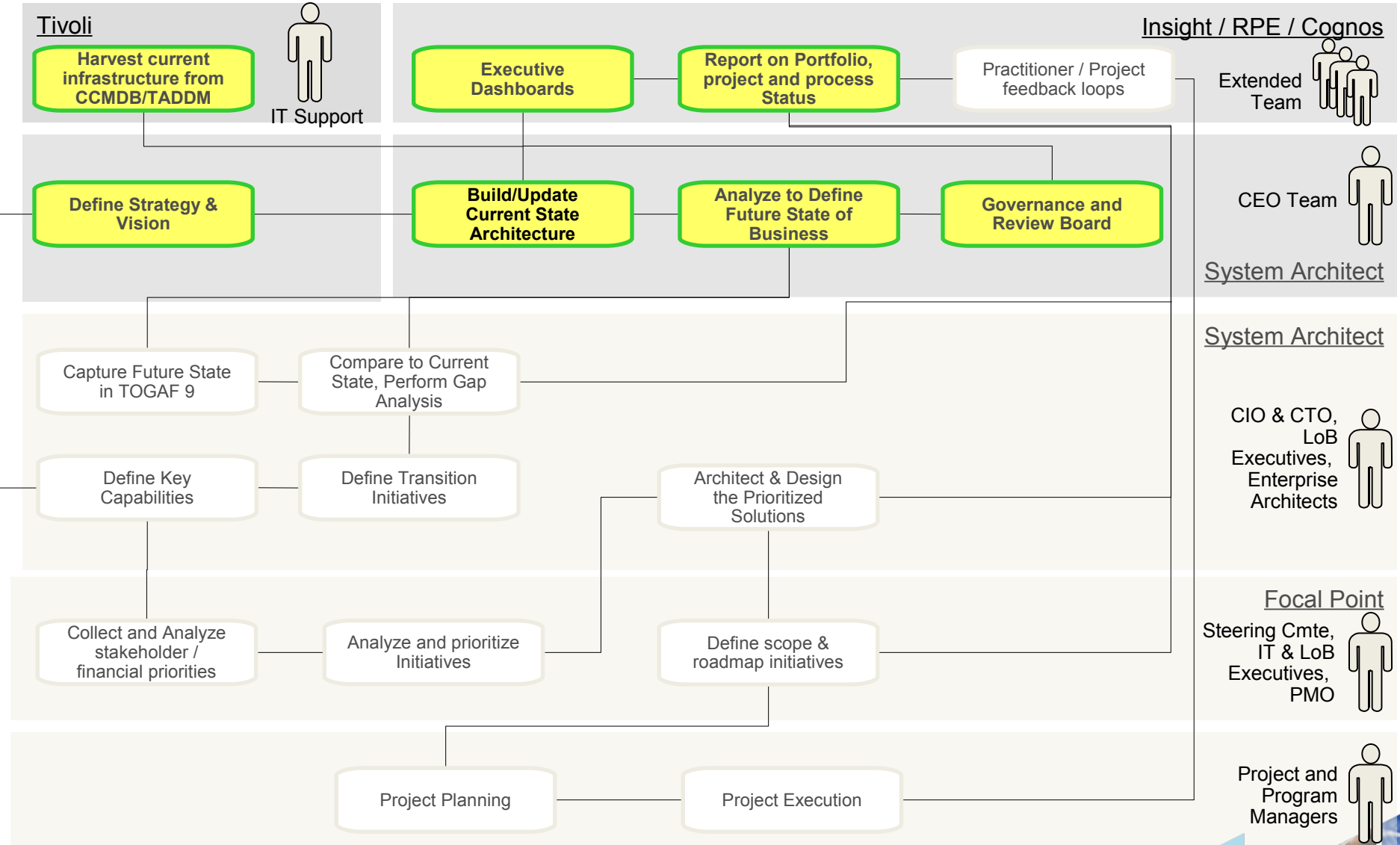
Gestire il Business dell'IT: Workflow



Rational Project Conductor with Integration to delivery

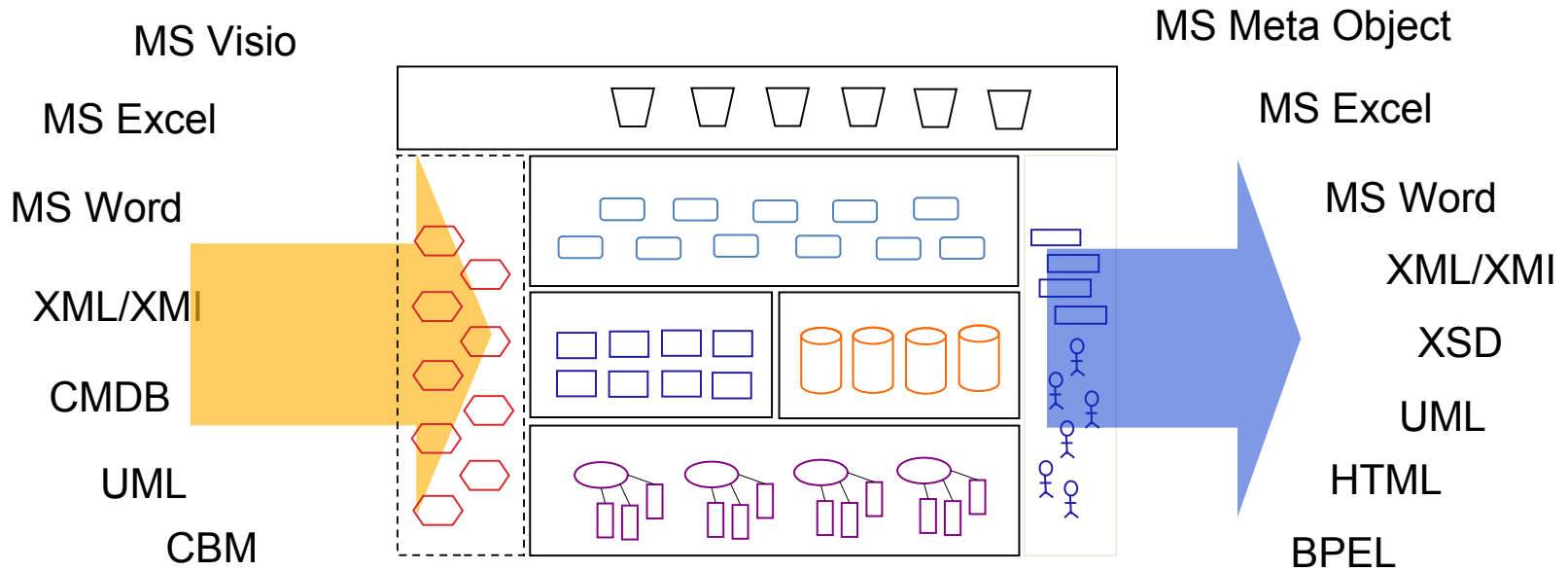


Gestire il Business dell'IT: Workflow



Rational Project Conductor with Integration to delivery

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

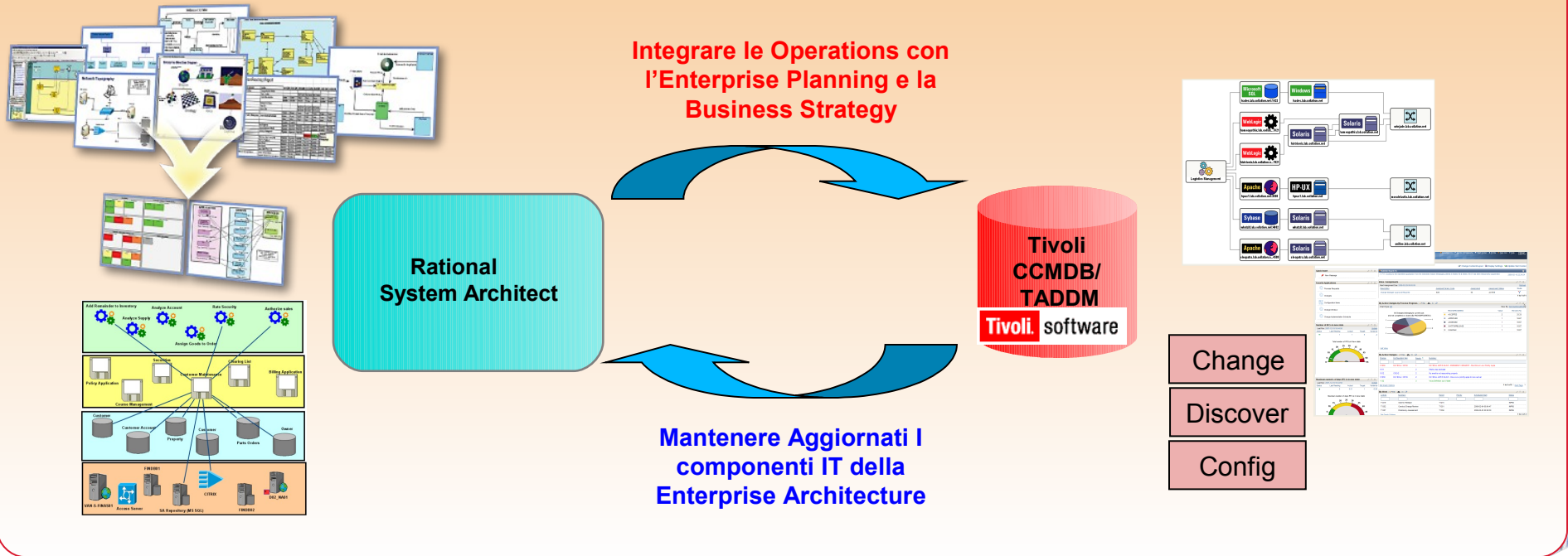


Pianificazione dell'Enterprise e Impact Analysis

- 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

Operations



Definire strategy & vision: Modelli di business motivation

System Architect XT - JK Enterprises Corporate - Windows Internet Explorer

http://localhost:90/saxt/ip/getpage.aspx?ddid=3878

System Architect XT - JK Enterprises Corporate





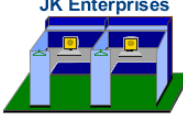



IBM Rational System Architect XT mowen Updater Refresh | Bookmark | View all sessions | About | Help

Hide Breadcrumbs | Reset

JK ENTERPRISES CORPORATE

Type - Enterprise Direction
Parent Diagram:

Business Motivation Model (Enterprise Direction)

Means	Organization	Ends
<p>Mission</p>  <p>Save Cost Innovation Adapt to new Technologies</p>    <p>Call customer after each visit reduce waste</p>	<p>JK Enterprises</p>  <p>Organizational Unit</p> <hr/> <p>Governance</p> <p>SOX Policy Security Policy Business Rule ISO20000 Policy GRCS Policy Business Rule</p>	<p>Be vendor of choice in the B2B Market</p>  <p>Gain Market Share Improve Customer Satisfaction Reduce Cost of Goods Sold</p>   <p>Gain 5% organic growth by Dec 2009 Improve customer support satisfaction 20% by Dec 2009</p>

