

A Collaboration of  and  insider

SAP Enterprise Architect Global Summit

Virtual Event - March 1-3, 2022

The Evolution of the Enterprise Architect

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Henley Business School



EA Outputs

EA SURVEY
McKinsey & Henley Business School

Collaboration with Dr Oliver Bossert, Partner, McKinsey
How enterprise architects need to evolve to survive in a digital world

CIO
Global leaders

Business Design
SAP Consultancy

EA Education
Programs

McKinsey and Henley Business School have run the EA Survey for 5+ years

Overview



is a collaboration between Henley Business School and McKinsey & Company to **create insights into the impact of Enterprise Architecture** in delivering digital transformation for sustainable enterprises.



seeks to understand **patterns of behavior that help make Enterprise Architecture a vital contributor to both business and IT initiatives**

www.EASurvey.org



Selected key metrics

>100 questions

>300 Participants

27 Industries

~50,000 datapoints

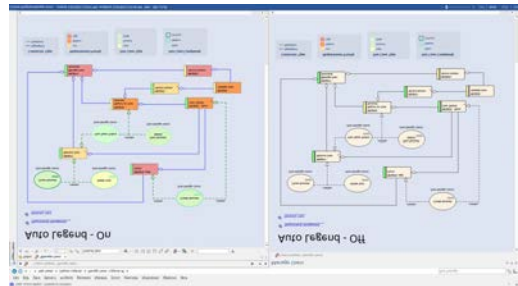
Active
Supporter



Enterprise Architect – Perception becomes Reality?

Forbes article,
“Is EA Completely
Broken?”

The notion that the practice
of EA has become all about
documentation rather than
effecting business change is
a common theme.

