Mini Case: Shared Services at RR Communications

Mini Case: Enterprise Architecture at Nationstate Insurance

Assignment 2 Individual Extended and Advanced Case Study Analysis

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Mini Case: Shared Services at RR Communications

I. Summary

The report presents a brief background of RR communication company, the advantages of a single customer service center, the implementation strategy, problems caused by the need of common information and an enterprise IM strategy, and the governance mechanisms to provide a shared customer service center and common information about customer.

II. Introduction

The report is final product of research for the case study “Mini Case: Building Shared Services at RR Communications” in this case there are the conflict when there is no central IT, each business has its own hardware and software which make the company must pay more for the technology but not earn what it should have. This report should solve the problem by provide a single customer service and given the strategy that guarantee the support of the divisional president.

III. Company background

a. Briefly about RR and the goal of RR

RR communication is a company that work on the telecommunication industry, they provide product and service to their customer. The goal of RR is to introduce new product more quickly, reduce the cost while running a company and have a shared data between each business of the company.

b. Problems that RR are facing with

Inflexible and unresponsive IT "Our IT organization needs to be more adaptable and responsive."

Unified system “There was no central IT; instead, the four main business lines had their own divisional units.” “There were multiple sales systems, databases, and customer service centers, all of which led to customer and business frustration”.

No data for investor and supplier “with the telecommunications regulators and its software vendors, who each wanted information about the company's activities, which they were legally entitled to have but that the company couldn't provide”.

Incompatible with the DIOs “And he hadn’t exactly been welcomed with open arms by the divisional CIOs (DIOs)” “The DIOs had fought him tooth and nail”.

Bad system “we are in serious noncompliance with our software licensing agreements. We can’t even tell how many users we have!”

IV. Advantages of single customer service

a. For customer

- Customer can get help with any RR business regardless of whatever they buy.
- Customer can have one single bill for all the item they buy so it will easier for them to manage their spending.
- By this the company can increase customer experience and provide a better after-sale to make sure the long-time loyal customer.

b. For company

- The company will have a better data when it come from a same place, which will make all business work better in one workflow, and make it easier for the Marketing, R&D department.
- Single customer service means that less money to maintain the system, it will help to save company’s profit for a long run.
- Make it easier to solve any problems business have, because all business using the same system so it will be less work for the IT and if any bug come, they can figure it out quickly.

c. For third party

- Have the right data for investing, by having one and only one system, the company can have more accurate data to provide for their investor both in stock and in contract.
- Have the data for improve service. Since RR is a telecommunication company, it relies on the telecommunications regulators not only for the connection but many things, so it will be better if they have the right data to keep track on what should they do to improve the profit for both sides.

V. Implementation strategy

a. Time limit: 18 months
This is the maximum limit that given by supplier that we can’t overdue.

b. Finance: We will need to maintain the old system while develop the new one, so that so ensure the finance we should keep the old system to run and fix only so it will save human

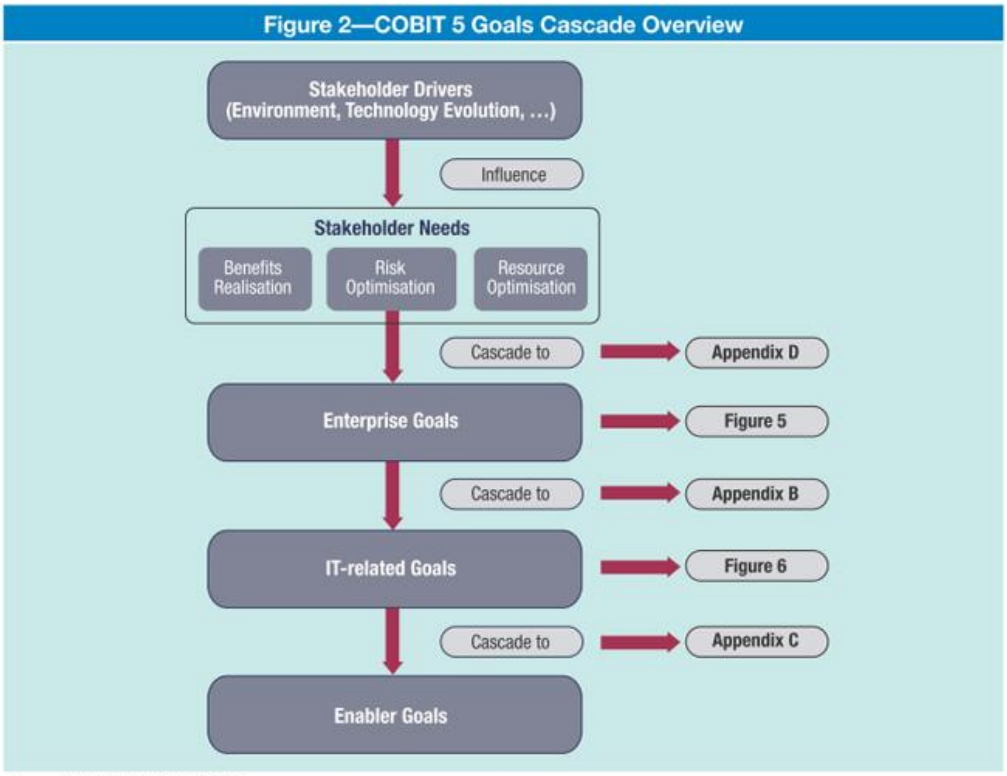
resource for develop stage. It is predicted that the cost will increase for the first 2 years start from the start of the project.

