



# Direction of Global Enterprise Architecture



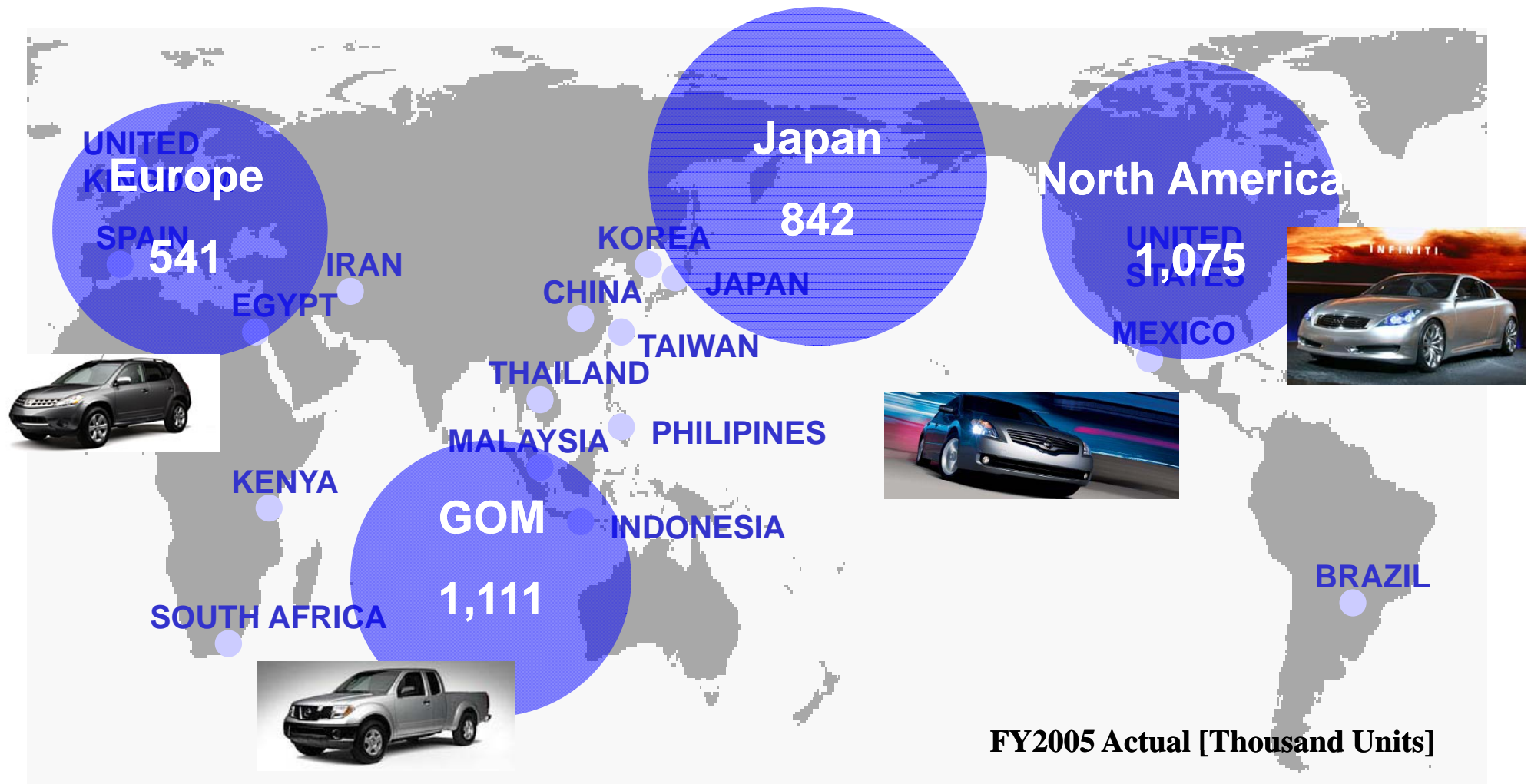
**Takashi Kawakami**  
General Manager  
Enterprise Architecture  
Nissan Motor

# AGENDA

- 1. Company Overview & Business Plans**
- 2. IT Strategy**
- 3. Global Enterprise Architecture Program**

# Company Overview

- Revenue: 85.7 billion dollars, COP: 7.9 billion dollars
- Employees: 170,000(World Wide)
- Product Sales: 3.6 million units (2005)



FY2005 Actual [Thousand Units]

# Mid-Term Business Plans

NRP	NISSAN 180	NISSAN Value-Up
<p style="text-align: right;"><b>'99-'01</b></p> <p><i>“Revive our company ”</i></p>	<p style="text-align: right;"><b>'02-'04</b></p> <p><i>“Complete revival on track for profitable growth”</i></p>	<p style="text-align: right;"><b>'05-'07</b></p> <p><i>“Value up with sustained performance”</i></p>
<b>Commitments</b>		
<ul style="list-style-type: none"> <li>• Profitability in FY00</li> <li>• Operating profit margin &gt; 4.5% in FY02</li> <li>• 50% debt reduction by FY02</li> </ul>	<ul style="list-style-type: none"> <li>• +1M units by 9/05</li> <li>• 8% operating profit margin</li> <li>• 0 automotive debt</li> </ul>	<ul style="list-style-type: none"> <li>• 4.2M units in FY08</li> <li>• Top level operating profit margin</li> <li>• ROIC average 20%</li> </ul>

# AGENDA

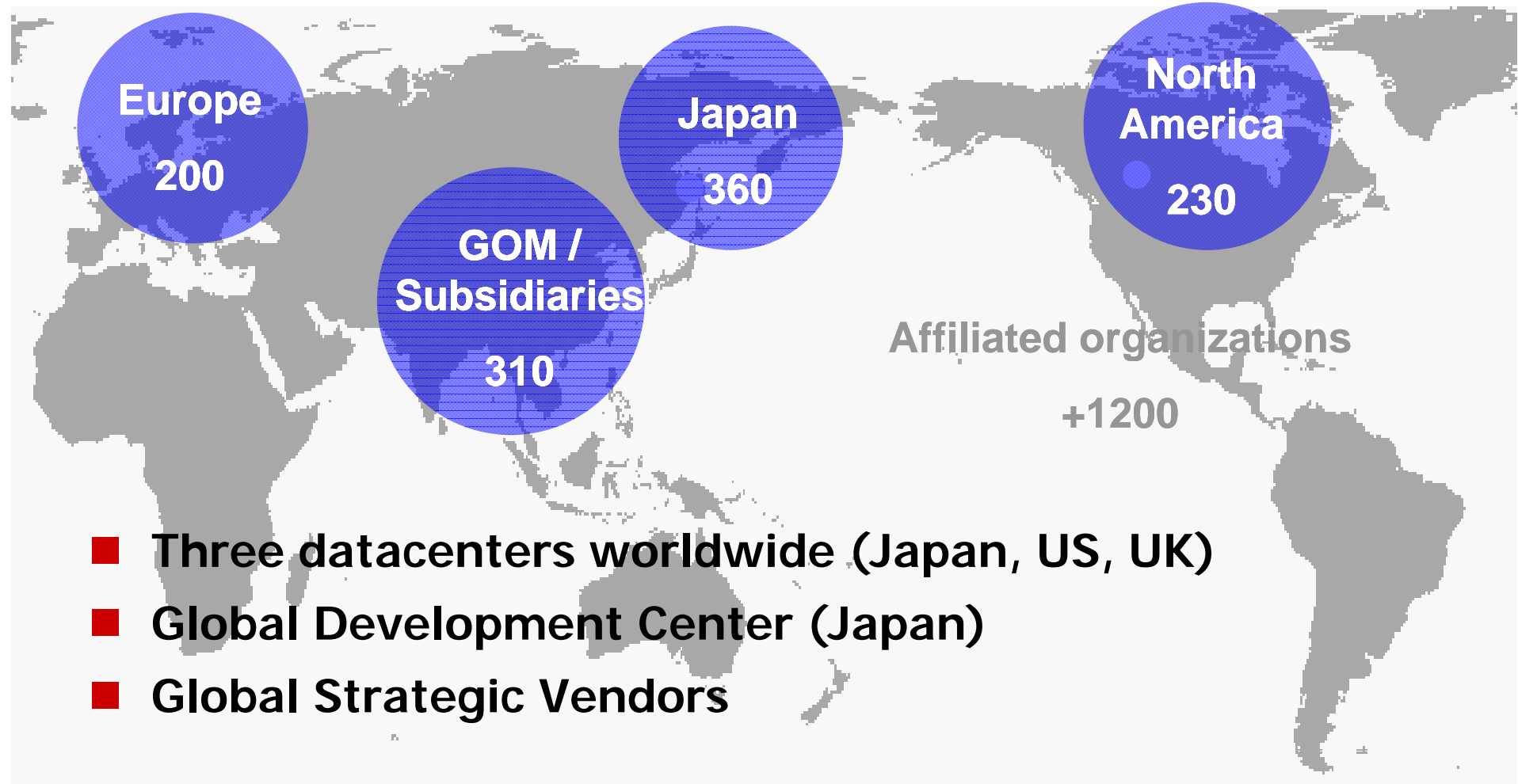
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**2. IT Strategy**

