



Why, What, and How of Enterprise Architecture (EA)

Deepak Chebbi



Historical View - The Enterprise Architecture (EA) Chevron



Historical view of Enterprise Architecture “Layers”



Extended View of EA - The New EA Chevron

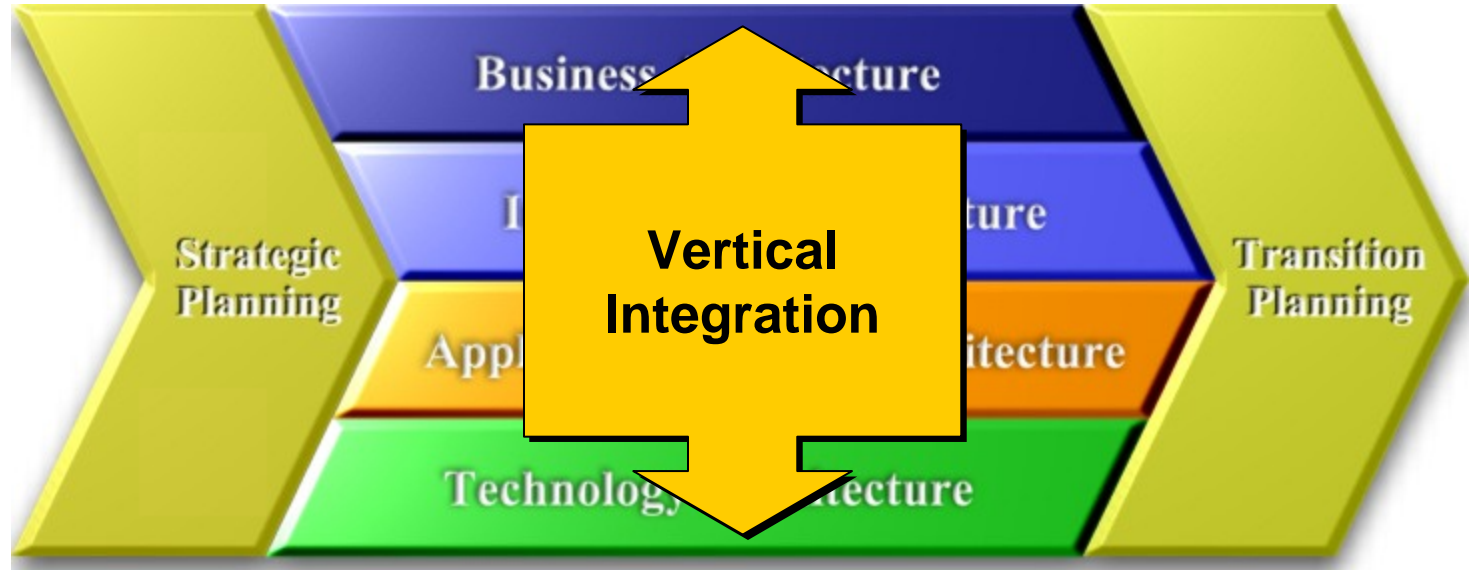


Extended EA Chevron includes Strategic & Transition Planning

- Strategic Planning “Drives” Enterprise Architecture
- Transition Planning “Implements” Enterprise Architecture



