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Overcoming Enterprise Architecture Adoption Barriers to Enable Business Transformation at Australia Post

by Marina Malenovic

Principal Architect - Architecture Knowledge Management

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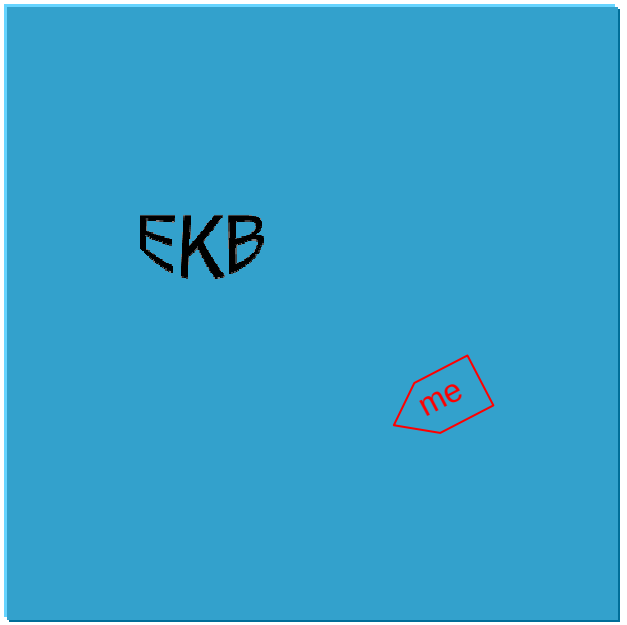
About Me

- Extensive experience in delivering architectures and strategic plans across a range of industries and business functions
- Proven record in configuration and implementation of Enterprise Architectural Repositories/Tools (eg. IBM Rational System Architect, Metis, Cool*Biz, ERWin, CE LBMS Systems Engineer, In House developed …)



AUSTRALIA POST

History

- In 2009 Australia Post celebrated 200 years as Australia's oldest, continually operating organisation

Present (in numbers)

- Total revenue $4.9 billion
- 4 Strategic Business Units, 3 Functional Units, More than 35,000 people (135 nationalities)
- 10.7 million delivery points nationwide, 4,433 retail outlets (including 2,541 in rural and remote areas)
- 20.4 million articles each business day, 5,323,400,000 mails a year
- More than 1,000,000 customers served every day, 1.3 million Australian passport interviews a year

Our Strategy

- Restore our letters business to profitability
- Grow our leading parcels business especially with online retailers
- Become one of Australia's most trusted provider in communications, financial, government and identity services

How We Get There

- Stabilise – build a solid base
- Rebuild – change how we do things
- Grow – unlock the opportunities
- Enable - build a Future Ready business

Were Enterprise Architecture was in April 2008

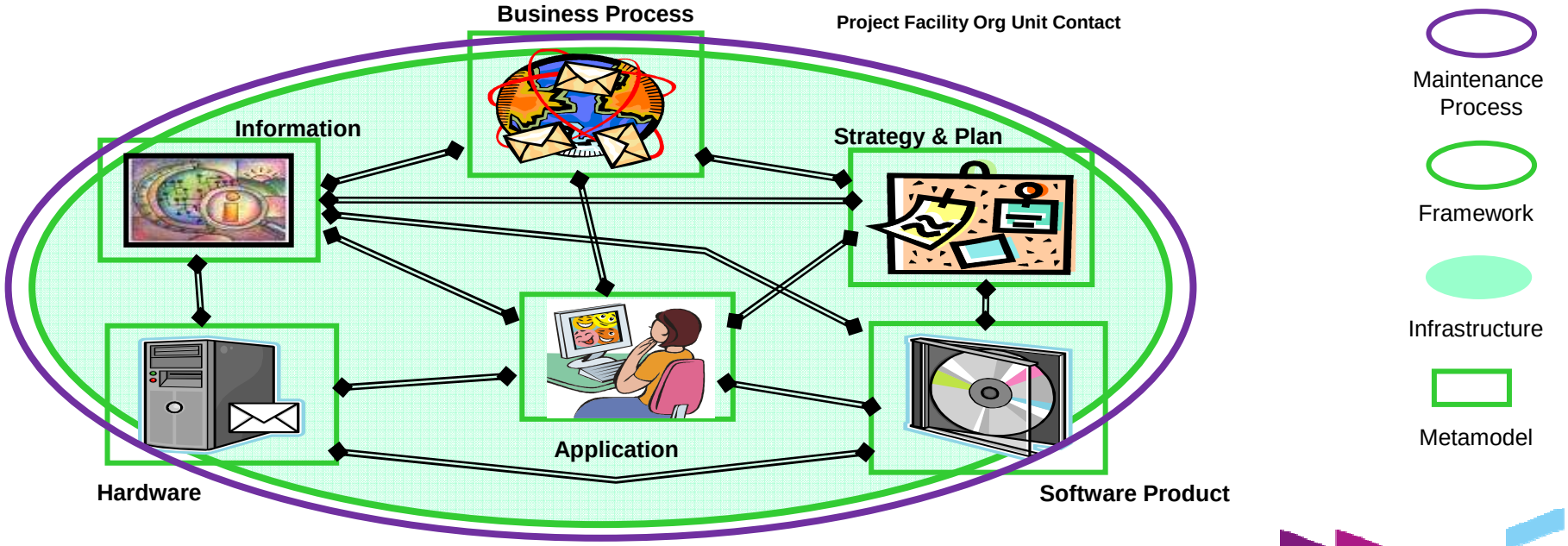
1. EA was fairly established in some parts of Australia Post however it was fragmented and was lacking coherence.
   - number of architecture teams - business and IT
   - lack of common framework
   -
2. There was not a well established Architectural Knowledge Base (EKB)
   - number of attempts to implement EKB using System Architect with somewhat limited success:
     - **Resistance:** modelling, reporting and publishing was extremely labour intensive, limited access to information;
     - **Content:** inconsistent, unstructured, incomplete, unlinked and not trustworthy
     - **Process:** lack of governance, common framework, common data model and clear data ownership
     - **Infrastructure:** the tool was not configured to support AP needs and it was not in production

Post Integrated Architecture Framework (PIAF)

- established and endorsed from the collaboration efforts of multiple business and IT stakeholders
- strives to improve decision making from a trusted single source of information and knowledge
- models are governed and maintained within the Enterprise Knowledge Base (EKB). **The EKB is the point of truth for all PIAF models**

EKB Vision

Establish Enterprise Knowledge Base (EKB) as a **structured, integrated and central** repository of architectural knowledge regarding the Post Business & IT landscape, represented as a collection of objects and models and capability for advanced analysis



Benefits

- Better management of Australia Post Processes and IT assets (applications, infrastructure, etc…):
  - single point of truth
  - visibility
  - reuse of information & models
- Increased speed to market:
  - reduce feasibility time
  - improve analysis and decision making
  - reduce cost of doing it
- Enable process integration and improvement:
  - end to end view (business & technology)

Delivery Plan

- EKB Project had 3 phases to deliver
  - Content
    - content delivered in each phase to be governed and managed as part of ongoing support
  - Enabling Infrastructure
    - in each phase, content delivery to be preceded by delivery of enabling technology component

Process

- Engaged and consulted business & IT Stakeholders to define requirements
- Agreed Framework (PIAF - Post Integrated Architectural Framework, tailored Zachman/TOGAF),
- Developed Metamodel
- Defined Data Ownership
- Imbed EKB usage and maintenance into AP processes
- Established Governance and Maintenance Process
- Monitoring, Auditing and Controlling processes defined and enforced

Challenges

- People (resistance, conflicting priorities, skill, etc...)
- Process (internal processes, change management, etc...)
- Technology (new technology eg. Terminal Services, 64 vs 32, SA extended functionality, SA Publisher, etc...)

