

EA and BPA – Benefits of Alignment

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Some Barriers to Business Growth

- On-going Global Economic Crisis and uncertainty
- Growing Business Complexity
- Organisational Structure Complexity
- Executive and Management Support inconsistent
- Existing systems and technology constraints
- System development does not align with business needs
- System design occurs before analysis

Q: How should we control the impact of changes?

A: By aligning Enterprise Architecture and Projects.

Barriers to Successful EA

- Lack of effective Project Portfolio Management
- EA is still seen to be IT Architecture
- EA is still seen as a cost to organisations
- EA is not fully understood in organisations
- EA roles and Business Analysis roles not fully understood in organisations
- Limited tools to support EA

Enterprise Architecture is the enabling structure for the Enterprise

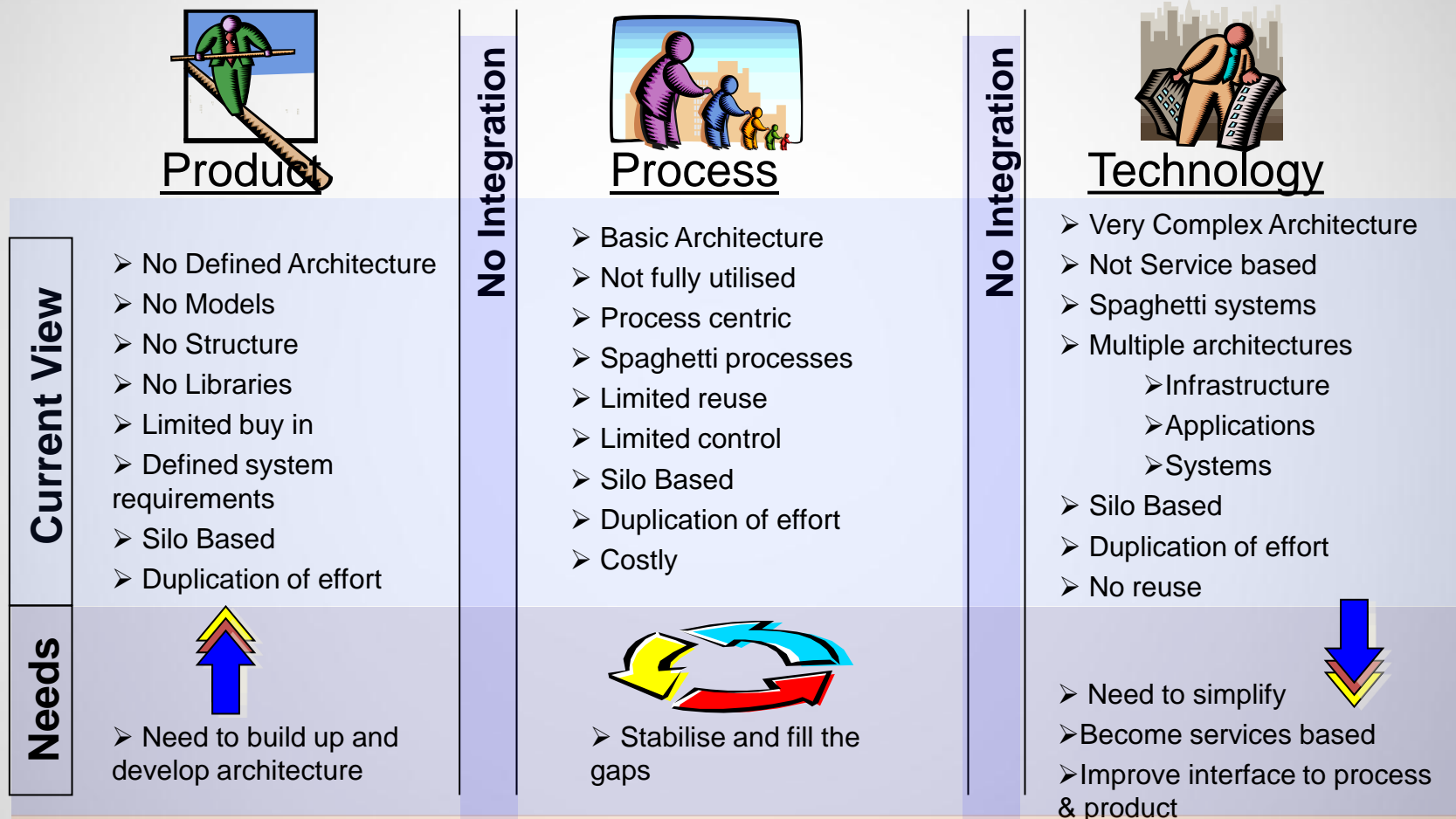
Enterprise Architecture: Is the design by which the organization achieves its business goals and delivers business objectives.

Enterprise Architecture Provides:

- **Alignment of IT with Business**
 - traceability of IT investments to Business Objectives
 - investment portfolio management
- **Complexity Control**
 - enterprise programme management
 - on-target capability delivery (schedule, cost and performance)
- **Framework for Execution**
 - systems integration and architecture compliance
- **Means of Communication**
 - value of business aligned IT investments

Why is Enterprise Architecture Needed?

Enterprise architecture refers to the scope and boundaries of an organization's operations, including the processes, information, people, assets, IT architecture, customers, and suppliers with which the organization interacts to implement its business strategy.

