

# QRS

*Educate Execute Extend*

Stream

# Enterprise Capabilities

TOGAF's Response

Host

M. Jason Uppal, P. Eng.

Jason.uppal@quickresponse.ca

[www.quickresponse.ca](http://www.quickresponse.ca)



## What Capabilities and Who cares about them?

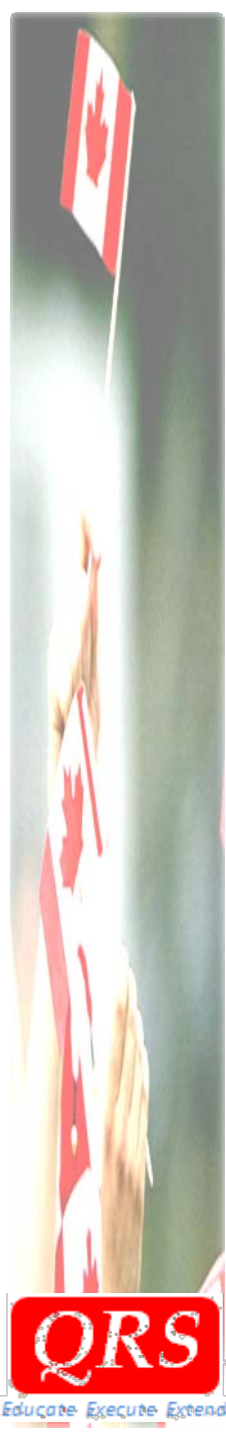
Definition - a **Capability**, in the systems engineering sense, is defined as the ability to execute a specified course of action.

**Enterprise Capabilities** such as – “put a car in show room from clay model stage in 11 months ”- Toyota

Women’s clothing from idea to sell in 6 weeks, three times a week – Zara

**Enterprise Architecture Capabilities** such as – “5 Key Process and Master Data Management”- Fedex

Impact of a Merger and Pragmatic Plan to mitigate the impact in 2 weeks – Financial Institution





# Enterprise Capabilities

- **TOGAF Tutorial** – Application of TOGAF to Define Required Capabilities “Customer Centric IT Organization ”
- **Demonstrating the Value of EA to Your CxO in a Down Economy**  
Richard Winnik, Managing Partner,
- **CASE STUDY: Role of PM and EA during the Execution Phase: Lessons Learned**  
Sam Ishak, Director, Strategy and Enterprise Architecture & PMO, First Canadian Title
- **Panel Discussion: How to execute a project and keep your eyes on the final prize – the tangible business value**
  - **Bruce Miner**  
Enterprise Architect Direct Energy
  - **Elton Tucker** *ITAP Consultant*  
Microsoft Enterprise Services
  - **Pierre Beaulieu, CISSP**  
Directeur principal de pratiques d’affaires, associé Senior Practice Director,  
Partner Background: Quebec based Organizations



# Enterprise Capabilities: Tutorial Agenda

- Enterprise Architecture Defined
- TOGAF Framework and Capabilities
- Case: “Customer Centric IT Organization ”
- Define the Required Capabilities at
  - Contextual
  - Conceptual
  - Logical
  - Physical
- Architecture Definition Document – Define the opportunity that transcends the requirements and the develop Architecture Build the capabilities
- Communication Documents
  - Vision Document
  - Roadmap

