EXPLORATORY STUDY RESPONSES

The following issues or factors were mentioned in an interview with an **executive leader and manager of a division**, situated at another sub-organisation of the same enterprise:

- EA is the alignment of resources with strategy. Keep the definition and communication language simple. Resources include everything from finances to roles of people to operations and technology. Alignment means to meet objectives by using resources.

- It is difficult but necessary to standardise the operations management of business units in a complex enterprise. The risk of reengineering is too high.

- EA adoption and implementation should be a top-down process. Optimisation of components in the value chain starts with processes and functions. EA drives processes and IT is the enabler.

- Projects and processes should be approved by following standard operations management approaches.

- Maturity levels of processes, projects and humans are often different. This results in delays. EA should address these discrepancies.

- EA should be gradually introduced and implemented though projects and processes. Practical benefits of EA should be visible throughout.

- Alignment of processes, information and applications is seen as vital for the enterprise.

- At strategic level, business strategy and objectives are set. EA is accepted as long as it adds value.

- At management level, acceptance of EA is important. If people do not understand the language, grasp the practical benefits and see regular progress and results, they do not accept the "new" direction.

- It is very important that stakeholders understand the motives and the essence of the EA operation.

- Managers and architects should share small victories with stakeholders and show the road.

In an interview with a **team member of the technical and information management team** situated at the same sub-organisation as the executive leader, the following factors were highlighted:

- Technical people find it difficult to relate to business architecture when their main concern is solutions architecture. Their "business" is to plan, build and run implementations. Business analysts are mainly responsible for the planning of implementations. They analyse the business and human requirements, identify IT needs and pass it on to the build team. The first step in the building of a solution is to align with business processes. The buy, build and sell phase of supply chain procurement, material management and service procurement forms part of the next step. In a final step, the system is implemented and maintained.

- In communication the BD & I (business development and implementation) model is used.

- Business analysts, project managers and IT managers make decisions and appoint people to take responsibility and do the work.

- Change management is the important component responsible for the alignment of information management and business principles. They map the process, get support from HR, and inform stakeholders about new directions, processes and ways of work.

- Identify requirements, develop models and assign roles in projects to make sure people understand, accept responsibility and cooperate.

- Change management is responsible for mapping of processes. Using The Zachman Framework for Enterprise Architecture, the change manager decides who is responsible for a task, what are the deliverables, when are the results due and tell stakeholders why it is important to do the work in a specific way.

- In the past the federated model used implied that a business unit could decide on, run and even purchase its own systems. This way problem solving was fast. Presently a process of consolidation and centralisation is in progress. Business units now have to comply with standard proceedings of applying for IT support, which takes longer. Business managers and stakeholders have to be patient.

- Different stakeholders are at different levels of acceptance of new directions and ways of working. Managers risk their positions in an organisation if they do not accept and comply with general proposed change. Resistance and non-compliance to new directions and change occur more at user level.

In an interview with a **production engineer** responsible for management of important business and production projects the following factors were identified:

- Implementation of EA is a long-term process. Identify and start where the need is high. Quickly show return-on-investment.

- Three teams involved: Business unit, project team and IM/IT solutions team. Business unit should take ownership. It is very important that these teams collaborate and communicate well on a frequent basis. Maturity levels should co-inside.

- Understand the 'as is' versus the 'to be' scenario. Vision should be communicated to stakeholders.

- Give frequent feedback of small victories

- Start at the worker level if you want something done. Employees are specialised and knowledgeable of their professions.

In an interview with a **human resources manager** appointed in a section of an organisation responsible for information management affecting the broad enterprise, the plan, build and run model of business and information management (IM) was explained once again. Roles of different people concerned with implementation of this model were explained as follows:

- Business consultants representing business units are concerned with business plans. A business plan in the format of a business case with a business requirements statement and budget is compiled. Communication of risks, advantages, execution phases and planned actions between business and IT representatives is a very important step in the business and IT integration divide. Only then is a business plan usually registered as a project.

- The build phase normally involves a team consisting of various stakeholders defined by diverse roles. Roles vary and include IT and IM defined, engineering, technical, financial, administrative, quality control, and managerial. It is here where non-technical, human factors affect cooperation and coordination.

Some of the challenges identified are:

- Demand management by IT and IM sections.
  Supply according to business needs or what is deserved and not what is demanded.

- Optimization, standardization and saving on equipment and services.

- Communicating the "bigger picture" of the business. Keeping a balance between quality of work and expenditure.

- Keeping track of projects and keeping projects on track.

Local and global business management and IT processes pose its own unique challenges:

- A locally accepted and running IT system is not accepted at another global organisation. Culture differences, systems interfaces and language barriers are some of the global issues to deal with.

- Globalisation, business security and handling of intellectual property are not always understood throughout an enterprise.

Human factors identified as important to manage in the business and IM integration process are:

- Keeping contact;
  People concerned about the business of an enterprise and people concerned about the IT and IM of an enterprise should have means of good interaction in place.

- Communication;
  Means of good communication should not only be good on horizontal, management level but also vertical up and down – from management to worker and worker to management. Management

should use a common language to share information about business strategies and concerns. Stakeholders need good listening skills and have to understand business strategies.

- Ownership;
  Management and leaders of business units should take ownership of the unit's projects - business strategy and projects, the credibility and value of a project, the IM of the projects and tracking the project. IM is not the responsibility of IT people – business units should accept responsibility for business and IM.

- Skills;
  IM people should have innovation skills.

- Patience and perseverance;
  The business and IM integration process is long-term.

IT and IM is not considered of strategic value to the company. It is however seen as a 'nerve', keeping the company 'going'. IM is a support system.