

IQPC's Enterprise Architecture Forum 2011



Overcoming Enterprise Architecture Adoption Barriers to Enable Business Transformation at Australia Post

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Principal Architect - Architecture Knowledge Management

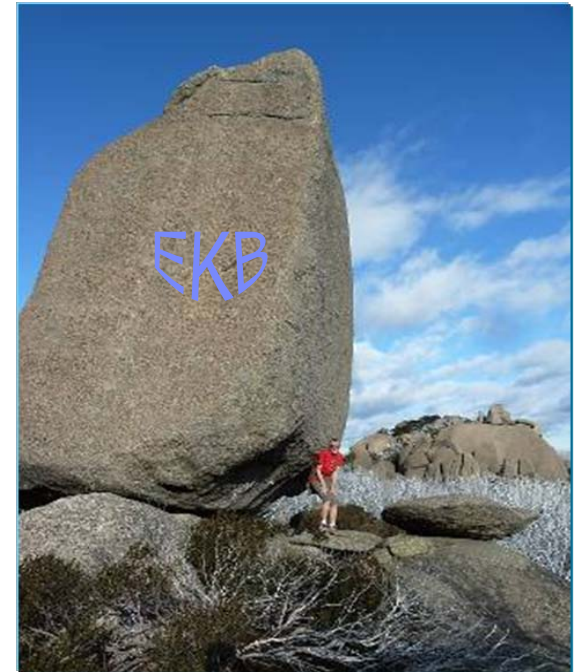
October 2011



About Me



- Extensive experience in delivering architectures and strategic plans across a range of industries and business functions
- Proven record in configuration and implementation of Enterprise Architectural Repositories/Tools (eg. IBM Rational System Architect, Metis, Cool*Biz, ERWin, CE LBMS Systems Engineer, In House developed ...)



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Company Overview



History

- In 2009 Australia Post celebrated 200 years as Australia's oldest, continually operating organisation

Present

- Total revenue \$4.9 billion
- 4 Strategic Business Units, 3 Functional Units, More than 35,000 people (135 nationalities)
- 10.7 million delivery points nationwide, 4,433 retail outlets (including 2,541 in rural and remote areas)
- 20.4 million articles each business day, 5,323,400,000 mails a year
- More than 1,000,000 customers served every day, 1.3 million Australian passport interviews a year

Company Strategy



- Restore our letters business to profitability
- Grow our leading parcels business especially with online retailers
- Become one of Australia's most trusted provider in communications, financial, government and identity services

How we get there

- Stabilise – build a solid base
- Rebuild – change how we do things
- Grow – unlock the opportunities
- Enable - build a Future Ready business





EA Situation - April 2008

EA was fairly established in some parts of Australia Post however it was fragmented and was lacking coherence.

- number of architecture teams - business and IT
- lack of common framework

There was not a well established Architectural Knowledge Base (EKB)

Several attempts to implement EKB with somewhat limited success:

- **Resistance:** modelling, reporting and publishing was extremely labour intensive, limited access to information;
- **Content:** inconsistent, unstructured, incomplete, unlinked and not trustworthy
- **Process:** lack of governance, common framework, common data model and clear data ownership
- **Infrastructure:** the tool was not configured to support AP needs and it was not in production

Post Integrated Architecture Framework (PIAF)



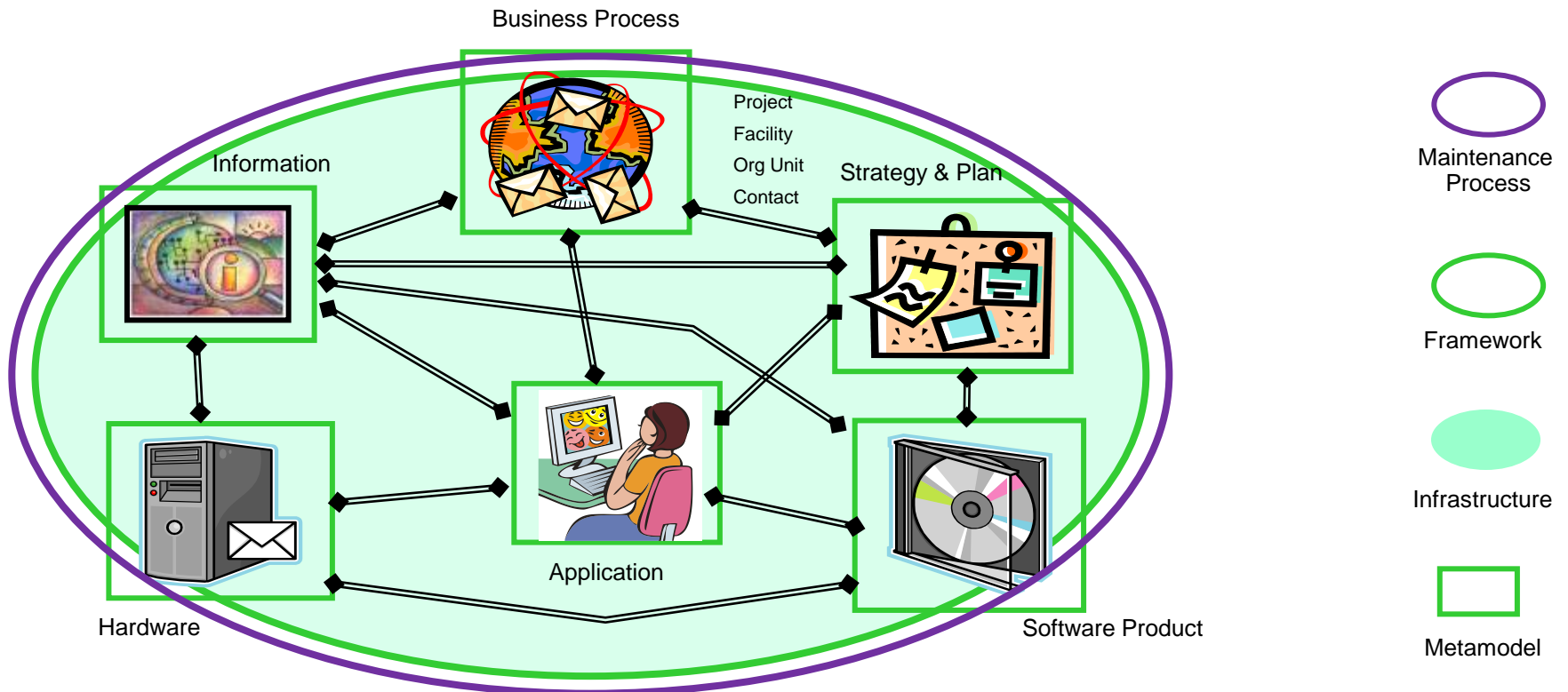
- established and endorsed from the collaboration efforts of multiple business and IT stakeholders
- strives to improve decision making from a trusted single source of information and knowledge
- models are governed and maintained within the Enterprise Knowledge Base (EKB).

