



Innovate2011

The Premier Software and Product Delivery Event



Software. Everywhere.



Running the 'Execution' Marathon: the Where & the How

Translating Business Strategy into High-Impact Solutions

Kedar Walimbe

IBM Rational ASEAN





Agenda



It's All About the Outcomes

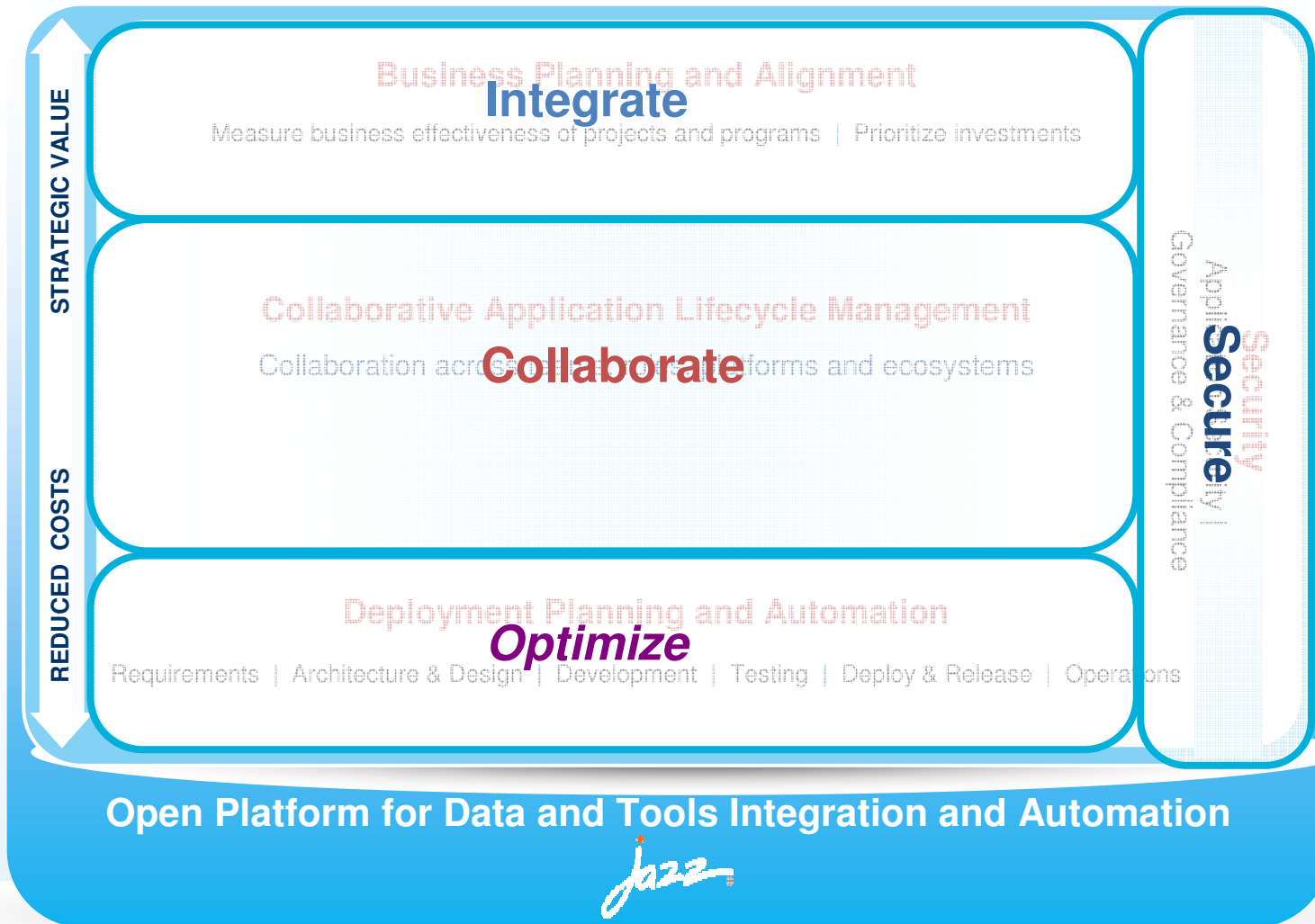
- *IBM Rational BPA strategy*

Making IT Real, Happen and Last

- *Business Planning & Alignment Solution*



Our Capabilities to Help You Achieve Breakthrough Benefits





Business Strategy Planning and Alignment for a Smarter Planet

- IT's focus is more about impacting business outcomes than ever before
 - Success is measured by the degree to which IT can help create and influence business decisions.
 - Enterprise Architects must play a primary role in advancing business architecture
- Insights from the 2011 IBM Global CIO Study
 - Organizations need a “transform” mandate for IT to be a provider of industry-wide solutions to support the business
 - Focus on managing essential IT activities and getting information to decision makers faster and more accurately



The
Essential
CIO



Many businesses are challenged by growing complexity



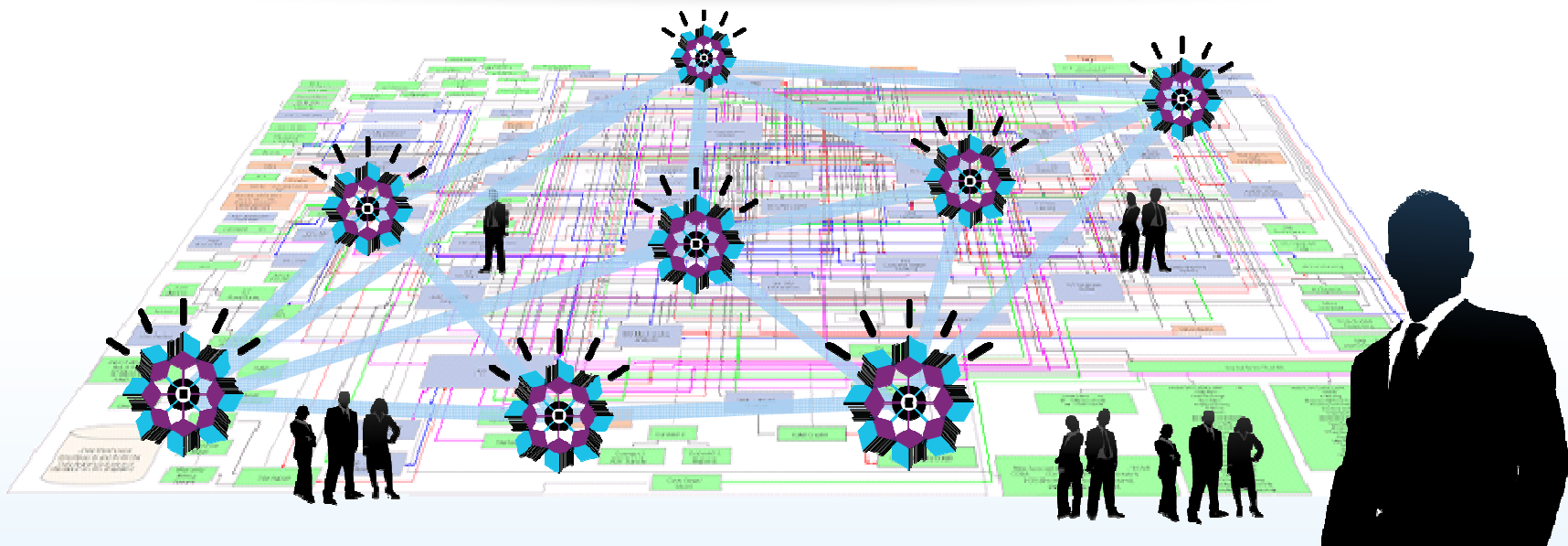
8 in 10 CEOs anticipate significant complexity ahead.



Half Feel prepared to handle it.

30%
complexity gap

Source: IBM Global CEO Study 2010
"Capitalizing on complexity".



