ArchiMate
for modeling and analysis of
Enterprise Architecture
at a major Insurance Firm

Maximize ROME*

*Return On Modelling Effort

Agenda

❑ Why Archimate ?

  ▪ What was the problem that Archimate addressed ?

  ▪ What is the quality of the Archimate language for EA ?
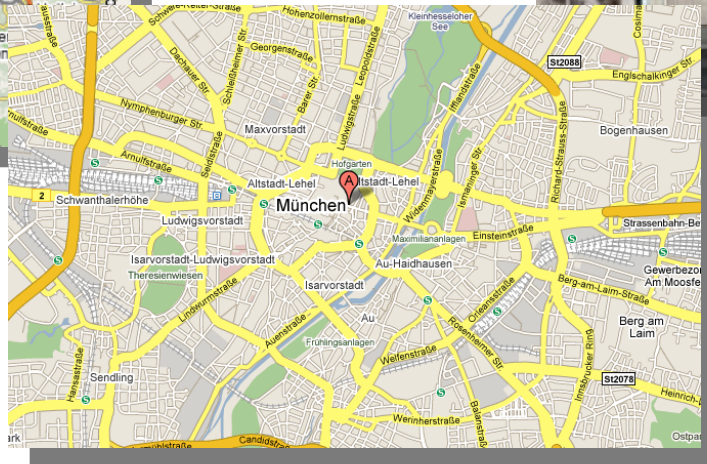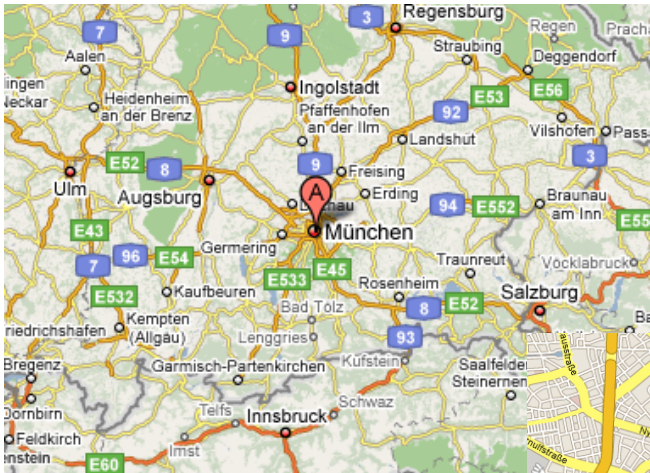
❑ The Insurance Case

  ▪ The project and company context

  ▪ The problem and our approach ?

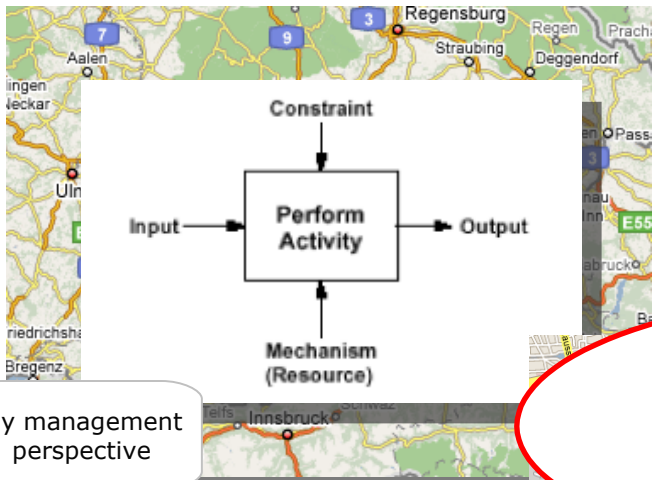 ▪ The ArchiMate deliverables, a peek in the repository.

❑ Lessons Learned

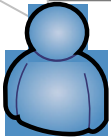Thinking of enterprises

WHY ARCHIMATE ?

Carthography

Enterprise Cartography
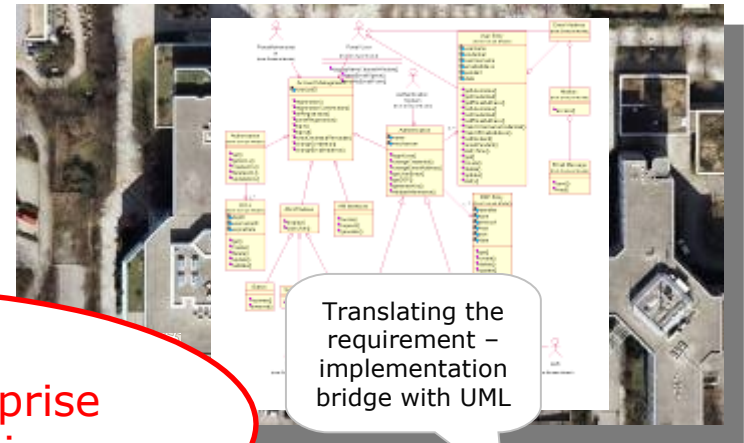
Finally Archimate ?
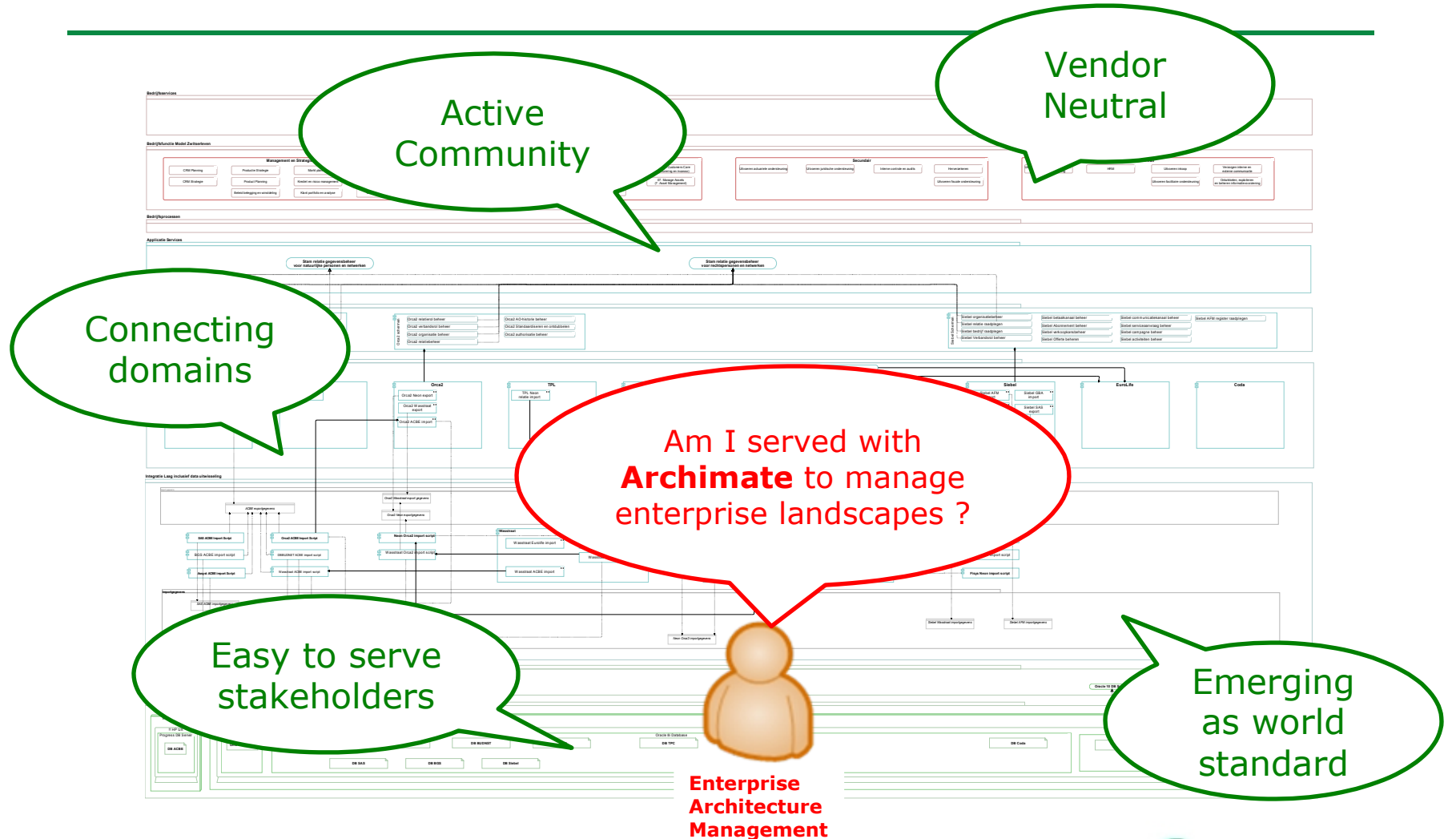
Has Archimate the right quality ?

Semiotic Ladder – Ronald Stamper

What defines the quality of a language for the purpose of Enterprise Architecture ?

Social (Understanding)

Pragmatic (Knowledge)

Semantic (Meaning)

Syntactic (relationships)

Morphological (Objects)

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The importante of Archimate

How does Archimate address these quality aspects ?

