

## THE CLIENT

Flemings, a UK Merchant Bank, was faced with increased competition, shorter time to market with new products, stovepipe business units, inflexible systems and an Information Technology function struggling to keep up with demand.

End-user expectations continued to exceed the capacity of developers to deliver increasingly complex systems in a timely manner and at predictable cost. This had further strained outdated architectural assumptions, leaving many large applications running at breaking point, brittle, difficult to change and under-featured.

The business needed systems that worked the way the business worked. Most of the installed applications and third-party packages worked in ways that was more convenient for the IT function than truly supported the actual business of the Bank.

Assumptions that underpinned the client's application development methodologies had to change. They required a better approach to building systems that was flexible and supported the business needs.

## THE OBJECTIVE - BRIDGE BUSINESS NEEDS AND TECHNOLOGY

Given these pressures, Flemings determined to undertake a major business re-engineering program. This challenged the existing functionally structured organisation and the stovepipe processes and systems.

The re-engineering program needed processes and data to be integrated, and business concepts standardised. It required rapid support by systems that matched the new, re engineered business model, not one of a package or legacy system. They needed a different and more powerful approach to building systems. The methodology had to match the requirements of the business by rapidly delivering flexible, robust and aligned systems.

At the same time the IT function was undergoing change. It needed to be more responsive to the needs of the business and to deliver with more speed, accuracy and quality in a repeatable manner.

The approach had to provide organisational stability for the function, with the strong link between business and technology - 'Concept to Code.'

To achieve this, Fleming's IT Architecture Group undertook an initiative to define, implement and prove a sound architectural approach and direction. They would define (preferably adopt and adapt) an architectural framework that encompassed a methodology for repeatable delivery of flexible, scalable systems that matched the business and their needs.

They would support this with an appropriate technology framework that would leverage their existing experience while making a move into Object Oriented development. They wanted to continue their adoption of open standards based architectures. They would provide a plan for the adoption of this approach within the existing Information Technology Group.

## WHY PROMENDO ?

When Flemings embarked on this project, they set out to find Consultants to assist them. They looked for a consultancy firm that had faced and solved these problems before. One that had the same mindset as them to solve the problem with an architectural framework - but one with a difference, one with 'Business Objects' as a core concept.

Promendo was chosen for its innovative and leading edge approach to architecture, methodology and organisational transition. Promendo's framework 'Object Oriented Business Engineering - OOBE®' methodology was recognised for the ground breaking, but practical approach to solving these problems.

OOBE is powerful, but holistic. It builds on the principles and concepts already attempted at the Bank, but brought with it a structured method.

## WHAT DID PROMENDO DO ?

Promendo worked with the Architecture group to adopt and adapt OOBE to their needs/drivers and to implement the architectural framework. We began with an assessment of where they were and where they wanted to be. We then worked with their project team to scope and document the first cut of the architecture. We educated key resources to be versant in the framework and the mindset behind the framework. It was not sufficient to lecture the group, they needed to learn, in order that they could teach and mentor their own staff.

## THE ARCHITECTURAL FRAMEWORK

The OOBE© methodology partitions information systems architecture into four dimensions:

- business
- applications
- technology
- management

Management Architecture encompasses the other three dimensions and provides the organisational context in which architecture is applied. Each dimension of the framework spans from strategic thinking about the business to the implementation of software components that represent the business.

- the framework is based on the idea of 'Concept to Code':
- the business representations can be transformed into systems models to run (and track changes in) the business itself
- the technology representations can be transformed from strategies like open systems into flexible, integrated implementations based clearly on that strategy
- the application strategy and requirements can be transformed into applications that run on the technical infrastructure and achieve the requirements of the business model
- the Information Systems organisation can integrate its target organisation structure and operational tactics with a migration and transition plan to move from today's format to tomorrow's object requirements.

The framework advocates an iterative process applied to each of the dimensions, and accomplishes this by scoping tasks within each level of each dimension. Iteration is crucial, as the implementation of architecture is a process of organisation growth and change. Big Bang approaches to change generally fail. Iteration toward a clearly-defined goal is manageable, achievable and measurable.

## WORKING WITH THE CLIENT

We emphasise the importance of getting buy-in to the framework so that the client themselves can actively adapt, adopt and leverage the full power of OOBE. We delivered a series of briefings with both business and Information Technology resources. The aim of which was to engage support and understanding of both the approach and the need for such an approach. A change in mindset was required between both business and IT.

## IMPLEMENTING THE ARCHITECTURE

Next, the defined technical architecture was implemented as an object based technology framework that removed a great deal of complexity for business component developers, while ensuring the delivery of flexible, scalable and robust software to support the business model. Promendo's unique depth of experience with this technology enabled us to deliver a cost effective mix of purchased off-the-shelf components and custom integration to adapt the infrastructure to the client's particular needs.

A model for transitioning the IT and business to the framework was documented to ensure the successful transition.

## FUTURE

Flemings continue in the process of adoption of the architecture and OOBE approach. They now have a common language with which to communicate between IT and the business. IT has a strong, architecturally-based framework to manage the implementation of business focused systems that deliver what the business needs when the business needs it.

### About Promendo

Promendo was formed from the established consultancies of Open Engineering and Delegate IT in 2004. Since 1990 we have been providing guidance and leadership in Enterprise Architecture and Business Engineering through consulting assignments, project engagements, and seminars in Australasia, the UK and the USA. Open Engineering pioneered the definition of Business Objects through its founding and co-chairing of the Business Objects Special Interest Group on behalf of the Object Management Group (a consortium of 850 International Companies).

Our clients are from a range of sectors including Manufacturing, Finance, Transport, Technology and Utilities as well as Federal, State and Local Government.

Promendo Pty Ltd ACN 109 960 545

OFFICES: BRISBANE, MELBOURNE, SYDNEY, PERTH.

Web: <http://www.promendo.com>