Growing Complexity

Innovate2011

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What should I consider when choosing the right path?



Market
Customers
Competitors
Climate
Products/Services

1

Enterprise Inventory
•What capabilities do you have?
•How effective are they?
•Where can you improve?

2

Future State Visioning
•What are the business benefits?
•What is the likelihood of success?
•How much investment is required?



Capabilities
Business
Data
Technology
Applications/Systems

Delivery
Scope
Resource
Costs
Schedules

3

Transition Governance
•Work within constraints
•Optimize roadmap
•Delegate and track initiatives

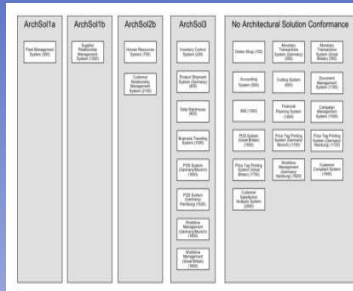




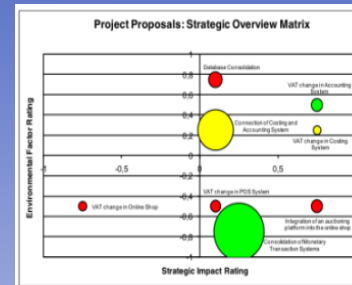
Business Planning & Alignment: EA, APM & PPM



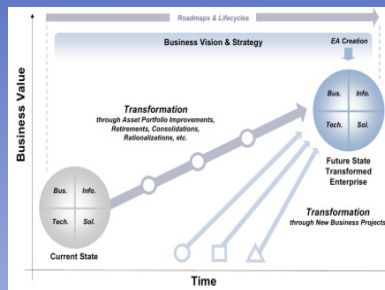
What do we have?



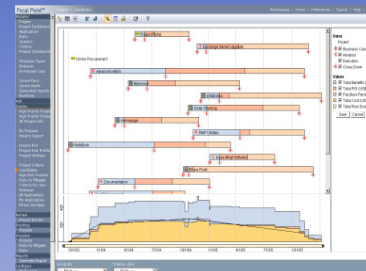
Where should we invest?



Where are we going?

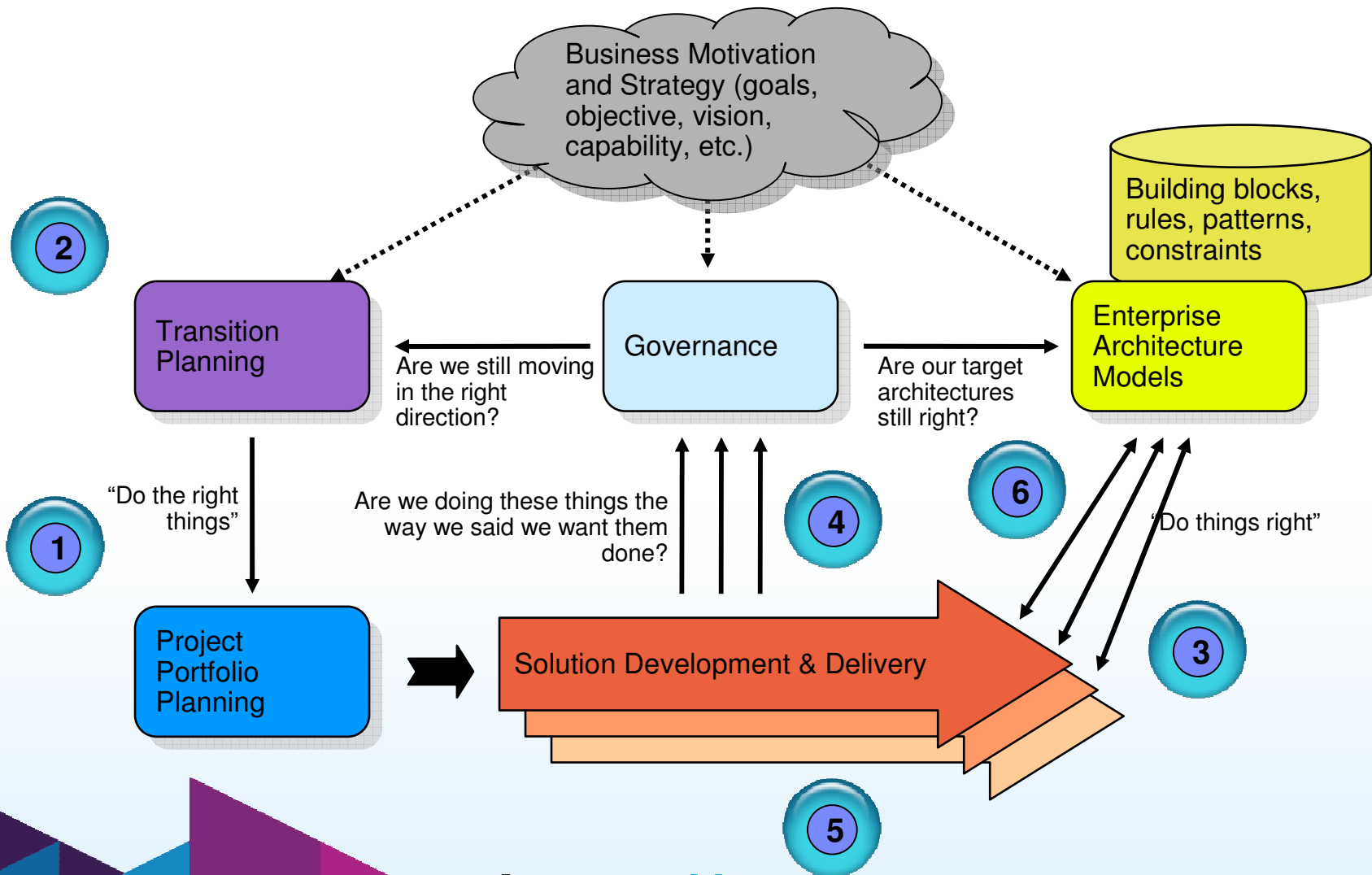


How/when will we get there?





BPA Solution: “Do the right things right”





Define Strategy & Vision

System Architect XT - JK Enterprises Corporate - Windows Internet Explorer

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

System Architect XT - JK Enterprises Corporate




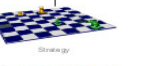






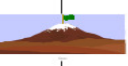
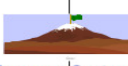

IBM Rational System Architect XT mowen Updater Refresh | Bookmark | View all sessions | About | Help

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JK ENTERPRISES CORPORATE

Type - Enterprise Direction
Parent Diagram:

Business Motivation Model (Enterprise Direction)

Means	Organization	Ends
<p>Mission</p>  <p>Strategy</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Save Cost</p>  <p>Call customer after each visit</p> </div> <div style="text-align: center;"> <p>Innovation</p>  <p>reduce waste</p> </div> <div style="text-align: center;"> <p>Adapt to new Technologies</p>  </div> </div>	<p>JK Enterprises</p>  <p>Organizational Unit</p> <hr/> <p>Governance</p> <div style="display: grid; grid-template-columns: 1fr 1fr; gap: 10px;"> <div style="text-align: center;"> <p>SOX</p>  <p>Policy</p> </div> <div style="text-align: center;"> <p>Security Policy</p>  <p>Business Rule</p> </div> <div style="text-align: center;"> <p>ISO20000</p>  <p>Policy</p> </div> <div style="text-align: center;"> <p>GRCS Policy</p>  <p>Business Rule</p> </div> </div>	<p>Be vendor of choice in the B2B Market</p>  <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>Gain Market Share</p>  <p>Objective</p> <p>Gain 5% organic growth by Dec 2009</p> </div> <div style="text-align: center;"> <p>Improve Customer Satisfaction</p>  <p>Objective</p> <p>Improve customer support satisfaction 20% by Dec 2009</p> </div> <div style="text-align: center;"> <p>Reduce Cost of Goods Sold</p>  </div> </div>

Pan & Zoom

Wireless USB



Analyze Business and Financial Priorities

Which application is more effective for processing applications?

