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magazine

MARKETING

THE VALUE OF EA

Communicating Values of Enterprise Architecture to Stakeholders

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Is Your IT Investment Initiative Adding Value to the Enterprise?

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The "Value Issue"

By George S. Paras

Perform an activity, yield immediate value. Instant gratification . . .

If only value realization from enterprise architecture could be that clear. Proponents of EA see its biggest potential realized through enterprise-level change. EA is "big"; think about it as strategic and transformational. It takes time and persistence. Common goals are to future-proof and optimize the enterprise by converging on the right mix of desirable enterprise-wide characteristics, such as simplicity, integration, risk, quality, speed, cost, and agility. Unfortunately, those properties can be abstract, and they don't "gratify instantly." Nonetheless, discovering how to nudge the organization in the right direction is where the opportunity for, and the bulk of long-term value of EA, lies.

One way to make this "big" EA work is to implement it in parts through smaller wins. Under the umbrella of the "big" EA master plan, savvy EA leaders carefully select individual projects and guide them based on EA strategies and road maps. The EA team realizes the double benefit of steering in the general direction of the longer term EA future while gaining credit for unique, unambiguous, line-of-sight linkage to today's specific business problems. Instant value, with long-term value hidden beneath!

This past year, A&G's subscribers have told us they would like to read more articles on the value of EA. Our A&G author community gave us plenty to choose from, the most submissions we have ever had on a single topic. We have selected several different perspectives for this "Value Issue." We hope you find the articles useful and thought provoking as you use this time of year, as many do, to plan your approach to EA in 2013.

And a request from the all of us on the editorial board: At this time each year, we conduct our annual reader survey to spot trends and identify interest areas for the upcoming year. Please reply to the survey (you'll find the link on page 14); we value your input and perspectives. We'll publish our findings in early 2013—stay tuned. **A&G**

GEORGE S. PARAS is editor-in-chief of A&G and managing director of EAdirections.

THIS ISSUE

COMMUNICATING VALUES of Enterprise Architecture to Stakeholders

Value-marketing Framework Captures Measurable Value Generated by EA

By Rickey Tang and Atul Apte

It is a well-known fact that technology is an indispensable and integral part of today's business. As enterprise architects, we know that an efficient, high-performing, and adaptable information technology (IT) ecosystem is a real business asset. Enterprise architecture (EA) is the most effective discipline for ensuring long-term value of IT ecosystems. However, sometimes, if not often, EA practices have to overcome several challenges to position EA as a corporate priority. Communicating the value of EA to business stakeholders can be a significant challenge by traditionally focused EA practice. In this article, we outline a value-marketing framework designed to capture and communicate the core values of a successful EA practice to key business and IT stakeholders.

VALUE-MARKETING FRAMEWORK

Value-marketing framework is a communication mechanism that captures measurable value generated by EA practices. The concept "one size fits all" is ineffective in capturing and communicating the different values of EA. Developing a stakeholder-oriented value perspective is the foundation of an effective value-marketing framework. Stakeholders' prior experiences in engaging and utilizing EA services have a major influence on their view of real and perceived values of EA. Value-marketing framework enables EA practices to detect and close perceived or real value gaps.

Developing an EA value perspective for business

Much of business happens in the context of real-world dynamics, and business stakeholders appreciate a realistic view of EA where financial and economic concerns have a higher priority. Our value-marketing framework has four stakeholder-oriented value perspective quadrants: fundamentals, creativity, feasibility, and implementation. (See figure 1.) Each quadrant facilitates the creation of a unique perspective on the values created by EA practice.

Value markers are the basic building blocks of a value perspective. A value marker captures three important elements of capturing and communicating values: value target (defined by business based on strategic goals and objectives), value potential (based on upside of using technological solutions), and value experience (actual value realized by business). (See figure 2.)

Business stakeholders are more likely to trust an EA value perspective driven by value markers based on business goals. EA practices that develop mature value perspectives and prevent real or perceived value gaps from emerging are more successful in the long term.

