



## **MEGA Models IT as a Business System to Meet Enterprise Architecture Requirements**

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### **Management Summary**

The extent to which IT pervades the world of business and, in many cases, embodies the business organization, means that it must be considered a business system, not just a technology system. Businesses inherently have different needs for control than traditional IT environments.

- **Risk is a part of doing business.** Risks are to be assessed, not avoided. Some are worth taking.
- **Seizing opportunities promptly is key to business success.** Indeed, frequent small changes are what most businesses optimize their organization to support.
- **Business governance keeps all efforts controlled and coordinated, and is key to business longevity.** This not a matter of assuring that every part is functional – some businesses succeed with some fairly dysfunctional parts. It is optimizing every relevant part to work toward a goal as best it can.
- **And, there are often regulations concerning business operations with which a business must comply and document that compliance** because all shareholders (employees, partners, and sometimes stockholders and government) have an interest that the business runs right.

Consideration of IT as a business system, not just as a domain focused on “ities” and its own build-out and renovation, changes the focus and definition of IT management, from that of a defined space<sup>1</sup> to that of IT as a part of a larger whole. Management becomes less a mapping of architectures and elements and more like a war room – which uses maps, but focuses on change and its effects. Completeness counts, but it is not just the complete count of assets - but the completeness of the layers that bear on a particular situation. This situation may be an event – or it may be a trend.

In using the enterprise IT environment as a business asset, the IT management knowledge base is a valuable tool for business decision making about the imperatives listed above, not just to parse the IT architecture. **As a business asset, relevant information from it must be accessible - not by a few generals with an agreed-upon objective - but by everyone in the enterprise who addresses risk, seeks to initiate change, or is in charge of governance.** This is a tall order to support, and not an easy reach for the element management systems that traditionally have been used to manage IT environments.

A company named MEGA International (at [www.mega.com](http://www.mega.com)), spun off from Cap Gemini and based in Paris, offers business modeling and monitoring tools, that gather information in a common repository, focused on the objects of greatest concern to most enterprises – risks, opportunities, problems – and deliver relevant information to a broad variety of stakeholders. For more details on how MEGA does this, please read on.

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<sup>1</sup> Upon which the enterprise depends but, it often seems, not vice versa.

## IT Management as a Strategic Business Asset

Proper IT management should be more than merely an *overhead* cost of doing business. If the focus is not only on the assets under management but also on the knotty problems of risk assessment, use optimization, and change management, then IT management suddenly has strategic value. There are also areas, unlike management of existing assets, where the human ability to recognize subtle patterns and permutations cannot be replaced by automated routines. Business as usual is actually a series of fresh challenges and new problems.

This is the first step of the shift of focus from the particulars of assets to the aggregated evidence of a *problem, situation, or opportunity*. The stakeholders in this arena go far beyond IT folks and business folks to include employees, customers, partners and stockholders – all those who have a stake in the organization's operational success. This is more than IT optimization tactics. There's a war to be won, and all the elements that bear on a situation must be examined to produce a response that will produce a fully successful outcome.

Enterprises already know a lot about their IT environment, but it is aggregated in different pieces – a Zachman Diagram here, an ITIL<sup>2</sup> or eTOM<sup>3</sup> in other locations – usually in many different knowledge bases and frameworks that have inconsistent scope. This may be supportable if an enterprise is small and has a limited use of technology – but these days, such enterprises often partner with other enterprises in an increasingly intimate, real-time way that makes them to some extent part of another system. They may partner to get technology services.

Their enterprise IT model needs to include these relationships – for they are a factor in risk assessment, change management, and problem determination. It needs to be agnostic so that it can ingest the Zachman, eTOM, ITIL and other elements that are in place. It needs to know about the geographic location of assets so that communication costs can be part of the deployment scenario<sup>4</sup>. It needs to use templates and a disciplined use of XML and its variants to normalize the information it ingests so that it can be broadly used. It must support role-based access and presentation. In addition, it needs the unity to support gap analysis, because it is what is left out of the model that causes unexpected catastrophes.

While many IT management products have taken an enterprise-wide approach, the breadth of the

domain they address has often been limited – to storage or even just backup, to the network, to resource allocation, configuration management, to application optimization – the list is very long. From a business point of view, each of these strategies is a tool, but what is needed is a way to make these tools, these strategies *work together* in a way that captures all the insights of each in a coordinated way.

## MEGA Differentiation

MEGA, a seasoned company with more than 1800 clients and more than 40,000 licenses in more than 40 countries, has taken the prerequisites of an inclusive framework, and added deft use of modeling to normalize existing information and role-based presentations to deliver information to those who need it. It has built differentiation by focusing on the following enterprise imperatives

- The ability to respond to business opportunities and threats that transcend a particular localized set of IT assets.
- The ability to take high-level business strategy and turn it into an IT-oriented set of action plans.
- The ability to understand fully the effects of change, including subtle and non-immediate effects.
- The need to reduce the number of unknown factors that add cost and delay to implementing business/IT initiatives.
- The need for governance that is comprehensive yet free of redundant, conflicting elements.

