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Benefit Realisation through Enterprise Business Architecture within UK Defence

Dr Dick Whittington

THE QUEEN'S AWARDS FOR ENTERPRISE: INNOVATION 2004

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Benefit Realisation through Enterprise Business Architecture within UK Defence : Topics to be Addressed

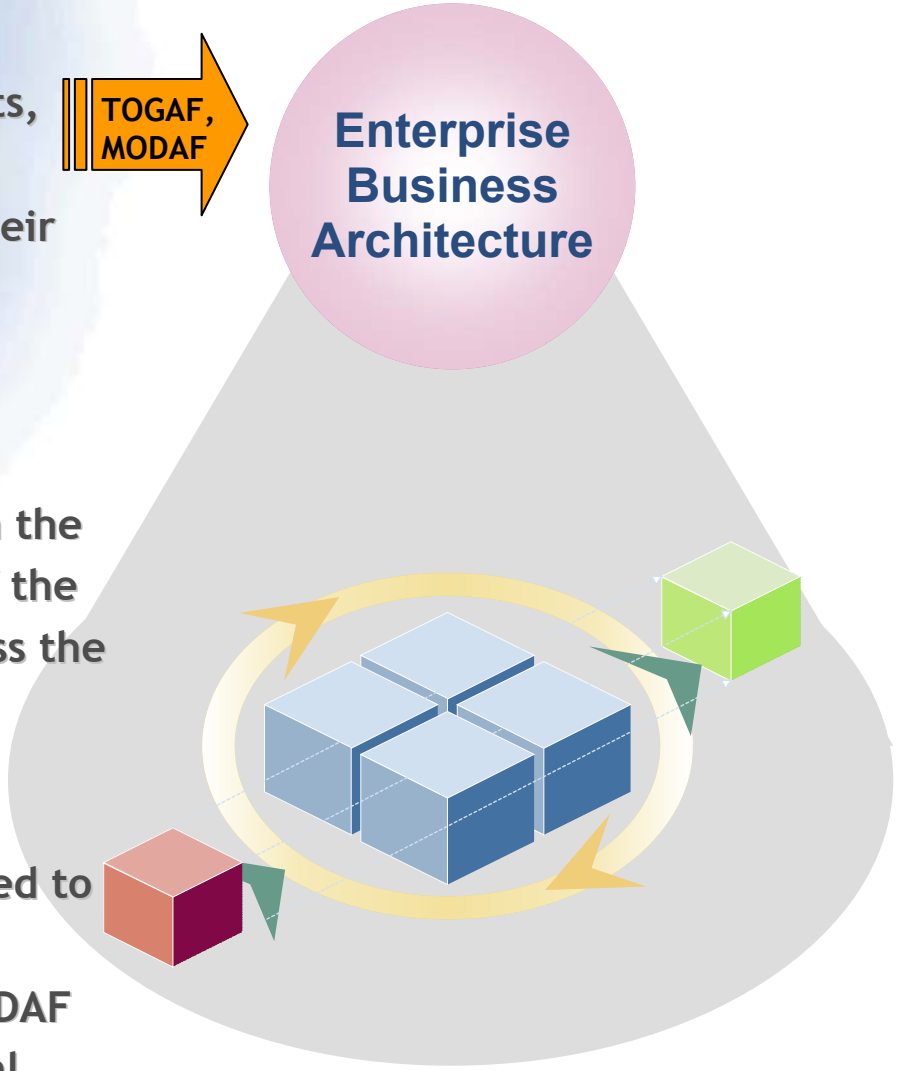
- Enterprise business architecture, exploitation and methodology
- Exploitation 1: Single view of truth
- Exploitation 2: Strategic alignment
- Exploitation 3: Service-oriented view of business
- Key points and concluding remarks

Enterprise Business Architecture

An enterprise business architecture represents, integrates and drives the key activities and capabilities that businesses need to deliver their day to day operations and sustain a coherent process for managing change.

TOGAF, MODAF

Enterprise Business Architecture



Driving activity and change initiatives through the Business Architecture creates a single view of the truth and ensures a joined-up execution across the enterprise.

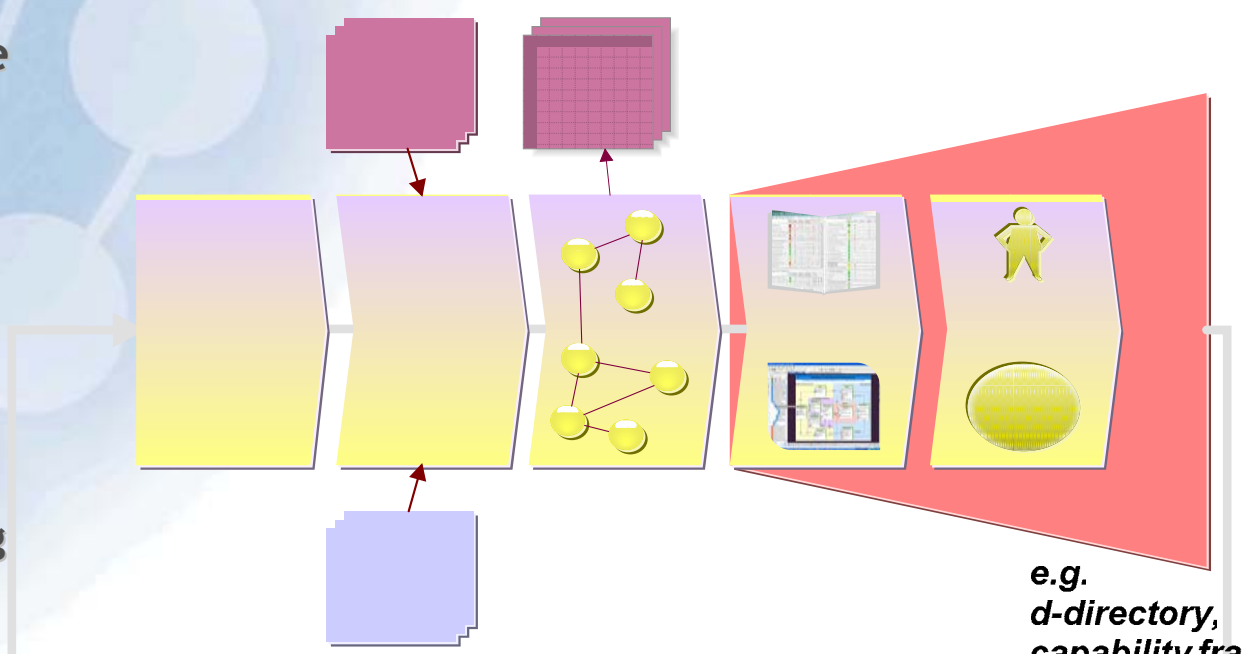
MODAF provides many of the constructs needed to create and exploit business architecture. Extensions have been included within the MODAF Blueprint for MooD (the M4) to meet additional requirements for elements and connections.