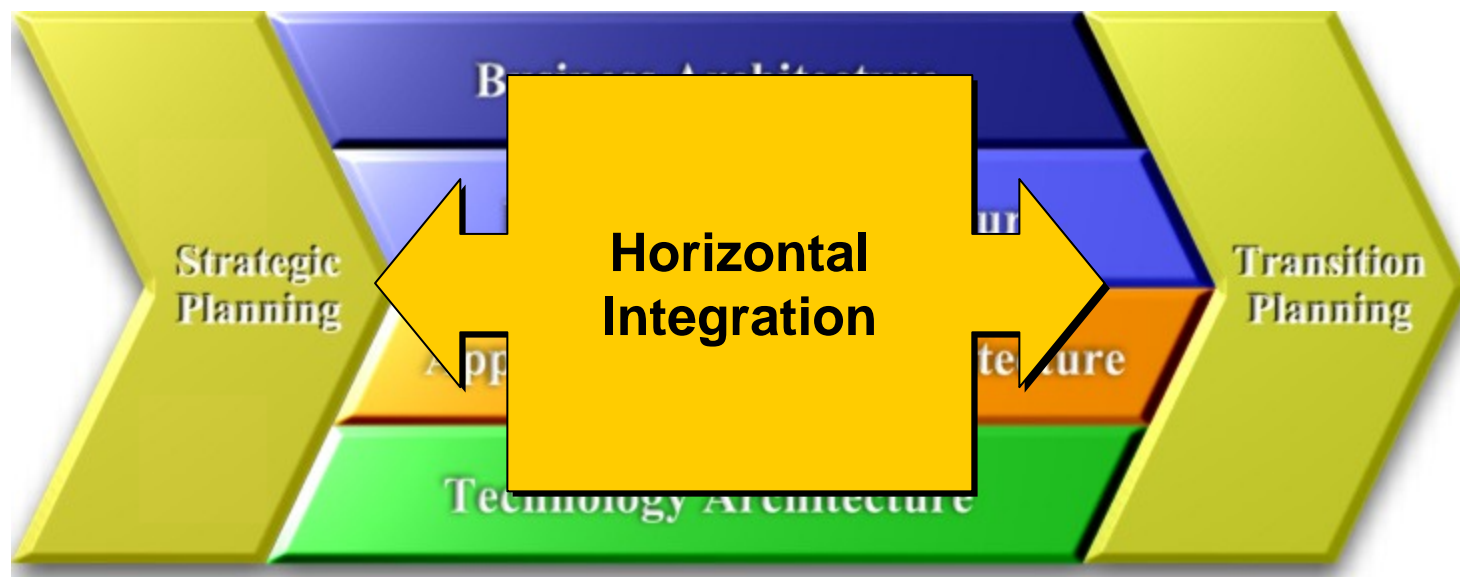
Enterprise Architecture Integration - Vertical Integration



- Enable traceability **from top** ... Strategies, goals, & objectives
- ... Process, organization, responsibility changes
- ... Information, Application, Technology changes
- to bottom** ... Investments & Implementation



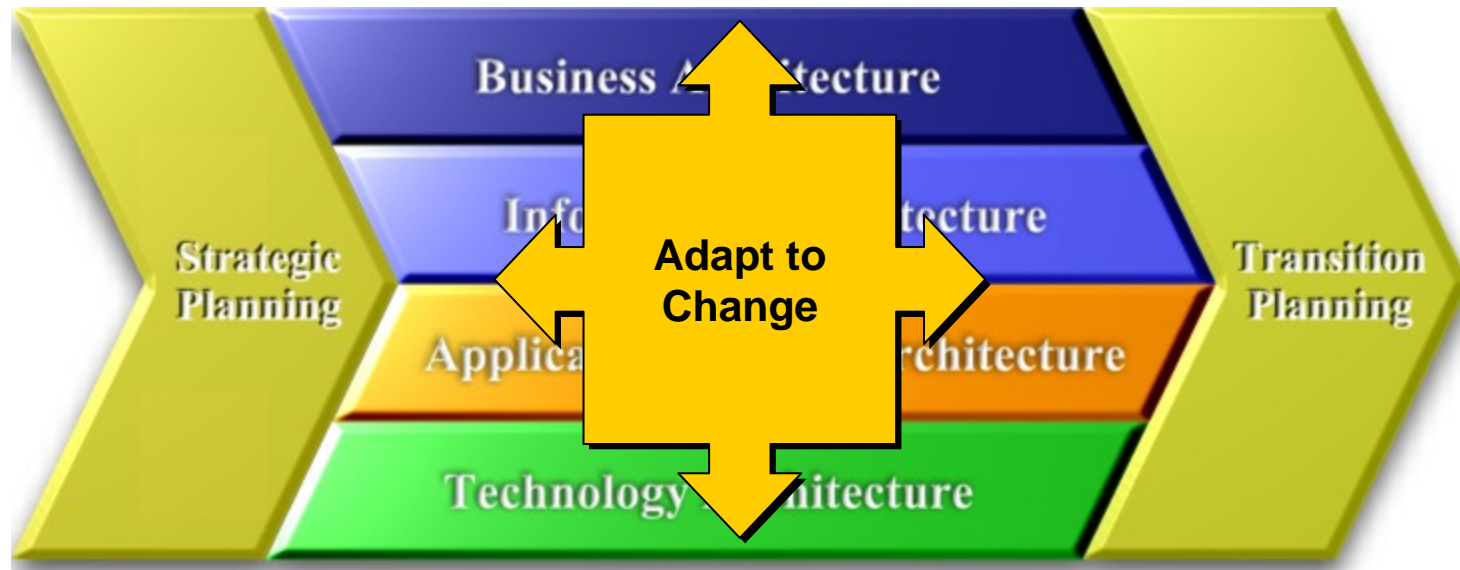
Enterprise Architecture Integration - Horizontal Integration



