



IBM Rational Software Conference 2009
As Real as It Gets!



Turn your IT Plan into a Competitive Advantage: Harnessing the power of Enterprise Architecture

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Rational. software

iEA06

Organizations Are Facing an Unparalleled Rate of Change

Innovation is Considered the Key to Success

Mergers & Acquisitions

Globalization

Workforce issues

Escalating customer expectations

66% of CEOs expect their organizations to be inundated with change

IT Modernization

Unexpected market shifts

Do more with less

Regulatory concerns

"We will fight our battles not on the low road to commoditization, but on the high road of innovation."

Howard Stringer, Chairman and CEO, Sony

Enterprise Architecture: Some of the benefits

Results!

Make faster, better-informed strategic and tactical decisions

Enterprise blueprinting with interactive visualization and analysis



“Our enterprise planning helped us recover £10M in costs by optimizing IT landscapes & processes”

Prioritize IT investments to support business goals

Maximize budget and resources with business-IT collaboration



“Our global insurance company saved \$10.5M in the first year by better aligning IT resources to business processes”

Improve risk management of organizational transformation

Plan and execute change faster and with better insight



“We saved \$20M by finding and avoiding risk in the implementation of a new merchandising system.”

Turn strategy into execution and measure the results

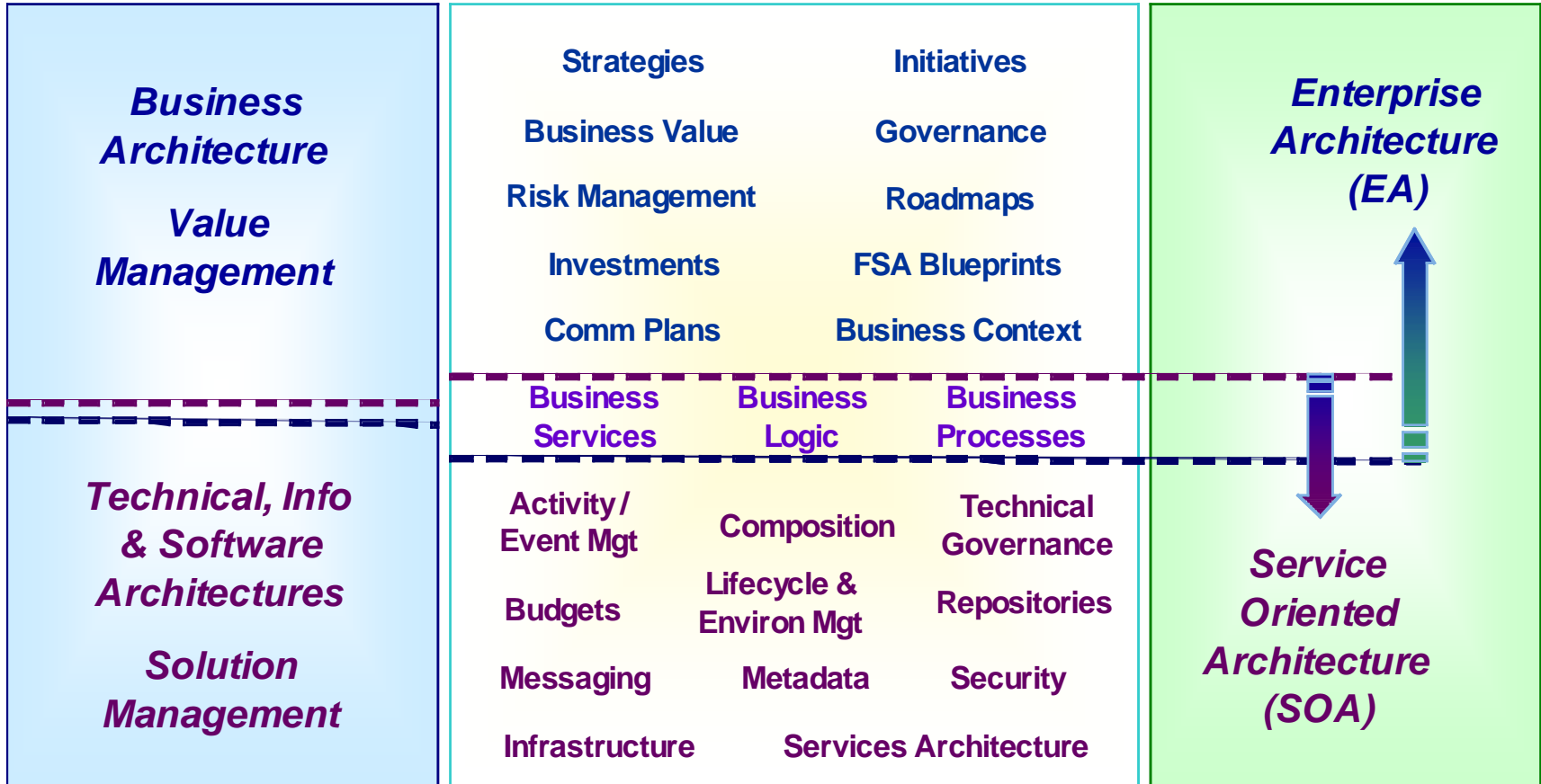
Efficiently deliver solutions that keep pace with the business plan



“We have seen a 33% reduction in IT end-user costs based on implementation of enterprise architecture”



Business Alignment Model



Demonstrating EA Value

▶ Mission Performance

- ▶ Are we supporting Core and Support Value Chain Business Areas together?
- ▶ What are the business changes I really need to have?
- ▶ Where can we achieve dramatic performance improvements? How do I know I've achieved them?
- ▶ Where are opportunities and risks for program collaboration, data sharing, and shared business processes?
- ▶ Where are opportunities for Governance Improvements?

▶ Investment Performance

- ▶ Are investments supporting critical Core/Support Value Chain Business Areas?
- ▶ Are investments supporting critical business needs & increasing cash flow?

