ADM – Transition Planning Iteration

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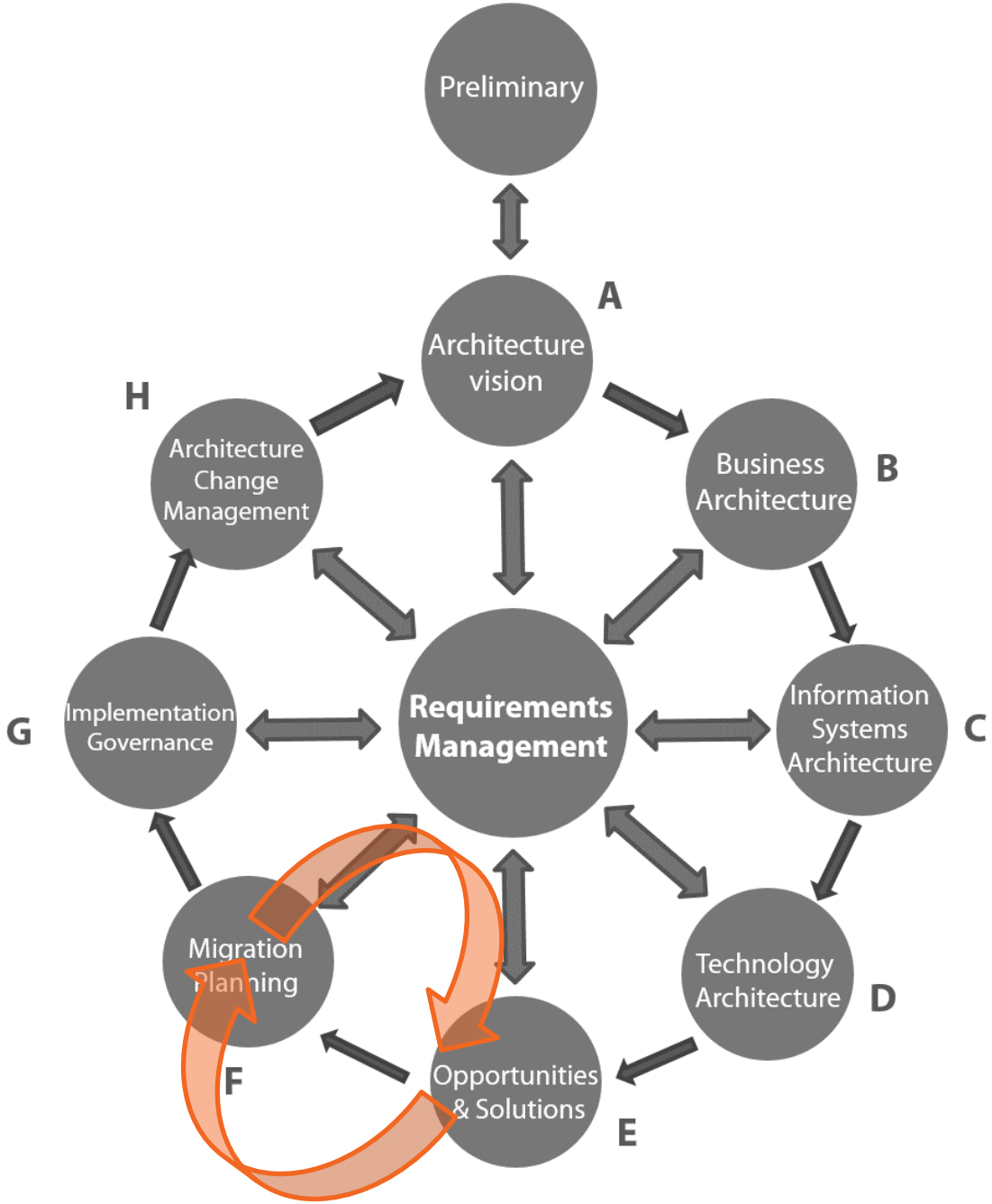


Transition Planning Iteration

The iteration is composed of two phases

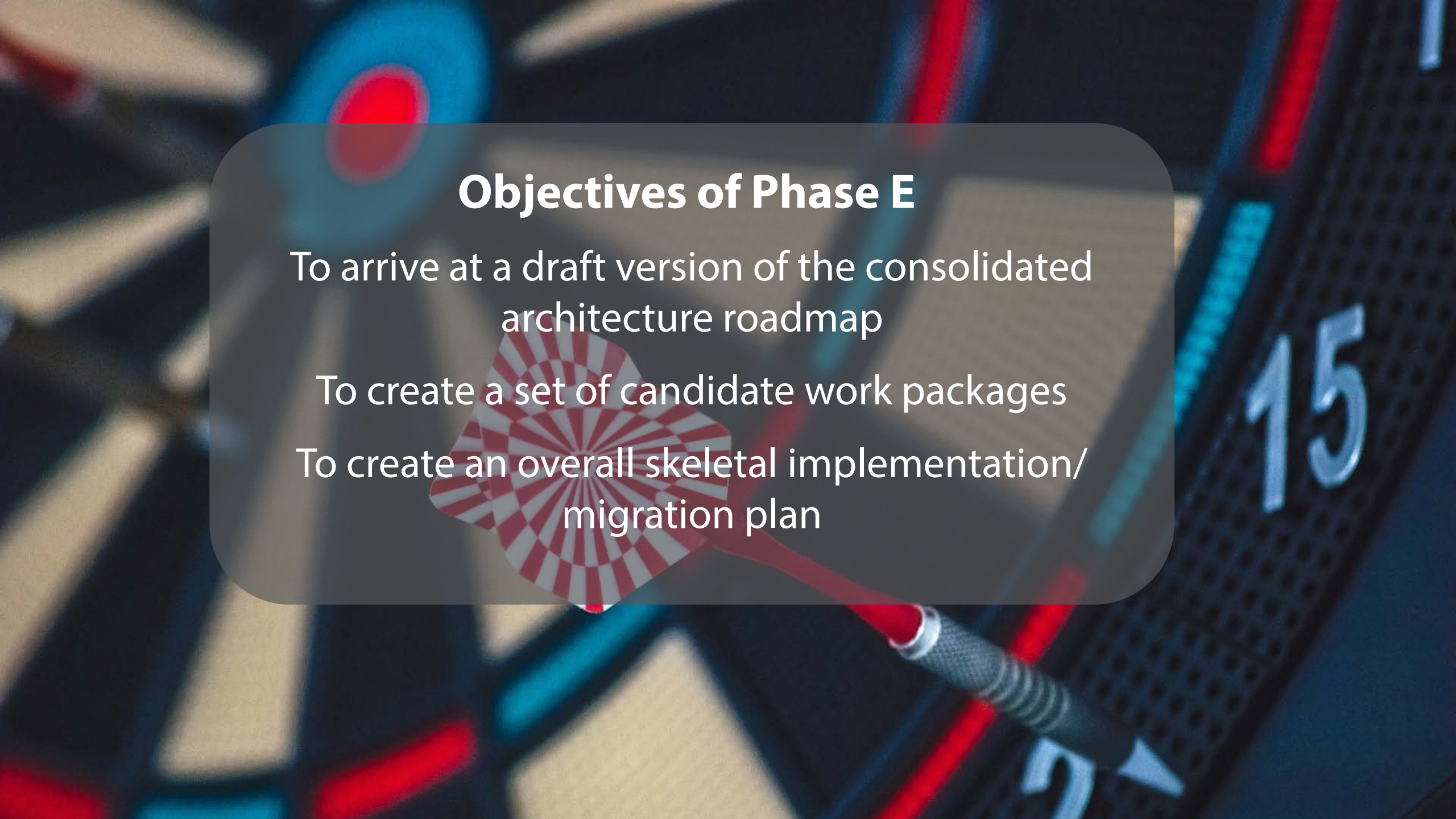
- Phase E – Opportunities and Solutions
- Phase F - Migration Planning

This iteration moves architecture from enterprise level abstraction to solution specific architectures

These solutions are implemented through one or more enterprise initiatives

A migration plan is created to enable smooth transition to implementation

Objectives of Phase E



Objectives of Phase E

To arrive at a draft version of the consolidated architecture roadmap

To create a set of candidate work packages

To create an overall skeletal implementation/ migration plan

General Approach – Phase E

General Approach Followed in Phase E

Assess entities that are impacted by the change and their capability to transition to target state. These assessments focus on:

Extent of the impact

Extent of influence that EA team can wield on these entities

Cultural, technology, skillsets available etc. are assessed as well

Identify any divisional or business unit level initiatives that can impede or accelerate architecture realization

Identify business constraints that can seriously impact architecture realization

Implementation Factor Assessment and Deduction Matrix

Implementation Factor	Description	Deduction
Implementing a unified external gateway	• Deprecate isolated point solutions that cater for external communication • Implement a centralized communication gateway • Thereby reduce architectural complexity and reduce operating cost	• New integration projects need to be initiated to migrate to the target state capability • Operations personnel need to be trained on new technology and reassigned • New business processes need to be identified and implemented
Consolidating Web/ Mobile Channels	…	…

Consolidated Gaps, Solutions and Dependencies Matrix

#	Domain	Gap	Solution Options	Dependencies
1.	Business Architecture	Address critical operational risks in payments processing	1. Fix all severity 1 & 2 risks (i.e. catastrophic and critical) and continue with same process	Key resource dependency on legacy mainframe technologies
			2. Rethink and reinvent payments processing to address risks and to cater to modern and advanced payments scenarios	
2	Applications Architecture	Reverse engineering of legacy code required to fix some of the identified operational risks	Reverse engineer, and document business logic	Key resource dependency; Funding approval for a short to medium term project involving external contractors
3	…	…	…	…

Consolidating gaps, solutions and dependencies help identify solution building blocks

Solution building blocks are further broken down into work packages

Prioritized, sequenced work packages and their dependencies are captured in a migration plan (only an outline of the plan is created in this phase)

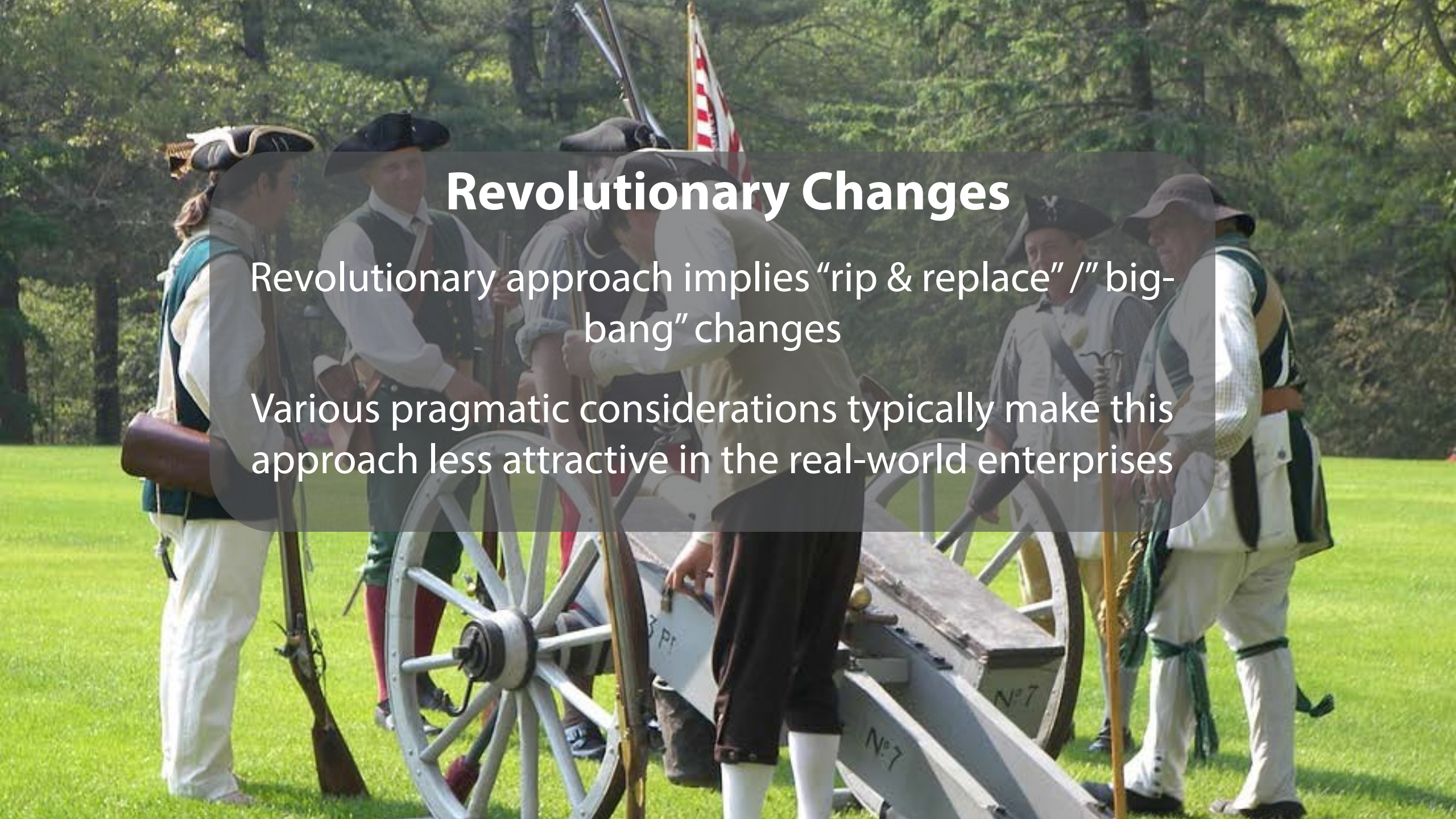
Approaches to Migration Planning

Greenfield | Revolutionary | Evolutionary

FIZZY COLA

Fizzy Cola, a medium sized bottled and canned drinks maker have very little automation applied to their supply chain capabilities today. They have conceived a novel supply chain solution based on intelligent sensor technology that leverages internet of things that could potentially enhance the efficiency of their supply chain by several orders of magnitude as compared to the existing manual processes.

Although there are some integrations required into other existing enterprise systems, the organization has identified that much of the implementation including the required infrastructure and applications need to be purchased or implemented from the scratch.



Revolutionary Changes

Revolutionary approach implies “rip & replace” /” big-bang” changes

Various pragmatic considerations typically make this approach less attractive in the real-world enterprises

Evolutionary Approach

Most architectural implementation initiatives take an evolutionary approach

The strategy in this case is to continually spot opportunities and work through them to gradually converge towards target state

Lower risk profile and the preference towards introducing gradual changes makes this approach popular in most enterprises

Transition Architectures

Transition Architecture State Evolution Table

Architecture Domain	Service	Current As-Is State	Transition State 1	Transition State 2	Target State
Business	Employee Rostering	Manual Processing (Paper-based) Very little automation	Increase automation coverage; Reduce bureaucracy & dependencies	Introduce employee self-service at work	Anywhere, anytime access to rostering service
Applications/ Data	Employee Rostering	Client-server based. Access limited to rostering staff	Upgrade to latest version	Implement and customize web module	Implement mobile module and customize
Technology Infrastructure	Employee Rostering	Centralized unscaleable infrastructure	Migrate to cloud	Enable employee access to cloud based rostering service	Leverage cloud based mobile services