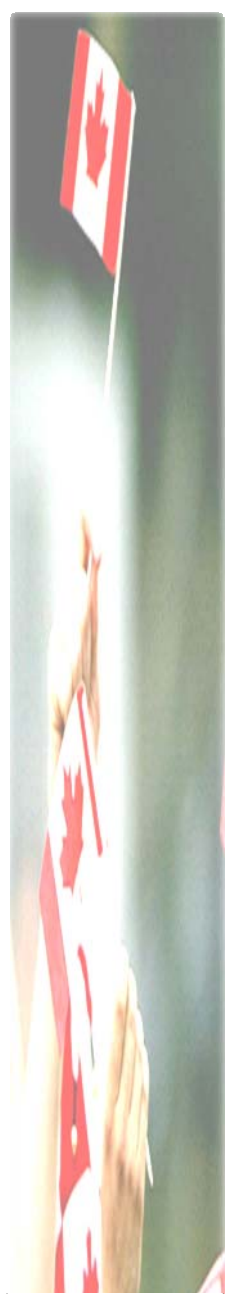
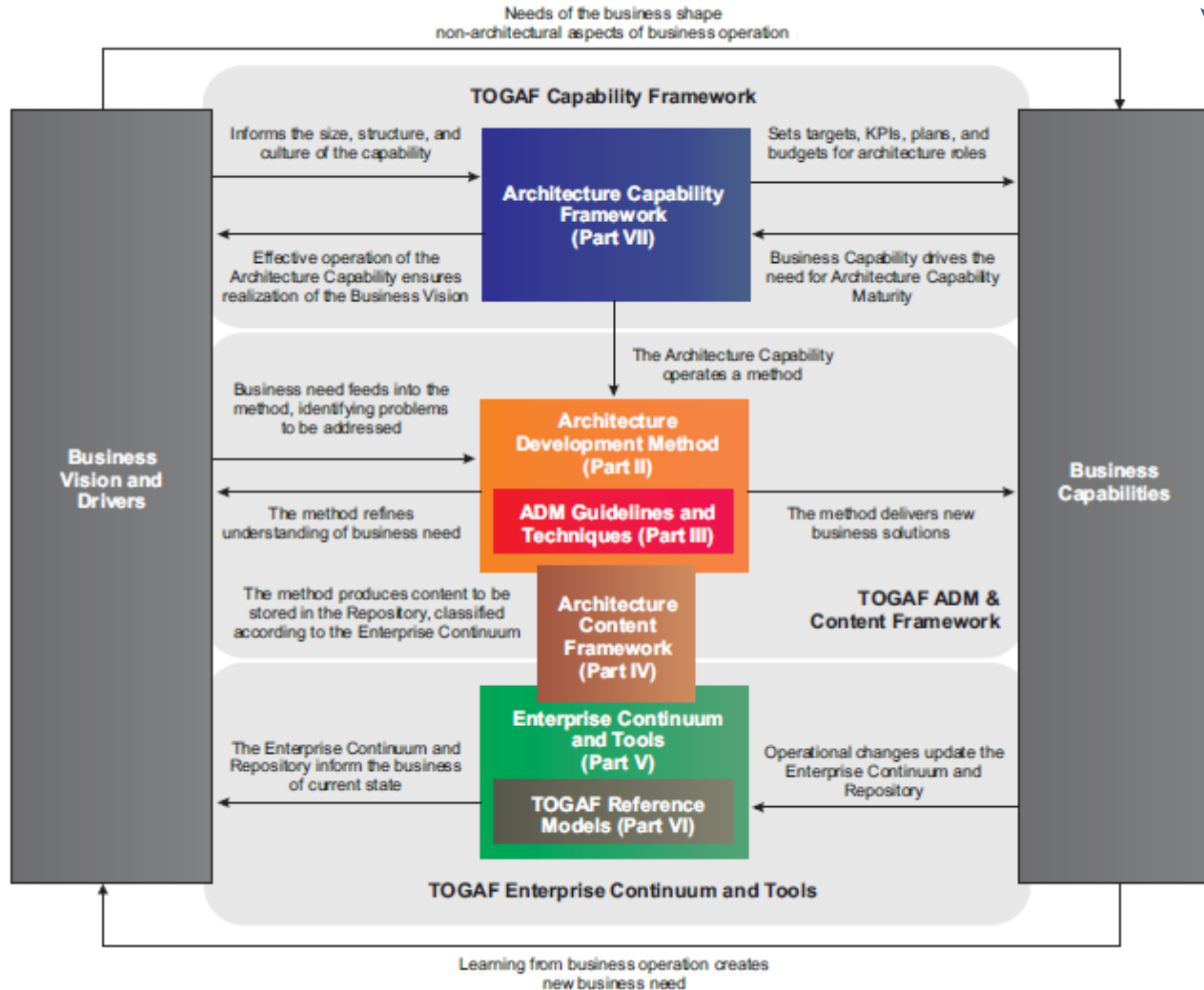
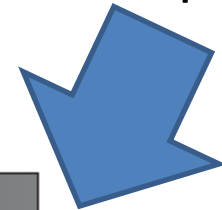
# Enterprise Architecture Defined

