Creating a Successful EA Practice

20th Enterprise Architecture Practitioners Conference
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Contents

- Creating an Enterprise Architecture
- From Architecture to Architecture Management
- Internal Organization of Architecture Management
- Integration of Architecture Management with other IT-Management Processes
- Creating an Architecture Management Practice
Scenario: Optimization of the IT landscape

The analysis of an IT landscape regarding potential weaknesses, such as:
- high level of heterogeneity,
- many interfaces,
- lack of standard compliance

is done with the purpose to reduce costs and complexity, to improve business/IT alignment and reliability.
Within this analysis interaction and dependencies between components must be checked:

- Which processes, organisation units, products are supported by which application systems?
- Which dependencies are there within the application landscape?
- Which infrastructure is required for the operation of the application systems?
- Which projects are affected by possible changes?
- Which functional requirements and which standards must be considered?
An Enterprise Architecture emerges …

• in which the coherences between business, application, and infrastructure are documented.

• which depicts the requirements and standards as guard rails for a transformation process to improve business support.
An Enterprise Architecture reveals relations

...and therewith supports the planning and controlling of change processes (transformation) in a complex environment.

The quality of each decision depends on the quality of the available information.

An Enterprise Architecture is a tactical system for the support of IT-management, it consolidates loose knowledge often only existing in isolated brains and makes it generally available.
An Enterprise Architecture reveals relations

But:
Continuous maintenance and actualization are needed. The necessary knowledge is generated by the daily work – the point is to integrate the maintenance of the Enterprise Architecture into ongoing processes.

There is no lack of information, only a lack of consolidated information.
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What is an Enterprise Architecture?

An Enterprise Architecture is a structured and aligned collection of plans for the design of the IT-landscape of a company, which represents in various details and sights, structured in architectural levels (business, application-, and systems architecture), adjusted to special stakeholders (i.e. managers, planners, clients, designers), all aspects of IT-systems (e.g. data, functions, interfaces, platforms, networks), and their embedding into the business (e.g. goals, strategies, business processes, in past, current, and future specifications.

- Application Maps
- Class Models
- ...
Architecture Management: From Strategy to Implementation

- Architecture management as a management discipline covers planning, organization, controlling and steering of enterprise architecture development.
- Architecture management aligns IT to the business and ensures the correct and reliable transformation from strategy to implementation.

Enterprise Strategy
- Objectives
- Constraints
- Organization
- Processes
- Products
- ...

Implementation
- Applications
- Frameworks
- Patterns
- Infrastructure
- Platforms
- ...

Architecture Management

Business Plan
IT-Applications
IT-Infrastructure
“Bridging the gap”

Enterprise Architecture House

**Organization**
(principles, roles, functions, boards, reporting procedures, resource allocation)

**Processes**
(strategic processes (e.g., application portfolio), operational processes (e.g., software architecture design), workflow)

**Information**
(EA entities, relations between strategic and operative topics, stakeholder-specific sights)

**Application system**

**Platform**

**Process**

**Service**

**Enterprise Strategy**
- Objectives
- Constraints
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- ...

**Implementation**
- Applications
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your IT in line with business strategy
Customers and Markets of Enterprise Architecture Management

Exemplary Services:
- Business Support Maps
- Analyses (e.g. IT-Cost, Value Contribution, Time To Market)
- Roadmaps (IT-Transformation)

Exemplary Services:
- Impact Analyses
- Architecture fact sheets (application, platform, project)
- Reports (e.g. Interfaces, components)
- Reference architectures

Exemplary Services:
- Application and Infrastructure maps
- Analyses (e.g. impact, cost, risk, complexity, heterogeneity)
- Housekeeping plans

Exemplary Services:
- IT-standards’ portfolio
- Standards’ mgmt. process
- Analyses (e.g. life cycle, usage, risk, continuity)

Your IT in line with business strategy
Example: EA Model Maintenance

EA model maintenance as a prerequisite for effective transformation planning is done through the following channels:

- Automatically from electronic sources. Share depends on overall IT maturity, process integration and culture.
- Manually by architects.
- By data stewards embedded into daily work.
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Architecture Management Processes

**Strategic Architecture Management**
- Plan and develop EA
- Plan and develop IT landscape
- Plan and develop business architecture

**Operative Architecture Management**
- Plan and develop application architecture
- Plan and develop systems architecture
- Plan and develop standards & reference architectures

**Enterprise Strategy**
- Objectives
- Constraints
- Organization
- Processes
- Products

**Implementation**
- Applications
- Frameworks
- Patterns
- Infrastructure
- Platforms
EA Meta Model

- Documentation of correlations between business, IT – applications and IT-infrastructure
- This model is the “map of maps” and aggregates existing models
Organization of Enterprise Architecture

Enterprise Architecture House

EA roles
- Enterprise Architect
- Software Architect
- ReUse Manager
- ...

