

Avancier Methods (AM)

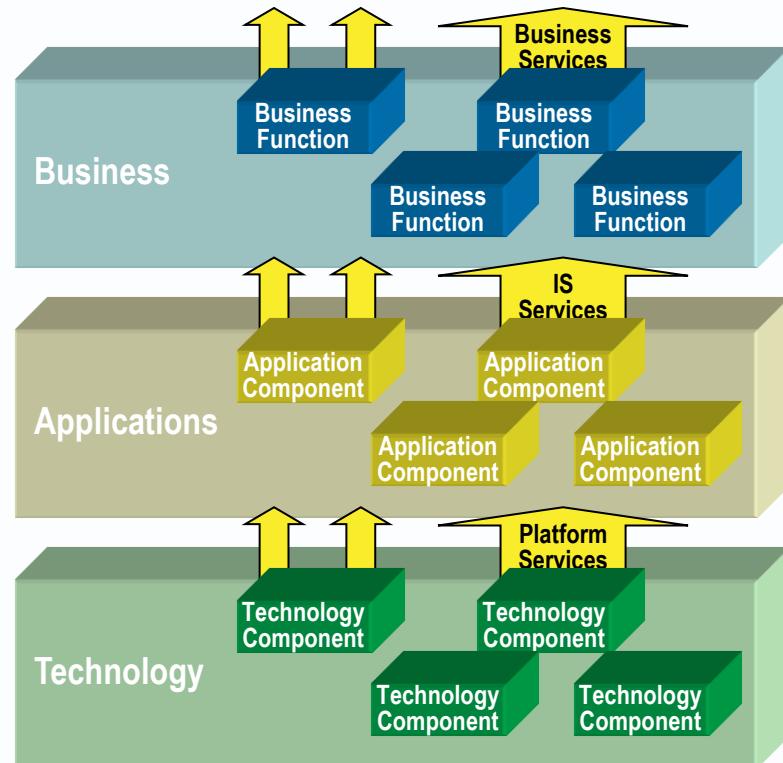
EA as portfolio management

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- ▶ Portfolio management is based on
 - listing discrete things,
 - classifying them and
 - prioritising them for attention
- ▶ The things can be projects
- ▶ Or systems
 - business functions,
 - applications,
 - platform technologies



EA is about managing portfolios of systems



To improve business systems,
improve business data quality, relevance and use

To optimise business systems and increase agility
tidy up the mess of duplicated and overlapping
systems by standardisation and integration.

To help understanding and change impact analysis
maintain an abstract description of business roles and
processes and the systems they use

To minimise business risks and maximise
opportunities
keep an eye on information system & technology
evolution, and produce road maps where needed

“Operating model”		
Integrated	Coordinated	Unified
Diversified		Replicated
		Standardised

“the EA is permanent and
manages the *EA artefacts*
delivered by projects.”
TOGAF

A generic process for portfolio management



1. Catalogue your portfolio
2. Determine the attributes that matter to portfolio management
3. Classify your portfolio items by chosen variables
4. Classify actions you want to take
5. Map the actions to the classes

