Architecture Project Management

Using TOGAF® and mainstream Project Management methods

ARCHITECTURE_
CENTER

THE **Open** GROUP

Architecture Project Management

How to Manage an Architecture Project using the TOGAF® Framework and Mainstream Project Management Methods

A White Paper by:

Jacek Presz, Architecture Center Ltd.
Łukasz Wrześniewski, Architecture Center Ltd.
Łukasz Drążek, EY
Maciej Iwaniuk, EY
Bartlomiej Rafał, EY
Filip Szymański, EY
Piotr Papros, IBM

August 2016

SPEAKERS

Jacek Presz
Architecture Center Ltd

- Active member of The Open Group (e.g. TOGAF development)

- TOGAF trainer

- Delivered over a dozen architecture projects for banks, Power & Utilities and Transportation companies (as a chief architect or a lead consultant)
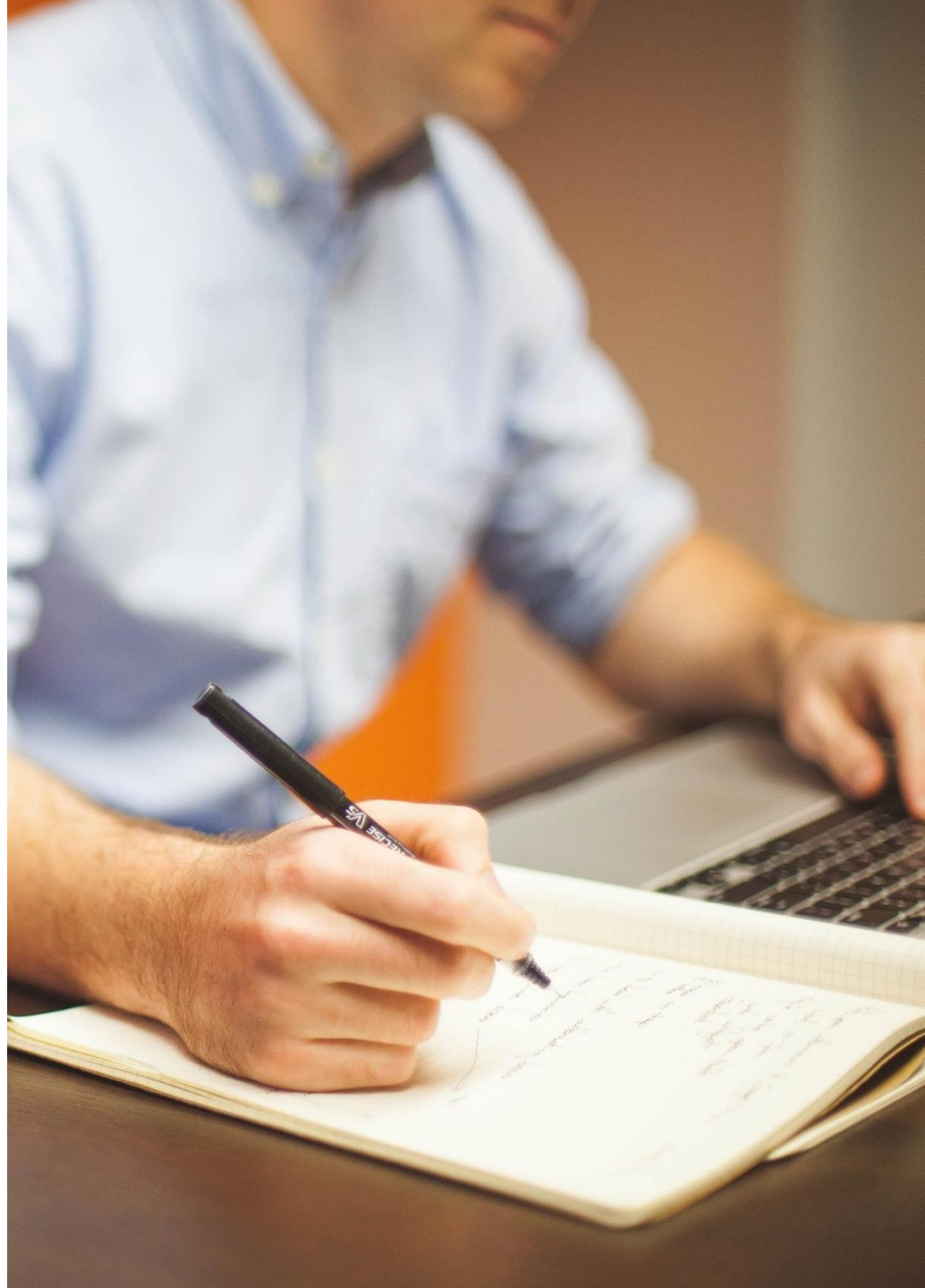
Bartłomiej Rafał
EY

- Active member of The Open Group (whitepapers)

- Enterprise Architecture advisory team in a global consultancy

- Digital transformation projects for large companies around the world

ARCHITECTURE_
CENTER

AGENDA

- Architecture Project
- Examples
- Key findings
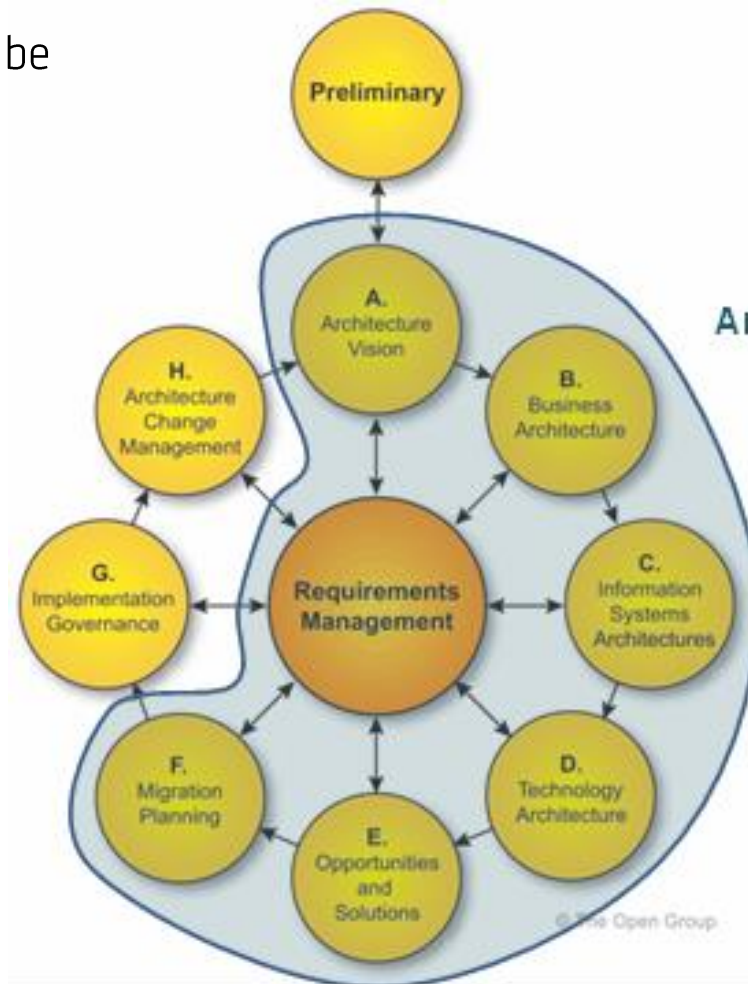- White paper contents
- Wrap up

