



Organizing the Enterprise: la collaborazione tra Enterprise Architect, Project Manager e Service Manager

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BEST PRACTICES
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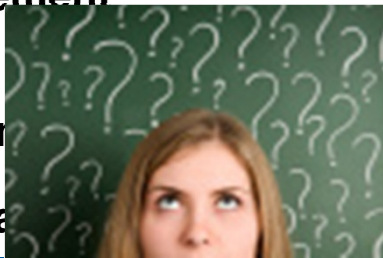


Valore Per I CLIENTI
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Che cosa è l'Enterprise Architecture?

Architecture Principles
Model Driven Architecture (MDA) Strategic IT Planning
Portfolio Management Programme Management
Maturity Model Project Management Benefits Management
Zachmann Framework Business & IT Alignment
Master Data Management COBIT Roadmap TOGAF
Business Process Modelling Service Oriented Architecture (SOA)
Solutions ISO Certification ITIL Governance Archimate
Requirements Engineering Technology Standardization Compliance Lean IT
Process Standardization IT Service Management Software Development Lifecycle
Baseline Business Process Automation Application Portfolio Management
Application Portfolio Management Scenarios Application Portfolio Management
Requirements Management Information Harmonization
Resource Optimization Configuration Management
Business Transformation
Risk Management Information
Business Continuity Legal Application Lifecycle Management



Che cosa è l'Enterprise Architecture?

