

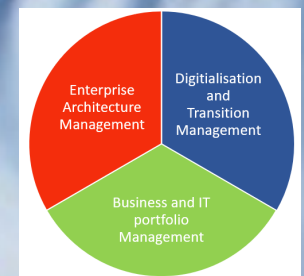
## Agenda:

Sidst snakkede vi om Capabilities ...

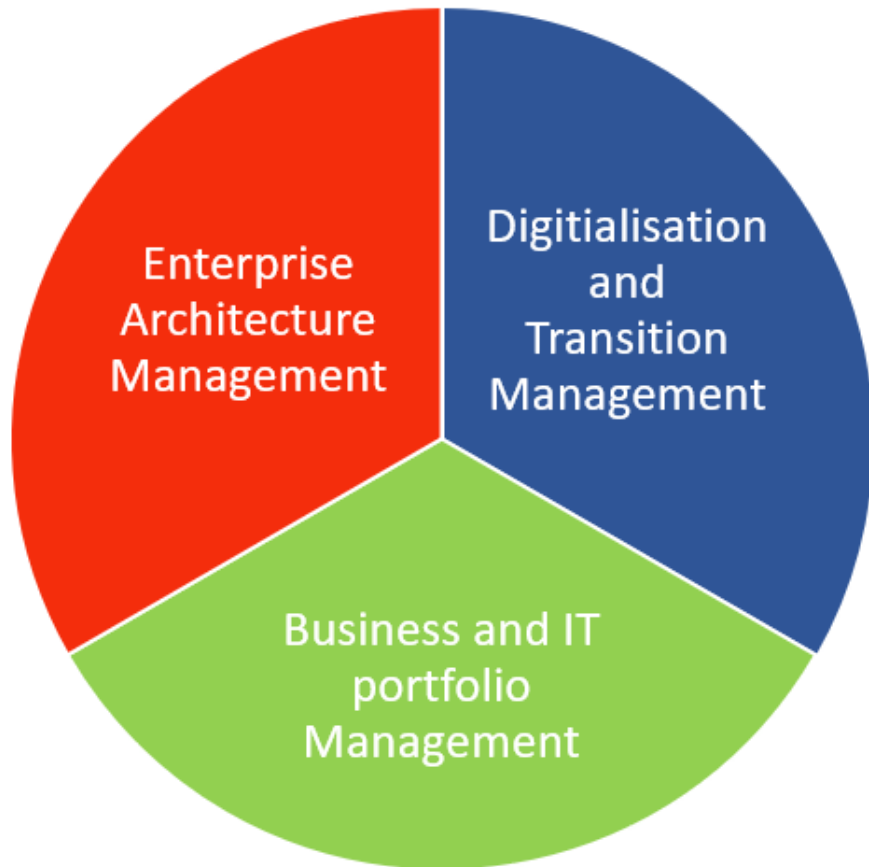
Vi fortsætter dialog om:

- Open EAM knowledge platform
- New Rules of Enterprise Architecture (Ardoq)
- JAMES Projekt model for EA etablering

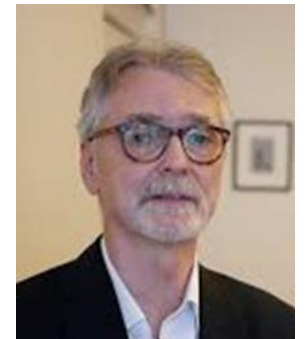
WELCOME TO  
JAMES Consulting



# JAMES Consulting Introduction



- At JAMES Consulting we are working with three areas of the EA discipline - Enterprise Architecture Management, Digitalisation and Transition Management, Business and IT portfolio Management. We offer services in all three areas and services that glue the areas together by focusing on their intersection
- JAMES Consulting are established by Allan Baungaard Jakobsen and Jan Staack as an umbrella and network to generate the knowledge and learnings from the best experiences personally and in our network
- You are invited to be included in our network



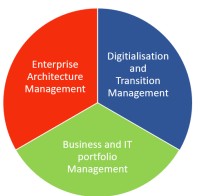
<https://dit.dk/nyheder/2020/otte-anbefalinger-om-ea>



Fagrådet for Business and IT Alignment i Dansk IT håber, at anbefalingerne om enterprisearkitektur (på engelsk: Enterprise Architecture - EA) i denne artikel kan bidrage med inspiration og værdivækst i danske virksomheder og organisationer.

