Jenseits von Architekturframeworks

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

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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)
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 Master Network Engineering
- Independent Living
- sourcing competence center 3
- 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 Sc. Galler Anwenderforum
- DW2012 Business Engineering Forum
Background

EAM, Transformation and Intelligence Group

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<th>What</th>
<th>Enterprise Architecture Management</th>
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<td>Modeling</td>
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<thead>
<tr>
<th>What</th>
<th>Enterprise Transformation Management</th>
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<td>Principles</td>
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<td>Value of Infrastructure</td>
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<td>Coordination of Transformation from an Architecture Perspective</td>
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<td>Models</td>
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<th>Who</th>
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<td>Bundesagentur für Arbeit</td>
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<td>Projects</td>
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<th>How</th>
<th>Exclusive Community</th>
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<td>Competence Center Workshops</td>
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<td>Benchmarking</td>
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<td>Exchange of Best Practices</td>
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<th>How</th>
<th>Public Community</th>
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<tr>
<td></td>
<td>Conferences (St.Galler Anwenderforum, DW2012, BE Forum)</td>
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<td>Research Events</td>
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</table>
Development of Enterprise Architecture Research @ IWI-HSG
More than Ten Years of Experience


Application Integration Management

Integration Factory
CC IF (2004–2010)

Banking Architecture of the Information Age


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
St. Gallen’s Enterprise Architecture Approach (1)

Enterprise Architecture is „Business-to-IT“

<table>
<thead>
<tr>
<th>Strategy Layer</th>
<th>1-2 years</th>
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<tr>
<td>Organization Layer</td>
<td>3-6 month</td>
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<tr>
<td>Alignment Layer</td>
<td>6-10 years</td>
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<tr>
<td>Software Layer</td>
<td>IT Infrastructure Design</td>
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<tr>
<td>Infrastructure Layer</td>
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</table>

- **Strategy Design**
  - Business network models
  - Customer process models
  - Output models
  - Corporate goals

- **Organizational Design**
  - Process models
  - Process landscapes
  - Organizational structure
  - Information map

- **Alignment Design**
  - Domains
  - Application map
  - Capabilities

- **Software Design**
  - Software components
  - Software services
  - Data models

- **IT Infrastructure Design**
  - Platform infrastructure
  - Network infrastructure
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.
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

(A) almost every transformation project is different and requires different information and method based support. EA delivers well-grounded coordination and decision support.
From our experience: transparency is the ultimate foundation of agility. EAM needs an explicit goal system by all means.

Agility and Innovation
Preparation for future, not yet specifiable transformation needs

Flexibility
Improve adaptability to known and specifiable adaptation needs

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.

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

EAM Services and its Method Support

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

1. We have come a long way
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Drivers and Disciplines of Transformation

Positioning of Transformation Topics

- **A**: Focus of "classical" EA within an IT department.
- **B**: Organizations that positioned EA outside IT are "powerful" here. EA has almost no impact because it is too slow and transformation is business driven ignoring EA.
- **C**: External pressures

**Key Points**
- **Drivers**:
  - Optimization-/transformation functions
  - Strategic decisions
  - External pressures

**Disciplines**
- Classical disciplines existing in EA context
- Existing disciplines rarely used in EA context
Agenda

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Evolution paths for EAM

Maturity and Differentiation

Mode

- proactive
- reactive

Focus

- internal
- external

Mature active EAM

Driver

- optimization-/transformation functions

Disciplines

- classical disciplines existing in EA context

Focus

Evolution paths for EAM

(1) Active EA planning, (2) EA roadmaps, (3) business cases for EAM and EAM relevant projects.

Adapt to needs and language of stakeholders outside IT.

Driver

- external pressures

Disciplines

- existing disciplines rarely used in EA context

Driver

- strategic decisions

Focus

- proactive

- reactive
Strategic EAM

EAM as decision support, integrating disciplines

We need a management support function integrating so far isolated enterprise wide disciplines such as:
- strategic control
- financial control
- strategic HR
- innovation management

Driver:
- external pressures

Focus:
- internal
- external

Mode:
- proactive
- reactive

Driver:
- optimization-/ transformation functions
disciplines
- existing disciplines rarely used in EA context
Lean EAM
Missing instruments or existing instruments too slow

Most (EA-) instruments do not help here. We need **lean versions** of EAM processes: **fast tracks**.
Why is context so important and so difficult to describe? What should be done in the organization?

- Conceptualizations
- Stakeholder Analysis
- Meta Modeling
- Planning
- Principles

Methods, Models and Tools

Acceptance and Anchoring

Effect

Utility

Consistency

EAM

What is it?

EAM Types

In which contexts?

Who, How?

Why?
Lessons from Institutional Theory

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?
Lessons from Institutional Theory

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

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<th>Do’s</th>
<th>Don’ts</th>
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<tr>
<td>• Make sure to understand the organization’s (sub) <strong>culture(s)</strong>.</td>
<td>• Don’t be <strong>dogmatic</strong>.</td>
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<tr>
<td>• Perform continuous <strong>sense making</strong> according to the organization’s <strong>values</strong> and beliefs.</td>
<td>• Don’t try to <strong>leverage every synergy</strong> – it won’t pay off (e.g. in a divisional organization).</td>
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<tr>
<td>• If you want to achieve consistency in EA, <strong>provide consistency</strong> in managing people.</td>
<td>• Don’t <strong>treat everyone the same</strong> – because they are not.</td>
</tr>
<tr>
<td>• You will restrict peoples design freedom but you should also provide <strong>input and feedback channels</strong>.</td>
<td>• Don’t try to <strong>be THE ARCHITECT</strong> – because the word is spread by the non-architects.</td>
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<tr>
<td>• <strong>Review</strong> your <strong>EAM approach</strong> and operations regularly.</td>
<td>• Don’t try to <strong>achieve a full blown EAM in the first step</strong> – there are reasons for the existence of maturity models.</td>
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<tr>
<td>• Implement a smart balance between <strong>the carrot and the stick</strong>.</td>
<td>• In the long run don’t build on <strong>either the carrot or the stick</strong> – it won’t work.</td>
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</table>
Agenda

1. We have come a long way
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How we will go on
Our CC CI Community sees five Areas of Activity

<table>
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<tr>
<th>Rolls, Skills and Communication</th>
<th>Which roles and skills are required to support enterprise transformation from an enterprise architecture perspective? How to improve EA communication towards the relevant stakeholders?</th>
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<tbody>
<tr>
<td>Steering and Governance Processes</td>
<td>Which steering and governance processes and structures are necessary to support a coordinated transformation?</td>
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<tr>
<td>Planning and Requirements Management</td>
<td>How can EAM support strategic and operational planning? How can EAM moderate and coordinate requirements management?</td>
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<tr>
<td>Organizational Culture</td>
<td>How does organizational culture influence EAM and transformation as a context factor and a design factor?</td>
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<tr>
<td>Solution Areas</td>
<td>In which situations do we opt for “Classical IT based EAM”, “Strategic EAM” or “Lean EAM?”</td>
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Thank You!

Institute of Information Management

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