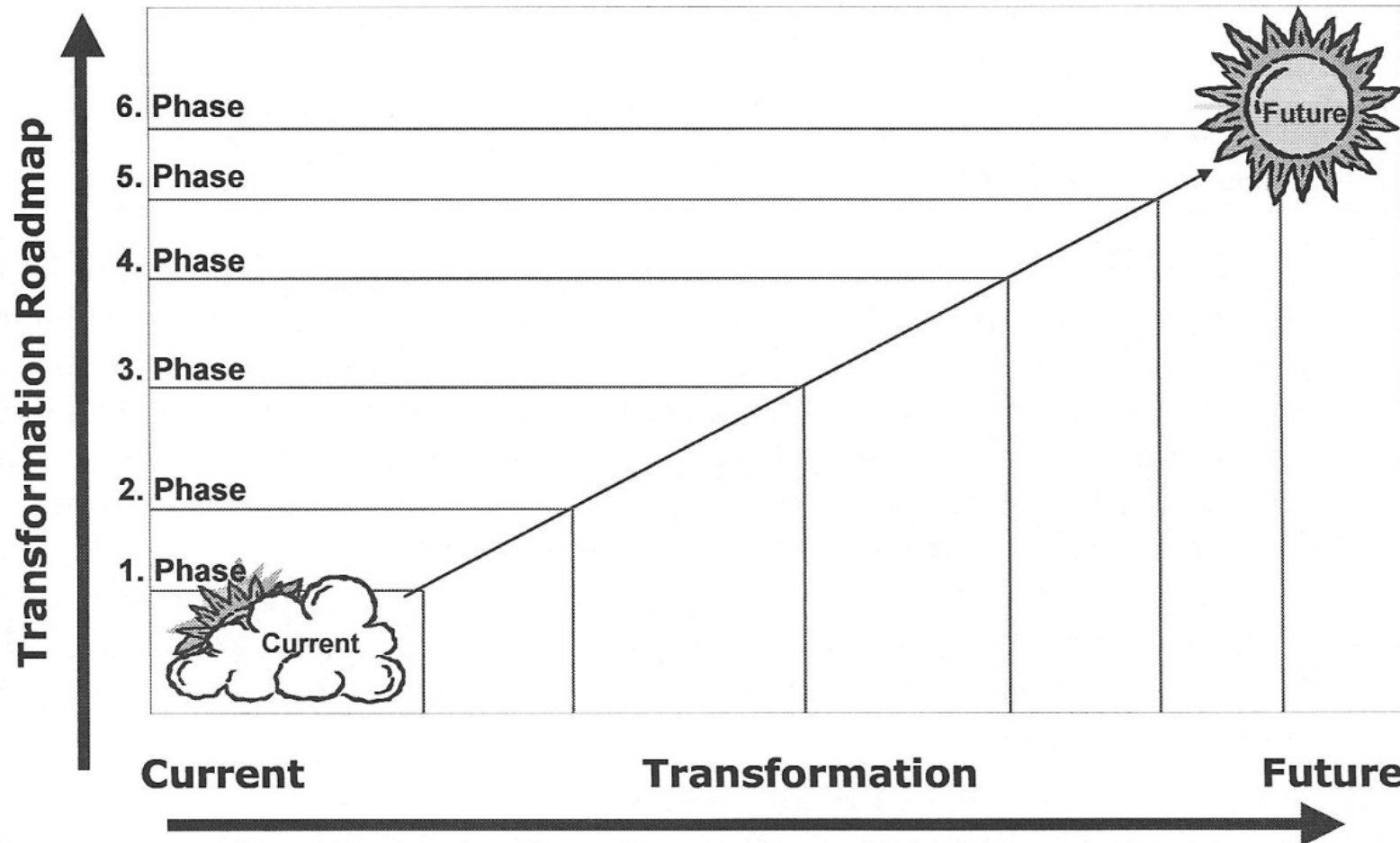


Develop and Use an Enterprise Architecture



Enterprise Architecture Transformation

Phases



An EA can be developed incrementally in different projects.

(Scheckermann 2008, p. 121)

Current Enterprise Architecture

- Establishing a set of enterprise architectural results that describe and document the current state of the enterprise from business functions to technology infrastructure sets the stage for establishing a plan for moving towards and measuring progress against future enterprise architecture

Future Enterprise Architecture

- The future enterprise architecture provides answers to these basic questions:
 - ◆ What are the strategic business objectives of the organization?
 - ◆ What is our place in the extended value net?
 - ◆ What information is needed to support the business?
 - ◆ What applications are needed to provide the information?
 - ◆ What technology is needed to support the applications?
- The development of a picture of the organization's future business processes and information needs is central to successful future enterprise architecture development

Current and Future Enterprise Architecture

	Current Enterprise Architecture	Future Enterprise Architecture
Process	Process applies the chosen framework and accompanied approach	Process applies the same framework as for Current
	Process relies extensively on existing documentation, e.g., process and procedure manuals	Documentation may not exist or is likely to be inconsistent, e.g., various vision and planning documents.
	Generation of results will begin in Business & IT organization, and eventually extend to business SME's for validation of results.	Generation of results begins with heavy participation by SME's from business units
	Reverse engineering is likely. Process needs verification that requirement and design documentation reflects reality.	Emphasis is organizations ambition, vision & strategy, building on new or enhanced business processes / activities and technological possibilities.
	Available information is standardized and normalized as a foundation for change.	Material originally produced for different time frames, e.g., 1-year plans, 5-year plans, strategic plans, is integrated to a single vision.

