Turning Enterprise Architecture from an Expense into an Asset

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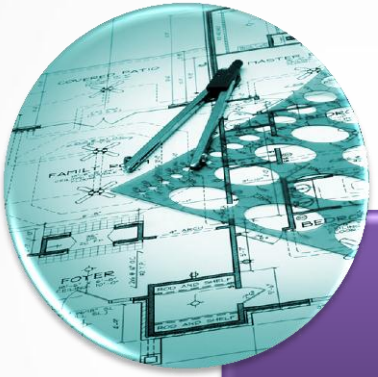
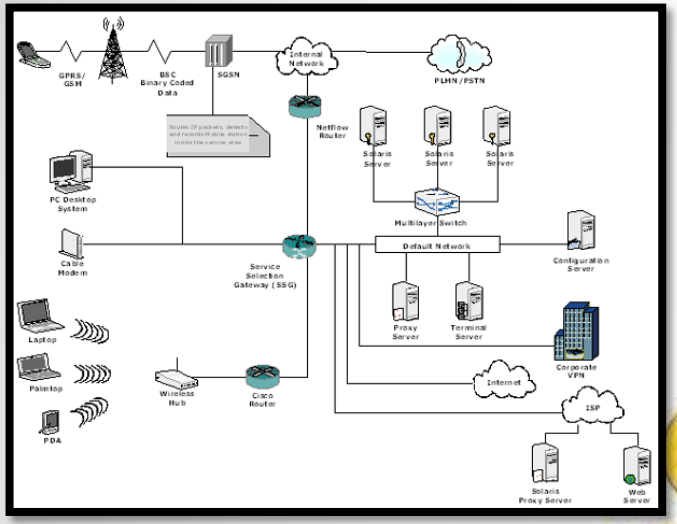
Top Management question: What is the value of EA?

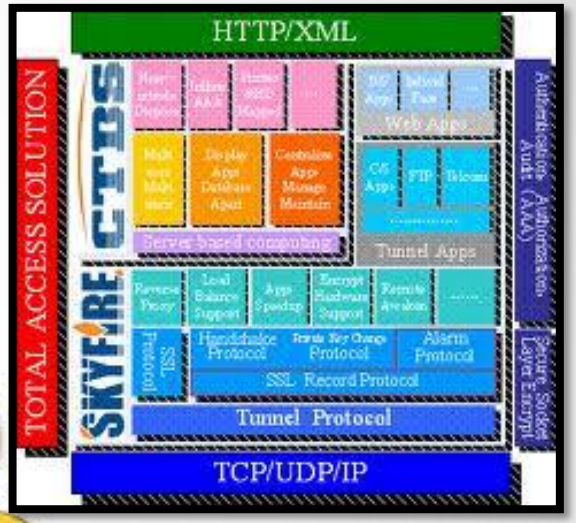


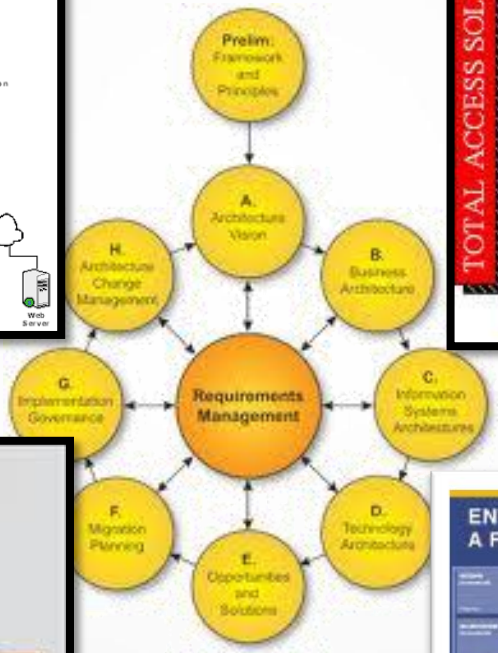
EA Practice = Expensive + time consuming