1. Catalogue your portfolio (apps)



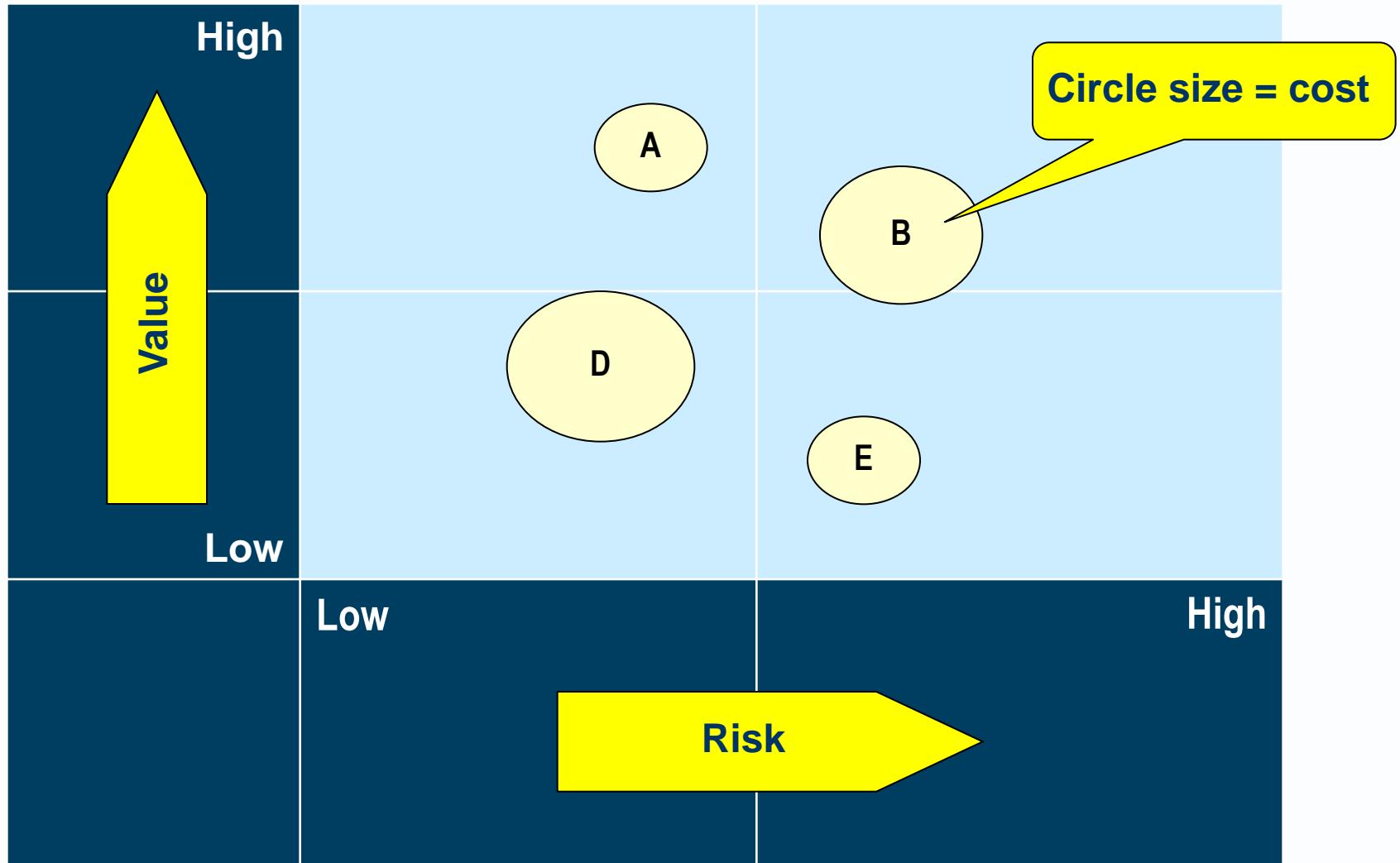
Application

<u>Application name</u>	Unique identifier (primary key)
Type	Business, Generic, Platform
Business function supported	Marketing, Sales, Delivery....
Features	Size and Complexity
Usage	Single user, Departmental, OLTP, DW or BI
Value	Price the enterprise is willing to pay
Development cost	Cost to buy or build
Run time cost	Cost to run and maintain per month
Dependency	
Health	Future prospects
Licence/contract expiry dates	
Strategy action	MURDR
Related entities	Foreign keys
Services offered	Information system services or uses cases
Components made of	
Roles: owners, users, maintainers	
Business process steps supported	
Organisation units supported	
Applications communicated with	
Data stores accessed	
Networks used	
Technologies used	

2. Determine the attributes that matter

- ▶ Value
- ▶ Cost
- ▶ Risk
- ▶ Business fitness
- ▶ Technical fitness
- ▶ Etc.

