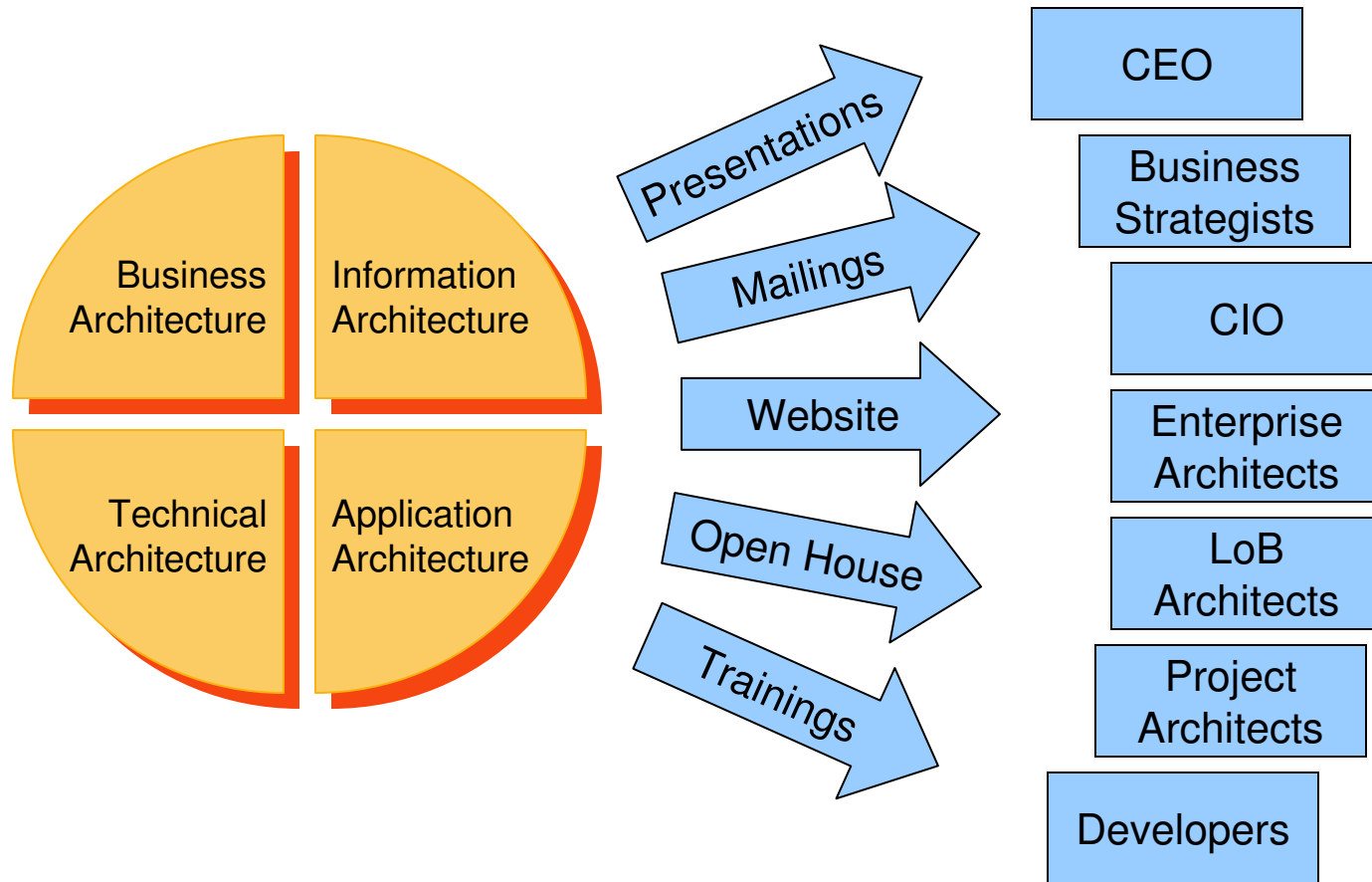**Infosys**®   Win in the flat world

Communicating Enterprise Architecture
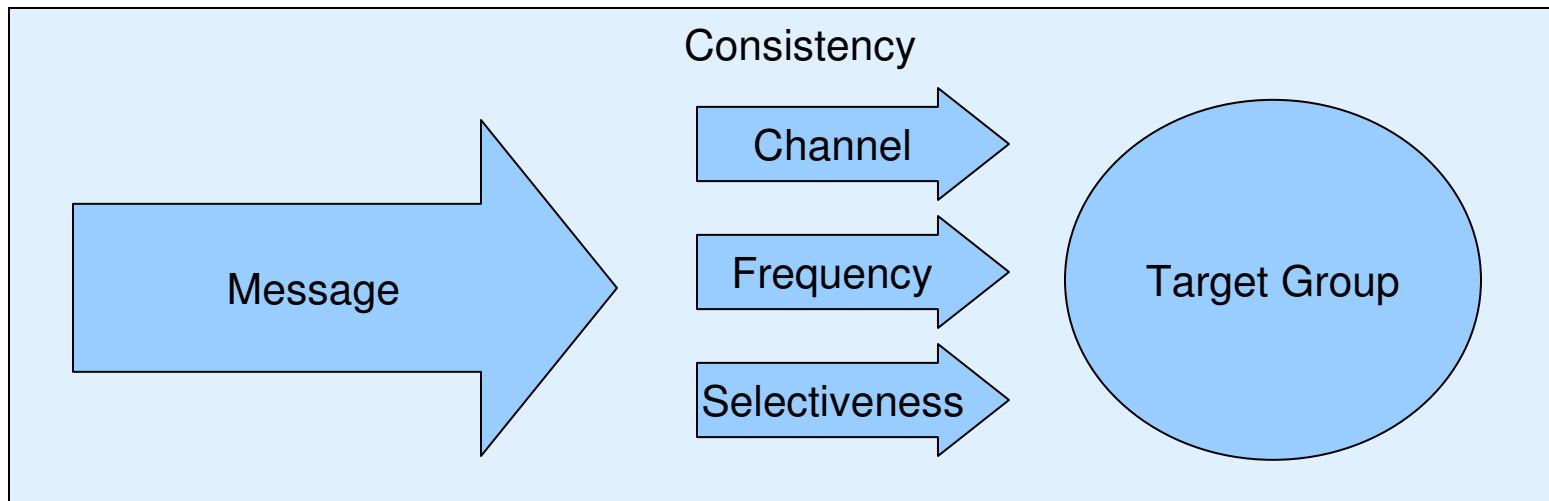
An Infosys Viewpoint
The Open Group Conference London, United Kingdom
1 December 2006

Communicating Enterprise Architecture means bringing a complex set of information to a diverse audience

Business Architecture

Information Architecture

Technical Architecture

Application Architecture

Presentations

Mailings

Website

Open House

Trainings

CEO

Business Strategists

CIO

Enterprise Architects

LoB Architects

Project Architects

Developers

An appropriate strategy brings the message in the right form to the right audience

- Channel – How can I reach my target group? Which media does it access? How can I push the message, rather than depend on the audience pulling it?

- Frequency – How often do I need to deliver my message? How efficiently will it reach the recipient, and what is the loss?

- Selectiveness of information: Who needs to know what? Which part of the message is relevant for whom, who needs how much detail?

- Consistency: Through how many and which channels will the message reach the audience? How do I ensure consistency between these channels?

You have a message – not only information

- Know thy customer
  - What are the objectives of my target group?
  - Who are the key influencers, and how can I get them onto my side?
  - How can Enterprise Architecture help them fulfill their objectives?
  - What do they need to know?
  - What drives and inspires them?

- And know thyself:
  - Why do I want them to know?
  - **How do I want them to react?**
  - **Can I tell them, or is it more efficient to leverage somebody else?**

