SAMPLE DELIVERABLE · EA-04

Target-State Enterprise Architecture

A one-view target for the estate, the sequence to reach it, the decisions still open, and what it costs to run.

Prepared for Alderton Group (fictional) by Red Cell Consulting

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About this document

This is a sample of the deliverable Red Cell Consulting produces in a real engagement. Every organisation, figure and finding in it is fictional, and the structure, depth and standards are exactly what a client receives. Where a real engagement would cite source documents, the sample says so.

Executive summary

Alderton Group runs a capable business on an estate that has outgrown its shape. The target below keeps what earns its place, replaces two systems, and retires four.

Why now

The data centre lease ends in month 14, the CRM contract in month 9, and field operations are scaling into a second state. Three natural forcing points align inside fifteen months; sequencing to them avoids paying twice.

The headline

Five moves over five stages, A$350k lower annual run cost at steady state, and no user-facing change until the foundations are proven. The riskiest assumption in each stage is tested first, deliberately.

FINDINGS THAT DRIVE THE DESIGN

#	FINDING	CONSEQUENCE TODAY
F1	Custom WMS is the only system its author still understands	Key-person risk on the revenue path; change backlog frozen
F2	Eleven point-to-point integrations, none documented	Every system change breaks something unrelated
F3	Reporting assembled from spreadsheet exports	Two days of manual effort per board cycle; three versions of truth
F4	Field crews work from printed run sheets	Same-day changes reach crews by phone call, or not at all
F5	Identity is per-system accounts, no MFA on three systems	Offboarding is manual and incomplete; audit finding open

WHAT WE WOULD NOT CHANGE

The ERP is current, well-adopted and correctly sized: it stays, and the design routes around it rather than through it. Payroll likewise. A target architecture earns trust by what it leaves alone as much as by what it moves.

Current state

The estate as it actually runs, including the parts that only exist in people's heads.

LAYER VIEW · TODAY

LAYER	IN PLACE	CONDITION
Channels	Client portal (adequate), legacy intranet (unowned)	Portal stable; intranet unpatched fourteen months
Applications	ERP, CRM v7, custom WMS, payroll	ERP and payroll sound; CRM end-of-support next year; WMS see F1
Integration	Point-to-point ETL jobs, overnight batch	Eleven jobs, three authors departed, no monitoring
Data	Per-system reporting plus spreadsheet exports	No governed shared layer; finance rebuilds monthly
Infrastructure	On-premises DC, one rack colocated	Lease ends month 14; hardware refresh otherwise due
Identity	Per-system accounts, partial SSO	MFA absent on three systems incl. WMS

INTEGRATION MAP · THE HONEST VERSION

ERP feeds WMS by nightly file; WMS returns confirmations by a second file; CRM syncs customers to ERP through a middleware script whose server sits under a desk (literally: finding F2 includes a photograph in the full engagement). The portal reads from a replica that lags up to four hours. None of this is monitored; failures announce themselves as customer calls.

Why we document the embarrassing parts

Because the migration plan has to carry them safely. A target architecture that pretends the desk-server does not exist will fail the first weekend the script does.

Target state

Fewer systems, one integration spine, governed data, and a cloud landing zone sized for what Alderton actually runs.

LAYER VIEW · TARGET

LAYER	COMPONENT	STATUS	NOTE
Channels	Client portal	KEEP	Re-pointed to governed data
	Field app	NEW	Run sheets, confirmations, photos, offline-capable
	Partner API	NEW	Read-only first release, metered
Applications	ERP + payroll	KEEP	Untouched by design
	CRM successor	REPLACE	Decision gate week 6, two candidates scored
	Scheduling	NEW	Absorbs WMS scheduling; ERP absorbs its inventory
Integration	Event bus + API gateway	NEW	Every integration lands here; the eleven jobs retire
Data	Lakehouse + marts	NEW	One governed layer; finance stops rebuilding
Infrastructure	AWS landing zone	NEW	Reserved pricing, rightsized month 6
Identity	SSO + MFA everywhere	NEW	Joiner-mover-leaver automated from payroll

DESIGN RULES THE TARGET OBEYS

- No system talks to another except through the bus or the gateway. No exceptions, including temporary ones, because temporary is how the last estate happened.
- Every dataset has one governed home; anything downstream is a read model.
- Buy before build, except where the workflow is the business (field operations earned its custom app; the WMS did not).
- Nothing new enters production without monitoring, an owner and an exit cost estimate.

Migration sequence

Five stages over fourteen months. Foundations first, no user-facing change until they are proven, the irreversible move last.

