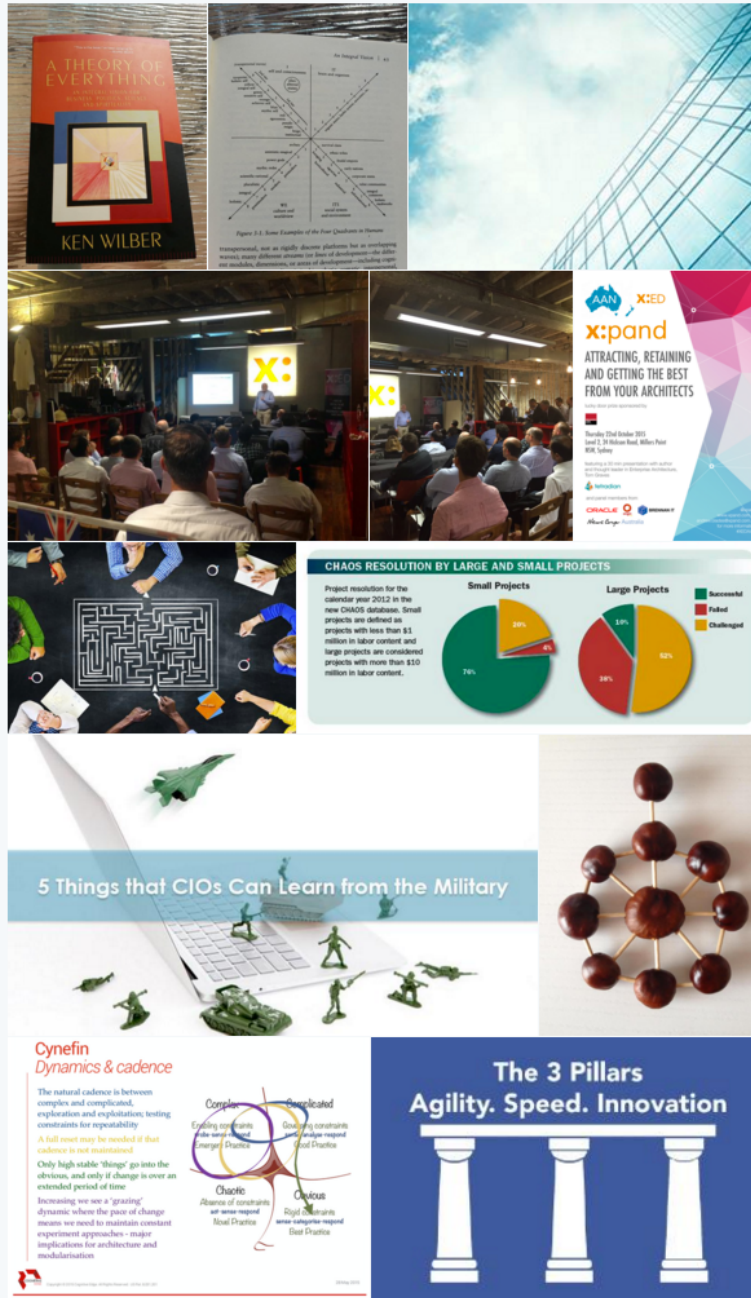


Enterprise Architecture Trends 2015

John Gøtze



#EntArch Today



#EntArch on Twitter
a few days ago...

Search



2 hours ago:

API management for a digital world

The rise of the modern API Ever since the dawn of the Internet, people have struggled with how to get one computer to talk to another. Early business systems had no provision for such interactions. They were entirely closed—worlds unto themselves....

Jason Bloomberg



4 hours ago:

IT4IT™ Reference Architecture Version 2.0, an Open Group Standard

By The Open Group 1 Title/Current Version IT4IT™ Reference Architecture Version 2.0, an Open Group Standard 2 The Basics The Open Group IT4IT Reference Architecture standard comprises a reference architecture and a value chain-based operating model for managing the business ... Continue...

Open Group



Yesterday:

Enterprise Architecture at the Crossroads

Enterprise Architecture is facing sev challenges as a discipline and a prac In this blog post, John Götze outline: central challenges, and discusses wh should be done. He suggests that enterprise architecture managemer must focus on enterprise collaborat The Challenges The...

John Götze



4 days ago:

Enterprise Architecture Management IS Collaboration – Gartner Doesn't Get It

More and more QualiWare users consider a consensus-driven management philosophy and enterprise collaboration to be a key driver for business agility and innovation. This has always been essential for QualiWare when we design our products and services. For several years, we have...

Kuno Brodersen



Yesterday:

ArchiMate Modeling in Practice – Defining the application landscape

The team is in full swing now, very much aware of the fact that 'the pressure is on'. The reference models are in a "good enough" form at the moment, and some of the grumbling from management seems to be fading away....

Bas van Gils & Sven van Dijk



Yesterday:

WHY is EA broken?

By Neil Rerup On Friday, I posted an interesting article from Jason Bloomberg entitled "Is Enterprise Architecture Completely Broken?" that was published in Forbes. I thought it was a really well written article (no pandering here, Jason) and thought it accurately portrayed...

Jason Bloomberg



Yesterday:

The Open Group Edinburgh—The State of Boundaryless Information Flow™ Today

By The Open Group This year marks 20th anniversary of the first version TOGAF®, an Open Group standard, the publication of "The Boundaryless Organization," a book that defined how companies should think about creating more open, flexible ... Continue...

Open Group



2 days ago:

The DevOps Drumbeat – Part 2

Introducing the DevOps Drumbeat The move to DevOps also introduces additional constraints to our burgeoning Iron Polygon, as individual projects

2 days ago:

Digital Disruption Drives Innovation For Dynatrace

to some extent, the business-driven

3 days ago:

The DevOps Drumbeat – Part 1

What it means to build quality software

EA is "hot"



Home > IT Careers

16 of the hottest IT skills for 2015



By Rich Hein, CIO | Jan 2, 2015

Here are specific skills that will add the most value for your career advancement in the new year



[See larger image](#)

Image courtesy Shutterstock


◀ PREV

3 of 8

NEXT ▶

... but “broken”...

Forbes ▾ How To Make Your First Million Dollars - Yo, Hailo And Others Explain *Active on LinkedIn* ▾



Jason Bloomberg
Contributor

FOLLOW

I write and consult on digital transformation in the enterprise.
[full bio](#) →

Options expressed by Forbes Contributors are their own.

8
COMMENTS

8 CALLED-OUT

[+ Follow Comments](#)

Is Enterprise Architecture Completely Broken?

TECH 7/11/2014 @ 7:34AM | 6,807 views


[+ Comment Now](#) [+ Follow Comments](#)


Remember Milton, the red stapler guy from the movie [Office Space](#)? Useless to his company, he had been laid off years before, but due to an unexplained glitch, he was never informed and kept getting paid. So there's Milton, showing up for work day after day, clueless about why he has nothing useful to do.

Makes you wonder: are there any Miltons in *your* organization?

Sadly, for some large enterprises, you need look no further than the *Enterprise Architects*. In the years since [John Zachman](#) originated the field of Enterprise Architecture (EA) in his [seminal 1987 article for IBM Systems Journal](#), EA has achieved a surprisingly paltry level of success. Yes, Enterprise Architects have used various frameworks and other tools to document how their organization operates, often with meticulous detail. But to what end? The cost savings and responsiveness benefits that EA has purported to deliver have been few and far between. Stories of stalled or misdirected EA initiatives vastly outnumber bona fide examples of EA efforts leading to measurable business value.

What gives?






The Agile Architecture Revolution

How Cloud Computing, REST-Based SOA, and Mobile Computing are Changing Enterprise IT

Jason Bloomberg

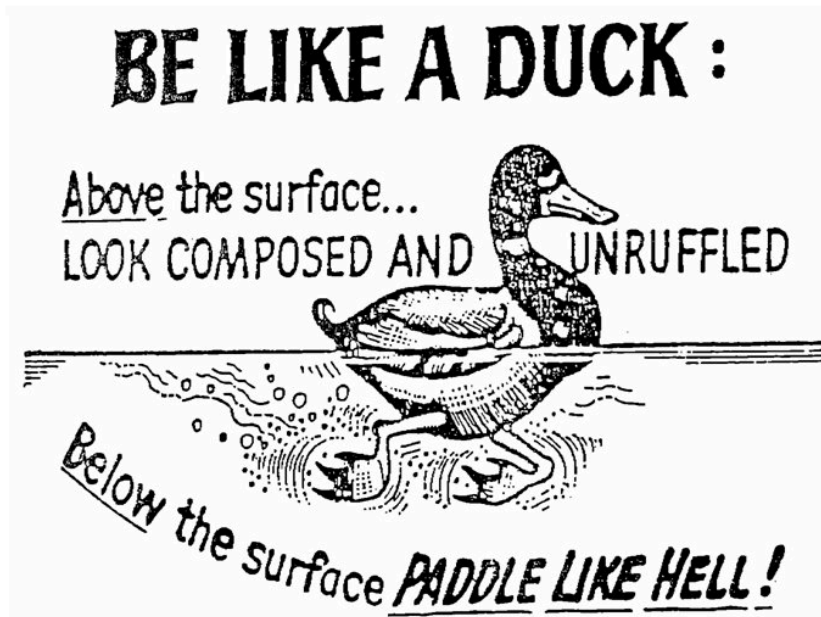


CONFERENCES AND MORE [Go to: Home To Win At Work](#)

So, Is There a Problem?

Problem? Yes and No ...

Is EA "broken"? Hardly, but ...



Silverbullets and bullshit



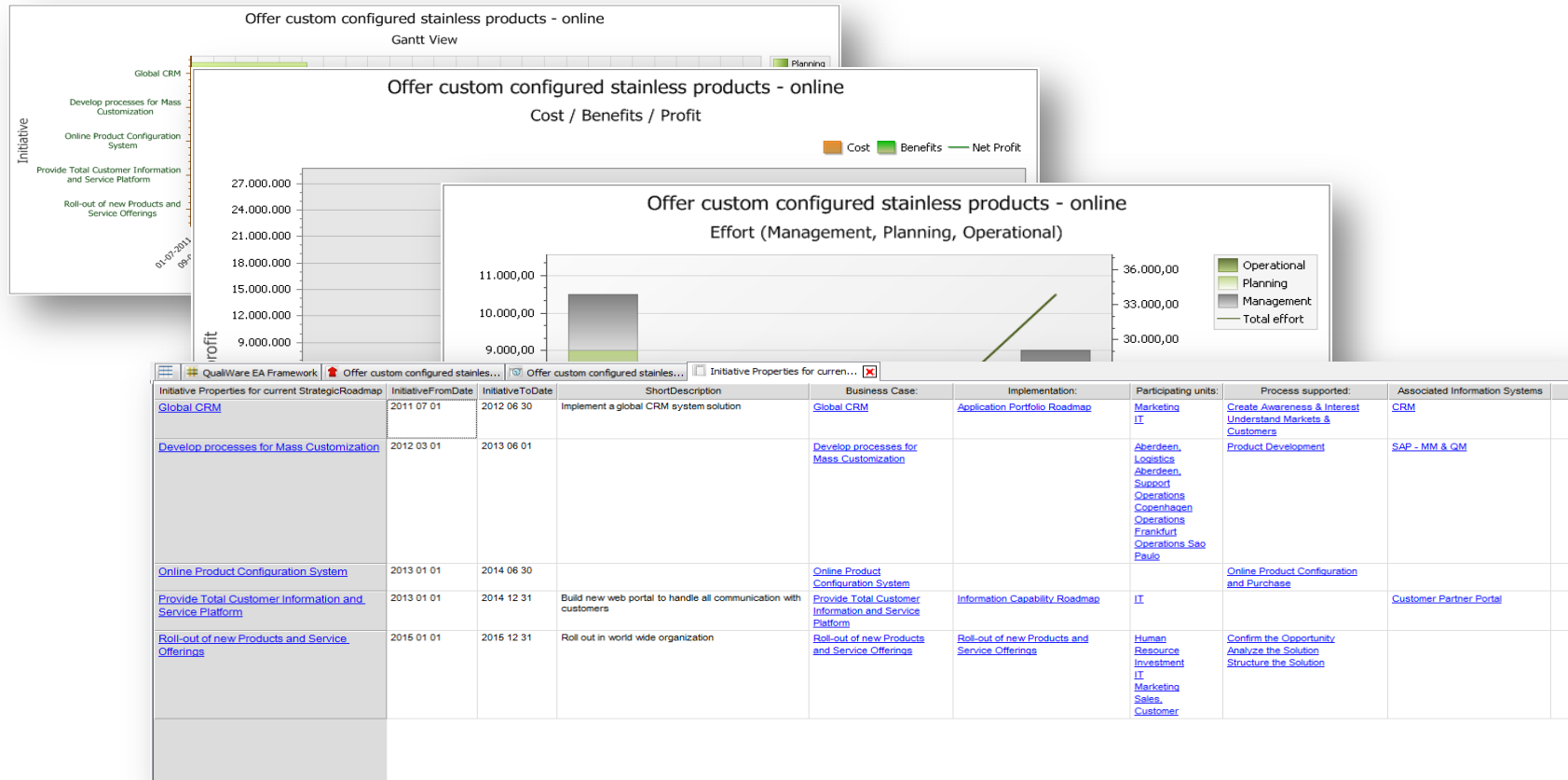
<An EA approach> represents a new breed of Enterprise Standards and is recognized as a paradigm shift by the global business and IT community to empower through its Reference Content a structured way of thinking, working and modelling enabling organizations to innovate, transform and deliver value.

"95% time in Powerpoint"

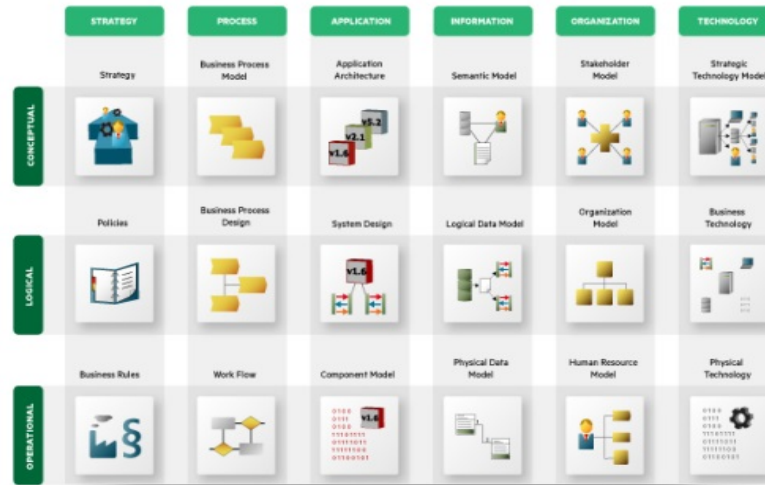


Dashboards, reports, visualisations and analyses

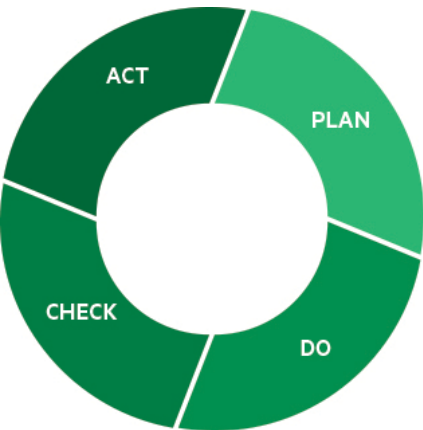
GPS???



