



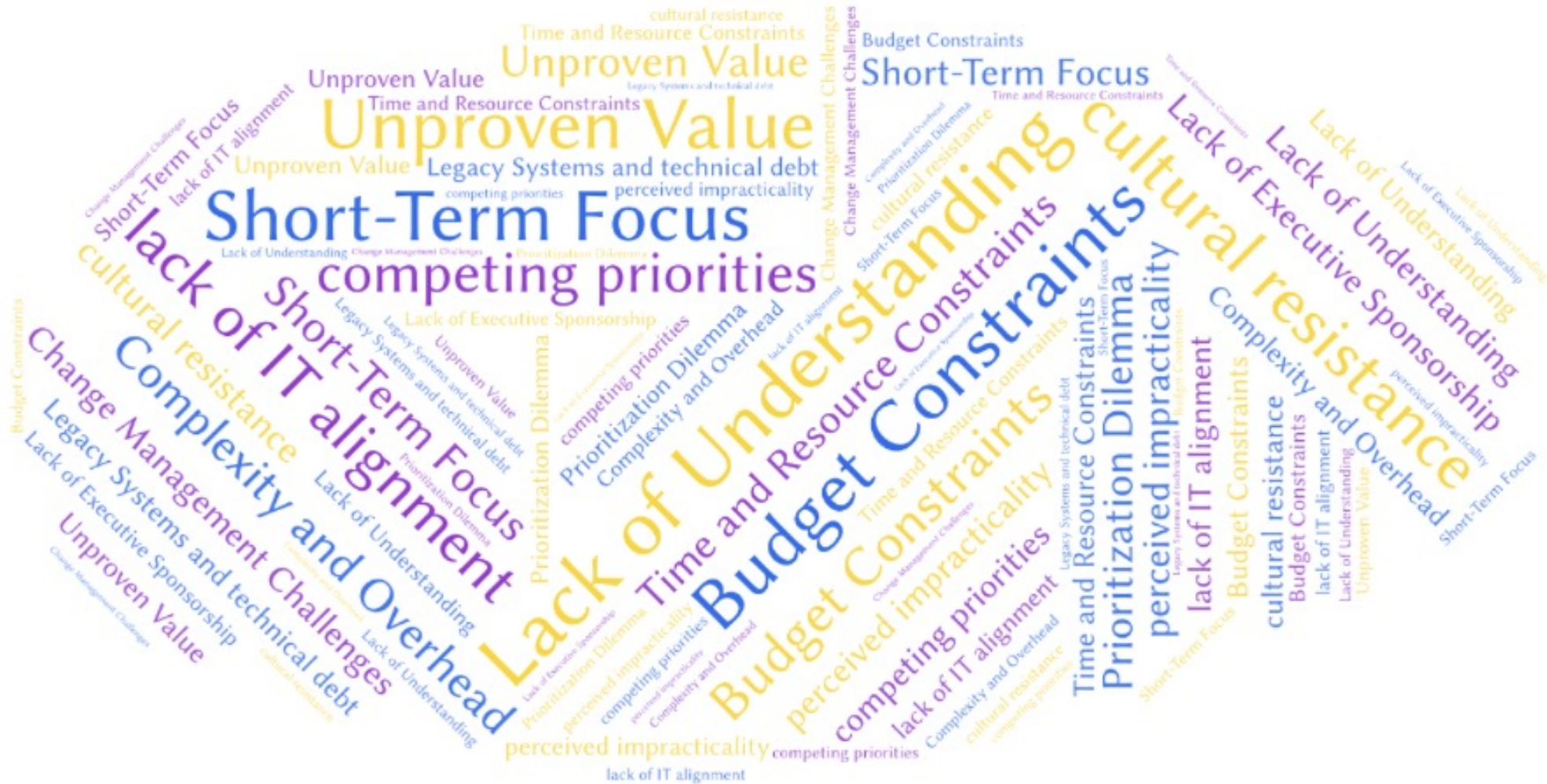
Modernizing Enterprise Architecture

Shifting the perception of Enterprise
