DİJİTAL DEVLET VE KURUMSAL MİMARİ

31 Mayıs 2016, Salı
Wyndham Ankara Oteli
Enabling Public Value in the Age of the Customer

Abdallah El Kadi
Ankara, May 31st, 2016
Agenda

The Customer Age

The Digital Context

The Transformation Challenge

Enterprise Architecture Enabled Transformation

Q&A
Business Transformation Context

Drivers
- Cost Containment
- Enterprise Agility
- Business Process Transformation
- Project Execution Excellence
- Enterprise Security
- Everything As a Service (EaaS) Economy
- Business Intelligence and Decision Support
- Operational Excellence
- Automation
- Big Data
- Service Excellence Assurance
- New Government Regulations and Directions
- E-Government
- Social Media
- GRC
- E-Services
- Mobility
- Business Model Innovation
- .......and others

Business Context

Where you are ...
- Assessments, Benchmarks, Reports

What to do to get to ...
- Strategy, Key Projects

Where you want to be ...
- Vision, Goals, Objectives

How do you reach to ...
- Roadmap, Specifications, Capabilities, RFPs...

EA practice is a tool to manage this entire journey
Business Transformation Evolution

**Industrial Age**
Mass manufacturing capacity makes industrial powerhouses successful

**Distribution Age**
Global connections and transportation systems make distribution key

**Information Age**
Connected networks and systems mean those that control information flow dominate

**Customer Age**
Empowered buyers demand a new level of customer obsession

**Restructuring**
1900 to 1980s

**Process Re-Engineering**
1980s to 1990s

**Capability Re-Engineering**
1990s to 2010

**Value Re-Engineering**
2010 to NOW
Key Trends Redefining the Competitive Landscape

**Personalized World**
Understanding and revamping the total customer experience

**Outcome Economy**
Aggregating evolving interconnected technology capabilities to drive results

**Ecosystem Re-Definition**
Leveraging new disruptive technologies to redefine customer outcome

**Data Velocity**
Expending enterprise intelligence to predict & influence customer preferences

**Virtual Workforce**
Redefining the human – machine relationship to extend value proposition

As everyday objects and experiences become digitized, new frontiers of personalized services centered on the individual opens up.

The outcome economy re-shapes long held notions of how superior products and services are defined.

A new wave of disruptive technologies is changing the business ecosystem. By altering the customer’s behavior and needs.

The new data domains resulting from the digitization of the entire customer journey is redefining the meaning of enterprise intelligence.

As the digital revolution gain momentum, human and machines need to collaborate more effectively making organizations recognize both as critical team members.
Key paradigm shifts redefining our decisions

- **Efficiency**: The focus of organizations is no longer on its own efficiency but rather on outcome of its efficiency (external value).

- **System of Records**: The focus of automation has extended beyond the operational boundaries of the organization to address the interaction with the customer.

- **Solutions**: Technology adoption shifted from vertical solution thinking to horizontal platform thinking to enable innovation and support evolution.

- **Value**: System of Engagement

- **System of Engagement**: Platforms
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Q&A
### Digital Transformation Profiles

**Pace of Digital Undertaking**

**Ability to Execute Transformation**

**Digital Transformation Profile**

### Pace of Digital Undertaking

**FASHIONISTAS**
- Many advanced digital features in silos
- No overarching vision
- Under-developed coordination
- Digital culture may exist at different levels of maturity

**DIGITARI**
- Strong overarching digital vision
- Integrated governance
- Many digital initiatives generating measurable business value
- Strong consistent digital culture

**BEGINNERS**
- Management skeptical about the business value of advanced digital technologies
- Some pilot initiatives are executed
- Immature digital culture

**CONSERVATIVES**
- Under-developed overarching digital vision
- Traditional digital capabilities exist
- Few advanced digital features
- Immature digital governance across silos
- Developing digital skills and culture

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### Transformation Capability

**Digital Investment**

**Transformation Capability**
Digital Transformation Themes

Digital Themes

**Digitize**
Applying technology to domains that enable enhancing the overall customer reach and experience around existing products and services.

