

A pragmatic approach to architecture

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Contents

Agenda

- Principles for pragmatic architecture
- Essential viewpoints for an enterprise architecture

Key messages

- Architecture should be pragmatic and goal-oriented
- Best-practices exist that show how architecture can be pragmatic
- TOGAF is a framework that allows a pragmatic approach

ArchiXL

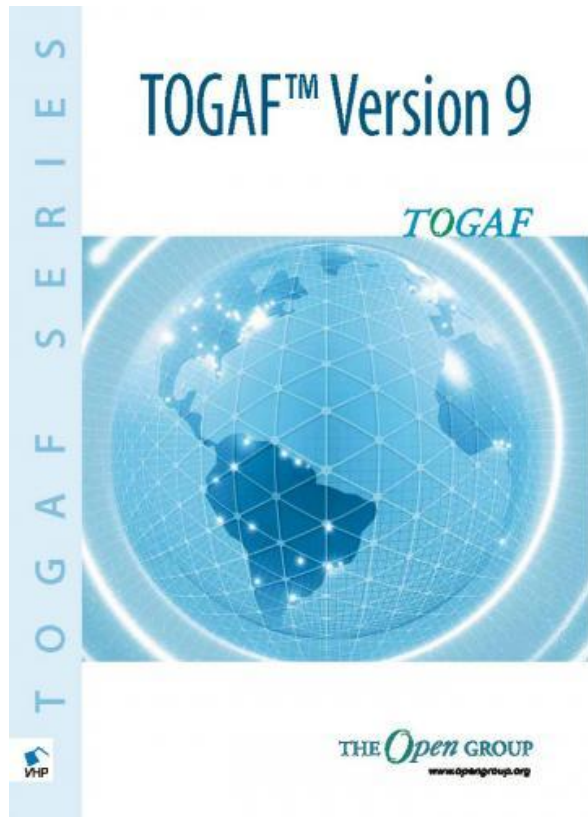
- IT-architecture consulting firm, founded in 2008
- Based in Amersfoort, the Netherlands
- Focus on financial and public sector
- Knowledge areas:
 - IT architecture (BPM, EAI/SOA, ECM, IDM, BI, Portals)
 - Enterprise architecture methods and techniques (TOGAF, ArchiMate)
 - Sector knowledge (insurance, municipalities, education)

Principles for pragmatic architecture

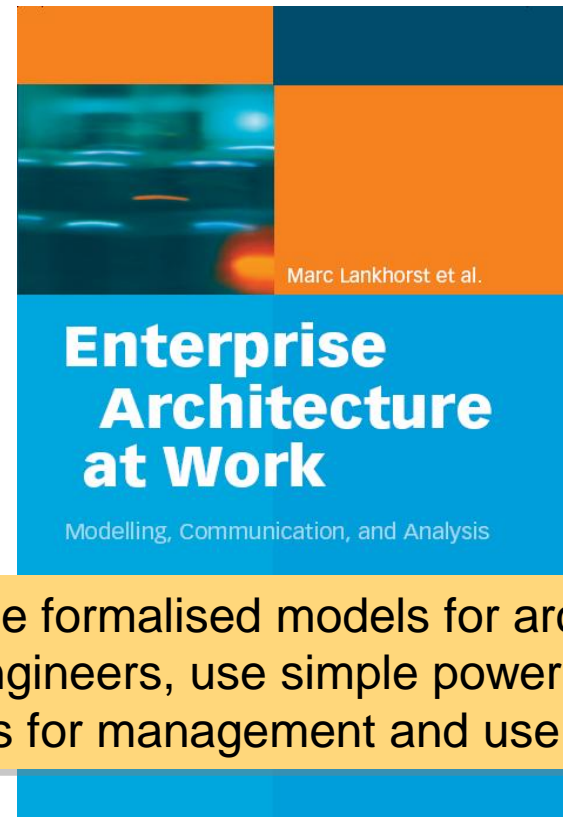
- Use of open standards
- Reusing best-practices
- Iterative approach
- Concrete and usable results
- Close interaction with stakeholders
- “just-enough” architecture
- Focus on knowledge, not on rule enforcement

