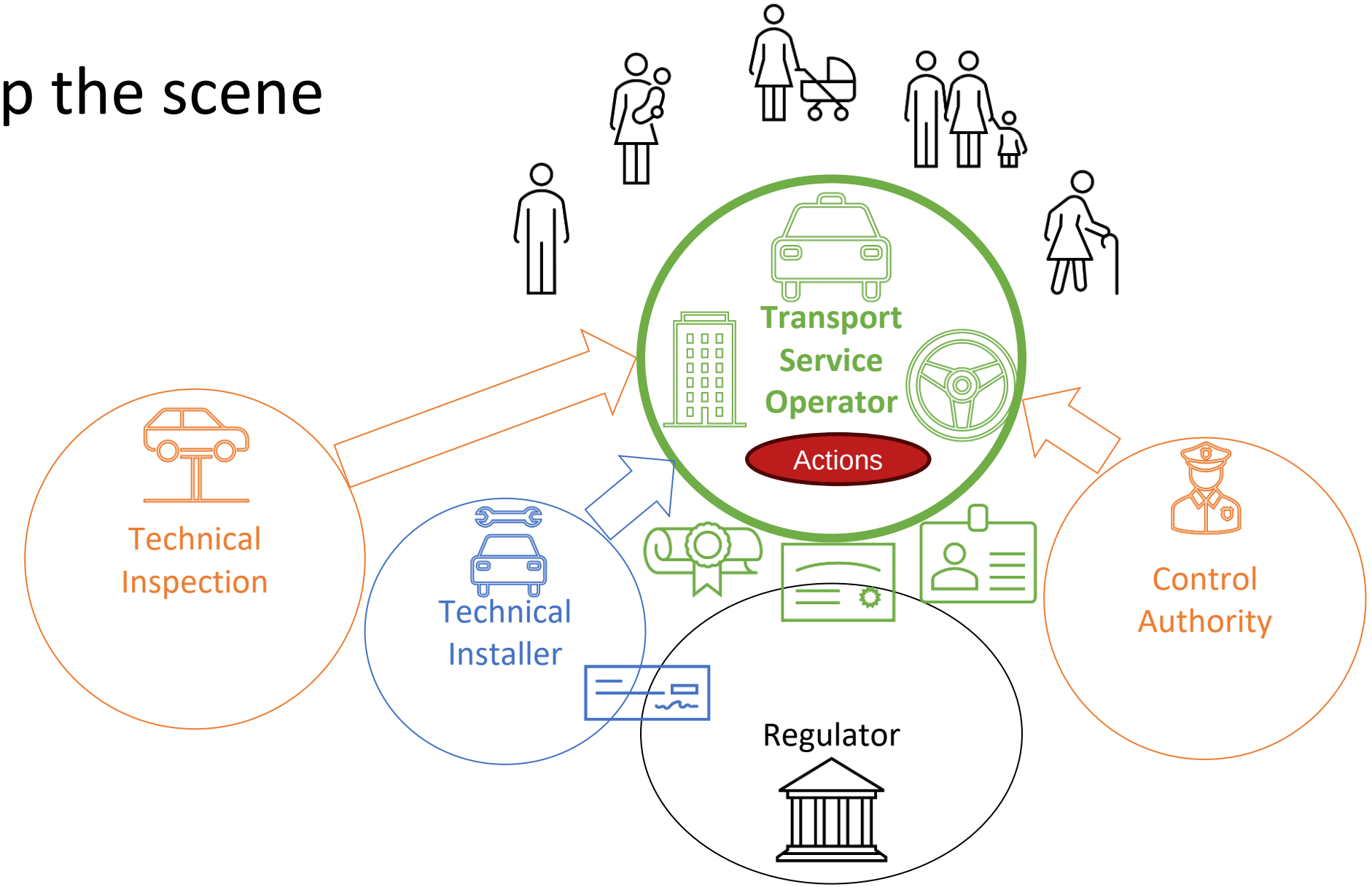
Approaching EA in Practice

A real life scenario

Setting up the scene



A new competitor in town ?

Tram

Tram travellers give thumbs-up to new Luxembourg Airport route

Some of the first passengers say it's faster, simpler and more enjoyable than commuting by bus or car

Transport choices

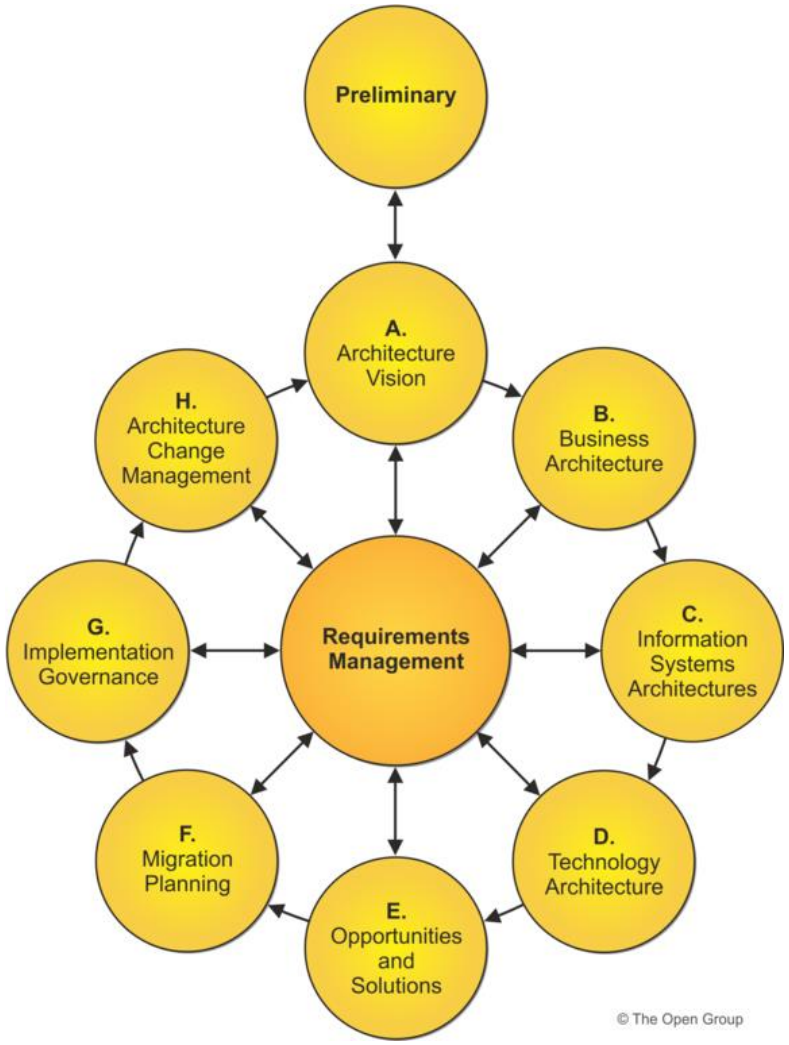
Taxi drivers 'anxious' as tram set to start service to Findel airport

Trips from Findel, which represent a significant slice of income for taxis, could decline when the tram starts operating on 2 March

