

Making Enterprise Architecture a Reality : Little steps at a time

Chantal Paquin

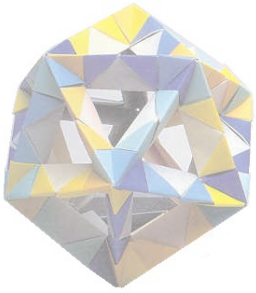
With the agreement of

**Fédération des Caisses populaires
Desjardins**

and

Casewise inc.

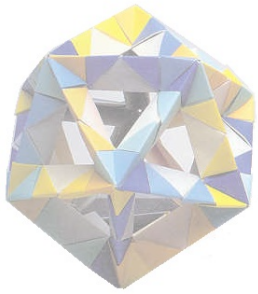




Agenda

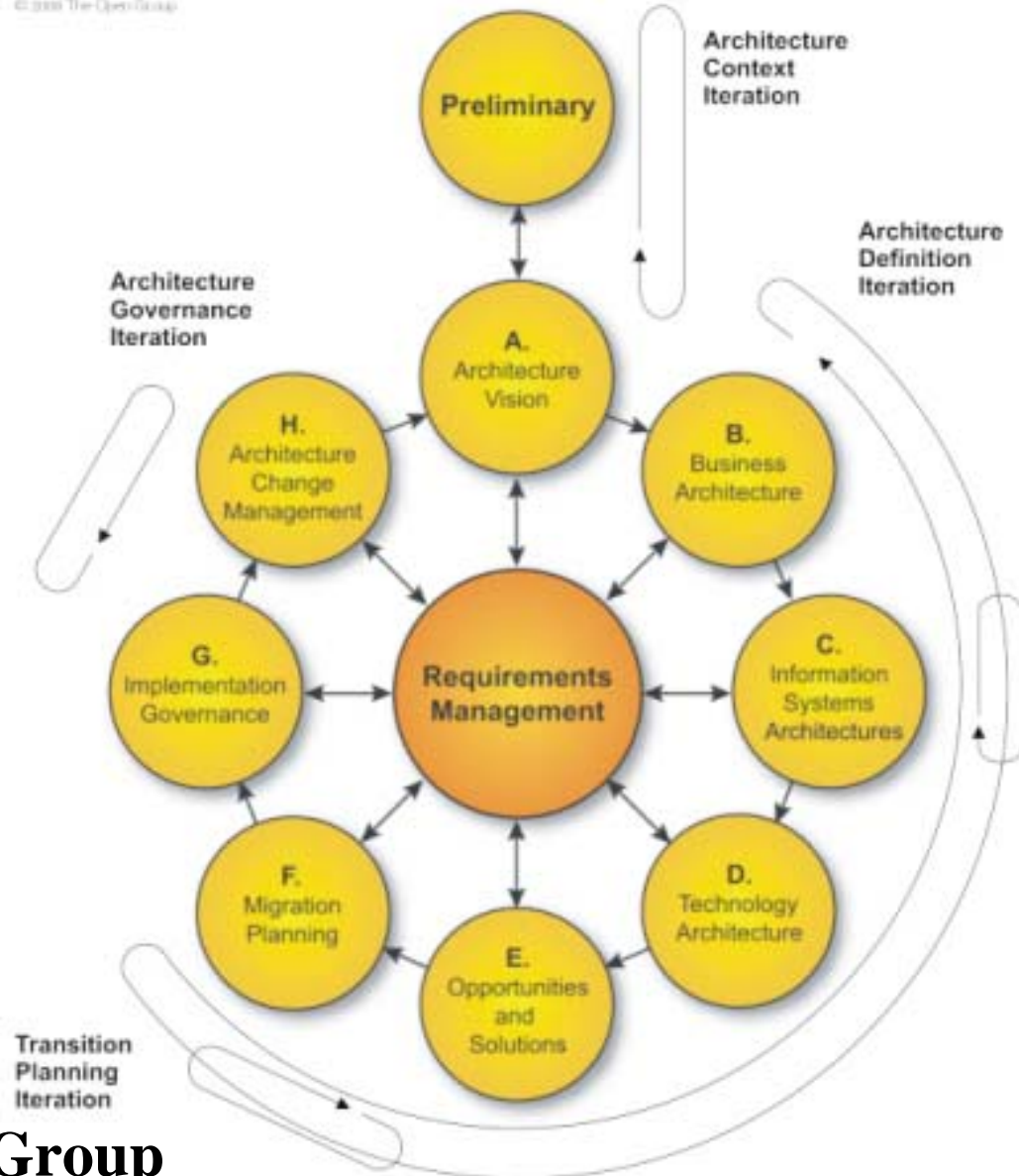
Enterprise architecture – Sharing a common vision