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# IT Organization

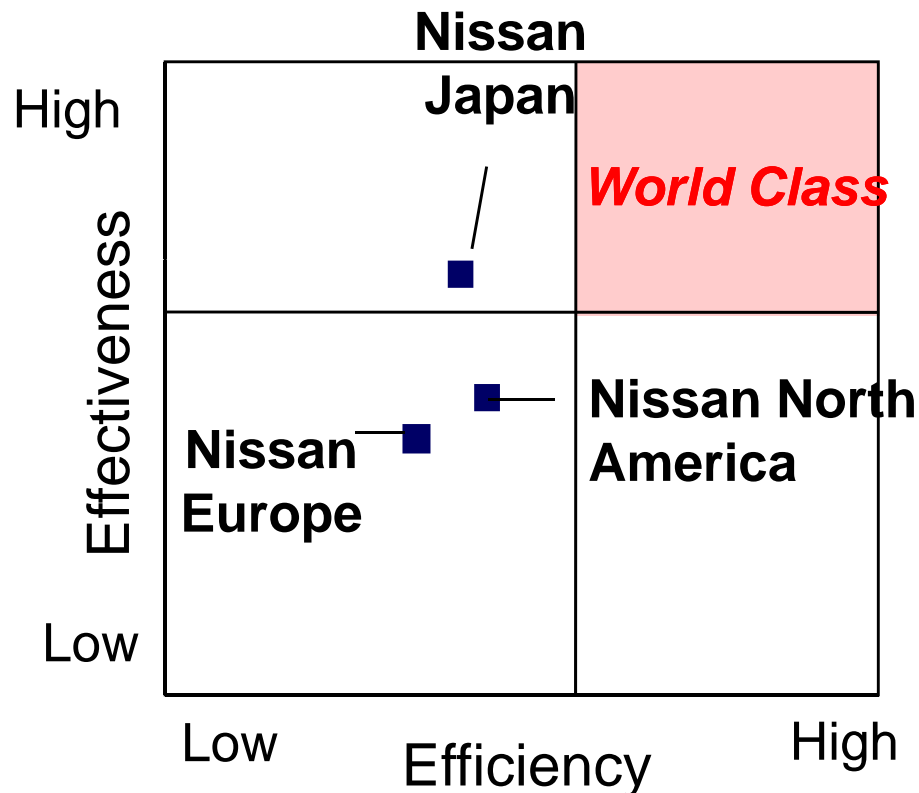
- Four locations supported worldwide: Japan, North America, Europe, GOM
- 1,100 employees



- Three datacenters worldwide (Japan, US, UK)
- Global Development Center (Japan)
- Global Strategic Vendors