- *Your customer has been identified earlier in the process: The needs of your target group have driven the deliverables to be built. And architectural viewpoints have determined how to structure and how to aggregate content.*
- *Now the challenge is different: You need to achieve* **buy-in.**

- ...and **avoid** telling everybody about all this cool stuff
  - because it is there
  - because it has cost a lot of money to build it
  - because [your favourite reason to talk about EA]

To get Buy-In from your audience, you need to align both with the objectives of the organizational unit and the individual

Illustrative: Benefits for divisions to contribute to a corporate architecture effort

Organisational Benefit → **Active Participation** ← **Personal Interest**

- Potential divisional objectives
    - Cost savings by leveraging external shared services
    - Improve alignment with overall and divisional business goals
    - Establish deep understanding within the divisional community
    - Lobby the needs and concerns of the division
- Potential inhibitors
    - Time constraints
    - Budget pressures
    - Lack of understanding
    - Corporate politics

- Potential motivators for contributing to architecture in a corporate context
    - Understand what is going on in the Architecture Group
    - Potential to influence the overall architecture
    - Personal branding as an expert
    - Learning/Information Access
    - Exchange of knowledge
    - Getting mentoring
- Potential Inhibitors
    - Lack of time
    - Lack of direct incentives
    - Concerns about potential repercussions on opinions expressed

Adjust your message to the target group – in content as well as level of abstraction

- The enterprise architecture is your product portfolio. Which part of it is relevant for whom?