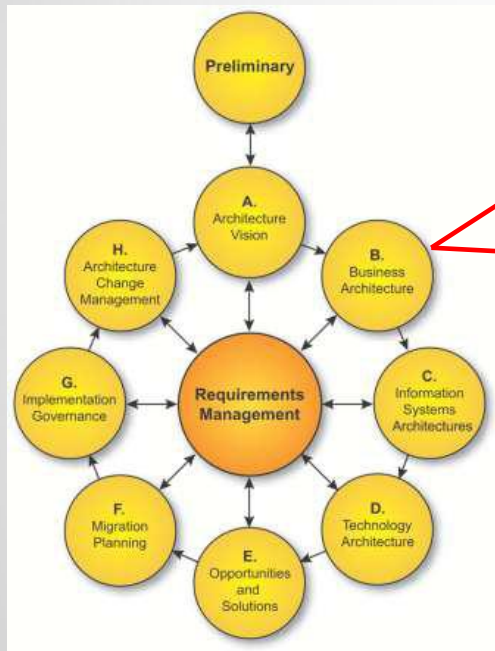


Enterprise Architecture must take a broad view across the organisation

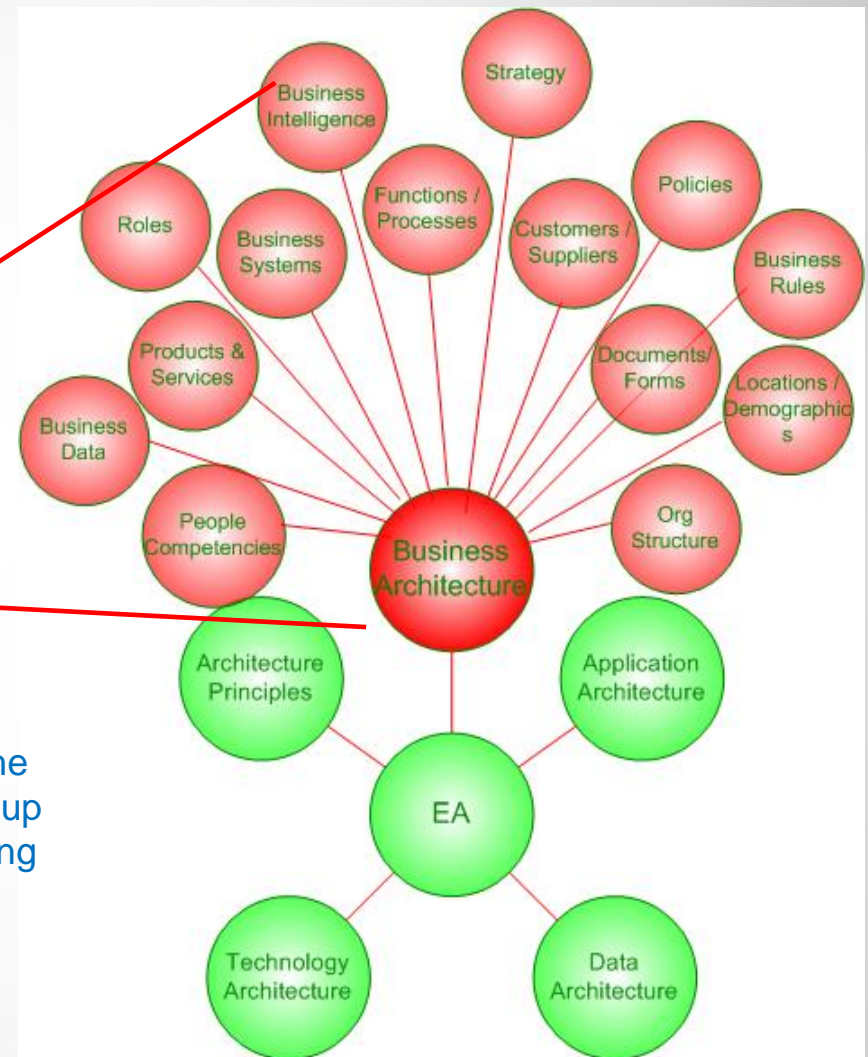
Enterprise Architecture domains

TOGAF explains that there are four kinds of "architecture" that are commonly accepted as subsets of an overall Enterprise Architecture:

- ❖ Business Architecture;
- ❖ Data Architecture;
- ❖ Application Architecture; and
- ❖ Technology Architecture.



Business Architecture provides high-level conceptual models of the components that make up the organization including the use of technology components.