# IT Benchmarking in 2005

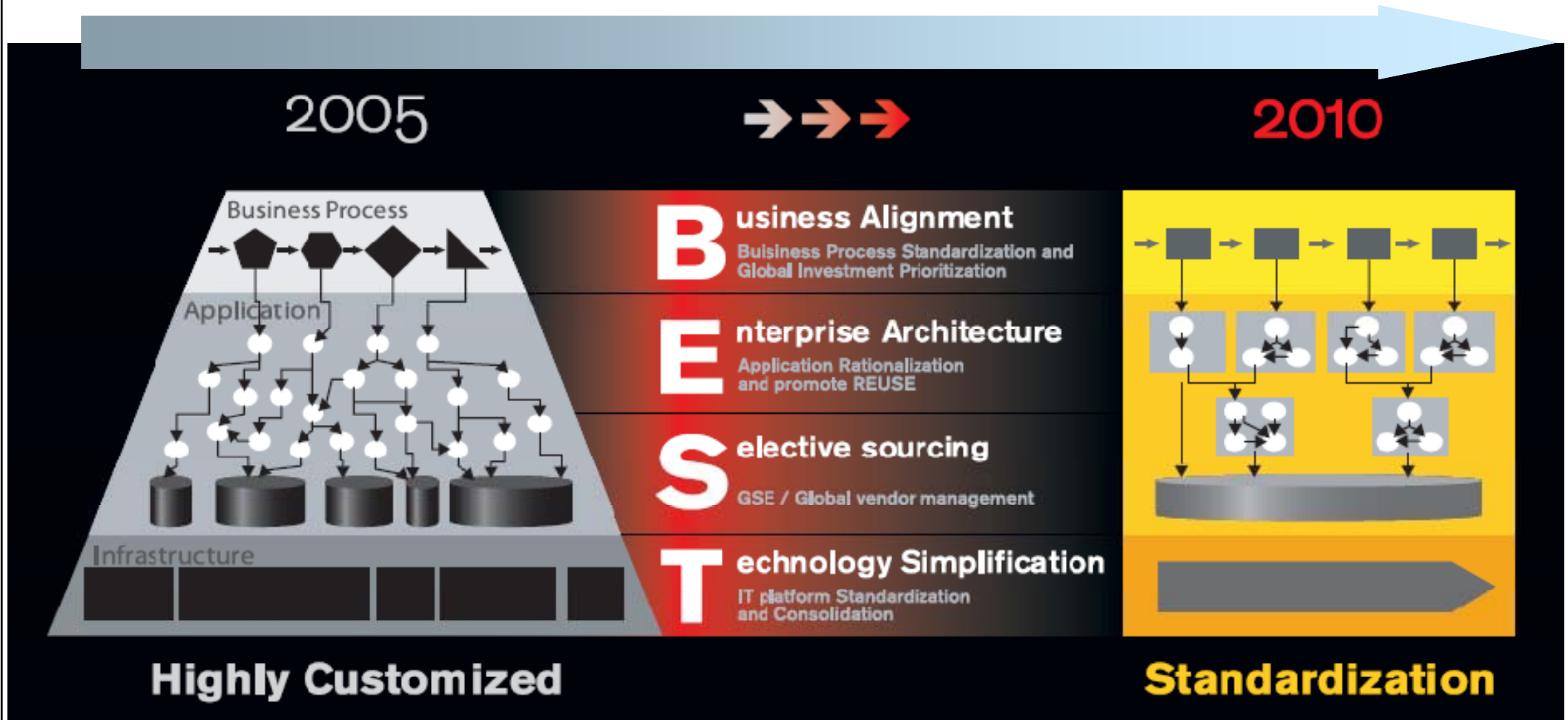
## Position



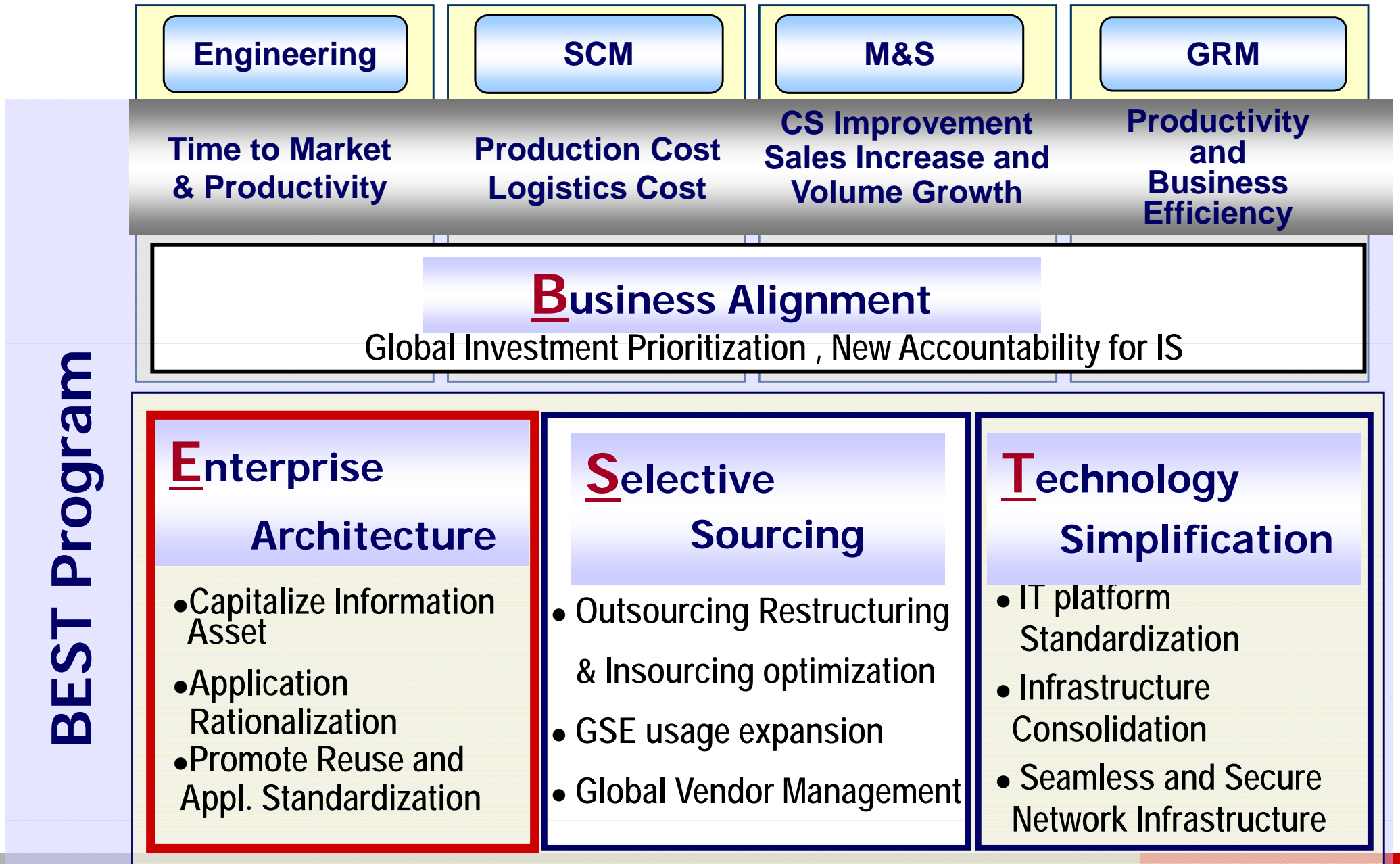
## Key Findings

- Complexity could hinder IT ability to sustain future business growth
- High application management costs are driven by application and infrastructure complexity
- Limited centralization of IT platforms and minimal use of internal service level agreements
- Under-investment in the future of technology (architecture strategy)

# Global Nissan IT Strategy: -Introduction of B.E.S.T. Program-



# B.E.S.T. Program Structure



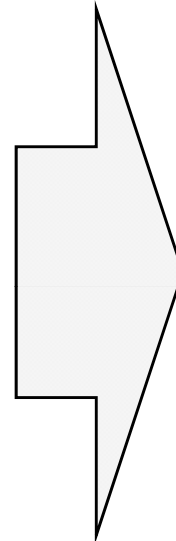
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# Issues and Key Actions for “E”

## Issues

- Information Redundancy
- Insufficient visibility on Information assets
- Excessive focus on local specificities
- Diversity of H/W & S/W tools



