



# **EA enabling Business Transformation**

Toronto Enterprise Architecture  
Practitioners Conference

20 July 2009

Paul van der Merwe

# 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

# Enterprise Architecture

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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

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To demonstrate how Enterprise Architecture can be used to:

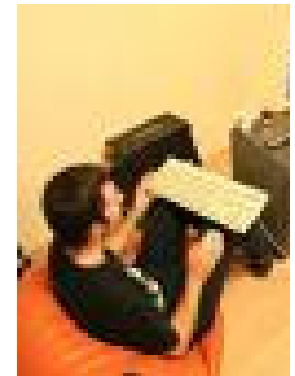
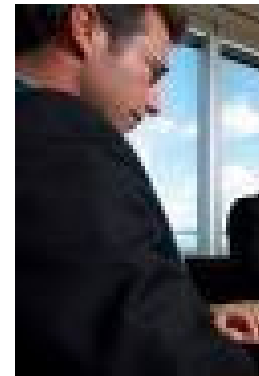
- Document processes
- Standardise processes
- Manage process change
- Enable organisational design
- Enable adherence to compliance
- Mitigate risks
- Align IT with business



# Scenario for this Presentation

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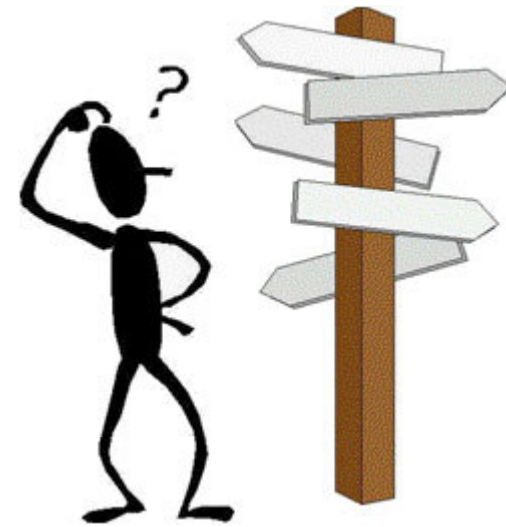
The Enterprise Architecture organisation unit is the entire organisation in this scenario. The organisation is made up of the following positions/roles:



# Problem Statement

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- ❑ Non standardised processes
- ❑ Lack of Governance
- ❑ Disconnect between business and IT
- ❑ Role Duplication
- ❑ Cumbersome and non-integrated document management
- ❑ ....



# Process



Capture



Generate



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# Process



Capture



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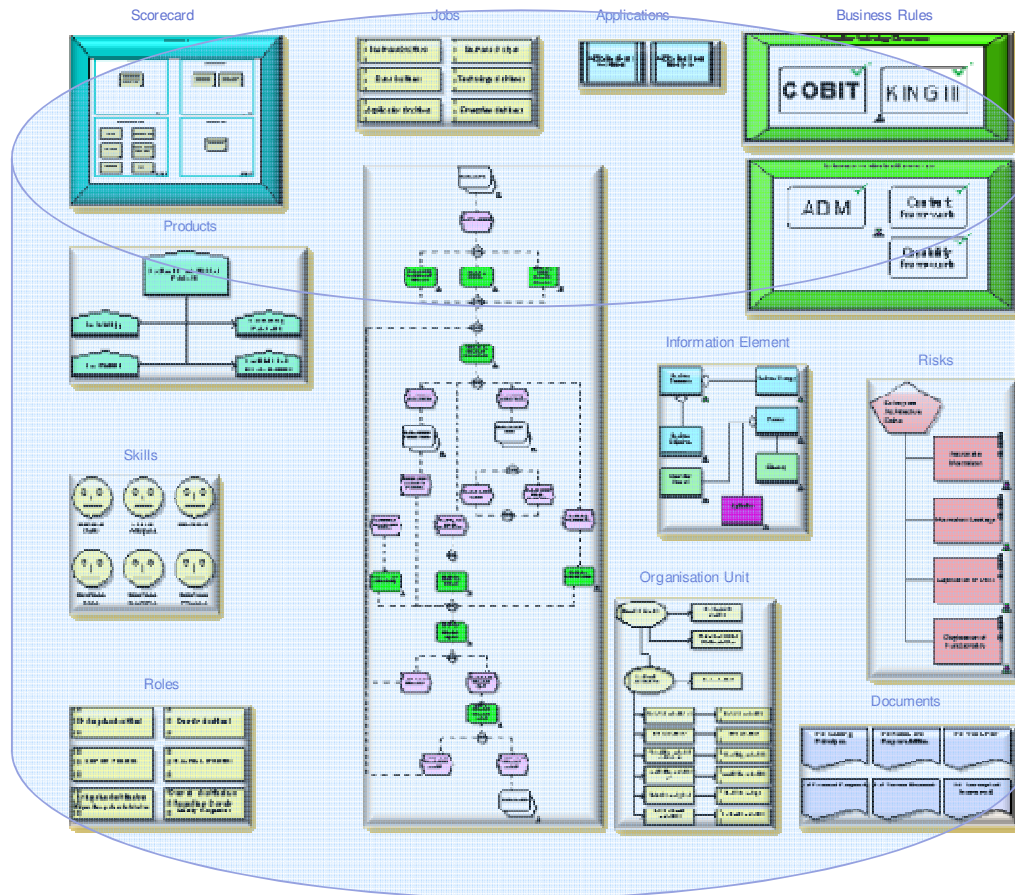