Methodology for Business Architecture Development and Exploitation

Specifics and priorities of the approach depend on context and target exploitations

A common methodology iterates through:

- Setting objectives
- Capturing and constructing
- Establishing connections
- Exploitation
- Establishing sustainability



Achieving independence of continuing development and exploitation is crucial to ensuring sustainability

Three Routes to Exploitation of Business Architecture

- Value is realised to the business only through exploitation of architecture.

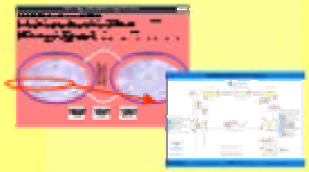
- The value added by an architecture approach comes through synchronising diverse applications / initiatives.

- The metaphor of cogs is helpful - each exploitation moves the architecture forward, and in doing so ensures that related exploitations move forward coherently.

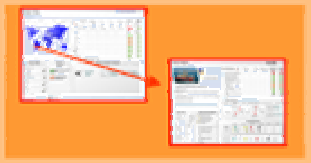
Single view of truth

Achieving coherence across programmes, projects, organisations, business units, processes, ...
Avoiding costs of errors, duplications, inefficiencies, re-work, delays, ...

Single view of truth



Strategic alignment



Strategic alignment

Aligning performance management and reporting with business drivers and operational definitions
Avoiding costs of poor decisions, mis-directed effort, ...

exploitation

Enterprise Business Architecture

Service-oriented business

Service-oriented business

identifying and configuring business components to deliver agile capability.
Avoiding costs of reconfiguration, supplier lock-in, ...

Exploitation 1: Single view of truth

Single view of truth

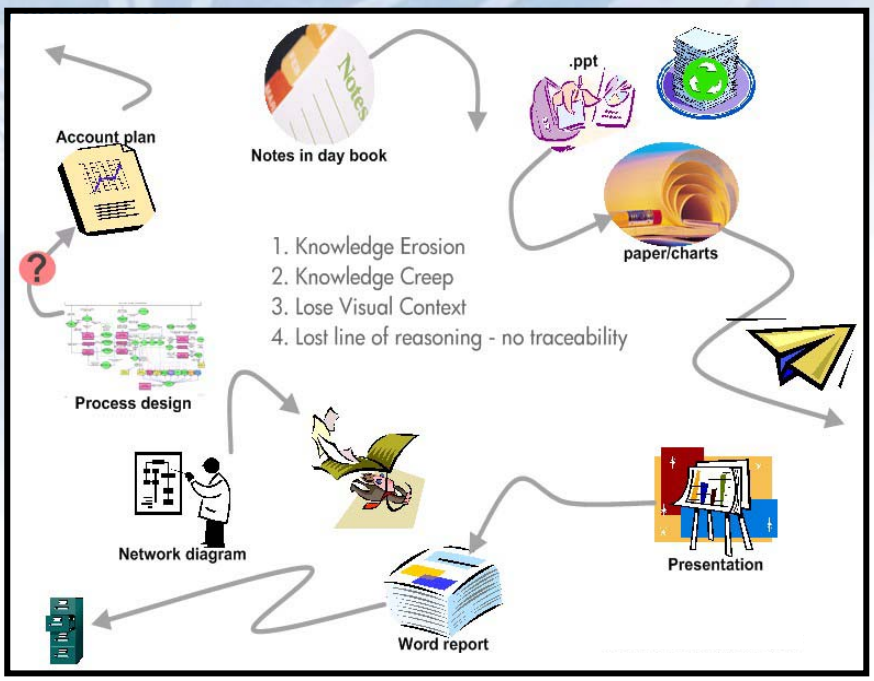
Enterprise Business Architecture

Difficulties in achieving, demonstrating and sustaining coherence

Exploitation difficult outside of immediate activity "silos"

Business architecture provides connectivity to achieve, demonstrate and sustain coherence

Range of exploitation potential



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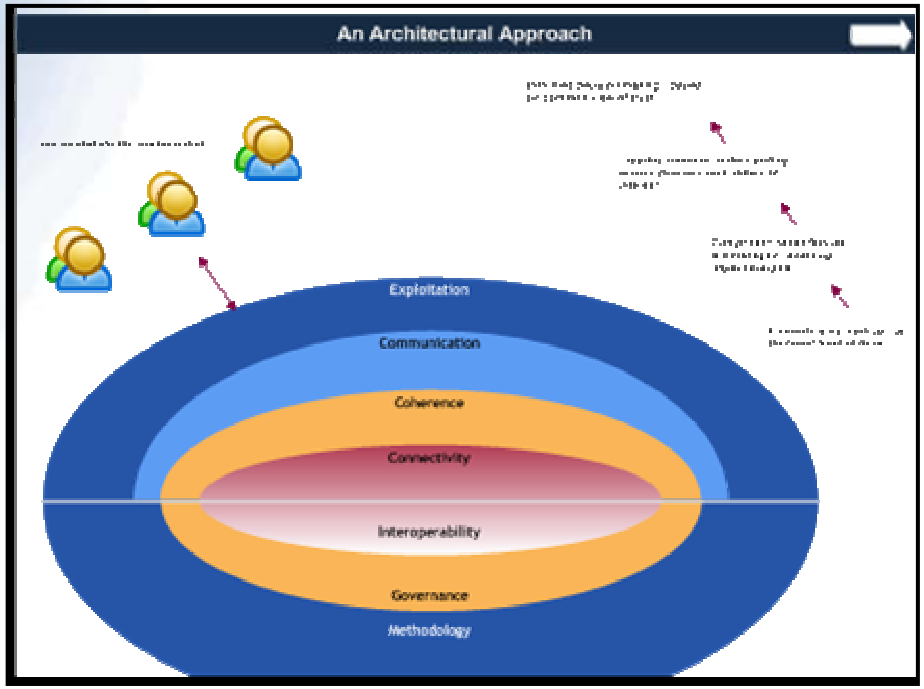

