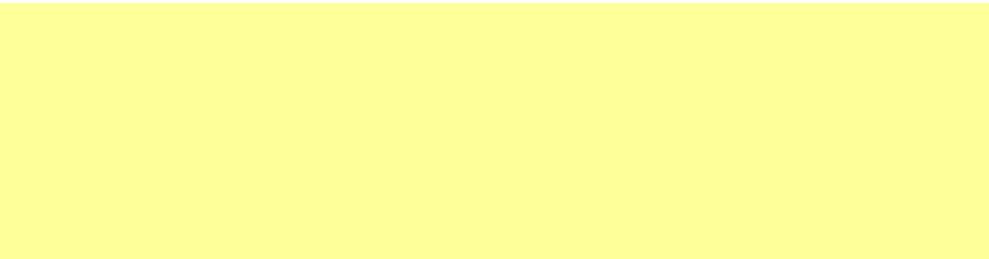
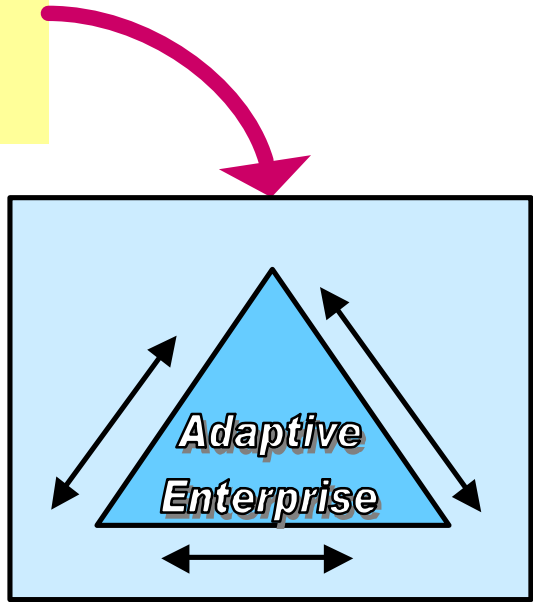
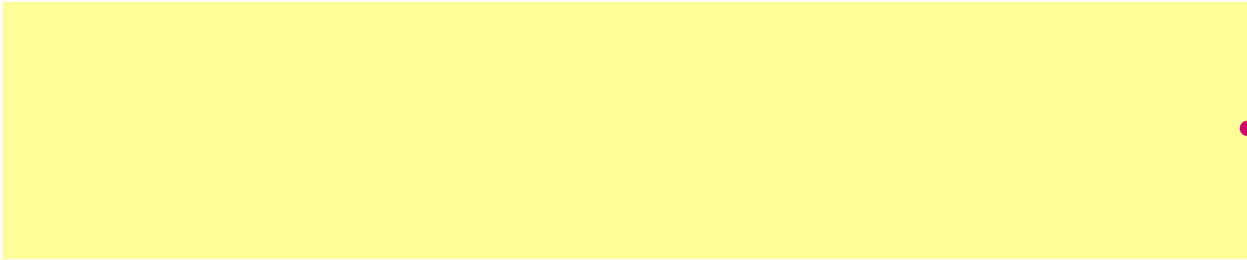
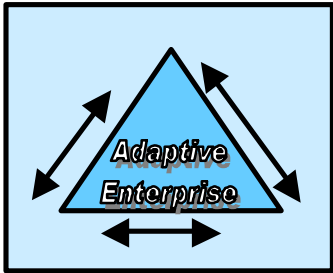




