

Hoe kunnen we de Economische Waarde van Enterprise Architecture bepalen?



Institute For
Enterprise Architecture
Developments

Your, Return On Information

Track Enterprise Architectuur

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Gartner

Enterprise Architectures Provide Business Benefits Only When They're Used

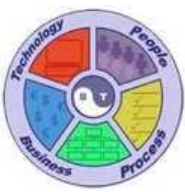
26 October 2005

Matthew Hotle Anne Lapkin

Many organizations fail to realize the benefits of enterprise architecture because their staffs don't immediately rush to use it in their work. Define, develop and encourage the behaviors in the development organization that ensure that the standards and guidelines articulated in the EA are used.

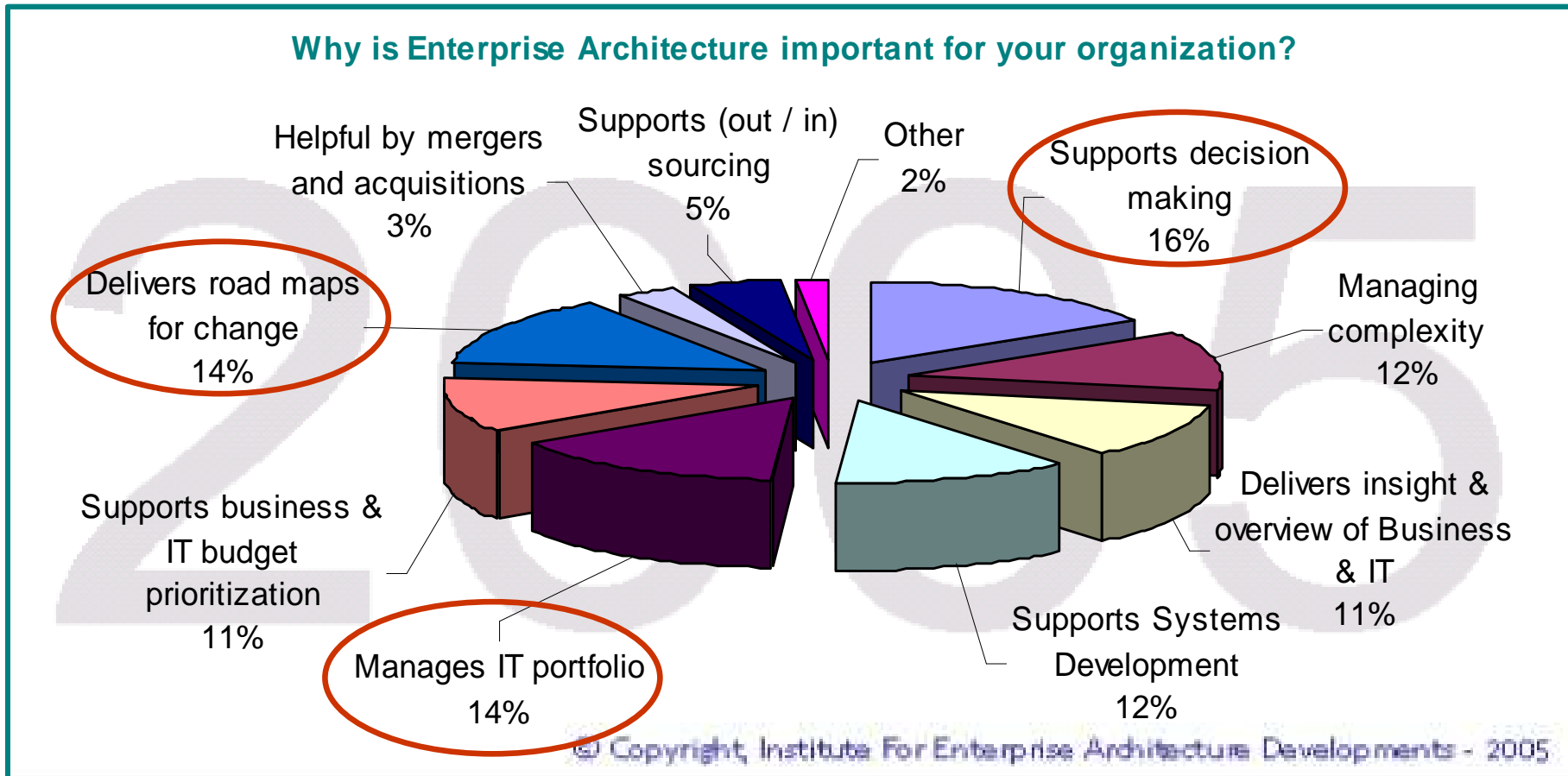
Sept. 1, 2005, Gartner Vice Presidents Chuck Tucker and Dave Aron explained, "Enterprise Architecture (EA) is a management process that translates business strategy into **business value**. CIOs with an EA program can use it as a management tool to further their **value proposition** to the business. Yet many do not leverage it fully because they have not considered EA broadly as a **valuable asset**, with multiple uses and audiences."