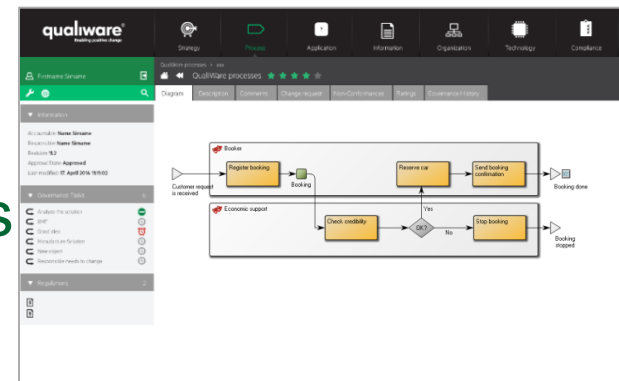
EA's Impact



Coherency



Consistency ↔ Consensus



***The only thing that's changed,
is everything***

Disruptions

**big mobile service data
on-demand agile cloud
byod always on social
business apps!**

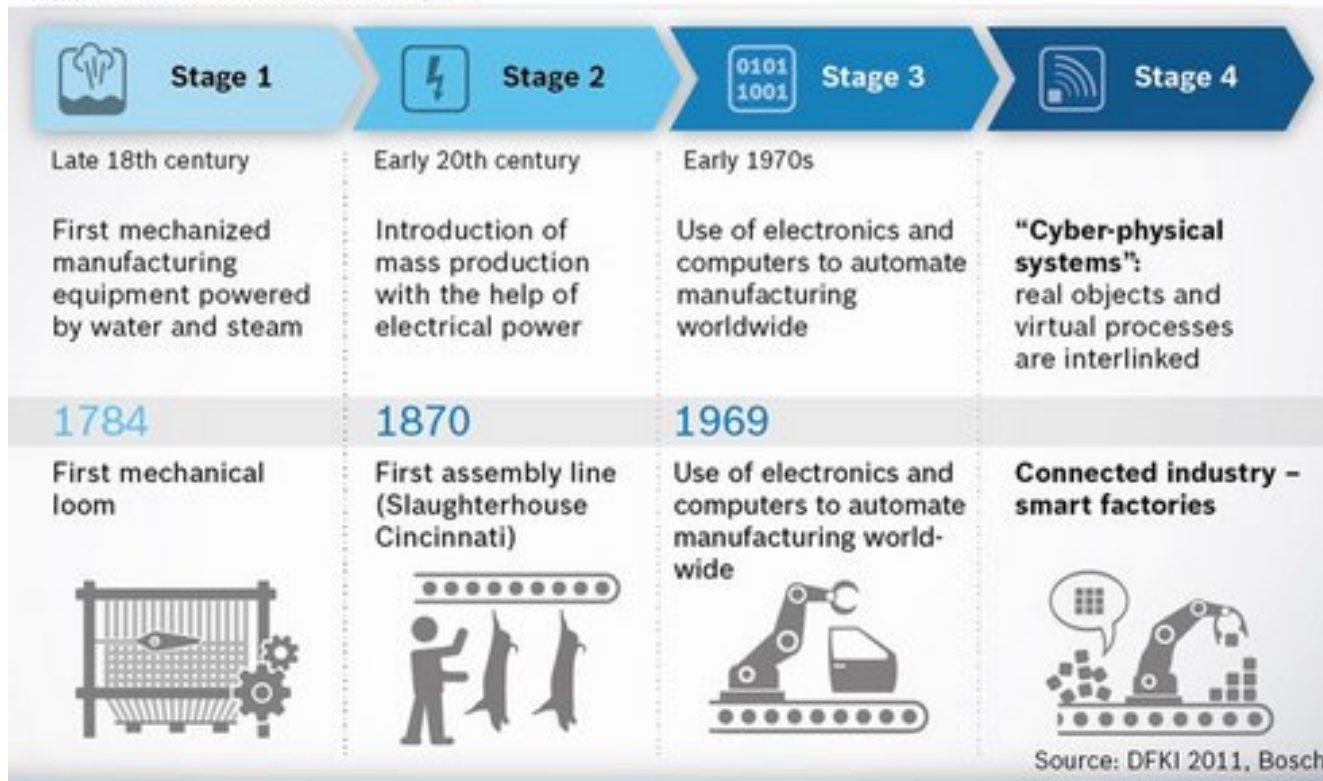


???

4th Industrial Revolution

The four stages of the industrial revolution

Connected industry is to a large extent self-organizing. The lubricant of a smart factory is information, which tells the machinery how it should organize itself in order to complete a certain job.



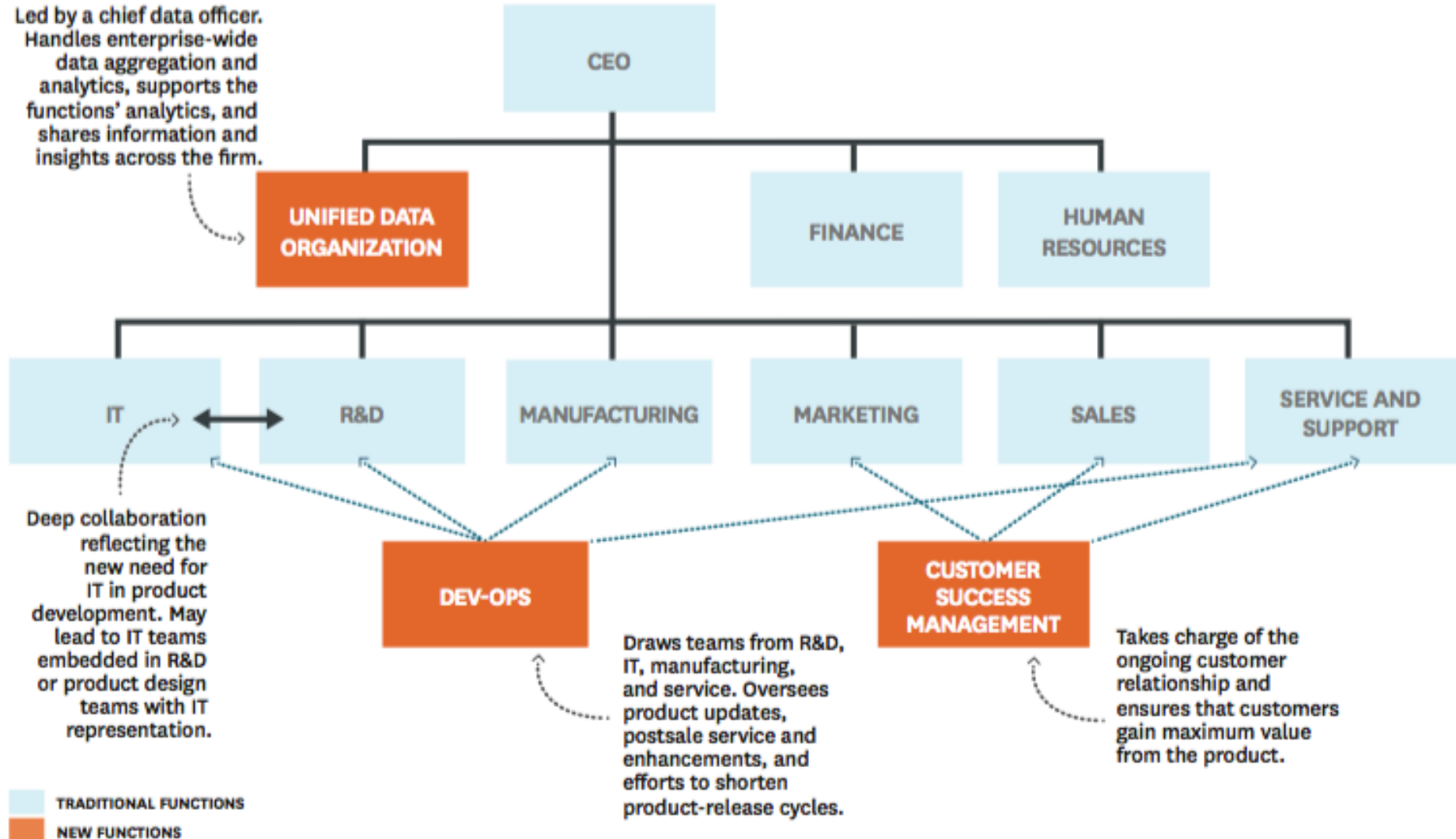
HOW SMART, CONNECTED PRODUCTS ARE TRANSFORMING COMPANIES



BY MICHAEL E. PORTER AND JAMES E. HEPPELMANN

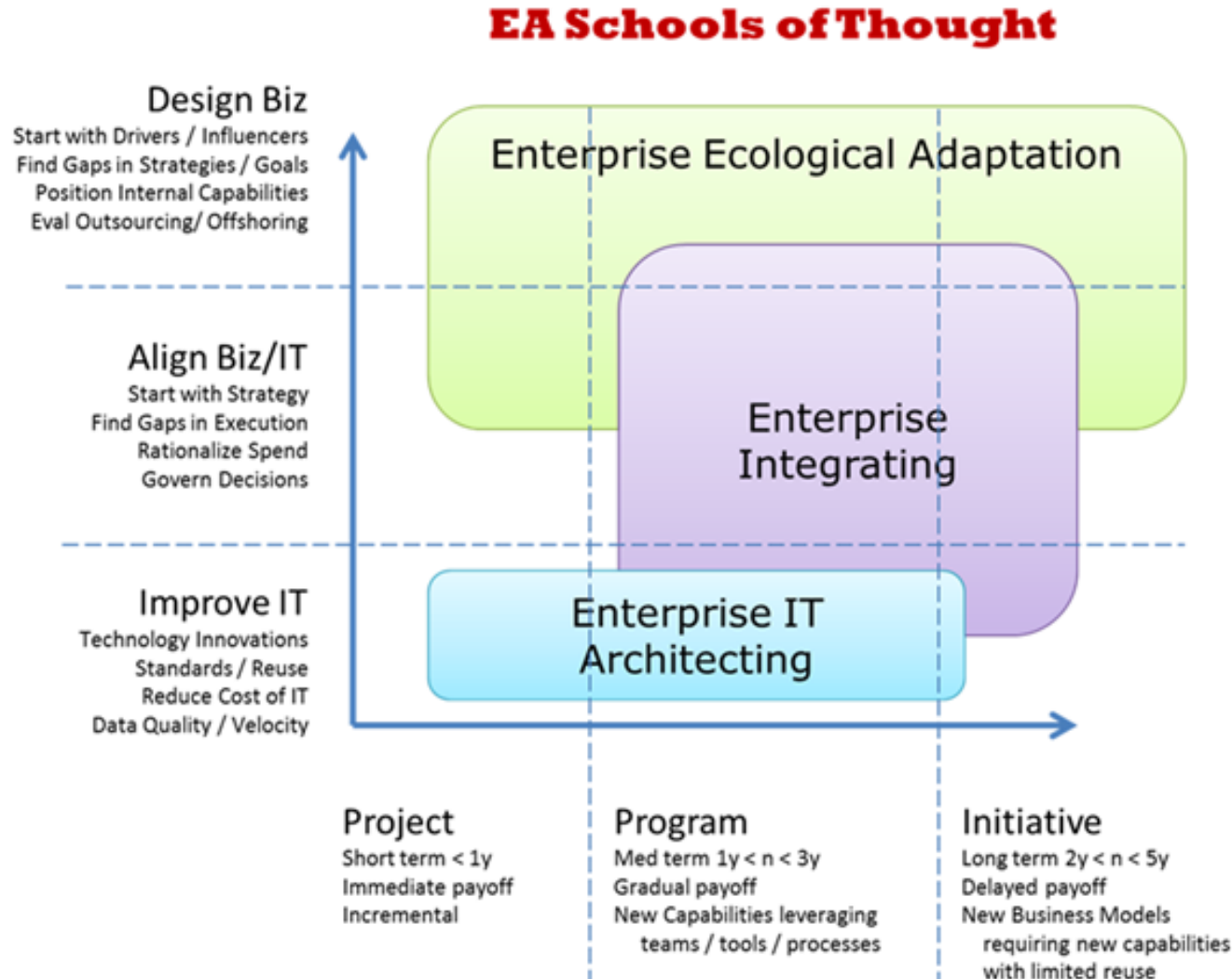
A NEW ORGANIZATIONAL STRUCTURE

Smart, connected products require functions within manufacturing firms to collaborate in new ways. As a result, firms' structures are rapidly evolving. A new functional unit focused on data management is starting to appear. Though rare, units focused on ongoing product development and customer success are also beginning to be recognized.



EA Scholarly Analysis

Enterprise -> Ecosystem



James Lapalme, 2011, in IT Professional (Vol14,Issue6)

The EA Scope Shift



ES 2015

Third International Conference on Enterprise Systems
Basel, Switzerland, October 14-15, 2015



How does Enterprise Architecture support innovation?

Marco Nardello, James Lapalme, Gustav Toppenberg and John Götze

Research methodology

Applying the **Design Science methodology** we developed artifacts in order to solve a specific need.



Design Science Construction

Activities

Completed a **systematic literature review** of reviews about **innovation**

Created the new framework of innovation

Designed the artifacts for assessment



Design Science Implementation

Completed data gathering:
two **structured interviews**
one document analysis

Two coders applied **thematic analysis**

Prepared the **heat-map** and the **guidelines**



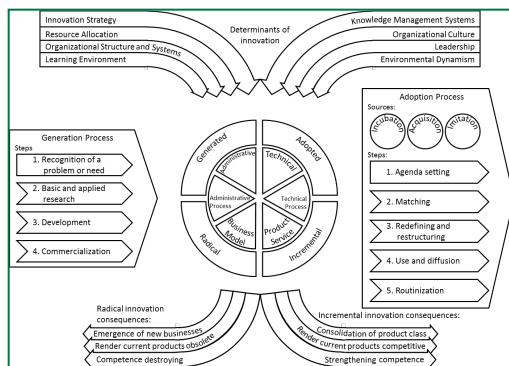
Design Science Evaluation

Presented the framework and the results

Collected of feedback

Evaluated internal reliability

Framework



Questionnaires

B.2. Questionnaire for evaluation

B.1. Questionnaire for interviews

Innovation as an outcome

Introduction: What is innovation for you?
Looking for: Definition of innovation (e.g. newness), innovation as an outcome, types of innovation, innovation as a process.
Aware: Do you categorize innovations? How?
Looking for: Type (administrative vs. technical, product vs. process), radicalness (radical vs. incremental)
Further questions: Would you explain each category? Where did these categories originate?
Contribution: Do you help Router distinguishing between different types of innovation?
Further questions: How? Which activities do you pursue that help Router categorize different types of innovation?

Innovation as a process

Introduction: Let's talk about the processes related to innovation. How does a new idea become part of Router?
Looking for: Generation and adoption processes, drivers, phases of the processes, sources
Aware: Are you aware that innovations can be generated and adopted?

Innovation as a generation process

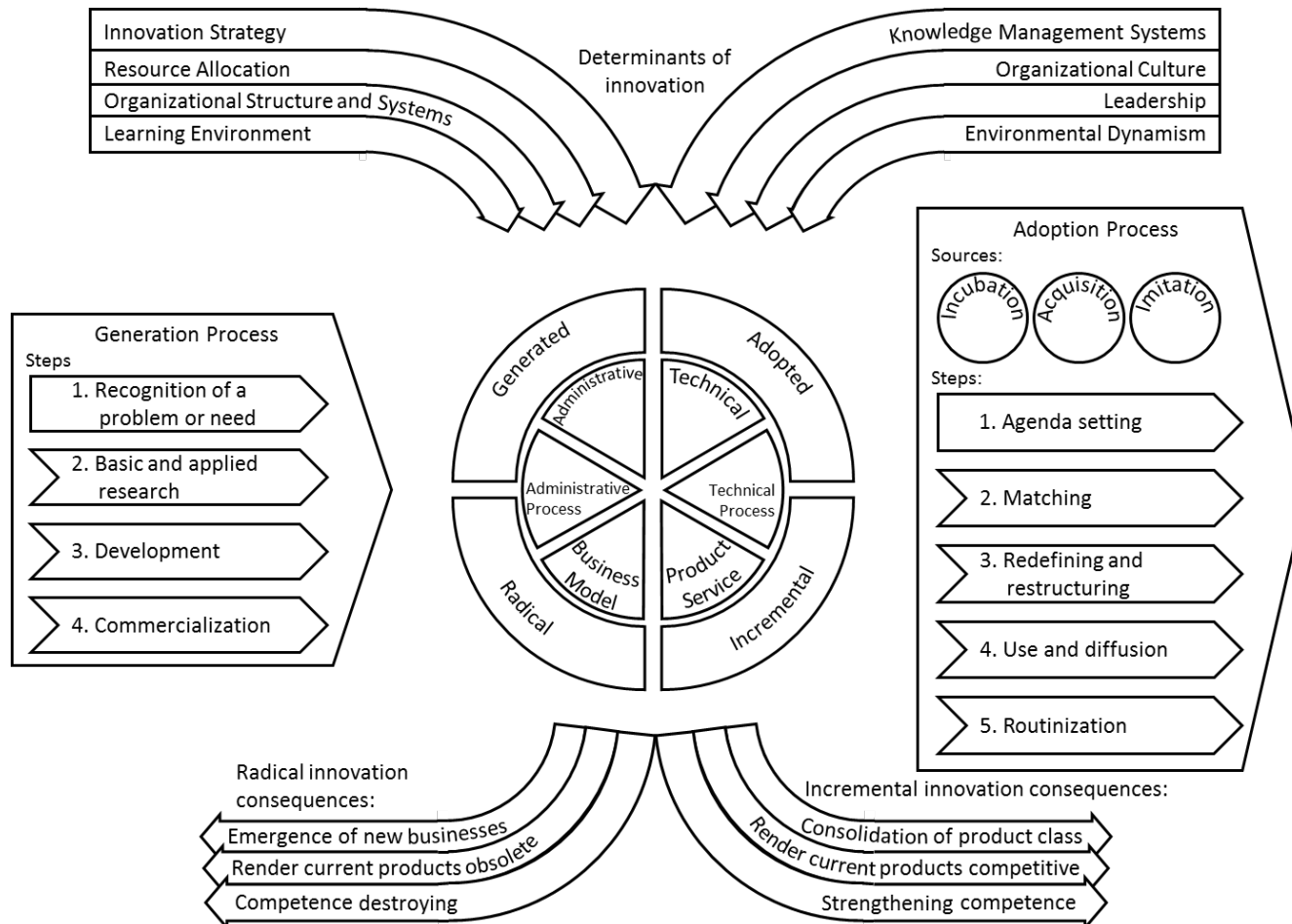
Introduction: Let's talk about the generation process. What does generating innovations mean for you?
Aware: Do you perceive there to be different steps in this process? What are they?
Contribution: Do you help Router recognize the stages of this process? Which activities do you pursue that help Router identify the stages of the innovation process?
Contribution: Do you pursue activities that support Router in each step of the generation process? Could you walk me through these activities?

