Architectural Work Status – A Case Study of Three Finnish Business Enterprises

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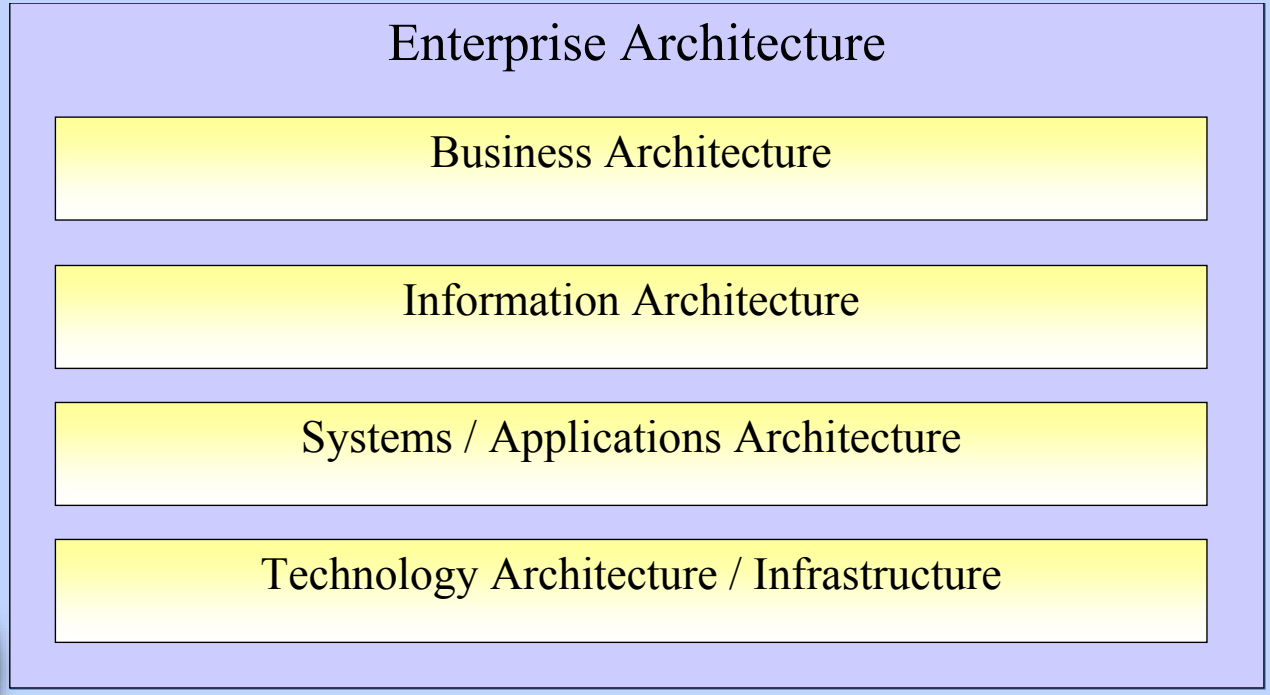
Outline

- Enterprise Architecture (EA)
- Study Background
- Research Process
- Generic Evaluation Model for Enterprise Architecture
- Enterprise Architecture Work Status
- Enterprise Architecture Work Challenges
- Summary and Development Suggestions
- Further Research

Enterprise Architecture (EA)

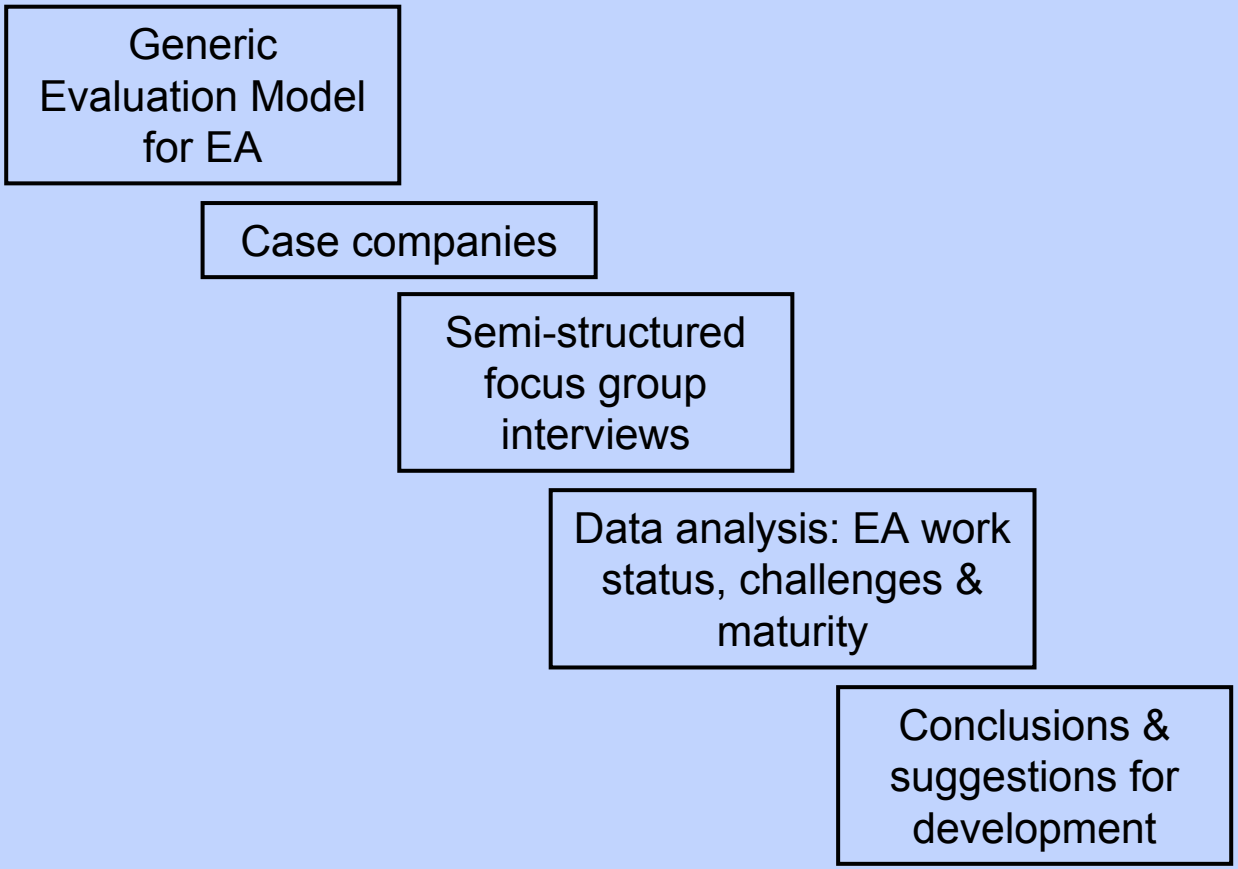


Study Background

- Academic and industry interest
- Potential for significant benefits
- Fragmented research domain
- Few studies on EA work status

➔ What is the status of EA work in companies?