Call Center Application

Application
ID: 008
Title: Call Center Application
State: Upgrade needed
Type: Internal

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.

Comments
Admin 2010-02-17 16:37:
Needs to be updated now to include more web and chat capabilities.

Attachments
Application Owner: Sofia
Business Units: Commerce
Department: Department 1
Sponsoring Organization: Marketing department

Business
Application Dates
Usage
Scorecard
Liability: 7 - High
Reliability: 7 - High
Availability: 7 - High
Architectural Fit: 10 - Compliant

Loan Servicing

Application
ID: 010
Title: Loan Servicing
State: In production
Type: Internal

Description
Loan servicing application.

Comments
Attachments: Application Software.doc (29 KB)
Application Owner: Harald
Business Units: Operations, Commerce
Department: Department 2, Department 3
Sponsoring Organization

Business
Application Dates
Usage
Scorecard
Liability: 10 - Very High
Reliability: 7 - High
Availability: 4 - Medium
Architectural Fit: 10 - Compliant
Total Score: 31

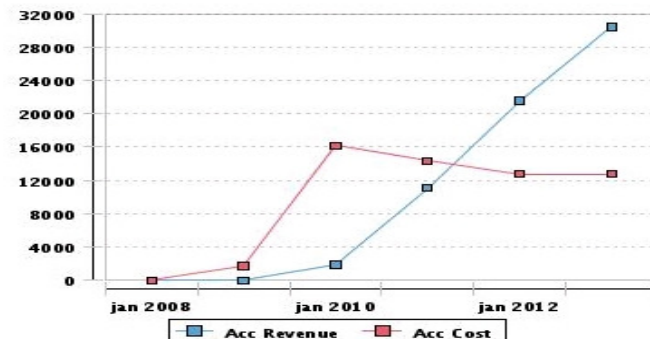
Completed: 38. Required: 16. Recommended: 35. Number of elements: 17. Comparison: 39.

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

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 - Non Compliant	10 - 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:CYMATV 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:Autodesk Pledge	7 - High	4 - Medium	7 - High	4 - Medium	1 - Low	1 - Non Compliant	24	Gold

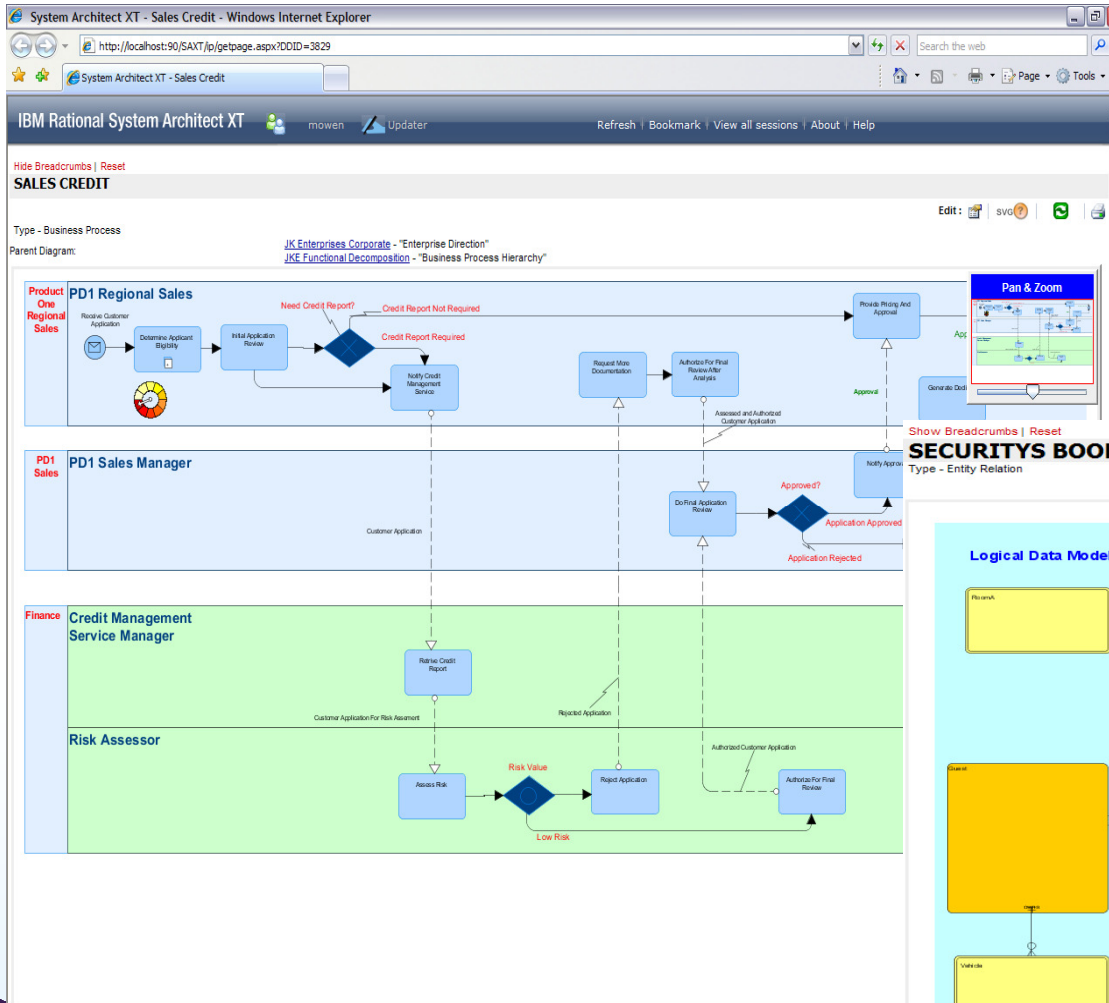
	2008	2009	2010	2011	2012	Sum
Increased Revenue		3,000	20,000	25,000	30,000	78,000
Decreased revenue on other products		0	400	5,000	5,000	10,400
Sum Revenue		0	2,600	15,000	20,000	57,600
Cost Savings			3,000	3,000		6,000
Project Cost	2,000	20,000				22,000
Sum Cost	-2,000	-20,000	3,000	3,000	0	-16,000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



