Enterprise Computing

EMIT-607

Session 5

Session Outlines:

Part A: EA Outlines

- Outlines as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Outlines

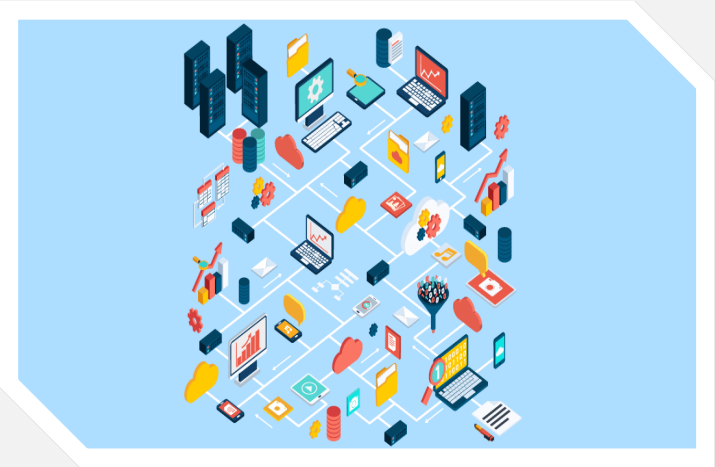
Part B: EA Designs

- Designs as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Designs

Part C: The CSVLOD Model Revisited

- Continuous Nature of the CSVLOD Taxonomy
- Mapping of Specific EA Artifacts to the CSVLOD Taxonomy
- Decision Path of the EA-Enabled Strategy Execution
- Descriptive Nature of the CSVLOD Model
- Exceptions to the CSVLOD Model
- Enterprise Architecture on a Page

Part A: EA Outlines



- Outlines as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Outlines

Part A: Outline EA Artifact

- **Solution Overviews – essential EA artifacts**
- **Options Assessments – common EA artifacts**
- **Initiative Proposals – uncommon EA artifacts**

Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- Preliminary Solution Designs - uncommon EA artifacts

Part C: The CSVLOD Model Revisited

Introduction:

- Outlines are business-focused changes EA artifacts
- Outlines provide business-oriented descriptions of separate IT initiatives developed collaboratively by business and IT stakeholders
- Outlines help business leaders select and fund only the most valuable IT initiatives with maximum payoff from the overall pool of all proposed initiatives
- Specific examples of EA artifacts related to Outlines include:
  - Solution Overviews
  - Options Assessments
  - Initiative Proposals
  - Some other similar, but less popular EA artifacts

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
- Options Assessments – common EA artifacts
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Part C: The CSVLOD Model Revisited

Informational Contents

- Outlines provide answers to the following and similar questions:
  - What business need is addressed by the proposed IT initiative?
  - What solution will be implemented as a result of the IT initiative?
  - How will the proposed IT solution change current business processes?
  - What is the tactical and strategic value of the proposed IT initiative?
  - What is the overall organizational impact of the IT solution?
  - What financial investments are required to implement the proposed IT initiative?
  - When can the proposed IT initiative be delivered?
  - What risks are associated with the proposed IT initiative?

Part A: Outline EA Artifact

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Part C: The CSVLOD Model Revisited

Lifecycle

- Outlines are temporary EA artifacts with a limited lifetime developed specifically to discuss high-level implementation options for proposed IT initiatives and make informed investment decisions regarding them
- Agreed Outlines provide the basis for developing more detailed Designs during the further implementation steps of IT initiatives
- After Outlines are approved and elaborated into more detailed technical Designs they lose their value as EA artifacts and get archived
- However, Outlines may be retrieved and used later for the purposes of post-implementation benefit review

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Part C: The CSVLOD Model Revisited

Outlines, as business-focused changes EA artifacts, are adjacent to Visions and Designs

Provide some high-level business-oriented ,descriptions similar to Outlines

the descriptions offered by Visions are more conceptual, abstract and global

Vision

Provide some narrow-scoped descriptions of ,specific IT initiatives similar to Outlines

the descriptions offered by Outlines are intended primarily for the executive-level business audience

Desig n

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Part C: The CSVLOD Model Revisited

Outlines EA Artifacts examples

- Solution Overviews – essential EA artifacts
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Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

- Solution Overview are specific Outlines providing high-level descriptions of specific proposed IT solutions understandable to business leaders
- Solution Overviews can be considered as an essential subtype of Outlines found most EA practices
- Solution Overviews represent finalized descriptions of proposed IT solutions agreed with business sponsors
- Solution Overviews are the most elaborate and detailed of all Outlines

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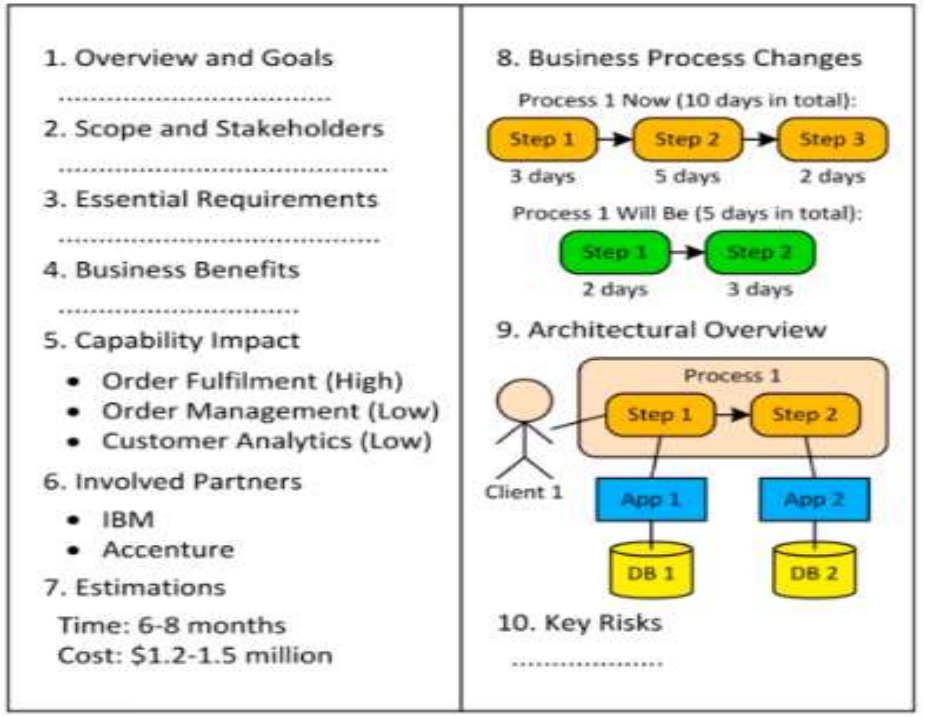
Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

Solution Overviews (Usage)
Solution Overviews are completed during the later stages of initiation steps of all IT initiatives to represent the finalized versions of proposed IT solutions agreed with their business sponsors
Solution Overviews are used by senior business and IT stakeholders participating in decision-making committees to make final investment decisions regarding proposed IT initiatives



Once Solution Overviews are approved by IT investment committees, corresponding IT initiatives proceed further to their implementation steps and the development of technical Designs for these IT initiatives begins

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Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

Features

- Solution Overviews include:
  - Conceptual architectures,
  - Process models and
  - Relevant supporting information,
    - Business benefits expected from the **IT initiative**
    - Key business stakeholders and sponsors of the **IT initiative**
    - Essential requirements for the IT solution
    - Third parties involved in the implementation of the IT solution
    - Estimates of time and cost for the IT solution
    - Identified risks associated with the IT solution
- Solution Overviews may show
  - both the current and expected future states of affected operations and emphasize the beneficial contrast between them
- Solution Overviews may also include mini-roadmaps explaining when and in what sequence different components of the whole IT solution will be delivered
- Solution Overviews are often represented as plain MS Word documents with simple intuitive diagrams and textual descriptions typically of ~15-30 pages long

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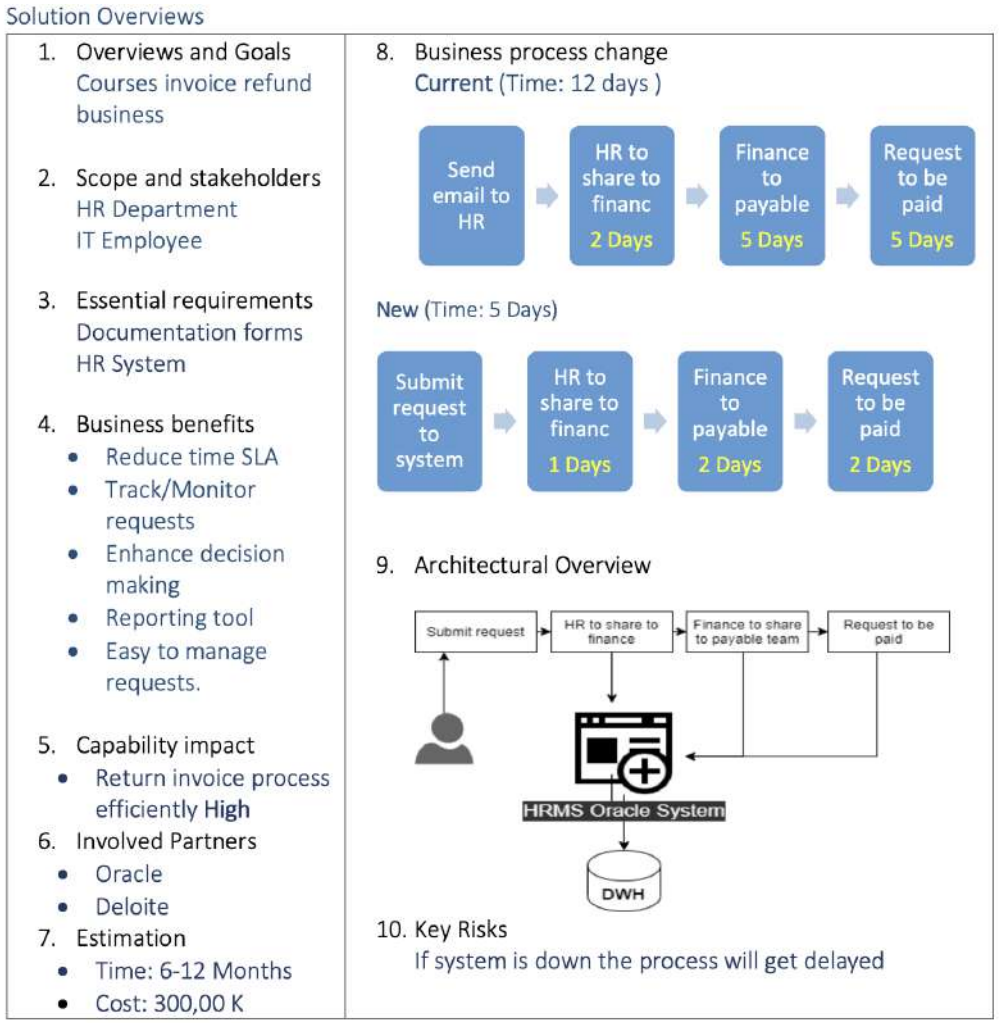
Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

Example:



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Solution Overview [Essential] (Usage)

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Part C: The CSVLOD Model Revisited

Options Assessments (Common)

- **Options Assessments** are specific Outlines providing lists of available high-level implementation options for specific IT initiatives with their pros and cons
- Options Assessments can be considered as a common subtype of Outlines often found in EA practices
- Options Assessments provide descriptions of multiple possible IT solutions fulfilling the same business need
- In some organizations architects are expected to propose at least three options for addressing any need.

"Do nothing" option may also be included in the list of possible options to explicitly explore the consequences of not implementing any solution at all.

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Part C: The CSVLOD Model Revisited

Options Assessments (Common)

- Options Assessments provide the essential supporting information about each of potential implementation options for a specific IT initiative including its advantages, disadvantages, costs and risks.
- To ease the selection of the most suitable alternatives, available options may be formally scored based on multiple criteria, e.g. functionality, technical feasibility, estimates, risk, strategic alignment, financial impact, etc.

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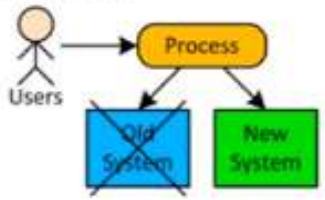
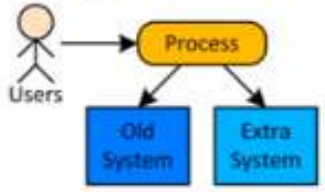
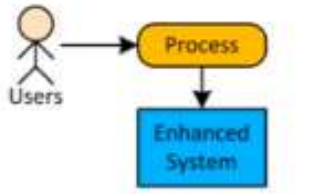
Part C: The CSVLOD Model Revisited

Options Assessments (Common)

- Options Assessments are usually represented as MS Word documents or MS PowerPoint presentations with simple intuitive diagrams and textual descriptions

Option	Score
Solution 1:  Time: 8-13 months Cost: $2.0-3.5 million Advantages: ..... Disadvantages: ..... Risks:	Functionality: 5 Feasibility: 2 Alignment: 4 Total Score: 11
Solution 2:  Time: 4-7 months Cost: $1.0-1.7 million Advantages: ..... Disadvantages: ..... Risks:	Functionality: 3 Feasibility: 3 Alignment: 1 Total Score: 7
Solution 3:  Time: 3-5 months Cost: $0.7-1.3 million Advantages: ..... Disadvantages: ..... Risks:	Functionality: 2 Feasibility: 5 Alignment: 2 Total Score: 9

- Developed during the initiation steps of IT initiatives
- Used by senior business and IT stakeholders
- Certain option is approved by business leaders, respective IT initiatives might either be elaborated into more detailed Solution Overviews for their final approval, or proceed immediately to the development of Designs

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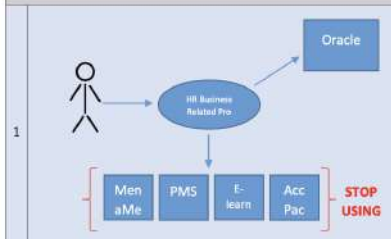
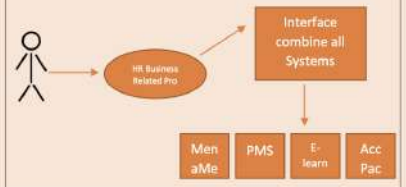
Part C: The CSVLOD Model Revisited

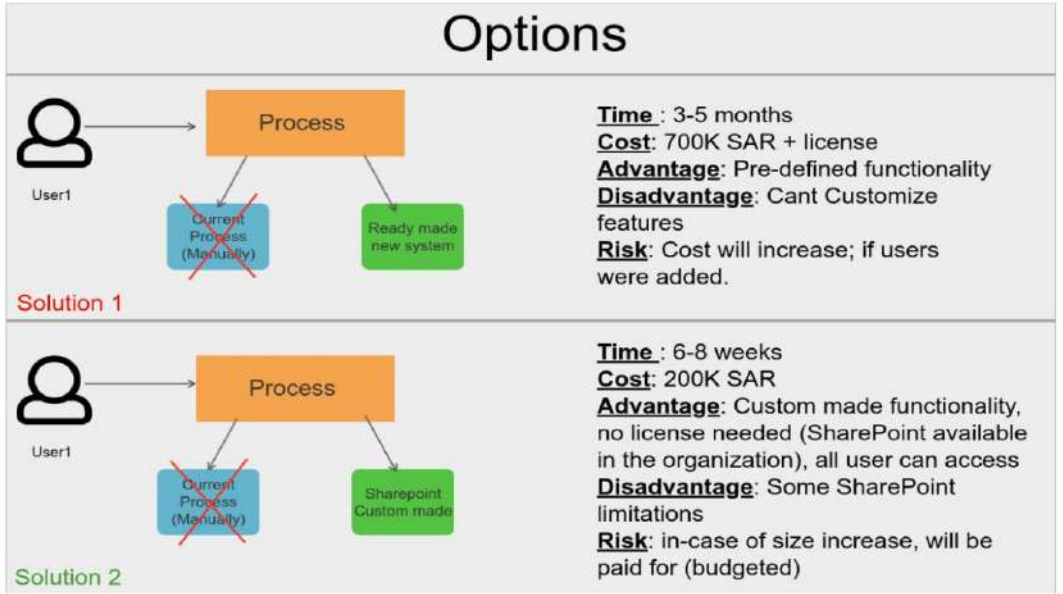
Options Assessments (Common)

Examples:

Options Assessments

Option	Description
1 	**Time:** 6-12 Months **Cost:** 200,000 $ **Advantages:** Unified System **Disadvantages:** High cost, long time to implement **Risk:** Data loss during immigration
2 	**Time:** 4-6 Months **Cost:** 100,000 $ **Advantages:** Reduce number of Systems **Disadvantages:** employee use several systems, More maintenance cost **Risk:** Data loss during i
3 	**Time:** 2-3 Months **Cost:** 20,000 $ **Advantages:** One Inter all systems **Disadvantages:** More m cost **Risk:** Lose support fron systems

Options Assessments



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Part C: The CSVLOD Model Revisited

Initiative Proposals (Uncommon)

- **Initiative Proposals** are specific Outlines providing very early idea-level descriptions of proposed IT initiatives and their justifications.
- Initiative Proposals represent very abstract descriptions of specific IT initiatives that might be worth implementing.
- Initiative Proposals are the most brief, simple and conceptual of all Outlines
- Initiative Proposals usually describe the general idea of the proposed IT initiative, its expected business value and conceptual solution.

