



# Enterprise Architecture and Governance

*The Open Group  
Brussels*

April, 2004

reducing risk,  
adding value,  
driving change

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# Agenda

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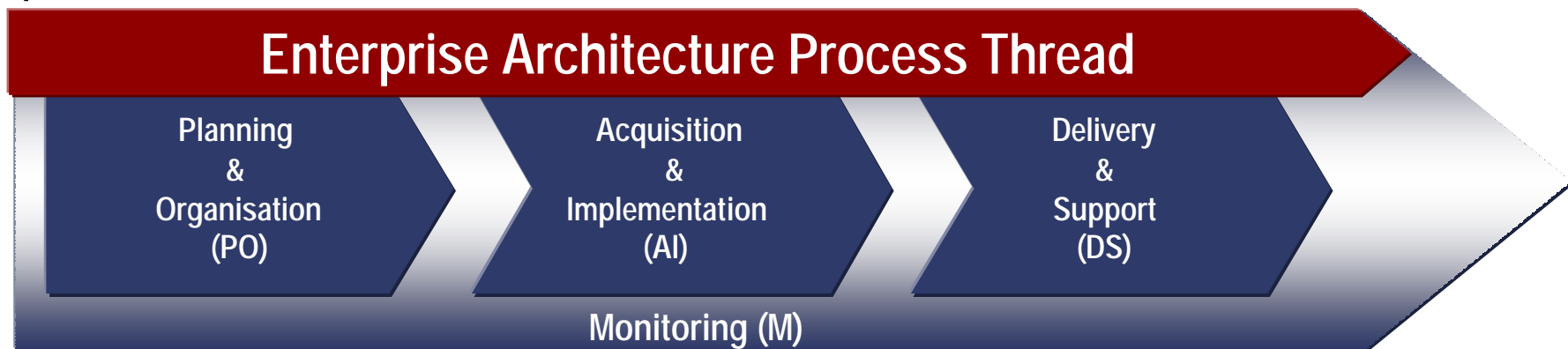
## Introduction

- ❑ Case Study
- ❑ Enterprise Architecture and Governance
- ❑ Case Study
- ❑ Conclusion



# Business Alignment by Design

In order to provide the information that the organization needs to achieve its objectives, IT resources need to be managed by a set of naturally grouped processes.



## PO

- ❑ Strategy and tactics for IT contribution
- ❑ Meeting Business objectives
- ❑ Appropriately planned, communicated and managed
- ❑ Proper organisation and technology infrastructure
- ❑ An Enterprise Architecture is defined
- ❑ Quality is managed

## AI

- ❑ Realisation of IT strategy
- ❑ Solutions identified, developed, or acquired and implemented
- ❑ Solutions integrated into business process
- ❑ Change and maintenance of systems

## DS

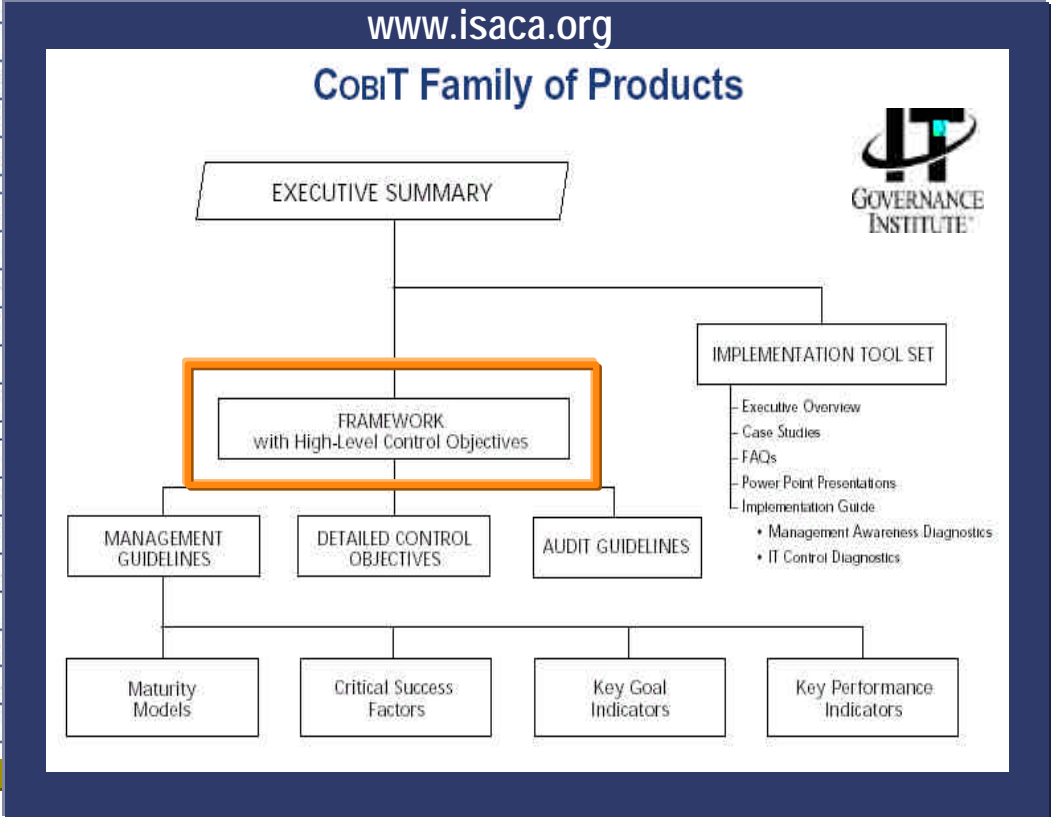
- ❑ Actual delivery of required services
- ❑ Actual operations through security, including training
- ❑ Establishment of support processes
- ❑ Actual processing of data by applications

## M

- ❑ Regular assessment of all IT processes
- ❑ Compliance with and quality of controls



DOMAIN	PROCESS	Information Criteria							IT Resources				
		effectiveness	efficiency	confidentiality	integrity	availability	compliance	reliability	people	applications	technology	facilities	data
Planning & Organisation	PO1	Define a strategic IT plan	P	S					✓	✓	✓	✓	✓
	PO2	Define the information architecture	P	S	S	S				✓			✓
	PO3	Determine technological direction	P	S							✓	✓	
	PO4	Define the IT organisation and relationships	P	S					✓				
	PO5	Manage the IT investment	P	P				S	✓	✓	✓	✓	
	PO6	Communicate management aims and direction	P				S		✓				
	PO7	Manage human resources	P	P									
	PO8	Ensure compliance with external requirements	P										
	PO9	Assess risks	P	S									
	PO10	Manage projects	P	P									
	PO11	Manage quality	P	P									
Acquisition & Implementation	A1	Identify automated solutions	P	S									
	A2	Acquire and maintain application software	P	P									
	A3	Acquire and maintain technology infrastructure	P	P									
	A4	Develop and maintain procedures	P	P									
	A5	Install and accredit systems	P										
	A6	Manage changes	P	P									
Delivery & Support	DS1	Define and manage service levels	P	P									
	DS2	Manage third-party services	P	P									
	DS3	Manage performance and capacity	P	P									
	DS4	Ensure continuous service	P	S									
	DS5	Ensure systems security											
	DS6	Identify and allocate costs											
	DS7	Educate and train users	P	S									
	DS8	Assist and advise customers	P	P									



# Agenda

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□ Introduction

**Case Study**

□ Enterprise Architecture and Governance

□ Case Study

□ Conclusion



## South African Breweries Ltd (Case Study April 1999)

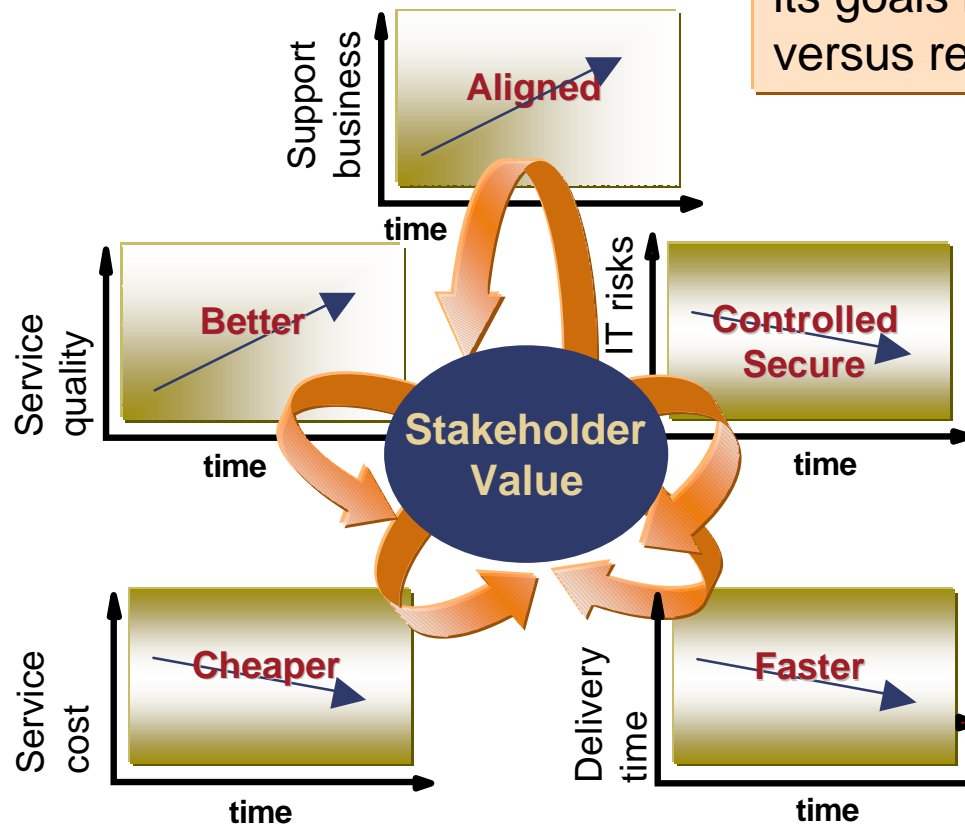
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- ❑ South African Breweries plc case study: <http://www.isaca.org/ctcase8.htm>
- ❑ COBIT Framework used in the development of an IT Strategy (April – June 1999)
  - For each of the 34 COBIT processes documented:
    - SAB Ltd Target Environment
    - Business Objectives
    - IT portfolio services or deliverables from the IT process,
    - The current situation, and
    - Strategy and action items needed to move from the current state to the desired state.
  - Research material from Gartner, META Group, PwC, Forrester etc.
    - Linked to COBIT IT processes
    - Impact and Timing
- ❑ Key Themes = IT Governance Objectives



# IT Governance Objectives

**IT Governance** is defined as a system to direct and control the organisation in order to achieve its goals by adding value while balancing risk versus return over IT and its processes.

