



How Compass Group Australia built an EA practice from scratch



- + **Industry:** Food Services
- + **Headquarters:** Surrey, England
- + **Revenues:** €23.7 bn

Results

- + Small EA team able to collaborate & create big changes
- + Achieve management of Shadow/Ghost IT
- + Instantly generated of viewpoints to communicate with stakeholders
- + Significant reduction in time collecting data
- + Improvement of End-to-End processes based on common language

THE CHALLENGE

Compass Group is a British multinational contract foodservice company serving around 5.5 billion meals in 50 countries. Darren Shearsby is the Chief Enterprise Architect of Compass Group in Australia and responsible for both IT strategy and security. When he started in his role, IT strategy was largely detached from the business and occurring on an ad-hoc basis: "We need a new menu management system. But wait – didn't we just get rid of one last month? What problem are we trying to fix? Which processes are associated? Which users groups are affected? What are the data requirements?" Conflicting priorities and a lack of visibility of the current landscape across the various viewpoints required to drive rationale decision-making created a request backlog and many frustrations. Due to many needs and demands, it was unclear which problems had to be solved first.

A scattered inventory of documents across Excel, Visio, and Powerpoint files and sheets didn't make troubleshooting matters any easier. Where was the single source of fact? This setup made it impossible to present a comprehensive view of the Compass Group IT landscape to stakeholders. Compass needed an Enterprise Architecture function.

THE SOLUTION

Enterprise Architecture had to be Agile. Compass needed to work smarter and be able to pivot to different viewpoints depending on the audience. Said Darren: "LeanIX facilitated this lean need by giving me a virtual enterprise architect."

Upon fully understanding the current state of their IT landscape, Compass could simulate new opportunities and plan for change. All gaps, technical debts, obsolescence, and risks similarly became visible.

The portfolio planning fell under 3 areas:

- Production maintenance
- Risk Reduction
- Transformation (“IT 4 IT” and “IT 4 Business”)

Starting with Business Capabilities

Business Capabilities have proven a very valuable concept to managing IT Architectures. Capabilities have the big advantage of representing an organization’s anchoring business model while being independent of organizational structures and processes. When introducing the Business Capability model, discussions with business functions, such as HR and Supply Chain, were activated to expand upon technology questions in the proper context. LeanIX

It was critical to establish a collaborative EA practice by involving affected stakeholders. As well, it was key for Compass Group Australia to focus on areas with the biggest chance of impact. The LeanIX “Enterprise-Architecture-in-a-box” approach, as Darren puts it, fulfilled all these requirements.

live reports, such as the Business Capability Map or the Application Landscape, helped to instantly generate viewpoints to communicate with specific stakeholders. Supply Chain gained improved “Source-2-Contract” and “Procure-2-Pay” value streams, and HR developed a more functional “Hire-2-Retire” process. Suddenly, the business and technology had a common language.

“For a small team, having LeanIX is like having another Enterprise Architect on board.”

Application Portfolio planning

Two strategic IT priorities are currently high on the agenda for Compass Group: (1) moving applications to the cloud; and (2) back-office transformation for supply chain and finance. The information captured in LeanIX is used to precisely define the scope of these projects to determine how the systems interact with each other and how suppliers are involved. Information was captured through survey workflows. Of note, it has proven to be

very successful for uncovering information previously locked up in employees’ heads, such as: How critical is the system? What are the SLAs? Is there an external party involved? Are there any risks associated? All approval and planning meetings are now based on an information basis in LeanIX. Applications and projects are, for example, tagged as soon as the budget is approved.

Unveiling Shadow IT and risks

Shadow/Ghost IT is an area that Compass is collaborating with the business to manage. Shadow IT is technology that has been purchased or developed without the involvement of the IT department. LeanIX heatmaps make it very transparent whether an application is officially part of the budget. Again, this helps discussions

with business stakeholders. Based on a clear information baseline, constructive proposals can be made about the advantages and disadvantages of including applications into the official budget (such as the lack of an internal support model).

THE SUCCESS

With the help of LeanIX, the practice of EA at Compass Group Australia has been started and it is now much more agile than before. Compass is achieving considerable more attention, and it now has an easier time supporting decisions and communicating its value. LeanIX has significantly reduced the time needed to collect, maintain, and visualize company data. Countless analyses and reports that previously took hours to prepare are now accomplished in minutes! In a nutshell, LeanIX enabled a small team to create big changes in the IT landscape...

ABOUT LEANIX

LeanIX offers an innovative software-as-a-service solution for Enterprise Architecture Management (EAM), based either in a public cloud. The web-based platform has compelling advantages over traditional approaches, including an intuitive interface, flexible reporting and open APIs. This makes it possible to rapidly roll out LeanIX in an enterprise with minimal training required so as to start reaping added value within a short period of time.