

A vertical decorative graphic on the left side of the slide, consisting of four overlapping circular frames. The top frame shows a pair of blue scales of justice. The second frame shows a white compass rose on a blue background with a world map. The third frame shows several hands of different skin tones stacked together. The bottom frame shows a glowing blue network of nodes and lines on a dark background.

# Business-Driven EA at Eskom

## The Open Group

June 2014

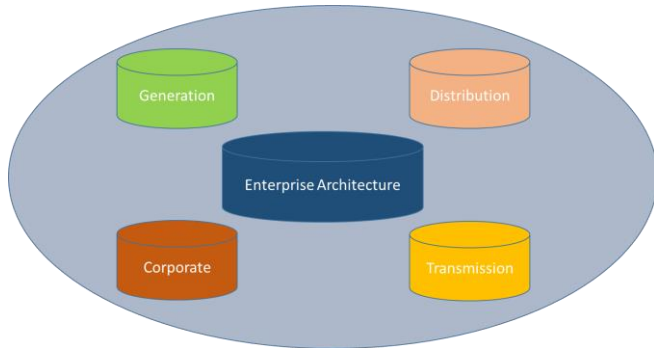
Sean Maritz: Senior Manager - Strategy Execution and Architecture

Dawid Lok: Chief Architect – Enterprise Architecture

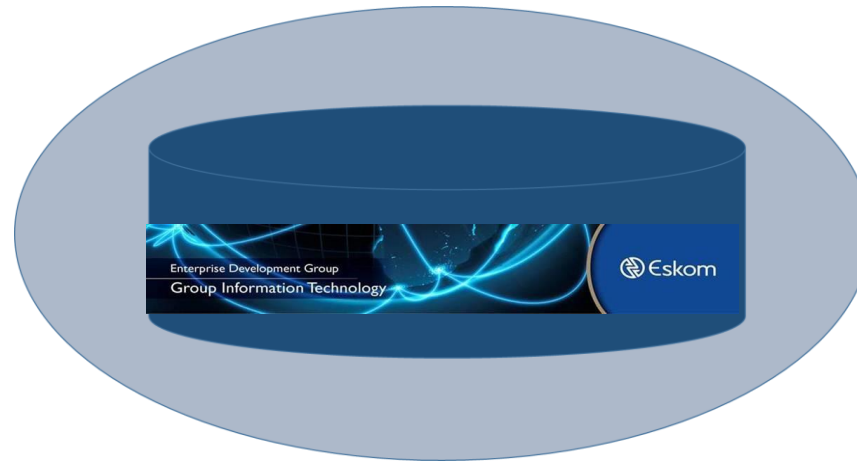
*“More than 25% of EA groups have been disbanded or demoted in the past 18 months due to complex demands to which EA has struggled to respond. EA groups need to fundamentally reevaluate their value proposition within the enterprise or risk a diminished EA future state”*