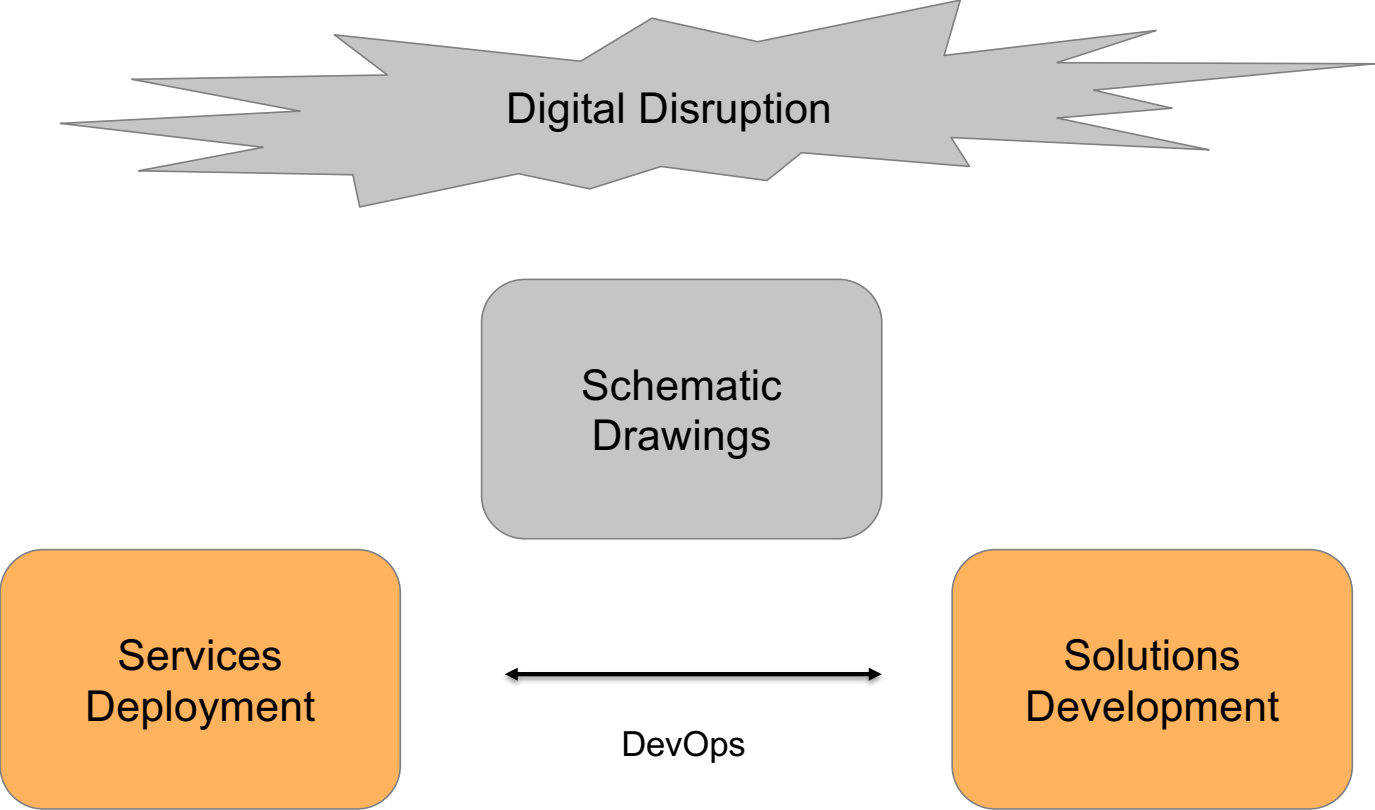


Schematic
Drawings

McKinsey & Henley
EA Survey

Over 40% of respondents
believed that business
colleagues were not aware
of what EA does

