



Open Group Enterprise Architecture Conference

IBM's internal architecture practice

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Conference Track #2C: Setting Up an Enterprise Architecture Practice

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Theme: IT Architects in IBM

- Why did IBM build IT Architect Capabilities in their Services organization ?
- What are the roles of an IT Architect in IBM ?
- What are the characteristics of the IT Architect ?
- What is the scope of work of the IT Architect ?
- What is the knowledge framework for the Architect Domain?
- How do we develop IT Architects ?

Historic Background

- **1980s: Services was an add-on value to product sales**
 - Pre- and post-sales support
 - Balancing staff supply/demand needs in internal IT projects
 - Some large system integration projects

- **1990's: IT Services as a strategic offering**
 - The IT Architect profession was announced by IBM in 1992 in response to client demands for expertise in a variety of areas involved in client-related professional engagements.
 - Best practices structure developed

- **2000's: IT Services as a business component**
 - Services Demand continues growing
 - Emphasis on leveraging knowledge, expertise, and experience

Business Drivers

- **Business Differentiator**
 - “Always remember that delivery excellence is the heart of our business” Bob Zapfel GM Americas

- **Global Business**
 - Virtual Teams
 - Communications
 - Standards & Quality Assurance

- **Productivity through best practices & reuse**
 - Human Resources is the highest component in Services cost
 - If you did it right ... keep using it. Don't do it again!
 - Asset Based Services (ABS) Business Model

The IT Architect Charter in IBM



- **The IT Architect defines -- architects -- solutions to client business problems through the reasoned application of information technology.**
- **Those solutions are manifested as architectures and can include systems, applications and process components.**
- **They may also involve the application and integration of a broad variety of products, technologies and services, various systems and applications architectures, and diverse hardware and software components.**

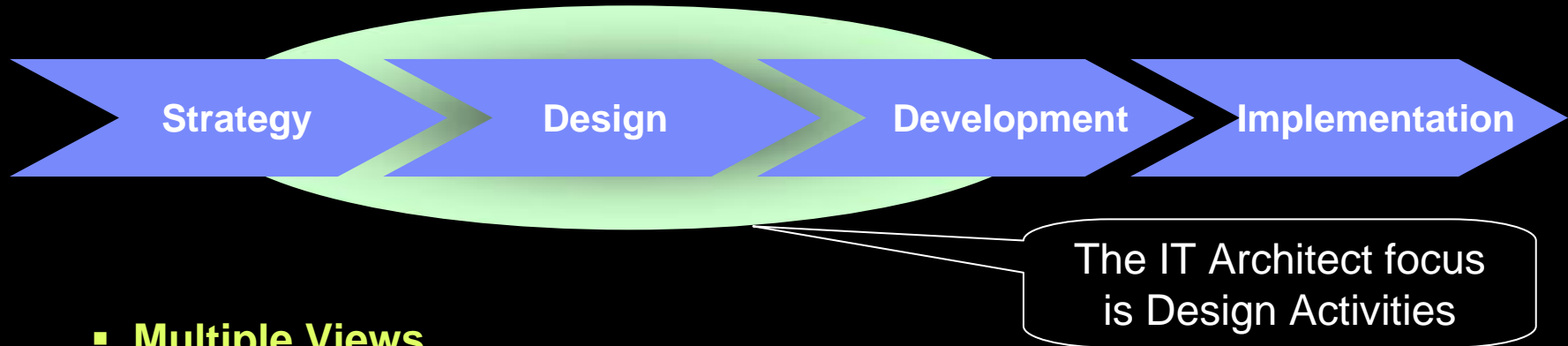
Population characteristics

- **6,000+ IT Architects worldwide**
- **3 Geographies, 47 countries, multiple organizations**
- **Information technology background – both education and experience**
- **Large majority involved in customer facing activities**
 - Consulting Services
 - Technical Sales Support
 - IT Outsourcing
- **Multiple Technical communities**
 - Technology
 - Business Role
 - Professional Interest



Architecture models & areas of concentration

- **The emphasis is still in systems lifecycle**

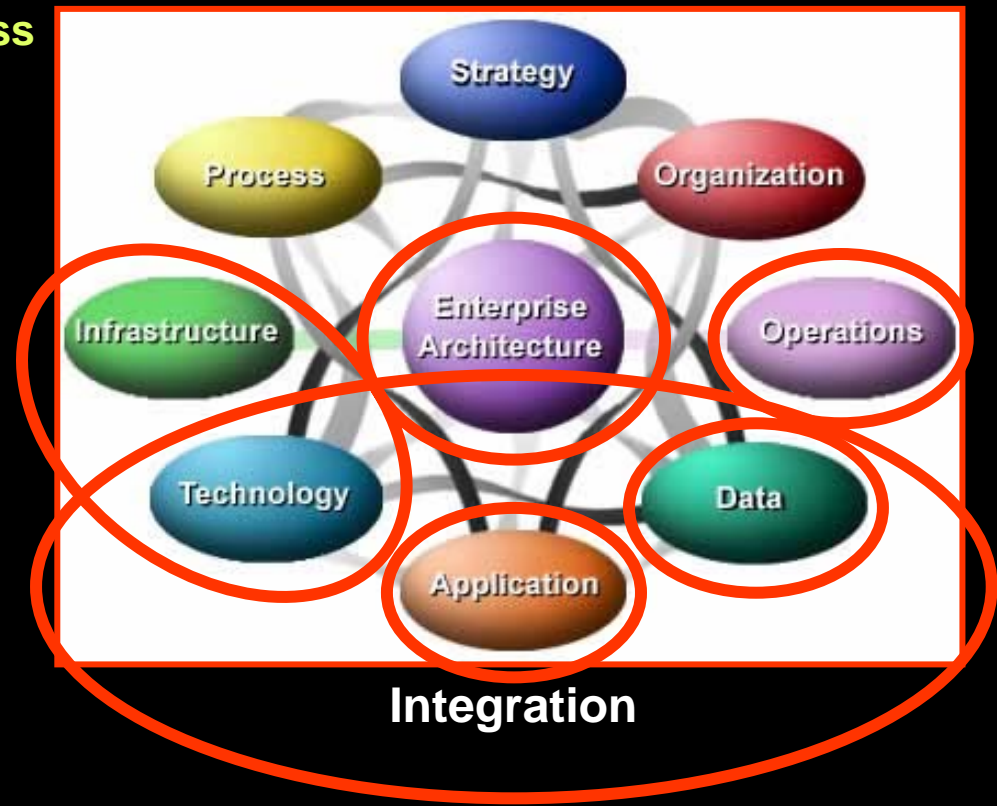


- **Multiple Views**

- Physical – Infrastructure – Operational Model
- Functional – Application/Services – Component Model
- Information – Data/Content - Information Models
- Management & Operations – Systems Management & Security
- Strategic – Enterprise – Technology Framework

Disciplines – Alignment with Architectural deliverable

- **Single method to enable a common language among all practitioners delivering business solutions**
- **Disciplines build around best practices to build the architectural artifacts**
- **Disciplines**
 - Enterprise Architecture
 - Information Architecture
 - Application Architecture
 - Infrastructure Architecture
 - Operations Architecture
 - Integration Architecture



Professional Development Program

- **Profession characterized by skills**
- **Skill development defined by roadmaps**
- **Roadmaps identify education and experience**
- **Professional Development measured by passing capabilities checkpoints – “Certification Events”**