**Digitalize**
Implementing digital technologies that enable process efficiency, drive employee productivity and maximize technology value.

**Digital Business**
Adopting digital technologies to create revenue and results via innovative strategies, products, processes and experiences by redefining the business ecosystem.

![Diagram showing the relationship between internal focus (profit margin) and external focus (revenue) with digital transformation themes categorized as Digitize, Digitalize, and Digital Business.](image-url)
Digital Transformation Value Model

**Initiative Domain**
- Personalized Digital Marketing
- Social Relationship Management
- Digital Service Excellence
- Predictive Customer Insight
- Organization & Process Efficiency
- Employee Productivity
- Technology Value Optimization
- Operational Insight
- Digital Value Chain
- Digital Products & Services
- Digital Commercial Model
- PPP & Corporatization

**Outcome**
- Re-imagine the total customer journey to strengthen customer relationship through innovative channels and personalized communication strategies
- Enable the organization to optimize its operating model by maximizing the value of its existing resources and their relationships
- Exploit disruptive technologies to define a new business ecosystem that revolves around an innovative customer value lifecycle

**Initiative Domain**
- Customer Obsession
- Operational Excellence
- Ecosystem Re-Engineering
### Innovation Types

<table>
<thead>
<tr>
<th>Configuration</th>
<th>Profit Model</th>
<th>Network</th>
<th>Structure</th>
<th>Process</th>
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<tbody>
<tr>
<td></td>
<td>How to make money</td>
<td>How to connect with others to create value</td>
<td>How to align talent and assets</td>
<td>How to use superior methods to do your work</td>
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</table>

<table>
<thead>
<tr>
<th>Offering</th>
<th>Product Performance</th>
<th>Product System</th>
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<tbody>
<tr>
<td></td>
<td>How to deploy distinguished features and functionality</td>
<td>How to create complementary products and services</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience</th>
<th>Service</th>
<th>Channel</th>
<th>Brand</th>
<th>Customer Engagement</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>How to support and enhance the value of your offering</td>
<td>How to deliver your offering to your customers and users</td>
<td>How to represent your offering and value to customer</td>
<td>How to achieve faster and continuous interactions</td>
</tr>
</tbody>
</table>
Social Media

Social media and collaboration technologies enable new ways and drive exceptions of interacting, personalization and building relationships within and beyond the organization.

Mobile

The uninterrupted trend towards using mobile devices impacts all areas of business and personal live by transforming how people interact, consume information and services, collaborate and work.

Cloud

The possibility to virtualize and consume infrastructure, platforms and applications as a service enables new levels of scalability, flexibility and responsiveness.

Big Data Analytics

Analytical methods and access to the right data enable the generation of new insights and decision-rich information in real time. Big Data approaches allow to make use of the rapidly increasing amount of data from multiple sources.

Internet of Things

Connected devices of all kinds and cheap sensors integrated nearly everywhere constantly create large amounts of data that provide context specific understanding that can change the way products, services and messages are exchanged.
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Q&A
The story of transformation in the digital age

What’s the **pain**?

*Constant change* puts any transformation at risk.

What’s the **plan**?

Make portfolio management a **collaborative practice**.

What’s the **gain**?

**Effective transformation** in a dynamic environment.
Many Drivers for Change...
Do you know all dependencies to consider?
Change – if not directed – will slow down your project and your business!

- Project collisions not resolved due to isolated views
- Project failures caused by technological changes
- Increased costs and risks driven by complexity
- Redundancies created by unaligned projects
- Double effort caused by similar demands
- Limited reusability due to lack of insight
The solution: Transformation Management Office

Governance, Risk & Compliance

Innovation

Portfolio Management

Strategic Planning

Value Proposition

Objectives

Business Capabilities

Guide

Transformation Initiatives

Govern

Capability Specifications

Align

Transformation Roadmap

Comply

Project Management

Platforms Business Case

Solutions

Dynamic Change Management: Enterprise Social Engagement
Improved transparency leads to...

