

Avancier Methods (AM)

Introduction

EA as systematic rationalisation

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EA is about systematic rationalisation



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

What is an Enterprise? Wikipedia says

See how enterprise, business and organisation concepts are entangled

“Enterprise

- **A business. A company.**
- Entrepreneurship... starting new **organizations**, particularly new **businesses**.

“Business

- (aka **enterprise**) an **organization**
- engaged in the trade of goods, services, or both to consumers.

“Company

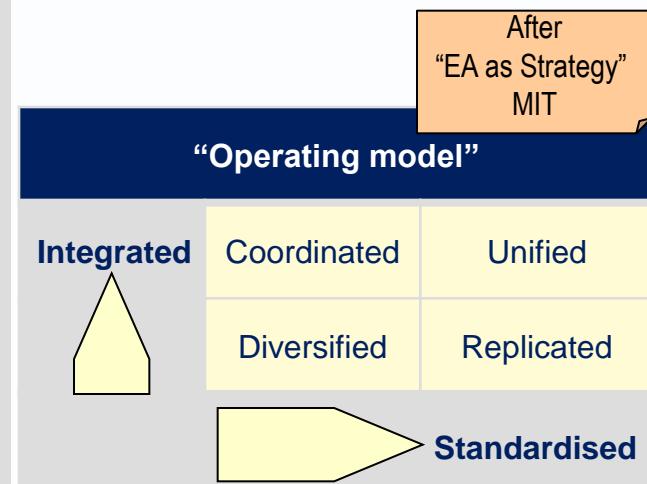
- A form of **business organization**.
- An **association** of persons and/or other companies.

“Organisation

- A **social group** which distributes tasks for a collective goal.
- a compartment for a particular job.
- legal types of organizations include: corporations, governments, non-governmental organizations, international organizations, armed forces, charities, not-for-profit corporations, partnerships, cooperatives, and universities.”

What is an Enterprise? TOGAF says

- ▶ “any collection of organizations that has a common set of goals... a government agency, a whole corporation, a division of a corporation, a single department, or a chain of geographically distant organizations linked together by **common ownership**.”
- ▶ “can denote an entire enterprise and a domain within the enterprise. In both cases, the architecture crosses multiple systems, and multiple functional groups within the enterprise.”
- ▶ “If the goal is to **integrate an extended enterprise**, then the enterprise comprises the partners, suppliers, and customers, as well as internal business units.”
- ▶ “The **business operating model** concept is useful to determine the nature and scope of the enterprise architecture within an organization.”



What is EA? TOGAF says

EA

- ▶ “Enterprise architecture structures the business planning into an integrated framework that regards the **enterprise as a system or system of systems**”

Enterprise

- ▶ The **highest level (typically) of description** of an organization and typically covers all missions and functions.

Architecture (after ISO/IEC 42010:2007)

- ▶ A formal **description of a system**, or a detailed plan of the system at component level, to guide its implementation
- ▶ The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time.

What is EA? Various Other Definitions

SearchCIO.com

"A conceptual blueprint that defines the structure and operation of an organization."

The intent of an EA is to determine how an organization can most effectively achieve its current and future objectives."

MIT Center for Information Systems Research

"The organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm's operating model."

Wikipedia (a disambiguation page)

"the conceptual model that defines the coalescence of organizational structure and organizational behavior."

Wikipedia (the EA page)

" a rigorous description of the structure of an enterprise...including enterprise goals, business process, roles, organizational structures, organizational behaviors, business information, software applications and computer systems."