Impact of value markers—stakeholder engagement in EA

Selecting appropriate value makers has a positive impact on stakeholder engagement. Every business expects and wants its IT ecosystem to be a long-term asset. However, real-world demands and constraints of time and money

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have a strong influence on everyday decisions. Over time, an IT ecosystem could become a liability if business stakeholders are not aware of the real impacts of tactical decisions made at the business system levels.

Depending on the size and complexity, the cost of eliminating liabilities and transforming the IT ecosystem into a long-term asset could become unrealistic. The financial and economic health of a corporate IT ecosystem is good ground for defining value markers and creating an appropriate EA value perspective for any business.

When marketing to business, EA practices should identify value markers at two levels: IT ecosystem (macro) level and specific business system (micro) levels. Capturing strategic and tactical value at both macro and micro levels helps in the detection of potential long-term IT ecosystem value gaps.

EA practices can make a strong and persuasive case for positioning EA as a corporate and business priority by creating realistic value perspectives. Business stakeholders will be more inclined to share their strategic and mission-critical value drivers when they see a direct link between their drivers and the long-term value of the IT ecosystem.

Keeping it real: metric-measures-instrumentation

The key to communicating value of EA is by offering a meaningful value-marketing dashboard that uses business performance metrics as the foundation for identifying strategic and mission-critical value markers. This direct link between business performance metrics and value markers for an EA practice helps build

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Figure 1: Enterprise Architecture (EA) Value Marketing Framework

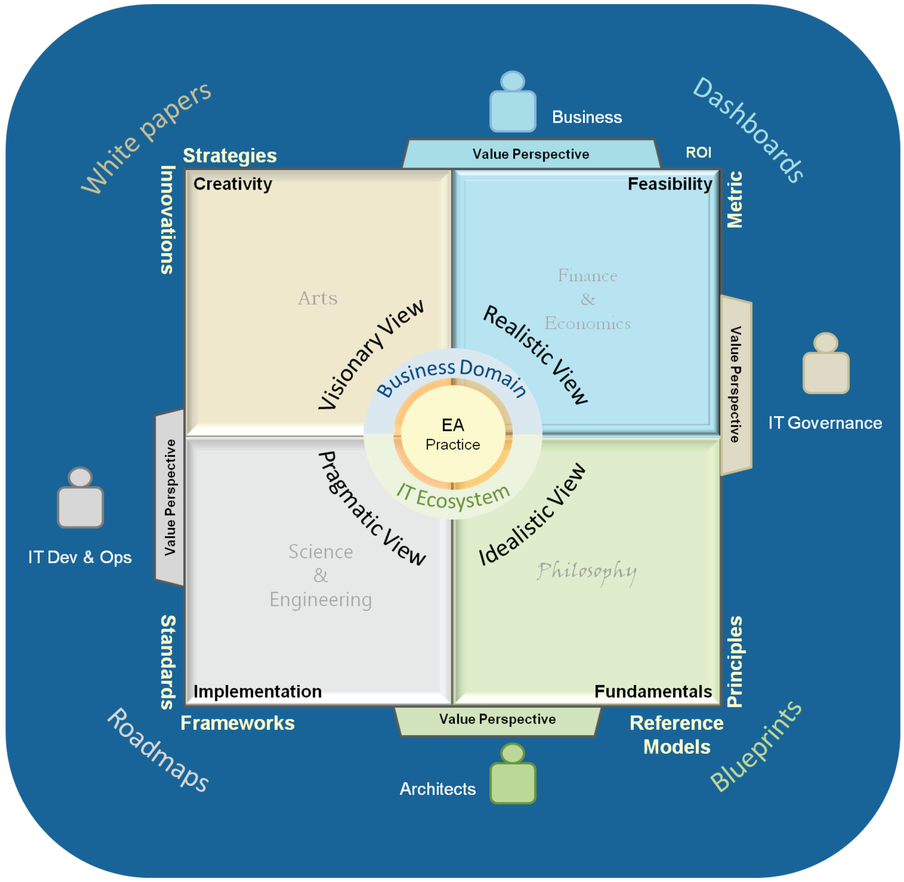
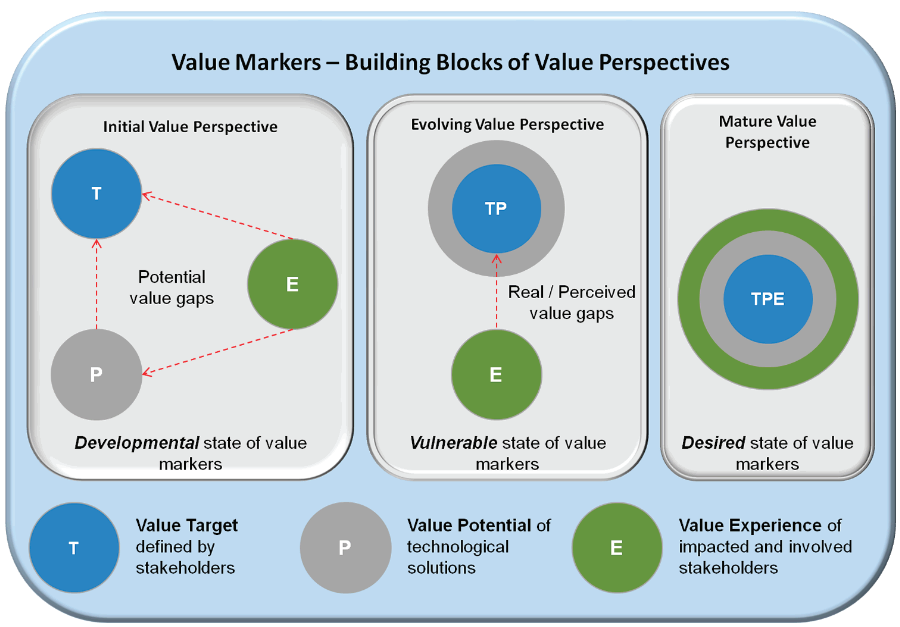