Use of open standards

TOGAF



ArchiMate

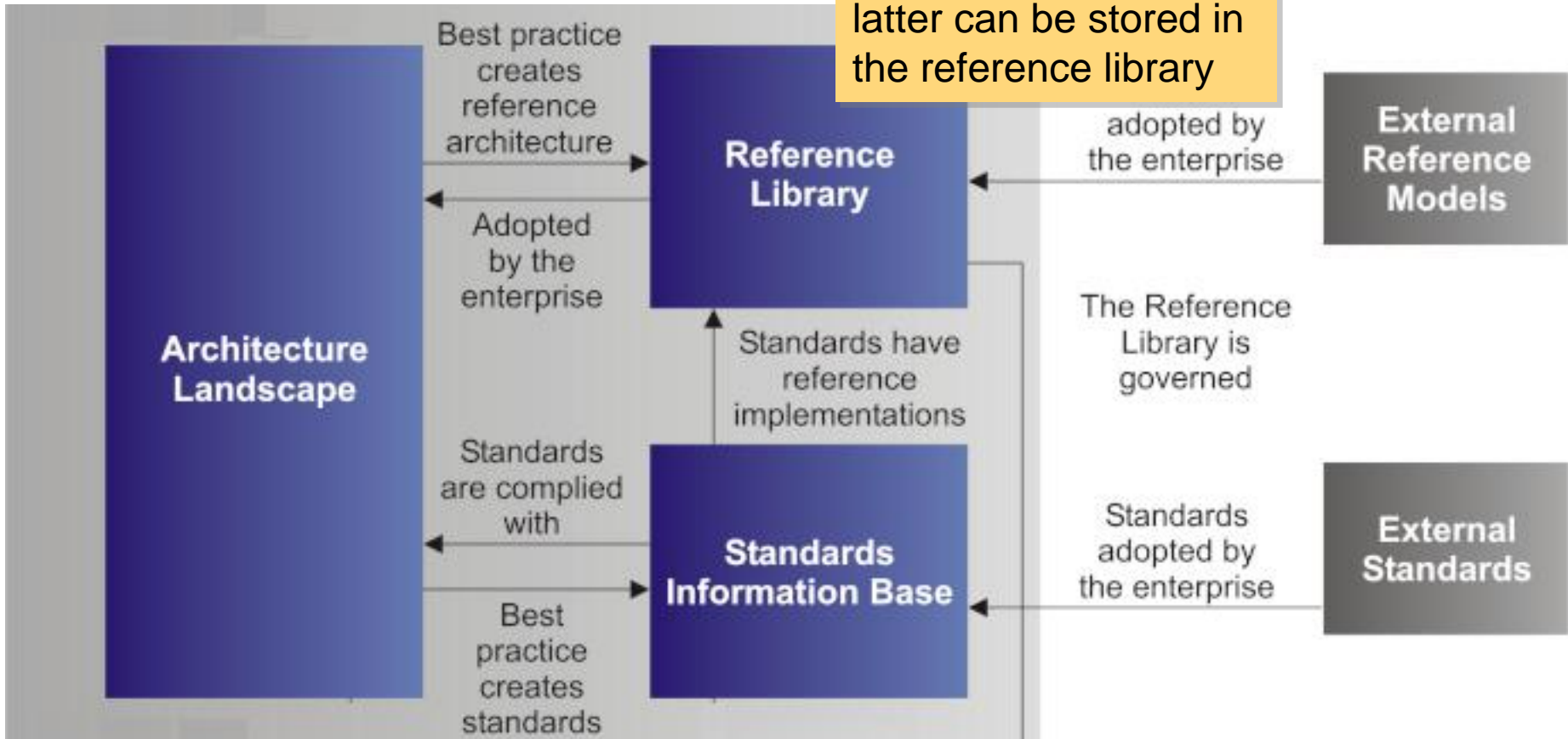


Tip: use formalised models for architects and engineers, use simple powerpoint models for management and users

Key message: standards are a good starting point, but use them wisely

Reusing best practices

Tip: separate your architecture into an organisation-specific and a generic part; the latter can be stored in the reference library



Key message: reuse reference architectures in the market, and make your own

Iterative approach

Tip: make a plan for defining your architecture with clear milestones and a deadline



Key message: deliver fast, deliver often and make sure every delivery provides added value

Concrete and usable results

Outputs

The outputs of Phase B are:

- Refined and updated versions of the Architecture Vision phase deliverables, where applicable,
 - *Statement of Architecture Work*, updated if necessary
 - Validated *Business Principles, Business Goals, and Business Drivers*, updated if necessary
 - *Architecture Principles*
- Draft *Architecture Definition Document*, including:
 - Baseline Business Architecture, Version 1.0 (detailed), if appropriate
 - Target Business Architecture, Version 1.0 (detailed), including:
 - Organization structure - identifying business locations and relating them to organizational units
 - Business goals and objectives - for the enterprise and each organizational unit
 - Business functions - a detailed, recursive step involving successive decomposition of major functional areas into sub-functions
 - Business services - the services that the enterprise and each enterprise unit provides to its customers, both internally and externally
 - Business processes, including measures and deliverables
 - Business roles, including development and modification of skills requirements
 - Business data model
 - Correlation of organization and functions - relate business functions to organizational units in the form of a matrix report
 - Views corresponding to the selected viewpoints addressing key stakeholder concerns
- Draft *Architecture Requirements Specification*, including such Business Architecture requirements as:
 - Gap analysis results
 - Technical requirements - identifying, categorizing, and prioritizing the implications for work in the remaining architecture domains; for example, by a dependency/priority matrix (for example, guiding trade-off between speed of transaction processing and security); list the specific models that are expected to be produced (for example, expressed as primitives of the Zachman Framework)
 - Updated business requirements
- Business Architecture components of an *Architecture Roadmap*

Tip: show your sponsor examples of previous architecture deliverables to let him understand what he will get

Key message: be clear on what you deliver, and focus on the goals and requirements

Close interaction with stakeholders

			Relevant
Stakeholder	Involvement	Class	Viewpoints
CxO (Corporate Functions); e.g., CEO, CFO, CIO, COO	This stakeholder group is interested in the high-level drivers, goals, and objectives of the organization, and how these are translated into an effective process and IT architecture to advance the business.	KEEP SATISFIED	Business Footprint Goal/Objective/ Service Model Organization Chart
<p>Tip: don't forget to have your architecture reviewed by other architects</p>	This stakeholder group is interested in prioritizing, funding, and aligning change activity. An understanding of project content and technical dependencies between projects adds a further dimension of richness to portfolio management decision-making.	KEEP SATISFIED	Roadmaps Business Footprint Application Communication Functional Decomposition
	Procurement (Corporate Functions); e.g., Acquirers	Major concerns for these stakeholders are understanding what building blocks of the architecture can be bought, and what constraints (or rules) exist that are relevant to the purchase. The acquirer will shop with	KEY PLAYERS
	as standards. The key concern is to make purchasing decisions that fit the architecture, and thereby to reduce the risk of		

