

TOGAF Conference - London 2009

Using targeted EA to focus the Client

April 2009



Introduction

- Consultancies focus on providing clients with a full Enterprise Architecture Framework, with completed artefacts;
- Many of the artefacts for an Enterprise Architecture Framework already exist in most organisations however
- Therefore; in order to deliver the best value, the Consultant should provide targeted EA using the artefacts that are already in place:
 - Not all EA artefacts are required to achieve an outcome; one should focus on those that are and use TOGAF framework to align them;
 - Once the client understands the value of the EA approach, a wider assessment should be made of the Clients EA maturity, ensuring maximum value by re-using existing work and thus ensuring buy-in

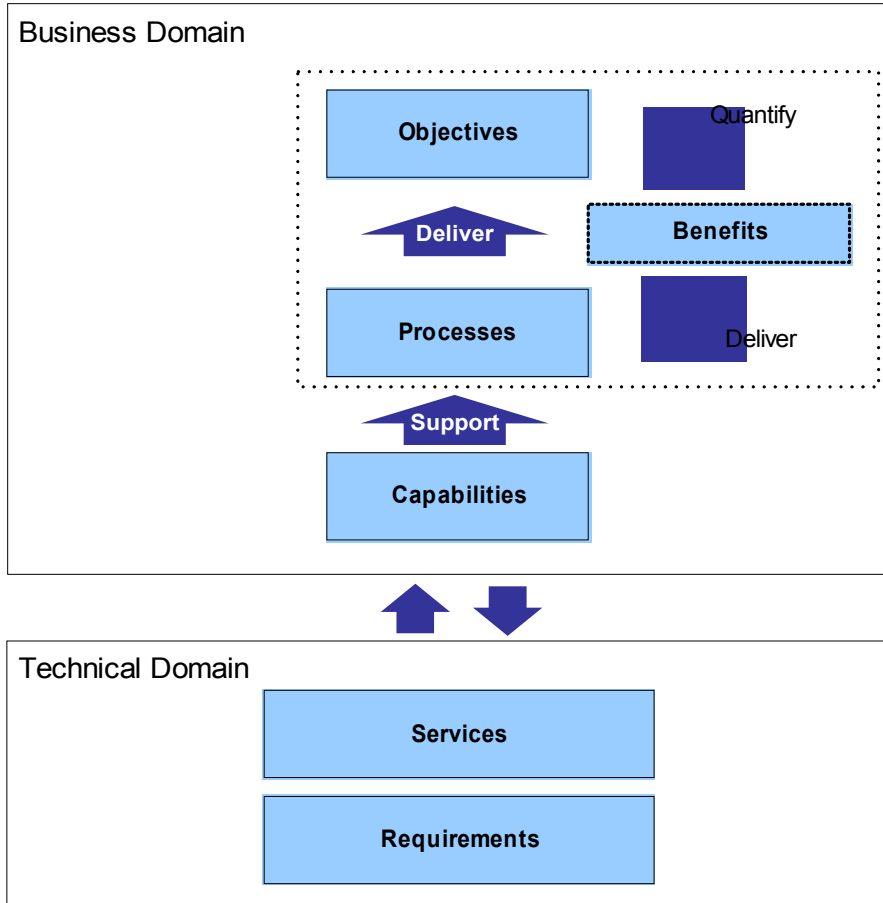
Introduction

- Case Study of the target EA approach
- The PricewaterhouseCoopers Enterprise Architecture Maturity Model
- Conclusions
- Questions

Case Study

- Client: A large Central Government programme that was the response to a parliamentary enquiry which revealed severe weaknesses in the Agency's Processes – which had lead to the loss of life;
- The system was to be procured via a supply-side / client side competitive dialogue process;
- Despite £100m of Client side consultancy, the requirements were unconstrained and the business case was weak;
- The requirements of the client would cost ~£300m to implement;
- Despite the system being of national importance, the weak business case had resulted in a budget of just £53m being made available;
- Diverse stakeholders meant that agreement on requirements was difficult to obtain.