## Key Actions

Capitalize Information Asset

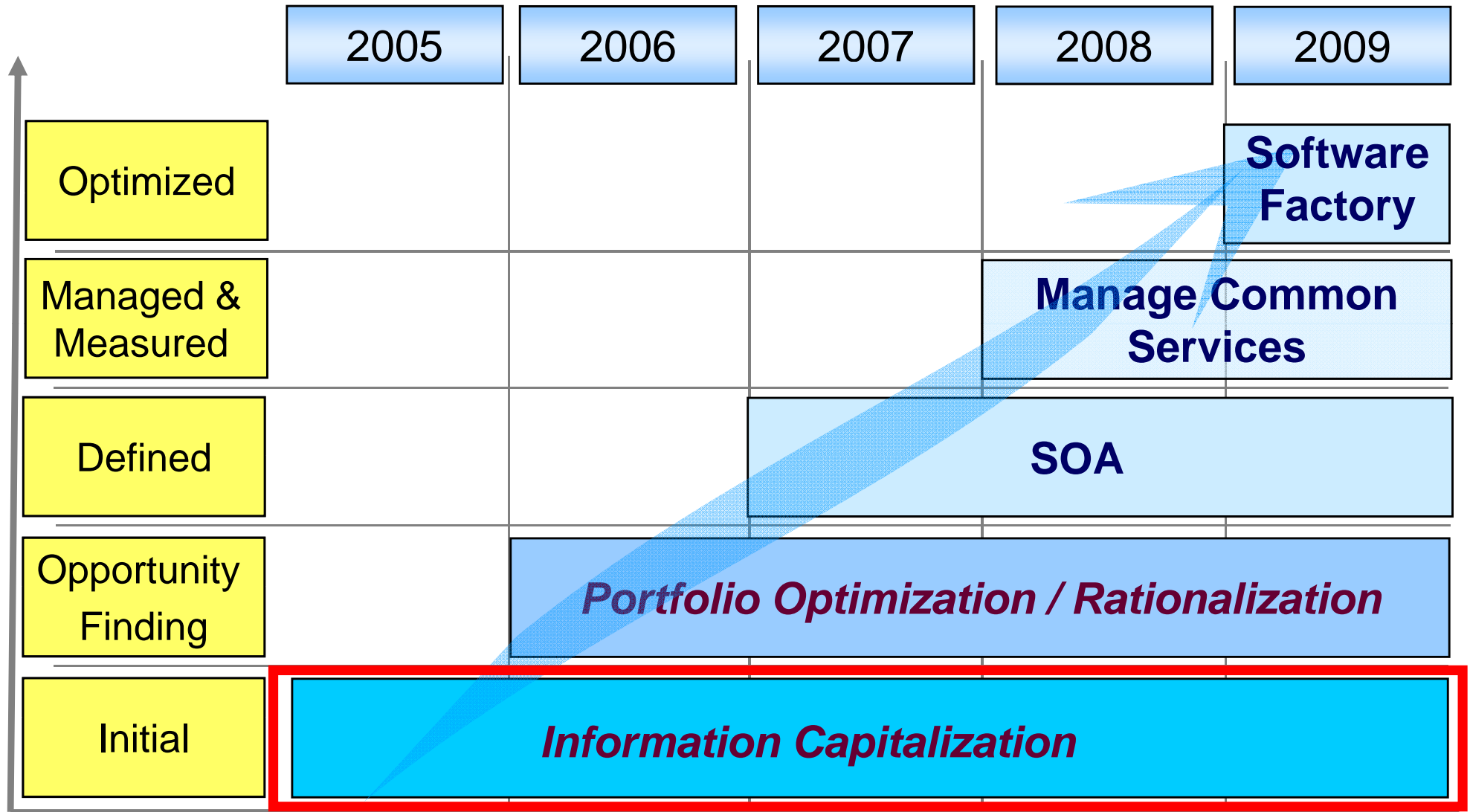
Application Rationalization

Promote Reuse & Application Standardization

## Major KPI

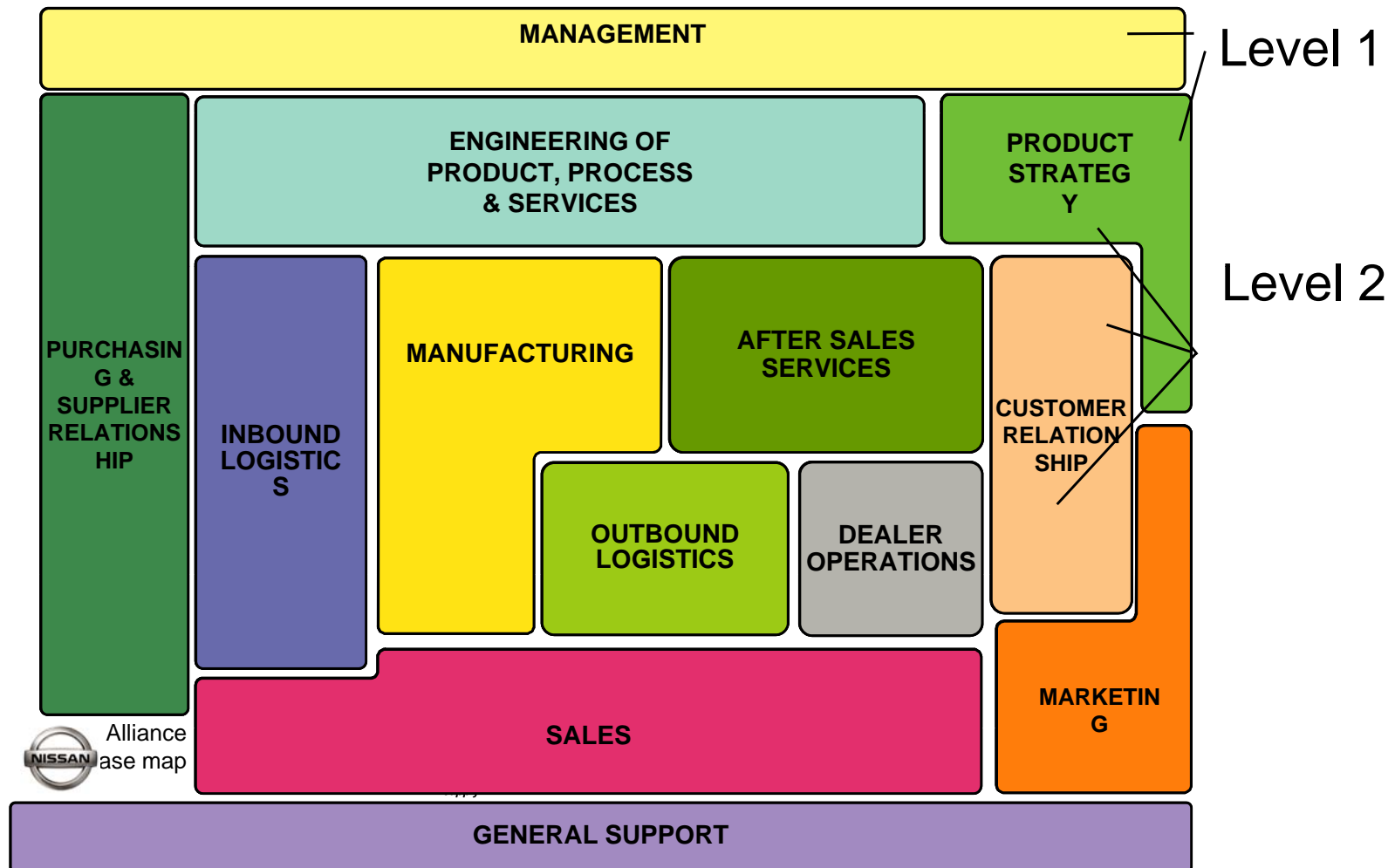
- Number of Total Applications
- Application Running Cost
- Number of Reusable Service

# Enterprise Architecture Roadmap



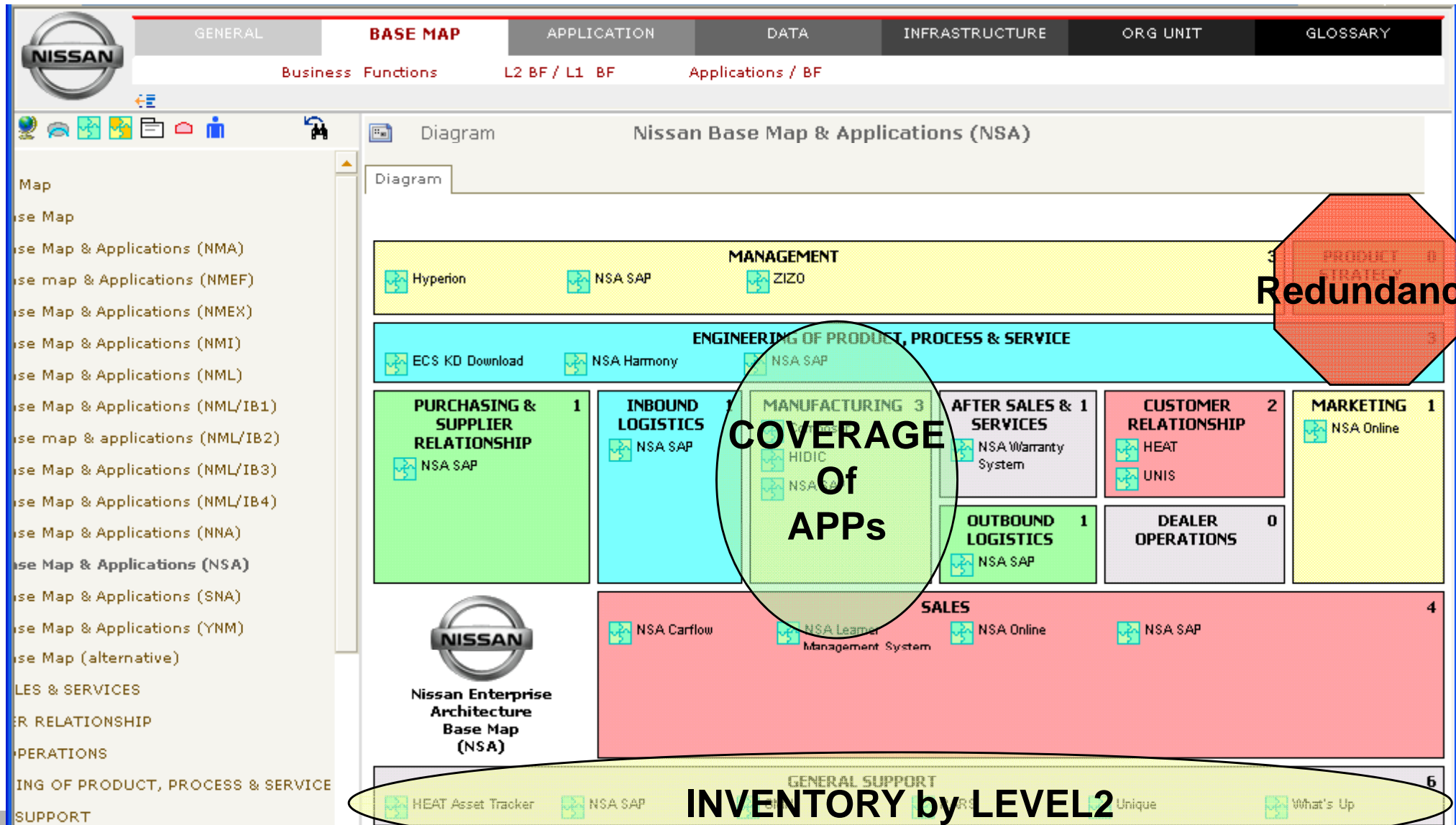
# Information Capitalization

- Base map is a static representation of business functions commonly used in the vehicle manufacturing industry.