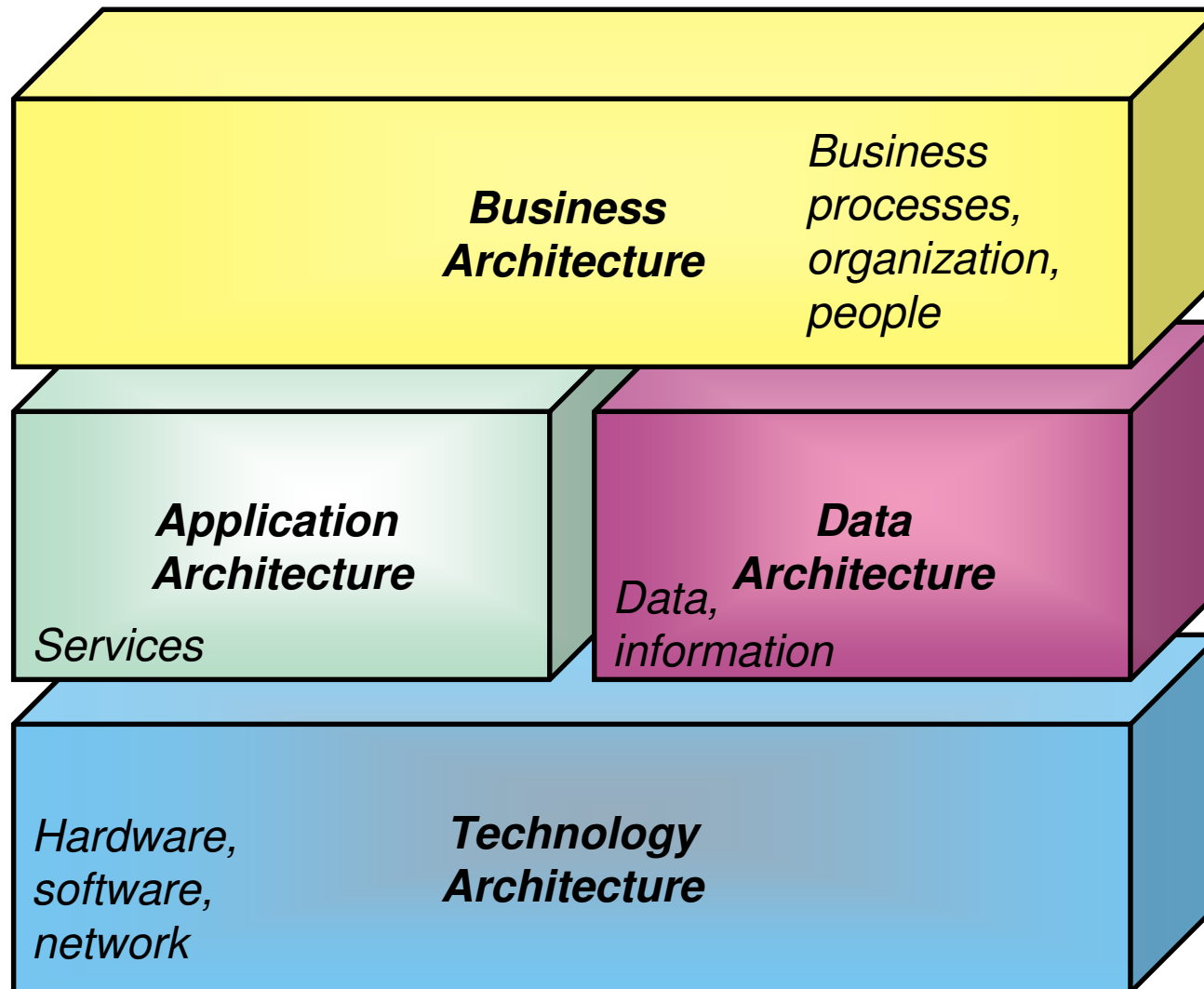
Business Side

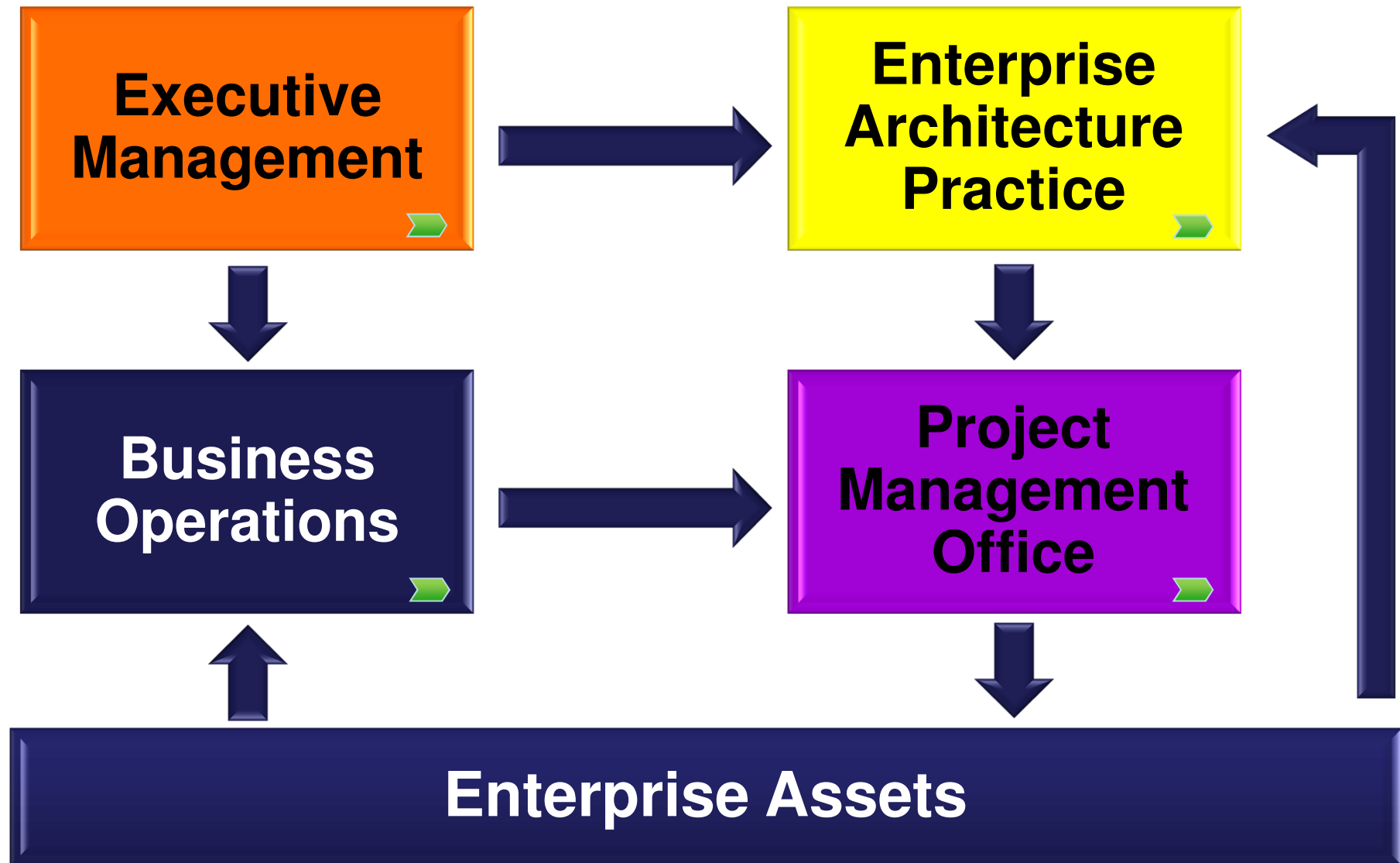
“Enterprise architecture (EA) is the process of translating business vision and strategy into effective enterprise change by creating, communicating and improving the key requirements, principles and models that describe the enterprise's future state and enable its evolution.” (Gartner)

IT Side

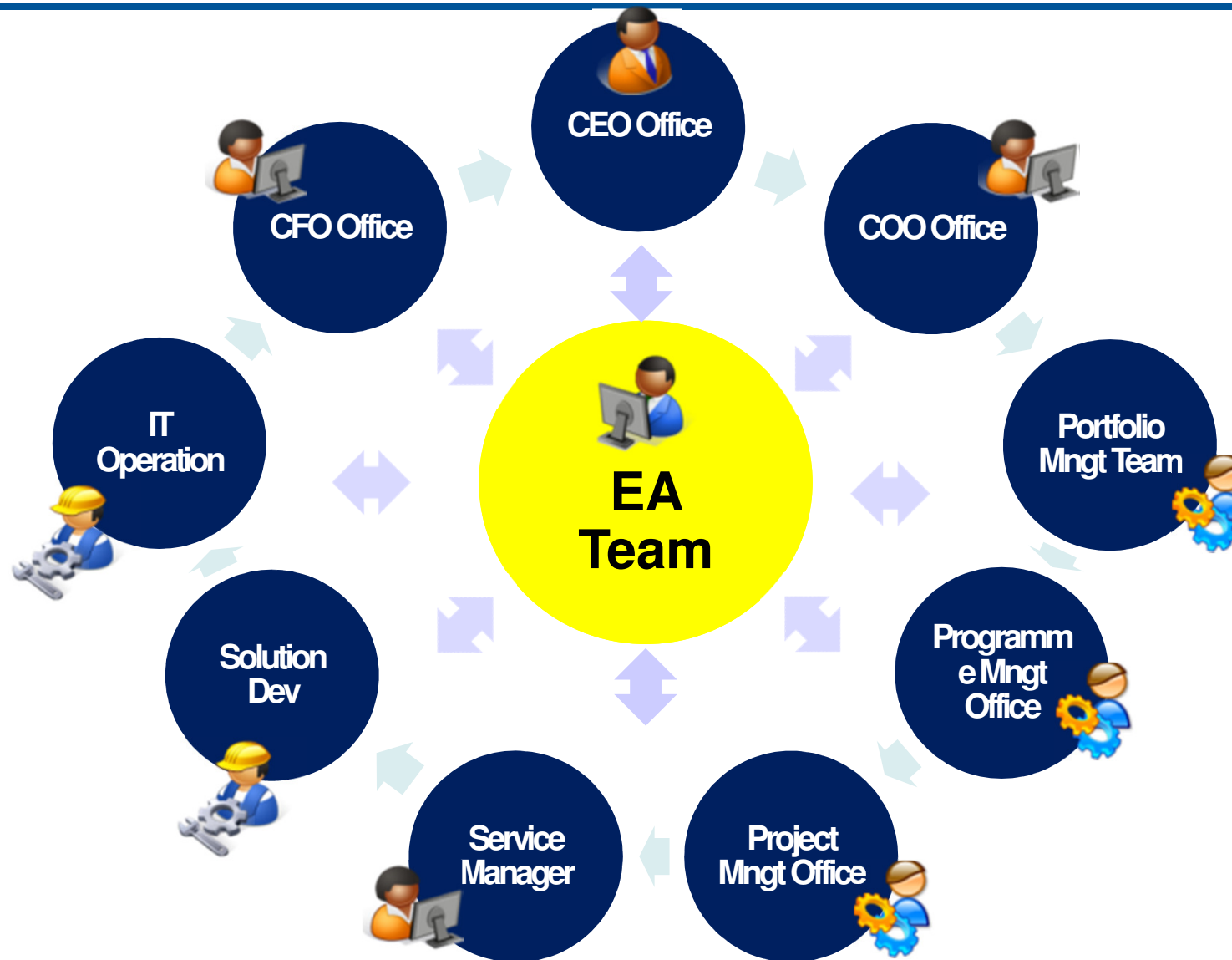
“Enterprise architecture consists of the vision, principles and standards that guide the purchase and deployment of technology within an enterprise”

