



Seda Case Study

"To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others." -- Tony Robbins

Agenda

- Seda Overview
- Seda EA Project Requirements
- Enterprise Architecture Approach







Small Enterprise Development Agency Overview

The price of greatness is responsibility." **Winston Churchill**



Small Enterprise Development Agency

"Together Advancing Small Enterprise Development"

Introduction

Seda was established in December 2004 as an agency under the Department of Trade and Industry, the dti. The establishment was done by merging three organizations, Ntsika Enterprise Promotion Agency; National Manufacturing Advisory Centre (NAMAC); and the Community Public Private Partnership Programme (CPPP). The GODISA Trust and the National Technology Transfer Centre were integrated into Seda in April 2006, becoming the Seda Technology Programme. Small enterprise support function of the South African Quality Institute (SAQI) and the Technology for Women in Business (TWIB) was incorporated with STP in 2008.

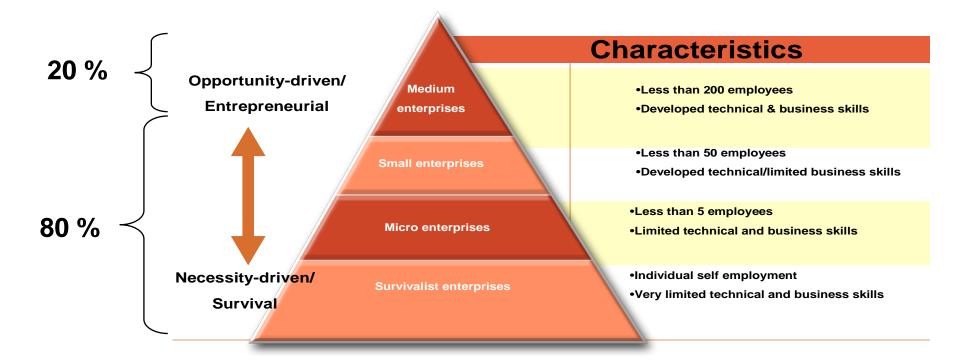
Offer

Seda provides **business development** and **support services** for **small enterprises** through its national network in partnership with other role players in the small enterprise support. Seda also implements **programmes targeted** at **business development** in areas **prioritized** by the **Government**.





Target Market







EXPECTED IMPACT: Increased contribution of small enterprises to SA economy, economic growth, job creation and equity MISSION: To develop, support and promote small enterprises to ensure their growth and sustainability in coordination and partnership with VISION: other role players To be the centre of GOAL: excellence for Ensure that the small enterprise sector grows and increases its contribution to sustainable and equitable social and economic development, small employment and wealth creation enterprise development in South Africa STRATEGIC OBJECTIVE 1: STRATEGIC OBJECTIVE 2: STRATEGIC OBJECTIVE 3: Ensure equitable access for small Enhance competitiveness and enterprises to business support services capabilities of small enterprises Strengthen the organization to deliver on through coordinated services. through partnerships its mission programmes and projects OUTCOMES 1.1 Client satisfaction ensured 2.1 Client reach improved 3.1 Shareholder satisfied CLIENT 1.2 Client business performance improved 2.2 Client retention improved 3.2 Key stakeholders satisfied PERSPECTIVE 2.3 Equity ensured 3.3 Seda image improved DUTCOMES 1.3 Service provision-related cost sharing 2.4 Access-related cost sharing with partners 3.4 Cost efficiency improved FINANCIAL with partners increases increased PERSPECTIVE 1.4 Cost ratio per client assisted optimized **LEARNING AND** 1.5 Capacity of seda and delivery 2.5 Learning from and sharing with seda 3.5 Productivity of management and staff OUTCOMES GROWTH partners to provide quality service network partners increased enhance 3.6 Employees more satisfied PERSPECTIVE enhanced 3.7 Result oriented culture enforced 3.8 Staff equity ensured INTERNAL 1.6 Client needs properly understood 2.6 Efficient contractinglengagement of 3.9 Systems for accountability improved OUTCOMES 1.7 Efficient service delivery processes partners into the network ensured 3.10 Systems for decision making improved BUSINESS 3.11 Systems for learning, knowledge **PROCESSES** ensured sharing and innovation improved PERSPECTIVE 3.12 Support systems improved





Seda EA Project Requirements

"Within our dreams and aspirations we find our opportunities." **Sue Ebaugh**



Project Background

Project Objective

- Develop Seda Enterprise Architecture Anchor Model to be in-line with Government Wide Enterprise Architecture (GWEA) version 1.2 following mainly TOGAF 9 with a flavour of Zachman Framework approach.
- Centralize all the developed architectures e.g. Tailored Target Architecture, Information System Architecture and Technology Architecture.