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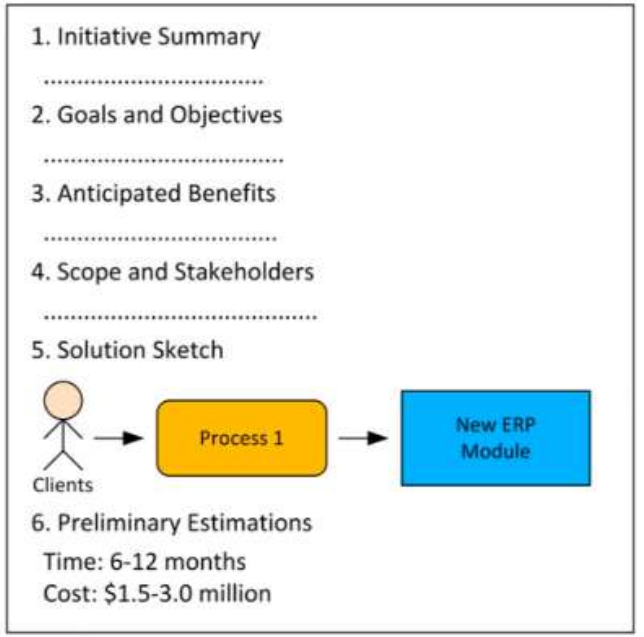
Part C: The CSVLOD Model Revisited

Initiative Proposals (Uncommon)

Initiative Proposals (Features)

- Initiative Proposals usually describe the general idea of the proposed IT initiative, its expected value, conceptual solution and some broad estimates of time and cost

- If used, Initiative Proposals are the first EA artifacts developed for specific IT initiatives



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Part C: The CSVLOD Model Revisited

Initiative Proposals (Uncommon)

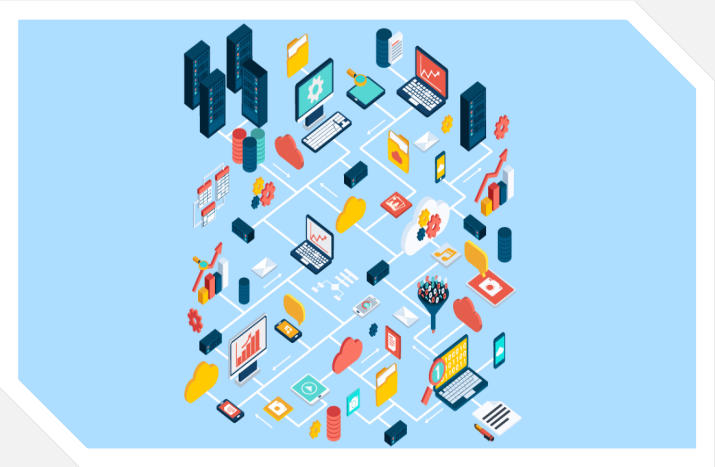
Initiative Proposals (Usage)

- Initiative Proposals are typically produced at the very early stages of initiation steps of all IT initiatives to describe the general ideas behind these initiatives, their motivations and envisioned solutions

- Initiative Proposals are used to discuss proposed IT initiatives at their earliest stages with senior business stakeholders in order either to get their preliminary approval as “good ideas” and elaborate them further, or to get them rejected immediately as “bad ideas”

- Initiative Proposals help filter out futile IT initiatives at their earliest stages and focus on more promising initiatives instead

Part B: EA Designs



- Designs as a General Type of Enterprise Architecture Artifacts
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Part C: The CSVLOD Model Revisited

Designs as EA Artifacts

- Designs are IT-focused changes EA artifacts
- Designs provide low-level technical descriptions of specific IT projects developed collaboratively by architects and IT project teams
- Designs help ensure the connection between high-level planning decisions and low-level implementation
- The purpose of all Designs is to help implement projects according to business and architectural requirements
- Designs help stipulate all the essential requirements from both the business and IT perspectives and then ensure the compliance with these requirements
- The proper use of Designs leads to improved quality of the IT project delivery

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Part B: Designs as EA Artifacts

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Part C: The CSVLOD Model Revisited

Designs as EA Artifacts

- Specific examples of EA artifacts related to Designs include:
  - Solution Designs
  - Preliminary Solution Designs

- Designs provide answers to the following and similar questions:
  - What specific business requirements should be addressed by the IT project?
  - What infrastructure should be provided?
  - What hardware and software should be installed?
  - What applications should be developed?
  - What data entitles should be used in the new IT system?
  - How exactly should different system components communicate and interact with each other?
  - How exactly should the new IT system interact with the surrounding environment?
  - How should current business processes be modified as a result?

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Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

- Solution Designs are specific Designs providing detailed technical and functional specifications of approved IT solutions actionable for project teams
- Solution Designs can be considered as an essential subtype of Designs found in most EA practices
- Solution Designs provide finalized technical descriptions of IT projects approved by all their stakeholders
- Solution Designs cover the full stack of EA domains

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Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

- Solution Designs can vary in their size depending on the size and complexity of an IT project
- The level of detail and volume of Solution Designs also depend on the preferred project delivery methodology, e.g. from waterfall to agile
- However, “average” Solution Designs can be around ~25-50 pages long, while in extreme cases they can reach a few hundred pages
- Solution Designs are typically represented as MS Word documents with complex technical diagrams, extensive tables and rich textual descriptions

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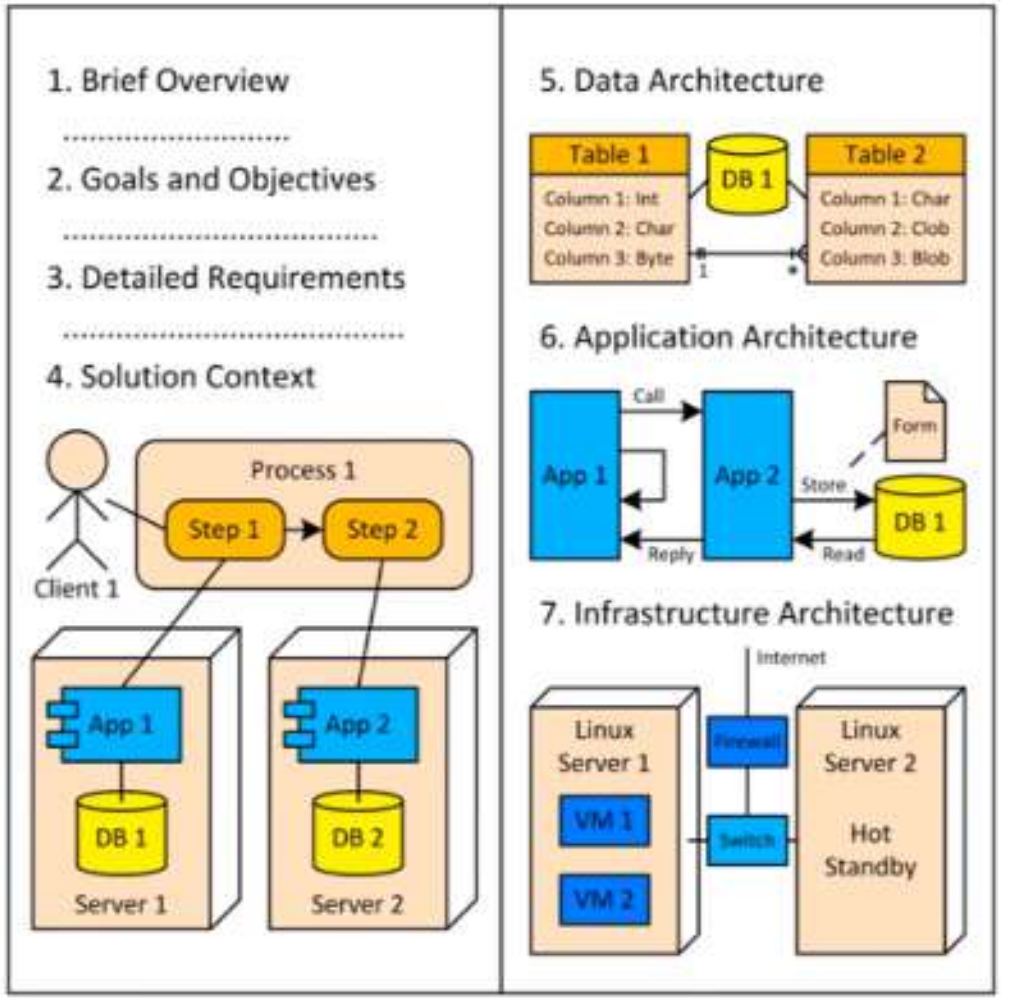
Solution Designs –[Essential]



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Solution Designs –[Essential]

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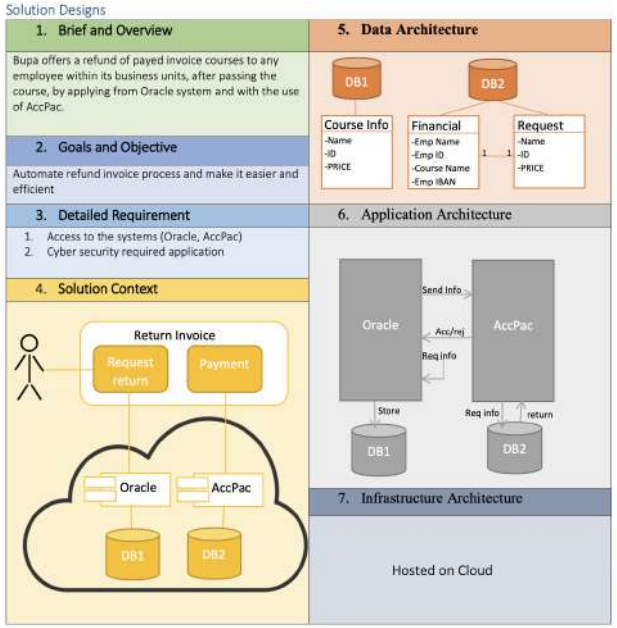

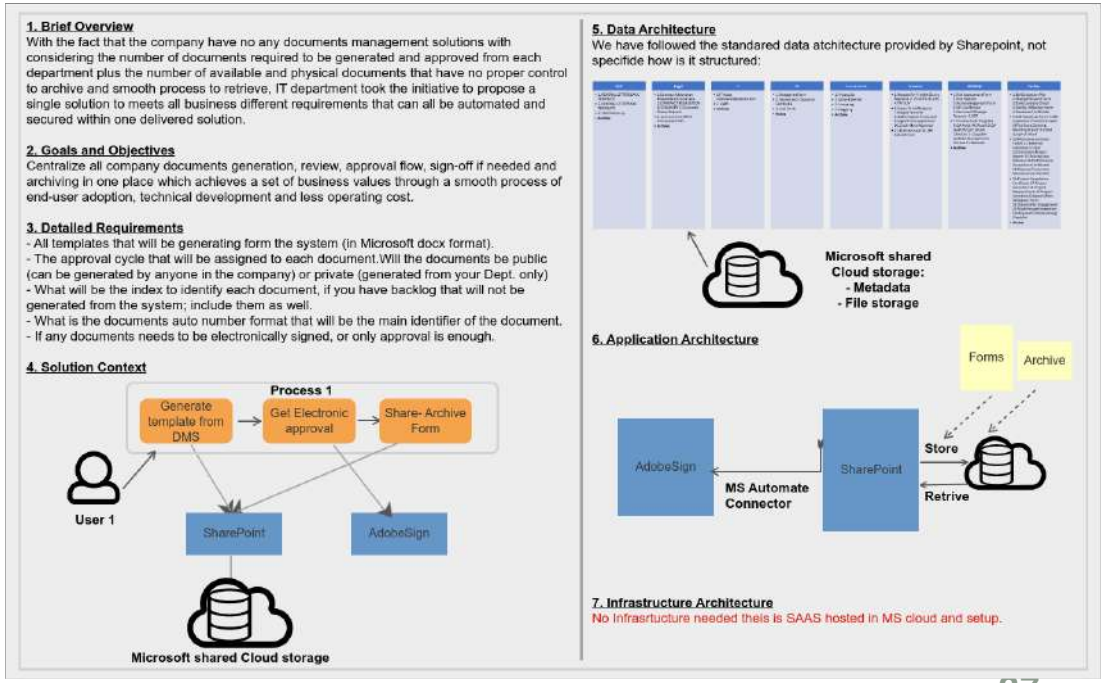

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Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

- Designs represent collective planning decisions on how exactly specific IT projects should be implemented
- Designs are developed for all approved IT projects at the implementation step of the Initiative Delivery process collaboratively by architects, IT project teams and business representatives
- Designs are based on the previously agreed Outlines
- Designs are developed in parallel with project management plans
- Designs are peer-reviewed by other architects to ensure their fit into Landscapes and compliance with Standards

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Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]

- **Preliminary Solution Designs** are specific Designs providing preliminary high-level technical and functional designs of specific approved IT solutions
- Preliminary Solution Designs can be considered as an uncommon subtype of Designs used relatively rarely
- They represent high-level technical descriptions of IT projects with pretty accurate estimates of time and cost
- They can be considered as more elaborate versions of corresponding business-focused Solution Overviews

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- **Preliminary Solution Designs - uncommon EA artifacts**

Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]

- Preliminary Solution Designs are intermediate "halfway" EA artifacts between Outlines and Solution Designs
- The main purpose of Preliminary Solution Designs is to refine and reaffirm the earlier Outlines-based estimates of time and cost for the approved IT projects
- Preliminary Solution Designs are typically represented as MS Word documents with high-level technical diagrams, tables and textual descriptions
- Although their length can be very project-specific and organization-specific, "average" Preliminary Solution Designs are often of ~20-40 pages long

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Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]

- Preliminary Solution Designs (Usage)
- Preliminary Solution Designs are produced at the early stages of implementation steps of IT initiatives to refine their earlier, less precise time, cost and risk estimates
- If the refined estimates confirm the original Outlines-based estimates, then IT projects can smoothly proceed further to developing more detailed Solution Designs

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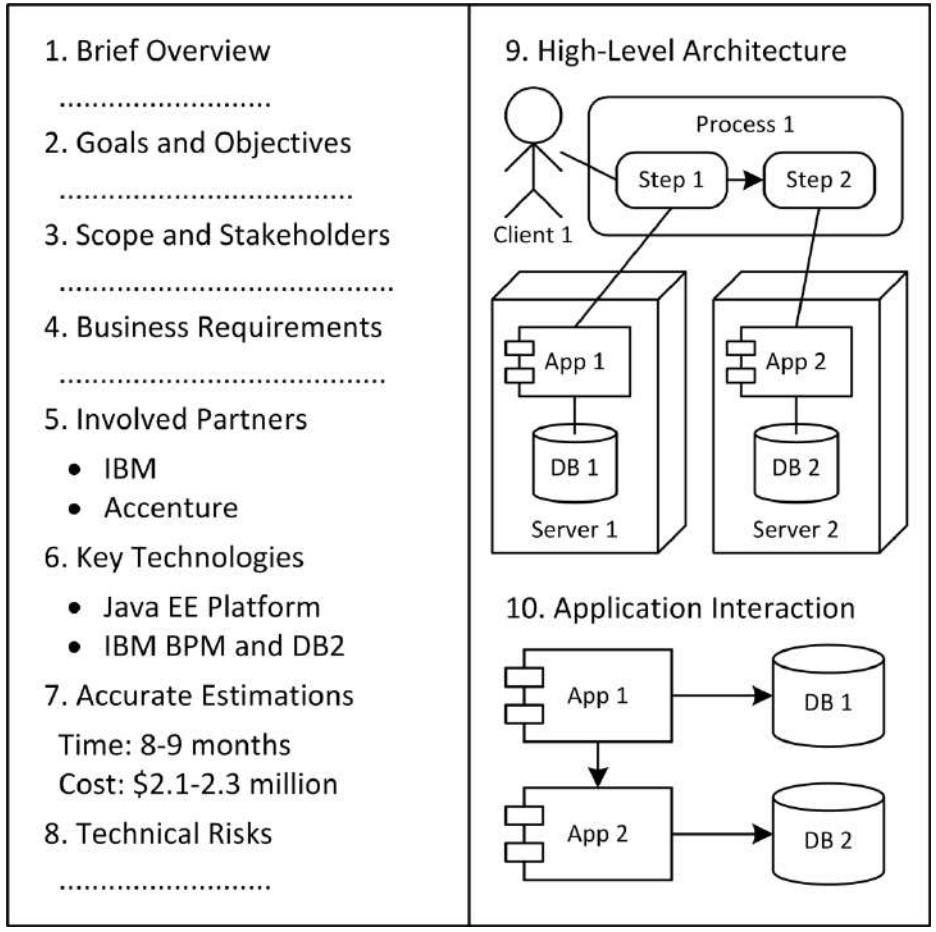
Preliminary Solution Designs–[Uncommon]



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Part C: The CSVLOD Model Revisited

Lecture Summary

- **Considerations** describe global conceptual rules and fundamental considerations important for business and relevant for IT representing the context for planning
- **Standards** describe global technical rules, standards, patterns and best practices relevant for IT systems representing proven means for solution implementation
- **Visions** provide high-level conceptual descriptions of an organization from the business perspective representing shared views of the company and its future

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
- Options Assessments – common EA artifacts
- Initiative Proposals – uncommon EA artifacts

Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- **Preliminary Solution Designs - uncommon EA artifacts**

Part C: The CSVLOD Model Revisited

Lecture Summary

- **Landscapes** provide high-level technical descriptions of the IT landscape representing a knowledge base of detailed reference materials on its overall structure
- **Outlines** provide high-level descriptions of specific IT initiatives understandable to business leaders essentially representing their benefit, time and price tags
- **Designs** provide detailed technical and functional descriptions of specific IT projects actionable for project teams


Take a Break!
BREAK TIME
Break time
BREAK TIME
Shift

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- **Continuous Nature of the CSVLOD Taxonomy**
- **Mapping of Specific EA Artifacts to the CSVLOD Taxonomy**
- **Decision Path of the EA-Enabled Strategy Execution**
- **Descriptive Nature of the CSVLOD Model**
- **Exceptions to the CSVLOD Model**
- **Enterprise Architecture on a Page**

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Continuous Nature of the CSVLOD Taxonomy

