Jenseits von Methoden und Modellen
EAM in unterschiedlichen Unternehmenskulturen erfolgreich machen

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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.

<table>
<thead>
<tr>
<th>Research Program</th>
<th>Executive Education</th>
<th>Events &amp; Community</th>
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<tbody>
<tr>
<td>Competence Center</td>
<td>Executive Master of Business Engineering</td>
<td>AWF St. Galler Anwenderforum</td>
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<tr>
<td>Corporate Intelligence</td>
<td>IT Business Management</td>
<td>DW2012</td>
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<tr>
<td>HNE Master Network Engineering</td>
<td>Individual Programs (e.g. DQM, EAM, BE-Methods)</td>
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<td>Independent Living</td>
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<td>sourcing</td>
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<tr>
<td>CDQ Corporate Data Quality</td>
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<td>IIM</td>
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### Background

**EAM, Transformation and Intelligence Group**

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<thead>
<tr>
<th>What</th>
<th>Enterprise Architecture Management</th>
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<tr>
<td></td>
<td>- Modeling</td>
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<td></td>
<td>- Analyses</td>
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<td>- Planning</td>
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<td>- Communication</td>
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<td>- Governance and Structure</td>
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<td>- Tools</td>
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<td>- Implementation</td>
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<td>- Measurement</td>
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<th>Enterprise Transformation Management</th>
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<tr>
<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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<tr>
<td>- Models</td>
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<tr>
<td>- Methods</td>
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<td>- Tools</td>
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<th>Who</th>
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<tr>
<td>Barmenia Versicherungen</td>
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<td>finanz informatik</td>
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<td>University of St. Gallen</td>
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<td>UBS</td>
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<td>Swiss Re</td>
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<td>RWE</td>
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<td>Commerzbank</td>
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<td>Bundesagentur für Arbeit</td>
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<th>How</th>
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<tr>
<td>Bilateral</td>
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<td>- Projects</td>
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<td>- Studies and Reviews</td>
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<td>- Internal Workshops</td>
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<td>- Trainings</td>
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<td>- Publications</td>
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<tr>
<td>Exclusive Community</td>
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<tr>
<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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<tr>
<td>Public Community</td>
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<tr>
<td>- Conferences (St.Galler Anwenderforum, DW2012, BE Forum)</td>
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<tr>
<td>- Research Events</td>
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Development of Enterprise Architecture Research @ IWI-HSG

More than Ten Years of Experience

Banking Architecture of the Information Age

Application Integration Management

Integration Factory
CC IF (2004–2010)

Picture: HSG main building

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Agenda

1. We have come a long way
2. Where we (and maybe you) are now
3. What we should do
St. Gallen’s Enterprise Architecture Approach (1)

Enterprise Architecture is „Business-to-IT“

**Strategy Layer**
- 1-2 years

**Organization Layer**
- 3-6 month

**Alignment Layer**

**Software Layer**
- 6-10 years

**Infrastructure Layer**

**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

1. Identify stakeholders information
2. Derive EA goals and EA services

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

**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>
<thead>
<tr>
<th>Transparency</th>
<th>Planning</th>
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<tbody>
<tr>
<td>Meta Model</td>
<td>Target Model</td>
<td>Principles</td>
<td>Marketing/Sales</td>
<td>Project Reviews</td>
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<tr>
<td>Models (App.</td>
<td>Roadmap</td>
<td>(Standards,</td>
<td>Training (internal,</td>
<td>Project Support</td>
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<tr>
<td>Landscapes,</td>
<td>Transformation plans</td>
<td>Guidelines, etc.)</td>
<td>external, of Architect</td>
<td>(Inhouse Consulting,</td>
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<tr>
<td>Domain Models,</td>
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<td></td>
<td></td>
<td>“Special Forces”</td>
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<tr>
<td>Lists etc.)</td>
<td></td>
<td></td>
<td></td>
<td>etc.)</td>
</tr>
<tr>
<td>Specific Analyses (Dependency Analyses etc.)</td>
<td>Transformation plans (Projects, Project portfolio etc.)</td>
<td>Stakeholder and Requirements Coordination</td>
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<td>KPIs</td>
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<td>Projekt Controlling</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
2. Where we (and maybe you) are now
3. What we should do
Drivers and Disciplines of Transformation

Positioning of Transformation Topics

- **A**
  - Driver: optimization-/transformation functions
  - Disciplines: classical disciplines existing in EA context
  - Focus: Focus of “classical” EA within an IT department.

- **B**
  - Driver: strategic decisions
  - Disciplines: existing disciplines rarely used in EA context
  - Note: Organizations that positioned EA outside IT are “powerful” here.

- **C**
  - Driver: external pressures
  - Note: EA has almost no impact here because it is too slow and transformation is business driven ignoring EA.

