

Demystifying

Enterprise Business Architecture

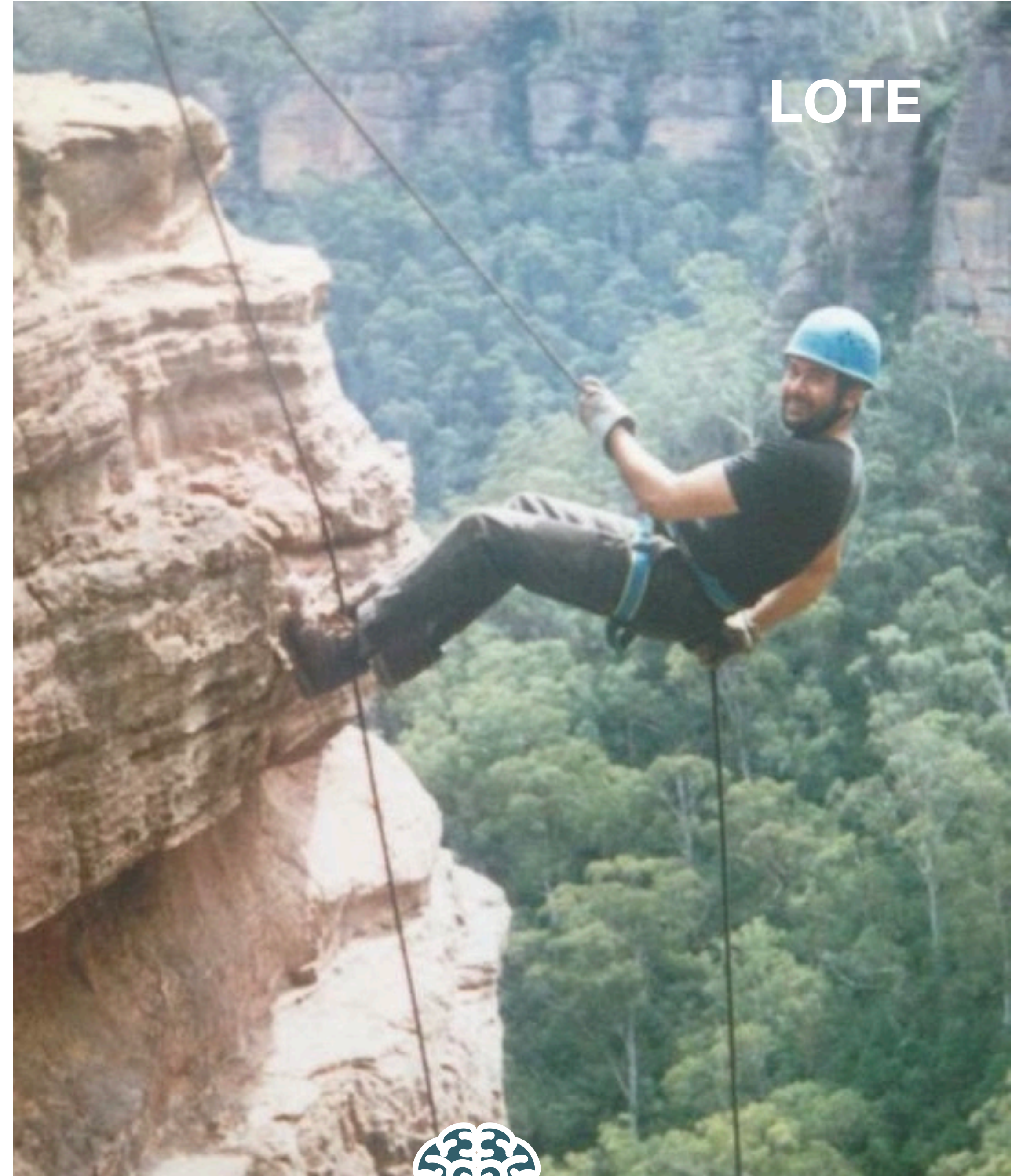


Russell Cotter - Enterprise Business Architect

Bio.

- Enterprise Business Architect
- Technology - OSI Stack
- Australian American
- Multiple Industry Sectors
- Advisor
- Arts
- Family

LOTE



... I write code. Why would I need to know about business architecture?

To serve at the pleasure of the business, we have to think more like a business.

Differentiate ourselves from our competitors.

Value

Bring products and services to market in a timely fashion.

Speed

Help our employees plan, decide and execute their duties easily.

Morale

Stay out of jail.

Safety

Level set.

No fancy schmancy
functional models!



No fancy schmancy
system schematics!

This presentation is not about teaching you how to **do**
Enterprise Business Architecture.

It's about teaching you **about** Enterprise Business
Architecture.



Definition.

Enterprise architecture (EA) is "a well-defined practice for conducting enterprise analysis, design, planning, and implementation, using a comprehensive approach at all times, for the successful development and execution of strategy.

Snoozefest Alert!



What is “architecture” about? No, really?



