



Universität St.Gallen

EAM wirksam machen

Warum EAM kein Nischenprodukt sein kann und was es ausser guten Modellen und Methoden braucht

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Praktisch: Quo Vadis EAM?

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Theoretisch: Die Rolle von Kontext und Kultur

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Theoretisch: Die Rolle von Kontext und Organisation

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Praktisch: Was machen wir daraus?

Quo Vadis EAM

Guiding Ideas

Hypothesis

Enterprise Architecture Management (EAM) is a function that aims at guiding transformation of organizations – with modest success.

Question

How can existing EAM capabilities be matured and leveraged to new fields of application?

Task

In order to build next generation EAM we have to

- understand what the essential capabilities of EAM are,
- understand who has or should have a primary interest in these capabilities,
- understand how to develop these capabilities and bring them to use.

Working Title

We call this function Corporate Intelligence (CI).
It aims at supporting Enterprise Transformation (ET).

We found three groups of drivers for Corporate Intelligence

Drivers for Corporate Intelligence

External Pressures (external, reactive)

- Pressure by regulations (e.g. separation of power networks and power trading, financial supervision)
- Political and social pressure, pressure by customers (e.g. acceptance of nuclear energy)
- Technological pressure (e.g. operations of legacy systems, „omnipresence“ of the iPad)

Strategic Decisions (external/internal, proactive)

- Globalization
- Mergers & Acquisitions
- Cooperation/networking in value creation
- Adaptations of product portfolios
- Reorganizations
- Decommissioning of core systems

Optimization/Transformation Functions (internal, proactive/reactive)

- Limits von development of maturity resulting in fundamental transformations
- Limits of growth in existing structures and modes of operation
- Constant pressure for efficiency and necessity of global optimization/consolidation

We found three groups of disciplines for Corporate Intelligence

Disciplines for Corporate Intelligence

Classical Disciplines existing in EA Context

- Project portfolio management (strategic and operative)
- Project management
- Enterprise Architecture Management
- Change Leadership
- Business Analysis
- Business process improvement/management
- Vendor/sourcing management

Existing Disciplines rarely used in EA Context

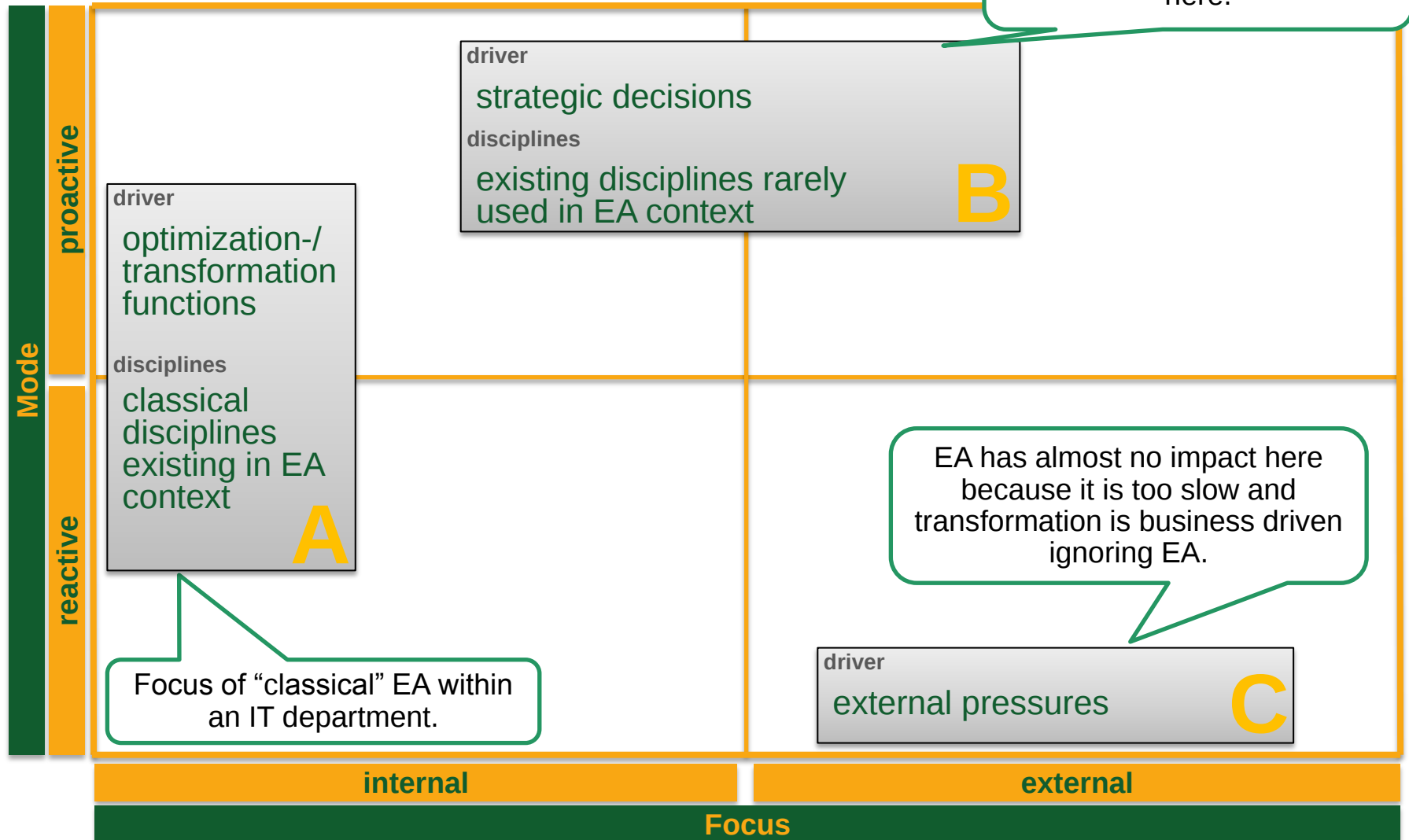
- Strategic Control (analysis, development, implementation of strategy)
- Financial Control (Investment, mapping of value flows)
- Strategic HR management/development, resource management
- Skill/competence management
- Innovation management

