

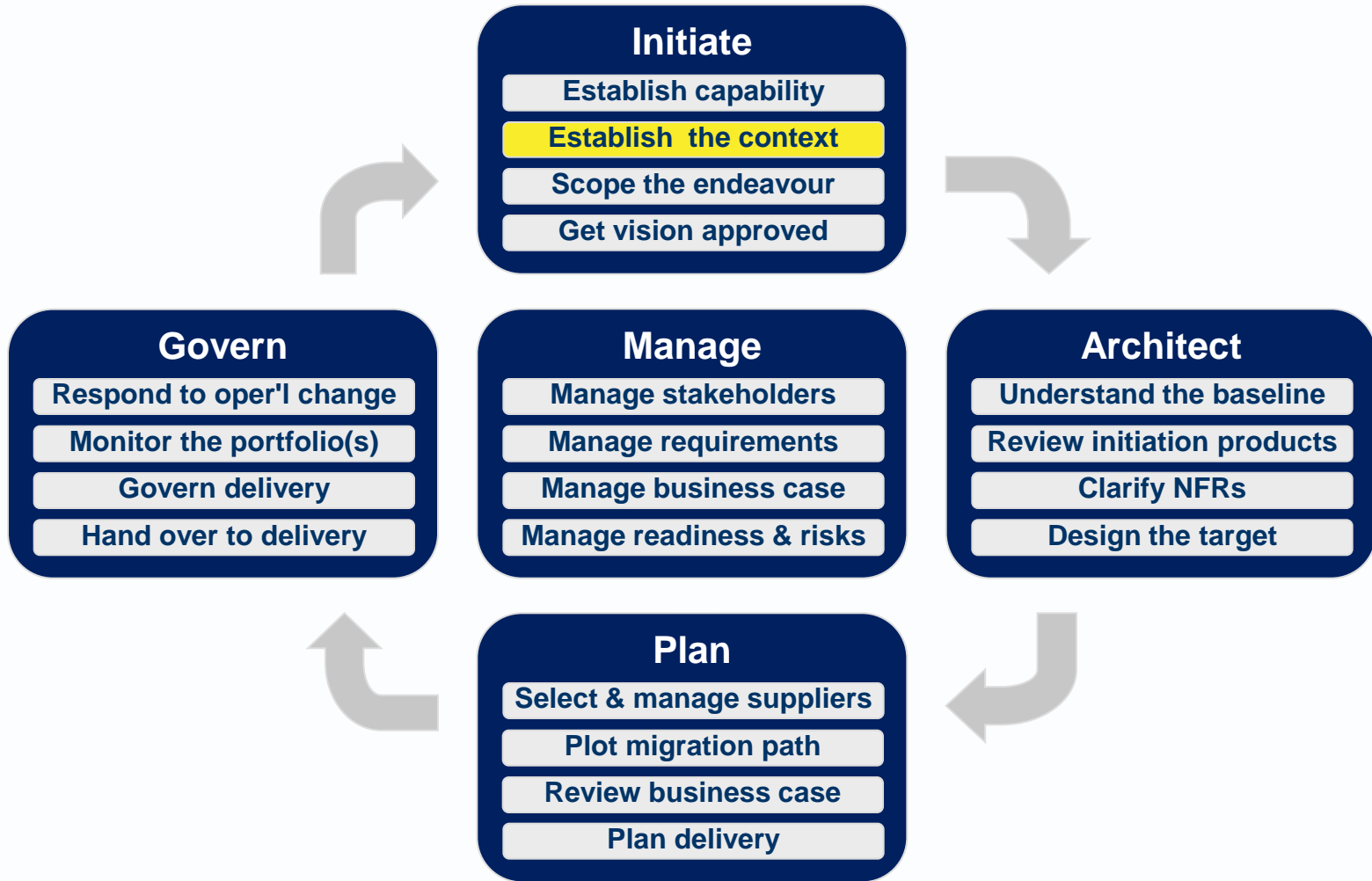
Avancier Methods (AM)

INITIATE

Establish the context

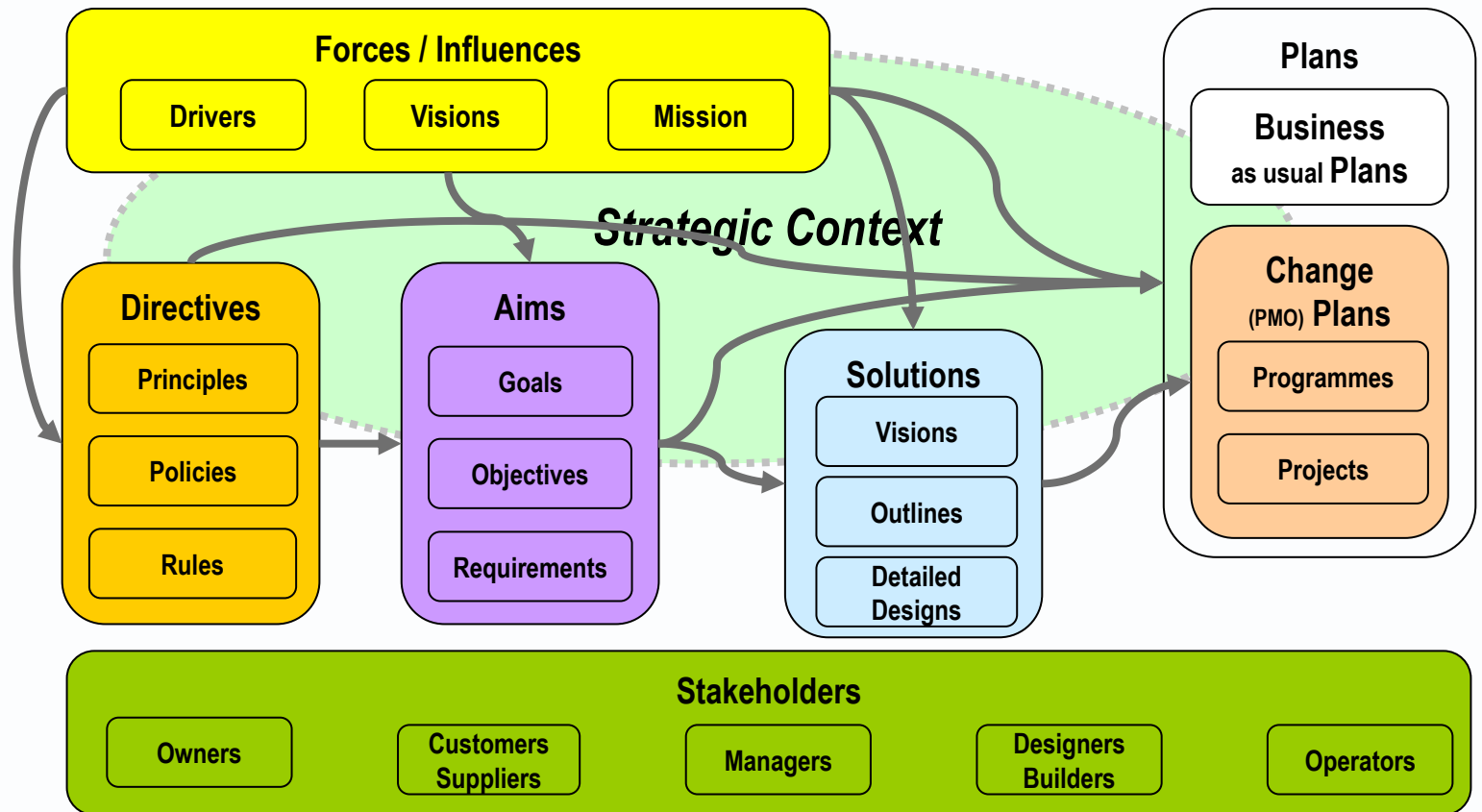
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Establish the context (AM level 2)



Establish the context (AM level 3)

1. Study the strategic context
2. Establish strategic directives and goals



Enterprise architects work in a strategic context

- ▶ “EA” is a term coined years ago to label the modelling of an enterprise as a system, so as to optimises its many distinct system
- ▶ To succeed, EA must address the
 - The strategic context
 - The human context, culture, capability etc..

- ▶ “In some organizations, the enterprise architects
- ▶ have been moved to or work very closely
- ▶ with the strategic direction groups.”

