



Accelerated establishment of Enterprise “Digital Foundation” with ePerspectives

*(Optional: ePerspectives Enterprise
Architecture Tool Adoption)*

Arsalan N. Rad

Distinguished Enterprise & Business Architect (The Open Group)

Career Roles

- Founder | EAtransform.com
- Global Head of Digital and Consulting | EAtransform Group- UK/Europe
- Head of Consulting Partners, EA & Digital | Wipro- UK/Europe
- Director CIO Advisory, Executive Architect | IBM UK/Europe
- Managing Director | ODC Netherlands
- Head of Enterprise Architecture Europe | DXC Europe
- Senior Consultant | Accenture Sweden
- Practice Leader Object Technology Practice | IBM North America



EA TRANSFORM

Digital Enterprise Transformation





Approach & Roadmap

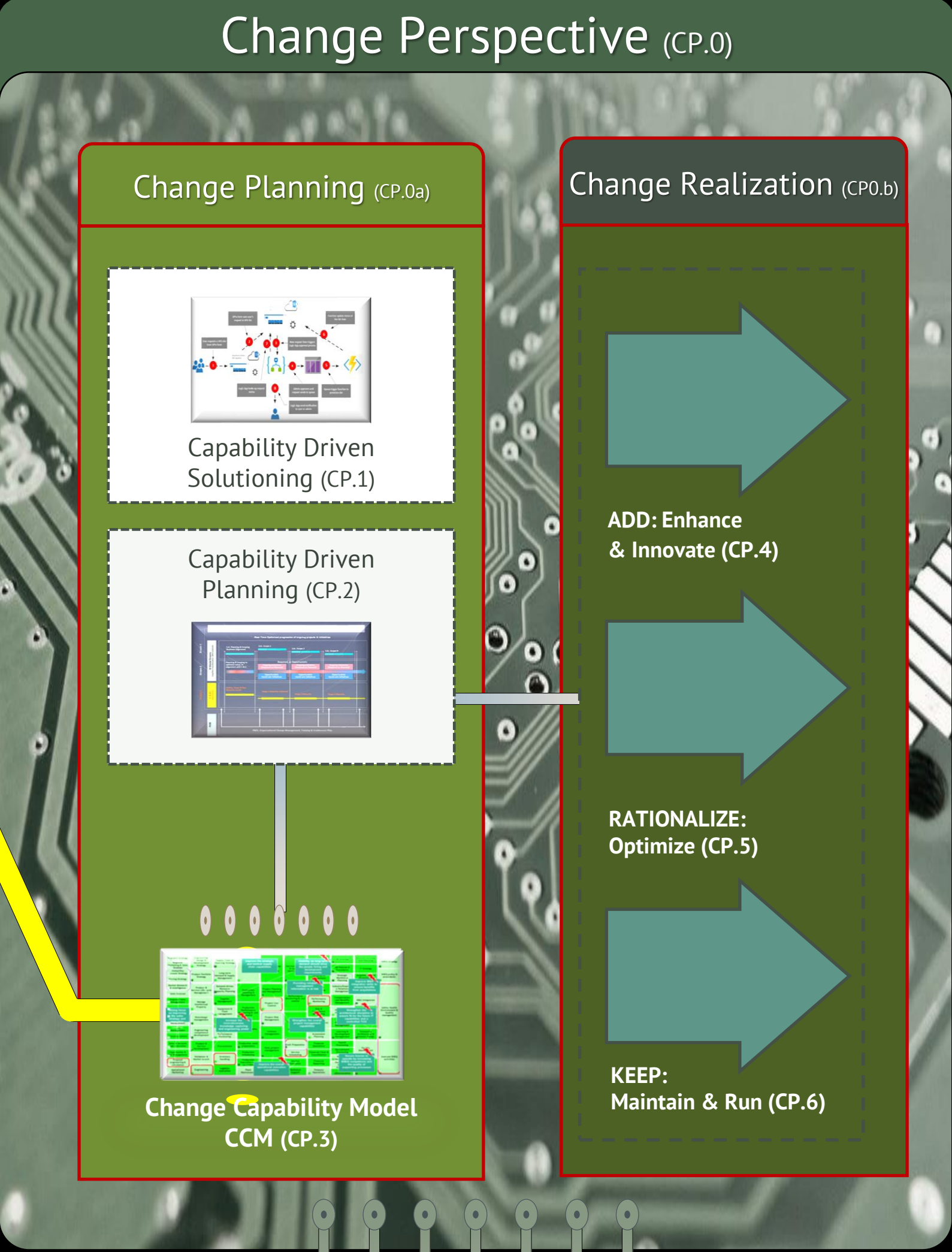
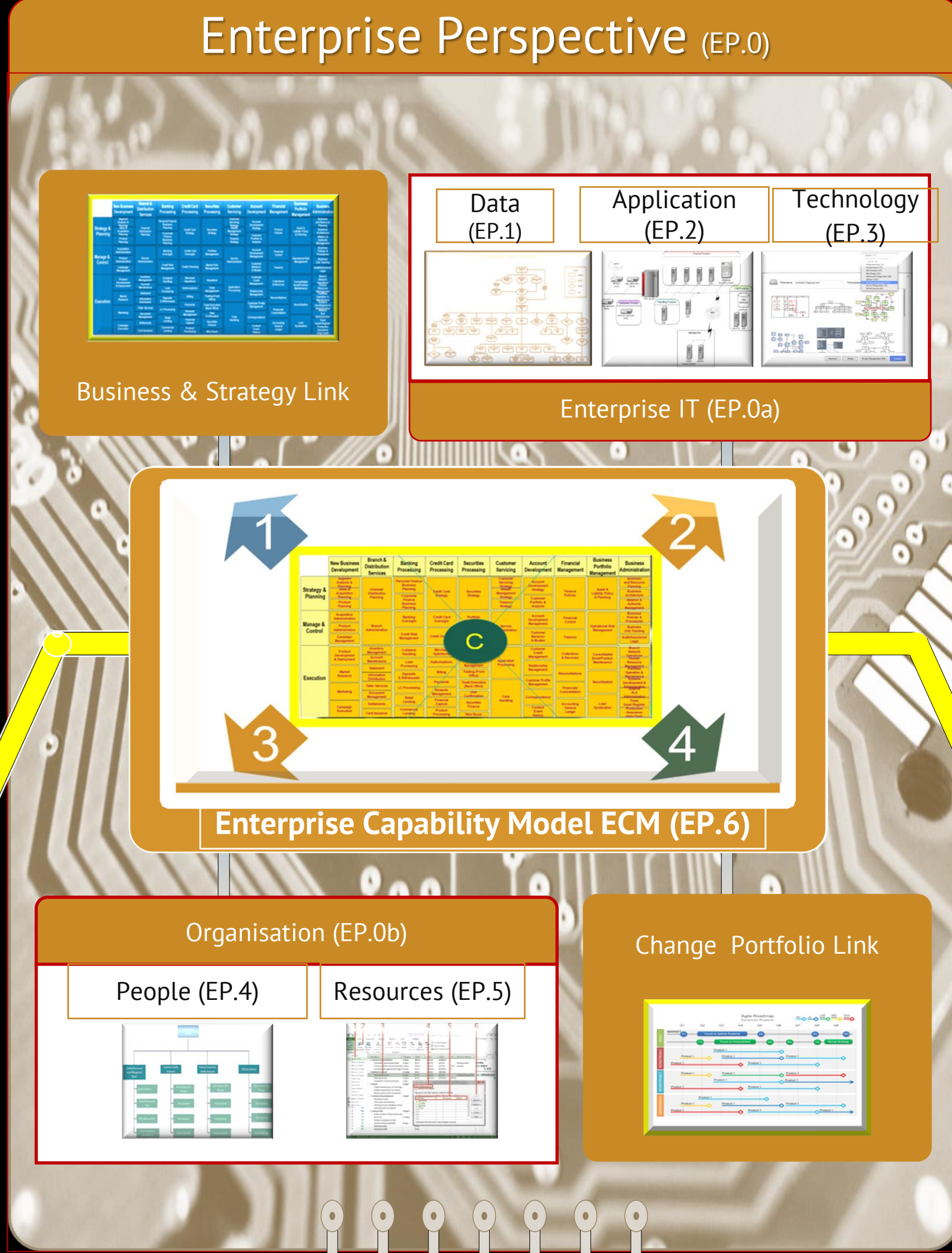
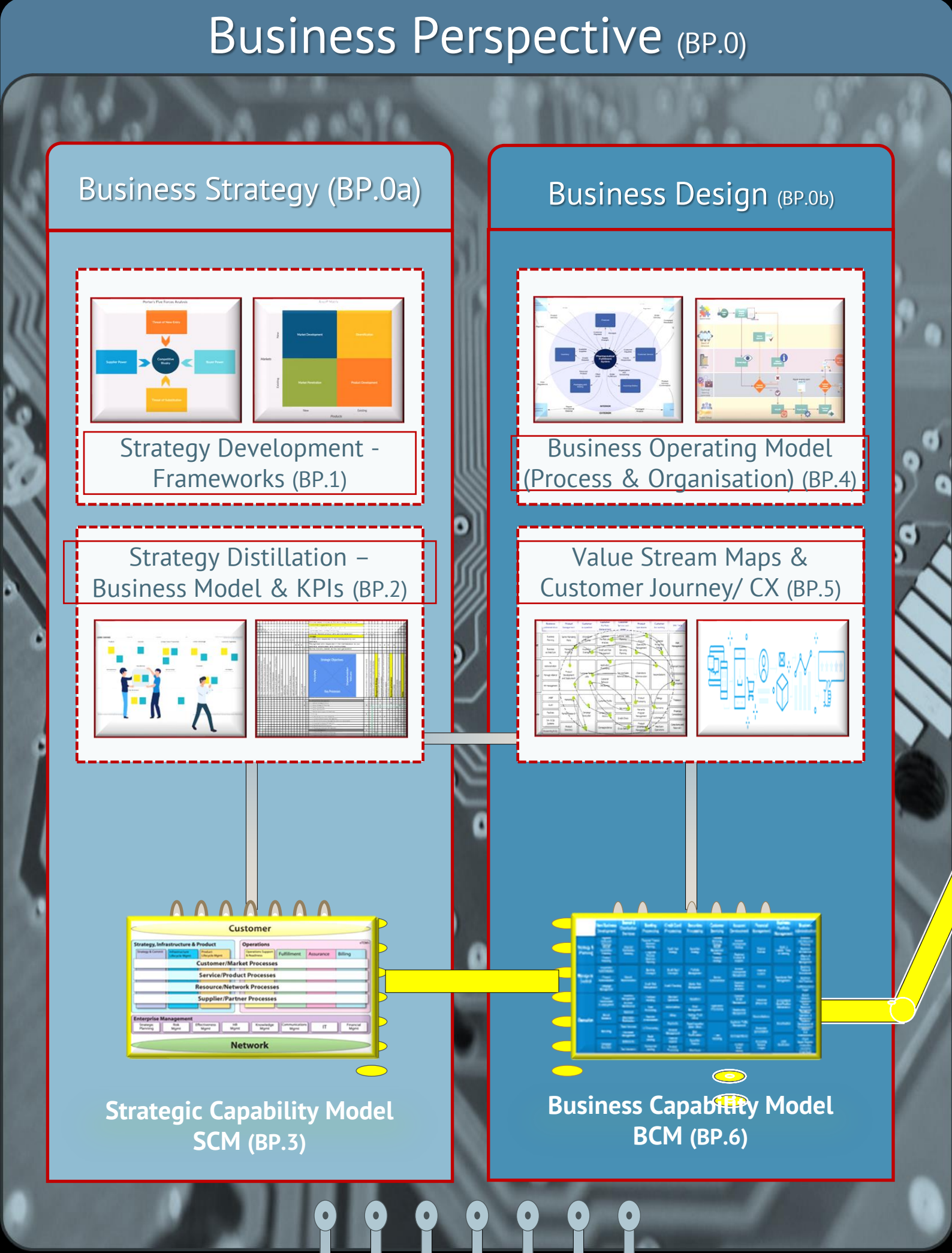
Adopting ePerspectives with Tooling

