



Enterprise Architecture and The Transformation of the Day

*Presented at the
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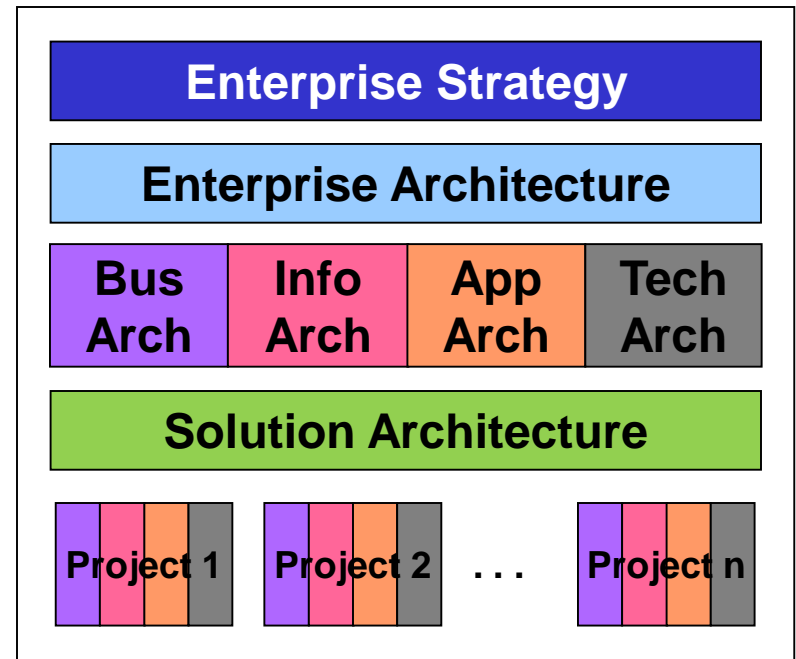
**I am an
unapologetic advocate
for
“Enterprise” Architecture**

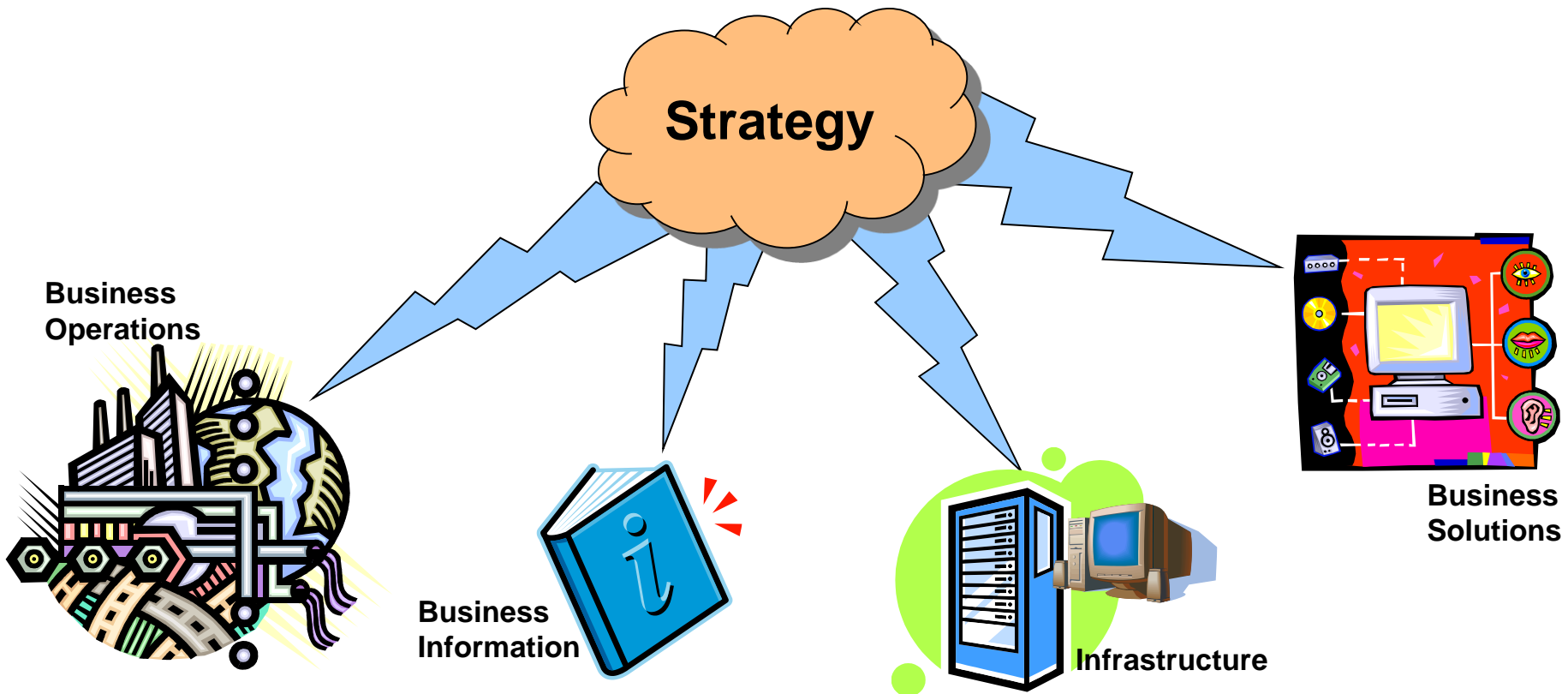
“The idea is to try to give *all* of the information to help others to judge the value of your contribution; not just the information that leads to judgment in one particular direction or another.”

