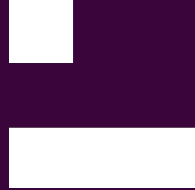




# Showing the value of your business-oriented Enterprise Architecture team

Jason Baragry  
Chief Enterprise Architect  
Ardoq





“Can you help us reboot our  
Architecture Team?”

While working with EA,  
the **biggest mistake** that I learned from was related to:

**32.8%**

**Not Aligning Enterprise  
Architecture Initiatives  
With Business Goals**

**10.9%**

**Relying On Enterprise  
Architecture Values  
That Are Too Rigid**



**25.5%**

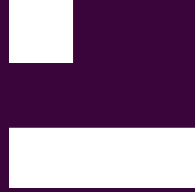
**Failing to Communicate  
Across the Organization**

**18.2%**

**Working With  
Low-Quality Data**

**9.1%**

**Working With  
Unorganized Data**



# How Architects talk about Value

# Categories of EA Value - Empirical Studies

[Gong2019]

The category of EA value supported by evidence from literature.

Category of EA value	Value Description
Strategic and political	Improved business-IT alignment
	Enable governance and compliance management
	Enhance the management of IT and business capabilities
Transformational	Facilitate decision-making in IT investments and the development of new infrastructures, capabilities and so on
Communicational	Navigate from strategy to the delivery of projects and portfolio management
	Improve top-down communication

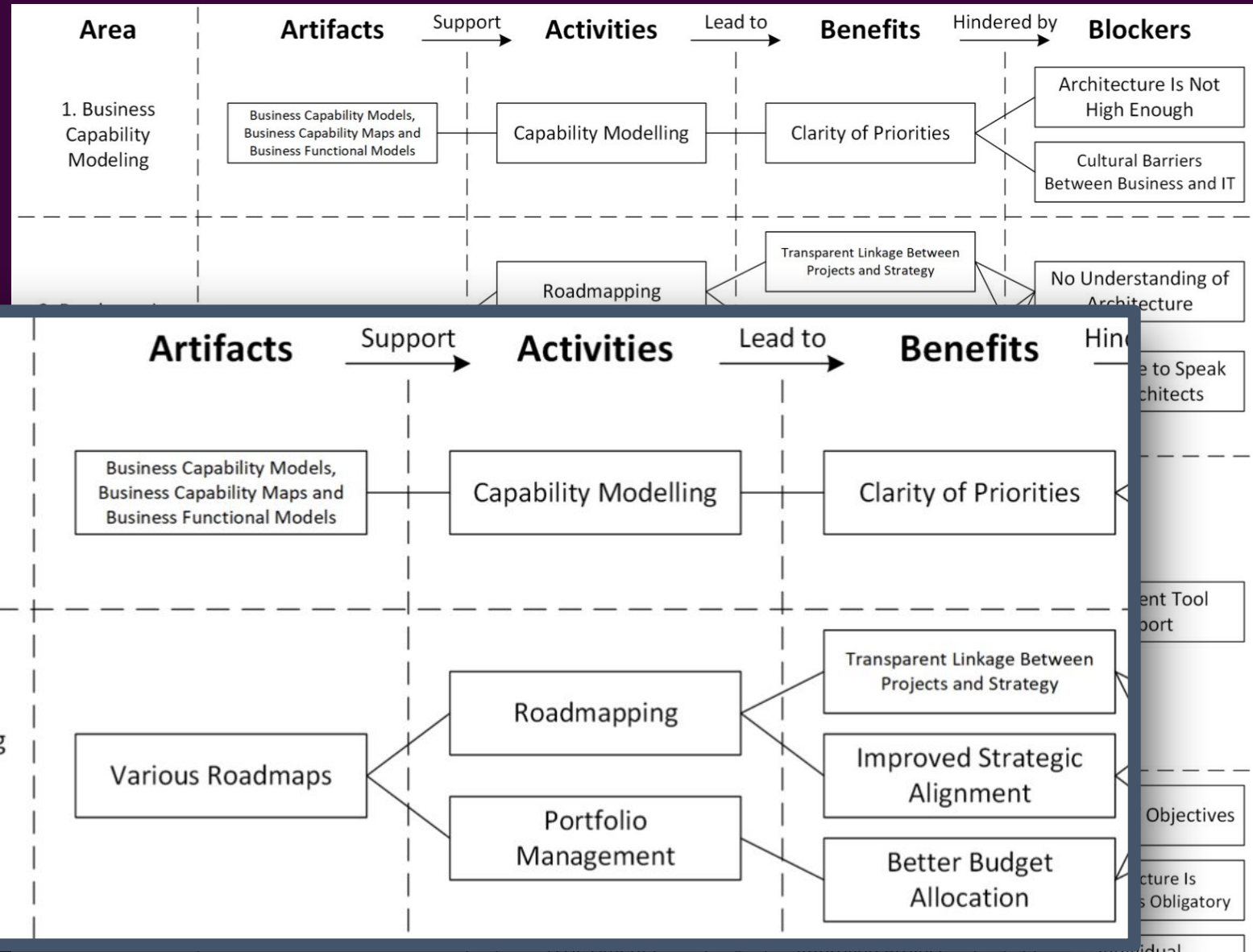
Category of EA value	Value Description
Strategic and political	Improved business-IT alignment
	Enable governance and compliance management
	Enhance the management of IT and business capabilities

