Alignment of Business, IT strategy and Enterprise Architecture.

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Agenda

- Presentation of ATP.
  - Customers.
  - Characteristics.
  - Organisational story.
  - Overview - Connection between IT and the business.
- Enterprise architecture.
- Key challenges.
  - Business.
  - IT.
- Lessons learned.

Nearly all Danes are customers in corporate ATP

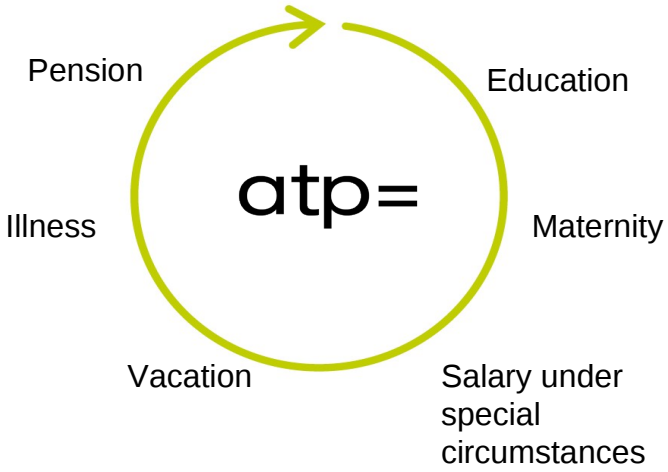
- 4.5 million Danes will at some point in time during their life use some of ATPs services in one way or another. Hereby ATP is the foundation in the Danish welfare security infrastructure.

Business characteristics

- Low unit costs.
- Economies of scale through standardised processes data flows.
- Simplicity and efficiency in the process setup
- Heavy batch organisation.

All of which should have been taken into consideration before starting the transformation.

Corporate ATPs customers



Regulated customers

Pension	Money in = money out
ATP	AER
SP	AES
SUPP	FerieKonto
LD	LG
	Barsel.dk

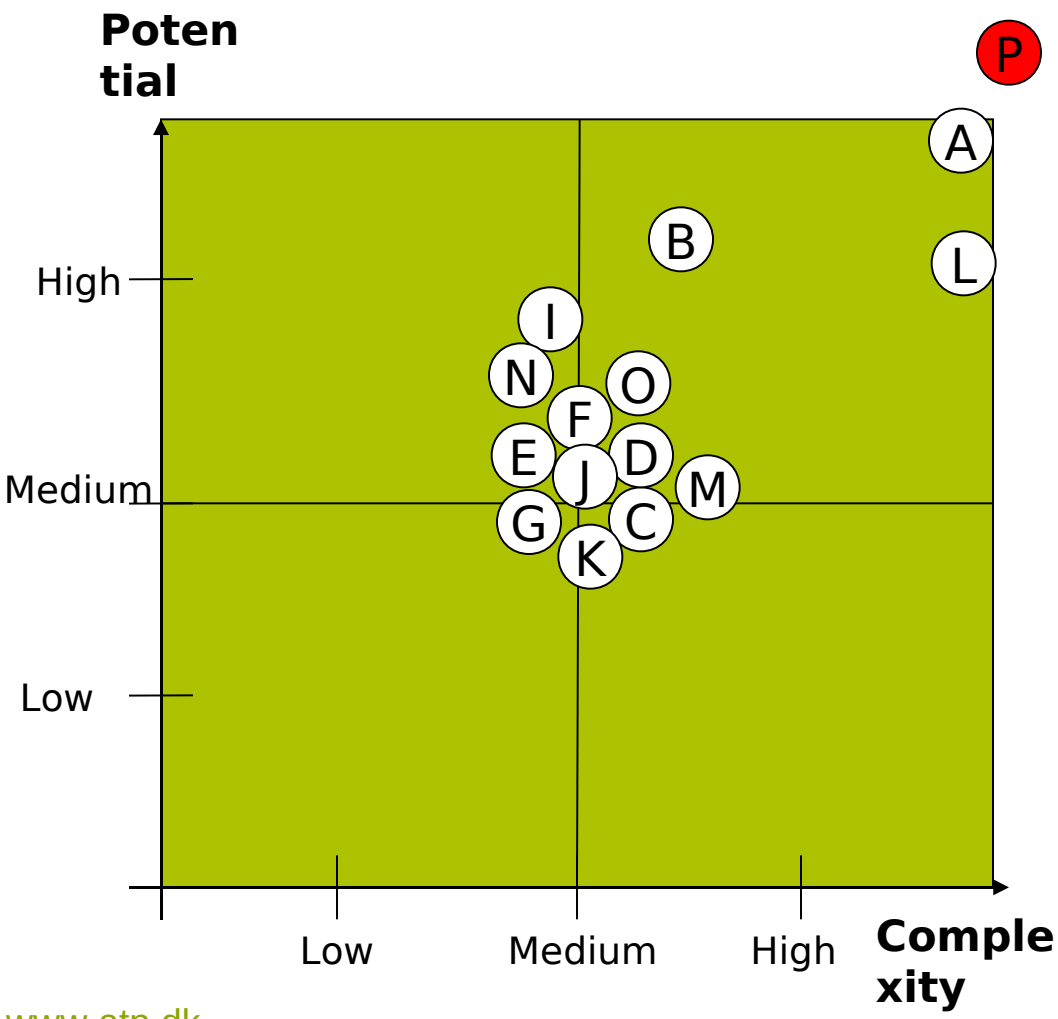
ATPs core competency and basis for future growth.