Research Process



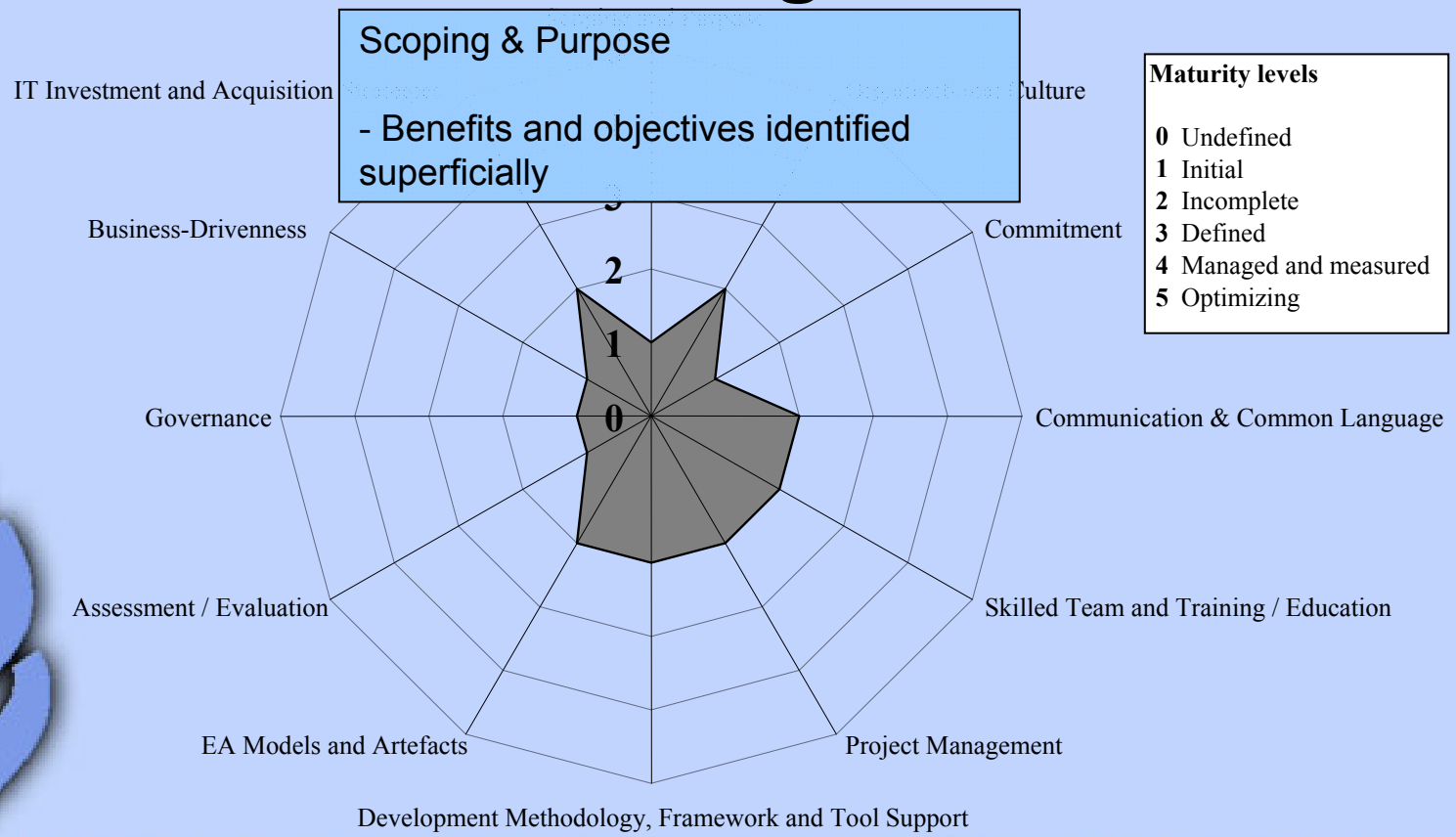
Generic Evaluation Model for EA

- The model consists of
  - areas of EA work (adapted from EA critical success factors)
  - key questions related to these areas
  - six maturity levels
- Introduced in detail by Ylimäki (2006)

Enterprise Architecture Work Status

- Company 1 – IT service provider
  - EA work methods, models and tools
  - EA evaluation methods, metrics and criteria
  - Knowledge and skills
  - Project management practices
- Company 2 – IT user organization
  - EA frameworks and work methods
  - EA policies
  - EA planning linked to IT investments
- Company 3 – IT user organization
  - Objectives and benefits
  - Business-driven
  - Development plan
  - Independent EA team

