Role of the IT architect in a Global Environment

Sohrab Kakalia
Head of Technology Consulting
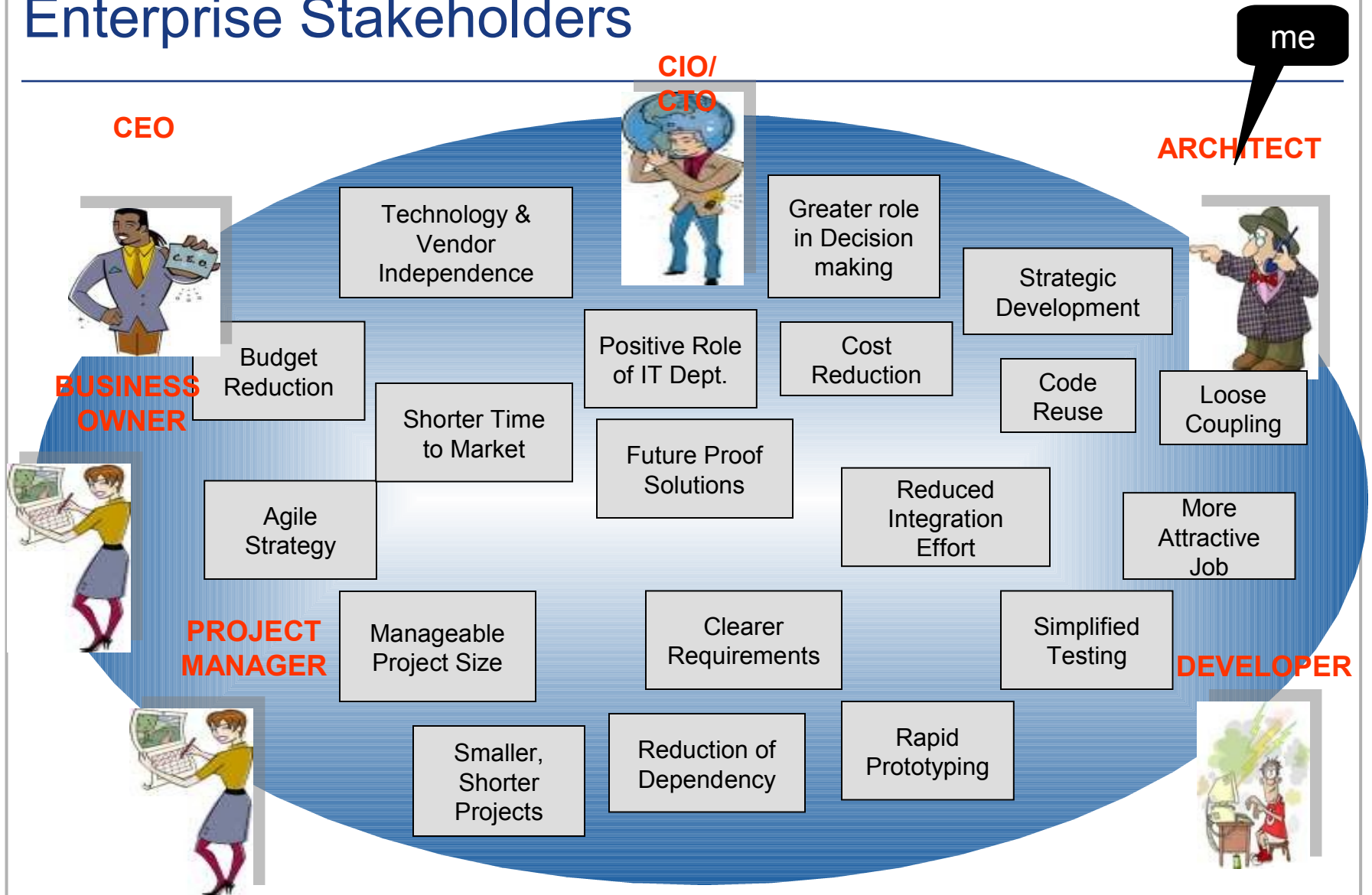Infosys Technologies Limited

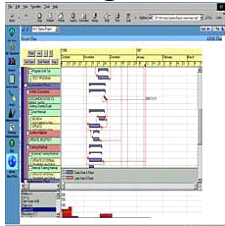IT architecture Practitioners Conference   Feb 2007
Mumbai

"This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it's due in 15 minutes. At last, here's your chance to really impress everyone!"

Enterprise Stakeholders

me

CIO/CTO

CEO

ARCHITECT

BUSINESS OWNER

Technology & Vendor Independence

Greater role in Decision making

Strategic Development

Budget Reduction

Positive Role of IT Dept.

