Innovate2011
The Premier Software and Product Delivery Event

Software. Everyware.

# IT 기획, 개발, 운영 연계를 위한 IT 거버넌스

**박용석**

*차장*

*IBM Korea Software Group Rational*

# Business Needs vs. Resources

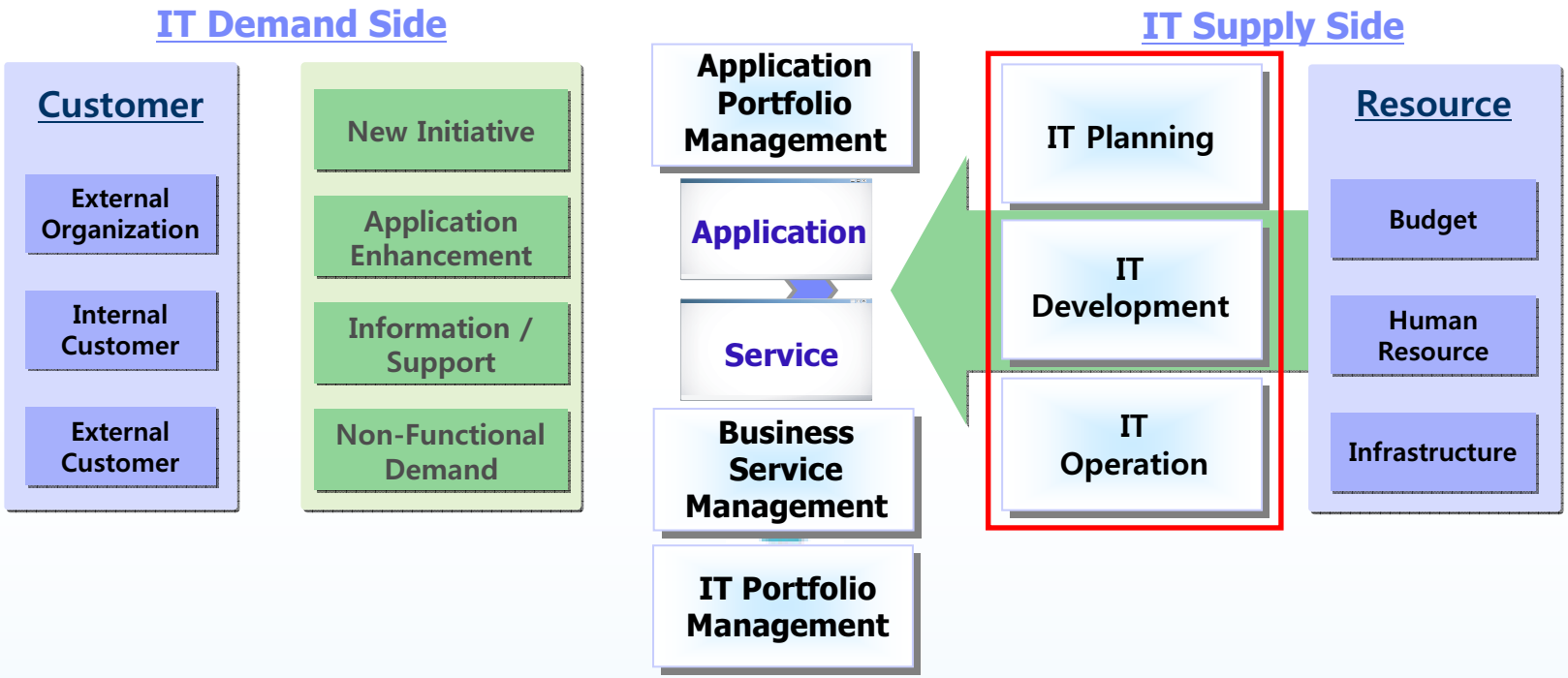
- IT Must Deliver:
  - ✓More business solutions
  - ✓More responsiveness
  - ✓More quality
  - ✓More tangible results

*-yet-*

  - ✓Less risk
  - ✓Less costs
  - ✓Less or flat resources

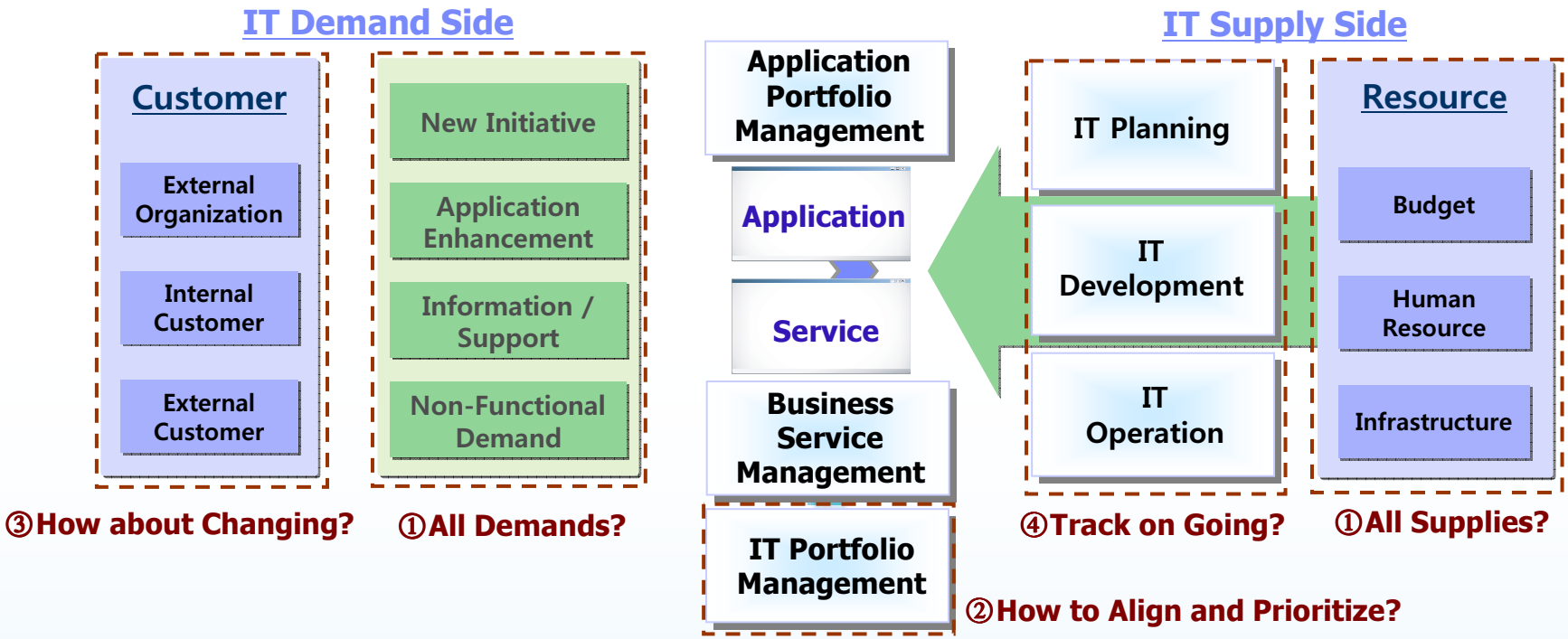
**Key to IT success is planning and redeploying limited resources to meet the burgeoning needs of business innovation.**

# IT Demands and IT Supplies




| IT Demand Management | IT Supply Management |
|---|---|
| ▪ Business and IT Strategic Management<br>▪ Balance Strategic and Operational Demands<br>▪ Capture All IT Demands<br>▪ Validate and Evaluate IT Demands<br>▪ Prioritize and Funnel IT Demands | ▪ Optimize Resource Planning<br>▪ Initiate IT Project and Allocate Resources<br>▪ Manage and Execute IT Project and IT Service<br>▪ Manage IT Issues and Risks (between Projects)<br>▪ Manage IT Performance (incl. Client Satisfaction) |

# Pain Points in IT Demands and IT Supplies

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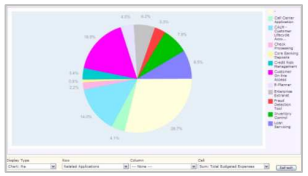
# IT Demand Management

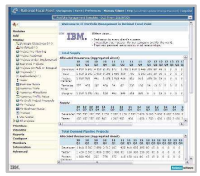
Service Desk (Optional)

Demands From Business

Align, Estimate, Prioritize…



Portfolio



Project

Manage & Align Business – IT Strategies

Manage Budgets

Capture All

Project

Request

ETC

Enter Demand

Align Strategy & Budget

Investigate & Estimate

Develop Business Case

Re-evaluate Portfolio

Decide

Initiate Project

Enter Demand

Align Strategy & Budget

Approve

Receive (Need Project?)

