



Adaptive Enterprise를 위한 IT Governance 추진 전략

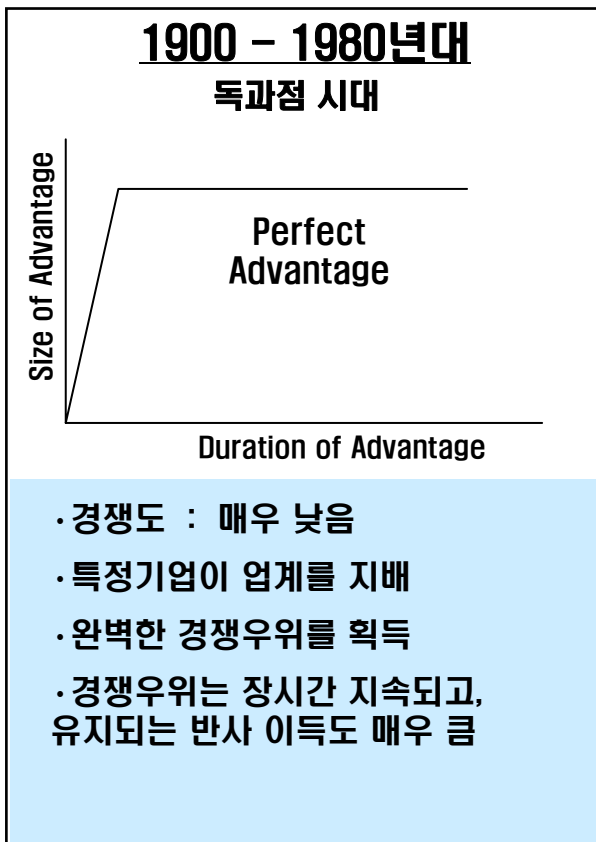
Seung-Hwan Park
Hewlett-Packard



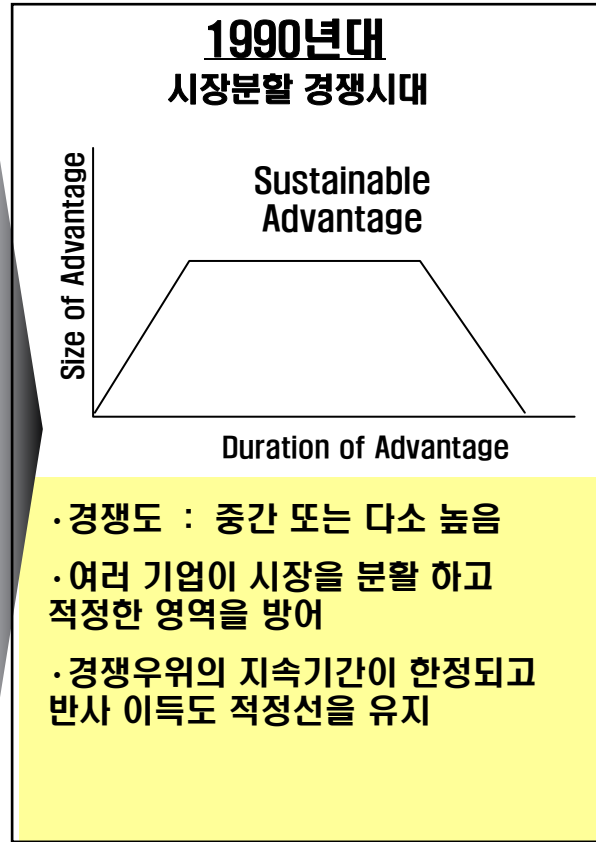
초경쟁 시대 (Hyper Competition Era) 도래

글로벌 경쟁 환경하에서 시장 경쟁도가 매우 치열하고 불확실성이 높아짐에 따라 기존에 확보한 경쟁우위의 유지기간 조차도 계속 짧아지고 있는 초경쟁시대 (Hyper competition) 도래

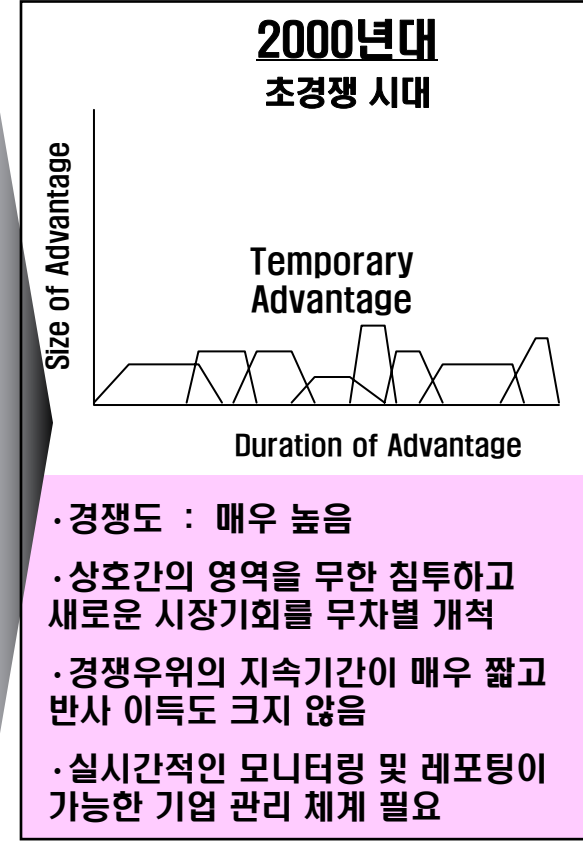
→ Extreme Pain : 어떻게 민첩히 변화하여 지속적인 경쟁우위를 확보할 것인가 ?



“Blue Ocean”