- The CSVLOD taxonomy defines six general types of EA artifacts: Considerations, Standards, Visions, Landscapes, Outlines and Designs
- The CSVLOD taxonomy classifies all EA artifacts used in EA practices along two orthogonal dimensions based on
  - ***what*** these artifacts describe (rules, structures or changes) and
  - ***how*** these artifacts describe (in a business- focused or IT-focused manner)
- Both the dimensions of the CSVLOD taxonomy, what and how, can be considered as continuous axes along which all EA artifacts can be positioned

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The Continuous "What?" Dimension

- The "What?" dimension can be considered as a continuous axis with two **extremes**: generic and specific
- The **generic extreme** describes overarching intangible norms, focuses on general concepts and is timeless
- EA artifacts closer to this extreme describe more broad-scoped, less tangible and precise objects less associated with certain points in time
- The **specific extreme** describes tangible project-specific instances, focuses on accurate details
- EA artifacts closer to this extreme describe more narrow-scoped, tangible, precise and time-bound objects

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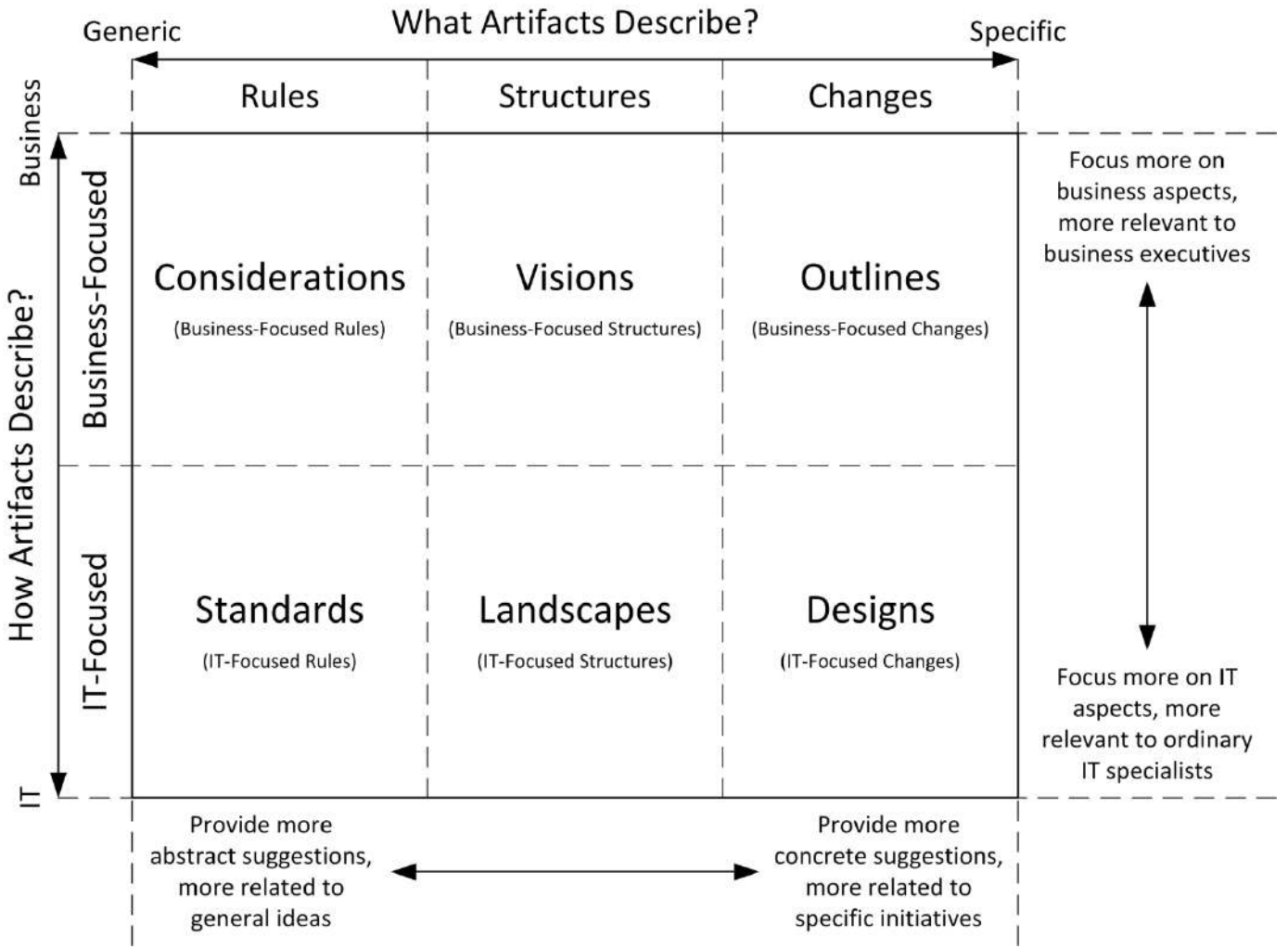
EA Artifacts and "What?" Dimension

- More generic EA artifacts tend to provide more abstract suggestions and be more related to general ideas
  - **For example, Policies and IT Principles can be positioned very close to the *generic extreme***
- **Rules EA artifacts** gravitate towards the generic extreme
- More specific EA artifacts tend to provide more concrete suggestions and be more related to specific initiatives
  - **For example, Solution Overviews and Solution Designs can be positioned very close to the *specific extreme***
- **Changes EA artifacts** gravitate towards the specific extreme

CSVLOD as a “Coordinate Plane”



Enterprise Architecture

What EA Artifacts Describe?

Generic ← → Specific

How EA Artifacts Describe?

Business ↕ IT

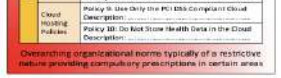
Business-Focused ↕ IT-Focused

	Rules	Structures	Changes
Business-Focused	**Considerations** **Content:** Global conceptual rules and fundamental considerations important for business and relevant to IT **Focus:** Do not focus on specific points in time or focus on the long-term future **Format:** Expressed in simple intuitive formats, often as brief written statements **Meaning:** Decisions on how an organization needs to work from the business and IT perspective **Usage:** Developed collaboratively by senior business leaders and architects and then used to influence all architectural decisions (see *Enterprise Architecture Practice on a Page*) **Lifecycle:** Established once and then updated according to the ongoing changes in the business environment **Role:** Overarching organizational context for information systems planning **Purpose:** Help achieve the agreement on basic principles, values, directions and aims **Benefits:** Improved overall consistency between business and IT	**Visions** **Content:** High-level conceptual descriptions of an organization from the business perspective **Focus:** Often focus on the long-term future up to 3-5 years ahead **Format:** Expressed in brief informal formats, often as simple one-page diagrams **Meaning:** Decisions on what IT should deliver to an organization in the long run **Usage:** Developed collaboratively by senior business leaders and architects and then used to guide IT investments, identify, prioritize and launch new IT initiatives (see *Enterprise Architecture Practice on a Page*) **Lifecycle:** Created once and then updated according to the ongoing changes in strategic business priorities **Role:** Shared views of an organization and its future agreed by business and IT **Purpose:** Help achieve the alignment between IT investments and long-term business outcomes **Benefits:** Improved strategic effectiveness of IT investments	**Outlines** **Content:** High-level descriptions of separate IT initiatives understandable to business leaders **Focus:** Usually focus on the mid-term future up to 1-2 years ahead **Format:** Expressed as a mix of textual descriptions and simple diagrams **Meaning:** Decisions on how approximately specific IT initiatives should be implemented **Usage:** Developed collaboratively by architects and business leaders and then used to evaluate, approve and fund specific IT initiatives (see *Enterprise Architecture Practice on a Page*) **Lifecycle:** Produced at the early stages of IT initiatives to support decision-making and then archived **Role:** Benefit, time and price tags for proposed IT initiatives **Purpose:** Help estimate the overall business impact and value of proposed IT initiatives **Benefits:** Improved efficiency and ROI of IT investments
IT-Focused	**Standards** **Content:** Global technical rules, standards, patterns and best practices relevant to IT systems **Focus:** Do not focus on specific points in time or focus on the current state **Format:** Can be expressed in various formats, often using strict notations **Meaning:** Decisions on how all IT systems should be implemented and some facts on the current approaches and technologies **Usage:** Developed collaboratively by architects and technical subject-matter experts and used to shape the architectures of all IT initiatives (see *Enterprise Architecture Practice on a Page*) **Lifecycle:** Established on an as-necessary basis and updated according to the ongoing technology progress **Role:** Proven reusable means for IT systems implementation **Purpose:** Help achieve technical consistency, technological homogeneity and regulatory compliance **Benefits:** Faster initiative delivery, reduced costs, risks and complexity	**Landscapes** **Content:** High-level technical descriptions of the organizational IT landscape **Focus:** Often focus on the current state **Format:** Expressed in strict formats, often as complex one-page diagrams using formal modeling notations, e.g. ArchiMate **Meaning:** Facts on the current IT landscape and some decisions on its future evolution **Usage:** Developed and maintained by architects and used to rationalize the IT landscape, manage the lifecycle of IT assets and plan new IT initiatives (see *Enterprise Architecture Practice on a Page*) **Lifecycle:** Created on an as-necessary basis and updated according to the ongoing evolution of the IT landscape **Role:** Knowledge base of reference materials on the IT landscape **Purpose:** Help understand, analyze and modify the structure of the IT landscape **Benefits:** Increased reuse and agility, reduced duplication and legacy	**Designs** **Content:** Detailed technical and functional descriptions of separate IT projects actionable for project teams **Focus:** Usually focus on the short-term future up to 1 year ahead **Format:** Expressed as a mix of text, tables and complex diagrams, can be voluminous and often use formal modeling notations, e.g. UML **Meaning:** Decisions on how exactly specific IT projects should be implemented **Usage:** Developed collaboratively by architects, project teams and business representatives and then used by project teams to implement IT projects (see *Enterprise Architecture Practice on a Page*) **Lifecycle:** Produced at the later stages of IT initiatives to support implementation and then archived **Role:** Communication interfaces between architects and project teams **Purpose:** Help implement approved IT projects according to business and architectural requirements **Benefits:** Improved quality of project delivery
	Describe: General global rules defining an organization or its divisions **Scope:** Very broad, often relate to an entire organization **Format:** Often textual **Question:** How do we work or want to work? **Lifecycle:** Permanent, created once and then periodically updated **Role:** Basis for all other planning decisions **Purpose:** Help achieve consistency and homogeneity of all planning decisions	**Describe:** High-level structures of an organization or its parts **Scope:** Broad, often cover large areas of an organization **Format:** Usually graphical **Question:** What approximately do we have or want to have? **Lifecycle:** Permanent, created once and then continuously updated **Role:** High-level "maps" facilitating decision-making **Purpose:** Help understand what changes are desirable and how to implement them	**Describe:** Specific proposed incremental changes to an organization **Scope:** Narrow, limited to separate IT initiatives or projects **Format:** Mix of textual and graphical **Question:** What exactly are we going to change right now? **Lifecycle:** Temporary, created for specific purposes and then discarded **Role:** Tactical plans of an organization **Purpose:** Help plan separate changes in detail

Language: Technology-neutral business language
Domains: Business domain and often other relevant domains at a high level
Format: Brief, intuitive, largely informal and include only the most essential information
Stakeholders: Business leaders and architects
Role: Communication interfaces between business and IT
Purpose: Help business leaders manage IT

Language: Technical IT-specific language
Domains: Various technical domains and sometimes also business domain
Format: Can be voluminous, formal, use strict notations and include comprehensive details
Stakeholders: Architects and other IT specialists
Role: Internal IT tools invisible to business
Purpose: Help architects organize IT

Overarching organizational norms typically of a restrictive nature providing compulsory prescriptions in certain areas



Global high-level guidelines influencing all decision-making and planning in an organization

Conceptual messages communicating major organization-wide decisions with far-reaching consequences

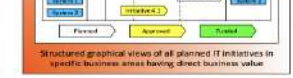
High-level graphical descriptions of the current operational flows of an organization

Structured graphical representations of the added value chain of an organization

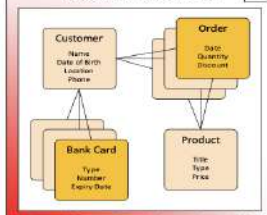
Structured graphical representations of all organizational business capabilities, their relationship and hierarchy

High-level graphical descriptions of the desired long-term future state of an organization

Structured graphical views of all planned IT initiatives in specific business areas having direct business value

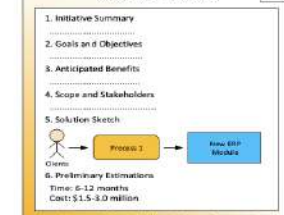


Conceptual Data Models



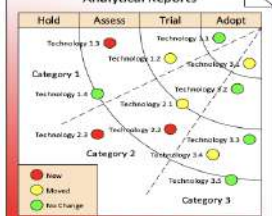
Abstract definitions of the main data entities critical for the business of an organization and their relationship

Initiative Proposals



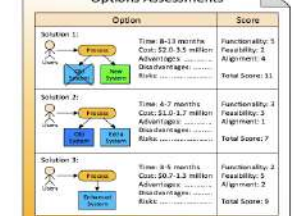
Very early idea-level descriptions of proposed IT initiatives and their justifications

Analytical Reports



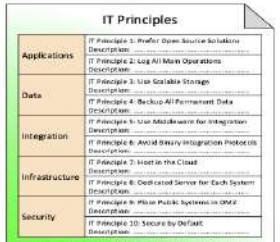
Executive-level analyses of relevant technology trends and their potential impact on the business of an organization

Options Assessments



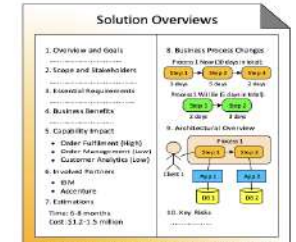
Lists of available high-level implementation options for specific IT initiatives with their pros and cons

IT Principles



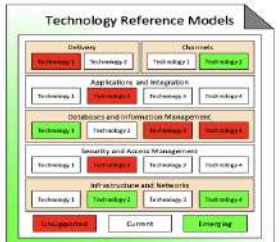
Global high-level IT-specific guidelines influencing all IT-related decisions and plans in an organization

Solution Overviews



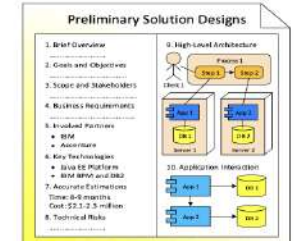
High-level descriptions of specific proposed IT solutions understandable to business leaders

Technology Reference Models



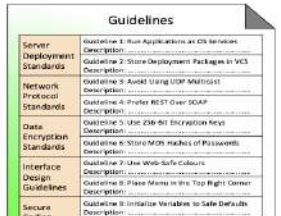
Structured graphical representations of all technologies used in an organization

Preliminary Solution Designs

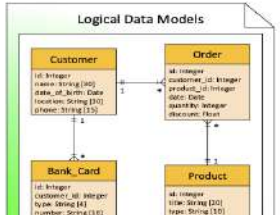


Preliminary high-level technical and functional designs of specific approved IT solutions

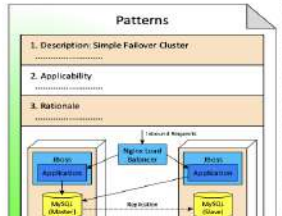
Guidelines



Logical Data Models

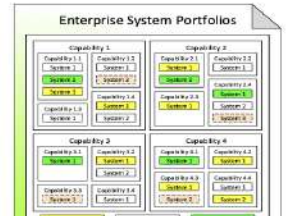


Patterns

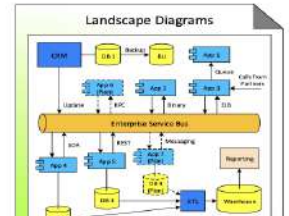


Inventories

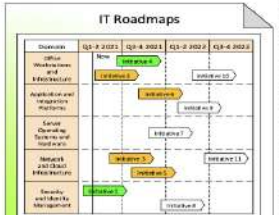
Enterprise System Portfolios



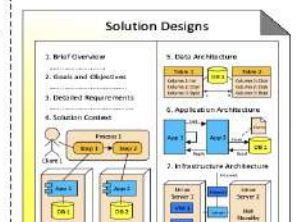
Landscape Diagrams



IT Roadmaps



Solution Designs



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The Continuous "How?" Dimension

- The "How?" dimension can be considered as a continuous axis with two extremes: business and IT
- The **business extreme** is technology-neutral, uses pure business language and discusses money, customers, business goals, competitive advantages, etc.
- EA artifacts closer to this extreme tend to be less technical and use more business-specific language
- The **IT extreme** is purely technical and uses very IT-specific language, e.g. systems, databases and servers
- EA artifacts closer to this extreme tend to be more technical in nature and use more IT-specific language

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EA Artifacts and "How?" Dimension

- More business-related artifacts focus more on business aspects and are more relevant to C-level executives
  - **For example, Principles and Value Chains can be positioned very close to the business extreme**
- Business-focused EA artifacts gravitate towards the business extreme
- More IT-related EA artifacts tend to focus more on IT aspects and be more relevant to ordinary IT specialists
  - **For example, Guidelines and Landscape Diagrams can be positioned very close to the IT extreme**
- IT-focused EA artifacts gravitate towards the IT extreme

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Mapping of EA Artifacts to the Taxonomy

- The continuous nature of the taxonomy allows mapping the 24 subtypes of EA artifacts
  - To specific positions, or dots, on the coordinate plane
- The exact positions of EA artifacts is highly subjective
  - To helps better understand their main properties and differences from each other