Architecture

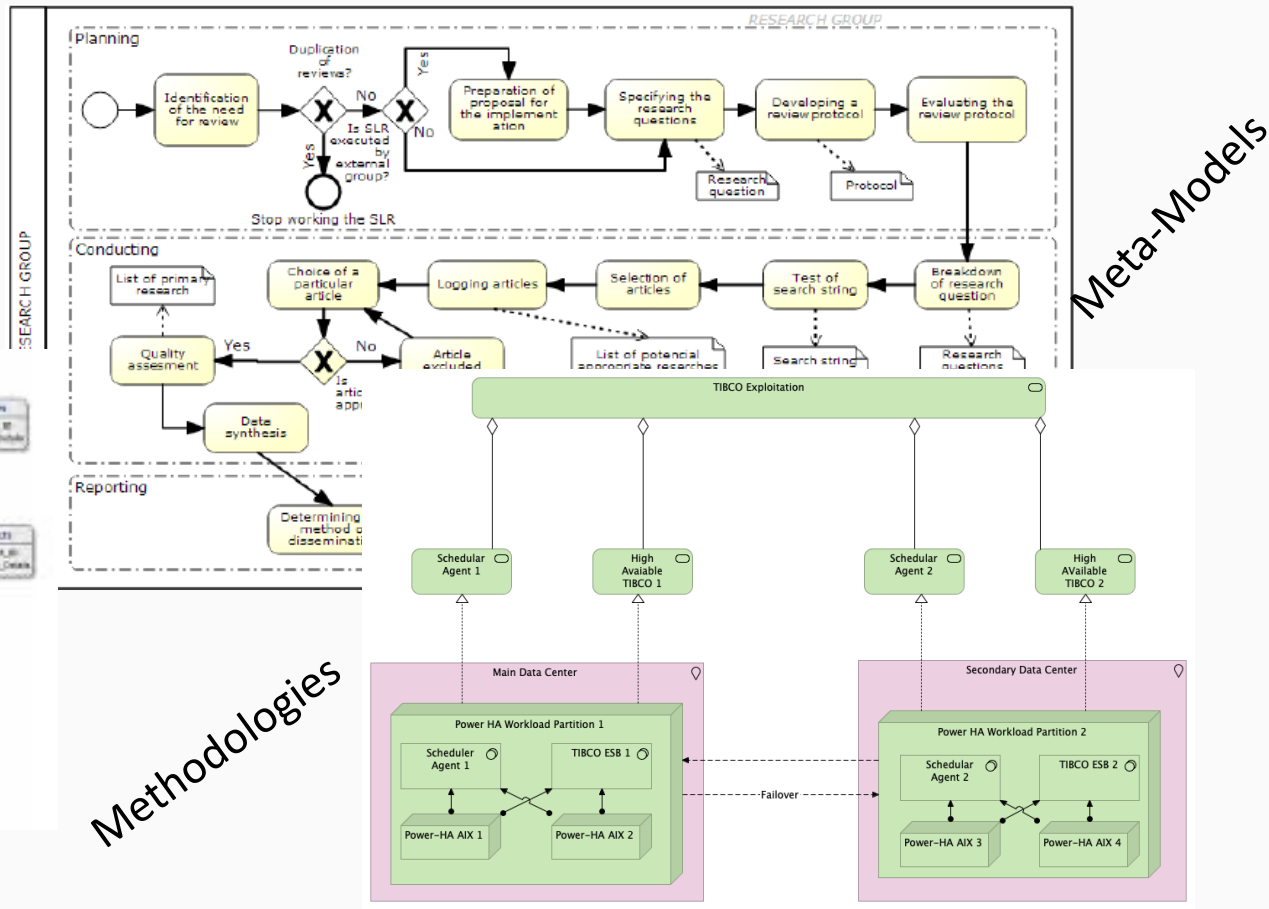
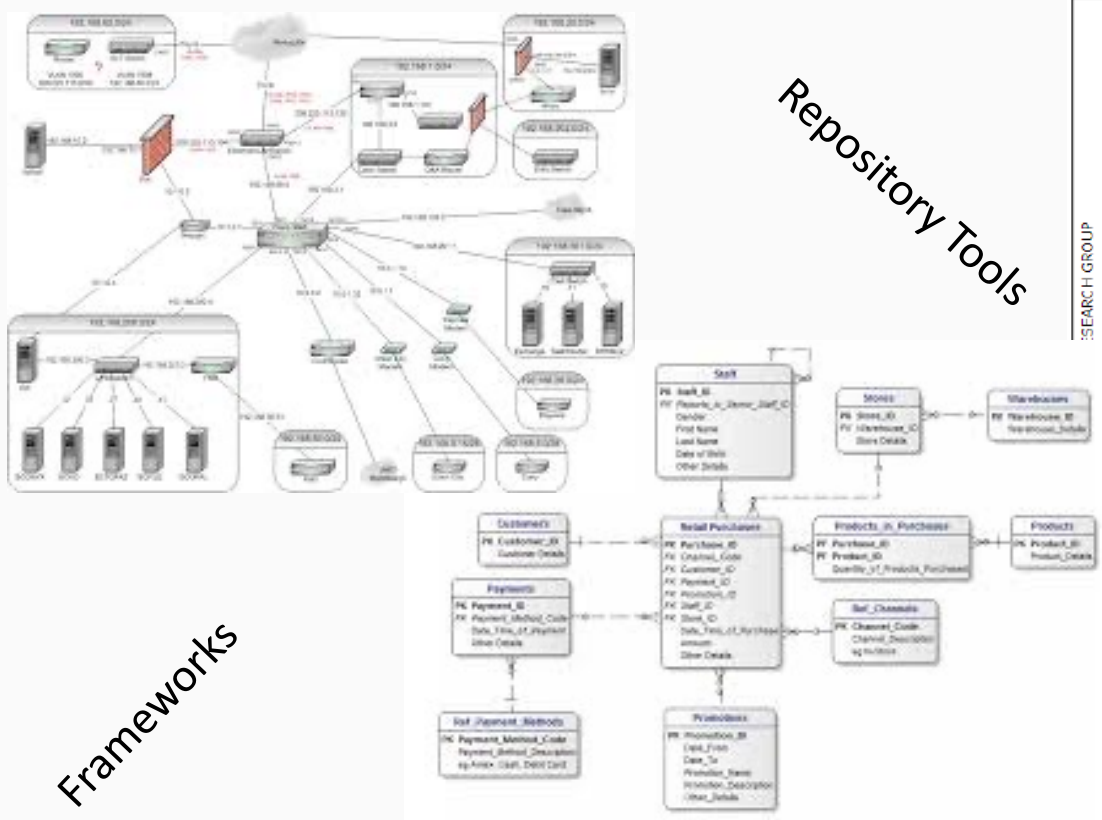
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Organizational resistance to Enterprise Architecture adoption continues to flourish.