Cross-cutting Disciplines needed for coordinated Transformation

- Leadership/Management
- Communication

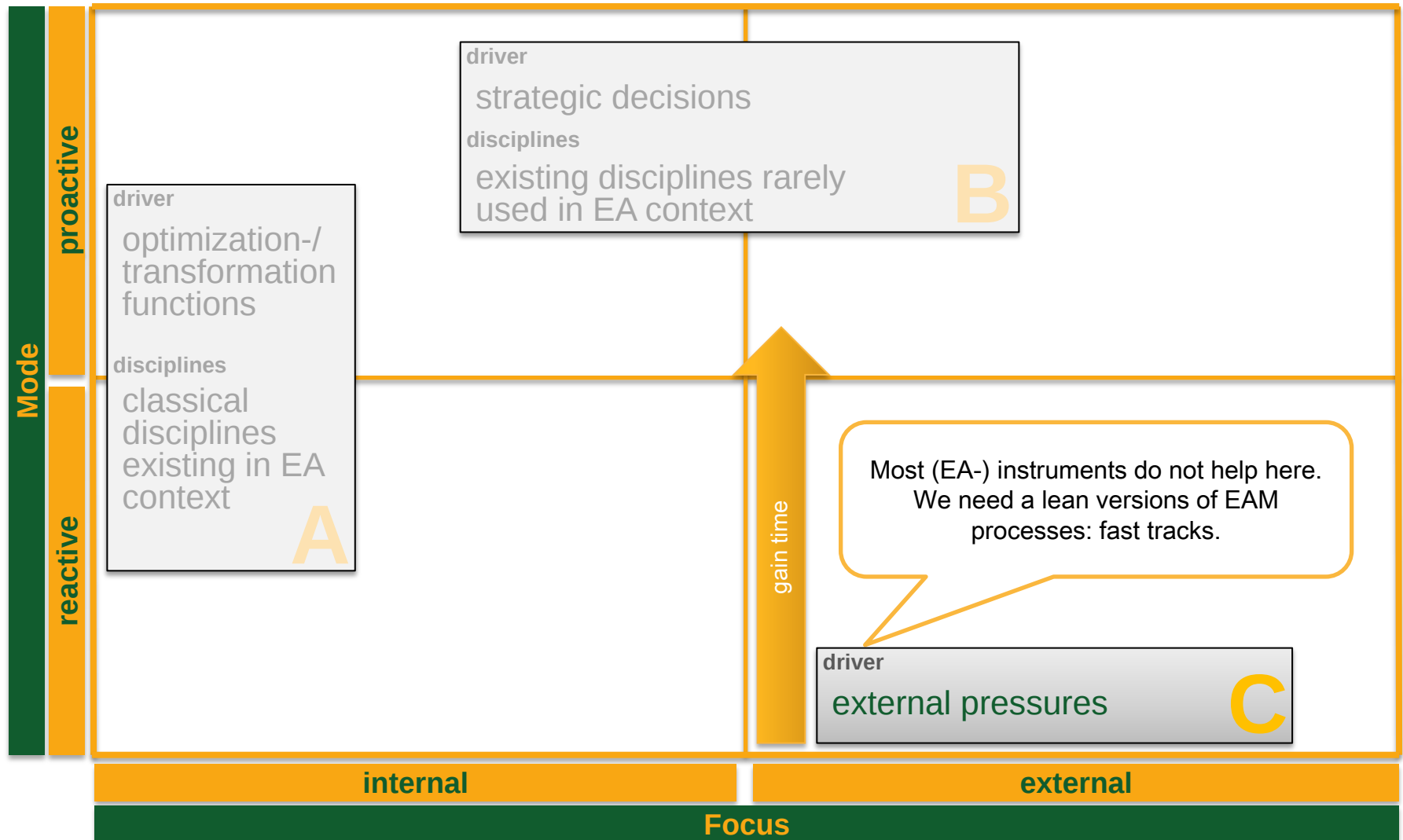
Drivers and Disciplines of Transformation

