



How to make it Real: Aligning Business and IT Strategy with the Software Delivery Lifecycle

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Rational. software

EAM11

Agenda

- Enterprise Architecture and Business Transformation
- Fitting into the Organization
- Recommendations



What is Enterprise Architecture? (EA)

IBM:

*“The **Enterprise Architecture** discipline defines and maintains the architecture models, governance, and transition initiatives needed to effectively co-ordinate semi-autonomous groups towards common business and/or IT goals”¹*

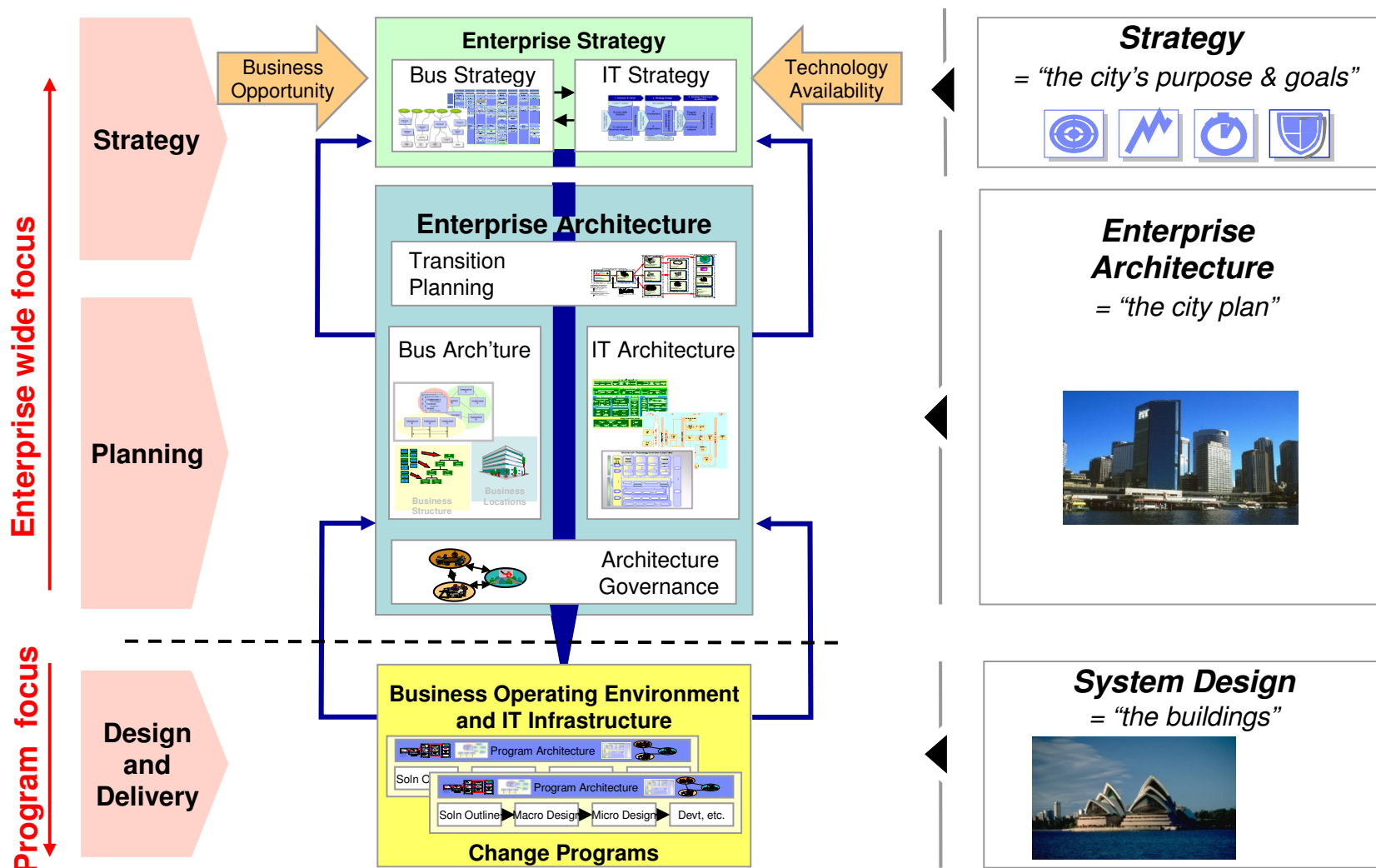
Gartner:

*“**Enterprise architecture** is the process of translating business vision and strategy into effective enterprise change by creating, communicating and improving the key principles and models that describe the enterprise's future state and enable its evolution.”²*

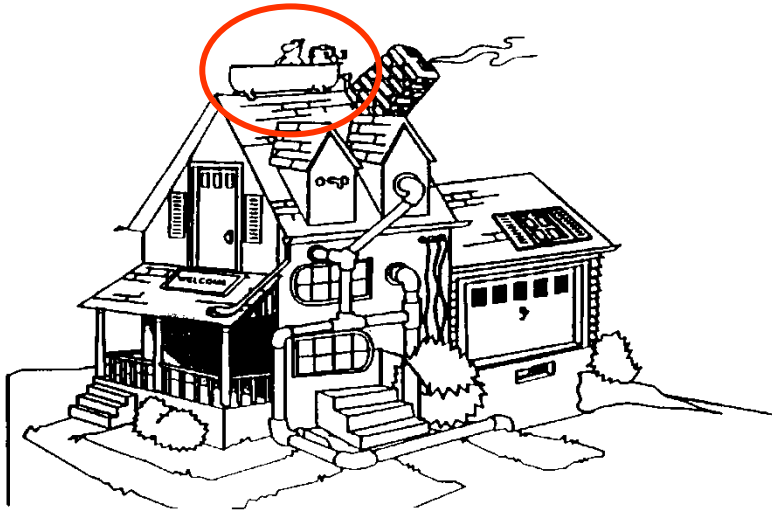
Similar definitions, consistent intent

1. *Enterprise Architecture in the era of On-Demand*, IBM Academy of Technology Study, October 2004
2. Short form, *Gartner Defines the term 'Enterprise Architecture'*, Anne Lapkin, Gartner, July 12, 2006

Classically, we've defined EA as the "planning" function between strategy formulation and delivery (Doing the right things)...



... with the intent of avoiding chaos...



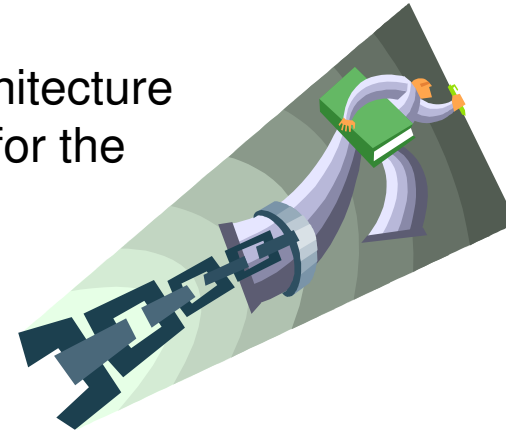
... and even if an individual house is well architected, if each house is different (e.g. different electricity voltage, water pressure) then the city will not work...

