
A brief discussion on

Architectural Realisation in the Financial Sector.

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Four Simple Questions !

1. What is a Enterprise Architecture ?
2. Realisation of the Blue Print
3. Why are systems in the financial sector different ?
4. How should I structure my EA team within this sector ?

Enterprise Architecture (EA)

Basic Definition

In General, Architecture can be defined as the process of designing buildings and structures.

EA in a 'systems context' can thus be defined as the art and science of designing information systems and services.

Roles & Responsibilities

The EA team is 'a individual or team who understand the current state *end to end* horizontal and vertical technology components, processes and flows that make up the enterprise's business information systems and seek to define the transitional and target state enterprise systems.

Realisation of the Blue Print


The Architectural blue print refers to models, documents and artefacts that support the creation of Architectural Views (*Business, Application, Data and Infrastructure*) which are positioned to align to meet the future Business goals and objectives of the organisation.

This Blue Print must be accompanied by a road map (*the transitional states*) which allows a Target state to be achieved and realised.

Architectural Realisation is a way of thinking and not a concrete technology implementation. It is however supported by frameworks, patterns & best practices that complement the mindset.

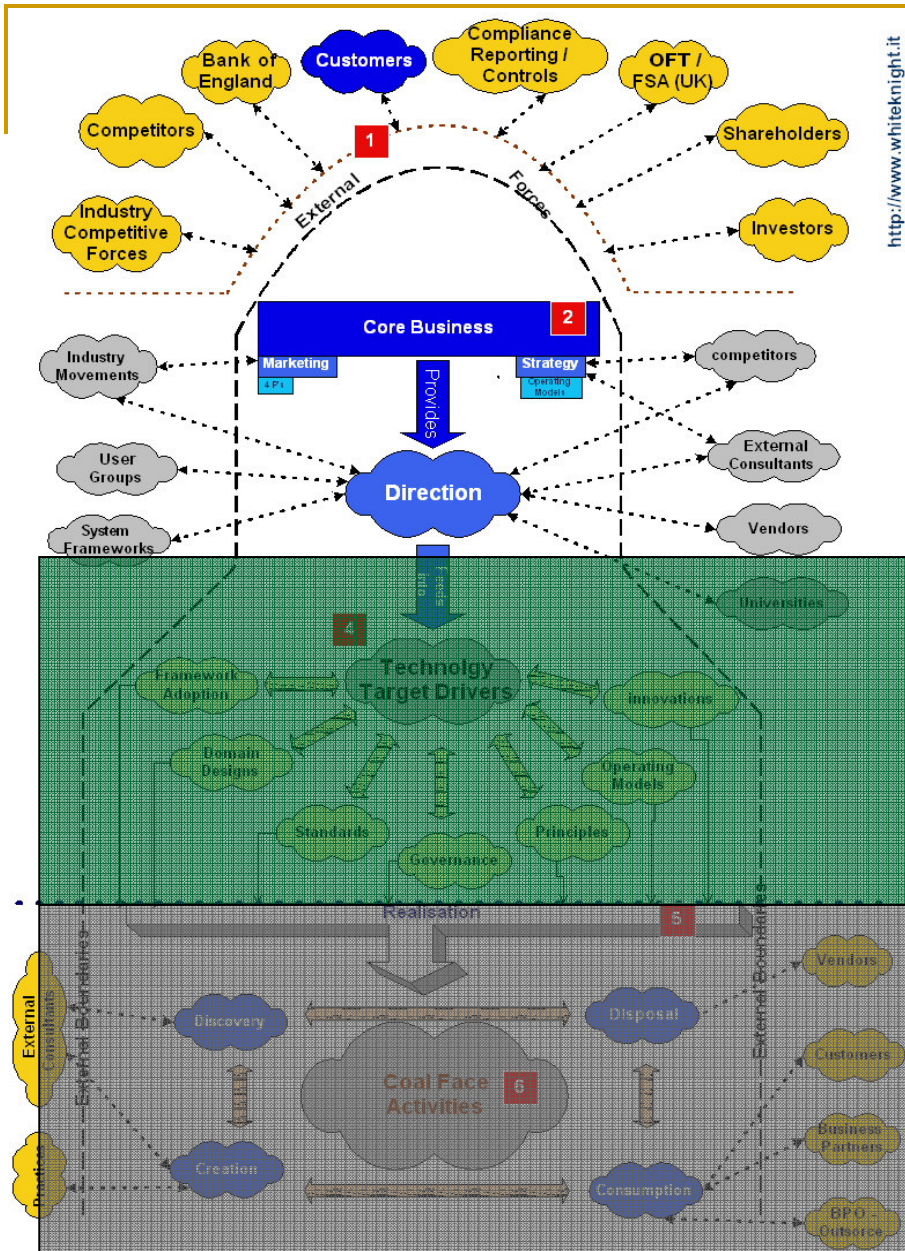
Why is the financial sector different ?