Social (Understanding)

Pragmatic (Knowledge)

Semantic (Meaning)

Archimate Specification

Syntactic (relationships)

Morphological (Objects)

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The importante of Archimate

The importante of Archimate

Adoption by:

Industries, Vendors, Universities

Archimate Forum

Social (Understanding)

Pragmatic (Knowledge)

Semantic (Meaning)

Archimate Specification

Syntactic (relationships)

Morphological (Objects)

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Measuring Archimates Quality

2004:   Lets compare the current way of modeling with UML with that of Archimate for the purpose of enterprise architecture.
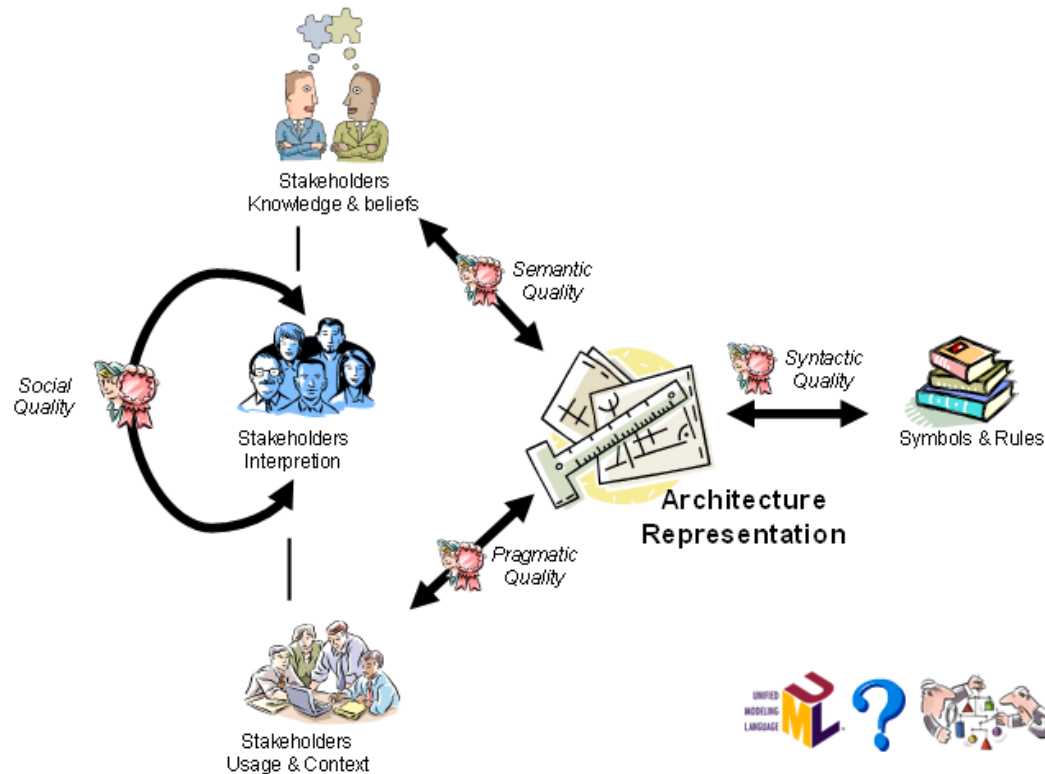
Results in 2004

Conditions:
- Evaluation of UML vs Archimate for the purpose of Enterprise Architecture
- UML 1.5 evaluated with and without EA profile of OMG
- Measurement based on SEQUAL Semiotic Framework (J. Krogstie)

Stakeholders
Knowledge & beliefs

ArchiMate:UML = 1,25:1

Semantic Quality
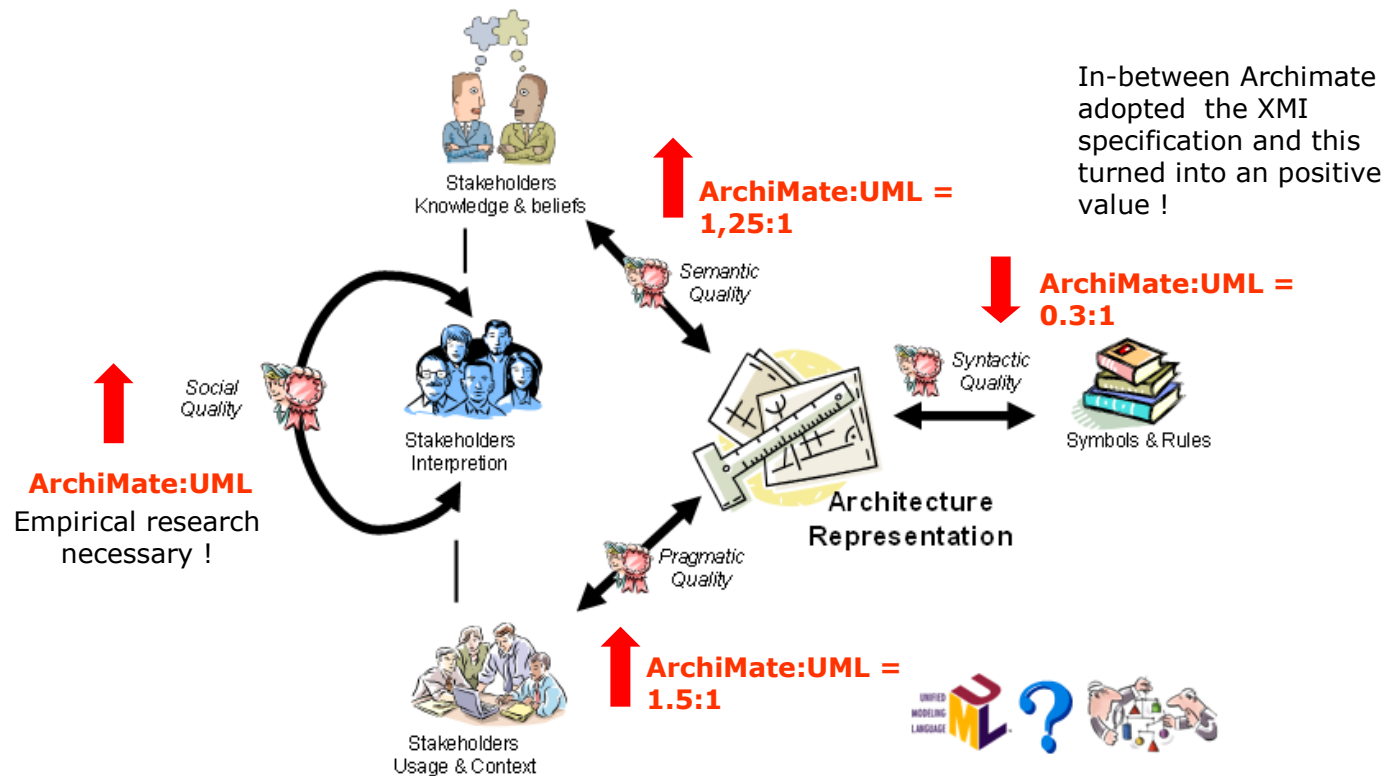
In-between Archimate adopted the XMI specification and this turned into an positive value !

ArchiMate:UML = 0.3:1

Syntactic Quality

Symbols & Rules

Social Quality

Stakeholders Interpretion

ArchiMate:UML Empirical research necessary !

Architecture Representation

Pragmatic Quality

ArchiMate:UML = 1.5:1

Stakeholders Usage & Context

The challenge to define a roadmap to the future

THE INSURANCE CASE

Business Profile Insurance Company

- ❑ Life insurance company
- ❑ Top 10 player in the National Market
- ❑ Number one in customer satisfaction
- ❑ Products
  - ▪ Pension
  - ▪ Life insurance
  - ▪ Mortgage
  - ▪ Asset management
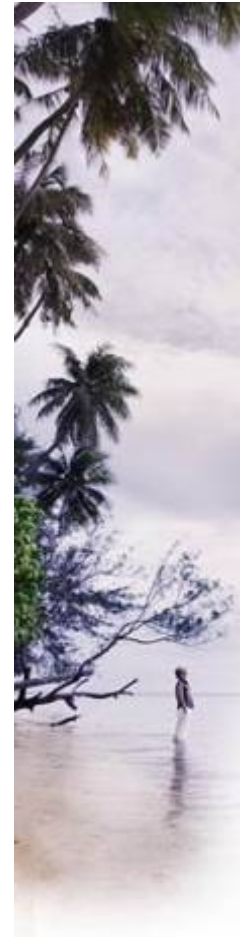
Changes in Pension – and Life Insurance

Market regulation of pensions under pressure

- ❑ More dynamics and players in the market
- ❑ Decrease in governmental part of pensions

Change in law and legislation

- ❑ Risk change to the individual
- ❑ More customer communication enforced by public law
- ❑ Higher regulation on transparency

Individualization/ increased use of internet

- ❑ Role of participants change
- ❑ New groups of collectives
- ❑ Self service and multi channel concepts

Issues in IT

ICT Budget suffers from IT Complexity
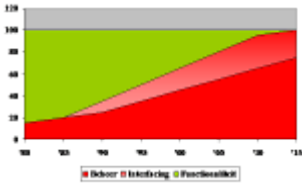
The ICT Budget suffers from the increasing complexity. Less budget available for **innovation.**

- Conformance to standards
  - Minimalise interfaces
- Functional Overlap

SOA Strategy: incremental versus big bang ?
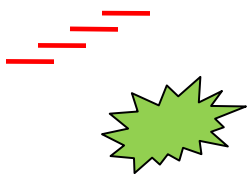
Who has the strongest business case ? Incremental change (waiting for compelling events) or big bang ?

