Role of the IT architect in a Global Environment

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Infosys Technologies Limited

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“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!”
The Architect Role is evolving

- Project Mgmt.
- Vendor Mgmt.
- Innovation & Trends
- Process Mgmt.
- Risk
- Issue
- Change Mgmt.
- Business Value
- Risk / Value Assessment
- 2007 Infrastructure Product Portfolio
- 3.0
- 4.0
- Critical
- Prudent To Do
- Emerging Risk
- Budget
- Risk
- Prudent To Do
- Emerging Risk
- Project
- Portfolio Mgmt.
- Relationship Mgt
- Work Intake
- Resource Mgmt.
- Employee Development
- Application Portfolio Management
- Strategy & Roadmaps
- Service Management
- Dashboard

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

- SNAKE
- ROPE
- FAN
- WALL
- SPEAR
- TREE
EA: The Services Elephant?

- BPM
- XML
- ESB
- Packages
- SOA
- AGILITY

Win in the flat world
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

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

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

<table>
<thead>
<tr>
<th>Scope</th>
<th>Technical</th>
<th>Solutions</th>
<th>Portfolio</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating infrastructure road maps and standards</td>
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<tr>
<td>Introducing new technologies to the enterprise</td>
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<tr>
<td>Providing integration and security services to project teams</td>
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<tr>
<td>Standardizing development platforms, tools, and languages</td>
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<tr>
<td>Providing design engineering services to project teams</td>
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<tr>
<td>Maintaining global applications inventories</td>
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<tr>
<td>Retiring applications to simplify the systems portfolio</td>
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<tr>
<td>Mapping interdependencies between processes, applications, data, and technologies</td>
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<tr>
<td>Partnering with the business to optimize information flows and processes</td>
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</tbody>
</table>

### Average Size of Central Architecture Groups (FTEs)

<table>
<thead>
<tr>
<th>Average Size</th>
<th>&lt;10 FTEs</th>
<th>11–30 FTEs</th>
<th>&gt;30 FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>40%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Solutions</td>
<td>17%</td>
<td>44%</td>
<td>39%</td>
</tr>
<tr>
<td>Portfolio</td>
<td>30%</td>
<td>20%</td>
<td>50%</td>
</tr>
<tr>
<td>Business</td>
<td>22%</td>
<td>22%</td>
<td>46%</td>
</tr>
</tbody>
</table>

### Reporting Relationships

<table>
<thead>
<tr>
<th>Reporting Relationships</th>
<th>CIO</th>
<th>CTO</th>
<th>Head of Infrastructure/Applications</th>
<th>CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>CTO</td>
<td>78%</td>
<td>22%</td>
<td>90%</td>
<td>88%</td>
</tr>
<tr>
<td>Head of Infrastructure/Applications</td>
<td>4%</td>
<td>4%</td>
<td>95%</td>
<td>12%</td>
</tr>
<tr>
<td>CTO</td>
<td>2%</td>
<td>CFO</td>
<td>5%</td>
<td>15–20%</td>
</tr>
</tbody>
</table>

### Prevalence Range

<table>
<thead>
<tr>
<th>Prevalence Range</th>
<th>Technical</th>
<th>Solutions</th>
<th>Portfolio</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30–35%</td>
<td>25–30%</td>
<td>20–25%</td>
<td>15–20%</td>
</tr>
</tbody>
</table>

Source: Enterprise Architecture Executive Council research.

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*Courtesy Karl Gouverneur, CTO, Northwestern Mutual*
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

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
- Understanding standards (retail, insurance, financial, mobile)
- Financial and operational compliance (e.g., China)
- Inter-operability
- Data/information quality
- Readiness of M&A

### Optimizing
- Global resource optimization (Data centers and s/w dev)
- Leveraging the global talent pool with appropriate project planning

### Understanding
- Cultures
- Adoption curve of technology worldwide
- Laws of the land
Enterprise Architecture Governance and Tools at Infosys for smoother transformation

Enterprise Architecture – The Glue

Disciplines of Enterprise Architecture

Enterprise Architecture Governance Framework

Ability to leverage on assets . . .

### Finding the value of intangibles

<table>
<thead>
<tr>
<th>Company</th>
<th>Market cap.</th>
<th>Total assets</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amazon</td>
<td>13.99B</td>
<td>3.25B</td>
<td>4.3</td>
</tr>
<tr>
<td>GM</td>
<td>17.65B</td>
<td>448.5B</td>
<td>0.04</td>
</tr>
<tr>
<td>MSFT</td>
<td>273.13B</td>
<td>92.3B</td>
<td>2.9</td>
</tr>
<tr>
<td>UPS</td>
<td>80.8B</td>
<td>33.0B</td>
<td>2.6</td>
</tr>
</tbody>
</table>

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
Thank You

Questions?

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