ARCHITECTURE PROJECT
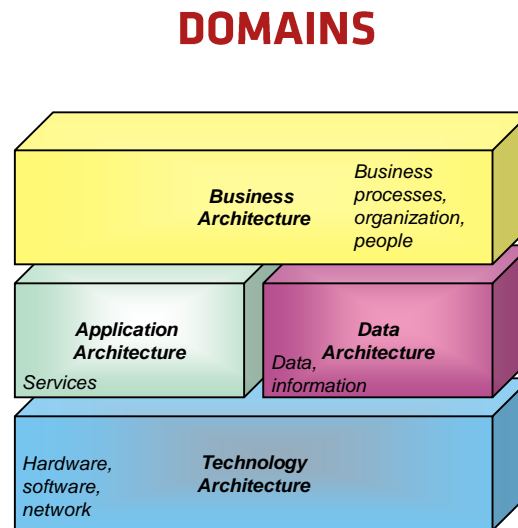
ARCHITECTURE CENTER
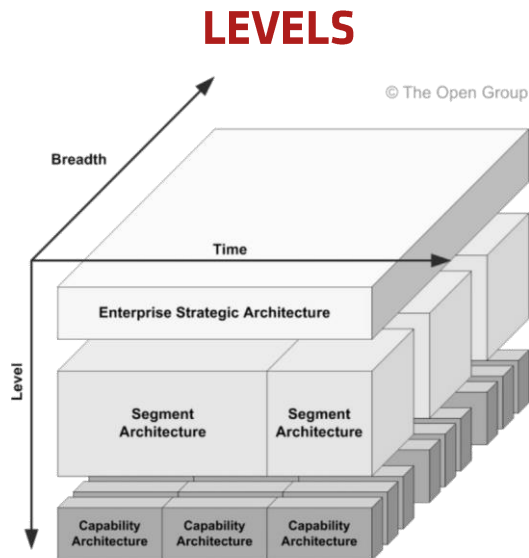
ARCHITECTURE PROJECT

Architecture Project is a project undertaken to define and describe enterprise architecture to be implemented.

It encompasses all activities undertaken within ADM Phases A-F, and Requirements Management for these Phases

DIFFERENT FLAVOURS OF ARCHITECTURE PROJECTS

Enterprise Architecture can be defined on different levels. It can be focused on different architecture domains. Also, it can be executed as a stand-alone endavour or a part of a larger project

LEVELS

© The Open Group

Breadth

Time

Level

Enterprise Strategic Architecture

Segment Architecture | Segment Architecture

Capability Architecture | Capability Architecture | Capability Architecture

DOMAINS

Business Architecture — Business processes, organization, people

Application Architecture — Services

Data Architecture — Data, information

Technology Architecture — Hardware, software, network

EXECUTION

Stand-alone project

Part of a larger project

Despite these differences, architecture effort needs to be planned and controlled to be successful

ARCHITECTURE_
CENTER
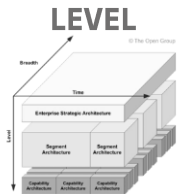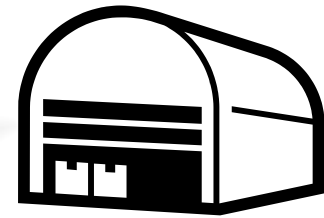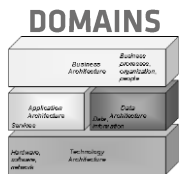
EXAMPLES

?

EXAMPLES (1/3)

LEVEL

STRATEGIC

DOMAINS

**BUSINESS
APPLICATION
DATA
TECHNOLOGY**

EXECUTION


**STAND-ALONE
PROJECT**

The Client was the operator of one of the world's busiest and fastest growing (in terms of traffic) airports in the world. Expected traffic growth in the next few years couldn't be handled by legacy systems and processes without compromising safety and quality of service.

The project focused on developing „greenfield" enterprise strategic architecture in all domains, which would enable the achievement of company's strategic goals.

ARCHITECTURE_
CENTER

TRANSPORTATION COMPANY

Improve logistics process efficiency and shorten order-to-delivery

LEVEL

SEGMENT

DOMAINS

BUSINESS APPLICATION DATA

**EXECUTION**

STAND-ALONE PROJECT
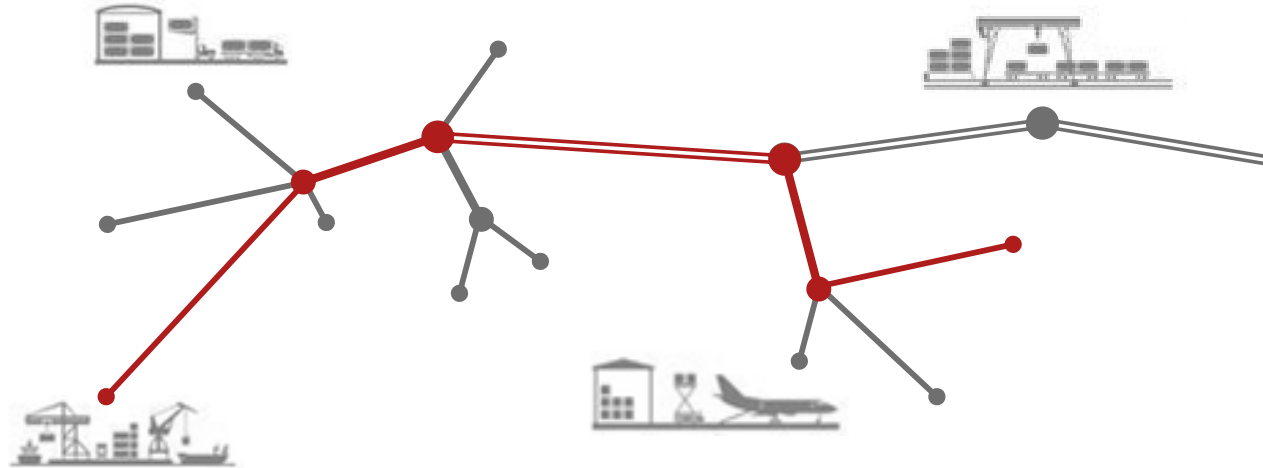
Project scope is to model and plan target logistics process improvements to:

- Provide current information on parcel location, resource use, and process bottlenecks

- Optimize resources usage through more accurate planning and use of the above information

- Shorten order-to-delivery through faster resource allocation and use of pre-allocated resources

The logistics process is one of the core business processes of a transportation company.