Where we are now

EKB Governance

- Governance process defined, published & enforced
- Data maintenance process defined, published & enforced

EKB Functionality

- Data Entry
- Data integration
- Automated Visualisation/Diagramming
- Analytics, Overlays & Heat maps
- Reporting
- Automated Export to Visio & MS Access
- Data auditing & data quality/integrity reports

EKB Framework & Metamodel

- Building Blocks
- 104 Definition Types
- View Points
- 20 Diagram Types
- 143 Report Templates
- 116 Web Publisher Reports
- 351 Analytic Templates
- 45 Macros

EKB Content

- Enterprise Processes Models (L0-L4) + Overlays
- Enterprise Capabilities Models (L0-L2) + Overlays
- Enterprise Application Function Model (L1-L3) + Overlays
- Enterprise Technology Model (L1-L3) + Overlays
- Enterprise Information Model (L1-L3) + Overlays
- Detail data models for a number of projects
- Business System Inventory (BIP) + Overlay
- Application Roadmap & FSA

EKB Supported Processes

- Strategic planning
- Business Case assessment & approval
- Solution Architecture Outline
- IT Asset Management
- Cost Transparency
- Application Life Cycle Management
- etc...

EKB Website

- EKB content published daily/weekly
- Metamodel, User Guides & Templates
- Dashboard published daily

