

ROADMAP CASE STUDY MASSEY UNIVERSITY

EXECUTIVE SUMMARY

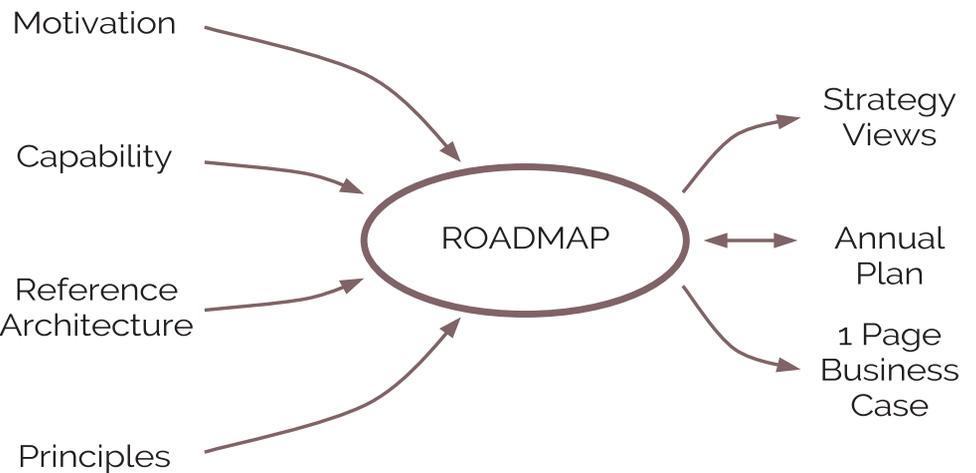
ITS divisions within organisations often struggle to demonstrate the value that enterprise and business architecture can bring to the organisation.

Cyma worked closely with Massey University ITS team to run through a rapid evaluation cycle and develop a series of artefacts and recommendations. This help them turn their annual plans into a longer term roadmap of activities that link clearly to both IT and the wider University strategy.

Challenges

Cyma were engaged to work with the Massey University ITS team to review existing roadmap and strategy content, augment this content as necessary to produce a set of enterprise and business architecture artefacts that would be key inputs into a roadmap presentation to the University senior leadership team.

The purpose of this work was to illustrate the value that enterprise and business architecture can bring to an organisation, to demonstrate how this can be done, and to provide examples of the various artefacts.



Our Solution

The work needed to be completed within a tight window of time, so we needed to use an approach that allowed us to cycle through the process quickly. The intent being to develop an example of what can be done and demonstrating the value of each output.

The approach that we took was to first define what ITS does as a capability model and analyse the motivations for change that existed in IT and the wider organisation. We conducted a high level capability assessment looking for gaps in performance and business alignment.

Next we looked at business applications and developed a functional model to describe these so future analysis could take place. We followed this by reviewing current and planned projects and mapped the change these would effect against strategy, applications, capabilities and organisational structure. Finally, these artefacts were used to prepare example views of strategy posters and one page business cases - all of which should be derivatives of the information that can be captured following the above process (but in more detail).

MASSEY UNIVERSITY

Massey University - Te Kunenga ki Pūrehuroa is a university based in Palmerston North, with significant campuses in Albany and Wellington. Massey University has an eighty year tradition of academic excellence and has approximately 35,000 students, 17,000 of whom are extramural or distance-learning students. ITS provide shared technology services for the faculties that make up the university.

Results

We created a number of valuable artefacts including a capability model, a template for assessing against the capability model, a reference model for business application investment and a set of roadmap views that captured the planned work for the next year.

The ITS team gained great experience and a better understanding of how to apply architecture within an enterprise. ITS leadership were also able to see that architecture and roadmapping, are not necessarily lengthy, academic activities with limited value - they can be quick and iterative, and deliver real strategic decision making value.

CYMA

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