Cost Reduction

Code Reuse

Loose Coupling

Shorter Time to Market

Future Proof Solutions

Agile Strategy

Reduced Integration Effort

More Attractive Job

PROJECT MANAGER

Manageable Project Size

Clearer Requirements

Simplified Testing

DEVELOPER

Smaller, Shorter Projects

Reduction of Dependency

Rapid Prototyping

The Architect Role is evolving

Project Mgmt.

Process Mgmt.

Risk Issue Chng Mgmt

Vendor Mgmt.

Infosys Sun microsystems
IBM hp invent
Microsoft ORACLE

2007 Infrastructure Product Portfolio Risk / Value Assessment

Risk

Critical

Prudent To Do

4.0

3.0

Emerging Risk

0.0

3.0 4.0

Business Value
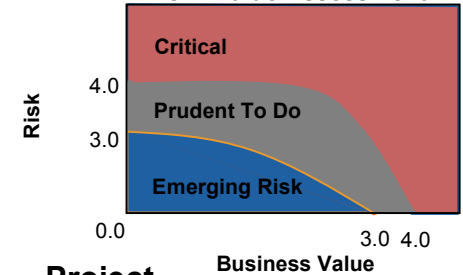
Innovation & Trends

Project Portfolio Mgmt.

RPA

Budget

$

Strategy & Roadmaps

Relationship Mgt
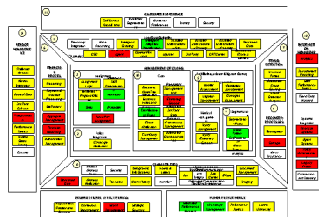
Work Intake

Application Portfolio Management

Dashboard

ITIL

Service Management

Resource Mgmt. Employee Development
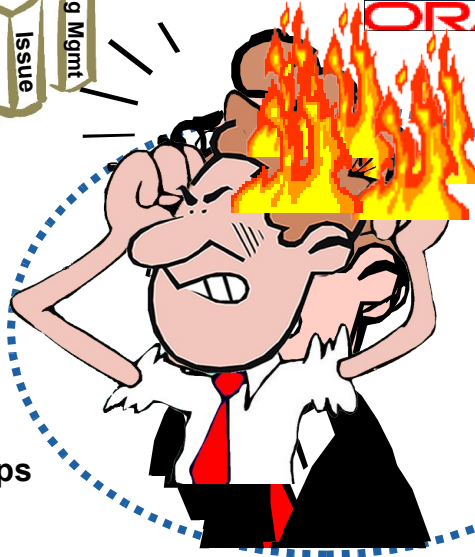
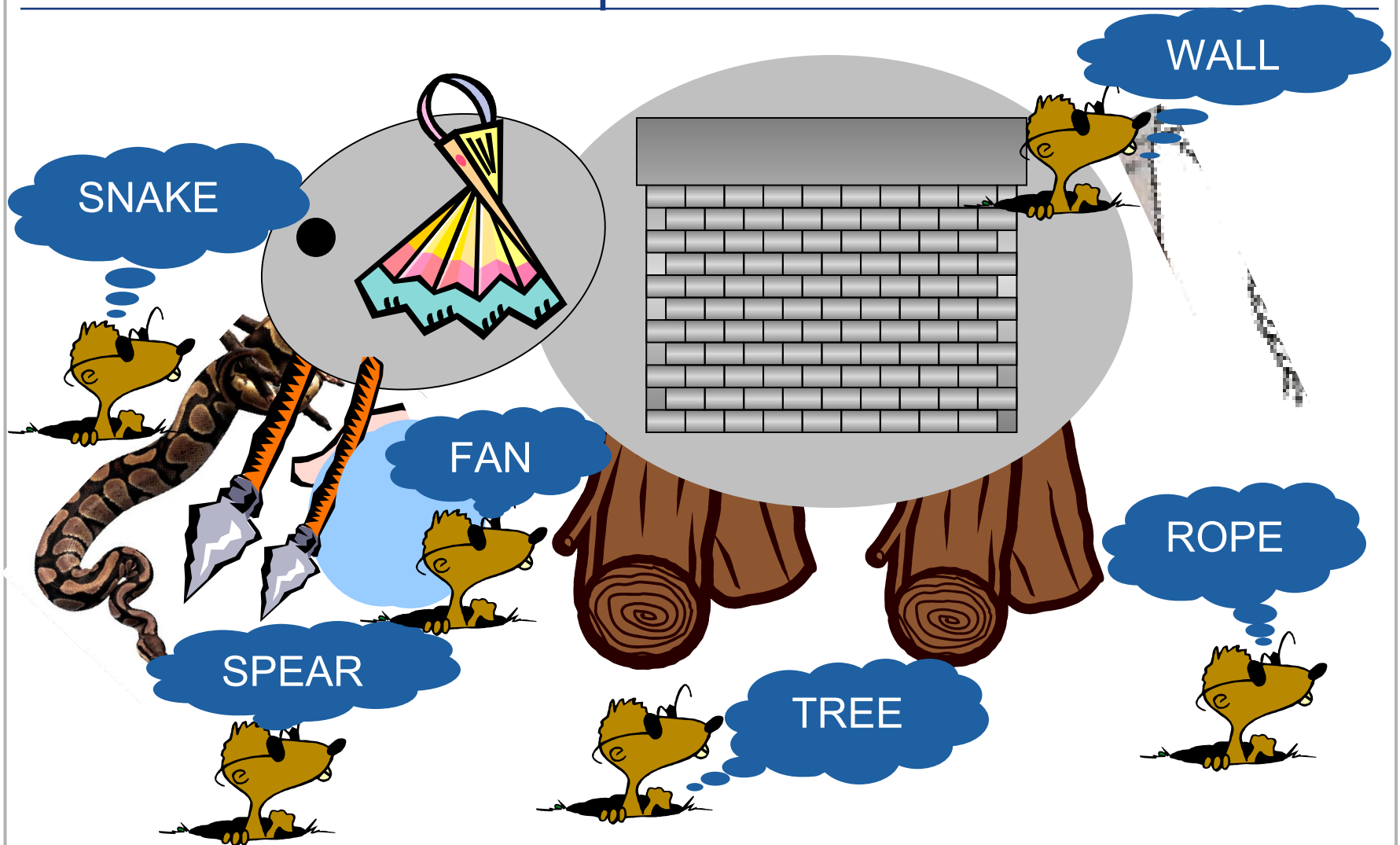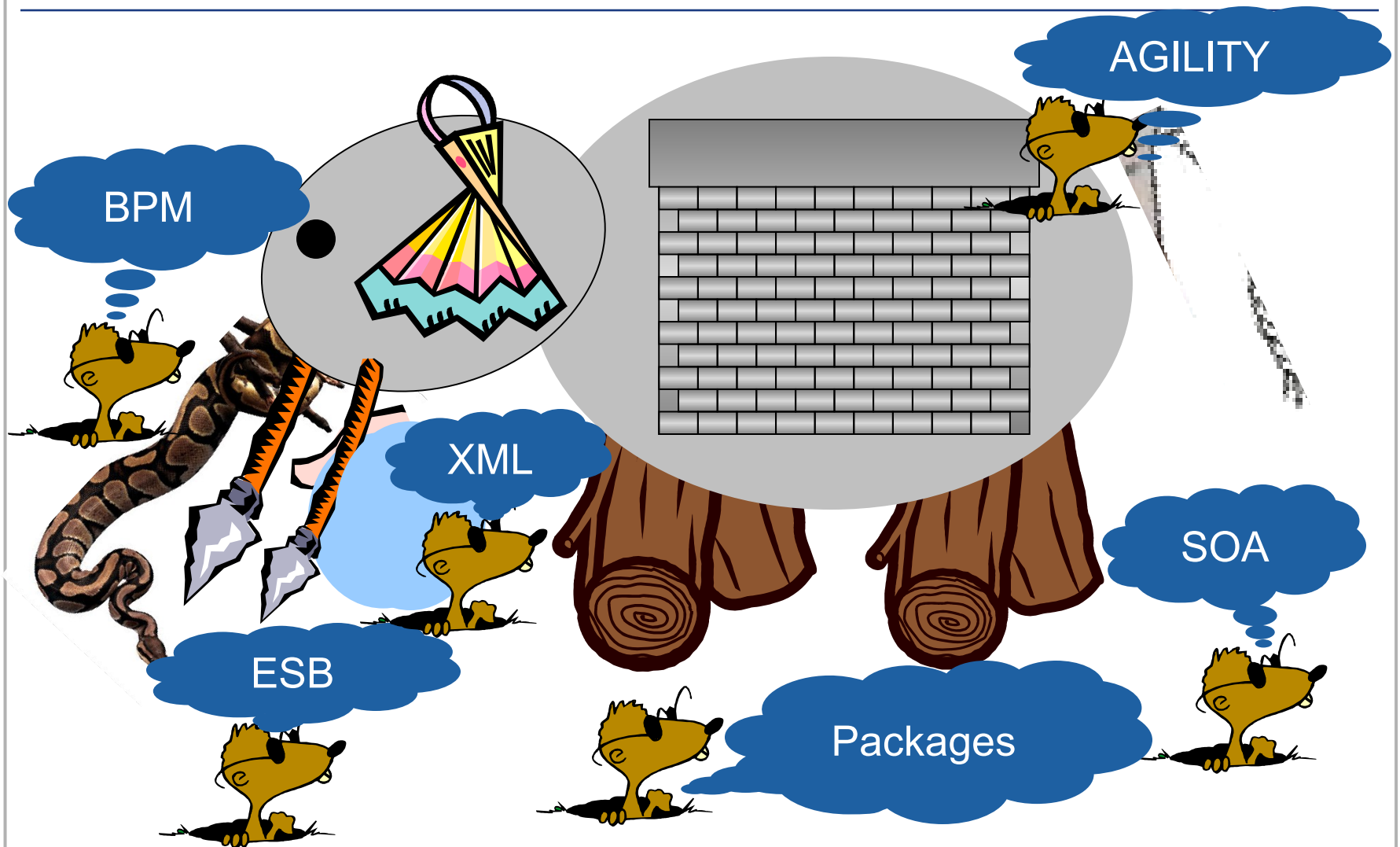*Courtesy Karl Gouverneur, CTO, Northwestern Mutual*