Market based customers

Pension and Money in = money out

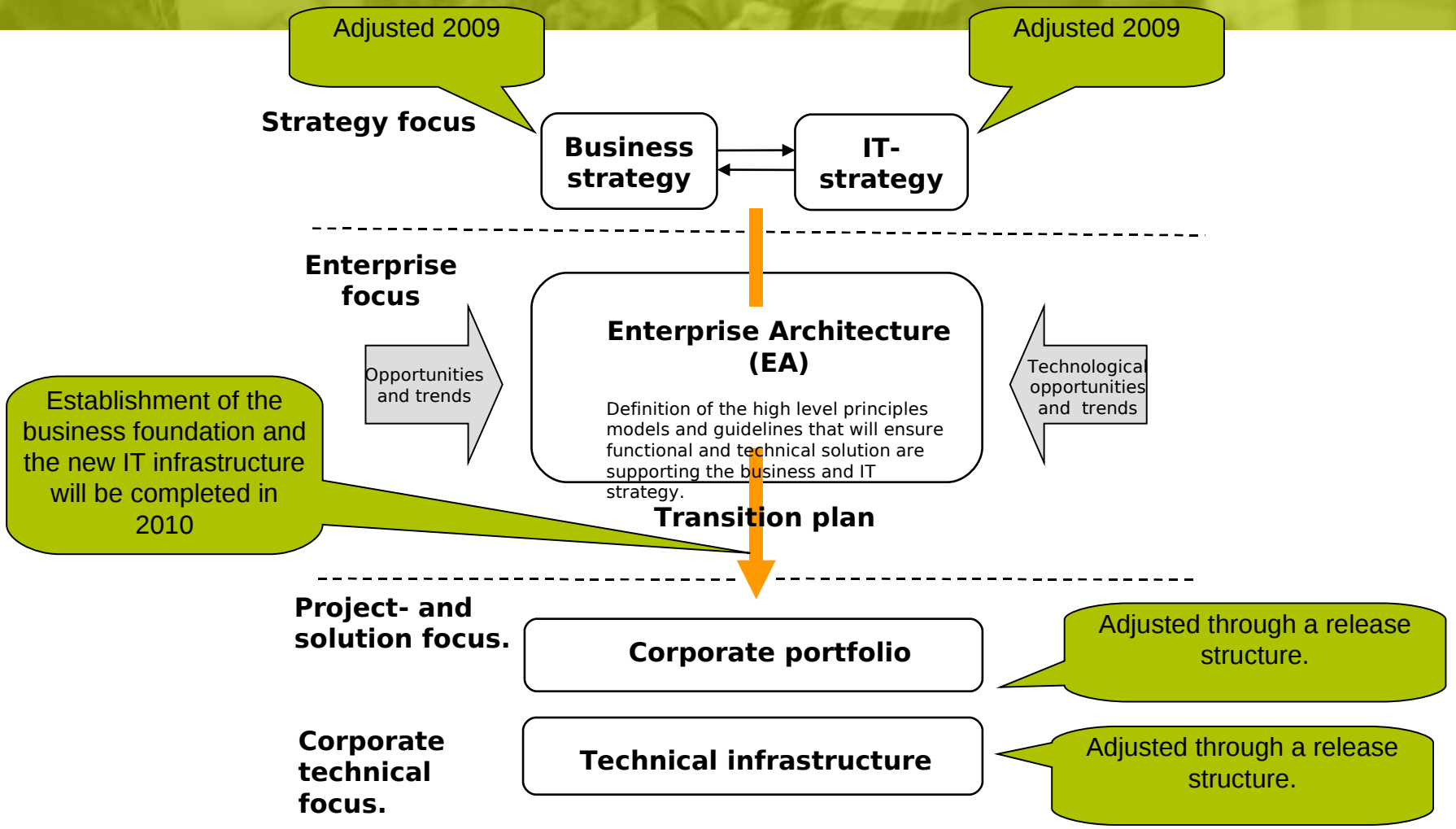
- PensionDanmark
- JØP (Unit Link)
- DA-Barsel
- Kompetencefonde
- Sundhedsordning

Customers importance for ATP.