- Transparency in current 'architecture
- Clear future Architecture
  - Delta in maintenance and development

New suppliers, consumers and channels

New consumers and suppliers need to access the domain over multiple channels forced by regulators

- Identification of suppliers and consumers
  - Impact of self service channels
- External registers

Our answer and approach

Plan	Capture AS-IS	Determine Strategy	Define ToBe

Plan
- Sketch Plan
- Prepare Tooling

Capture AS-IS
- Capture AsIs Business architecture
- Inventor AsIs Information & applicatie architecture
- Inventor AsIs Technical Architecture

Create Cartografie And plot concerns

Determine Strategy
- Define Architectural Principles
- Check conformance of As – Is to principles

Define ToBe
- Define ToBe Business architecture
- Define Information & application architecture
- Define ToBe Technical architecture
- Analyse scenario's and impact

| Plan | | Landscape maps | principles | Gap analyses | ToBe Architecture |

Step 1 Determine AS-IS Situation
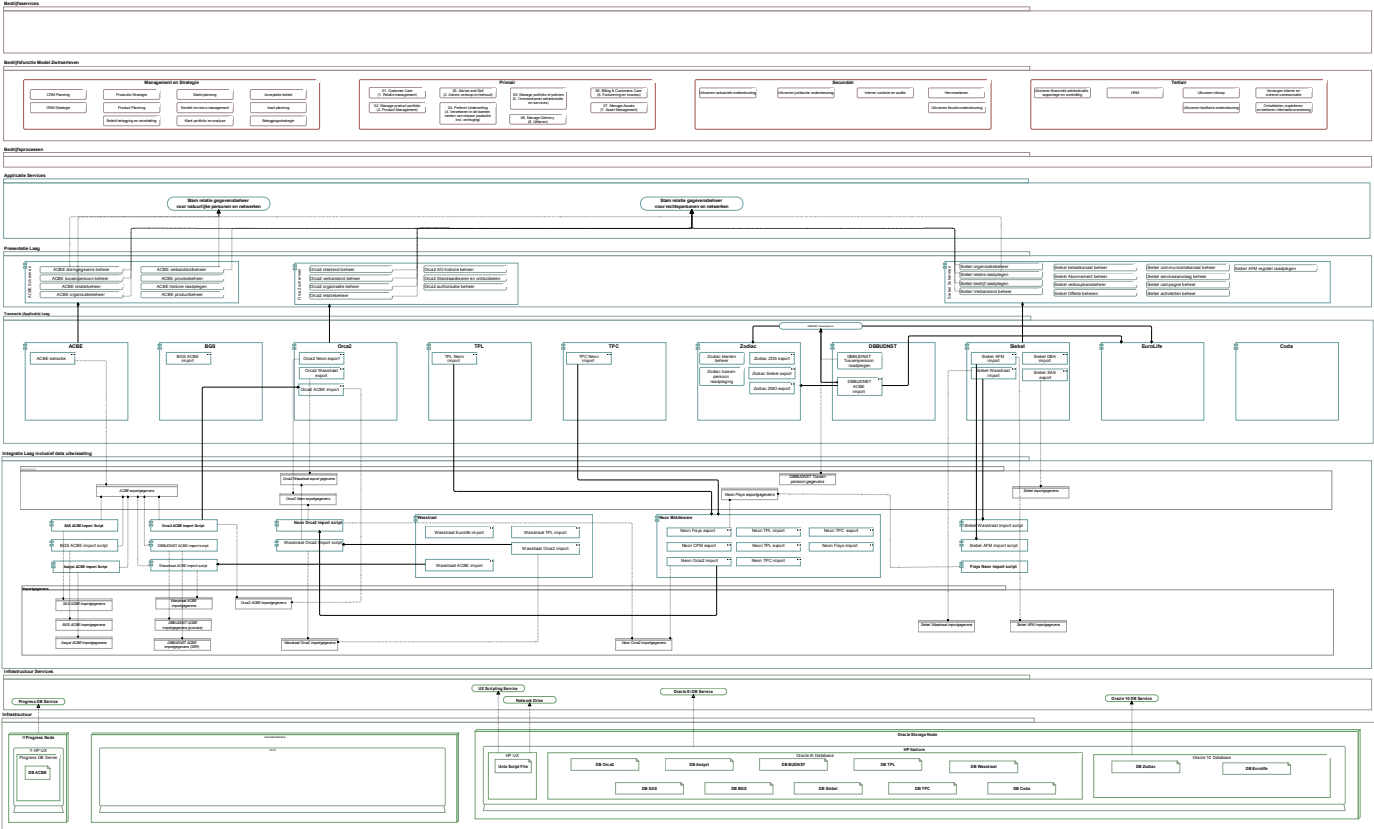
Step 2.a Determine Architectural Changes

Architecture Change (Longlist)
ACBE_OUT
ALER
AUTHENTIC_SRCS
DEL_REL_OBJ
EAI
HI_OUT
HISTORY
IDM&AM
KANTL_BHR
NTFCN_CHANNEL
PORTAL
RELATIE2HR
SIEBEL4BO
STANDARDS
TA_ENVIRONMNT
UNQUE_SRC
VALIDATION

Condense to a shortlist
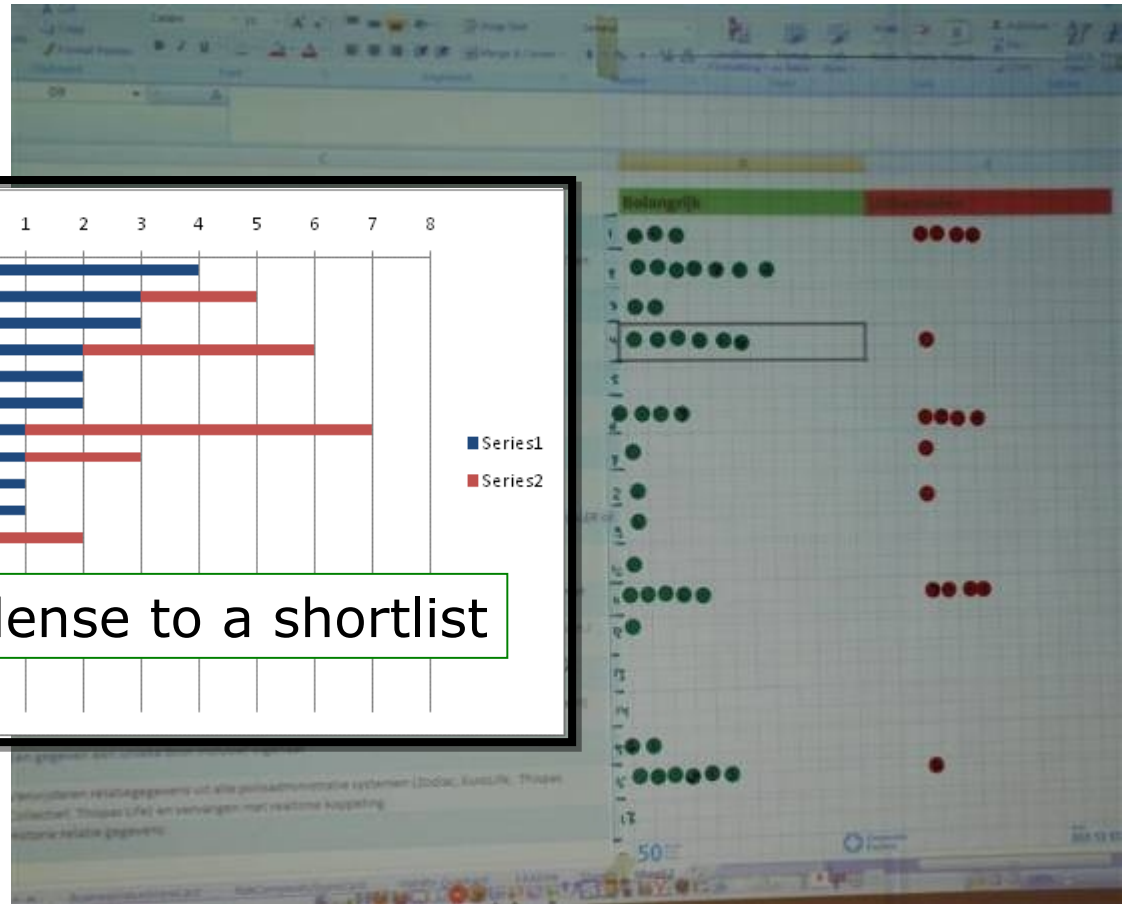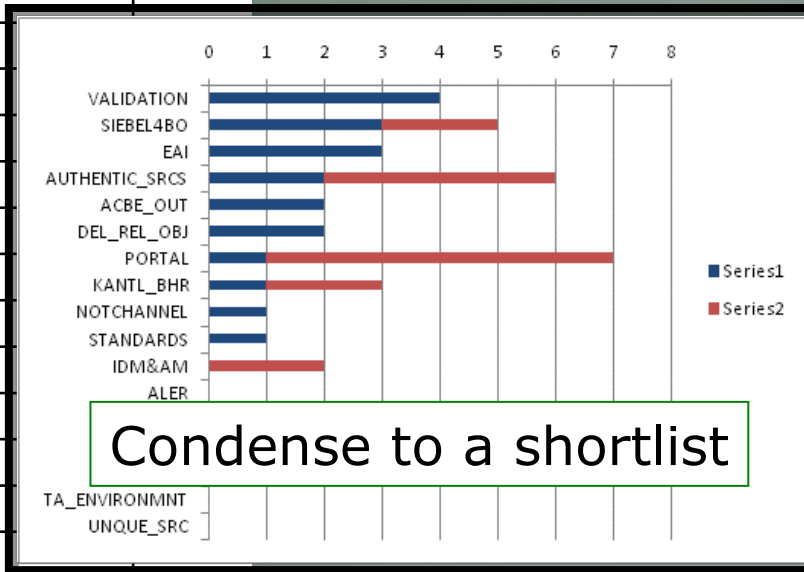
Step 2.b Determine Architectural Focus