Today, this kind of approach is badly needed. Many enterprises are distributed and lack natural coherence at a business level. While the IT systems may be connected, the cultures and commercial imperatives are not. Working at cross-purposes is a considerable risk. Global competition has forced companies to accept more risks to remain competitive, while, at the same time, making evaluating these risks more difficult. The rapid small innovations that give business a competitive edge must not imperil the enterprise IT infrastructure – so better IT management support for these small changes is needed. This is a change of focus, not of the element and asset management that provides the information for the model.

## MEGA Particulars

### *Business Facing Deliverables*

#### Metadata Repository

Like a Master Data Management System, MEGA's repository is a foundational element that stores all data in a fully searchable central location. Of course, like any other data asset, it can be backed up and replicated and a subset created for testing, departmental, and other use. Impact analysis can be automatically generated for any object in the repository.

<sup>2</sup> Information Technology Infrastructure Library.

<sup>3</sup> Enhanced Telecommunications Operations Management.

<sup>4</sup> With remote monitoring and deployment-by-download (perhaps assisted by virtual machines), the cost profile of running apps locally vs. remotely has changed.

## **Modeling Suite**

### **MegaProcess**

*MEGA Process* comprises the basics of business process analysis and description. It is where contributors define and describe business process. There are two specific *Accelerator* tools focused on ITIL and the eTOM, two standards for best practices for IT and Telecommunications. These accelerate importing of business process information from these sources.

### **MEGA Architecture**

*MEGA Architecture* facilitates global management of IT systems by mapping and characterization functional elements (applications, software, data flows) and operations onto a common model.

### **MEGA Designer**

*MEGA Designer* addresses the challenge of enterprise IT systems design. It supports database design, application and data analysis, and integration modeling. By linking the business model and the application model, business requirements become the foundation of IT system design.

### **MEGA Business Data**

*MEGA Business Data* allows you to model data as an asset, independent of its IT implementation. This provides a data definition at a business level – something that is frequently needed for identification of data relevant to a project or a discovery imperative

## **Management Tools**

### **MEGA Supervisor**

*MEGA Supervisor* manages the repository, its security, and user access, assuring that the objects in the repository are protected.

### **MEGA Exchange**

*MEGA Exchange* is a set of APIs used to import and export models safely. It ensures full reuse of existing management and model assets.

### **MEGA Publisher**

As with relational databases, proper reporting is the last-mile capability that makes a huge repository useable and builds business value. *MEGA Publisher* provides all the functionalities needed to customize document and Website templates for easy consumption.

The documentation generated by *MEGA Publisher* also supports graphic and multilingual capabilities. It should be noted that multilingual capabilities pertain just not to generated reports, but also to *MEGA's* Toolset. The diversity thus supported is important, for this repository is not just for army generals. The more people who use the Enterprise Architecture repository in some way, in both business units and IT, the more widespread the support for it, and the more that a common ground for understanding enterprise IT operations, so critical to the long term success of a business, will grow.

## **New Governance, Risk & Compliance Platform – MEGA Control System Manager**

Late in 2006, *MEGA* released a new module targeted at bringing its capabilities to bear on key problems facing businesses today. The aggregations of enterprise wide monitoring lets its *Control System Manager* track situations over time. Risk analysis becomes, not a once-and-done process, but a tracking of events, workflow and control evaluations that will flag changes to the risk assessment. This handles those many business situations that don't quite qualify as events, but have the potential to go there. Compliance can be actively managed and automatically documented. Governance becomes an efficient process, not just a best effort in certain key areas.

## **Conclusion**

*MEGA* supports more than just a *fill-in-the-blanks-and-keep-'em-updated* kind of operations management. It includes supporting the functionality to make management-derived insights a part of daily business life. By focusing on the things that matter to business, it brings a business mindset to bear on how IT operations are optimized. This closes the loop between business and IT and lets everybody get on with their job.

The more IT elements that are included, the more useful and accurate the model is. This is fundamentally a matter of organization and discipline. In a complex organization with many existing management structures, it is a matter of reconciliation, and, just as importantly, the development and expansion of a common ground of enterprise experience.

*MEGA* gives a route to enterprise architectural inclusiveness. It gives a way to incorporate all sorts of links of relevance, and an increasingly dynamic way to satisfy the needs of all the shareholders in the system. It does all this without requiring the organization to buy into a set methodology or set of vocabulary. This neutrality lets organizations leverage their accumulated knowledge base, survey the gaps, and fill them. It then lets them leverage that completeness to avoid risk and waste, make good strategy and decisions, and see them carried out by exposing the right information to the right people at the right time.

If this sounds like just what you have been missing in your enterprise, take a look at *MEGA*.



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