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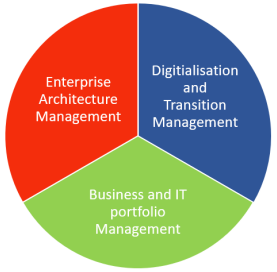
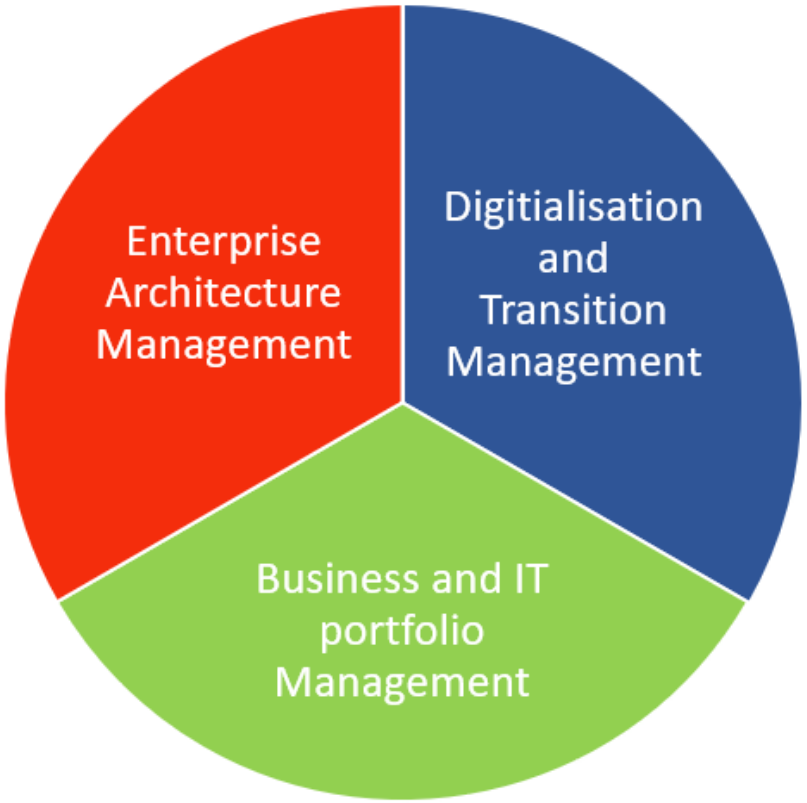
WELCOME TO JAMES Consulting





JAMES Consulting Introduction

- At JAMES Consulting we are working with three areas of the EA discipline - Enterprise Architecture Management, Digitalisation and Transition Management, Business and IT portfolio Management. We offer services in all three areas and services that glues the areas together by focusing on their intersection
- JAMES Consulting are established by Allan Baungaard Jakobsen and Jan Staack as an umbrella and network to generate the knowledge and learnings from the best experiences personally and in our network
- You are invited to be included in our network

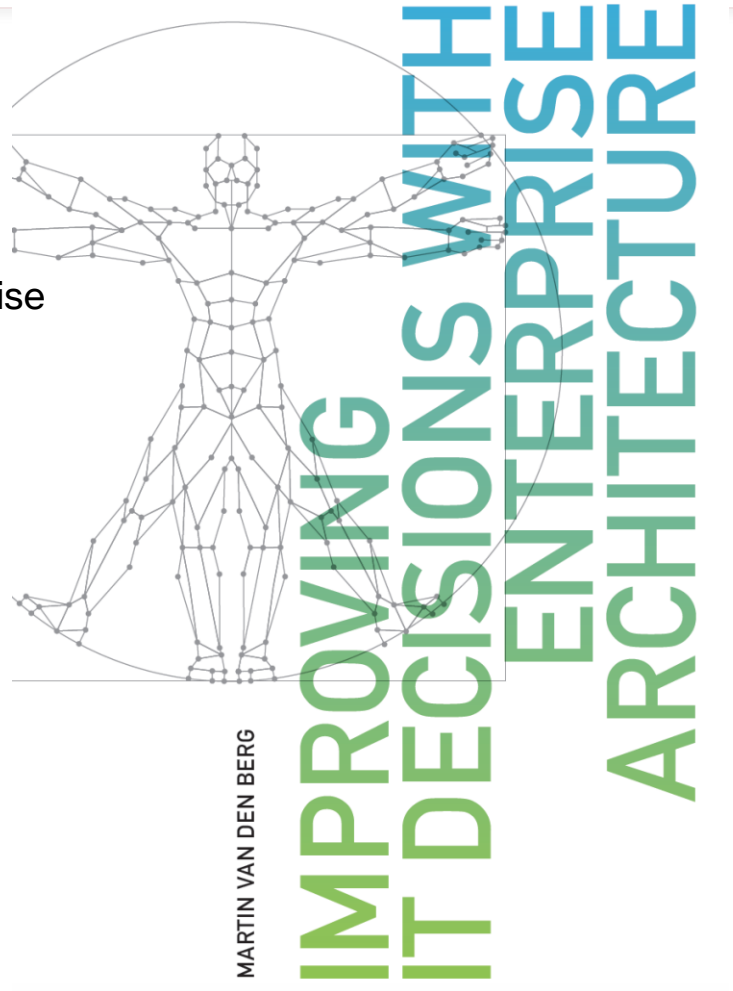
EA Vaue

- Der er flere definitioner på hvad EA er, og igennem disse kan også udledes hvilke værdier at EA kan tilføjes organisationen med.
- Denne præsentation vil fokusere på de værdier som er påpeget i EA litteratur sammenhænge og givet et bud på hvordan de kan mappes til egen organisation / EA organisation ud fra vores erfaringer

- Due to a poor understanding of EA value, organizations also struggle to justify their EA investments (Tamm, Seddon, Shanks, Reynolds, & Frampton, 2015)

Baggrunds materiale

How can enterprise architecture be used as an instrument to improve IT decisions?



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The value of and myths about enterprise architecture

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ABSTRACT

Enterprise Architecture (EA) has been embraced by many organizations to improve the value of their IT. Our systematic literature review (SLR) reveals that EA is a broad concept that is interpreted and used in many different ways. This breadth can be explained by the various starting points taken, and by the content-dependent nature of many EA efforts. Unsurprisingly, the literature presents diverse views on value creation and locates the value of EA in a broad range of areas. Only half of the articles provide empirical evidence supporting the EA value claims. Frequently, values are assumed to be the result of EA efforts, but many alternative explanations are possible. Based on the SLR findings, we identify EA myths that are attributable to an overly simplistic conceptualization of EA. These myths have their basis in the claim that EA is an instrument that can solve almost any kind of enterprise problem. This fails to acknowledge that EA in itself often does not provide value, but is an instrument enabling the creation of value. Based on our findings, we recommend demystifying EA by analysing the context-dependent mechanisms behind EA that result in value creation and developing rigorous evidence-based approaches to better understand EA.

