



## Capability Development

### Enterprise Architecture

Fast changing organizations require even faster and more complex changes to be carried out simultaneously.

For effective coordination and control, a well-organized Enterprise Architecture Competence is essential. This requires architects to have the right competences, knowledge, and experience of the matter. Deloitte helps your organization with the creating and professionalizing of your Enterprise Architecture capability.



“Our approach is designed to enable you to build leadership capacity and capability for your organization, grounded in a research and evidence based methodology and business insight.”

### Background

In the current market, firms require fast transformation and adaptation to the market. As the market competitiveness increases, there is a clear shift of power from firms who have resources to firms who have the know-how. Capability development stimulates this creation of knowhow and describes the integrated concepts of talent development, performance-driven learning and operational training.

One of the fundamental capabilities that enables digital transformation within the organization is the Enterprise Architecture capability. This capability provides a comprehensive and complete overview of all functions that are needed to run an Enterprise Architecture department.

Enterprise Architecture plays an important coordinating role in managing transformations and innovations within the business and IT. Less developed or missing Enterprise Architecture can lead to less effective coordination and decision making within the organization.

Without true oversight and effective coordination, the complexity of the organization significantly as a whole. Ineffective architecture can lead to projects which don't align with the overall goal, overlap and can even result in contradicting objectives.

Furthermore, a lacking or non-functioning Enterprise Architecture department will result in slow effectuation of necessary change and thereby decreases the agility. Lastly, with no holistic overview and an overly complex business and IT landscape, managing and reducing IT costs is an extremely difficult challenge.

### Our approach

One of the most important challenges within IT is leveraging technology to improve business results. This requires insights on the synchronization of your technology strategy and overall business strategy to create value and gain competitive advantage.

Whereas improving digital assets building capabilities drive the value of the organization, a lacking or non-functioning EA department will result in slow effectuation of necessary change.

There are many benefits of having the right EA capabilities, however to obtain them action is needed.

The degree of maturity of the organization's Enterprise Architecture determines which approach will be taken. Less developed Enterprise Architecture Capabilities focusses on building and improving any Enterprise Architecture Department. For organizations with a more mature Enterprise Architecture we focus on analyzing the current Enterprise Architecture landscape, formulate requirements and the direction for your organization.

An Enterprise Architecture capability consists of a description of the aims and objectives, the scope, and the key metrics directly showing the benefit and impact of the capability. Furthermore, we provide you with supporting methods and tools including examples of key deliverables and training materials.

### The implementation

Improving the EA Capability requires and goal oriented approach which consists of three fundamental elements: the organization, the people and methods. First, we start with a maturity assesment of the current Enterprise Architecture Capability, and highlight the most important competencies. After comparing the results with the results of similar organizations, roles and responsibilities of the capabilities will be defined and communicated.

After this is established, Enterprise Architects will receive customized trainings which focus on hard en soft skill buildings. This way not only EA specific skills are learned but also focus on stakeholder management and storyboarding. Trainings-on-the-job will

Lastly, our Enterprise Architects will ensure a standardized method of operating within your organization which will enable you to aquire the right results in the right moment. Frameworks such as TOGAF, DODAF and Zachman will be customized for your specific goals and targets within the organization.

### Our capabilities

A capability-based approach ensures that the Enterprise Architecture Department meets the business needs and enables project acceleration and guidance on strategic choices, scope and design.

At Deloitte, we can help you set up a clear organization design, train competent architects who are supported with the right methods and give you the right tools to create the benefits.

The combination of our own consulting experience in Capability Development and our vision for the optimal Enterprise Architecture, Deloitte Enterprise Architecture Maturity Model (DEAMM) framework.

We can turn the theoretical base of frameworks such as TOGAF, Deloitte EA Framework and DEAMM into practical reality (like process descriptions, artifact examples, process examples and templates), truly leveraging their potential.

## The Deloitte advantage

Successful Capability Development requires a holistic tailored approach addressing your specific organizational needs for different Enterprise Architecture maturity levels.

At Deloitte we carry an exhaustive consulting experience in improving Enterprise Architecture departments 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.

“Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges.”

### Conclusion

In sum defining, managing and exploiting Enterprise Architecture can drive significant business benefits, including cost reduction, revenue enhancement and improved business agility.

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.

This unique approach results in a more conscious investment decisions, enables you to monitor the improvements and continuously check architecture models for the future.

### Contact us:

**Floris Jansen**  
**Manager**

Tel: +31 (0)88 288 7797  
Mobile: +31 (0)6 833 9426  
E-mail: fmjansen@deloitte.nl

**Eric Onderdelinden**  
**Director**

Tel: +31 (0)88 288 7884  
Mobile: +31 (0)6 8333 9816  
E-mail: eonderdelinden@deloitte.nl



Deloitte has been named a global leader in Leadership Development Consulting for its “breadth of capabilities”

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