

# Green-field TOGAF in CPW

*...the story to date*

David Byrne, Architecture Director  
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# IT in Carphone in Jan '05 ...

- **Build, not Buy**

- Home built applications and integration platform
- Ad-hoc, un-architected growth
- Separate monolithic application per Line-of-Business
- Business rules embedded in applications
- Minor changes needed new release into production
- Scalability issues becoming visible

- **Group IS a Supplier, not a partner**

- Group IS removed from the business
- Change not always understood
- Delivered solutions not timely enough to keep up with business change



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# Exciting times for IT at CPW !

- New markets and products – Free Broadband
- More external business relationships - MVNO expansion, joint ventures
- Increasing demand for cross-functional products – WLR, LLU
- New Financial, CRM and Billing platforms
- Exponential growth – more customers, more employees, more data, more transactions
- Faster Business Process cycle times
- Demand for Reliability, Scalability, Innovation from Charles Dunstone



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# The Challenge

- Build an EA function
- Sell Enterprise Architecture in a high-speed, diverse organisation with no formal Architecture
- Define and implement the target Architecture



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# The Plan

- **Four phases roughly 4-6 months each, 5 tracks:**
  1. Foundation & Framework – the internal EA team method/process
  2. Organisation & Capability – the EA team
  3. Governance – the interaction with other teams
  4. The As-Is Architecture – Model creation & management
  5. The To-Be Architecture – Architecture strategy & design



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# Phase 1: Getting started

Foundation & Framework	Select EA framework Create internal EA method
Organisation & Capability	Write Role definitions Create Skills Model, Competency List Recruit Architects
Governance, interaction with other teams	Define Project Architecture process Create Architecture Board
Model Creation – As-Is Architecture	-
Strategy & Design - To-Be Architecture	-



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# Phase 1: How did TOGAF help ?

- Foundation & Framework – the internal EA team method/process

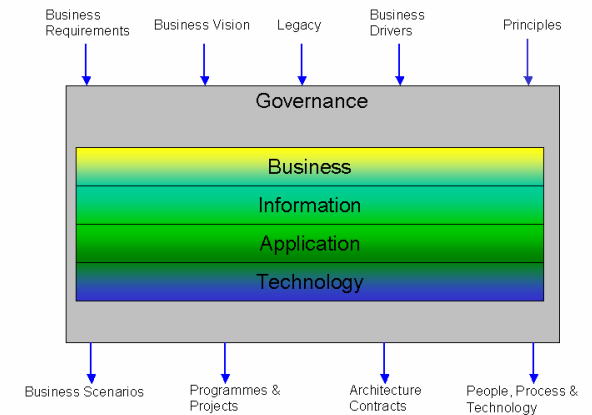
- Architecture Domains to explain what EA is
- Use ADM to explain the plan

- Organisation & Capability – the EA team

- Architecture Skills Framework
  - used to construct skills model
  - used to construct competency list/recruitment material

- Governance – the interaction with other teams

- Architecture Skills Framework to explain role to existing teams
- Architecture Board charter



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# Phase 2: Spreading the Word

Foundation & Framework	Create and publish Architecture Principles, initial Standards & Guidelines
Organisation & Capability	Continue Recruitment Evangelisation
Governance, interaction with other teams	Publish Governance Framework Define Project Arch.artefacts Pilot Project Architecture
Model Creation – As-Is Architecture	As-Is Business Apps Arch. Part 1 Information Arch. (EDM, CDM)
Strategy & Design - To-Be Architecture	SOA principles/education



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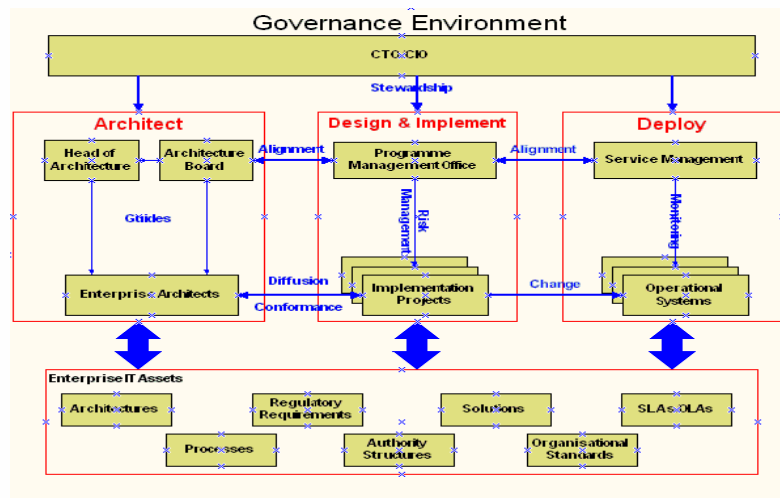
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# Phase 2: How did TOGAF help ?

