

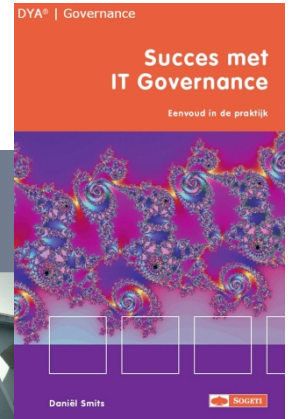
Project Start Architecture (PSA) The killer application for EA

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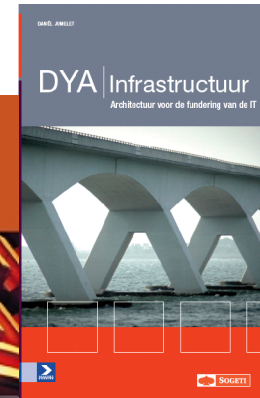
29 April 2009



2006 → Website
www.dya.info
(also in English)



2008, Dutch
2007, Dutch



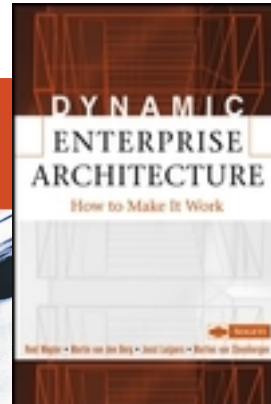
2007, Dutch



2006, English



2005, English



2004, Dutch



2001, Dutch

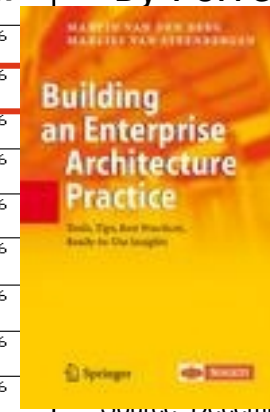


Most-Read EA books by Forrester

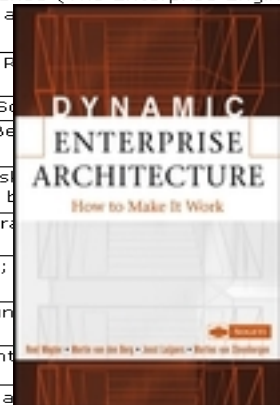


The Most-Read EA Books By Forrester's EA Panel

Enterprise Architecture as Strategy: Creating a Foundation for Business Execution; by Jeanne W. Ross, Peter Weill, and David C. Robertson; Harvard Business School Press (August 8, 2006)	36%
An Introduction to Enterprise Architecture: Second Edition; by Scott A. Bernard; AuthorHouse (September 6, 2005)	13%
Enterprise Architecture Planning: Developing a Blueprint for Data, Applications, and Technology; by Steven H. Spewak; Wiley (October 1, 1992)	13%
A Practical Guide to Enterprise Architecture (Coad Series); by James McGovern, Scott W. Ambler, Michael E. Stevens, James Linn, Vikas Sharan, and Elias K. Jo; Prentice Hall PTR, illustrated edition (November 7, 2003)	11%
Enterprise Business Architecture: The Formal Link Between Strategy and Results; by Ralph Whittle and Conrad B. Myrick; CRC, 1st edition (August 27, 2004)	10%
Enterprise Architecture Using the Zachman Framework (MIS); by Carol O'Rourke, Neal Fishman, and Warren Selkow; Course Technology, 1st edition (April 15, 2003)	10%
How to Survive in the Jungle of Enterprise Architecture Frameworks: Creating or Choosing an Enterprise Architecture Framework; by Jaap Schekkerman; Trafford Publishing (July 6, 2006)	8%
Building an Enterprise Architecture Practice: Tools, Tips, Best Practices, Ready-to-Use Insights (The Enterprise Series); by Martin van den Berg and Marlies van Steenberg; Springer, 1st edition (November 29, 2008)	7%
From Enterprise Architecture to IT Governance: Elements of Effective IT Management; by Klaus D. Niemann; Vieweg (May 2008)	7%
Enterprise Architecture A to Z: Frameworks, Business Process Modeling, SOA, and Infrastructure Technology; by Daniel Minoli; Auerbach Publications (June 19, 2008)	6%
Enterprise Architecture Good Practices Guide: How to Manage the Enterprise Architecture Practice; by Jaap Schekkerman; Trafford Publishing (June 19, 2008)	6%
Enterprise Architecture at Work: Modelling, Communication and Analysis; by Marc Lankhorst; Springer, 1st edition (December 31, 2005)	6%
An Enterprise Architecture Development Framework: The Business Case, Best Practices and Strategic Planning for Building Your Enterprise Architecture; by Adrian Grigoriu; Trafford Publishing (July 6, 2006)	6%
Building Enterprise Information Architectures: Reengineering Information Systems (HP Professional Series); by Melissa Cook; Prentice Hall PTR (February 1, 1996)	5%
Simple Architectures for Complex Enterprises (PRO-best Practices) (Best Practices (Microsoft)); by Roger Sessions; Microsoft Press (May 19, 2008)	4%
Dynamic Enterprise Architecture: How to Make It Work; by Roel Wagter, Martin van den Berg, Joost Luijpers, and Marlies van Steenberg; Wiley, 1st edition (January 31, 2005)	3%
Enterprise Architecture: Creating Value by Informed Governance (The Enterprise Engineering Series); by Martin Op't Land, Erik Proper, Maarten Waage, Jeroen Cloo, and Jeroen van der Wal; Springer, 1st edition (December 16, 2008)	3%
Software Fortresses: Modeling Enterprise Architectures; by Robert M. Tait; Wiley Professional; illustrated edition (February 24, 2003)	3%
The Economic Benefits of Enterprise Architecture; by Jaap Schekkerman; Trafford Publishing (August 2005)	2%
Constructing Blueprints for Enterprise IT Architectures; by Bernard Spewak; Prentice Hall PTR & Sons (October 26, 1998)	2%
Enterprise Architecture 100 Success Secrets — 100 Most Asked Questions: Definition, Design, Framework, Governance and Integration; by Jaap Schekkerman; Trafford Publishing (March 3, 2006)	2%
The Enterprise Architecture IT Project: The Urbanisation Paradigm; by Jaap Schekkerman; Butterworth-Heinemann (January 2003)	1%
A Practical Guide to Information Systems Strategic Planning; by Jaap Schekkerman; Trafford Publishing, 2nd edition (October 2005)	1%
IT-Architektur Engineering: Systemkomplexität bewältigen und managen; by Jaap Schekkerman; Seelmann-Eggebert; Galileo Press (August 31, 2003)	1%
Software Architecture in Practice; by Len Bass, Paul Clements, and Rick Kazman; Addison-Wesley Professional, 2nd edition (April 19, 2003)	1%
Other: Includes books on IT governance, TOGAF, Praxeme, and other EA related topics	7%



March 2009
 Henry Peyret
 “Book on enterprise architecture that you think is the most useful?”
 (179 responses accepted)
 179 respondents
 Source: December 2008 Global EA Toolbox Online Survey



