



Business Value and Enterprise Architecture

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Architecting-the-Enterprise





Business Value and Enterprise Architecture

- **This Workshop – Two parts**

- Background: Business Value of Enterprise Architecture
- TOGAF Architectures and the Business Services Architecture

- We will use the key steps, methods and information requirements of TOGAF as a role model to create the

- Business Architecture and the supporting
 - Information Systems Architectures
 - Business Services Architecture

- On the way we will examine the Zachman Framework and its relationship with the TOGAF Business and Information Systems Architecture deliverables

The Enterprise and Enterprise Architecture

- An Enterprise is a collection of organizations that have a common set of goals and/or a single or combined financial statement.
- An Enterprise can be a:
 - Government agency
 - Business corporation
 - Division of a corporation
 - Single department
 - Chain of geographically distant organizations linked by common ownership
 - Partnership of organizations when operating as a single entity
- The Enterprise Architecture is the
 - all embracing architecture for the business or organization or
 - a specific domain within the enterprise.
- The Enterprise Architecture:
 - crosses multiple systems & multiple functional groups within the enterprise.
 - is the design by which the organization achieves its business goals and delivers its business objectives
- Ultimately the Enterprise Architecture is the enabling structure for the enterprise

Issues & Questions which hinder maximising business value

- Enterprise Architecture is a mega cost & we are not rich enough
- We want IT now – we can't wait for an architecture
- Its in the hands of IT – they are only interested in the technology & solutions
- How does this fit with the Board's view of their business?
- We need to sell more products – will this help?
- How does it work with Marketing?
- What does this mean to the Production guys?
- How does it affect the share price?
- What do we get for our money ?
- Enterprise Architecture is boiling the ocean - It didn't work in the 1980s & 1990s - why should it work now
- Datamation Article Feb 2004
 - “Enterprise Architecture and its progeny are a throwback to unworkable top-down system-development methods. The trend these days is toward intimate development methods such as agile development. That's the direction we should be taking, forward toward tight personal relationships between IT and the business -- not backwards toward impersonal mechanistic central planning. Enterprise architecture-let it rest in peace.”

The Business Value Challenge for IT

- The Business perception of business value is what counts
 - Business Managers' needs addressed when they need them
 - Business Strategy drives the IT not the other way round
 - Business Innovation should be enabled not disabled
 - Business Drivers are what need to be addresses
 - Customer-centric focus is our key to success
 - IT measured in business terms

- Business requirements are really an articulation of the business value and should be auditable and measurable by the business community

- Management and translation of the Business Requirements into delivered solutions is the challenge for the IT business case for Enterprise Architecture