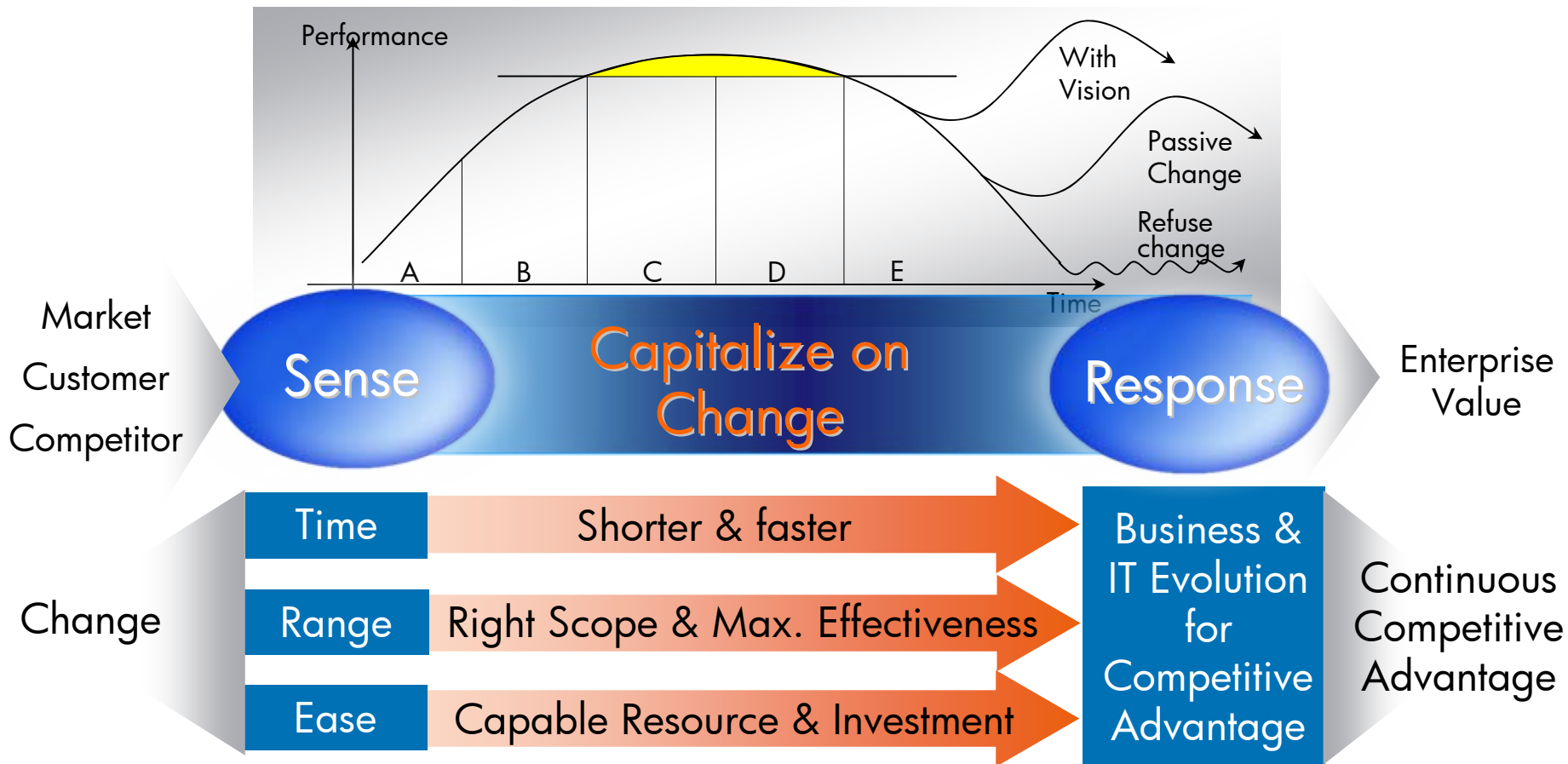
“Yellow Ocean”



“Red Ocean”

변화를 자산화하는 기업 모델 등장

- 오늘의 성공이 내일의 성공을 보장하지 못한다는 냉엄한 현실의 인지
- 남보다 빠르게 변화를 관리하여 대응하는 기업만이 미래에 생존 => 변화를 자산화
- Adaptive Enterprise, Real-Time Enterprise의 기업 모델 등장



변화 관리 수단으로서 IT Governance 부상

변화하는 주변 환경에 빠르게 적응할 수 있는 Adaptive Enterprise를 실현 하기 위해서는 Biz와 IT를 동기화하여 함께 관리하는 IT Governance 체계가 필요

Hyper-Competition 시대의 Adaptive Enterprise

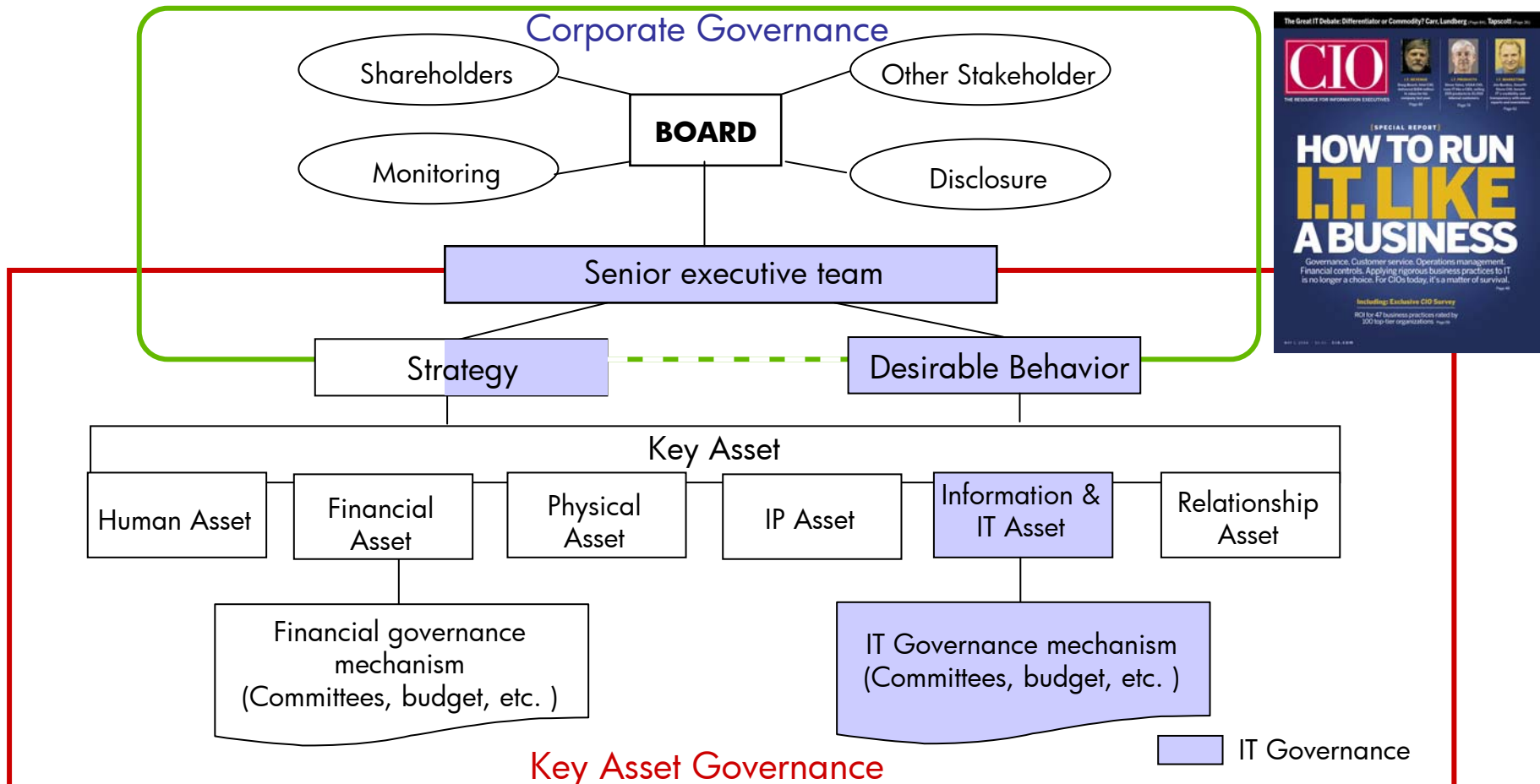
변화에 대한 적응 능력을 갖추고 변화를 기회로 자산화하는 기업만이 미래에 생존할 수 있다.