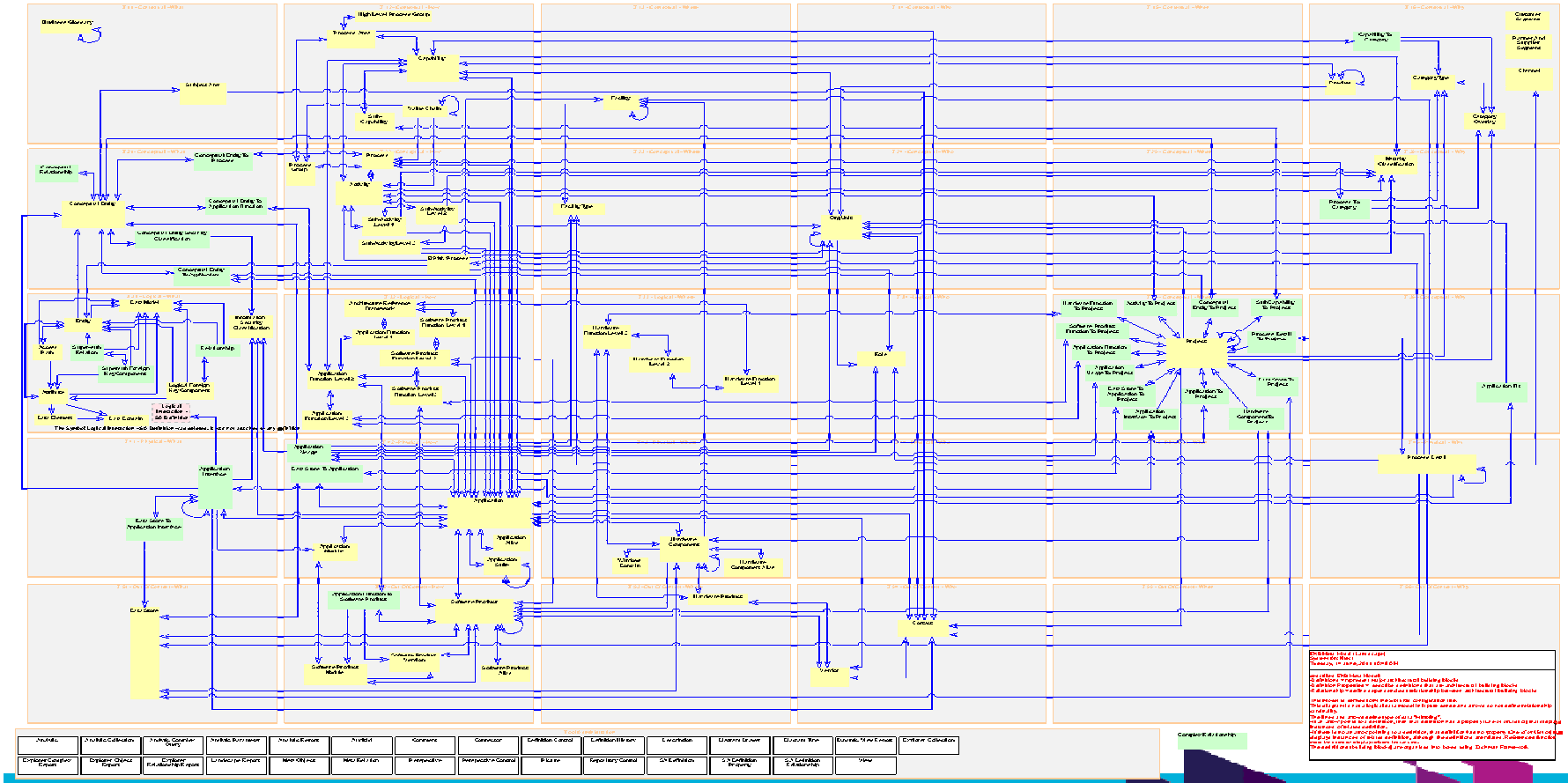
EKB Infrastructure

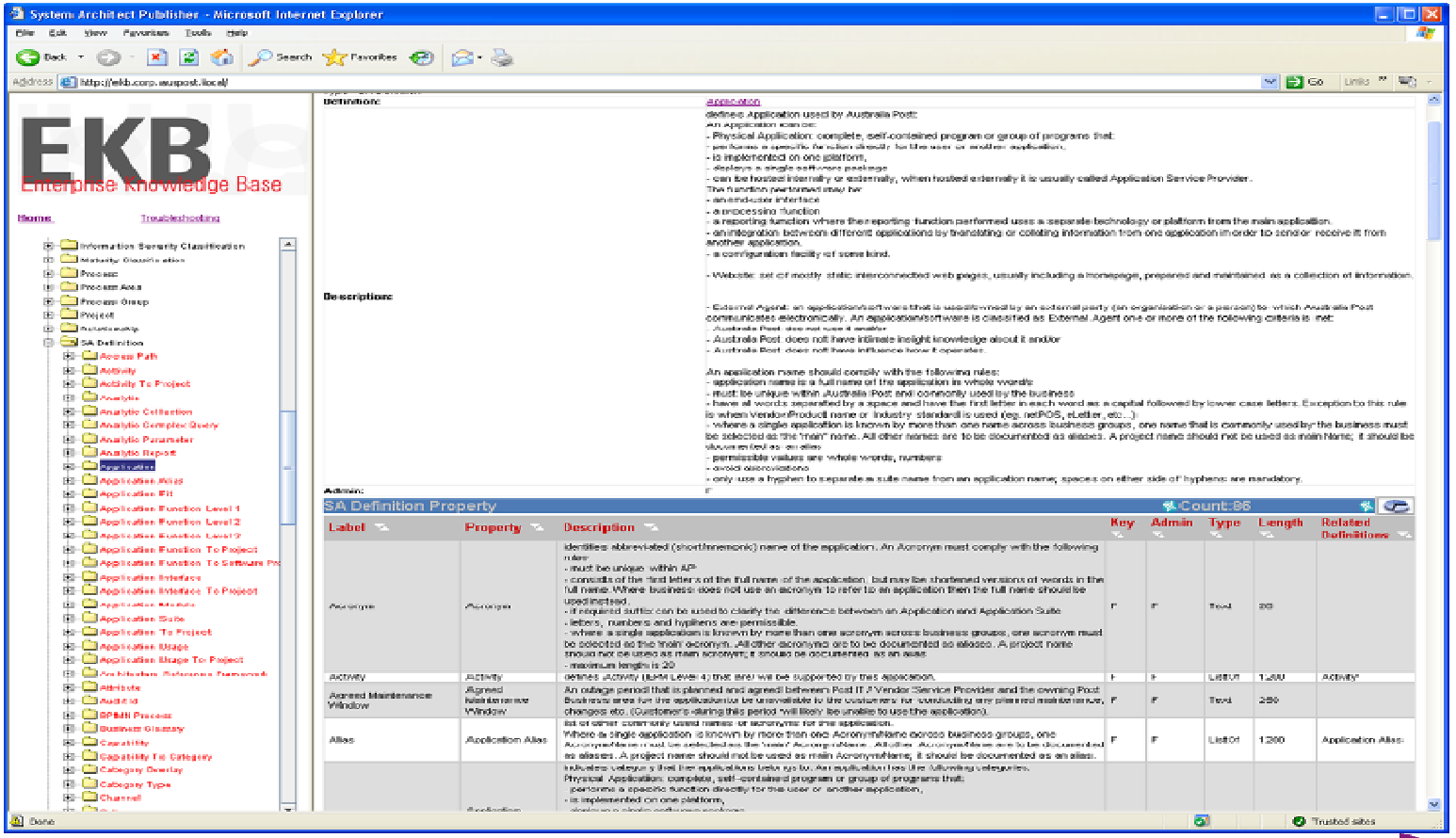
- SA running in Production
- SA **configured & extended** to support AP business
- Partnership with the IBM development to enhance the tool