**Architecture helps to
re-shape a complex
view of your Enterprise
into a more elegant
view.**



Defines

Components and
relationships

Supports and improves

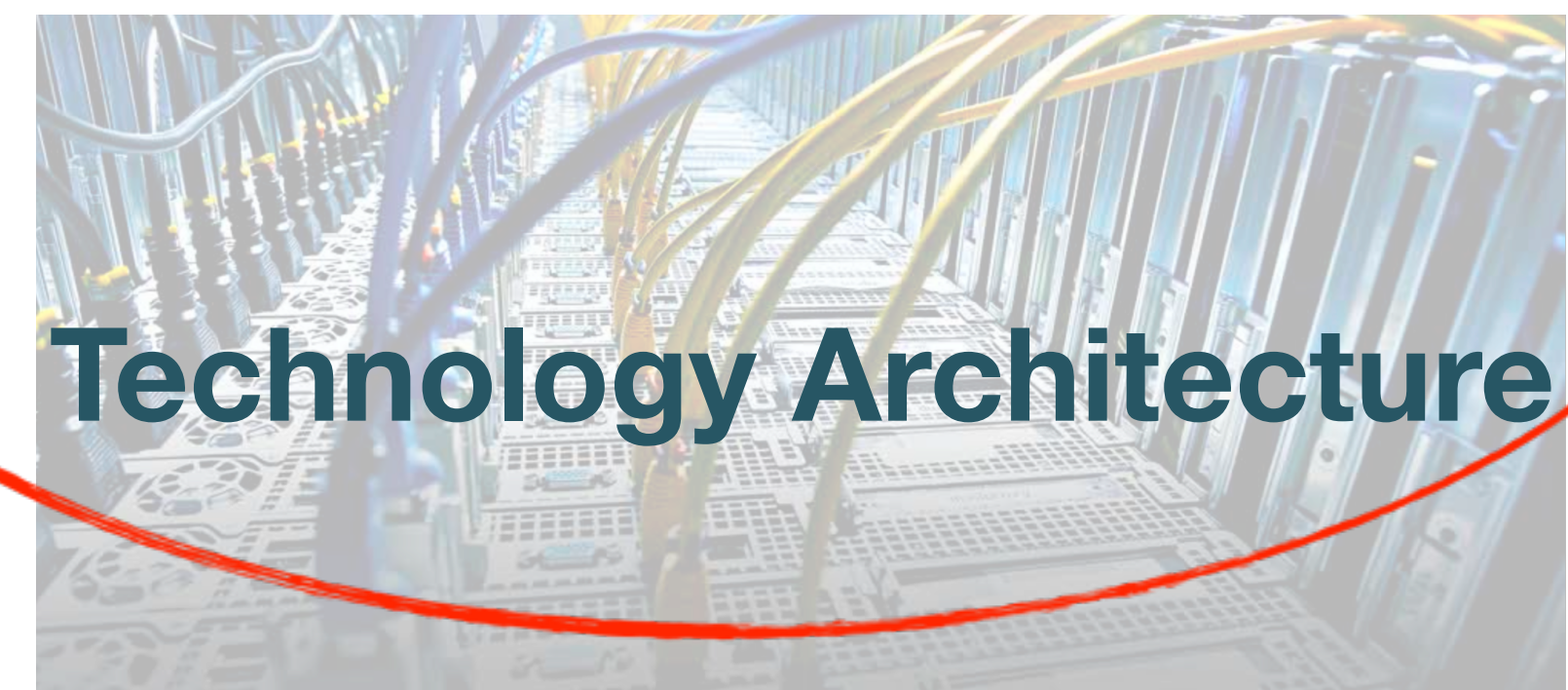
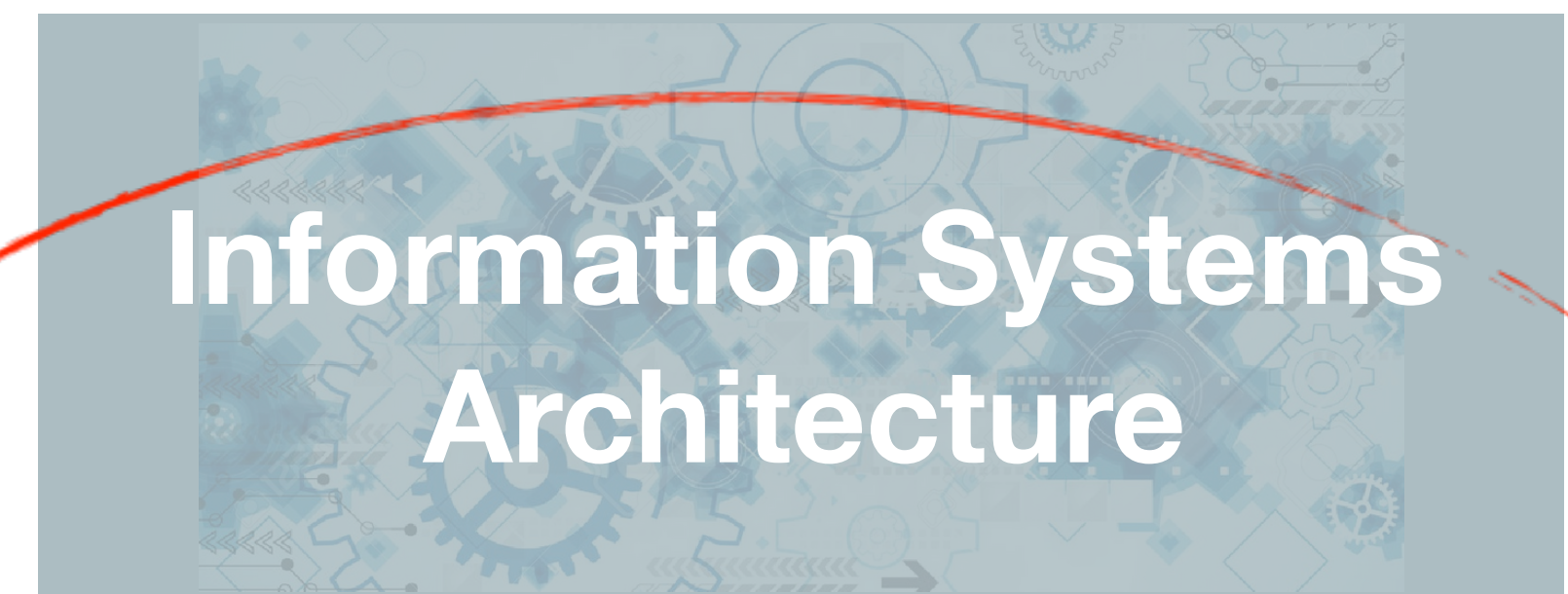
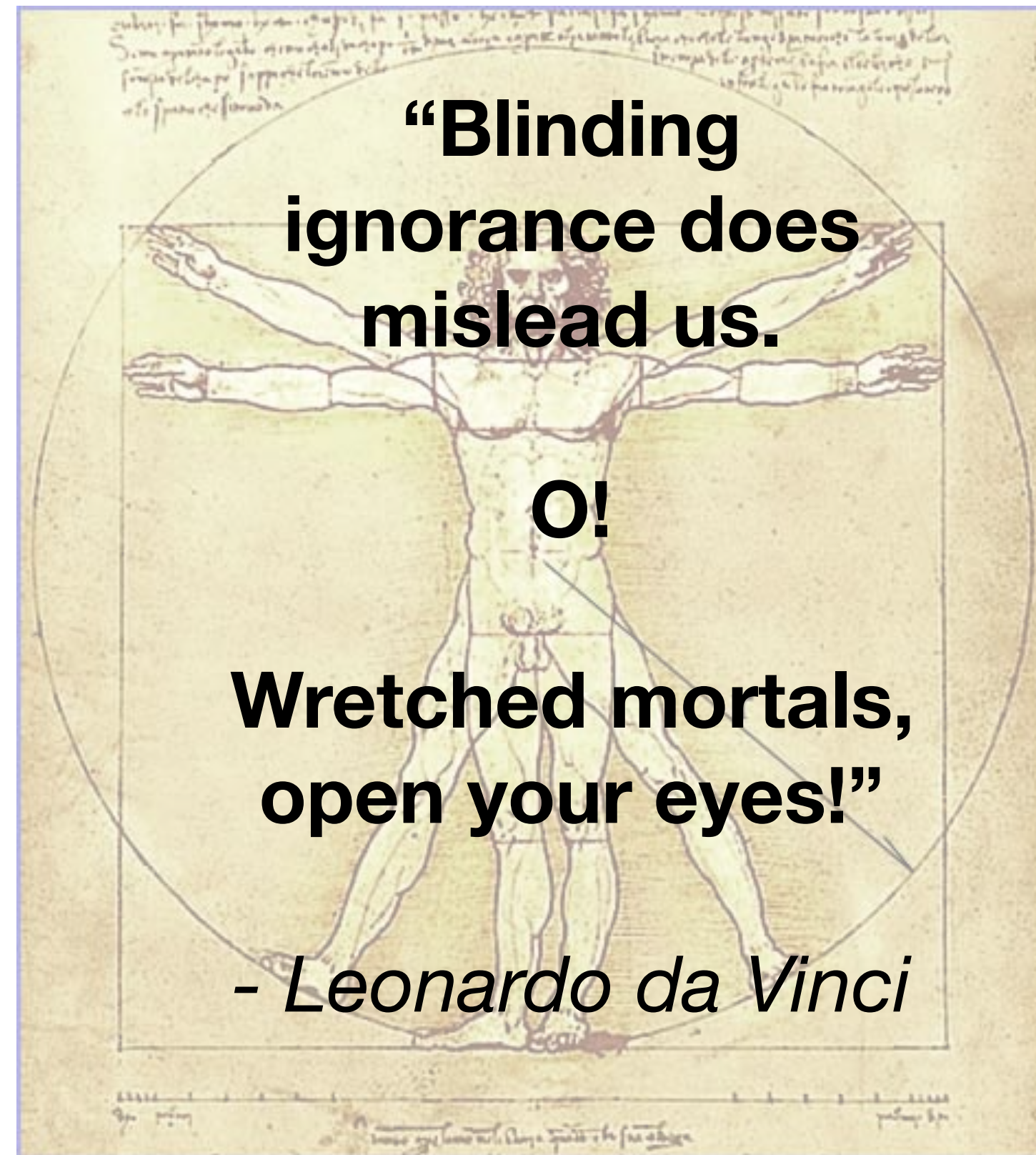
Decisions and Design