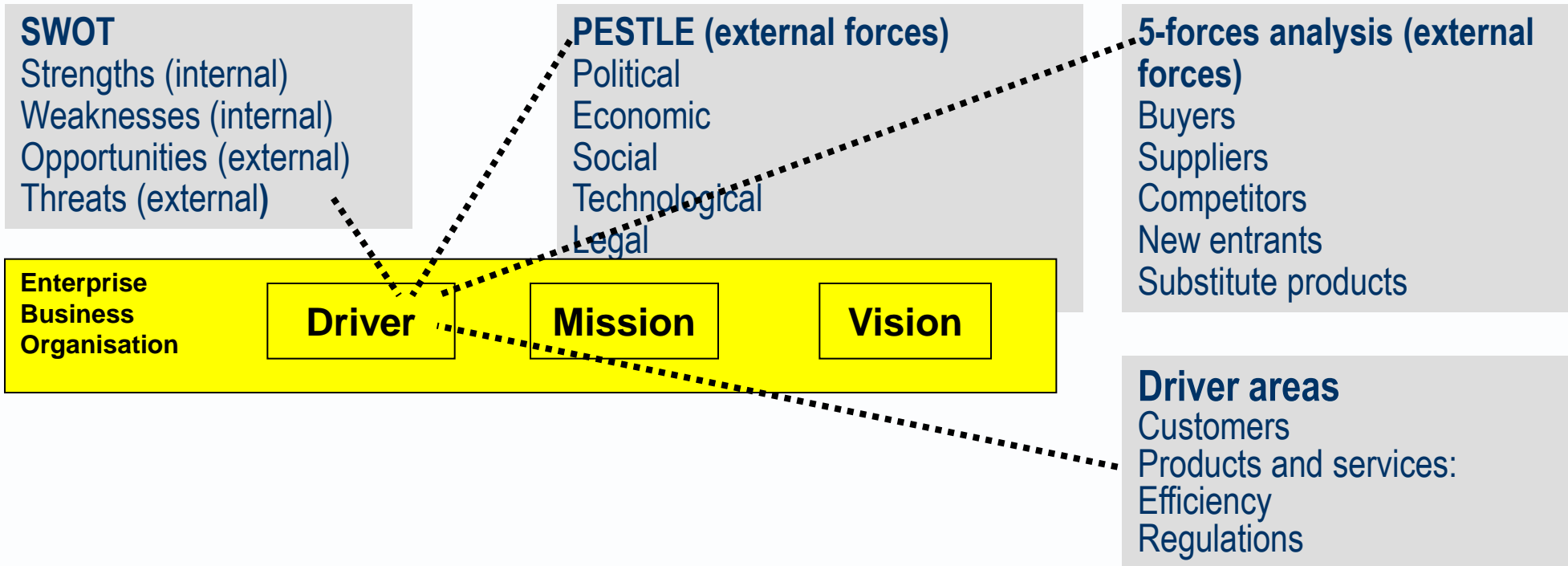
TOGAF 9.1

Look for the forces that drive strategic thinking



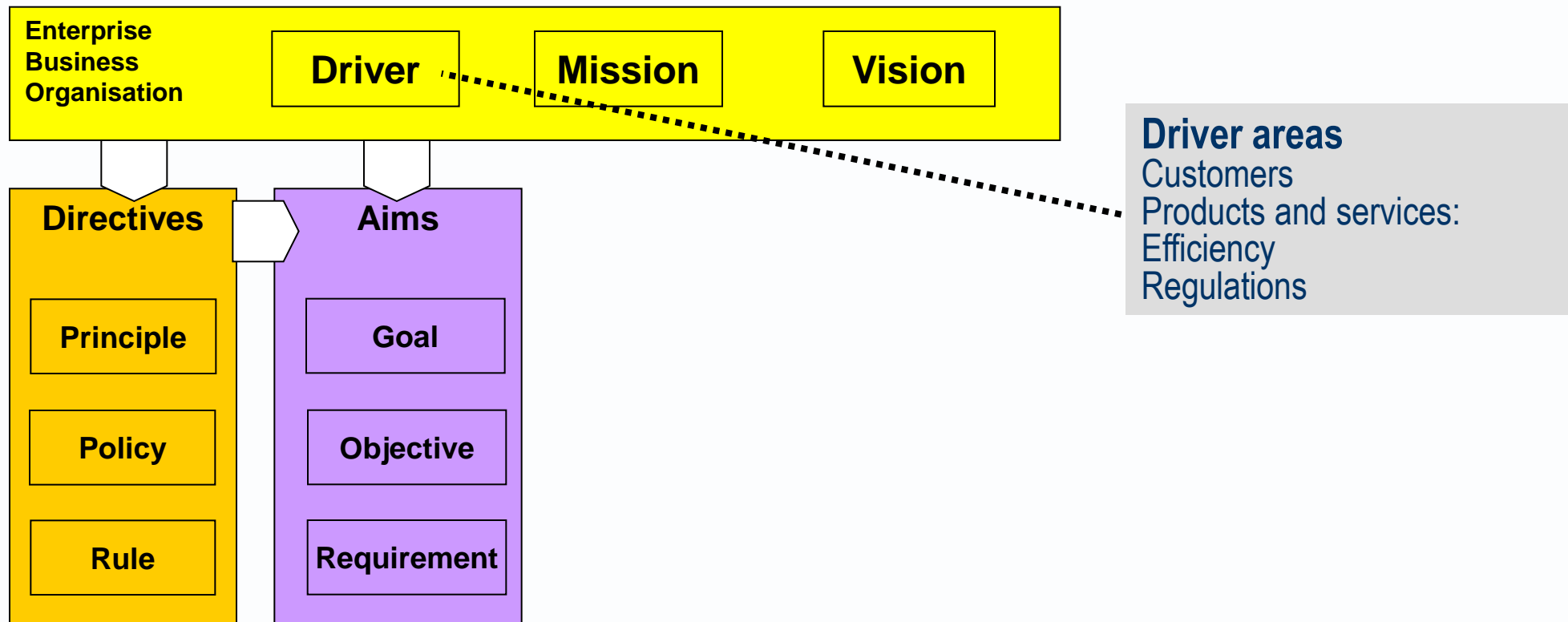
- ▶ Drivers are pressures – external or internal - e.g.
 - the threat of increased competition from a new entrant to the market;
 - high turnover of staff, with negative reports in leaving interviews;
 - increased media attention to embarrassing “loss” of citizen data.

Look for drivers



Look for associated directives and aims

- ▶ Drivers stimulate enterprise leaders to define aims and directives for change activity.



Examples of aims in each of four driver areas

- ▶ Customers: attract new customers and leverage existing ones
 - provide a rewarding and consistent customer experience
 - instantly recognise a customer, their situation and potential needs
 - show care for and partnership with customers.
- ▶ Products and services: increase innovation, reduce lead times
 - look at re-use and lessons learned
 - measure customer demand and ROI
- ▶ Efficiency: focus on quality as the primary driver.
 - optimize internal processes (TQM)
- ▶ Regulations: meet legal and compliance requirements
 - identify relevant stakeholders
 - agree objectives with regulators and other compliance bodies
 - capture auditable evidence to prove compliance.

