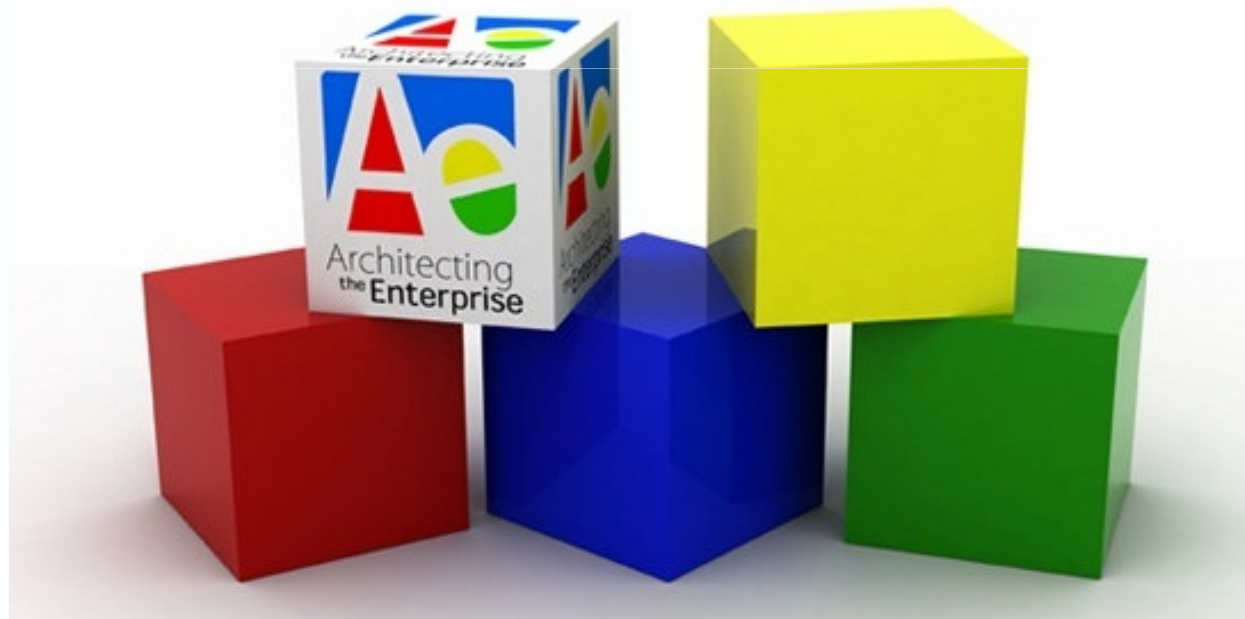




# Business Driven Strategic Planning with TOGAF 9

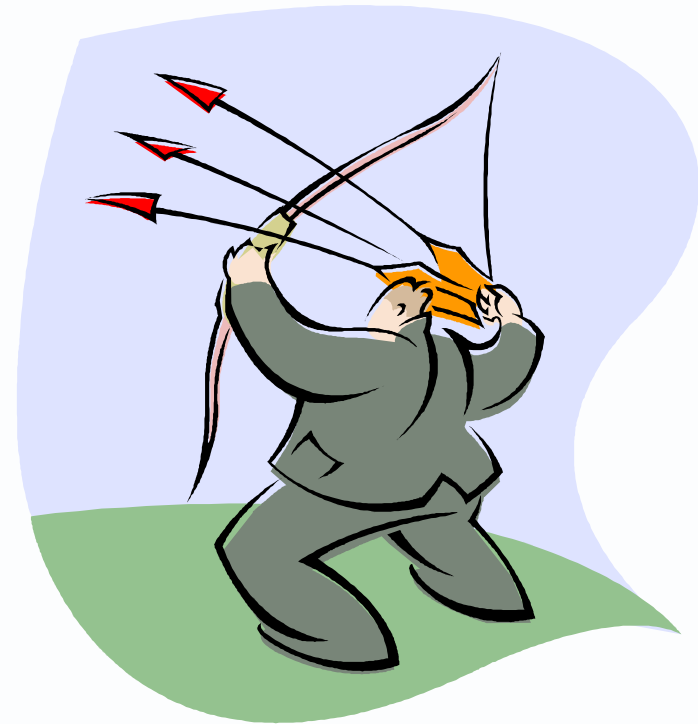
**Mike Lambert**

Chief Technical Officer  
Architecting the Enterprise Limited



## Presentation Objectives

- ▶ Explain some of the new techniques in TOGAF 9 for business driven strategic planning through the use of a case study
  - Capability based planning
  - Architecture partitioning



## Scope of Architecture Initiative Critical

- ▶ Choice and management of scope is critical to the success of any architecture effort
- ▶ Most enterprises are unable to be described using a single architecture
  - Different parts are subject to different drivers, objectives and environments
  - Different architecture descriptions are required
  - Most enterprises are described using “federated architectures”
- ▶ TOGAF recommends an iterative approach
  - Each ADM cycle focuses on the problem at hand at the appropriate level of detail

