

Lean EAM at Webasto



EA Connect Day 2016

Berlin Oct 6 2016

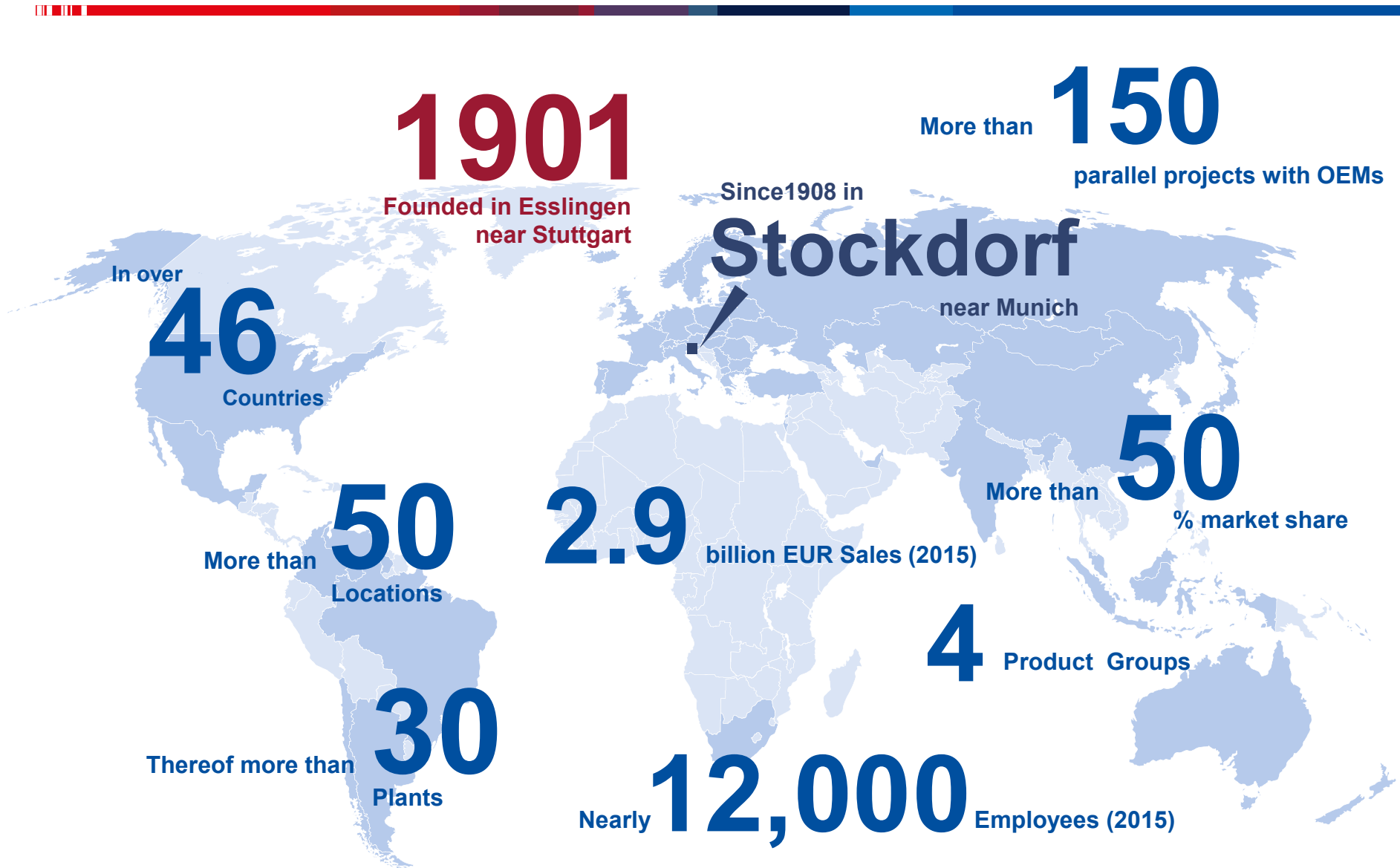
Dr. Thomas Mannmeusel







Webasto at a Glance



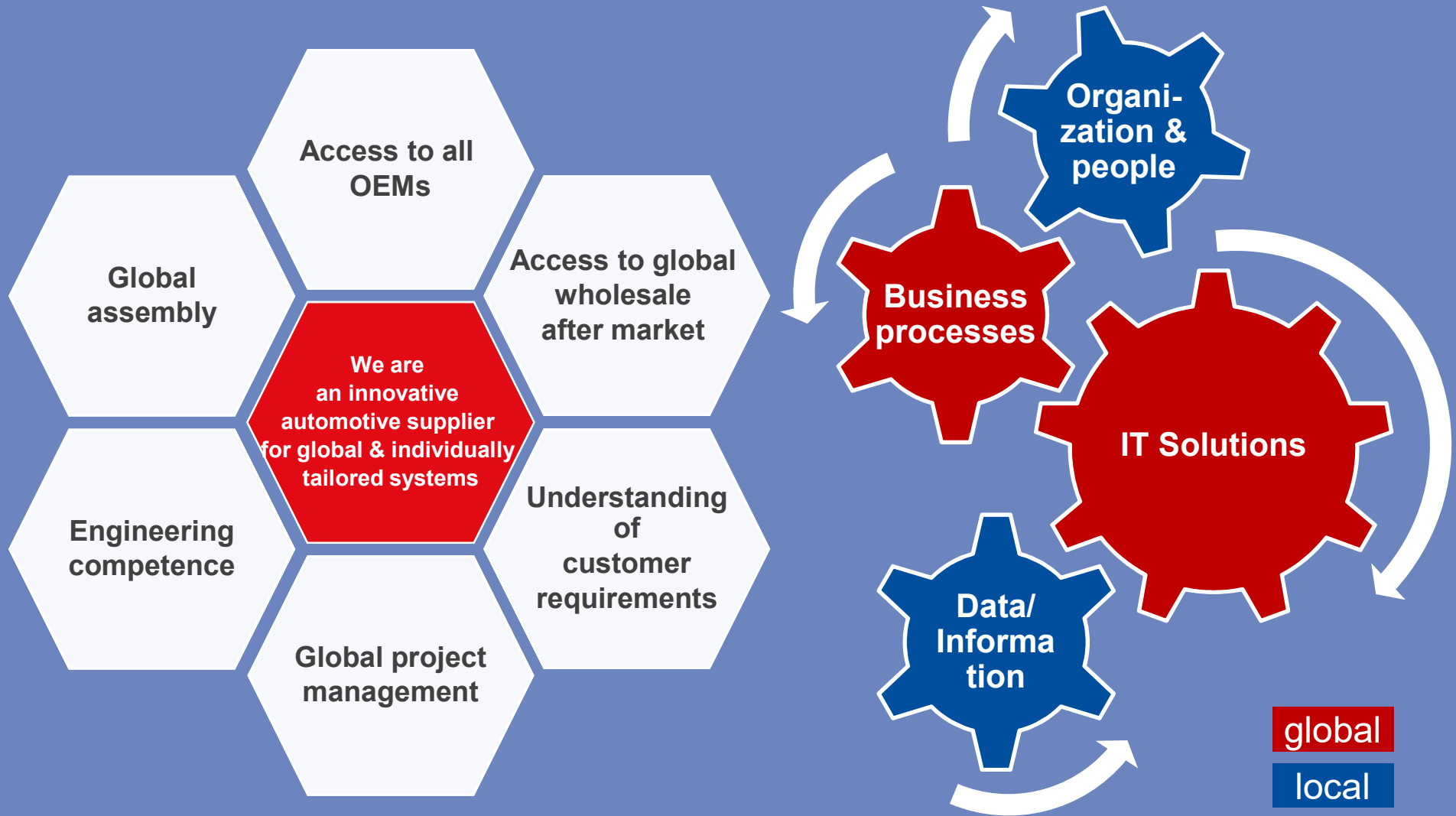