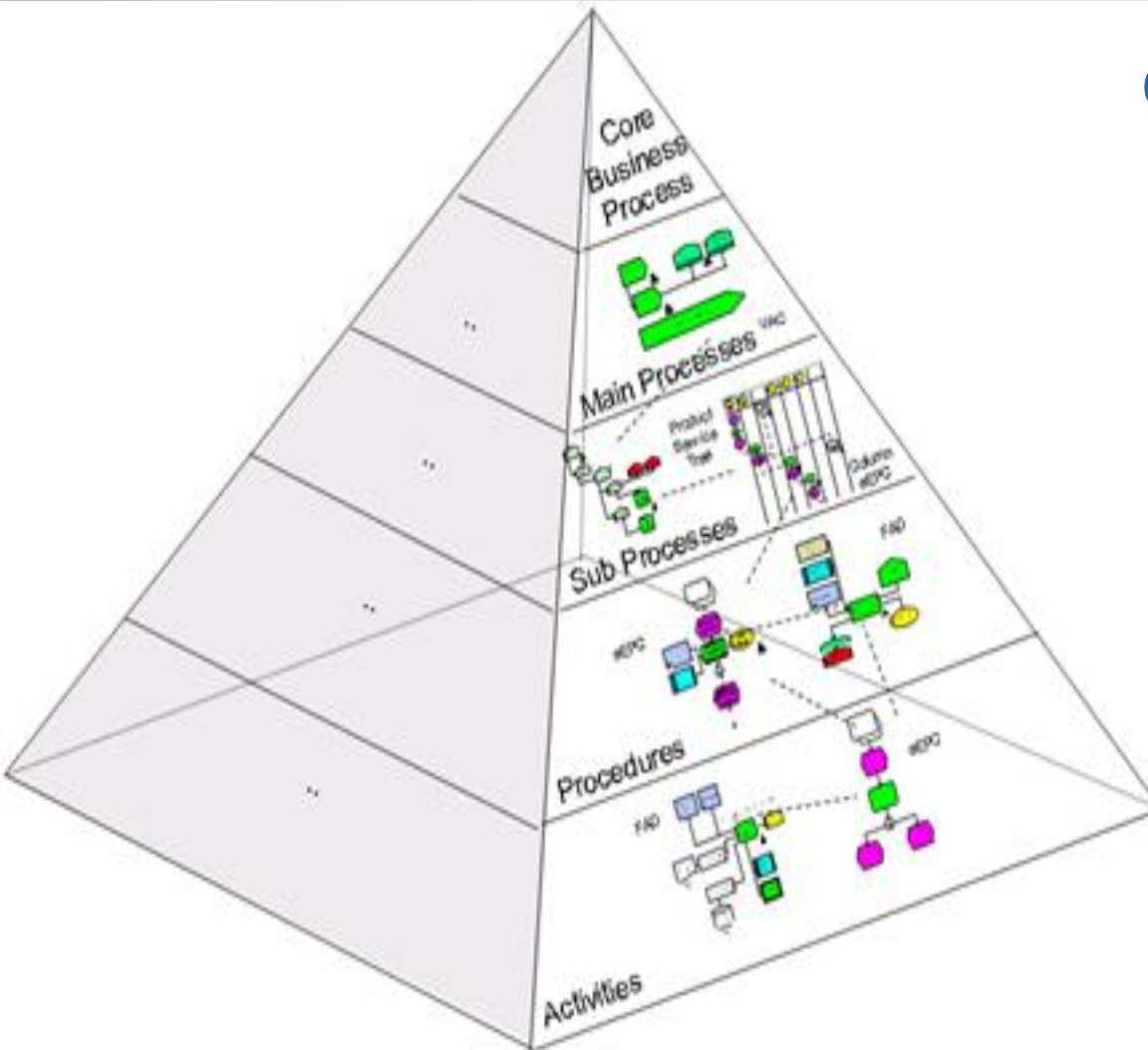


Typical Business Architecture deliverables

Business Architecture includes building:

| Strategy and Goals Model | Business standards and principles |
|---|---|
| Functional Decomposition Model | Business terminology definitions |
| Organisation Structure Models Organisation Location Models | Organisation Value Chain Models |
| Product categorisation and classification Model | Behaviour Models – Workflow, Process Activity Models and Events |
| Business Services categorisation and classification Model | Structure Models - Data Models and lists (Conceptual and Logical level) |