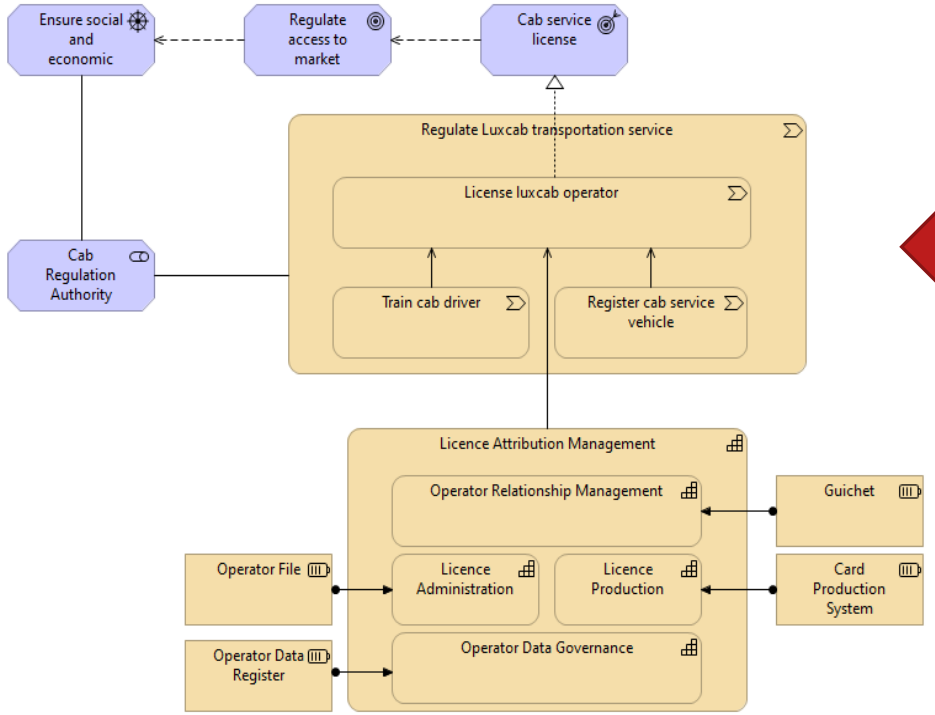
Some taxi drivers see the tram as direct competition, but others says business travellers will still prefer the speed, comfort and flexibility that taxis offer © Photo credit: Anouk Antony

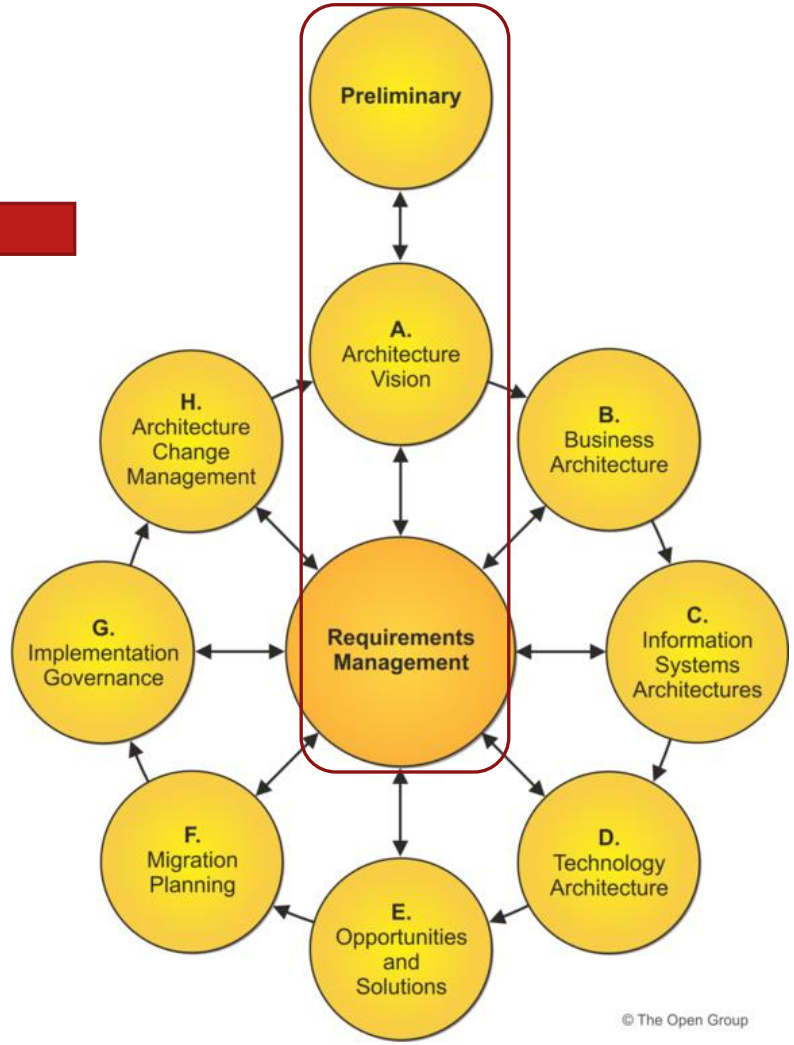
ADM – The process

- Structured approach to design EA
- Producing (ArchiMate) models
- Cyclic activity, centered on Requirement