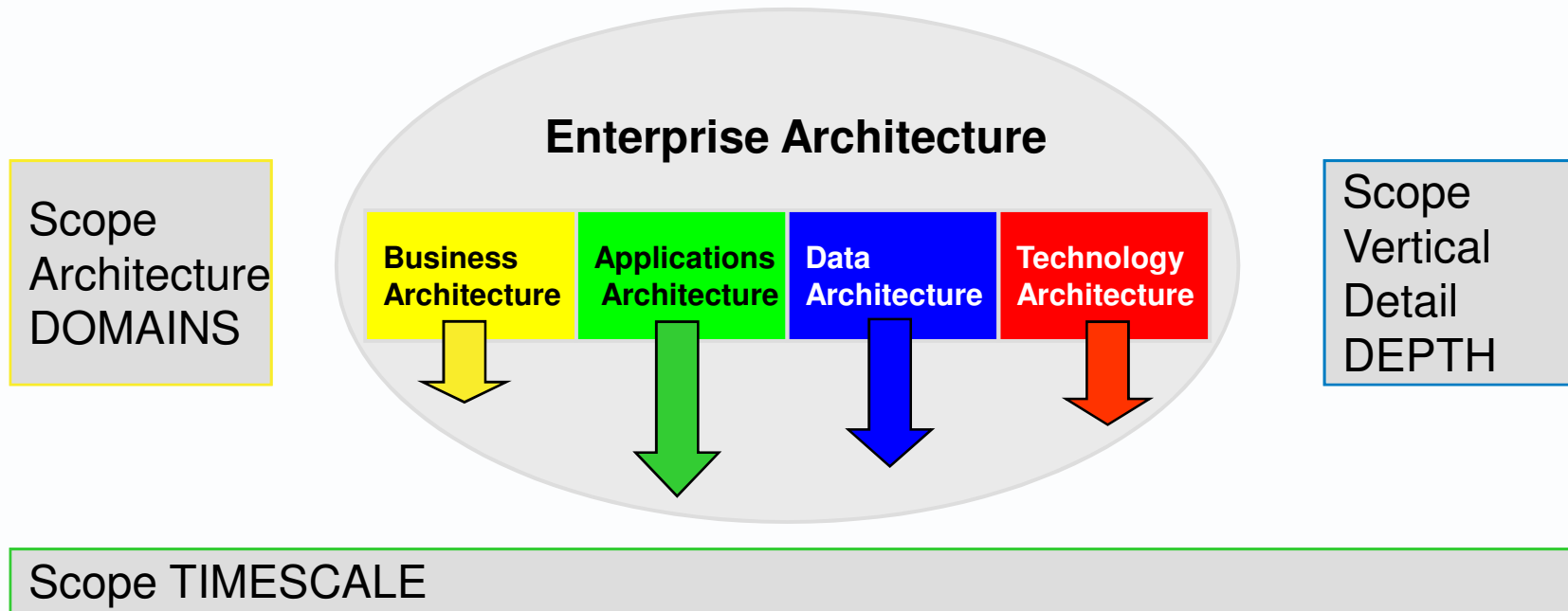
Attempting a description of the full breadth of the enterprise to the complete level of detail to guide implementation projects usually leads to failure

## Scoping – The Four Dimensions to Consider

- ▶ Boundary and extent of the enterprise
- ▶ Architecture domains
- ▶ Vertical Scope - Level of detail
- ▶ Time horizon