EKB Dashboard

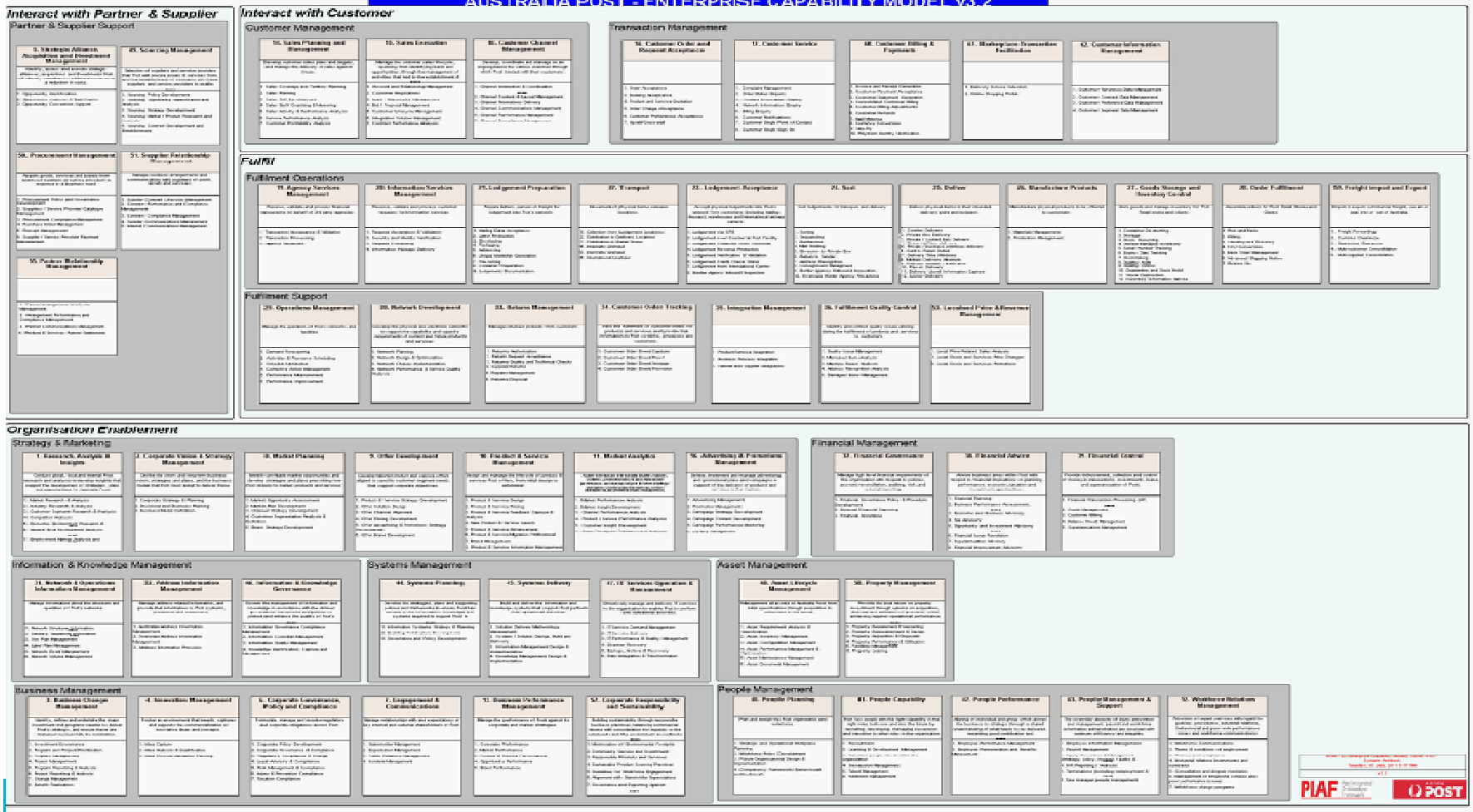
Delivered

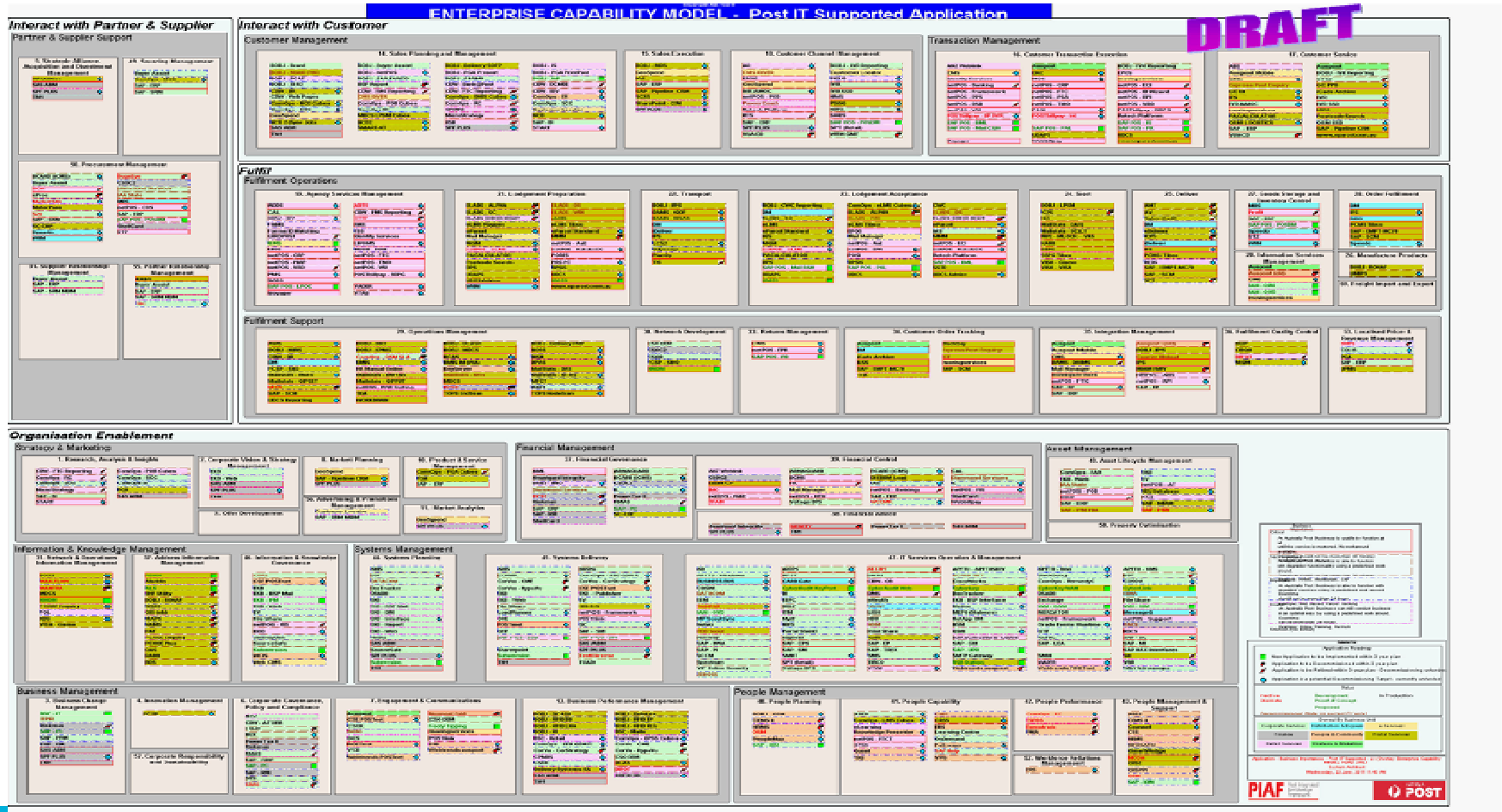
EKB Detail Metamodel

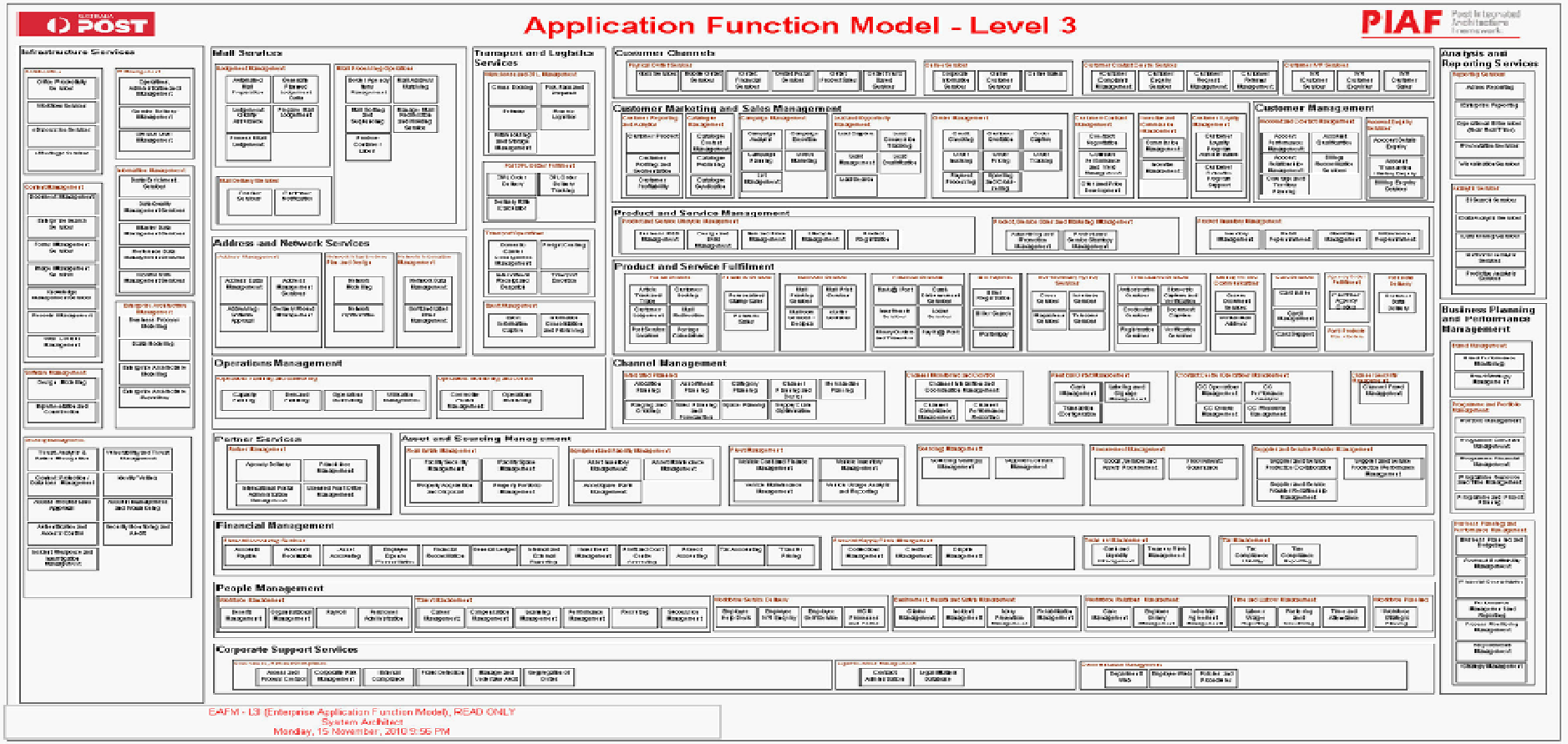


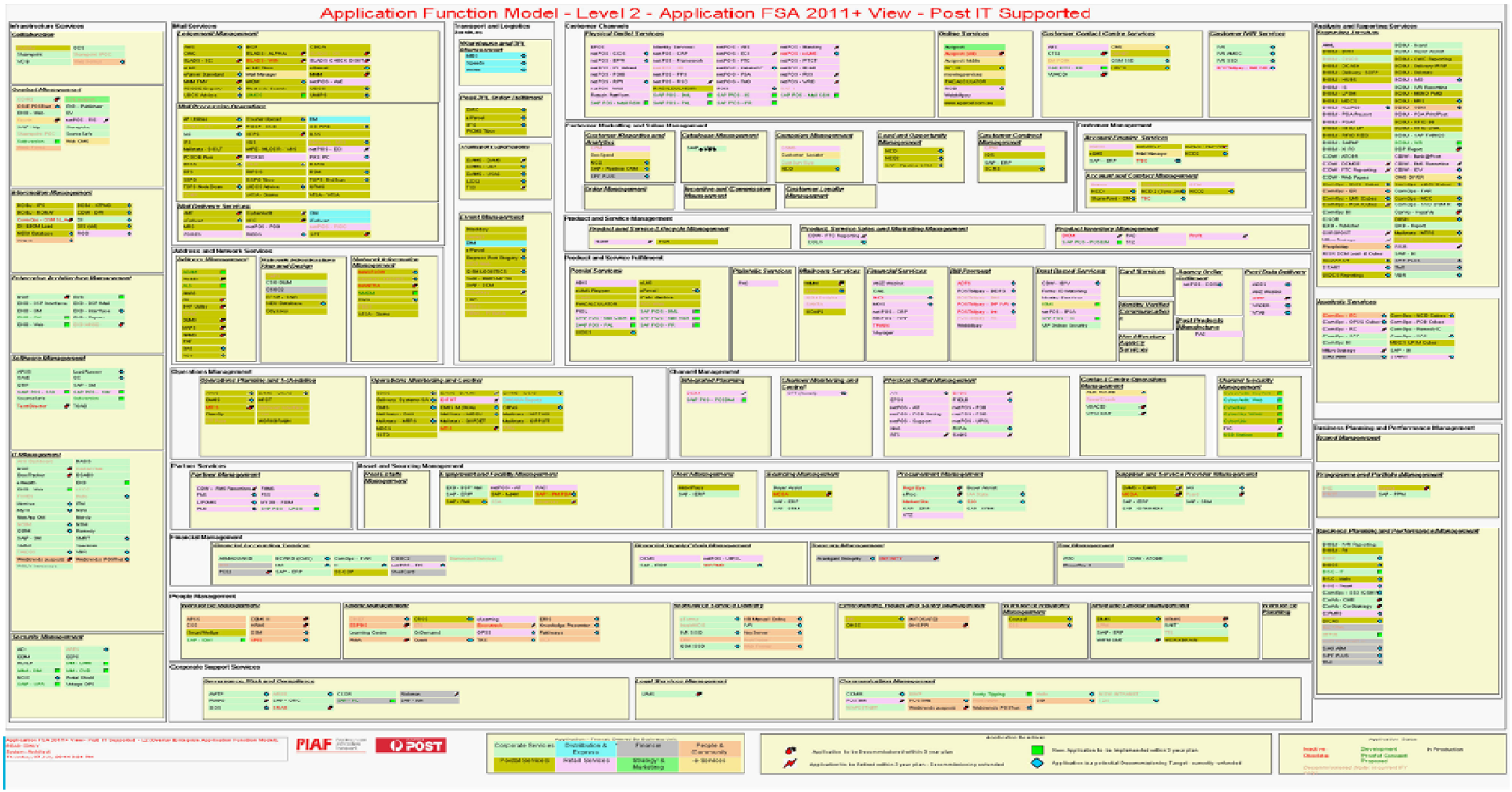

System Architect Publisher - Microsoft Internet Explorer