(Schekkermann 2008; p. 96)

Current and Future Enterprise Architecture

Results	Models are based on reality	Models are based on assumptions, plans, and recognized needs, political environment, future technology.
	Results describe the entire current enterprise at a consistent, high level. Additional analysis, detail based on priority areas, e.g., known problems areas	Results describe a vision for the entire enterprise. Additional analysis, detail based on priority areas, e.g., anticipated modernization.
	Describes all significant manual and automated operations	Explicitly includes legacy, with upgrades if they are planned, or there is an implicit decommission of what exists in the Current. Also includes planned transformational components.
	Consistency, completeness, correctness can be validated.	Consistency, completeness can be validated.
	Results are available and controlled in a repository.	Results are available, linked to the Current Enterprise architecture, and controlled in the same repository as the Current enterprise architecture.

(Schekkermann 2008, p. 96)

Modelling Tools: Electronically Linking Elements

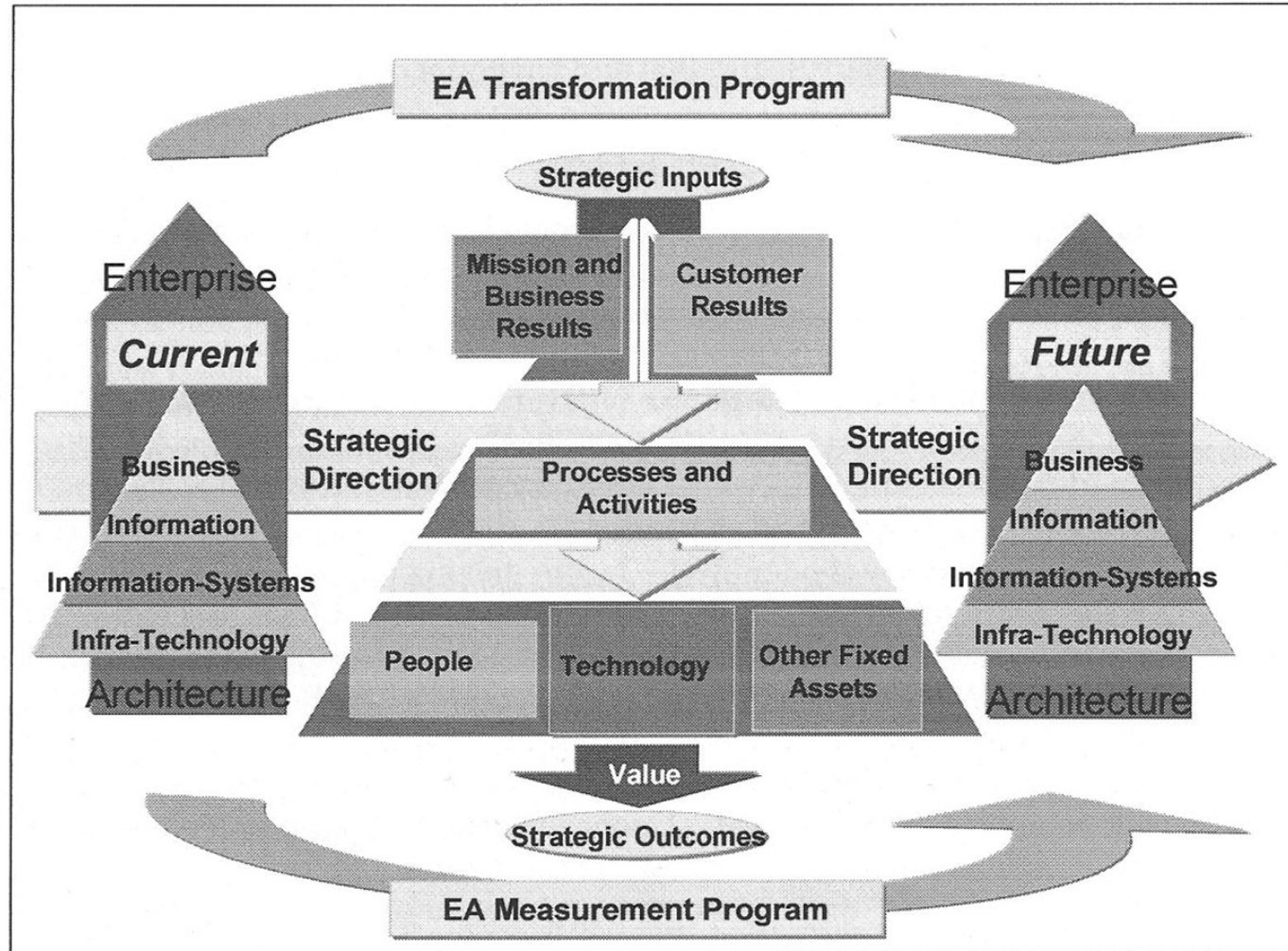
- Volume of information is often too great for a user to quickly comprehend
- Users often focus on their particular area of concern and can easily overlook critical dependencies that their processes and assets may have on other processes and organisations
- Therefore, providing electronic links among the interdependent information can highlight the interdependencies and greatly improve understandability.
- Most organisation will document and distribute its EAs in the form of web sites.