Codebook

Label	Definition	Example
Generation process (GP)	A discourse fragment that makes explicit reference to the activity of generating innovations, products, services, and/or solutions.	Since the principles have been developed we start thinking about how we can apply it to...
Adoption process (AP)	A discourse fragment that makes explicit reference to the activity of adopting innovations, products, services, and/or solutions.	After an engineering team has developed a product we have a meeting with them and we will make it our own. After we will be able to put it into use.
Radical innovation (RI)	A discourse fragment that makes explicit reference to radical innovation, which is a new product, service, or process that is fundamentally different from the ones that we have today.	We are developing the new products that have been designed from the engineering team to work existing and future market needs.
Incremental innovation (II)	A discourse fragment that makes explicit reference to incremental innovation, which is a new product, service, or process that is an improvement on existing ones.	The engineering team are also focused on the development of new products that are based on existing ones.
Innovation as a generation process (IGP)	A discourse fragment that makes explicit reference to a series of activities (in process) for creating new products or services within the organization for internal use or for sale to other organizations.	Example: The engineering team of a specific organization is developing the engineering team of our company develop new products and services that will be sold to other organizations.
Innovation as an adoption process (IAP)	A discourse fragment that makes explicit reference to a series of activities (in process) for adopting new products or services within the organization for internal use or for sale to other organizations.	Example: The engineering team of a specific organization is developing the engineering team of our company develop new products and services that will be sold to other organizations.
Radical innovation consequences (RIC)	A discourse fragment that makes explicit reference to the activity of generating a radical or new product, service, or process that is fundamentally different from the ones that we have today.	Example: The engineering team of a specific organization is developing the engineering team of our company develop new products and services that will be sold to other organizations.
Incremental innovation consequences (IIC)	A discourse fragment that makes explicit reference to the activity of generating an incremental or improved product, service, or process that is based on existing ones.	Example: The engineering team of a specific organization is developing the engineering team of our company develop new products and services that will be sold to other organizations.

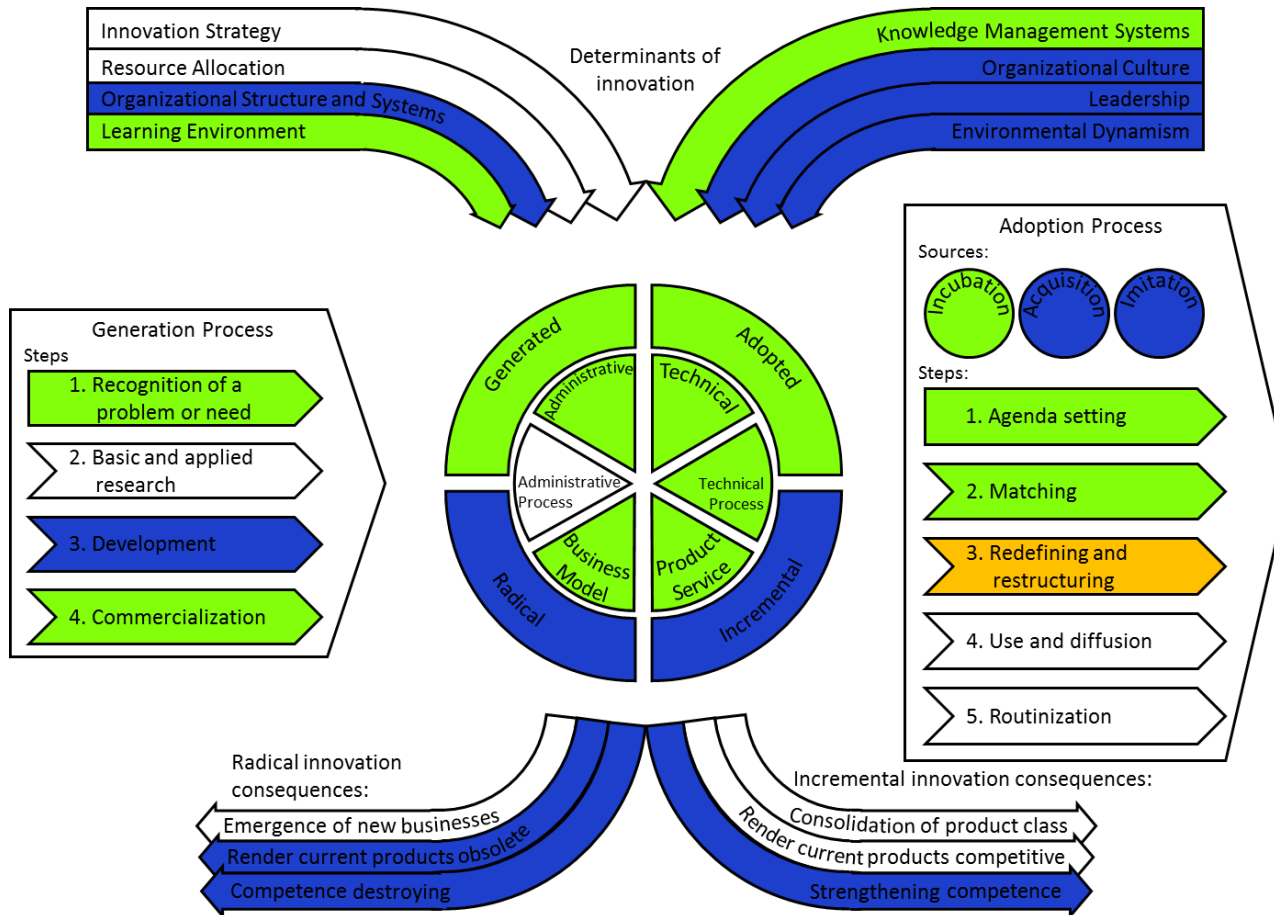
Framework

The **new framework is divided into five sections**: innovation as an outcome, generation process, adoption process, determinants of innovation and innovation consequences



Final results

The final results of the project highlight that the EA team was **aware** of **11 concepts** of innovation and was **aware and contributing to 14**. On the right the **academic** and **industry** contributions.



Academic contribution

First attempt to practically integrate innovation concerns in EA

Industry contribution

A new method to assess innovation concepts awareness and support in EA units

A new method to assess innovation awareness and contribution of organizational units

Legend

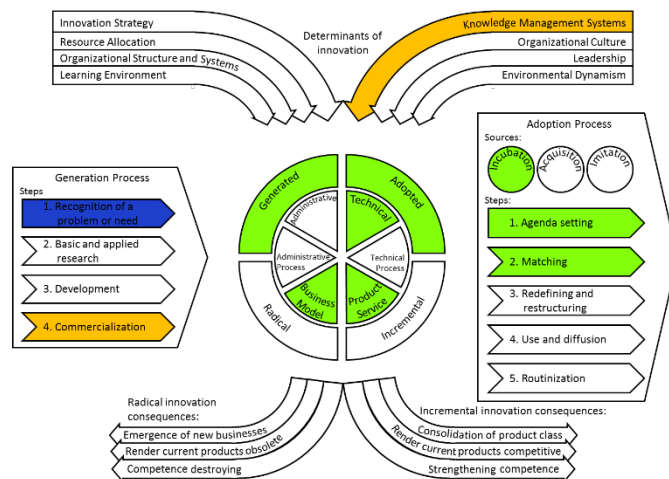


Cross-concept results

The cross-concept results **present the connection between the core innovation concepts and the determinants and consequences** of innovation.

Determinants of innovation

These results present the elements of the framework that were coded in the same fragment in which a determinant was coded

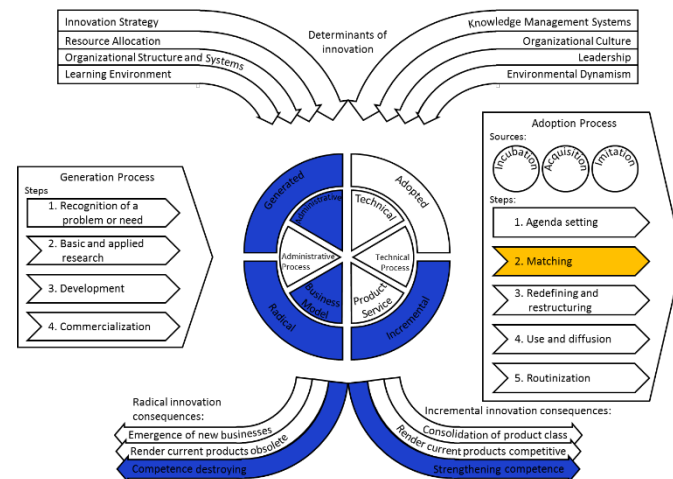


Industry contribution

Identifies the determinants leveraged by the organization to support innovation as well as which innovation concepts are supported

Consequences of innovation

The elements of the framework that were coded in the same fragment in which a consequence was coded



Industry contribution

Identifies the consequences considered by the organization and for which concepts were considered

Legend



Not aware and not contributing



Aware



Contributing



Aware and contributing

Guidelines

The **guidelines** proposed aim at **expanding innovation knowledge** and **fully exploit current processes** potential as well as **design new activities to support innovation**.

STUDY INNOVATION
Share innovation knowledge inside the EA team in order to become aware all the aspects of innovation

CONTRIBUTE DIRECTLY TO INNOVATION
Perform a step of the innovation processes or support directly one of the types or forms of innovation

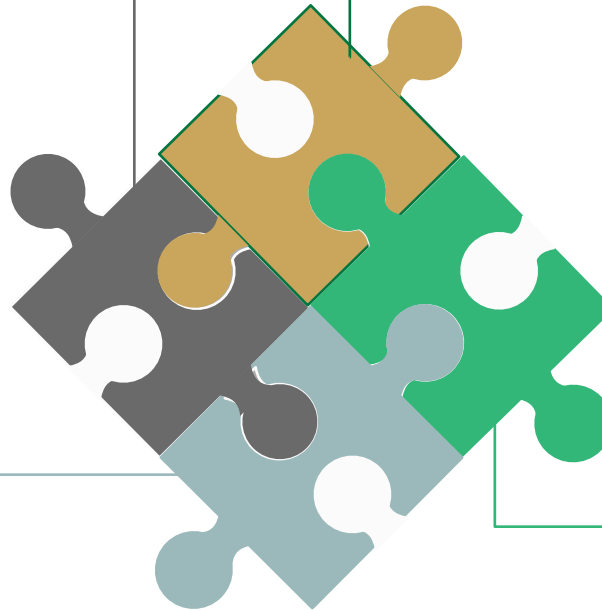
- Develop new processes
- Extend and adapt existing processes to other concepts of innovation

HELP MANAGING THE CONSEQUENCES
Identify the consequences of innovation the EA team wants to support innovation

- Develop new processes
- Improve existing processes

CONTRIBUTE TO THE DETERMINANTS
Identify the determinants the EA team is leveraging to support innovation

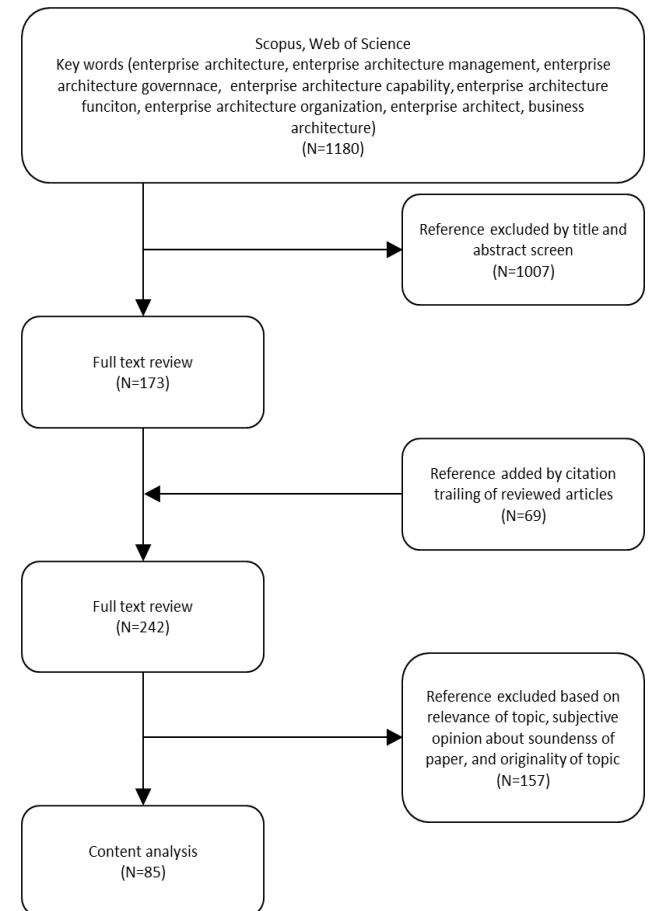
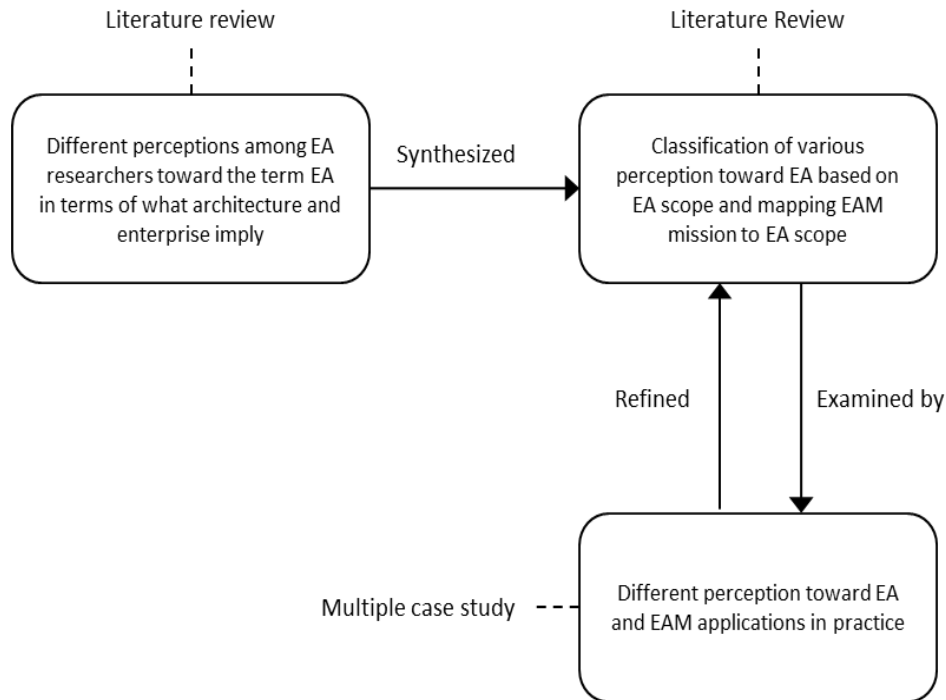
- Develop new processes
- Improve existing processes