Enterprise Architect – IT Architecture Positioning



Enterprise Architect – IT Architecture Transformation

Organisational Ambidexterity

- Innovation and Efficiency
- Agility and Stability
- Speed and Sustainability

Legacy Complexity



Deliver digital operating model and platform

Use Continuous Modernization to Build Digital Platforms From Legacy Applications

Identify Friction Points and Modernize

Sales and Marketing Capabilities

Product Planning

Product Marketing and Roadmap

Channel Management/Reseller

Customer Account Management

Sales Compensation Management

Pricing

Opportunity Management

Order Tracking

Replaced Pricing Engine

API

API

The Legacy Application

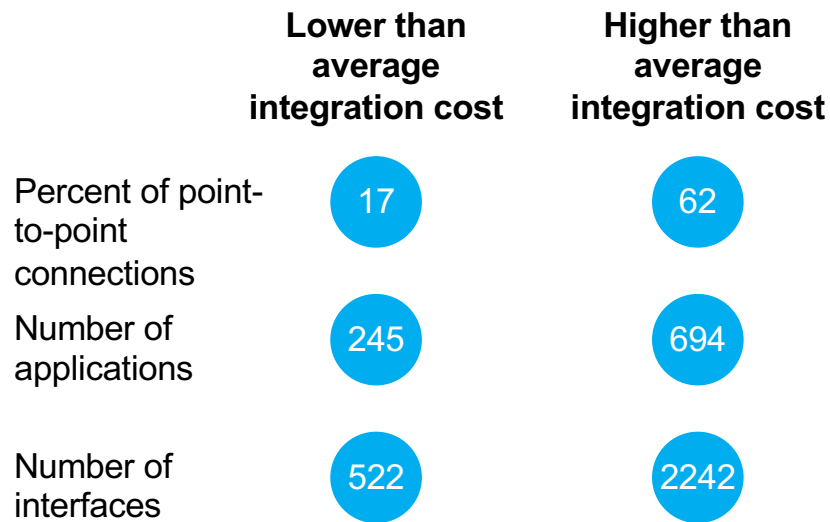
Extended Web GUI

Green capabilities are fine; red capabilities have issues
ID: 344837

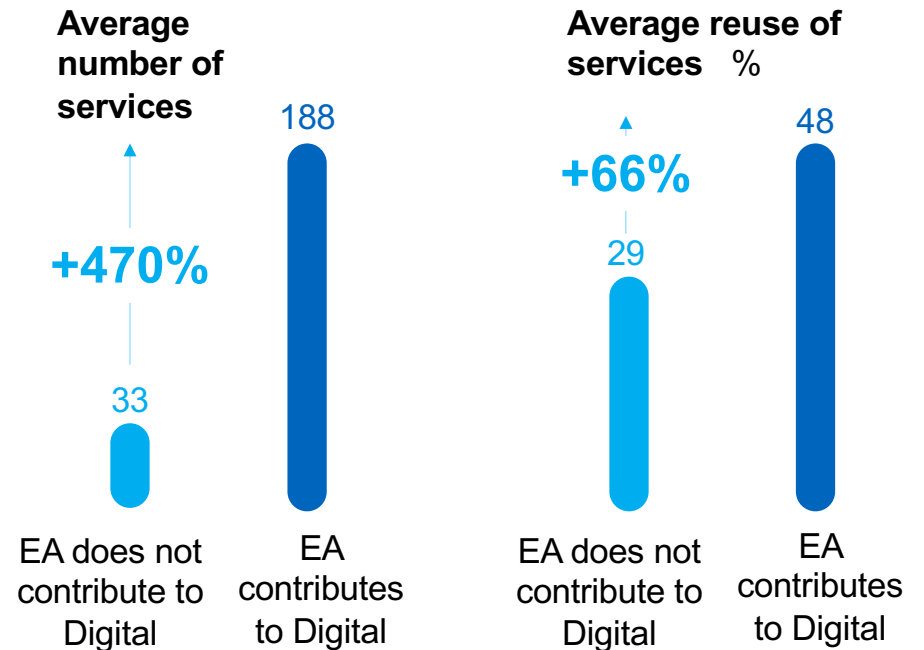
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EA contribution to Solutions and Services

Where Digital is high on the agenda, there are more point-to-point connections with higher integration cost and complexity with agility impacts



Where EA contributes to Digital, there are more services and reuse which supports greater agility and scalability



Source: McKinsey & Henley EA Survey Research

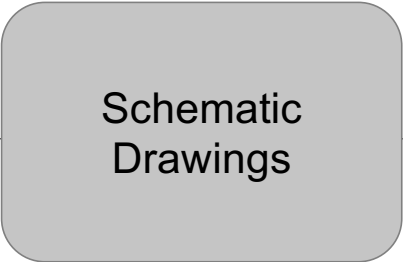
Enterprise Architect – Business and Systems Design



Customer-focused redesigned Business Processes mapped to Data/Functions and to SAP



Business
IT

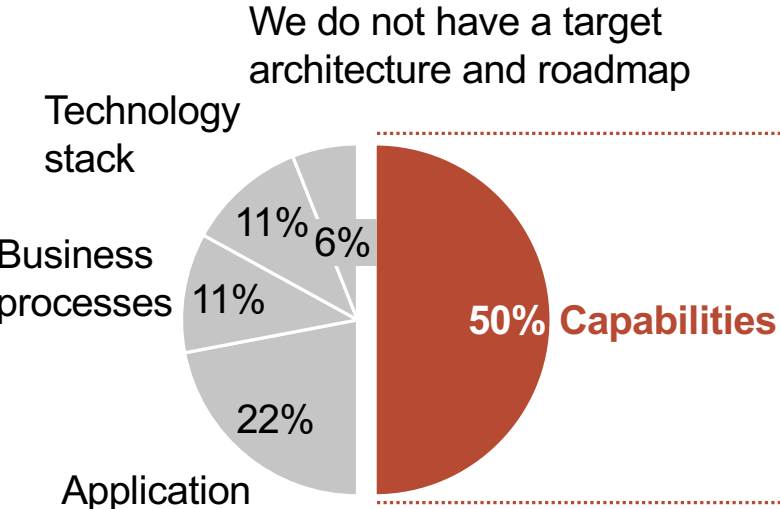


Strategic Alignment

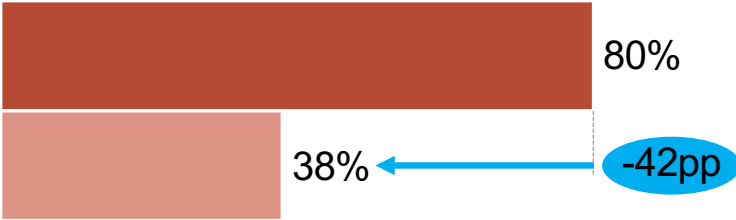


Capabilities connect business and IT, and digital leaders use them more often

Which primary grouping do you use for delivery milestones in your target architecture?



