Key elements of EA

Use of EA for transformation governance
EA as a capability in an organisation

Agenda for 21.3.2025

- Modelling with ArchiMate
  - Metamodel of ArchiMate continued
  - Your project - guided modelling with ArchiMate
- Illustration from the practice
  - EA framework and language at MMTP
- Stakeholders of EA
  - Viewpoints, uses of EA
- EA capability
  - Roles, responsibilities of EA, competencies of an enterprise architect
  - Maturity of EA in organization
  - Place of EA function in the org structure

ArchiMate continued

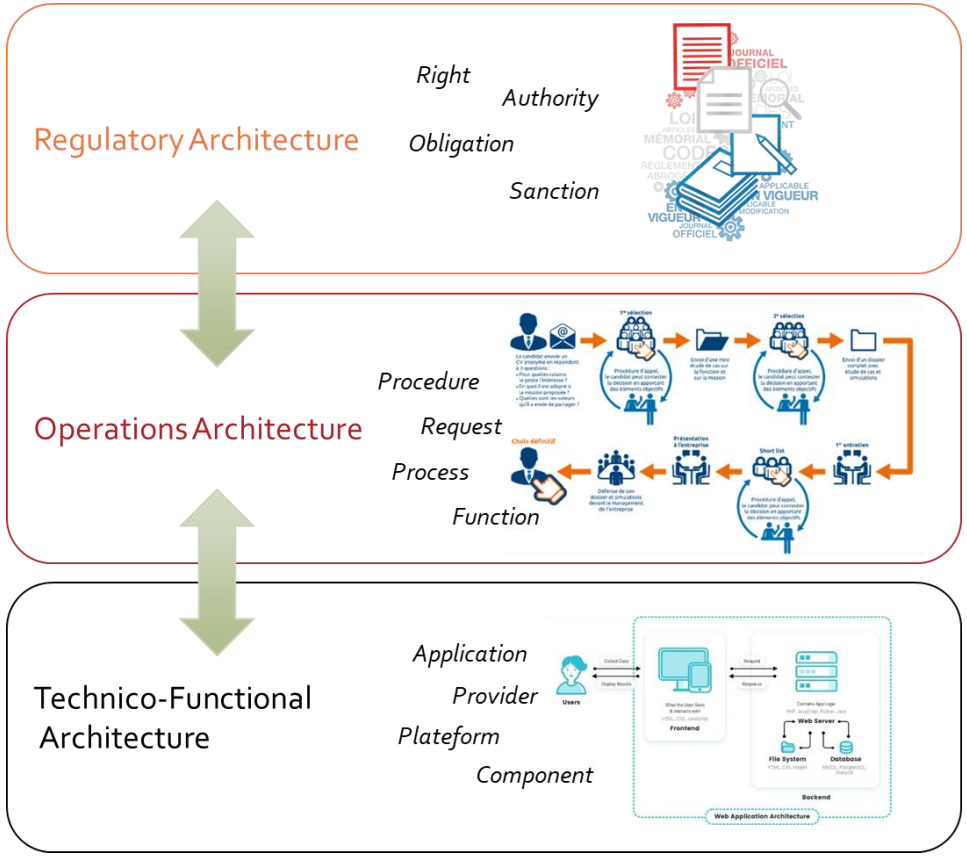
Your group project

EA Modelling @ MMTP

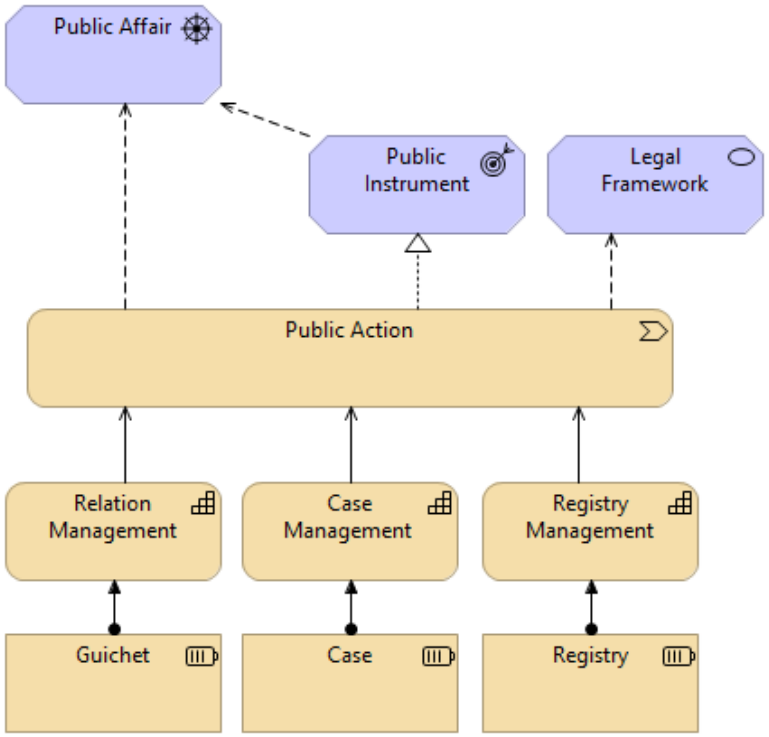
Modelling framework and language
applied for the governance of digitalisation

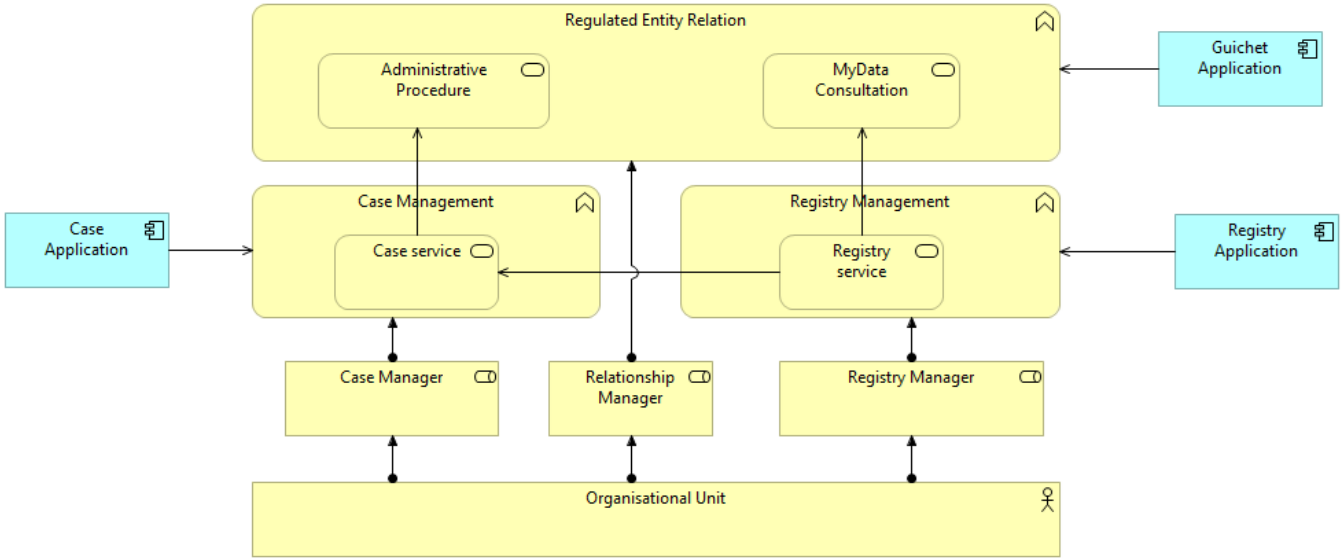
Framework organised in layers

- A specific layer dedicated to Regulatory Policy
  - Separate from business layer
  - Structured description of the legal landscape and regulatory ecosystem



« ArchiMate dialect » for Public Policy

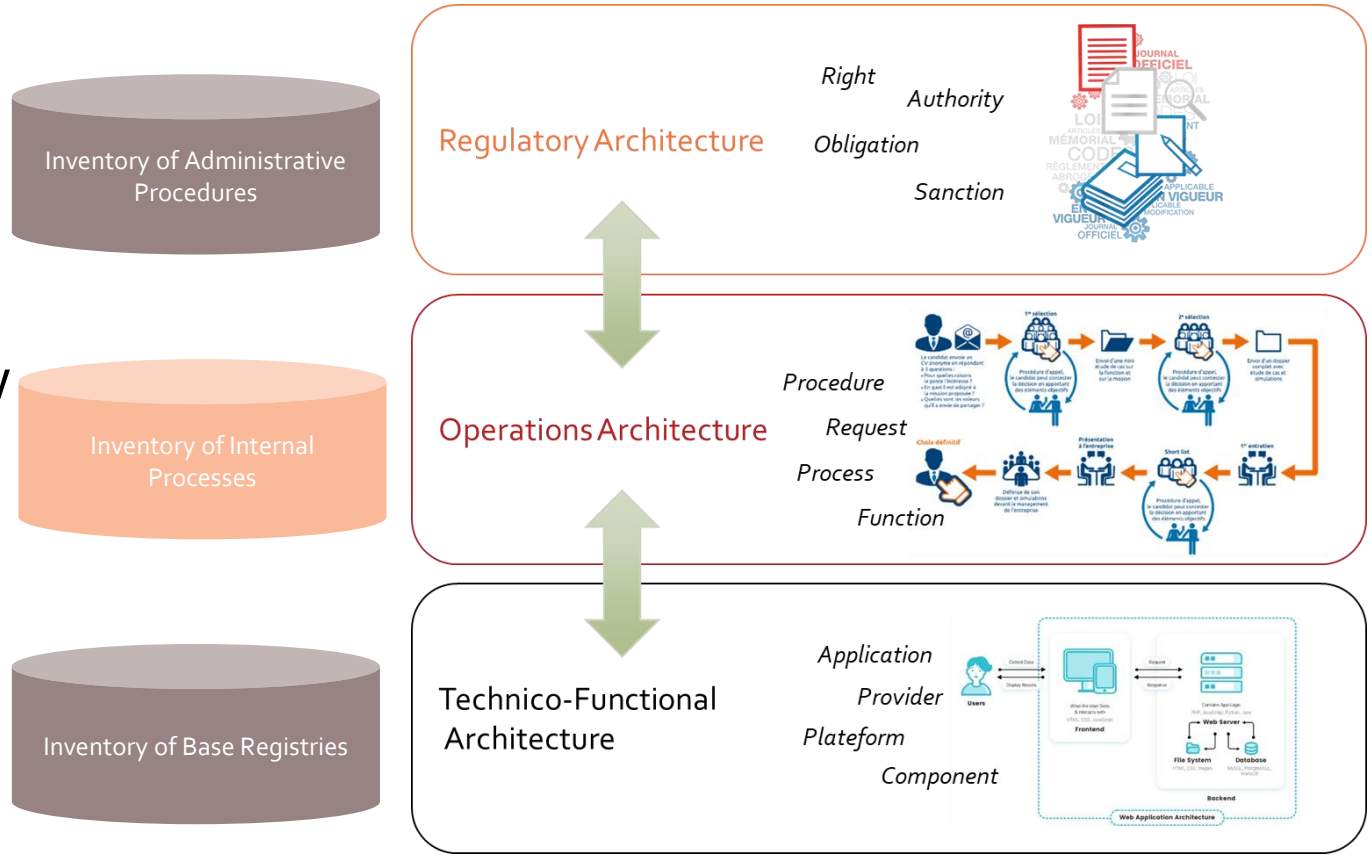




Reduced set of Archimate concepts with specific concept interpretation and adapted viewpoints

Exploitation of the framework link with real-life data

- Inventories are images of the *real* system
- Can be seen as specific view based on metamodel
- Concepts are linked to real life data in the inventories

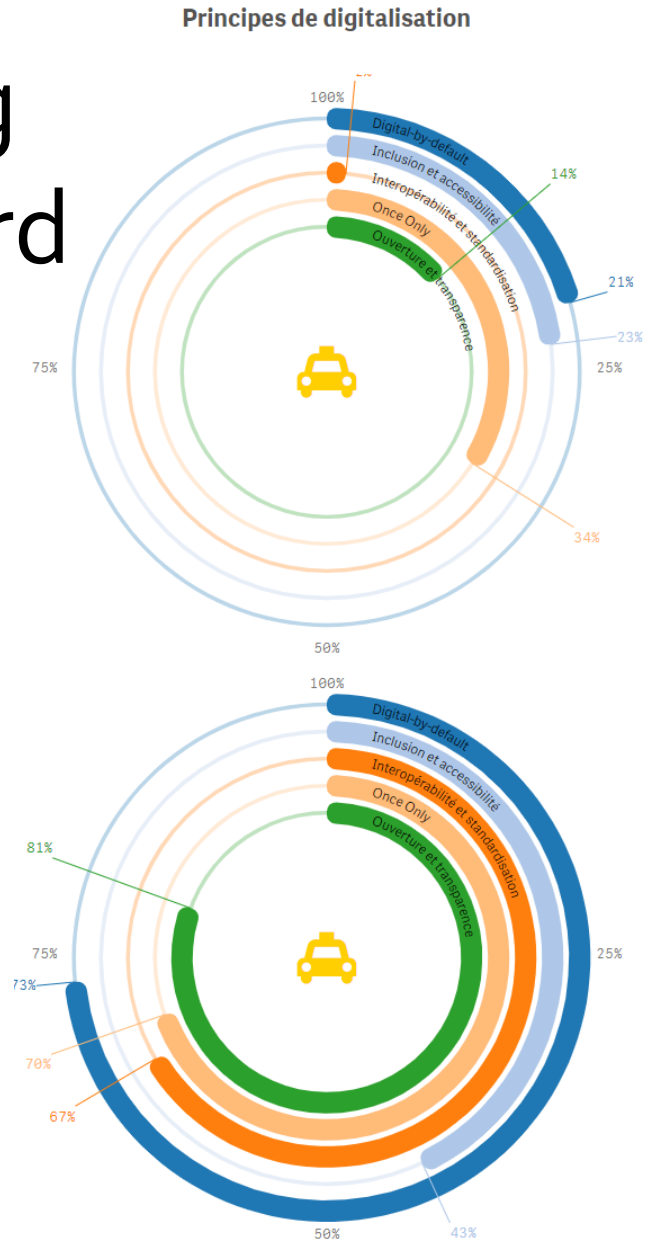


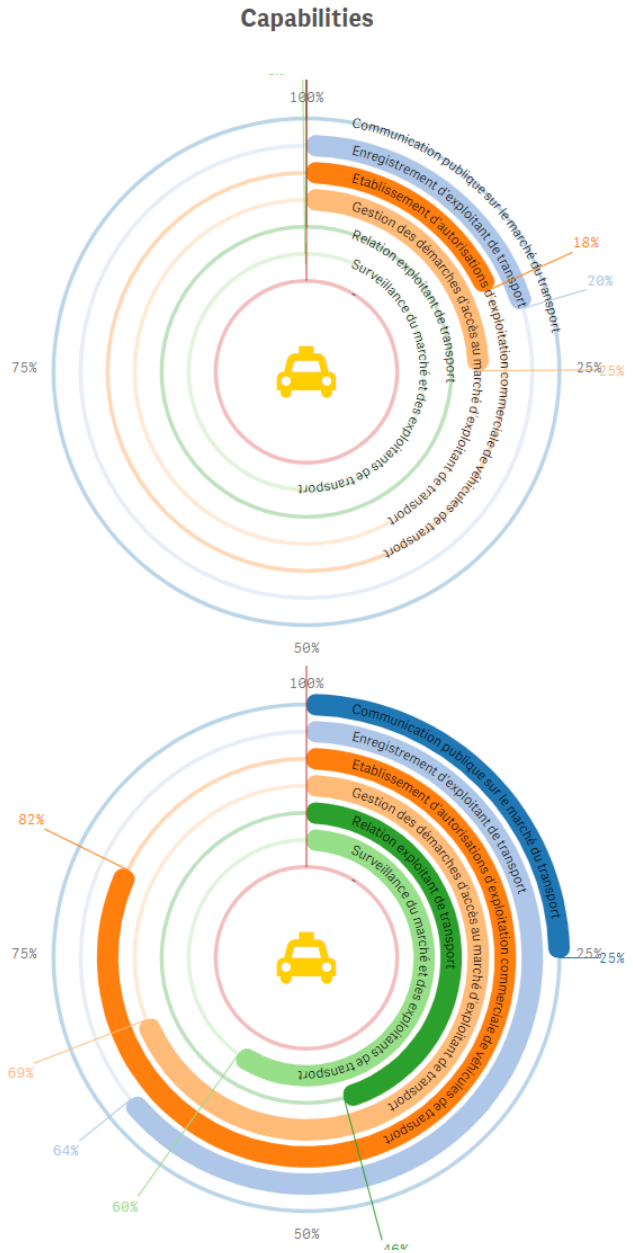
Representations based on EA dialect

- Cartography – HTML Site
- Dashboarding – Indicators
- Intranet/Extranet – Schemas and explanations
- Digital product specifications – Architecture principles

Viewpoints ?

Steering Dashboard





EA function

Competencies, role and responsibilities, place of EA in organisations

https://pubs.opengroup.org/pocket-guides/togaf-pocket-guide/main/chap03.html

An **enterprise architecture capability** is the ability to develop, use, and maintain the architecture of a particular enterprise, and use the architecture to govern change/transformation of an enterprise.

