SCENARIO 3: Blue Arrow Bank

Blue Arrow Bank has been in business for over 60 years, growing through a series of acquisitions with other financial institutions. It has a large IT service department and routinely has over 100 infrastructure and service projects in progress. The Governing Board has decided that a more structured approach to its infrastructure and services is necessary to safeguard the business, especially given the recent turmoil in the financial markets.

As a result, the CIO has sponsored the creation of an Enterprise Architecture group. This group has adopted TOGAF 9 as the basis for its enterprise architecture, developed an Architecture Vision, which has been approved, and defined a set of domain architectures. The time has come to consolidate the domain architectures and review the current initiatives and projects in the corporate portfolio as well as potentially create new projects in order to realize the vision.

The CIO has stated that the implementation approach must accommodate the constantly occurring changes to the technology and business landscapes. Shareholders want to see not just a vision but want to know that there is a flexible, integrated Implementation and Migration Plan that has the best chance of realizing the vision in these uncertain times.

Your role is that of the Lead Enterprise Architect, leading a group of domain architects as well as working with the corporate project management office, strategic planners, and operations management planners.

A meeting has been scheduled with the stakeholders and you have been asked to explain how you intend to start implementing the enterprise architecture.

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

Q3: Answers

A. You explain that the CIO wants to rapidly implement new systems and wants to leverage all of the existing projects and their deliverables to address the findings from the gap analysis results for the architecture domains. The EA team will request from the stakeholders all of the existing project charters and architectures so that the architects can integrate them together in a coherent manner. They will inform the operations management staff of their plans so that they can prepare to support the deliverables. Each one of the domain architects will then come up with specific projects to address their gaps and then consider whether existing projects need to have their scope revised. The sum of the work required in each one of the domains will then be consolidated into a strategic implementation and migration strategy that will include a roadmap.

B. You stress the need for urgent action as the corporation has been hit by the turmoil in the financial markets. You will implement the defined architectures as soon as possible and will have to cancel all existing projects and either create new ones or completely revise the scope of existing ones. In order to save time you will take the requirements from Phases B through D and create new IT projects for each one of the requirements that will enable the projects to create their individual requirements-based project architectures. The projects will work together through the creation of new point-to-point interfaces following defined interoperability architecture guidelines.

C. You describe the concept of Transition Architectures as a means of continuously delivering business value in an incremental manner. You explain that the business value can be achieved by all the projects delivering their increments in a coordinated approach to achieve the targeted business capabilities. You will consolidate the gap analysis results from each of the domain architectures and analyze the dependencies so as to come up with a work-breakdown structure. You will examine what is achievable and identify logical work packages that can become the basis for project scopes or the leveraging of existing projects. Business Transformation and the maintenance of a secure infrastructure are major concerns that need to be addressed. You will then hold a series of facilitated sessions to seek consensus and agree to a high-level roadmap for an implementation and migration strategy.

D. You explain that the CIO wants to transform the corporation and would like the stakeholders to provide input for what has to be done to implement the defined domain architectures. There has been thorough requirements management and the intent is to ensure that all stakeholders will be allowed to contribute to her EA plan. The joint analysis will then result in a detailed list of work activities that will be rolled into an IT portfolio plan that will eventually give rise to a series of projects. The intent is to create a comprehensive Target Architecture that will include the detailed technology choices for the organization for the next five years. A full report will be completed highlighting what was done including a detailed dependencies and factors assessment.