"Either lead, follow, or get out of the way.
But never try to do all three at the same time!"

Discovering the organization reminds one of The Blind Men and the Elephant

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EA: The Services Elephant?

Architect's role is beyond that of IT alone

Starting 1995, CIOs have a seat at the board

80% of companies surveyed rely on IT for their business.
i.e. they would not survive without IT

Gartner Research

Yet, less than 3% of companies understand or
know what their complete IT portfolio is!

Gartner Research

Understanding or discovering the real elephant is where the strategy starts

Unlike conventional development cycles, in strategic initiatives, about 40% of
the initial time is spent in strategy discussion and uncovering assets

Architecture roles

	① Technical	② Solutions	③ Portfolio	④ Business
Scope	• Creating infrastructure road maps and standards • Introducing new technologies to the enterprise • Providing integration and security services to project teams	• Standardizing development platforms, tools, and languages • Providing design engineering services to project teams	• Maintaining global applications inventories • Retiring applications to simplify the systems portfolio	• Mapping interdependencies between processes, applications, data, and technologies • Partnering with the business to optimize information flows and processes
Average Size of Central Architecture Groups (FTEs)	40% (< 10), 30% (11–30), 30% (> 30) FTEs	17% (< 10), 44% (11–30), 39% (> 30) FTEs	30% (< 10), 20% (11–30), 50% (> 30) FTEs	22% (< 10), 22% (11–30), 46% (> 30) FTEs
Reporting Relationships	CTO 22%, CIO 78%	Head of Infrastructure/Applications 4%, CTO 4%, CFO 2%, CIO 90%	CTO 5%, CIO 95%	CEO 12%, CIO 88%
Prevalence Range (Percentage of Survey Respondents)	30–35%	25–30%	20–25%	15–20%

n = 85.

Source: Enterprise Architecture Executive Council research.

Courtesy Karl Gouverneur, CTO, Northwestern Mutual

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Dimensions of a Enterprise architect

Leadership:
Vision
Motivation
Decisioning
Actionizing
Active listening
Communication

Political Acuity:
Winning support
for change

Managing
Stakeholders

Shaping belief
& expectation
for a shared
future

Strategic Ability:
Direct inputs into
the business
Strategy

Domain knowledge
To earn a place
at the table

Translate parts
of the biz strategy
into an IT strategy

Technical Expert:
Leadership by
example throughout

Strategy
Architecture,
Design,
Development,
Infra-planning
Deployment
Maintenance
Standardization
Optimization

ADD GLOBAL

Geographical knowledge in infrastructure availability, networks, datacenters Social and political sensitivity, compliance issues in security, privacy, financial and legal, Licensing and TCO in a distributed environment.