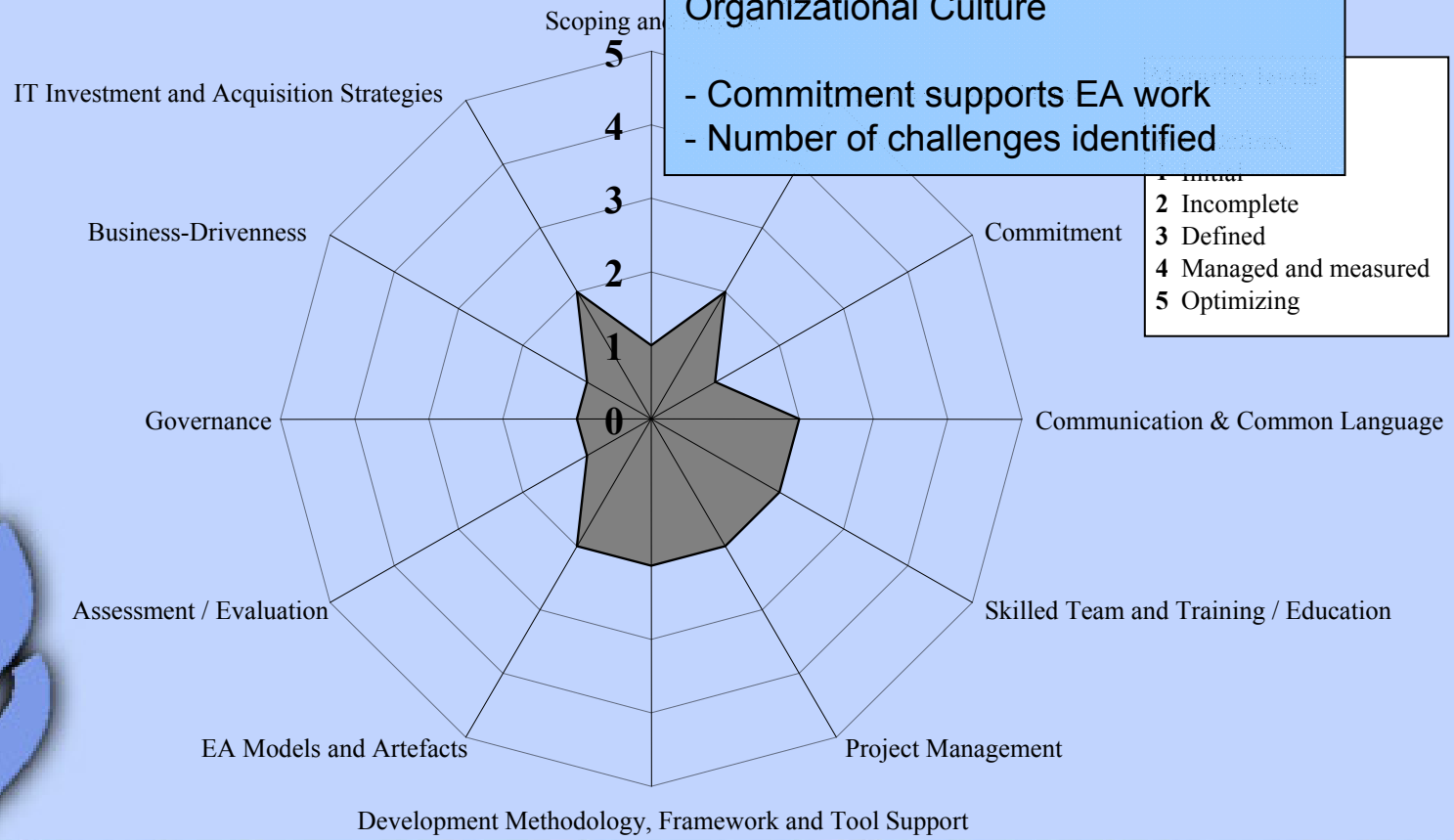
Enterprise Architecture Work Challenges



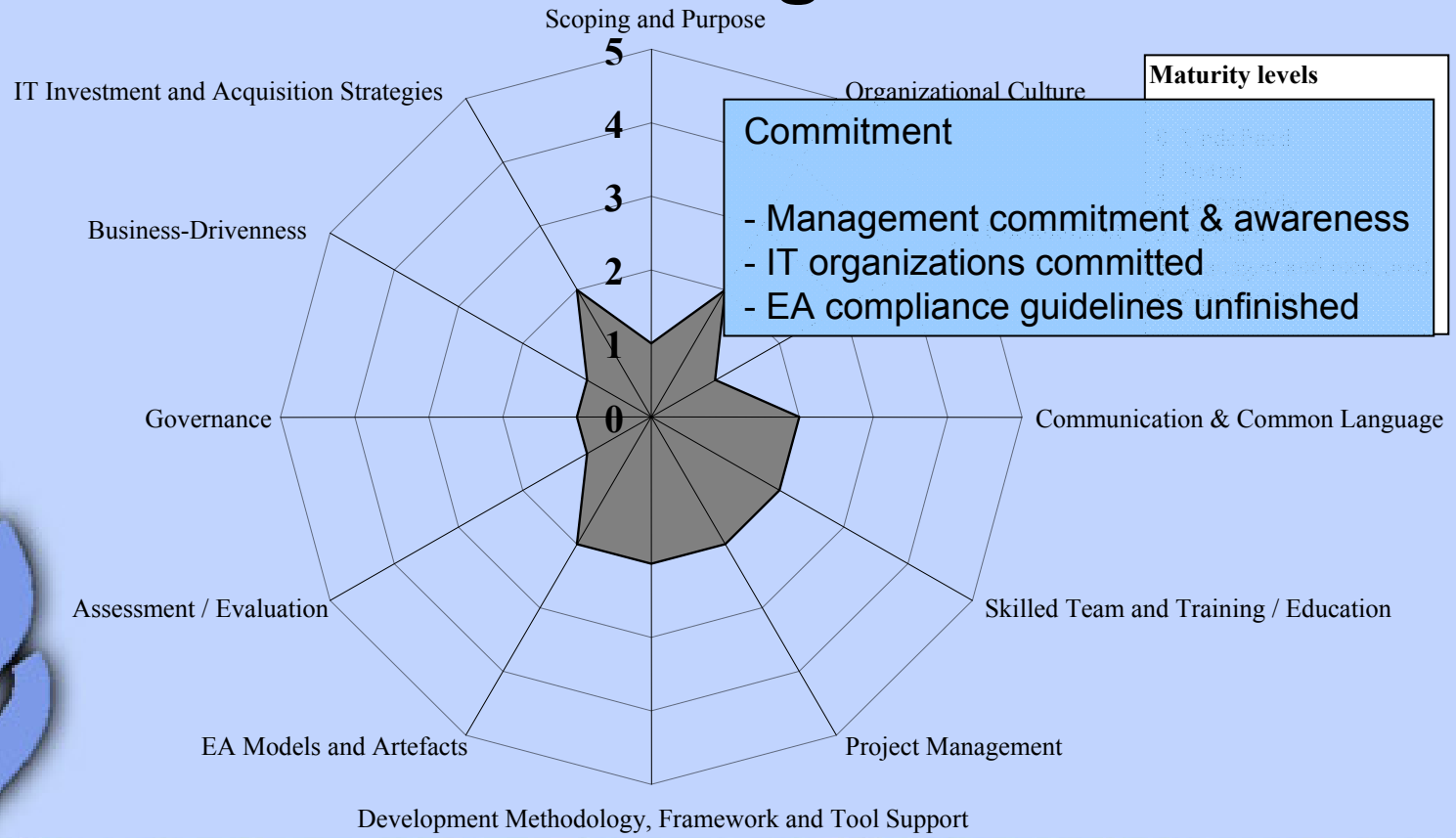
Enterprise Architecture Work Challenges