- Which level of abstraction is appropriate for your target group? Most people appreciate to start with a high level picture from which they can drill down as required.

- *Tell Success Stories! Either from within or from outside the company.*

- The receiver is looking for *his* benefit. So what is in it for him when adopting, leveraging or *promoting* the architecture?

- And what is the price he has to pay? Which role does this price play for him? The CIO sees his budget – but the developer pays in loss of freedom.

Stakeholder	Questions
CIO	How can I adopt my IT landscape to the strategic needs of business? How can I build the IT capabilities needed tomorrow? How can IT be more cost effective? Where is potential for standardization?
CEO	Is IT capable of supporting my business strategy? Which new business opportunities can I derive from IT?
Business Line Managers	Can the IT landscape be adopted quickly to meet my business needs?
Business Line Architects	How can I integrate my systems effectively with the rest of the enterprise? What data formats should I use to communicate?
IT Operations Manager	Which technologies are in use? Which skills do I need to build in my team? How can I ensure maximum availability?
Enterprise Architect	**How can we manage and plan the development of the IT landscape effectively?**

Use the right media mix

- Push short, targeted information to raise and attract interest
    - Have your CIO mention you in the quarterly town hall meeting
    - Link from Intranet homepage etc
    - Quick reference cards/guides, desk toys and mouse pads to improve stickiness
    - Corporate and IT newsletters

- Make comprehensive information available on demand
    - An architecture website is the single most important content repository – and can become the community portal
    - Offer trainings
    - Invite for presentations

- *Your medium determines who will be reached – so talk about business benefits in the corporate newsletter, and offer information on the great new framework in IT news.*
- *If confidentiality allows, leverage external media – nothing can influence as much as a trusted third party.*
- ***Leverage your MarCom group or HR – they should know exactly which channel to use to reach which employees.***

- Be consistent in your message! People will get information from more than one source, and it should look like a jigsaw puzzle where one piece fits the other.
- Careful about your timing! When the CIO announces your project, you must be reachable through the corporate homepage, and your content must be in a reasonable shape on your architecture portal.

The channel needs to be adequate to target group and subject of communication

	Web Site - Static Pages	Web Site - News Group	Web Site - Comments on Documents	Web Site - Chat	eMail to Architects	General Meeting	Communication within team	One-to-One Meeting	Phone Calls
Enterprise Architecture									
Inform on Architecture	x					x			
Understand its Rationale	x	x	x	x		x	x	x	
Standards									
Information on Standards	x								
Feedback on Standards		x	x	x					
Discussion on Documents	x	x	x	x					
Mentoring				x				x	x
Knowledge Exchange	x	x					x		
Learning	x								
Brand as Expert									
Publish papers internally	x						x		
Technical discussions		x	x	x			x		
Processes	x	x		x	x	x	x		
Organizational Setup	x	x		x	x	x	x		
Technical News									
Spread the News	x	x							
Discuss benefits, applications...	x	x		x					

Illustrative Only

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Enterprise Architecture communication campaigns are an integral part of architecture governance

EA Stakeholder Map

| Communication Need | Define Campaign Objectives & Metrics | Identify Target Group & Opinion Leaders | Define Media, Time, Frequency |

Campaign Planning

Campaign Execution

| Kick-Off | Roll out to opinion leaders | Measure Results |
| | Roll out to entire target group | Adjust Campaign |