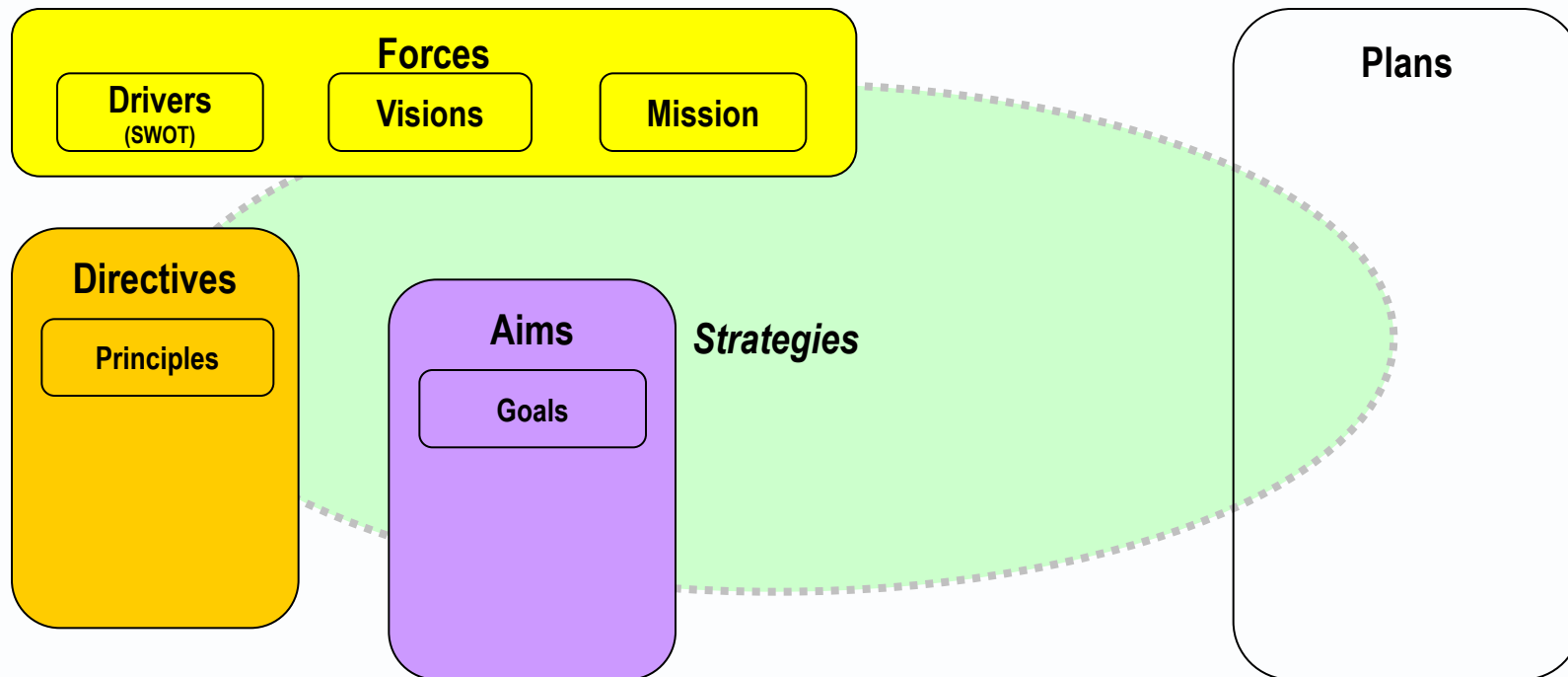
Assess capabilities needed to address drivers

▶ What capability dimensions to focus on?

Capability dimension Driver	People	Process	Technology
Customers	3	3	2
Products/Services	2	2	2
Efficiency	1	3	3
Regulations	1	3	2

Look for what strategies exist

- ▶ A strategy should include
 - Highest-level, most abstract, goals, principles and plans
 - Longest-term visions (even if “stay the same”)
- ▶ May or may not imply architectural transformation.



Look for the business strategy

Forces

Drivers, mission, vision.



Business Strategy

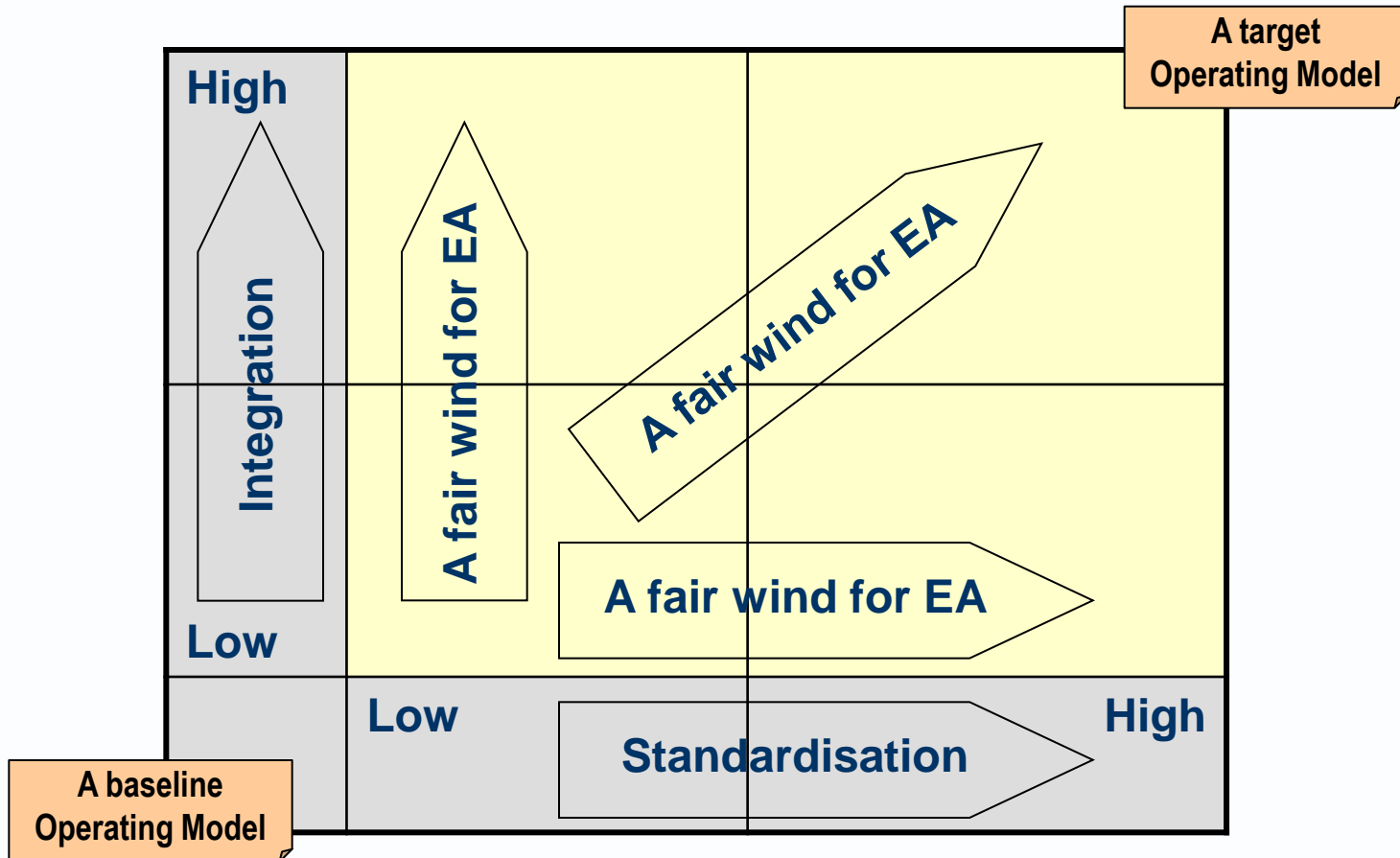
What business services do we provide now? To whom? Why? When? For how much?
What services should we provide in future? To whom? Why? When? For how much?

- ▶ Really – just vision statements
- ▶ Collaborate with Strategic Partners
- ▶ Become a Global Player in New Markets
- ▶ Increase Margins
- ▶ Maximize Returns from Existing Assets
- ▶ Maximize Opportunity/Mitigate Risk
- ▶ Drive Growth in New Product Introductions

- ▶ Source: 2007 AMR Research/Consumer Goods Technology

Look for the desired “operating model”

- ▶ As defined in “EA as Strategy” (See other presentation)



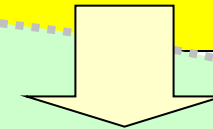
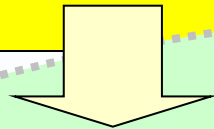
Forces

Forces on business

External drivers, regulations
Market forces
Sales figures and forecasts
Innovations and opportunities
SWOT and PESTLE

Forces on IS and IT

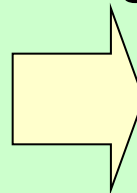
Duplicated resources
Pressures on budget
Outsourcing
Innovations and opportunities



