

# Enterprise Architecture 2010

**“Where Enterprise Architecture Means Business”**

# Topics

- **Key Assertions**
- **Enterprise Architecture 2010 Imperatives**
- **Enterprise Architecture 2010 Domain Model**
- **Enterprise Architecture 2010 Domains**
- **FAQ**
- **Resources**

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# Enterprise Architecture 2010 Key Assertions

# Key Assertions

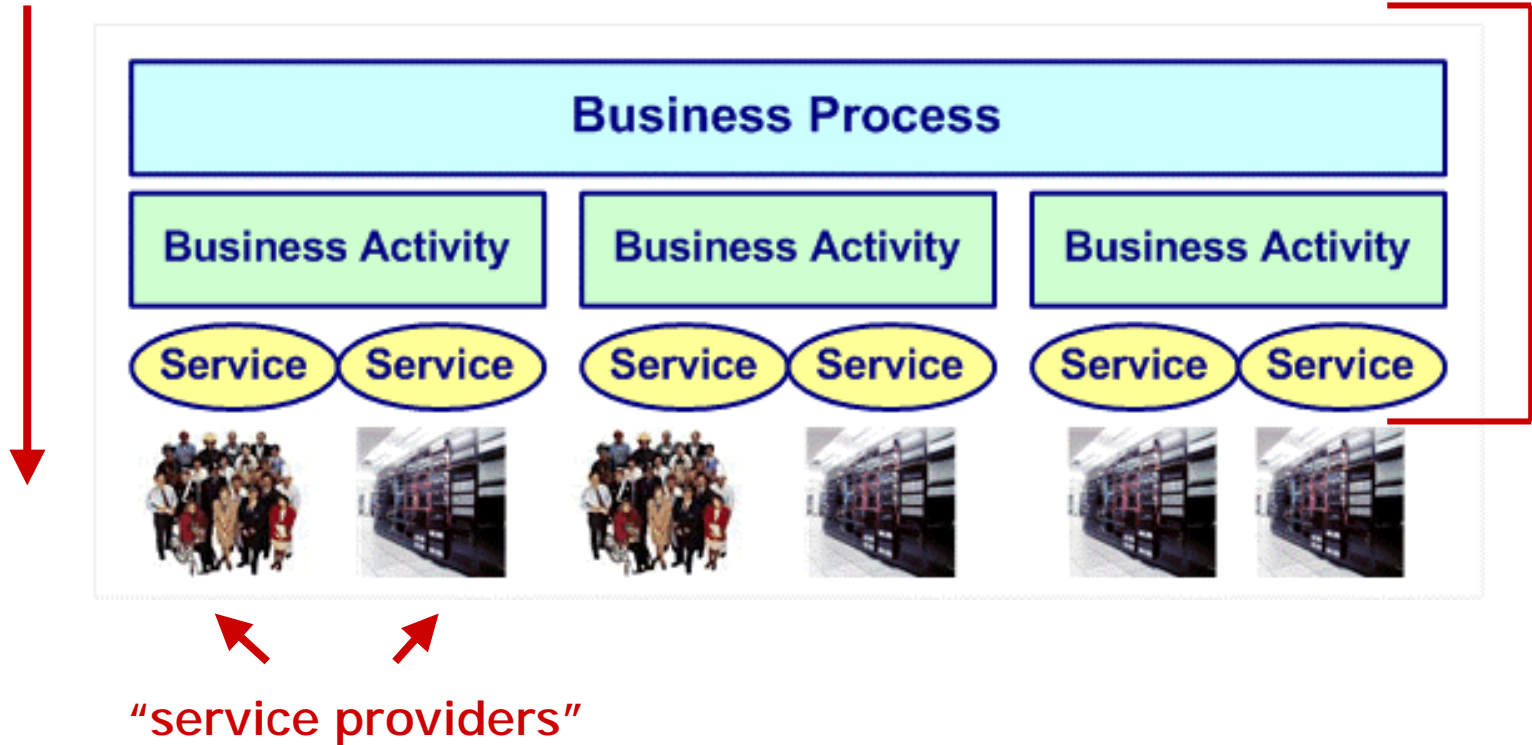
- **The role of IT is changing from cost containment to business value generation.**
  - Leading organizations are depending on IT to enable business agility
  - The most advanced organizations treat IT as a competitive weapon
- **Service-oriented architecture enables business agility**
  - The primary purpose of SOA is to enable business agility
  - Combining SOA with business process management (BPM) delivers solutions that match business intent
- **Creating a business-driven IT environment requires re-thinking of Enterprise Architecture**
  - EA today is mainly focused on technology
  - EA 2010 will have significantly improved business awareness
  - Organization's value chain is the Primary focus of EA 2010.
  - Supporting functions (HR, Finance, Legal etc.) of an organization are the Secondary area of focus of EA 2010