The Evolution of Enterprise Architecture Meaning and Scope

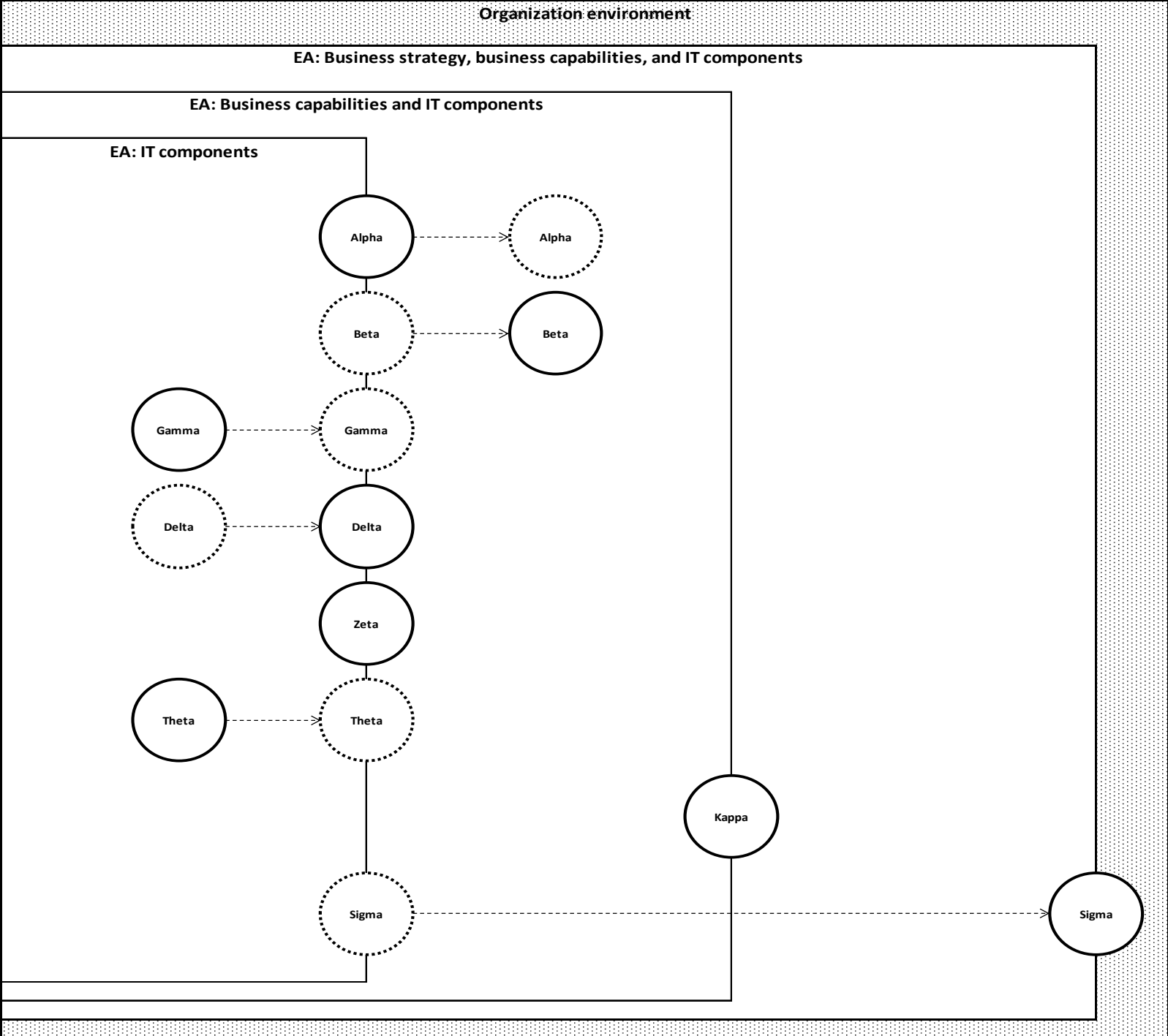
Fatemeh Rahimi, John Götze and Charles Møller
(submitted)

Systematic Literature Review + Research Interviews



Coding of Cases

EA function position and makeup	EA mission	EA function and IT architecture design	EA function and business architecture design
<ul style="list-style-type: none"> - EA function located within IT planning organization - EA function consists of business partners and enterprise architects - Architects have IT background and business understanding - No formal business architect 	<ul style="list-style-type: none"> - EA function ensures IT alignment with business strategy and requirements - EA function responsible for developing and securing robust architectural design and roadmap 	<p>Strategic Planning</p> <ul style="list-style-type: none"> - EA function responsible for developing IT strategy for various business domains based on business strategy and requirements - EA function develop target architecture and roadmap for various business domains and also technology roadmap and target architecture for enhancing IT platform 	<p>Strategic Planning</p> <ul style="list-style-type: none"> - EA function not involved in business strategy development - EA function support business development by consulting business on IT capabilities support for business capabilities
		<p>Project Lifecycle</p> <ul style="list-style-type: none"> - EA function define project idea based on business initiatives, involved in project scoping, and architecture scenario assessment - EA function responsible for architecture compliance reviews prior to and at the end of project execution 	<p>Project Lifecycle</p> <ul style="list-style-type: none"> - EA function supports redesign of business processes and involved in business optimization projects



Findings

EA scope	IT components	Business capabilities and IT components	Business strategy, business capabilities, and IT components
EAM mission	Support IT landscape optimization and strategic planning in mutual alignment with business strategy and business capabilities	Support strategy execution by guiding integrated business and IT capability design in mutual alignment with business strategy	Support strategy formulation in terms of strategic objectives and business model in mutual alignment with market

... enterprise architects involvement at the strategic level is not limited to leveraging digital economy opportunities, but having a holistic and comprehensive view of an organization's EA and its environment, enterprise architects support developing business strategy in alignment with a broader range of competitive and market forces.

Gartner.
SYMPOSIUM ITXPO® 2015

The World's Most Important
Gathering of CIOs and Senior
IT Executives

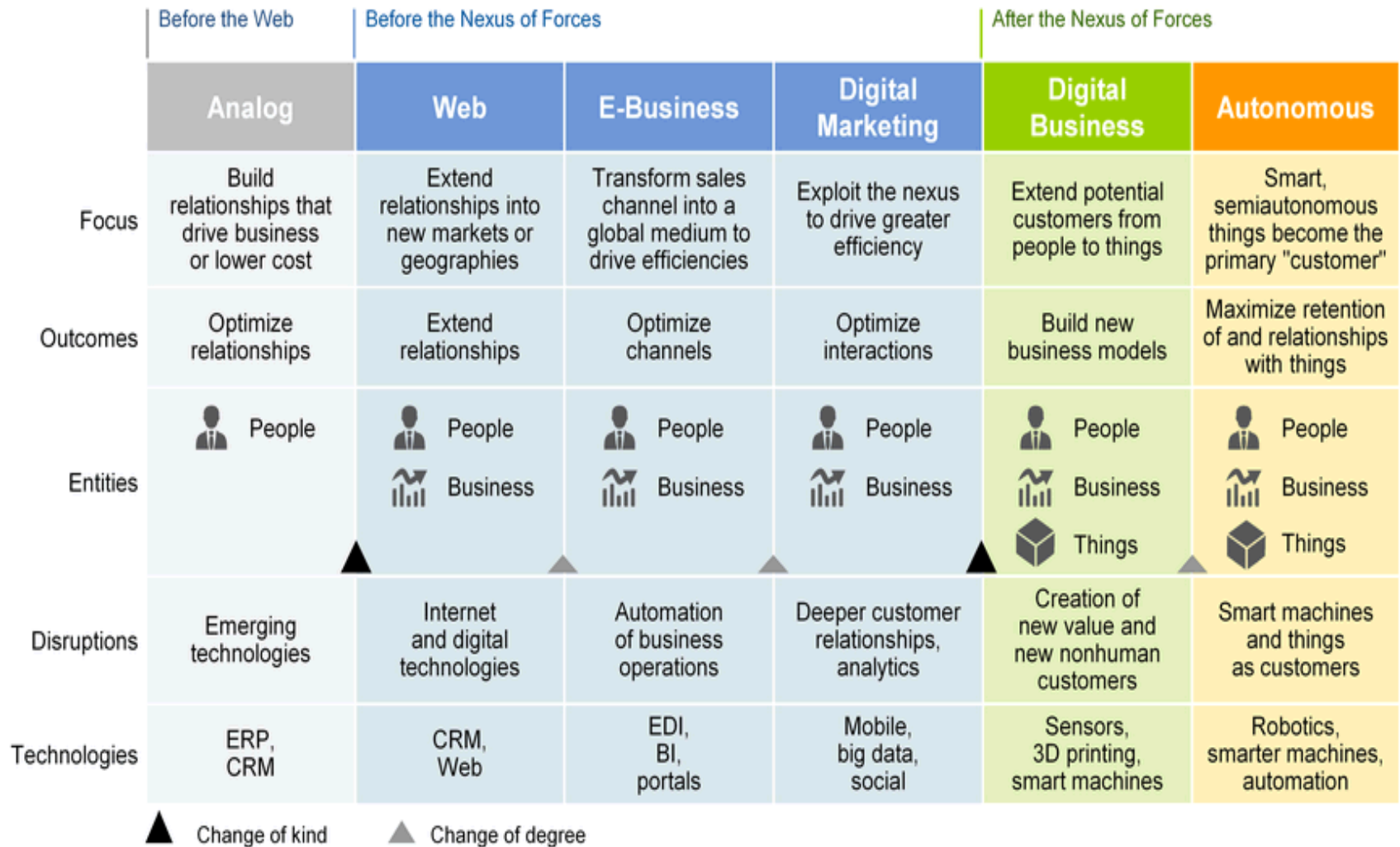
LEARN MORE ►

Gartnertology

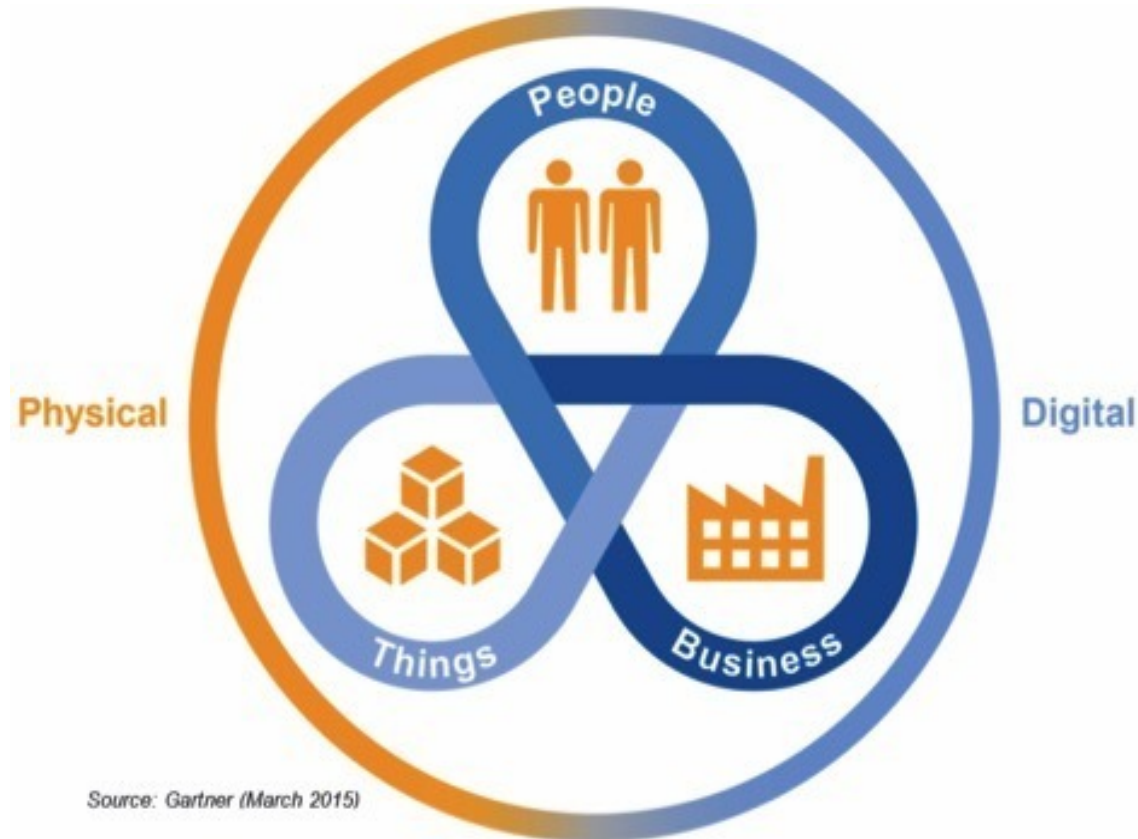
By 2018, 50% of enterprise architecture (EA) teams will focus their digital business architectures on innovative business design.

Gartner

Digital Business evolution

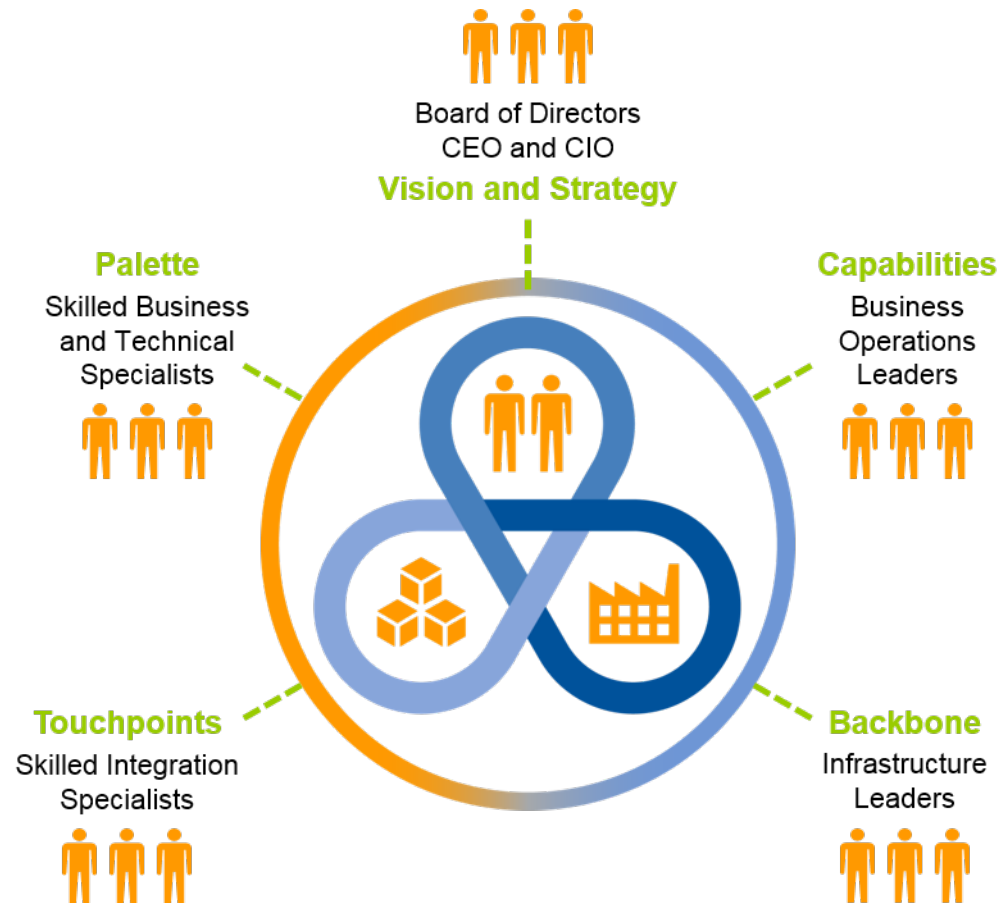


“Digital business is the creation of new business designs by blurring the digital and physical worlds.”



