Enterprise Architecture Management

- Capabilities
- Enterprise Architecture Management

Enterprise Architecture Management

The Enterprise Architecture Management capability’s enablers include Application Portfolio Management, Technology Portfolio Management, and Capability Portfolio Management. Each capability within the Planview Capability Framework has a distinct set of features and functionality, business processes, best practices, and analytics and reports that deliver value to customers in the form of specific business outcomes.

Enterprise Architecture Management Definitions and Business Outcomes

Application Portfolio Management

We can break down epics into features, adding them to the program backlog and estimating size, value, or complexity as appropriate.

- This provides insight into the impact of application changes, business demand, and strategic priorities on your application portfolio while increasing business value through portfolio optimization and reduced cost and complexity.
- We can actively manage and govern our portfolio, and understand what applications support our business.
- We can understand how applications are aligned with business priorities.
- We can identify functional redundancy in our application portfolio.
- We can calculate the costs of individual applications and our overall portfolio.
- We can identify at-risk applications to their underlying technologies.
- We can evaluate our application portfolio for information security impacts and risk.
- We can score and analyze our applications using criteria that reflects our business and technical priorities.
- We can plan application retirement and replacements through analysis and develop application roadmap and transition plans.
Technology Portfolio Management

This allows you to proactively understand and address the business impact and risk of aging technologies and improve compliance to meet your preferred standards.

- We can understand what technologies are currently deployed in our environment, and actively manage and govern our portfolio.
- We can anticipate and plan for technology risks associated with age and support.
- We can support technology standards governance decisions and determinations.
- We can create and manage technology roadmaps.
- We can evaluate and reduce the technology footprint and complexity in our landscape.
- We can plan technology retirement and replacements through data-based analysis and establish technology roadmap and transition plans.
- We can forecast resourcing needs.

Capability Portfolio Management

This planning and analysis function aligns investment and technology portfolios with enterprise strategic priorities to drive optimal performance and advance business capability maturity.

- We can establish a common vocabulary to optimize the quality and speed of decision-making and reduce confusion in cross-organizational discussions.
- We can establish explicit governance over the entire body of change and investment portfolios with holistic enterprise oversight.
- We can drive significant IT investments with business implications through business strategy as articulated via business architecture.
- We can use business architecture to analyze the business model and establish actionable roadmaps, funding, and priorities needed to deliver results ranging from tactical deployments to long-term business transformation.
- We can define and track expected business outcomes.
- We can leverage lessons learned to continually improve our planning process year-over-year.

Enterprise Architecture Management Process Steps

Select your product

- Planview Enterprise One PRM–CTM

This capability provides insight into your application and technology portfolios in order to understand and actively manage the applications and technologies that support your business. From there, the capability portfolio management function allows you to align those insights with your organization’s strategic priorities and expected business outcomes.
Connection Points

1. Enterprise Architecture Assessment
   - Gather EA Assessment and feed into Capacity Planning

2. Execution Alignment
   - Send Work status from PRM to CTM to keep PMO and EA groups aligned

3. Application Inventory

4. Capability Alignment
   - CTM is the system of record for capabilities and sends them to PRM
   - Used to frame investments in the context of capabilities

5. Project Associations
   - Sync associations for shared view of project impact
   - CTM is the system of record for Project<>Capability associations. In Planview Enterprise One – CTM, projects are related to capabilities through business functions. Planview Enterprise One – PRM ignores the Business Function layer.
   - For Project<>Application associations, either PRM or CTM can be
• CTM serves as system of record for all applications and sends them to PRM
• Additionally, send application financial fields from PRM to CTM to support rationalization efforts

Demand Management

Challenges

• EAs do not have enough visibility into the demand pipeline
  • Results in realizing critical dependencies and gaps AFTER project approval process
• EAs need to be able to see demands as they are coming in so that they can:
  • Map those demands to existing business capabilities
  • Identify gaps in the current capability portfolio to create new capabilities

