



# Digital MERGERS & DE-MERGERS with ePerspectives

## Digital Enterprise Method & Framework

**Arsalan N. Rad**

**Distinguished Enterprise & Business Architect (The Open Group)**

### Career Roles

- Founder | EATransform.com
- Global Head of Digital and Consulting | Esplendor Group- UK/Europe
- Head of Consulting Partners, EA & Digital | Wipro- UK/Europe
- Director CIO Advisory, Executive Architect | IBM UK/Europe
- Managing Director | ODC Netherlands
- Head of Enterprise Architecture Europe | DXC Europe
- Senior Consultant | Accenture Sweden
- Practice Leader Object Technology Practice | IBM North America



**EATransFORM**

**Digital Enterprise Transformation**

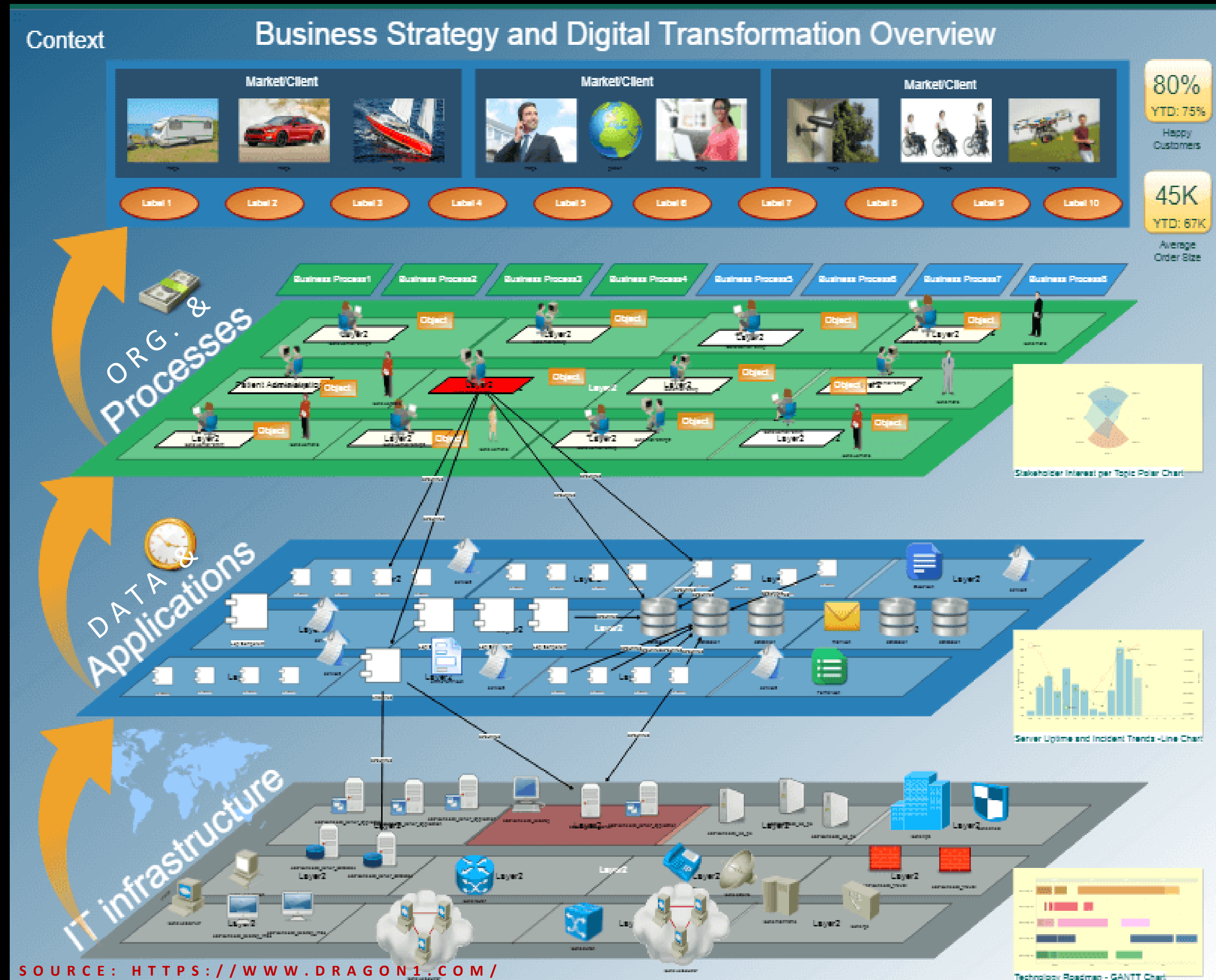


# IMPERATIVE FOR A "PERSPECTIVE BASED APPROACH TO M&A, AND DE-MERGERS:

**Merger** is a legal consolidation of two entities into one

**Acquisition** occurs when one entity takes ownership of another entity's stock, equity interests or assets.

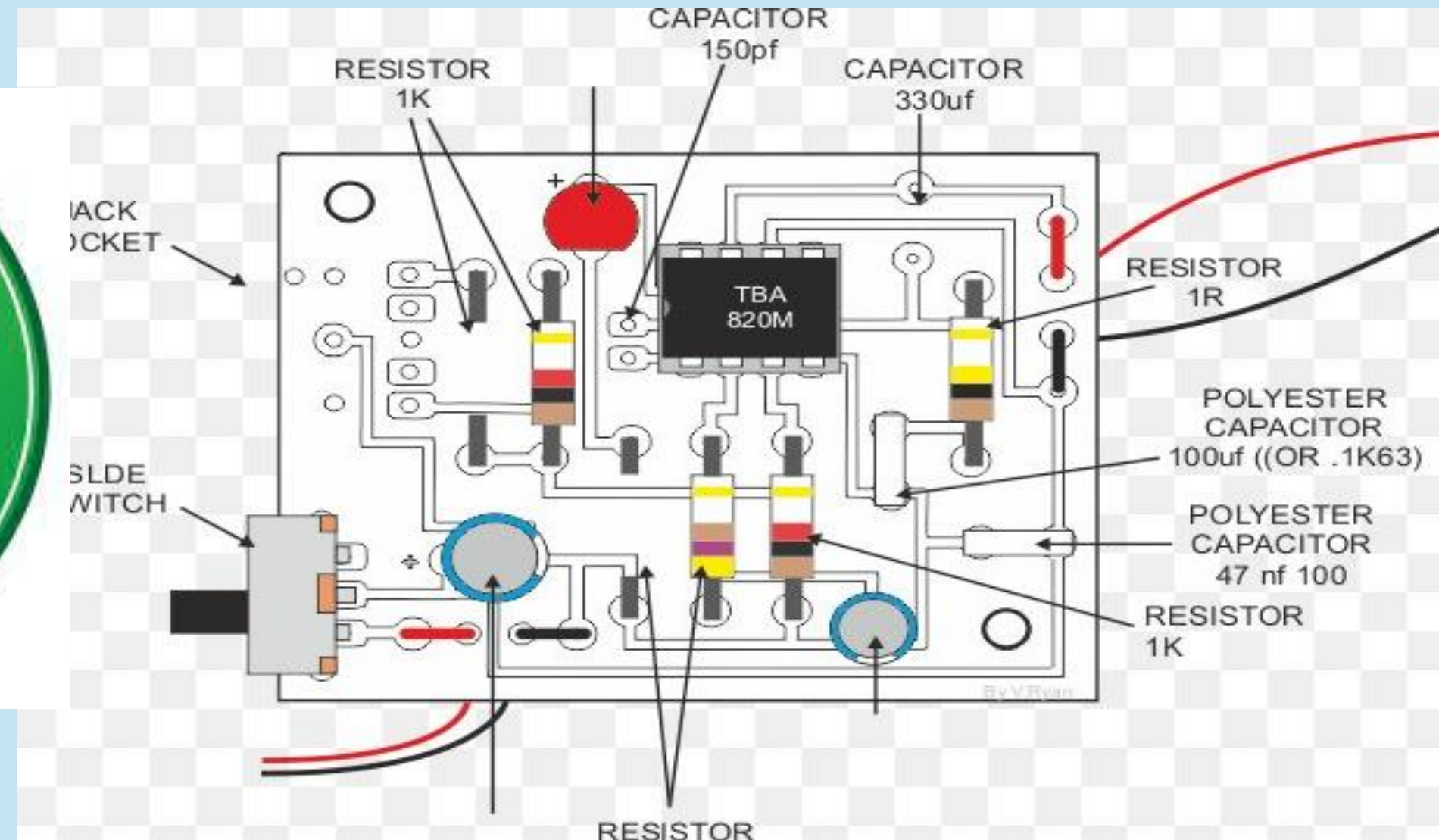
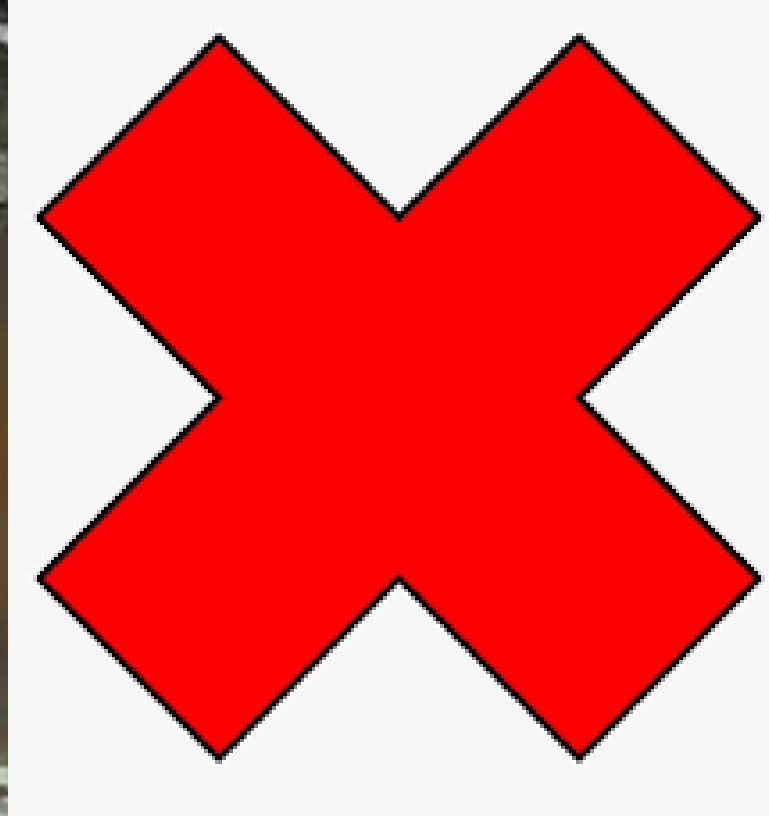
**Demerger** occurs when business operations are segregated into one or more components.



- This picture presents the scope of what must be merged and consolidated, or split
- This is a monumentally challenging undertaking
- Many companies erroneously start downstream with Applications or even IT Infrastructure focus
- Instead, we must start from top level Business Strategy, then following downstream (Business Design, IT & Organization Architecture, to implemented solutions and technologies), with a approach that focuses on different "Perspectives" (based on a multi-layered architecture), to assess and determine exactly where Compliance is pertinent to the business and hence to the enterprise.

