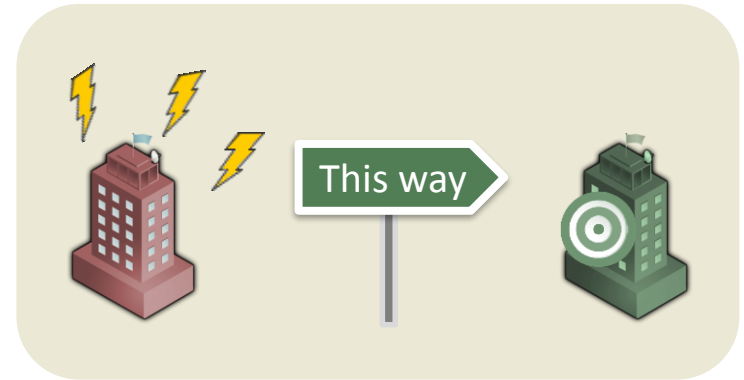
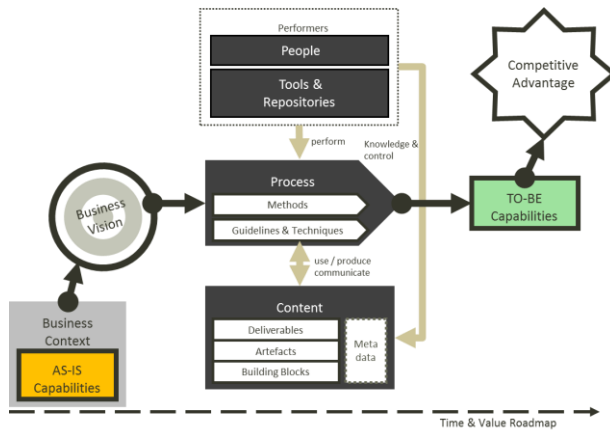


# Strategy & Architecture Framework

## Challenges

# 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**.

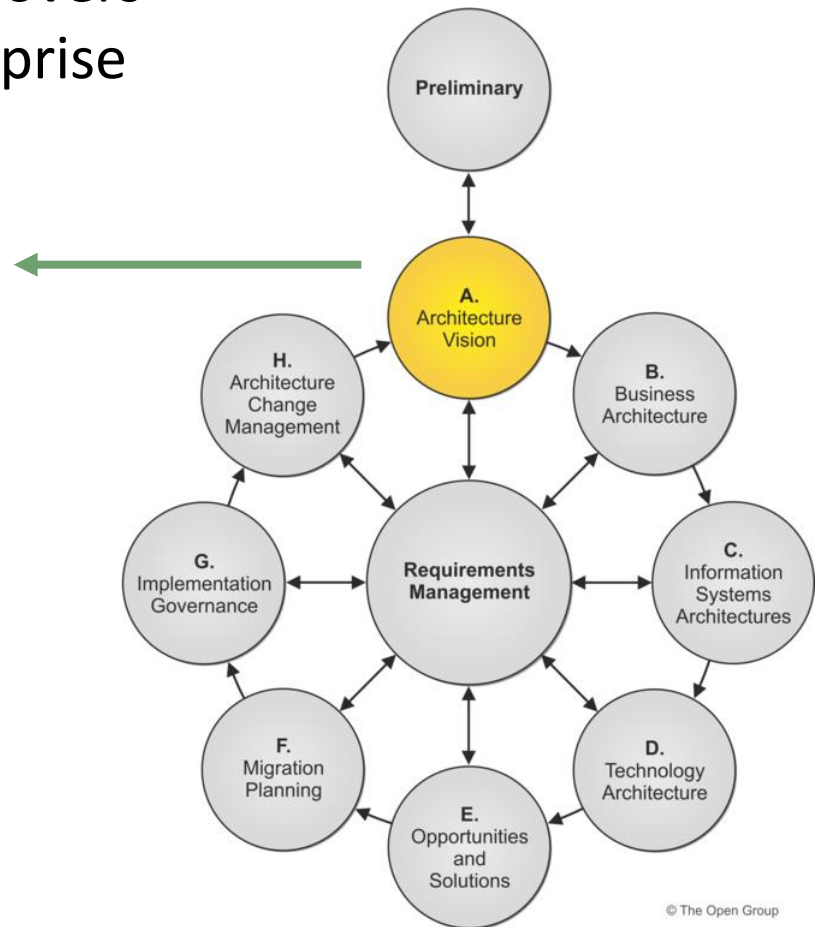
**TOGAF Architecture Vision** tells you

- 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**



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## 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.