Source: Gartner (March 2015)

Digital Business Building Blocks and Stakeholders



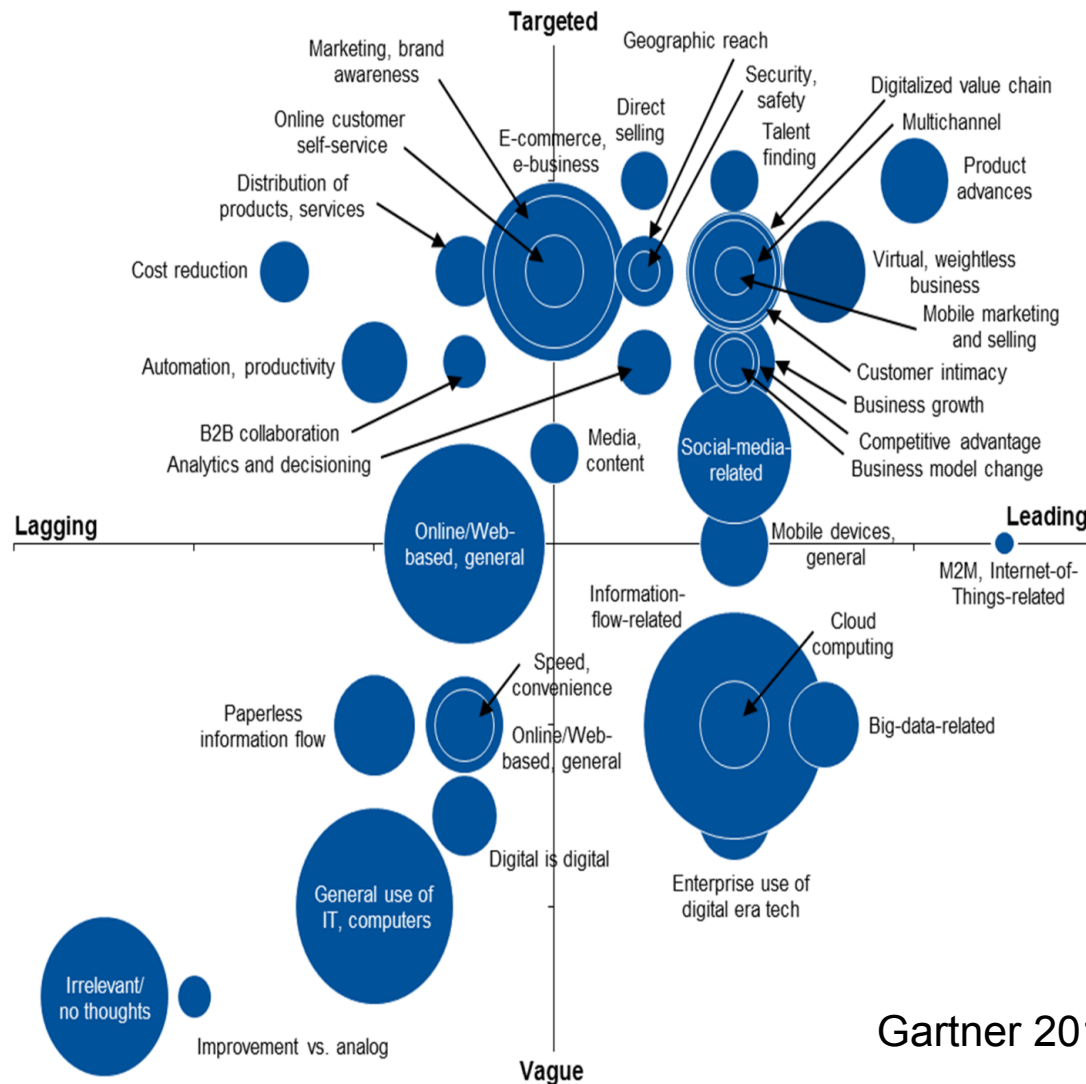
Physical touchpoints and palettes?



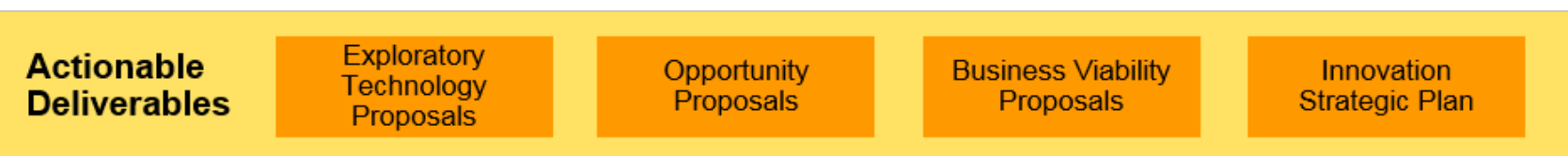
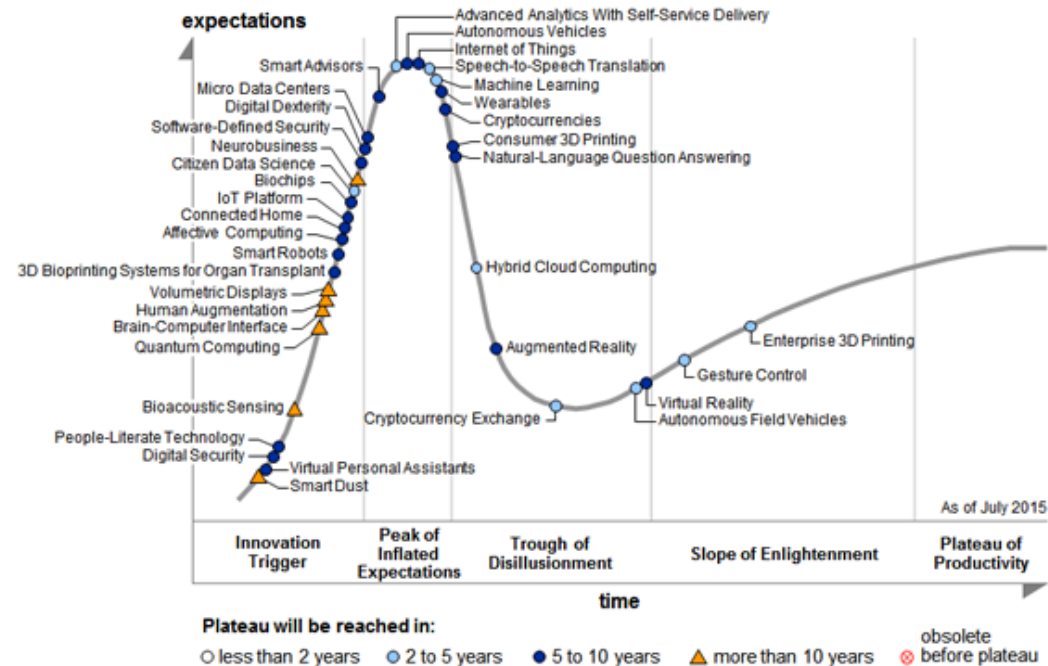
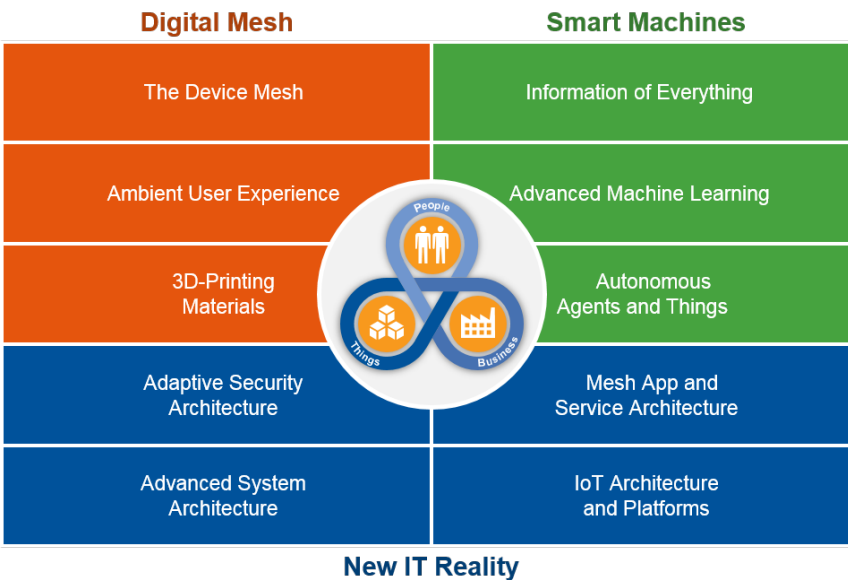
Gartner's 5 high-level building blocks

- **Vision and strategy**
 - High-level goals, strategic actions and key performance indicators
- **Palette**
 - Selection of technologies, processes, information and skills
- **Touchpoints**
 - Integration, governance, interaction and interoperability protocols
- **Backbone**
 - Infrastructure delivery, reliability, security, availability and recoverability
- **Capabilities**
 - Business ecosystem, business models, resources, markets and economics

Digital Business ?



Gartner 2015



Gartner 2014: Bimodal IT

Mode 1 is traditional IT, where systems must be reliable, predictable and safe (SoR).

Mode 2 is non-sequential, emphasizing innovation, agility and speed (SoI).

IT must be both:

***“Rock-solid
and fluid”***



Gartner: Bimodal EA



Vanguard

Vanguard enterprise architects, driving innovation with disruptive technologies



Foundation

Foundational enterprise architects, delivering systems of record and maintaining the (primarily technology) estate

Vanguard?



Supporting cast:

- "Technical Debt Collectors"
- "The Pace-Layerer"
- "The Mad Data Scientist"
- "The Ruthless Digitalizer"
- And other superheroes

Bimodal IT & DevOps

METHODS FOR IMPROVING



COMMUNICATION

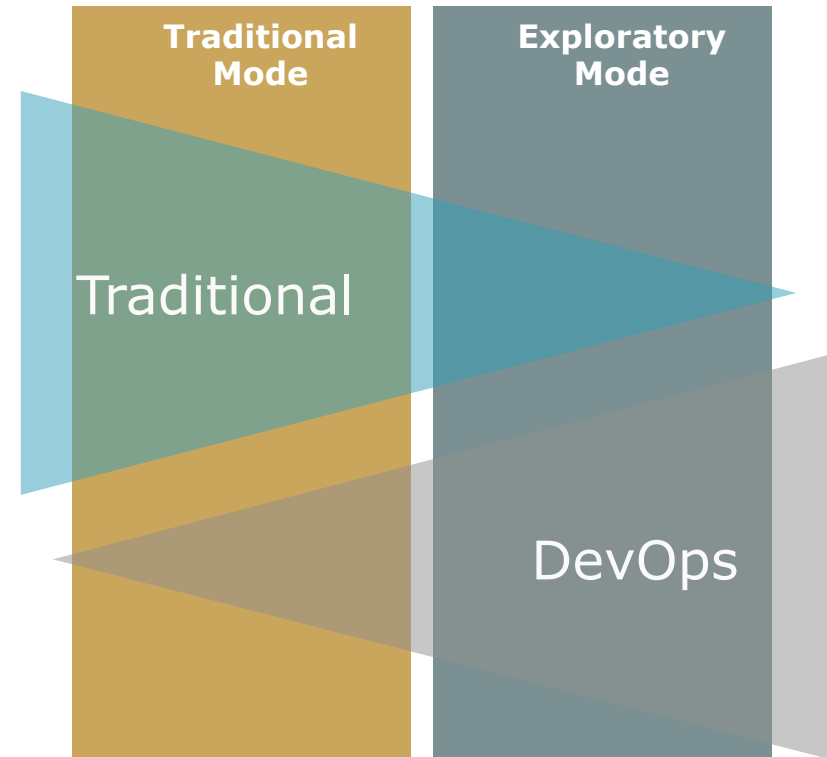
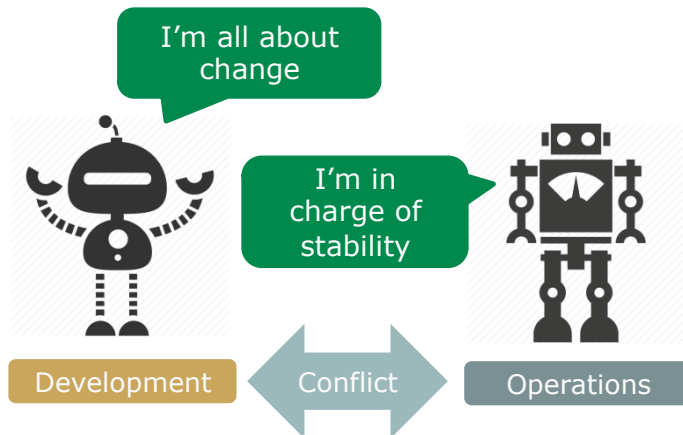