ARCHITECTURE CENTER
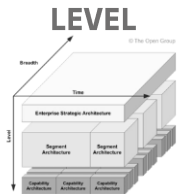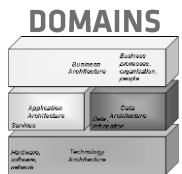
EXAMPLES (3/3)

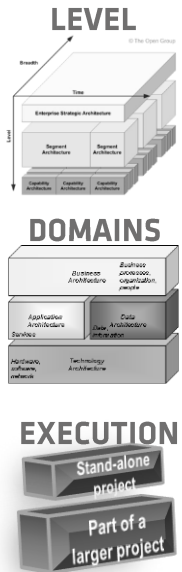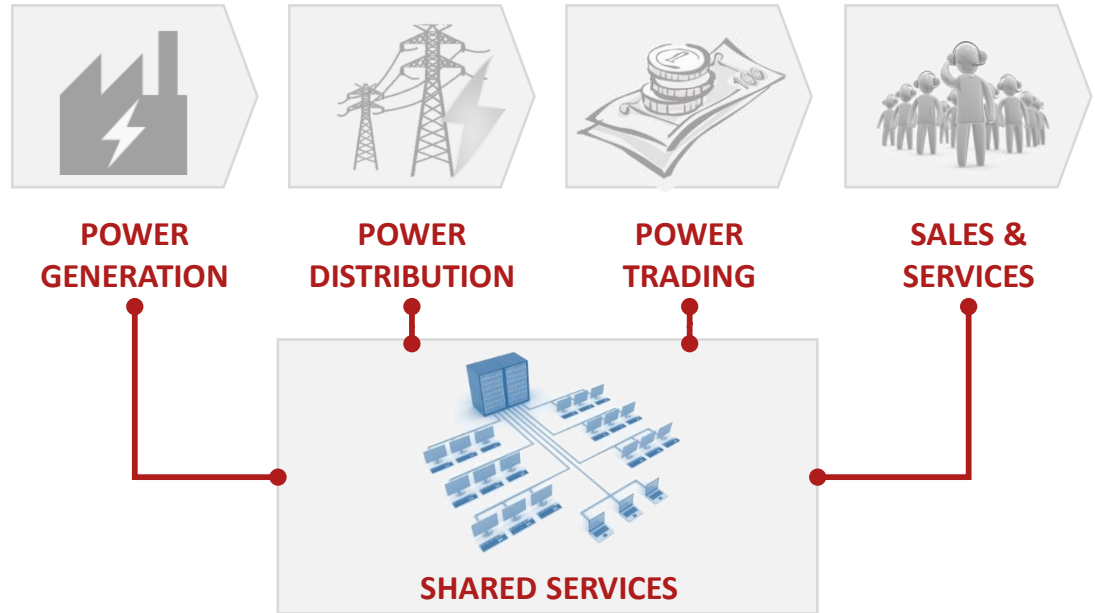**POWER & UTILITIES HOLDING**

