

## Win in the flat world

### Volkswagen taps Infosys' business rules expertise to modernize its legacy order management operations

**Abstract:**

*Volkswagen Group of America (VWGoA) started an initiative of optimizing the Order Management and Distribution (OMD) business architecture to support its specific business performance targets. Infosys partnered with VWGoA on this journey to help them create a comprehensive 360-degree view of the existing business. The program was severely challenged due to unavailability of structured documents that brought out the relationship between the underlying transactional business rules embedded within the system applications and the processes and policies that were driving the business. Infosys helped in mapping the business processes with rules around the legacy OMD systems that had been developed over a 25 year period. Availability of a single and unified view of business rules helped Business and IT teams to drive optimization and improve speed to market.*



## Client Description

The Volkswagen Group, with its headquarters in Wolfsburg, Germany, is the third-largest automobile manufacturer in the world and the largest carmaker in Europe. Volkswagen Group of America, Inc. (VWGoA) is a subsidiary that is responsible for the groups operations in USA which includes sales, distribution and service of brand vehicles.

## Business Need: Bridge the Business-IT divide

Volkswagen Group of America (VWGoA) started an initiative of optimizing the Order Management and Distribution (OMD) business architecture to support its specific business performance targets. The initiative aimed at optimizing the business architecture comprising of process, systems and data to enhance flexibility, introduce new brands and adopt requisite strategies in vehicle logistics and distribution. VWGoA was severely challenged due to unavailability of structured documents that bring out the relationship between the underlying transactional business rules embedded within the system applications, processes and policies that were driving the business. Therefore the need was to bring a clear mapping between the business processes and rules around the legacy OMD systems that had been developed over a 25 year period.

## Challenges

There were multiple challenges ingrained in the legacy system impacting the change initiative:

### ***Business Rules visibility gaps:***

The OMD applications had been developed with disparate technology platforms such as COBOL, C, C++, Pro C, Java, J2EE etc and these technologies have evolved over time. Limited documentation of business rules restricted the ability to bring any change in their business processes in desired time to market.

### ***System knowledge was person dependent:***

The User manuals were not updated for several years since ad-hoc system enhancements had not been institutionalized. This led to dependency on individuals instead of systems for knowledge on existing operations.

### ***System Maintainability:***

The present suite of applications of VWGoA had divergent rules that needed to move from older applications into newer ones in order to retire the older applications.

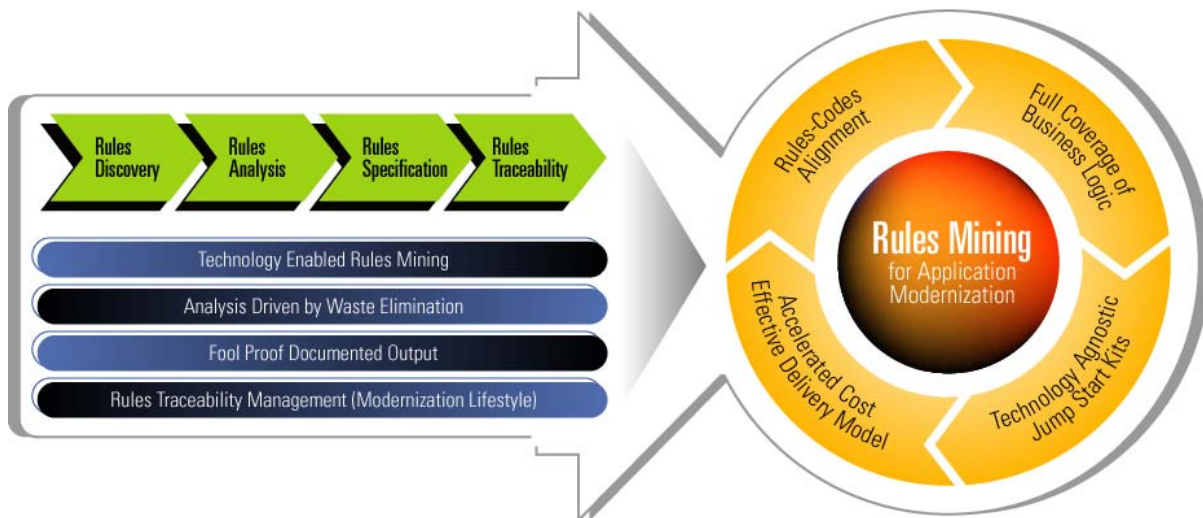
## Why Infosys Was Preferred Over Other Vendors

Infosys was chosen for unique combination of its strong business knowledge in the Automotive Industry and in-depth expertise in Business Rules Management System space. In addition, Infosys had the proven technology expertise and skills to apply this domain knowledge in creating a practical solution quickly.

## Infosys Solution Approach

Infosys adopted a three phase approach to create a common set of business rules and define the best set of business rules based on efficiency (less effort and more output), streamlining and effectiveness (no bottlenecks in the process) and, standardization (within a geography, across a brand, and across regions)

1. **Due diligence:** Infosys interacted with the business practitioners of VWGoA and business analysts from VWGoA IT team to have a clear comprehension of the business processes and activities at granular level. This facilitated in identifying various business variables which are being used by business users across the processes. The prior knowledge of automotive industry and the experience in OMD processes were leveraged in making a clear understanding of the business terminology which are specific to Volkswagen. This helped classify business rules into three categories:
  - a. Mathematical & Analytical :- governed by simple & complex formulae
  - b. Validation rule:- governed by need for validation of a business logic
  - c. User access rule:- governed by the user access business decision



2. **Pilot rules extraction and framework development:** A sample base of 25-30 rules from each system were targeted for system variable identification, mapping these variables to business variables and identifying the boundaries and interaction of business rules within the program. A framework was devised leveraging the business rules extraction tool (**Relativity**) using a mix of automated and semi-automated approach for rules harvesting. The templates for communication with the client and a list of business terminologies to be used for rules authoring were identified.
3. **Mass rules extraction and delivery:** Clear governance for rules verification, prioritization of systems and templates for final delivery were established before mass rules extraction was executed.



The *key Success factors* for this exercise were

- skill set in selection and effective usage of business rules extraction tools,
- ability to combine automated and semi-automated harvesting techniques,
- deep knowledge in automotive industry,
- efficient project management techniques in doing impact analysis, and
- strong collaboration with rules harvesting product vendor and client teams.

## Benefits to Client

### *Client Business Benefits:*

The association of VWGoA with Infosys ensured that its specific domain knowledge, consulting approach, technical expertise and frameworks were fused together to enable the client to drive the enterprise-wide initiative of process optimization. This initiative further reinforced the shift towards a flexible OMD process aligned to global standards. Availability of a single and unified view of business rules helped Business and IT teams to drive optimization and improve speed to market. The traceability of the business rules now paved the way for VWGoA to drive legacy modernization initiative of its OMD operations.

© 2009 Infosys Technologies Limited.

ALL RIGHTS RESERVED

Copyright in whole and in part of this document "Volkswagen taps Infosys' business rules expertise to modernize its legacy order management operations" belongs to Infosys Technologies Limited. This work may not be used, sold, transferred, adapted, abridged, copied or reproduced in whole or in part in any manner or form or in any media without the prior written consent of Infosys Technologies Limited.