Richard P. Feynman
Caltech Commencement Address, 1974

- **Transformations aren't new!**
- **We've done them for years in IT and still are**
 - Client/Server, 3-Tier, Web, SOA, mobile, cloud, and various internal improvements such as Agile, ITIL, ITSM, ITFM, etc.
- **But the “transformations of the day” are business driven**
 - New business models, new channels, Digital, innovative use of technology, customer experience, customer centricity, product centricity, analytics, etc.
- **No transformation is fully isolated and self-contained**
 - All have potential enterprise-wide implications – digital, security, cloud, integration, information and data management, core and legacy systems, process, other transformations, etc.
- **A master enterprise map would help**
 - Business Capabilities, Motivation, Information Models, Applications, Products, Technologies, Organization – And their relationships
- **Enter: EA's focus on enterprise context and portfolio views**

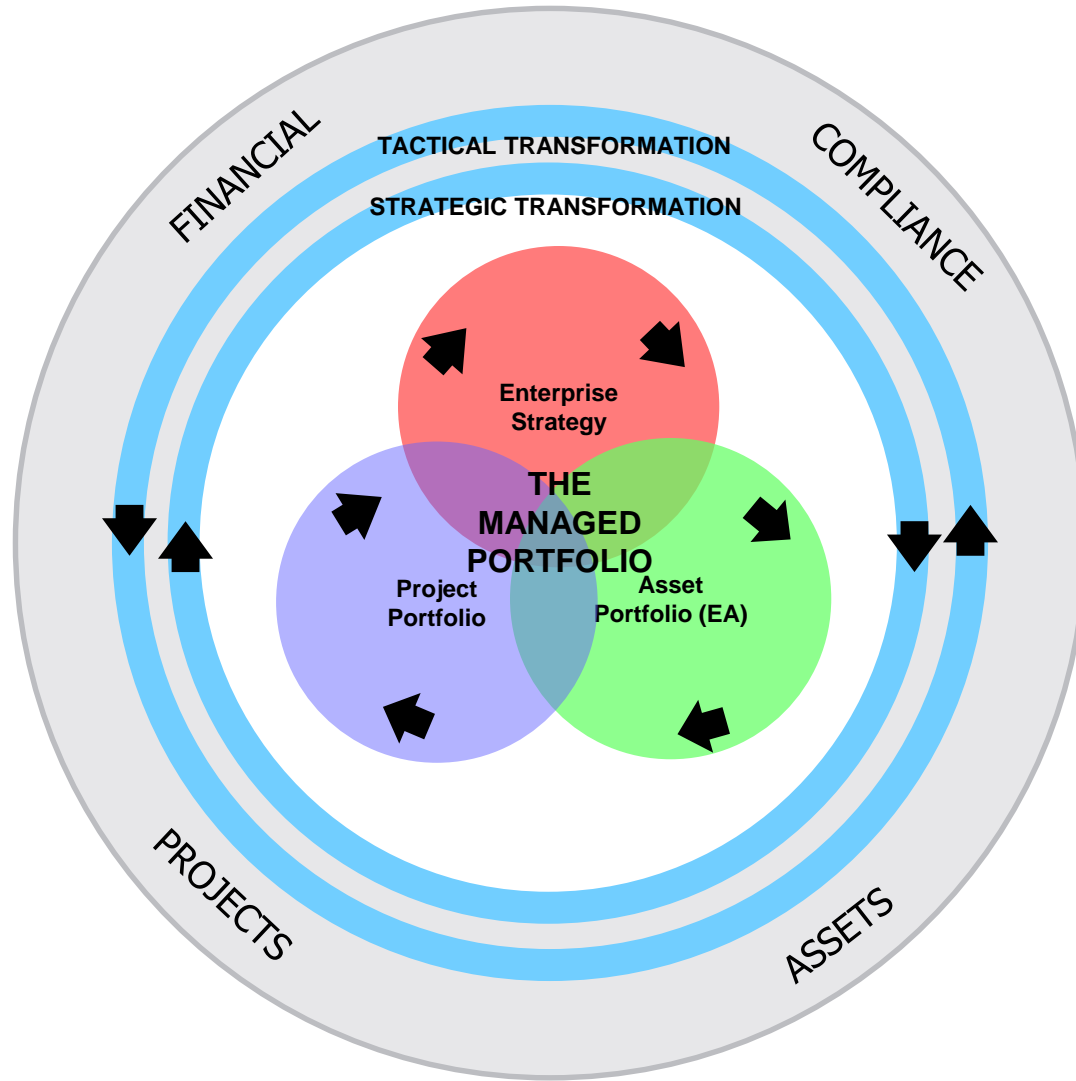
- Traditionally an IT discipline, operated within the CIO/CTO organization
- EA often mistaken for/positioned as:
 - IT or Technology Architecture
 - Systems Architecture
 - Solutions Architecture
 - Project Architecture
 - Service Oriented Architecture
 - ??? Architecture
- EA is a separate and distinct discipline that is higher-level, more strategic, and longer-term focused, but still must be integrated with other architecture, planning and implementation disciplines to deliver value



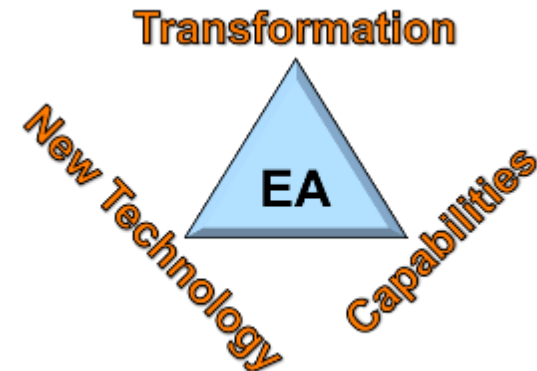


Owner/Executive level decisions for how an organization will achieve its goals and objectives of **profitability**, **growth**, delivering **value**, long-term persistence, gaining/sustaining **competitive advantage**, and/or **servicing its constituents**.

