



Delivering strategic
outcomes and real
world results

WhiteSpider Approach and Portfolio

EXECUTIVE SUMMARY



Enterprise agility is never an accident. It is always the result of intelligence planning, commitment to standards, and a focused effort.

- Phil Lees, Managing Director, WhiteSpider

The manner in which ICT services are used within organisations is constantly evolving, however the nature in which solutions and professional services are provided is not adapting in line with the requirements demanded by these organisations.

Technology developments in areas such as public cloud services, and the ongoing consumerisation of IT means that IT users in our businesses no longer see IT as a complicated and overly expensive grey area. Users see the real time access and ease of use from places such as iTunes, Amazon, Sony PSN, Netflix, and Google play and expect similar levels of real-time availability, functionality and access to systems within the workplace. Unfortunately, IT within businesses tends to be unnecessarily complicated, slow, inefficient, quirky, silo'd and expensive. Organisations tend to be nervous about adding new services because of the way the business capabilities may be affected or the unpredictable costs associated with ICT projects. Because of these problems, IT and the teams who support it are typically viewed in a bad light.

Many of the perceived failings of IT projects arise from 3 key areas

- Failure to plan accordingly
- Not ensuring a standards based approach, i.e. having enterprise standards for architecture and engineering
- Not having sufficiently experienced resource to carry out the activity or to react when the plan fails.

These areas can be addressed by calling in specialists to support you throughout the life-cycle of the project, however therein lies one of the more common predicaments in the procurement of professional services;

1. Do we bring in an architecture specialist organisation to help with the translation of business strategy and help us define a set of process and technology standards, but who typically don't carry out the low-level configuration, installation and testing of the solution,

Or

2. Do we bring in a system integrator who will design, build and test a solution, but will be less focussed on the solution actually meeting the overall strategy of the organisation.

This predicament is known as the delivery gap, and it is this problem that WhiteSpider has focussed on with the creation of its ea⁴ portfolio of services.

In principle, ea⁴ allows WhiteSpider to deliver end-to-end professional services, from the translation of business strategy into ICT strategy, all the way through designing, delivering and operating an ICT system in an approach we refer to as 'Applied Architecture.'

This document goes on to discuss in detail the approach WhiteSpider follows, along with a high-level breakdown of a typical engagement that utilises the 4 pillars of ea⁴.

ORGANISATIONAL CHALLENGES

Overview

In the business world that can transform in the blink of an eye, complexity is the normal state for most organisations. Technology needs to keep up with this increased pace of business, however, all too often IT organisations are seen as unable to match the pace of change, with a high proportion of projects failing and services being slow to be delivered. All of this leads to a lack of trust in IT organisations.

Whilst often these organisations have highly skilled internal resources who have in depth skills and expertise relevant to the technology deployed within their network, sometimes it is necessary to employ the services of third party. This enables them to access additional skills, particularly for sporadic large projects where they lack the critical, necessary skills and experience.

However, this leads to another challenge – can that type of organisation provide the necessary expertise. There are typically two types of organisation, those that have expertise in Enterprise Architecture, and those which focus on System Integration. In our experience, there is an air gap between the Architects and the Engineers. Architects know what they want, but this does not translate into delivery strategy. This results in projects not delivering on business objectives.



WhiteSpider's technical capabilities are top notch - they are smart guys with exceptional motivation, love of technology and the determination to get the job done.

- Jeff Negrete,
Infrastructure VP,
Persons Brinckerhoff



The Enterprise Architecture Organisations

Enterprise Architecture (EA) organisations serve as a bridge between boardroom strategy and technology strategy, and can provide effective and consistent analysis, planning and design of strategic needs. They aim to solve one of the most difficult challenges of modern enterprises: helping senior leaders in their goal of bringing about the changes needed to deliver the strategies. EA organisations have key strengths in areas such as:

- Understanding business objectives
- Utilising conceptual frameworks that present issues clearly
- Translating business strategy to IT strategy

However, whilst EA organisations know what they want, this does not always translate into delivery strategy:

- They typically focus on sophisticated, complex frameworks that can deliver reference architectures that are not understood, so either ignored or result in overly complex solutions with lengthy engagements.



- They are good at documenting current and future technology infrastructures, but less able to deliver meaningful business outcomes.
- They use technology standards, roadmaps and engineering practices that fail to take adequately into account the delivery of the technology solutions.
- They can be too focused on the technology, and not on the business outcomes, people and culture.