Reveals

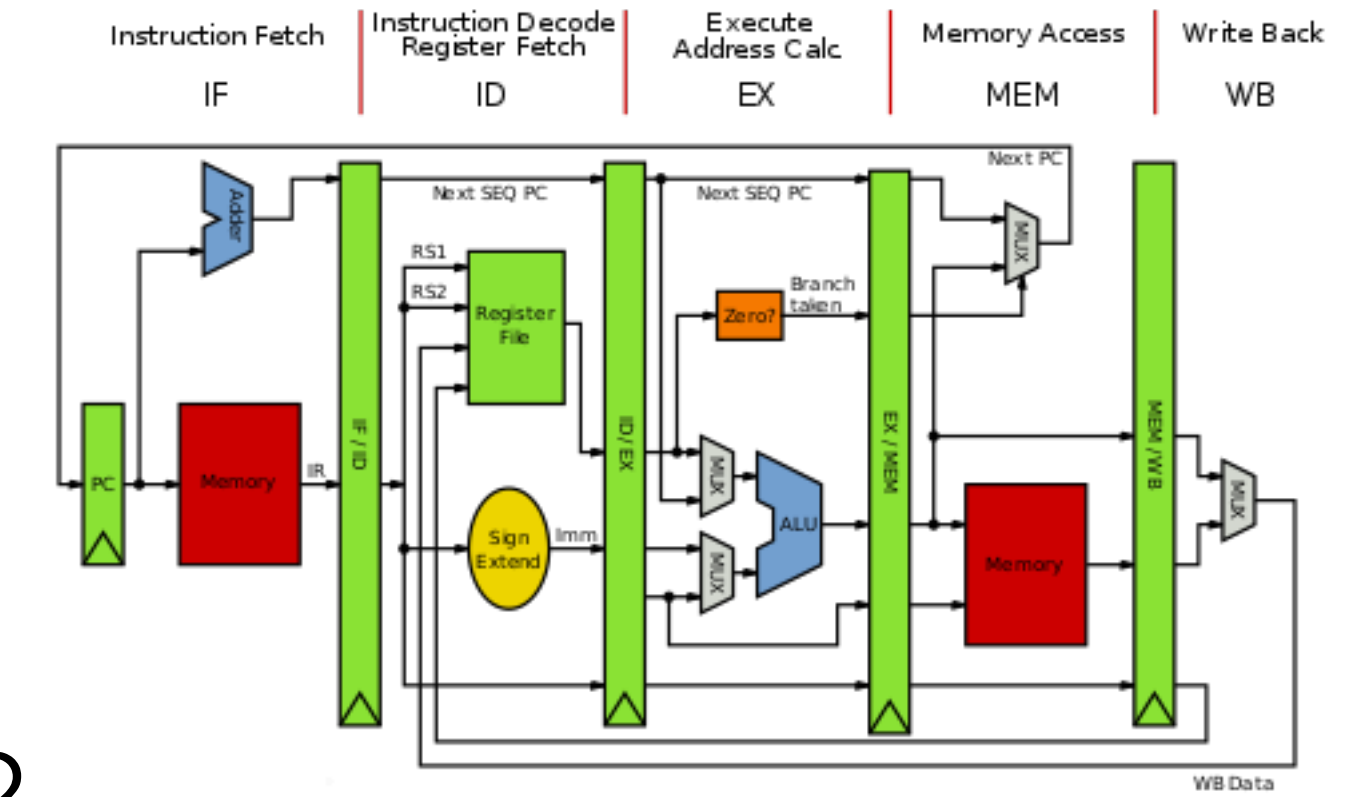
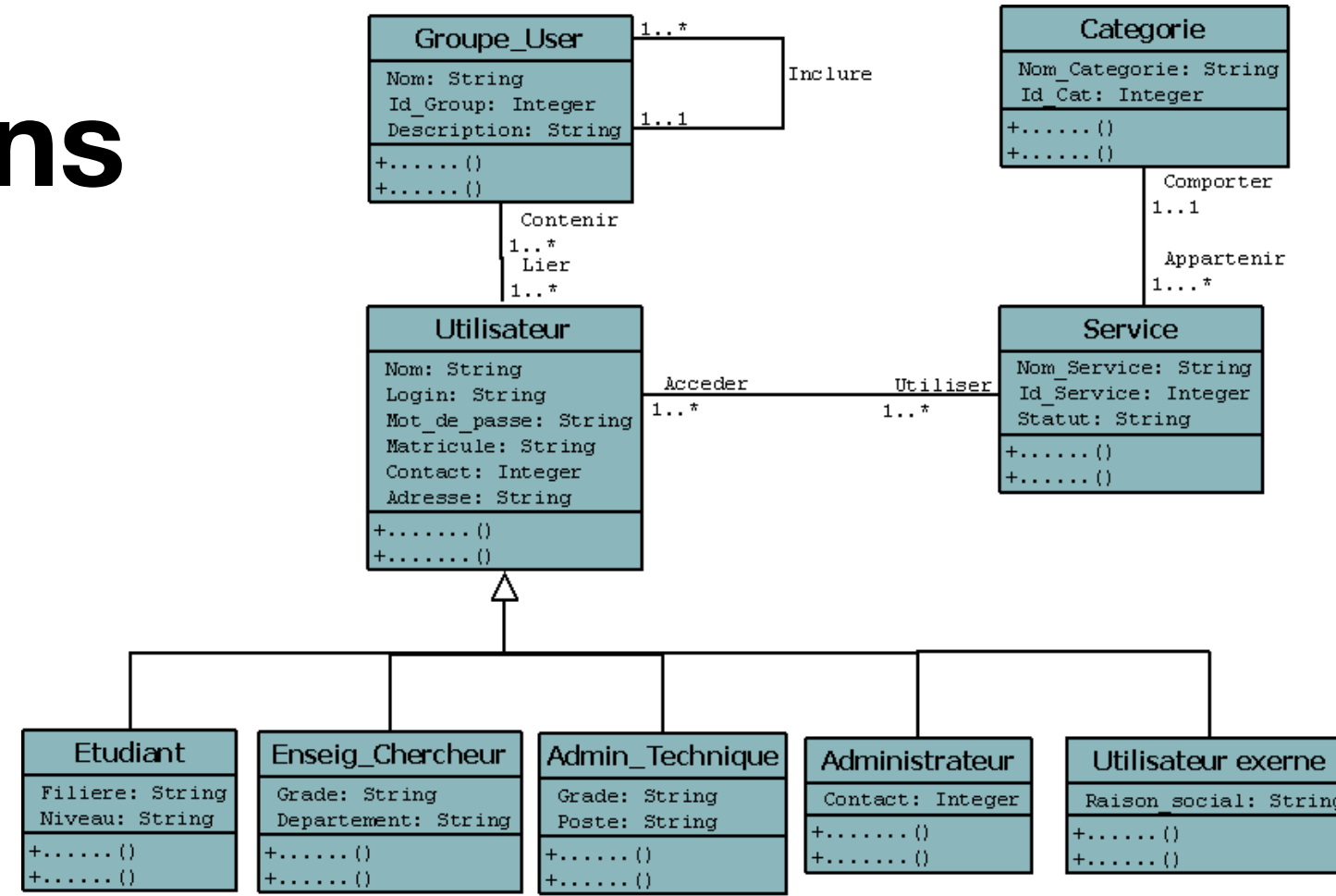
Dimensional
Complexity