Knowledge management related  
 Facilitate knowledge sharing between the IT and the business professionals  
 Work as a knowledge source for requirement elicitation

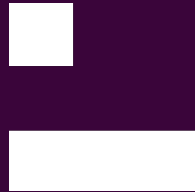
# Eight Major EA Activity Areas and the Benefits They Provide

- Empirical Studies

[Kurnia2021]



Kurnia, Sherah, Svyatoslav Kotusev, Graeme Shanks, Rod Dilnutt, Paul Taylor, and Simon K. Milton. "Enterprise Architecture Practice under a Magnifying Glass: Linking Artifacts, Activities, Benefits, and Blockers." *Communications of the Association for Information Systems* 49, no. 1 (2021): 668–98. <https://doi.org/10.17705/1CAIS.04936>



Why should the company invest in  
your Architecture team to achieve its  
goals?



# Strategic Outcomes for the Company







# Executing on that Strategy

## Revenue Growth

### Improved competitiveness

Faster time to market

Improve partner collaboration

Product innovation & respond to market changes

### Strengthen Growth

New Channels / Markets

Improve customer loyalty

Acquire new Product line

## Cost Saving

### Cost Efficiency

Minimizing Business As Usual cost to maximise investment for change

Control Run costs

### Improved Operational Excellence

Efficiency of service / product delivery

Resource Management / Info Management / Corp Services

## Risk Reduction

### Compliance

Specific Regulatory Compliance

Improved Audit communication

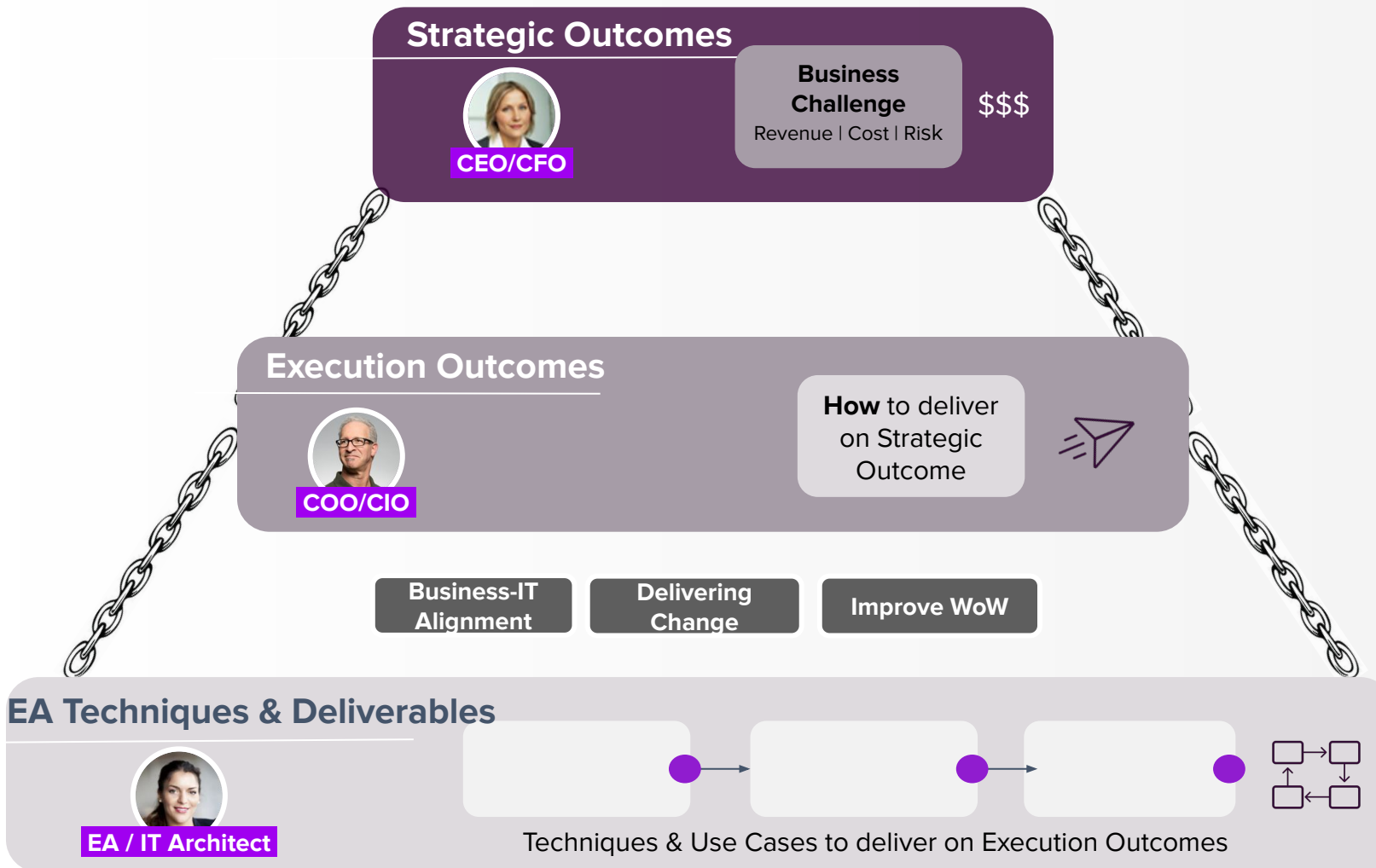
### Security / Governance

Business Continuity / Resilience

Tech Risk / Cyber Risk

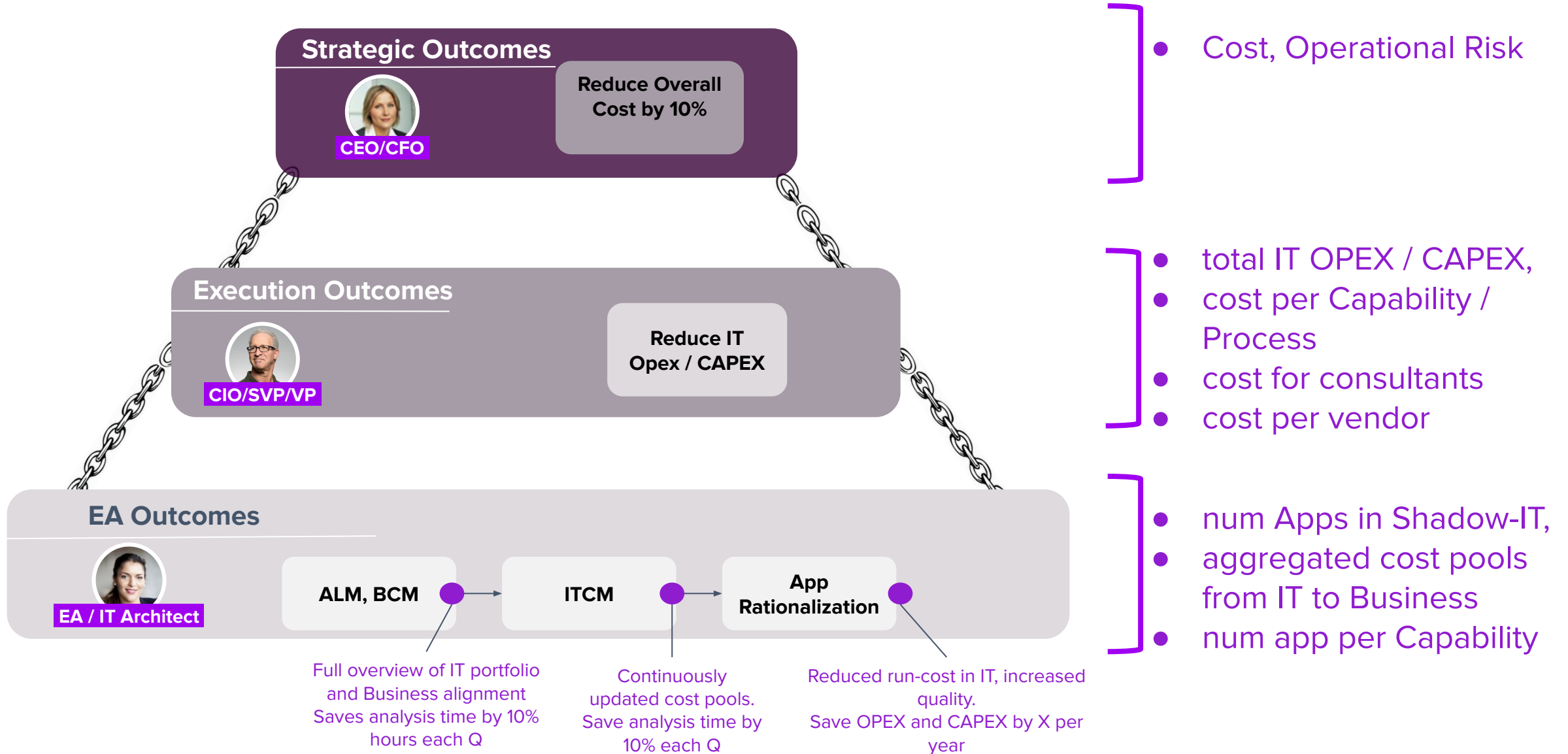
Improved Risk Mgmnt

# ■ Connect EA deliverables to Strategy and Execution Outcomes

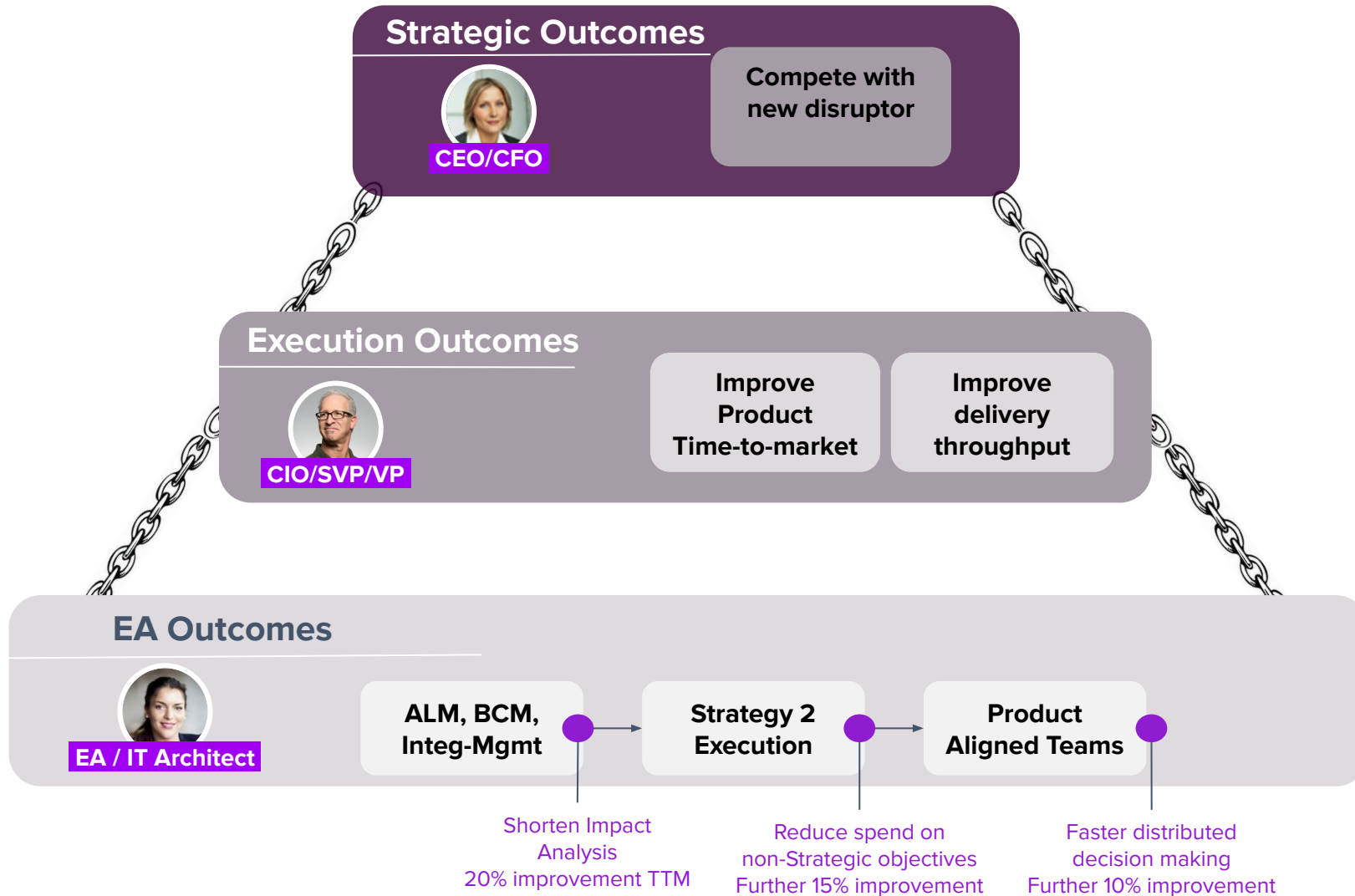


- impact on Strategic metrics
- impact on Execution metrics
- operational indicators

