The Business Transformation Framework, Agile Project and Change Management

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INTRODUCTION

In order to restructure and make the global economy agile in a sustainable manner, the integration of business engineering related Agile Project and Change Management (for simplification in further text the term *Project-Management* will be used) mechanisms are fundamental. *Project-Management* transforms traditional business environments to become a part of the newly interconnected global economy (Trad & Kalpić, 2014b). An important factor in continuously transforming a business environment into an innovative and lean business engineering services-oriented environment are the roles of the Business Transformation Manager (for simplification in further text the term *Manager* will be used) and the needed business transformation framework that has *Project-Management* capabilities. These capabilities are also needed to support dynamic project management activities, in order to facilitate project management's integration, manage critical success factors selection and risk assessment management. *Project-Management* must be used to schedule, manage, assert, govern, automate, trace, monitor and control the Business Transformation Project (for simplification in further text the term *Project* will be used) artefacts (Trad & Kalpić, 2015a; Trad & Kalpić, 2015b; Trad, 2015b). The *Manager*'s role is of crucial importance for the implementation phase of complex *Project*s; where his or her (for simplicity reasons the authors will use his/he in further text) project management decisions can be made

in a just-in-time manner using outputs from the business environment's existing events, monitoring, audits and logging systems. Unfortunately, an agile holistic approach for project management, change management and enterprise architecture is very complex to implement (Lee & Yong, 2010).

The *Manager* must have the needed *Project-Management* skills to handle the complex and chaotic technical implementation phase of *Project*s that are the major cause of very high failure rates (CapGemini, 2009). Therefore the implementations of business engineering resources in *Project*s require specific advanced *Project-Management* techniques and that are defined in the initial architecture strategy. A *Project-Management* curriculum must contain project management, combine management sciences, risk management, law assertion, enterprise architecture, team management, technology management and business engineering sections (Trad & Kalpić, 2016). Such a curriculum or a certificate of advanced studies program should contain project management, engineering, risk assessment and technology and enterprise architecture topics. For this specific goal the Institute of Business and Information Systems' Transformation Management (IBISTM) has developed: a) a real world framework; b) an education curriculum; c) a training syllabi; and d) a set of certification programmes, to support *Managers* and hence *Project*s (IBISTM, 2016a).

This research proposes the *Project-Management* component that is a part of the Project management (Pm) module and this module is in turn a

part of the Selection management, Architecture-modelling, Control-monitoring, Decision-making, Training management and Project management Framework (SmAmCmDmTmPmF, for simplification in further text the term *Environment* will be used), that supports various aspects of *Project*'s activities. In this article the authors present a set of *Project-Management* various types of recommendations and a reusable architecture pattern (ISO, 2000; ISO, 2007; Trad 2015c; Trad 2015d). The *Environment's Project-Management* must be synchronized through the architecture development method's phases, as shown in Figure 1, where each *Project* implementation building block circulates through the Architecture Development Method's (ADM) phases. The building blocks contain sets of Critical Success Factors (CSF) (Sugumaran & Lavanya, 2014) that can be applied for: a) the selection of the *Managers*; b) the implementation of *Project*'s architecture and modelling strategies (Trad, & Kalpić, 2014c); c) the decision support system, in order to estimate the actual status of the *Project* and to decide whether to stop or continue the on-going project (Gartner, 2013); d) the *Project-Management*; and e) the training and educational needs of the *Project*'s team.

BACKGROUND

The global research topic's and final research question (hypothesis #1-1) is: "Which business transformation manager characteristics and which type of support should be assured in the implementation phase of a business transformation project?" The targeted business domain is any business environment that: a) uses e-communication and business engineering technologies; and b) has frequent transformation iterations. For this phase of research the sub-question (hypothesis #6-2, as it will be seen from the further text) is: "What is the impact of agile project and change management on enterprise architecture and business transformation projects?"

In this research phase the authors are targeting the *Project-Management* component's integration that is a part of the Project management module (Pm) and its influence on *Project*s (Trad, 2015d). Actually we are experiencing the start of automation of project management and its integration enterprise architecture environments, but this integration phase is still immature. This is a barrier for a successful *Project*'s management and has to be handled. In this article the authors use credible sources, proof of concept, industrial experiences gained and lessons learned from surveying many enterprises; and the first step is to define the ADM's, *Project*'s and *Project-Management*'s unit(s) of work.

MAIN FOCUS OF THE ARTICLE

Enterprise Architecture's Role

*Project*s, *Project-Management* and enterprise architectures are well-defined practices for conducting enterprise transformations, enterprise analysis, design, planning, and implementation, using a holistic approach at all times, for respecting a successful strategy. The main goal is to structure complex Information Technology (IT) systems in terms of their business, application, information, and technical layers, and to revise programs through *Project-Management* planning processes, as illustrated in Figure 2. Such organizations have to apprehend various techniques and methodologies before integrating complex frameworks like The Open Group's Architecture Framework (TOGAF) in their organization, as shown in Figure 2.

The proposed *Project-Management* is founded on TOGAF's ADM and the needed synchronization interfaces, as shown in Figure 3. The synchronization interfaces represent an asset for the initiation, development and maintenance of a *Project*; optimally automatable in both senses.

Technology is getting complex to manage, due to various problems with project management is-

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