Strategies

Business strategy

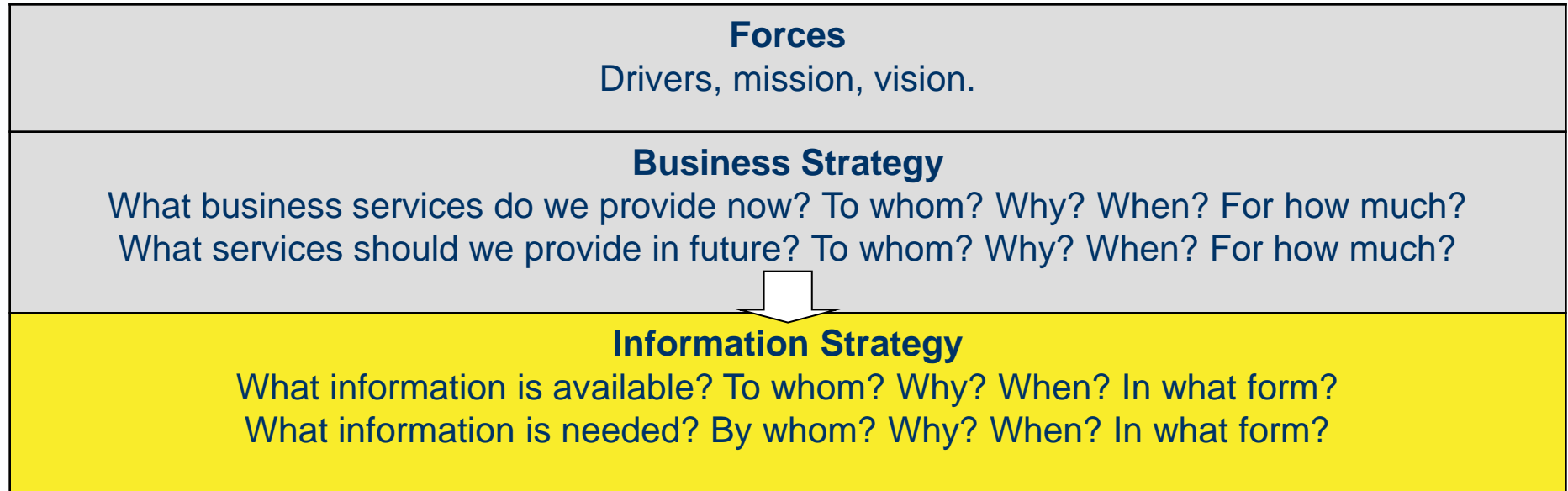
Business services
Business processes
Business organisation
Business locations



IS Strategies

Information/data strategy
Data Quality strategy
Applications strategy
IT Strategy
Platform services & technologies
ITSM organisation & locations

Look for the information strategy



- ▶ Every business needs information and data

- ▶ The Information Strategy must
 - be aligned to the needs of the business
 - be flexible enough to accommodate change
 - deliver benefits incrementally during its implementation
 - address tactical (MIS) and strategic (BI) information needs

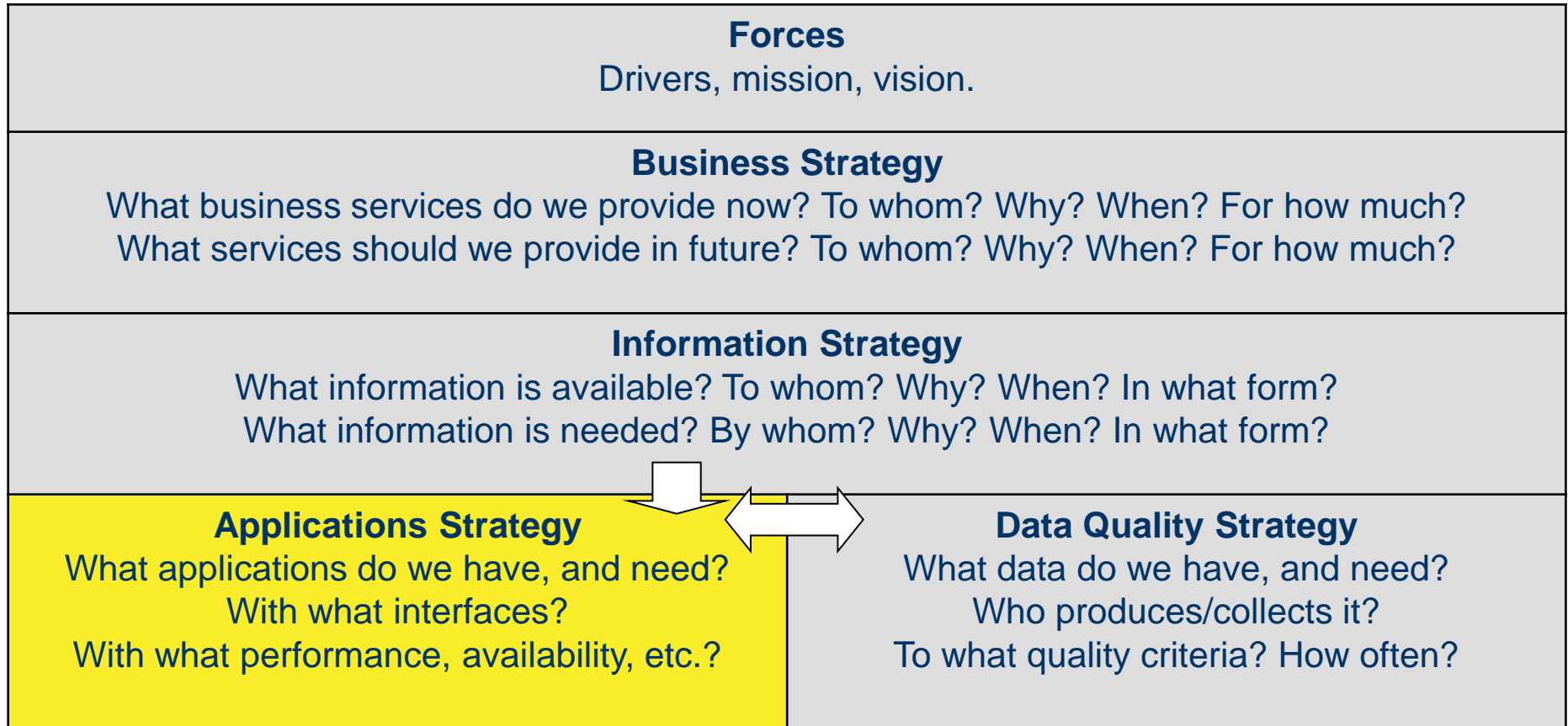
Information includes all of

- ▶ structured data in data stores
- ▶ unstructured data
 - (reports, e-mails, graphics, video, audio)
- ▶ data from external and internal sources
- ▶ data derived from those sources
 - (analyses, reports, executive dashboards, etc)
- ▶ interpretations of data
 - (w date, time and circumstances).

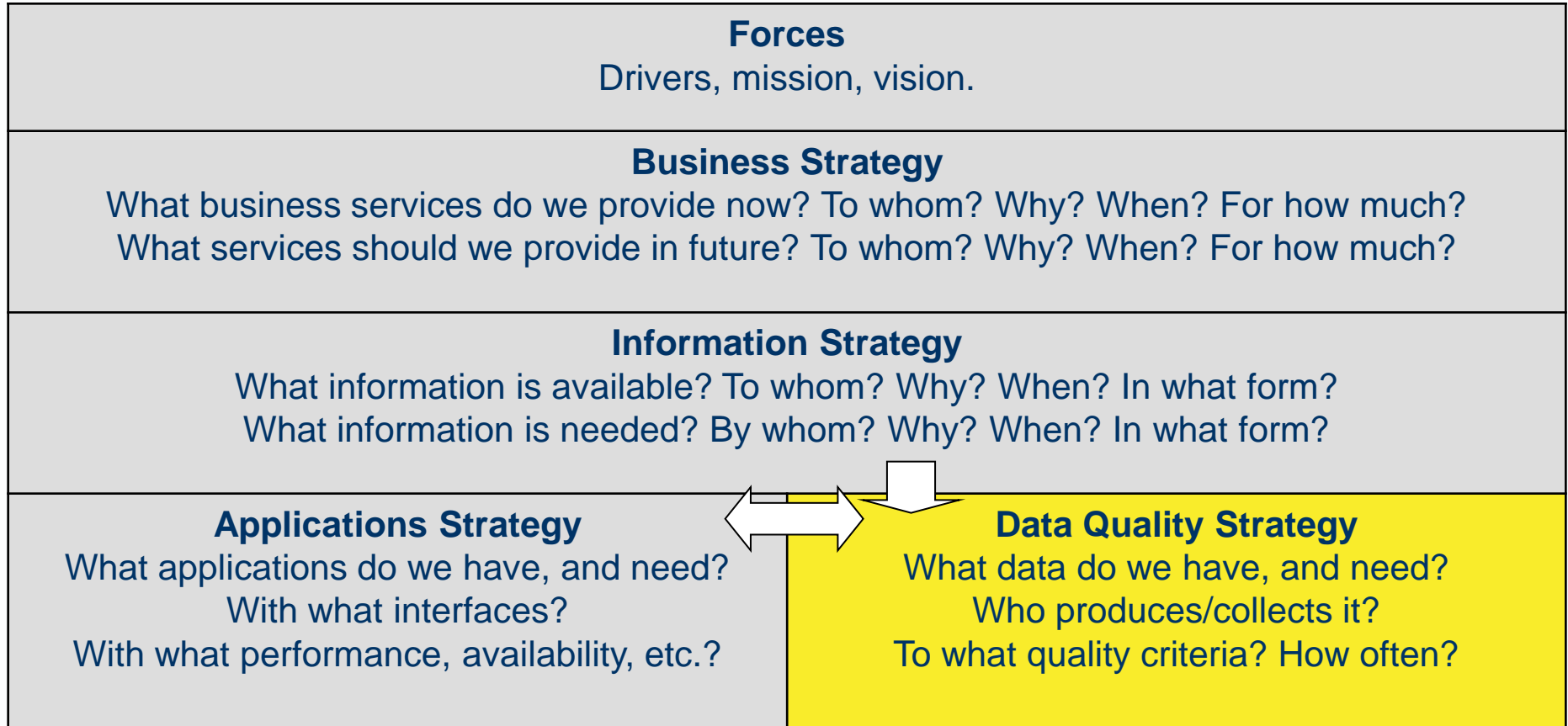
An Information Strategy should deliver

- ▶ understanding of the business' information resource
 - and any gaps that need to be plugged
- ▶ ways to maximise business benefit from information
 - and any investments required to do so
- ▶ who needs what information, when, where and in what for
 - and how to make sure they get it
- ▶ convergence with the overall business Strategy
 - and flexibility to change with it.

