



## Agility

### Enterprise Architecture

In the current business environment, businesses continually look for ways to meet their changing business needs through rapid technology implementations. The need for agility and speed leads to the consideration of agile software development methods instead of choosing for traditional approaches. While the traditional approach of software delivery is changing into a more agile system, managers are growing more worried about scaling and keeping up with the changes in the organization.

Deloitte 's Agile team is focused on the delivery of custom/integrated solutions for the Enterprise Architecture of our clients across several industry sectors; from public sector, to financial services, consumer business, technology, media, and telecommunications.



“For Agile governance, the focus needs to shift from ‘what can go wrong’ to ‘what must go right.’”

### Background

The agile approach to IT transformation consists of a set of principles and practices based around the concept of iterative and incremental development, with collaboration between teams at its cornerstone. Essentially, Agile approaches to delivery allow benefits such as an increase in quality improving predictability, reducing overhead costs, time to delivery and more importantly boosting morale in organizations.

The agile development resulted from the need to incorporate iterations and facilitate stakeholders’ changes in requirements and design through feedback. Iterative development methods are cyclic in nature and provide stakeholders and customers exposure to incremental and deliverable versions of the system. In turn, they are able to provide better validation of and/or updates to product requirements. In the end, this results in effective product redesign that better achieves project goals and customer expectations.

As agile IT delivery is more and more incorporated in the organization’s architecture, the need appears for the scaled agile approach. In a scaled agile approach, the enterprise and solution architecture capability bridges the gap between agile software delivery and demand management. Scaled Agile Frameworks (SAFe) offers comprehensive guidance for achieving the benefits of Lean-Agile development at enterprise scale.

### Our approach

Agile software development is no longer seen as an alternative approach and has been adopted by a large number of organizations. Yet, for most executives, this results in uncertain how to proceed further and need a clear agile vision.

Agile architecture should not be perceived as a standalone endeavor; it requires the whole organization to adapt as well. First, we need to confirm whether the software development is capable of agile delivery. Then we must validate the Enterprise Architecture is agile to support the software delivery. Lastly, when software delivery and software management follow an agile pace, portfolio management should be capable of operating at the same pace as well.

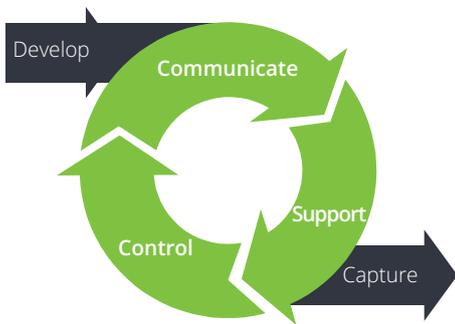
Our objective is to provide assistance during this process by drawing on both our technical experience and our business subject matter specialists. This enables your team to defend technology decisions on a verified accounting of what each decision means to your business.

### The implementation

Moving towards a more agile approach has a great impact on the Enterprise Architecture of the organization as well. In fact, both enterprise and solution architecture capabilities will be affected by an agile organization.

Our comprehensive approach to design an agile Enterprise Architecture consists of five fundamental stages: development, communication, support, control, and capture. We first start by ensuring that architecture deliverables become more iterative and in line with the speed of scrum delivery teams. Then we focus on communication, as architects must be able to deliver and communicate architecture deliverables to teams and all kind of stakeholders based on lightweight architecture content. Teams have autonomy and are self-organizing which speeds up delivery. In case teams have questions, architects need to be available to provide support when needed.

Conducting control will be more difficult in an agile organization, since teams have a high level of autonomy. New ways will be found to assure quality and conduct control. Lastly, we focus on capture. Current state architecture needs to be updated and captured. This becomes easier since the architecture documentation will be based on the actual established solution.



“The road to Agile is not a transformation that happens overnight by restructuring your people (an approach we would not recommend), but is rather a progressive change that should be approached in an iterative manner – both organizationally and culturally.”

### Our capabilities

Enterprise Architecture is of great importance to provide a controlled digital transformation. It supports the evolvement of the technology landscape and the organization as a whole by tracking dependencies and establishing consistency between business lines.

As Enterprise Architecture we add value to your organization with our broad scale of capabilities. An Agile Enterprise Architecture can:

- Improve time-to-market of products & services by reducing complexity of digital transformations.
- Develop principles, standards and guidelines for technology usage to establish company-wide consistency.
- Connect business strategies to business and IT architecture to operationalize change and support a successful digitalization
- Improve collaboration and documentation between business and IT.

Our team will not only provide you with a clear Agile vision, roadmap, and target state, but also hands-on coaching.

We will perform as orchestrators to help you design, structure, and plan the new way-of-working, as coaches to support the teams through teaching and advising on the ground and as scaled Agile practitioners to act as key delivery resource during high pressure and challenging programs.

## The Deloitte advantage

Agile and Enterprise Architecture both take a holistic approach addressing Business, Application, Information and Technology with a different focus where close alignment is required.

At Deloitte we carry broad knowledge and expertise in the field of enterprise architecture in many different markets, with national and international clients in different sizes. The knowledge sources are international, which entails that the latest best practices will be applied for your organization and specific needs.

We bring to bear operational experience and insight from both business and technology perspectives supported by leading industry experience.

## Conclusion

Creating Agile Enterprise architecture is a challenging process which requires iterative and integrated approach.

A key point to remember is that regardless of the development methodology used, there are many agile methods and tools that are beneficial to any software development project.

Having the right road map in place—built out by a team of experienced professionals who can think beyond the technical, draw on a gold standard of vendor alliances, and know your business, goals, and industry in detail—won't necessarily make it simple. But it will help ensure that the journey is achievable.

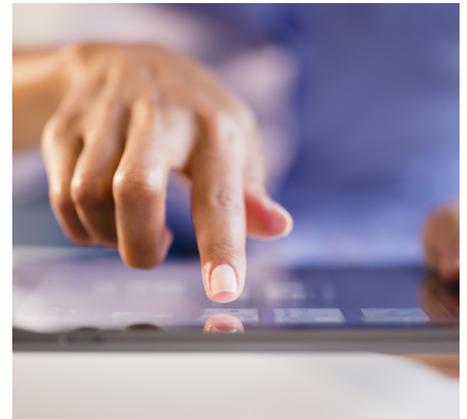
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“Do not be afraid to try, learn and adapt practices to your situation. When it is contextually applied, a framework or selection of practices from multiple frameworks will be best suited.”

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