Project Outputs

- Plan
 - Review Seda Master System Plan;
 - ▶ High level Transition Architectures and Implementation Roadmap in Project Plan format;
 - EA Maturity model (assessment) in relation to relevant stakeholder
 - **EA** principles.
- Build
 - EA Meta model (Business, Information, Application, Data and Technology meta-model design.)
 - ▶ EA Tool Evaluation Criteria
- Run
 - Recommendations or suggestions in a Final Project Report.







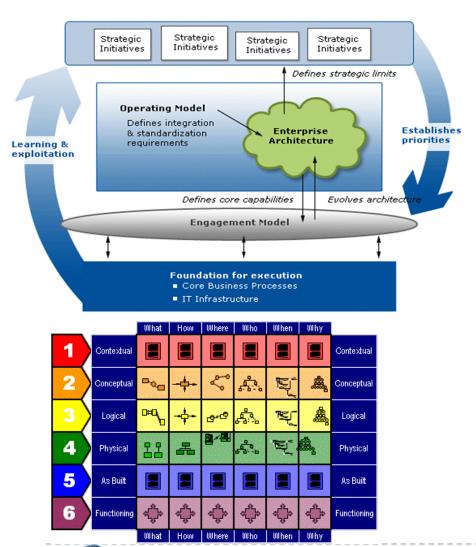


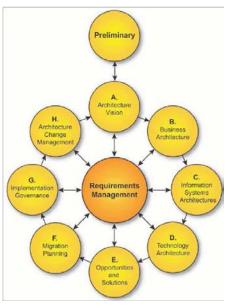
Enterprise Architecture Approach

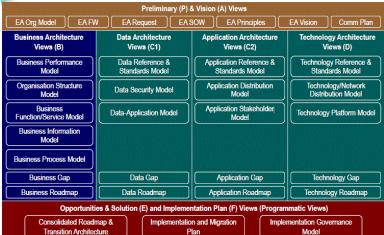
"Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all." -- Dale Carnegie