THE *Open* GROUP



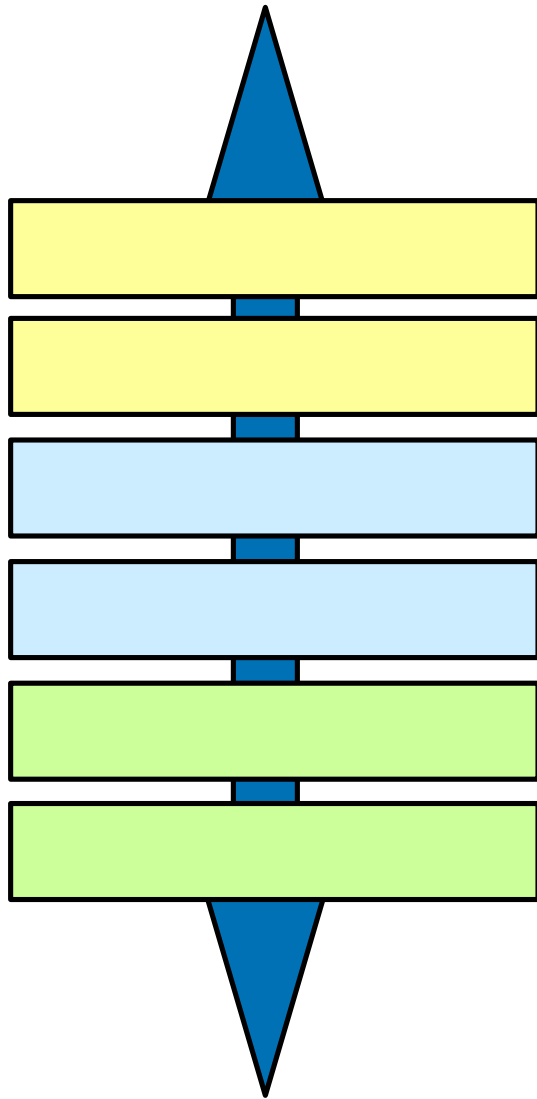


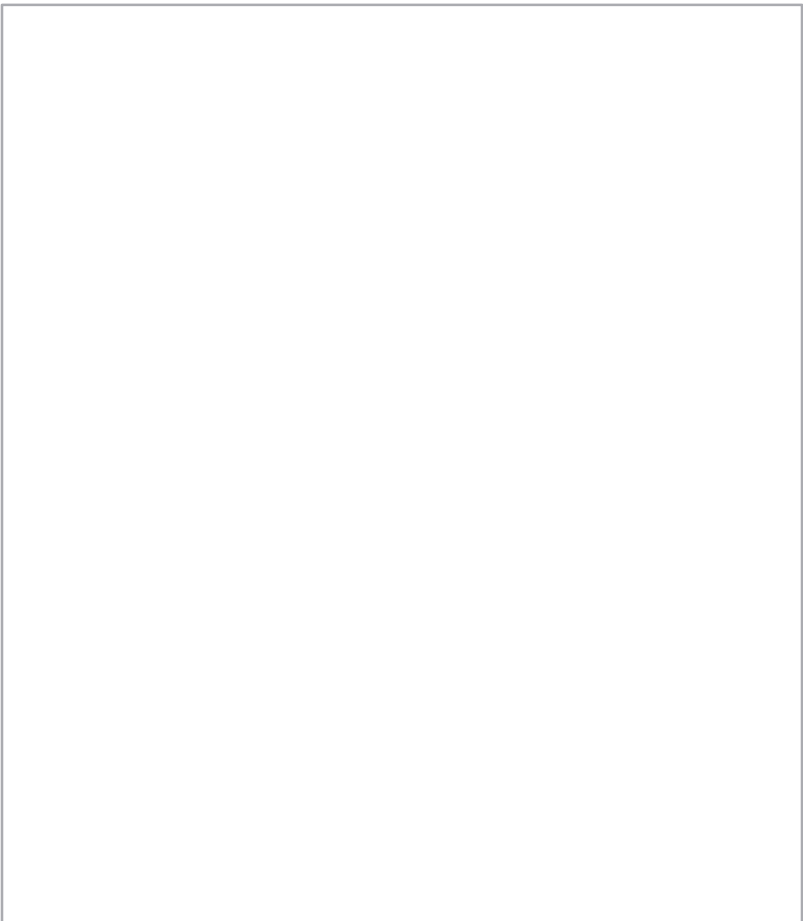
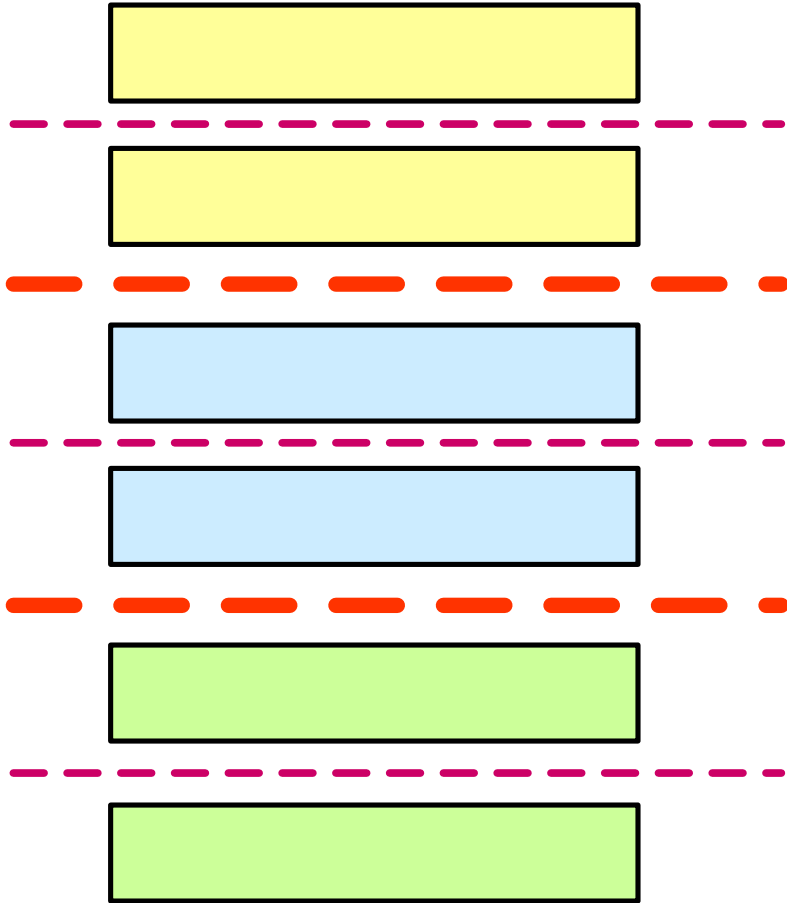
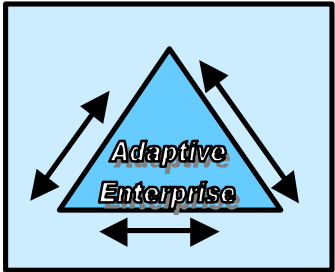


Dynamic computing solutions entail a comprehensive approach to helping companies become more effective, agile and resilient. In fact, as we have explained in multiple reports, they require six interrelated capabilities:

- _____
- _____
- _____
- _____
- _____
- _____
- _____

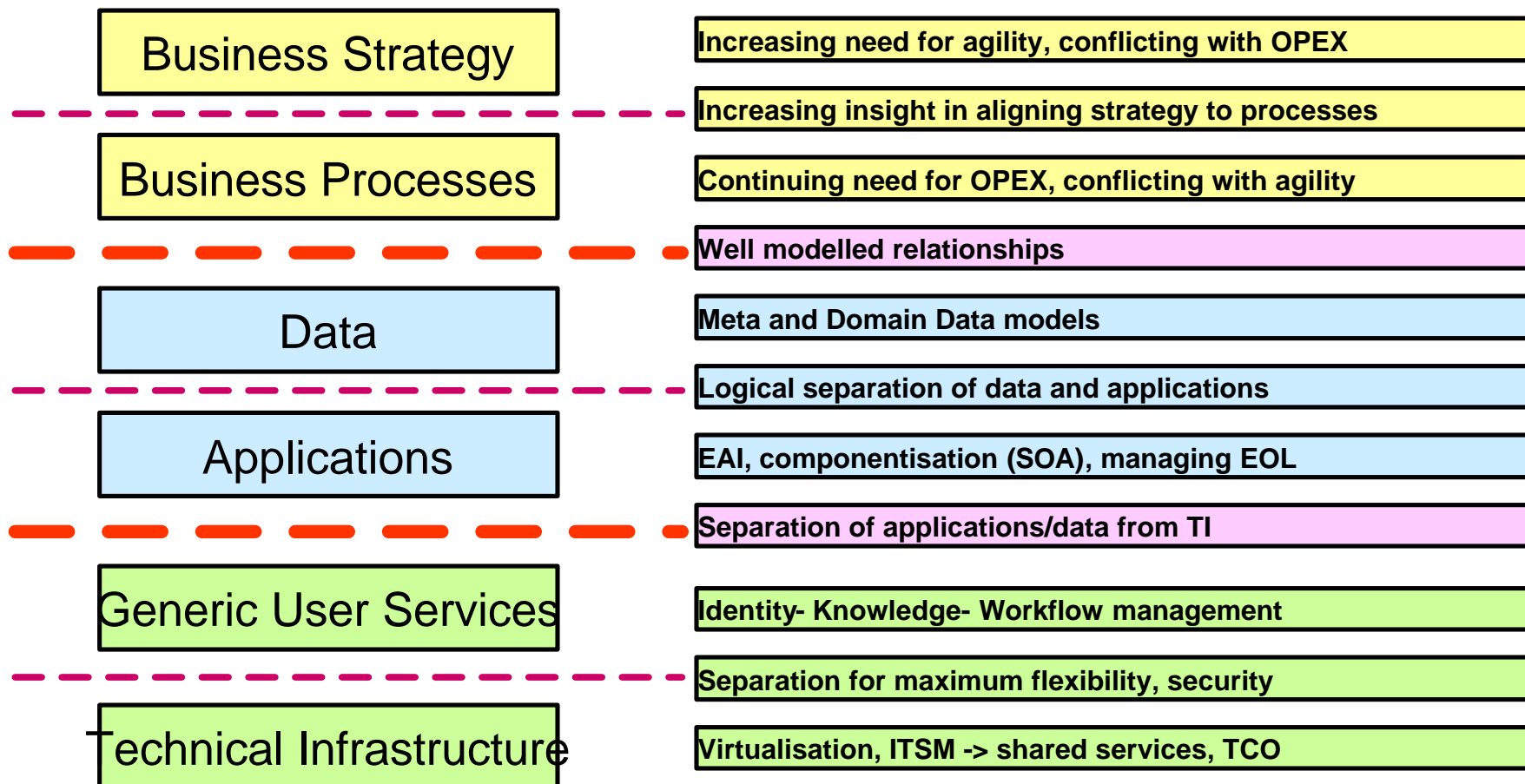
Enterprise Architecture:



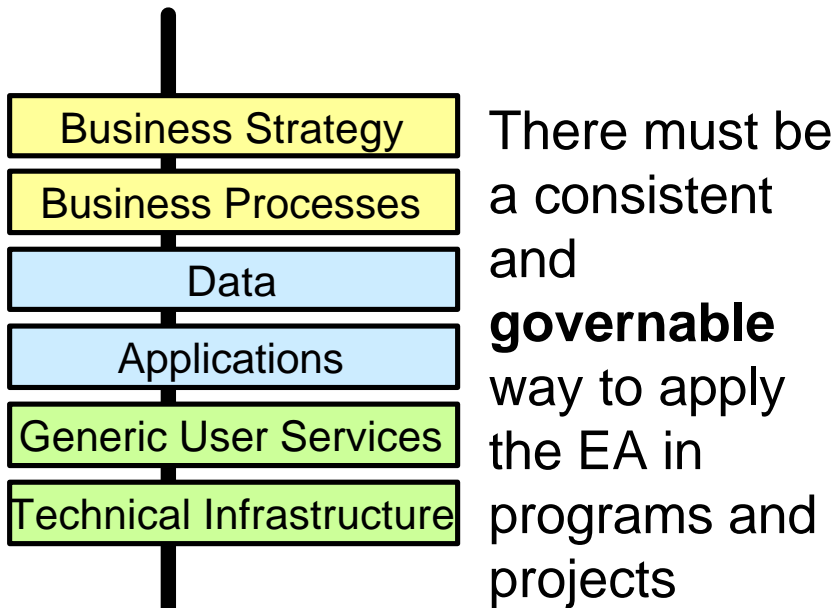


VERY

What seems to be happening



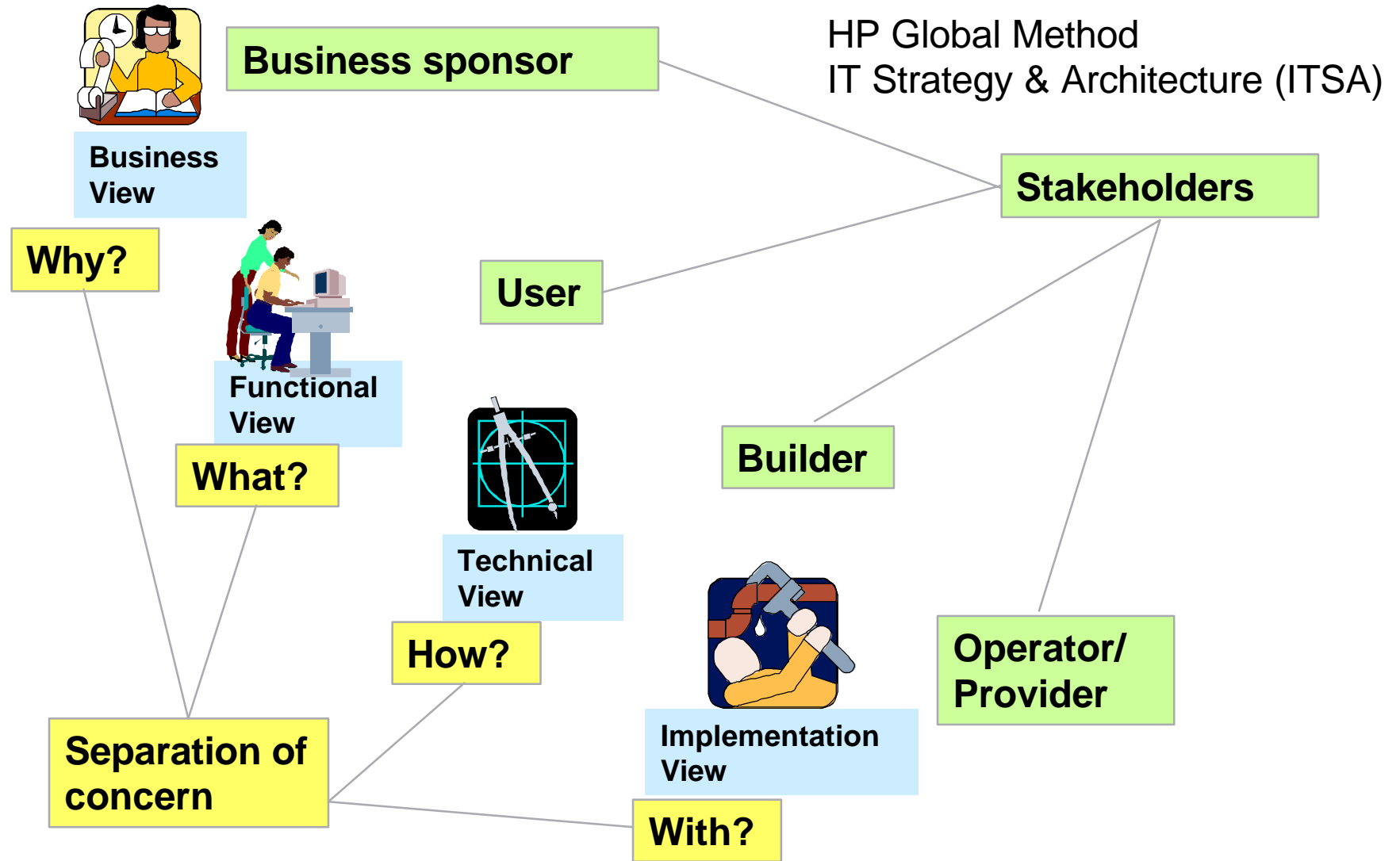
Given these complexities... Enter Solution Architecture



The EA is the 'City Plan', which is not built as such. The SA is the design for the constituent parts that are being built, such as streets, houses, shops, schools, offices, sewage systems, public transportation, etc.

HP uses a well-proven method for **SOLUTION ARCHITECTURE** to develop architecture for initiatives, programs or projects that must be conceived, designed, contracted, built, deployed and evolved.