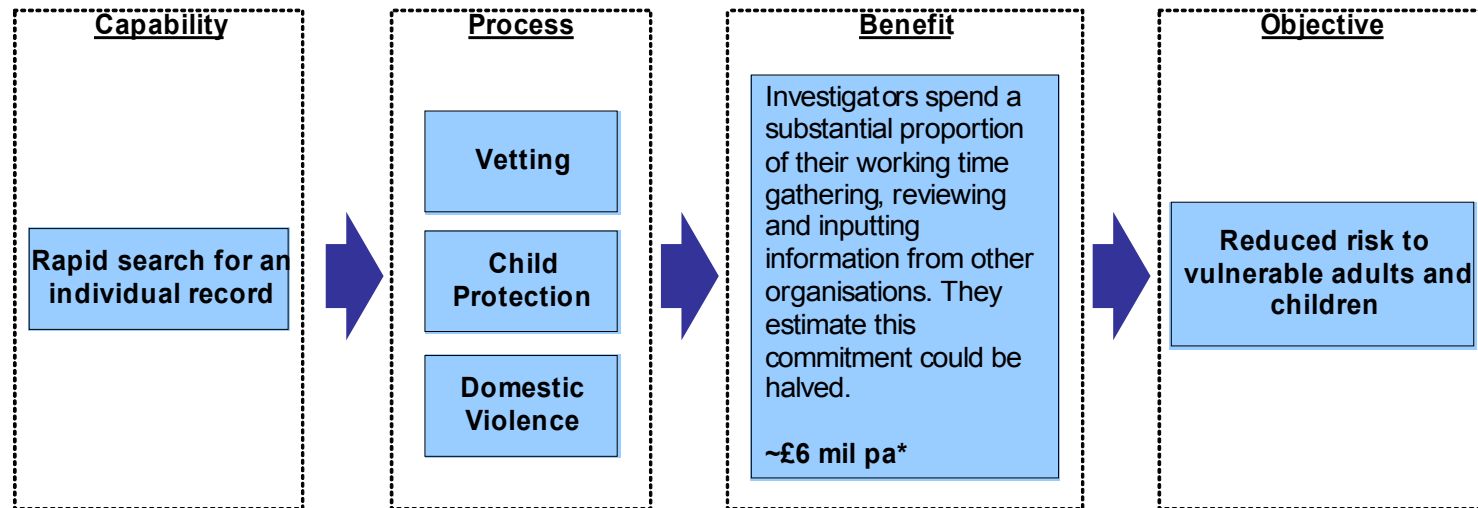
Approach



- Business Objectives are met through the completion of Business Processes
- Enhancement of these lead to benefits.
- Individual Processes are enhanced by new IT Capabilities, which can support one or many processes
- Linking these Capabilities to Processes and Underlying IT Services and requirements is usually where clients loose their focus