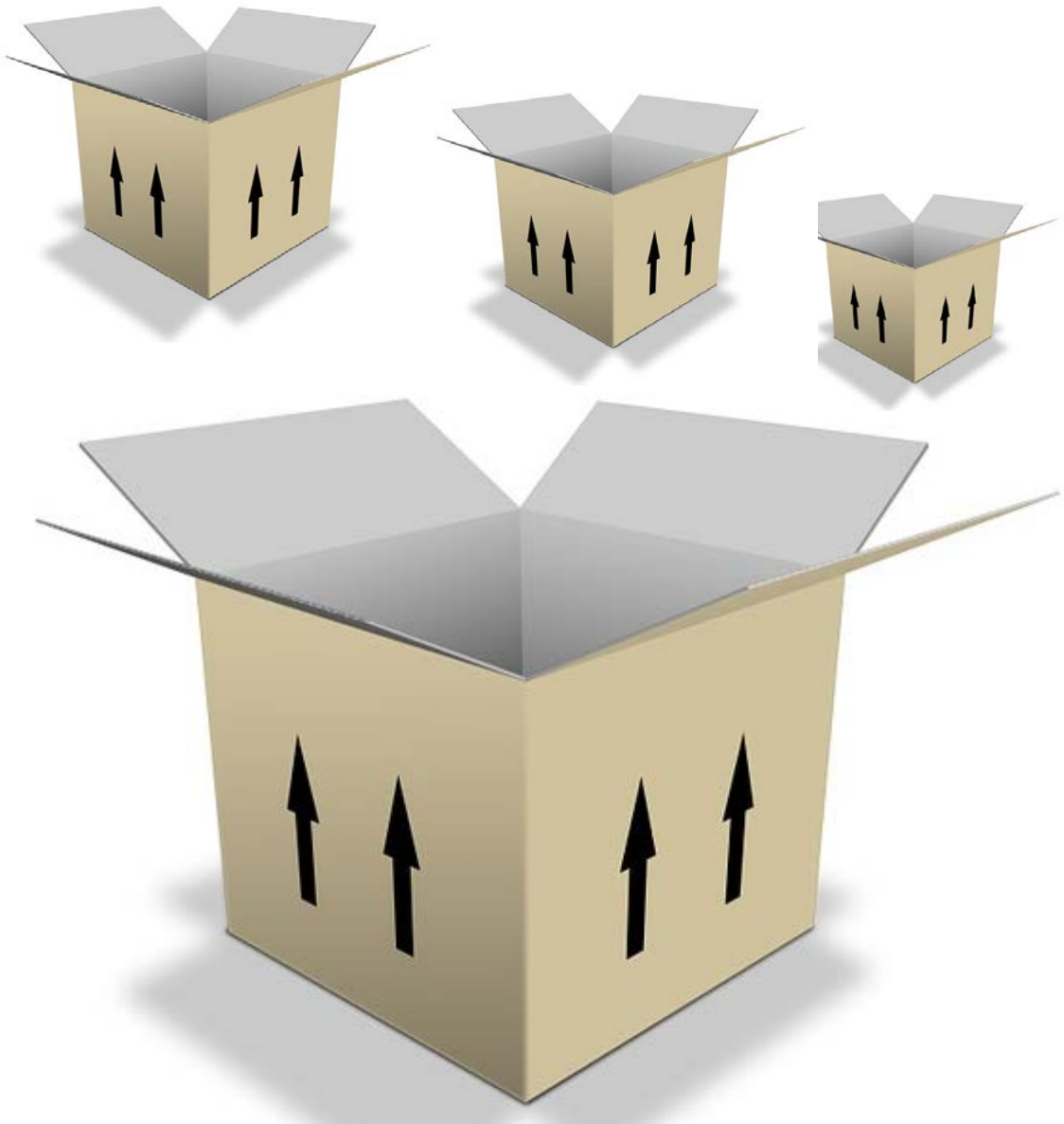
Architecture Increments & Project Objectives Table

Project	Transition State 1 (April 2016 – June 2017)	Transition State 2 (June 2017 – May 2018)	Target State (June 2018)
Employee rostering modernization project	Increase automation, Remove bureaucracy	Introduce employee self-service at work	Anywhere, anytime access to rostering service
Employee attendance systems upgrade	Enable swipe card based attendance calculation capability for casual employees	Enhance the capability to address remote worker scenarios	
Payroll systems upgrade		Integrate rostering systems to payroll	Integrate attendance systems to payroll

Guidelines & Techniques

“Work Packages” – What are they?

Work Packages



Moves architecture from specification to realization of business benefits

A tool for decomposing the architecture solutions into granular packages of related set of tasks

Bridge between enterprise architecture and enterprise projects and portfolio management capabilities

They take many forms such as: program, project, use case, epic, story or spikes

WebFirst Digital Transformation Initiative

Corporate Banking Transformation

- Transforming Online &Mobile Experience
- Enabling deeper integrations

Small Business Banking Transformation

- Transforming Online &Mobile Experience
- Transforming Branch Experience

Consumer Banking Transformation

- Transforming Online &Mobile Experience
- Simplifying Branch interactions

Application and data platform consolidation

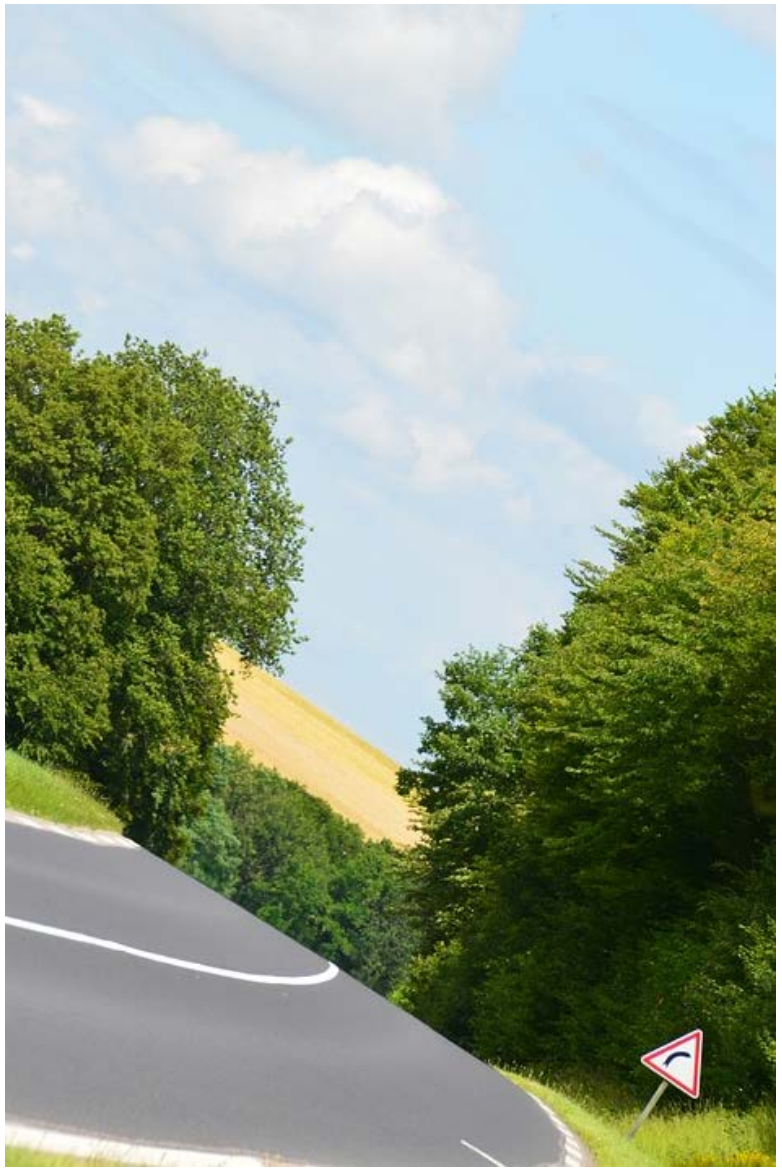
- Web Platform Consolidation Program
- Mobile Platform Modernization Program
- Social Platform Consolidation Program
- Enterprise API Gateway Program
- Master Data Management Project

Infrastructure Upgrade & Consolidation

- Server Consolidation & Hyper-convergence
- Cloud Services Integration
- Networking Infrastructure Upgrade
- Modular Data Centres & DAAS Initiative

“Architecture Roadmaps” – What are they?