| Role Catalogues | IT Architecture catalogues and landscapes |
| Business Policies and Business Rules | Review of the organisation's Project Portfolios |
| Business Landscape views | |

EA Top-down view



Conceptual



Architecture views are built at a high level of abstraction that are reusable at lower levels.

Logical



Physical

Consider all dimensions

Abstract & Boundaries

Structure

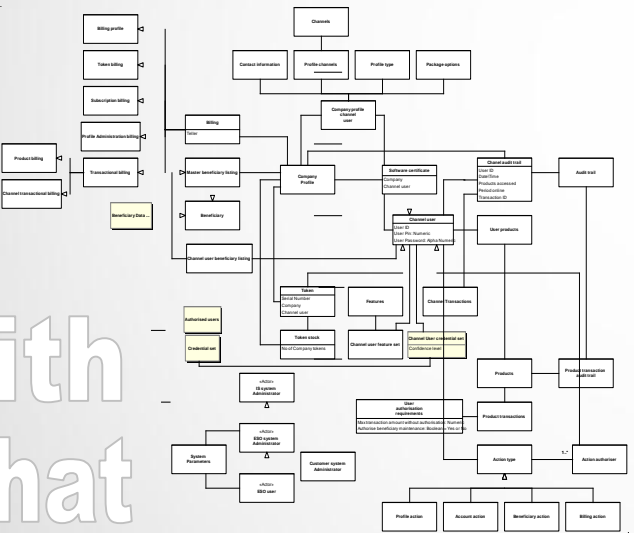
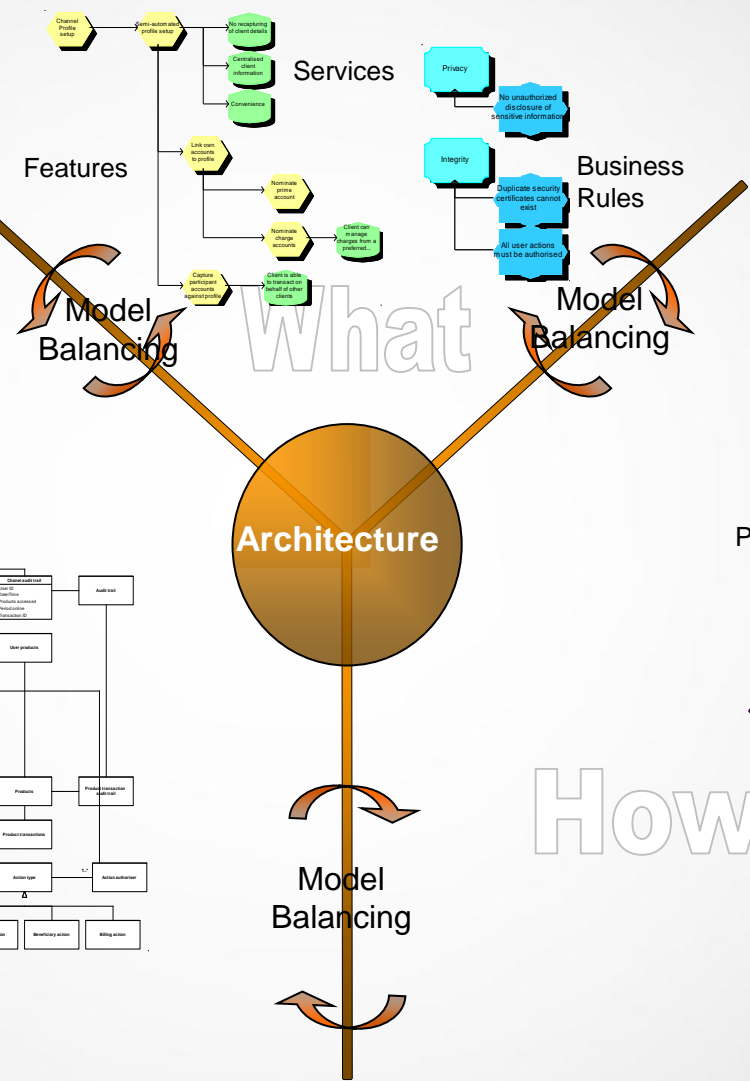
Behaviour

