



PLAYBOOK

Putting Enterprise Architecture at the Heart of the Modern Media Company

Using Enterprise Architecture insights to inform strategy, give context to data, and drive change for media organizations.

Foreword

The annual [Global Entertainment & Media Outlook report from PricewaterhouseCoopers](#) has identified technology as driving an ongoing revolution within the industry. Virtual reality, mobility, 5G, and personalization are all creating new entertainment channels for customers – and headaches for enterprise architects.

And that's before you consider the impact of continuing mergers and acquisitions within the sector.

Infrastructure and strategy needs to adapt quickly to keep up with customer demand – and to help stay ahead of the competition. The reality is that traditional enterprise

architecture (EA) tools and techniques are not ready to provide the insights required for the data-driven enterprise.

As digital transformation efforts mature, your business will need to seriously reconsider its EA strategy and how it will contribute to company-wide goals. If EA continues to be regarded as a supporting function rather than a potential driver of strategy, your business will never truly recognize the full value of its technology investments and data.

And in the fast-moving media industry where disruption is the new norm, that could be a fatal mistake.



Magnulf Pilskog
Chief Innovation Officer and
Co-Founder, Ardoq

Takeaways



The media industry is undergoing unprecedented change – and IT strategy needs to align with the rest of the business.



Best-in-class organizations are using data from every aspect of their business to drive improvement at every level.



EA is no longer a supporting role in operations – the data and insights they generate will help to drive corporate strategy.



Leading media companies are using technology to automate discovery and simplify sharing with stakeholders, reducing overheads and lead times in the process.

Only Ardoq can enable you to change at speed and with confidence. We ensure you realize the full business of your data, understand the true nature of your enterprise, and remove technical, cultural, and process barriers to growth.



The New World of Media

The unprecedented pace of change in the media industry is placing a huge burden on the IT function. As well as being expected to deliver content across an ever-expanding number of channels, there is also a need to extract additional value from corporate data stores.

To meet current and future challenges, organizations will need to speed up – or in some cases even start – their digital transformation initiatives, building systems and processes that grow and flex as priorities and strategy change.

Why You Need a (revised) EA Strategy

Every media company should have an enterprise architecture (EA) strategy, but few of these plans are built to meet the demands of the future. Most still focus on operations – how to store, retrieve, and broadcast vast media libraries and the processes that support the business.

But the industry has changed. Disruptive newcomers are forcing changes in the way that media is broadcast, consumed, and billed. C-suite insistence on increased efficiency and lower operating costs is driving the digital transformation agenda. And the need for a flexible, scalable IT infrastructure to support unpredictable demand is accelerating the uptake of cloud services.



If the EA strategy is not improving experiences for customers, **is it really fit for purpose?**



Building the Media Company of the Future

Historically, the media industry has always been at the forefront of technology innovation and deployment – and this will continue to be the case. The use of technology will be crucial to identifying and exploiting new channels, securing a future audience.

Your business also needs to establish platforms that will help to counter growing international competition.

Internet-connected platforms are expanding potential audience reach – and making it easier than ever for players

to enter new geographic markets and steal market share.

With new transformative technologies on the horizon – especially 5G connectivity – the need for a future-ready EA strategy becomes clearer still.

Your EA strategy should introduce a cycle of continuous improvement that allows you to identify drag and to engineer improvements.



Removing Technical Drag to Enable Agility

Agility, and the ability to change in line with customer demand, is the signature of an industry leader. For large, well-established players, agility can be hard to achieve. Existing infrastructure creates drag. Worse still, ‘tried and tested’ systems may support and reinforce inefficiencies as your processes are engineered to accommodate rather than resolve errors.

Managing Multiple Architectures

The cloud revolution has helped to transform the IT environment – and created a number of challenges too. Hybrid infrastructure that combines hosted services with legacy on-premise systems offers immense power and flexibility, as well as increased management overheads.

The trend towards market consolidation and mergers and acquisitions has only made the situation worse. Defining an EA strategy capable of keeping disparate systems running is hard enough, without even considering your digital transformation requirements.









What Does a Winning EA Strategy Look Like?

In order to be successful, an EA strategy needs to align with business priorities. You need to be able to establish a clear line of sight from corporate strategy to digital transformation to EA's role in facilitating both. Without that

alignment, EA will never completely deliver on expectations – and your digital transformation program is likely to suffer as a result.