SHAPING THE FUTURE
OF MOBILITY. TOGETHER.



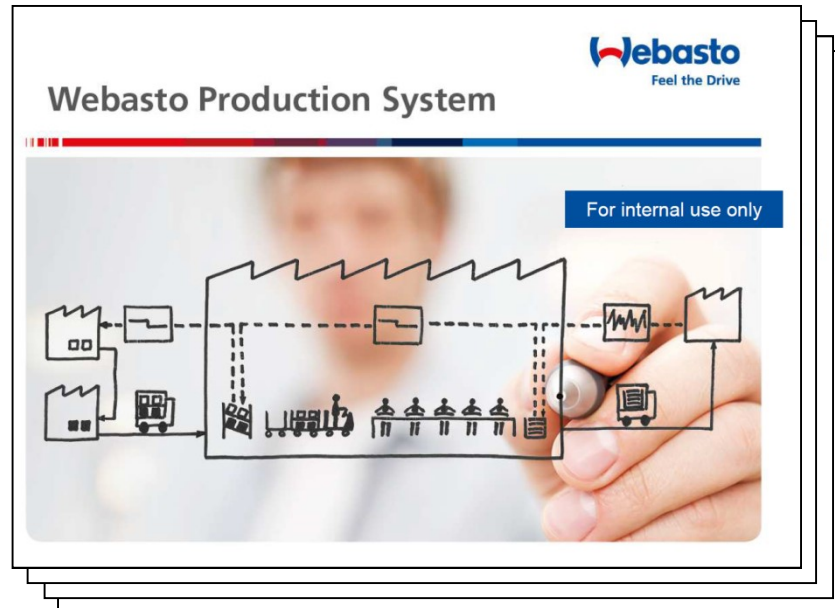
BMW
SUPPLIER
INNOVATION
AWARD
2016



Capabilities and how to achieve them



Webasto Production System (WPS)