Analyse

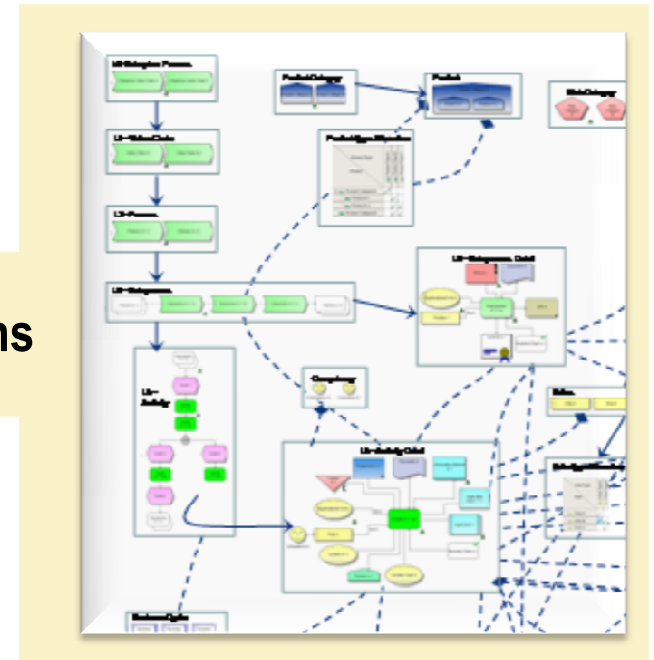




# Process Modelling



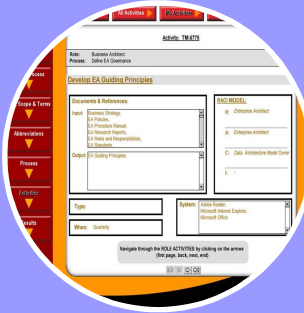
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# Process



Capture



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Analyse



# Process Guide

PBMR Proprietary Class 2 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
(Please stretch this TABLE to the bottom of the page by pressing a few ENTER's here)			
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

The screenshot displays the realIRM eLearning interface. At the top, there are navigation tabs: Background, All Activities, My Activities, Assessment, and Feedback. The main content area shows the following details for Activity TM.6775:

- Role:** Business Architect
- Process:** Define EA Governance
- Activity Title:** Develop EA Guiding Principles
- Documents & References:**
  - Input:** Business Strategy, EA Policies, EA Procedure Manual, EA Research Reports, EA Roles and Responsibilities, EA Standards.
  - Output:** EA Guiding Principles
- RACI MODEL:**
  - R:** Enterprise Architect
  - A:** Enterprise Architect
  - C:** Data Architecture Model Owner
  - I:** -
- Type:** [Empty field]
- System:** Adobe Reader, Microsoft Internet Explorer, Microsoft Office
- When:** Quarterly



At the bottom, there is a navigation instruction: "Navigate through the ROLE ACTIVITIES by clicking on the arrows (first page, back, next, end)" and a set of navigation icons. A "Quit" button is located in the bottom left corner of the interface.