1. Introduction

Enterprise architecture (EA) offers a high-level overview of an enterprise's business and IT systems and their interrelationships (Tamm, Seddon, Shanks, & Reynolds, 2011). EA consists of enterprise models and standards that can be used to analyse the current landscape, model future states and develop roadmaps to achieve the envisioned situation (Janssen & Hjort-Madsen, 2007; Lankhorst, 2013). Enterprise models consists of descriptions of business, business processes, information, applications and infrastructure that are often organized in layers, including stakeholder views at different levels of abstraction (Architecture Working Group, 2000; Zachman, 1987). The use of EA is assumed to result in value for organizations (Niemi & Pekkola, 2016; Tamm et al., 2011). This includes, for example, the creation of interoperability, flexibility and agility, coherence and the realization of business-IT alignment (c.f. Foorthuis, Van Steenbergen, Brinkkemper, & Bruls, 2016; Lankhorst, 2013; TOGAF, 2011). Broadly speaking, value can be defined as 'a positive effect on the objectives and purpose of an investment' (Becker, Widjaja, & Buxmann, 2011, p. 200). Achieving the expected value from EA is often the main motivation for investing in it (Rodrigues & Amaral, 2010) and establishing an architectural function within an enterprise (Van der Raadt & Van Vliet, 2008). However, achieving this value proves to be more complicated, and there is limited insight into which EA elements result in value (Foorthuis et al., 2016).

Although the field of EA emerged 30 years ago, it still faces a credibility challenge, as many EA practitioners do not see the value returned from the investment made (Kaisler & Armour, 2017). There are numerous value claims in the literature, but these are often not explained or supported by empirical evidence (Niemi & Pekkola, 2016; Tamm et al., 2011). Due to a poor understanding of EA value, organizations also struggle to justify their EA investments (Tamm, Seddon, Shanks, Reynolds, & Frampton, 2015). EA implementation is driven by concepts which might not hold in practice. In this article, we refer to these as myths. 'Myths' are practices and procedures defined by prevailing rationalized concepts to legitimate their actions and resources, but which are not supported by evidence (Meyer & Rowan, 1977). The significant practitioner interest in EA and a poor understanding of the EA value-creation mechanism were the drivers of this study into the value of and myths about EA.

The research aims to gain a clear understanding of EA value by analysing the EA value claims and comparing them with the empirical evidence to identify myths. As we expected that grey literature would not support EA value claims, we focused on journals indexed on the Web of Science (WoS), which should reflect robust research. Based on the findings, value claims which were not supported by empirical evidence were formulated as propositions in the form of myths. These

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Kildebeskrivelse

- The Value of and myths about Enterprise Architecture

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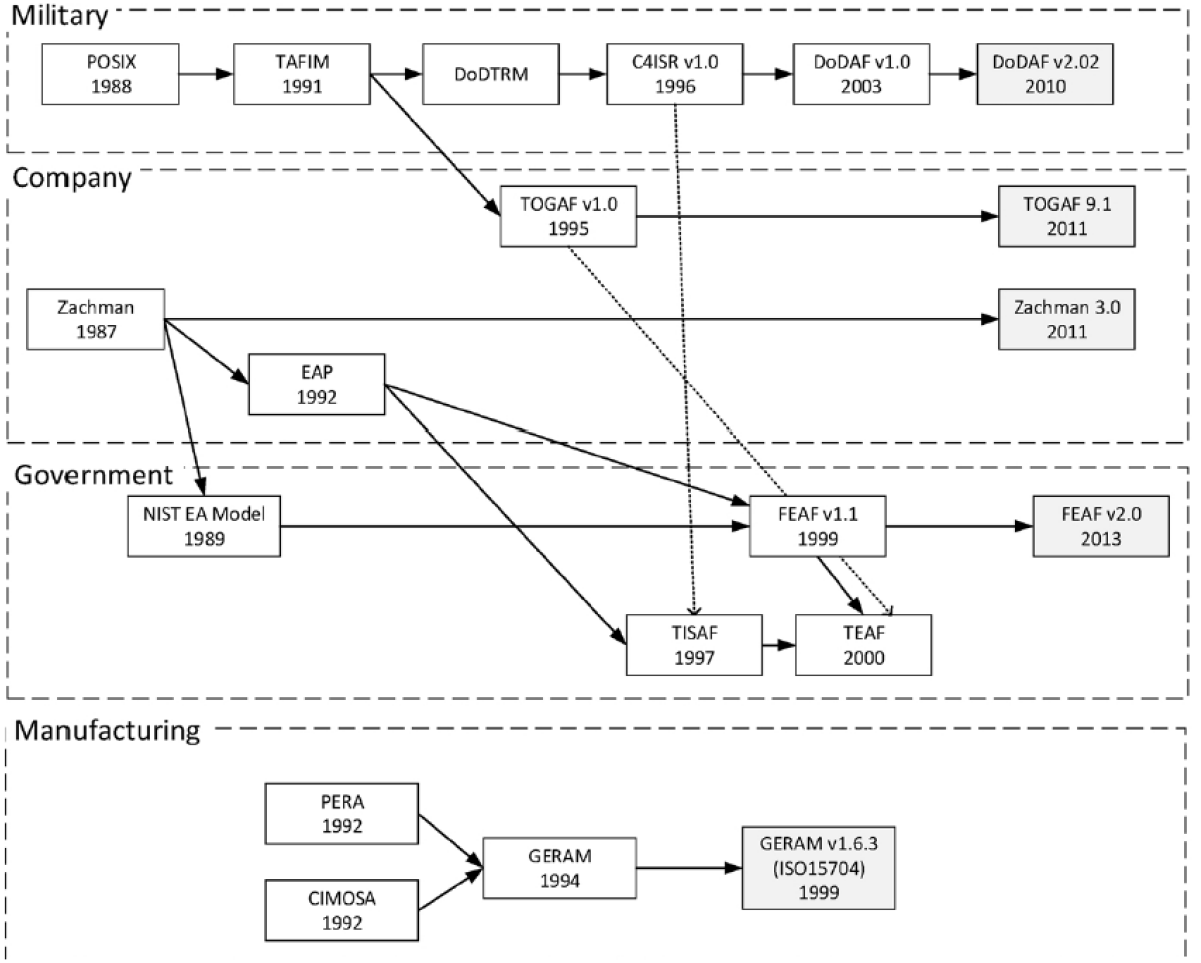
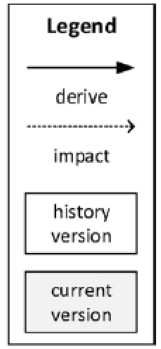
- Marijn Janssen Faculty of Technology, Policy and Management Delft University of Technology, the Nederlands
- Published in International Journal of Information Management 46 (209) 1-9
- Method – systematic literatur review (SLR) of articles from recognized science sources, a search of ”Enterprise Architecture” and ”IT Architecture” published between 2006 and 2016 resulted in 254 journal articles, and was reduced to 199 when requesting english accessible articles.
- Only 47 of these 199 article mentioned the value of EA, 11 articles mentioned the value without providing any support materials, 25 articles provided citations to support their claims of EA value; while only 18 articles provided empirical evidence to support the claim that EA results in value.
- An overview of the EA values supported by empirical evidence in the 18 article is provided at the end of the presentation.