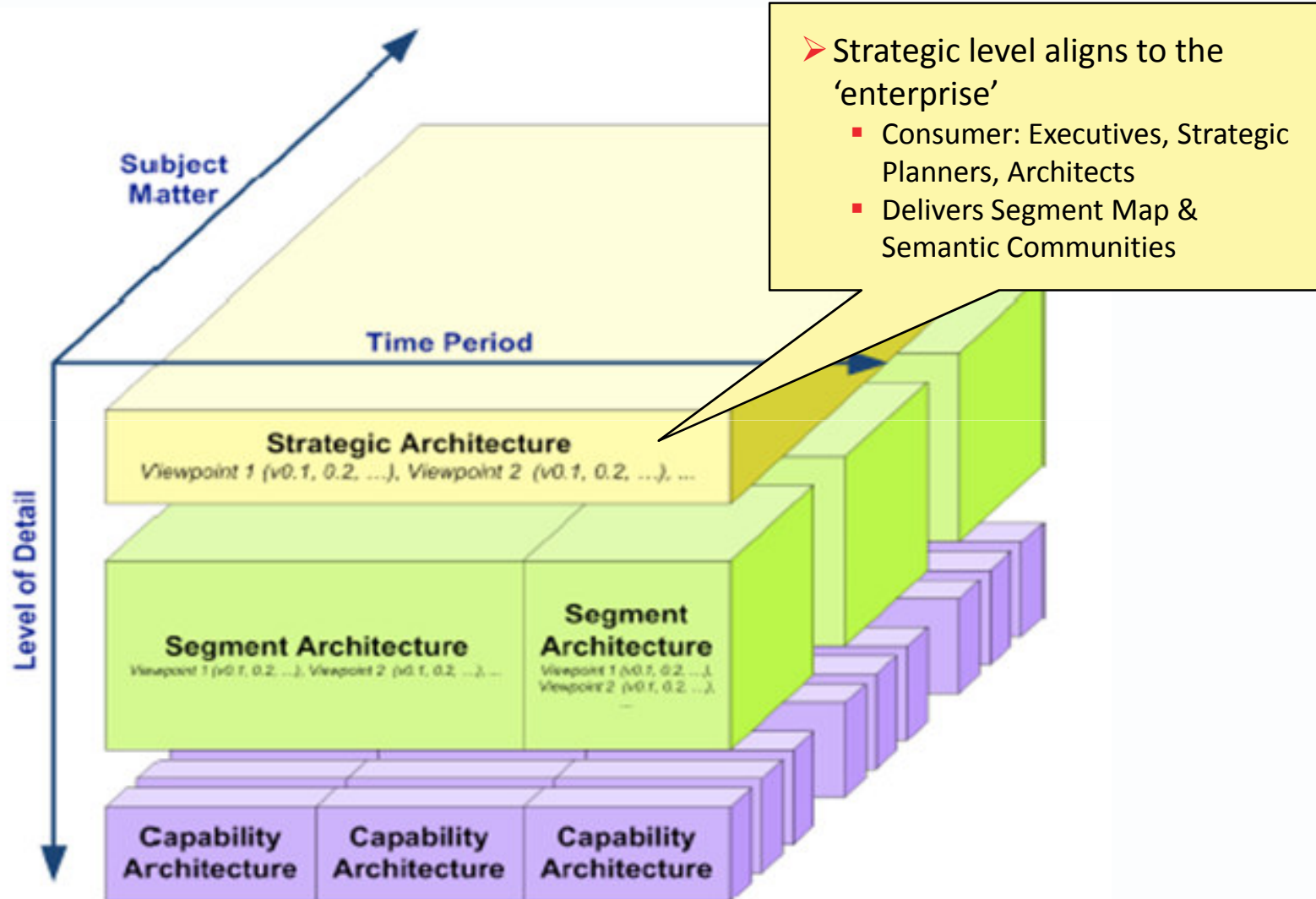
▶ These are not mutually exclusive

### Scope EXTENT OF THE ENTERPRISE



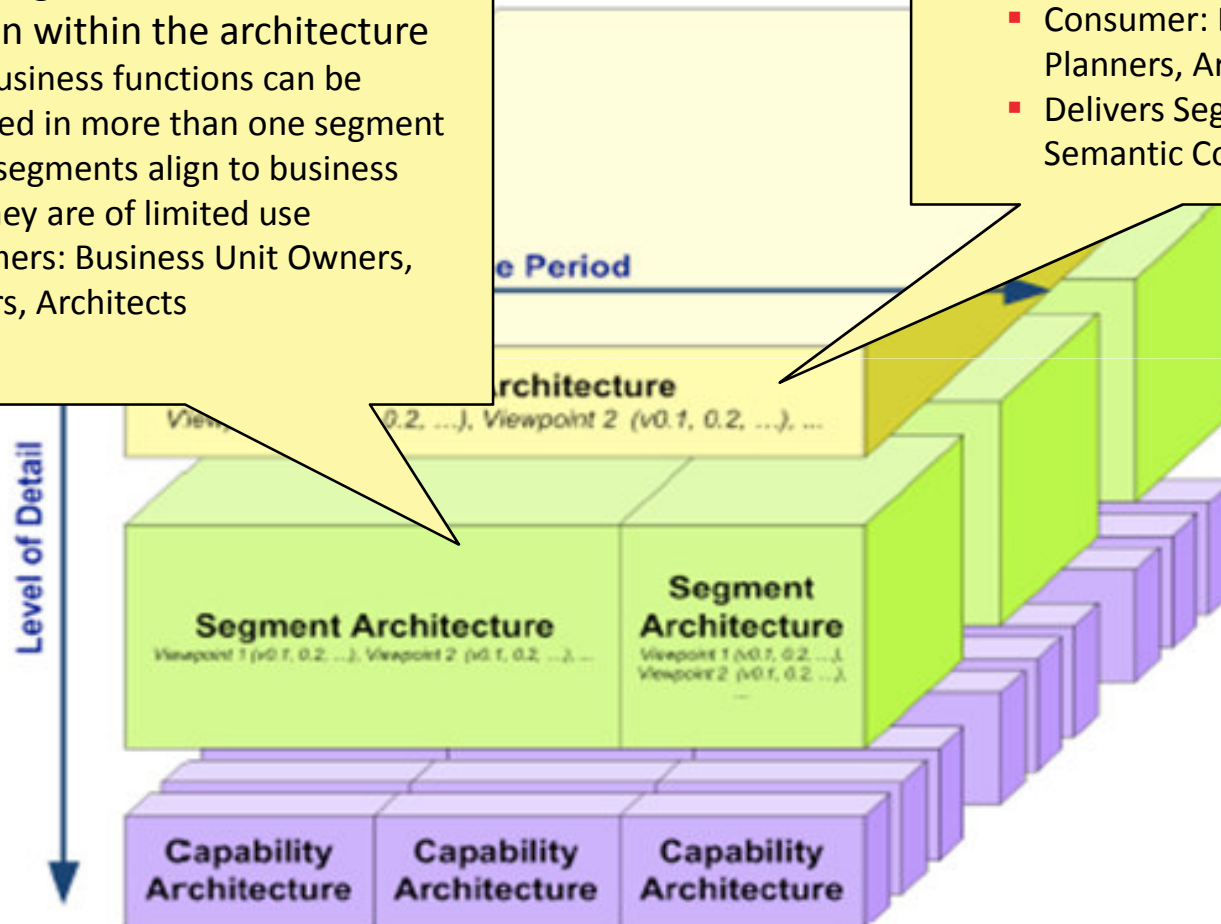
- ▶ The architect takes decisions on scoping based on
  - The business context
  - Resources available
  - Timescale constrains

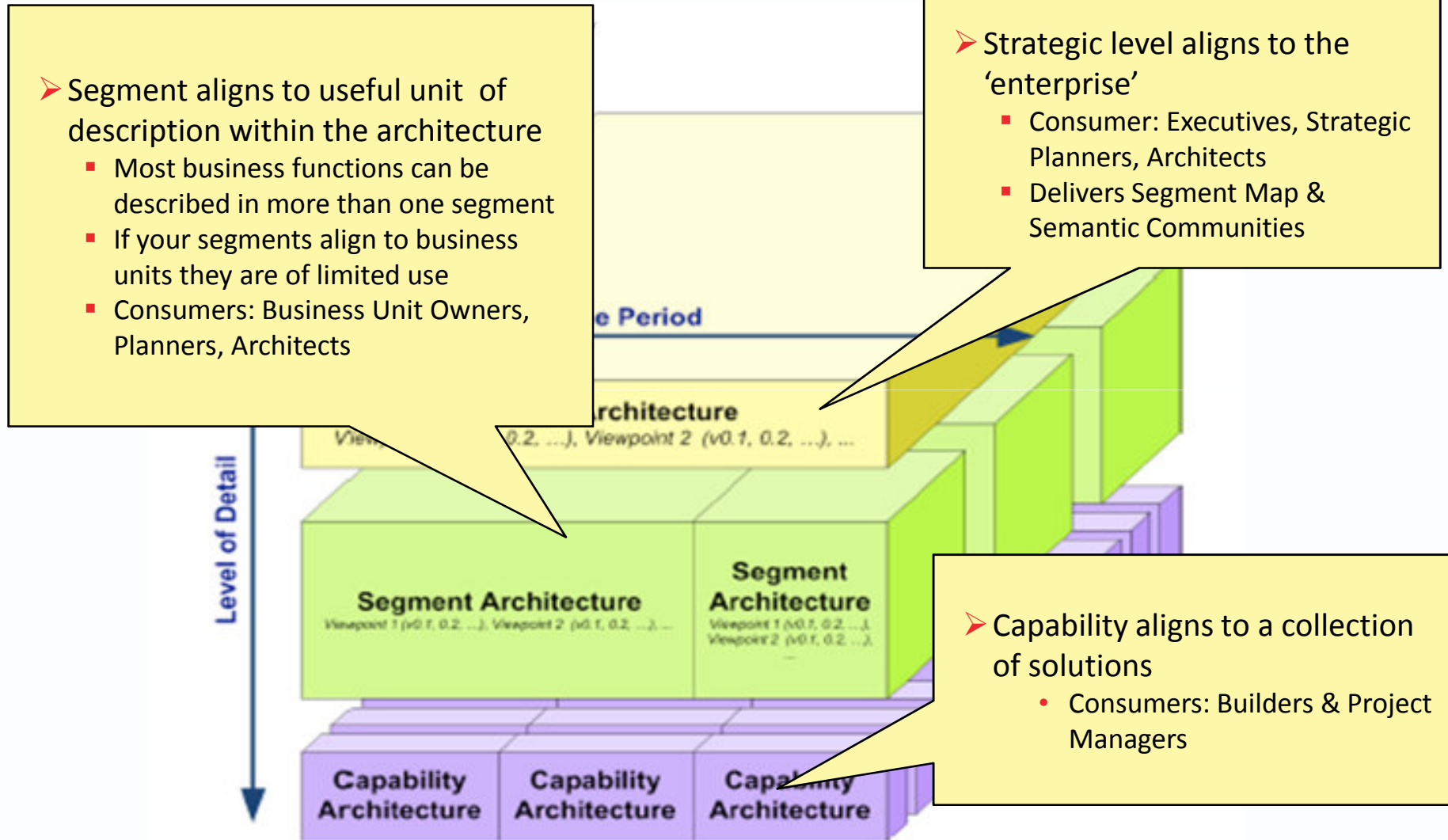




- Segment aligns to useful unit of description within the architecture
  - Most business functions can be described in more than one segment
  - If your segments align to business units they are of limited use
  - Consumers: Business Unit Owners, Planners, Architects

- Strategic level aligns to the 'enterprise'
  - Consumer: Executives, Strategic Planners, Architects
  - Delivers Segment Map & Semantic Communities









An ability that an organization, person, or system possesses.