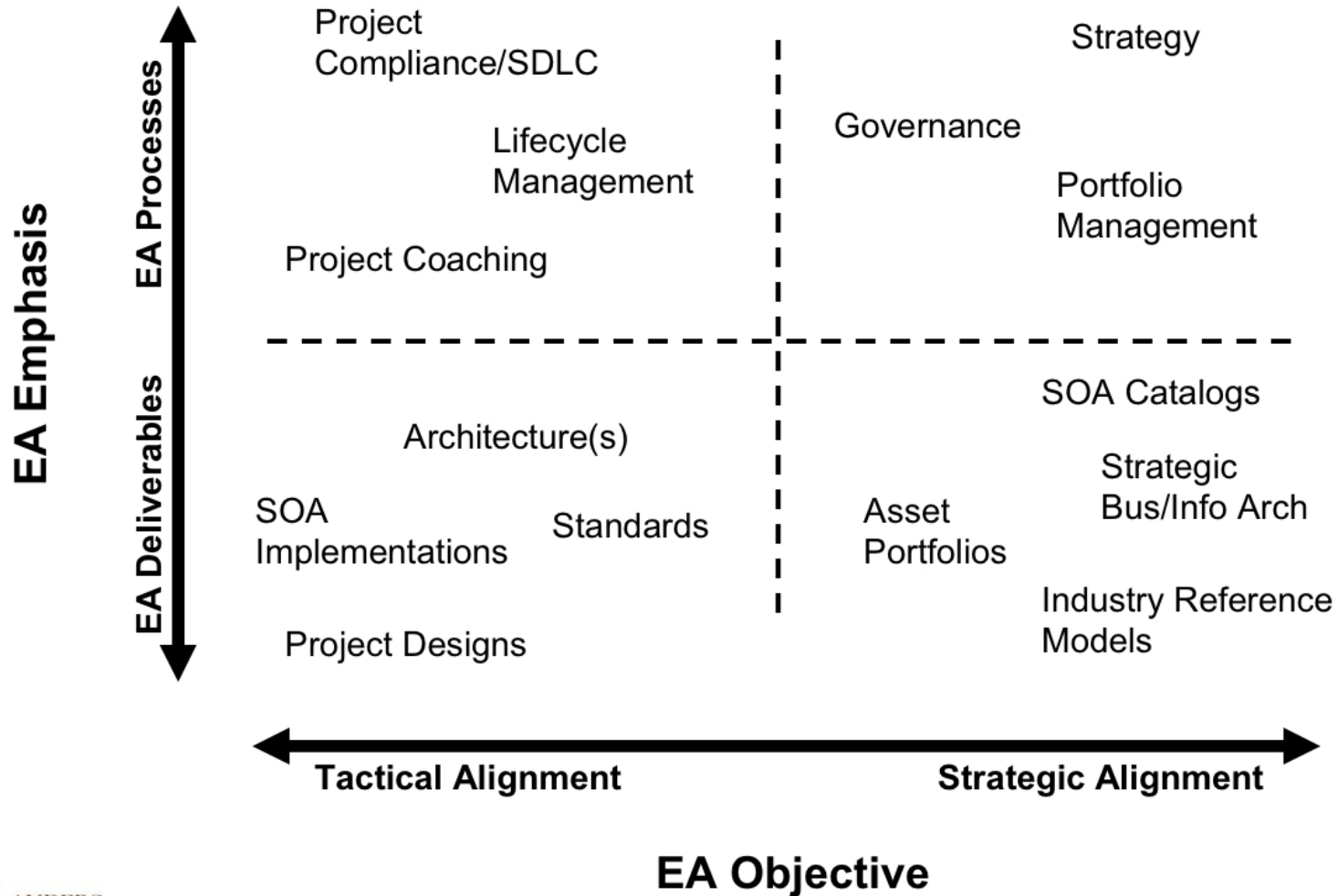
▶ HR Performance

- ▶ What is the target level of resources I need to have in place, and where?
- ▶ How can I move back office resources into mission functions?

▶ IT Performance

- ▶ Where do I have redundancies? Inefficiencies?
- ▶ Where am I over/under invested? How do I know?
- ▶ What metrics do I need for measuring business value?