Figure 2: Impact of value markers on value perspectives



EA plays an important role in ensuring the long-term value of IT ecosystems, and a value-marketing framework approach will help EA practices capture and communicate those values to business.

trust with business stakeholders and establish strong partnerships.

Instrumentation of value markers with measurable metrics and a set of analytical measurements create a factual basis for communicating value. Technological solution recommendations from EA practices have a higher probability of being adopted by business when they are supported by a meaningful value-marketing dashboard.

A value-marketing dashboard also helps communicate the importance of enterprise architecture in strategic decisions. It is the first and most critical step in positioning EA as an effective IT ecosystem governance tool for business. The dashboard facilitates informed decisions that are necessary for preventing or eliminating liabilities in business systems that affect the overall IT ecosystem. Business and IT stakeholders are better equipped for day-to-day technology decisions with a meaningful value-marketing dashboard.

EA practices are in a unique position to develop and maintain the value-marketing dashboard and, in the process, prevent any perceived value gaps from becoming real stakeholder value gaps.

NEXT STEP: CAPTURING AND COMMUNICATING THE VALUES OF EA

Most emerging and mature EA practices can improve business/IT alignment by adopting a value-marketing framework for capturing and communicating the value of EA. Upfront discussions between EA practice and business stakeholders are essential to identify and define appropriate value markers. These value markers become the indices for demonstrating the general health (asset or liability) of the overall IT ecosystem.

The importance of defining appropriate value markers increases as contemporary IT ecosystems become more complex. Cloud computing and mobile devices are reshaping the definition of IT ecosystems where smartphones and tables are becoming micro ecosystems in their own right.

More than ever before, business and IT groups need to make sound decisions about changes, upgrades, and redesign of IT ecosystems. Decisions made today will move the IT ecosystems nearer or further from being a true business asset. EA plays an important role in ensuring the long-term value of IT ecosystems, and a value-marketing framework approach will help EA practices capture and communicate those values to business.

The framework outlined in this article is applicable to all internal and external stakeholders of an EA practice. We believe that many EA practices will benefit by adopting this value-marketing framework and building stronger long-term partnership with their respective businesses. **A&G**

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Many Factors Highlight the Value of EA

Sell Business Results, Not Architecture

By Leonard Fehskens

THE MANY POSSIBLE VALUE PROPOSITIONS OF ENTERPRISE ARCHITECTURE

Like beauty, a value proposition lies in the eye of the beholder, but the value proposition for enterprise architecture (EA) is, like love, a many-splendored thing. The key thing to understand is that there is no single universal answer to the question of why an organization should undertake an enterprise architecture initiative.