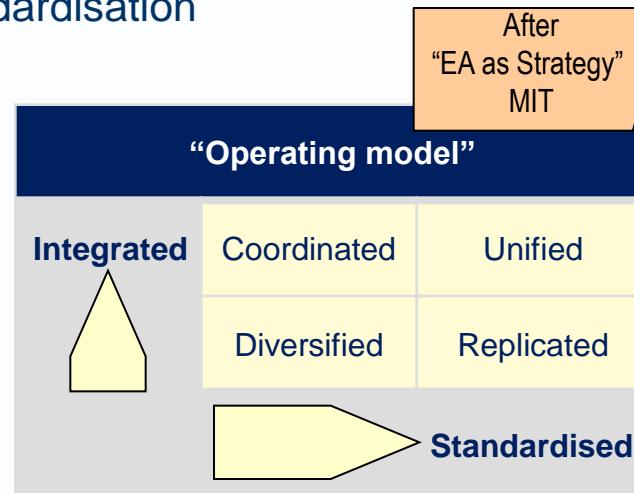
TOGAF

"There is often much in common about the information systems in each enterprise...

a common framework can provide a basis for the development of an Architecture Repository for the integration and re-use of models, designs, and baseline data.

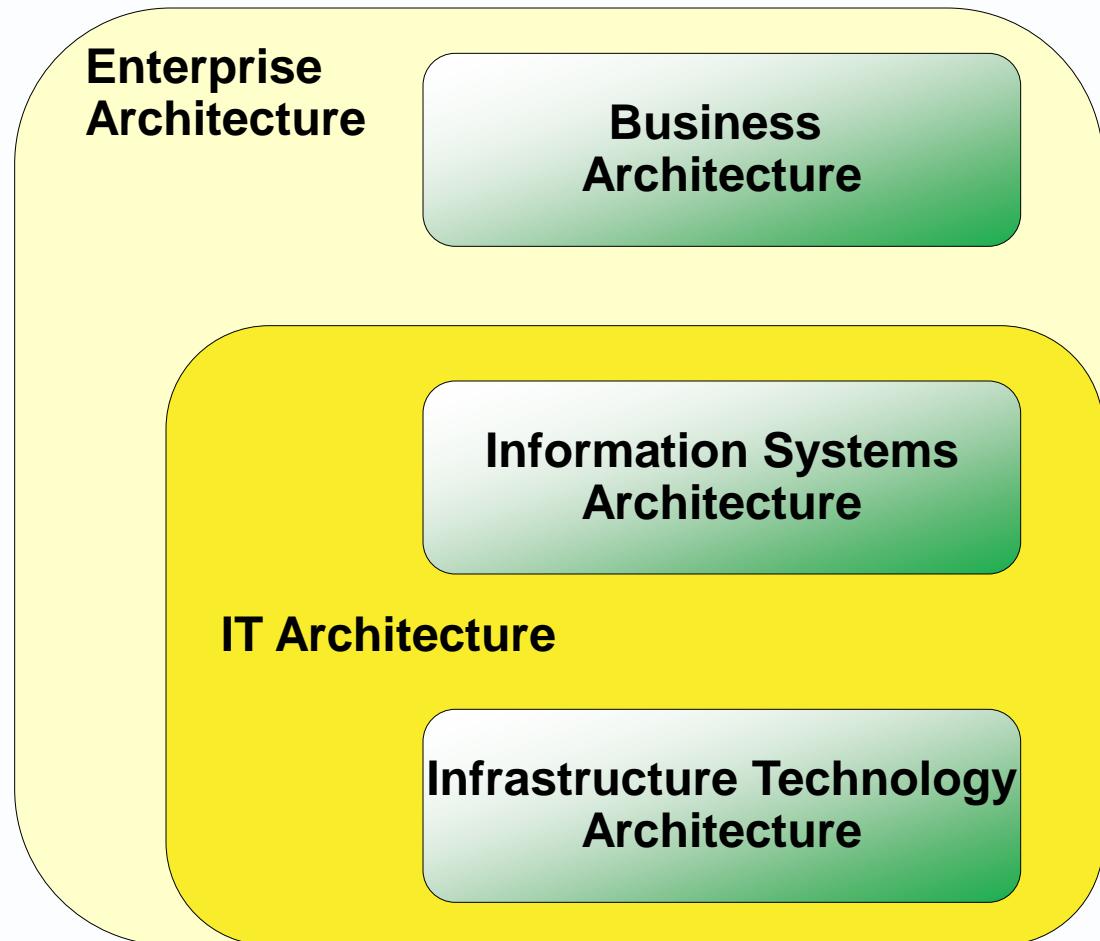
What is EA? A generalised distillation