Udviklingen af EA ramme værker historisk set

Figuren viser at forskellige brancher har haft brug for at udvikle rammeværk tilpasset deres branche og formål, og dermed også værdi og målsætning



In practice, EA knowledge is often summarized and systematized using 'EA frameworks' (EAFs) (Schekkerman, 2003).
There are over 90 EAFs in the literature or on the web (Kaisler & Armour, 2017).



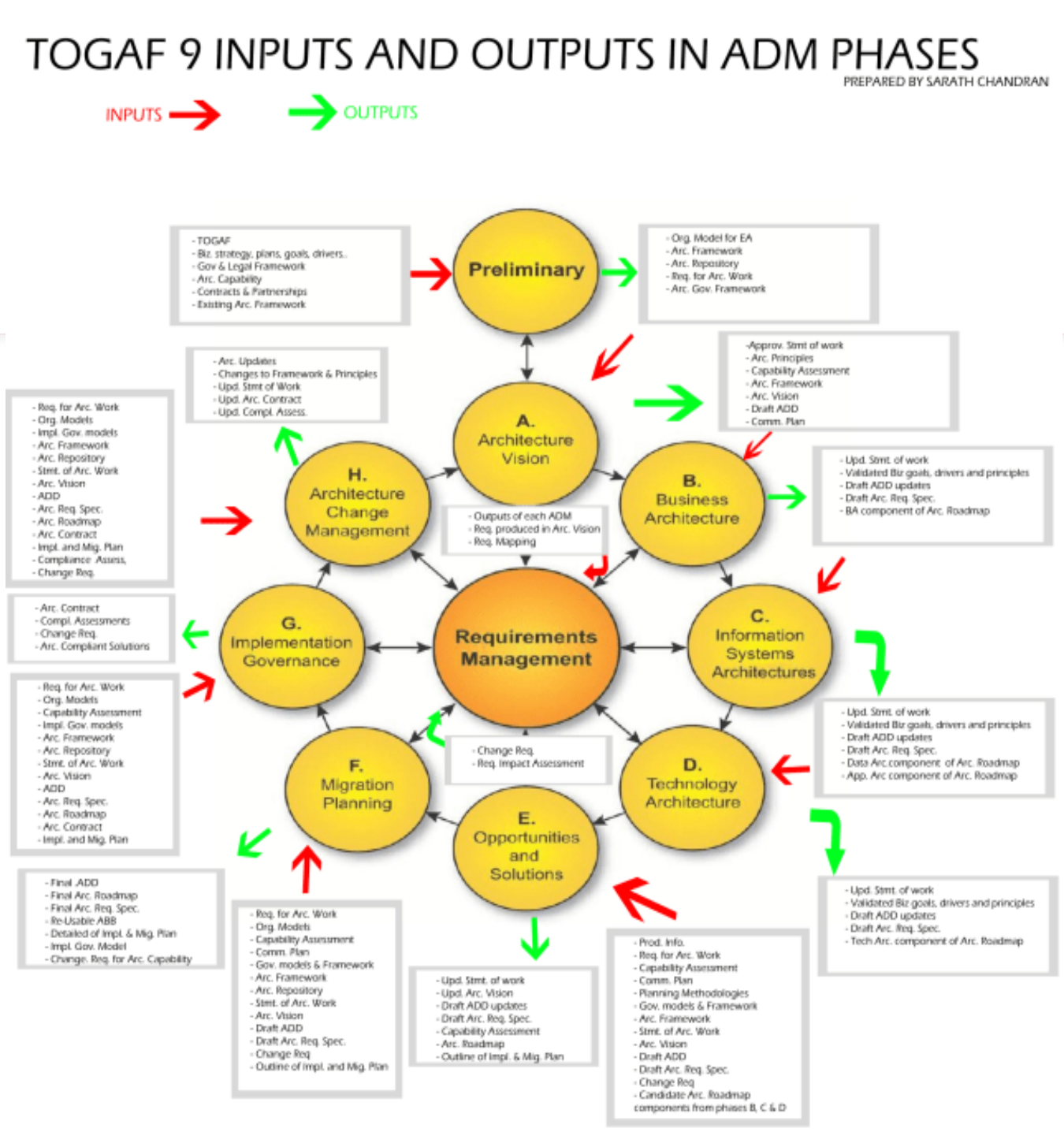
The value of EA has to be understood and demonstrated in order for organizations to justify investment in building EA capability (Bernus et al., 2016).

Another important reason to have a clear understanding of EA value is related to the communication required to align different stakeholders.

Fig. 1. The development of EA frameworks in different domains (to June 2017) (based on Bernus et al., 2015; Romero & Vernadat, 2016; Schekkerman, 2003).