Architecture Types / Layers

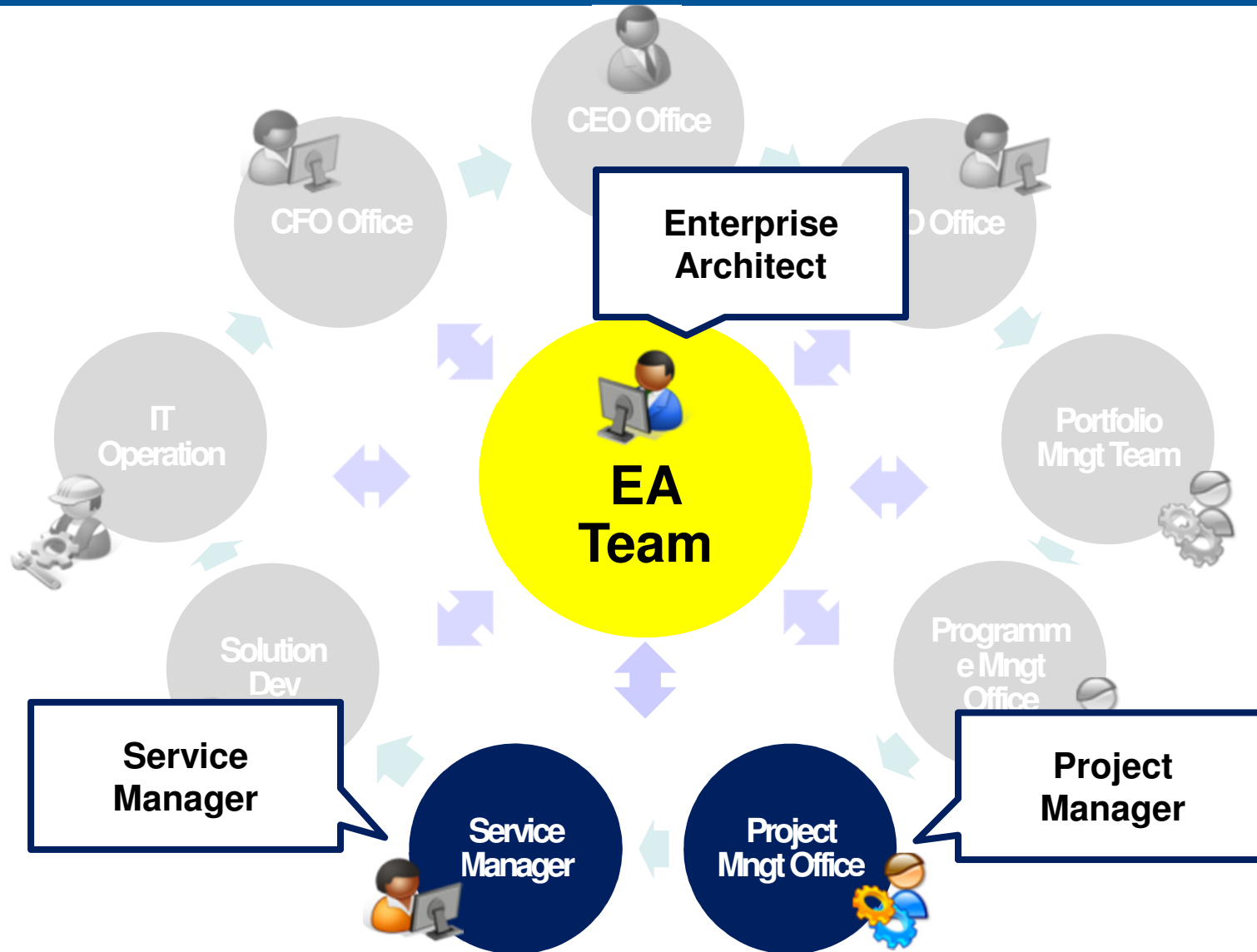




Chi è coinvolto?



Approfondiamo alcuni ruoli





Practitioners of EA call themselves enterprise architects. An enterprise architect is a person responsible for performing this complex analysis of business structure and processes and is often called upon to draw conclusions from the information collected. By producing this understanding, architects are attempting to address the goals of Enterprise Architecture: Effectiveness, Efficiency, Agility, and Durability. (PEAF)



Project manager is a person who is responsible for day to day management of a project. He applies his knowledge, techniques and tools in order to manage the project. He closely work with Project board and supplier team in order to deliver the business products with acceptable quality, within agreed time and cost tolerances. (PRINCE2®)



Service Manager is a generic term for any manager within the service provider. The term is commonly used to refer to a business relationship manager, a process manager or a senior manager with responsibility for IT services overall. A service manager is often assigned several roles such as business relationship management, service level management and continual service improvement.

