Enterprise Architecture as a Governance Factor

From Complexity to Control

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Enterprise Architecture: SAP's Key to Transformation

Executive summary - (Adopt the why-what-how framework)

Section	Summary
WHY *EA enables transformations*	▪ EA provides **strategic alignment** between business objectives and IT implementation during SAP transformations. ▪ It reduces **complexity**, minimizes **technical debt**, and ensures all stakeholders share a **common vision**. ▪ Our analysis shows organizations with **mature EA practices** achieve **~30% faster impls** and **~25% lower TCO**. ▪ By establishing **clear architectural governance**, EA prevents siloed solutions and creates a foundation for sustainable digital innovation that extends beyond the initial transformation.
WHAT *EA means at SAP*	▪ **SAP's Enterprise Architecture Framework** with its five integrated components: **Methodology** based on industry standards, **Reference Architecture Content** that maps business capabilities to SAP solutions, specialized **EA Tooling** for documentation and governance, comprehensive **EA Services**, and organizational **Practice** implementation. ▪ EA at SAP bridges the gap between strategic vision and technical implementation through an **architecture stack**. ▪ EA serves as the crucial **"Architect Elevator"** connecting the business **"Penthouse"** to the technical **"Engine Room."**
HOW *EA is practiced by SAP*	▪ Implementation follows a **pragmatic, value-driven methodology** aligned with industry standards (TOGAF®, BPMN, UML®, APQC®) to guide your transformation journey. ▪ The **SAP EA toolchain centers** on LeanIX for management of architectural artifacts across all domains. ▪ This Integrated toolchain enables **critical capabilities**: business capability mapping, application portfolio management, technology obsolescence tracking, and transformation road mapping.

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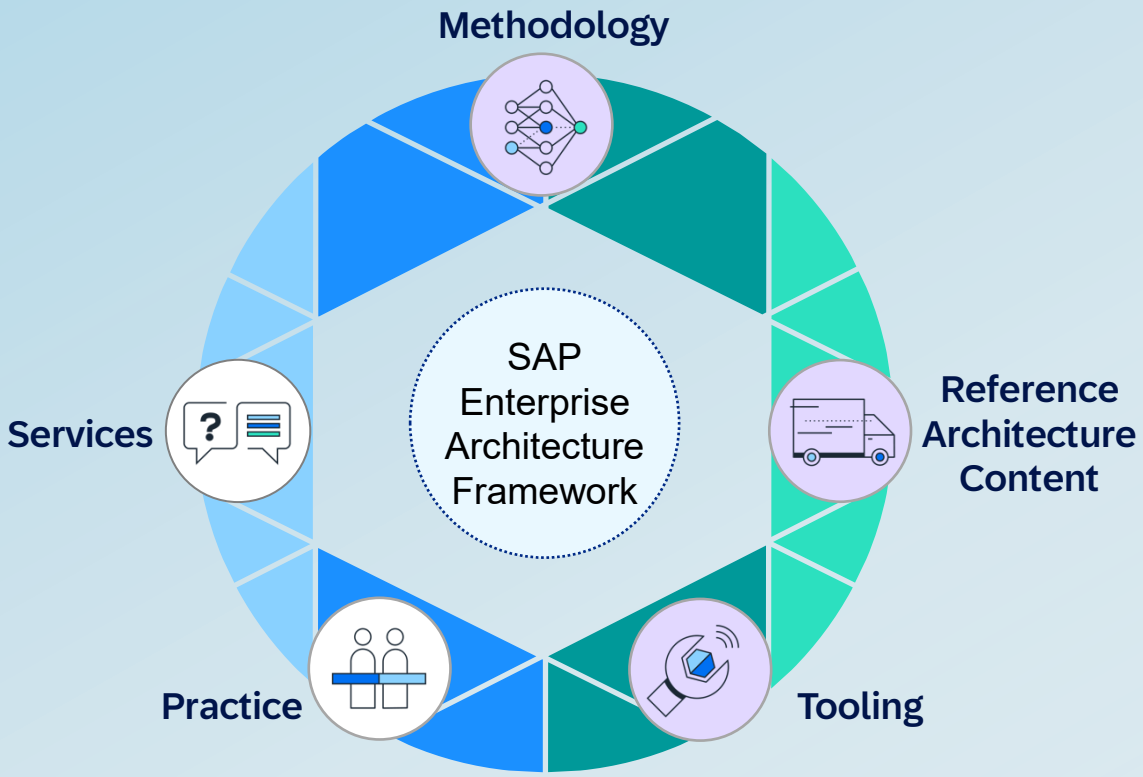
WHAT

Start with structure

The SAP Enterprise Architecture Framework



SAP **EA Methodology** is based on industry standards (such as TOGAF®, BPMN™, UML®, APQC®) and supports enterprise architect journeys from target architectures to implementation and continuous transformation. It brings concepts, artifacts, techniques, and principles.

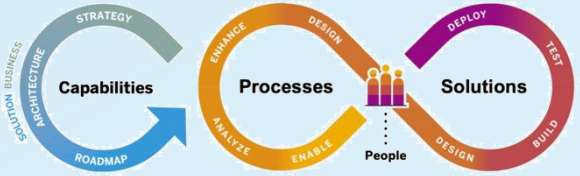
SAP **Reference Architecture – industry-specific accelerators** and Solution Architecture content maps the business strategy and architecture to SAP solutions

EA **Tooling**, supports documentation, adjustment and consumption of business and solution architecture content

EA **Practice** operate enterprise architecture within the organization, adopting EA methodology and establishing governance processes incl. change management process.