Estimate

Follow defined Workflow

Close & Feedback

Collect Demand

Feedback to Source

Business Aligning

Funneling

# IT Supply Management

How to Align IT with Business

Visibility

Control

Visibility and Control over IT Resources, Processes

Risk Management

**Application Portfolio Management**

**Application**

**Service**

**Business Service Management**

**IT Planning & Management**

- Initiative Management
- Multi-Project Management
- Process Management
- Standard Management

**IT Project Management**

- Project Planning
- Schedule Management
- Cost Management
- Quality Management

**Application Lifecycle Management**

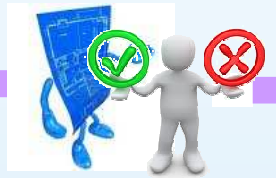
- Requirement
- Test
- Design
- Development

**IT Service Management**

- Request Management
- Incident Management
- Problem Management
- Change Management
- Release Management
- Configuration Management
- Availability Management
- Continuity Management
- Capacity Management
- Finance Management

**Finance Management**

**Resource Management**



**Architecture/Asset Management**

**Budget**

- IT Budget
- LOB Budget

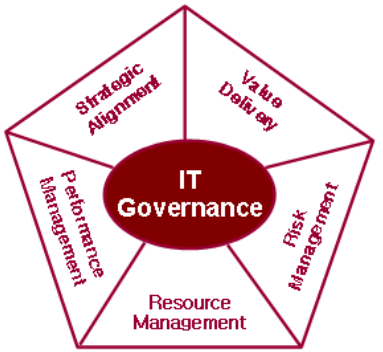
**Human Resource**

- Employee
- Outsourcer

**Infrastructure**

- Application
- Data
- Hardware

# 5 Areas of IT Governance (by ITGI*)



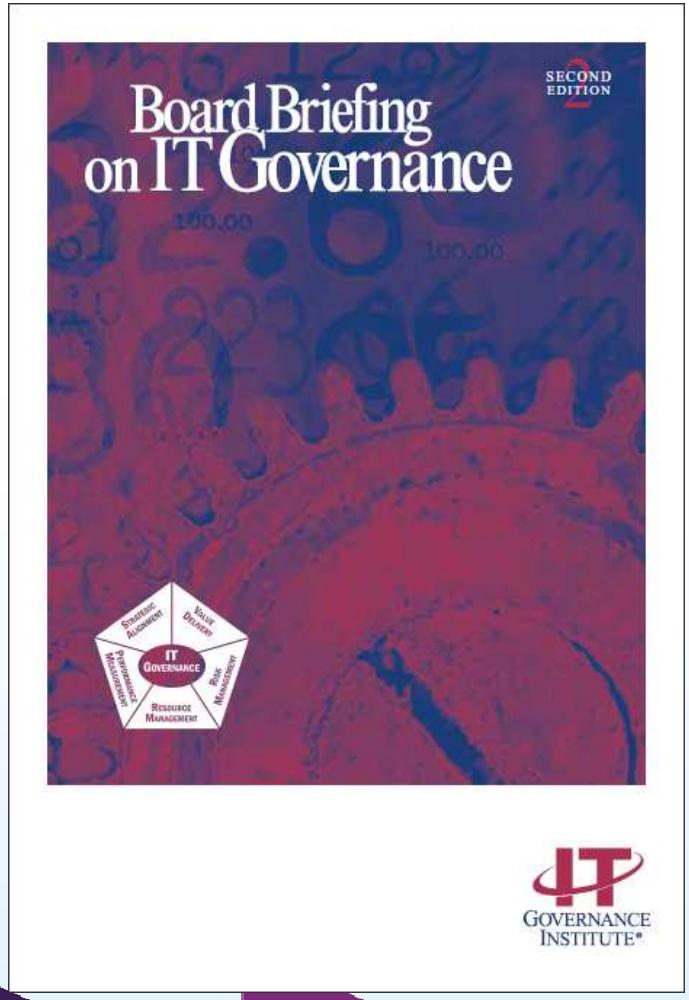
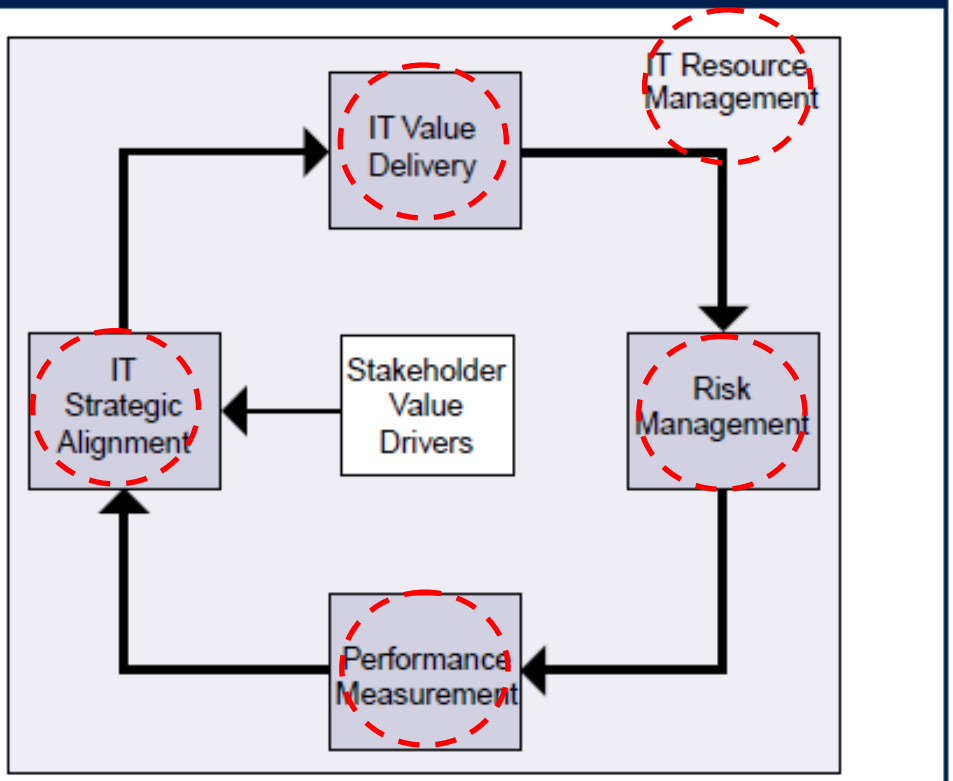
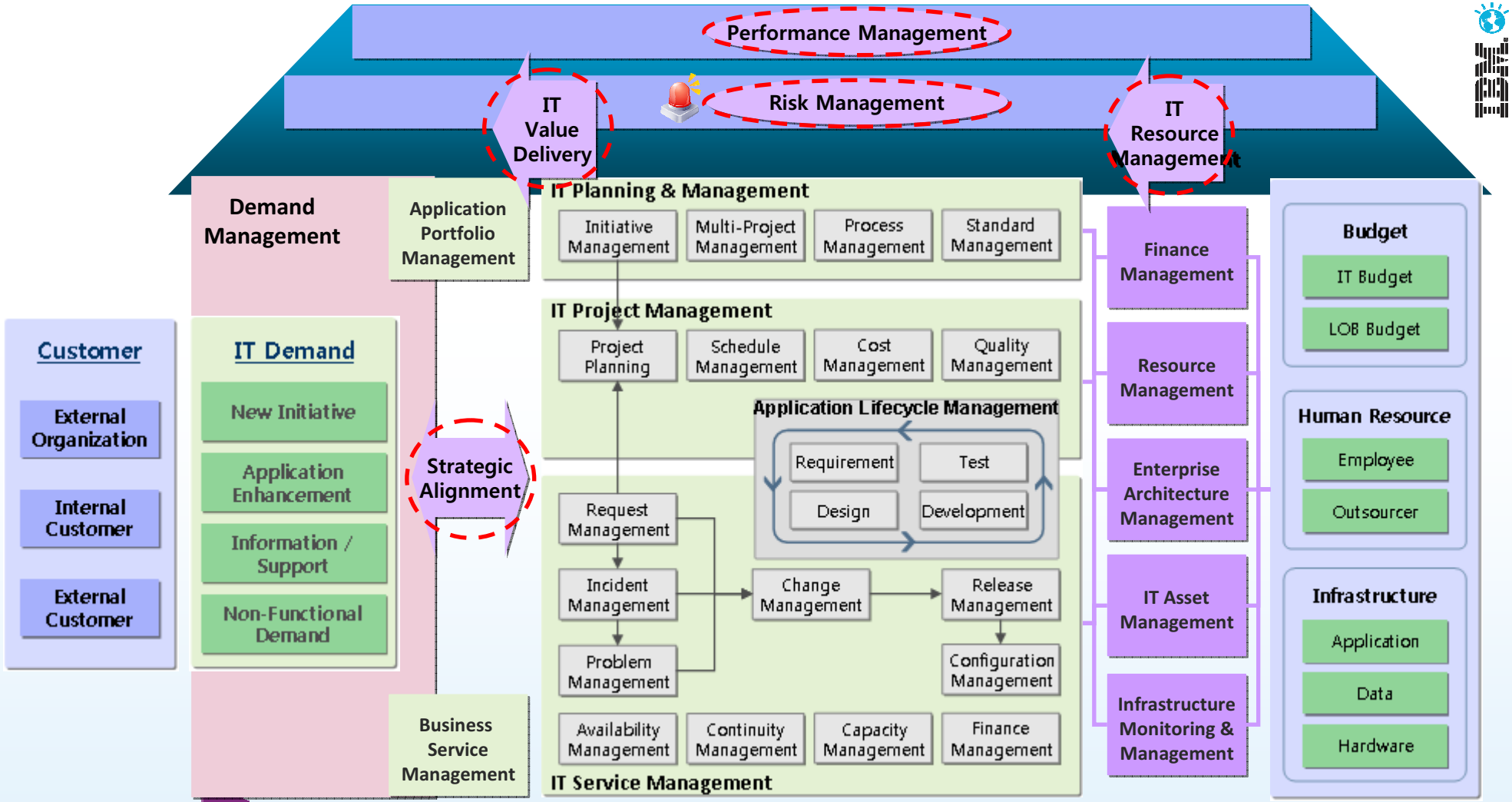