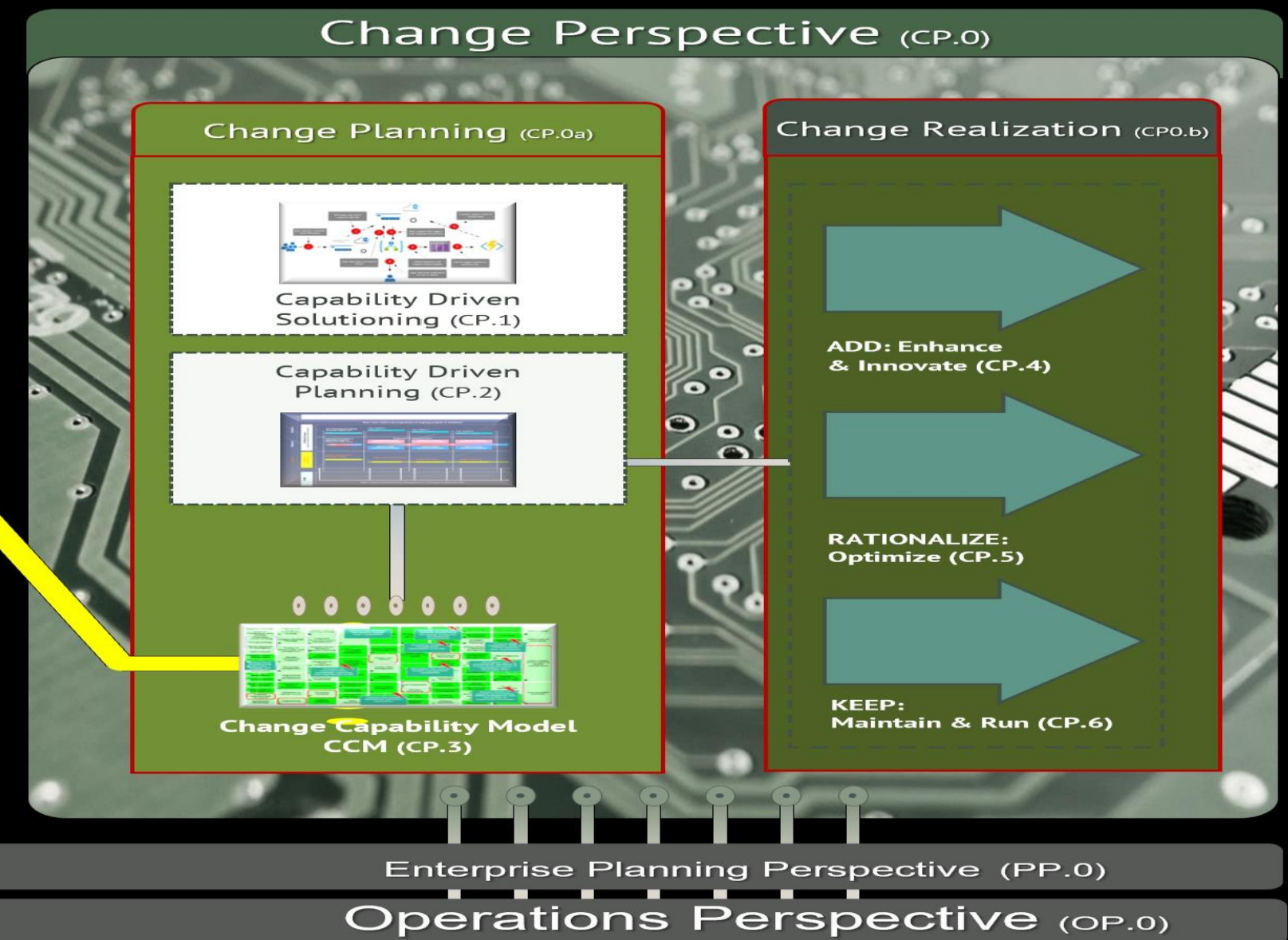
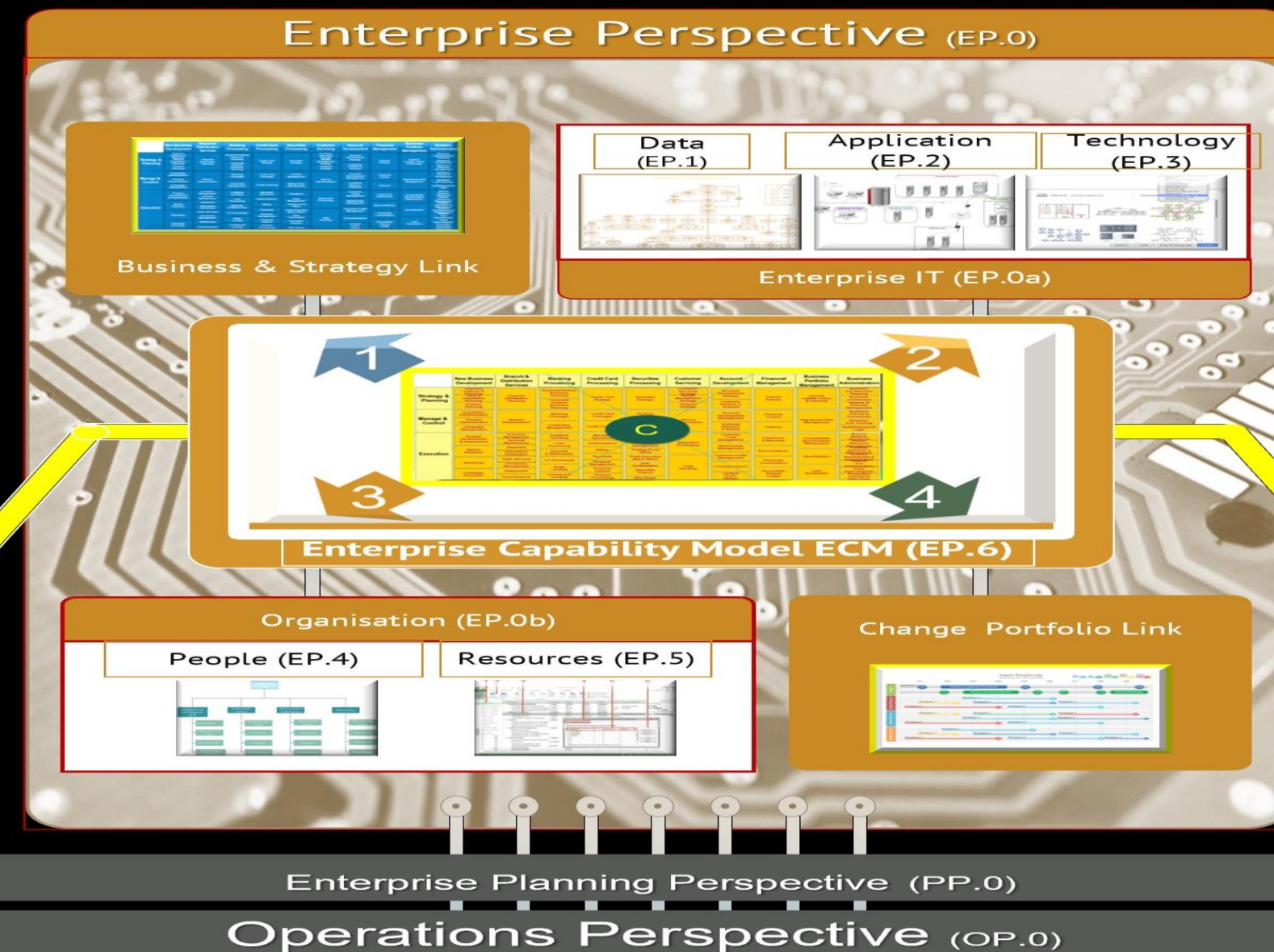
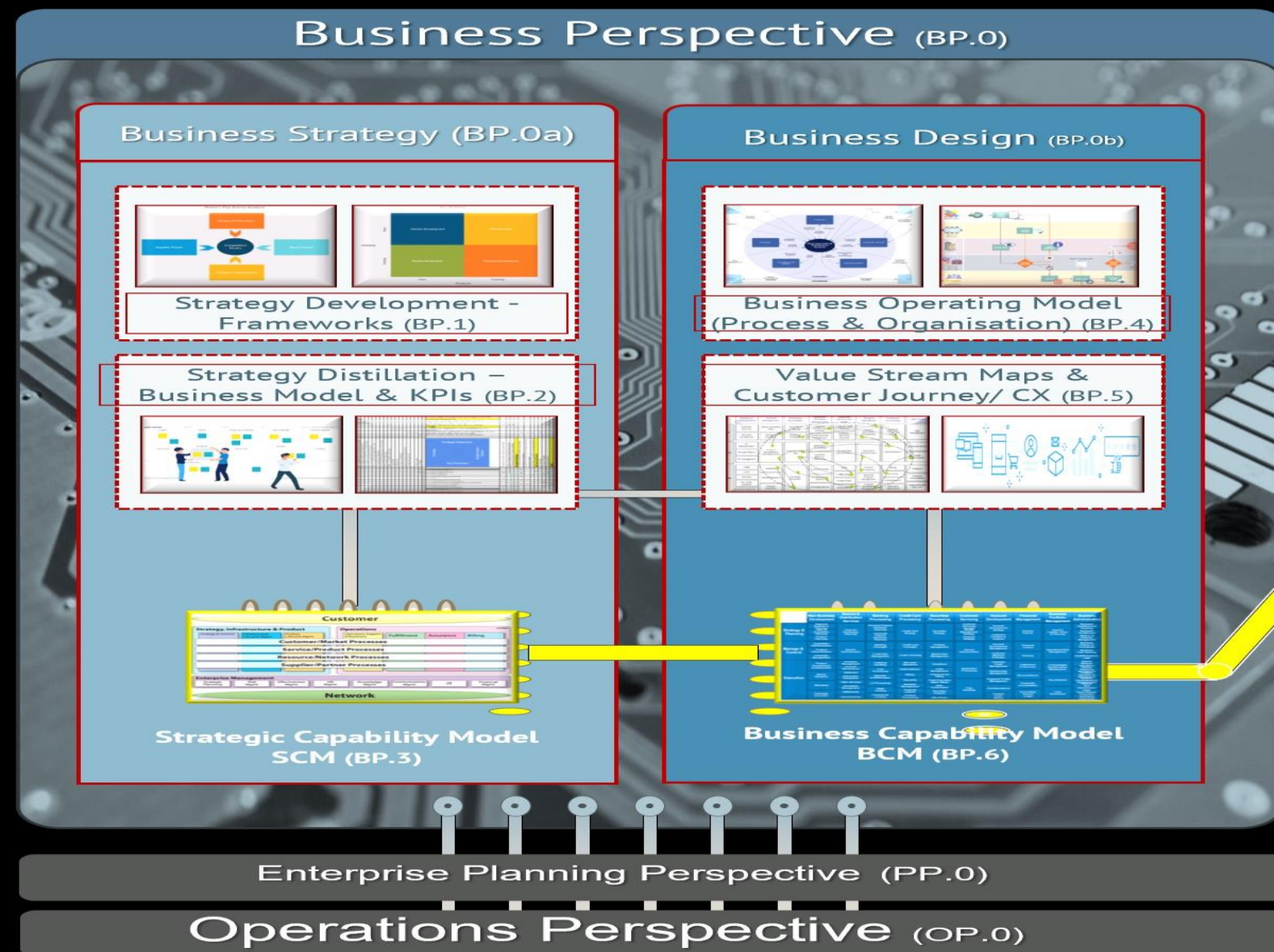
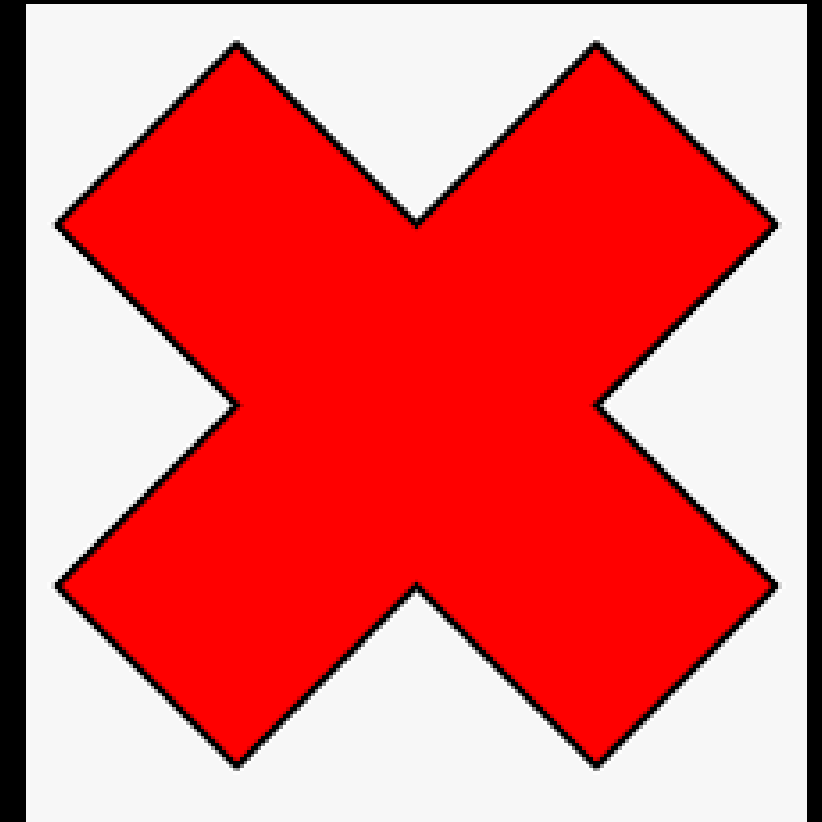
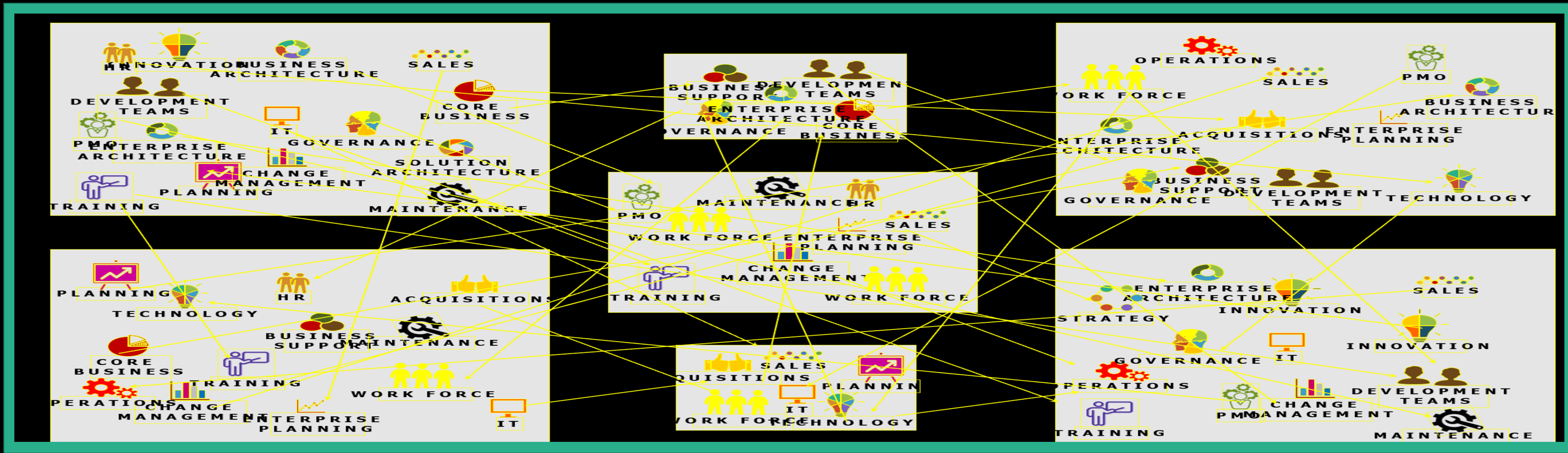