EA **Services** supporting transformations applying the methodology using tooling and reference content.

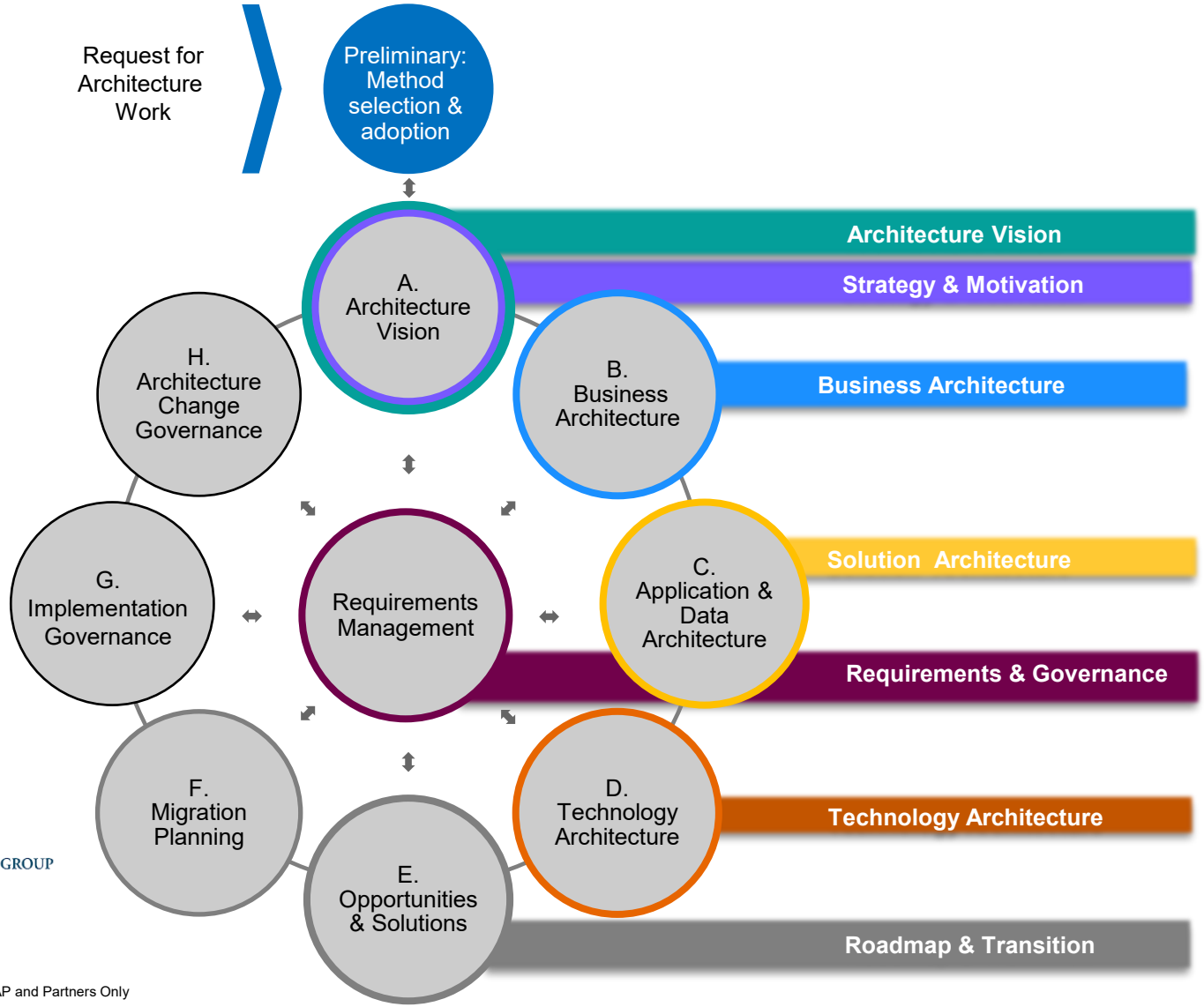
APQC THE Open GROUP + SAP 50+ Years of Knowledge & Experience



Deep dive on next slide

SAP Enterprise Architecture Methodology

Enterprise architecture development process based on TOGAF® Architecture Development Method (ADM) with selected artifacts



- Stakeholder Map
- Statement of Architecture Work
- Solution Context Diagram
- Enterprise Transformation Assessment
- Solution Concept Diagram
- Business Strategy Map
- Business Context Diagram
- Business Model Canvas

← Principles, Standards and Guidelines

- Business Capability Map
- Business Value Flow Diagram

← *SAP Reference Business Architecture (RBA)*

- Solution Architecture Diagram(s)
- Application Architecture Overview Diagram
- Software Distribution Diagram
- Solution Data Architecture Diagram(s)