**Figure 3—Focus Areas of IT Governance**

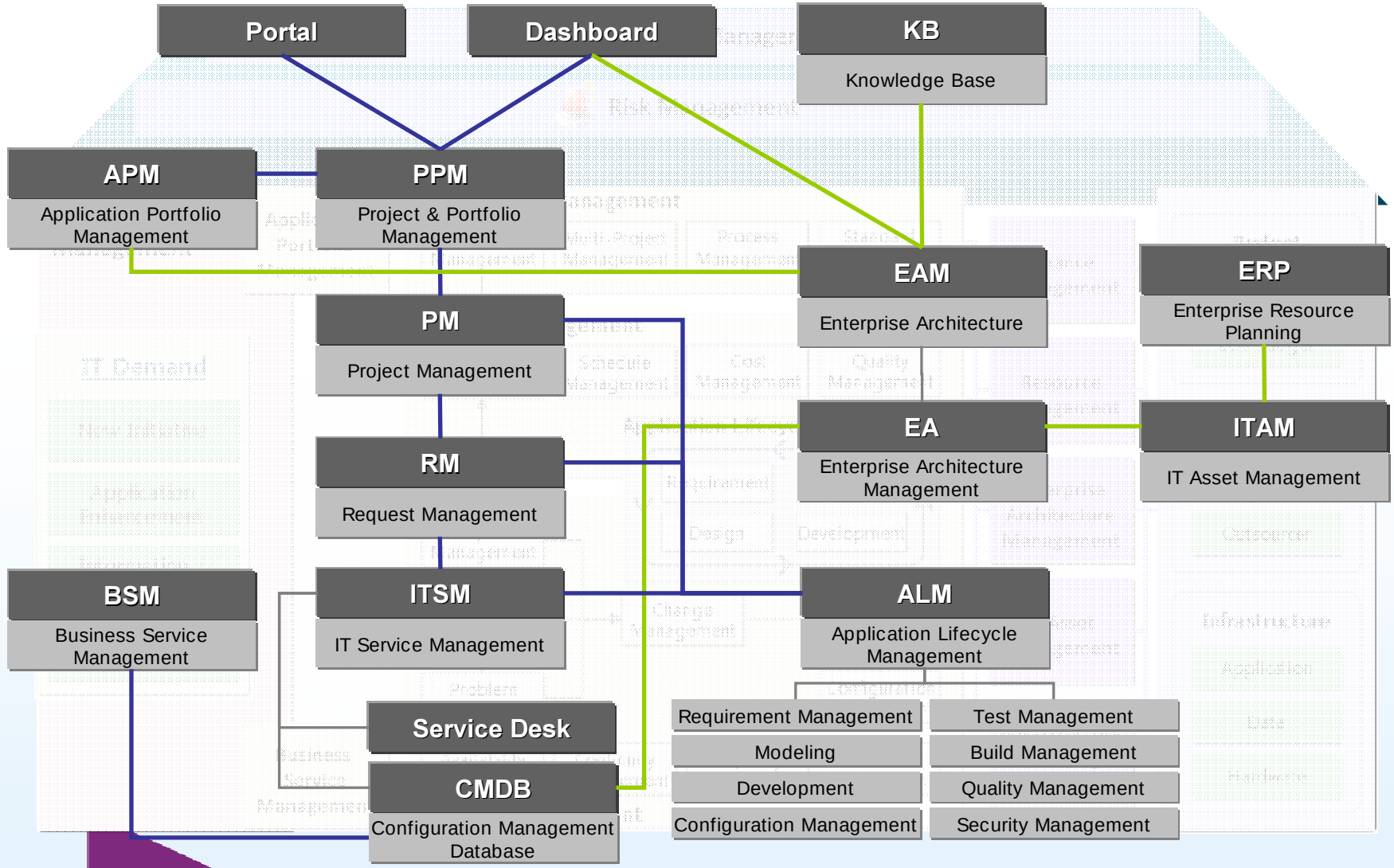



* ITGI : IT Governance Institute (http://www.itgi.org)

# IT Governance Model Overview

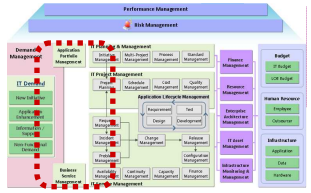


# IT Governance Model – Solution Mapping



# IT Strategic Alignment

EA
PPM
APM
PM
ITSM



IT 기획 — Do Right Things
IT 개발 — IT 운영 — Do Things Right

**Corporate Goals**

- Increase Revenue
- Increase Margins
- Increase Market Share
- Regulatory Compliance
- Shorten Time to Market
- ⋮

Manufacturing
Marketing
Sales
IT
CIO
Finance
Service
⋮

Strategic Alignment

**IT Portfolio Management**

- Data Collection
- Evaluation
- Prioritization
- Simulation
- Selection
- Analysis

**IT Project Management**

Strategic Delivery

**Objectives**

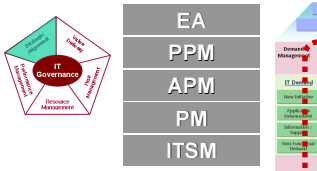
- Increase Customer Satisfaction
- Standardize on Fewer Technologies
- Increase IT Staff Productivity
- ⋮