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UK MOD - DG Info PACT Project: Focus and Achievement

PACT – Programme Architecture Coherence Toolset – two year DMF project

Focus on delivery of quantified business benefits of three principal kinds:

Identifying & resolving incoherence:

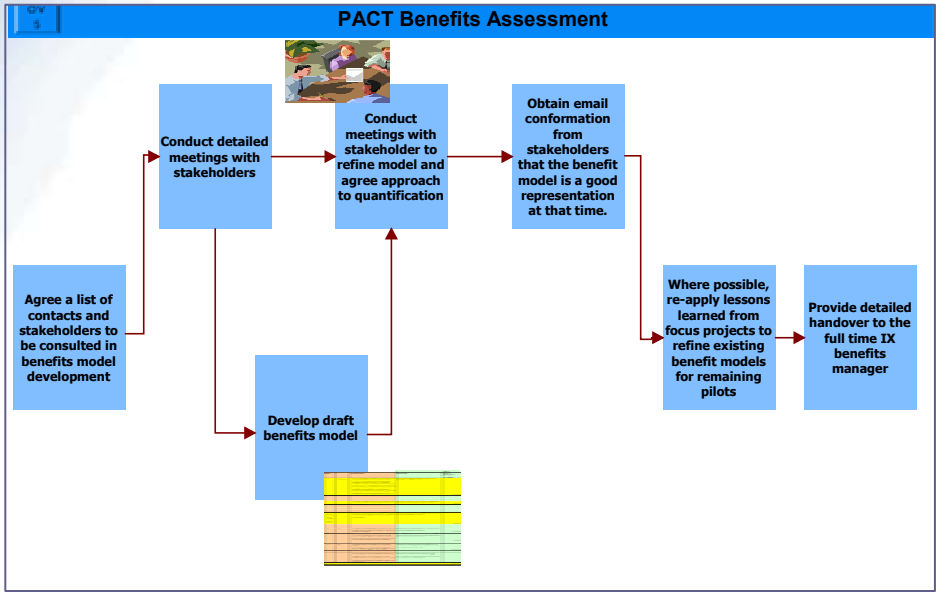
- Avoiding duplication and costs of future changes, reducing risk of delays
- Re-focusing incoherent activity
- Providing re-useable components
- Bringing benefits on stream earlier

Business process efficiencies:

- Greater utilisation of MOD personnel time.

Transferred skills & knowledge:

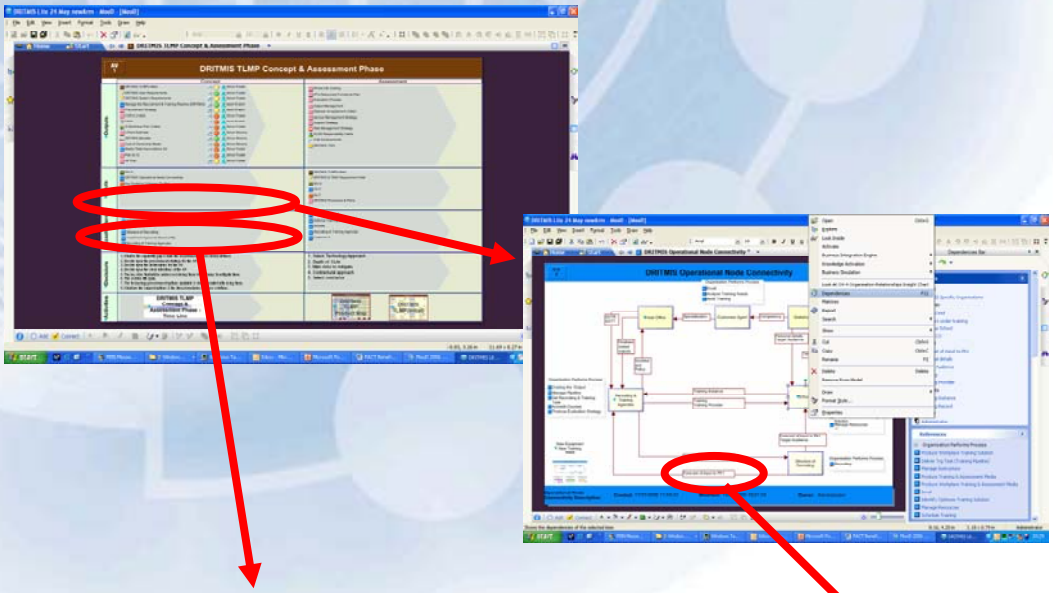
- Reduced requirements for external assistance

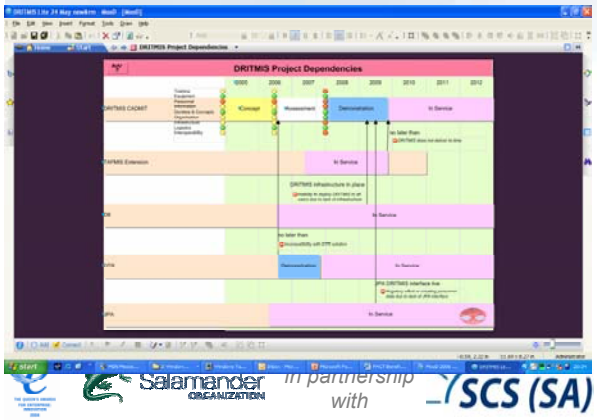


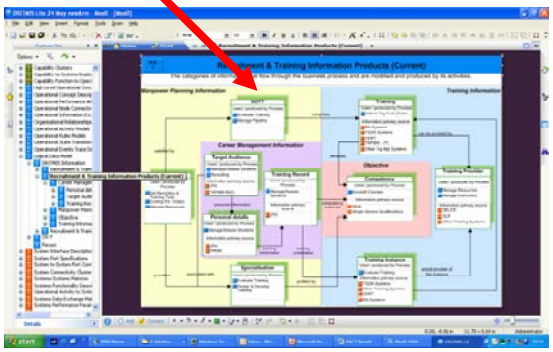
Succeeded in delivering an endorsed ten-fold Return on Investment across a range of MOD projects applying the approach (examples follow ...)