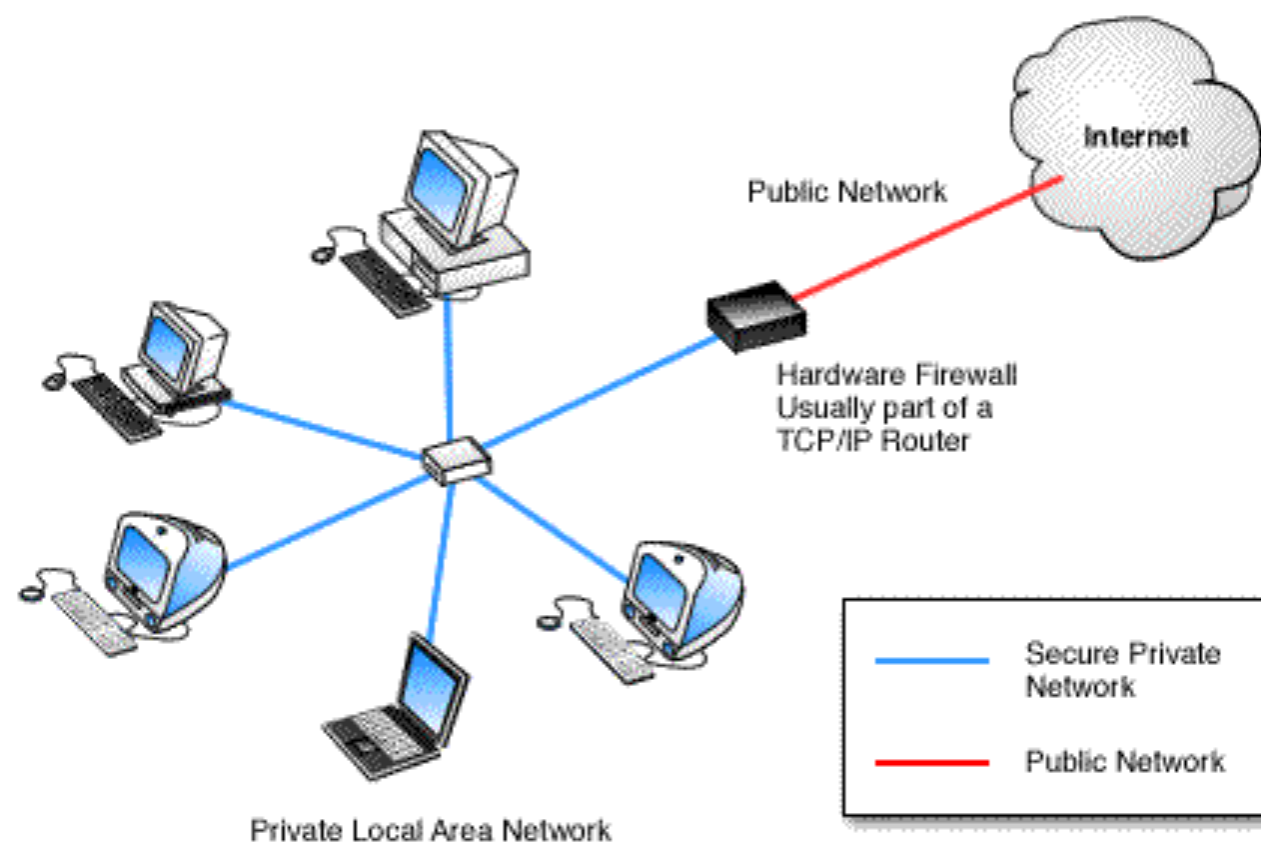
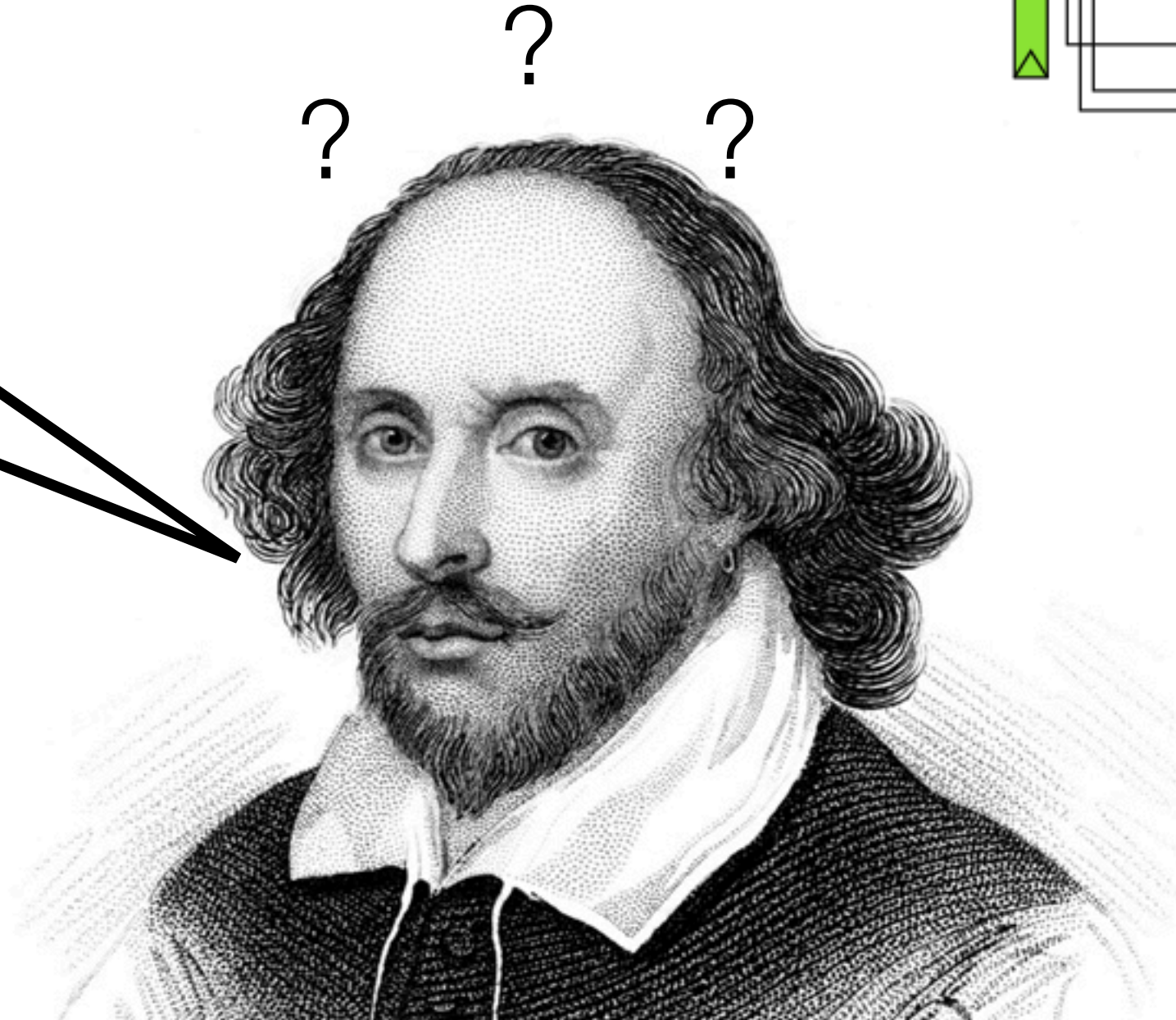
Where we focus and where we do not.



... and yet, there are questions



So, what is the **“Business Architecture”** you speak of?



Time's up.

Business needs to drive technology strategy.

Is this always true though?

Technology and Business need to communicate effectively.

Technology may offer insights for innovation and implications for risk.



“Business-outcome driven Enterprise Architecture”

The theme of the 2018 Conference on Enterprise Architecture

Gartner.



