SCENARIO 7: Reading Ltd.

Freight Logistics, a major business unit of Reading Ltd., has selected a Commercial Off-the-Shelf
(COTS) Market Analytics solution in order to improve its capability to respond to market demands for its new rail-based freight delivery service. Freight Logistics has demonstrated that the current system does not provide the required functionality to support the marketing activities. Its performance limitations cause unacceptable delays and missed opportunities to meet market targets. Clearly, the current system is costing the unit in terms of lost revenue.

Reading Ltd. has a mature enterprise architecture capability spanning all of its business units and has
recently adopted TOGAF 9 as the basis for its ongoing program. The CIO is the sponsor of the enterprise architecture practice.

The enterprise architecture team initiated a project with Freight Logistics that has defined the business
vision and requirements for the new system. It includes a detailed business process analysis. A solution has been proposed that can support the existing applications and technologies currently in place. The proposed solution requires a non-standard operating system platform to support the business application and also requires different web server software to the current supported web server solutions. The Architecture Board has held a review, and it was noted that some of these project requirements were not consistent with the firm's current infrastructure standards.

After discussions with several senior executives, the CIO feels that he must support the business unit's urgent need to deploy the Market Analytics package. He has approved the implementation. A project manager has been chosen, and a feasibility meeting has been held with a decision to move forward. The project is critical and must be completed as quickly as possible; a contract has been signed with the software vendor to implement the solution.

The vendor has provided a statement of work that has passed through the migration planning phase, and major impacts to existing systems and the infrastructure have been documented.

The CIO has asked the enterprise architecture team to prepare for Phase G, ensuring that the key performance indicators for system performance and security are met, and the project remains within budget.

Your role is the Chief Enterprise Architect. You have been asked to recommend a plan to implement the direction from the CIO.

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

Q7: Answers

A. Based on the review held by the Architecture Board, you recommend the vendor modify the web server software and hardware components in the product so they can meet the current infrastructure standards. You recommend development of an in-house prototype of the product to investigate coding change options. You would then obtain the approval of the development leads for supporting the development effort, develop an Architecture Contract, and provide the project plan to the project manager, emphasizing adherence to schedule. After implementation, you schedule frequent operational reviews to monitor performance of the solution.

B. You review the output from the Architecture Board and recommend the co-existence of a second web server standard, noting the additional hardware and support skills issues. You add this technology to the currently supported inventory of standard products in the company Standards Information Base. You direct the project architects to construct an Architecture Contract with the development team. You emphasize the importance of using appropriate architecture compliance reviews in addition to the test plans required for performance, and monitor the testing results. You establish agreements with the business unit for service-level agreements and delivery dates. After implementation, you identify reusable objects and procedures.

C. Based on the recommendations of the Architecture Board, you would eliminate the non-standard web server from the solution. You create a revised plan and Architecture Contract for the development of a replacement application and server environment using standard re-usable components and internal development resources. You would inform the CIO that in the long term the development of this standardized version is the lower-cost option. You ensure that the budget implications to these recommendations are presented to the finance committee. You hold frequent project management meetings to monitor compliance to standards and the revised schedule.

D. You prepare an expanded risk analysis and inform the development team of the required deliverables and the dates. You prepare a detailed impact analysis of the use of a "non-standard" web and hardware solution. You construct an Architecture Contract. You obtain approval from the CIO prior to implementation. You schedule a test of the solution just prior to implementation according to user performance requirements. You deliver the required artefacts and archive them when implementation is completed.