The EKB is now the point of truth for all PIAF models



EKB Vision

Establish Enterprise Knowledge Base (EKB) as a **structured, integrated and central** repository of architectural knowledge regarding the Post Business & IT landscape, represented as a collection of objects and models and capability for advanced analysis



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Benefits



- **Better management of Australia Post Processes and IT assets (applications, infrastructure, etc...):**
 - single point of truth
 - visibility
 - reuse of information & models
- **Increased speed to market:**
 - reduce feasibility time
 - improve analysis and decision making
 - reduce cost of doing it
- **Enable process integration and improvement:**
 - end to end view (business & technology)

Delivery Plan



- EKB Project had 3 phases to deliver:
 - Content
 - content delivered in each phase to be governed and managed as part of ongoing support
 - Enabling Infrastructure
 - in each phase, content delivery to be preceded by delivery of enabling technology component

Process



- Engaged and consulted business & IT Stakeholders to define requirements
- Agreed Framework (PIAF - Post Integrated Architectural Framework, tailored Zachman/TOGAF),
- Developed Metamodel
- Defined Data Ownership
- Imbed EKB usage and maintenance into AP processes
- Established Governance and Maintenance Process
- Monitoring, Auditing and Controlling processes defined and enforced

Challenges



- People (resistance, conflicting priorities, skill, etc...)
- Process (internal processes, change management, etc...)
- Technology (new technology eg. Terminal Services, 64 vs 32, SA extended functionality, SA Publisher, etc...)



Where we are now

EKB Governance

- Governance process defined, published & enforced
- Data maintenance process defined, published & enforced

EKB Functionality

- Data Entry
- Data integration
- Automated Visualisation/Diagramming
- Analytics, Overlays & Heat maps
- Reporting
- Automated Export to Visio & MS Access
- Data auditing & data quality/integrity reports

EKB Content

- Enterprise Processes Models (L0-L4) + Overlays
- Enterprise Capabilities Models (L0-L2) + Overlays
- Enterprise Application Function Model (L1-L3) + Overlays
- Enterprise Technology Model (L1-L3) + Overlays
- Enterprise Information Model (L1-L3) + Overlays
- Detail data models for a number of projects
- Business System Inventory (BIP) + Overlay
- Application Roadmap & FSA

EKB Website

- EKB content published daily/weekly
- Metamodel, User Guides & Templates
- Dashboard published daily



Where we are now

EKB Framework & Metamodel

- Building Blocks
- 104 Definition Types
- View Points
- 20 Diagram Types
- 143 Report Templates
- 116 Web Publisher Reports
- 351 Analytic Templates
- 45 Macros

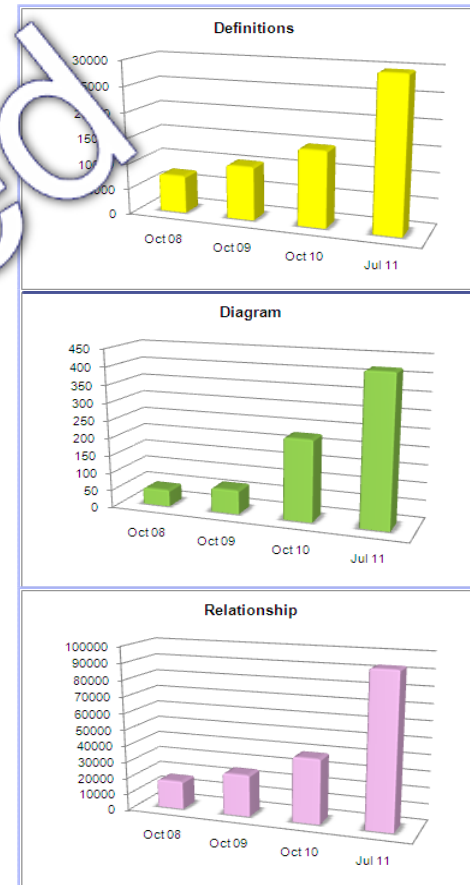
EKB Supported Processes

- Strategic planning
- Business Case assessment & approval
- Solution Architecture Outline
- IT Asset Management
- Cost Transparency
- Application Life Cycle Management
- etc...