EKB
Enterprise Knowledge Base
Definitions:
Descriptions:
SA Definition Property
Count:86
Label
Property
Description
Key
Admin
Type
Length
Related Definitions

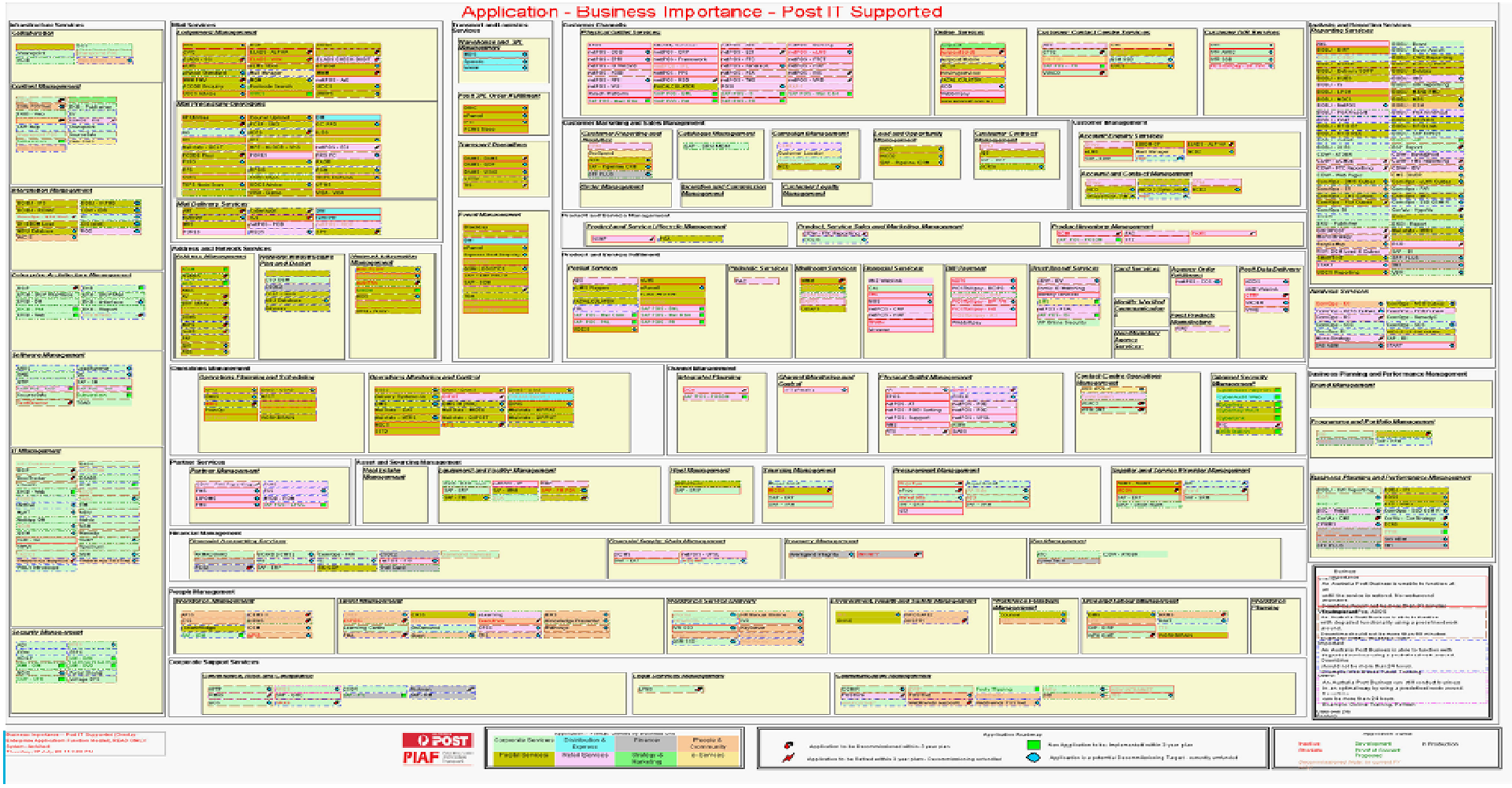
AUSTRALIA POST - ENTERPRISE CAPABILITY MODEL v3.2