EA Project Methodologies





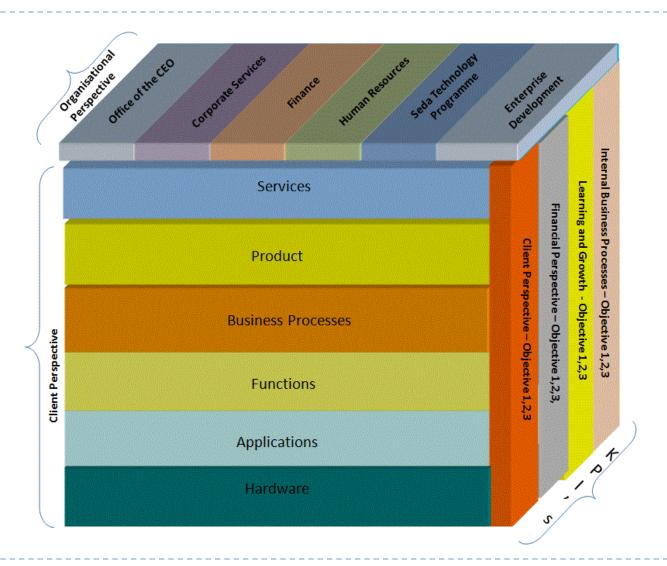








3 Dimensional view of Seda

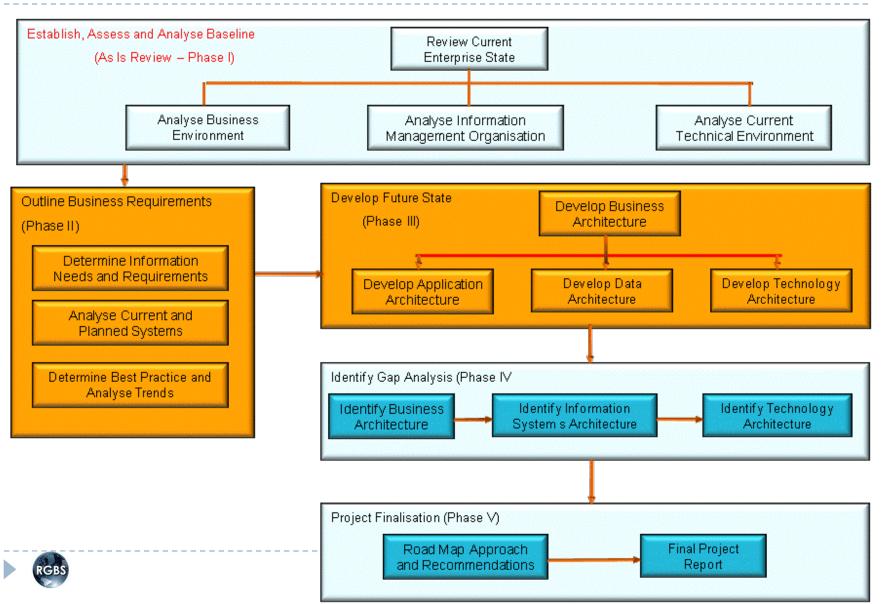






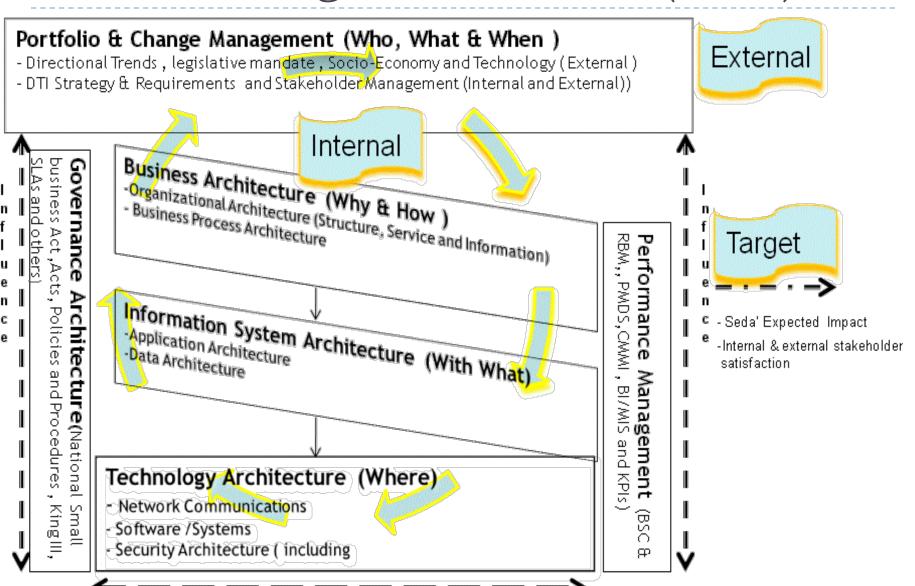


Engagement Model (3 Month Project)



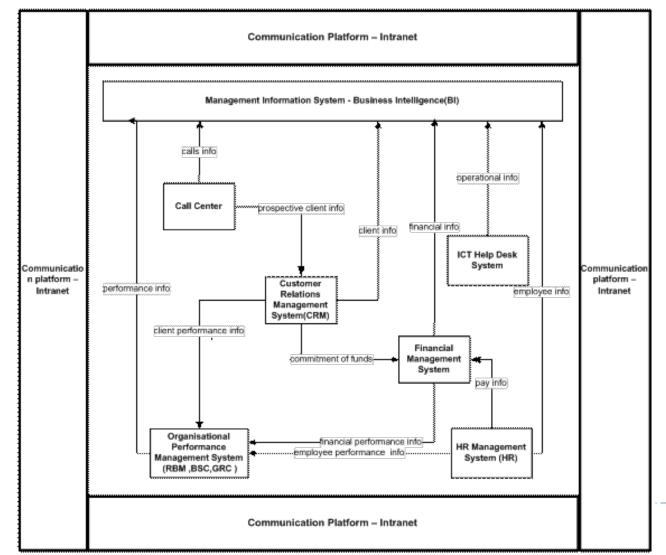


Seda Target Architecture (2013)