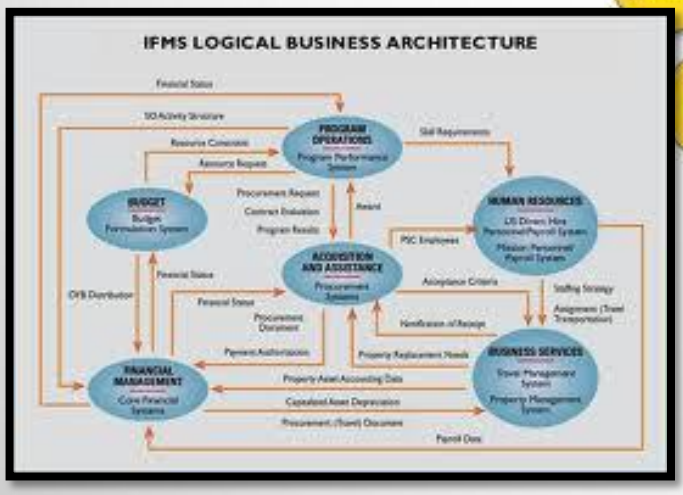
Difficult economic conditions -> Reduce costs and cut overhead

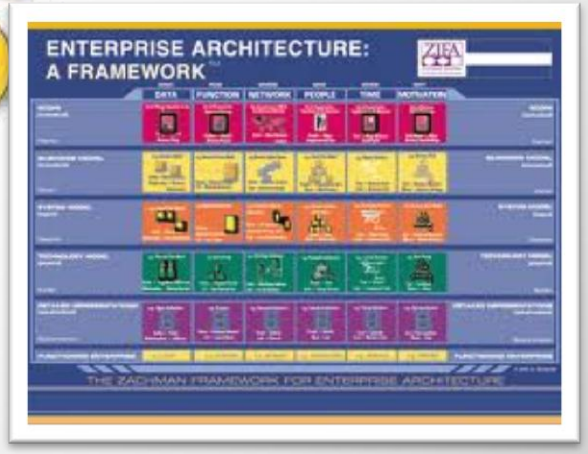
… Response from the EA Practice











… BUT the management Team expect …

Integrated information flow and operations

24x 7 availability of ICT Infrastructure

Improved efficiency through the use of ERP's

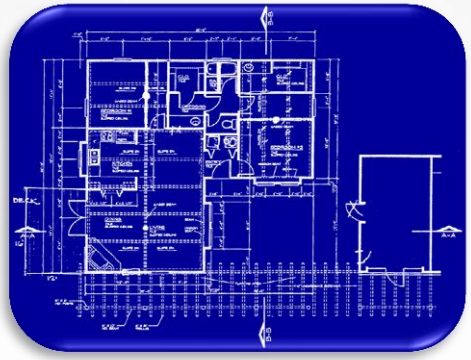
Improved Business processes

What are the EA practice really producing?

Our EA practice is creating intangible information assets, which are *non-physical resources that add value to the organisation* because they give [your business name goes here] an advantage in the market place.

Furthermore the output produced by the team support information-related activities which will be negatively affected if the architecture artefacts are removed or allowed to deteriorate."

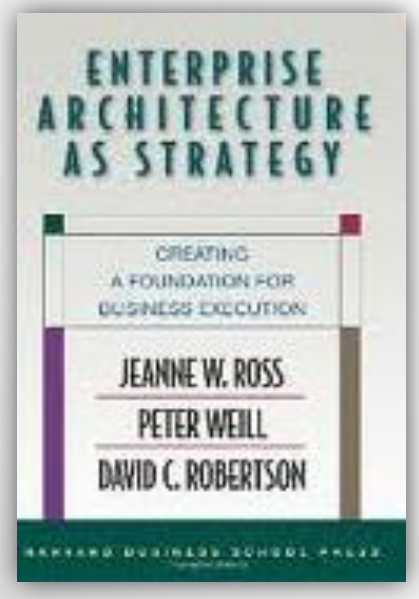
Alignment & Coordination between architecture & implementation projects



We need an Engagement Model between the Architecture & implementation team

Defining the Engagement Model for EA practice

- There are different approaches to take in defining the engagement model
- I prefer rolling certain TOGAF® 9 Architecture Development (ADM) Phases into a variation of the IT Engagement Model outlined in Chapter 6 of Enterprise Architecture as Strategy