... plus, if the purpose of the building is not clear...



...so that Enterprise Architecture can be thought of as both a link and a chain!

Putting it bluntly... “Enterprise Architecture constrains the individual projects, for the benefit of the Enterprise”

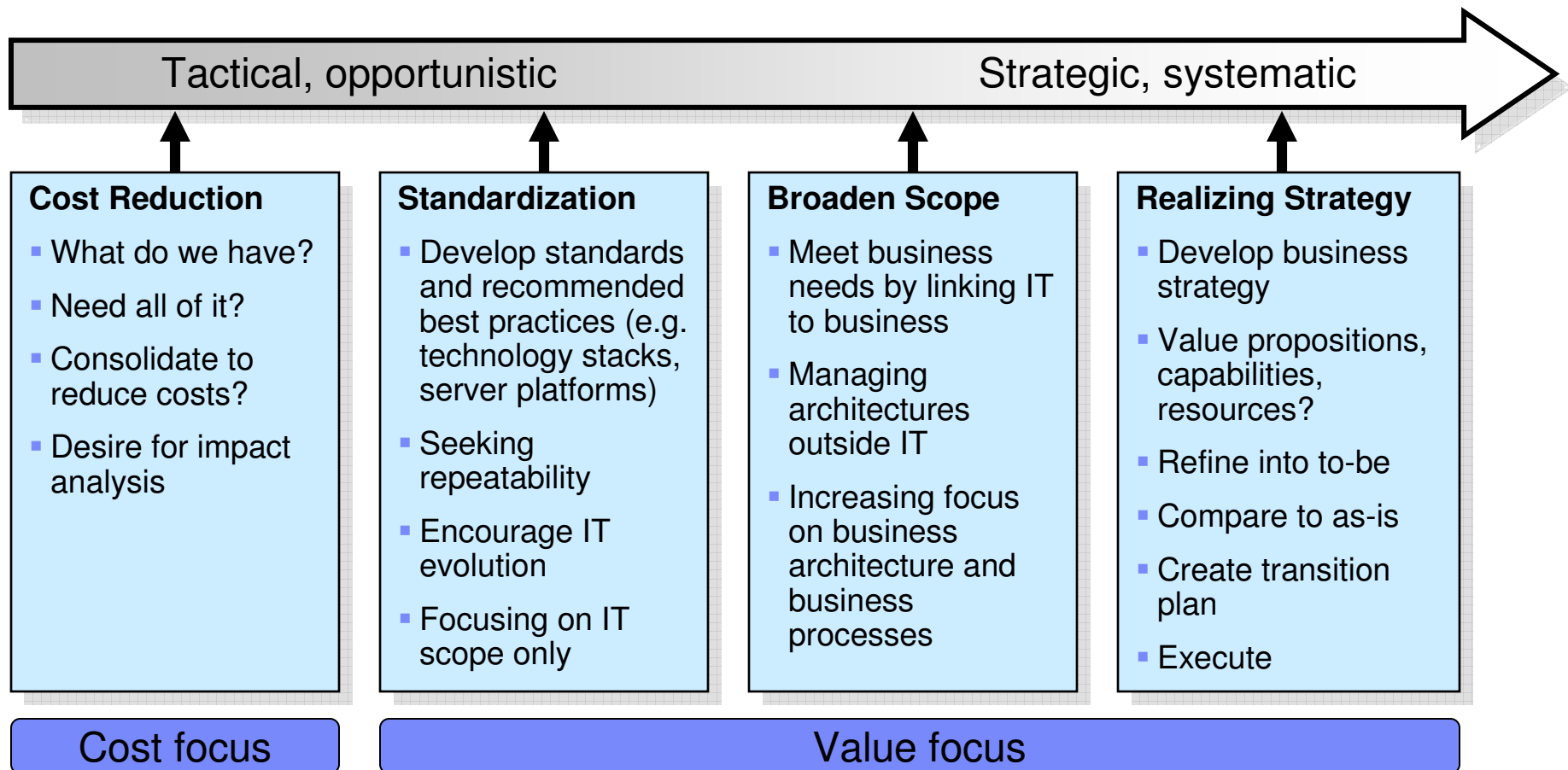


More Positively...

“Freedom within the law [without which] the life of man [would be] solitary, poor, nasty, brutish and short.”