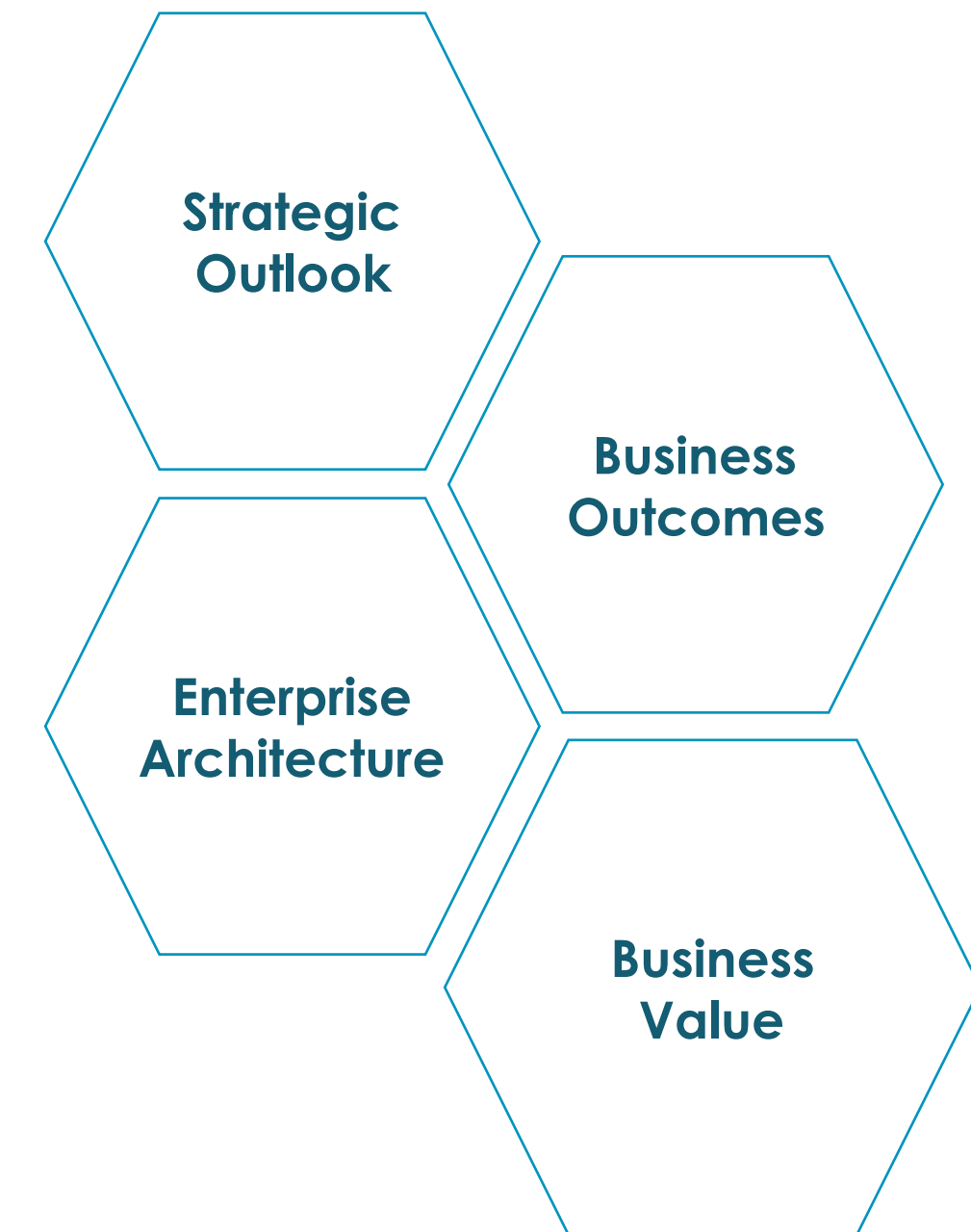
Why do we need Business Architecture?

- **What is Business Architecture?**

- Business Architecture provides services and delivers artifacts about business that are useful to support strategic growth while maintaining current stability.
- It is NOT Technology Architecture but is a necessary pre-requisite to many Technology Architecture disciplines such as Solutions Architecture.