Capabilities are typically expressed in general and high-level terms and typically require a combination of organization, people, processes, and technology to achieve.

For example, marketing, customer contact, or outbound telemarketing.

Source: TOGAF Version 9

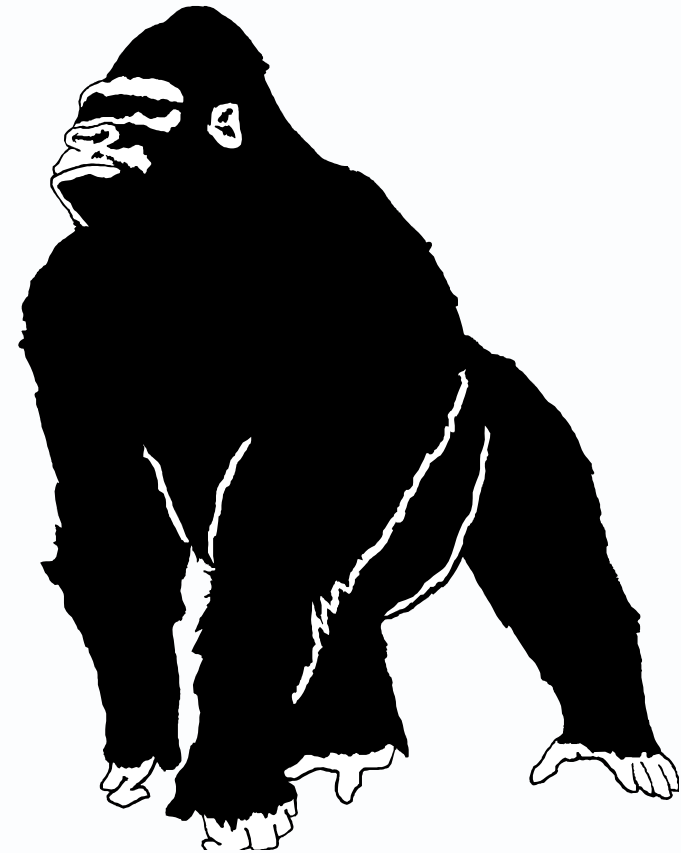
## The Case Study

- ▶ Three regionally based logistics companies are coming together to create a single enterprise with global coverage
  
- ▶ They are facing major business challenges
  - Shortage of cash
  - Oil price escalation



▶ There is a dominant market leader

- Better customer service
- Economy of scale
- Global coverage
- Lower prices



## The Case Study

- ▶ They have little in common
  - Different customer interactions
  - Different payment methods
  - Different approach to routing and distribution
  - Different application services
  - Different IT infrastructures
  
- ▶ There is a great deal of duplication
  - Aircraft fleets
  - Van fleets
  - Depots
  - Call centres et.



## The CEO announces the merger



We are going to be number 1  
within 2 years

- Double our market share
  - Reduce costs by 30%
- Improve customer service
  - Keep our best people

## An opportunity arises

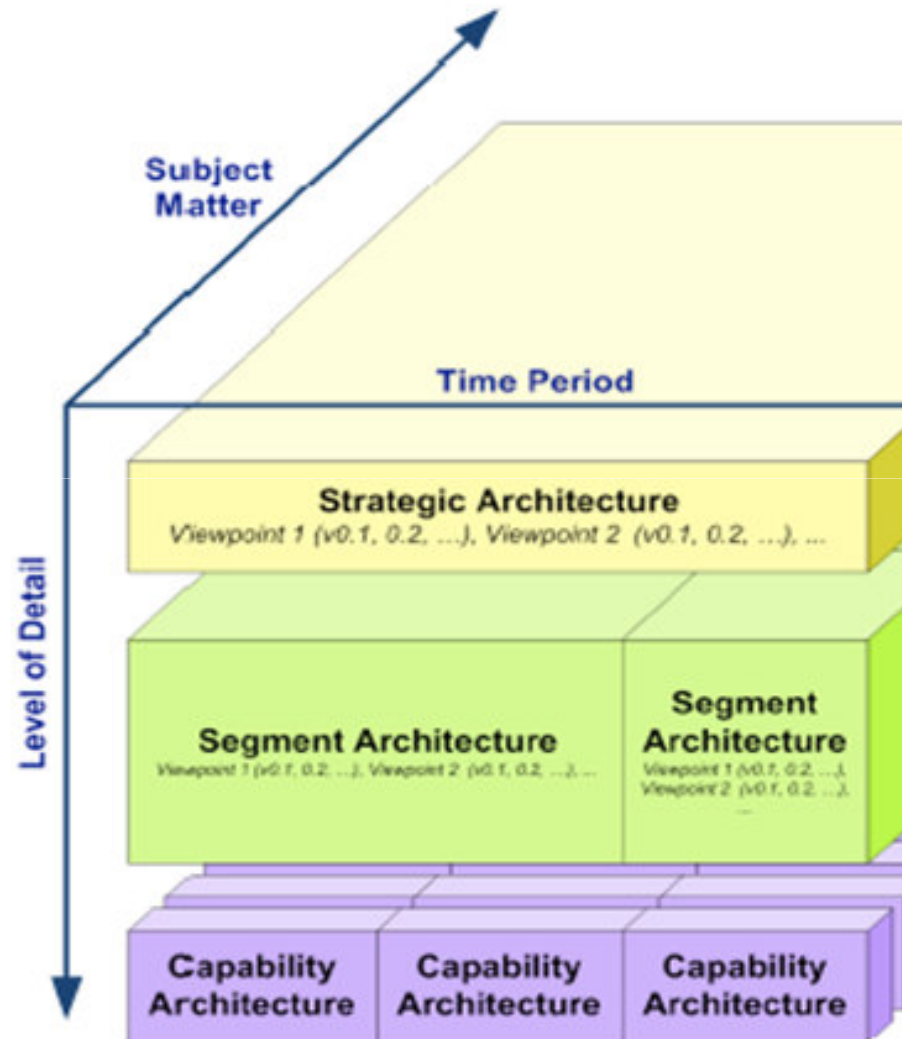
- ▶ Tuc-tucs are going global
- ▶ Looking for a worldwide logistics partner
- ▶ Must demonstrate global image and reach within 6 months