Consolidate IT environment of recently merged businesses

POWER GENERATION

POWER DISTRIBUTION

POWER TRADING

SALES & SERVICES

SHARED SERVICES

LEVEL

STRATEGIC

DOMAINS

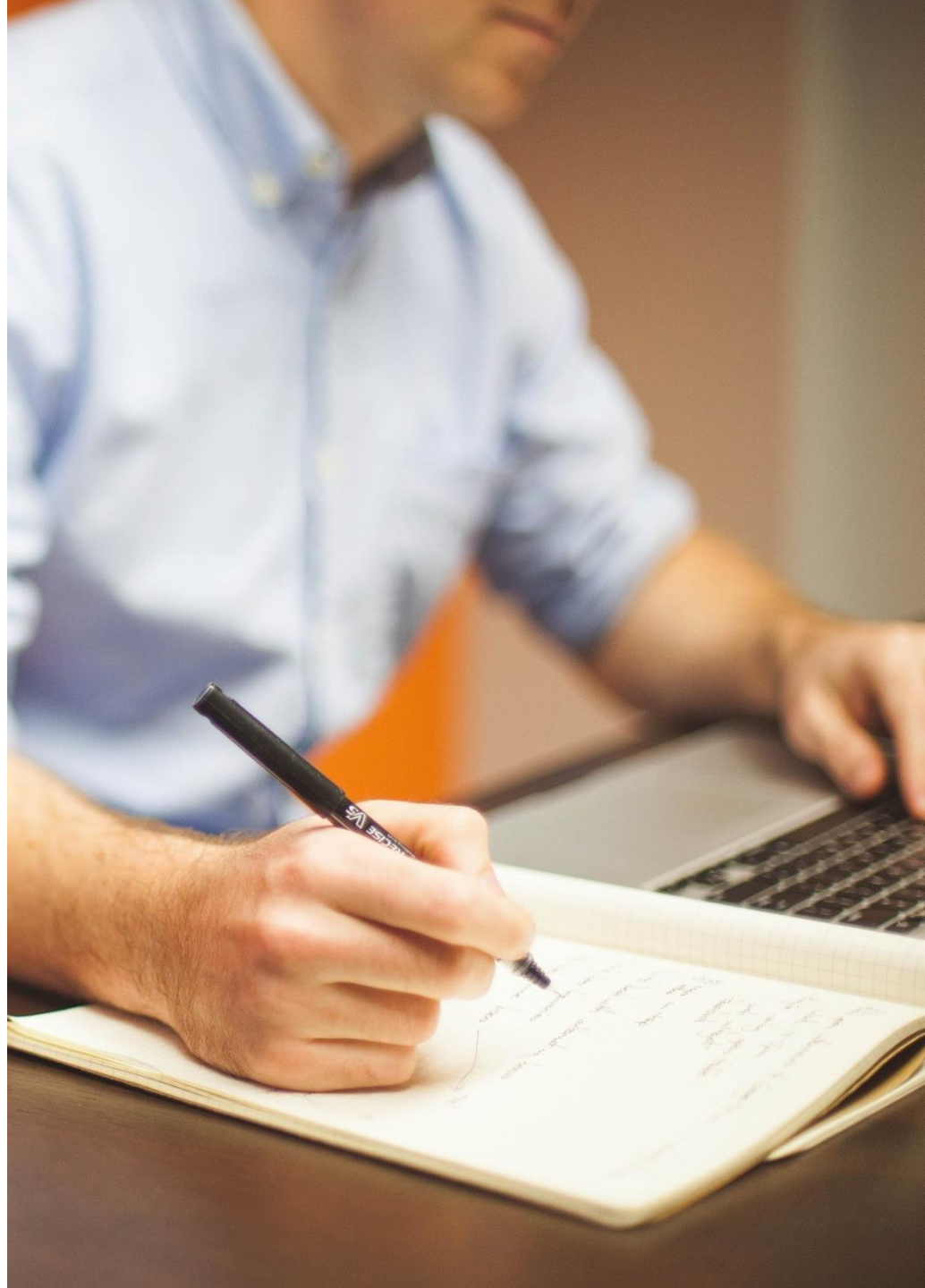**BUSINESS
APPLICATION
DATA
TECHNOLOGY**

EXECUTION

STAND-ALONE PROJECT

Power & Utilities holding includes eight recently merged business units, which distribute and sell energy. These units operate in different areas geographically. They are similar, but each of them has its own business processes and IT applications. Nothing is shared between them.

The Architecture Project goal is to formulate a consolidation roadmap, which would include common business services, IT applications, and infrastructure.

ARCHITECTURE_
CENTER

MANAGING ARCHITECTURE PROJECTS

ARCHITECTURE
CENTER

1/3

1/3

What does 1/3 mean in context of our presentation and the Whitepaper?

1/3

What does 1/3 mean in context of our presentation and the Whitepaper?

A. How much of our best we did writing this whitepaper?

B. How long (in days) I've spent thinking of the joke above?

C. How many of you did smile at any of the answers?

D. How many of all projects don't meet their goals, according to 2015 PMI report?

ARCHITECTURE_
CENTER

WHY DO IT PROJECTS FAIL...

Top 10 classic project mistakes	Occurence (% of projects)
1. Poor estimation and/or scheduling	54%
2. Ineffective stakeholder management	51%
3. Insufficient risk management	47%
4. Insufficient planning	39%
5. Shortchanged quality assurance	37%
6. Weak personnel and/or team issues	37%
7. Insufficient project sponsorship	36%
8. Poor requirements determination	31%
9. Inattention to politics	29%
10. Lack of user involvement	29%

Source: R. Ryan Nelson, „IT Project Management: Infamous Failures, Classic Mistakes, and Best Practices",
http://www2.commerce.virginia.edu/cmit/Research/MISQE%206-07.pdf

CAN THESE CLASSIC MISTAKES BE MADE IN EA PROJECTS?
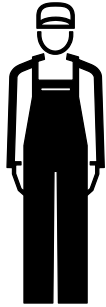
ARCHITECTURE_CENTER

WHO SHOULD MANAGE AN ARCHITECTURE PROJECT

„Project Manager is a person **given the authority and responsibility** to manage the project on a day-to-day basis **to deliver the required products** with the constraints agreed with the Project Board."

VS

„Enterprise Architect is **responsible for ensuring the completeness** (fitness-for-purpose) **of the architecture** (…) **and the integrity of the architecture**"

Exemplary factors to consider

Enterprise Architect

Include project management duties among Enterprise Architect's responsibilities
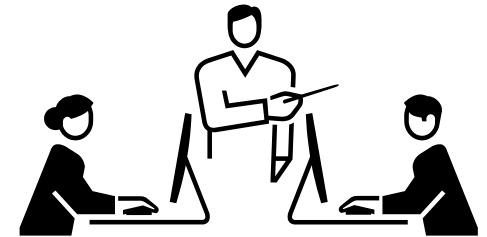
Less

Administrative overhead imposed by organizational rules

Scale of the Architecture Project

Number of internal entities and external suppliers involved

Number of project streams

More

PM professional

Appoint dedicated Project Manager focused on managerial and administrative duties

INITIATING THE PROJECT

Before everything else, getting ready is the secret of success.

Henry Ford

INITIATING THE PROJECT

Key phases
and examples of mistakes to be avoided by their proper execution

1. **Capture Previous Lessons**
Mistakes: 1. Poor estimation and/or scheduling

2. **Prepare Outline Business Case**
Mistakes: 8. Poor requirements determination

3. **Select the Project Approach**
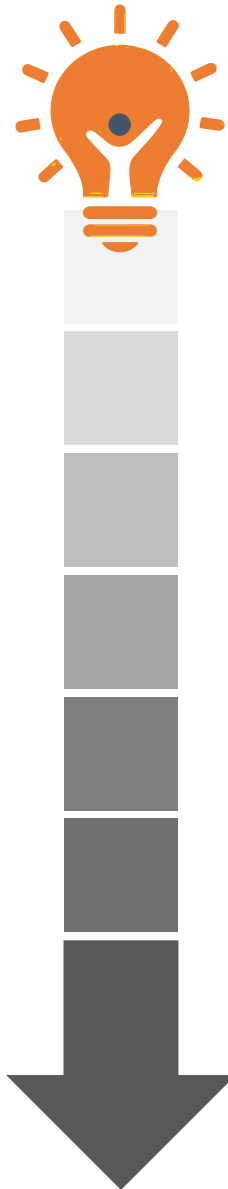Mistakes: 4. Insufficient planning

