The Success of a Pragmatic Enterprise Architecture Approach **STREAM**

By Jaap Schekkerman
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Jaap is running IFEAD in parallel with his Enterprise Architecture Thought Leader activities for Logica Business Consulting, where he is practicing his Enterprise Architecture knowledge, experience and research.

Jaap is even so a lecturer at the Delft Technical University the Netherlands, responsible for the Enterprise Architecture & Services Orientation part of the Master of IT Management.
Agenda

Part 1: Pragmatic EA Approach STREAM

Part 2: Characteristics of STREAM Approach

Part 3: Conclusions & Recommendations
What are the challenges of today’s Organisations?

How can our STREAM Approach respond to these challenges?
STREAM is Aligning Business & IT

STREAM Alignment
How to manage the EA Practice in a Pragmatic way?

Why to set up an EA practice?
What are the legislative drivers and mandates for using an EA?
What is the Enterprise Life Cycle?
How to define the EA maturity?
How to initiate an EA Program?
How to get buy-in from Top Management?
How to establish management structures?
How to define the appropriate EA Program activities?
How to define the intended goals & objectives?
How to define the scope of EA programs?
How to select & use EA frameworks?
How to analyze the stakeholders & define the related viewpoints?
How to define your guiding principles?
How to define the appropriate EA process?
How to determine the appropriate EA results?
How to select an EA toolset?
How do I create a current or future enterprise architecture?
How to transform from the current to the future EA?
How does the EA process relate to the Budget Planning process?
Who is responsible for enterprise architecture policies?

etc.
How to funnel all these Questions in a Pragmatic Approach

How to Manage the Enterprise Architecture Practice in a Pragmatic way?

- Why to set up an EA practice?
- What are the legislative drivers and mandates for using an EA?
- What is the Enterprise Life Cycle?
- How to define the EA maturity?
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  - How to select an EA toolset?
  - How do I create a current or future enterprise architecture?
  - How to transform from the current to the future EA?
  - How does the EA process relate to the Budget Planning process?
  - How is 'responsible for enterprise architecture policy'?
In the next three to five years, more organisations will aspire to support a **blended approach** to Enterprise Architecture (EA), according to Gartner, Inc.

Gartner analysts predict that 95 per cent of organisations will support **multiple approaches** to EA by 2015.

"Businesses are realising that there is **no one way** to support EA," said Julie Short, research director at Gartner.

Decisions may be heavily influenced by a **business context** and the organisation's **business landscape**, **people** and **politics**, **future state vision** and **experience**. Regardless of the approach, EA must facilitate change.

The key is to create, not the perfect or elegant architecture for the moment, but the **most adaptable** architecture for the future.
Four basic approaches for EA are identified

As Enterprise Architecture practitioners have become more business-focused and organizations have become more hyperconnected, new approaches of managed diversity and middle-out have emerged on the trigger slope of the hype cycle, forming the latest generation of EA.
**Traditional** - In this approach, the EA team engages the organization to facilitate the **EA process**, focused on prescriptive content that serves to guide project decision making consistent with the "master plan" embodied in the architecture. This approach works well in organizations where decision making is largely centralized and are relatively stable in terms of the pace of change. It does not work as well in organizations where decision-making and authority are distributed and where the pace of business change is high.

**Federated** - A federated architecture is focused on defining the **core and common elements** between business areas/units. This approach is well suited to distributed organizations and this is an approach that is often post merger & acquisition or market consolidation to implement a more coordinated strategy. This approach is less effective in highly centralized organizations with a homogeneous business.
**Middle-Out and Managed Diversity**

**Middle-Out** - Middle-out architecture is an approach to EA whereby architects focus on **managing the key dependencies** among those parts of the organization that have the biggest impact on the ability to change. A middle-out approach focuses on architecting interoperability by defining a small but rigidly enforced set of general, stable interface standards, while allowing complete autonomy of decision making for the specific technologies and products that are used within the solutions. This approach is highly suited for organizations and "business ecosystems," where the business units, partners, and suppliers are not under the direct control of a central EA team.

**Managed Diversity** - Managed-diversity Enterprise Architecture is focused on **defining choices or options**. This EA approach is focused on balancing the **need for a set of standards** with the **need for a diversity of solutions** to increase innovation, business growth and competitive advantage in an agile way.
Success of STREAM ‘Managed Diversity’ approach

STREAM Managed-diversity Enterprise Architecture Approach is focusing on **Traceability**, **Pragmatism**, **Rapidity**, **Productivity** and **Relevance**.

This EA approach is focused on balancing the need for a set of **standards** with the need for a diversity of solutions to increase innovation, business growth and competitive advantage and the need to deliver concrete added value in an agile way.
Characteristics of the STREAM EA Approach

Every Enterprise Architecture trajectory based on Logica’s proven ‘Managed Diversity’ approach STREAM shares the following characteristics:

1. The Results must be Traceable ... in order to add value

   Start at the business site and make all choices and decisions traceable to the sources.