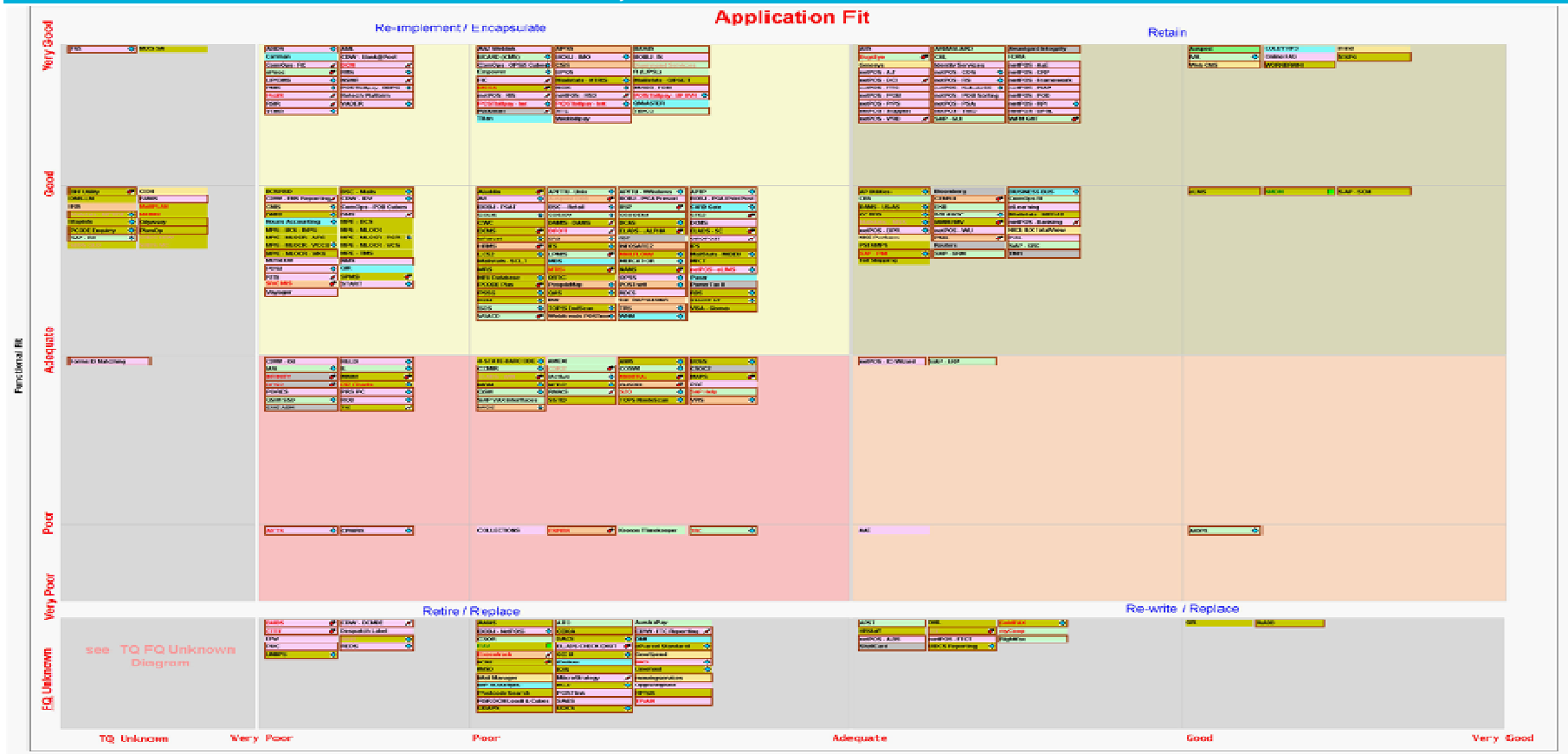



ENTERPRISE CAPABILITY MODEL - Post IT Supported Application
DRAFT
Interact with Partner & Supplier
Partner & Supplier Support
Interact with Customer
Customer Management
Transaction Management
Fulfilment Operations
Fulfilment Support
Organisation Enablement
Strategy & Marketing
Financial Management
Asset Management
Information & Knowledge Management
Systems Management
Business Management
People Management
PIAF
POST