Campaign Closure

Wrap-up Campaign
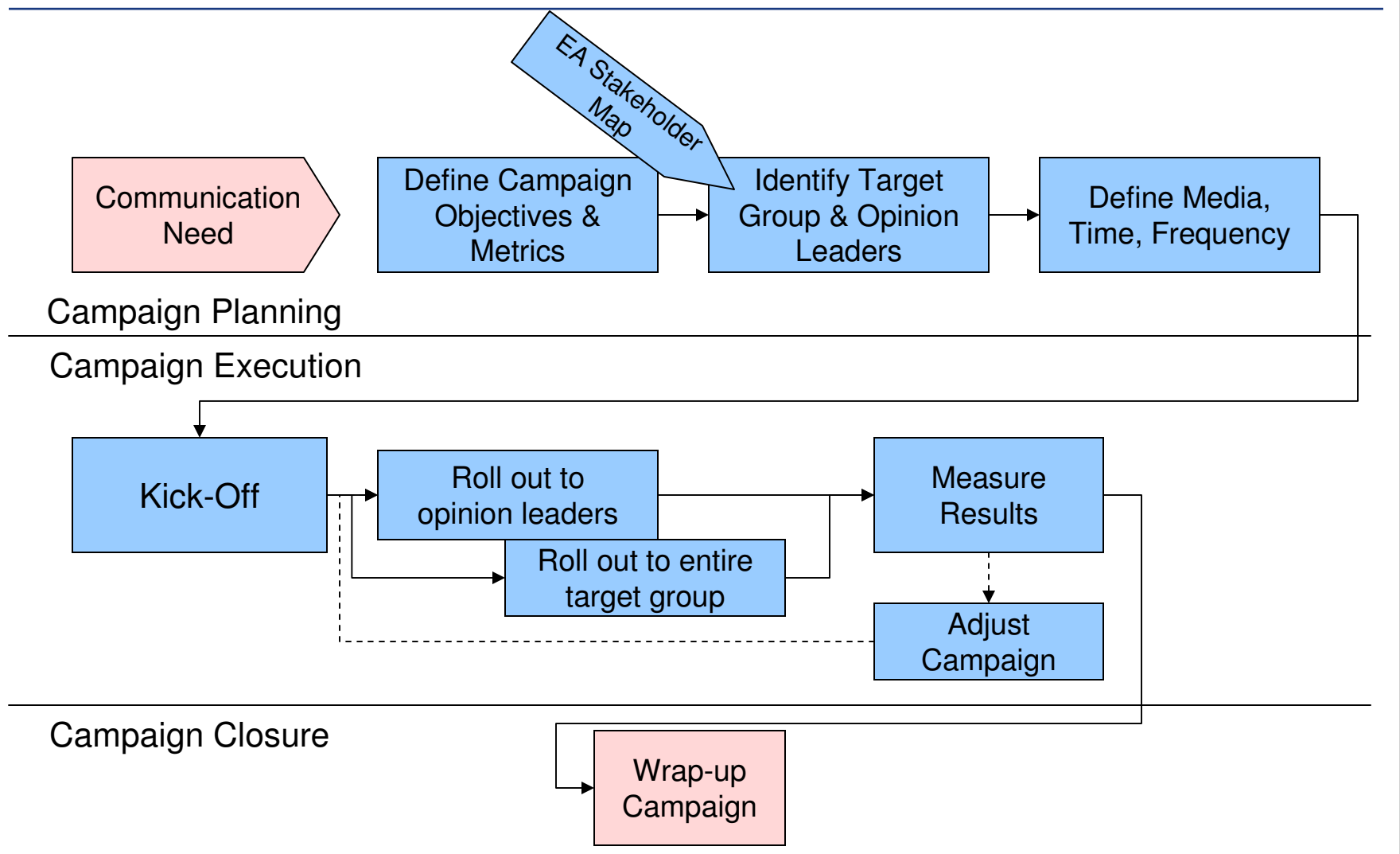
Case Study: The Open Group uses its web systems to integrate a global architecture community

- The Open Group is a vendor- and technology-neutral consortium, whose vision of Boundaryless Information Flow™ will enable access to integrated information within and between enterprises based on open standards and global interoperability.

- It develops the TOGAF Architecture Process in a global multi-vendor community. This development banks on
  - a core team of both Open Group employees and volunteers in the architecture community to drive the process
  - four to six member events per year, with associated project meetings
  - regular phone conferences
  - mailing lists
  - and a web site facilitating content presentation and reviews

Member meetings are conducted in parallel to Open Group meetings

The website is a central platform for the architecture forum

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A central work area gives access to various projects

Project members get an overview of current activities and reviews required

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The site allows viewing of work in progress...