4. **Design and Appoint the Team**
Mistakes: 6. Weak personnel or team issues

5. **Assemble the Project Brief**
Mistakes: 7. Insufficient project sponsorship

6. **Define the Management Approach**
Mistakes: 2. Ineffective stakeholder management
    3. Insufficient risk management
    5. Shortchanged quality assurance
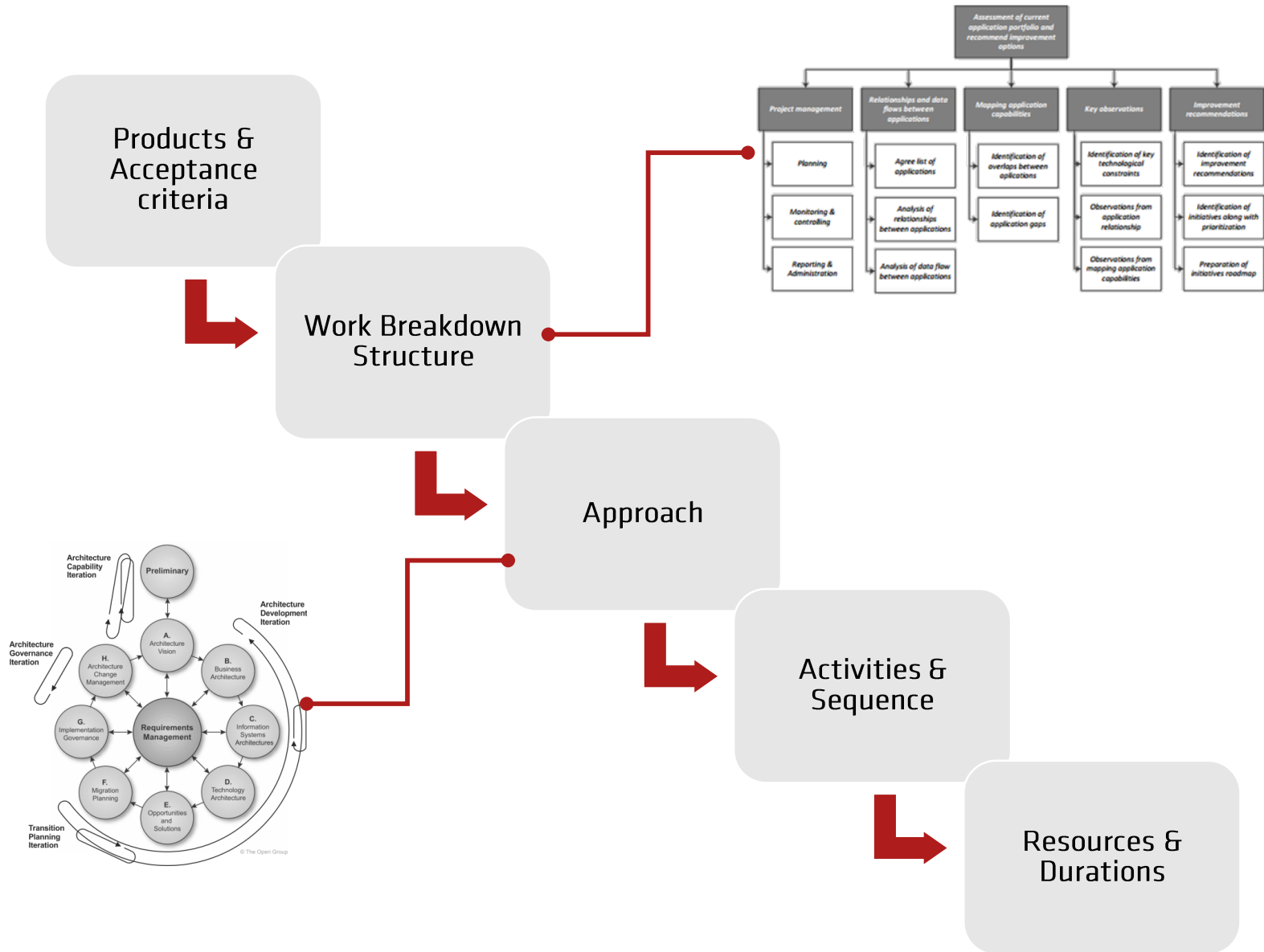   10. Lack of user involvement

Project Manager's checklist

- ❑ Confirm sponsorship
- ❑ Gather information on similar projects
- ❑ Have accepted outline business case
- ❑ Estimate necessary resources
- ❑ Check availability of necessary resources
- ❑ Choose project management approach
- ❑ Choose planning approach
- ❑ Choose Enterprise Architecture Framework
- ❑ Appoint Project Management Team
- ❑ Confirm availability of Delivery Team members
- ❑ Prepare Risk Log
- ❑ Determine quality management approach
- ❑ Determine stakeholder and communication management approach

Transition to project planning phase

ARCHITECTURE CENTER

KEYS TO PLANNING

Products & Acceptance criteria

Work Breakdown Structure

Approach

**Activities & Sequence**

Resources & Durations

Source: Simplified project planning process based on PMBoK® and „Architecture Project Management: How to Manage an Architecture Project using the TOGAF® Framework and Mainstream Project Management Methods" white paper published by The Open Group.

KEYS TO PLANNING: TRANSPORTATION COMPANY EXAMPLE

COMPLEXITY		APPROACH		CAPACITY	
Business processes	**3**	Stages & their sequence		Durations	**14 wks**
Business units (subunits)	**13**	Meetings & workshops	**34***	Resources – core team	**3 FTE**
Information systems	**7**	„Work threads"	**1**	Resources – tools	
		Conceptual / back office work			

Stage I
Stages II, III
Stage IV
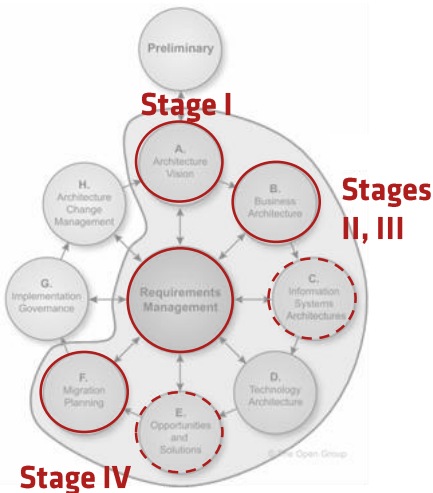
PROJECT STAGES
I.   Process Overview – 2 wks
II. Process Analysis – 5 wks
III. Process Modelling – 4 wks
IV. Transition Planning – 3 wks

* The plan included:
- Kick off meeting (key stakeholders level)
- 3 Overview workshops (business unit level)
- 13 Analysis workshops (subunit level)
- 5 Supplementary analysis/modeling workshops
- 6 To-Be workshops (business unit level)
- 2 Transition Planning meetings (business unit level)
- 4 Summary/Review meetings (key stakeholders)

SELECTED TOOLS
- Process models:
  BizAgi
- Process descriptions:
  MS Excel
- Workshop schedule:
  MS Excel
- Other views:
  MS Visio
- Roadmap & initiatives:
  MS PowerPoint