Target Information Systems Architecture

Target Information System Architecture







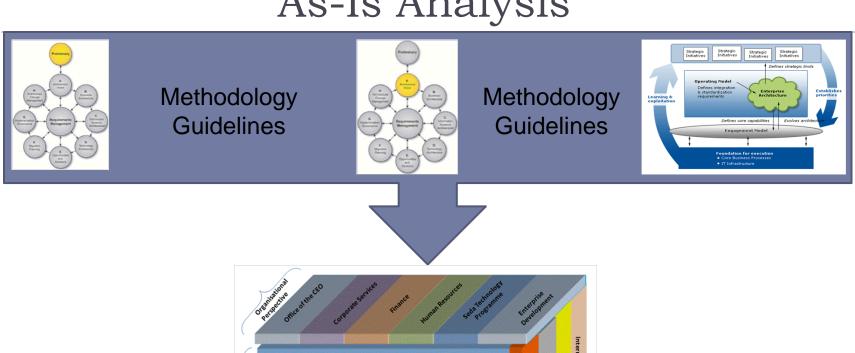


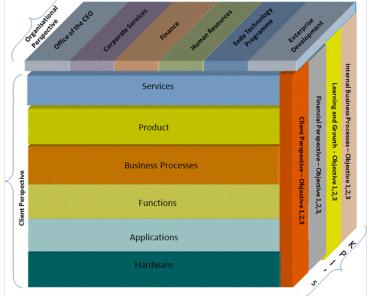
As-Is Analysis

"It does not take much strength to do things, but it requires great strength to decide on what to do." **Elbert Hubbard**



As-Is Analysis









As-Is Analysis Outputs

Partner Network

- The DTI
- 2. Service Providers
- Seda Board
- 4. COTII

Customer Relationship

- 1. Personal Interaction
- 2. Call Centre
- 3. Road Show/Campaign
- 4. Internet

Core Capability

- 1. Client Perspective
- Financial Perspective
- 3. Internal Business Process
 - Perspective
- Learning and Growth Perspective

Value Configuration

- 1. Enhance competitiveness and capabilities...
- 2. Enhance equitable access...
- Strengthen the organisation to deliver its mission

Value Proposition

Advancing Small Enterprise Development

Distribution Channel

- 1. Branches
- 2. EIC
- 3. Incubation Centre's
- 4. Mobile Units

Target Customer

- 1. SMME's
- 2. Cooperatives
- 3. Prospective Entrepreneur

Cost Structure

RGBS

- 1. Administrative Cost
- Operational Cost
- 3. R&D Cost

Services Offered

- 1. Business Related Information
- 2. Business Advice
- 3. Business Consultancy
- 4. Training and Mentoring





As-Is Analysis Outputs









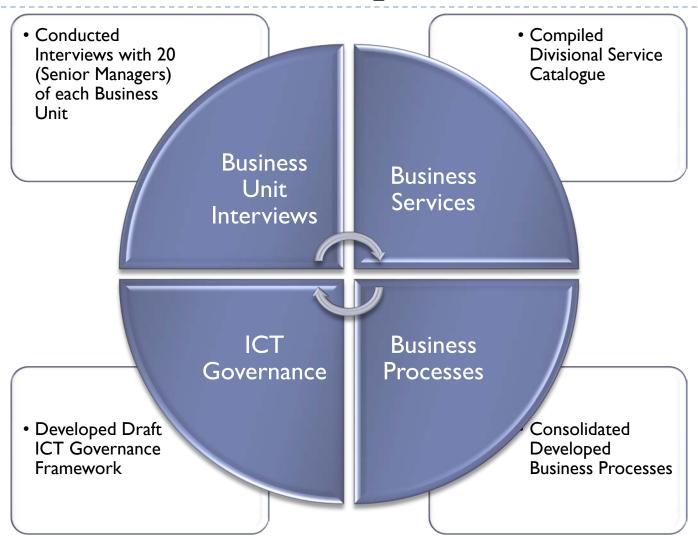


Business Requirements

"It is not enough to start doing something.