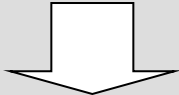
Look for the applications strategy



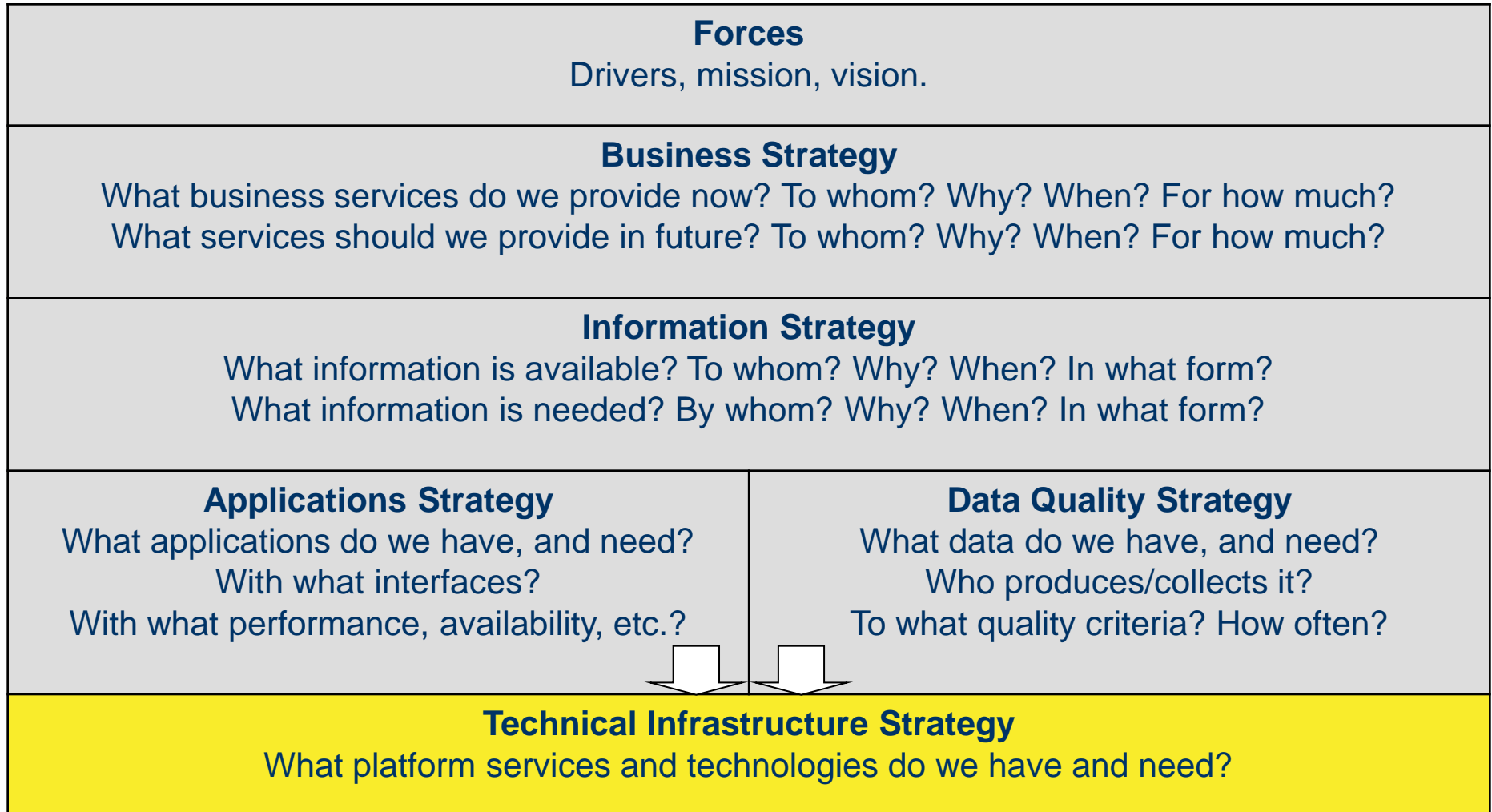
Look for the data quality strategy



Information strategy as a driver for data quality strategy

Information Strategy 	Business needs. Data qualities.	Single sourcing. Ownership/Stewardship.	The information management organization
Data Quality Strategy	Canonical Data Model, Data Cleansing,	Data Mastering Policies,	The information management organization

Look for the technical infrastructure strategy



A wider cross-organisational IT strategy

- ▶ Old UK Gov ICT strategy (14 strands of delivery)
<http://www.cabinetoffice.gov.uk/cio/ict.aspx>
- ▶ Common infrastructure
 - Public sector network
 - G-Cloud
 - Data Centre
 - Government Application Store
 - Shared Services
 - Common Desktop
- ▶ Common Standards
 - Architecture and Standards
 - Open Source, Open Standards, Reuse Strategy
 - Greening Government ICT
 - Info Security and Assurance
- ▶ Common Capabilities
 - Professionalising IT-enabled change
 - Reliable Project Delivery
 - Supply Management
 - International Alignment & Coordination

Typical IT Transformation Savings

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- ▶ Total savings of 40%-50% of IT spend are possible using a holistic program focused on
 - ▶ Strategic outsourcing of 80%
 - ▶ Application and Infrastructure Rationalization
 - ▶ Demand Management Best Practices
 - ▶ Retaining 20% in-house

Strategic Outsourcing of 80%

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- ▶ outsourcers need to be strategic partners, not just body shops
- ▶ an incentive-based, performance-driven model to capture ongoing value
- ▶ a clear set of delivery and continuous improvement metrics, with gains accruing to both parties.
- ▶ a transparent set of motivators for the strategic partner to drive value into the relationship in a systematic, ongoing manner
- ▶ governance mechanism, metrics, and processes to manage the relationship are rigorously co-developed, with shared accountability for results.

- ▶ IT environments are often characterized by localized applications, infrastructure, and data that increase costs and inhibit collaboration.
- ▶ Classify applications and services as mandatory or discretionary
- ▶ Examine discretionary to identify opportunities for simplification and rationalization
- ▶ Optimise remaining applications and services by considering more efficient options and varying service levels.
- ▶ Standardize and consolidate hardware not required locally – and virtualize

Demand Management Best Practice

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Typical IT Organization Processes

Varied processes by operating company, governance forum, steering committee, and project phase
Portfolio management confined to operating company or steering committee levels and not widely communicated
Limited visibility over major initiative pipeline and short-term resource planning

Performance Measures

Inconsistent use or lack of performance measures
Limited use of SLAs, project scoring mechanisms, and project phase reviews

Portfolio and Project Management Tools

Need for standard tools within and across operating companies
Lack of a cross-enterprise project view throughout the project life cycle
No linkage between incoming/forecasted demand and resource capacity

Accountability

No ultimate senior management level authority
Tiered decision structure consisting of disjointed governance forums with little collaboration
Emergence of steering committees with executive sponsorship as stand-alone governance forums
Unclear project paths and ownership

The Streamlined IT Organization Processes

Standardized processes for each project phase from demand capture to post-implementation review
Active portfolio management at both the operating company and enterprise levels
Thorough communication of major initiative forecasting to facilitate long-term resource planning
Rapid approval process for critical initiatives

Performance Measures

Standardized performance measures for resource base and demand
Scorecard views, standardized business cases, and standardized performance reviews at each project milestone
Rewards for joint business/IT success

Portfolio and Project Management Tools

Standardized tools for each step of the project life cycle
Integration of tools to provide an enterprise view and monitoring capability
Demand/supply balance facilitated by cross-enterprise tracking mechanisms