(ITIL®)

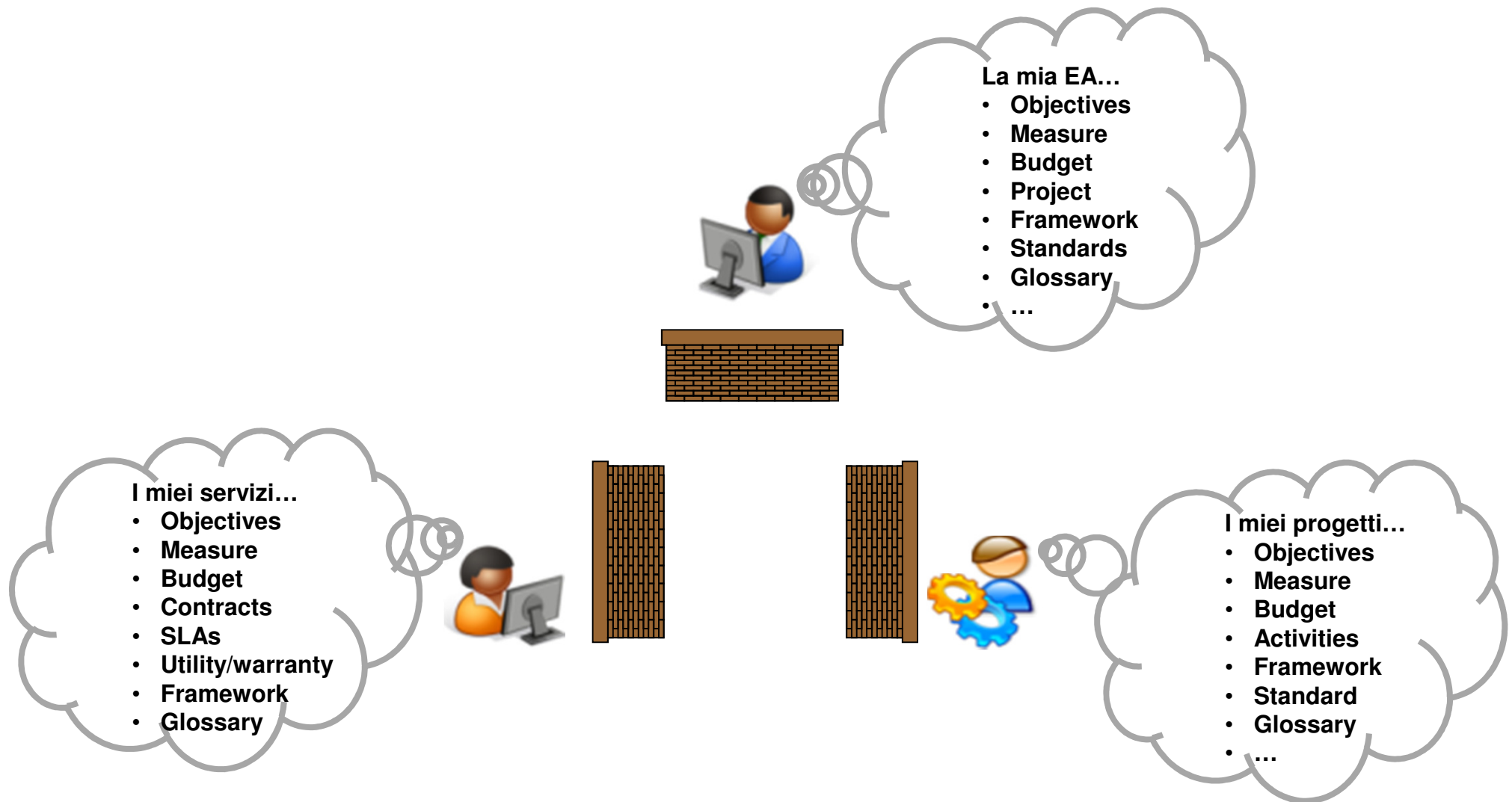


Service Owner is accountable for the delivery of specific IT service. The service owner is responsible to the customer for the initiation, transition and ongoing maintenance and support of a particular service management director for the delivery of the service. The service owner's accountability for a specific service within an organization is independent of where the underpinning technology components, processes or professional capabilities reside. The service owner [...] ensure that all groups which maintain the data and relationships for the service architecture they are responsible for have done so with the level of integrity required.

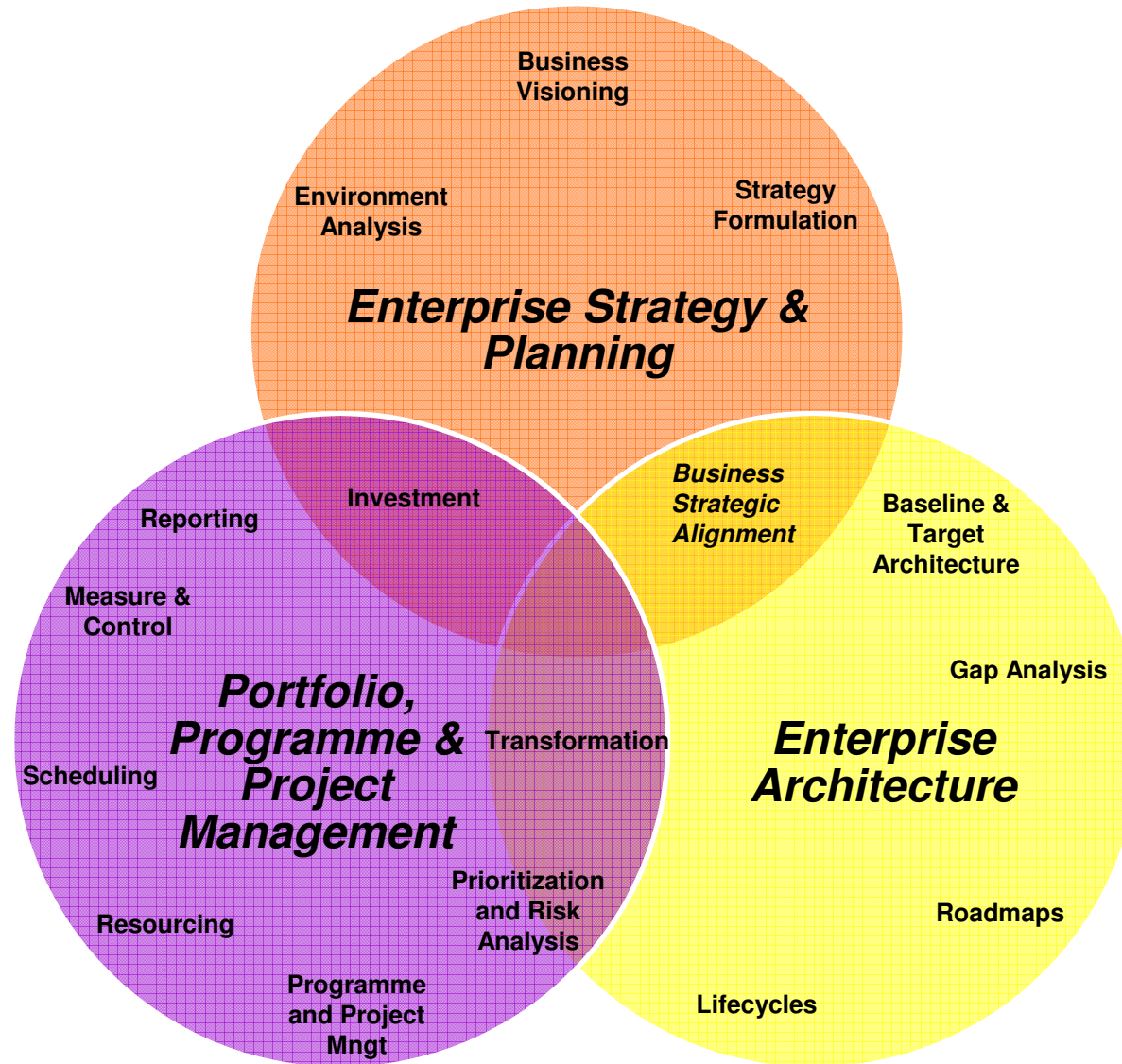
(ITIL®)