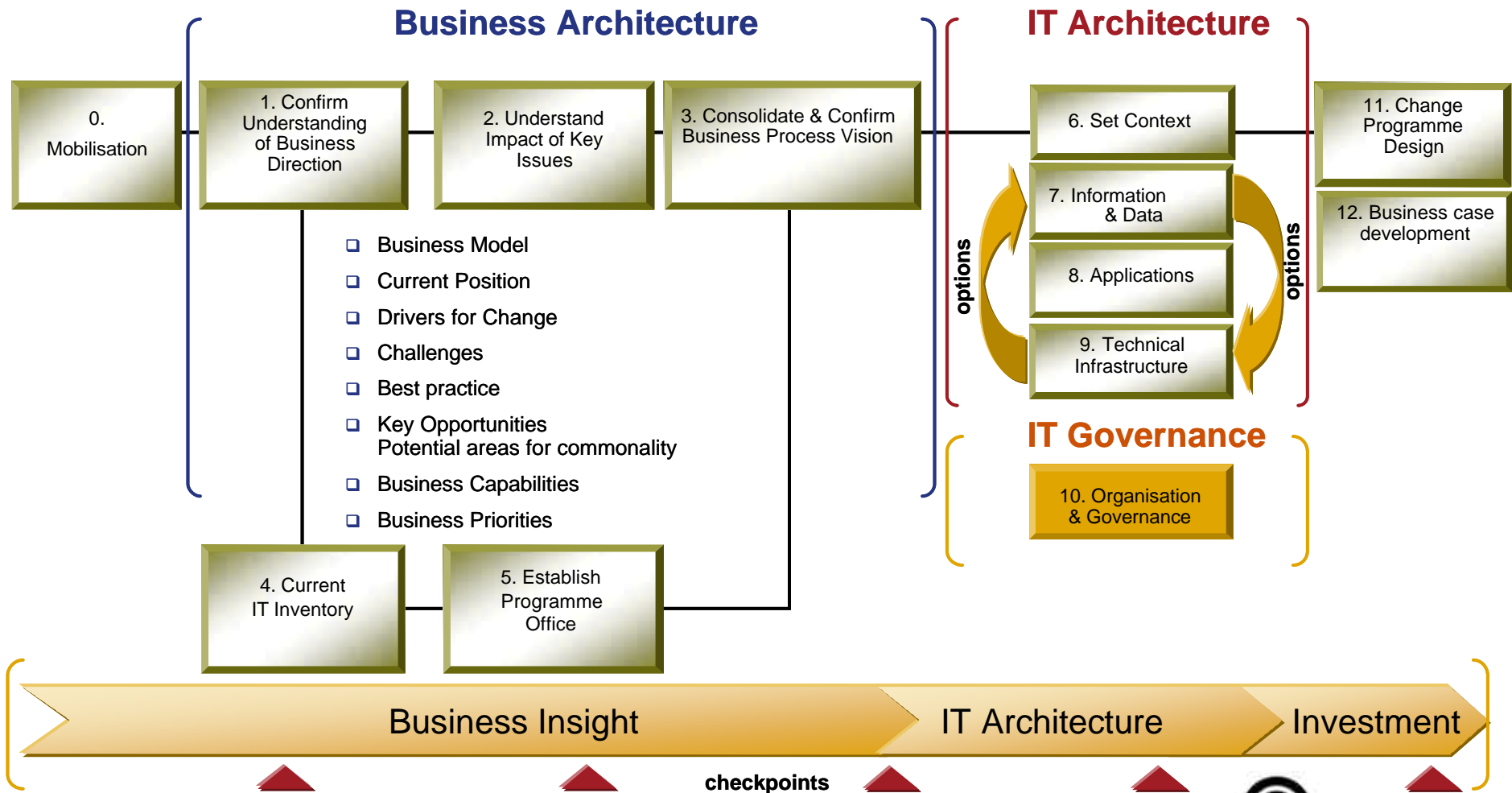


## IT Governance Objectives

- ❑ IT is aligned with the Business, enables the Business and maximises benefits
- ❑ IT resources are used responsibly
- ❑ IT related risks are managed appropriately



# SAB plc Case Study (June – October 2000)





# SAB plc Case Study (June – October 2000)

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- ❑ SAB Global IT Strategy (June – October 2000) Used COBIT Extensively:
  - Assess IT process capability maturity (actual and desired) for South Africa, Africa and Europe IT departments
  - Identify the steps or actions required to improve IT process capability maturity
  - Identify and understand areas of knowledge sharing across the group
  - Facilitate IT organisational design
  - Defining IT services from CobiT IT process
  - Identify the “key headlines” or what we need to focus on in order to support the business achieve desired capabilities



Control over the IT process **Determine Technological Direction** with the business goal of *taking advantage of available and emerging technology to drive and make possible the business strategy*

ensures delivery of information to the business that addresses the required **Information Criteria** and is measured by

**Key Goal Indicators**

is enabled by *creation and maintenance of a technological infrastructure plan that sets and manages clear and realistic expectations of what technology can offer in terms of products, services and delivery mechanisms*

considers **Critical Success Factors** that leverage specific **IT Resources** and is measured by **Key Performance Indicators**

**Critical Success Factors**

- Business technology reports are disseminated to business units
- Technology changes are pro-actively monitored for threats and opportunities, with clearly assigned responsibilities and with a defined process that uses proven and reliable resources
- Monitoring results are evaluated at senior management levels and actions are agreed upon and integrated into the IT infrastructure plan, while maintaining alignment with the IT strategic plan
- A research, prototyping and testing facility is set up focusing on demonstrating business value and on identifying constraints and opportunities, rather than technological proficiency

Information Criteria
P effectiveness
S efficiency
confidentiality
integrity
availability
compliance
reliability

(P) primary (S) secondary

IT Resources
people
applications
✓ technology
✓ facilities
data

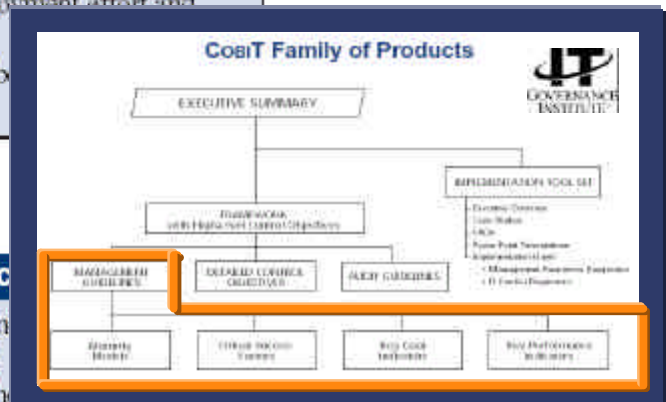
(✓) applicable to

**Key Goal Indicators**

- Number of technology solutions that are not aligned with the business strategy
- Percent of non-compliant technology projects planned
- Number of non-compatible technologies and platforms
- Decreased number of technology platforms to maintain
- Reduced applications deployment effort and time-to-market
- Increased interoperability between applications

**Key Performance Indicators**

- Percent of IT budget assigned to infrastructure and research
- Number of months since the



# Determine Technological Direction (P03)

## Business Objective

To take advantage of available and emerging technology to drive and make possible the business strategy.

## Target Environment

Create and maintain a technological infrastructure plan that sets and manages clear and realistic expectations of what technology can offer in terms of products, services and delivery mechanisms.

### IT Service Component

- Technology roadmap
- Technology standards
- IT Infrastructure planning
- R&D Services

### Process Commonality

Level of Consolidation	Global			●
	Regional			●
	Local			
		Local	Regional	Global
Level of Consistency				

### Opportunities for sharing

- Existing IT Standards
- IT laboratory
- Technology Blueprint
- IT Research



## PO3 Maturity Model

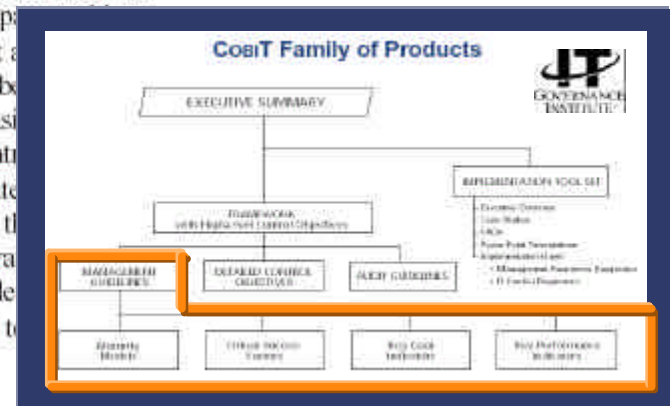
Control over the IT process **Determine Technological Direction** with the business goal of *taking advantage of available and emerging technology to drive and enable business strategy*

- 0 **Non-existent** There is no awareness of the importance of technology infrastructure planning for the entity. The knowledge and expertise necessary to develop such a technology infrastructure plan does not exist. There is a lack of understanding that planning for technological change is critical to effectively allocate resources.
- 1 **Initial/Ad Hoc** Management recognises the need for technology infrastructure planning, but has not formalised either a process or plan. Technology component developments and emerging technology implementations are ad-hoc and isolated. There is a reactive and operationally focused approach to planning. Technology directions are driven by the often-contradictory product evolution plans of hardware, systems software and applications software vendors. Communication of the potential impact of changes in technology is inconsistent.
- 2 **Repeatable but Intuitive** There is implicit understanding of the need for and importance of technology planning. This need and importance is communicated. Planning is, however, tactical and focused on generating technical solutions to technical problems, rather than on the use of technology to meet business needs. Evaluation of technological changes is left to different individuals who follow intuitive, but similar processes. There is no formal training and communication of roles and responsibilities. Common

applied. The technology infrastructure direction includes an understanding on where the organisation wants to lead or lag in the use of technology, based on risks and alignment with the organisation strategy. Key vendors are selected based on the understanding of their long-term technology and product development plans, consistent with the organisation direction.