EKB Infrastructure

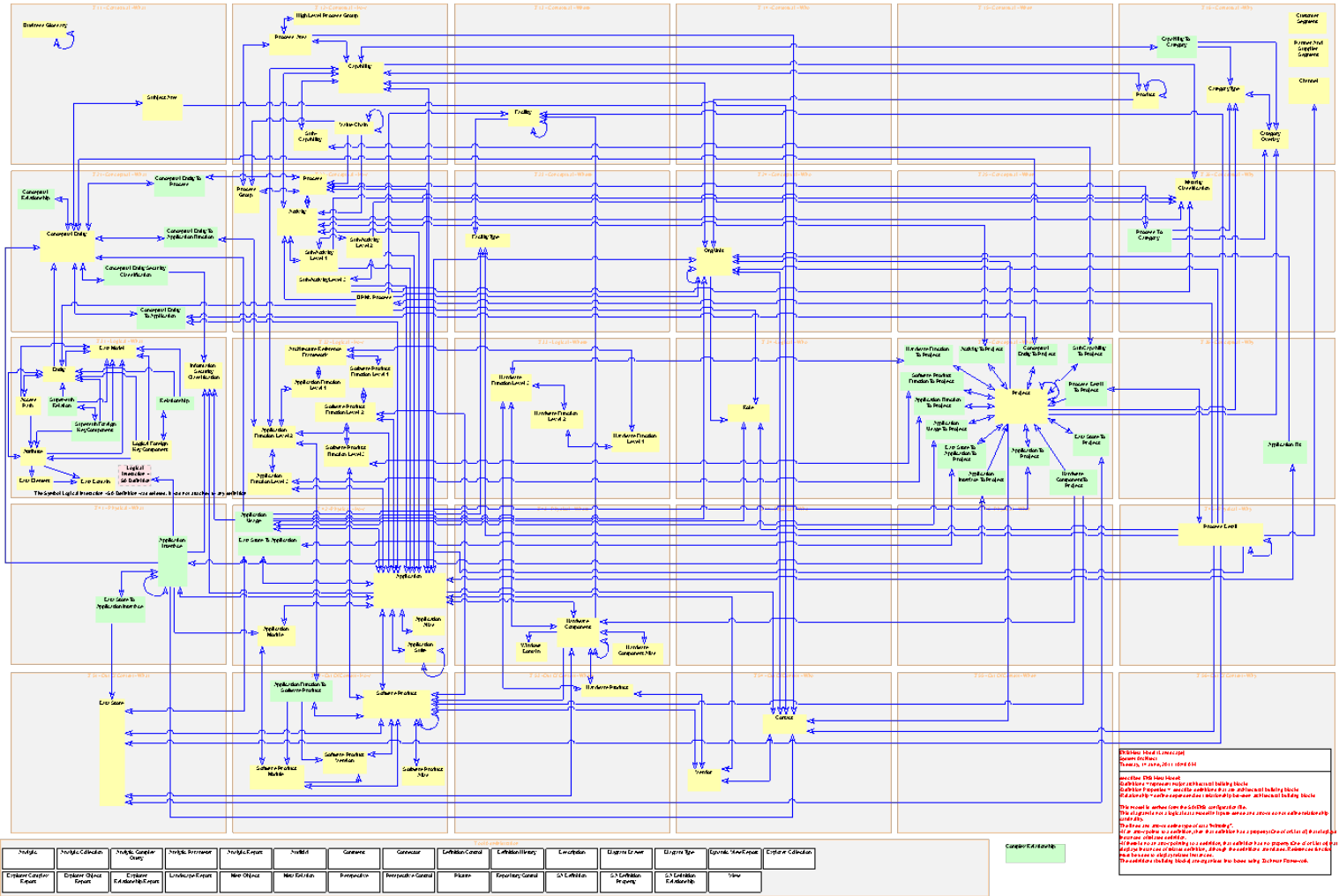
- SA running in Production
- SA **configured & extended** to support AP business
- Partnership with the IBM development to enhance the tool

EKB Dashboard





EKB Detail Metamodel



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System Architect Publisher - Microsoft Internet Explorer

Address: http://elb.corp.uspost.local/

EKB

Enterprise Knowledge Base

Home Troubleshooting

- Information Security Classification
- Maturity Classification
- Process
- Process Area
- Process Group
- Project
- Relationship
- SA Definition
 - Access Path
 - Activity
 - Activity To Project
 - Analytic
 - Analytic Collection
 - Analytic Complex Query
 - Analytic Parameter
 - Analytic Report
 - Application
 - Application Alias
 - Application Fit
 - Application Function Level 1
 - Application Function Level 2
 - Application Function Level 3
 - Application Function To Project
 - Application Function To Software P...
 - Application Interface
 - Application Interface To Project
 - Application Module
 - Application Suite
 - Application To Project
 - Application Usage
 - Application Usage To Project
 - Architecture Reference Framework
 - Attribute
 - Audit Id
 - BPMN Process
 - Business Glossary
 - Capability
 - Capability To Category
 - Category Overlay
 - Category Type
 - Channel

Definition:

Application

defines Application used by Australia Post.
An Application can be:

- Physical Application: complete, self-contained program or group of programs that:
 - performs a specific function directly for the user or another application,
 - is implemented on one platform,
 - deploys a single software package
- can be hosted internally or externally, when hosted externally it is usually called Application Service Provider.

The function performed may be:

- an end-user interface
- a processing function
- a reporting function where the reporting function performed uses a separate technology or platform from the main application.
- an integration between different applications by translating or collating information from one application in order to send or receive it from another application.
- a configuration facility of some kind.

- Website: set of mostly static interconnected web pages, usually including a homepage, prepared and maintained as a collection of information.

Descriptions:

- External Agent: an application/software that is used/owned by an external party (an organization or a person) to which Australia Post communicates electronically. An application/software is classified as External Agent one or more of the following criteria is met:
 - Australia Post does not use it and/or
 - Australia Post does not have intimate insight/knowledge about it and/or
 - Australia Post does not have influence how it operates.

An application name should comply with the following rules:

- application name is a full name of the application in whole words
- must be unique within Australia Post and commonly used by the business
- have all words separated by a space and have the first letter in each word as a capital followed by lower case letters. Exception to this rule is when Vendor/Product name or Industry standard is used (eg. netPOS, eLetter, etc...)
- where a single application is known by more than one name across business groups, one name that is commonly used by the business must be selected as the 'main' name. All other names are to be documented as aliases. A project name should not be used as main Name; it should be documented as an alias
- permissible values are whole words, numbers
- avoid abbreviations
- only use a hyphen to separate a suite name from an application name, spaces on either side of hyphens are mandatory.

Admin: F

SA Definition Property Count: 86

Label	Property	Description	Key	Admin	Type	Length	Related Definitions
Acronym	Acronym	identifies abbreviated (short/mononymic) name of the application. An Acronym must comply with the following rules: - must be unique within AP - consists of the first letters of the full name of the application, but may be shortened versions of words in the full name. Where business does not use an acronym to refer to an application then the full name should be used instead. - if required suffix can be used to clarify the difference between an Application and Application Suite - letters, numbers and hyphens are permissible. - where a single application is known by more than one acronym across business groups, one acronym must be selected as the 'main' acronym. All other acronyms are to be documented as aliases. A project name should not be used as main acronym; it should be documented as an alias. - maximum length is 20	F	F	Text	20	
Activity	Activity	defines Activity (EPM Level 4) that are/will be supported by this application.	F	F	ListOf	1200	Activity
Agreed Maintenance Window	Agreed Maintenance Window	An outage period that is planned and agreed between Post IT / Vendor Service Provider and the owning Post Business area for the application to be unavailable to the customers for conducting any planned maintenance, changes etc. (Customer's during this period will likely be unable to use the application).	F	F	Text	250	
Alias	Application Alias	list of other commonly used names or acronyms for the application. Where a single application is known by more than one Acronym/Name across business groups, one Acronym/Name must be selected as the 'main' Acronym/Name. All other Acronym/Names are to be documented as aliases. A project name should not be used as main Acronym/Name; it should be documented as an alias.	F	F	ListOf	1200	Application Alias
		indicates category that the applications belongs to. An application has the following categories: Physical Application: complete, self-contained program or group of programs that: - performs a specific function directly for the user or another application, - is implemented on one platform,					