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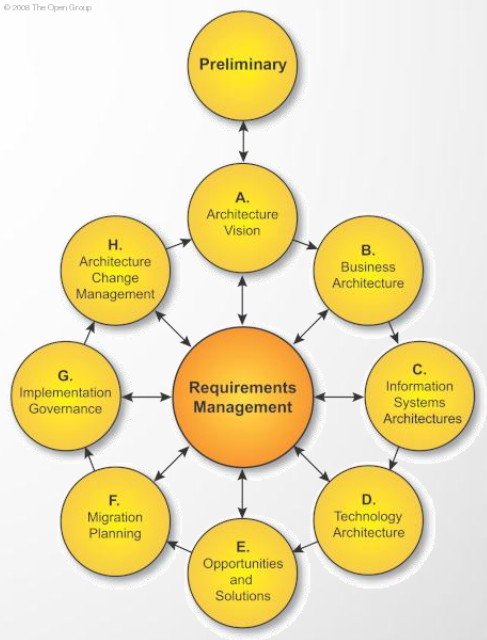


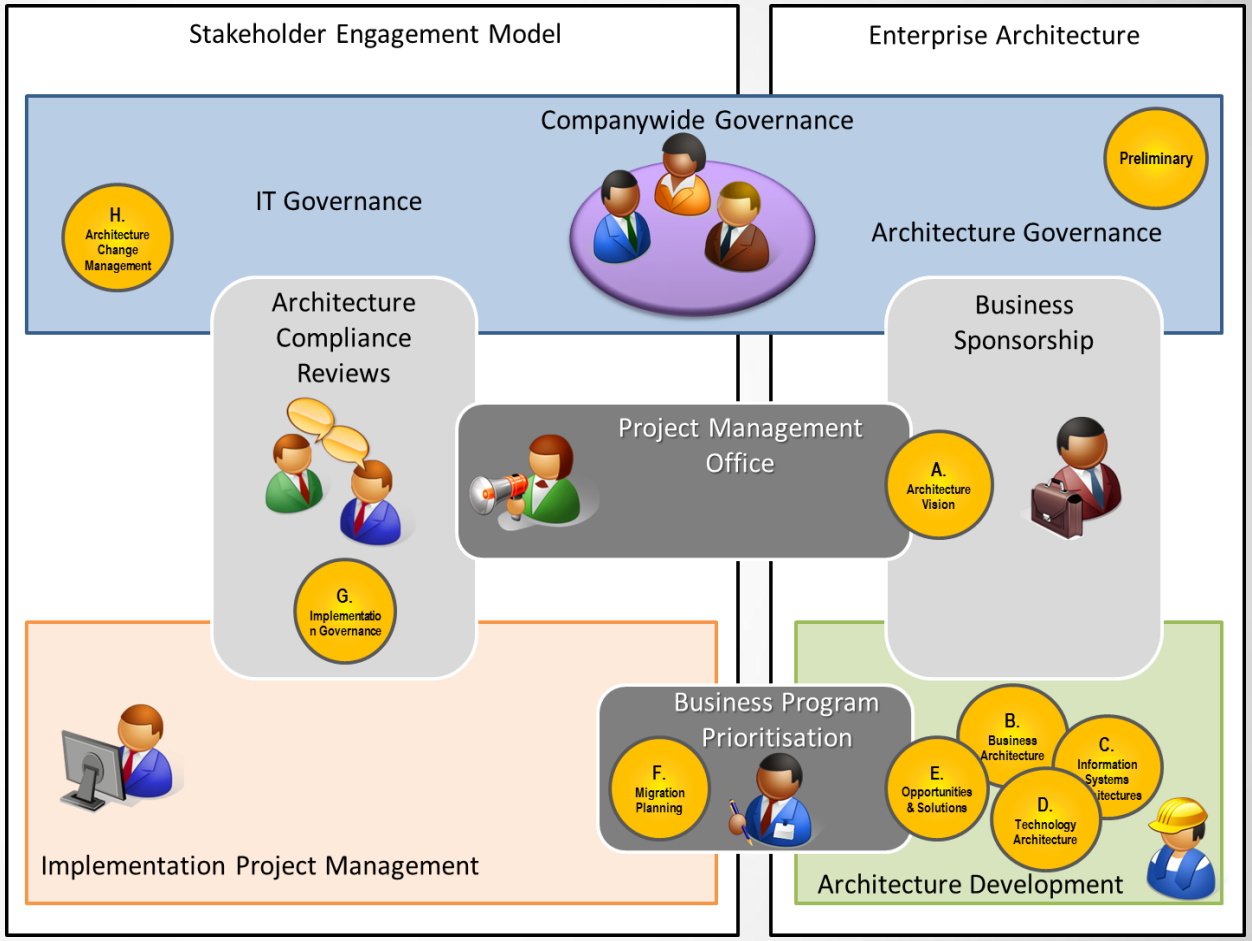
http://www.togaf.info

The Alignment & Coordination Model consists of...