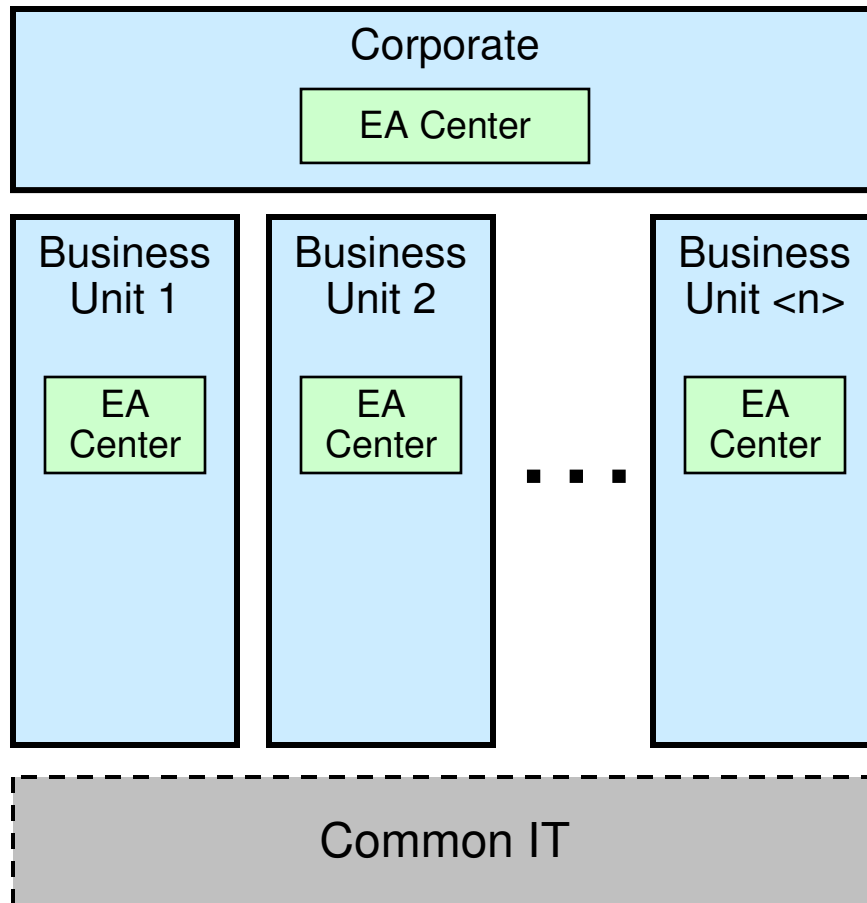
Thomas Hobbes, 1588-1679

EA Adoption



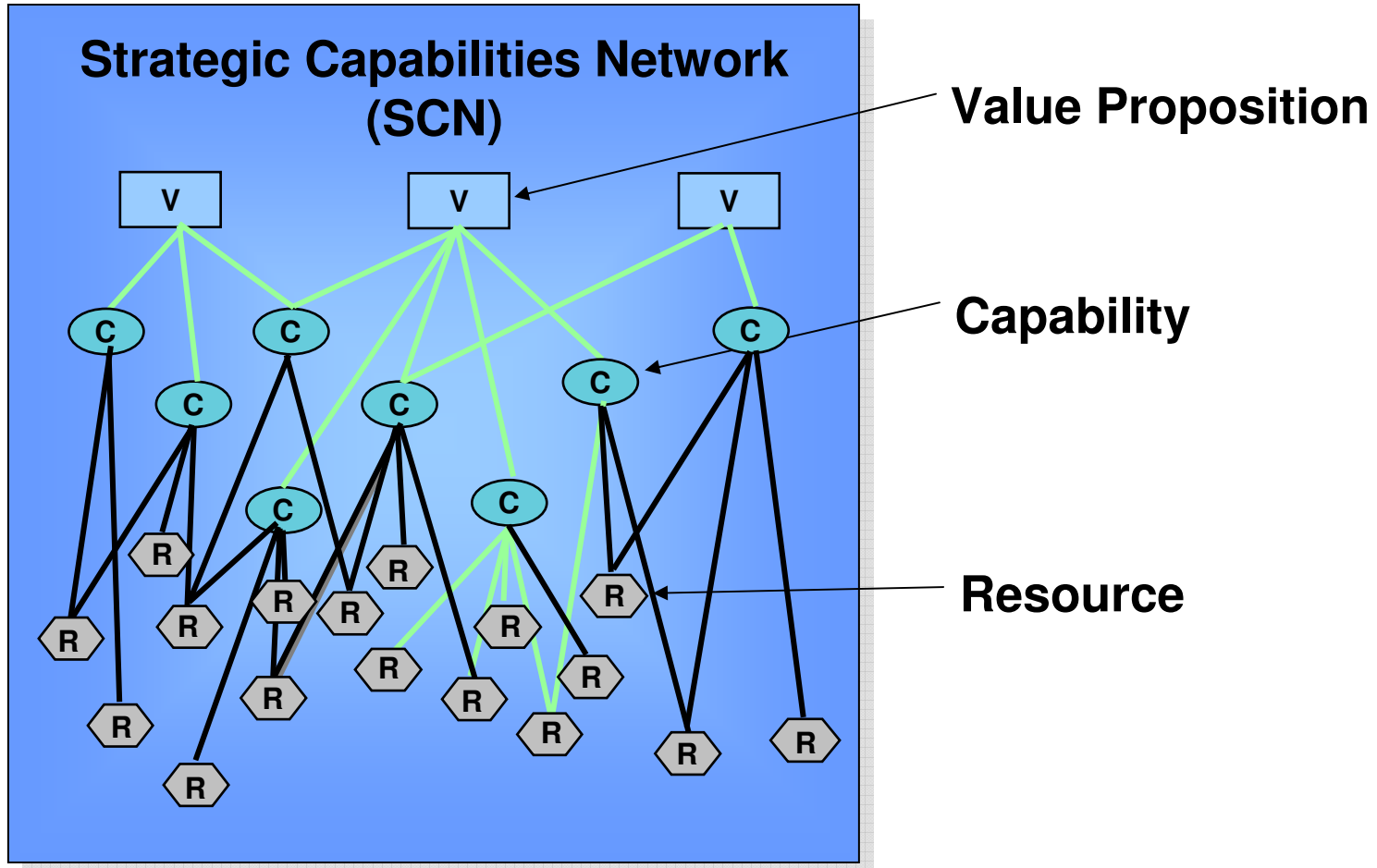
Organizations often move through a set of phases as they adopt EA

EA Organizational Scope

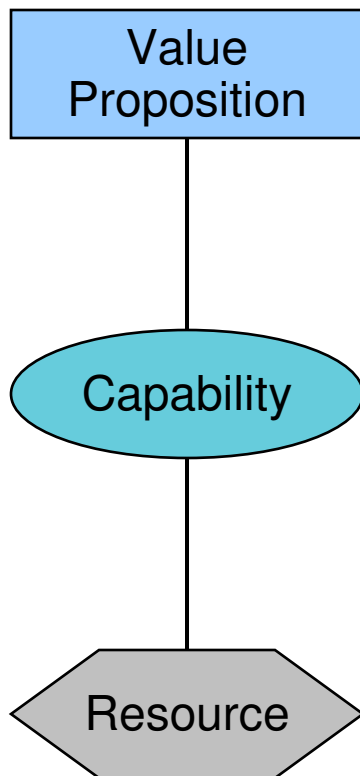


- Business units may be addressing specific markets or result from acquisitions
- EA may start in one business unit
- May then spread to other units or be initiated independently in other part
- Business units may realize there are savings to be had by combining efforts, leading to a corporate EA office
- EA may be imposed from above, particularly after acquisitions
- When business units have evolved within a company as it grows, there may be a common IT organization shared among the business units

Defining the Future State (1)



Defining the Future State (2)



Value Proposition: What a company **needs to be** to offer differentiated value to the market.

Example (furniture): Low cost, customer convenience, modular design

Capability: What a company **needs to do** to achieve its strategic positions. Capabilities perform, improve, and create the activities of the firm.

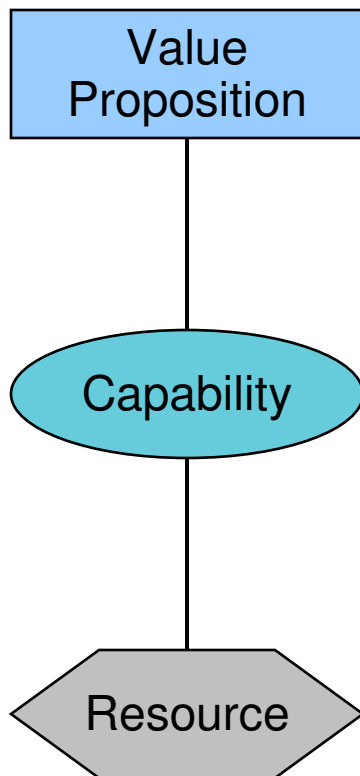
Example: Ability to design for customer assembly, Ability to merchandise in-store and online.

Resource: What a company **needs to have** to perform its capabilities, such as process, knowledge, organization and technology assets

Example: In-house engineers and designers, store locations, store layout expertise, developers, servers...