Net Present Value 17,663

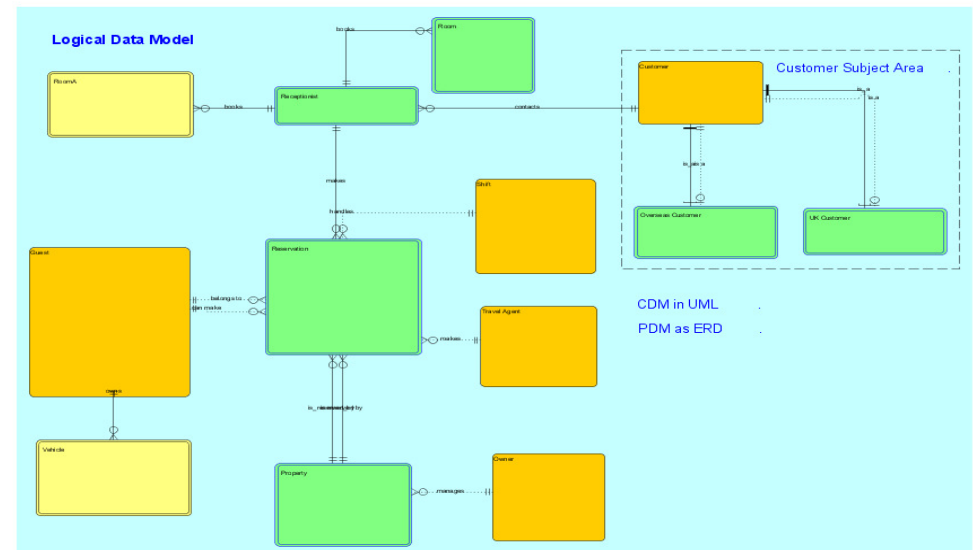


Define Business Architecture



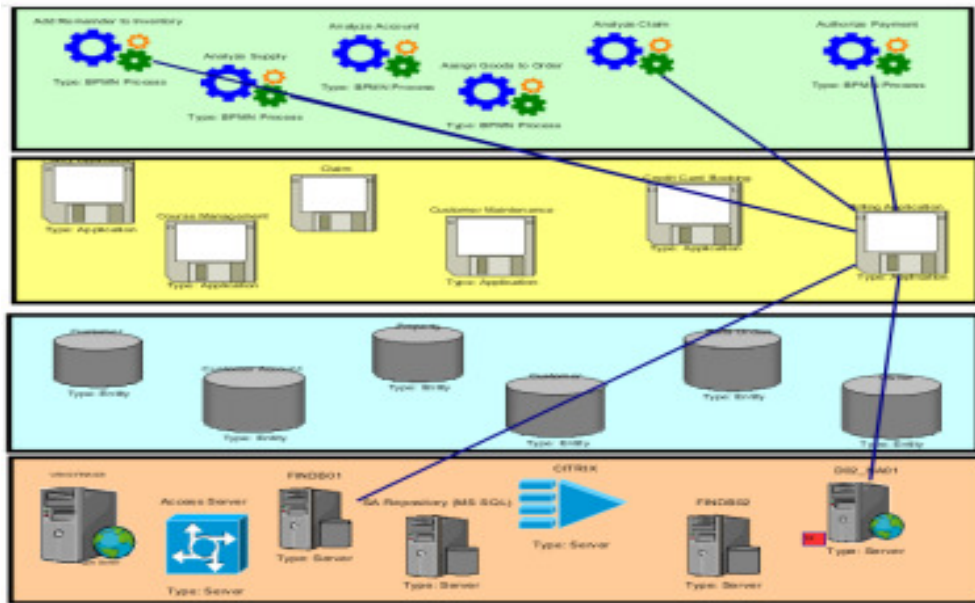
SECURITYS BOOKING SYSTEM

Type - Entity Relation

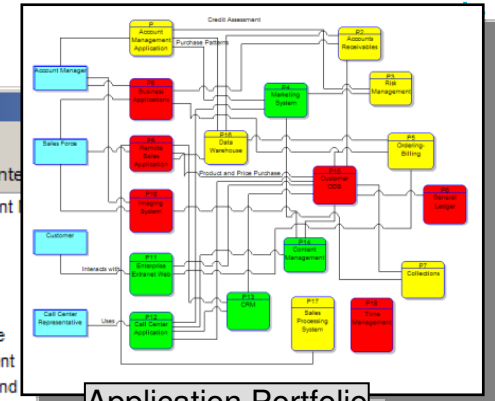
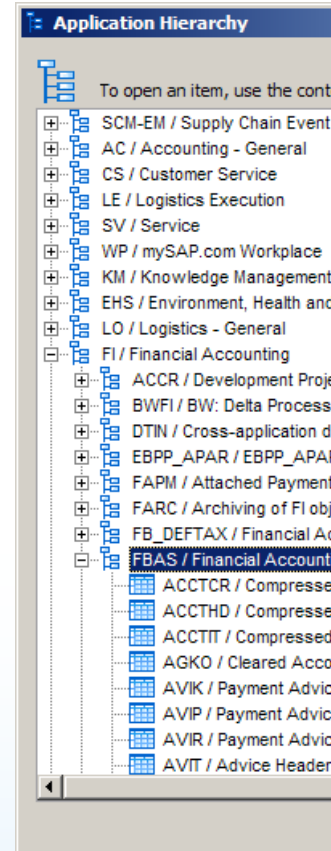
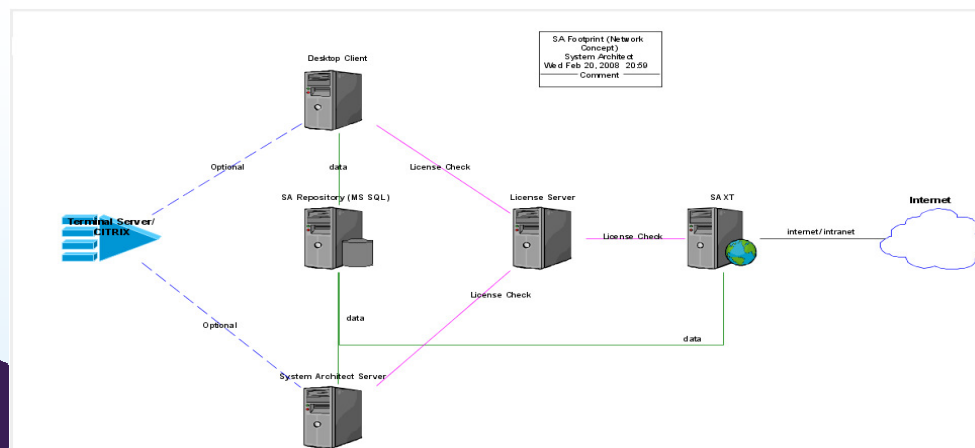