To become a true Digital Enterprise

EA TRANSFORM

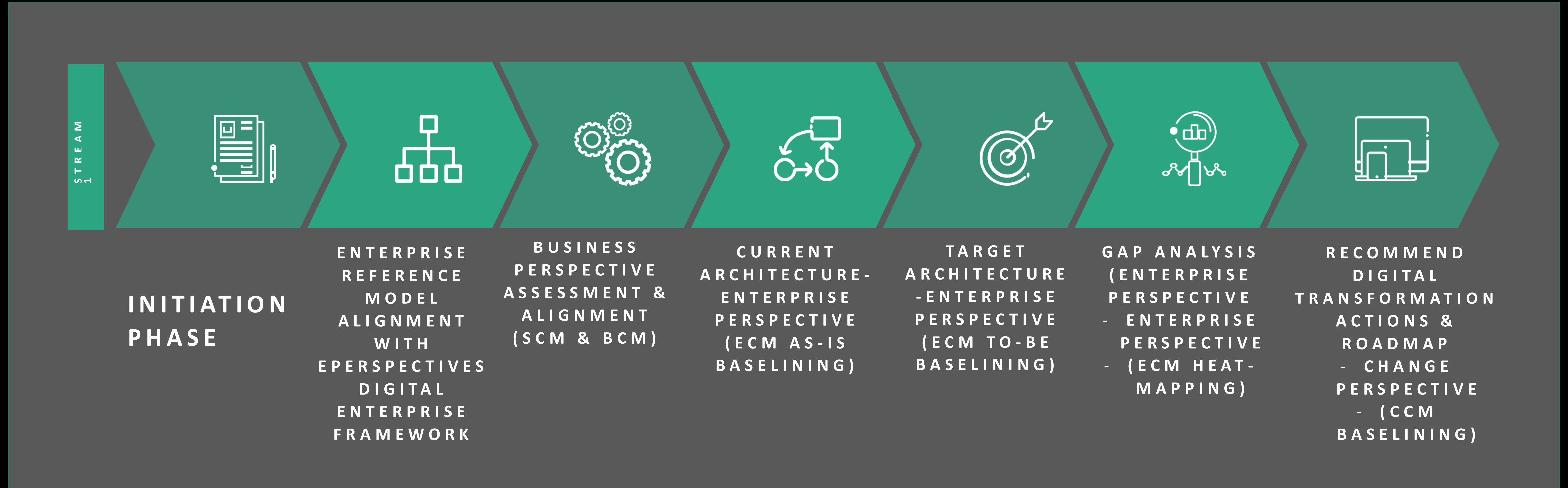
Digital Enterprise Transformation

EPERSPECTIVES DIGITAL ENTERPRISE FRAMEWORK



DIGITAL FOUNDATION: EA DRIVEN DIGITAL TRANSFORMATION ROADMAP

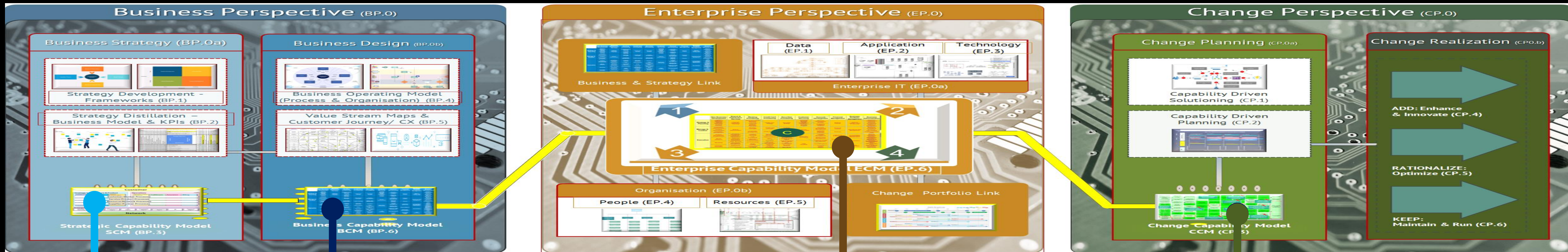
ACCELERATED ESTABLISHMENT OF EPERSPECTIVES DIGITAL ENTERPRISE FOUNDATION



ePerspectives-E (ePerspectives Digital Framework Adoption)

OPTIONAL: ePerspectives-T (ePerspectives Tooling Adoption)

DIGITAL FOUNDATION WITH E-PERSPECTIVES



BP.0	Business Strategy (BP.0a)	Business Design (BP.0b)	Strategic Capability Model (SCM) (BP.3)	Business Capability Model (BCM) (BP.6)
Market Orientation	Strategy Development - Frameworks (BP.1)	Business Operating Model (Process & Organisation) (BP.4)	Strategic Capability Model (SCM) (BP.3)	Business Capability Model (BCM) (BP.6)
Market Orientation	Strategy Distillation - Business Model & KPIs (BP.2)	Value Stream Maps & Customer Journey/ CX (BP.5)	Strategic Capability Model (SCM) (BP.3)	Business Capability Model (BCM) (BP.6)
Market Orientation			Strategic Capability Model (SCM) (BP.3)	Business Capability Model (BCM) (BP.6)

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BP: CURRENT AND TARGET BUSINESS STRATEGY & DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

BUSINESS STRATEGY REVIEW/REFINEMENT, BUSINESS CANVAS MODELING, X-MATRIX (+ OTHER)

DISTILL AND BASELINE BUSINESS STRATEGY DIGITAL FOUNDATION INTO STRATEGIC CAPABILITY MODEL (SCM BASELINED)

EP.0	Enterprise Architecture EA	Enterprise Capability Model (ECM) (EP.6)
Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Capability Model (ECM) (EP.6)
Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Capability Model (ECM) (EP.6)
Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Capability Model (ECM) (EP.6)

ENTERPRISE PERSPECTIVE DIGITAL FOUNDATION-EP: CURRENT AND TARGET ENTERPRISE ARCHITECTURE DIGITAL FOUNDATION BASELINING (ACCELERATED)

ENTERPRISE ARCHITECTURE REVIEW/REFINEMENT, "4+1" 360-DEGREE MAPPING AND PROFILING OF IT ARCHITECTURE, ORGANIZATION & RESOURCING, AS WELL AS CHANGE PORTFOLIO AND BUSINESS VALUE LINK & PROFILE

ESTABLISH CURRENT ARCHITECTURE, HEAT-MAP THE ECM, AND DEFINE TARGET ENTERPRISE ARCHITECTURE

DISTILL DIGITAL ENTERPRISE DIGITAL FOUNDATION INTO ENTERPRISE CAPABILITY MODEL (ECM BASELINED)

CP.0	Change Planning (CP.0a)	Change Realization (CP.0b)
Change Planning (CP.0a)	Change Planning (CP.0a)	Change Realization (CP.0b)
Change Planning (CP.0a)	Change Planning (CP.0a)	Change Realization (CP.0b)
Change Planning (CP.0a)	Change Planning (CP.0a)	Change Realization (CP.0b)

CHANGE PERSPECTIVE DIGITAL FOUNDATION CP: ENTERPRISE-CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

CHANGE & TRANSFORMATION OUTLOOK REVIEW/REFINEMENT, CHANGE PORTFOLIO AND SOLUTION ARCHITECTURE OPTIMISATION AND HARMONISATION (+OTHER)

DISTILL AND BASELINE CHANGE PORTFOLIO DIGITAL FOUNDATION INTO CHANGE CAPABILITY MODEL (CCM BASELINED) DIGITAL FOUNDATION



DIGITAL FOUNDATION PROJECT (INDICATIVE): WORK BLOCKS

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BPOA: CURRENT AND TARGET BUSINESS STRATEGY DIGITAL FOUNDATION BASELINING (ACCELERATED)

BUSINESS STRATEGY
REVIEW/REFINEMENT,
BUSINESS CANVAS MODELING,
X-MATRIX (+ OTHER)

DISTILL AND BASELINE
BUSINESS STRATEGY DIGITAL
FOUNDATION INTO STRATEGIC
CAPABILITY MODEL (SCM
BASELINED)



BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BPOB: CURRENT AND TARGET BUSINESS DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

BUSINESS OPERATIONS MODEL
REVIEW/REFINEMENT, PROCESS
& ORG MODELING, VALUE
STREAM CUSTOMER JOURNEY
CX FORMULATION(+ OTHER)

DISTILL AND BASELINE
BUSINESS DIGITAL FOUNDATION
INTO BUSINESS CAPABILITY
MODEL (BCM BASELINED)
DIGITAL FOUNDATION

ENTERPRISE PERSPECTIVE DIGITAL FOUNDATION-EP: CURRENT AND TARGET ENTERPRISE ARCHITECTURE DIGITAL FOUNDATION BASELINING (ACCELERATED)

ENTERPRISE ARCHITECTURE
REVIEW/REFINEMENT, "4+1"
360-DEGREE MAPPING AND
PROFILING OF IT
ARCHITECTURE,
ORGANIZATION &
RESOURCING, AS WELL AS
CHANGE PORTFOLIO AND
BUSINESS VALUE LINK &
PROFILE

ESTABLISH CURRENT
ARCHITECTURE, HEAT-MAP
THE ECM, AND DEFINE
TARGET ENTERPRISE
ARCHITECTURE

DISTILL DIGITAL
ENTERPRISE DIGITAL
FOUNDATION INTO
ENTERPRISE CAPABILITY
MODEL (ECM BASELINED)

BUSINESS CASE

- VALIDATE BUSINESS CASE WHICH DETAILS THE INVESTMENTS AND BENEFITS OVER TIME
- PLANNING, PRIORITIZING & RESOURCING NEEDED TO IMPLEMENT FULL SCALE PROGRAM
- SPONSORSHIP AGREED
- IMPACT ON FUTURE SCOPE OF CHANGE AND TRANSFORMATION ASSESSED AND FINALISED