Enable traceability **across** ... Programs & Business Units
... The Extended Value Chain
(Customers, Suppliers, & Partners)



Enterprise Architecture Integration - The Adaptive Enterprise



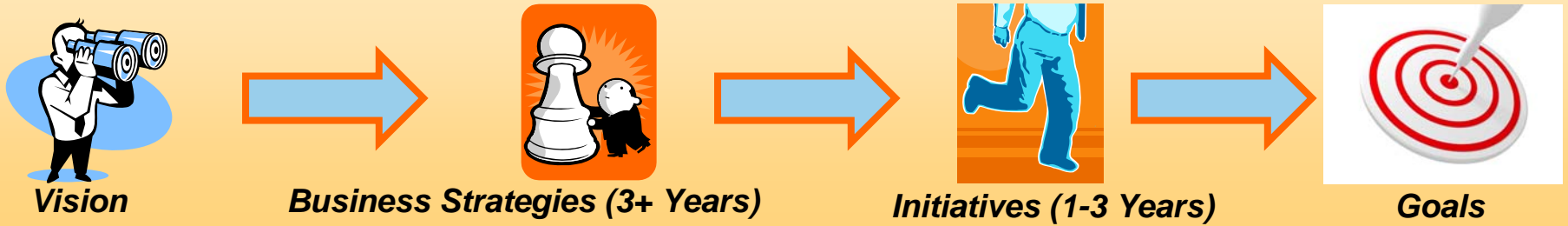
Adapt (rather than React) to Change

- Assess change impact vertically through all layers of the EA
- Respond to change with an integrated, enterprise-wide evolution plan (all layers)



Enterprise Architecture (EA) Building Blocks

Step 1: Define and/or Map Your Company's Strategic Roadmap



Step 2: Identify and Understand the Value Paradigm of Your Audience



IT Executive Steering Committee Architectural Working Groups Functional Project Teams

Step 3: Define Your Enterprise Architecture (EA) Program Goals

(Example: Minimize transaction barriers, increase speed of service and reduce costs)

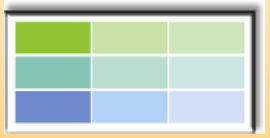
Business

- Adopt a broader focus, away from managing transaction to managing overall costs.
- Cultivate prospects for products and services.

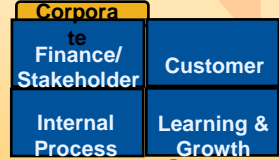
Information Technology

- Continuing pressure on business costs, and the need for IT to drive cost containment and efficiencies
- * Improve Business Intelligence to ensure accurate effective single view of customer

Step 4: Understand the Metrics that Matter for Collection and Reporting and Framework to Use



Gartner Business Value Model



Balanced Score Card

Collect quarterly

Report half yearly in management review

Step 1: Define and/or Map Your Companies Strategic Roadmap - illustrative

Corporate Vision

“To be a premier global national financial services company, dedicated to creating the highest levels of value and producing long-term levels of industry-leading profitability and growth.”