EA værdi

Det er nødvendigt at have sine EA værdier identificeret for at kunne Udfylde og bruge Preliminary og A. Architecture Vision, hvis man anvender TOGAF



Identificerede EA værdier som er understøttet af dokumenteret emperi

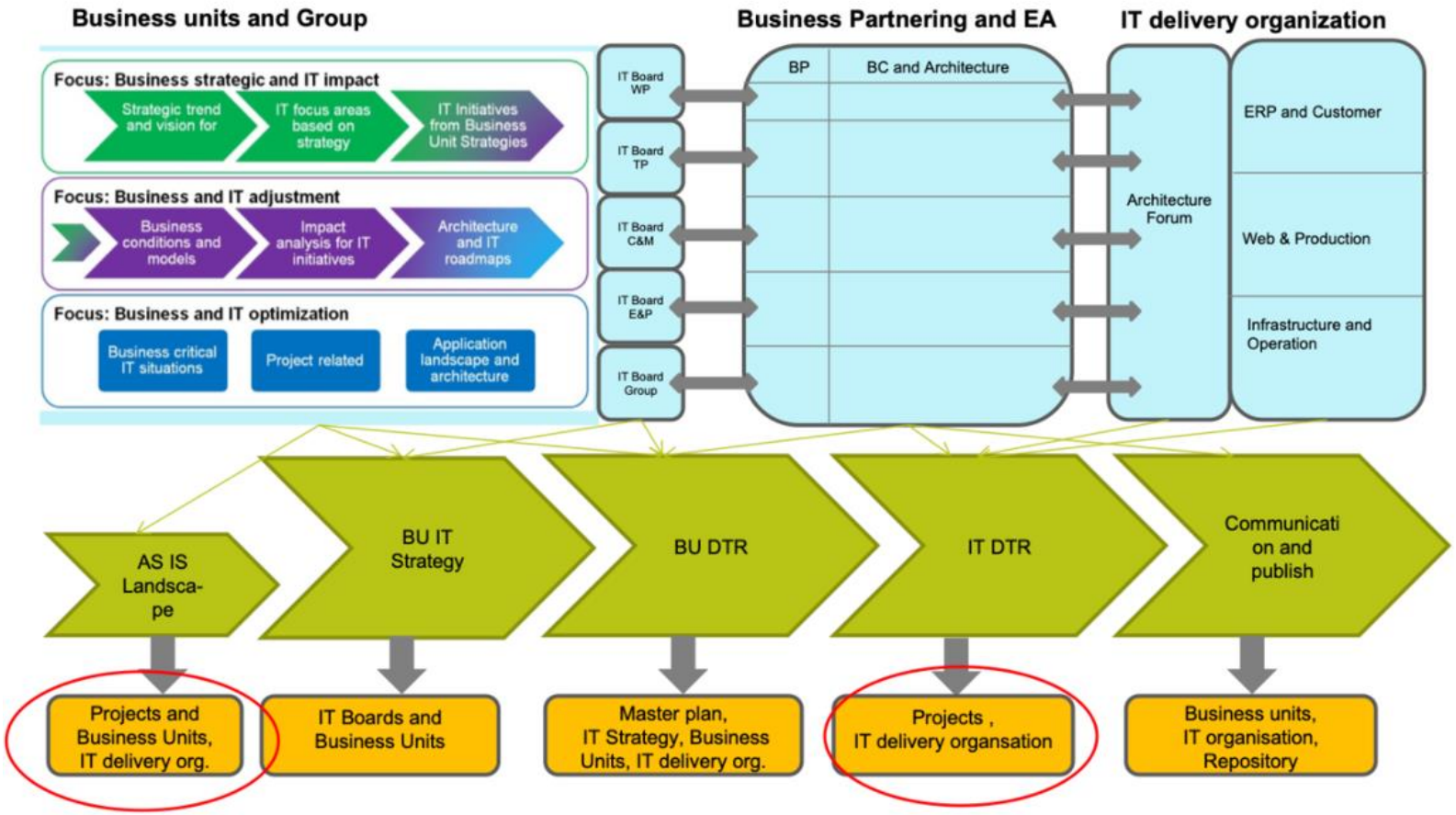
Category of EA value	Value Description	References
Strategic and political	Improved business-IT alignment	(Valorinta, 2011) (Alaeddini & Salekfard, 2013) (Smith & Watson, 2015)
	Enable governance and compliance management	(Foorthuis et al., 2012) (Simon et al., 2014) (Smith & Watson, 2015)
	Enhance the management of IT and business capabilities	(Alaeddini & Salekfard, 2013) (Simon et al., 2014) (Tamm et al., 2015)
	Facilitate decision-making in IT investments and the development of new infrastructures, capabilities and so on	(Pulkkinen, Naumenko, & Luostarinen, 2007) (Martin, 2008) (Janssen, 2012) (Tamm et al., 2015)
Transformational	Navigate from strategy to the delivery of projects and portfolio management	(Janssen, 2012) (Simon et al., 2014) (Smith & Watson, 2015) (Tamm et al., 2015)
Communicational	Improve top-down communication	(Pulkkinen et al., 2007) (Janssen, 2012) (Simon et al., 2014)
	Improve communication between business and IT professionals	(Valorinta, 2011)
Economic	Reduce IT costs	(Schmidt & Buxmann, 2011) (Kappelman & Zachman, 2013) (Smith & Watson, 2015) (Tamm et al., 2015)
	Reduce operational costs	(Bradley, Pratt, & Byrd, 2011) (Struijs, Camstra, Renssen, & Braaksma, 2013)
Flexibility and agility related	Increase IT flexibility	(Schmidt & Buxmann, 2011) (Janssen, 2012)
	Increase agility (responsiveness and speed to market)	(Bradley et al., 2011) (Janssen, 2012) (Struijs et al., 2013) (Smith & Watson, 2015)
Integration and interoperability related	Integrate business processes dispersed across the supply chain	(Marques, Borges, Sousa, & Pinho, 2011) (Struijs et al., 2013)
	Integrate IT resources across the enterprise	(Boh & Yellin, 2006) (Janssen, 2012)
	Integrate IT and human dimension	(Marques et al., 2011)
Inter-organizational	Improve acquisition management	(Toppenberg, Shanks, & Henningsson, 2015)
	Improve external relationships management	(Bradley et al., 2011)
Knowledge management related	Facilitate knowledge sharing between the IT and the business professionals	(Valorinta, 2011)
	Work as a knowledge source for requirement elicitation	(Morkevičius & Gudas, 2011)
Others	Improve end-to-end security by having a total overview	(Pulkkinen et al., 2007)
	Ensure client orientation (client satisfaction)	(Janssen, 2012)
	Enable service availability analysis	(Närman, Franke, König, Buschle, & Ekstedt, 2014)
	Increase spending on emerging technology and innovation	(Smith & Watson, 2015)
	Minimize information overlap and duplication	

Category of EA values

	Category of EA value	Value Description
1	Strategic and political	Improved business-IT alignment Enable governance and compliance management Enhance the management of IT and business capabilities Facilitate decision-making in IT investments and the development of new infrastructures and capabilities
2	Transformational	Navigate from strategy to the delivery of projects and portfolio Management
3	Communicational	Improve top-down communication Improve communication between business and IT professionals
4	Economic	Reduce IT costs Reduce operational costs
5	Flexibility and agility related	Increase IT flexibility Increase agility (responsiveness and speed to market)
6	Integration and interoperability related	Integrate business processes dispersed across the supply chain Integrate IT resources across the enterprise Integrate IT and human dimension
7	Inter-organizational	Improve acquisition management Improve external relationships management
8	Knowledge management related	Facilitate knowledge sharing between the IT and the business professionals Work as a knowledge source for requirement elicitation
9	Others	Improve end-to-end security by having a total overview Ensure client orientation (client satisfaction) Enable service availability analysis Increase spending on emerging technology and innovation Minimize information overlap and duplication

Er disse EA værdier i spil i jeres organisation og hvad gør I EA-mæssigt for at drive dem I hus?

