THE EVOLUTION OF EA FUNCTION
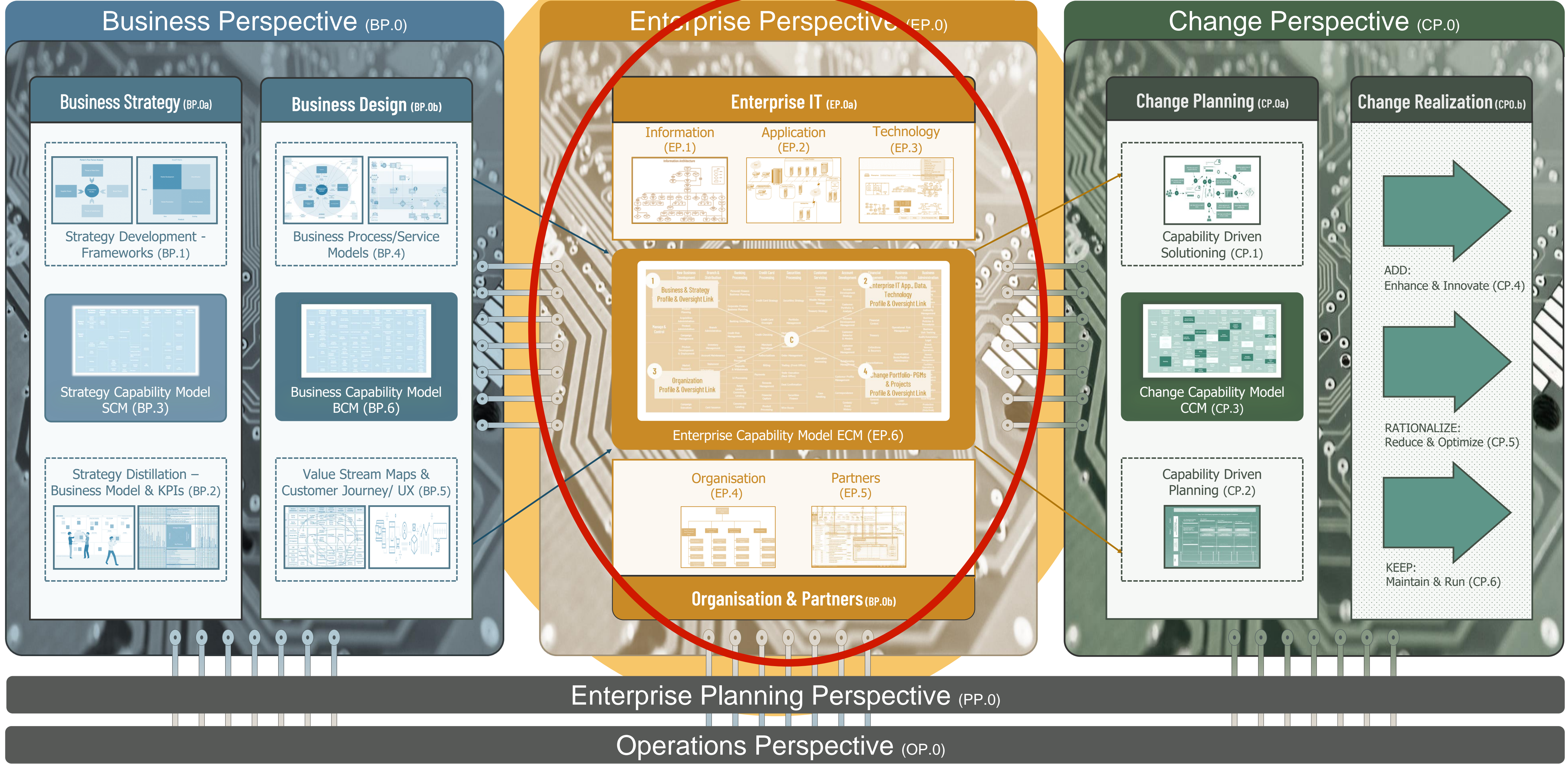
EA INTERNAL
EA EXTERNAL & INFLUENCE

ENTERPRISE DIGITAL TRANSFORMATION
WITH EPERSPECTIVES

ARSALAN N. RAD
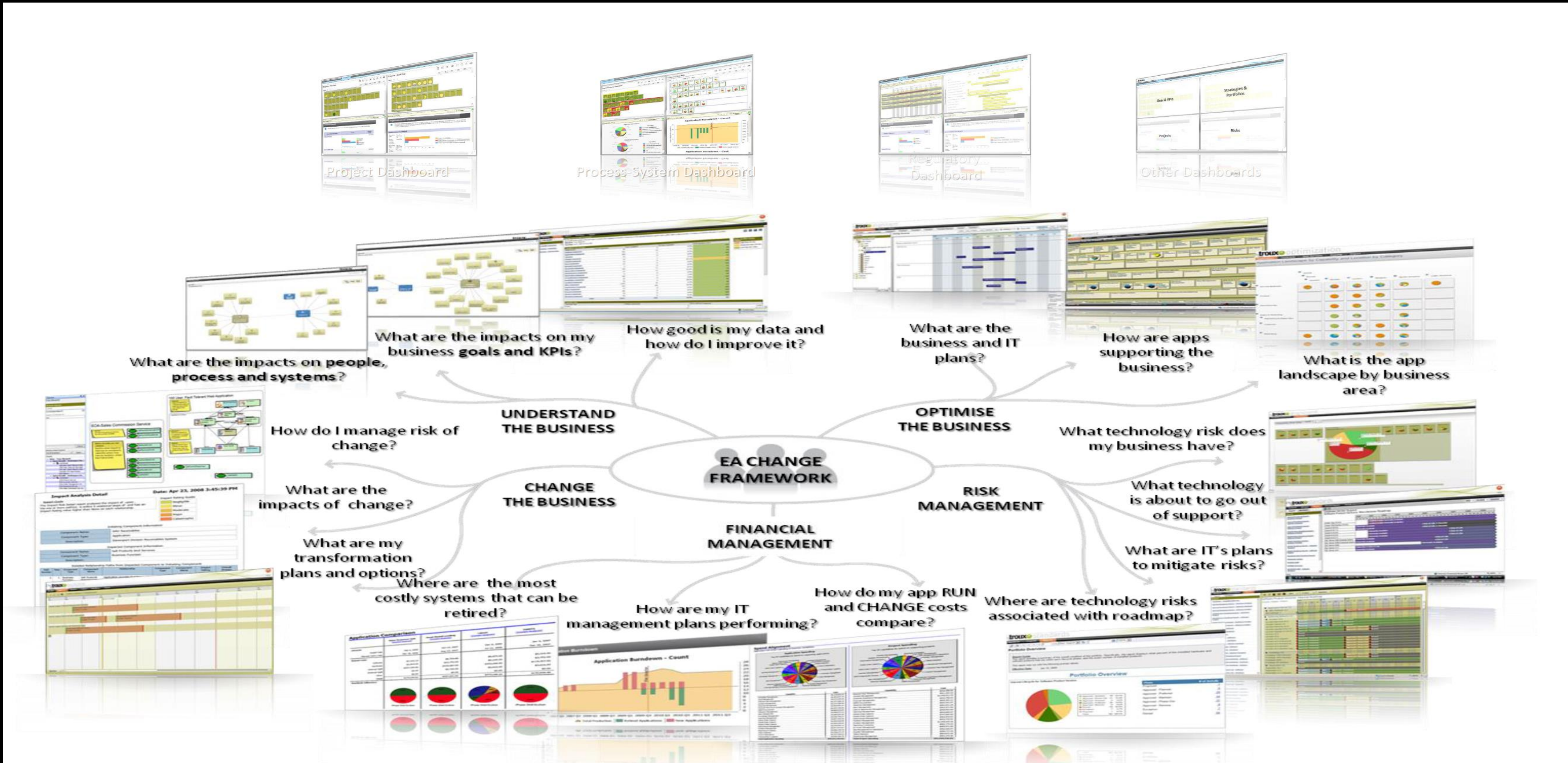*DISTINGUISHED ENTERPRISE &*
BUSINESS ARCHITECT
(THE OPEN GROUP)

EPERSPECTIVES: DIGITAL ENTERPRISE – BASELINED, SIMPLIFIED, AND UNIFIED

Business Perspective (BP.0)

Business Strategy (BP.0a)

Strategy Development - Frameworks (BP.1)

Strategy Capability Model SCM (BP.3)

Strategy Distillation – Business Model & KPIs (BP.2)

Business Design (BP.0b)

Business Process/Service Models (BP.4)

Business Capability Model BCM (BP.6)

Value Stream Maps & Customer Journey/ UX (BP.5)

Enterprise Perspective (EP.0)

Enterprise IT (EP.0a)

Information (EP.1)

Application (EP.2)

Technology (EP.3)

1 Business & Strategy Profile & Oversight Link

2 Enterprise IT App., Data, Technology Profile & Oversight Link

C

3 Organization Profile & Oversight Link

4 Change Portfolio- PGMs & Projects Profile & Oversight Link

Enterprise Capability Model ECM (EP.6)

Organisation (EP.4)

Partners (EP.5)

Organisation & Partners (BP.0b)

Change Perspective (CP.0)