- 4 **Managed and Measurable** IT staff have the expertise and skills necessary to develop a technology infrastructure plan. There is formal and specialised training for technology research. The potential impact of changing and emerging technologies is taken into account and validated. Management can identify deviations from the plan and anticipate. Responsibility for the development of a technology infrastructure plan has been assigned. The process is sophisticated and responsive. Internal best practices have been introduced into the process. The human resources strategy defines the technology direction, to ensure the organisation can manage technology changes. Migration and introducing new technologies are done in a controlled and partnering are being leveraged to gain expertise and skills.

- 5 **Optimised** A research function exists to review emerging and evolving technologies and benchmark the organisation against industry norms. The direction is guided by industry and international standards and developments, rather than driven by technology vendors. The potential business impact of technological change is reviewed at senior management levels and the decisions to act reflect the contribution of human and technological influences on information solutions. There is formal



# Determine Technological Direction (PO3)

## Capability Maturity



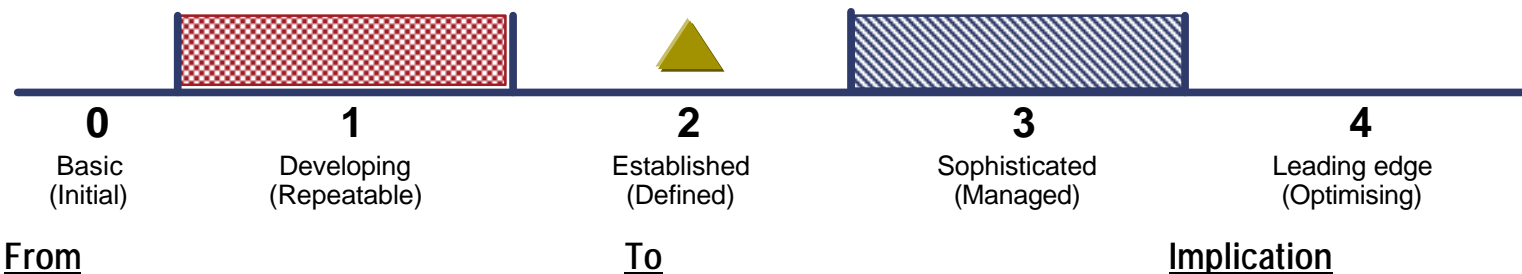
"As-Is"



Desired "To-Be"



Year 1 Target



- | <u>From</u>   | <u>To</u>  | <u>Implication</u>  |
|---|--|---|
| <ul style="list-style-type: none"> <li>❑ Reactive and operationally focused approach to planning.</li> <li>❑ Future decisions are based on current investment and not on strategic direction</li> <li>❑ Individual technology bias and mindset</li> <li>❑ Technology directions are driven by the often-contradictory product evolution plans of hardware, systems software and applications software vendors.</li> </ul> | <ul style="list-style-type: none"> <li>❑ Roadmaps and migration strategies exist to take XYZ from the current state to the future state of IT infrastructure.</li> <li>❑ Technology Forum and Steering Committee approval of new and changed technological directions.</li> <li>❑ A research function reviews emerging and evolving technologies and benchmarks XYZ against industry norms. They demonstrate business value and focus on identifying constraints and opportunities.</li> <li>❑ Governance mechanisms review to ensure adherence to approved architectures</li> </ul> | <ul style="list-style-type: none"> <li>❑ Develop an Enterprise Architecture Capability that integrates the Business, Information (Data), Application and Technology architectures, and reviews adherence to approved architectures</li> <li>❑ Implement an IT research, prototyping and testing facility.</li> <li>❑ Partner with key vendors based on the understanding of their long-term technology and product development plans, consistent with XYZ direction.</li> </ul> |

Illustrative



# IT Risk and Maturity Assessment

Questions - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print

Address <http://www.realirmsolutions.co.za/TrICS/Questions.asp?SubjectID=26> Go Links >>

**Domain: Planning and Organisation**

**Process: Determine Technological Direction**

Submit

**Is there a technological infrastructure plan?**

**Technological Infrastructure Planning**

The IT function should create and regularly update a technological infrastructure plan which is in accordance with the IT long- and short-range plans. Such a plan should encompass aspects such as systems architecture, technological direction and migration strategies.

0 = No technological infrastructure  
 1 = Informal assessment of long term  
 2 = The information services functi  
 3 = The technological infrastru  
 4 = 3 + Regular formal systems strategy review with 3-5 years horizon. Senior management, user and IT input to iterative review process.  
 N = Not applicable

**To what extent are the future trends and regulations monitored?**

0 = No monitoring of future trends and regulations.  
 1 = Informal monitoring. It appears to be everybody's job.

Done Internet



# SAB plc Case Study (June – October 2000)

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- ❑ SAB Group Led Globally: Strategy, Planning, Governance and IT Performance Measurement
- ❑ CobiT 3<sup>rd</sup> edition provides a global performance improvement framework
  - Identifying and focusing on key determinants of IT performance;
  - Establishing common key performance indicators across the group to enable internal and external benchmarking comparisons;
  - Providing template business processes supported by systems to enable rapid transfer of good practice, and
  - Supporting less people-intensive and more consistent ways of sharing knowledge, by encapsulating the best thinking into the process models and supporting documentation.
- ❑ Enterprise Architecture is a strategic imperative



# Agenda

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- Introduction
- Case Study

## Enterprise Architecture and Governance

- Case Study
- Conclusion





# Enterprise Architecture is a Strategic Imperative



Enterprise

Enterprise Governance

# Enterprise



TECHNOLOGY  
FOCUS

Information  
Technology

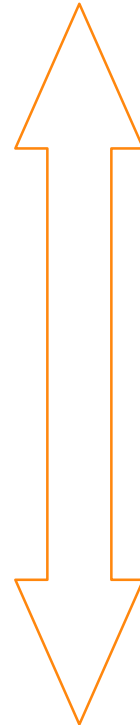
# Enterprise

IT Governance

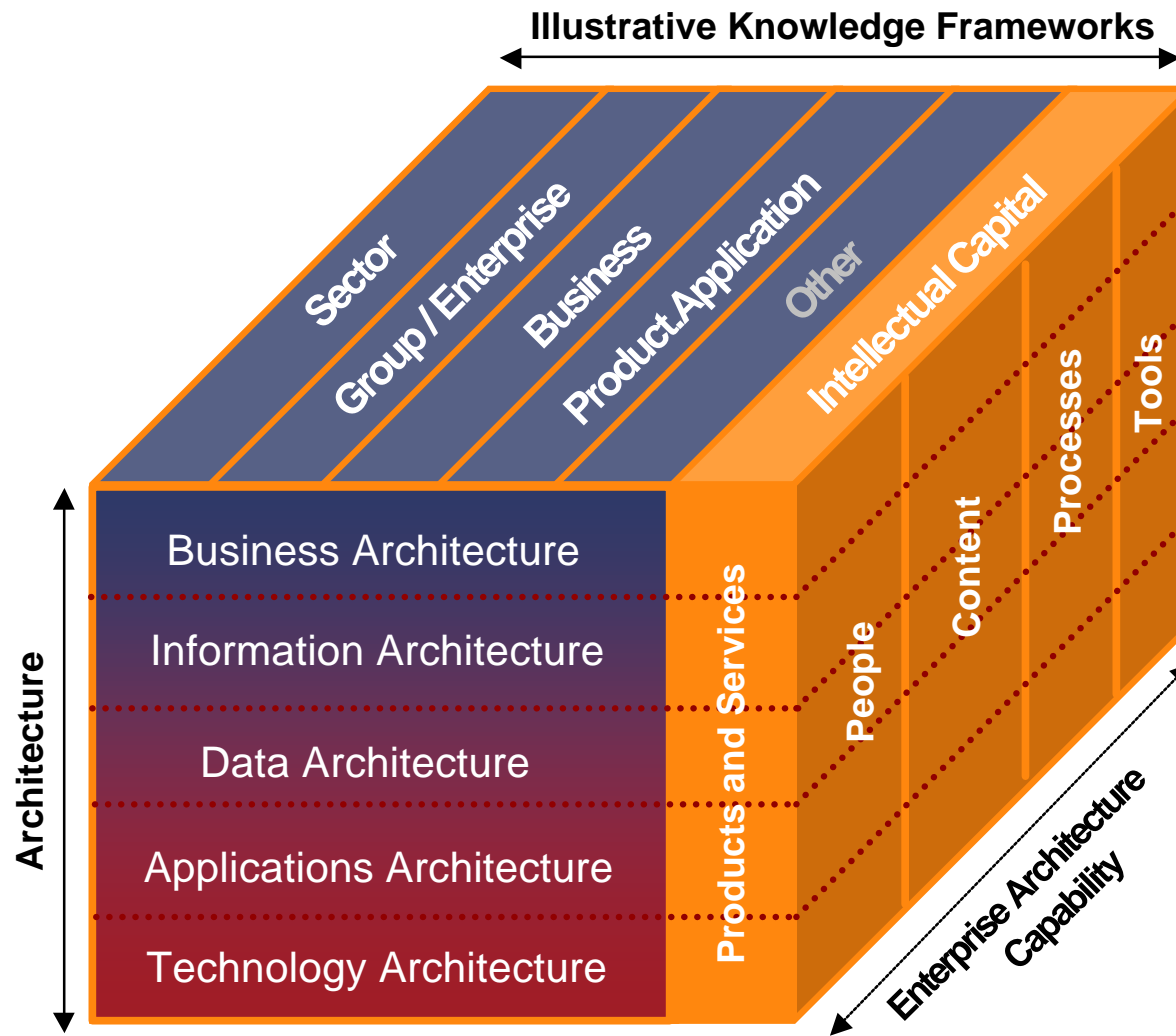


# Enterprise Architecture

- ❑ Consists of current and future state models
- ❑ Is implemented through the Enterprise:
  - Business
  - Information
  - Data
  - Application
  - Enterprise Architecture
- ❑ Provides capability to conduct impact analysis, analyze alternative scenarios, and implement appropriate strategies
- ❑ (Re-)Defines the business design for sustainable competitive advantage