- ▶ A conceptual or logical description of
- ▶ the structure and behaviour of an enterprise
- ▶ (its activities, data and resources) with
- ▶ a strategy to increase
 - cross-organisational integration and/or
 - cross-organisational standardisation



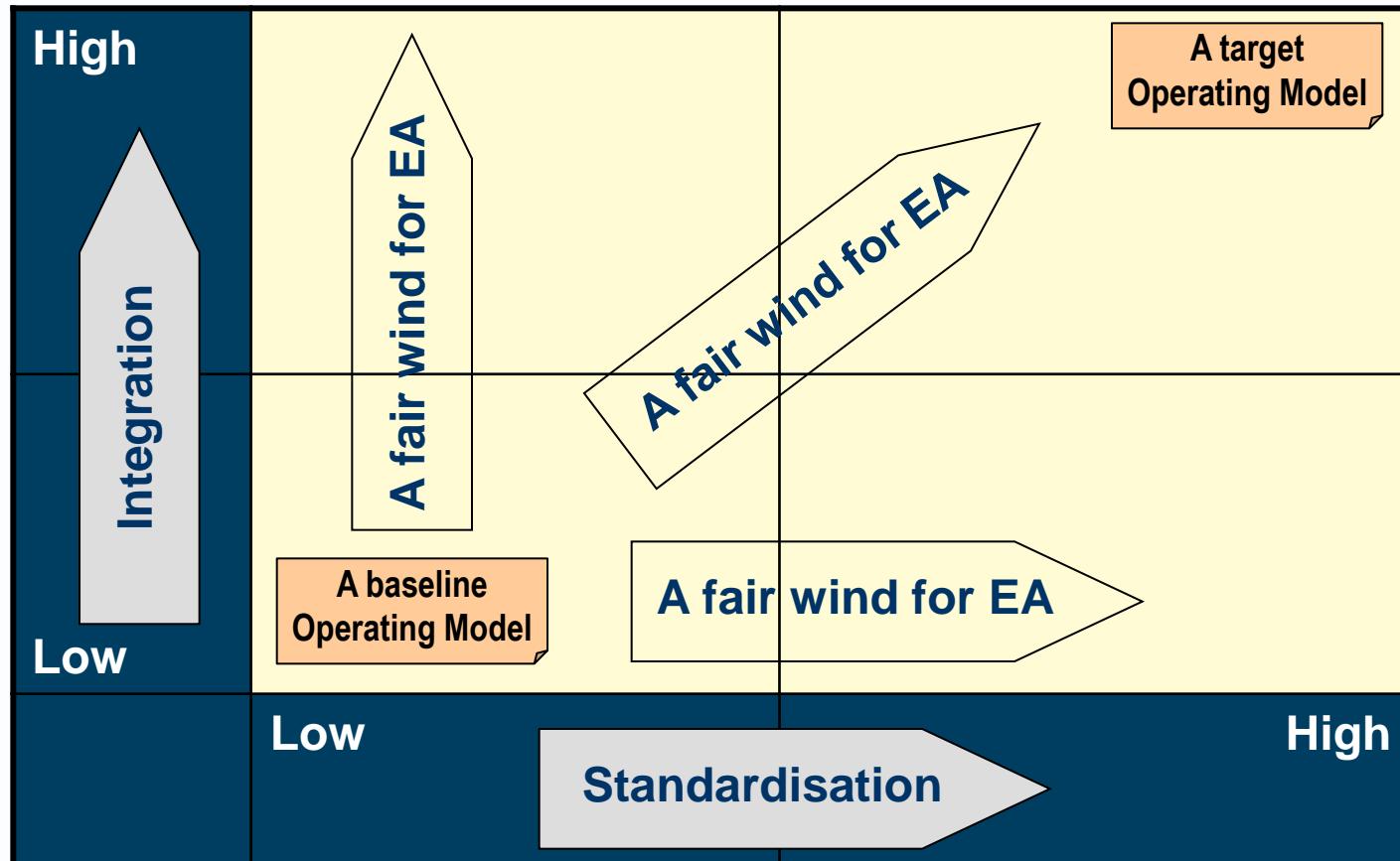
Yes, EA adds a business view to IS and IT, but