Focus of all activities

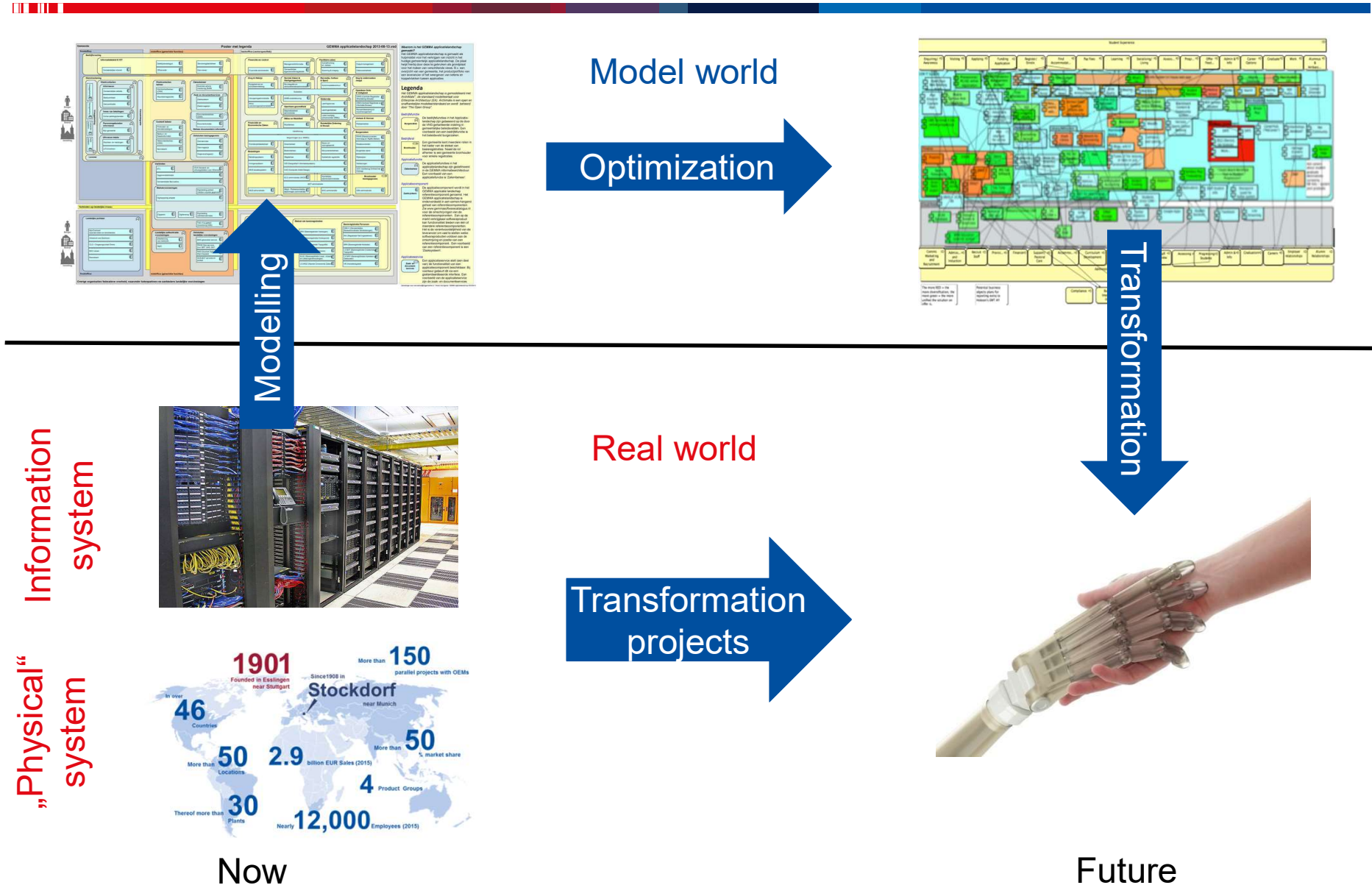
- Creating value (that your customer is willing to pay for)

All other activities

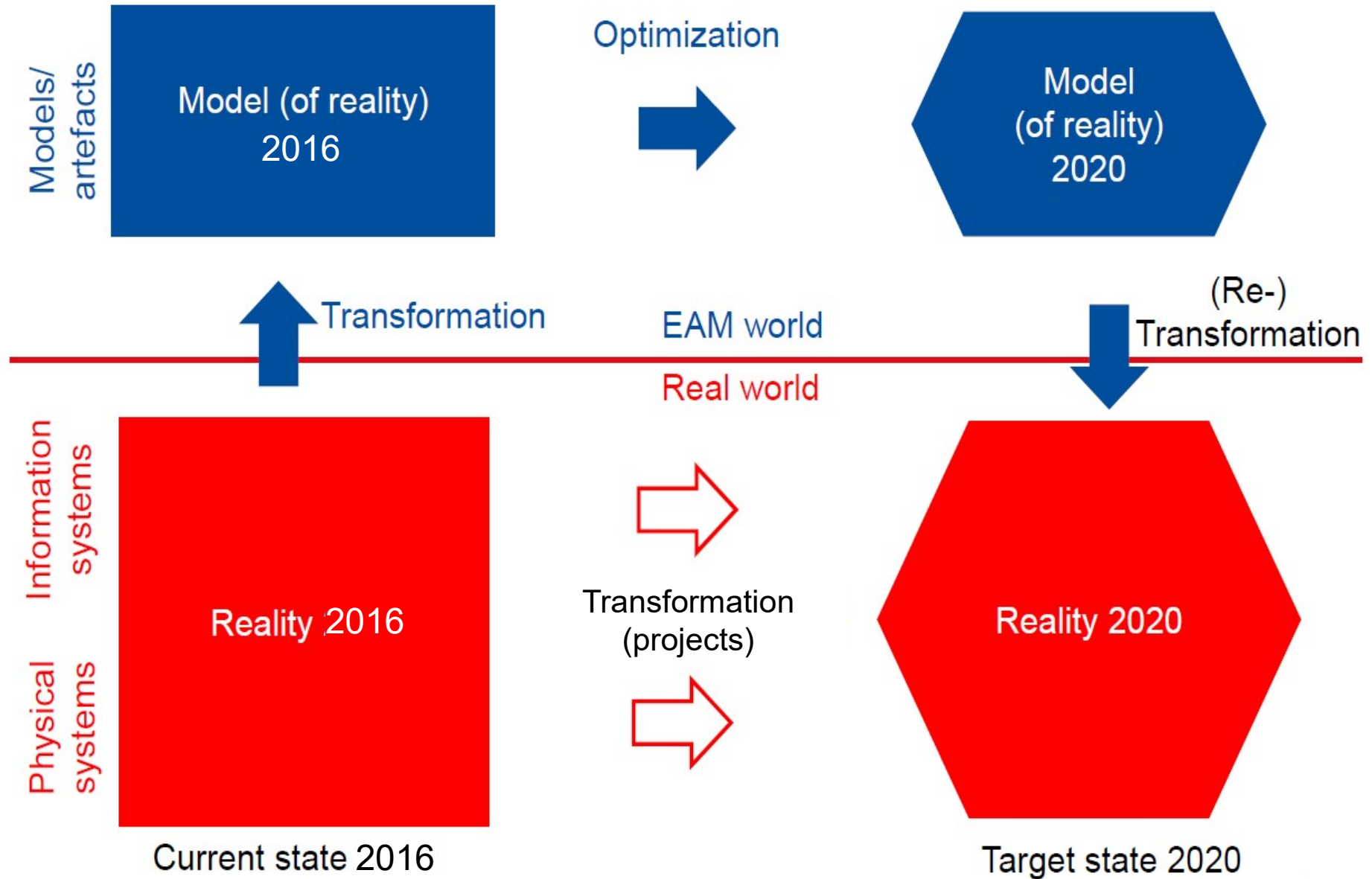
- reduce, minimize, eliminate!



