Portfolio Efficiency Toolkit

To learn more about this full research or to inquire about membership, contact us:

+1-866-913-8101
IT.Support@cebglobal.com
www.cebglobal.com/IT

CEB Enterprise Architecture Leadership Council
II. Drive Reuse and Solutions Development Efficiency
## ROADMAP FOR THE TOOLKIT

### I. Rationalize IT Assets

### II. Drive Reuse and Solutions Development Efficiency

<table>
<thead>
<tr>
<th>1. Plan for Reuse of Existing IT Assets</th>
<th>2. Drive Reuse and Solutions Development Efficiency Throughout the IT Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Engage Stakeholders in a Reuse Initiative, p. 44</td>
<td>- Foster a Culture of Reuse in IT Delivery, p. 47</td>
</tr>
<tr>
<td>- Quantify the Cost Savings of Reuse, p. 45</td>
<td>- Develop Reuse Advocates, p. 48</td>
</tr>
<tr>
<td>- Refine Cost Savings Quantification, p. 46</td>
<td>- Include Reuse in Architect Performance Objectives, p. 49</td>
</tr>
<tr>
<td></td>
<td>- Promote Actionable, Reuse-Oriented IT Principles Throughout the Delivery Community, p. 50</td>
</tr>
<tr>
<td></td>
<td>- Focus on Proactive and Embedded Governance, p. 51</td>
</tr>
<tr>
<td></td>
<td>- Provide IT Project Teams with Early Education on Successful Architecture, p. 52</td>
</tr>
<tr>
<td></td>
<td>- Guide Project Proposals to Account for Complexity Reduction, p. 53</td>
</tr>
<tr>
<td></td>
<td>- Ensure Practical Support for Reuse Is Core to Your RA Practice, p. 54</td>
</tr>
<tr>
<td></td>
<td>- Influence IT Teams to Use RAs, p. 55</td>
</tr>
<tr>
<td></td>
<td>- Identify and Prioritize SOA Services to Develop, pp. 56-57</td>
</tr>
</tbody>
</table>

### Appendix

- Brand RAs for a Consistent Customer Experience, p. 59
- Integrate RAs into Technology Roadmaps, p. 60
- Create Centralized Environments for Developer Knowledge Sharing, p. 61
- Make Usability an Operating Principle for RAs, p. 62
- Federate RA Ownership, p. 63
- Fast-Track Governance for Projects That Use RAs, p. 64
- Ensure EA Project Involvement Is Commensurate with Business Impact, p. 65

### III. Improve Investment Planning and Information Flows
Include Reuse in Architect Performance Objectives

Reuse-Focused Architect Performance Objectives

- Architect performance objectives can drive architects to actively support reuse by solutions architects and IT delivery teams.

<table>
<thead>
<tr>
<th>Reuse-Focused Architect Performance Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define and augment our catalogue of architecture building blocks (e.g., patterns, document templates, reference/capabilities models).</td>
</tr>
<tr>
<td>Work with solution architects during rotations to ensure clear understanding of current standards and best practices for standards implementation.</td>
</tr>
<tr>
<td>Support the ongoing development of the SOA service catalog to create reusable SOA components.</td>
</tr>
<tr>
<td>Consult with solutions architects and IT delivery teams at key checkpoints in the SDLC to ensure and maximize use of existing standards.</td>
</tr>
</tbody>
</table>

Source: CEB analysis.

For more guidance on developing architect performance objectives, see the case study from BMO.
Rationale

Global solutions avoid duplication of effort and license fees and reduce support cost.

The TCO should drive investment decisions.

IT sourcing and solution design is driven by the (IT) value provided to the business and TCO.

Simple, quick projects and solutions maximize business value and minimize IT delivery costs.

Implications for IT Delivery

- SAP Core ERP, SharePoint, and WebMethods are our preferred platforms and will be exploited fully.
- There must be an overwhelming case for another option to be chosen over preferred platforms. If chosen, preferred platform compatibility is favored.
- All solutions are evaluated as global and holistic solutions.
- We are a progressive adopter of mainstream (i.e., proven) technology.
- To maximize use and reuse, consider end user mobility requirements and devices during solution selection, and favor responsive user interface design fit for multiple platforms and devices.
- Use existing systems to their full potential before investing in new solutions.
- Do not duplicate functionality in multiple systems.
- Do not customize software or solutions unless there is a competitive advantage to doing so or no alternative.
- Challenge customization requests. Do they really add competitive advantage?
- Service levels are agreed on with service users and designed to meet business needs.
- Regularly test the market for IT services (e.g., benchmarking, market analysis).
- Continually look for new IT options to create better business value.
- Business process simplification and automation are considered in all IT projects.
- Consider cloud alternatives, and adopt where business and cost objectives meet and security and controls requirements are not breached.
- IT processes are designed to be flexible and reviewed periodically to ensure fitness and performance.

Source: CEB analysis.
Provide IT Project Teams with Early Education on Successful Architecture

SDLC Process

1. Roadmap
2. Discovery
3. Inception
4. Elaboration
5. Construction
6. Transition
7. Deployment
8. Operation
9. Retirement

Self-Service Assessment

- Business Success Factors: enable project teams to design their initiatives for desired business outcomes.
- Architectural Success Factors: enable project teams to design their initiatives for technology solutions success.
- System Deployment Success Factors: enable project teams to design their initiatives for project success.

Educate project teams on the factors that drive successful IT investment using self-service assessment tools:

- At the discovery phase of projects, Baker Hughes uses Business Success Factors to represent the highest-level criteria that help teams articulate their overall objectives.
- At the inception phase, Architectural Success Factors are used to represent another level of detail, helping teams identify the factors that affect architectural quality.
- During elaboration, System Deployment Success Factors help guide new IT investments to the most cost-efficient solution deployments.

For a variety of IT project team self-assessment tools, refer to the case study from Baker Hughes, the accompanying tool, and Criteria Rubric on page 27.
ENSURE PRACTICAL SUPPORT FOR REUSE IS CORE TO YOUR RA PRACTICE

RA Toolkit
Percentage of EA Groups with Each RA Element

- RAs are documented best practices and artifacts that help delivery teams make better design and technology choices.
- RAs aim to speed up time-to-market, increase standards adoption, and reduce TCO.
- RAs can help make standards usable and practical for IT delivery teams, improving reuse, cost efficiency, and complexity reduction throughout the enterprise.
- Highly actionable tools that support reuse with developers, such as reusable source codes and working prototypes, are not widely used despite their impact.

For information on the business case for an RA program, see the RA Implementation Guide, pp. 4–5 and 20–21.

See the RA Cost Savings Estimation Model to customize an RA economic model for your organization.

PLANNING FOR REUSE OF EXISTING IT ASSETS

DRIVE REUSE AND SOLUTIONS DEVELOPMENT EFFICIENCY THROUGHOUT THE IT COMMUNITY
Thank You for Your Interest in CEB Research!

If you’re a member, please log into your account to access the full study.

If you would like access to this full study, please contact CEB to learn more.

Member Login

Contact CEB