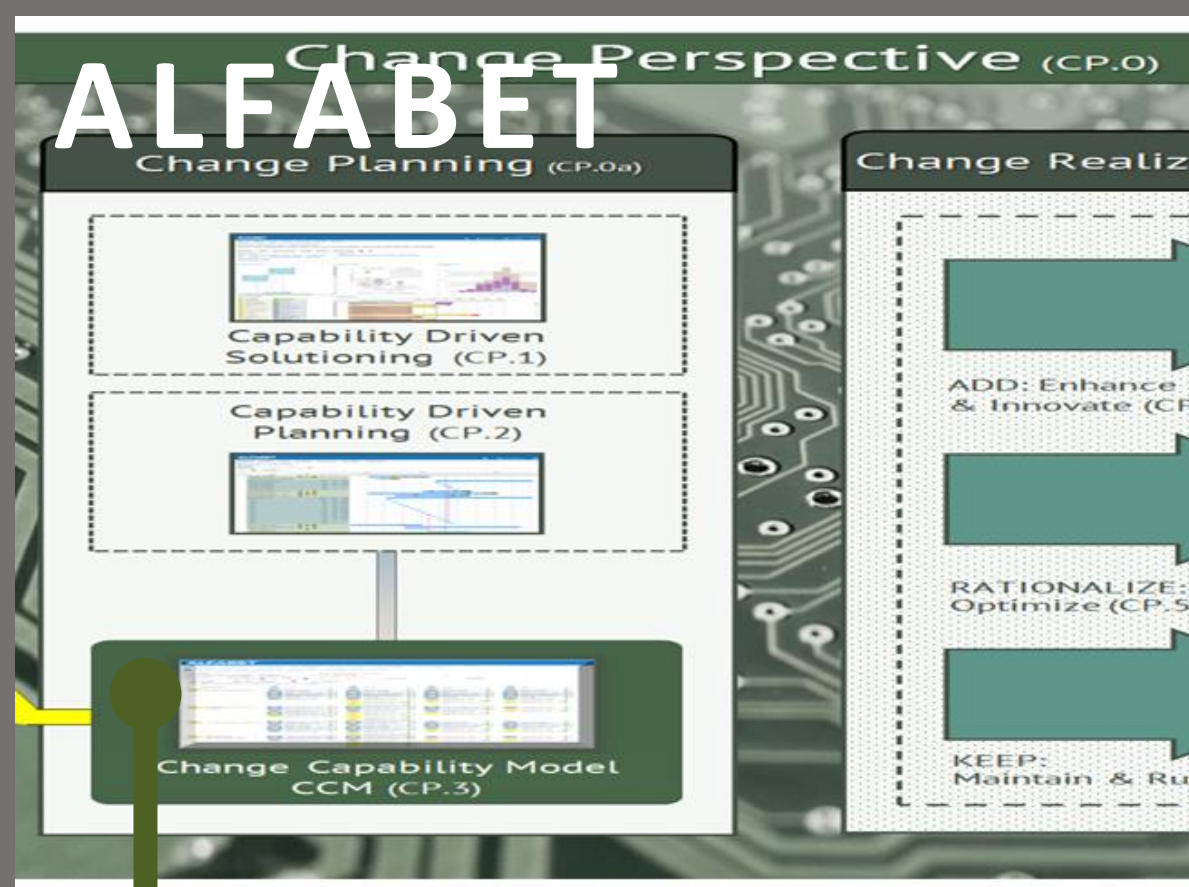
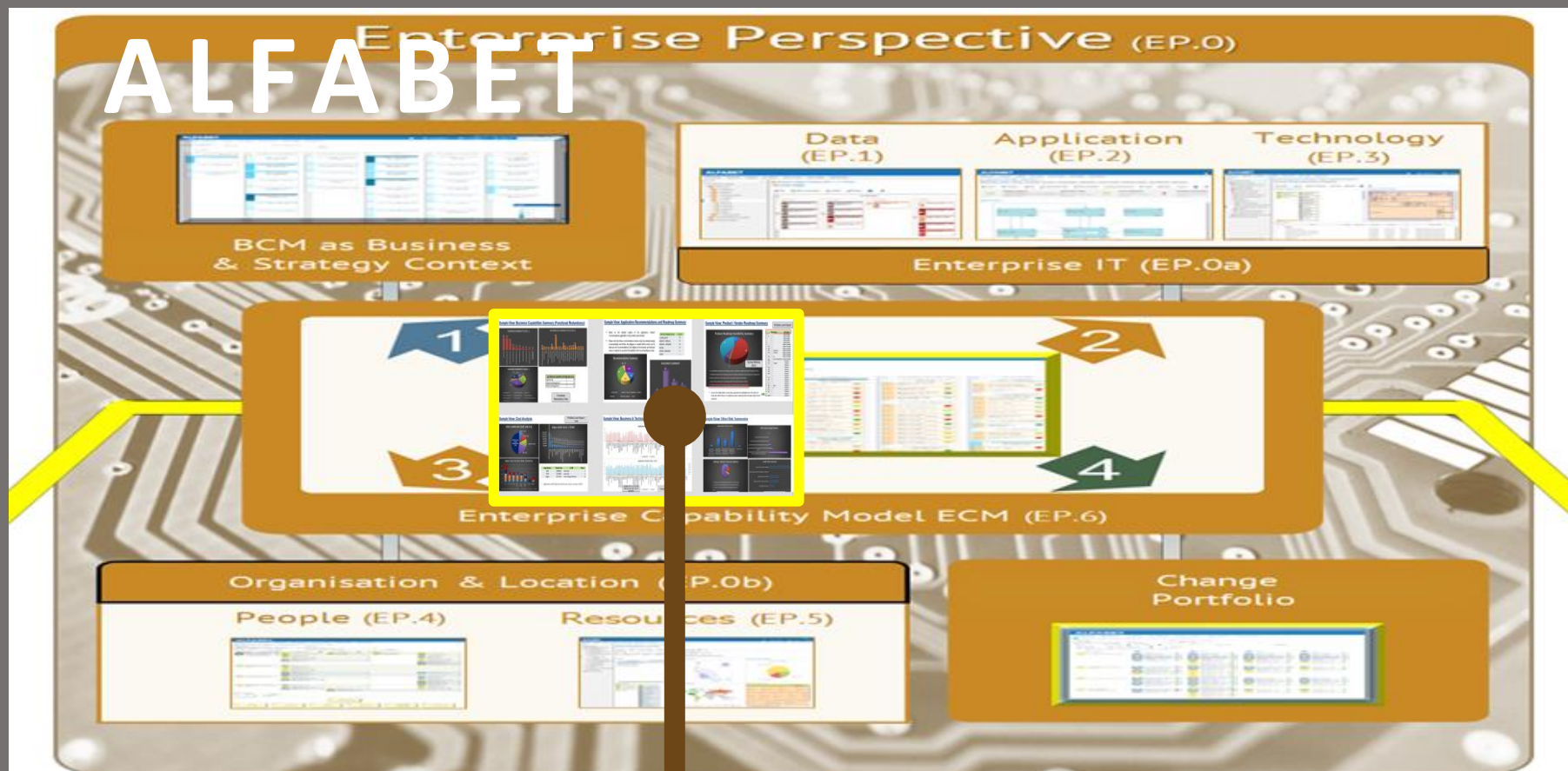
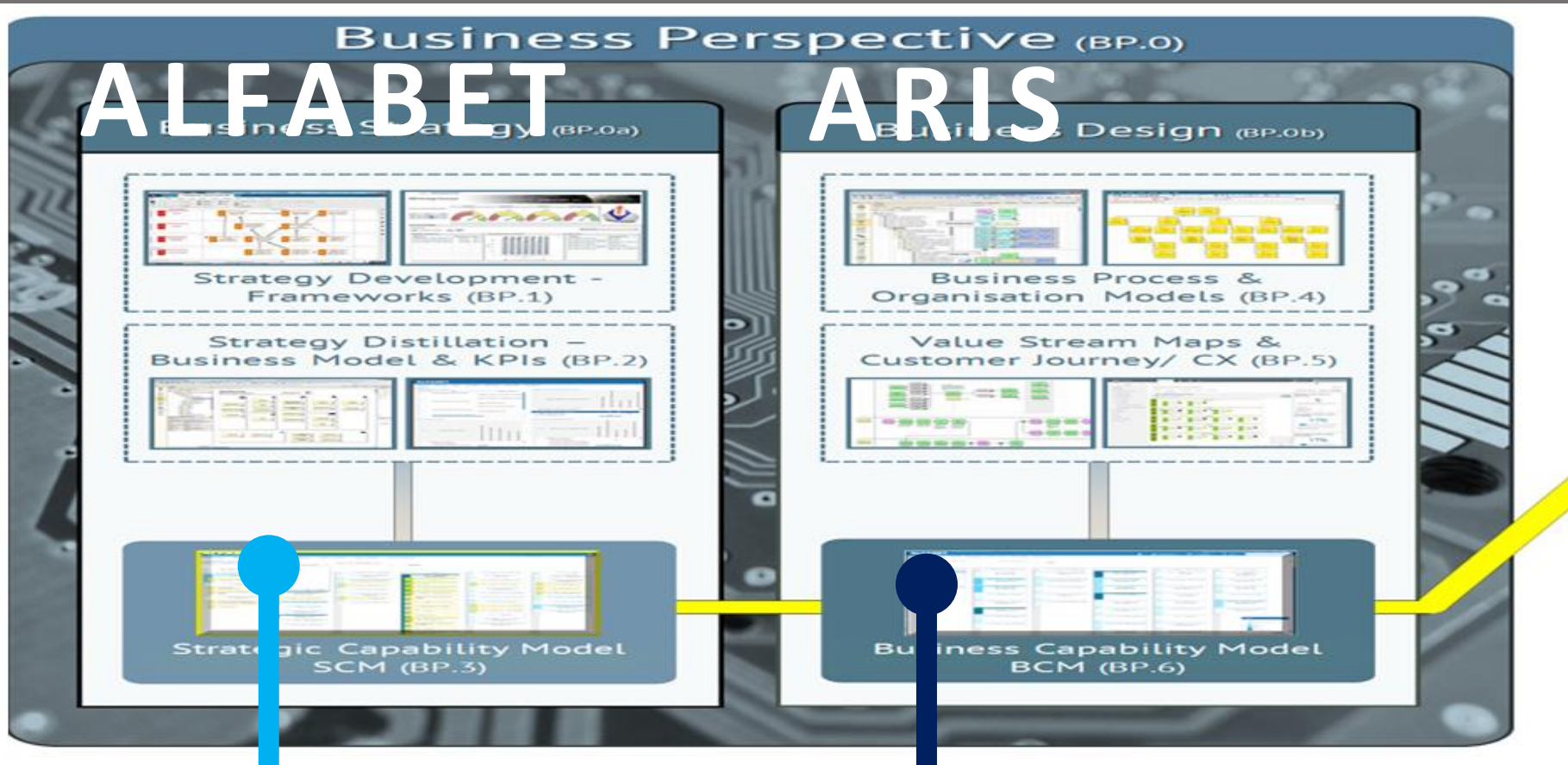
CHANGE PERSPECTIVE DIGITAL FOUNDATION CP: ENTERPRISE- CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