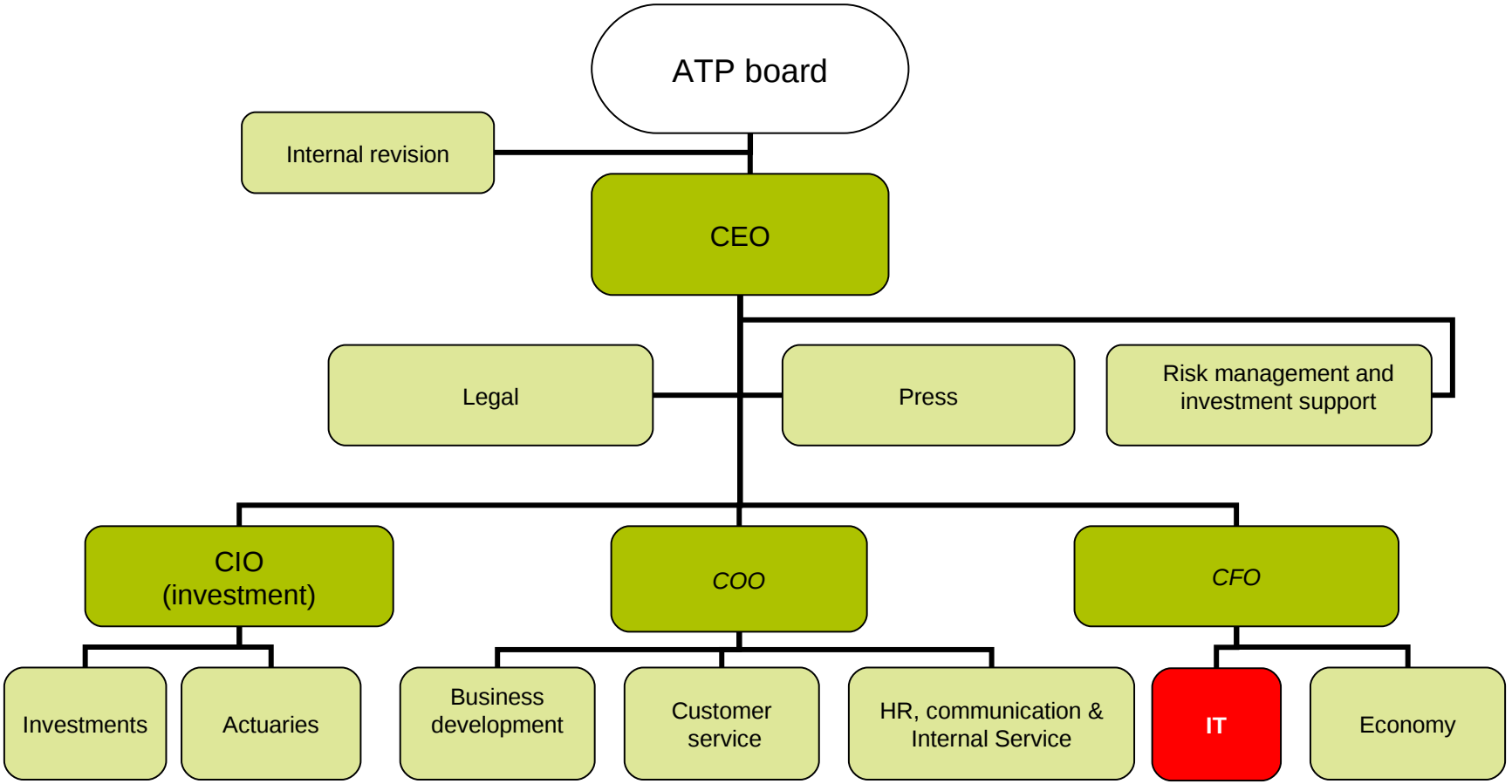


- A ATP
- B SP
- C SUPP
- D Feriekonto
- E AES
- F AER
- G LG
- I Barsel.dk
- J DA Barsel
- K Finansieringsbidrag
- L Pensiondanmark
- M JØP
- N Sundhedsordning
- O Kompetenceudviklingsfonde
- P Personal Accounts - UK