3. Classify your portfolio items by chosen variables



4. Classify actions you want to take

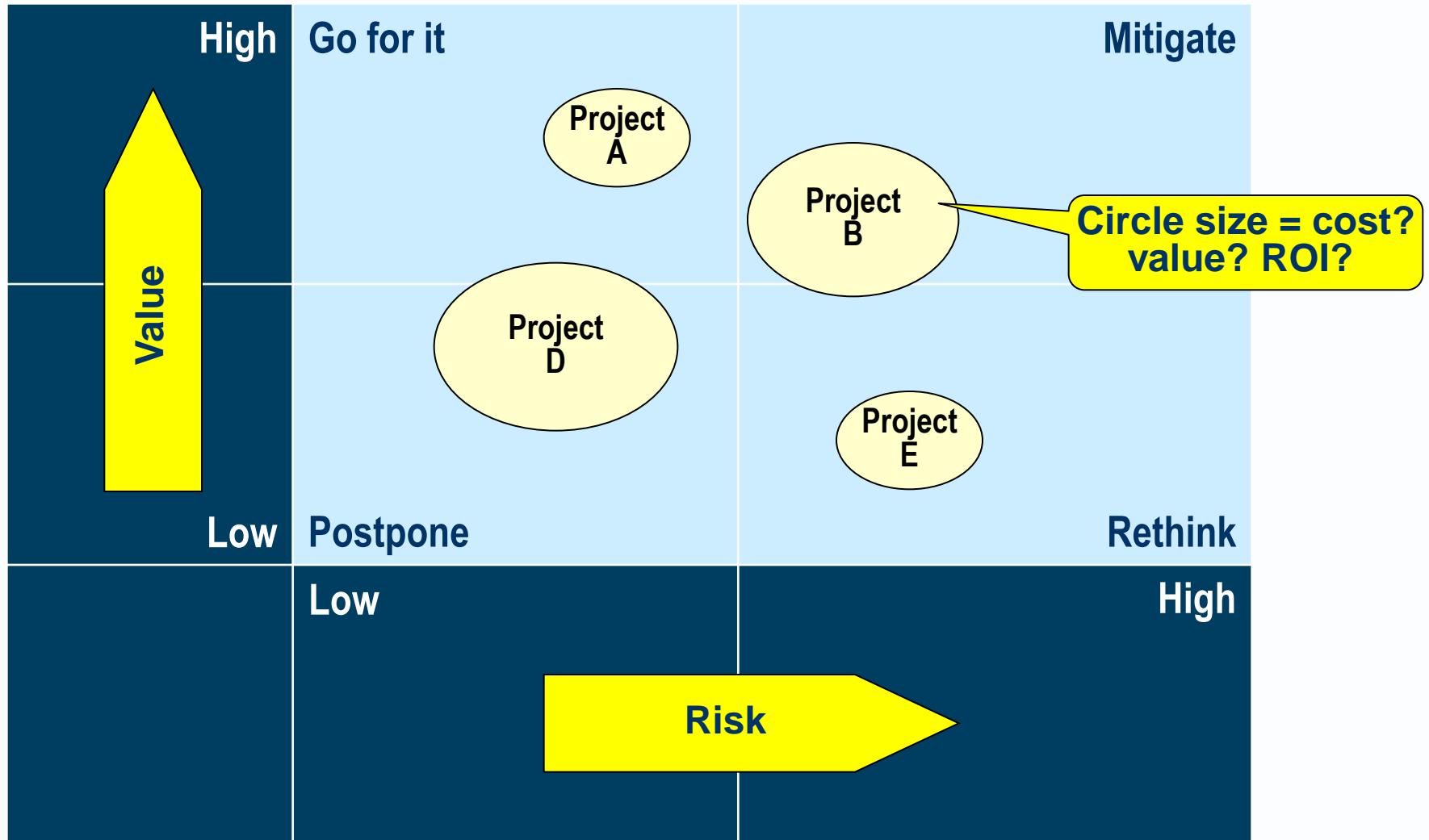
► Project actions

- Go for it
- Mitigate
- Postpone
- Rethink

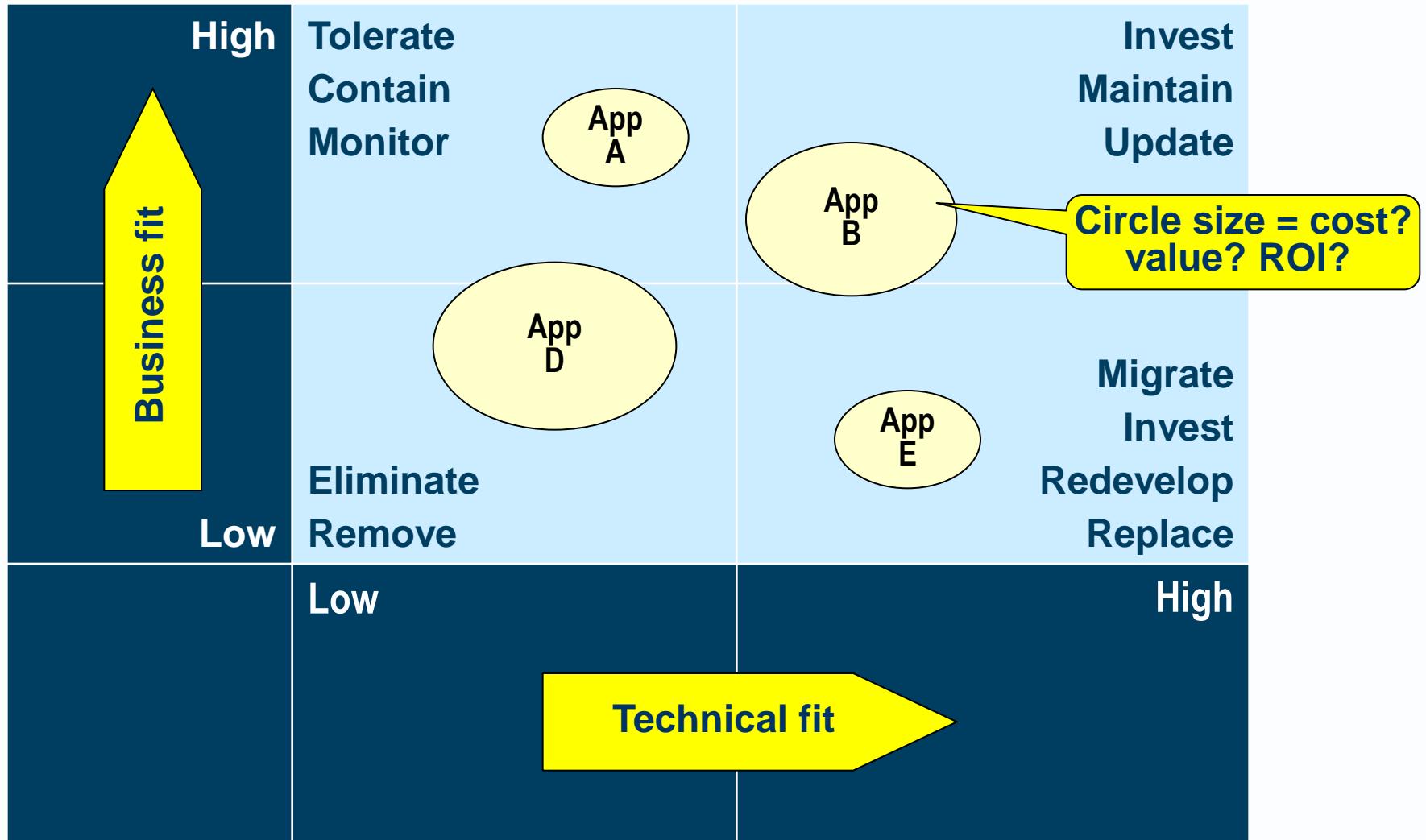
► Application actions - TIME and MURRR

- Tolerate / Contain / Monitor
- Invest / Maintain / Update
- Migrate / Invest / Redevelop / Replace
- Eliminate / Remove

5. Map the actions to the classes (projects)



5. Map the actions to the classes (apps)



- ▶ Clearly, different kinds of portfolio have to be coordinated.
 - Business function portfolio
 - Application portfolio
 - Technology portfolio
 - Project portfolio

- ▶ Coordinating portfolio road maps is part of what EA is about.

But EA is *more than* Portfolio Management

- ▶ EA does more than list, classify and prioritise discrete things
- ▶ The idea is to
 - take a cross-organisational view
 - make an enterprise more
 - efficient,
 - Integrated
 - flexible
 - steer Project PfM so it is not a superficial cost reduction exercise
- ▶ This means
 - making the relationships between things visible
 - designing new relationships that improve the enterprise behaviour

The EA of activity systems

- ▶ Enterprise architecture means seeing and designing an *enterprise as a system* - as a set of *interrelated parts*.
- ▶ The parts are *components and processes*
- ▶ The relationships include
 - dependencies
 - where changing A screws up B
 - similarities between varieties
 - where standardisation may help
 - duplications
 - where refactoring may help.

New relationships emerge from

- ▶ Analysis of gaps
 - where synchronisation or other tighter coupling might help
- ▶ Analysis of integrity issues
 - which require integration or other redesign,
- ▶ Analysis of management information needs

- ▶ To make an enterprise that is more
 - Efficient
 - Integrated
 - Flexible
- ▶ You need to do more than
 - List, classify and prioritise assets and projects
- ▶ **You need to**
 - **analyse the relationships between assets**
 - **design new relationships**
 - **gets to grips with the complexities of an enterprise' structure and behaviour**