

EA Value Measurement

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Enterprise Architecture programs must have a way to prove their worth. In order to do this, a series of value measurements are used to illustrate the effective success or failure of an EA program. These measurements can then be used to justify continued support or warrant the end of a given program. In many cases, the effects of an EA program will be observed internally by the EA program itself as well as externally by the enterprise. In order to effectively capture the impact of an EA program, an organization must find a way to measure both internal and external success.

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Currently, many metrics concerning an EA program focus primarily on internal measurements, neglecting external factors. Metrics are a way for an EA program to illustrate its level of success relevant to the goals of the organization it is supporting. With a stable group of metrics, an EA program will be able to create a business case for resources such as funding, personnel, etc. [2]. Unfortunately, the measurement values that are being presented by current architects do not resonate with business stakeholders. Instead, the metrics that are commonly reported include measurements such as consulting hours, compliance standards, and project reviews. Although these measurements are important to an EA program internally, they do not necessarily show business value or growth.

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- The first phase of this research seeks to gain an understanding of the current value measurements employed by various organizations. A comprehensive survey was conducted that collected information concerning EA framework usage, EA value measurements, and the demographics surrounding the leader(s) of an organization's EA program.
- The EA Value Measurement portion of the survey was designed to provide a profile of how the value of enterprise architecture is measured in a large cross-section of organizations and industries. Through a review of the literature and many consultations with the survey partners, it was determined that an initial set of seven value measurement categories are most commonly utilized to capture the impact of an EA program. These value measurement categories include financial, business/strategy, IT, customer, EA internal program, growth/innovation, and compliance/regulatory metrics.
- This study was designed to collect data that is important to the Enterprise Architecture profession and has the support and participation from several leading EA industry associations and research firms: The Open Group, The Association of Open Group Enterprise Architects (AOGEA), The Association for Enterprise Integration (AFEI), The Industry Advisory Council (IAC) – Enterprise Architecture Shared Interest Group (SIG), The Object Management Group (OMG), The National Association of State Chief Information Officers (NASCIO), and Gartner.

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Data from this initial study has been compiled and is ready for publication.

The next phase of the research includes securing funding, potentially from the following NSF program:

The Catalyzing New International Collaborations

<http://www.nsf.gov/pubs/2011/nsf11508/nsf11508.pdf>

This program supports the participation of U.S. researchers and students in activities intended to catalyze new international collaborations. This project would be done in conjunction with the Henri Tudor Research Center in Luxembourg.

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Possible Focus for Phase II Research – Creation of a Value Measurement Framework

This framework would explore areas and questions such as:

- There is much confusion in the marketplace about what metrics are meaningful for specific performance goals. Are there correlations between business performance metrics and EA metrics? Are there differences in types of organizations and different industries?
- How to design and implement an effective EA measurement practice. Over half of the organizations in the survey have no measurement practice in place and most existing measurement practices are less than three years old and immature. What elements need to be in place to better ensure long-term success? Best practices for data collection and validation of data.
- Design and implementation of an EA Value Communications Strategy – once we measure value, can we effectively communicate value to different stakeholder groups successfully over an extended period? What are the components and best practices for an effective EA communications plan?

Questions/Discussion