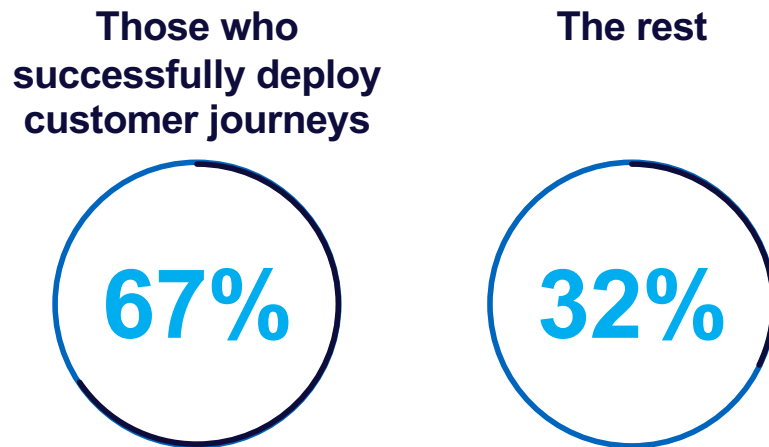
Capabilities used as primary grouping for delivering milestones in target architecture?



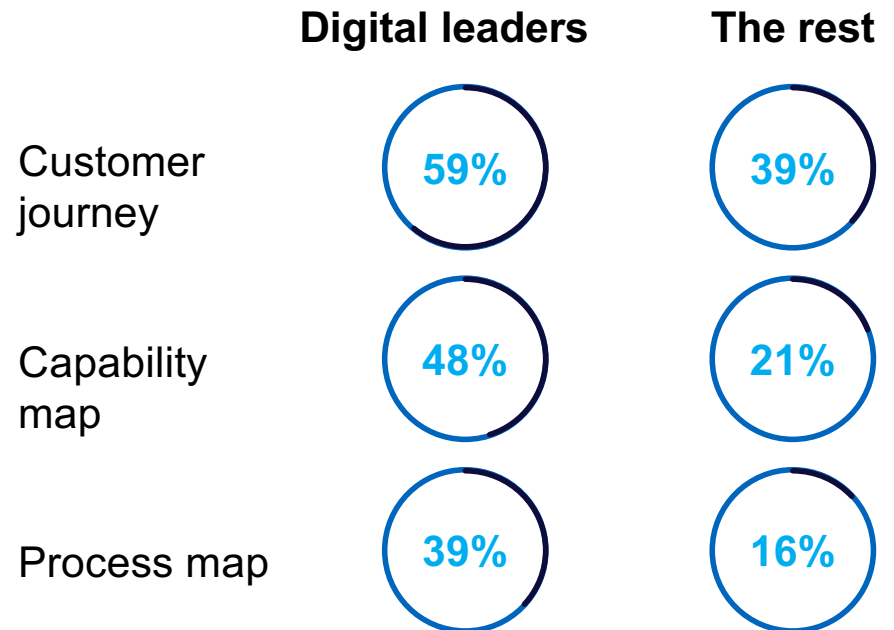
Source: McKinsey & Henley EA Survey Research

Adaptively implement using artifacts

How many artifacts do you use?
% of “We keep artifacts at high level
(up to 10 artifacts) responses”



How often do you update artifacts?
% of “We continuously update the artifacts”



Source: McKinsey & Henley EA Survey Research

Enterprise Architect - Strategy

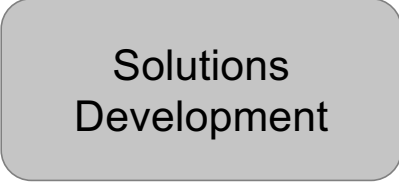
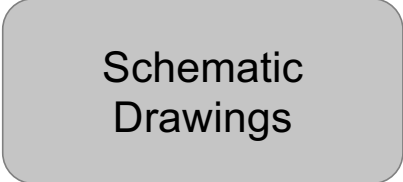
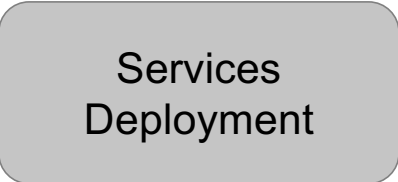


To what extent is EA involved in the strategic decisions of the enterprise?