Organizational Culture

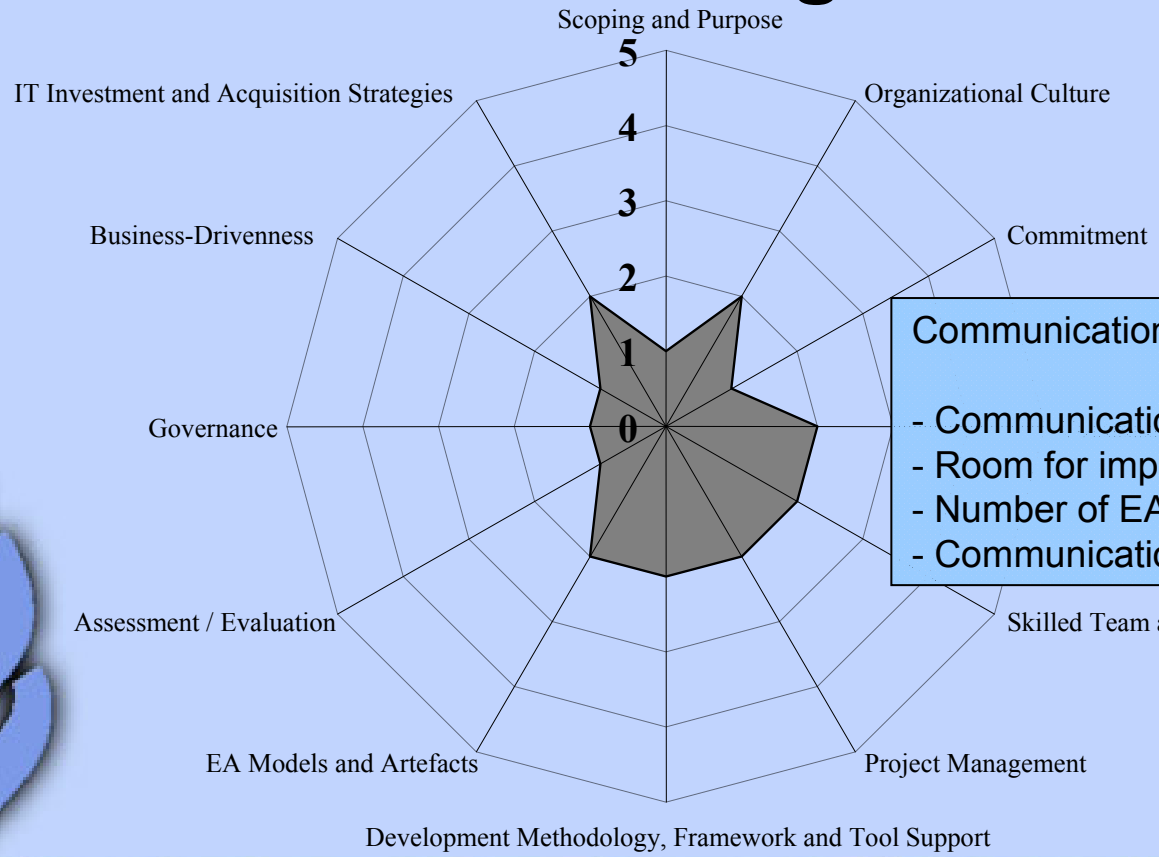
- Commitment supports EA work
- Number of challenges identified



