ENTERPRISE ARCHITECTURE MANAGEMENT – SUCCESSFULLY LINKING BUSINESS AND IT ARCHITECTURE
JUST AS CRUCIAL AS A CONSTRUCTION PLAN WHEN BUILDING A HOUSE – the same is true for a properly functioning and stable IT environment. The Enterprise Architecture serves as groundwork, on which the IT-landscape can be built.

As the Gartner Group defines it: "Enterprise Architecture is the process of translating business vision and strategy into effective enterprise change by creating, communicating and improving the key requirements, principles and models that describe the enterprise’s future state and enable its evolution”.

An Enterprise Architecture initiative will give you a clear vision of your information systems, enabling you to manage your investments efficiently. Beyond managing the evolution of IT applications, you will be able to address key tactical issues and strategic challenges.

Services of ELCA around enterprise architecture are:

› **Enterprise architecture awareness initiative** We help your organization understand the value of enterprise architecture and build a business case for the introduction of enterprise architecture management. Typically we do this via a focused workshop with the management of your organization.

› **Elaboration of a concept of enterprise architecture management** We help you to define aims and scope of enterprise architecture management in your organization, its positioning within the general governance and the processes to plan, build and run your organization. After definition of that concept of enterprise architecture management we can coach you in the operationalization and in implementing tools to support it (e.g., the introduction of an enterprise architecture tool).

› **Analysis and evaluation of an existing enterprise architecture** We analyze the current business and IT architecture of your enterprise, detect and evaluate gaps and suggest possible measure to address those gaps. This analysis and evaluation can either be holistic as an overall “digital strategy” or focused on a certain domain (such as big data or ECM).

› **Definition of the target enterprise architecture and corresponding transformation roadmap** We design the to-be architecture in order to support the transformation towards your desired business strategy and elaborate a corresponding roadmap for implementation.

«Enterprise architecture management is a key discipline to combine different IT domains such as BI, CRM, ECM, portals etc. into a holistic whole and to derive business value from trends such as big data, cloud, digitalization and mobile computing.»

Xavier Ruvilly - Enterprise Architect at ELCA
Enterprise architecture management is an approach to combine the different application areas in an enterprise in a possibly unique way to support the implementation of the business strategy.

Enterprise architecture management is particularly relevant for companies following an innovation strategy – be it product, process or technology innovation – and for companies seeking a competitive advantage using IT.

Enterprise architecture management has multiple values
› Make change and agility possible (IT transformation as needed to implement the business strategy)
› Aligns business and IT
› Reduce the complexity of the architecture
› Make use of new trends, in particular those who potentially touch the whole company such as cloud, mobile, social and big data
› Specific for management: Simplify IT landscape – Manage overall risk and avoid redundancy – Achieve a balance of efficiency and innovation
› Specific for projects: Make components for re-use available – Make better concepts – Ensure coherent IT use
› Specific for IT-organizations: Focus know-how – Simplified operations and maintenance – Reduction of complexity

What is needed to start enterprise architecture management?
You do not have to start with a big approach. For a pragmatic start you just need:

› **Definition of aims and objectives** will be the basis for a convincing business case, communication and acceptance of the enterprise architecture management initiative.
  What is the desired value contribution (business and technology view)?
  What are measurable benefits that should be achieved (e.g., faster business change or reduced ops costs)?

› **A (simple) modelling approach** will be the basis for documentation and transparency, in particular to visualize dependencies.
  How to model business, application and technology architecture (so called «meta model»)?
  Which methodology to use to maintain it?
(Some) organization will be the basis for a start of the initiative and will ensure that the enterprise architecture will be taken into account for decisions. Definition of a governance, some roles (e.g., the enterprise architect role) and some (simple) processes. With the The Open Group Architecture Framework (TOGAF) a good – but also complex – base methodology and toolbox is available which provides a generic process and a generic reference model for doing enterprise architecture management.

POSSIBLE IMPLEMENTATION ROADMAP

1st iteration should focus on
- Pressing architectural issues (e.g., new initiatives)
- Pragmatic approach (simple meta model)
- Limited participants active

2nd iteration can cover
- Further domains/ layers (enhanced meta model)
- More participants active
- Enhanced tool support

REFERENCES
Bundesamt für Gesundheit (BAG), CKW, Dekra, EIM, Insurance Company, International Organization, Cantonal administration, MeteoSwiss, Schweizerisches Bundesarchiv (BAR), Seic, Skyguide, UNITAD, WTO, Zürcher Verkehrsverbund (ZVV)

About ELCA
ELCA is one of Switzerland’s biggest Information Technology companies leader in the fields of software development, systems integration, business consulting and applications management. ELCA employs around 600 highly qualified staff. The head office of the company is in Lausanne, whilst it also maintains branches in Zurich, Geneva, Bern, Paris, Madrid and Ho-Chi-Minh City (offshore development).