

Track II: Management
Session 280

Managing the Enterprise Perspective

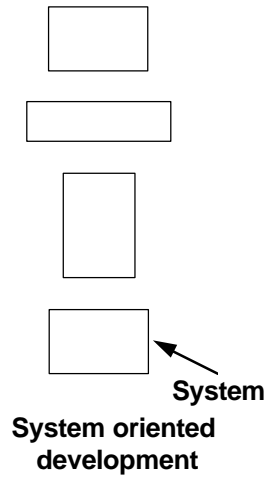
Carleen Christner, EDS



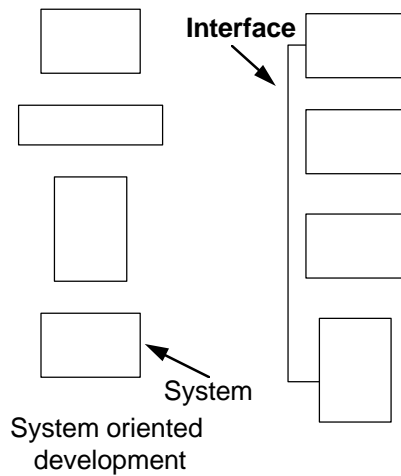
AGENDA

- The enterprise perspective
- Critical enterprise enablers
- Development coordination policies
- Summary

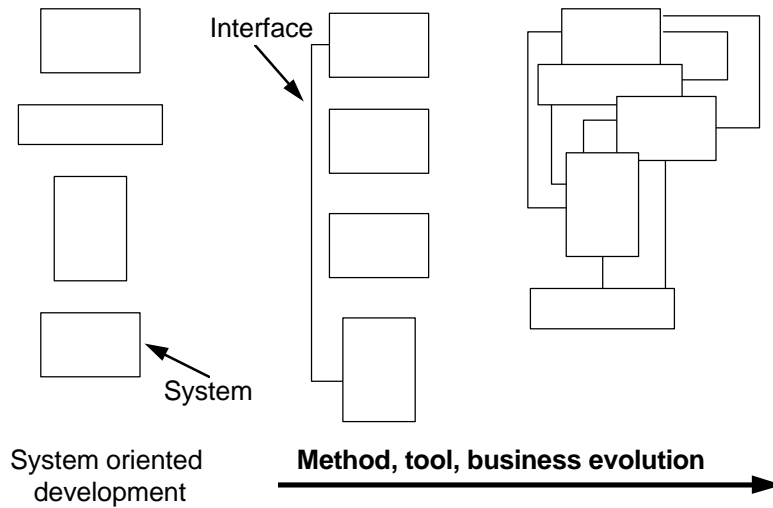
Progression Towards Integrated Development



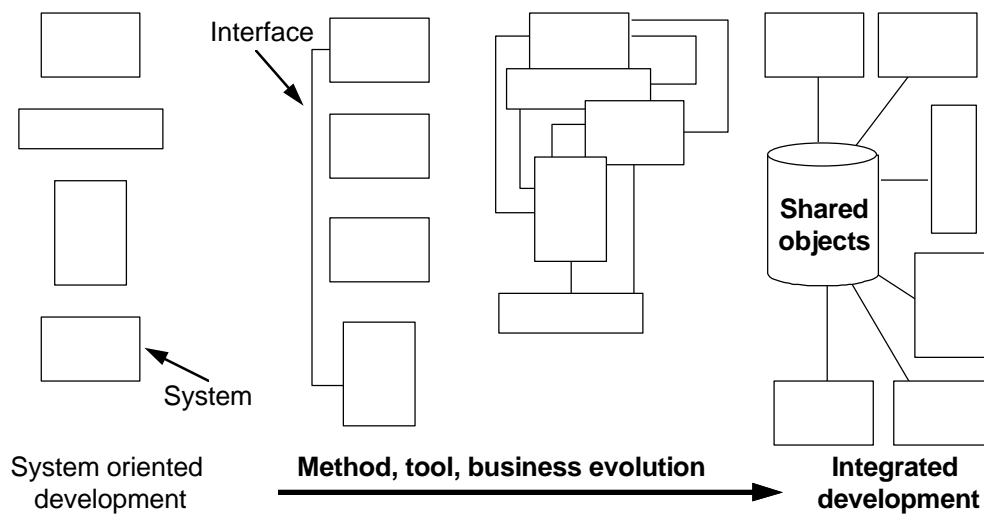
Progression Towards Integrated Development



