Delivery

The Delivery attribute describes the means by which the EA practice delivers value.

EA practices in higher education may choose from a variety of means to deliver value, based on existing practices, opportunities, and constraints in their institutions, for example:

- Services: EA offers ongoing services such as consultation or design (perhaps as part of an IT service catalog)
- Engagements: EA creates project-like engagements with defined deliverables for stakeholders
- Staffing: EA team members staff initiatives to add architectural value
- Processes: EA has a role in specific processes, such as governance or design processes
- Reference architectures: EA leads creation of reference architectures and their application
- Methods: EA offers methods to improve information-gathering, analysis, and decision-making
- Frameworks: EA offers frameworks to provide shared concepts and approaches
- Outreach: EA conducts activities to raise awareness of EA resources and opportunities
- Training: EA trains people to understand and apply architectural principles and methods

Maturity is demonstrated by increased effectiveness of delivery through the selected means. This starts from selecting means that are appropriate to the environment and scope and utilizing best practices appropriate to each. At increasing levels of maturity, an EA practice should be able to:

Milestones and Actions

At increasing levels of maturity, an EA practice should be able to:

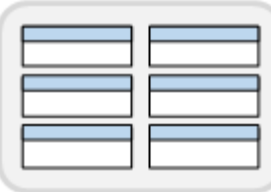| Level 1: Initiating	Level 2: Formed	Level 3: Defined	Level 4: Managed	Level 5: Improving
Milestones:				
Potential methods are identified to deliver the value proposition within the defined scope.	*Delivery methods are validated through key engagements and refined to improve outcomes.*	*Delivery methods are well defined and expected outcomes repeatable.*	*Delivery methods are regularly evaluated and processes are in place to implement improvements.*	*New and alternative delivery methods are explored and evaluated.*
Actions:				
Assign EA resources ad hoc to add architectural value to projects or develop resources.	Commit the EA practice to one or more means of delivery that are well-defined and well-understood. Make the intended customers of the EA practice aware of the resources available.	Formalize the resources offered by the EA practice as appropriate in the organization (for example, service catalog entries, service design packages, and SLAs in a service management organization). Validate that the resources provided by the EA practice are perceived as useful and routinely utilized.	Regularly measure the effectiveness of delivery by the EA practice. Validate that customers continue to report satisfaction with the resources provided by EA. Ensure that the EA practice can sustainably maintain and scale each resource it provides.	Continuously improve the resources delivered by the EA practice based on measures of effectiveness.

Resources

Selected Resources

Link	Description
TBD	TBD

All Contributed Resources

The following resources in the Itana Library are tagged as related to this maturity attribute.

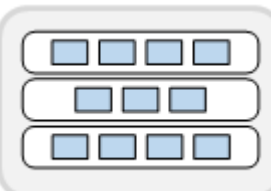(*To contribute a resource, see Contribute Your Experiences and label the page you add with* EAMM_Delivery)

- Brick Diagrams
- Capability Maps
- Semantic Data Models
- Roadmaps
- Pace Layers
- MESA - Michigan Enterprise Strategic Assessment
- Core Diagrams
- Copy of Brick Diagrams —

A brick diagram organizes technology services and components, so an organization can describe and enforce standards, services, and capabilities for a given technology domain. The diagram also describes the lifecycle of technology components - each component will be in one or more of the following: tactical, strategic, retirement, containment, baseline, or emerging. A brick can comprise one or more solutions /implementations in which an enterprise invests to support its capabilities. Link to external resource.

- Copy of Case for Action —

A Case for Action should be done to help synthesize the major artifacts, lessons, and recommendations for next steps after an EA engagement. This artifacts summarizes what has been learned / accomplished in the engagement, and helps stakeholders organize/move to deliver on the outcomes identified in the engagement.

- Copy of Capability Maps —

A business capability, or simply a "capability," defines what a business does. It does not communicate or expose where, why, or how something is done — only what is done. Specifically, the business capability is "a particular ability or capacity that a business may possess or exchange to achieve a specific purpose or outcome (Cutter)." This appears to be an industry definition.

- Case for Action
- Using an Artifact to Analyze and Communicate
- Planning and Managing Meetings
- Inspiring Action, Mobilizing, and Acting
- Generating Ideas
- Plus Delta Big Ideas and Questions — Pluses ➕, Deltas ➖, Big Ideas ⚠️ and Questions ❓ are a tool for gathering feedback on a event. It is also useful for helping participants to learn through reflection.
- Investment Value Matrix
- Dot Diagrams