# Value Chain from EA activities to Business Value



# Value Chain from EA activities to Business Value

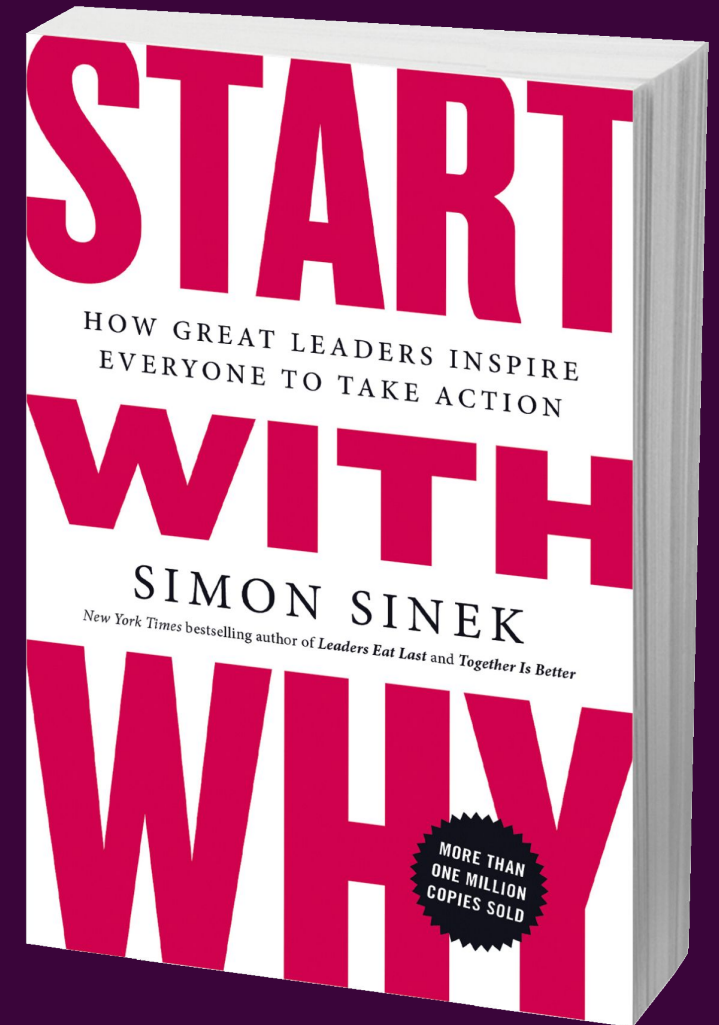


- Cost, time-to-value,
- lead-time for prioritisation,
- time from prio to first-customer value,
- time spent on non-strategic initiatives
- impact assessment time,
- num rejections from ARB,
- num solution proposals that cross value streams



# Start with Why

Architects are experts on the 'How' but we need to start with why your stakeholder should care





# Quantify

Leading and lagging Architecture indicators

Usefulness is more important than precision

T-shirt sizing and order of magnitude analysis is usually enough

Principle:  
Quantify Objectives



All critical  
outcome value objectives  
can be quantified and must be.

<https://www.gilb.com/blog/principle-quantify-objectives>

## What you can do tomorrow

### Capture this with EA Epics

- Why are you doing this activity?
- Who will consume it?
- What does good look like?
- How will you measure that its working?

### EA Epic example

<b>Epic Name:</b>	Continuous Application Rationalization
<b>Epic Owner:</b>	Chief EA
<b>Epic Description:</b>	<p><b>For</b> the CIO</p> <p><b>who</b> controls the IT budget</p> <p><b>the</b> Application Rationalization dashboard</p> <p><b>is</b> an up-to-date list of business cases for reducing IT spend and improving quality</p> <p>that is reviewed by the IT mgmt team each quarter</p> <p><b>unlike</b> the current manual analyzed rationalization initiatives that are randomly triggered by budget cuts</p> <p><b>our solution</b> will reduced time to initiative rationalization projects and proactively present cost savings opportunities to discuss with the CFO</p>
<b>Business Outcomes:</b>	Reduced cost, improved IT quality, lower security footprint, reduced time to market
<b>Metric / KPI for the Outcome</b>	Number of IT applications per capability. Total IT cost per capability. Time to market for customer facing functionality



**Ardoq**