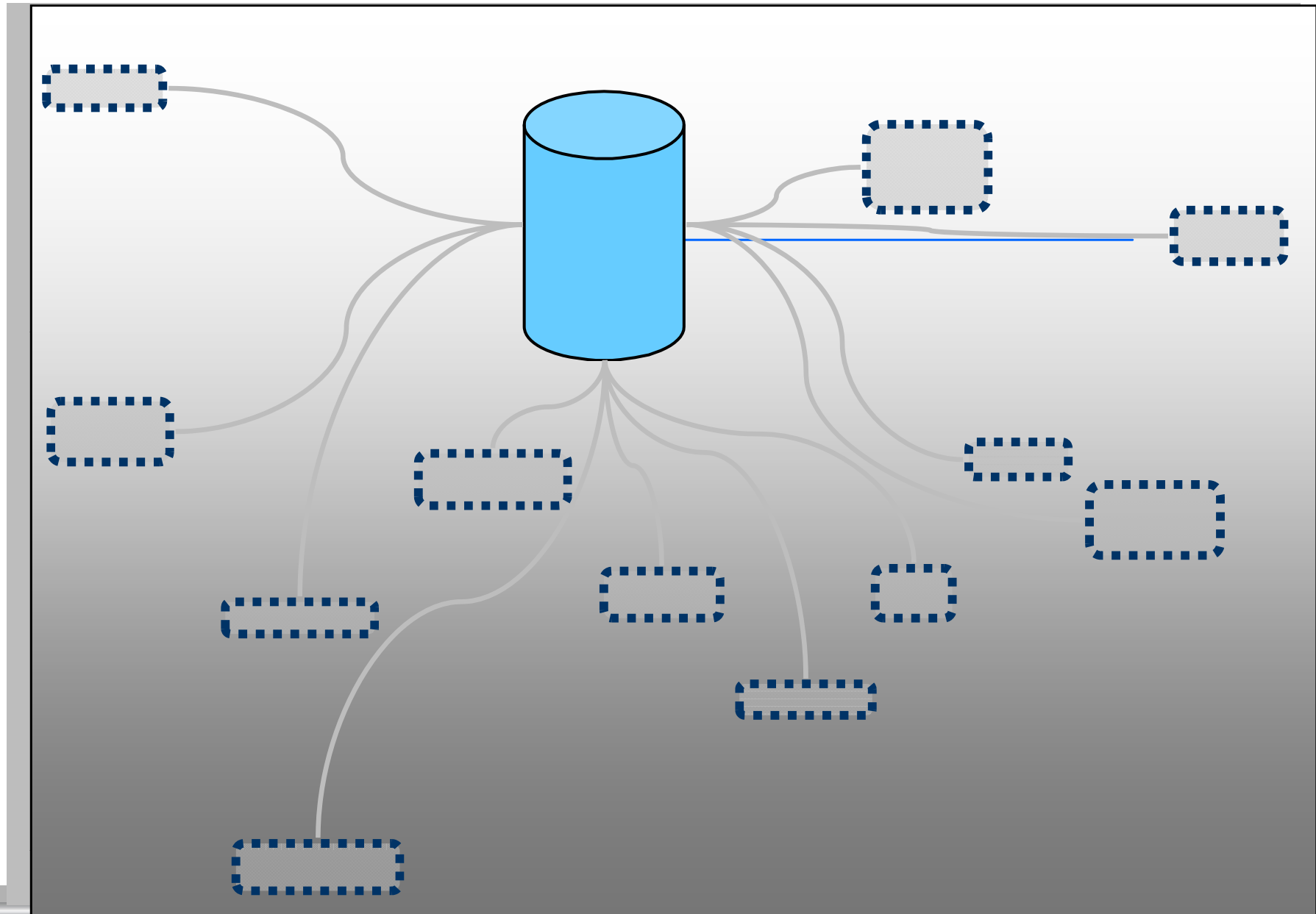
13 Business Functions level 1, 80 Business Functions level 2, shared at Alliance level

# To Analyze Application Inventory, Coverage, and Redundancy



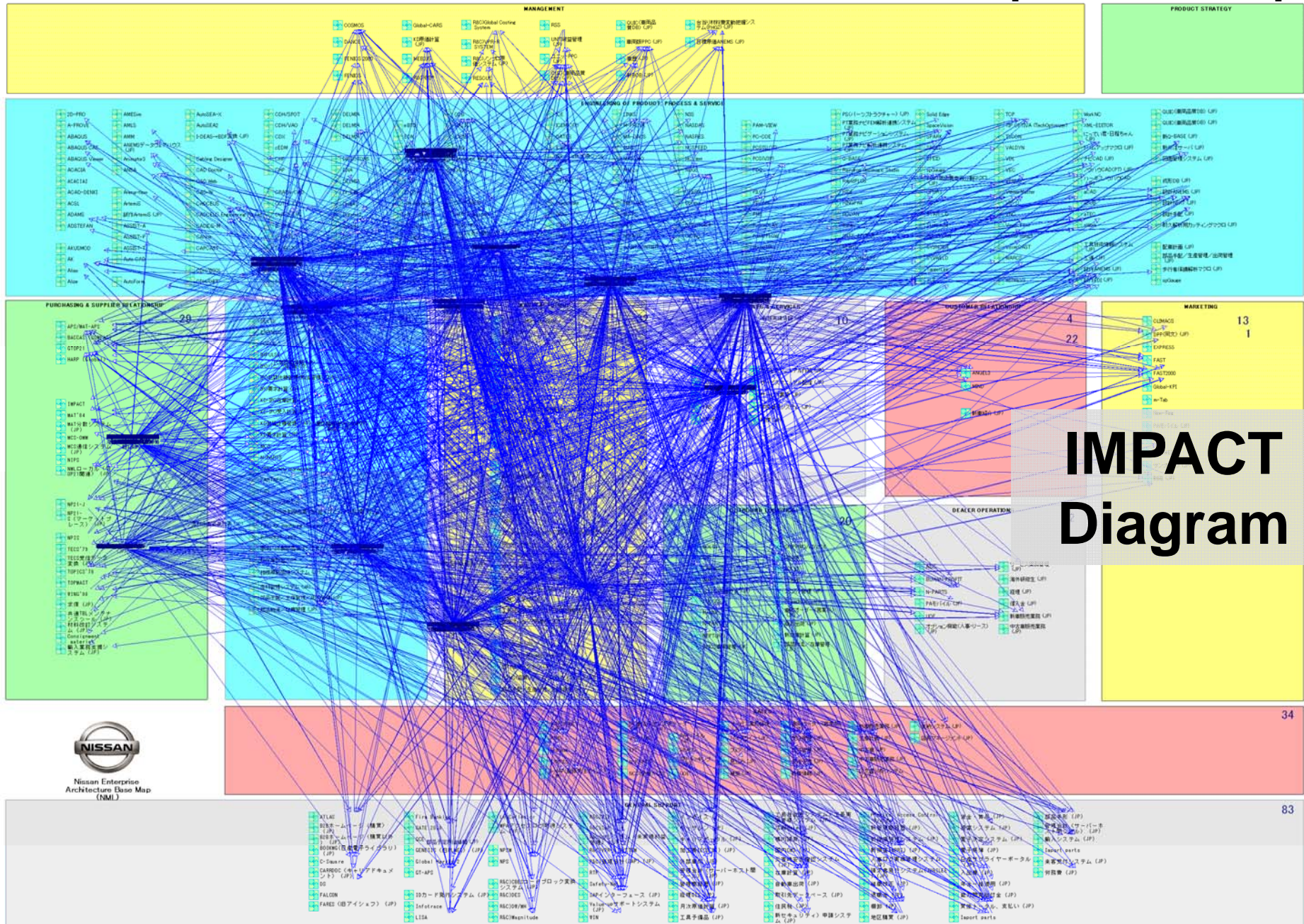
# To Understand Data Sharing

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# To Understand Application Interaction

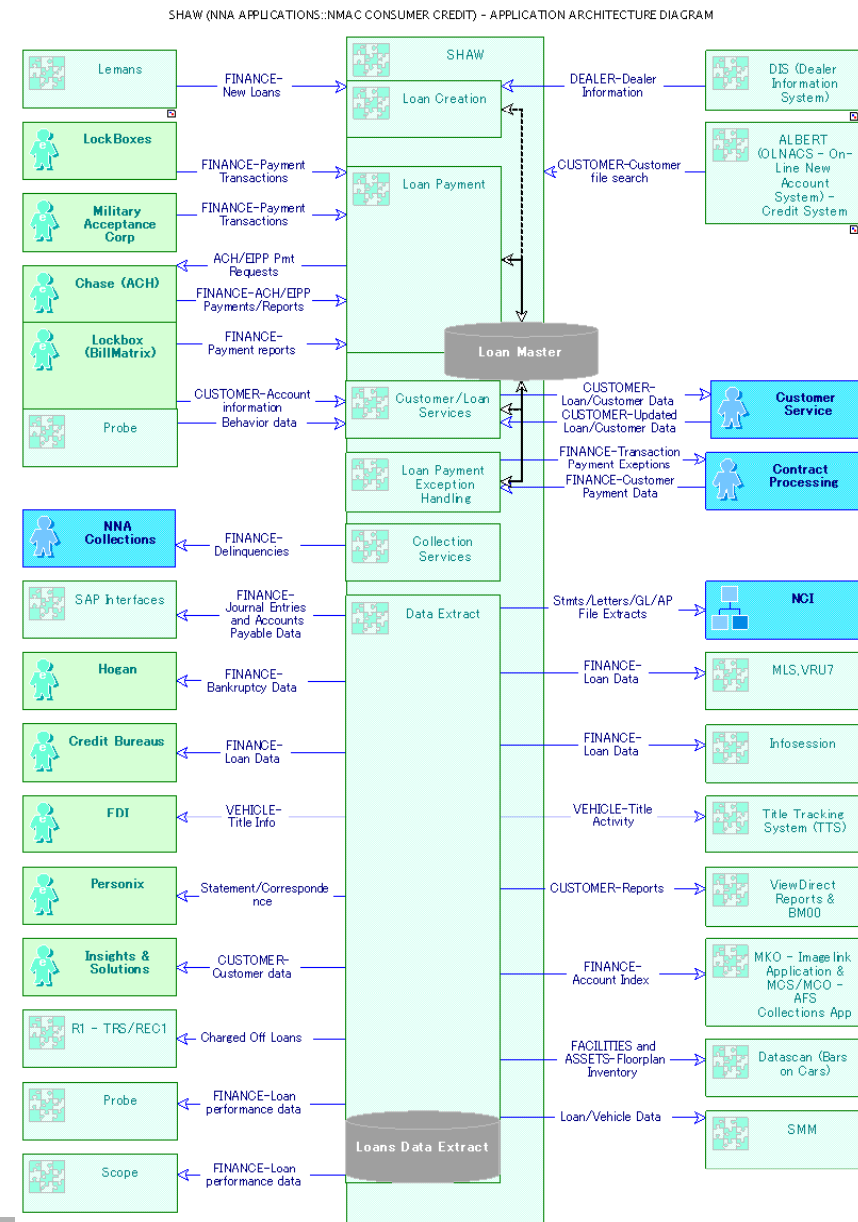
Source: Global EA Website [MEGA Active Content]