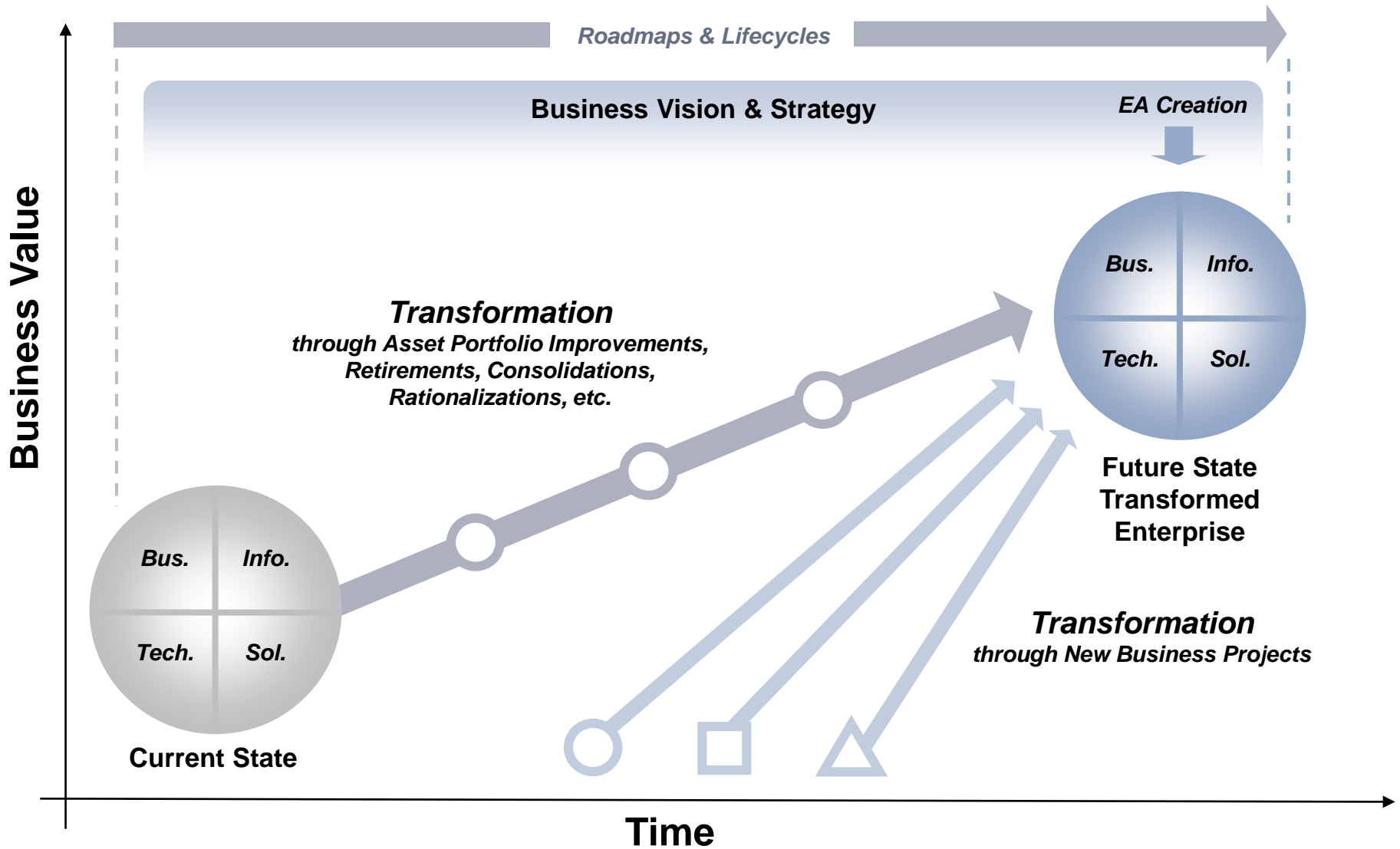
Towards A Managed Portfolio...