You have also to continue, until you finish doing it." **Remez Sasson**

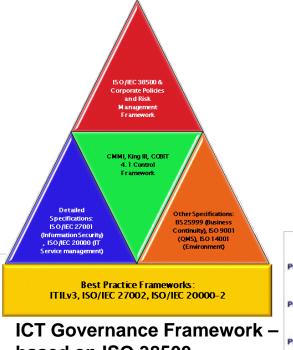
Business Requirements



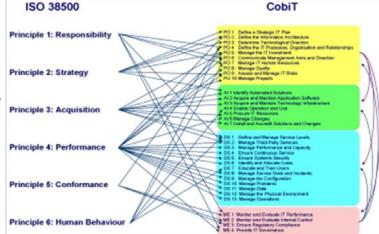




Seda ICT Governance Framework



based on ISO 38500



ISO 38500 – Alignment with COBIT



Cohill

COSO: Co8(1: SOX: (SO27001: SO38500

Baldridge et al



Data Protection



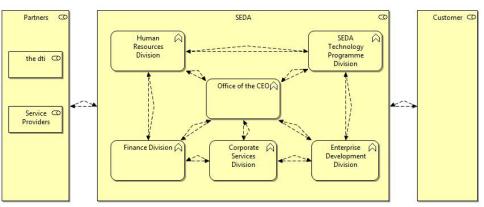




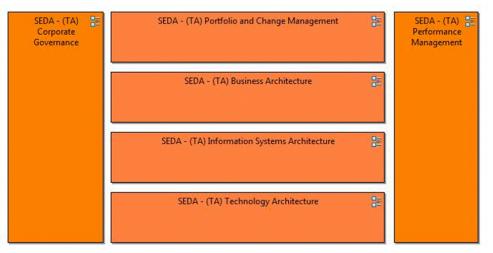
Future State Architecture

The thing always happens that you really believe in; and the belief in a thing makes it happen." **Frank Lloyd Wright**

