

Institut für Wirtschaftsinformatik

Universität St.Gallen

Jenseits von Architekturframeworks

Was sollte eine Organisation mitbringen, um EAM verkraften zu können?

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Competence Center Corporate Intelligence

AACSB ACCREDITED

EFMD EQUIS ACCREDITED

Background

University of St.Gallen (HSG)

- St.Gallen: “Switzerland's prestigious business school” (Business Week)
- 7100+ Students
- Focus: Management, Technology and Law
- Consistent top-ten rankings among Europe’s top universities
- First continental European university to be accredited from top European as well as top US accreditation bodies (since 2003)



Picture: HSG main building

The Network

Institute of Information Management (IWI-HSG)

IWI-HSG provides an extensive network based on their research program, executive education, and their community events.

Research Program

- Competence Center Corporate Intelligence
- HNE Health Network Engineering
- ENE sourcing competence center 3
- Independent Living
- CDQ Corporate Data Quality
- IIM

Executive Education

- Executive Master of Business Engineering
- IT Business Management
- Individual Programs (e.g. DQM, EAM, BE-Methods)

Events & Community

- AWF St. Galler Anwenderforum
- DW2012
- Business Engineering Forum

Picture: HSG executive campus

Background

EAM, Transformation and Intelligence Group

What

Enterprise Architecture Management	▪ Modeling ▪ Analyses ▪ Planning	▪ Stakeholder Management ▪ Communication ▪ Governance and Structure	▪ Tools ▪ Implementation ▪ Measurement
Enterprise Transformation Management	▪ Principles ▪ Value of Infrastructure	▪ Coordination of Transformation from an Architecture Perspective	▪ Models ▪ Methods ▪ Tools

Who

Barmenia Versicherungen
Institute of Information Management
University of St.Gallen
UBS
Swiss Re
IBM
finanz informatik
Helsana
CREDIT SUISSE
RWE
COMMERZBANK
AXA winterthur FINANCIAL PROTECTION
EnBW
Bundesagentur für Arbeit

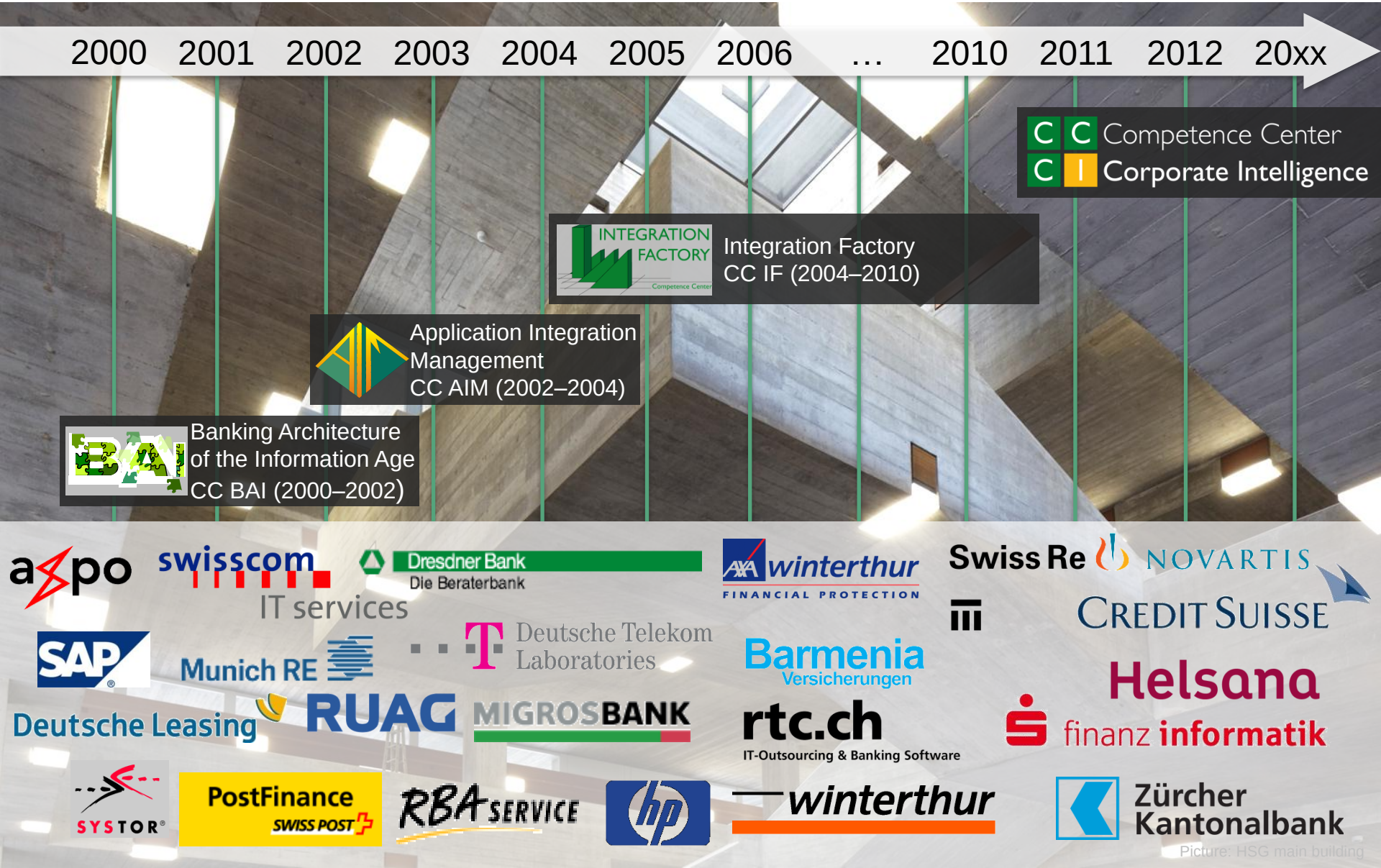
How

Bilateral	Exclusive Community	Public Community
▪ Projects ▪ Studies and Reviews ▪ Internal Workshops ▪ Trainings ▪ Publications	▪ Competence Center Workshops ▪ Benchmarking ▪ Exchange of Best Practices	▪ Conferences (St.Galler Anwenderforum, DW2012, BE Forum) ▪ Research Events

