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Business and Enterprise Architecture: Enabling Strategic Conversations

Professor Sharm Manwani, Henley Business School

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www.henley.com

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- ◆ Integrated business operating model and architecture
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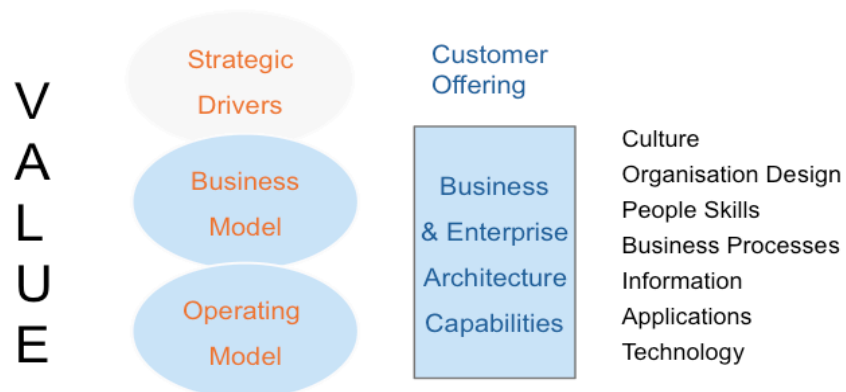


Henley Business School

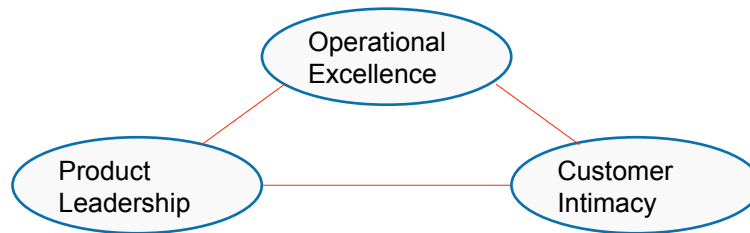
Experience	Longest established independent European business school
Quality	Prestigious triple accreditation – only 1% of global business schools
Expertise	Building strategic change leadership capability
World Class	International reach
Pragmatic Focus	Embedding and transfer of learning

Integrated Business Operating Model

Leadership and Governance



Value Disciplines: you have to choose your focus



Source: Treacy & Wiersema

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Case Study

Corporate

100K + employees
\$ 15 bn revenue
Global leader in household appliances

White Goods Europe

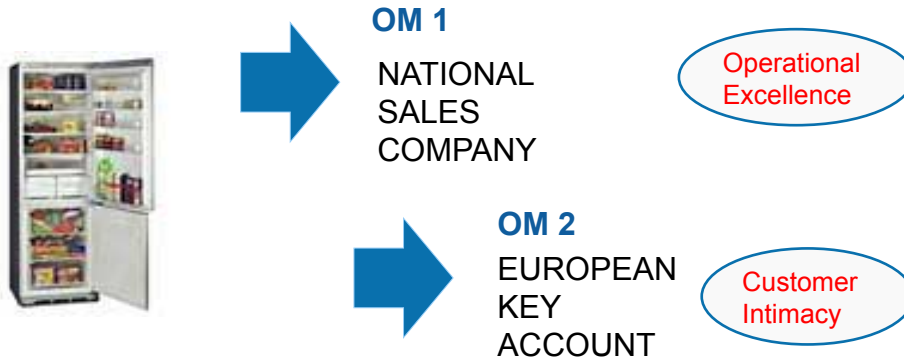
30k+ employees
\$ 5 bn revenue
European leader

National Business Units

Sales companies owning customers
Factories owning distribution
Service companies for after-sales

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Case Study in Context



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European Key Account

- ◆ White Goods manufacturer in Italy supplying UK retailer
 - ◆ Long supply chain, multiple warehouses
 - ◆ Sales company forecasting role
 - ◆ Complex systems
 - ◆ Customer rating issue
- ◆ Partnering workshop
 - ◆ Participants were top functional executives from both organisations
 - ◆ Identified the biggest problem and articulated the impact
 - ◆ Assessed the main cause and explored options to improve situation
 - ◆ Both parties agreed to redesign process and to share the benefits



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Enterprise Architecture of Case Company

- ◆ Legacy IT built up from acquisition of large international organisations with multiple subsidiaries.
- ◆ Significant barrier to current and future operating models

New Operating Model

Manufacturing

Factory

Distribution

**Multiple
Warehouses**

**European
Transport**

Sales

**National Sales
Company**

**European Key
Account**

Retail



- Change of mindset
- Change of organisation design
- Simplified process
- Simplified system

Results

- What were the outcomes?
 - Customer Service,
 - Profitability etc

Learning Points ?

Conclusion

Questions

- Any Questions now or see Contact below?

Contact

- Prof Sharm Manwani, Henley Business School
- Email: sharm.manwani@henley.ac.uk