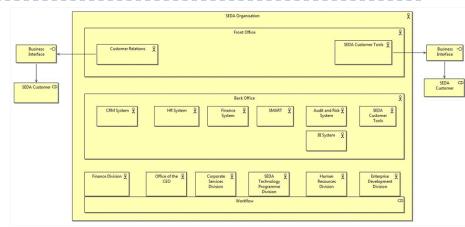
Business Architecture Viewpoints



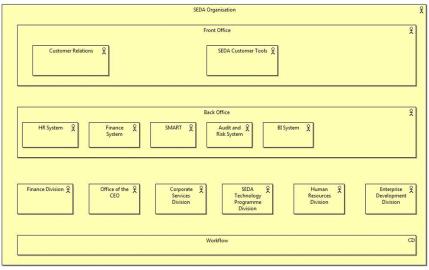
Business Function Viewpoint



Target Architecture



Actor Co-operation Viewpoint

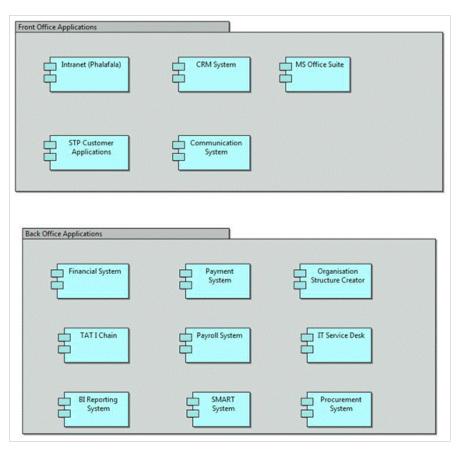


Organisational Viewpoint





Application Architecture Viewpoints



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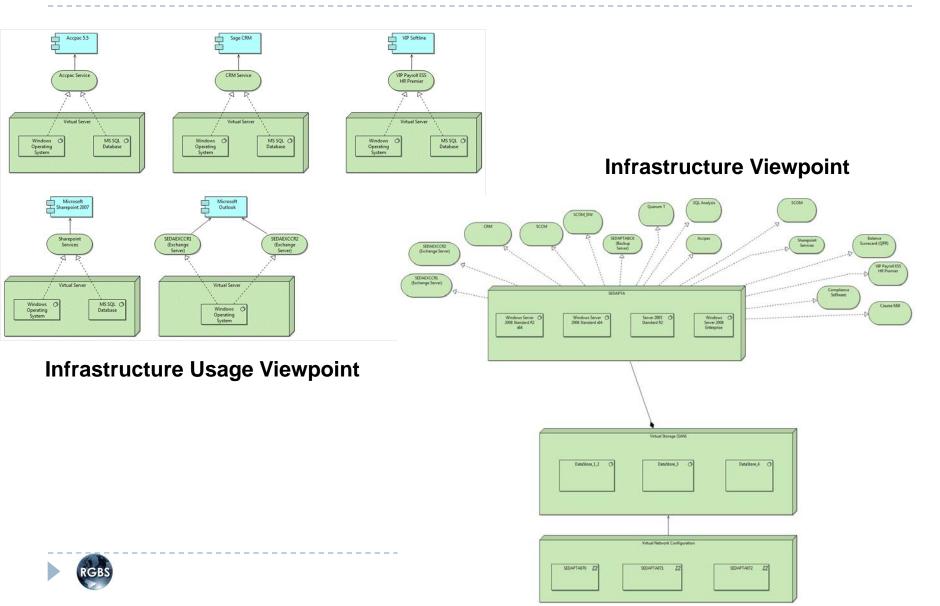
Application Behaviour Viewpoint

Application Usage Viewpoint





Infrastructure Architecture Viewpoints







Architecture Gap Analysis

"Don't be afraid of the space between your dreams and reality.

If you can dream it, you can make it so." **Belva Davis**

Gap Analysis

Business Architecture

- Business Objectives
- Business Services
- Business Functions
- Business Processes
- Business Roles and Responsibilities

Information Systems Architecture

- Enterprise Application Integration
- Enterprise Information Management

Technology Architecture

Single Integrated View of Network







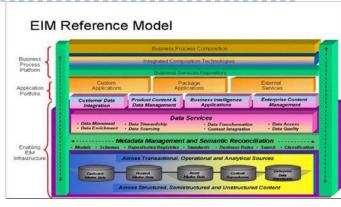


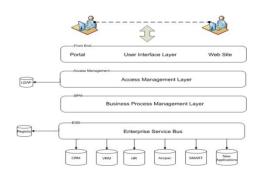
Architecture Roadmap

"Doing what you love is the cornerstone of having abundance in your life." **Wayne Dyer**

Architecture Roadmaps

	2011		2012			2013						
Inventory of Applications within Seda												
List of applications to be integrated												
EAI Strategy and Principles												
Business Process Inventory and update												
Indentify Business Unit for Pilot												
Start roll-out to other Business Units												





		2011		2012			2013				
Fro	nt End (Portal)										
1.	Define the Requirements										
1.	Consolidate Requirements										
1.	Compare to EIM Requirements										
Acc	cess Management										•
1.	Define the Requirements										
2.	Consolidate Requirements										
2.	Compare to EIM Requirements										
Bus	siness Process Layer										
1.	Define the Requirements										
2.	Consolidate Requirements										
2.	Compare to EIM Requirements										
Ent	erprise Service Bus										
1.	Define the Requirements										
2.	Consolidate Requirements										
2.	Compare to EIM Requirements										
Eva	lluate Vendors (EAI)										
Cho	oose a Business Unit to Pilot										
Eva	Evaluate Pilot and Proceed Roll-out										
Eva	Evaluate deployed EAI										