People
Competencies
Skills

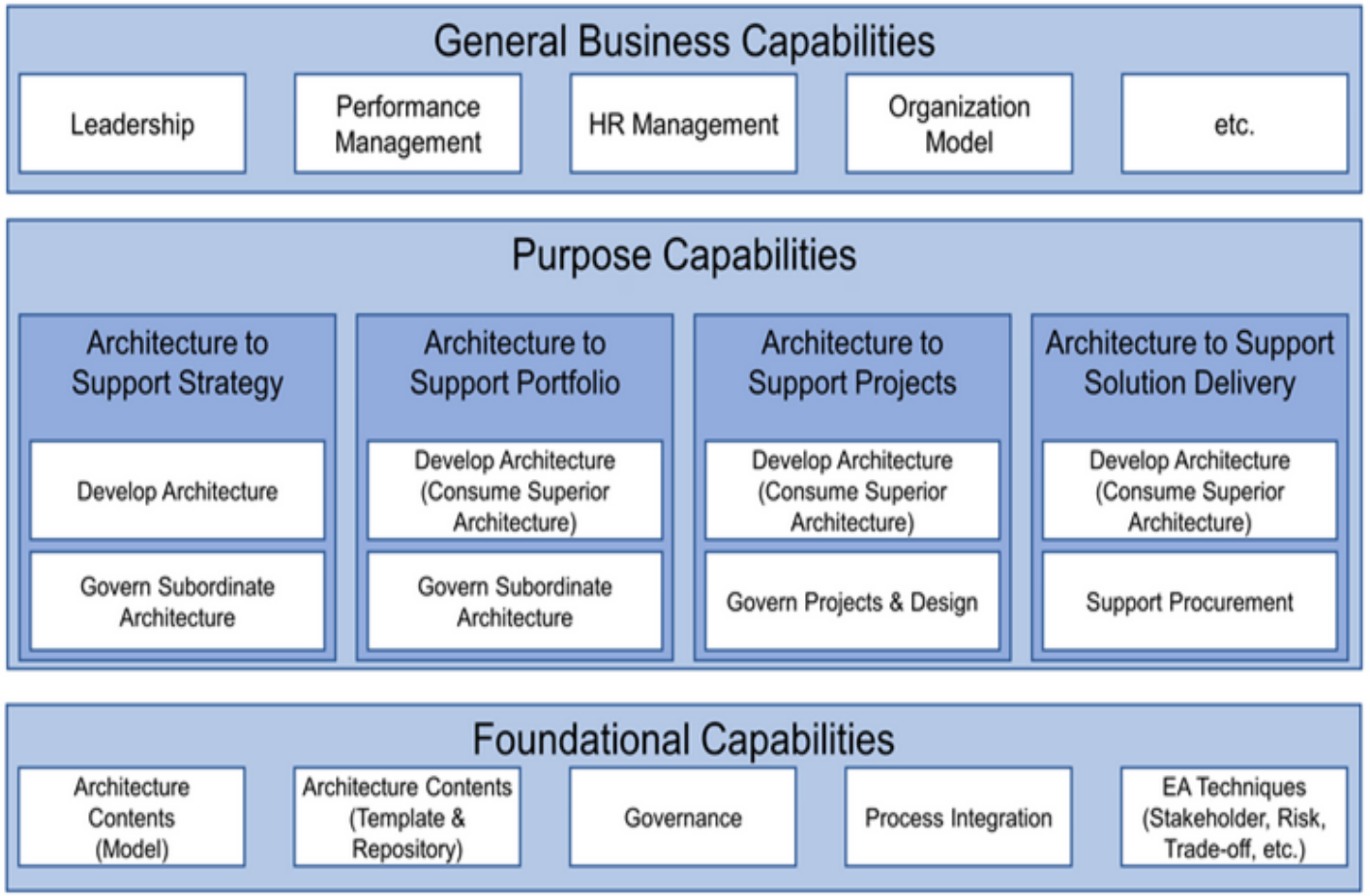
Organisational culture

Mandate of EA

Organisation structure

EA capability

The core value of EA is coherence and integration.

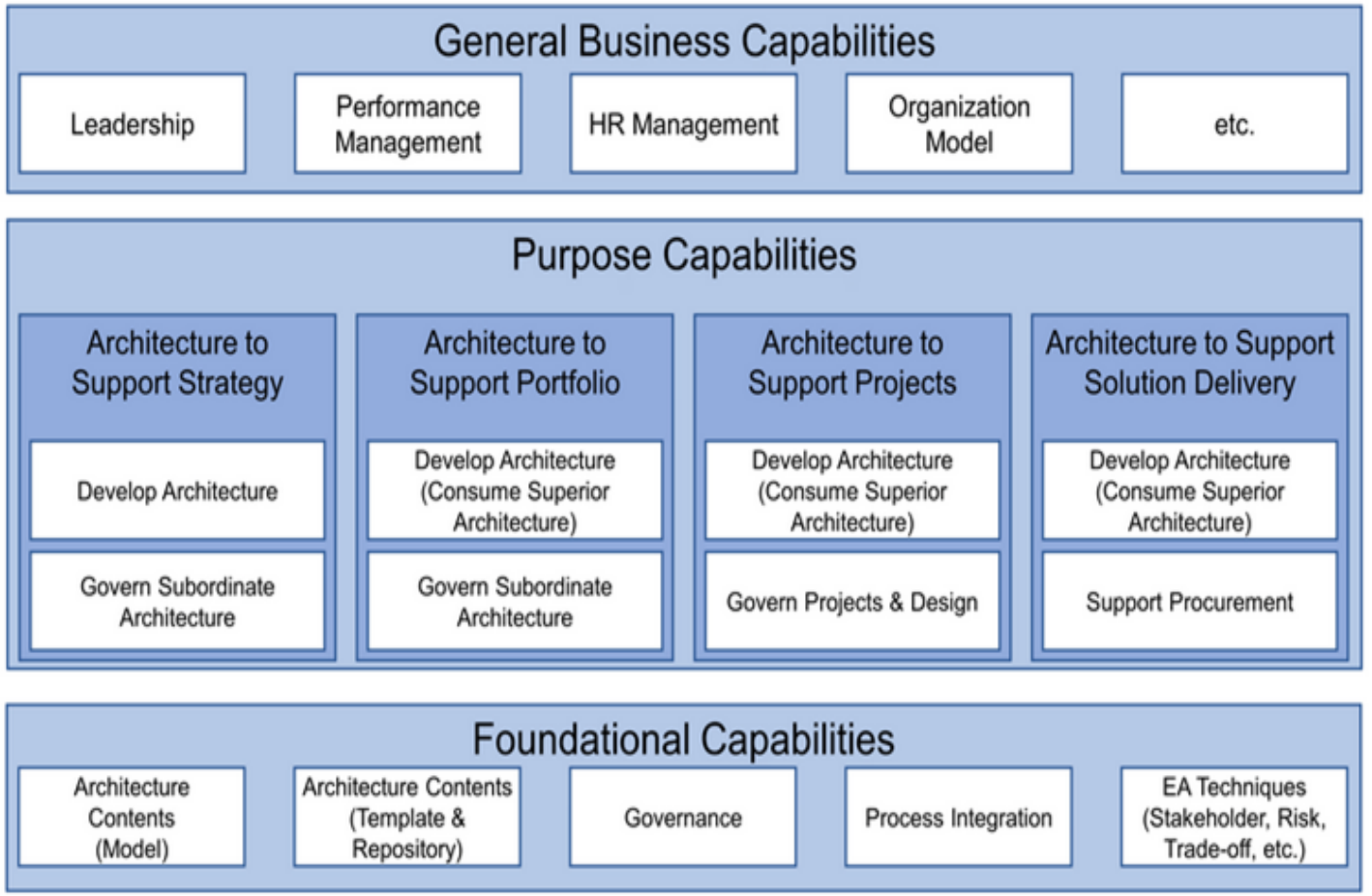


https://pubs.opengroup.org/pocket-guides/togaf-pocket-guide/main/chap03.html

EA capability

Three important roles of EA:

- high-level design of enterprise
- restricting design freedom of solutions
- information-communication



https://pubs.opengroup.org/pocket-guides/togaf-pocket-guide/main/chap03.html

Modern EA role

Skills and competencies of an architect

Luxair

For our department *IT Architecture* within **General Services**, we are looking for a (an):

Enterprise Architect (m/f/x)

Purpose

Luxair is on a journey to re-invent and re-architect its IT application landscape, and we are looking for someone to join the Architecture Team.

As part of the Architecture Team, your mission is to help guide, promote, and accelerate our digital transition and improve the way we manage and exchange data across all areas of our business.

You come from a technical background, having worked as a developer and since graduated into a solution design or architecture role. You have worked on complex projects and are adept at understanding the "big picture" but not afraid to dig into the detail. As an IT polymath, you welcome the chance to work in a variety business areas on a variety topics, and apply your skills across multiple architectural and design domains: requirements, data, applications, and integrations.

While your technical abilities are paramount, you are an all-rounder and also possess the soft skills that are necessary for success: business acumen, great communication skills, and a can-do attitude.

Does this sound like you? Are you looking for your next challenge? If so, please contact us to discover how you can become a key player in our digital transformation.

Main duties:

- Take ownership/responsibility for the design of major, cross-domain end-to-end solutions and their deliverables, and provide technical leadership to analysts and developers
- Analyse and model systems, applications and data, and produce architecture roadmaps, blueprints, and solution designs/specifications (targeted as needed for business users and/or technical teams)
- Carry out in-depth analysis to guarantee that the recommended solutions and technologies match the needs and architectural principles of Luxair
- Act as a liaison between key business stakeholders and technical teams. Work closely with other team members (architects, product owners, developers and business analysts) to ensure requirements and solutions are fully understood and challenged, in order to produce quality high level designs
- Where necessary resolve conflicting interests and requirements in order to establish a consensus
- Ensure that design and architectural principles, standards and best practices are adhered to across the organisation; highlight gaps and risks to senior management
- Take an active role in the review of RfPs with external suppliers; show conviction and logical reasoning when making recommendations
- Stay abreast of technology trends and identify ways to utilise them effectively
- Contribute to the development of Luxair's architecture practice: strategies, reference models, design patterns, and technical assurance capabilities.

https://www.linkedin.com/jobs/view/3953830535

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Does this sound like you? Are you looking for your next challenge? If so, please contact us to discover how you can become a key player in our digital transformation.

Required profile:

Minimum required criteria:

- Master's Degree in software engineering, engineering, or equivalent qualifications and experience
- Demonstrated experience in complex transformation programmes, and designing and delivering enterprise scale IT systems. Strong data and integration skills
- Experience in a similar position as an architect or technical lead with solid understanding of modern technologies and principles
- Experienced across the entire business and IT continuum, and all phases of the software life-cycle including: architecture, requirements & design specifications, integration, migration, data modelling and databases, application design, and testing
- Proficient in architectural and design methodologies such as TOGAF, Microservices, Event Driven, Agile/Waterfall, Data Modelling, UML, ArchiMate
- Able to analyse detailed business and functional issues, and translate them into end-to-end technical solutions without losing sight of the wider strategic directions
- Possess a strong technical background, an organised and logical mind, and can articulate the decisions and rationale behind a chosen design path
- A self-starter, versatile, accurate, detail oriented, and "hands-on" approach
- Able to produce clear and concise documentation
- Excellent oral and written communication/interpersonal skills in English, knowledge of French or German are appreciated.

Desired or to be acquired criteria:

- TOGAF certification
- Broad technical skillset and knowledge, such as
- AWS or Azure cloud
- SQL/NoSQL Databases, Data Warehouses, ETL, Kafka, REST APIs, SOA
- IT Security, SSO, OAuth2
- Be able to work in a team, independently, or autonomously on long tasks
- Eager to learn, understand, and apply new technologies
- Demonstrate a good sense of urgency and flexibility
- Taste for details and precision.

Waystone leads the way in specialist services for the asset management industry.

Partnering with institutional investors, investment funds and asset managers, Waystone builds, supports and protects investment structures and strategies worldwide.

With over 20 years' experience and a comprehensive range of specialist services to its name, Waystone is now serving assets under management in excess of $2Tn. Waystone provides its clients with the guidance and tools to allow them to focus on managing their investment goals with confidence.

Summary: We are seeking a strategic and innovative Enterprise Architect to lead the development and implementation of technology strategies that align with business objectives and enable organisational growth. The ideal candidate will act as a trusted advisor across the enterprise, ensuring that business needs are met while working closely with IT infrastructure and application teams and senior stakeholders. This role is pivotal in defining a technology roadmap, overseeing architectural governance, and maintaining the enterprise architecture repository and management tools.

https://www.linkedin.com/jobs/view/4138072606

Essential Duties And Responsibilities

Strategic Leadership

- Collaboratively develop and maintain an enterprise-wide technology roadmap in alignment with business and IT objectives.
- Shape the enterprise-level architecture vision through partnership and dialogue, ensuring it supports both immediate and long-term business priorities.
- Evaluate emerging technologies to recommend scalable and future-proof solutions.
- Drive digital transformation initiatives by fostering a shared understanding of enterprise architecture principles and the leveraging of cloud capabilities to support scalable and secure solutions.

Enterprise Governance

- Enhance and oversee the Architecture Governance process to support inclusive decision-making and ensure alignment with strategic objectives.
- Work collaboratively with stakeholders to evaluate and approve enterprise-level technology decisions, fostering buy-in and transparency.
- Maintain and utilise enterprise architecture tooling to document, track, and manage enterprise architecture artifacts.
- Support the adoption of architectural principles and frameworks that ensure coherence across the organisation while optimising AWS and Azure usage.
- Ensure compliance with organisational standards, industry regulations, and security requirements.

Collaboration and Stakeholder Engagement

- Act as a strategic partner to business leaders and technical teams, co-creating architecture models and frameworks that address both business and technical needs.
- Promote open dialogue with the IT teams and other stakeholders to ensure alignment while respecting their autonomy in operational delivery.
- Present executive-level reports and proposals that reflect the collective input and vision of the broader architecture and business community.

Technical Expertise

- Proven experience as an Enterprise Architect, with a focus on system integration and cloud migration. Strong knowledge of enterprise integration patterns, APIs, microservices architecture, and middleware.
- Lead the development of enterprise architecture models across business, data, application, and infrastructure domains, ensuring they are shaped by input from cross-functional teams and aligned with AWS and Azure cloud strategies and best architectural practices.
- Provide enterprise-level insights into cloud architecture optimisation across AWS and Azure environments, driving strategic alignment of performance, security, and cost-effectiveness principles.
- Ensure department and team level architecture is aligned at enterprise level and business objectives.

Compliance and Risk Management

- Ensure all architectural decisions align with regulatory frameworks such as DORA, GDPR, and other recognised regulatory or industry standards.
- Promote resilience and scalability by co-developing strategies that integrate regulatory compliance and robust security measures in cloud environments, AWS and Azure.
- Maintain awareness of emerging regulatory and standards requirements, incorporating best practices from frameworks like NIST, SOC2 or ISO27001 to strengthen security and operational governance.

Requirements

- Proven experience in enterprise architecture, with preferred expertise in frameworks such as TOGAF, SABSA, or equivalent.
- Strong technical knowledge across application, infrastructure, and data domains, including cloud platforms, with emphasize on Azure and AWS.
- Demonstrated ability to balance the needs of strategic projects and immediate delivery requirements.
- Familiarity with architecture management tools such as LeanIX, Abacus, or similar platforms.

Education

- Bachelor's degree in a technology-related field preferred

Are you passionate about shaping the future of IT and driving innovation? Do you excel in aligning IT strategy with business goals and enhancing the effectiveness of technological solutions?

Red Bull is seeking a dynamic and visionary Enterprise Architect to join our team. In this role, you will be instrumental in driving IT landscape engineering, supporting IT management with road mapping, market insights, and strategic direction. You will also strengthen our existing Enterprise Architect capability, increasing capacity and stakeholder engagement. If you are ready to take on a pivotal role in a fast-paced, global environment, we want to hear from you

All the responsibilities we'll trust you with:

FORMULATE STRATEGY & DEVELOP ARCHITECTURE DIRECTIONS

Support the formulation of technology strategy in response to spotted disruptive external or internal forces and its operationalization. Drive IT Landscape Engineering through proactive and deliberate management of the IT landscape beyond investment planning horizons. This involves operationalizing strategy, identifying drivers for change, and defining architecture directions to address these with stakeholders. Analyze business strategy and business future-state capabilities to identify Strategic Themes to detect gaps and opportunities for improvement in the current IT Landscape in line with the IT Strategy to enable the business achieving targeted outcomes.

https://www.linkedin.com/jobs/view/4133647589

GUIDE STRATEGY EXECUTION IN INITIATIVE DELIVERY

Consult and support in IT Demand Management. Contribute to decentral decision-making and escalate as required. Provide actionable EA deliverables in an agile and time-boxed way. Align initiatives' scope with strategy, roadmap, other initiatives and the big picture (Scope Alignment). Identify the fit of the current-state Landscape to support required future-state capabilities and determine the capability gap (Landscape Fit/Gap). Identify candidate IT markets, their market state, trends, and vendors therein to address the capability gap (IT Market Screening). Define future-state target architecture options roughly assessed against the applicable value model (Target Architecture).

IT LANDSCAPE ANALYTICS & IT MARKET INSIGHTS

Advance our data-driven IT Landscape Analytics approach by generating insights to empower EA processes and drive strategic decisions. Equip colleagues with IT Market Insights to establish and maintain an overview of IT markets relevant to them. Foster decentral innovation through our Continuous Innovation & Foresight services, guiding IT to embrace the right emerging technologies at the right point in time.