## So .. How does the Architect respond?

- ▶ Focus on the quick-win .. The global image and reach within 6 months
  - Lose focus on the long-term needs
  
- ▶ Focus on the long term
  - Lose focus on the short-term imperative
  
- ▶ Attempt to address both
  - High risk of failing to address either





The CEO's goals provide the basis for the strategic architecture

- Establishes requirements for new/improved business **CAPABILITIES**
- Defines a context for development of detailed **CAPABILITY ARCHITECTURES**



# What do we mean by capabilities

An ability that an organization, person, or system possesses.

Capabilities are typically expressed in general and high-level terms and typically require a combination of organization, people, processes, and technology to achieve.

For example, marketing, customer contact, or outbound telemarketing.

Source: TOGAF Version 9

- ▶ Some are functional
  - Track location of package



“Easy” to manage

- ▶ Some cross organization boundaries
  - Consistent view of customer
- ▶ Some are non-functional
  - Ability to scale to handle increase in business



“Harder” to manage  
EA really helps

## Example Capabilities in the Case Study

- ▶ Increase Revenue
  - Identify potential customers
  - Reach potential customers
  - Scalable collection capability
  - Scalable sorting capability
  - Scalable distribution capability
  - Scalable delivery capability
  - .....



## Example Capabilities in the Case Study

### ▶ Reduce Costs

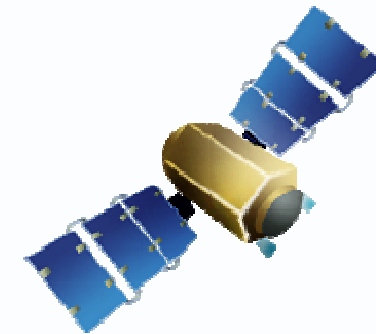
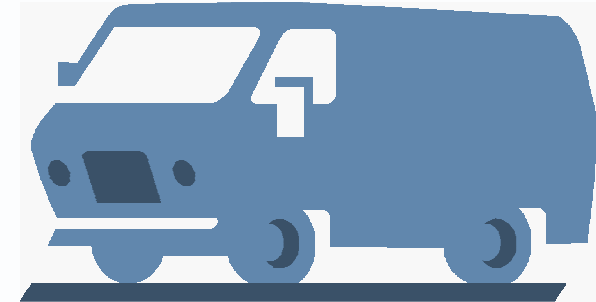
- Unified business processes
  - Ordering
  - Collection, distribution, delivery
  - Billing
- Eliminate duplicated call centres
  - Common view of customer
- Consolidate/optimize delivery and distribution networks
  - Collection, delivery systems, vans
  - Distribution systems, vans/aircraft
- Consolidate duplicated IT Infrastructures



## Example Capabilities in the Case Study

### ▶ Improve Customer Service

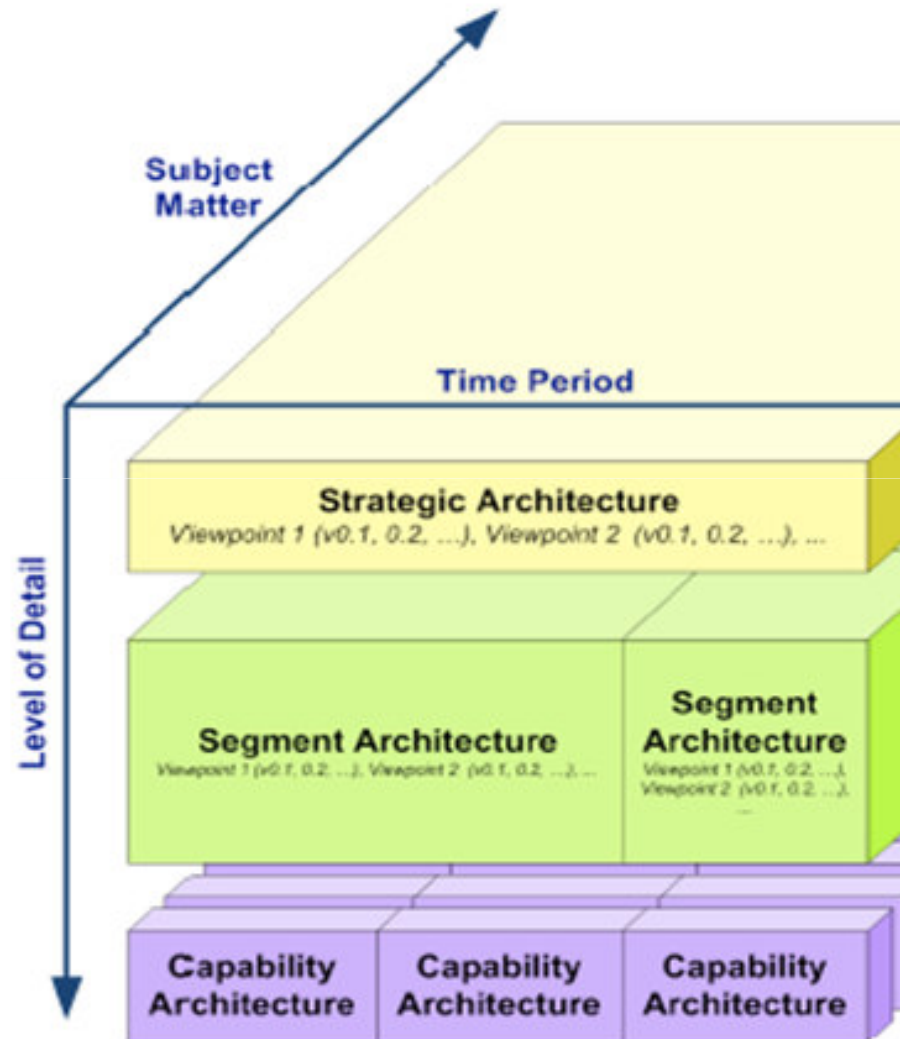
- Single company image (needed for Tuc-Tuc)
  - Appearance – paint the vans/planes
  - Consistent worldwide access
    - Web site
    - Call centres
  