Waarom is Enterprise Architectuur belangrijk voor uw organisatie?

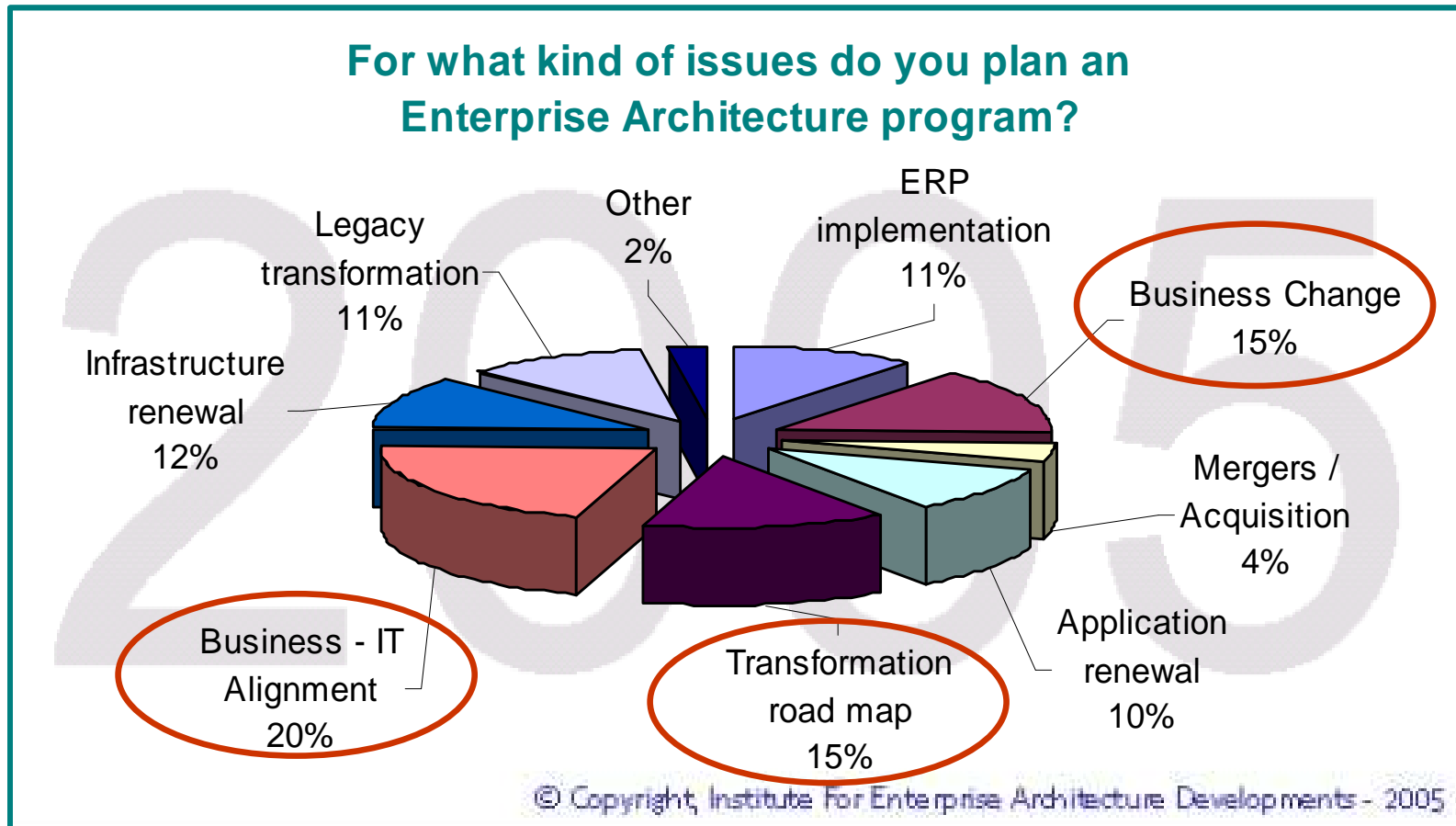
Wat organisaties rapporteerden

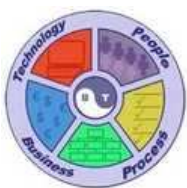