# MINDSET GUIDE TO FOLLOW: DIGITAL PARADIGM SHIFT - ELECTRONICS



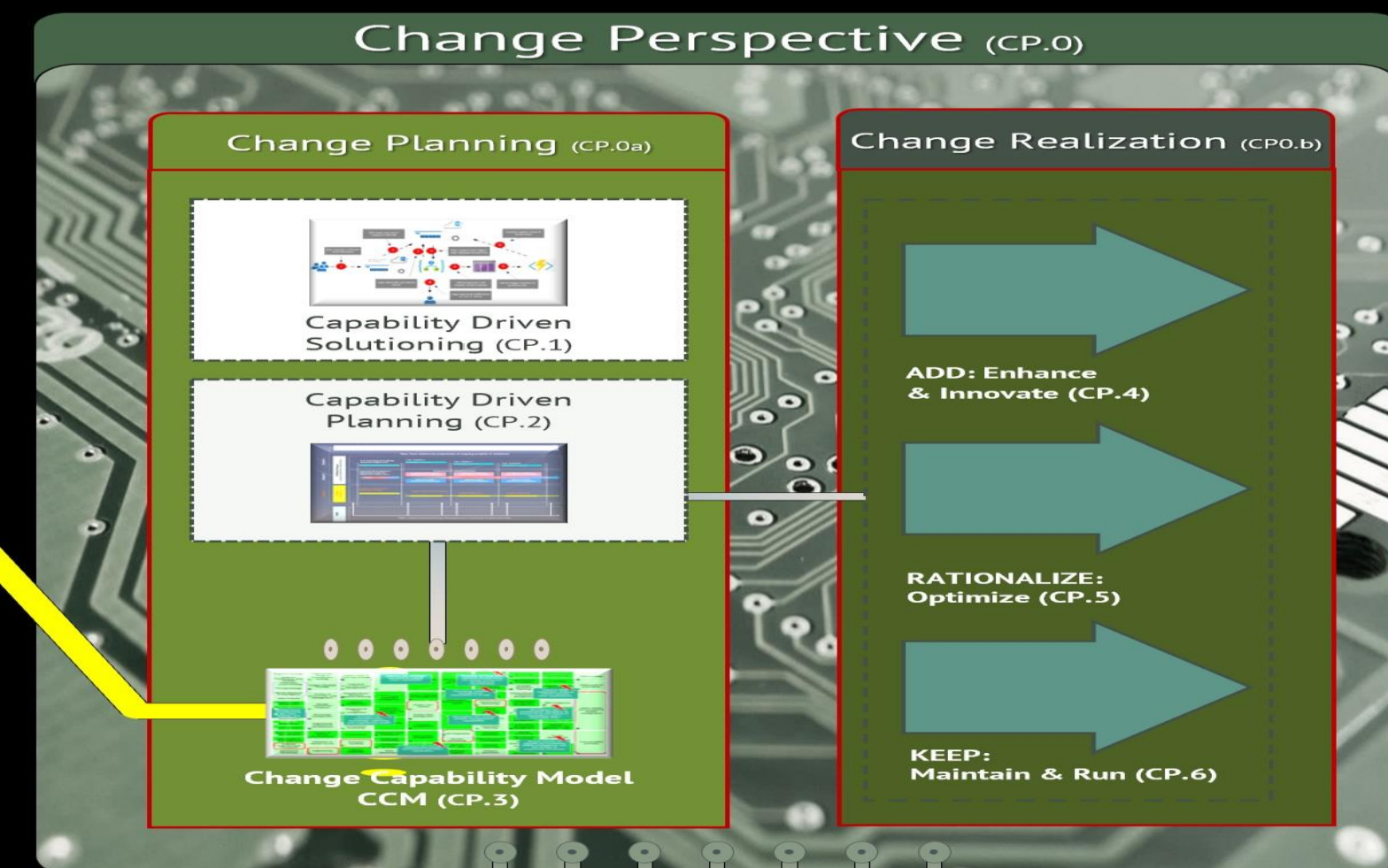
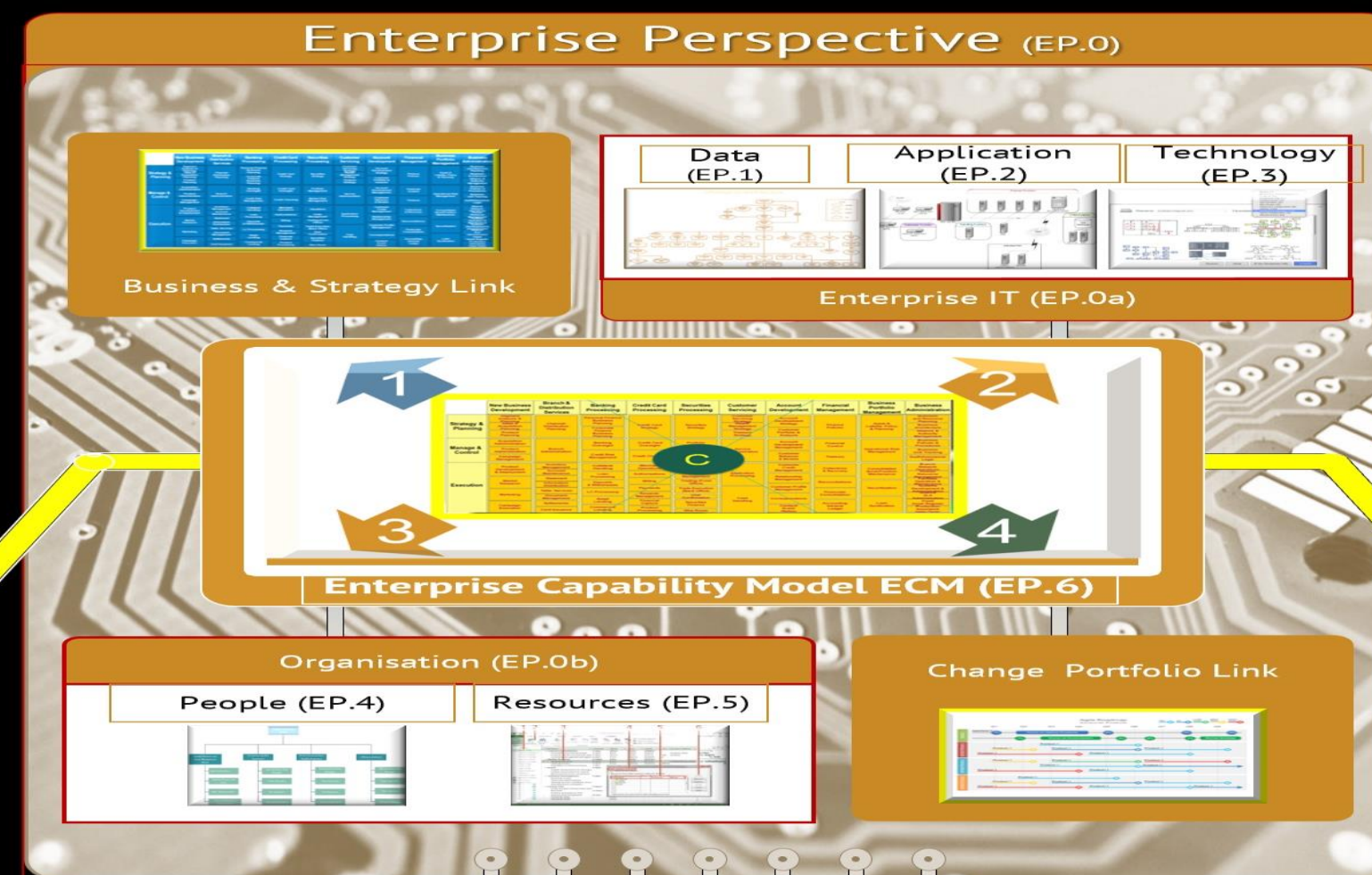
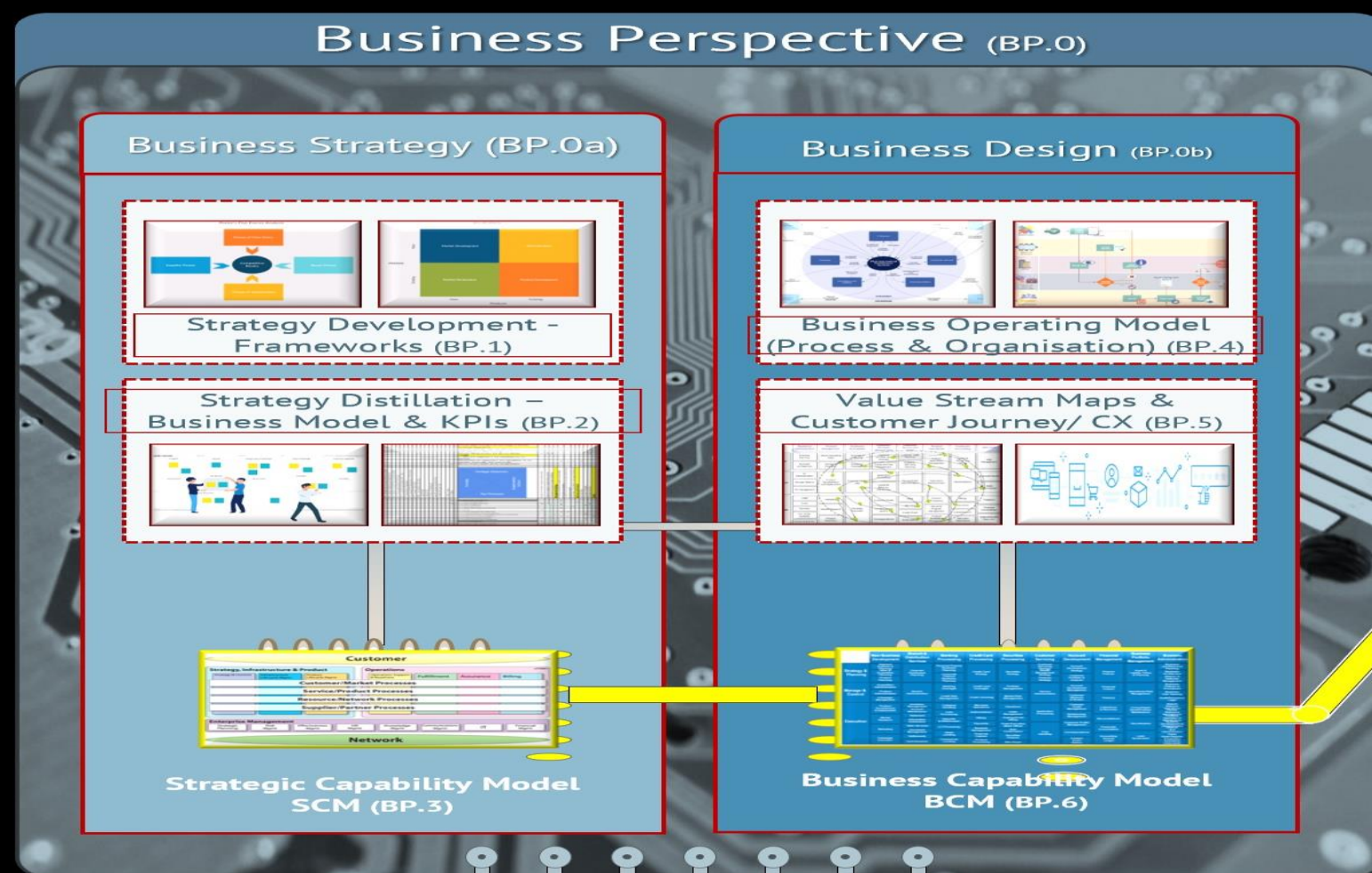
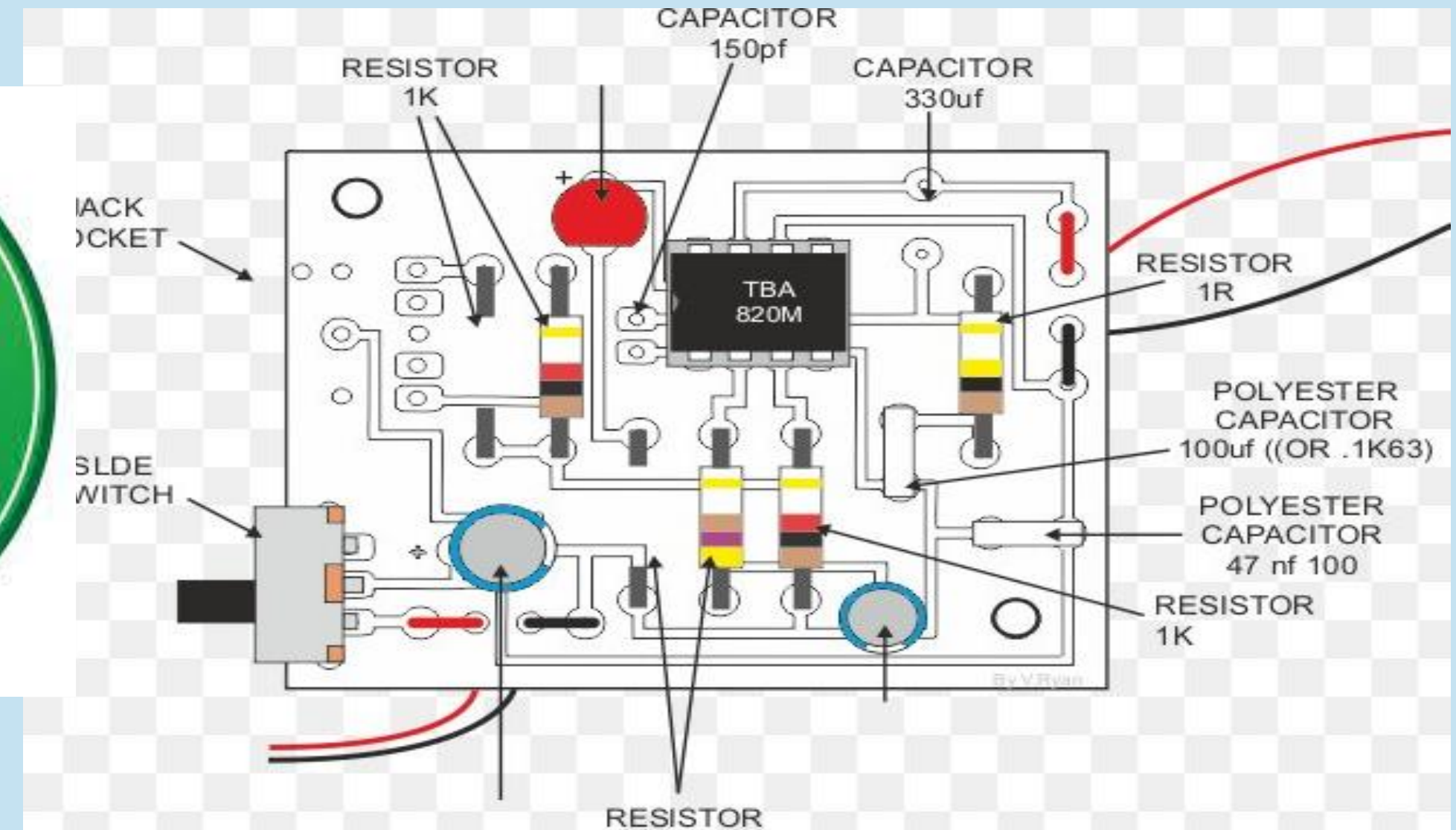


# DIGITAL PARADIGM SHIFT - BUSINESS ENTERPRISE





# DIGITAL ENTERPRISE - SAME PARADIGM AS DIGITAL ELECTRONIC CIRCUITS



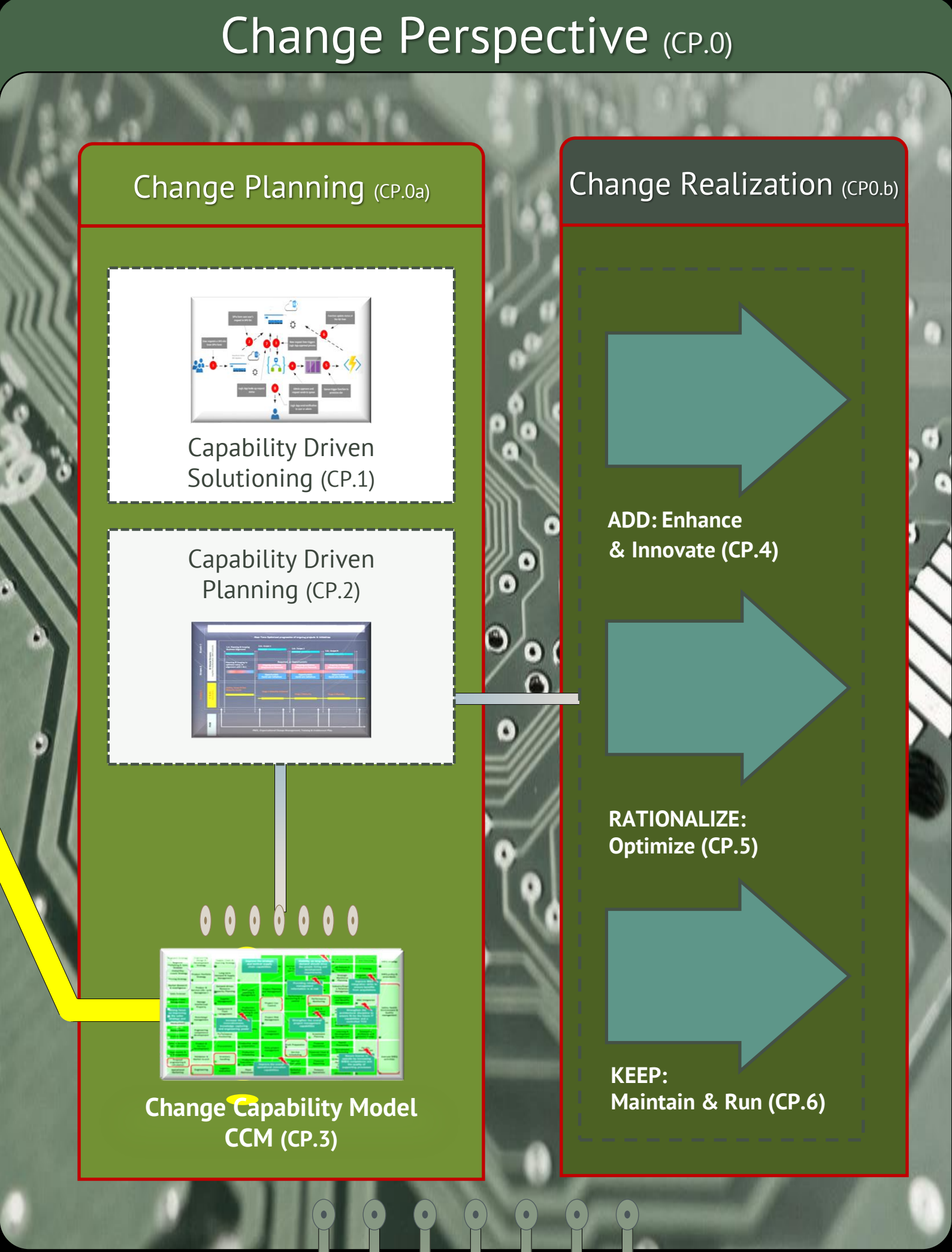
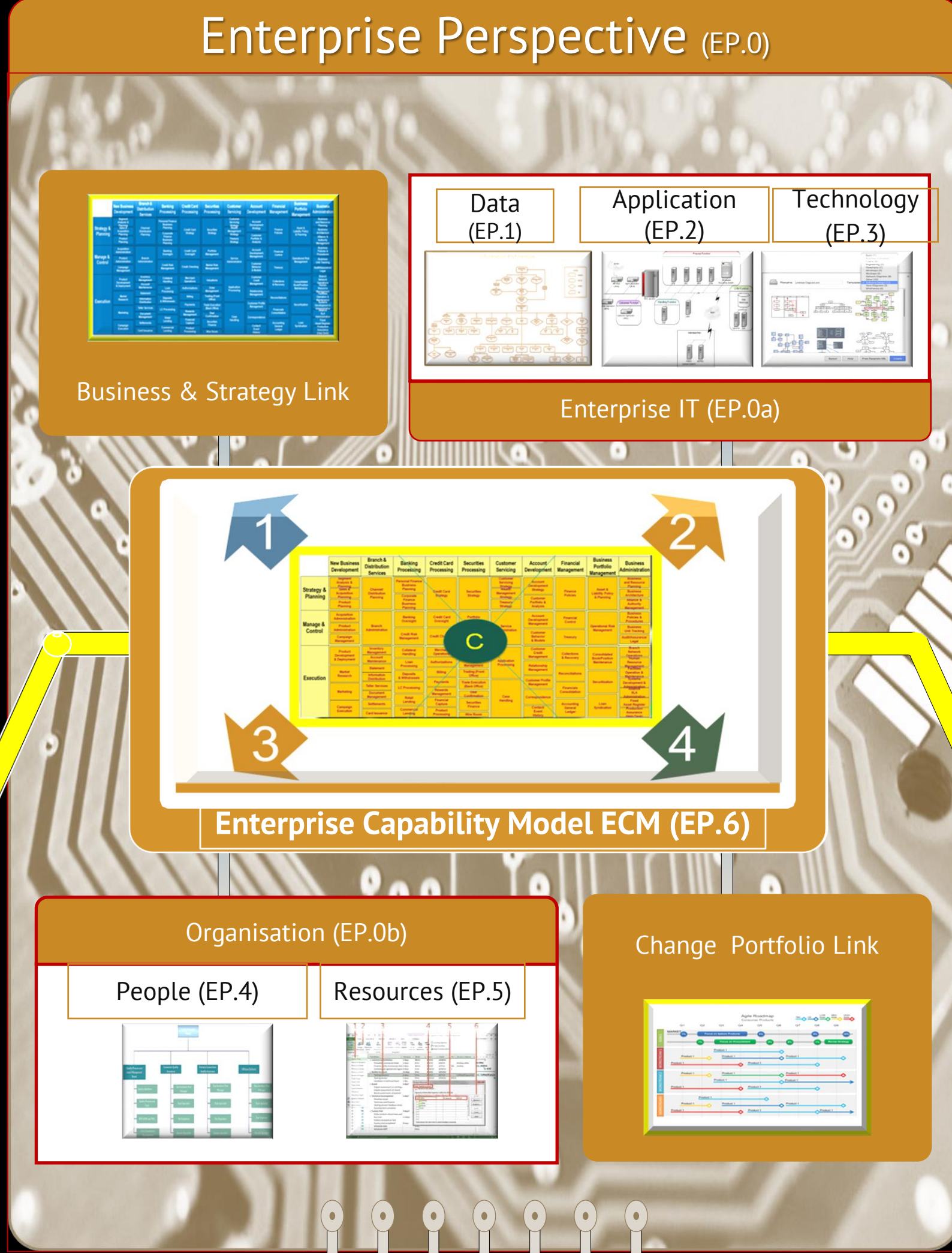
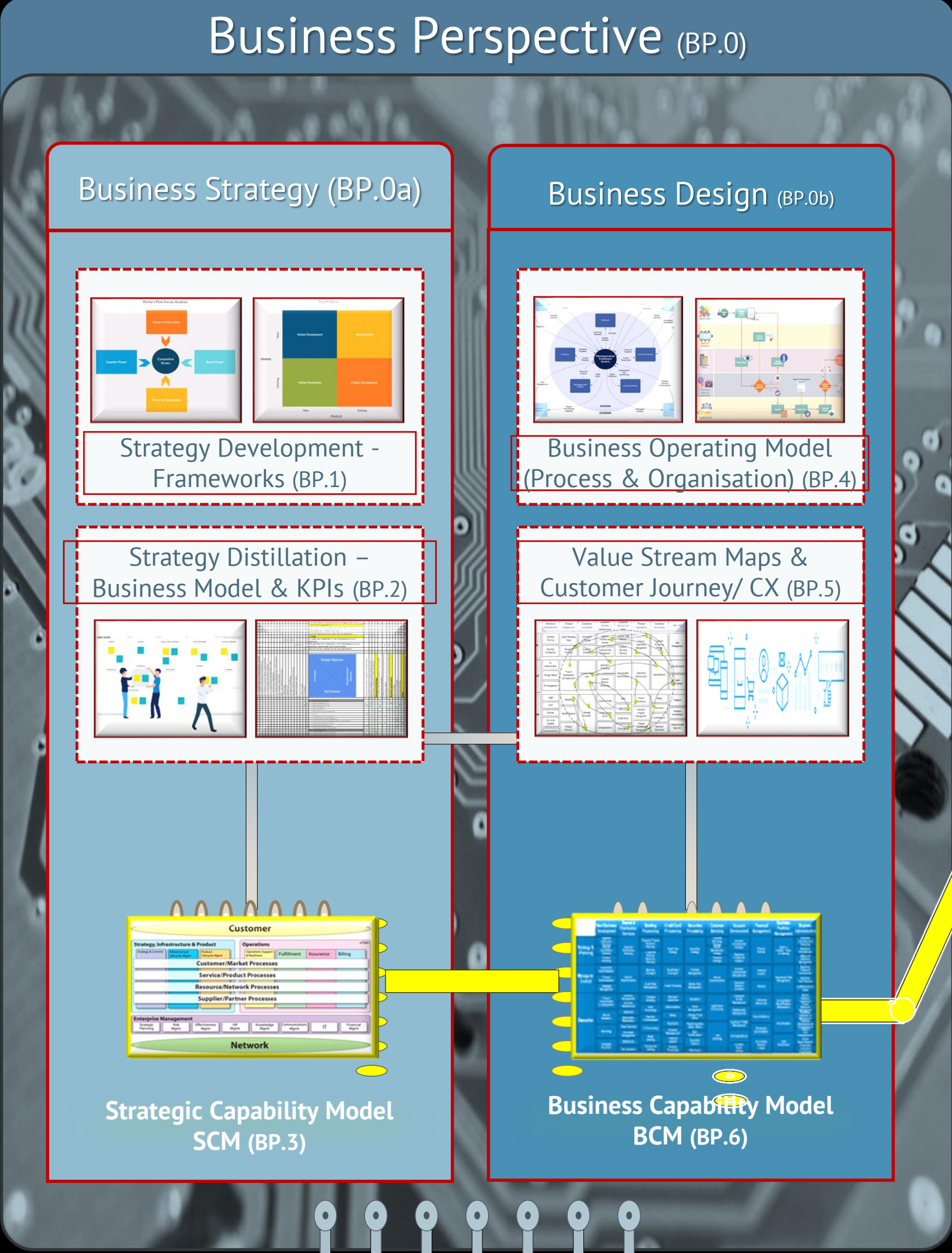
Enterprise Planning Perspective (PP.0)  
Operations Perspective (OP.0)