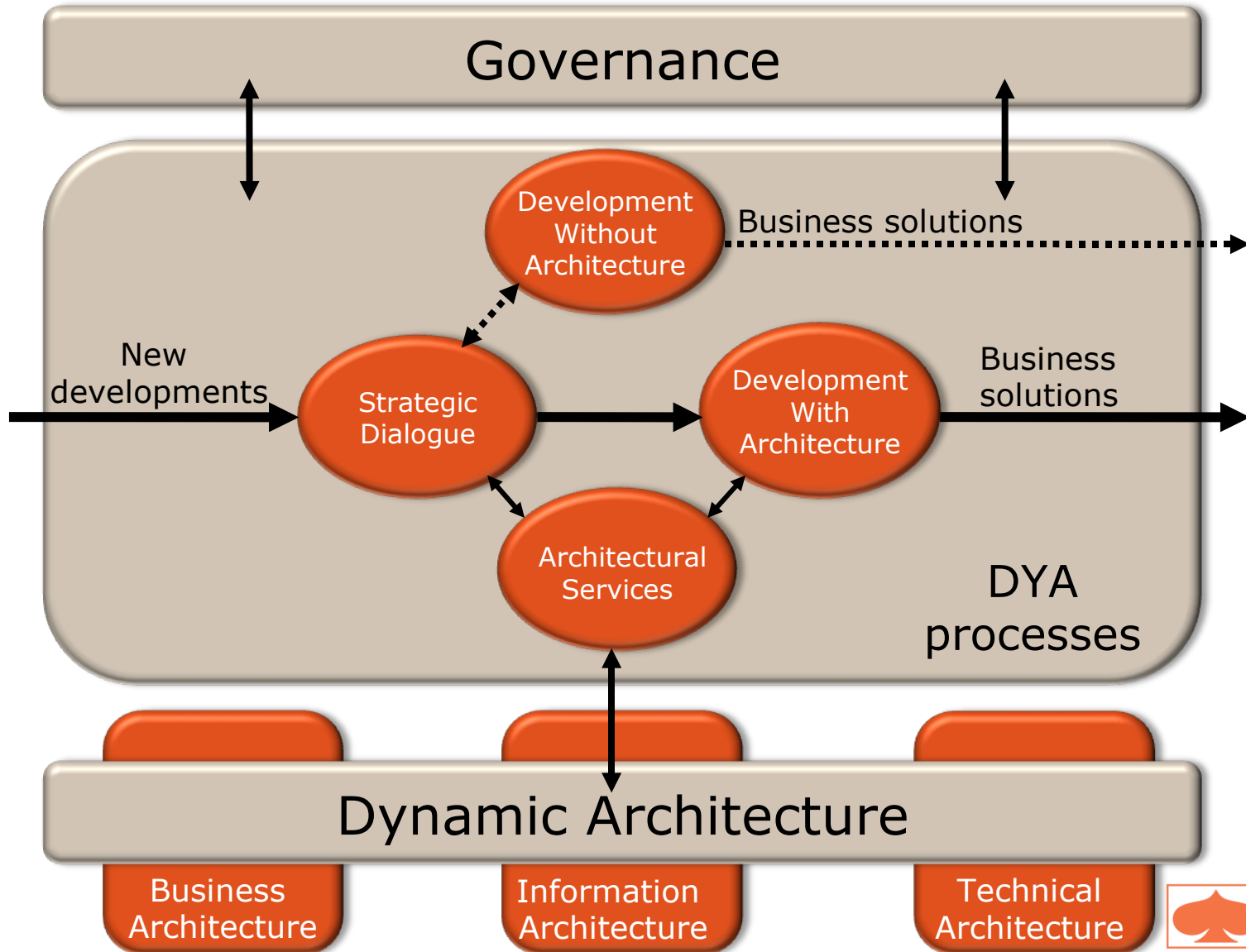
Agenda

- **What is a PSA?**
- **Why is the PSA such a success?**
- **How does the PSA fit into TOGAF?**
- **Questions/discussion**

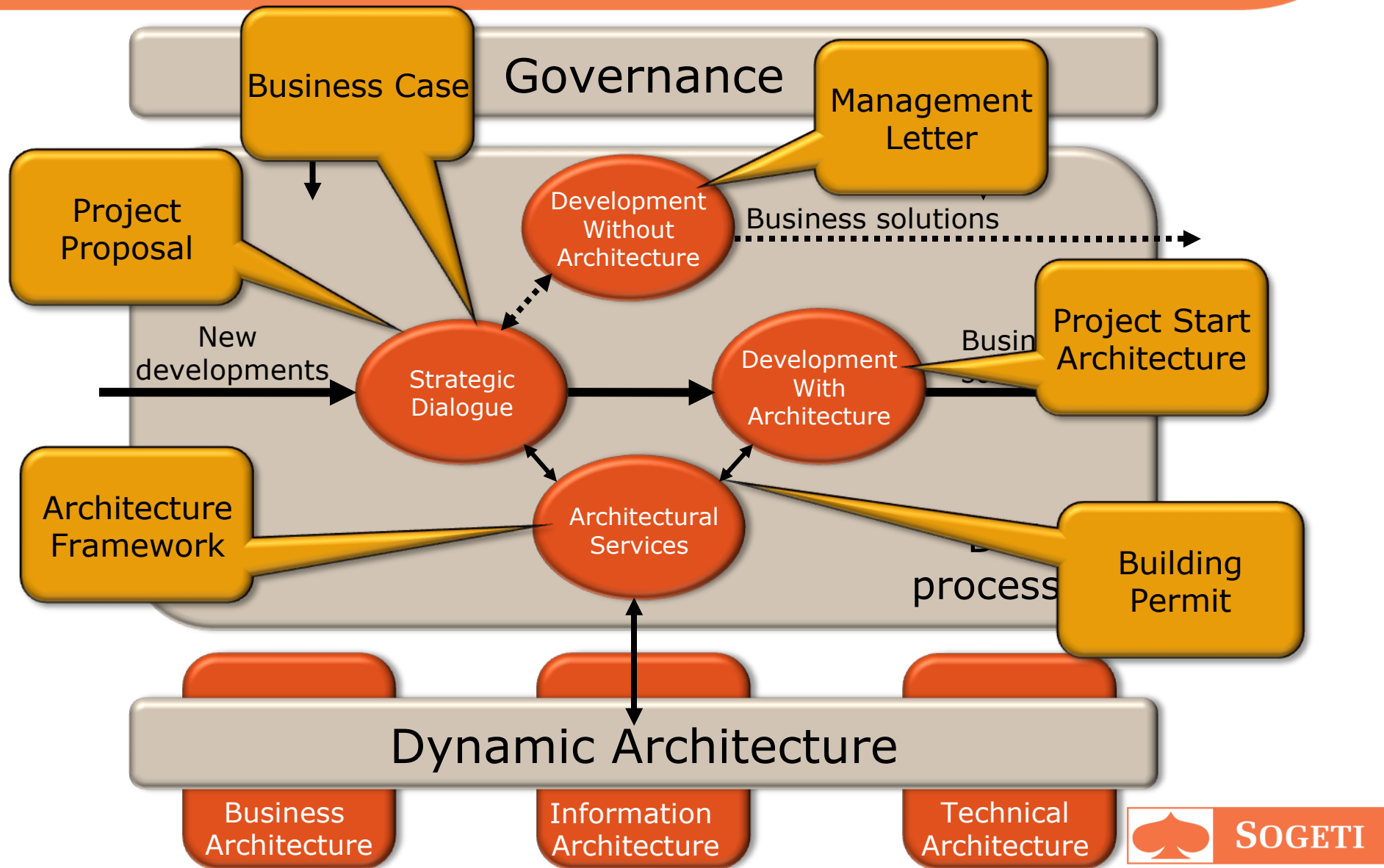
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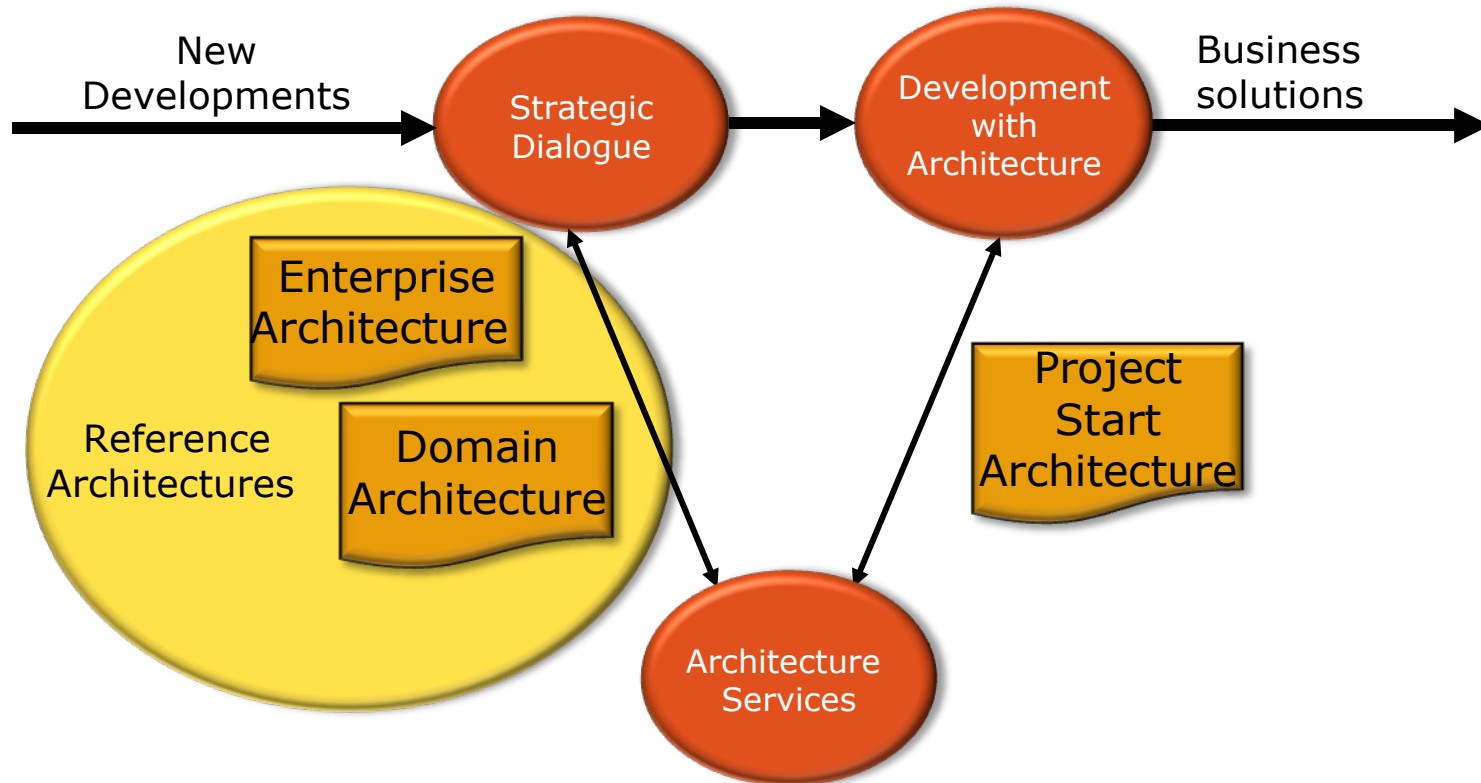