CHANGE & TRANSFORMATION
OUTLOOK
REVIEW/REFINEMENT, CHANGE
PORTFOLIO AND SOLUTION
ARCHITECTURE OPTIMISATION
AND HARMONISATION
(+OTHER)

DISTILL AND BASELINE
CHANGE PORTFOLIO DIGITAL
FOUNDATION INTO CHANGE
CAPABILITY MODEL (CCM
BASELINED) DIGITAL
FOUNDATION



DIGITAL FOUNDATION WITH E-PERSPECTIVES AND TOOLING (EXAMPLE CASE- TOOL: SOFTWARE AG ARIS + ALFABET)



BP.0	BP.1	BP.2	BP.3	BP.4	BP.5	BP.6	BP.7	BP.8	BP.9	BP.10
Strategic Capabilities	Business Process & Services	Business Capability Model	Strategic Capability Model	Business Process & Services	Business Capability Model	Strategic Capability Model	Business Process & Services	Business Capability Model	Strategic Capability Model	Business Process & Services
4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00
0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99

EP.0	EP.1	EP.2	EP.3	EP.4	EP.5	EP.6	EP.7	EP.8	EP.9	EP.10
Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture
2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00
0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99

CP.0	CP.1	CP.2	CP.3	CP.4	CP.5	CP.6	CP.7	CP.8	CP.9	CP.10
Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning
3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00
0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BP: CURRENT AND TARGET BUSINESS STRATEGY & DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

ENTERPRISE PERSPECTIVE DIGITAL FOUNDATION-EP: CURRENT AND TARGET ENTERPRISE ARCHITECTURE DIGITAL FOUNDATION BASELINING (ACCELERATED)

CHANGE PERSPECTIVE DIGITAL FOUNDATION-CP: ENTERPRISE-CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

BUSINESS STRATEGY REVIEW/REFINEMENT, BUSINESS CANVAS MODELING, X-MATRIX (+ OTHER)
 DISTILL AND BASELINE BUSINESS STRATEGY DIGITAL FOUNDATION INTO STRATEGIC CAPABILITY MODEL (SCM BASELINED)

BUSINESS OPERATIONS MODEL REVIEW/REFINEMENT, PROCESS & ORG MODELING, VALUE STREAM CUSTOMER JOURNEY CX FORMULATION(+ OTHER)
 DISTILL AND BASELINE BUSINESS DESIGN DIGITAL FOUNDATION INTO BUSINESS CAPABILITY MODEL (BCM BASELINED) DIGITAL FOUNDATION

ENTERPRISE ARCHITECTURE REVIEW/REFINEMENT, "4+1" 360-DEGREE MAPPING AND PROFILING OF IT ARCHITECTURE, ORGANIZATION & RESOURCING, AS WELL AS CHANGE PORTFOLIO AND BUSINESS VALUE LINK & PROFILE
 ESTABLISH CURRENT ARCHITECTURE, HEAT-MAP THE ECM, AND DEFINE TARGET ENTERPRISE ARCHITECTURE
 DISTILL DIGITAL ENTERPRISE DIGITAL FOUNDATION INTO ENTERPRISE CAPABILITY MODEL (ECM BASELINED)

CHANGE & TRANSFORMATION OUTLOOK REVIEW/REFINEMENT, CHANGE PORTFOLIO AND SOLUTION ARCHITECTURE OPTIMISATION AND HARMONISATION (+OTHER)
 DISTILL AND BASELINE CHANGE PORTFOLIO DIGITAL FOUNDATION INTO CHANGE CAPABILITY MODEL (CCM BASELINED) DIGITAL FOUNDATION
 EA TRANSFORM CONFIDENTIAL



OPTIONAL: EA Tooling to support ePerspectives (SAMPLE CASE TOOL: SOFTWARE AG ARIS & Alfabet)
practical and pragmatic approach - Recommend to have two parallel tracks

1 **OPTIONAL: Track I**

ePerspectives-T (EA-Tooling) : Establish and tune EA Tool Platform to support EA content and approach for ePerspectives including Installation, Configuration, and Maintenance

2 **Track II**

ePerspectives-E (eP-Content) : Establish required EA competencies, EA artefacts, capture Method & Process and Governance to support future projects; with the expectation to cut-over onto an EA tool as and when ready.