Picture: HSG central institute's building

Development of Enterprise Architecture Research @ IWI-HSG

More than Ten Years of Experience



Picture: HSG main building

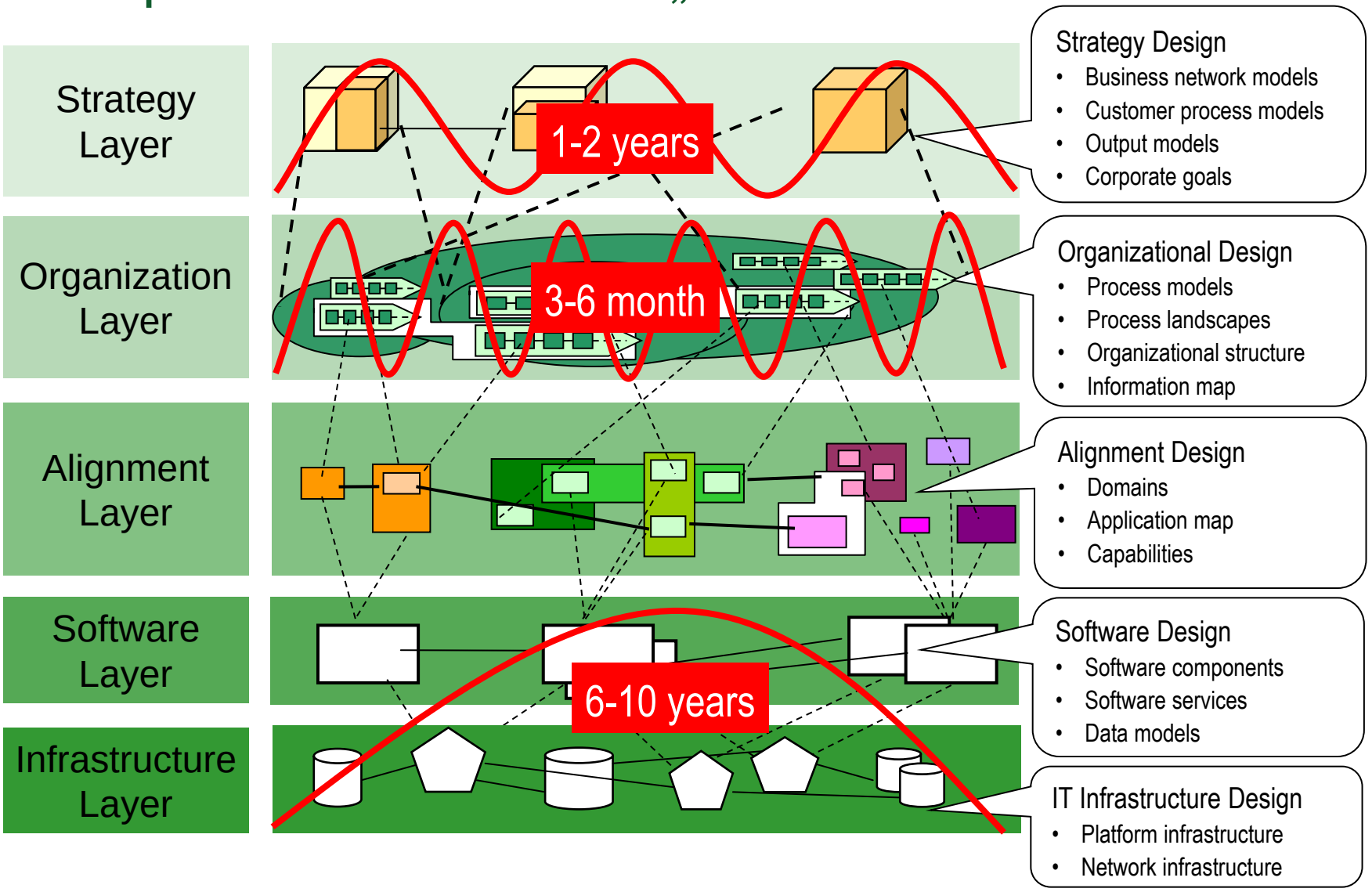
Agenda

1. We have come a long way
2. Where we (and maybe you) are now
3. What we should do
4. Going from here