INTEGRATION



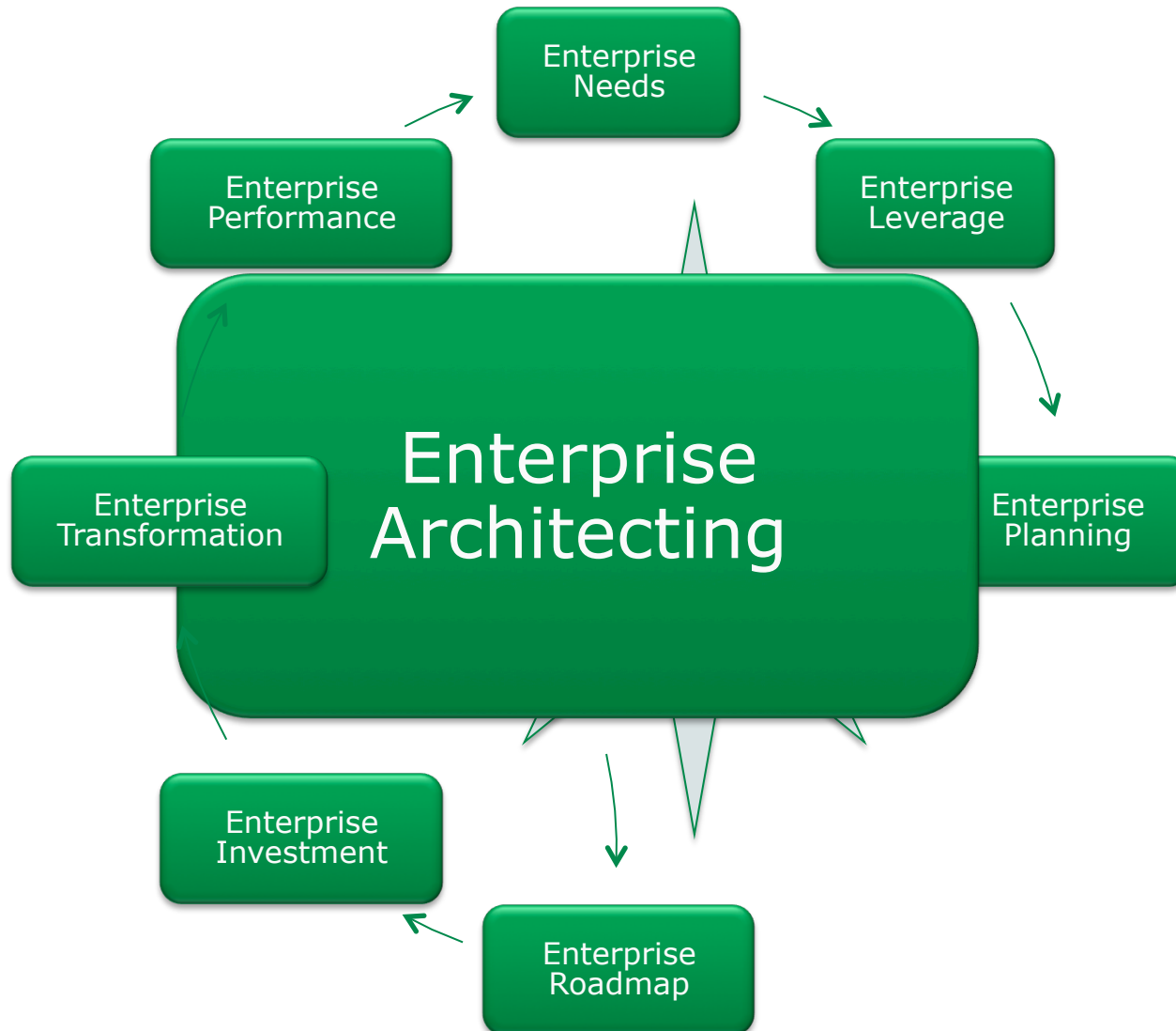
COLLABORATION

BETWEEN DEV AND OPS

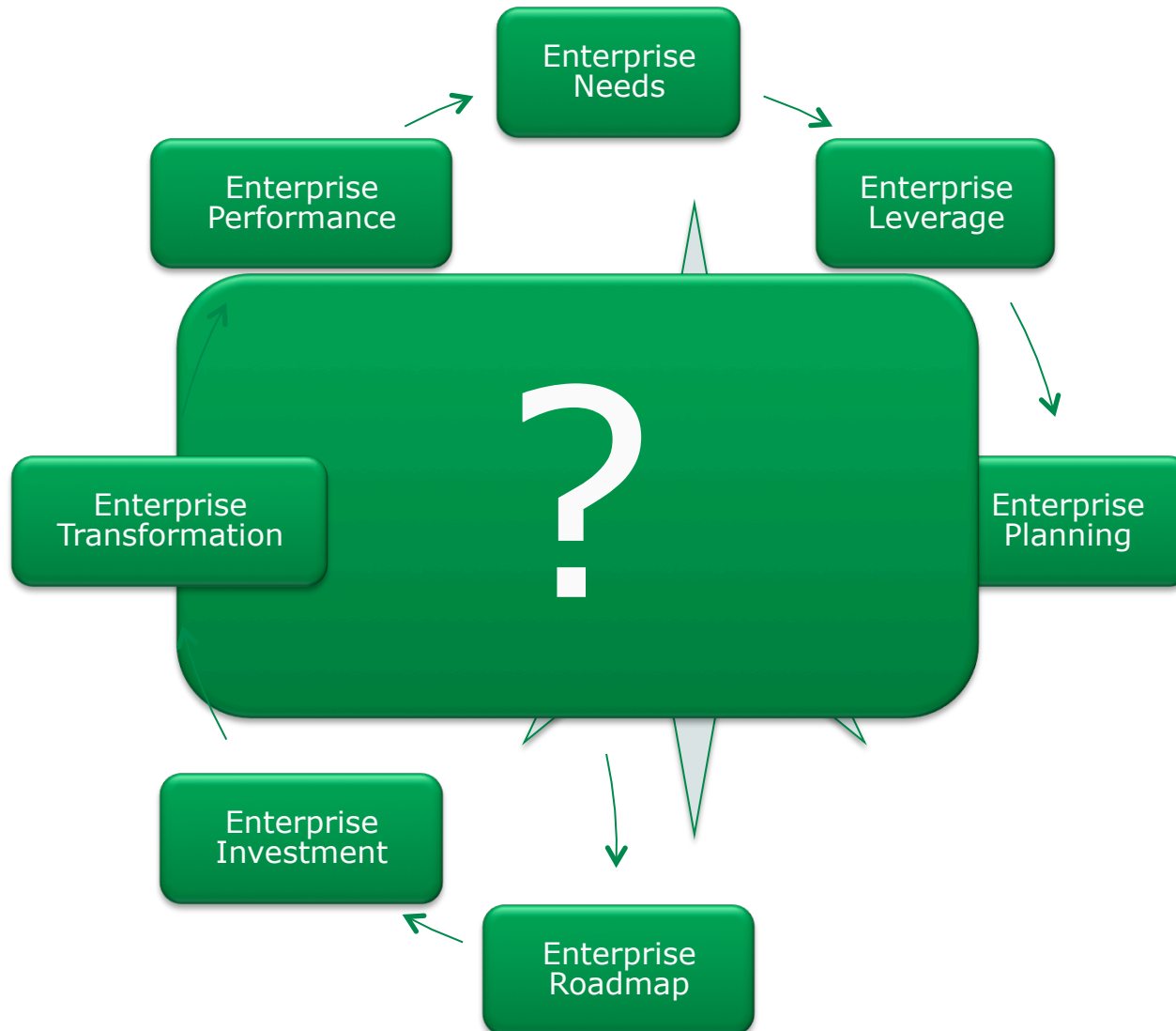


We're Not in Kansas Anymore

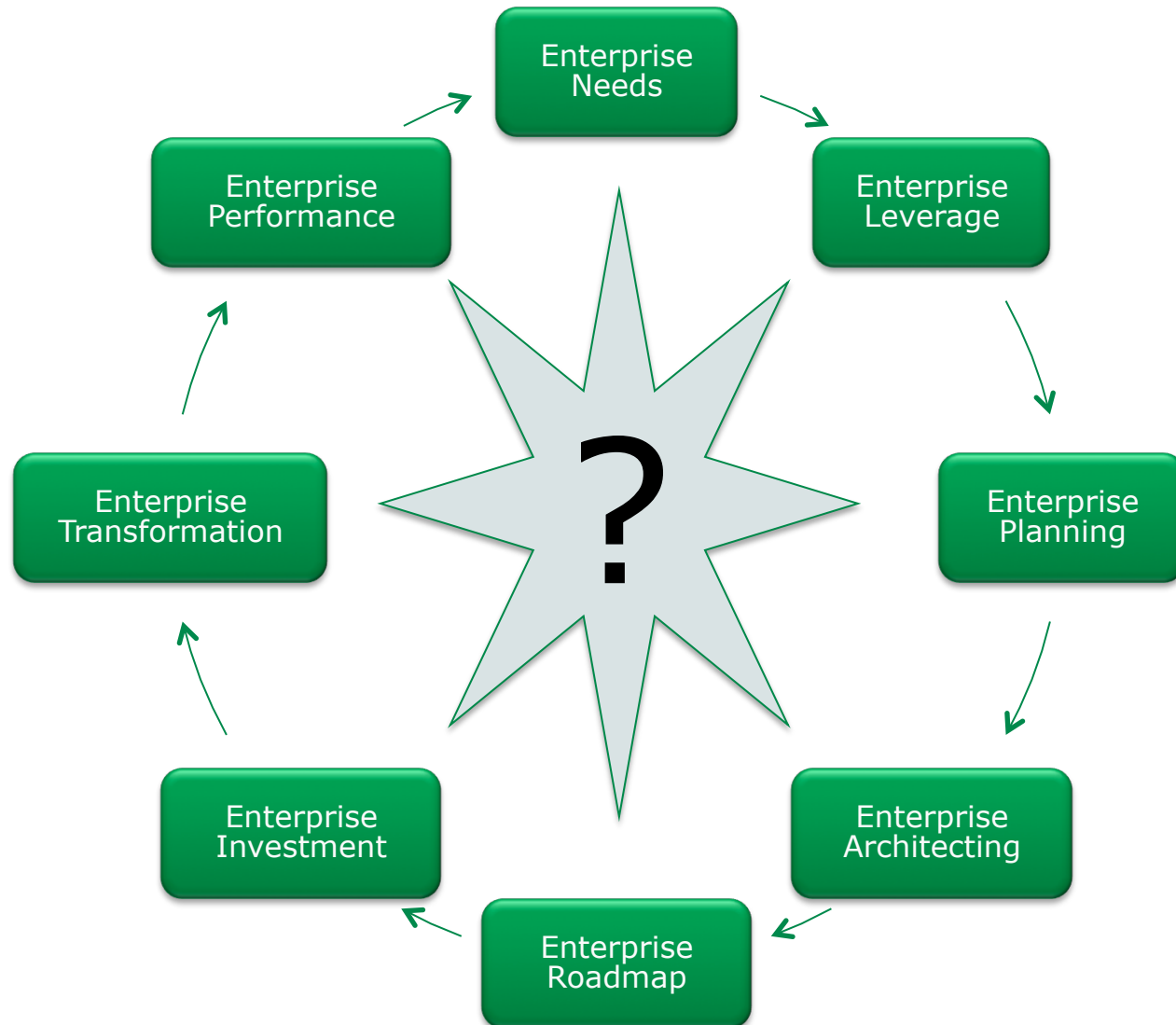
Enterprise Architecture as a Metadiscipline