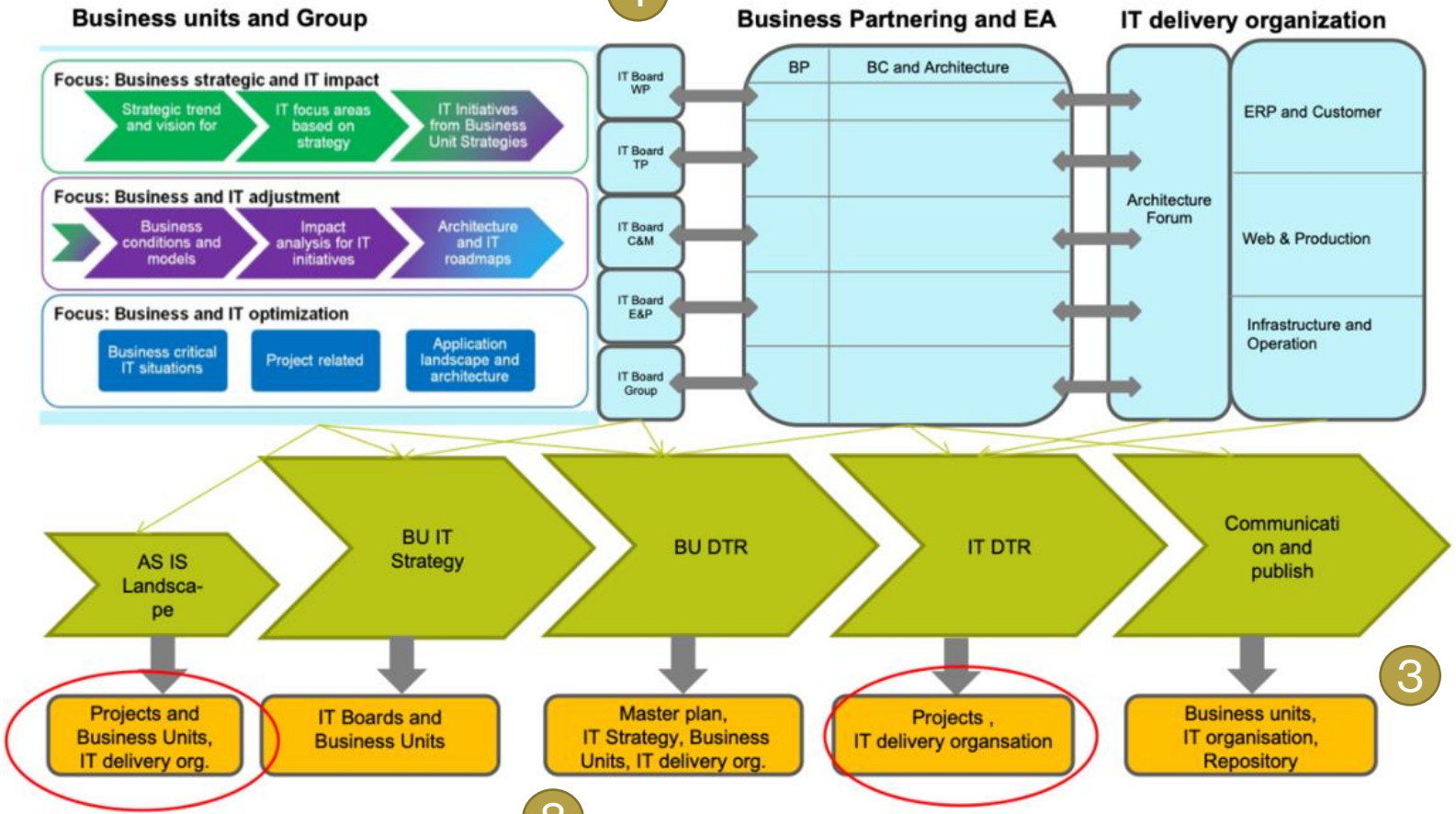
Business and IT operating Model



Eksempel på EA værdier fokus

1 Improved business-IT alignment
Enhance the management of IT and business capabilities

2 Navigate from strategy to the delivery of projects and portfolio Management



5 Increase IT flexibility

6 Integrate IT resources across the enterprise

3 Improve top-down communication
Improve communication between business and IT professionals

8 Facilitate knowledge sharing between the IT and the business professionals

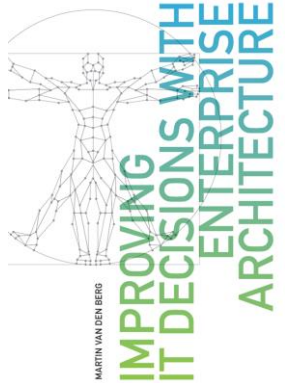
Artikelen peger på 5 myter om EA som ikke holder og som der ikke er belæg for

- Myte 1: EA creates value
- Myte 2: EA reduces complexity
- Myte 3: EA evaluates all aspects of an enterprise
- Myte 4: EA should only capture the situation envisioned
- Mute 5: EA is a one-time effort