6. Fully involved in strategic design decisions.



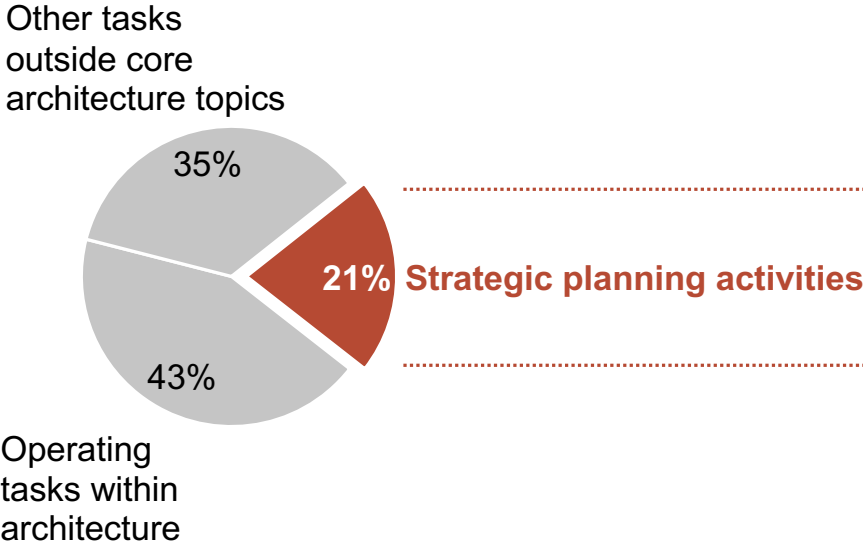
1. Minimal involvement



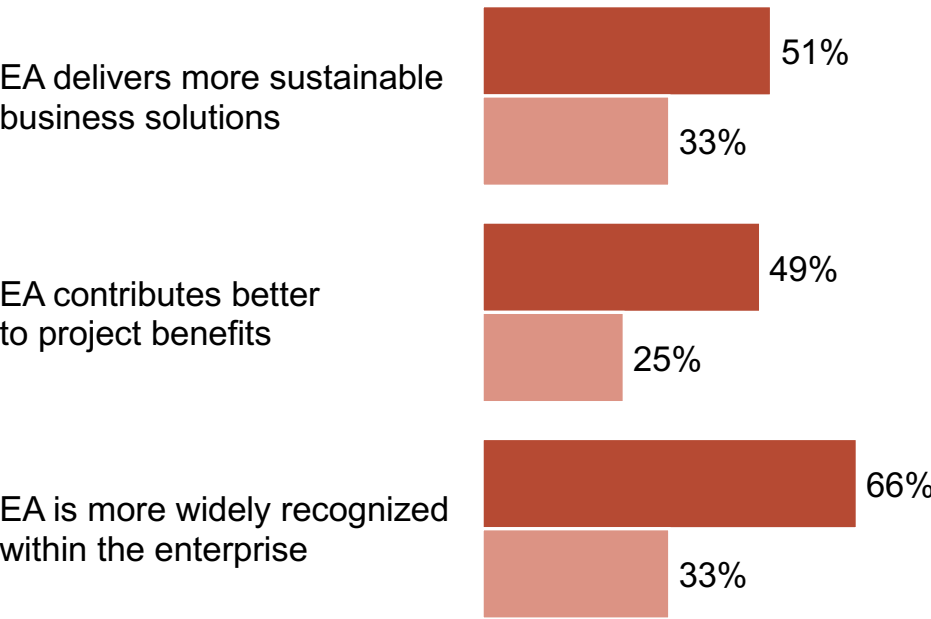
The EA department brings more value to organizations when they incorporate more strategic focus