Business Strategies (3+ Years)

Diversify Into Related Businesses

Reduce Operating Expenses

Reinforce Product and Service Offerings

Business Initiatives (1 - 3 Years)

Acquire Banks

Leverage Partnerships to future Technology Capabilities and Mitigate Risks

Divest non-core Subsidiaries

Expand Product Offerings

Grow CSR's and FSR's

Goals

Sales Effectiveness

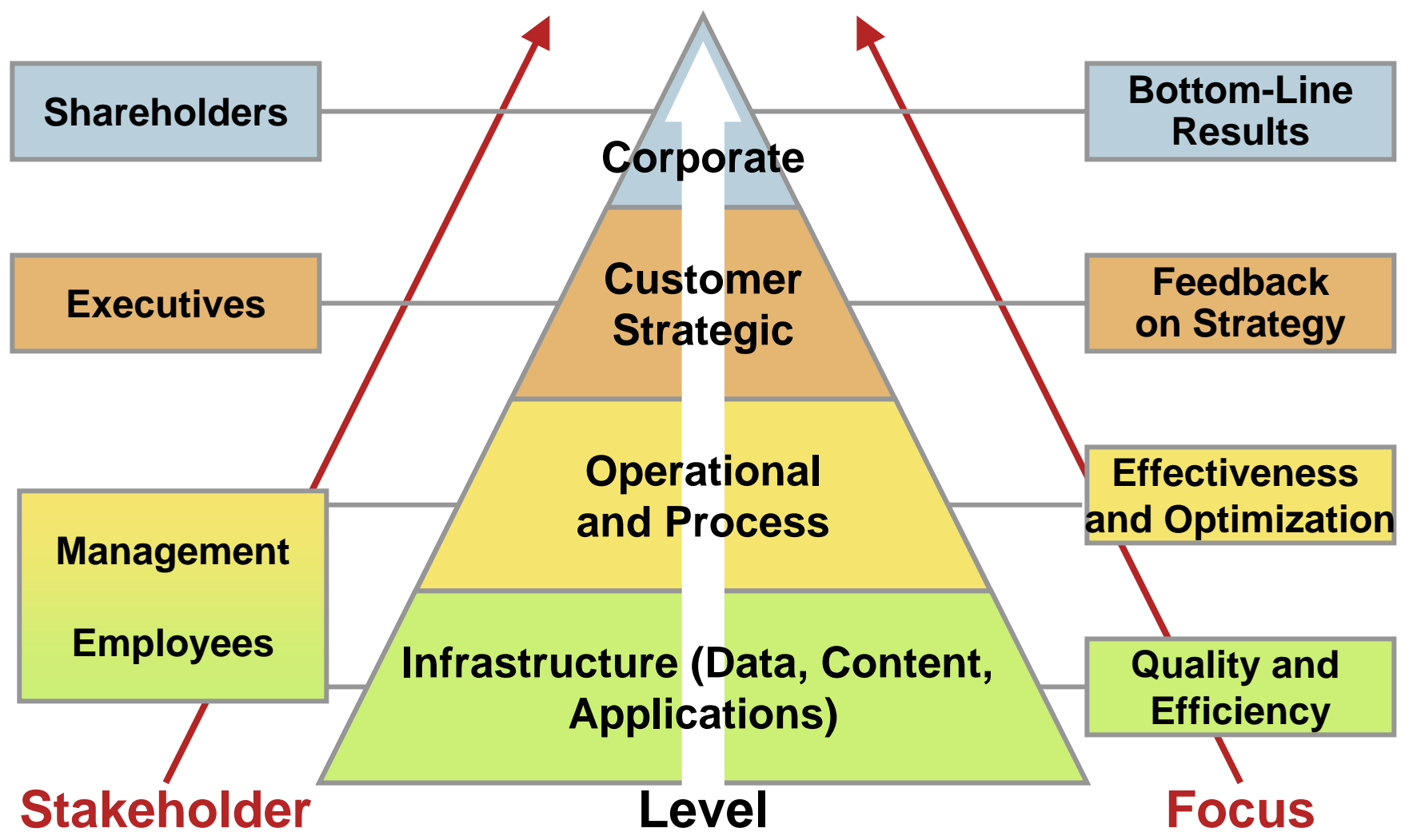