# Enterprise Architecture 2010 Imperatives

# EA 2010 Imperative: Business Driven SOA - Architecting for Business Agility

“top-down business view”

“execute the model”

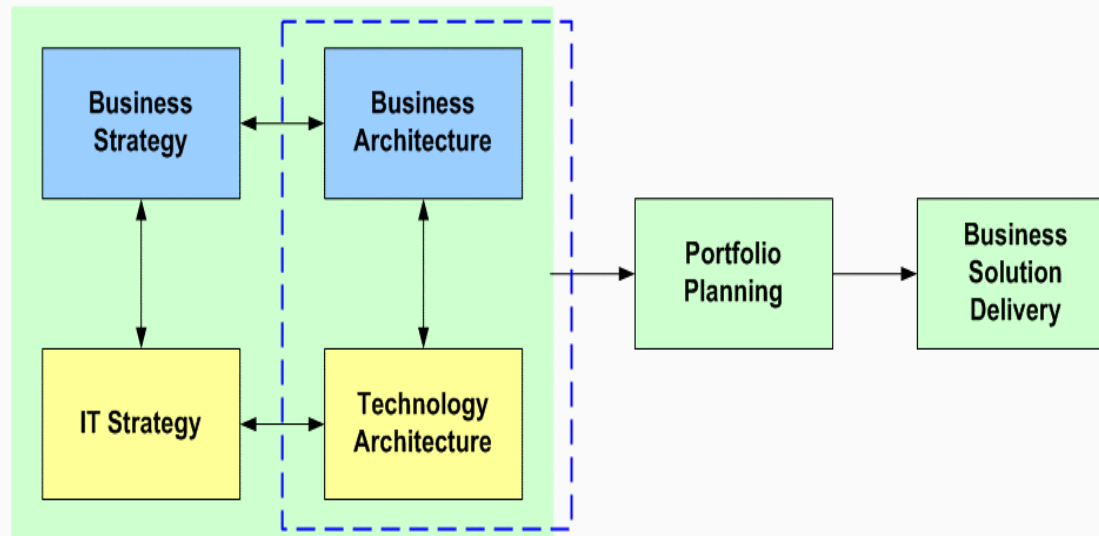


Creating a Platform for Business Agility

# EA 2010 Imperative: Business-IT Collaboration

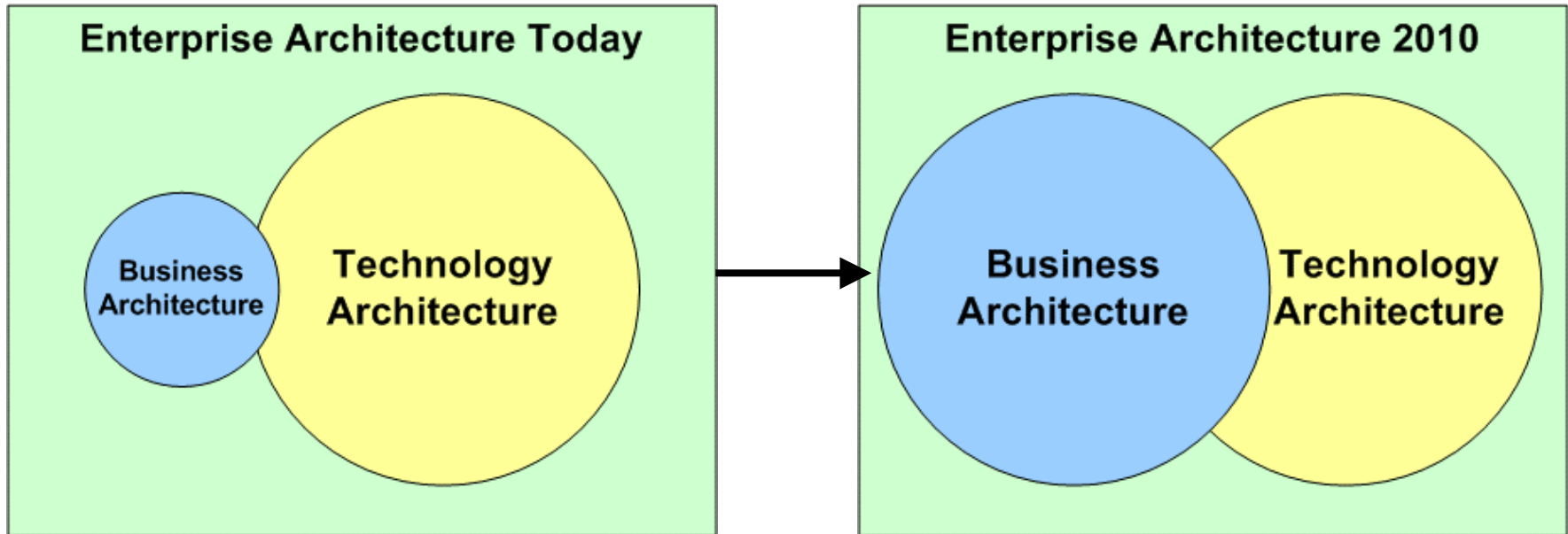
*Achieving the benefits of SOA requires significant changes for both IT and business executives – SOA Consortium Premise 2*

- EA in 2010 encompasses Business and Technology Architecture
- Enterprise Architects participate in Enterprise Strategy
- EA2010 links Strategy, Architecture and Portfolios to enable sustainable business-driven solution delivery



Enterprise Architecture 2010

# EA 2010 Imperative: Business Architecture Focus



- Technology Focused
- Governance & Control Origins
- Early Advocates of SOA

- Business & Technology Focus
- Value Generation Enablement
- Architect for Business Agility



# EA 2010 Imperative: Business Smart Enterprise Architects

**“One of my VPs said, I’m never bringing [architect] to another meeting because he opens his mouth and all that ever comes out is SOA, SOA, services-oriented architecture, and I can’t bring him to my business clients.**

**A year later, he is the most articulate business speaker and has really turned the community where they now say, we want [architect] at all of our meetings.**

**...If this forum could help develop people like that, that’s a huge advantage.” - CIO**

# EA 2010 Imperative: Business Architecture\*

- **Business architecture defines how the business will achieve its goals and strategy at the business level**
  - It is a definition of what the business must produce to satisfy its customers, compete in a market, deal with its suppliers, sustain operations and care for its employees
  - As such the business architecture is the blueprint for operating and transforming the enterprise
- **The business architecture is sufficiently structured and well defined such that the architectural plans are “executable”**
  - The architecture is captured via modeling tools wherever possible
  - The precision helps to detect inconsistencies, redundancies, risks, and so on, run simulations, and so on
  - Enables more direct connection to IT, so that IT assets are put into operation to control the information, resources and workflow of the enterprise

\*Adapted from US GSA architecture, and from and Ralph Whittle, *Enterprise Business Architecture: The Formal Link between Strategy and Results*