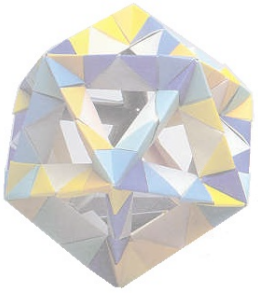
- Preliminary phase
 - ★ Business drivers
- EA implementation project iterations
 - ★ Scope
 - ★ Terminology
 - ★ Metamodel
 - ★ Repository
- Lessons learned
- Conclusion



ADM Iteration cycle

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Preliminary phase

Review the organizational context

- Managing a lot of separate IT pieces
- Business people and IT people share the same words but not the same meanings
- Processes are too fined grained
- Compliance to regulations and laws
- Data ownership not clearly assigned

Fact :

Huge applications portfolio constantly in evolution

Living through complexity

C25 Law

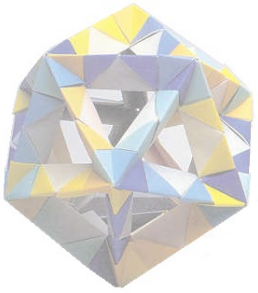
Basle II
Regulation compliance

Sarbanes-Oxley

Workforce availability and ability

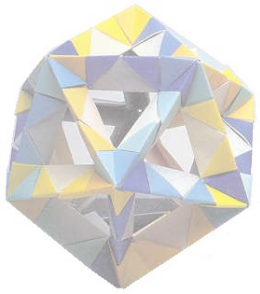
Clients

Security
ISO 27002



Business drivers