PACT Example: Recruiting & Individual Training

Objective: unify recruitment and training administration across the services and replace existing arrangements







Assimilate earlier process work undertaken for a variety of initiatives, with additional information gathered in collaborative working sessions.

Intention of replacing as much as possible of the traditional paper business case with a model developed within a MODAF business architecture.

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Recruiting & Individual Training: Benefits Assessment

Benefits realised during the project:

1. Improved understanding and specification of requirement reduces cost and risk of development.

Customer prediction, on basis of comparative situations:

>> 25% reduction in cost of change requests

2. Reducing supplier risk during development. Customer prediction, on basis of comparative situations:

>> 5% saving in development cost

Operational benefits:

Reducing development risk and time will accelerate delivery:

>> bringing operational benefits on stream more quickly with significant savings from de-commissioning existing systems

Summarising Exploitation 1: Single view of truth

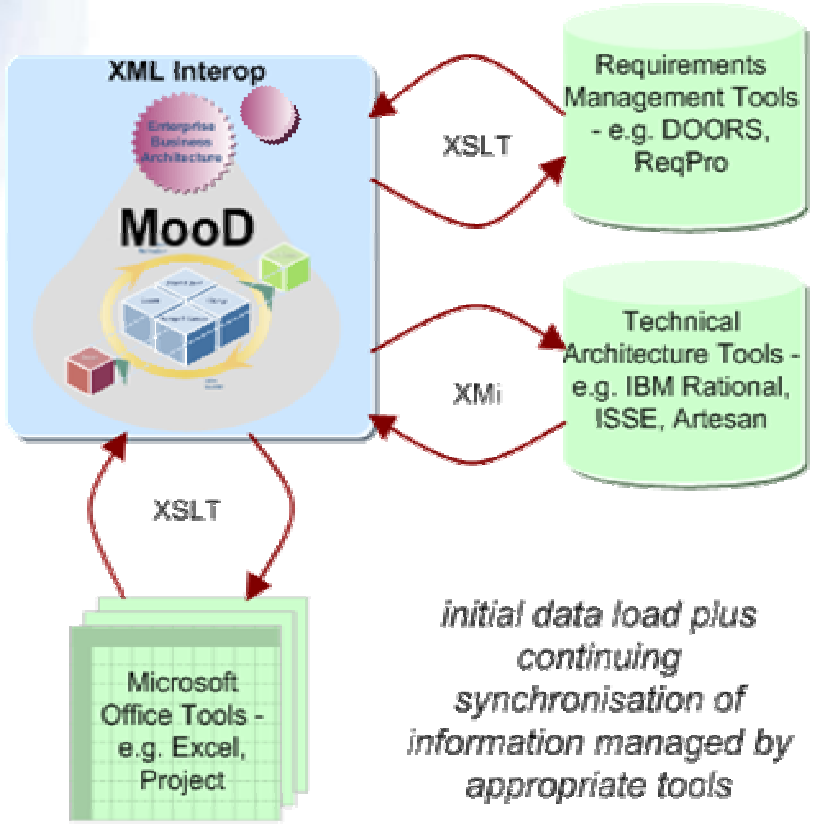
Providing coherence across the programme, project, organisation, business unit, process, ...

Exploited through more effective investment decision making, supported by improved submissions for funding approval.

Avoiding costs of errors, duplications, re-work, inefficiencies, delays, ... and bringing benefits on stream earlier.

"Classic" application of business architecture, using MODAF views to join up the perspectives of a complex domain.

Interoperability requirements typically relate to other architecture / design tools, and to general-purpose desktop applications:

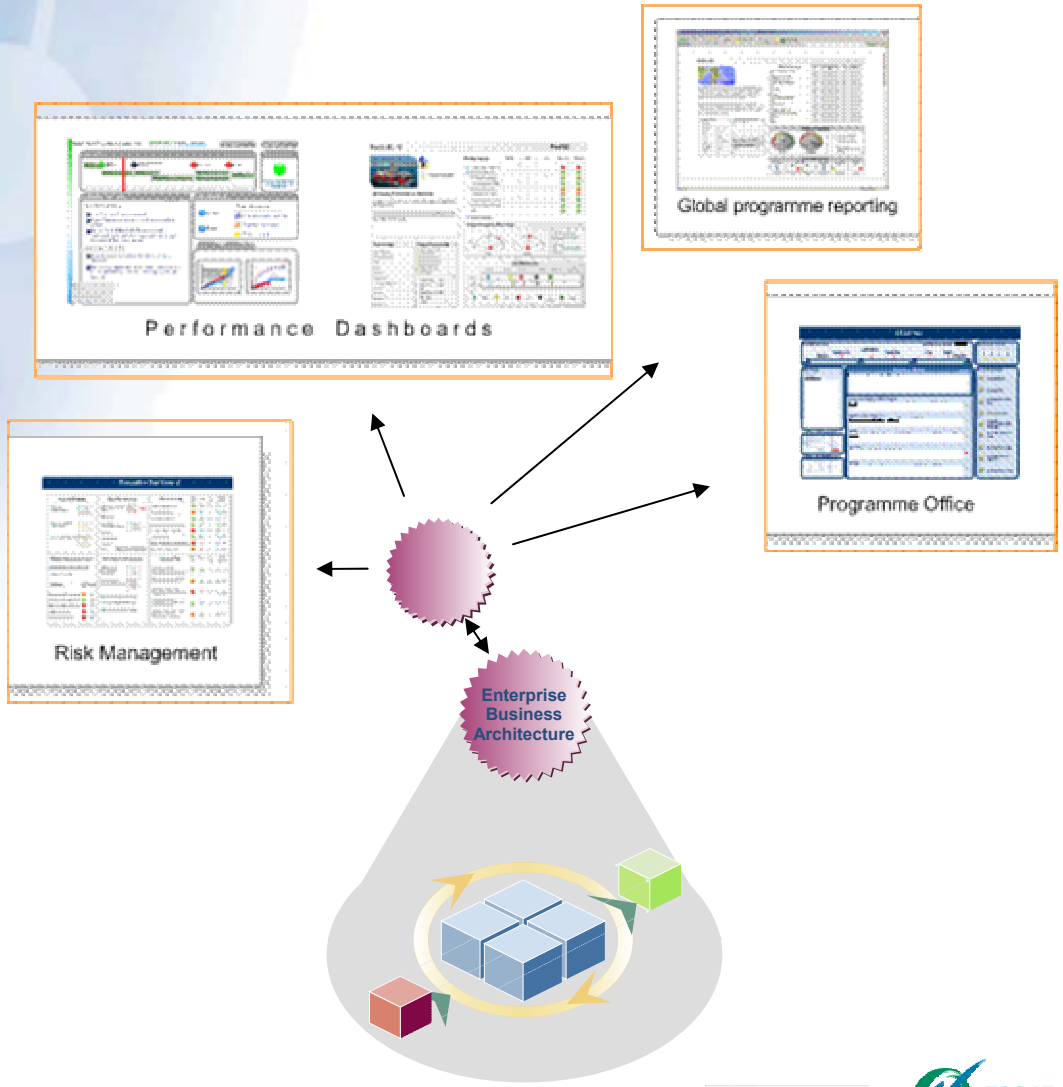


Exploitation 2: Strategic alignment

Integrating performance measures and dashboards with the elements that need to be measured

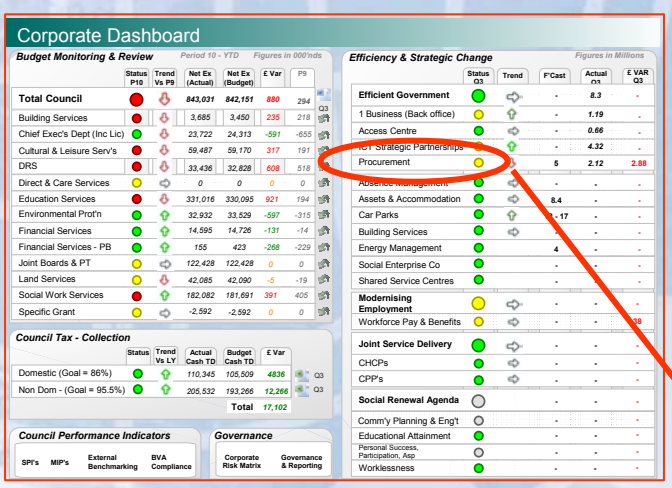
Recognise, report and react to the measurement of the business at all levels:

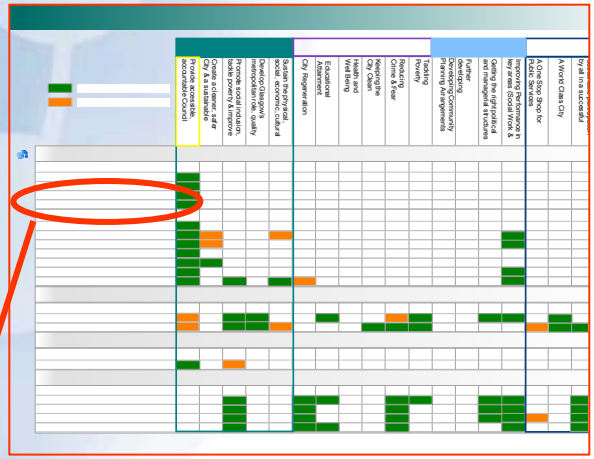
- how operations / projects are performing against plan
- how effectively risk is being controlled
- which processes are not performing and what action might be taken



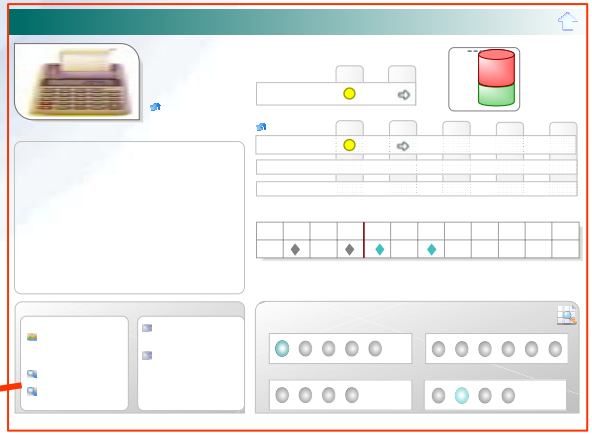
Strategic alignment example (1)

Corporate dashboard rolls-up performance across business functions and initiatives, offering drill-down ...

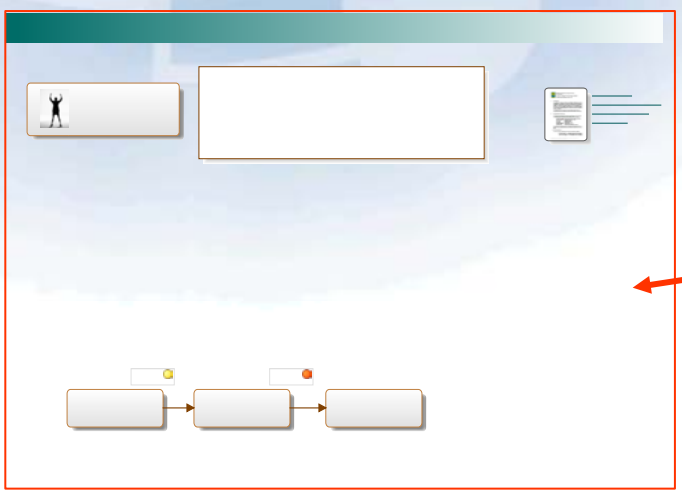




Corporate initiatives aligned against business priorities, offering drill-down ...