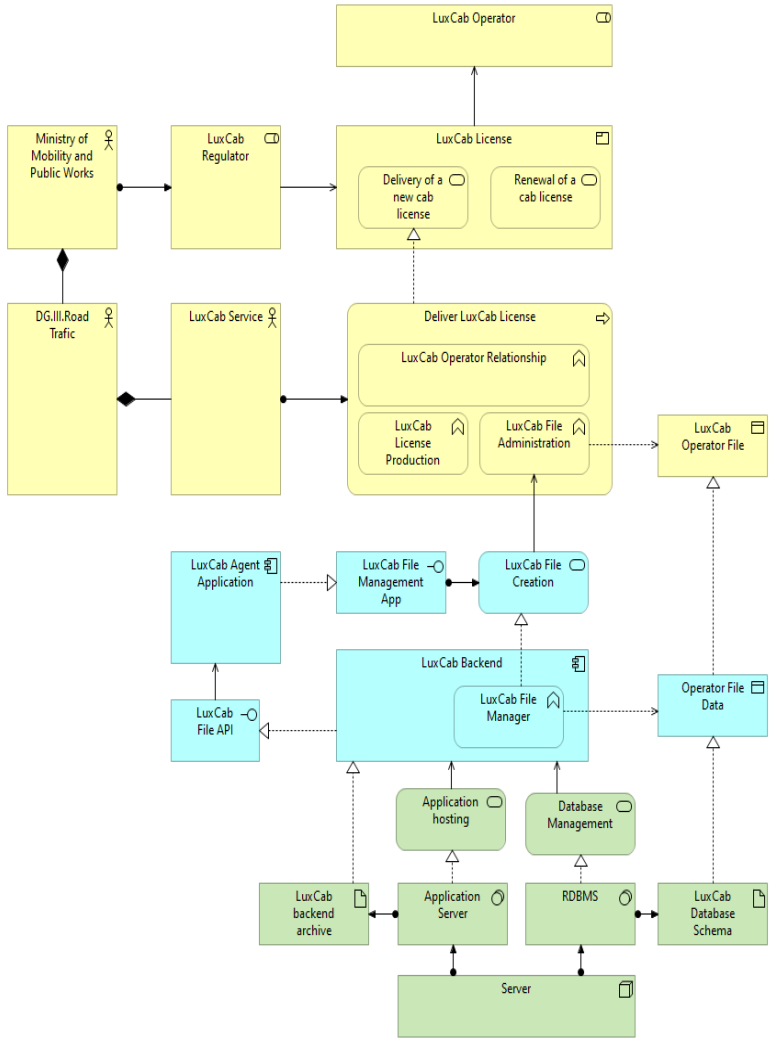


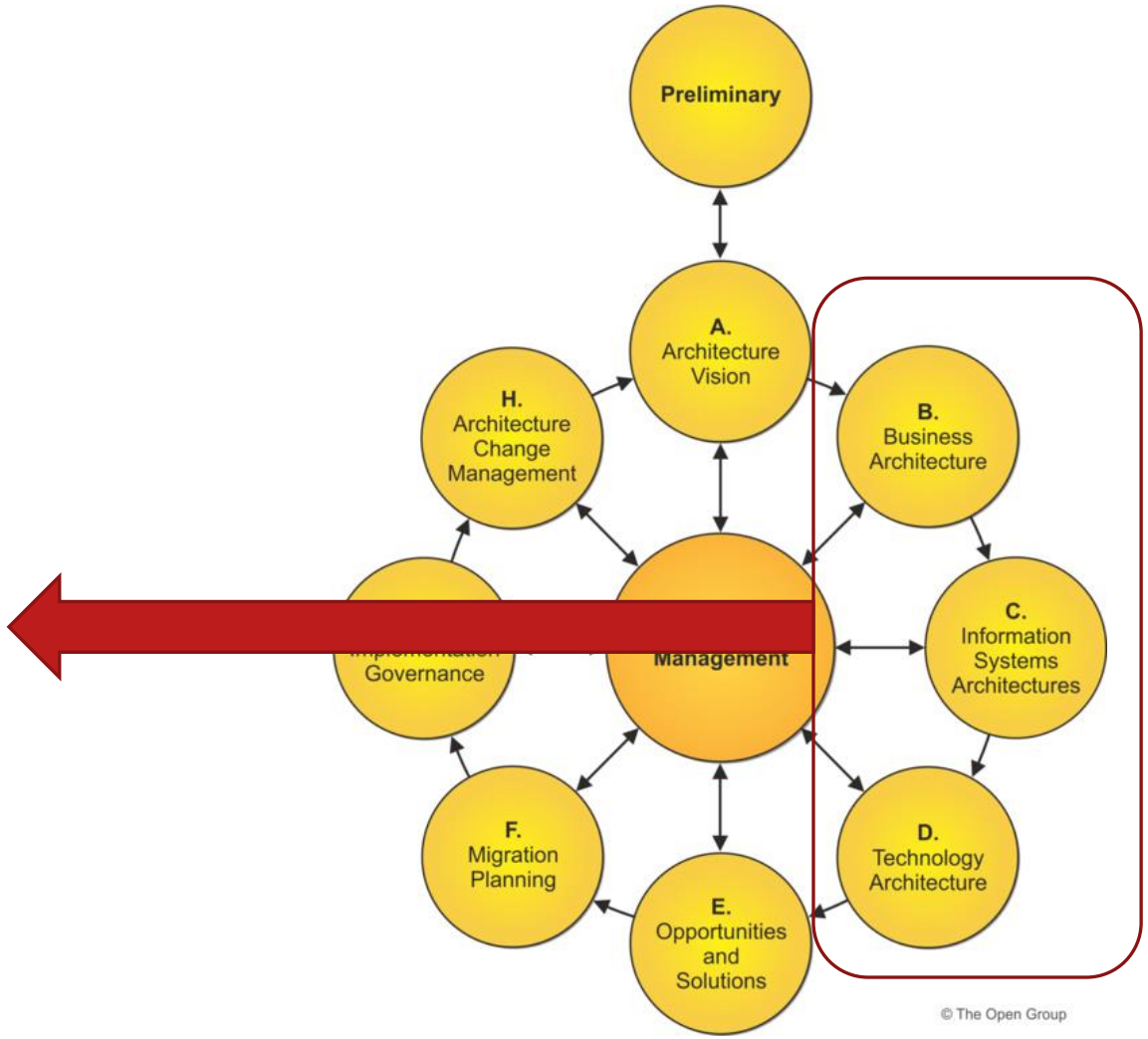
Phase 1 - Define Strategy



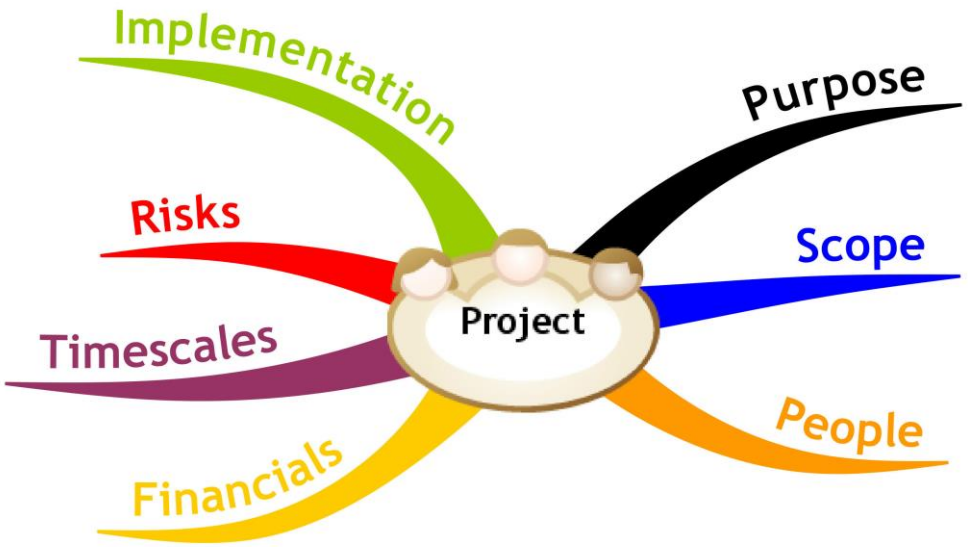


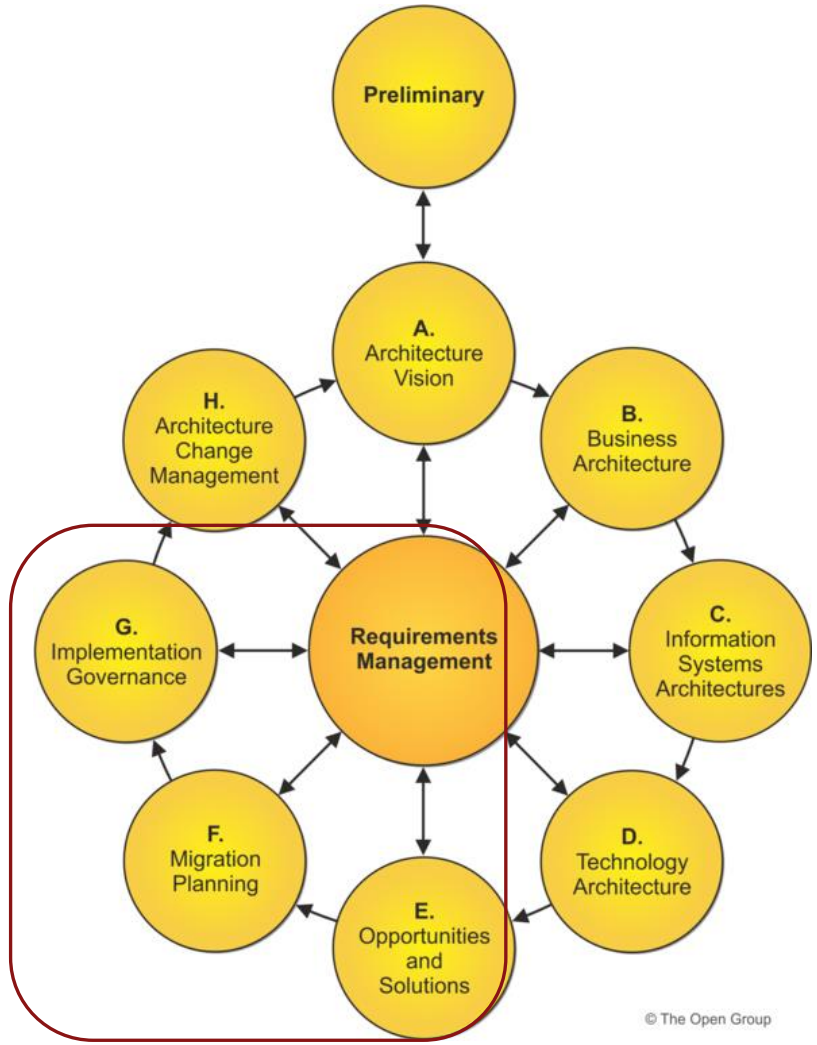
Phase 2 - Design Architecture





Phase 3 - Rollout Architecture



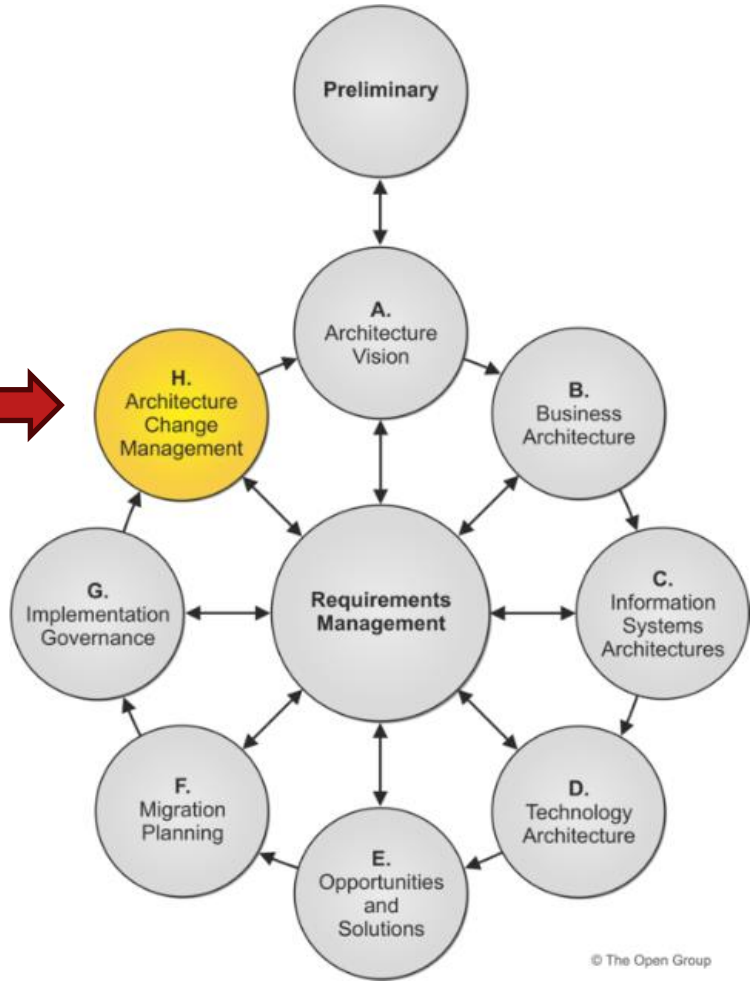


The reality

Tram