- IT와 비즈니스가 가장 최적의 상태로 조율된 동기화 체제를 유지하며
- 이의 구성 요소인 infrastructure, management, control, business applications 및 business processes를 전사적 관점에서 끊임없이 진화시켜 나가도록 함.

전사적인 통합 IT Governance를 통해 기업의 변화관리를 민첩히 실시하여 계속적으로 경쟁우위를 창출/획득

CIO의 현안...IT Governance Pressure

- 21세기 선진기업으로서의 Corporate Governance 체계를 제대로 갖추고자 한다면 반드시 IT Governance를 함께 도입하여 추진토록 권고 (OECD Principles)
- CIO에게는 IT를 비즈니스로서 운영하고 관리하라는 IT Governance 체계가 뜨거운 감자로 대두 (Run IT Like a Business)



IT Governance 추진 개념

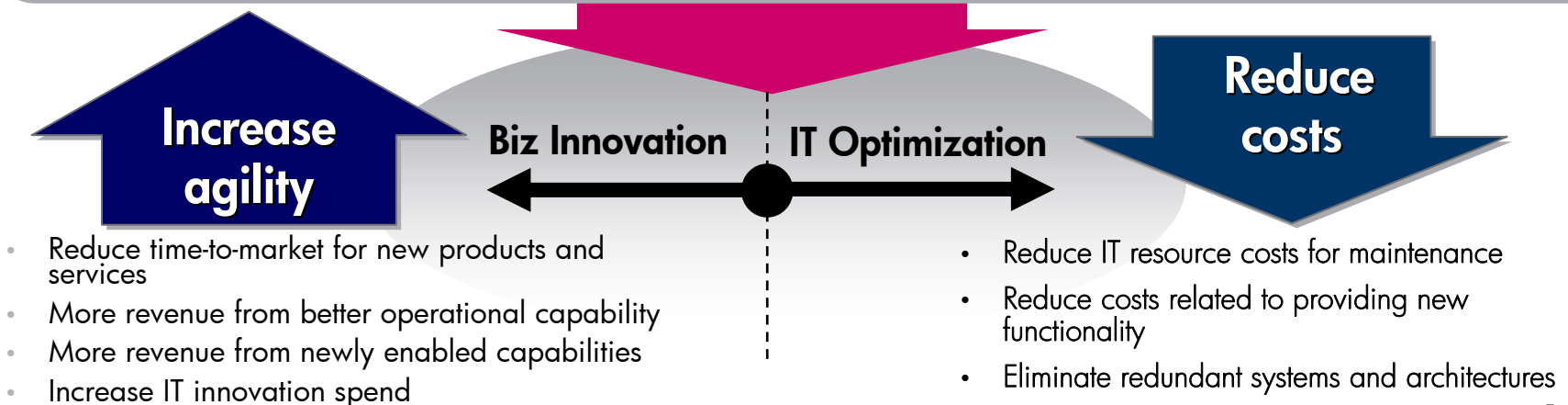
IT Governance는 비즈니스 전략 및 목표와 Tightly Coupling 하여 IT 관련 투자 및 리소스를 동기화하고 목표달성을 위해 조직/프로세스를 전사적 Rule하에 민첩히 대응하도록 관리하는 IT 경영체제임

“조직의 戰略과 目標에 부합하도록 IT와 관련된 리소스 및 프로세스를 統制·管理하는 體系”

- Samsung Electronics

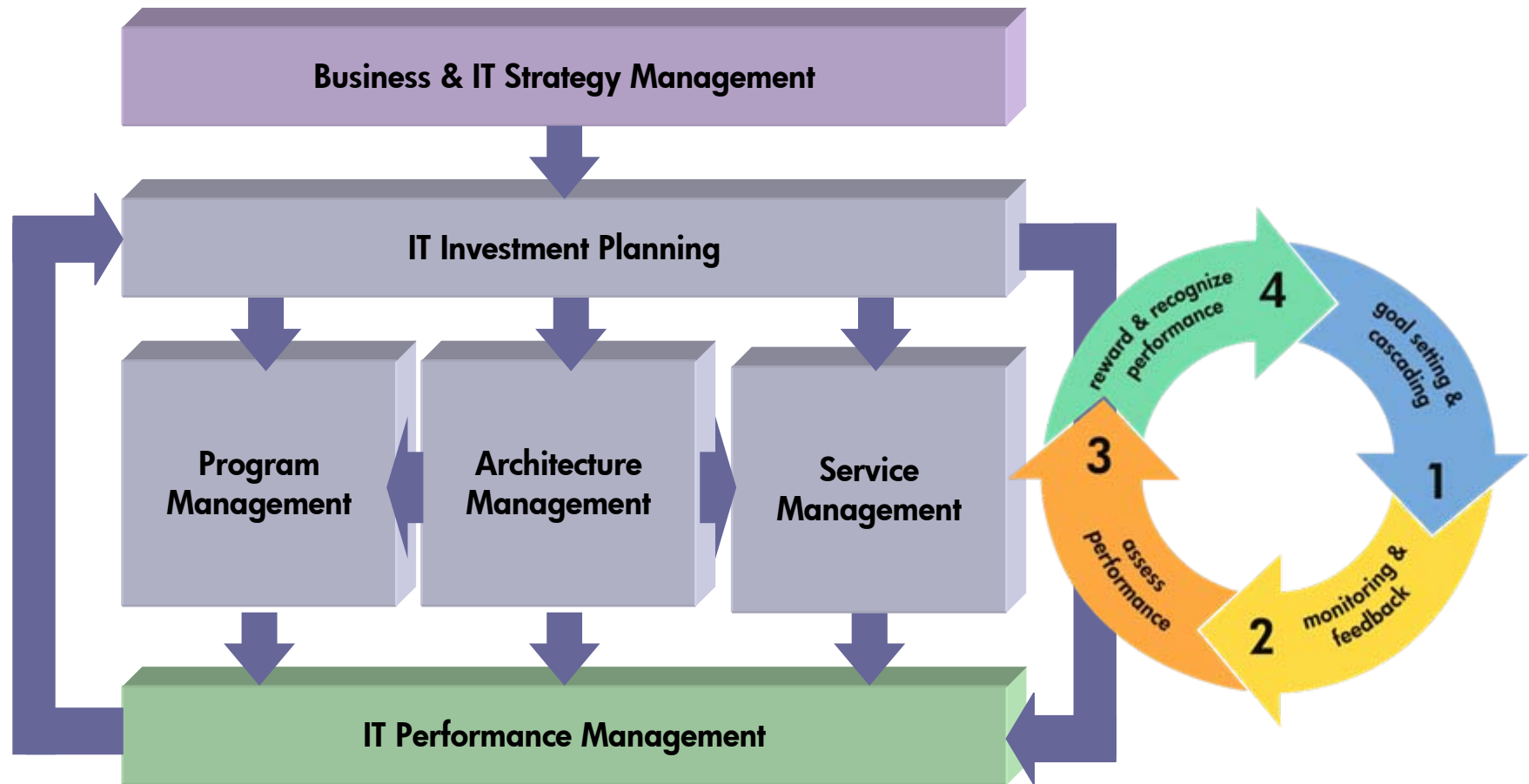
“Business 변화에 대응하여 민첩히 IT 의사결정을 내리고 통제하는 조직 (Organization)/프로세스(Process)/규칙(Rule)들의 일관된 IT 경영 體系”

- HP CIO Council



추진전략 1 : IT 경영체계로서의 IT Governance

IT Governance는 기업 전략을 기반으로 비즈니스 중심의 IT 목표 및 혁신테마를 설정하고, 이를 기반으로 투자계획에서 실행, 모니터링, 성과평가 까지 IT를 끊임없이 민첩하게 변화관리 하여 목표를 달성하는 IT경영 체계 임.