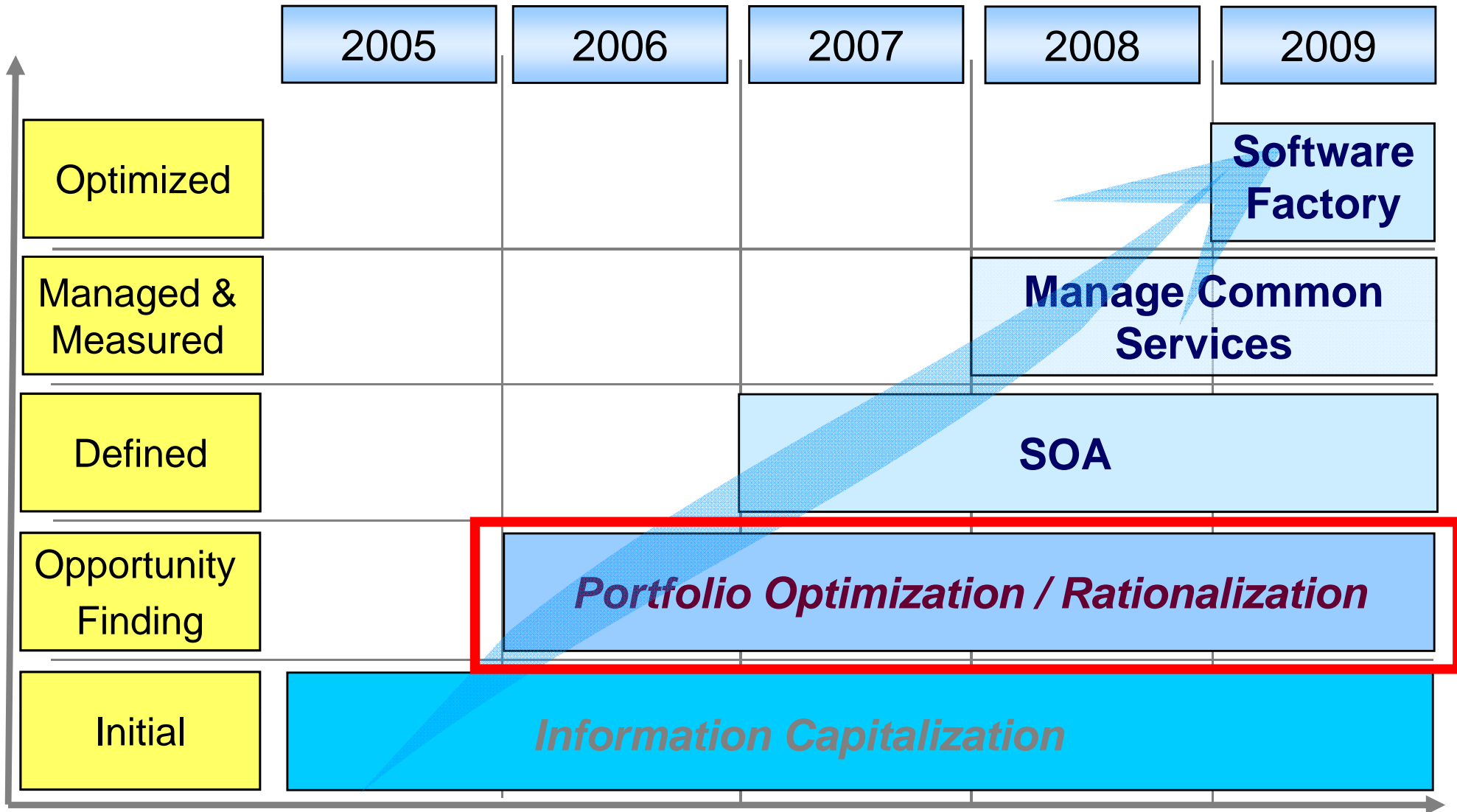
# To Analyze Impacts

## ■ Impact Analysis

- What happens if an interface between applications change?
- Application goes down?
- Or upgraded?

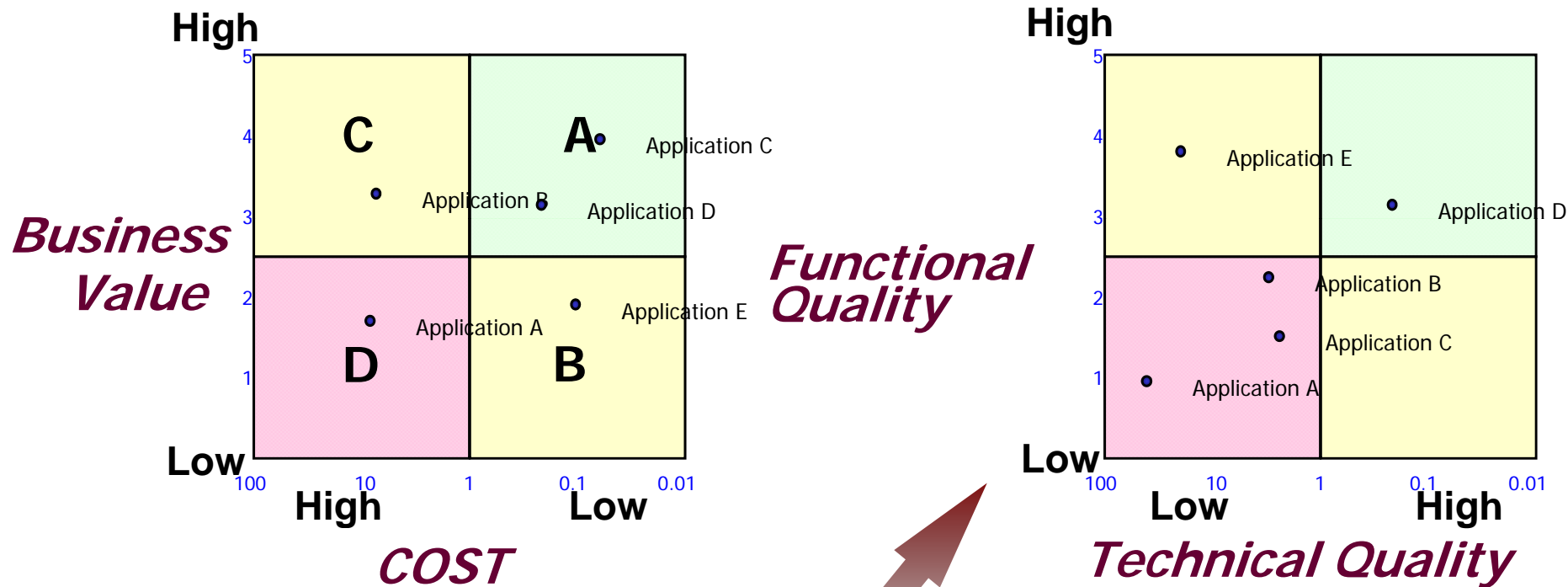


# Enterprise Architecture Roadmap



# Portfolio Optimization

- 4 metrics were used to capture existing portfolio.