Accountability

Ultimate authority of one forum
Tiered decision structure that spans from corporate strategy level to implementation level
Collaboration between governance structures
Clearly defined decision rights and accountability

▶ Retain only

- Architecture and standards
- Strategic sourcing, procurement and vendor management
- Process improvement and performance management
- Program management
- Employee training and development
- Security planning

Study the human context, capability and culture



- ▶ Edited from TOGAF 9.1
- ▶ 1. Integrate EA into overall corporate culture.
 - Into other management and engineering frameworks
- ▶ 2. Understand the business context.
 - the stakeholders for any EA change (their key issues and concerns),
 - the intentions and culture of the organization,
 - exec-level business directives, business imperatives, business strategies, business principles, business goals, and business drivers.
- ▶ 3. Assess the business capability.
 - You should understand the baseline and target capability level of the business.
 - What is the capability level of the business as a whole?
 - Where does the business wish to increase or optimize capability? To develop?
- ▶ 4. Assess the business transformation readiness.
 - The most important dimension of change is the human element.
 - Understanding the readiness of the organization to accept change, identifying the issues, and then planning to deal with them is key to successful architecture transformation.
 - This will be a joint effort between EA others engaged in business change, including HR, line of business managers, and IT service management.
- ▶ 5. Determine business change attributes.
 - You should determine how the EA can be best implemented to take advantage of the organization's business culture; and so, you need to assess the organizations involved, their culture, and abilities.
- ▶ 6. Assess the transition capabilities of the business and IT organizations.
 - You should conduct an assessment of the business and the IT organization to address the organization and culture of the business, and its people's skill sets, to be sure they can handle a transformation.

Study the strategic context summary

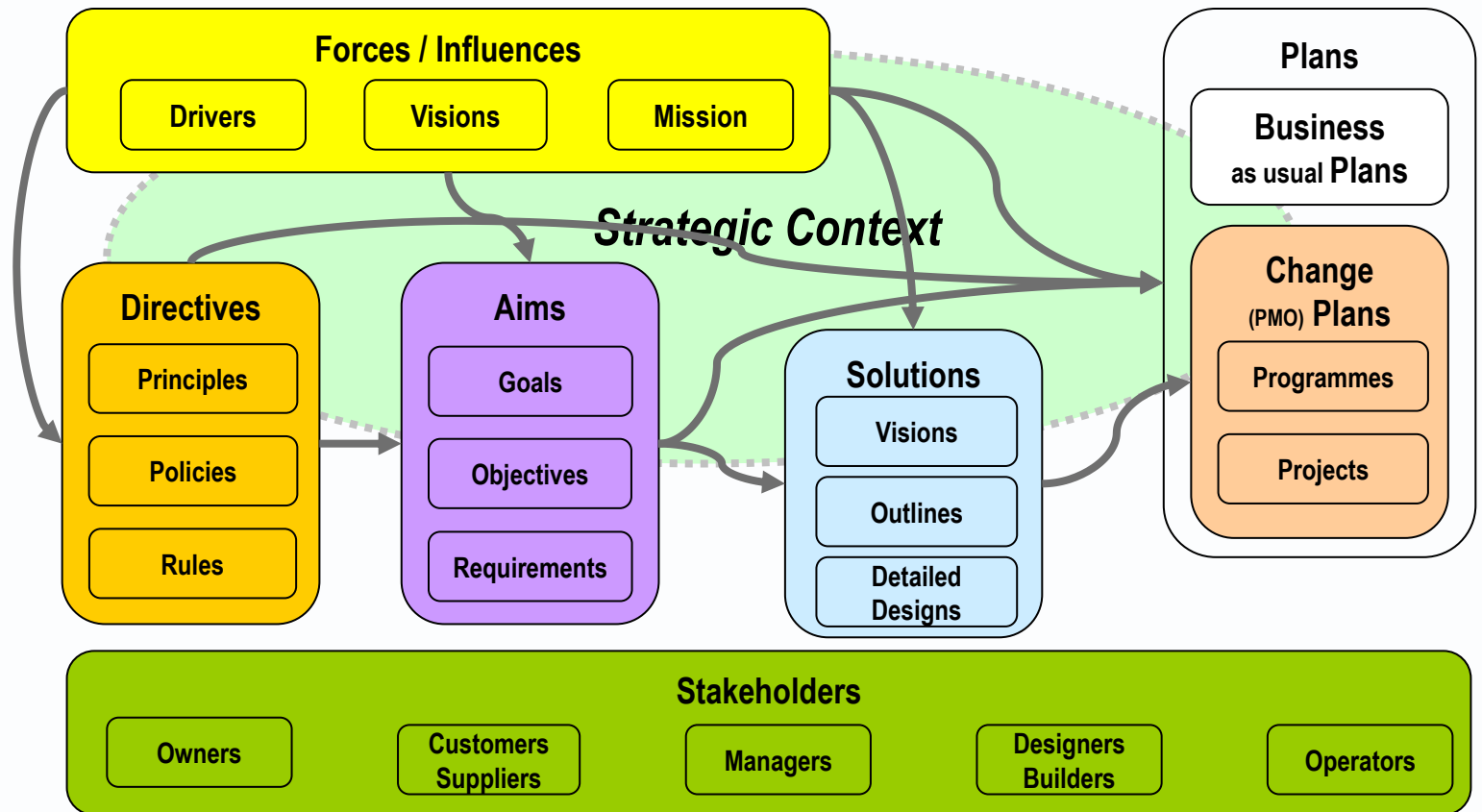
- ▶ Look for the forces that drive strategic thinking
 - Look for drivers
 - Look for directives and aims
- ▶ Look for what strategies exist
- ▶ Look for the business strategy
- ▶ Look for the desired “operating model”
- ▶ Look at IT strategy in the broad
 - Look for the information strategy
 - Look for the applications strategy
 - Look for the data quality strategy
 - Look for the technical infrastructure strategy
- ▶ Study the business context, capability and culture

Two books which distinguish IS from IT

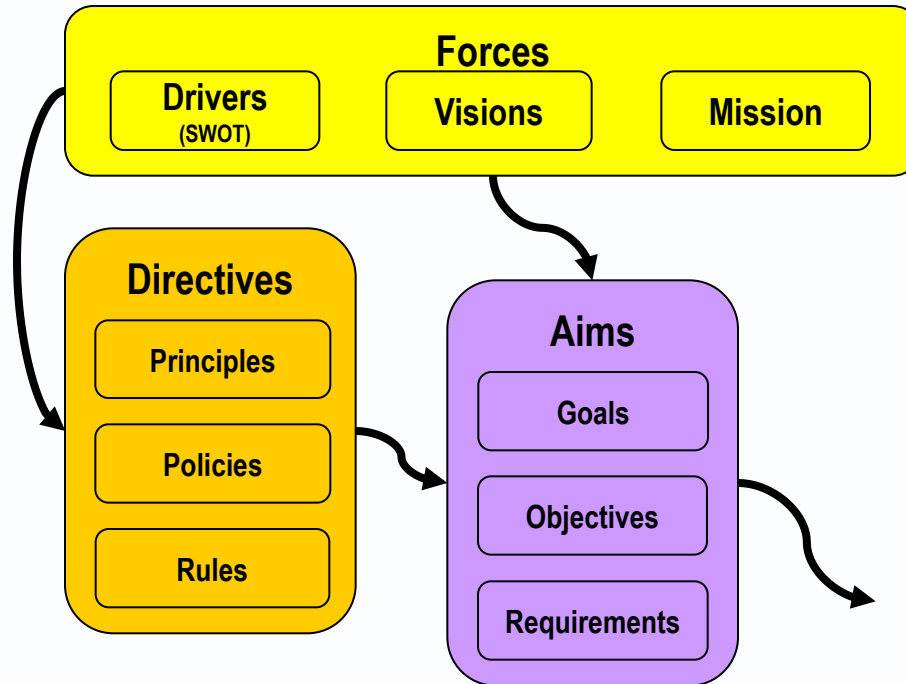
- ▶ Strategic Management Information Systems
- ▶ http://www.amazon.co.uk/Strategic-Management-Information-Systems-Integrated/dp/0273615912/ref=sr_1_1?ie=UTF8&qid=1326978932&sr=8-1
- ▶ Strategic Planning Information Systems
- ▶ http://www.amazon.co.uk/Strategic-Planning-Information-Systems-Wiley/dp/0470841478/ref=sr_1_1?s=books&ie=UTF8&qid=1326979217&sr=1-1