- Strategic planning above average
- The rest of the population

How is EA team capacity distributed? Average allocation of capacity

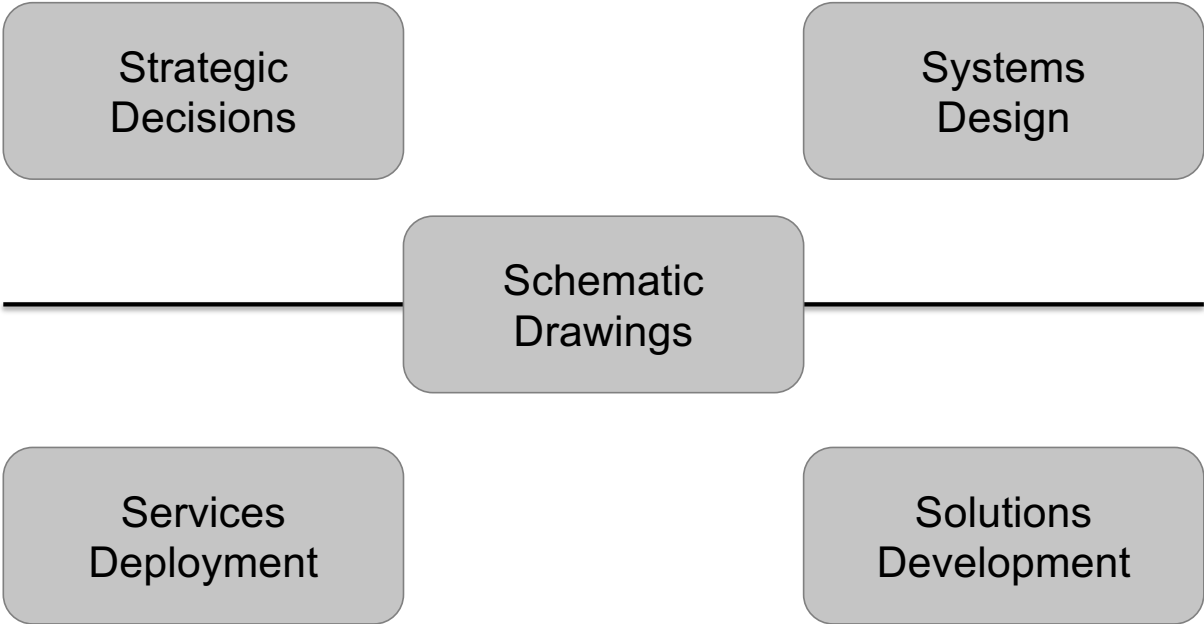


Those organizations where EA's capacity is dedicated to strategic planning above average



Source: McKinsey & Henley EA Survey Research

EA Architecture Progression



Enterprise Architect – Drivers for further evolution

SPEED

New architectures and technologies offer opportunities for greater speed. EA needs to evolve alongside this.

SCOPE

As digital becomes more pervasive, Enterprise Architecture needs to evolve to Ecosystem Architecture

SENIORITY

As EA influence increases, the opportunities arise for EA leaders to take on more senior roles

SKILLS

Leaders and professionals need to invest in their skills to evolve their capabilities

Digital leaders apply agile more often and more selectively

Where do you apply agile?

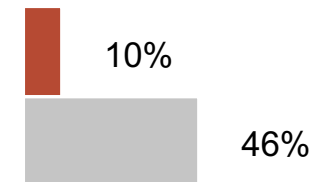
Share of population

Mainly for fast-moving apps

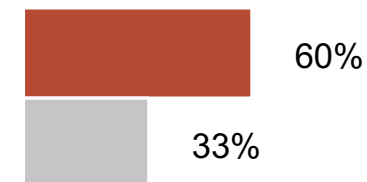


How do you choose which systems with agile approach?

No criteria



Systems impacting customer or product experience

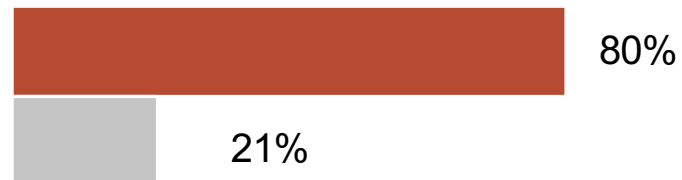


Digital leaders within or beyond industry

Rest of participants

If you apply agile, what is the role of EA in agile architecture and development?