Tram travellers give thumbs-up to new Luxembourg Airport route

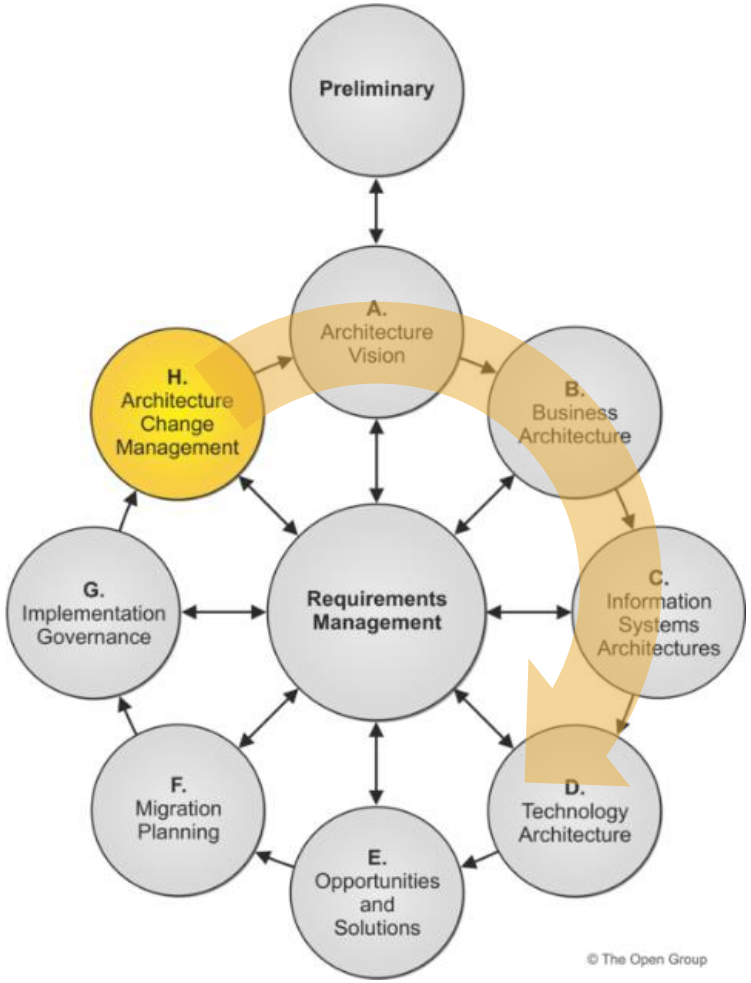
Some of the first passengers say it's faster, simpler and more enjoyable than commuting by bus or car



- The driver triggers a new cycle in EA Process
- But… you did not execute the previous cycle
- What is the current situation ?