Organizational principles & patterns
- EA Organization (centralized, diversified, distributed, decentralized)

Committees
- Architecture board
- Sounding board
- ...

Marketing patterns
- EA motivation
- EA goal setting
- EA information
- ...

Critical success factors
- Bridging the gap –
- diversify /distribute EA functions
- ...

Best practices
- Find a mentor
- Decentralize architecture development
- Concentrate on low hanging fruits
- ...

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your IT in line with business strategy
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A comprehensive Architecture Management is ...

- Customer- and value-oriented.
- Operatively and strategically aligned.
- Cross-linked with other IT Management Processes.

IT-Strategy

- IT-Processes
- IT-Strategy
- IT-Organization
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Cross-linking of IT Management Processes I

- Demand Management
- Service Management
- Program & Project Management
- Portfolio Management
- Architecture Management
- Risk & Security Management
- Quality Management

Processes:
- Quality Management
- Architecture Management
- Portfolio Management
- Service Management
- IT-Financial Management

Links:
- Demand Management to Service Management
- Service Needs
- Maintenance Needs
- Architecture Draft
- Task
- Housekeeping Needs

- Program & Project Management to Quality Management
- Risk & Security Management
- Compliance-Check
- Sec.-Check
- Deploym.
- Gate

- Portfolio Management to Risk & Security Management
- Architecture Draft
- Task
- Housekeeping Needs

- Architecture Management to Risk & Security Management
- Compliance-Check
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- IT-Financial Management to Demand Management
- Budget
- Initiatives
- Q-Gate

- Quality Management to Risk & Security Management
- Q-Gate

- Service Management to IT-Financial Management
- Budget
- Initiatives
- Q-Gate

- Risk & Security Management to IT-Financial Management
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Cross-linking of IT Management Processes II:
Project Initialization (Example)

**Demand**
- Demand Management requires Solution Proposal (e.g. appropriate Reference Architecture incl. heuristics, new architecture scenario) in order to complete project proposal.

**Enable**
- Architecture Management requires security check.

**Supply**
- Proposal for solution
- New Order
- Sec. Check
- Design Appr.

**Process Steps**
1. Demand Management presents project proposal to Portfolio Management.
2. Demand Management establishes new project.
3. Demand Management requires Solution Proposal (e.g. appropriate Reference Architecture incl. heuristics, new architecture scenario) in order to complete project proposal.
4. Develop solution proposal.
   - Identify architecture determining factors from requirements.
   - Prioritize architecture determining factors.
   - Evaluate reference architectures for usable architecture scenarios.
   - Evaluate solution alternatives.
   - Evaluate architecture scenarios.
   - Specify favored architecture scenario.
   - Derive business case.

**Roles**
- Responsible: Operational Architect
- Participating: Analyst
- Coordinating: Strategic Architect

**Input**
- Recent State: Existence and estimate of the completeness
- Requirements: Existence and estimate of the completeness
- Documentation on expected benefit: Existence and estimate of the completeness

**Output**
- System short description: Existence; Evaluation of the expected degree of performance and coverage of the requirements;
- Solution alternatives: Existence; Quality of documentation, especially documentation of decision reasons
- Business Case: Existence; Estimate of the completeness
- Quality of the process of developing solution proposal
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Growing Significance of Architecture

Architecture is not only subject to operational (project-) objectives, but also and more to strategic challenges: Business-IT-alignment, monitoring and controlling of IT compliance to legal requirements (e.g. Sarbanes-Oxley).

The road leads from solution architecture development to overall and strategic controlling of enterprise architectures.

The focus of Architecture on a single project must expand to the enterprise-wide application landscape to meet the requirements on consolidation, re-use, and standardization.
Roadmap: From ...
Thank you for your attention!

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