# Enterprise Architecture Capability



# Zachman Framework

When used as an organizing mechanism for knowledge management and collaboration

## Enterprise Architecture Framework

Strategic Scope Model (Contextual / Planning)	Data (Info)	Function (Proc)	Network (Interf)	People (Org)	Time (Behav)	Values (Ethic)
Model of the Business (Conceptual / General)	R1C1	R1C2	R1C3	R1C4	R1C5	R1C6
System Model (Logical / Design)	R2C1	R2C2	R2C3	R2C4	R2C5	R2C6
Technology Model (Physical / Planning)	R3C1	R3C2	R3C3	R3C4	R3C5	R3C6
Technical Representations (Detailed / Construction)	R4C1	R4C2	R4C3	R4C4	R4C5	R4C6
Functionalizing System (Operational)	R5C1	R5C2	R5C3	R5C4	R5C5	R5C6

Template.Banking Sector

Strategic Scope Model (Contextual / Planning)	Data (Info)	Function (Proc)	Network (Interf)	People (Org)	Time (Behav)	Values (Ethic)
Model of the Business (Conceptual / General)	R1C1	R1C2	R1C3	R1C4	R1C5	R1C6
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Technology Model (Physical / Planning)	R3C1	R3C2	R3C3	R3C4	R3C5	R3C6
Technical Representations (Detailed / Construction)	R4C1	R4C2	R4C3	R4C4	R4C5	R4C6
Functionalizing System (Operational)	R5C1	R5C2	R5C3	R5C4	R5C5	R5C6

Enterprise.XYZ

## Business Frameworks

Strategic Scope Model (Contextual / Planning)	Data (Info)	Function (Proc)	Network (Interf)	People (Org)	Time (Behav)	Values (Ethic)
Model of the Business (Conceptual / General)	R1C1	R1C2	R1C3	R1C4	R1C5	R1C6
System Model (Logical / Design)	R2C1	R2C2	R2C3	R2C4	R2C5	R2C6
Technology Model (Physical / Planning)	R3C1	R3C2	R3C3	R3C4	R3C5	R3C6
Technical Representations (Detailed / Construction)	R4C1	R4C2	R4C3	R4C4	R4C5	R4C6
Functionalizing System (Operational)	R5C1	R5C2	R5C3	R5C4	R5C5	R5C6

Division.XYZ."As-Is"

Strategic Scope Model (Contextual / Planning)	Data (Info)	Function (Proc)	Network (Interf)	People (Org)	Time (Behav)	Values (Ethic)
Model of the Business (Conceptual / General)	R1C1	R1C2	R1C3	R1C4	R1C5	R1C6
System Model (Logical / Design)	R2C1	R2C2	R2C3	R2C4	R2C5	R2C6
Technology Model (Physical / Planning)	R3C1	R3C2	R3C3	R3C4	R3C5	R3C6
Technical Representations (Detailed / Construction)	R4C1	R4C2	R4C3	R4C4	R4C5	R4C6
Functionalizing System (Operational)	R5C1	R5C2	R5C3	R5C4	R5C5	R5C6

Division.XYZ."To-Be"

## Product Frameworks

Strategic Scope Model (Contextual / Planning)	Data (Info)	Function (Proc)	Network (Interf)	People (Org)	Time (Behav)	Values (Ethic)
Model of the Business (Conceptual / General)	R1C1	R1C2	R1C3	R1C4	R1C5	R1C6
System Model (Logical / Design)	R2C1	R2C2	R2C3	R2C4	R2C5	R2C6
Technology Model (Physical / Planning)	R3C1	R3C2	R3C3	R3C4	R3C5	R3C6
Technical Representations (Detailed / Construction)	R4C1	R4C2	R4C3	R4C4	R4C5	R4C6
Functionalizing System (Operational)	R5C1	R5C2	R5C3	R5C4	R5C5	R5C6

Template.CRM

Strategic Scope Model (Contextual / Planning)	Data (Info)	Function (Proc)	Network (Interf)	People (Org)	Time (Behav)	Values (Ethic)
Model of the Business (Conceptual / General)	R1C1	R1C2	R1C3	R1C4	R1C5	R1C6
System Model (Logical / Design)	R2C1	R2C2	R2C3	R2C4	R2C5	R2C6
Technology Model (Physical / Planning)	R3C1	R3C2	R3C3	R3C4	R3C5	R3C6
Technical Representations (Detailed / Construction)	R4C1	R4C2	R4C3	R4C4	R4C5	R4C6
Functionalizing System (Operational)	R5C1	R5C2	R5C3	R5C4	R5C5	R5C6

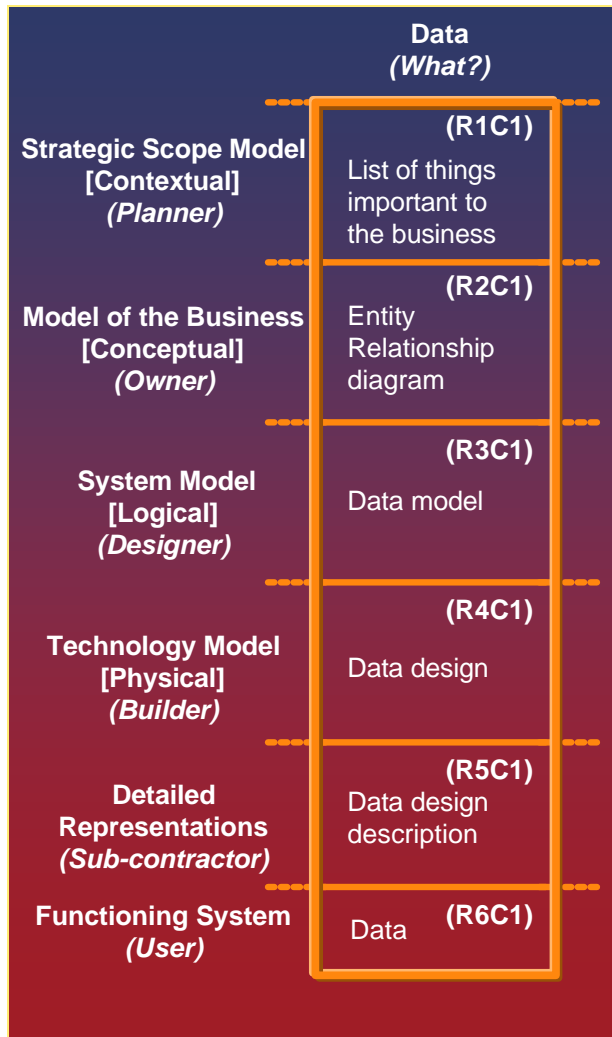
Application.SAP R/3®

- ❑ Manage the impact of change on the organization
- ❑ Prioritise initiatives
- ❑ Accelerate application development, package selection & implementation and cross enterprise integration
- ❑ Benchmarking, Knowledge Management and Intellectual Capital
- ❑ Accelerate M&As
- ❑ Business and IT Fusion...

...these frameworks facilitate Enterprise Architecture and Governance.



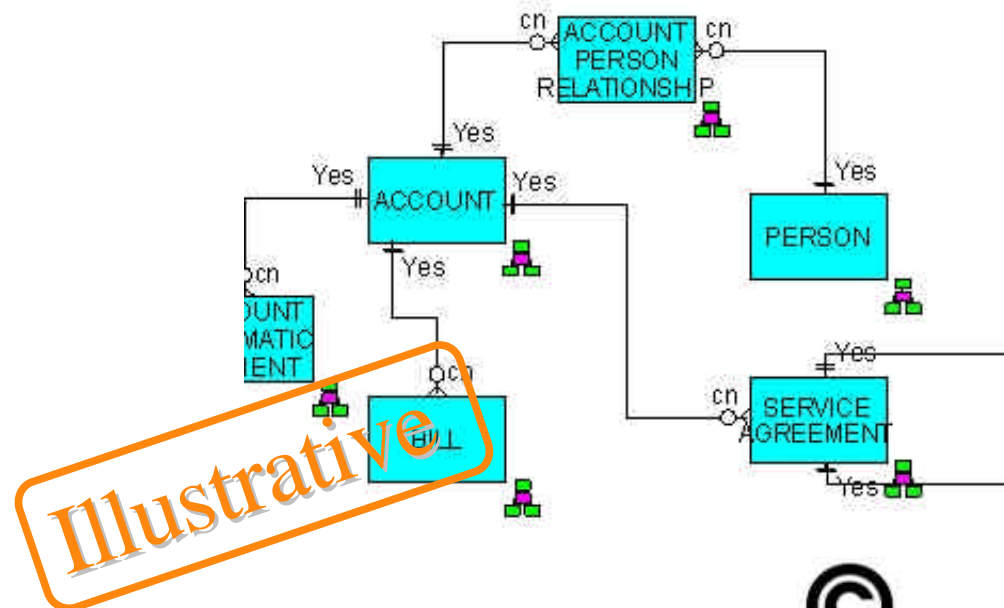
# Content – Models and the Zachman Framework