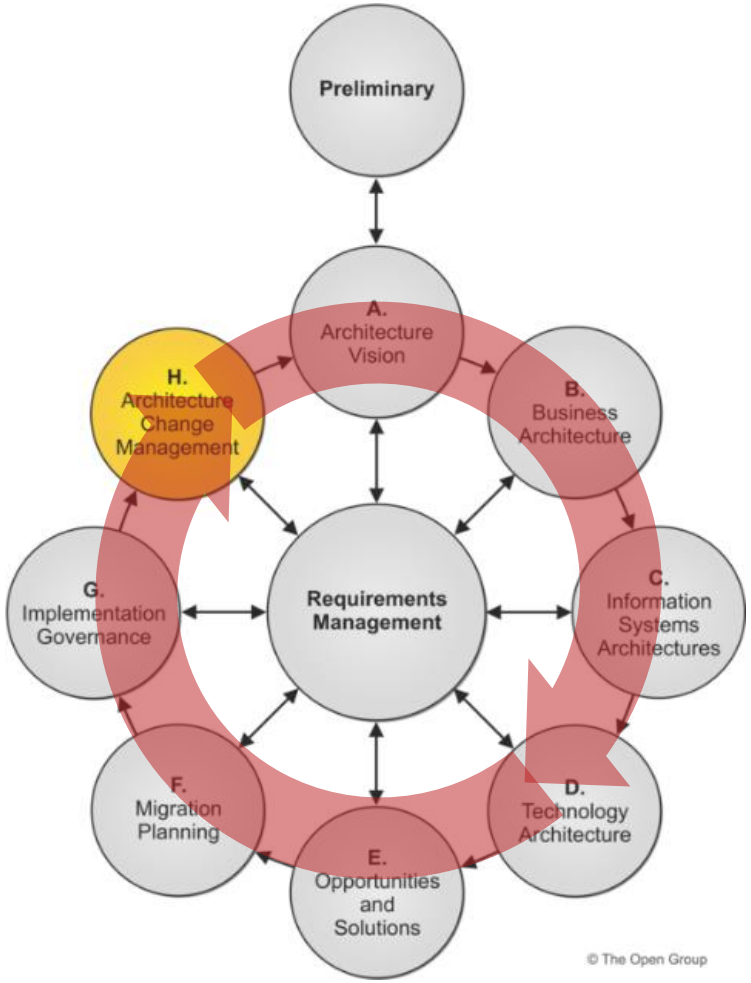
The answer in practice ?

- Limited AS-IS Cycle
- Only capture what is required to address the change



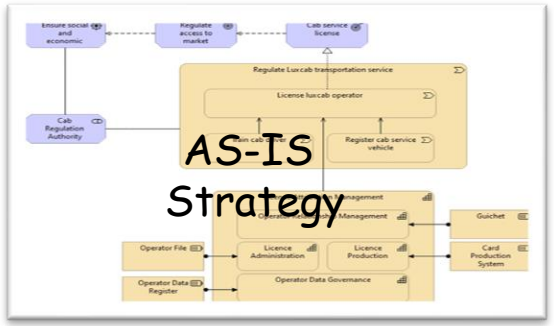
The answer in practice ?