The Solution

• EAs can provide an enterprise-wide view of planned investments through the use of EA demand assessments
  • Limits the potential problems that will arise from misaligned programs by ensuring investment alignment to business and tech architecture at the front end of the planning process
  • Helps to drive strategic alignment of investments
  • Results in overall project delivery improvement through reduction of project risk
  • Promotes architectural standards throughout the organization

Initiate Demand
• New demand (Project) created
• EA project assessment workflow automatically kicks off
• EA notified of project assessment task

Capacity Planning

Challenges

• Limited capacity requires trade-offs to be made but its not always easy to fully understand the impacts of those decisions
• PMOs and EAs need an easy way to understand the portfolio:
  • from different perspectives
• and impacts on other portfolios

The Solution

• Create investment scenarios to evaluate alternative approaches to determine the optimal investment plan
  • Understand which scenario accomplishes driving revenue, controlling spend, managing capacity, or all of the above
  • Provide summary level information to leadership at appropriate level
• Model investment impacts across strategies, capabilities and technology
  • Understand the impacts of trade-offs about what you are or are not delivering
  • Communicate how trade-offs affect achieving strategies and maturing business capabilities

Create Scenarios

Expand Image

Model Trade-Off Decisions
Roadmapping

Challenges

• Strategy disconnected from delivery
  • Not delivering intended outcomes
• Disjoint between IT and business Initiatives leading to misalignments in the portfolio
  • Missed deadlines
  • Unintended consequences

The Solution

• Realize strategy through integrated roadmaps that describes how the programs, projects, applications, and products will deliver on strategic and organizational goals.
  • Monitor the progress of execution against strategic plans
• Define roadmaps that provide an integrated view of proposed investments with strategies and project's impact to capabilities and applications.
  • Results in better project decisions and use of technology

Define Strategies
Work and Application Rationalization

Challenges

- No visibility into the application portfolio leads to application complexity and sprawl
  - Difficult to determine the right technology, for the right purpose, at the right time
  - Technology utilization is not maximized
- Too many similar initiatives; portfolio interdependencies not understood
  - Need to identify project overlaps, impacts, and dependencies to avoid unexpected down-stream impacts

The Solution

- Drive cost out of IT portfolios
  - Leverage existing technologies and applications to meet the organizational demand (stop buying new stuff), achieving more rapid fulfillment of business need
  - Identify projects that can be merged or no longer needed
  - Identify reuse opportunities for applications and technology
- Track progress against application and technology lifecycles by integrating project execution with technology planning
  - Drives more timely achievement of the to-be state
Track Application Total Cost of Ownership (TCO)

Use the Financial Plan to track the costs to maintain and operate an application.

Decide what financial accounts and cost structure to track.

Keep up to date with project status.
Related Capabilities

- **Capacity Planning**
  
  This capability provides the mechanism to set resource capacity targets which can be used to analyze capacity against demand and assess the organization’s ability to continue with existing investments or adopt new investments.
  
  [Read more](#)

- **Prioritization and Scenario Analysis**
  
  This capability provides the ability to compare, assess, prioritize, and rank all your potential and existing investments before the approval of your overall portfolio plan. The creation and comparison of what-if scenarios is supported to inform investment decision-making.
  
  [Read more](#)

- **Roadmapping**
  
  This capability allows product managers, program managers, and business leaders to translate strategic ideas into a
tangible timeline of business outcomes and deliverables. Roadmaps are used to set direction and expectations and maintain clear communication throughout delivery.

Read more

Supported Solutions

• Project Portfolio Management

With a line of sight from strategy to delivery, Planview's Project Portfolio Management solution enables leaders to optimize program and project portfolios, balance capacity against demand, prioritize work, focus resources, and empower teams to deliver.

Read more

• Enterprise Agile Planning

Planview's Enterprise Agile Planning solution provides a scalable enterprise-level lean portfolio management, agile program management, and agile delivery platform that enables planning and value delivery from the strategic portfolio level to the agile team.

Read more