Instruments

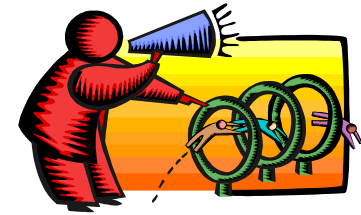


From vision to execution



Different architectures

Communication
between
architect
and
organisation

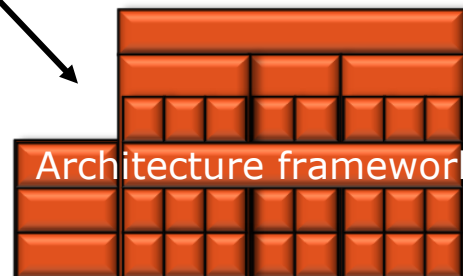


Enterprise
Architecture =
cityplan
of major change

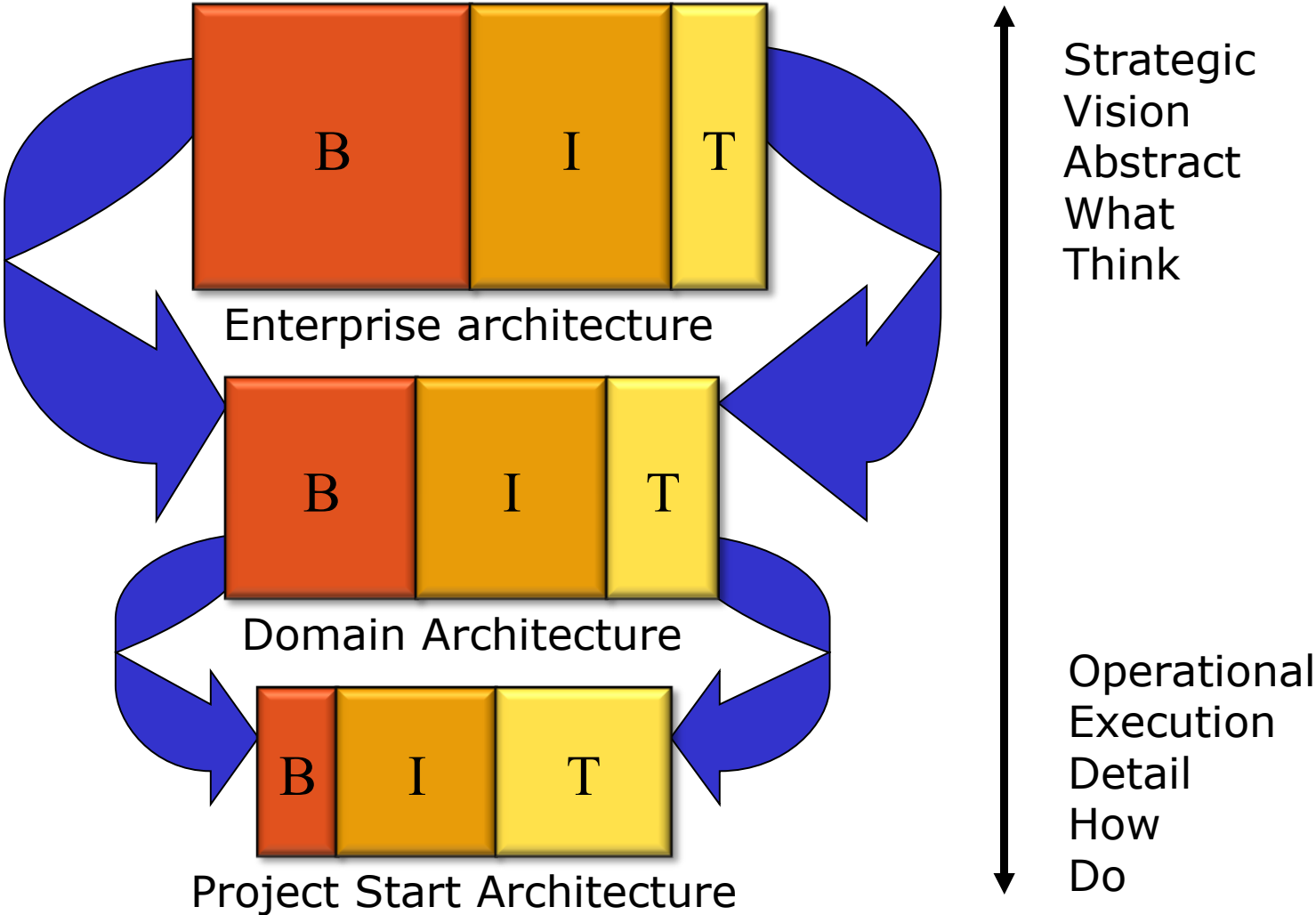
Domain
Architecture =
blueprint
of change

Project Start
Architecture =
subset architecture
as starting point for
a project

Communication
between
architects



From vision to execution



Definition Project Start Architecture

- The PSA is the translation of the total set of reference architectures to the project specific situation. The PSA delineates a concrete and usable framework within which the project should be carried out.
- The objective of the PSA is to provide the project with a well defined; relevant and practical scope so that the project results fit into the bigger picture within the organization.

Content of the PSA

- **Scoping of the solution**
- **Project transcending design choices**
- **Policies, guidelines, standards applicable to the project**
- **Relevant models/visuals**
- **Architecture deviations**