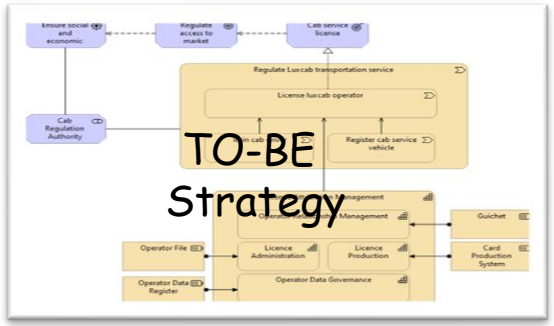
- Address Change
- Deploy TO-BE Cycle

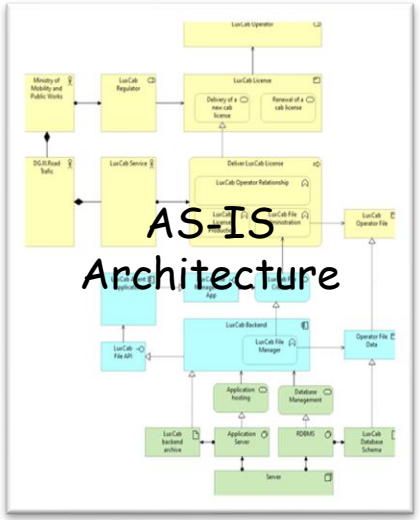


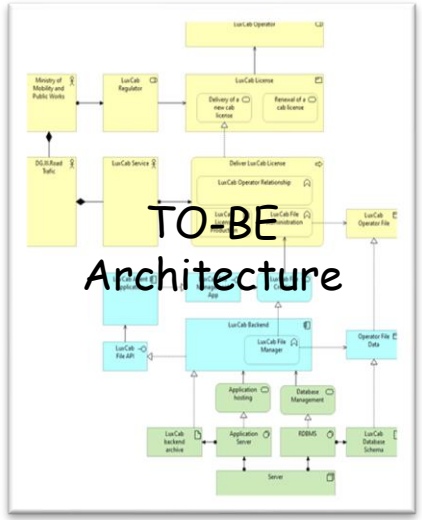
Let’s practice

Practical Approach



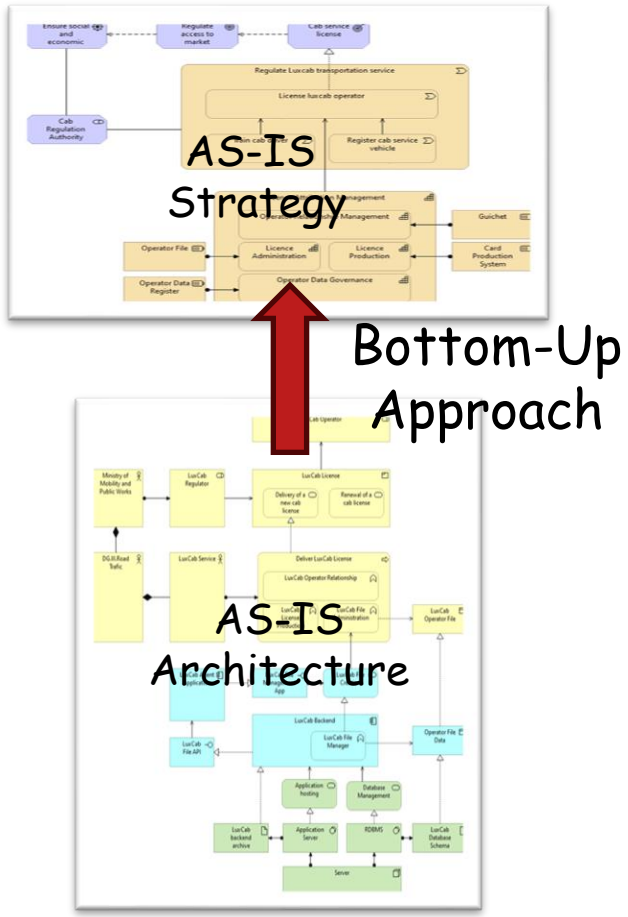






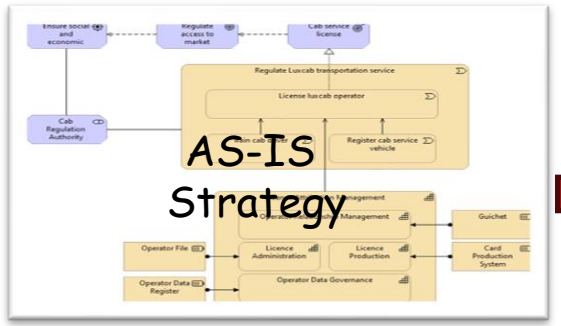
AS-IS Cycle

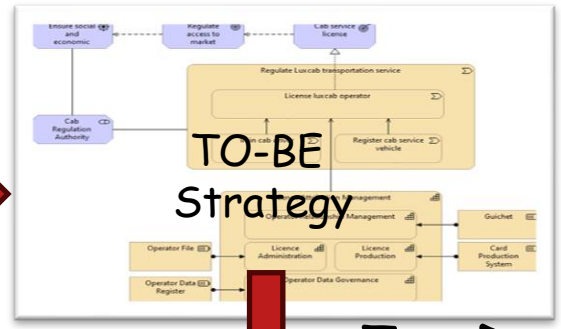
- How to start ?
- Strategy vs. operational aspects ?
- What information can be captured, how ?



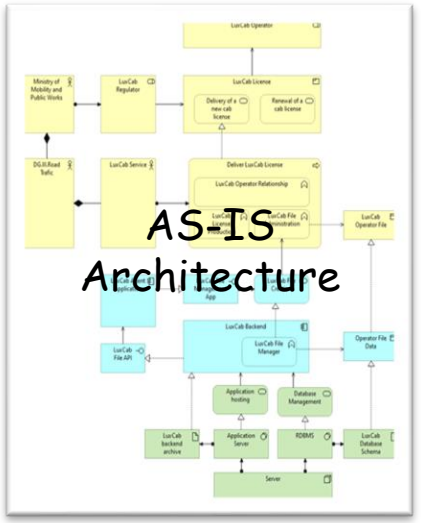
TO-BE Cycle

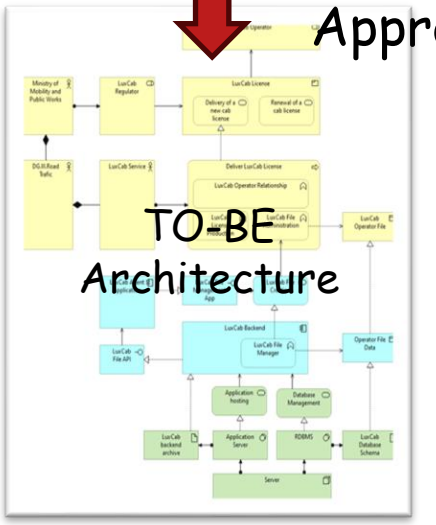
- Change in strategy
- Impacts on operations





Top-Down
Approach

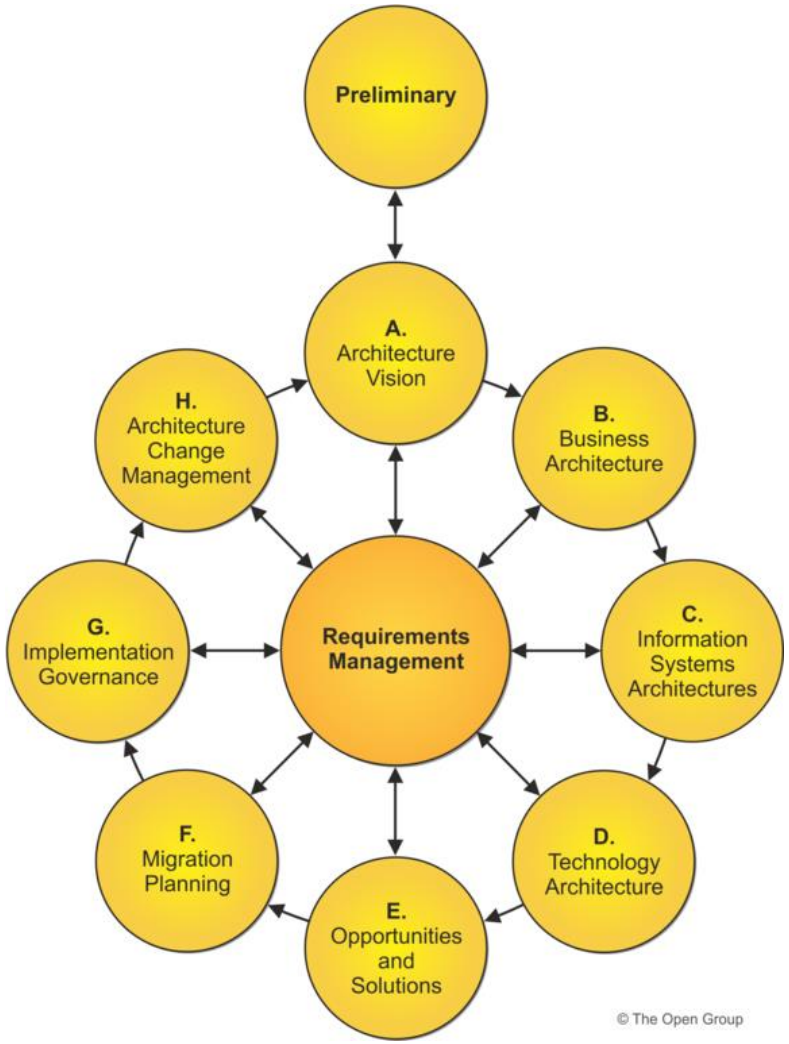




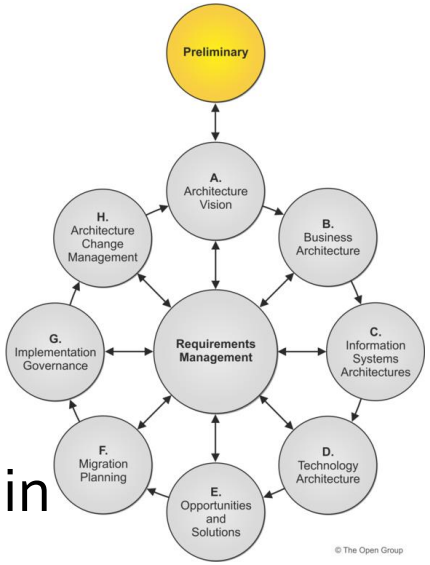
ADM – The process

EA is a process - ADM

- Very structured process
- Succession of activities, each producing its own set of architecture artefacts (documents, matrices, models)
- Cycle can be executed multiple times

