EA enabling Business Transformation

Toronto Enterprise Architecture
Practitioners Conference

20 July 2009

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Business Expectations for IT Focus

Business expectations for IT focus on improving current operations and performance

Business expectations				Ranking of business priorities CIOs selected as one of their top 5 priorities			
Ranking	2009		2008	2007	2006	2012
Improving business processes	1	↔	1	1	1	2
Reducing enterprise costs	2	↑	5	2	2	7
Improving enterprise workforce effectiveness	3	↑	6	4	*	6
Attracting and retaining new customers	4	⇩	2	3	3	3
Increasing the use of information/analytics	5	↑	8	7	6	8
Creating new products or services (innovation)	6	⇩	3	10	9	1
Targeting customers and markets more effectively	7	↑	9	*	*	9
Managing change initiatives	8	↑	12	*	*	12
Expanding current customer relationships	9	⇩	7	*	*	11
Expanding into new markets or geographies	10	⇩	4	9	*	4
Consolidating business operations	11	↑	13	14	*	15
Supporting regulation, reporting and compliance	12	↑	14	13	*	16
Creating new sources of competitive advantage	13	⇩	11	8	*	5

* New question

Gartner Executive Programs

EA Introduction

Enterprise Architecture

Enterprise Architecture is about understanding all of the different elements that go to make up the enterprise and how those elements inter-relate

Source: Institute for Enterprise Architecture Developments

Purpose

To demonstrate how Enterprise Architecture can be used to:

- ❑ Document processes

- ❑ Standardise processes

- ❑ Manage process change

- ❑ Enable organisational design

- ❑ Enable adherence to compliance

- ❑ Mitigate risks

- ❑ Align IT with business

Scenario for this Presentation

The Enterprise Architecture organisation unit is the entire organisation in this scenario. The organisation is made up of the following positions/roles:
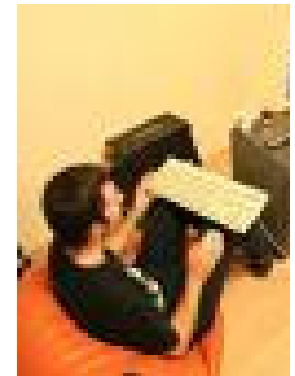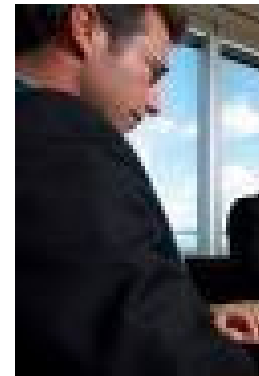
Problem Statement

❑ Non standardised processes

❑ Lack of Governance

❑ Disconnect between business and IT

❑ Role Duplication

❑ Cumbersome and non-integrated document
   management

❑ ....

Process

Capture

Generate

Analyse

RI EA Process Enablement v 01.00
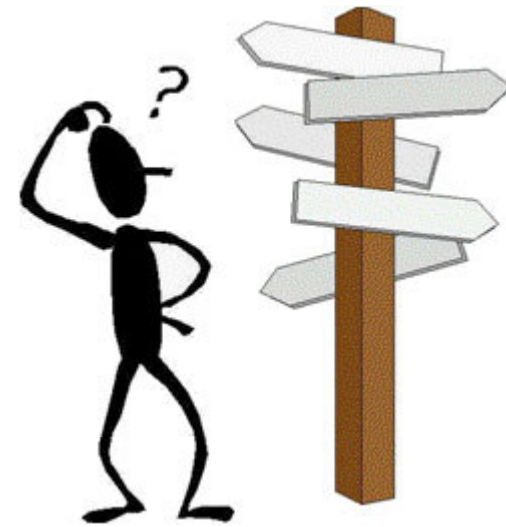
Process