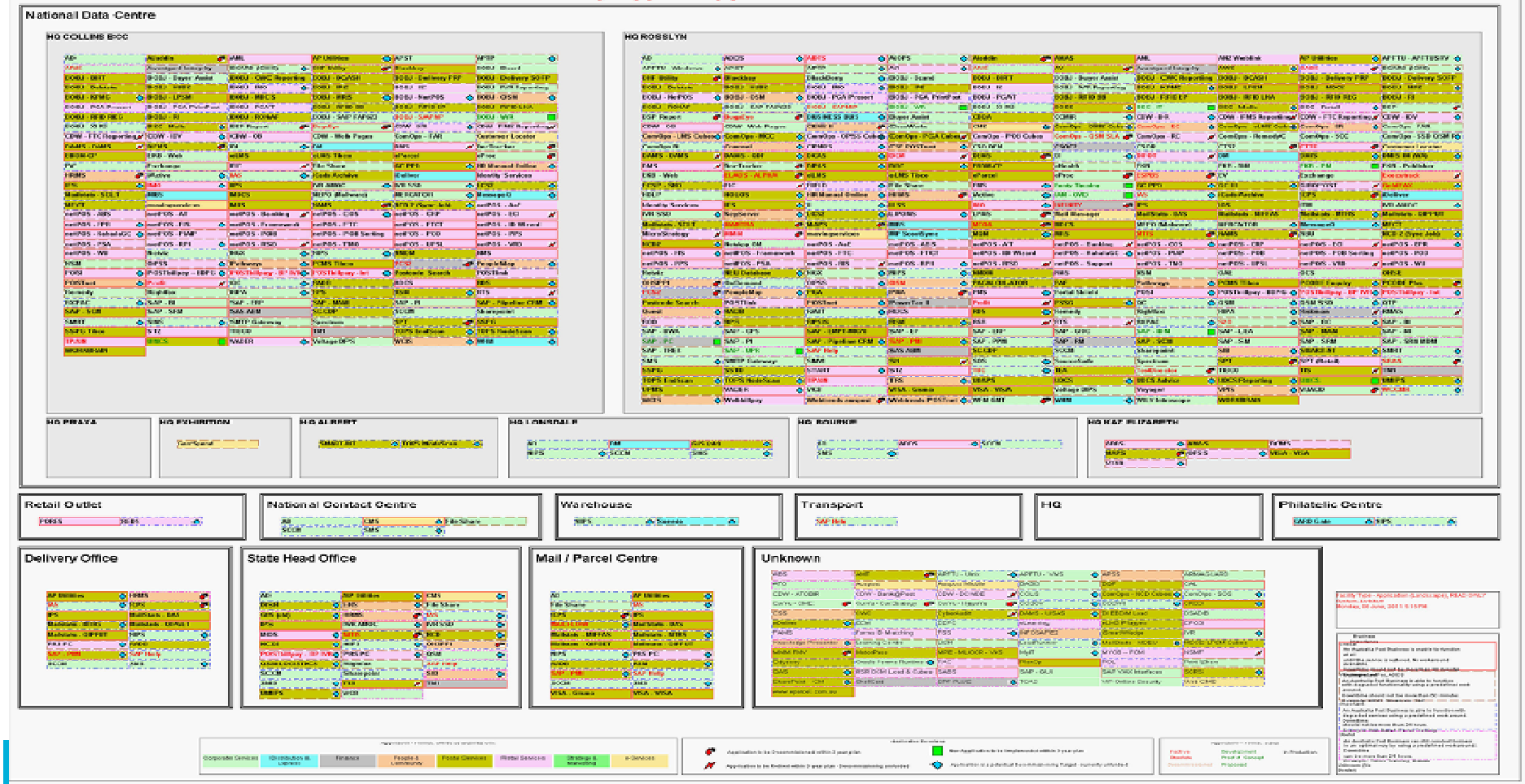

Application Function Model - Level 3
PIAF
Infrastructure Services
Mail Services
Transport and Logistics Services
Address and Network Services
Operations Management
Partner Services
Asset and Spacing Management
Financial Management
People Management
Corporate Support Services
Customer Channels
Customer Marketing and Sales Management
Customer Management
Product and Service Management
Product and Service Fulfilment
Channel Management
Analysis and Reporting Services
Business Planning and Performance Management
EAFM - LSI (Enterprise Application Function Model), READ ONLY
System Architect
Monday, 15 November, 2010 9:56 PM

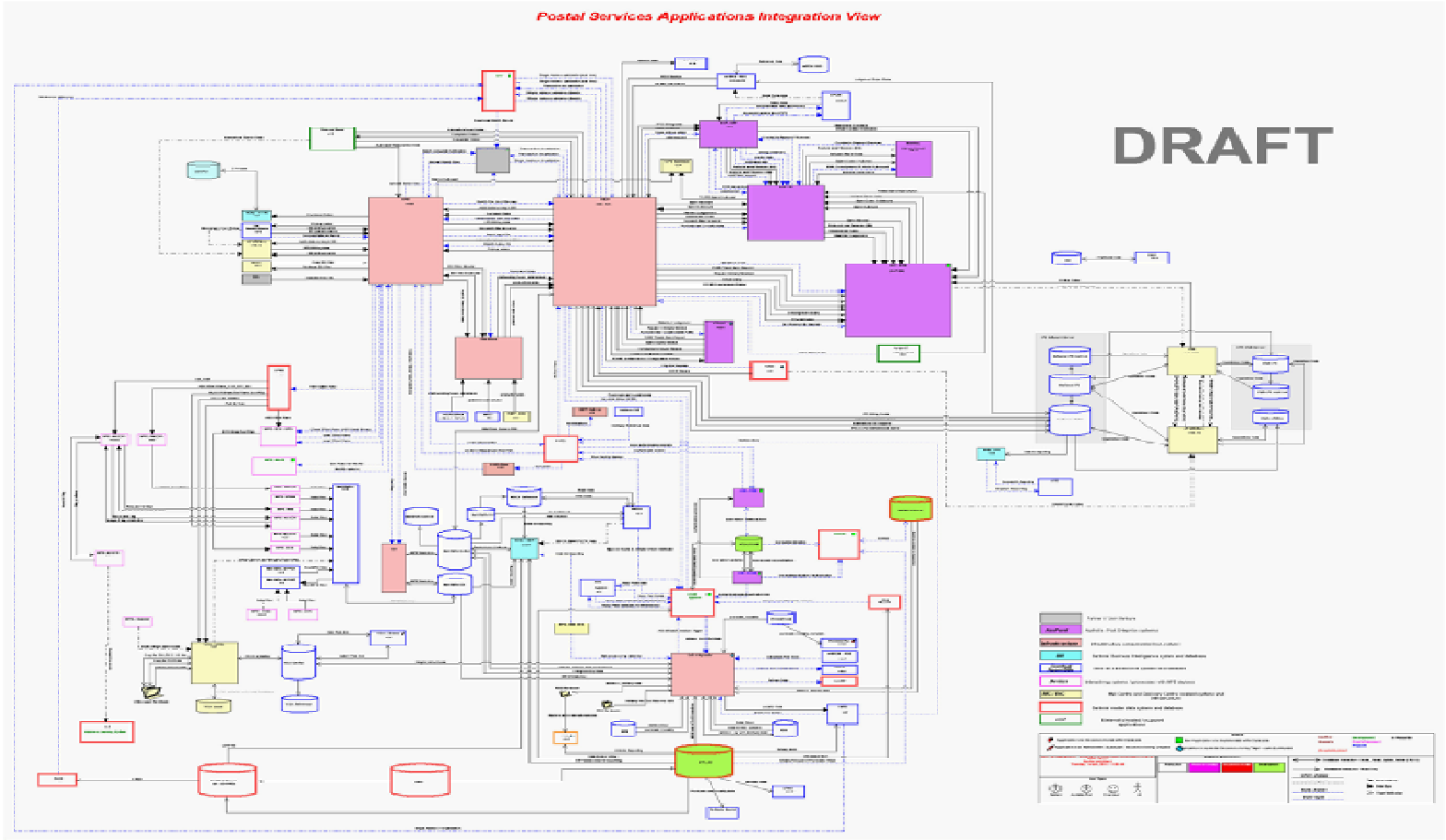

Application Function Model - Level 2 - Application FSA 2011+ View - Post IT Supported

