



Enterprise Architecture as competitive advantage

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“An expert is a person who has made all the mistakes that can be made in a very narrow field.”



Niels Bohr

7 October 1885 – 18 November 1962

Agenda

Introduction

Enterprise Architecture as Competitive Advantage

Leading Change and Business Dynamics

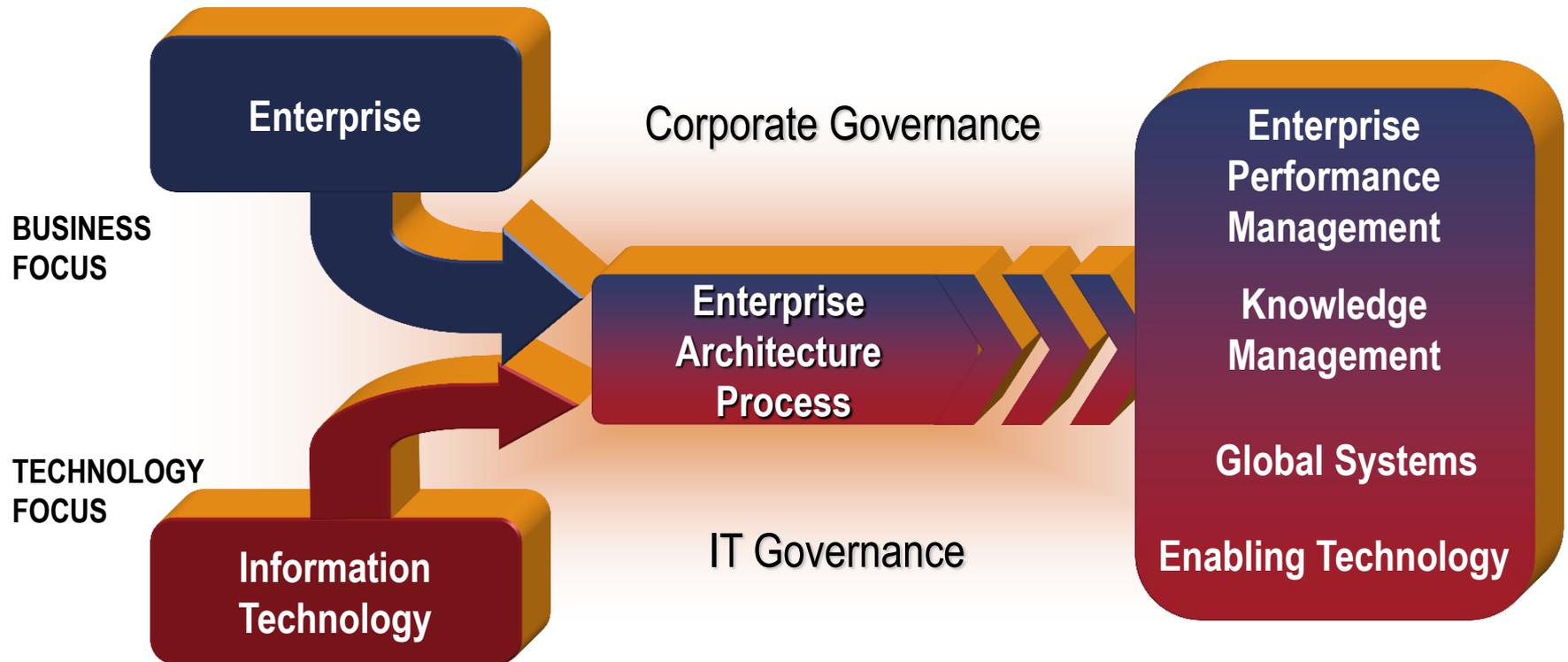
Kotter - A Sense of Urgency!

Conclusion – Closing Remarks



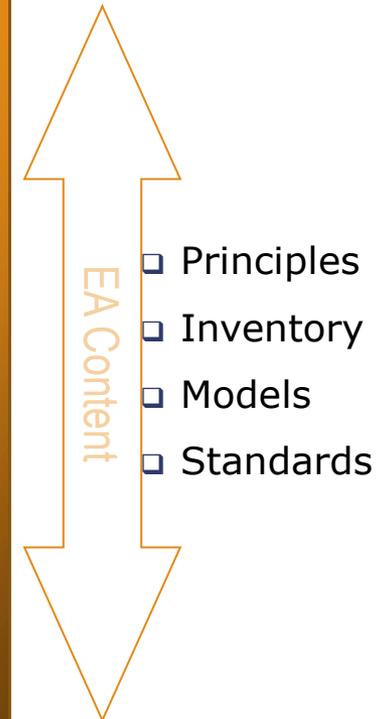
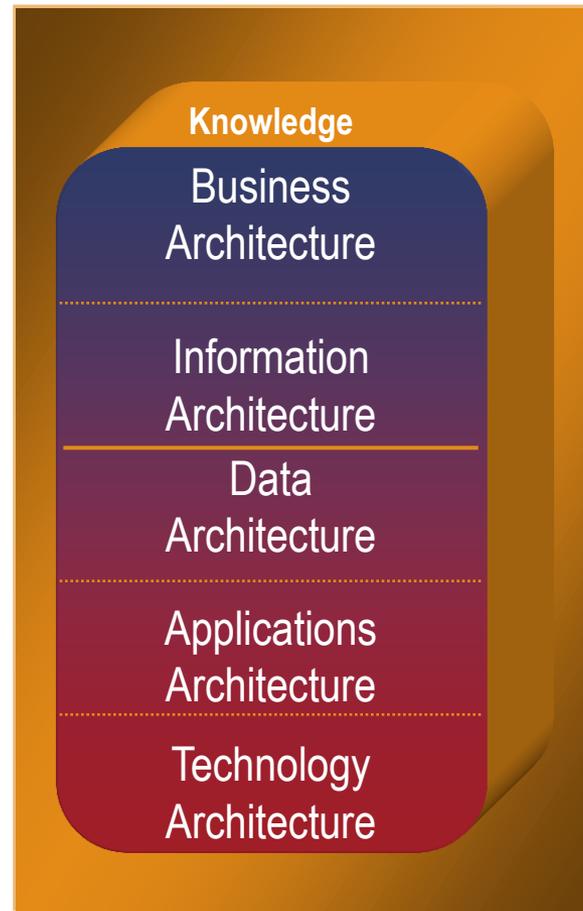
Enterprise Architecture is a Strategic Imperative

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.