- ▶ Ruoli differenti con differenti obiettivi, metriche, misure e pressioni (accesso al funding, produzione di risultati, deliverable, SLA, ...)
- ▶ Le persone che occupano questi ruoli hanno spesso differenti skill, caratteristiche e visioni del mondo (standard, glossari, estrazioni, ...)
- ▶ La relazione è spesso conflittuale (e non dovrebbe esserlo)

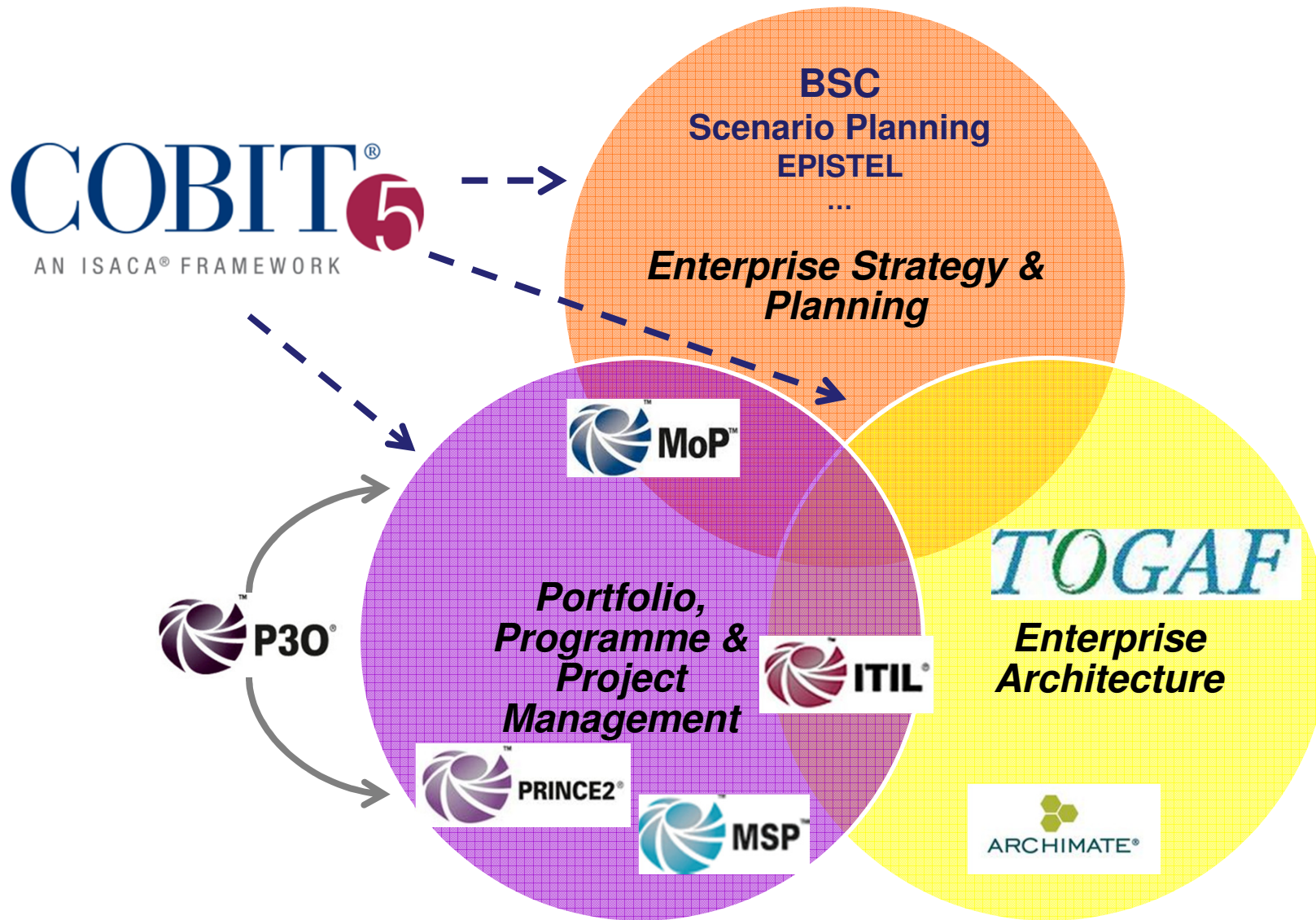
Fattori che inibiscono la collaborazione



