Enterprise Architecture Readiness and Capability Maturity Assessment as Critical Success Factors to Establish EA as Culture

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Introducing ATD

We are ATD, Enterprise Architecture is our Specialty

Mr. Tech

Mr. Biz
Enterprise Architecture Analogy on Journey from Singapore to KL by Car ~350KM

- Typically can be reached around 4 hours
- Without EA ~ No Preparation
  - No Business Architecture ~ No Direction
  - No Data Architecture ~ No Car Information
  - No Application Architecture – No Engine Check
  - No Infrastructure Architecture – No Highway
  - Hence, arrived KL in 4 months

- With EA ~ Full Preparation
  - Business Architecture ~ GPS Direction
  - Data Architecture ~ Car Information
  - Application Architecture – Engine Checked
  - Infrastructure Architecture – Travel by North South Highway
  - Hence, arrived KL within 4 hours safely
EA is the Key for Business IT Integration
Achieving Holistic Strategies through EA

**BUSINESS STRATEGY**
- Strategic aspirations
- Business plan
- Business initiatives
- Execution model

**TECHNOLOGY STRATEGY**
- Hardware, storage, OS network infrastructure
- Middleware, databases
- Systems management

**APPLICATIONS**
- Application programs and modules
- Information delivery portals
- Data models & query tools

**BUSINESS PROCESSES**
- Business processes
- Business relationships
- Business rules

**Enterprise Architecture**
- Domains of coherent functionality and information
- Enterprise Architecture integrates IT to business
- Shared KPI & metrics
Realizing Enterprise Strategy by Moving from As-Is to Should-Be Target through EA Adoption

AS IS

Mission

Vision

Objectives

Initiatives

Opportunities

SHOULD BE

Mission (updated/new)

Vision (updated/new)

Objectives (updated/new)

Initiatives (updated/new)

Opportunities (updated/new)

Enterprise Architecture

Enterprise Strategic Framework

Incremental Capabilities

Opportunities (updated/new)
Readiness and Maturity Assessment within a TOGAF EA Development Cycle

- P: Establishing EA Governance
- P: Getting Management Buy-in
- B: Developing Business Architecture Gaps
- A: Implementing Enterprise Vision and Strategy
- P: Preparing Enterprise Transformation
- C: Developing Data Architecture Gaps
- C: Developing Application Architecture Gaps
- D: Developing Infrastructure Architecture Gaps
- E: Consolidating Gaps & Prioritizing projects
- F: Approving Projects & Finalizing Project Plan
- G: Implementing Projects & Executing Governance
- H: Managing Business & Technology Change

Architecture Capability Maturity Model Assessment (ACMM)
EA Activities in TOGAF EA Framework

**Input**
- Business Vision and Drivers
  - Business needs feed into architecture
  - Ensure Business Understanding
  - Informs the Business of the current state

**Architecture Capability Framework**
- Informs the required capability
- Ensures Realization of Business Vision

**Architecture Development Method (ADM)**
- ADM Guidelines & Techniques
- Architecture Content Framework

**Enterprise Continuum & Tools**
- TOGAF Reference Models

**Outcome**
- Sets targets, KPIs, budgets for architecture roles
- Drives need for Architecture Capability maturity
- Delivers new business solutions through Project Management Office (PMO)
- TOGAF ADM & Content Framework
- Operational changes cause updates

**Business Capabilities**
Introducing the **ATD GREAT** Methodology

**ATD GREAT** – Governance & Realization of Enterprise Architecture Transformation

Business IT Architecture Series ASIA 2015
## The TOGAF way for Business Transformation Readiness Assessment – Maturity Model

### Business Transformation Readiness Assessment - Maturity Model

#### Factor 2: Need for Enterprise Information Architecture

<table>
<thead>
<tr>
<th>Class</th>
<th>Organizational Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>BTEP</td>
<td>YES</td>
</tr>
</tbody>
</table>

**Definition**
There is recognition by the organization that information is a strategic corporate asset requiring stewardship. There is also recognition that the data is not universally understandable, of requisite quality, and accessible.