If you survey what's been written about why we do architecture in the enterprise context, you'll find there are many reasons offered. If you look at the various maturity models for an enterprise architecture capability that have been proposed, you'll see that the value proposition for enterprise architecture within a single organization may change over time.

Architectural thinking is not a panacea, but it can be applied in many different ways to deliver many different kinds of benefits. I have heard convincing arguments that architecture can:

- Provide a complete, detailed plan for implementation and subsequent modification.
- Optimally align a solution with its requirements.
- Ensure all the pieces of a system work together (by looking at the "big picture") and thus ensure structural integrity.
- Provide "conceptual integrity."
- Ensure that "nonfunctional requirements" ("-ities" and "-ilities") are addressed.

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- Recognize and reuse patterns and styles that are acknowledged to represent best practices.
- Define a product family.
- Create interoperability between independent implementations from different parties or using different technologies.
- Help us master complexity.
- Facilitate change via adaptability and agility.
- Facilitate shared understanding and commitment.

Similarly, I have heard convincing arguments that architectural thinking applied specifically to a business enterprise can:

- Eliminate unnecessary diversity and replication (often specifically with respect to IT infrastructure).
- Facilitate application integration.
- Ensure "business/IT alignment."
- Ensure adaptability and agility.
- Bridge the gap between strategy and execution.

DON'T SELL ENTERPRISE ARCHITECTURE, SELL BUSINESS RESULTS

But it's the organization's people who are going to evaluate what you show and tell them about EA, so you have to tailor your marketing campaign to the people who are going to make the decisions, and to the people who they go to for advice. This means abandoning generalities and getting to specifics, without getting lost in the details.

There is no universal solution to this challenge, but for architects this should be something they are used to dealing with. How can architects use their skills as architects to formulate the custom marketing strategy for enterprise architecture that is right for their organization?

Enterprise architects often assume that explaining how they do their job, or what enterprise architecture artifacts look like, will provide compelling evidence of their ability to deliver on their promises. But this assumption is contrary to what we, as architects, constantly remind ourselves—talk to your audience in the language they understand.

Talking to an audience in the language they understand is a domain of marketing. It's too easy for architects to be dismissive of the subject as just fluff and hype, and assume that "the facts will speak for themselves." And even if you acknowledge the value of the discipline, don't assume that you understand marketing. It's worth taking a look at some of what's been written about marketing to get a real understanding of what talking to an audience in their own language really entails.

Don't try to sell enterprise architecture. Sell business results. And don't try to sell enterprise architecture as a general capability. Start by selling a specific solution to a specific problem. Once you've successfully delivered that solution, you can use it as an example of how an architectural approach increases the likelihood of success. With several such solutions on your track record, you can argue for the value of the capability itself. You'll know the time is ripe to do so when people start asking you what your secret to success is.

So, the first step to selling enterprise architecture to

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Don't try to sell enterprise architecture. Sell business results. And don't try to sell enterprise architecture as a general capability. Start by selling a specific solution to a specific problem. . . . With several such solutions on your track record, you can argue for the value of the capability itself. You'll know the time is ripe to do so when people start asking you what your secret to success is.

your organization is to figure out what it is that EA can provide that your organization needs and, more importantly, knows that it needs. This entails a strategy something like the following:

- Identify the decision makers.
- Understand what matters to them.
- Identify a specific problem they need solved.
- Scope a useful set of benefits, realistically achievable in a useful time frame, and describe them in a manner consistent with what matters to the decision makers.
- Identify similar initiatives that were successful.
- Use these initiatives as evidence that your approach not only can, but likely will, be successful.

