Integration Competency Center Deployment

Achieve Higher Levels of Performance & Capability

The Integration Competency Center (ICC) Deployment solution addresses the business problems of high costs, overly complex IT infrastructure, lack of operational transparency, long lead times for changes and high risks and variation in data integration projects. The ICC Deployment solution can help establish a new shared-service function or to take an existing one to higher levels of performance and capability.

Some Integration Competency Centers succeed and some fail. The difference is not usually the selection of integration technology, but rather other factors such as lack of organizational alignment, inadequate funding to sustain operations, inappropriate technical configuration for a shared infrastructure, bureaucratic processes and governance activities which become roadblocks rather than enablers. The Integration Competency Center Deployment solution harmonizes the people, process, policy and technology dimensions into a practical balance that maximizes the likelihood of success.

An Integration Competency Center is a shared-services delivery capability that often goes by different names such Center of Expertise, Integration Solutions Group, Enterprise Data Delivery and many others. The scope of services varies across ICC’s and may include operations management, technology governance, metadata management, and full life-cycle design and development. Furthermore, the technologies involved come from a broad spectrum including Data Quality, Master Data, Business-to-Business, Integration Hub, Cloud Services, Enterprise Service Bus, Data Virtualization and Data Security. The common thread through all the flavors is that the ICC leverages data as an asset across the enterprise to enable growth and improve bottom-line results.

How do we define success? A successful ICC Deployment is one where the initial engagement meets client expectations, and where the ICC goes on to increase its value to the organization year after year. A successful ICC may grow in scale and scope, but more importantly, it becomes a permanent part of the organization and gains increasingly more influence and impact on the enterprise IT and business strategy over time.

Our Value Proposition

The value derived from an ICC deployment comes from:

- Standardized, repeatable processes that achieve the highest levels of business agility, cost efficiency, and operational stability.
- Governance and security of data assets and data movement that is built into the process in a non-intrusive way.
- Sound and scalable Informatica platform configured to support a multi-project environment
- Adoption of Velocity Best Practices and knowledge-transfer to client management and staff to enable a sustainable ICC team.

Organizations that have implemented ICC’s have reported up to 50% productivity improvement (twice as much work by the same number of staff) and up to 90% reduction in lead time (completing work in one week that used to take 10 weeks).
In 2009, Forrester Research\textsuperscript{1} conducted a multi-company study to quantify the total economic impact (TEI) and potential return on investment enterprises may realize by standardizing data integration practices from hand-coding and one-off tools to a common platform for data integration and moving data integration from a project-by-project view to an enterprise focus through the creation of a centralized shared services environment. A summary of the study results are shown in the table below.

<table>
<thead>
<tr>
<th>Top 5 benefits from Forrester TEI Study</th>
<th>Descriptions of value received by 7 organizations with an Informatica ICC</th>
<th>Average Benefit</th>
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</thead>
</table>
| Lower cost of delivery                 | • Reuse of data transformations and mappings across projects and through off-shore development resources  
• Elimination of license and support costs from one-off tools | $1.6M            |
| Improved developer productivity       | • Standardizing all DI work on a common platform  
• Ease of use  
• Reuse of best practices and skill sets through an ICC  
• Leverage tools like Mapping Analyst for Excel | $1.76M           |
| Improved data availability            | • Informatica’s Platform connectivity and tools that accelerate access to data for downstream applications | $882K            |
| Reduced ongoing administration costs  | • Consolidation of resources responsible for admin activities from departmental groups to a centralized ICC | $670K            |
| Reduce manual data reconciliation by business users | • Central access to all data through a common platform  
• Reduced need for custom extracts of data by business users | $625K            |
| Total average benefit over 5 years    |                                                                 | $5.537M          |

**ICC Deployment Solution Overview**

Informatica has a clear and deep understanding of what it takes to implement a successful ICC; in fact we wrote the book on it (several of them\textsuperscript{2,3}). The primary purpose of the ICC Deployment solution is to determine HOW to best achieve success in a specific client organization. Every organization starts at a different point in the integration maturity spectrum and has unique strengths, opportunities, and constraints which need to be understood and factored into the deployment initiative.