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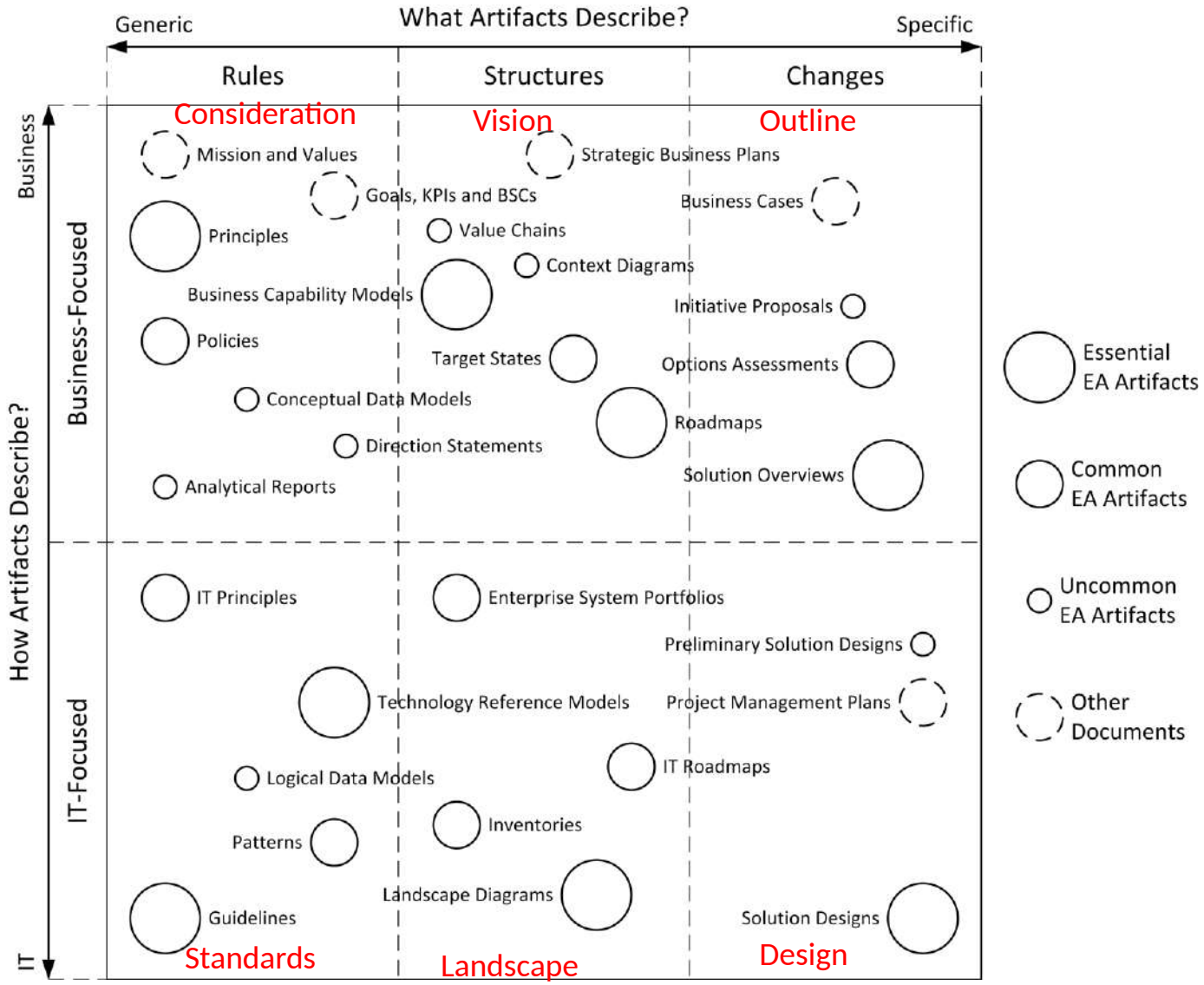
Map of Popular EA Artifacts



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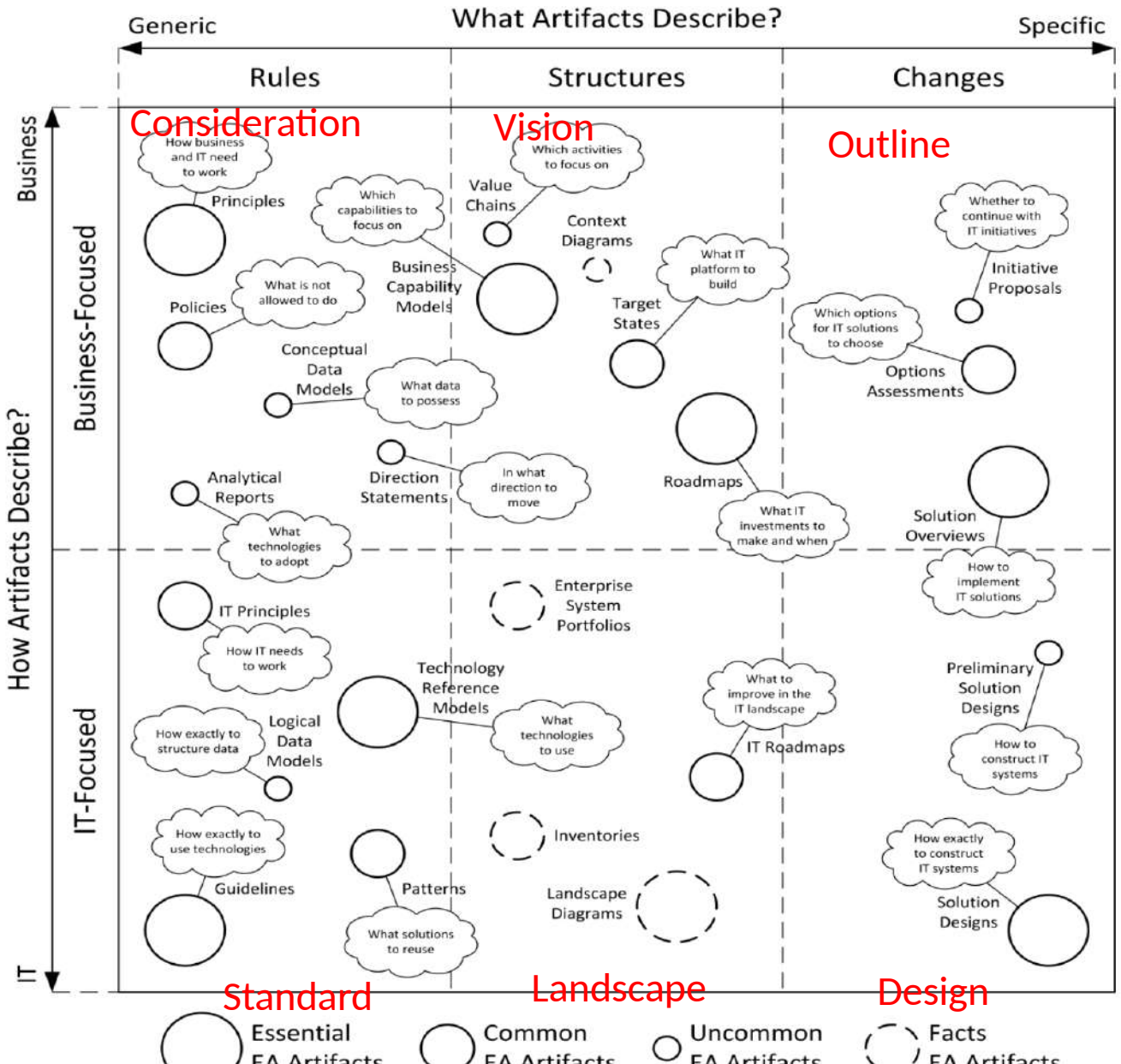

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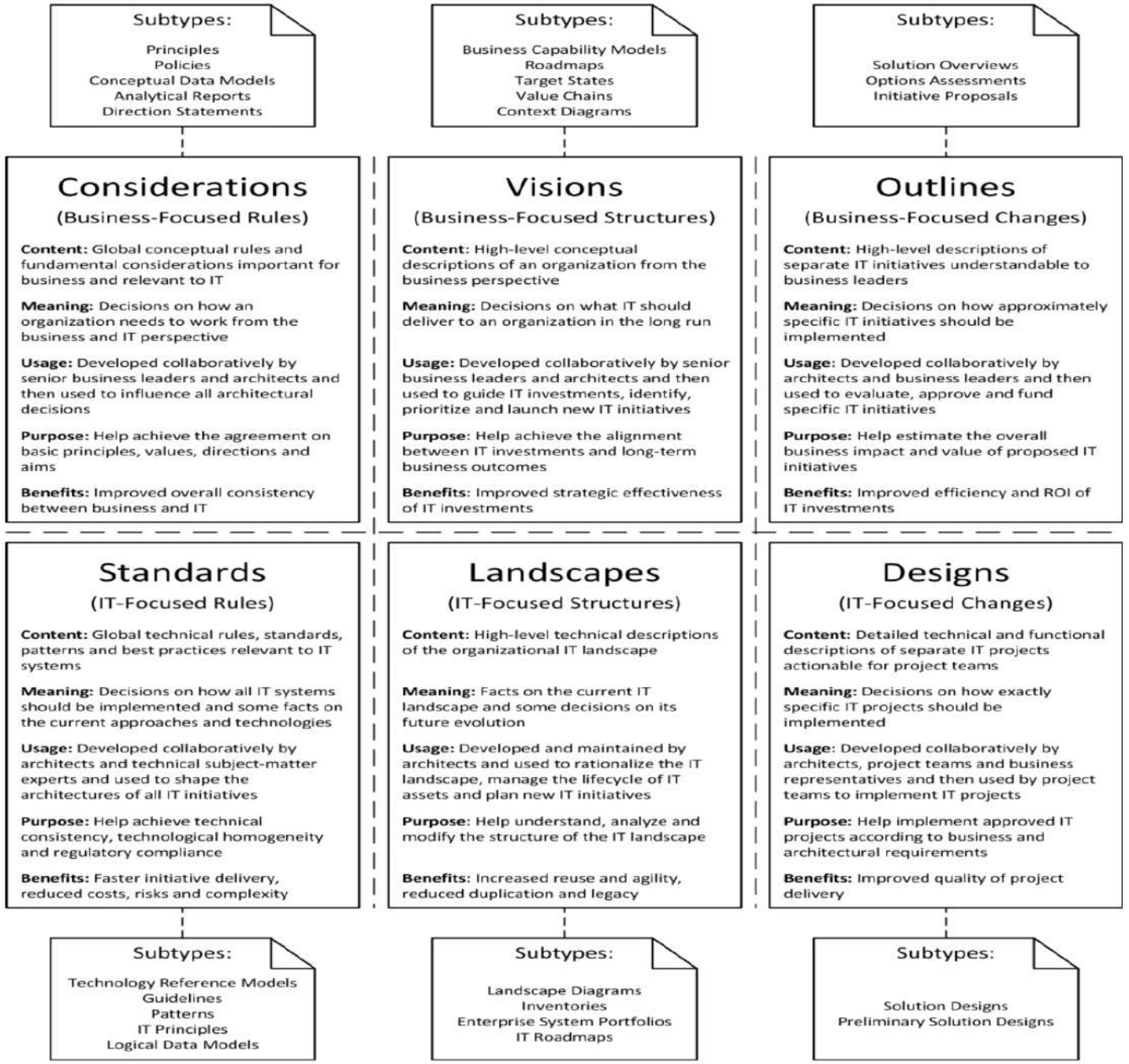

Figure 8.2. The CSVLOD model of enterprise architecture

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Differences Within General Types

- All EA artifacts related to any general type share common row-specific, column-specific and type-specific properties, but they can also have notable differences within their general type
- For instance, both Business Capability Models and Roadmaps belong to structures, to business-focused and to Visions EA artifacts, and share common row-specific, column-specific and type-specific properties
- While Business Capability Models only highlight the required capabilities, Roadmaps describe what IT initiatives may be necessary and when
- Hence, they occupy the opposite corners within Visions

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Part C: The CSVLOD Model Revisited

- Continuous Nature of the CSVLOD Taxonomy
- **Mapping of Specific EA Artifacts to the CSVLOD Taxonomy**
- Decision Path of the EA-Enabled Strategy Execution
- Descriptive Nature of the CSVLOD Model
- Exceptions to the CSVLOD Model
- Enterprise Architecture on a Page

Proximity to Other General Types

- The proximity between EA artifacts of a certain general type and other types also helps clarify their properties
- For instance, both Enterprise System Portfolios and Landscape Diagrams belong to Landscapes and share common type-specific properties, i.e. represent reference materials on the IT landscape
- However, Enterprise System Portfolios are very close to Visions and somewhat influenced by their properties, e.g. provide very conceptual views and might be occasionally used to communicate with business
- On the contrary, Landscape Diagrams are very distant from Visions and very dissimilar in their properties

Part A: Outline EA Artifact

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Part B: Designs as EA Artifacts

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Notion of Decision Path

- The mapping of EA artifacts allows tracing the flow of decisions, or decision path
  - from the business strategy to the implementation of specific IT initiatives
- A business strategy is turned into IT solutions
  - through the Strategic Planning and Initiative Delivery processes
- The EA-based decision path from the strategy planning to strategy implementation
  - “lies” through Considerations, Visions, Outlines and Designs
- Essential EA artifacts related to these general types include:
  - Principles
  - Business Capability Models
  - Roadmaps
  - Solution Overviews
  - Solution Designs

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Decision Paths of the EA-Enabled Strategy Execution

Typical Decision Path

- A business strategy in organizations is turned into optimal IT solutions **through the Strategic Planning** and **Initiative Delivery EA-related processes** (see Table 6.1 and Figure 6.1 next slides).

- (recall from previous sessions)
- The Strategic Planning process translates relevant fundamental factors of the external business environment into the general development direction for business and IT and revolves around Considerations and Visions.

- The Initiative Delivery process translates specific business needs into tangible IT solutions and revolves around Outlines and Designs.

- The EA-based decision path from the strategy planning to strategy implementation "lies" through Considerations, Visions, Outlines and Designs

- Hence, the EA-based decision path from the strategy planning to strategy implementation "lies" through Considerations, Visions, Outlines and Designs

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EA Artifacts on the Decision Path

- Firstly, business leaders and architects decide how an organization needs to work and formulate Principles
- Secondly, business leaders and architects decide which capabilities are needed in the long run and highlight them in Business Capability Models
- Thirdly, business executives and architects come up with specific IT initiatives and place them in Roadmaps
- Fourthly, business leaders and architects decide how to implement each IT initiative via Solution Overviews
- Finally, architects and project teams decide how to deliver each IT solution via Solution Designs
- See next slide

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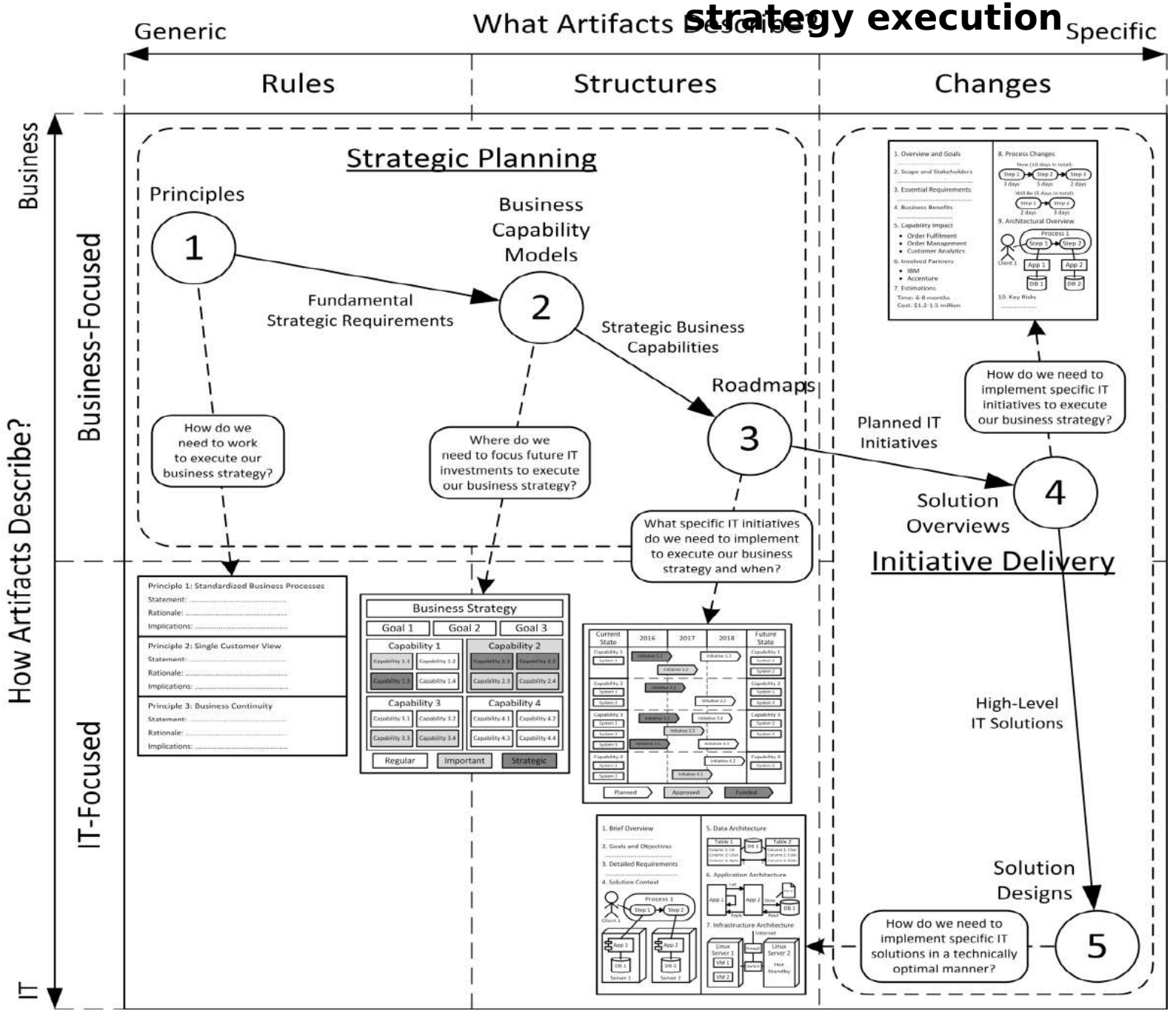
Typical decision path of the EA-enabled strategy execution



