ENTERPRISE ARCHITECTURE
CAN'T SEE THE WOOD FOR THE TREES?

The operating environments of businesses in all industries have always been in a state of evolution. Today, however, the pace of that change is increasing to meet the needs of the modern business world. Ensuring that IT is proactively responding to business change, whilst also driving technical innovation, is a challenge that faces every CIO and is one that Enterprise Architecture (EA) addresses.

EA will deliver a blueprint for your evolving business operating model, helping you to ensure that your IT investment delivers benefit to the business. As a result your company will be better positioned and more able to respond to business and environmental change.

EA is recognised as a key enabler to business and organisational success.

What is it? EA is about ensuring your organisation maximises the benefit from its investment in IT. It requires an understanding of the organisation from a business and IT perspective to create a future business operating model that has clear synergy between business and IT. In simple terms, EA defines the vision, principles, standards and roadmap that guide the selection, deployment, operation, and refreshment of technologies required to meet your fast changing business operating environment. Ultimately, its objective is to enable you to organise and operate your business more effectively, and with greater agility.

All business operating models are underpinned by four cornerstones:
→ What the business does and wants to achieve
→ The information needed for the company to operate
→ The functional operations of the business required to ensure its success
→ The operational IT foundation to support the business

In an ideal world, when defining their future state, businesses would start with a blank sheet of paper, unfettered by what has gone before. In reality, however, these organisations are usually constrained by their current business and technology estates, as well as in-flight projects and programmes. EA can unlock these constraints and remove inhibitors to change, to help them to achieve their vision of the future. Once the tangible value and success of EA has been demonstrated within the organisation, its continuous adoption to accommodate business change will ease the challenges faced by the CIO in driving value from IT investment.

WHO NEEDS EA? Board level executives are increasingly frustrated by an ever-increasing expenditure on IT, which is actually delivering less real value to the business.
A root cause is that business and IT are not operating in alignment. The result is that despite a significant increase in the cost and complexity of systems in use, these are in fact delivering less effective support. EA is particularly applicable within large or complex organisations. It will, however, deliver benefits to companies of any size which want to ensure that their business remains aligned with their strategy, and which want to be supported rather than constrained by their IT.

WHERE DOES EA HELP?

CIOs face many business and IT challenges including:

→ **Aligning IT strategy to business value**

→ **Building a future business and IT operating model or blueprint**

→ **Accommodating business and IT change caused by mergers and acquisitions**

→ **Transforming the IT infrastructure**

→ **Enabling a synergised, multichannel operating model**

→ **Improving IT security**

→ **Renewing aging legacy applications**

→ **Engineering performance into systems and applications**

As organisations strive for ever-higher performance, CIOs are turning to EA to address these challenges and advance strategic objectives such as cost saving and operational efficiency, by delivering IT-enabled business innovation.

Here are some of the situations where Glue Reply's highly skilled EA consultants have used their experience and EA capability to resolve complex business and IT challenges.

→ Working with a utilities company which needed to improve its ability to respond rapidly and cost-effectively to external or regulatory change by investing in a service-oriented approach.

→ Helping a government organisation whose complex IT landscapes, incorporating legacy systems, were difficult to manage and had become increasingly costly to maintain.

→ Helping a major financial services company, driven by the need to provide greater business agility and flexibility, to move towards a service-oriented architecture (SOA) model.

→ Working with a major retailer, where technology was notdelivering what was expected by the business and was doing so at high cost, due to a lack of clear understanding between the business and IT.

→ Assisting a defence organisation, where problems with information were having a significant impact on business operations and hampering an accurate understanding of the supply chain.

→ Working alongside a financial services company, whose lack of IT governance resulted in divergence from the desired end solution from both technology and business perspectives.

→ Helping a utilities company, where IT development and operations resources were being duplicated across the enterprise at high cost as a result of a 'silo'd' mentality.

WHY INVOLVE GLUE REPLY?

To deliver enterprise architecture successfully, requires executive level support and an ability to cut across organisational boundaries and potential vendor selfinterest. An experienced, highly skilled, neutral third party, with no vested interest, may be better positioned to do this than an internal team. Glue Reply has invested significantly in EA methodologies and tools. We can add to this a demonstrable delivery track record.

We will help your organisation to create and execute enterprise-wide strategies that ensure you gain the capabilities you need to deliver against the business strategy. We achieve this by creating a relationship between business and IT. Then, since our aim is to leave you self-sufficient, our consultants will stay with you to help you to manage the transition from the current state to the desired or future state architecture. Our consultants are experienced with bold, visionary, value-creating approaches to business IT.

They will bring the relevance of IT investments to the attention of your C-level executives. They will help businesses to think smarter and wider about IT's ability to improve operating excellence and, most importantly, operational results.

In a variety of scenarios and at different stages of the EA life cycle, Glue Reply's experienced consultants have helped to:
→ Define the business case and IT strategy, where:
    → The business wants to evolve by introducing a new capability or model, but the case supporting this has not yet been established.
    → IT is changing, but the case has not yet been established.
    → There is a reliance on suppliers to 'prove' the case for their own technologies/services.,

Glue Reply's experienced consultants have helped to:
→ Develop the business operating model and architecture roadmap, where:
    → The decision has been made to take an initiative forward, but there is no clear medium-term plan of action or structured, co-ordinated approach to do so.
    → Within the company there are a number of conflicting, overlapping or interdependent initiatives relating to the same topic but no overarching, governing plan, so initiatives are moving forward in an isolated, piecemeal fashion.
→ Define the EA strategy, where:
    → There is recent, imminent or planned change in the organisational structure, such as M&A activity; in key positions, such as the appointment of a new CIO; or operational changes, such as increasing the efficiency of a department.
    → A significant internal or external development is forcing a change of strategy: a statutory or regulatory change; a business outsourcing initiative; new technology trends (such as the Internet, SOA, Wireless); IT service/vendor M&A; or significant financial or market pressure.
    → Help is needed to articulate the target state and direction to be followed.
    → There is a lack of, or only limited, executive buy-in to the EA project.
    → There has been a reasonable investment in EA, but only limited momentum.
    → There are multiple technologies performing the same role, in the same and different parts of the business – integration tools, BI tools and portals, for example.
→ Perform a readiness or impact assessment, where:
    → Organisations are in the process of making a major change but are not clear as to how best to execute it.
    → Organisations are introducing new ways of working or new technology – new SOA based platform technologies, for example.

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Glue Reply UK is the Reply Group company focused on optimising IT/Business alignment and minimising the cost of business and IT technology change. Its core proposition is to help organisations maximise the value from their change and technology investments by helping them define, design, implement and resource best practice:

→ Enterprise architecture and business/technology change management processes;
→ Roadmaps and competencies;
→ Business design and process management initiatives;
→ SOA, integration and data management platforms.

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