ARCHITECTURE CENTER

ARCHITECTURE PROJECT TEAM

TRANSPORTATION COMPANY

Improve logistics process efficiency and shorten order-to-delivery
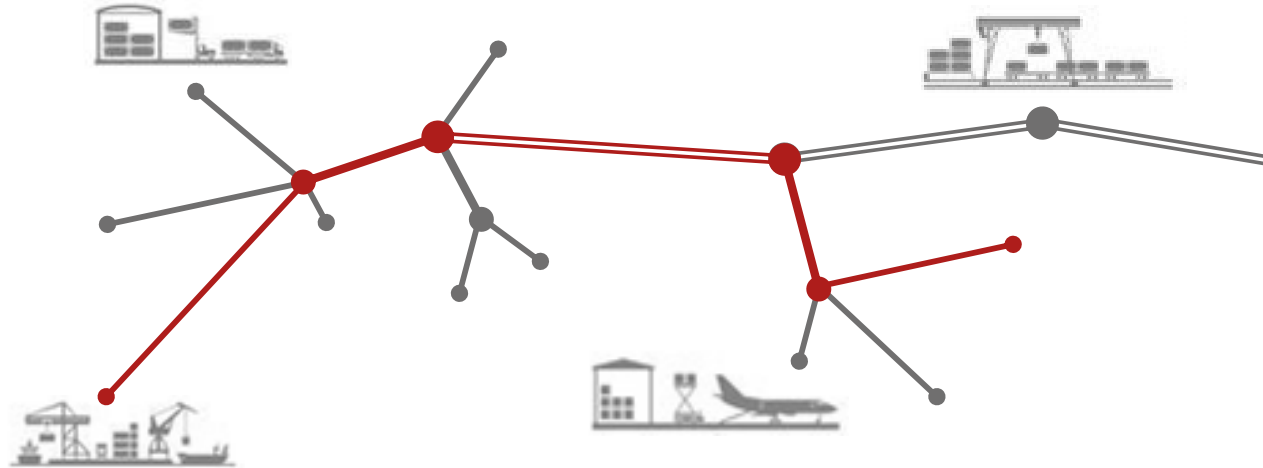
KEY STAKEHOLDERS

COO
Project Sponsor, interested in optimizing the process

CIO
Interested in getting current information and automation

Chief Enterprise Architect
Responsible for operational governance

CORE TEAM

Logistics Segment Architect
Responsible for project planning and delivery

Business Analyst
Responsible for proces analysis and design

Logistics Systems Architect
Subject matter expert on IS capabilities (existing & possible)

KEY INVOLVED

Business proces owners
Provide information on existing proces flows and needs

IT Systems owners
Provide information on existing capabilities and development opportunities

ARCHITECTURE CENTER

CONTROLLING THE PROJECT

Initiate tasks to make sure all inputs are provided and mitigate unnecessary delays

Do:
- Report successes
- Report generalized issues
- Point what you need to address risks & issues

Don't:
- Report each task in your schedule
- Bore your stakeholders with details

Authorize /initiate tasks

Review tasks status

Report highlights

Review work products

Take corrective action

Review stage status

Escalate issues & risks

Examine issues & risks

Include corrective actions in project's schedule

Do it cyclically to stay effective
Usually: weekly

Source: Simplified project controlling process based on PMBoK® and „Architecture Project Management: How to Manage an Architecture Project using the TOGAF® Framework and Mainstream Project Management Methods" white paper published by The Open Group.

ARCHITECTURE_CENTER

23

ARCHITECTURE HAND-OVER

Architecture hand-over

EA → PMO

Architecture Project

Preliminary

A. Architecture Vision
B. Business Architecture
C. Information Systems Architectures
D. Technology Architecture
E. Opportunities and Solutions
F. Migration Planning
G. Implementation Governance
H. Architecture Change Management
Requirements Management

© The Open Group

Implementation will start as smooth as well the hand-over is planned and done
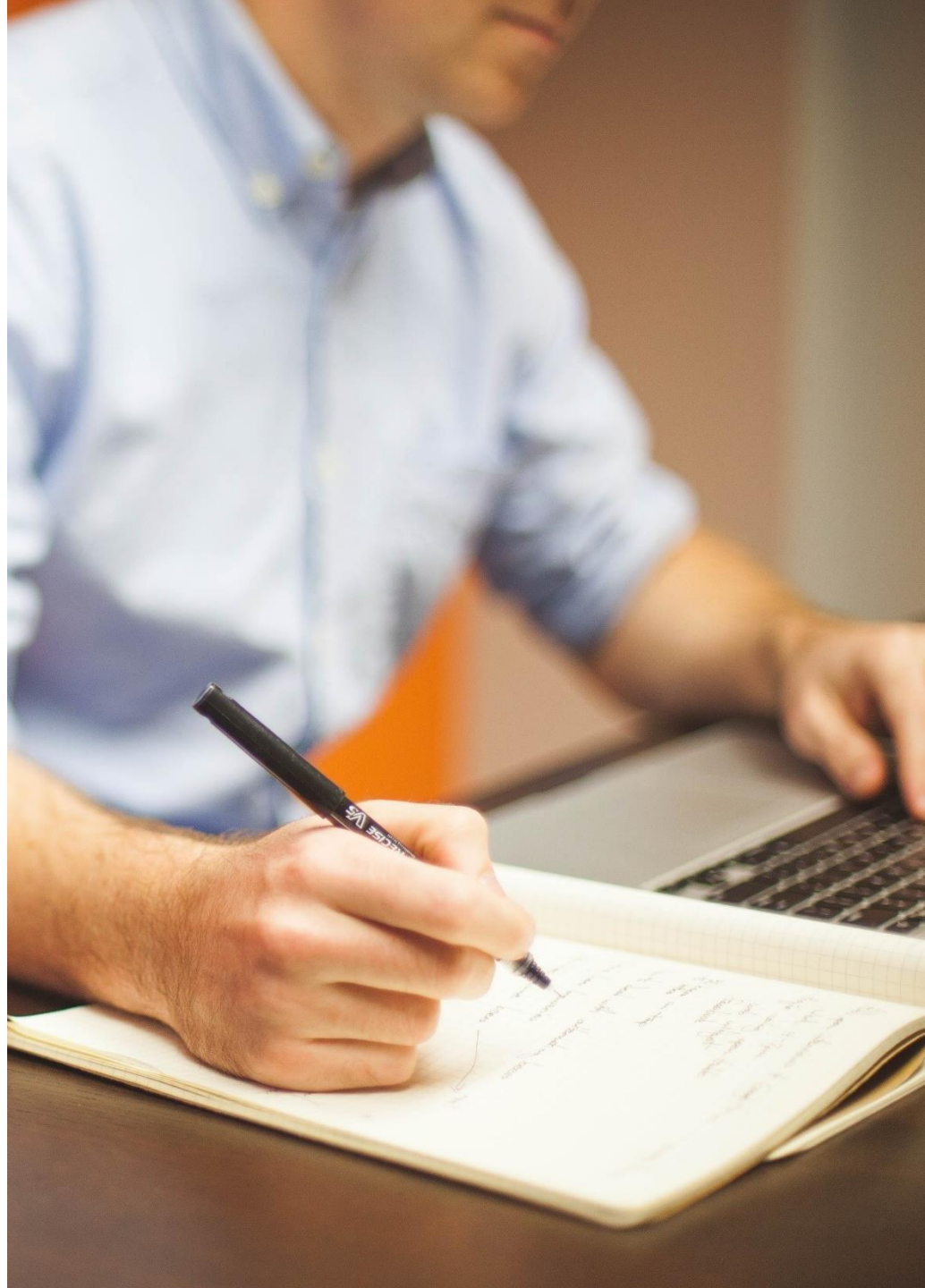
ARCHITECTURE_CENTER