... lower collision potential

... more budget for innovation

... informed decision making

... better strategic alignment
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Q&A
In order to pro-actively adapt to change in the short term while building a cohesive & integrated Architecture in the long term, you need to see the BIG PICTURE of the WHOLE to improve planning while having the capability to ZOOM into the DETAILS of the PART to accelerate implementation.
Enterprise Architecture Perspectives
Business Transformation Lifecycle

**Key Challenges**
- Business & IT Alignment
- Initiative Fitment
- Business Case
- Clear ROI
- Prioritization
- Technology Compliance

**Project Disclosure**
- Solution Specification
- Technology Standards
- Technology Trends
- Capability Overlap
- Implementation Governance

**Functional Redundancy**
- Technical Compliance
- Integration Complexity
- Master Data Consistency
- Time to Deploy
- Implementation Approach
- Documentation
- Change Management

**Objectives**

**Projects**

**Solutions**

**Implementation**
Define the EA office mandate and develop the EA practice based on clear roadmap.

1. **Project Inception**
   - Establish the EA practice at the Conceptual level to enable segment driven strategy development with associated transformation roadmaps definition.

2. **Project Elaboration**
   - Establish the EA practice at the Logical level to support new projects in defining the right specifications and selecting the right technologies.

3. **Project Delivery**
   - Establish the EA practice at the Physical level to improve efficiency of execution while enabling more effective governance and change management.

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**Enterprise Architecture Implementation Roadmap**
Maturity Assessment & Deployment Plan

EA Taxonomy

EA Office Charter and Methodology

EA Stakeholders Identification
EA Communication Channels
Maturity Assessment & Deployment Plan
EA Taxonomy
EA Methodology

EA Scope Definition
EA Organization Structure
EA Roles and Responsibilities
EA Office Members Job Descriptions
Content Framework and Meta Model

EA Office Set Up
Transformation Planning Iteration
EA at Conceptual Level
Decision Support
EA at Logical Level
EA Governance Set Up
EA at Physical Level

EA Office Set Up

EA Tooling

EA at Conceptual Level

EA at Logical Level
EA at Physical Level
- Reusable content
- Version control
- Access control
- Folders
- Feedback Management
- Search
- Explore
- Copy & Reuse

Architecture Repository

Impact Analysis

Visio, Word, Excel, PowerPoint
Enterprise Architecture Tool Capabilities

Visualize
- Publishing
- Mobility
- Dashboarding

Analyze
- Analysis
- Simulation
- Reporting

Model
- Strategy
- Business
- Application
- Data
- Technology

Engage
- Collaboration
- Social Engagement

Store
- Document Management

Manage
- Meta Model
- Viewpoints
- Administration

Governance
- IT Portfolio Management
- Transactional Repository

Execute
EA Conceptual Lifecycle

Planning → Participant selection → Roadmap → Data collection → Validation → Categorization → Analysis

- Sustain
- Decommission
- Remediate
- Re-Platform
- Replace
- Consolidate
- Enhance/Expand
- Review Contract
Oil & Gas

- Redundant solutions
- High operations and maintenance cost
- Complex and non-responsive integrations
- Technical obsolescence
- Low application functional fitment

Implemented EA to streamline application portfolio and reduce TCO

- Documented all applications with attributes
- Conducted Full functional / technical survey of applications
- Defined clear application portfolio tactics
- Conduct TCO analysis for all applications
- Implemented Application Portfolio Management tool
- Developed a comprehensive portfolio alignment roadmap to reduce TCO

Planning

- Federated application data collection
- Clear data maintenance and update accountability
- Unified functional / technical analysis approach
- TCO based analysis for business case
- Roadmap aligned with strategic direction and leveraging quick wins

- Planned 35% reduction in TCO
- 10% reduction from Quick wins (within 1st year)
- Complete application visibility
- Effective decision support reporting with impact analysis
- Improved technology standards and trends compliance
- Clear target architecture (3 years horizon)
- Clear roadmap to implement target architecture
- Measurable business case
EA Logical Lifecycle