Progression Towards Integrated Development



Progression Towards Integrated Development



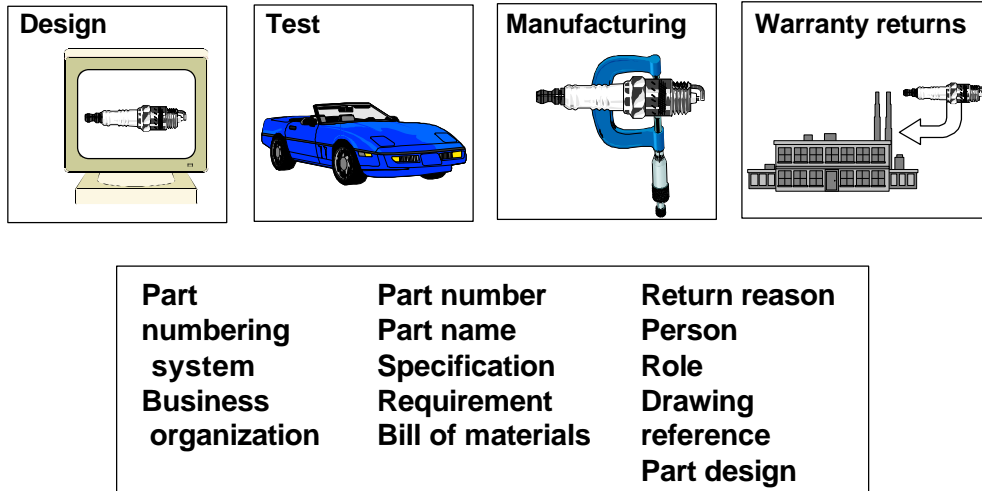
The Interface Scenario

- Complex interfaces
- High costs
- Long lead times
- Inconsistencies
- Redundancies

The Magnitude of Data Redundancy

$$\begin{aligned} & 500 \quad \text{Enterprise level entities} \\ & \quad \times 10 \quad \text{Data elements} \\ & = 5000 \quad \text{Enterprise data elements} \\ & \quad / 1,000,000 \quad \text{Application data elements} \\ & = 200 \quad \text{Fold redundancy} \end{aligned}$$

Enterprise Environment



Benefits of an Enterprise Perspective

- Flexibility
- Reliable business information for decision support
- Reduced costs



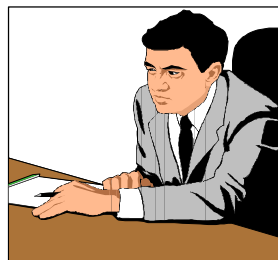
Critical Enterprise Enablers

- Clearly defined enterprise scope
- Strong management support
- Proper role assignments
- Proper technology fit
- Clearly defined development coordination policies



Enterprise Scope

- Define clear, realistic enterprise scope
 - Business goals
 - Organizational structure
 - Network infrastructure



Management Support

- Roles needed to sell the enterprise solution
 - Executive sponsor
 - Project champion
 - Project manager
- Compare enterprise cost vs. ongoing maintenance of interface scenario



Enterprise Role Assignment

- Data administrator
- Data & process owners
- Data & process stewards
- Repository administrator



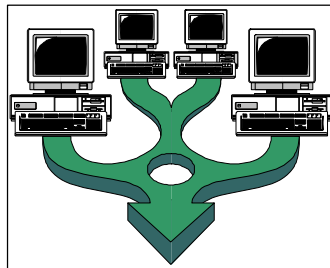
Technology Fit

➤ ICASE

- Critical to be able to compare objects across models
- Business personnel access to enterprise data and process models