Overview - Connection between IT and business



The organisational story - ATP's organisation



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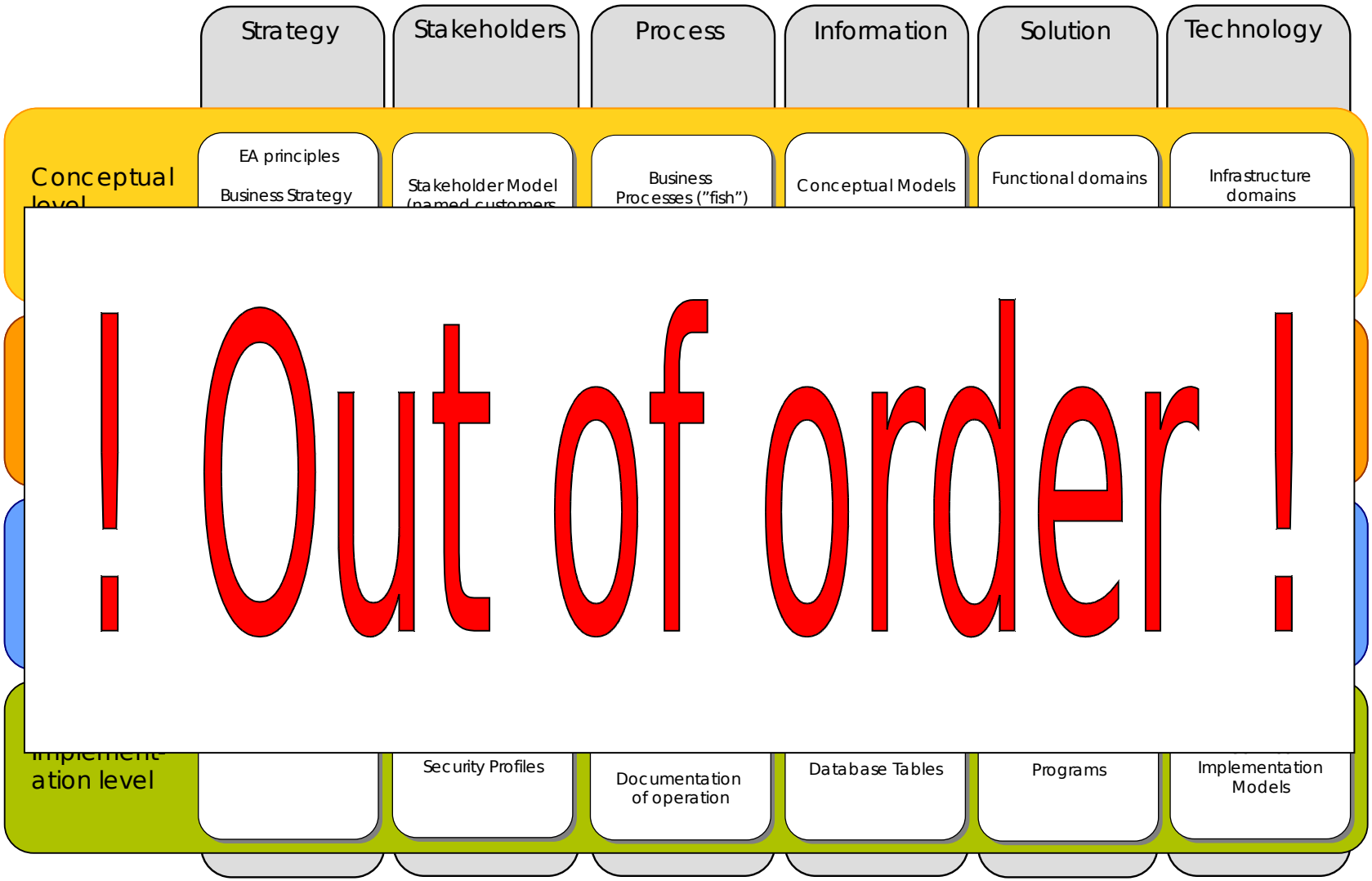
Enterprise architecture in ATP

Enterprise Architecture is decided in the top management and contains

- Strategically statements.
- Architecture principles.
- An Enterprise architecture framework.

Architecture steering committee across business and IT

ATP's enterprise architecture framework



ATP's 10 EA principles - status

1. **Functionality is developed once**
ATP functionality is developed once and reused across business services, pension schemes and support functions whenever possible. That means that all functionality is constructed in a way that makes it possible to incorporate future requirements from similar products and schemes with only minor customisation.

2. **Optimisation of ATP's business processes**
ATP simplifies and automates processes whenever possible. Not only core processes but also support, development and IT service management processes.

3. **Portfolio Management**
ATP views solutions, systems and infrastructure components vital to maintaining operational excellence. The assets are regularly evaluated, maintained and if necessary upgraded or replaced and therefore ATP operates a modern and cost-effective IT infrastructure.

4. **Strategic process importance qualify its implementation**
Processes are divided into three categories of importance – high, medium and low. Architectural guidelines and recommendations apply to all categories whereas the level of quality/rigor increases with strategic importance.

5. **Formalised and standardised information**
The information models in ATP are the only source of the definitions of business concepts and the relationships between the concepts. All concepts and the relation between them are created and maintained here.

6. **Security**
ATP Group complies with data security standard DS484, based on ISO17799, and has decided to adopt the highest classification for all data including strong authentication of sender and receiver, confidentiality, integrity, refutability and logging.

