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Case Study 6.1 - Enterprise Architecture at Chubb Industries.

1. **What are the key components of the architecture Chubb has created?**

A. The key components of the architecture Chubb have created are:

**Architecture Principles:** These are general rules and guidelines that guide the development of the enterprise architecture. They consist of principles such as "be business-oriented with a business-driven design" and "promote consistent architecture".

**Architecture Governance:** This includes practices to manage architecture at the enterprise range, including controls, compliance obligations, processes, and procedures. It makes sure that the goal architecture is followed and that any violations of the rules of the architecture must be
fixed or remedied.

**Conceptual Reference Architectures**: This defines the target architecture support domains, including business, application, information, and technical architectures. It also includes policy administration, advanced analytics, and content management.

**Emerging Technology**: This consists of processes to promote innovation and explore new emerging technologies. It ensures that the organization remains up to date with the latest technology trends and can identify new technologies that offer the greatest potential benefits.

Chubb's EA model also has a centralized IT organization with a Chief Architect/Architecture Practice Lead who reports to the Chief Development Officer, who in turn reports to the CIO, in addition to these other four elements. Also, the company employs managers in charge of infrastructure and development. The Architecture Governance Board grants each new project a "construction permit" and designates one or more architects from each of the five EA disciplines to oversee compliance with the target architecture.

2. **Why was it important to standardize so much of the architecture?**

A. It was important to standardize much of the architecture at Chubb Industries because the decentralized (federated) EA approach had caused problems with units not being followed or supervised and the business units focusing on their own goals, resulting in less-than-ideal results for the company goals. This approach not worked because it misaligned IT and the enterprise business strategy, created duplication, and impeded coordination across the LOBs. To address these issues, CIO Knight decided to consolidate the LOB architects into a centralized enterprise IT organization with a broader scope. The new IT organization was designed to deliver integrated solutions to

the business, and to achieve this goal, a target architecture with four major components was created. These included Architecture Principles, Architecture Governance, Conceptual Reference Architectures, and Emerging Technology. Standardizing architecture using compliance rules derived from the TOGAF framework and assigning one or more architects from the five EA domains (Business, Application, Information, Technical, and Security) to ensure it to the target architecture was important to ensure that all projects were aligned with the organization's overall strategic goals. By creating a centralized approach, Chubb could eliminate duplication, improve coordination across LOBs, and ensure consistency across the organization, promoting better long-term and strategic planning reflecting an enterprise point of view. It was important to standardizing much of the architecture to ensure consistency, alignment with the enterprise business strategy, and to help deliver integrated solutions that supported the business goals of Chubb Industries.

3. **What are the advantages and disadvantages of a standard EA for Chubb?**

A. **Advantages of a standard EA for Chubb**:
A standard EA framework can help align IT with the business strategy and goals of the organization. It can promote consistency across the different lines of business and ensure that standards are followed across the organization. A standard EA framework can facilitate coordination across different LOBs and ensure that IT resources are used effectively. The standard EA framework can provide processes to promote innovation and explore emerging technologies.

**Disadvantages of a standard EA for Chubb**: A standard EA framework may be too rigid and not allow for enough flexibility in response to changing business needs. Implementing a standard EA framework may face resistance from different LOBs or departments within the organization, who may be more focused on their own goals and priorities. Developing and implementing a standard EA framework can be complex and require significant resources and time. Maintaining a standard EA framework can be challenging, as it may require constant updates to ensure that it remains relevant and effective.

4. **Describe how the new architecture supports the goals and strategy of Chubb. Compare and contrast the advantages and disadvantages of the centralized and decentralized EAs at Chubb.**

A. The new architecture at Chubb supports the goals and strategy of the organization by providing a target architecture that aligns IT and the business. The target architecture has of four major key components: Architecture Principles, Architecture Governance, Conceptual Reference Architectures, and Emerging Technology. These key components

ensure that the organization's IT projects are aligned with its overall business strategy and to a set of architecture compliance rules derived from TOGAF framework.

**Centralized EA's:**

Better alignment of IT and enterprise business strategy.

Better coordination between Lobs'

Reduced duplication and agility.

Reduced flexibility.

Resistance to change across LoB's.

Disrupted alignment with Lob goals.

**Decentralized EA's:**

Misaligned IT and enterprise business strategy.

Ineffective coordination between LoB's.

Feasibility to follow the existing process.

Possible direct alignment LoB goals.

Increased duplication.

Possible direct alignment with LoB goals.

5. **What is your vision of how the target architecture might work in the future? If you were advising Jim Knight, the CIO of Chubb, what challenges would you suggest his group prepare for?**

A. Chubb's target architecture may develop and get better in the future. To reflect changes in the business environment, emerging technologies, and industry best practices, the Architecture Principles, Governance, and Reference Architectures could be improved and updated as needed. The EA team could also keep investigating new developments in technology and business practices, working with executives to find fresh ways to enhance operations.

If I were advising Jim Knight, the CIO of Chubb, I would suggest his group prepare for several challenges, like Employee resistance to change is common when implementing a new EA model. Knight's team should prepare for resistance and devise

countermeasures, such as explaining to workers the advantages of the new model, offering support, and training, and involving them in the design and implementation process. The EA model will need to be updated as new technologies are developed to take them into account. Knight's team should monitor new technological developments and determine how they can be incorporated into the desired architecture. Compliance with the architecture rules and guidelines must be enforced by the architecture governance board. Knight's team needs to put in place precise procedures for spotting and dealing with rules violations. The new centralized EA model may have trouble juggling the demands of various LOBs with the organization's overarching objectives. Knight's team needs to come up with plans for ensuring that the architecture advances organizational alignment and supports each LOB's objectives.