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Inputs to Enterprise Architecture

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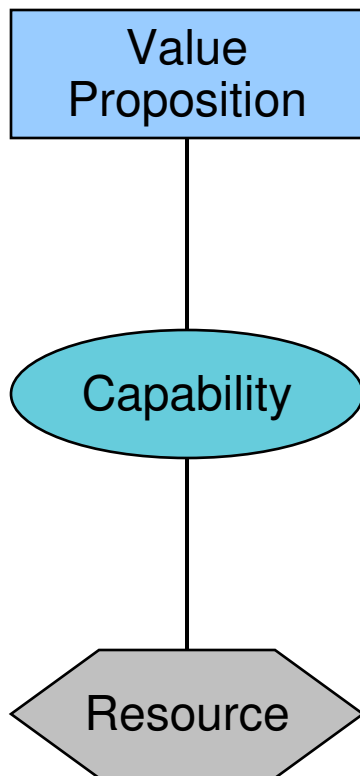
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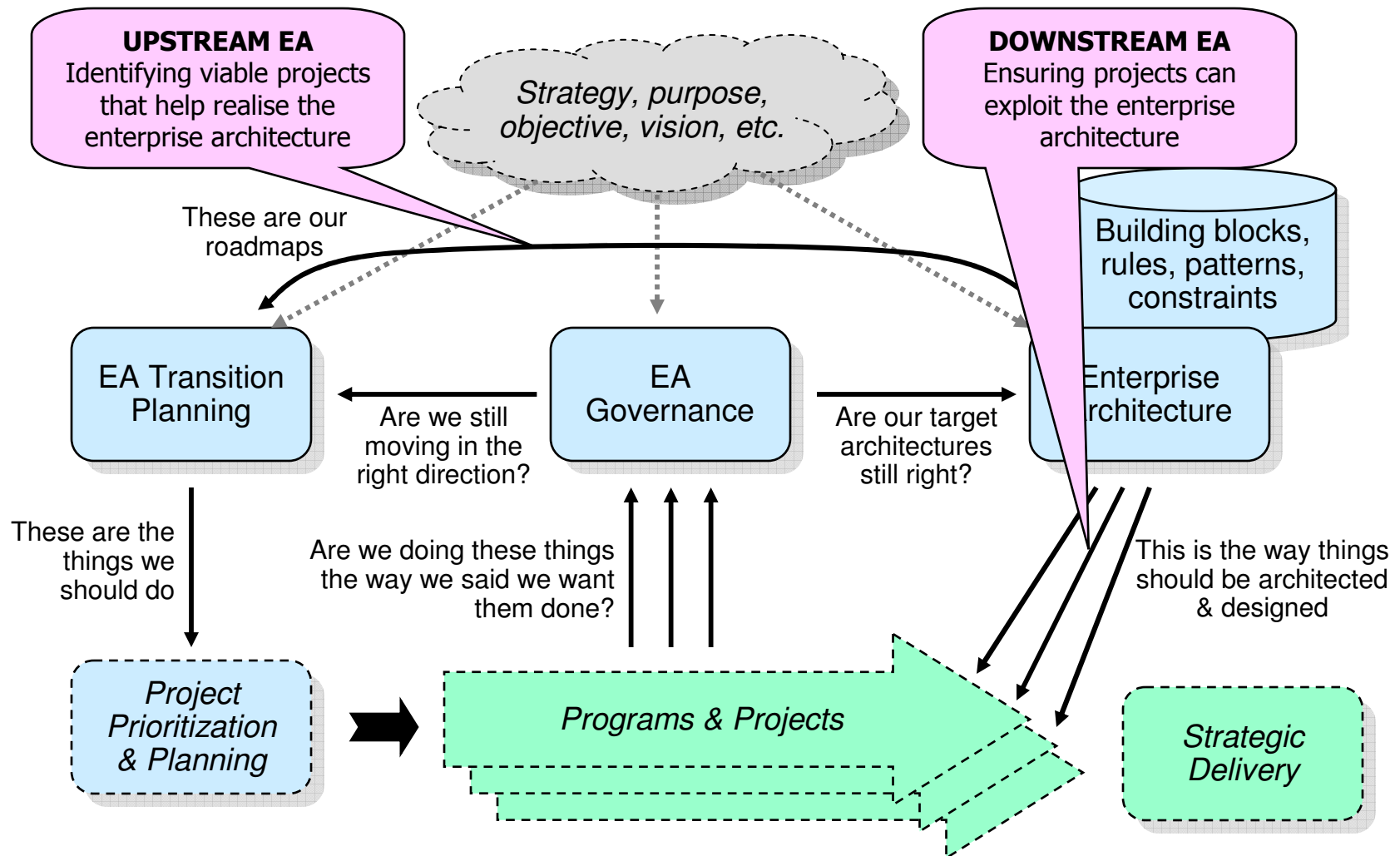
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Resources provide the high-level view of the future state of the business