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Interact with Partner & Supplier

Partner & Supplier Support	
1. Strategic Alliance, Acquisition and Divestment Management	41. Sourcing Management
26. Procurement Management	51. Supplier Relationship Management
51. Partner Relationship Management	

Interact with Customer

Customer Management			Transaction Management		
10. Sales Planning and Management	15. Sales Execution	20. Customer Channel Management	11. Customer Order and Request Management	12. Customer Service	13. Customer Billing & Payment
21. Fulfillment Operations	22. Fulfillment Operations	23. Fulfillment Operations	24. Mail	25. Delivery	26. Mailbox/Post Office
27. Customer Support	28. Network Development	29. Network Management	30. Customer Order Tracking	31. Inspection Management	32. Location Plan & Resource Management

Organisation Enablement

Strategy & Marketing				Financial Management			
1. Research, Analysis & Insight	2. Corporate Vision & Strategy Management	3. Market Planning	4. Offer Development	5. Product & Service Management	11. Financial Governance	12. Financial Service	13. Financial Control
Information & Knowledge Management				Asset Management			
21. Network & Operations Infrastructure Management	22. Address Information Management	23. Address Information Management	24. System Planning	25. System Delivery	26. System Operation & Management	27. Asset Management	28. Property Management
Business Management				People Management			
3. Business Change Management	4. Innovation Management	5. Corporate Governance, Policy and Compliance	6. Employment & Compensation	11. Business Performance Management	12. Corporate Responsibility and Sustainability	21. People Planning	22. People Capability
23. People Performance	24. People Performance	25. People Performance	26. People Performance	27. People Performance	28. People Performance	29. People Performance	30. People Performance



DRAFT



Interact with Partner & Supplier
Partner & Supplier Support

1. Strategic Alliance Acquisition and Onboarding Management
2. Strategic Alliance Management
3. Supplier Relationship Management
4. Partner Relationship Management

Interact with Customer
Customer Management

11. Sales Planning and Management
12. Sales Execution
13. Customer Channel Management
14. Customer Transaction Execution
15. Customer Service

Fulfill
Fulfillment Operations

16. Agency Services Management
17. Ledger Preparation
18. Transport
19. Ledger Acceptance
20. Sell
21. Deliver
22. Stock Storage and Inventory Control
23. Order Inflight
24. Information Systems Management
25. Manufacture Products
26. Freight Inflight and Export

Fulfillment Support

27. Operations Management
28. Network Development
29. Returns Management
30. Customer Order Tracking
31. Integration Management
32. Fulfillment Quality Control
33. Location Pick & Pack Management

Organisation Enablement
Strategy & Marketing

1. Research, Analysis & Insights
2. Corporate Vision & Strategy Management
3. Market Planning
4. Product & Service Management
5. Advertising & Promotions Management
6. Market Analysis
7. CRM Development

Financial Management

34. Financial Governance
35. Financial Control
36. Financial Advice
37. Asset Lifecycle Management
38. Property Optimisation

Information & Knowledge Management

39. Research & Operations Information Management
40. Information & Knowledge Management

Systems Management

41. Systems Building
42. Services Operation & Management

Business Management

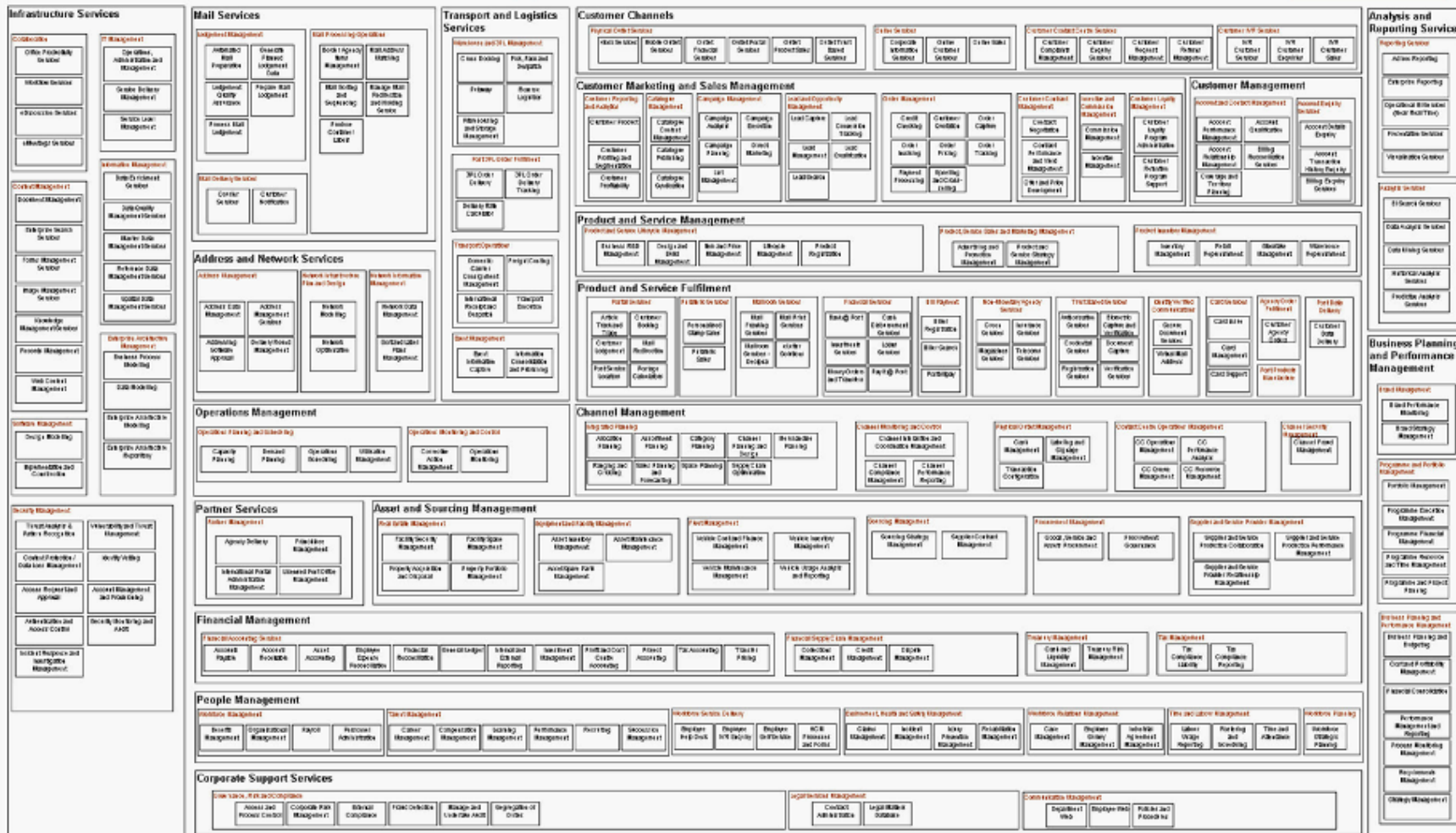
43. Business Change Management
44. Business Management
45. Corporate Governance, Policy and Compliance
46. Corporate Responsibility and Sustainability