← *SAP Reference Solution Architecture (RSA)*

- Requirements Management
- Architectural Decisions
- Risk Analysis

- Environments & Location Diagram

- Architecture Roadmap
- Work Breakdown Structure

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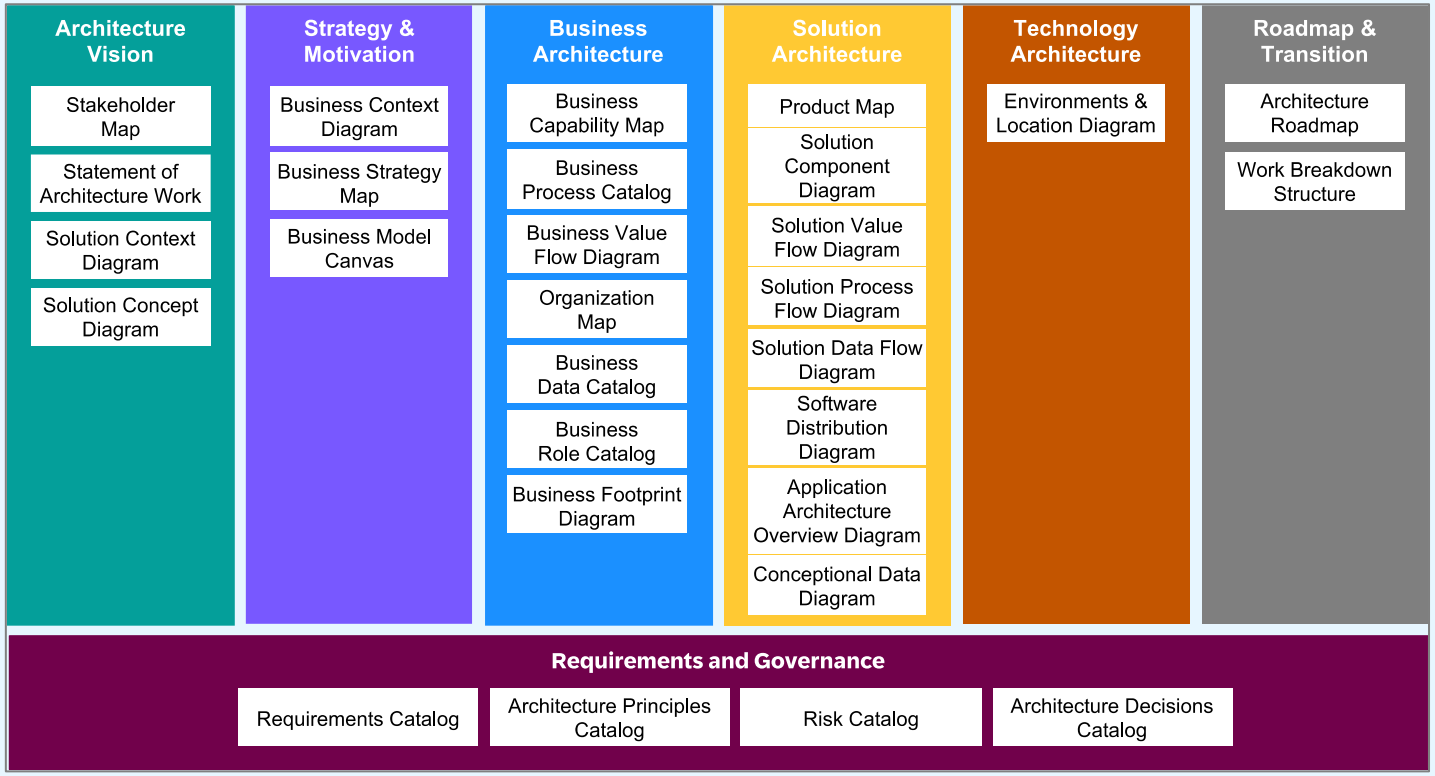
SAP Enterprise Architecture Framework
Artifacts



- Typical **architecture work products** as diagrams, documents, reports etc.
- Organized along the Architecture Domains.
- **SAP provides** training, reference content, templates and tool support for the creation and usage of artifacts.
- Reference content is leverages **Industry Standards,** like BPMN™, UML®, Strategyzer® notations or APQC mappings.
- "**Metro Maps**" illustrate typical artifact subsets and appliance sequences for specific architecture engagements.

SAP Reference Architecture

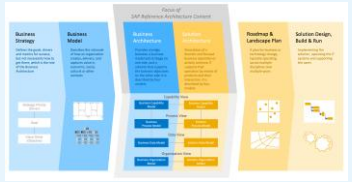
Methodology

SAP Enterprise Architecture Methodology (based on TOGAF®)

Business Capability Model

Business Process Model

Business Data Model*



Solution Capability Model

Solution Process Model

Solution Data Model*

*subject to roadmap

Content

SAP Reference Business Architecture (RBA)

Specific E2E Processes for 26 Industries**

Unified Business Domains, -Areas & -Capabilities

Business Value Flow Diagrams

SAP Reference Solution Architecture (RSA)

Solution Capability Maps

Solution Value Flow Diagrams

Solution Process Flow Diagrams (BPMN)

Solution Data Flow Diagrams

Consumption

SAP Signavio

Business Processes

Process Scoping

Transformation

Integration

SAP LeanIX

Business Capabilities

Recommended SAP Solutions

Transformation

Integrated Toolchain

From Strategy to Execution: Integrated Tool Chain from Transformation to Run

Enterprise Architecture Management

Strategy and Transformation
Business Architecture
Application and Data Architecture
Technical Architecture