➤ Data cleansing

➤ Data extraction

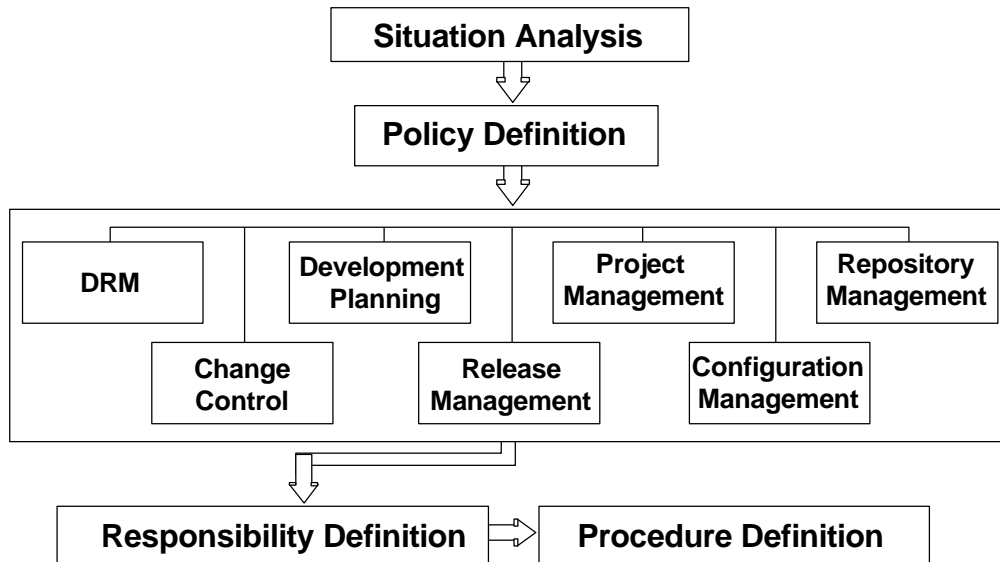


Development Coordination Definition

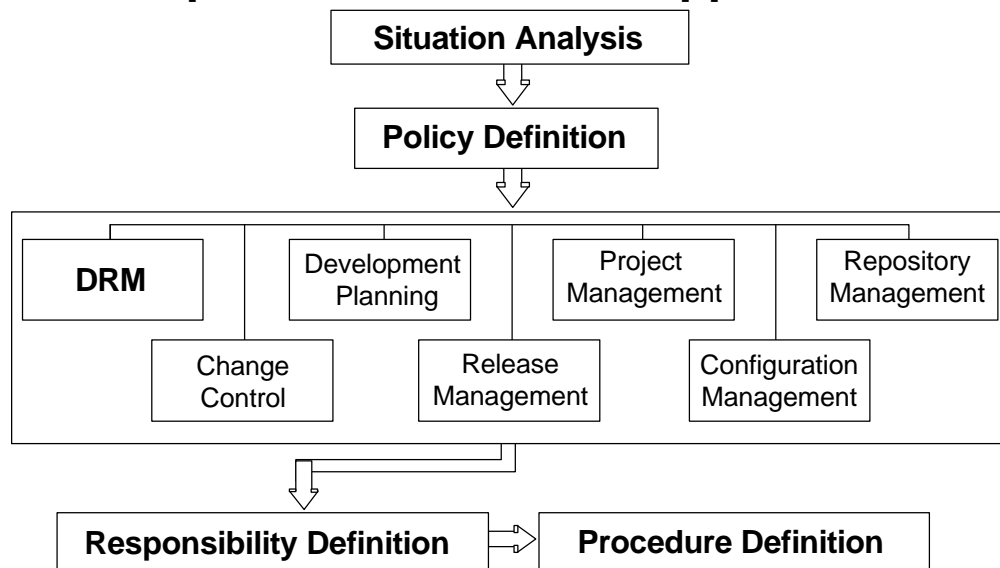
- Management of the dependency between all projects when using or affecting shared resources
- Development Coordination (DC) is a natural way of doing business; not a distinct, single activity