People Management

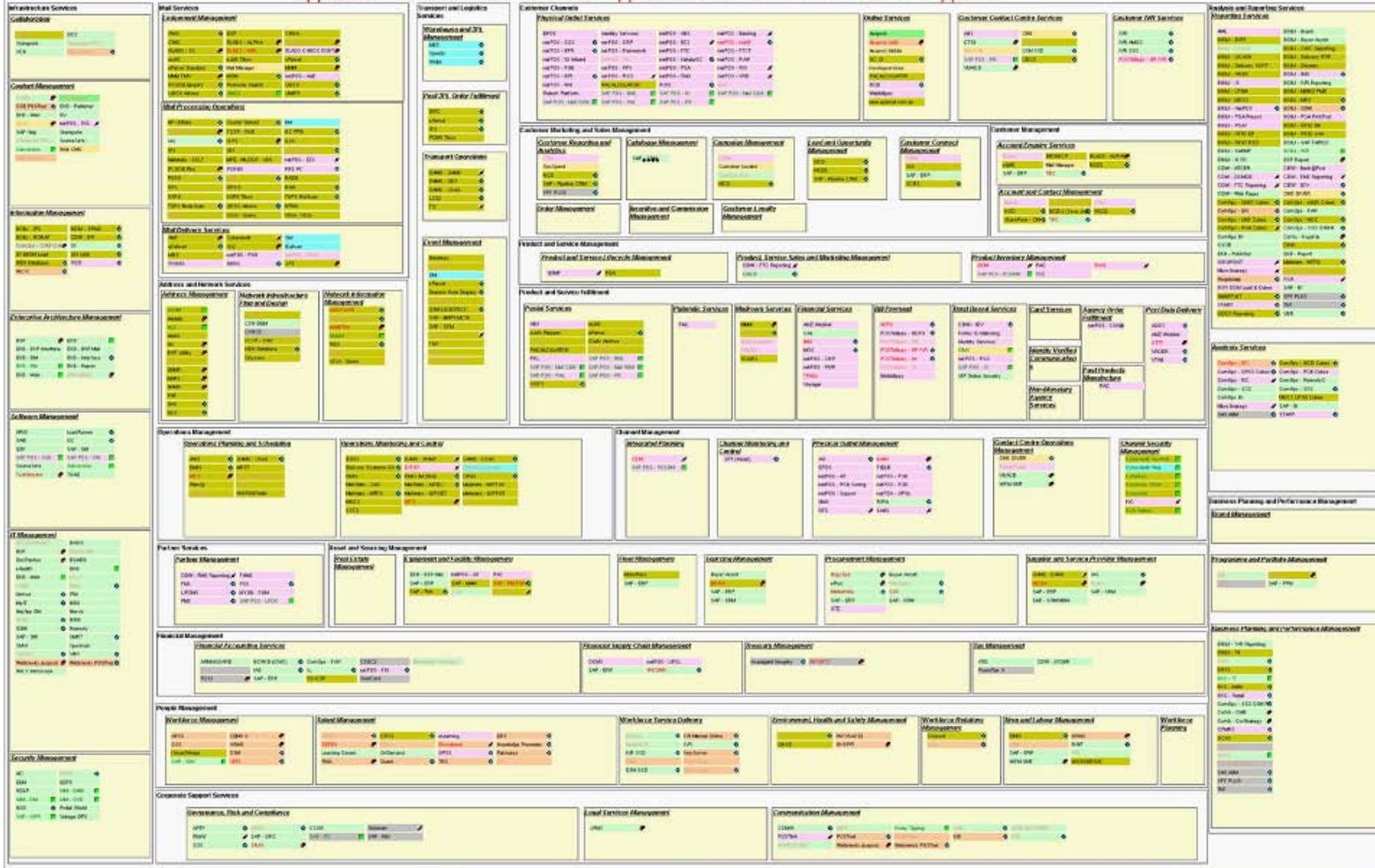
47. Business Performance Management
48. People Planning
49. People Capability
50. People Performance
51. People Management & Support
52. Workforce Solutions Management