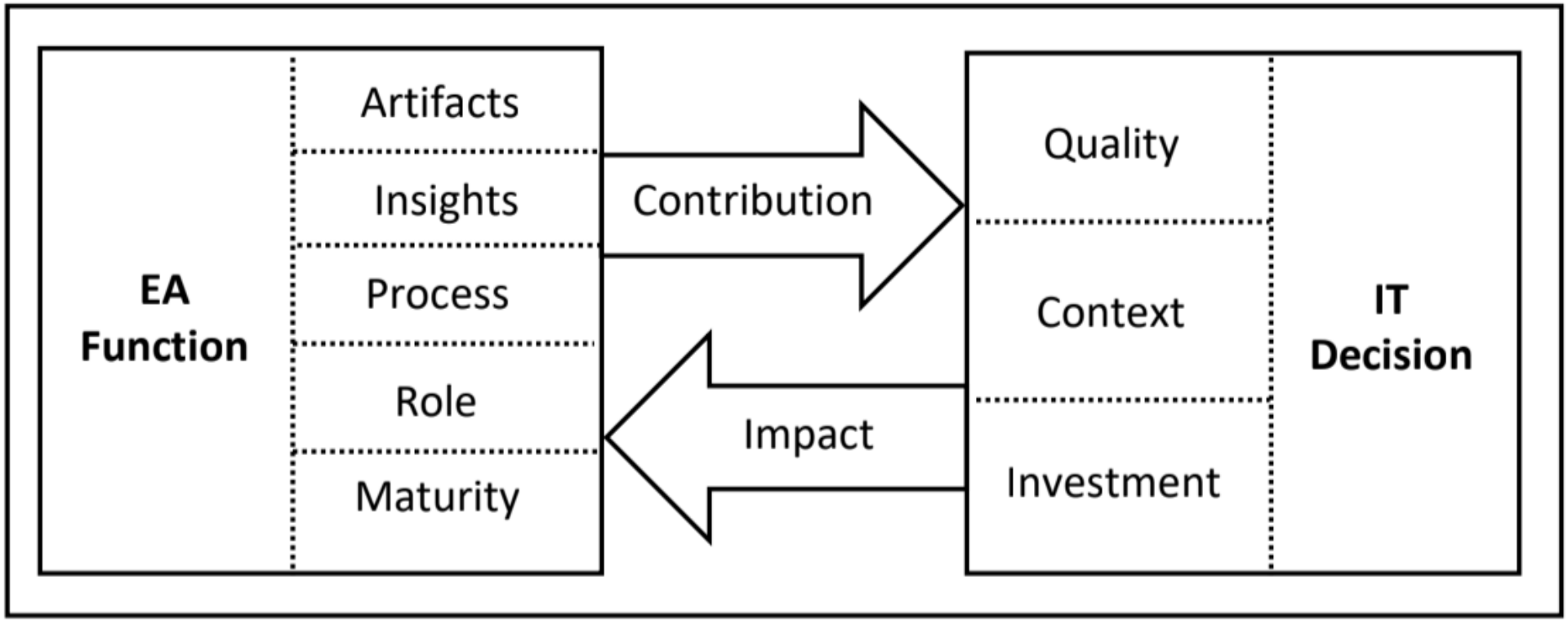
Five myths were identified that often appeal to decision-makers and managers, but which are not based on facts or evidence.

EA værdi og samarbejdet i IT

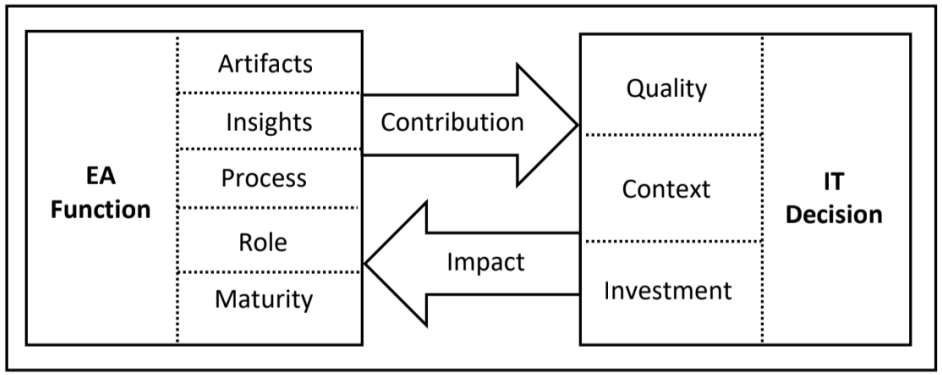
- Den hollandske Enterprise Architect og forfatter Martin Van Den afsluttede i september 2019 sin PHD med title "Improving IT decisions with Enterprise Architecture" .
- I sammenhæng med EA value sætter Martin fokus på hvordan arbejdet med EA kan give værdi ved at understøtter forbedrede IT beslutninger.
- Til at arbejde med dette har Martin udviklet en referencemodel for samarbejdet ved at afdække de invoverede parter og områder for beslutninger / bidragsydelser



Figuren viser at der er en vekselvirkning mellem IT beslutninger og EA's bidrag og evne til at gøre en positiv forskel på IT beslutninger.



Research Questions to the figure



- Master RQ : How can enterprise architecture be used as an instrument to improve IT decisions?
- RQ1: What constitutes IT decision-making and what are the implications for enterprise architects?
- RQ2: What factors determine the successful influence of enterprise architects on IT decisions?
- RQ3: What is the impact of the decision-making context on enterprise architects?
  - RQ3-1: What kind of linkages between IT decisions can be identified and what are the implications for enterprise architects?
  - RQ3-2: What is the impact of the agile transition on the role of architects in decision-making prior to and during agile iterations?
- RQ4: How can EA improve the quality of IT investment decisions?
  - RQ4-1: To what extent does the maturity of an EA practice predict the quality of IT investment decisions?
  - RQ4-2: How does EA improve the quality of IT investment decisions?
- RQ5: How can the use of a checklist be a guide for enterprise architects to improve the quality of a business case?

Problem formuleringer i Martins Phd

- En af problem-formuleringerne i Martins Phd er, at EA for at kunne producere understøttede beslutningsoplæg er, at “Enterprise architects should follow the money”.
- Hvilket ligger fint i tråd med EA værdien

4

- Reduce IT costs
- Reduce operational costs

Tilgang til at opnå viden om de økonomiske konsekvenser

- Til at opnå denne viden foreslår Martin at der arbejdes med en spørgeramme hvor svar til kunne bruges til at blotlægge de mulige konsekvenser og følgevirkninger.
- Denne spørgeramme består af 13 spørgsmål hvor besvarelse vil gøre EA i stand til at vurdere og kvalitetssikre EA mulige bidrag.
- De 13 spørgsmål er listet på næste side:

Spørgeramme / Survey

- **Check the fit with the business strategy.**
  To what extent does this business case realize the business strategy?

- **Check the objectives.**
  To what extent are the objectives of this business case clearly defined? To what extent does this business case meet the set objectives? Is it clear when the business case is successful?

- **Check the future options**.
  To what extent does this business case generate opportunities that can be redeemed in the future?

- **Check the stakeholders' concerns**.
  To what extent are the concerns of stakeholders known? Are these concerns sufficiently reflected in the business case?

- **Check the solution requirements.**
  To what extent are the solution requirements known? To what extent are these requirements clearly defined?

- **Check the solution alternatives.**
  What are the solution alternatives to realize this business case? Are these solution alternatives recognized in the business case? Are the solution alternatives weighed up? Is the proposed solution motivated? Does the proposed solution meet the interests of the stakeholders? Does the proposed solution make it possible to redeem the benefits of this business case?