Content in more detail

1. Project Information

1. Goal of the project
2. Project organization
3. Architects involved
4. Business drivers
5. Architecture drivers

2. Business Architecture

1. Products / services architecture

- 1.Scoping
- 2.Policies, guidelines, standards

2. Process architecture

- 1.Scoping
- 2.Policies, guidelines, standards

3. Organization architecture

- 1.Scoping
- 2.Policies, guidelines, standards

3. Information Architecture

1. Application Architecture

- 1.Scoping
- 2.Policies, guidelines, standards

2. Data Architecture

- 1.Scoping
- 2.Policies, guidelines, standards

1. Technical Architecture

1. Middleware Architecture

- 1.Scoping
- 2.Policies, guidelines, standards

2. Platform Architecture

- 1.Scoping
- 2.Policies, guidelines, standards

3. Network Architecture

- 1.Scoping
- 2.Policies, guidelines, standards

2. Project transcending design choices

1. Choice #1

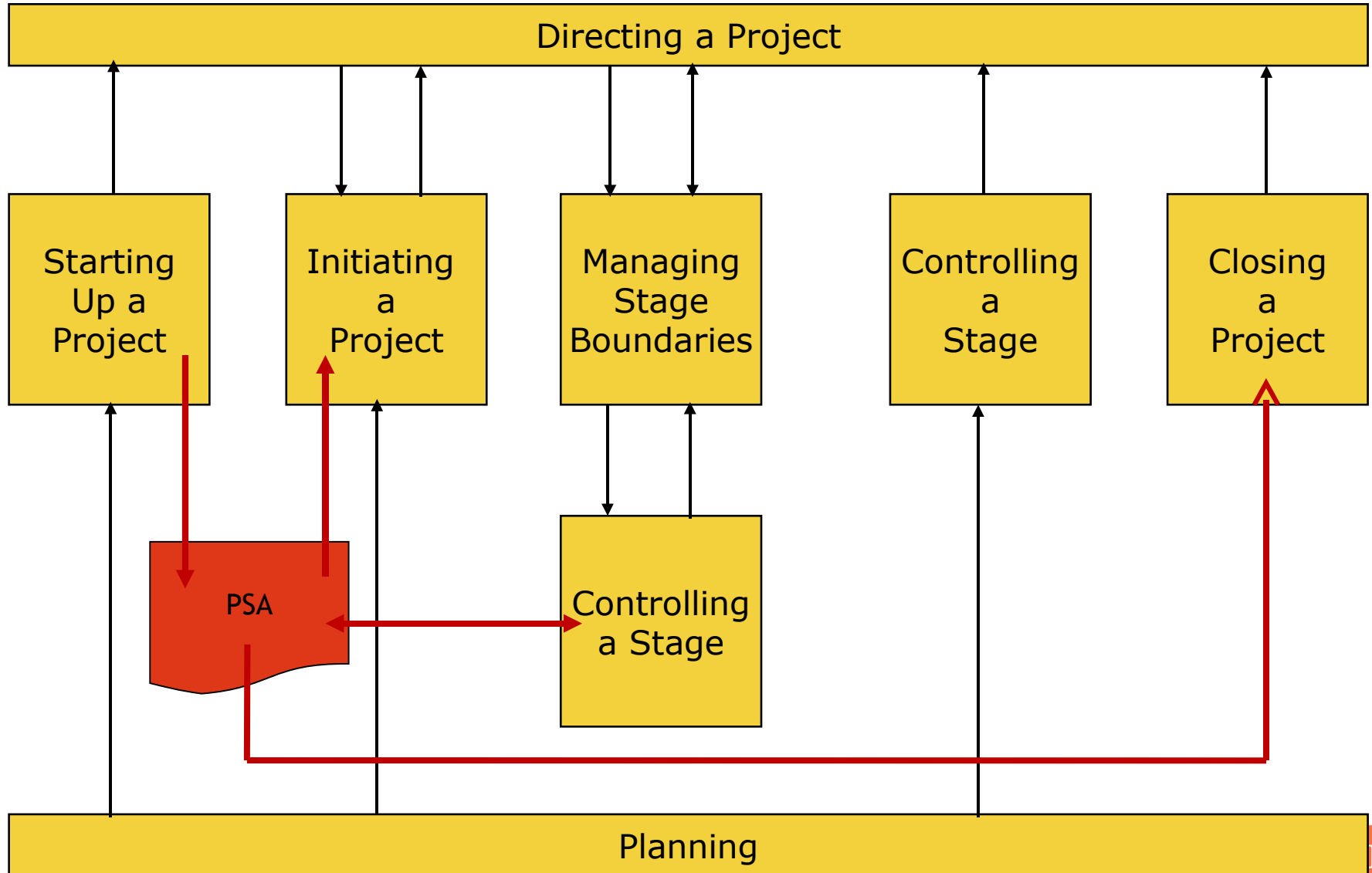
2. Choice #n

3. Architecture Deviations

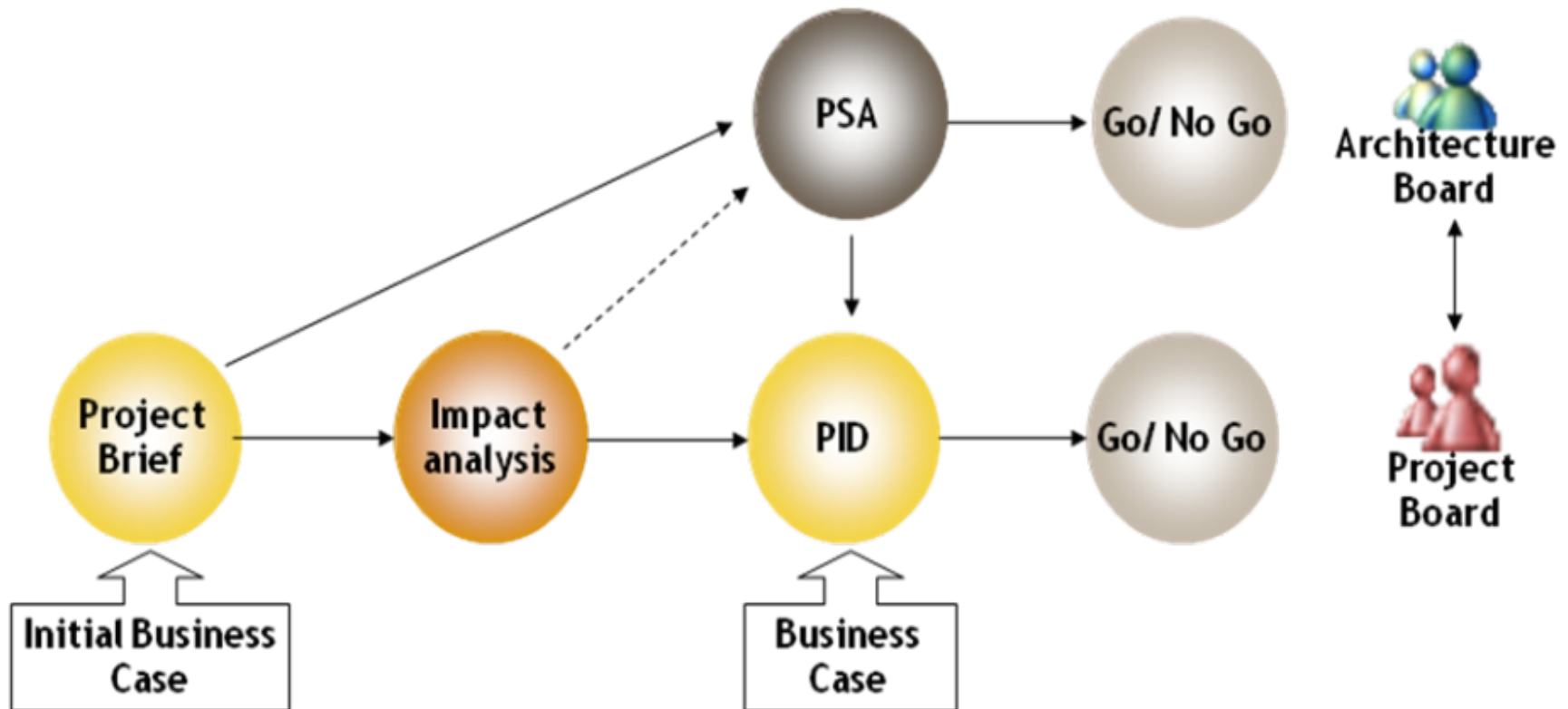
1. Deviation #1

2. Deviation #n

Relationship with Prince2



Prince2 and PSA





The position of the PSA



The purpose of the PSA (1)

- Enable Client to implement changes in a structured fashion

To serve this purpose, the PSA

- > **Reflects the content of the whole Client Architecture Framework**
- > **Provides the architecture references that are relevant to the project**
- > **Provides proof that project results will fit into the bigger picture of business, information and IT**
- > **Ensures that architectural risks in engineering are identified**
- > **Provides a justification for deviations from the architecture**
- > **Ensures reuse of expertise and existing components when possible.**

- Enable the management to commit to and decide on target solutions, in an early stage of the project

To serve this purpose, the PSA

- > Provides the high level content of the scope of the project
- > Translates architecture references into the project's target solution
- > Prevents discussions later on in the project

The purpose of the PSA (2)

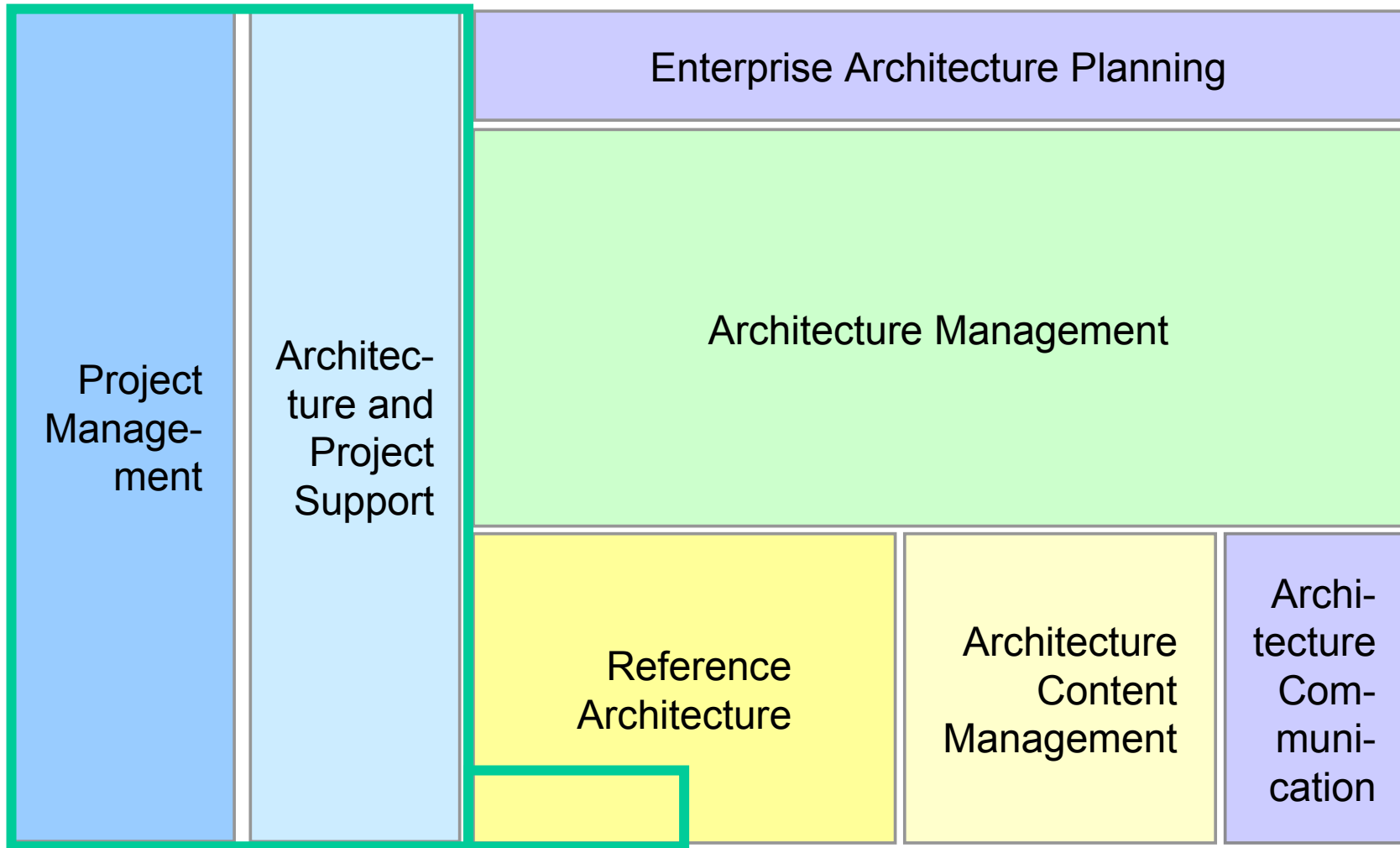
• A PSA is NOT a design document

- **Only a high level design of the target solution**
- **Only design to enable the project leader to plan the project**
- **Detail of the design enough to be able to plan with about 80 % certainty**