# EA 2010 Imperative: Business Architecture Key Elements\*

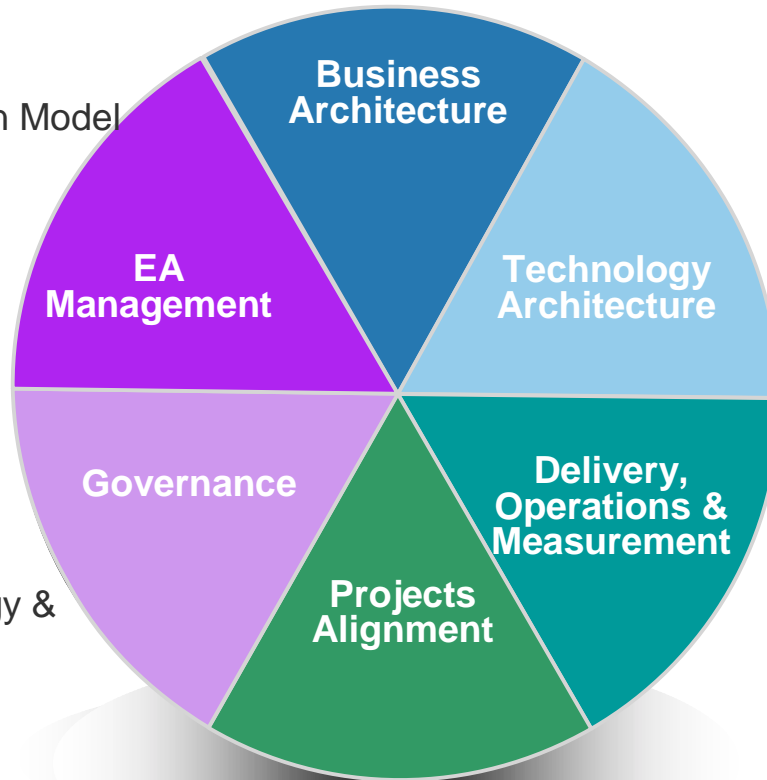
- **Business goals, objectives and initiatives**
  - The result of enterprise planning
- **Business processes**
  - The activities, steps and information flows among processes to carry out business objectives; Includes workflows and business events
- **Business networks**
  - Value chains and ecosystems that confer competitive advantage and outsource non-differentiating processes
- **Business services that define what value is provided by one organization to another**
  - Provision and consumption of internal and external services
- **Information and the business vocabulary**
- **Business rules and policies**
- **Organizational structure, Roles, responsibilities and collaborations**
  - How products and services are to be provided and used
- **Allocation of shared and purpose-specific resources**
- **Transition plans**
  - The steps for achieving business transformation objectives
- **Metrics that define success factors**

\*Adapted from US GSA architecture, and from and Ralph Whittle, *Enterprise Business Architecture: The Formal Link between Strategy and Results*

# Enterprise Architecture 2010 Domain Model

# Enterprise Architecture 2010: Domain Model

- Aligning Business and IT
- Aligning Application Portfolio to EA
- Key Metrics



- EA Organization Model
- EA Funding
- EA Operation

- Sub-domains: Data, Application, Infrastructure & Security
- Reference Architectures
- Standards
- SDLC

- Sub-domains: Data, Services, Business Process, Technology & Project

- Project Rollout
- EA Metrics Collection

- Enterprise Architect, Project Management & Project Architect alignment
- Engaging EA at each of the projects
- Aligning Project Portfolio management to EA

# Enterprise Architecture 2010 Domains

# Business Architecture

## Inputs



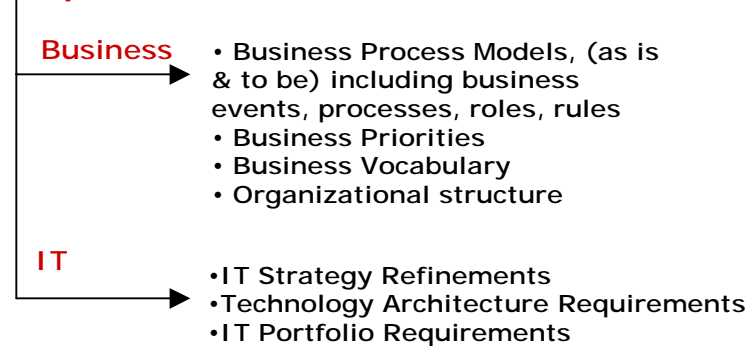
## EA Goals

- Become Trusted Business Partner
- Execute Actual Business Intent
- IT as Business Value Generator
- IT as Competitive Weapon

## EA Capabilities

- Business Communication
- Business Awareness
- Collaboration
- Business Prioritization
- Organization Financial Understanding
- Mentoring, Education, Persuasion
- Business Modeling

## Outputs



# Technology Architecture

## Inputs



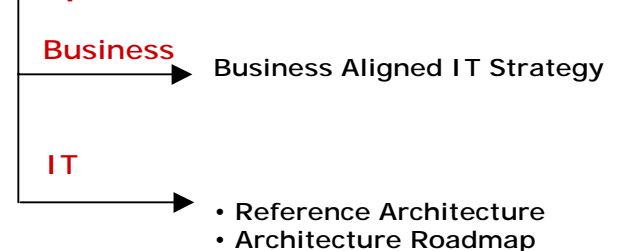
## EA Goals

- Effective Utilization of IT Resources
- Reduced Project Cost
- Streamlined Technology Decisions
- Removal of IT Constraint