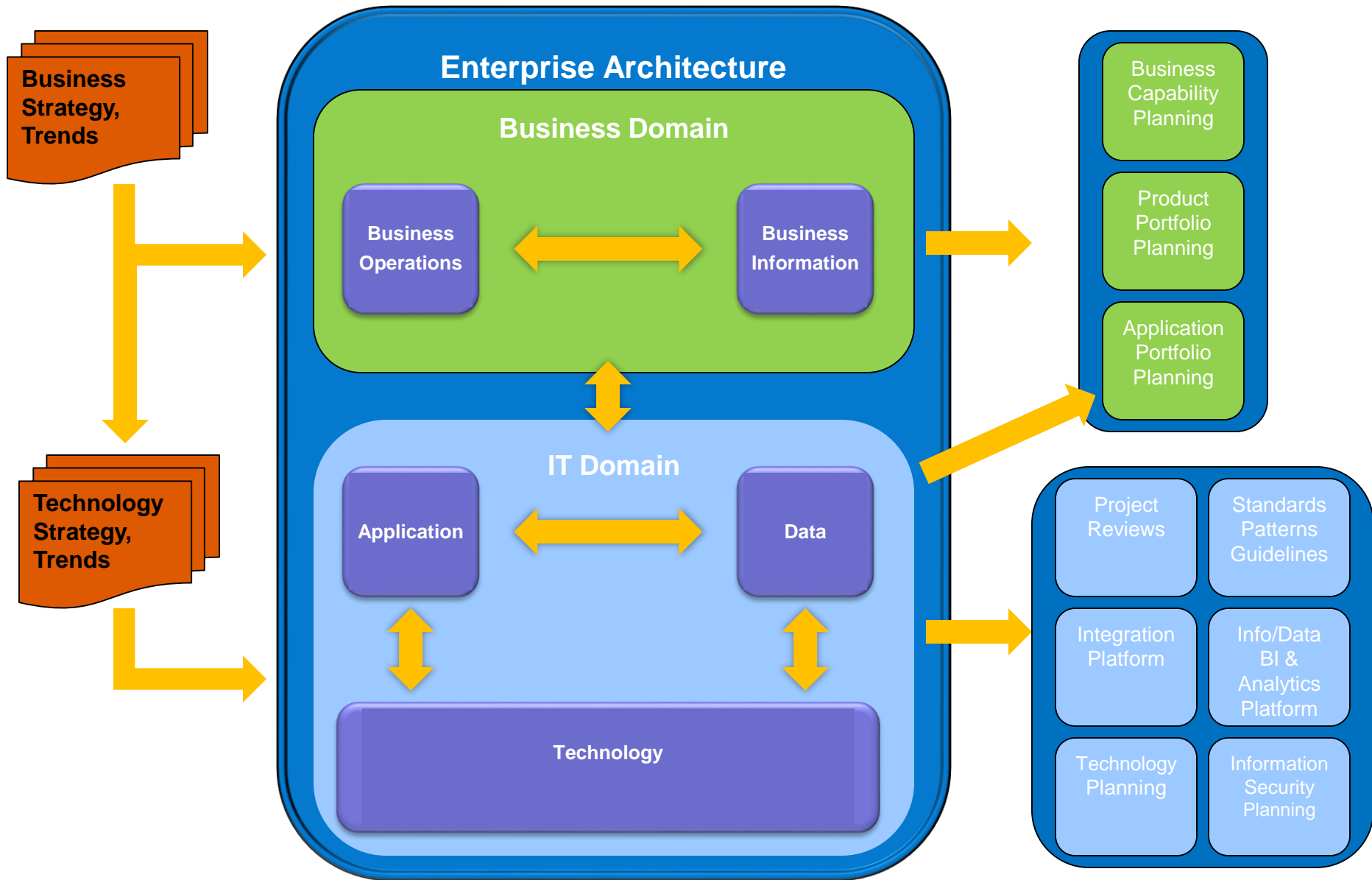
- **Vision - Business change / transformation / innovation**
- **Driving Change through EA and BA**
 - Develop your Principles then use EA/BA to Analyze, Guide
 - Business Capabilities – Common Vocabulary and a primary LENS
 - Linked Information, Process, and Organizational Models
 - Scope, Breadth and Depth through capabilities-based planning and analysis, heat maps, links to business motivation
 - Follow links to applications, data, and technology
- **Overcome Inhibitors to Change**
 - Dis-integrated decision-making siloes
 - Complexity
 - Limited Agility
- **Innovation**
 - Rapid and contextual evaluations
 - Experimentation
 - Feed back into EA/BA



Driving Business Transformation



- **Express the impact of Business Strategy on the operations of your business, the information you need, the applications that support your business, and the infrastructure upon which they are built**
- **Establish a set of principles that drives consistent decision making across disparate groups of decision makers**
- **Establish/Publish/Evolve a set of standards from which projects and other implementation activities take direction**
- **Create models that provide a broad context for impact analysis, scenario planning, reuse opportunity identification**
- **Compare the future state against the current state and develop a Roadmap that shows how to migrate from As-Is to To-Be**
- **Create an environment of collaboration and consensus-building between management, architects, SMEs, analysts, developers and business sponsors**