c. Risks: Since we must build a new system that run well in all business, there will be lots of risks, but we can work together to tackle it.
The first risk is data lost during transfer to new system, we can solve it with good backup to cloud service and physic storage.
The second risk is the adaption inside company, we can hold monthly meeting to make sure everyone keeps in track with it and change it to suit the company best.
The third risk is over limiting the funds, this can be solved if we have plan good enough to predict and aware the limitation.

d. Plan
First, we need to convince employee that the new system will work well for all business. There must be some meeting to collect employee idea about what are going to change, how can it be possible and suitable for all. There will be a meeting in each business first then the big meeting between the company and IT team to carry out what is needed for the company, the process might take about 1 to 2 weeks so that not only IT can understand what the need of the company is, but the bosses also know what they should waiting for.

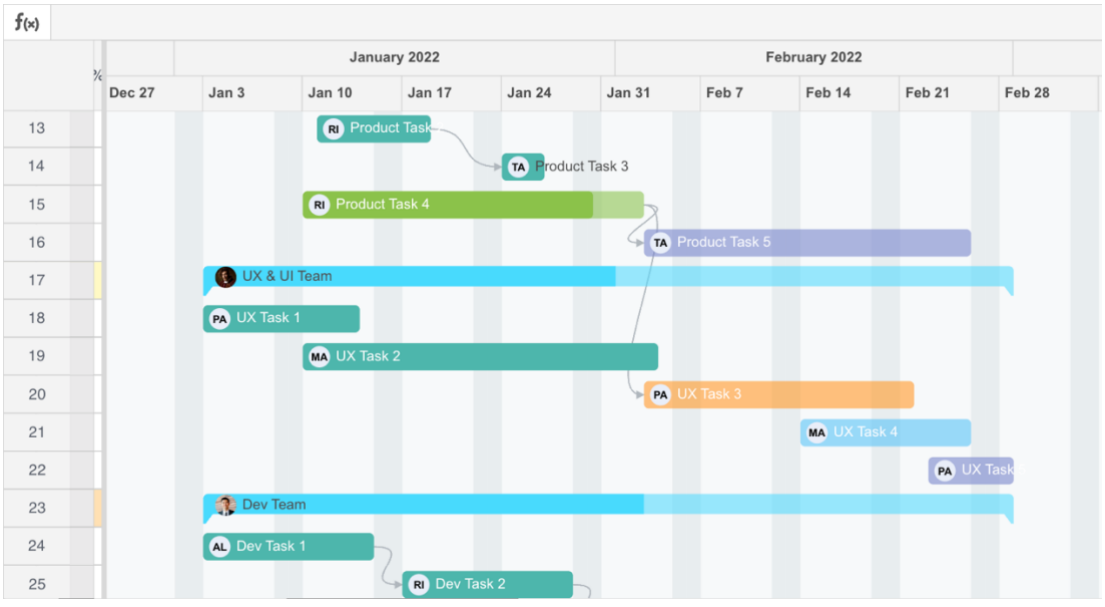
Technical part. The new system should use the blockchain technology so that all the employees can have access to the data by level, by this they will know what they can do, in which level and not take much time to wait. And by using blockchain the bosses can get access to the data and make a change within their limit and not be stopped by some IT guy saying that the system won't allow.