WHITE PAPER CONTENTS

WHITE PAPER STRUCTURE

INTRODUCTION

MANAGING ARCHITECTURE PROJECTS

DETAILED GUIDANCE

ADM – PRINCE2 MAPPING

ADM – PMBoK MAPPING

ARCHITECTURE CENTER

WHITE PAPER STRUCTURE

INTRODUCTION

MANAGING ARCHITECTURE PROJECTS

- Architecture Project definition & examples

- Architecture Project Lifecycle

- Core concepts – discussion of project management and TOGAF concepts differences
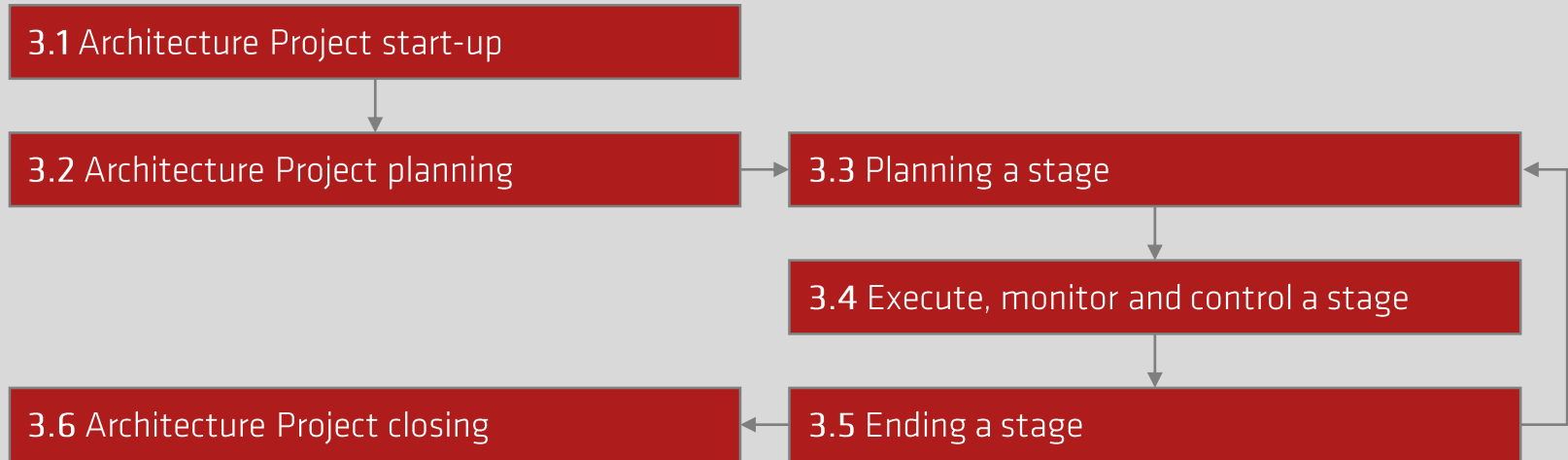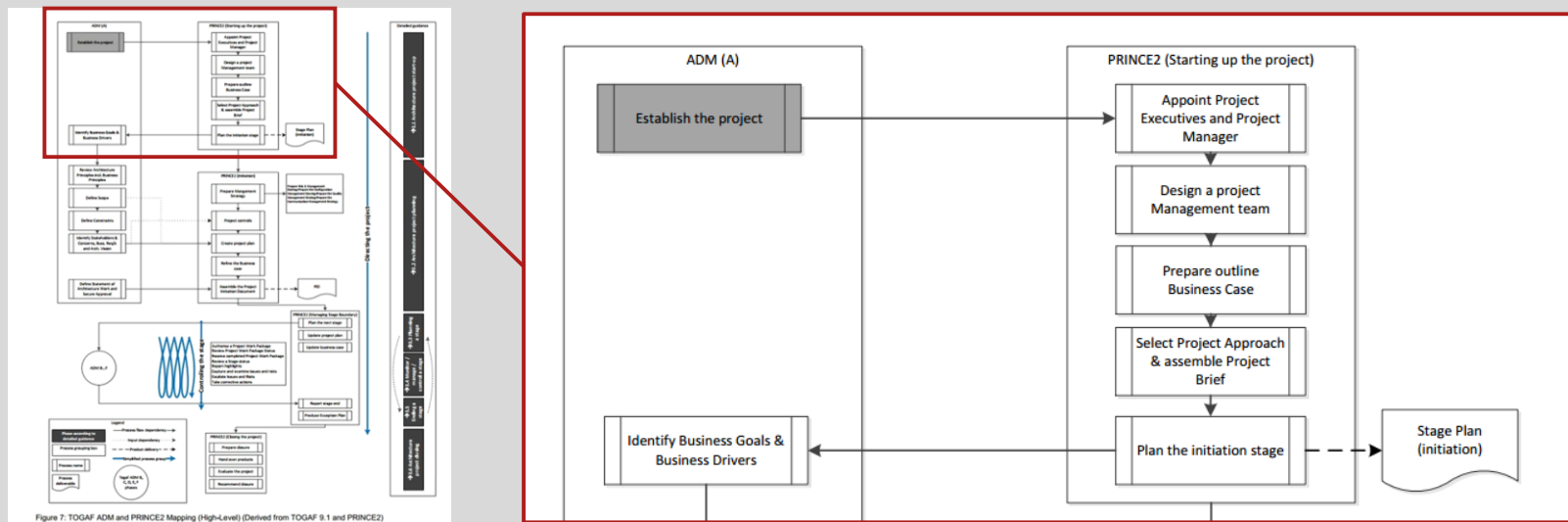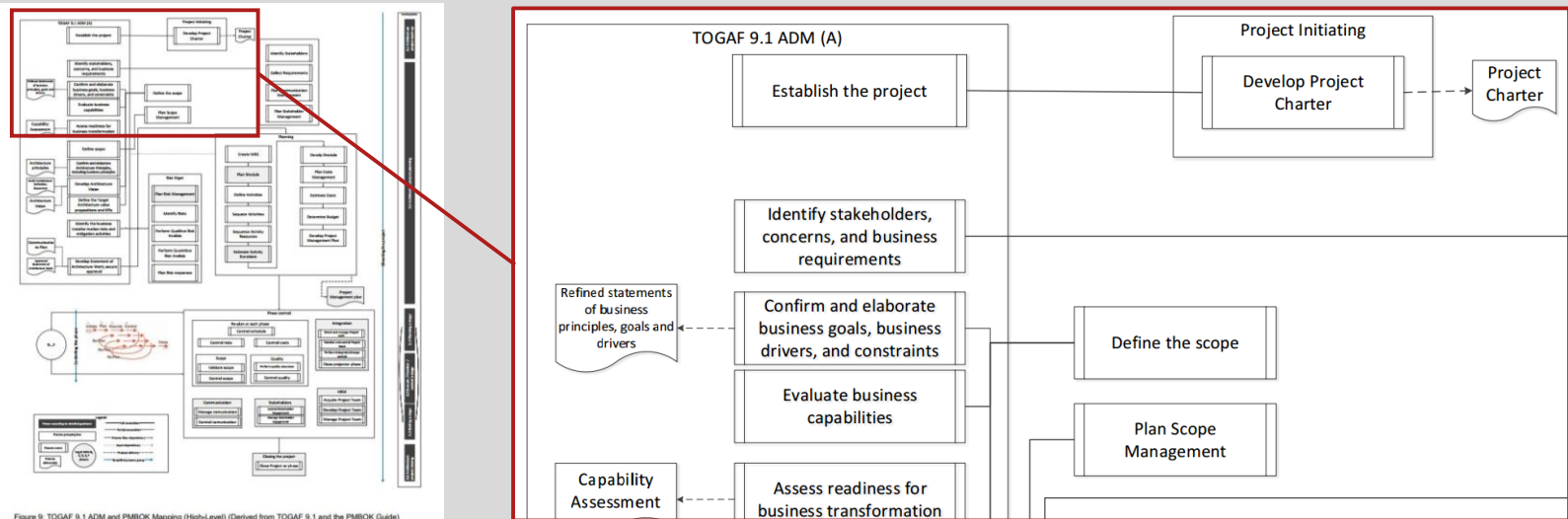
DETAILED GUIDANCE