Enterprise Architecture Work Challenges



Enterprise Architecture Work Challenges



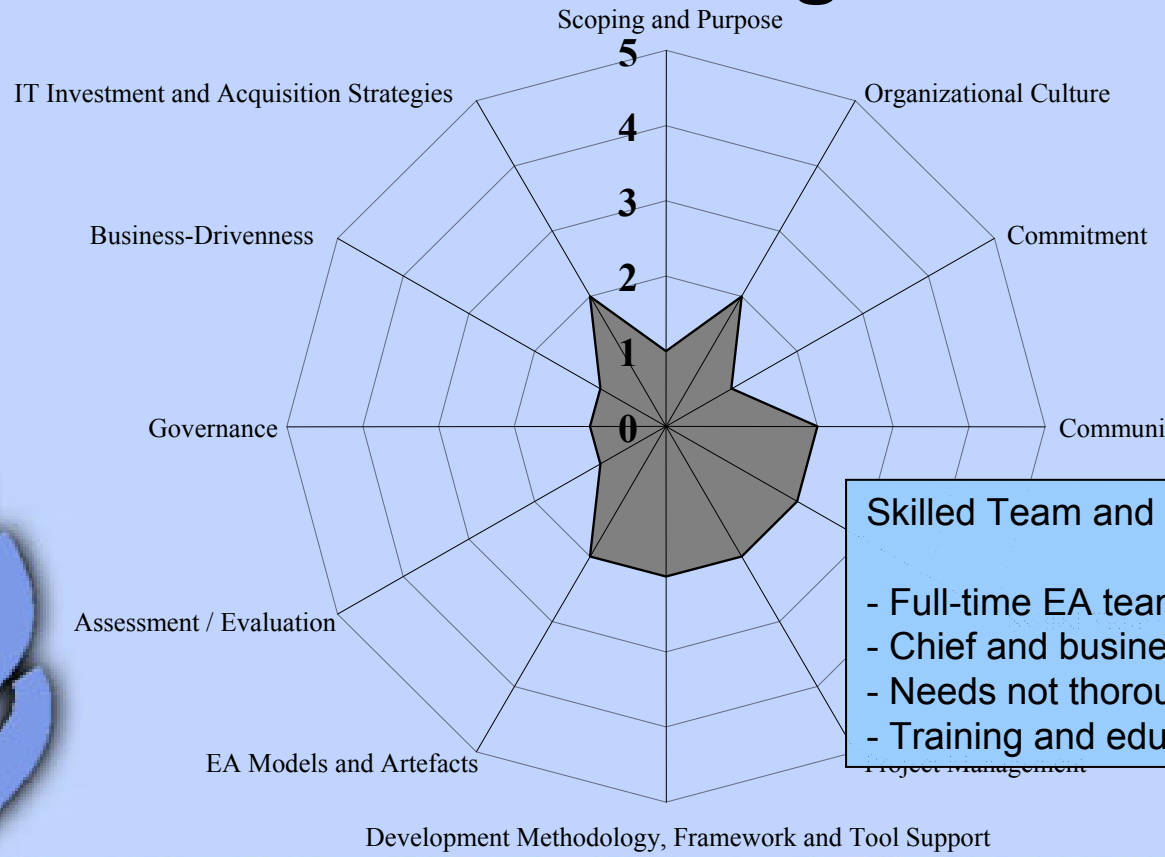
Maturity levels

0 Undefined
1 Initial
2 Incomplete
3 Defined
4 Managed and measured

Communication & Common Language

- Communication established
- Room for improvement
- Number of EA concepts defined
- Communication challenges discussed

Enterprise Architecture Work Challenges



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5 Optimizing

Skilled Team and Training / Education

- Full-time EA team with defined roles
- Chief and business architects not named
- Needs not thoroughly charted
- Training and education available

Enterprise Architecture Work Challenges

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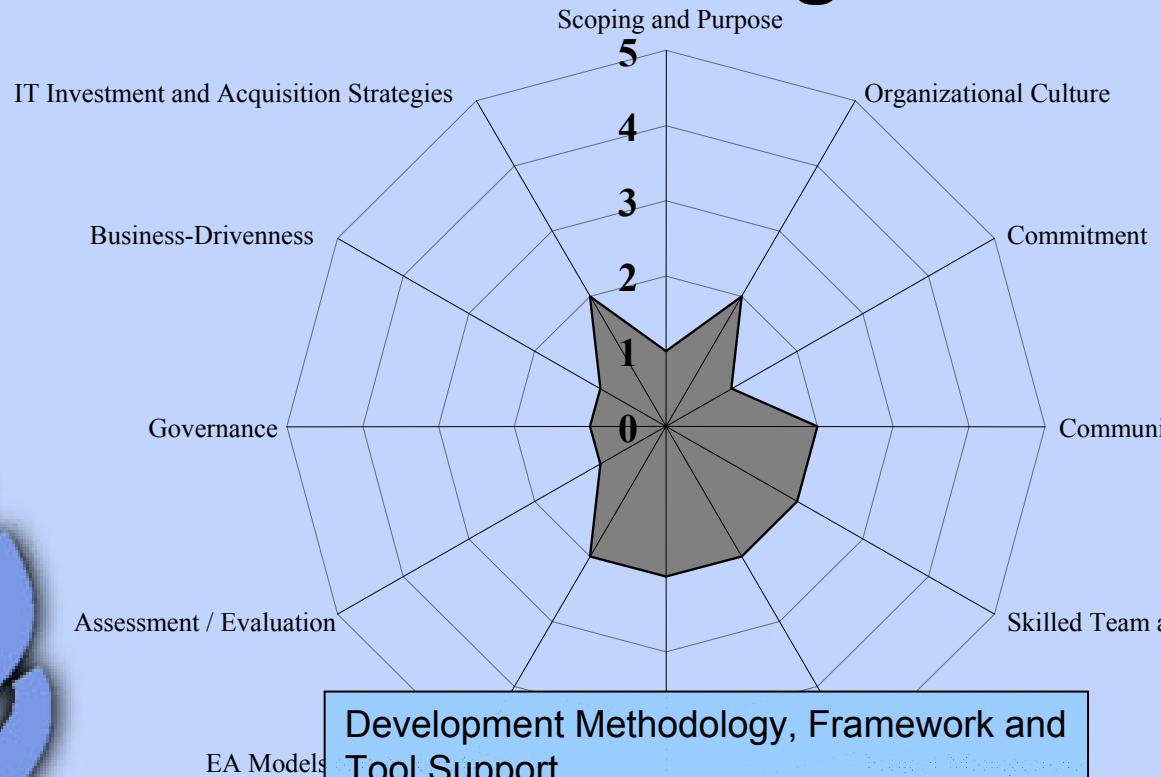
Project Management