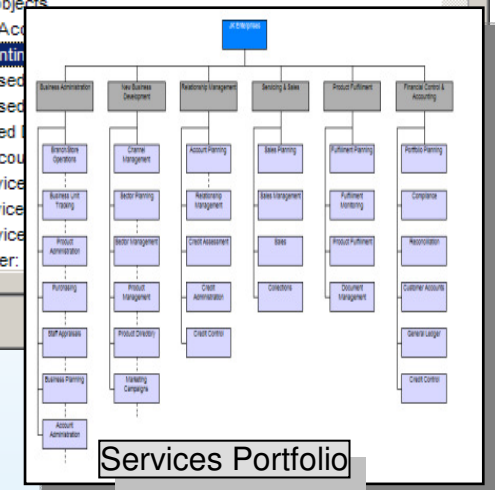
Define IT Architecture



SA FOOTPRINT
Type - Network Concept



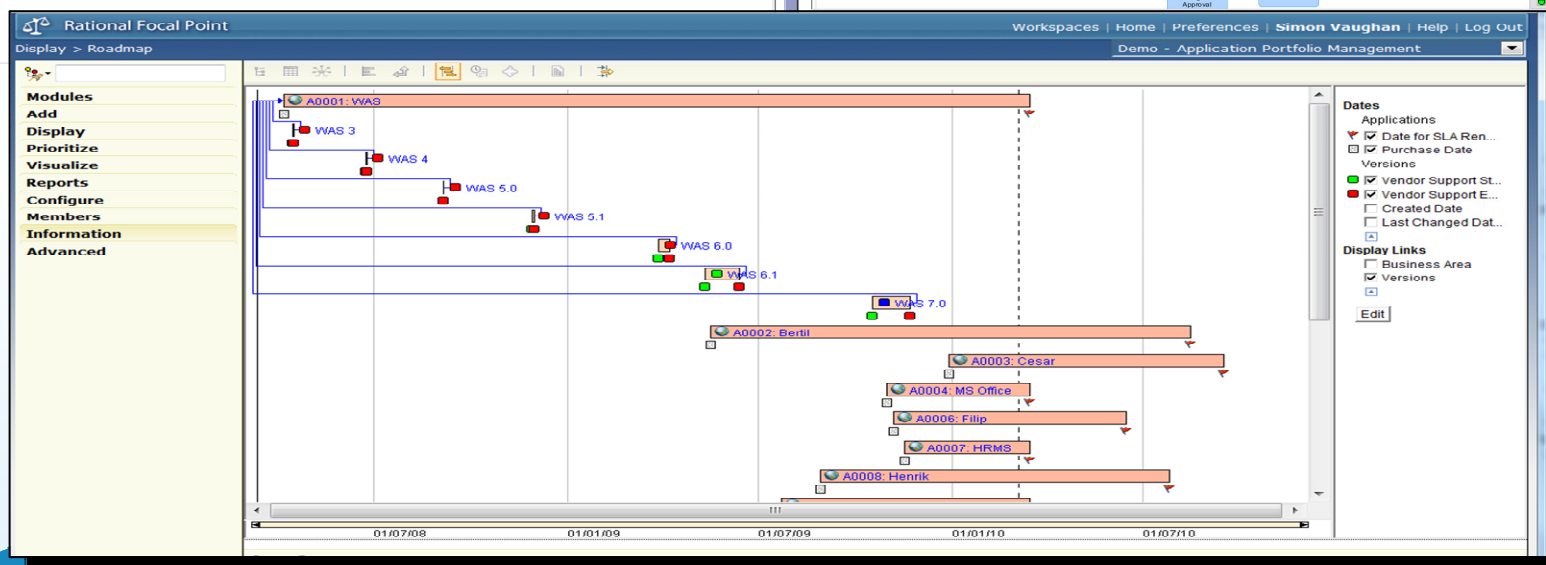
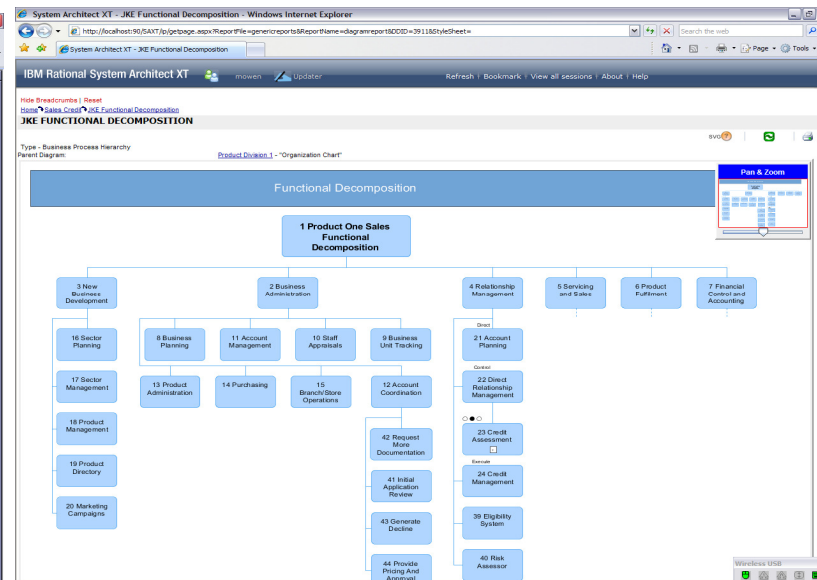
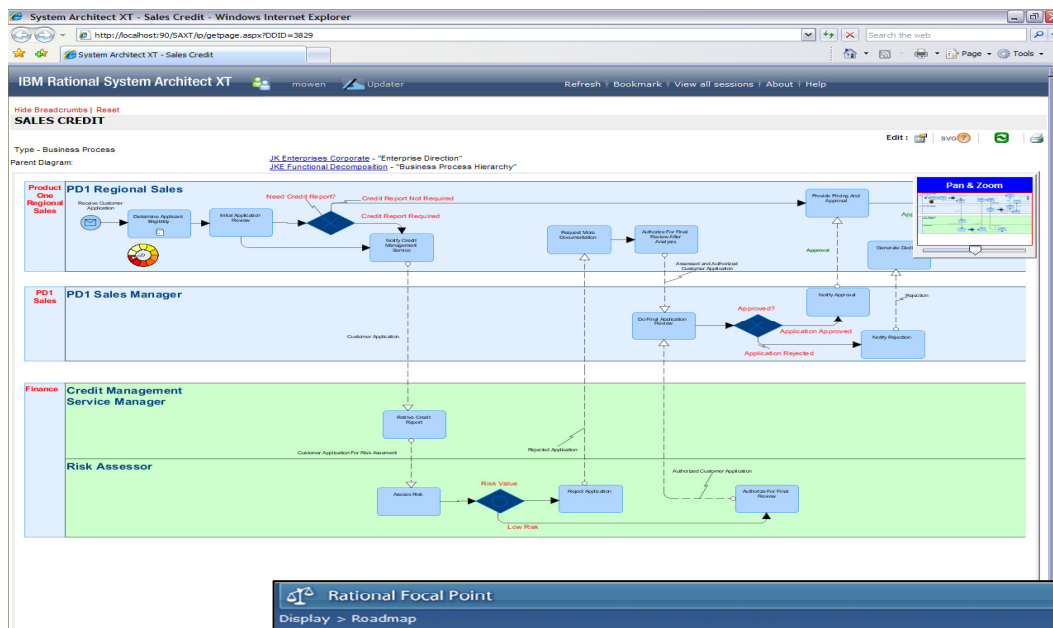
Application Portfolio