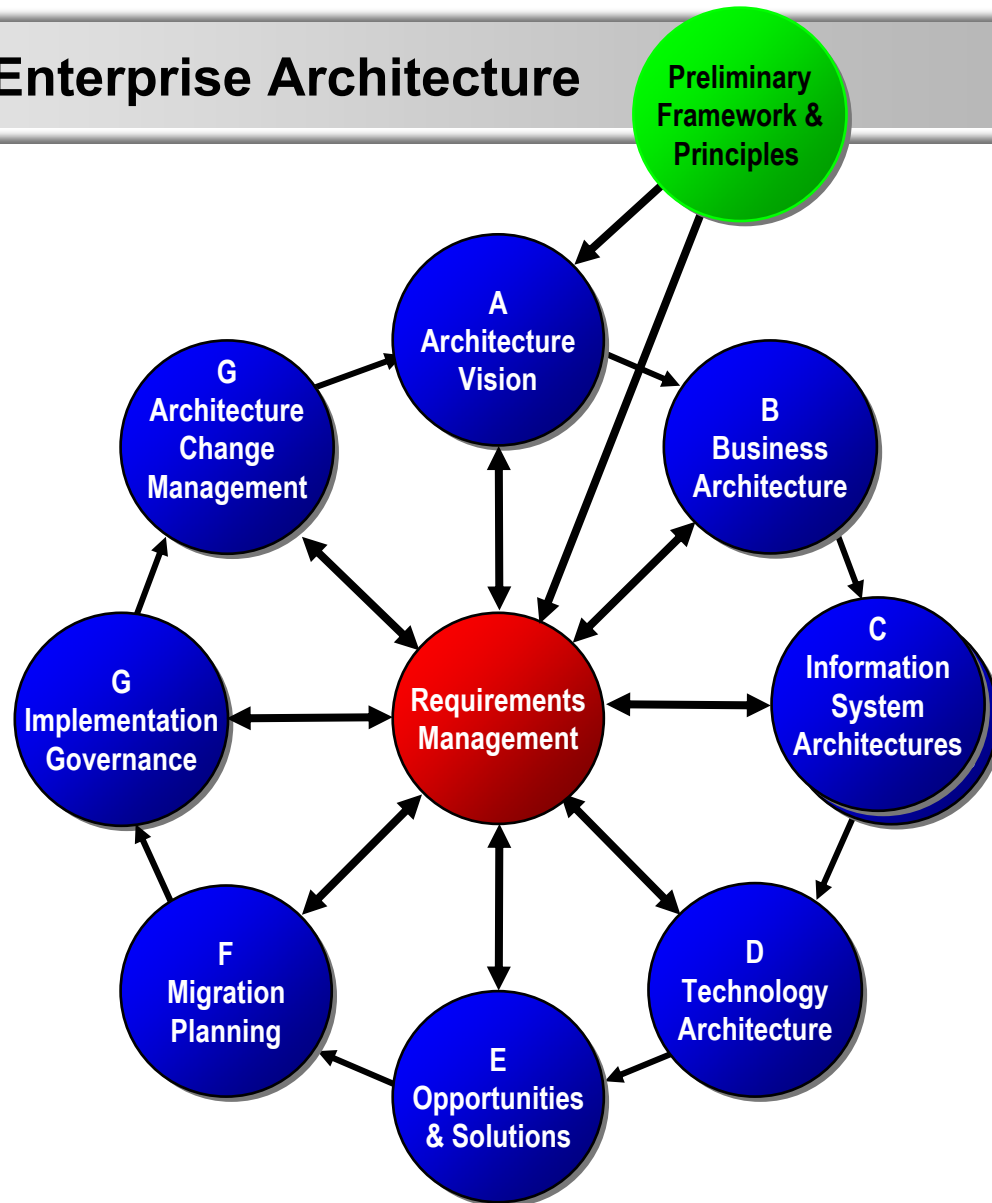
The Business Case for Enterprise Architecture

- Enterprise Architecture should enable the business to
 - See how IT works for them and add even more value
 - Manage and Measure their business performance
 - Achieve their Business Development Objectives and goals
 - Develop and manage their business services
 - Relate the business services with the IT services
 - Create and deliver the Architecture Vision

- TOGAF enables the organisation to meet the Business Value Challenge

- How ?
 - Architecture Vision
 - Requirements Management
 - Architecture Governance & Change Management
 - Business Architecture which drives the
 - Information Systems Architectures
 - Technology Architecture
 - Delivering the Enterprise Continuum

TOGAF 8 Enterprise Architecture



TOGAF 8 Role Model

- What is the scope of the Enterprise Architecture?
- Do we need an Architecture Vision before we can create a Business Architecture?
- What else do we need?
 - Business Principles
 - Business Goals
 - Business Drivers
 - Business Requirements
- Who needs to buy-in?

Creating the Architecture Vision

- The Architecture Vision is essentially the architect's "elevator pitch" - the key opportunity to sell the benefits of the proposed development to the decision-makers within the enterprise.
- The goal is to articulate, clarify and agree an architecture vision that
 - enables the business goals, responds to the strategic drivers, conforms with the principles, and addresses the stakeholder concerns and objectives.
 - demonstrates how it will be achieved by the proposed architecture development,
- Usually key elements of the Architecture Vision such as the Enterprise mission, vision, strategy, and goals have been agreed as part of the wider business strategy or enterprise planning activity that has its own life-cycle within the enterprise.

What is Business Architecture?

- Business Architecture is the part of Enterprise Architecture which defines:
 - how to achieve the Business Strategy
 - how to meet the business goals
 - how to satisfy the drivers
 - how the business will deliver the vision

- Business Architecture demonstrates the business value of the technical architecture work and the value and ROI to key stakeholders

- Business Architecture is a prerequisite for Enterprise Architecture work in any other domain including the Information Systems Architectures.

- Agree????????????????

What is Business Architecture

- Business Architecture defines the :
 - *Organization structure*
 - *Business goals and objectives.*
 - *Business functions*
 - *Business Services*
 - *Business processes*
 - *Business roles*
 - *Correlation of organization and functions.*
 - *Business Information!!!!!!!!!!*

- Without the understanding of these areas then the rest of the Enterprise Architecture is a mythical exercise

- Agree???????????????