The EA Lifecycle

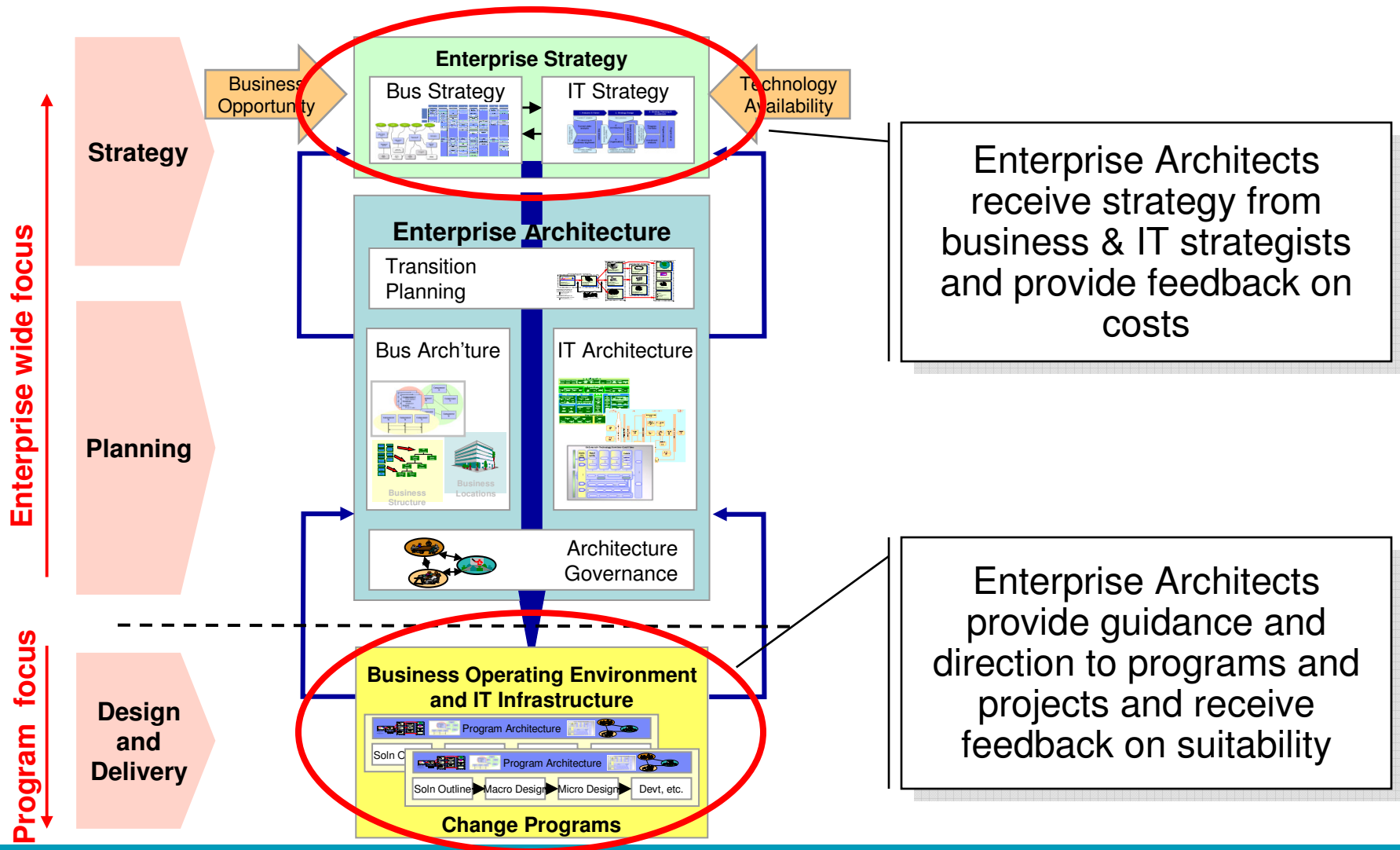


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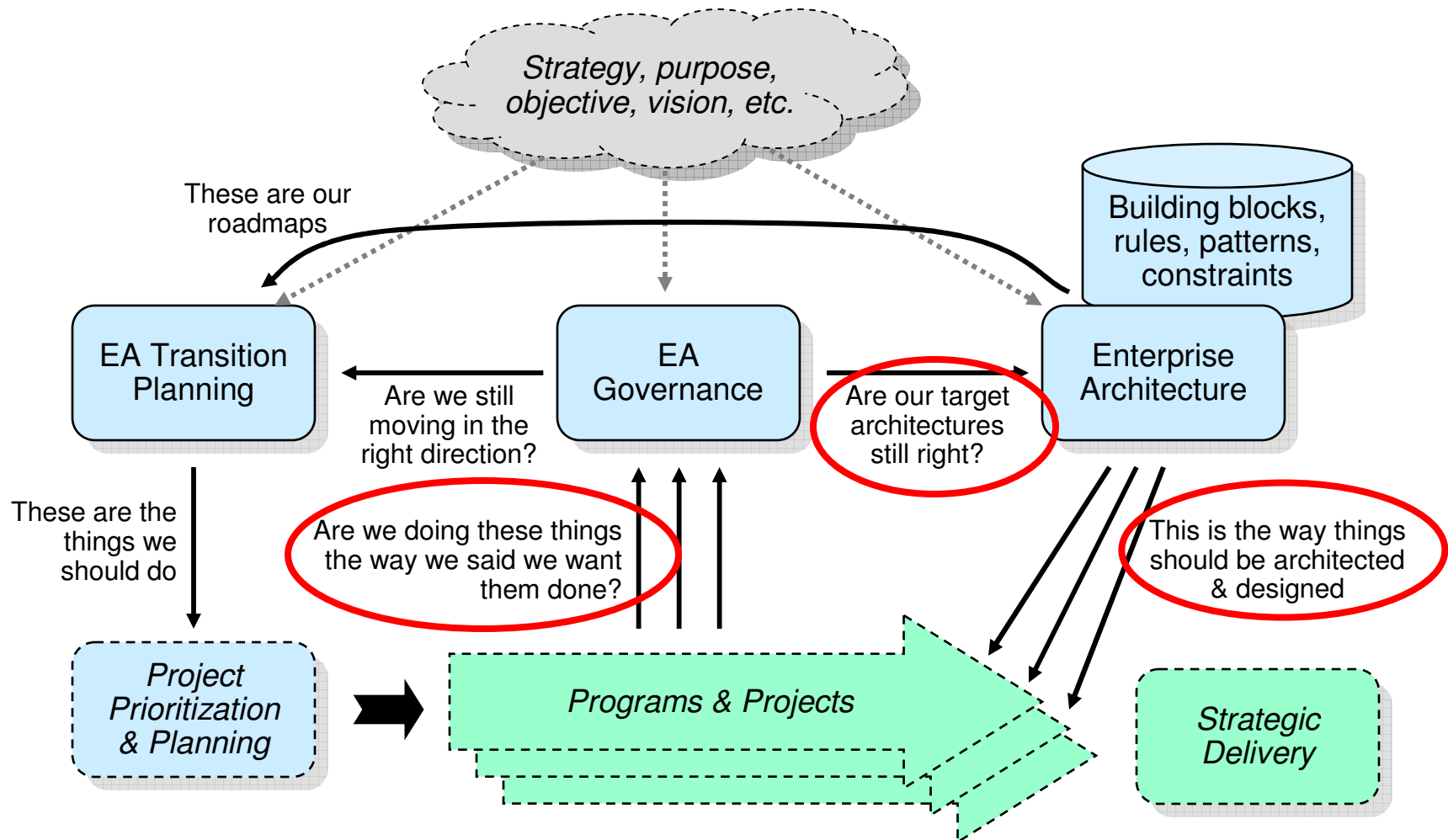
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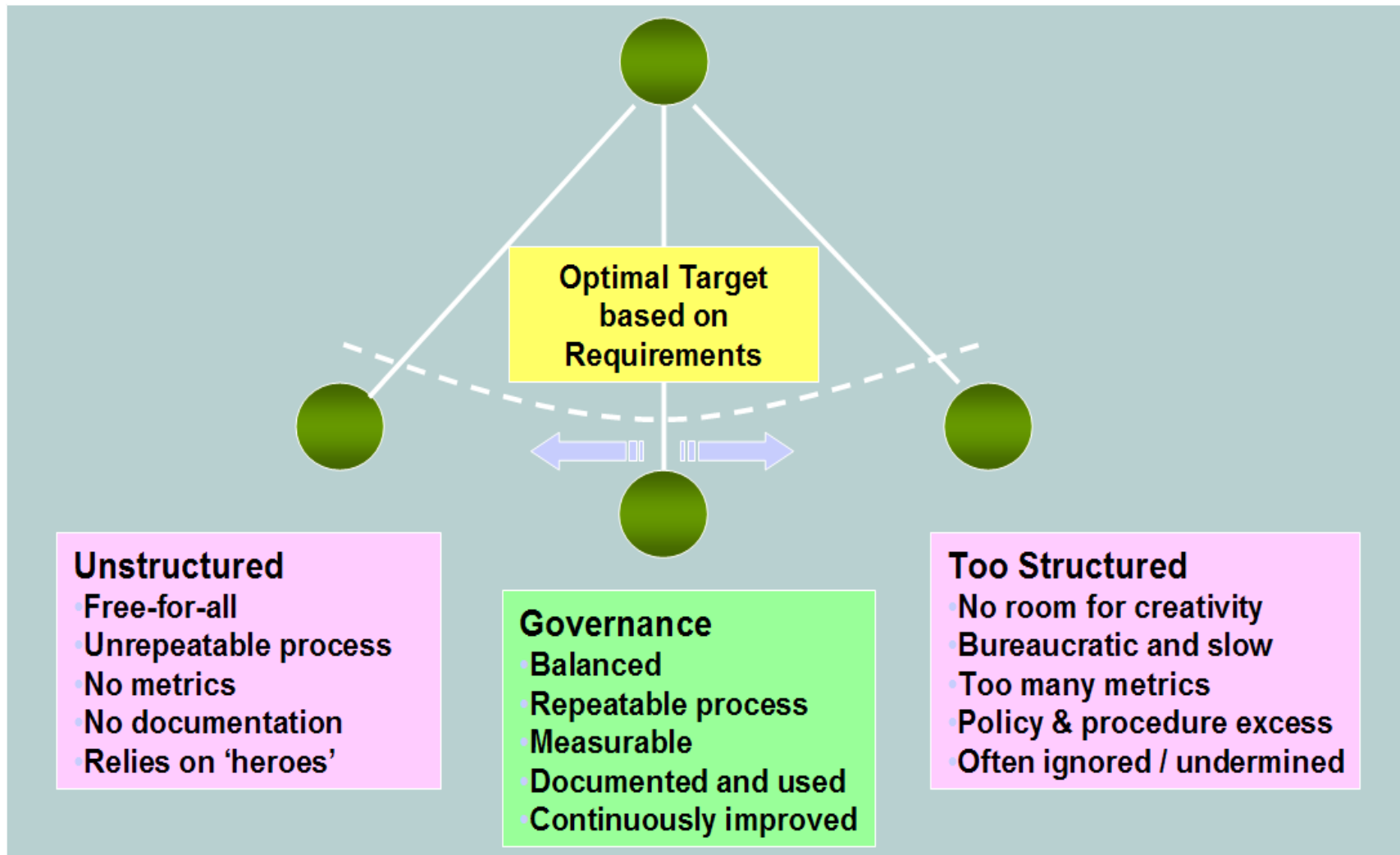
Strategists, Enterprise Architects, and Implementation Teams