2. The Process must be Pragmatic ... in order to add value

   Focus only on those elements that directly contribute to the goals & objectives. Make a difference between EA thinking and EA doing.

3. The Trajectory must be Rapid ... in order to add value

   Most STREAM EA transformation / rationalisation trajectories are delivering their results within a 4 to 5 months timeframe.
Every Enterprise Architecture trajectory based on Logica’s proven ‘Managed Diversity’ approach STREAM shares the following success factors:

4. The **Process** must be **Productive** ... *in order to add value*

STREAM EA transformation / rationalisation trajectories are delivering predefined type of results, related to the goals & objectives.

5. The **Results** must be **Relevant** ... *in order to add value*

STREAM EA transformation / rationalisation / legacy trajectories are always starting at the business site and are delivering significant added value due to the focus to contribute to organisations strategic objectives & direction.

IFEAD’s EA approach STREAM

(Speedy, Traceable, Result-driven, Enterprise Architecture Management)
STREAM

Speedy

Traceable

Result Driven

Enterprise

Architecture / Asset / Agile

Management

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STREAM - Speedy

- Fixed Planning (4-5 months)
- Fixed Delivery Milestones
- Fixed Budget (Value Based Pricing)
STREAM - Traceable

- Proven Structured EA Rationalisation / Transformation Approach
- Traceability to sources & decisions
- Start at the Business, defining the BFM
STREAM – Result-Driven

- Predefined type of EA Results
- Focussing on Added Value
- Alignment with Business Goals, Drivers & Objectives
• Alignment of Business & IT
• Supporting decision making of Management
• Focussing on Landscaping the Enterprise Future & Roadmap
• Architecting by Doing
• Delivering the foundation for Asset Management
• Agile way of working
• Team Work with All Participants, Lead by an Experienced Sr. Enterprise Architect

• Strong Project Structure managed by the team

• Continuous Managed Expectations

• Delivering High Quality End Results

• Delivery On Time, Above Management Expectations, Within Budget
STREAM Approach based on an Agile way of working

Start-Up (Trajectory setup)

Discovery (Why+What)

Design (How+With What)

Transform (When)

1. Current Vision and Policy
   Mission, vision, strategy goals and objectives

2. Current Situation
   Business, Information and Technology

3. Future Business Strategy
   Innovations and Developments
   Legislation / Markets / Technology

4. To Be Situation
   Business, Information and Technology

5. Transformation Plan
   Business, Information and Technology

Analysis, Conclusions, Recommendations
for successful change, roadmap to realise change

Assessment of Information Provisioning and handling of an organisation in its environment
Critical Questions in every STREAM EA Trajectory

STREAM is Framework Independent
Succesfactors of the STREAM approach

**Business first!** Whether your goal is business and / or IT transformation, Business & IT effectiveness, or just a better technical architecture, you’ll need to start with the business to create a business-only view of your enterprise architecture.

**Concrete Results!** Developing a good enterprise architecture program shouldn't require a dedicated full-time staff of specialists. A team led by a strong, focused and experienced manager / Lead Enterprise Architect can jump-start an EA trajectory by creating concrete deliverables that the business stakeholders can understand.

**Collaboration & Communication!** Enterprise Architects that don’t collaborate with their business counterparts when building enterprise architecture are finding it difficult to connect with the business.

**The Roadmap!** Finally, you'll need to explain how you plan to help the business get from the current situation to the future situation. The best way to do that is to create a graphical road map.
Enterprise Architecture type of Results

What
- Business Functions
- Information System Functions
- Common Information Model

How
- Process Models
- Workflow Models
- Logical IS Services / Application Components
- Logical Platform and Business Continuity Levels
- Logical Network Segmentation and Security Levels

Current & Future
STREAM Supported by EA Tool set: Abacus from Avolution

Added business value with STREAM and Avolution’s ABACUS

Strategic change in business needs to be supported by agile solutions. Abacus provides a flexible modelling approach and a superior ability to improve the quality of decision making by calculating and reporting detailed analytics. Besides that, Abacus provides an environment in which many different types of business can be captured, visualised, designed and analysed.

Logica has formed a strategic partnership with Avolution, and has selected Avolutions Abacus product suite as a preferred solution for enterprise architecture modelling. For more information visit ‘http://www.avolution.com.au’
Conclusions

• With STREAM organisations doesn’t need to have their own Enterprise Architects to be successful.
• With STREAM organisations know up front what type of results will be delivered.
• With STREAM the validation of results is incorporated in the process.
• With STREAM the results are delivered within a predefined timeframe.
• With STREAM the results are delivered based on a fixed budget.
• With STREAM communication & collaboration is a natural way of working.
• With STREAM you are delivering the Roadmap to the future.

**With STREAM you are delivering real Business Value**
Interested how the STREAM approach can help you?

- Goto: http://www.enterprise-architecture.info
- Contact: jschekkerman@enterprise-architecture.info
- Download the IFEAD STREAM Paper
- Download the IFEAD STREAM Presentation
More Information

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