Contribution to the business
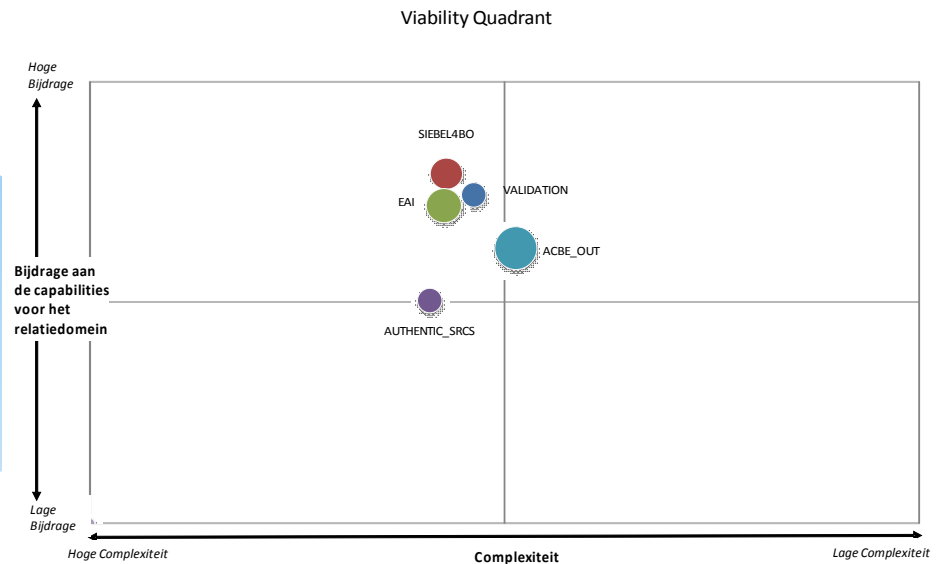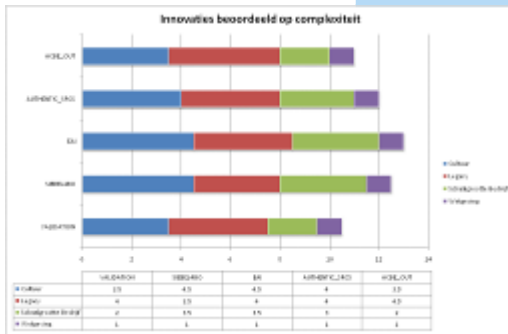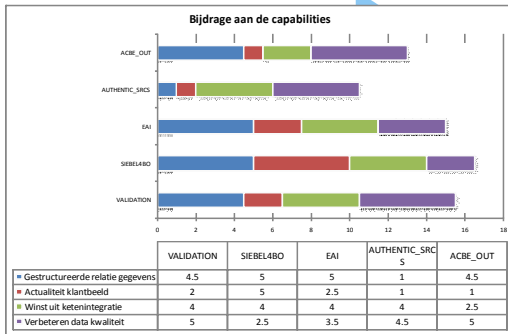
How complex is the change ?

Step 2.c Determine Architectural Roadmap
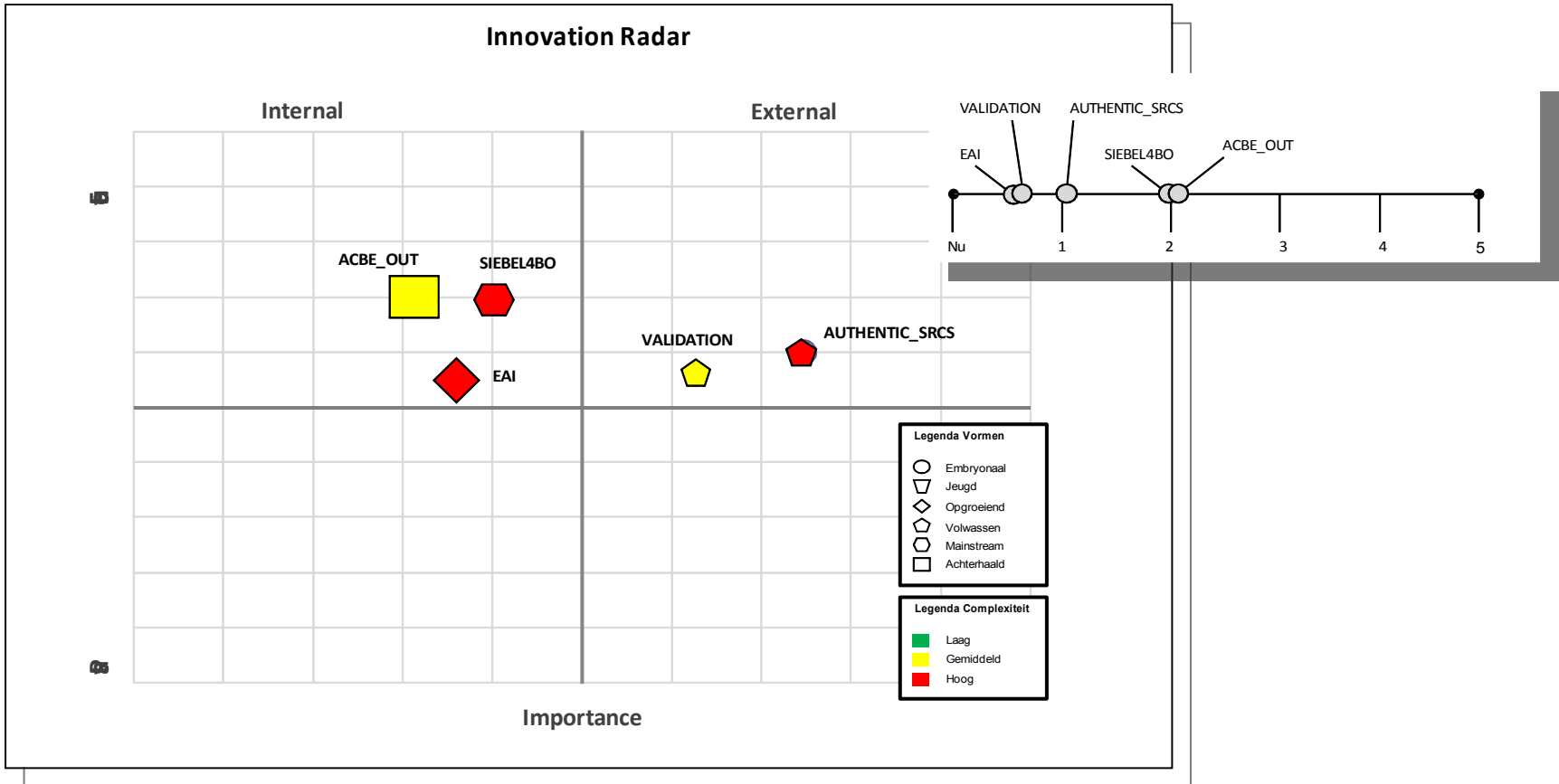
A peek into the Architect repository

Repository and views

Models

- Insurance Company Enterprise Architectuur
  - 05 - Business Service Layer
  - 10 - Business Layer
  - 15 - Application Service Layer
  - 20 - Application Layer
  - 25 - Infrastructure Service Layer
  - 30 - Infrastructure Layer
  - 80 - Architecture Principles
  - 90 - Programs and Projects
  - 91 - Periods