**Resources**

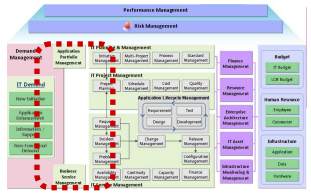
- Budget
- Human Resource
- Infrastructure

**IT Service Management**

# IT Strategic Alignment (illustration)

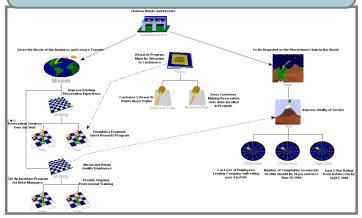



EA
PPM
APM
PM
ITSM



**Enterprise Architecture**

Determine

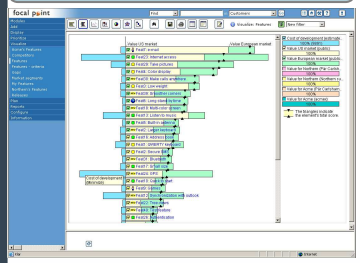


**Application Portfolio Management**

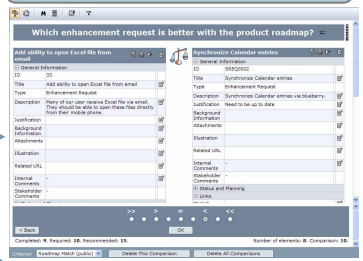
**Project & Portfolio Management**

**IT Service Management**

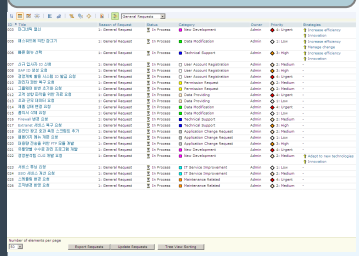
Prioritize



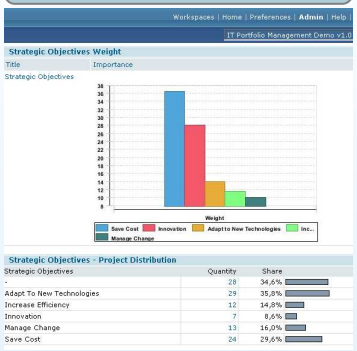
Align, Evaluate




Decide



Monitor

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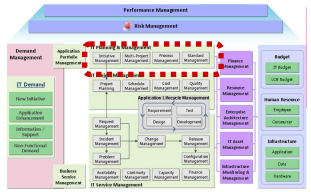
# IT Planning

PPM



IT Planning Process

IT Planning Process (P+1)

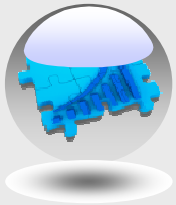
**Annual Planning Process**

- Determine Strategies
- Budget Allocation
- Invest. Spending Planning
- Base Spending Planning

**Ongoing / Monitoring Process**

- Re-Prioritization
- IT Portfolio Monitoring
- Base Spending Monitoring

**Enterprise Architecture**



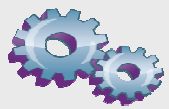
**Application Portfolio Management**

**Finance Management**

**IT Portfolio Management**

**IT Project Management**

**Request Management**



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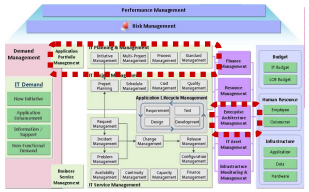
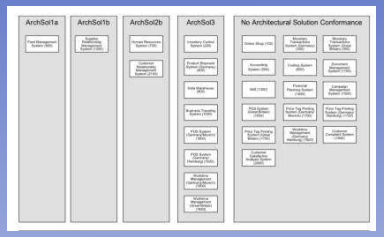
# IT Planning based on EA & APM

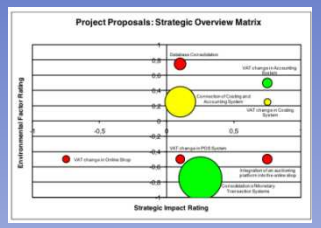
PPM
EA
APM



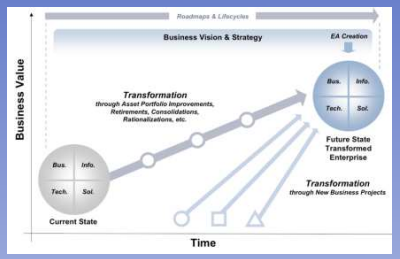
## What do we have?



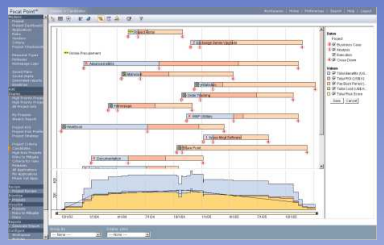

## Where should we invest?




## Where are we going?

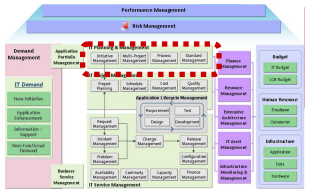



## How/when will we get there?



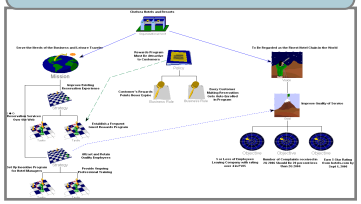
# IT Planning (illustration)