- **Check the solution costs.**
  To what extent are the costs of the solution reliably estimated? Which costs are missing or have not been properly estimated? Have the management costs been defined?

- **Check the solution benefits.**
  To what extent are the benefits of this business case reliably estimated? What benefits are lacking or have not been properly estimated? Is it clear who will realize the benefits? To what extent do the solution alternatives contribute to the benefits?

- **Check the impact of the solution on other business cases.**
  Can other business cases benefit from this business case? Can this business case ruin other business cases?

- **Check the consequences for the current state.**
  What are the consequences for the current landscape? Are these consequences recognized in the business case? To what extent can this business case ruin the current landscape?

- **Check the fit with the future state architecture.**
  To what extent does this business case realize the future state architecture? Is this business case in line with the future state architecture? Is this business case in conflict with the future state architecture? Is this business case in line with architecture principles, policies, and standards? Is this business case in line with current market developments?

- **Check the feasibility.**
  To what extent is this business case feasible? What makes it difficult to realize the solution for this business case? What makes it difficult to realize the benefits of this business case? Is the feasibility of the solution addressed in the business case? Is the feasibility of the benefits addressed in the business case?

- **Check the risks**.
  What are the main risks to realize this business case? Are these risks recognized in the business case?

Spørgeramme / Survey / EA value?

- **Check the fit with the business strategy.** 18
  To what extent does this business case realize the business strategy?
- **Check the objectives.** 8
  To what extent are the objectives of this business case clearly defined? To what extent does this business case meet the set objectives? Is it clear when the business case is successful?
- **Check the future options**. 9
  To what extent does this business case generate opportunities that can be redeemed in the future?
- **Check the stakeholders' concerns**. 3
  To what extent are the concerns of stakeholders known? Are these concerns sufficiently reflected in the business case?
- **Check the solution requirements.** 8
  To what extent are the solution requirements known? To what extent are these requirements clearly defined?
- **Check the solution alternatives.** 1
  What are the solution alternatives to realize this business case? Are these solution alternatives recognized in the business case? Are the solution alternatives weighed up? Is the proposed solution motivated? Does the proposed solution meet the interests of the stakeholders? Does the proposed solution make it possible to redeem the benefits of this business case?
- **Check the solution costs.** 4
  To what extent are the costs of the solution reliably estimated? Which costs are missing or have not been properly estimated? Have the management costs been defined?
- **Check the solution benefits.** 4
  To what extent are the benefits of this business case reliably estimated? What benefits are lacking or have not been properly estimated? Is it clear who will realize the benefits? To what extent do the solution alternatives contribute to the benefits?
- **Check the impact of the solution on other business cases.** 4
  Can other business cases benefit from this business case? Can this business case ruin other business cases?
- **Check the consequences for the current state.** 6
  What are the consequences for the current landscape? Are these consequences recognized in the business case? To what extent can this business case ruin the current landscape?
- **Check the fit with the future state architecture.** 1
  To what extent does this business case realize the future state architecture? Is this business case in line with the future state architecture? Is this business case in conflict with the future state architecture? Is this business case in line with architecture principles, policies, and standards? Is this business case in line with current market developments?
- **Check the feasibility.** 4
  To what extent is this business case feasible? What makes it difficult to realize the solution for this business case? What makes it difficult to realize the benefits of this business case? Is the feasibility of the solution addressed in the business case? Is the feasibility of the benefits addressed in the business case?
- **Check the risks**. 9
  What are the main risks to realize this business case? Are these risks recognized in the business case?

Konklusion / Anbefaling

- Brug EA værdi oversigten til at sikre at jeres organisation anvender EA værdier som kan eftervise og som giver værdi
- Bruge Martin's Spørgsramme til at opnå EA viden og indsigt som kan giver et økonomiske indsigt og grundlag

- Efterfølgende er der selve arbejdet med at bruge arkitektur leverancer og artifakter som kan understøtte de ovenstående punkter i jeres organisation, se næste slide

EA artifacts

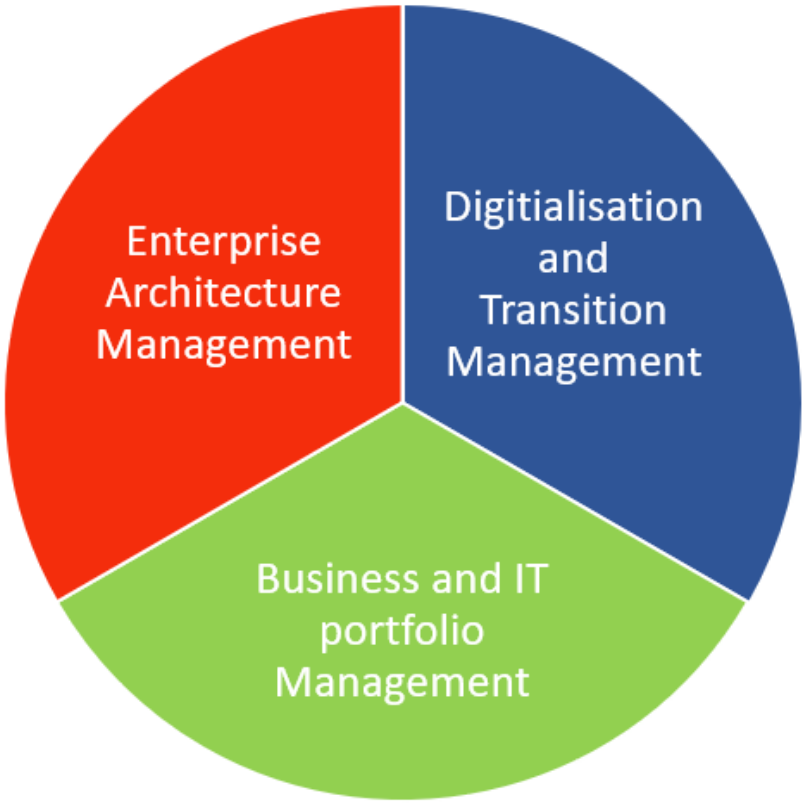
EA artifacts that can be used in the preparation of IT investment Decisions (Martin Van Den Berg)