Views

- Insurance Company Enterprise Architectuur
  - Roadmap
  - Togaf A - Architecture Vision
  - Togaf B - Business Architecture
  - Togaf C - Information System Architecture
  - Togaf D - Technology Architecture
  - Togaf E - Opportunities and Solutions
  - Togaf F - Migration Planning
  - Togaf H - Architecture Change Management
  - **Insurance Company EA**

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A. Architecture Vision

Architectuur
Principes

B. Business Architecture

Organogram

Bedrijfsfunctie
Model
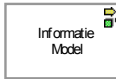
Informatie
Model

Primaire
Bedrijfsfuncties
en processen

C. Information Systems Architectures

Applicatie
Architectuur

D. Technology Architecture

E. Opportunities and Solutions

F. Migration Planning

Soll Architectuur
Relatie Domein

G. Implementation Governance

H. Architecture Change Management

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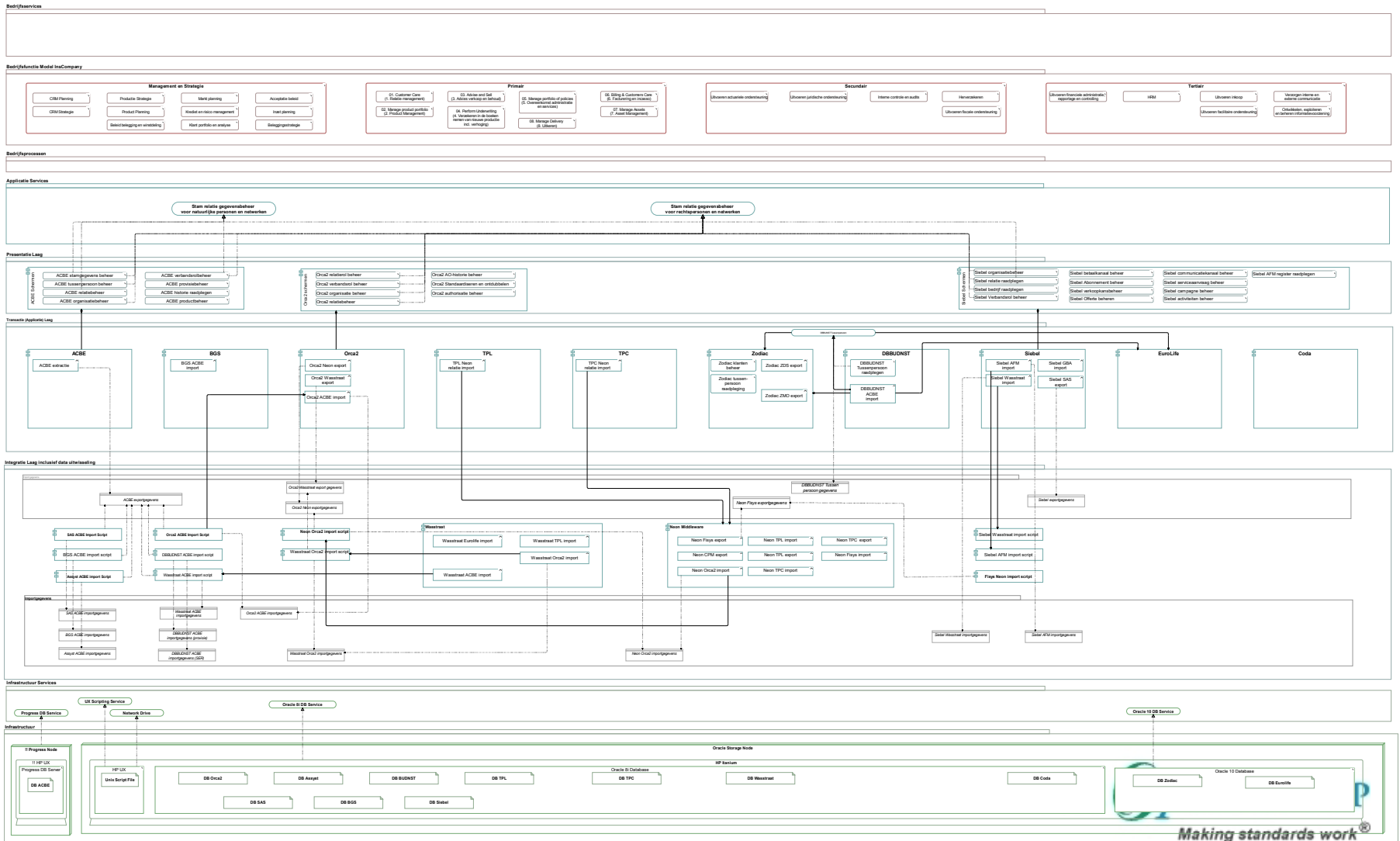
Current situation

Current situation (detail)

Bedrijfsservices

Bedrijfsfunctie Model InsCompany

Management en Strategie

CRM Planning	Productie Strategie	Markt planning	Acceptatie beleid
CRM Strategie	Product Planning	Krediet en risico management	Inzet planning
	Beleid belegging en winstdeling	Klant portfolio en analyse	Beleggingsstrategie

Bedrijfsprocessen

Current situation (detail)

Applicatie Services

Stam relatie gegevensbeheer
voor natuurlijke personen en netwerken

Presentatie Laag

ACBE Schermen

ACBE stamgegevens beheer	ACBE verbandsrolbeheer
ACBE tussenpersoon beheer	ACBE provisiebeheer
ACBE relatiebeheer	ACBE historie raadplegen
ACBE organisatiebeheer	ACBE productbeheer

Orca2 schermen

Orca2 relatierol beheer	Orca2 AO-historie beheer
Orca2 verbandsrol beheer	Orca2 Standaardiseren en ontdub
Orca2 organisatie beheer	Orca2 authorisatie beheer
Orca2 relatiebeheer	

Transactie (Applicatie) Laag

ACBE

ACBE extractie

BGS

BGS ACBE import

Orca2

Orca2 Neon export

Orca2 Wasstraat export

Orca2 ACBE import

TPL

TPL Neon relatie import

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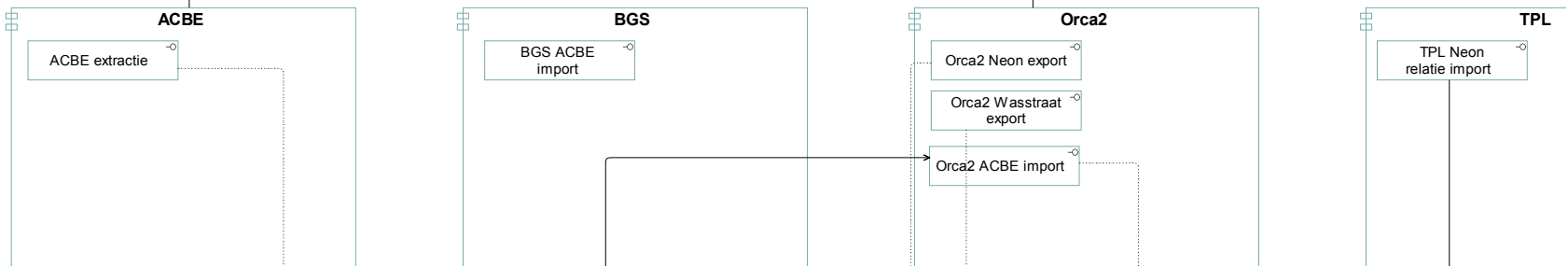
Current situation (detail)

Integratie Laag inclusief data uitwisseling

Export gegevens

ACBE exportgegevens

Orca2 Wasstraat export gegevens

Orca2 Neon exportgegevens

SAS ACBE Import Script

Orca2 ACBE Import Script

Neon Orca2 import script

Wasstraat

Wasstraat Eurolife import

Wasstraat TPL import

BGS ACBE import script

DBBUDNST ACBE import script

Wasstraat Orca2 import script

Wasstraat Orca2 import

Assyst ACBE import Script

Wasstraat ACBE import script

Wasstraat ACBE import

Importgegevens

SAS ACBE importgegevens

Wasstraat ACBE importgegevens

Orca2 ACBE importgegevens

BGS ACBE importgegevens

DBBUDNST ACBE importgegevens (provisie)

Assyst ACBE importgegevens

DBBUDNST ACBE importgegevens (SER)

Wasstraat Orca2 importgegevens

Neo...

Infrastructuur Services

UX Scripting Service

Oracle 8i DB Service

Progress DB Service

Network Drive

Infrastructuur

!! Progress Node

!! HP UX

Progress DB Server

DB ACBE

HP UX

Unix Script File

DB Orca2

DB Assyst

DB BUDNST

DB TPL

Oracle 8i Data...