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Operations Perspective (OP.0)

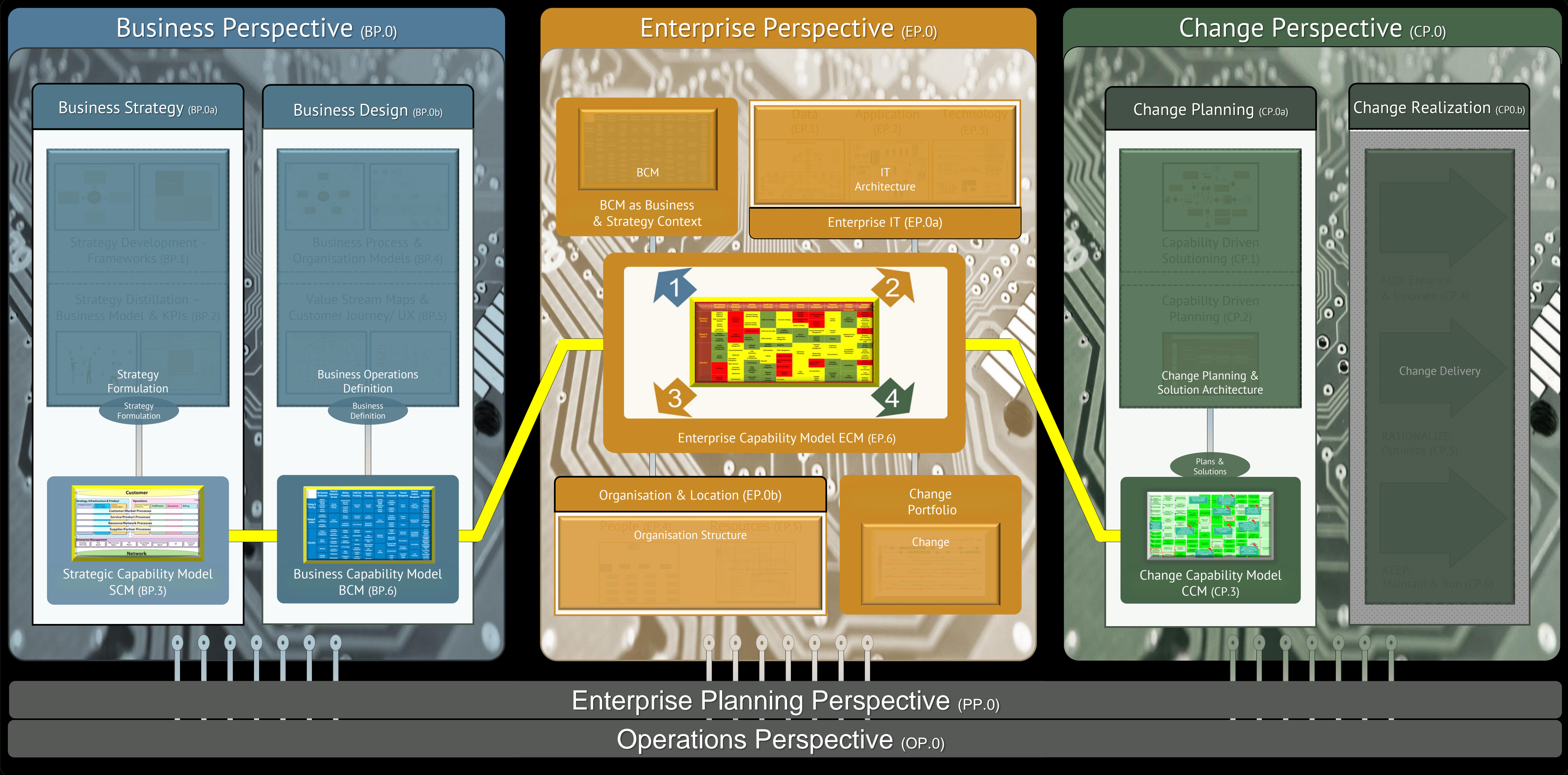


# EPERSPECTIVES DIGITAL ENTERPRISE FRAMEWORK





# EPERSPECTIVES DIGITAL ENTERPRISE FRAMEWORK IN MOTION

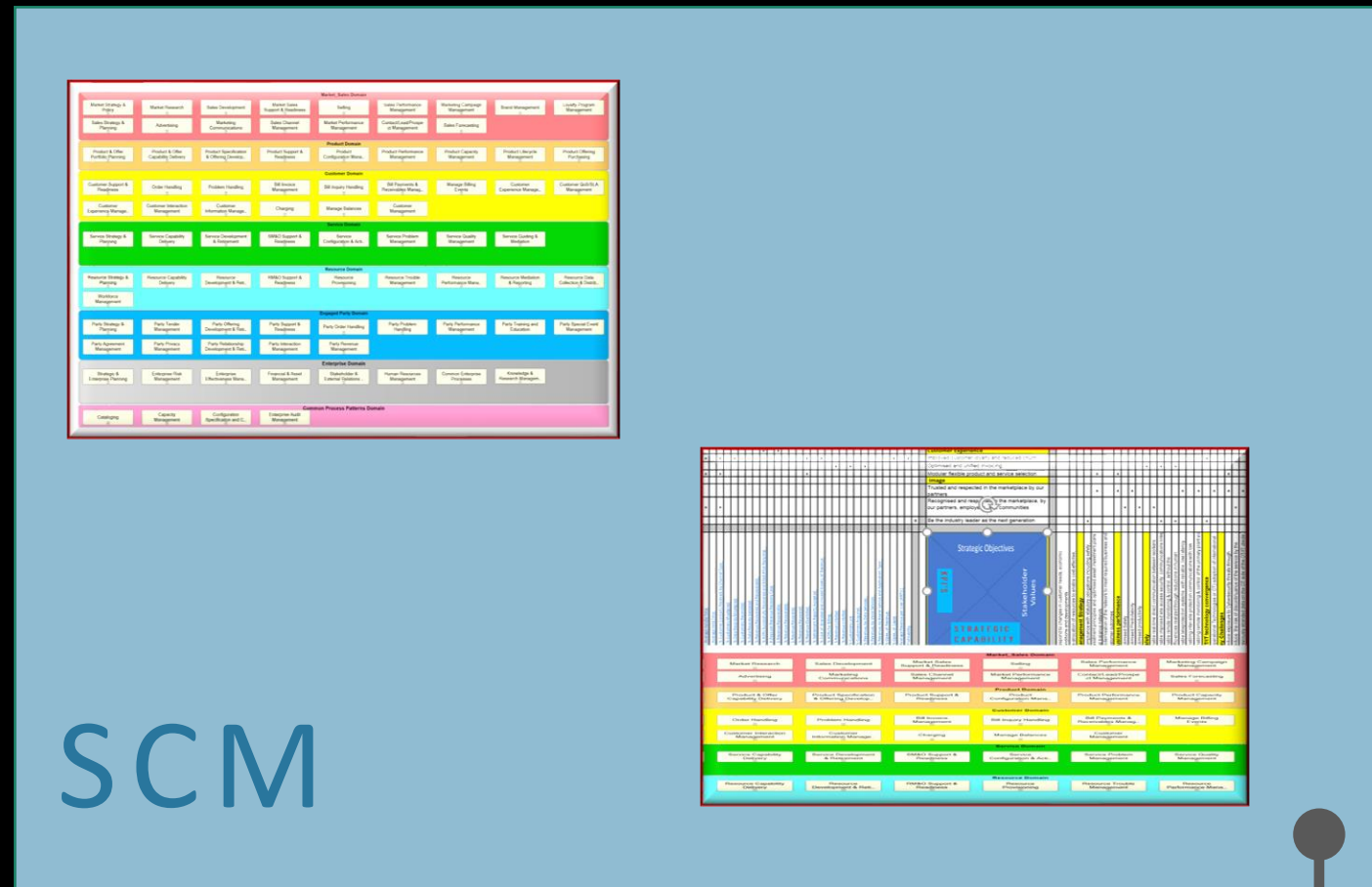




# THE 4-STAGE EVOLUTION OF THE CAPABILITY MODEL (XCM)

**1-SCM – WHAT** does the Business want to be and do?

What Strategic Capabilities best support key strategic products and services, and how do we measure and monitor fulfillment of target capabilities?



**3- ECM - HOW** does the Enterprise operate (to optimally accommodate and implement the Business)?

What Enterprise Capabilities best support target Business Capabilities (and hence implicitly Strategic Goals and KPI's) with optimized Organisation, Technology, and Planning, where are the commonalities to leverage to optimize, and, where can we differentiate?



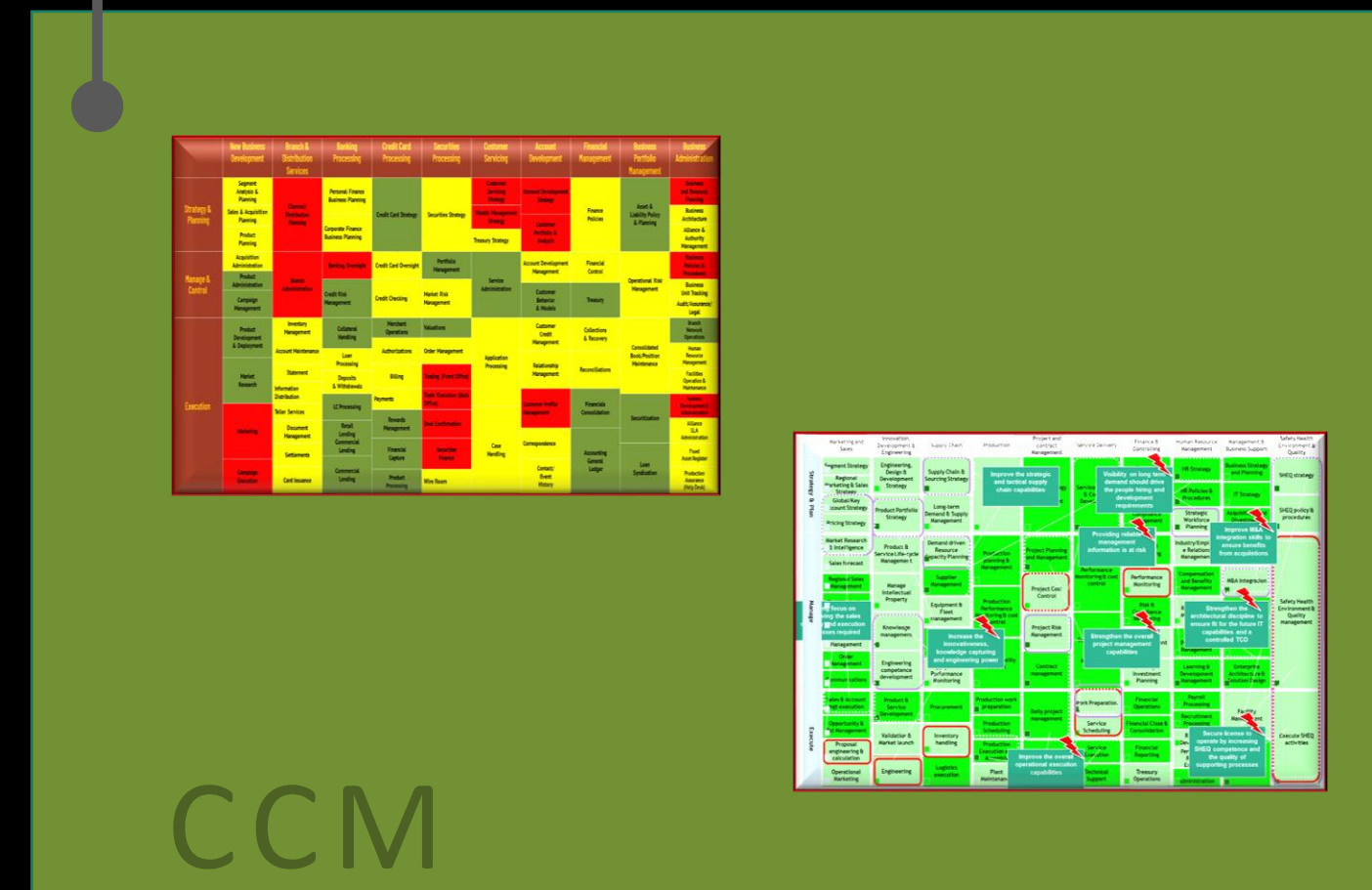
**2-BCM – HOW** does the Business operate (function & Structure)?

Business Capabilities can best support baselined Strategic Capabilities, what Business Service Capabilities are needed for the Business to operate optimally to fulfill Strategic Goals and KPI's, and, where can we differentiate?



**4- CCM – How** are changes solutioned and planned to be implemented to make the Business agile and achieve new Business requirements?

Which are the areas for Implementation, Change or Transformation to achieve optimized improvement for change Program to be planned or prioritised?