## *Enterprise Architecture Defined*

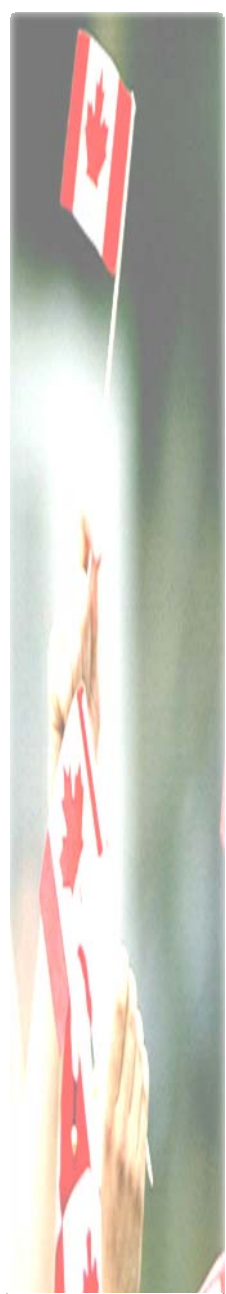
“By being inclusive with all other management frameworks, EA is a discipline that helps the Enterprise **define, develop and exploit** the boundaryless information flow *capabilities* in order to achieve the Enterprise’s Strategic Intent. ” *by QRS, 2008*