DB TPC

DB SAS

DB BGS

DB Siebel
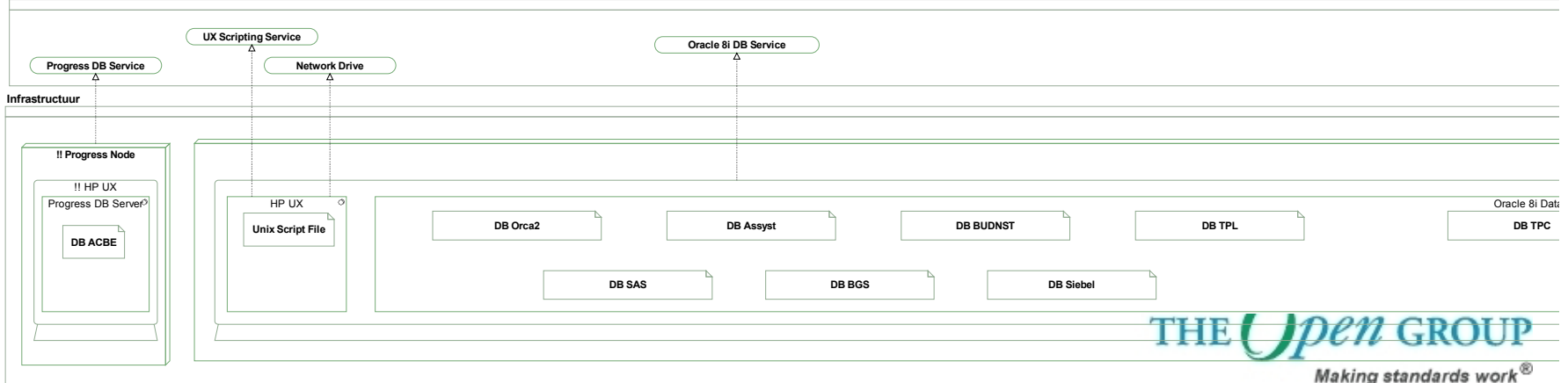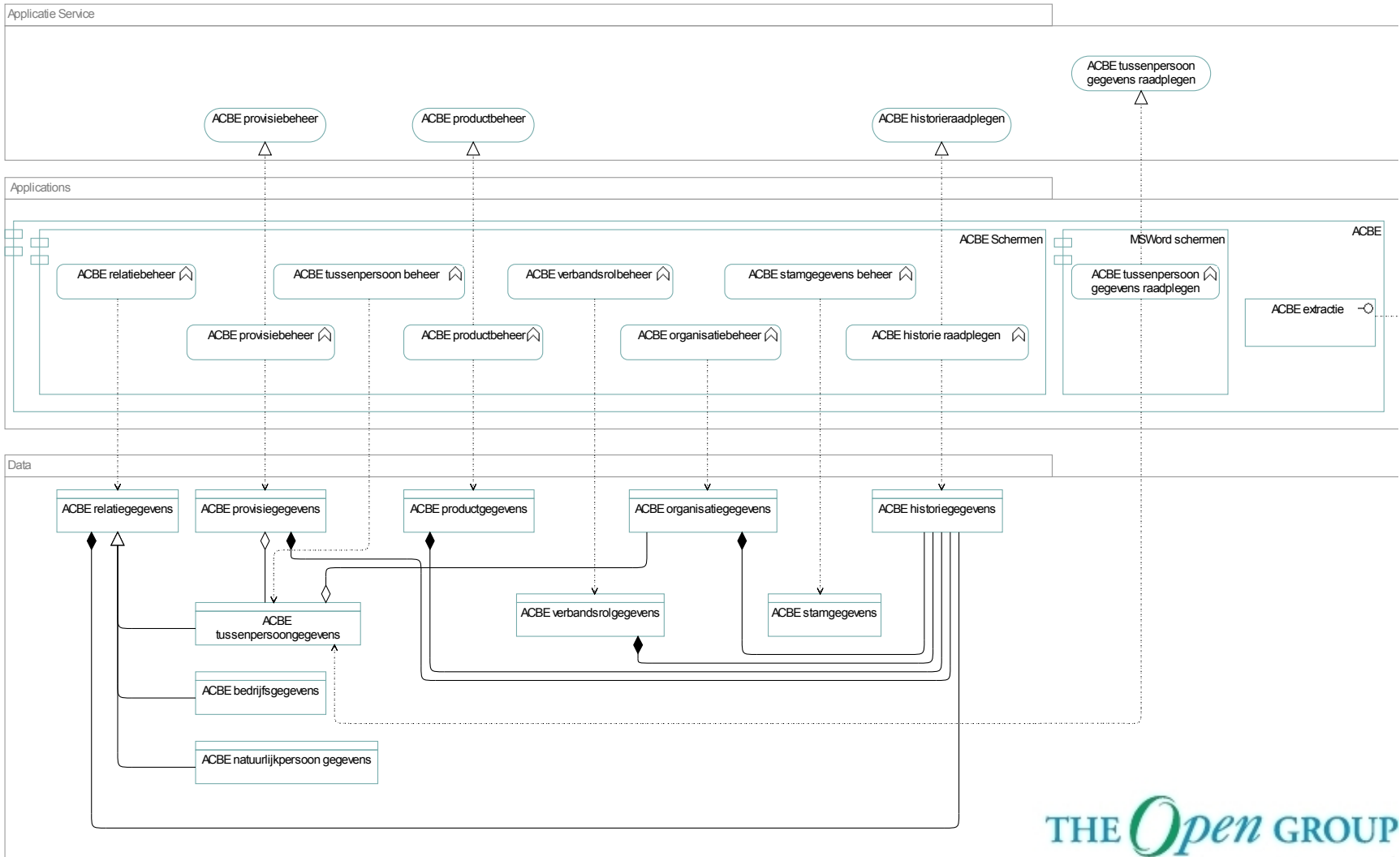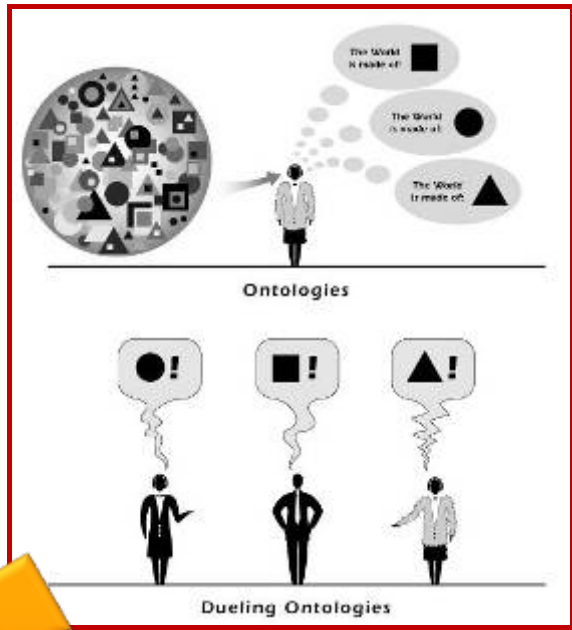
Information view (TOGAF ADM B)
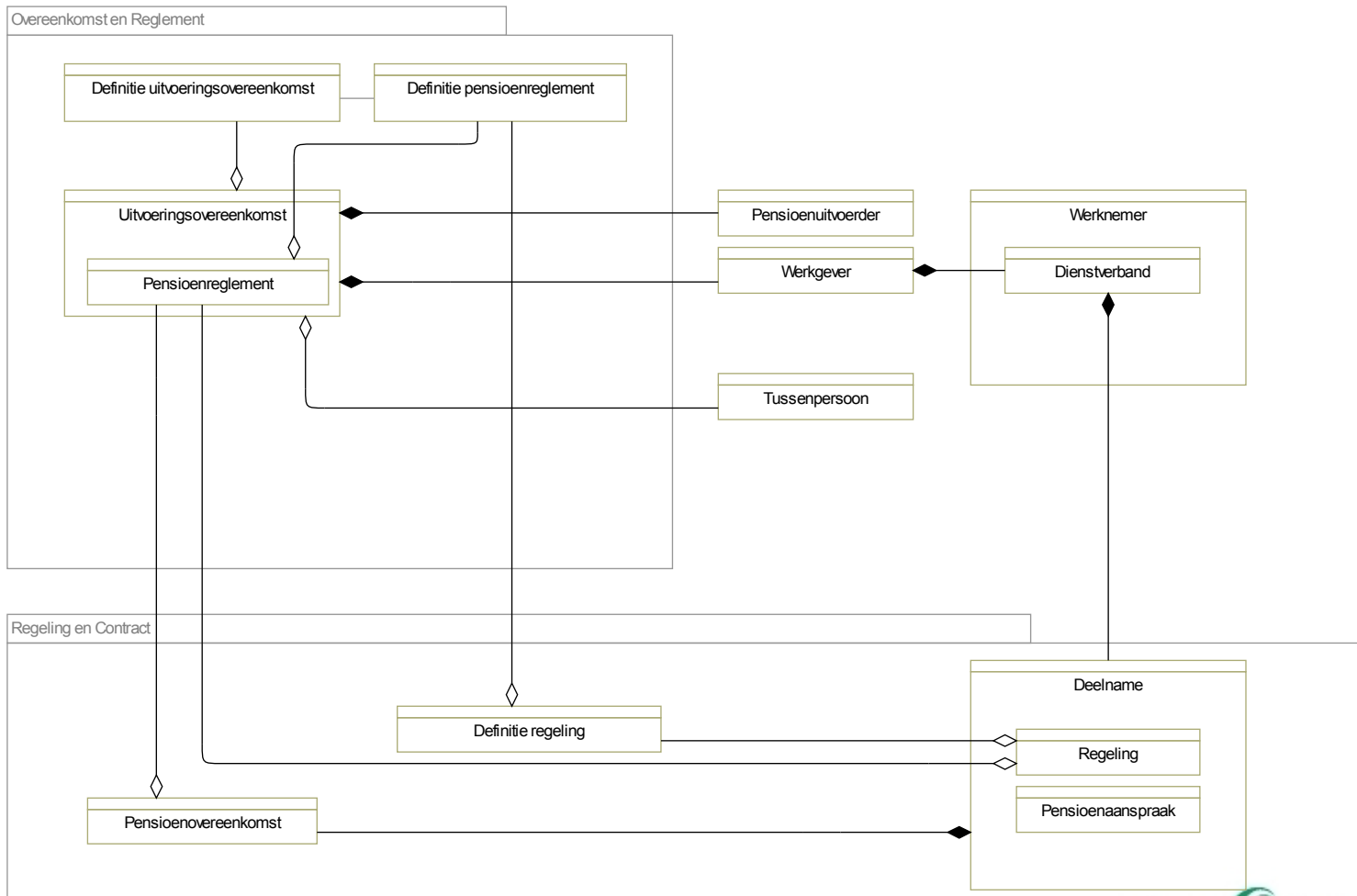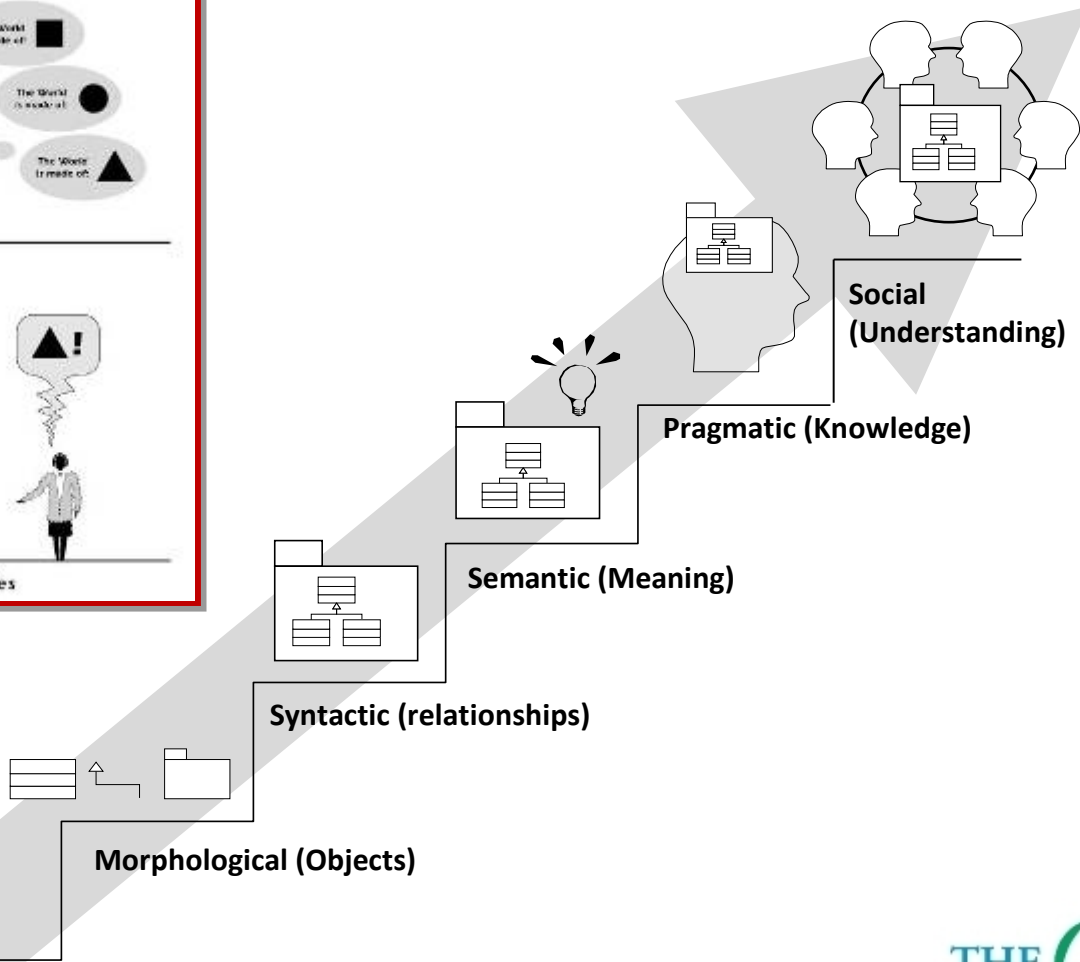
Application view (TOGAF ADM C)