Services Portfolio

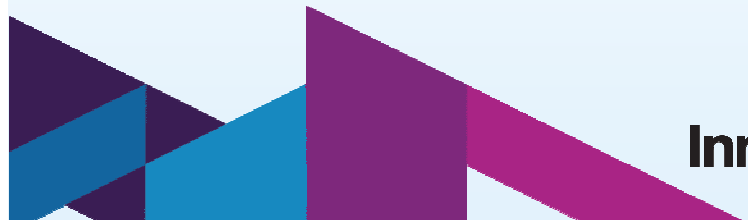
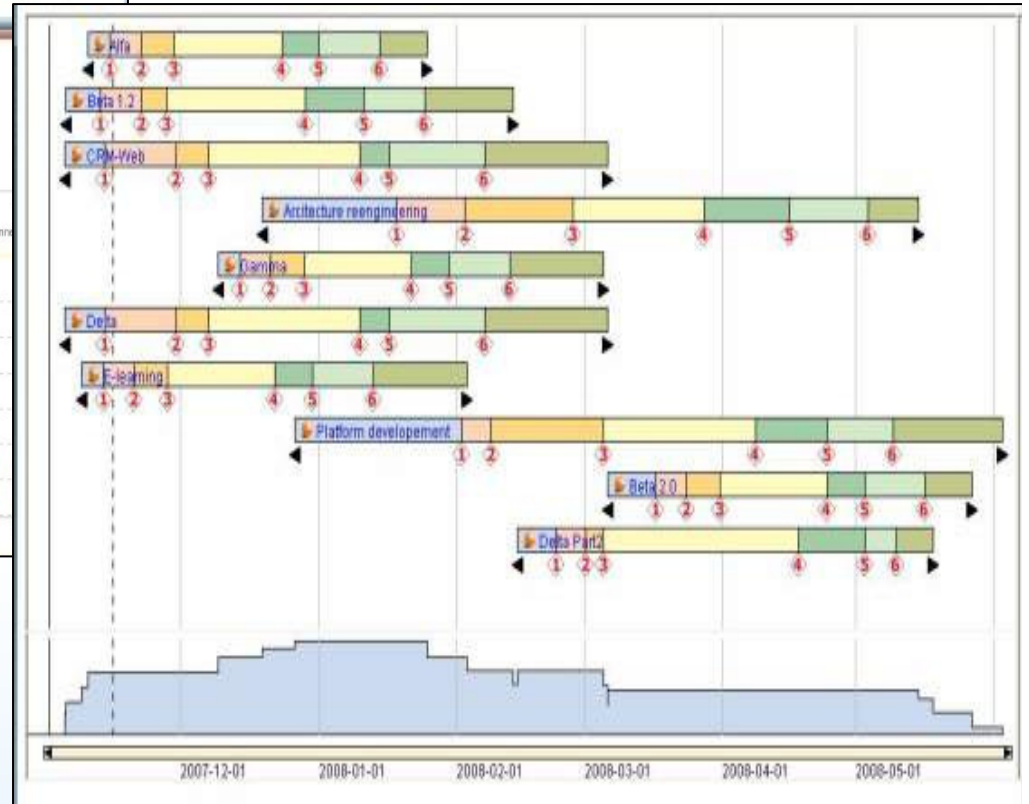
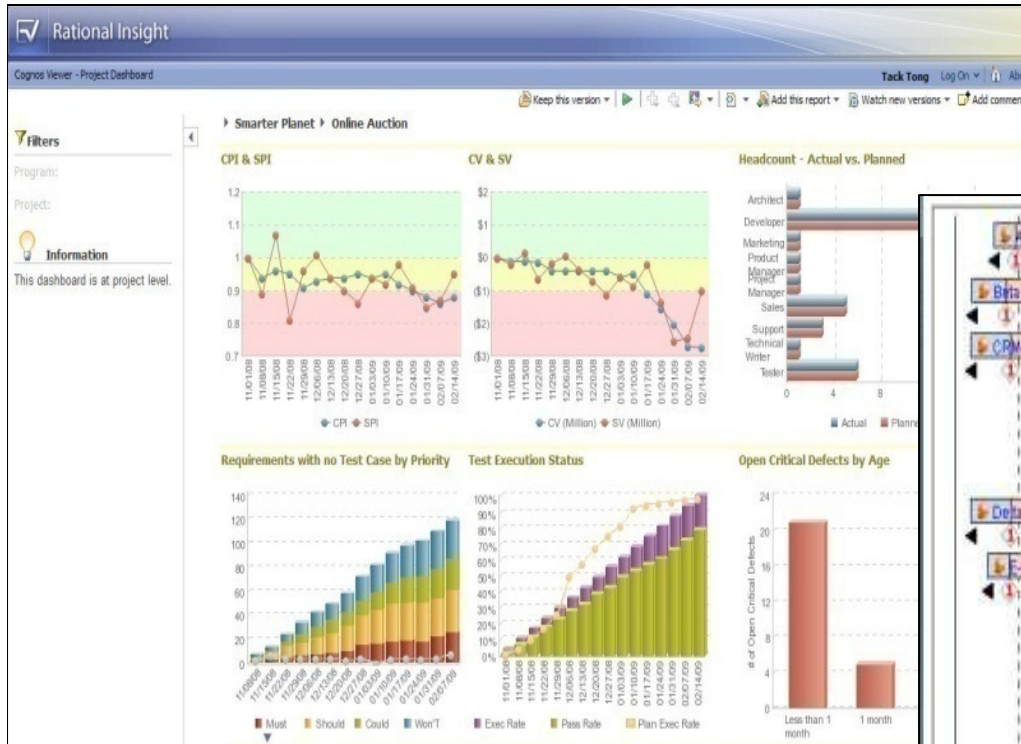


Define Transition Plan



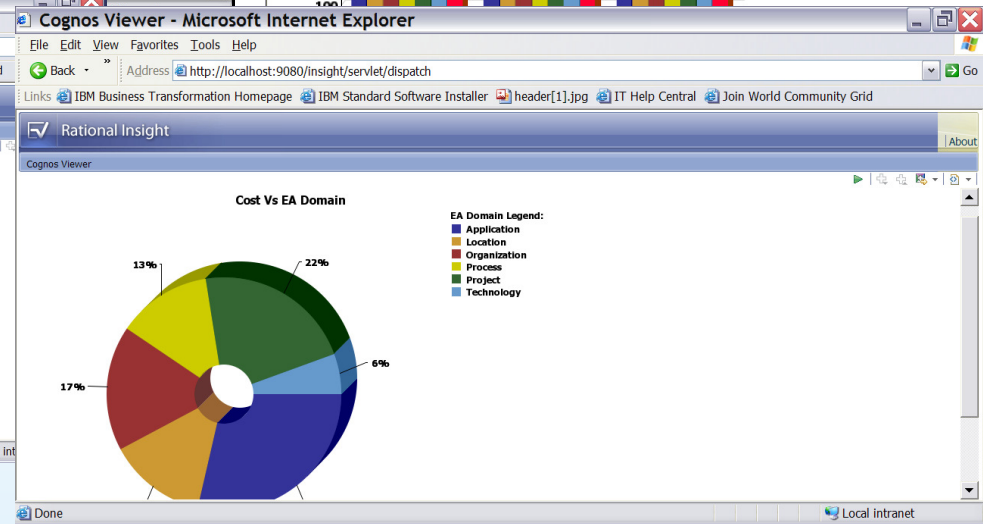
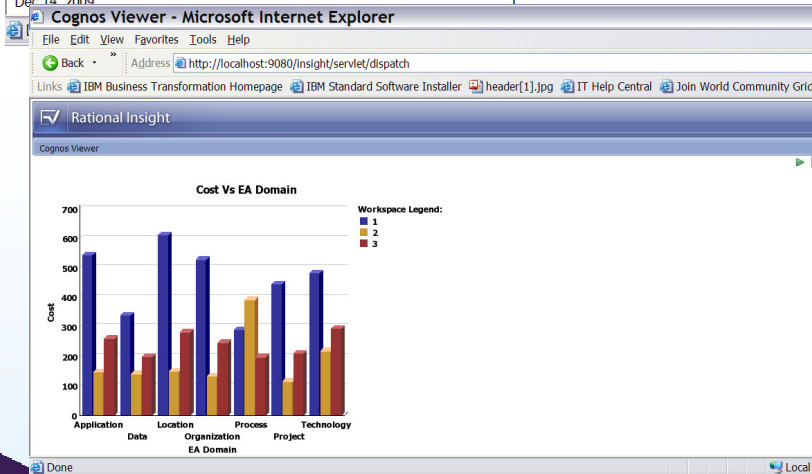
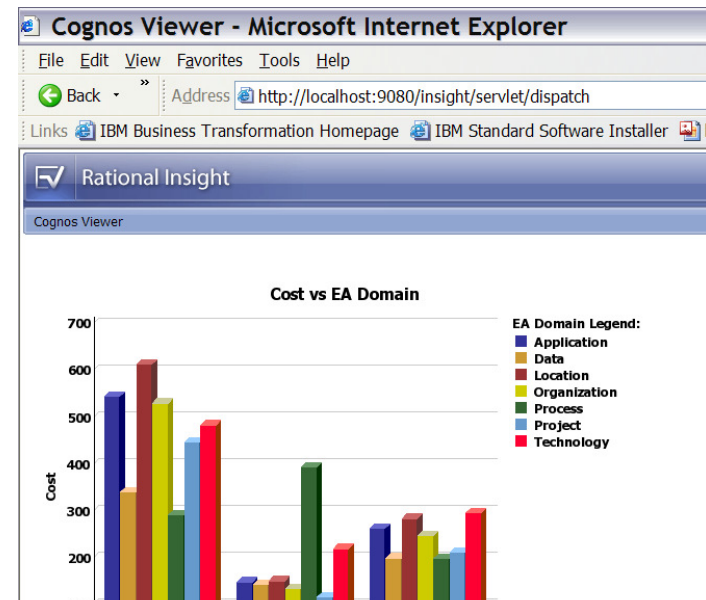
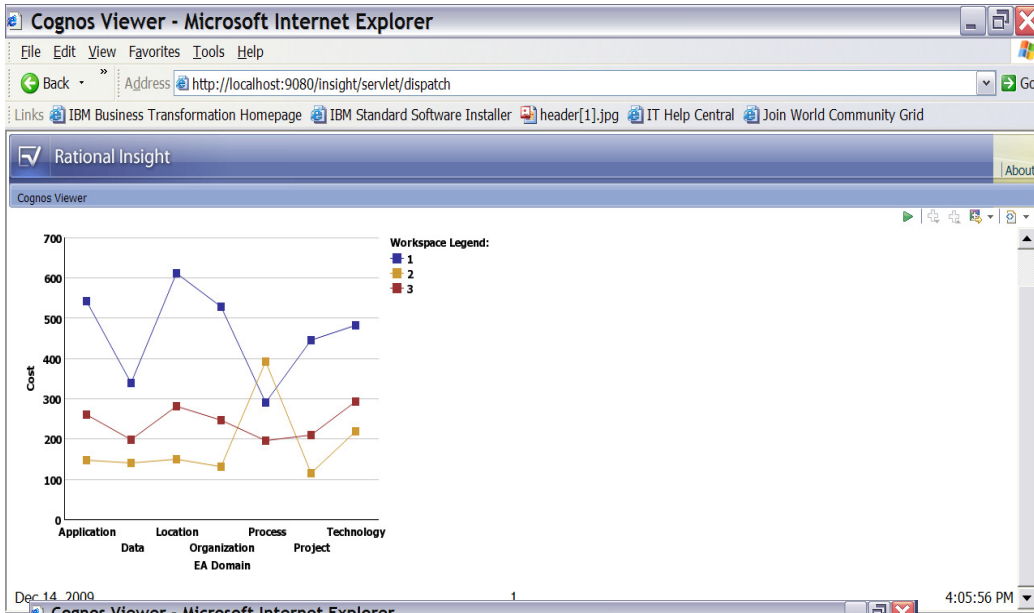