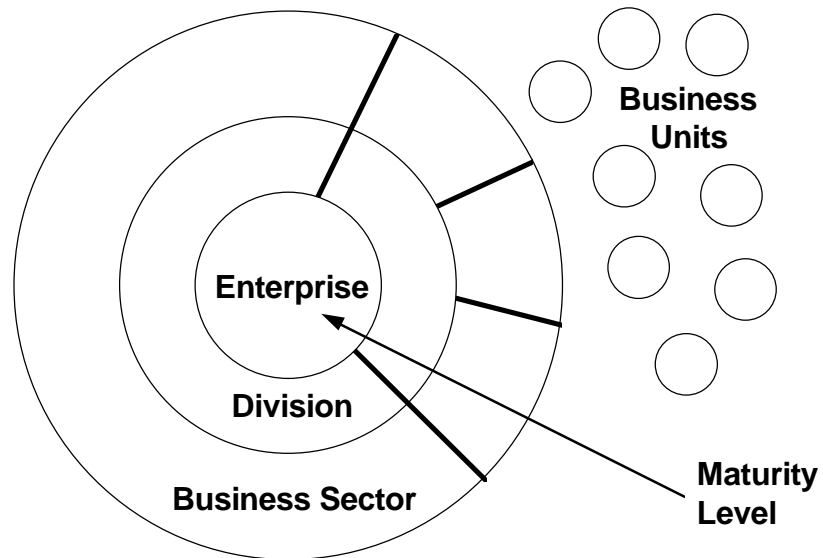
Development Coordination Policies



Development Coordination Approach



Enterprise Maturity



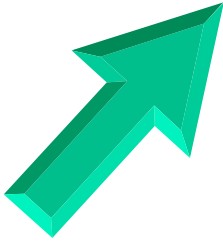
Enterprise Data and Process Model Approaches

- Bottom-up
- Top-down
- Combination

Enterprise Data and Process Bottom-Up Model Approach

➤ Pros

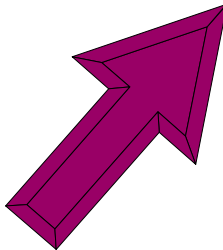
- Only defines objects that need to be shared
- Visible results occur sooner
- Requires minimal upfront investment



Enterprise Data and Process Bottom-Up Model Approach

➤ Cons

- Requires more coordination
- More time consuming
- Requires application rework due to object modifications



Enterprise Data and Process Top-Down Model Approach

➤ Pros

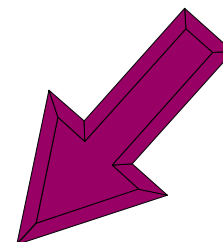
- **Quickest approach to enterprise level**
- **Enables the enterprise information management plan to drive initiatives sooner**
- **Focused cross-functional representation and coordination across geographical locations**



Enterprise Data and Process Top-Down Model Approach

➤ Cons

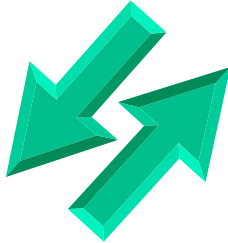
- **Requires buy-in before results are visible**
- **Limited scope based on time restrictions**
- **May model more objects than what will actually be shared**



Enterprise Data and Process Combination Model Approach

➤ Pros

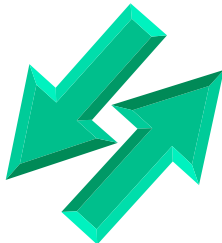
- **Use of top-down approach for selected business sharing objects captures top-down pros**
 - **Enables the enterprise information management plan to drive some major initiatives sooner**
 - **Focused cross-functional representation and coordination across geographical locations**



Enterprise Data and Process Combination Model Approach

➤ Pros

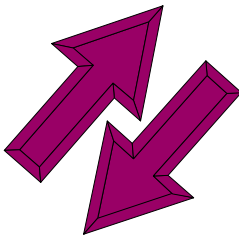
- **Use of bottom-up approach for selected business sharing objects captures bottom-up pros**
 - **Restricts the cost of modeling to only those selected shareable objects**
 - **Visible results occur sooner**