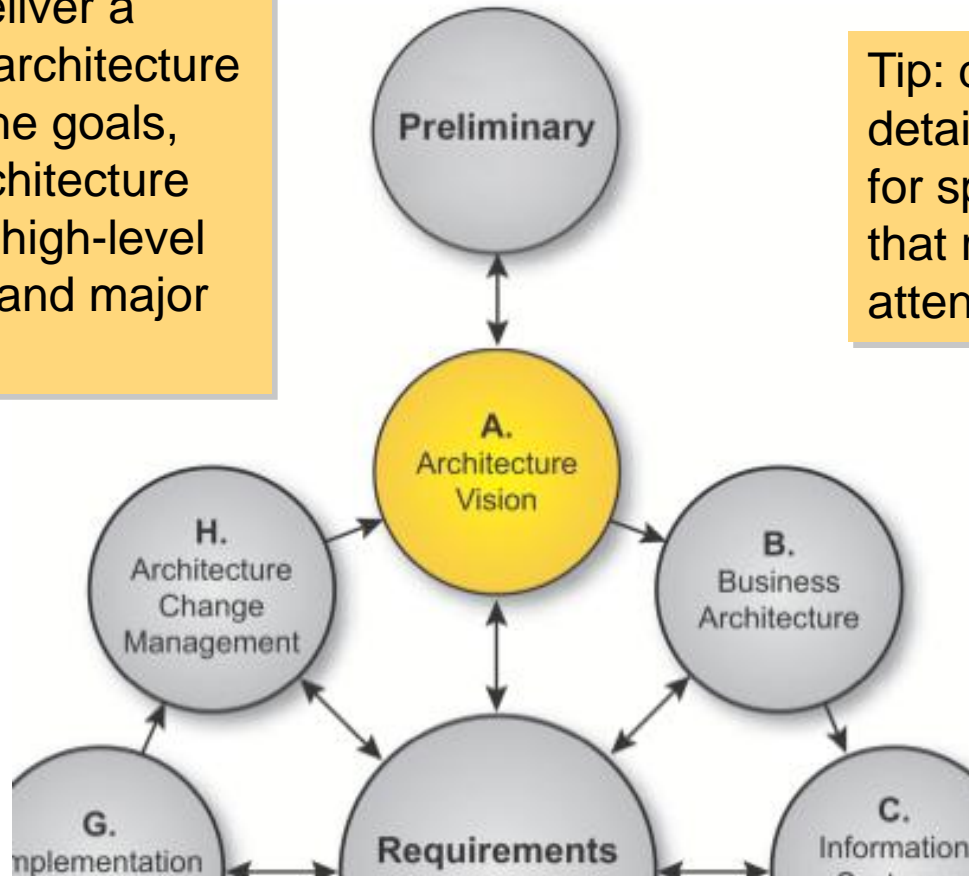
Tip: reserve time with the people that have the knowledge; they can provide you with the information you really need

Key message: talk to all key stakeholders, bring them together in workshops to get consensus

“just-enough” architecture

Tip: first deliver a high-level architecture with only the goals, guiding architecture principles, high-level diagrams, and major changes

Tip: deliver more detailed architectures for specific themes that require business attention



Key message: do not overdeliver; focus on the 20% artefacts that deliver 80% of the value

Focus on knowlegde, not on rule enforcement

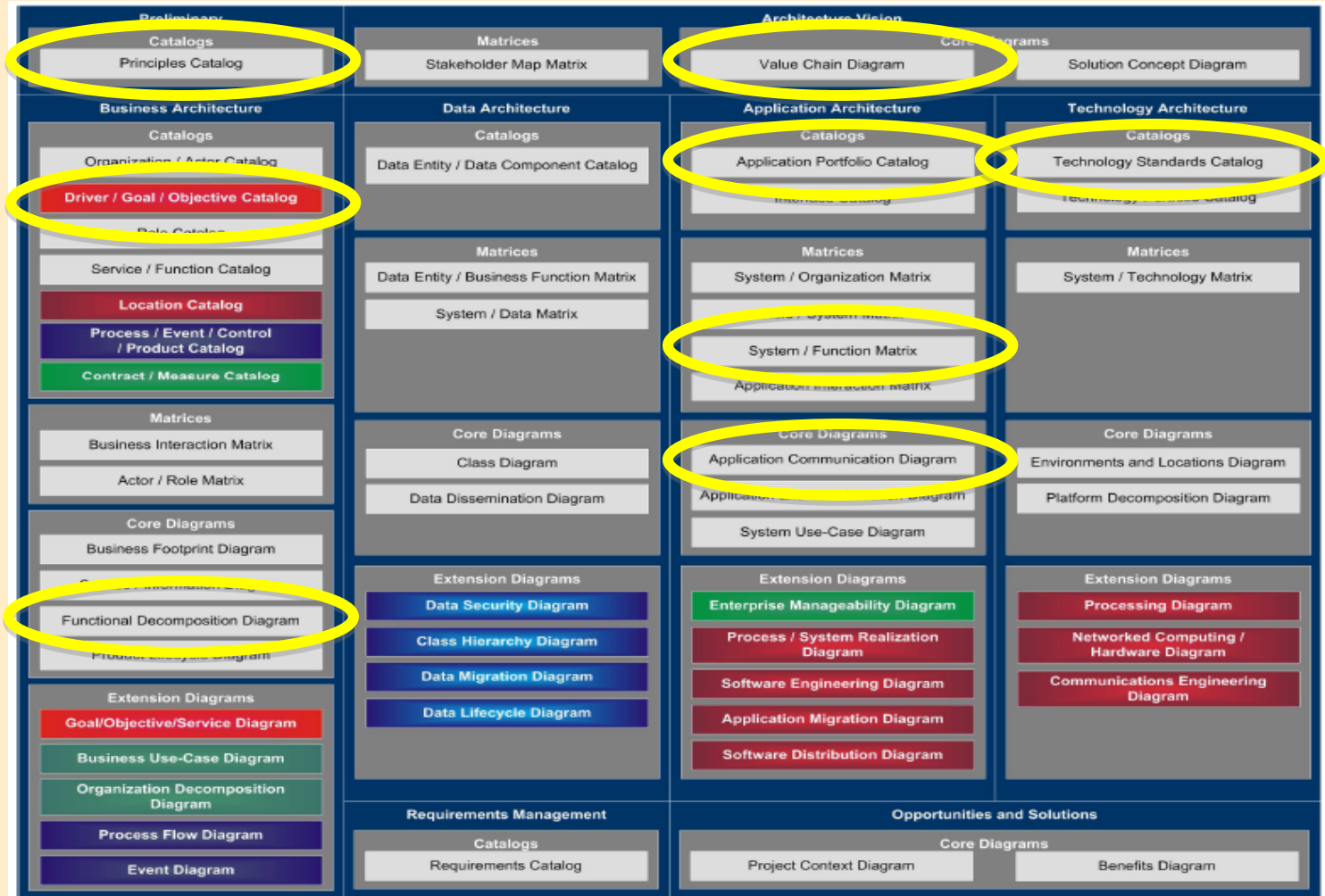
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Generic Skills										
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Tip: look at the intent of principles and guidelines and not so much at their formulation