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



# Job Description

25 March 2009  
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## Job Description for Enterprise Architect

**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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# Skill Matrix

realIRM Skill - Role Matrix

Skill	Enterprise Architect	Enterprise Architecture Change Leader	Enterprise Architecture Consultant	Enterprise Architecture Customer	Enterprise Architecture Domain Owner	Enterprise Architecture Repository Administrator	ICT Solution Architect Support Co-ordinator	ICT Solution Architect Specialist	ICT Solution Architect User	Information Architect Customer	Information Architect Model Owner	Information Architect Customer	Information Architecture Model Owner	Information Architecture Model Owner	Information Architecture Repository Domain Owner	Technology Architect	Technology Architect Customer	Technology Architecture Model Owner	Technology Architecture Repository Domain Owner
Architecture Principles Design	1																		
Architecture Views & Viewpoint Design																			
Asset Management																			
Attention to Detail	1																		
Benefits Analysis																			
Bigger Picture	1																		
Contract Law																			
Delivery																			
EA Best Practices	1																		
EA Enabling Technologies Administration																			
EA Enabling Technologies Modelling																			
EA Enabling Technology Application																			
EA Frameworks	1																		
EA Methods	1																		
EA Requirements Design																			
Enterprise Continuums																			
Location and Directory																			
Logical Analysis	1																		
Logical Application Modelling																			
Logical Data Modelling																			
Manage Business Change																			
Migration Planning																			
Modelling Standards and Guidelines	1																		
Negotiation																			
Network Management																			
Network Services																			
Networking																			
Operating Systems Services																			
Oral Communication																			
Organisation Design	1																		
Organisation Modelling																			
Physical Data Modelling																			
Project Management																			
Reference Models	1																		
Research	1																		
Risk Management																			
Role Design	1																		

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Organisational design



# Risk Matrix

realIRM		Risk Implementation			realIRM	
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 Existing 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 Assessments	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 Modelling 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		
Enterprise Architecture Risks	Information Leakage	Prevent Information Leakage	Determine EA Impact	Develop EA Products		

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- Document processes
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- Mitigate risk



# Application Support

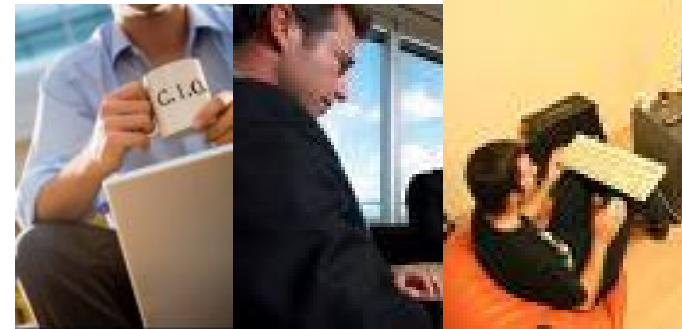
**realIRM** Application Process Support

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	Govern Human Resources	Manage Board	Manage Human Resources	Manage Information Security Records	Manage Organisational Behaviour	Plan Enterprise Architecture	Plan Enterprise	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			1						1
Microsoft Internet Explorer			1						1									1
Microsoft Office			1						1									1
Microslation V8XM																		
Moritz																		
MOSAIC																		
MRO																		
MS SQL Server																		
MS Visual Studio																		
MS Visual Studio 2005 Standard																		
MS Visual Studio Model Driven Generator Integration																		
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Misc_Ulima Application																		
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Multi-Edit v9 10																		
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NJOY 99																		
Nobleq																		

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Align IT with business





# Process



Capture



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# Process



Capture



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Analyse



# Enterprise Architecture

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- ❑ 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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