(Schekkermann 2008, p. 96f)

Business Motivation Model

- The process of getting the enterprise from where it is today to where it wants to be in the future needs formal thought and that focuses on optimizing enterprise-wide performance and accountability.
- This thought process is documented with the organization's strategic plan. This document defines the mission and long-range objectives of the organization and relates to plans for business engineering and systems modernization.

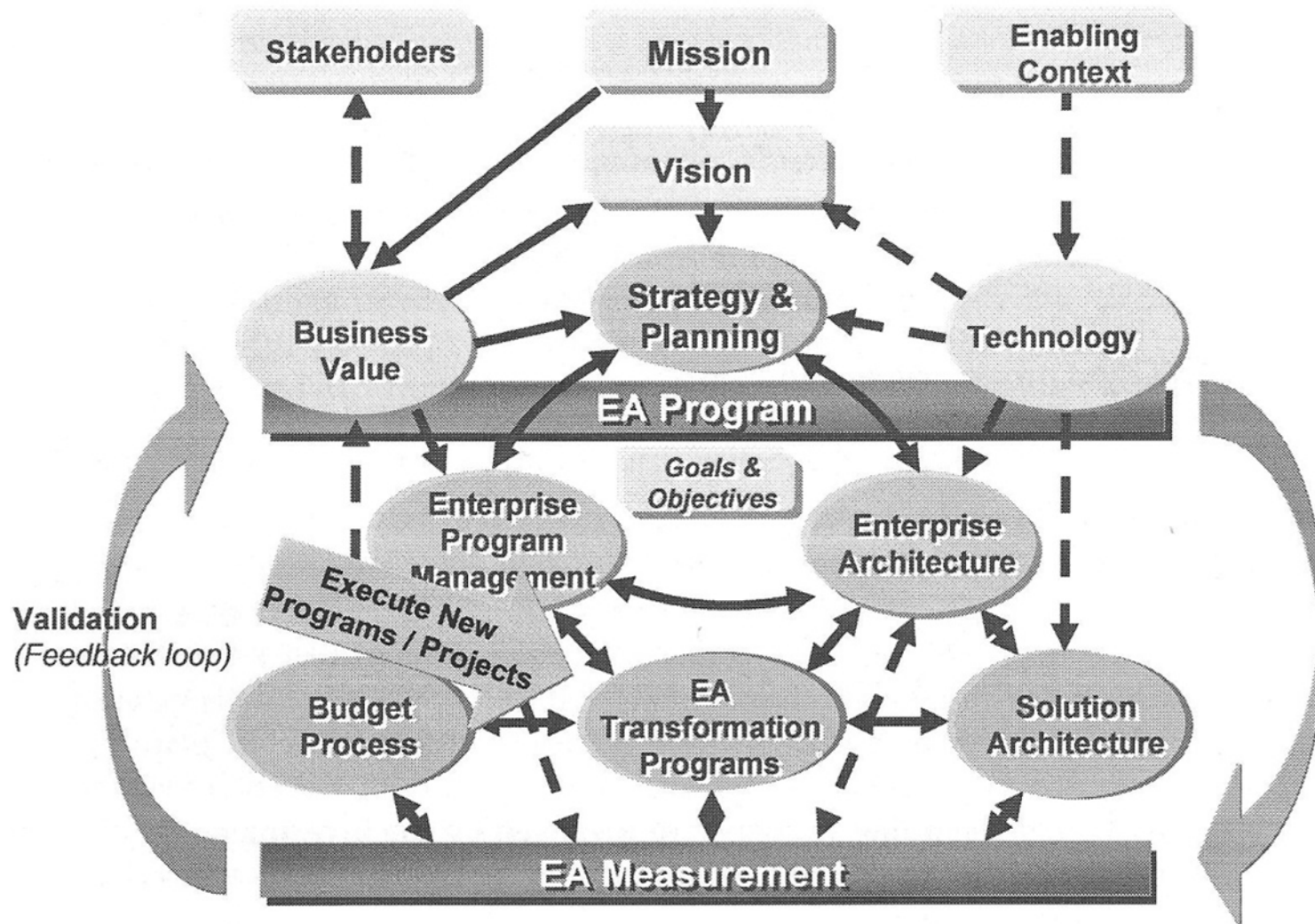
EA Transformation Program



(Schekkermann 2008, p. 100)

Use of the Enterprise Architecture

- The EA is managed as a program that facilitates systematic organization change by continuously aligning technology investments and projects with organisation mission needs.
- EA is updated continuously to reflect changes
- It is a primary tool for baseline control of complex, interdependent enterprise decisions and communication of these decisions to organization stakeholders.



(Schekkermann 2008)