The System Integrator Organisations

Systems Integrators bring a designed solution into reality within the environment of the existing infrastructure. These organisations are good at technical delivery, being highly skilled within their product areas, and able to support products post-delivery.

Their focus is on delivering a solution within the constraints of delivery time-scales, project deadlines and existing systems. The focus on the product and technology means, however, means SI organisations focus less on the business strategy and desired outcomes – they are driven by the solution, not the approach.

Furthermore, these organisations often lack the specific, detailed specialist skills required to deploy a complete solution, and deliver services in a commercial manner, using complicated pricing models and a strong emphasis on keeping within time constraints. This can result in poor quality; lack of optimisation and features not fully implemented.



The Delivery Gap

The disconnect between the two types of organisation leads to a 'delivery gap.' The high-level strategy, roadmaps and technology standards and patterns developed by enterprise architects are passed to engineering resource to implement. The detail of the design is left to the engineer and is primarily technically focussed, not informed by the strategy for fine-tuning in subsequent activities.

After spending so much effort on developing and finessing the strategy, the responsibility of implementation is simply "thrown over the fence" to the operations team leading to a disconnect between the 'strategic vision' and 'operational reality.' Furthermore, the implementation and subsequent operational activity don't provide feedback to the strategy. The result is that, more often than not, a solution that is not aligned to the business strategy or outcomes. WhiteSpider's approach is designed to overcome these delivery shortcomings.



The Principle of Applied Architecture

Applied Architecture is the terminology we give at WhiteSpider to a holistic approach to enterprise services. Applied Architecture is focused on helping organisations execute their technology strategy in a way that is agile, accountable and delivers strategic outcomes and real world results.

The ever increasing rate of change in the world of enterprise IT requires a new approach to technology architecture. It's no longer enough simply to provide the "strategic or architectural direction" for an organisation. At WhiteSpider, our approach is to get involved in the application and ensure that an organisation's strategic requirements exert influence on all levels of the technology implementation.

This 'applied architecture' approach we take is the basis for our unique framework, ea⁴ and ensures we can deliver IT services that are aligned to business goals. Our approach is based on a flexible use of enterprise standards, meaning that when long term strategic destinations are set, the actual implementation may differ from one instance to another dependant on the environmental, technical and business conditions.

We bring a wealth of industry knowledge, experience and best practices across both architecture and engineering practices. We have a strict policy of our consultants maintaining currency in both technology trends and the technicalities of the latest product offerings on the market.



WHITESPIDER APPLIED ARCHITECTURE

Guided Principles



Technical Innovators

We understand that business value cannot be achieved through technology alone. It starts with people: The strength of WhiteSpider lies in our experts. Without this firm focus on the individual strengths of our people, we would not be able to deliver successful solutions to clients from a wide variety of industries and backgrounds.

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Focussed Specialists

Our customers, always employing highly capable IT professionals themselves, rightly expect a superior level of excellence from their suppliers. That is why our practice leaders are unrivalled experts in their fields. Our experts are proven 'go-to' individuals of their area of expertise, able to create better solutions for our customers.

As businesses, we need to create the whole package that is more than being experts in the aim to stand out from the rest. We need to be human, creative, and confident have a track record and responsibility for our customers. Our experts are always on hand to ensure clients can always access support and advice when they need it.



Truly Vendor Independent Advisors

Whilst some firms, with an emphasis on the salesperson -as- advisor, push solutions rather than embracing the role of a trusted project advisor, we understand that independent advisers are a vital resource for enterprises – that is why we remain vendor neutral strictly. Our leaders and practice leaders are acutely aware of the environment we work in – ensuring we are not 'heads-down' all the time, but keeping up to date with changes in business imperatives and technology advances.

We achieve this through our access to multiple clients, multiple vendors, and high specification lab environment where we test and evolve the design concepts we take to our customers.

We provide independent support for organisations both during the design, development and vendor selection process as well as during the project implementation. Our experience of working across multiple vendors has shown that different vendor technologies bring different benefits to different situations. Our people have first-hand knowledge of the various products – new products with which our customers often lack prior knowledge of. We are led by delivering on our customer's outcomes, rather than our suppliers.



Bespoke and Proprietary Service Delivery Framework

All too often organisations struggle to deliver services quickly to meet business imperatives. The deployment of new services can be time consuming, due to the complexity associated with integrating the service into existing systems and business infrastructures. Heterogeneous environments, rigid established systems, proprietary applications or technology and siloed information make it challenging to deliver new services that are fully aligned across the enterprise and deliver the business objectives.