- Optimized IT costs
- Increased efficiency
- Improved security
- Enhanced IT sustainability

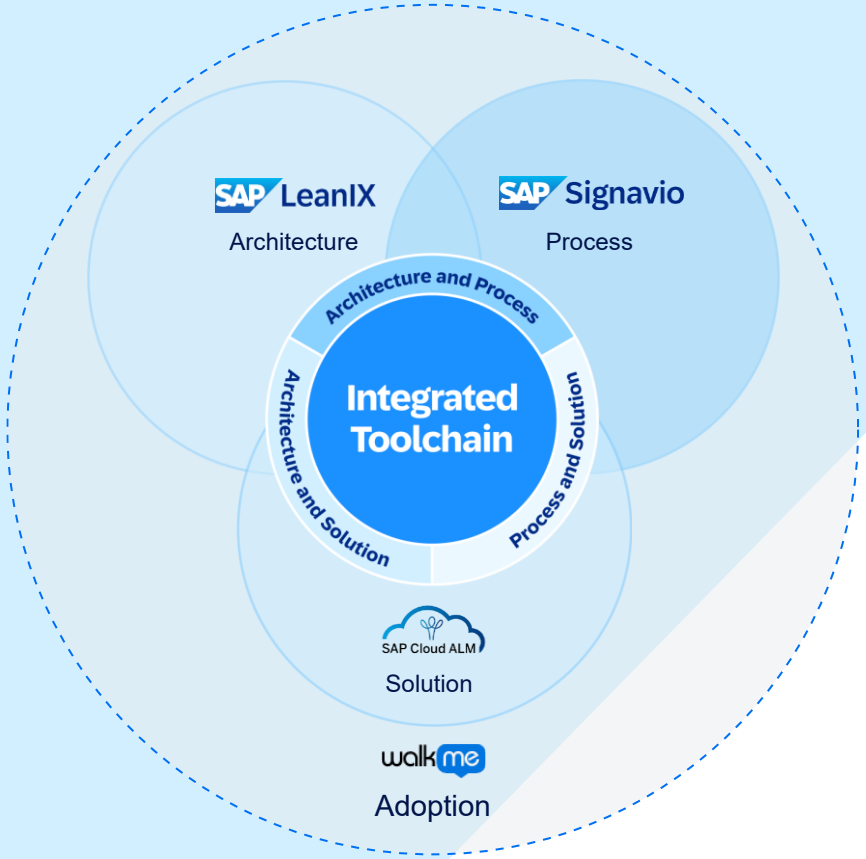
- Product Page
- SAP Learning Page

Solution Transformation

Design Solution
Build Solution
Test Solution
Deploy Solution

- Reduce solution TCO
- Supports Cloud & Hybrid
- Instantaneously available
- Included in subscription

- Product Page
- SAP Learning Page



Business Process Management

Process Analysis and Mining
Process & Journey Modeling
Process Collaboration and Governance

- Achieve transparency
- Improve performance
- Streamline Collaboration
- Accelerate time to value

- Product page
- SAP Leaning Page

Digital Adoption

Digital Transformation
Onboarding and Training
Employee Productivity

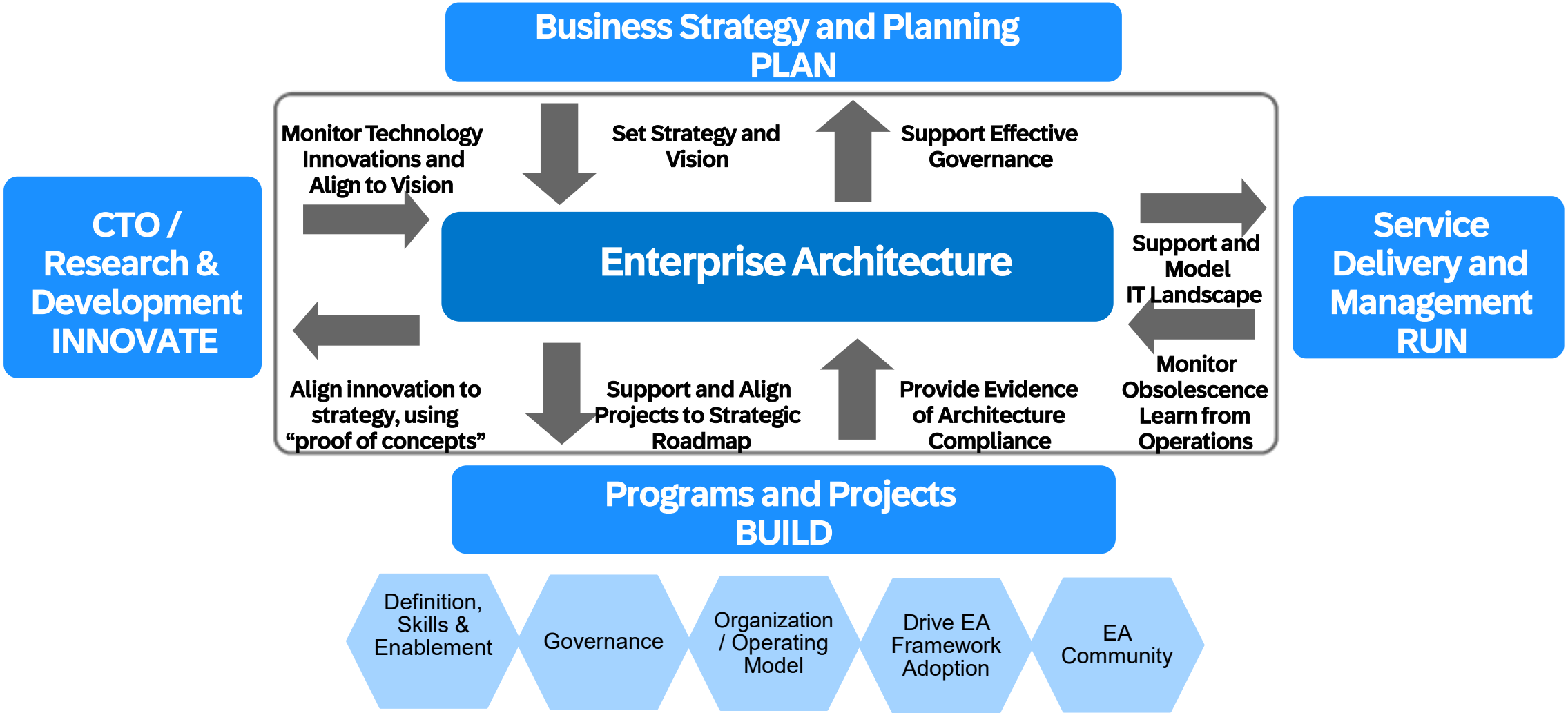
- Increased productivity
- Time to value on software
- Reduced compliance risk
- Improved business agility