Positioning of Transformation Topics

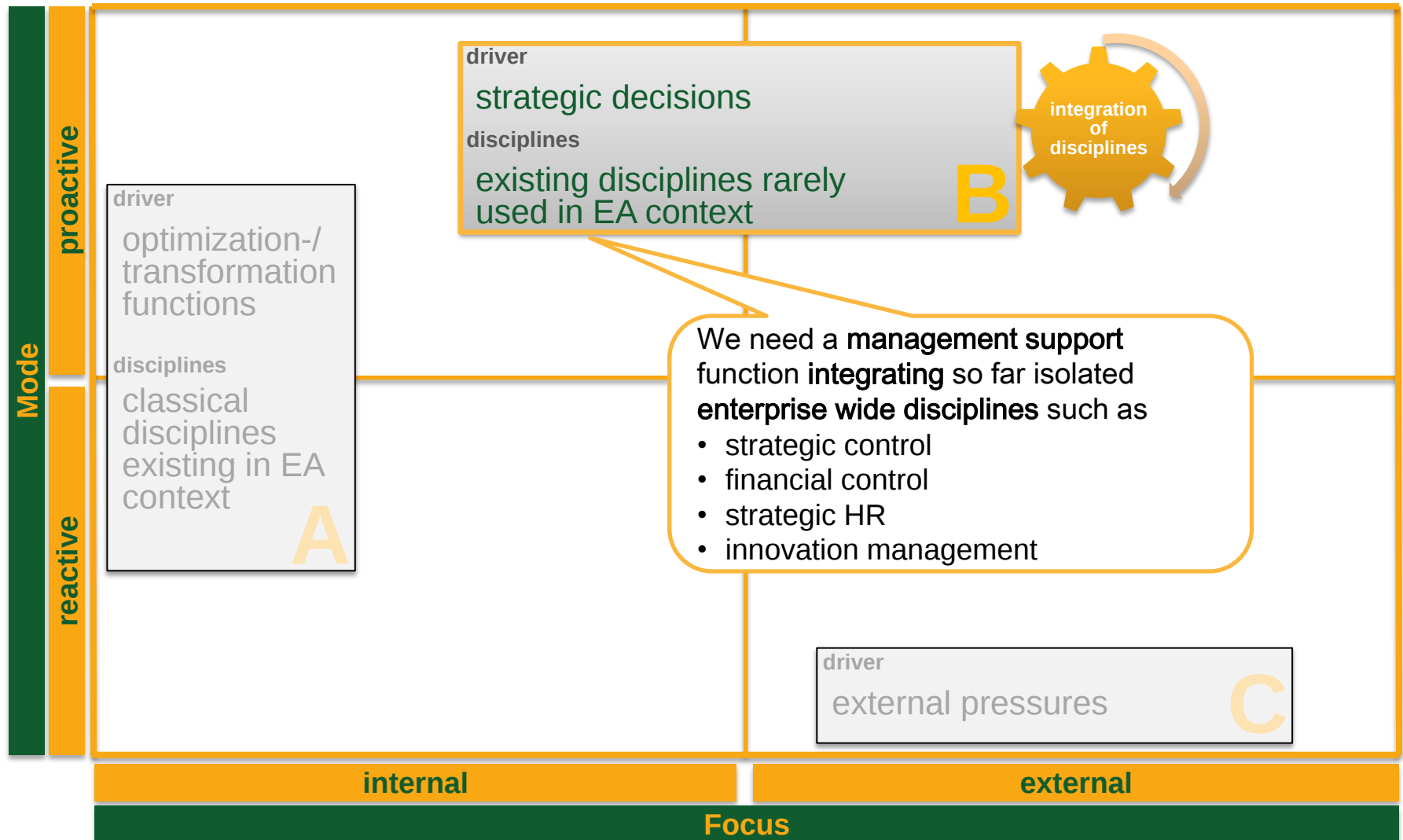


Lean EAM

Missing instruments or existing instruments too slow

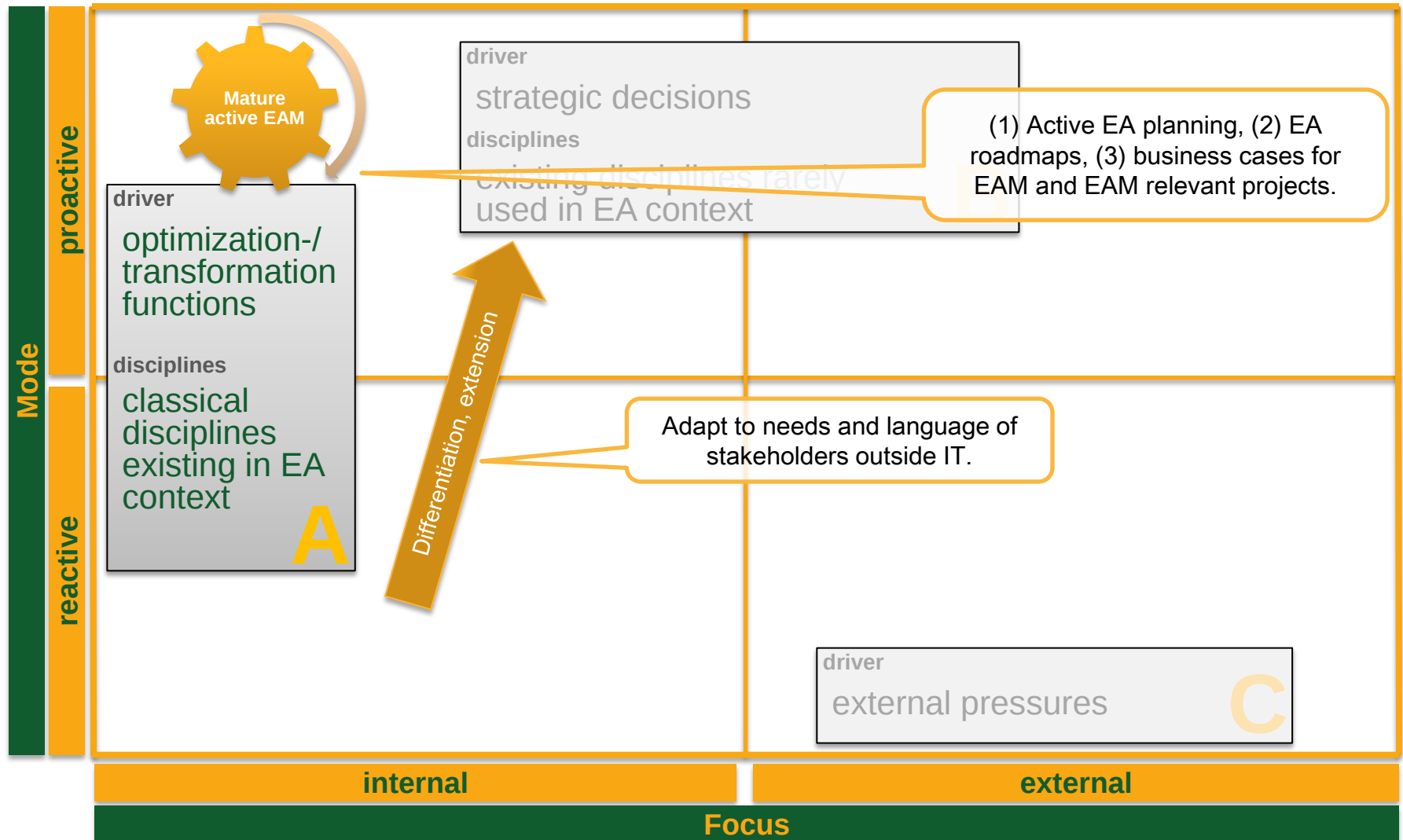


EAM as decision support, integrating disciplines



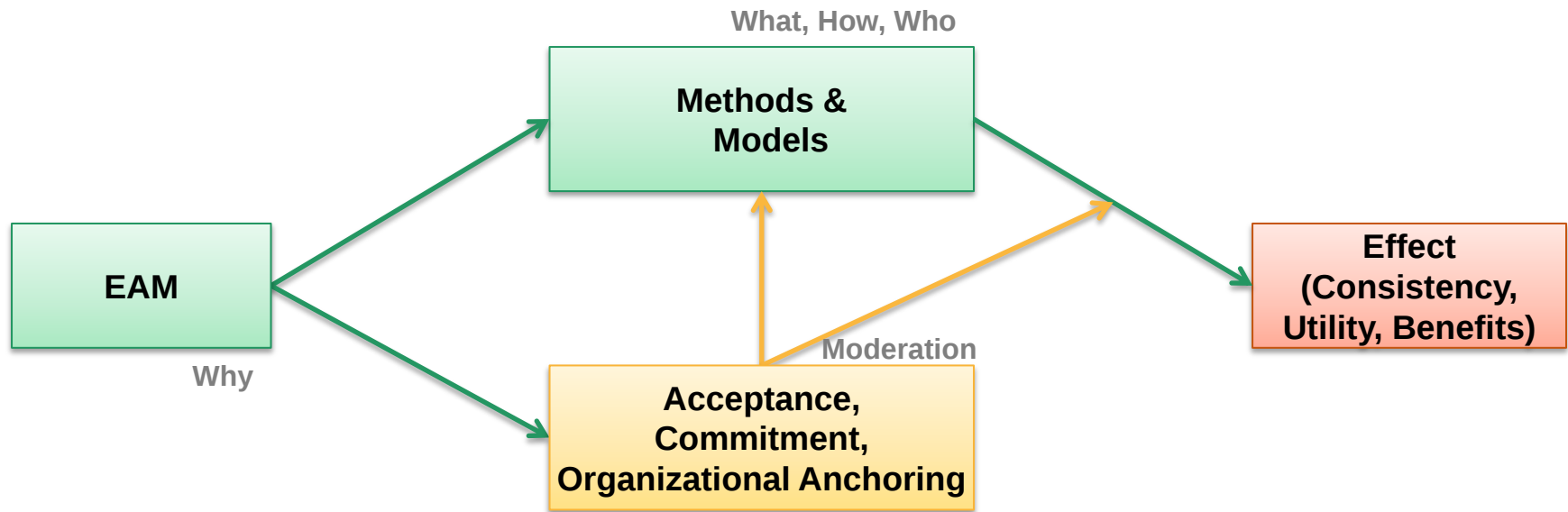
Evolution paths for EAM

Maturity and Differentiation



What is the challenge for organizations in cluster A?

