

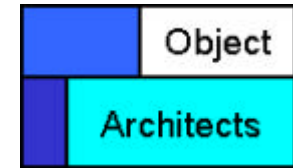
Enterprise Level Architecture Management Part I: The Challenges

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Challenges

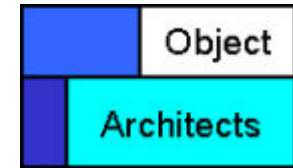
Contents



- geographical Distribution versus Synergies
- Portfolio Size
- Merger-mania
- New Channels - Same Cash
- One-Stop Financial Supermarkets



One of many definitions for the term software architecture

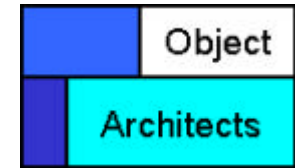


The software architecture of a program or computing system is the structure or structures of the system, which comprise software components, the externally visible properties of those components, and the relationships among them.

Bass, Clements, and Kazman.
Software Architecture in Practice,
Addison-Wesley 1997

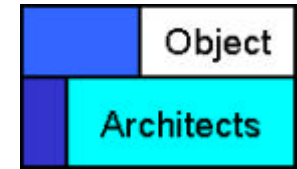
Why is this interesting?

Challenges of Architecture Management



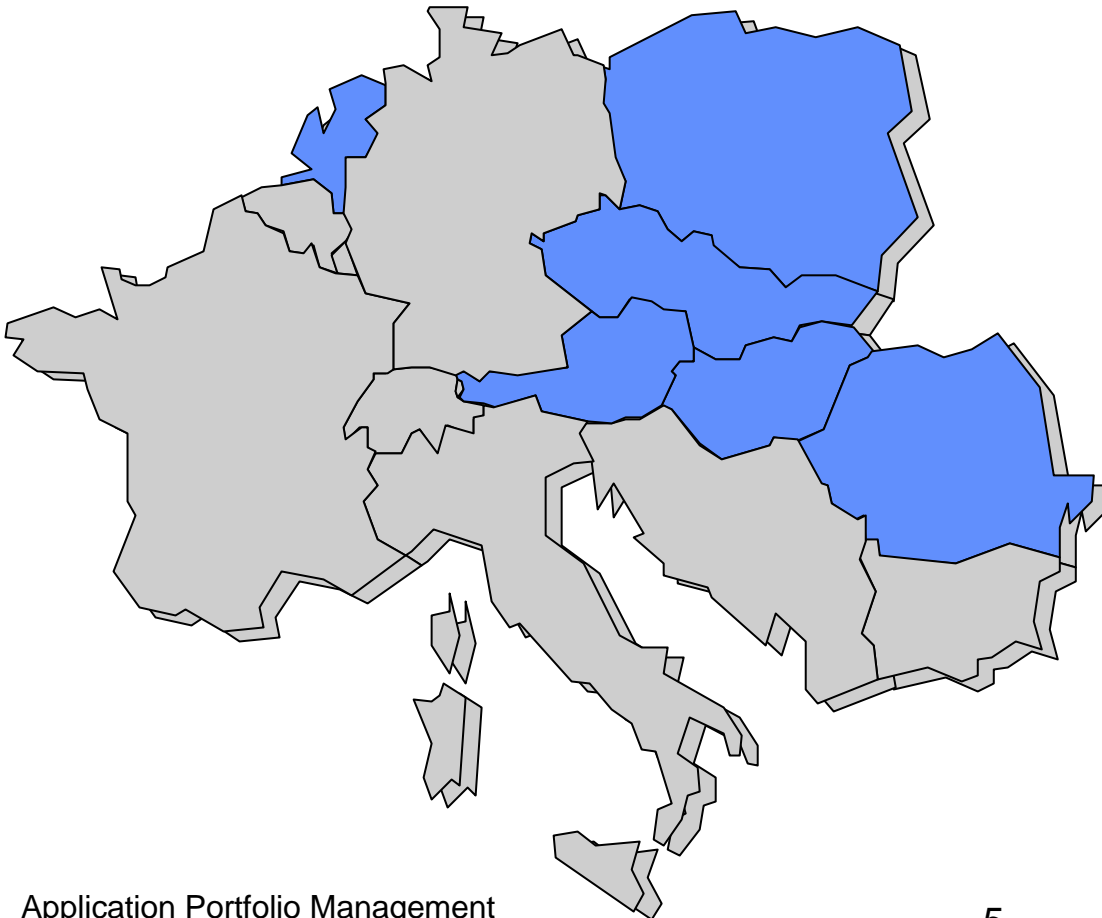
- How do we manage the software application landscape for a larger member of the financial industry
 - so that all existing user requirements shall be fulfilled
 - new requirements will be fulfilled in a minimum amount of time
 - the company is open for new products and sales channels
 - so that you have low costs and high synergies in a group

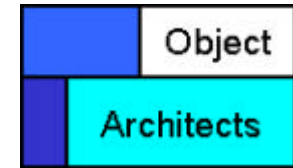
Challenge: Geographical Distribution vs. Synergy



one IT service provider for:

- Austria, Netherlands, Czech Republic, Poland, Slovakia, Slovenia, Romania

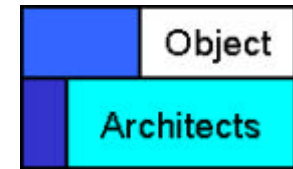




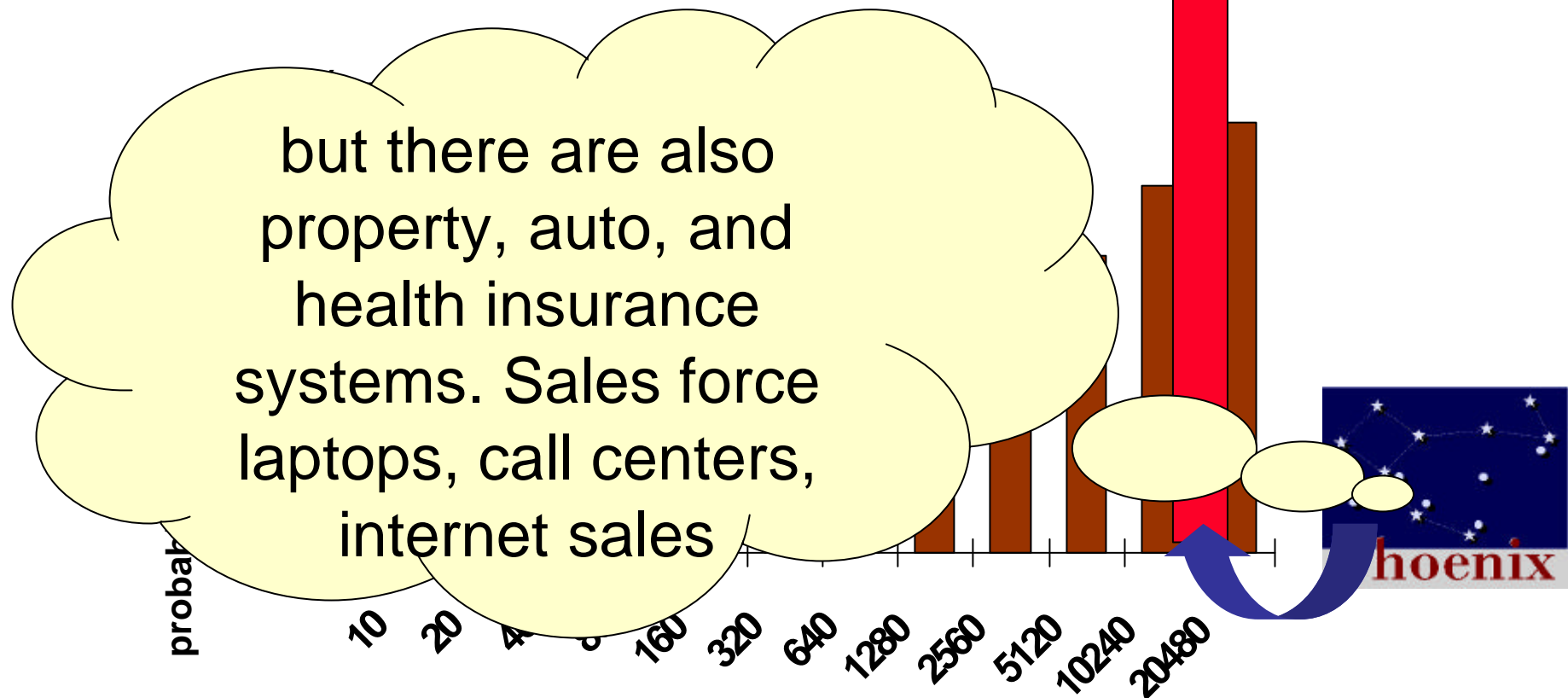
Discussion

- the group described here is a mid to small size European subgroup of Generali Group with roughly 2 Billion Euros premium
- but don't worry - the other examples also hold for larger corporations
- Similar situation translated to the U.S.: A company wants to have subsidiaries in Latin America.

Challenge Size of the Software Portfolio...