A successful strategy has four defining characteristics:

-  **Inclusive Strategy**
-  **Data With Context**
-  **Innovation Drives Change**
-  **Realizing and Seeing Real Tangible Value**

A successful strategy has four defining characteristics:



Inclusive Strategy

Media organizations use EA insights to inform their media business strategy. By placing EA in the hands of the business, decisions related to corporate-level strategy are better informed, and therefore more likely to succeed.



Data With Context

Data is used to inform decisions at every level of the digitally transformed enterprise, including information from the architecture itself. Your strategy benefits from ensuring that everyone has access to data that is meaningful to them. It should also be presented in an easily understandable format that allows them to make better informed operational and strategic decisions.



Innovation Drives Change

Technology innovations are forcing your media organization to adapt. By using EA to provide an up-to-date overview over your architecture, you can prepare to move from a clear “as-is” to a “wanted” position.



Realizing and Seeing Real Tangible Value

EA in the age of digital transformation is more than simply making theoretical architectural decisions. By utilizing automation and collaboration, EAs can effectively understand dependencies and see how to navigate the change your business needs to stay on top of the game before work begins.

The Changing Role of EA

Whether recognized by the C-suite or not, EA has always been critical to the successful growth and management of corporate information systems.

But digital transformation programs are bringing the role of EA to wider attention and ensuring architecture interests are represented earlier in planning and design considerations. In fact, leading media organizations use EA to enable strategic planning initiatives.

As the media industry and its players undergo change, your EA team's capabilities should be able to make a greater contribution to helping meet shared goals of increased scale and speed of operations. Their knowledge and experience of integrations, platform standardization, and agile development will help to manage complex challenges in the future – like corporate mergers and acquisitions.

EA planning will need to become more granular however. Although traditional data maps provide a skeleton

understanding of operations, data-driven operations require more information. Instead, EA planning must demonstrate how infrastructure and applications can be (re)configured to deliver business-driven outcomes.

This is an ongoing cycle of change. The EA team needs to acquire new skills and experience – and to attract fresh talent – to stay ahead of new technology developments that will help your organization stay ahead of the competition.



What Are the Challenges You Need to Deal With?

It seems obvious that EA will play a pivotal role in the digitally transformed media business, but there are still significant challenges that need to be overcome:



Leaders



Influencers



Planners and project teams

Leaders

Leaders will find their resources stretched to the limit as digital transformation programs move from planning to execution. As well as architecting the systems and processes required for a data-driven enterprise, leaders will also be expected to act on insights as they are generated. This will accelerate the rate of change and underscore the importance of agility – in platforms, processes, and people.

To help manage these challenges, EA leaders will need tools to efficiently analyze and manage their architecture at scale. With a holistic view of the enterprise, they are better able to identify efficiencies and improvements at both a micro and macro level. Internal communications channels may need to be overhauled to ensure that accurate, up-to-date data can be shared across the enterprise, enabling strategic decision making in real-time.



Influencers

Stakeholders tasked with winning support for the project – will need to engage early with the digital transformation process to ‘sell’ the importance of EA as part of the wider business strategy. It will be their role to explain how EA can deliver business value at speed and to negotiate the resources and funding required to capture the current application landscape.

Influencers will also be required to promote the new EA strategy, helping stakeholders understand the business value being created – and to explain how line-of-business data is accessed and actioned across the business.



Planners and project teams

Planners and project teams will need to exhibit exactly the kind of agility future architecture is expected to deliver. As well as capturing the current application and dependencies landscape, they will need real-time visibility of people, processes, technology, and the impact of other projects.

Even when aligned with business goals, digital transformation remains a moving target. Project managers will need to be equipped with tools that support and simplify visibility of the entire environment, regardless of complexity.