With
What

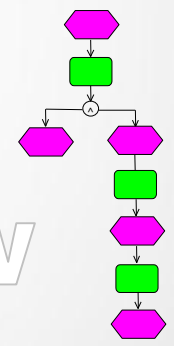
How

Architecture

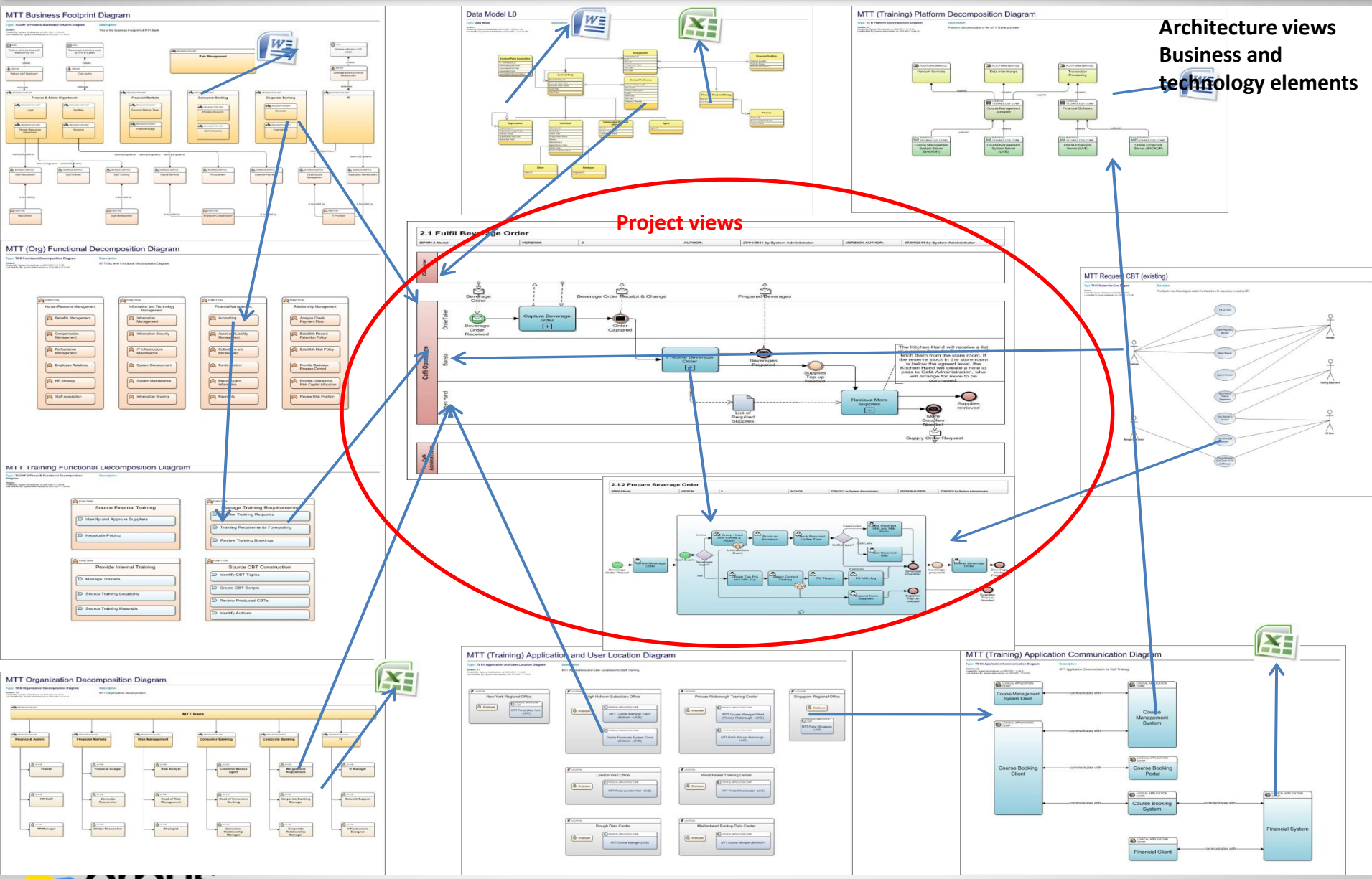
Model
Balancing

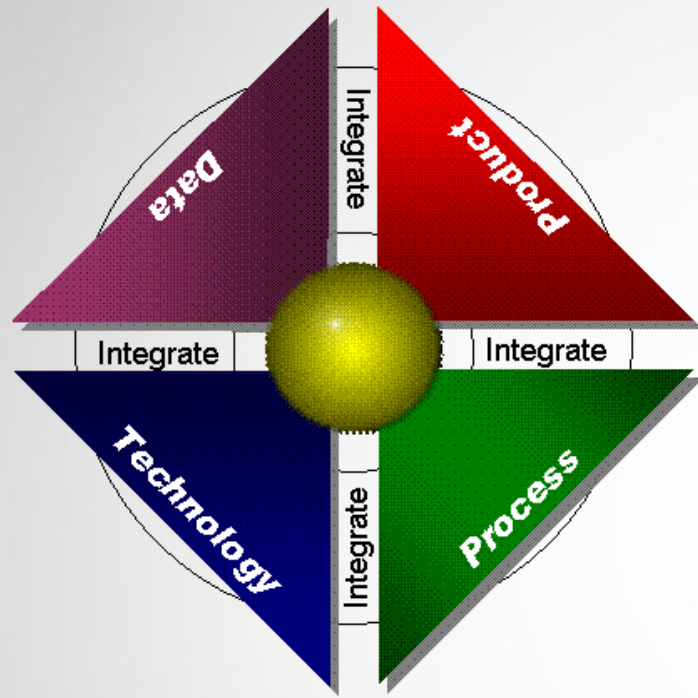


Processes



EA and BPA reuse



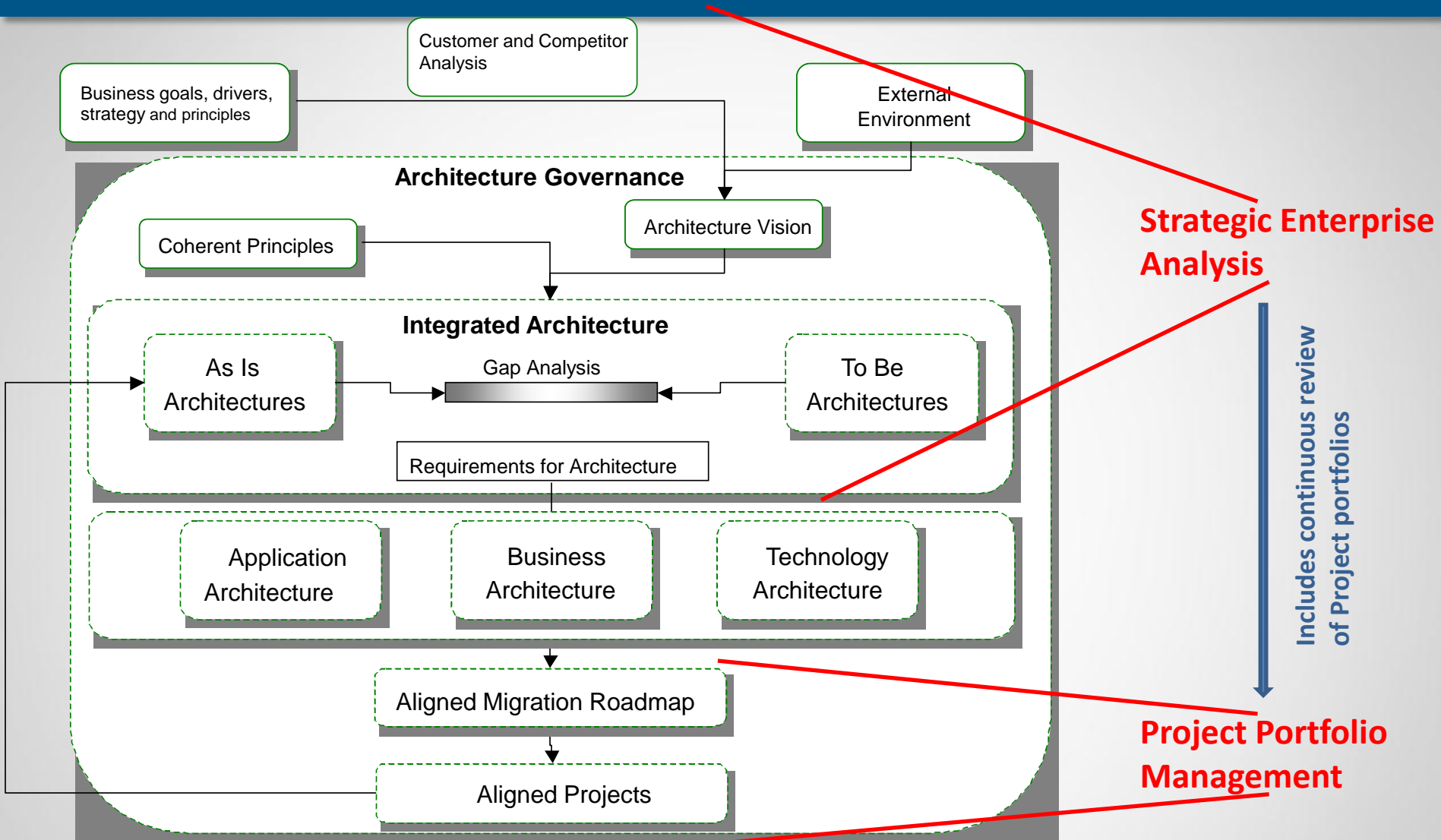


- Benefits of an Integrated Architecture
 - Organisation components and activities align to strategies
 - Long term view with migration plans
 - **Model Driven Architecture Principles**
 - Framework to work within
 - Common governance
 - Reduce Separation of concerns
 - Collaborative and iterative approach
 - Hi-level design integrated across the 4 dimensions
 - Improved requirements definition
 - Reduced risk
 - Re-use
 - Drives Innovation Process