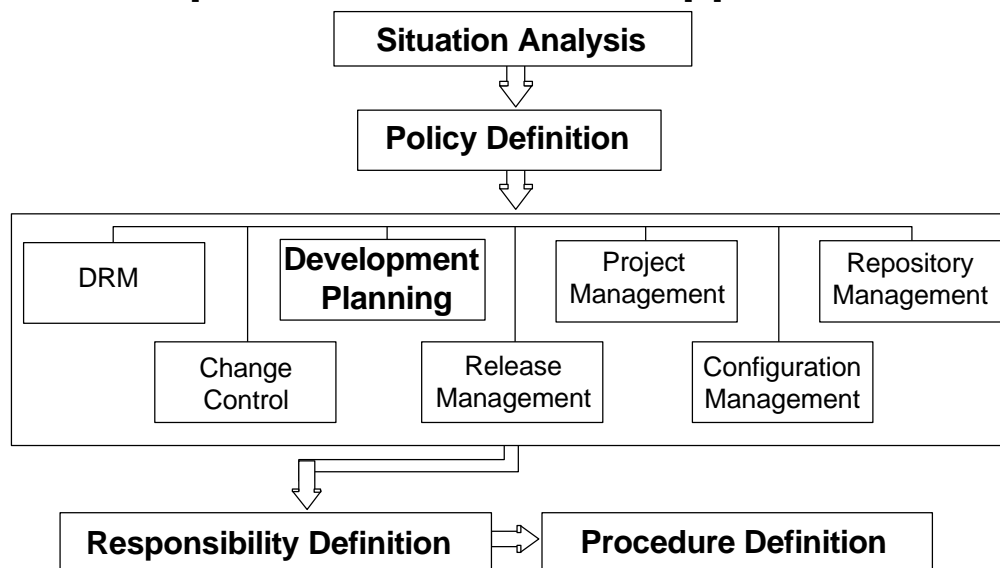
Enterprise Data and Process Combination Model Approach

➤ Cons

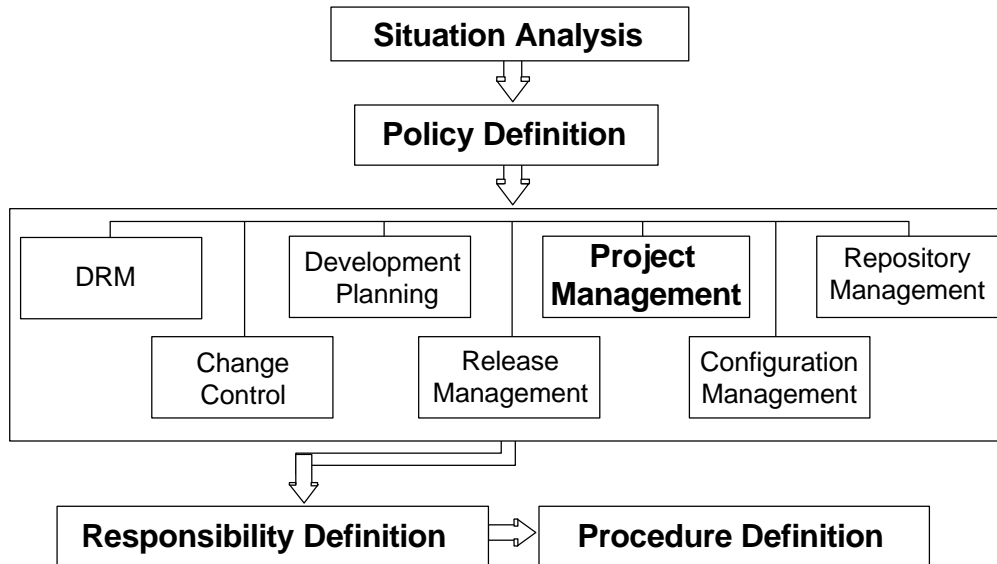
- Need to establish tactical policies to provide for transition of approaches
- Coordination is complex



