

Case Study

Win in the flat world

Enterprise Architecture Organization Transformation Enables IT Governance and Creates Shared Vision of Architecture

Tesco partnered with Infosys to revamp its Enterprise Architecture function resulting in better alignment with enterprise standards, a clear demonstration of the value of Enterprise Architecture, and consistent and repeatable processes for defining solution architectures amongst other benefits.



The client

Tesco, a UK-based international grocery and general merchandising retail chain, is the largest British retailer and the world's third-largest grocery retailer. Over the last ten years Tesco has built a thriving international business, accessing markets with over two billion people, reaching out to an increasing number of customers all around the world.

It has a well-established and consistent strategy for growth, which has allowed it to strengthen its core business and enter new markets. In recent years Tesco has diversified into new areas like retail services and non-food, while simultaneously expanding its global footprint. Today it operates over 3,000 stores around the world providing a variety of services and products.

Background

Tesco had a centralized architecture group, based in the UK, which was technically competent but unable to prove value to its stakeholders. It was faced with the following challenges:

- Lack of a shared vision for architecture
- Focus on short-term architecture delivery at the cost of long-term planning
- UK-centric architecture practice and standards preventing adoption across its global operations
- Limited governance mechanism to enforce standards
- Lack of formal external and internal communication of architecture standards and content

These challenges hampered Tesco's ability to scale and build an execution platform to support its worldwide growth. Other problems included:

- Limited long-term planning around architecture strategy and standards
- No end-to-end view of the Enterprise Architecture. Most architecture was domain or portfolio focused (such as Retail, Commercial, Finance, and HR) without cross-functional integration
- Limited authority to govern the choice of design patterns, technologies and vendors for projects, which led to increased Total Cost of Ownership (TCO) for the IT landscape

Infosys' Role

Tesco engaged with Infosys to:

- Assess and analyze issues impacting the architecture organization
- Create a shared vision of the architecture
- Propose and define a new operating model for the Enterprise Architecture team
- Provide the knowledge to set up new architecture processes, the organization structure to support them, and a governance framework

Infosys' Solution

Infosys proposed an assessment and transformation engagement to overcome the challenges and identify the root causes of limited effectiveness. The engagement comprised three phases:

Phase 1

Infosys interviewed the EA leadership, key business and IT stakeholders for expectations. Information related to existing architecture governance processes and documentation was also collated.

Phase 2

A root cause analysis was performed to identify critical constraints and drivers for identified issues. Infosys also presented industry best practices along the following areas:

- EA program engagement model and organization structure
- EA content creation and governance processes
- EA program metrics

This enabled a joint definition of target EA operation and engagement model for the EA team. This model also included recommendations for EA processes, and associated effectiveness metrics and a continuous improvement framework

Phase 3

Infosys conducted information sharing sessions with various levels, including senior leadership about the new operating model and framework. Infosys also conducted several training workshops for solution architects and train-the-trainer sessions for the EA team so that Tesco would be self sufficient in moving the program forward.

Results and benefits to the EA team

Some of the key deliverables of the project included:

- Tesco Enterprise Architecture (EA) mission and purpose to build group morale and participation
- EA process and service catalogue for IT and business
- Engagement model that measures and tracks architecture alignment and usage
- Communication plan to disseminate information and engage all stakeholders
- Improved alignment of EA activities with group-wide initiatives
- Metrics and measurement framework to track EA effectiveness
- Definition of a Solution Architecture process and template


Benefits for Tesco

- Clear understanding of services and associated value offered by EA
- Better alignment with enterprise standards and reduced TCO
- Reduced integration and technical quality issues
- Consistent and repeatable process for defining solution architectures
- Better alignment and integration of business and IT through the definition of an architecture governance framework



Mike Yorwerth, Head, Group Technology & Architecture, Tesco

"Infosys applied a structured methodology for assessing and identifying gaps in our architecture governance approach. Infosys' EA Governance Framework was instrumental in helping us define a target operating model and identify our current best practices. We have since significantly improved architecture governance, leading to faster time to market of our projects and reduced exceptions to standards. Our IT and Business functions have also recognized the value of the architecture function."



Read more about [Infosys' Enterprise Architecture Services](#)

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