These do's and don'ts are based upon multiple years of experience

LESSONS LEARNED

# Don't start digging a definition gap with your stakeholders let ArchiMate Help

Ontologies

Dueling Ontologies

Social (Understanding)

Pragmatic (Knowledge)

Semantic (Meaning)

Syntactic (relationships)

Morphological (Objects)

A Top Down approach is more successful as result of the **social acceptance**

Starting with definitions is starting a Semantic war !

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Distinguish in project and EA deliverables
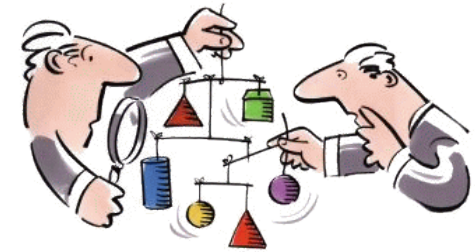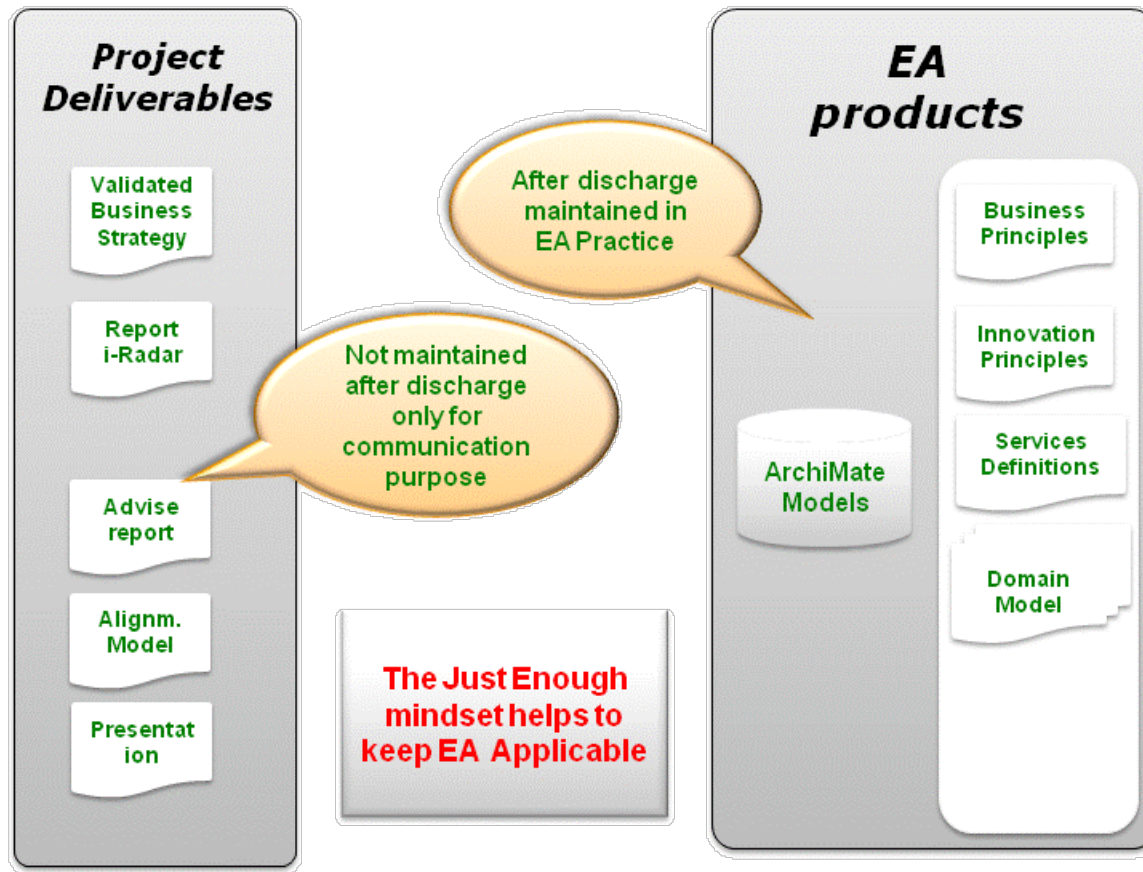
Apply context dependant communication styles

