

Reshaping our Digital Ecosystem for Business Growth Opportunities through Agile EA



Presented by:

Aaron Tan, Fellow SCS

Chief Architect, ATD Solution aarontan@atdsolution.com

Co-founder & Chairman, IASA Asia Pacific aarontan@iasahome.org

President, Singapore Computer Society EA Chapter aarontan@scs.org.sg

Definition of an Agile Enterprise Defined in TOGAF® EA

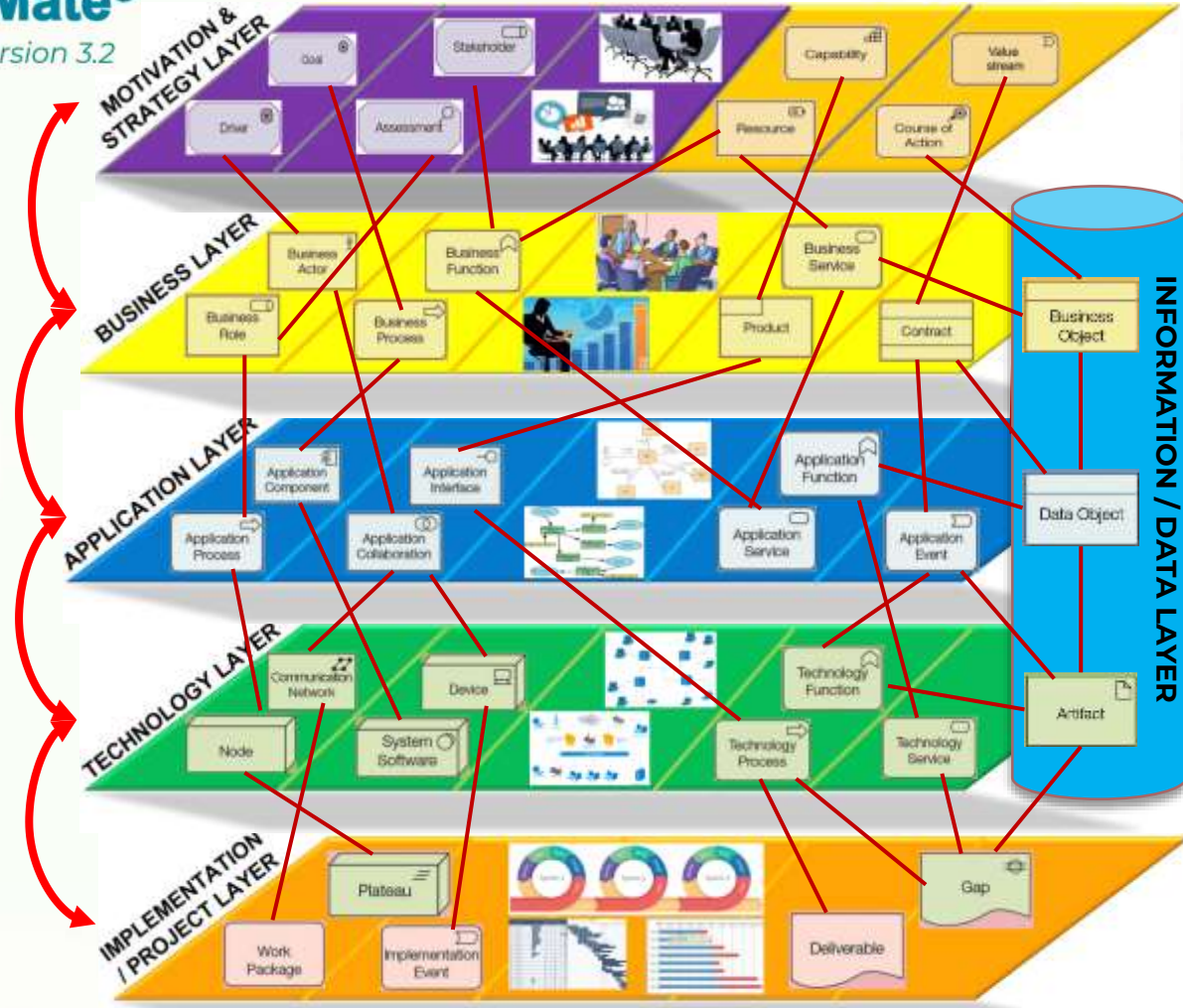
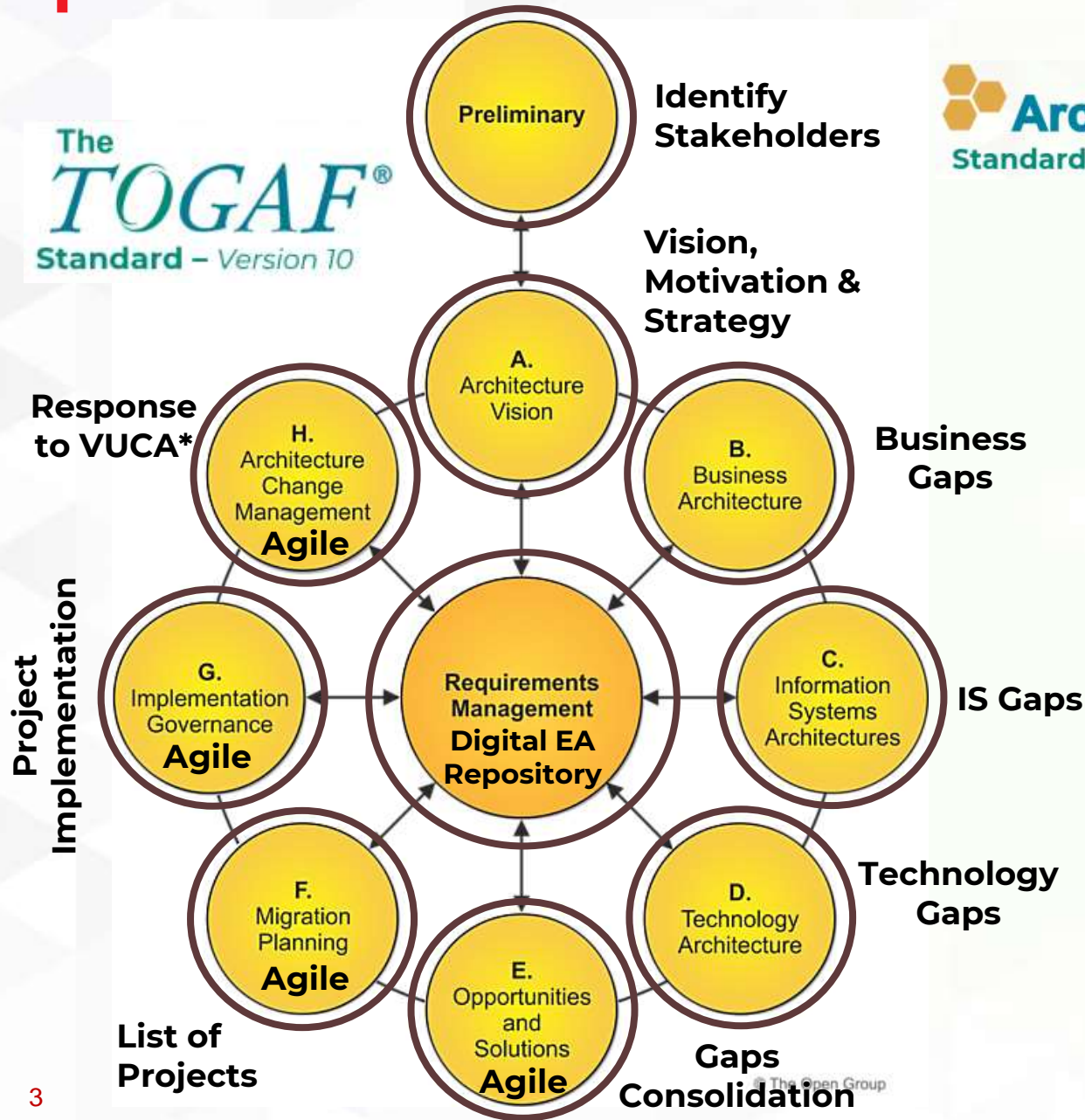
- **Responsiveness to change:** a flexible approach that anticipates and explicitly plans for change as respond to **VUCA** *vulnerability, uncertainty, complexity & ambiguity*
- **Value-driven:** activities are driven by delivering value and focus on high-value items with **minimize documentation** defined in **Value Streams**
- **Practical experimentation:** learning from practical experience as opposed to theoretical analysis, characterized as **“fail fast”**
- **Empowered, autonomous teams:** skilled, multi-disciplinary teams work, taking decisions and outputs responsibly as part of **Composable Team**
- **Customer communication and collaboration:** working closely with the customer and adapting to their needs by **mapping personas in CJM**
- **Continuous improvement:** the internal drive to improve the way an organization performs as part of **Digital Transformation Journey**
- **Respect for people: people are put first**, above **process and tools** – they are treated with respect (**IASA BTABoK Human Dynamics Pillar**)