Integration into SAP transformation methodology in progress

EA Practice: Bringing together with other Frameworks and Processes in the org.

Integrated Architecture Processes: The **EA Practice** is the organizational implementation of EA. It operates enterprise architecture within the organization, by adopting the EA methodology and establishing governance processes incl. change management process for the framework.

How



All these elements are critical when setting up an SAP Architecture practice!

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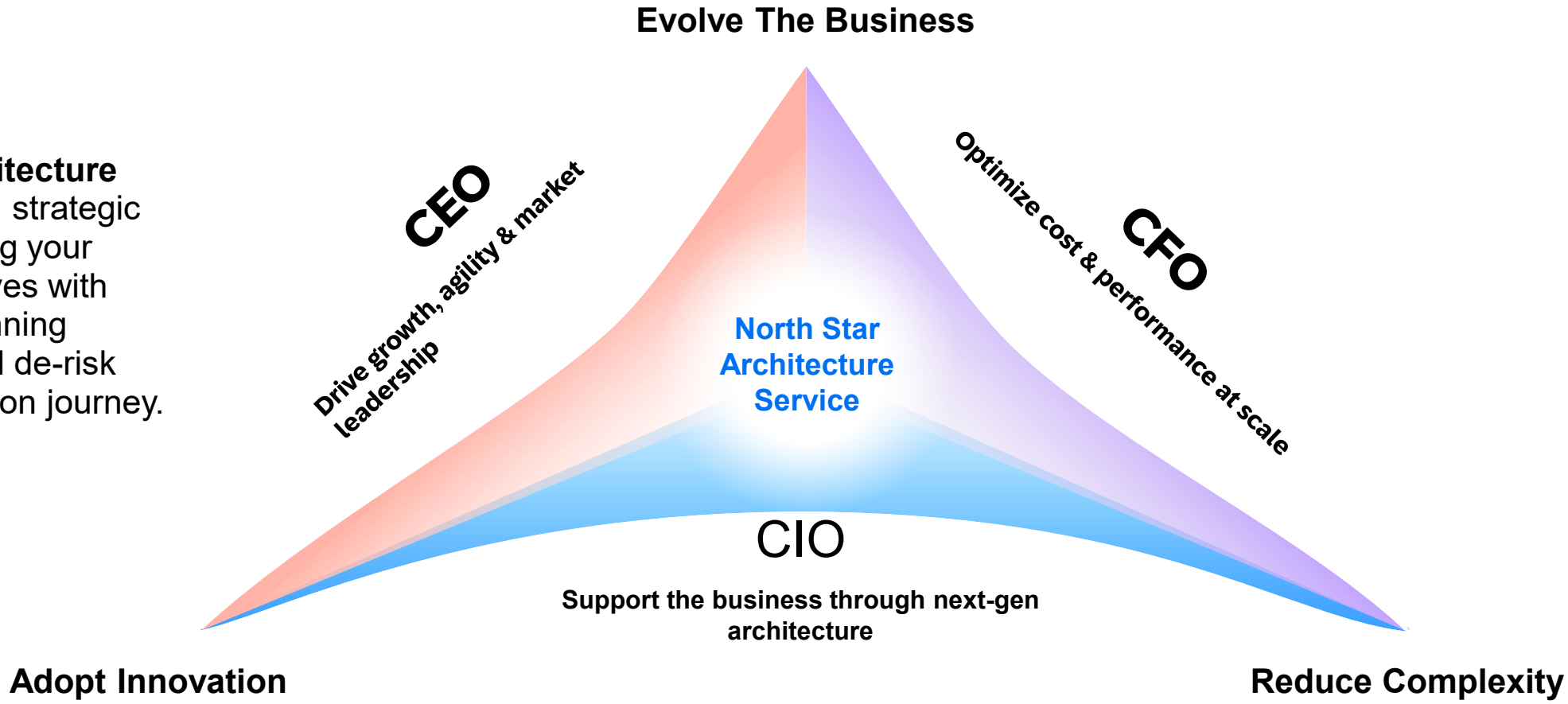
Driving Strategic Transformations: CEO, CFO and CIO Imperatives

North Star Architecture offers end-to-end strategic guidance, aligning your business objectives with architectural planning to accelerate and de-risk your transformation journey.