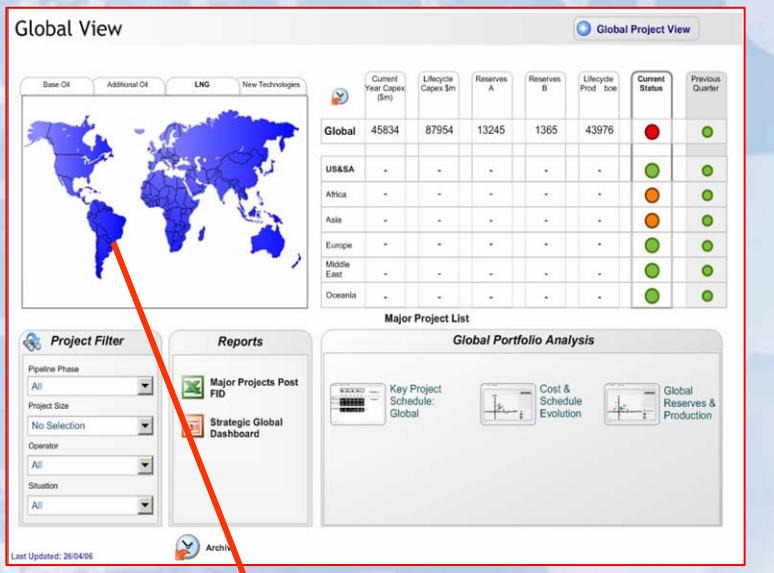
Dashboard for specific initiative links to performance details plus organisational responsibility, showing process detail and root cause of difficulty

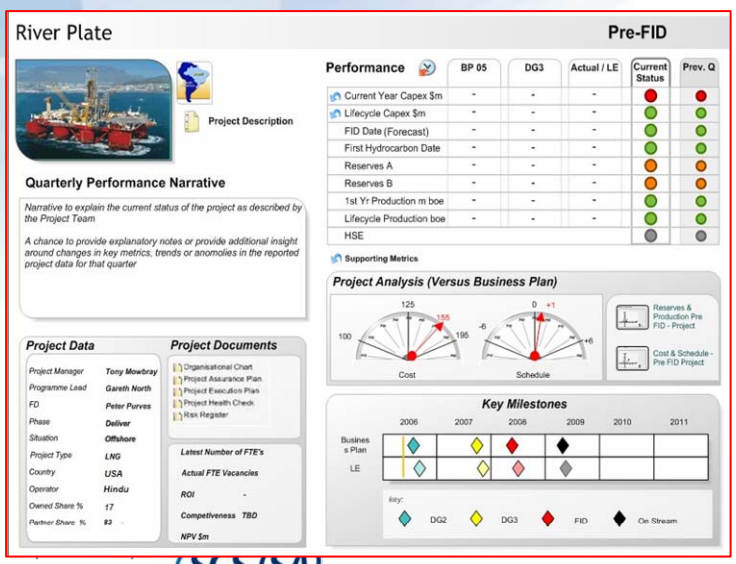


Primary objec
Secondary ob

Efficient Governmer
Live
1 Business (Back office)
Access Centre
ICT Strategic Partnerships
Procurement
Proposed
Absence Management
Assets & Accommodation
Building Services
Car Parks
Energy Management
Shared Service Centres
Social Enterprise Companie
Joint Service Delive
Live
Community Health & Care F
CPP's
Modernising Emplo
Live
Workforce Pay & Benefits
Social Renewal Age
Live
Community Planning & Eng
Educational Attainment
Personal Success, Participa
Worklessness

Strategic alignment example (2)





Global programme view rolls up individual project performance to a corporate dashboard.

Updated dynamically from underlying systems, this ensures timely information to support decision making at all levels.

New views and levels of detail can be created flexibly as required.

Performance information can be connected with any aspect of project management.

A single view of truth for the project and programme team.

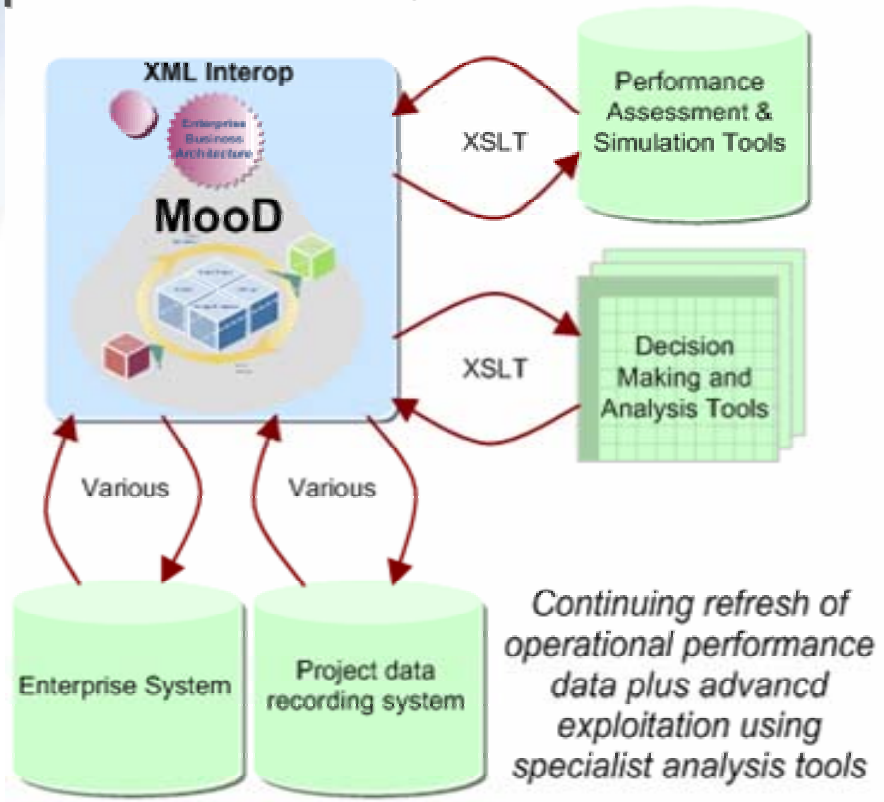
Summary of Exploitation 2: Strategic alignment

Performance management aligned with business drivers and operational definitions.

Exploited through improved support for decision making, and automated timely dashboard generation.

Progressive application of business architecture, extending MODAF views to meet needs of wider stakeholder community.