# TOGAF Framework

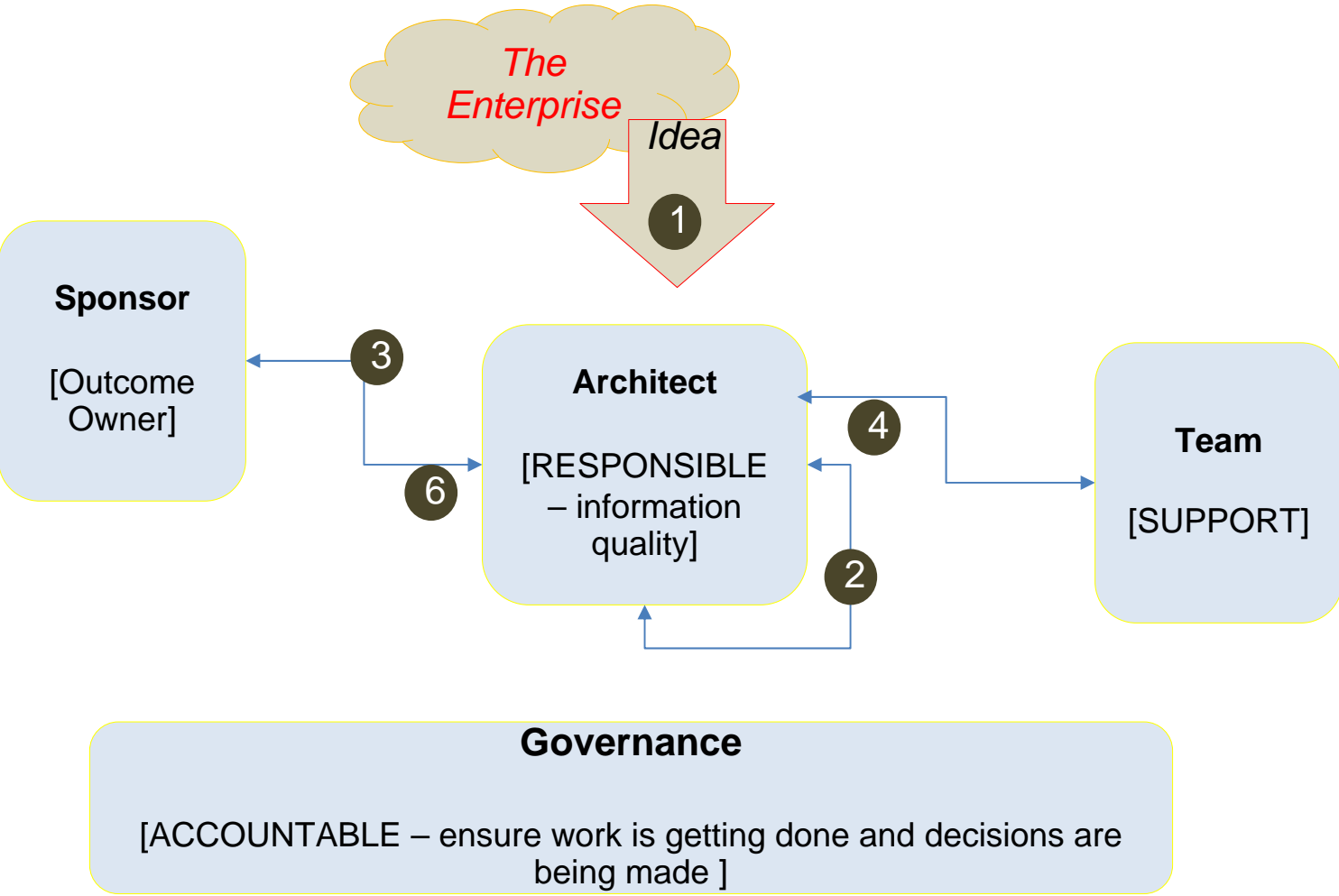
Focus is on Capabilities



# What does this mean?

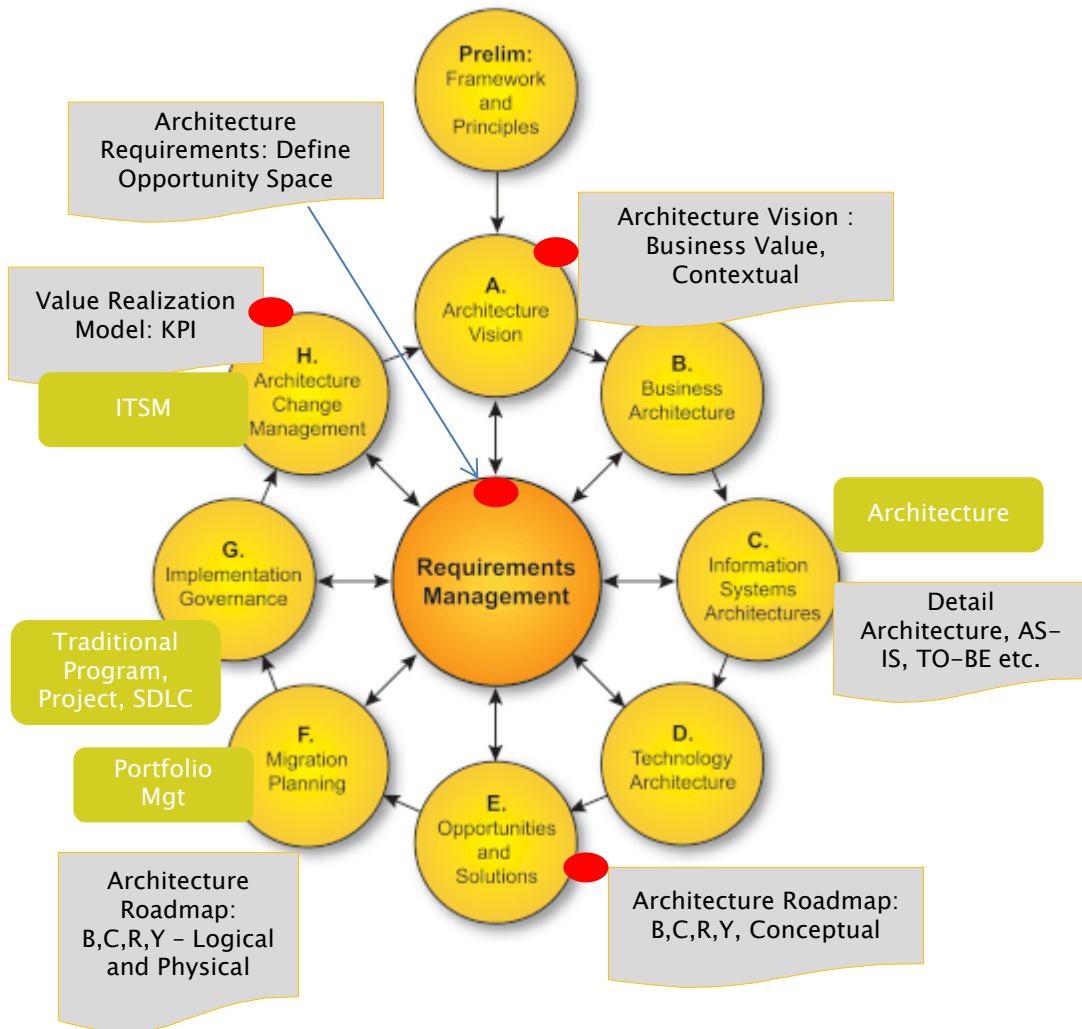


# What to do Next ?





# Work Horse of TOGAF: ADM



Iterative Implies: Contextual – why, Conceptual – what, Logical – how and Physical – with what

## Typical Applications of TOGAF Framework:

Execute Business Strategy – example Optimize Supply Chain, Reduce Operating Cost, Increase Market Share etc.