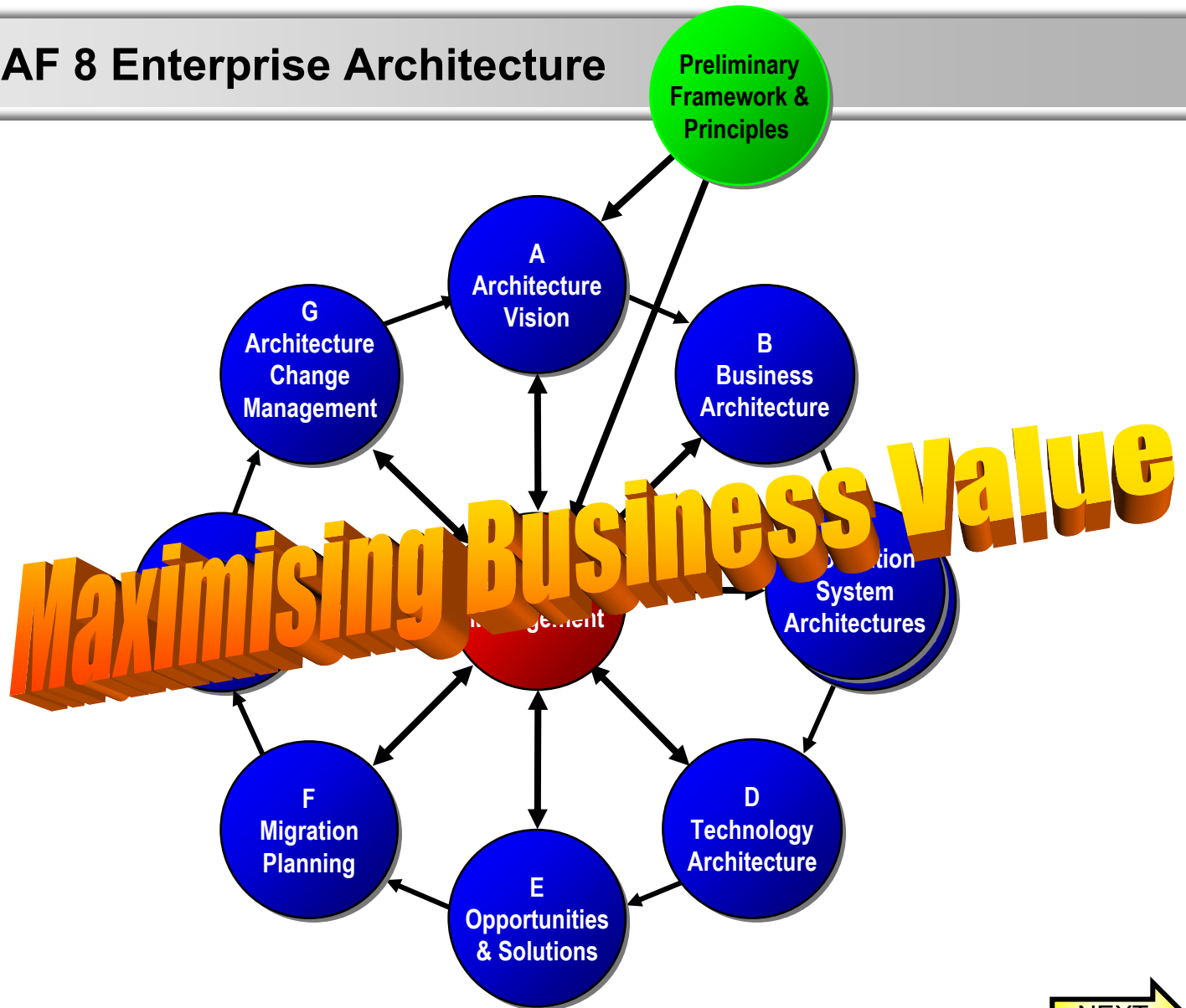
The Benefits of Enterprise Architecture

- A successful Enterprise Architecture:
 - Enables the right balance between IT efficiency and business innovation
 - Allows business units to innovate for competitive advantage and achieve business returns
 - Enables the creation of an integrated and more effective Business and IT strategy
 - Encourages synergy within the business

The Benefits of Enterprise Architecture

- Technical advantages include:
 - A more efficient IT operation
 - Lower IT development and implementation costs
 - Increased portability and re-useability
 - Enables and improves interoperability of IT assets
 - Enables effective web services, systems and network management with integrated security across the organisation and infrastructure
 - Better return on investment
 - Reduced complexity in IT infrastructure
 - Maximum ROI on existing infrastructure
 - Flexibility for IT solutions
 - Risk management
 - Improved procurement by
 - Making buying decisions simpler
 - Faster procurement

TOGAF 8 Enterprise Architecture





Thank you