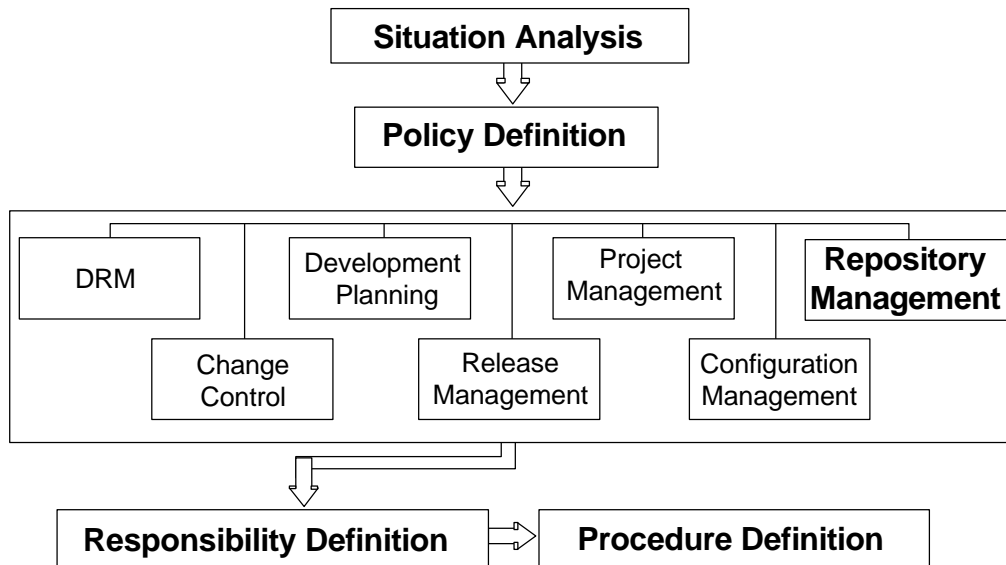
Development Coordination Approach



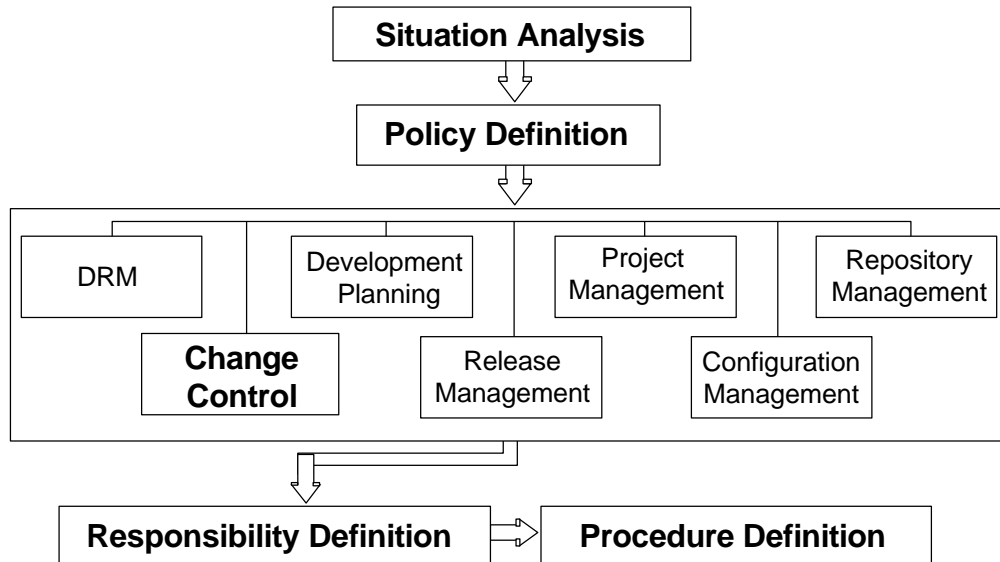
Development Coordination Approach



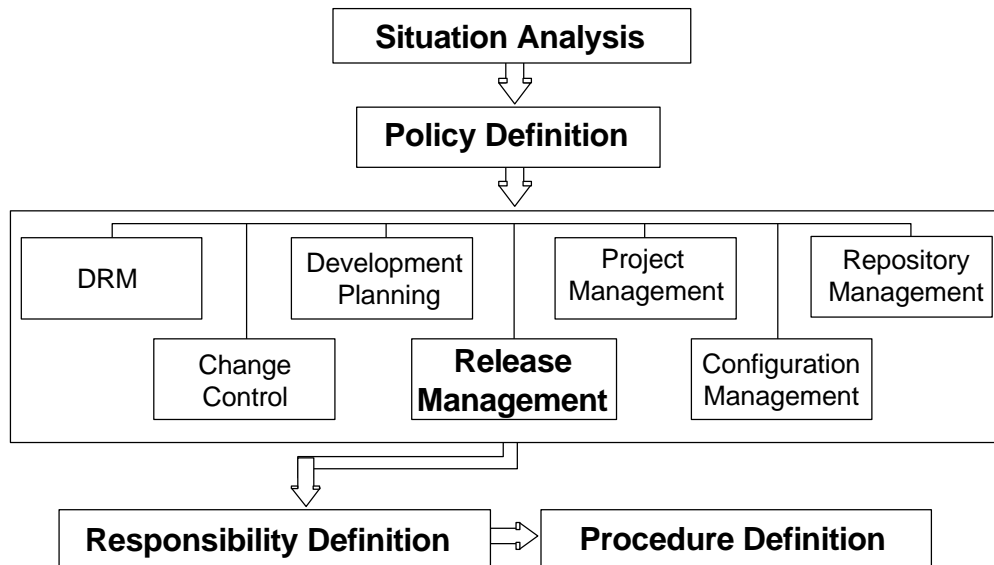
Development Coordination Approach



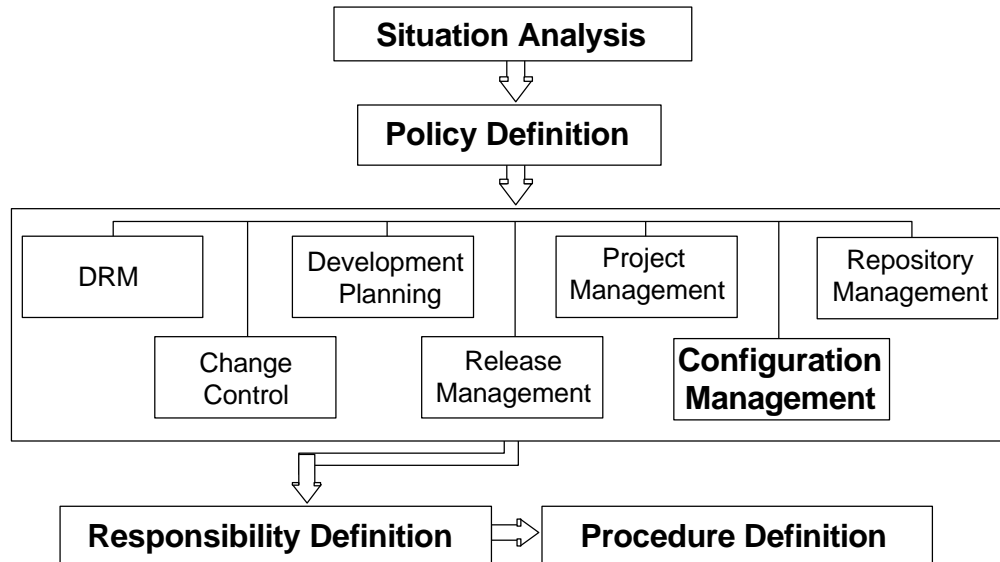
Development Coordination Approach



Development Coordination Approach



Development Coordination Approach



The Consequences of Not Using Development Coordination to Enforce the Enterprise Perspective

Shared Data
+ Shared Process
= Project Interdependency

**The Consequences of Not Using Development
Coordination to Enforce the Enterprise Perspective**

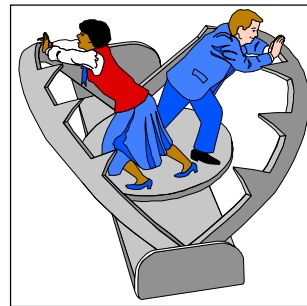
- Shared Data
- + Shared Process
- = Project Interdependency
- + ICASE/Rapid Application Development
(RAD) Environment

**The Consequences of Not Using Development
Coordination to Enforce the Enterprise Perspective**

- Shared Data
- + Shared Process
- = Project Interdependency
- + ICASE/Rapid Application Development
(RAD) Environment
- Development Coordination

The Consequences of Not Using Development Coordination to Enforce the Enterprise Perspective

- Shared Data
- + Shared Process
- = Project Interdependency
- + ICASE/Rapid Application Development (RAD) Environment
- Development Coordination
- = Disaster Faster



Benefit Summary

Problem	Benefit of Enterprise Perspective
Redundant data	→ Data is defined once
Inconsistent data	→ Consistency throughout
Costly interfaces	→ Direct data sharing
Difficult to change business processes	→ Flexibility of processes data remains stable
Lack of decision support	→ Data pool for executive analysis

Summary

Critical Enterprise Enablers

- **Clearly defined enterprise scope**
- **Strong management support**
- **Clearly defined role assignments**
- **Proper technology fit**
- **Development coordination**

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