TOGAF® EA Framework to Realize Agile Enterprise

The TOGAF® Standard – Version 10

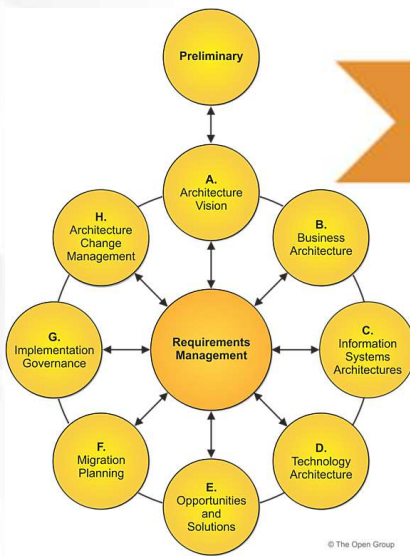
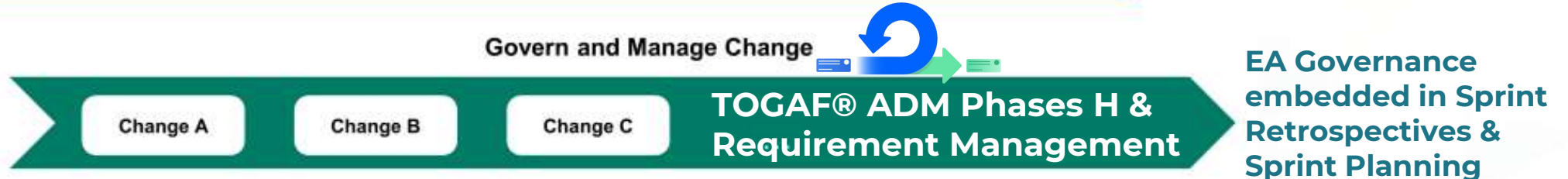
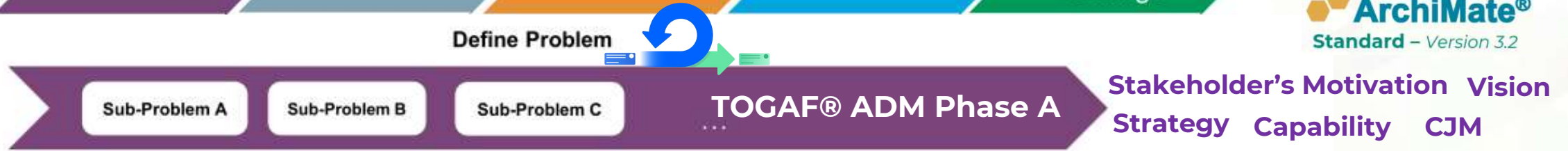
ArchiMate® Standard – Version 3.2

DIGITALLY CONNECTED ENTERPRISE MAP



(*VUCA – Vulnerability, Uncertainty, Complexity & Ambiguity)