추진전략 2 : One Enterprise Governance 모델

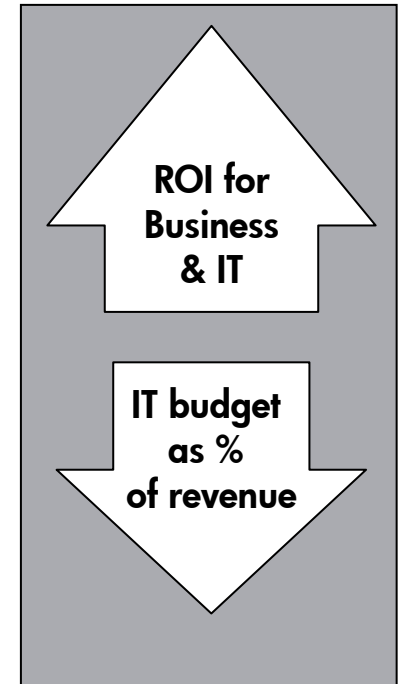
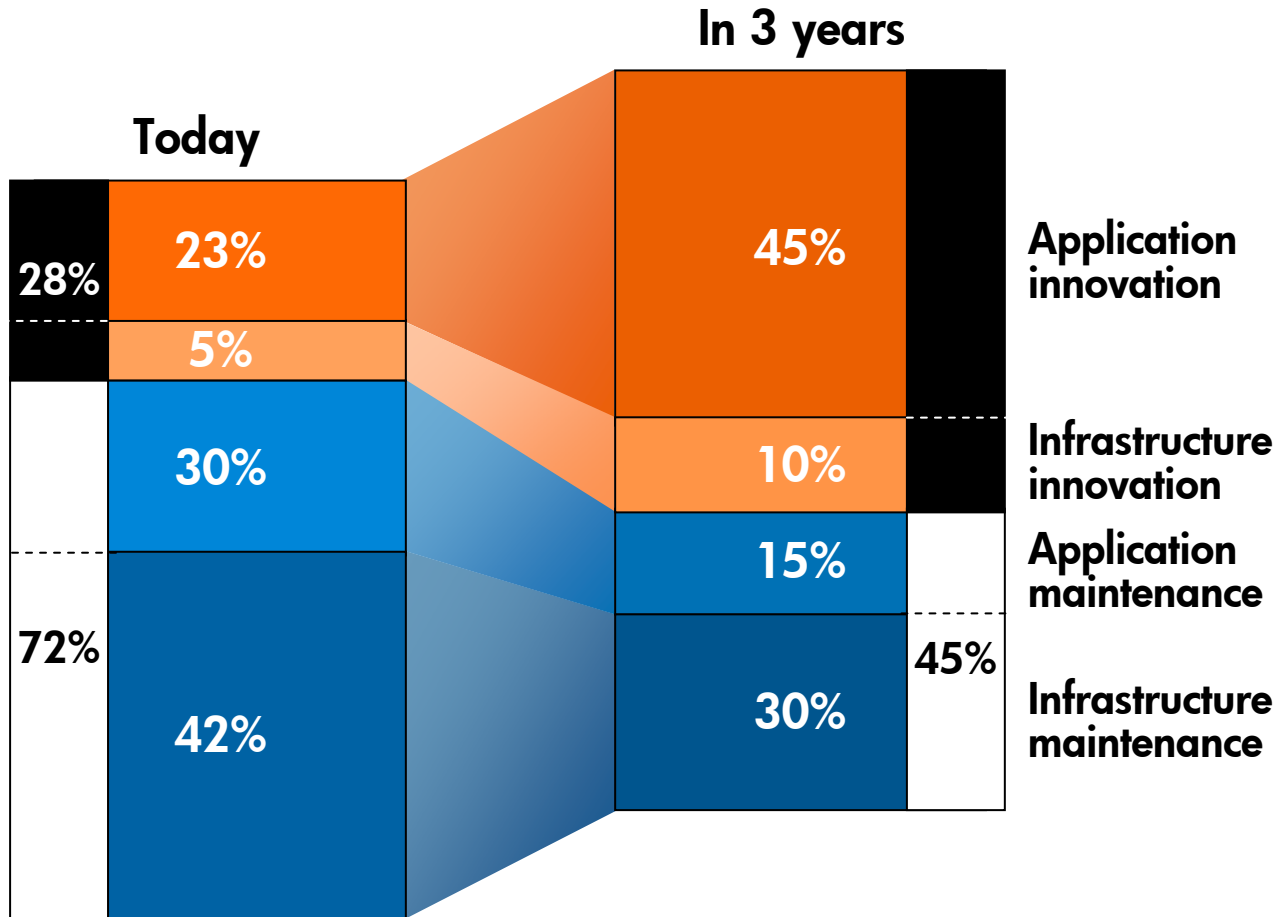
기본적으로 기업의 비즈니스와 IT를 함께 혁신/관리 해가는 One Enterprise Governance 모델을 바탕으로 IT Governance 추진 전략을 세우는 것이 중요



- **Deliver value** - Capitalize on opportunities for competitive advantage
- **Manage risk** - Integrates and institutionalizes best practices
- **Accountability** - Provides structure which links, people, processes and information to strategies/objectives
- **Measurements** - Assures efficient and effective measurable improvements

추진전략 3 : 건전한 IT 투자 포트폴리오 실현

기업 IT의 유지비용은 적게 들고, 혁신비용은 증가하는 근본적 IT 투자 패턴의 건전성 확보가 가능하도록 전략적으로 IT Governance를 추진토록 함