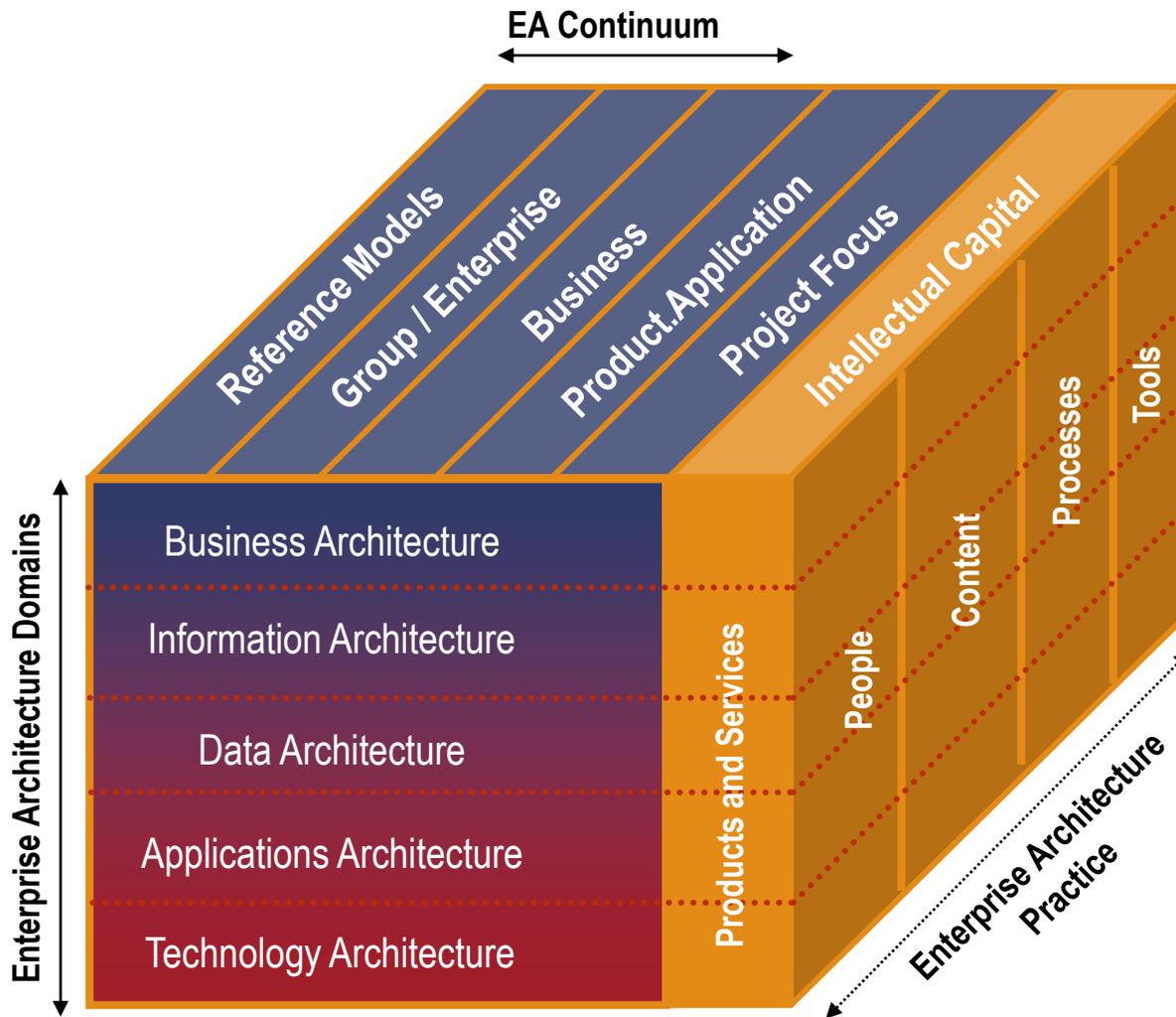


Enterprise Architecture Domains

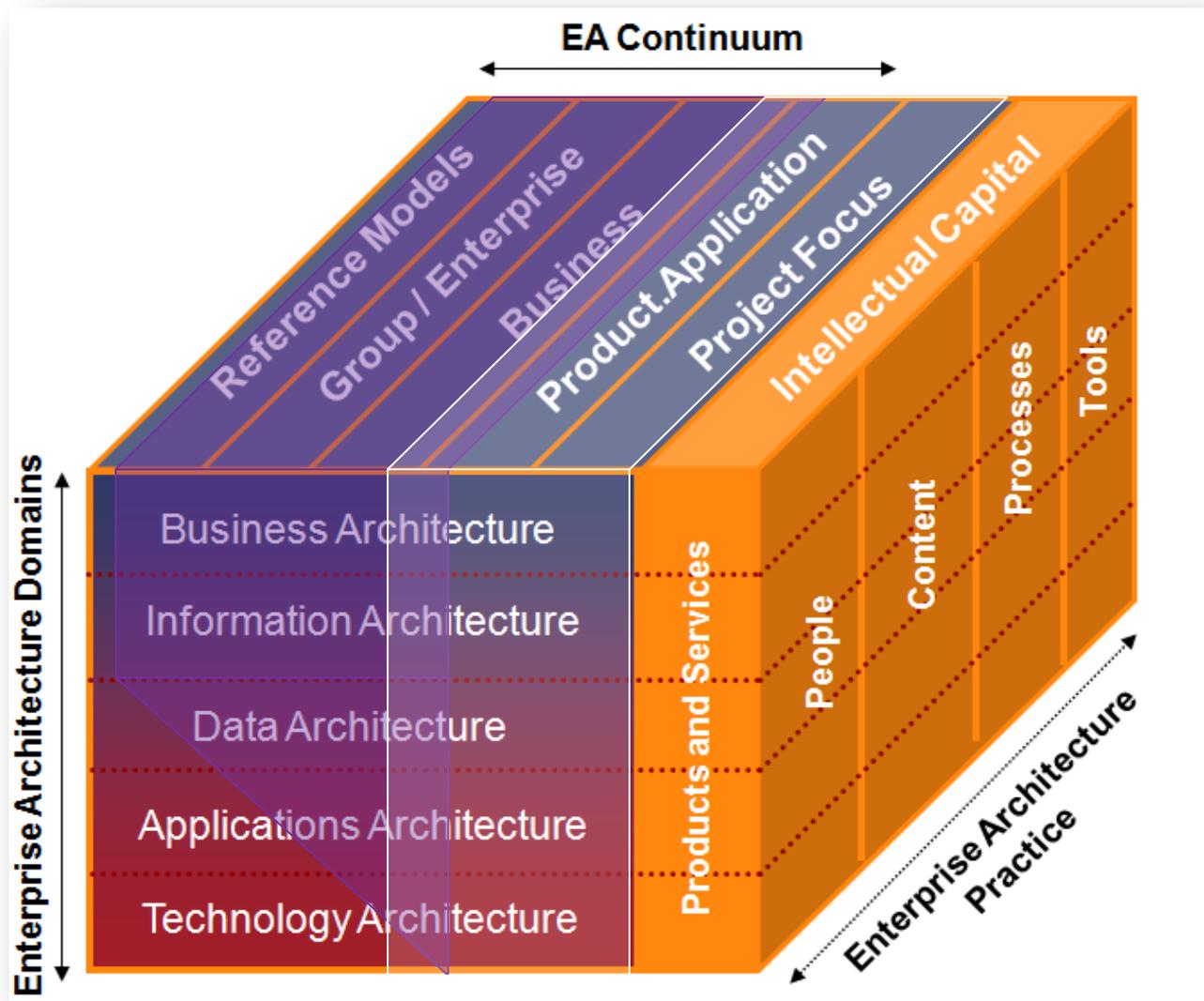
- ❑ Consists of current and future state models
- ❑ Is implemented through the Enterprise:
 - Business architecture,
 - Information architecture,
 - Data Architecture,
 - Applications portfolio, and
 - Enterprise-wide technical architecture
- ❑ Provides organizations with the ability to conduct impact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