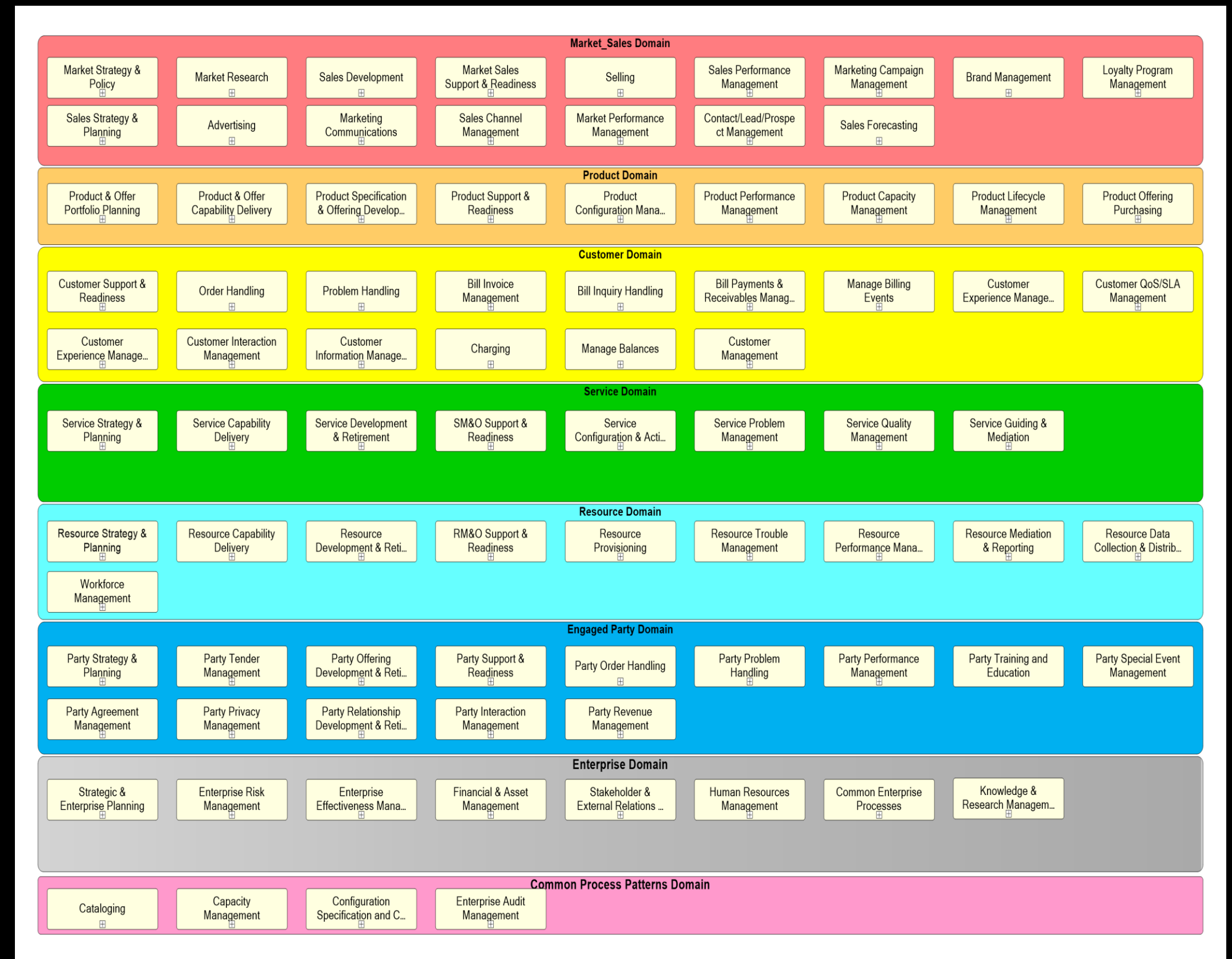
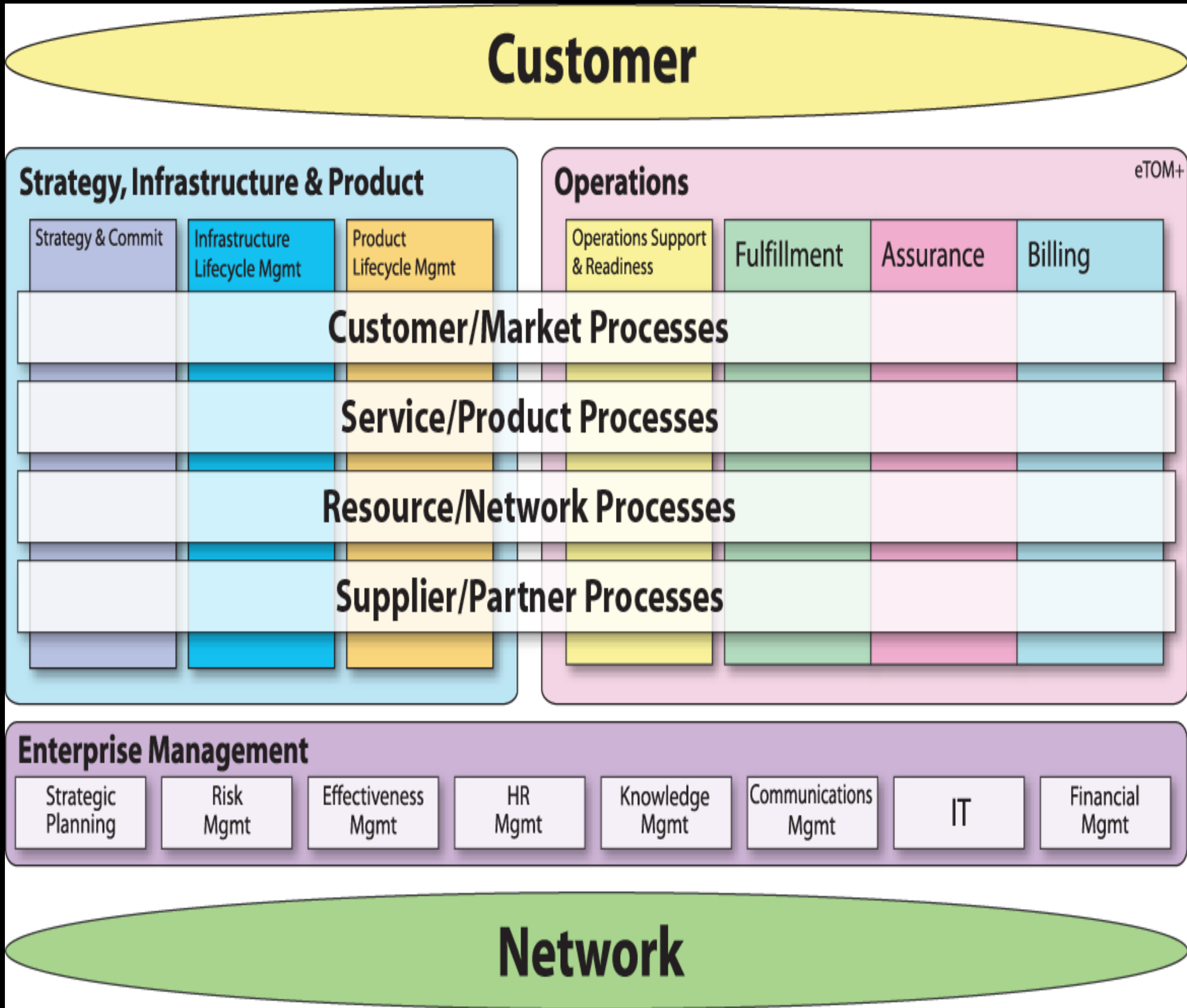


# WHAT IS THE FOCUS IN REGULATORY COMPLIANCE (RC)

- The aim is to find and focus on the specific requirements or shortcomings with regards to RC.
- **SCM**- Analyse and assess the key strategic capabilities, dissect them, identify and locate where the “delta” changes are applicable (where in the strategic capabilities we need to apply changes to adhere to RC requirements specifications), AND ESTABLISH ADHERENCE TO THE RC REQUIREMENTS, taking into account QUALITY, EFFECTIVENESS, AND STRATEGIC BUSINESS VALUE
- **BCM**- Analyse and assess the key business capabilities (business operating model (process and structure), dissect them, identify and locate where the “delta” changes are applicable (where in processes/services/organisation/cx we need to apply changes to adhere to rc requirements specifications), AND ESTABLISH ADHERENCE TO THE RC REQUIREMENTS, taking into account QUALITY, EFFECTIVENESS, AND STRATEGIC BUSINESS VALUE
- **ECM**- Analyse and assess the key enterprise capabilities and their impact (it & technology, organisation, change portfolio, and business value), dissect them, identify and locate where the “delta” changes are applicable (where we need to apply changes to adhere to rc requirements specifications), AND ESTABLISH ADHERENCE TO THE RC REQUIREMENTS, and conduct accelerated heat-mapping to identify priorities and constraints
- **Ccm**- Analyse and assess the key change capabilities involving rc requirements, devise the best capability-driven solutioning and planning, dissect them, and establish their impact on the implementation landscape and devise the best approach to have the rc change requirements implemented



# STRATEGIC CAPABILITY MODEL (SCM)

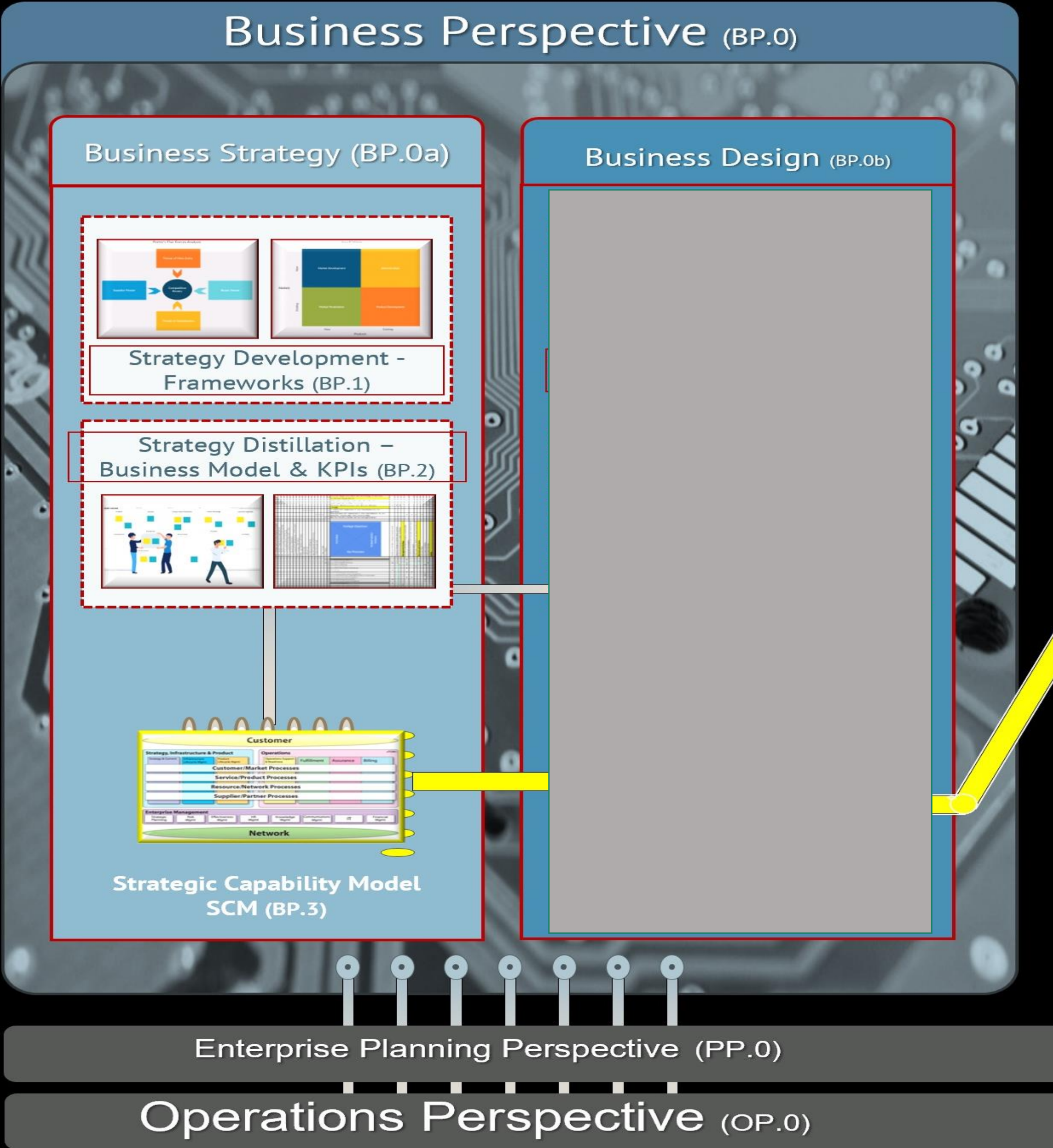








# MERGERS & DEMERGERS (M&D) ASSESSMENT & IMPACT ANALYSIS: BUSINESS PERSPECTIVE: BUSINESS STRATEGY IMPACT ANALYSIS



## BUSINESS STRATEGY IMPACT ANALYSIS

- FOCUS ON THE STRATEGIC CAPABILITY MODEL (SCM): ASSESS EACH CAPABILITY AND ANALYSE WHETHER OR TO WHAT EXTENT IT IS RELEVANT TO M&D.
  - ASSESS THE BUSINESS STRATEGY X-MATRIX (IF NOT IN PLACE, THEN REVIEW BUSINESS STRATEGY DOCUMENTS, CONDUCT ACCELERATED BUSINESS CANVAS MODELING, AND CREATE AN X-MATRIX WITH 1)STRATEGIC CAPABILITIES MAPPED INTO 2)KPI'S, 3)STRATEGIC OBJECTIVES, 4)STRATEGIC VALUES
  - FOR EACH STRATEGIC CAPABILITY THAT HAS M&D IMPACT, ASSESS ITS X-MATRIX RELATION
    - STAKEHOLDER VIEW: M&D RELATED STAKEHOLDER VALUES IMPACT ANALYSED
    - STRATEGIC GOALS: M&D RELATED GOALS AND OBJECTIVES IMPACT ANALYSED
    - KPI'S: M&D RELATED KPI'S AND METRICS IMPACT ANALYSED
- =>
- CREATE A SUB-SET OF THE SCM CONTAINING ONLY THE STRATEGIC CAPABILITIES THAT HAVE M&D IMPACT. THIS WILL DEFINE THE STRATEGIC SCOPE FOR M&D.
  - BASELINE SCM'S M&D SCOPE: THE ABOVE OUTLINE THE M&D RELATED STRATEGIC CAPABILITIES BASELINED, TO BE IMPLEMENTED AND MONITORED, AND THE BASIS FOR M&D IN BUSINESS DESIGN SCOPE



# BUSINESS CAPABILITY MODEL (BCM)

	CRM	Finance	Quality, M&D, Risk	Information Management	Solutioning	e2e Value Chain (Supply Chain, Support & Services)	
Strategy & Plan	Client Business Development	Business & Finance Strategy	Business Resilience Strategy	Asset & Information Management Strategy	Research & Development Strategy	Value Chain Strategy	
	Channel Strategy	Bus. Enterprise Architecture			Platform Strategy	Value Chain Planning	
	Market Management	Business Portfolio Management	Regulatory Compliance Strategy	Knowledge Management Strategy	Development Capability Management	Value Chain Rules & Policies	
Manage	Market Portfolio Management	Manage Standard Business Models	Business Process Compliance	Information Resource Management	Solutions Architecture	Value Chain Management	
	Client profile management	Financial Management	Security, Privacy & Data Protection		Developm. Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt.	Partner Process Integration	Partner management
	Sales Management	IT Management	Regulatory Compliance Mgt.		Release Integration Planning		
Execute	Account & Territory Management	Financial Operations	Implement Compliance Policies	Data & Content Management	Research	Procurement Execution	Services Management
	Solution Marketing	Bus. Processes & IT Infrastructure	Quality Management	Knowledge Capture & Availability	Solution Engineering	Production Management	Solution Operations & Maintenance
		HR Operations	Business Resilience & Disaster recovery	IP Capitalization	Solution Component Development	Solution Integration	Warranty Management
	Manage Contract Lifecycle	Legal Management & Support		Asset Lifecycle Management	Collaborative Design-In	Solution Logistics	Client Inventory Management
				Engineering support			