Interoperability requirements typically relate to performance assessment and management tools, and to the operational systems that provide live performance data:



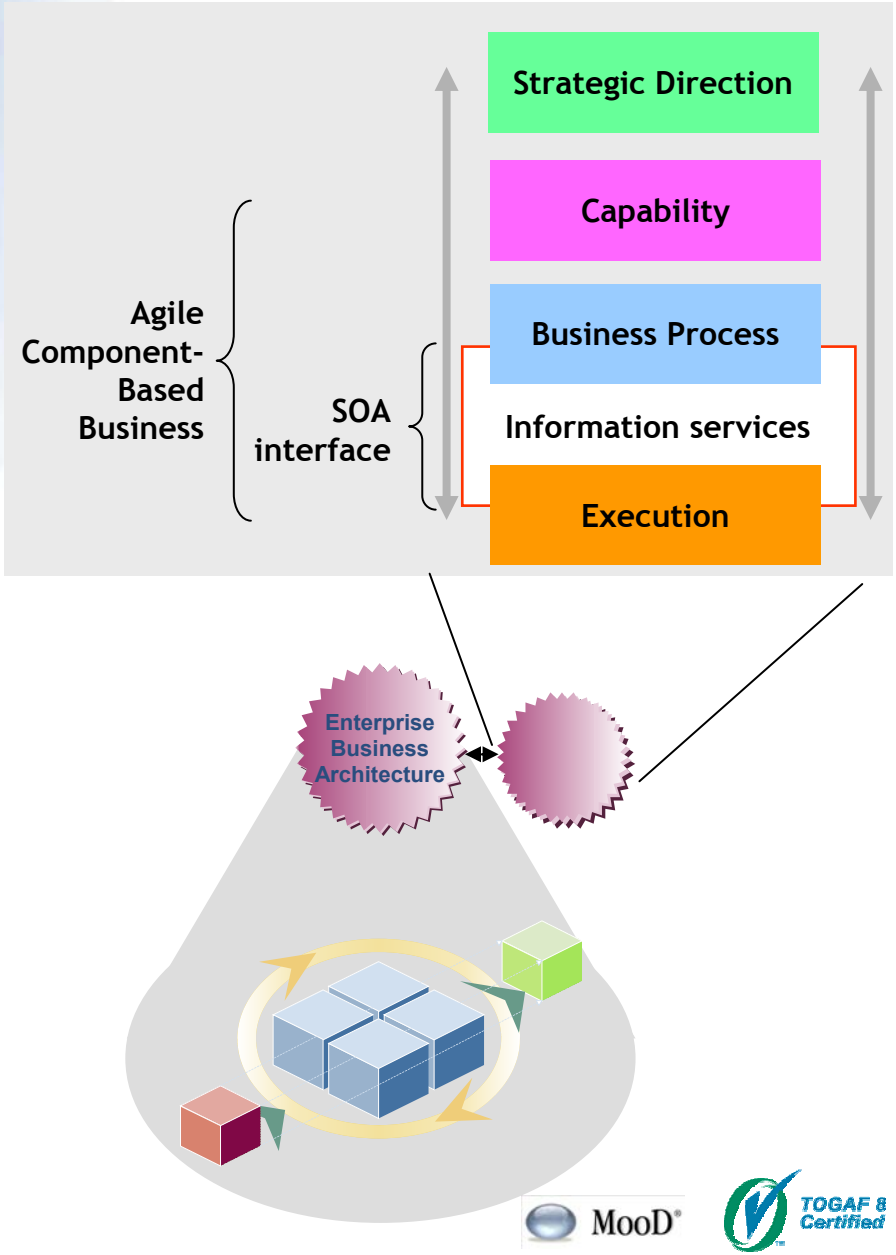
Exploitation 3: Service-oriented view of business

A Service Oriented Architecture (SOA) offers a standards-based approach in which business functionality is configured through flexible components.

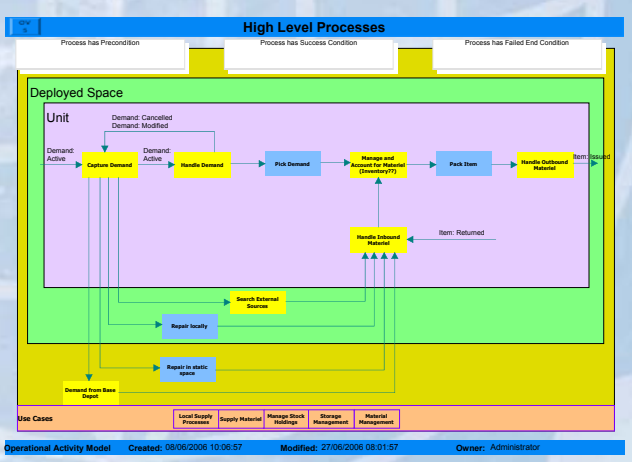
The approach provides an enabler for delivering business agility, where business process can be re-configured in response to changing requirements and conditions.

A further benefit is freedom from supplier lock-in through commoditised services, including wrapped legacy.

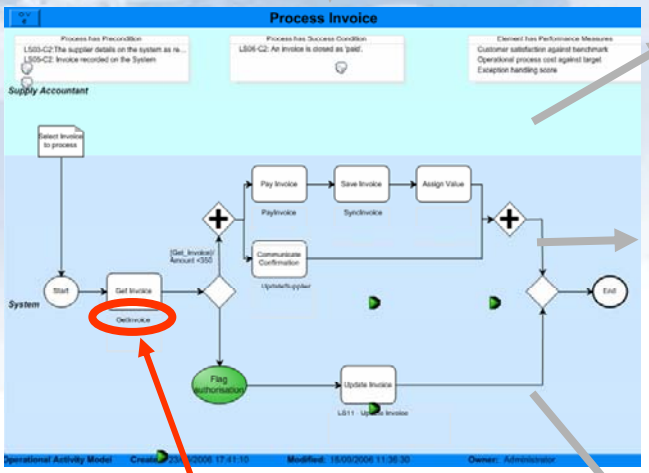
Crucially, this needs to be driven from business need, to ensure the execution architecture remains aligned with strategic direction.