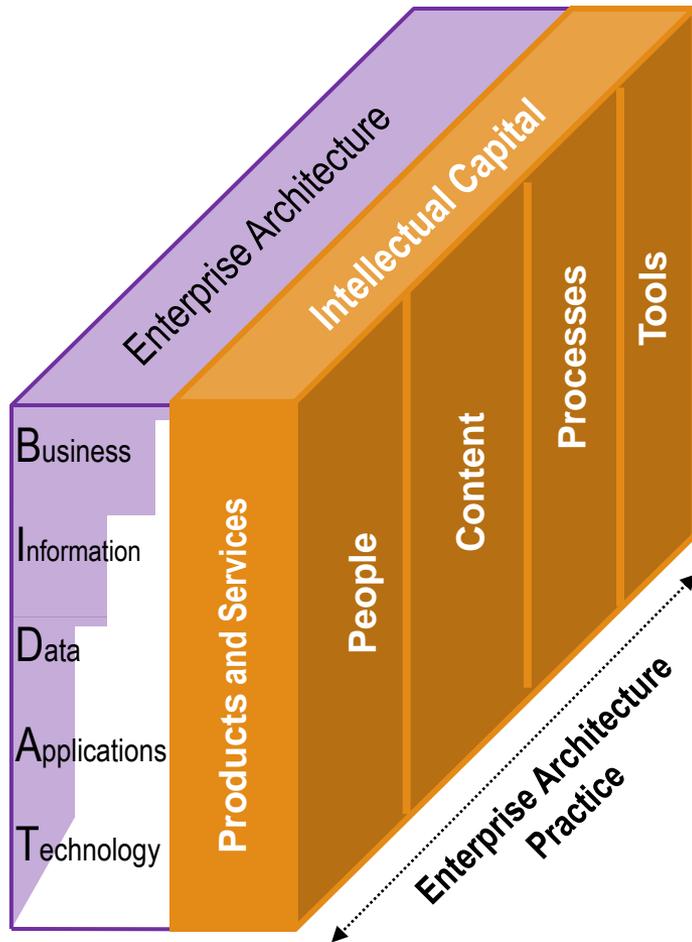
Real IRM's EA Cube



From EA for IT Architecture to Enterprise Architecture



From EA for IT Architecture to Enterprise Architecture



Finding Competitive Advantage!

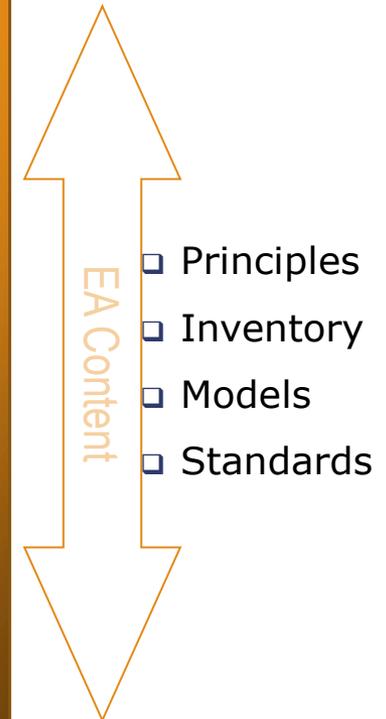
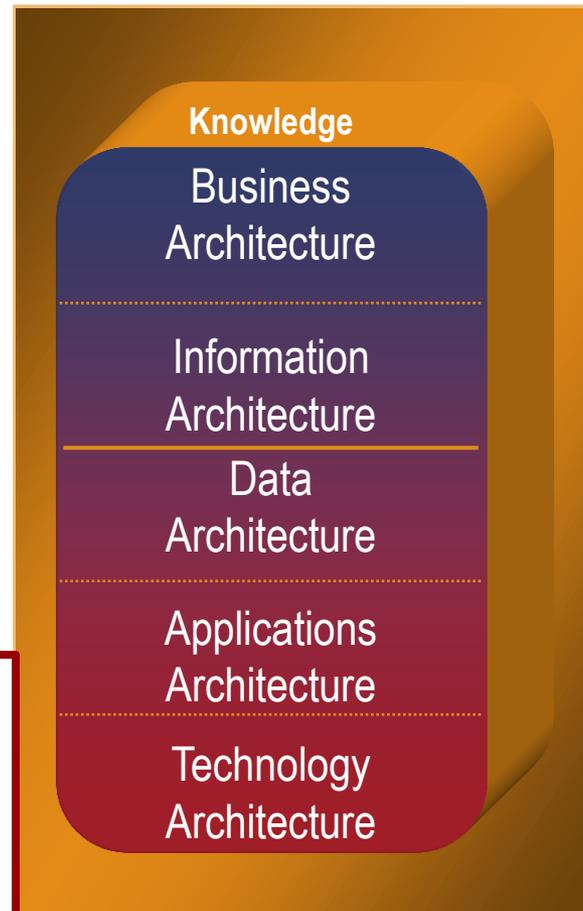
- ❑ Strategic Planning
- ❑ Organisation Structuring
- ❑ Business Transformation, Engineering
- ❑ Acquisitions and Mergers
- ❑ Outsourcing the Business
- ❑ Risk Management
- ❑ Competencies and Skills Identification
- ❑ Benchmarking and Managing Best Practice
- ❑ Designing Delivery of Packaged Products (New Business Products)
- ❑ Package Evaluation...