Pre-Configured Architecture scopes of North Star Architecture service

Predefined Variants

Evolve The Business

- Business Transformation
- Cloud & Business Suite
- Roll-Out Strategy
- Business Transformation Assessment
- M&A and Divestitures

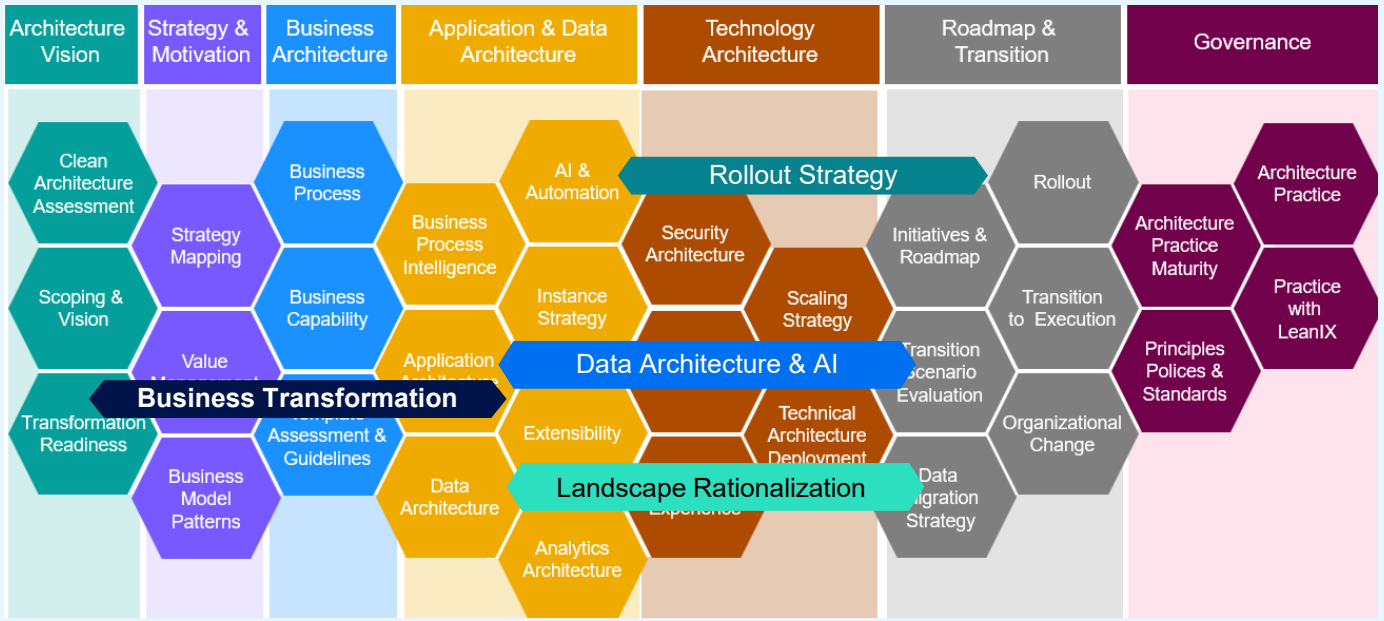
Adopt Innovation

- AI
- Data Architecture
- Sustainability
- Cont. Innovation & Clean Core

Reduce Complexity

- Landscape Rationalization & Consolidation
- Public Cloud Adoption (incl 2-tier)
- Target Architecture and Roadmap

- Custom



Scopes are **predefined flows of preselected modules** enriched with scope **specific content** and a proposed level of depths that solves customer problems.