Track 1 needs to be supported with tool enablement skills - how to install, configure, manage and sustain the EA tool

Track 2 needs to be supported with EA practitioner skills – what information to collect, what correlations to establish, what reports/visualisations to provide the required insights for the business

Phase I: ePerspectives-T (Set up tooling and ensure EA suitability)

ePerspectives Adoption Mobilisation / Project Setup

Indicative Deliverables

- Agreed scope and objectives ePerspectives
 - Identified Content sources & owners
- Detailed project plan & SoW
 - Interview preparations
- Stakeholder information and selection for interviews

OPTIONAL: eP Tool Setup, Configuration & Customisation

- Indicative Deliverables
 - Initial Installation & Migration

ePerspectives Current Assessment

Indicative Deliverables (Current Outlook)

- EA Reference model
- Business Strategy Alignment
- EA Reference Model
- Business Architecture
- State of Value Streams & Processes
- Business Capability Model
- Organizational ownership
- Governance
- Training & Enablement
- KPI's
- Demand Management & Forecasting

ePerspectives Target definition (and determine gaps)

Indicative Deliverables (Target Outlook)

- ePerspectives Gaps
 - redundancies
- EA Content & EA Tooling Synch Up
- Recommendations based on identified Business / IT gaps

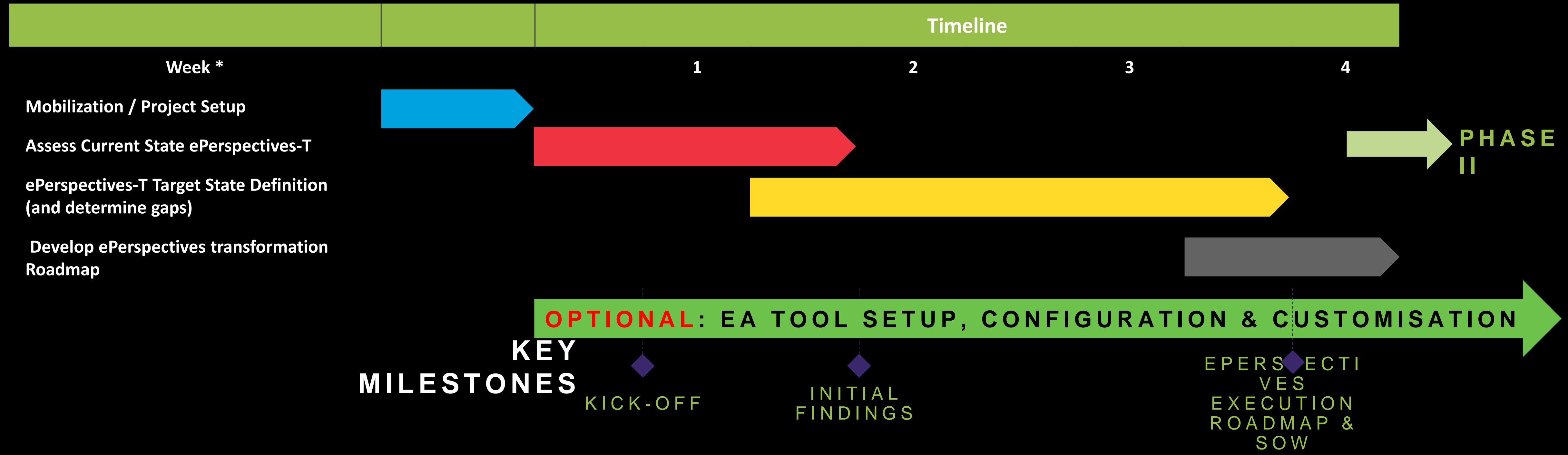
Target definition: EA Reference model, Business Strategy Alignment, EA Reference Model, EA Tooling, Business Architecture, State of Value Streams & Processes, Training & Enablement, Organisational ownership, Governance, ePerspectives KPI's

ePerspectives Develop transformation roadmap

Indicative Deliverables

- Roadmap and SoW to move towards "Target ePerspectives-T" (will be incrementally developed towards target state including during Phase II)

Phase I: eP + Tool (Optional) – Roadmap (Indicative Sample)