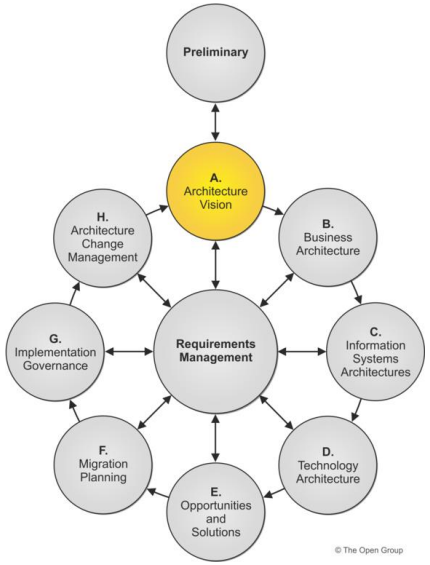


Preliminary phase



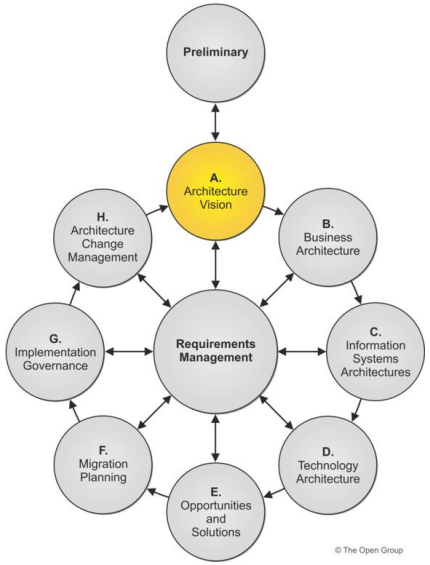
- Defining "where, what, why, who, and how we do architecture" in the enterprise
  - Defining the enterprise
  - Identifying key drivers and elements in the organizational context
  - Defining the requirements for architecture work
  - Defining the Architecture Principles that will inform any architecture work
  - Defining the framework to be used
  - Defining the relationships between management frameworks
  - Evaluating the Enterprise Architecture maturity

Architecture vision (A)



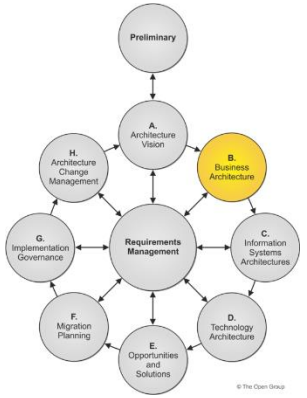
- Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- Obtain approval for a Statement of Architecture Work that defines a program of works to develop and deploy the architecture outlined in the Architecture Vision

Architecture vision (A)

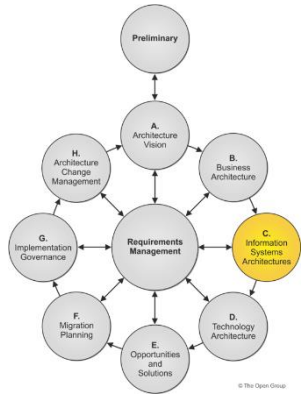


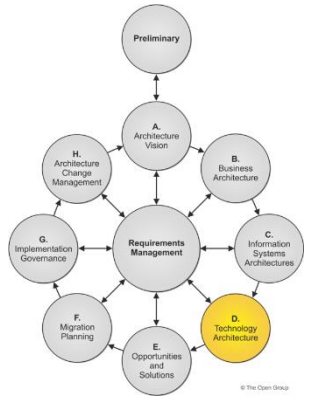
- Key tool to sell the benefits of the proposed capability to stakeholders and decision-makers within the enterprise.
- Describes how the new capability will meet the business goals and strategic objectives and address the stakeholder concerns when implemented.
- Includes an understanding of emerging technologies and their potential impact on industries and enterprises.

Architecture phases (B, C, D)

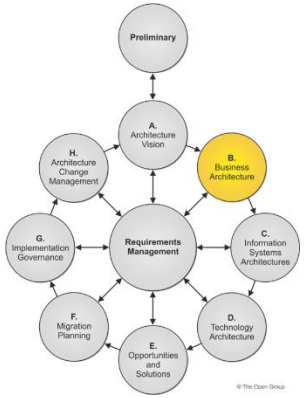


- Describe baseline [Business, IS, Technology] architecture = AS-IS
- Develop the target [Business, IS, Technology] architecture = TO-BE
- Analyse the gaps between baseline and target
- Select the relevant viewpoints to demonstrate how the stakeholder concerns are addressed





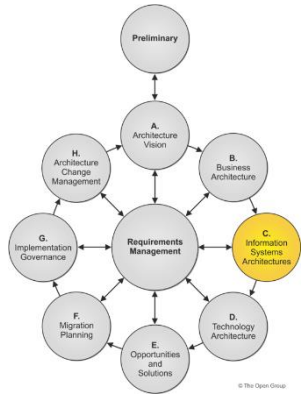
Business Architecture (B)



- Target Business Architecture describes how the enterprise needs to operate to achieve the business goals, and respond to the strategic drivers set out in the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns
- Gap analysis between the Baseline and Target Business Architectures identifies candidate Architecture Roadmap components

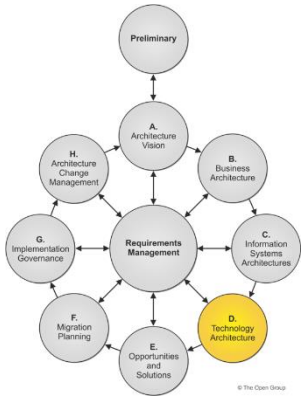
IS Architecture (C)

- Target Information Systems Architectures enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns
- Gap analysis between the Baseline and Target Information Systems (Data and Application) Architectures identifies candidate Architecture Roadmap components

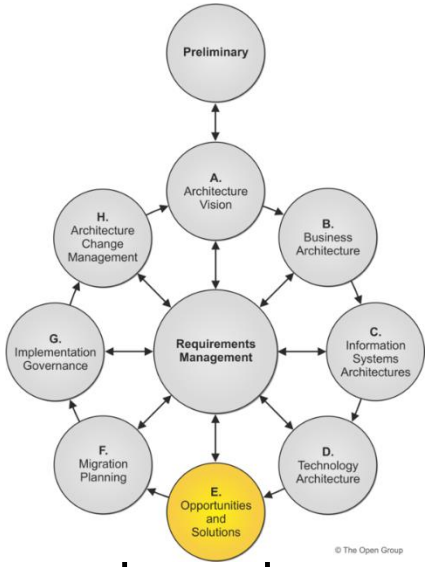


Technology Architecture (D)

- Target Technology Architecture enables the Architecture Vision, target business, data, and application building blocks to be delivered through technology components and technology services
- Gap analysis between the Baseline and Target Technology Architectures identifies candidate Architecture Roadmap components

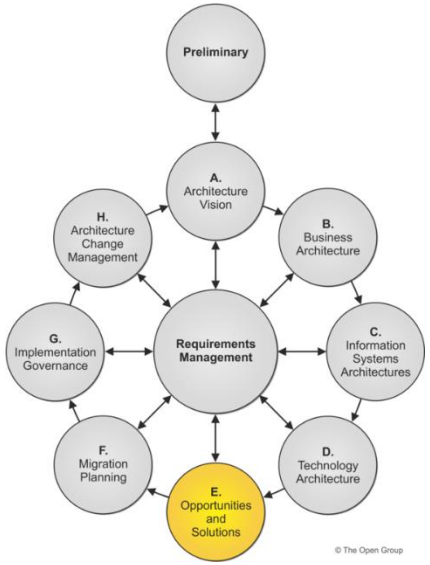


Opportunities and Solutions (E)