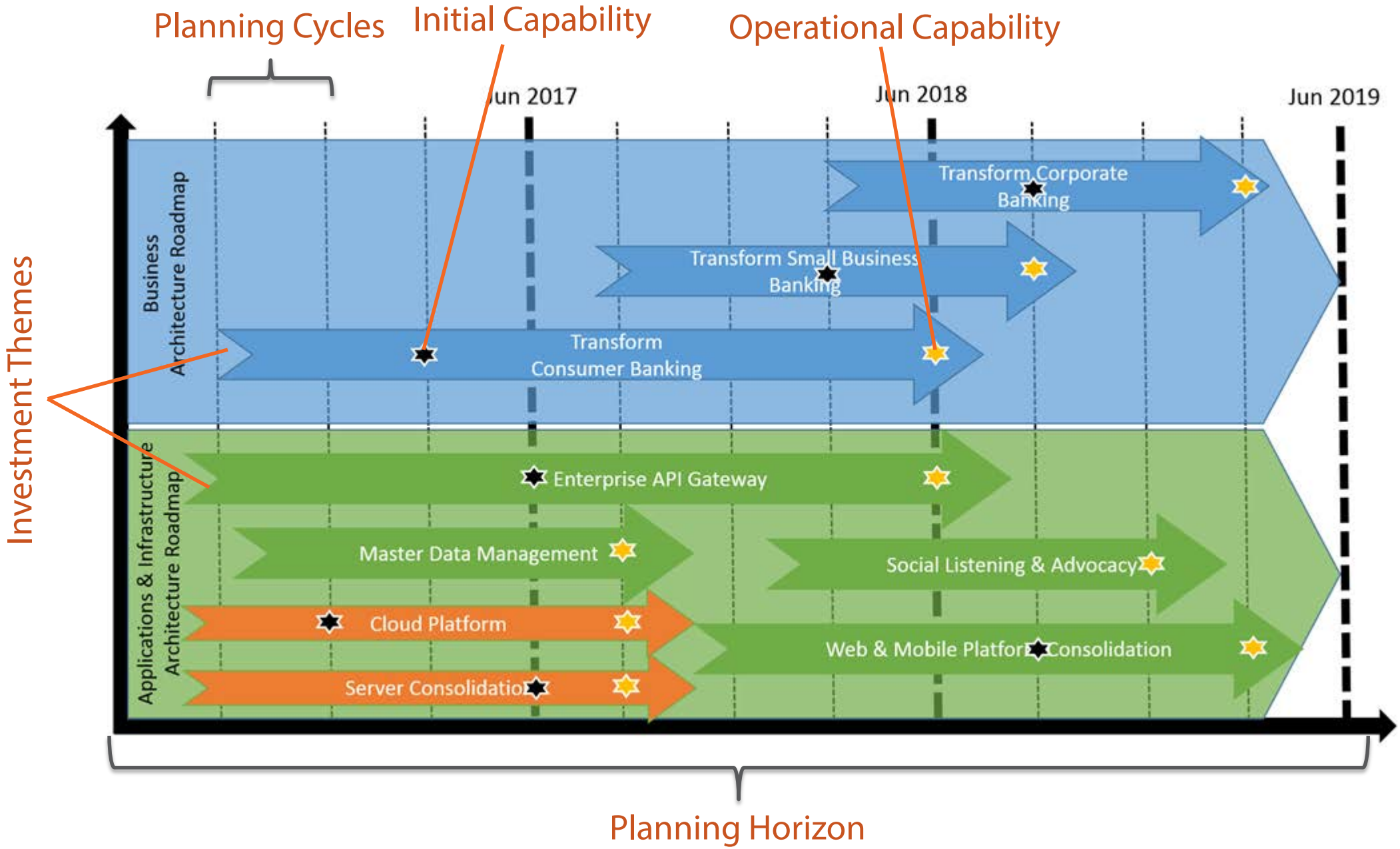
Architecture Roadmap



An architecture roadmap is a timeline based visual representation of how the architecture initiatives move from a baseline state to target state

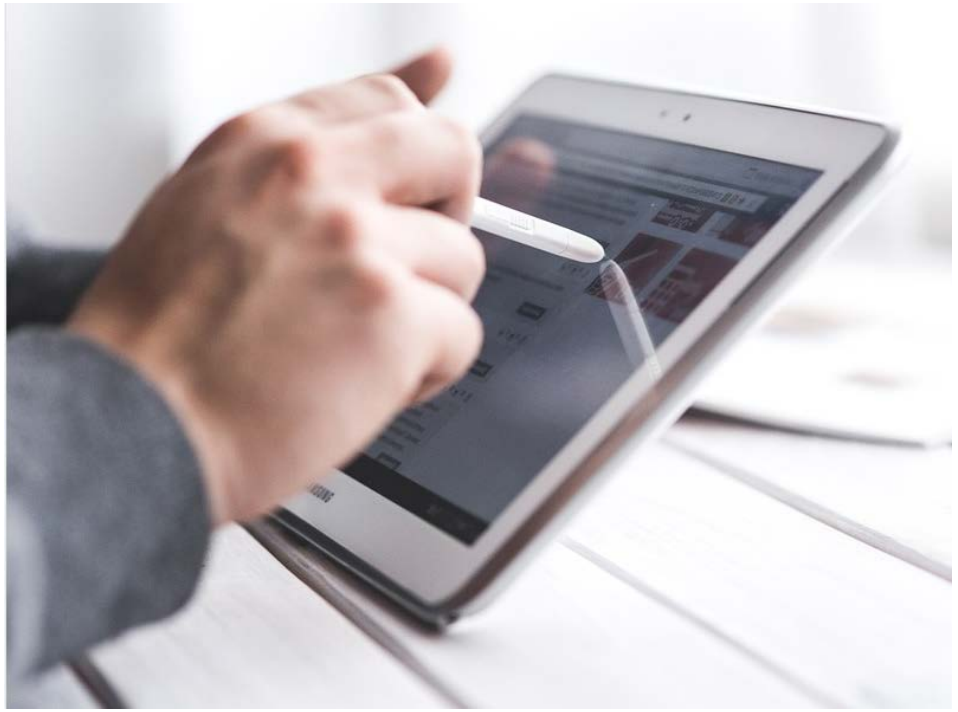
Roadmap can be created at different levels of abstraction

Architecture Roadmap



Phase E – Inputs and Outputs

Inputs



- Request for architecture work
- Statement of architecture work
- Tailored architecture framework
- Architecture vision document
- Business scenarios
- Business strategy
- Capability assessment
- Draft architecture definition and requirements
- Candidate architecture roadmaps from previous phases

Outputs

- Architecture roadmap and transition architectures
- Consolidated gaps, solutions and dependencies
- Solution building blocks and implementation recommendations
- Work packages
- Strawman architecture migration plan
- Updates to vision, statement of architecture work, or any other inputs

Objectives of Phase F

Objectives of Phase F

Finalizing solution building blocks and work packages

Further evolve architecture roadmap and transition architectures and obtain endorsements

Evolve and flesh-out the migration plan

General Approach – Phase E

Migration Planning Approach

Ensure migration plan is in sync with other enterprise frameworks that are operational

Identify resources required and reflect the same at the work package level

Prioritize work packages

Gain consensus and endorsements

Update migration plan, architecture definition etc.

Transition to implementation / initiate new ADM cycle(s)

Document learnings from current cycle

Guidelines & Techniques

Business Value Assessment

Value Index

Value index is a calculated value, which is in effect a weighted score of a given work package based on criteria such as compliance to business principles and values, strategic alignment, return on investments, competitive advantage etc.