project size 14.500 FP –Phoenix life system alone

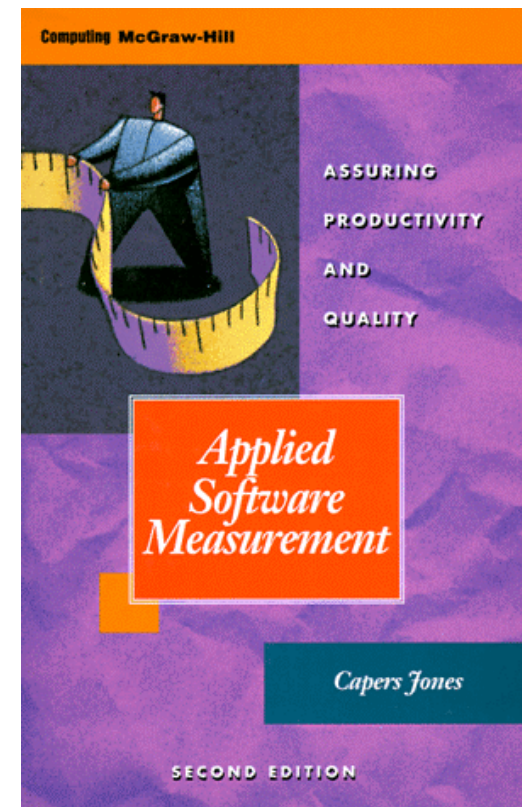


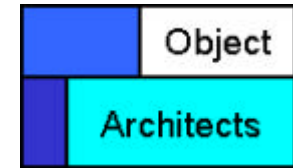


	Object
	Architects

Background Literature

Applied Software
Measurement : Assuring
Productivity and Quality
by Capers Jones





Discussion

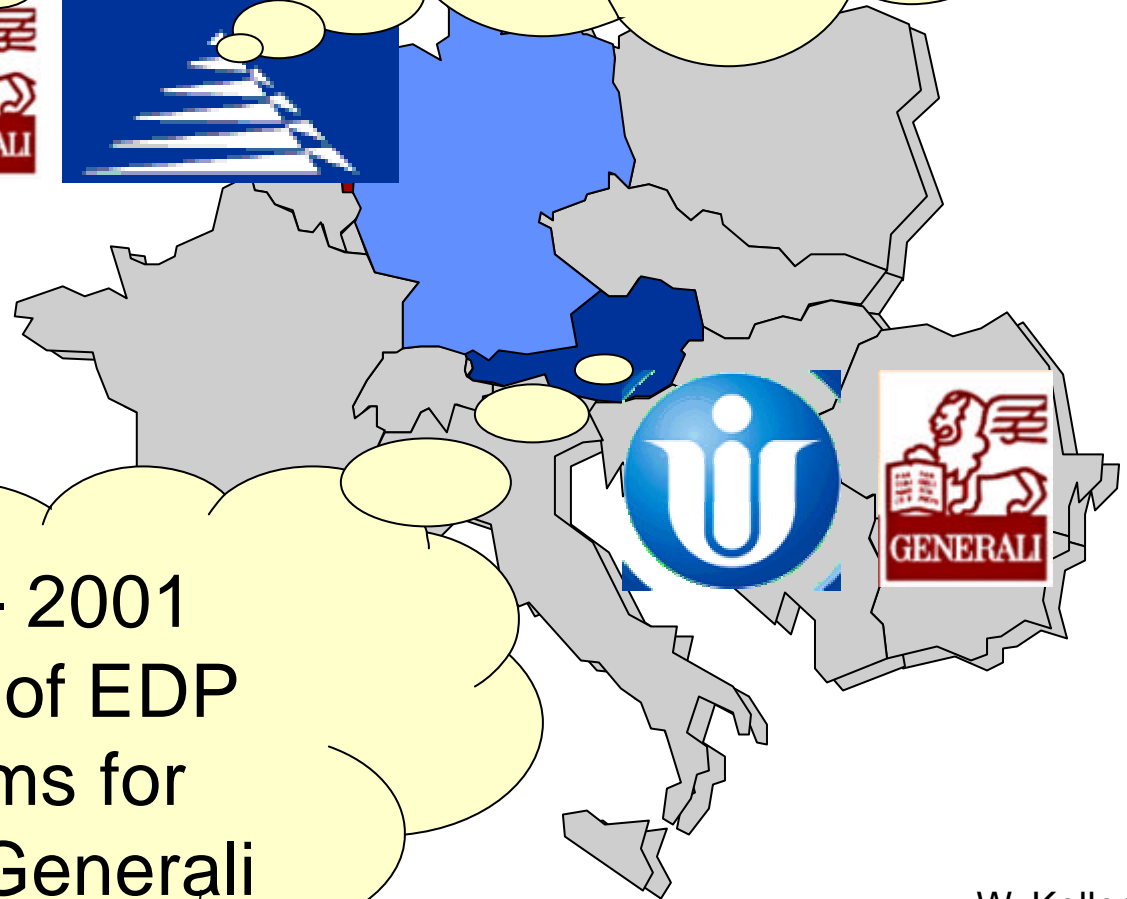
- a typical software portfolio for a larger European insurance has a price tag of 200 - 500 million Euros.
- as a smaller group needs processing capabilities similar to the big players there are economies of scale and therefore it can be rewarding to merge companies.
- Cost ratios range from 1,2% - 3,0% - 5% (large, medium, small company) EDP cost per dollar premium.
- Large companies could offer cheaper products - if they want to :-)

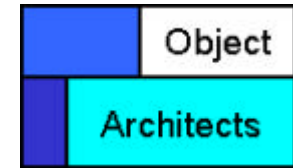
end 1999
Generali / Lloyd
are transferred
to AMB group
Germany

before you have
managed all the
consequences of the
last restructuring
process you
company
through

1999 - 2001
merger of EDP
systems for
IU and Generali

1998 Generali
Triest buys
AMB Group
Germany





Discussion

- nobody cares for a „NO“ or „we are not ready“ from an IT department
- top management does not care about your opinion about what is a reasonable project with reasonable risk. If you don't manage to do it anyway you get fired.
- the raise of death march cultures

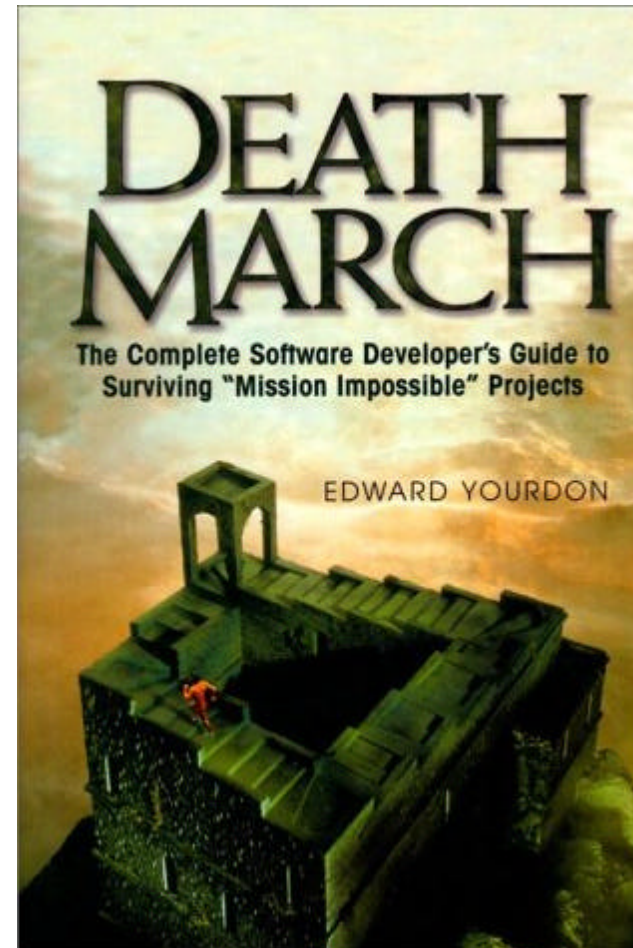


	Object
	Architects

Background Literature

Death March : The Complete Software Developer's Guide to Surviving 'Mission Impossible' Projects (Yourdon Computing Series)

