



## **Enterprise Architecture key component in £20million saving**

World Class Architecture

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Delivering an effective cost reduction programme requires a clear understanding of what the business does, how it does it and where the inefficiencies are. Often, such programmes are focused on the areas of the business that are perceived to have excessive costs rather than those where there is actually unnecessary cost. Enterprise Architecture Solutions were approached by a **global** media company to produce a **coherent** view of the IT to business mapping and highlight where real inefficiencies existed. Our approach was to start by liaising with senior stakeholders across IT and the business to understand the business in more detail. The next phase utilised a framework within which we could work with the functional teams to capture elements of IT and the business, where inefficiencies would become apparent, rather than being guessed at. This work was successful and highlighted several opportunities for consolidation of IT and streamlining of process. A number of these opportunities had not been apparent to the organisation before the work started; our **IT-to-business mapping** was a key component of a £20 Million cost reduction programme.

## challenge

- The phenomenal growth of the organisation had meant that speed of delivery rather than cost had been the key driver
- The media company wanted to understand exactly where the IT-to-business inefficiencies existed
- They didn't have a view on where and how the business was supported by IT
- With speed as a driver, there was a high degree of overlap between processes and technology, but no clarity as to what the overlap was.

## solution

- EAS placed a small team on the assignment
- Interviews were held with the key stakeholders and functional teams
- A high-level model of the business and IT was produced and agreed
- With common terms agreed, work commenced with the functional teams to map IT to the model
- The assignment took 10 weeks.

## result

- **Inefficiency identified.** Inefficiencies became clear and allowed the company to reduce them. Once the common terms in the model were agreed and the mapping of the business began, this became a straightforward task.
- **Technology diversity identified.** Several technologies were identified that were performing the same job, enabling the technology portfolio to be reduced. For example, seven different web server technologies were being used and this was reduced to two.
- **Technology rationalisation.** Although the processes for advertising were common, they used different technology. Once identified, this was rationalised.

The architecture enabled information from disparate teams to be captured into a common framework, and for the framework to highlight the inefficiencies. A number of unexpected inefficiencies became apparent and took the guesswork out of the cost reduction process.