

Collaboration:

The Key to Successful Enterprise Architecture

QualiWare ApS

Ryttermarken 17

3520 Farum

Denmark

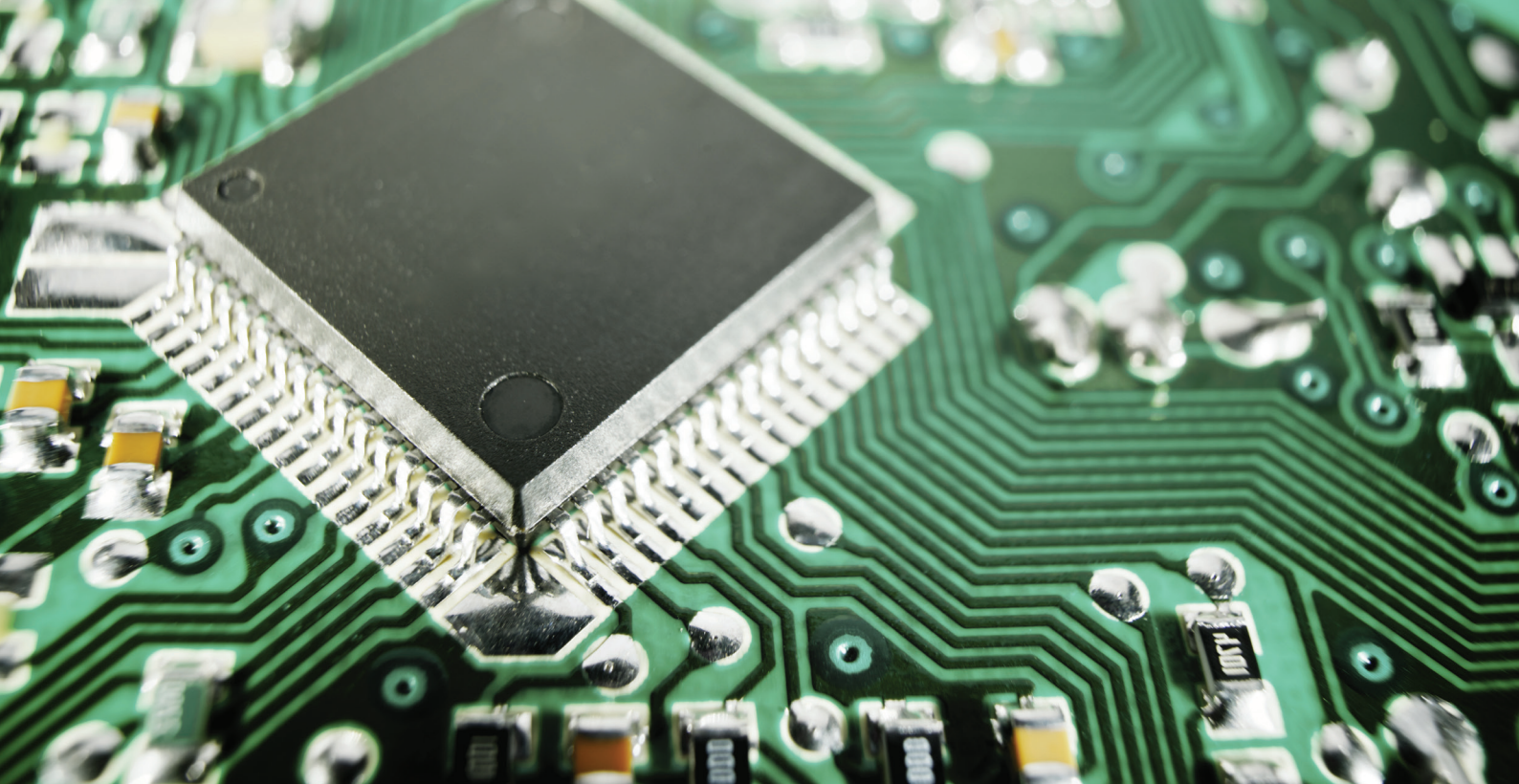
Phone: +45 4547 0700

Email: info@qualiware.com



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Enabling positive change





Executive Summary

Market dynamics force enterprises to implement changes at a faster rate than ever. Because of this, most changes are implemented reactively which has many negative impacts, such as significant negative impact on employee trust. This can be combated by focusing on stakeholder involvement. Such engagement is best achieved by implementing a collaboration-enabled EA initiative. QualiWare focuses on enabling enterprises to implement positive change by fostering collaboration via the QualiWare platform. This focus has conferred QualiWare customers with a plethora of benefits, ranging from better employee and customer satisfaction to improved audit results.

