



GLOBAL SERVICE/ INDUSTRY

# Enterprise Architecture and Business Transformation: Engaging the Executive Suite

AUDIT / TAX / ADVISORY / LINE OF BUSINESS

**MIT, IQIS 2010**  
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# Setting the Stage

Everyone has seen similar statistics ... for years !! ... a decade even !!

- ❑ More than 50% of projects failed to deliver expected benefit
- ❑ Two thirds of respondents felt that quality of and timely access to data is poor and inconsistent
- ❑ Seventy percent of respondents do not get the right information to make decisions

(KPMG Study, 2009)

# Setting the Stage

## Engaging The Executive Suite

Two words from the title tell the story:

- *ENTERPRISE* Architecture
- Business *TRANSFORMATION*

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No Executive Engagement = No Success

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Obvious to all;  
Practiced by few

# Setting the Stage

## Engaging The Executive Suite

Two words from the title tell the story:

- ❑ ENTERPRISE Architecture
- ❑ Business TRANSFORMATION

No Executive Engagement = No Success

# Why?


Obvious to all;  
Practiced by few

# Setting the Stage

## Engaging The Executive Suite

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Too technical; They do not have the patience nor ability to understand

No Executive Engagement = No Success

# Setting the Stage

## Engaging The Executive Suite

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Start Small (*equals plan small*);  
The “Cool Tool”  
will deliver;

No Executive Engagement = No Success



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## Engaging The Executive Suite

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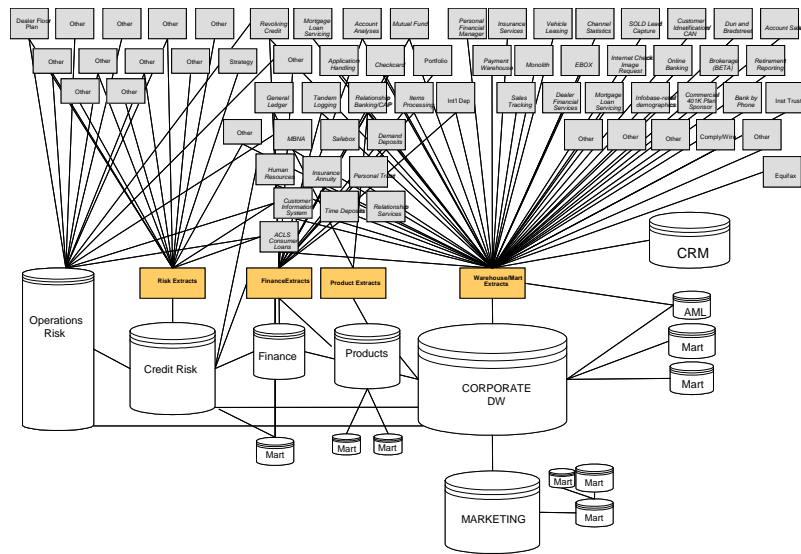
Leads to the  
“Automobile Black Box”  
Analogy