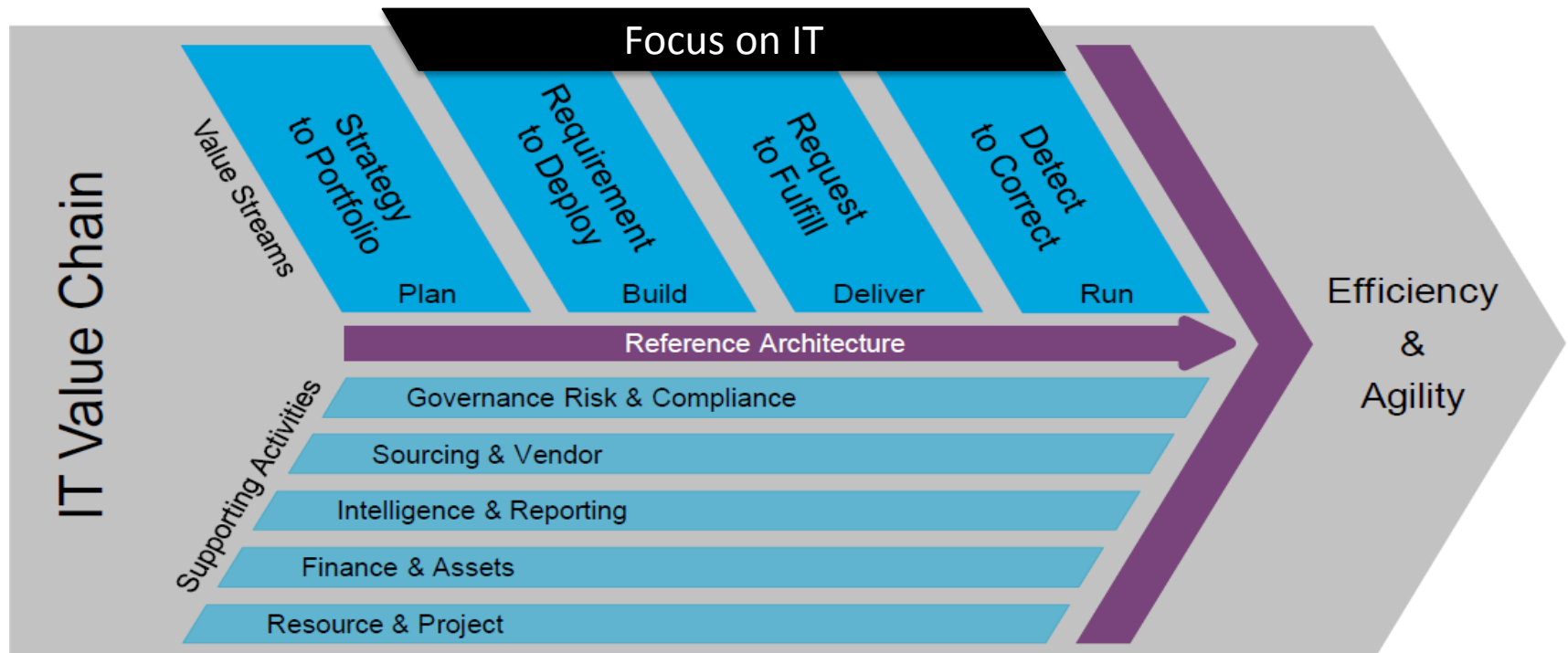
There is also some Strategy and Planning.