The Solution Architecture Model



Model filled in



Business View

Business drivers
Business goals
Business principles



Functional View

Services to users
Principles for quality, quantity and use



Technical View

Technical components
Principles for data, applications and infrastructure



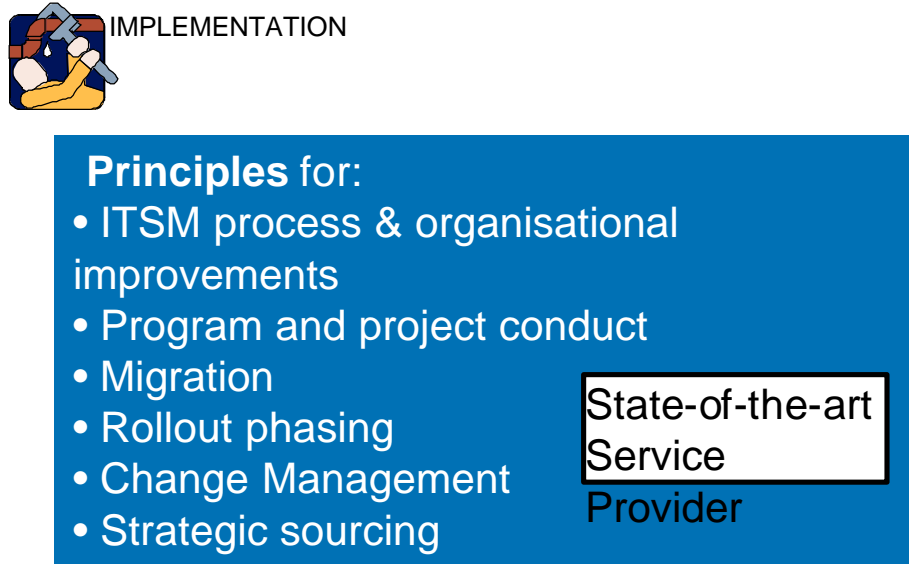
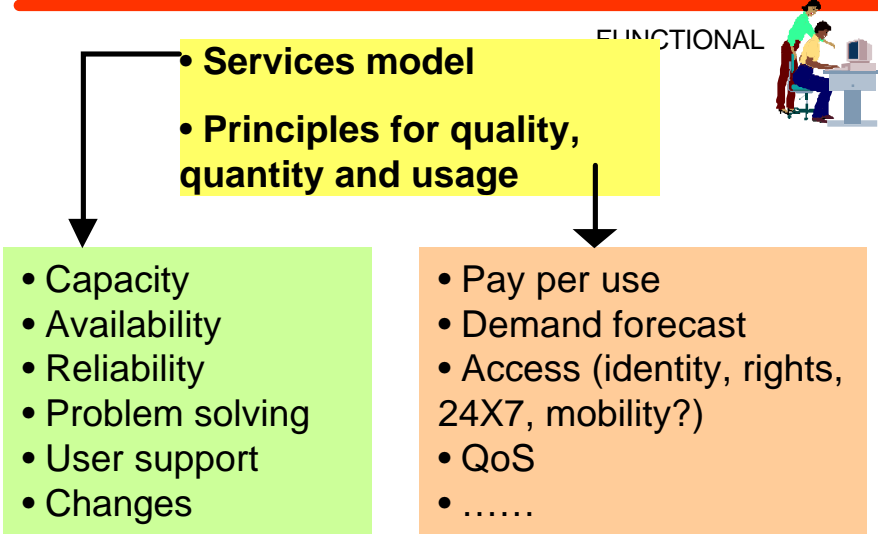
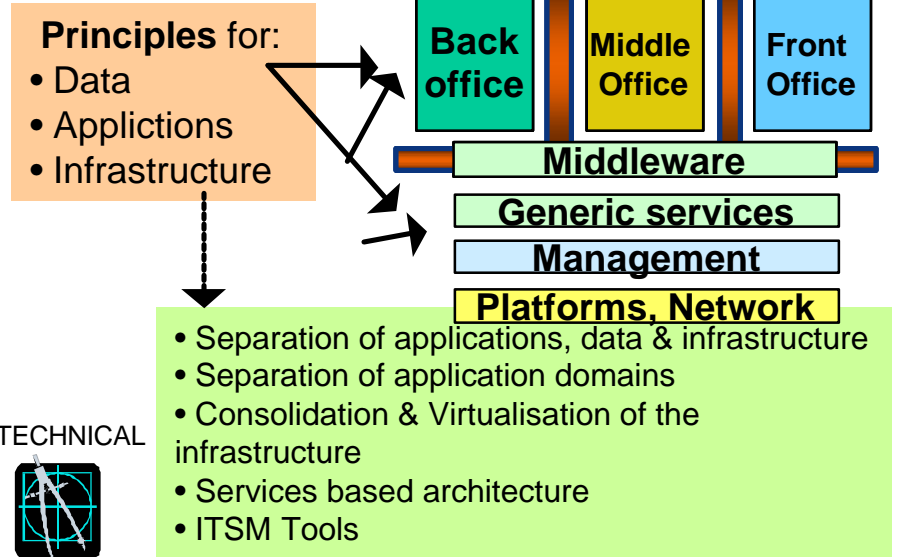
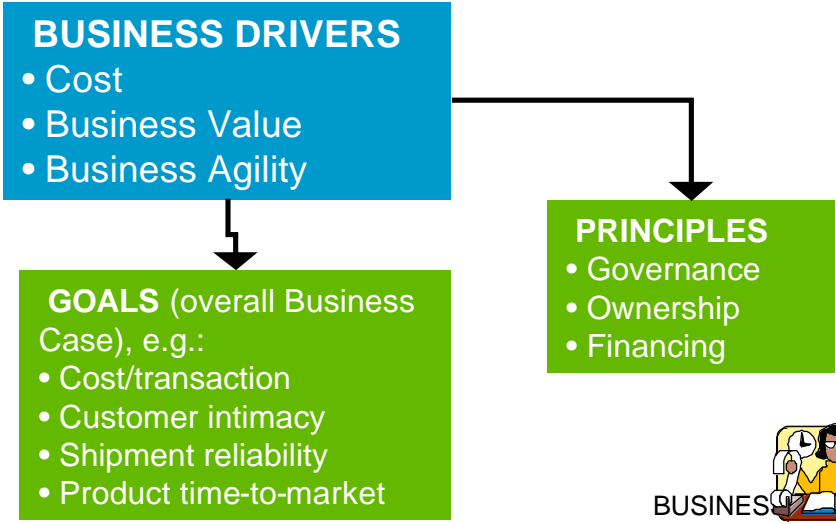
Implementation View

Principles for technology, suppliers organisation (development, usage, operations) and rollout phasing