by Edward Yourdon

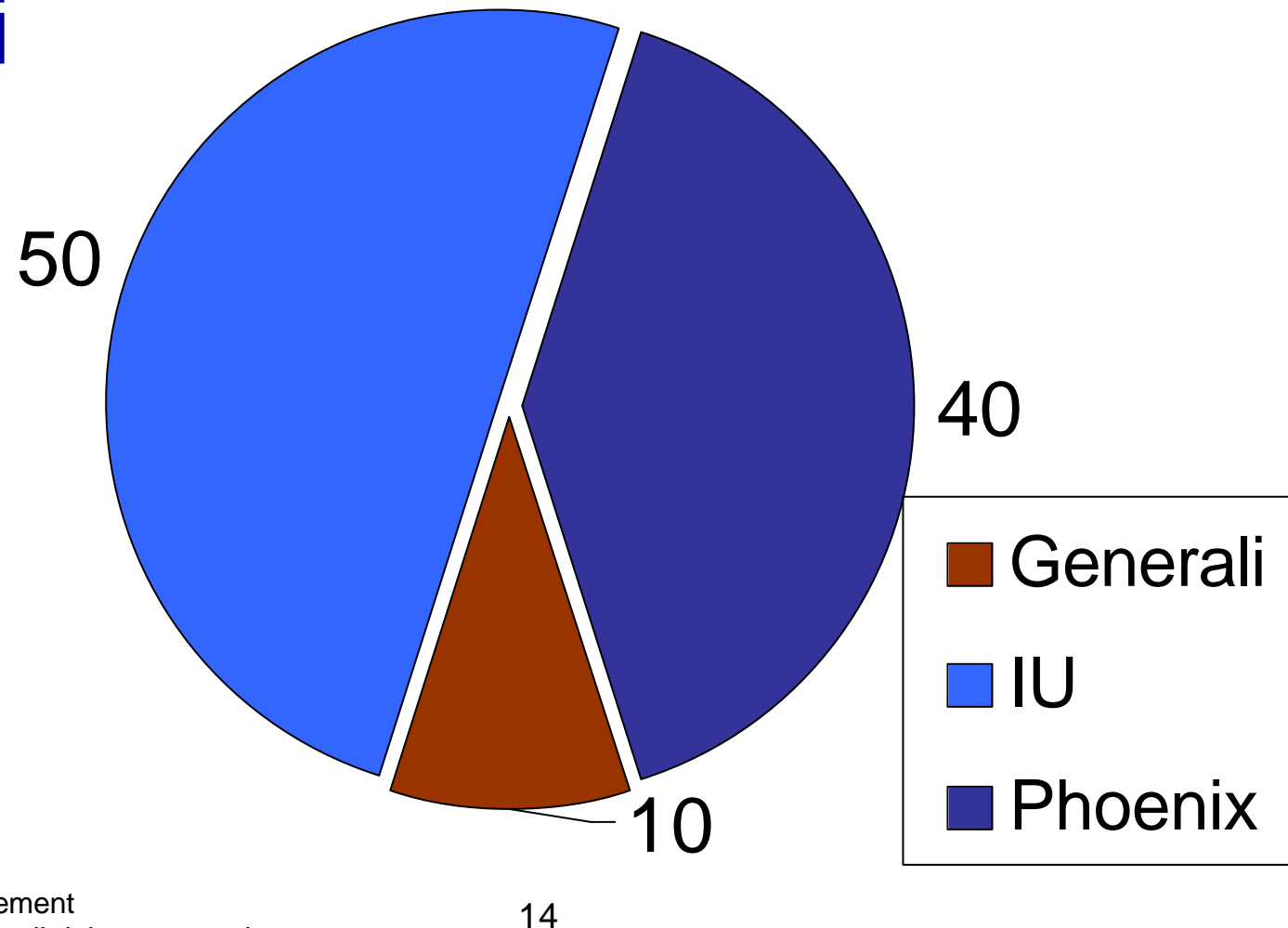
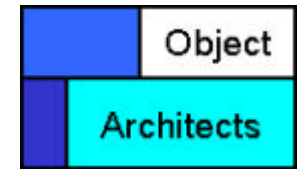