- Enhanced package tracking
  - GPS tracking capabilities
  - Mobile communications capabilities



## Now what?

- ▶ We have a list of capabilities needed by the business
- ▶ We do not have the luxury of working on all of them in a structured way
  - Global image and reach must be demonstrated in 6 months





SEGMENT architectures allow us to group related capabilities

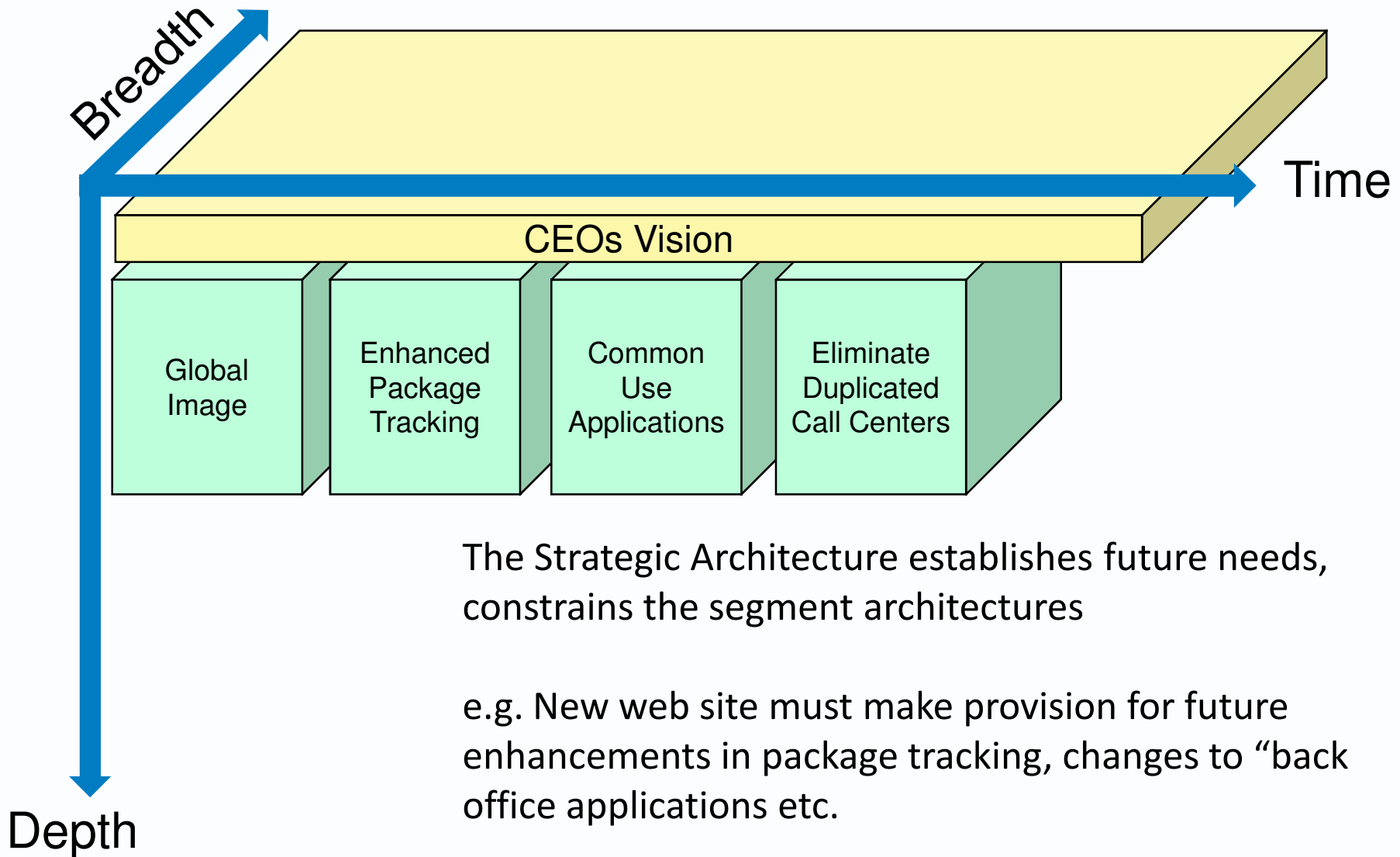
- Within an overall framework defined by the strategic architecture
- Provides sufficient context to permit the development of detailed capability architectures

## Global Image – Capabilities Needed

- ▶ Appearance – paint the vans/planes
- ▶ Consistent worldwide access
  - Web site
  - Call centres
- ▶ Common view of the customer
- ▶ Common view of information of interest to the customer
- ▶ Unified customer facing business processes

