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Extended Enterprise Architecture

Maturity Model

Support Guide

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Preface

An enterprise architecture (EA) establishes the organization-wide roadmap to achieve an organization's mission through optimal performance of its core business processes within an efficient information technology (IT) environment. Simply stated, enterprise architectures are "blueprints" for systematically and completely defining an organization's current (baseline) or desired (target) environment. Enterprise architectures are essential for evolving information systems and developing new systems that optimize their mission value. This is accomplished in logical or business terms (e.g., mission, business functions, information flows, and systems environments) and technical terms (e.g., software, hardware, communications), and includes a transition plan for transitioning from the baseline environment to the target environment.

If defined, maintained, and implemented effectively, these blueprints assist in optimizing the interdependencies and interrelationships among the business operations of the enterprise and the underlying IT that support these operations. It has shown that without a complete and enforced EA (Strategic) Business Units of the enterprise run the risk of buying and building systems that are duplicative, incompatible, and unnecessarily costly to maintain and interface.

For EAs to be useful and provide business value, their development, maintenance, and implementation should be managed effectively and supported by tools. This step-by-step process guide is intended to assist in defining, maintaining, and implementing EAs by providing a disciplined and rigorous approach to EA life cycle management. It describes major EA program management areas, beginning with:

1. suggested organizational structure and management controls

2. a process for development of a baseline and target architecture,

3. development of a transition plan.

The guide is especially focusing on the Extended Enterprise Architecture Maturity Model.

Conclusion

The items described in this guide presents a comprehensive Extended Enterprise Architecture Maturity Model v2.0

An electronic version of this guide can be ordered at the following Internet address: http://www/enterprise-architecture.info

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Credits

The following person contributed to accomplishing this Guide.

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1. Introduction

The **IFEAD Extended Enterprise Architecture Maturity Model (E2AMM)SM** provides a path for enterprise architecture and procedural improvements within an organization. As the enterprise architecture matures, predictability, process controls and effectiveness also increase. Development of the enterprise architecture is critical because it provides the rules and definition necessary for the integration of information and services at the operation level across organizational boundaries. Enterprise architecture includes business tasks and activities and representations, and supportive technology components. At its fullest maturity, enterprise architecture becomes an extended-enterprise concept and prescribes the infrastructure for extended-enterprise businesses and provides the conditions and structures for allowing information to flow from organization to organization, just as radio waves flows through the radio and electricity flows through the wiring of a building.

2. Extended Enterprise Architecture Maturity Model v2.0

E2AMM	Level 0: No Extended Enterprise Architecture	Level 1: Initial	Level 2 Under Development	Level 3: Defined	Level 4: Managed	Level 5: Optimized
Business &Technology Strategy Alignment	No awareness of aligning business strategies, business drivers & principles and IT strategies, drivers & principles.	Initial alignment of business strategies, business drivers & principles and IT strategies, drivers & principles.	First activities to align business strategies, drivers & principles and IT strategies, drivers & principles.	Formal alignment of business strategy, drivers, principles & functional / non-functional requirements and IT strategies, drivers, principles and functional / non-functional requirements.	Frequently reconsideration of business strategy, drivers, principles & functional / non-functional requirements and IT strategies, drivers, principles and functional / non-functional requirements.	Business – Technology cost / benefits validation metrics for end-to-end value chain examination. [E2-Grid]
Extended Enterprise Involvement	No involvement of Extended parties; No collaboration agreements.	Incidental involvement of Extended parties.	Awareness of collaboration with extended parties. First initiatives to involve extended parties in the E2A program	Extended parties involved in E2A program. Definition of collaboration levels and information exchange standards	Extended Enterprise management & governance structure in place.	Measurement structure in place to manage Extended Enterprise environment.
Executive-Management Involvement	E2A is not for us. We do not need to be involved. We know how to do our job. Don't tell me about.	What is Extended Enterprise Architecture about? I have heard something about E2A	Little awareness by management of Extended Enterprise Architecture possibilities. Spread skepticism to adopt Extended Enterprise	Executive management aware of Extended Enterprise Architecture benefits. Executive management supports pro-	Executive management evaluates periodic the Extended Enterprise Architecture program and results.	Executive management participating in the E2A optimization process.

