

# MAAC 2020

ACTIVATING THE ELASTIC ENTERPRISE WITH SOFTWARE-DEFINED ARCHITECTURE

Introduction

## Michael Casey

- ▶ CTO of EY's enterprise technology practice, focusing on developing client relevant combinatorial solutions at the intersection of ERP, infrastructure, and emerging technologies. He has spent 25 years taking large client's business live on scalable and resilient applications and infrastructures and is excited about reinventing proven methods using new cloud services. He believes that convergence of business and technology energy is the path to success for aspiring companies, and appreciates any chance to collaborate with colleagues in that pursuit.
- ▶ Over the past 5 years, spent time with a lot of clients and partners looking at how emerging tech can, will, and is reshaping the ERP/enterprise tech domains; With a focus on what tech is ready, what is not yet, what works, what doesn't, but ultimately, to identify the precursors to acceleration, value, and success.

# Discussion Agenda

- ▶ The Elastic Enterprise supports business transformation and achievement through responsiveness and convergence.
- ▶ Using the domain of ERP applications as the context, we will discuss the rapid advances that have taken place in enabling and supportive technologies over the past several years.
- ▶ We will consider the behaviors of organizations who are taking advantage of those advancements, and the obstacles faced by some who have not yet.
- ▶ And we will discuss what the Elastic Enterprise looks like from an Architect's view.

The challenges faced by organizations

in 2020 are too numerous to discuss

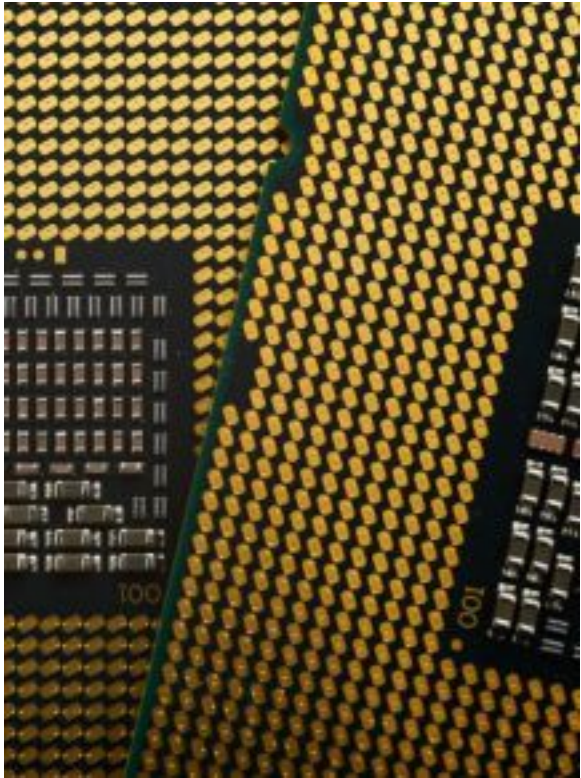


- ▶ Turbulent times:
  - ▶ Every industry disrupted
  - ▶ Growth and cost pressures
  - ▶ Digital / Innovation mandate
  - ▶ COVID
- ▶ An Elastic Enterprise supports offensive and defensive postures: business transformation and achievement through responsiveness and convergence
  - ▶ Grow (and shrink), ebb and flow
  - ▶ Optimize (isn't just cost cutting)
  - ▶ Digitize
  - ▶ Combinatorial solutions

Technology advancements present



# increased opportunities



Using the domain of ERP applications as the context, let's consider the rapid advances that have taken place in enabling and supportive technologies over the past several years.

- ▶ While its not the only domain for sure, it offers good study surface
  - ▶ Nearly ubiquitous
  - ▶ Significant proportion most organizations
  - ▶ Usually critical / backbone
    - ▶ Nexus of technology and business process and organizational functions
- ▶ While debatable on a comparative basis, there are a number of sub-domains of ERP that have
  - ▶ SAAS has challenged traditional core application suites and patterns
  - ▶ Modern development environments increase productivity and evolution delivery methods
  - ▶ Application integration solutions have advanced to enable loose coupling
  - ▶ Surrounding services (PAAS) have grown tremendously (Analytics, AI, UX, ML, bolts-ons)
  - ▶ Scale of compute and connectivity has grown ubiquitously
  - ▶ Vast majorities of capabilities are delivered through **cloud platforms**

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Progress and pace are found

# unequally distributed



- ▶ While we are now several years into this new generation, the pace of progression lags the availability of new tech.
- ▶ It is instructive to look at progression of tech surround
  - ▶ MF, Client server, internet, cloud
    - ▶ Insourced, co-sourced, outsourced, rise of procurement function
    - ▶ Methodological diversity (OO, Web, PMI, ITIL, waterfall, agile, SAFE, DevOps)
    - ▶ Y2K, Central IT, Cost arbitrage, commoditization, ROI focus
- ▶ What is missing? What is in the way?
  - ▶ Architecture, clearly
  - ▶ What else? – set out to explore