PIAF
POST

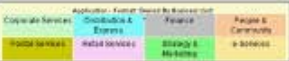
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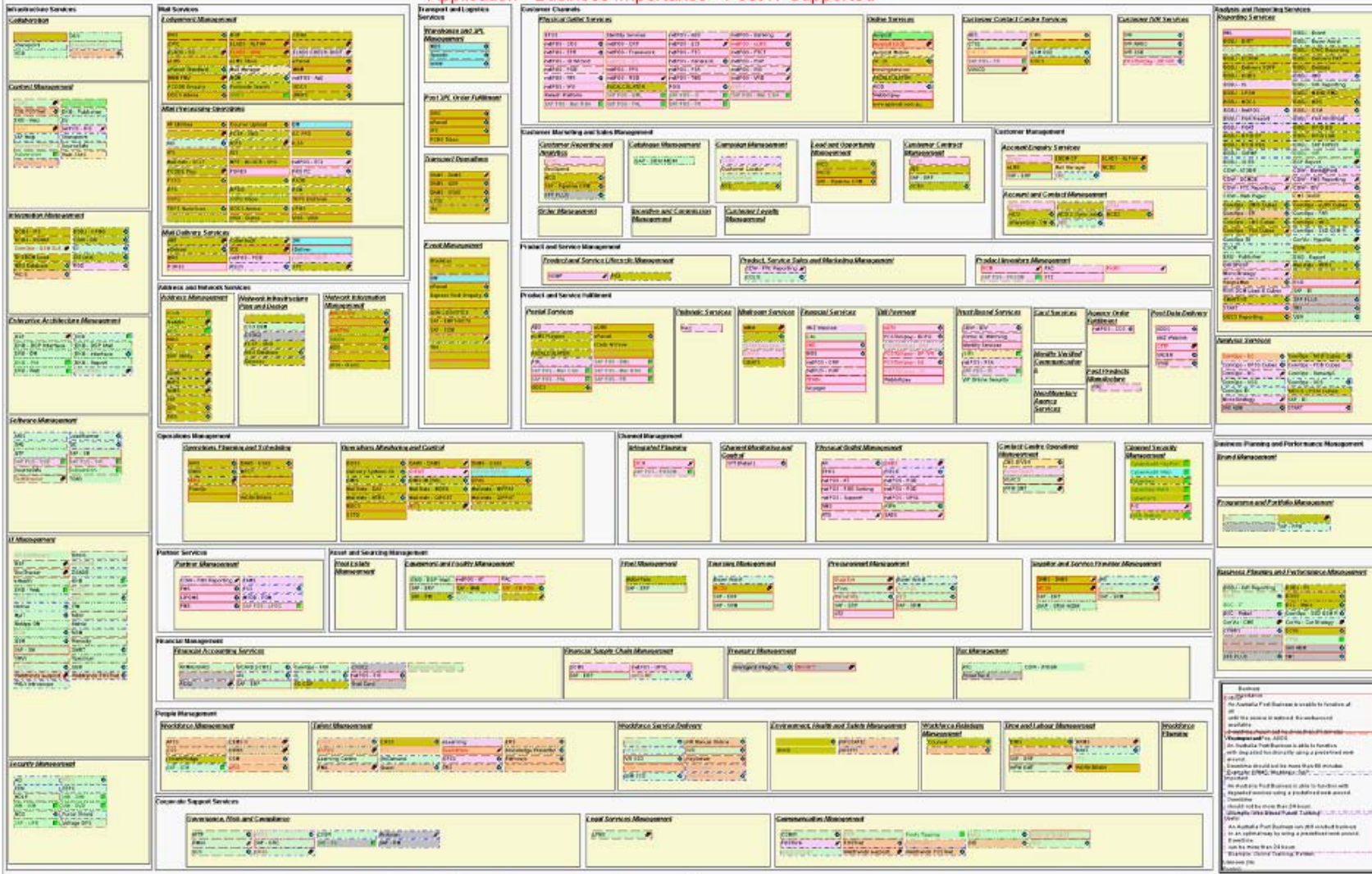
EAFM - L3 (Enterprise Application Function Model), READ ONLY
System Architect
Monday, 15 November, 2010 9:56 PM



Application FSA 2011+ View - Post IT Supported - © 2011 IBM Corporation. All Rights Reserved. Release 100.0
 Version 100.0
 Date: 07 July 2011 09:00



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Business Importance: Post IT Supported (Onsite)
 Business Importance: Post IT Supported (Cloud)
 Business Importance: Post IT Not Supported
 Thursday, 27 July 2011 2:02 PM

Application: Finance - Direct by Business Unit

Operative Services: Finance & Accounts

People & Connectivity: People & Connectivity

Application: Finance - Direct by Business Unit

Operative Services: Finance & Accounts

People & Connectivity: People & Connectivity

Application: Finance - Direct by Business Unit

Operative Services: Finance & Accounts

People & Connectivity: People & Connectivity

Application: Finance - Direct by Business Unit

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People & Connectivity: People & Connectivity

Application: Finance - Direct by Business Unit

Operative Services: Finance & Accounts

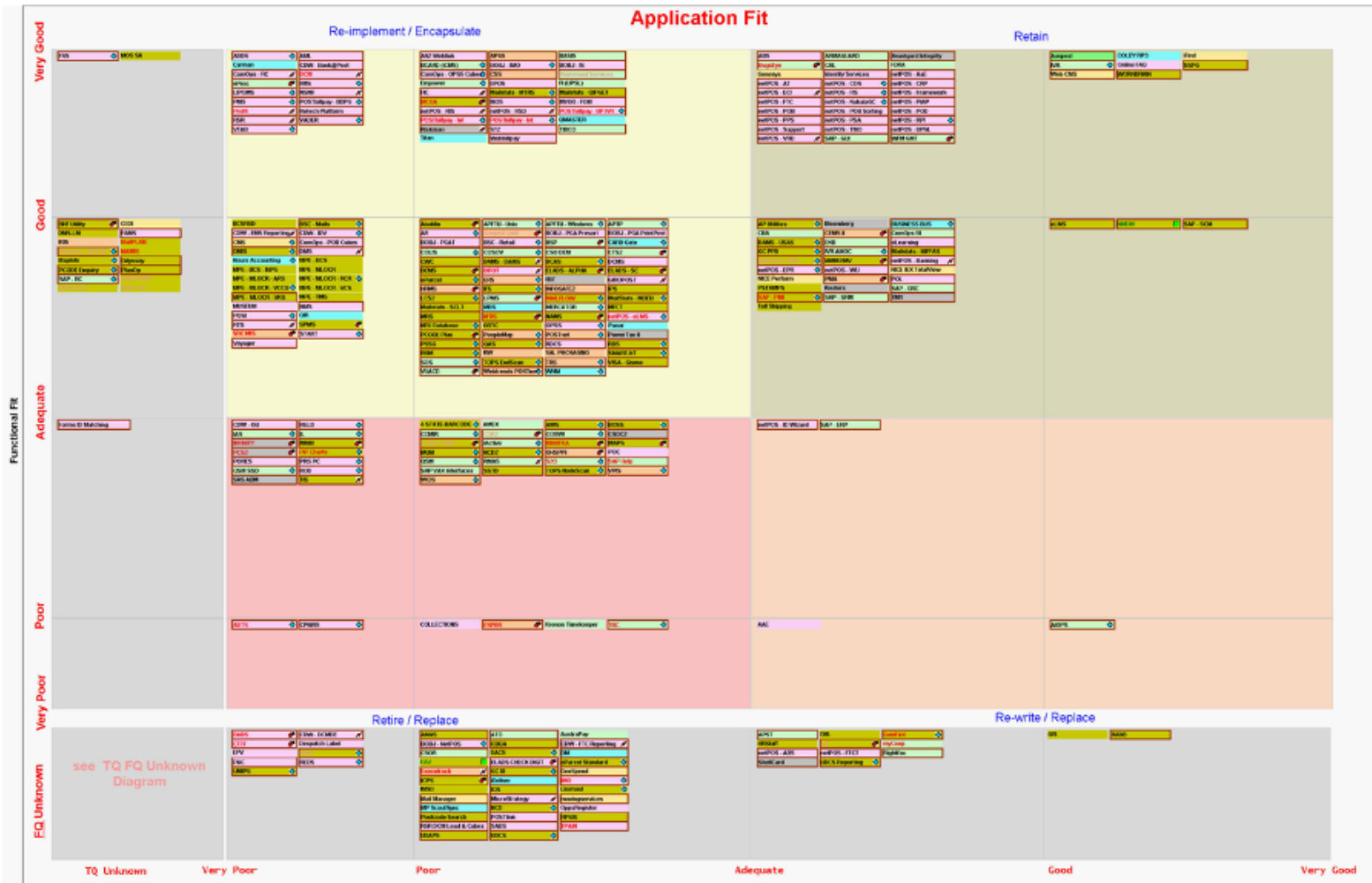
People & Connectivity: People & Connectivity