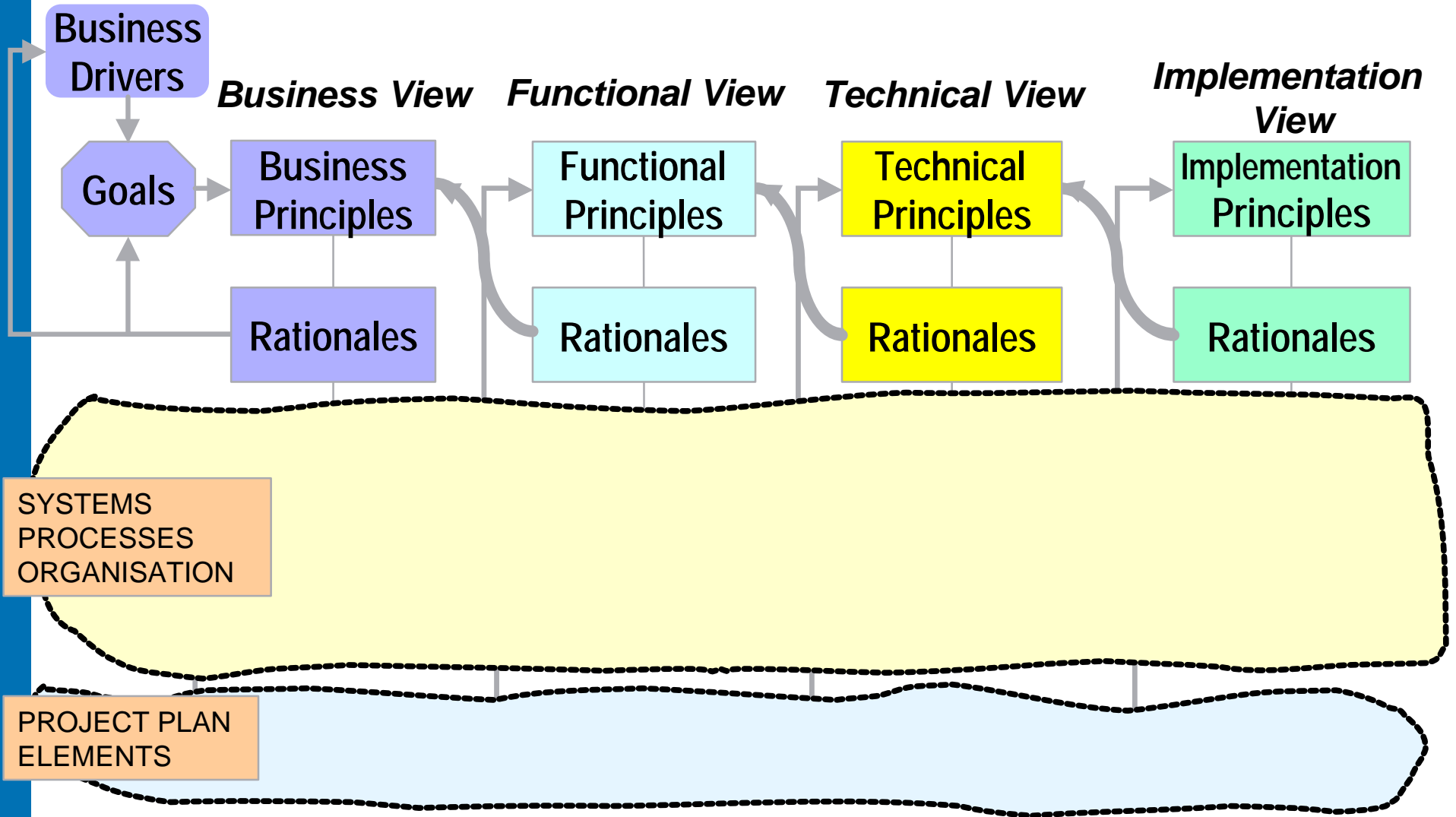
Characteristics

- Stakeholder views
- Coherence between views via principles
- Models for communication
- Capturing standards

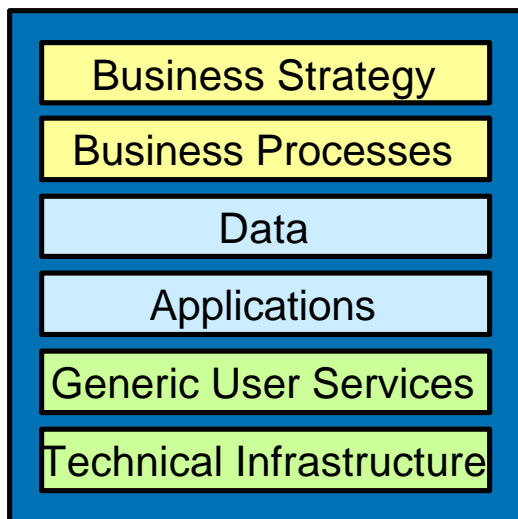
Example: IT Consolidation



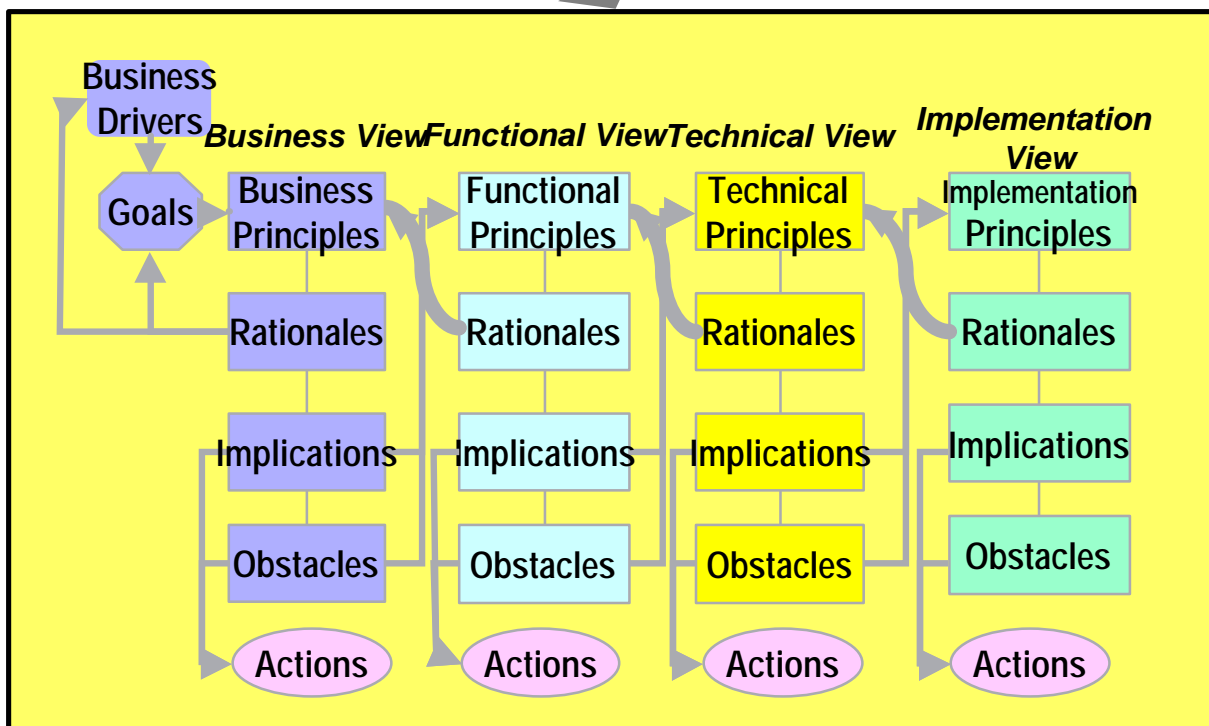
Architectural coherence (1)