Wide  
lens  
of

observations

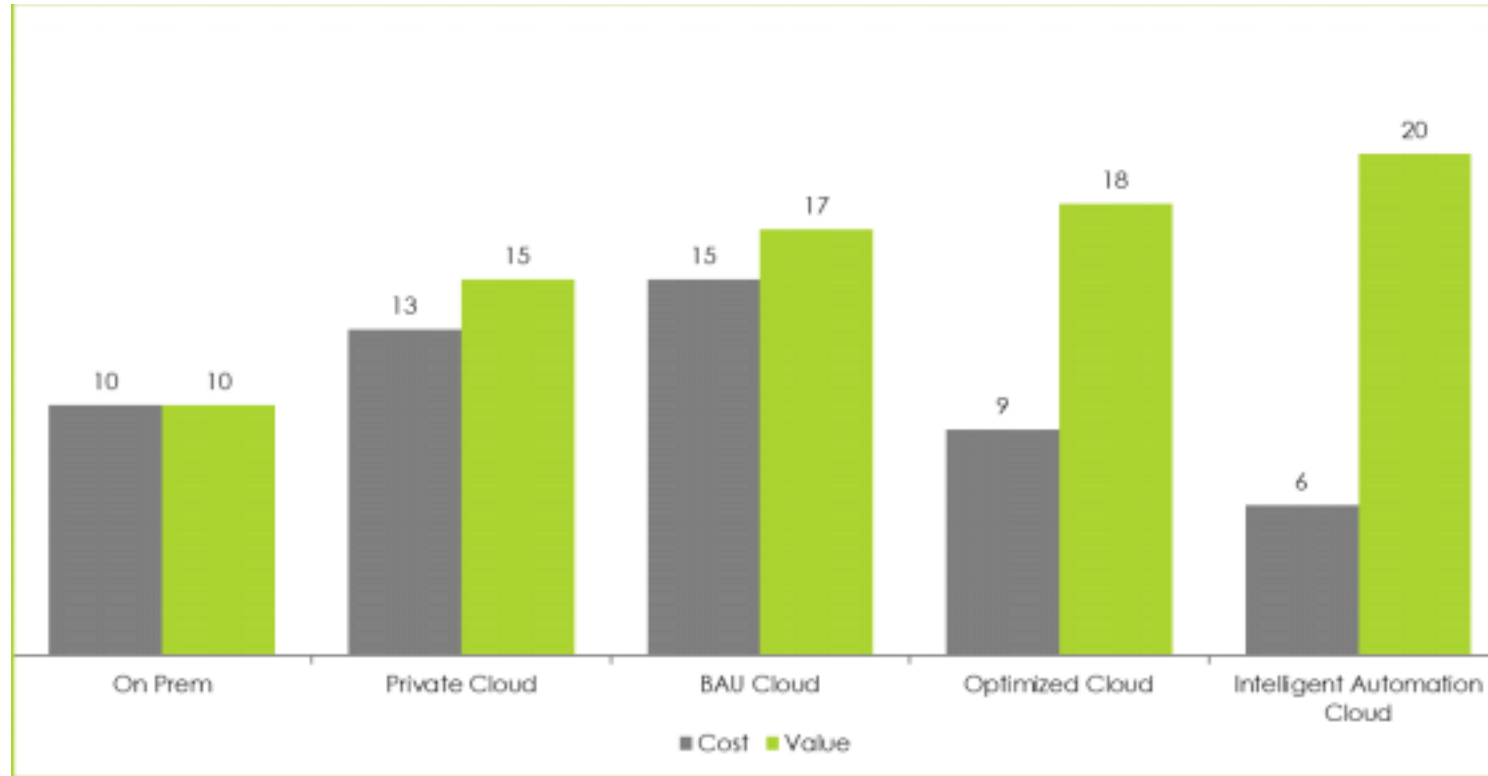


- ▶ Over the past 5 years, engagements with 100+ organizations who are some point on the horizon of next generation technology adoption
- ▶ Conducted formal internal research, evaluated industry/market analysis, and formal academic studies on this subject
- ▶ Through engagement experience, case studies, and retro-analysis, developed several insights and solutions to illustrate some contours of the ecosystem