Enterprise Architecture as Competitive Advantage

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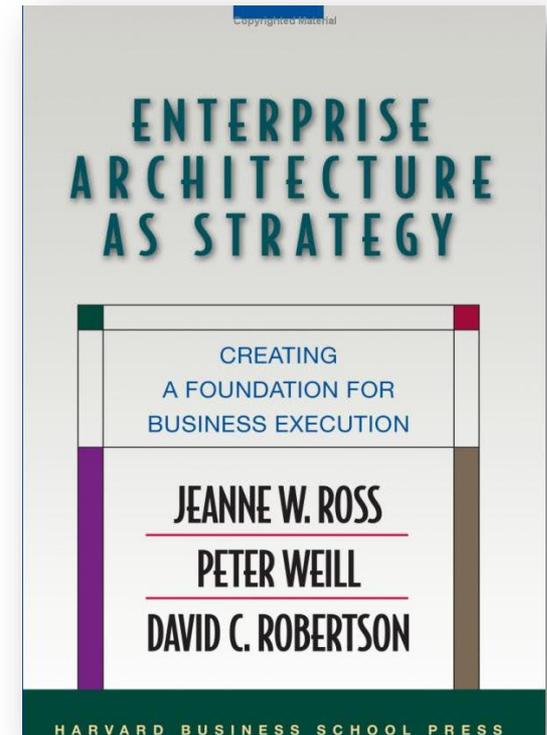
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Enterprise Architecture as Competitive Advantage

“Top-performing companies define how they will do business (an operating model) and design the processes and infrastructure critical to their current and future operations (**enterprise architecture**), which guide the evolution of their foundation for execution.

Then these smart companies exploit their foundation, embedding new initiatives to make that foundation stronger, and using it as a competitive weapon to seize new business opportunities. And ***what makes this capability a competitive advantage is that only a small percentage of companies do it well*** - we estimate 5 percent of firms or less”



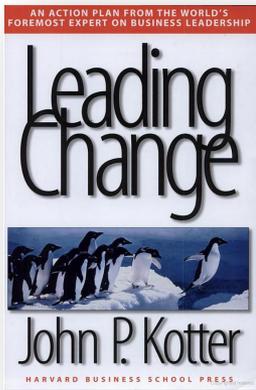
August 2006



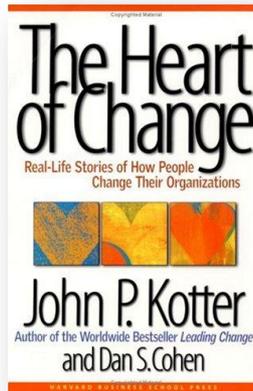
John P. Kotter

“Incredibly, we found that in over 70 percent of the situations where substantial changes were clearly needed, either they were not fully launched, or the change efforts failed, or changes were achieved but over budget, late, and with great frustration.

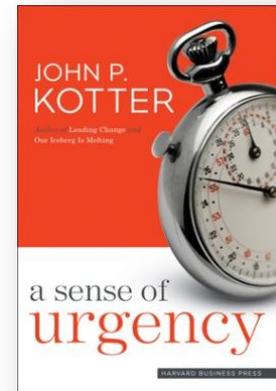
We also found that about 10 percent of the cases, people achieved more than would have been thought possible.”