## EA Capabilities

- Technology Focused Communication
- Architecture Best Practices
- Data, Application, Technology Architectures
- Mentoring, Education, Persuasion
- Collaboration
- IT Prioritization
- IT Financial Understanding

## Outputs





# Project Alignment

## Inputs



## Outputs



## EA Goals

- Effective Utilization of IT Resources
- Reduced Project Cost
- Project Execution
- IT as Business Value Generator

## EA Capabilities

- PM Certification
- PM Methodology
- Portfolio Planning

# Governance of Services

## Inputs



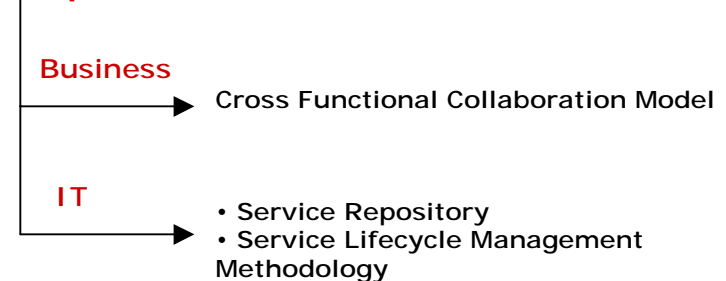
## EA Goals

- Promote Reuse
- Business Agility

## EA Capabilities

- SOA
- Cross Functional Communication
- Repository

## Outputs



# Governance of Data

## Inputs



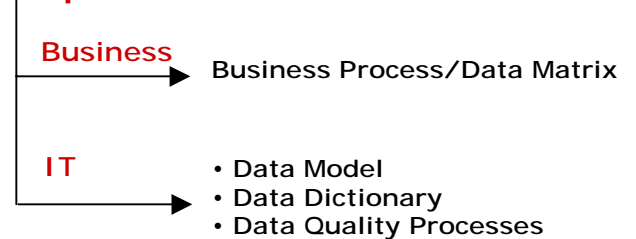
## EA Goals

- High Data Quality
- Managed Sharing of Data
- Taxonomy

## EA Capabilities

- Data Modeling
- Business Analysis
- Master Data Management (MDM)
- Metadata Management
- Repository/Dictionary