Enterprise Architecture Activities in an Agile Environment

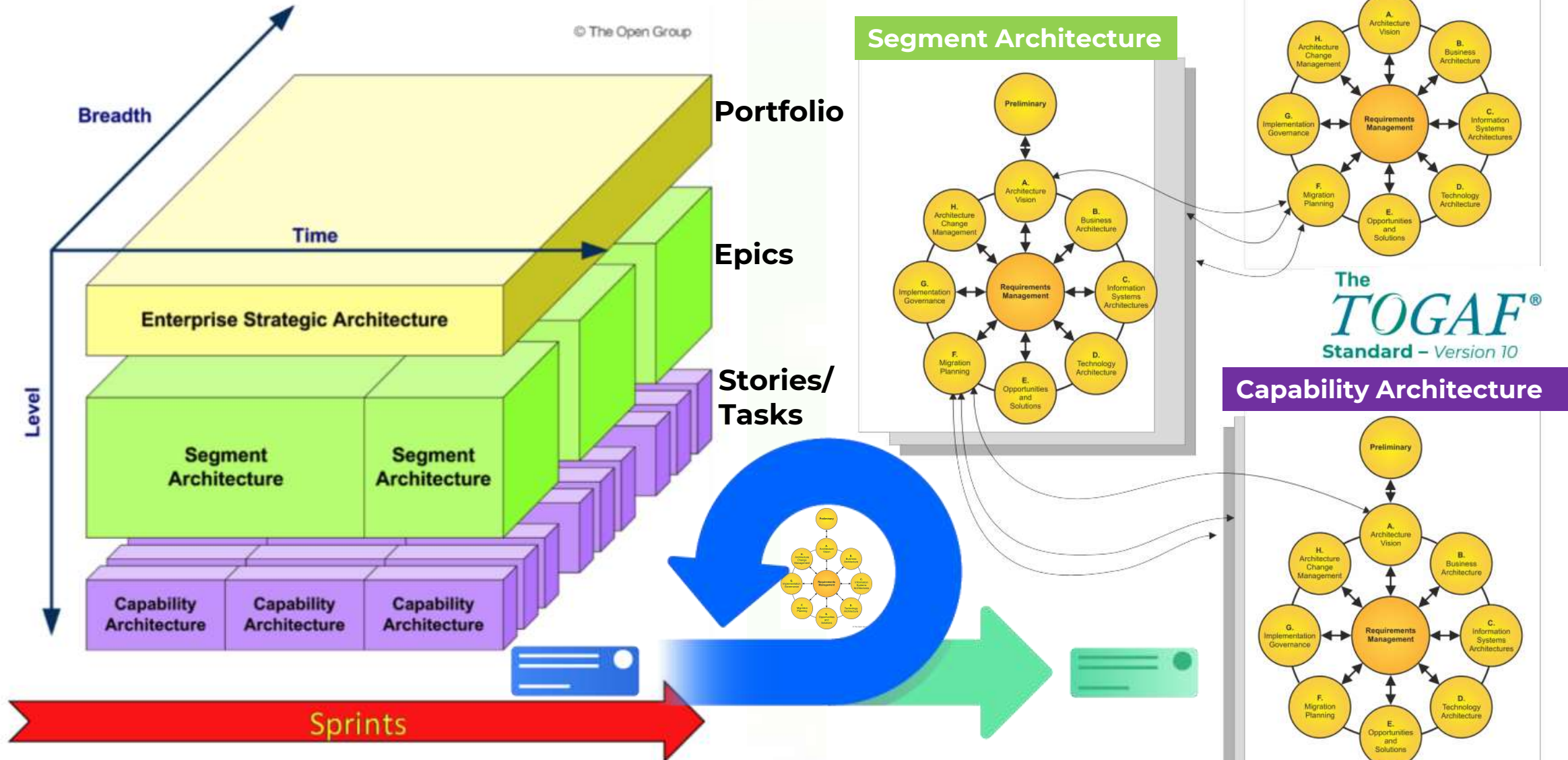


© The Open Group

TOGAF® EA Framework to Realize Agile Culture

Strategic Architecture

© The Open Group

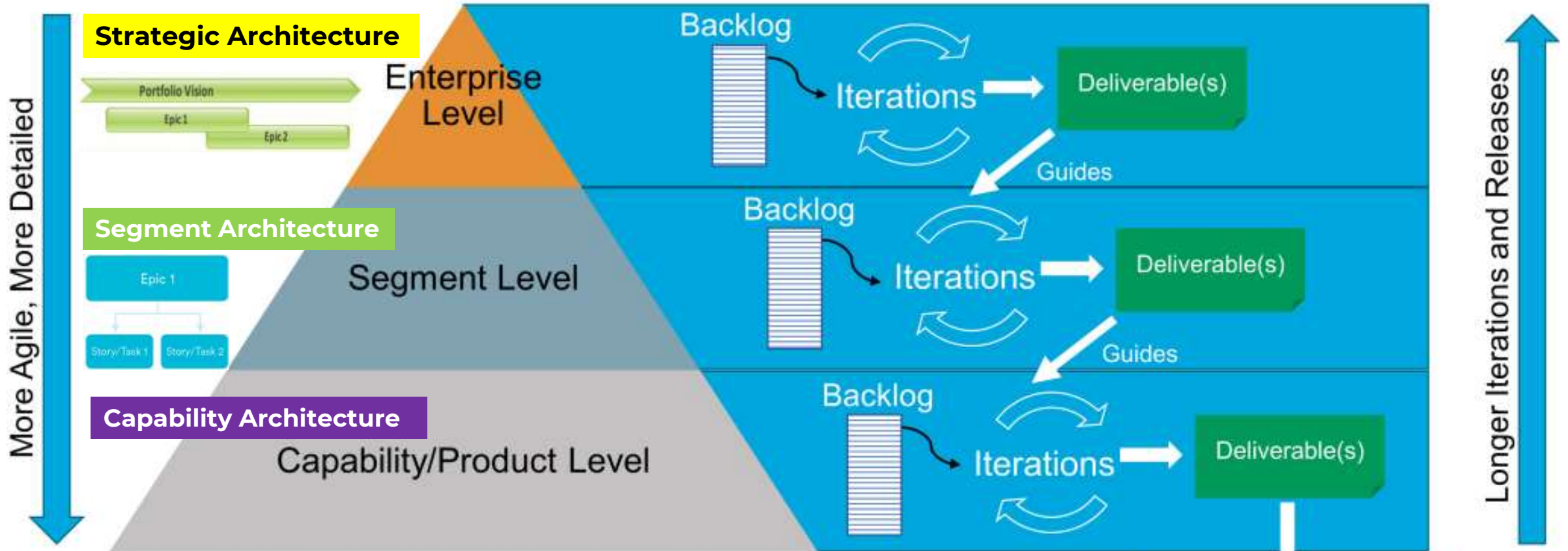


The TOGAF® Standard - Version 10

Segment Architecture

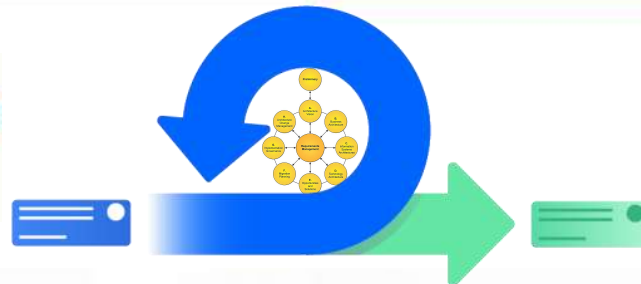
Capability Architecture

Agility at Different Level of Enterprise Architecture Layers



The **TOGAF**®
Standard – Version 10

ArchiMate®
Standard – Version 3.2



Product Development/
Engineering
Lines

THE
Open
GROUP

EA Activities to Support Product & Sprint Backlog

A Sprint – Architecture Iteration Should Deliver:

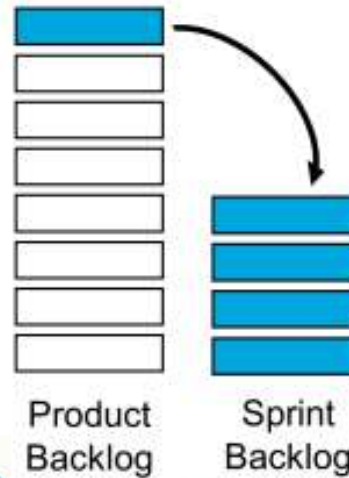
- Features
- Requirements
- Enhancements
- Bugs Correction (Technical Debt)
- Product/Solution Knowledge
- Interdependencies
- Input to Conform the Product Backlog
- Support for the User Stories Definition (Sprint Backlog)

2 High Priority Items

Envision – Strategic Planning
Roadmap – Intentional Architecture

1 Initial Strategic Planning
Architecture Vision
Initial Modeling
Requirements Definition

Intentional Architecture Reconciled with Emergent Architecture

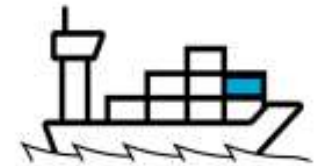


3

Daily Scrum

Two Weeks

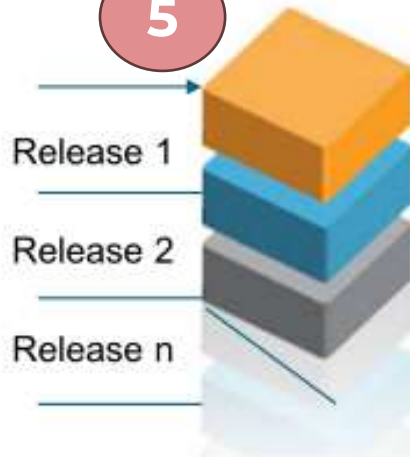
Sprint



Potentially Shippable Product

ArchiMate® Standard - Version 3.2

5



High Business Value
Key Features

Further Priorities-
Based Product
Roadmap

Less Important
Features – Additional,
Optional

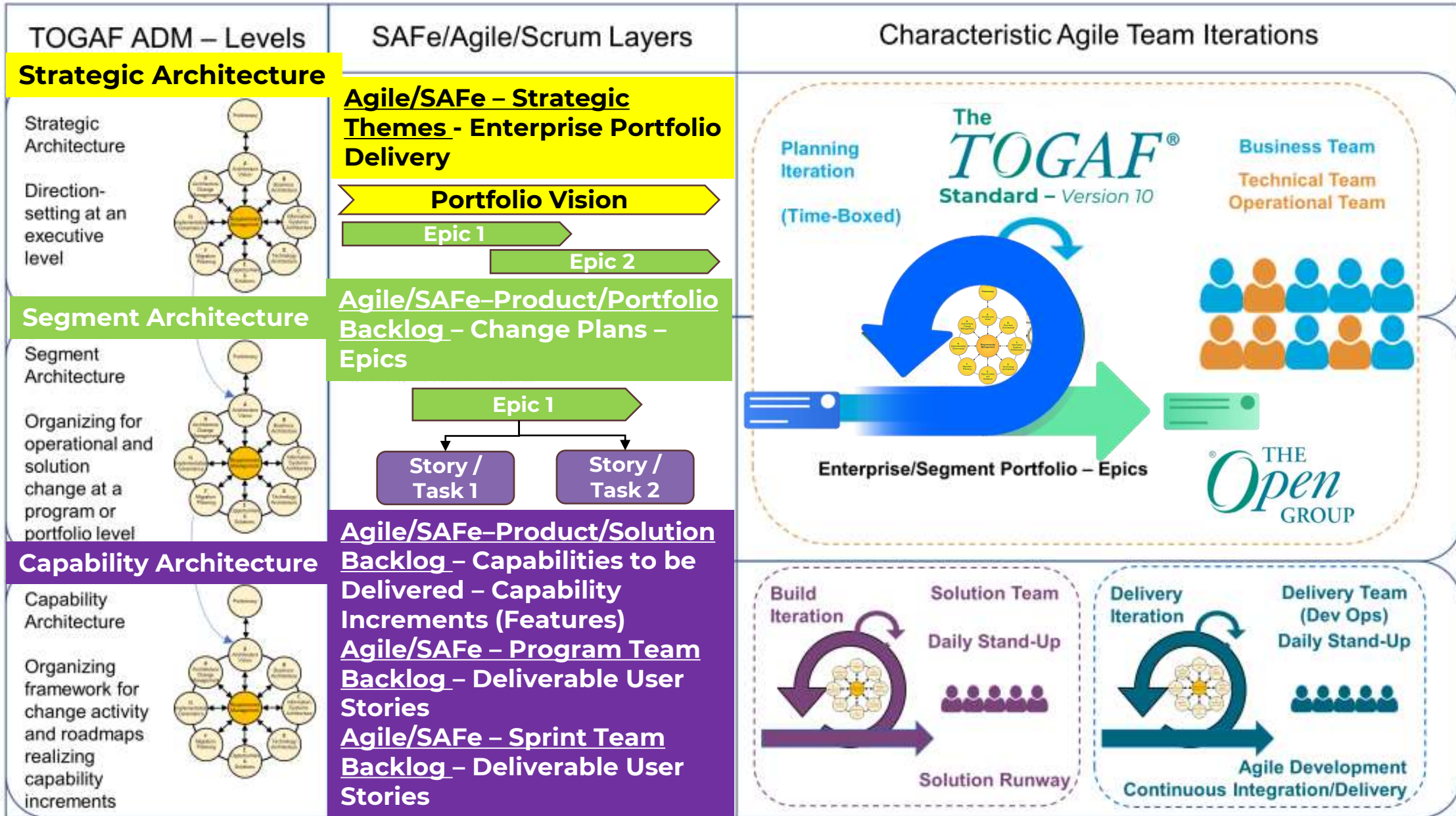
New Requirements
Change Management
Continuous Governance