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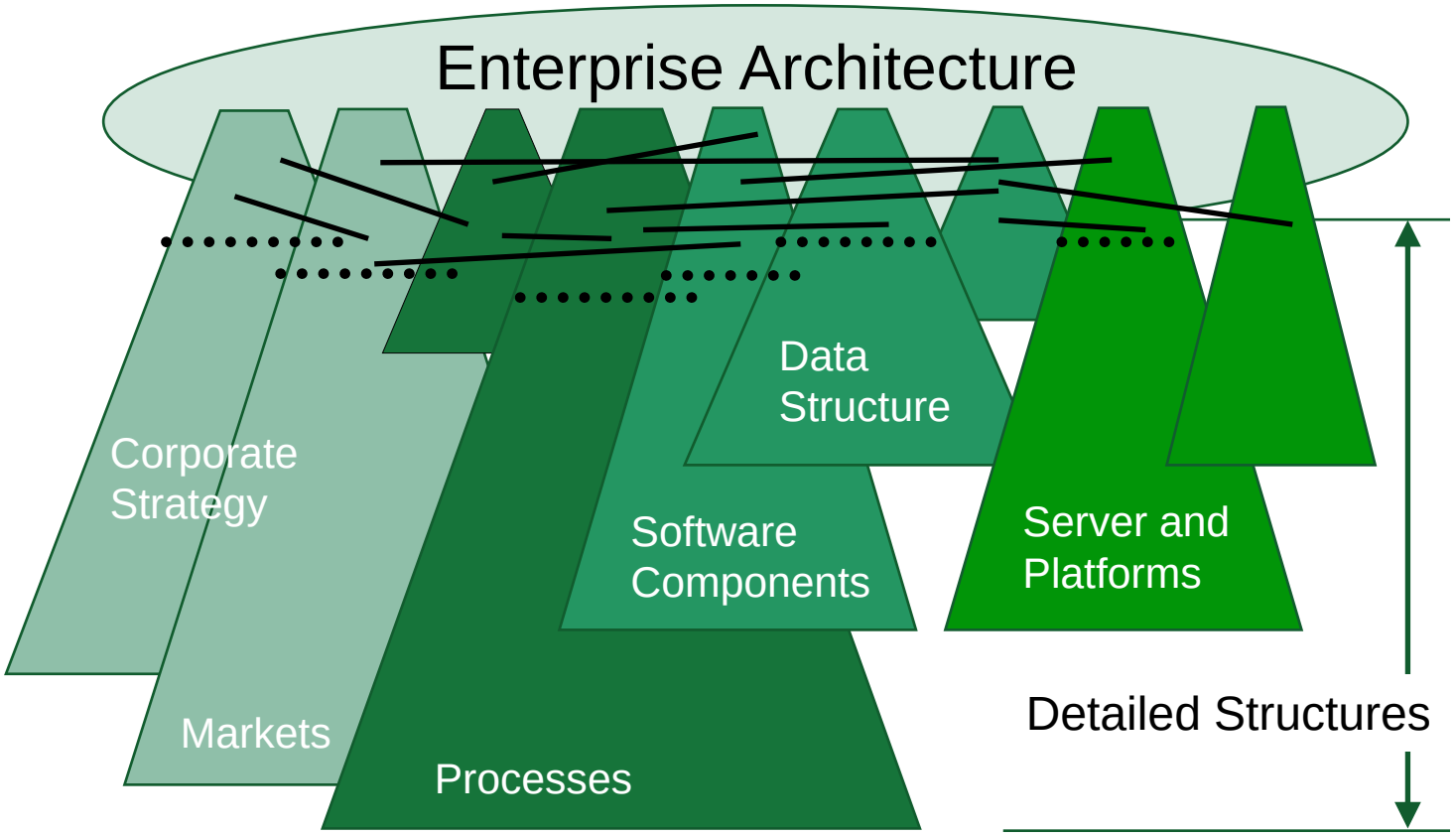
St. Gallen's Enterprise Architecture Approach (1)

Enterprise Architecture is „Business-to-IT“



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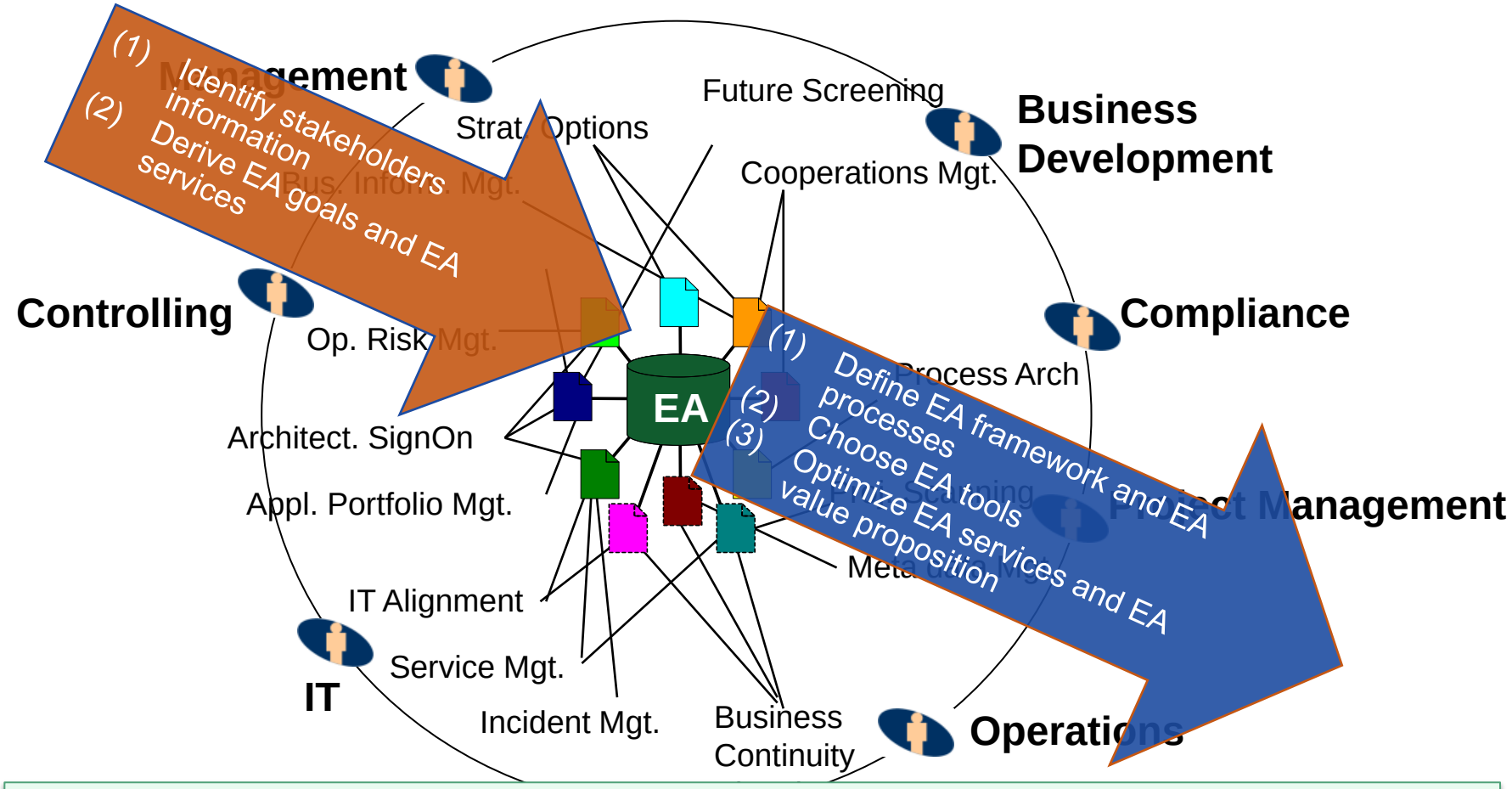
Enterprise Architecture is broad – not deep