Pan & Zoom

Wireless USB

Mappare lo stato corrente di Architetture IT e di Business

The image displays a screenshot of the IBM Rational System Architect XT interface, illustrating the mapping of current IT and Business Architectures. The interface is divided into several key sections:

- Business Process Diagram (Left):** Shows a flowchart for "SALES CREDIT" under the "Enterprise Direction" and "Business Process Hierarchy". It includes sub-processes like "PD1 Regional Sales" and "PD1 Sales Manager".
- Network Architecture Diagram (Right):** Titled "SA FOOTPRINT", it shows a network concept with components: Desktop Client, SA Repository (MS SQL), License Server, SA XT, and Internet. Connections include "Optional" data links, "License Check" paths, and "data" flows.
- Program Tree View (Bottom Right):** Displays a hierarchical tree structure with nodes like QAD01, QAD09, DELAY, ERR, MASTER, ORDST, PARM, and TRANS.
- System Management Dashboard (Bottom Left):** Includes a "Bulletin Board" with messages, a "Number of active Changes" pie chart, and a "Number of RFCs in new state" gauge.

Report sul portfolio dei progetti e dei processi

Rational Focal Point Workspaces | Home | Preferences | Simon Vaughan | Help | Log Out

Demo - Application Portfolio Management

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

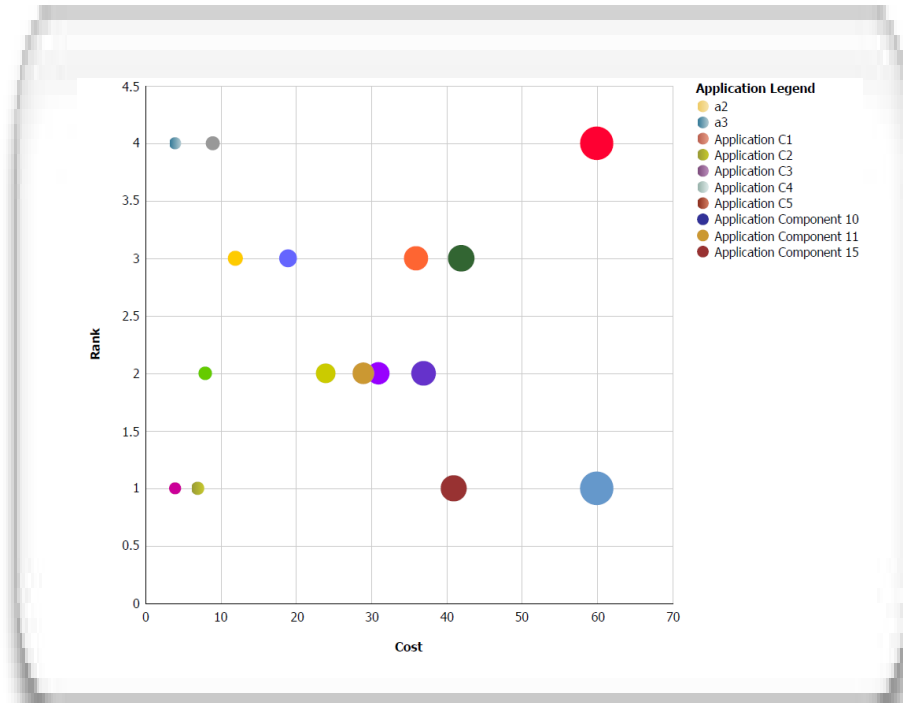
IBM. Rational software

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?