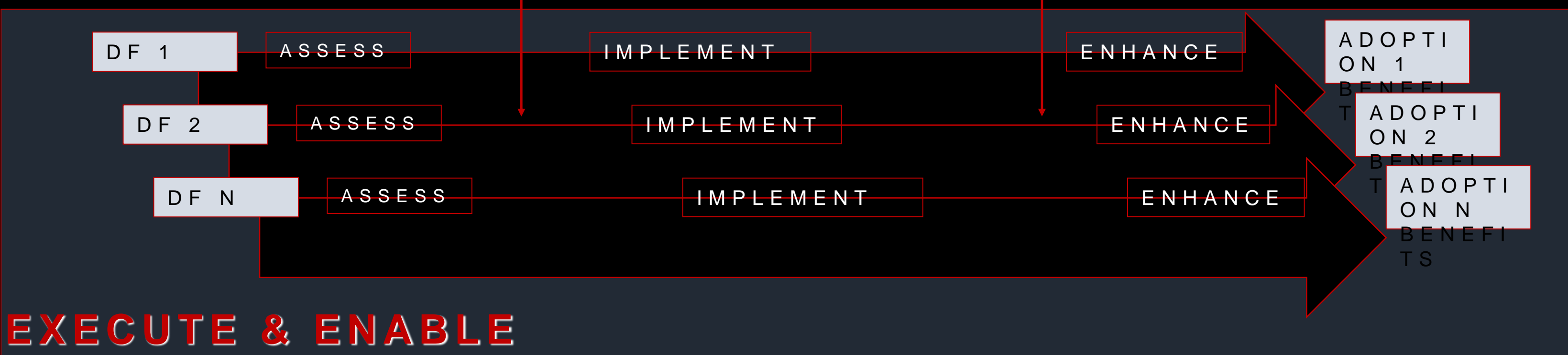
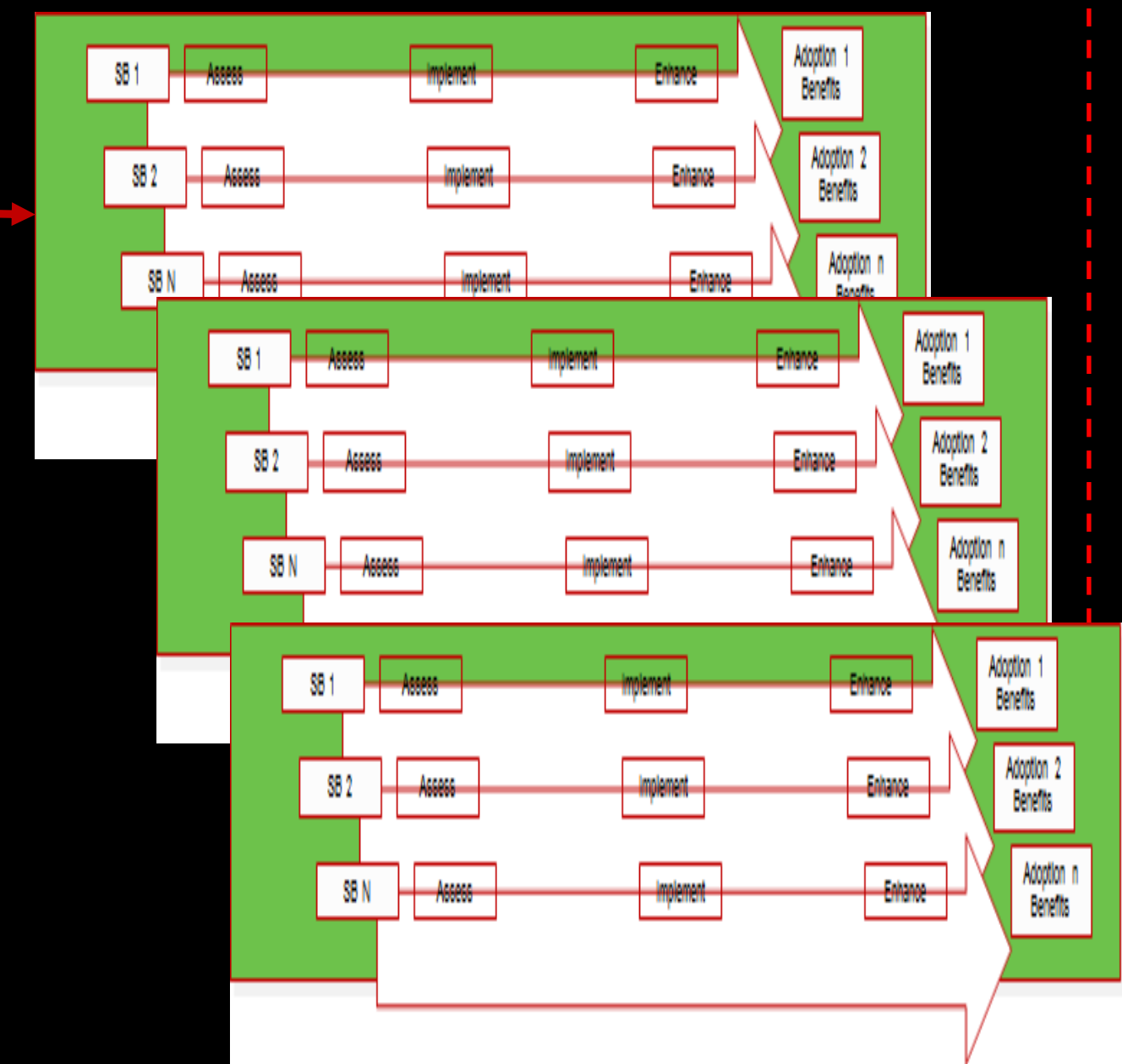
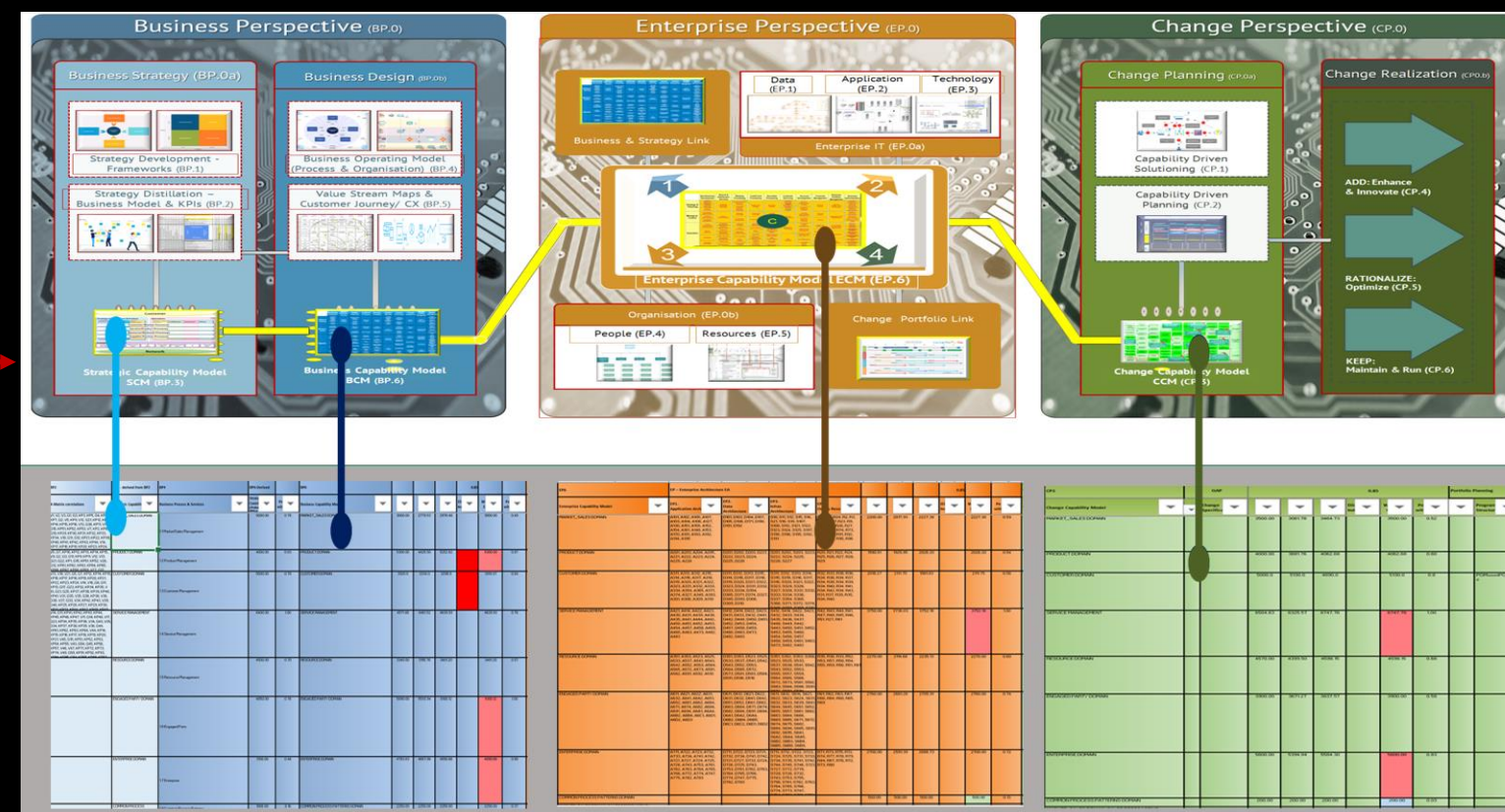