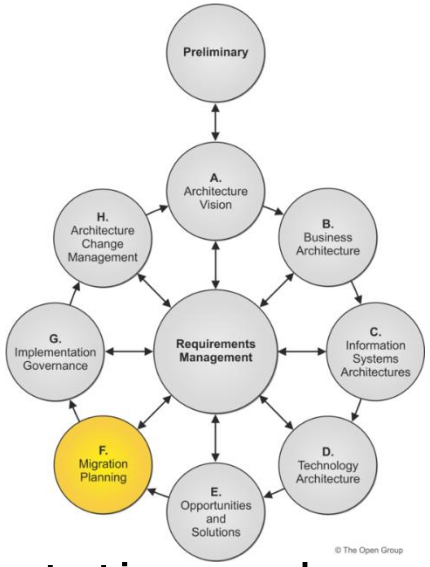
- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- Define the overall solution building blocks to finalize the Target Architecture based on the Architecture Building Blocks (ABBs)

Opportunities and Solutions (E)



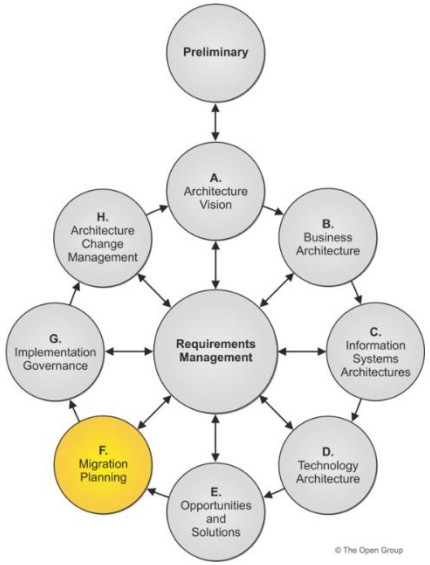
- First step in "How to deliver the Architecture"
- Architecture Roadmap
  - Individual work packages timely organized, that will realize the Target Architecture
  - work package = logical group of changes necessary to realize the Target Architecture

Migration Planning (F)



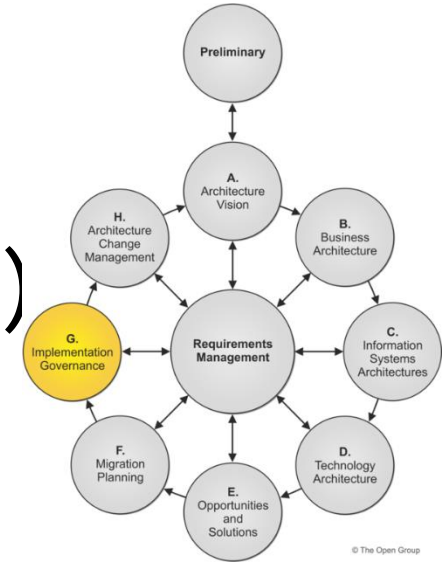
- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
- Ensure that the Implementation and Migration Plan is co-ordinated with the enterprise's approach to managing and implementing change in the enterprise's overall change portfolio
- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

Migration Planning (F)



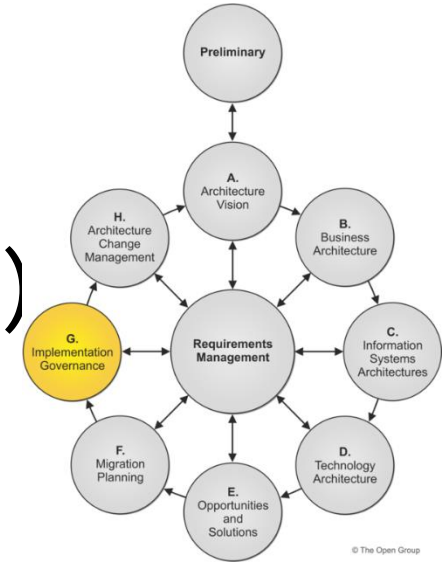
- Implementation and Migration Plan
  - Schedule of the projects that will realize the Target Architecture
  - Integrated with the enterprise's other change activity (other projects)
  - Includes dependencies, costs, and benefits of the various migration projects within the context of the enterprise's other activity

Implementation Governance (G)



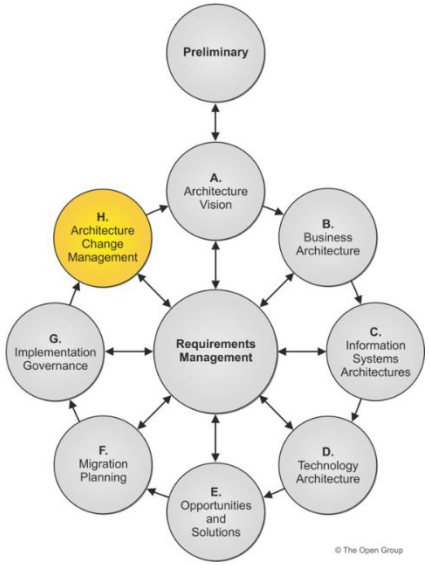
- Ensure conformance with the Target Architecture by implementation projects
- Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests

Implementation Governance (G)



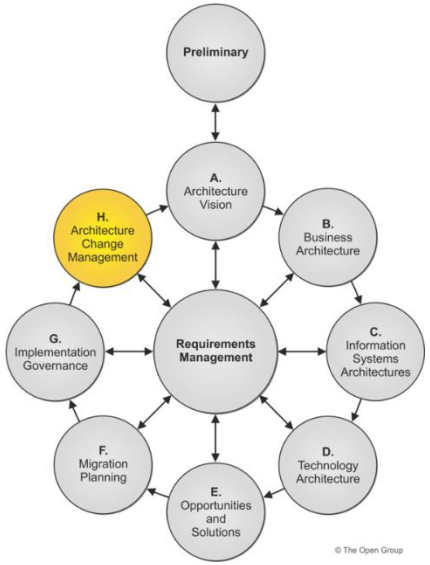
- Connection between architecture and implementation organization (implementation projects)
  - Follows the phased delivery of the Target Architecture by the projects
  - Integrates with development process specific to the organisation

Architecture Change Mgt (H)



- Ensure that the architecture lifecycle is maintained
- Ensure that the Architecture Governance Framework is executed
- Ensure that the Enterprise Architecture Capability meets current requirements

Architecture Change Mgt (H)



- Provides the flexibility to evolve rapidly in response to changes
  - New development in technology
  - Changes in the business environment
- Product management vs. Project management
  - Delivery of Target Architecture is not the end of the journey
  - The architecture needs to evolve and be maintained

ADM – The process

- Producing architecture artefacts
- Organised in Views, and corresponding viewpoints
- Structured in Models, conforming to Model Kinds