Tip: deviating from principles and guidelines can be justified if there is a really good motivation

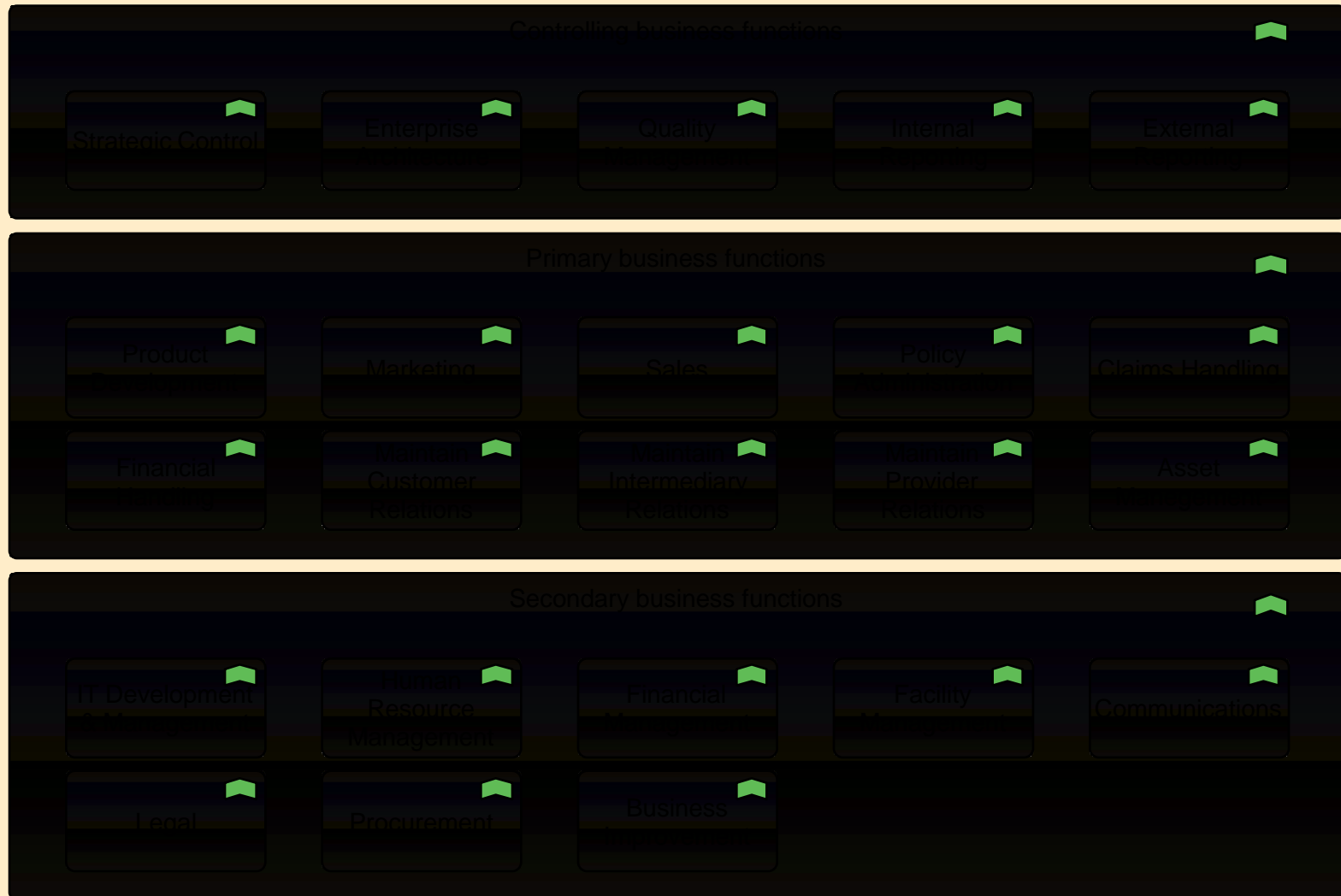
Key message: architects provide value through skills and knowledge, but they don't know everything

Where is the essence?