Capture
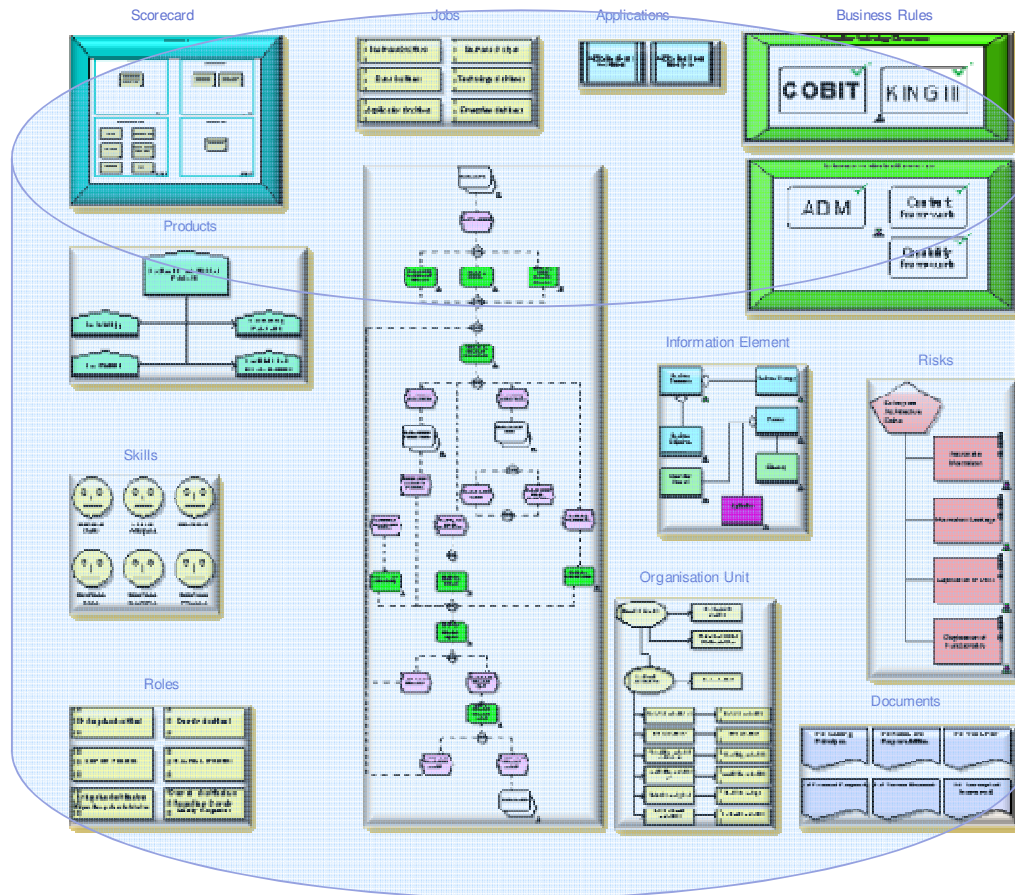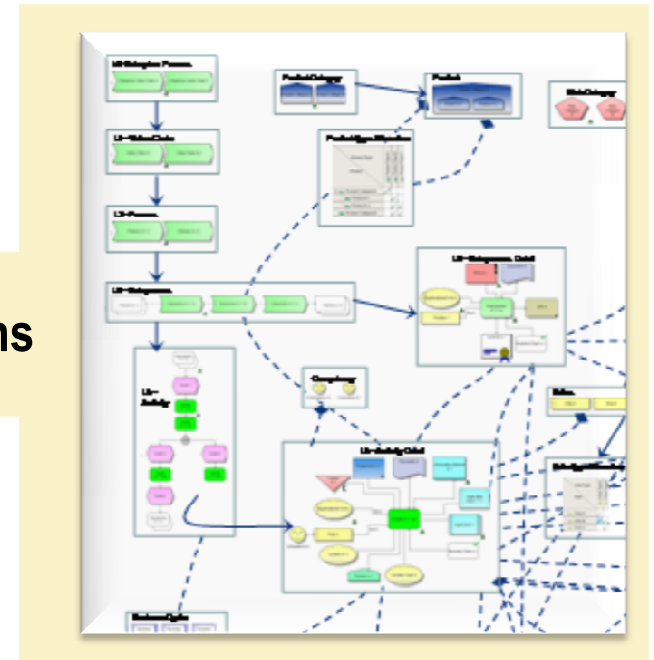
Generate