Enterprise architects are often a source of organizational resistance



How can EA practitioners reduce organizational barriers to Enterprise Architecture adoption?



Modernizing EA requires altering the concept of EA from building models to solving general management problems.

- Enterprise Architecture must be expressed in terms of risk and resource allocation:
 - Organizations with mature EA programs have a threefold agility advantage¹
 - 79% of Organizations with mature EA programs report improved compliance and risk management.²
 - 79% of 1892 IT managers identified EA as a means for reducing IT complexity³
- Reframe the EA repository as an enterprise knowledge base for change
- Decision Insight framed in terms of risk and resource allocation is the real value Proposition
 - Creating models in and of itself is not a value-added effort
 - Analysis of architecture models provides decision insight

Sources:

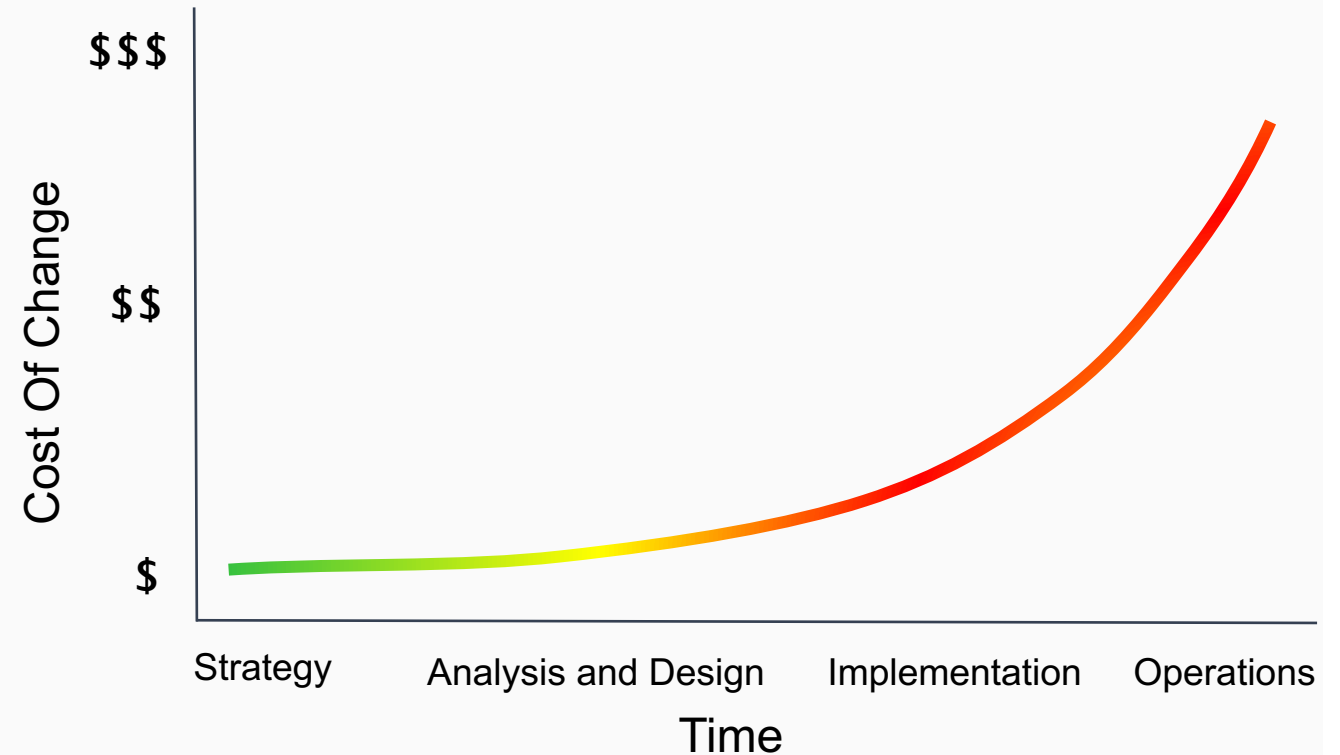
1-Bizzdesign State of EA 2022

2-Bizzdesign State of EA 2023

3-LeanIX Global Survey on EA, 2019

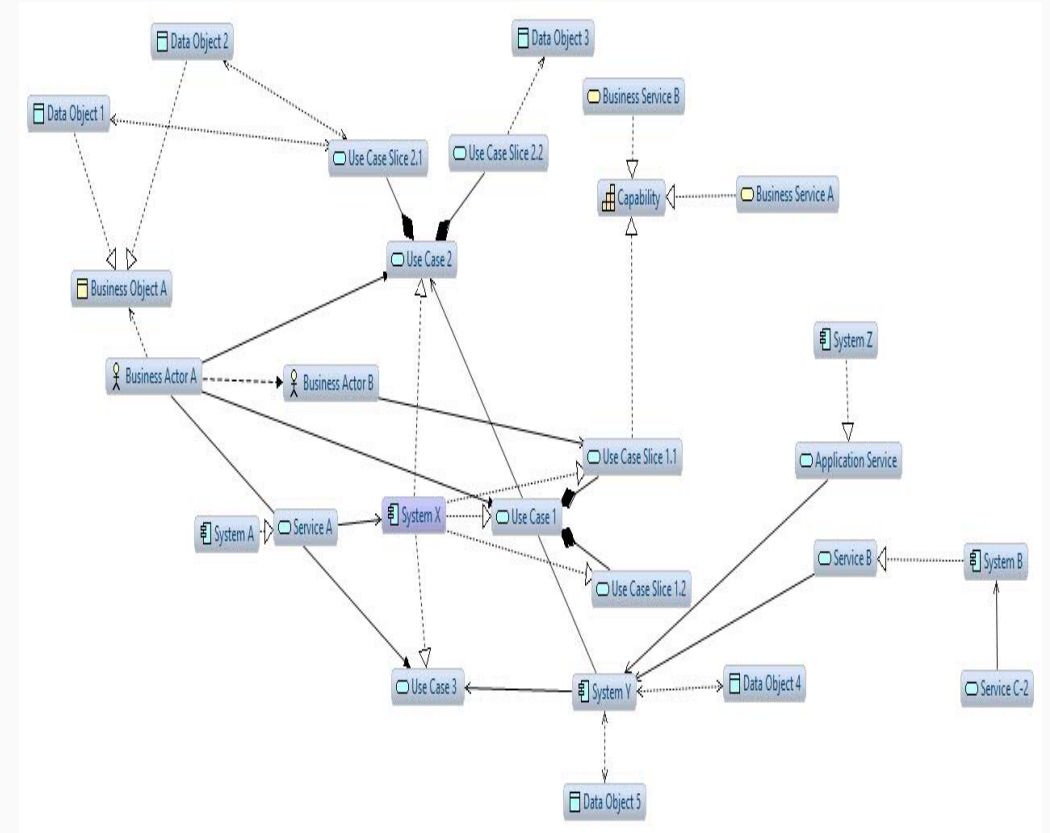
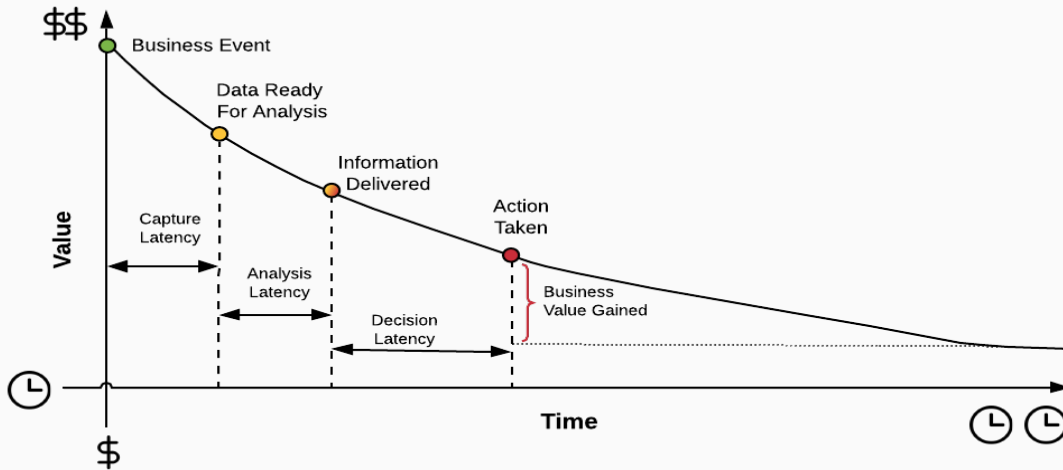
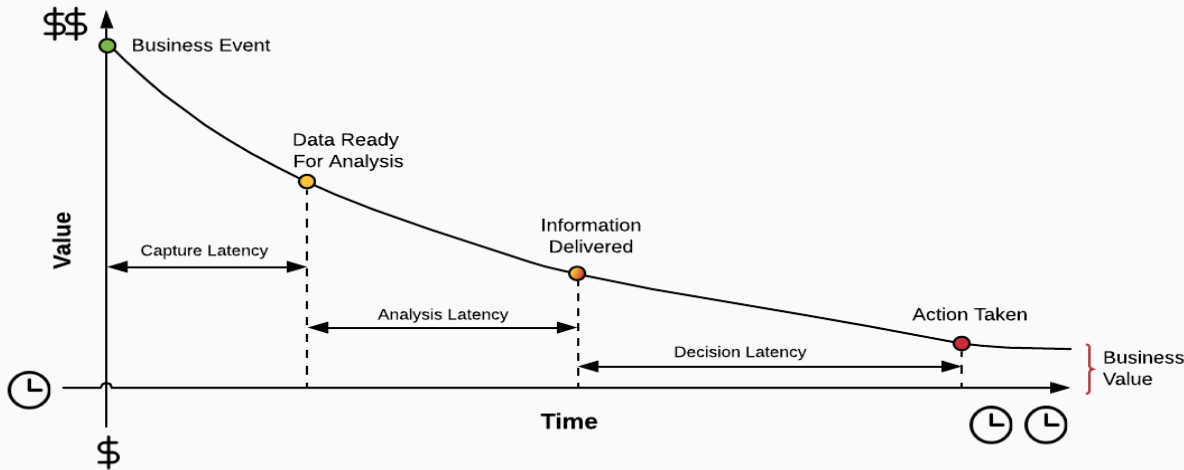
Expressing EA analysis in terms of risk and resource allocation shifts discussion from models to enterprise outcomes.