EVOLVE EA'S VALUE PROPOSITION

Contribute to position the EA practice as an internal management consultancy, offering services and skills to support the formulation and execution of strategy. Review and refine EA's portfolio of services periodically to define an EA capability roadmap to drive improvement of existing and development of new EA services. Ensure services meet the needs of management stakeholders and expectations. Review and improve integration of EA into the IT organization and processes to drive effectiveness and impact of EA work.

Your areas of knowledge and expertise that matter most for this role:

- University Degree in Business Information Systems, Informatics, or Business Administration
- Working Experience in IT, favourably in EA or cross-functional role(s)
- Fluent in English, German is a plus
- Experience in Enterprise Architecture or IT Architecture, working on Business, Application, or Information Architectures
- Broad and strong understanding of business processes and their relationship to IT, with curiosity and willingness to constantly learn
- Strong communication, collaboration, leadership, and stakeholder management skills
- Professional certifications in enterprise architecture, TOGAF are a plus

EA maturity in an enterprise

Mandate given to EA in an enterprise

Mandate given to EA

Enterprise wide IS/IT architecture

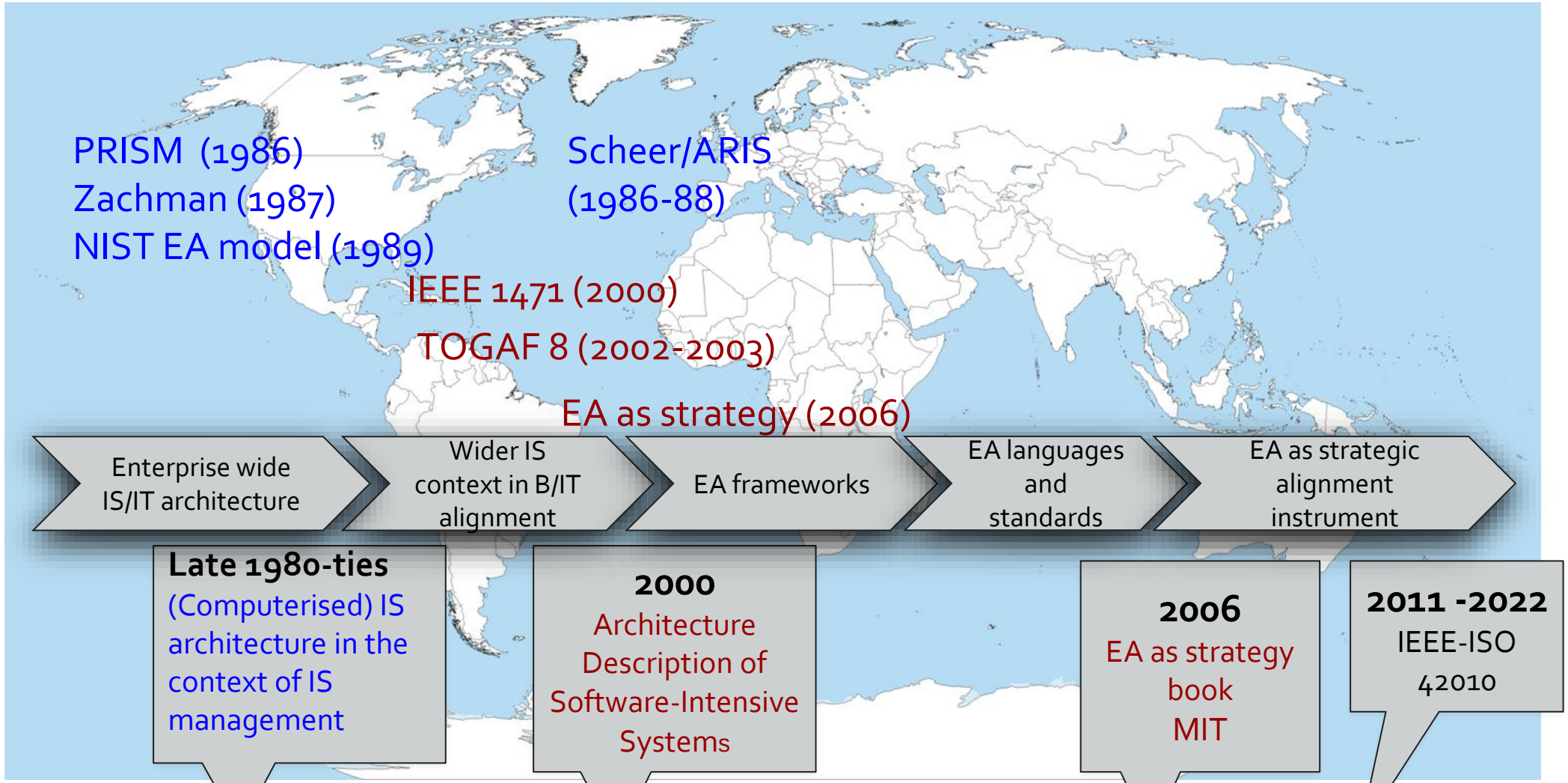
EA as strategic alignment instrument

Depends on the maturity of EA practice in the organisation and the sector, industry where the organisation works ….

…. the impact of digital innovation on the business …..

…. and organisation culture…..

More details https://en.wikipedia.org/wiki/Enterprise_architecture_framework



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EA's Roadmap for Maximizing Business Value: **Climb The Benefit Ladder**
Enterprise Architecture (EA) has evolved beyond governance and documentation. It's a **strategic function driving efficiency**, **innovation**, **and competitive advantage**. Strategic EA **reduces costs**, **accelerates transformation**, **and improves decision velocity**.

To unlock EA's full impact, organizations must **view EA as a business accelerator**. This begs an **intentional**, **phased approach**. Delivering measurable value in stages, while reducing complexity and risk.

Enter the **Benefit Ladder**—a structured roadmap to realizing EA's value. It establishes f**oundational maturity then scales to advanced initiatives**.

The Benefit Ladder: **A Step-by-Step Approach**

Your journey to EA maturity flows through three stages. Each unlocks layers of business value:

1 | Foundational EA: Establish Stability & Visibility

Here, EA's primary role is to align teams, standardize governance, and create an enterprise-wide architecture view. Without this, system visibility remains siloed, and strategic alignment is impossible.

Key Initiatives:

- ✔ Define governance and operating
- ✔ Central EA repository for decision support
- ✔ Map business capabilities to technology

📌 ***Business Impact***:

- ✅ Reduces redundant investment
- ✅ Clarity on technology landscape
- ✅ Improves strategic decision-making

2 | Operational EA: Driving Execution

EA shifts from documentation to execution—agility, cost optimization, and time-to-market.

Key Initiatives:

- ✔ Integrate EA into transformation
- ✔ Optimize processes and reduce debt
- ✔ Support integration and interoperability

📌 ***Business Impact***:

- ✅ Accelerates time-to-value
- ✅ Reduces costs, increases efficiency
- ✅ Aligns IT with business

3 | Strategic EA: Architecting Competitive Advantage

At highest maturity, EA is a core part of strategy, decisions and innovation.

Key Initiatives:

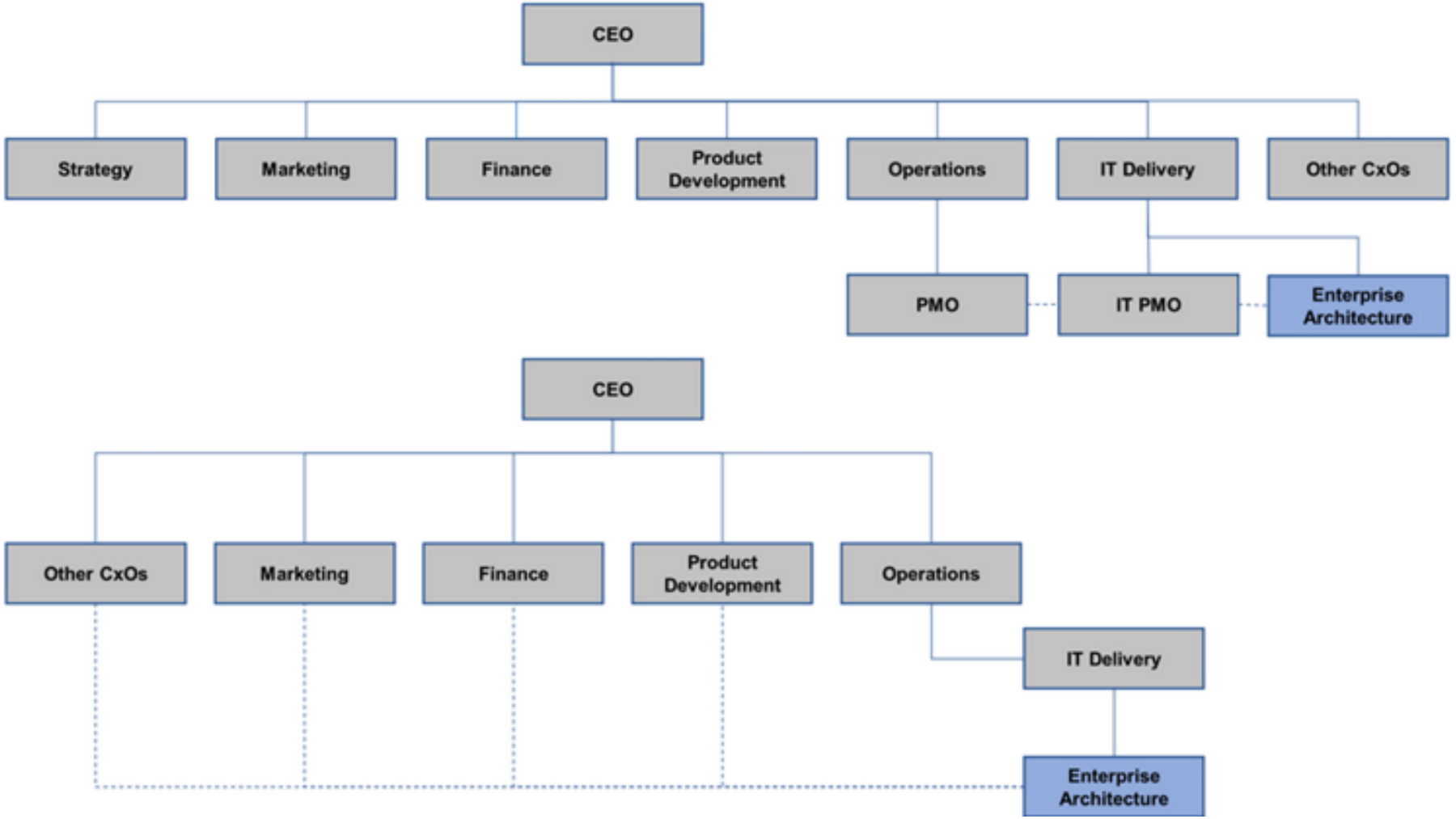
- ✔ Embed EA into C-level discussions
- ✔ Identify strategic technology investments
- ✔ Drive business model innovation

📌 ***Business Impact***:

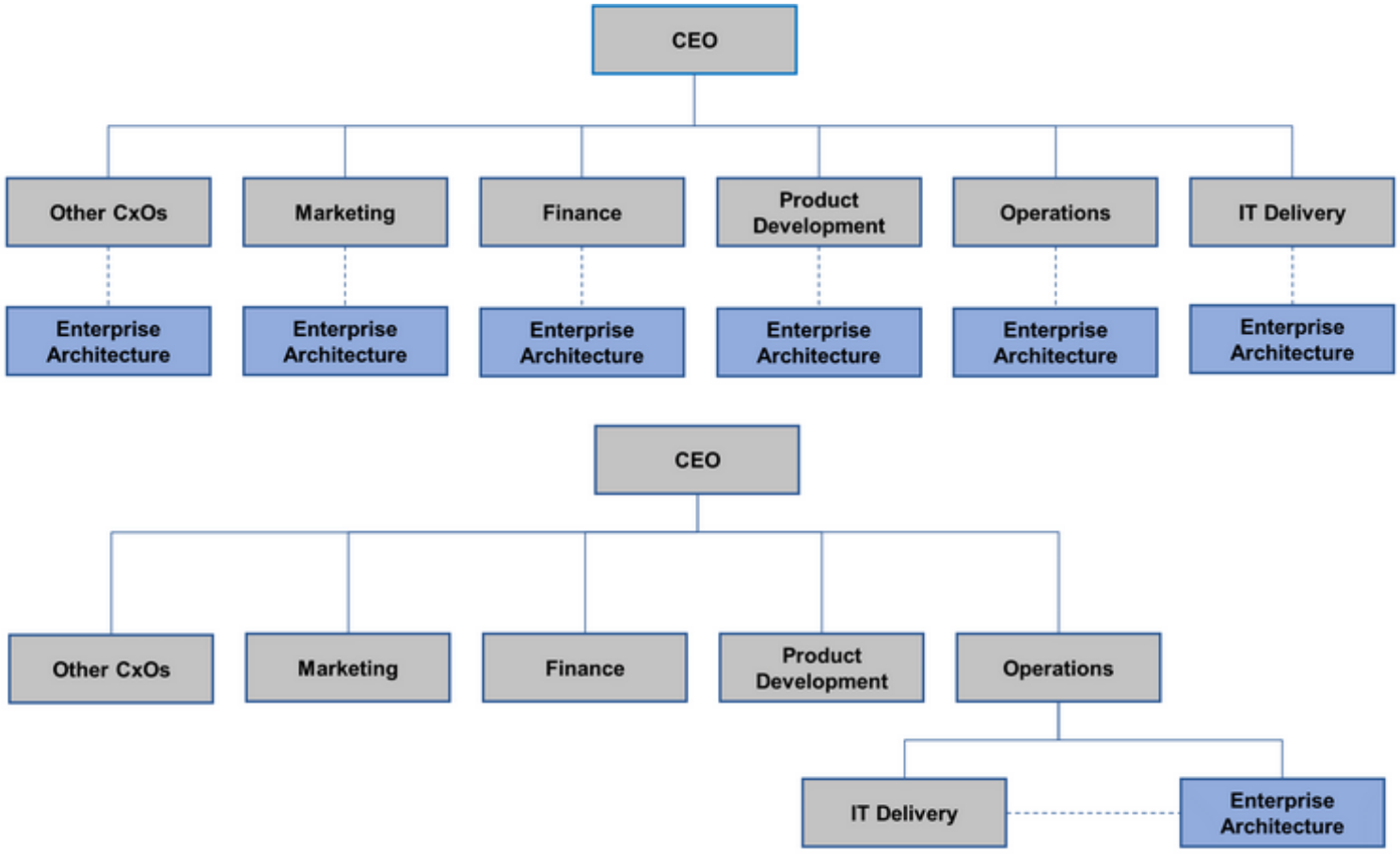
- ✅ EA contributes to revenue growth
- ✅ Rapid adaptation to markets
- ✅ Scale transformation initiatives