Customer Responsiveness

Community Effectiveness

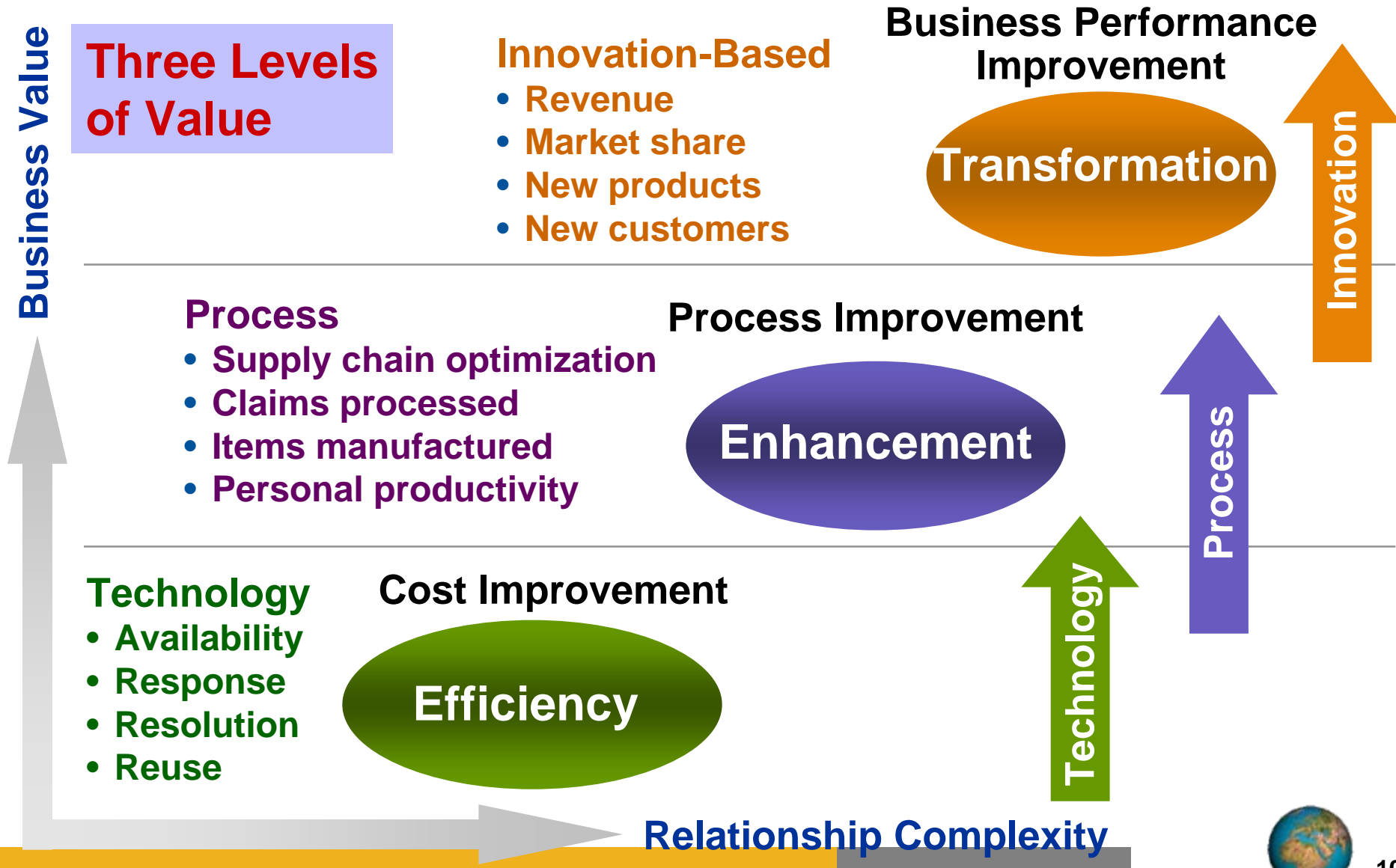
Information Technology Effectiveness



Step 2: Identify and Understand the Value Paradigm of Your Audience



Step 3: Define Your Enterprise Architecture (EA) Program Goals



Step 4: Understand the Metrics that Matter for Collection and Reporting and Framework to Use – Gartner’s Business Value Model