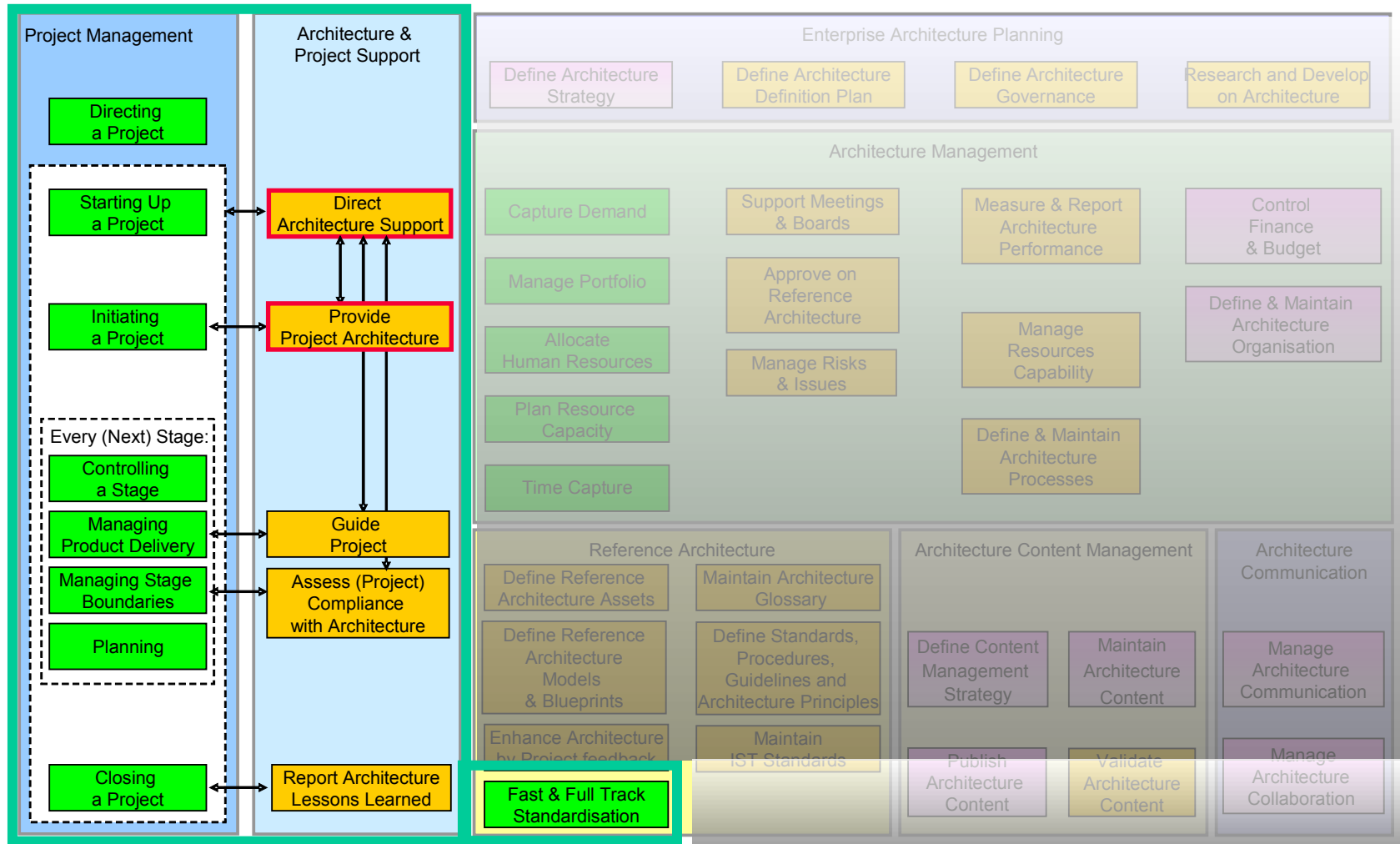
• A PSA is NOT a projectmanagement document

- No reference to the planning itself
- No reference to the project approach
- No requirements management
- No budgets