* Variants are not exclusive and can be merged or extended

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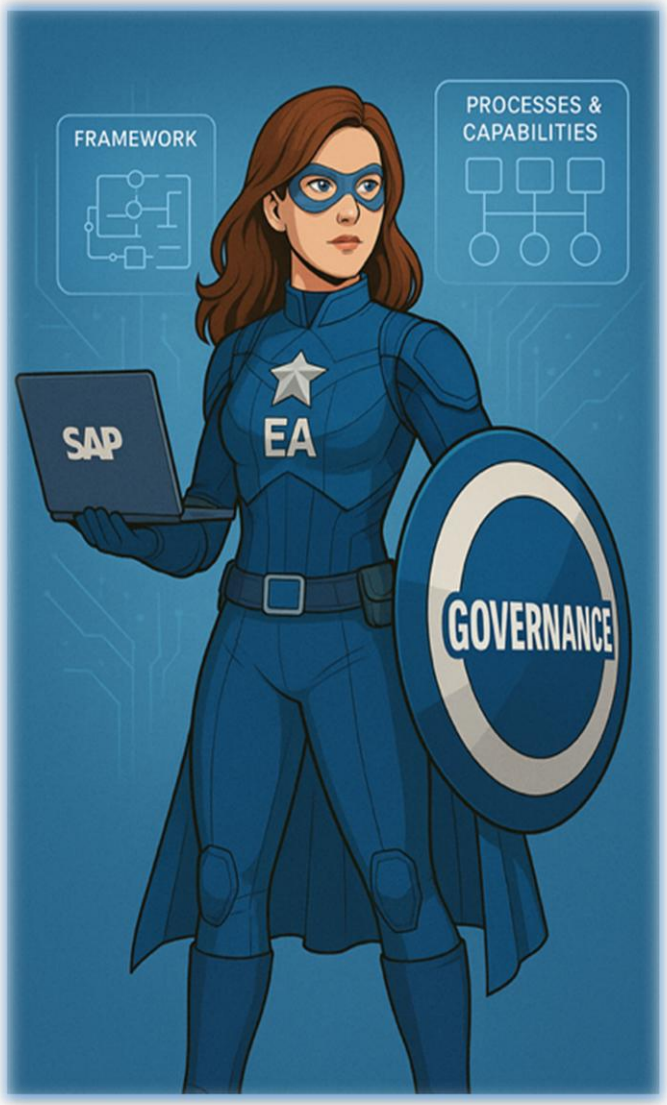
Meet Your Expected Challenges

Framework Weaver – Aligning to SAP Enterprise Architecture Methodology (EAM) and SAP Enterprise Architecture Framework (EAF), TOGAF, APQC, etc.…

Clean Core Champion – Safeguarding agility and innovation

Strategic Foresight – Aligning IT with Business Vision

Process Sentinel – Driving clarity through Business Processes



Toolchain Integrator – Connecting LeanIX, Cloud ALM, Signavio & beyond

Data Visionary – Enabling real-time insights and decisions

Digital Transformer – Enabling scalable SAP BTP solutions

SAP Enterprise Architecture Framework Alignment with Business Strategy – Why Governance Matters in the SAP Ecosystem.

Governance becomes essential in the SAP ecosystem for several critical reasons: (Without governance, even the best architecture frameworks break down in execution. SAP ecosystems are complex, spanning multiple clouds, lines of business, and third-party extensions. Governance provides the discipline and control to ensure it.)

- **Strategic Value Creation**: The SAP Enterprise Architecture Framework ensures that IT strategies are aligned with business goals, facilitating better decision-making and resource allocation. [**Stakeholder Engmt,** Enterprise's value drivers and target operating model].
- **Architecture Domains and Governance:** The framework encompasses multiple architecture domains that require coordinated governance across all layers creating alignment from strategic vision to implementation [Business, Solution, Technology, Data… Domains].
- **Framework Benefits:** By adhering to the EA framework, organizations can achieve improved operational efficiency, enhanced agility, and better alignment of IT initiatives with business objectives. [e.g. **Clean Core Protection**: Governance enforces where to configure, extend, or innovate "Keep the core clean, innovate in SAP BTP"].
- **Governance Importance:** Governance provides a structured approach to managing IT resources, ensuring compliance with policies and regulations, and mitigating risks associated with IT investments. [Risk and Compliance oversights.].
- **Continuous Improvement:** Governance processes promote ongoing assessment and refinement of IT strategies, ensuring they remain relevant and effective in a changing business environment. [making adjustments based on feedback and outcomes, Reference models].

Summary: SAP's Enterprise Architecture Framework aligns business intent with technology execution. Governance is the mechanism that keeps this alignment intact — ensuring that every SAP decision supports the enterprise's strategic goals, maintains integrity of the digital core, and delivers measurable business value.