4

Delivery

Operation
Maintenance
Management

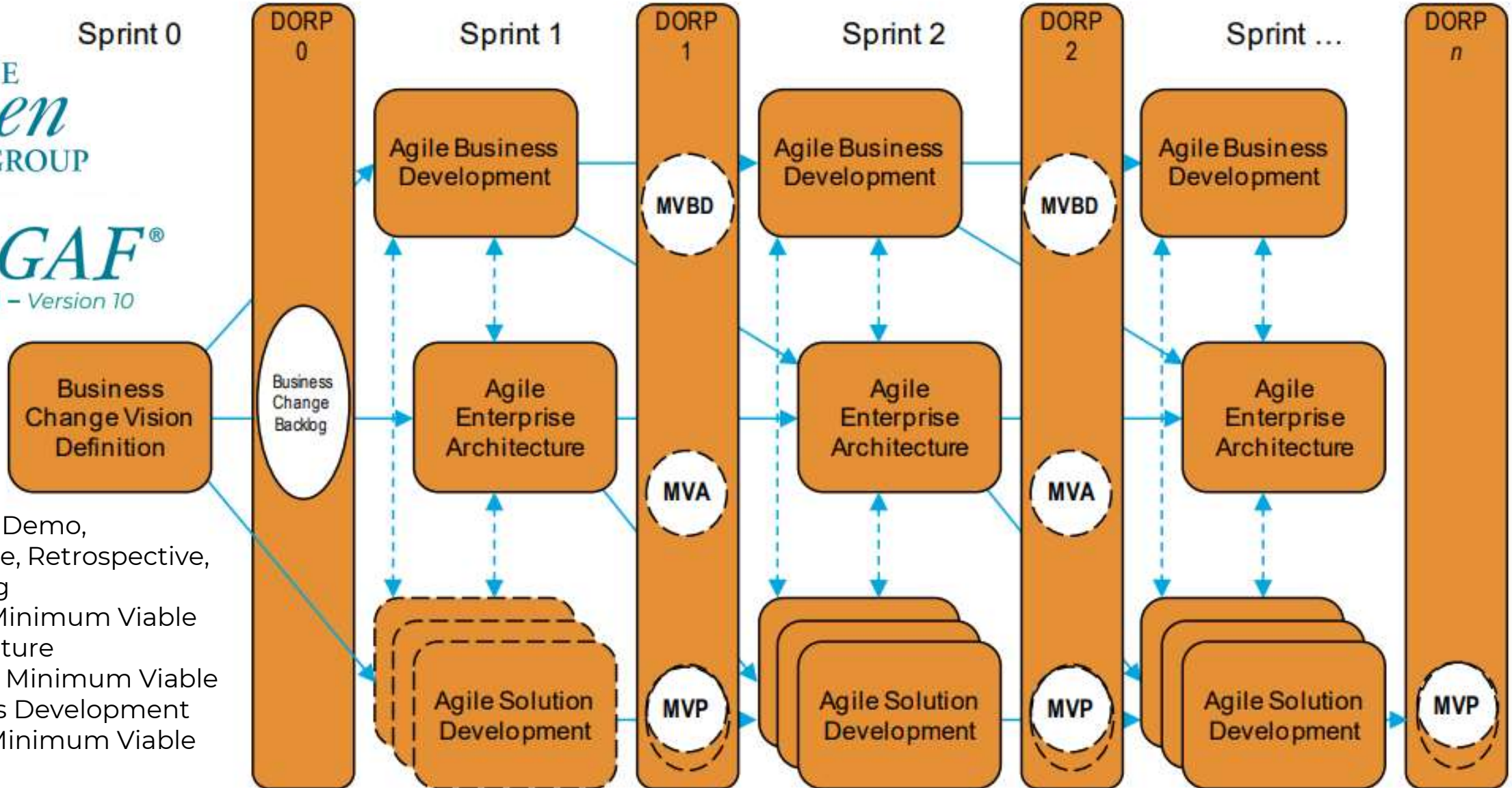
TOGAF® EA Framework to Support Agile Teams



Agile EA to Support Cross-Development Collaboration

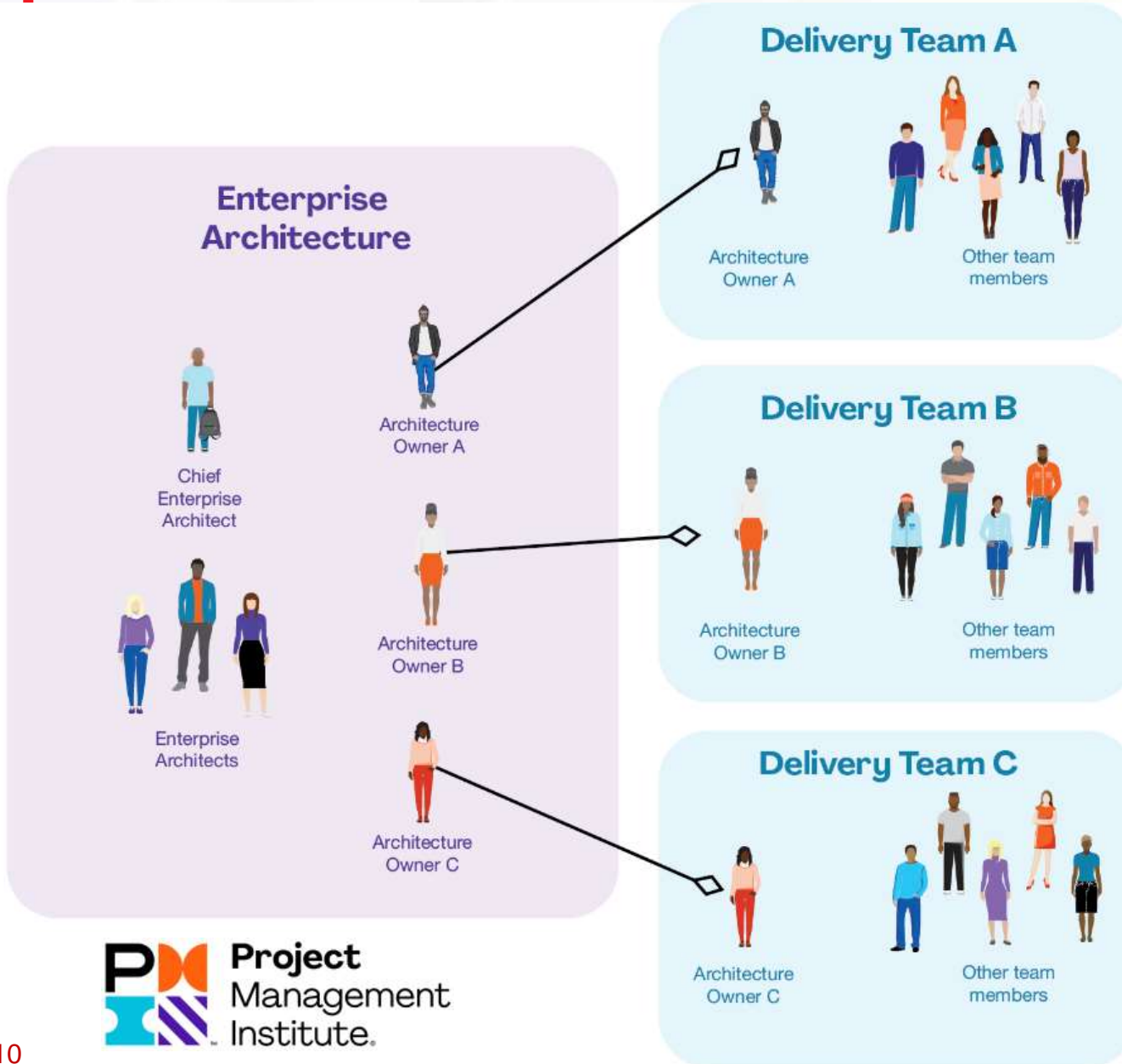
THE Open GROUP

The TOGAF® Standard - Version 10



- **DORP** = Demo, Outcome, Retrospective, Planning
- **MVA** = Minimum Viable Architecture
- **MVBD** = Minimum Viable Business Development
- **MVP** = Minimum Viable Product

Disciplined Agile Delivery Project Team Structure by PMI®



- 3 Strategies** for determining who will be assigned on the EA team:
- 1. Delivery teams nominate their own Architecture Owners.** This person must then become part of the EA team.
 - 2. The EA team nominates someone to be an Architecture Owner.** This person must have prior EA knowledge and experience.
 - 3. Each delivery team nominates Enterprise Architects to work with the other team.** This is recommended when there is a need for two teams to collaborate with one another over a period of time.