Don't sell the "direct benefits" of enterprise architecture. Instead, sell the "secondary benefits," the business outcomes that result from the direct benefits of EA. These business outcomes include things like:

- Lower product and service development costs
- Shorter time to market
- Lower manufacturing and delivery costs
- Increased demand and higher volume
- Higher profit margin
- Lower support costs
- Lower customer need for support
- Lower operational costs
- Higher customer satisfaction
- Consistent brand image
- Smaller environmental "footprint"

For enterprises that are not businesses (e.g., academic, governmental, military, medical, or religious enterprises), these would be analogous outcomes expressed in the terms of the enterprise's mission.

Hold the "direct benefits" of enterprise architecture in reserve in case you are asked to justify your promised outcomes. Then you can "argue backwards" from the relevant benefits to the EA results to EA artifacts to EA processes. You don't have to be able to prove anything; you just have to be able to make a convincing case that you know what you're doing, and here is where the ability to cite the success of similar efforts has significant value.

When you've shown, successful project by successful project, that you can deliver these business outcomes, then you can argue the general case for enterprise architecture as a capability.

RECAPITULATION

It's worth repeating the elements of this strategy, because they differ fundamentally from what a literal interpretation of "marketing enterprise architecture" might imply.

- Don't try to sell enterprise architecture as a monolithic capability. Instead, sell a succession of projects that use enterprise architecture thinking as an underlying approach and that you are confident you can deliver successfully. Sell these projects one by one.
- Express the value of these successes in terms of business results, not the reasons architects value architectural thinking.
- Know your stakeholders and choose your arguments to address their specific concerns.

Always bear in mind that enterprise architecture is not an end in itself. It is a means to the end of achieving an enterprise's mission in a manner consistent with its vision and strategy. **A&G**

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What Is IT Debt and How Is It Being Addressed?

By Mannes Neuer

It's well known that many IT budgets have been frozen or reduced over the last decade. The bulk of those cuts have been around maintenance and upgrades that keep application portfolios current and functioning. Issues caused by deferred maintenance are exacerbated by the absence of an application inventory and a structured review process for the application portfolio. Without this governance, there is no effective way for IT management teams to gauge the scope of the problem.

Content marketing agency Vanson Bourne recently conducted a global survey of 590 IT leaders on the concept of IT debt (the cost of clearing the backlog of IT maintenance to bring the application portfolio up-to-date). The survey found that IT debt is poorly understood and that those responsible for mainframe management are not regularly reviewing their portfolio of applications. Nearly half of CIOs surveyed didn't have a structured process for measuring and managing their IT debt, and half of those don't plan to implement a process. Gartner estimates the global IT debt at $500 billion.

To address IT debt, it is necessary to first size it through an application portfolio management process (APM). By understanding how applications deliver business requirements and identifying the gaps between current and required capabilities, the scope of the redundancy is revealed. Often during this evaluation, IT managers find all sorts of legacy applications they never knew existed as well as code that is never used (typically 30 percent of the code in a portfolio is unutilized). Specifically, APM enables this understanding by mapping the role of each application, including metrics like operating cost, risk, value, technical complexity, and the relationship of each system to other parts of the portfolio. It also pinpoints redundant and obsolete systems by locating unexecutable, inefficient, and duplicate source code. In some cases, a welcome surprise after applying APM is the discovery that the IT debt is actually smaller than feared. For example, in one case, a large US bank was able to in-source a previously outsourced application and, as a by-product, reduce the size of its application portfolio size by 40 percent—without migrating off the mainframe. In another instance, a leading distributor of medical and surgical supplies reduced

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a field modification project estimate from $2 million to $300,000 and its duration from six to two months by getting a detailed impact view of the required change—through the use of APM.

IT debt is estimated to grow on average by 9 percent over the next five years. The reality is that the majority of IT leaders aren't undertaking comprehensive reviews and updates of their application portfolio.

WHAT STEPS SHOULD A COMPANY TAKE TO REDUCE IT DEBT?

Implementing an effective APM practice to build an application information database is key. The business case for adopting APM is straightforward: IT will be able to deliver on its requirements in a more cost effective, timely, and accurate fashion.