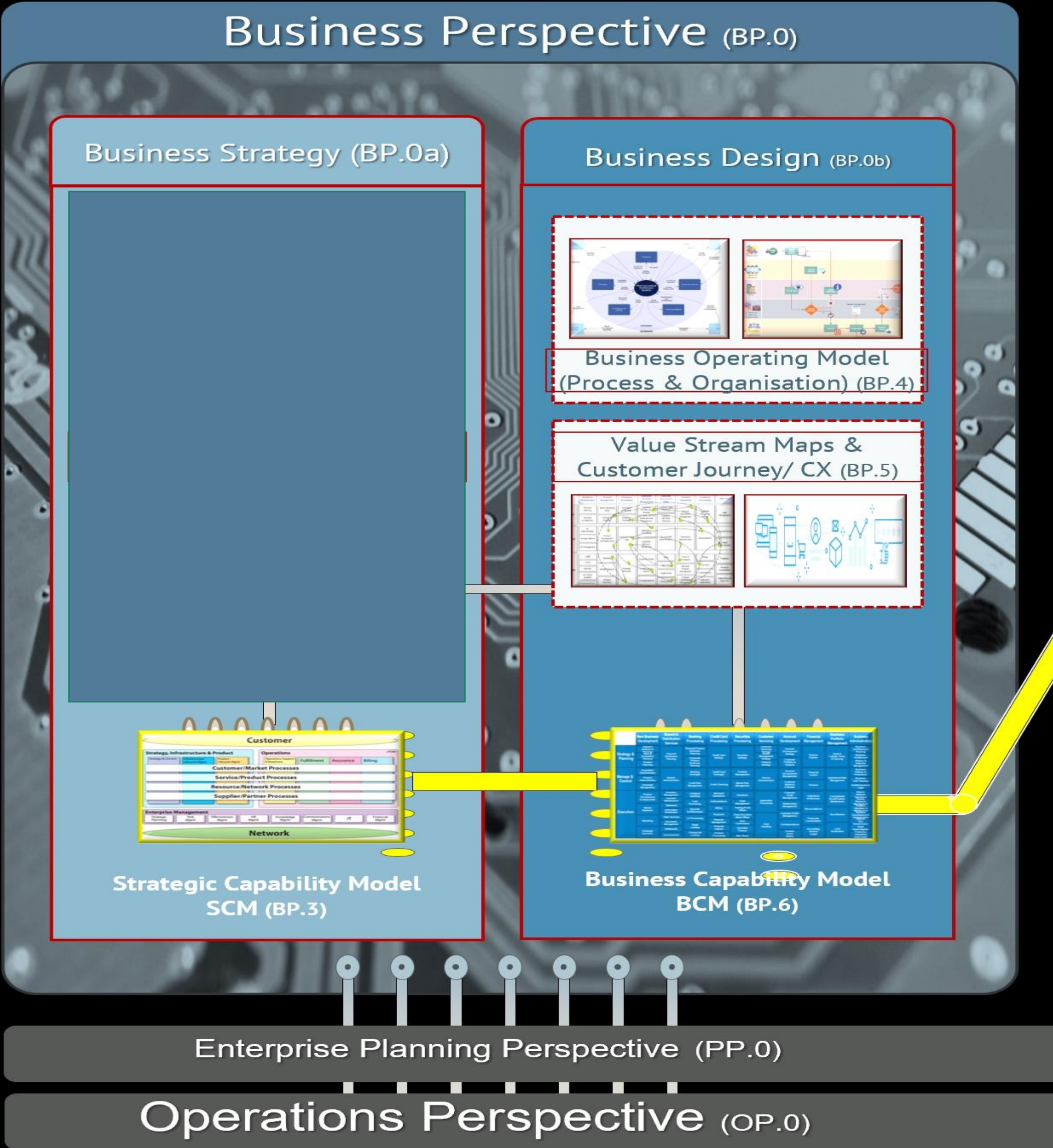


# BUSINESS CAPABILITY DRIVEN ANALYSIS – M&D

	Consumer Relationship	Customer Relationship	Manufacturing	Supply Chain & Distribution	Business Administration	
Strategy	Category/Brand Strategy	Customer Relationship Strategy	Manufacturing Strategy	Supply Chain Strategy	Corporate Strategy	LOW M&D IMPACT
	Category/Brand Planning	Customer Relationship Planning	Supplier Relationship Management	Supply Chain Planning	Corporate Planning	MEDIUM M&D IMPACT
	Brand P&L Management	Assessing Customer Satisfaction	Production and Material Planning	Distribution Oversight	Business Performance Management	HIGH M&D IMPACT
Manage	Matching Supply and Demand	Customer Insights	Manufacturing Oversight	Inbound Logistics	External Market Analysis	OUTSOURCED
	Marketing Development Effectiveness	Account Management	Supplier Control	Outbound Logistics	Organization and Process Design	NO M&D IMPACT
	Product Ideation	Valu-Added Services	Make Products	Distribution Center Operations	Legal and Regulatory M&D	
Execute	Concept/Product Testing	Customer Account Services	Assemble Products	Transportation Resources	Treasury and Risk Management	
	Product Development	Retail Marketing Execution	Plant Inventory Management	En route Inventory Management	Accounting and GL	
	Product Management	Instore Inventory Mgmt	Manufacturing Procurement		Indirect Procurement	
	Marketing Execution	Customer Directory			Facilities and Equipment Management	
	Consumer Service				HR Administration	
	Product Directory				IT Systems and Operations	



# MERGERS & DEMERGERS (M&D) ASSESSMENT & IMPACT ANALYSIS: BUSINESS PERSPECTIVE I- BUSINESS DESIGN IMPACT ANALYSIS

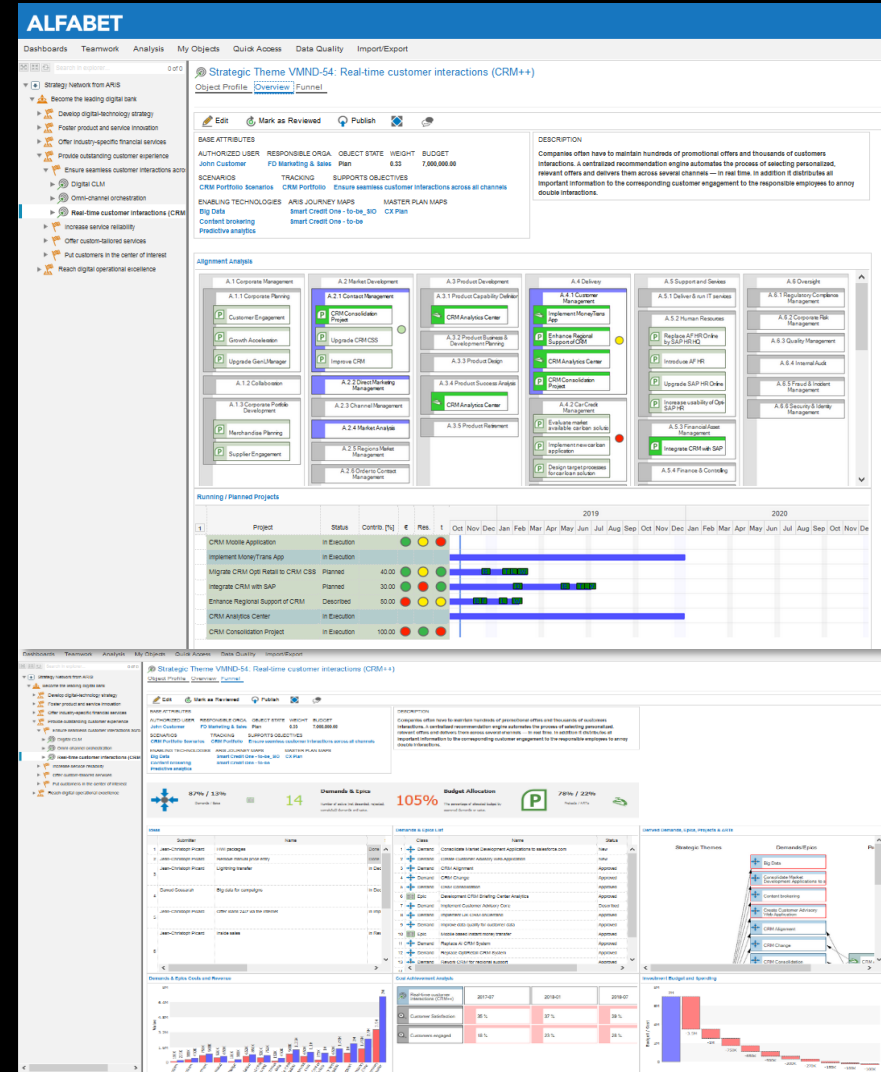


## BUSINESS DESIGN IMPACT ANALYSIS

- FOCUS ON THE BUSINESS CAPABILITY MODEL (BCM): ASSESS EACH CAPABILITY AND ANALYSE WHETHER OR TO WHAT EXTENT IT IS RELEVANT TO M&D.
  - ASSESS THE BCM (IF NOT IN PLACE, THEN REVIEW BUSINESS DESIGN DOCUMENTS, CONDUCT ACCELERATED BUSINESS CAPABILITY MODELING, AND CREATE A BCM)
  - FOR EACH BUSINESS CAPABILITY THAT HAS M&D IMPACT, ASSESS ITS BUSINESS OPERATING MODEL RELATION:
    - IDENTIFY WHICH BUSINESS CAPABILITIES, AND THEREBY WHICH PROCESSE/SERVICES OR SUBPROCESSES ARE RELEVANT TO M&D
    - IDENTIFY WHICH BUSINESS, AND THEREBY WHICH ORGANISATION ENTITIES ARE RELEVANT TO M&D
    - IDENTIFY WHICH CUSTOMNER JOURNIES IDENTIFIED ARE RELEVANT TO M&D
- =>
- CREATE A SUB-SET OF THE BCM CONTAINING ONLY THE BUSINESS CAPABILITIES (AND THE PROCESSES/SERVICES WITHIN IT) THAT HAVE M&D IMPACT. THIS WILL DEFINE THE BUSINESS OPERATING MODEL SCOPE FOR M&D.SUB-PROCESSES AND SERVICES FOR THE ABOVE PROCESSES WILL BE CAPTURED OR IDENTIFIED IN THE BUSINESS CAPABILITY MODEL (BCM)
  - GRANULAR M&D BUSINESS SERVICES ARE IDENTIFIED OR DERIVED, BASED ON WHICH FUTURE "M&D IT SERVICES" ARE ALSO DEFINED OR DERIVED.
  - BASELINE BCM'S M&D SCOPE: THE ABOVE OUTLINE THE M&D RELATED BUSINESS OPERATING MODEL M&D PARAMETERS BASELINED, TO BE IMPLEMENTED AND MONITORED. THIS WILL BE THE SCOPE FOR M&D



# ENTERPRISE CAPABILITY MODEL (ECM): BCM IS MAPPED, PROFILED, AND "BASELINED" WITH 360-DEGREE ENTERPRISE INSIGHT



Business & Strategy Profile & Oversight Link

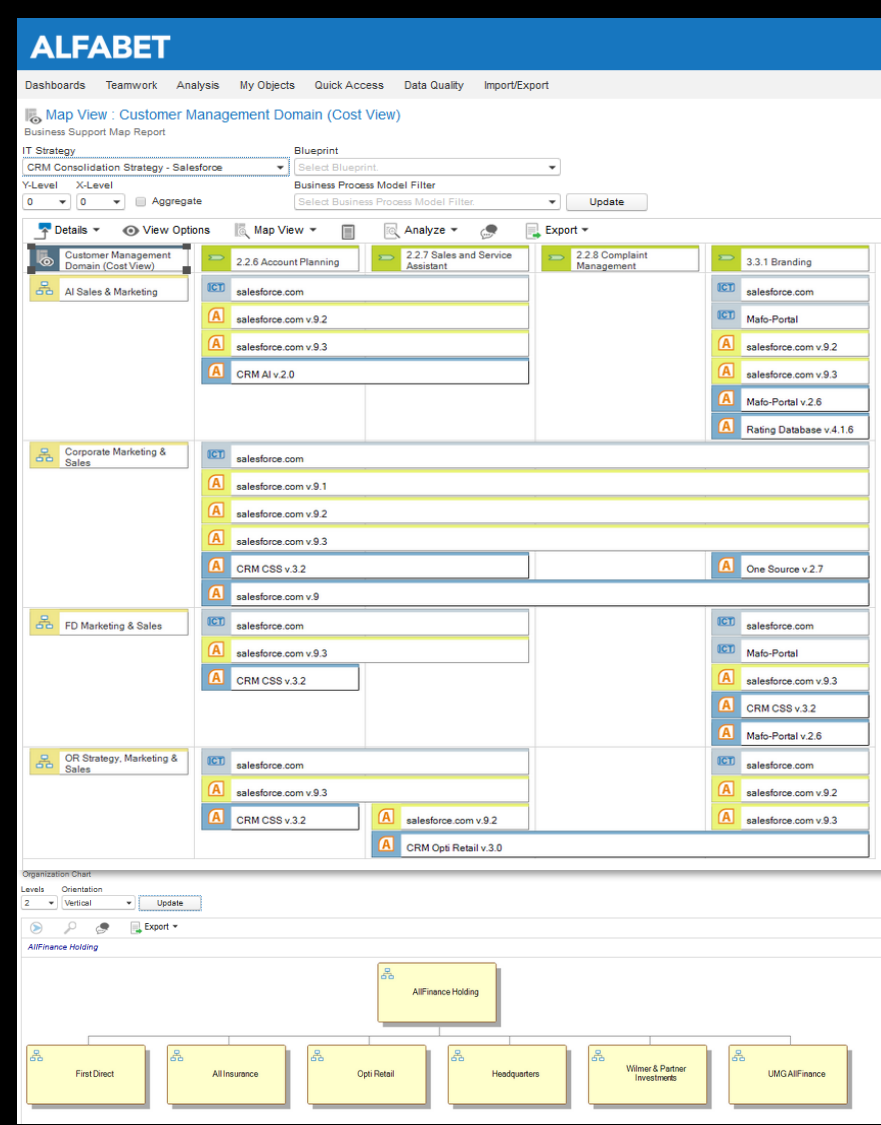
1

Enterprise IT App., Data, Technology Profile & Oversight Link

2

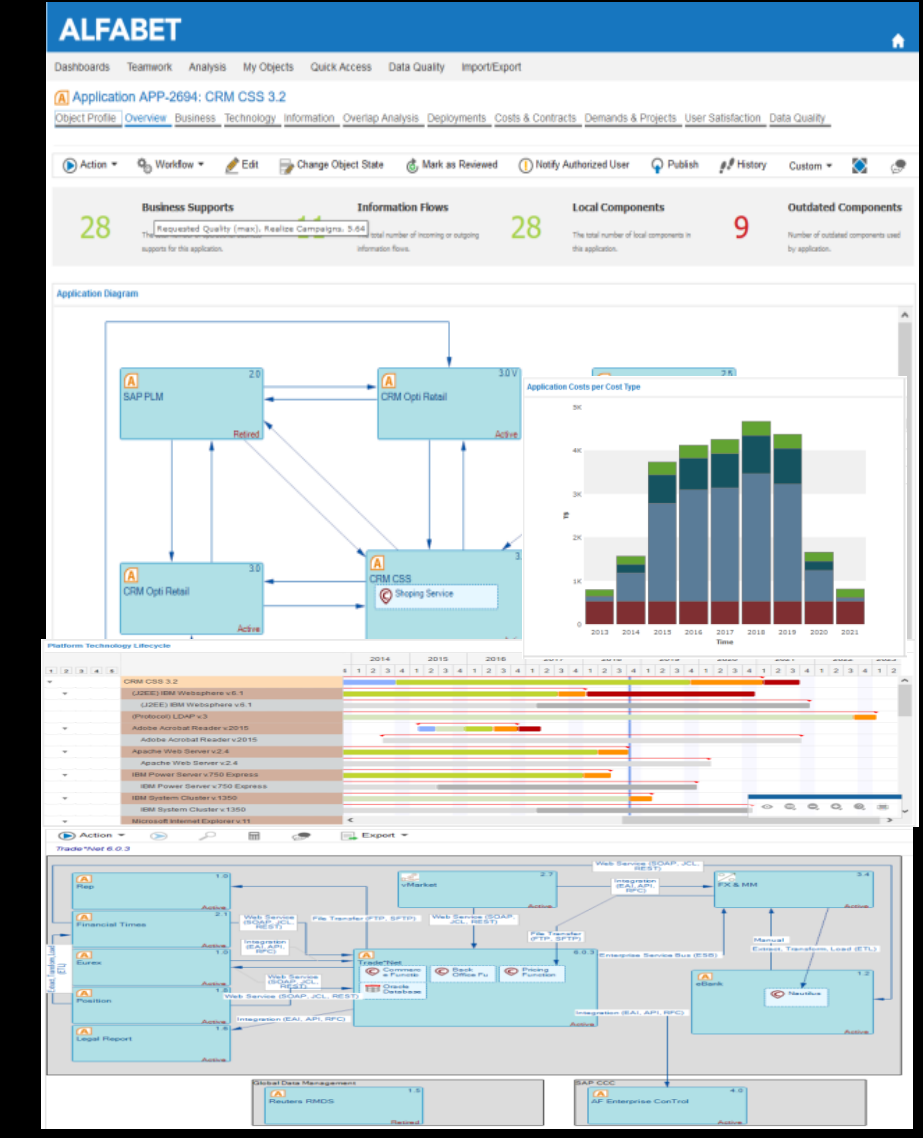
	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning Sales & Acquisition Planning Product Planning	Channel/Distribution Planning	Personal Finance Business Planning Corporate Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy Wealth Management Strategy Treasury Strategy	Account Development Strategy Customer Portfolio & Analysis	Finance Policies	Asset & Liability Policy & Planning	Business and Resource Planning Business Architecture Alliance & Authority Management
Manage & Control	Acquisition Administration Product Administration Campaign Management	Branch Administration	Banking Oversight Credit Risk Management	Credit Card Oversight Credit Ch...	Portfolio	Service Administration	Account Development Management Customer Behavior & Models	Financial Control Treasury	Operational Risk Management	Business Policies & Procedures Business Unit Tracking Audit/Assurance/Legal
Execution	Product Development & Deployment Market Research Marketing Campaign Execution	Inventory Management Account Maintenance Statement Information Distribution Teller Services Document Management Settlements Card Issuance	Collateral Handling Loan Processing Deposits & Withdrawals LC Processing Retail Lending Commercial Lending	Merchant Operations Authorizations Billings Payments Rewards Management Financial Capture Product Processing	Trade Execution (Front Office) Trade Execution (Back Office) Debt Confirmation Securities Finance Wire Room	Application Processing Case Handling	Customer Credit Management Relationship Management Customer Profile Management Correspondence Contact/Event History	Collections & Recovery Reconciliations Financials Consolidation Accounting General Ledger	Consolidated Book/Position Maintenance Securitization Loan Syndication	Branch/Network Operations Human Resource Management Operation & Maintenance Systems Development & Administration SLA Administration Fixed Asset Register Production Assurance (Help Desk)