Optimize the Cost of Technology – examples Standardize and Simplify Infrastructure Technologies – platforms and applications etc.

Optimize Core Business Processes – examples optimize core business processes and define a supporting Service Oriented Architecture, Define Master Data

Merger Impact – Define the impact and integration cost of a merger or acquisition.

Project Rescue – Rescue a failed or a failing project

Solution Quality Assurance

Architecture Governance

IT Strategy – Develop IT Strategy and IT strategic sourcing

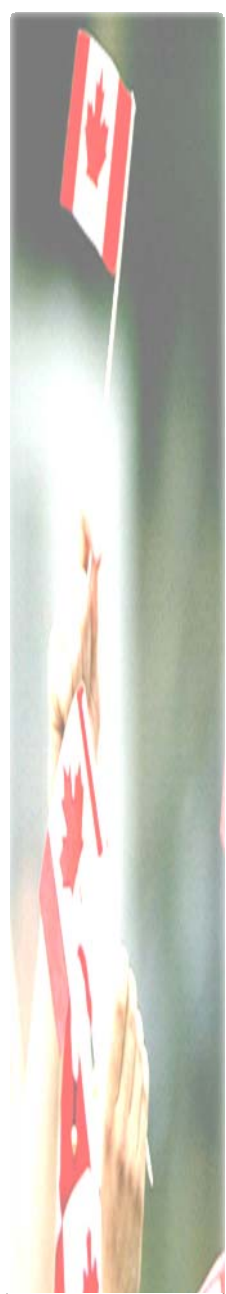
Many more – improve value of People, Process and Technology Assets

# Define Capabilities for “Customer Centric IT Organization ”

- **Handout – Stakeholder Concerns**
- **Process**
  - Level of Detail
  - Stakeholders
  - Capabilities
- **Exercise**
  - Contextual – why and who care if it is done (enterprise value)
  - Conceptual – What
  - Logical - How
  - Physical

## Panel Members

- **Bruce Miner**  
Enterprise Architect, Direct Energy : Level 2 ITAC
- **Elton Tucker** *ITAP Consultant*  
Microsoft Enterprise Services
- **Pierre Beaulieu, CISSP**  
Directeur principal de pratiques d'affaires, associé Senior Practice Director,  
Partner
- **Richard Winnik,**  
Managing Partner,



## Key Questions

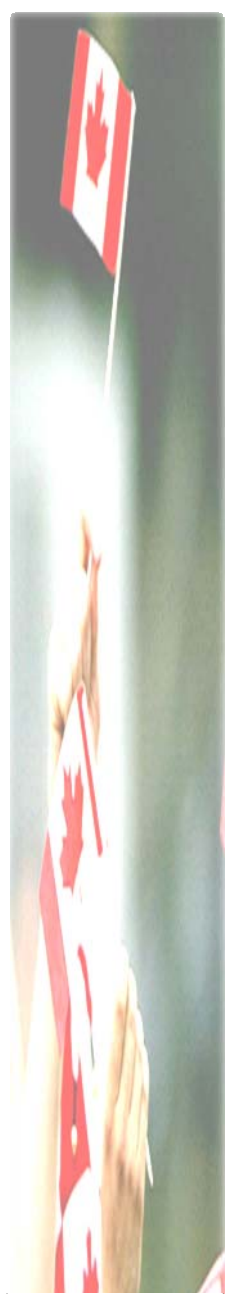
### **Panel Discussion: How to execute a project and keep your eyes on the final prize – the tangible business value**

Business Value – can you share your experience **How** you define Business Value at the start of Enterprise Architecture activity.

If it can be defined then it can be measured, reported and acted upon. What are the **cultural challenges** when you can actually measure something?

When defining Enterprise Architecture, we talk about capabilities – how did you characterise capabilities before you started the EA work – **please share your stories**

TOGAF invokes several management frameworks, how do you get all the management disciplines to work together towards a common goal –Business Value from IT.



# ***Thank You***

- Richard
- Sam
- Bruce
- Elton
- Pierre