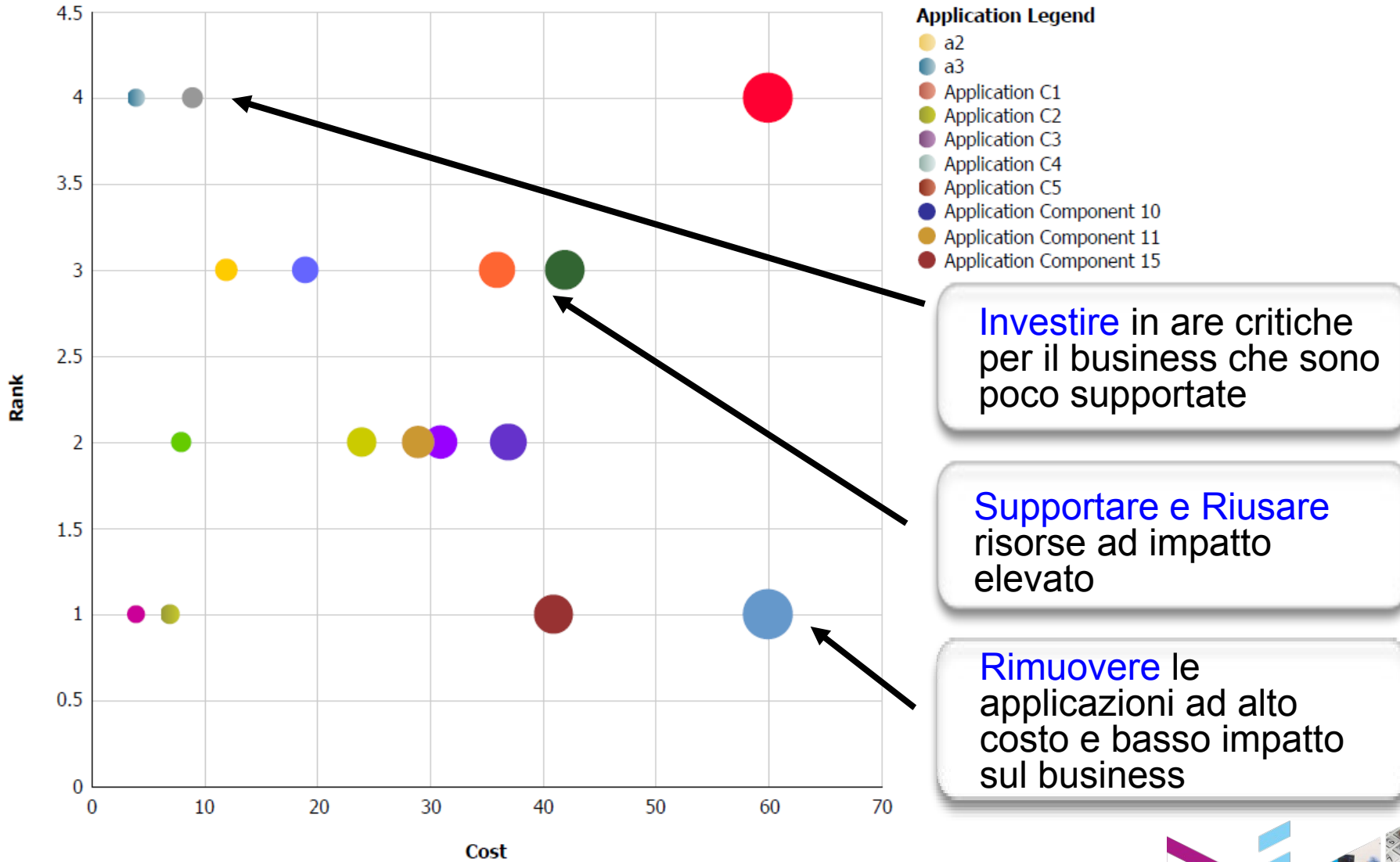
Quanto bene operiamo oggi?



“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



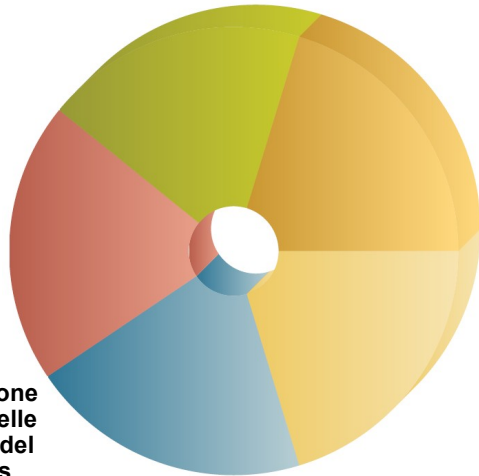
Investire in are critiche per il business che sono poco supportate

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

EA Domain Legend

- Business Unit 1
- Business Unit 2
- Business Unit 3
- Business Unit 4
- Business Unit 5

Report sul business status, e costruire un piano di change

Drill down su specifici dettagli della business architecture

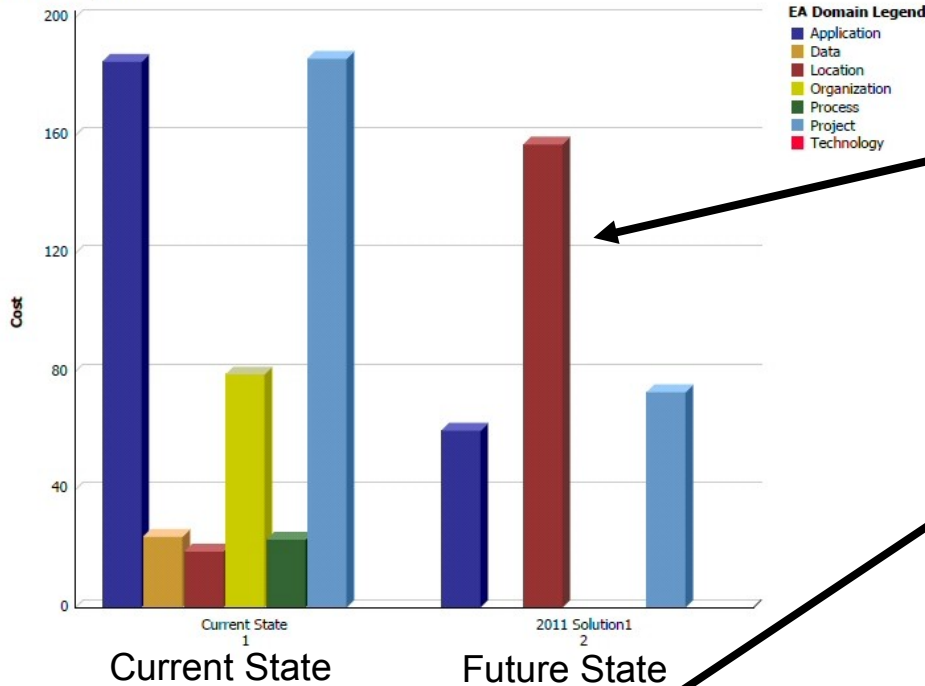
Mappare le business functions per supportare ruoli, locations e tecnologie