- Enterprise Architecture needs to explicate the dependencies within the "Business-to-IT" stack.
- Do be sustainable you must not get lost in details.

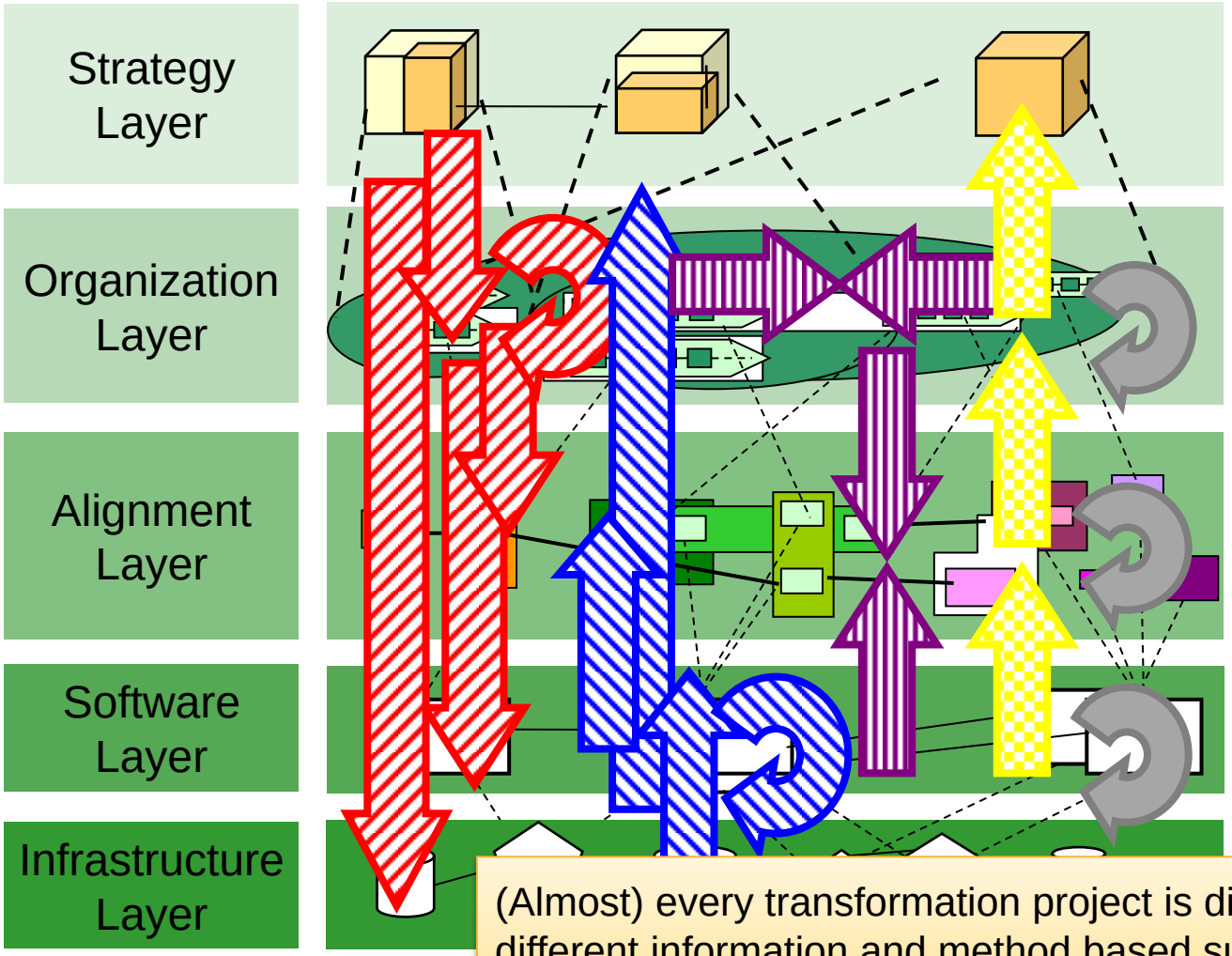
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Enterprise Architecture is Stakeholder Oriented



- „Outside-in" is the exhaustive but sustainable way (because it is participative).
- It supports spot-on (as opposed to arbitrary) transparency.