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Process	Strategic Planning	Initiative Delivery	Technology Optimization
Instances	Single, or several in highly decentralized organizations	Multiple, i.e. one instance for each active IT initiative	Single, or several in highly decentralized organizations
Goal	Articulate the desired future course of action for business and IT	Deliver optimal IT solutions for specific needs	Improve the overall quality of the corporate IT landscape
Meaning	Strategy-to-portfolio	Need-to-solution	Structure-to-rationalization
Question	How is the business environment changing and what should we do to react to these changes?	What is the best way to address the requested need and all the associated requirements?	What is wrong with the current IT landscape and what should we do to improve it?
Focus	Long-term and mid-term future	Short-term and immediate future	Current situation with some future outlook
Nature	Continuous and largely unstructured	Sequential with two main steps: initiation and implementation	Continuous and largely unstructured
Integration	Integrated with regular strategic management activities	Integrated with regular project management activities	Not integrated with any regular processes or activities
Actors	Business leaders and architects	Initiation step: Business leaders and architects Implementation step: Architects and project teams	Architects alone
EA artifacts	Considerations and Visions	Initiation step: Outlines Implementation step: Designs	Standards and Landscapes
Inputs	Fundamental factors of the external business environment	Specific business, and sometimes technical, needs	Current structure of the organizational IT landscape
Activities	Informal discussions, meetings, presentations and workshops, as well as periodical formal approvals and sign-offs	Initiation step: Discussion of possible implementation options Implementation step: Actual technical implementation	Numerous informal discussions and periodical formal approvals
Discussion points	Operating model, business capabilities and specific business needs	Initiation step: Business processes Implementation step: Business requirements	Little or no discussion between business and IT
Outputs	High-level strategic plans for business and IT reflected in Considerations and Visions	New working IT solutions	Technical rationalization suggestions reflected in Standards and Landscapes

Table 6.1. Strategic Planning, Initiative Delivery and Technology Optimization processes

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- Solution Overviews – essential EA artifacts
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Part B: Designs as EA Artifacts

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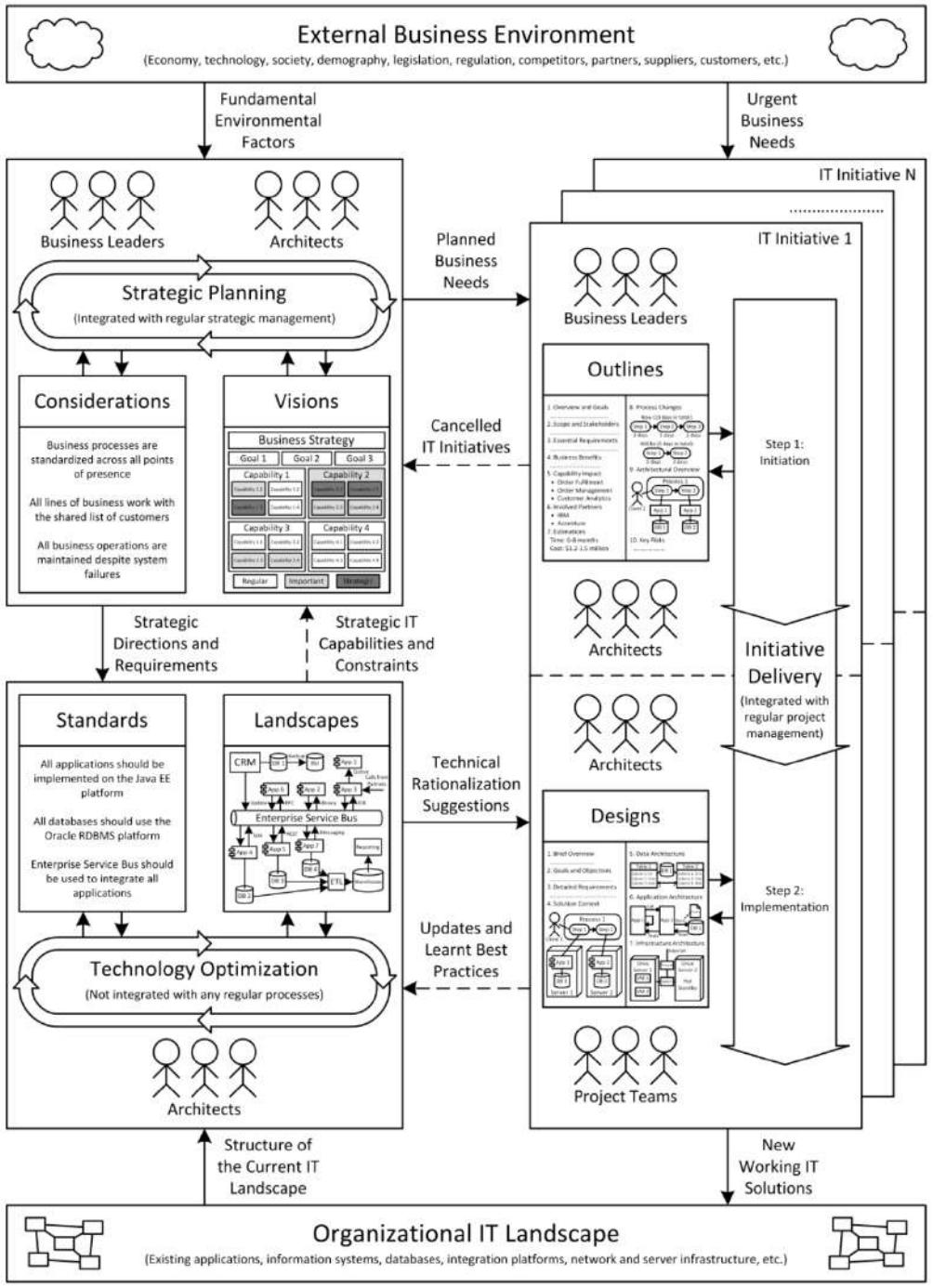

Figure 6.1. The relationship between the three EA-related processes

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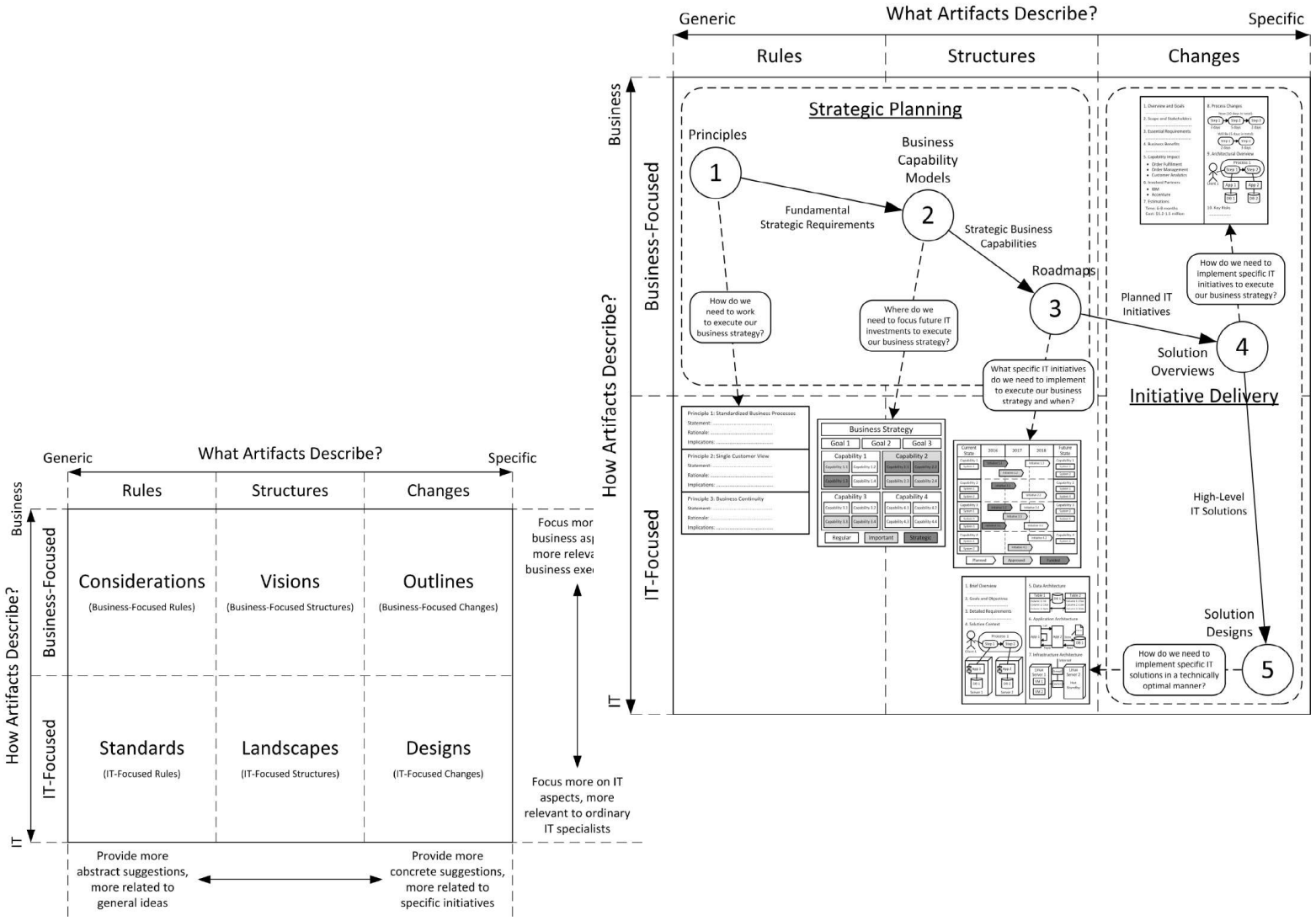
Decision Paths of the EA-Enabled Strategy Execution



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Decision Path of the EA-Enabled Strategy Execution

Customized Decision Paths

- Most organizations have their own customized, slightly different and more sophisticated decision paths which often incorporate other EA artifacts as well

- Target States may be developed on the way from Business Capability Models to Roadmaps
  - to describe the desired future state required for strategic capabilities

- Options Assessments may be produced on the way from Roadmaps to Solution Overviews
  - to discuss available implementation options with business executives

- Preliminary Solution Designs may be created on the way from Solution Overviews to Solution Designs
  - to refine the tentative time and cost estimates

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Descriptive Nature of the CSVLOD Model

- The CSVLOD model, specific subtypes of EA artifacts and their classification into essential, common and uncommon merely summarize the existing situation in industry
- They provide only important lessons from which other companies and individual EA practitioners can learn how to use enterprise architecture, but they do not offer universal, one-size-fits-all prescriptions or recipes suitable for all organization
- Any prescriptions based on the lessons from other organizations should be derived with caution
- It would be arguably fair to say that all the six general types of EA artifacts (i.e. Considerations, Standards, Visions, Landscapes, Outlines and Designs) should be present in mature EA practices, although specific EA artifacts representing these general types can vary.
- all mature EA practices should use some Considerations to maintain conceptual consistency of all IT-related planning decisions, some Standards to define recommended implementation approaches and technologies, some Visions to focus and guide future IT investments, some Landscapes to capture the current structure of the organizational IT

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Relative Popularity of EA Artifacts

- The classification of EA artifacts on essential, common and uncommon merely shows that some EA artifacts are used in more organizations than other artifacts
- It does not suggest that more popular EA artifacts are "better" or more important for EA practices
- Many successful EA practices do not use some of the essential EA artifacts because of sound reasons
- However, the list of eight essential EA artifacts can be used as a reasonable benchmark for EA practices

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Exceptions to the CSVLOD Model

- The CSVLOD model provides a convenient research-based conceptualization of enterprise architecture
- The CSVLOD model also has a number of inherent limitations that should be clearly understood
- Firstly The model focuses only on key EA artifacts representing consistent deliverables, or products
- Secondly, some EA artifacts used in real organizations can combine the contents of two general types
  - For example, organizations may combine Principles and IT Principles or place Principles in Roadmaps
- Thirdly, some EA artifacts can combine the contents of two different subtypes related to a single general type
  - For example, tool-based EA repositories combine the properties of both Landscape Diagrams and Inventories
- However, all EA artifacts that cannot be related to any single type still can be related to two adjacent types staying within the boundaries of the CSVLOD model

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Putting All EA Artifacts Together

- All the 24 narrow subtypes of EA artifacts with their schematic graphical representations can be placed together on a single page, color-coded according to their relative popularity (essential, common and uncommon), structured around the overarching CSVLOD model of enterprise architecture and related to corresponding general types of EA artifacts
- The resulting holistic one-page view of enterprise architecture and EA artifacts can be titled simply as Enterprise Architecture on a Page

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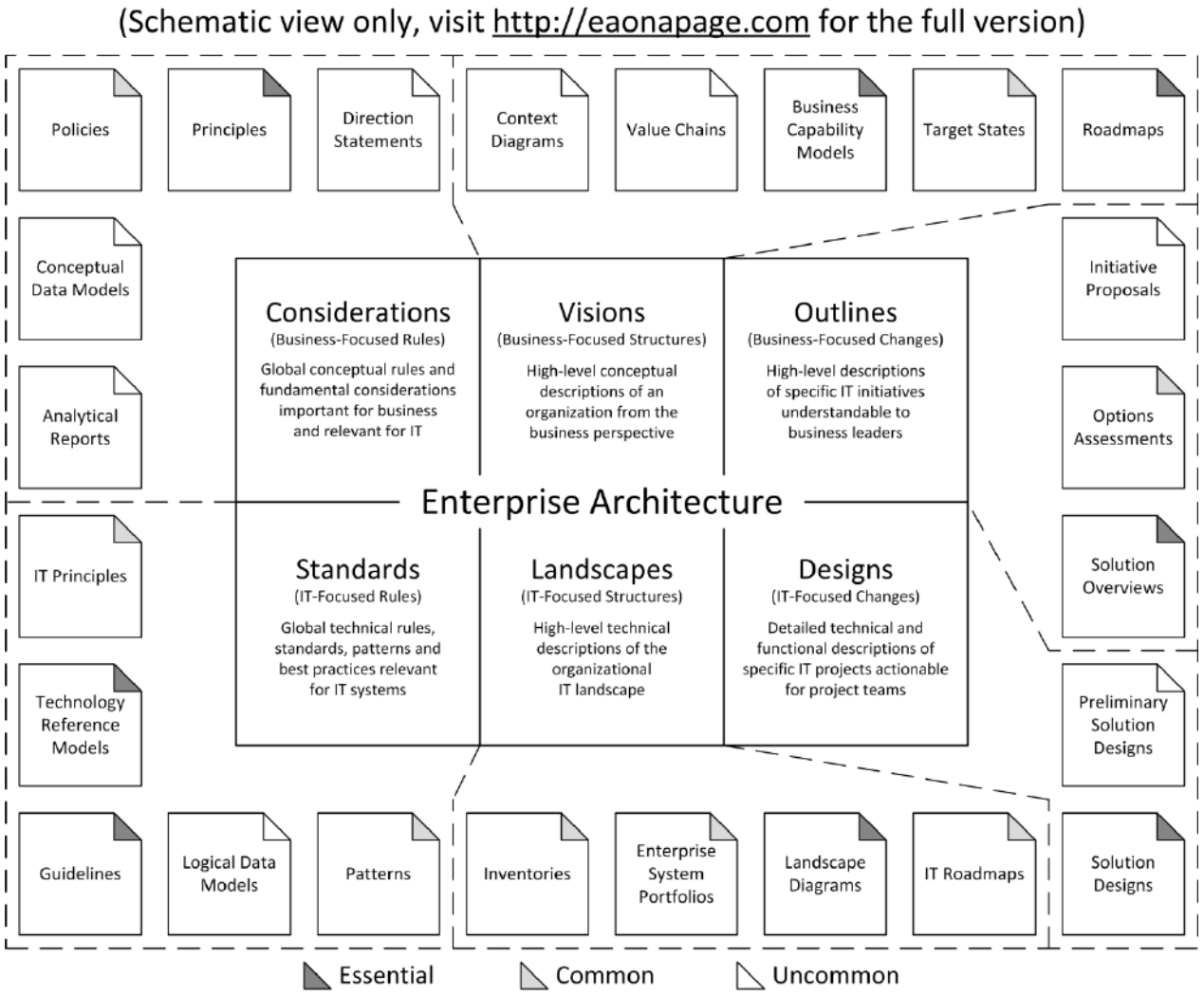
Enterprise Architecture on a Page