Emphasis and Objectives



Start with the Big Picture

An Enterprise View is Required for Enterprise Planning

Enterprise blueprinting with interactive visualization and analysis

Link, consolidate and analyze IT architecture information in blueprints

Strategies, goals and organization

Applications, services and data

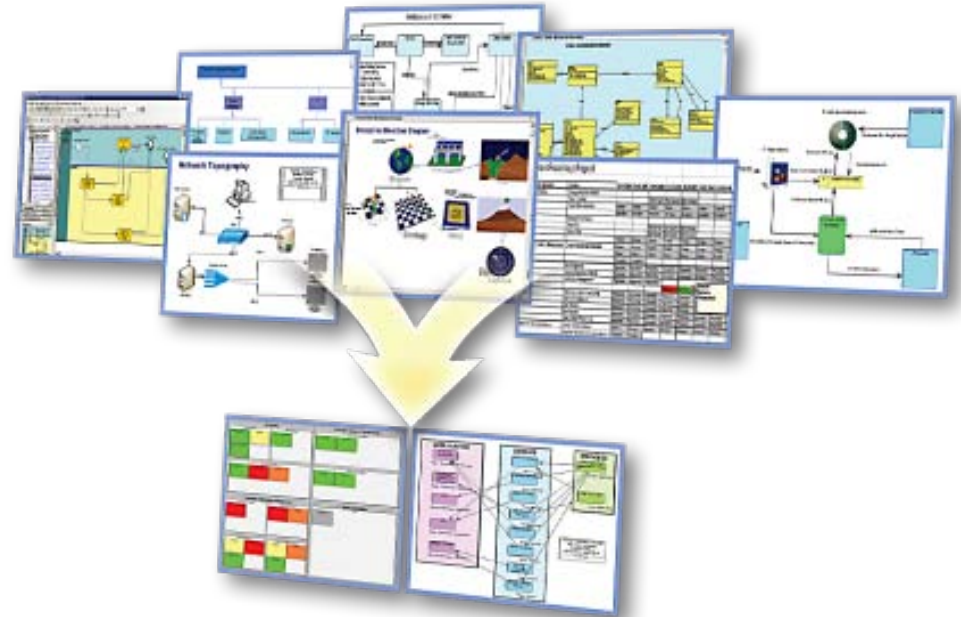
Systems, networks and components

Simplified modeling with robust support for standards

Create a common and consistent information resource to guide enterprise planning

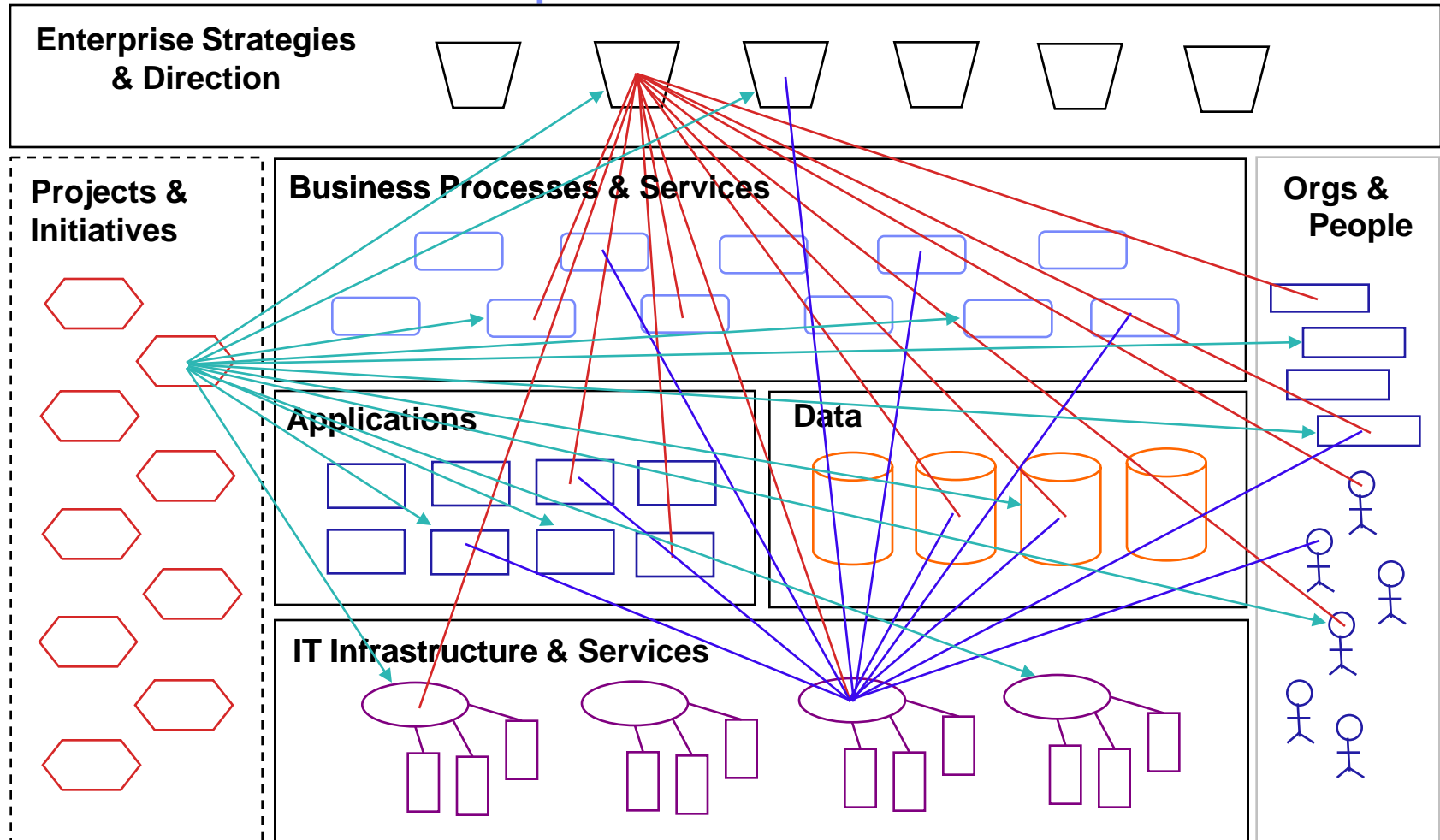
Multiple modeling standards in one tool

Changes are propagated throughout the data blueprint, simplifying maintenance



Enterprise Architecture identifies corporate systems, their key properties, and their interrelationships, and plans for and guides the evolution of the enterprise systems to support and enable the evolution of the enterprise in its pursuit of strategic advantage.

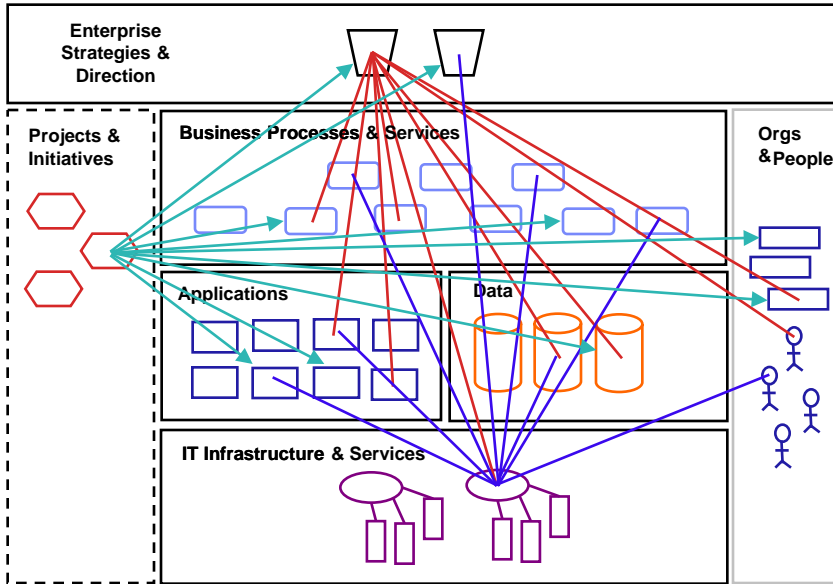
Visualize the Enterprise



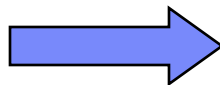
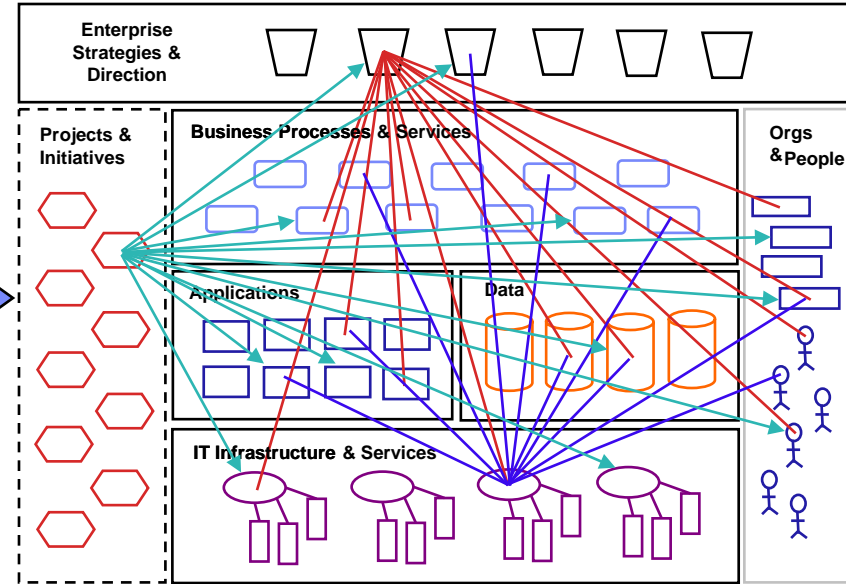
*Visualize components supporting Enterprise strategies & goals.
 Visualize dependencies upon specific infrastructure assets.
 Visualize impact of projects and initiatives.*