Analyse

Process Modelling

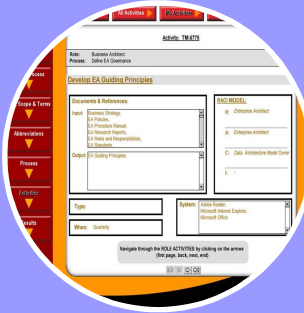**governs**

Process

Capture

Generate

Analyse

Process Guide

Proprietary Class 2
PBMR   Develop EA Plan   JM.10747

ENTERPRISE ARCHITECTURE DOCUMENT		
ENTERPRISE ARCHITECTURE		
DEVELOP EA PLAN PROCEDURE		
DOCUMENT NUMBER	JM.10747	REVISION	
PREPARED		(PREPARER NAME)
		(PREPARER FUNCTION?)
REVIEWED		(REVIEWER NAME?)
		(REVIEWER FUNCTION?)
APPROVED		(APPROVER.?)
		GM CORPORATE SERVICES

CONTENTS

	PAGE
1. PURPOSE	2
2. SCOPE	2
3. DEFINITIONS	2
4. REFERENCES	2
5. RESPONSIBILITIES	3
6. ENTERPRISE PROCESS CONTEXT	10
7. PROCEDURE	12
8. RECORDS	20

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AMENDMENT HISTORY			
REVISION	EFFECTIVE DATE	AMENDMENT DETAILS	PREPARER
	yyyy/mm/dd (Approved revisions only)		

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- ❑ Document processes
- ❑ Standardise processes
- ❑ Manage process change
- ❑ Organisational design
- ❑ Mitigate risk
- ❑ Align IT with business

eLearning

- ❑ Standardise processes
- ❑ Manage process change
- ❑ Mitigate risk
- ❑ Align IT with business

Job Description

Job Description for Enterprise Architect

25 March 2009
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Overview
This role is accountable for the overall management and execution of Enterprise Architecture. This can either be a person or a committee such as the Architecture Council.
Guide and govern Enterprise Architecture by:
1. Formulating the EA vision, strategy, goals, direction and plans
2. Defining, maintaining and communicating EA principles
3. Overseeing development and implementation of EA framework
4. Monitoring all EA projects and initiatives
5. Identifying EA development/training needs
6. Developing and maintaining EA policies, procedures, standards and methods
7. Managing EA contracts and vendors
8. Marketing and evolving EA in the organisation
9. Overseeing EA communications and reporting
10. Overseeing EA domain architecture meta-models and standards

Skills Required

Research	The ability to actively, diligently and systematically inquire in order to discover, interpret or revise facts, events, behaviors, or theories, or to make practical applications with the help of such facts, laws or theories.
EA Best Practices	The ability to interpret and apply EA best practices such as Gartner.
Reference Models	The ability to interpret and apply reference models such as ITIL, CobiT, TOM and SCOR.
EA Frameworks	The ability to interpret and apply EA frameworks such as Zachman Framework, Real Cube and BIDAT.
EA Methods	The ability to interpret and apply EA methods such as TOGAF and MDA.
Logical Analysis	The ability to investigate the component parts of a whole and their relations in making up the whole in order to derive understanding.
Architecture Principles Design	The ability to define and implement guiding principles that govern the implementation of architectures.
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Page 1 of 41

❑ Document processes
❑ Standardise processes
❑ Manage process change
❑ Organisational design