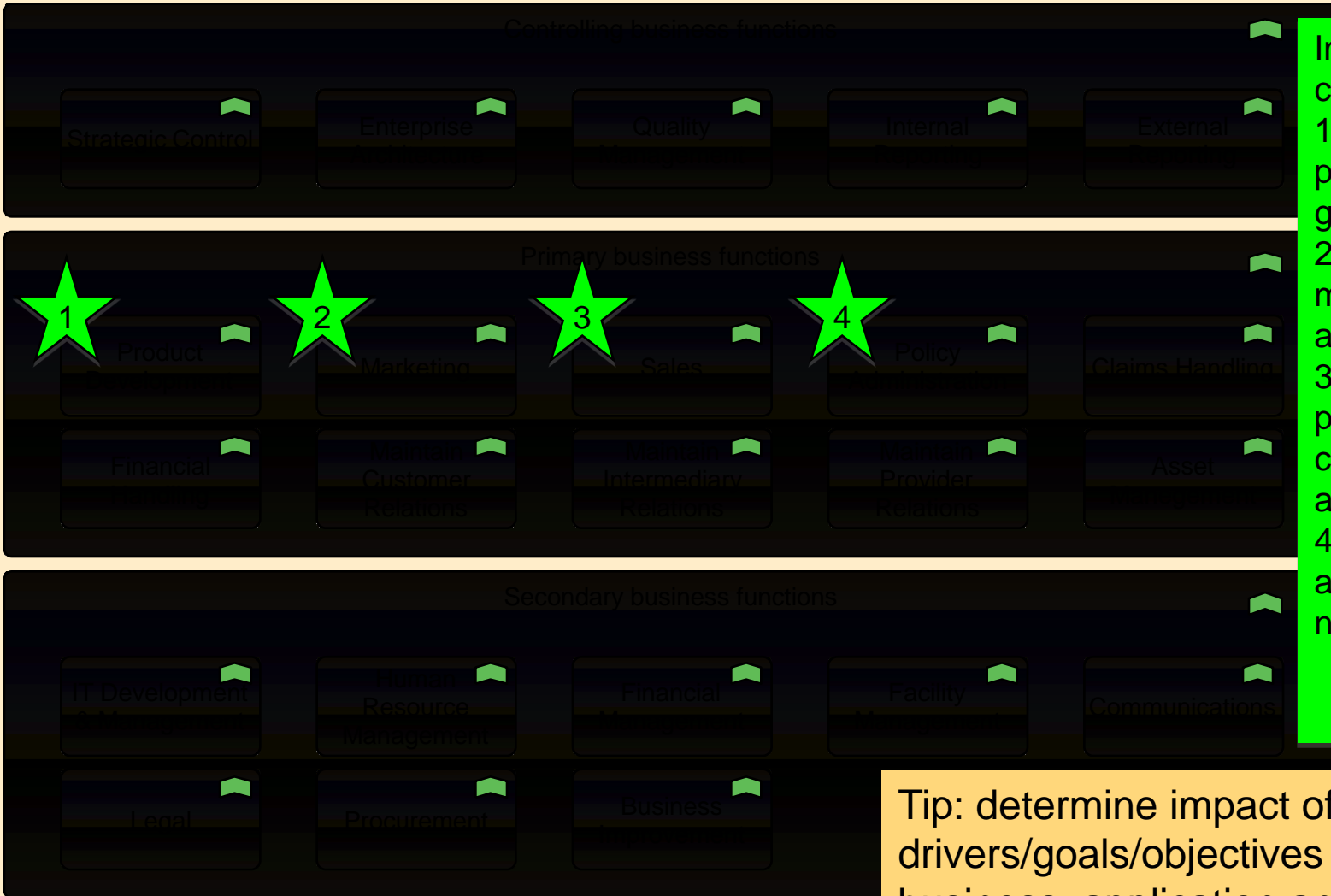


■ Infrastructure Consolidation Extension
 ■ Governance Extension
 ■ Motivation Extension
 ■ Process Modeling Extension
 ■ Data Modeling Extension
 ■ Services Extension
 ■ Core Content

Functional decomposition diagram (business functions)