Optimize the Enterprise

Current



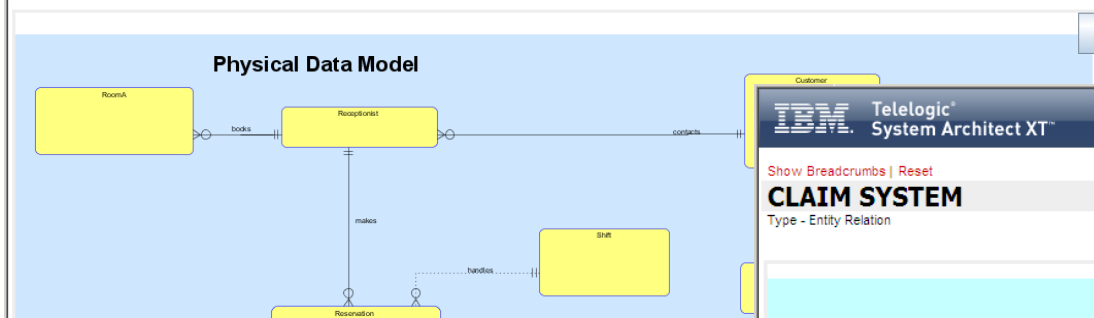
Proposed



Initial investment:	\$600K
Impacts:	
Operational expense:	-16%
Power consumption:	-2%
Complexity indicator:	+3%
Roadmap	

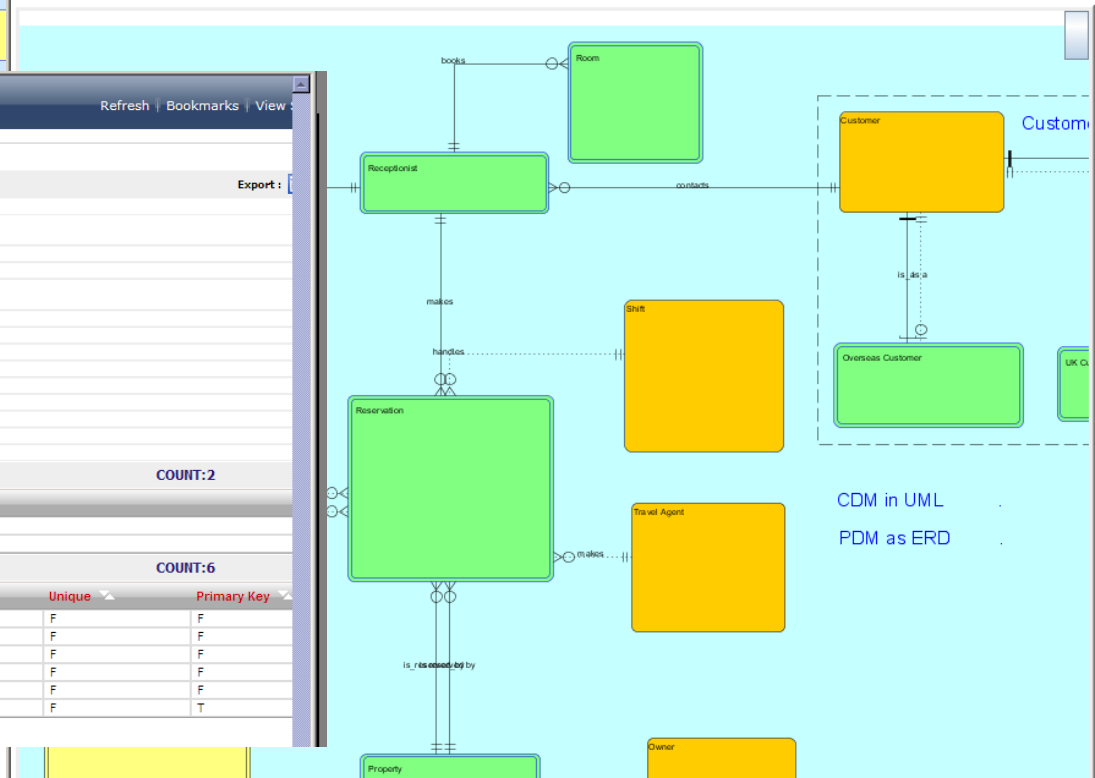
IBM Telelogic System Architect XT™ Logged in as: demo Users logged in: 1 Refresh | Bookmarks | View Sessions | Help

Show Breadcrumbs | Reset
CLAIMS SYSTEM
 Type - Physical Data Model



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Show Breadcrumbs | Reset
CLAIM SYSTEM
 Type - Entity Relation



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CUSTOMER
 Type - Entity

Model: [Hotel Reservation System](#)
Create Trailer:
Entity Type: Type A
Related Classes: [OrdersProcessing.Customer](#)
Business Description:
Volume:
Purpose:
Business Owner:
Reference Documents:
Database Comment:
Comments:
Table Name: [Customer](#)
Column Prefix:

CONTAINED IN ENTITY RELATION DIAGRAMS COUNT:2

NAME
[Customer Subject Area](#)
[Claim System](#)

ATTRIBUTES COUNT:6

Name	Allow Null	Data Element	Foreign Key	Unique	Primary Key
name	F	name	F	F	F
a	F	addr	F	F	F
addr	F	telNo	F	F	F
faxNo	F	faxNo	F	F	F
creditCard	F	creditCard	F	F	F
Customer ID	F	Customer ID	F	F	T