<https://www.pmi.org/disciplined-agile/process/enterprise-architecture/enterprise-architecture-team-structures>

Agile EA Workflows Activities Defined by PMI®

EA provides Strategy roadmaps and models with Measurement

EA provides Portfolio roadmaps models to facilitate prioritization decisions

EA provides business roadmaps and models to identify new product features

The Governance efforts provide guidance to the EA team

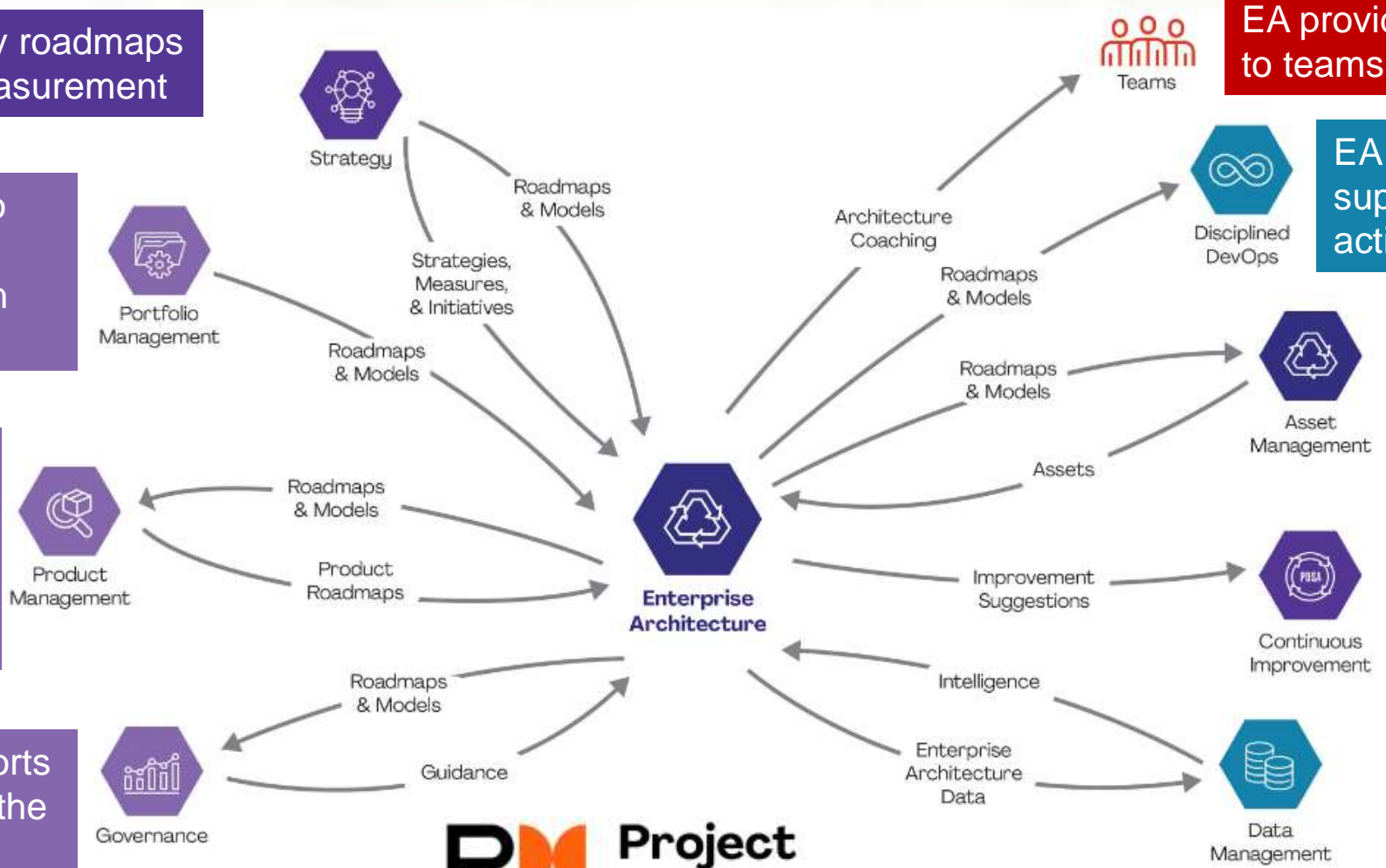
EA provides coaching & guidance to teams throughout organization

EA roadmaps and models to support process blades activities in DevOps

EA roadmaps and models to better manage and identify valuable assets

EA provides insight for continuous improvement activities

EA provides guidance and intelligence for data management activities



©Project Management Institute. All rights reserved.

GARTNER® EA Predicts 2023 - EA Charts New Path for Post Digital Era

➤ The Mandate: EA Leaders are required to support **digital business design** and **strategy development and realization** that address:

1) Business Architecture to support **VUCA** planning

*“By 2027, 50% of extra-large organizations will use **business architecture** to advance **strategic planning** in the face of **Volatility, Uncertainty, Complexity and Ambiguity (VUCA)**.”*

2) ESG Strategy development and realization

*“By 2026, **business-outcome-focused EA teams** supporting **Environmental, Social & Governance (ESG)** initiatives will **outnumber** those focus on **IT management alone**.”*



1.) Business Architecture to Cushion the Impact of VUCA

(*VUCA – Vulnerability, Uncertainty, Complexity & Ambiguity



- **Identify the *threats* and *risks* impacted through VUCA**
 - Digital EA enables **Impact Analysis** and **Visualization** in the holistic manner through **digitally connected enterprise model**

- **Determine business directions, strategies and capabilities in response to VUCA**
 - Digital EA captures **Stakeholder Motivation**, models the **Strategy** and identify the required **Capabilities** for its realization through **Digital Enterprise Map**

- **Facilitate Smarter Investment decisions making processes that exploit the opportunities and risks of VUCA**
 - Digital EA realizes **Digitally Connected Enterprise model** to ensure **No duplication** and **No silo Systems**

