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

Douglas M. Matty, Ph.D. Candidate

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

Research Group: Lean Advancement Initiative
Start date: September 2007

Methodology

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

The Research

Stakeholder Theory

Value Creation

Enterprise Architecture

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?