

Title: Enterprise Architecture Shapes Stakeholder Salience Influence on Enterprise Value-creation

Start date: September 2007
Research Group: Lean Advancement Initiative

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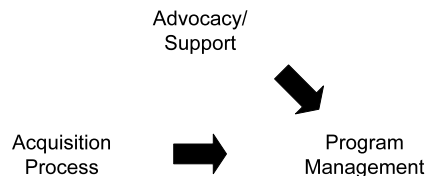
Thesis advisor: Prof. D. Nightingale
Committee: Prof. D. Hastings; Prof. S. Madnick;
Prof. B. Agle

Motivation / Problem / Domain

For 2008-2009, 64 of the 96 major defense acquisition programs were required to report budget over-runs from the initial cost estimate. Even more critical during current operational is the report of a 22 month average delay in delivering initial capability. (GAO 2009) Standard format Arial Bold font, 24 point

> Challenges in the area of acquisition (Secretary Gates, 2009):

- a risk-averse culture
- a litigious process
- parochial interests
- excessive and changing requirements
- budget churn and instability
- adversarial relationships

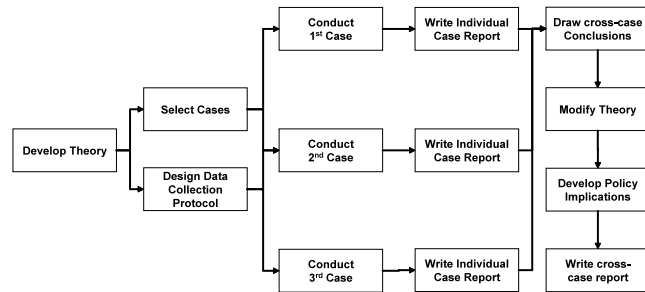


Key Questions

DOD acquisition has been re-engineered numerous times to optimize, speed up, reduce cost, of the acquisition process; yet key leaders are frustrated with predominance of programs' failure to meet expected cost and/or schedule. The dynamics of a DOD program are driven by the inter-organizational relationships of key stakeholders. Extending stakeholder salience theory and enterprise engineering systems, a dynamic management framework is proposed for DOD acquisition program enterprise.

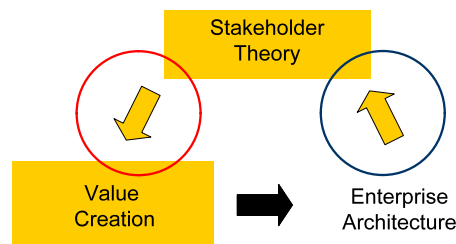
How does stakeholder salience influence value creation in a bureaucratic program enterprise?

Methodology



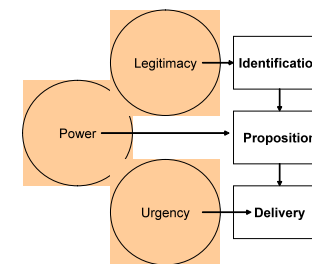
Adapted from Yin, 2009

The Research



Hypothesis: Stakeholder Salience Attributes Influence Enterprise Value Creation Process.

Preliminary Results

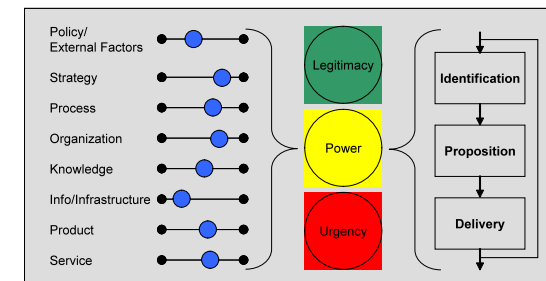


Remaining Research

Status Update:

- > Conducting Interviews for Cases 2 and 3
- > Briefed Research Sponsor as part of Army Enterprise effort

Wrap Up



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