

POINT-OF-VIEW : ENTERPRISE INFORMATION SYSTEMS



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CENTER FOR ENTERPRISE ALIGNMENT

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POINT-OF-VIEW : CHIEF INFORMATION OFFICER

As a CIO of an enterprise that consists of many business divisions and has operations around the world, you're faced with many strategic and tactical challenges.

The most formidable challenges are how to align the IT strategy to the business strategy, how to help the enterprise leverage technology, and how to constantly increase the returns of the technology investment dollar.

Zero Delta is designed to solve these challenges.

Zero Delta provides a common framework that can be used to create explicit links between the vision, strategic intents, objectives, and imperatives as they are defined by the business.

Zero Delta links the strategies together at the highest level, and demands that corresponding initiatives, programs, and projects are designed to realize the business strategy, while simultaneously seeking out new ways to help the business achieve new levels of business and technology innovation.

In designing the IT strategy the CIO also provides high-level guidance vis-à-vis IT governance. The objective here is to provide guiding principles and 'rules of engagement' in order to ensure that systems placed in service meet specific common governance requirements; allowing the organization to be more adaptive and agile to changing business conditions, market demands, and new regulatory requirements.

Zero Delta is designed to eliminate the deltas between the business strategy and the IT strategy of a global enterprise.

With Zero Delta, CIOs and IT leaders can help the business use technology in more innovative ways.

- Achieve alignment between business and IT strategies;
- Establish an enterprise-wide IT governance model;
- Ensure that IT programmes and projects align to enterprise-wide initiatives;

- Create and manage consistent roadmaps and architecture blueprints;
- Collaborate more often with the business during key strategy and tactical planning phases;
- Increase ROI, and show how technology is helping the company achieve a high-performance status.

POINT-OF-VIEW : IT STRATEGIST

The role of the IT strategist often can be a fuzzy one. What is an IT strategy composed of? Is it composed of applications and systems, and networks and protocols and whiz bang technologies?

Yes and no. IT strategy is a blend of the business strategy and the corresponding IT strategy into a fully-integrated and fully-aligned strategy. The business leads the way, and technology illustrates how it is helping the business to accomplish its objectives and reach its goals.

The IT strategist is a 'bridge builder' between the business and IT. He is responsible for understanding what the business wants to accomplish, and working with the enterprise architect and corresponding domain architects to ensure that the enterprise blueprints reflect the 'desired state' of the organization.

The IT strategist also helps to link the planning process with the programme execution process. Effectively carrying over the strategy into specific actions and corresponding outputs.

Zero Delta helps the IT strategist collaborate with the key stakeholders and the key strategy process role players. The methodology ensures that the business and IT strategies are designed to complement one another, and helps the organization to 'get from' strategy to execution better, faster, and at a lower cost than traditional methods.

Zero Delta assists the IT strategist with achieving alignment between the business and IT strategies and integration across the entire enterprise.

- Clearly define and design an IT strategy that links the business strategy with IT strategic roadmaps;
- Achieve consistent alignment between the business and IT strategies by leveraging a common information repository;
- Conduct detailed scenario planning and 'what-if' analysis;
- Ensure that strategies are properly executed by following a common process whereby strategy transitions to specific initiatives and programmes vis-à-vis enterprise-wide roadmaps.

POINT-OF-VIEW : ENTERPRISE ARCHITECT

As a global enterprise architect, you have the need to manage the entire enterprise architecture lifecycle - from blueprint design and management to the integration of roadmaps into the initiative and programme management function.

The Zero Delta Methodology ensures that the enterprise architect has a view into the strategic intents of the enterprise, and enables the enterprise architect to ensure that the strategic intents and objectives are realized across

the various architecture domains - application, data, information, process, and system domains.

The enterprise architect has a pivotal role in defining architecture guidelines and requirements vis-à-vis a IT governance model and structure. Zero Delta ensures that architecture designs meet these governance criteria.

Common architecture principles, frameworks, and patterns can be managed across multiple domains allowing the enterprise architect

to ensure that the enterprise architecture is adaptable, agile, available, extensible, reliable, and scalable. After all, enterprise systems support enterprise and business critical transactions, workflow, and processes that enable the business to compete effectively.

Zero Delta creates a common framework and has a detailed meta-model wherein all enterprise 'objects' can be defined vis-à-vis enterprise-level blueprints.

- Leverage a common framework across the entire enterprise;
- The Zero Delta meta-model is fully extensible, allowing the enterprise architect to customize the model to a company-specific model and meta-structure;
- Create a common architecture design and modeling environment for all domain architects;
- Manage blueprints across the entire enterprise - around the world.

POINT-OF-VIEW : IT PROGRAMME MANAGER

Managing global, enterprise-wide programmes and projects is no simple task. The enterprise programme manager must have a firm grasp on the current state of initiatives - both on the business side and the information systems side of the enterprise.

The programme manager is actively involved in programme planning, design, and management. The programme lifecycle is wide-reaching and touches nearly every aspect of the business from start-up to shut-down.

The Zero Delta Methodology ensures that strategic objectives and intents of the organization are manifested in very well-defined programmes and projects that are designed to realize these strategies.

Zero Delta ensures that programme managers have input into the planning side of initiatives to ensure that the appropriate resources, milestones, and critical path elements are defined up-front so that they can be properly managed 'down stream' as a

programme is executed throughout the global enterprise. The programme managers, enterprise architects, and IT strategists can collaborate during the programme planning and execution phases to ensure that alignment is consistent across all areas of the enterprise.

Zero Delta creates a common bond between strategy and execution - enterprise-wide initiatives can be distilled down into very specific, and management programmes that have corresponding projects and actions associated with them.

- Achieve a 'global view' of all initiatives, programmes, and projects throughout the entire enterprise;
- Establish a better link between programme planning and execution - ensuring the programmes align back to the strategic intents and objectives of the enterprise;
- Instantly understand how individual programmes and projects map back to the enterprise blueprints and the strategy of the organization;
- Manage programmes and projects using a consistent framework and programme management structure.

www.zerodelta.org

CHICAGO

+[1] 312.235.2390

HONG KONG

+[852] 8199.9540

LONDON

+[44] 20.7993.2190

SYDNEY

+[61] 2.8080.2780

zero delta™

CENTER FOR ENTERPRISE ALIGNMENT

211 East Ontario Street; 18th Floor
Chicago, Illinois 60611 U.S.A.

m +1.312.235.2390

f +1.312.235.2391

www.zerodelta.org