Execute Change



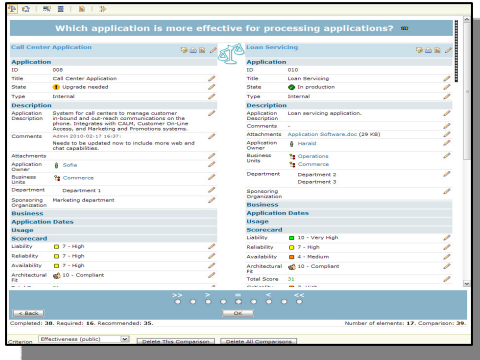


Governance & Reporting

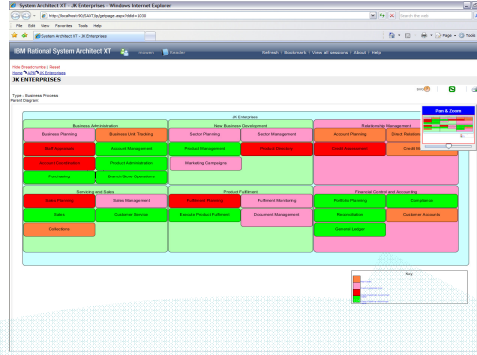




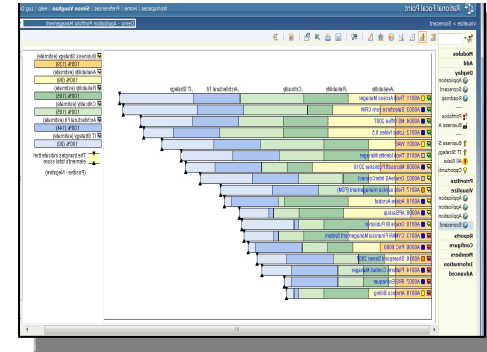
Analyze Business & IT Priorities



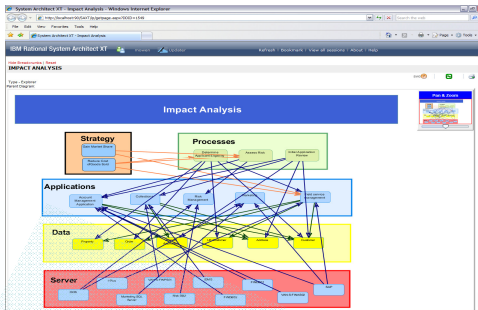
Define Transition Initiatives



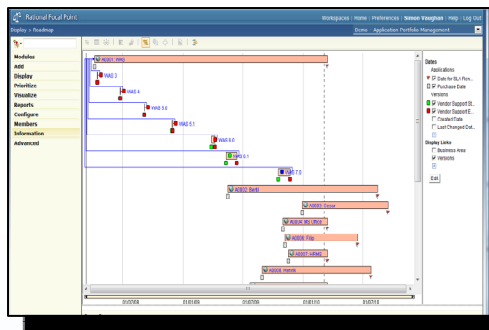
Analyze and Prioritize Initiatives



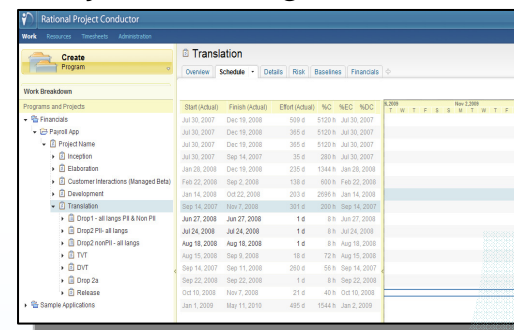
Perform Gap Analysis



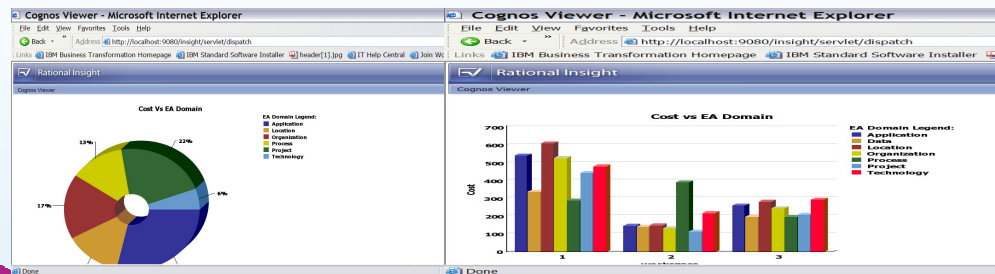
Define Scope & Roadmaps



Project Planning & Execution

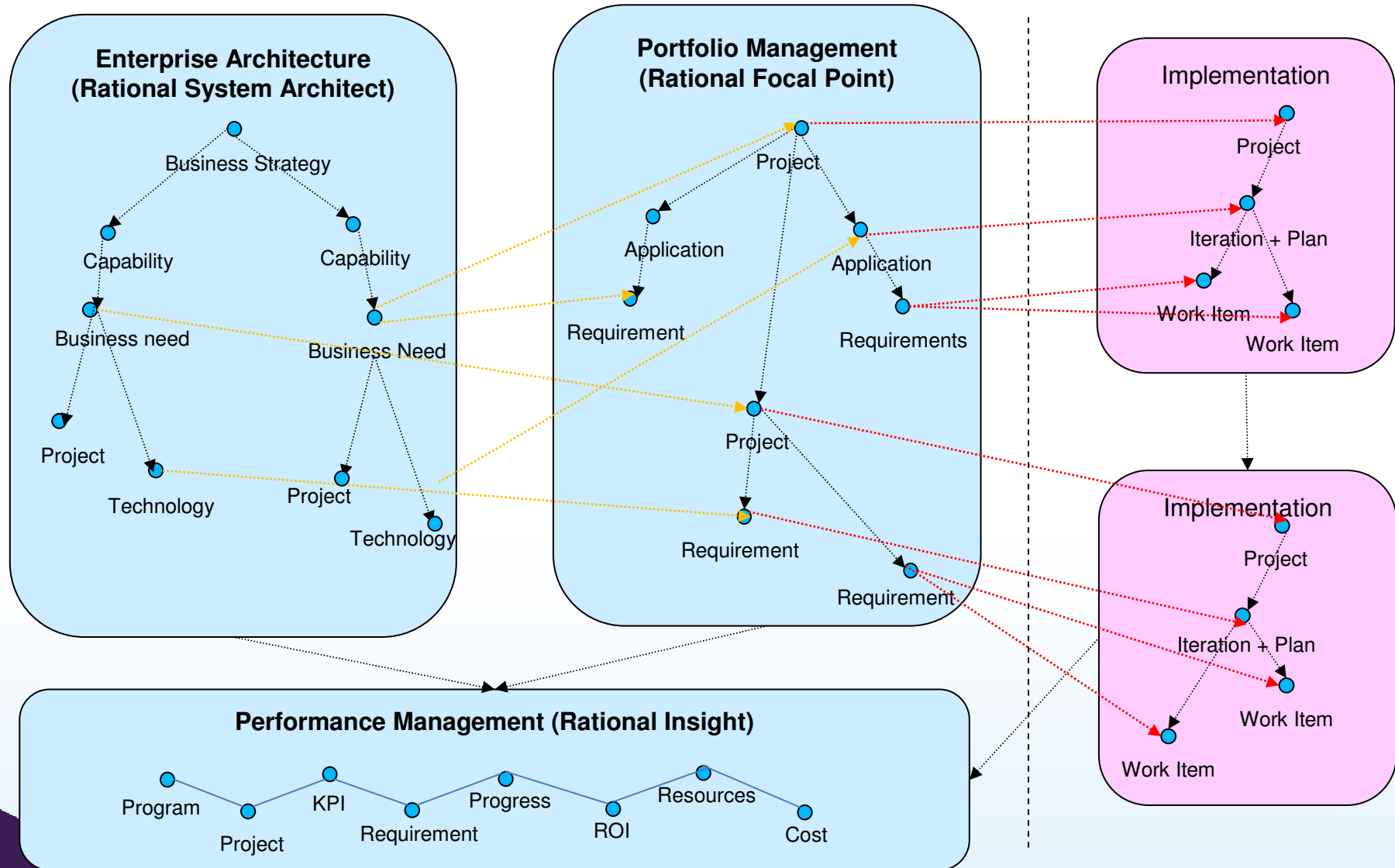


Monitor With Executive Dashboards





Linking from Strategy to Execution



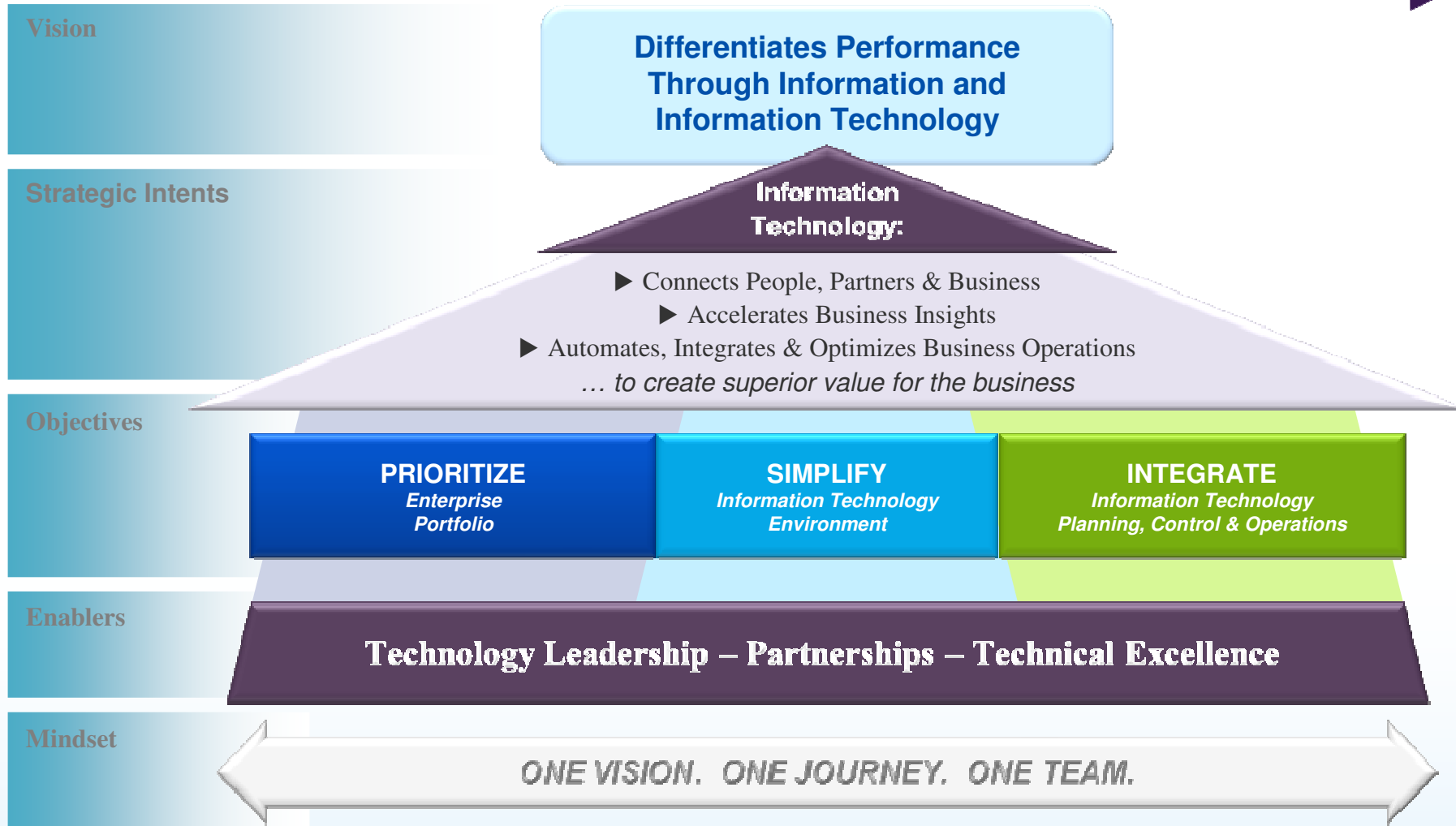
BSPA is the Solution..



- 1
- 2
- 3
- 4
- 5
- 6

Initiative	Activity	Considerations
Project Consolidation	Should I rationalize some current projects? Is the current business linkage and value transparent? Supported?	What control do I wish to allow in my divisions? "Tactical projects"?
Application Consolidation	Can I achieve a short term rationalization? IBM's example is 70% reduction. Telecom company 40% in 5 years.	Sunset? Move to low cost center? Service re-engineering?
Application Replacement "OTB"	Should I replace my applications with something "off the peg" Is that less expensive? COTS? SAAS?	Am I replacing a custom design with something with just base function? Fit?
Rationalize business processes?	Does one of my divisions has something common we could share? If so, can I lose infrastructure support cost?	Processes in applications vs. Middleware. Best practice?
Rationalize Solution Development processes	Adoption of standard templates for key activities. Basis for measurement and continual improvement.	Do I have base metrics? Commonly accepted? Baseline
Rationalize Data Architectures	Commonality in the models we use. Use of an industry standard.	Do the standards allow me to DIFFERENTIATE my businesses?

IBM
3-6 months
6-18 months





Making it Last *In summary*

- Focus on value - teeth with a good purpose, improve business results
- Respect the business structure – a compilation of business units
- Architecture provides a strategic lever - but does not stand alone
- Integrate – with planning, prioritization, project controls, leadership teams
- Influence – engagement plans, project connections
- Collaborate – grow the ability of architects to work together
- Drive – steer every project, steer investment planning



Questions

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Thank You

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