Risk Index

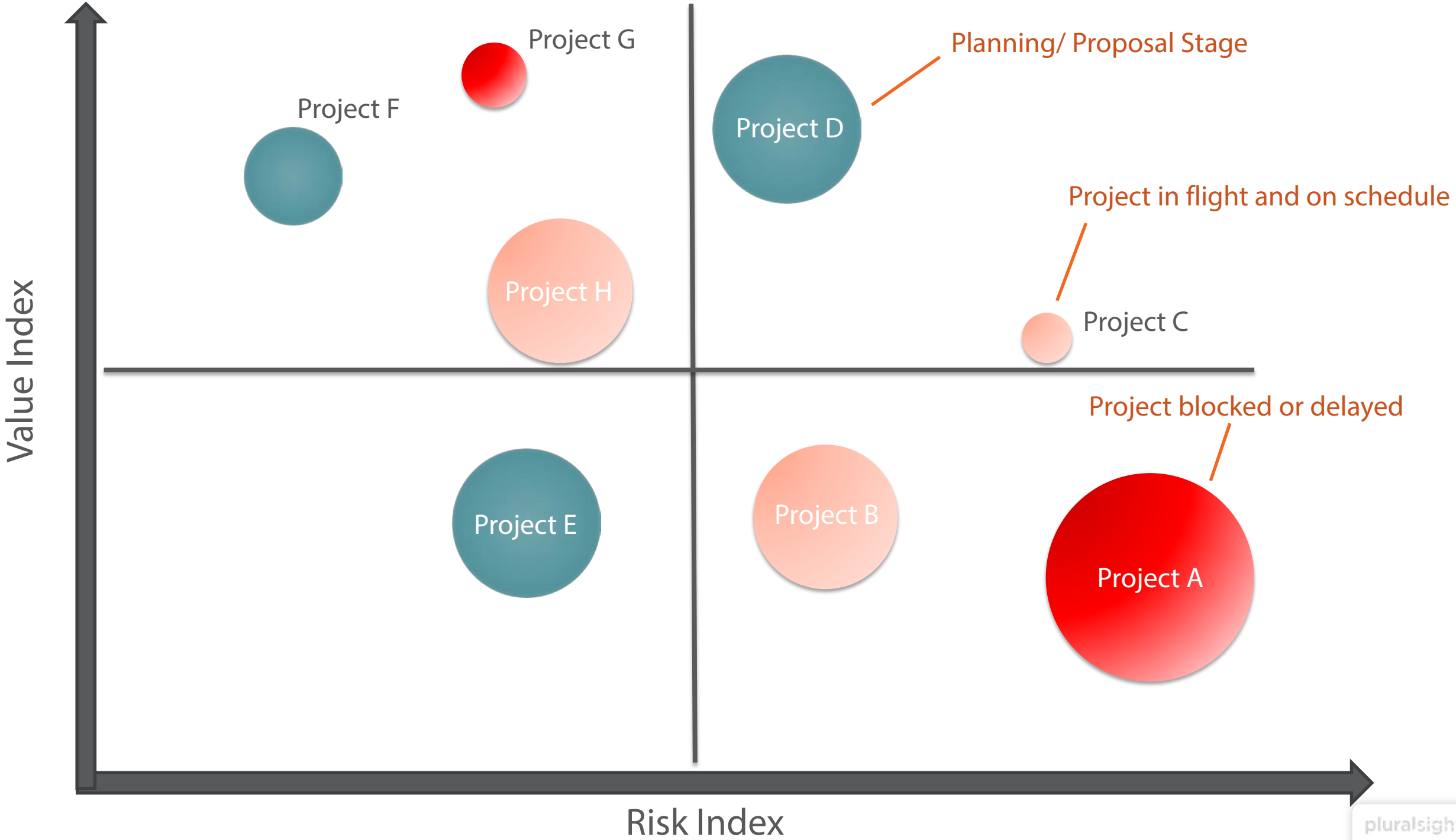
Risk index is a calculated value, indicating a weighted risk score and includes criteria such as complexity of implementation, size of the effort, organizational capacity, learning curve involved, business readiness, external dependencies etc.

Calculating Business Value Index of "Web Platform Consolidation Initiative" @ WebFirst

Value Criteria	Weight	Score	Weighted Score
Alignment to new corporate values	5	4	20
Alignment to strategies	5	4	20
Return on investment	1	3	3
Customer centricity	4	5	20
Competitive advantage	3	3	9
Employee friendly	2	4	8
		Value Index	80

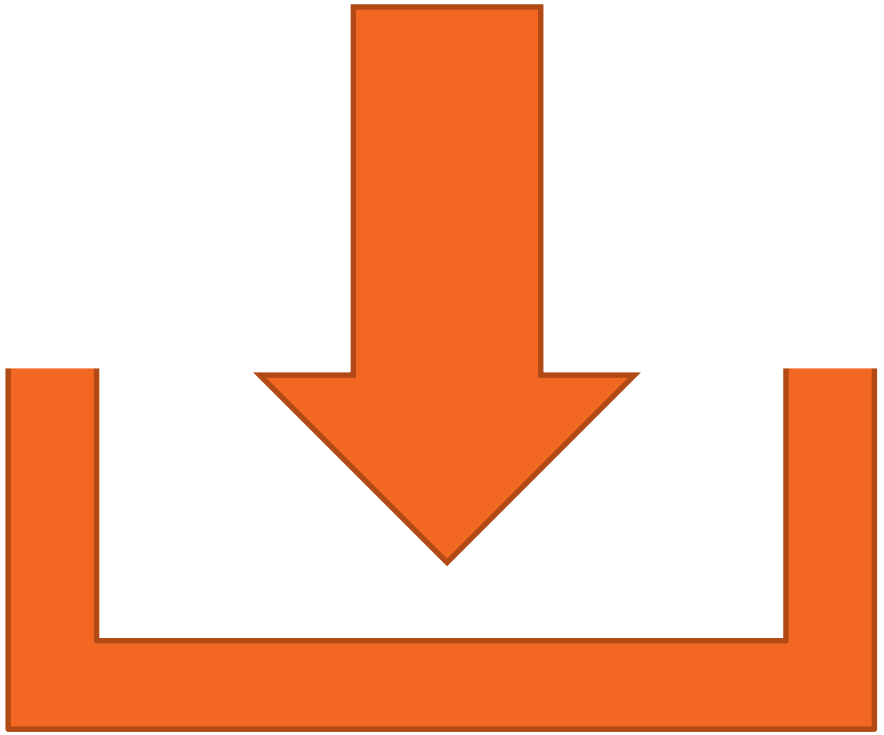
Calculating Risk Index of "Web Platform Consolidation Initiative" @ WebFirst

Risk Criteria	Weight	Score	Weighted Risk
Implementation Complexity	5	2	10
Size of the effort	2	4	8
Organizational capacity	3	2	6
Learning curve	2	4	8
Business readiness	4	2	8
External dependencies	4	4	16
		Risk Index	58


Project G
Project F
Project D
Planning/ Proposal Stage
Project in flight and on schedule
Project H
Project C
Project blocked or delayed
Project E
Project B
Project A
Value Index
Risk Index

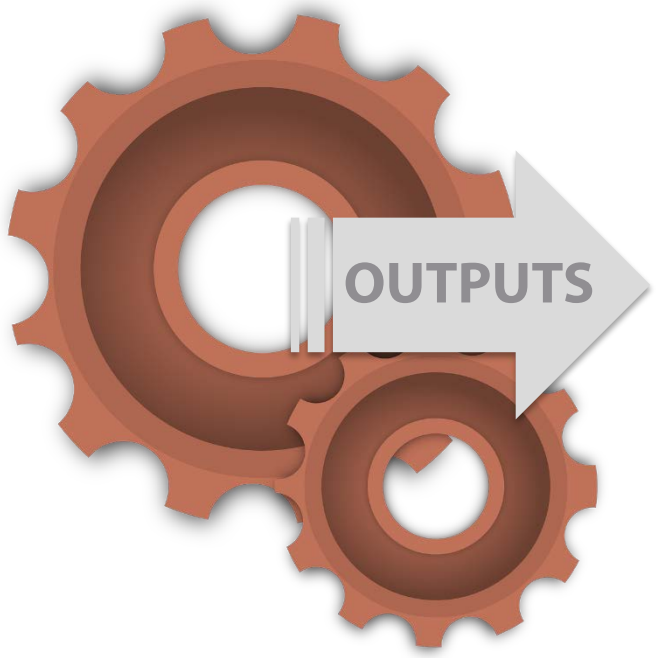
Phase F – Inputs and Outputs

Inputs



The outputs from the Phase E form key inputs for the “Migration Planning” phase

Outputs



Finalized and endorsed architecture migration plan

Finalized architecture roadmap and transition architectures

Finalized architecture definition document

Finalized architecture requirements

Reusable architecture and solution building blocks (ABBs and SBBs)

Request for architecture work (where more ADM cycles are required)

Implementation governance model


Tom is collecting his thoughts as he gets ready to step into the follow-up meeting with Ned and Lisa

Alex Newman (Director of Transformation)

Alex is the newly appointed "Director of Transformation" at WebFirst

Alex has several years of experience transforming organizations in their quest to become more agile


At a holistic level isn’t agile an architecture too?