EA in an org structure

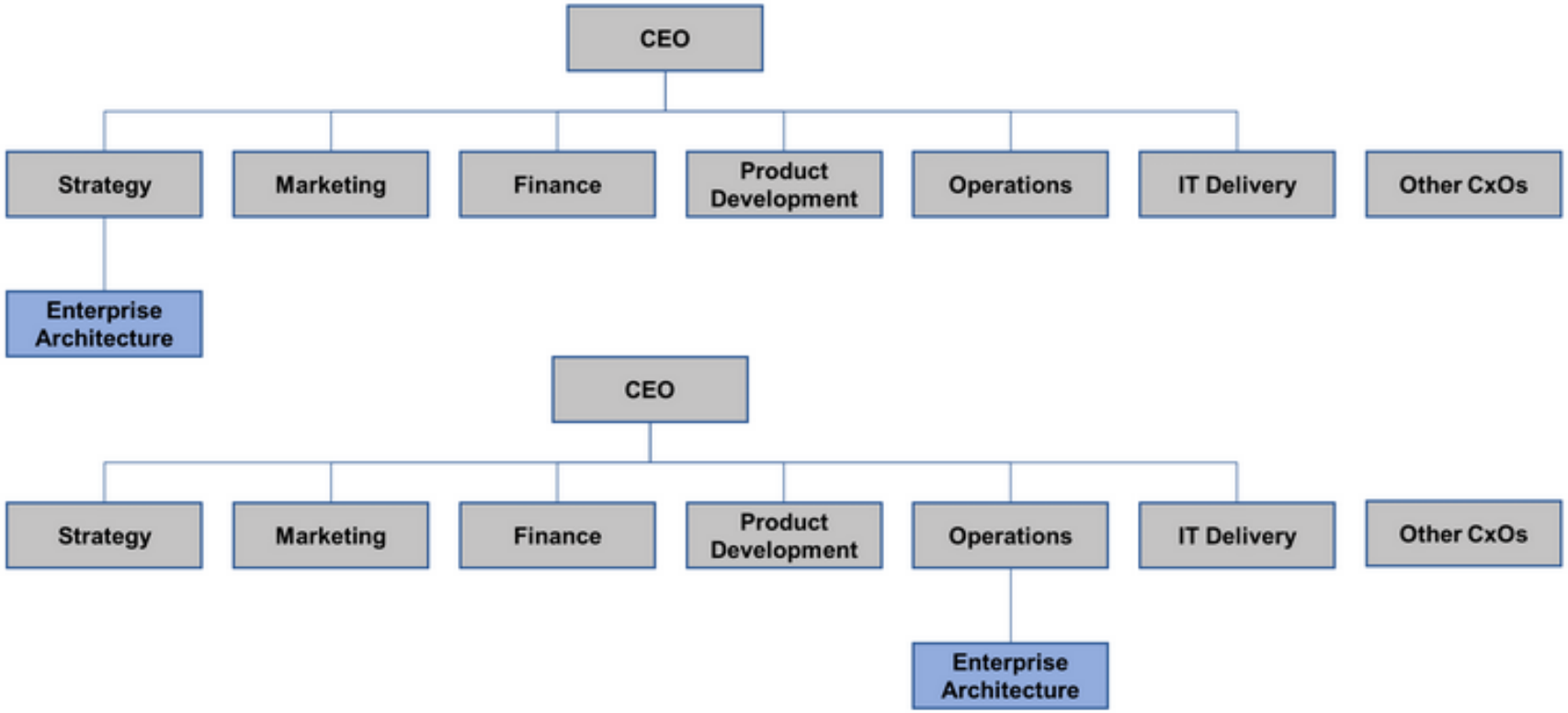
IT-centric positioning



Function-centric positioning



Strategy-centric positioning



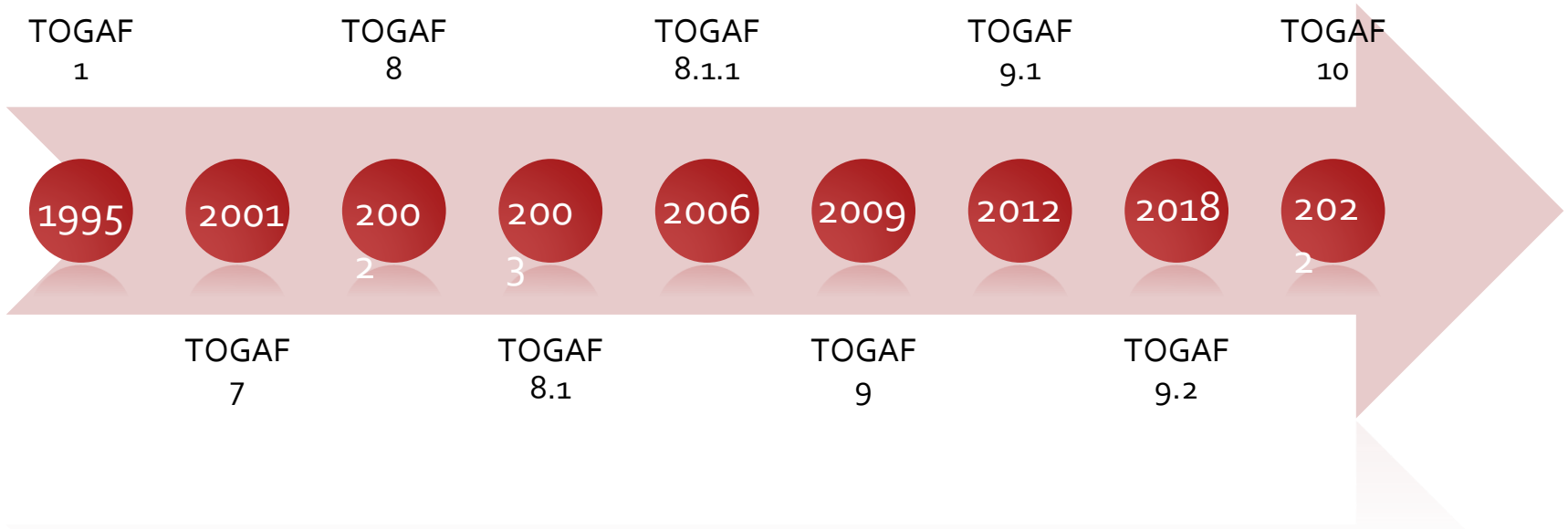
Agenda for 4.4.2025

- Use of EA models
- Overview of “standard” EA method/process - TOGAF
-

TOGAF

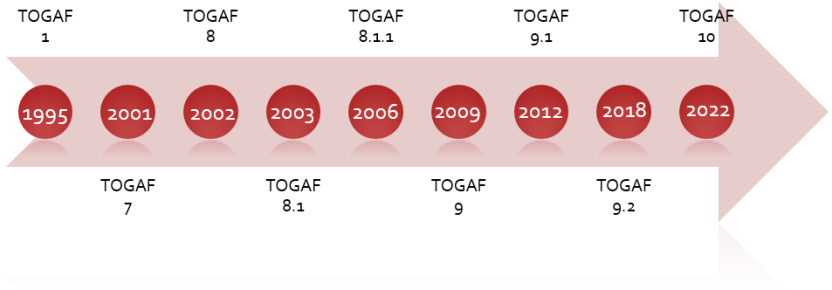
Reference architecture process and open standard

Evolution of the standard



https://pubs.opengroup.org/togaf-standard/

Evolution of the standard



https://pubs.opengroup.org/togaf-standard/

Technical scope

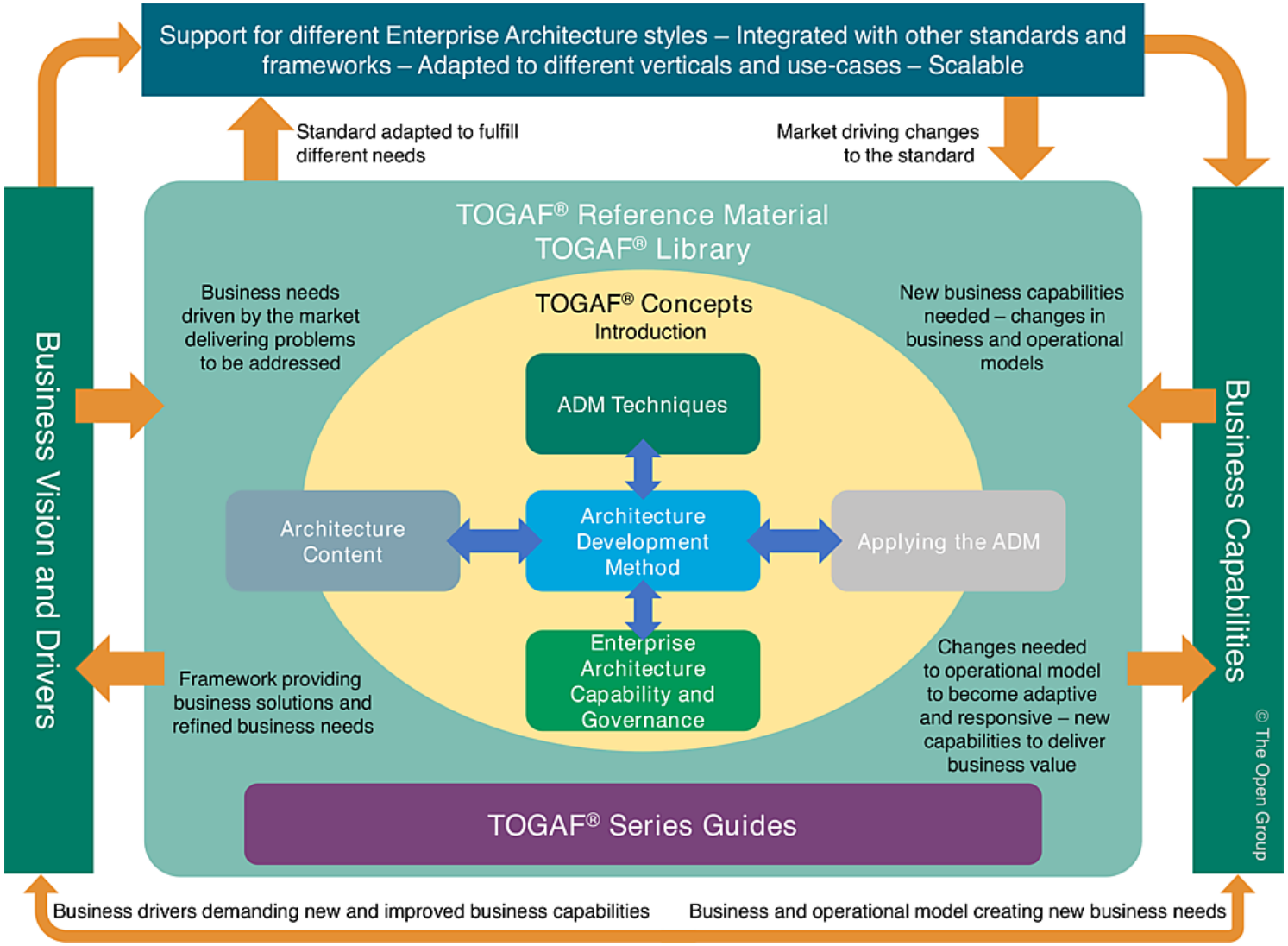
- TOGAF 1
  - Based on Technical Architecture Framework for Information Management (TAFIM)
  - Data, Application Software, Technical Infrastructure
- TOGAF 7
  - Technical Edition
  - Focal point = development of technical architecture

Enterprise scope

- TOGAF 8
  - Enterprise Edition
  - Applies development method to cover business architecture
- TOGAF 9
  - Formal Content Metamodel
  - Architecture repository and Enterprise Continuum

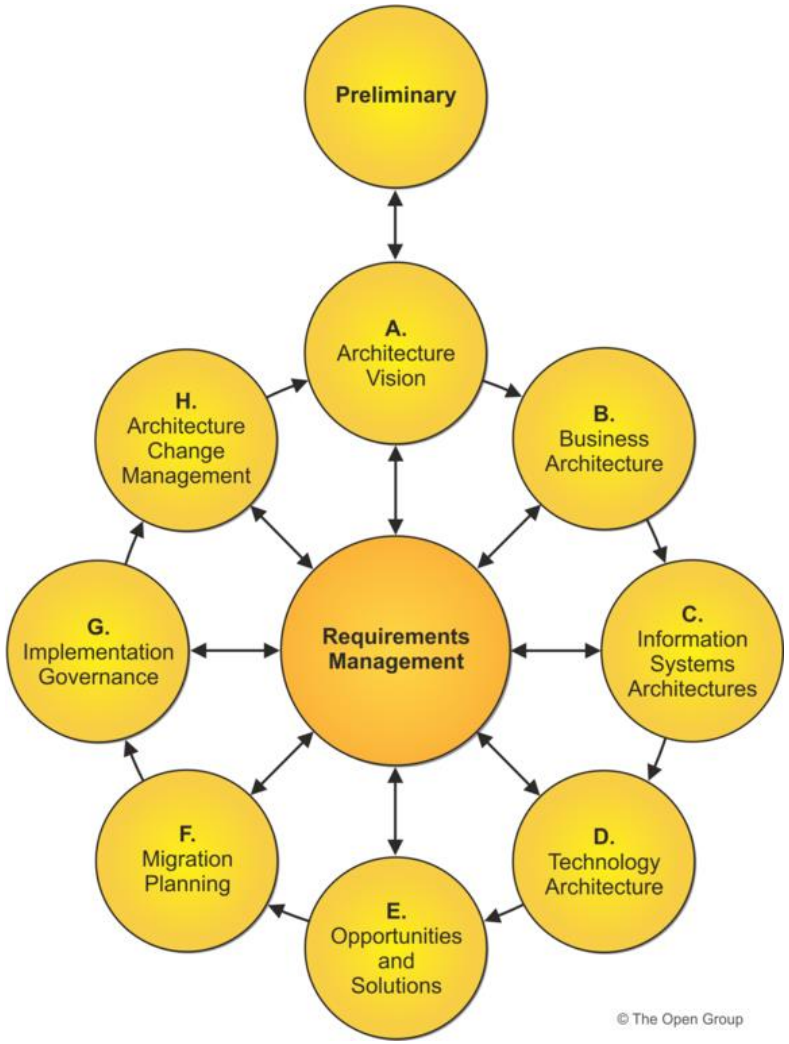
Structure of TOGAF

- **ADM**
  - Iterative process
- ADM Techniques
  - Guidelines/practices for ADM
- Applying ADM
  - Integrating industry frameworks
- Architecture Content
  - Metamodel EA
- EA Capability and Governance
  - Organisation, processes, roles

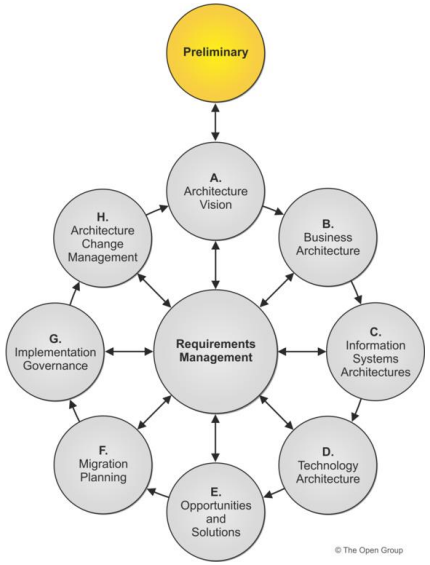


EA is a process - ADM

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

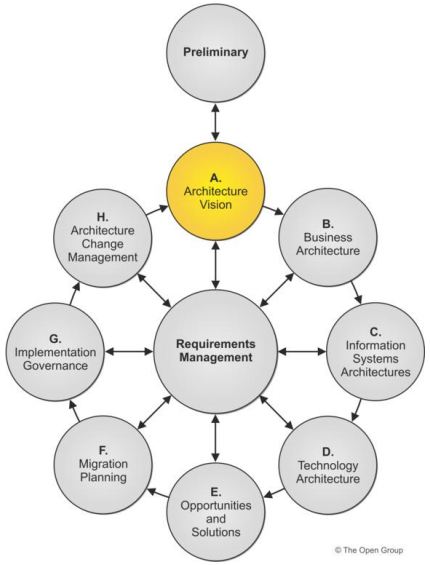


Preliminary phase



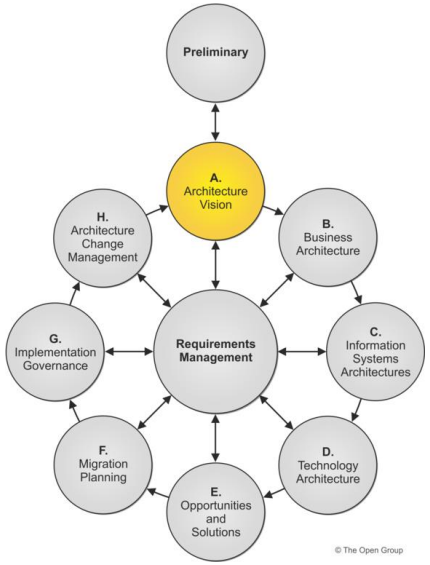
- Defining "where, what, why, who, and how we do architecture" in the enterprise
  - Defining the enterprise
  - Identifying key drivers and elements in the organizational context
  - Defining the requirements for architecture work
  - Defining the Architecture Principles that will inform any architecture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

Architecture vision (A)



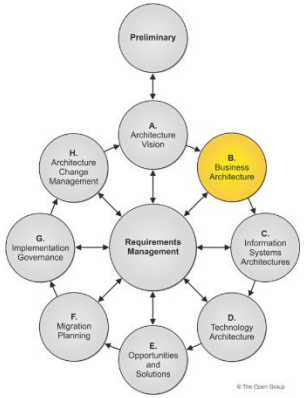
- Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- Obtain approval for a Statement of Architecture Work that defines a program of works to develop and deploy the architecture outlined in the Architecture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

Architecture vision (A)

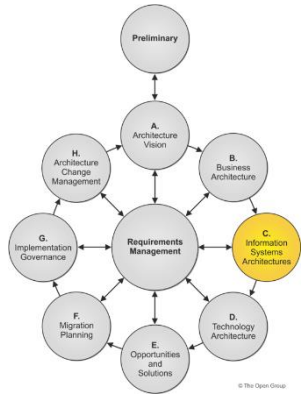


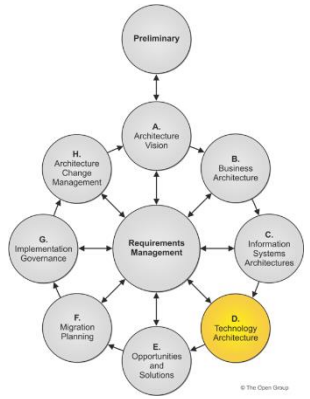
- Key tool to sell the benefits of the proposed capability to stakeholders and decision-makers within the enterprise.
- Describes how the new capability will meet the business goals and strategic objectives and address the stakeholder concerns when implemented.
- Includes an understanding of emerging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

Architecture phases (B, C, D)

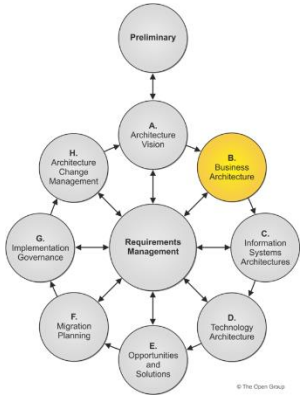


- Describe baseline [Business, IS, Technology] architecture = AS-IS
- Develop the target [Business, IS, Technology] architecture = TO-BE
- Analyse the gaps between baseline and target
- Select the relevant viewpoints to demonstrate how the stakeholder concerns are addressed





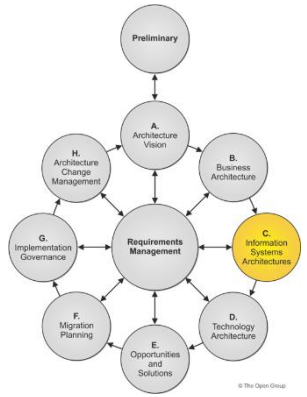
Business Architecture (B)



- 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

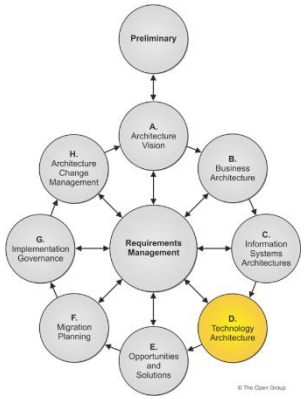
IS Architecture (C)