Do we have a lack of methods and models?



EAM approaches do not only have to be **methodically sound**, but, in order to be adopted successfully, they also need to **respect an organization's context**.

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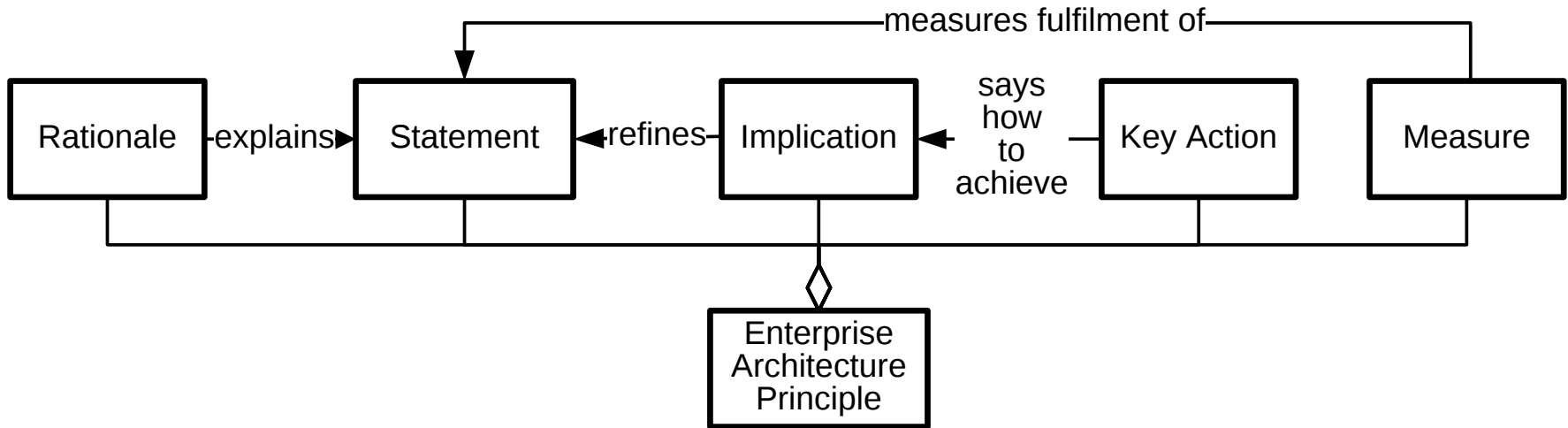
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Praktisch: Was machen wir daraus?