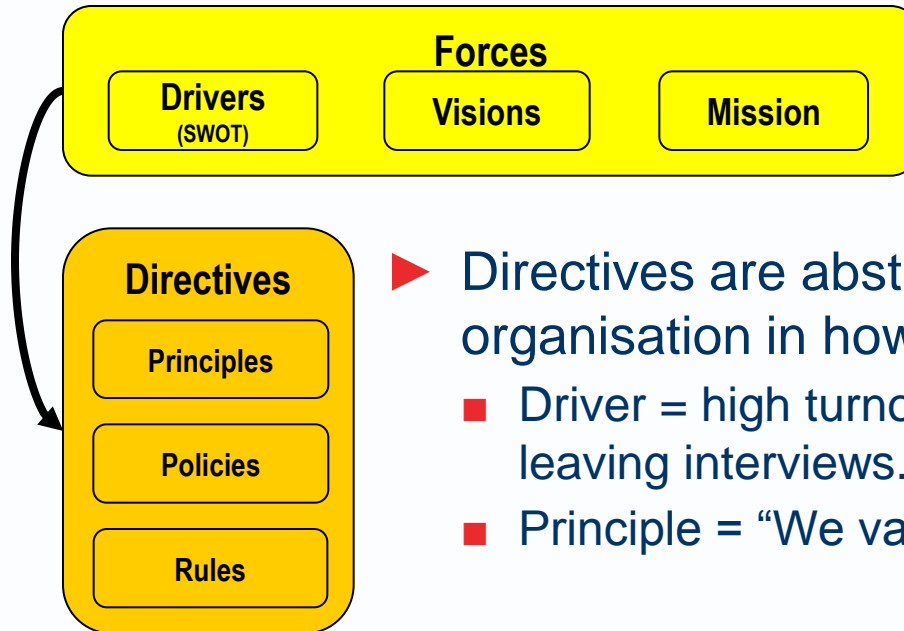
Establish the context (AM level 3)

1. Study the strategic context
2. Establish strategic directives and goals



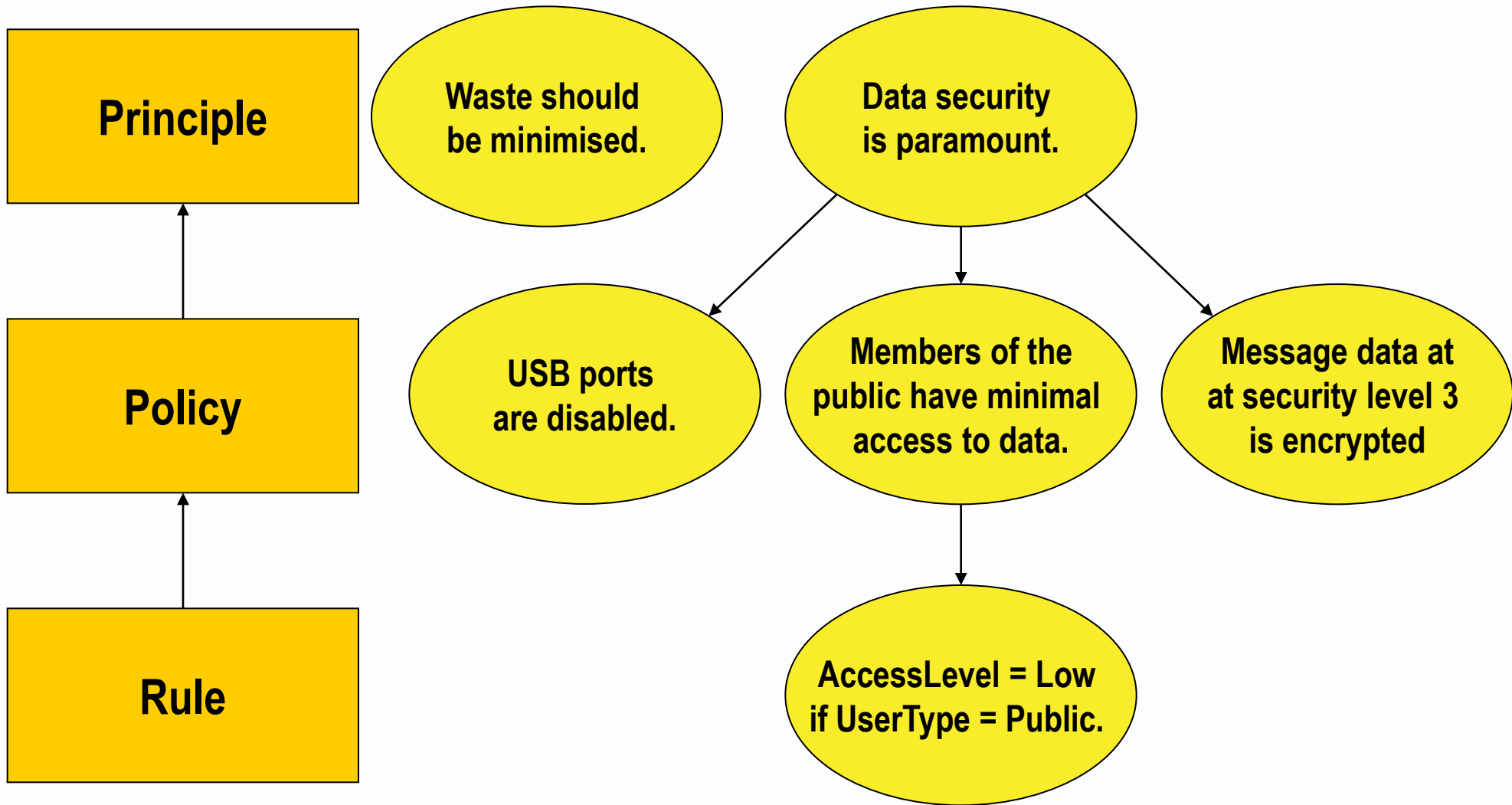
- ▶ The forces stimulate aims and directives for change



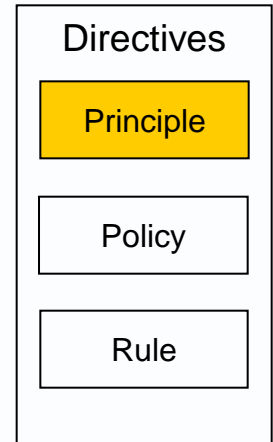


- ▶ Directives are abstract statements that guide an organisation in how to respond to drivers.
 - Driver = high turnover of staff, negative reports in leaving interviews.
 - Principle = “We value our people.”
 - Driver = increased media attention to embarrassing “loss” of citizen data.
 - Principle = “Data security is paramount”.

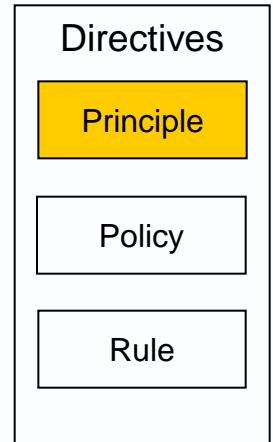
Directive hierarchy example



- ▶ Principles are a tool of governance
- ▶ reflect the goals of the organisation and the intentions of the governance board
- ▶ but are more abstract than goals; qualitative rather than quantitative
- ▶ facilitate choices between design options

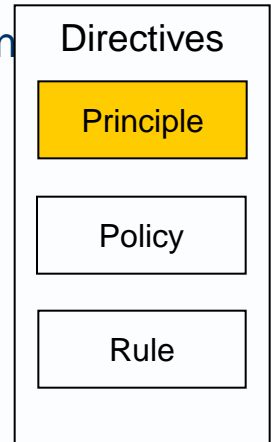


- ▶ are a tool of governance
- ▶ are simple statements (even aphorisms)
- ▶ define the way an organisation does or wants to operate
- ▶ reflect the goals of the organisation and the intentions of the governance board
- ▶ reflect strengths and weaknesses
- ▶ steer an organisation in directions compatible with strategic business and technical goals and objectives
- ▶ are more abstract than goals; qualitative rather than quantitative
- ▶ both aid and constrain decision making
- ▶ are useful as dispute resolvers
- ▶ facilitate choices between design options
- ▶ often conflict with each other, so trade-offs must be addressed.



- ▶ Enterprise architects often publish a set of (typically 20 to 50) principles for solution architects to follow, with a view to enterprise-wide advantages.