PPM



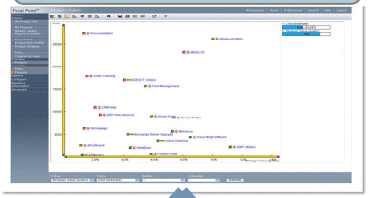
## Enterprise Architecture

### Company Direction

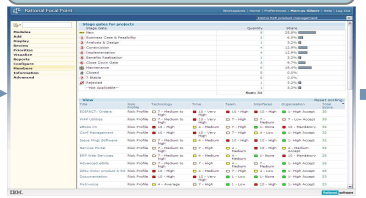


## Project & Portfolio Management

### Investment Portfolio



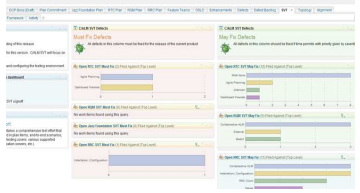
### Execution Monitoring



### Financial Monitoring

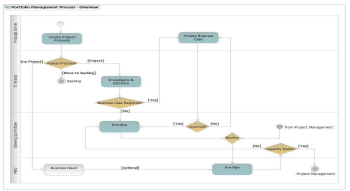
## Project Management

### Project Execution



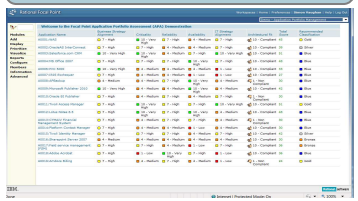
## Request Management

### Request processing



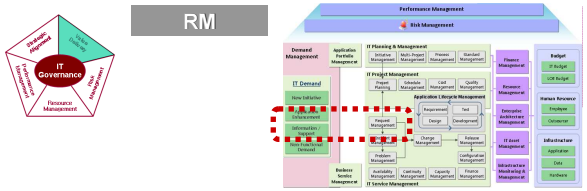
## Application Portfolio Management

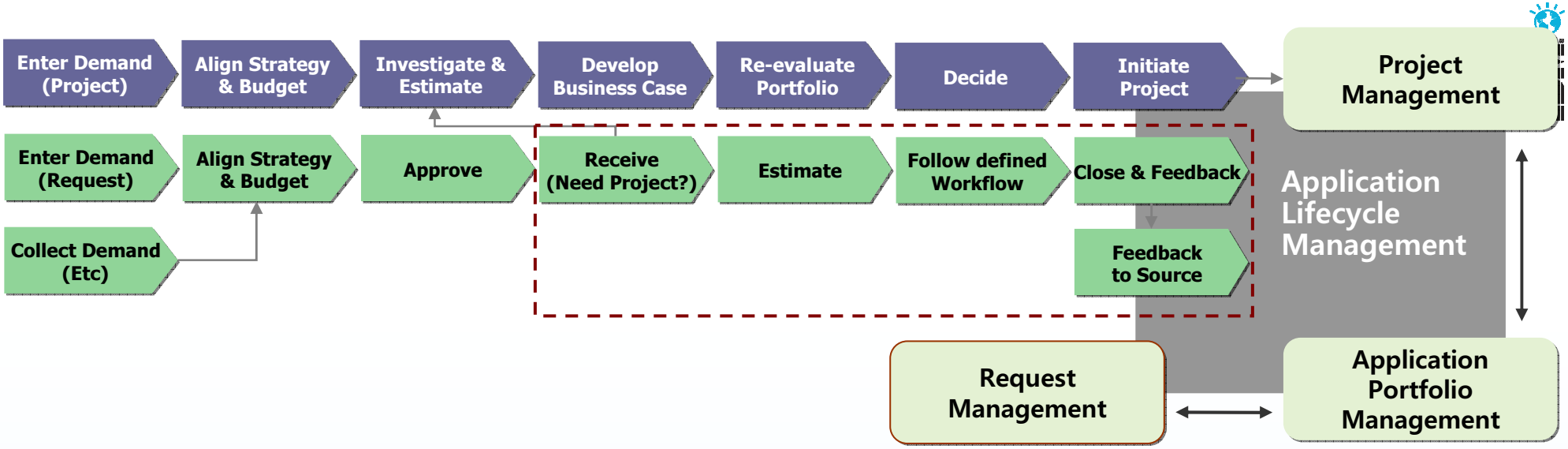
### Application Performance



## IT Service Management

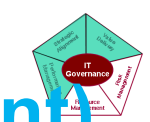
# RM (Request Management)



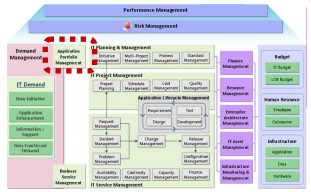




- Request Processing Workflow
- Request Priority Management
- User Requirement Management
- Integration with Application Lifecycle Management (ALM)
- Integration with Application Portfolio Management (APM)

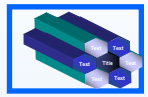
# APM (Application Portfolio Management)

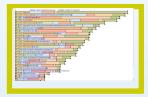



APM



Application Details


Architecture & Technology


Financial Performance

Organization

Business Alignment

Technical Debt

Service Quality

**Application Portfolio Management**

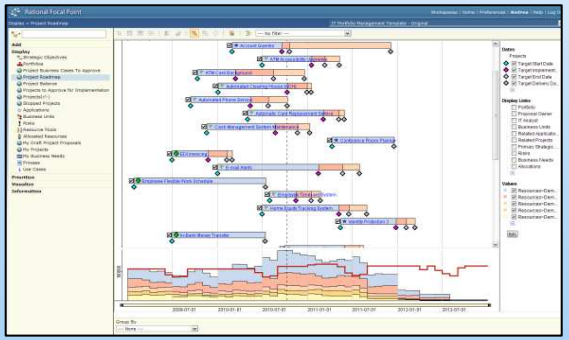
Gather info, analyze, make decisions

Retire
- Discontinue

Retain
- As-Is
- Retool
- Consolidate
- Upgrade
- Rehost
- Wrap
- Convert
- Refactor
- Rewrite

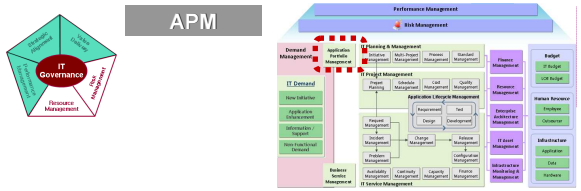
Replace
- Purchase
- Lease

**Determine Disposition**



**Do Macro Planning / Roadmapping**

# APM Integration




IT 운영

ERP

Request Management

Enterprise Architecture

Application Lifecycle Management

Finance Data

Frequency & Efforts

Application Attributes

IT 기획

Application Portfolio Management

Risk Development KPI

Architecture Roadmap

IT Portfolio Management

Application Monitoring & Evaluation

Project Result

Monitoring KPI

IT Dashboard

IT Project Management

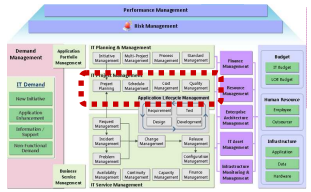
Project Initiation

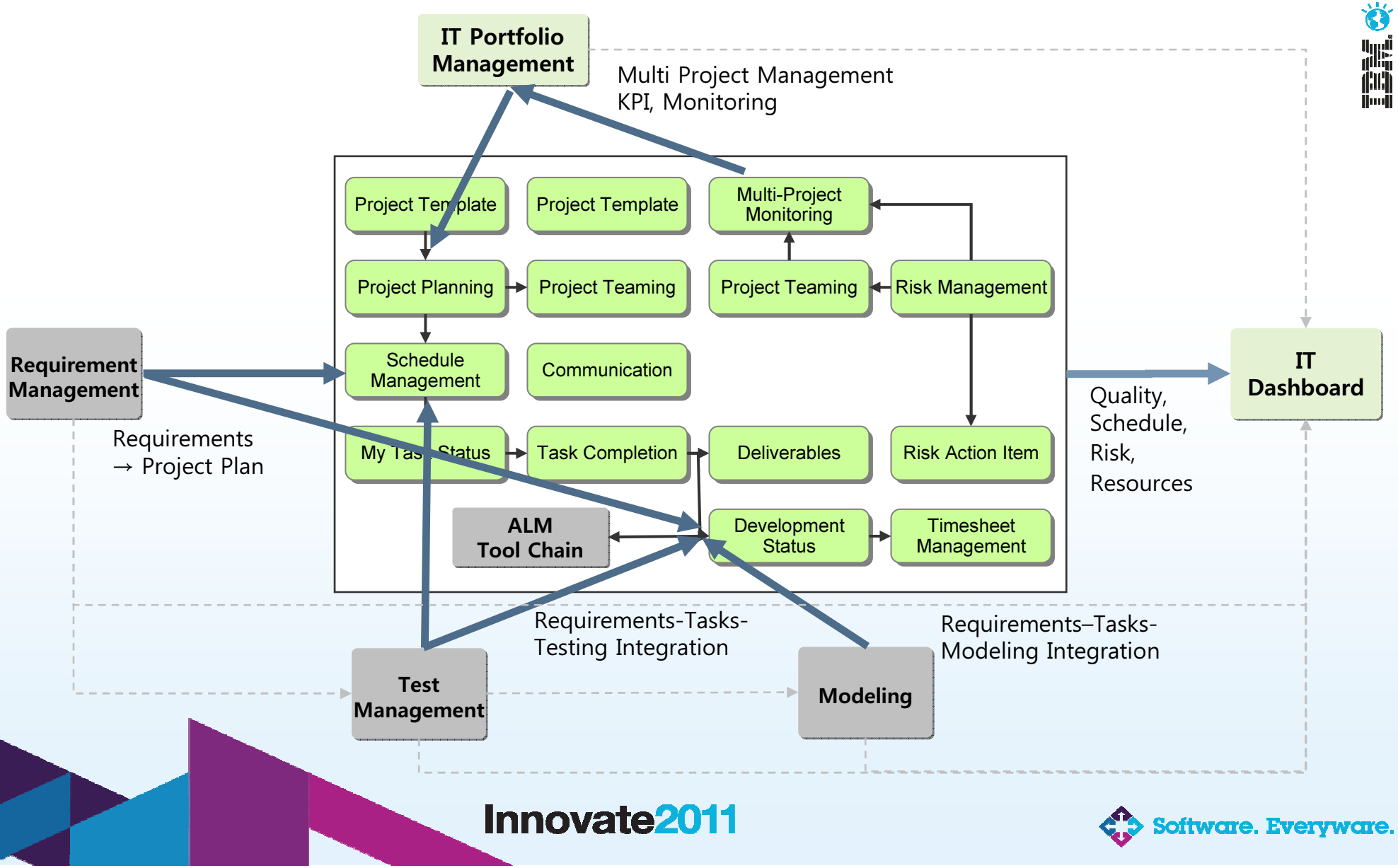
IT 개발

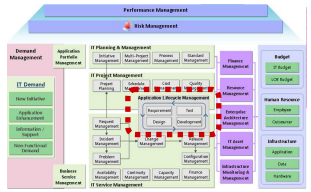
Software. Everyware.