Type of EA artifact	Defintion	References
Business capability models	Structured graphical representation of all organizational business capabilities, their relationship and hierarchy. A business capability is a particular ability that a business may possess or exchange to achieve a specific purpose.	Kotusev 2018 [112], Open Group 2018 [85]
Future-state architectures	High-level graphical descriptions of the desired long-term future state of an organization. Sometimes referred to as the "to-be", "soll" or "target" architecture.	Kotusev 2018 [112], Van der Raadt and Van Vliet 2008 [171], Open Group 2018 [85]
Current-state architectures	Descriptions of the current situation of an organization. Sometimes referred to as the "as-is" or "ist" architecture.	Van der Raadt and Van Vliet 2008 [171]
Principles	A declarative statement that normatively prescribes a property of the design of an artifact.	Greefhorst and Proper 2011 [72], Kotusev 2018 [112]
Guidelines	Prescriptions of best practices that provide guidance on the optimal ways to carry out design or implementation activities.	Kotusev 2018 [112], Open Group 2018 [85], Van der Raadt and Van Vliet 2008 [171]
Standards	Three classes of standards exist: 1) Legal and regulatory obligations: these standards are mandated by law and therefore an enterprise must comply or face serious consequences. 2) Industry standards: these standards are established by industry bodies and are then selected by the enterprise for adoption. 3) Organizational standards: these standards are set within the organization and are based on business aspiration. The purpose of standards is to help achieve technical consistency, technological homogeneity and regulatory compliance.	Open Group 2018 [85], Kotusev 2018 [112]
Heat maps	A map where different colors are used to visualize the status of certain attributes of a business capability. These attributes may include maturity, effectiveness, performance, and the value or cost of each capability to the business. Heat maps can also be used in conjunction with e.g., information objects.	Open Group 2018 [85], Roelens and Poels 2014 [178]
Landscape diagrams	High-level connections between various applications, databases, platforms, systems and sometimes business processes covering large parts of the corporate IT landscape, typically in their current states.	Kotusev 2017 [110]
Roadmaps	An abstracted plan for business or technology change, typically operating across multiple disciplines over multiple years. A roadmap describes a realization path from the current state to the future state.	Open Group 2018 [85], Van der Raadt and Van Vliet 2008 [171]
Project-start architectures	Delineates a concrete and usable framework within which a project should be carried out. It contains the translation of general principles and policy directives into specific project guidelines. It provides the constraints and general direction for the further elaboration of the project's fundamental design.	Wagter et al. 2005 [223], Foorthuis and Brinkkemper 2007 [64]
Principles	A declarative statement that normatively prescribes a property of the design of an artifact.	Greefhorst and Proper 2011 [72], Kotusev 2018 [112]
Solution outlines	High-level description of specific proposed solutions.	Kotusev 2018 [112]

EA Value supported by Empirical evidence in literature

EA value supported by empirical evidence in literature.

EA value mentioned	Source of evidence	Article
• Improves the sharing and integration of IT resources across the enterprise • Coordinates the planning and design of the solutions to security problems • Guides the decision-making and provides a means to communicate the decisions to be diffused in the enterprise, and also the changes to be addressed	A survey completed by 90 organizations Single case study	(Boh & Yellin, 2006) (Pulkkinen et al., 2007)
• Helps high-level managers understand the elements of the enterprise they manage	A case study on EA for the earth science activities of NASA	(Martin, 2008)
• Addresses concerns with the integration of the human dimension in information systems • Integrates business processes dispersed over the supply chain • The source of knowledge for requirement elicitation	A case study on a pulpwood producing company in Portugal A citation and an experiment on a given EA fragment	(Marques et al., 2011) (Morkevičius & Gudas, 2011)
• Serves as a boundary object in boundary management and is associated with improved IT alignment • Helps organizational actors cross their boundaries by establishing a shared language and joint practices for knowledge sharing • Facilitates the collaboration between the IT and the business professionals and helps them manage and develop increasingly large and complex information systems	A survey among the CIO and IT managers of Finland's 500 largest companies	(Valorinta, 2011)
• Significantly higher degrees of IT flexibility • Positive impact on IT efficiency: the additional costs of an EA are typically outbalanced by the long-term savings	A field survey within the international financial services industry, involving 85 organizations in 17 countries	(Schmidt & Buxmann, 2011)
• Manages external relationships • Lowers the cost of business operations • More strategically agile – such as increasing the speed of entering new markets	A survey among 140 CIOs of US hospitals	(Bradley et al., 2011)
• Provides input for compliance assessment of projects	Two empirical evaluations at the Dutch national statistical institute	(Foorthuis et al., 2012)
• Creates and enables interoperability • Ensures client orientation (client satisfaction) • Creates flexibility and agility • Aligns strategy and technology (organizational structure and business processes), including communication • Supports decision-making (making IT investments, design decisions guiding design of new infrastructures, and developing capabilities) • Enables transformation (change support, vision and strategy, and new infrastructures)	Citations and 39 interviews conducted in the Netherlands	(Janssen, 2012)
• Helps to increase responsiveness to new information needs and reduces the response burden • Production processes run more smoothly, cost less, are better integrated into the existing environment and are more transparent, which in turn enhances quality and speed and reduces risks	A study of the EA programme at Statistics Netherlands	(Struijs et al., 2013)
• Harmonizes an organization's business and IT when they are misaligned or have a low degree of alignment • Creates the right perspective on IT capabilities that divisions need to meet their goals • Enhances business and IT alignment maturity	A survey of 31 organizations in Iran that ran and completed an EA project between 2005 and 2010	(Alaeddini & Salekfard, 2013)
• Reduces IT costs	A story from the authors	(Kappelman & Zachman, 2013)
• Enables service availability analysis	7 case studies	(Närman et al., 2014)
• Facilitates strategy analyses by contributing to the possible structured capturing of the business context and supports definition of business capabilities • Breaks down strategy into the business model as the basis for designing the future business execution • Navigates the paths from strategy to execution, and vice versa • Strategic governance and strategy communication	7 semi-structured, guideline-based interviews	(Simon et al., 2014)
• IT cost savings • More effective IT decision-making processes • Successful delivery of transformation projects • Strategic capability arising from a better digital business platform built during the transformation	A case study of an Australian retailer	(Tamm et al., 2015)
• Contributes to the four phases of the acquisition process: pre-acquisition preparation, acquisition selection, acquisition integration and post-integration management	A case study of Cisco Systems	(Toppenberg et al., 2015)
• Delivers total business-IT alignment • Reduces IT total cost of ownership • Improves application, information and technology portfolio management • Minimizes information overlap and duplication • Increases IT responsiveness and speed to market • Regulatory compliance • Increases spending on emerging technology and innovation	Quotation from the chief development officer of the company studied	(Smith & Watson, 2015)



Empower you

Our philosophy is to empower you:

- We aim to raise the level of competence in your company rather than just deliver a solution
- We believe that we help you more by making you skilled than by solving your specific problem
- We would rather coach and train you to choose the right IT systems than choose them for you
- We would rather enable you to challenge the IT suppliers than be the IT supplier
- We start where you are and at your pace

Questions