Impact of drivers/goals/objectives on business functions

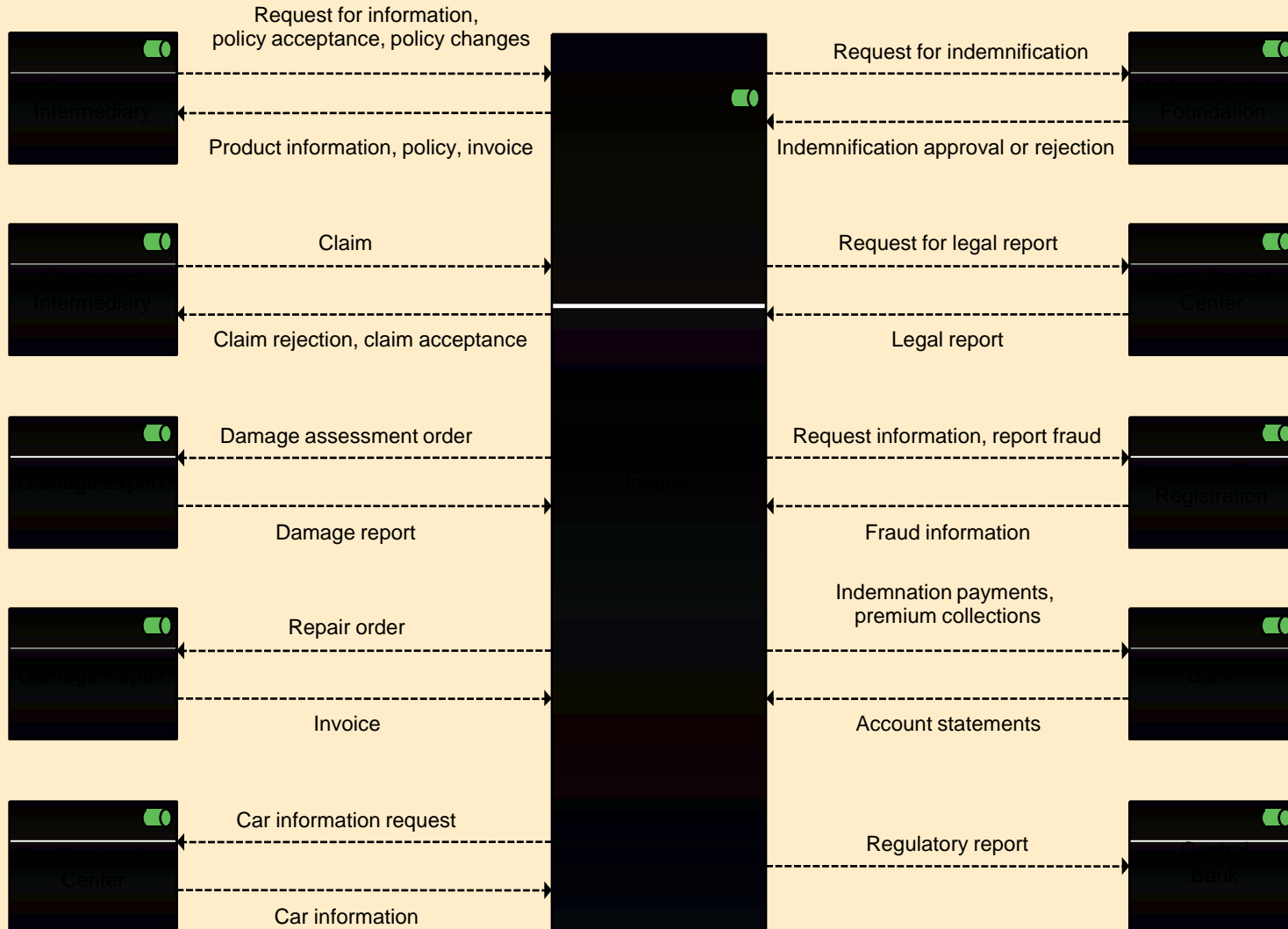


Impact of new customer group:

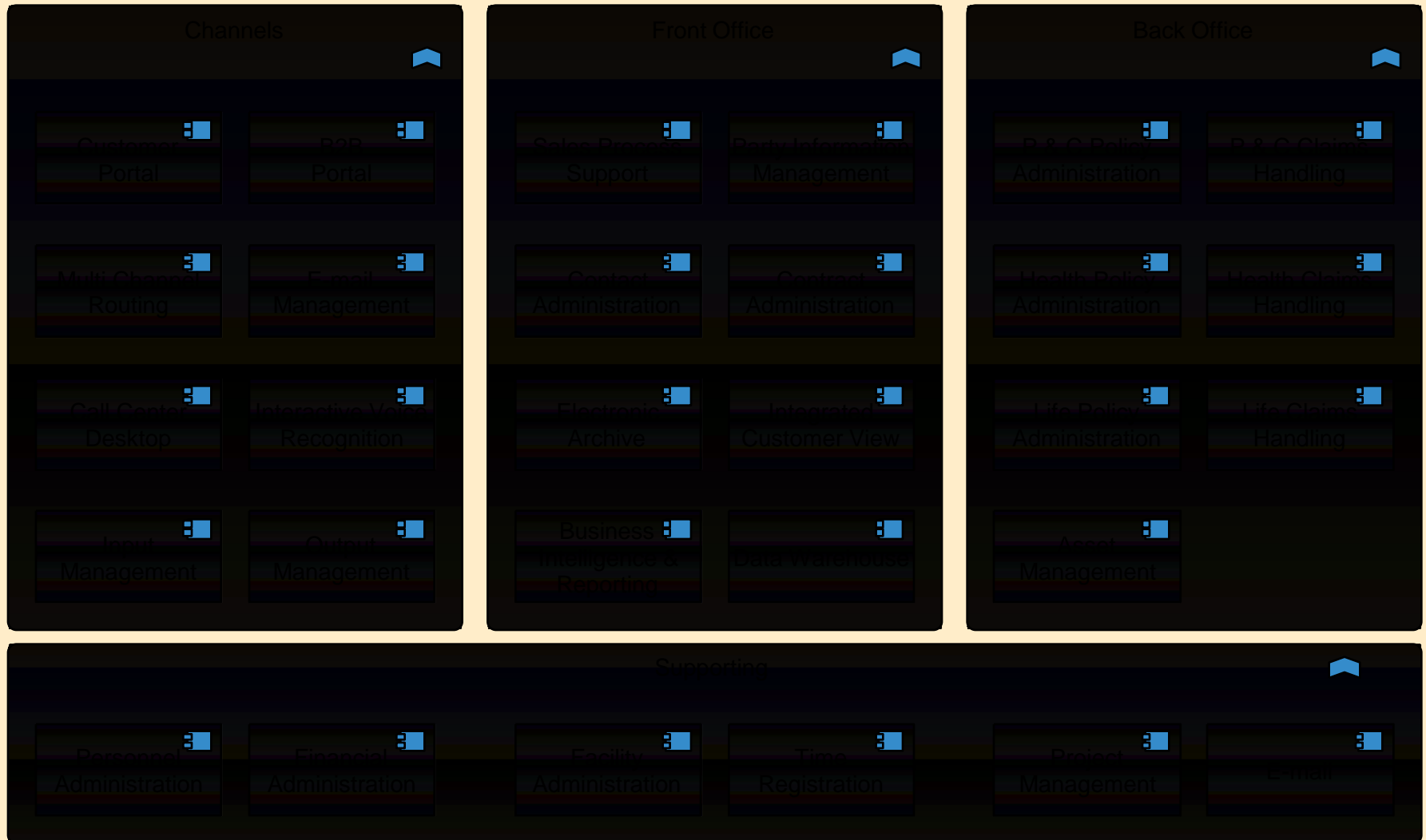
1. Introduce new products for that group
2. Change marketing approach
3. Change sales process for new customer group and new products
4. Change policy administration for new products