Mapping from Capabilities to Strategic Objectives

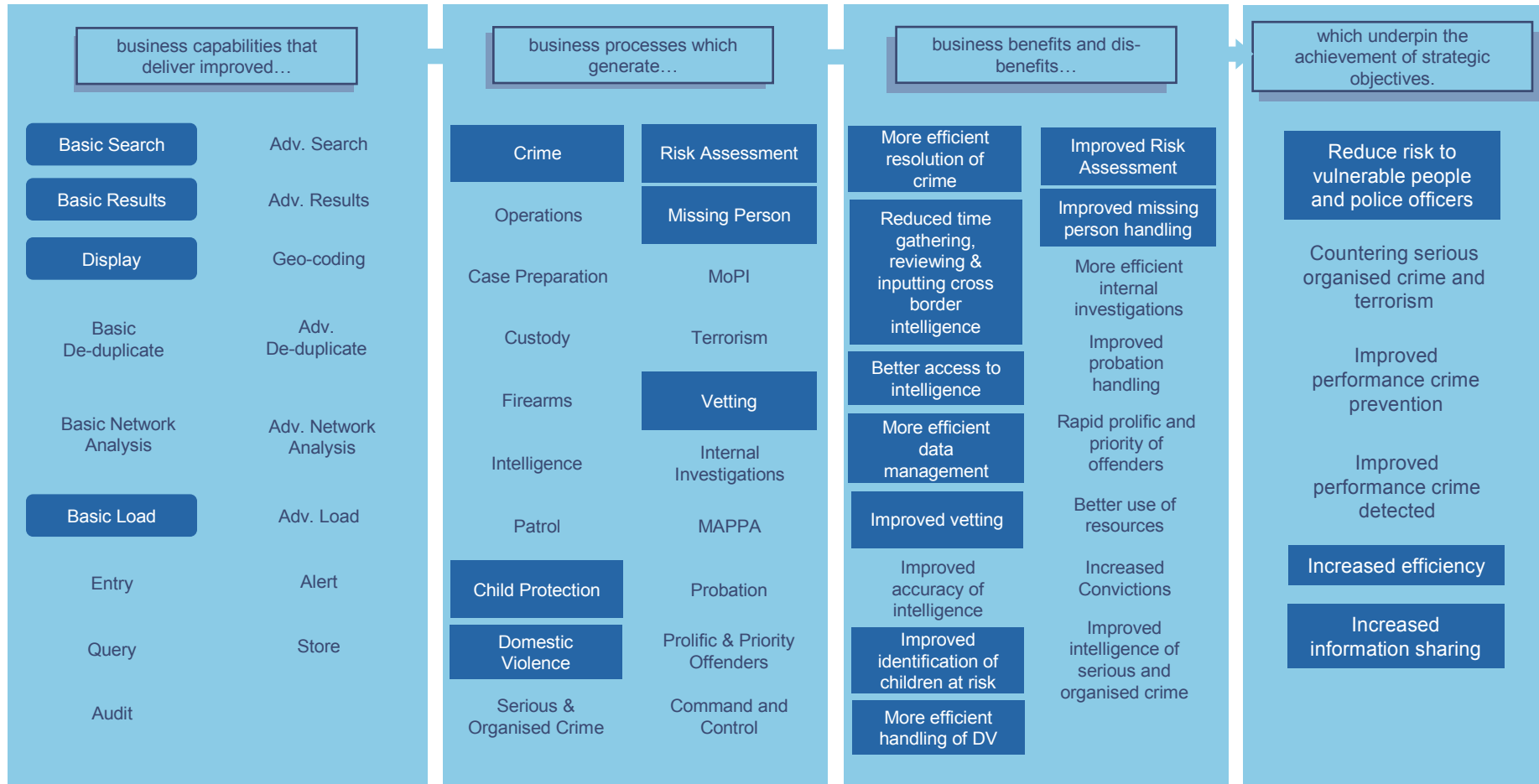
- Multiple Processes can be enhanced by one capability;
- New capabilities can be ordered by the amount of business benefit they deliver.