Application: Finance - Direct by Business Unit

Operative Services: Finance & Accounts

People & Connectivity: People & Connectivity

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Application - TQ FQ Landscape, READ ONLY
 Current As of
 Monday, 07 July 2010 3:38 PM

This diagram shows results from applications fit assessment at the enterprise level.
 Application fit assessment provides a means of conducting a high level, consistent evaluation of applications to gauge how well they meet Australia Post's business and technology requirements.
 For more details refer to 'Guidance for Generating High Level' document published on the Enterprise Architecture website, under Architecture Policies.

Application - Format: Owned by Business Unit

Application - Format: Status

Application - Format: Decommissioning Target

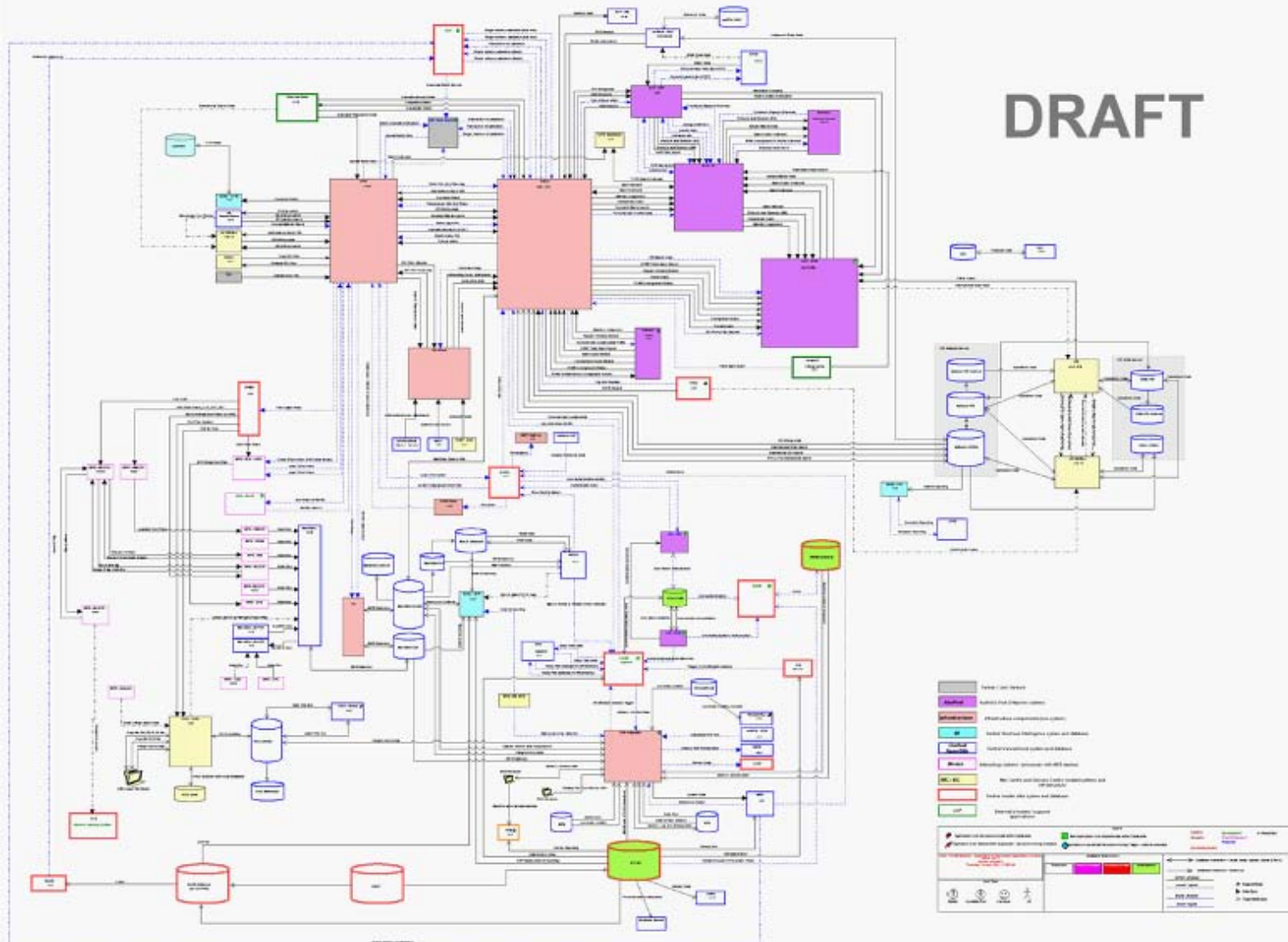
Application - Format: Proof of Concept

Application - Format: Proposed

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System Architect Publisher - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://ebk.corp.auspost.local/

EKB Enterprise Knowledge Base

Home | BSI/BSP Report | Data Models | User Manuals | Templates | About EKB | Troubleshooting

Search [Advanced](#)

Business System Inventory (BSI)

- [Daily BSP Extract](#)
- Dashboard - Current
 - [By Owner](#)
 - [By Category](#)
- Dashboard - Historical
 - [By Status](#)
 - [By Category](#)

EKB

- [EKB Dashboard](#)