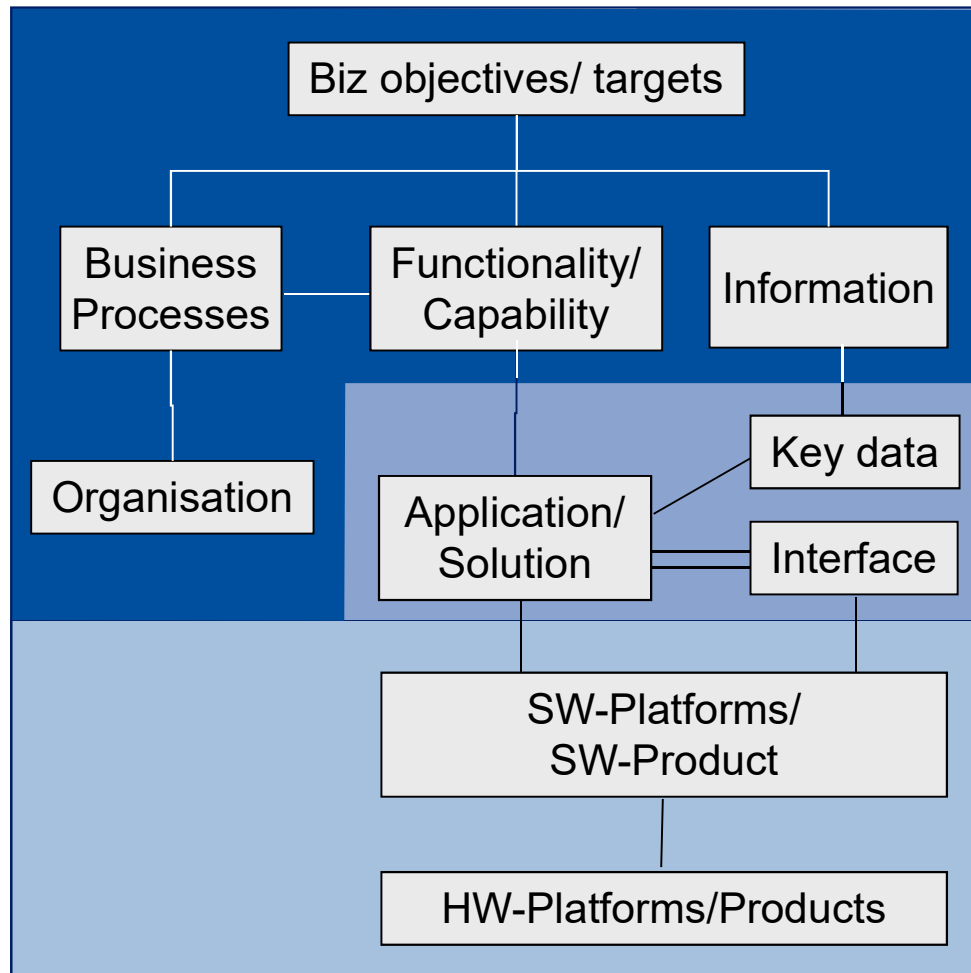
EAM simplified



EAM even further simplified



Initial Enterprise Architecture Model



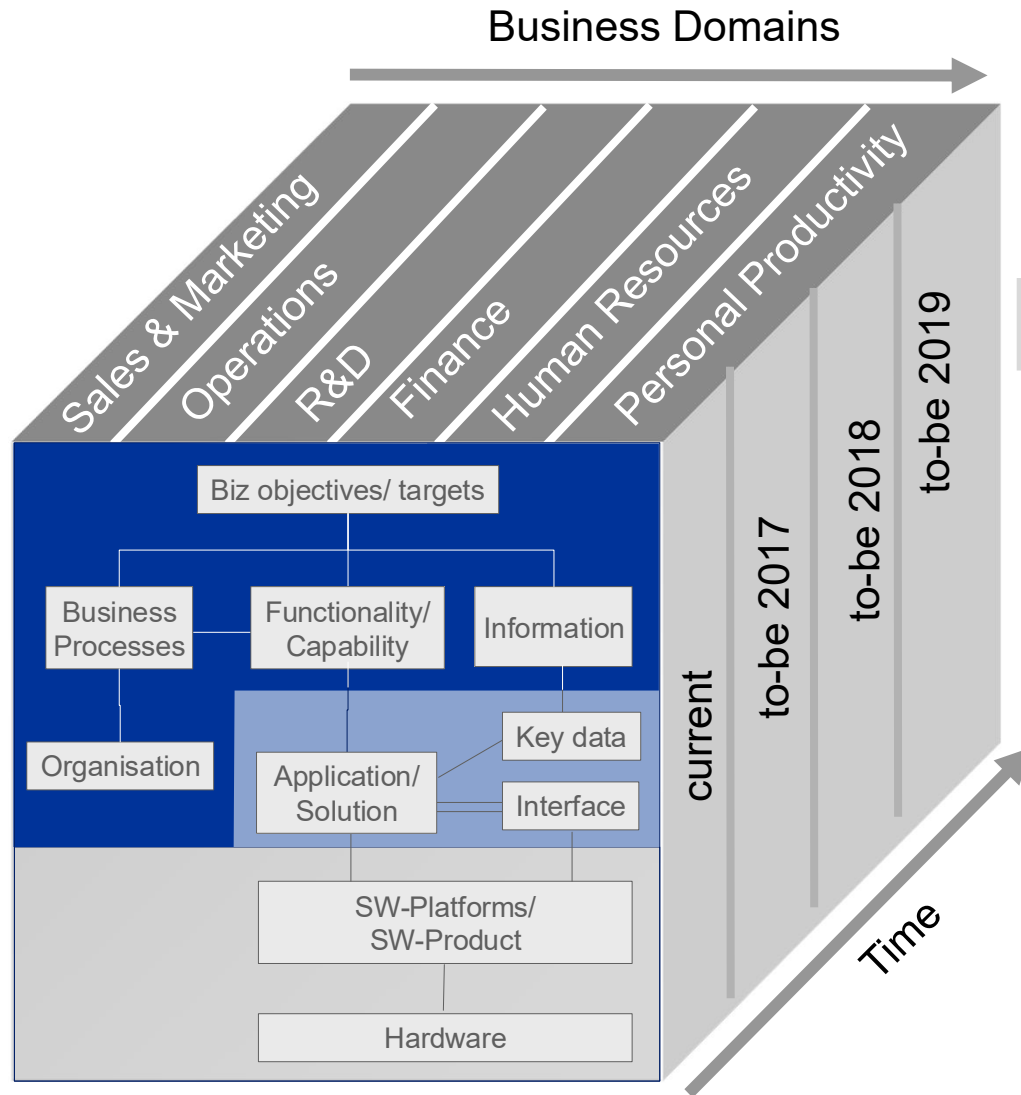
Business
landscape

Application
& Information
landscape

Platform &
technology
landscape

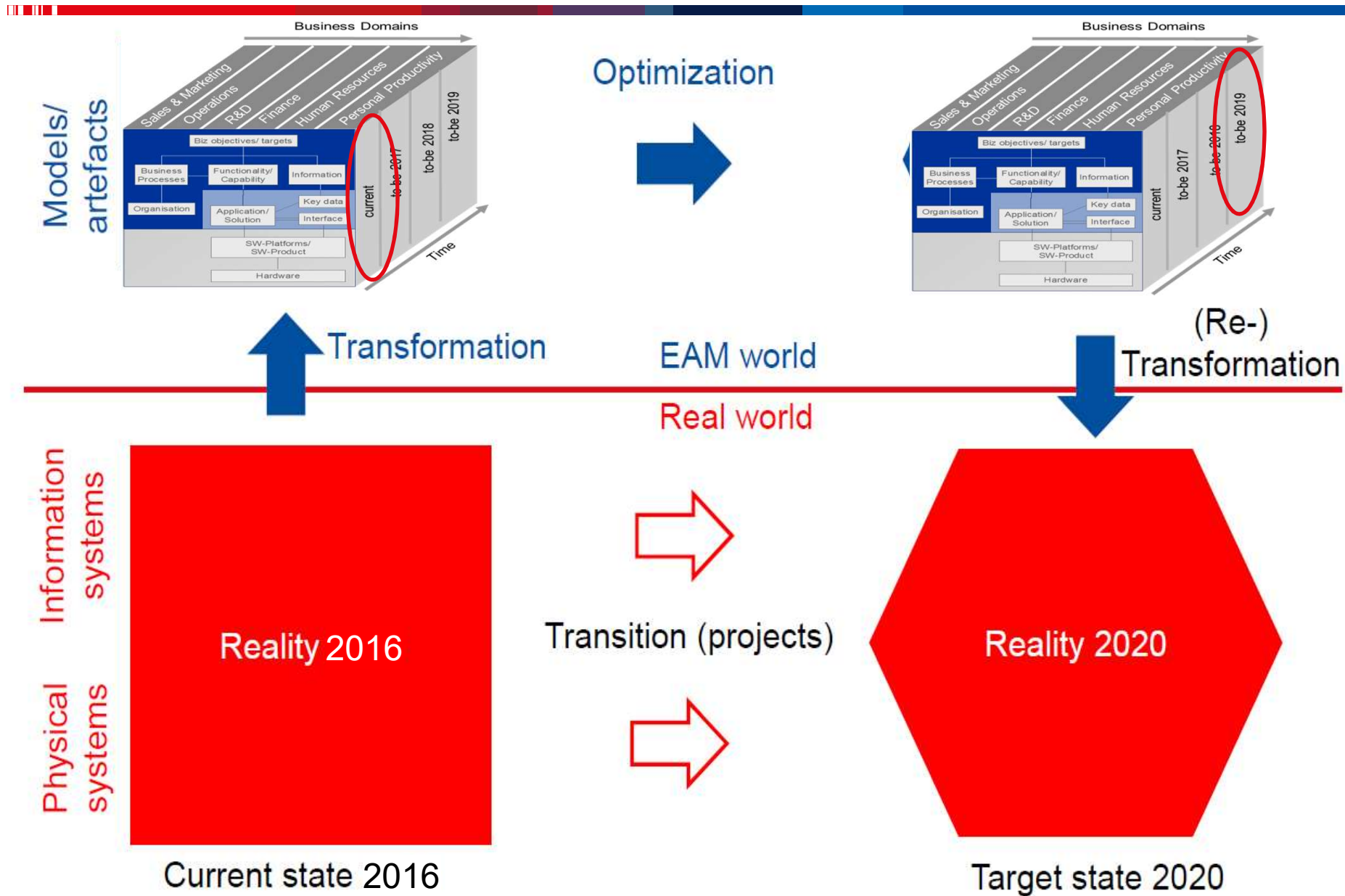