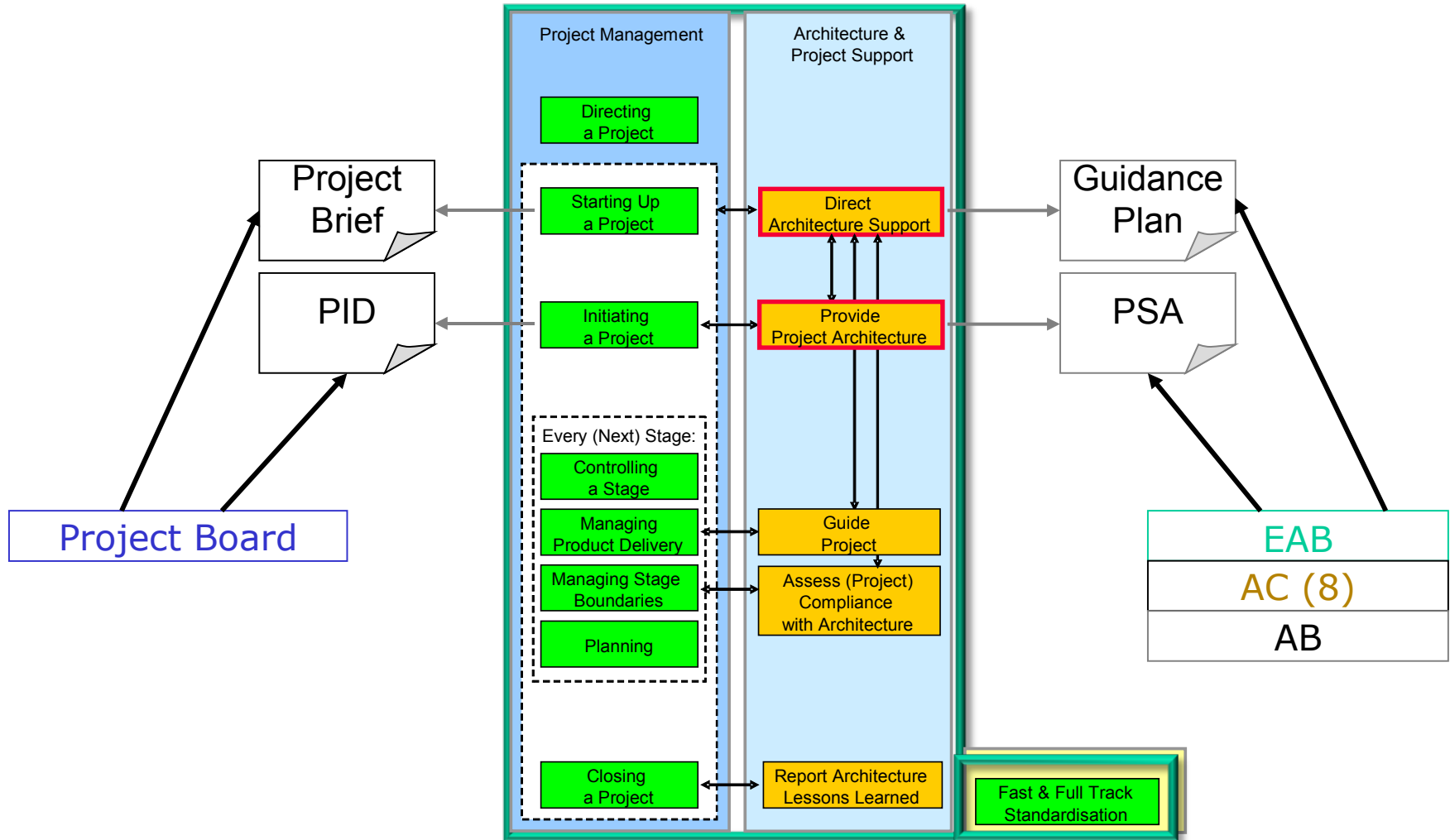
Overview Architecture processes



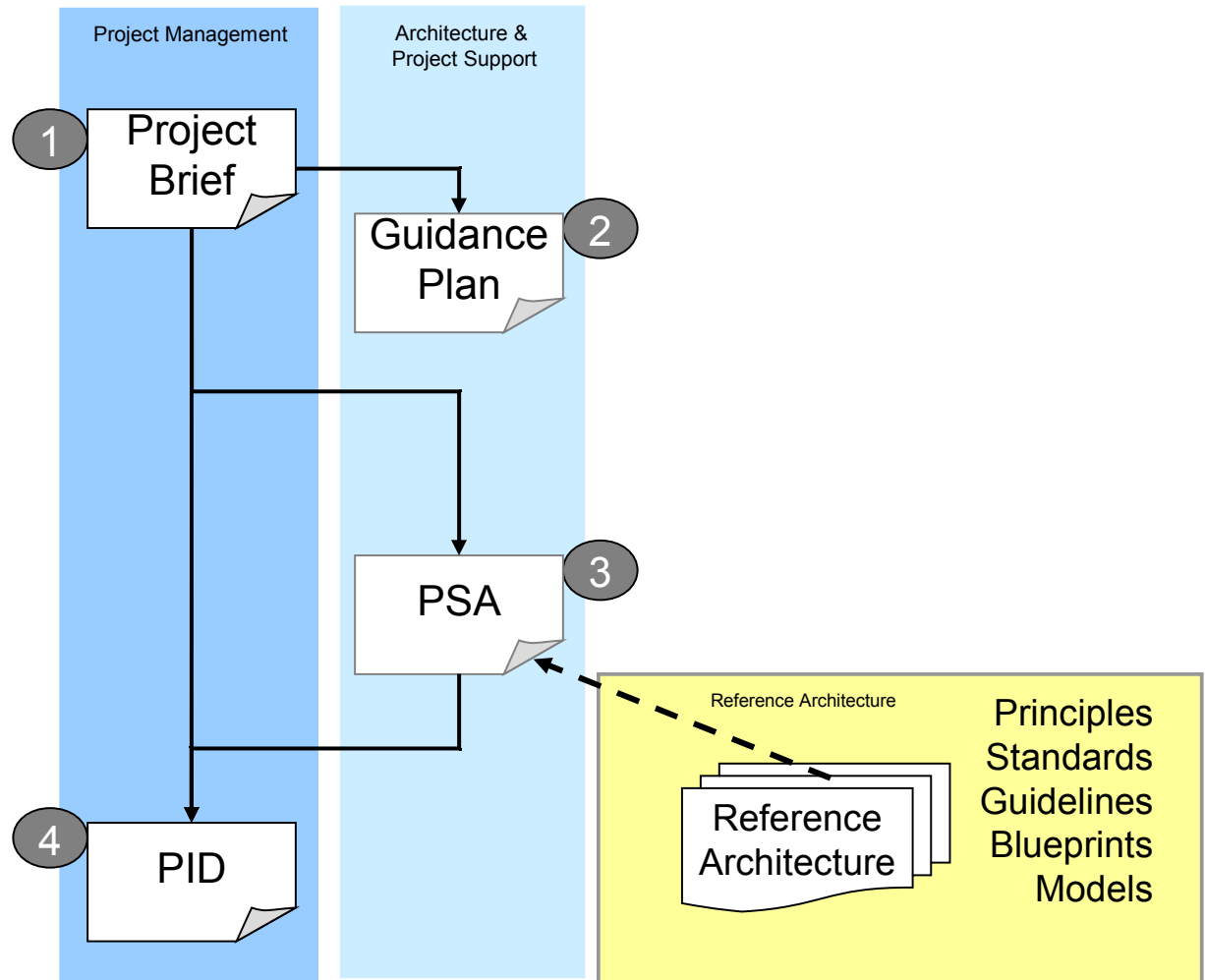
Overview Architecture processes



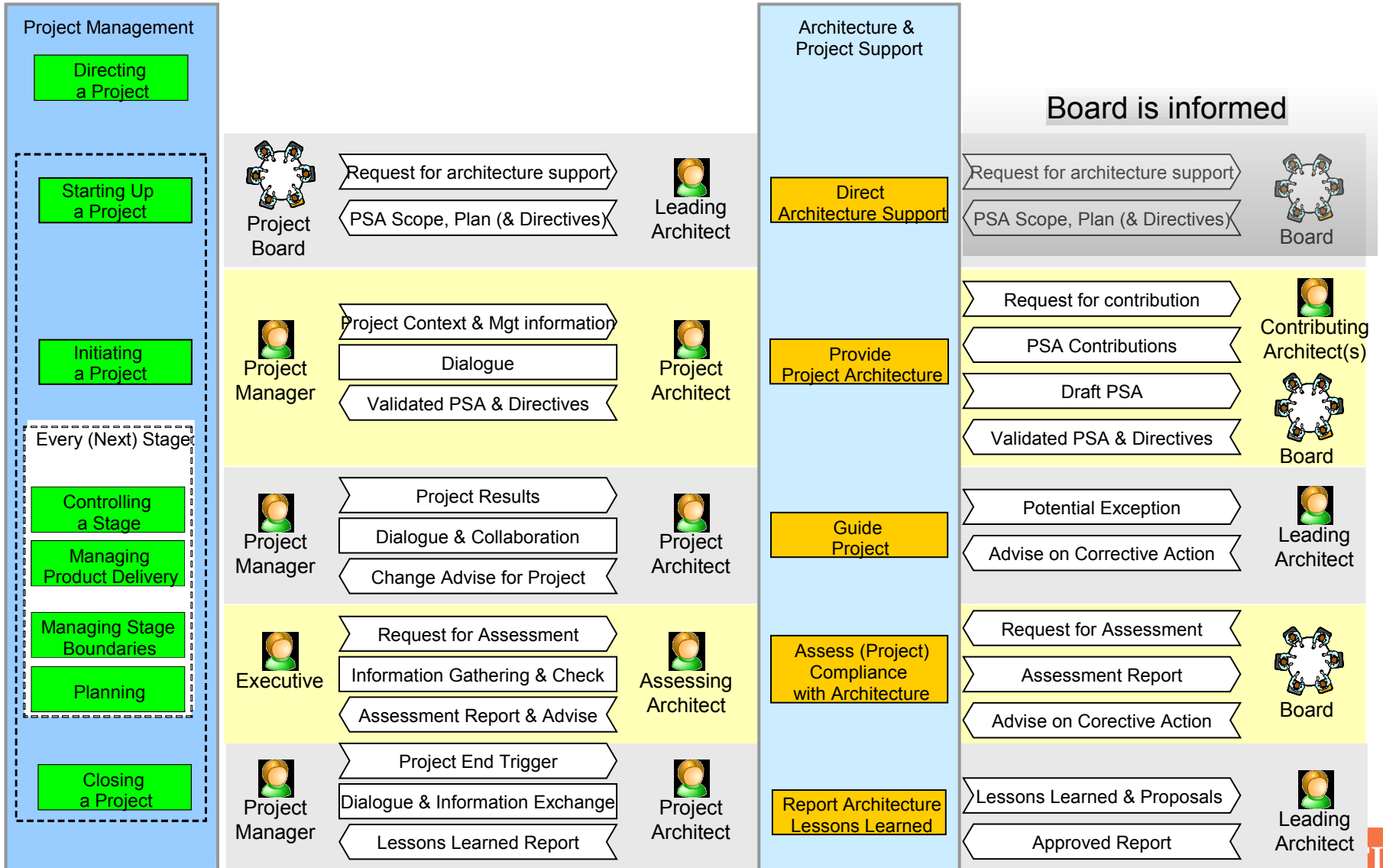
Architecture and Projects



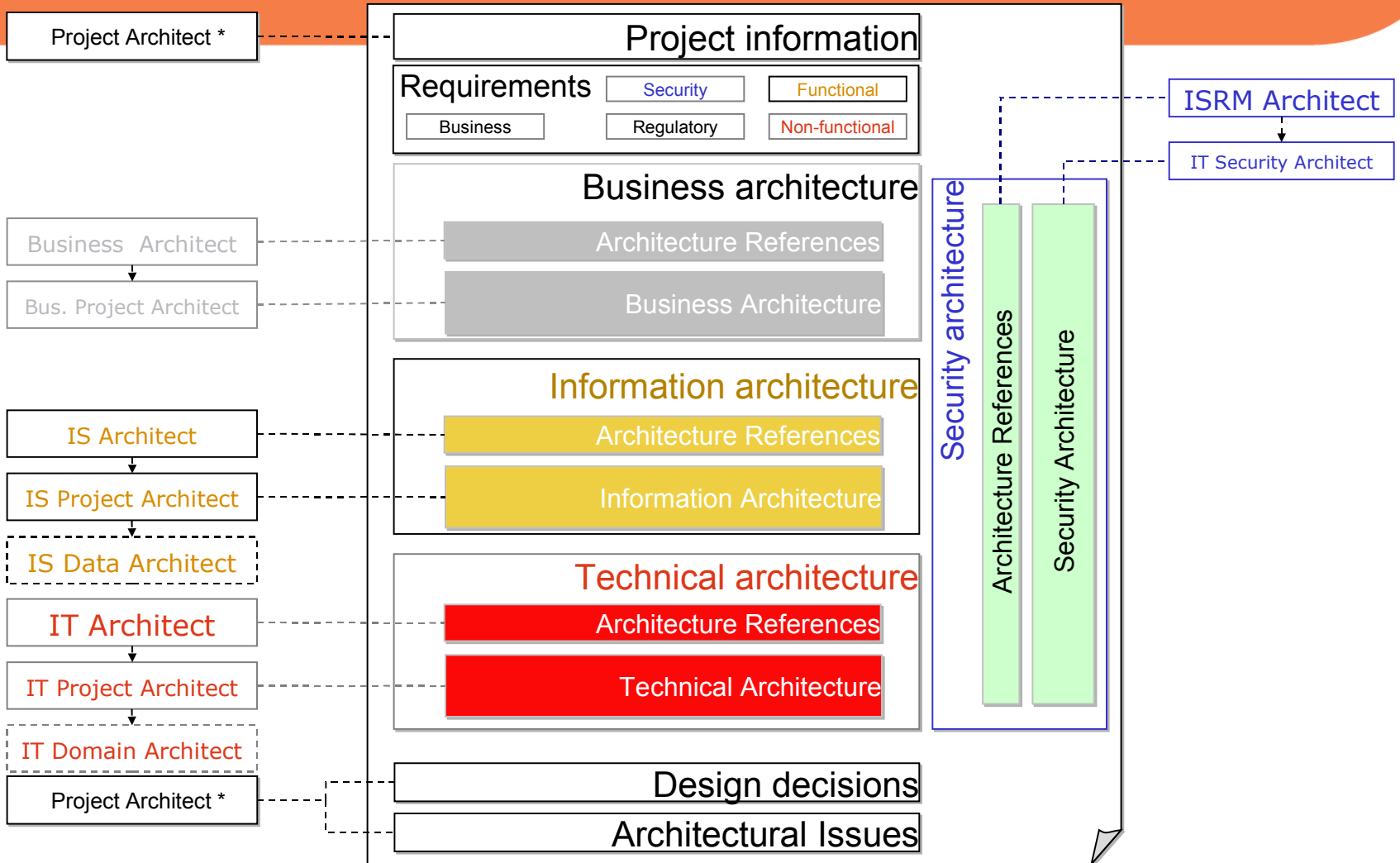
Relationship between the documents



Project support processes



The content of the PSA



*) Project Architect (in general):

- IS Architect in case of an IS initiated project
- IT Architect in case of an IT initiated project

Or to be decided by the appropriate architecture entity.



PSA in Dutch Government

International standards

European Interoperability Framework

Nederlandse Overheids Referentie Architectuur

Sector Reference Architectures
(Municipalities, Provinces etcera)

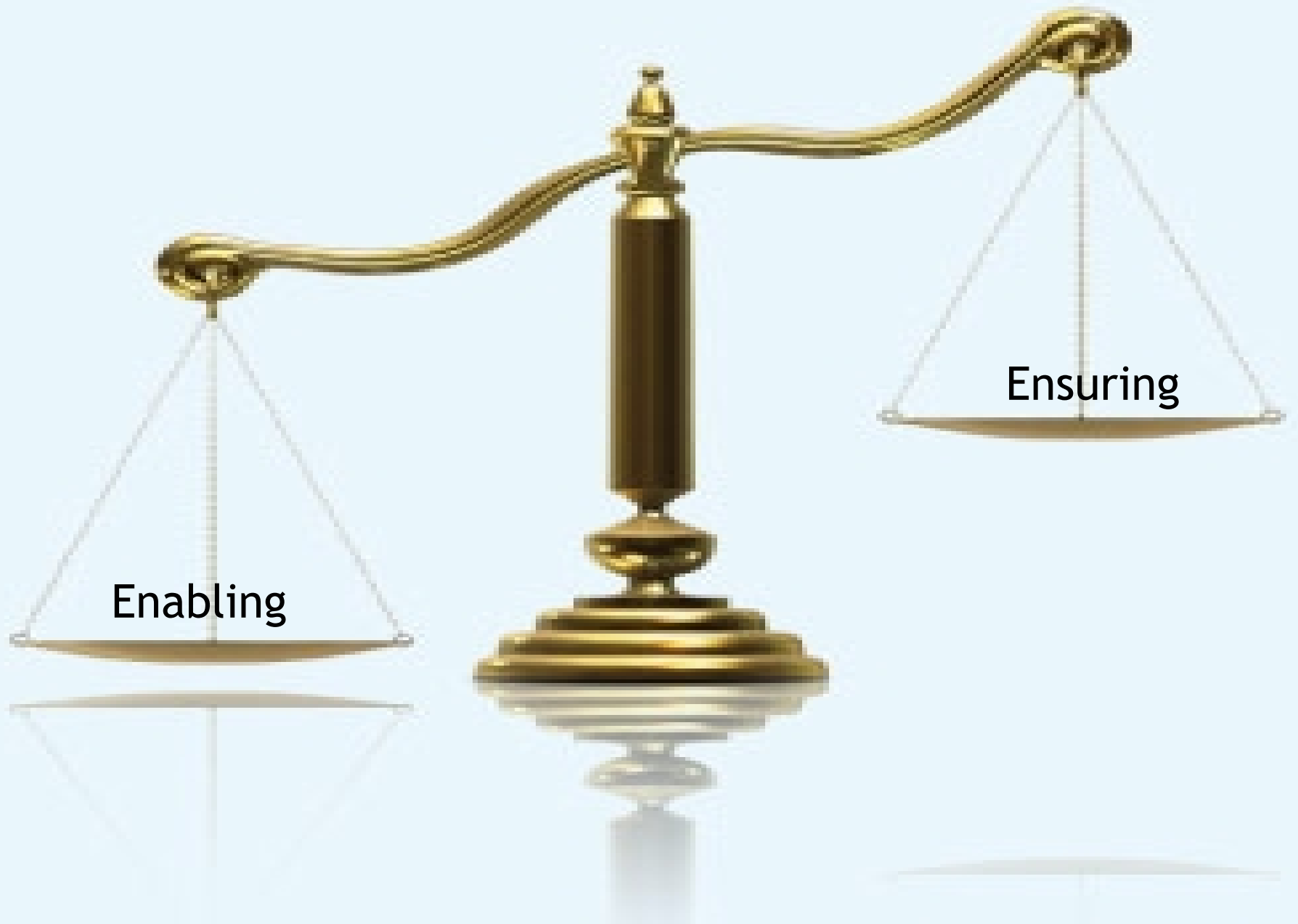
Organizational Reference Architecture

Project Architecture



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Enabling

Ensuring

PSA advantages (user experiences)

- **Provides all people in the project with a clear point of departure and the right limits, scope and guidelines**
- **Makes sure the project solution fits into the bigger picture**
- **Provides projects with a quicker start**
- **Has increased the acceptance of the architecture practice dramatically**
- **Gives a clear picture of the impact of architecture on the project**
- **Helps project managers to make a better project plan**
- **Helps in outsourcing to suppliers (better basis for a service level agreement)**
- **Is a valuable document for onboarding people in a project**
- **Is a valuable document in transferring solutions to operations & maintenance (used for acceptance testing)**
- **Limits discussions with project sponsors**
- **Makes projects more reliable**
- **Accelerates projects**

