Enterprise Architecture 2010

“Where Enterprise Architecture Means Business”
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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"

"service providers"

"execute the model"

Creating a Platform for Business Agility
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
EA 2010 Imperative: Business Architecture Focus

Enterprise Architecture Today

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

Enterprise Architecture 2010

- Business & Technology Focus
- Value Generation Enablement
- Architect for Business Agility
“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
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, Services, Business Process, Technology & Project

- EA Management

- Technology Architecture

- Delivery, Operations & Measurement

- Projects Alignment

- Business Architecture

- Governance

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

- **Business**
  - Value Chain, Customers, Products/Services, Competition, Business Strategic Plan, Organization

- **IT**
  - Capabilities, Technology Trends (SOA, BPM, etc)

- **Regulatory**
  - Compliance, Security, Intellectual Property/eDiscovery Policy

**Business Architecture Activities**

**Outputs**

- **Business**
  - Business Process Models, (as is & to be) including business events, processes, roles, rules
  - Business Priorities
  - Business Vocabulary
  - Organizational structure

- **IT**
  - IT Strategy Refinements
  - Technology Architecture Requirements
  - IT Portfolio Requirements

**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
Technology Architecture

**Inputs**

- **Business**
  - IT/Business Alignment Strategy, Business Architecture
  - Capabilities, Infrastructure, Technology Trends (SOA, BPM, etc)
- **IT**
  - Compliance, Security, Intellectual Property/eDiscovery Policy
- **Regulatory**

**Outputs**

- **Business**
  - EA Goals: Effective Utilization of IT Resources, Reduced Project Cost, Streamlined Technology Decisions, Removal of IT Constraint
  - EA Goals: Business Aligned IT Strategy
- **IT**
  - Outputs: Reference Architecture, Architecture Roadmap

**Technology Architecture Activities**
Project Alignment Activities

**Inputs**
- **Business**
  - Project Requests, Portfolio Plans
  - Technology, SDLC, Reference Architecture
  - Compliance (SOX), Security
- **IT**
- **Regulatory**

**Outputs**
- **Business**
  - Business Priorities/ IT Projects Matrix
- **IT**
  - Project Portfolio Aligned with Business
  - Project Portfolio Aligned with EA

**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

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Governance of Services

Inputs

- Business
- IT
- Regulatory

Project Business Architecture: Processes, Activities, Rules, Information, SLA, Funding
Technology, SDLC, Reference Architecture, Service Portfolio, Resource Plan
Compliance (SOX), Security

Service Governance Activities

Outputs

EA Goals
- Promote Reuse
- Business Agility

EA Capabilities
- SOA
- Cross Functional Communication
- Repository

Business
- Cross Functional Collaboration Model

IT
- Service Repository
- Service Lifecycle Management Methodology
Governance of Data

**Inputs**

- **Business**
  - Project Business Architecture: Processes, Activities, Rules, Information, SLA, Funding
  - Technology, SDLC, Reference Architecture, Data Portfolio, Resource Plan
  - Compliance, Security, Intellectual Property/eDiscovery Policy

- **IT**

- **Regulatory**

**Data Governance Activities**

**Outputs**

- **Business**
  - Business Process/Data Matrix

- **IT**
  - Data Model
  - Data Dictionary
  - Data Quality Processes

**EA Goals**

- High Data Quality
- Managed Sharing of Data
- Taxonomy

**EA Capabilities**

- Data Modeling
- Business Analysis
- Master Data Management (MDM)
- Metadata Management
- Repository/Dictionary
Delivery, Operations and Measurement Activities

**Inputs**

- **Business**
  - Project Requests, Business Service Levels
  - Infrastructure Architecture, Monitoring
  - Compliance, Security, Intellectual Property/eDiscovery Policy, Licenses

- **IT**
- **Regulatory**

**Outputs**

- **Business**
  - Business Capabilities driven Infrastructure
- **IT**
  - EA Aligned Infrastructure

**EA Goals**

- ROI Measurement
- Effective Resource Utilization
- SLA Compliance

**EA Capabilities**

- Monitoring Tools
- Project Management
- IT Asset Management
EA Management

Inputs

- Business
- IT
- Regulatory

Business Strategy and Goals, Organization

EA Requirements

EA Management Activities

Outputs

EA Goals
- Effective EA organization

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

- EA Organization funding requests
- Human Resources Requirements

- EA Organization Structure
- Skills Requirements
- EA Process Model

Business

IT
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
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http://www.soa-consortium.org

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