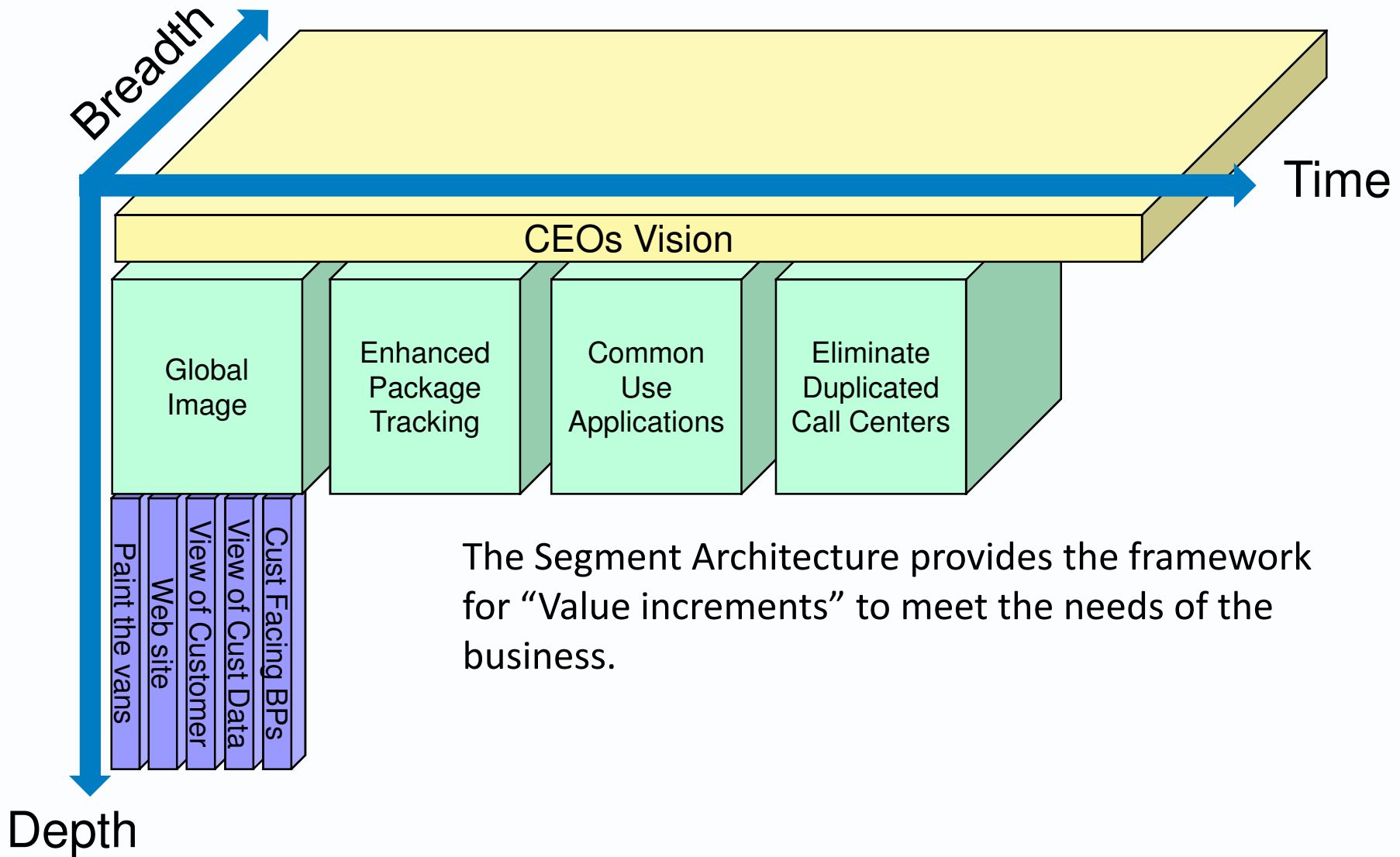


# The Role of the Strategic Architecture

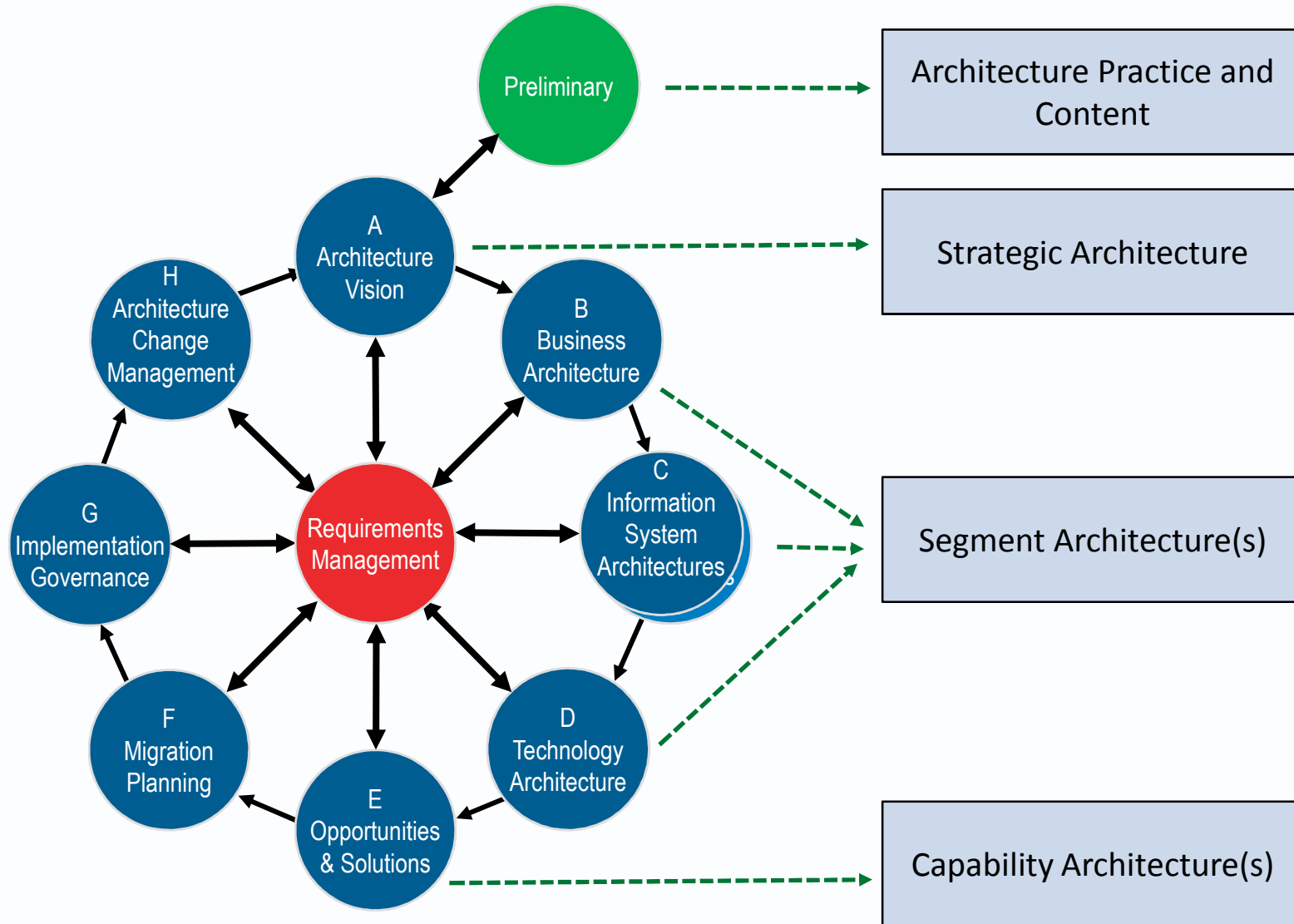




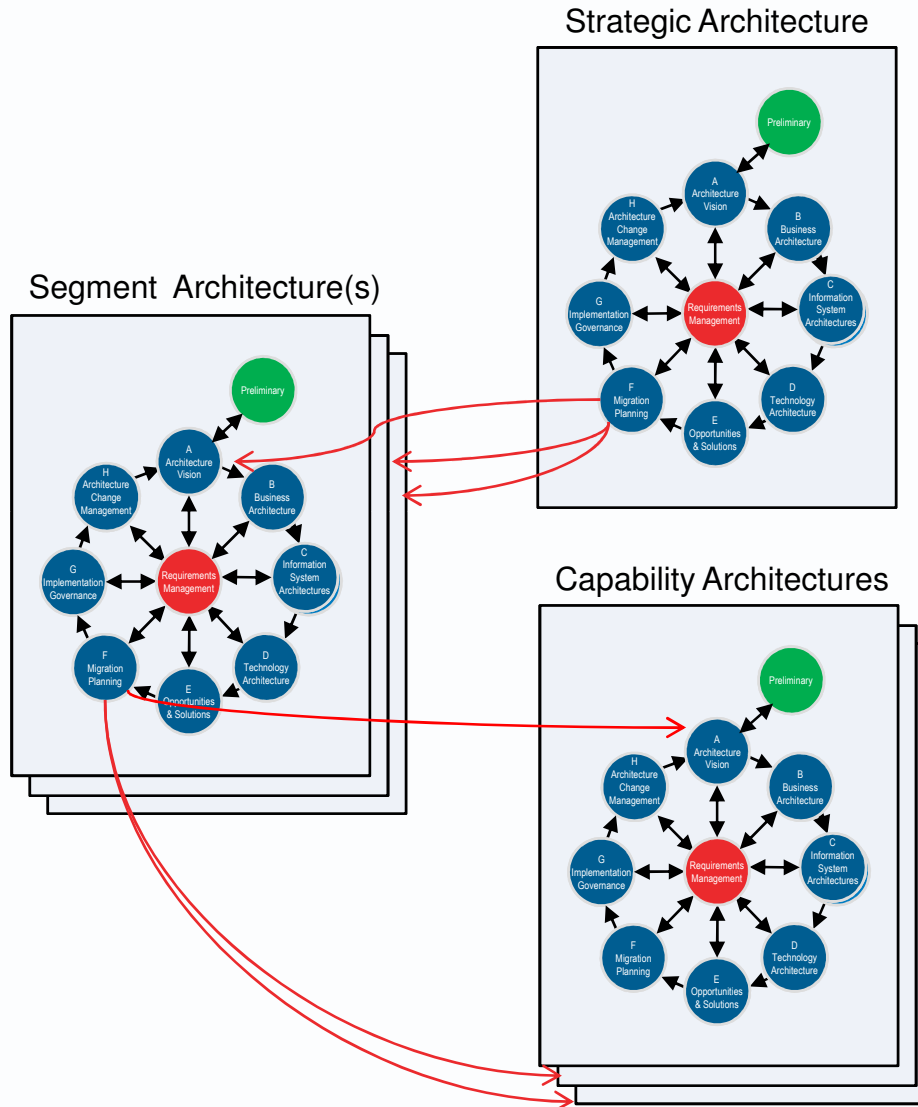
# The Role of the Segment Architectures



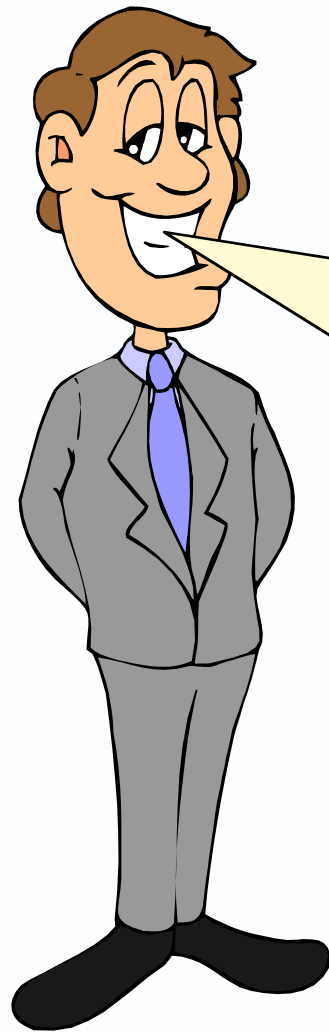
# How do we do this with the ADM – One Option



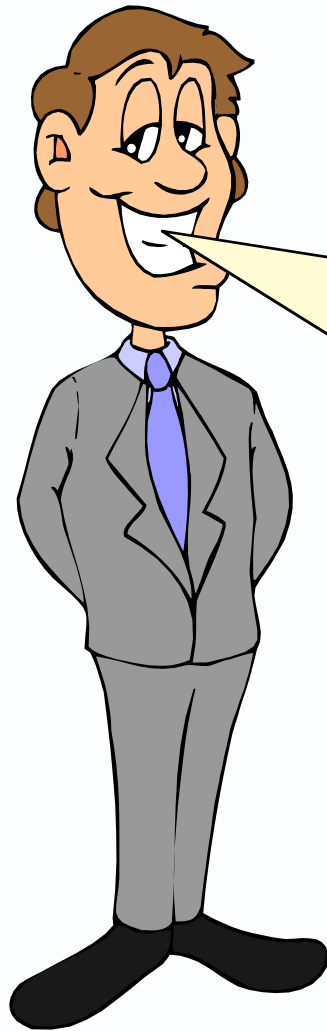
# How do we do this with the ADM – A Second Option



# How do we sell Enterprise Architecture



## We don't .. We sell the capability increments .. **OUTCOMES**



I can give you

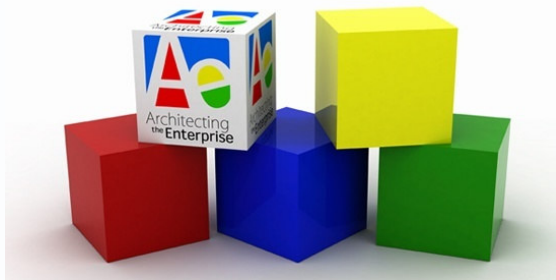
- A new web site in 2 months
- A consistent view of all customers in 4 months
- Fully unified customer facing systems in 6 months
- All within a strategic framework that will deliver your 2 year goals

- ▶ We now have the techniques to meet the short term business goals within an overall strategic framework.
- ▶ TOGAF 9 to the rescue



**Mike Lambert**

Chief Technical Officer  
Architecting the Enterprise Limited



[mike@architecting-the-enterprise.com](mailto:mike@architecting-the-enterprise.com)