- Established practices
- Coordination works well
- Best practices collected

Enterprise Architecture Work Challenges



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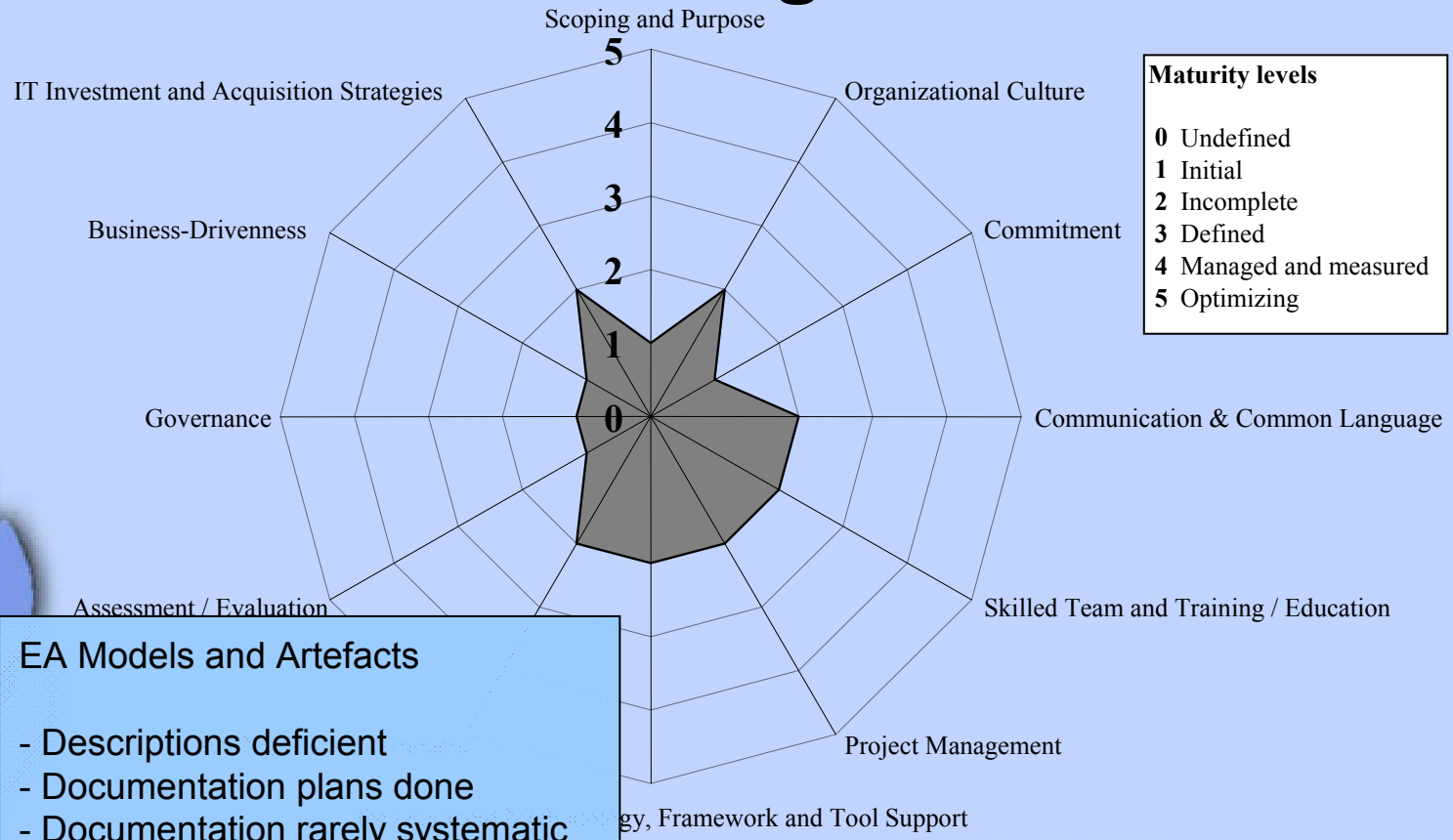
Development Methodology, Framework and Tool Support

- Framework defined and documented
- No defined EA development methodology
- Multiple tools used

Enterprise Architecture Work Challenges



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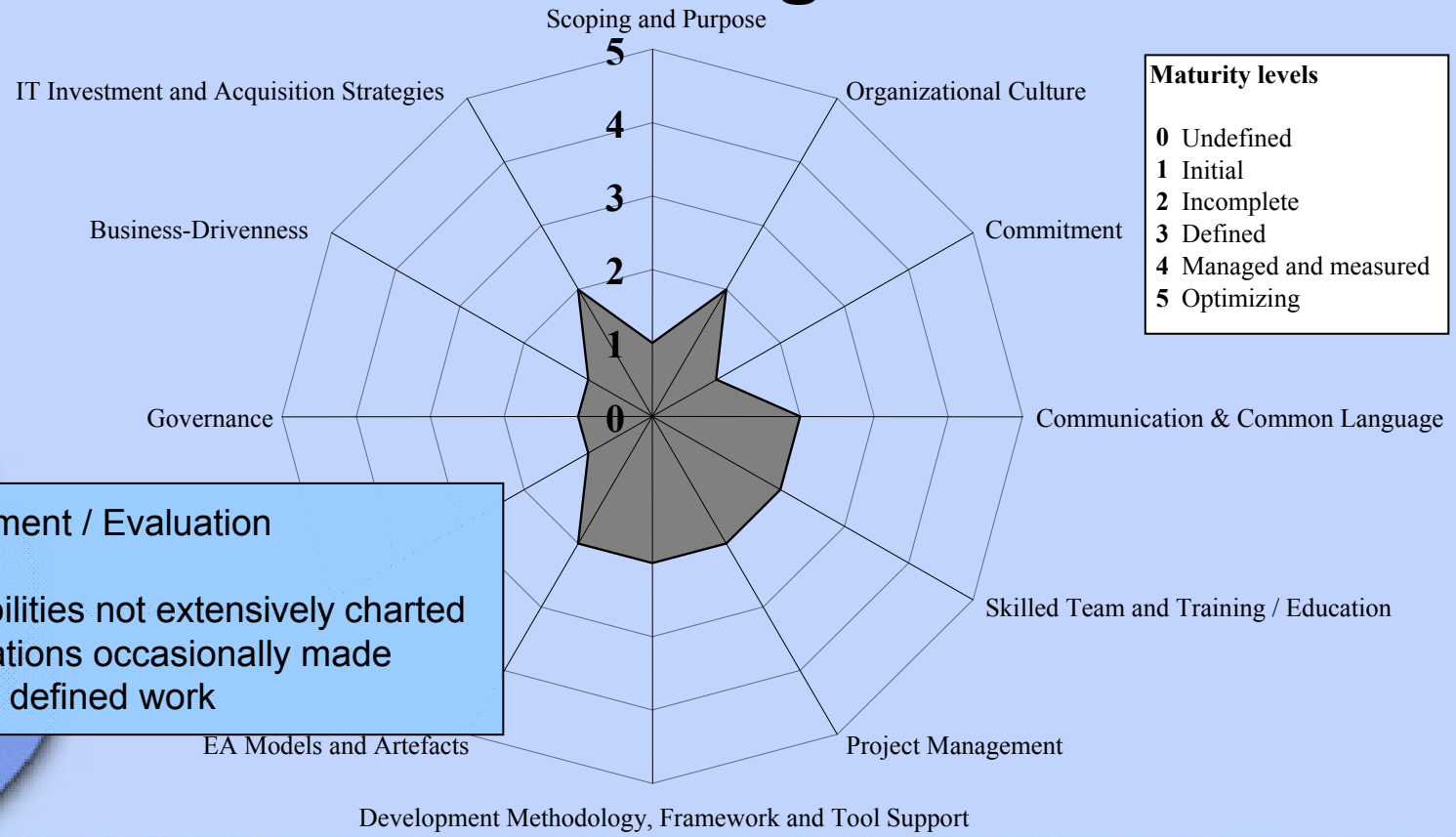
EA Models and Artefacts

- Descriptions deficient
- Documentation plans done
- Documentation rarely systematic