Tom arrives early and gets organized for the presentation and the meeting starts as per schedule

Elaine Copewell (Senior Portfolio Director)

Elaine is the “Senior Portfolio Director” at WebFirst

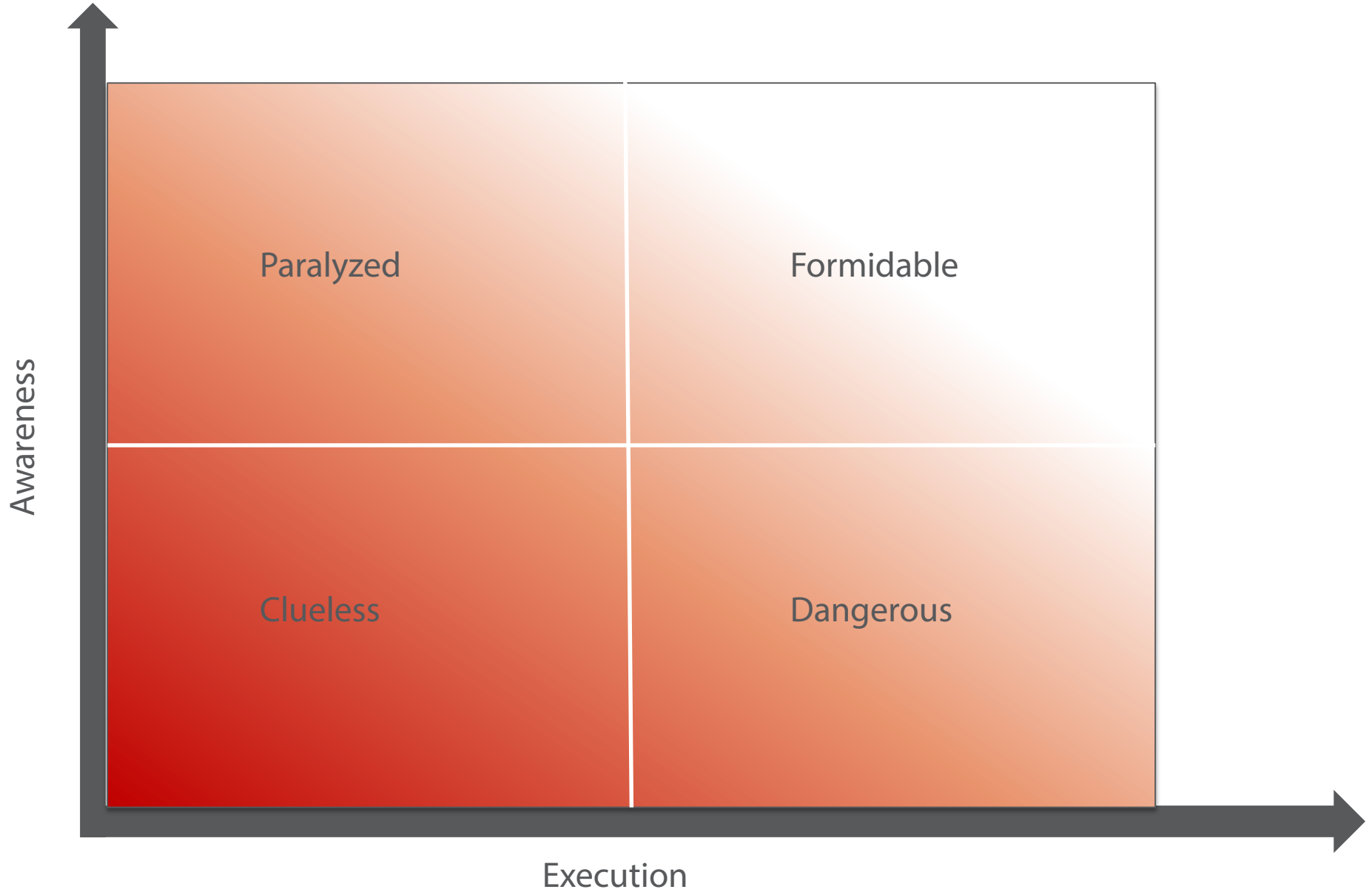
Elaine manages the “Digital Transformation” portfolio

Elaine will be a key stakeholder of the enterprise architecture capability

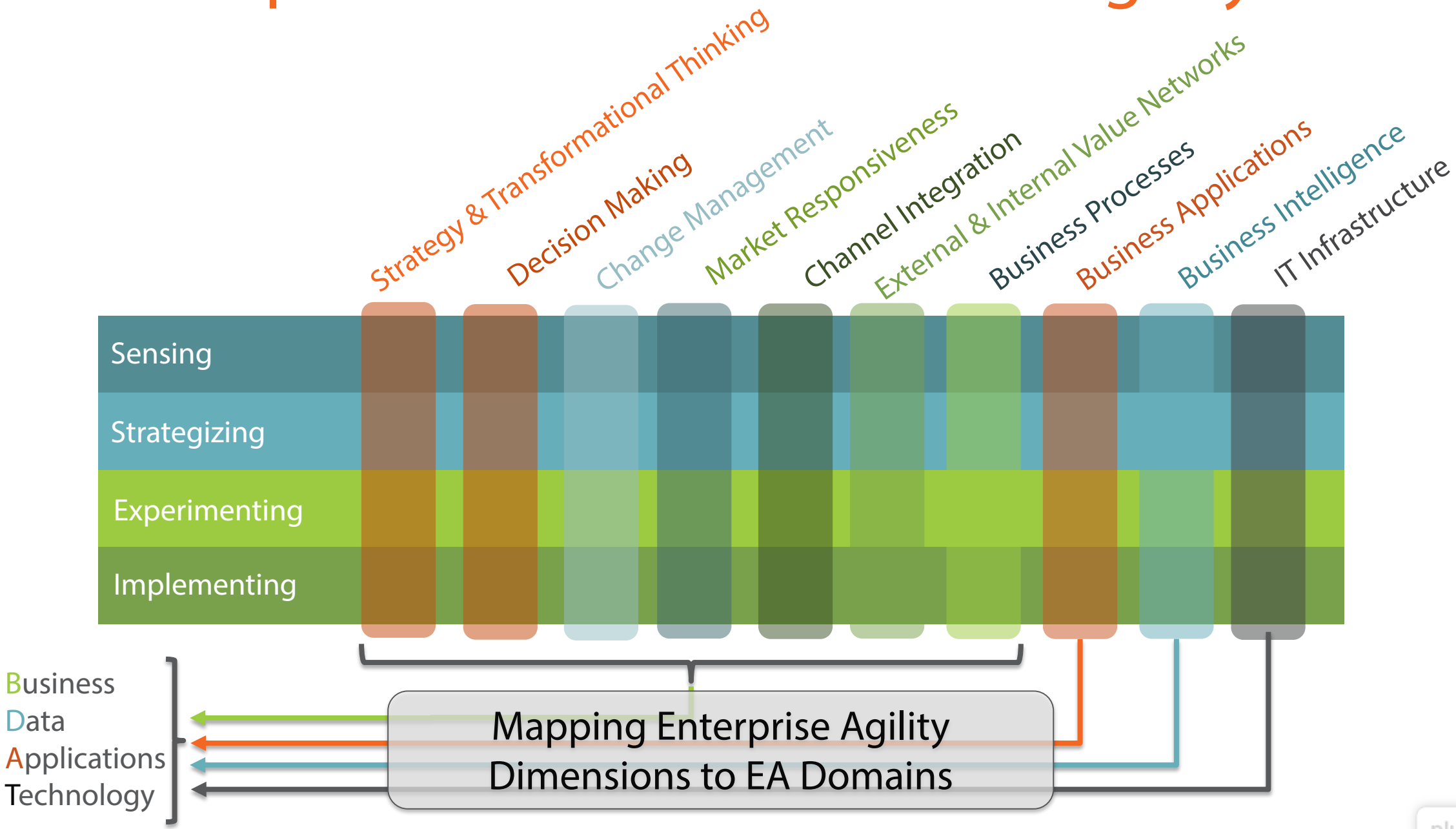

Overall agile values remain a constant at all levels
Agility need to be pursued both as a bottom-up and top-down transformation initiative