Digital EA in Driving Successful Transformation Journey in Realizing ESG's KPIs



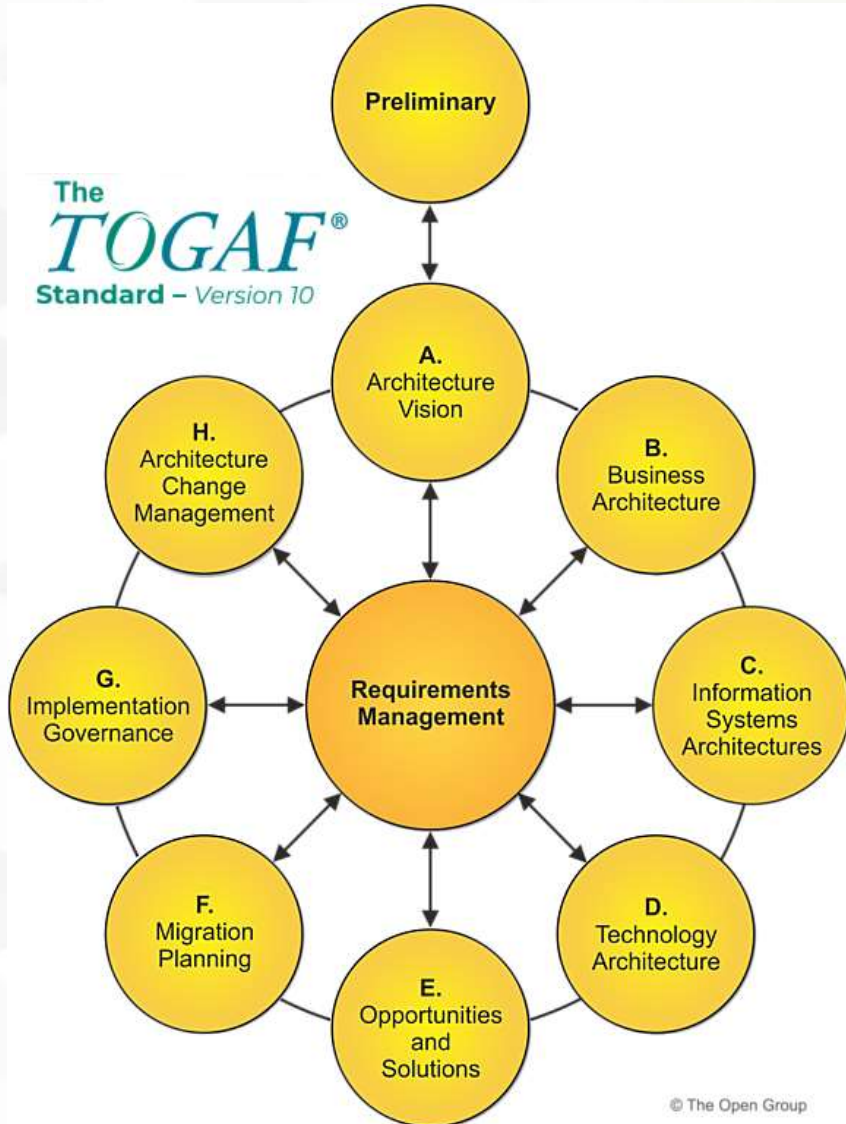
1 The **Outcome Statement** about organization's Digital Positioning in terms of **Goals, Capability** and **Drivers** in the context of the technology adoption

2 The **Digital Enterprise Map** of connected **Business, Data, Application** and **Technology** domain to support **Digital Transformation**

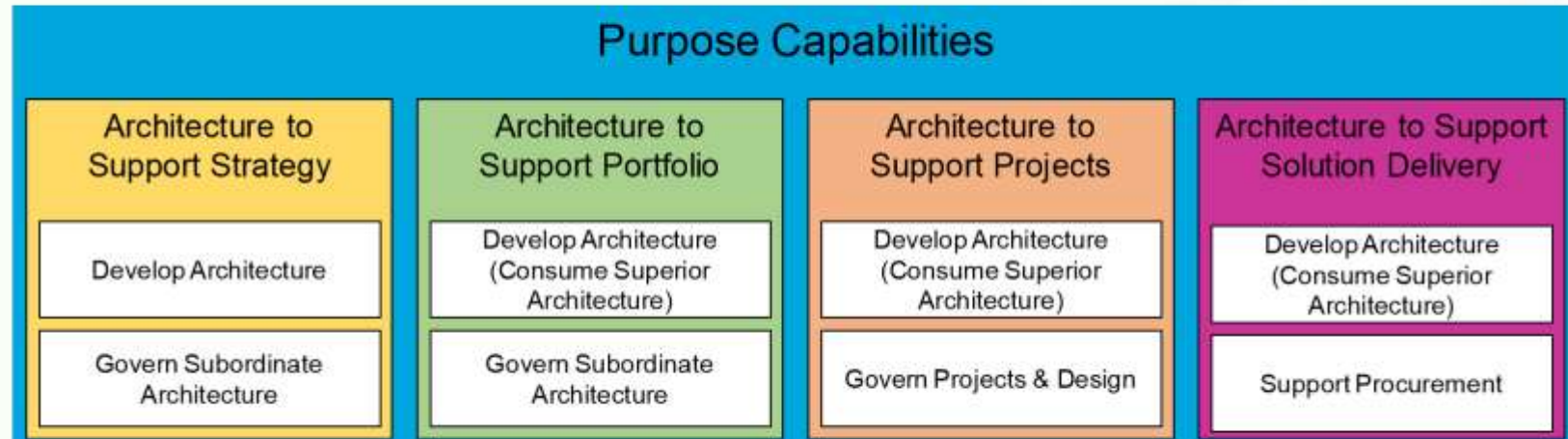
3 The **continuous transformation** of the **existing business** through **technology innovations** and **exploitations**

The TOGAF® EA Focusses on Capabilities Development

The TOGAF® Standard - Version 10



© The Open Group



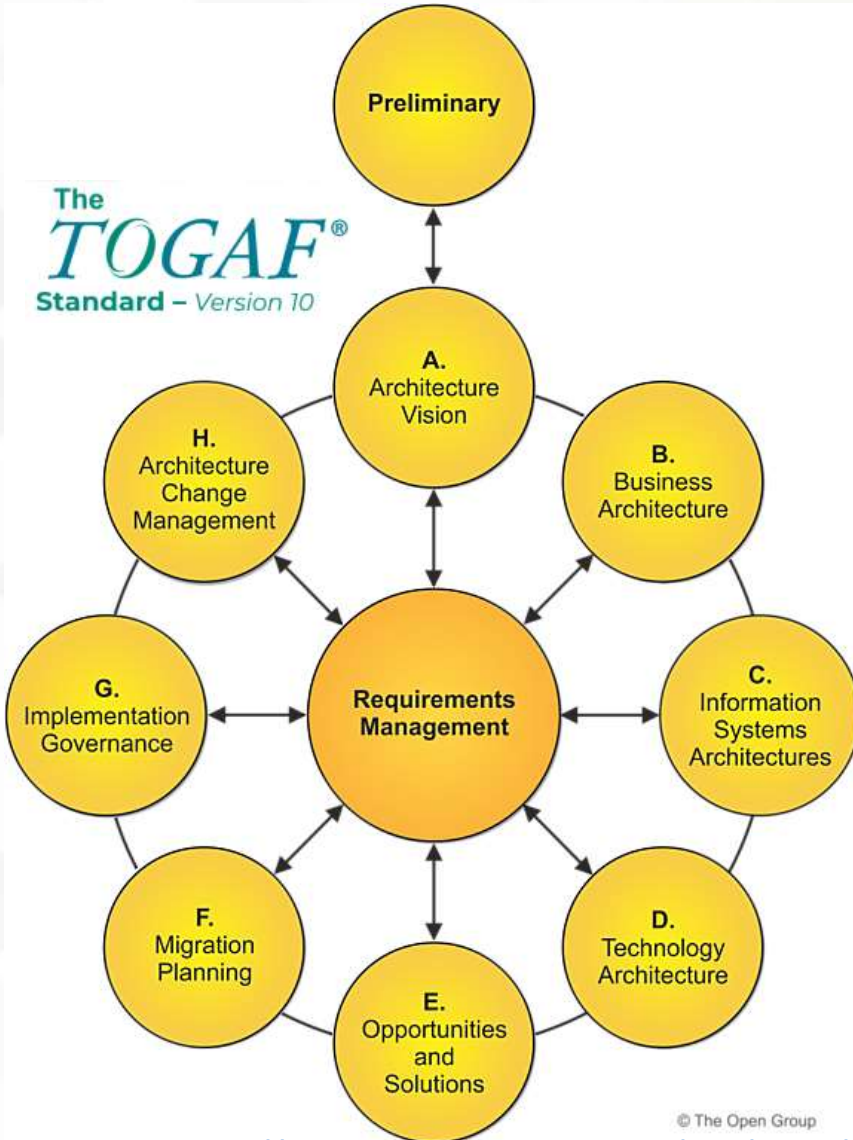
TOGAF® Series Guide **Enabling Enterprise Agility**

