



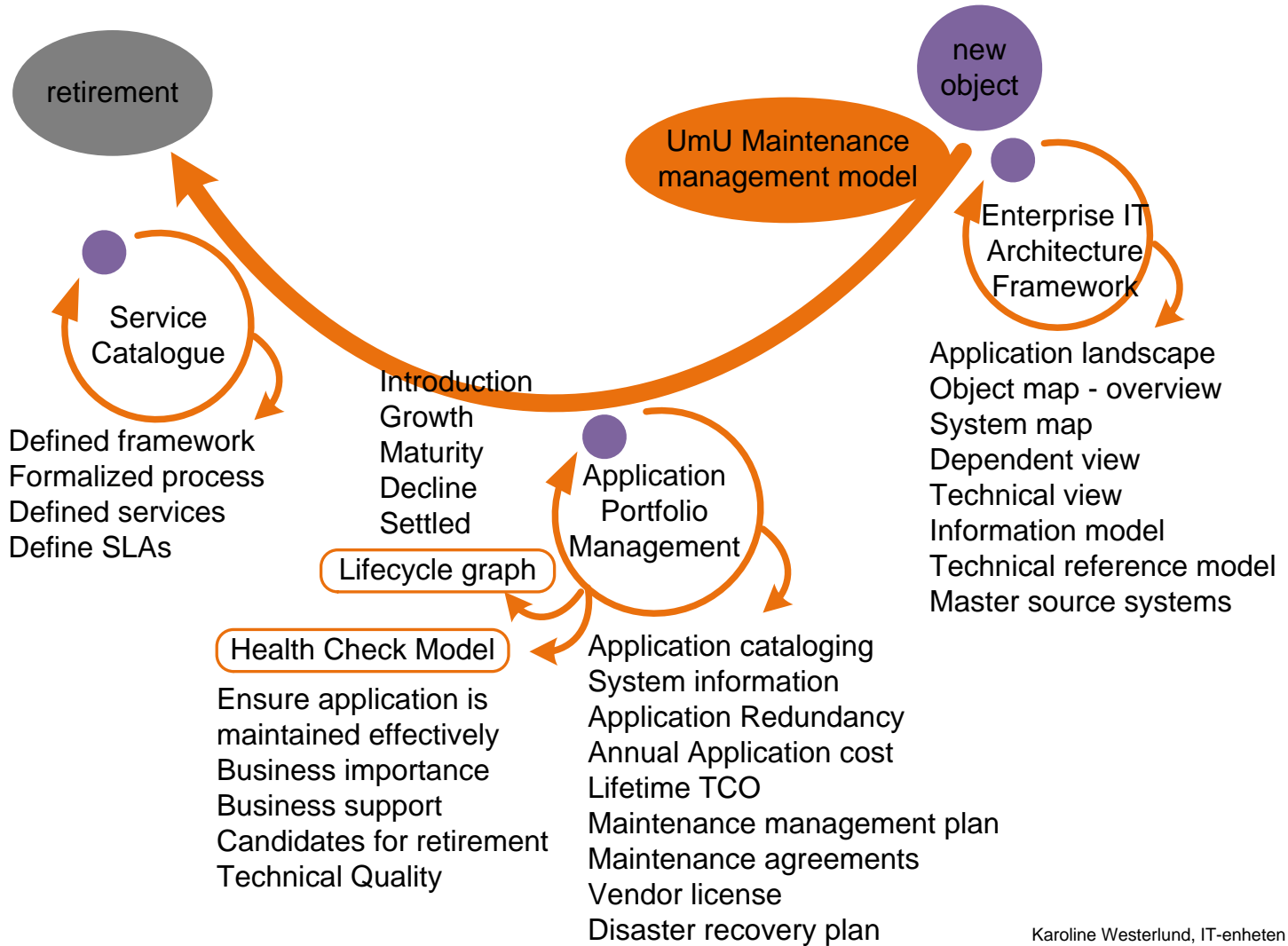
50 YEARS
UMEÅ UNIVERSITY

Setting goals and measuring the value of Enterprise IT Architecture using COBIT 5 framework