Voor wat voor zaken plant u een Enterprise Architectuur programma

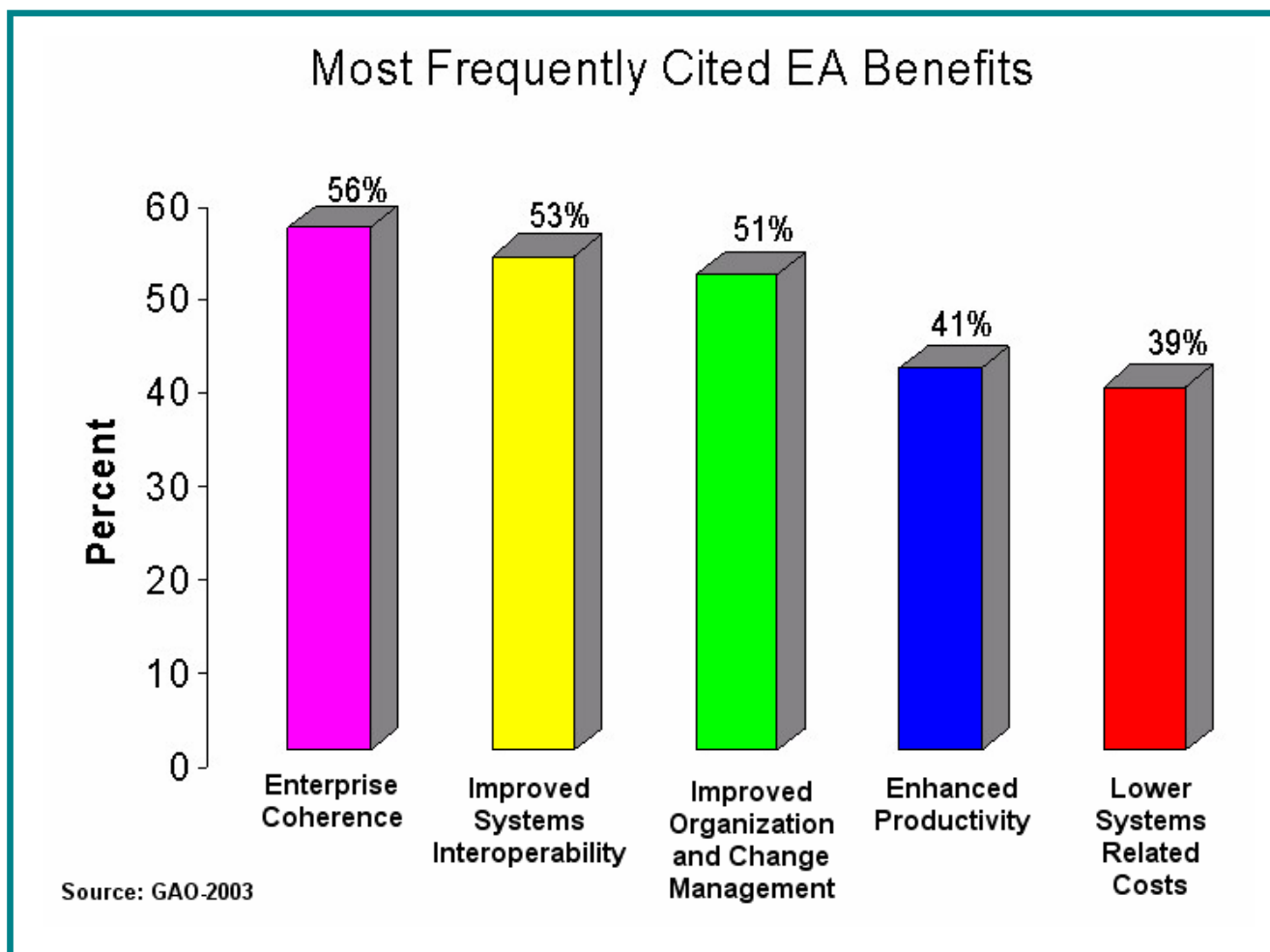
Wat organisaties rapporteerden





Welke toegevoegde Waarde levert Enterprise Architectuur?