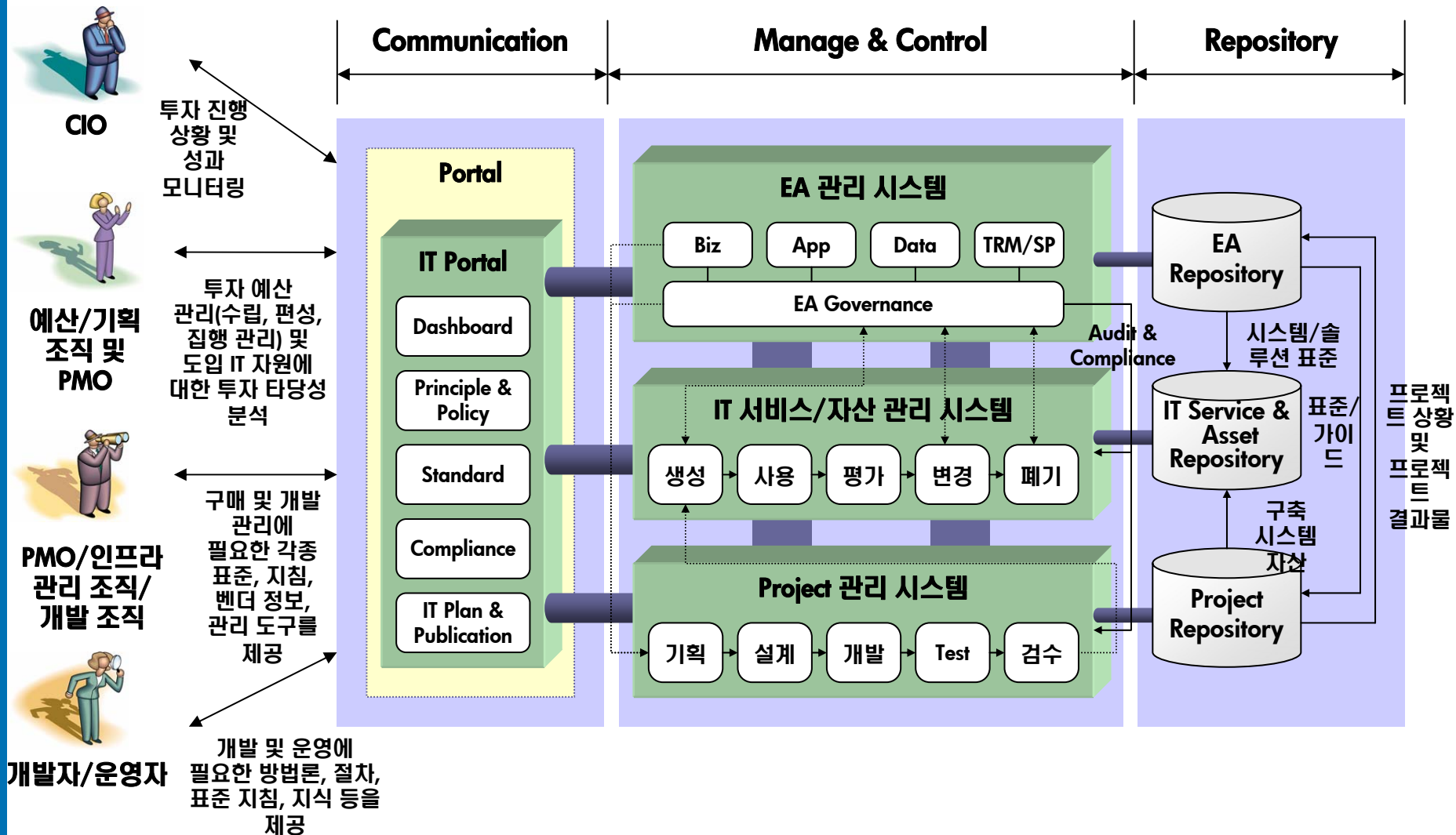
Source: HP IT

추진전략 4 : Visibility-Based IT Governance

전사적 아키텍처맵을 통해 전사적인 전략지도와 전술교본을 갖고 경영진에서 현업, IT 담당자까지 동일한 해석 하에 혁신을 설계(Design)/ 연계(Cascade)/ 협업(Collaboration) 하여 체계적으로 추진 할 수 있도록 “**눈으로 보고 관리하는 IT Governance 체계가 필요**”

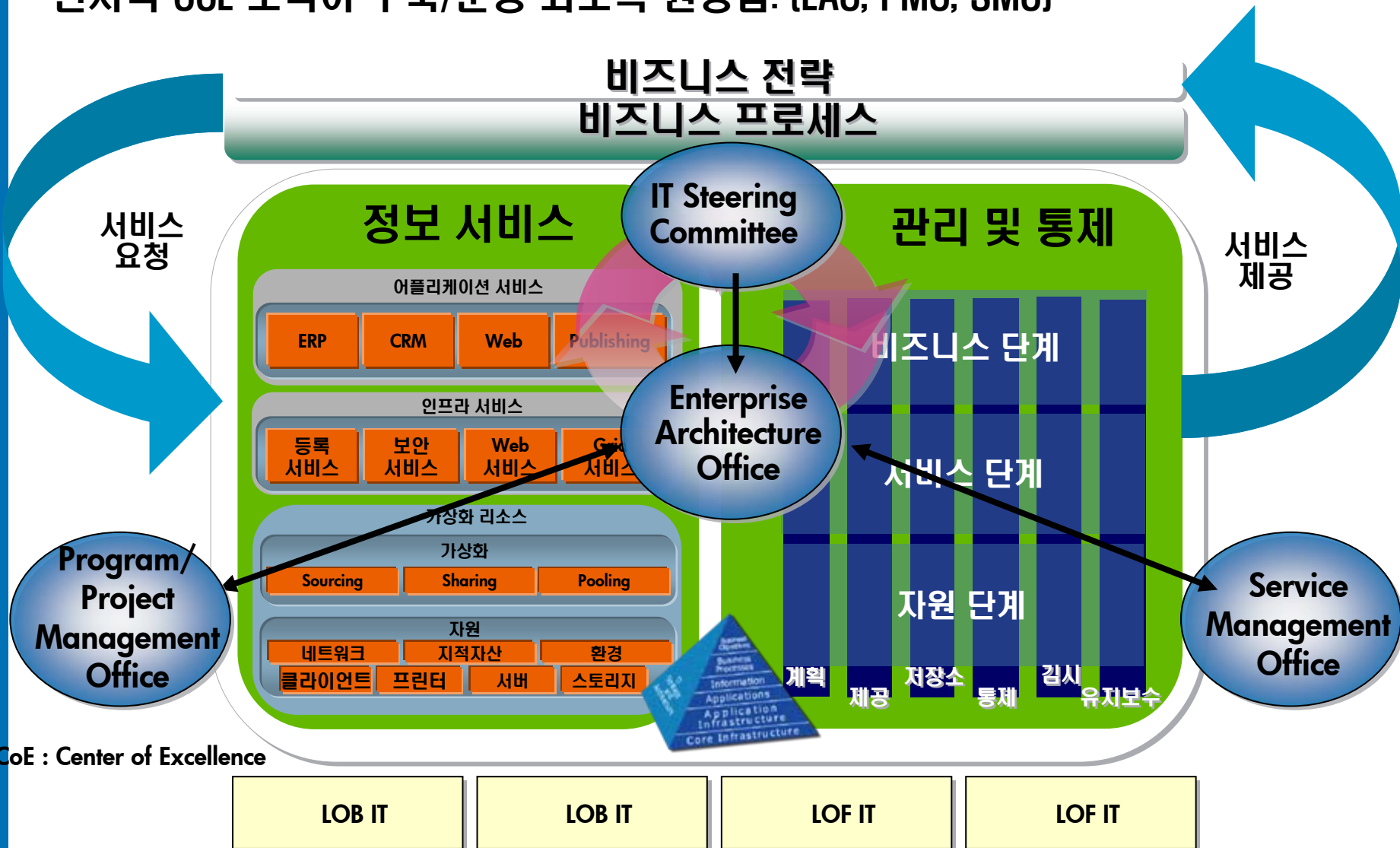


추진전략 5 : IT관리 시스템들의 통합 연계



추진전략 6 : 전사 COE 조직의 구축/운영

효과적인 IT Governance를 실행하기 위해서는 다음과 같이 3가지 형태의 전사적 COE 조직이 구축/운영 되도록 권장함. (EAO, PMO, SMO)