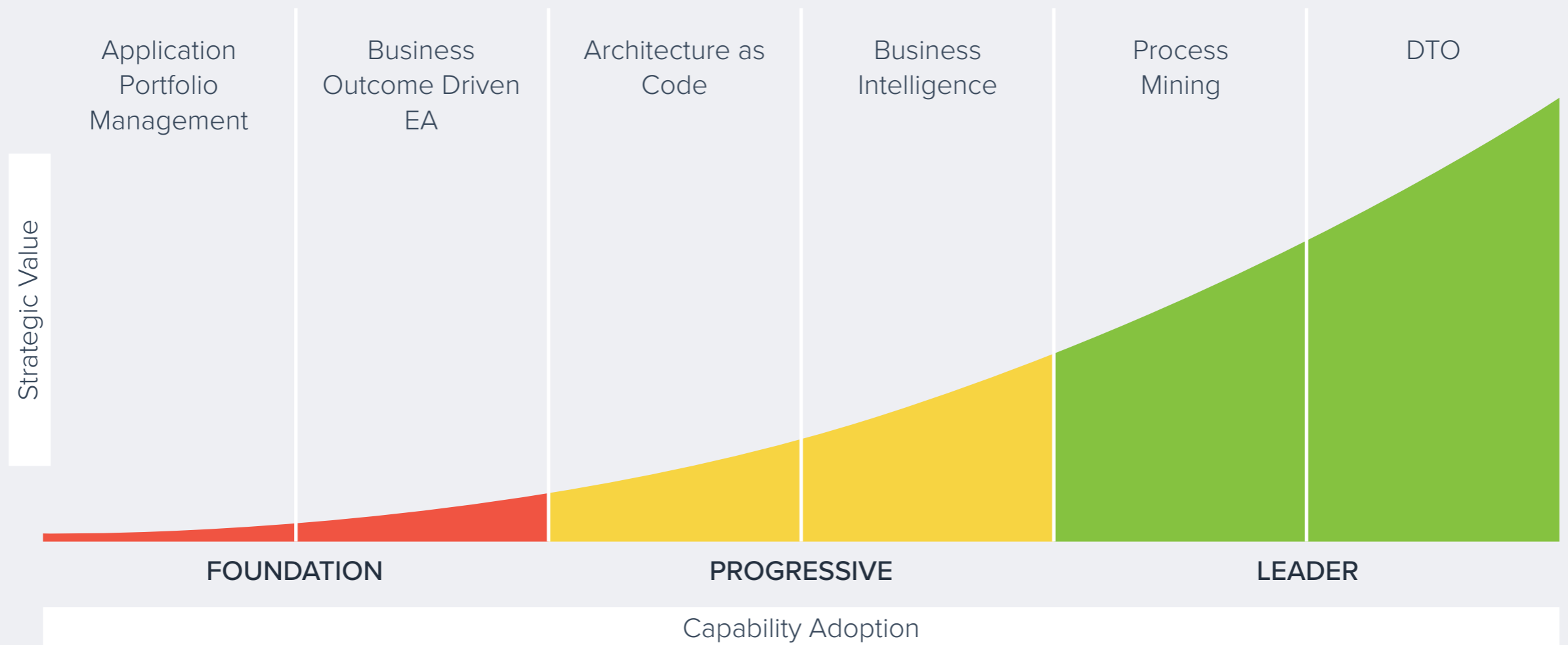
How to Become a Digital Leader

To enable increased agility and reduce the time to delivery of change, your EA function should be shifting towards creating a ‘digital twin’, a virtual model of your business, from strategy to infrastructure. The digital twin provides

a way to test and quantify efficiencies before project work begins and reducing the need for proof-of-concept and pilot testing. A best-in-class organization will devote appropriate resources to enable EA to become more strategic. They will

appoint digital leaders who possess business skills to complement their technical ability. The ability to govern risk, optimize costs, and plan scenarios will be at least as important as the understanding of technical implementation.

Ardoq has identified six critical phases to achieving strategic value from EA and becoming a best-in-class organization. The further a business moves, the better able they become to effect (and profit from) change:





1. Application Portfolio Management

The foundation of your EA future is an understanding of the current application portfolio. This means auditing application licensing and usage across the entire organization to assess usage and to identify opportunities to improve operations and reduce risk. Your technical team can then ‘score’ individual applications for how well they meet business and technical goals, offering an opportunity for quick wins by rationalizing or replacing those that fail the test.

Similarly, mapping applications to capabilities also allows decision-makers to identify gaps in capability earlier.

This early warning can be used to plan future investment and ensure that these gaps are addressed before operational performance is impacted.