The Financial Sector is unique for the following reasons;

- High Volume Transactional Systems across all business units.
- Compliance is a key feature when designing or deploying a new system. 
- Can leverage financial clout with vendors as budgets are much bigger
- **Federated approach** to architecture – where each business unit e.g. retail, private, corporate, investment divisions have unique requirements

**Reporting
Controls
Audit**

Financial organisations with multiple divisions who adopt a single Architectural Blue Print can hit problems, one can argue that this approach removes the divisions ability to be responsive and agile to market conditions as depicted in the next slide...



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Financial Organisations are unique as they have to contend with;

- *Regulatory bodies (home and abroad)*
- *Central Banks*
- *Competition from non-banks*
- *Greater Customer Expectations*

Thus much of the time is spent on structuring the Architectural frameworks and the associated controls.

Resulting in a decline in agility and responsiveness to the business units requirements.

If effort is focused on governance, committees etc then a disconnect from the 'coal face' occurs.

EA Team Patterns in the Financial Services Sector

Architecture Team	1 None	2 Initiation	3 Mature
Business	Large Financial BPO service provider, a history of rapid growth through Partnerships, Mergers and Acquisition, Global Player with 4000 employees.	Financial Service Provider with the main channel being the Internet and Telephone Banking- subsidiary of a Global Banking Organisation whose Architecture is Mature	Major European retail Financial services provider with a substantial branch network.
Size of Team	Nil	6 - 8 FTE	70+ FTE
Approach to artefact production	'on the fly', Project Driven and vendor influence strong, no re-use.	Project driven design, focus on rapid delivery, agile and thus ad-hoc, no re-use.	Design by committee, excessive use of 3rd party consultancies, production time increased.
Roadmap / Target Architect vision	Rapid growth coupled with mergers / acquisitions has resulted in a drive to control and consolidate infrastructure to reduce costs.	informal - but there in individuals minds - not documented and rationalised through iterations.	High Level generic Architecture defined - Target not elaborated and production systems sit on the back bench.
Strength	No Technology constraints Focus on business drivers Technology innovation Cost	Responsive to Business Business / Technical relationship Adoption of Best of Breed. Cost	Business Knowledge Research usage Governance of documents
Weakness	Target Arch definition Service re-use Lack of direction Governance / Control Technology not aligned to Business	Re-active Focus on App Arch and not EA EA Stack not full encapsulated Part Aligned to Business	Focus at the App Layer (not EA) Lack of Internal Arch Skill Set Dependency on 3rd Parties No Transitional / Target Defined Politics affect Arch deliverables design by committee
Common emerging patterns	Appreciation that an EA team needs to be established - the key driver being the 'manageability of system'. However the question constraining the formation is cost and individuals who can be exploited within the organisation	Whilst there are weaknesses principally in the landscape of the EA - the ability to address business - technical issues indicate that team - near teams add value in relation to cost.	The larger the team - the more the problems! this is clear - the demarcation between functions affects the delivery of a transitional and target EA.

Summary

- Enterprise Architecture has a focus on the Architectural Roadmap in which a balancing act occurs between aligning the current state systems with the transitional and target systems to support the business in the future
- The focus for the Architecture team should be on realisation !
- Cost effective realisation can only truly be achieved with a small lean team !
- Architecture in the financial services sector is best approached through the concept of the federated architecture model – in which each division has its own EA and the Group EA enforces principals and best practices across the federation

Realisation is achieved when you create, align and map your federated Architectures, artefacts and models to the coal face activities of your organisation

Thank You

Any comments or suggestions please feel free to
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