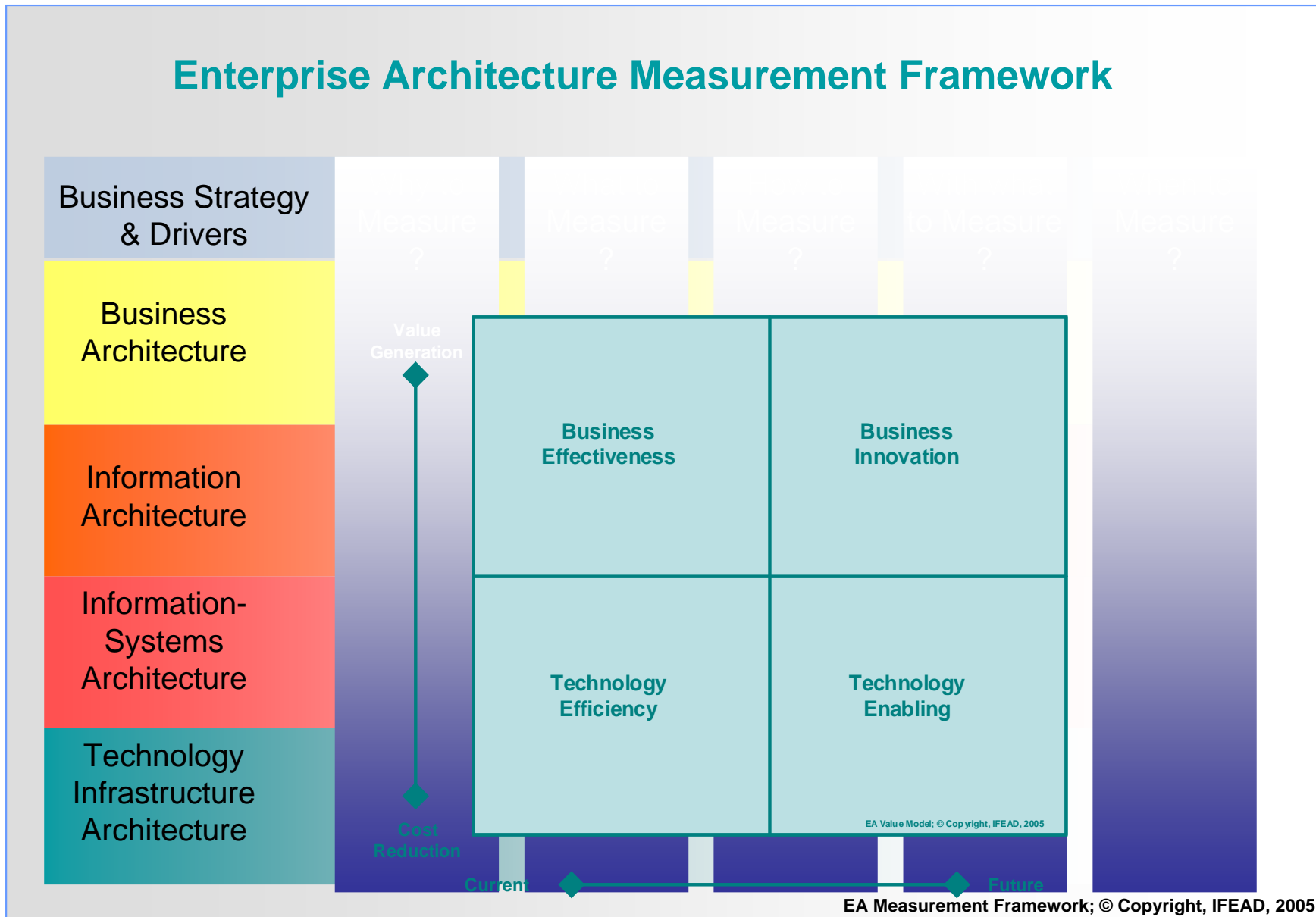
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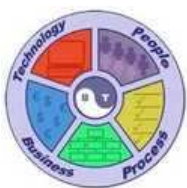




En Waar kan de toegevoegde waarde gevonden worden?