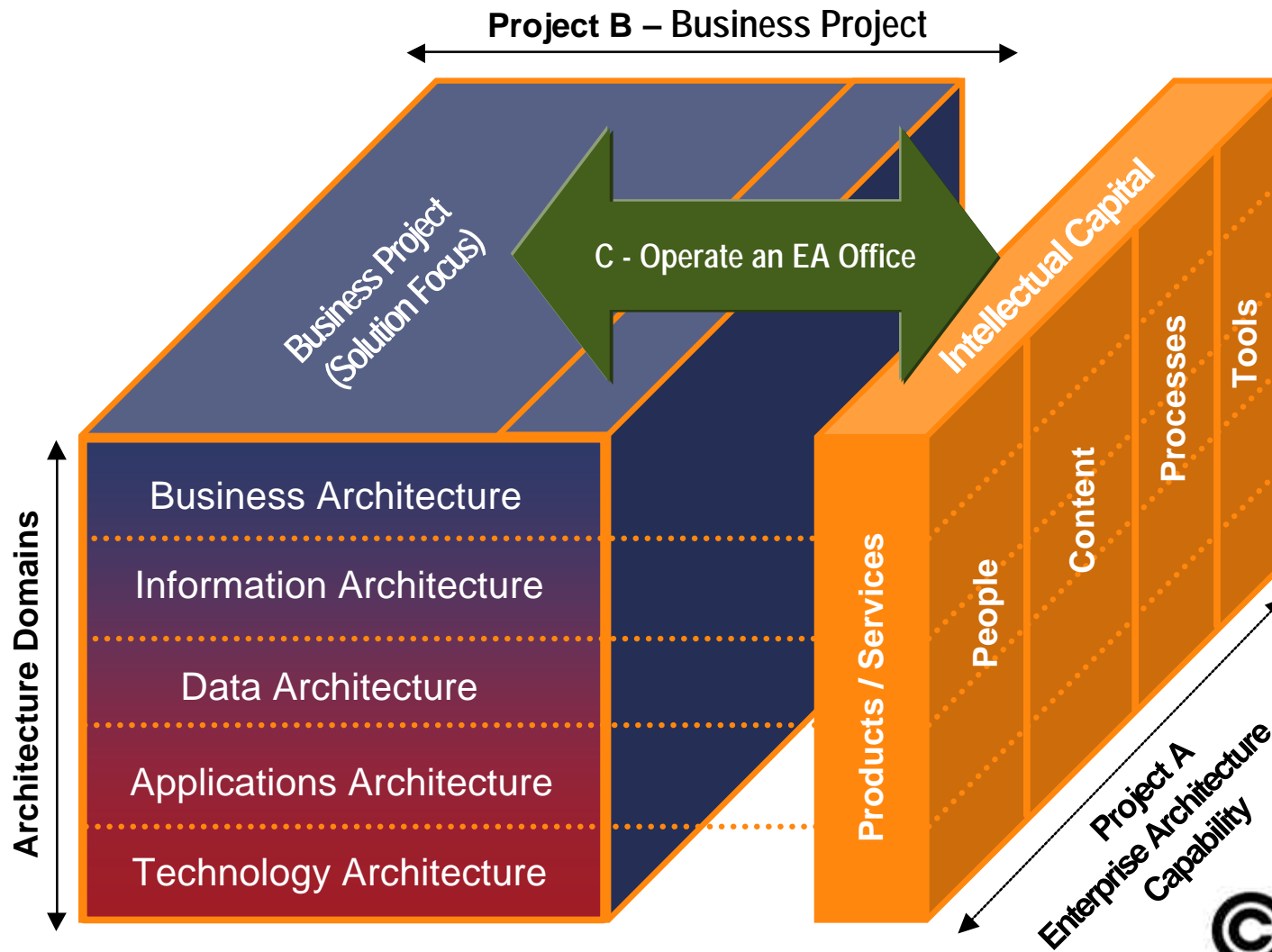
## R2C1

Semantic model – A model of the actual enterprise objects (i.e., things, assets) that are significant to the enterprise.

Typically, the semantic model would be represented as an entity/relationship model and would be at a high level of definition expressing concepts (i.e. terms and facts) used in the significant business objectives/strategies that would later be implemented as business rules.



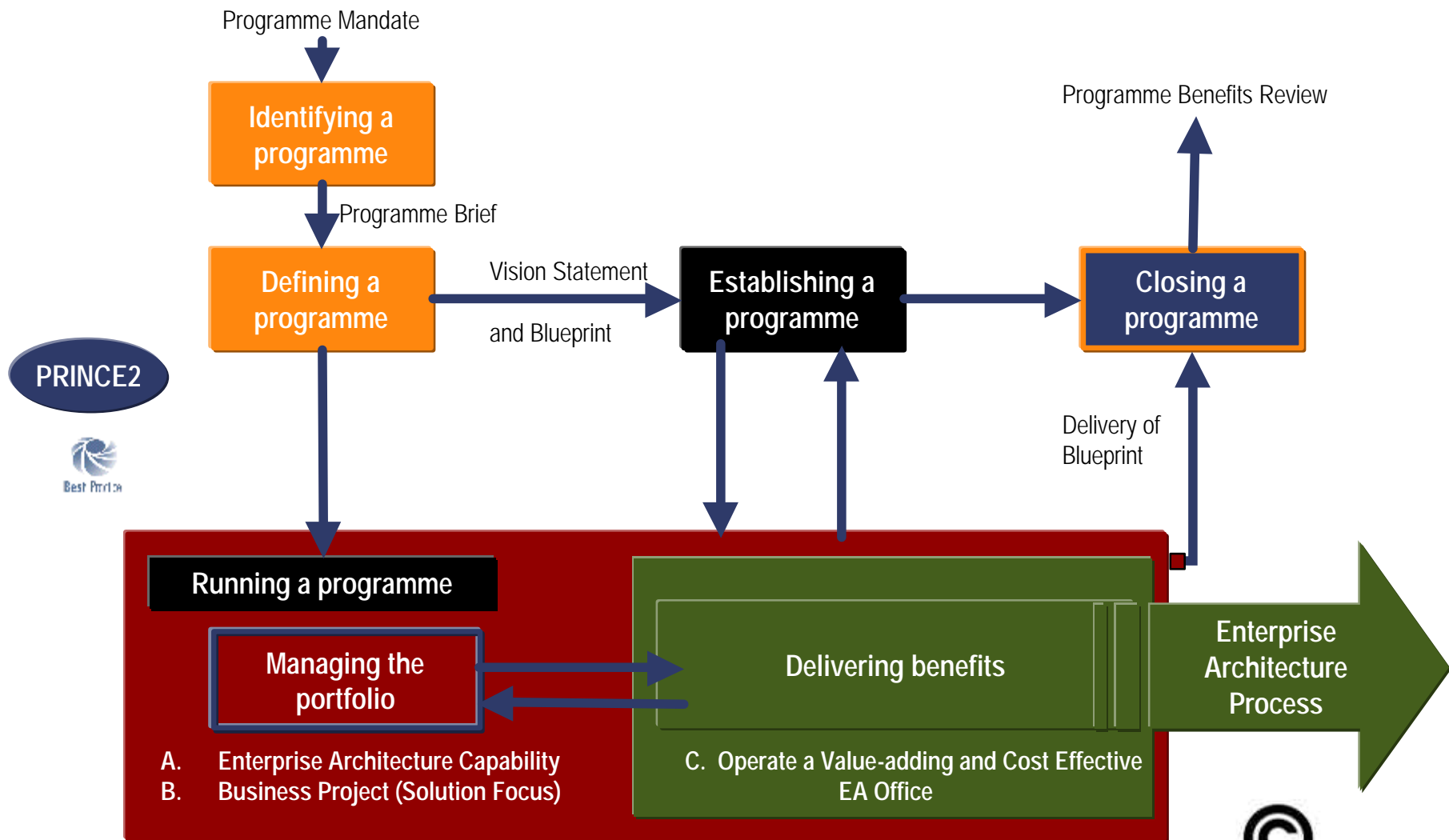
# Programme Management of Enterprise Architecture



## Enterprise Architecture Capability



# Programme Management of Enterprise Architecture



# Real IRM Product Categories

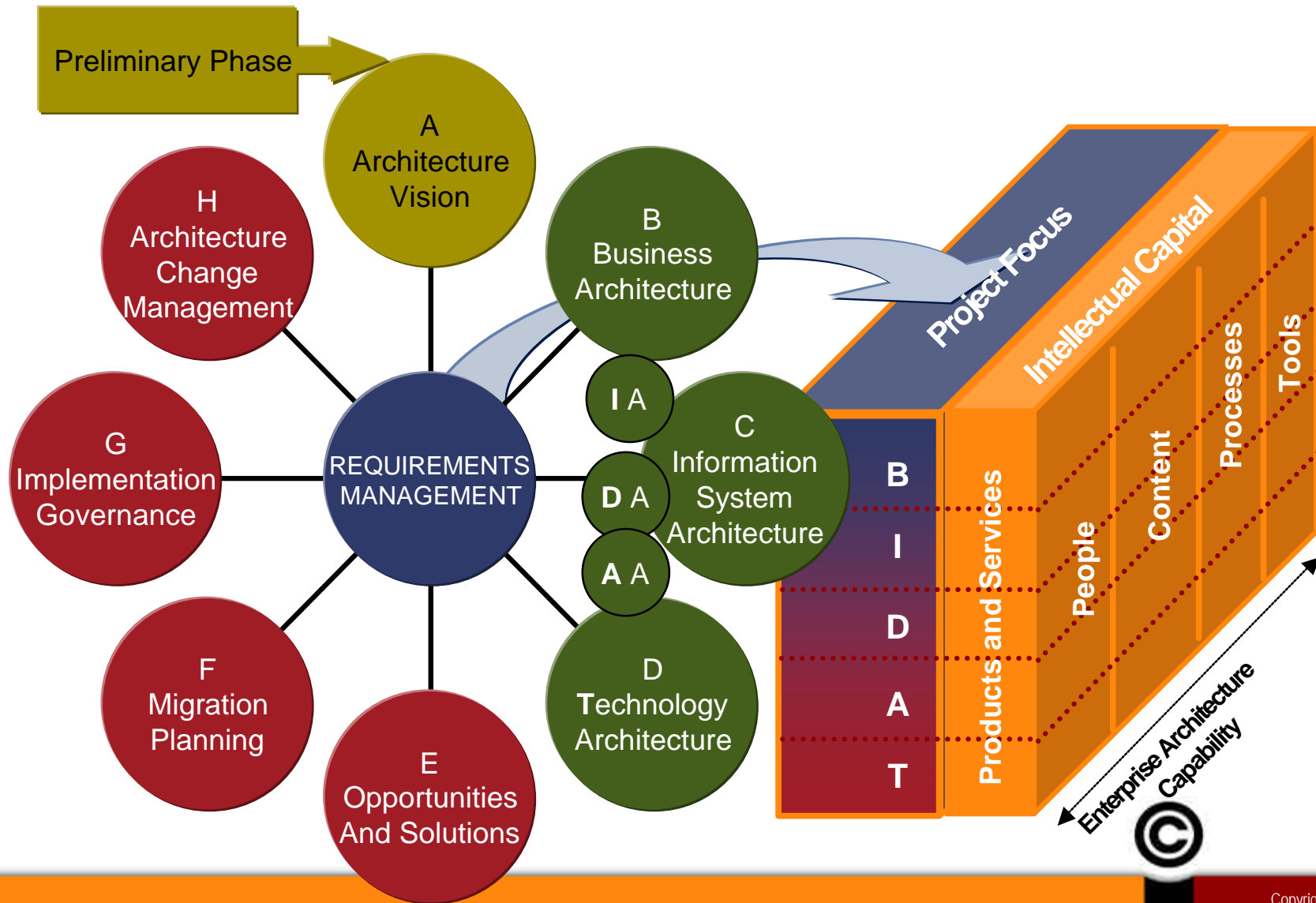
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- ❑ EA Framework (39+ product items)
- ❑ EA Methodology and Standards (28+ product items)
- ❑ EA Enabling Products (42+ product items)
- ❑ EA Communication
- ❑ EA Training (20+ product items)
- ❑ EA Content Products
- ❑ EA Configuration Management