Experience shows:
never done the job

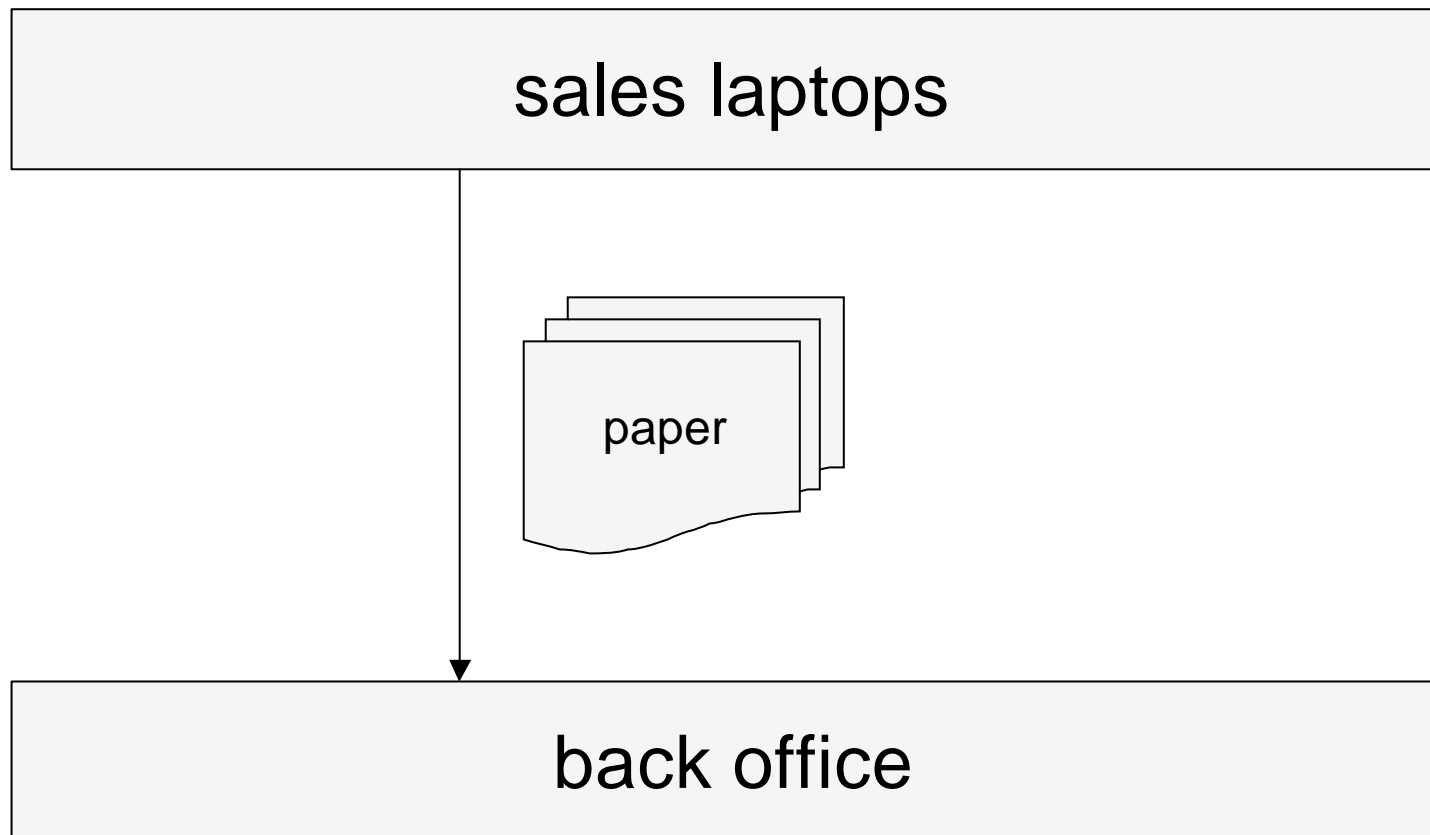
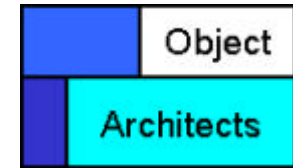
.. all you have is
a portfolio that
can be further
improved



Example Portfolio after merging the IT departments of IU and Generali

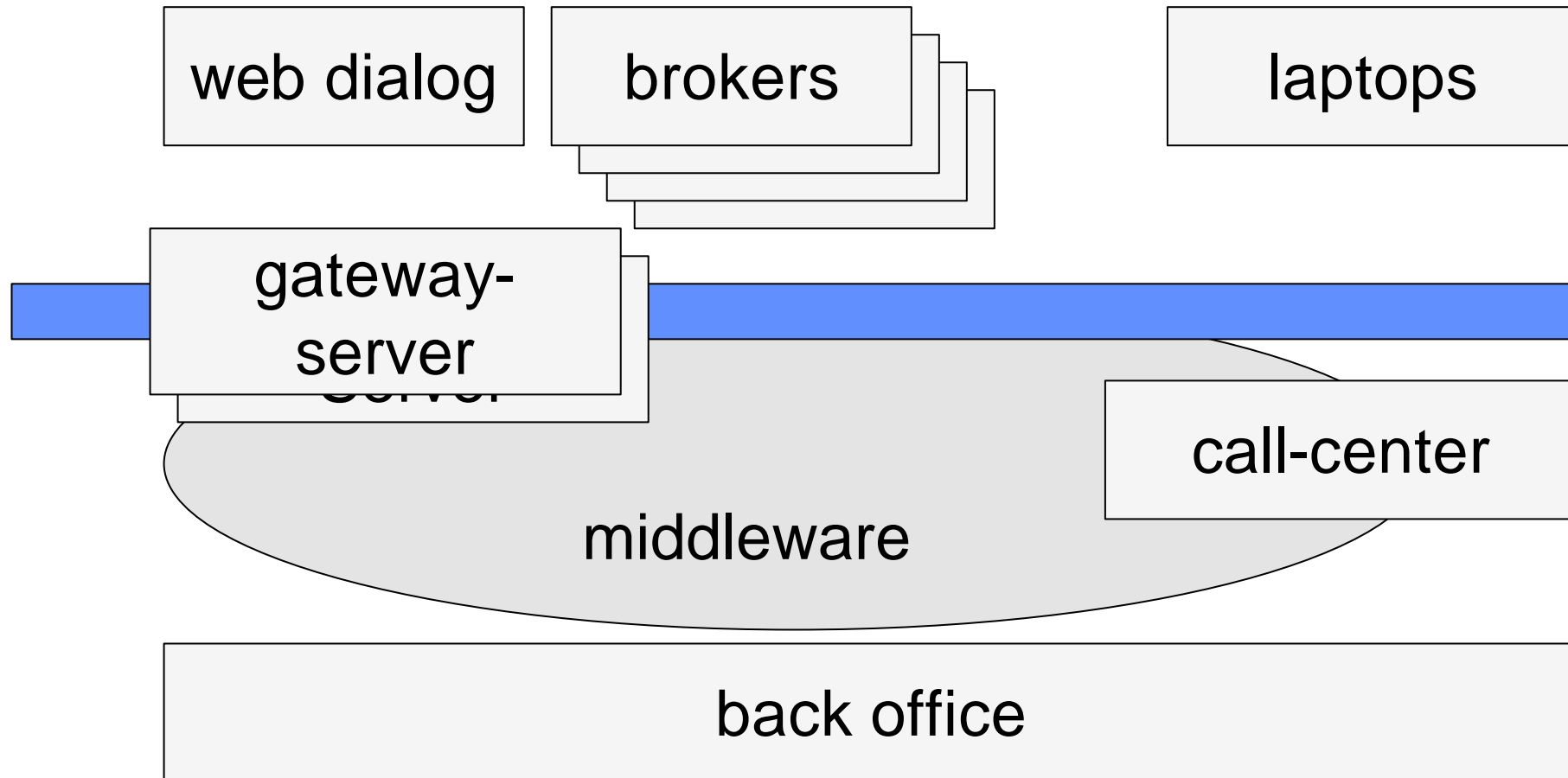
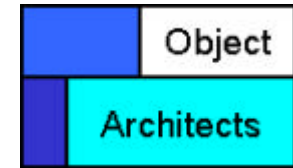