Operational Improvements
Capability Gaps
Drivers & Requirements
Principles & Standards
Technology Trends

Baseline (As-Is)
Gap Analysis
Target (To-Be)

Business Transformation Requirements
Solution Specifications (RFP)
Architecture Contract

Capabilities

Drivers & Requirements
Principles & Standards
Technology Trends
EA Implementations Case Studies

**Telecom Operator**

- Projects initiated by business with no visibility to IT
- Redundant technologies to deliver the same capabilities
- Different technical standards
- No understanding of Technology Lifecycle

**Implemented EA to bridge the gap between business objectives and technology selection**

- Standardized RFP Process using EA driven approach
- Developed and published IT standards
- Developed and published technology reference model

**Acquisition**

- Simple RFP template
- Minimal number of EA viewpoints selected with the business
- Simple EA tool
- Quick turnaround time (2 weeks)
- Federated EA effort
- Architecture board
- IT standards and reference model alignment and communication

- Increased project disclosure
- Unified RFP process / content
- Improved solution specification
- Reduced time to proposal
- Reduced cost of proposal
- Improved business and IT collaboration
- Reduced redundancy of IT capabilities
- Improved technical compliance
Architecture Governance Set Up

Governance Model
- Governance Roll-out
- Organization Structures
- Decision Model
- Policies and Procedures
- Integration to Strategy and Portfolio Management
- Integration to Project and Program Management
- Integration to Procurement Management
- Integration to Quality Management
- Integration to Change Management

Implementation

Projects Delivery Phase

EA Services
- Provide Project Specific Architecture Guidance
- Conduct Project Specific Compliance Reviews
- Provide and Monitor Dispensation & Alignment Corrective Actions
- Plan & Manage Quality Assurance Activities
- Plan & Manage Transition
- Manage Change and Measure Results
### EA Physical Lifecycle

**RUP Methodology**

- Expressed as Workflow
- Organized by Discipline
- Divided into Phases
- Based on Best Practice
- Supported by Tool
- Performed by Activity
- Exected by Role
- Follows Best Practice
- Has Artifacts
- Uses Template
- Stored in Framework
- Generate Deliverables
- Publish Intranet

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**Artifact Details**

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
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<tr>
<td>Workflow</td>
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<tr>
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<td>Phases</td>
<td>Based on Best Practice</td>
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<tr>
<td>Activity</td>
<td>Supported by Tool</td>
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<tr>
<td>Role</td>
<td>Follows Best Practice</td>
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<tr>
<td>Artifacts</td>
<td>Has Template</td>
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<tr>
<td>Checklist</td>
<td>Uses Framework</td>
</tr>
<tr>
<td>Template</td>
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</tr>
</tbody>
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**Supporting Tools**

- Checklists
- Templates

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**Framework**

- Generate/Intranet/Publish

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**Supporting Infrastructure**

- Intranet
- Generate/Intranet/Publish

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**Best Practices**

- Follows Best Practice
EA Implementations Case Studies

**Government Department**

- Contractual problems
- Inconsistent technical design
- Poor technical documentation
- Very poor testing results
- High iteration in designs and tests
- Ineffective training and change management

**Implemented EA to ensure technical consistency and effective documentation**

- Unified SDLC methodology
- Standardized EA meta model and viewpoints
- Implemented EA tool
- Implemented EA Compliance Assurance
- Strengthened Training and Change Management

**Implementation**

- Common SDLC methodology based on best practices
- Unified documentation taxonomy using standards like UML, TOGAF and Archimate
- Enforced EA tool collaboration
- Adopted EA driven testing
- Adopted EA driven training and change management

- Replaced development company in 6 months with internal team
- Developed and published all design documentations
- Reduced design documents iterations
- Reduced testing defects
- Created project portal to communicate solution to stakeholders
- Generated training manuals
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