Enterprise Architecture Measurement Framework





Hoe wordt de toegevoegde Waarde van Enterprise Architectuur bepaald?



Toegevoegde waarde
Veranderen onder
Enterprise Architectuur


Kosten en opbrengsten
Enterprise Architectuur
Functie





Methoden en technieken voor het vaststellen van de toegevoegde waarde.

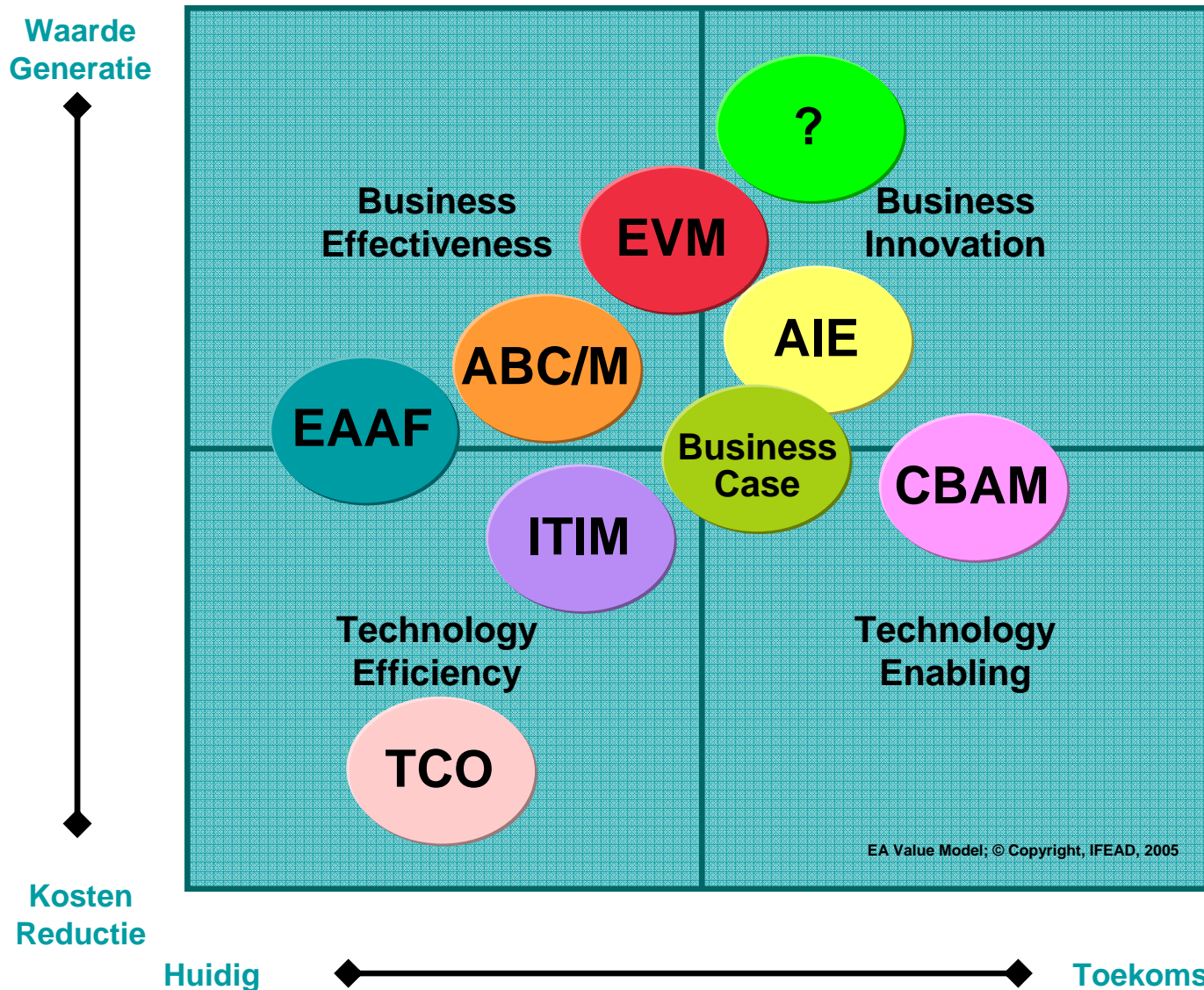
Raamwerk van waardebeoordeling methoden en technieken te gebruiken in het EA domein, zoals die voorkomen in dit boek.

