Back to the Future – EA Directions

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Introduction

- Enterprise Architecture Context
- Enterprise Architecture Directions
- Conclusion
“In 1995 we started our study of enterprise architecture – we just did not know it. At the time we thought we were studying information technology infrastructure transformations. In 1998 we thought we were studying enterprise system implementations. In 2000 it was e-business. But sometime in 2000, we recognized that each of these studies examined basically the same thing: Enterprise Architecture”
Enterprise Architecture is a Strategic Imperative

Enterprise Architecture is required to transform a legacy of fragmented applications, organisational structures and processes (both manual and automated) into an integrated environment with optimised processes that are responsive to change and the delivery of the business strategy.
Enterprise Architecture Domains

- Consists of current and future state models
- Is implemented through the Enterprise:
  - Business architecture,
  - Information architecture,
  - Data Architecture,
  - Applications portfolio, and
  - Enterprise-wide technical architecture
- Provides organizations with the ability to conduct impact assessments, analyze alternative scenarios and implement appropriate strategies
- (Re-)Defines the business design for sustainable competitive advantage

Enterprise Architecture Context
An Architecture of Enterprise Architecture

Enterprise Architecture Context

Source: Len Fehskens

Enterprise Architecture (EA)
- Enterprise Business Architecture (EBA)
  - Enterprise Information Architecture (EIA)
  - Enterprise IT (EIT) Architecture (EITA)
    - EIT Information Architecture (EITIA)
    - EIT Application Architecture (EITAA)
    - EIT Technology Architecture (EITTA)
      - EIT Software Infrastructure Architecture (EITSIA)
      - EIT Hardware Infrastructure Architecture (EITHIA)
  - Solution Architecture (SA) (one of many)
**Enterprise Architecture for IT**

As defined by CobiT

**Enterprise Architecture**

Business-orientated technology road map for the attainment of business goals and objectives.

**Enterprise Architecture for IT**

IT's delivery, response, provided by clearly defined processes using its resources (applications, information, infrastructure and people).

Source: ITGI
Definitions

**Gartner**
“The process of translating business vision and strategy into effective enterprise architecture change by creating, communicating and improving key principles and models that describe the enterprise’s future state and enable its evolution”

**EA as Strategy**
“The organizing logic for core business processes and IT infrastructure reflecting the standardization and integration of a company’s business model.”

**Wikipedia**
“Enterprise Architecture is the organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm’s operating model.”

**ISACA**
“Business-orientated technology road map for the attainment of business goals and objectives.”

**IEEE Standard 1471**
“The fundamental organization of a system embodied in its components, their relationships to each other, and to the environment, and the principles guiding its design and evolution.”

**Len Fehskens**
“Those properties of an entity and its environment that are essential to its fitness for purpose for some specified mission.”
Putting Frameworks into Perspective

Enterprise-Wide Architecture Framework
Region / Business Unit-Wide Architecture Framework
System-specific (Product) Architecture Frameworks

Enterprise Architecture Context
Real IRM’s EA Cube

Enterprise Architecture Context
From EA for IT Architecture to Enterprise Architecture

Enterprise Architecture Directions
Trends driving the Business Need for EA

**Business**
- Changing market customers demands
- Globalization and hyper-competition
- Talent war – new forms of collaboration
- Frustrated, agility constrained by systems
- Regulation …

**Information**
- Information glut yet starved
- Human centered
- Information security
- No one version of the “truth”
- Attention economy
- …

**Data**
- Fragmented
- Duplicated
- Trapped within systems
- Vendors of packaged applications control data structures
- …

**Applications**
- Commoditization of process - rise of SOA
- Multiple ERPs
- Human centered to support increasingly dynamics nature or work
- Lacking business intelligence and information analysis…

**Technology**
- Commoditized
- Standardized
- Enabling not differentiating
- Limited leverage of global vendor relations
- Shared services

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Enterprise Architecture Directions
Growing EA Capability Maturity

Enterprise Architecture Directions

Best Practice, Industry Trends
Analyst Content (Gartner, AMR Research, …)
De Facto Industry Standards (SCOR, ECR, ISO, OMG, COBIT / ITIL / TOGAF …)
From EA for IT Architecture to Enterprise Architecture

Business Enterprise Architecture Services

- Strategic Planning
- Organisation Structuring
- Business Transformation, Engineering
- Acquisitions and Mergers
- Outsourcing the Business
- Risk Management
- Competencies and Skills Identification
- Benchmarking and Managing Best Practice
- …
The Enterprise Architect's Role in Strategy

Business Architecture

1. Confirm Understanding of Business Direction
   - Business Model
   - Current Position
   - Drivers for Change
   - Challenges
   - Best practice
   - Key Opportunities
     Potential areas for commonality
   - Business Capabilities
   - Business Priorities

2. Understand Impact of Key Issues

3. Consolidate & Confirm Business Process Vision

4. Current IT Inventory

5. Establish Programme Office

6. Set Context

7. Information & Data

8. Applications

9. Technical Infrastructure

10. Organisation & Governance

11. Change Programme Design

12. Business case development

IT Governance

- Business Architecture
- IT Architecture
- IT Governance

Enterprise Architecture Directions

Business Insight

IT Architecture

Investment

checkpoints
The Enterprise Architect’s Role in Strategy

Business Architecture

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2. Understand Impact of Key Issues

3. Consolidate & Confirm Business Process Vision

- Business models are used as the basis for assessing and designing initiatives around external opportunities
- Business model designed around future aspirations, not current capabilities.
- Enterprise Architects may have a business grounding and report into business
- Models are simplified – fit on one page and use “business” notation
- “Why Column” models are produced – Planner, Owner and Designer models for the Enterprise Framework
- Soft skills such as organizational change management and facilitation to influence behaviour rather than compliance reviews
The Enterprise Architect’s Role in Strategy

Enterprise Architecture Directions

Direct mapping to the TOGAF ADM
The framework provides a matrix approach to allocating responsibility for the IT services, supports global collaboration and facilitates local innovation.
Enterprise Architecture is a Strategic Imperative

Enterprise Architecture is required to transform a legacy of fragmented applications, organisational structures and processes (both manual and automated) into an integrated environment with optimised processes that are responsive to change and the delivery of the business strategy.

Conclusion
Enterprise Architecture

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