Change Planning (CP.0a)

Capability Driven Solutioning (CP.1)

Change Capability Model CCM (CP.3)

Capability Driven Planning (CP.2)

Change Realization (CP0.b)

ADD: Enhance & Innovate (CP.4)

RATIONALIZE: Reduce & Optimize (CP.5)

KEEP: Maintain & Run (CP.6)

Enterprise Planning Perspective (PP.0)

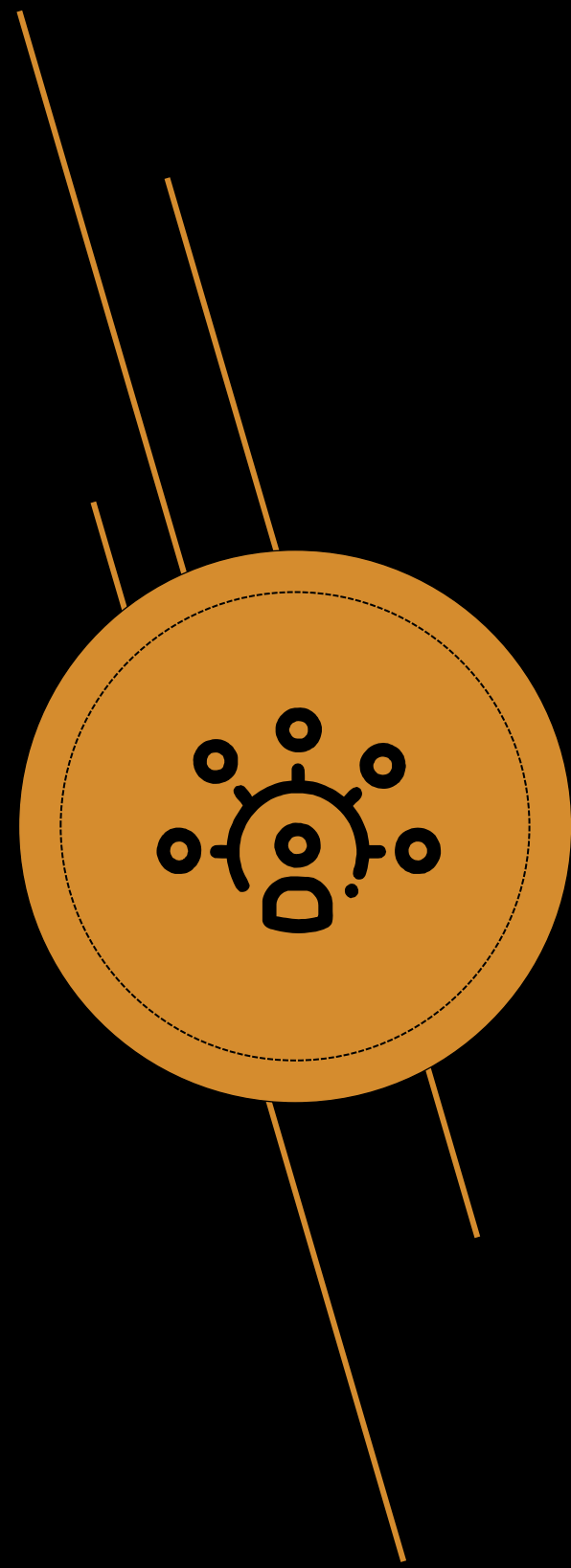## Operations Perspective (OP.0)