1996



2002



2008

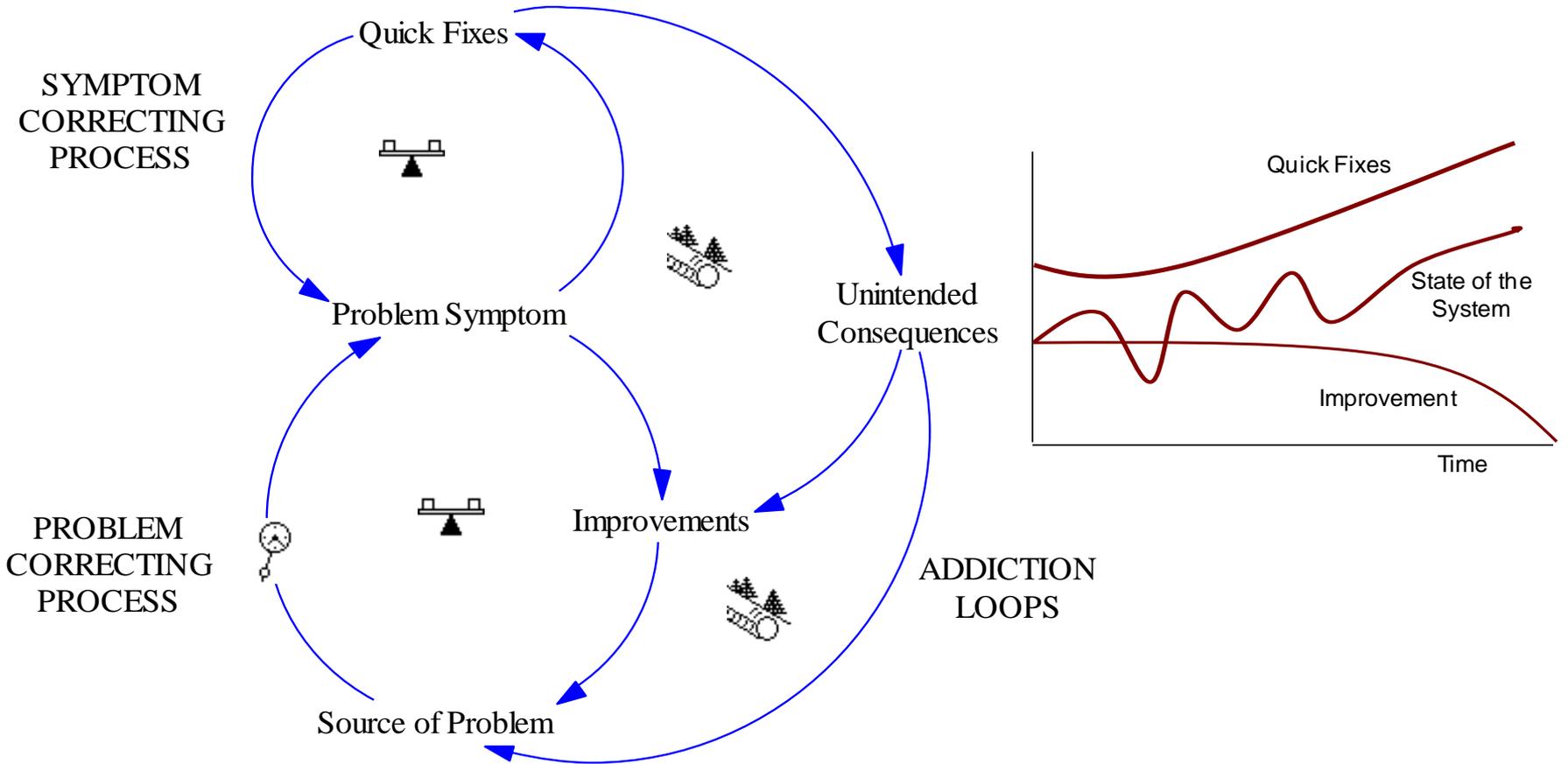


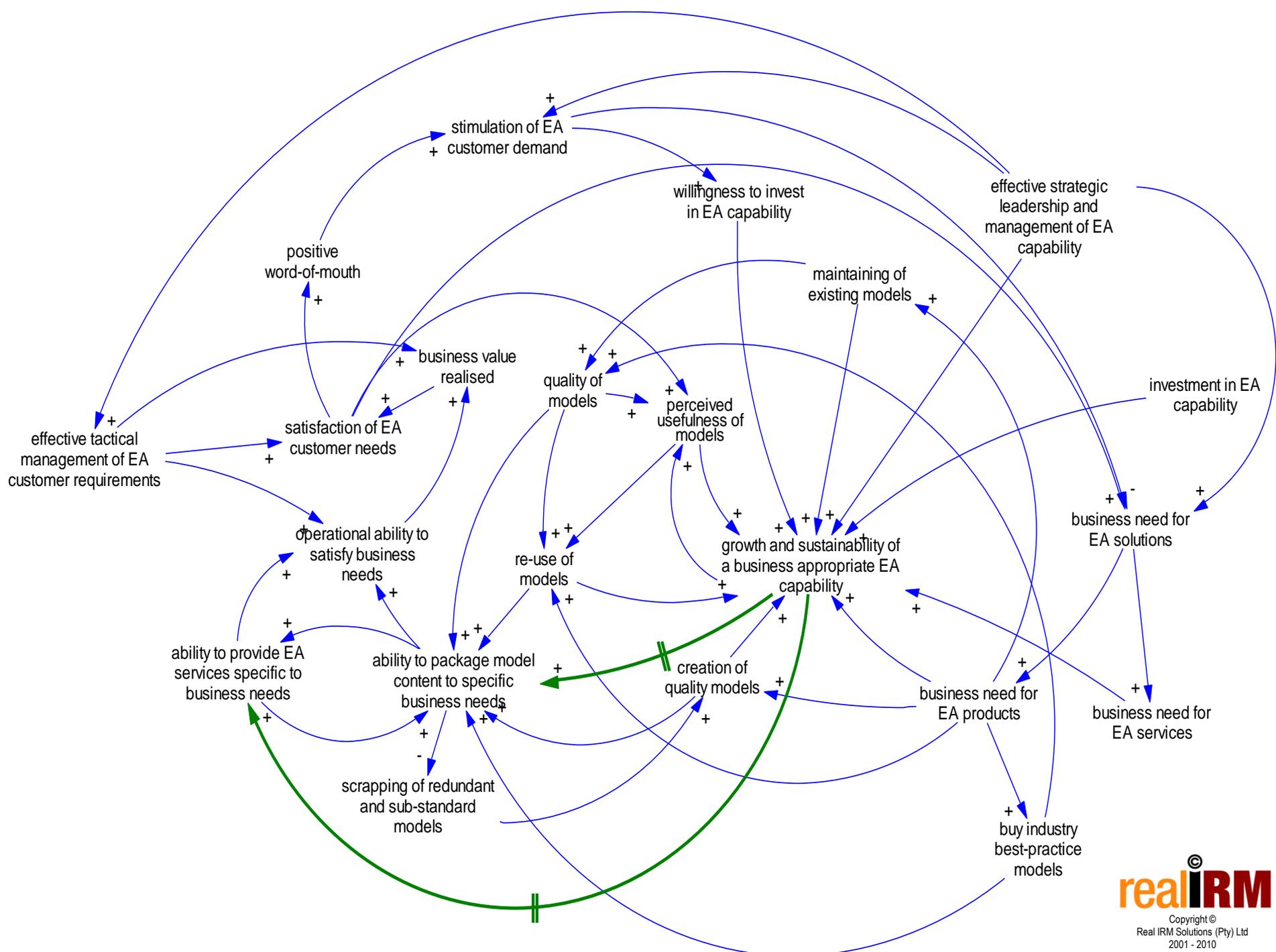
The Principles of Business Dynamics

1. Every action produces a reaction.
2. Structure shapes behavior.
3. Complex interrelationships make a system's behavior difficult to understand.
4. Time clouds the picture.
5. "Hard" and "soft" factors interact.
6. Feedback reinforces and counteracts.