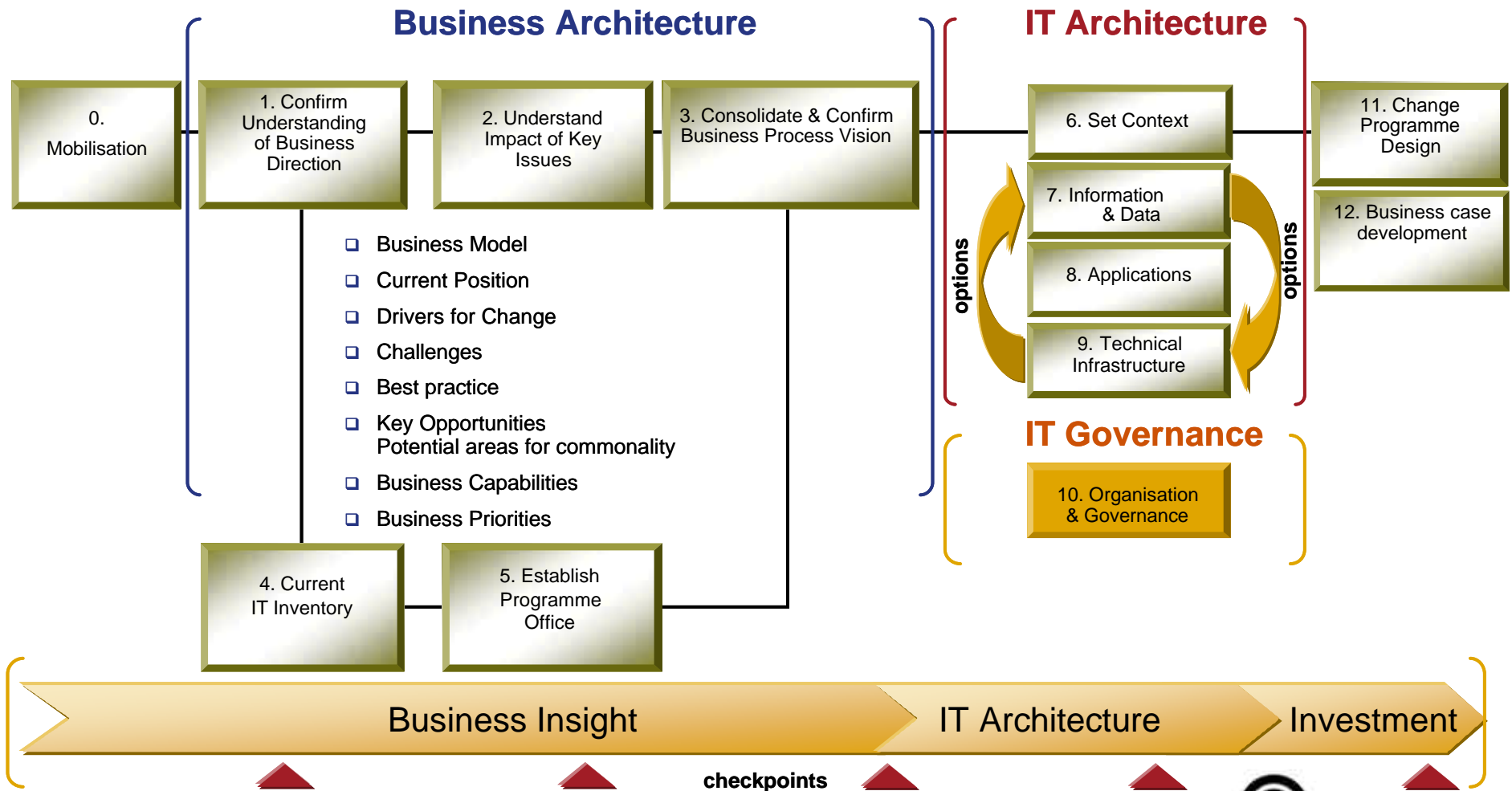


# EA Capability and TOGAF (adapted)

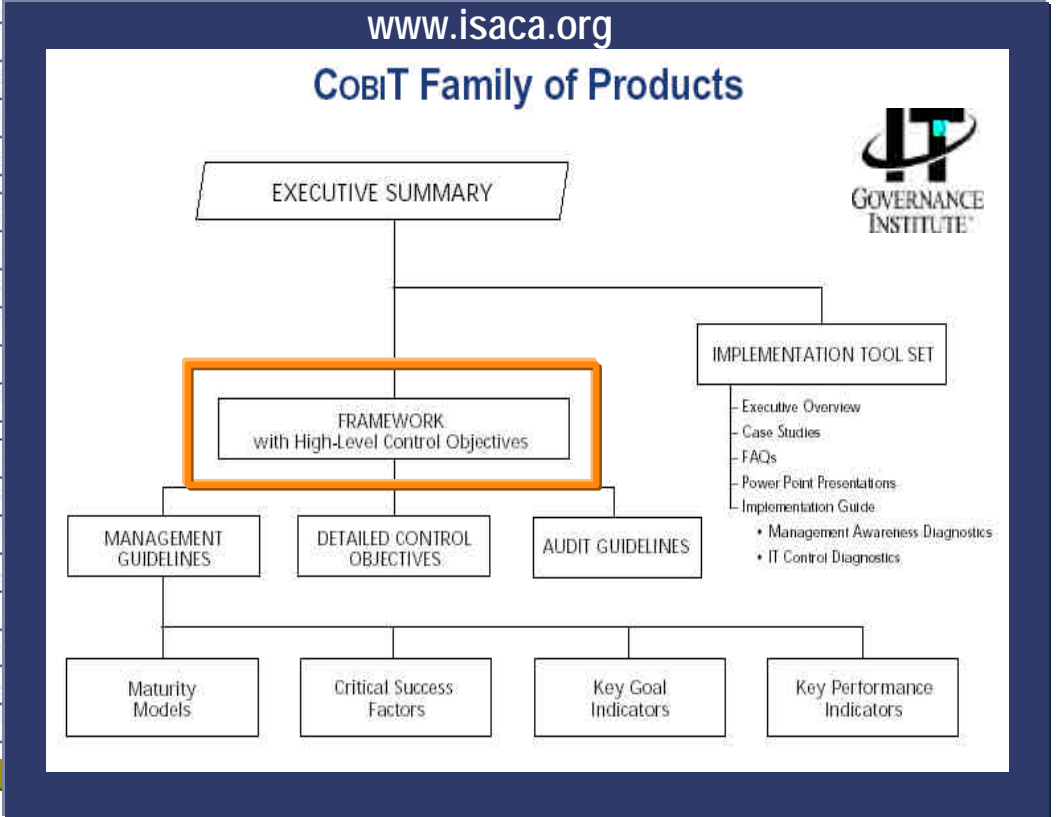


## Enterprise Architecture Capability

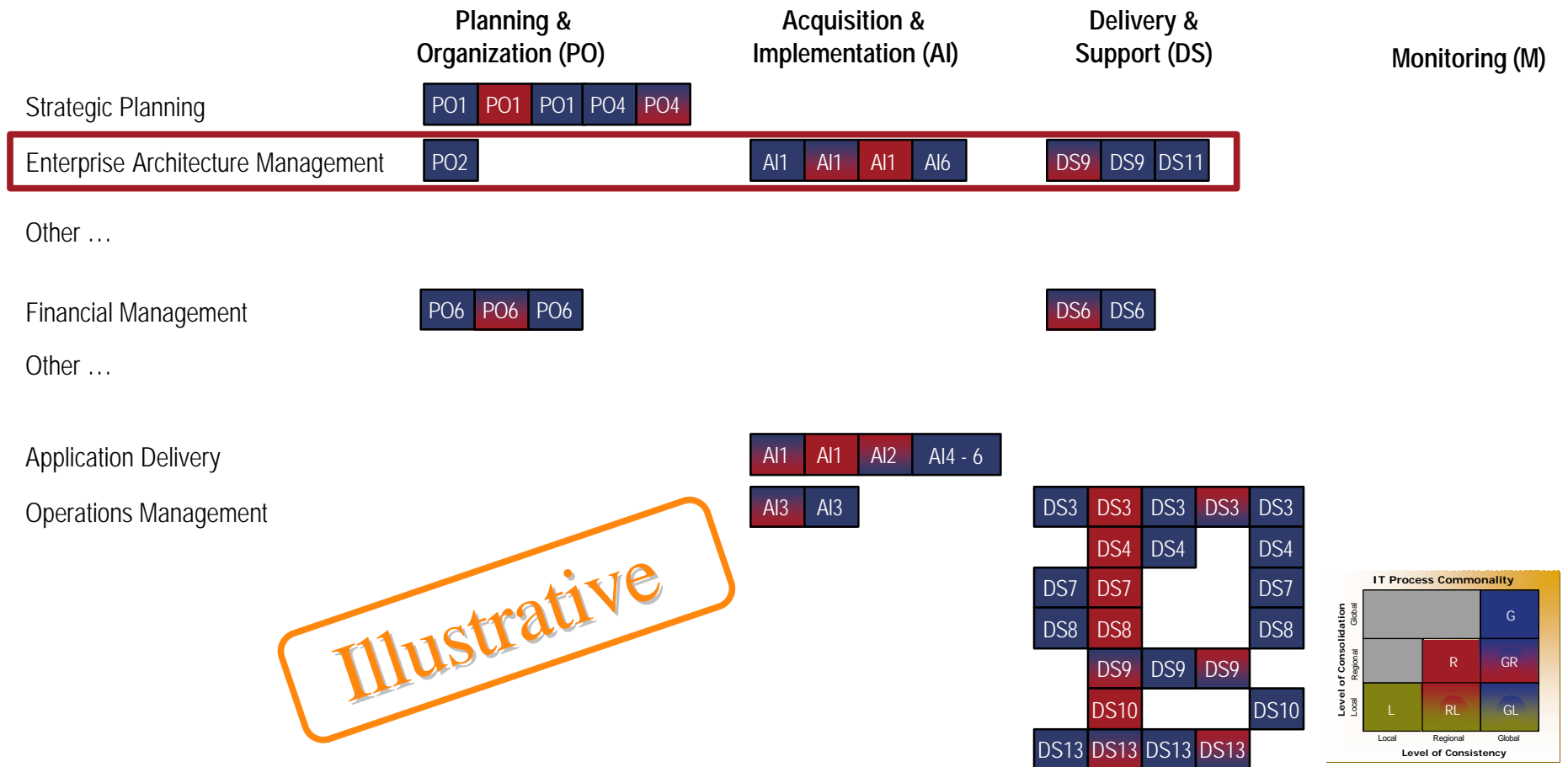
# Manage the EA Capability as a Business