Agile is managed with a tailored, accelerated EA management process

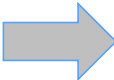


Source: McKinsey & Henley EA Survey Research

Ecosystem - Case



MULTIPLE
FACTORIES



OM 1

NATIONAL
SALES
COMPANIES



OM 2

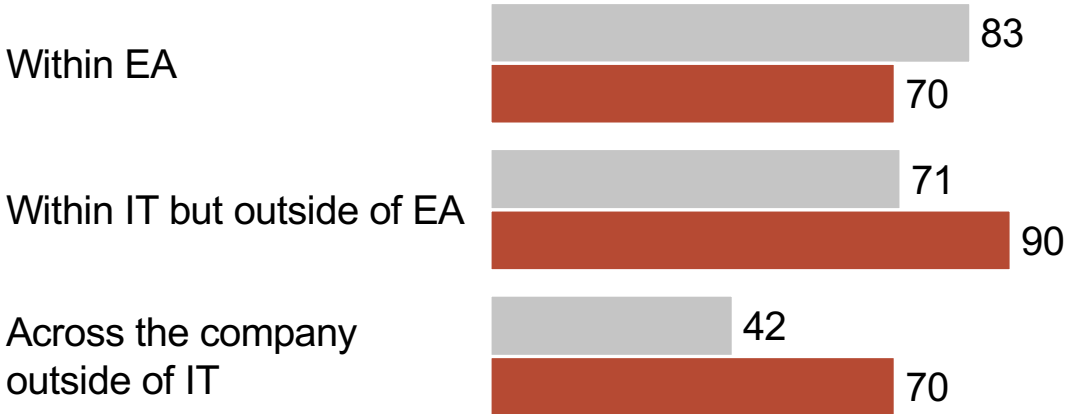
EUROPEAN
KEY
ACCOUNTS

Leaders enable EA professionals wider career options outside EA

■ Digital leaders
■ Rest of participants

Where is the career path for enterprise architects in your company?

Distribution of responses that answered medium and high, percent

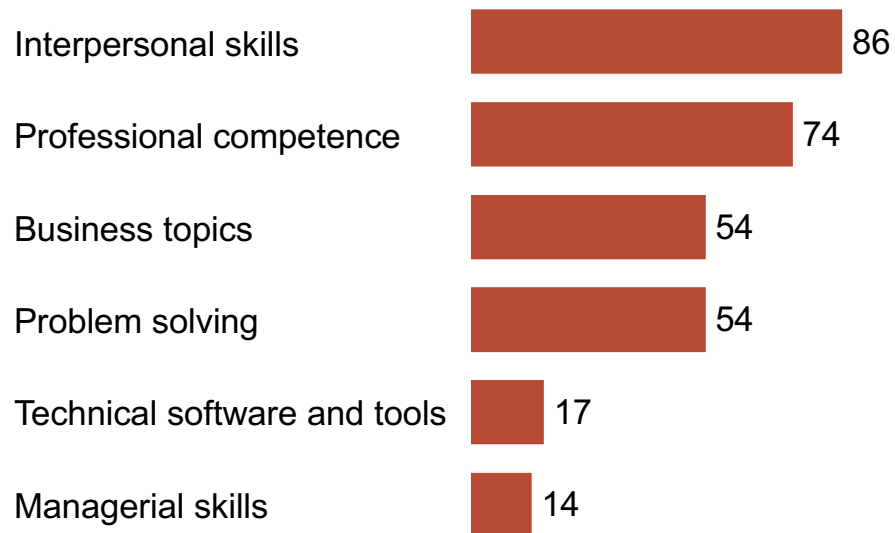


Source: McKinsey & Henley EA Survey Research

EA teams need to step-up in communication and a broader training and development path

The most important personal development areas for people working on Enterprise architecture

Share of participants selecting given area as Top 3, percent



EA
EDUCATION



Source: McKinsey & Henley EA Survey Research

Education Program – McKinsey and Henley Business School – How Do I?

Strategy and EA

Identify the strategic decisions where EA can drive value?

Engage with the C-suite to connect strategy, digital design and EA?