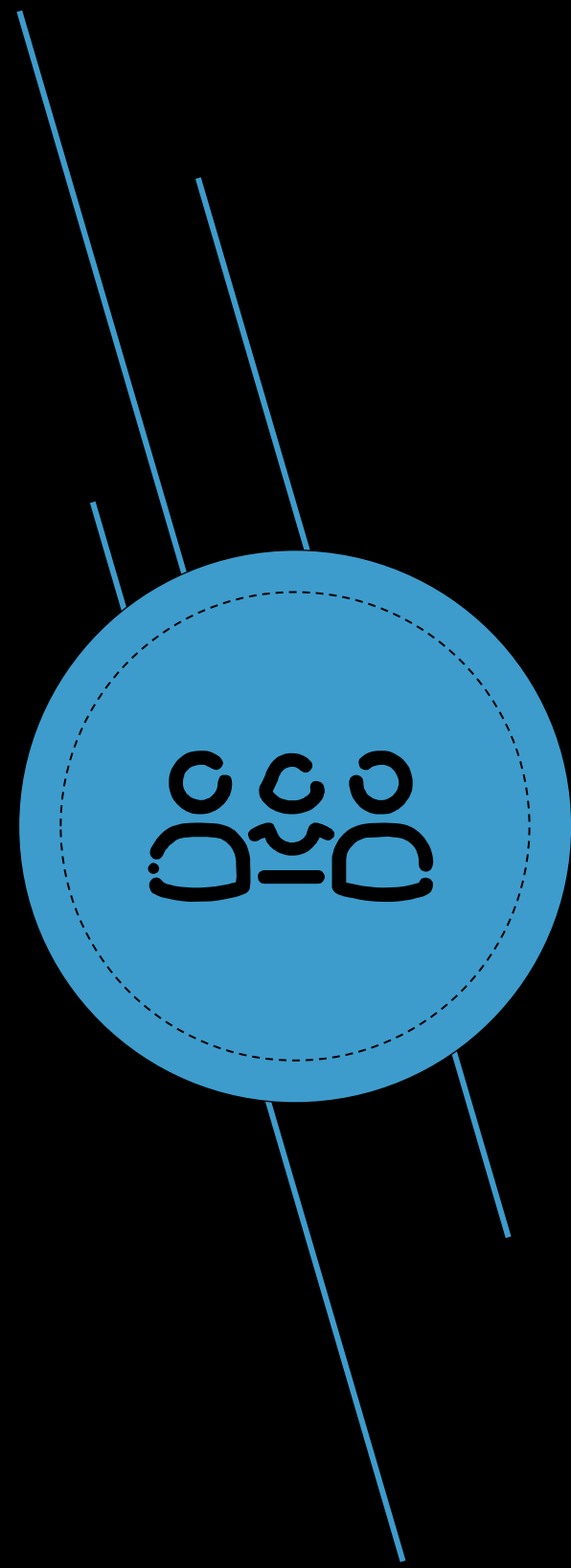# EA Function: 2 Key aspects in focus : Internal vs. External

EA Internal	EA External
Re-shaping EA Function to become a Best-Practice led Architecture Function	Holistic E2E Architecture from Business Strategy to IT Implementation- Making EA Function the Command & Control Center (CCC) for Business and IT Putting it to actual work and leveraging it in actual practice: How EA Function can take a highly active role in identifying issues within the current initiatives, and make recommendations and take actions to assist in putting these Programs back on the right track

Target state: EA function internal (indicative)

- EA Function guiding and leading by Applying Best-Practice Enterprise and Solution Architecture
- Well-defined services published as Service Catalogue
- Well functioning Demand Management, Governance, etc.
- Interaction or request for Service directed to EA Function, and routed by EA Function to Architectural Capabilities required
- Clarity in responsibility and accountability for various Architect roles
- Optimized Capacity
- Qualification Process to ensure correct and proper initiation of delivery
- Information/Data (and Security) Architecture seamlessly integrated
- **Fully Implemented in EA Tooling**
- …..

Target state: EA function external holistic(indicative)

- Architecture-leading by following a Best practice holistic e2e framework
- Reputation and reliance to enable and empower Transformation Programs
- Business Change & Transformation Programs devised, architected, planned, and harmonized in complementary fashion at "Holistic Business Level"
- Ability to provide full traceability e2e from Business Strategy to IT implementation, hence to be seen as a "Command & Control Center" for Business and IT, where Obtaining reports from Programs is standard, with ability monitor and measure progress highly difficult
- Governance model that reflects the e2e picture accordingly
- Clear process of intake from EA (EA Function) to Solution Delivery
- QA Quality checkpoints milestones for solution delivery to assure of delivery quality
- **Fully Implemented in EA Tooling**

- …

EA Function Influence

- Simplification of IT landscape, and Business to IT flow
- All Programs Best Practice Enterprise Architecture-adherent
- Programs re-adjusted to be driven from "holistic e2e " POV- One baseline for scoping (i.e. Business Capability Model)
- Business Change & Transformation Programs devised, architected, planned, and harmonized in complementary fashion at holistic "Holistic Business Level"
- Driven from "holistic e2e Solutions" POV
- Business requirements (and NFR's) for key Business Capabilities such as "Billing" clear
- Mutual integrity in scope intact across Programs, thus avoiding overlapping scope, or conflicting choices
- Clarity in responsibilities and accountability
- Programs traceable from defined Business Strategy to implementation plans, Epics, etc., enabling full-fledged KPI-adherent reporting with full traceability
- Fully Implemented in EA Tooling
- …

High Level Path

Progressive EA

| Initiation | Alignment with ePerspectives Digital Enterprise Framework Reference | Business Strategy & Architecture | Current Operating Model | Target Operating Model | Capability Based Assessment, Gap Analysis | Recommend Digital Transformation Actions & Roadmap |

Enterprise Architecture Framework (ePerspectives Adoption)

EA Driven Digital Transformation