The EA must be a partnership with the Solution teams



Governance: Striking the Right Balance



Governance: The Right Balance Varies

- Enterprise Architects should engage with Solution and IT architects in a manner that fits the enterprise's management style
- Which fits your wider cultural context? Which applies to your organization now? What about the future?

Command and Control

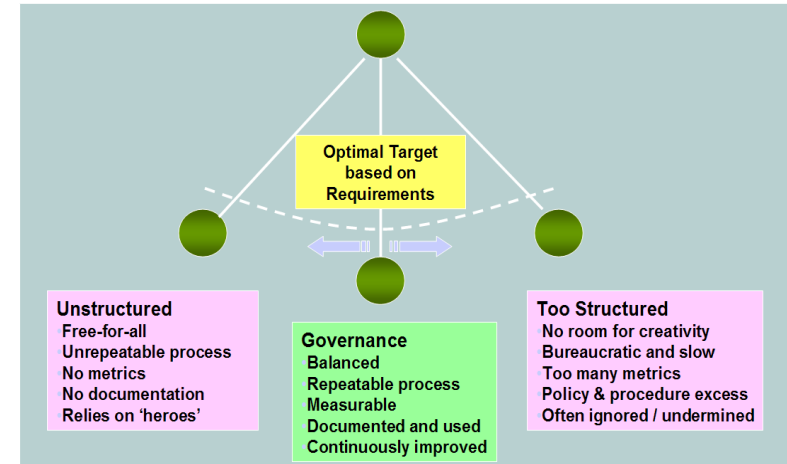
“Do what I say, and I will ensure that you do”

Guide and Govern

“Use the architecture, and we'll discuss those areas where it does not make sense”

Publish and Trust

“I know you will do your best—go do it”