No Executive Engagement = No Success

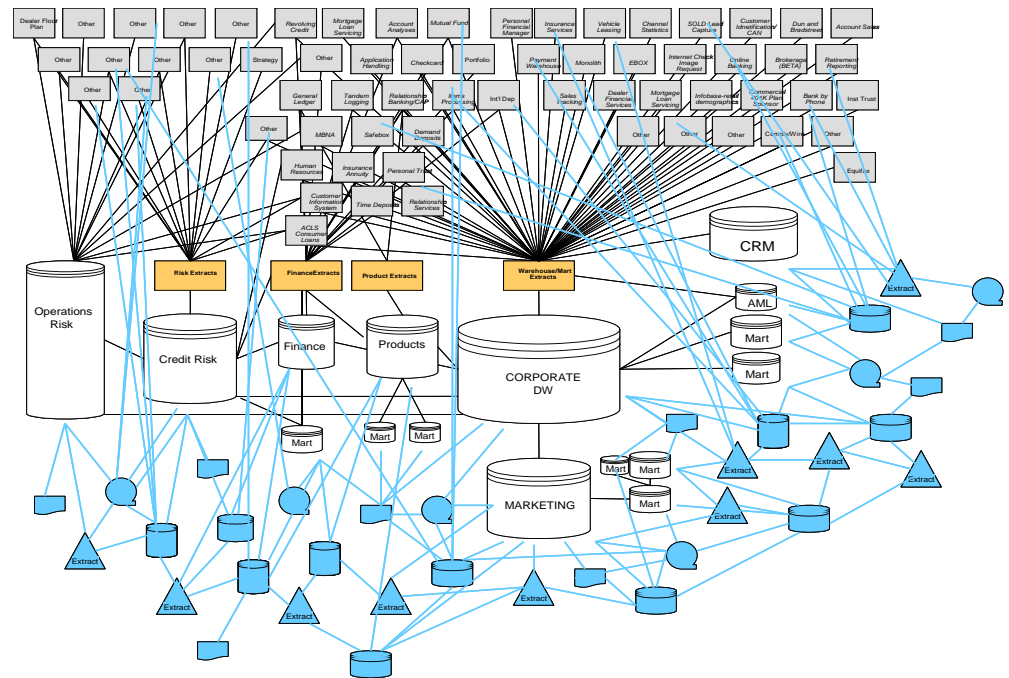
# Setting the Stage

And “try something” they usually do.....

Thousands of Extracts  
and Cross-feeds



The dominance of the  
“Shadow World”



# Change in the Executive Suite

- Drivers behind the change ....
  - Regulatory / legislative
  - Reduced investment in recent years
  - ERP / accounting challenges
  - Product master challenges
  - Business / marketplace frustration

# The Executive Epiphany

- Data is the foundation for success ....
  - Global Retailer
  - Top US Railroad
  - Top US Food Retailer
  - Global Food Manufacturer
  - Global Music Brand
  - Largest Mortgage
  - Largest Credit Card
  - Top Regional Bank
  - Global Re-Insurer
  - Top US Bank
- How to begin the discussion .....
  - Failure is less of an option today
  - “Trying something” is no longer a game plan

# Focus on the “Keys to Success”

- Clear articulation of “success” ...
- Business owns and drives ....
- Define a data roadmap ....
- Governance from the start .....
- Victory every six months ....
- “Adoption” seals the deal ....

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**Brilliant statements  
of the obvious !**

# Focus on VALUE

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Collectively they  
define VALUE

# Talk about the journey

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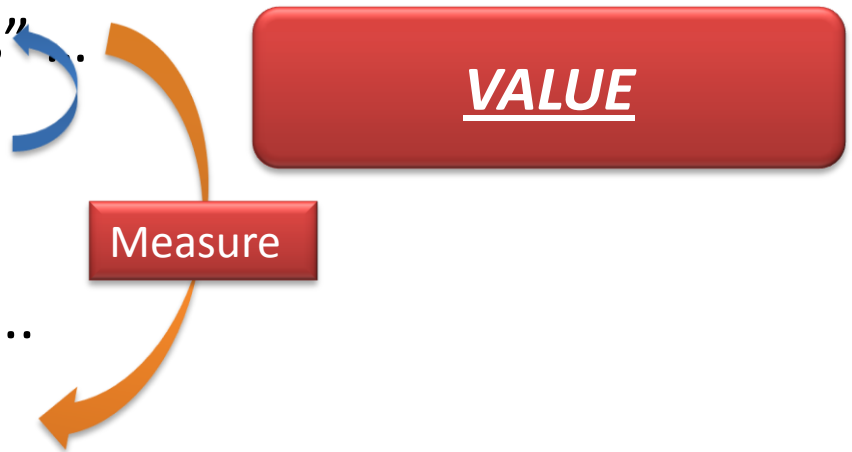


VALUE



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Measure

The diagram features a central red box labeled 'Measure'. Two blue curved arrows originate from this box: one points upwards and to the left towards the first bullet point, and the other points downwards and to the left towards the fifth bullet point. To the right of the 'Measure' box is a larger red rounded rectangle containing the word 'VALUE' in white, underlined, and italicized. A small orange curved arrow is positioned to the left of the fifth bullet point, pointing back towards it.

VALUE

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## And Finally the Impacts:

- Business Operating Model
- The Organization
- Roles / Responsibilities
- The Financials
- The Risk Profile

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- The Organization
- Roles / Responsibilities
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- The Risk Profile

**These are the topics  
that get and keep  
the Executive Team  
involved**



# Questions

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