Minimize transaction barriers, increase speed of service and reduce costs

Demand Management	Market Responsiveness	Sales Effectiveness	Product Development Effectiveness
Supply Management	Customer Responsiveness	Supplier Effectiveness	Operational Efficiency
Support Services	Human Resources Responsiveness	Information Technology Responsiveness	Finance and Regulatory Responsiveness

Sales Effectiveness

Sales Opportunity Index	Sales Cycle Index	Sales Close Index
Sales Price Index	Forecast Accuracy	Customer Retention Index

Customer Responsiveness

On-Time Delivery	Order Fill Rate	Material Quality
Service Performance	Agreement Effectiveness	Transformation Ratio

Information Technology Responsiveness

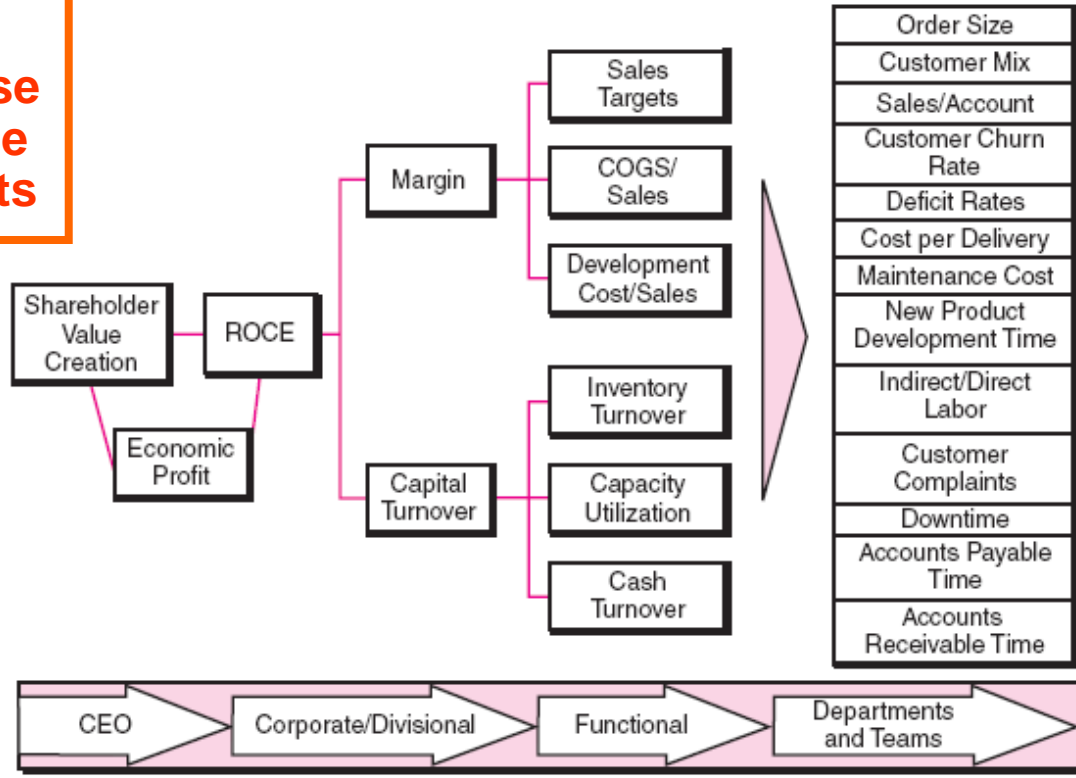
Systems Performance	IT Support Performance	Partnership Ratio
Service Level Effectiveness	New Projects Index	IT Total Cost Index

Focus EA Metrics



Step 4: Understand the Metrics that Matter for Collection and Reporting and Framework to Use – Balanced Score Card

Minimize transaction barriers, increase speed of service and reduce costs



Focus EA Metrics