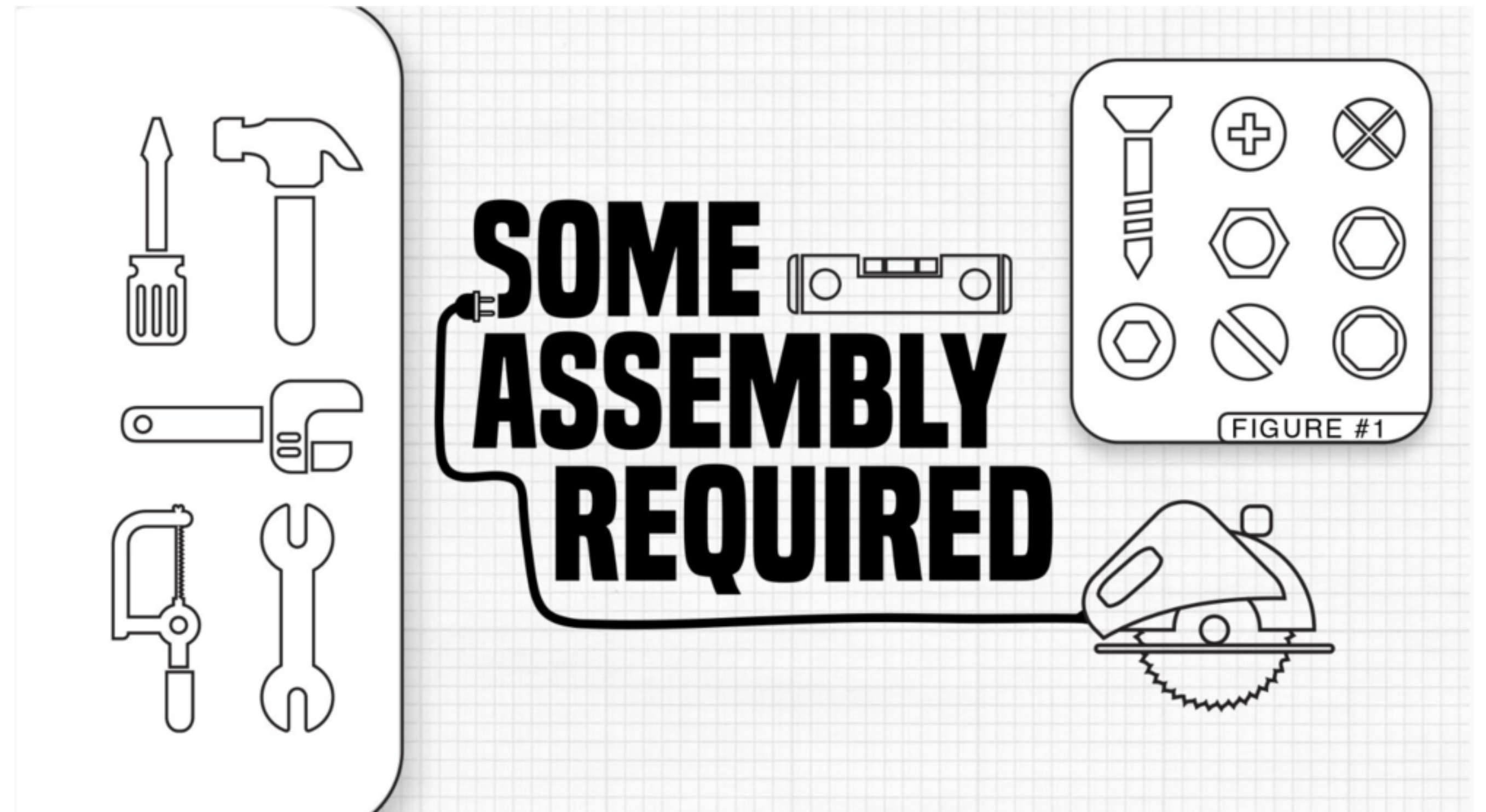
- **Why does it matter?**

- It models and communicates the Business target state to IT with contextual information including stakeholders, value streams and strategic capabilities.
- It is essential for decision support to shape products, drives technology change and helps to prioritize delivery of strategic business outcomes across the enterprise.



What does Business Architecture deliver?

- Business modeling
- Strategic Priorities
- Value Streams
- Target State Business Capabilities
- Prioritization analysis
- Business Roadmap
- Communication Forums
- Evergreen Governance



Who are the consumers of Business Architecture?

- **Program Management**

- Need to drive Strategic Planning Change and Maturity Improvement.
- Define and socialize the Business Target State for budget planning.

- **Product Management**

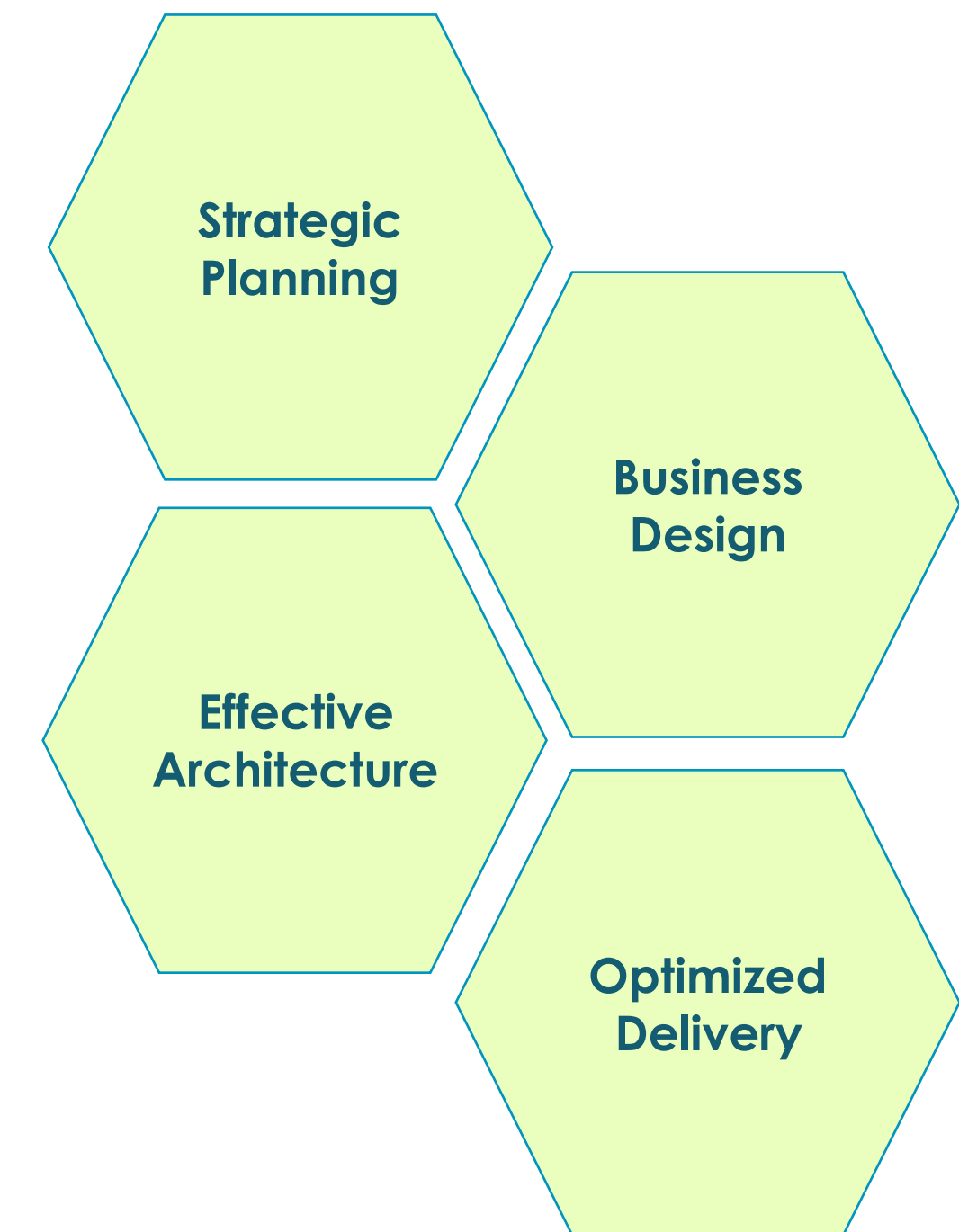
- Support the ideation of new backlog items for Product Owners and assess risks and opportunities for product features being introduced.

- **IT Solutions Architecture**

- Need to capture, understand and apply target state business capabilities and High Level use cases for conceptual design.
- Utilize a big-picture view of the future business outcomes in terms of integrated solution design that is easy to use and maintain.