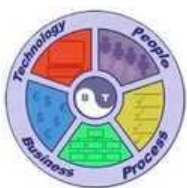
Enterprise Architecture Value Measurement Methods Framework			
Traditional investment appraisal methods			
Costs	(Sum of Costs)	Total amount of money spent on Enterprise Architecture	$\sum_{i=1}^n Cost_i$
Benefits	(Sum of Benefits)	Total amount of money gained from Enterprise Architecture	$\sum_{i=1}^n Benefit_i$
NPV	(Net Present Value)	Deflated benefits of Enterprise Architecture (inflation)	$\frac{Benefits}{(1 + Inflation\ Rate)^{5Years}}$
B/CR	(Benefit to Cost Ratio)	Ratio of Enterprise Architecture benefits to costs	$\frac{NPV}{Costs}$
ROI	(Return On Investment)	Ratio of adjusted Enterprise Architecture benefits to costs	$\frac{NPV - Costs}{Costs} \times 100\%$
BEP	(Break Even Point)	Point when benefits exceed costs of Enterprise Architecture	$\frac{Costs}{NPV} \times 60Months$
TCO	(Total Cost of Ownership)	TCO is a concept by which all costs associated with a capital purchase are accounted for in the value assessment	
Comprehensive investment appraisal methods			
AIE	(Applied Information Economics)	Hubbard Decision Research's Scientific and theoretically sound method for addressing the EA investment dilemmas	
EVM	(Earned Value Management)	Earned Value helps evaluate and control project risk by measuring project progress in monetary terms	$EV = \%PC \times PB$
ABC	(Activity Based Costing)	ABC allows an organization to determine the actual cost associated with each product and service	
BC	(Business Case)	BC is a tool to determine and document the costs and benefits of functional process improvements	
EA focused Comprehensive investment appraisal methods			
ATAM	(Architecture Tradeoff Analysis Method)	ATAM provides software architects a framework for understanding technical tradeoffs by decision making	
CBAM	(Cost Benefit Analysis Method)	CBAM aids in the elicitation / documentation of the costs, benefits, and of a "portfolio" of architectural investments	$CBAM - ATAM$
EAAF	(EA Assessment Framework)	The USA-OMB EA Assessment Framework v1.5 is assessing agencies about their progress in EA	
EBV	(Economic Business View in EA)	EBV is a set of B, F, I models required to evaluate and prioritize EA transition alternatives and modernization plans	$EBV = EBV1 + 2 + 3 + 4 + 5$
EVM	(Enterprise Value Management)	EVM approach creates a framework that helps to understand how the interaction of assets (tangible and intangible) affects the bottom line	
ITIM	(IT Investment Management)	ITIM framework is a maturity model that an organization can achieve in its IT investment management capabilities	



Welke aanpak kunnen we het beste waar inzetten, t.b.v. welk doel?

Kies de aanpak die aansluit bij de bedrijfseigen accounting methodieken





Voorbeelden van toegevoegde waarde van het gebruik van EA

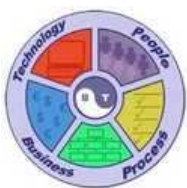
Gedetailleerde Kosten en Baten Analyse (estimated) van 8 Enterprise Architectuure initiatieven (federal-level) op basis van Traditional Investment Appraisal Methods.