- Conventional wisdom highlights that the cost of removing a defect (e.g., software bug, faulty product, bad process, etc.) increases time passes.
- Defect costs manifest in forms such as:
 - Cost of correcting the defect (i.e., labor, resources)
 - Lost productivity (i.e., increased labor, unbudgeted resources)
- Information about change becomes a valuable commodity.
- Quantitative argument for EA implementation is that improved decision making has a value to the organization.
- Techniques such as the Expected Value of Perfect Information (EVPI) becomes an approach to probabilistically “quantifying” the value of the analysis work done.



Recommendation: Doug Hubbard's How to measure the value of anything

The EA repository must be reframed as an enterprise knowledge base for change.



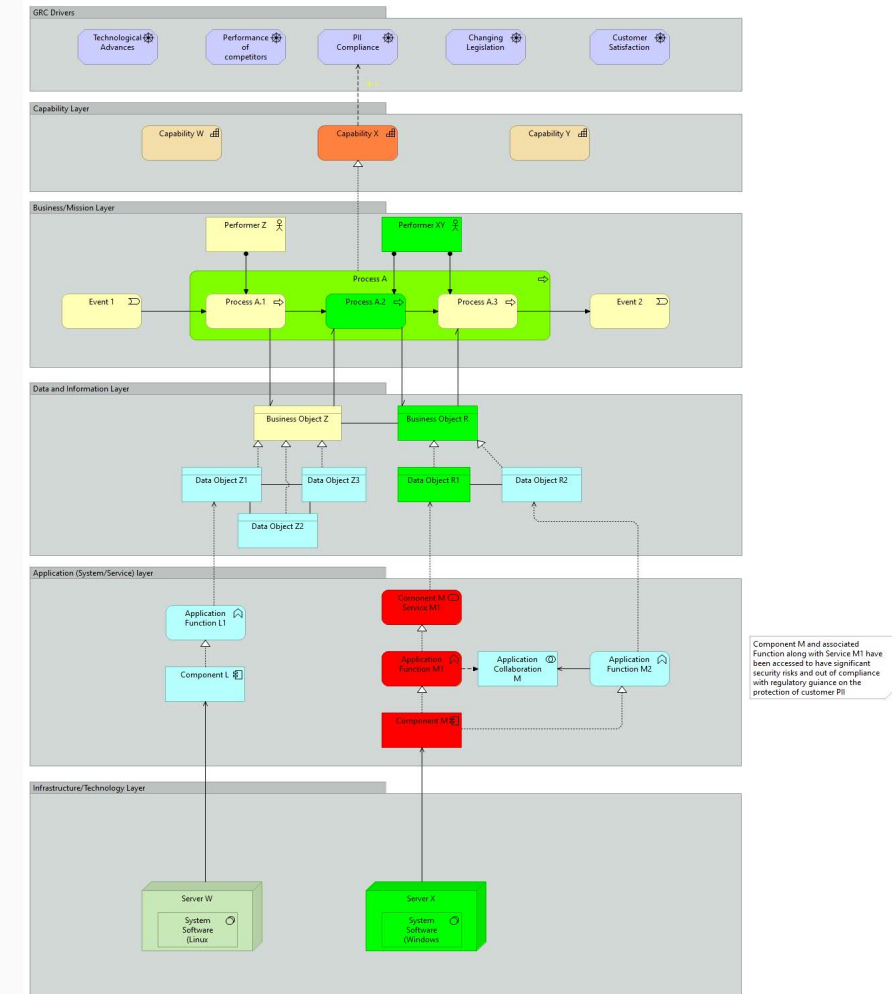
Source: Robert Hackathorn

Enterprise Architecture use cases can help focus on outcome driven results

- GRC compliance and auditing: Analysis around compliance with Governance, Risk Management and Audit instruments. Identify where discrete disconnects equate to potential fines or loss of business opportunity.
- Cyber Security: Analysis around cyber security measures and controls and the impact to enterprise capabilities if they are compromised. Identify investment to reduce risk posture against threats (e.g., Insider Threat, Ransomware, etc.)
- Project and Portfolio Analysis: Analysis around project dependencies to identify critical linkages between projects and successful outcomes