# PM (Project Management) Integration

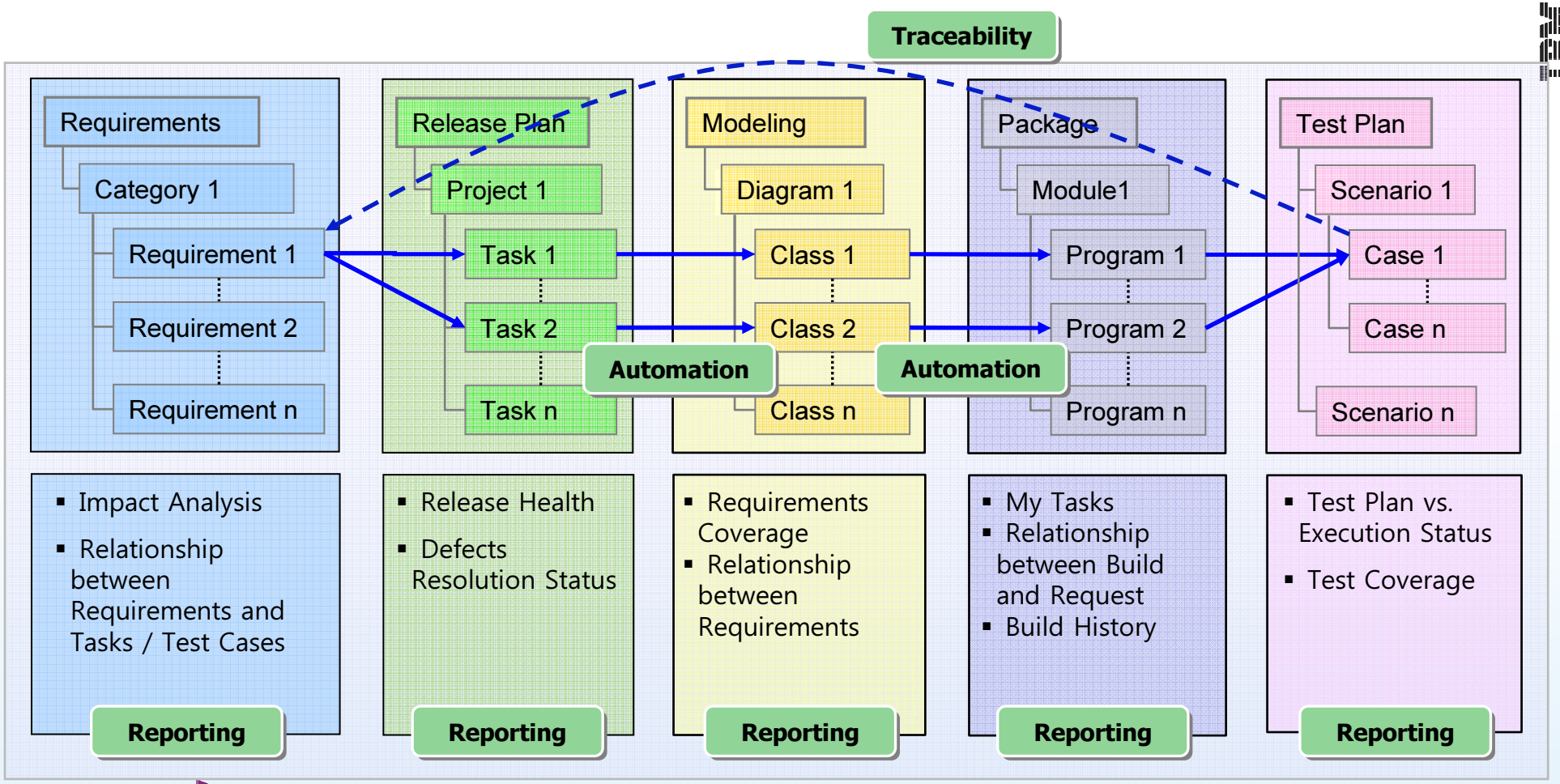
PM



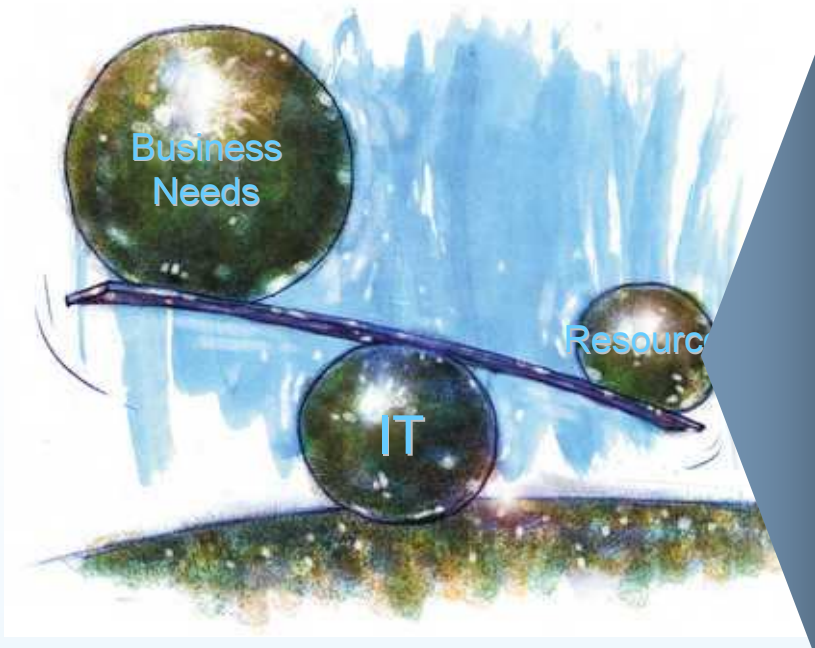


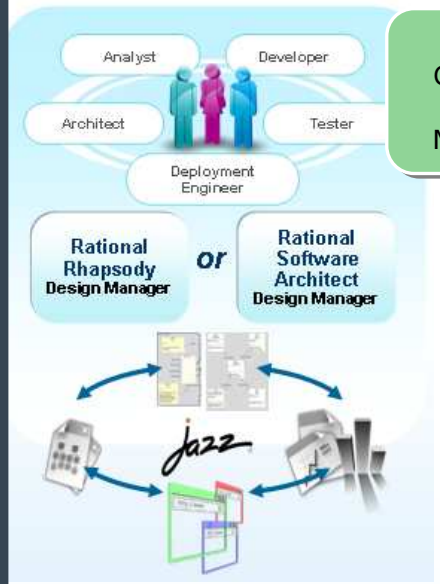


# ALM (Application Lifecycle Management)



# ALM Improves Limited Resource Capacity




Rational Collaborative Design Management

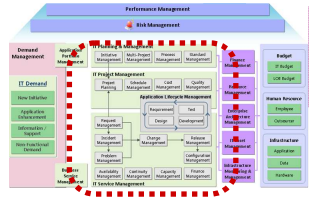
Rational Collaborative Development & Operations