Model

- Enterprise Application Function Model
- Enterprise Capability Model
- Enterprise Information Model
- Enterprise Process Model
- Enterprise Technology Model
- Entity Relations
- Landscapes
- Overlay Enterprise Application Function Model
- Overlay Enterprise Capability Model
- Overlay Enterprise Process Model
- Overlay Enterprise Technology Model
- Overlay Post on a Page
- Post on a Page
- View Application Content

Report

Building Block Definitions

- Activity
- Application
- Application Alias
- Application Function Level 1
- Application Function Level 2
- Application Function Level 3
- Application Inheritance
- Architectural Reference Framework
- Attribute
- Business Object
- Capability
- Conceptual Entity
- Data Element
- Data Store
- Entity
- Hardware Component
- Hardware Function Level 1
- Hardware Function Level 2
- Hardware Function Level 3
- High Level Process Group
- Information Security Classification
- Maturity Classification
- Process
- Process Area
- Process Group
- Project
- Relationship
- SA Definition
- Software Product Function Level 1

Post IT Supported Applications by Owner

Report Date: 11-July-11

	Corporate Services	Distribution & Express	e-Services	Finance	Human Resources	Postal Services	Retail Services
Development	6		1	1		1	
Production	127	9	9	9	27	136	85
Inactive	1				1	2	4
Obsolete	11			2	3	6	9
Proof of Concept	1						
Released	4					6	10

Post IT **Business**

Post IT Supported Applications by Category

Report Date: 11-July-11

	Application Service Provider	External Agent	Physical Application	Website
Development			8	
Production	11	7	393	9
Inactive			5	
Obsolete			30	1
Proof of Concept			1	
Released			20	

Post IT **Business**

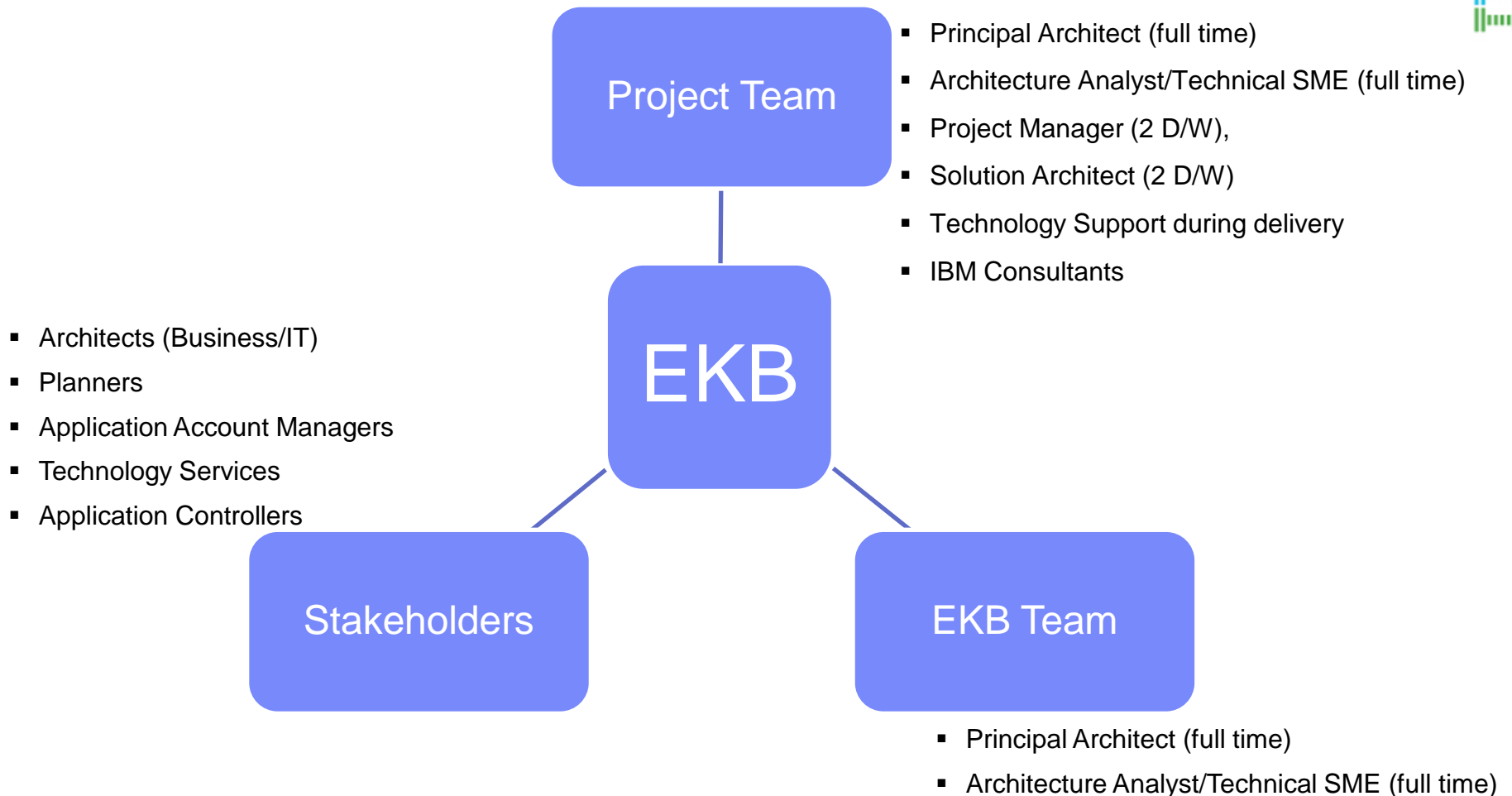
Trusted sites



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Teaming for results





Ensuring success

- Right team to drive, implement & run repository (right mixture of enterprise architecture and technical skills, disciplined, focus and believing in the value)
- Engage Stakeholders, get high level requirements and ownership commitments
- Defined and agreed Vision
- Defined Benefits and Cost
- Deliver in phases
- Implement as a Project and then manage it as Business As Usual
- Establish and enforce Governance, Data Ownership and Maintenance Process
- Embed contribution / usage in your processes and KPIs
- Stay relevant and on track; take time to understand stakeholders' needs, communicate with them regularly, seek feedback...
- Provide user manuals, help & training
- Provide alternative data entry (eg. spreadsheet templates) and centralised data entry services where appropriate.
- Engage and communicate with IBM to resolve issues and to propose enhancements