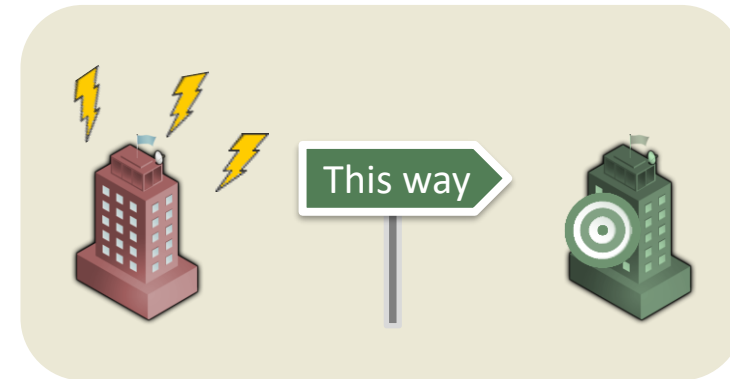
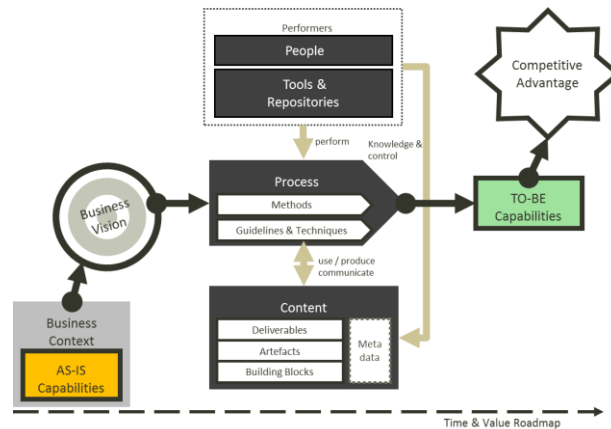


Unified Framework for Driving Transformations

Challenges

Disconnected Standards and Semantic Gaps

We need a **Framework** as a vehicle to Effectively **Drive Transformations**



A Framework

for

Driving Transformations

Isn't it what TOGAF is made for?

One cycle in the TOGAF ADM covers **one** single change to the enterprise with **focus on architecture**.

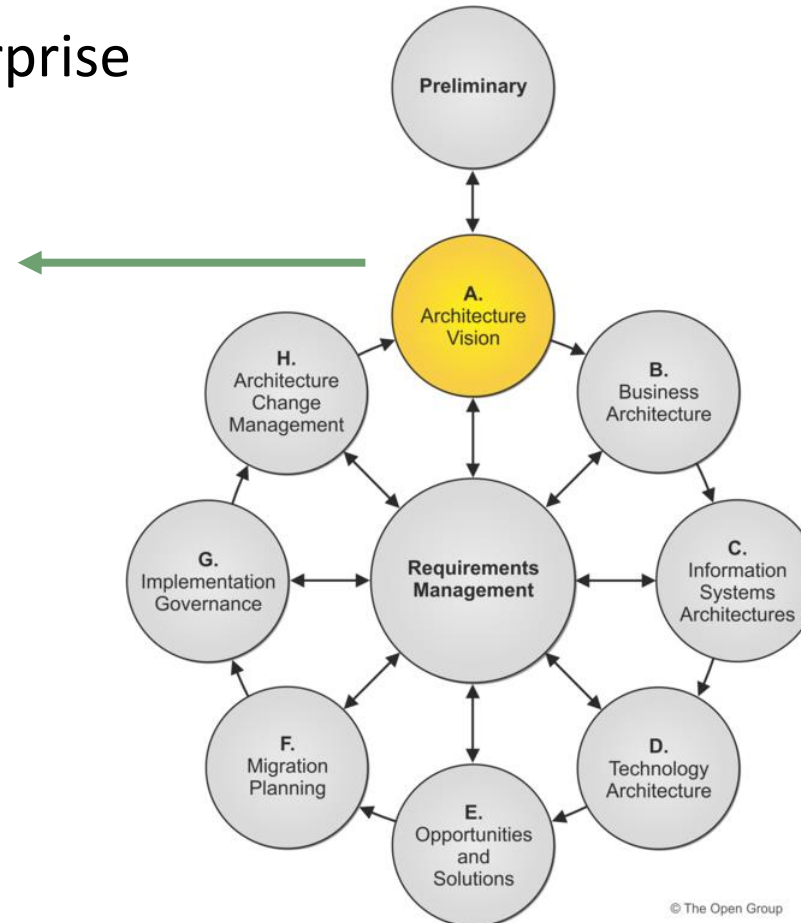
TOGAF Architecture Vision tells you

- Why we might do this change.