- ▶ E.g. a Telco's principles
 1. Buy rather than Build
 2. Adopt a multi-tier systems architecture
 3. Minimise and manage duplication of data and system functionality
 4. Maximise the re-use and sharing of information, as far as possible
 5. Ensure clarity of systems, processes and data ownership
 6. Adopt scalable, proven technology
 7. Extend the existing application portfolio as far as possible
 8. Use point solutions only when necessary
 9. Avoid point-to-point integration by adopting a bus integration architecture
 10. Follow a component based approach to shared IT solutions
 11. Ensure a consistent user experience across multiple channels
 12. Ensure that IT initiatives are guided by business needs and priorities
 13. Ensure conformity of IT solutions to IT standards and architecture
 14. Use selective sourcing where appropriate



Business Principles

- ▶ 1: Primacy of Principles
- ▶ 2: Maximize Benefit to the Enterprise
- ▶ 3: Information Management is Everybody's Business
- ▶ 4: Business Continuity
- ▶ 5: Common Use Applications
- ▶ 6: Compliance with Law
- ▶ 7: IT Responsibility
- ▶ 8: Protection of Intellectual Property

Data

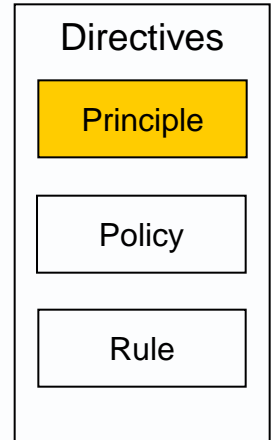
- ▶ 9: Data is an Asset
- ▶ 10: Data is Shared
- ▶ 11: Data is Accessible
- ▶ 12: Data Trustee
- ▶ 13: Common Vocabulary & Data Definitions
- ▶ 14: Data Security

Apps

- ▶ 15: Technology Independence
- ▶ 16: Ease-of-Use

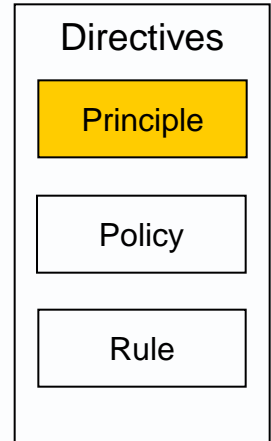
Technology

- ▶ 17: Requirements-Based Change
- ▶ 18: Responsive Change Management
- ▶ 19: Control Technical Diversity
- ▶ 20: Interoperability



- ▶ The training manual includes a menu of about 80 principles.
- ▶ Some are contradictory

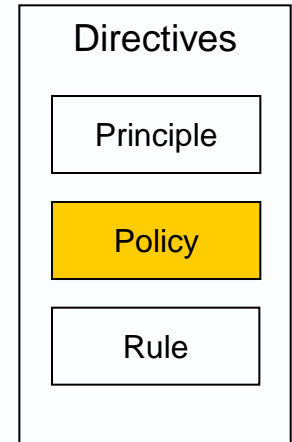
- ▶ You may select contradictory principles provided you include in them guidance on how to choose one over another – e.g.
 - what kind of data must be secure
 - what kind of data must be accessible.



Directives: Policies relating to IT and its use (IT Business Edge)

- ▶ BlackBerry Usage Policy
- ▶ Cellular Phone Policy
- ▶ Desktop Backup Policy
- ▶ eMail Acceptable Use Policy
- ▶ Email Archiving Policy
- ▶ Firewall Policy
- ▶ Instant Messaging Security Policy
- ▶ Internet Usage Policy
- ▶ Printer Policy
- ▶ Server Backup Policy
- ▶ Telecommuting Policy
- ▶ Voice Mail Policy
- ▶ Web Posting Policy
- ▶ Wireless Access Policy

- ▶ Antivirus Policy
- ▶ Account Privileges Policy
- ▶ Personal Network Usage Policy
- ▶ Change Control Policy
- ▶ Document Retention Policy
- ▶ Downtime Policy
- ▶ Software Installation Policy,



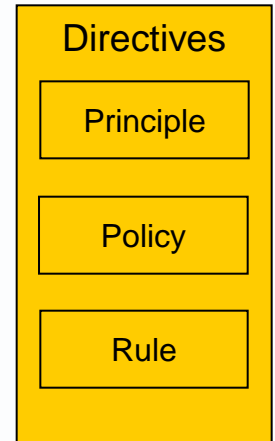
▶ **Principle:** We employ a skilled workforce.

▶ **Policies:**

- We only employ people who are experienced enough for the role they play in our organisation.
- The experience length required for each role is defined in our job family framework.
- The experience of a candidate is checked by a member of the HR job family.

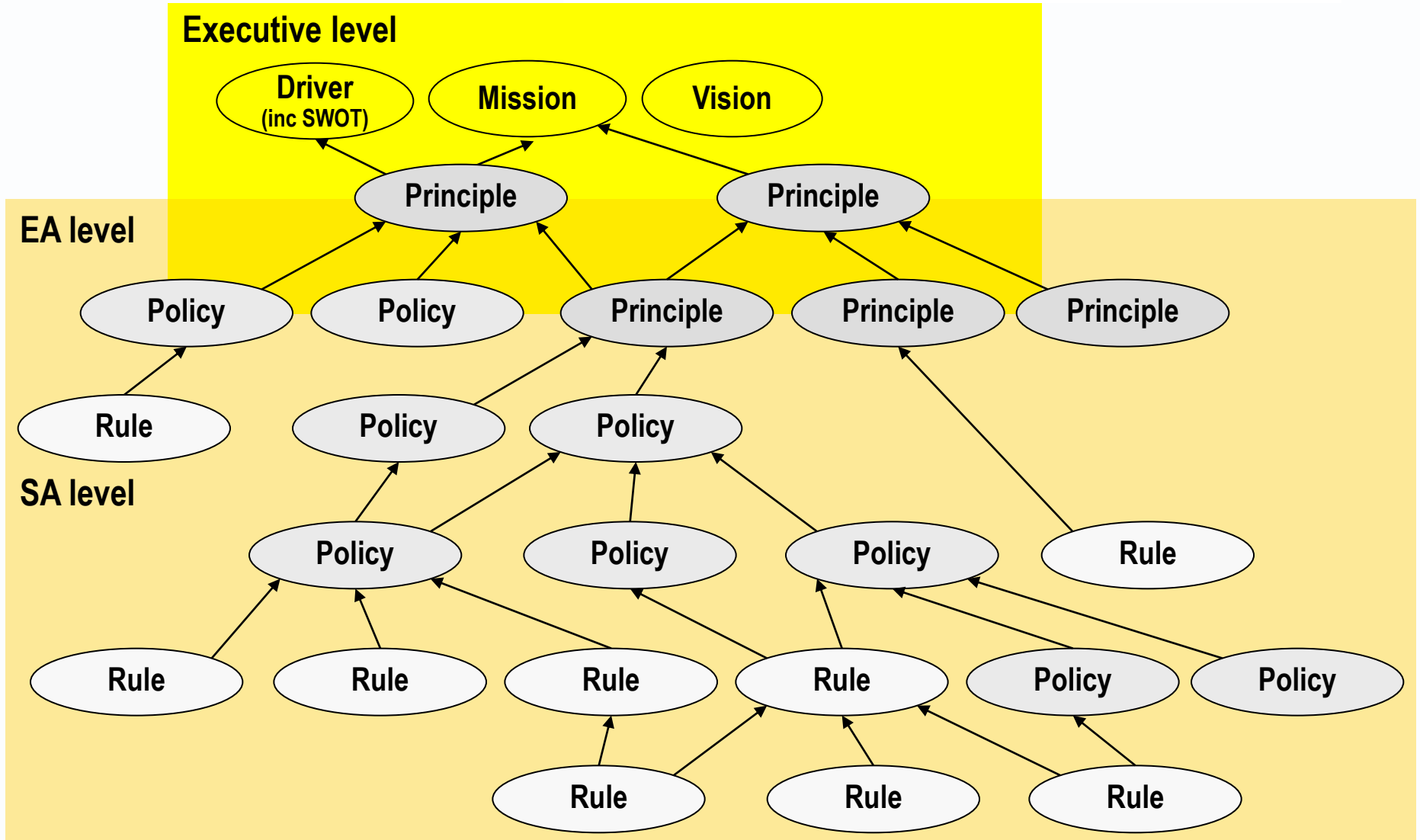
▶ **Business Rules:**

- Employable = Yes IF Experience = Enough = Yes AND HR Approval = Yes.
- Experience = Enough IF Experience > Minimum Experience (of Role) and < Age < Pensionable Age



Our directive hierarchy

A structured terminology helps people talk about directives at different levels of abstraction.
A “directed graph” rather than a hierarchy.
The levelling is more art than science.



Establish the context (AM level 2)