			Architecture.	active Extended Enterprise Architectural program.		
Business Units Involvement	Extended Enterprise Architecture is not recognized by any business unit.	Some Business Units support the Extended Enterprise Architecture program and will deliver some added value to the Business – IT alignment process	Identification that it is hard to maintain too many different business processes and supporting technologies in n dynamic business world.	Identification that an Extended Enterprise Architecture program can reduce complexity and can enhance business flexibility. Adaptive Business – IT alignment is the answer to business dynamics.	Enterprise wide business units are actively involved in the Extended Enterprise Architecture program.	Extended Enterprise Architecture is established in all business units and part of their decision making process.
Extended Enterprise Architecture Program Office	E2A program does not exist.	First cut of E2A program in place. E2A architects identified.	E2A program being actively defined. E2A program office established.	E2A program established. E2A program office actively working together with business and IT units in defining E2A value.	Extended Enterprise Architecture program office is involved in the line of business and the Enterprise budget process.	Continuously measurement of E2A program activities and results. E2A measurement, process of the overall Enterprise improvement activities.
Extended Enterprise Architecture Developments	No Extended Enterprise Architecture recognition.	Some Extended Enterprise Architecture activities are started. Recognition about focusing on business value and IT standards + cost reduction activities. Ad hoc alignment of Business and IT.	Extended Enterprise Architecture program is set up. Business and IT strategy and standards are developed and linked. EA framework and methodology are chosen but not yet widely spread.	Extended Enterprise Architecture program established. Business & IT principles, drivers and strategies are defined and communicated. Extended Enterprise Architecture and Solution Architecture areas are defined and aligned.	Extended Enterprise Architecture program managed by E2A steering committee. Reference models are rolled out and accepted by business units. E2A program office involved in the definition of new projects. Extended Enterprise Architecture reflects current and future state.	Extended Enterprise Architecture program office manages projects portfolio landscape and aligns continuously the overall activities and initiatives.
Extended Enterprise Architecture Results	None.	E2A results are documented in a single way. No access to the results for others.	E2A results are shared with others. Most results are documented using traditional office tools. Access to the results is limited. Sharing of	Extended Enterprise Architecture results are updated frequently. Standards, modeling methods and visualization	Extended Enterprise Architecture results are controlled and managed regularly. Business units are using the E2A results in	E2A results are mandatory used in the Enterprise wide strategic planning and governance activities. Continuous improvement

		information in a traditional way. Modeling and visualization techniques are developed.	techniques are used. E2A repository is set-up.	their planning business. E2A results are accessible in an electronic way for all participants.	of strategic planning and decision making cycle based on E2A results.
Strategic Governance	Strategic Governance in not in place.	Strategic Governance is in place and the first activities are set up to link the E2A program and Strategic Governance.	E2A results are part of the Strategic Governance process. The Enterprise Program management office and the Extended Enterprise Architecture office are working together on an incident base.	Strategic decision making and governance are based on the E2A results. The E2A program office is involved in the formal governance processes.	Formalized strategic governance of all business & IT investments based on E2A results.	Value measurement techniques are adopted to continuously measure the business and IT value of investments based on the E2A results and in line with the governance strategy.
Enterprise Program Management	Enterprise Program management not recognized.	Project management upgraded to program management. Recognition of the added value of Enterprise Program management. Program management executed almost in isolation.	Enterprise Program management and Extended Enterprise Architecture linked together. Enterprise Program management office responsible for the transformation part, Extended Enterprise Architecture office responsible for the Content part.	Enterprise Program management office and Extended Enterprise Architecture office, officially working together. Program management approach and E2A program aligned. Accountability en responsibility of activities defined.	Project and program initiatives under auspices of the Enterprise Program management office with participation of the Extended Enterprise Architecture office. Procedures, standards and methods are aligned.	Enterprise Program Management Office and Extended Enterprise Architecture Office are participating in the enterprise strategic planning process. Measurement techniques are in place to determine the added value to the business of all initiatives.
Holistic Extended Enterprise Architecture	Awareness of aligning business and technology not present.	Awareness of aligning business and technology present. First initiatives set up to align business and technology activities, based on the Enterprise its mission, vision strategies and business drivers.	Activities are set up to continuously align business and technology initiatives. Alignment of business and information modeling methods with the technology modeling methods.	Extended Enterprise Architecture framework is used to define the business IT alignment areas. Results of business and IT modeling methods are stored in a repository. Traceability of business and IT alignment.	Every project or program initiative is measured against the added value to the business and the cost of investments. The current and future state Extended Enterprise Architectures are used as a management tool to plan transformation initiatives. Business and Technology are operating on the same level of maturity.	The holistic E2A approach is part of the organizations culture. Business initiatives are continuously reflected to the technology impact and IT possibilities are driving new business activities.
Enterprise Budget &	Separated Business & IT	Almost no awareness	First awareness about the	The extended Enterprise	The future state Extended	All investment plans and

Procurement Strategy	budget & procurement strategy.	about aligning and managing the Enterprise business & IT budget and procurement strategies.	alignment and management of the Enterprise business & IT budget and procurement processes.	Architecture office is participating in the enterprise budget and procurement strategy. Request for information or proposals are defined in co-operation with the enterprise architecture office.	Enterprise Architecture acts as a blueprint for investments, is formalized and part of the enterprise budget process.	initiatives are related to the Extended Enterprise Architecture results, the budgets and procurement strategy.

A flexibel, dynamic extended enterprise architecture enables the enterprise to change and manage the complexities inherent in large enterprises. Enterprise architecture brings an operating discipline to the organization and prescribes the necessary traceability from strategic intent to the capabilities that enable that intent. These capabilities include both business and technology components. Enterprise architecture doesn't happen at once. It is an iterative, maturing discipline that provides management the operating discipline for organizing and engaging business and technology components to fulfill the mission of the organization. This maturity model provides a scale or metric for understanding where the organization is in its evolving discipline, and what steps are required to take it to the next level of maturity.

Extended Enterprise Architecture Maturity Model (E2AMM) SM = Service Mark of IFEAD