Enforcer *Guide*

Enterprise Architect
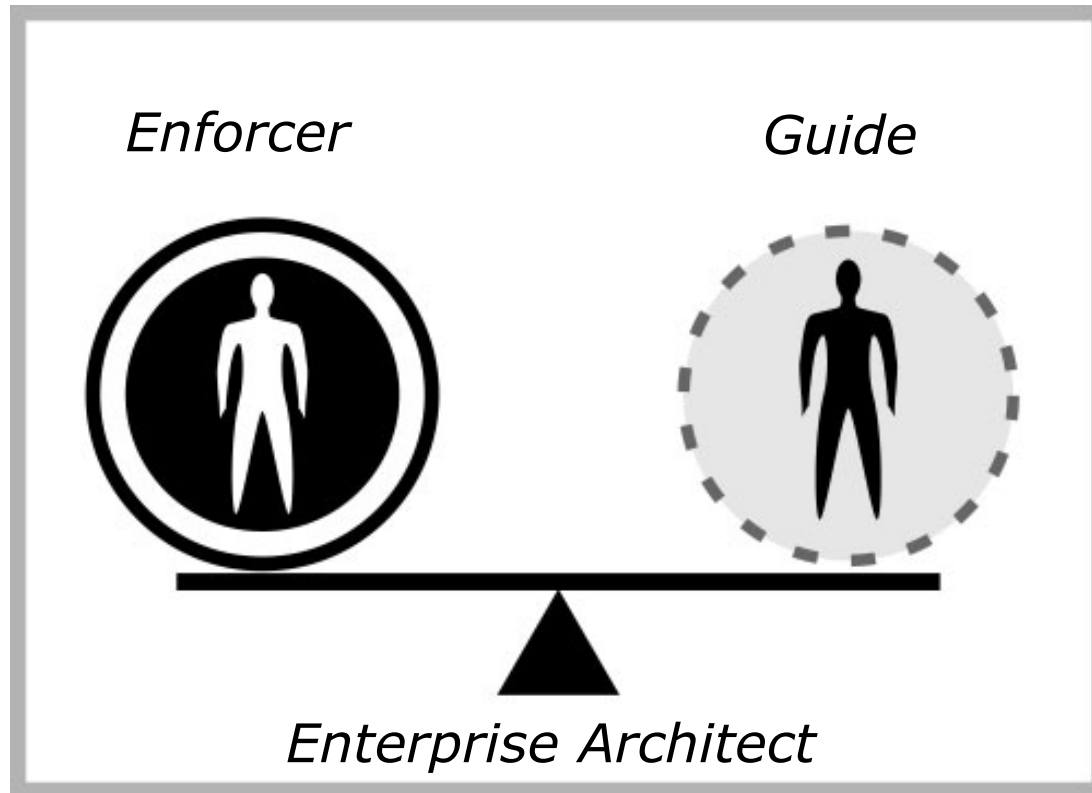
- ❑ Know the stakeholders and apply unilateral and bilateral communication styles as you balance as EA between enforcer and guide.

- ❑ Keep in mind: Sense and Connect…

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Use principles and workshop techniques !

Strategic Principes
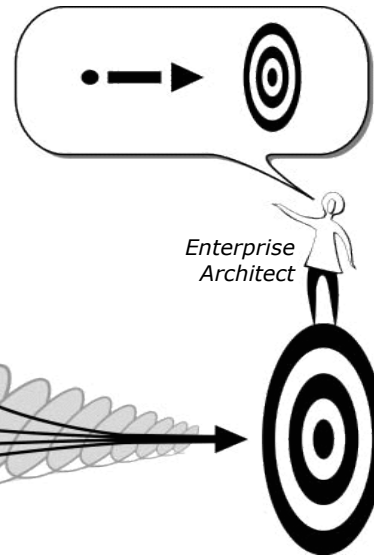
Business Principles

Commercial Principles

Enterprise
Architect

IT Management Principles

Enterprise Architectuur Principes
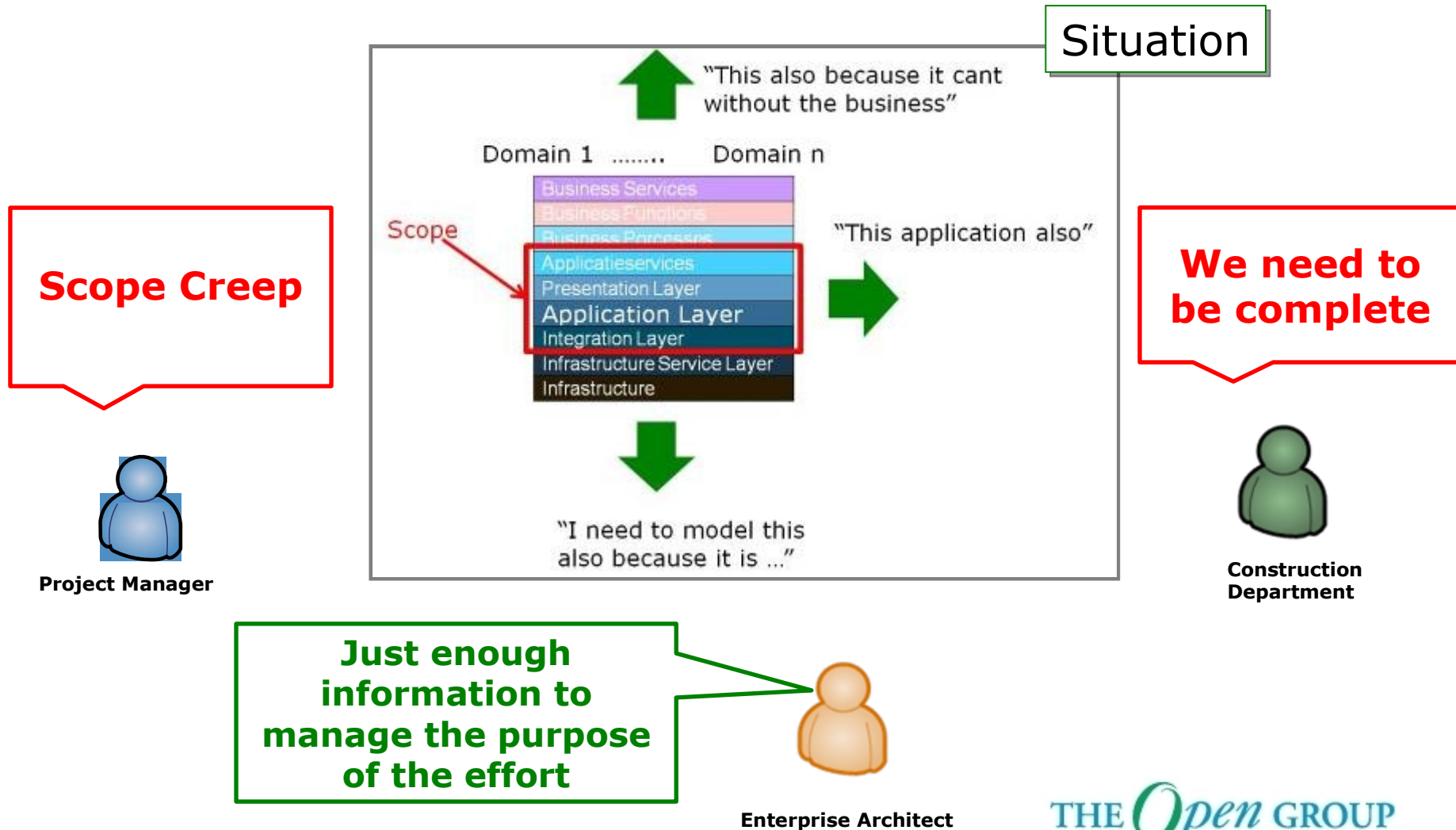
Use documentation
that is allready
available.

Be the guide for all stakeholders by using principles !

Apply the Human Tact, ensure principles are acceptable and deserve the right to guide your stakeholders further into the process

Workshops seems to be an excellent instrument in immature environments even more then EA Frameworks !

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If you decide to drive EA as a project !

Situation

"This also because it cant without the business"

Domain 1 ....   Domain n

Business Services
Business Functions
Business Porcesses
Applicatieservices
Presentation Layer
Application Layer
Integration Layer
Infrastructure Service Layer
Infrastructure

Scope

"This application also"

"I need to model this also because it is ..."

Scope Creep

Project Manager

We need to be complete

Construction Department

Just enough information to manage the purpose of the effort

Enterprise Architect

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Less graphical knowledge

- ❑ It's not sexy

- ❑ Most valuable asset

- ❑ It's clerks work

- ❑ Do and don't
  - ▪ Don't stay in satellite mode
  - ▪ Keep it practical

Common issues

❑ Give EA priority, otherwise there is always something more important to do

❑ Conflict of tooling, make it transparent

❑ Just enough effort to achieve the EA goal

❑ ArchiMate is no BPMN and no UML

❑ ArchiMate needs addition for the architect profession

  ▪ Principle correlation

  ▪ Portfolio management