The Open Group TOGAF® Series Guide

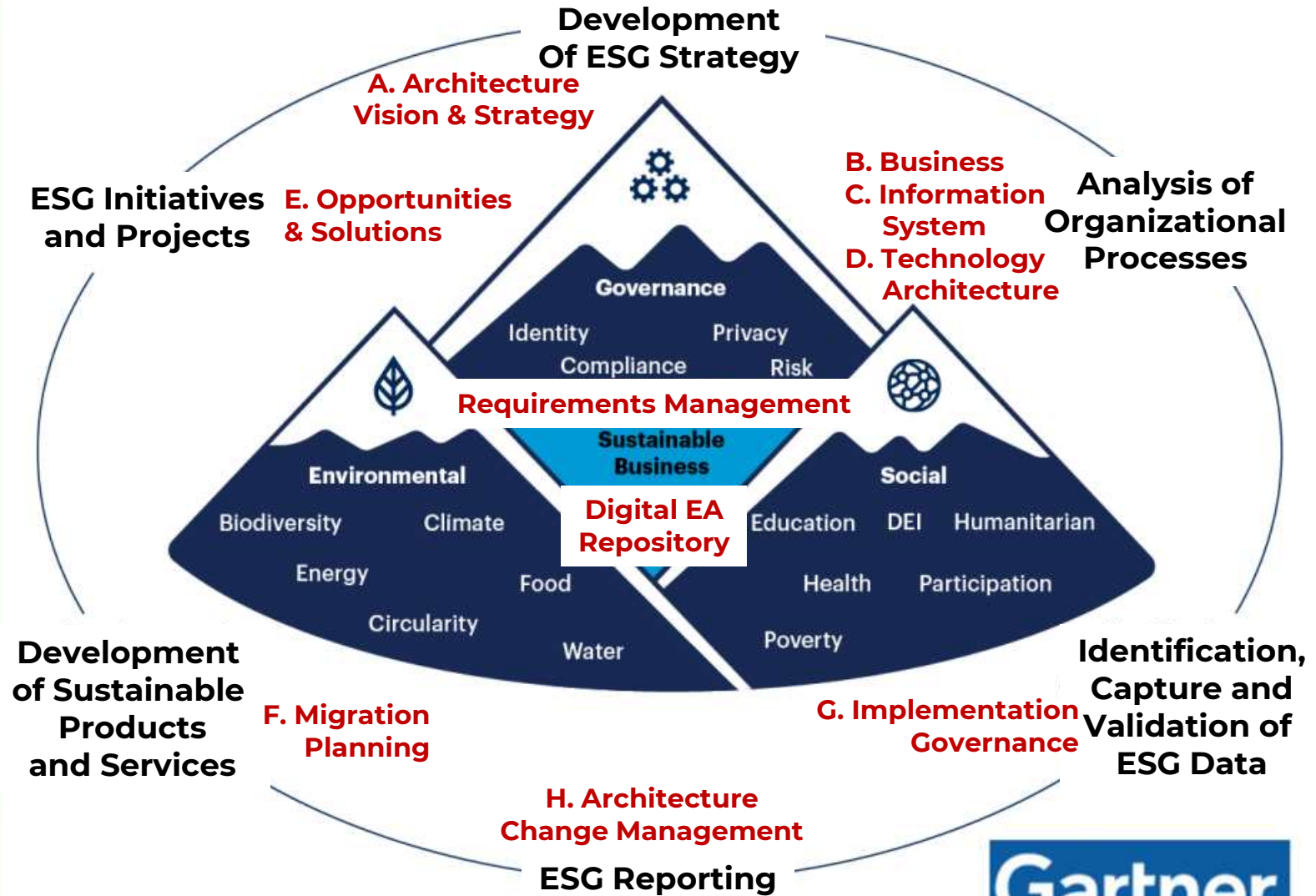
Applying the TOGAF® ADM using Agile Sprints

2.) TOGAF® EA to Support & Realize ESG Initiatives (KPIs)

The TOGAF® Standard – Version 10



© The Open Group



Source: Gartner 763034_C

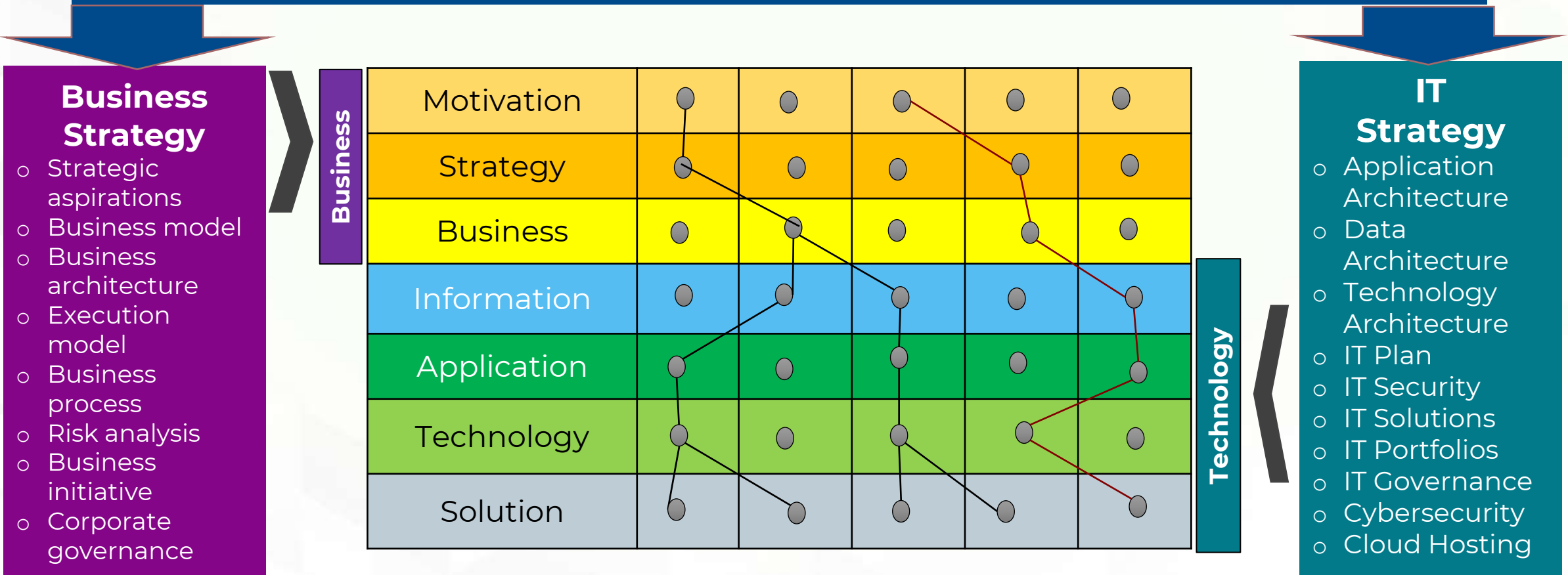
Gartner

<https://www.gartner.com/en/doc/predicts-2023-enterprise-architecture-charts-new-path-for-postdigital-era>

Business & Technology Strategy Integration with Digital EA

Digital EA Addresses 3Cs of Business & IT Strategy Integration
Collating the Dots | Connecting the Dots | Correcting the Dots

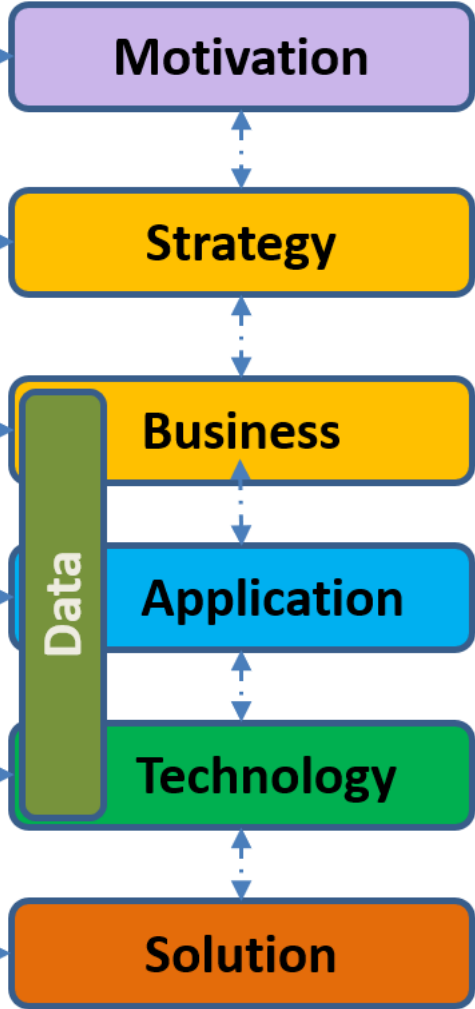
Digitally Connected Enterprise Model with Digital EA