**CEB - Architecting for Business Outcomes - 2013**

# The EA Journey



Federated Architecture  
(Divisional, Corporate)  
EARLY 2000



Group IT (Centralised  
Governance)  
2010-2012



Group IT (Standardise  
on TOGAF)  
2012 - Today



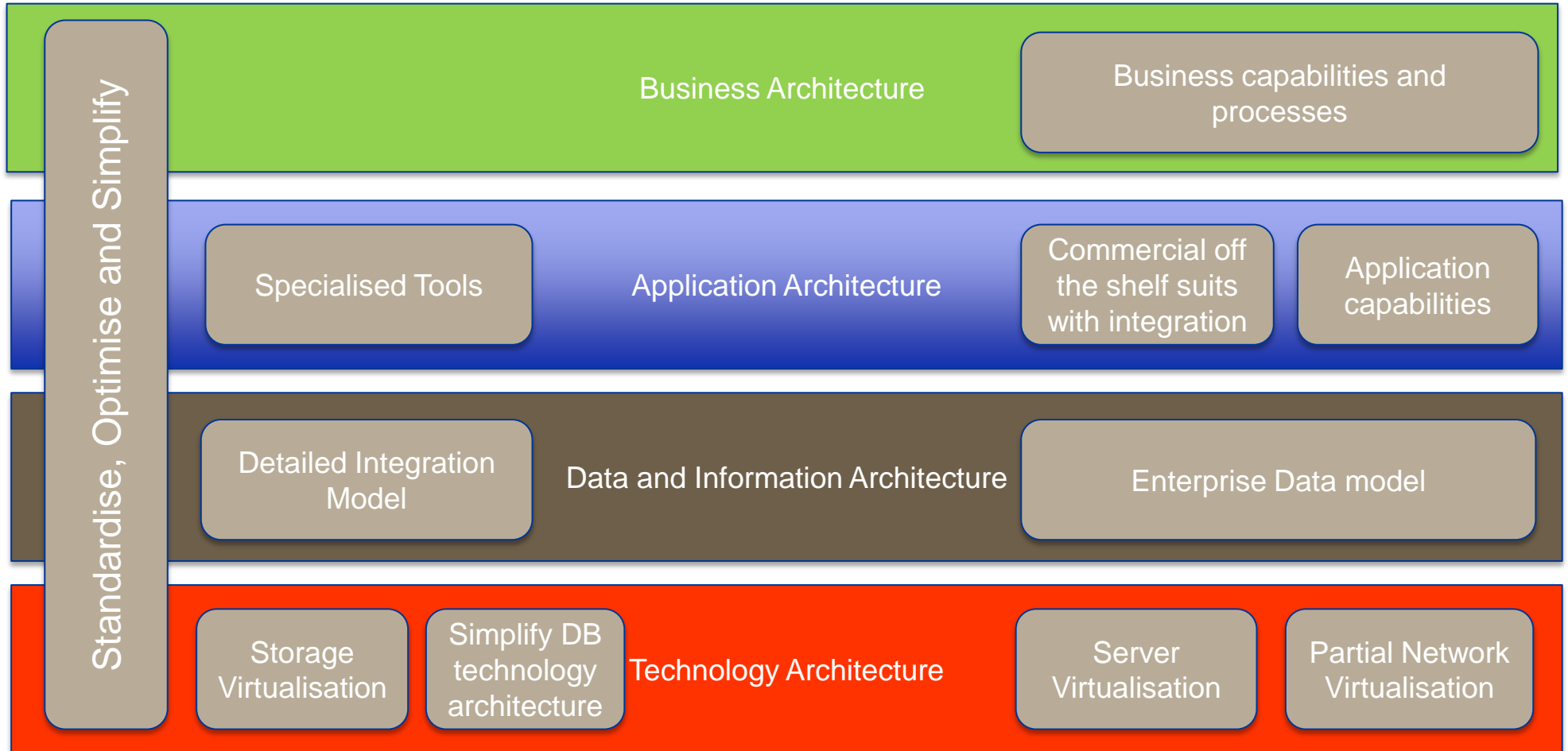
Group IT (and EA)  
as a business  
partner