Enterprise Architecture Work Challenges



Maturity levels

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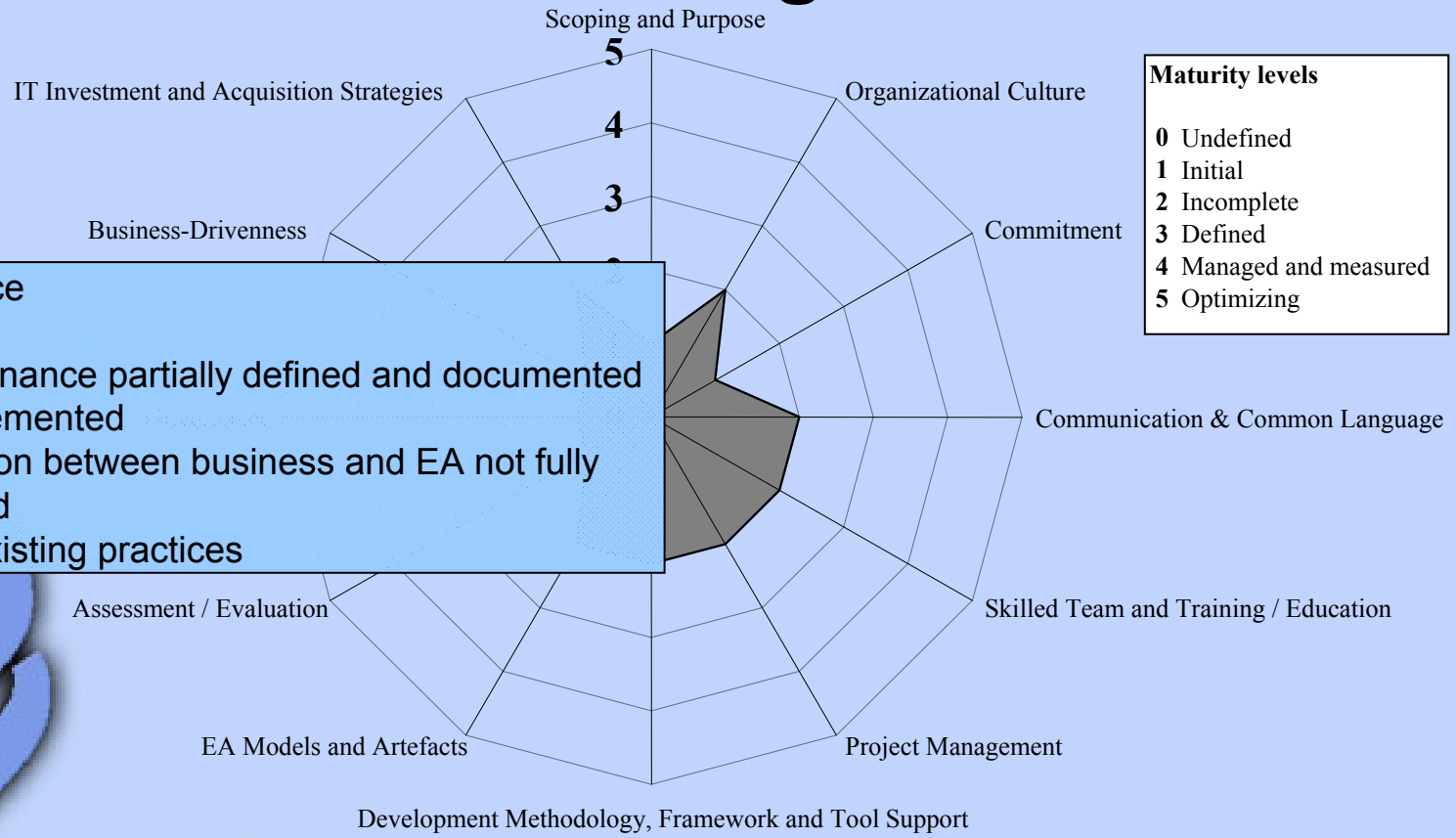
Assessment / Evaluation

- Possibilities not extensively charted
- Evaluations occasionally made
- Rarely defined work