WhiteSpider's ea⁴ framework helps organisations bring all aspects of IT service together in a structured approach that enables standards based growth and delivery on business goals. We have developed ea⁴, based on our work with many global IT organisations, from engineers to stakeholders to CIOs with a structured approach to standardising IT services.

ENTERPRISE AUDITING

STRATEGY
INVENTORY
LIFECYCLE
QUALITY



ENTERPRISE ARCHITECTURE

ARCHITECTURE
TECHNOLOGY
ENGINEERING
APPROACH

ENTERPRISE ALIGNMENT

DESIGN
DEPLOYMENT
INTEGRATION
SUPPORT



ENTERPRISE ASSESSMENT

PERFORMANCE
EMULATION
OPTIMISATION
DIAGNOSTICS

The Ea⁴ Framework



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Using the framework we are able help meet your business objectives such as:

- Improve financial efficiency, by optimising on CapEx and OpEx.
- Enhance organisational performance through improved productivity, revenue and profitability.
 - Increase agility, enable the business to be first to market and increase competitive advantage.
 - Create business visibility by delivering effective operations that achieve business strategy and business success
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Time Tested and Proven

WhiteSpider has developed the ea⁴ framework based on years of experience in refining and improving the phases and procedures which constitute implementation best practices.

It has evolved from decades of expertise at successfully delivering technology solutions and services in organisations of all sizes. This combined experience has enabled us to understand the key challenges organisations face in transforming IT services. The full ea⁴ framework has been applied to many IT projects of all scales and across a wide range of industry sectors.

THE FOUR PILLARS TO OUR APPROACH



Auditing

The starting point for any engagement is to understand the organisation's business strategy. Our Audit process begins by engaging with the business stakeholders to understand business priorities and direction, future requirements, financial, risk and operational management elements. With this critical understanding, the audit process works to gather a clear understanding of the organisation's current capabilities and build an inventory and understanding of the technology assets and liabilities.

The outcome of the process is a detailed picture of the service environment and the suitability of the existing infrastructure for enabling the business strategy. WhiteSpider provides an objective view on the IT assets, and, with our vendor independence and extensive experience, will be able to assess where assets should be replaced, renewed or reused.

The service you ultimately choose needs to meet the operational parameters that you require for your business. The choice needs to take into consideration not only the technical aspects of computing power / storage / network, but also include provisioning, automation, orchestration, security, performance and disaster recovery.



Alignment

The Alignment process refers to the ongoing plan every company goes through to keep the elements of the organisation aligned with its strategy and goals. WhiteSpider's Alignment offering comprises a comprehensive portfolio of services that maps across all aspects of IT infrastructure advisory, design, implementation and ongoing management, to serve as true end-to-end capability partner entirely focused on business outcomes.

The ea⁴ framework adds in some critical steps to the typical systems integration process to ensure connectivity between Strategy and Implementation. From the

high level architectural plans and reference architectures, we develop detailed designs that not only articulate specific design and configuration parameters for each infrastructure component, but ensure transparency, allowing direct correlation between the design and the strategic requirements.

This design phase is followed by deployment and integration processes that introduce the new business and communication solutions into existing operating environments and ensure the discrete IT service elements function together as a single service.

The result is an infrastructure solution that is efficient, scalable and secure and is delivered in line with desired business outcomes, current organisational requirements and market conditions



Architecture

This is the process of defining the overall form and function of business and IT systems across the enterprise, and providing a framework, standards and guidelines for architectures across all locations and business functions.

An effective enterprise architecture comprises a comprehensive view of the business, including its drivers, vision and strategy; the organisation and services required to deliver this vision and strategy; and the information, systems and technology required for the efficient delivery of these services

Technology capabilities are created for many reasons, such as competitive threats, specific opportunities and regulatory mandates. However, such tactical developments and investments are often performed without the enterprise-level planning that would enable the business to extract full value of its assets.



Assessment

Enterprise Assessments enable the alignment of the network environment with your service requirements in order to maximize the performance of a customer solution. These assessments validate whether the network infrastructure can deliver optimal performance for the new solutions and services, reducing the risk that deployment fails to deliver the full benefits of the solutions.

With this direct, comprehensive testing of your network's ability to meet the requirements of your new solution, you can be confident that the solution can reach peak performance within your environment. Our consultants will identify and recommend changes to address potential pitfalls and avoid costly post implementation issues that stem from an unprepared network.