1. A validated set of ***Enterprise Architecture*** deliverables developed Architecture Development framework

2. Stakeholder Engagement Model :

- A solid project management methodology
- Companywide architecture governance framework
- Business Sponsorship
- Project Management Office
- Business Project Prioritisation
- Implementation Project Management
- Architecture Compliance Reviews



Our Focus is on the Stakeholder Engagement Model

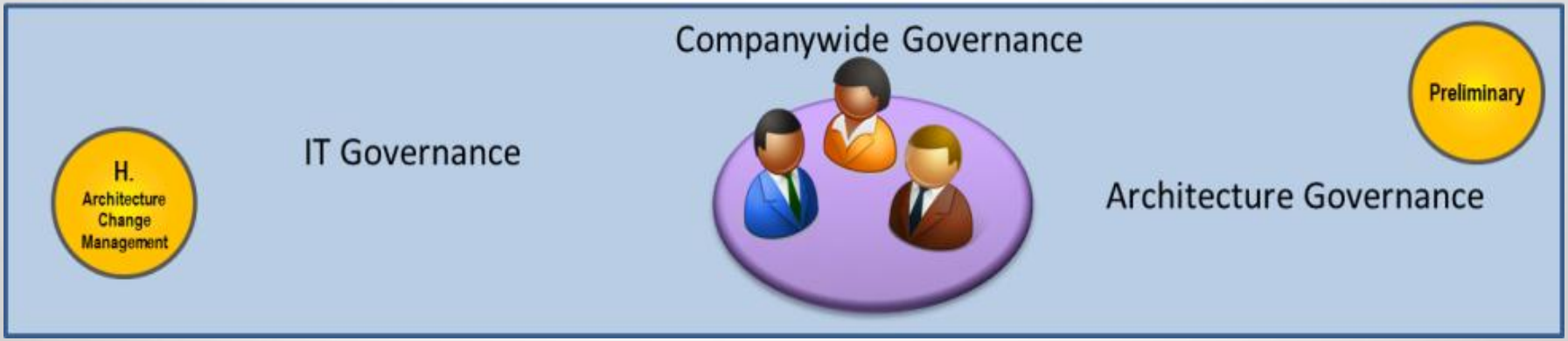
- ***The stakeholder engagement model*** is where the *architecture investment is realized* and re-use of architecture artefacts are achieved.
- The assumption is that the architecture development, with the corresponding ADM Phases are well documented and are being executed in the organisation.
- The alignment between the Business Sponsor's requirements and the architecture development process is also assumed to be governed and a minimum set of controls in place to ensure that the architecture delivered is of an acceptable standard and quality.

TIP: Use the TOGAF® 9 templates available from The Open Group https://www2.opengroup.org/ogsys/jsp/publications/PublicationDetails.jsp?catalogno=i093 in conjunction with the ADM phases to kick-start the definition of standardised deliverables.

The Stakeholder Engagement Model

The stakeholder engagement model link the company-wide governance structures with the project management structures resulting in better aligned and coordinated projects that adhere to the architectures and blueprints defined for the organization.

Step 1: Establish architecture governance on a company-wide IT Governance body



The Stakeholder Engagement Model

Step 2: Align the Business Program Prioritisation process with the Architecture Roadmap

1. **Management Framework Interactions**
   - The financial department responsible for the investment management
   - Investment management is to ensure that the organization's investment programmes deliver an economic benefit at an acceptable cost within a specified risk range.
   - If the EA processes are not aligned with the financial investment appraisal processes then the organization will not realise the benefit from the architecture initiatives.

2. **Prioritisation of the Migration Projects**
   - TOGAF® ADM Phase F ensure that all departments within the organization that are concerned with change initiatives and investment appraisals are involved with the prioritization of the enterprise architecture project portfolio.