**A : maintain**

**B : Freeze or Sunset**

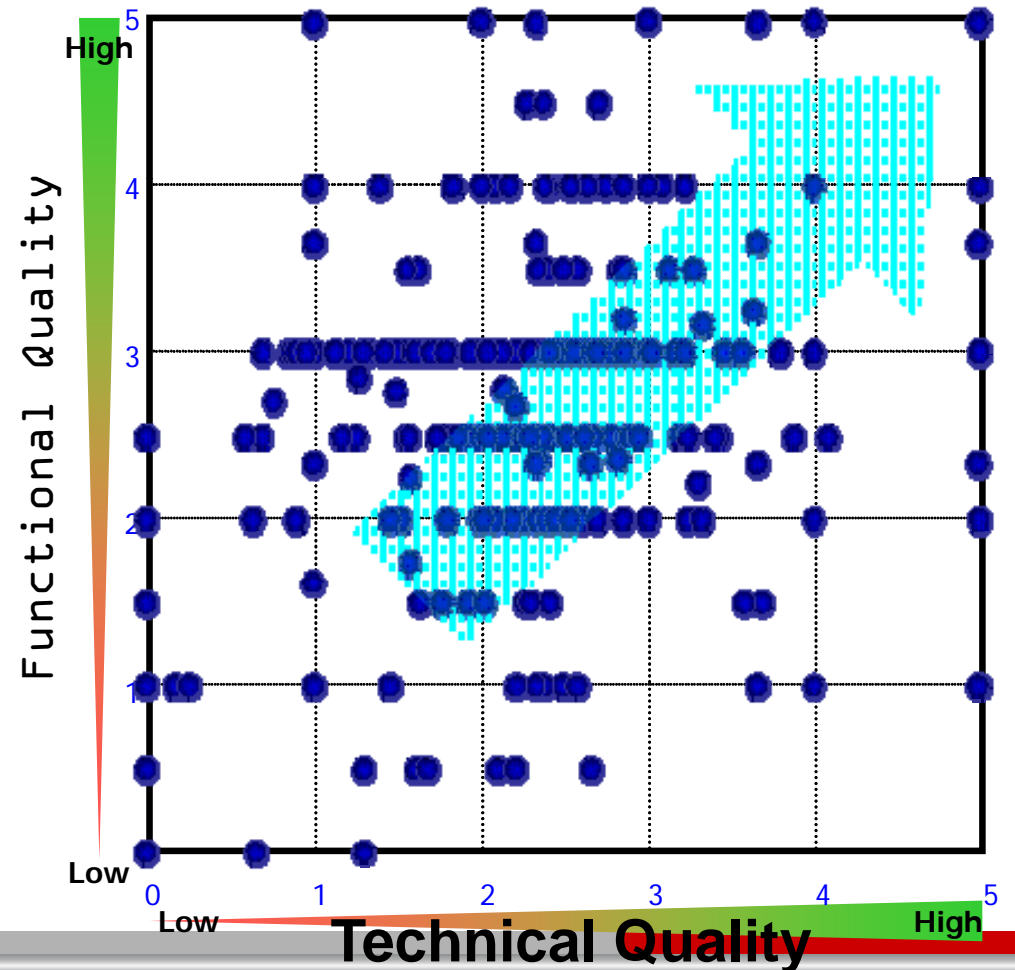
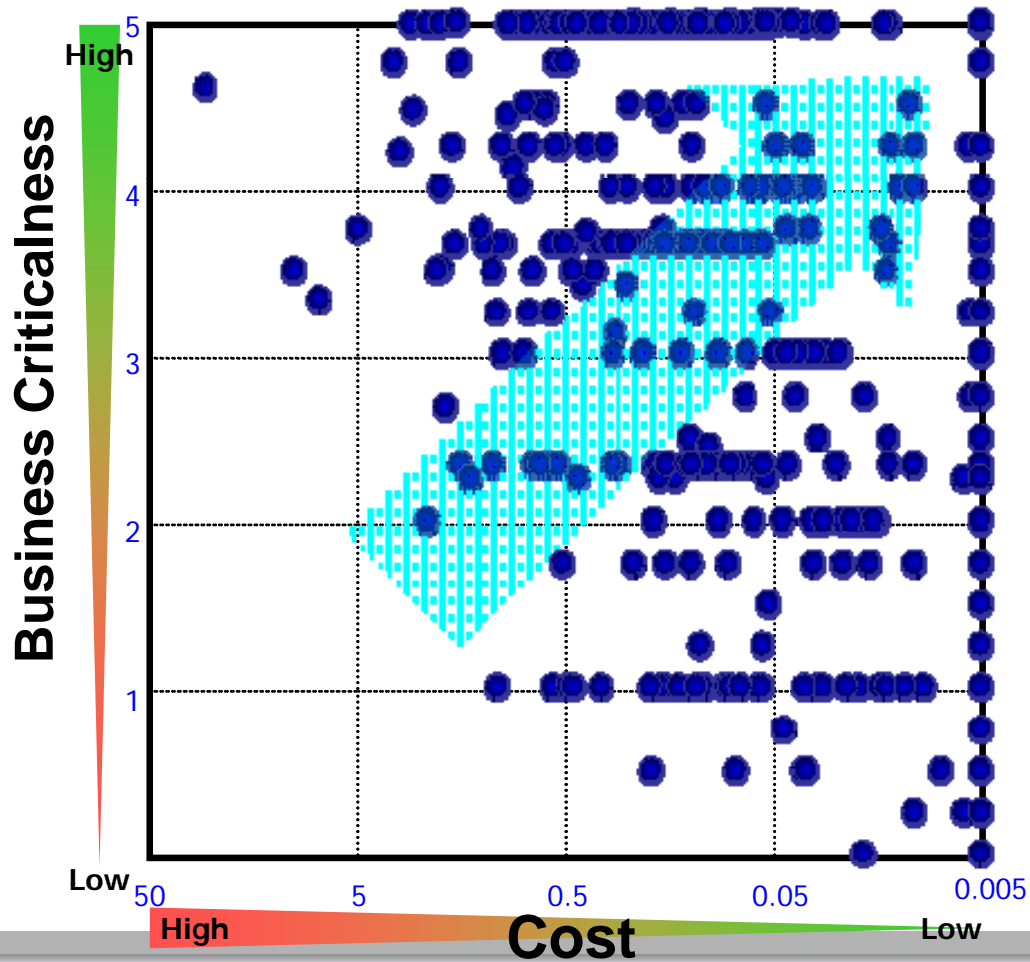
**C :** } **Detail Analysis**

**D :** }

**Build Roadmap  
for healthy portfolio**

# Result of Global Application Portfolio

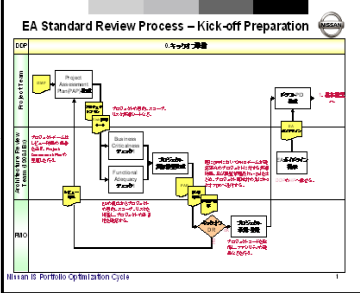
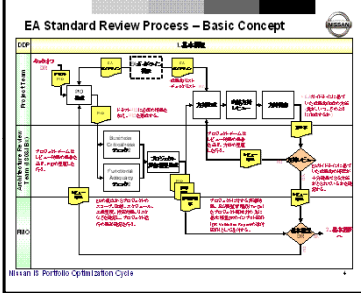
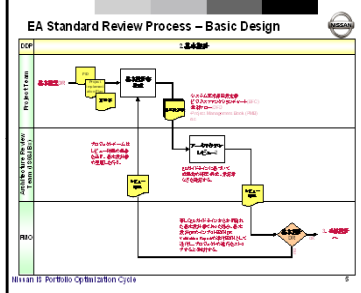
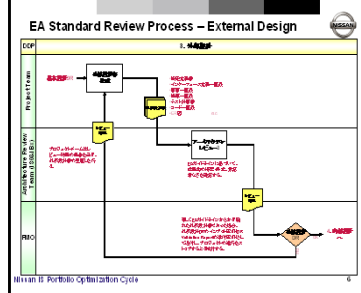
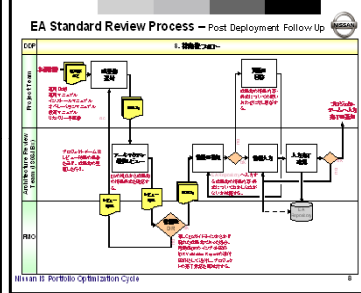
	Engineering	SCM	M&S	GRM	Total
JAPAN	263	113	150	134	660
North America	73	67	145	112	397
EUROPE	101	144	224	83	552