Comparative value and

# cost amongst application infrastructure models

Value as a  
subjective  
reflection  
on  
elasticity,



innovation,  
featuresets,  
responsiveness,  
agility

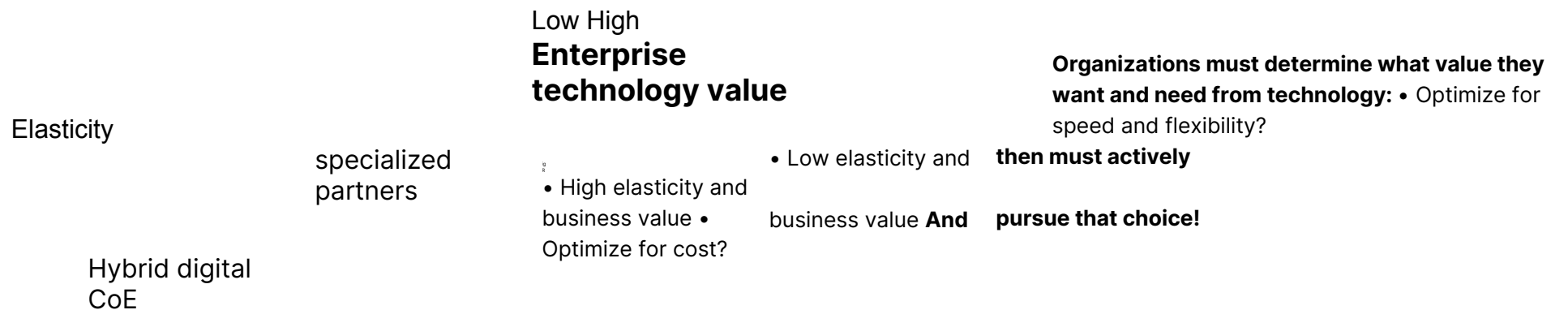
Relative cost includes infrastructure and  
deployment services

disregard adapting the operational practices that support that tech, spend more and achieve less than expected

Organizations that adopt new tech, but delay or

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# Organizational strategies that help/hurt achievement: sourcing and acumen





If th

ith point

infrastructure with in-sourced support is the best option.

execute learning culture. a cloud journey.

Many others lack the glaring need, budgetary flexibility, or leadership aspirations, and are sold by the allure of the private cloud vendors

## Organizational profile

# C

Out In IT sourcing strategy

Many ERP IT shops are highly outsourced and lack the skills to

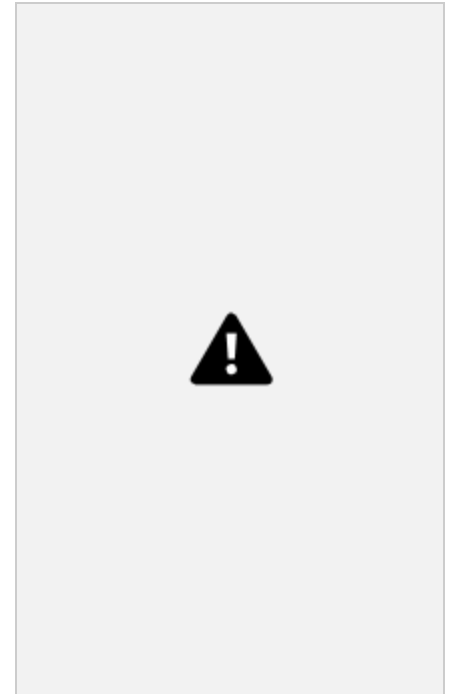
Visionary CIOs will begin to redevelop those capabilities with a strong

Elastic technology services thru

# Software-defined Architecture

The goals are threefold:

- ▶ Delivered outcomes needed to enable clients' transformation
- ▶ Learning and skill development frameworks to grow our consultants towards clients new needs
- ▶ Provide instructive examples and patterns by which clients may grow and adopt skills and tools in-house.

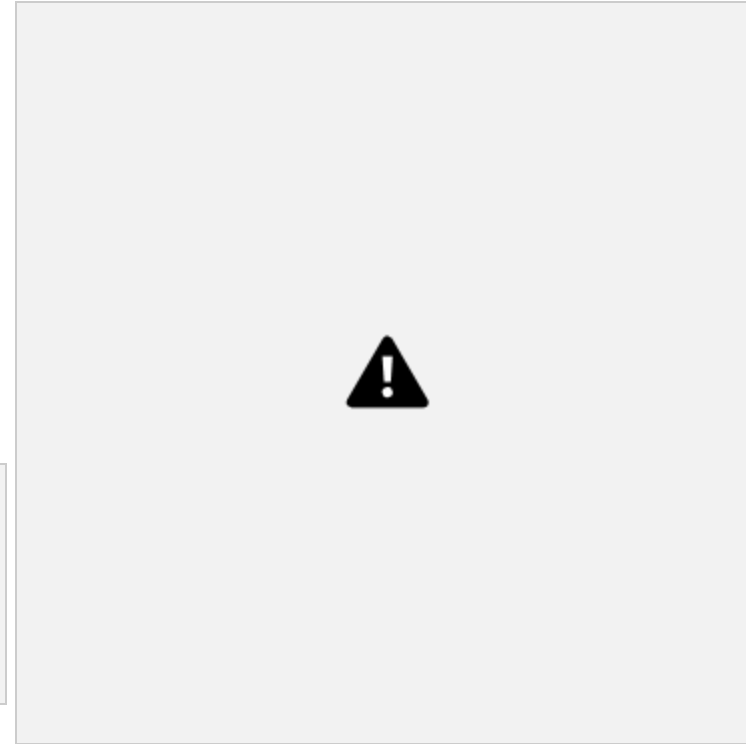


Developed thru lightweight software assets, a common and tailored data model, and an multi-faceted development methodology, achieved software-defined architectures.



Possibilities – Learnings – Investments

# – Results – new Possibilities



Q+A

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