... adding time and business domains

- Business landscape
- Application & Information landscape
- Platform & technology landscape



- Integrated Repository of „IT Assets“
 - Communication
 - Reporting & Analysis
 - Planning
- ↓
- Projects to close gaps
 - Expected costs & invest
 - Required capacity & skills

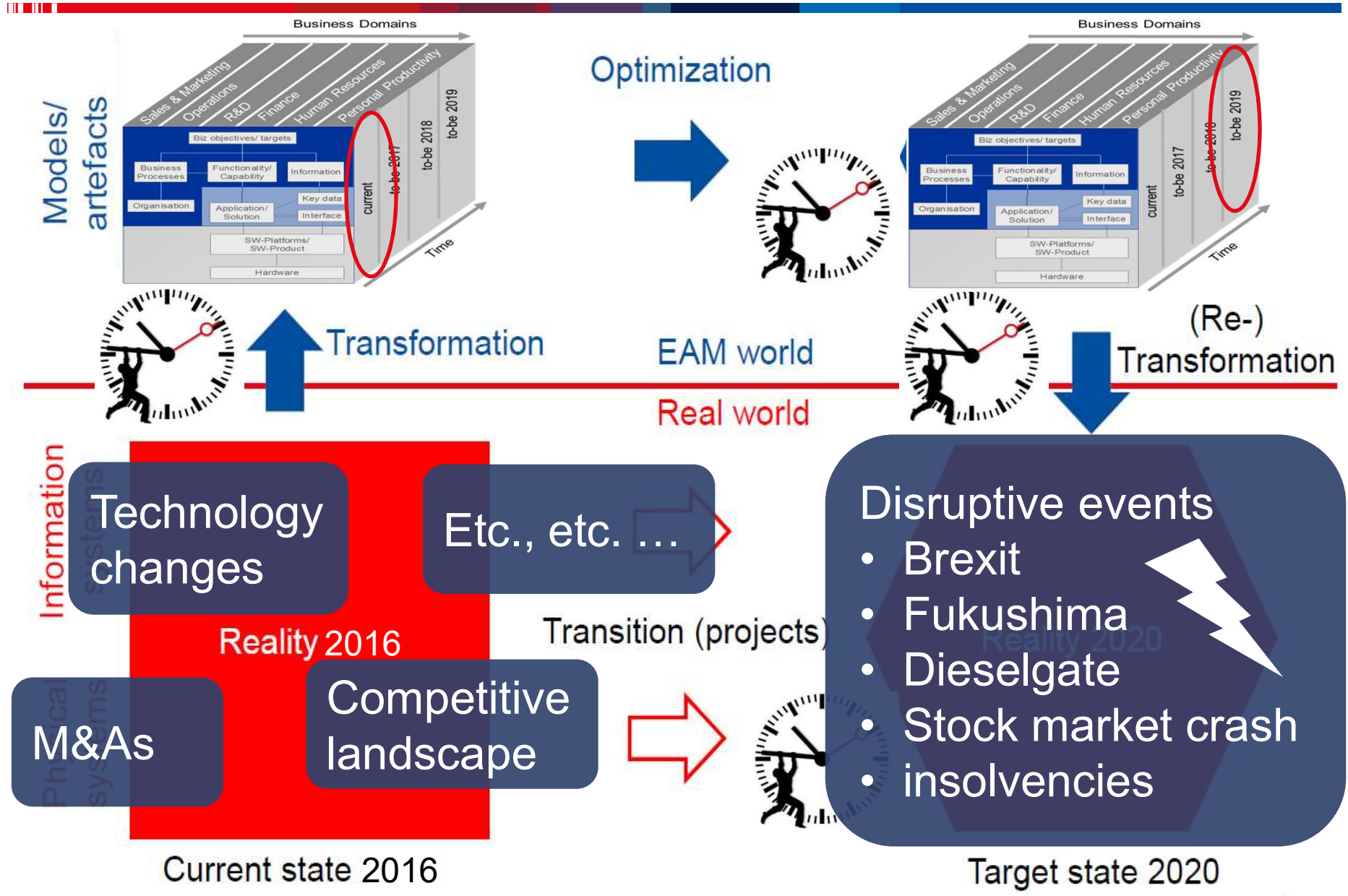
Original EAM process at Webasto



The impact of time



Dynamics of EAM



An e-mail

Dear Thomas,

Sorry for the late reply. I was away on business meeting and discussion in China, Hong Kong and Japan.