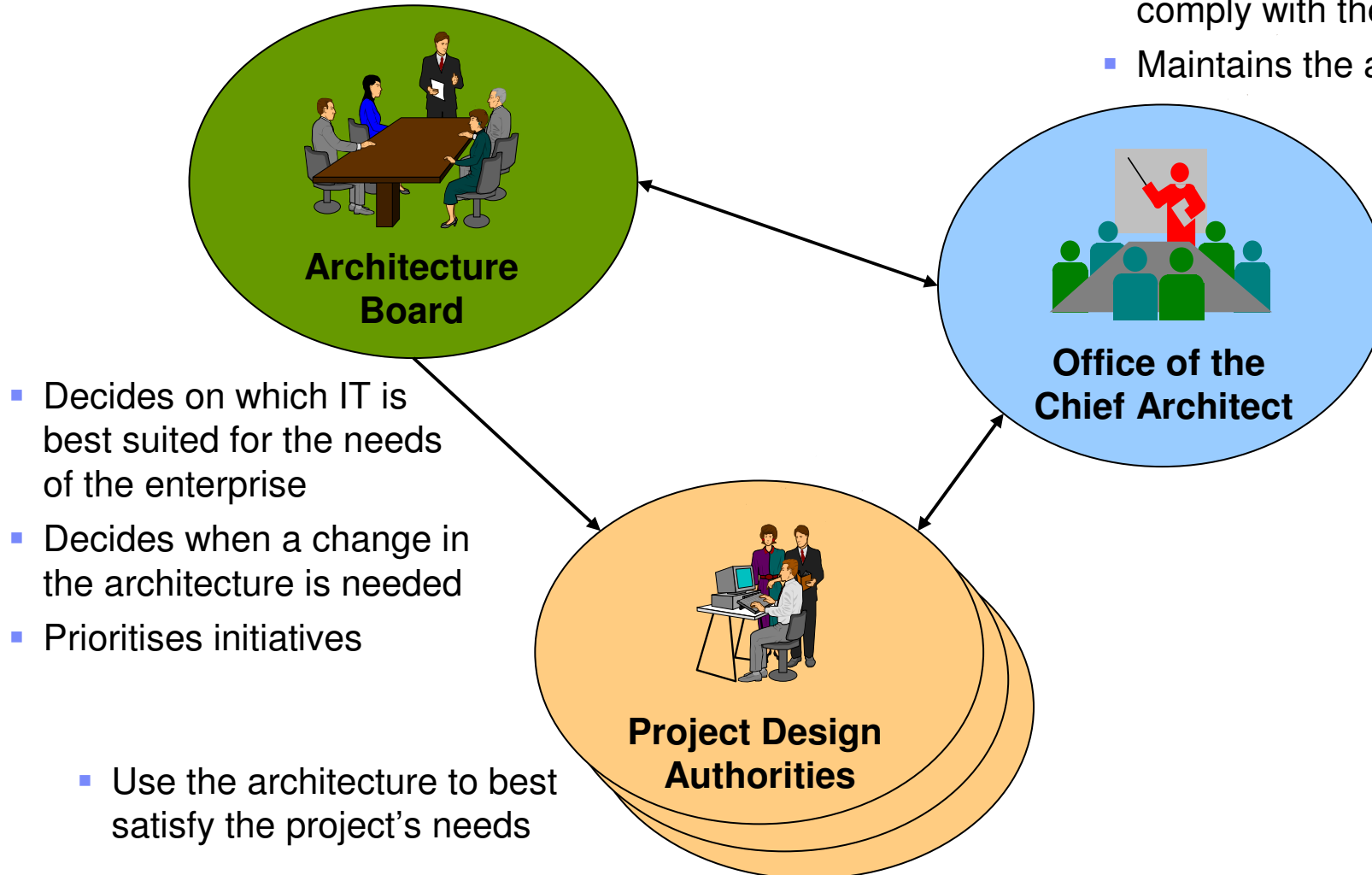


And whichever style you choose, a balance will be needed

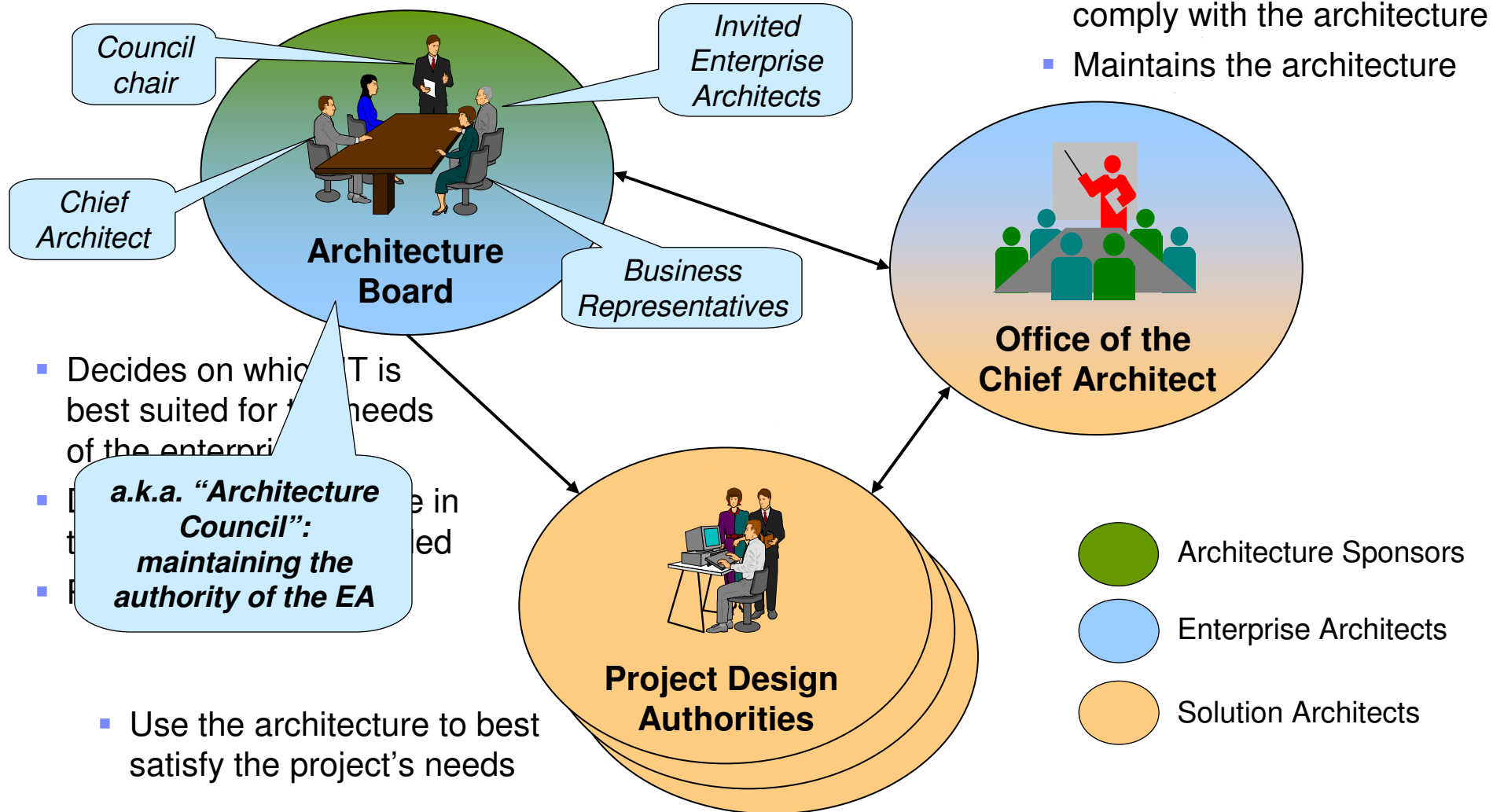


Organizational Structure for EA (1)

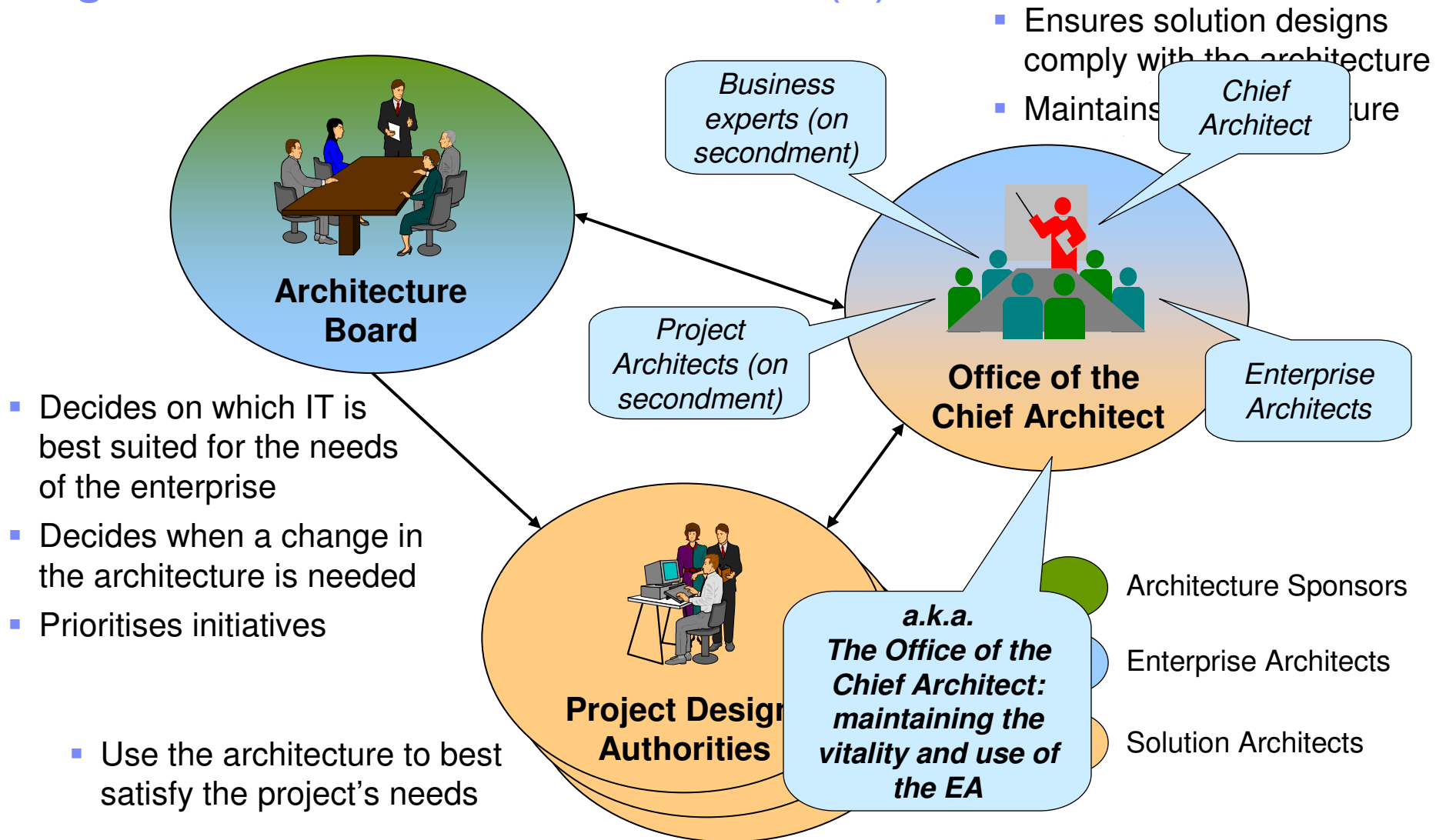
- Ensures solution designs comply with the architecture
- Maintains the architecture