Karoline Westerlund, IT-strategist
Umeå University, Sweden



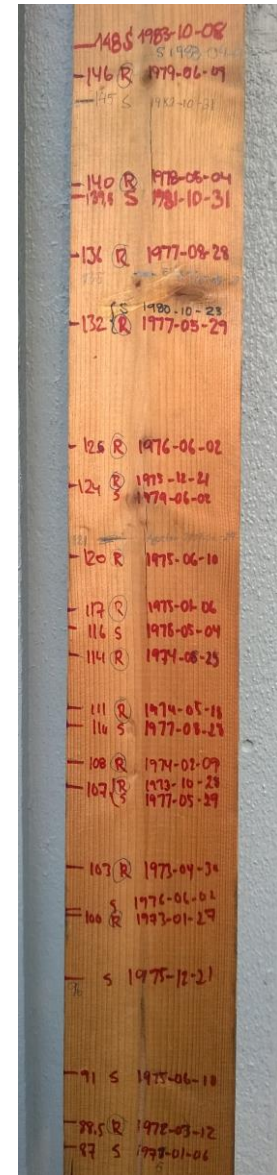
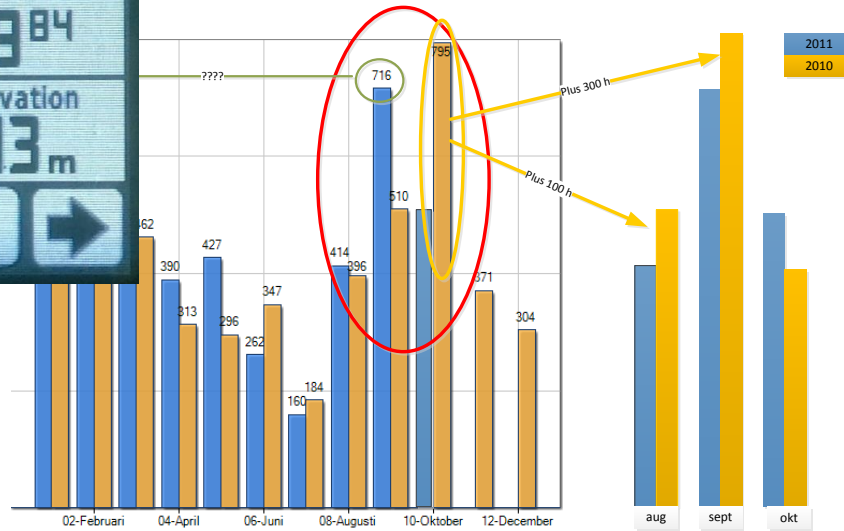
50 YEARS
UMEA UNIVERSITY





50 YEARS
UMEA UNIVERSITY

Why Measure





50 YEARS
UMEÅ UNIVERSITY

" Define and collect value metrics and measure and communicate enterprise IT architecture value"

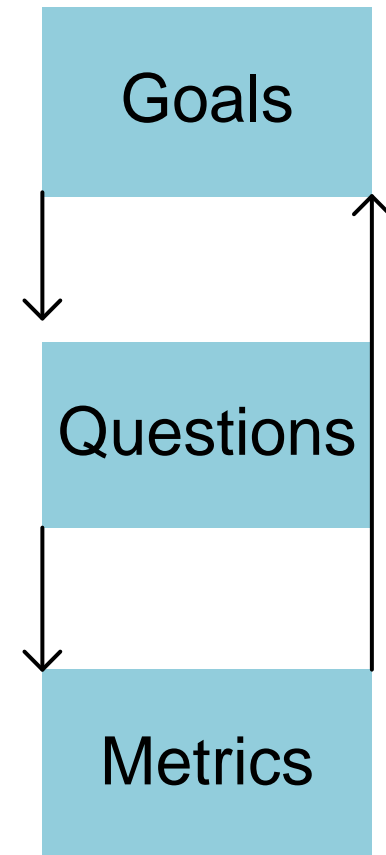
Who are the stakeholders
What information do they
need