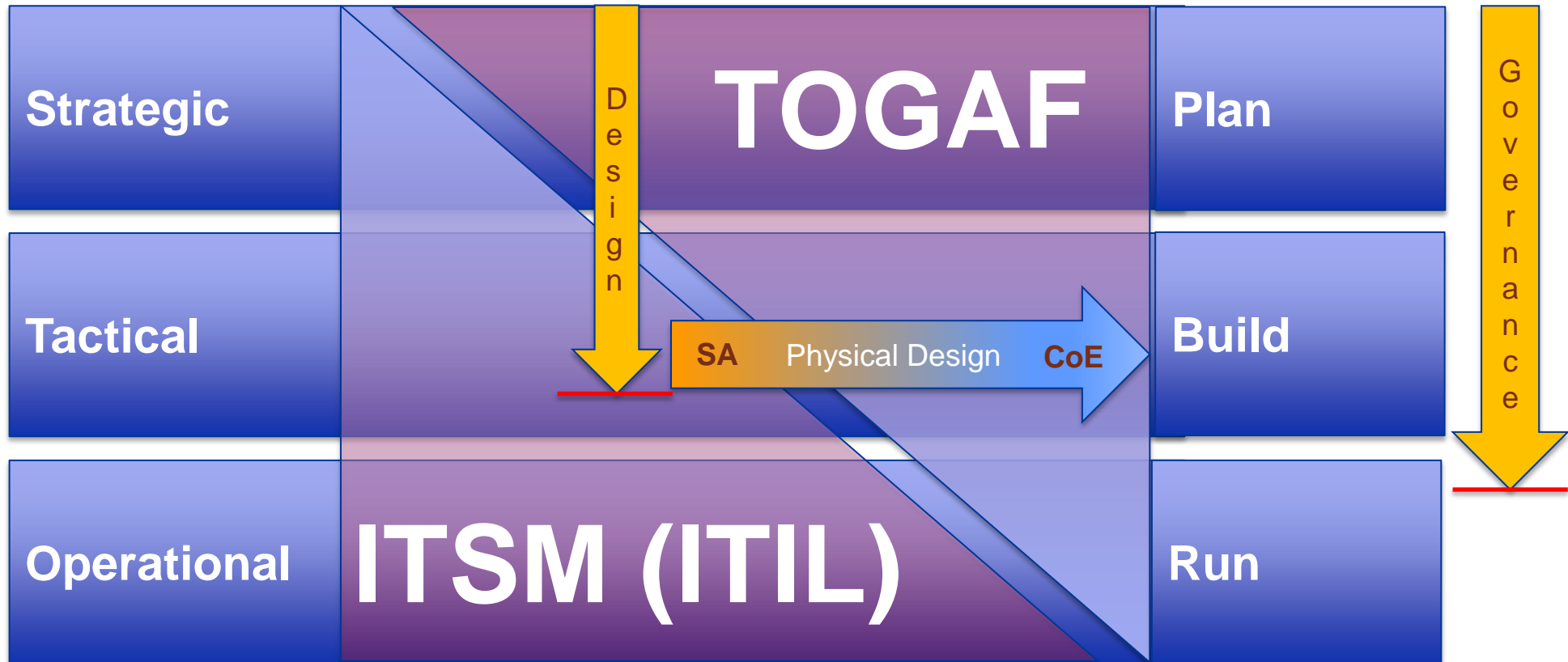
# Architecture Considerations for Eskom



Inch Deep Mile Wide (Concept, Logical and Physical Architecture)