Alignment to TOGAF

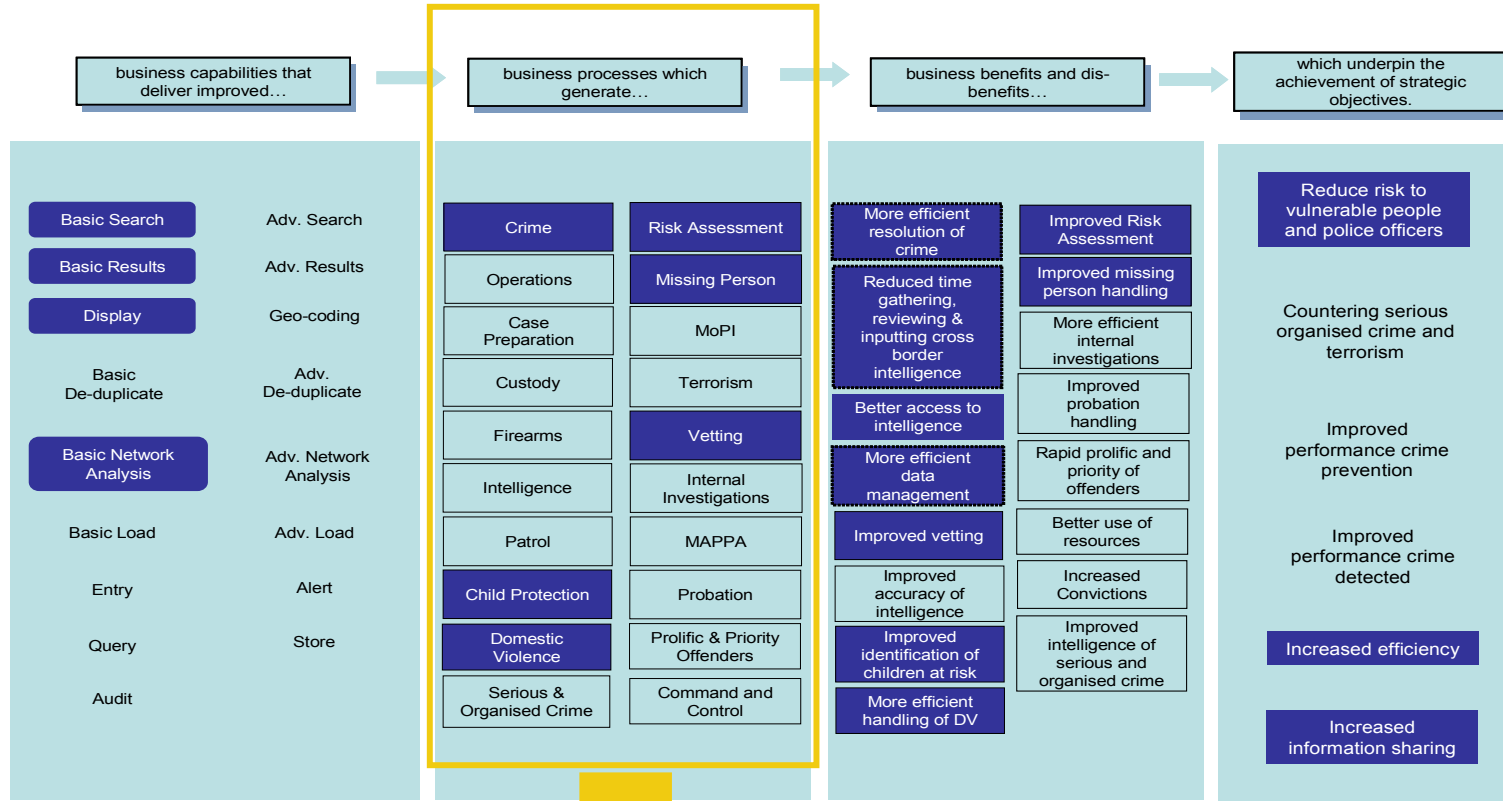


Mapping of business capabilities to processes and high level objectives allowed prioritisation of solution module by benefits



..... Quantified in Outline Business Case

Mapping revealed that capabilities fall into six modules which deliver step changes in benefits and outcomes delivered



