

SCENARIO 6: MooStar Inc.

MooStar Inc. is a telecommunications company that recently formed through the merging of three other telecommunication companies. The business operating model has been unified, and as part of the integration of the three organizations Enterprise Architecture is being conducted.

They have adopted the TOGAF 9 Architecture Development Method. The Architecture Board has approved the outline Implementation and Migration Plan and they are now at the stage of conducting detailed migration planning. A working group has been formed that involves all the key architects and the stakeholders from the corporate matrix (those who will work on the project).

It is recognized that others outside the EA team will have the responsibility to fund, build, support, and use what is put in place based on the architecture. For the company, getting this right is critical especially as the competition in the marketplace has been fierce and the lines of business have been resistant to implementing any new business model.

Your role is the Lead Architect.

You have been asked to describe:

- How you would conduct migration planning
- What you would be implementing
- Who you would involve
- What would be the major deliverable(s)

Based on TOGAF 9, which of the following is the best answer?

Q6: Answers

- A. Migration planning would be conducted by the Chief Architect and his personal staff and shared with the other domain architects. When ready the Implementation and Migration Plan will be sent to the Architecture Board secretariat for circulation before the next meeting. The plan will include a prioritized list of projects, their approximate cost, and the recommended way ahead. Comments from the Board (and their staff) would be incorporated into the plan and then the individual projects would have to go in front of the board to secure approval for project resources for the next project increment. The Implementation and Migration Plan would include a high-level GANT chart that could be used as a roadmap.
- B. Migration planning should be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to be completed; determining the sequence, prioritizing the work, and then updating the Transition Architectures. When this is completed the Implementation and Migration Plan can be finalized. The Business Planning, Portfolio Management, and Operations Management groups should all be involved in the development of the major deliverables. Once the deliverables have been completed, an architecture evolution cycle should be established and regular meetings of the stakeholders scheduled to keep the architecture up-to-date.
- C. As projects were formed in Phase E, the Implementation and Migration Strategy can be used to create project plans focusing on scope, budget, and time. Project Management best practices will then be used to conduct more detailed analysis and come up with business value on a project by project basis. Project Managers will assign business value and prepare submissions to the IT governance Board for funding. The Chief Architect will sit as a member of the Board and advise members with respect to the criticality of the project and its relative importance. Over time the projects will continuously come forward for renewed funding and approval to proceed. The sum of the project plans and roadmaps will serve as the detailed EA Implementation and Migration Plan.
- D. Migration planning should be conducted by the Enterprise Architecture team, in particular the domain (Business, Application, Data, Technology, and Security) architects who would look at implementing the various Transition Architectures using sound project management techniques. The EA team will then create a prioritized list of activities and place the high-level Architecture Building Blocks in an Implementation and Migration Plan and Roadmap. These deliverables would be circulated around the organization for comments that would be selectively integrated. The circulation would be to the lines of business and the members of the Executive Board so that they would be ready to fund the proposed EA work.