# Enterprise Architecture in context of CoEs



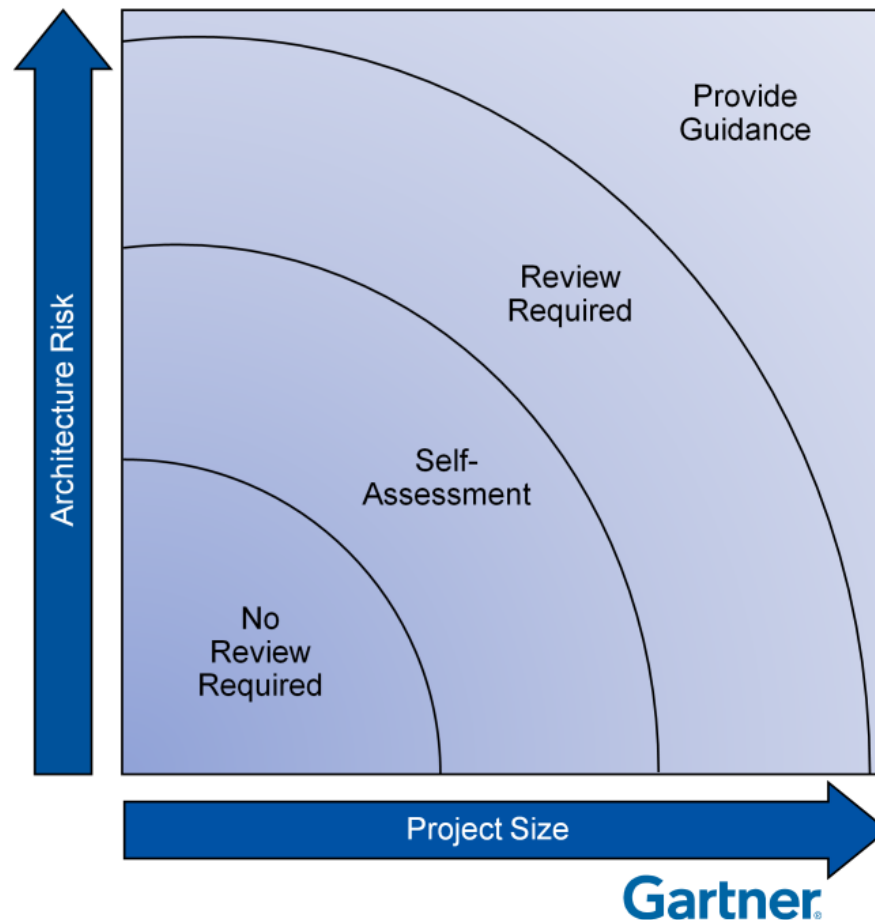
**SA – Solution Architect**

**CoE – Application Architect / Solution Specialists**

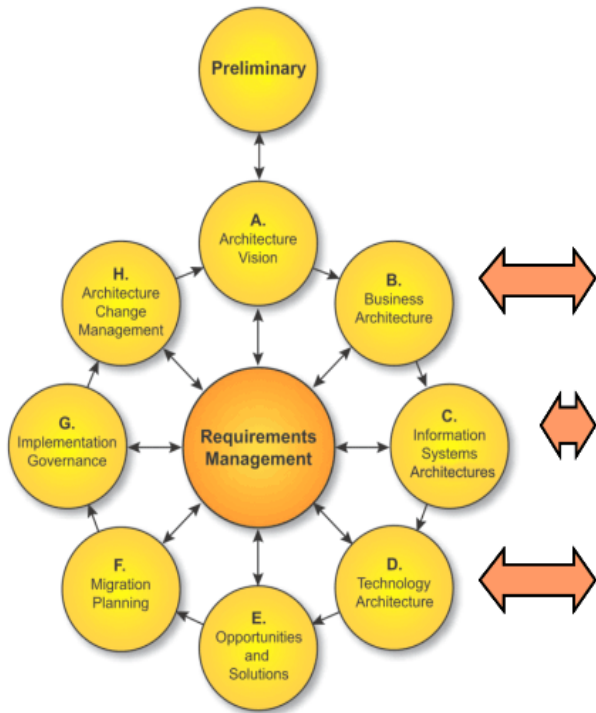
Adapted from Source: [www.opengroup.org](http://www.opengroup.org) – “ITSM Frameworks and Processes and their Relationship to EA Frameworks and Processes”

## Determining Which Projects to Review

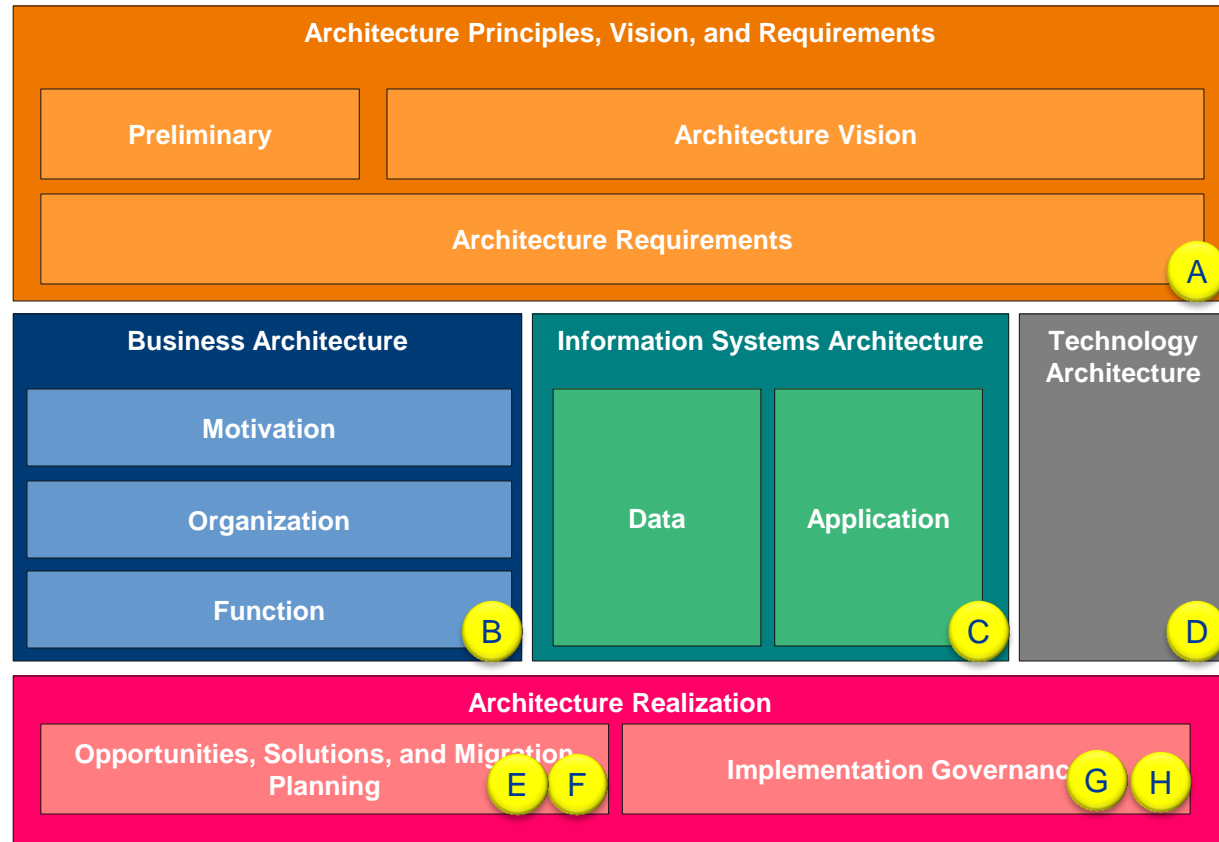
- Not all projects are equal
- Determine the level of review based on project size and architecture risk
- The review requirements must be determined at project initiation
- Audit a sample of projects that do not require a review