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		Marketing Manager

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

Select chart type
Select Workspace



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

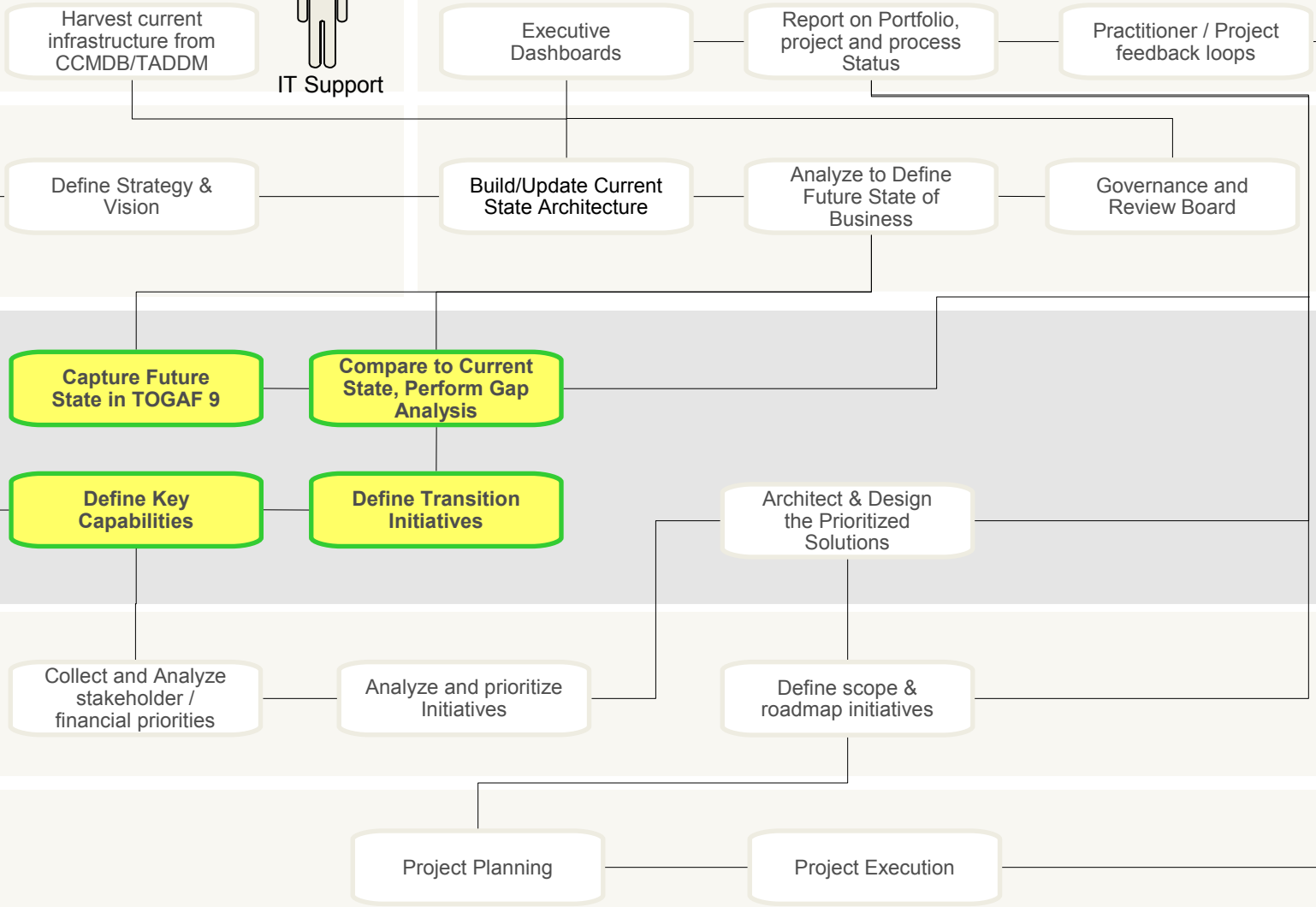
Le criticità sono evidenziate con colori in base alla severità



Gestire il Business dell'IT: Workflow

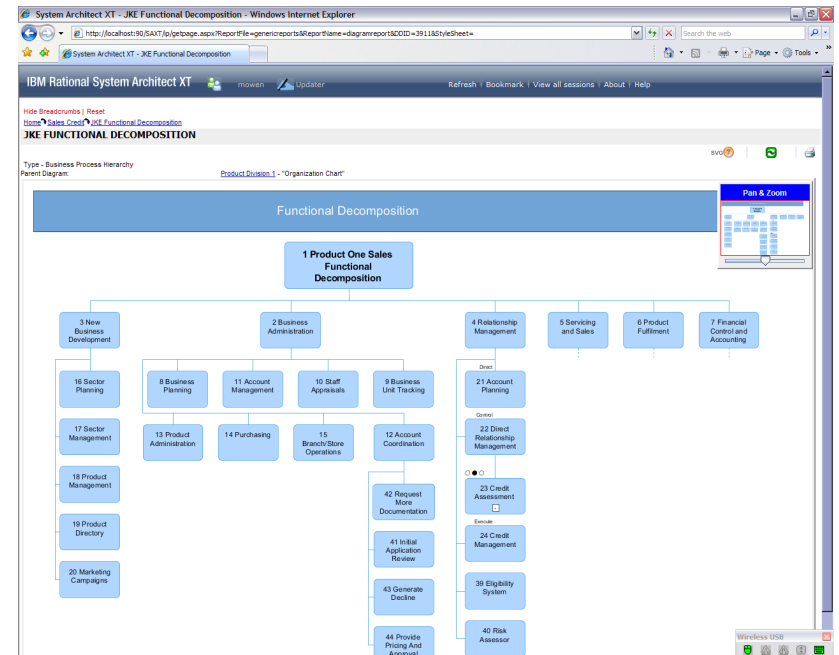
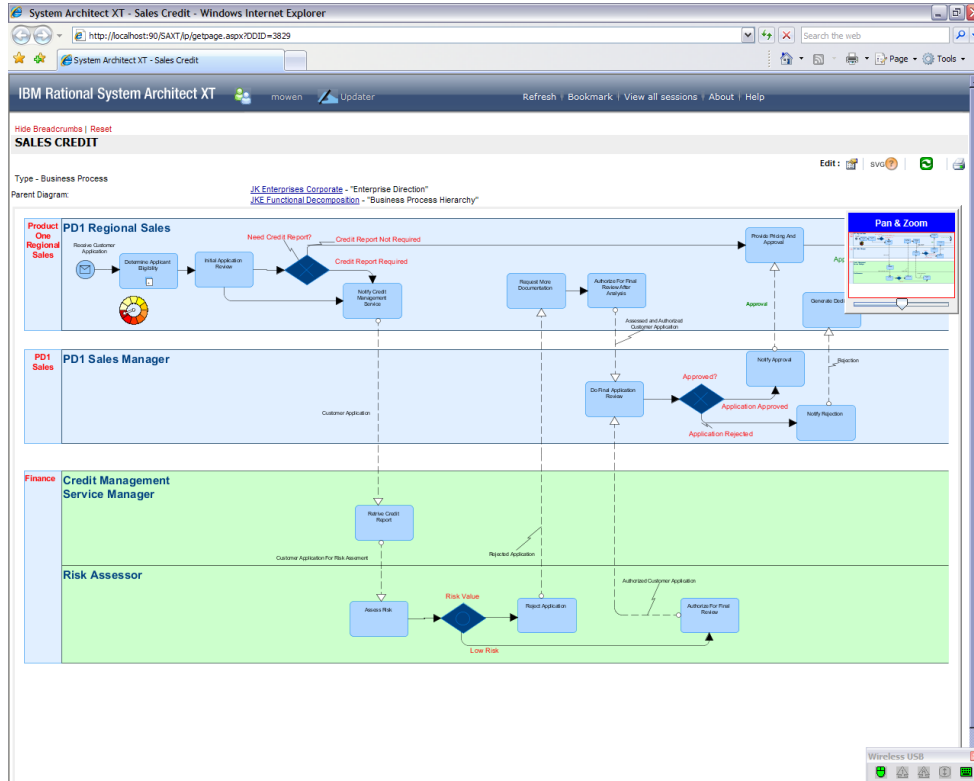
Tivoli