### Maturity Model Levels

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Not defined. Information is not recognized as an asset.</td>
</tr>
<tr>
<td></td>
<td>There is no clear stewardship of data.</td>
</tr>
<tr>
<td>1</td>
<td>Ad Hoc</td>
</tr>
<tr>
<td></td>
<td>Data Management (DM) concepts are intuitively understood and practiced on an ad hoc basis.</td>
</tr>
<tr>
<td></td>
<td>Stewardship of the data is informal.</td>
</tr>
<tr>
<td></td>
<td>Data is recognized by certain internal experts and senior management as being of strategic importance to the organization.</td>
</tr>
<tr>
<td></td>
<td>Focus is primarily on technically managing redundant data at the applications level.</td>
</tr>
<tr>
<td>2</td>
<td>Repeatable</td>
</tr>
<tr>
<td></td>
<td>Many parts of the organization value information/data as a strategic asset.</td>
</tr>
<tr>
<td></td>
<td>Internal DM experts maintain clear lines of responsibility and stewardship of the data, organized along lines of business and at all senior levels.</td>
</tr>
<tr>
<td></td>
<td>Staff put into practice DM principles and standards in their daily activities.</td>
</tr>
<tr>
<td>3</td>
<td>Defined</td>
</tr>
<tr>
<td></td>
<td>Data is recognized as a strategic asset in most parts of the organization, and throughout most levels from operations to senior management.</td>
</tr>
<tr>
<td></td>
<td>Resources are committed to ensuring strong stewardship of data at the lower management and information expert levels.</td>
</tr>
<tr>
<td>4</td>
<td>Managed</td>
</tr>
<tr>
<td></td>
<td>Data is recognized as a strategic asset in all parts of the organization, and throughout most levels from operations to senior management.</td>
</tr>
<tr>
<td></td>
<td>Resources are committed to ensuring strong stewardship of data at the senior management and information expert levels.</td>
</tr>
<tr>
<td>5</td>
<td>Optimized</td>
</tr>
<tr>
<td></td>
<td>Data is treated in all levels throughout the organization as a strategic asset to be exploited and re-used.</td>
</tr>
<tr>
<td></td>
<td>Data products and services are strongly integrated with the management practice of the organization.</td>
</tr>
<tr>
<td></td>
<td>All staff are empowered and equipped to take stewardship of information, and are seen as “knowledge workers”.</td>
</tr>
</tbody>
</table>

**Recommended Target State**
Why EA Readiness Assessment? Analogy of Climbing Mount Everest

MT. EVEREST SUMMIT
8,848 metres

CAMP 1
5,334 metres

BASE CAMP
5,943 metres

CAMP 2
6,400 metres

CAMP 3
7,162 metres

CAMP 4 SOUTH COL
8,000 metres

DEATH ZONE:
The lack of oxygen above 8,000 metres can be fatal to climbers.

Looking like a major operation:

Healthy Foods.
ATD AREA for EA Readiness Indicators

Green (Level 2.5 - 5.0) – Ready

Yellow (Level 1.0 - 2.5) – Partially Ready

Red (Level 0 - 1.0) – Not Ready

<table>
<thead>
<tr>
<th>Score</th>
<th>Level Name</th>
<th>Level Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 1</td>
<td>Not Ready</td>
<td>The organization is not ready to adapt the enterprise architecture program. An action plan should be developed immediately to raise the readiness maturity to enable the transformation prior the date of the rollout.</td>
</tr>
<tr>
<td>1 - 2.5</td>
<td>Partially Ready</td>
<td>The organization is partially ready and still can undergo a transformation to adapt the enterprise architecture program. All Risks should be identified with a mitigation plan. The readiness factors should be addressed by an action plan prior the rollout to raise the overall readiness maturity.</td>
</tr>
<tr>
<td>2.5 - 5</td>
<td>Ready</td>
<td>The organization is ready to do the transformation to adapt the EA Program. Some factors should be addressed by an action plan prior the rollout to raise the overall readiness maturity and minimize any associated risk.</td>
</tr>
</tbody>
</table>
Let’s now look at the **ATD MEAL – Maturity of EA Lifecycle**
Why ATD MEAL - EA Maturity Assessment? Analogy of Olympic Sport Games
### ATD MEAL – Maturity of EA Lifecycle Indicator (Level 0 to 5)

<table>
<thead>
<tr>
<th>Score</th>
<th>Maturity Level</th>
<th>Level Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Optimizing</td>
<td>EA Program is demonstrating best practices</td>
</tr>
<tr>
<td>4</td>
<td>Managed</td>
<td>EA Program is established, functioning and repeatable</td>
</tr>
<tr>
<td>3</td>
<td>Defined</td>
<td>EA Program is providing basic utility. All basic requirements are met</td>
</tr>
<tr>
<td>2</td>
<td>Under Development</td>
<td>Program is initiated but not effective due to one of more basic requirements not being met</td>
</tr>
<tr>
<td>1</td>
<td>Initial</td>
<td>EA Program is just starting, no significant investment in EA</td>
</tr>
<tr>
<td>0</td>
<td>None</td>
<td>There is no EA program</td>
</tr>
</tbody>
</table>
Turn your IT cost into profit.

Put IT back in business.

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