

## Business-IT management for enterprises

Business leaders are increasingly looking towards IT to lever strategic and competitive advantage. As business processes become ubiquitously anchored in IT, the role of IT is being redefined. On one hand, the potential for IT to drive innovation, maximize synergies and reduce redundancies across the enterprise is immense. In many industries such as telecommunications, banking and insurance, IT itself has even become part of the product and service offering. On the other hand, many IT organizations are buckling under the strain of keeping existing operations going and stepping up to new business challenges. New regulatory compliance requirements (SOX, Basel II etc), shorter service delivery turnarounds, emerging technologies (SOA, Java/.NET, etc.) and constant organizational change (M&A activities, outsourcing etc.) compound this challenge.

Certainly IT planning and management is a complex activity. An overwhelming volume of data is involved – hundreds of applications and many thousands of artefacts in multiple locations. Complex interdependencies between distributed specialists, critical business processes, IT support services and the underlying technical infrastructure can be significantly disrupted by isolated actions and incidents.

As with any complex activity without a master plan from which all groups can work there is a tremendous amount of inefficiency. When one considers that an alarming 80-90% of IT annual budgets are consumed to complete current projects, maintain existing systems and minimize their operational risk, there's precious little left for innovation. It's no wonder so many feel "resigned to their lot" when it comes to planning and changing IT for more strategic gain.

To make matters more interesting there is universal agreement that somewhere between 10% and 30% of this huge amount of annual spend is simply wasted; not low return, just a loss.

While much has been written about the benefits of Enterprise Architecture as a means to gain transparency of IT and better align business and IT objectives, there are many misguided approaches that do little more than illustrate – or model - the mess rather than help solve it.

To be effective, Enterprise Architecture must be approached as management task, rather than a modeling task. Modeling tools do not provide a sustainable solution as they are only capable of documenting and publishing a once-off snapshot of the as-is and target IT landscape without any consideration of a process to help get from the current to desired future state. The dependencies, costs, and disruptions they analyze and reveal are rarely considered outside the technical arena and are typically bypassed in the portfolio management process. As a consequence, vital information is withheld from the investment process.

By the same token, project management tools fail to adequately advance business and IT alignment. Although they are capable of assessing projects based on their risks, scope change requests, timelines and costs, they ignore their architectural impact, risk and the ability to evaluate the evolution of the enterprise over a longer trajectory. In order to have strategic impact and advance IT-supported business plans, a solid business-IT management platform that integrates and manages processes, information, roles and technology is essential.

***„In the process of evolving from a service provider to an integrated business partner, planningIT helps us set the right priorities.“***

Hans Moertl, DaimlerChrysler

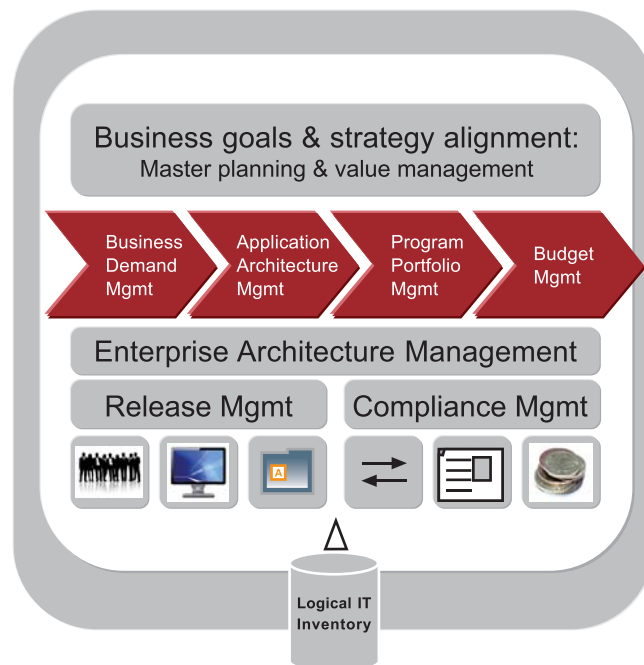
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alfabet is recognized by major market analyst firms and a rapidly growing international user base of over 15,000 users as being a thought leader in enterprise architecture and IT planning. alfabet's solution planningIT is the only standard software solution that integrates planning processes to ensure that the technical know-how from enterprise architecture management informs portfolio management to optimize investments and transform the IT landscape for agility. planningIT supports collaboration amongst a wide community of stakeholders to assign tasks and approvals across multi-disciplinary and geographically distributed teams. The software is a role based system that configures access rights, information views and planning tools to suit CIO's, strategic planners and enterprise architects, system architects, controllers, IT managers, business analysts and support them to:

- ④ Achieve transparency across all layers of the architecture, by offering a commercially proven meta-model and automatic support to capture, update and manage data
- ④ Create an architectural roadmap defining the incremental steps on the way to the desired target enterprise architecture
- ④ Capture, consolidate and review demands in the context of their business motivation and strategic relevance
- ④ Adhere to and set standards and guidelines (e.g. COBIT, TOGAF, and ITIL) and ensure regulatory compliance through collaborative planning and governance processes
- ④ Identify risks, inefficiencies, weaknesses and gaps in the way IT supports business strategy and goals and initiate corrective action such as consolidate applications and eliminate cost sink holes

- ④ Evaluate architectural proposals, impact assessments, alternative scenarios and cost estimates prior to budget approval
- ④ Secure investments with planned and prioritized budgets aligned with business objectives and free-up resources for innovation

planningIT comprises a Logical IT Inventory to provide accurate information on the current, planned and target states of architecture artifacts at all times and dedicated modules to cover all aspects of IT planning and management from demand to budget.



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