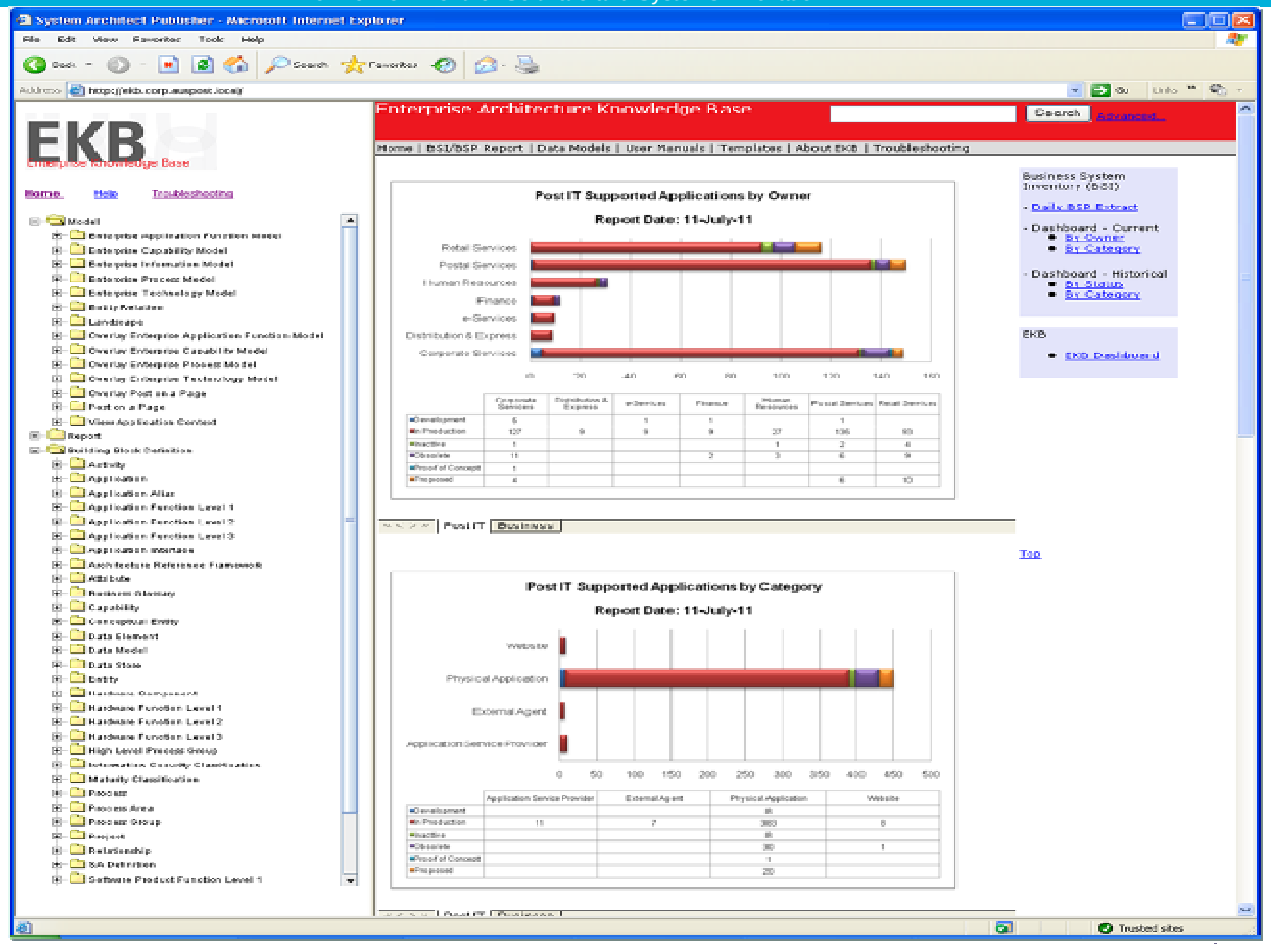

Application - Business Importance - Post IT Supported


Application Fit
Re-implement / Encapsulate
Retain
Retire / Replace
Re-write / Replace
see TQ FQ Unknowns Diagram
Functional Fit
Very Good
Good
Adequate
Poor
Very Poor
FQ Unknown
TQ Unknown
Very Poor
Poor
Adequate
Good
Very Good
Technical Fit

Facility Type - Application - Post IT




Postal Services Applications Integration View
DRAFT


System Architect Publisher - Microsoft Internet Explorer
EKB
Enterprise Knowledge Base
Home
Help
Troubleshooting
Enterprise Architecture Knowledge Base
Search
Advanced...
Home | BSI/BSP Report | Data Models | User Manuals | Templates | About EKB | Troubleshooting
Post IT Supported Applications by Owner
Report Date: 11-July-11
Retail Services
Postal Services
Human Resources
Finance
e-Services
Distribution & Express
Corporate Services
Post IT
Business
Top
Post IT Supported Applications by Category
Report Date: 11-July-11
Website
Physical Application
External Agent
Application Service Provider
Business System Investment (BSI)
Daily BSP Extract
Dashboard - Current
By Owner
By Category
Dashboard - Historical
By Status
By Category
EKB
EKB Dashboard
Trusted sites

Project Delivery Team

- Principal Architect - Architecture Knowledge Management (full time)
- Architecture Analyst / Technical Expert (full time)
- Project Manager (2 D/W), Solution Architect (2 D/W) & Technology Support during infrastructure delivery
- IBM Consultants

EKB Stakeholders

- Architects (Business, IT)
- Planners
- Application Account Managers
- Technology Services
- Application Controllers

EKB Team

- Principal Architect - Architecture Knowledge Management (full time)
- Architecture Analyst / Technical Expert (full time)

Tips

- Right team to drive, implement & run repository (right mixture of enterprise architecture and technical skills, disciplined, focus and believing in the value)
- Engage Stakeholders, get high level requirements and ownership commitments
- Defined and agreed Vision
- Defined Benefits and Cost
- Deliver in phases
- Implement as a Project and than manage it as Business As Usual
- Establish and enforce Governance, Data Ownership and Maintenance Process
- Imbed contribution / usage in your processes and KPIs
- Stay relevant and on track; take time to understand stakeholders' needs, communicate with them regularly, seek feedback...
- Provide user manuals, help & training
- Provide alternative data entry (eg. spreadsheet templates) and centralised data entry services where appropriate.
- Engage and communicate with IBM to resolve issues and to propose enhancements
-
- **It is technically challenging to implement System Architect in a large corporation, get IBM's commitment to provide and own overall end to end Enterprise technical solution**