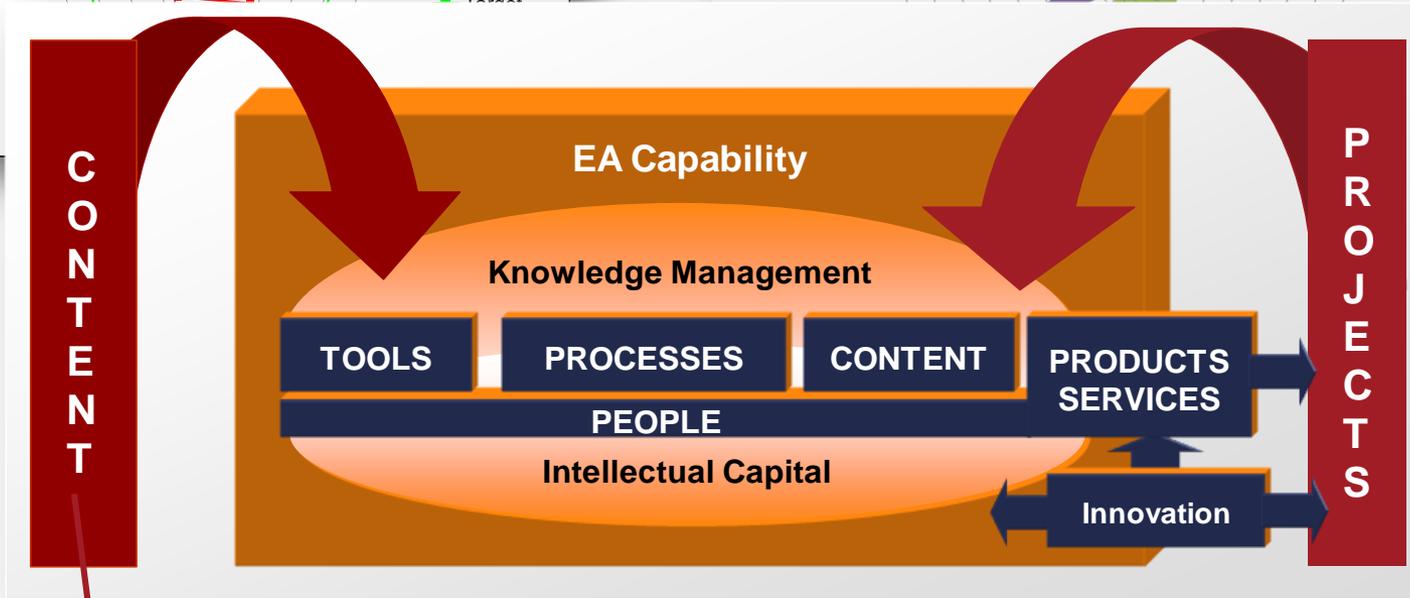
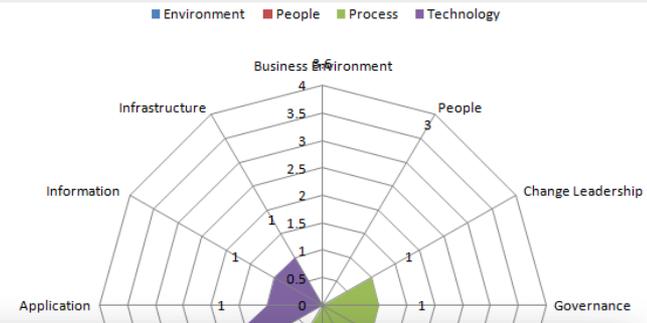
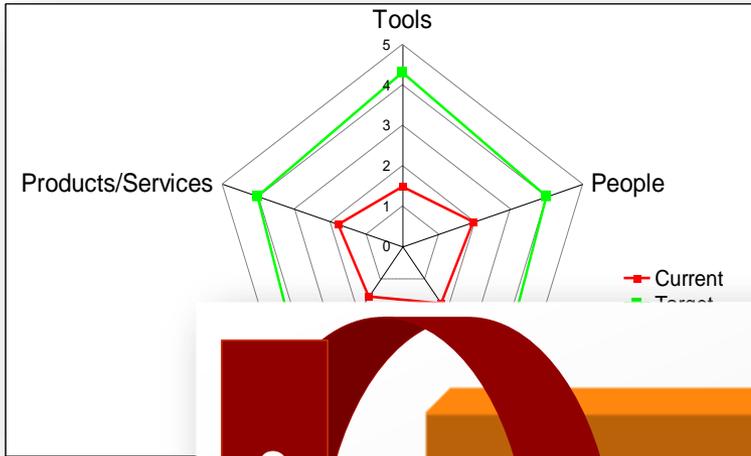


Why does this not work?





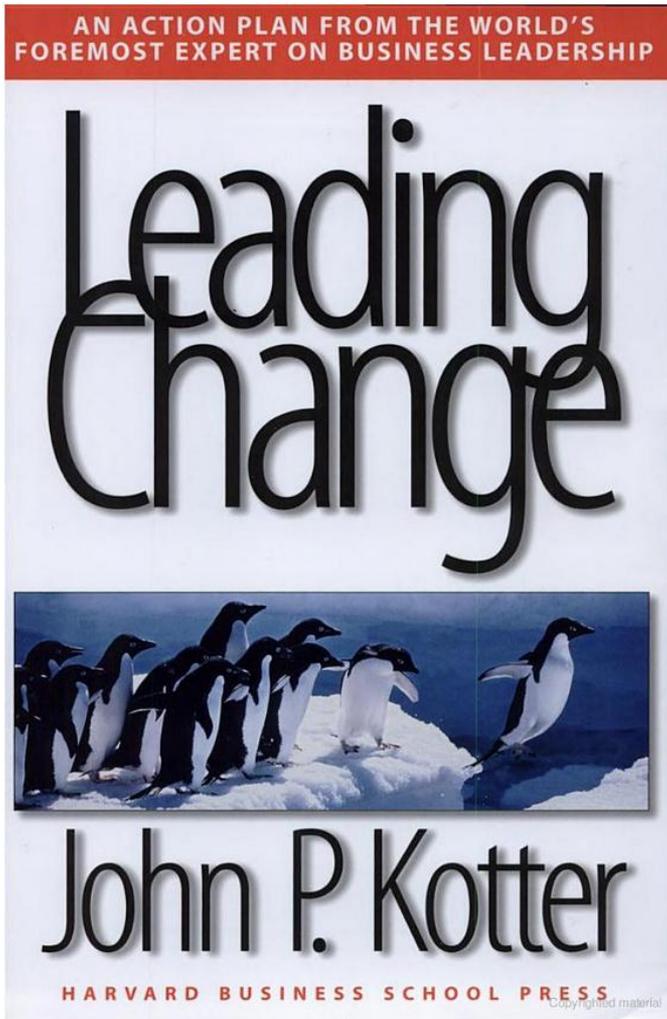
Business Appropriate and Sustainable



Best Practice, Industry Trends
 Analyst Content (Gartner, AMR Research,...)
 De Facto Industry Standards (SCOR, ECR, ISO, OMG, COBIT / ITIL / TOGAF...)