IT 최적화를 위한 HP IT Governance 적용사례



Background #1 - IT Merger Challenge

Application and Reporting 'instances'
11,000

Databases
5,000

Monthly calls (IT help centers)
141,000

Managed storage
606 Terabytes

Servers
24,900

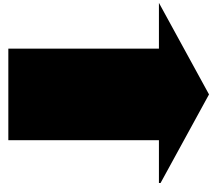
HP MS managed desktops
188,014

Weekly email volume
26,300,000

IT professionals
9,564

Network routers Network switches
11,776 440,622

Sites networked Countries
1,193 >160



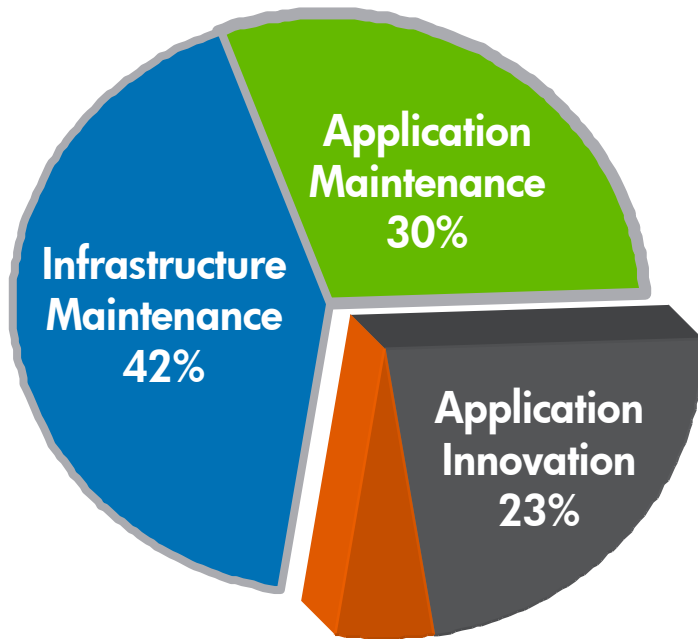
**Too Complex Business, Application & Infrastructure
to sustain Competitive Advantage**

Background #2 - HP IT Spending Mix Strategy

“More Strategic & More Optimized IT”

IT Current State FY03

3.9% of Revenue

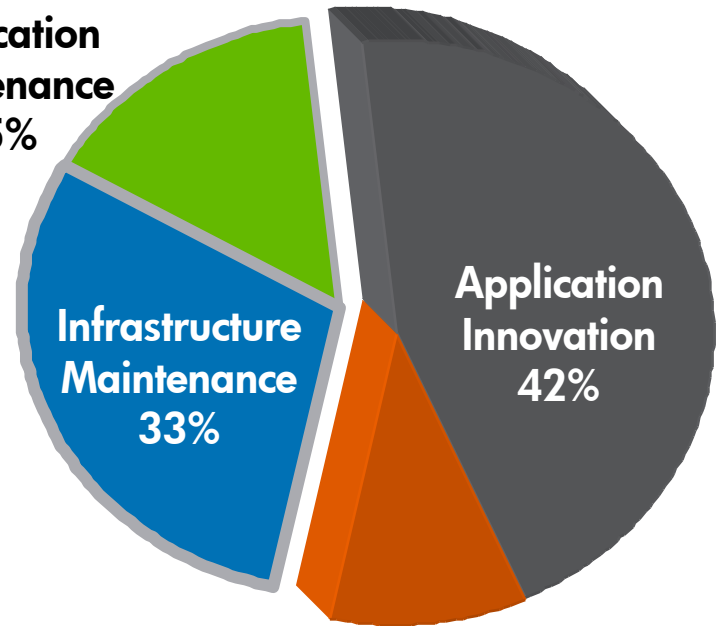


Infrastructure
Innovation
5%

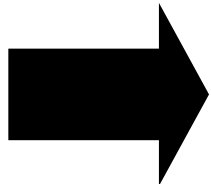
IT Future State FY07

3.0% of Revenue

Application
Maintenance
15%



Infrastructure
Innovation
10%

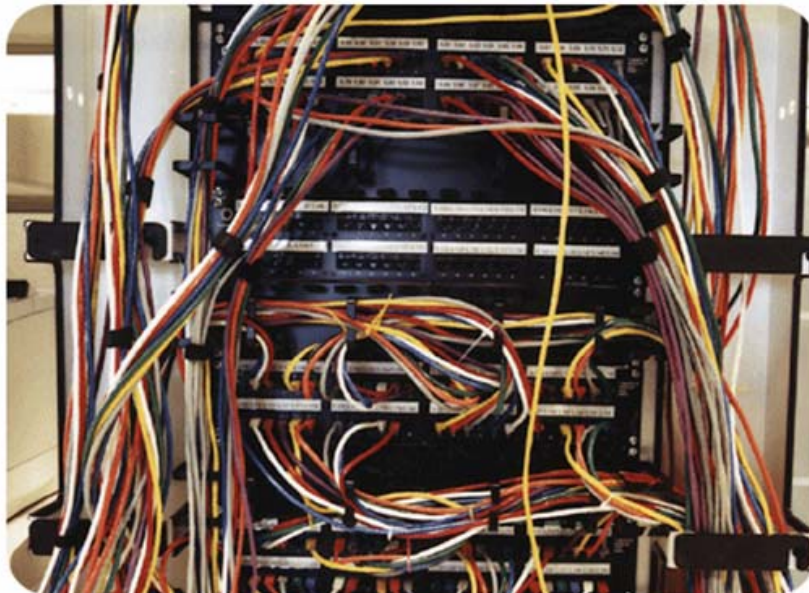


Simplification frees up budget, assets and resources for new IT initiatives

IT Simplification, Simplification and Simplification !!!

At the start of our Simplification Program

the it environment had grown up over time, leading to a fragmented operational environment that was expensive to maintain, and lacking speed and agility in responding to the increasing demand in the changing market.