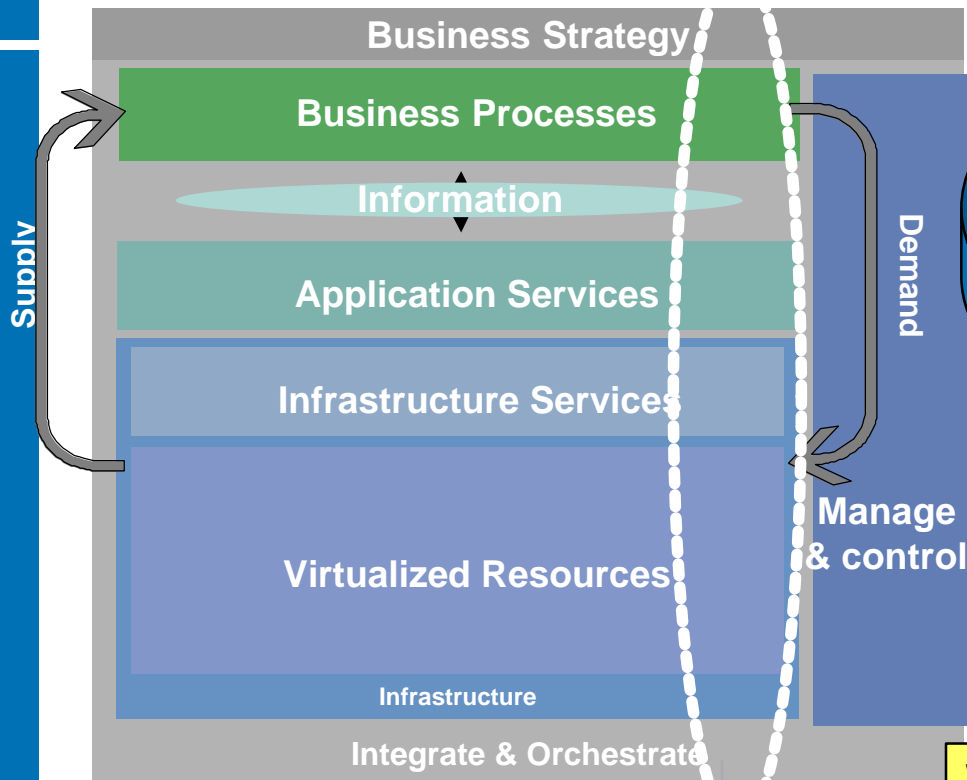
Architectural coherence (2)



- Architects to help stakeholders use the EA elements to shape the solution
- A Governing Body (Steering Group, Policy Board) to manage architectural compliance



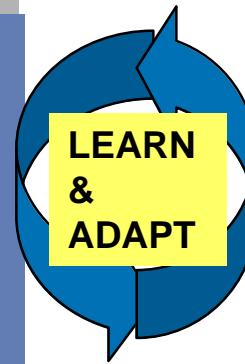
SA and EA by HP



The Darwin Reference Model

– HP's model for Enterprise Architecture

The ITSA Model – HP's model for Solution Architecture



Evolve

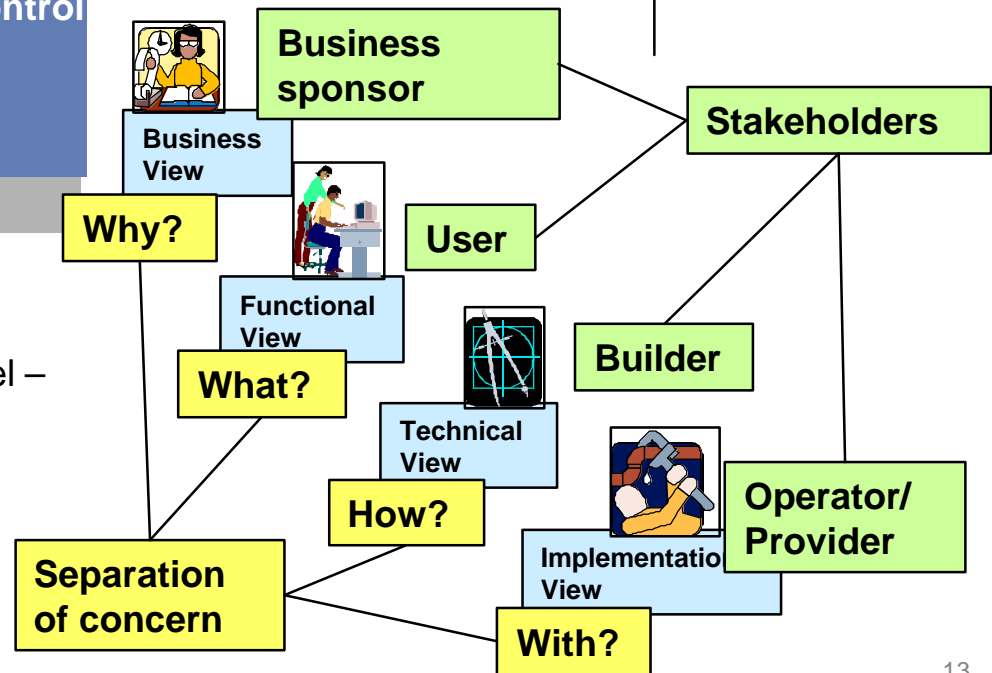
Operate & Use

Detailed design, build, integrate & test

RFP -> bid -> sell -> contract

ITSA Architecture Blueprint

ITSA Architecture Concept



Value propositions



- **Enterprise Architecture:**

- Helps enterprises to map strategy to action and determine the key layer-separations to manage execution
- Helps suppliers to position the portfolio of offerings against the customer's EA in whatever shape or form it might be