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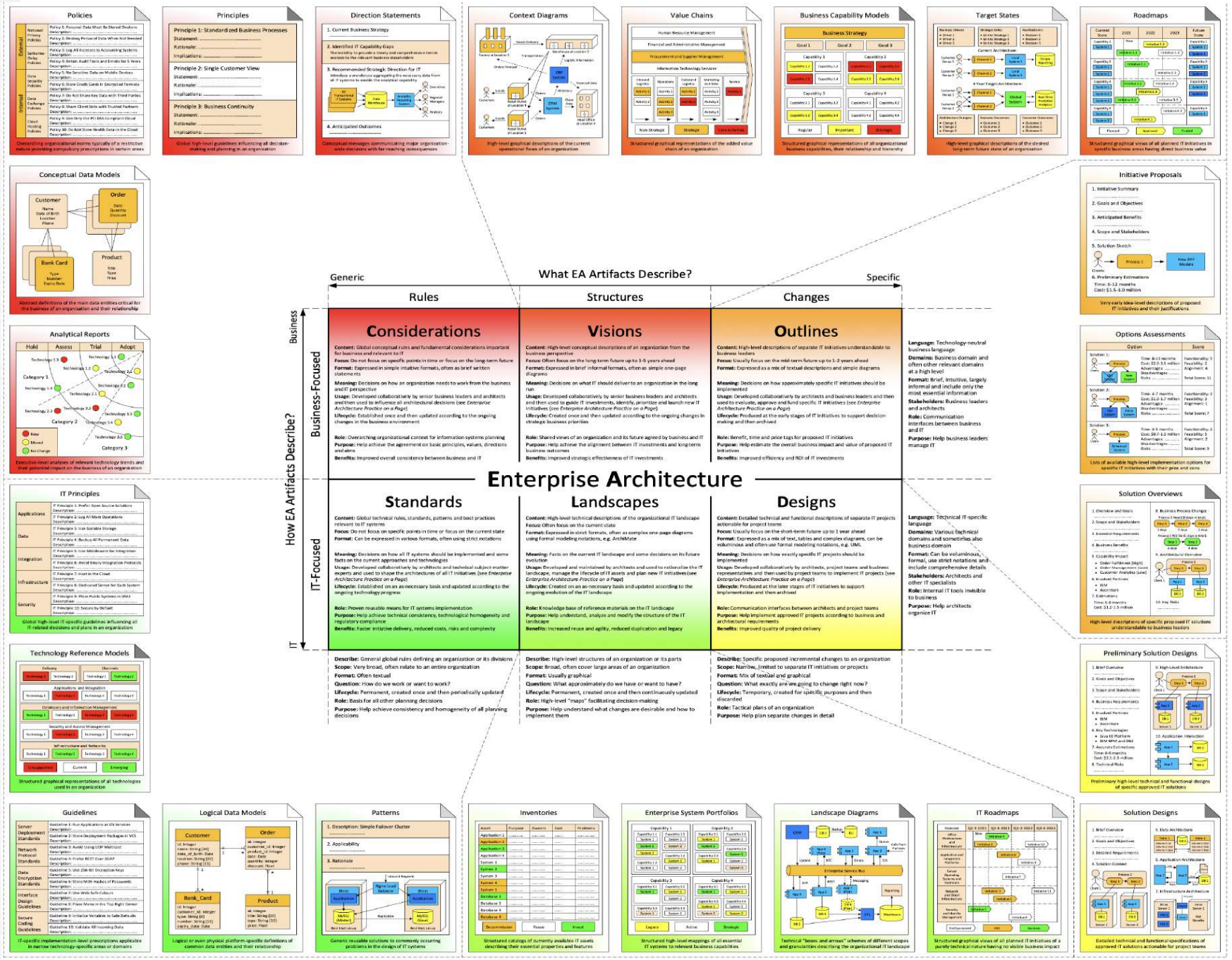

The end

Thank you

See you next class

Enterprise Computing

EMIT-607

Session 5

Session Outlines:

Part A: EA Outlines
- Outlines as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Outlines

Part B: EA Designs
- Designs as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Designs

Part C: The CSVLOD Model Revisited
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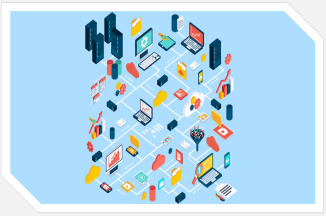
الجزء A: مخططات EA
- الخطوط العريضة كنوع عام من المشغولات المعمارية للمؤسسات
- عناصر معمارية محددة للمؤسسات ذات صلة بالمخططات التفصيلية

الجزء B: التصاميم EA
- التصاميم كنوع عام من المشغولات المعمارية للمؤسسات
- المصنوعات اليدوية الخاصة بهندسة المؤسسات ذات الصلة بالتصميمات

الجزء c: إعادة النظر في نموذج CSVLOD
- الطبيعة المستمرة لتصنيف CSVLOD
- تعيين عناصر EA الأثرية المحددة لتصنيف CSVLOD
- مسار القرار لتنفيذ إستراتيجية EA الممكّنة
- الطبيعة الوصفية لنموذج CSVLOD
- استثناءات نموذج CSVLOD
- بنية المؤسسة على الصفحة

Part A: EA Outlines



- Outlines as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Outlines

الجزء أ: مخططات وتصميمات EA

- الخطوط العريضة كنوع عام من المشغولات المعمارية للمؤسسات
- عناصر معمارية محددة للمؤسسات ذات صلة بالمخططات التفصيلية
- التصاميم كنوع عام من المشغولات المعمارية للمؤسسات
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Part A: Outline EA Artifact

- **Solution Overviews – essential EA artifacts**
- **Options Assessments – common EA artifacts**
- **Initiative Proposals – uncommon EA artifacts**

Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- Preliminary Solution Designs - uncommon EA artifacts

Part C: The CSVLOD Model Revisited

Introduction:

- Outlines are business-focused changes EA artifacts
- Outlines provide business-oriented descriptions of separate IT initiatives developed collaboratively by business and IT stakeholders
- Outlines help business leaders select and fund only the most valuable IT initiatives with maximum payoff from the overall pool of all proposed initiatives
- Specific examples of EA artifacts related to Outlines include:
  - Solution Overviews
  - Options Assessments
  - Initiative Proposals
  - Some other similar, but less popular EA artifacts

The general purpose of all Outlines is to help estimate the overall business impact and value of proposed IT initiatives. The use of Outlines for describing proposed IT initiatives allows business executives to evaluate the advantages and disadvantages of specific proposals, compare different IT investments based on their anticipated benefits and costs, prioritize them based on their perceived importance and make informed investment decisions regarding these initiatives at their early stages.

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Part C: The CSVLOD Model Revisited

Informational Contents

- Outlines provide answers to the following and similar questions:
  - What business need is addressed by the proposed IT initiative?
  - What solution will be implemented as a result of the IT initiative?
  - How will the proposed IT solution change current business processes?
  - What is the tactical and strategic value of the proposed IT initiative?
  - What is the overall organizational impact of the IT solution?
  - What financial investments are required to implement the proposed IT initiative?
  - When can the proposed IT initiative be delivered?
  - What risks are associated with the proposed IT initiative?

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Part C: The CSVLOD Model Revisited

Lifecycle

- Outlines are temporary EA artifacts with a limited lifetime developed specifically to discuss high-level implementation options for proposed IT initiatives and make informed investment decisions regarding them
- Agreed Outlines provide the basis for developing more detailed Designs during the further implementation steps of IT initiatives
- After Outlines are approved and elaborated into more detailed technical Designs they lose their value as EA artifacts and get archived
- However, Outlines may be retrieved and used later for the purposes of post-implementation benefit review

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Part C: The CSVLOD Model Revisited

Outlines, as business-focused changes EA artifacts, are adjacent to Visions and Designs

Provide some high-level business-oriented ,descriptions similar to Outlines

the descriptions offered by Visions are more conceptual, abstract and global

Vision

Provide some narrow-scoped descriptions of ,specific IT initiatives similar to Outlines

the descriptions offered by Outlines are intended primarily for the executive-level business audience

Design

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Part C: The CSVLOD Model Revisited

Outlines EA Artifacts examples

- Solution Overviews – essential EA artifacts
- Options Assessments – common EA artifacts
- Initiative Proposals – uncommon EA artifacts

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Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

- Solution Overview are specific Outlines providing high-level descriptions of specific proposed IT solutions understandable to business leaders
- Solution Overviews can be considered as an essential subtype of Outlines found most EA practices
- Solution Overviews represent finalized descriptions of proposed IT solutions agreed with business sponsors
- Solution Overviews are the most elaborate and detailed of all Outlines

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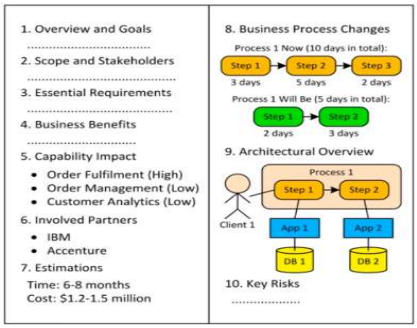
Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

Solution Overviews (Usage)

Solution Overviews are completed during the later stages of initiation steps of all IT initiatives to represent the finalized versions of proposed IT solutions agreed with their business sponsors

Solution Overviews are used by senior business and IT stakeholders participating in decision-making committees to make final investment decisions regarding proposed IT initiatives



Once Solution Overviews are approved by IT investment committees, corresponding IT initiatives proceed further to their implementation steps and the development of technical Designs for these IT initiatives begins

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Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

Features

- Solution Overviews include:
  - Conceptual architectures,
  - Process models and
  - Relevant supporting information,
    - Business benefits expected from the **IT initiative**
    - Key business stakeholders and sponsors of the **IT initiative**
    - Essential requirements for the IT solution
    - Third parties involved in the implementation of the IT solution
    - Estimates of time and cost for the IT solution
    - Identified risks associated with the IT solution
- Solution Overviews may show
  - both the current and expected future states of affected operations and emphasize the beneficial contrast between them
- Solution Overviews may also include mini-roadmaps explaining when and in what sequence different components of the whole IT solution will be delivered
- Solution Overviews are often represented as plain MS Word documents with simple intuitive diagrams and textual descriptions typically of ~15-30 pages long

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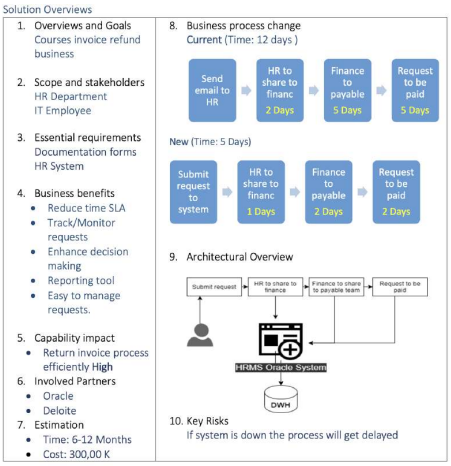
Part C: The CSVLOD Model Revisited

Solution Overview [Essential]

Example:



Part A: Outline EA Artifact

- **Solution Overviews – essential EA artifacts**
- Options Assessments – common EA artifacts
- Initiative Proposals – uncommon EA artifacts

Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- Preliminary Solution Designs - uncommon EA artifacts

Part C: The CSVLOD Model Revisited

Solution Overview [Essential] (Usage)

Solution Overviews are completed during the later stages of initiation steps of all IT initiatives to represent the finalized versions of proposed IT solutions agreed with their business sponsors

Solution Overviews are used by senior business and IT stakeholders participating in decision-making committees to make final investment decisions regarding proposed IT initiatives Once Solution Overviews are approved by IT investment committees, corresponding IT initiatives proceed further to their implementation steps and the development of technical Designs for these IT initiatives begins

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Part C: The CSVLOD Model Revisited

Options Assessments (Common)

- **Options Assessments** are specific Outlines providing lists of available high-level implementation options for specific IT initiatives with their pros and cons
- Options Assessments can be considered as a common subtype of Outlines often found in EA practices
- Options Assessments provide descriptions of multiple possible IT solutions fulfilling the same business need
- In some organizations architects are expected to propose at least three options for addressing any need.
  "Do nothing" option may also be included in the list of possible options to explicitly explore the consequences of not implementing any solution at all.

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Part C: The CSVLOD Model Revisited

Options Assessments (Common)

- Options Assessments provide the essential supporting information about each of potential implementation options for a specific IT initiative including its advantages, disadvantages, costs and risks.
- To ease the selection of the most suitable alternatives, available options may be formally scored based on multiple criteria, e.g. functionality, technical feasibility, estimates, risk, strategic alignment, financial impact, etc.

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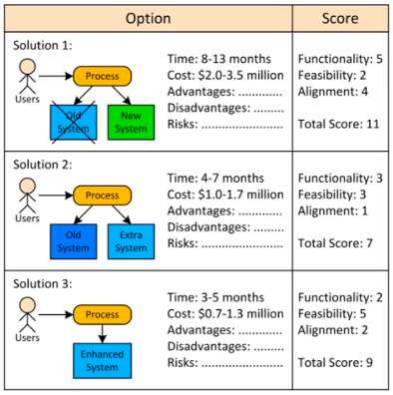
Part C: The CSVLOD Model Revisited

Options Assessments (Common)

- Options Assessments are usually represented as MS Word documents or MS PowerPoint presentations with simple intuitive diagrams and textual descriptions



- Developed during the initiation steps of IT initiatives
- Used by senior business and IT stakeholders
- Certain option is approved by business leaders, respective IT initiatives might either be elaborated into more detailed Solution Overviews for their final approval, or proceed immediately to the development of Designs

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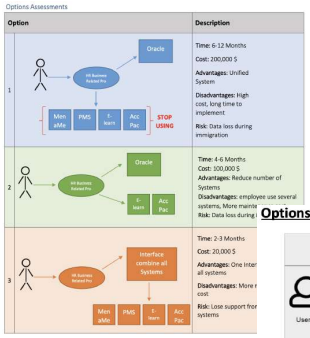
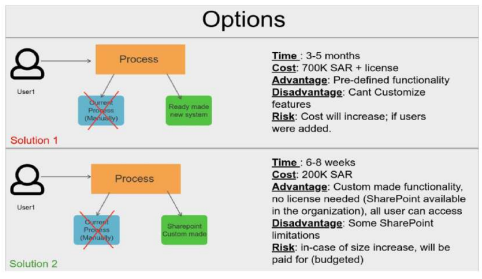
Part C: The CSVLOD Model Revisited

Options Assessments (Common)

Examples:



Options Assessments



Executive Master of

Part A: Outline EA Artifact

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Part B: Designs as EA Artifacts

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Part C: The CSVLOD Model Revisited

Initiative Proposals (Uncommon)

- **Initiative Proposals** are specific Outlines providing very early idea-level descriptions of proposed IT initiatives and their justifications.
- Initiative Proposals represent very abstract descriptions of specific IT initiatives that might be worth implementing.
- Initiative Proposals are the most brief, simple and conceptual of all Outlines
- Initiative Proposals usually describe the general idea of the proposed IT initiative, its expected business value and conceptual solution.

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- Solution Overviews – essential EA artifacts
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- **Initiative Proposals – uncommon EA artifacts**

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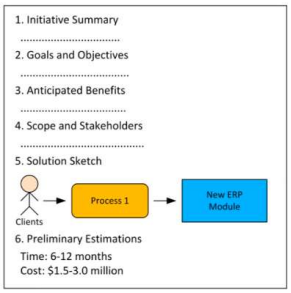
- Preliminary Solution Designs - uncommon EA artifacts

Part C: The CSVLOD Model Revisited

Initiative Proposals (Uncommon)

Initiative Proposals (Features)

- Initiative Proposals usually describe the general idea of the proposed IT initiative, its expected value, conceptual solution and some broad estimates of time and cost
- If used, Initiative Proposals are the first EA artifacts developed for specific IT initiatives



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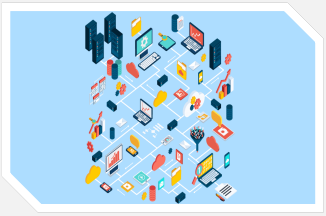
Part C: The CSVLOD Model Revisited

Initiative Proposals (Uncommon)

Initiative Proposals (Usage)

- Initiative Proposals are typically produced at the very early stages of initiation steps of all IT initiatives to describe the general ideas behind these initiatives, their motivations and envisioned solutions
- Initiative Proposals are used to discuss proposed IT initiatives at their earliest stages with senior business stakeholders in order either to get their preliminary approval as “good ideas” and elaborate them further, or to get them rejected immediately as “bad ideas”
- Initiative Proposals help filter out futile IT initiatives at their earliest stages and focus on more promising initiatives instead



Part B: EA Designs

- Designs as a General Type of Enterprise Architecture Artifacts
- Specific Enterprise Architecture Artifacts Related to Designs

- التصاميم كنوع عام من المشغولات المعمارية للمؤسسات
- المصنوعات اليدوية الخاصة بهندسة المؤسسات ذات الصلة بالتصميمات

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- Solution Overviews – essential EA artifacts
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Part B: Designs as EA Artifacts

- **Solution Designs – essential EA artifacts**
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Part C: The CSVLOD Model Revisited

Designs as EA Artifacts

- Designs are IT-focused changes EA artifacts
- Designs provide low-level technical descriptions of specific IT projects developed collaboratively by architects and IT project teams
- Designs help ensure the connection between high-level planning decisions and low-level implementation
- The purpose of all Designs is to help implement projects according to business and architectural requirements
- Designs help stipulate all the essential requirements from both the business and IT perspectives and then ensure the compliance with these requirements
- The proper use of Designs leads to improved quality of the IT project delivery

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Part B: Designs as EA Artifacts

- **Solution Designs – essential EA artifacts**
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Part C: The CSVLOD Model Revisited

Designs as EA Artifacts

- Specific examples of EA artifacts related to Designs include:
  - Solution Designs
  - Preliminary Solution Designs
- Designs provide answers to the following and similar questions:
  - What specific business requirements should be addressed by the IT project?
  - What infrastructure should be provided?
  - What hardware and software should be installed?
  - What applications should be developed?
  - What data entitles should be used in the new IT system?
  - How exactly should different system components communicate and interact with each other?
  - How exactly should the new IT system interact with the surrounding environment?
  - How should current business processes be modified as a result?