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CDM in UML
 PDM as ERD

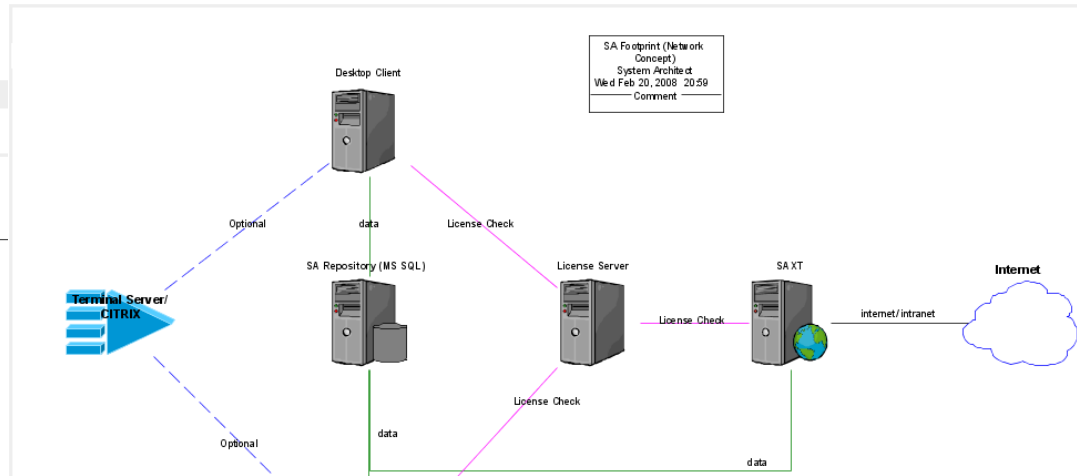
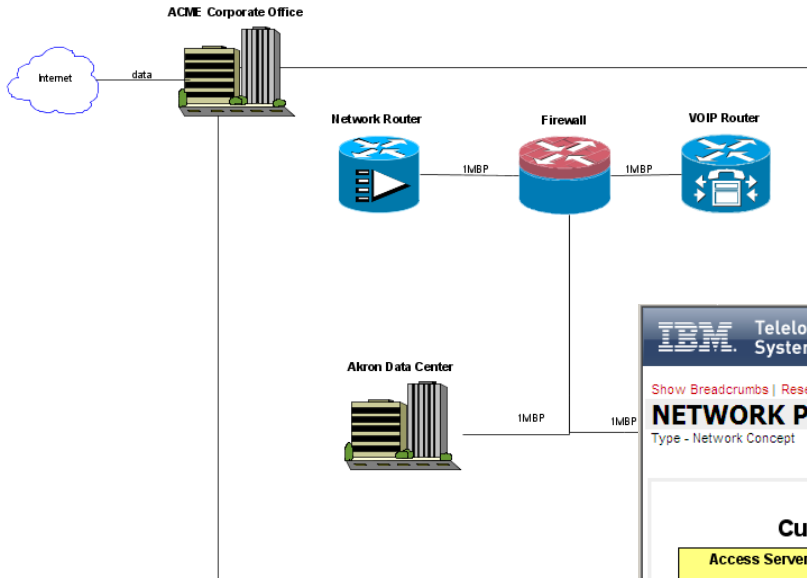
SA FOOTPRINT
Type - Network Concept

svg ?

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BACKBONE CONCEPT

Type - Network Concept



SA Footprint (Network Concept)
System Architect
Wed Feb 20, 2008 20:59
Comment

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NETWORK PORTFOLIO
Type - Network Concept

svg ?

Customer Service		Account Management		Transactional Data Storage	
<p>Access Server</p> <p>Existing Server / License Server</p> <p>SAXT</p>	<p>System Architect Server</p> <p>FINDB02</p> <p>DOORs Repository</p>	<p>Terminal Server / CITRIX</p> <p>License Server</p> <p>FINDB01</p>	<p>VAN-S-FINAS01</p> <p>Synergy Change</p> <p>CITRIX</p>	<p>VAN-S-FINAS02</p> <p>SA Repository (MS SQL)</p> <p>DOORs / SA Repository</p>	<p>VAN-S-FINPS01</p> <p>VAN-S-FINPS02</p> <p>D02_NA01</p>

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PROCESS (BPMN) USING MOST APPLICATIONS

Exp

Pie Chart

Bar Chart

Top 10

Value : 3 (11.11%) Authorize Payment -

- Capture information - BPMN Process
- Add Remainder to Inventory - BPMN Process
- Create/ Modify Business System Plans - BPMN Process
- Cancel Claim - BPMN Process
- **Authorize Payment - BPMN Process**
- Analyze Claim - BPMN Process
- Information populates fields - BPMN Process
- Enter Policy holder - BPMN Process

Item ▾

- [Capture information](#)
- [Add Remainder to Inventory](#)
- [Create/ Modify Business System Plans](#)
- [Cancel Claim](#)
- [Authorize Payment](#)

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Hide Breadcrumbs | Reset

Home > Process (BPMN) Using Most Applications > Capture information

CAPTURE INFORMATION

Type - BPMN Process

Export:

Reference Documents:

Description: This is a system architect definition. In system architect, you can create new definition types, as well as define your own diagrams. The definitions, once created, may be reused across the entire project, and reported against. A complete history trail is captured for each change, as well as the audit history. The definitions may capture information about Goals, Systems, Applications, Data, or Technology Standards. Linked together, reporting can be done to show impact analysis.

DATA USED BY THIS PROCESS COUNT: 1

Name	Model	Entity Type	Business Description
Reservation	Hotel Reservation System	Type A	