Below is a general overview of the Integration Competency Center Deployment solution from Informatica Professional Services, which is tailored to the client’s suggested timeframe, priorities, and needs. The objective of these activities is to ensure a successful engagement, and lay the foundation for a long-term sustainable ICC.

1. Introduction and Engagement Planning – 1 day
   • Establish Expectations for the engagement.
   • Organize logistics such as work locations, system access, communication methods, meeting schedules, and reporting standards.
   • Determine the planning horizon for the deployment roadmap; which can range from 3 months, to 3

\textsuperscript{1} Forrester Research, The Total Economic Impact\textsuperscript{TM} of the Informatica Platform and Integration Competency Centers; Multi-Company Analysis, April 2009  
\textsuperscript{2} John Schmidt and David Lyle, Integration Competency Center, An Implementation Guide, Informatica 2005  
\textsuperscript{3} John Schmidt and David Lyle, Lean Integration, An Integration Factory Approach to Business Agility, Addison-Wesley, 2010
quarters to 3 years depending on if the intent is to achieve a quick tactical implementation or lay the foundation for a longer-term strategic implementation.

- Identify stakeholders that will be need to be involved in assessment activities, planning workshops and in communication report-outs.
- Fine-tune the list of activities and identify the deliverables that will be the focus of the engagement.
- Schedule key meetings.

**Client Participants:** Engagement Sponsor, Project Lead

2. Assessment Activities – 5 days

Use two or more of the following techniques (determined in the Engagement Planning phase) to gain a solid understanding of the client organization’s current state as it relates to data integration:

- Conduct an Integration Maturity Assessment Diagnostic survey to quantify the perceptions of the organization’s level of discipline in seven categories:
  - Financial Management
  - Integration Methodology
  - Metadata Management
  - Information Architecture
  - Business Process Management
  - Modeling Management
  - Integration Systems Management
- Conduct interviews of up to 7 staff that represent different viewpoints of the data integration environment.
- Review project documents, architectural standards, technical designs, and enterprise SDLC artifacts.
- Facilitate a Lean Value Stream Mapping workshop to analyze the results of a recently completed integration project and identify improvement opportunities.
- Facilitate a Lean A3 Problem Solving workshop targeting a specific client need and develop a quantified problem statement, root cause analysis, action plan, measurement criteria and follow-up activities.

**Client Participants:** Engagement Sponsor, Project Lead, Architects, Development Teams, Users, Others as required

3. Target State Definition & Gap Analysis – 5 days

- Analyze and summarize the results of the assessment activities.
- Identify common themes, challenges and root causes.
- Facilitate workshop or individual meetings to discuss and outline the target state mission, charter, and scope.
- Perform gap analysis between target state and current state and develop a prioritized list of improvement opportunities.

**Client Participants:** Engagement Sponsor, Project Lead, Architects, Others as required

4. Roadmap Planning – 5-10 days

Conduct individual meetings to gain input for a 3-phase multi-generation plan. The phases are typically either 3 months, quarters, or years (as determined in the engagement planning step) and the milestones in each phase are organized around three tracks:

- Organization & People
- Processes & Policies
- Technology & Infrastructure

Topics addressed during the roadmap planning discussions include:

- Organization structure and reporting relationships
- Identification of internal and external stakeholders
- Definition of roles and responsibilities
- Resource plan and funding model
- Internal team metrics and external success measures
- Metadata management practices
- Service scope and service portfolio definition
- Policies for funding and governance
- Technology standards and related governance
- Infrastructure life-cycle planning and governance
- Operational requirements (including DR, HA, Security, etc.)
- Middleware technology roadmap
- Automation opportunities
Facilitate a group workshop to refine and gain agreement on the 3-phase multi-generation roadmap (see sample 30-60-90 day roadmap below).