Example 1: Organizational Culture and EA Principles

EA Principle (EAP)



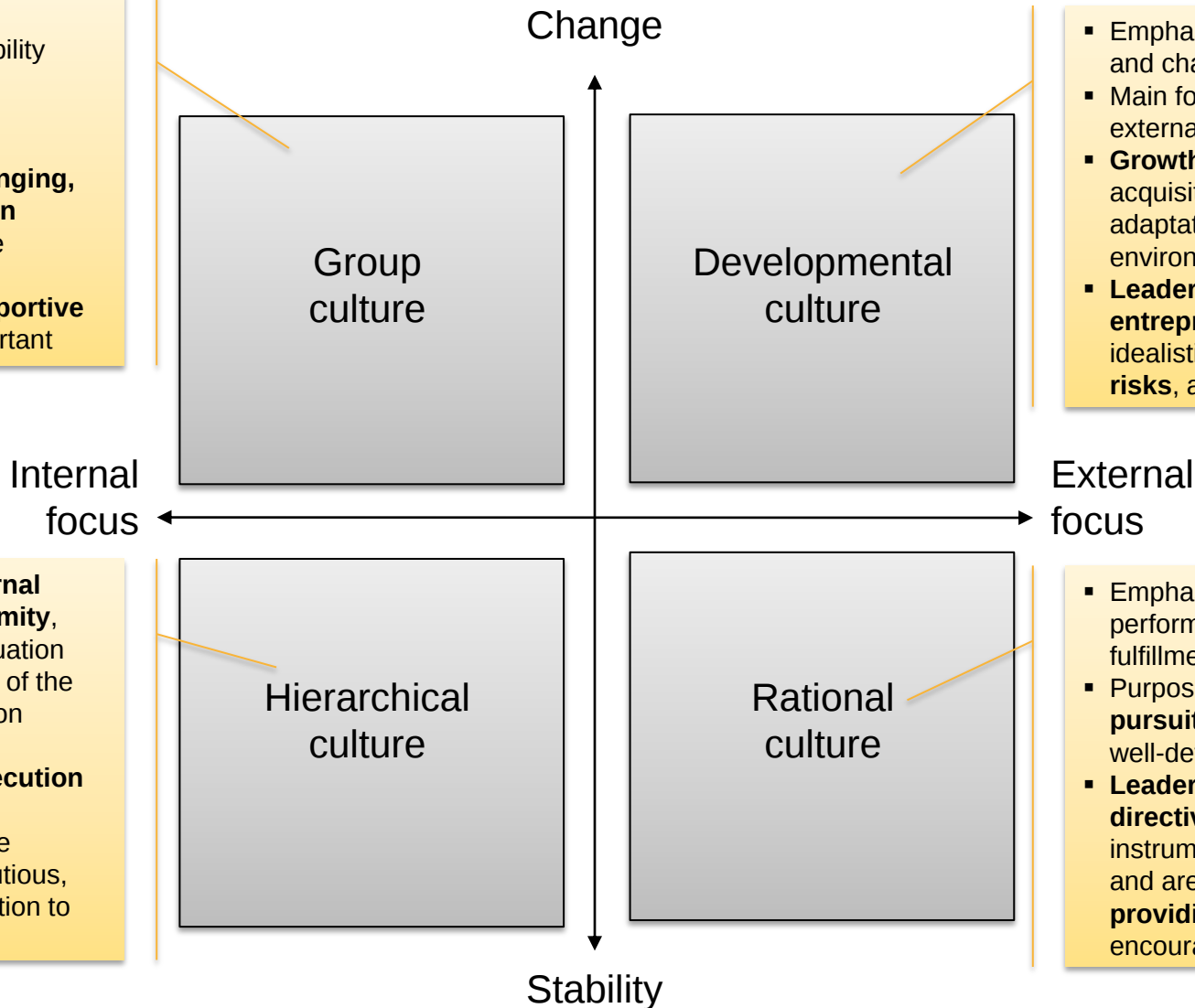
An **EA Principle**

- guides the evolution of a current EA to a future EA
- aiming at the consistent development of EA
- **by restricting stakeholders' design freedom.**

Measuring Organizational Culture

Competing Values Modell

- **Human relations**
- Emphasis on **flexibility**
- Main purpose: **maintenance of organization**
- Core values: **belonging, trust, participation**
- Leaders tend to be **participative, considerate, supportive**
- Teamwork is important