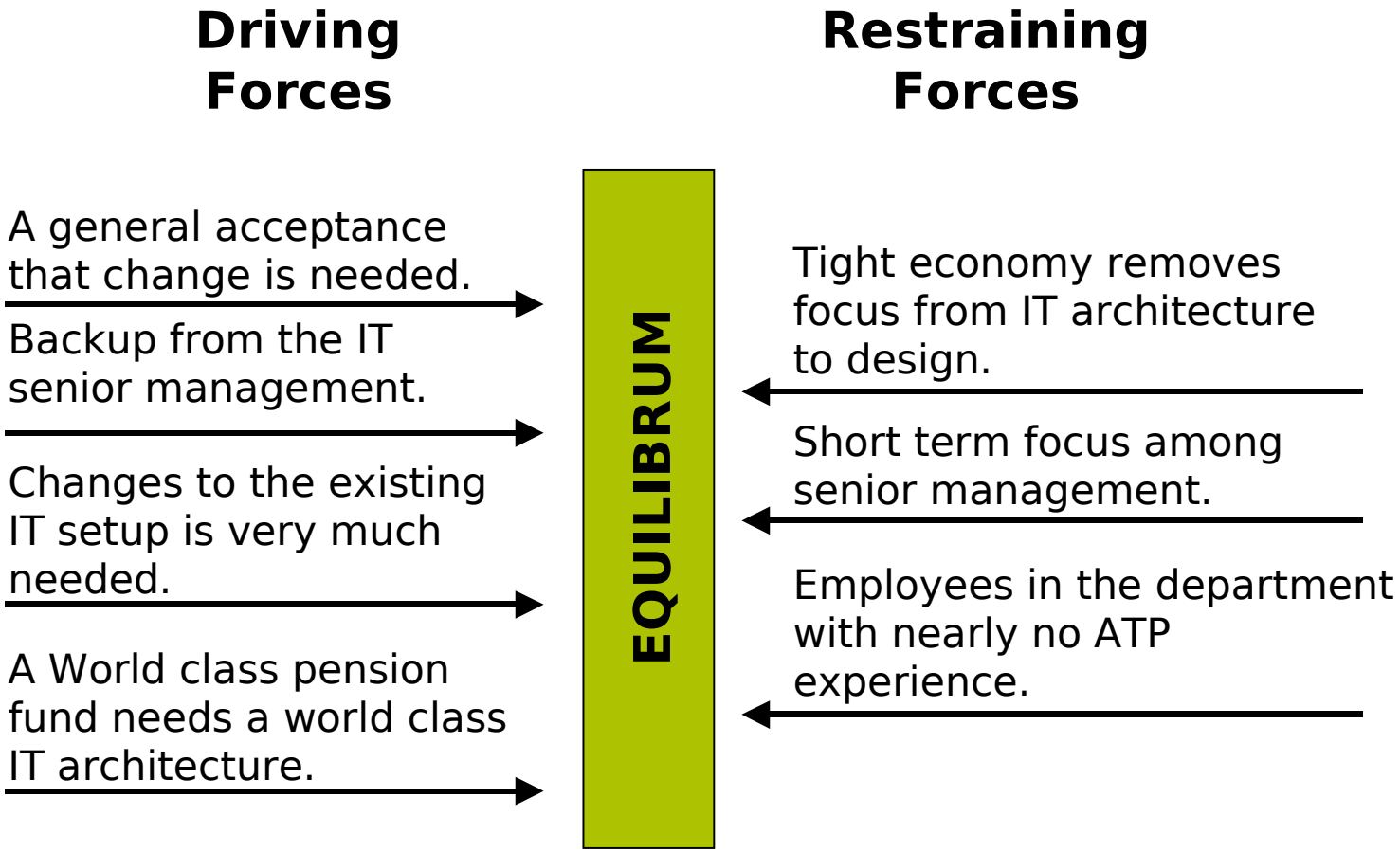
7. **Loose coupling**
ATP's IT solutions are based on the principle of loose coupling. Systems in general are developed with minimal assumptions between sending and receiving parties, thus reducing the risk that a change in one application or module will force a change in another application or module.

8. **Robustness**
IT solutions and underlying systems and infrastructure must be robust and stable and ATP's testing discipline use rigorous methods to ensure the robustness of ATP's solutions. A substantial amount of effort is put into the test process including performance test, simulation test, fault seeding and injection tests.

9. **Scalability and performance**
All components in the ATP IT architecture have to be scalable and able to perform with high volumes of data.

10. **Architecture and methodology focus**
ATP and suppliers work methodically against a set of agreed upon guidelines. The guidelines are laid down by enterprise architecture, quality assurance, governance, the development model, and design principles. This applies both internally and in cooperation with external suppliers.