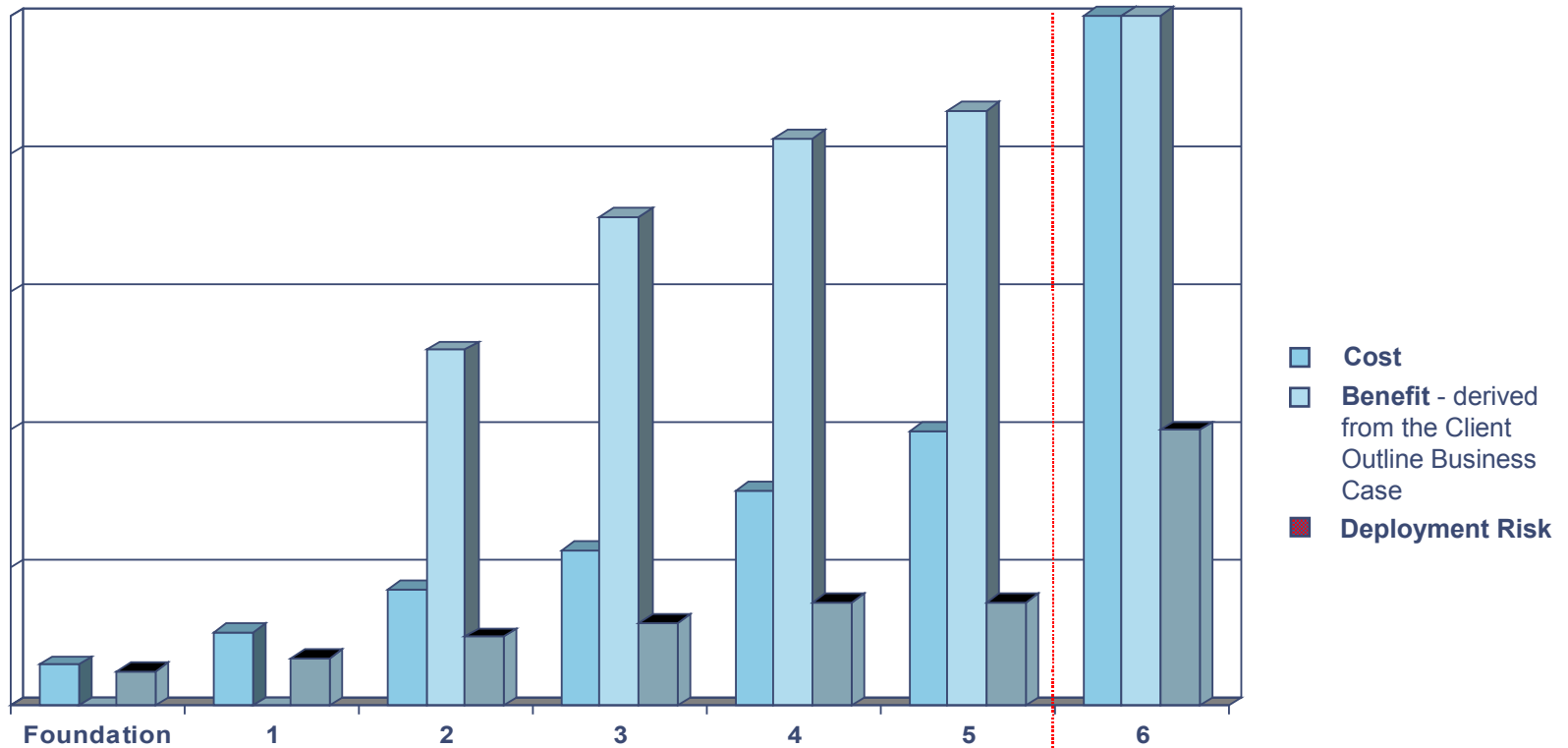
Module 2

Intelligence records are loaded into the system via updategrams. Users can view records online.

Releases of functionality have been grouped to deliver maximum benefit for the minimum risk and price

Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
Delivered Capability					
<p>Index</p> <p>A scalable platform to build future applications. Utilises current data feeds to allow users to understand where data is held nationally so they can request it.</p>	<p>Record</p> <p>Level 1, but intelligence records are loaded into the system via updategrams. Users can view records online.</p>	<p>Nominal</p> <p>Records, but intelligence records are centred around an individual for a one person, one record views.</p>	<p>Search</p> <p>Free text searching across all data held in all records</p>	<p>Network</p> <p>Visualisation of association between individuals</p>	<p>Record Management System</p> <p>Data is entered directly onto the system, local systems removed</p>
Delivered Benefit					
<p>Users know where police intelligence is nationally. Agency have a platform to build on for future.</p>	<p>Users can view all intelligence held nationally. Efficiencies from not having to contact SPOCs.</p>	<p>Users don't have to sift through multiple records, saving time and reducing likelihood of missing vital intel.</p>	<p>Users can search on all information held in a record rather than on just name, revealing more insight.</p>	<p>Associations between individuals visualised, allowing previously unknown relationships to be revealed.</p>	<p>All data is held in one place, ensuring all information is shared and tightening up auditing processes.</p>
Requirements from forces					
<p>Keep supplying existing data</p>	<p>Start providing Standard Records – existing data where Standard Records unavailable</p>	<p>Start providing Standard Records – existing data where Standard Records unavailable</p>	<p>Requires a critical mass of standard records to add value</p>	<p>Requires a critical mass of standard records to add value</p>	<p>All forces enter data direct to system and system is accepted as the default data store.</p>

Releases of functionality were grouped to deliver maximum benefit for the minimum risk and price



Conservative estimate for Phase 1
Around 90% of benefits can be realised for approximately 40% of the overall system cost

Developing the Principle – EA Maturity Framework

- Once you have proved the value of the Enterprise Architecture approach to the client – they are likely to understand what other value EA can add to their organisation;
- Most organisations are likely to have initiatives in this space; therefore it is prudent to assess what As-Is materials are already in place;
- PricewaterhouseCoopers have a EA maturity framework that we use to understand the gaps in an organisations EA and enable us to deliver the most value to the client.

EA Maturity Framework - Introduction

- The priority objectives for an Enterprise Architecture are:
 - Better prioritisation of investment in ICT capabilities.
 - Better alignment of change programmes to improve joining up of information and processes between Businesses.
 - Better alignment of change programmes to improve re-use and sharing of ICT capabilities.
- One of the main challenges with EA development is not the construction of the blueprints of the organisation but in the establishment of governance and processes that surround the blueprint and its related artefacts.
- Without both excellent governance and integrated processes, the blueprint becomes outdated and loses value rapidly.
- As such, the goal then is to reach a level of maturity that the client can have mastery of an EA framework and make effective use of it, but grow to this level of maturity in incremental and manageable stages.