1. Build an inventory of the applications, using a vendor solution that offers a central repository with multiple user access and the ability to scale to enterprise requirements.
2. Survey business and technical stakeholders to populate the repository with additional metrics to be overlaid on the "pure" application information captured through static source code analysis. This will result in dashboard views that will help decision makers to determine where modernization activity is most required and where it will yield the highest benefit to the business.
3. Analyze the applications targeted for modernization in order to map architectural dependencies and assist developers in modifying these applications in an efficient manner without impacting operations.
4. Produce an initial set of reports to understand the application inventory and the system dependencies. Use visual analytical tools to create diagrams depicting application relationships and map the business role of each technical object.
5. Apply querying and impact analysis tools to provide in-depth views of programs and the impact changes will have on dependent objects like data fields passing or receiving values from an item of interest.
6. Document program logic as represented by the source code in order to retain information for business analysts and future developers. This will also help identify the critical portions of an application that need to be rewritten or transferred to another platform (packaged or otherwise).

IT debt is estimated to grow on average by 9 percent over the next five years. The reality is that the majority of IT leaders aren't undertaking comprehensive reviews and updates of their application portfolio. When CEOs and CFOs start demanding appropriate governance processes and provide the funding to make sure they are delivered, organizations will be in a much better position. A&G

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Is Your IT Investment Initiative Adding Value to the Enterprise?

By Siva Sankaran

MEASURING THE VALUE CONTRIBUTION UPFRONT

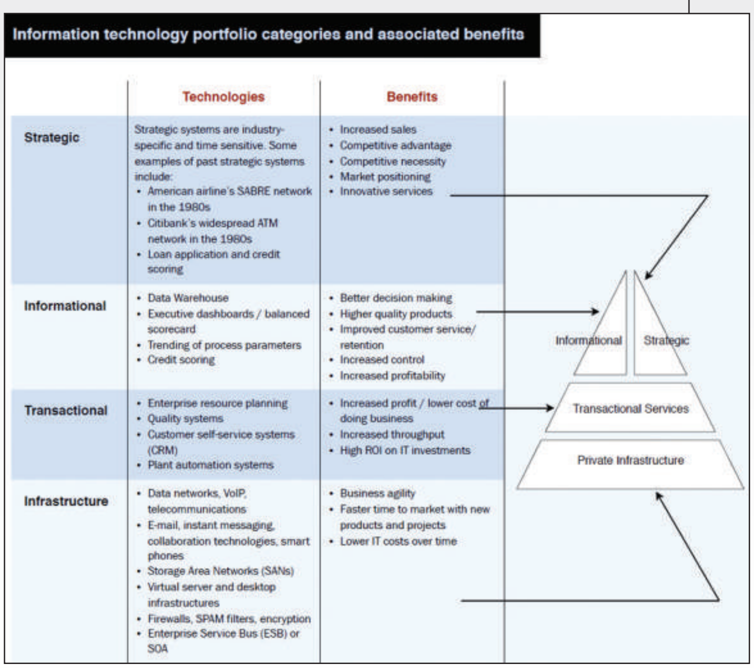
Measuring the value realizable out of an IT investment initiative is imperative. It makes the IT decision-making process a customer-focused, value-driven process. It shifts the perception of IT as cost center to IT as a value center. However, measuring this business value has never been an easy task.

BUSINESS CASE

A comprehensive business case preparation is key to managing an IT portfolio of investment and should assess the added value of capital initiatives by measuring costs (TCO), benefits, risks, and scalability. The business case should identify accountabilities supported by clear and relevant business metrics, and it should be a living operational management tool updated though the full life cycle of the project.

The objective of any investment initiative is to have a positive impact on business outcomes like revenue, operating expense, asset efficiency, and market share or customer satisfaction. Using the concept of "value dials" helps in IT value estimation.