Un Governance framework per la collaborazione

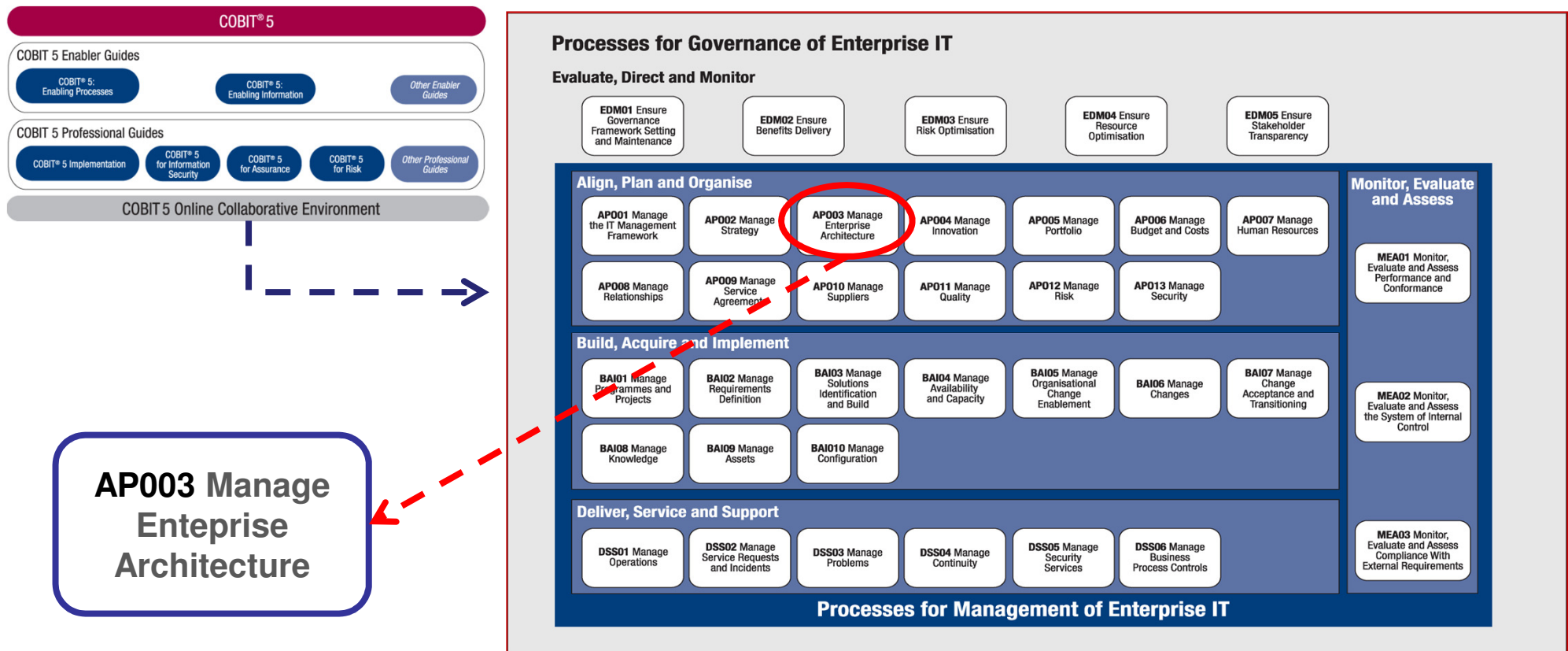


La cooperazione tra best practices

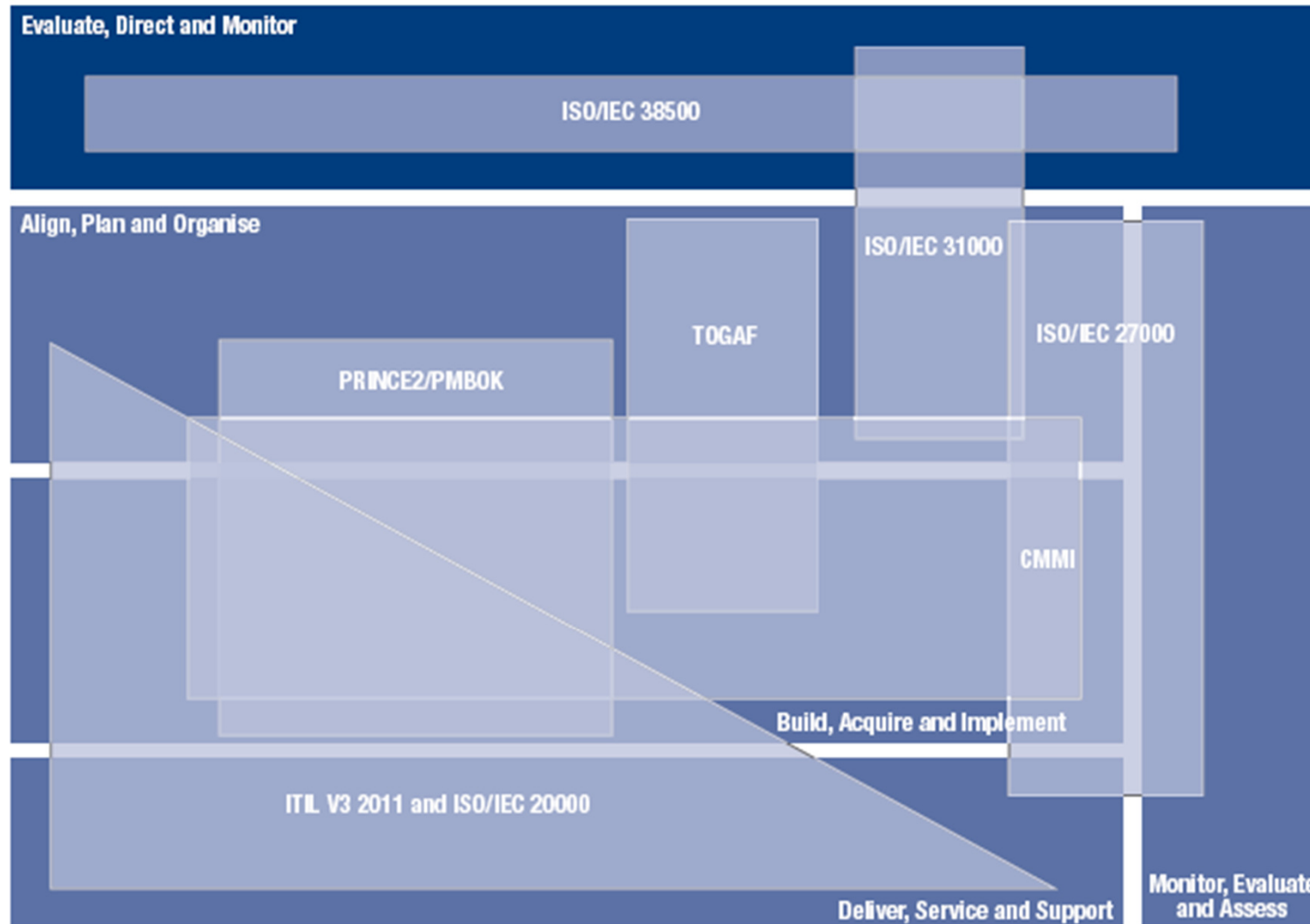


Perché COBIT 5?