Enterprise Architecture is a Tool for Transformation



(Almost) every transformation project is different and requires different information and method based support. EA delivers well-grounded coordination and decision support.

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From our experience: transparency is the ultimate foundation of agility

EAM needs an explicit goal system by all means

Agility and flexibility are the ultimate goals – however, the is some homework to be prepared.

Agility and Innovation

Preparation for future, not yet specifiable transformation needs

Flexibility

Improve adaptability to known and specifiable adaptation needs

The core of EAM

Consistency creation and maintenance

Coordination of transformations that are aligned to common goals and do not just happen by “accident”.

Simplification, Consolidation

Build fine-grained, reusable functionalities

Goal: reuse of functionalities

Transparency

Update and complement old, fragmentary, inconsistent documentation

Goal: Assess misalignment, missing coverage of functional demands, unnecessary IT functionalities.

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Result of a Competence Center Workshop (… at Lago Maggiore)

EAM Services and its Method Support

Transparency	Planning	Rules	Communication	Implementation
Meta Model	Target Model	Principles (Standards, Guidelines, etc.)	Marketing/Sales	Project Reviews
Models (Application Landscapes, Domain Models, Lists etc.)	Roadmap	Methods	Training (internal, external, of Architects, of Non-Architects)	Project Support (Inhouse Consulting, “Special Forces” etc.)
Specific Analyses (Dependency Analyses etc.)	Transformation plans (Projects, Project portfolio etc.)	Governance Structures	Know-how-Mgmt. (Best Practices, Methods)	Projekt Controlling
KPIs	Stakeholder and Requirements Coordination			

Feasible and tested **methods** are **available**. It is important not to get lost in details.	This is **a tricky one** and not for beginners.	Many believe that principles can be dealt with just along the way – however, this is hardly sustainable.	Seems to be laborious but the **impact** especially with non-architects is **terrific**.	If you do not want to stay passive – **this is the only way to go** – otherwise just leave EAM be.

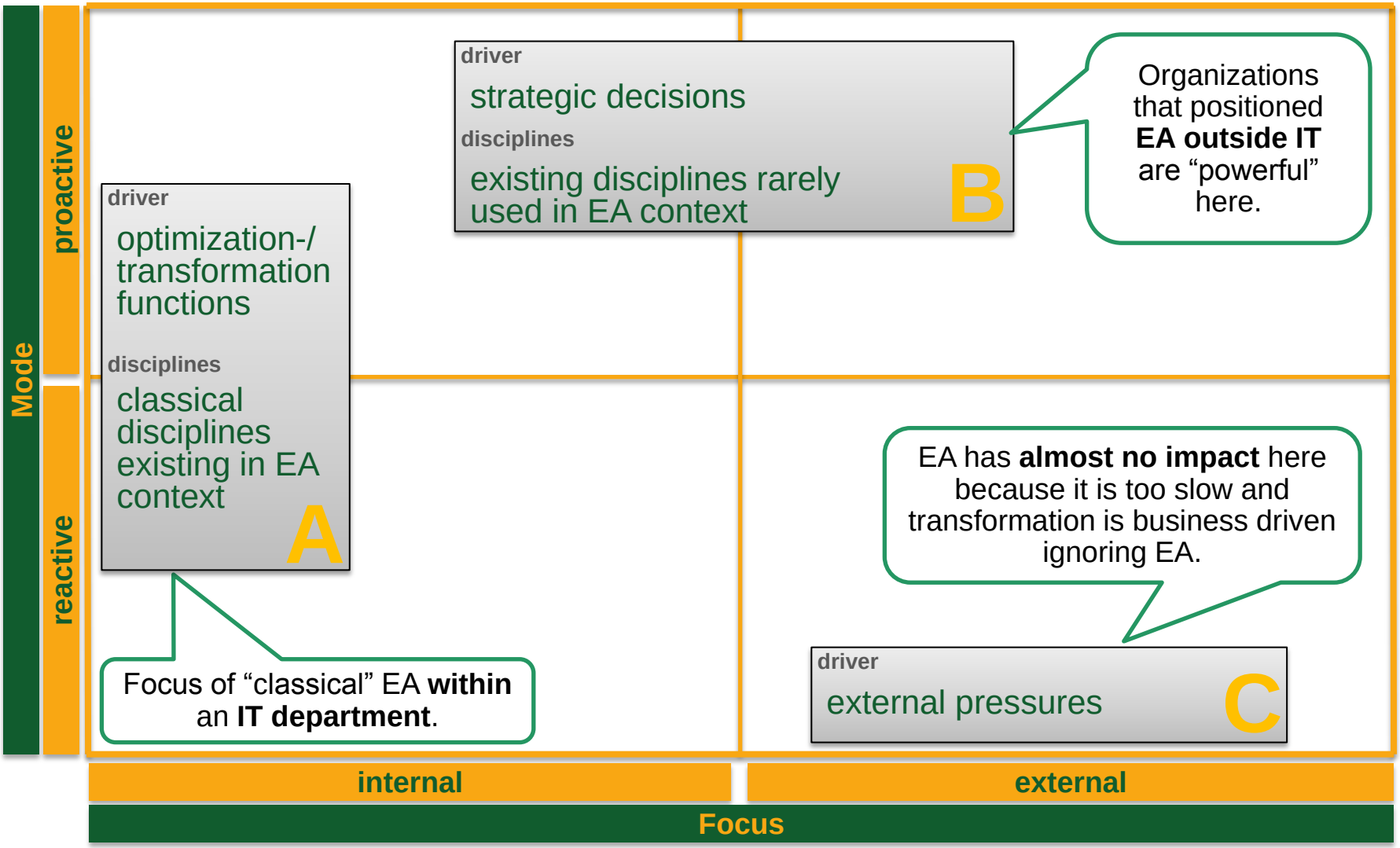
Picture: Lago ;Maggiore

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Positioning of Transformation Topics