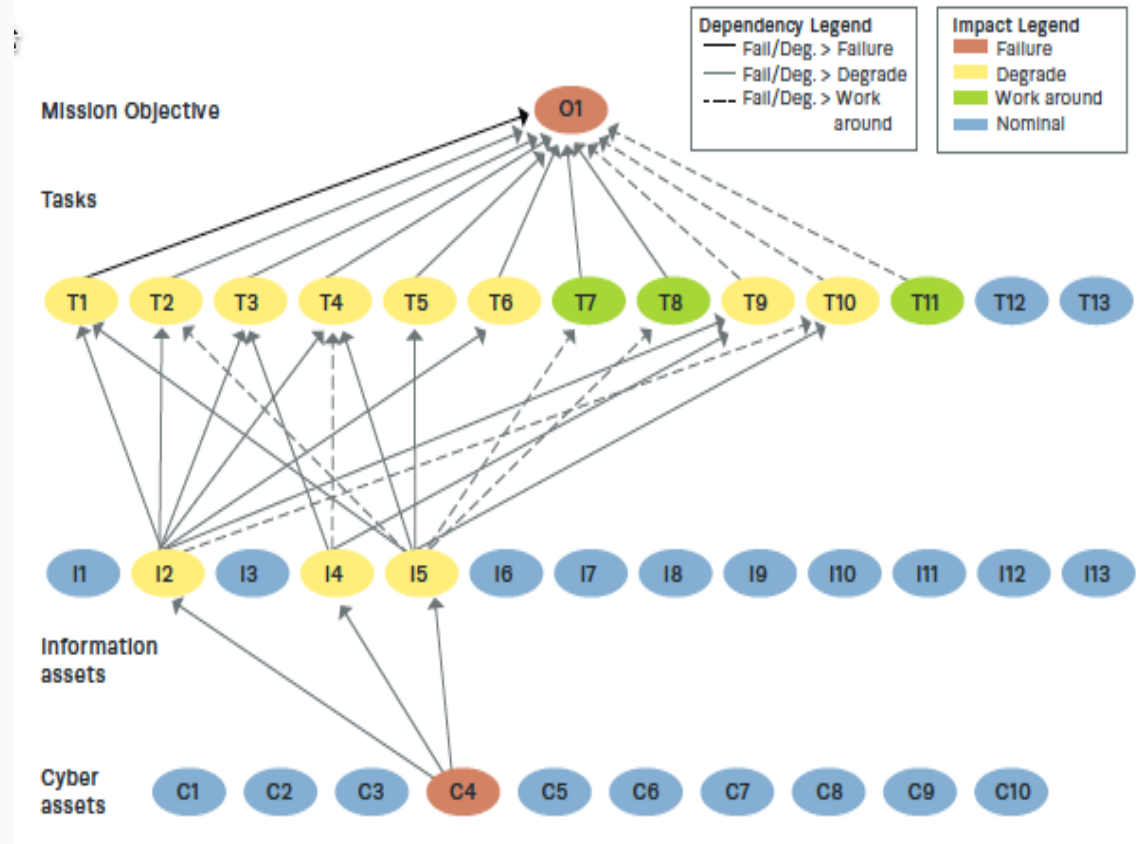
GRC compliance and auditing:

- Examines how GRC instrument (e.g., standards, law, etc.) are implemented and how they are integrated into the company landscape (e.g., IT, Operations, Quality, etc.)
- How it is done: Identifying and documenting the impacts of GRC instruments to discrete elements of the organization (process, people and tools).
- Analysis approach: Impact analysis. Using “What If” Scenarios changes to the GRC instruments or the connected elements can be stress tested for compliance and resiliency.
- Measures the ratio of compliance and risk impact for a given scenario.



Cyber Security: Crown Jewel Analysis

- Crown Jewel Analysis identifies impact of compromised cyber assets (e.g., fire walls, SDP) to identify impacts to operations.
- How it is done: Series of models link cyber assets to discreet information assets and processes. Tasks are linked to operational goals and capabilities.
- Analysis approach: Impact analysis. Using “What if” Scenarios changes to cyber assets to determine security posture and resiliency.
- Identifies possible critical areas of risk to support investment and modernization decisions.