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Planning & Organisation	PO1	Define a strategic IT plan	P	S					✓	✓	✓	✓	✓
	PO2	Define the information architecture	P	S	S	S				✓			✓
	PO3	Determine technological direction	P	S							✓	✓	
	PO4	Define the IT organisation and relationships	P	S					✓				
	PO5	Manage the IT investment	P	P				S	✓	✓	✓	✓	
	PO6	Communicate management aims and direction	P				S		✓				
	PO7	Manage human resources	P	P									
	PO8	Ensure compliance with external requirements	P										
	PO9	Assess risks	P	S									
	PO10	Manage projects	P	P									
	PO11	Manage quality	P	P									
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	A4	Develop and maintain procedures	P	P									
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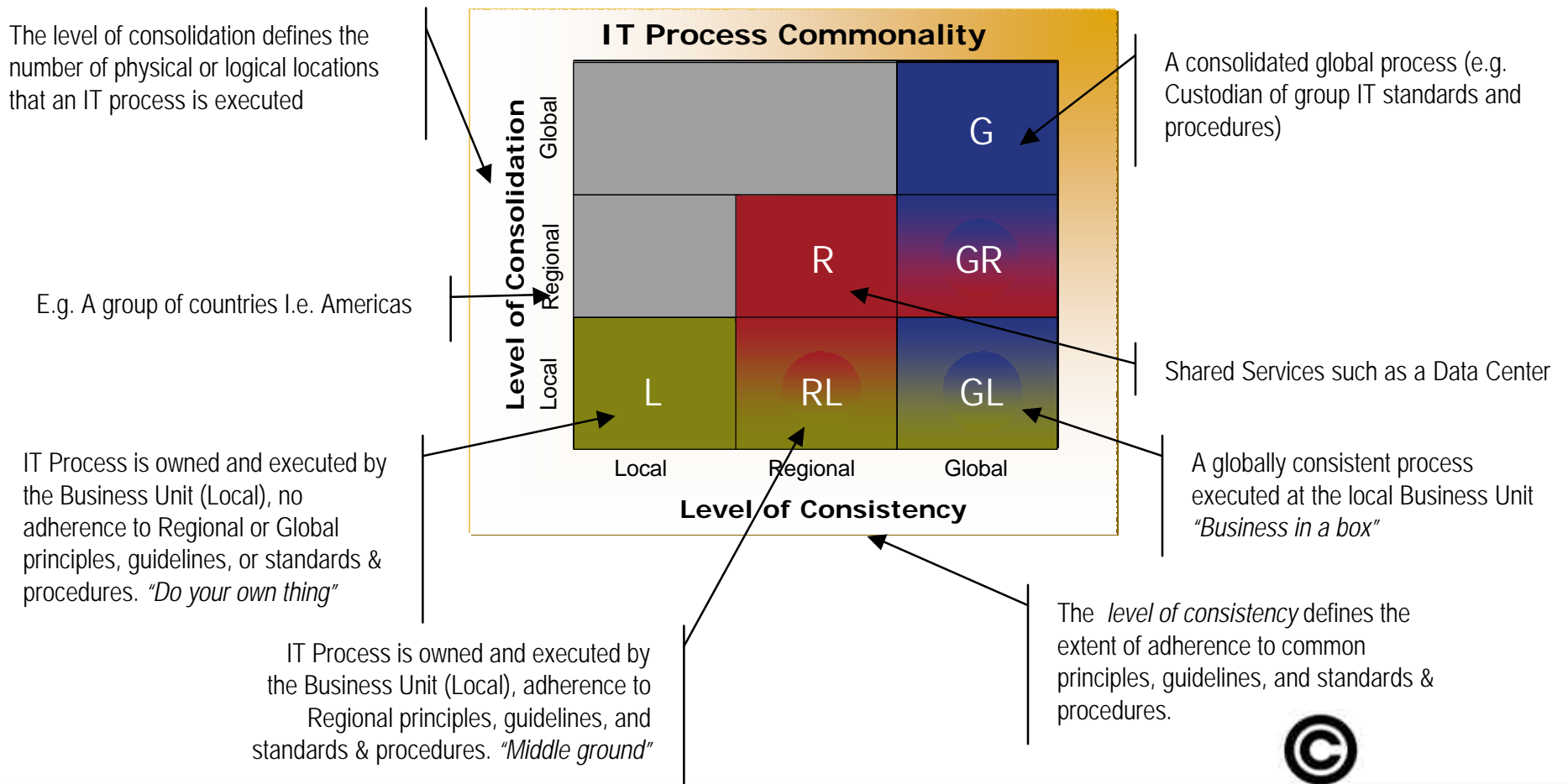


# IT Services Summarized by Domain and Commonality

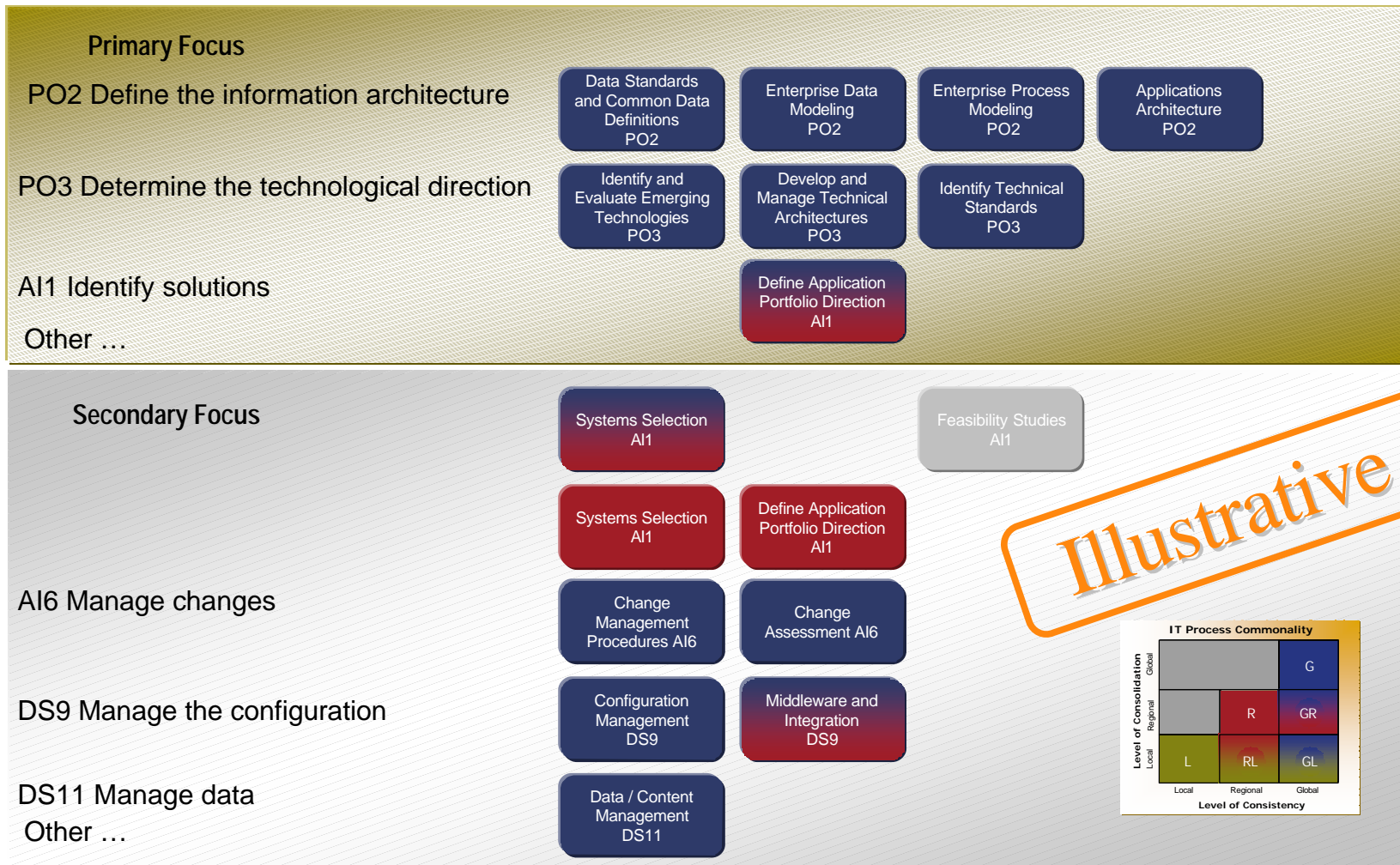


# Process Commonality

The framework provides a matrix approach to allocating responsibility for the IT services, supports global collaboration and facilitates local innovation.



# Enterprise Architecture Control Point Focus



**Illustrative**



# Enterprise Architecture Management

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## Purpose

Transform a legacy of fragmented applications, organizational structures and processes (both manual and automated) into an integrated environment with optimized processes that are responsive to change and the delivery of the business strategy.

## Primary Focus

- ❑ Optimize the organization of information systems.
- ❑ Take advantage of available and emerging technology to drive and make possible the business strategy.
- ❑ Other...

## Goal and Performance Indicators

- ❑ Faster application development.
- ❑ Reduction of data redundancy.
- ❑ Increased operability between systems and applications.
- ❑ Decrease number of non-compatible technologies and platforms.
- ❑ Reuse of models.

## Critical Success Factors

- ❑ A high level, corporate Enterprise Architecture function is established, with sufficient authority to administer the enterprise models, principles, and standards
- ❑ An automated repository is used to ensure consistency between the components of the Enterprise Architecture
- ❑ Roadmaps and strategies exist to take the organization from the current state to the future state of IT infrastructure and applications portfolio.
- ❑ Other...

**Illustrative**



# Enterprise Architecture Management

**Corporate Focus:** Facilitate the definition of guiding IT principles, guidelines, standards and procedures for the Enterprise Architecture process. Monitor and measure progress against strategies, plans and delivery of business value.

**Global Focus:** Develop enterprise architectures for Business, Data, Applications and Technology. Produce global roadmaps and strategies to take the organization from the current state to the future state of IT infrastructure and applications portfolio (simplify through standardization). Define the Enterprise Architecture control points within operational work practices for Change Control, Configuration Management and Data Resource Management.