- ▶ **COBIT 5** fornisce un framework completo ed integrato che aiuta le organizzazioni a raggiungere i loro obiettivi e fornire valore attraverso una efficace governance e gestione dell'Enterprise IT



Mappinf tra COBIT 5 e altri framework



Perchè TOGAF?

- ▶ Diffusione (standard de-facto)
- ▶ Metodo generale e completo ed adattabile a contesti specifici
- ▶ Complementare e non in competizione con altri framework
- ▶ Neutrale rispetto a vendor, tool e tecnologie
- ▶ Business IT alignment
- ▶ Basato su best practice
- ▶ Disponibile gratuitamente, è possibile partecipare alla sua evoluzione



▶ Offerta

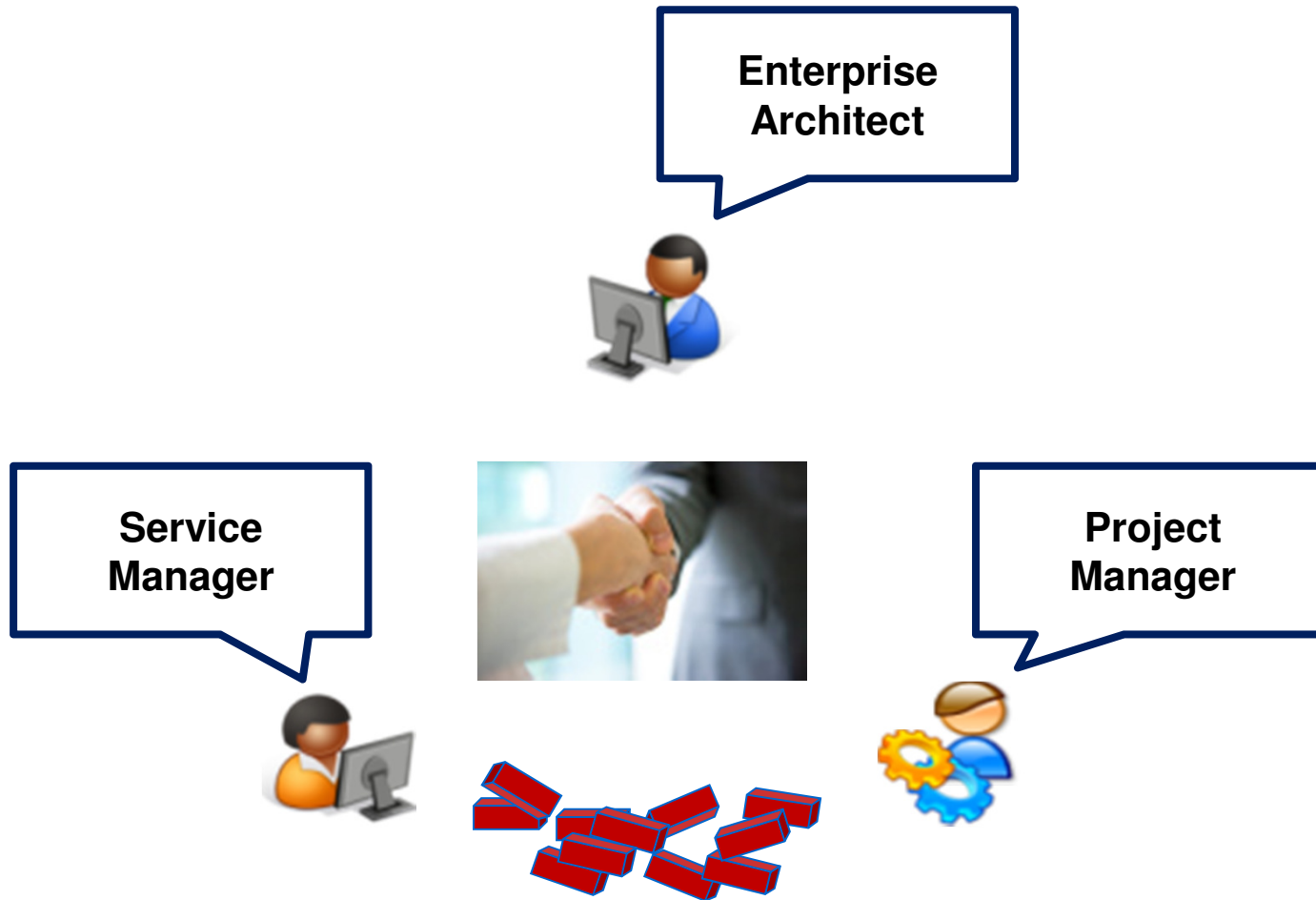
- ▶ Glossario
- ▶ Guide
- ▶ Modelli di maturità
- ▶ Schemi di qualificazione professionale e corsi

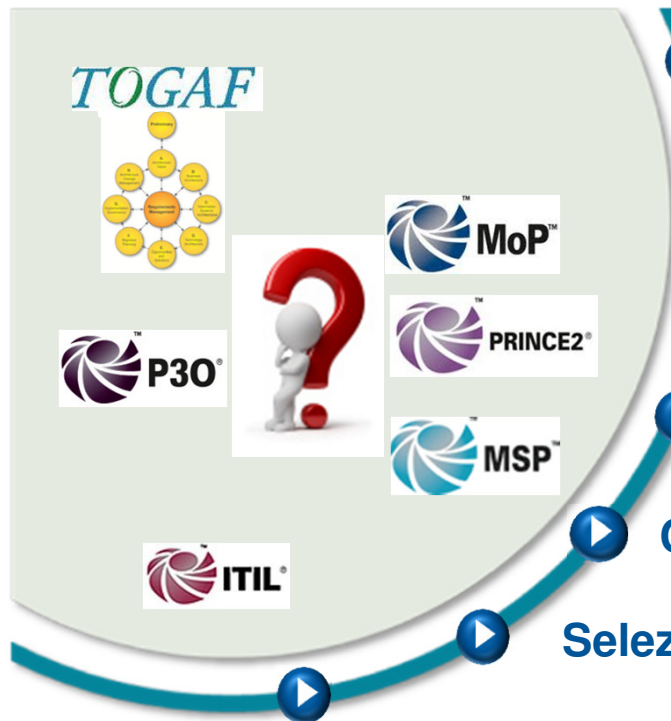
▶ Punti di forza

- ▶ Completezza
- ▶ Consistenza e coerenza
- ▶ Diffusione
- ▶ Mancanza di alternative altrettanto complete