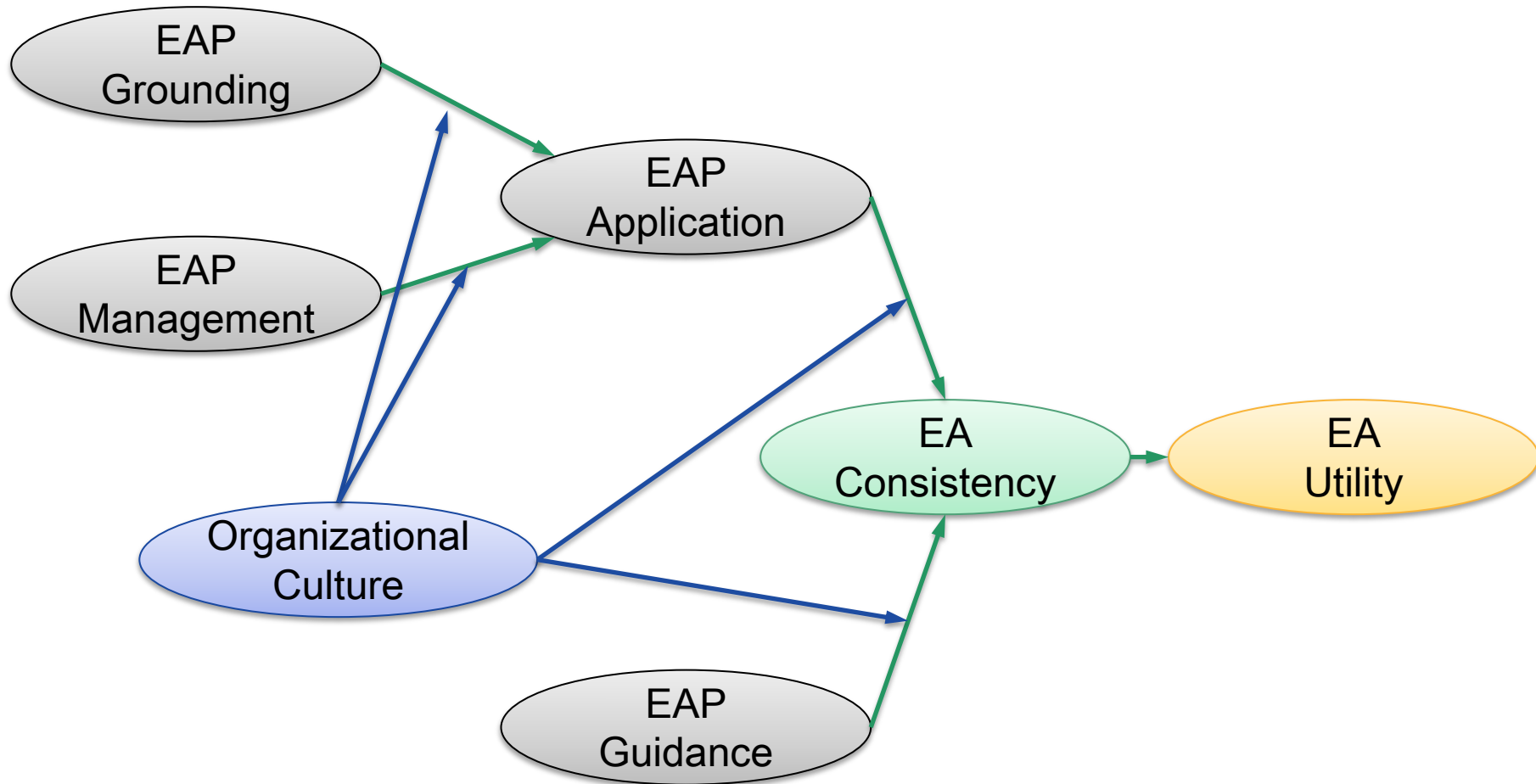


- Emphasis on **flexibility** and change
- Main focus is on the external environment
- **Growth**, resource acquisition, **creativity**, and adaptation to the external environment are important
- **Leaders** tend to be **entrepreneurial** and idealistic, **willing to take risks**, and future-oriented

- Emphasis on **internal efficiency, uniformity**, coordination, evaluation
- Focus on the logic of the internal organization
- stability
- Main purpose: **execution of regulations**
- **Leaders** tend to be **conservative**, cautious, paying close attention to technical matters

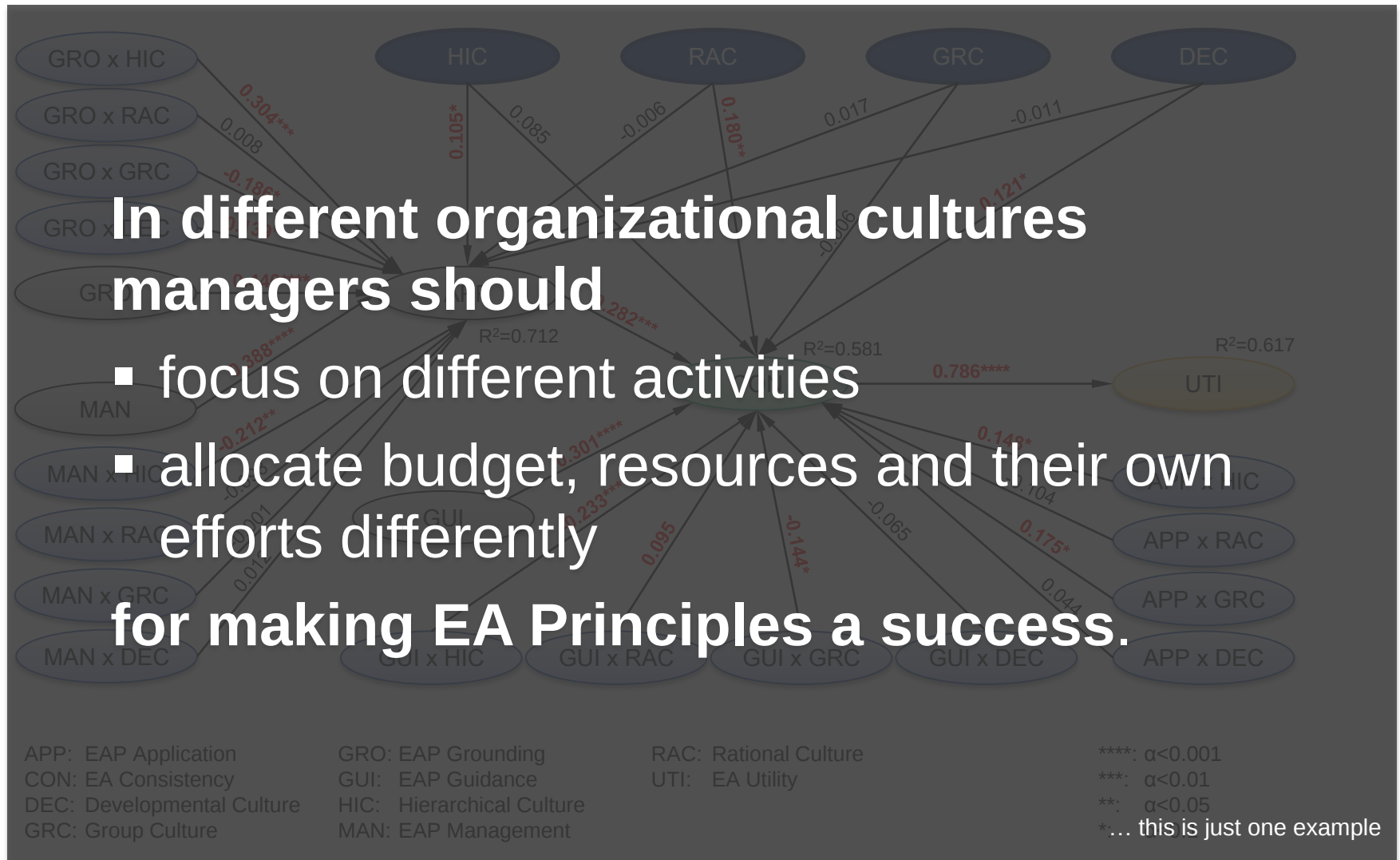
- Emphasis on **productivity**, performance, goal fulfillment
- Purpose of organization: **pursuit and attainment of well-defined objectives**
- **Leaders** tend to be **directive, goal oriented**, instrumental, functional, and are **constantly providing structure** and encouraging productivity