- 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

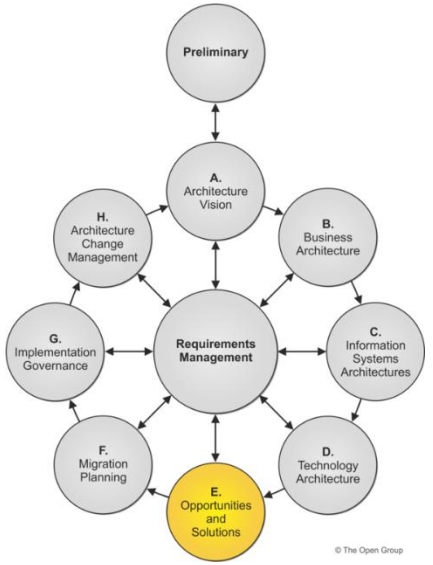


Technology Architecture (D)

- 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

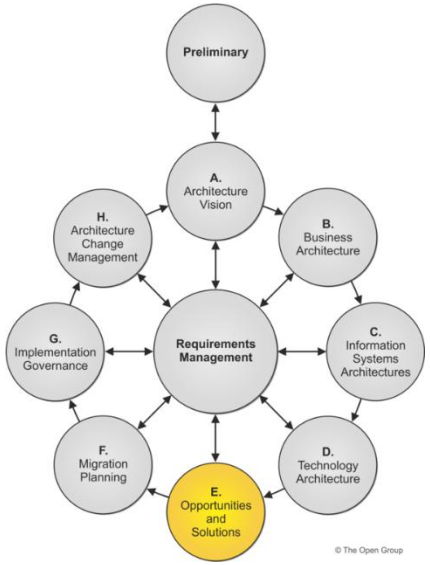


Opportunities and Solutions (E)



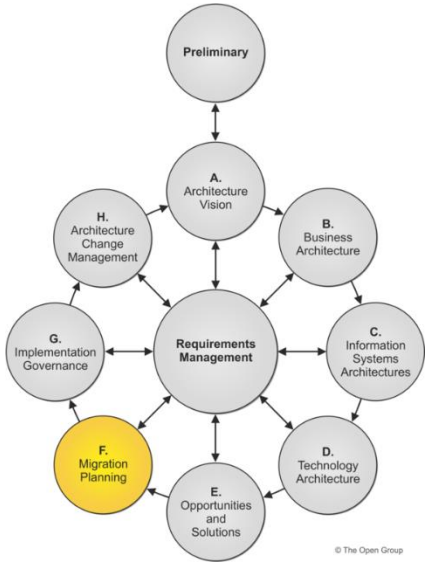
- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business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

Opportunities and Solutions (E)



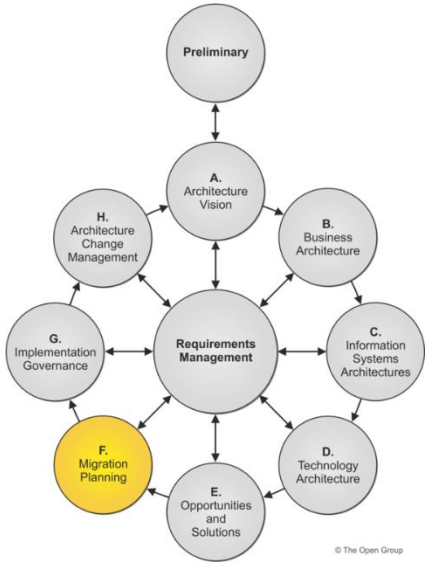
- First step in "How to deliver the Architecture"
- Architecture Roadmap
  - Individual work packages timely organized, that will realize the Target Architecture
  - work package = logical group of changes necessary to realize the Target Architecture

Migration Planning (F)



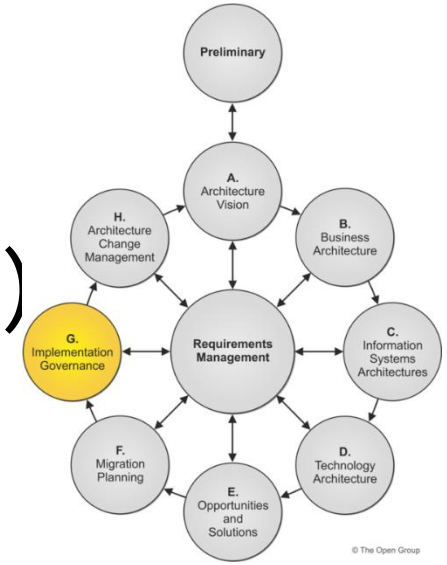
- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
- Ensure that the Implementation and Migration Plan is co-ordinated with the enterprise's approach to managing and implementing change in the enterprise's overall change portfolio
- Ensure that the business value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

Migration Planning (F)



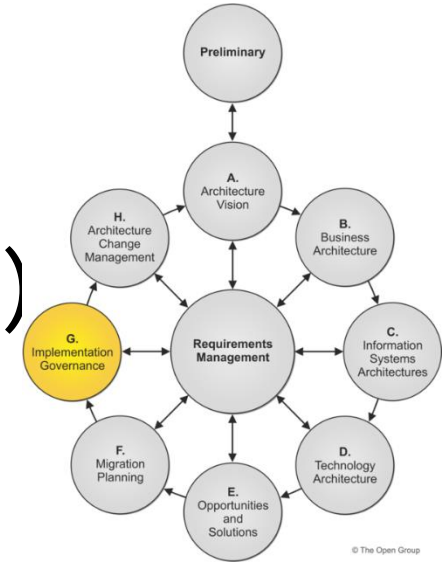
- Implementation and Migration Plan
  - Schedule of the projects that will realize the Target Architecture
  - Integrated with the enterprise's other change activity (other projects)
  - Includes dependencies, costs, and benefits of the various migration projects within the context of the enterprise's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

Implementation Governance (G)



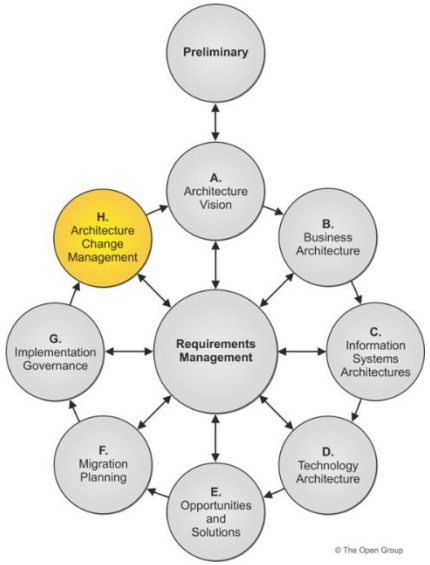
- Ensure conformance with the Target Architecture by implementation projects
- Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests

Implementation Governance (G)



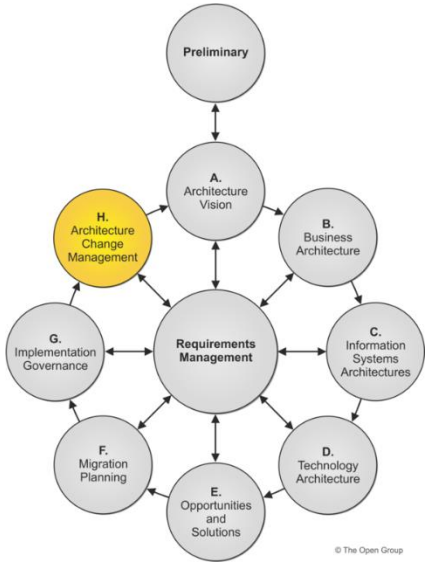
- Connection between architecture and implementation organization (implementation projects)
  - Follows the phased delivery of the Target Architecture by the projects
  - Integrates with development process specific to the organisation

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

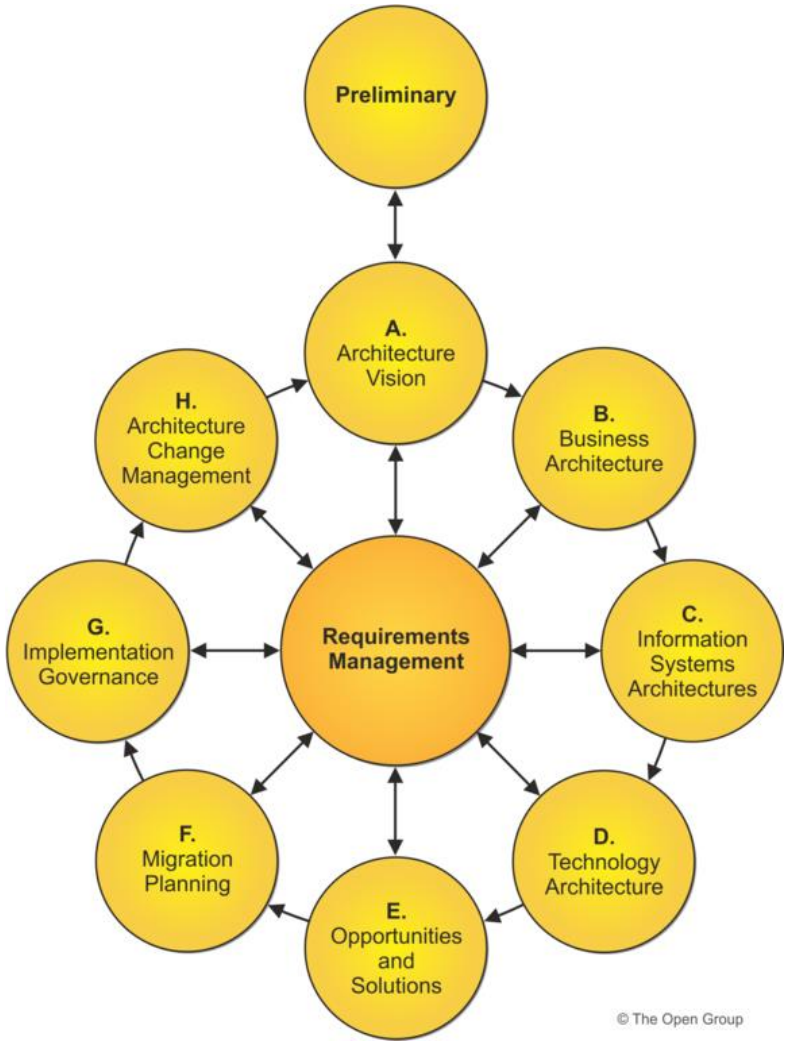
Architecture Change Mgt (H)



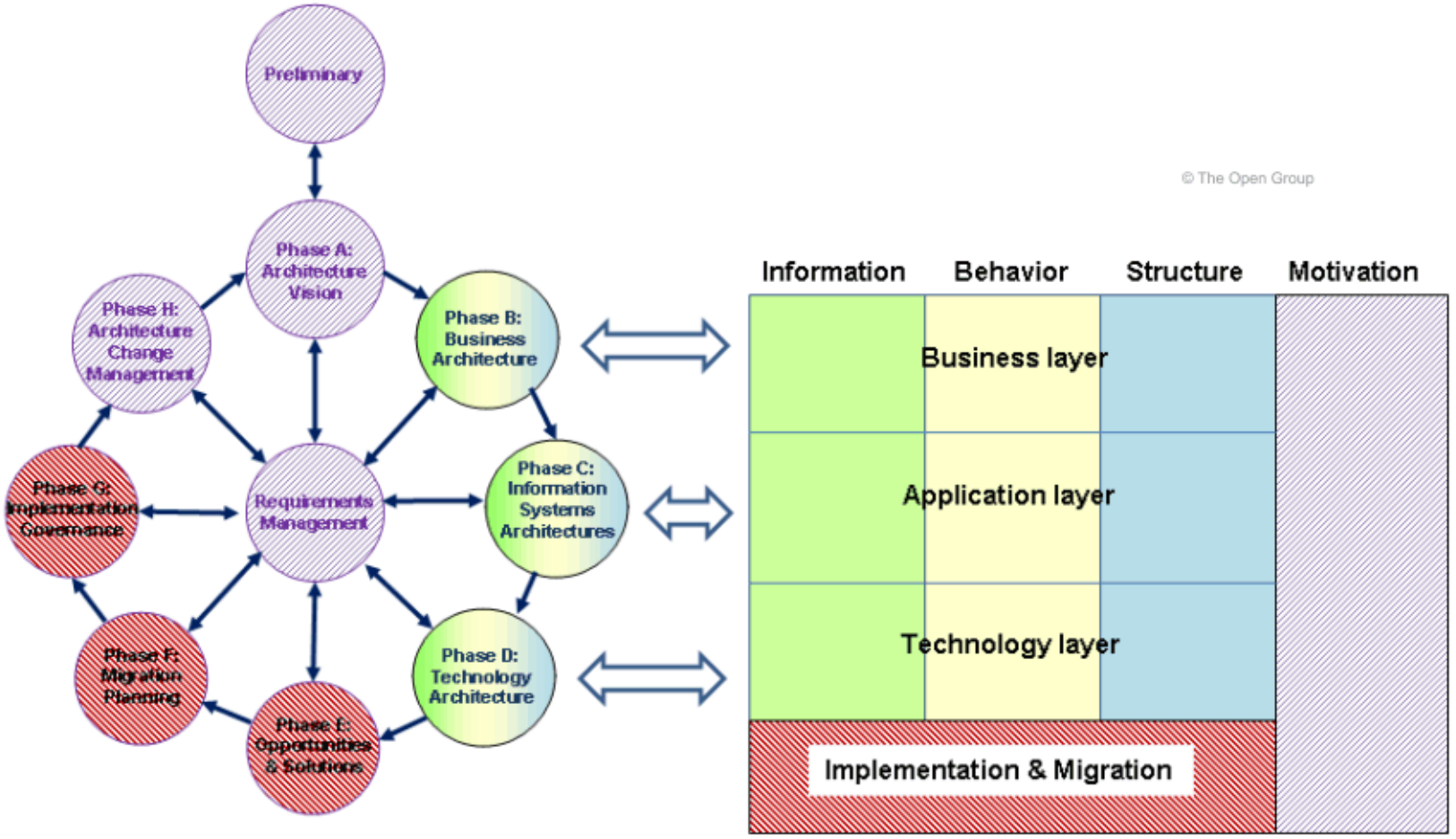
- Provides the flexibility to evolve rapidly in response to changes
  - New development in technology
  - Changes in the business environment
- Product management vs. Project management
  - Delivery of Target Architecture is not the end of the journey
  - The architecture needs to evolve and be maintained

ADM – The process

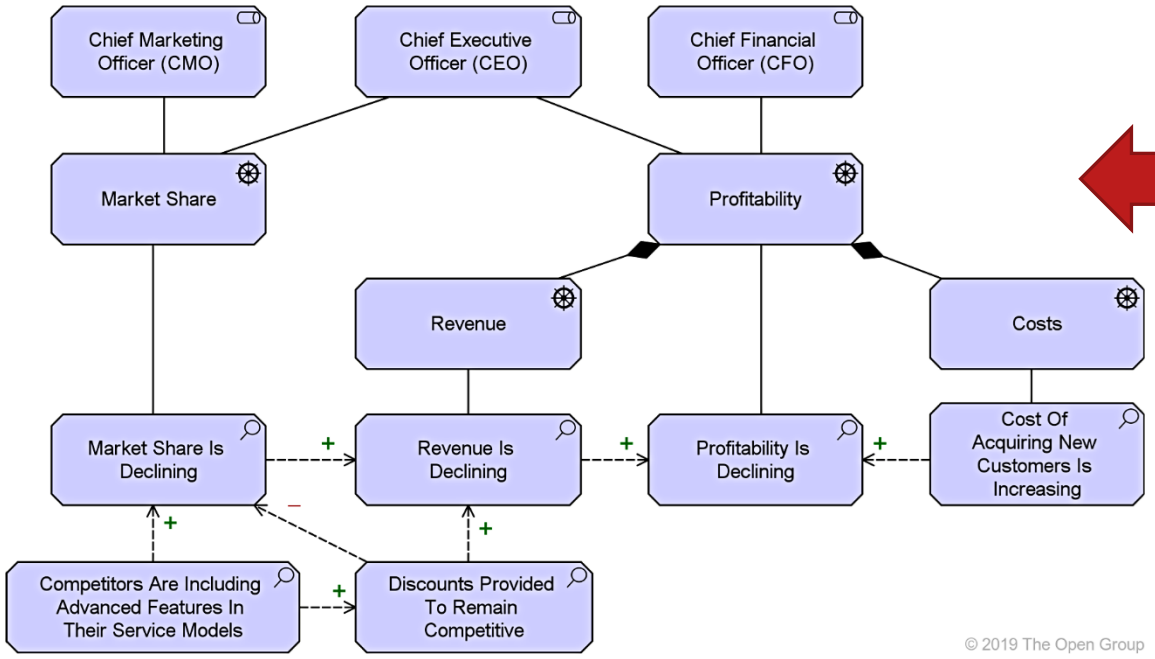
- Producing architecture artefacts
- Organised in Views, and corresponding viewpoints
- Structured in Models, conforming to Model Kinds