It does **not** tell you

- Why this particular change has been selected among others,
- Why this change requirements need to be addressed now.

So that is not sufficient for driving transformations



So it isn't it EA's job?

Gartner Definition of Enterprise Architecture:

- Enterprise architecture is a discipline
- for proactively and holistically
- **leading** enterprise responses to disruptive forces
- by identifying and analysing the execution of change
- toward desired business vision and outcomes.

Yes, but EA isn't doing this alone.

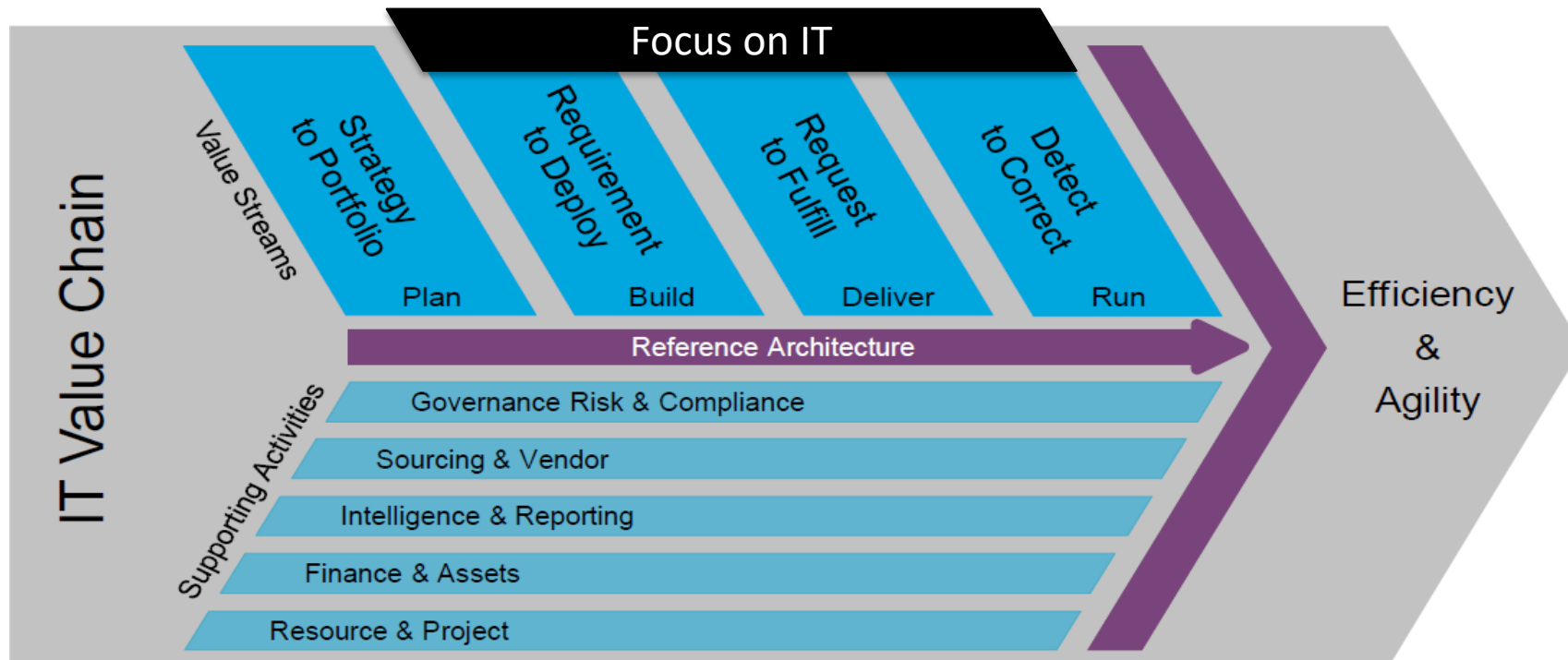
There is also some Strategy and Planning.