Business Design and Capabilities

Link the customer and stakeholder journeys to the business model?

Scope the capabilities to design the operating model?

Modern EA and Agile Solutions

Create a modern architecture that provides organizational ambidexterity?

Engage solution architects and agile teams to deliver design at speed?

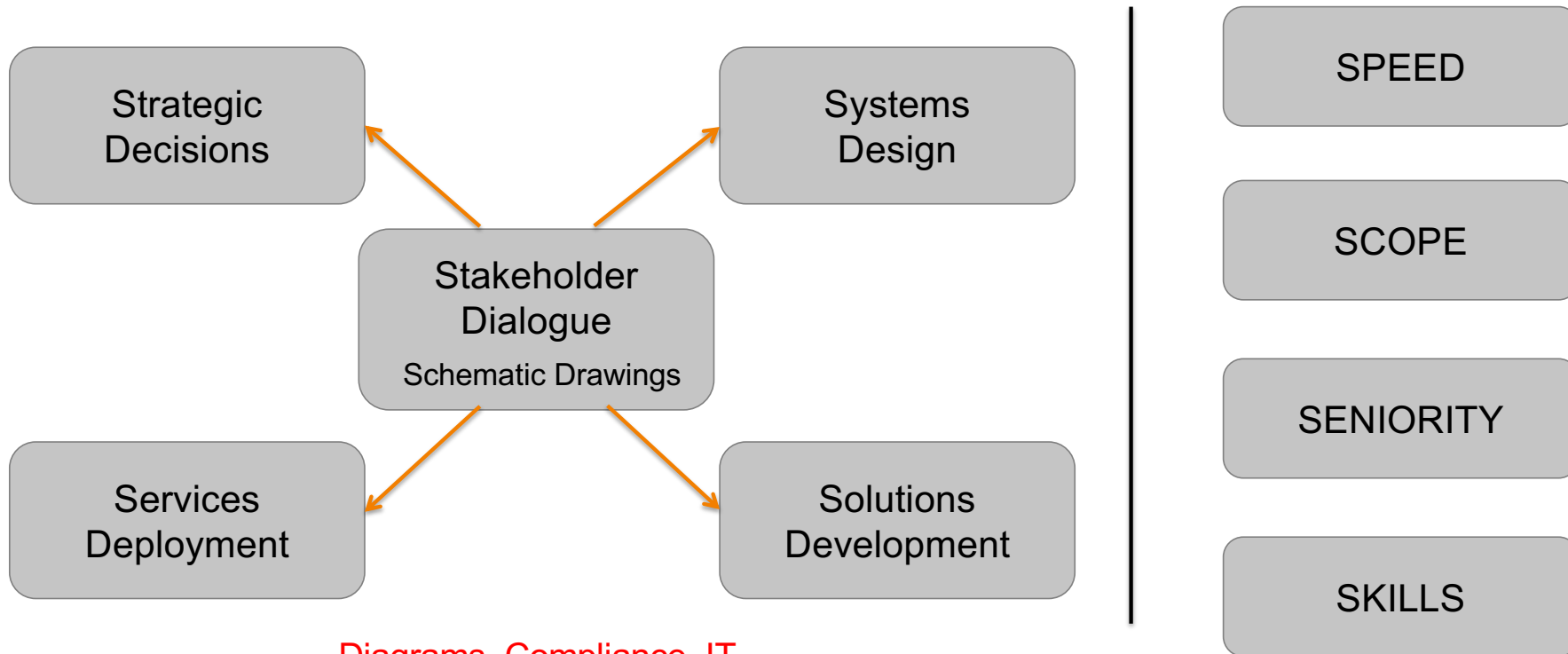
EA Governance and Skills

Put in place the metrics and governance to tune (digital) transformation success?

Build agile EA frameworks and evolve EA skills & tools to lead the above?

Personal development topics include communications and structured problem-solving

Enterprise Architect – Progression and Evolution Summary



Diagrams, Compliance, IT

Strategist, Designer, Business

Storyteller, Coach, Integrator

Contribute your
data at:

www.EASurvey.org

Read articles in
Journal of EA



For details on the EA
Education program

McKinsey & Co
Henley Business School

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