EA Principles and Organizational Culture



Results of our Empirical Study

EA Principles and Organizational Culture



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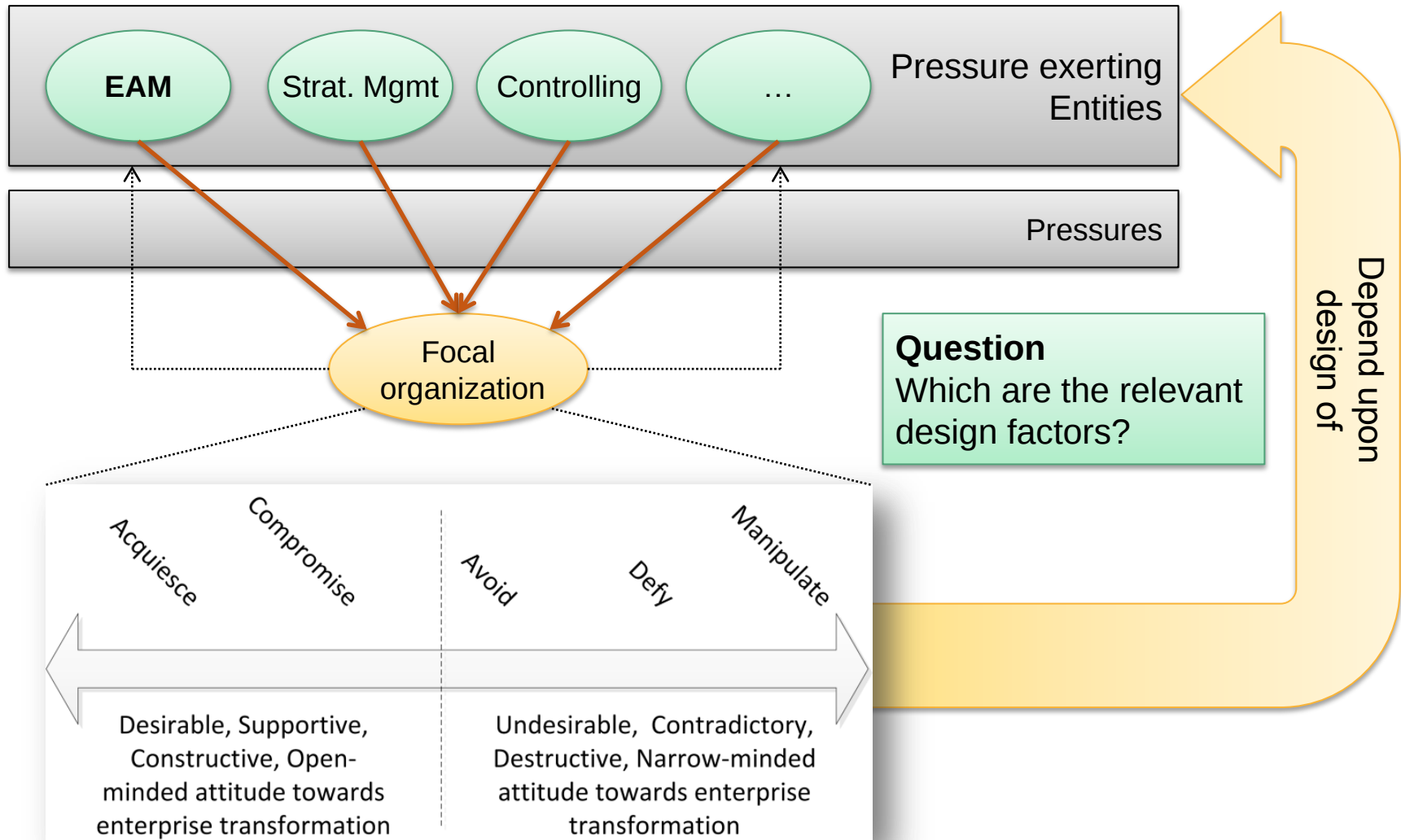
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Example 2: An institutional perspective on EAM