C



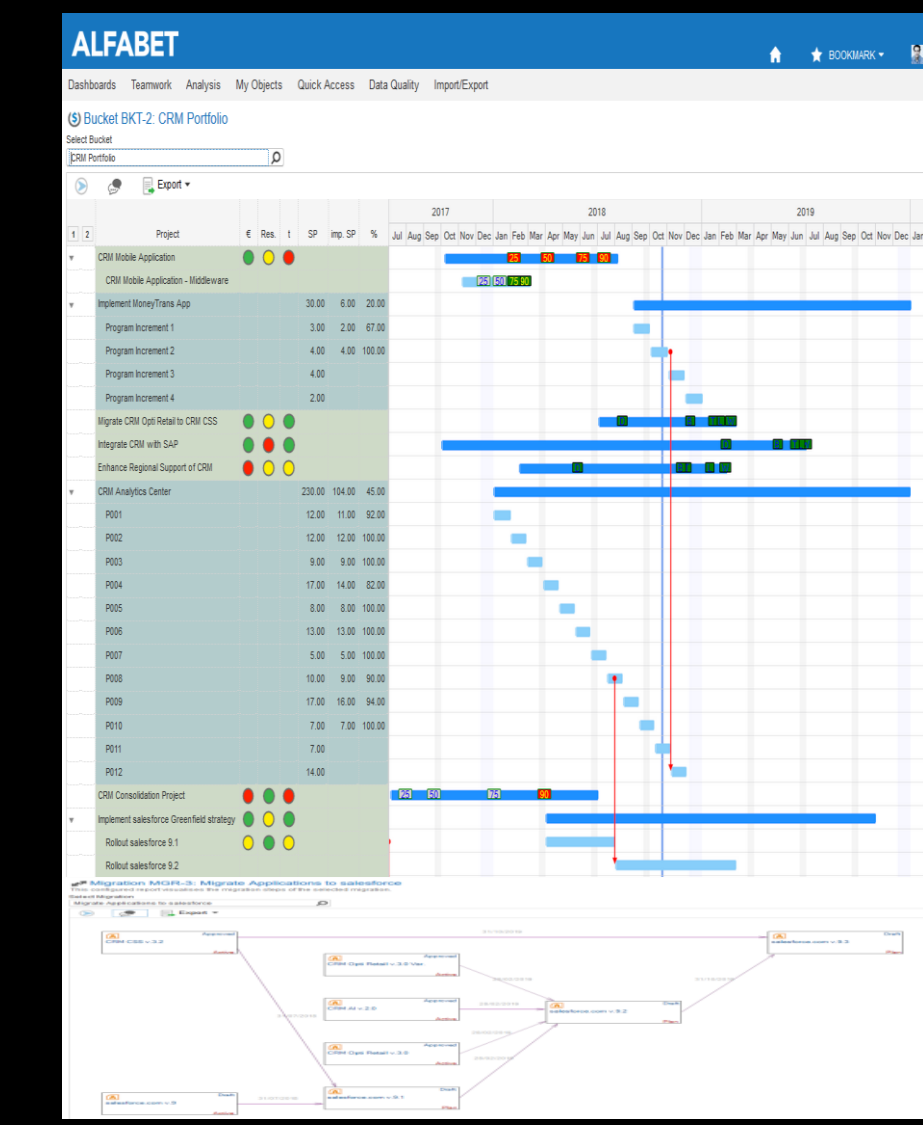
Organization Profile & Oversight Link

3



Change Portfolio- PGMs & Projects Profile & Oversight Link

4





# ECM M&D COMBINING: MAPPING M&D RELATED ASPECTS OF THE ECM THROUGH LENSES OF BUSINESS, ORGANISATION, IT, AND CHANGE PORFOLIO

## Business Value Lens (SCM relation)

### Business Capability Model (BCM)

	CRM	Finance	Quality, Compliance, Risk	Information Management	Solutioning	e2e Value Chain (Supply Chain, Support & Services)	
Strategy & Plan	Client Business Development	Business & Finance Strategy	Business Resilience Strategy	Asset & Information Management Strategy	Research & Development Strategy	Value Chain Strategy	
	Channel Strategy	Bus. Enterprise Architecture	Regulatory Compliance Strategy	Knowledge Management Strategy	Platform Strategy	Value Chain Planning	
	Market Management	Business Portfolio Management	Enterprise Resource Strategy	Regulatory Compliance Strategy	Development Capability Management	Value Chain Rules & Policies	
Manage	Market Portfolio Management	Manage Standard Business Models	Business Process Compliance	Information Resource Management	Solutions Architecture	Value Chain Management	
	Client profile management	Financial Management	Security, Privacy & Data Protection	Information Resource Management	Design, Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt		
	Sales Management	Human Resource Management	Regulatory Compliance Mgt	Regulatory Compliance Mgt	Release Integration Planning	Partner Process Integration	Partner management
Execute	Account & Territory Management	Financial Operations	Implement Compliance Policies	Data & Content Management	Research	Procurement Execution	Services Management
	Solution Marketing	Bus. Processes & IT Infrastructure	Quality Management	Knowledge Capture & Availability	Solution Engineering	Production Management	Solution Operations & Maintenance
	Manage Contract Lifecycle	HR Operations	Business Resilience & Disaster recovery	Asset Lifecycle Management	IP Capitalization	Solution Integration	Warranty Management

	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning	Channel/Distribution Planning	Personal Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy	Account Development Strategy	Financial Policy	Asset & Liability Policy & Planning	Business and Resource Planning
Manage & Control	Product Planning	Branch Administration	Corporate Finance Business Planning	Credit Card Oversight	Securities Strategy	Treasury Strategy	Account Development Management	Treasury	Operational Risk Management	Business Architecture
Execution	Acquisition Administration	Inventory Management	Banking Oversight	Credit Card Oversight	Portfolio Management	Service Administration	Customer Behavior & Models	Treasury	Operational Risk Management	Business Policies & Procedures

### Organisation Lens

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Execution	Acquisition Administration	Inventory Management	Banking Oversight	Credit Card Oversight	Portfolio Management	Service Administration	Customer Behavior & Models	Treasury	Operational Risk Management	Business Policies & Procedures

### IT & Technology Lens

	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning	Channel/Distribution Planning	Personal Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy	Account Development Strategy	Financial Policy	Asset & Liability Policy & Planning	Business and Resource Planning
Manage & Control	Product Planning	Branch Administration	Corporate Finance Business Planning	Credit Card Oversight	Securities Strategy	Treasury Strategy	Account Development Management	Treasury	Operational Risk Management	Business Architecture
Execution	Acquisition Administration	Inventory Management	Banking Oversight	Credit Card Oversight	Portfolio Management	Service Administration	Customer Behavior & Models	Treasury	Operational Risk Management	Business Policies & Procedures

### Portfolio Lens

	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning	Channel/Distribution Planning	Personal Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy	Account Development Strategy	Financial Policy	Asset & Liability Policy & Planning	Business and Resource Planning
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- Regulatory & M&D (M&D) impact analysis with 4+1 analysis
- Business capabilities are assessed in relation to the 4 aspects
- Optimised M&D roadmap and change planning made based on uptodate valid enterprise insight and data





# ENTERPRISE CAPABILITY MODEL (ECM): USED AS BASELINE TO ASSESS CURRENT ENTERPRISE AND OPTIMISE PROGRESSION TO TARGET OPERATING MODEL (TOM)

	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning	Channel/Distribution Planning	Personal Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy	Account Development Strategy	Finance Policies	Asset & Liability Policy & Planning	Business and Resource Planning
	Sales & Acquisition Planning		Corporate Finance Business Planning			Wealth Management Strategy	Customer Portfolio & Analysis			Business Architecture
	Product Planning		Treasury Strategy			Alliance & Authority Management				
Manage & Control	Acquisition Administration	Branch Administration	Banking Oversight	Credit Card Oversight	Portfolio Management	Service Administration	Account Development Management	Financial Control	Operational Risk Management	Business Policies & Procedures
	Product Administration		Credit Risk Management	Credit Checking	Market Risk Management		Customer Behavior & Models	Treasury		Business Unit Tracking
	Campaign Management		Audit/Assurance/Legal							
Execution	Product Development & Deployment	Inventory Management	Collateral Handling	Merchant Operations	Valuations	Application Processing	Customer Credit Management	Collections & Recovery	Consolidated Book/Position Maintenance	Branch Network Operations
		Account Maintenance	Loan Processing	Authorizations	Order Management		Relationship Management	Reconciliations		Human Resource Management
	Market Research	Statement	Deposits & Withdrawals	Billing	Trading (Front Office)		Customer Profile Management	Financials Consolidation		Securitization
		Information Distribution	LC Processing	Payments	Trade Execution (Back Office)	Systems Development & Administration				
	Marketing	Teller Services	Retail Lending Commercial Lending	Rewards Management	Deal Confirmation	Case Handling	Correspondence	Accounting General Ledger	Alliance SLA Administration	
		Document Management	Financial Capture	Securities Finance	Fixed Asset Register					
	Campaign Execution	Settlements	Commercial Lending	Product Processing	Wire Room	Contact/Event History	Loan Syndication	Production Assurance (Help Desk)		
		Card Issuance								

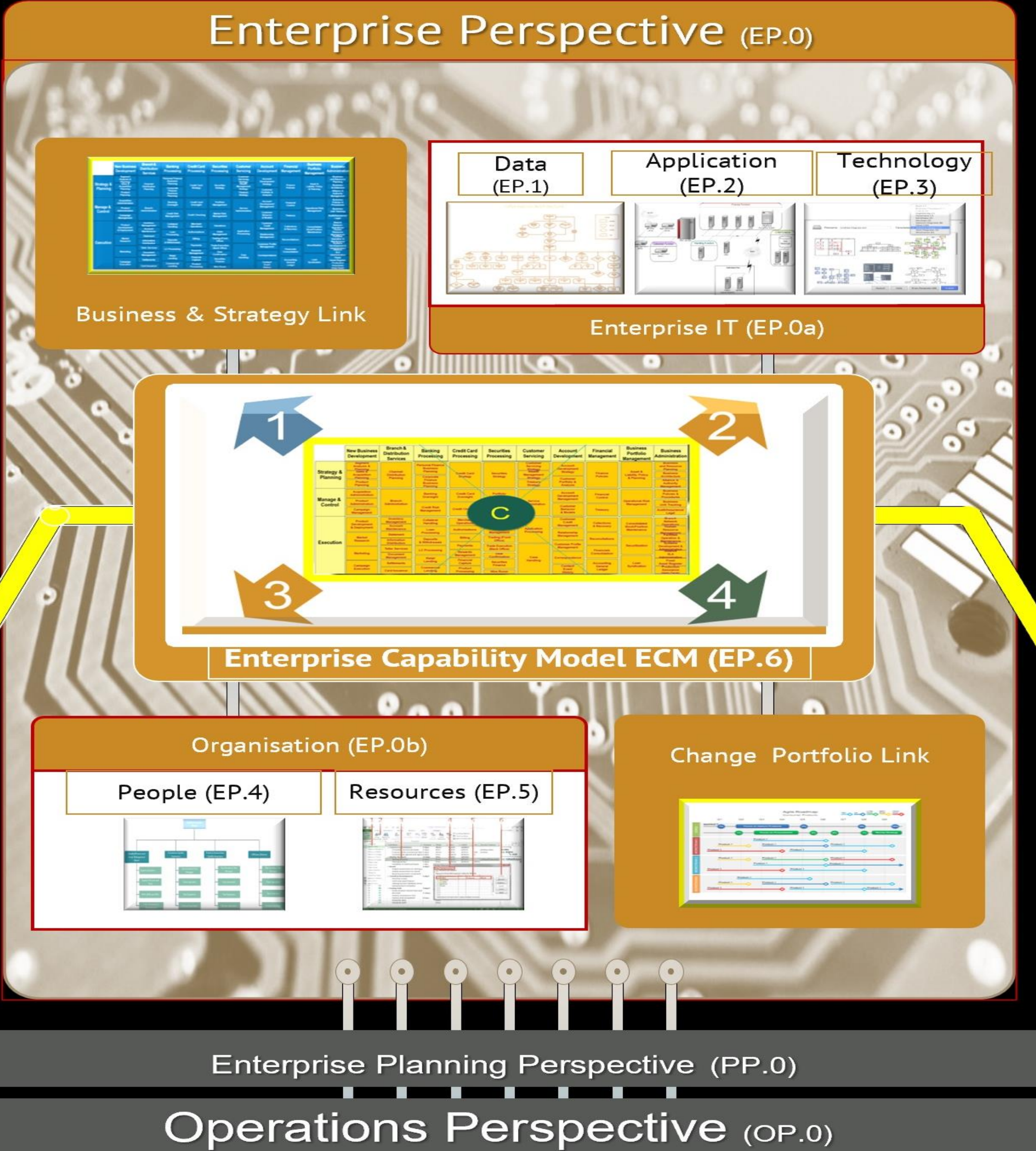
CRITICAL M & D IMPACT

MEDIUM M & D IMPACT

NO M & D IMPACT



# MERGERS & DEMERGERS (M&D) ASSESSMENT & IMPACT ANALYSIS: ENTERPRISE PERSPECTIVE IMPACT ANALYSIS



## ENTERPRISE ARCHITECTURE IMPACT ANALYSIS

- FOCUS ON THE ENTERPRISE CAPABILITY MODEL (ECM): ASSESS EACH CAPABILITY AND ANALYSE IF OR TO WHAT EXTENT IT IS RELEVANT TO M&D.
- ASSESS THE ECM (IF NOT IN PLACE, THEN START FROM A BCM AND CONDUCT ACCELERATED 4+1 MAPPING/PROFILING DOCUMENTS,, AND CREATE AN ECM
- FOR EACH ENTERPRISE CAPABILITY THAT HAS M&D IMPACT, ASSESS ITS 4+1 ENTERPRISE (ARCHITECTURE) PERSPECTIVE RELATION:
  - MAP INTO “M&D-RELATED BUSINESS PROFILE” (THROUGH BCM)
  - MAP INTO “M&D-RELATED ORGANISATION PROFILE” (THROUGH BCM)
  - MAP INTO “M&D-RELATED ENTERPRISE IT AND TECHNOLOGY”
  - MAP INTO “M&D-RELATED CHANGE PORTFOLIO”

CREATE A SUB-SET OF THE ECM CONTAINING ONLY THE ENTERPRISE CAPABILITIES (AND THE 4+1 ASPECTS) THAT HAVE M&D IMPACT. THIS WILL DEFINE THE ENTERPRISE ARCHITECTURE ASPECTS IN SCOPE FOR M&D. CONDUCT HEAT-MAPPING ON THIS ECM AND DEFINE A PRIORITY/CONSTRAINT BASED ROADMAP FOR IMPLEMENTING THE M&D RELATED CHANGES

- =>
- THE ABOVE OUTLINE THE M&D RELATED ENTERPRISE ARCHITECTURE RELATED M&D PARAMETERS BASELINED, TO BE IMPLEMENTED AND MONITORED, WHICH WILL BE IN SCOPE FOR M&D
  - GRANULAR FUTURE “M&D IT SERVICES” ARE DEFINED OR DERIVED, WHICH CAN ALSO BE IMPLEMENTED AS “M&D MICROSERVICES” (THESE CAN BE THE ENTRY/EXCHANGE POINT WITH REGTECHS AND EXTERNAL PARTNERS AND REGULATORY BODIES)
  - THE GRANULAR M&D SERVICES PROVIDE A “BOTTOM-UP” VIEW TO THE M&D REQUIREMENTS AND SERVICES, WHILE M&D KEY PROCESSES PROVIDE A TOP DOWN ENTRY POINT. THE GRANULAR M&D SERVICES CAN ALSO BE COMBINED TO DEFINE NEW OR CUSTOMIZED M&D PROCESSES AND REQUIRED REGULATORY REPORTS
  - **BASELINE ECM’S M&D SCOPE:** THE ABOVE OUTLINE THE M&D RELATED ENTERPRISE OPERATING MODEL PARAMETERS BASELINED, TO BE IMPLEMENTED AND MONITORED. THIS WILL BE THE SCOPE FOR M&D