De otte anbefalinger om EA adresserer følgende områder:

1. Forretningsforståelse og sammenhæng.
2. Skab kontekst for din opgave med en business operating model.
3. Skab forståelse for konteksten for rollen som EA og nøglemedspillere.
4. Opstil alternativer og lav beslutningsoplæg til ledelsen.
5. Teknologiforståelse og ny teknologianvendelse.
6. Arkitekturprincipper og reviewkoncept.
7. Løsningskomponenter - byg til organisationen.
8. Arkitekturrepository og documentation



# Sidst snakkede vi om Capabilities ...

Jans indlæg om capabilities: ENTM / ECAP ESCB – modeller

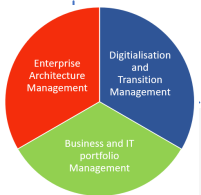
... hvordan undgår vi at det sander til?

... hvad er casen

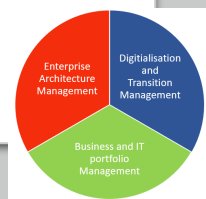
... strategi vinkel

... drift vinkel

→ EAM



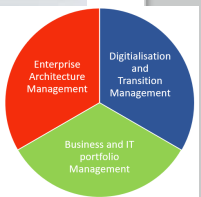
- <http://www.eam-initiative.org/pages/ggx22htadwg4/EAM-Initiative-Home>





# New Rules of Enterprise Architecture

LINK





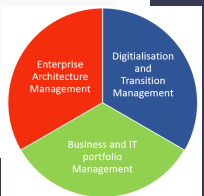
[Get the Playbook](#)

# 1. Enterprise Architecture for the Enterprise, not just the Architects

There's no great 'secret' to selling business leaders on the value of Enterprise Architecture. Simply demonstrate how the increased amount of higher-quality data helps stakeholders make better informed decisions.

As you plan your future Enterprise Architecture capabilities, consider this factor:

**What are the questions my stakeholders are struggling to answer?**



## 2. Start with Real Business Problems

Unfortunately, many traditional Enterprise Architecture efforts have resulted in widespread perceptions that the practice was too bureaucratic, technical, and a barrier to achieving business results. Your EA initiatives will only succeed if they help address hard business challenges.

As you focus your Enterprise Architecture development efforts, answer this question:

**How can we frame the Enterprise Architecture value in terms of business performance measures?**



[Get the Playbook](#)

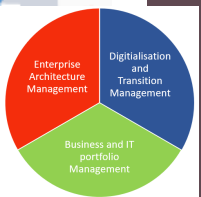
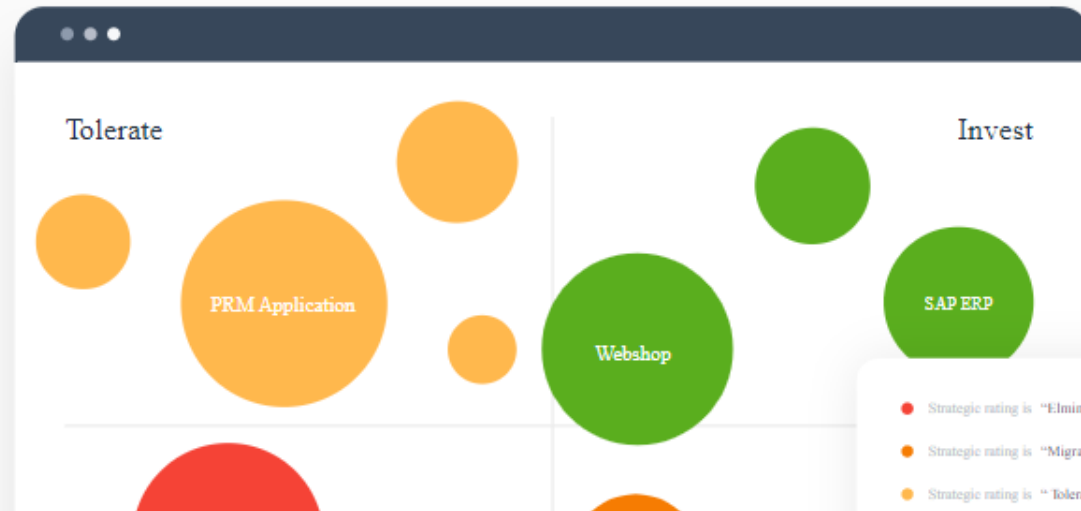