Tip: determine impact of drivers/goals/objectives on high-level business, application and technology views

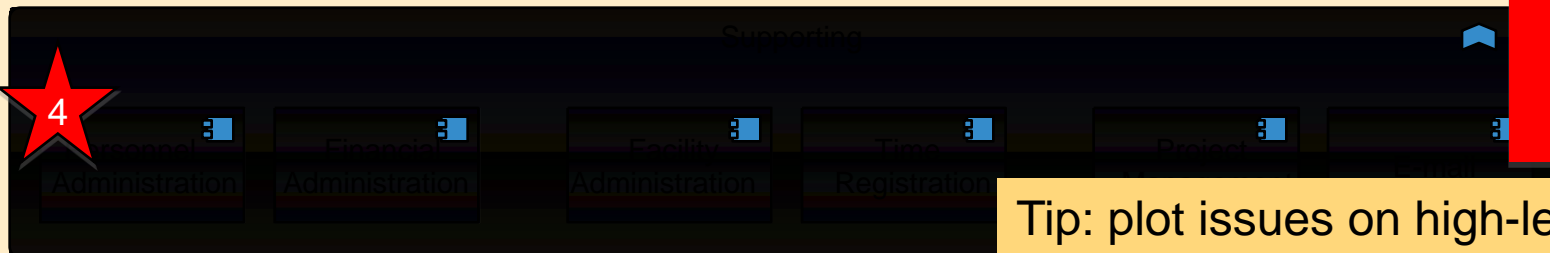
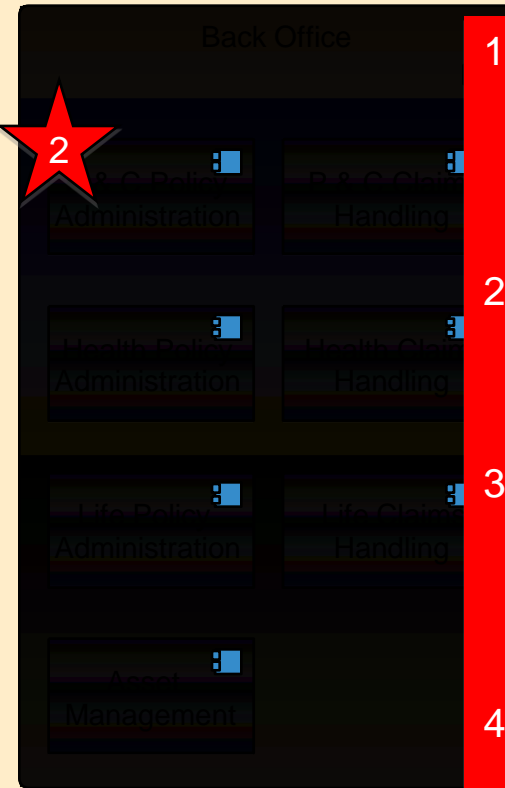
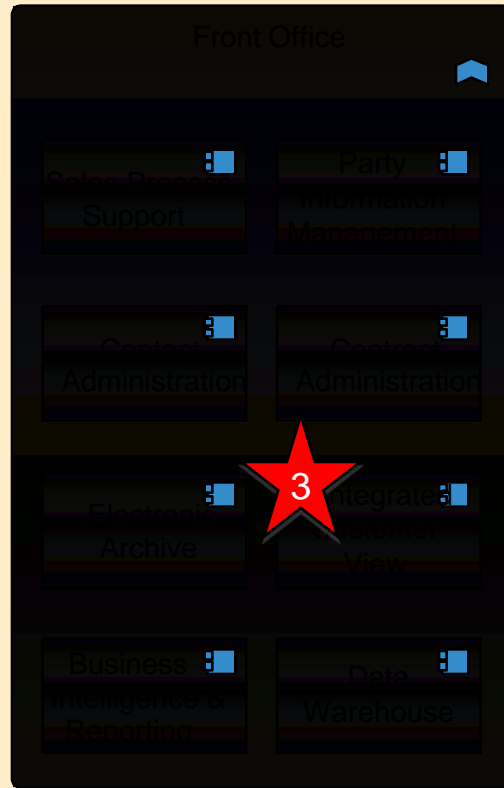
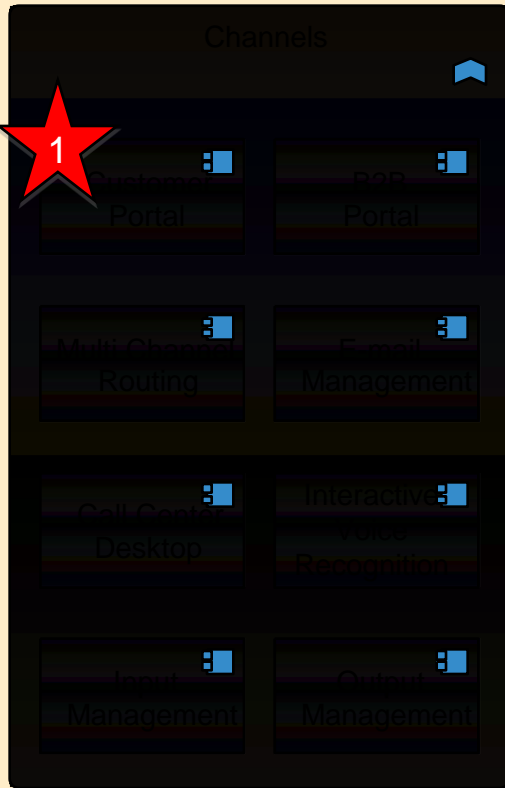
Value chain diagram (roles and information flows)