Understanding the full suite of applications can also lead to tighter cost control by enabling the business to invest in those applications that are most important, while streamlining those that are non-essential – such as under-performing or duplicate applications.



2. Business Outcome-Driven EA

Stage two focuses on EA’s role in driving business outcomes.

Once the current application portfolio is understood, attention shifts to processes and the way data flows around your organization. Your EA team will need to map out customer journey and the strategic goals. You will then assess progress towards these goals with business and technical capabilities maps which help to understand and prioritize your future actions.

The insights gathered from Phase 1 will allow for a more effective review of planned and ongoing projects and initiatives – and a benchmark against which to compare on a continuous basis. Your team will constantly evaluate progress towards strategic goals, mapping strategy to projects.

You will also assess operating processes, how they can be refined, and the resources and people you are going to need to reach stage three. Your EA team should be encouraged to innovate, formulating new ideas that help improve enterprise IT and align it with the wider business strategy.

As new ideas are approved, your project planning team needs to scope out the required work to put them into action.



3. Architecture as Code

As cloud adoption continues to accelerate, EA becomes less about the underlying physical hardware and

more about the various hosted services your organization uses for data-related activities. Rather than specifying server specifications, stage three sees attention shift to how applications and processes are engineered to take advantage of ‘limitless’ resources for greater efficiency.

The move to the cloud opens up opportunities for EA to align and partner with other forward-leaning groups in the organization, particularly those operating under a DevOps model. Getting other parties on board with the strategy and vision will help make EA’s relevant to the people executing the strategy. This will help to overcome the ‘ivory tower syndrome’ that “traditional EA” has been struggling with.

Architecture as code becomes a process of continuous improvement, speeding up the deployment of applications, simplifying provisioning and configuration, and maximizing reach across the whole business. As the hosted environment matures, EAs will need to work closely with developers to create a best-of-breed cloud architecture that uses resources from multiple vendors (AWS, Azure, Google Cloud etc.) to contain costs without constraining productivity.

Encouraging and enabling the teams moving the company to the cloud to leverage new opportunities for automation, allows the EA teams to get close to a real-time overview of their as-is cloud-infrastructure. Don’t miss this opportunity!



4. Business Intelligence

In the race to the cloud, particularly with regards to hosted applications, many organizations have inadvertently created new data silos. At stage four, the EA strategy finds ways to access and integrate silos across the business, making data stores available for access in business intelligence and analytics.

Where possible, the goal is to create a ‘data lake’, a repository of business data that can be accessed and analyzed by any authorized application to deliver a full 360° view of customers, processes, and operations. The EA strategy needs to define integrations to connect line-of-business applications like CRM and ERP

with analytics and BI tools. In this way, you can maximize the visibility and value of data – and re-shape your corporate strategy as new information and insights are revealed.



5. Process Mining

Stage five is where businesses begin to pull away from their competitors. Now that systems have been re-engineered and rationalized, the EA strategy widens to include process monitoring and mining.

Every process is constantly monitored to identify inefficiencies or outages. The platform is configured to take remedial action automatically when

required, minimizing negative effects on operations. Process automation streamlines the documentation process too, generating the necessary ‘paperwork’ to maintain the highest operating standards – and compliance with relevant legislation and data protection laws.

Stage 5 is the point where you triangulate process maps (Stage 2) with actual measurements. You will compare the typically static process maps against dynamic data generated by actual, instrumented metrics. As you interrogate the data, consider whether the systems and processes are really working as you think. If not, how can you improve and innovate to meet (and exceed) expectations?



6. Digital Twin of an Organization

At the very leading edge, media organizations use a digital twin to provide a complete, accurate representation of their entire infrastructure and the processes and data flows that use it. Their business outcome-driven EA strategy is in full effect and they are seeing the benefits because of it.

DTO also allows them to accurately test potential improvements and quantify the additional benefits without affecting operations. And they have the capability to model significant changes, such as the acquisition of another business, long before they have to do any actual integration work.





We Know the Benefits, Why Is Adoption So Difficult?

Despite definite tangible benefits, many media organizations are struggling to embrace change. The reality is that traditional EA strategies and tools are not capable of putting the right information in front of your stakeholders when they need it:

Labour Intensive

The complexity of your operating environment means that drawing an application map takes a lot of time and effort. But when your corporate strategy relies on infrastructure that changes quickly, you simply won't have time to redraw the map manually before the next pivot.