# TOGAF Content Reference Model

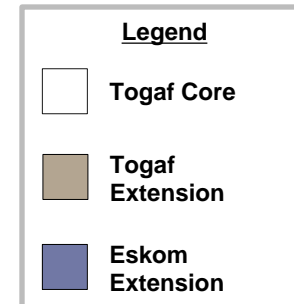
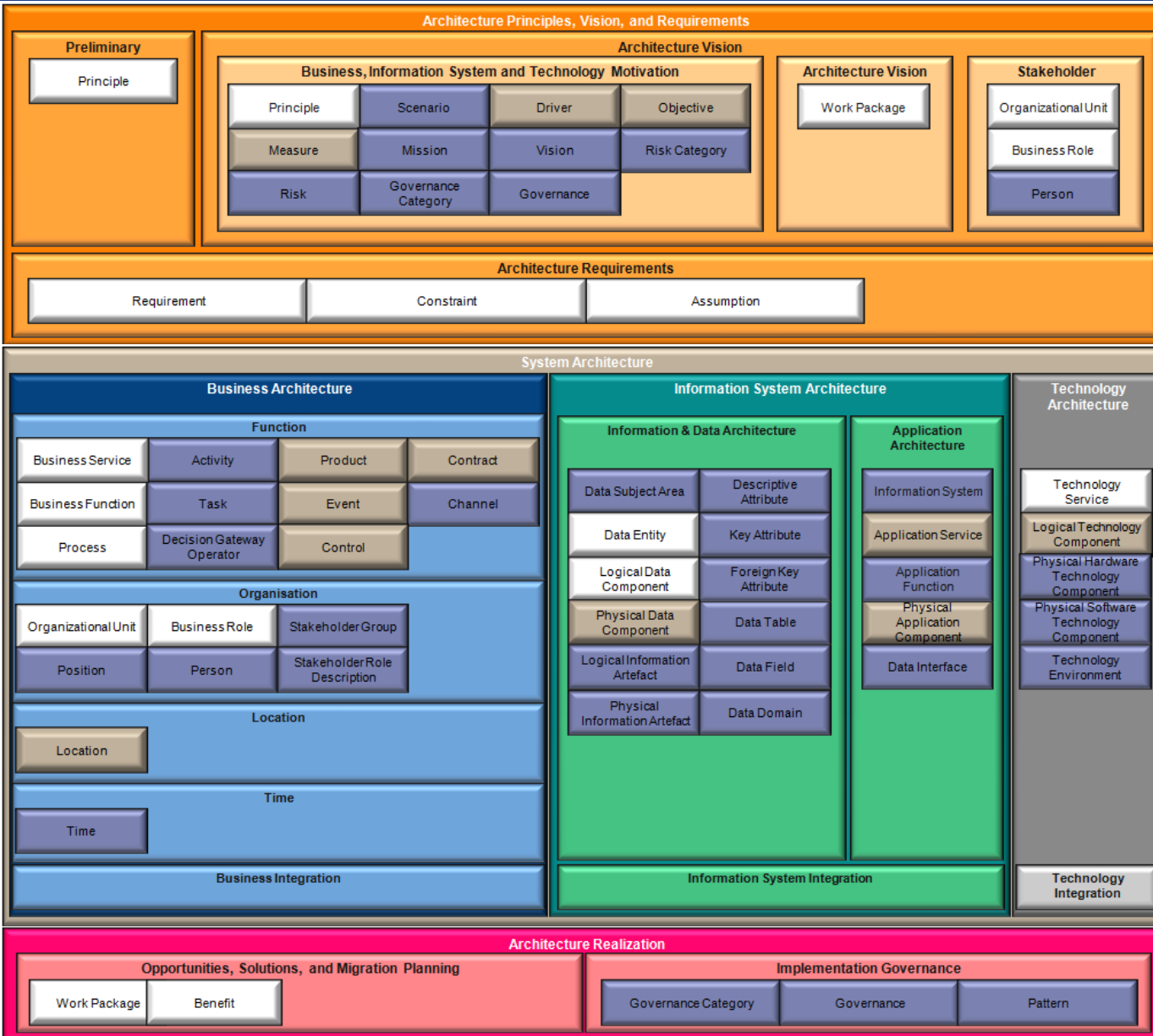