Full cycle coverage - integrated framework



Motivate


Chief Marketing Officer (CMO)
Chief Executive Officer (CEO)
Chief Financial Officer (CFO)
Market Share
Profitability
Revenue
Costs
Market Share Is Declining
Revenue Is Declining
Profitability Is Declining
Cost Of Acquiring New Customers Is Increasing
Competitors Are Including Advanced Features In Their Service Models
Discounts Provided To Remain Competitive
+
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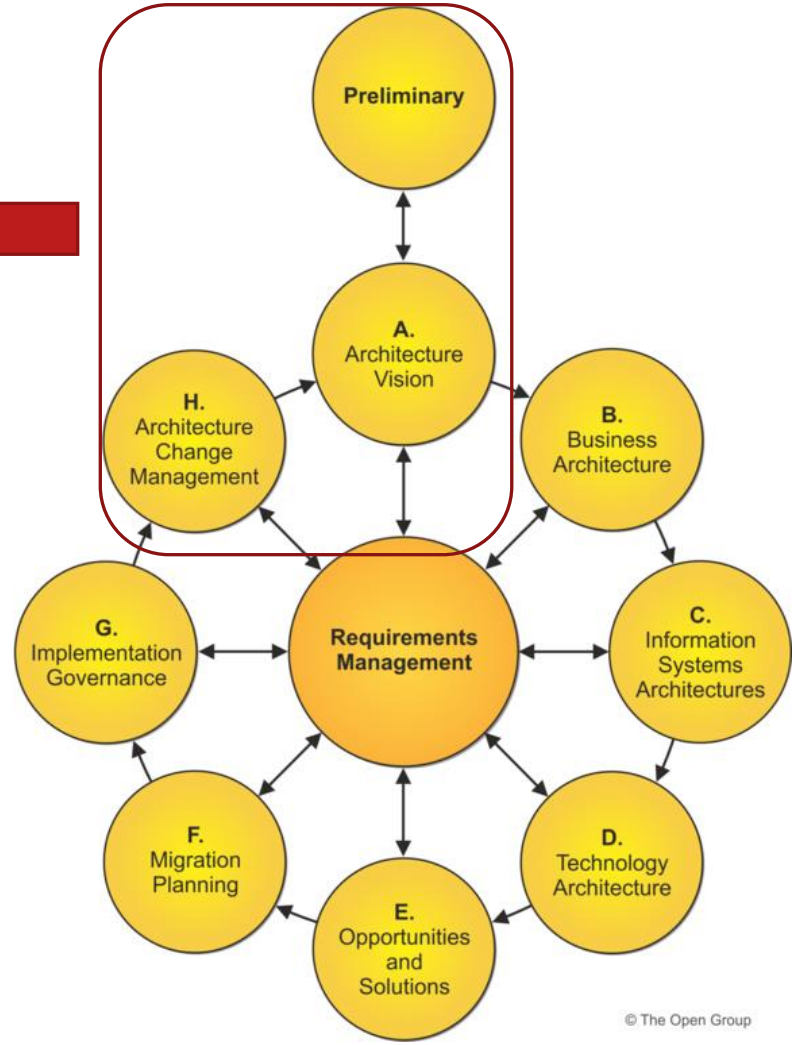
Preliminary
A. Architecture Vision
B. Business Architecture
C. Information Systems Architectures
D. Technology Architecture
E. Opportunities and Solutions
F. Migration Planning
G. Implementation Governance
H. Architecture Change Management
Requirements Management
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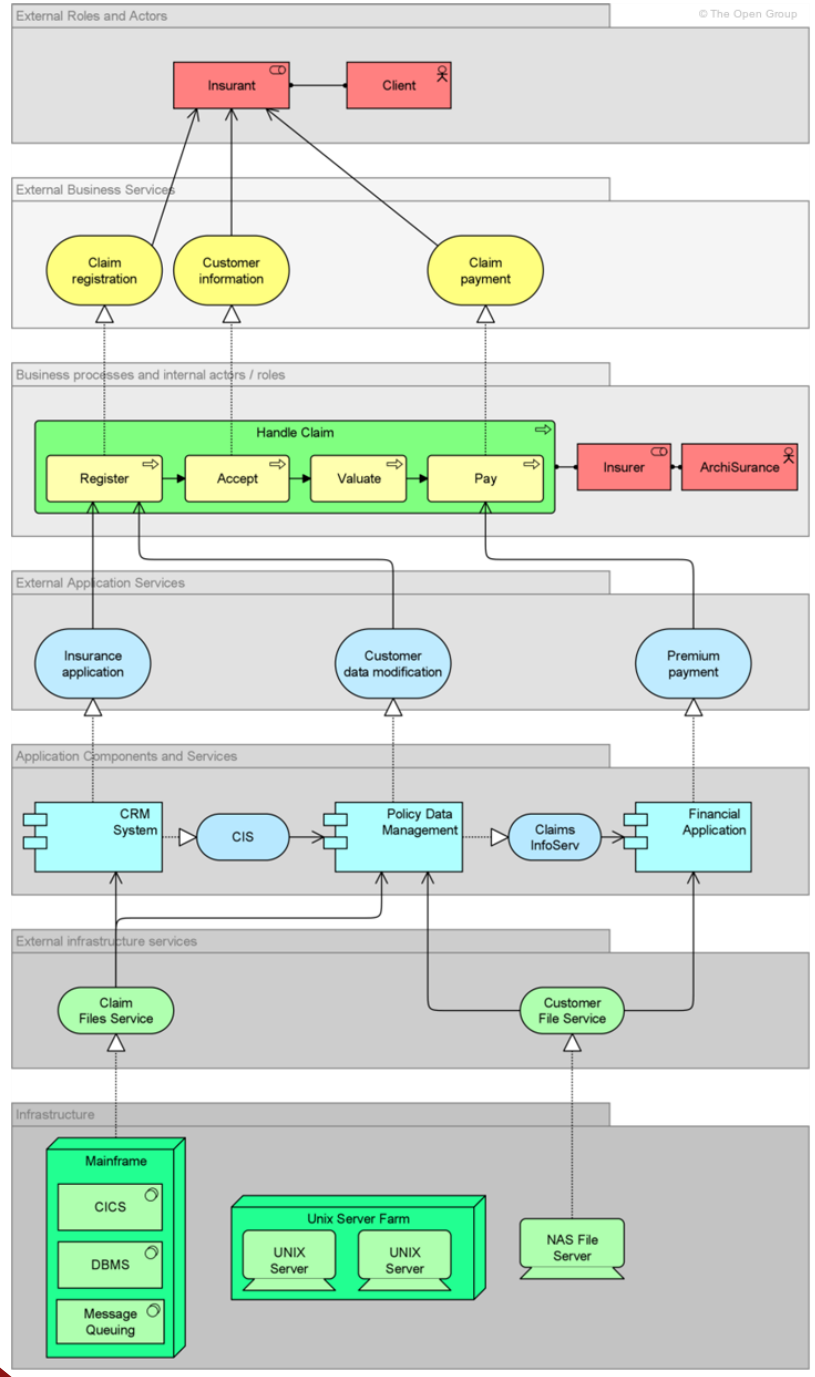
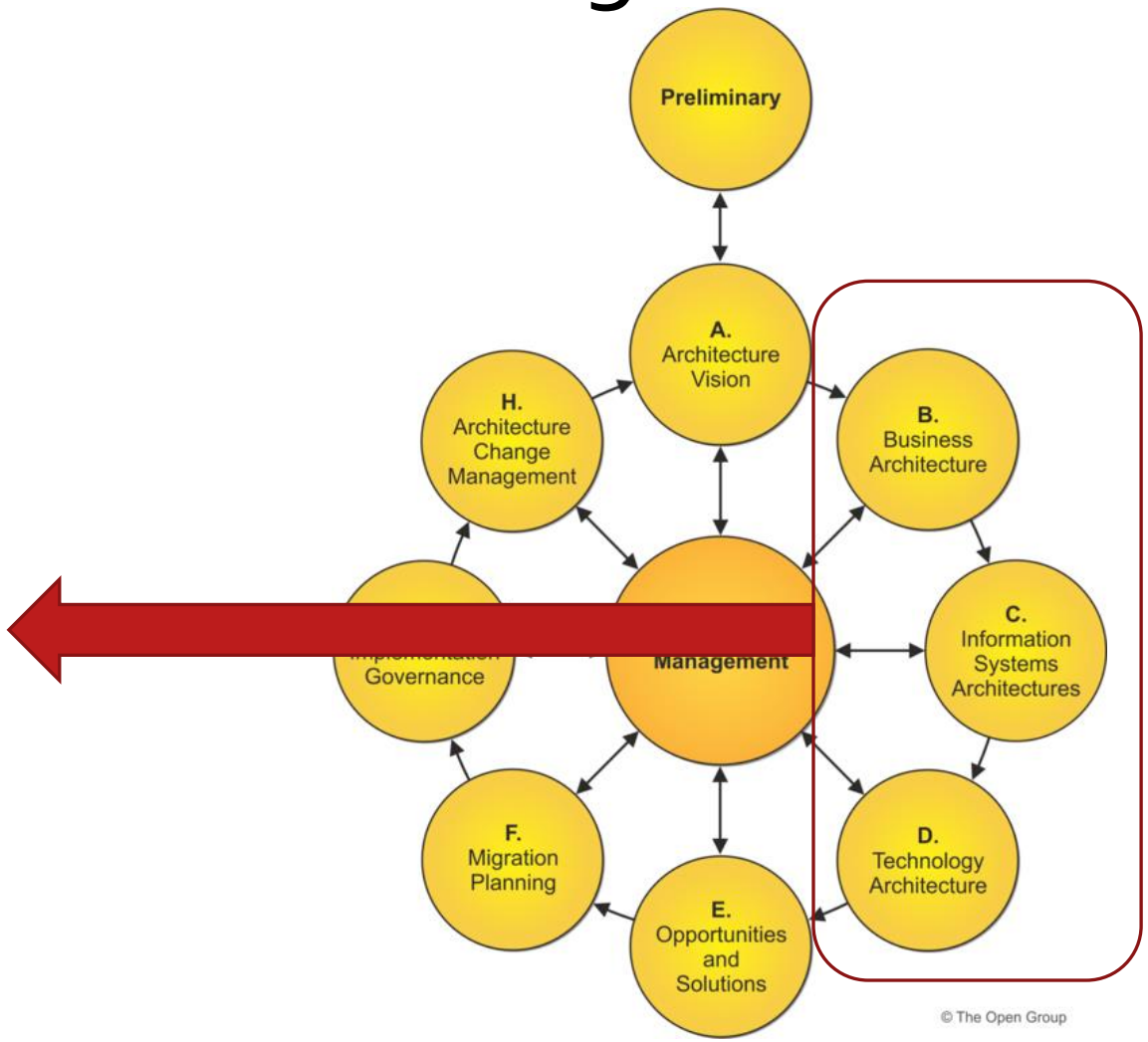
Design


External Roles and Actors
Insurant
Client
External Business Services
Claim registration
Customer information
Claim payment
Business processes and internal actors / roles
Handle Claim
Register
Accept
Valuate
Pay
Insurer
ArchiSurance
External Application Services
Insurance application
Customer data modification
Premium payment
Application Components and Services
CRM System
CIS
Policy Data Management
Claims InfoServ
Financial Application
External infrastructure services
Claim Files Service
Customer File Service
Infrastructure
Mainframe
CICS
DBMS
Message Queuing
Unix Server Farm
UNIX Server
UNIX Server
NAS File Server


Preliminary
A. Architecture Vision
B. Business Architecture
C. Information Systems Architectures
D. Technology Architecture
E. Opportunities and Solutions
F. Migration Planning
H. Architecture Change Management
Governance
Management
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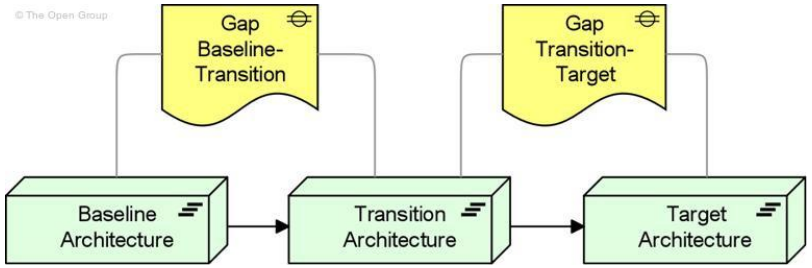
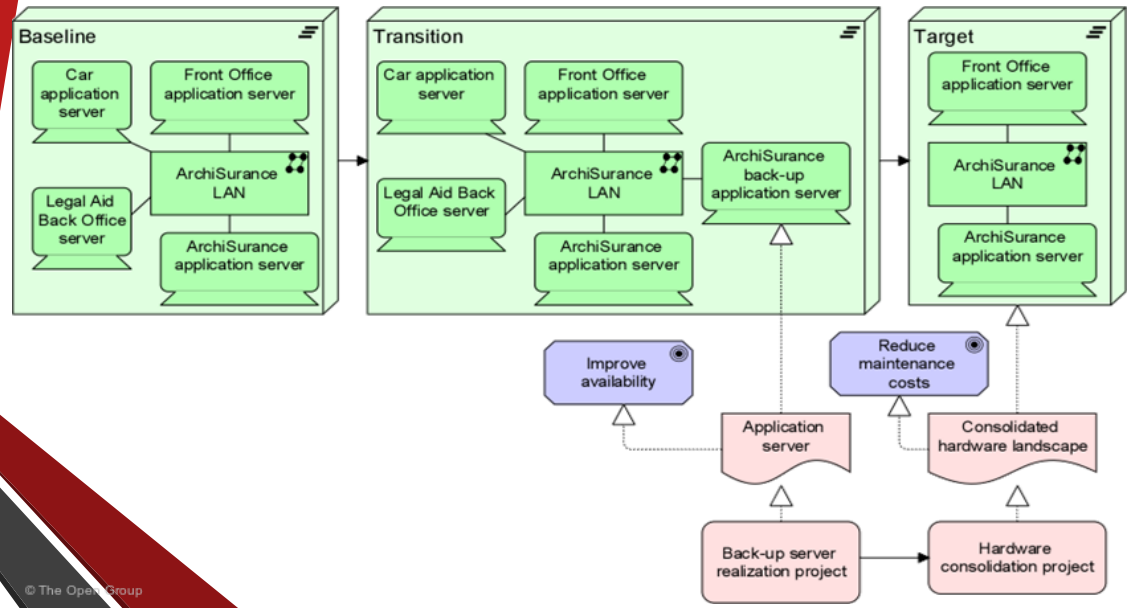
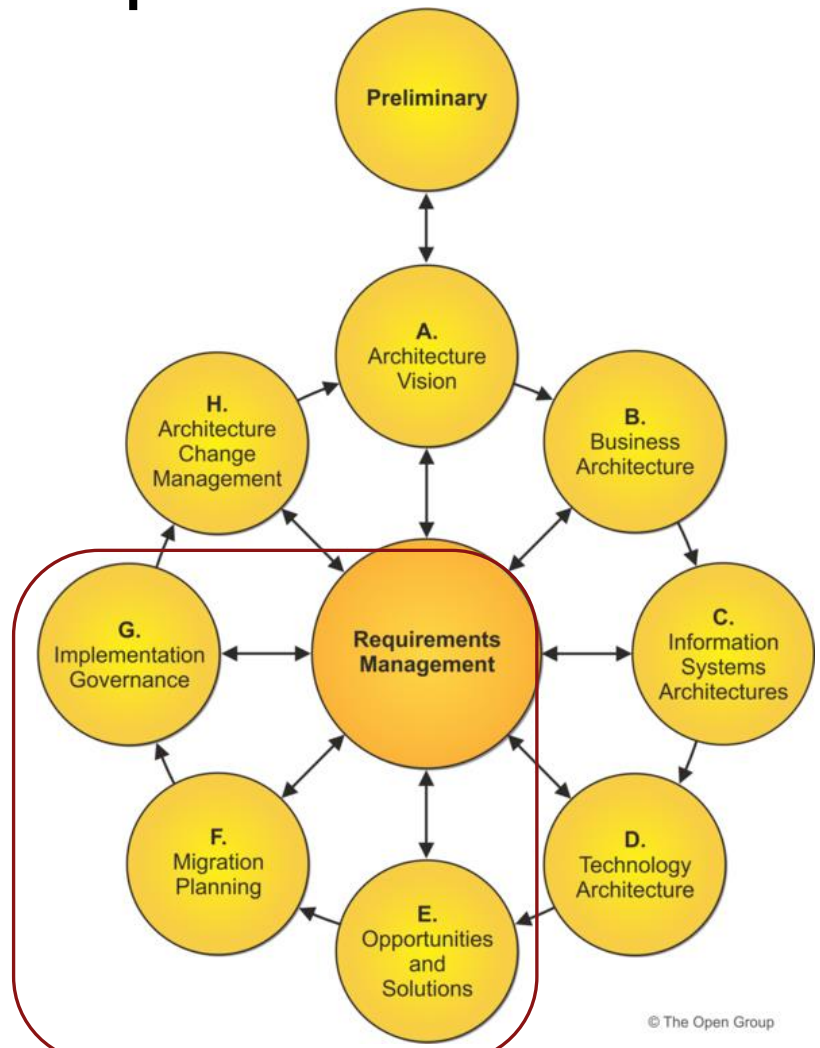
Implement


Gap
Baseline-
Transition
Gap
Transition-
Target
Baseline
Architecture
Transition
Architecture
Target
Architecture


Baseline
Car application server
Front Office application server
ArchiSurance LAN
Legal Aid Back Office server
ArchiSurance application server
Transition
Car application server
Front Office application server
Legal Aid Back Office server
ArchiSurance LAN
ArchiSurance back-up application server
ArchiSurance application server
Target
Front Office application server
ArchiSurance LAN
ArchiSurance application server
Improve availability
Reduce maintenance costs
Application server
Consolidated hardware landscape
Back-up server realization project
Hardware consolidation project