USA Agency	Costs Sum of Costs	Benefits Sum of Benefits	NPV Net Present Value	B/CR Benefit to Cost Ratio	ROI% Return on Investment	BEP Break Even Point
ITA	\$120,000	\$5,869,907	\$4,599,226	38:1	3,733%	2 Mos.
DLSA	\$196,000	\$5,890,031	\$4,607,342	24:1	2,255%	3 Mos.
FRA	\$194,000	\$5,880,011	\$4,607,142	24:1	2,275%	3 Mos.
FSA	\$200,000	\$5,880,831	\$4,607,785	23:1	2,204%	3 Mos.
BoP	\$276,000	\$5,891,227	\$4,615,930	17:1	1,572%	4 Mos.
CB	\$285,000	\$5,892,459	\$4,616,896	16:1	1,520%	4 Mos.
DCAA	\$358,000	\$5,902,465	\$4,624,735	13:1	1,192%	5 Mos.
OPM	\$400,000	\$5,908,229	\$4,629,252	12:1	1,057%	5 Mos.
Total	\$2,029,000	\$47,115,159	\$36,908,309	21:1	1,976%	3 Mos.

ITA = International Trade Association
DLSA = Defense Legal Service Agency
FRA = Federal Railroad Administration
FSA = Farm Service Agency

BoP = Bureau of Prisons
CB = Census Bureau
DCAA = Defense Contract Audit Agency
OPM = Office of Personnel Management

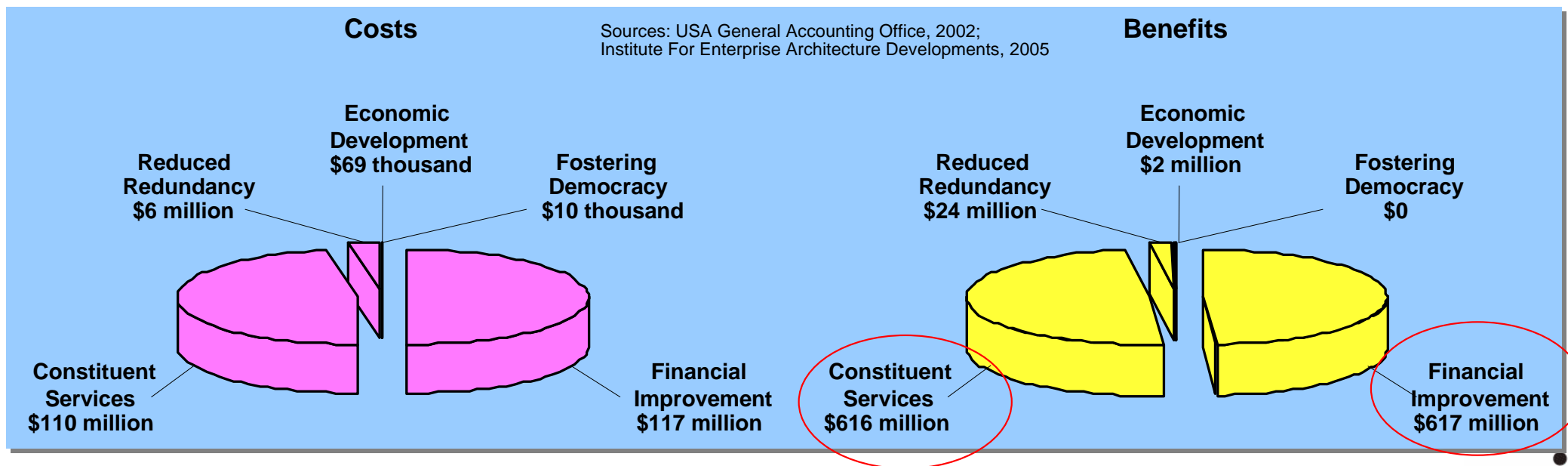
Sources: USA General Accounting Office, 2002;
Institute For Enterprise Architecture Developments, 2005



En waar wordt de grootste toegevoegde waarde gevonden?

Categorieën van Kosten en Baten (actual) van 75 EA driven, USA e-Government initiatieven (state-level)

- (a) **Financial improvement**; Financial improvements mean reducing the costs of organizations and enhancing revenue collection
- (b) **Constituent services**; Constituent services mean improved service to customers, suppliers, and key stakeholders.
- (c) **Reduced redundancy**; Reduced redundancy means consolidating, reducing, or eliminating unneeded procedures, activities and legacy computer systems
- (d) **Economic development**; Economic development means to grow local, state, and federal economies.
- (e) **Fostering democracy**; Fostering democracy may mean offering a consistent level of customer service to all stakeholders, regardless of political affiliation





.... een economische benadering die steeds belangrijker wordt in de wereld van organisaties en IT

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