THE STAGES

STAGE	WINDOW	MOVES	RISKIEST ASSUMPTION TESTED	ROLLBACK
1	M0-2	Landing zone, identity with MFA, event bus stood up	Field-device SSO works offline	Full; nothing depends yet
2	M2-5	Lakehouse fed from ERP; finance marts parallel-run	ERP data quality sufficient to govern	Full; exports continue in parallel
3	M4-8	CRM migration in two waves; scheduling pilot in one region	CRM history migrates with open pipeline intact	Wave 1 reversible; gate before wave 2
4	M8-12	WMS decommission; field app to all crews	WMS edge cases handled by configuration, not code	Run sheets can print for 90 more days
5	M12-14	Partner API launch; DC exit at lease end	Nothing left in the DC anyone forgot	None; this is why it is last

Sequencing principle

Reversible before irreversible, foundations before features, and the assumption most likely to sink the plan surfaced in the cheapest possible month. Stage one looks unimpressive from the outside; that is what foundations look like.

WHAT THE BUSINESS FEELS, BY STAGE

- Stages 1-2: nothing, deliberately. IT gets faster logins; finance sees a parallel report that finally matches.
- Stage 3: sales moves to the new CRM in two planned waves with floor-walking support.
- Stage 4: crews swap paper for the app, one region at a time, with the paper safety net held for ninety days.
- Stage 5: partners get an API; nobody inside notices the DC go dark, which is the definition of success.

Decision log and risk register

The decisions still open, what resolves them, and the risks the plan carries with owners attached.

DECISIONS OPEN

#	DECISION	OPTIONS	RESOLVED BY	DUE
D1	CRM successor	Candidate A (suite) vs B (best-of-breed)	Scored trial against ten real workflows	Week 6
D2	Scheduling build or buy	Configure product vs extend field app	Both piloted on the same week of real jobs	Week 10
D3	Partner API commercial model	Free tier vs metered from day one	Three partner interviews plus cost model	Month 4
D4	Data residency posture	Sydney-only vs multi-region	Client contract review, insurer position	Month 3

RISK REGISTER · EXTRACT

RISK	LIKELIHOOD	IMPACT	MITIGATION	OWNER
WMS author departs before stage 4	Medium	High	Knowledge capture sprints now; config-first design reduces dependence	CTO
CRM data quality worse than sampled	Medium	Medium	Wave 1 is the 20 percent of records generating 80 percent of activity	Sales lead
Field adoption stalls	Low	High	Crew leads co-design; paper net for 90 days; adoption measured weekly	Ops
Cloud cost drift	Medium	Medium	Budget alarms day one; rightsizing review month 6; reserved pricing after	CTO
Change fatigue across stages 3-4	Medium	Medium	One user-facing change in flight at a time; the calendar enforces it	COO

Run-cost model

What the target estate costs to keep, against today, with the honest transition-year bump shown.

ANNUAL RUN COST · A$K

ITEM	TODAY	TRANSITION YR	TARGET	NOTE
Data centre and hardware	410	410	0	Lease to month 14; no refresh purchased
Cloud infrastructure	60	210	290	Parallel-run peak in transition; reserved after
Application licences	380	430	330	CRM overlap for two quarters, then net lower
Support and patching effort	240	260	120	WMS retirement removes the largest burden
Integration maintenance	90	70	35	Eleven jobs become bus subscriptions
Total	**1,180**	**1,380**	**775**	Steady state from month 15

Reading the transition year

The plan costs more before it costs less: about A$200k of parallel-running across the transition year, repaid in under seven months of steady state. Plans that hide this bump get approved and then distrusted; this one shows it.

COST PRINCIPLES

- Every new component carries its run cost, patching burden and exit cost at approval, not discovery.
- Nothing is sized for hypothetical scale: rightsizing at month 6 against measured load, reserved pricing after.
- The retired systems' budgets are actually retired: they do not quietly become headroom.

About Red Cell Consulting

Consulting and advisory, backed by platforms we design, build and operate ourselves.

Red Cell Consulting is a multi-disciplinary consultancy working across enterprise and technology, financial analysis, clinical psychology and behavioural science, advisory and investment readiness, restructuring, management consulting and AI governance. The distinctive part is that we also build: our platforms, including Recursys for deal intelligence, Myra for deterministic financial analysis and ADMRL for structured clinical reporting, run in production under the same disciplines we recommend to clients. When we advise on evidence, testing and governance, we are describing how our own systems work.

HOW AN ENGAGEMENT RUNS

STEP	WHAT HAPPENS
1 · Conversation	A free first discussion of the situation. We will tell you plainly whether we can help and what it would involve.
2 · Scope	A short written scope: the question, the deliverables, the timeline, the fee. Fixed where the work allows it.
3 · The work	Delivered in the structure this sample shows, with working sessions rather than big reveals. You see findings as they form.
4 · Handover	Deliverables that stand on their own, and the option of standing support where it makes sense.

FOR THIS SERVICE

Enterprise consulting at Red Cell runs exactly like this sample: findings before design, sequence before spend, run cost beside build cost, and the embarrassing parts documented because the plan has to carry them. If your estate has outgrown its shape, start with the conversation.

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