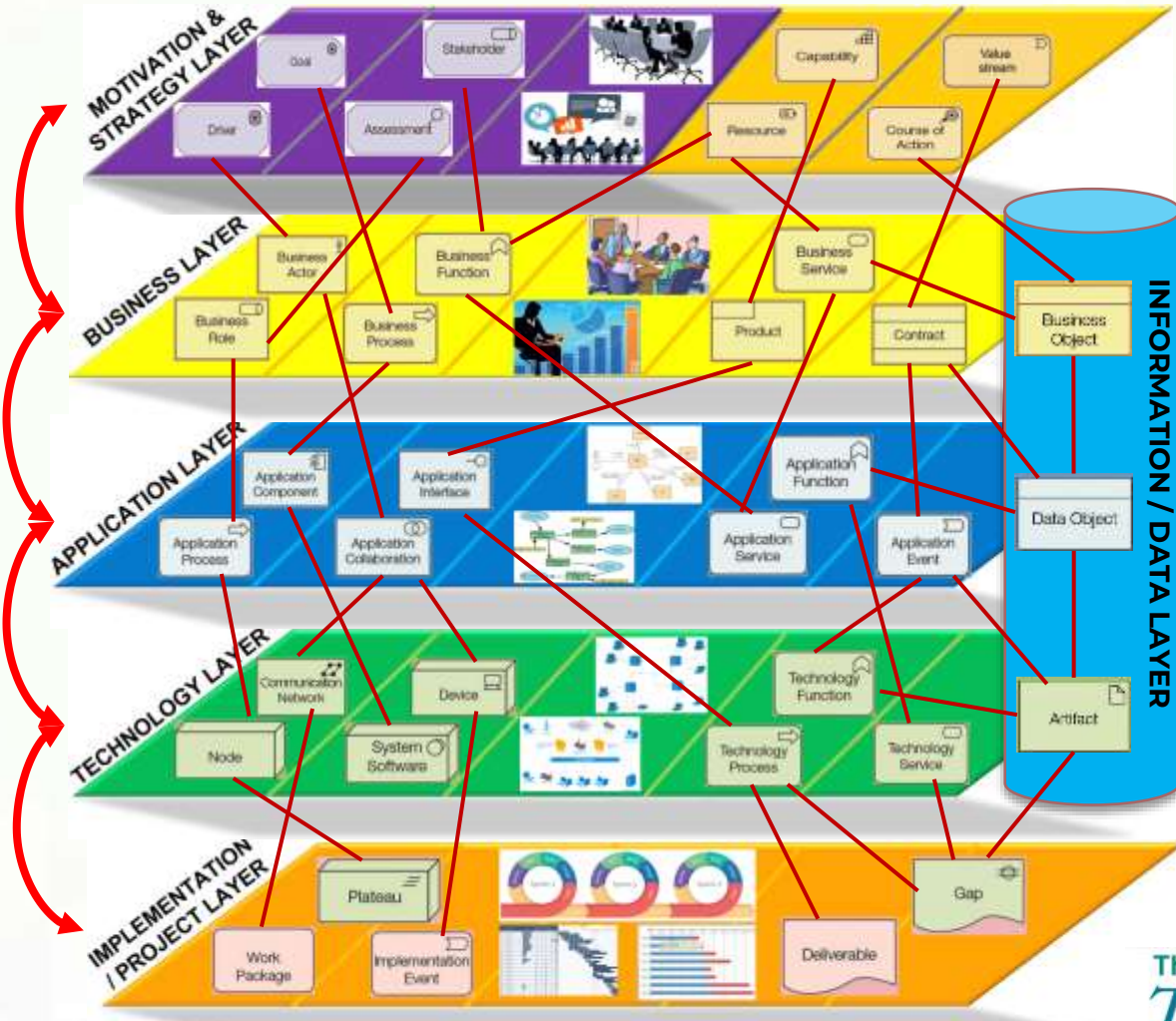
SDG/ESG Realization Supported by IR5.0 with Digital EA

Digitally Connected Enterprise Model (Digital Twins) to Realize SDG/ESG KPIs

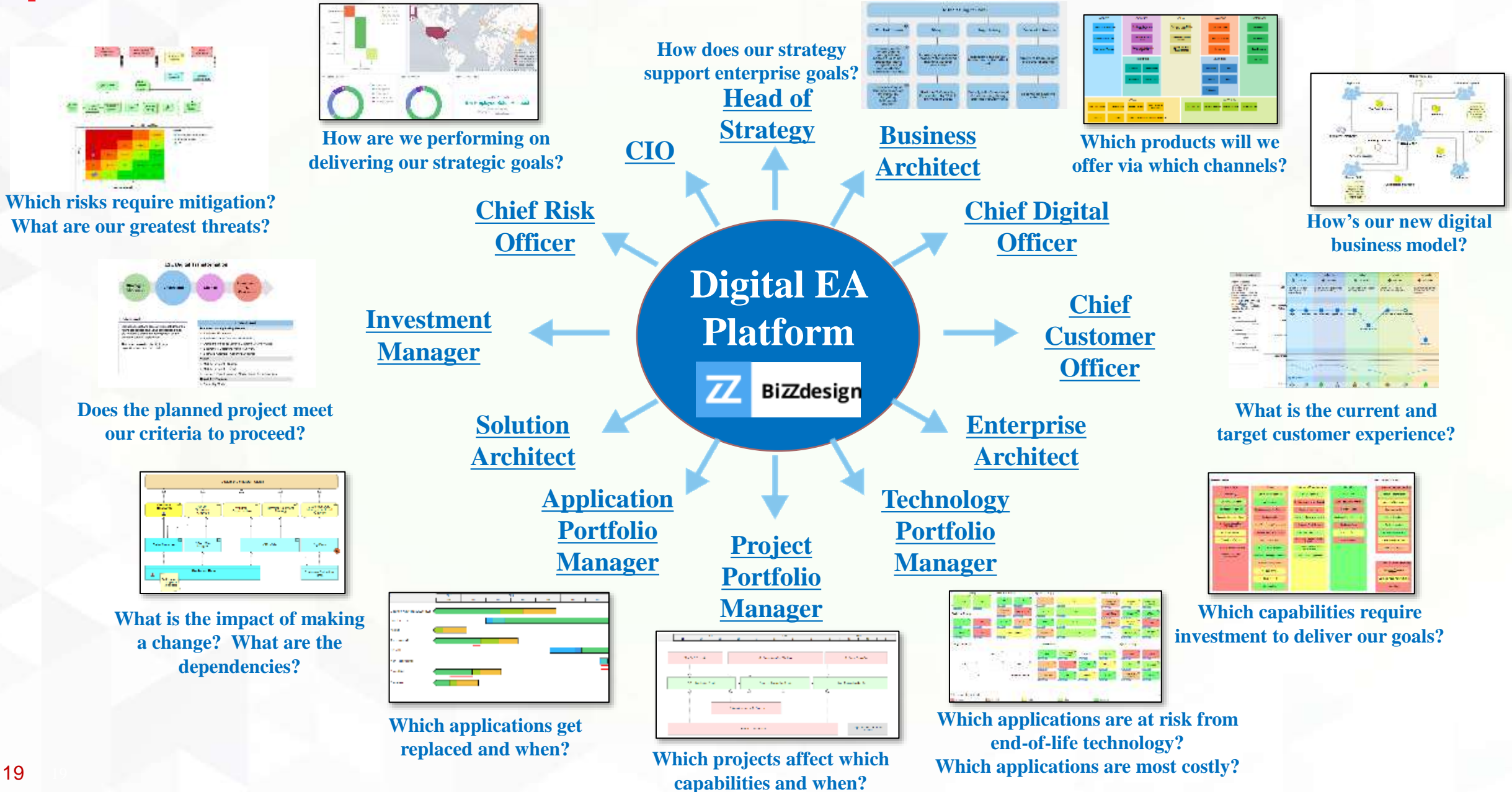
Cross-Layers Metamodel Relationships



DIGITALLY CONNECTED ENTERPRISE MAP



Digital EA Platform Addresses ALL Stakeholders Concerns



Aaron Tan

—
President, SCS EA Chapter
Chairman & Co-founder, IASA Asia Pacific



End of Presentation