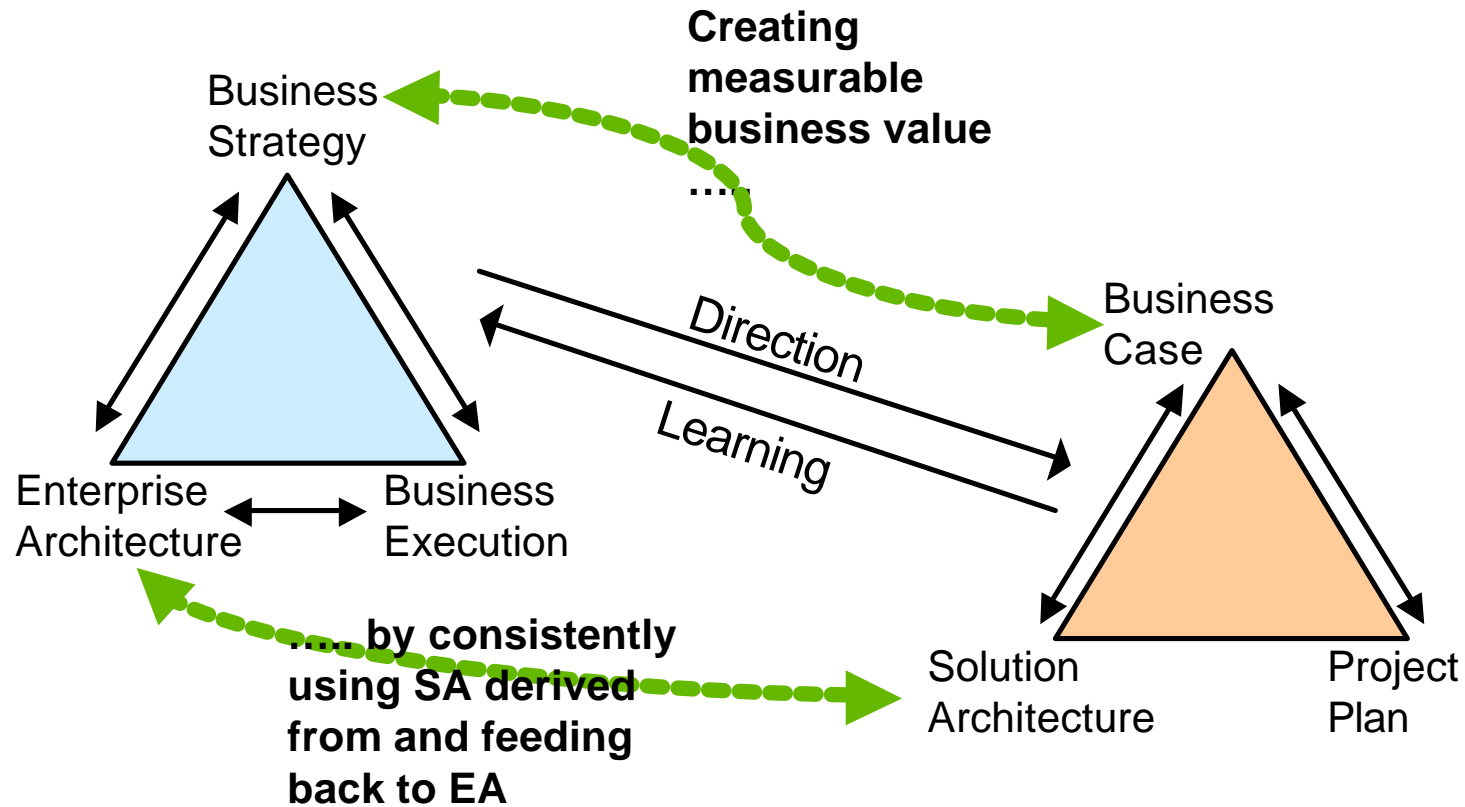
- **Solution Architecture:**

- Helps enterprises to consistently apply/use the EA in real projects; this makes sure that (a) actual implementations all sing to the same tune and (b) that the EA gets better all the time based on execution experiences
- Helps suppliers to (a) use every bit of best technology and best practice capability and (b) have a consistent approach to the engagement and design phases of projects resulting in higher quality/lower risk realisations.

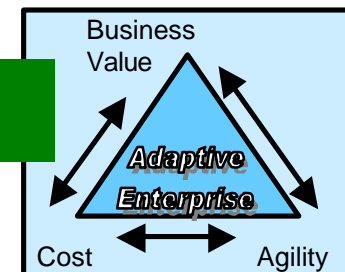
- **EA + SA together:**

- Help enterprises to develop a 'Roadmap of Continuous Improvement' (see PS slide)
- Help suppliers to build customer and partner collaborations based on shared and sharable insights; this drives down solution costs and increases quality and flexibility

Creating Business Value

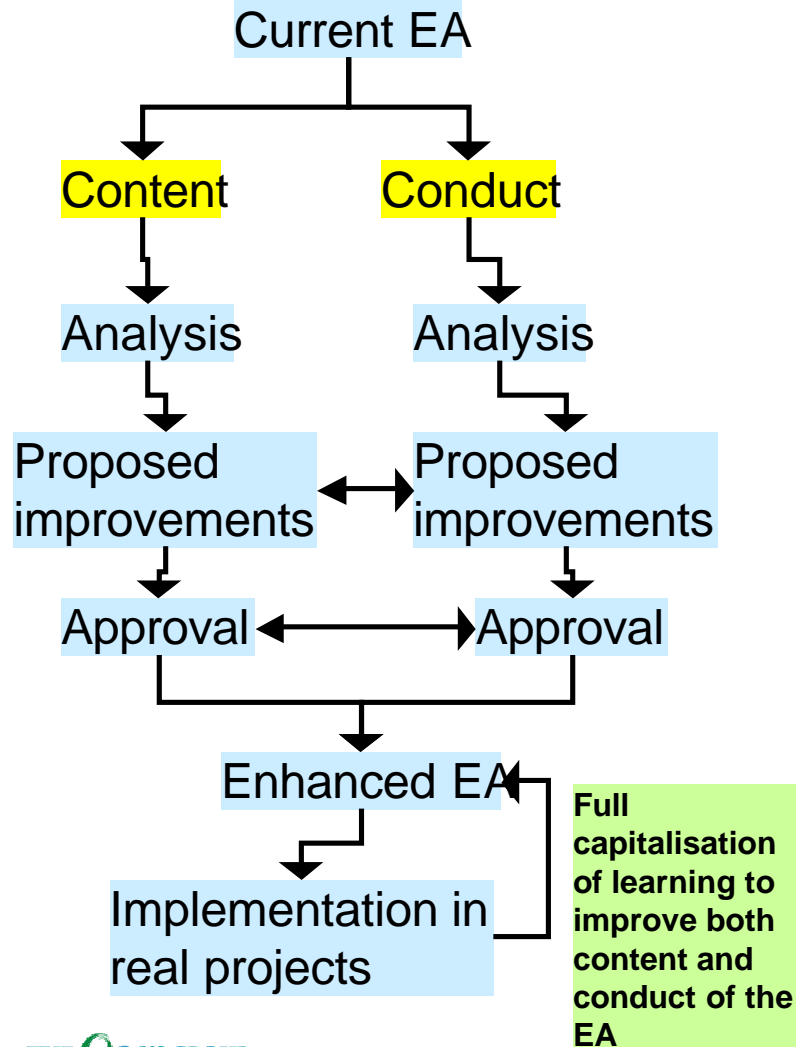


A well-GOVERNED and evolutionary model creating adaptive business/IT alignment FOR VALUE