### 3. Build Decisions on Data, Not Opinion

If your Enterprise Architecture still relies on traditional, complex tools that only a few can interpret, then your efforts will have little material impact on the organization. Begin by shoring up the accuracy of your data, then prioritize which metrics are most important, and help stakeholders better understand it through data visualizations.

[Get the Playbook](#)



## 4. Governance is Good, Collaboration is Better

Moving towards open data encourages greater collaboration and alignment between stakeholders. It also helps reduce the need for resource-draining retrospective governance.

To move forward, consider addressing this key question:

**What level of engagement do we require from stakeholders to achieve the Enterprise Architecture strategic goals?**



[Get the Playbook](#)



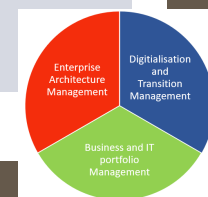


## 5. Turn Data Into Insight Into Action

Data is good. Insights are better. But action is best. Building strategy-focused metrics on top of Enterprise Architecture data allows you (and your stakeholders) to make sense of disparate information. This generally leads to smarter business decisions.

To move forward, address this question:  
**Can we create a digital twin of our organization using current tools, or do we need to consider our options?**

[Get the Playbook](#)

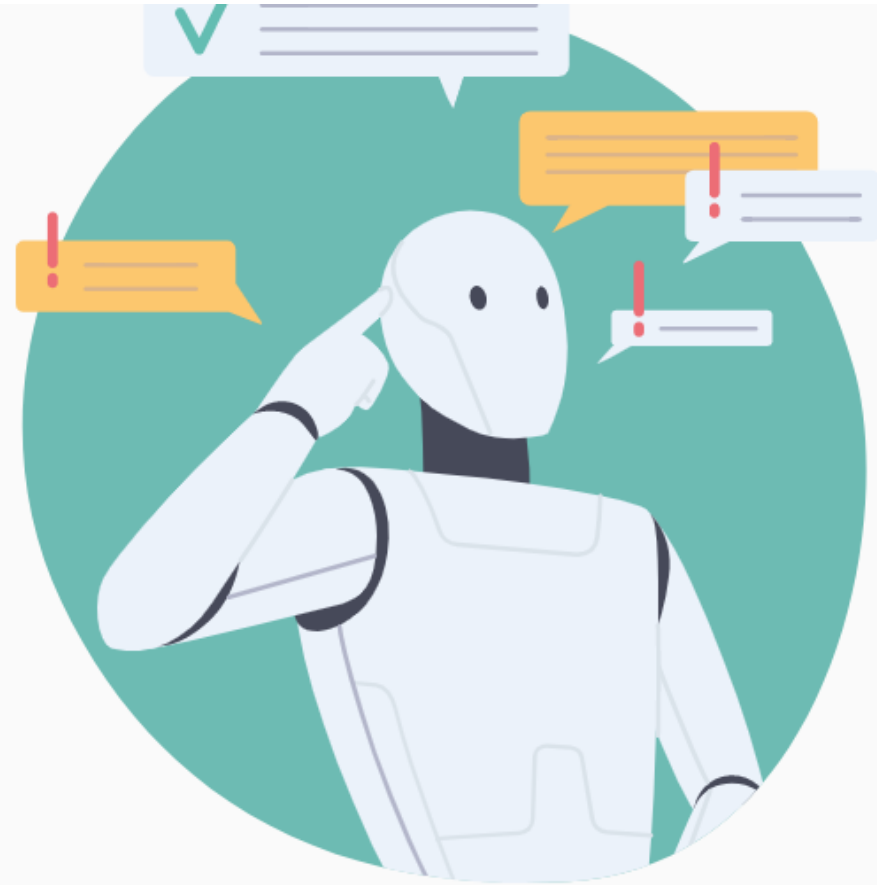


## 6. The Future is a Work-in-Progress

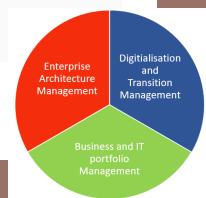
The future is unpredictable. That means your Enterprise Architecture function must help your business adjust strategy quickly and accurately. Automation is key here – it allows you to increase your ability to model many more futures quickly and efficiently.