Leading Change



Leading Change

- ❑ **Phase 1: Creating an environment for change**
 - Stage 1 - Establishing a Sense of Urgency
 - Stage 2 - Form a Powerful Guiding Coalition
 - Stage 3 - Create a Vision
 - Stage 4 - Communicate that Vision
- ❑ **Phase 2 : Implementation of change**
 - Stage 5 - Empower Others to Act on the Vision
 - Stage 6 - Plan for and Create Short-Term Wins
 - Stage 7 - Consolidate Improvements
Keep the Momentum for Change Moving
- ❑ **Phase 3: Changing the culture to support the change**
 - Stage 8 - Institutionalize the New Approaches

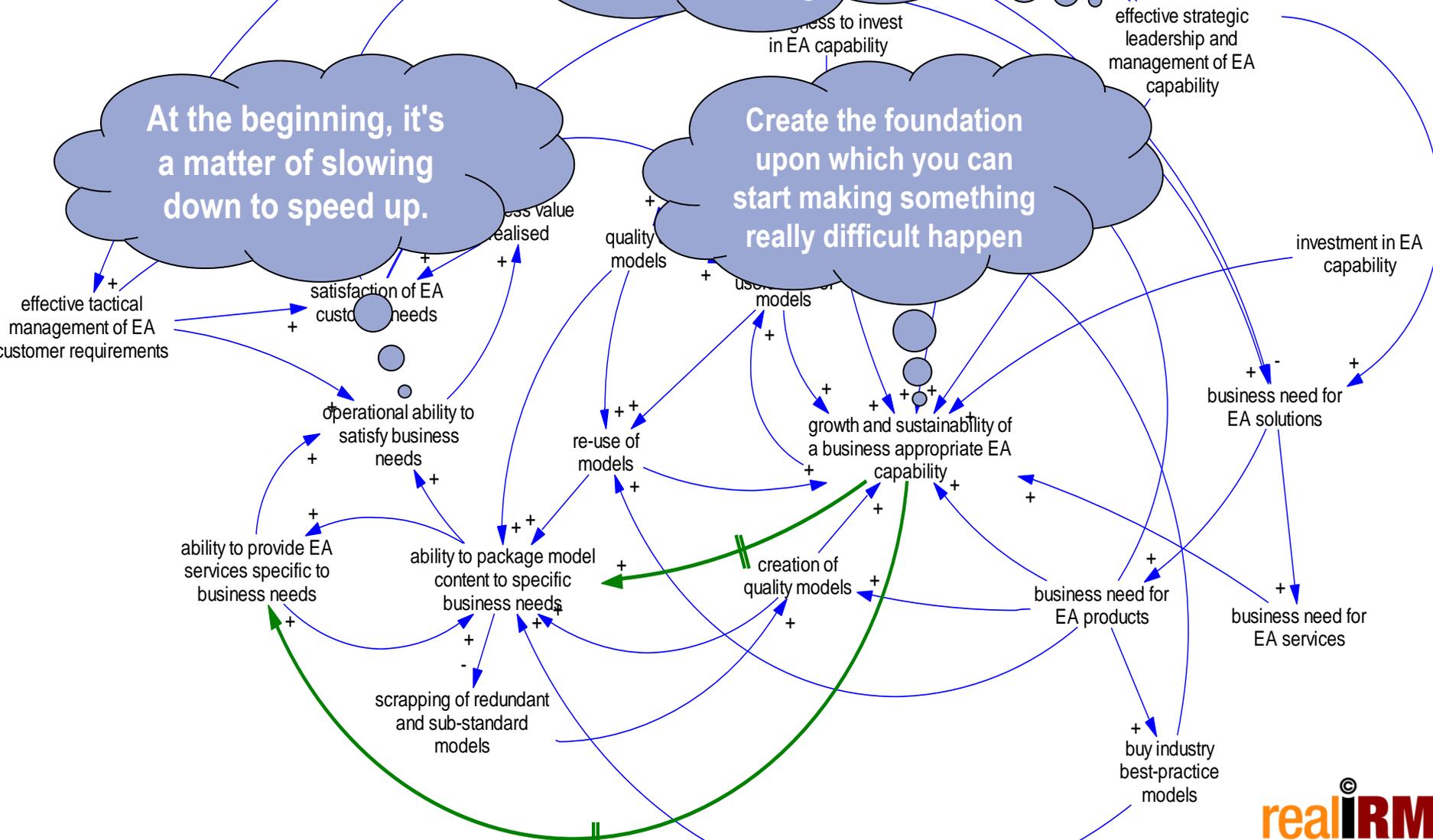


Establishing a Sense of Urgency

Put together the right kind of teams with the right characteristics and power to drive change

At the beginning, it's a matter of slowing down to speed up.

Create the foundation upon which you can start making something really difficult happen



Phase 1: Creating an environment for change

Establishing a Sense of Urgency

Goal: To establish a sound and solid basis for implementation

Phase 1: Creating an environment for change

Stage 1. Establishing a Sense of Urgency
[TOGAF: EA Management Phase: Plan]

Stage 2 : Creating change management infrastructure and capacity (Build the guiding team)
[TOGAF 9: EA Management Phase: Plan]

Stage 3 : Developing a vision, strategy, and implementation plan (get the vision right)
[TOGAF 9: EA Management Phase: Plan]

Stage 4 : Communicating the EA Change vision and sensitising (communicate for buy in)
[TOGAF 9: EA Management Phase: Plan]

Goals +
Input +
Tasks +
Output +
RACI +
Best Practices +

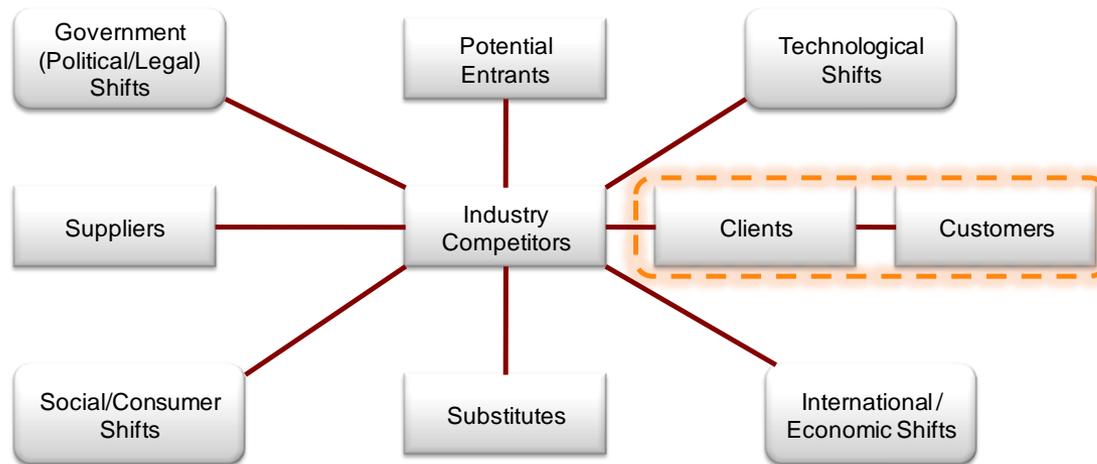


Establishing a Sense of Urgency

- ❑ To seriously examine the market and the competitive realities
- ❑ To do a detailed analysis of the internal status quo
- ❑ To identify and discuss crises, potential crises or major opportunities
- ❑ To identify barriers and/or sources of resistance
- ❑ To craft the EA change message



Change Drivers



Illustrative

Business

Information

Data

Applications

Technology

- ❑ Mergers & Acquisitions
- ❑ Changing market customers demands
- ❑ Globalization and hyper-competition
- ❑ Talent war – new forms of collaboration
- ❑ Frustrated, agility constrained by systems
- ❑ Regulation

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

- ❑ Fragmented
- ❑ Duplicated
- ❑ Trapped within systems
- ❑ Vendors of packaged applications control data structures
- ❑ ...