CONTAINED IN DIAGRAMS COUNT: 1

Diagram Name	Type
Patient Intake (BP&L)	Business Process

ITEMS OF TECHNOLOGY THAT ARE USED BY THIS PROCESS COUNT: 1

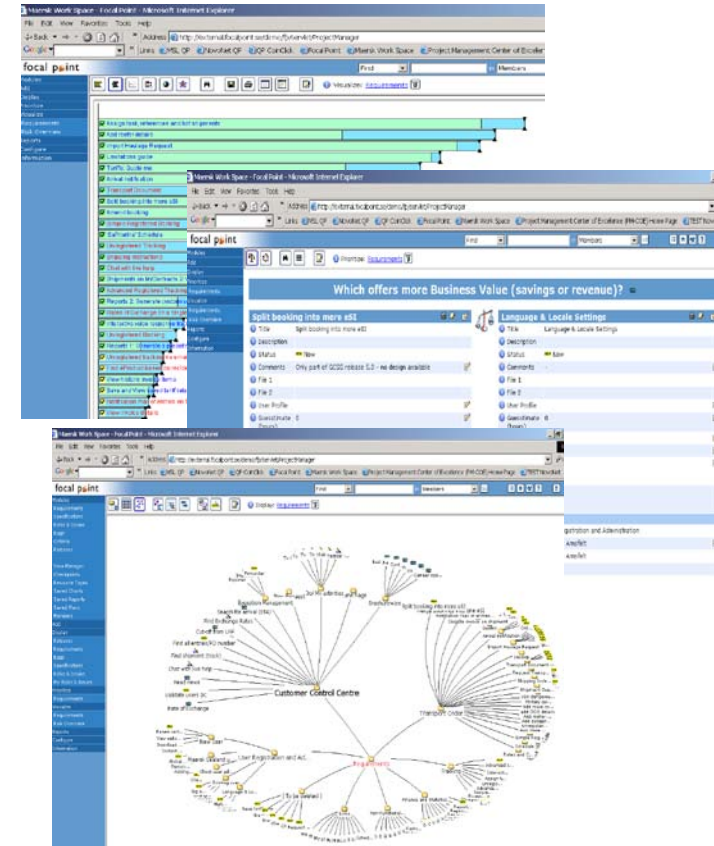
Name	Description
Windows Vista	

APPLICATIONS THAT SUPPORT THIS PROCESS COUNT: 4

Name	Description	Server	Technologies
Policy Application	This is a system architect definition. In system architect, you can create new definition types, as well as define your own diagrams. The definitions, once created, may be reused across the entire project, and reported against. A complete history trail is captured for each change, as well as the audit history. The definitions may capture information about Goals, Systems, Applications, Data, or Technology Standards. Linked together, reporting can be done to show impact analysis.	System Architect Server	Java
DOORS	Generic application description regarding this object	FINDB01 SA XT	Eclipse Java Windows Vista
Customer Maintenance	Miscellaneous customer related activities	CITRIX Existing Server / License Server / SA Repository (MS SQL)	ASP Windows XP Windows Vista
		DOORS SA	ASP

What is Focal Point?

- ▶ A unique, visual management, decision support tool that automates, improves and supports:
 - ▶ Portfolio management
 - ▶ Plan Management
 - ▶ Resource Management
- ▶ A collaboration platform where all stakeholders can share and edit data
- ▶ Fully Web-based product
 - ▶ no client install
- ▶ Role-based user access
- ▶ Built-in decision and business scenario analysis support



Linking Strategy to Execution



Strategic

Tactical

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ▪ What is our current state? ▪ Is the portfolio ALIGNED with our strategy? ▪ Is the portfolio delivering the expected business VALUE? | <ul style="list-style-type: none"> ▪ Are we doing the RIGHT projects? ▪ Are we spending in the RIGHT areas? ▪ Do we have the RIGHT resources? ▪ Do we have the right BALANCE of risk/reward? | <ul style="list-style-type: none"> ▪ Doing projects well? ▪ Delivering results on time and budget? ▪ Enhancing communication and productivity? |
|---|--|---|

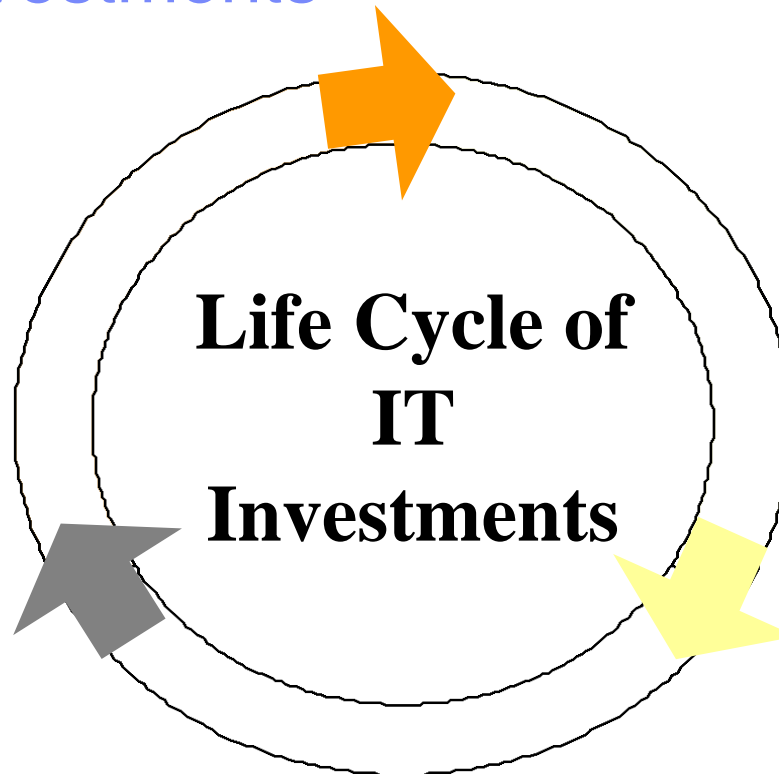
Managing IT Investments

III. Maintain Operate Assets in the Right Ways and Retire or Replace Them at the Right Times

Operate and maintain assets so that:

- Benefits/costs are optimized over their useful lives through astute and timely renovations, consolidations, or eliminations
- Services offered meet availability, reliability, security, quality, and recoverability expectations within acceptable budgets
- Retirements and replacements are effected when assets are no longer cost-justified or risk-acceptable

Application Portfolio Management



I. Build, Buy, and/or Implement the Right Assets

Identify investments that best:

- Enable governmental initiatives or agency missions and strategies
- Result in financial returns – revenue generation or cost savings
- Provide better constituent services or program effectiveness
- Fit technical architectures
- Satisfy budget, staffing, and other constraints
- Meet risk profiles