- ▶ This classic view is misleading
- ▶ EA is not only about adding business analysis to IT projects



EA adds a *cross-organisational* and *strategic* view

- ▶ Enterprise-wide integration and/or standardisation



EA is about cross-organisational rationalisation

► But what does that mean?

Cross-organisational rationalisation	Integration Integrate systems across the enterprise	Standardization Standardise systems across the enterprise	Optimisation Refactor the modularity of enterprise systems.
Means	Implement communication between business functions and processes, so they share information about business customers, products, transactions, or whatever.	Use the same processes and/or data across the enterprise.	Redraw the modular structure of the enterprise. Encapsulate the modules.
Aims to	Improve the integrity of the services offered by the business.	Simplify a business. Reduce resources needed.	Improve agility when changes are requested. Enable the replacement or outsourcing of a module.
Implies	A common understanding of data at either end of the exchange.	Common data and processes definitions.	Attention to duplication of data or activity

EA should facilitate future change

- A commitment to EA reflects a philosophy that
 - Change is inevitable
 - Change should be anticipated and eased
 - Change should be managed in
 - a methodical way
 - a systematic
 - a rational way
- The case for it can be helped by recording and exposing past change pain!

EA is about design *for* change

- ▶ Not only to improve current business-IT alignment
 - facilitate understanding of the business
 - support current/new business processes effectively and efficiently
 - maximise the value of IS and IT and minimise its cost
- ▶ But also to improve **agility**, to improve
 - top-down direction of the business
 - change and change management
 - business and technical agility
 - IS and IT should be changeable to match business change
 - the speed, cost and quality of future solution delivery

EA is used in the design and planning of change

- ▶ The aim of EA is to guide changes to
 - business structure
 - business processes and
 - the systems that support them.

The business case for EA?

- The business case for changing a business is one thing.
 - The larger and more strategic the change,
 - the less predictable its effects,
 - the more subjective any associated business case numbers
 - the less the case can be proved one way or another.
- The business case for EA is the case for *generally*
 - tackling change systematically, so as to
 - rationalise an enterprise's structure or behaviour
 - save money by tidying up the mess and
 - make future change easier and more effective.

► See [Agree EA funding model or ROI metrics](#)

Postscript: Operating Model v Business Model

- ▶ The Operating Model (EA sense) should affect the Business Model (business sense)

	In EA speak	In Business speak
“Business model”	A model of Business Capabilities or Functions and Business Data and their interrelationships (TOGAF 8)	<p>How a company makes money, or delivers some other value</p> <p>Often modelled in spreadsheets showing products, costs, prices, orders etc.</p> <p>“describes the rationale of how an organization creates, delivers, and captures value. The process of business model construction is part of business strategy.” Wikipedia</p> <p>“The plan implemented by a company to generate revenue and make a profit from operations. The model includes the components and functions of the business, as well as the revenues it generates and the expenses it incurs.”</p> <p>http://www.investopedia.com/terms/b/businessmodel.asp</p>
“Operating model”	the degree of integration and standardisation the business desires (TOGAF 9)	<p>“a term that is used in many contexts.” Wikipedia.</p> <p>Sometimes, operating model = business model.</p>