Situation / Problem

Today enterprises find it hard to react rapidly to market dynamics. Decision-making and implementation of required transformations is made difficult by the complexity in business and the fact that for most people enforced change is viewed negatively. Enterprises of all kinds meet disruptive trends in many different areas, and must deal with often conflicting internal and external drivers for – and against – change. Many enterprises end up spending lots of effort on firefighting and damage control, and become reactive rather than proactive.

Collaboration - enabled EA

Research suggests that employee trust in management is negatively affected when change is introduced, and that the most effective remedy for the negative effects of change is employee involvement (Morgan and Zeffane 2003). Additionally, the upcoming ISO 45001 standard for Occupational Health and Safety (OH&S), and several other standards for management systems,

all stress the importance of involving all stakeholders when implementing a management system.

For enterprise architecture management, stakeholder involvement is crucial in order to make sure that the change initiative is meeting with expectations, and for ensuring that the architectural requirements are clear whilst also being able to share the results of the architectural process with stakeholders.

Because the EA program permeates and affects the whole enterprise, the EA management system is an obvious candidate to be a vehicle for fostering enterprise-wide stakeholder involvement and collaboration.

Cases for Collaboration

QualiWare has repeatedly experienced the importance of collaboration, when implementing enterprise architecture management- and other management systems for customers. Collaboration solutions and benefits will be explored and discussed in the following six company cases.

Customer Example #1

Being in the oil services industry, the main objective for this customer was to facilitate processes in a structured manner.

For this purpose, QualiWare provided a management system solution. This solution had a significant focus on employee engagement, in order to implement compliancy and conformance through processes standardization and integration.

Engaging the employees and providing them with a sense of ownership has sparked hundreds of employee suggestions for improvement for the oil sector services industry customer. Additionally, the customer noted a significant increase in positive remarks in audit reports.

Customer Example #2

Aviation manufacturing is not only a very technically advanced industry; it is also heavily audited, with companies requiring a vast array of control measures and certificates. This customer, an aviation manufacturing company, identified a need for a flexible management system possessing both the capability to represent technical materials in an accessible way, and serve as a platform for auditing and certification.

Collaboration played an important factor. Collaboration needed to be covered in two different aspects. Firstly, domain experts needed to be able to contribute their specialist knowledge to the management system effortlessly. Secondly, the system needed to represent the complex processes in such a way that they would be understandable across the different unit functions and domains. This was achieved by implementing a management system with the capability to publish processes to the web, with the added functions of collaboration for all employees, such as submitting change requests and non-conformances.

After implementation, the customer obtained an increase in relevant employee process improvement suggestions from an average of 50 per year to 1100 per year due to the focus on supporting collaboration. These improvement suggestions brought about with them an increase in employee productivity as well as better customer/partner support, more repeat business, and consistently higher customer satisfaction as a derived benefit. Additionally, the customer reported a 90% decrease in findings associated with external audits spanning over 200 external audit days.

Customer Example #3

The third customer example constitutes a rail-vehicle maintenance specialist with a focus on providing specialized and effective maintenance solutions. Their challenge consisted of adequately representing the wide array of maintenance procedures while still maintaining a high level of detail.

High employee involvement in process modeling was one of the primary requirements. This was achieved by giving them access to processes relevant specifically to them, in the context of the whole enterprise. The idea was that the employees see their own context and provide input into how the connections are made from their activities to the many other activities around them. The employees became more engaged with workplace activities, which lead to a more accurate representation of real world architecture within the EA management system.

With this solution, the customer was able completely to redraw most of their architecture over the span of only 6 months. This was attributed to the fact that the collaboration approach was chosen; with a great emphasis on enabling the employees to model their work processes themselves. Additionally, this led to the employees experiencing greater ownership of their area of responsibility. The fruit of their labor was a more intuitive encyclopedia, which the whole enterprise collaborated towards creating.

Customer Example #4

The fourth case constitutes an IT service provider for financial institutions wanted to differentiate their services from their competitors' services by using EA as a collaboration vehicle both internally as well as externally – towards their customers.