 - Governs methods required for content population
 - Adaptable for future requirements

Several studies have estimated that rework costs can amount to 50% of total project costs, of which requirement errors comprise 70 to 85% of these rework costs.

Raytheon Study, Calculating your Return on Investment From more effective Requirements Management, Rational Software Corporation.

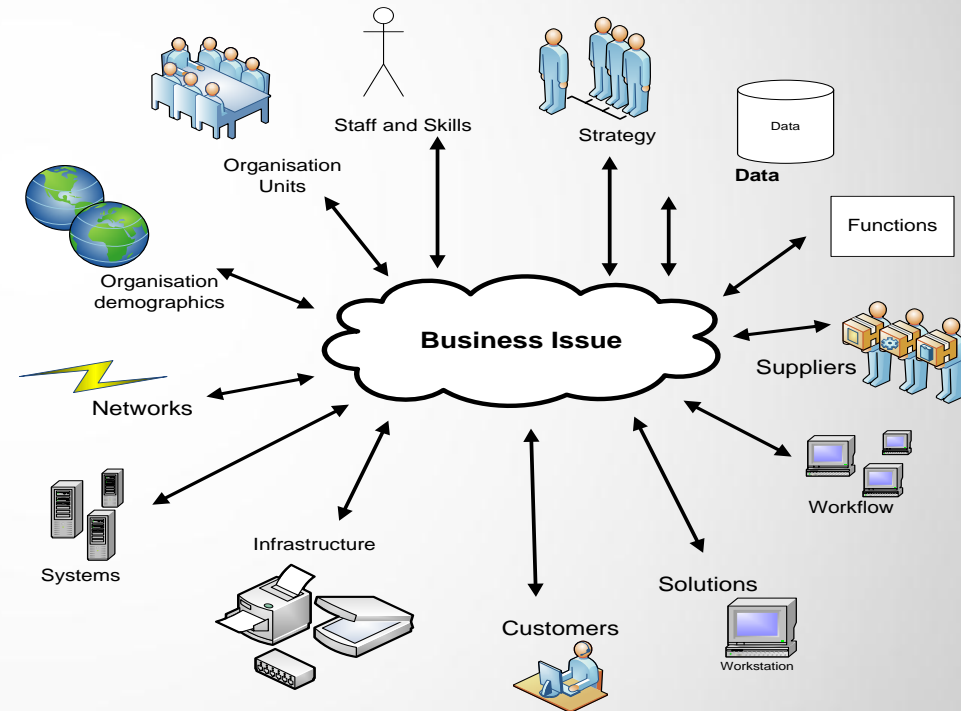
Integrated Architecture



All Projects must be financially justified and the right solution approach to be supported by a cost vs benefit justification. The Business Case Decision package is reviewed on an ongoing basis to ensure projects are still relevant.