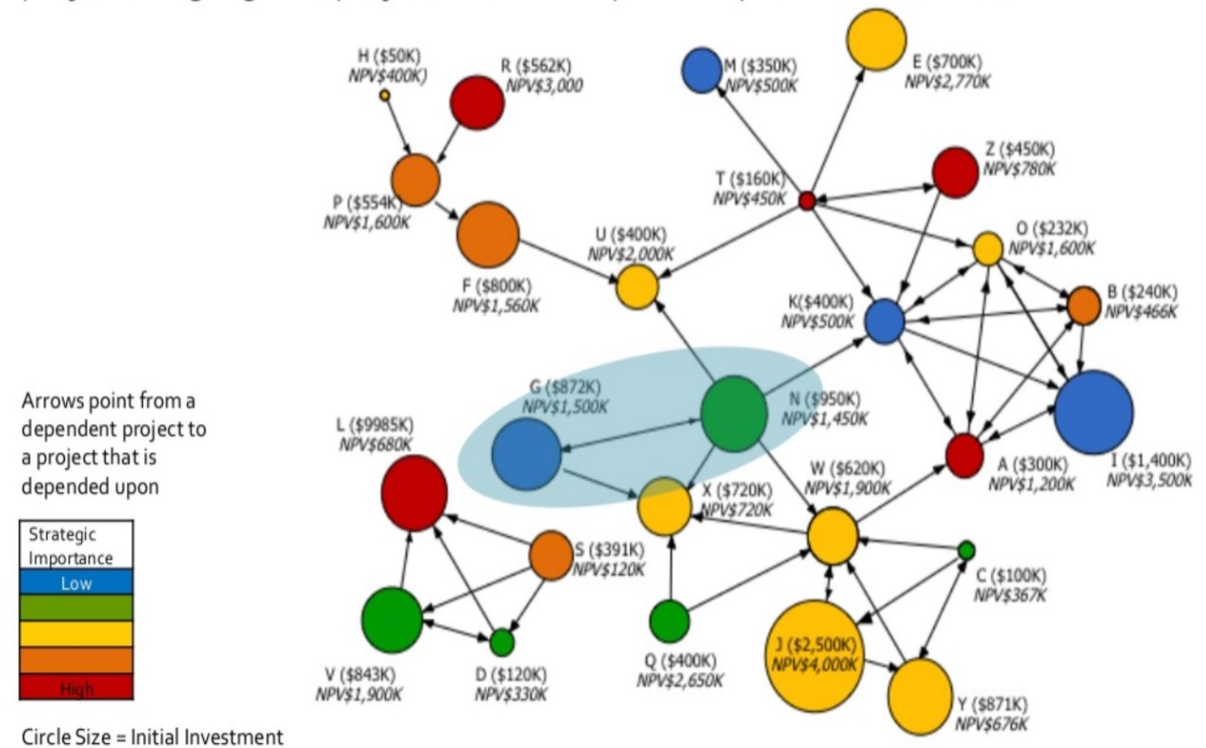


Project and Portfolio Analysis

- Identifies project dependencies based upon how different solutions fit within the organizations operational landscape.
- How it is done: Project deliverables are examined for exchanges of data and other interfaces.
- Analysis approach: Network analysis. This informs portfolio managers about project value in addition to other factors such as NPV.
- Measures project centrality and provides insights about project landscape that financial calculations alone cannot do.

Visualising project interdependencies

Mapping allows decision makers to see connections and thus impacts on projects. Highlighted projects will not impact the portfolio if removed.



The challenge for enterprise architects

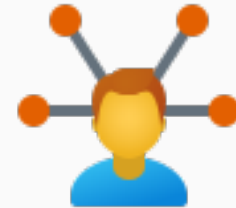
- Reframe the concept of enterprise architecture:

- Its **NOT** about building models
- It **IS** about solving enterprise problems while building out the enterprise knowledge base.



- Reframe the discussion:

- Its **NOT** about the practice of enterprise architecture
- Its **IS** about decision insight. Framing the conversation around risk and resource allocation





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