

Planning in Architecture

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Centralized vs. Decentralized

- Single main computer
- Number crunching
- Mindless automation
- No business managers
- No redundant data
- Inability to handle increasing need

- Multiple computers
- Difficult to coordinate projects
- Greater flexibility
 - Technology
 - Turn-around time
- **Redundant data**

Cause & Problem

- Cause
 - The tyranny of the urgent
 - No incentive to synchronize/update data
- Problem
 - Unreliable, duplicated data
 - Exponential growth of redundant data
 - Redundant application specific to its own data
 - Inflexible infrastructure
 - Bottom-up tactics with no strategy

Problem with Project-Driven Business

- Lack of enterprise strategy
- Inefficient use of resources
- Localized response
- Non-integrated tactical focus
- Incoherent IT strategy
- Tyranny of the urgent

Ownership of Data

"It is time for members of the business management community to pick up the reins of the runaway technology stagecoach and get reacquainted with the data and processes that run their enterprise"

--Melissa Cook, *Building Enterprise Information Architectures*, Prentice Hall, 1996

Benefits of EA

- Reduced software and data redundancy
- Enhanced enterprise information sharing
- Reduced information systems complexity
- Better alignment of business strategy and system development
- Greater reliability at implementations
- Reduced dependency on key resources

Framework

Using a framework is like a building a house from a blueprint. EA is like a house. Without the framework, we do not know where to start or how to start.

- Zachman - provides a formal and highly structured way of viewing an enterprise's architecture
- FEA - High level way of structuring an EA developed by the Office of Management in the United States federal government

Importance of planning

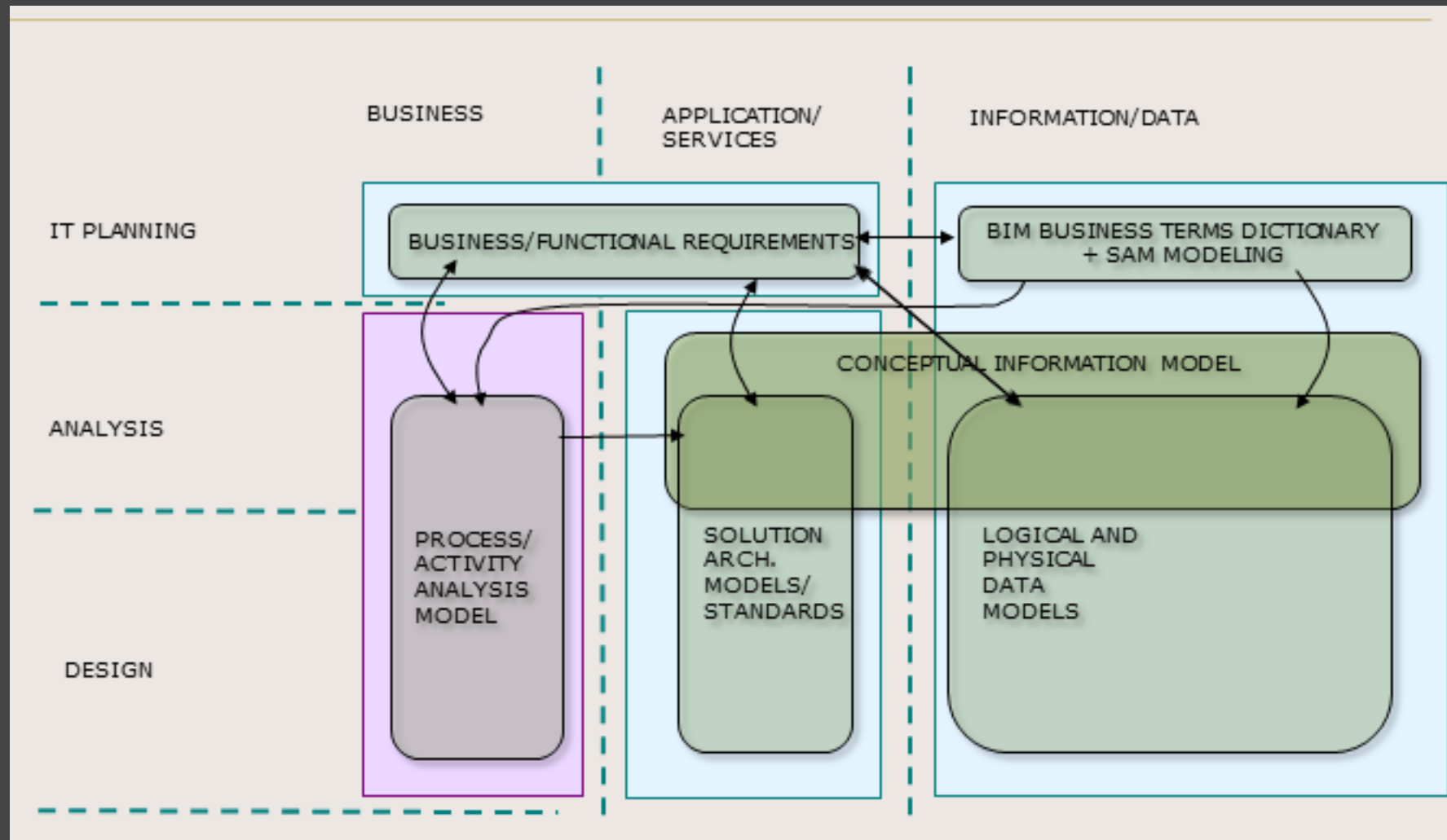
"Technical jargon and the latest buzzwords have led business managers to believe that they can no longer understand their information processing needs. Confused by the new generation of computer whiz kids, they reluctantly relinquished control of their processes and information until it is now buried in millions of dollars of incomprehensible computing hardware and software.. . without a plan, anything will fail."

-Melissa Cook, Building Enterprise Information Architectures

Focus on Business Views

- Business will drive what information can be driven
- System projects will no longer have say in what information they deploy
- System projects can only say how they deploy it
- Not application driven
- The only view the business needs to understand

Planning, Analysis, and Design



Importance of planning: BIM

- Simplification
- Classification
- Standards
- Clarification of roles and responsibilities

Benefits of well planned BIM

- All relevant business information is determined
- All unnecessary business information is removed
- No information shows up multiple times
- Business determines the relevancy
- Most importantly, business OWN the data
- Without structure and control, you get disintegrated information architecture

Importance of planning: SAM

- Master information plan for the enterprise
- Business entities are classified by the subject area
- Organizing data helps identify redundancy
 - Business processes are streamlined
- Simplifies to reduce costs
 - System is simple
- Classification creates clear boundaries
- Fewest possible linkages between systems
- Helps to determine the scope of the project

Without planning...

- Cannot create coherent and unified logical and physical models
- Logical and physical models will continue to contain duplicate data
- Data will be redundant
- Business will continue to have no idea
- IT will drive what business can do
- Inefficiency will continued to exist without control

Result of Planning

- Individual system projects no longer have autonomy in what information they deploy, only how!
- Higher-level views of the information architecture are the foundation and must stand
- Information architecture should be the only view the business community needs to understand