Strategic Enterprise Analysis considers

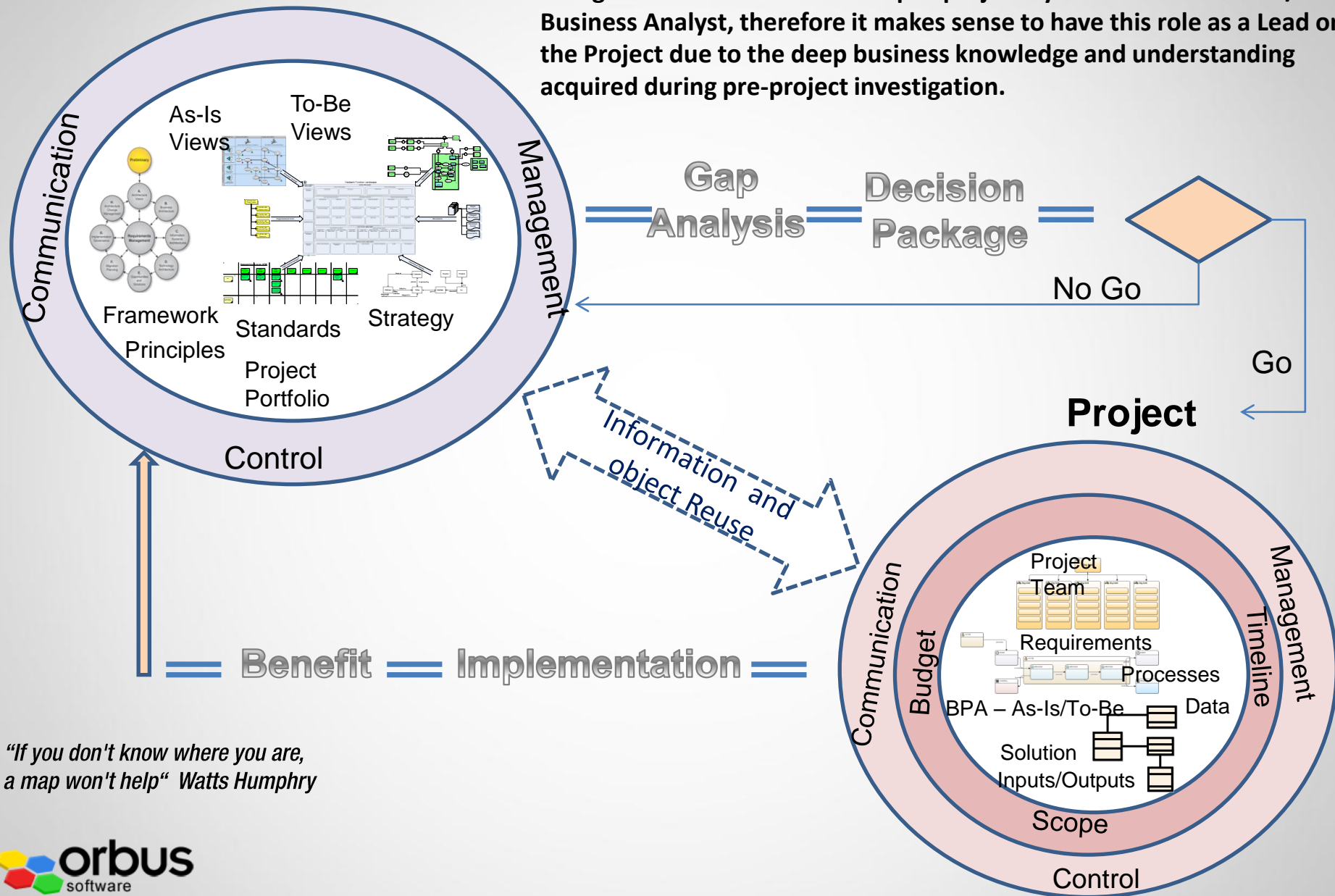
- An understanding of how the organisation's Customers perceive value from the organisation's products and services (core business),
- How Customers see the organisation as one company selling and servicing products – (customer service is usually greatly compromised in a silo'd organisation),
- How the organisation's processes (and human resources) support the delivery of its products and services,
- How IT supports the business processes, and
- An ongoing review of the project portfolio.
- A gap analysis will identify why strategic goals cannot be achieved.
- The Business Case is built to financially justify the initiation of a project that will implement change.



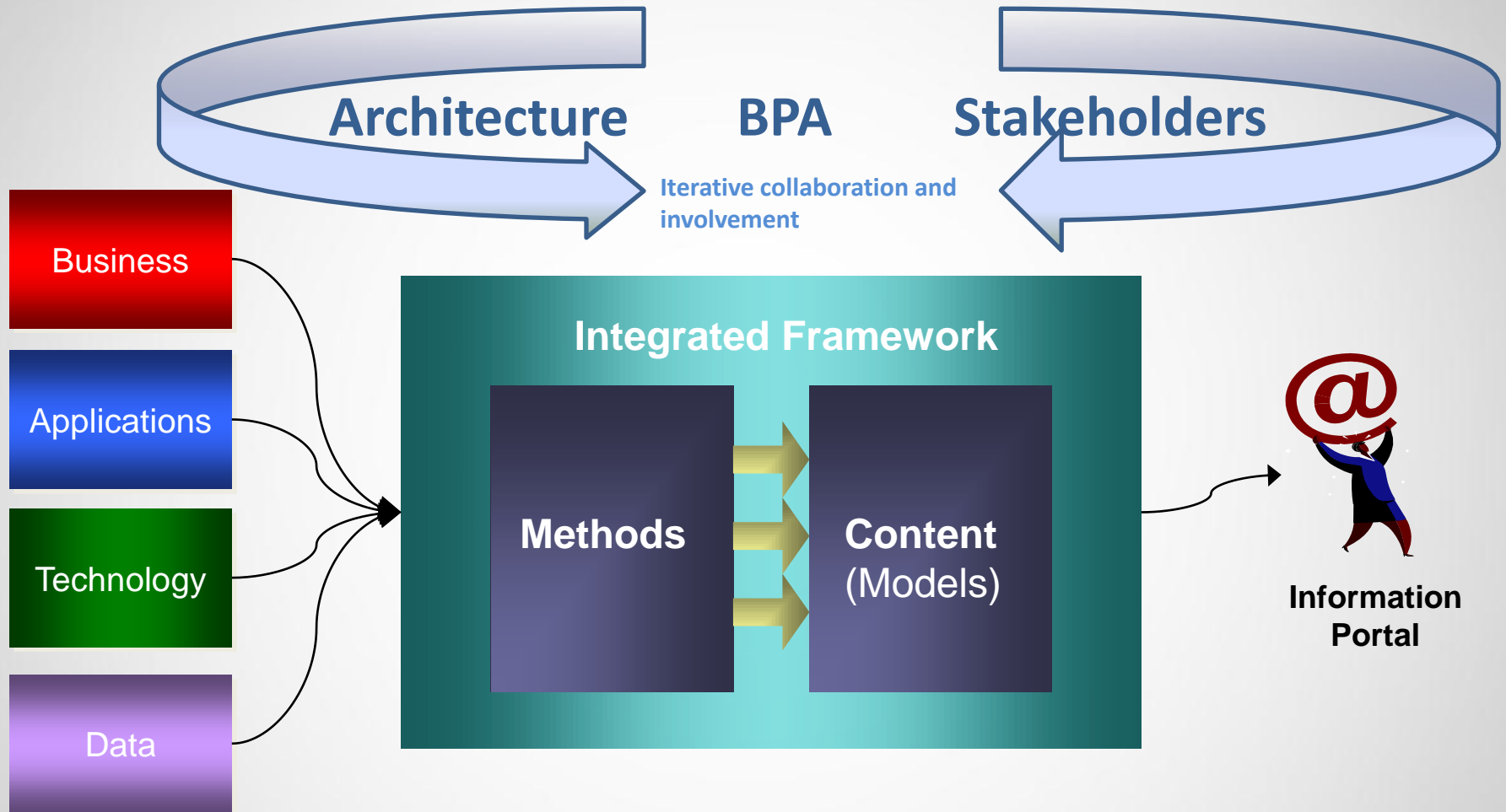
Business Problems /Opportunities are created through ongoing interactions between elements