What is driving the future development of the Enterprise Architecture



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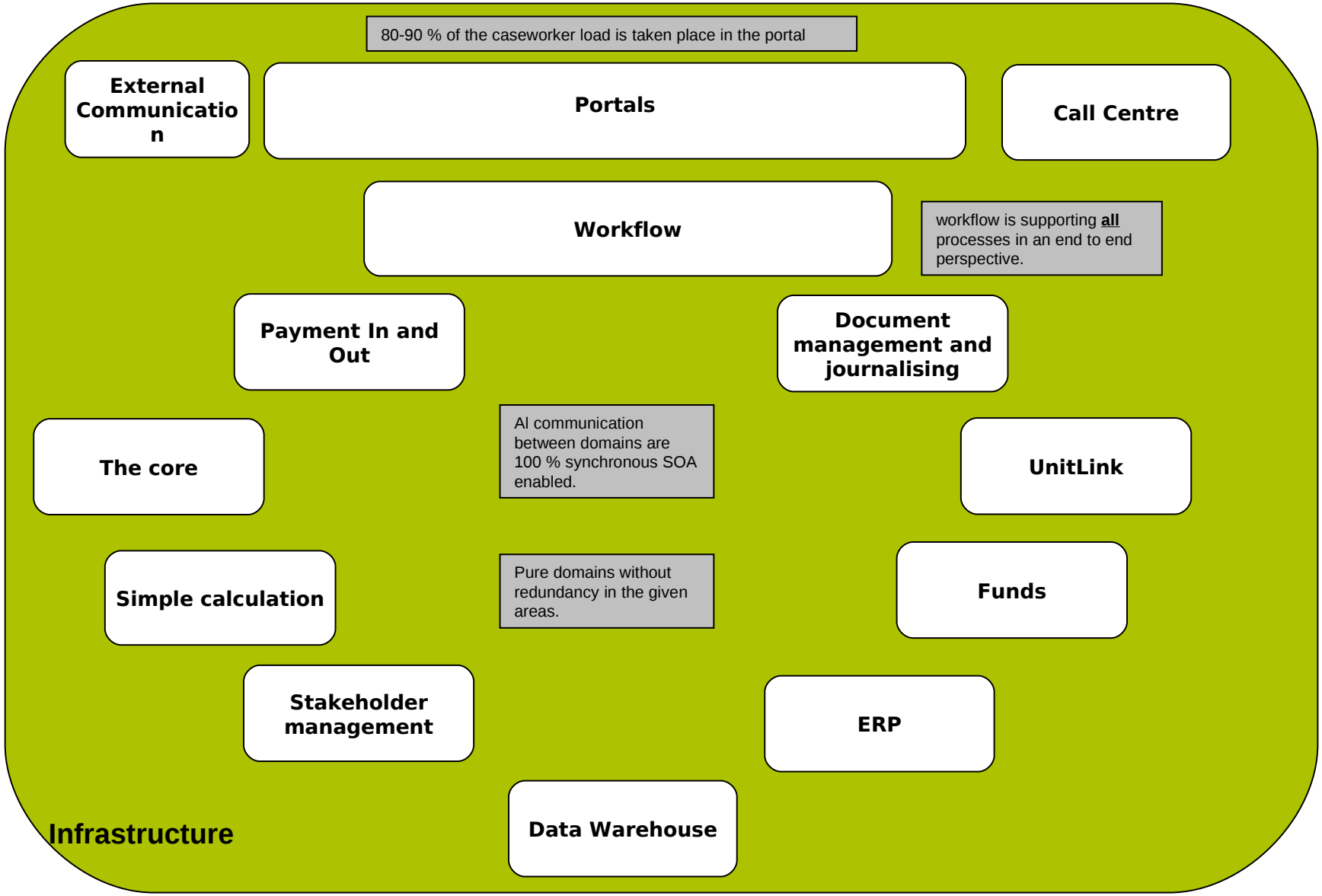
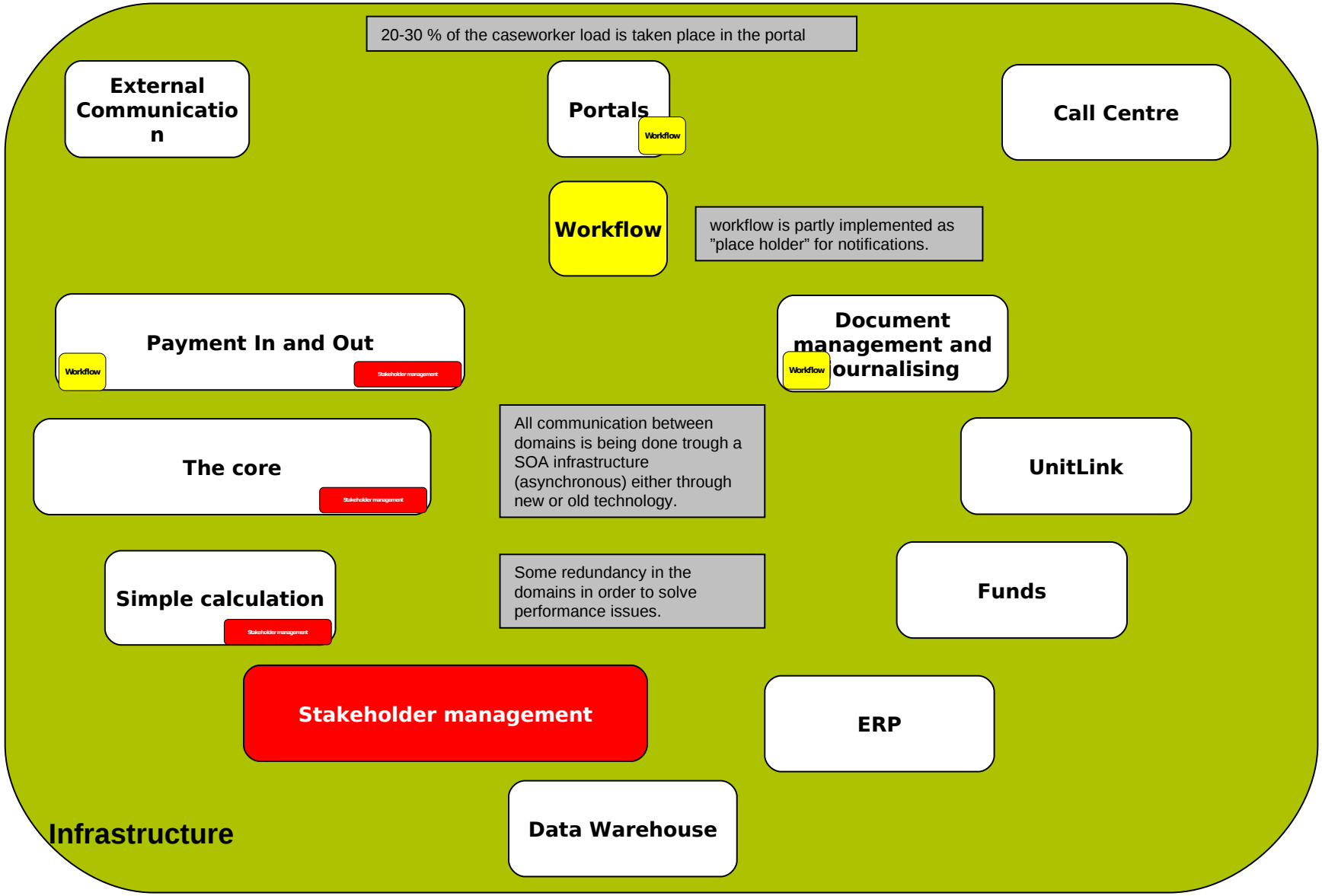
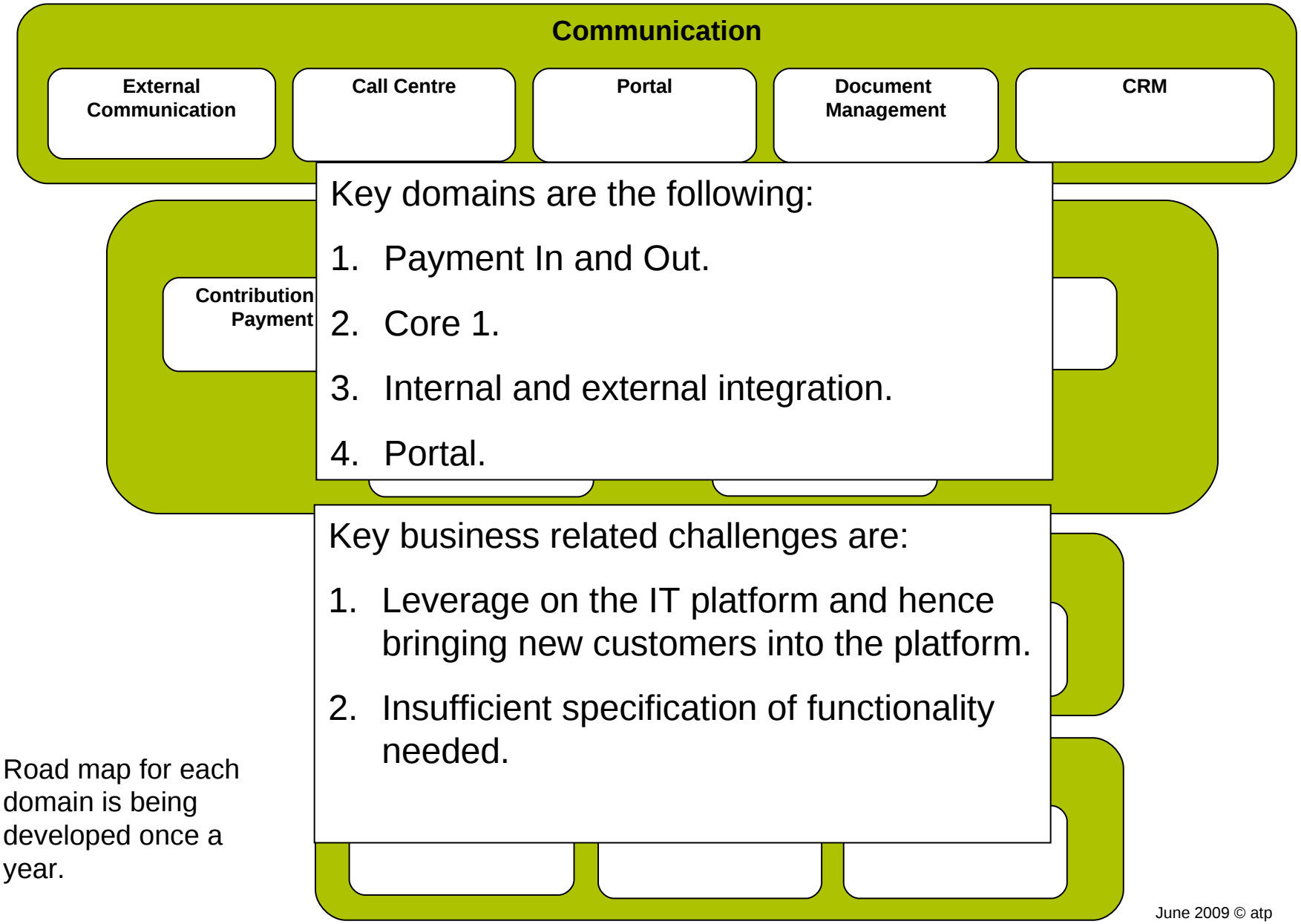
Domain setup – original