Statistics as of 2003

application instances: 3000+

application systems: 1500+

Support and Innovation Spend 50/50

At Start of Program

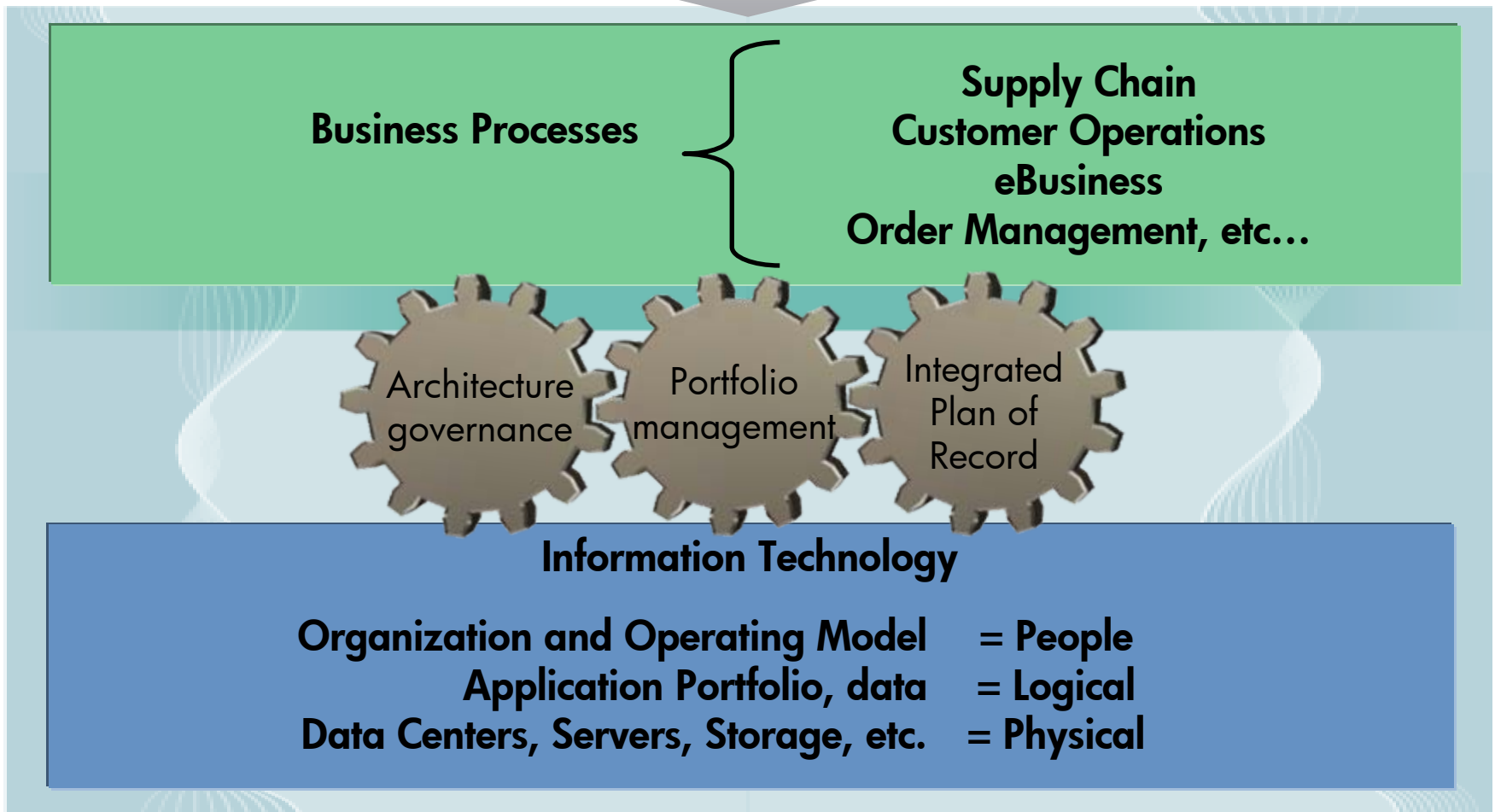
Initial annual support cost : 46%

Initial expected increase rate: 10% /yr

Under IT Governance

“IT Governance is Key to Innovation & Simplification”

IT Evolution Under IT Governance



HP One Enterprise Governance Model

1

Top Line Management

Biz. Innovation By Strategic Investment Management



One Enterprise Strategy (Biz. + IT)



2

Integrated Plan Of Record (Biz. + IT)



