Abstract
Our manufacturing client faced the challenges of functionality gaps and high total cost of ownership across their enterprise eBusiness systems. Sila SG was asked to form and lead a cross-functional team to upgrade the client’s centralized portal and provide their external customers a simplified and improved online experience to access services, products, and information. In order to meet our client’s strategic business objectives to integrate multiple enterprise applications, we recognized the organizational and technical complexities required the formation of an integrated design and architecture team (IDT or IDAT) working closely with the Program Management Office (PMO). The primary goal of the integrated design and architecture team was to ensure successful delivery of the project portfolio.

The Challenge
- Business units and their systems were not integrated and maintained independent initiatives leading to competing functional requirements priorities with sub-optimal knowledge sharing and limited intellectual property reuse across teams.
- Gaps in the identification of impacted systems across large programs impacting 15+ enterprise systems drove incomplete or redundant technical solutions.
- Lack of understanding of functionality impacts across multiple disparate business and development teams drove up cost estimates and implementation timelines, introducing budget and schedule risks.
- Stove-piped technology initiatives lacked a unified strategic architecture roadmap.
- Data was used inconsistently across the eBusiness value chain and created highly variable user experiences.

How We Helped
- We helped define the processes and governance model for a cross-organization IDAT to complete the functionality and requirements impact analysis across 30+ internal and external client-facing systems.
- We coordinated across business and technical functions including: product management, systems architecture, data architecture, operations, and program management.
- We defined integrated solutions architecture with common information architecture for use across the entire enterprise-wide eBusiness value stream.
- We developed and led cross-team design review sessions, involving 25+ IT teams, to drive more concise and accurate implementation estimates and timelines.
- We developed a common process for collecting and refining technical requirements and impacts across the development teams to decrease schedule and implementation risks.

End Result
- Reduced over-all program risk by successfully unifying systems initiatives and technical vision to drive to a more collaborative work environment across the business and technical teams.
- Decreased integration risks, costs, and schedule variations through successful implementation of best practices with common processes across systems, teams, and business units.
- Developed reusable deliverable sets that reduced the number of program artifacts by 15%, combining logical groupings into hybrid deliverables.