

## WHITE PAPER

# Guidance on the Implementation of Enterprise Architecture Tools

Implementation of an Enterprise Architecture (EA) tool is a challenging process, influenced by a variety of stakeholders, a reputation and perception preceding the implementation and typically a number of technical or data challenges.

An implementation team has an important role in guiding the deployment, which often requires masterful levels of stakeholder management and a disciplined team.

The guidance in this white paper is centered around three pieces of practical advice:

- Take a pragmatic approach to standards and frameworks
- Start with the end in mind
- Don't underestimate the importance of data governance

## Take a Pragmatic Approach to Standards and Frameworks

Often early in the deployment of an EA tool the subject of standards and frameworks is raised. Typically stakeholders have a vested interest in retaining or including support for the standards and frameworks they are familiar with. Using a flexible toolset like Enterprise Insight and Enterprise Insight Portal allows a deployment team to support these stakeholders and include a level of support stakeholders may need.

One common theme among successful EA tool deployments is the adoption of a pragmatic but deliberate approach to standards and frameworks. Often the intention of deployment teams is to adopt a framework like TOGAF or ArchiMate, but successful teams don't try to adopt the whole framework but rather the pieces of the framework that make the most sense. For example, perhaps an organization wants to do phases B, C and D of the TOGAF ADM, but doesn't have the maturity for some of the other phases. Recognizing the need to implement the most relevant part of frameworks is regularly one of the core ingredients of successful teams. When discussing frameworks, it is important to note that even the frameworks themselves often prescribe some variation in their implementation, take this TOGAF diagram referring to iteration cycles for the ADM:

Another hallmark of a successful, pragmatic team is good stakeholder management and the inclusion of configurations which support and empower key stakeholders. One example of this is including some elements of other frameworks to achieve a specific goal for a specific group of users. To be more

specific, including some Bizbok metadata in a TOGAF and ArchiMate configuration might help to cement the enthusiasm of some stakeholders submitting that requirement.

## **Start with the end in mind**

Almost all EA tool deployments begin with the expectation of a problem being solved, without this the deployment project will struggle to achieve any goals. Regularly the problem is not fully defined or the implementation team is responsible for getting into the heart of the problem and implementing the best solution. Clearly, starting with the end in mind will ensure the project is more likely to result in success.

Deployment projects sometimes begin with the problem and the expected solution, but somehow lose sight of this as the work becomes more detailed. This is a risk that must be managed and overcome. Selecting a configurable toolset like Enterprise Insight helps to ensure any deviation from the initial understanding of a problem, does not become a roadblock.

## **Don't underestimate the importance of data governance**

Supporting an EA tool implementation often requires discussions about the importance of data standards and governance reporting. Most implementation teams recognize the importance of these factors in ensuring the success of a deployment project but time and time again, this is never properly or fully implemented.

One of the often cited reasons for the lack of data governance implementation is confusion, teams rarely take the time to review current data and define the challenges they expect to face as data is loaded, updated and collaborated on. The teams that do manage to implement data governance, sometimes don't place enough emphasis on communicating this information to a user community.

While data governance is rarely the most urgent challenge facing deployment teams, it is a key factor that will determine success or lack of success. The below definitions may help to facilitate a level of shared understanding around data governance:

**Standards:** Rules which must be followed, for example:

- Each application must have an ID
- Every business process must be aligned with a capability

**Guidelines:** Best practice advice which should be followed if possible, for example:

- Applications should have a business fit score
- Business capabilities should have an organizational unit connected using an assignment relationship

## Conclusion

Successful teams make a habit of defining the problem the tool will solve and never lose sight of this. They always manage stakeholders effectively and keep a close eye on data governance.

Using a toolset like Enterprise Insight which supports a broad range of use cases, offers flexible configuration options and provides a high level of usability may well be another key factor.

## References

1. The Open Group (2023), The Open Group Architectural Framework (TOGAF) Version 10 The Open Group, [www.opengroup.org/togaf/](http://www.opengroup.org/togaf/)