EA to BPA

A large amount of work is done pre-project by a Business Architect/Snr Business Analyst, therefore it makes sense to have this role as a Lead on the Project due to the deep business knowledge and understanding acquired during pre-project investigation.

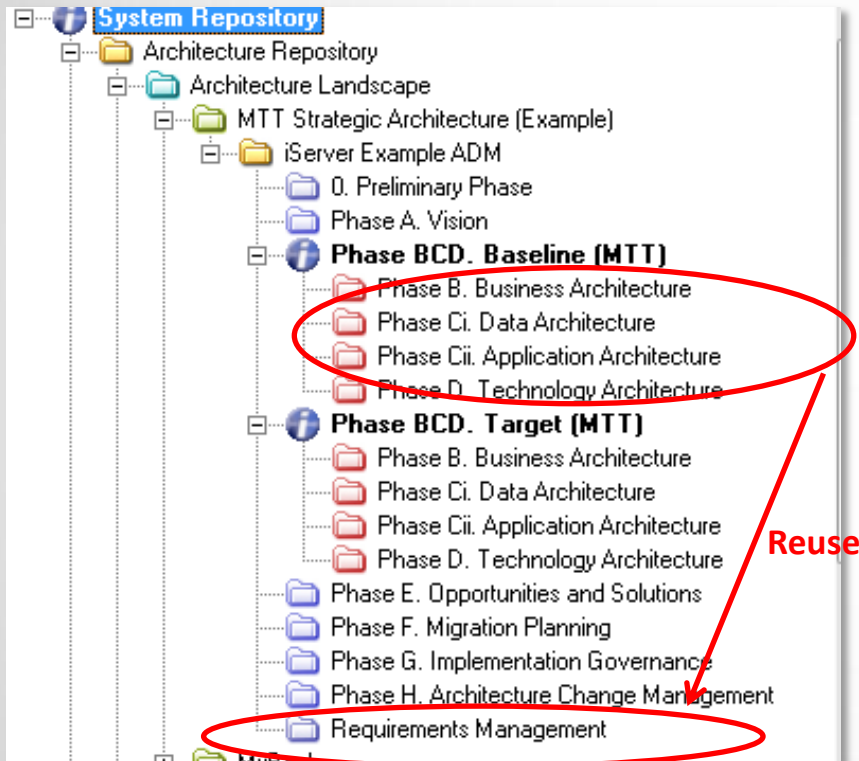


Exposing the work done



Shared Repository

Organisations should invest in simple tools that provide an integrated modelling environment and central repository to remove the complexity of EA and Project work and increase re-use.



The business strategy is a living document and is only effective if made visible to the organisation. To effectively align the organisation to its strategy, an integrated modelling environment tool with a central repository should be implemented that links the organisation vision to enterprise architecture, process models, service models and to supporting documentation content that allows for sharing and collaboration between Architects and analysis teams across the organisation.

Benefits of Aligning EA and BPA

- ❖ Provide a common understanding of the “business”
- ❖ Provide the link between business strategy and the other major architectures
- ❖ Identify opportunities for business process improvement
- ❖ Provide a business-driven direction for IT
- ❖ Provide a framework for shared data across functions and integrated systems
- ❖ Evaluates the organisation’s capability to support its mission and strategy
- ❖ Identify measurements for managing the business and for process improvement
- ❖ Support the sharing of systems across the organisation, making best-of-breed solutions feasible
- ❖ Identify inefficiencies, duplication and redundancies
- ❖ Understand the impact of changes

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- ❖ Identify inefficiencies, duplication and redundancies
- ❖ Understand the impact of changes
- ❖ Facilitate end-to-end process mapping across organisational areas
- ❖ Organisation knowledge is held in one place and available for everyone to share
- ❖ Organisation knowledge is categorised and classified accurately to reflect reality (Taxonomy)
- ❖ Organisation standards, principles and terminology definitions are documented and shared
- ❖ Projects use sub-sets of organisation information based on project boundaries (scope)
- ❖ Project teams use architecture knowledge and outputs to reduce investigation and analysis time
- ❖ Project time is reduced
- ❖ Operations are aligned to strategic objectives and goals
- ❖ Organisation can leverage increased return on investment by determining whether the benefits from individual projects have a broader benefit to the organisation.

Questions and Answers



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