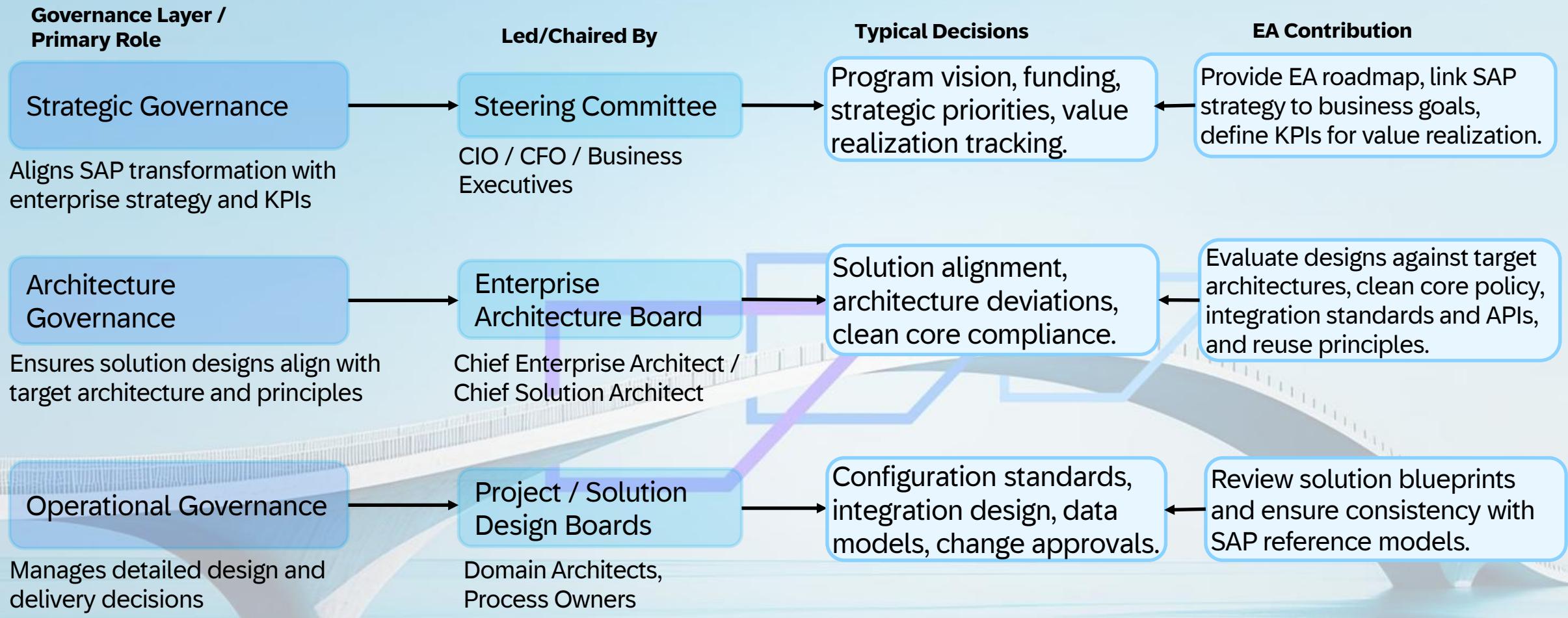
Governance Structure for SAP Transformation Programs. – How EAs establish clear decision-making and collaboration models.

Enterprise Architects play a pivotal role in establishing robust governance structures that enable clear decision-making and effective collaboration throughout SAP transformation programs. These governance frameworks ensure strategic alignment, operational excellence, and sustainable transformation outcomes.

- **Clear Governance Framework:** Establish a foundational governance framework that outlines roles, responsibilities, and decision-making authority within the transformation program. [e.g. EAF Methodology provides governance integration across multiple domains].
- **Collaboration Models:** Implement collaboration models that facilitate communication and coordination among stakeholders, including different EAs, project managers, and business leaders. [e.g. Central, Federated, Distributed, Separated, Informal Models].
- **Stakeholder Engagement:** Involve key stakeholders early in the process to ensure their needs and expectations are considered, fostering buy-in and support for the transformation. [Stakeholder ecosystem, Decision-making clarity, Communication Cadence].
- **Regular Review Meetings:** Schedule regular review meetings to assess progress, address challenges, and realign objectives, ensuring that all parties remain informed and engaged. [e.g. Steering Committee, Architectures Board and Decision-Making Structure].
- **Documentation and Transparency:** Maintain thorough documentation of decisions, processes, and outcomes (LeanIX) to promote transparency and accountability throughout the transformation journey.[Templates & workflows: Standard formats for EA proposals].

Summary: The governance structures established by Enterprise Architects serve as the foundation for successful SAP transformation programs, ensuring that strategic vision translates into operational reality through clear decision-making processes, effective collaboration models, and continuous alignment with business objectives.
— It turns a complex, multi-dimensional program into a **coherent, strategically aligned transformation –** ensuring that every SAP design choice, integration, and investment reinforces enterprise goals and architectural integrity.

Governance Structure for SAP Transformation Programs



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Managing Technical Debt across SAP landscapes – Connect governance to continuous improvement and business value realization

Technical debt represents one of the most significant challenges, creating a complex web of issues that can severely impact an organization's ability to innovate, adapt, and compete effectively. Managing technical debt across SAP landscapes require a comprehensive approach that connects Governance frameworks to continuous improvement processes while ensuring measurable business value realization.

- **Establish Governance Framework:** EA governance provides the framework and discipline to manage technical debt systematically, not reactively. By defining roles, responsibilities, and processes for managing technical debt across SAP landscapes. Governance as control Mechanism from requirement to deployment in all dimension. [Strategy & principles, Solution review, Technology standards, Lifcycle Mgmts.]

- **Continuous Monitoring:** Regularly assess the technical debt within your SAP systems to identify areas needing improvement. This can include outdated technologies, inefficient processes, or compliance issues. [Improvement Loop to measure and Track Key metrics] .

- **Prioritize Remediation:** Develop a prioritization EA governance strategy for addressing technical debt based on its impact on business value, risk, and operational efficiency. [e.g. Prevents unnecessary custom code debt, Define “clean core” and extension policies].

- **Integrate with Business Goals:** Align technical debt management initiatives with broader business objectives to ensure that improvements contribute to overall organizational success. [e.g. Improved gross margin, faster product launch, better customer experience].

- **Foster a Culture of Improvement:** Encourage a culture that values continuous improvement, where teams are motivated to identify and address technical debt proactively. [Identify inefficiencies, set improved KPIs, update governance frameworks on lessons learned].

Summary: EA governance is the backbone of sustainable SAP modernization.
It connects technical discipline (clean core, standards, lifecycle) with business ambition (agility, cost efficiency, innovation).
By governing SAP technical debt through continuous improvement cycles, enterprises **protect their investments, accelerate transformation**, **and realize measurable business value** from every architectural decision.

Q&A