Insight / RPE / Cognos

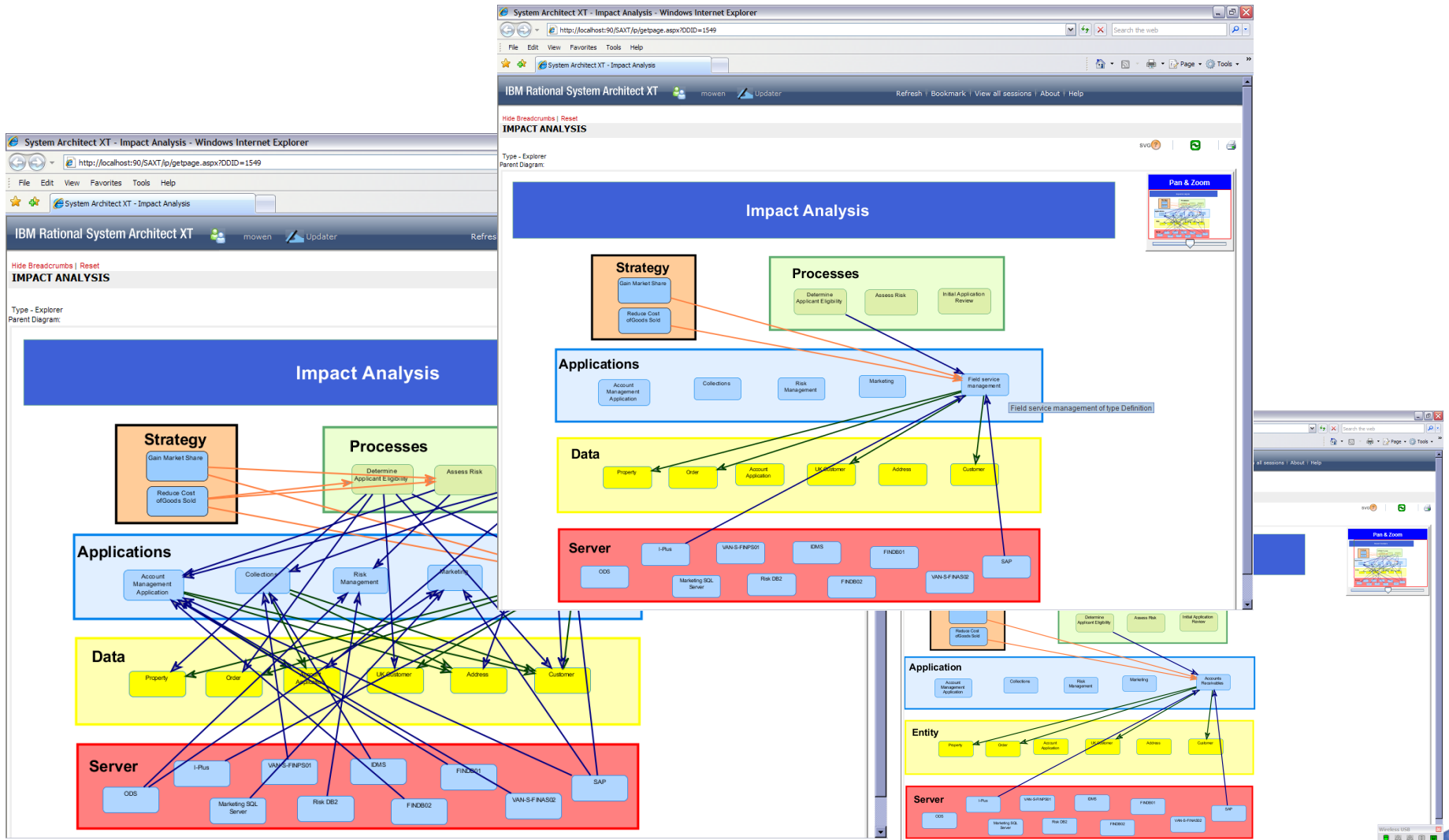


Rational Project Conductor with Integration to delivery

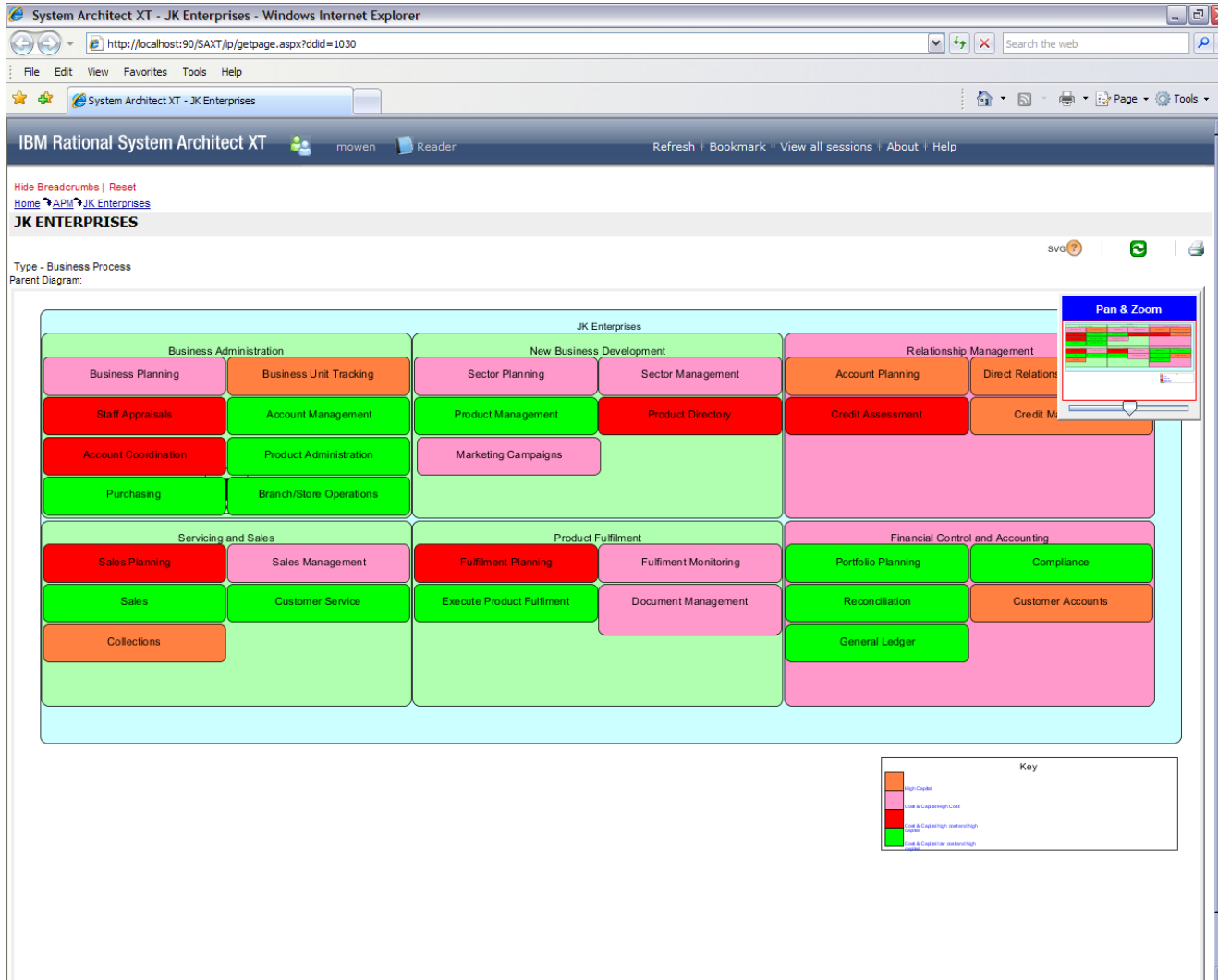
Definire lo Stato Futuro



Comparare con lo stato corrente, svolgere gap analysis



Definire iniziative di cambiamento



Gestire il Business dell'IT: Workflow

Tivoli

Insight / RPE / Cognos



Harvest current infrastructure from CCMDB/TADDM

Executive Dashboards

Report on Portfolio, project and process Status

Practitioner / Project feedback loops

Extended Team



Define Strategy & Vision

Build/Update Current State Architecture

Analyze to Define Future State of Business

Governance and Review Board

CEO Team



System Architect

Capture Future State in TOGAF 9

Compare to Current State, Perform Gap Analysis

System Architect

Define Key Capabilities

Define Transition Initiatives

CIO & CTO, LoB Executives, Enterprise Architects



Focal Point

Collect and Analyze stakeholder / financial priorities

Analyze and prioritize Initiatives

Architect & Design the Prioritized Solutions

Define scope & roadmap initiatives

Steering Cmte, IT & LoB Executives, PMO



Project Planning

Project Execution

Project and Program Managers



Rational Project Conductor with Integration to delivery

Collezione ed analizzare priorità finanziarie e degli stakeholder

Which application is more effective for processing applications?

Call Center Application		Loan Servicing	
Application		Application	
ID	008	ID	010
Title	Call Center Application	Title	Loan Servicing
State	⚠ Upgrade needed	State	✅ In production
Type	Internal	Type	Internal