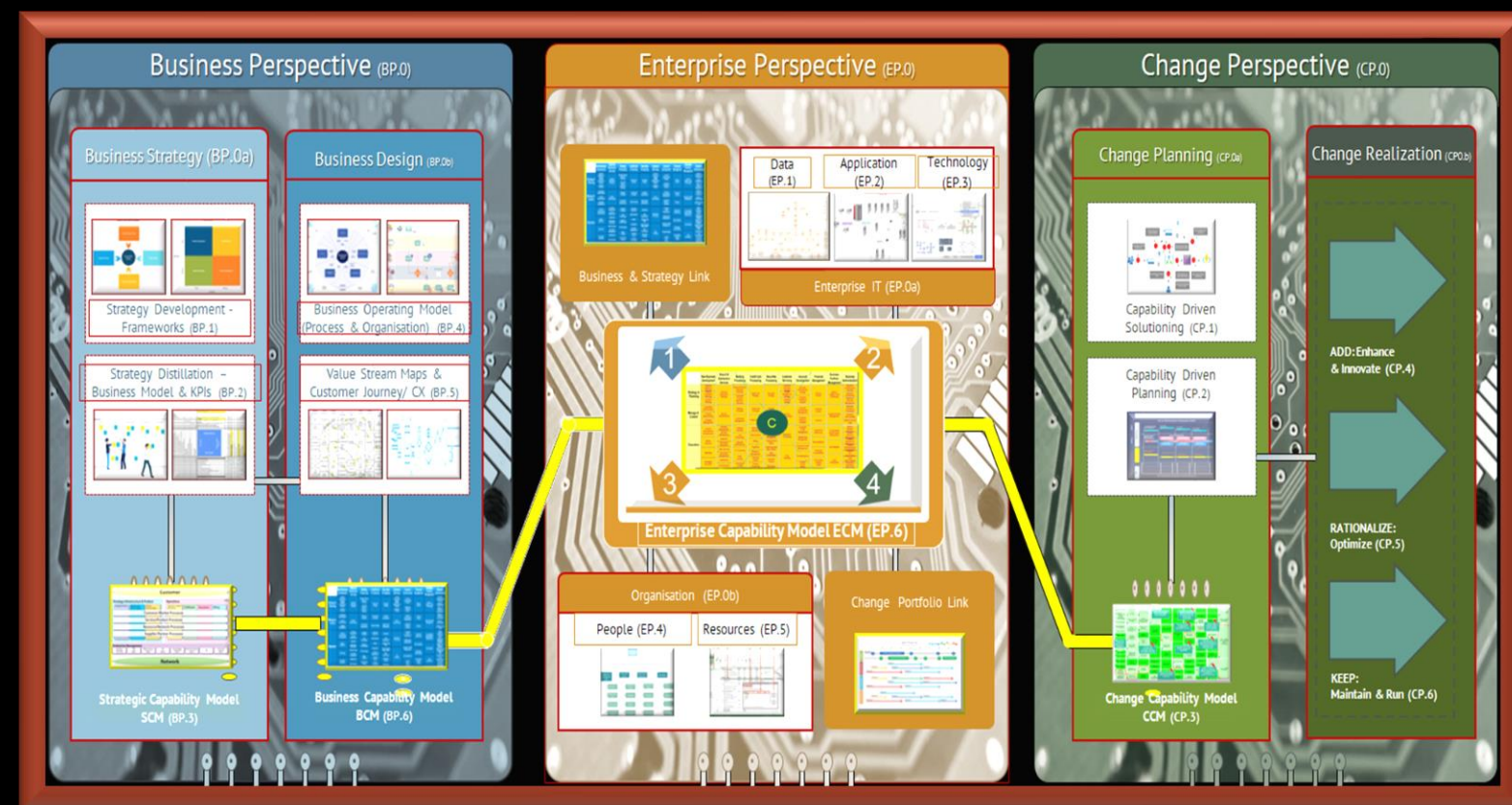
* THE ACTUAL DURATION WILL DEPEND ON SPECIFIC REQUIREMENTS AND CIRCUMSTANCES