I read your blog from LeanIX. I agreed EAM is important for a company to use as a collaborative tool or solution to manage IT architecture landscape to enable fast turn around problem resolution and efficient modeling for technology or architecture implementation and changes.

However, the drawbacks that I observed were the following;

- when the company is growing and business processes are getting more and more complicated, thus IT efforts and resources to maintain and manage EAM has increased tremendously
- what to achieve (KPIs) from EAM has not clearly defined and focused which lead to unclear usage

Today, [REDACTED] uses [REDACTED] as EAM solution with a group of 7-8 IT architects to coordinate with more than few hundreds IT service owners to maintain thousand application systems. To me, it is over-killed.

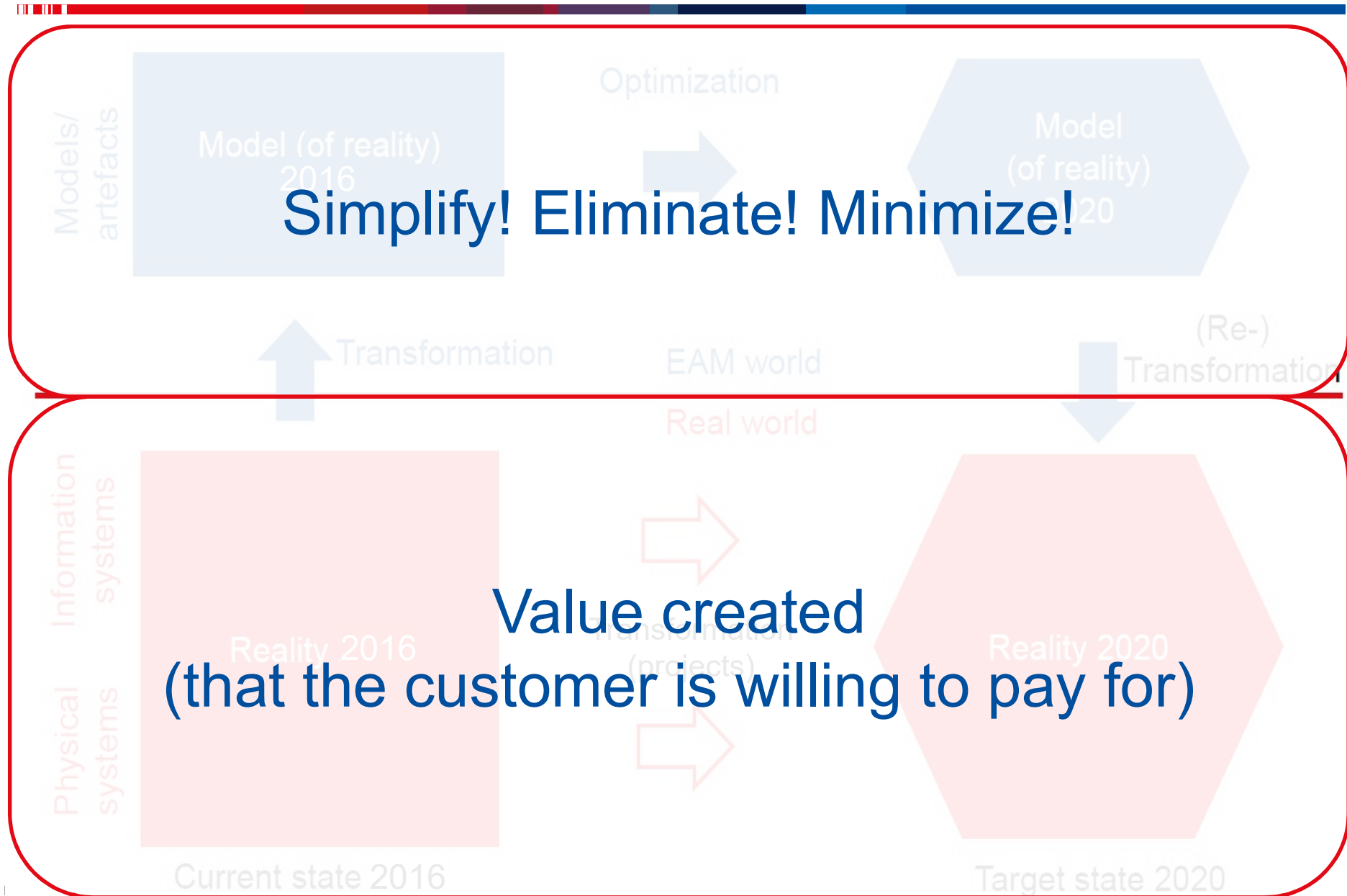
Also, we are still facing long lead time for end to end problem resolution (sometimes it takes more than 2 weeks). This posted the question internally, how effective is the EAM?