Description		Description	
Application Description	System for call centers to manage customer in-bound and out-reach communications on the phone. Integrates with CALM, Customer On-Line Access, and Marketing and Promotions systems.	Application Description	Loan servicing application.
Comments	Admin 2010-02-17 16:37: Needs to be updated now to include more web and chat capabilities.	Comments	-
Attachments		Attachments	Application Software.doc (29 KB)
Application Owner	👤 Sofia	Application Owner	👤 Harald
Business Units	🏢 Commerce	Business Units	🏢 Operations 🏢 Commerce
Department	Department 1	Department	Department 2 Department 3
Sponsoring Organization	Marketing department	Sponsoring Organization	
Business		Business	
Application Dates		Application Dates	
Usage		Usage	
Scorecard		Scorecard	
Liability	🟡 7 - High	Liability	🟢 10 - Very High
Reliability	🟡 7 - High	Reliability	🟡 7 - High
Availability	🟡 7 - High	Availability	🟠 4 - Medium
Architectural Fit	👍 10 - Compliant	Architectural Fit	👍 10 - Compliant
		Total Score	31

Completed: 38. Required: 16. Recommended: 35. Number of f

Criterion: Effectiveness (public) [Delete This Comparison] [Delete All Comparisons]

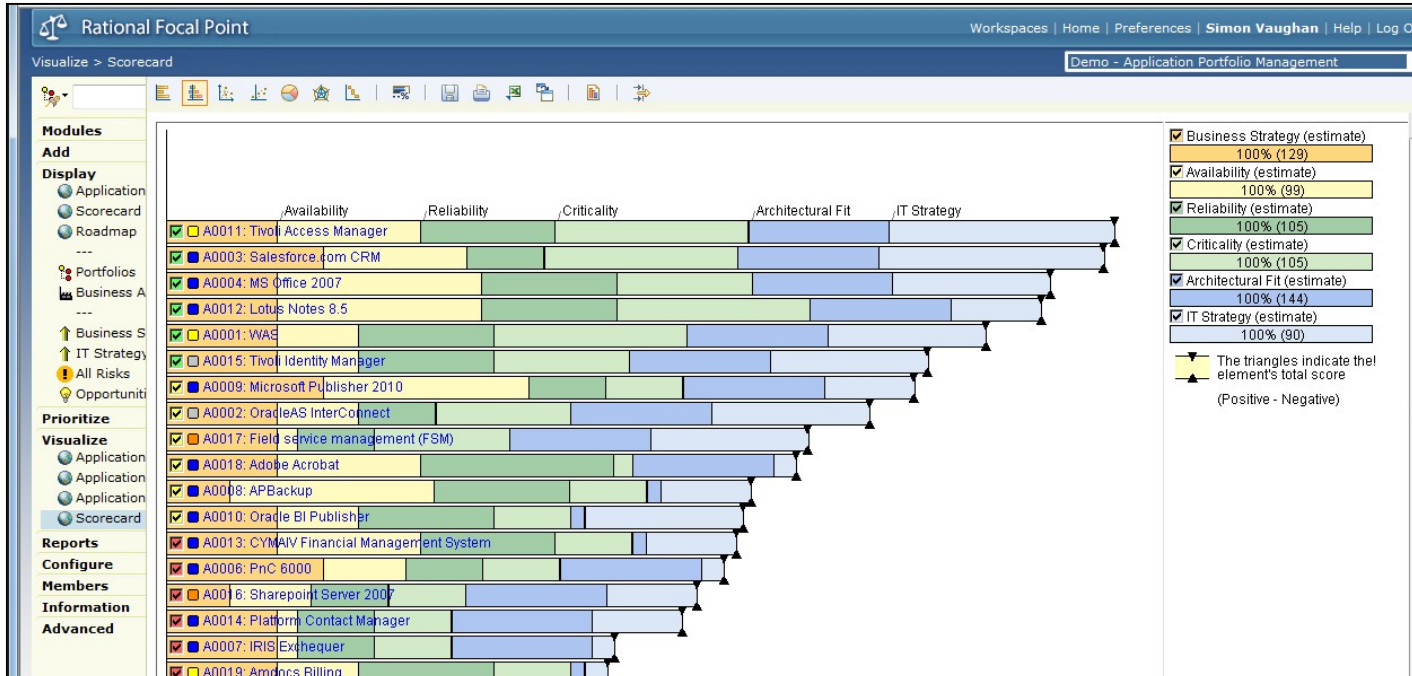
Business Case

Revenue/Costs	2008	2009	2010	2011	2012	Sum
Increased Revenue		3,000	20,000	25,000	30,000	78,000
Decreased revenue on other products	0	400	5,000	5,000	10,000	20,400
Sum Revenue	0	2,600	15,000	20,000	20,000	57,600
Cost Savings			3,000	3,000		6,000
Project Cost	2,000	20,000				22,000
Sum Cost	-2,000	-20,000	3,000	3,000	0	-16,000
Net Profit	-2,000	-17,400	18,000	23,000	20,000	41,600