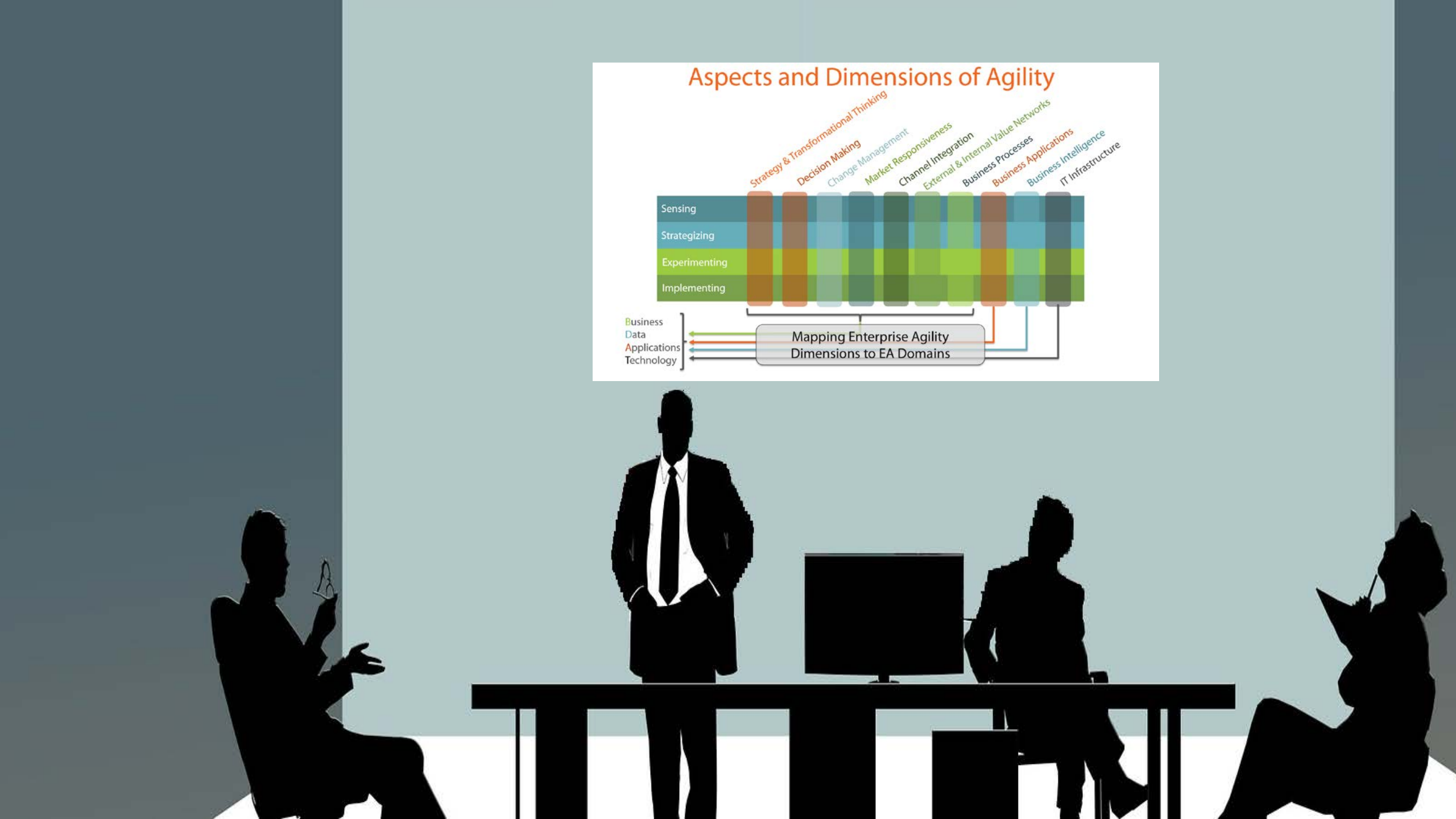
4 Aspects of Agility

Awareness vs. Execution (Agility) Plot

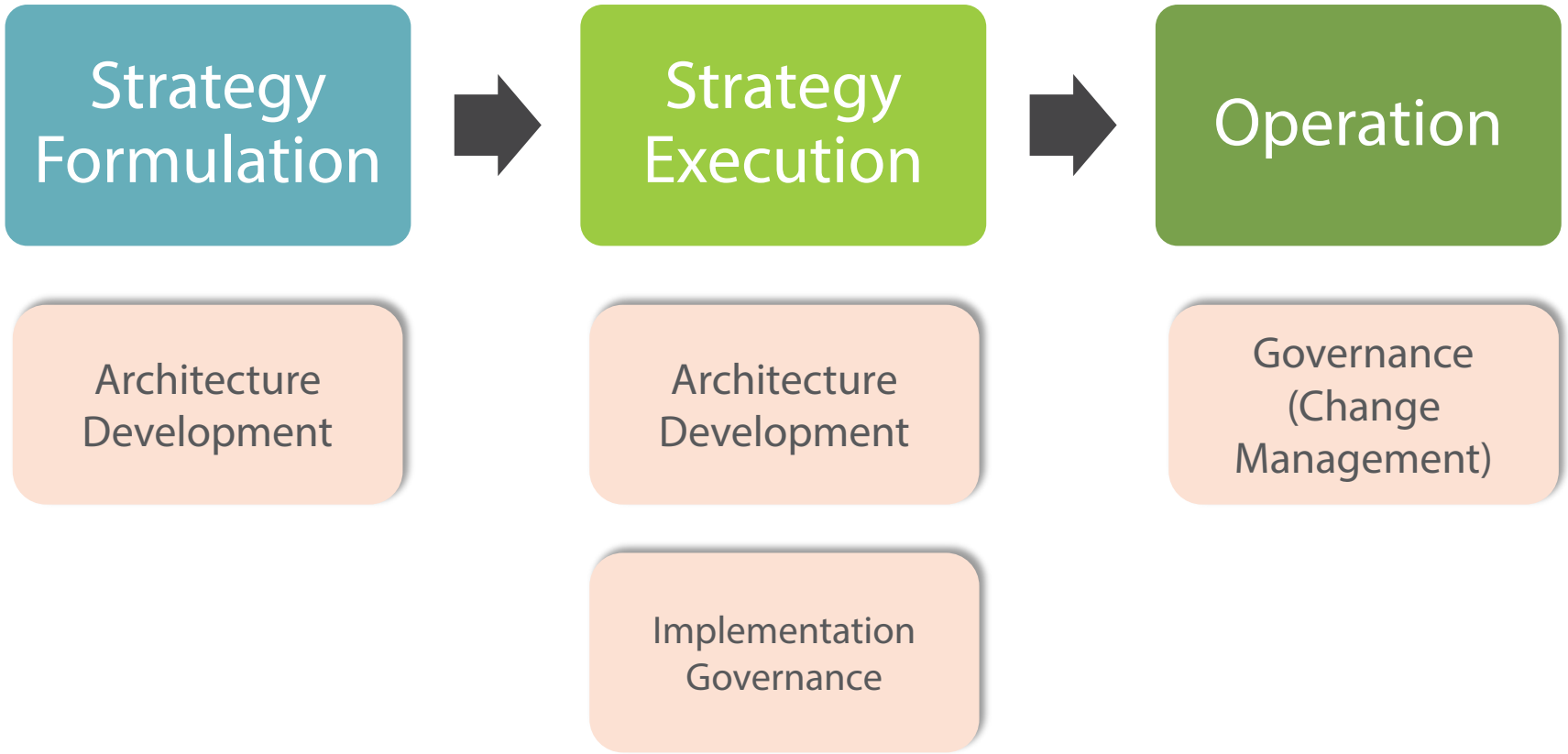


Aspects and Dimensions of Agility

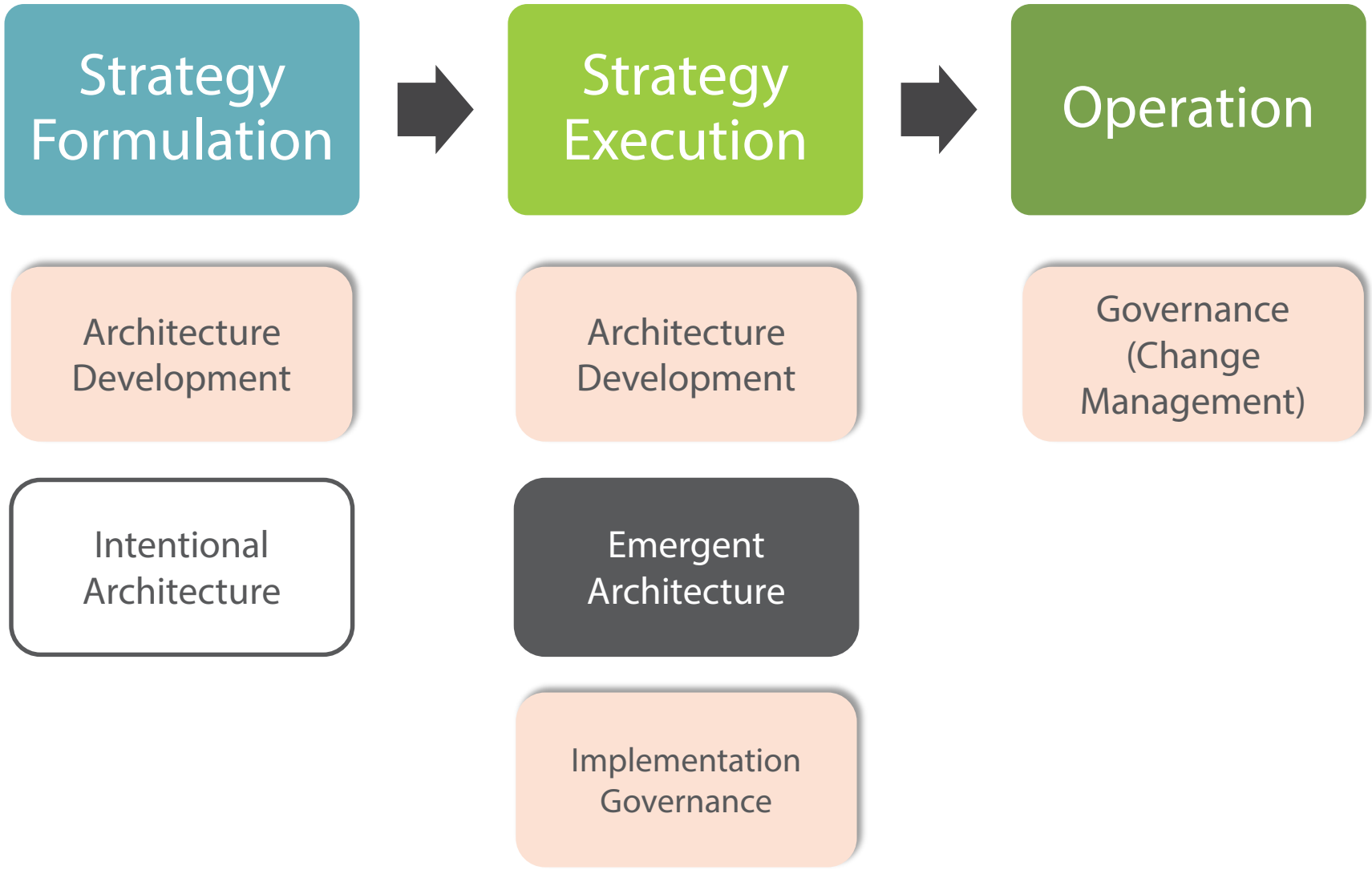



Aspects and Dimensions of Agility
Strategy & Transformational Thinking
Decision Making
Change Management
Market Responsiveness
Channel Integration
External & Internal Value Networks
Business Processes
Business Applications
Business Intelligence
IT Infrastructure
Sensing
Strategizing
Experimenting
Implementing
Business
Data
Applications
Technology
Mapping Enterprise Agility
Dimensions to EA Domains

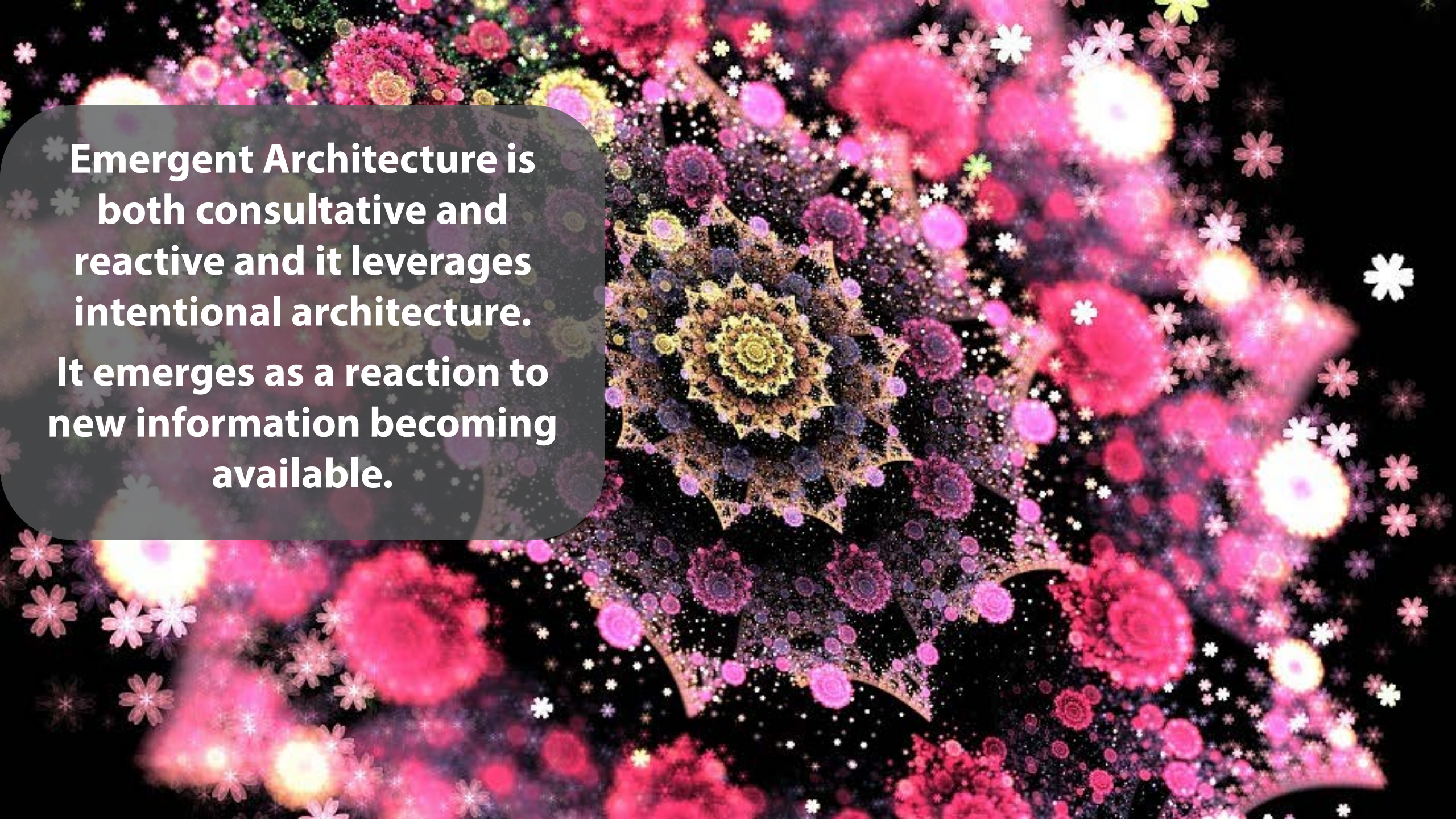
Enterprise Architecture Value Chain



Lean/Agile Enterprise Architecture Value Chain



Intentional Architecture Takes Long Term Strategic View


Emergent Architecture is both consultative and reactive and it leverages intentional architecture.
It emerges as a reaction to new information becoming available.

Recap

- We covered the "Transition Planning " iteration, i.e. Phases E & F of TOGAF ADM cycle
- We covered some guidelines and techniques such as "Work Packaging", "Architecture Roadmaps" and "Business Value Assessment"
- We looked at how Tom Wiseman is addressing some of the stakeholder concerns about the proposed EA capability