Preliminary
A.
Architecture
Vision
B.
Business
Architecture
C.
Information
Systems
Architectures
D.
Technology
Architecture
E.
Opportunities
and
Solutions
F.
Migration
Planning
G.
Implementation
Governance
H.
Architecture
Change
Management
Requirements
Management
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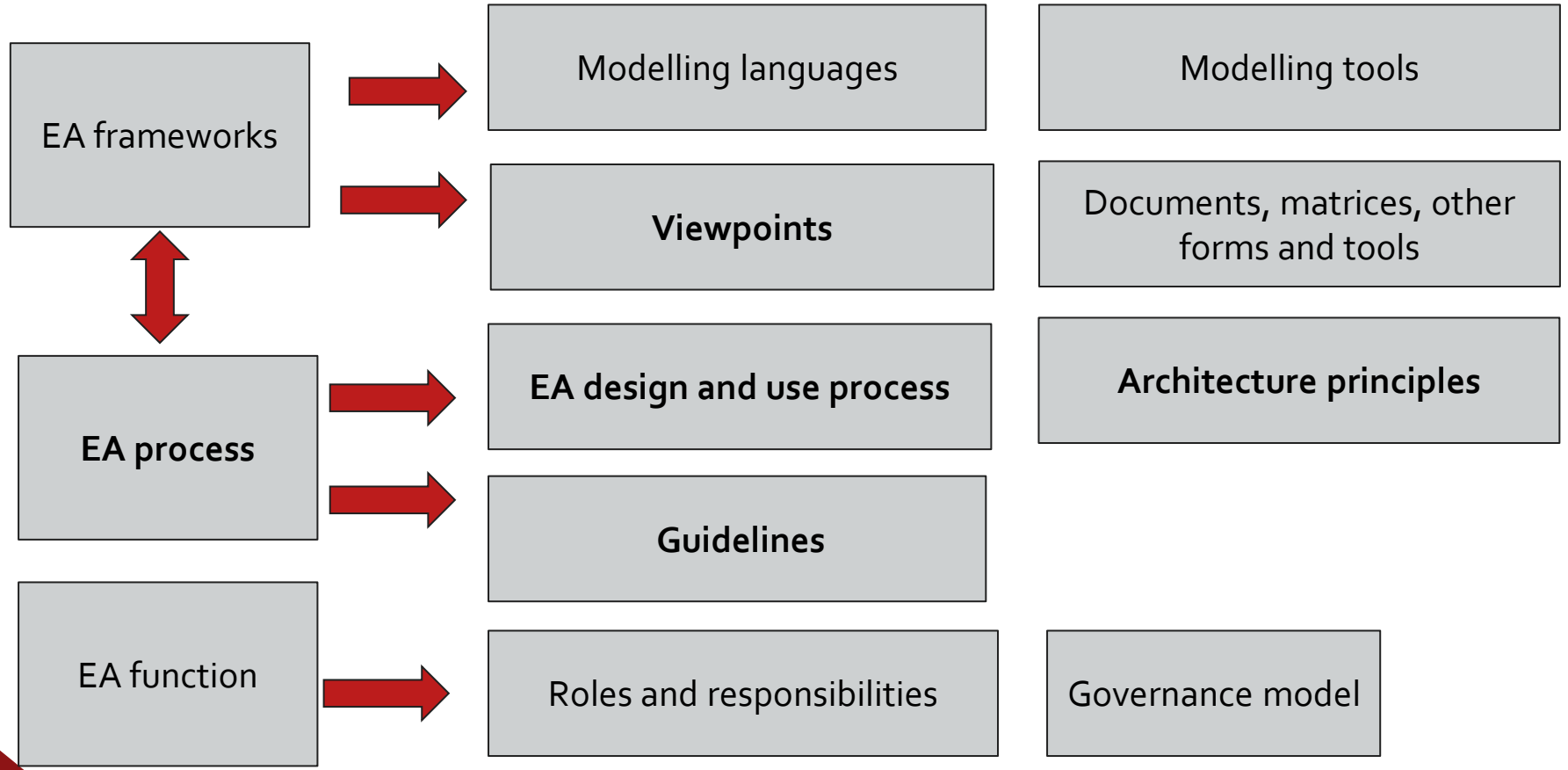
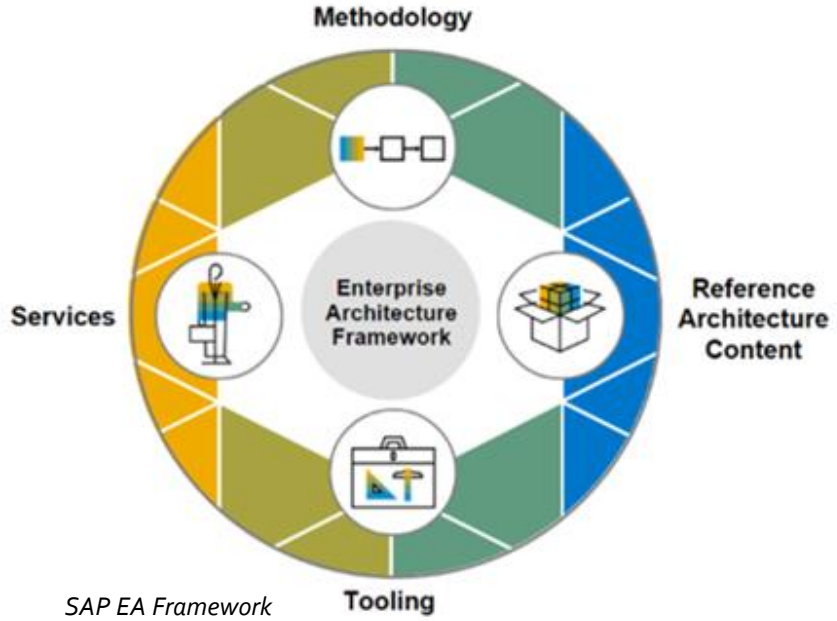
Modern EA framework

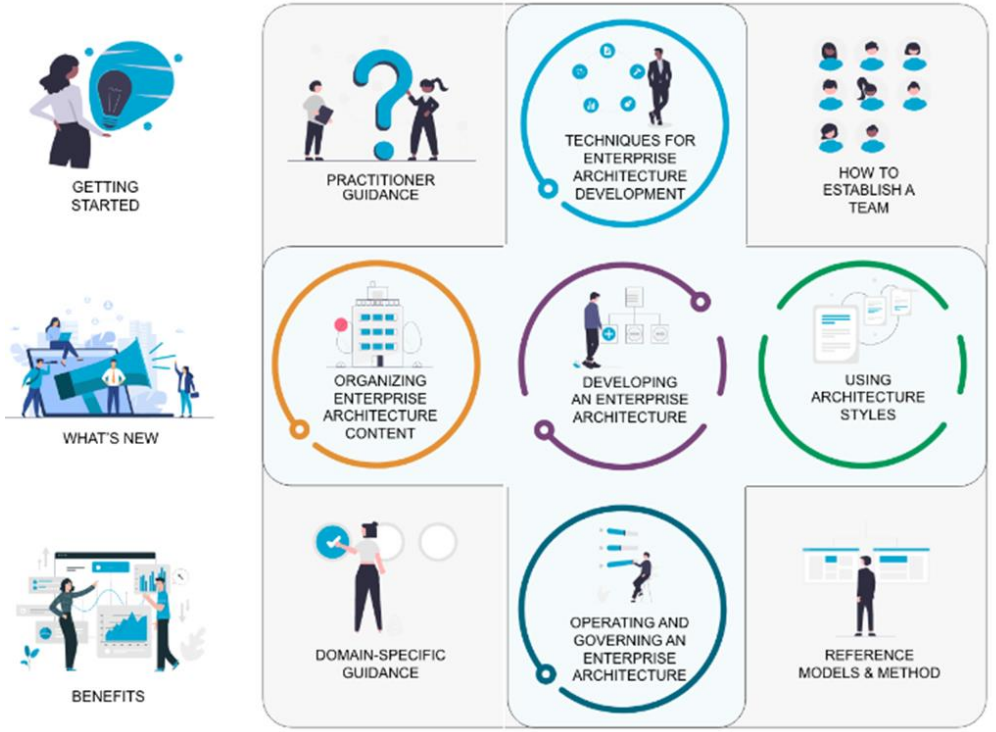
Blueprint type of thinking about enterprise (engineering perspective)



The components of modern EA Framework

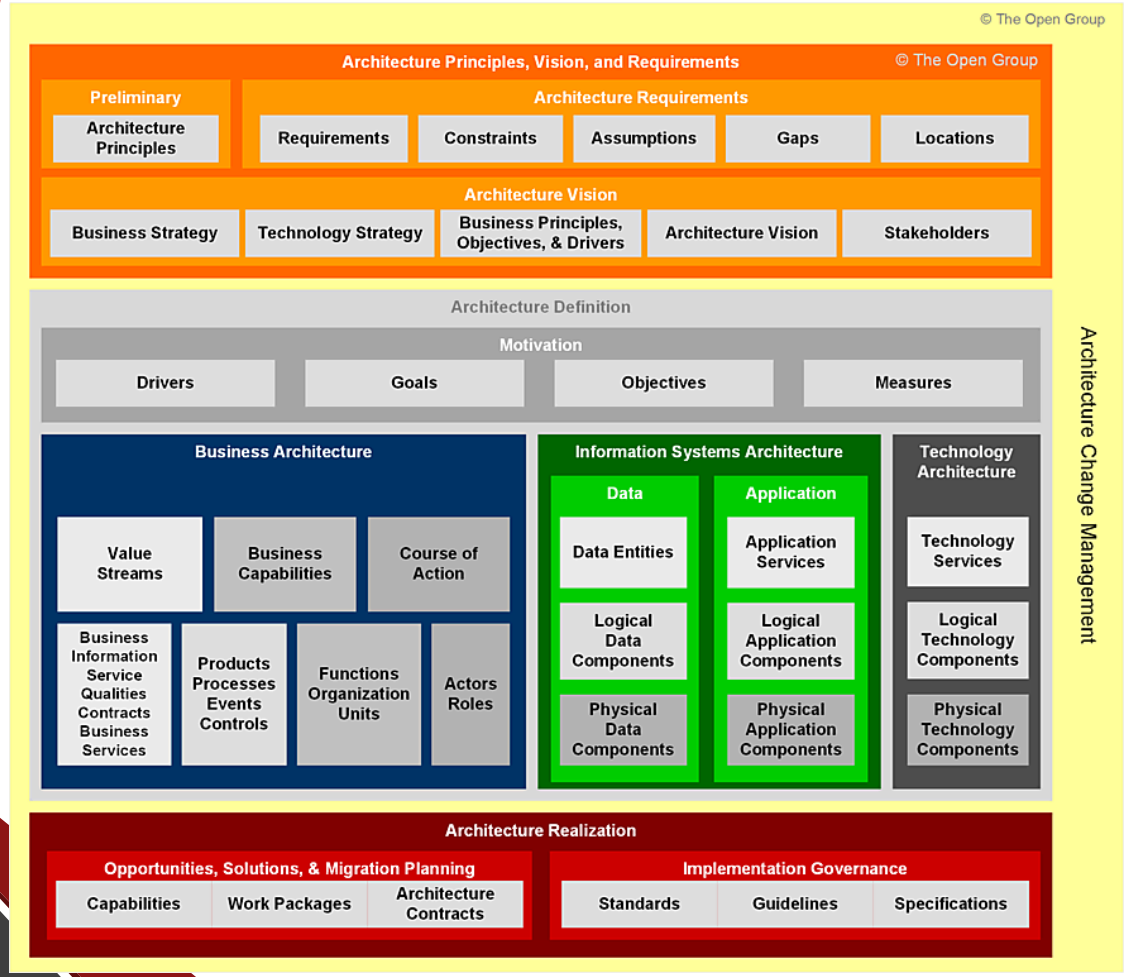


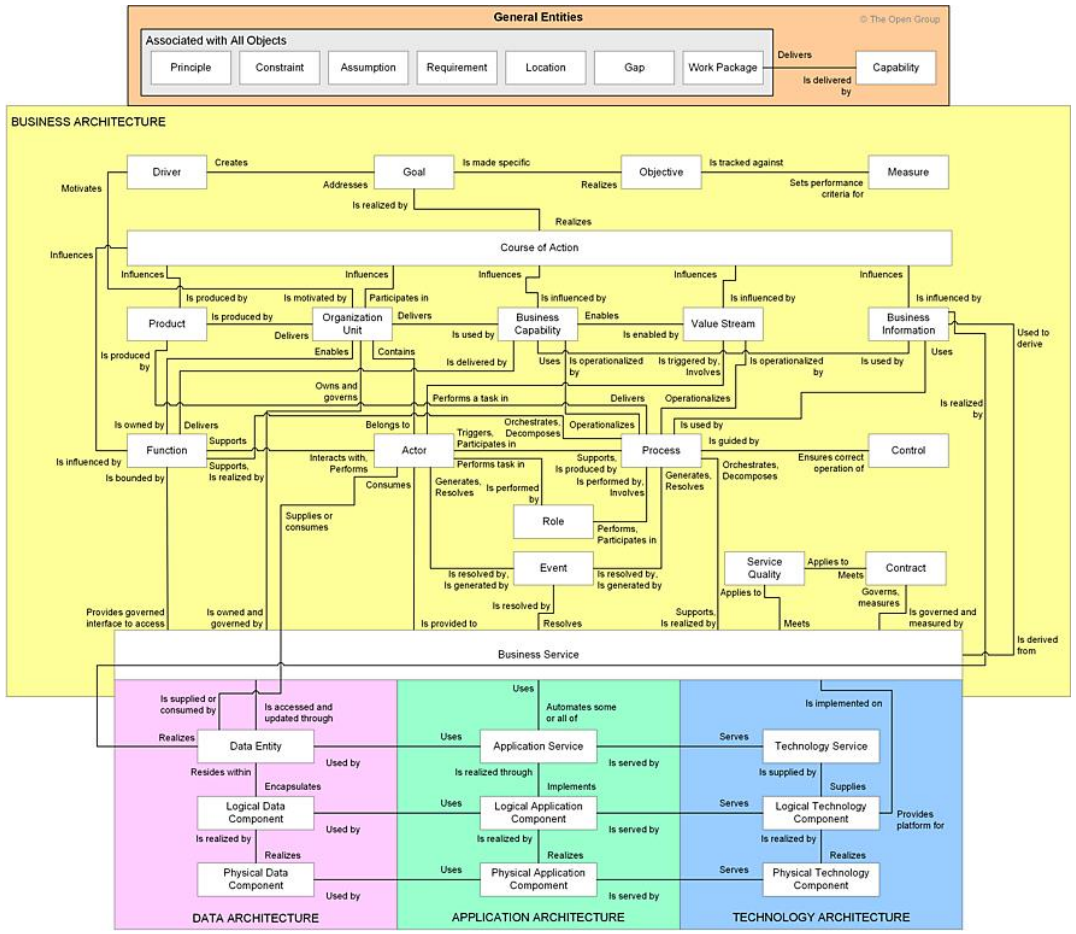
SAP EA Framework



https://www.opengroup.org/togaf/10thedition

TOGAF Content Framework





TOGAF ADM Phase description

- Inputs
- Steps
- Outputs
- Approach

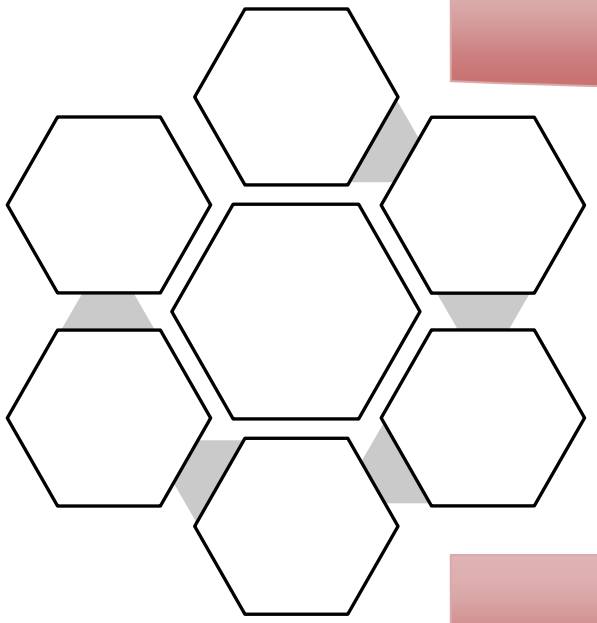
Customise to your needs !