- ❑ Commoditization of process - rise of SOA
- ❑ Multiple ERPs
- ❑ Human centered to support increasingly dynamics nature or work
- ❑ Open source applications...

- ❑ Commoditized
- ❑ Standardized
- ❑ Enabling not differentiating
- ❑ Limited leverage of global vendor relations
- ❑ Cloud...



Establishing a Sense of Urgency

What Works

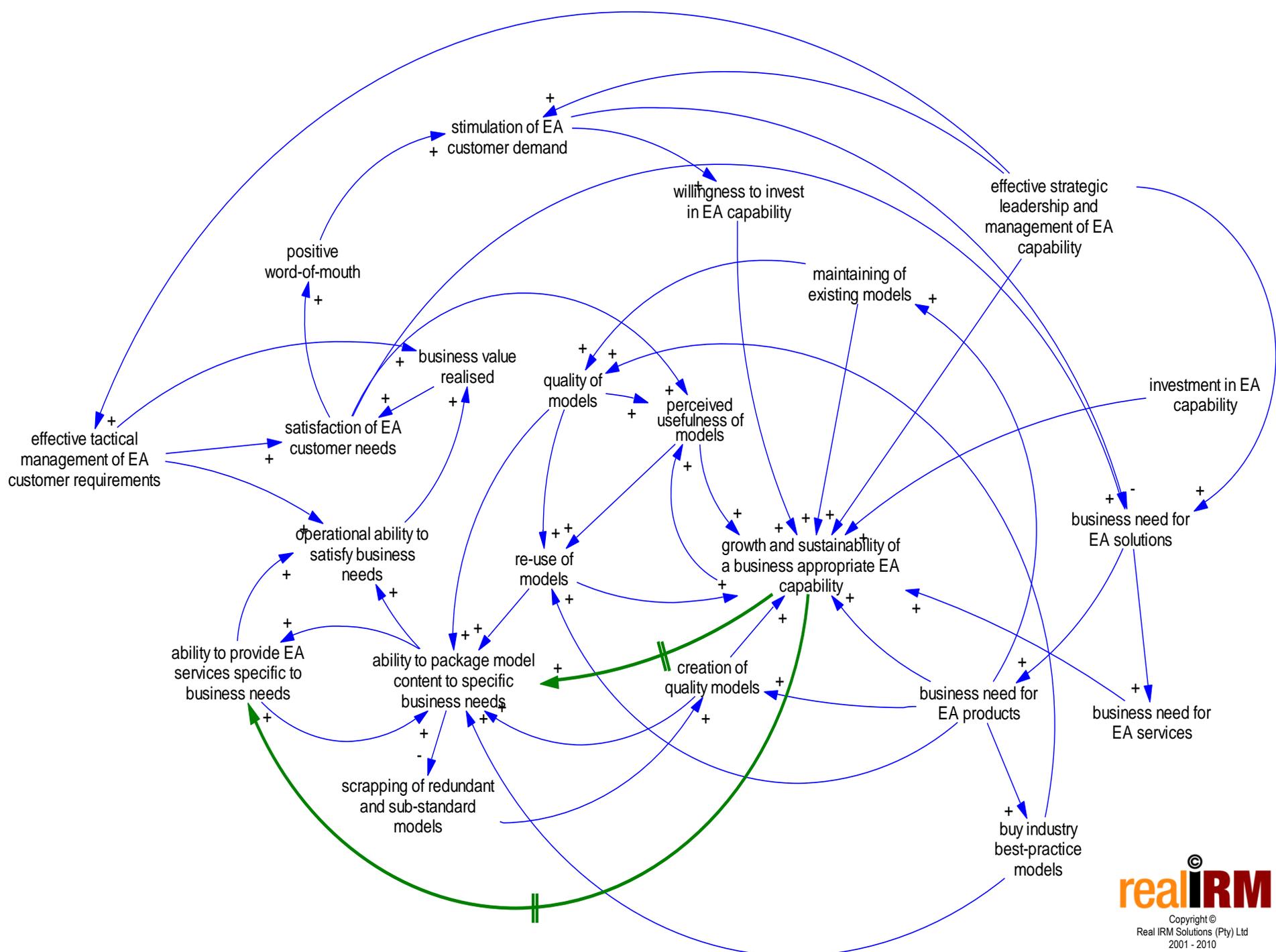
- ❑ Showing others the need for change with a compelling object that they can actually see, touch and feel
- ❑ Showing people valid and dramatic evidence from outside the organization that demonstrates that change is required.
- ❑ Looking constantly for cheap and easy ways to reduce complacency.
- ❑ Never underestimating how much complacency, fear, and anger exists, even in good organizations.

What does not work

- ❑ Focusing exclusively on building a “rational” business case, getting top management approval, and racing ahead while mostly ignoring all the feelings that are blocking change.
- ❑ Ignoring a lack of urgency and jumping immediately to creating a vision and strategy.
- ❑ Believing that without a crisis or burning platform you can go nowhere.
- ❑ Thinking that you can do little if you are not the head person.

Adapted from John Kotter





Concluding Comments

- ❑ “create the foundation upon which you can start making something really difficult happen.” – John Kotter
- ❑ Don't short change the Preliminary Phase (TOGAF ADM)
- ❑ Don't confuse Business Transformation with Architecture Change Management (TOGAF ADM Phase H.) or Governance (TOGAF ADM Phase G.)
- ❑ Practical enterprise Architecture within the context of an effective organisational change programme
- ❑ Once size does not fit all – TOGAF, Zachman, COBIT 5, DoDAF
- ❑ Business Drivers for EA – Sense of Urgency
- ❑ EA as a means to an end - business value ...competitive advantage



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