## 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."

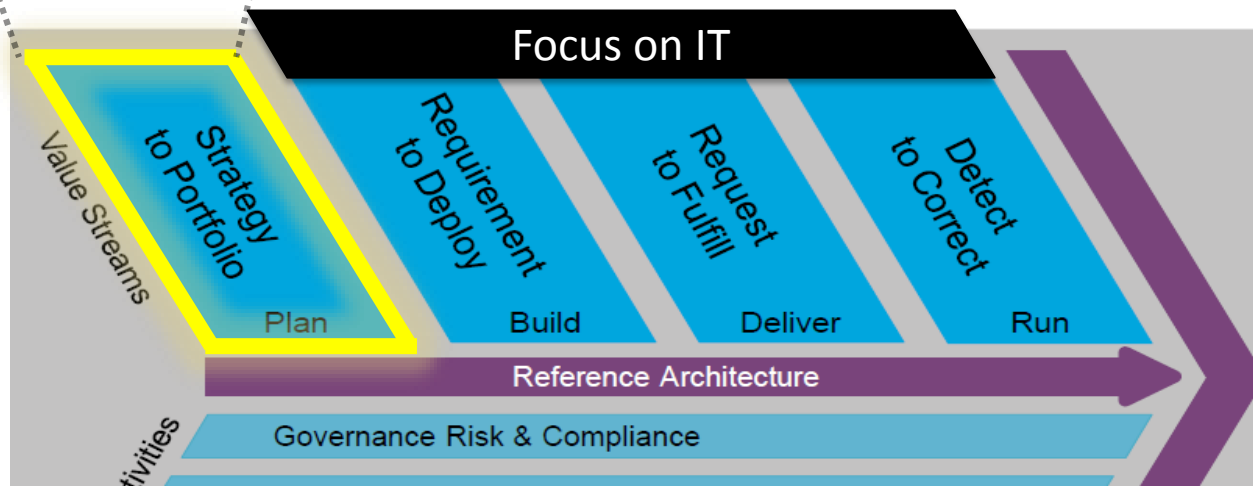


## IT4IT: That is a good start!

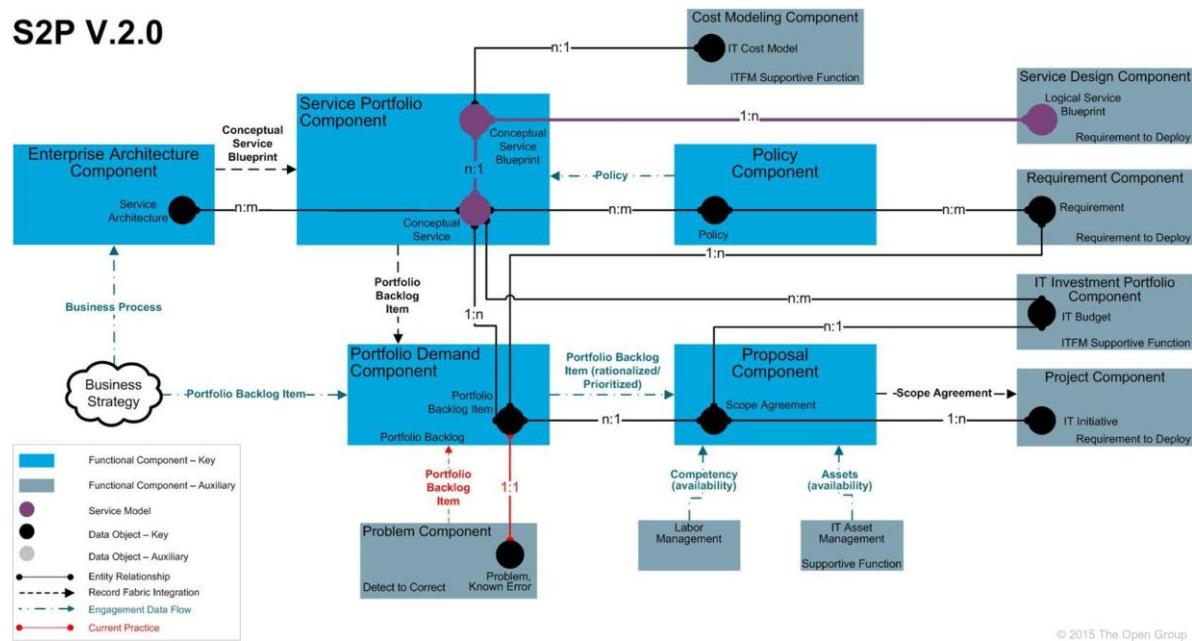
The "**Strategy to Portfolio**" value stream **defines**, at high-level, **how strategy and architecture**, along with other functional components, **drive transformations**.

Drive Changes to the Operating Platform

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



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



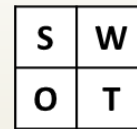
It does not provide the actionable details that we are looking for...

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

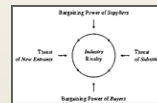
Strategy



PEST(EL)



Balanced Scorecard



Porter's Five Forces Analysis



Business Model Generation



Strategy Map

Scaled Agile Planning



Architecture



ISO/IEC/IEEE 42010



EA Stage Planning

Modeling





# A Framework for Driving Transformations...

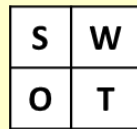
These are very useful, but they are not actionable as a whole

Cross-discipline collaboration is not easy!

Drive Changes to the Operating Platform



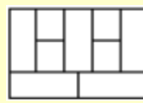
PEST(EL)



Balanced Scorecard



Porter's Five Forces Analysis



Business Model Generation



Strategy Map



ISO/IEC/IEEE 42010



Gartner  
EA Stage Planning



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

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

- Disconnected; Redundancies

# Archimate: Nice look and feel and terminological style. **Semantic mismatch.**

- **Semantic mismatch:** As defined in [ISO/IEC/IEEE 42010](#), a system (for example a software, an enterprise...) has an architecture. This architecture can be represented using a set of views that all together make the architecture description. One would expect the Archimate metamodel to represent the semantics of an enterprise, an enterprise as a system. Unfortunately, the [Archimate metamodel](#) looks rather like an abstraction of the Archimate graphical language itself. It is not actionable and not scalable in a team as there are far too many possibilities to relate too many types of elements with too many types of connectors to enable consistent team modeling. The theoretical matrix of related theoretical concepts seems to be based on a taste for symmetry that does not represent the real world.
- **Single level of detail.** This is a critical impediment for managing complexity and for architecture portfolio management.
- **Language seems to be created out of the context of any actionable process,** trying to map to the TOGAF ADM after the fact.