Then isn't it what IT4IT is made for?

"The [Open Group IT4IT Reference Architecture](#) is a standard reference architecture and value chain-based operating model for managing the business of IT.

...

The [IT Value Chain](#) content details the series of activities that every IT department performs that add value to a business service or IT service."

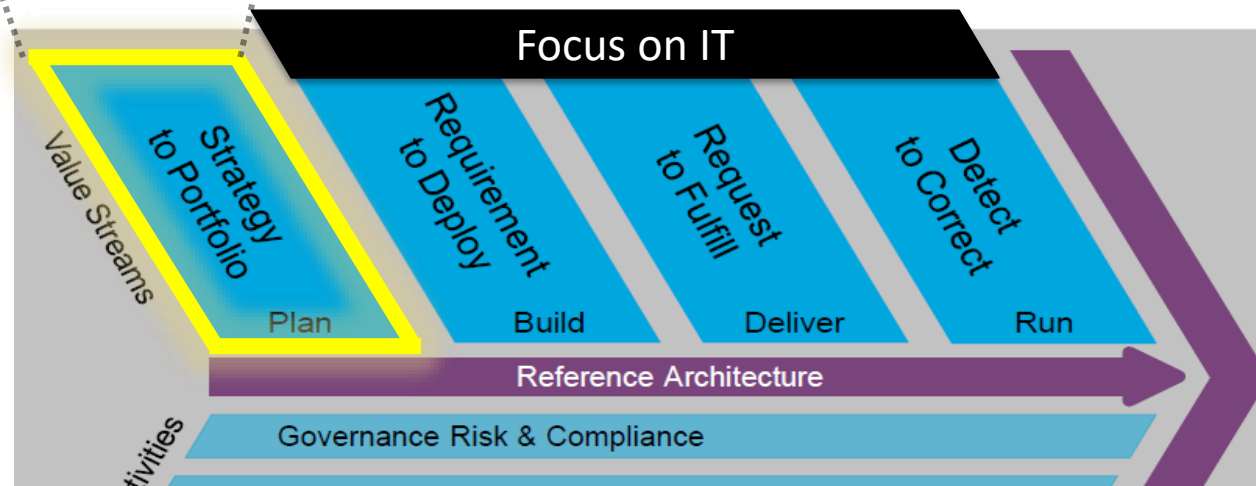


IT4IT: That is a good start!

The "**Strategy to Portfolio**" value stream **defines**, at high-level, **how strategy and architecture**, along with other functional components, **drive transformations**.