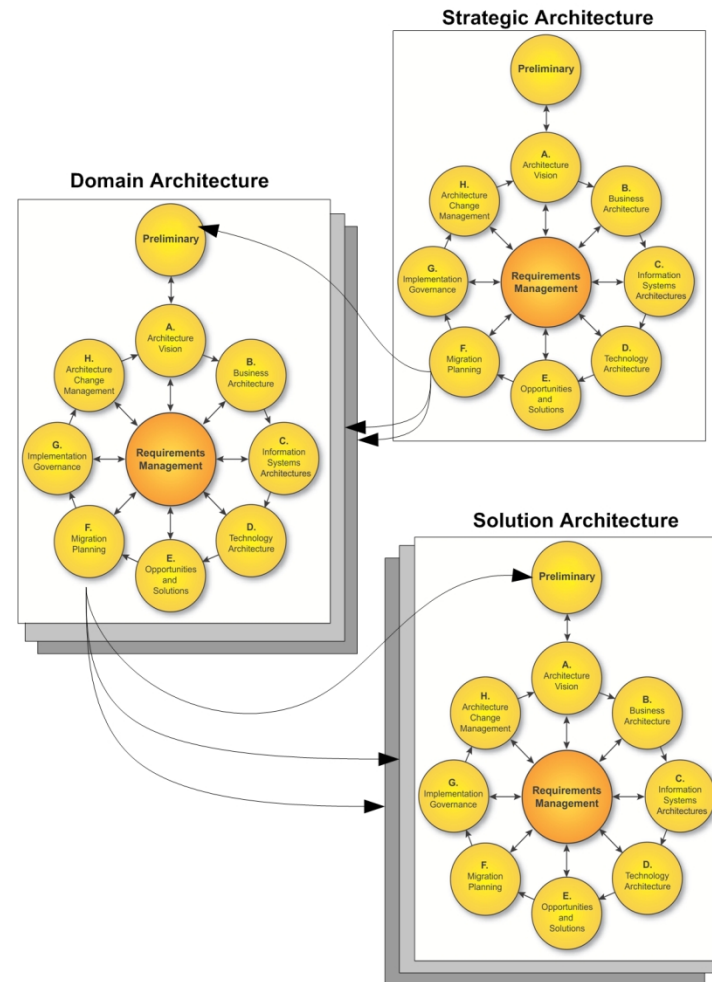
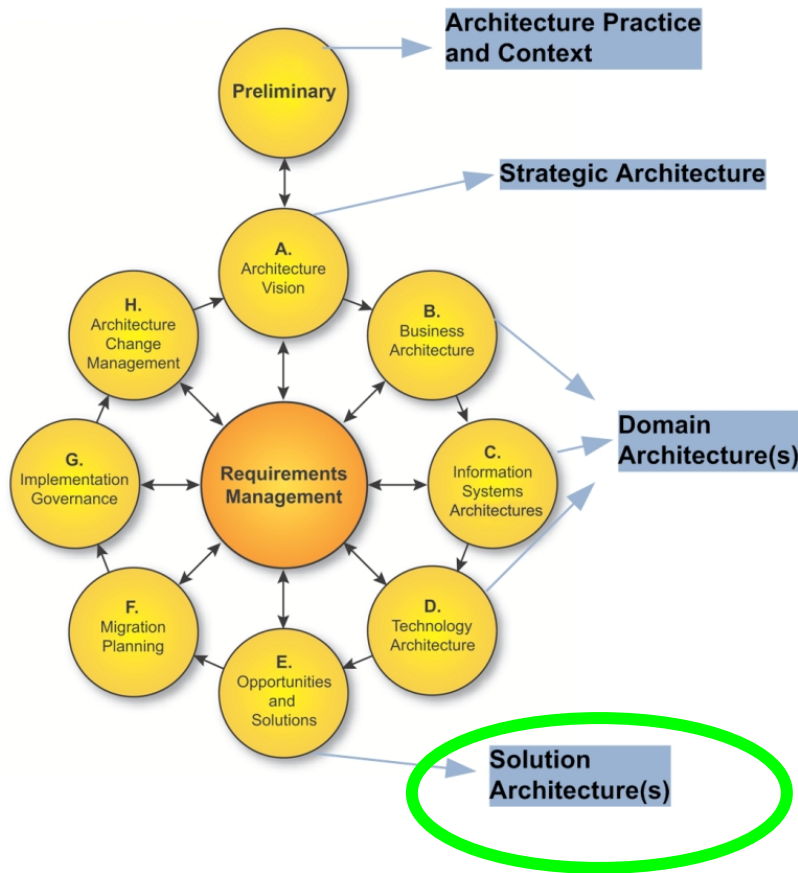
Business value of solution architectures

- **Result of a PdD Study (Raymond Slot, University of Amsterdam, Capgemini NL)**
- **Usage of solution architecture within software development projects is correlated with the following effects:**
 - > **19% decrease in project budget overrun**
 - > **Increased predictability of project budget planning which decreases the percentage of projects with large (>20%) budget overruns from 38% to 13%**
 - > **40% decrease in project time overrun**
 - > **Increased customer satisfaction: with 0.5 to 1 point – On a scale of 1 to 5**
 - > **10% increase of results delivered**
 - > **Increased technical fit of the project results**

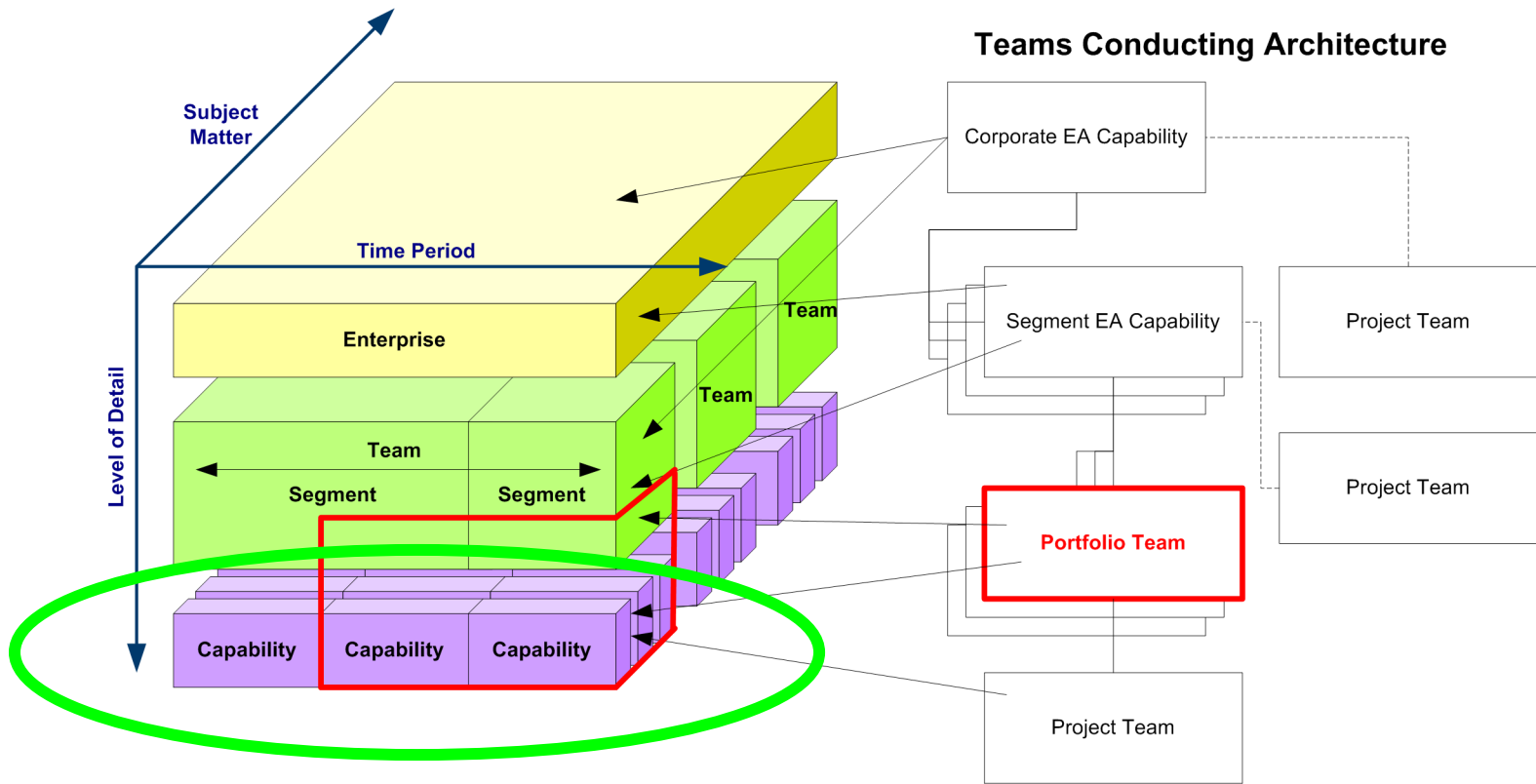
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Applying the ADM at Different Levels



Partitioning



Allows for management of costs and complexity by dividing up the Enterprise and assigning appropriate roles and responsibilities to each partition

TOGAF Definitions

- **Solution Architecture:** A description of a discrete and focused business operation or activity and how IS/IT supports that operation. A Solution Architecture typically applies to a single project or project release, assisting in the translation of requirements into a solution vision, high-level business and/or IT system specifications, and a portfolio of implementation tasks.
- **Capability Architecture:** A highly detailed description of the architectural approach to realize a particular solution or solution aspect. Show in a more detailed fashion how the enterprise can support a particular unit of capability. Capability Architectures are used to provide an overview of current capability, target capability, and capability increments and allow for individual work packages and projects to be grouped within managed portfolios and programs.
Capability: 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.

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Questions/discussion

- **Would the PSA be a useful addition to a next version of TOGAF?**
- **Should a PSA contain requirements?**
- **Should a PSA contain the solution design?**
- **Is there a 1:1 relationship between Project and Solution?**
- **Where does an architecture end and a design start?**
- **Should TOGAF provide more guidance in crafting a solution architecture/capability architecture?**
- **Why not use common management vocabulary like Portfolio, Programme, Project.....**



One thing is sure....

The PSA is a big success!
It has proven to be the killer application
for Enterprise Architecture



Stands for result