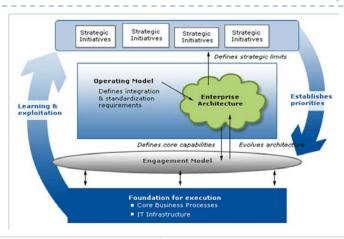




Way Forward

"Doing what you love is the cornerstone of having abundance in your life." **Wayne Dyer**

Way Forward



Coordination

•Shared Customers, products or suppliers •Impact on other business unit transactions .Operationally unique business units or functions

•Autonomous business management ·Business unit control over business

•Shared customer / supplier / product data Consensus processes for designing IT infrastructure services; IT application decisions made in business units

Unification

•Customers and suppliers may be local or global ·Globally integrated business processes often with support of enterprise systems

Business units with similar or overlapping

 Centralised management often applying functional /process/ business unit matrices •High-level process owners design standardized

Centrally mandated databases

•IT decisions made centrally

Diversification

•Few, if any shared customers or suppliers •Independent transactions

Operationally unique business units •Autonomous business management

·Business unit control over business process design

•Few data standards across business units •Most IT decisions made within business

Replication

•Few if any, shared customers

•Independent transactions aggregated at a high level

·Operationally similar business units

•Autonomous business unit leaders with limited discretion over processes

·Centralised (or federal) control over business process design

•Standardised data definitions but data locally owned with some aggregation at corporate •Centrally mandated IT services

Linking and Linked and Key Customers Shared Data automating standard technologies (core) processes Automating Technologies Required Optional Linking Technologies Business Process Data

ICT Strategy

EXPECTED IMPACTS

Increased contribution of small enterprises to SA economy, economic growth,

Technology

Qustomer Types

& Systems for accountability improved .10 Systems for decision making improved 3.11 Systems for learning, knowledge sharing and innovation improved 3.12 Support systems improved



CLIENT 4 Cost ratio per client assisted optimized GROWTH PERSPECTIVE 5 Capacity of seda and delivery

1.5 Client needs properly understood

Low

Business Process Standardisation



Deliverables comparison

TOGAF ADM Phase	GWEA I.2	SEDA Deliverables		
Prelim: FW & Contract	3P	3P		
A:Vision, Scope and Principles	3P + IA	3P + IA		
B: Business Architecture	2P+(2×5)A	2P+(2×5)A		
CI: Data Architecture	2P+(2×3)A	2P+(2x3)A – (Reference and Standards Model)		
C2:Application Architecture	2P+(2×3)A	2P+(2×3)A – (Reference and Standards Model)		
D:Technology Architecture	2P+(2×3)A	2P+(2×3)A – (Reference and Standards Model)		
E: Opportunities and Solutions	IP	IP		
F: Migration Planning	2P	2P		
TOTAL Deliverables	17P + 29A = 46 (32 non-duplicated)	17P + 26A = 43 (32 non-duplicated)		
P = Project Deliverables (e.g. Charters,	Architecture Charter			
Schedules) A = Architecture Deliverables (e.g. Mod	Business Service Catalogue			
Catalogues) Non-Duplicated = As-Is or To-Be mode	EA Scorecard (Maturity)			

Project Challenges

Key Challenge	Measures Taken	Outcome
EA initiative Financial Support ■ EA budget	- Speaking the language that Snr Manager(s) and respective Executive(s) understands e.g. Master system Plan	Buy-in Buy-in (budget approved to run the project)
 EA Governance Securing of a slot at EXCO Approval of EA Charter and Principles and involvement 	 Made a presentation to executive representing ICT Prepared an Executive Overview and informally spoken to the proposed representatives 	 Secured a slot for the coming Exco Presentation to be made
Time Management	- Parallel Project	Completed on Time



References and Sources

No. Authors

- Seda Documentation
- 2. Government Wide Enterprise Architecture v1.2 (GWEA)
- 3. Zachman Framework
- 4. TOGAF 9
- 5. J.W.Ross, P.Weill, D.C. Robertson, *Enterprise Archictecture as Strategy*, 2006, Havard Business School Press. ISBN: 1-59139-839-8

URL

www.seda.co.za

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www.zifa.com

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http://www.architectureas strategy.com





If you have one last breath use it to say...





