



# Showing the Value of EA in a Maturing Organisation

Case Study

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2<sup>nd</sup> Annual Conference

Tuesday 26 June 2018  
London, UK

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# Showing the Value of EA in a Maturing Organisation

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WATES ARE ONE OF THE TOP PRIVATELY OWNED UK CONSTRUCTION AND IN 2016 THEY BEGAN A DIGITAL TRANSFORMATION PROGRAMME. AS THE FIRST ARCHITECT, THIS IS MY STORY OF HOW I INTRODUCED AND ESTABLISHED AN ENTERPRISE ARCHITECT PRACTICE AT WATES.

# Who am I

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- Enterprise Architect for Wates Group
- (Will be) Enterprise Architect for PRS Music
- 30+ year career in technology
- Enterprise Architect is my chosen profession
- Chartered IT Professional (CITP), TOGAF Certified, ISEB Certified and Chartered Assessor

# Why this presentation

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## Typical Enterprise Architecture Topics

- What is an EA
- How we should be working
- Good practice
- Tools and techniques
- Workshops and roundtables

## What I like to hear

- Stories

## My story

- How I've spent two years building an EA practice at Wates
- The challenges, ups and downs, and successes

# Who are Wates

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- Privately owned family business with over 100 years of history
- UK based
- Focus of developments, construction, maintenance
- 2017 revenue of over £1.6b and are profitable
- Top 15 UK construction firms
- They have a goal to be a £2b revenue company

# Why are they maturing

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- Privately owned family business with over 100 years of history
  - UK Focused in the areas of developments, construction, maintenance
  - 2017 revenue of over £1.6b and are profitable
  - Top 15 UK construction firms
  - They have a goal to be a £2b revenue company.
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- Doubled in size in last 5 years
  - Grown from less than 1500 staff to over 5000
  - Grown from less than £800m revenue to £1.6b
  - Growth through acquisition and developing existing business
  - Fragmented processes, systems and business models
  - Lack of diversity
  - Significant underinvestment in back office services including technology

# My story

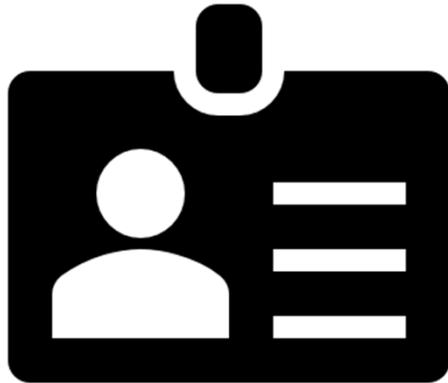
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- Became the EA
- Learning about the company
- The EA practice and delivering value
- Challenges
- Moving on

# EA opportunity

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## Opportunity

- Wates wanted an EA
- They didn't know what an EA was
- Wanted someone who could set the standard

## Pop Question

- How you would approach creating an EA practice at Wates and how such a practice would deliver value to Wates?
- *I would approach creating an EA practice using TOGAF in establishing its vision, validating that vision, and then implementing it. The practice will deliver value by working to address Wates' challenges and delivering architecture that allows it to reach its goals.*

# Setting the vision

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## Proposition

- What kind of EA practice should it be?
- Where can I get help?
- What is my 90 day plan?
- Got a mentor
- Meet the boss

# Starting right

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## Starting to succeed

- Found space to think
- Found out how organisation works
- Found the boundaries

## Common Questions

- Who are you?
- What do you do?
- Are you my boss?
- Are you going to tell me what to do?
- That sounds like my job?

# Being an explorer

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## Map the organisation

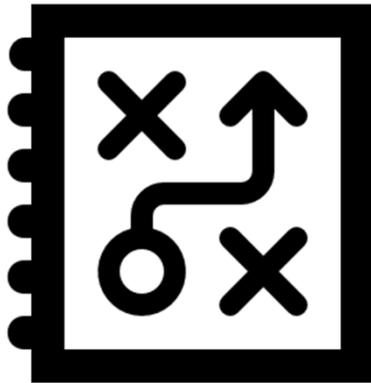
- A travel guide wasn't available
- Creating and sharing one established credibility
- I was prepared to look at the foundations
- I understood what the leaders care about (not what I thought they should)

## I created and navigated with

- Plans
- Organisation charts
- Strategy documents
- Design documents
- Operation documents
- Catalogues
- Pretty pictures

# Strategic value

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## Roadmap development

- In 2016 Wates had no roadmap
- Deloitte were engaged to create one
- I took a backseat - influence without leading
- External validation was important
- Complete by end of 2016, developed in 2017
- I am now the Roadmap custodian
- I am leading on some roadmap themes

# Operational value

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## Solution Design

- Providing resources for solution development
- Providing support for solution development
- Growing the team

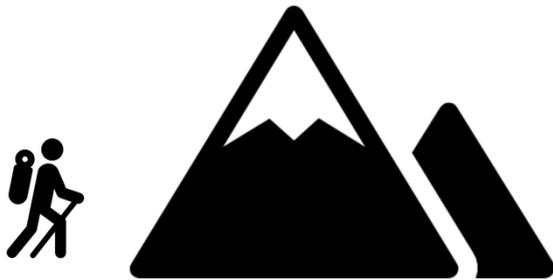


## Governance (of architecture development)

- Established Technical Design Authority (to govern solution development)
- Senior Leadership Team used as ARB to oversee architecture activities
- I am part of other governance processes –investment boards, risk committees, steering

# Challenges

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- My experience and knowledge were challenged
- I needed to learn the subtext
- I could only bring good news
- I couldn't assume good practice is known
- Common sense isn't applied
- Showing my workings caused confusion
- I needed to work beneath the water line
- I had to find friends and a padded cell

# Achievements

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- EA is recognised as valuable
- I created an EA practice
- I supported the roadmap creation and its execution
- I established a solution design process
- I provided architecture and design resources
- **I've made change at Wates**

# Moving on

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- Wates is a tanker
- 2 more years on the high seas wasn't for me

# Thank You

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