Figure 1



Information technology portfolio categories and associated benefits

	Technologies	Benefits
Strategic	Strategic systems are industry-specific and time sensitive. Some examples of past strategic systems include: • American airline's SABRE network in the 1980s • Citibank's widespread ATM network in the 1980s • Loan application and credit scoring	• Increased sales • Competitive advantage • Competitive necessity • Market positioning • Innovative services
Informational	• Data Warehouse • Executive dashboards / balanced scorecard • Trending of process parameters • Credit scoring	• Better decision making • Higher quality products • Improved customer service/ retention • Increased control • Increased profitability
Transactional	• Enterprise resource planning • Quality systems • Customer self-service systems (CRM) • Plant automation systems	• Increased profit / lower cost of doing business • Increased throughput • High ROI on IT investments
Infrastructure	• Data networks, VoIP, telecommunications • E-mail, instant messaging, collaboration technologies, smart phones • Storage Area Networks (SANs) • Virtual server and desktop infrastructures • Firewalls, SPAM filters, encryption • Enterprise Service Bus (ESB) or SOA	• Business agility • Faster time to market with new products and projects • Lower IT costs over time

WHAT IS BUSINESS VALUE?

It is the benefit represented in dollar terms for an organization's business areas that is a result of information technology solutions or services as evidenced by the following:

- Direct contribution to the organization's market position or revenue
- Deliverables and results that support solving customer (internal and external) needs or challenges
- Financially derived from customer (internal and external) cost savings or benefits
- Technology investments that advance the industry

The IT Value Management team uses this definition to inform IT project owners on how their project fits into our focus of measurement and makes sure that business owners agree and expect the "value-added benefits" within this definition be presented to them to evaluate any investment decision.

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STANDARD METRICS VALUE DIALS

"Value dials" (derived from INTEL's IT framework) help measure IT value. They are used to describe specific, observable, quantifiable elements of business goals. The major challenge in implementing a benefits realization process is: "How to model the flow from project activities through to the value?" The "results chain technique" developed by John Thorp (ref: Information Paradox) helps build road maps that help to understand and manage the complexity including linkage, reach, people, and time. Project initiators could use the "results chain technique" to arrive at categories of benefits initiative. Investments in different categories bring in varying levels of ROI, and a few may not bring in direct financial benefits at all (e.g., infrastructure category and information security category that improves agility and enables other initiatives to bring value).

Examples of "result value chain" to accommodate all categories of investments are used in the measurement methodology described here and can be referred in the link cited below.

Business value index (BVI) is a composite index of factors that impacts the value of an IT investment and is evaluated on these vectors:

1. IT business value (impact to the organization's business) is estimated using the "value dials" concept and its financial attractiveness of the investment, using internal rate of return (IRR), or payback period to estimate the same.
2. Impact to "IT efficiency" [use factors IT agility, potential to reduce IT costs, and alignment to IT strategy].

This is preferred due to its simplicity, and it goes beyond using purely financial criteria to encompass business value and "IT efficiency." Final figures are presented in a bubble chart form to rank competing projects.

These techniques were applied to a recent CCTV Camera & Attendance reporting application (see figure 2 and 3). The project sponsors learned that:

- The initiative falls under the types "Security," "Office Productivity," and "Compliance" domains.
- And benefit realization would be through "Head Count Reduction," "Head Count Productivity," and "Risk Avoidance" Value Dials.

Further quantifying these benefits, the team found that the project has a payback period of three years with 39 percent as IRR (internal rate of return) resulting in a favorable BVI (business value index) of Improved Business Value with no or limited IT efficiency penalty.

Complete reference of typical initiatives and their value dimensions and an excel-based tool that plots the "Business Value Bubble Chart" can be seen here: https://docs.google.com/open?id=0B7sPakEUMZt2VEdUQVBzZU9GUWM. **A&G**

SIVA SANKARAN is currently in a program management and IT governance function in a large aluminum project in the Middle East. He holds a bachelor's degree in engineering, is CITP and CoBiT Certified, and is a charter member of the British Computer Society.