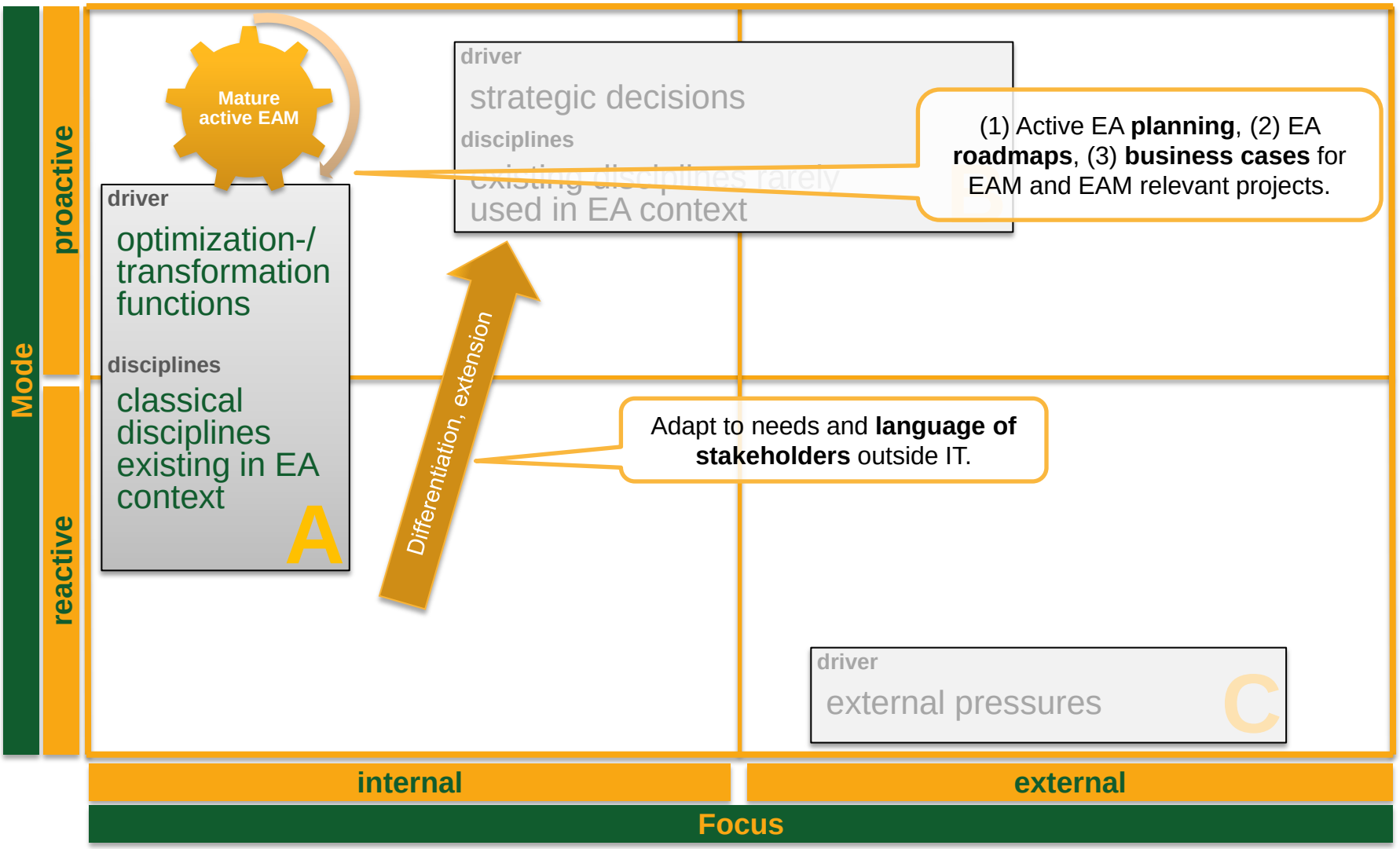


Agenda

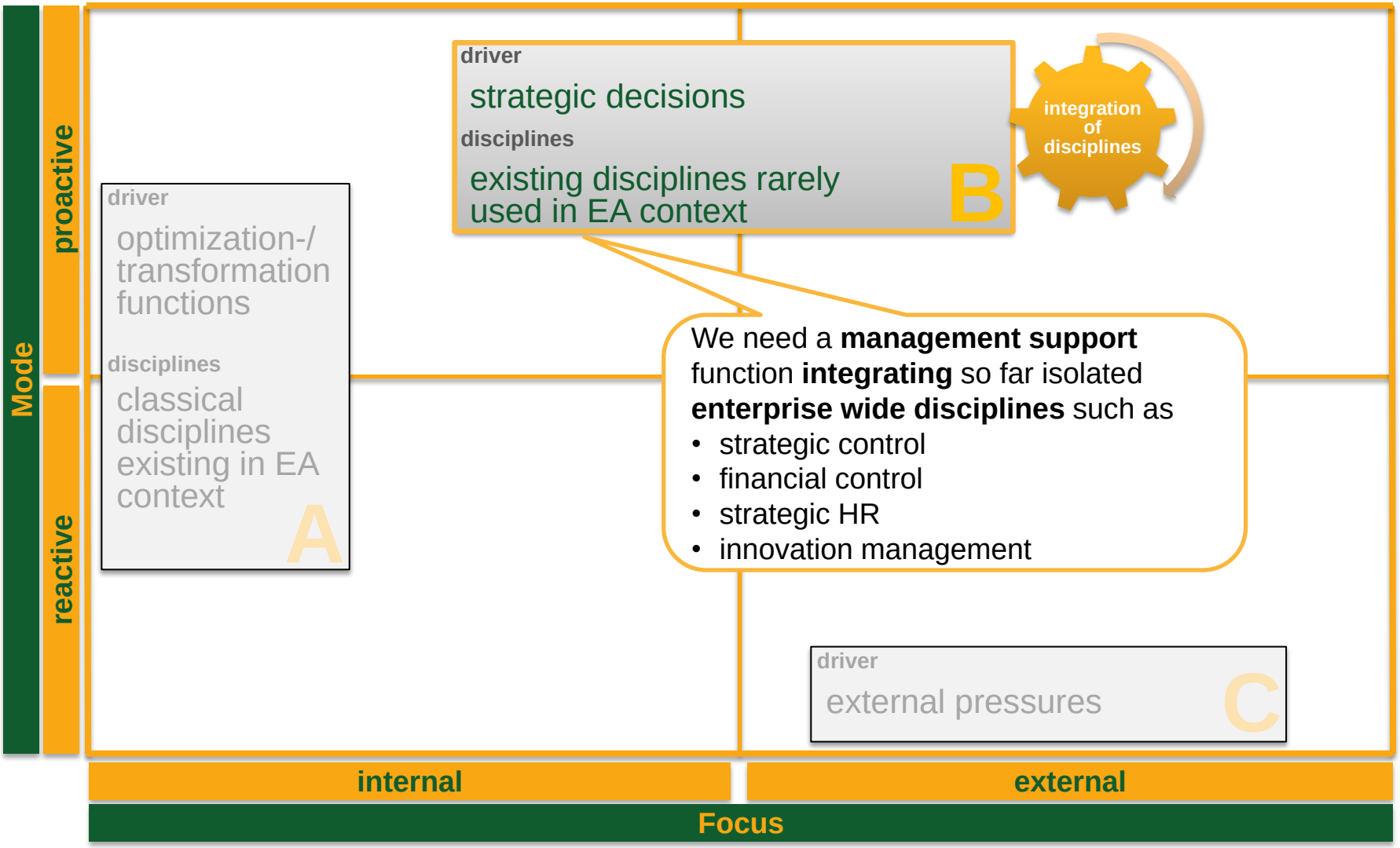
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Evolution paths for EAM