The Stakeholder Engagement Model

Step 3: Implement standardised Project Management practices

- Without a formalised framework to manage projects, organisations will not be able to benefit from implementing Enterprise Architecture practices.
- Formal project management practices enable an organisation to reduce risk and manage change with predictable results.
- Without an enterprise project management methodology, there is no predictable mechanism to ensure that architecture blueprints are realised within the organisation.
- The TOGAF® ADM defines a core set of project management deliverables that will enable architecture practitioners to integrate project management practices in all their architecture projects.
- **The Statement of Architecture Work** and **Communication Plan** are two examples included in the TOGAF document and The Open Group also made templates available for download that will assist with the management of the architecture project. (see link on earlier page)

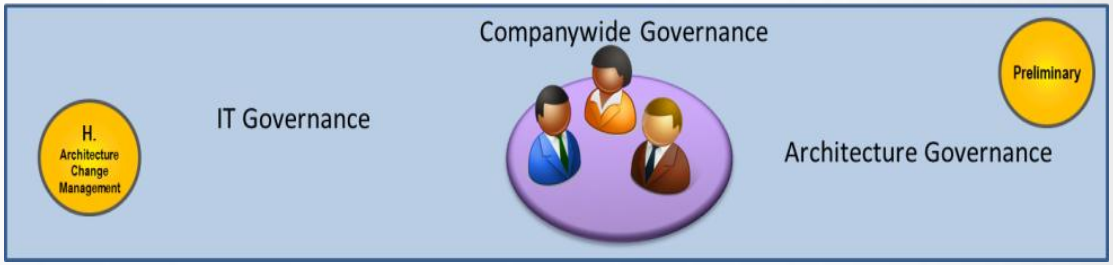
The Stakeholder Engagement Model

Step 4: Perform Architecture Compliance Reviews

- Architecture Compliance reviews are used by governance structures in an organization to ensure that the implementation projects align with the original intention of the business sponsor.
- Architecture roadmaps are realised using implementation projects that are executed throughout all departments within an organisation.
- To ensure that the projects are aligned with the blueprints and architectures follow the guidelines defined in TOGAF® ADM Phase G.
- TOGAF® also promotes the use of **Transition architectures** to assist the organization with realising value from the implementation earlier in the implementation lifecycle.
- This also minimizes the risk in the migration programme.
- Each transition architecture represents an incremental step towards the business vision, and each delivers business benefit in its own right.

In Summary

Architecture development is an expensive exercise for an organization and if the architecture are not realising value through a series of implementation projects then, the business have the right to have the Chief Architect on the red carpet to do some explaining !



As a final point:

- I believe operational changes within the organization have a big influence on the value of the architecture.
- If there is no change management or governed change processes implemented as part of the operational management framework in the organization, then the architecture value will decline very quickly.
- The proper positioning of an Architecture governance authority will counter that threat (See TOGAF® ADM Phase H for more detail).

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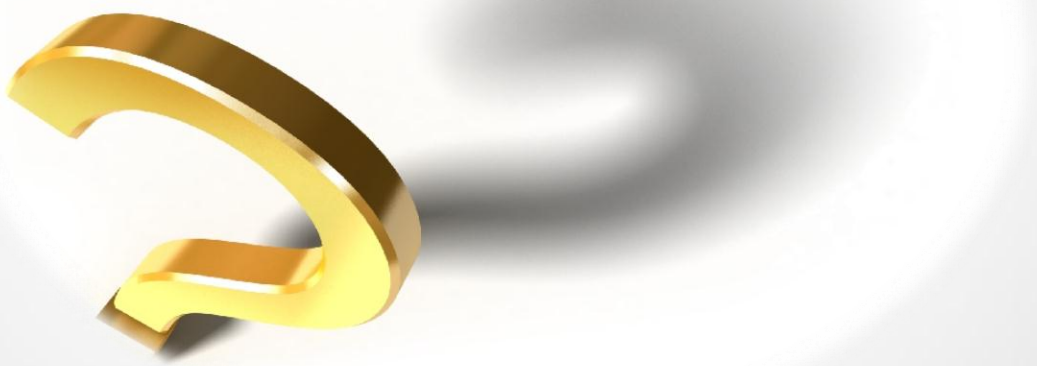
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