Here are my 2 cents of thoughts;

- Focus for the key critical business processes (e.g; build to order, order to cash) of the company. Modeling the architecture ONLY based on those critical processes with EAM solution
- Set a clear IT strategic for EAM to achieve the defined KPIs (e.g; end-to-end resolution, landscape overhaul or life-cycle)

Take care. Thanks

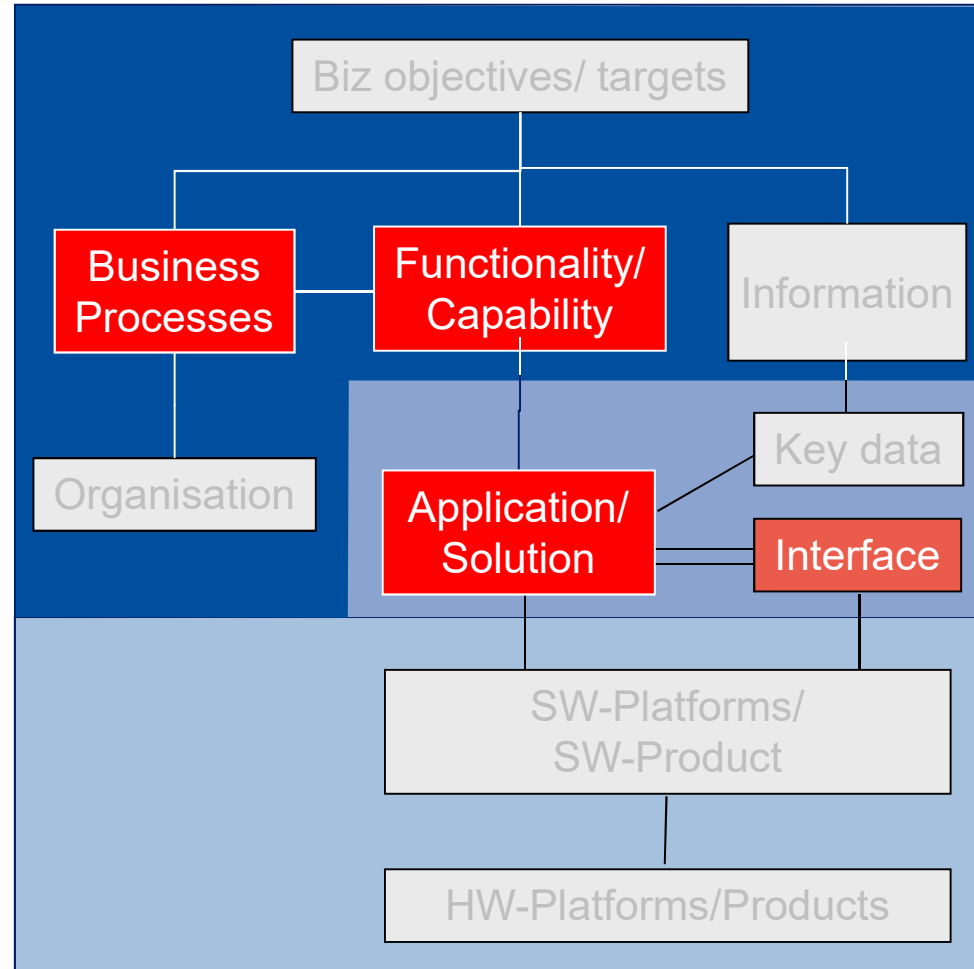
Making EAM lean



Simplified Enterprise Architecture Model

Lean EAM principles

- Capability focussed
- Principles vs. models
- Just-in-time vs. Just-in-case
- Purpose driven granularity
- Acknowledgment of reality
- ...



Business landscape

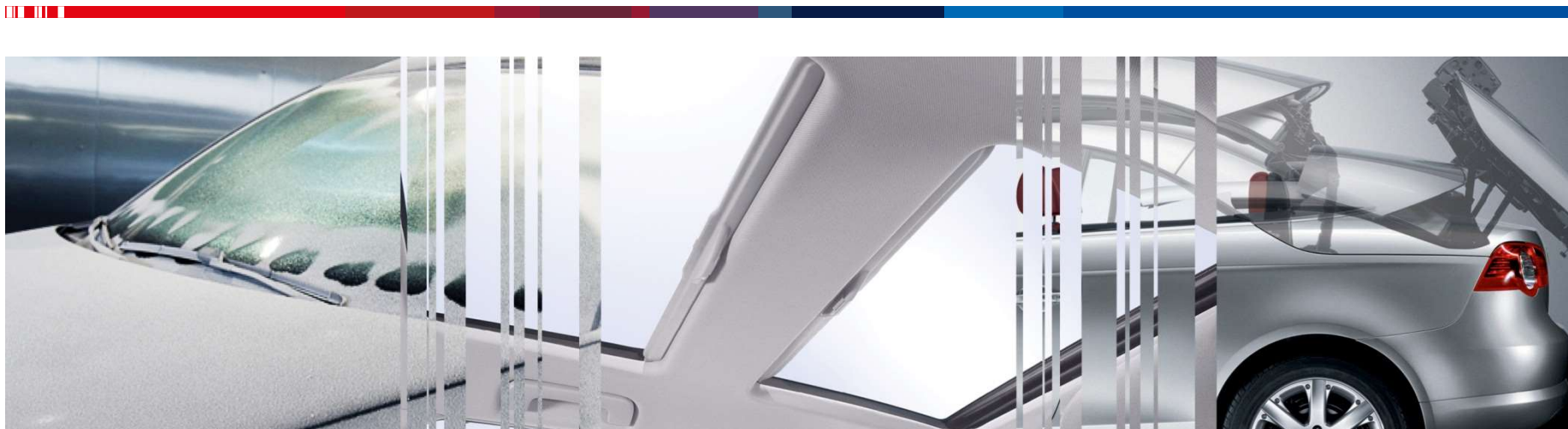
Application & information landscape

Platform & technology landscape

Summary

Perfection is achieved, not when there is nothing more to add,
but when there is nothing left to take away

Saint-Exupery



Thank you for your attention!

Contact

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