Application portfolio catalog (application components)



Issues in application portfolio

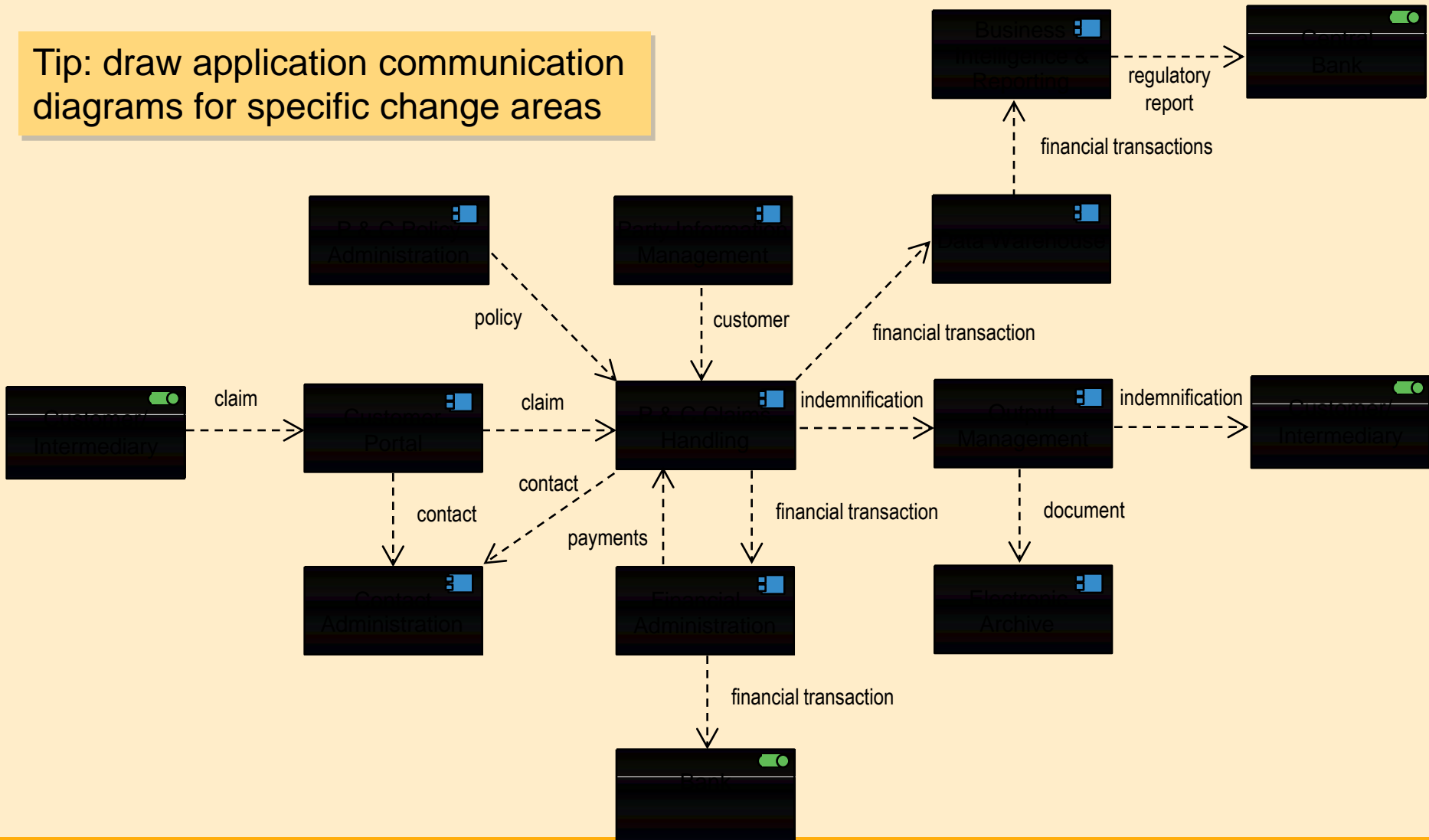


1. Security in customer portal is not in line with security policy
2. Prolonging of policies does not fit into batch window
3. Integrated customer view does not include life information
4. Maintenance costs of personnel administration are too high

Tip: plot issues on high-level business, application and technology views

Application communication diagram

Tip: draw application communication diagrams for specific change areas



Technology standards catalog (system software)

Office Productivity

Microsoft Office
Adobe Reader

Collaboration

Microsoft Exchange
Microsoft Office Sharepoint Server

Communication

Microsoft Office Communications Server
Microsoft Windows Live Messenger

User Interface

Microsoft Office Sharepoint Server
Microsoft Search Server
Oracle Portal

Business Process Management

K2.NET
Microsoft BizTalk Server
Oracle Workflow

Content Management

Microsoft Office Sharepoint Server
Kofax Ascent Capture

Transaction Processing

Microsoft .NET
Microsoft Commerce Server
Oracle Application Server

Data Interchange

Microsoft BizTalk Server
Microsoft MSMQ
Oracle Advanced Queueing

Data Management

Microsoft SQL Server
Oracle DB

System and Network Management

Microsoft System Center
Oracle Grid Control

Security

Microsoft Active Directory
Microsoft ISA Server
Oracle Internet Directory

Software Engineering

Microsoft Visual Studio
Oracle Developer

Operating System

Microsoft Windows Vista

Microsoft Windows Server

Questions

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