Part A: Outline EA Artifact

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Part B: Designs as EA Artifacts

- **Solution Designs – essential EA artifacts**
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Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

- Solution Designs are specific Designs providing detailed technical and functional specifications of approved IT solutions actionable for project teams
- Solution Designs can be considered as an essential subtype of Designs found in most EA practices
- Solution Designs provide finalized technical descriptions of IT projects approved by all their stakeholders
- Solution Designs cover the full stack of EA domains

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
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Part B: Designs as EA Artifacts

- **Solution Designs – essential EA artifacts**
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Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

- Solution Designs can vary in their size depending on the size and complexity of an IT project
- The level of detail and volume of Solution Designs also depend on the preferred project delivery methodology, e.g. from waterfall to agile
- However, "average" Solution Designs can be around ~25-50 pages long, while in extreme cases they can reach a few hundred pages
- Solution Designs are typically represented as MS Word documents with complex technical diagrams, extensive tables and rich textual descriptions

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Part B: Designs as EA Artifacts

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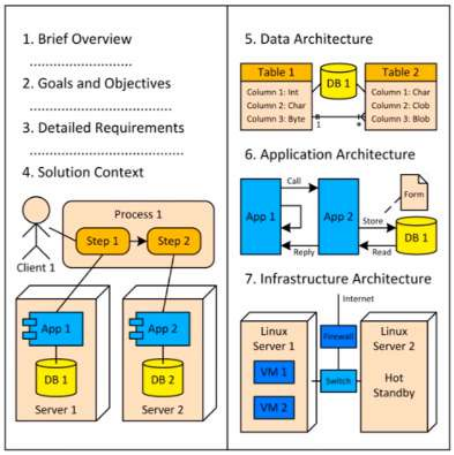
Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]



Solution Designs (Usage)

Solution Designs are the most detailed EA artifacts developed for specific IT initiatives

They are used directly by IT project teams as an actionable guidance for the project implementation

After IT projects are completed, Solution Designs are usually updated to reflect all the deviations from the original plans which occurred during the project implementation and then stored for future reference in searchable document repositories

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
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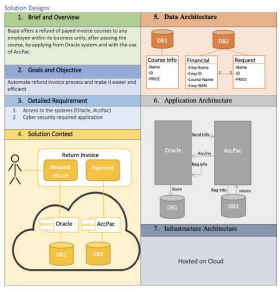
Part B: Designs as EA Artifacts

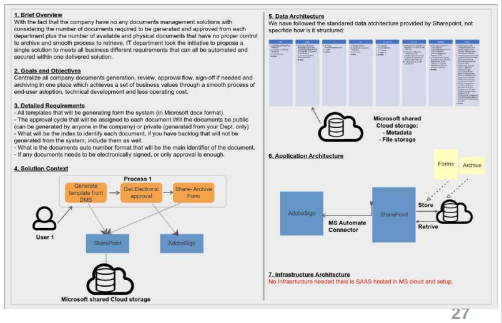
- **Solution Designs – essential EA artifacts**
- Preliminary Solution Designs - uncommon EA artifacts

Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

Examples:





Part A: Outline EA Artifact

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Part B: Designs as EA Artifacts

- **Solution Designs – essential EA artifacts**
- Preliminary Solution Designs - uncommon EA artifacts

Part C: The CSVLOD Model Revisited

Solution Designs –[Essential]

- Designs represent collective planning decisions on how exactly specific IT projects should be implemented
- Designs are developed for all approved IT projects at the implementation step of the Initiative Delivery process collaboratively by architects, IT project teams and business representatives
- Designs are based on the previously agreed Outlines
- Designs are developed in parallel with project management plans
- Designs are peer-reviewed by other architects to ensure their fit into Landscapes and compliance with Standards

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
- Options Assessments – common EA artifacts
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Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- **Preliminary Solution Designs - uncommon EA artifacts**

Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]

- **Preliminary Solution Designs** are specific Designs providing preliminary high-level technical and functional designs of specific approved IT solutions
- Preliminary Solution Designs can be considered as an uncommon subtype of Designs used relatively rarely
- They represent high-level technical descriptions of IT projects with pretty accurate estimates of time and cost
- They can be considered as more elaborate versions of corresponding business-focused Solution Overviews

They can be also called preliminary solution architectures, solution architectures, logical designs, etc.

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
- Options Assessments – common EA artifacts
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Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- **Preliminary Solution Designs - uncommon EA artifacts**

Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]

- Preliminary Solution Designs are intermediate "halfway" EA artifacts between Outlines and Solution Designs
- The main purpose of Preliminary Solution Designs is to refine and reaffirm the earlier Outlines-based estimates of time and cost for the approved IT projects
- Preliminary Solution Designs are typically represented as MS Word documents with high-level technical diagrams, tables and textual descriptions
- Although their length can be very project-specific and organization-specific, "average" Preliminary Solution Designs are often of ~20-40 pages long

Part A: Outline EA Artifact

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Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
- **Preliminary Solution Designs - uncommon EA artifacts**

Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]

- Preliminary Solution Designs (Usage)
- Preliminary Solution Designs are produced at the early stages of implementation steps of IT initiatives to refine their earlier, less precise time, cost and risk estimates
- If the refined estimates confirm the original Outlines-based estimates, then IT projects can smoothly proceed further to developing more detailed Solution Designs

However, if the updated estimates are dramatically different from the earlier estimates, then IT projects may need to be renegotiated and even the very decision to implement these projects might need to be reconsidered

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- Solution Designs – essential EA artifacts
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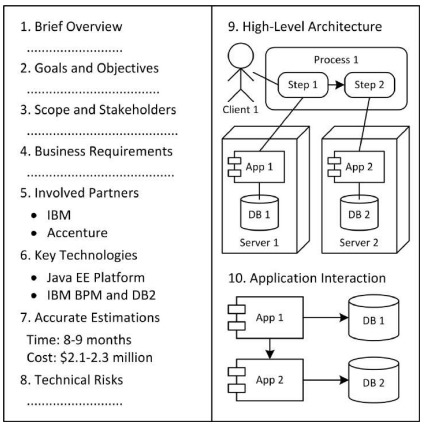
Part C: The CSVLOD Model Revisited

Preliminary Solution Designs–[Uncommon]



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Part C: The CSVLOD Model Revisited

Lecture Summary

- **Considerations** describe global conceptual rules and fundamental considerations important for business and relevant for IT representing the context for planning
- **Standards** describe global technical rules, standards, patterns and best practices relevant for IT systems representing proven means for solution implementation
- **Visions** provide high-level conceptual descriptions of an organization from the business perspective representing shared views of the company and its future

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Part C: The CSVLOD Model Revisited

Lecture Summary

- **Landscapes** provide high-level technical descriptions of the IT landscape representing a knowledge base of detailed reference materials on its overall structure
- **Outlines** provide high-level descriptions of specific IT initiatives understandable to business leaders essentially representing their benefit, time and price tags
- **Designs** provide detailed technical and functional descriptions of specific IT projects actionable for project teams


Take a Break!
BREAK TIME
Break time
BREAK TIME
Shift

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Part C: The CSVLOD Model Revisited

- **Continuous Nature of the CSVLOD Taxonomy**
- **Mapping of Specific EA Artifacts to the CSVLOD Taxonomy**
- **Decision Path of the EA-Enabled Strategy Execution**
- **Descriptive Nature of the CSVLOD Model**
- **Exceptions to the CSVLOD Model**
- **Enterprise Architecture on a Page**

Part C: The CSVLOD Model Revisited

- Continuous Nature of the CSVLOD Taxonomy
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Continuous Nature of the CSVLOD Taxonomy

- The CSVLOD taxonomy defines six general types of EA artifacts: Considerations, Standards, Visions, Landscapes, Outlines and Designs
- The CSVLOD taxonomy classifies all EA artifacts used in EA practices along two orthogonal dimensions based on
  - ***what*** these artifacts describe (rules, structures or changes) and
  - ***how*** these artifacts describe (in a business- focused or IT-focused manner)
- Both the dimensions of the CSVLOD taxonomy, what and how, can be considered as continuous axes along which all EA artifacts can be positioned

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The Continuous "What?" Dimension

- The "What?" dimension can be considered as a continuous axis with two **extremes**: generic and specific

- The **generic extreme** describes overarching intangible norms, focuses on general concepts and is timeless
- EA artifacts closer to this extreme describe more broad-scoped, less tangible and precise objects less associated with certain points in time

- The **specific extreme** describes tangible project-specific instances, focuses on accurate details
- EA artifacts closer to this extreme describe more narrow-scoped, tangible, precise and time-bound objects

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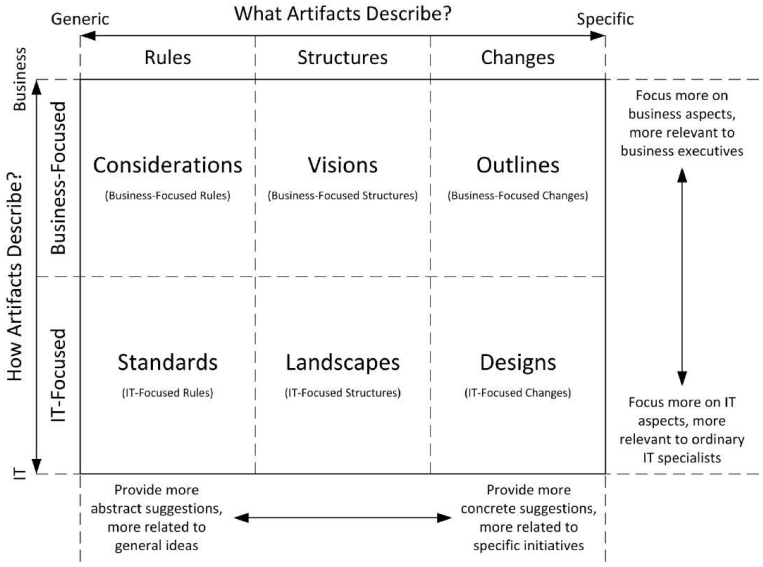
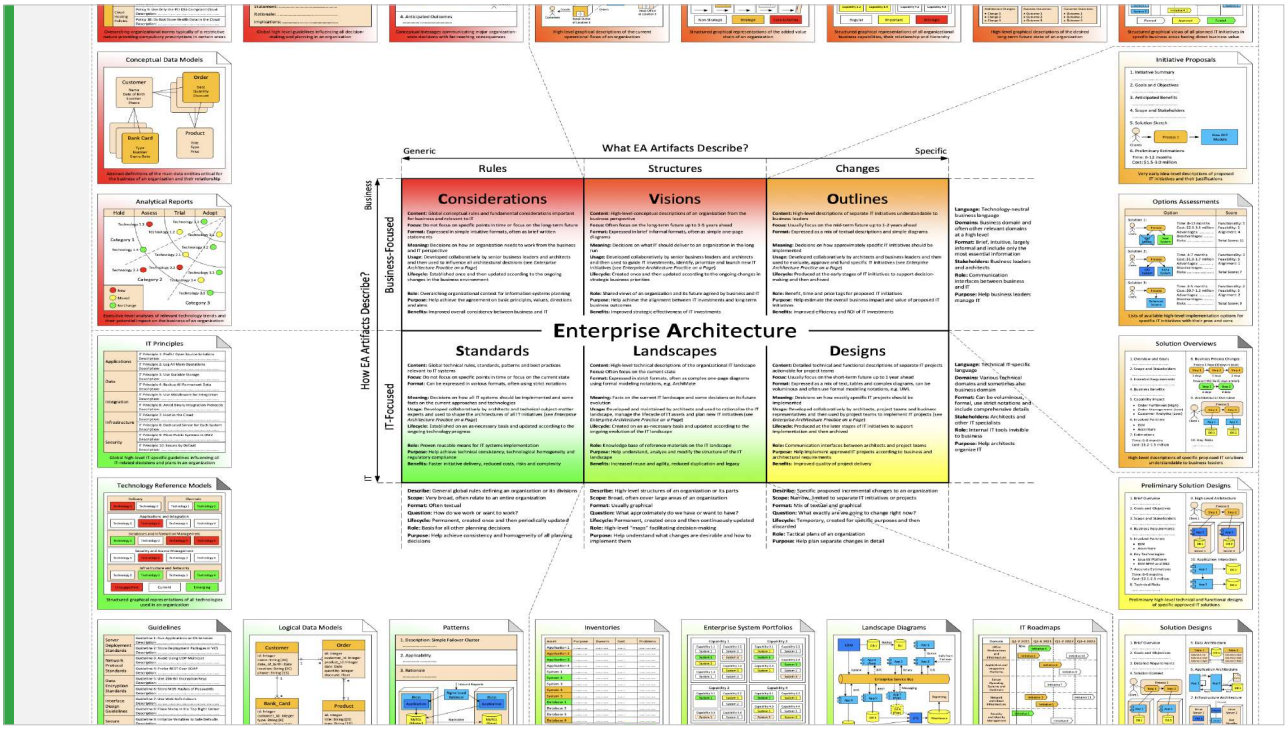
EA Artifacts and "What?" Dimension

- More generic EA artifacts tend to provide more abstract suggestions and be more related to general ideas
  - **For example, Policies and IT Principles can be positioned very close to the *generic extreme***
- **Rules EA artifacts** gravitate towards the generic extreme
- More specific EA artifacts tend to provide more concrete suggestions and be more related to specific initiatives
  - **For example, Solution Overviews and Solution Designs can be positioned very close to the *specific extreme***
- **Changes EA artifacts** gravitate towards the specific extreme

CSVLOD as a “Coordinate Plane”




What EA Artifacts Describe?
Generic
Specific
Rules
Structures
Changes
How EA Artifacts Describe?
Business
Business-Focused
IT-Focused
IT
Considerations
Visions
Outlines
Enterprise Architecture
Standards
Landscapes
Designs
Conceptual Data Models
Analytical Reports
IT Principles
Technology Reference Models
Guidelines
Logical Data Models
Patterns
Inventories
Enterprise System Portfolios
Landscape Diagrams
IT Roadmaps
Initiative Proposals
Options Assessments
Solution Overviews
Preliminary Solution Designs
Solution Designs

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The Continuous "How?" Dimension

- The "How?" dimension can be considered as a continuous axis with two extremes: business and IT
- The **business extreme** is technology-neutral, uses pure business language and discusses money, customers, business goals, competitive advantages, etc.
- EA artifacts closer to this extreme tend to be less technical and use more business-specific language
- The **IT extreme** is purely technical and uses very IT-specific language, e.g. systems, databases and servers
- EA artifacts closer to this extreme tend to be more technical in nature and use more IT-specific language

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EA Artifacts and "How?" Dimension

- More business-related artifacts focus more on business aspects and are more relevant to C-level executives
  - **For example, Principles and Value Chains can be positioned very close to the business extreme**
- Business-focused EA artifacts gravitate towards the business extreme
- More IT-related EA artifacts tend to focus more on IT aspects and be more relevant to ordinary IT specialists
  - **For example, Guidelines and Landscape Diagrams can be positioned very close to the IT extreme**
- IT-focused EA artifacts gravitate towards the IT extreme

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Mapping of EA Artifacts to the Taxonomy

- The continuous nature of the taxonomy allows mapping the 24 subtypes of EA artifacts
  - To specific positions, or dots, on the coordinate plane
- The exact positions of EA artifacts is highly subjective
  - To helps better understand their main properties and differences from each other

Part A: Outline EA Artifact

- Solution Overviews – essential EA artifacts
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- Initiative Proposals – uncommon EA artifacts

Part B: Designs as EA Artifacts

- Solution Designs – essential EA artifacts
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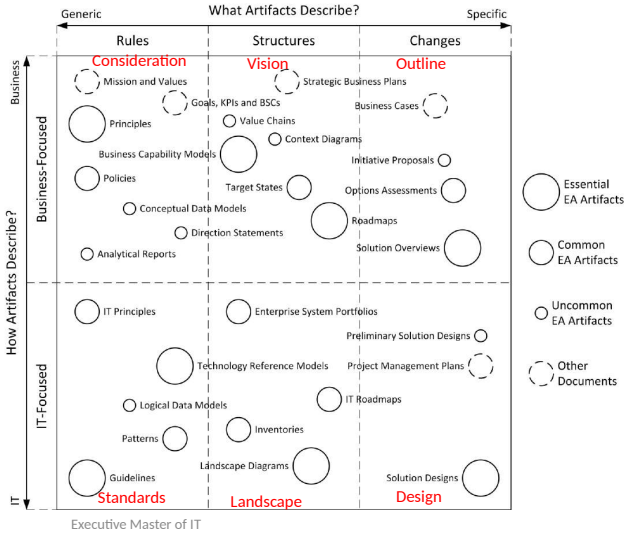
Map of Popular EA Artifacts



Executive Master of IT

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both Business Capability Models and Roadmaps belong to the Visions general type. Consequently, both these artifacts share common row-specific, column-specific and type- specific properties.

First, as business-focused EA artifacts, both of them represent communication interfaces between business and IT helping business executives manage IT (see Figure 8.1).

Second, as structures EA artifacts, both of them describe **high-level structures of an organization** or its parts helping understand what changes are desirable and how to implement them (see Figure 8.1).

And **lastly, as Visions EA artifacts**, both of them **represent shared views of an organization and its future agreed by business and IT** helping achieve the alignment between IT investments and long-term business outcomes (see Figure 8.2).