By using the QualiWare platform for sharing information across different customers, they hoped to achieve better collaboration and synergies. They needed to focus on governance mechanisms and tools to facilitate the collaboration processes, as initiatives such as these take a lot of effort to coordinate.

With the solution, the company was able to attain a much better understanding of how the ecosystem around them behaved. Additionally they were able to establish a better understanding of how the customers viewed them via the added outside-in perspective on their products and services. Finally yet importantly, they attained customer involvement, helping them launch joint-venture projects as well as improving and strengthening their relationship with their customers.

Customer Example #5

The fifth case constitutes an oil and gas company with a balanced international portfolio with a need to unify the enterprise in an integrated way, to be able to use EA as a steering instrument. First, they needed to define an overall common language based on the best practice that suited them, while simultaneously ensuring an anchor in the business context and satisfying stakeholder needs. In addition, they needed to be able to show the benefits of EA to both IT and business.

As a result of focusing on adequately satisfying both business and IT needs they were able to optimize their efforts, allowing them to increase the speed with which they exploit new technology trends and market changes, ensure more stable, secure and efficient IT

operations. Finally yet importantly, they were able to ensure flexibility as stakeholder involvement at an early stage ensured possibility for better planning and thus the ability to re-use standard solutions from a technology catalogue.

Customer Example #6

The sixth customer case constitutes a global oil producer with presence in multiple countries and a highly independent and heterogeneous IT organization. Being a large enterprise, their challenge was in reaching agreements on information, service area, and application details and ownerships. That data needed constantly to be kept up to date, and changed much quicker than a dedicated EA team would be able to keep up. With the QualiWare platform, they achieved this by enabling a structured delegation of tasks to domain experts. The domain experts could then provide both mandatory and optional details on their assigned areas of responsibility. As a result, this customer was quickly able to establish the data needed to implement an application portfolio management program with the potential to optimize the IT budget. Additionally there was now a possibility for focusing on quantifying capabilities of their IT, and thus eliminate unnecessary redundancies.

The Value of Collaboration

Collaboration via EA provides employees with better ownership over their areas of work. As employees are more engaged in the enterprise via collaboration, they are more likely to report change requests and non-conformances, leading to an overall improvement in the way the enterprise operates.

If structured correctly, EA can foster collaboration in the form of user/stakeholder feedback, but also deeper engagement. Extended and structured collaboration is needed in order to solve many of the problems that EA is faced with today. Extended and structured collaboration focuses on engaging stakeholders by ensuring that the whole enterprise can participate in the activities of the EA program by providing comments and feedback in a structured manner.

By delegating responsibilities across the enterprise, it is possible to root the EA program in the way employees approach their everyday work-related activities. Employees are then naturally involved in creating and updating EA, which implements a sense of enterprise-wide consistency. As consistency permeates projects, programs and initiatives throughout the enterprise, the ownership that employees feel towards the EA will help attain consensus both on an enterprise scale as well as in individual projects, programs and initiatives.

With the help of collaboration, it is possible to maintain a repository spanning many different languages effortlessly. This is because of the focus on enabling collaboration across not only country borders, but also an extended and structured collaboration across different business units inside the organization. With the focus on extended and structured collaboration, it is possible to delegate tasks for the EA program. Furthermore, such a focus confers greater employee satisfaction with work processes and greater employee involvement in daily work as well as process transformation.

A lack of consensus in the enterprise among all the relevant stakeholders and employees is one of the main challenges in implementing business transformation initiatives. Consensus is created across the whole enterprise by making it easier for employees to read, understand and get involved with the big picture in an intuitive way. In this way, it is easier for each employee to see their own area of responsibility, and ensure that things are being done. Change is then implemented proactively instead of reactively.

The QualiWare Platform for Collaboration

For QualiWare, it has been very clear that customers required a solution to serve as a platform for supporting employee involvement in the form of collaboration within their enterprise. To achieve this, QualiWare focused on research and development initiatives that geared the QualiWare solution suite towards becoming a platform for enabling collaboration across the whole enterprise.

This has led to the development and improvement of features such as easily accessible and editable online content, as well as governance functionality, such as Acknowledgement, Subscription, Change Request, Comments, Ratings, Governance tasks.

Additionally QualiWare enables better EA program management by providing real-time data about employee engagement and usage statistics.

Works Cited

Morgan, David, and Rachid Zeffane. 2003. "Employee involvement, organizational change and trust in management." *The International Journal of Human Resource Management* (14:1): 55-75.



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