Consider this important question:

**Do we have a suitably flexible mindset to encourage flexibility?**



[Get the Playbook](#)



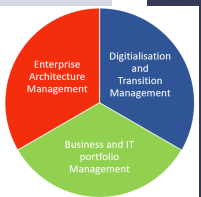
## 7. Build Scalability in Enterprise Architecture

There are few certainties in life – but the exponential growth of your data estate is one of them. Your Enterprise Architecture, processes, and delivery must all be scalable.

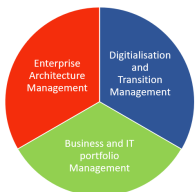
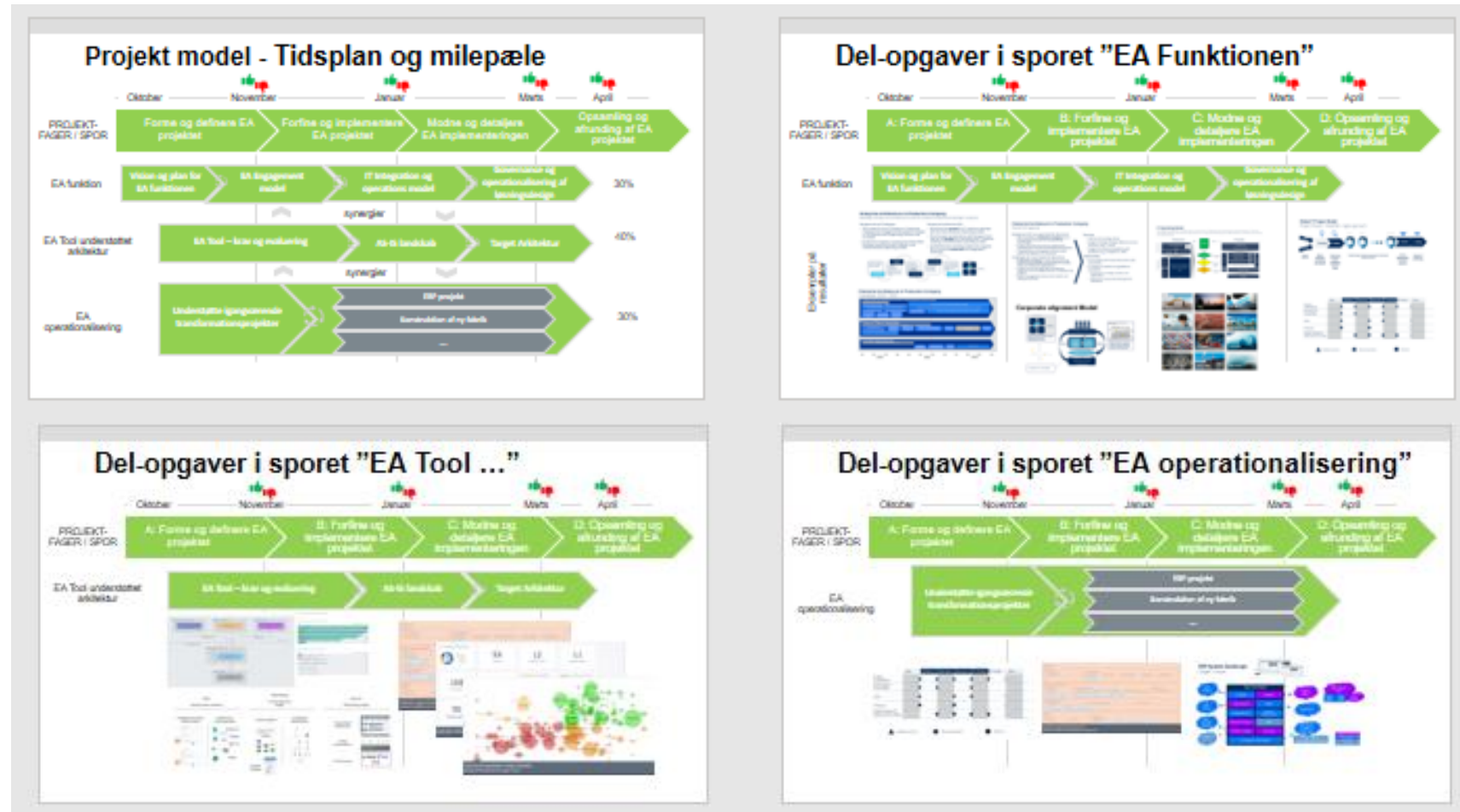
Aim to answer this key question:

**Do our Enterprise Architecture tools scale automatically as our estate develops? What needs to change?**

**Get the Playbook**

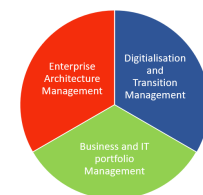
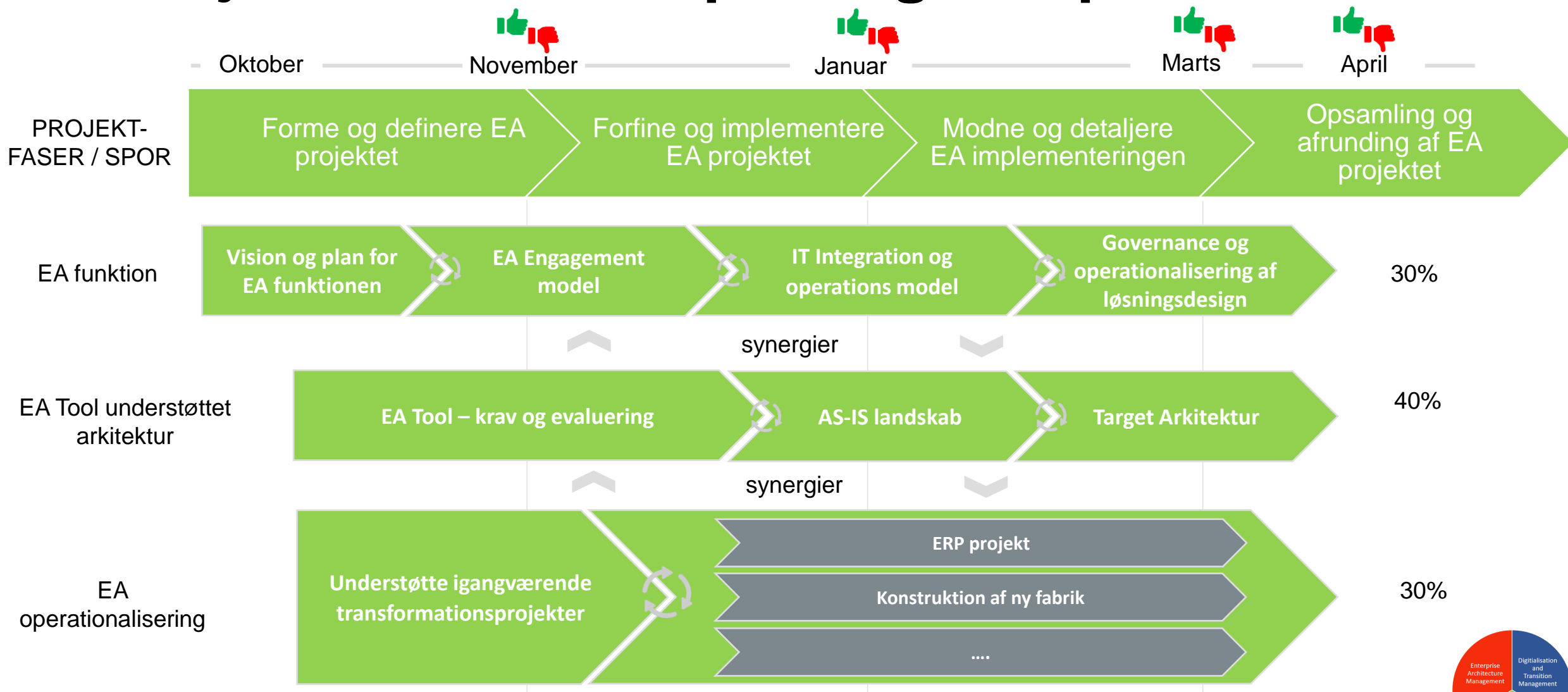