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...and annotation of documents directly on the website

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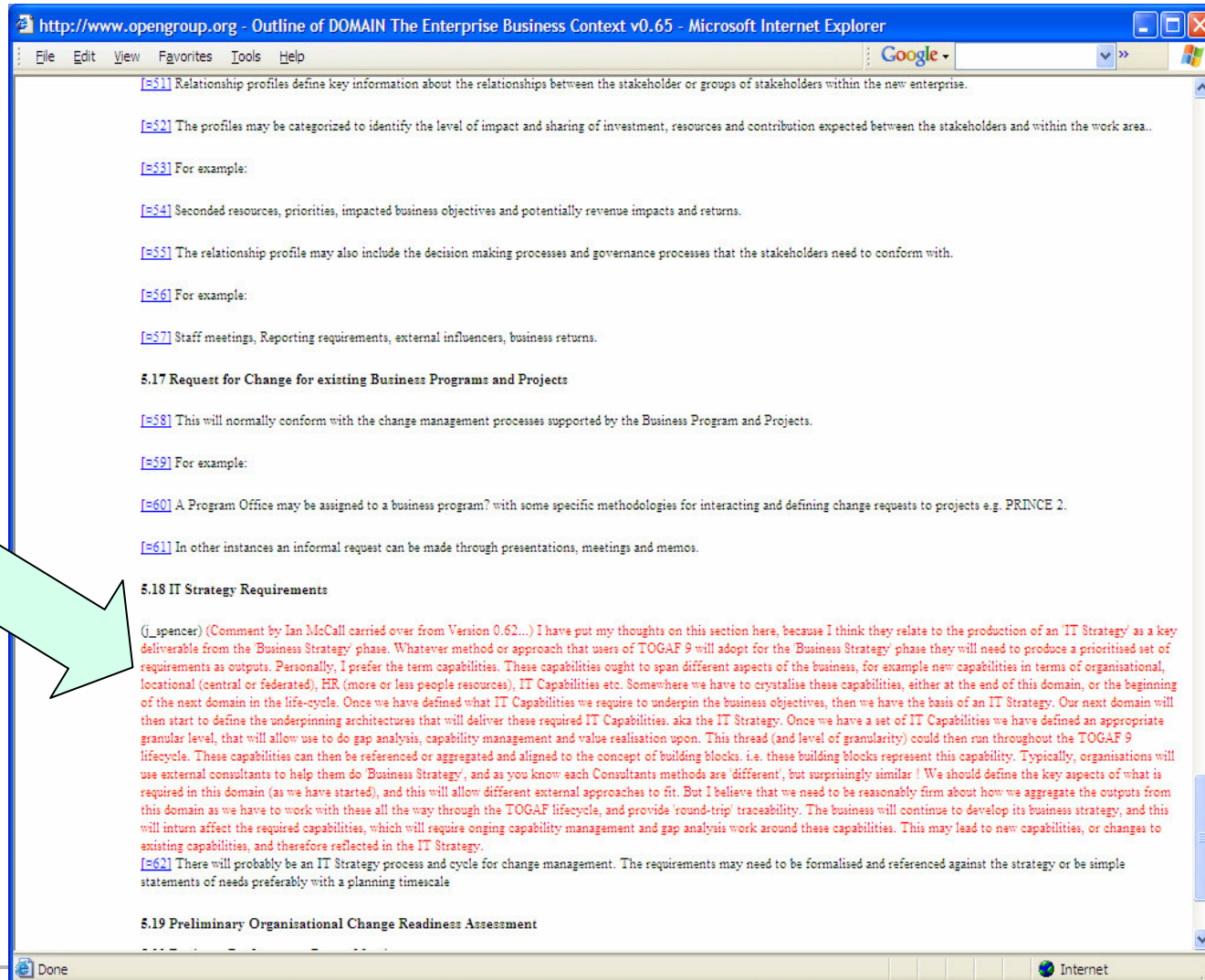
Key takeaways

- Ensure that the 'right' messages get to the 'right' audience through the 'right' channel mix

- An effective communications campaign and platform is critical to the success of an Enterprise Architecture programme

- The results from a campaign can be used as a metric for Enterprise Architecture effectiveness

- Enterprise Architecture is not just about developing architecture, it is about building an architectural community that collectively works at attaining a common vision

Questions?

Thank you

For further details, please contact
www.infosys.com/

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