Challenges: New Sales Channels and the Internet



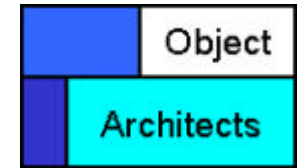
Challenges

New Sales Channels + Internet





Heterogeneity: Variants of an Application Architecture



POSS
platform
Visual Basic

AdiPlus
platform
Powerbuilder

Finas
platform
C++

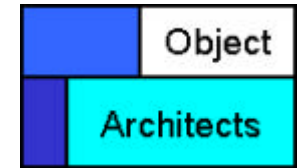
sales laptops

host
systems

Phoenix
fat client

SLS
host/Java

back office



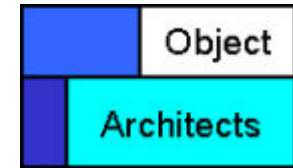
The Role of Backend Systems

Change goes on ...

- multi channel architecture – what's that?
- one-stop financial supermarket
- What does this all mean for your backend systems

Multi Channel Architecture

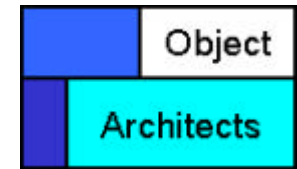
What's that?



One Face to the Customer

My financial service provider ...

Multi Channel Architecture



As a customer I
decide which
channel I will use
and when ...



Channels

Sales

web
interface

call center

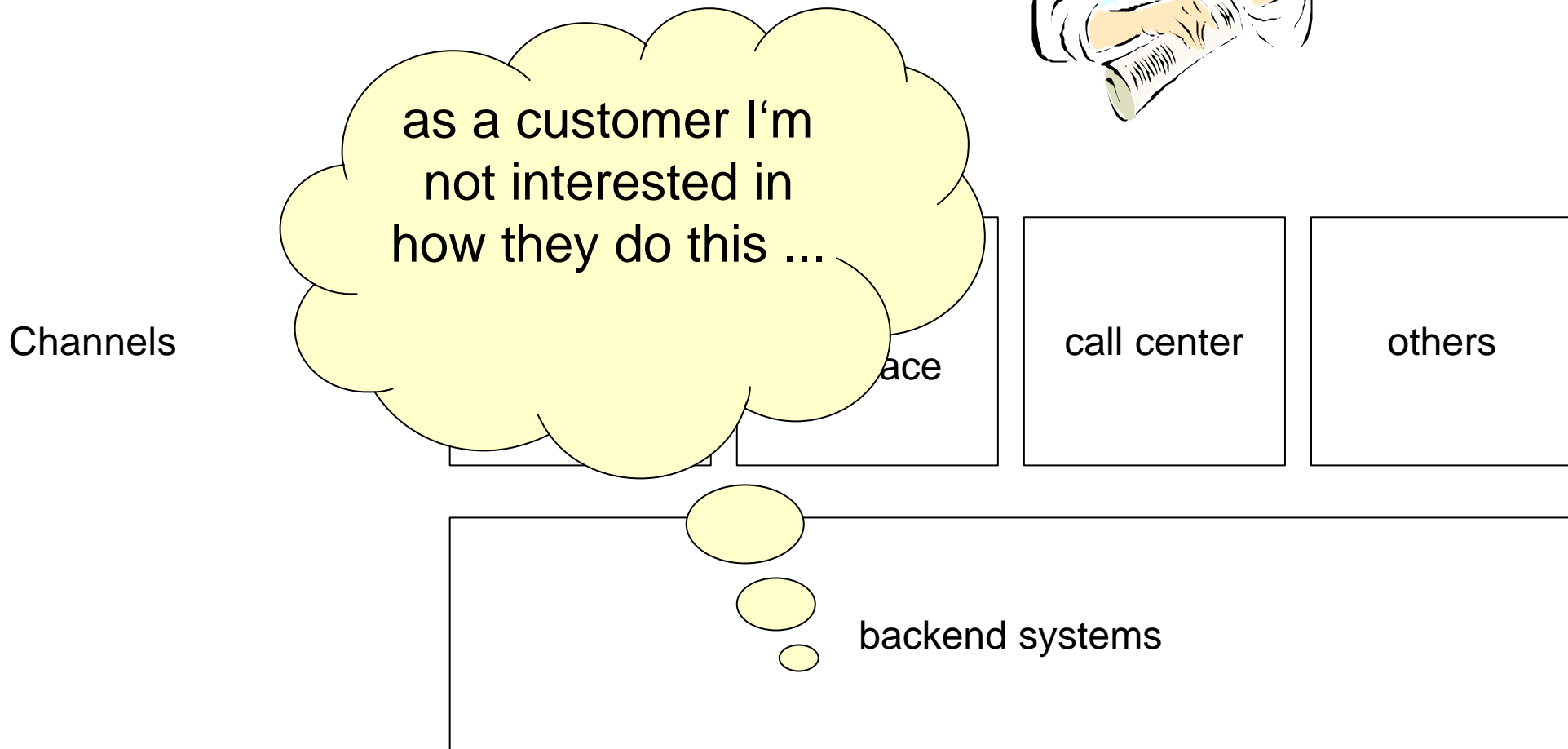
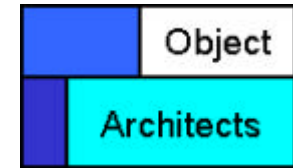
others

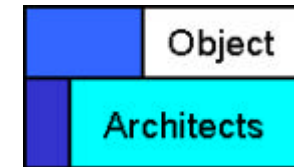
One Face to the Customer

My financial service provider ...