Skill Matrix

□ Organisational design

Risk Matrix

Risk Implementation

Risk Category	Risk	Control	L4	L3
Enterprise Architecture Risks	Duplication of Data	Correct Duplication of Data		
Enterprise Architecture Risks	Duplication of Data	Detect Duplication of Data		
Enterprise Architecture Risks	Duplication of Data	Prevent Duplication of Data		
Enterprise Architecture Risks	Duplication of Functionality	Correct Duplication of Functionality		
Enterprise Architecture Risks	Duplication of Functionality	Detect Duplication of Functionality		
Enterprise Architecture Risks	Duplication of Functionality	Prevent Duplication of Functionality		
Enterprise Architecture Risks	Inaccurate Information	Correct Inaccurate Information		
Enterprise Architecture Risks	Inaccurate Information	Detect Inaccurate Information		
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review Existing EA Framework	Define EA Framework
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Related Governance	Define EA Framework
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Develop EA Policies and Standards	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Develop EA Role Accountability	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Obtain EA Governance Documents	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Confirm EA Governance Documents	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Related Governance	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Develop EA Guiding Principles	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Research	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review Exisiting EA Governance	Define EA Governance
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Monitoring Reports	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review ICT Plan	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Maturity Assesments	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Research	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Vision	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review Business Strategy	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Strategy	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review Existing EA Vision and Strategy	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review ICT Strategy	Define EA Vision
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review Process Modellling Standards	Develop Business
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Determine EA Impact	Develop EA Plan
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Obtain EA Plan Approval	Develop EA Plan
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Review EA Research	Develop EA Products
Enterprise Architecture Risks	Inaccurate Information	Prevent Inaccurate Information	Determine EA Impact	Develop EA Products
Enterprise Architecture Risks	Information Leakage	Correct Information Leakage		
Enterprise Architecture Risks	Information Leakage	Detect Information Leakage		
Enterprise Architecture Risks	Information Leakage	Prevent Information Leakage	Determine EA Impact	Develop EA Plan
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Page 1 of 1

- ❑ Document processes
- ❑ Standardise processes
- ❑ Manage process change
- ❑ Mitigate risk

15

Application Support

Application Process Support

Select the L1 Process   (All)

Average of Intersection   L2 Process

Application	Administer Performance Management	Administer Reporting	Administer Training and Development	Design Organisation	Develop Enterprise Architecture	Formulate Human Resources Strategy	Govern Human Resources	Manage Board	Manage Human Resources Records	Manage Information Security Services	Manage Organisational Behaviour	Plan Enterprise Architecture	Plan Manpower	Recruit Candidate	Remunerate Employee	Run Enterprise Architecture	Support Human Resources	Terminate Employee	Grand Total
AC800M Connect																			
ADAMS																			
ADMS																			
Adobe Reader			1						1										1
Adobe Writer																			
APM Software APM Framework																			
Application 1					1														1
ARENA																			
ARIS Business Architect																			
ARIS Business Designer			1						1										1
Aspect Studio																			
Iceflow GLAEH																			
Iceflow Library																			
IFS																1			1
Microsoft Internet Explorer			1						1										1
Microsoft Office			1						1										1
Microstation V8XM																			
Moritz																			
MOSAIC																			
MRO																			
MS SQL Server																			
MS Visual Studio																			
MS Visual Studio 2005 Standard																			
MS Visual Studio Model Driven Generator Integration																			
MSC Software tokens																			
MSC.Dytran																			
MSC.Easy5																			
MSC.Fatigue																			
MSC.Marc																			
MSC.Mentat																			
MSC.Nastran																			
MSC.Patran																			
Msc.Ultima Application																			
M-Space																			
Multi-Edit v9.10																			
NAKURE-99																			
Navigator																			
NJOY 99																			
Nobleg																			

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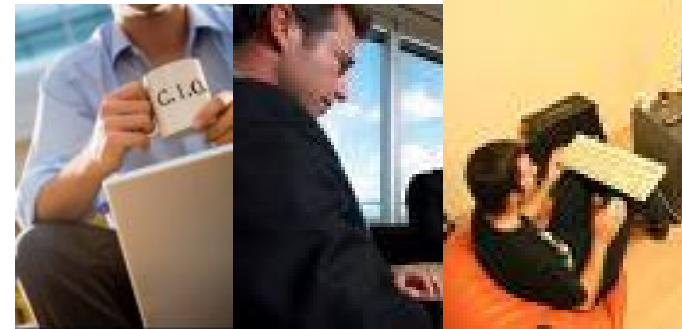
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❑ Align IT with business

16

Process

Capture

Generate

Analyse

Impact Analysis

18

Process

Capture

Generate

Analyse

Enterprise Architecture

❑ Provides an integrated approach to Business Process Management

❑ Reduces the burden of administration in a complex, regulated, multi-processes environment

❑ Creates the ease of doing business with/within the organisation

❑ "One version of the truth"

❑ Enables the proactive management of change

    ❑ identify the impact of change

    ❑ design the change

    ❑ implement the change

    ❑ maintain an audit trail (traceability)

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