# Project Review by EA Guidelines

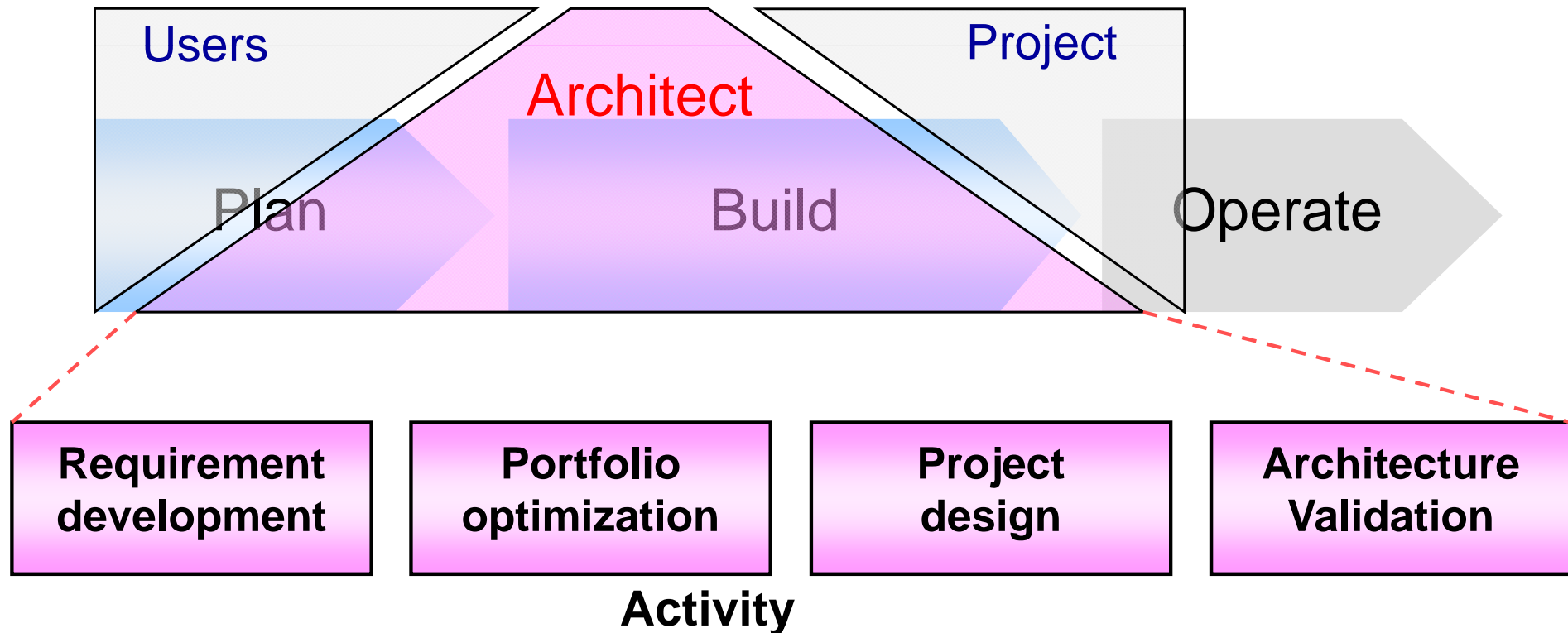
- Every projects are reviewed in several development milestones based on the EA standard guideline.

## Application development process

0.Kick off preparation	1.Basic concept	2.Basic design	3.External design	8.After implementation
 <p>EA Standard Review Process – Kick-off Preparation</p>	 <p>EA Standard Review Process – Basic Concept</p>	 <p>EA Standard Review Process – Basic Design</p>	 <p>EA Standard Review Process – External Design</p>	 <p>EA Standard Review Process – Post Deployment Follow Up</p>
<ul style="list-style-type: none"> <li>■ Examine the scope and risk from EA viewpoint</li> <li>■ Check added value of the application to the related business</li> <li>■ Check compliance with IS strategy</li> <li>■ Check discrepancy / overlap with other applications / projects</li> <li>■ ...</li> </ul>	<ul style="list-style-type: none"> <li>■ Check added value of the application to the related business</li> <li>■ Check compliance with IS strategy</li> <li>■ Input necessary information (from PID) in EA repository</li> <li>■ ...</li> </ul>	<ul style="list-style-type: none"> <li>■ Check compliance to EA guidelines (approval process, responsible, ...)</li> <li>■ Check the alignment with IT Architecture, Security Guidelines</li> <li>■ Check consistency between PID and basic design specification</li> <li>■ Input necessary information (from PID) in EA repository</li> <li>■ ...</li> </ul>	<ul style="list-style-type: none"> <li>■ Input necessary information (from PID) in EA repository</li> <li>■ Check consistency between PID and external design specification</li> <li>■ ...</li> </ul>	<ul style="list-style-type: none"> <li>■ Final EA check</li> <li>■ Input necessary information (from PID) in EA repository</li> <li>■ Check consistency between PID and results...</li> <li>■ ...</li> </ul>

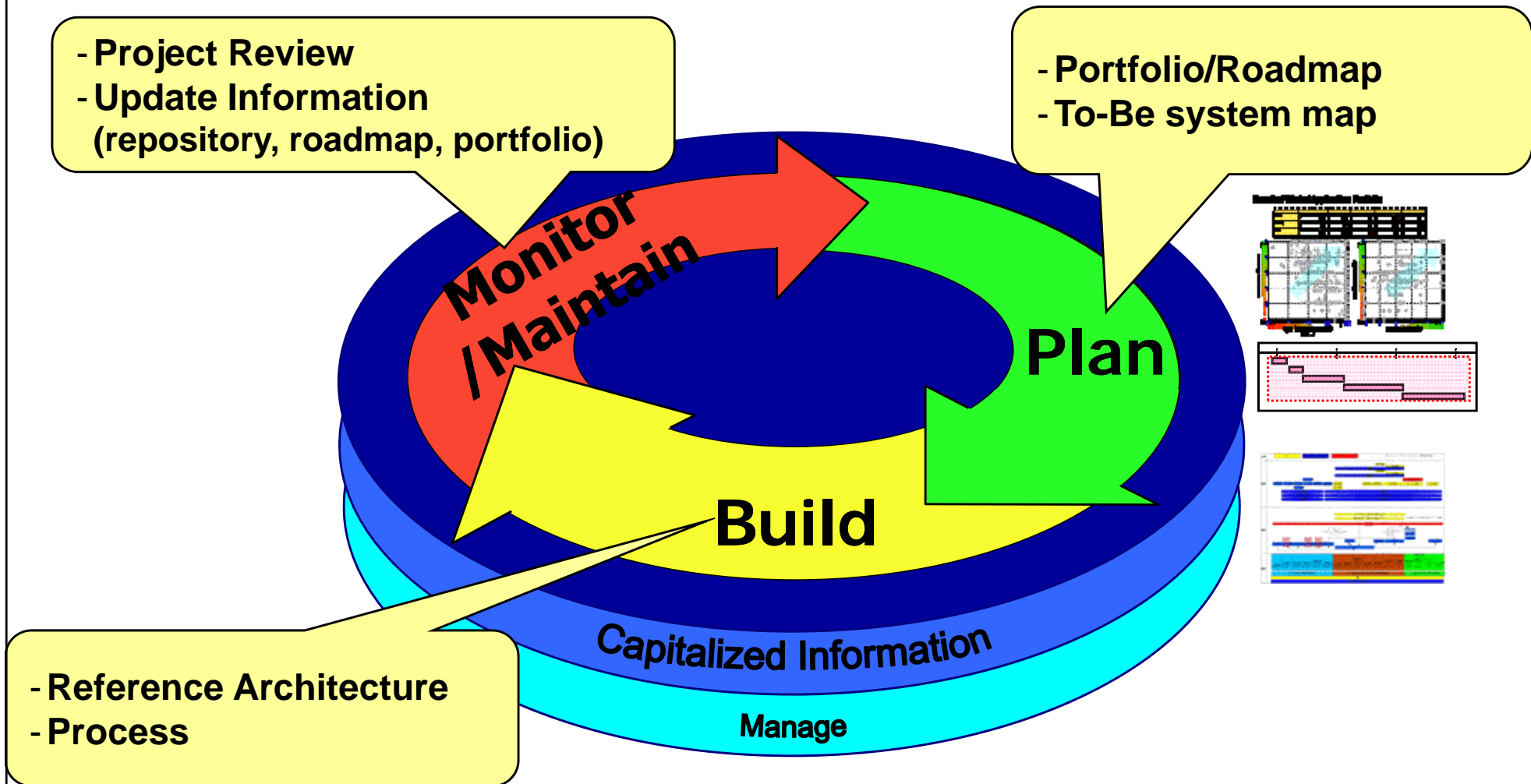
# Role of Architect

- Architect has an important role in the system development cycle.
- Nissan is promoting to get TOGAF 8 Certification to every Architects as their skill training program.



# EA Cycle

Whole “Enterprise Architecture cycle” is considered as continuous approach, in order to promote standardization.





**THANK YOU**