Net Present Value of Acc Revenue/Cost

Net Present Value: 17,663

Analizzare e dare priorità alle iniziative

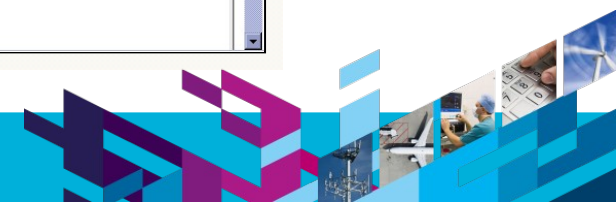
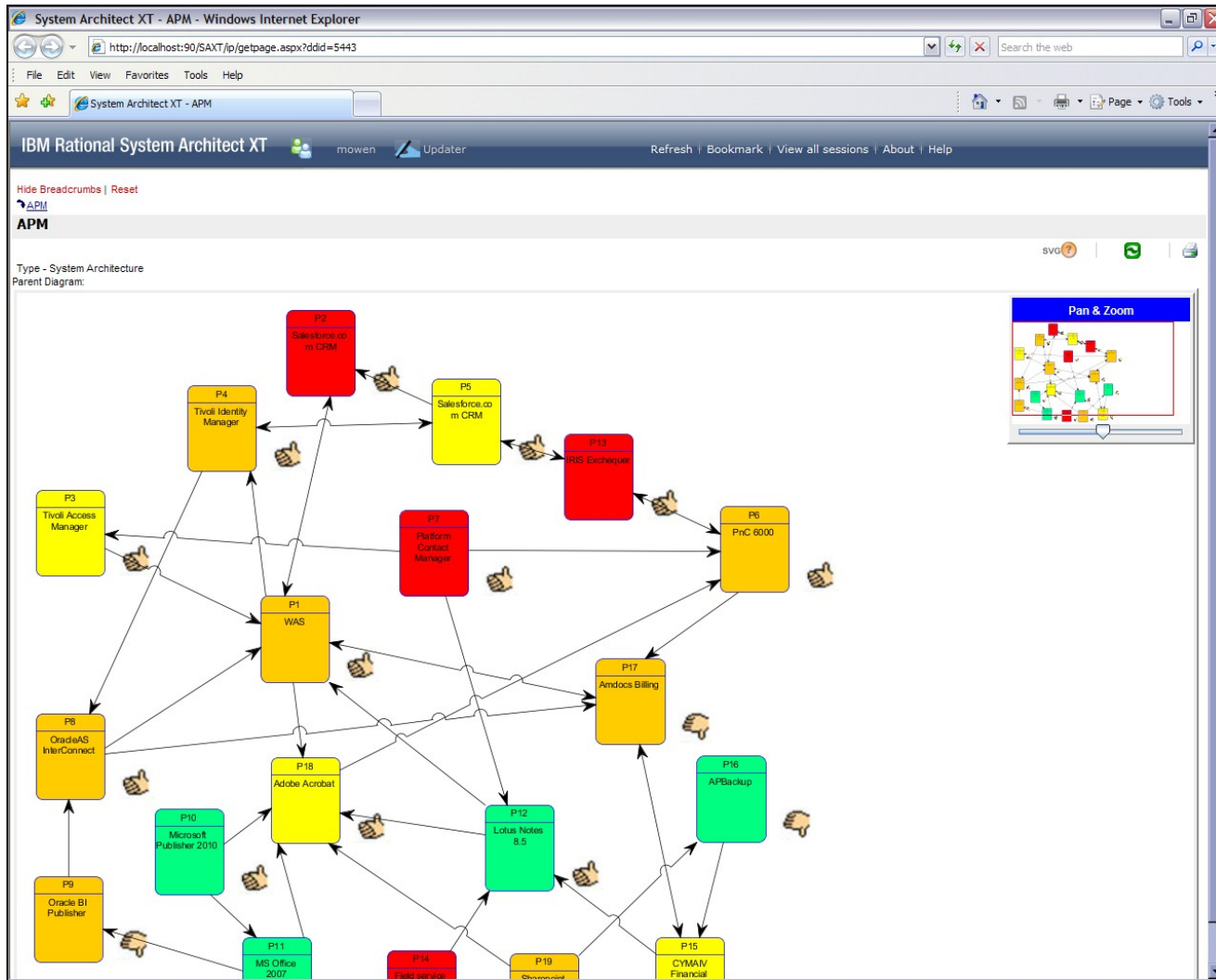


Application Versions	Versions	Vendor Support Starts	Vendor Support Ends	Strategy
	WAS 3	15/04/08	15/04/08	Upgrade
	WAS 4	23/06/08	24/06/08	Upgrade
	WAS 5.0	04/09/08	05/09/08	Upgrade
	WAS 5.1	28/11/08	30/11/08	Upgrade
	WAS 6.0	28/03/09	08/04/09	Upgrade
	WAS 6.1	11/05/09	13/06/09	Active
	WAS 7.0	17/10/09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