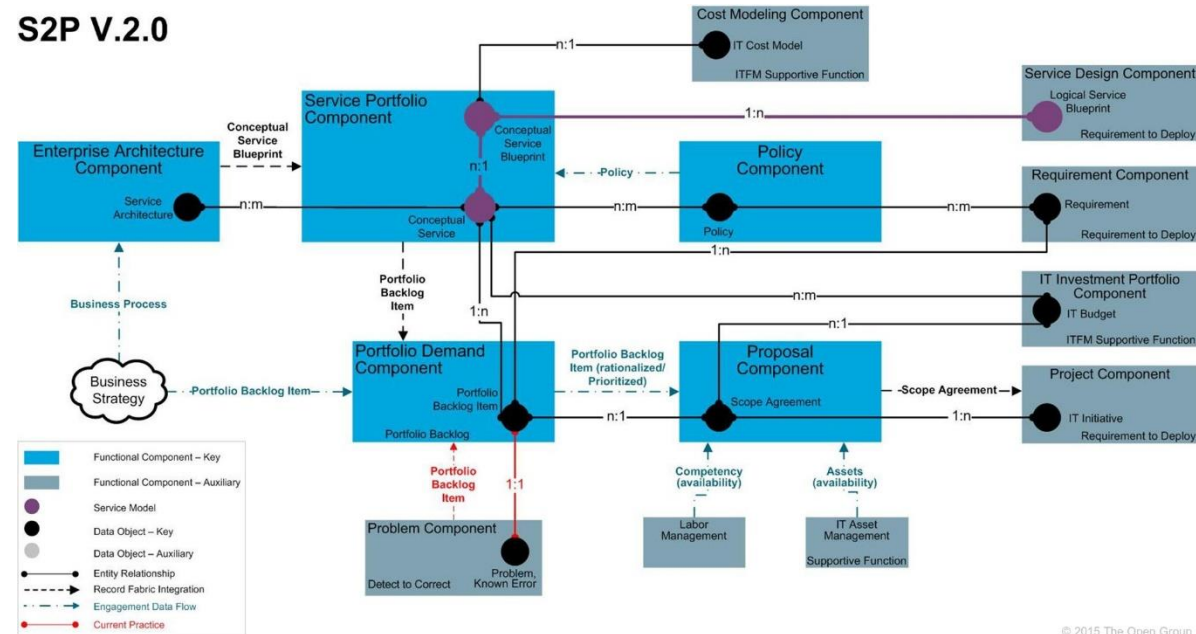
Drive Changes to the Operating Platform

Now we need to translate this high-level definitions into some precise and actionable process, deliverables & tooling...



A Framework for Driving Transformations...

IT4IT's **Strategy to Portfolio** provides some high-level ideas



It does not provide the actionable details that we are looking for...

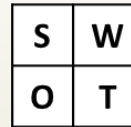
A Framework for Driving Transformations...

Could we find the actionable details in these other standards and best practices?

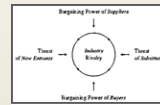
Strategy



PEST(EL)



Balanced Scorecard



Porter's Five Forces Analysis



Business Model Generation



Strategy Map

Scaled Agile Planning



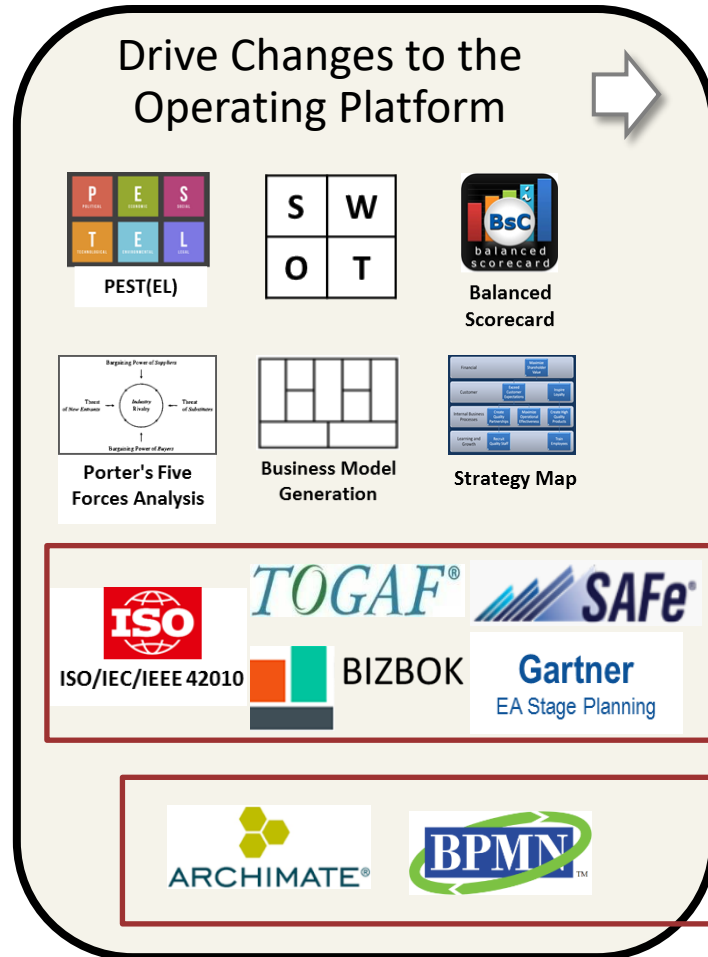
Architecture



Modeling



Problem: Standards are not actionable as a whole



- Complementary but disconnected
- No common process
- No common metamodel
- Inconsistent terminology

- Too high-level to be actionable out of the box

- Disconnected; Redundancies;
- Archimate: Missing semantics & levels of detail

Cross-discipline collaboration is not easy!