Figure 2

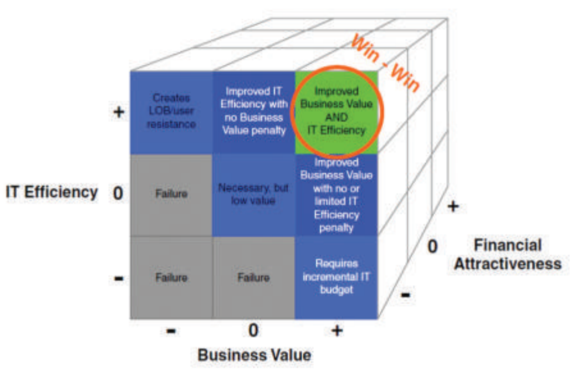
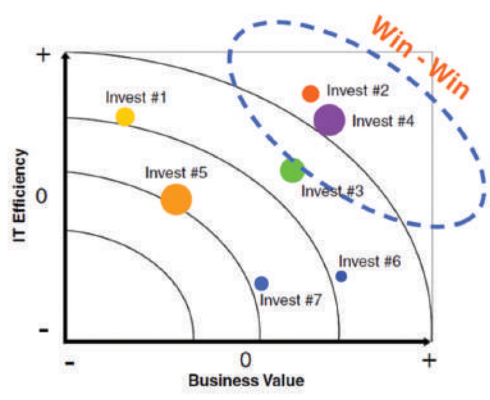


Figure 3



Why No Business with EA?

By Tim Westbrock
EAdirections blog at EAdirections.wordpress.com

So there I am sitting on a panel at a conference a couple of weeks ago, answering interesting questions with some interesting co-panelists, when a thought struck me. "After decades of positioning EA as a discipline for business-IT alignment, why aren't EA programs more in tune with (driven by, owned by, receiving participation from) the business?"

I'm not just talking about myself positioning EA in this way. Just about every definition you come across, from vendors, consultants, analysts, and practitioners alike, describes EA as being business driven, strategic in nature, and focused on the long-term future state of the enterprise. But within most organizations I engage, EA is found to be lacking significant business drivers, business participation, or even any level of credibility from business executives.

So I ask again, why?

I think that there are a variety of reasons for this, and the exact mix of reasons is probably unique for each individual enterprise. However, I would guess that there are a few factors that are predominant in most organizations.

1. **Lack of EA leadership within the IT organization.** I don't mean that there are no leaders in IT. I mean that the leadership in IT for EA (let's face it, most EA organizations are within the IT function) isn't doing what is necessary to form the relationships and value proposition for EA to be relevant outside EA. They remain satisfied with a focus on IT outcomes—applications, infrastructure, standards, and governance.
2. **Lack of business understanding within IT and EA leadership and practitioners.** IT leaders and EA program members must develop an understanding of the core operations, motivational forces, financial model, and strategic plans of the enterprise.
3. **Lack of translation of business understanding.** Some EA practitioners have made the initial investment in gaining essential knowledge about the business in which their enterprise competes, as well as the internal operating and financial models, and their strategic drivers. But the next step is the critical one. They need to create artifacts that represent that understanding in a way that communicates with senior executive leadership.
4. **Too much responsibility at the project/implementation level within IT.** Time and time again, we see very capable EA teams try to gain credibility by helping out as an added resource/technical lead/project manager; only to be given these responsibilities as a permanent part of their charter.

While there are other reasons that warrant consideration (lack of understanding/approval by the CIO, wrong personnel involved, economic downturn), the above represent the factors that demand focused effort to overcome.

What can we do to change this? Here are a few suggestions:

- Read books and industry literature of a nontechnical nature about the industry in which your company competes.
- Experiment with different types of high-level models that represent your understanding of your business' current and potential future state(s). There are no commonly accepted formats and nomenclature for these types of models, as they are dependent on the executives you are trying to communicate with. And do not be afraid to have different models to communicate the same thing to different audiences.
- Understand the financial model of your enterprise and how it impacts IT's value delivery. You must develop a contact in the CFO office.
- Resist project-level responsibilities for your EA team. If you have to accept them for a short time, develop a plan with your superiors to instill architecture skills into the project delivery staff. **A&G**

A&G CALENDAR

Enterprise Transformation & Integration: Beyond IT/Business Alignment
Pennsylvania State University, University Park Campus
December 3–7, 2012
For more information, visit www.smeal.psu.edu/psep/open/ets, call 1-800-311-6364, or email psep@psu.edu

International Association of Software Architects World Summit
Austin, Texas
December 6-7, 2012
For more info, visit www.iasaglobal.org/iasa/IWS.asp

The Open Group (Enterprise Architecture, Cloud Computing, Security, Member Meetings)
Newport Beach, California
January 28–31, 2013

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