## Outputs

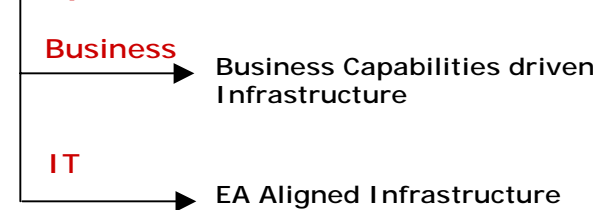


# Delivery, Operations and Measurement

## Inputs



## Outputs



## EA Goals

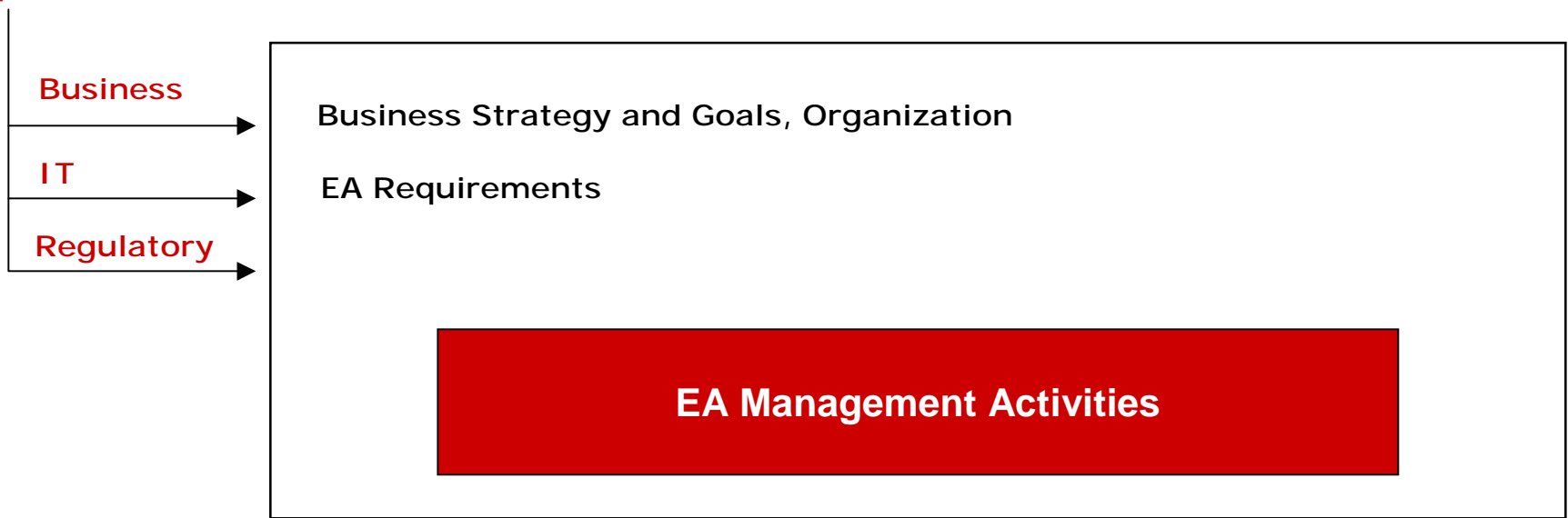
- ROI Measurement
- Effective Resource Utilization
- SLA Compliance

## EA Capabilities

- Monitoring Tools
- Project Management
- IT Asset Management

# EA Management

## Inputs



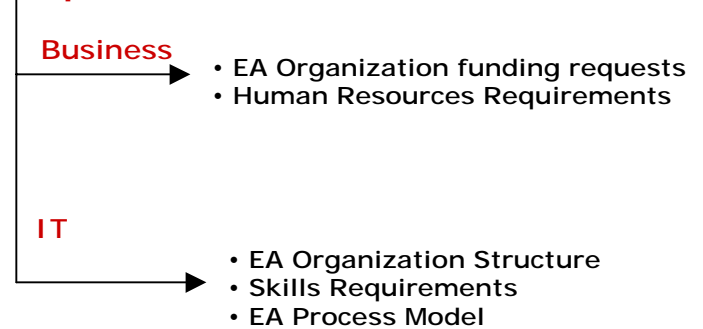
## EA Goals

- Effective EA organization

## EA Capabilities

- Talent Management
- EA Awareness
- Business Awareness
- Leadership
- Collaboration
- Decision Making

## Outputs



# Enterprise Architecture 2010 FAQ

# Frequently Asked Questions (FAQs)

## **What is the objective of this working group?**

The objective is to define the changing role of the Enterprise Architecture team because of business-driven SOA adoption by 2010

## **Do we plan to develop the meta-model?**

No! we do not plan to develop an EA meta-model

## **What are the deliverables of the SOA-C EA 2010 working group?**

Define the high-level roles and deliverables of Enterprise Architecture team to engage the industry for open discussion. The objective is not to create a detailed Enterprise Architecture Framework such as TOGAF/SOA, Zachman, Vendor Enterprise Architecture models, etc.

# Frequently Asked Questions (FAQs)

## **Who are we targeting?**

We are targeting the CIO and his/her staff, Enterprise Architecture teams, Business Executives (to explain how to engage Enterprise Architecture team), etc.

## **What are the next steps?**

This is a living document and the first step to publish this out to the SOA Community. Based on community feedback, we will add detail to applicable aspects of our EA2010 work.

## **How does this related to industry efforts such as TOGAF, Vendor EA, etc.?**

This document is giving the SOA Practitioners' point of view on the EA model, whereas other models define EA methodology



# Enterprise Architecture 2010 Resources

# SOA Consortium - Additional Information

## **SOA Consortium Website:**

<http://www.soa-consortium.org>

## **SOA Consortium Blog:**

<http://blog.soa-consortium.org>

## **SOA Consortium Contact:**

[info@soa-consortium.org](mailto:info@soa-consortium.org)