What questions will they
ask to see if the goals are
achieved



What do we need to
measure in order to
answer these questions





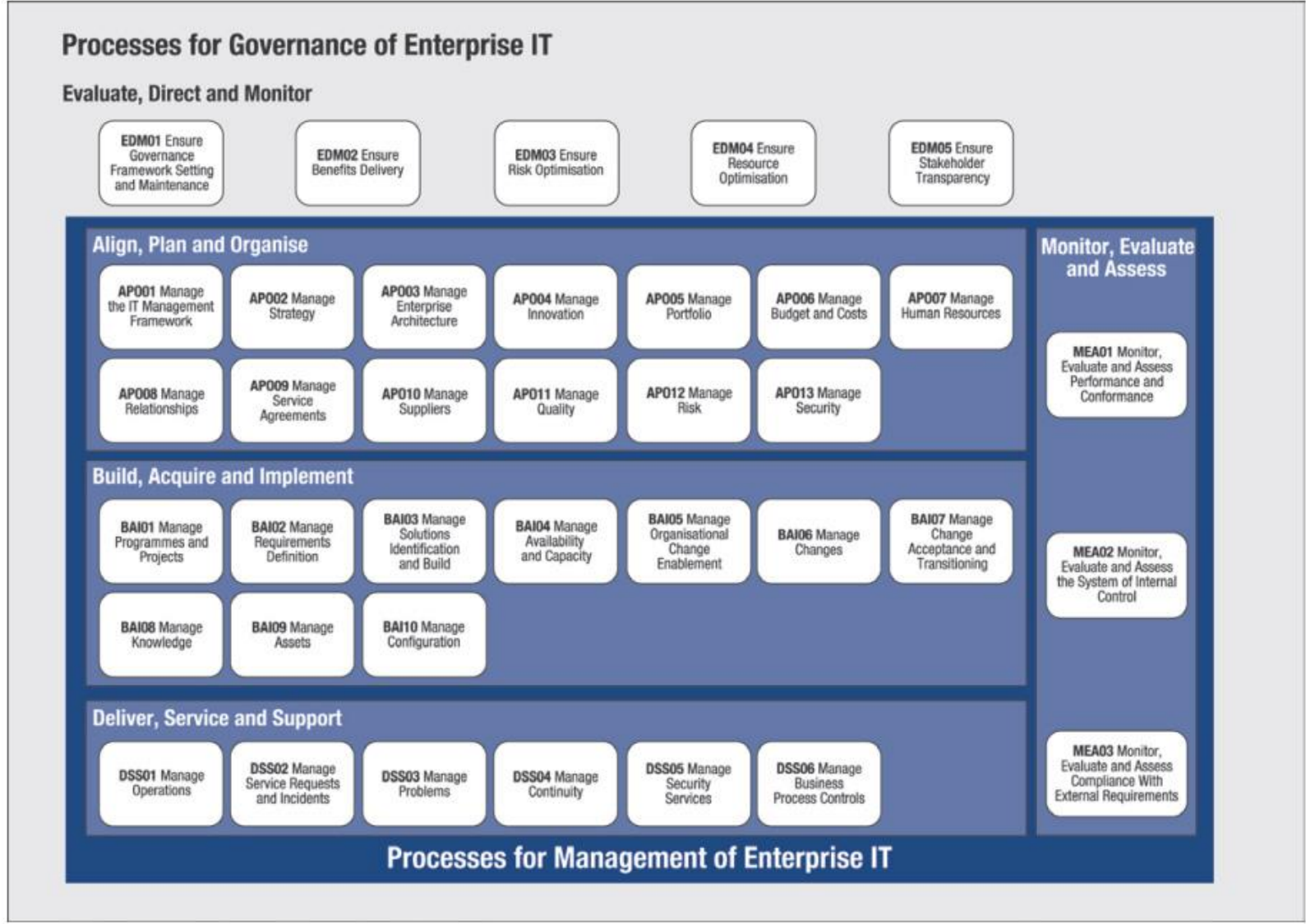
50 YEARS
UMEÅ UNIVERSITY



- Provides a comprehensive framework that assists enterprises in achieving their objectives for the governance and management of enterprise IT.
- Contains 37 processes and one of them is Align, Plan and Organise (APO)03 Manage Enterprise Architecture.
- The process supports the achievement of a set of primary IT-related goals and process goals and metrics.



Figure 2—COBIT 5 Process Reference Model



Source: ISACA, COBIT 5, USA, 2012, figure 16



The process supports the achievement of a set of primary IT-related goals:

APO03 Manage Enterprise Architecture	Area: Management
	Domain: Align, Plan and Organise
IT-related Goal	Related Metrics
01 Alignment of IT and business strategy	<ul style="list-style-type: none"> • Percent of enterprise strategic goals and requirements supported by IT strategic goals • Level of stakeholder satisfaction with scope of the planned portfolio of programmes and services • Percent of IT value drivers mapped to business value drivers
09 IT agility	<ul style="list-style-type: none"> • Level of satisfaction of business executives with IT's responsiveness to new requirements • Number of critical business processes supported by up-to-date infrastructure and applications • Average time to turn strategic IT objectives into an agreed-on and approved initiative
11 Optimisation of IT assets, resources and capabilities	<ul style="list-style-type: none"> • Frequency of capability maturity and cost optimisation assessments • Trend of assessment results • Satisfaction levels of business and IT executives with IT-related costs and capabilities

Source: *COBIT 5 Enabling Processes* ©2012 ISACA. All rights reserved. Used by permission.