- ▶ ITIL fornisce la guida dettagliata per l'implementazione di processi di erogazione dei servizi IT efficaci ed efficienti, inserendo quindi la dimensione del “come” erogare e gestire servizi IT di qualità
- ▶ Molteplici punti di contatto tra discipline complementari, es.:
 - ▶ Service Strategy: collegamenti con principi e policy, con l'Enterprise Governance e con il Portfolio Management
 - ▶ Service Design: richiamo all'EA per la progettazione dei servizi e l'ingegneria dei requisiti, supporto alla pianificazione
 - ▶ Service Transition: comprende i processi di Change e Release & Deployment management, con strette relazioni al PPPM, il processo di SACM è il punto di contatto con l'EA Repository
 - ▶ Service Operation: ITIL è la guida per il business-as-usual
 - ▶ Continual Service Improvement: condivide l'approccio con gli altri framework

Parola d'ordine: cooperazione!





▶ Investire sulle best practice di strategy, portfolio e service management, definendo ambito, obiettivi, benefici attesi, modello organizzativo e stakeholder per ogni ambito

▶ Focus su governance, formazione e competenze, sin dalle prime fasi di attuazione

▶ Tailoring dei frameworks

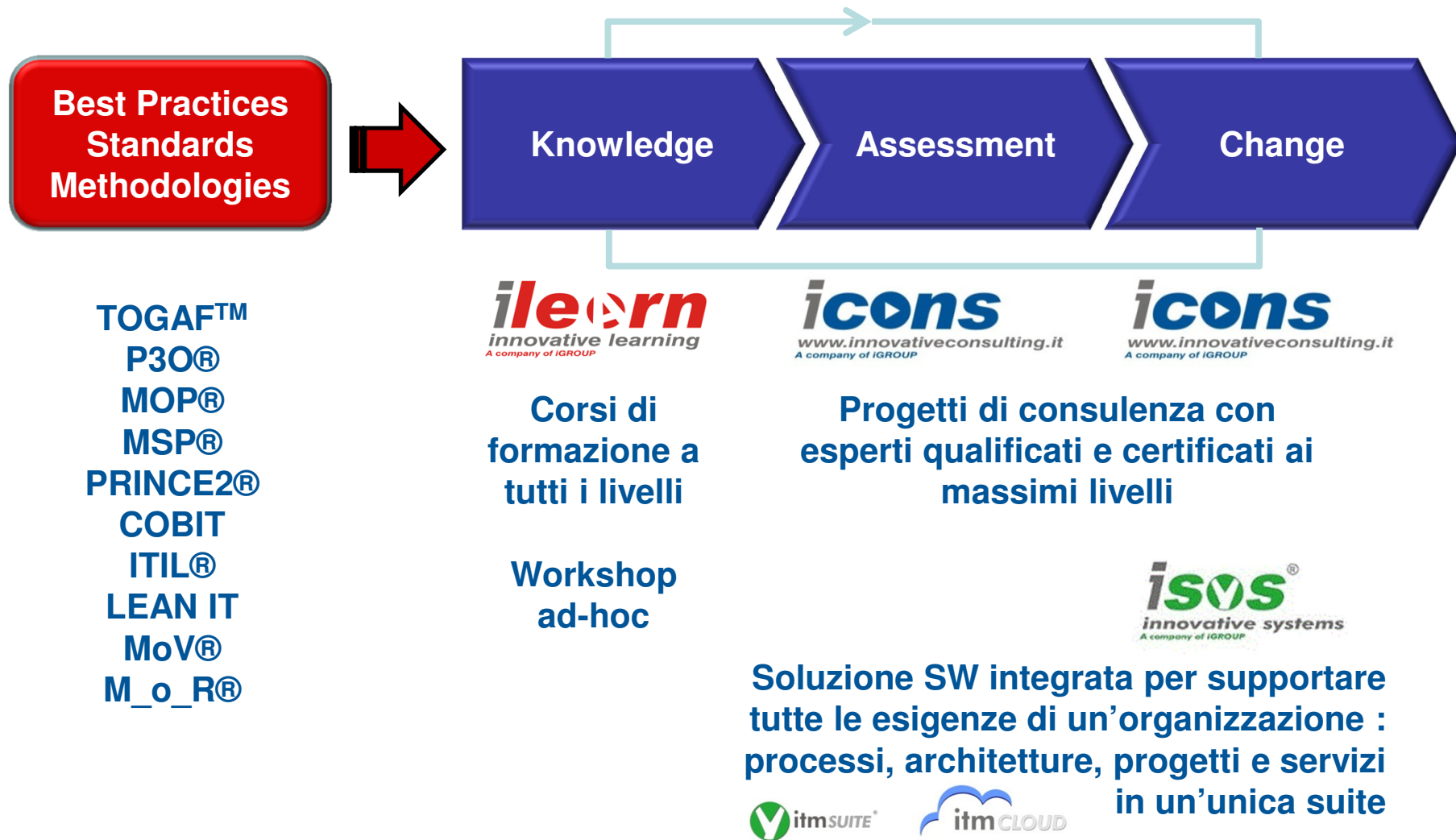
▶ Creare CoE all'interno dell'organizzazione

▶ Selezionare i tool a supporto, più integrati possibile

▶ Implementare un repository consistente per la gestione dei Master Data che permetta di implementare viste e punti di vista differenti

Fare la cosa giusta! Nel modo giusto! Al primo tentativo!

The value proposition of iGROUP





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