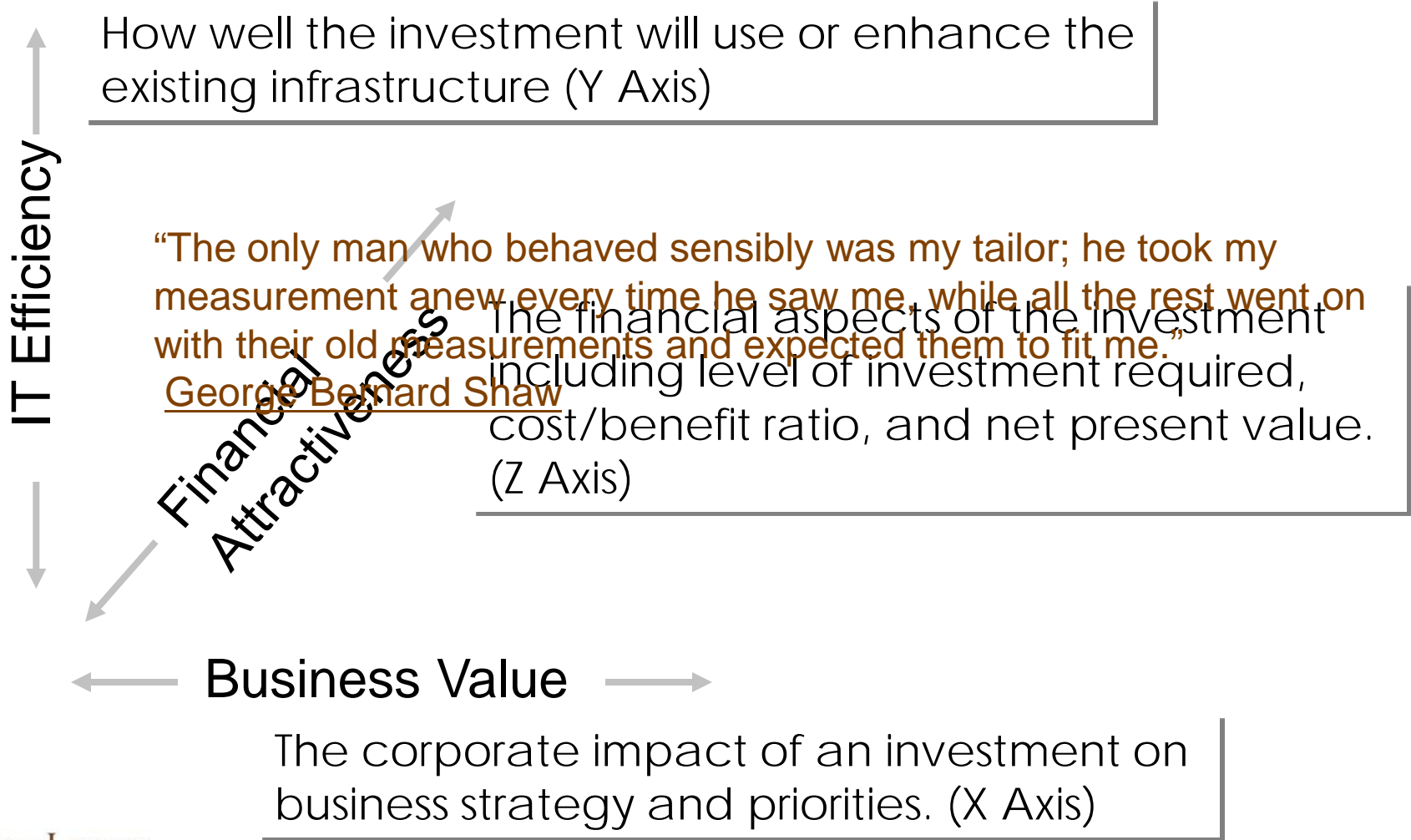
IT Portfolio Management

II. Build and Implement Assets in the Right Manner

- Clarifying roles and responsibilities
- Providing appropriate oversight
- Ensuring they are well planned and thoroughly researched prior to starting
- Defining, tracking, and evaluating project progress frequently to achieve budget, schedule, scope, and quality expectations
- Completing them successfully so that business goals and objectives are realized

Project Portfolio Management

Key Measurements for Business Alignment



Managing the Portfolio

IBM Telelogic Focal Point

Workflows | Journal | Preferences | Search | Help | Logout

Modules: Display, Mission Statement, Goals, Strategies, Competencies, Facilities and Assets, Skills, Source Requests, Questions, Systems, Technologies, Risk Survey, Portfolio, Projects, Milestones, Portfolio Resource, Milestone Report, Project Release, Roles, Employees, Priorities, Visualize, Milestone Scoping, Risk Events, Proposed Mitigations, Competencies, Strategies, Maintenance and Enhancements on Transformational IT Portfolio, Complexity, Financial Attr, Business Val, IT Efficiency, Questions, End of Questions, Plan, Reports, Configure, Members, Information

Portfolio Health

Title	Efficiency	EV Value	S Attract	Alignment	Risk
001: Maintenance and Utilities					
002: Enhancements and Improvements					
003: Transformational					

Portfolio Balance

Project Type	Quantity	Share
001: Maintenance and Utilities	2	25.0%
002: Enhancements and Improvements	4	50.0%
003: Transformational	2	25.0%
Sum	8	

Portfolio Characterization

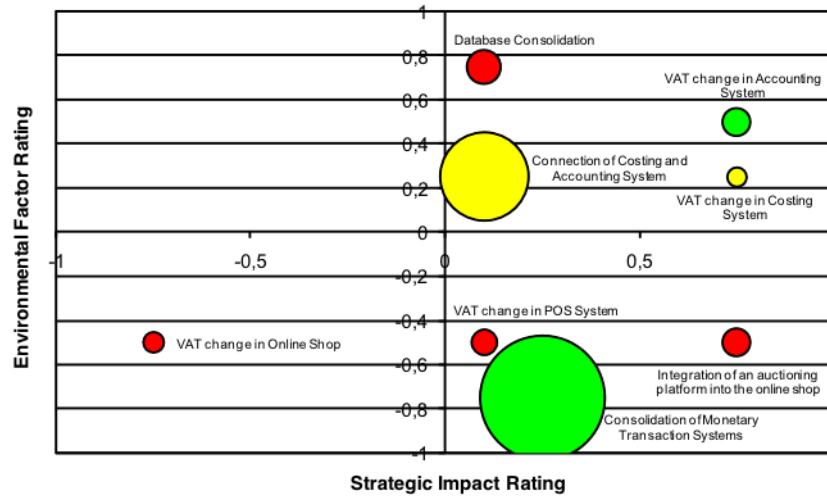
Title	NPV	Mean Duration	Mean Payback Period
001: Maintenance and Utilities	\$13,144	36.5 days	31.15 Months
002: Enhancements and Improvements	\$124,063	25 days	3.98 Months
003: Transformational	\$141,378	7.9 days	2.8 Months