It takes a very long time for standards to become actionable and scalable

What are the **semantics** of “**Business**” ?
Processes, functions, people and information are all mixed up.

People, Applications and **Equipment** should all be **at the same level**. These are different ways of **supporting a process or function**. A same process can orchestrate people, applications and equipment.

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	Passive structure	Behavior	Active structure	Motivation
Strategy				
Business				
Application				
Technology				
Physical				
Implementation & Migration				

Aspects

Where is the underlying transformation process that led to this structure?

Where are the underlying systems semantics?

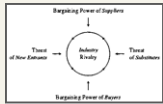
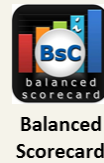
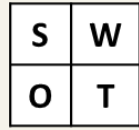
This is orthogonal to the other “layers”

They need at least to build upon a sound basis

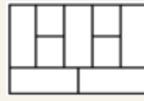
Regarding languages, this is what we don't want for strategy and architecture

- A language nicely designed to represent code e.g. UML
- A language nicely designed to represent configuration data e.g. BPMN (for workflow engines)
- A language designed without any clear vision
 - of what the language should semantically represent
 - of which precise and actionable process the language needs to be used for
- A set of languages that were not designed to be integrated, and which potentially combine all the above characteristics

Drive Changes to the Operating Platform



Porter's Five Forces Analysis



Business Model Generation



Strategy Map



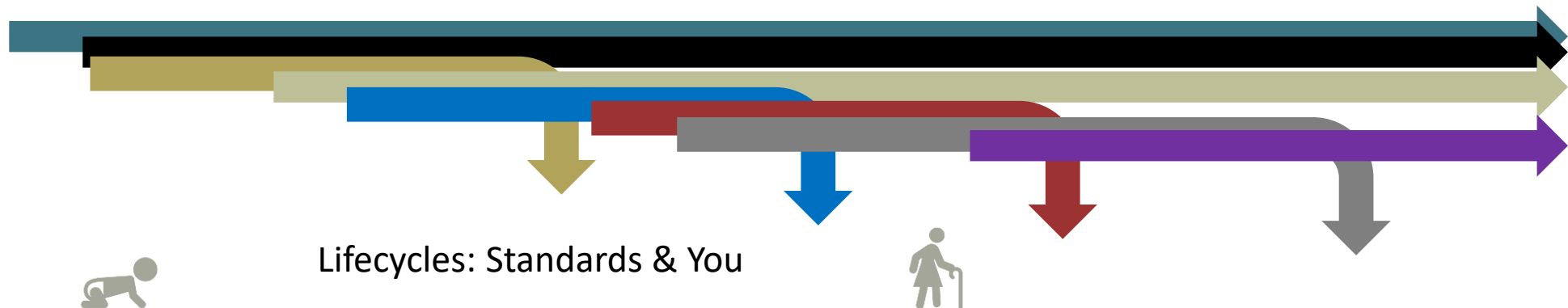
ISO/IEC/IEEE 42010



How patient are you?

You could

- Wait for standards X, Y, Z version 20 ...
- Wait for all these standards to get integrated (or integrate these by yourself)
- Wait for a tool that will implement the whole thing



Lifecycles: Standards & You

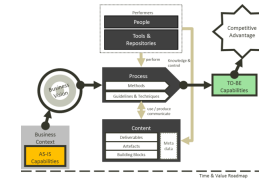
Merged Standards & Best Practices

1

- Systems Semantics
- IT4IT™
- TOGAF®
- SAFe®
- Gartner EA Stage Planning
- ISO 27000 Information Security
- ISO/IEC/IEEE 42010
- BIZBOK
- ARCHIMATE®
- BPMN™
- GDPR.EU
- NISDUC
- PEST(EL)
- Porter's Five Forces Analysis
- Value Proposition Canvas
- Business Model Canvas
- Strategy Map & Balanced Scorecard
- SCU Data Classification Standard



What's in it?



Merged Standards & Best Practices



One Strategy & Architecture Process



One Modeling Language, Charts & Dashboards



One Tool & One Repository



Extensive On-line Documentation



Stakeholders' Benefits

We play many different roles, but...

We speak the same language

We share the same information in the same repository

We follow the same process and we use the same tool

We collaborate effectively