- **Technology Delivery Teams**

- Apply program level strategic themes as feeders to Product Backlogs
- Govern the introduction of features to avoid functional redundancy



A Stark Contrast.

From an Enterprise perspective, Business and Technology not only have to co-exist, they need to become so seamless that they are considered as one.



Business



Technology



Remember this...?

Business needs to  *drive* technology strategy. *Is this always true though?*

What if the business didn't know that there were IT capabilities that could drive business improvements?

Technology driving its strategy for business value.

Coding the system in this way, makes it safe for the business to introduce new variables for pattern analysis - avoid a rigorous software effort every time!

Tech will be delivered slower this time.

If we develop our APIs following a certain standard, we can raise the amount of code re-use while also maximizing interoperability between systems in the future.

Tech will cost more in the short term.



Who's accountable?

Business leaders need to take more responsibility for owning, developing and socializing their strategy with IT.

Enterprise Business Architecture plays a big role here.



Who's accountable?

Technology leaders need to take more responsibility for listening to their business clients and not overwhelming them with technology jargon.

Enterprise Business Architecture plays a big role here.



Why does it matter?

Enterprise Business Architects are those who help to piece together the strategic architectures that influence the technologies that will best serve the business.

Multiple dimensions.

While the business runs.

Complex Enterprises require definition of its Business and its Strategy. Even when tactical priorities prevail.

Change relies on clear communication between producers and consumers of Business services.

Action needs to be carefully decisive and fulfilled to ensure the Enterprise will run and grow the Business.

Improvements are the reason why customers are retained, investors keep capitalizing and partners remain.



Call to action!



What is one thing you may explore in more detail when you return to Java land?

- Are there questions you might ask of the business about the “why” in order for you to grasp an improved context of the problem being solved?
- Would you want to acquire a deeper understanding of the big-picture that defines the business target state?
- Are there technical challenges and / or opportunities that deserve a conversation with the business to lower business-IT friction?
- Determine whether your architects are making complex things more complex or more simple.



Resources.

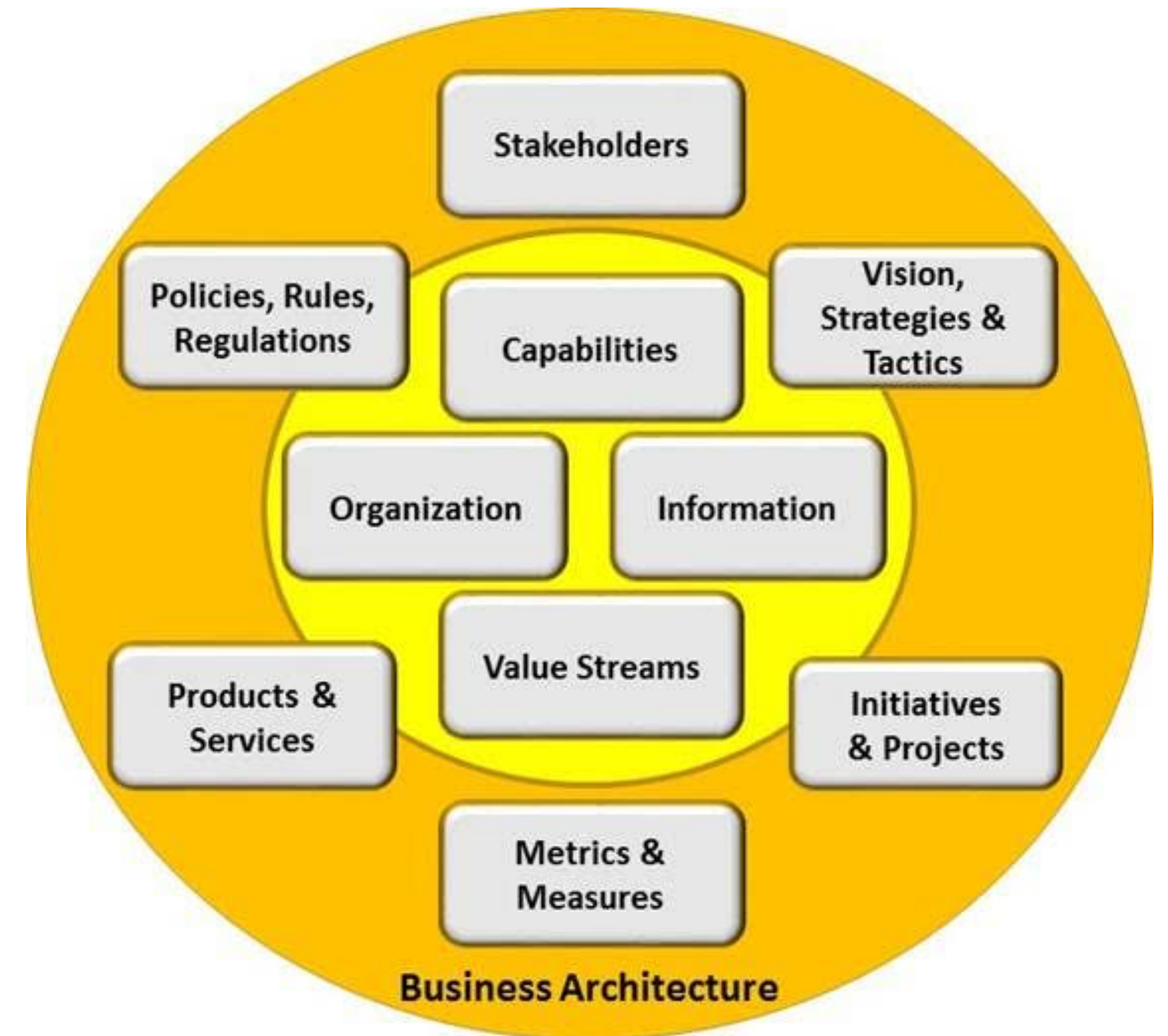
The Open Group Architecture Framework (TOGAF): opengroup.org

The Business Architecture Guild
businessarchitectureguild.org

gartner.com

bainstitute.org (Business Architecture)

russellcotter@gmail.com



THANK YOU!

Hope you gained some key insights.

Validation of current thinking.

Ideas to advance your Enterprise.

russellcotter@gmail.com

Demystifying Architecture