Multi Channel Architecture

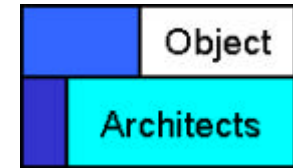
What's that?





One-Stop Financial Supermarket

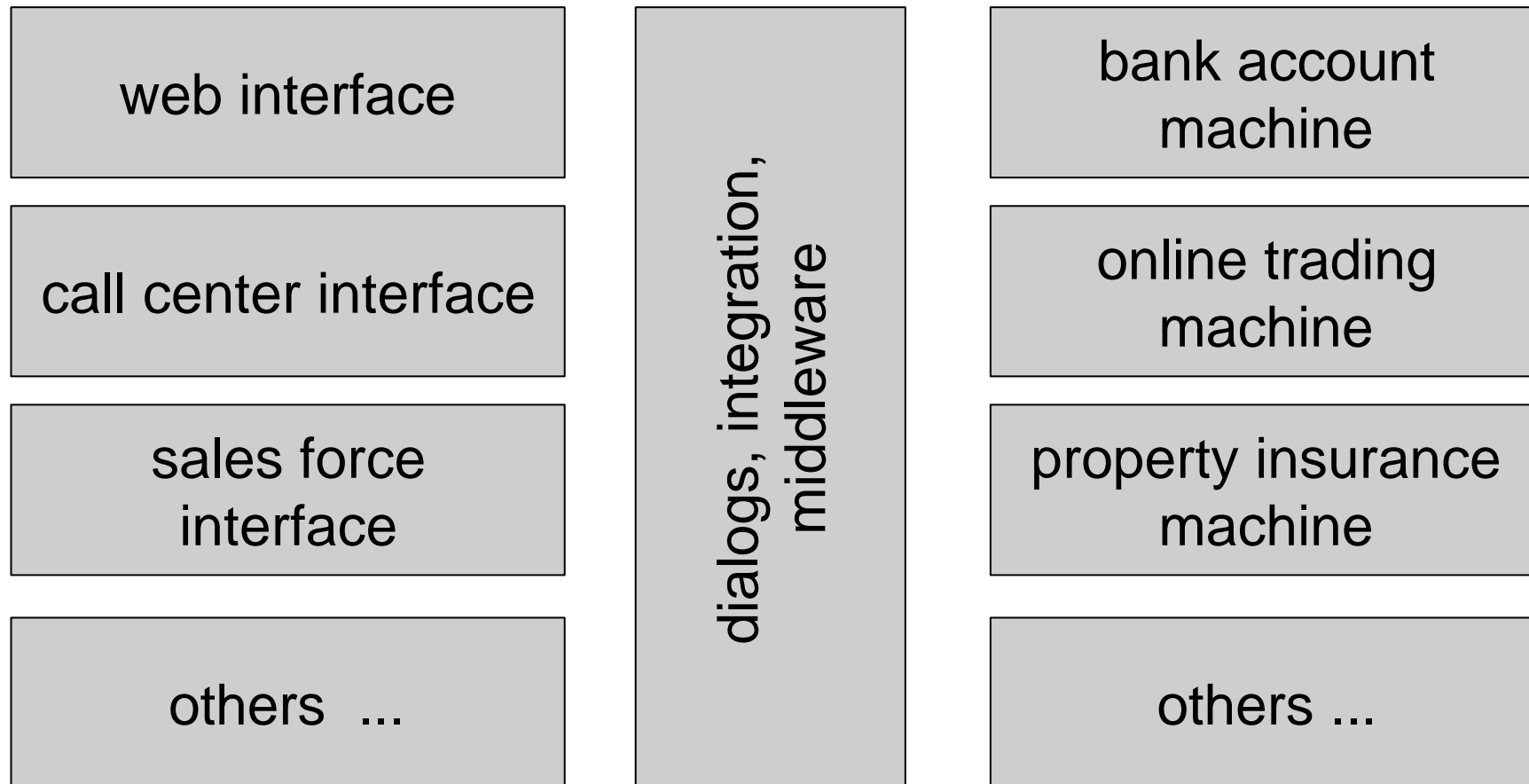




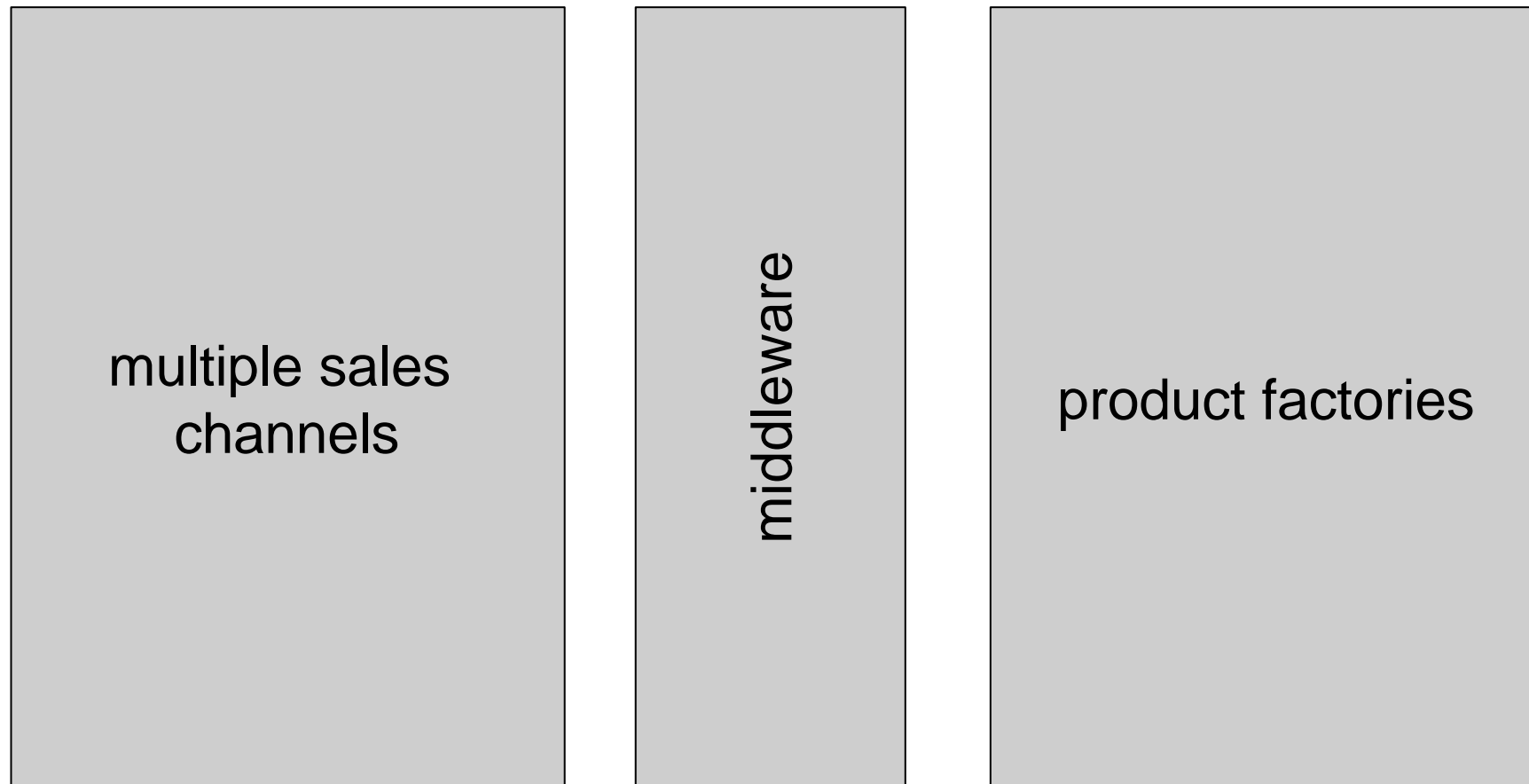
One-Stop Financial Supermarket

- the one-stop shopping idea for financial products is not quite new ...
- the only question is: How do you implement it?
- Idea: Combine products from several vendors (best from your group :-)) and integrate them into a single customer experience ..

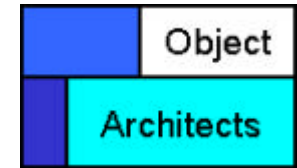
One-Stop Financial Supermarket



One-Stop Financial Supermarket



The Role of today's Back-Office Systems in such an environment

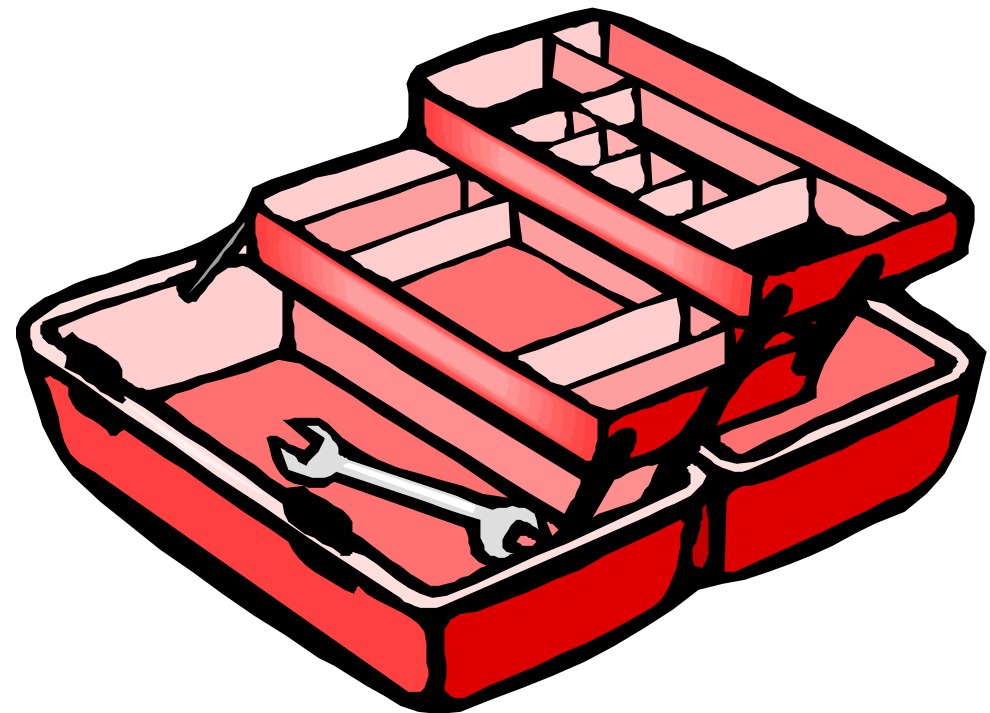


- they become „product factories“ that can be integrated in many shops
- they must be usable in a headless fashion - without the user interface
- interfaces must be defined in a clean way
 - no classic „3270“ transactions
 - but services that make sense
 - best supporting an XML interface

	Object
	Architects

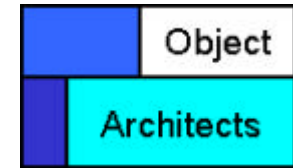
Your Tools

how do you deal with
these challenges?



Different Trades ...

Different Tools ...



- managing the architectures for product factories
 - Architecture at an Enterprise Level (Part II)
 - Application Portfolio Management (Part III)
- managing mergers
 - Mergers and Other Typical Decision Situations (Part IV)
- managing the integration of product factories
 - Enterprise Application Integration (Part V)