# JAMES Projekt model for EA etablering





# Projekt model - Tidsplan og milepæle



# Del-opgaver i sporet "EA Funktionen"



PROJEKT-FASER / SPOR

A: Forme og definere EA projektet

B: Forfine og implementere EA projektet

C: Modne og detaljere EA implementeringen

D: Opsamling og afrunding af EA projektet

EA funktion

Vision og plan for EA funktionen

EA Engagement model

IT Integration og operations model

Governance og operationalisering af løsningsdesign

Eksempler på resultater

## Enterprise Architecture in Production Company

Building a strong core architecture to set the context for Business Enabling IT solutions

### Background and Challenges

- The context for the IT solutions in Production Company has changed and the speed of changes in the Business and Supporting functions has increased
- Production Company is moving from Diversified Business operating models towards more Unified Business operating models

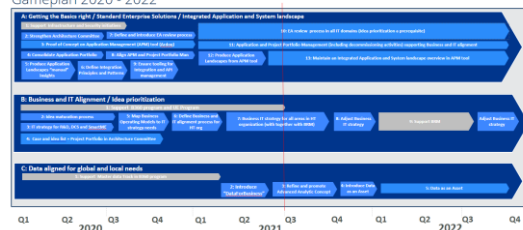
### Enterprise Architecture (EA)

- EA will set the **context** for IT solutions and align with the future Business Operating models
- EA will support prioritisation with Business focus and act as **catalyst** for promoting the IT solutions enabling Unified Business operating models
- Unified Business operating models also requires EA to ensure a **connected** and integrated IT landscape



## Enterprise Architecture in Production Company

Gameplan 2020 - 2022



## Enterprise Architecture in Production Company

Revisit EA Agenda

### Background (IT has supported the Business):

- The IT portfolio in Production Company has in the past years focused on standardizing technologies
- Projects has been focused on utilizing and optimizing the chosen technologies and systems
- IT and Business Unit leaders has prioritized within the capacity of IT resources

### Challenges (IT must enable the Business):

- Production Company is maturing and moving towards companywide standardized Processes, Data and Enterprise Applications
- Projects must now align with architecture objectives and interdependencies in between the projects
- Senior management and process leaders are setting the priority

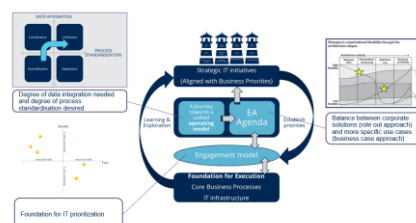
### Services

- Internal Consulting Advice
- Support Solution Designs (Mature across Business and IT areas)
- Support Architecture patterns and guidelines (e.g. Integration, NFR)

### Deliverables

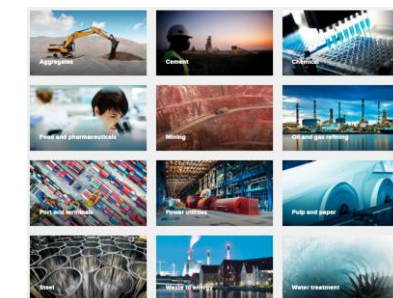
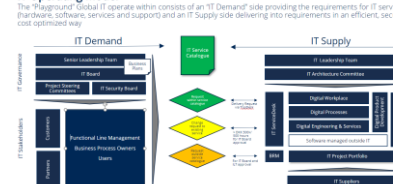
- An Architecture Practice (functions and processes)
- A catalog of models and guidelines (artefacts)
- Roadmap for strategic projects and applications
- Application and portfolio Management framework

## Corporate alignment Model



## IT Operating Model

The "Playground" Global IT operate within consists of an "IT Demand" side providing the requirements for IT services (hardware, software, services and support) and an "IT Supply" side delivering into requirements in an efficient, secure and cost optimized way



## Global IT Project Model

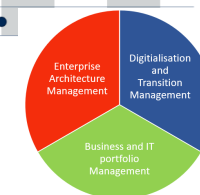
Project Phases - Waterfall + Agile approach