Long Projects, Minimal Value

Many projects fail to deliver because expectations were unrealistic. Without the ability to map current state, you will be unable to accurately predict outcomes – particularly for long-term projects.

Limited Flexibility

As the enterprise architecture changes, your tools need to be able to adapt too. But traditional tools offer limited flexibility, adding to your workload with every new development – and inhibiting your ability to deliver agile projects.

Low Adoption Rates

Your EA tools are crucial to EA operations, but the rest of the business has little or no reason to access them. As digital becomes the core of the business, your non-EA colleagues need to understand how technology can be used to create and reinvent products, services, processes, and customer experiences – and many of those insights are stored in your data flow and process maps.

Siloed Data

The digitally transformed business relies on data being shared across teams – something traditional tools simply cannot do.

Lack of Context

Data is only useful when it is placed in a relevant context. If your tools cannot visualize data across the organization or present it in a way that non-EA employees can understand, your strategic decisions will lack important granularity.

Ultimately, choosing to persist with existing strategies and tools will only hinder your efforts to drive change.

How to Become an EA Changemaker

To become digital leaders, organizations and EA managers need to use pervasive technology that activates new ways of working. They are looking to connect business operations with IT to drive incremental visible change, change that drives value deep into the organization. This can only be achieved by putting technology in the hands of the business.

This is a seismic shift in the world of enterprise architecture that will drive a cultural change and perception of what a modern best-in-class EA strategy can do. But to really extract value, the technology should be governed by an effective framework or methodology that drives continuous improvement.

The methodology to see this continued optimization and strategic value is based around four key principles – and will require a technology platform to enable change:

- 1 An inclusive strategy** that allows all stakeholders to benefit from EA data and insights.
- 2 Data with context** that adds value for strategic decision making.
- 3 Innovation that drives change** opens possibilities for new products, services, and efficiencies.
- 4 Realizing and seeing tangible value,** freeing resources for investment in other strategic initiatives.

Once you have these core principles in place, it becomes a matter of executing a methodology that is repeatable, scalable, and transferable across your whole organization. **Ardoq is a leading visionary platform capable of:**



Map

Use integrations or integrate with tools that already have the data you need, crowd source missing information, saving days and weeks of labour.



Improve

Use the Graph Queries to test improvements and to gain approval before investing in full project planning.



Predict

Use Ardoq insights to accurately predict long-term savings and to spot the potential for further enhancements.



Evidence

Ardoq provides critical insights based on data from systems to facilitate highly effective decision making.



See

Ardoq automatically visualizes outcomes when making strategic changes so you can see new efficiencies and benefits instantly.



Recommend

Equipped with real-time insights and future forecasts you can make recommendations for the next cycle of improvements, prioritized by those which will have the greatest positive effect on your business.



What Does EA Strategy Driven by Ardoq Look Like in Reality?



Building the Media Company of the Future

The media industry has been constantly reshaping itself to utilize the most modern technology, media channels, and to meet growing international competition and demand. See how Ardoq is helping our media customers build their roadmaps to streamline their architecture to meet their strategic initiatives.

“We didn’t know what we wanted to put in there. We didn’t even know what we had, so we needed to start from something. Now we’re getting insights from across the group.”

