

case study—major banking organisation



Clarification of responsibilities in a 'Rightsourcing' model

World Class Architecture

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Defining and managing the sourcing requirements for a business is a complex task.

Unless the boundaries between the separate organisations involved are clear, the **effectiveness** of the sourcing, be it 'in-sourcing' or outsourcing, can be compromised. A major banking organisation was setting up a **new business** with a 'rightsourcing' model. A number of suppliers were being engaged but there was a lack of clarity on what the limits of responsibility should be, where ownership started and stopped, and what the communication channels should be. The organisation realised that without **clarity** the model would probably descend into chaos, and efficiency would not be achieved. EAS were engaged to identify what the 'rightsourcing' model options were, make a recommendation and describe how it would work.

challenge

- To identify the different options open to the organisation for 'rightsourcing'
- To recommend the most efficient model for the organisation – what should be outsourced and what kept in-house
- To ensure that there was a clear separation of responsibilities between the organisation and the sourcing suppliers
- To define how the model could be governed.

solution

- The business objectives were understood
- The core capabilities required by the organisation were understood
- The EAS Framework was used to describe the overall business, ignoring who was delivering what part of the business
- The EAS Framework was used to define the clear separation between each of the different sourcing providers and to describe what capabilities they were delivering
- A set of 'light' governance structures and providers were defined for managing communication and ownership across suppliers.

result

- **Definition of a Clear Strategy.** The options for 'rightsourcing' and the implications for different models were made apparent.
- **EAS Framework was an enabler.** The clear separations that were highlighted by the EAS Framework enabled the definition of:
 - Clear responsibilities for each sourcing provider
 - Governance structures and procedures.
- **Adaptable model.** The model, with its clear separation of responsibilities, meant that the organisation could change its sourcing model in the future with minimal impact to the operation of the business.