After the IT can predict the possible cost and make a strategy, we can move to the next step that is make a notify for our customer and third party so they can keep track on what we do and gain their trust. In this step the plan must be clear enough so that people can understand and follow. My plan is split the IT team into 2 small team, maintenance team which is small and main task is to keep the old system running and waiting for the change, while the bigger group is working to create a new system. For the good number of stakeholders satisfice that customer service meets agreed-on level we can use the COBIT 5 framework to get the highest agreement.



While IT team and marketing team working on that, inside the company need to have a sustainable communication system that help employee from each business to come up with each other and start to talk with each other. By this the company will start to adapt to the new ways of work, which is all by one. My suggestion is using third party application like Microsoft teams or zalo, viper, telegram to start working.

To keep track on the progress and optimize as soon as possible to minimalize the cost, we can hold the meeting monthly with record while using Gantt chart to make sure everything is on time. The Gantt chart also great to public so that everyone can see what we are doing.



Example of Gantt chart

About old system maintain, the old system will continuously be available for 2 years (24 months) which is about 6 months after the new system released for all the data transfer and learning new system activities in the company.

VI. Decentralized IT function and its possibility to achieve an enterprise vision for RR communication

VII. List all of business and IT problems caused by lack of common information and an enterprise IM strategy

Five key areas of information management are collection, storage, distribution, archiving, and destruction which play a vital role in the effective of management.

- The lack not only lead to the waste of human resource and financial but also make the effective working between business become less efficient.
- It also led to the difficult to figure out which divisions is on the bottom line of profitability of the company.
- It hard to trace a problem back to the start which can affect the company.
- It is also challenging to introduce accountability into the organization due to the lack of an enterprise IM strategy.
- The management finds it more challenging to carry out corporate-wide initiatives. Such as single customer service.

VIII. Governance mechanisms to ensure common customer data and a shared customer service center

The suggested mechanism is Key performance indicator or KPIs, which is significant measure for performance and progress. KPI also good for cross-department collaboration and useful for stakeholders.

The KPI should be clear for each group so that they can work well with the company target for example:

Organization: grown revenue, link each business, faster time for product to market, etc.

Cost management: minimalize the cost while updating, price management, etc.

Customer/stakeholder: ensure a sustainable development, keep the loyal customer, etc.

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Mini Case: Enterprise Architecture at Nationstate Insurance

I. Summary

The report shows the overview of the company issues, vision, and plan of Nationstate Insurance. The benefit and drawback of the establishment of an enterprise-wide architecture as envisioned by Jane Denton. The business case for Seamus O'Malley and the proposed governance procedure.

II. Introduction

The report is from the mini case Enterprise Architecture at Nationstate Insurance. For more information, one of the largest companies in the US, Nationstate Insurance specializes in both personal and commercial insurance. It has a good system, a good IT system, an excellent user relationship, and a great workforce. Nationstate's seasoned CIO Jane Denton need to change the IT work and system so that it can once again fit well with the company and today's trend. In this report we will solve some problem, make a small business case and governance plan which can be used to answer the mini case question.

III. Company overview

Some issue that Nationstate has

- Chaos workflow: "We have duplicate systems, data and software all over the place", "Accordingly, some aspects of IT were now centralized and shared by all BUs (such as operations), while others (such as system development) were decentralized. Each BU had a separate CIO and IT team who reported to Jane and the BU president together."
- Bad business system: "In fact, it was central IT that was often seen as the roadblock by the Bus"
- Bad cooperate: "If we're all operating in separate silos, we can't accomplish this.", "However, we haven't done any coordination across our business units"
- Bad communication: "You see, there was always a "us versus them" mentality between the architectural department and both the rest of IT and the business units when I have worked as an architect in centralized organizations."

Plan and vision of the company

- Build an enterprise architecture: "You're right, I believe, in that we require an enterprise architecture.", "I suppose I seriously want to centralize architecture."
- Understandable plan: "We have to explain architecture in a way that the business is able to comprehend without feeling threatened or threatened."

- Good governance plan: “To earn people's trust, we will need to create our business architecture gradually but steadily. To do this, we must have effective governance, efficient procedures, and a collaborative approach to our work.”
- Build a good relationship: “Building strong connections with Jane, the other CIOs, and our BU Presidents is our top goal.”