Domain setup – today

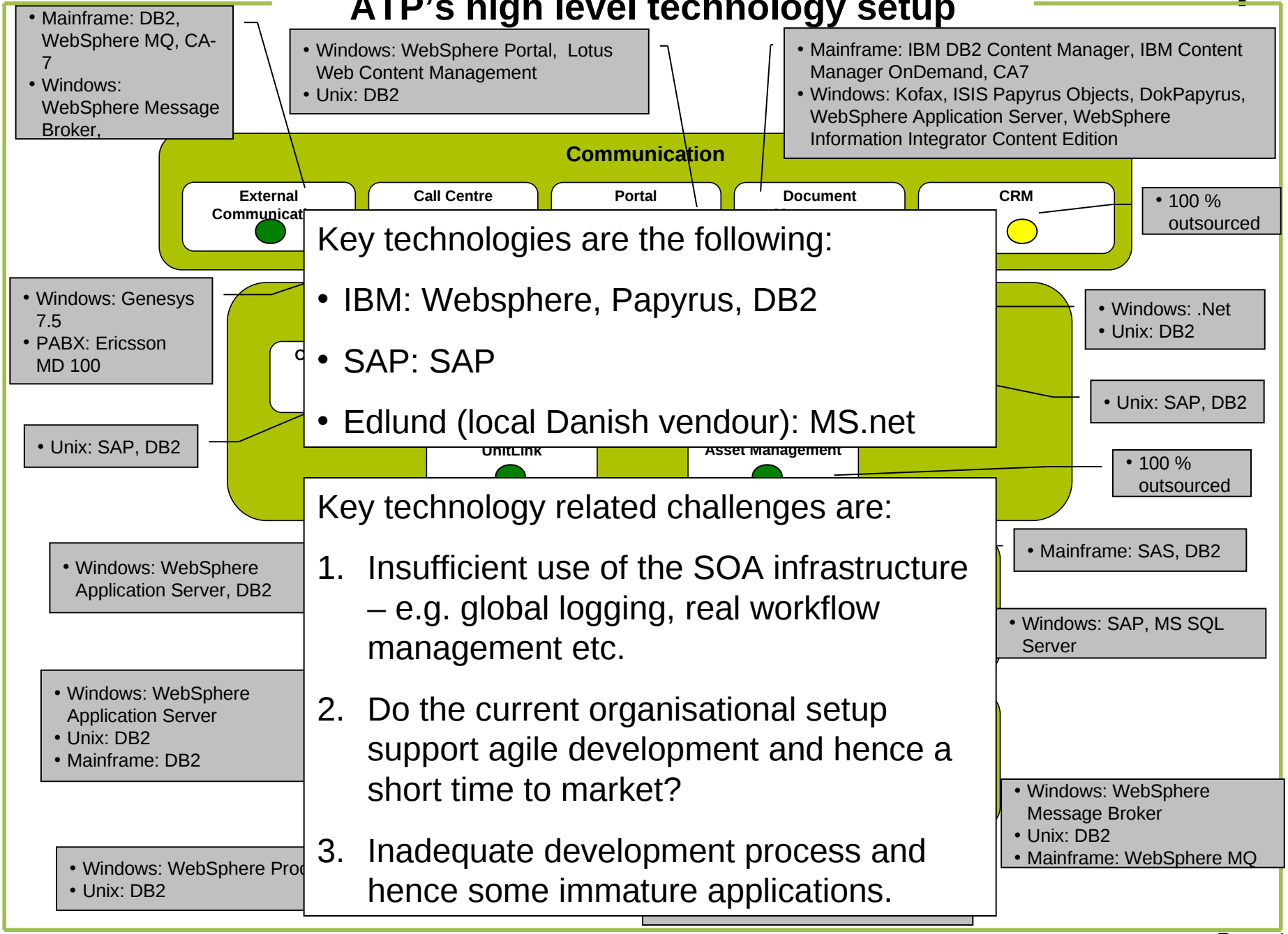


ATP's business domains



Road map for each domain is being developed once a year.

ATP's high level technology setup



Key technologies are the following:

- IBM: Websphere, Papyrus, DB2
- SAP: SAP
- Edlund (local Danish vendour): MS.net

Key technology related challenges are:

1. Insufficient use of the SOA infrastructure – e.g. global logging, real workflow management etc.
2. Do the current organisational setup support agile development and hence a short time to market?
3. Inadequate development process and hence some immature applications.

Learning Points

- Enterprise architecture needs to be developed and maintained ***jointly*** between IT and the business.
- Keep focus on ***standardising and reusability***.
- ***Understand the business*** and implement the architecture on the basis of the business characteristics – not the other way.
- ***Simplicity*** in the architecture where possible.
- Make your ***own experience with SOA***.
- Enterprise Architecture is ***not static***.
- The architects ***need to participate in the projects.***
- Make ***operational principles*** everybody can apply to.
- Start the ***implementation in small steps.***