Focus
- Internal
- External
Agenda

1. We have come a long way
2. Where we (and maybe you) are now
3. What we should do
Evolution paths for EAM
Maturity and Differentiation

- **Mode**
  - **proactive**
    - **driver**
      - optimization-/transformation functions
    - disciplines
      - classical disciplines existing in EA context
    - **Mature active EAM**
  - **reactive**

- **Focus**
  - **internal**
  - **external**

- **Differentiation, extension**

- **Adapt to needs and language of stakeholders outside IT.**

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

- **Driving disciplines**
  - strategic decisions
  - existing disciplines rarely used in EA context

- **Adapt to needs and existing disciplines**

- **(A)**
  - Driver
  - Optimization-/transformation functions
  - Differentiation, extension

- **(B)**
  - Driver
  - Existing disciplines rarely used in EA context

- **(C)**
  - Driver
  - External pressures
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:
- strategic decisions
- disciplines
- existing disciplines rarely used in EA context

Integration of disciplines

Mode:
- proactive
- reactive

Focus:
- internal
- external

Disciplines:
- optimization/-transformation functions
- classical disciplines existing in EA context

Driver:
- external pressures
Lean EAM
Missing instruments or existing instruments too slow

Mode
proactive
reactive

Focus
internal external

gain time

A
A
B
C

driver
strategic decisions
disciplines
existing disciplines rarely used in EA context

driver
optimization-/transformation functions
disciplines
classical disciplines existing in EA context

driver
external pressures

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

Services
Effect
Consistency (technology, data, processes etc.)
Utility (run/change costs, flexibility, risk, rate of innovation etc.)

Methods, Models and Tools
Acceptance and Anchoring

In which contexts?
Who, How?

EAM
EAM Types

What is it?

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Example: Organizational Culture and EA Principles

EAM Services*

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<tr>
<td>(Application Landscapes, Domain Models, Lists etc.)</td>
<td>Transformation plans (Projects, Project portfolio etc.)</td>
<td>Methods</td>
<td>Know-how-Mgmt. (Best Practices, Methods)</td>
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- **Architecture: ANSI/IEEE Std 1471-2000** (EAM specific adaptation by The Open Group)
  - Fundamental organization of a system,
  - embodied in its components, their relationships to each other and
  - the environment,
  - and the principles governing its design and evolution

... by restricting stakeholders’ design freedom.

*) Results of a focus group at the 20th CC IF Workshop 2010, St.Gallen
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

<table>
<thead>
<tr>
<th>Culture Type</th>
<th>Internal Focus</th>
<th>External Focus</th>
<th>Change</th>
<th>Stability</th>
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</thead>
<tbody>
<tr>
<td>Group culture</td>
<td>Emphasis on internal efficiency, uniformity, coordination, evaluation</td>
<td>Focus on the logic of the internal organization</td>
<td>stability</td>
<td>Main purpose: execution of regulations</td>
</tr>
<tr>
<td>Developmental culture</td>
<td>Emphasis on productivity, performance, goal fulfillment</td>
<td>Purpose of organization: pursuit and attainment of well-defined objectives</td>
<td>Leaders tend to be directive, goal oriented, instrumental, functional, and are constantly providing structure and encouraging productivity</td>
<td></td>
</tr>
<tr>
<td>Hierarchical culture</td>
<td>Leaders tend to be conservative, cautious, paying close attention to technical matters</td>
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<tr>
<td>Rational culture</td>
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Hypotheses

EA Principles and Organizational Culture

- EAP Grounding
- EAP Management
- EAP Application
- EAP Guidance
- Organizational Culture
- EA Consistency
- EA Utility

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Slide 22
In different organizational cultures managers should

- focus on different activities
- allocate budget, resources and their own efforts differently

for making EA Principles a success.

Results of our Empirical Study

**EA Principles and Organizational Culture**

R\(^2\) = 0.712

R\(^2\) = 0.581

R\(^2\) = 0.617

\* \(\alpha < 0.1\)

\** \(\alpha < 0.05\)

\*** \(\alpha < 0.01\)

\**** \(\alpha < 0.001\)

*... this is just one example*
### 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 spread 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.
How we will go on
Our CC CI Community sees five Areas of Activity

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Rolls, Skills and Communication</td>
<td>Which roles and skills are required to support enterprise transformation from an enterprise architecture perspective? How to improve EA communication towards the relevant stakeholders?</td>
</tr>
<tr>
<td>Steering and Governance Processes</td>
<td>Which steering and governance processes and structures are necessary to support a coordinated transformation?</td>
</tr>
<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>
</tr>
<tr>
<td>Organizational Culture</td>
<td>How does organizational culture influence EAM and transformation as a context factor and a design factor?</td>
</tr>
<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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</table>
Thank You!

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