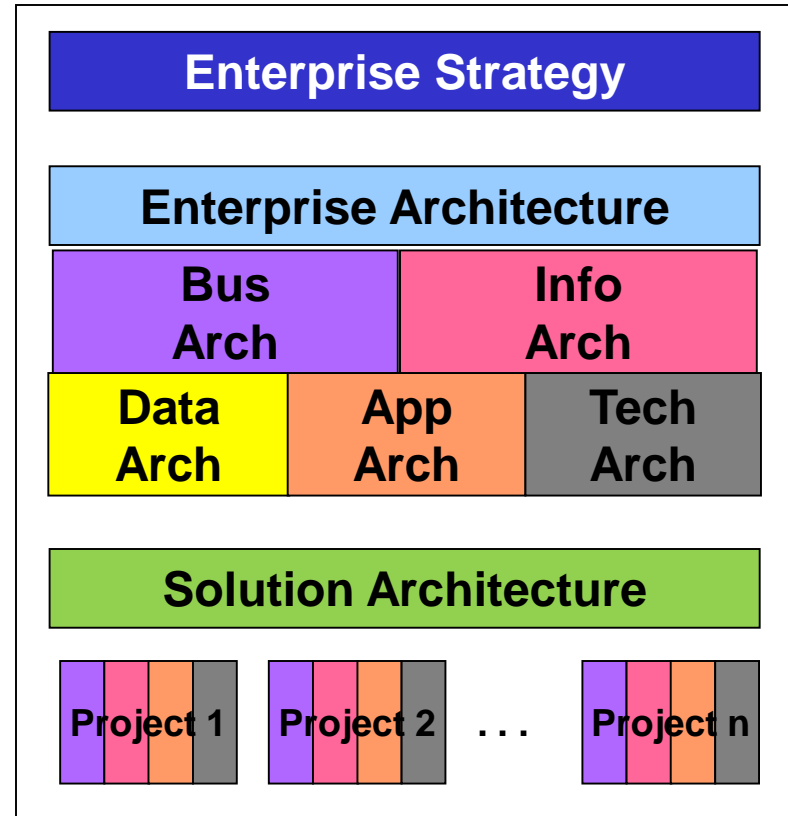


- **Enterprise artifacts**

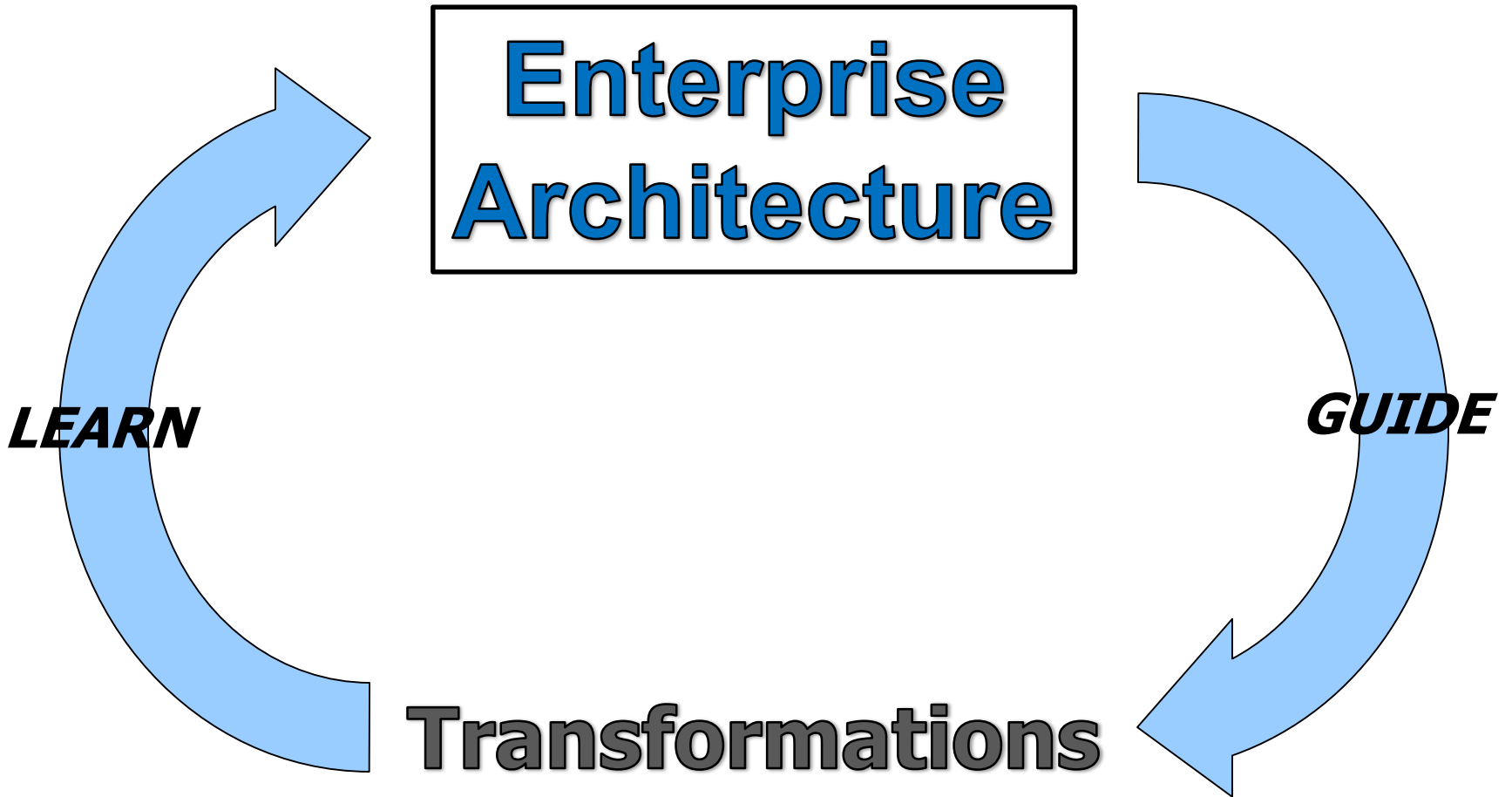
- Created mainly by the “roles” of enterprise architect and also business architects
- Provide enterprise context
- Used to drive consistent enterprise decision-making
- Helps integrate and break down siloes between lower-level architectures

- **Architecture artifacts**

- Created mainly by the “roles” of business, domain, technical, solutions, etc. architects
- Used to support delivery, help manage asset domains, provide project guidance, procurement decisions, etc.



- **So, do you *really need EA* to do Business Transformation?**
 - Without EA there is potentially some risk to the enterprise
 - Speed may sacrifice quality and yield potentially higher aggregate cost
 - Few principles and standards for guidance
 - Inconsistent integration across business systems
 - Risk of creating new siloes and duplication
 - Legacy systems and infrastructure left behind (may be a good thing!)
 - Without a solid understanding of the landscape there could be other unintended consequences
 - And lost opportunity
 - Innovation and new ideas learned through transformation (like modern architectural approaches) might not become standardized
 - So, really, NO – but it helps!
- **Not every organization is ready for or capable of EA**
 - The skills and talents of the transformation teams must be trusted to harmonize with the enterprise portfolio perspective that EA would codify and the guidance it would provide, if it existed



Establish EA now and current/future transformations will be easier.

- **Is tied to SPECIFIC PORTFOLIO TRANSFORMATIONS:**
 - Architecture asset views improve business transformations
 - Improves Risk management
 - Improve Executive understanding of the Business-IT dependencies
 - Better quality, more timely information improves aggregate speed to market, business operations, business decisions, customer experience, financial performance
 - Optimizing project portfolio investments improves portfolio financial performance, business decisions
 - Increased agility improves entry into new markets, new channel acquisition, responsiveness to customer needs
 - Better Business and IT alignment leads to innovation opportunities, and vice-verse