IV. Potential benefits (and costs) that Nationstate would realize from the establishment of an enterprise-wide architecture as envisioned by Jane Denton

Advantages:

- Reduce the cost: Nationstate know that they have duplicate systems, data, and software. If they can make a centralized architecture, it will help them to reduce the cost of running multiple systems.
- Reduce the complexity: The old system is decentralized, and it take lots of time for data to run from here to there “The company is already aware of how painful switching between systems can be” so that by making the system go straight to all business is very helpful to run a company.
- Building good relationship: by making the system enterprise-wide and Seamus as both sides, it will have more change for employee from each BUs to communicate and know more about each other jobs.

Drawback:

- Expensive cost: It is hard to build a new system from scratch that can suit with most of the BUs. The new technology nowadays is moving so fast it will have possibility that the technology or framework choose is wrong, it also that the change of devices and the world’s trend changing while they still developing “We're going to be in a huge problem if we don't do this properly because there are so many new programs and gadgets being released every day.”
- Data lost: There are small possibility that the data will be lost while changing, but we can backup it by cloud storage or physic storage.
- Hard to get used to: When change from a platform to a new one, it can take lots of time for the employee and BUs to get used to and work well like the old one, the progress will need time for everything.

V. Build a business case for Seamus O’Malley to present to the senior management team at Nationstate to get their buy-in

Business case:

1. Problem: There are way too much architecture and architects but can’t be used all it performance which make the company must pay more for maintain. The data is hard to get

between each BUs. It is hard to access the architecture. These problems make it hard for the company to keep it revenue.

2. Solution: Build an enterprise-wide architecture
3. Approach: Build a new enterprise architecture that is centralized and can be used for all the BUs.
4. Risk assessment:

   If we work on creating a new architecture:

   There are two main risks if we try to build a new system:

   - Data lost which can be solve easily by cloud service or physic storage. We can make sure that the current data will be copied into two similar version and storage in two place to minimalize the risk.
   - Take time to adapt which is when the new system released it will make the employee take time to get used to it, but we can create a workshop or meeting to guide them.

   If we keep it like what it is now

   - Waste time: It is just a couple of year since this mess appear so the employee is not very used to it, and it will take less time to change, which mean that faster time for the company to get it benefit again.
   - Waste money: The company now need to pay a large fee that is nearly meaningless which affected the revenue a lot. The system's cost now is about six-times bigger that it should be while each BUs has its own system. "Nationstate had a hodgepodge of different systems, data, and processes—most serving just one of its six business units (BUs)."
   - Old system will soon be outdated: the old system is good, but it will be outdated soon by the trend of the world and the develop of technology. Our system now is losing it sharp and so fixed that nobody can do anything with it.
   - Waste human resource: we have good IT team but because there are many systems need to handle so they can only maintain the system but nothing new that can help the company.

5. Value:

   Can see that the advantages are outweigh the drawback when we can realise and handle the risk and the long-term benefit is huge for the company.

   - Gain trust: By continue update and refresh ourselves we can gain the trust from both customer and stakeholder who want to invest in us.

- Get the long-time revenue: The cost of nearly 6 times it should be when running the current system is not worth it cost, it only needs no more than 2 years to finish our update and we can reduce the cost by about more than 70%
- Update the old system: This also a good time to update the old system that no longer cutting edge to a better version of it. Update is a must and if we do it soon, we can use it for longer time.
- A chance to make collaboration: by bringing everything together it will help employee have a better relationship between each co-worker and have better work performance. Which also increase the revenue.
- Reduce the employee: By centralize the system we can reduce the worker when it not really need to have that much to do a task anymore.

VI. Propose governance procedure

To win employee's "hearts and minds" we must make them believe in us but not force them to do so, we can try to build a strong relationship that slowly but steady. We can try:

- Collaboration and communication: Establish regular meetings and workshops with BU architects to understand the needs and requirements, and how enterprise architecture can support them. We have Seamus and Jean who is the bridge between the three groups. By having people who work on the field and is the chef as once is a strong advantage to rely on.
- Education and training: By this way both sides can understand more about their college's work and have the overall knowledge about business strategy which can benefit the BUs. By doing this the IT team don't have to try very hard to make a plan that "very" easy to understand, and other BUs can understand the system easier.

After gaining their trust we can apply the KPIs to the job, which is now not a force but a need to their work.