Rational Collaborative Lifecycle Management

Rational Systems & Software Engineering

# PPM Integration

PPM
APM
PM
RM
ALM
ITSM



## Annual Planning Process

Determine Strategies

Budget Allocation

Invest. Spending Planning

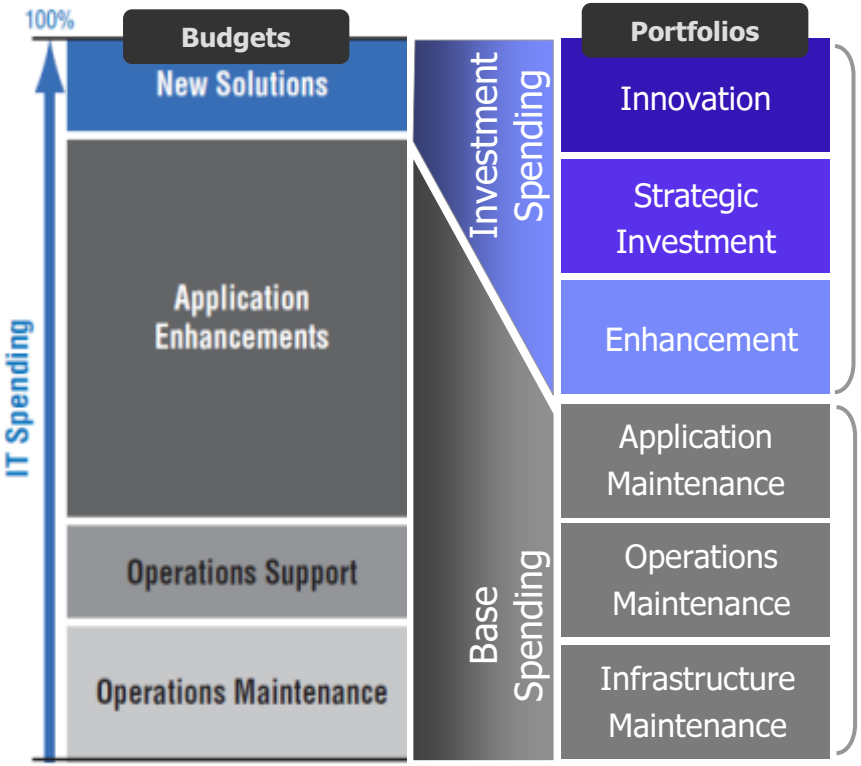
Base Spending Planning

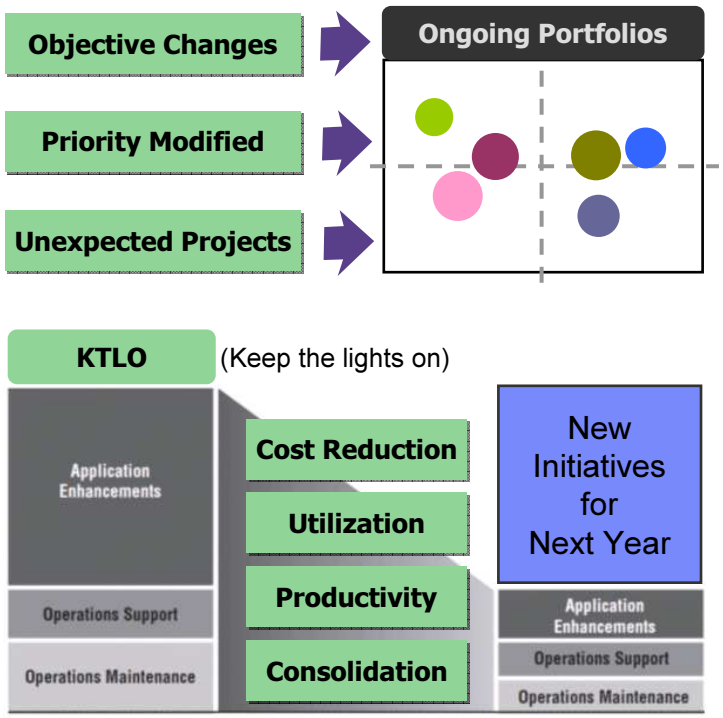
## Ongoing / Monitoring Process

Re-Prioritization

IT Portfolio Monitoring

Base Spending Monitoring

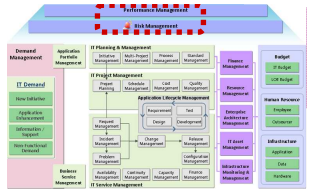



- Application Portfolio Management
- Project Management
- Application Lifecycle Management
- Request Management
- IT Service Management

# IT Knowledge Base Functionalities

IT KB
Portal



**Business Efficiency Improvement**

**IT Consolidation**

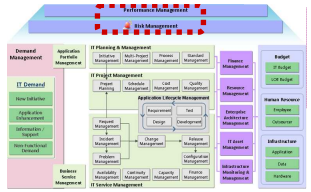
**Standardization**

**Architecture Delivery**

- Collaborative Application Lifecycle
- Store and Organize Assets
- Asset Lifecycle Management
- Search, Use and Create Assets
- Asset Impact Assessment
- Audit and Report
- Communicate Asset Information

# IT Knowledge Base Integration

IT KB
Portal



Search

Publish
Consume

Collaboration

Governance

Traceability
Reporting

Knowledge Base

Process Automation

Business Case

Project Planning

Service Component

Application Component

Release

Approved Build

Relationship Between Assets

CMDB

IT 기획

IT 운영

Enterprise Architecture

IT Service Management

Development

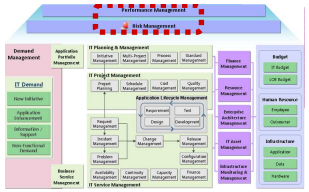
IT 개발

Innovate2011

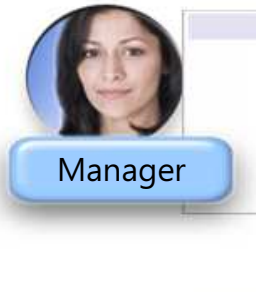
Software. Everywhere.

# IT Dashboard

Dashboard
Portal
IT KB



Leverages best-practice metrics and data model




Integrated role and process based dashboards

Automates real-time lifecycle data collection

IT Process

IT Development

IT Resources

**IT Planning & Management**

- Initiative Management
- Multi-Project Management
- Process Management
- Standard Management

**IT Project Management**

- Project Planning
- Schedule Management
- Cost Management
- Quality Management

**Application Lifecycle Management**

- Requirement
- Test
- Design
- Development

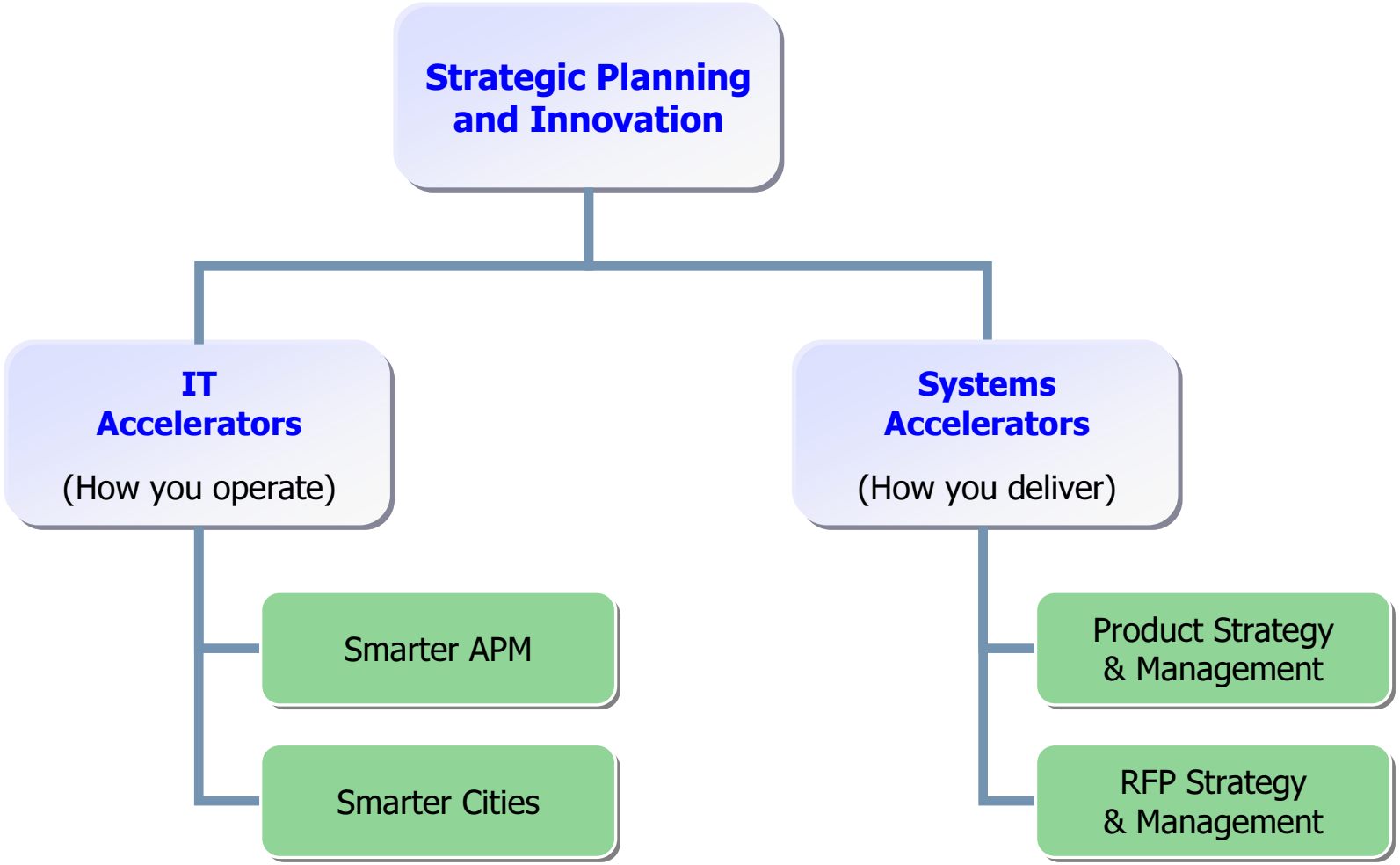
- Request Management
- Incident Management
- Problem Management
- Change Management
- Release Management
- Configuration Management