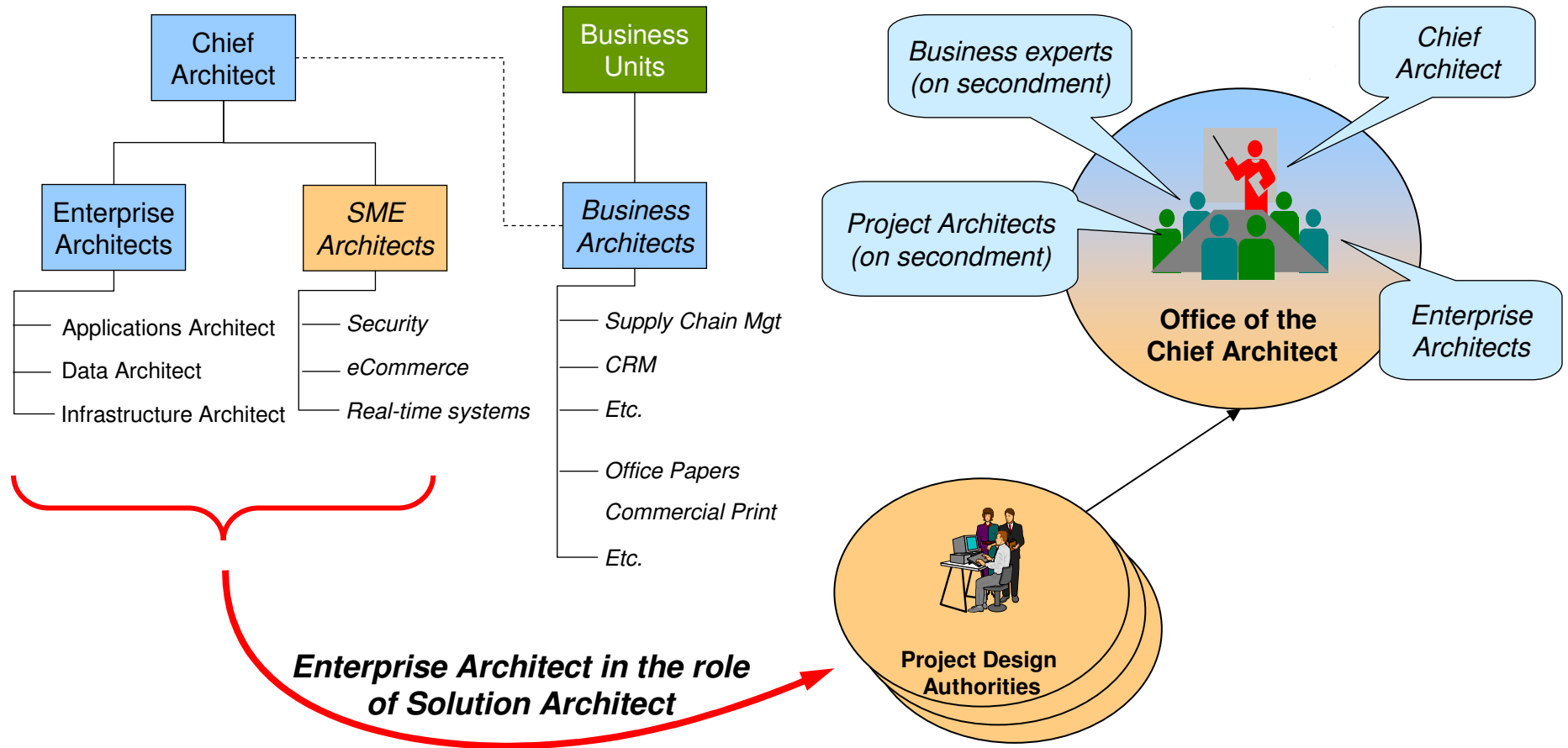
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Organizational Structure for EA (1)



Organizational Structure for EA (2)



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Pitfalls (1)

- No clear goals and/or no success metrics
 - ▶ Do I have a clearly-defined EA mission?
 - ▶ How will my success be measured?
- Embarking on an Information Crusade
 - ▶ Do I need to collect this information to satisfy the EA goals?
 - ▶ Do I need this information now?
 - ▶ Can I progress with partial information?
 - For example, begin with a business unit



Pitfalls (2)

- Ivory Tower Syndrome
 - ▶ We have a great EA, but nobody is listening
 - ▶ Partner with your stakeholders, including the programs and projects
- “Now that we’ve chosen a tool, we’re all set”
 - ▶ A tool is a great help in creating and maintaining an EA, but it isn’t sufficient for success
 - ▶ People and processes are at least as important as tools



Recommendations (1)

- Executive Sponsorship is critical to EA success
- Understand who *all* of the EA stakeholders are and have a prioritized plan to satisfy them
- Have well-understood and accepted metrics for success
- Have a clear governance structure
- Focus on enabling critical business goals and strategies
- Have a plan to deliver some results *soon*—start small and expand





Recommendations (2)

- Communicate and educate at all levels
- Build partnerships with your program and project teams
 - ▶ Provide useful guidance and catalogs of reusable specifications and parts
 - ▶ Listen carefully to exception requests and adjust the EA as needed
 - ▶ Use tools that allow harvesting of current-state of information into the EA, and bringing EA guidance and building blocks into your solution tools

Questions



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