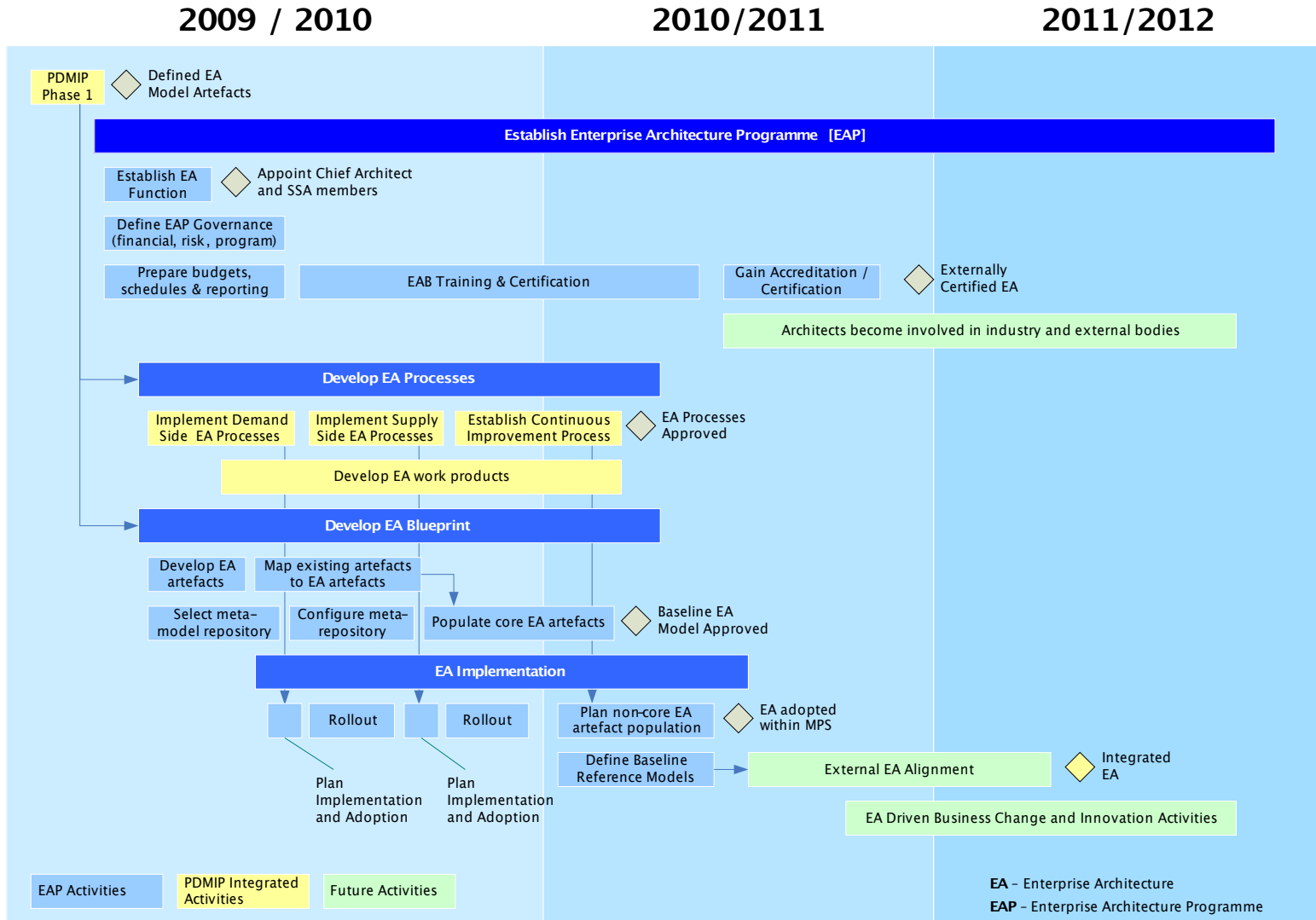
Definitions Matrix

	Level 0 None	Level 1 Initial	Level 2 Under development	Level 3 Defined	Level 4 Managed	Level 5 Measured
Governance & Administration	No architecture governance	No explicit architecture governance Chief Architect appointed Domain Architects involved in some projects Only localised principles and standards	Key architecture roles and responsibilities identified and resourced Basic architecture principles and standards followed by architects involved in projects	Architecture Board established and resourced All projects have architects engaged providing principles and standards controls	Architects ensure compliance in all projects Architects involved in Demand Management Project and Service Delivery feedback variances into architecture	Architects involvement is optimised and performance measured Architecture governance uses measures for continuous improvement
Process & Compliance	No architecture processes	Architecture process are ad hoc and localised, not documented Processes are not automated Minimal process compliance	Core architecture processes documented Core processes followed on most projects Programme of work to develop architecture processes underway	Architecture process is established and followed on all projects Key processes are automated	Architecture processes are fully automated where possible Process exceptions and variances are monitored	Processes are measure for performance and compliance exceptions Measures used to provide continuous process improvement
Framework	No architecture framework	Localised use of industry architecture and standards (through tacit knowledge) No traceability or formal architecture lifecycle	Adoption of parts of industry architecture frameworks Programme to develop architecture framework underway Architecture framework used in some projects	Organisation specific architecture framework developed Architecture lifecycle management established and architecture periodically maintained Architecture framework aligned to industry frameworks	Architecture lifecycle management integrated with departmental processes Traceability established through processes management	Architecture framework undergoes continuous improvement through industry changes and organisational improvements
Blueprint	No architecture blueprint	Localised documentation of architecture in multiple formats No use of templates Some models conform to industry modelling techniques	Adoption of standard modelling techniques Agreement of core artefacts in architecture model Development of core templates underway	Basic architecture blueprint in existence and maintained Templates in place for updating and enhancing the model	Architecture blueprints stored in meta-model repository to allow advanced analysis Templates are automated and integrated to processes	Architecture blueprint aligned to similar organisations and national standards
Investment & Planning	No architecture planning	IS principles and strategy held in tacit knowledge Planning is localised to projects and based on experience No strategic planning	Basic IS strategy, principles and policy in place Architects involved in programme planning Domain architects involved in financial and resource planning on a project basis	IS strategy, principles and policy in place and integrated into architecture compliance processes Architects involved in relevant aspects of programme, financial and resource planning	Architecture processes integrated into business and IS planning processes	Business and IS strategies linked Architecture can be used to innovate and drive business change and optimise the organisation