TOGAF ADM





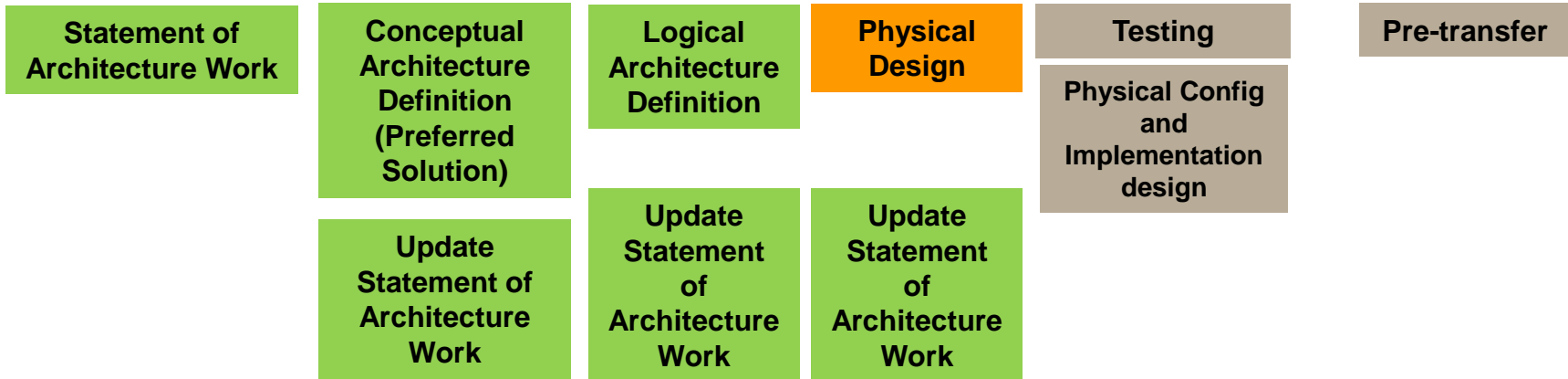
# Eskom Extensions to the TOGAF Reference Model



# Eskom Group IT Project Life Cycle Management



Phases	Pre-Project Planning		Concept		Definition	Execution			Finalisation	Post Project
Stages	Define need <sup>1</sup>	Identify Alternatives <sup>2</sup>	Develop Alternatives <sup>3</sup>	Select single Solution	Develop Solution <sup>3</sup>	Finalise Solution <sup>4</sup>	Implement <sup>7</sup>	Commissioning and Handover	Close Project <sup>8</sup>	Realise Benefits <sup>10</sup>
Governance	CRA		DRA	ERA	IRA	GLA	HOA	FRA	BRA	
GIT Stages	Define Need	Project Context	Feasibility	Concept Design	Logical (Basic) Design	Physical (Detail) Design	Build and Test	Implementation & Stabilisation and Handover	Close Project	Realise Benefits



- Modelled in ARIS
- Partial Physical Architecture only
- Not in ARIS

# Salient Facts – Managed in the EA repository

Eskom business processes modeled to logical level throughout the enterprise

710 Application objects with life cycle management

446 Application interfaces

298 Software Technology Components

228 Logical Data Entities

Integration between IT and OT artefacts

AND MANY MORE



“Someone calling themselves a customer says they want something called service.”



## Standardise, Simplify and Optimise

- **Focus the skills and competencies (such as creating guidance, road maps, principles, standards and best practices)** of your experienced enterprise architects, first and foremost, on delivering actionable and diagnostic deliverables that address disruptive trends and deliver business outcomes.
- Proactively look for opportunities to hire and augment your EA teams with people **who understand the major industry disruptions (nexus, digital business, regulatory, industry changes)** that can impact the business.
- Budget time, energy and money in 2014 to appropriately invest in information and business architecture resources, skills, communication and tools, as well as in solution and technology architecture.

**Gartner - Predicts 2014: Enterprise Architect Role Headed for Dramatic Change**

**FAST**

**DISRUPTIVE**

**INNOVATION**

**ABILITY TO**

**AGILE**

**CHANGE**

*“Innovation distinguishes  
between a leader and a  
follower.”*

**Steve Jobs**