Project Status

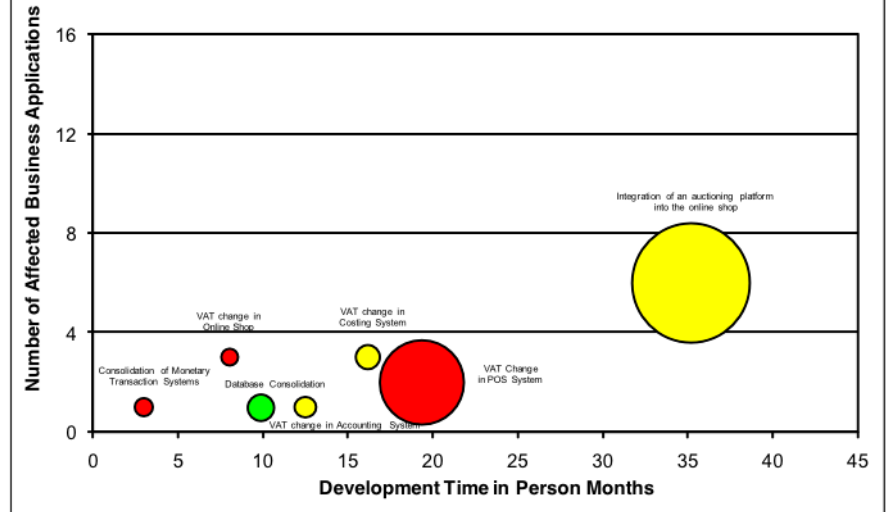
Title	Current Stage Gate	Budget Status
2.6.1: Project 1	3 Development Completion	On Budget
2.6.2: Project 2	2 Project Approval	Under Budget
1.0.24: NEW PROJECT	1 Project Proposal	Under Budget
2.6.1: Project 3	3 Development Completion	Over Budget
2.5.1: Project 4	1 Interim Approval	On Budget
2.6.1: Project 5	3 Development Completion	On Budget
2.5.1: Project 6	1 Project Proposal	Under Budget
2.6.3: Completed Project	4 Product Release	On Budget

Portfolio Decisions

Project Proposals: Strategic Overview Matrix



Project Proposals: Technical Overview Matrix



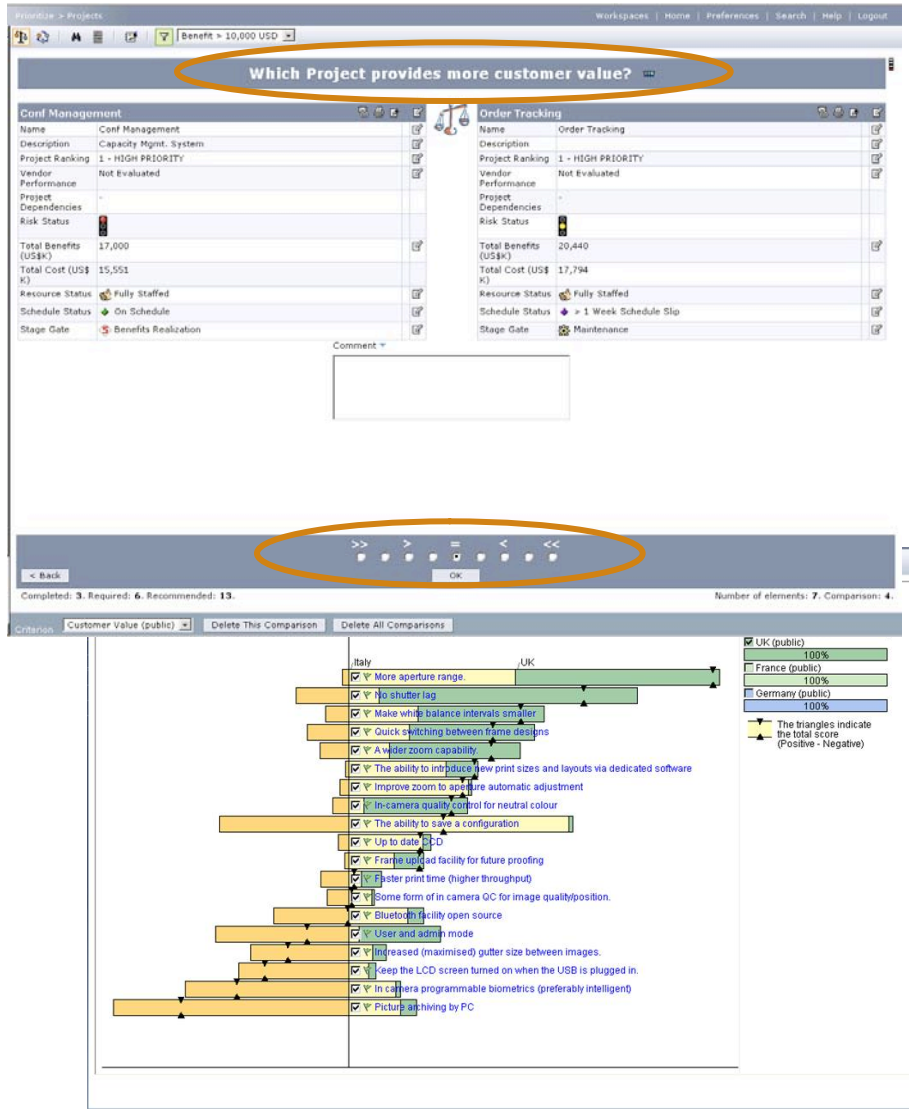
Intangibles:

Risk

Confidence of Success

Quality

Solicit Feedback for Organization Enhancement



Export Architecture Objects and Assets to Focal Point for prioritization

Perform cost/benefit analysis, weight user importance against factors such as cost, development times, and resources available.

User feedback guides

decisions to:
 "Everything that is counted does not necessarily count; everything that counts cannot necessarily be counted"

Build, Buy, and/or

- Albert Einstein

Implement the Right Assets

Success: Harnessing the Power of EA

“What do we want?”



What



“Where should we want?”



Where resources?



“Where are we going?”



How



“How and when will we get there?”



When



Strategic Impact Rating

Getting Started

Level IV
(Step 4)

Alignment (Optimize Portfolio)

- Process Inventory, contribution, function association
- Core Business Drivers, priorities, process contribution

Initial
Deployment
Focus

Level III
(Steps 2
and 3)

Financial (Analyze and Manage Portfolio)

- Detailed application-level costs and cost-effectiveness analyses

Level II
(Steps 2
and 3)

Assessment (Analyze and Manage Portfolio)

- Risk, Operational Performance, Architectural Fit

Level I
(Step 1)

Inventory (Build and Maintain Inventory)

- Application identity and basic information

DEMO

Thank You

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