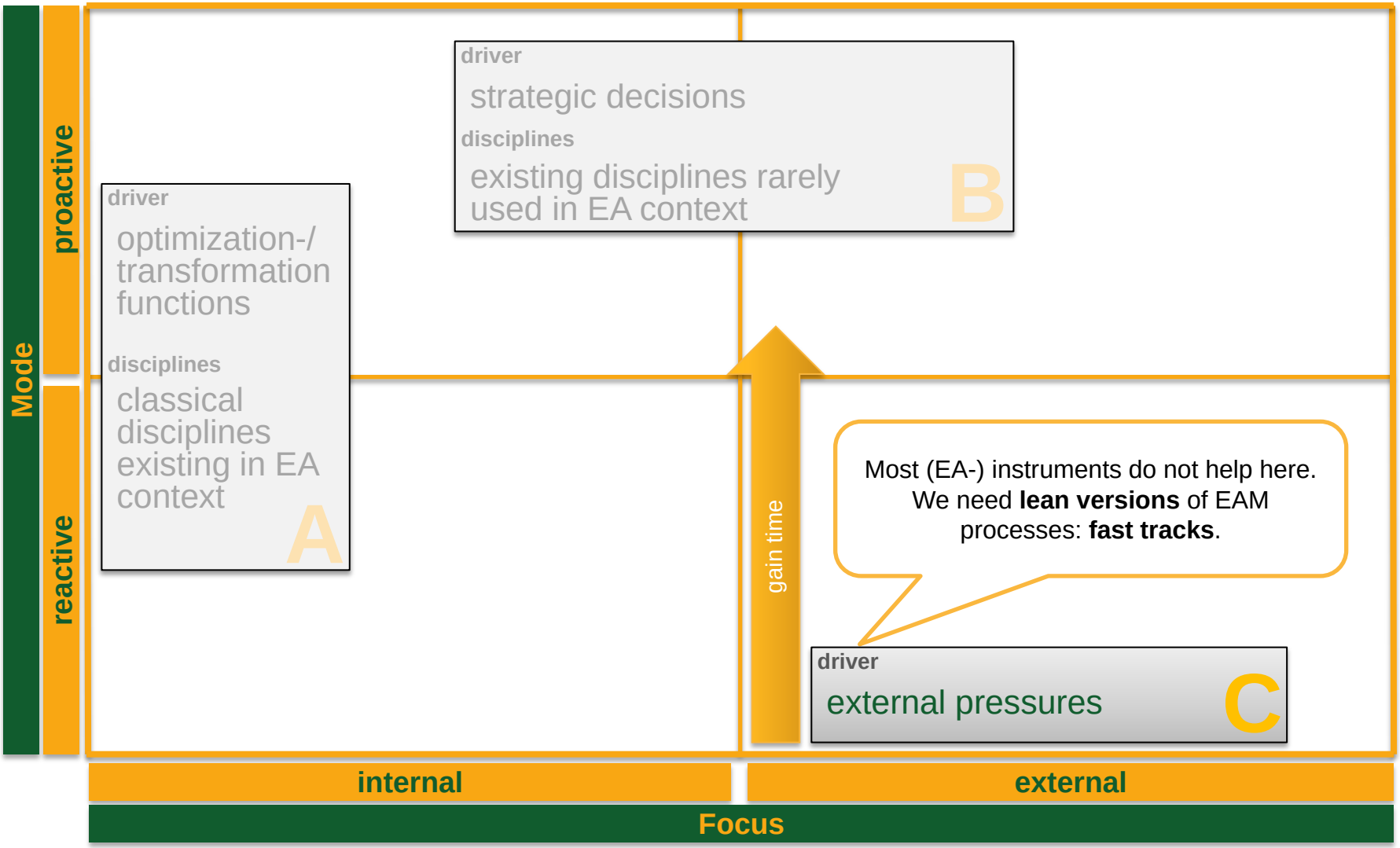
Maturity and Differentiation



EAM as decision support, integrating disciplines



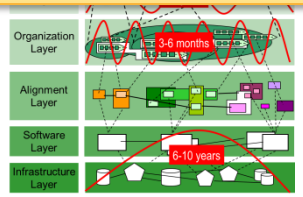
Missing instruments or existing instruments too slow



Why is context so important and so difficult to describe?

What should be done in the organization?

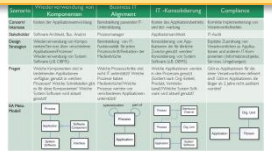
Conceptualizations



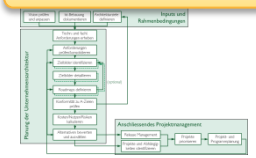
Stakeholder Analysis



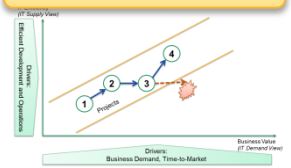
Meta Modeling



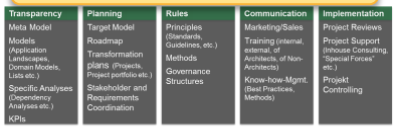
Planning



Principles



Services



EAM

What is it?

Methods, Models and Tools

Who, How?

Acceptance and Anchoring

In which contexts?

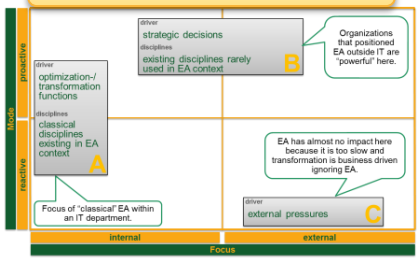
Effect

Why?

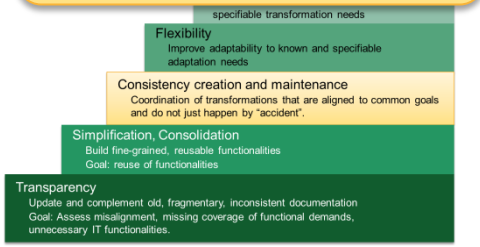
Consistency (technology, data, processes etc.)

Utility (run/change costs, flexibility, risk, rate of innovation etc.)

EAM Types







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How to prepare the Organization for EAM? (1)

Cause
Why should stakeholders participate in EAM at all?

Legitimacy	Will stakeholders gain social fitness when supporting EAM?
Efficiency & Utility	Will stakeholders become more efficient when following EA guidelines?

Constituents
The challenge of dealing with diverse stakeholders.

Multiplicity	Who (else) exerts pressures on the organization besides the EAM function?
Grounding of EAM	Is EAM anchored within the organization's values?

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How to prepare the Organization for EAM? (2)

Content
How does EA content appeal to stakeholders?

Consistency	Are EA guidelines in line with stakeholders' goals?
Creation	How are constraints created so that they may become more commonly accepted?

Facilitators
By which means is the establishment of EAM supported?

Diffusion	Unless there is a strong hierarchy and top management pressure, EAM adoption is based on (voluntary) diffusion.
Trust	Do stakeholders trust the means of the EAM approach and the enterprise architects' capabilities?