Communications	No architecture to communicate	Ad hoc communications between architects Localised communication of architecture to projects	Regular communications of architecture programme Initial architecture board meetings and forums for information sharing	Established architecture programme with organisation wide awareness Architecture strategies, principles, policies and models periodically published and communicated	Architecture awareness and training as standard part of induction process Regular architecture board meetings, integrated to departmental processes Ongoing managed communications plan for architecture	Cross organisation communication of architecture Involvement with external architecture bodies and standards development
Business Integration	Business units and IT not integrated IT projects drive business change without measurement Business demands point IT solutions	Localised opportunities for IT benefits to the business Common solutions adopted where opportunities arise Initial programmes with shared business and IT vision	Basic IS strategies aligned to business strategy IT provides interface to business to provide 'services', informal or basic processes established	IS strategy is fully aligned to business strategy; a shared vision IS department supports business change through formal Demand Management process	Architecture processes integrated into overall business change processes Architecture used throughout the full programme lifecycle (including service development and delivery)	Architecture can drive business change (e.g. financial or resource saving) Architecture can drive innovation
Involvement	No senior management involvement in architecture	Senior management recognise architecture as a valuable asset Initial architecture programme established	Senior management involved in architecture board Architects engaged in business projects Chief architect part of senior management team	Architects involved in business strategy Architecture influences senior management decision making	Architecture processes integrated to business management processes	Architecture adopted as core and pervasive component of the business
Industry Integration	No architecture per se to be aligned to the industry Localised industry experience applied in ad hoc manner	Initial architecture programme reviews industry architectures to define architecture programme	Architects adopt industry architecture framework and plan integration Architects establish relationships with industry bodies, partner organisations, strategic suppliers and vendors	Industry standard-linked architecture in place Organisational architecture developed and published to related bodies	Architecture developments aligned to external related bodies	Architects are involved in industry bodies Architectures are integrated and in compliance with to external bodies and partners Architects drive cross-organisation changes



Microsoft Excel
Worksheet

EA Roadmap



Conclusion

- You don't have to complete an entire EA framework to add value to a client
- Targeted use of EA methodology can quickly add value to a client and prioritise programmes and requirements
- Such an approach quickly builds trust in the methodology
- The first stage in creating an EA framework should be to assess the current and goal-state EA maturity, and then, with the client create a roadmap how to achieve the goal-state.
- EA maturity can be assessed and will enable you to maximise value to the client by building on what has gone before.

Thank you for listening!

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