**IT Service Management**

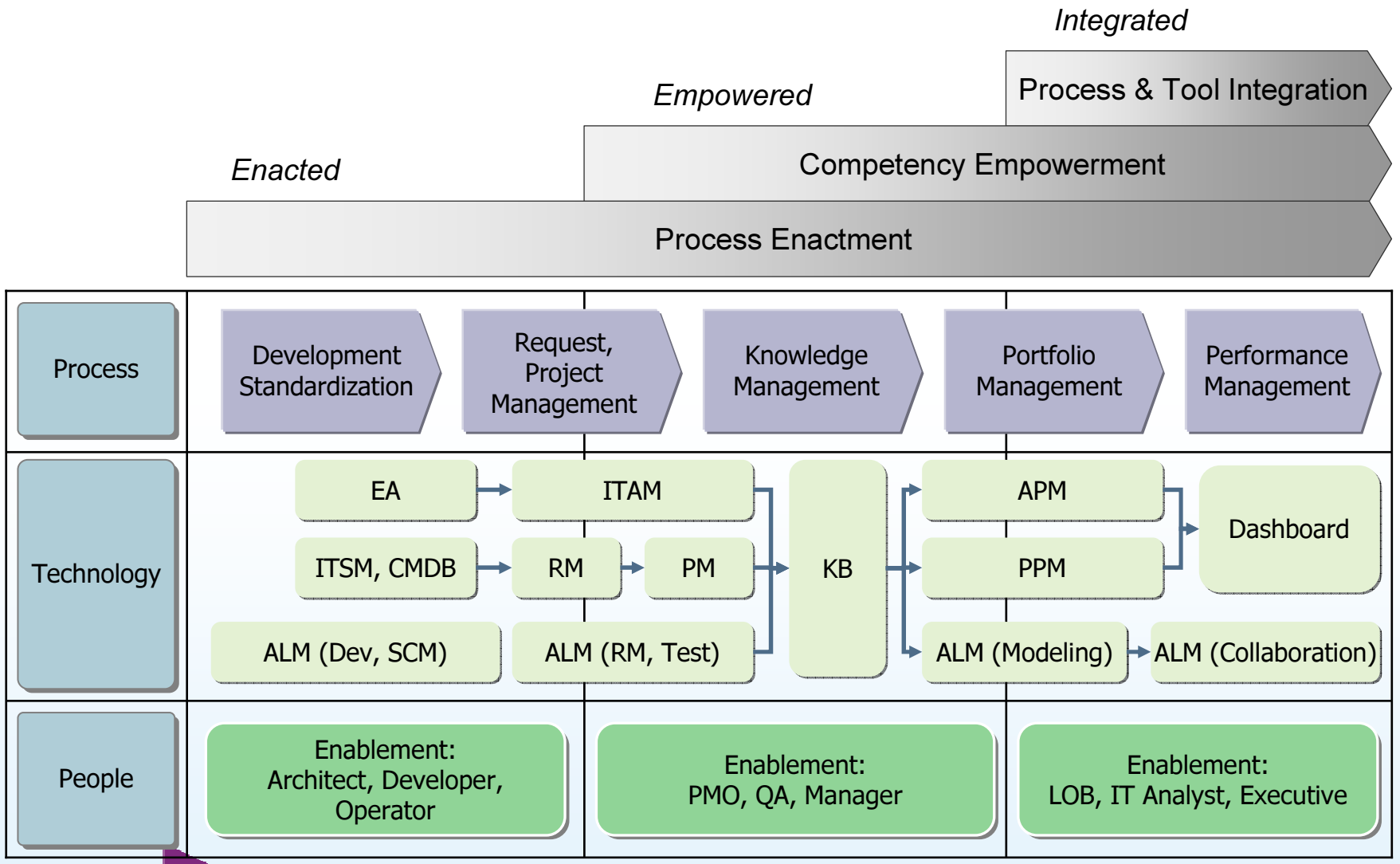
- Availability Management
- Continuity Management
- Capacity Management
- Finance Management

- Finance Management
- Resource Management
- Enterprise Architecture Management
- IT Asset Management
- Infrastructure Monitoring & Management

# Accelerator

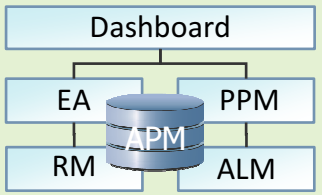


# Roadmap (illustration)



# Why IBM?

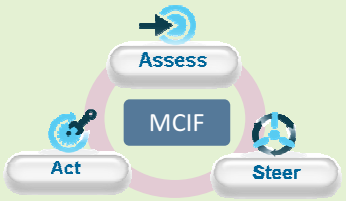
## Solution




**IT 거버넌스의 5대 영역을 커버하는 베스트 프랙티스 기반 통합 솔루션**

- IT 기획,개발,운영 전 영역을 포괄하고 연동하는 솔루션 제공
- 선진 베스트 프랙티스를 각종 Accelerator 형태로 제공 (Quick Start 용이)
- 강력한 포인트 솔루션과 모듈화가 가능하여 순차적 도입 가능

## Service




**비즈니스 목표를 달성하기 위한 측정 기반 반복적 수행 방법론**

- 고객사의 현 상황에 대한 진단 서비스 (Health Assessment)
- 비즈니스 목표 달성을 위해서 집중해야 할 베스트 프랙티스 제시
- 측정과 실행의 반복을 통한 베스트 프랙티스의 내재화

## Platform

**협업, 리포팅, 확장성을 고려한 오픈 플랫폼**

- OSLC Open Community Integration Spec 준수
- 리포팅, 협업, 보안 기능을 통합한 강력한 Jazz 플랫폼 전략
- 3rd Party 제품 및 고객사의 기존 솔루션과 연계가 용이

### 비즈니스 가치 제공

- 비즈니스 전략과 우선순위 기반
- IT/비즈니스 변화에 따른 분석 및 대응

### IT 위상 증대

- IT 거버넌스 고도화에 따른 위상 증대
- Corporate 거버넌스에 기여 및 인지도

### IT 생산성 / 효율성 제고

- 자동화 및 자원 활용의 최적화
- 성과(측정) 관리를 통한 생산성 증대

### IT Resource Agility 증대

- IT 전반의 위험요소 사전 식별 / 관리
- 프로세스 모니터링 / 통제 / 민첩성

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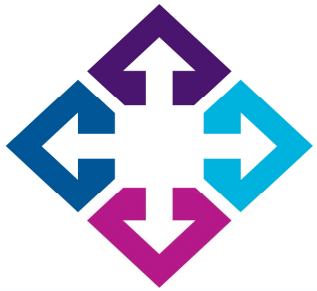

# Software. Everyware.