50 YEARS
UMEÅ UNIVERSITY

Process Goals and Metrics	
Process Goal	Related Metrics
<ul style="list-style-type: none"> ○ 1. The architecture and standards are effective in supporting the enterprise. 	<ul style="list-style-type: none"> • Number of exceptions to architecture standards and baselines applied for and granted • Level of architecture customer feedback • Project benefits realised that can be traced back to architecture involvement (e.g., cost reduction through re-use)
<ul style="list-style-type: none"> ○ 2. IT A portfolio of enterprise architecture services supports agile enterprise change. 	<ul style="list-style-type: none"> • Percent of projects using enterprise architecture services • Level of architecture customer feedback
<ul style="list-style-type: none"> ○ 3. Appropriate and up-to-date domain and/or federated architectures exist that provide reliable architecture information. 	<ul style="list-style-type: none"> • Data of last update to domain and/or federated architectures • Number of identified gaps in models across enterprise, information, data, application and technology architecture domains • Level of architecture customer feedback regarding quality of information provided
<ul style="list-style-type: none"> ○ 4. A common enterprise architecture framework and methodology as well as an integrated architecture repository are used to enable re-use efficiencies across the enterprise. 	<ul style="list-style-type: none"> • Percent of projects that utilise the framework and methodology to re-use defined components • Number of people trained in the methodology and tool set • Number of exceptions to architecture standards and baselines applied for and granted

Source: *COBIT 5 Enabling Processes* ©2012 ISACA. All rights reserved. Used by permission.



50 YEARS
UMEÅ UNIVERSITY

- What does it mean for us, is it relevant for our stakeholders?
- How do we measure it?
- Where do we find the date/information?
- How do we collect the date/information?



50 YEARS
UMEÅ UNIVERSITY

Goal 1: The architecture framework and its content provides *effective support* to the business

Related metrics

Status

1.1 Number of requested and applied exceptions from the architecture

A routine is established.
Total received: 10
Number of granted: 5 AD-policy approved.

Comment: implemented discrepancies, not applied for or accepted (Intranet)

1.2a Project successes related to architecture work

1.2a Lync, UmU card, structured integrations, adapters created that can be used in Kardia

1.2b Cost reduction through reuse

TBD

1.3 Successes that can be related to the architecture in the management cycle

Report to the budgetary control process, including life cycle analysis

1.4 User Satisfaction - feedback

80/20 rule is expected to apply. 80% are satisfied with the support



50 YEARS
UMEA UNIVERSITY

Goal 2: Services within the enterprise architecture support *flexible enterprise change*

Related metrics

Status

2.1 Percent of projects using enterprise architecture services	100% of all central projects with IT is using the EA services
2.2 Percent of maintenance objects using enterprise architecture services	100% of all the maintenance IT objects are using EA services
2.3 IT department follow consist policies and processes	TBD



50 YEARS
UMEÅ UNIVERSITY

Goal 3: Clearly defined routines provides *reliable information* in the enterprise architecture framework (gardening)

<i>Related metrics</i>	<i>Status</i>
3.1 Information on the latest updates on the various objects and documents are registered	Yes, according to routines in Governance and Management UmU EA Shortcomings have been identified and the IT architect maintains EA-framework regularly.
3.2 Number of identified shortcomings in the framework	<ul style="list-style-type: none">- Policies regarding integration shall be clarified- Template for the architecture deviation shall be developed- Clearer communication about the the framework's content to the project leader- Description of technical AP, underway- Connection to network infrastructure
3.3 Level of architecture user feedback regarding quality of information provided	Feedback has been received from system administrators, technical managers and IT architects



50 YEARS
UMEÅ UNIVERSITY

Goal 4: A common enterprise architecture framework and an integrated architecture repository are used to enable *access and reuse* across the enterprise. (merge with goal1 ?)

Related metrics

Status

4.1 Number of people / departments introduced in the model and documents

Introduction to Operating Manager and Development Manager at the ITS about the the framework.
Workshop about the model to the operational unit.
Seminar for 15 persons at UB

4.2 Number of people trained in the methodology and tool set

3 development architects

4.3 Percent of projects that uses the framework and methodology to reuse defined components

100% of all central projects with IT is using the EA services, in varying degrees

4.4 Number of exceptions to architecture standards and baselines applied for and granted