Consequently, Business Capability Models provide **more abstract suggestions and focus more on business aspects than Roadmaps** and,

Therefore Business Capability, are positioned closer to the generic extreme and closer to the business extreme

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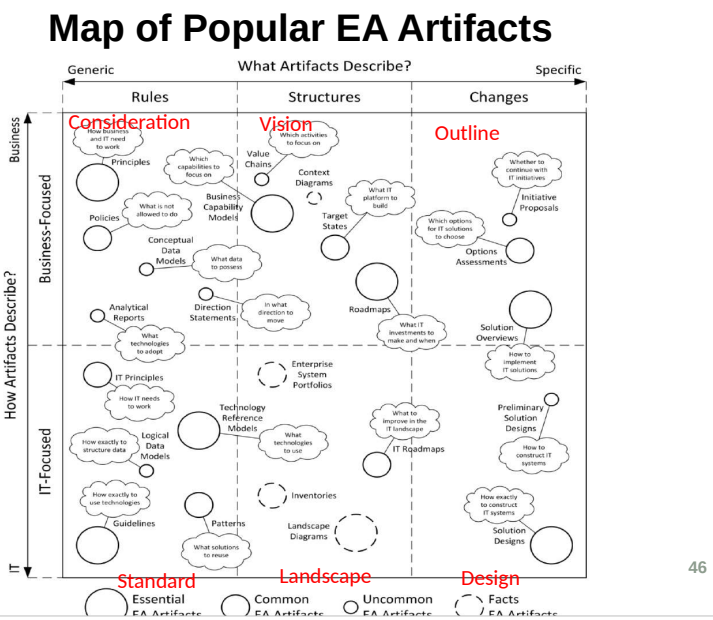

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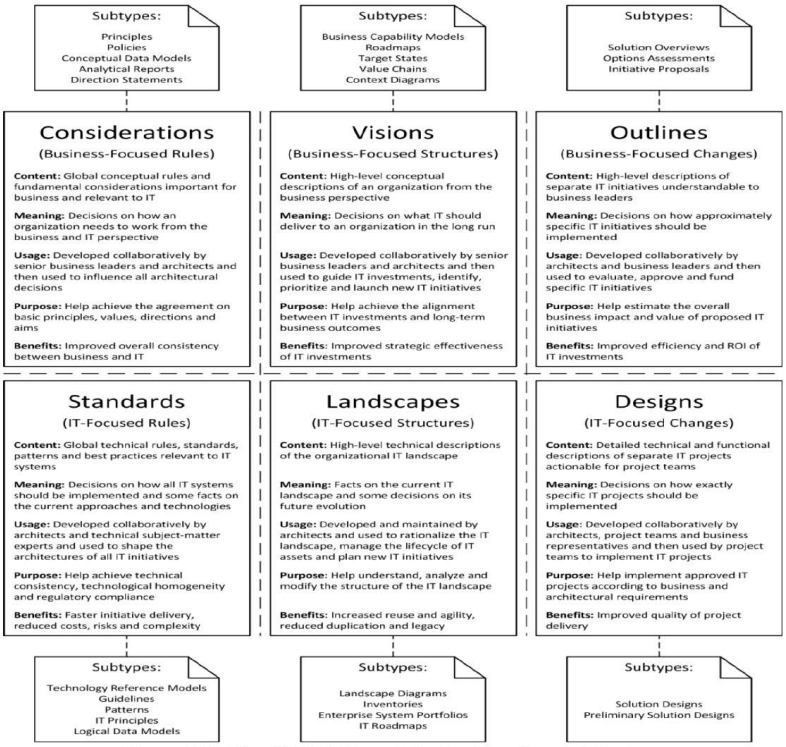

Figure 8.2. The CSVLOD model of enterprise architecture

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Differences Within General Types

- All EA artifacts related to any general type share commo row-specific, column-specific and type-specific propertie but they can also have notable differences within the general type
- For instance, both Business Capability Models an Roadmaps belong to structures, to business-focused and Visions EA artifacts, and share common row-specif column-specific and type-specific properties
- While Business Capability Models only highlight th required capabilities, Roadmaps describe what IT initiativ may be necessary and when
- Hence, they occupy the opposite corners within Visions

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Proximity to Other General Types

- The proximity between EA artifacts of a certain general typ and other types also helps clarify their properties
- For instance, both Enterprise System Portfolios ar Landscape Diagrams belong to Landscapes and sha common type-specific properties, i.e. represent referen materials on the IT landscape
- However, Enterprise System Portfolios are very close Visions and somewhat influenced by their properties, e. provide very conceptual views and might be occasiona used to communicate with business
- On the contrary, Landscape Diagrams are very distant fro Visions and very dissimilar in their properties

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Notion of Decision Path

- The mapping of EA artifacts allows tracing the flow of decisions, or decision path
  - from the business strategy to the implementation of specific IT initiatives
- A business strategy is turned into IT solutions
  - through the Strategic Planning and Initiative Delivery processes
- The EA-based decision path from the strategy planning to strategy implementation
  - "lies" through Considerations, Visions, Outlines and Designs
- Essential EA artifacts related to these general types include:
  - Principles
  - Business Capability Models
  - Roadmaps
  - Solution Overviews
  - Solution Designs

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Decision Paths of the EA-Enabled Strategy Execution

Typical Decision Path

- A business strategy in organizations is turned into optimal IT solutions **through the Strategic Planning** and **Initiative Delivery EA-related processes** (see Table 6.1 and Figure 6.1 next slides).

- (recall from previous sessions)
- The Strategic Planning process translates relevant fundamental factors of the external business environment into the general development direction for business and IT and revolves around Considerations and Visions.

- The Initiative Delivery process translates specific business needs into tangible IT solutions and revolves around Outlines and Designs.

- The EA-based decision path from the strategy planning to strategy implementation "lies" through Considerations, Visions, Outlines and Designs

- Hence, the EA-based decision path from the strategy planning to strategy implementation "lies" through Considerations, Visions, Outlines and Designs

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EA Artifacts on the Decision Path

- Firstly, business leaders and architects decide how an organization needs to work and formulate Principles
- Secondly, business leaders and architects decide which capabilities are needed in the long run and highlight them in Business Capability Models
- Thirdly, business executives and architects come up with specific IT initiatives and place them in Roadmaps
- Fourthly, business leaders and architects decide how to implement each IT initiative via Solution Overviews
- Finally, architects and project teams decide how to deliver each IT solution via Solution Designs
- See next slide

1. **First, as part of Strategic Planning**, business executives and architects decide how an organization needs to work in order to execute its business strategy and formulate these fundamental strategic requirements as overarching Principles.
2. **Second, as part of Strategic Planning,** senior business leaders and architects decide which business capabilities should become the focus of future IT investments to execute the business strategy and highlight these strategic capabilities in Business Capability Models.
3. **Third, as part of Strategic Planning**, business executives and architects come up with specific IT initiatives intended to uplift the strategic business capabilities, decide when these capability increments should be implemented to execute the business strategy and place them as planned IT investments in Roadmaps.
4. **Fourth, as part of Initiative Delivery**, business leaders and architects decide how each of the planned IT initiatives should be implemented to execute the business strategy and describe the corresponding high- level IT solutions in Solution Overviews.
5. **And finally, as part of Initiative Delivery**, architects and project teams decide exactly how the approved IT solutions should be implemented in a technically optimal manner and document their detailed implementation plans in Solution Designs.

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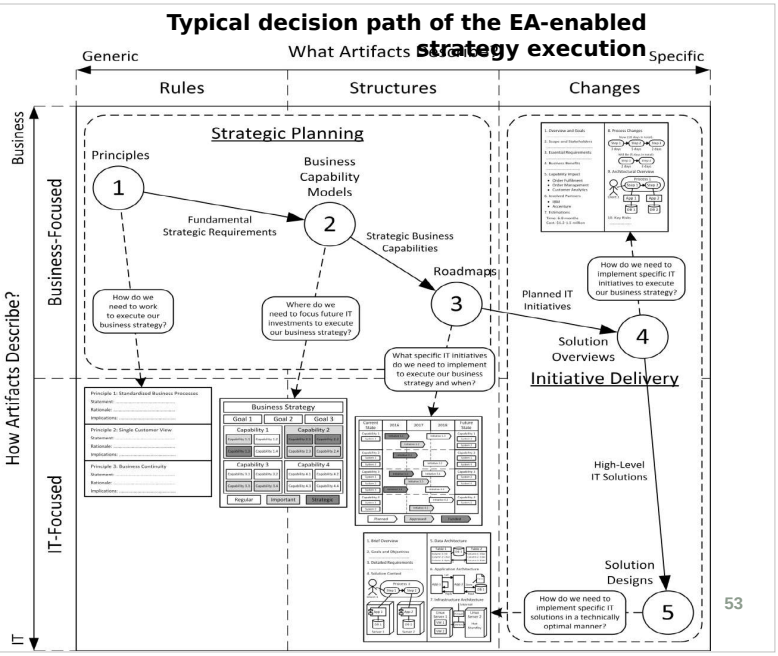

1. Business leaders and architects decide
• how an organization needs to work and formulate Principles?
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• which capabilities are needed in the long run and highlight them in Business Capability Models?
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• with specific IT initiatives and place them in Roadmaps
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• how to implement each IT initiative via Solution Overviews?
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Process	Strategic Planning	Initiative Delivery	Technology Optimization
Instances	Single, or several in highly decentralized organizations	Multiple, i.e. one instance for each active IT initiative	Single, or several in highly decentralized organizations
Goal	Articulate the desired future course of action for business and IT	Deliver optimal IT solutions for specific needs	Improve the overall quality of the corporate IT landscape
Meaning	Strategy-to-portfolio	Need-to-solution	Structure-to-rationalization
Question	How is the business environment changing and what should we do to react to these changes?	What is the best way to address the requested need and all the associated requirements?	What is wrong with the current IT landscape and what should we do to improve it?
Focus	Long-term and mid-term future	Short-term and immediate future	Current situation with some future outlook
Nature	Continuous and largely unstructured	Sequential with two main steps: initiation and implementation	Continuous and largely unstructured
Integration	Integrated with regular strategic management activities	Integrated with regular project management activities	Not integrated with any regular processes or activities
Actors	Business leaders and architects	Initiation step: Business leaders and architects Implementation step: Architects and project teams	Architects alone
EA artifacts	Considerations and Visions	Initiation step: Outlines Implementation step: Designs	Standards and Landscapes
Inputs	Fundamental factors of the external business environment	Specific business, and sometimes technical, needs	Current structure of the organizational IT landscape
Activities	Informal discussions, meetings, presentations and workshops, as well as periodical formal approvals and sign-offs	Initiation step: Discussion of possible implementation options Implementation step: Actual technical implementation	Numerous informal discussions and periodical formal approvals
Discussion points	Operating model, business capabilities and specific business needs	Initiation step: Business processes Implementation step: Business requirements	Little or no discussion between business and IT
Outputs	High-level strategic plans for business and IT reflected in Considerations and Visions	New working IT solutions	Technical rationalization suggestions reflected in Standards and Landscapes

Table 6.1. Strategic Planning, Initiative Delivery and Technology Optimization processes

All the three key EA-related processes described in Table 6.1 are carried out largely independently from each other and pursue different goals in the context of an EA practice. P.103

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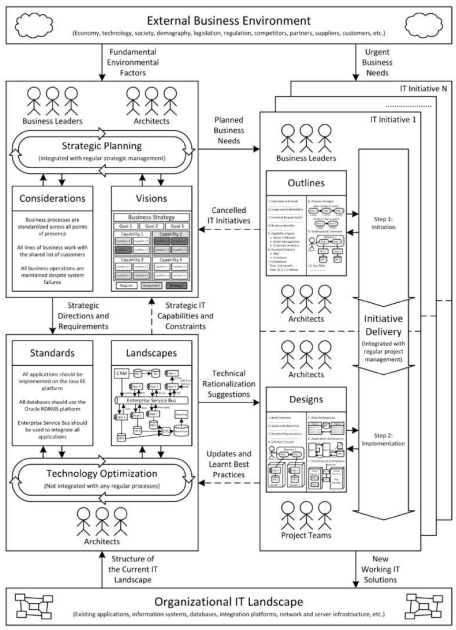

Figure 6.1. The relationship between the three EA-related processes

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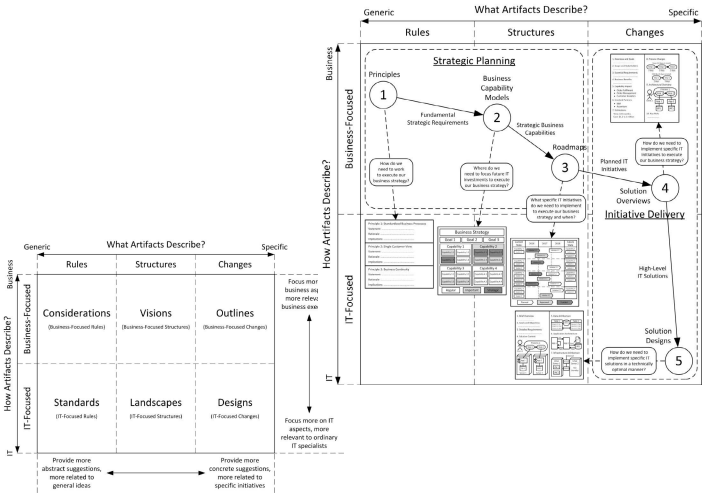
Decision Paths of the EA-Enabled Strategy Execution



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Decision Path of the EA-Enabled Strategy Execution

Customized Decision Paths

- Most organizations have their own customized, slightly different and more sophisticated decision paths which often incorporate other EA artifacts as well
- Target States may be developed on the way from Business Capability Models to Roadmaps
  - to describe the desired future state required for strategic capabilities
- Options Assessments may be produced on the way from Roadmaps to Solution Overviews
  - to discuss available implementation options with business executives
- Preliminary Solution Designs may be created on the way from Solution Overviews to Solution Designs
  - to refine the tentative time and cost estimates

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Descriptive Nature of the CSVLOD Model

- The CSVLOD model, specific subtypes of EA artifacts and their classification into essential, common and uncommon merely summarize the existing situation in industry
- They provide only important lessons from which other companies and individual EA practitioners can learn how to use enterprise architecture, but they do not offer universal, one-size-fits-all prescriptions or recipes suitable for all organization
- Any prescriptions based on the lessons from other organizations should be derived with caution
- It would be arguably fair to say that all the six general types of EA artifacts (i.e. Considerations, Standards, Visions, Landscapes, Outlines and Designs) should be present in mature EA practices, although specific EA artifacts representing these general types can vary.
- all mature EA practices should use some Considerations to maintain conceptual consistency of all IT-related planning decisions, some Standards to define recommended implementation approaches and technologies, some Visions to focus and guide future IT investments, some Landscapes to capture the current structure of the organizational IT

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Relative Popularity of EA Artifacts

- The classification of EA artifacts on essential, common and uncommon merely shows that some EA artifacts are used in more organizations than other artifacts
- It does not suggest that more popular EA artifacts are "better" or more important for EA practices
- Many successful EA practices do not use some of the essential EA artifacts because of sound reasons
- However, the list of eight essential EA artifacts can be used as a reasonable benchmark for EA practices

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Exceptions to the CSVLOD Model

- The CSVLOD model provides a convenient research-based conceptualization of enterprise architecture
- The CSVLOD model also has a number of inherent limitations that should be clearly understood
- Firstly The model focuses only on key EA artifacts representing consistent deliverables, or products
- Secondly, some EA artifacts used in real organizations can combine the contents of two general types
  - For example, organizations may combine Principles and IT Principles or place Principles in Roadmaps
- Thirdly, some EA artifacts can combine the contents of two different subtypes related to a single general type
  - For example, tool-based EA repositories combine the properties of both Landscape Diagrams and Inventories
- However, all EA artifacts that cannot be related to any single type still can be related to two adjacent types staying within the boundaries of the CSVLOD model

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Putting All EA Artifacts Together

- All the 24 narrow subtypes of EA artifacts with their schematic graphical representations can be placed together on a single page, color-coded according to their relative popularity (essential, common and uncommon), structured around the overarching CSVLOD model of enterprise architecture and related to corresponding general types of EA artifacts
- The resulting holistic one-page view of enterprise architecture and EA artifacts can be titled simply as Enterprise Architecture on a Page

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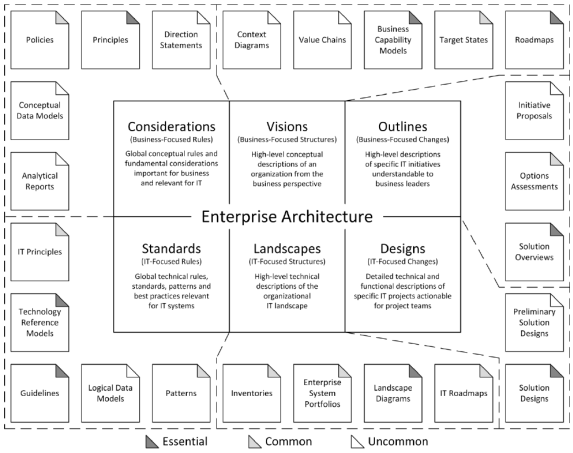
Enterprise Architecture on a Page

(Schematic view only, visit http://eaonapage.com for the full version)



تقديم عرض توضيحي شامل

With 24 subtype of architecture enterprise artifact. In one page, and has color coded to show the popularity if it is essential or common or uncomman. We also show how is it structured around the general types artifacts (consideration, vision, outline, standard, landscape and design)

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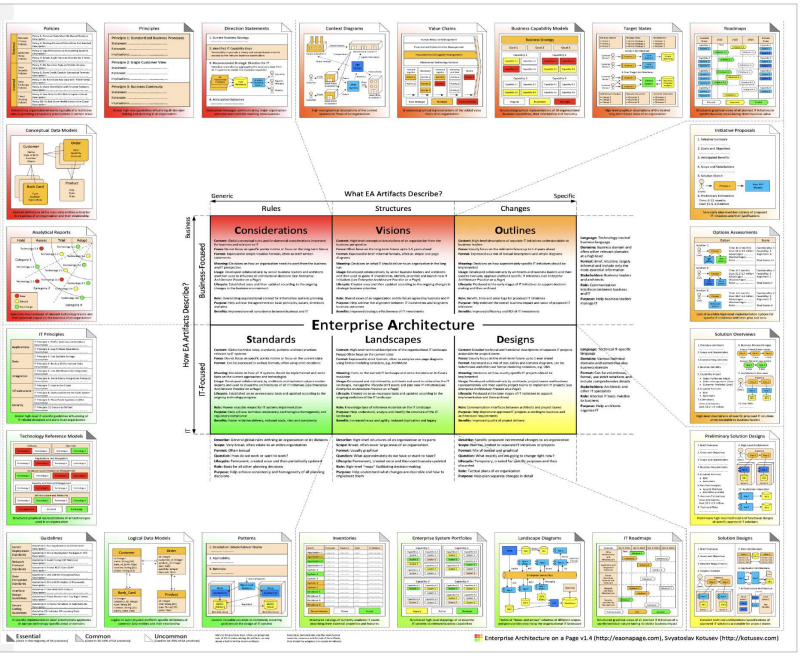

The end

Thank you

See you next class