~~Enterprise Architecture~~ ~~as a Metadiscipline~~

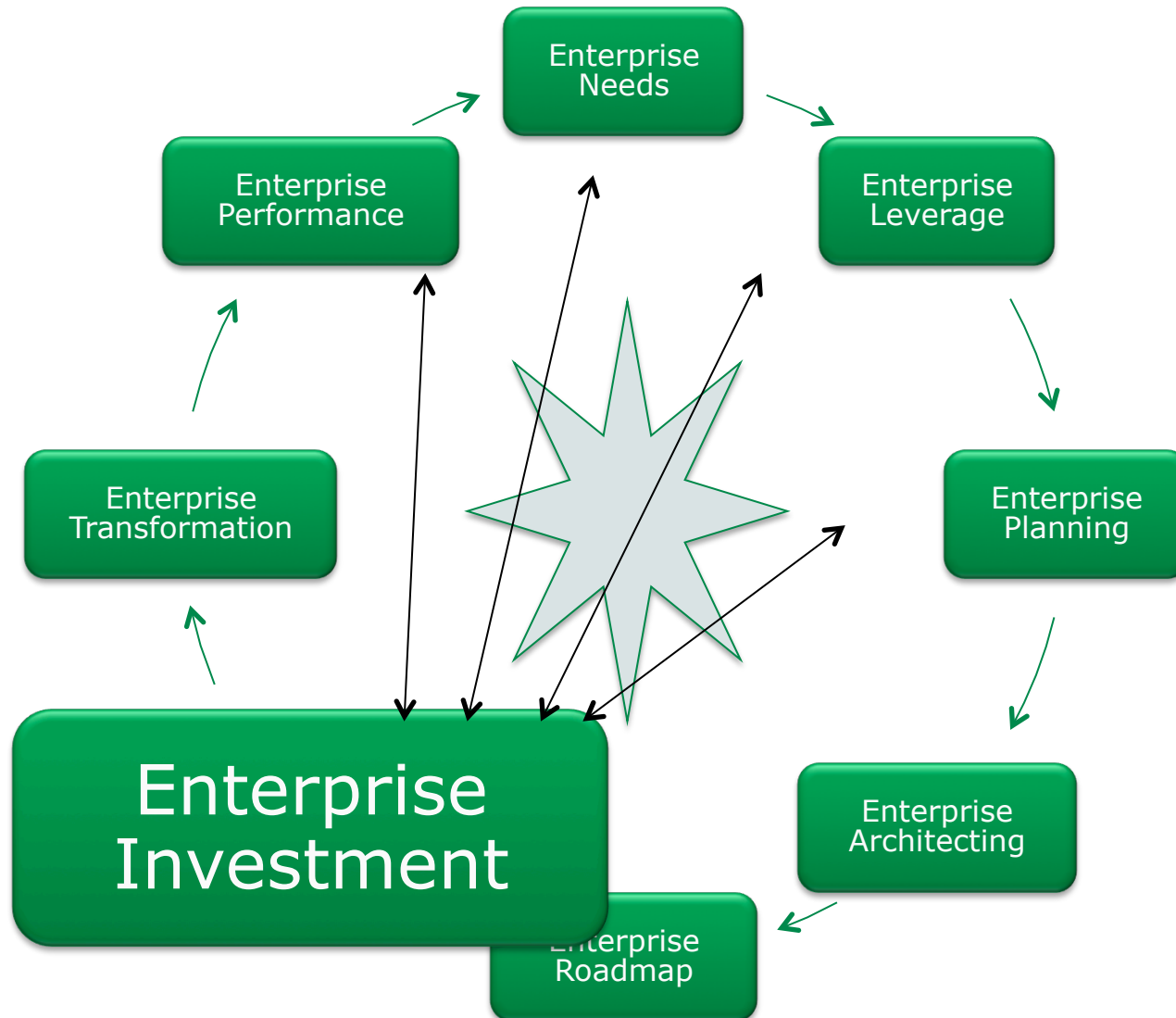


Enterprise as a Discipline

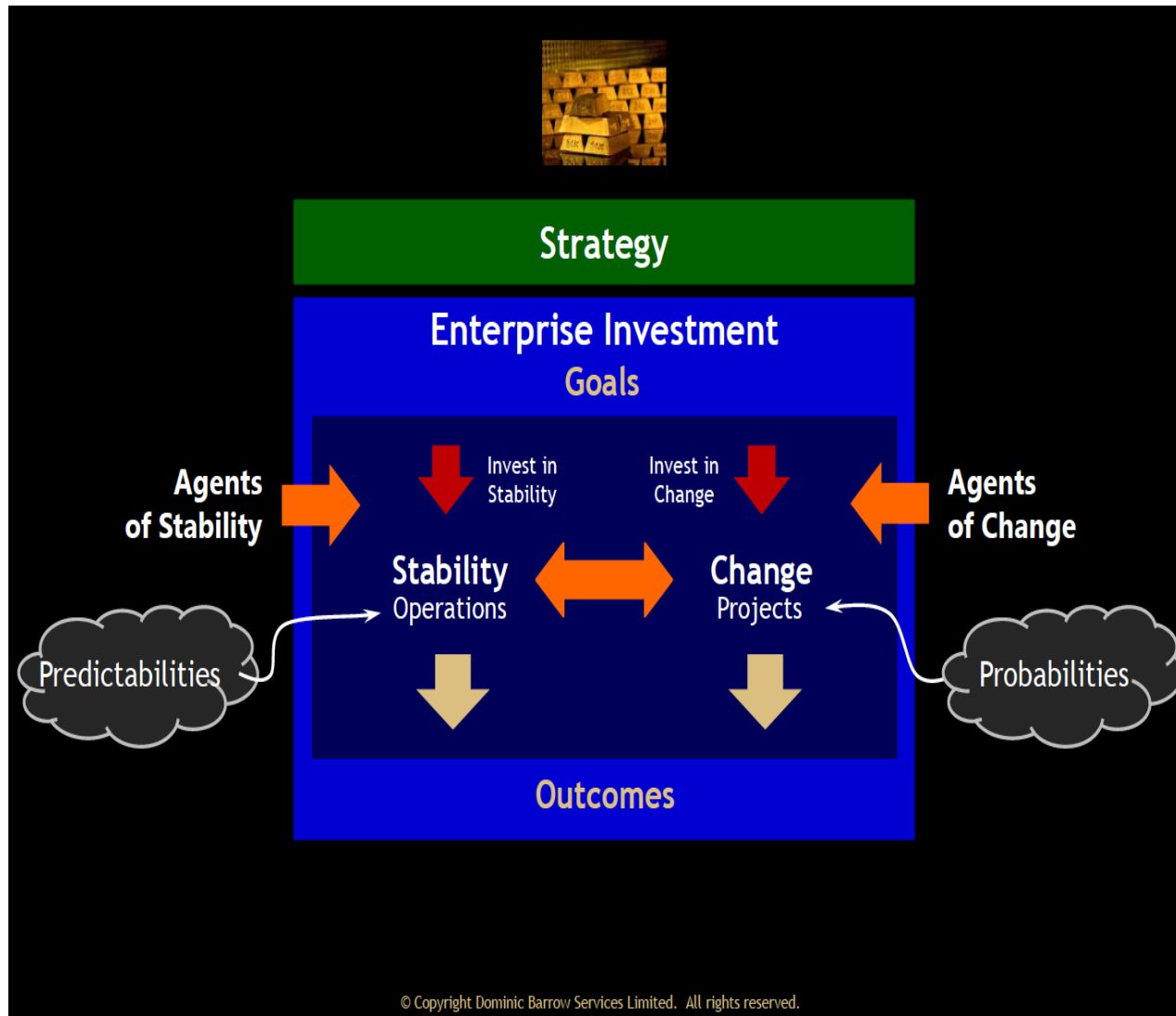


Enterprise Investment

Enterprise Investment

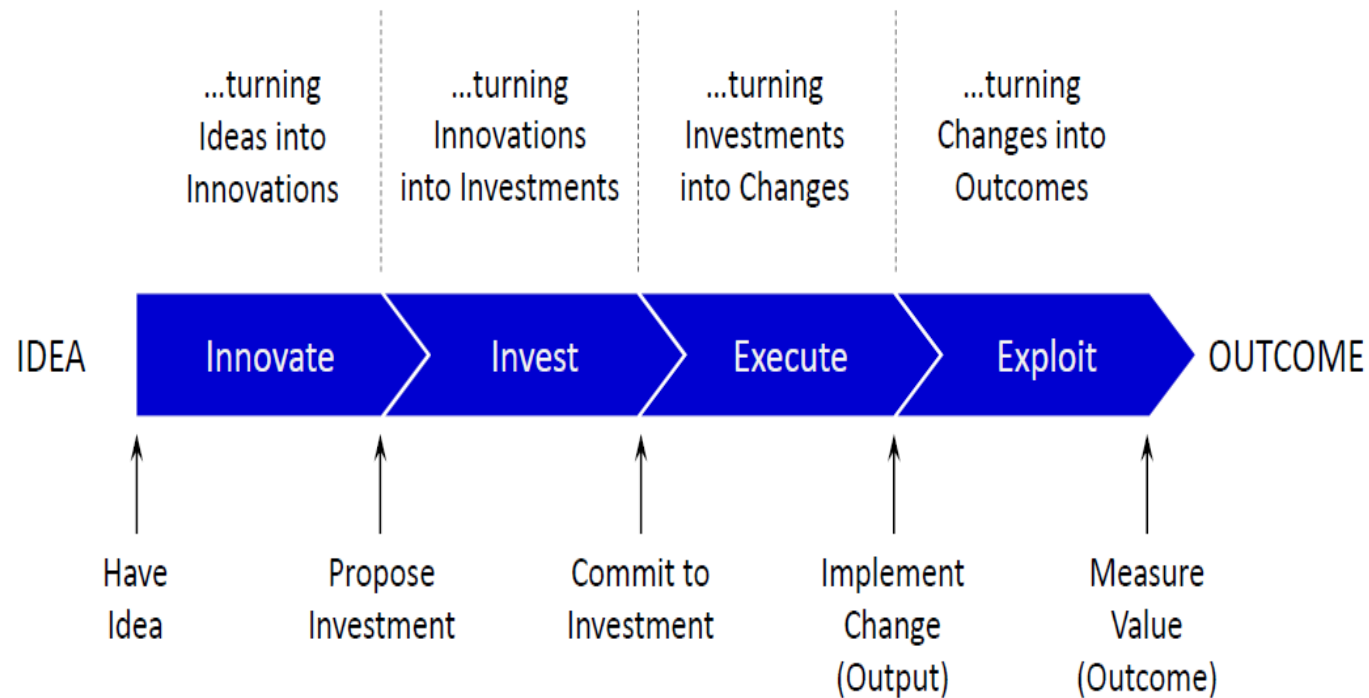


Chris Potts: Enterprise Investment



The enterprise investment process

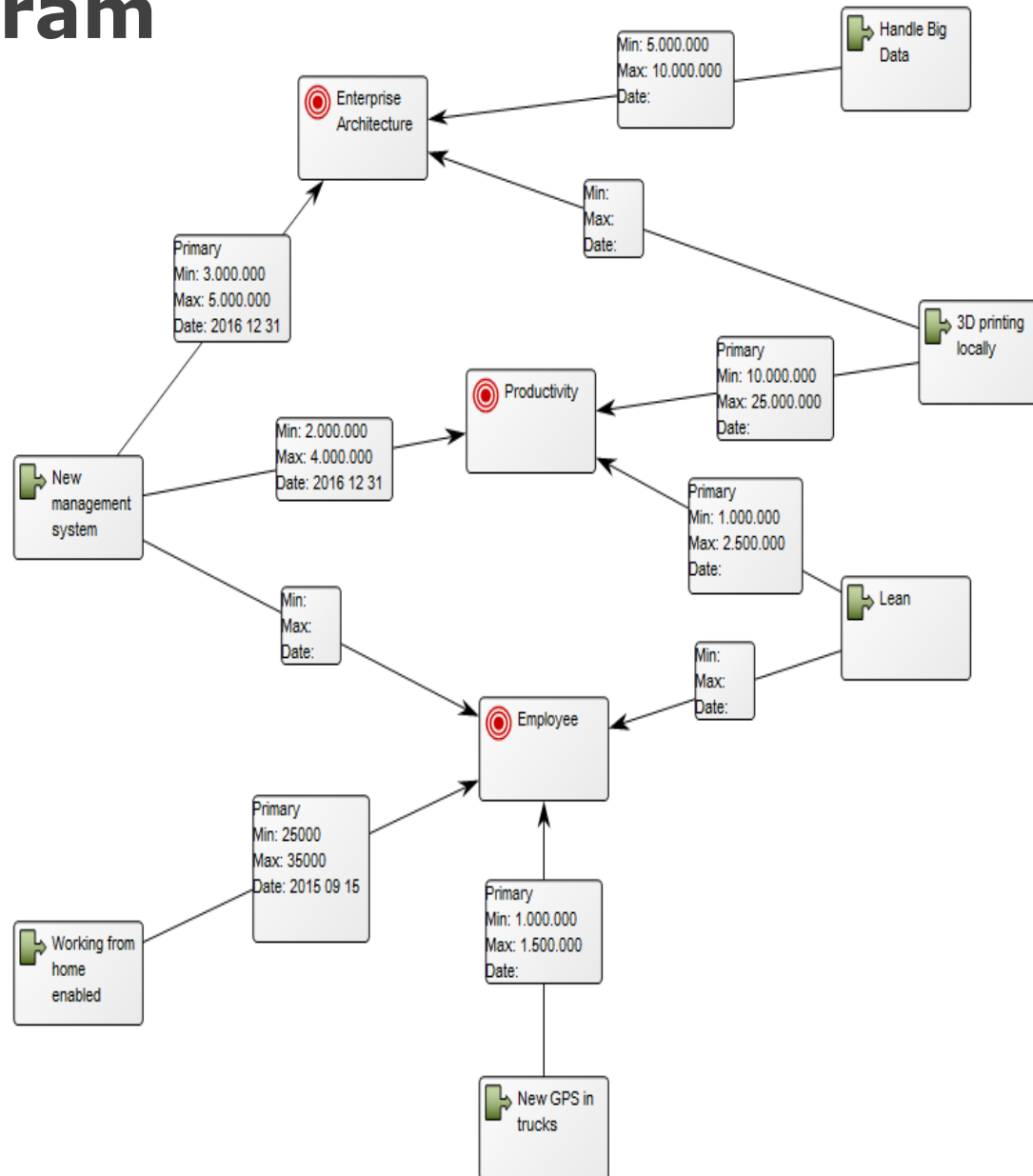
Investment in....



Are we achieving our goals for both value and structure
as risk-efficiently as possible?

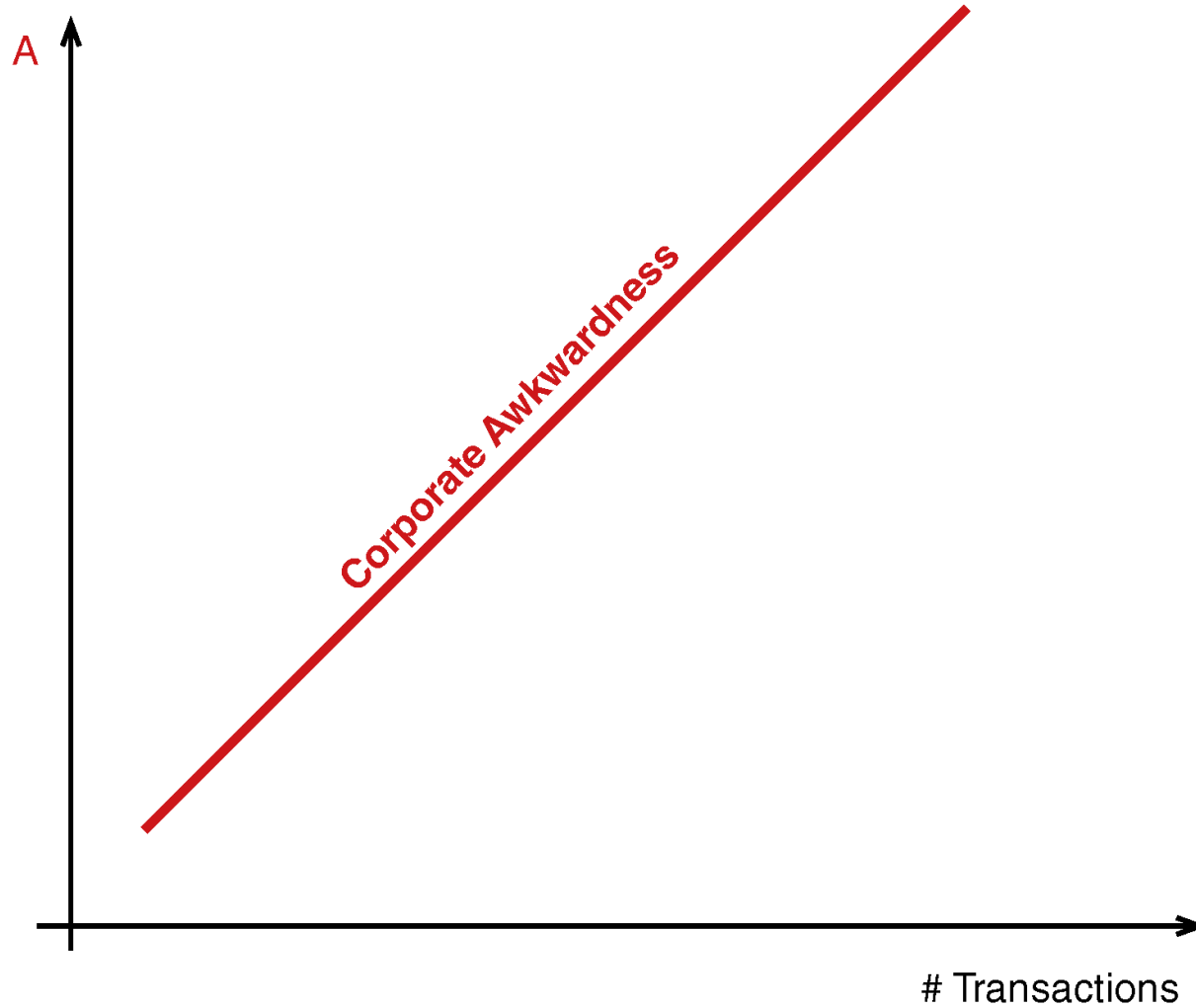
Enterprise Architecture	Investment Portfolio
Achievement of agreed design characteristics Success of structural investments Influence on people's strategies & plans Impact on portfolio productivity & efficiency Impact on time-to-first benefit in projects	Achievement of agreed investment goals Percentage investment by goal Portfolio costs to Profit & Loss Each project: value milestones achieved Contribution of 'exploitation projects'

Investment portfolio diagram

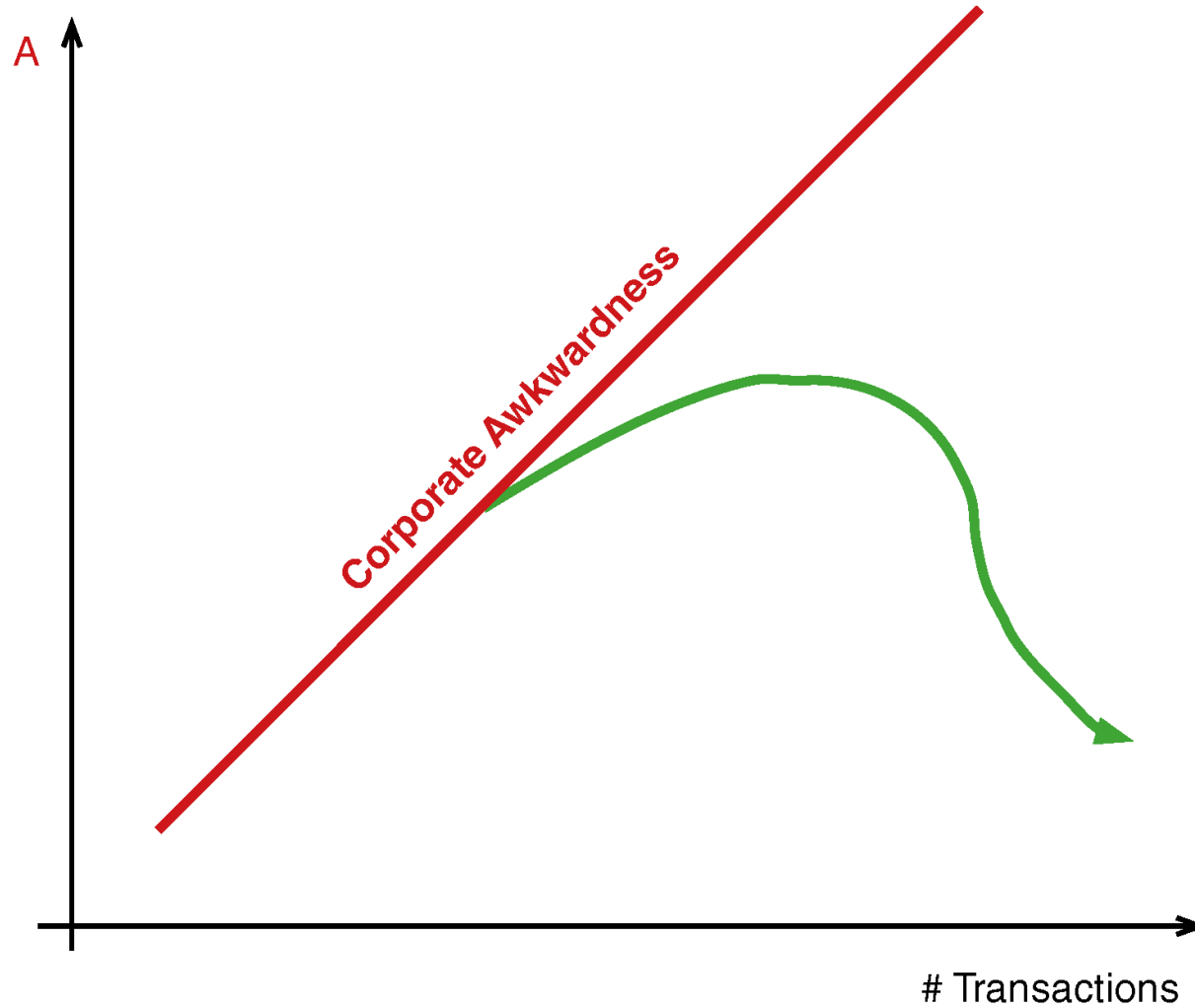


Enterprise Design

"The Enterprise"