**Client Participants:** Engagement Sponsor, Project Lead, Architects, Others as required.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Day 30</th>
<th>Day 60</th>
<th>Day 90</th>
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<tbody>
<tr>
<td><strong>Organization &amp; People</strong></td>
<td>• ICC Director named&lt;br&gt;• Resource plan approved&lt;br&gt;• Sponsors &amp; stakeholders identified</td>
<td>• Core team members on board&lt;br&gt;• Key partnerships with internal governance groups formalized&lt;br&gt;• Stakeholder communication plan documented</td>
<td>• Subcontractor and 3rd party agreements signed off&lt;br&gt;• Team training completed&lt;br&gt;• Enterprise training plan documented&lt;br&gt;• Staff competency evaluations and development plans documented</td>
</tr>
<tr>
<td><strong>Process &amp; Policy</strong></td>
<td>• ICC charter approved&lt;br&gt;• Early adopters and project opportunities identified</td>
<td>• ICC services defined&lt;br&gt;• Core Integration standards or principles documented&lt;br&gt;• ICC service engagement and delivery process defined&lt;br&gt;• Chargeback model approved</td>
<td>• Regular metrics reporting in place&lt;br&gt;• Ongoing Metadata management process in place&lt;br&gt;• Internal communications and marketing plan documented</td>
</tr>
<tr>
<td><strong>Technology &amp; Infrastructure</strong></td>
<td>• Integration platform configured</td>
<td>• ICC tools selected&lt;br&gt;• Service Level Agreement template established</td>
<td>• Operating procedures documented such as availability management, failover, disaster recovery, backup, configuration management</td>
</tr>
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5. Communications and ICC Launch – 5-10 days

- Prepare three communication packages for the ICC Deployment:
  - Executive-level PowerPoint presentation to gain agreement and support of the deployment roadmap
  - Implementation-team PowerPoint presentation with additional details and implementation checklist
  - Stakeholder PowerPoint presentation to broadly communicate the plans and set expectations
- Prepare a final engagement report (Word document) summarizing the assessment activities (including interview notes and/or survey results), gap analysis, planning discussions, and other artifacts that were produced during the engagement.
- Facilitate a final engagement wrap-up to determine if expectations have been met, and plan follow-on activities if required.

**Client Participants:** Engagement Sponsor, Project Lead, Architects, Development Teams, Users, Others as required
Key Program Deliverables

• Two of the following:
  • Integration Maturity Assessment Diagnostic – survey results and analysis report.
  • Interview notes and identification of common themes, opportunities and challenges.
  • Documented review of client documents, architectural standards, technical designs, and other artifacts.
  • Documented results of Lean Value Stream Mapping workshop including calculation of key metrics (such as value added ratio, lead time, average cost per deliverable).
  • Documented results of Lean A3 Problem Solving workshop including a quantified problem statement, root cause analysis, action plan, measurement criteria, and follow-up activities.
  • Documented ICC mission, charter, and scope and target state definition in terms of people, organizational alignment, processes, policies, and technology.
  • Documented target state gap analysis and a prioritized list of improvement opportunities.
  • Multi-phase three-track ICC Deployment roadmap including key metrics to track progress.
• Three communication packages:
  • Executive-level PowerPoint
  • Implementation-team PowerPoint
  • Stakeholder PowerPoint
• Final engagement report (Word document) summarizing the assessment activities, gap analysis, planning discussions, and other artifacts that were produced during the engagement.

About Informatica

Informatica Corporation (Nasdaq:INFA) is the world’s number one independent provider of data integration software. Organizations around the world rely on Informatica to realize their information potential and drive top business imperatives.

Informatica Vibe, the industry’s first and only embeddable virtual data machine (VDM), powers the unique “Map Once. Deploy Anywhere.” capabilities of the Informatica Platform. Worldwide, over 5,000 enterprises depend on Informatica to fully leverage their information assets from devices to mobile to social to big data residing on-premise, in the Cloud and across social networks. For more information, call +1 650-385-5000 (1-800-653-3871 in the U.S.), or visit www.informatica.com.

Learn More

Do It Right the First Time
Contact Informatica Professional Services at ips@informatica.com

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