	Idea	Initiation	Planning	Execution	Transition	Closing	Done
Project Coordinator							
Architecture Committee							
CISO							
IT Board							
Project Owner & Steering Committee							

▲ Quality assurance

◆ Recommendation



# Del-opgaver i sporet "EA Tool ..."



PROJEKT-  
FASER / SPOR

A: Forme og definere EA  
projektet

B: Forfine og  
implementere EA  
projektet

C: Modne og  
detaljere EA  
implementeringen

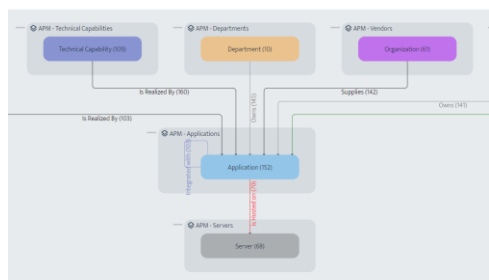
D: Opsamling og  
afrunding af EA  
projektet

EA Tool understøttet  
arkitektur

EA Tool – krav og evaluering

AS-IS landskab

Target Arkitektur



65% of this instance's fields are filled out



INPUT  
Seamless data collection

PROCESSING  
Turning data into insight

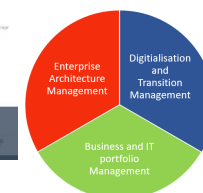
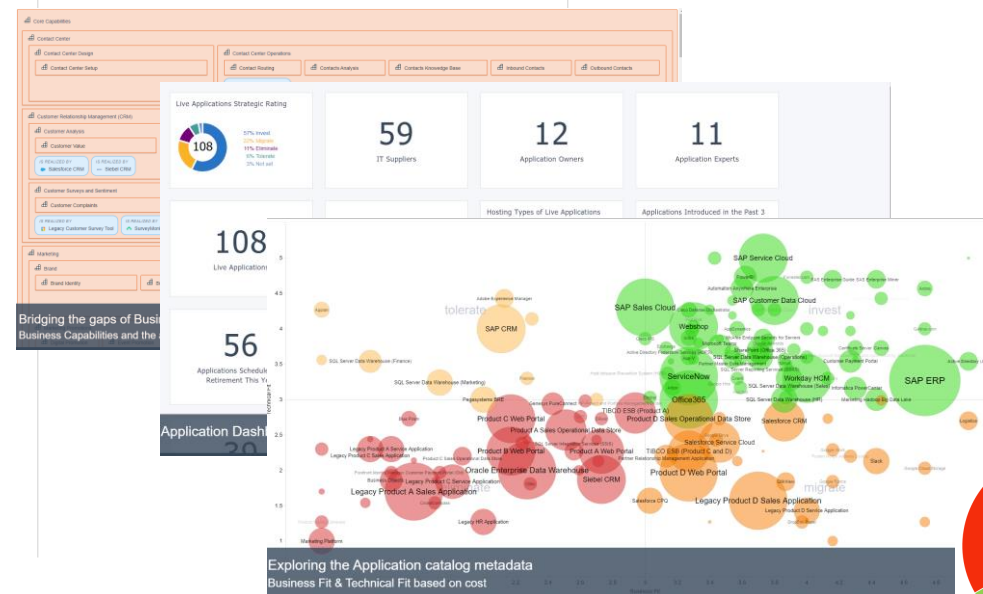
OUTPUT  
Distributing insight