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

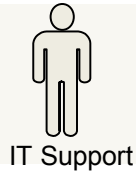


Gestire e visualizzare le soluzioni scelte

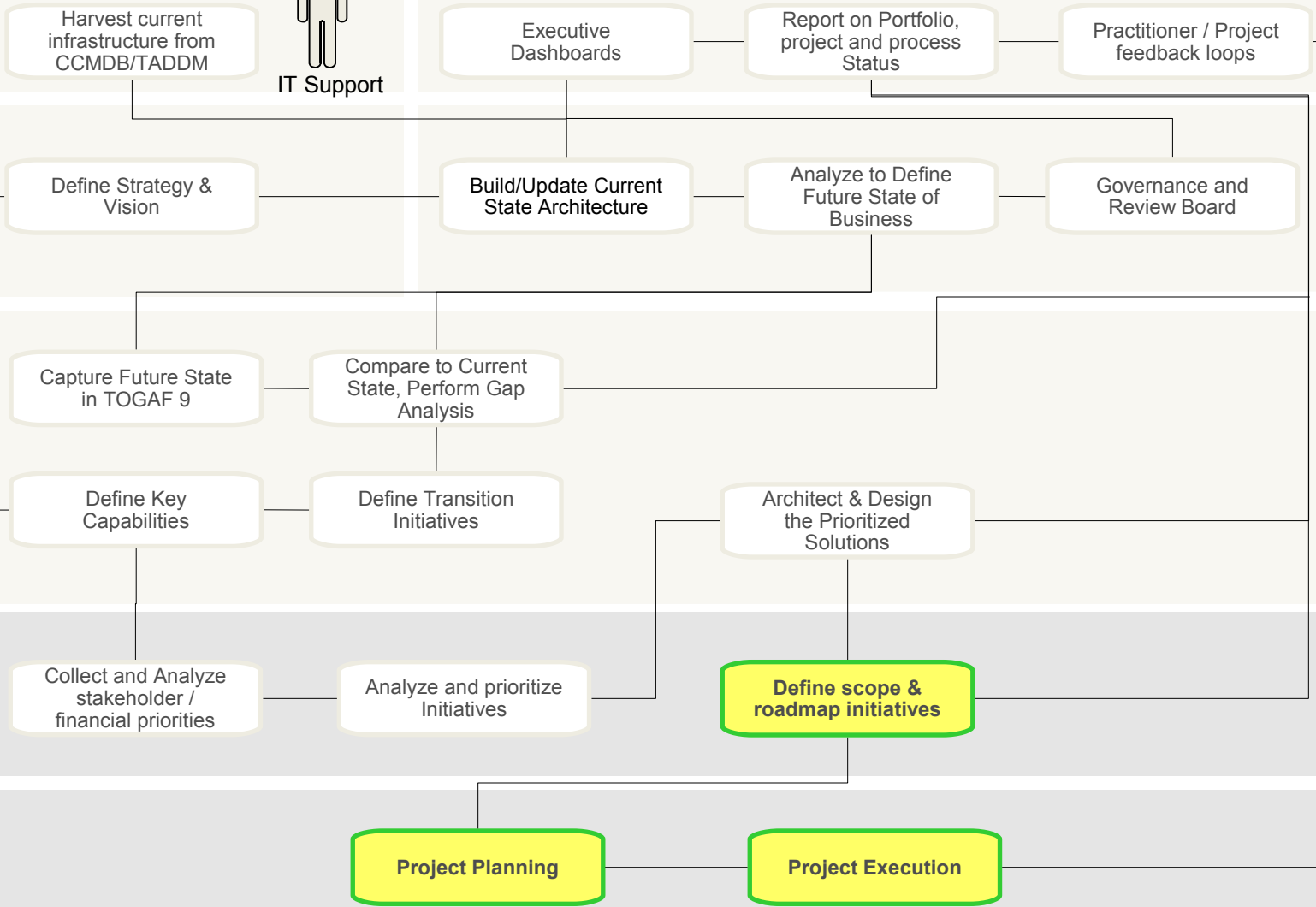


Gestire il Business dell'IT: Workflow

Tivoli



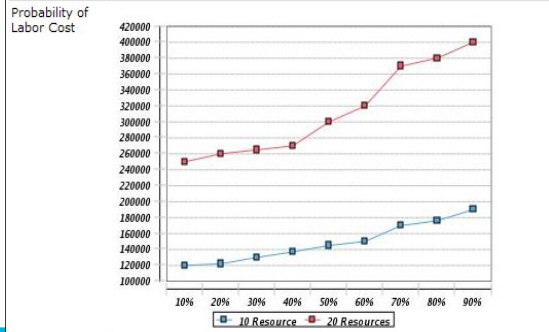
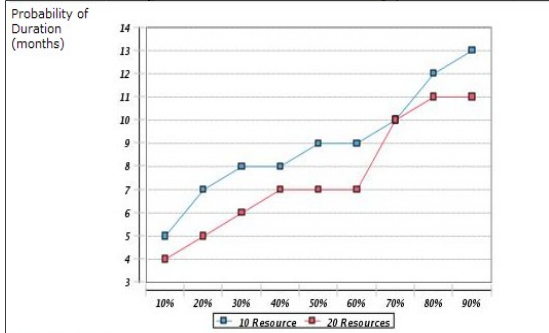
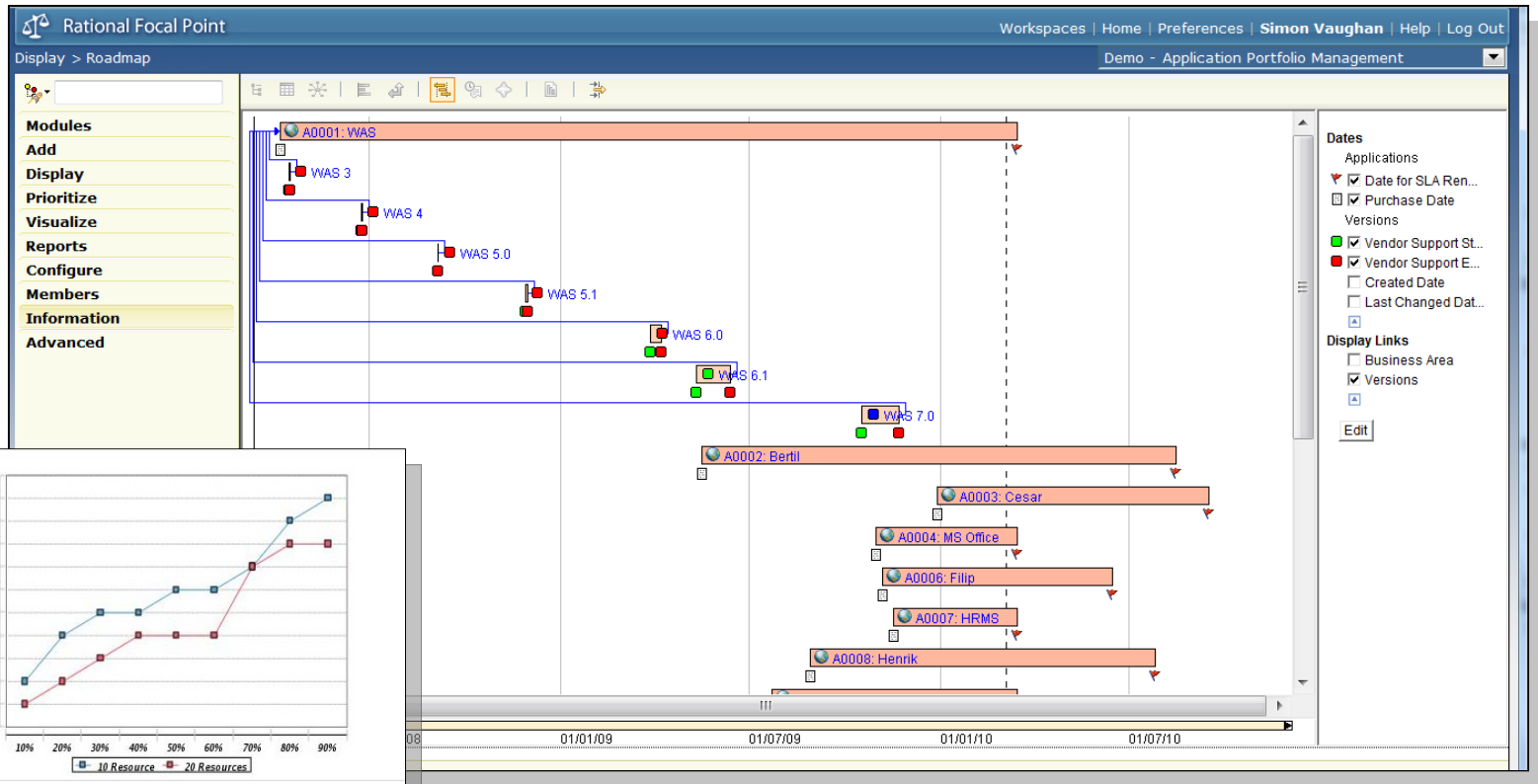
Insight / RPE / Cognos



- Extended Team
- CEO Team
- System Architect
- System Architect
- CIO & CTO, LoB Executives, Enterprise Architects
- Focal Point
Steering Cmte, IT & LoB Executives, PMO
- Project and Program Managers

Rational Project Conductor with Integration to delivery

Definire lo scopo e la roadmap delle iniziative



Riassumendo...



Increased
Visibility



Analysis and
Optimization



Business and IT
Alignment

• 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



IT Planning and
Transformation



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 Driven
Innovation



धन्यवाद

Hindi

多謝

Traditional Chinese

ขอบพระคุณ

Thai

Спасибо

Russian

Gracias

Spanish

Tak

Danish

Tack

Swedish

Danke

German

Grazie

Italian

Thank You

شكراً

Arabic

Obrigado

Brazilian / Portuguese

English

多谢

Simplified Chinese

Merci

French

நன்றி

Tamil

ありがとうございました

Japanese

감사합니다

Korean

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