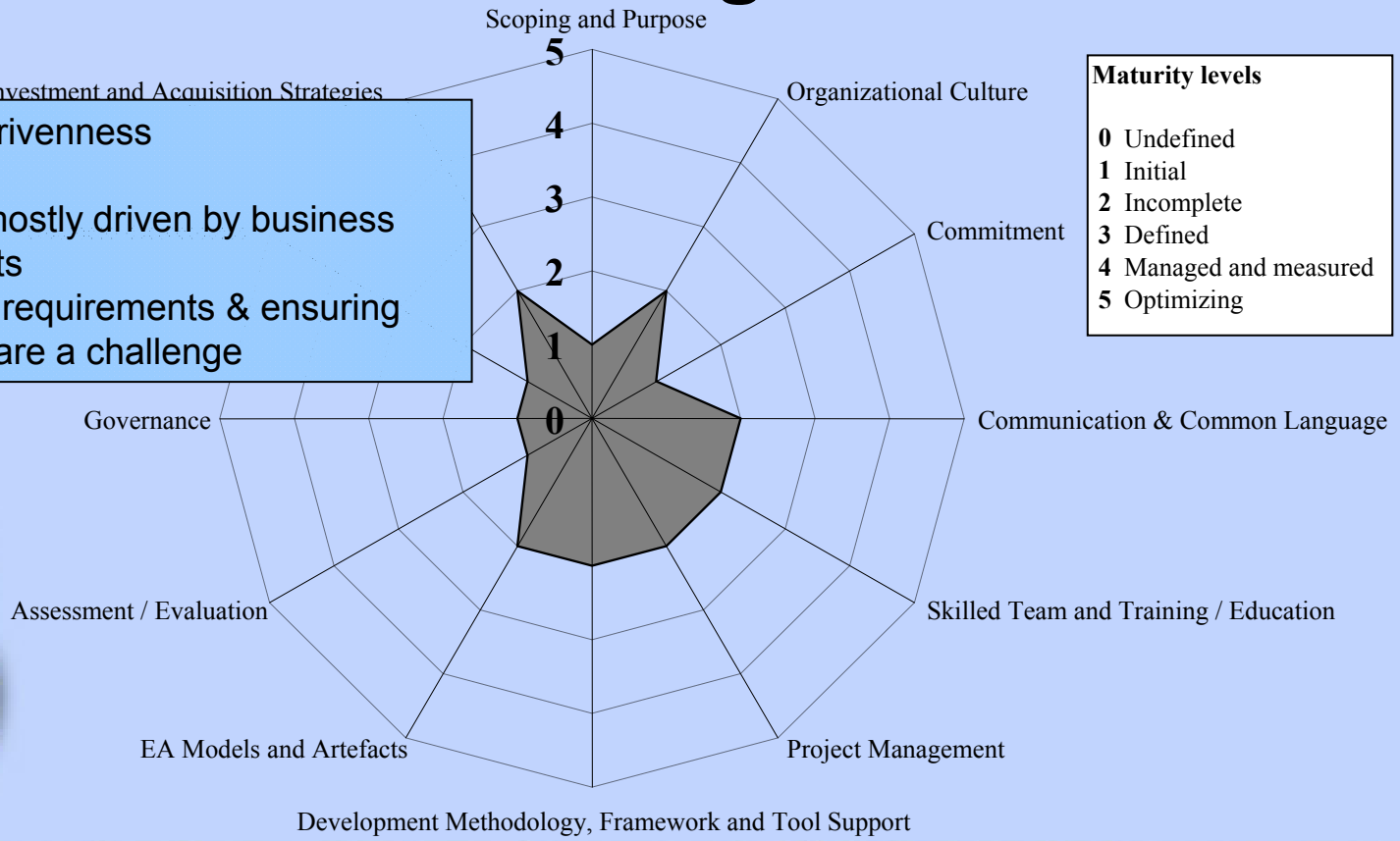
Enterprise Architecture Work Challenges



Governance

- EA governance partially defined and documented
- Not implemented
- Connection between business and EA not fully established
- Use of existing practices

Enterprise Architecture Work Challenges



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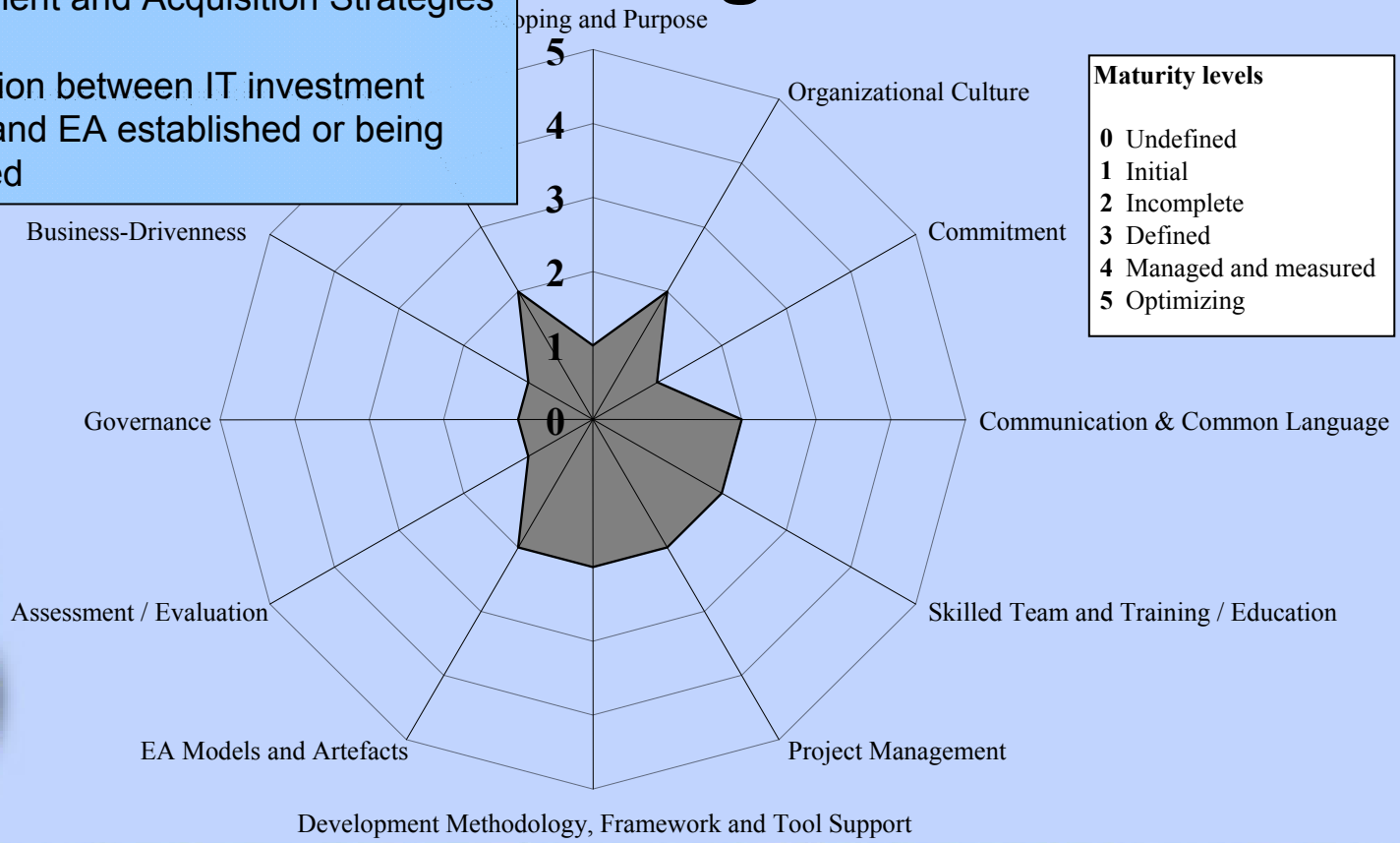
Business-Drivenness

- EA work mostly driven by business requirements
- Collecting requirements & ensuring traceability are a challenge

Enterprise Architecture Work Challenges

IT Investment and Acquisition Strategies

- Connection between IT investment planning and EA established or being established



Summary and Development Suggestions

- EA work incomplete or at the initial state
- Challenges identified -> basis for improvement
- Development suggestions
  - Defining the benefits and objectives of EA and EA work
  - Charting & tracing business requirements
  - Carrying out business-driven EA projects
  - Displaying EA benefits to management & business
  - Charting evaluation needs and possibilities
  - Increasing interaction between business and IT

Further Research

- Prioritizing EA work areas
- Charting connections between areas
- Producing more generalizable results
- Longitudinal research