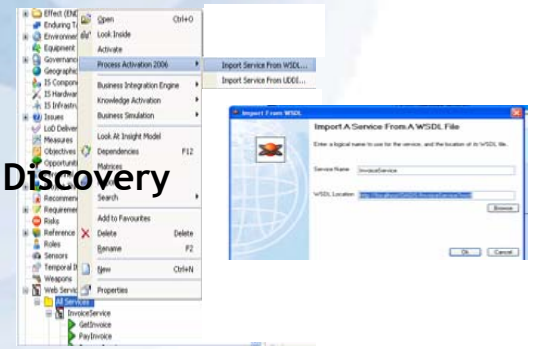
Service-oriented business examples



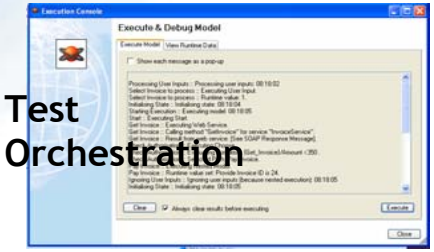
Business process (BPMN)



Web service alignment with activity



Discovery



Test Orchestration

BPEL Generation

Execution via live environment

Discovering these services and aligning them with logistics business process yields benefits:

- Commoditised, re-useable executable business components
- Configure components as required by equipment / theatre
- Choose / swap compliant service implementations

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Summary of Exploitation 3: Service-oriented business

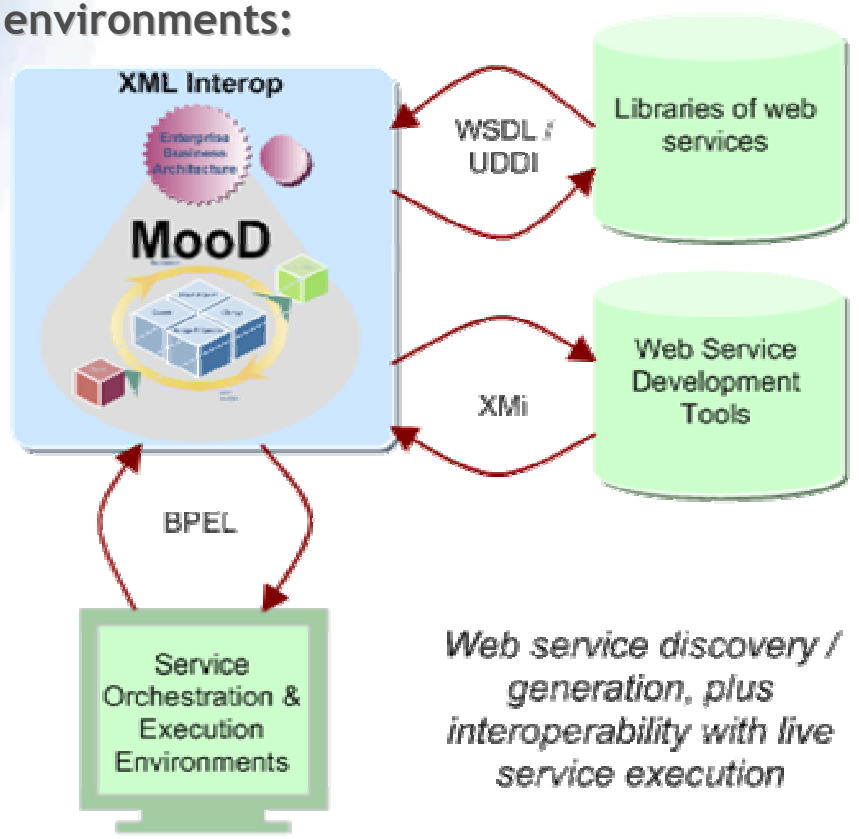
Identifying and configuring standardised business components to deliver agile capability.

Exploited through component-based method for business design, enabling rapid assembly / re-configuration of business functionality.

Avoiding costs and risks of large system production and management and of proprietary solutions.

Significant opportunity to be embraced by current initiatives.

Interoperability requirements typically relate to web service discovery and design / generation tools, and to also to live orchestration and execution environments:

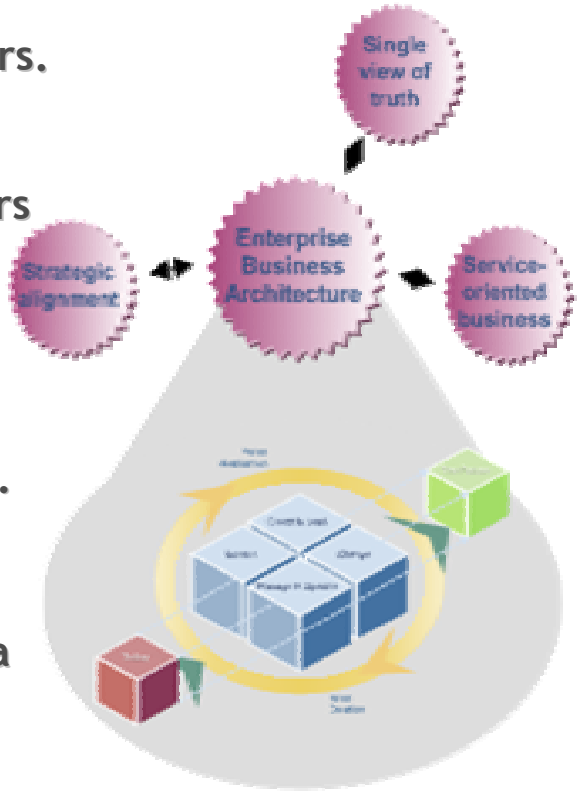


Key Points and Concluding remarks

It's not about MODAF or building architectures, these are just the enablers. It's exploitation that counts.

We have covered three routes – and there are several others.

Underlying all of these, the key driving principles are connectivity plus communication across diverse stakeholders to deliver benefit.



It's also not about specific tools - each exploitation poses requirements for methodology and interoperable tool functionality, including external systems and environments.

Focus should be squarely on exploitation:

- Achieve the benefits of getting to "first base" – creating a single coherent view of truth.
- Stretch the horizon to benefit from more progressive exploitations.

The enablers to benefit from all of this are in place now. It's within our grasp.

Working with SA DoD - Integrated Enterprise Architecture Solution (IEAS)

Objective: To provide an integrated
and population of the framework.

quirement

- strategic information systems pl
- technology architecture,

ectur

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