Rasmus Ulfnes, Enterprise Architect, Schibsted
Enterprise Technology

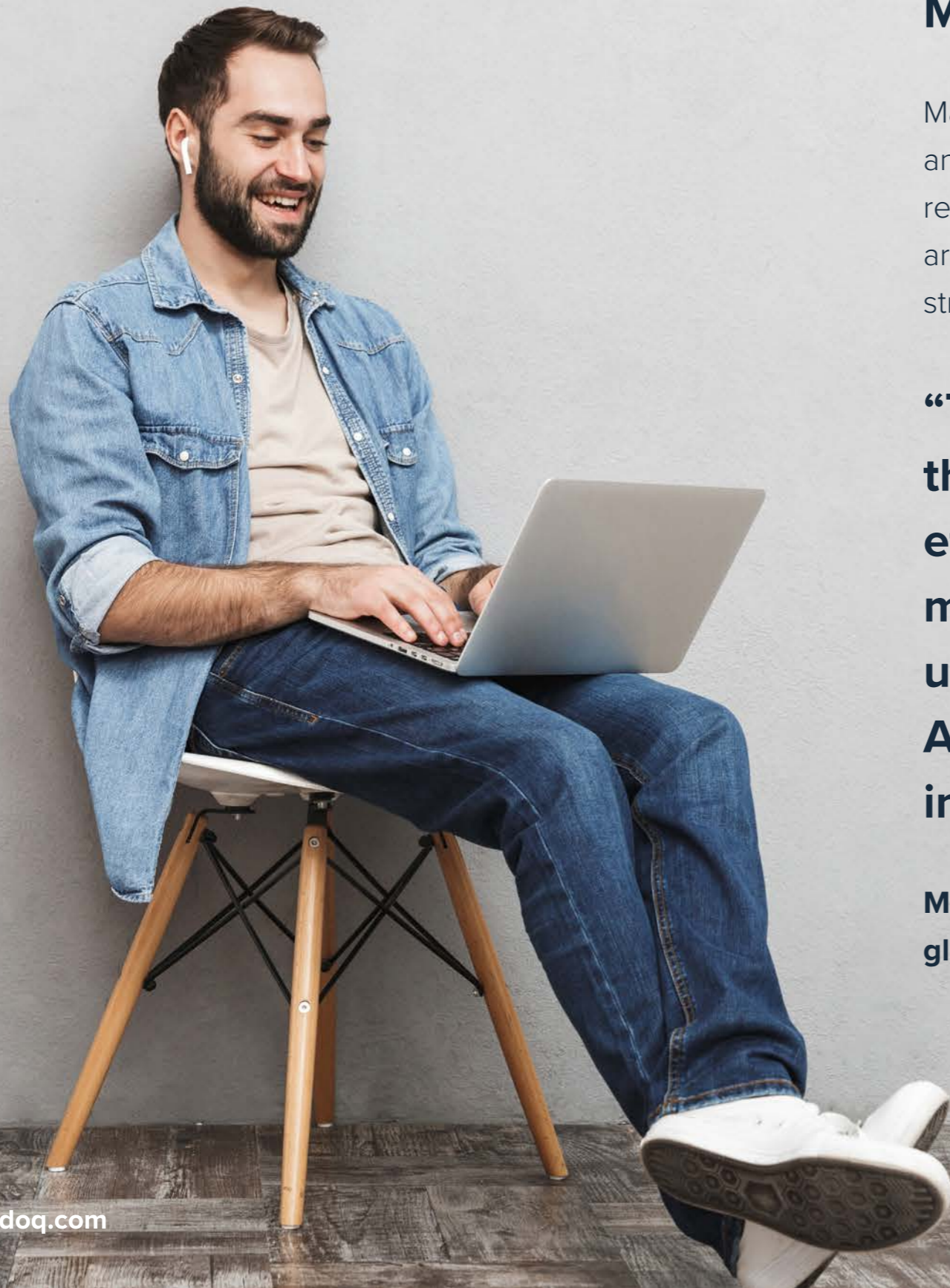
Removing Technical Drag to Enable Agility

Being the leader in your industry requires you to move quickly. How are you utilizing your portfolio to drive agility and where are you experiencing drag and inefficiencies? See how one of the leading media companies in the world is utilizing Ardoq to rationalize their application portfolio and removing technical drag.

“I would say we could save easily over \$10 million in the first year through rationalization. Easily. For example, we have 15 project management applications: two of those cost over \$250,000. Scale that understanding across hundreds of applications and you’re easily in the millions.”

Manager of Enterprise & Solution Architecture,
global media company





Managing Multiple Architectures

Many in the media industry have been following diversifying and acquisition strategies over the last decade and this has resulted in an enterprise consisting of many loosely connected architectures. Ardoq can enable you to identify opportunities to streamline your architecture and build the roadmap to change.

“The value of Ardoq is the ability to tie that data together. The value of our effort is in the data itself. We’re tying multiple data sources together to offer up the insights. The value we get from Ardoq is the ability to aggregate that information and visualize those things.”

**Manager of Enterprise & Solution Architecture,
global media company**

See how Ardoq can help you use EA to transform your media organization.

Contact us for a free demo.

[Book a demo](#)