**Regional Focus:** Definition of Regional application and technology roadmaps in accordance with the Global direction. Implement global enterprise architecture, middleware and integration polices, standards and procedures.

**Local Focus:** Local business units assist in the assignment subject matter experts who are tasked to produce key enterprise architecture deliverables such as data definitions, business rules and business process models. Ensure that detailed operational work practices for Change Control, Configuration Management and Data Resource Management are followed and satisfy the performance requirements of the Enterprise Architecture Management process.

	Corporate	Global (Workgroup)	Regional	Local	Opportunities for sharing
Principles	A	R	C	C	
Guidelines	-	-	-	-	
Standards and Procedures	-	A	-	-	
Operational	I	C	R	R	
Contribute Resources	A	R	R	R	

Illustrative

R – Responsible  
 A – Accountable  
 C – Consult  
 I – Inform



## CONTROL OBJECTIVES

# AI6

### DETAILED CONTROL OBJECTIVES

#### 6 MANAGE CHANGES

##### 6.1 Change Request Initiation and Control

###### *CONTROL OBJECTIVE*

IT management should ensure that all requests for changes, system maintenance and supplier maintenance are standardised and are subject to formal change management procedures. Changes should be categorised and prioritised and specific procedures should be in place to handle urgent matters. Change requestors should be kept informed about the status of their request.

##### 6.2 Impact Assessment

###### *CONTROL OBJECTIVE*

A procedure should be in place to ensure that all requests for change are assessed in a structured way for all possible impacts on the operational system and its functionality.

##### 6.3 Control of Changes

###### *CONTROL OBJECTIVE*

IT management should ensure that change management and software control and distribution are properly integrated with a comprehensive configuration management system. The system used to monitor changes to application systems should be automated to support the recording and tracking of changes made to large, complex information systems.

##### 6.5 Documentation and Procedures

###### *CONTROL OBJECTIVE*

The change process should ensure that whenever system changes are implemented, the associated documentation and procedures are updated accordingly.

##### 6.6 Authorised Maintenance

###### *CONTROL OBJECTIVE*

IT management should ensure maintenance personnel have specific assignments and that their work is properly monitored. In addition, their system access rights should be controlled to avoid risks of unauthorised access to automated systems.

##### 6.7 Software Release Policy

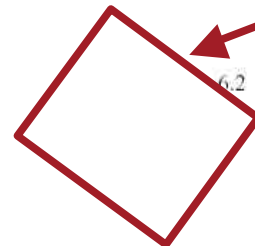
###### *CONTROL OBJECTIVE*

IT management should ensure that the release of software is governed by formal procedures ensuring sign-off, packaging, regression testing, handover, etc.

##### 6.8 Distribution of Software

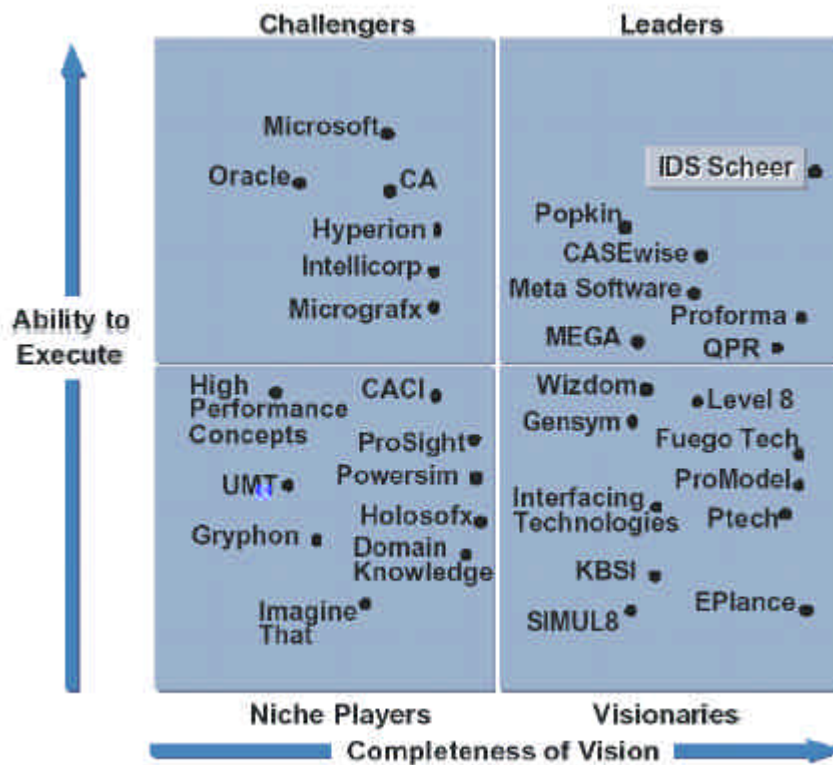
###### *CONTROL OBJECTIVE*

Specific internal control measures should be established to ensure distribution of the correct software element to the right place, with integrity, and in a timely manner with adequate audit trails.



# Tools

The ARIS tool set (supplied by IDS Scheer) is ranked by Gartner as industry leading.



- ❑ Comprehensive ARIS modeling standards, procedures and training material
- ❑ Meta-architecture supports the Zachman framework
- ❑ Automate the quality assurance of models against modelling standards and the meta-architecture.
- ❑ Real IRM Solutions technical enhancement of ARIS
  - Toolset integration with Microsoft and others
  - Products that enable enterprise architecture...

**Microsoft**  
CERTIFIED  
Partner



Re



# Agenda

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- Introduction
- Case Study
- Enterprise Architecture and Governance

## Case Study

- Conclusion



# Agenda

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- Introduction
- Case Study
- Enterprise Architecture and Governance
- Case Study

**Conclusion**



# Enterprise Architecture is a Strategic Imperative



Enterprise

Enterprise Governance

# Enterprise

TECHNOLOGY  
FOCUS

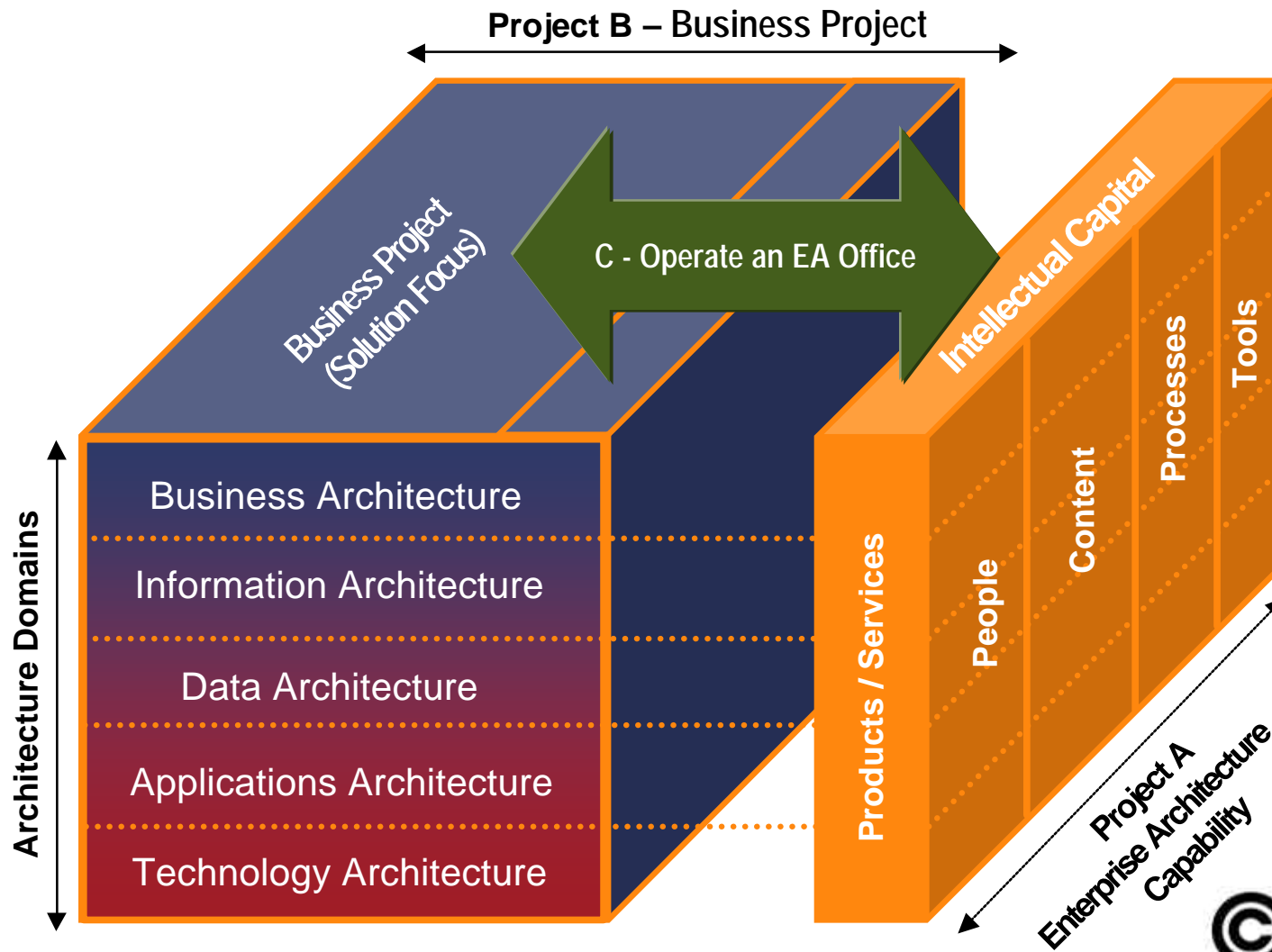
Information  
Technology

IT Governance

# Enterprise



# Enterprise Architecture Capability



## Conclusion

# Conclusion

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- ❑ Governance is fundamental in entrenching Enterprise Architecture (essentially a new way of working) into a business.
- ❑ IT Governance, like other governance domains, is the responsibility of executives and shareholders (represented by the board of directors).
- ❑ It is not an isolated discipline; it has an integral role in enterprise governance.
- ❑ It consists of the leadership and organisational structures and processes that ensure that the organisation's strategies and objectives are sustained and extended by its IT.
- ❑ Without adequate governance, Enterprise Architecture will remain a theoretical concept that will fail to deliver the desired business benefits





# Contact Details

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