Personalized dashboards

Living presentations

3rd Party apps



# Del-opgaver i sporet "EA operationalisering"



PROJEKT-  
FASER / SPOR

A: Forme og definere EA  
projektet

B: Forfine og  
implementere EA  
projektet

C: Modne og  
detaljere EA  
implementeringen

D: Opsamling og  
afrunding af EA  
projektet

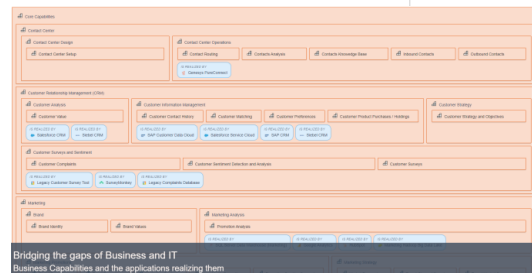
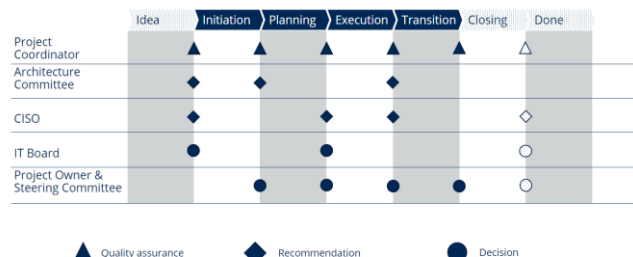
EA  
operationalisering

Understøtte igangværende  
transformationsprojekter

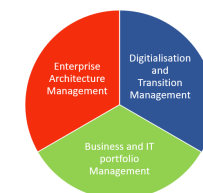
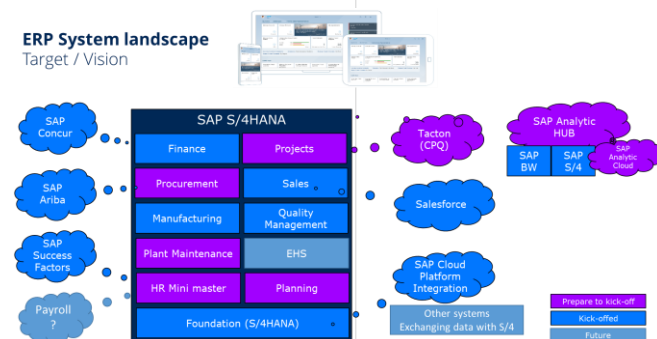
ERP projekt

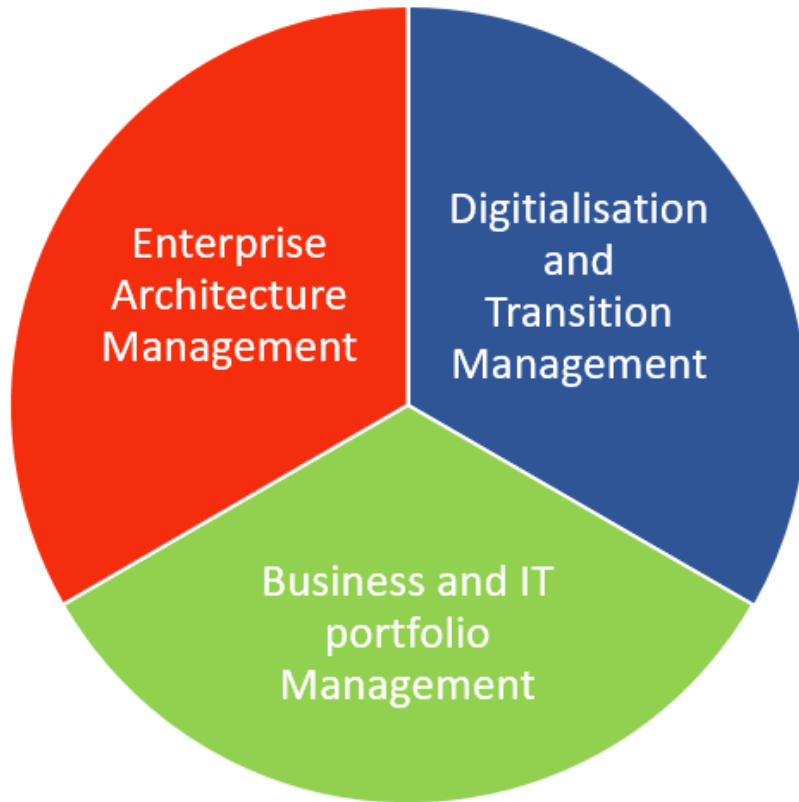
Konstruktion af ny fabrik

...



ERP System landscape  
Target / Vision





# Empower you

Our philosophy is to empower you:

- We aim to raise the level of competence in your company rather than just deliver a solution
- We believe that we help you more by making you skilled than by solving your specific problem
- We would rather coach and train you to choose the right IT systems than choose them for you
- We would rather enable you to challenge the IT suppliers than be the IT supplier
- We start where you are and at your pace