



REVIVING AN ENTERPRISE ARCHITECTURE PROGRAM

STRATEGY PRACTICE

ENTERPRISE ARCHITECTURE

Positioned within our Strategy Practice due to its direct impact on business performance, Trexin's Enterprise Architecture (EA) capacity emphasizes the pragmatic arrangement of people, processes, and technology to most efficiently and effectively enable business strategy.

Our expertise spans both structural as well as applied services, stretching across all four major EA domains (Business Architecture, Application Architecture, Information Architecture, & Technology Architecture). Our service offerings include:

- EA Establishment
- EA Applied Services
- EA Team Remediation

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Trexin was engaged to resuscitate the enterprise architecture (EA) program of a large health insurer by reestablishing a shared vision for business value and laying the framework for a renewed architecture services engagement model.

BUSINESS DRIVER

Facing a new 3-year business plan and a dynamic healthcare industry undergoing dramatic change, the client asked Trexin to audit its ailing enterprise architecture program and prescribe a set of remedies to realign the program with the company's business objectives.

ANALYSIS & TEAMWORK

Structured as an 8-week time-boxed engagement, Trexin divided the project into three phases: 1) context & situation assessment, 2) root-cause analysis, and 3) solution development. Involving more than 50 executive sponsors, business representatives, developers, application architects, data architects, and enterprise architects, Trexin conducted an exhaustive 360-degree internal review through a highly orchestrated series of self-assessments and surveys, personal interviews, workshops, and capability maturity tests to reveal the base structural weaknesses and constituent concerns of the EA program.

Trexin then led the working group through a rigorous root-cause analysis process, mapping each of the deficiencies to a core set of fundamental causes. These root causes were then individually analyzed, prescribed specific solutions, assigned ownership, and associated with immediate, mid-term, and long-term success metrics to evaluate ongoing progress towards remediation.

RESULTS

The assessment revealed 23 opportunities for improvement that were distilled into 6 foundational root causes. A program was prescribed to correct these issues over an 18-month time line, and the integrity of the EA team was put on an explicit path to restoration. Having reestablished a foundational layer of trust and shared vision, the EA team subsequently presented a revamped architecture services engagement model to more effectively deliver business value.

"Maybe we can show government how to operate better as a result of better architecture."

FRANK LLOYD WRIGHT