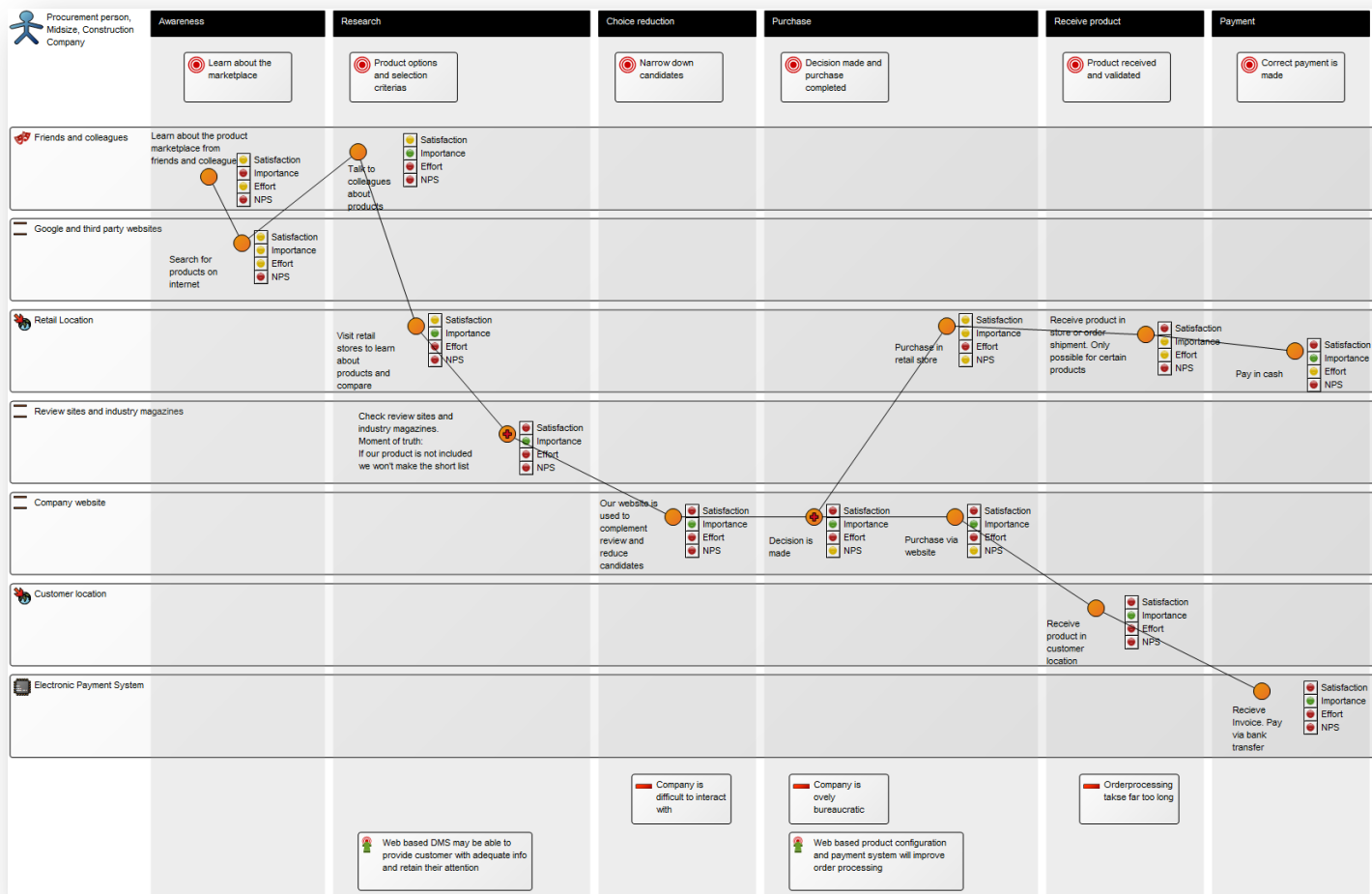


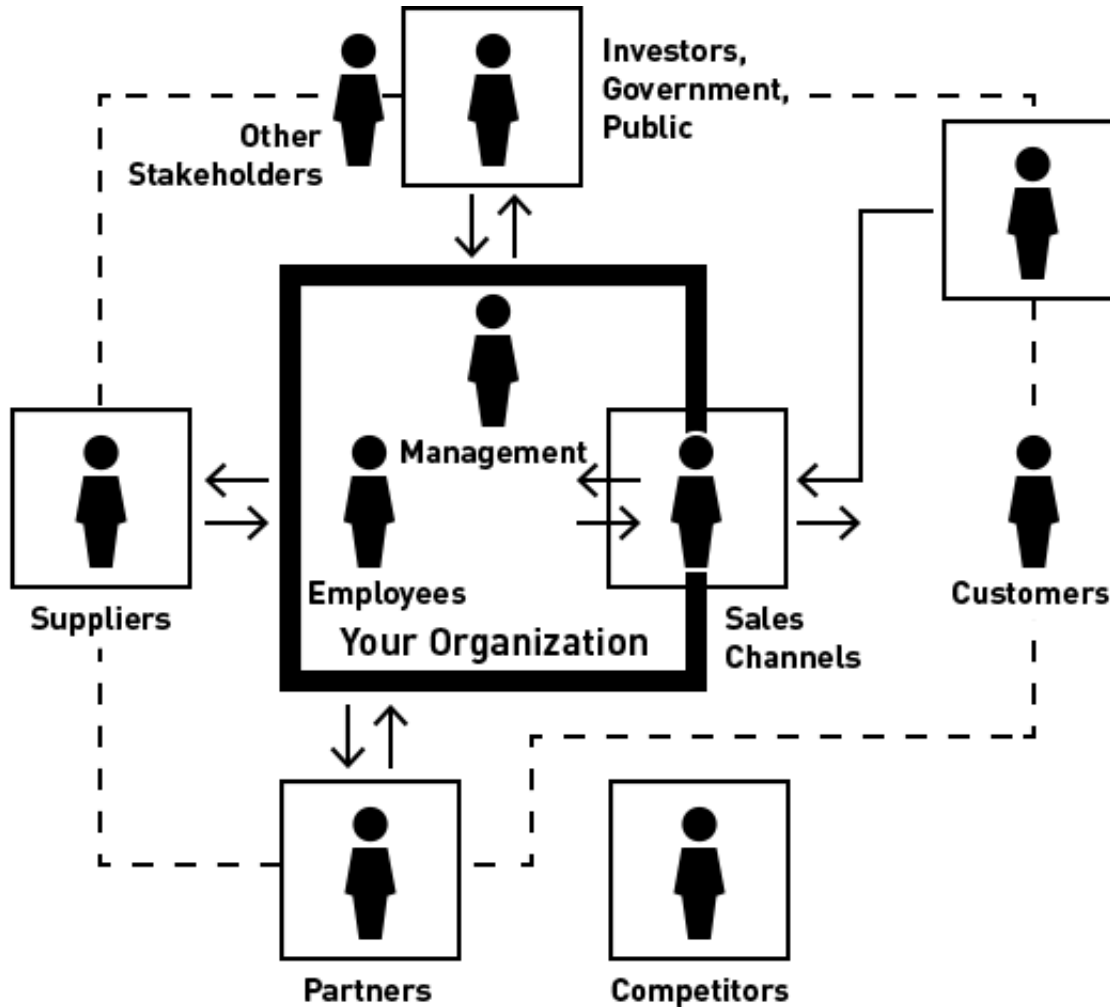
Breaking the Curve



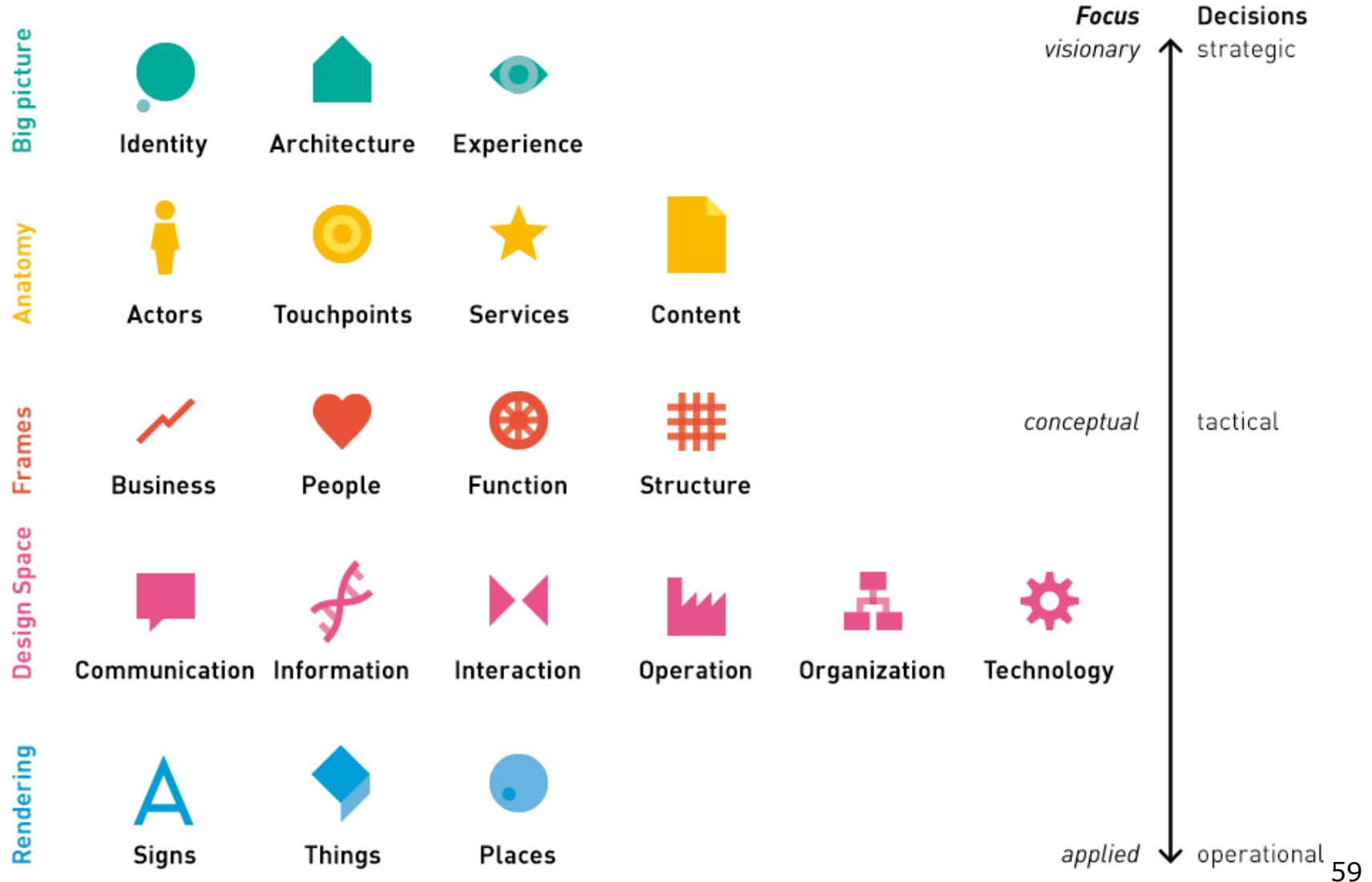
the new enterprise
connected + networked
contextual + engaging
evolutive + emerging
adaptive + dynamic
dynamic + agile
soft + fluid

Customer Journey Map



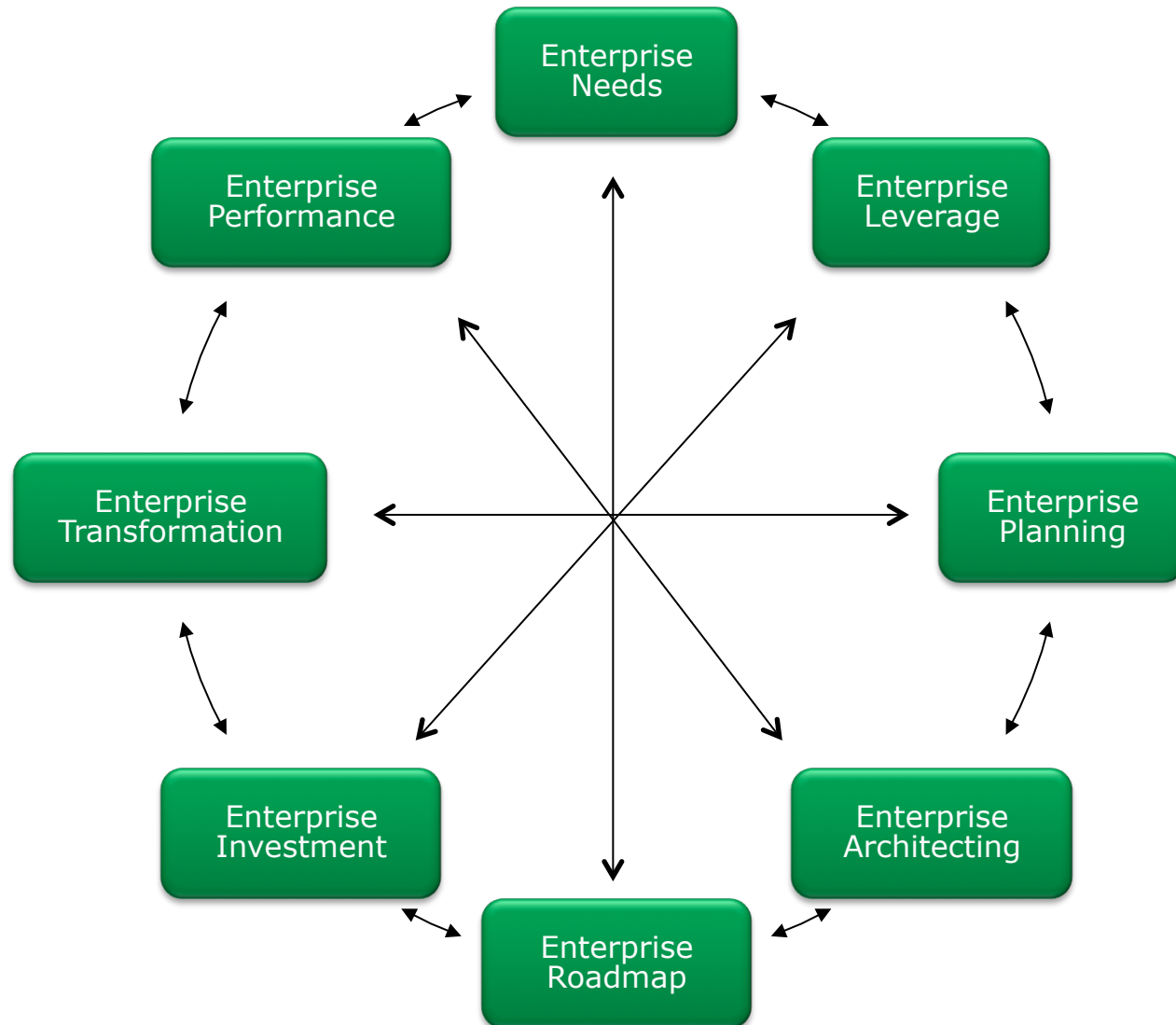


Enterprise Design Framework



Enterprise Architecture Management *Is* Collaboration

Enterprise *is* a Discipline



The Viable Enterprise

The Many C's

- Coherency
- Consensus
- Consistency
- Collaboration
- Compliancy
- Complexity
- Cognition
- Communication
- Conversation
- ...

VINCENT F. HENDRICKS
PELLE G. HANSEN



INFOSTORMS

HOW TO TAKE INFORMATION PUNCHES
AND SAVE DEMOCRACY

 Springer

Reclaiming Conversation

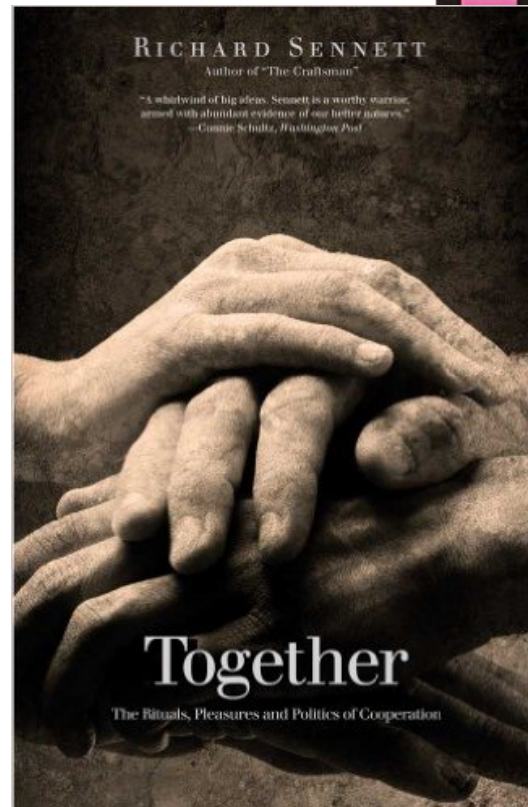
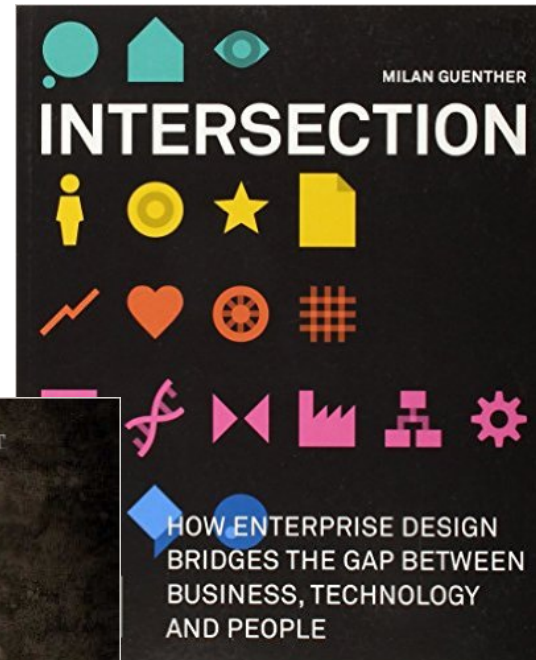
The Power of Talk
in a Digital Age



Sherry Turkle

AUTHOR OF *ALONE TOGETHER*

5 mandatory books



Dr John Gøtze

+45 5124 5878

john.goetze@qualiware.com

@gotze

ENABLING POSITIVE CHANGE[®]

Center of Excellence

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