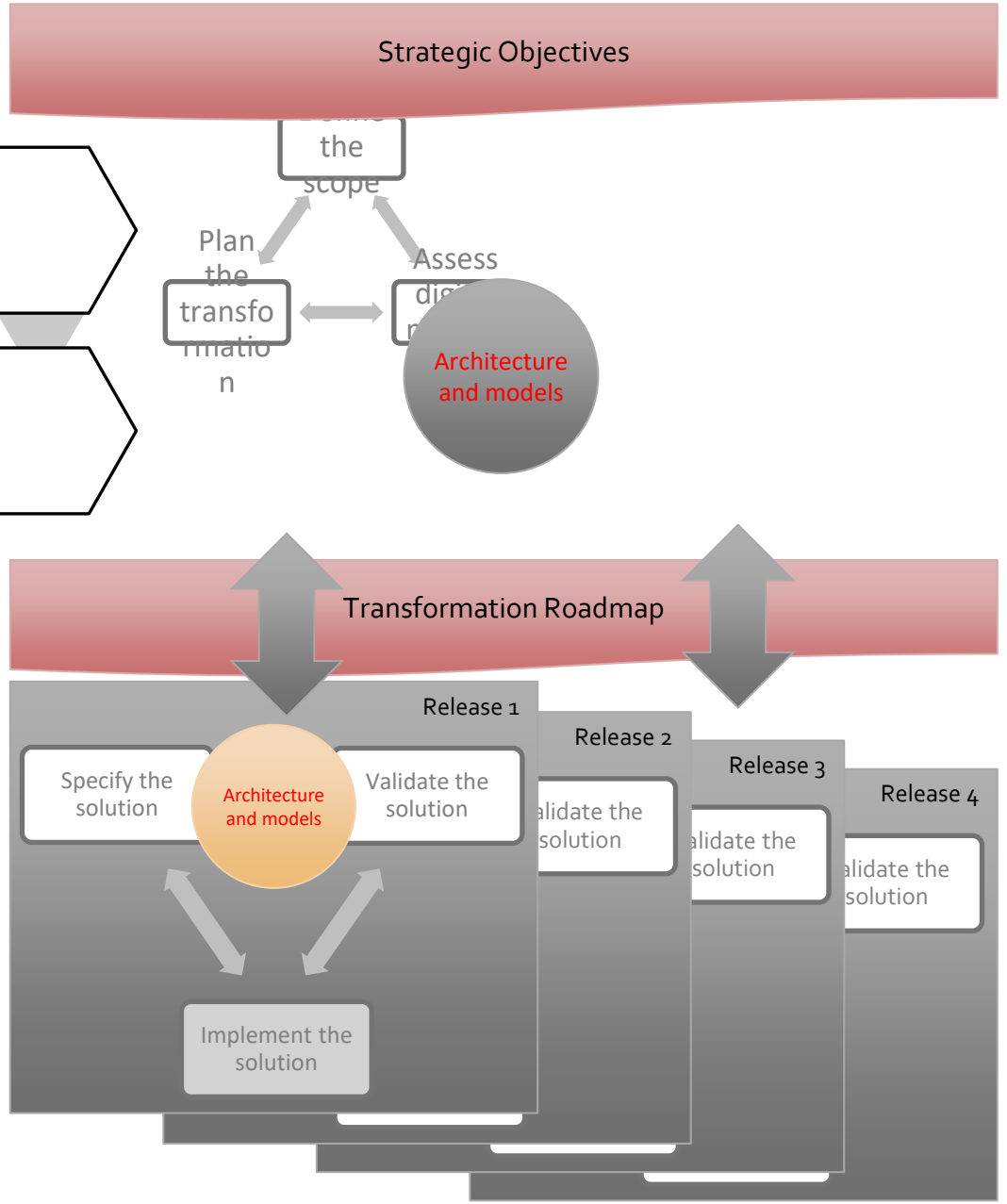
https://pubs.opengroup.org/togaf-standard/adm/chap04.html

EA Framework @MMTP

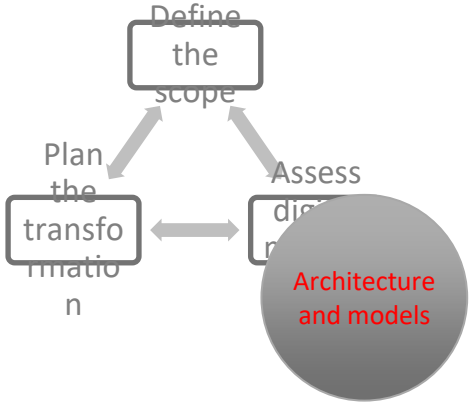
Customized process

Overview



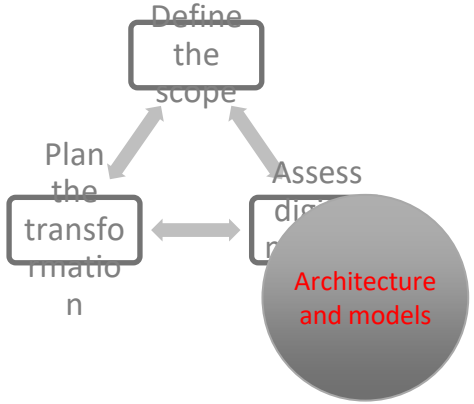

Strategic Objectives
the
scope
Plan
the
transfo
rmatio
n
Assess
Architecture
and models
Transformation Roadmap
Release 1
Release 2
Release 3
Release 4
Specify the
solution
Architecture
and models
Validate the
solution
Implement the
solution

Process



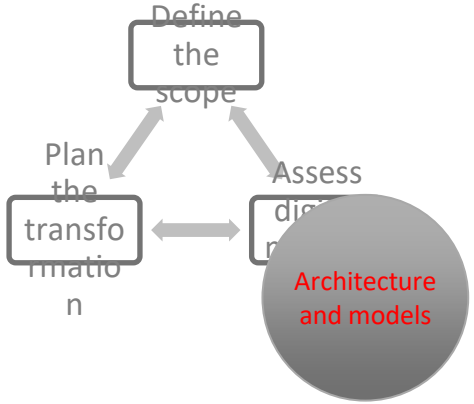
- Scoping
  - Identify the business need
  - Analyse the impact on architecture
- Assessment
  - Measure the digital maturity
  - Simulate the future state
- Planning
  - State the priorities and constraints
  - Establish the transformation roadmap

Fueled by models



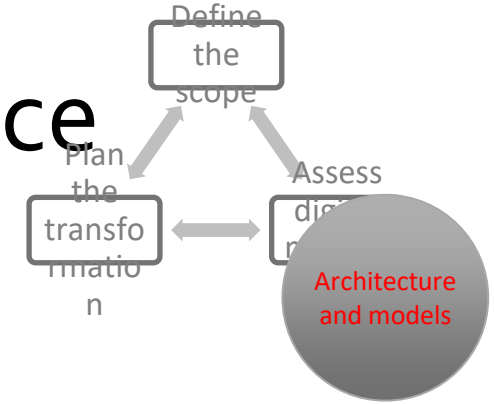
- Process centered on Architecture Description of the Department
  - Set of models
  - Addressing all relevant concerns
  - Organisation chart, business processes, administrative services, applications, …

Agile by nature



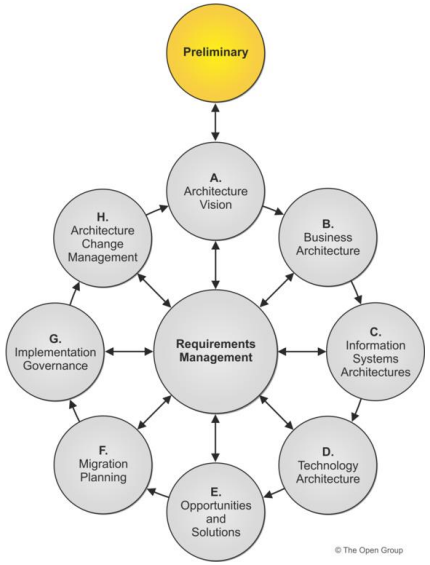
- No structured cycle
- Start with any activity
  - As soon as the architecture is described (at the required level of abstraction)

Incremental by choice

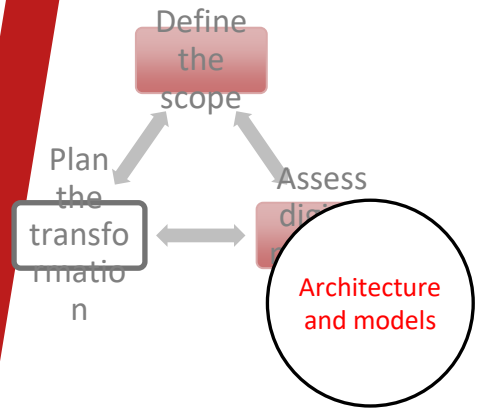


- Activities triggered by need for change
- Architecture developed only if required
- Next time, architecture is available

TOGAF Compliance



- Project approach
  - Framework iteratively designed
  - Architecture team progressively established
  - Architecture repository developed
  - Governance framework phased
- Sponsorship is established



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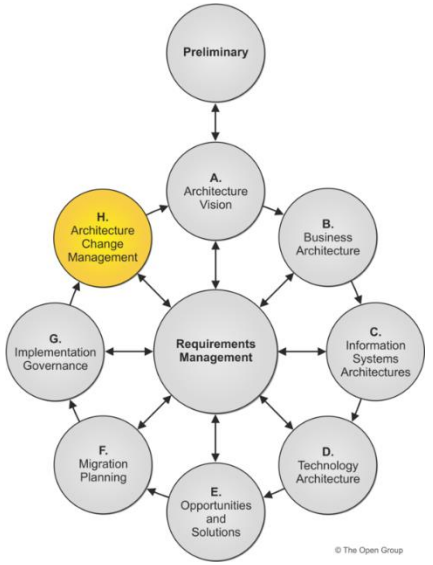
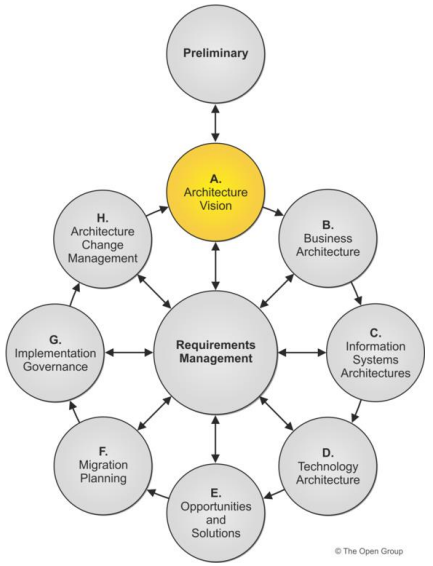
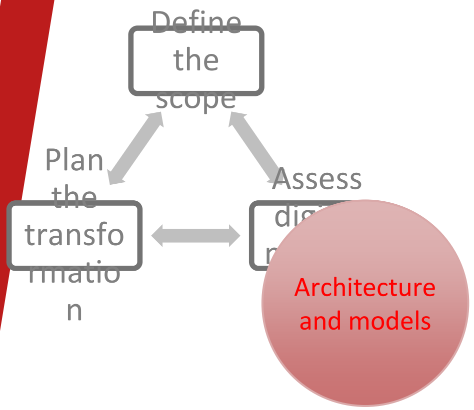


- Architecture developed in project context
  - Drivers are business changes, managed by project
  - Each « ADM Cycle » is such a project
- Framework
  - Digital transformation strategy progressively defined
  - Main principles are defined, and then refined
  - Integration with project management





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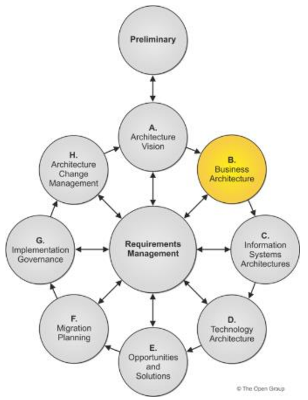
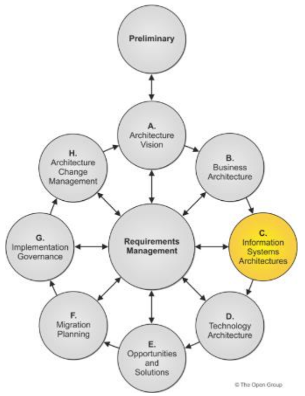
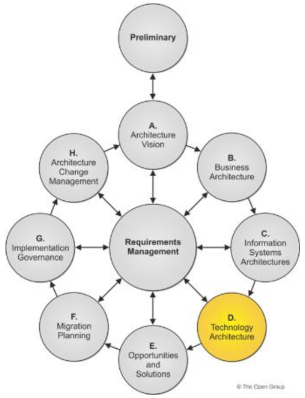
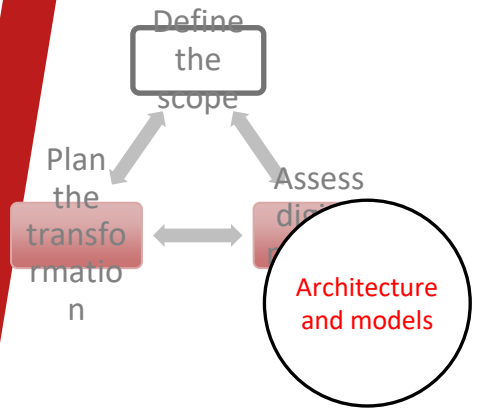


- At the core of the approach
  - Baseline architecture is developed if not available
  - Repository is maintained
  - Pain points are identified
  - Target architecture is designed







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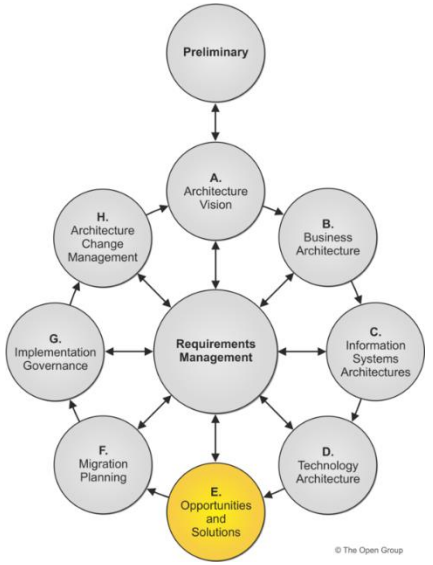
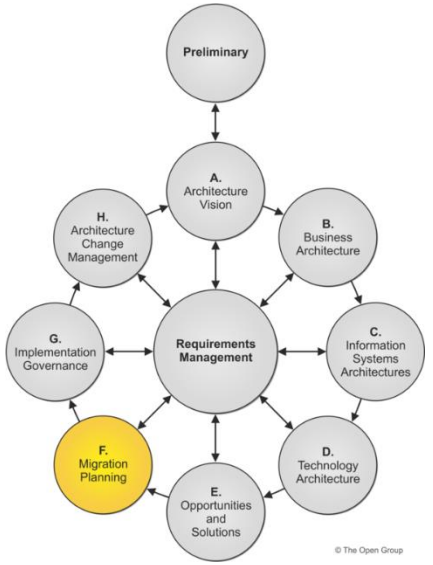
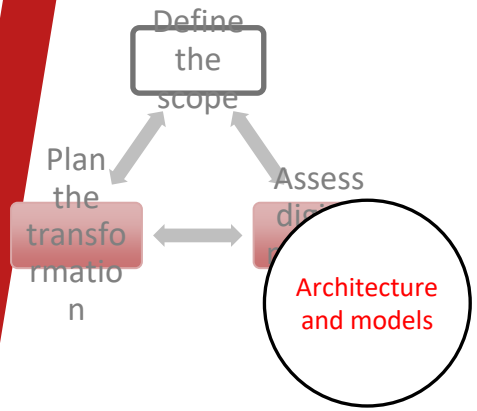


- Planning the transformation
  - Evaluate priorities and constraints
  - Measure gains in digital maturity
  - Establish roadmap





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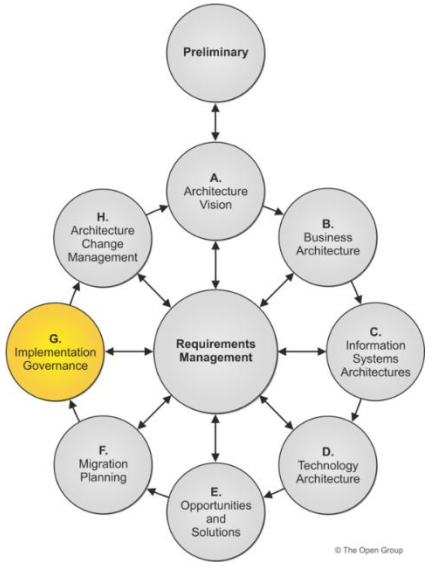
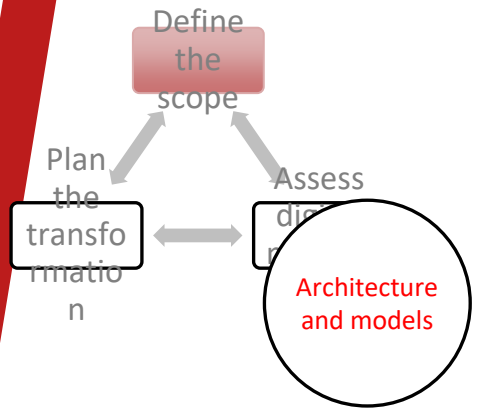


- Transformation Roadmap
  - Link between architecture planning and implementation
  - Instrument to follow the realisation of the plan
- Project architect
  - Coordination between project board and architecture board
  - Responsible of the target architecture and architecture decisions



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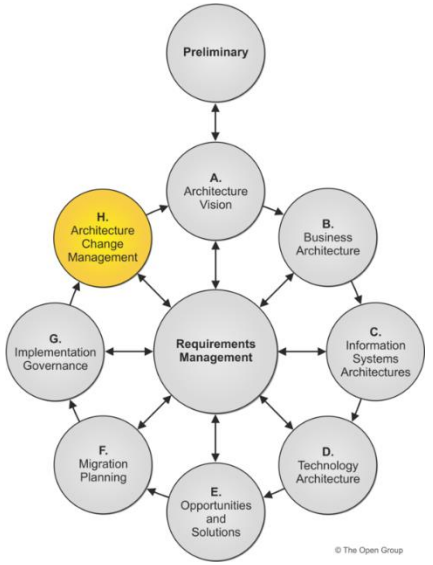

- Change triggers a new architecture cycle