Implications for Architects

Do's and Don'ts

Do's

- Make sure to understand the organization's (sub) **culture**(s).
- Perform continuous **sense making** according to the organization's **values** and beliefs.
- If you want to achieve consistency in EA, **provide consistency** in managing people.
- You will restrict peoples design freedom but you should also provide **input and feedback channels**.
- **Review** your **EAM approach** and operations regularly.
- Implement a smart balance between **the carrot and the stick**.

Don'ts

- Don't be **dogmatic**.
- Don't try to **leverage every synergy** – it won't pay off (e.g. in a divisional organization).
- Don't **treat everyone the same** – because they are not.
- Don't try to **be THE ARCHITECT** – because the word is spreat by the non-architects.
- Don't try to **achieve a full blown EAM in the first step** – there are reasons for the existence of maturity models.
- In the long run don't build on **either the carrot or the stick** – it won't work.

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How we will go on

Our CC CI Community sees five Areas of Activity

Rolls, Skills and Communication

Which roles and skills are required to support enterprise transformation from an enterprise architecture perspective? How to improve EA communication towards the relevant stakeholders?

Steering and Governance Processes

Which steering and governance processes and structures are necessary to support a coordinated transformation?

Planning and Requirements Management

How can EAM support strategic and operational planning? How can EAM moderate and coordinate requirements management?

Organizational Culture

How does organizational culture influence EAM and transformation as a context factor and a design factor?

Solution Areas

In which situations do we opt for “Classical IT based EAM”, “Strategic EAM” or “Lean EAM?”

Thank You!

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