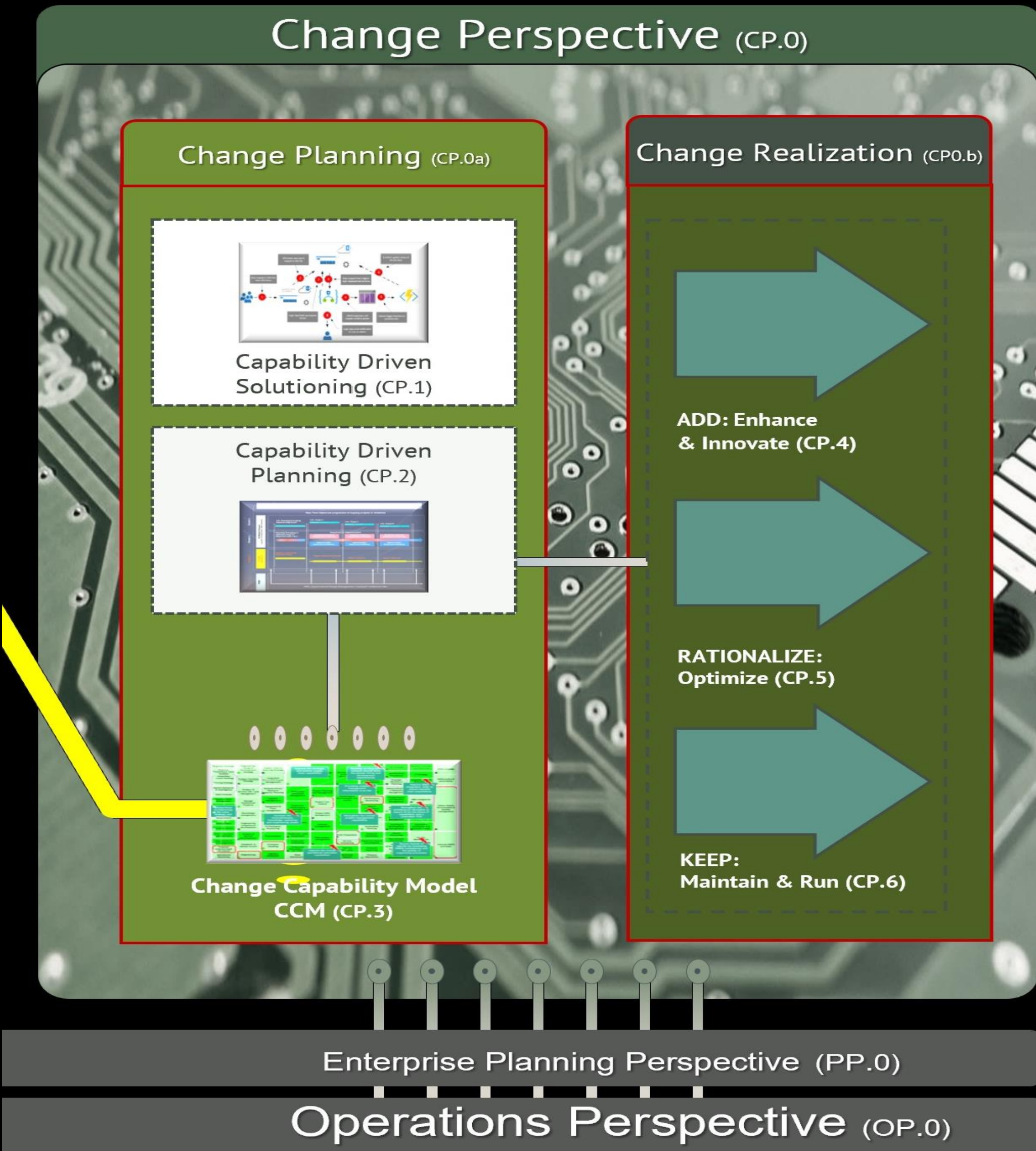


# HEATMAPPING PROVIDES ROADMAP TO CHANGE AND IMPLEMENTATION (M&D SOLUTIONS AND PROGRAMS/PROJECTS)





# MERGERS & DEMERGERS (M&D) ASSESSMENT & IMPACT ANALYSIS: CHANGE PERSPECTIVE IMPACT ANALYSIS



## CHANGE IMPACT ANALYSIS

- FOCUS ON THE CHANGE CAPABILITY MODEL (CCM): ASSESS EACH CAPABILITY AND ANALYSE WHETHER OR TO WHAT EXTENT IT IS RELEVANT TO M&D.
  - ASSESS THE CCM (IF NOT IN PLACE, THEN REVIEW ENTERPRISE CAPABILITY MODEL, CONDUCT ACCELERATED HEAT-MAPPING, AND CREATE A CCM
  - FOR EACH CHANGE CAPABILITY THAT HAS M&D IMPACT, ASSESS ITS CHANGE PLANNING RELATION:
    - DEVISE A CAPABILITY-DRIVEN SOLUTIONING FOR M&D
    - DEVISE A CAPABILITY-DRIVEN CHANGE PLANNING FOR M&D
    - IDENTIFY WHICH BUSINESS AND THEREBY WHICH ORGANISATION ENTITIES) ARE RELEVANT TO M&D
- =>
- CREATE A SUB-SET OF THE CCM CONTAINING ONLY THE CAPABILITIES THAT HAVE M&D IMPACT. THIS WILL DEFINE THE CCM SCOPE FOR M&D. SUB-PROCESSES AND SERVICES FOR THE ABOVE PROCESSES WILL BE CAPTURED OR IDENTIFIED IN THE BUSINESS CAPABILITY MODEL (BCM)
  - THE ABOVE OUTLINE THE SOLUTION AND ROADMAP FOR M&D RELATED CHANGES TO BE IMPLEMENTED, ENABLING ASSESSMENT OF IMPACT ON EXISTING IMPLEMENTATIONS (AS GUIDE ON WHERE AND HOW TO ADD/MODIFY/KEEP M&D-IMPACT SOLUTION IMPLEMENTATION
  - BASELINE CCM'S M&D SCOPE: THE ABOVE OUTLINE THE M&D RELATED CHANGE & IMPLEMENTATION M&D PARAMETERS BASELINED, TO BE IMPLEMENTED AND MONITORED. THIS WILL BE THE SCOPE FOR M&D



# XCM: ONE SINGLE SOURCE TO IDENTIFY, ANALYSE, PLAN, TRACE, AND MONITOR THE FULL M&D ADHERENCE OUTLOOK AND ROADMAP

	B	C	D	G	N	O	P	U	V	W	Y	Z	AA	AB	AC	AD	AE	AF	AK	AL	AM	AO	AP	AQ	AR	AS	AT	AX	AY	AZ	BB	BC	BD	BE	BF																	
1		BP2	BP3 - derived from BP2	BP4	BP4-Derived		BP6				0.85			EP6	EP - Enterprise Architecture EA										0.85		CP3	GAP				0.85		Portfolio Planning																		
2		X-Matrix correlations	Strategic Capabilities	Business Process & Services	Strategic Contributions (Value KPIs)	Performance	Business Capability Model							Enterprise Capability Model	EP1- Application Arch	EP2- Data Architecture	EP3- Infrast Architecture	EP4- Org. & Reso							Change Capability Model	Change Specifics																										
11		V1, V2, V3, G1, G3, KP3, KP5, G4, KP6, KP7, G2, V5, KP9, V12, G21, KP12, KP13, KP14, KP15, KP16, V13, G36, KP11, V11, G15, KP51, KP52, KP53, V7, KP2, KP8, G19, KP23, KP30, KP31, KP32, KP33, KP34, V10, G11, G12, KP21, KP22, KP39, KP40, KP41, KP42, KP43, KP44, V14, KP17, KP18, KP19, KP20, KP23, KP24	MARKET_SALES DOMAIN	11 Market/Sales Management	5000.00	0.78	MARKET_SALES DOMAIN	3000.00	2779.53	2976.48			3000.00	0.49	MARKET_SALES DOMAIN	A101, A102, A105, A107, A103, A104, A106, A127, A130, A151, A155, A152, A154, A161, A148, A153, A170, A191, A193, A192, A194, A195	D101, D103, D104, D107, D105, D106, D171, D190, D191, D192	S10, S11, S12, S15, S16, S21, S16, S19, S107, S108, S102, S121, S122, S123, S124, S125, S197, S198, S196, S195, S192, S191	R1, R23, R24, R2, R3, R6, R5, R7, R23, R9, R13, R25, R26, R27, R72, R75, R74, R73, R79, R80, R91, R92, R93, R94, R95, R96	2200.00	2017.93	2227.38		2227.38	0.59	MARKET_SALES DOMAIN																										
12		V5, G7, KP10, KP12, KP13, KP14, KP15, V9, G2, G3, G11, KP9, KP11, V12, V13, G21, G22, KP1, G15, KP51, KP52, V26, G12, KP61, KP62, KP63, KP64, KP65, KP66, KP67, KP68, KP69, V27, G17	PRODUCT DOMAIN	12 Product Management	4000.00	0.63	PRODUCT DOMAIN	5300.00	4425.50	5252.62			5300.00	0.87	PRODUCT DOMAIN	A201, A203, A204, A205, A221, A222, A223, A224, A225, A226	D201, D202, D203, D221, D222, D223, D224, D225, D226	S201, S202, S203, S223, S222, S224, S225, S226, S227	R20, R21, R22, R24, R25, R26, R27, R28, R29	1990.81	1925.65	2026.20		2026.20	0.54	PRODUCT DOMAIN																										
13		V13, V18, V21, G5, G7, KP12, KP14, KP16, KP18, KP17, KP18, KP19, KP20, KP21, KP22, KP23, KP24, V14, V16, G8, G11, KP13, G17, G23, KP23, KP34, KP35, V13, G21, G25, KP37, KP38, KP39, KP40, KP41, V31, G35, V35, G36, KP36, V36, G38, V37, G33, V34, KP42, KP43, V39, G40, KP25, KP26, KP27, KP29, KP30, KP31, KP33, KP44, KP47, KP48, KP49	CUSTOMER DOMAIN	13 Customer Management	5000.00	0.78	CUSTOMER DOMAIN	3920.0	3334.0	3238.9			3919.97	0.64	CUSTOMER DOMAIN	A311, A313, A312, A315, A314, A316, A317, A318, A319, A320, A321, A322, A323, A331, A332, A333, A334, A354, A365, A371, A374, A327, A345, A393, A301, A306, A309, A310	D311, D312, D313, D315, D314, D316, D317, D318, D319, D320, D321, D322, D323, D324, D325, D326	S311, S312, S313, S314, S315, S319, S316, S317, S318, S320, S321, S322, S323, S324, S326, S327, S328, S331, S332, S333, S334, S336, S337, S354, S365, S366, S371, S372, S374, S345, S393, S399, S391	R32, R33, R38, R36, R34, R36, R34, R37, R34, R38, R34, R39, R34, R40, R34, R41, R34, R42, R34, R43, R31, R37, R39, R35, R34, R40	2018.27	2111.75	1981.83		2111.75	0.56	CUSTOMER DOMAIN																										
14		V14, G11, KP41, KP42, KP43, KP44, KP45, KP46, KP47, V11, G14, KP40, V17, G23, KP34, KP35, KP36, V34, G43, V35, G34, KP37, KP38, KP39, V36, G44, KP61, KP62, KP63, KP64, V44, KP14, KP15, KP16, KP17, KP18, KP19, KP20, KP21, V45, G15, KP51, KP52, KP53, KP54, KP55, V43, G54, G45, KP56, KP57, V46, V47, KP71, KP72, KP73, KP74, V49, G53, KP91, KP92, KP93, KP94, KP95, KP96, KP97, KP98, KP99	SERVICE MANAGEMENT	14 Service Management	6400.00	1.00	SERVICE MANAGEMENT	4571.00	4461.52	4639.93			4639.93	0.76	SERVICE MANAGEMENT	A421, A414, A422, A423, A430, A431, A439, A438, A435, A441, A444, A442, A450, A451, A452, A453, A454, A457, A458, A459, A460, A463, A473, A482, A483	D412, D414, D422, D423, D431, D433, D432, D441, D442, D444, D450, D451, D452, D453, D454, D457, D458, D459, D460, D463, D473, D482, D483	S412, S414, S422, S423, S432, S433, S434, S435, S436, S437, S438, S439, S441, S442, S443, S444, S445, S446, S447, S448, S449, S442, S443, S450, S451, S452, S453, S455, S460, S454, S456, S457, S458, S459, S461, S463, S473, S482, S483	R42, R43, R44, R41, R47, R48, R45, R46, R51, R27, R61	3750.00	3736.03	3752.18		3752.18	1.00	SERVICE MANAGEMENT																										
15			RESOURCE DOMAIN	15 Resource Management	4500.00	0.70	RESOURCE DOMAIN	3340.00	3195.76	3481.20			3481.20	0.57	RESOURCE DOMAIN	A551, A553, A523, A525, A533, A537, A541, A543, A542, A552, A553, A564, A565, A572, A573, A581, A582, A591, A592, A510	D551, D553, D523, D525, D533, D537, D541, D542, D543, D552, D553, D564, D565, D572, D573, D581, D583, D584, D591, D596, D516	S551, S552, S553, S556, S523, S525, S533, S537, S538, S541, S542, S543, S552, S553, S554, S555, S559, S564, S565, S566, S572, S573, S581, S582, S583, S584, S588, S591, S592, S593, S594	R56, R36, R33, R52, R53, R57, R58, R54, R55, R59, R56, R51, R61	2270.00	2114.68	2235.13		2270.00	0.60	RESOURCE DOMAIN																										
16			ENGAGED PARTY DOMAIN	16 Engaged Party	4850.00	0.76	ENGAGED PARTY DOMAIN	5890.00	5533.94	6100.12			6100.12	1.00	ENGAGED PARTY DOMAIN	A611, A621, A622, A631, A632, A641, A642, A651, A652, A661, A662, A664, A671, A674, A682, A684, A691, A694, A6A1, A6A4, A6B2, A6B4, A6C1, A6D1, A6D2, A6D3	D611, D612, D621, D622, D631, D632, D641, D642, D651, D652, D661, D662, D663, D664, D671, D674, D682, D684, D691, D694, D6A1, D6A2, D6A4, D6B2, D6B4, D6B5, D6C1, D6C2, D6D1, D6D2	S611, S612, S614, S621, S622, S623, S624, S631, S632, S633, S639, S641, S649, S645, S645, S651, S652, S663, S664, S666, S669, S671, S672, S674, S675, S682, S684, S684, S685, S691, S692, S695, S6A1, S6A2, S6A4, S6A5, S6B2, S6B3, S6B4, S6B5, S6B8, S6B9, S699, S699, S699	R61, R62, R63, R67, R66, R64, R68, R65, R69	2760.00	2681.28	2705.91		2760.00	0.74	ENGAGED PARTY DOMAIN																										
17			ENTERPRISE DOMAIN	17 Enterprise	3100.00	0.48	ENTERPRISE DOMAIN	4783.63	4667.86	4890.66			4890.66	0.80	ENTERPRISE DOMAIN	A711, A722, A723, A732, A733, A734, A741, A742, A721, A727, A724, A725, A726, A743, A753, A761, A762, A763, A764, A765, A766, A772, A774, A747, A775, A782, A783	D711, D722, D723, D731, D732, D734, D741, D742, D721, D727, D733, D724, D726, D725, D743, D753, D761, D762, D763, D764, D765, D766, D774, D747, D775, D782, D783	S711, S712, S722, S723, S724, S725, S731, S733, S734, S735, S741, S742, S744, S745, S746, S721, S727, S772, S778, S728, S726, S732, S743, S753, S755, S756, S761, S762, S763, S764, S765, S766, S774, S773, S747, S754, S799, S799, S799	R71, R73, R75, R72, R74, R77, R78, R79, R44, R67, R76, R72, R73, R80	2700.00	2591.39	2688.73		2700.00	0.72	ENTERPRISE DOMAIN																										
18			COMMON PROCESS PATTERNS DOMAIN	18 Common Process Patterns	1000.00	0.16	COMMON PROCESS PATTERNS DOMAIN	2250.00	2250.00	2250.00			2250.00	0.37	COMMON PROCESS PATTERNS DOMAIN																																					





# Thank You!

[RAD@EATRANSFORM.COM](mailto:RAD@EATRANSFORM.COM)

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