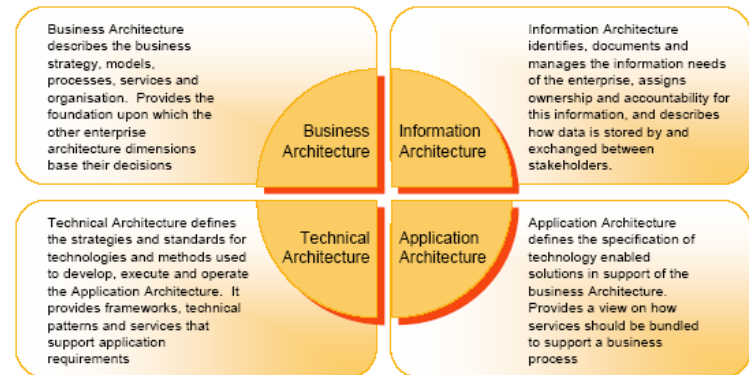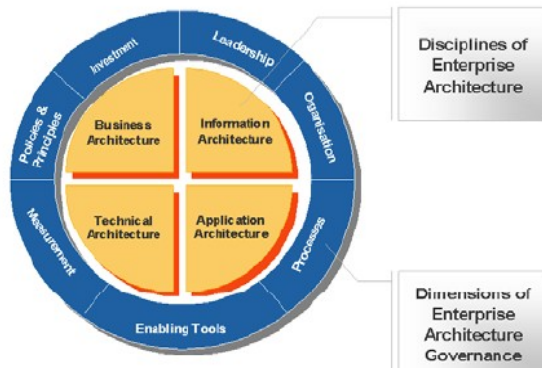| Global Needs	Optimizing	Understanding
• Understanding standards (retail, insurance, financial, mobile) • Financial and operational compliance (eg China) • Inter-operability • Data/ information quality • Readiness of M&A	• Global resource optimization (Data centers and s/w dev) • Leveraging the global talent pool with appropriate project planning	• Cultures • Adoption curve of technology worldwide • Laws of the land

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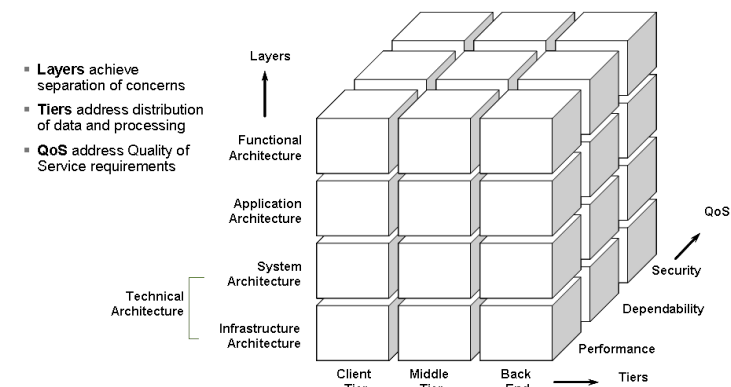# Enterprise Architecture Governance and Tools at Infosys for smoother transformation
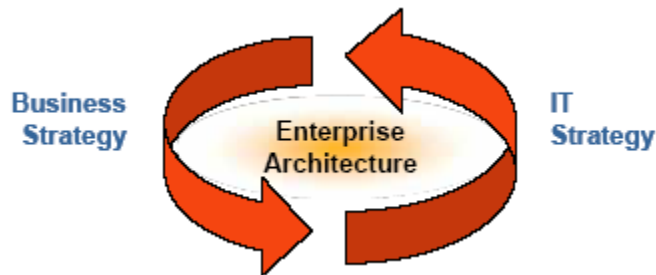
Enterprise Architecture – The Glue

Disciplines of Enterprise Architecture

Enterprise Architecture Governance Framework

- **Layers** achieve separation of concerns
- **Tiers** address distribution of data and processing
- **QoS** address Quality of Service requirements

The framework has been derived from and mapped to Industry standards such as **Open Group's TOGAF** and **SEI's** architecture initiatives; and derived from our Technical Consulting experiences

Read More at http://www.infosys.com/services/systemintegration/EA-Governance-1.pdf

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Ability to leverage on assets . . .

Finding the value of intangibles

Company	Market cap.	Total assets	Ratio
Amazon	13.99B	3.25B	4.3
GM	17.65B	448.5B	0.04
MSFT	273.13B	92.3B	2.9
UPS	80.8B	33.0B	2.6

Source: Company reports and Forrester Research

Join us at

Infosys' Reception
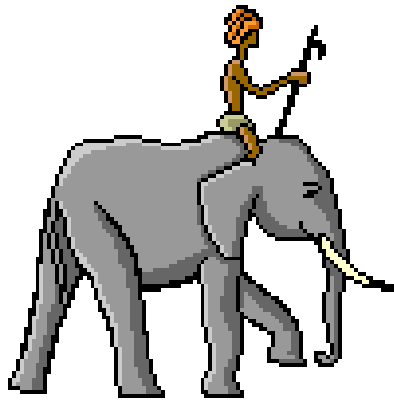
At 18:00 IST

Win a Sony PSP 1004-K

Stop

by our table to fill out a quiz and enter the lucky draw

Lucky draw on the 27th

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Thank You

Questions ?

Creating The
Agile Elephant