Enterprise Architecture Assessment and Planning

CLIENT SITUATION

Client made a number of acquisitions in multiple countries to establish market dominance and to grow the business. The existing architecture is challenged to accommodate needs from expansion to new countries and from the new customers through acquired entities. Client identified the need to upgrade the existing architecture to accelerate new customer implementation in all countries and to support conversion of existing customers from acquired entities to target platform.

COMPLICATION

Client's product development team has been fully engaged in multiple revenue driven projects. There are many discussions around improving certain areas of the architecture to address urgent issues from sales and customer implementations. However, the development team has no overall plan to implement the improvement ideas. Consequently, many workarounds have been put in place over time to react to urgent needs. In addition, multiple versions of the existing architecture are currently deployed to end customers. Attempts have been made to upgrade some of the customers. But the upgrade experience has been painful to both the customer implementation teams and the end customers. Moreover, the product development team is historically more inclined to develop its own tools than to use mature, off-the-shelf products. The internally developed tools have become out-of-date over time, due to lack of maintenance and upgrade effort.

QUETICA SUPPORT

Quetica consultants reviewed existing documents on the architecture and interviewed a number of subject matter experts in different departments to understand the strengths and weaknesses of the product and architecture from a user's perspective. Quetica consultants then had workshops with key people in Client's product management and product development teams to discuss and agree on: (1) the product vision and core competences; (2) the customers' overall business processes; (3) the user personas involved in using the product and their needs; (4) the overall product architecture to support the customers' processes and users' needs; (5) the key product capabilities grouped into categories (core vs. supporting vs. value added); (6) the technology options to support each product capability area; (7) the development needs for proof-of-concept prototyping; and (8) the product backward compatibility needs for ease of upgrade.

The next step of the engagement would focus on agreeing to and documenting the to-be business architecture and product capabilities, based on the outcome of the workshops. A preliminary end-to-end technical architecture would be designed to support the to-be business architecture and product capabilities. The technology evaluation and proof of concept prototyping effort would be prioritized based on business objectives defined upfront. And the expected results would be communicated to the developers. The evaluation effort would determine the point technology solutions to support each capability area. The preliminary technical architecture would be refined with the recommendations from the technology evaluation process to become the proposed to-be architecture.

As part of the engagement, the to-be architecture implementation strategy and upgrade paths for different versions of the existing architecture would be laid out with options. A financial model would be developed for each option. Quetica consultants would evaluate the pros and cons of each option and work closely with the client's executive team to recommend the final approach.

QUETICA CAPABILITIES

To support an enterprise architecture engagement, Quetica draws on multiple areas of expertise to help ensure that Client's business goals are achieved, and in a manner which pro-actively manages inherent risks in this type of business transformation initiative.

INVOLVEMENT	APPROACH AND METHODOLOGY
Assessment	Interviews, Software Engineering Principles, Expert Resources
Design	Workshops, Industry Best Practices, Software Engineering Principles, Expert Resources
Implementation Strategy	Scenario Analysis, Financial Modeling
Execution	Project Management

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