Chapter 20
Towards a Model for Architectural Coordination of Business and IT Perspective
Håkan Enquist, and Thanos Magoulas
Göteborg University

Development of information systems in complex and dynamic organisations has failed in many aspects often due to the inability to manage complexity in interdependent enterprise and information systems changes.
This paper presents some essential difficulties from the case project in systems development based on IT products like ERP products. We give an example of critical architectural issues where our understanding must increase to make a powerful management tool in business/enterprise and IT development. A conceptual model of actors and relations to support coordination of architecture from business perspective and IT supplier perspective is outlined.

THE CASE PROJECT
Project Environment

The study of this case project is based on reports (Porat, 1997a, 1997b) from the Swedish National Audit Office (RRV) and interviews with project members.

The SIRIUS project was one of several large information systems projects in the Swedish defence co-ordinated by Headquarters. Three of the projects were information systems (IS) projects responsible for development of work processes and IS for each division. The fourth project concerned top-level management and the fifth project, SIRIUS, was domain-oriented within the supply and maintenance function across the organisation.

At that time, responsibility for ISs was decentralised to corresponding parts of the organisation within Headquarters. The Swedish defence has a corporate IS/IT strat...
egy and architecture guidelines for new information systems, primarily addressing macro
systems structure and reuse-oriented software systems construction. There are a large
number of legacy systems in most areas such as command and control, weapon sys-
tems, platforms and traditional administrative work.

The IS/IT strategy (Försvarsmakten, 1991) of the organisation includes a concept of enterprise-based information systems structures (system of systems). Each enter-
tprise unit shall have a local IS connected to other ISs through message interaction
defined in agreements and documented in contracts between responsible units. A prerequisite was that all ISs developed by the IS projects could communicate at all organisational levels without complicated and expensive adjustments. This, in turn, requires that IT products developed in the five projects could be integrated in ISs.

The Domain Project – SIRIUS

The project scope was to develop applications in the form of flexible system mod-
ules supporting supply and maintenance to be integrated in ISs implemented by the
four IS projects mentioned above.

The main goals were to cut costs in supply and maintenance, to replace a large
number of incompatible legacy systems and to provide these applications in time not to
have to Y2K-secure legacy.

The SIRIUS project occupied 200 persons, one-third from the Defence, the ma-
terial acquisition and from consultants respectively. The total cost was estimated to be
US$200 million where off US$25 million was spent. Project activities included analy-
sis of the requirements in the domain of supply and maintenance throughout the whole
organisation as well as developing applications.

The development strategy was in-house development based on domain analysis
and design of object frameworks. Halfway through, the strategy was switched to
acquisition of IT products. Thus the role of SIRIUS was both IT provider to the IS
projects and client to the COTS suppliers. After an exhaustive evaluation of several
products and supplier groups, the department of defence stopped the whole project
mainly because SIRIUS was considered not able to meet the deadline of releasing
legacy before year 2000.

Development Management Issues

A summary of management issues in the case is presented here.

Integration of Results

The Swedish defence possesses a vast set of legacy information systems, each built
with ad hoc architecture. Most of these systems are to be replaced by new systems
designed according to the defence corporate systems architecture guidelines, by the IS
projects.
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