EAM imposes pressures to an Organization



Generic Analysis Framework

Predictive Factors and Responses

Predictive Factor	Strategic Responses				
	Acquiesce	Compromise	Avoid	Defy	Manipulate
Cause	Why are organizational units pressured to conform to rules or expectations?				
Legitimacy	High	Low	Low	Low	Low
Efficiency	High	Low	Low	Low	Low
Constituents	Who is exerting pressures?				
Multiplicity	Low	High	High	High	High
Dependence	High	High	Moderate	Low	Low
Content	To what norms and requirements are organizational units pressured to conform?				
Consistency	High	Moderate	Moderate	Low	Low
Constraint	Low	Moderate	High	High	High
Control	How or by what means are the pressures being exerted?				
Coercion	High	Moderate	Moderate	Low	Low
Diffusion	High	High	Moderate	Low	Low
Context	What is the organizational context within which pressures are being exerted?				
Uncertainty	High	High	High	Low	Low
Interconnectedness	High	High	Moderate	Low	Low

Predictive Factors for EAM Acceptance (1)

EAM factor	Specification
Cause	The cause, i.e. why stakeholders should participate in EAM at all
Legitimacy	Will stakeholders gain social fitness when supporting EAM? Support of EAM should be - Encouraged/appreciated/acknowledged by top management; - Associated and communicated with positive attributes (e.g. innovative, complexity-reducing) - Fostered through processes and governance (e.g. project clearance, project assessments)
Efficiency/ Utility	Will stakeholders become more efficient when following EA guidelines? Propagate, realize, and demonstrate efficiency gains with respect to - Direct efficiency gains (e.g. faster decision making, faster information gathering) - Indirect efficiency gains (e.g. sustainable project results, implementation quality, long-term support) - Use of available infrastructure/knowledge (e.g. information, platforms, hardware, methods, best practices)
Consti- tuents	The challenge of dealing with diverse stakeholders.
Multiplicity	Who (else) exerts pressures on the organization besides the local EAM function? While other pressure exerting entities such as strategic management and controlling cannot be influenced directly, EAM should - Try to align with these other management functions. - Align and coordinate different EAM units (group vs. division, business vs. IT)
Grounding of EAM	How should or can EAM be anchored within the organization. This takes place on multiple dimensions: - Anchoring and support from the side of affected stakeholders - Strategic importance ascribed to EAM - Position in the hierarchy - Level, amount and dedication of top manager(s) behind EAM

Predictive Factors for EAM Acceptance (2)

EAM factor	Specification
Content	This factor deals with how the actual EA content (e.g. principles) appeals to stakeholders.
Consistency	To which extent are EA guidelines in line with stakeholders' goals? Design implications: - Align with stakeholder goals, i.e. induce the setting of goal systems in a way that EAM goals are supported. - Identify proper measures for contributing to EAM goals.
Creation	How are constraints created such that they may become more commonly accepted. Design implications: - Define and communicate processes for regular reviews of EA content (e.g. principles), propagate participation opportunities. Institutionalize EA creation and participation mechanisms. - Establish appropriate channels based on stakeholder preferences, such as web portal, cross-functional meetings, etc.
Facilitators	Facilitators for introducing EAM.
Diffusion	Unless the enterprise is governed strongly hierarchically and top management pushes EAM personally, the adoption of EAM principles will be based on (voluntary) diffusion. Design implications: - “Do good and talk about it”, i.e. provide good showcases and success stories to motivate participation and diffusion. Use appropriate communication channels and marketing mechanisms and educate stakeholders in EAM. A communication plan and process should be defined accordingly.
Trust	Do stakeholders trust the means of the EAM approach and the enterprise architects' capabilities? Design implications: - Proof means and capabilities where possible - Leverage personal relationships - Undertake trust-building activities (e.g. exchange of staff between business units and IT) - Be reliable but not dogmatic in EAM application

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Was machen wir daraus?

Warum EAM kein Nischenprodukt sein kann und was es ausser guten Modellen und Methoden braucht?

Mature an actively planning and designing EAM

A

- EA planning
- EA roadmaps
- EA principles
- Customer/strategy/business perspective
- Value documentation/communication

Corporate Intelligence as strategic decision support

B

- Integration of disciplines
- De/centralization of disciplines
- Legitimization in business and IT
- Heterogeneity of stakeholders
- Organizational anchoring

Early-warning system and lean EAM

C

- Environmental scanning
- Fast tracking of projects

Es reicht nicht leitungsfähige Werkzeug zu haben, es muss auch attraktiv sein, diese zu benutzen – und das heisst leider in (fast) jedem Unternehmen etwas anderes.

Wie können Sie mitmachen?

- Sie haben heute schon mitgemacht und unseren **Fragebogen** ausgefüllt – danke!
- Sie können uns Ihren Fall „erklären“ – in **Fallstudieninterviews** oder auch als **AWF-Referent** oder in **AWF-Workshops** – danke!
- Sie können aktiv mit uns und den Partnern im CC CI arbeiten.



Competence Center Corporate Intelligence



Bundesagentur für Arbeit



Swiss Re



Institut für Wirtschaftsinformatik

+ Gäste



Universität St.Gallen

- Oder einfach mit uns in Kontakt bleiben, z.B. via



Vielen Dank!

Institut für Wirtschaftsinformatik



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