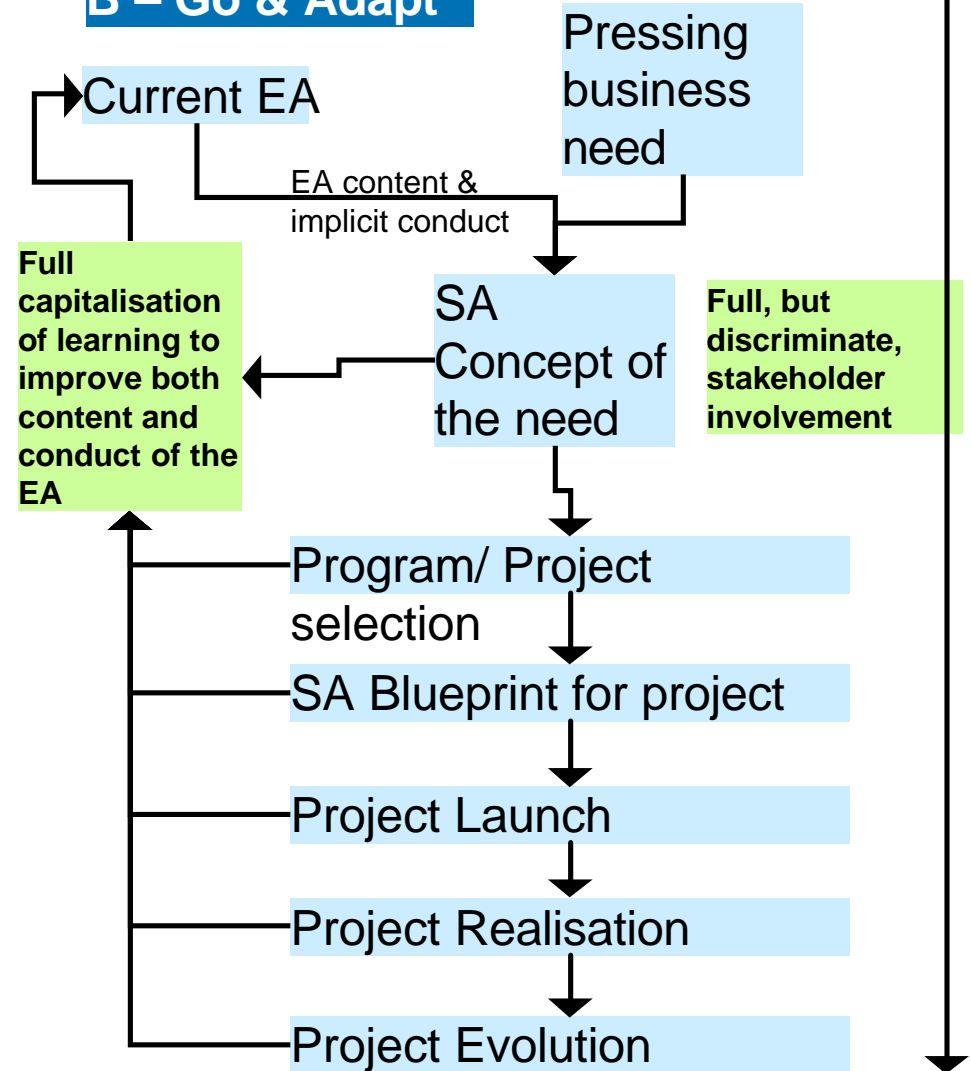


Two ways to develop the EA

A – Adapt & Go



B – Go & Adapt





Lessons learned

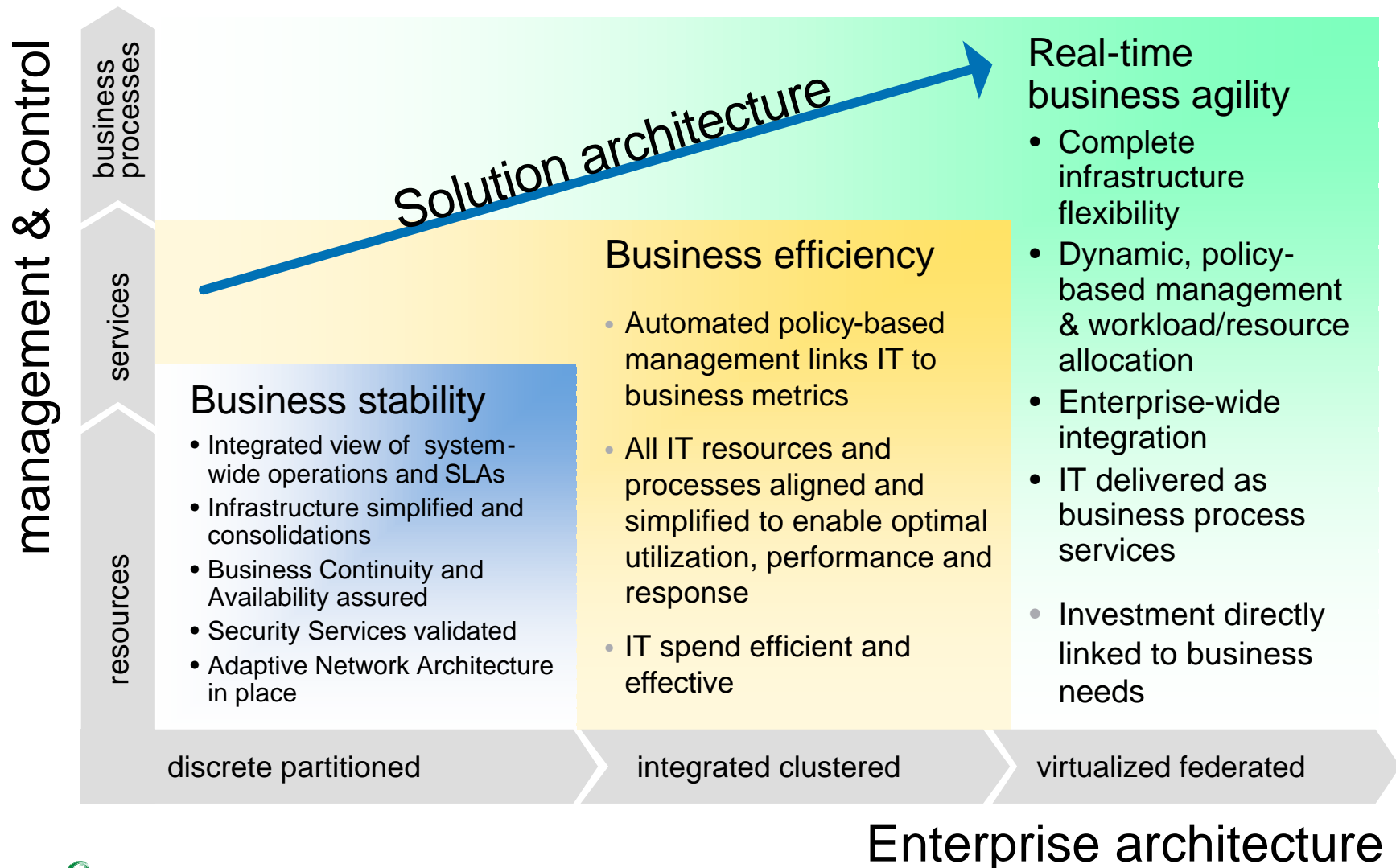
1. In practice often EA's 'have not a lot in it yet' and their 'power of law' is not clear – leaving lots of room for improvement, both in content and in conduct
2. Applying methodical solution architecture to projects allows for much better transitions between phases and teams - Think continuous teamwork, not 'phased handoffs'
3. SA helps to put EA in its proper place, keeping it small, manageable and communicable
4. Cost reduction pressures present opportunities to improve the overall position and way of working with IT, as cost must always be balanced against business value
5. Adaptivity is not achieved by just technology, it is the result of an integral approach using architectural insight, governance and formal change management
6. In this way architecture (EA+SA) becomes a repository of critical business knowledge – to be carefully managed



Thank you!

Any questions?

PS (1) Adaptive Enterprise Roadmap



PS(2) – About the author



Rob Kruijk has been working for over 30 years in software solutions for Digital Equipment, then Compaq and now HP, in all industries, all over the world. In the last 8 years his consultancy work has developed into architecture-led governance of complex IT-issues in need for business/IT aligned solutions. This included telco's in Holland, Hong Kong, Poland, Germany, Sweden and Malaysia, banks in South Africa, Sweden and Holland, utilities in Canada and Hong Kong, shipping companies in Denmark and Hong Kong, several Government and educational institutions as well as industrial, retail and transport companies in Holland. This diverse experience has yielded many insights made practical for dealing with the dynamics and challenges of today's business/IT environment. Besides his work with customers, Rob is HP's Lead for the solution architect profession in EMEA and elected chairman of the Netherlands Architecture Forum, an association of 35 enterprises – large IT users, the main IT and SI suppliers and academia – aimed at the advancement of architecture towards better business solutions with IT.