ADM – PRINCE2 MAPPING

ADM – PMBoK MAPPING

ARCHITECTURE_
CENTER

Source: Own elaboration based on „Architecture Project Management: How to Manage an Architecture Project using the TOGAF® Framework and Mainstream Project Management Methods" white paper published by The Open Group.

WHITE PAPER STRUCTURE

INTRODUCTION

MANAGING ARCHITECTURE PROJECTS

DETAILED GUIDANCE

3.1 Architecture Project start-up

3.2 Architecture Project planning

3.3 Planning a stage

3.4 Execute, monitor and control a stage

3.6 Architecture Project closing

3.5 Ending a stage

ADM – PRINCE2 MAPPING

ADM – PMBoK MAPPING

ARCHITECTURE CENTER

WHITE PAPER STRUCTURE

INTRODUCTION

MANAGING ARCHITECTURE PROJECTS

DETAILED GUIDANCE

ADM – PRINCE2 MAPPING

ADM – PMBoK MAPPING

ARCHITECTURE_ CENTER

WHITE PAPER STRUCTURE

INTRODUCTION

MANAGING ARCHITECTURE PROJECTS

DETAILED GUIDANCE

ADM – PRINCE2 MAPPING

ADM – PMBoK MAPPING

Figure 9: TOGAF 9.1 ADM and PMBOK Mapping (High-Level) (Derived from TOGAF 9.1 and the PMBOK Guide)

ARCHITECTURE CENTER

You feel sudden, irresistible urge to download our Whitepaper

HOW TO GET THE WHITE PAPER

Available here:

https://www2.opengroup.org/ogsys/catalog/W16B

Registration not required, but you have to enter your name,
e-mail and country to download

ARCHITECTURE_
CENTER

WRAP UP

ARCHITECTURE
CENTER

TAKE AWAYS

- Projects fail

- Enterprise architects do manage projects

- Preparation is the key

- Plan – use PMBoK, TOGAF and experience

- Actively manage and initiate each task

- Hand-over is your responsibility

- Download & read the white paper

ARCHITECTURE_
CENTER

ABOUT US

Architecture Center Ltd provides consultancy and training services in the following areas: enterprise architecture, business processes management and IT systems integration.

Through implementation of proven international methodology and standards we help our clients to achieve their business goals.

Our team is created by highly experienced consultants and trainers.

THE *Open* GROUP

Architecture Center Ltd is The Open Group® member.

We offer accredited TOGAF® 9 Foundation and Certified (Level 1 and 2) and ArchiMate® 2.1 training courses.

WHO WE WORK WITH:

Architecture Center Ltd cooperates with the largest organizations from all over the world.

Since many years our consultants and trainers have gained the trust of various companies and institutions.

ARCHITECTURE_
CENTER

THANK YOU !

CONTACT DETAILS

- Jacek Presz
  j.presz@architecture-center.com

- Łukasz Wrześniewski
  l.wrzesniewski@architecture-center.com

- Łukasz Drążek
  lukasz.drazek@pl.ey.com

- Maciej Iwaniuk
  maciej.iwaniuk@pl.ey.com

- Bartłomiej Rafał
  bartlomiej.rafal@pl.ey.com

- Filip Szymański
  filip.szymanski@pl.ey.com

- Piotr Papros
  piotr.papros@pl.ibm.com

ARCHITECTURE CENTER