Incremental Optimized Focused Skills Transfer & in-Project Mentoring

**FOCUS - DIGITAL FOUNDATION WITH EP:
METHOD, FRAMEWORK, OWNERSHIP,
RELATIONS, & INTERACTIONS**

**FOCUS - DIGITAL FOUNDATION WITH EP:
EXECUTING OF DIGITAL
FOUNDATION PROJECTS BY PRACTITIONER**

**EXECUTE:
ASSISTED ADVISORY,
OR,
BY CLIENT ONLY**



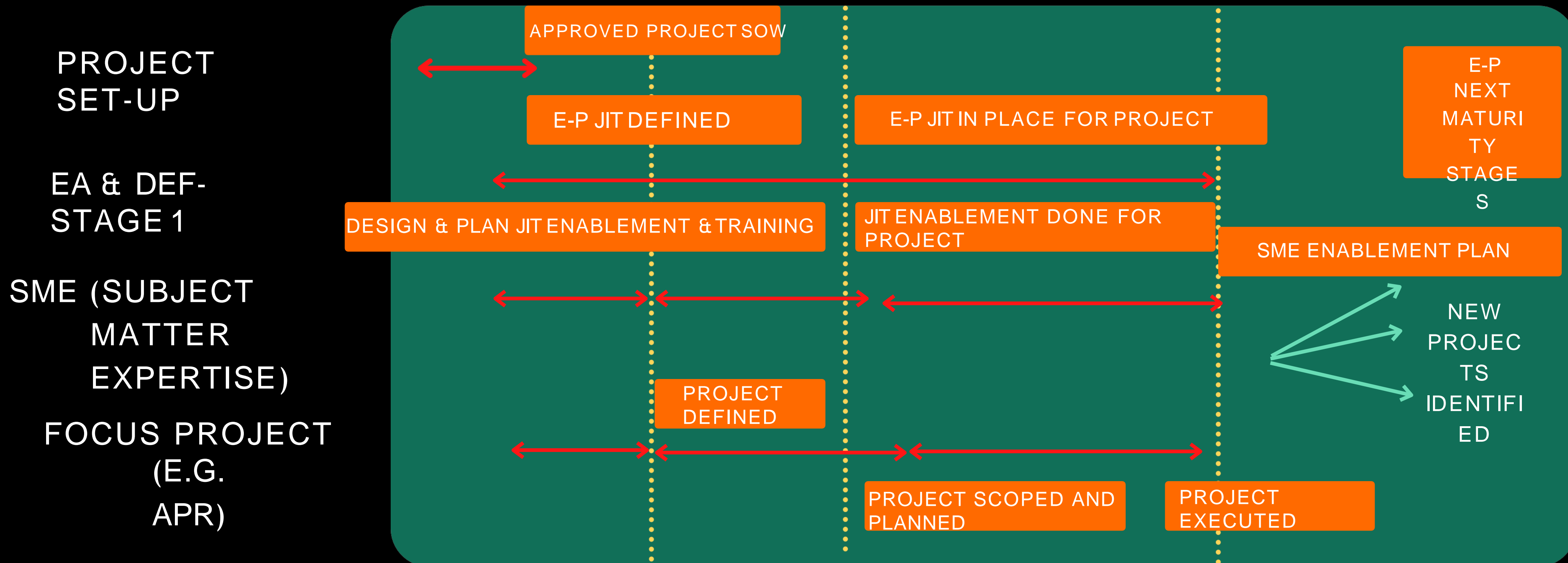
EXECUTE & ENABLE



JUST-IN-TIME PRACTICAL APPROACH TO eP Adoption (Indicative)

THE BELOW PICTURE ILLUSTRATES A HIGH-LEVEL PLAN SUITED FOR A JUST-IN-TIME APPROACH TO OBTAIN A BASIC DEGREE OF E-P AS PER THE PREVIOUS SLIDE, WHILE IN PARALLEL APPLYING THIS TO A PROJECT. THIS REPRESENTS A MINIMALISTIC APPROACH, THAT CAN ALSO TEST THE FRAMEWORK AND ITS APPLICABILITY AND VALUE.

A PARAMETERISED CONFIGURATION OF THIS HIGH-LEVEL PLAN CAN BE DERIVED WITH ACTUAL TIMEFRAME AND RESOURCING ETC., WHEN THE AMBITION AND SCOPE FOR THE UNDERTAKING ARE BETTER DEFINED.





Thank You!

RAD@EATTRANSFORM.COM

EATTRANSFORM

Digital Enterprise Transformation