Governance



Enterprise Architecture



5

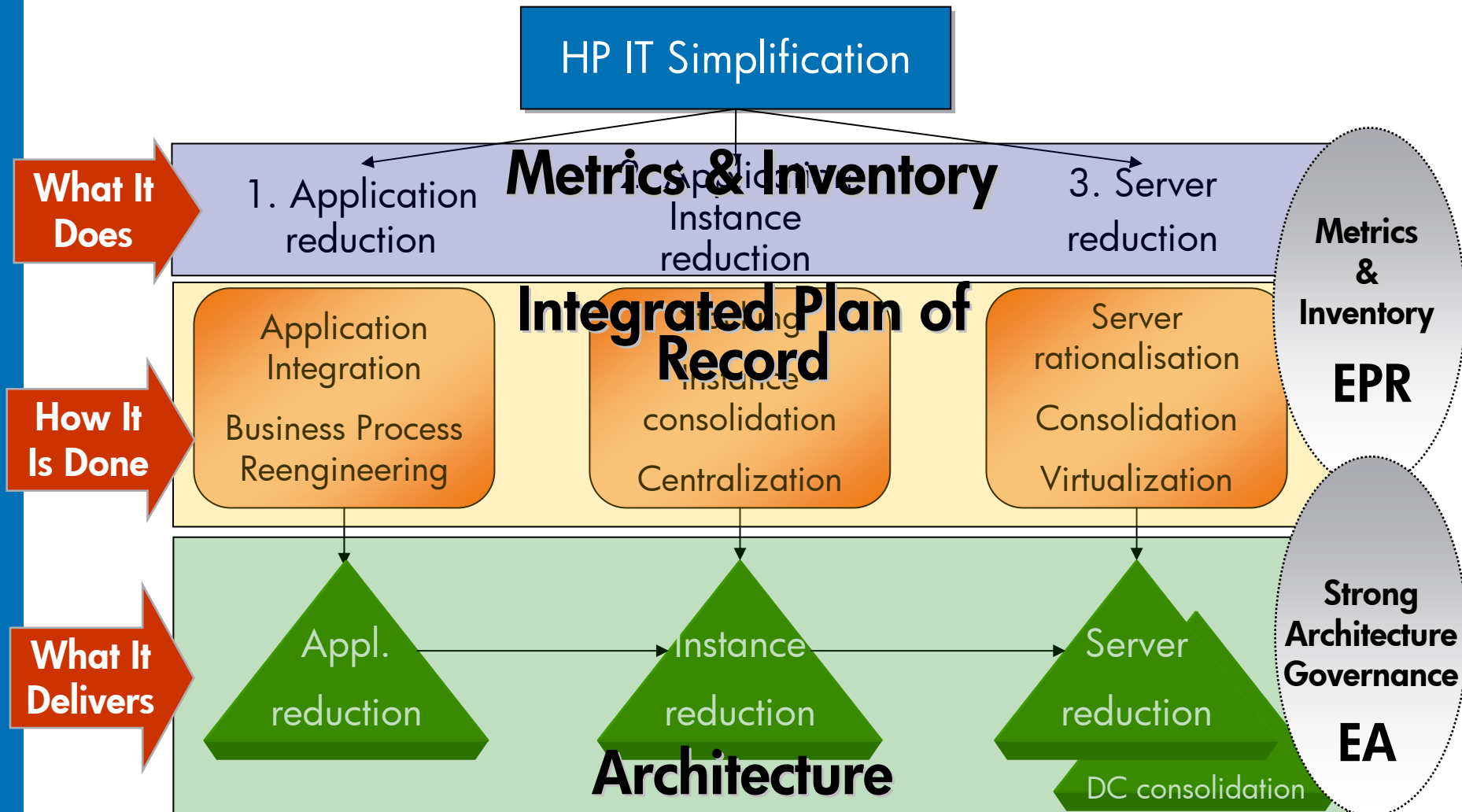
Program Mgmt. Office

2

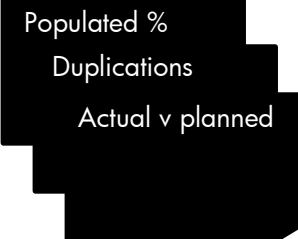
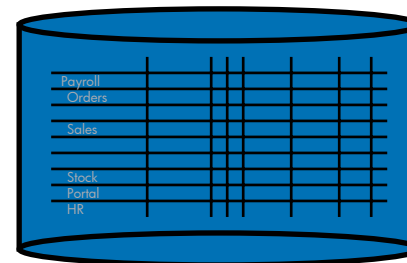
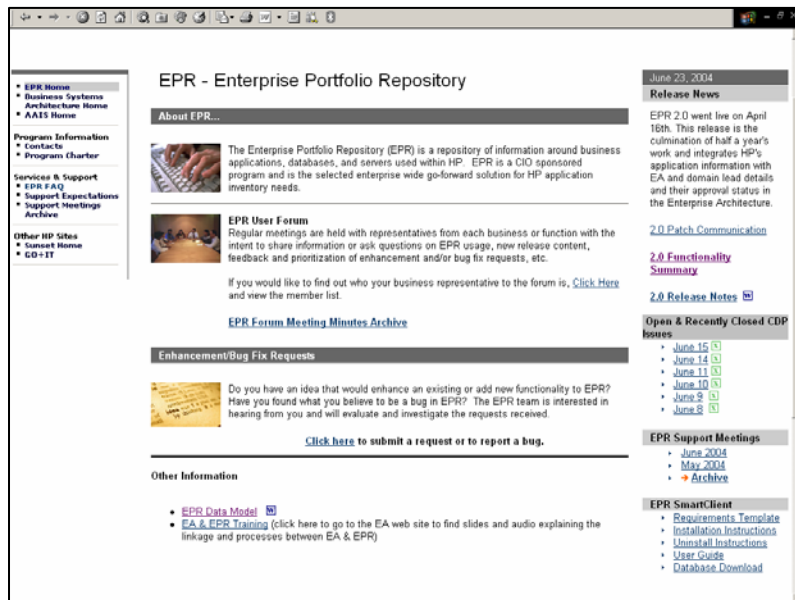
Bottom Line Management

IT Cost Reduction By IT Simplification

2 IT Cost Reduction Framework By IT Simplification



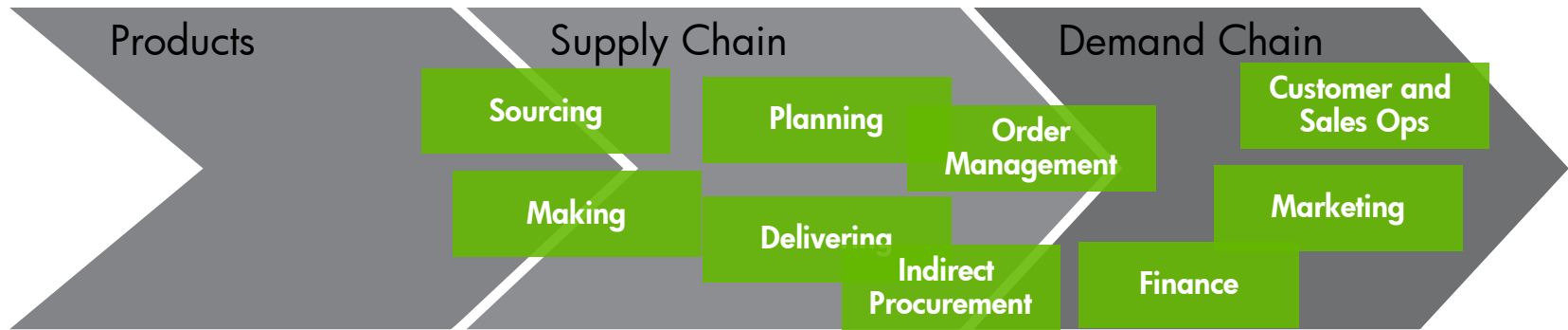
Application inventory tools enable the Application Simplification process



- EPR has a set of required fields per application/instance/DB/server and multiple optional fields.
- There is a need to take a company wide decision on attributes such as non-production instances of applications.
- There is a need to evolve the data model by business unit in line with the business unit requirements and plans.

- **Architectural artifacts** called out in preliminary (initialization) phase are critical in guiding the initial selection of candidate applications, and subsequent decisions on which applications to actually eliminate
- Choosing, creating or combining a **process model** (both business or technology) is a prerequisite to producing the EMAR (Executive Management Application Roadmap) diagram (**process-to-application matrix**)
- EMAR diagrams will drive the **selection of focused areas** from which to initiate Simplification efforts, but not necessarily the candidates to eliminate, which requires detailed analysis (“Deep-dive”)
- **Deep-dives** (detailed analysis) into each focus area require business owners, SME’s and area experts to validate the selections made, and to determine the true levels of effort and subsequent impact
- Deep-dive efforts will produce **roadmaps** that will influence application portfolio PORs and initiate Simplification activity – Executive Management support is critical
- **A strong architecture governance process** ensures that targets are being achieved, and that selected applications are not later being backed out of the process

HP IT Journey By Number



Phase 1

Phase 2

Pre-merger

7,000+ applications

25,000 servers

300 Data Centers

IT cost = 4.6% of revenue

Innovation = 28% of IT spend

Today (2005)

4,000 applications

19,000 servers

85 Data Centers

IT cost = 3.5% of revenue

Innovation = 34% of IT spend

Target

1,500 applications

10,000 servers

11 Data Centers

IT cost = <3.0% of revenue

Innovation = 50% of IT spend

Adaptive (Business Processes)

Efficient (Applications)

Stable (Infrastructure)

HP IT Simplification - Lesson Learned

- **Watch out for scope creep**
- **Data collection is one of the most difficult parts of the process**
- **In heterogeneous environments, deploy SOA as much as possible**
 - Decoupling the various layers gives more options in terms of Simplification Paths.
- **Allocate enough resources**
 - Data migration - tends to be underestimated
 - Suggestion: keep a dual environment during transition period (e.g. warranty project in HP)
 - Change management. Retirement of applications may bring changes in the business processes with potential impact on customer experience & business results (e.g. retirement of pmC contract systems)
- **Simplify business processes when possible as applications are retired**
 - This is where the big savings are – see “Simplification Glass Ceiling”
- **Demonstrate early visible accomplishments**
 - Tangible Enterprise Simplification and Cost Reduction
 - Fast issue resolution; not perceived as an obstacle or impediment
- **Watch for signs that things are wrong**
 - More apps being added than retired
 - Apps that were targeted as “sunset” suddenly reappear in plans as “strategic”
 - Job preservation? Antibiotic behavior?
 - Were the right people or data in the effort?
 - Major program delays & POR slippages ripple through smaller legacy retirement programs

경청해 주신 것
감사 드립니다



i n v e n t