- Use ADM to plan the phase
- Foundation & Framework – the internal EA team method/process
  - Use TOGAF Architecture Principles as a ‘starter-for-10’
- Governance – the interaction with other teams
  - Use Governance Framework to explain role of EA with other teams



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# Phase 3: Building Blocks

Foundation & Framework	System Architecture Document Architecture Decision Process
Organisation & Capability	
Governance, interaction with other teams	Services Lifecycle Governance Architectural Compliance
Model Creation – As-Is Architecture	Business Architecture Part 1 As-Is Business Apps Arch. Part 2 Information Arch. (EDM, CDM)
Strategy & Design - To-Be Architecture	SOA building blocks (Integration Platform, Standards, Tools)



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# Phase 3: How did TOGAF help ?

- Use ADM to plan the phase
- Governance – the interaction with other teams
  - Architecture Compliance Review process based on TOGAF process
- Strategy & Design - To-Be Architecture
  - TOGAF Building Blocks concepts investigated (too early to use)
  - Architecture Tool selection guidelines used to evaluate



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# Phase 4: EA matures

Foundation & Framework	
Organisation & Capability	
Governance, interaction with other teams	Architecture team driving business representatives (BRM/SDM/business)
Model Creation – As-Is Architecture	Business Architecture Part 2 Technology Architecture Model Technology Change Process
Strategy & Design - To-Be Architecture	Pilot SOA projects in flight



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# Phase 4: How did TOGAF help ?

- Governance – the interaction with other teams
  - Architecture Skills Framework used to explain role to existing teams
- As-Is, To-Be
  - Technology Architecture Model based on TRM
  - Building Blocks approach defined in terms of services



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# Challenges ?

- Governance Model
  - Requires organisational change, but worth it
- Enterprise Continuum
  - Too abstract for many stakeholders
- Foundation Architecture
  - TRM taxonomy - many sections not relevant for us, some needed to be added/tweaked
  - SIB looks interesting, but immediate value not yet apparent



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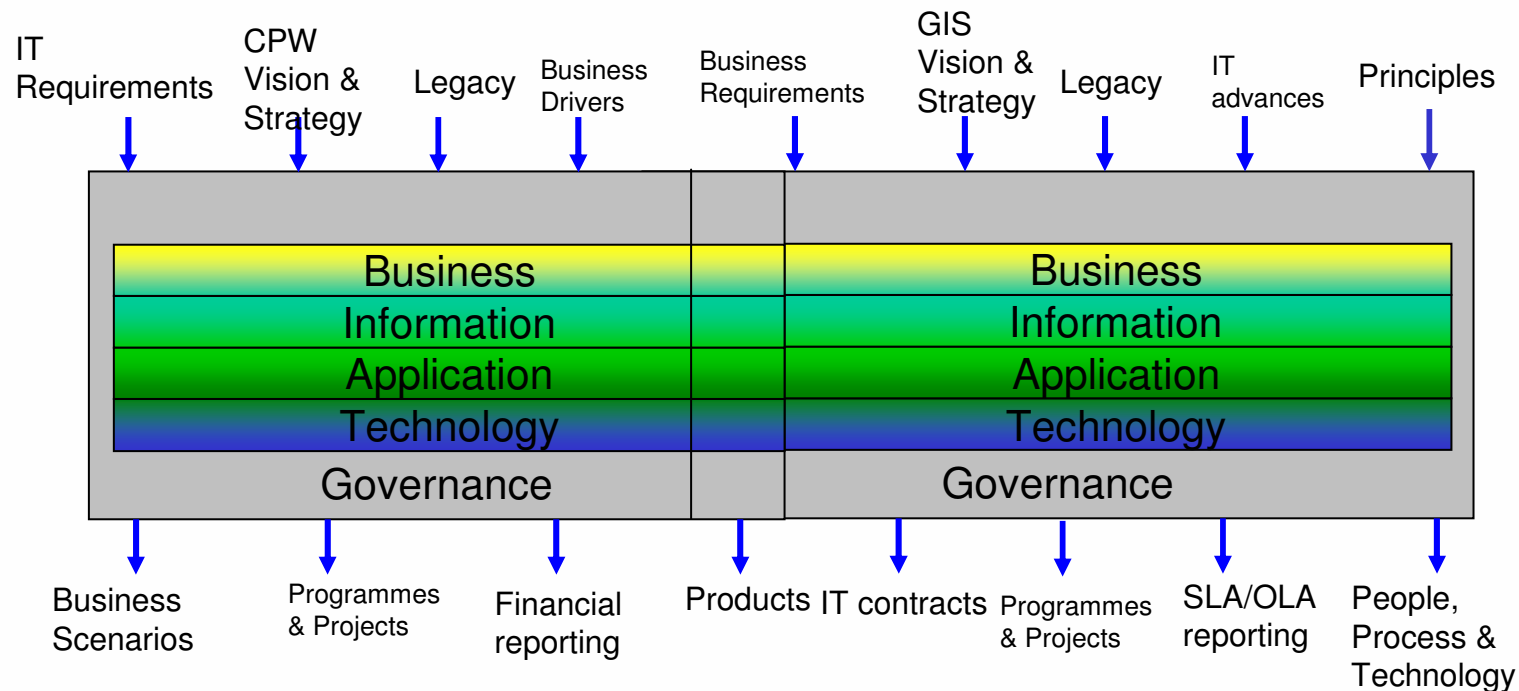
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# Next Steps

- Create the Enterprise Architecture for the IT function itself
  - “ERP for GIS”
  - ADM to drive the process



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