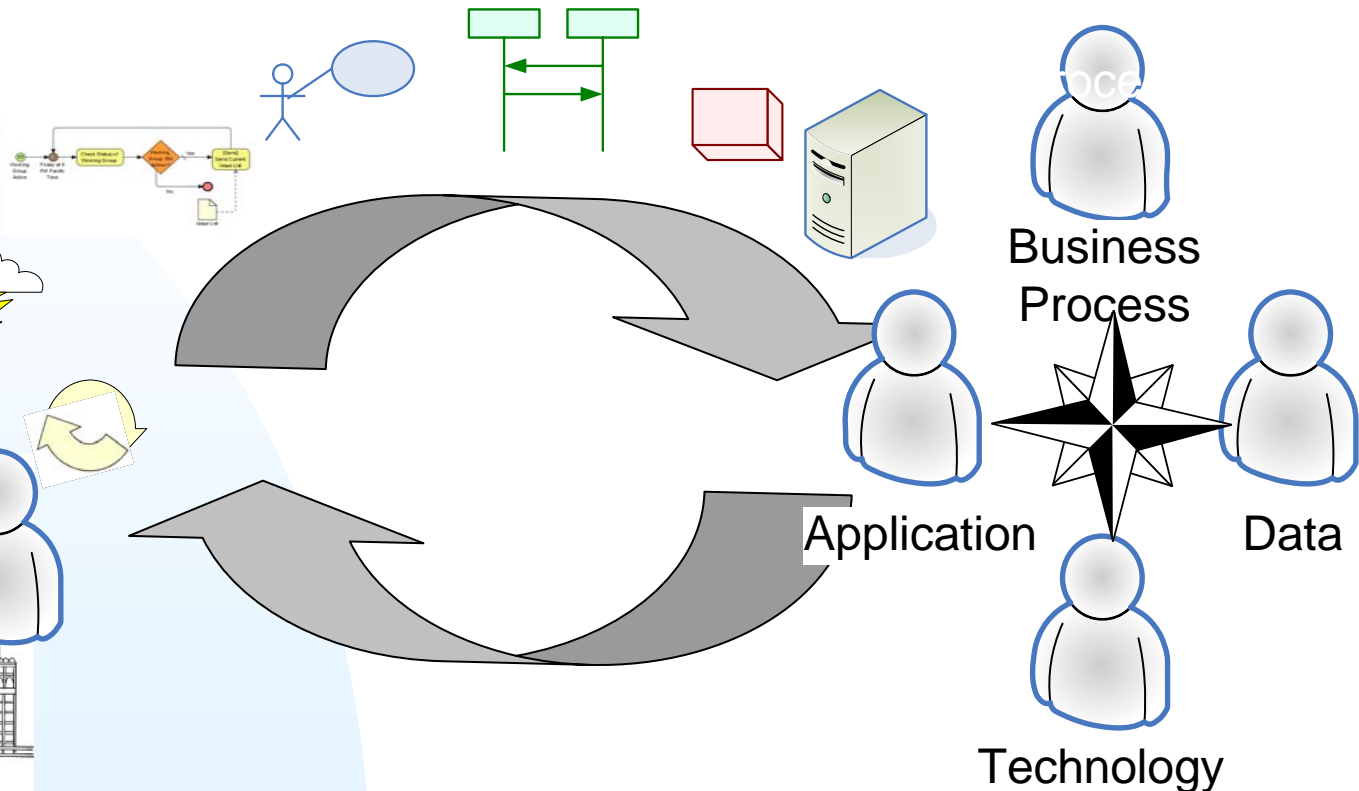
- Align IT to business
- Quicker response to business demand
- Ease communication
- Cost reduction with reuse
- Control evolution through projects
- Faster identification of impacts
- Sharing knowledge



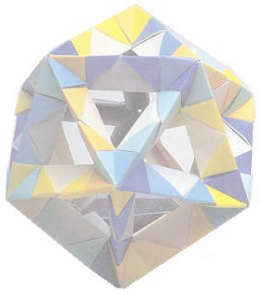
First Iteration Scope

- Prepare the architecture vision in order to fund the project
- Define common terminology

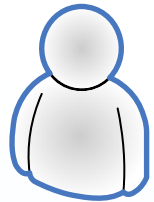
Real-World
Enterprise



Stakeholders



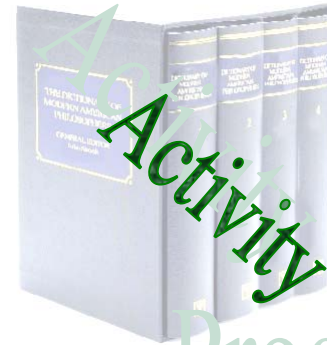
Terminology



Technology



Application
Application

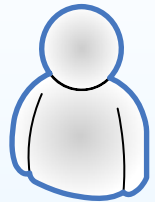


Activity
Activity

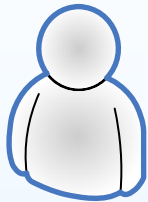
Use case
Use case

Data entity
Data entity

Program
Program



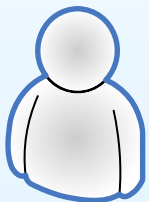
Process



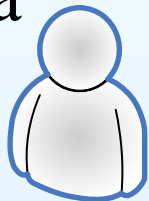
Data

System
System

Platform
Platform



Business



Application

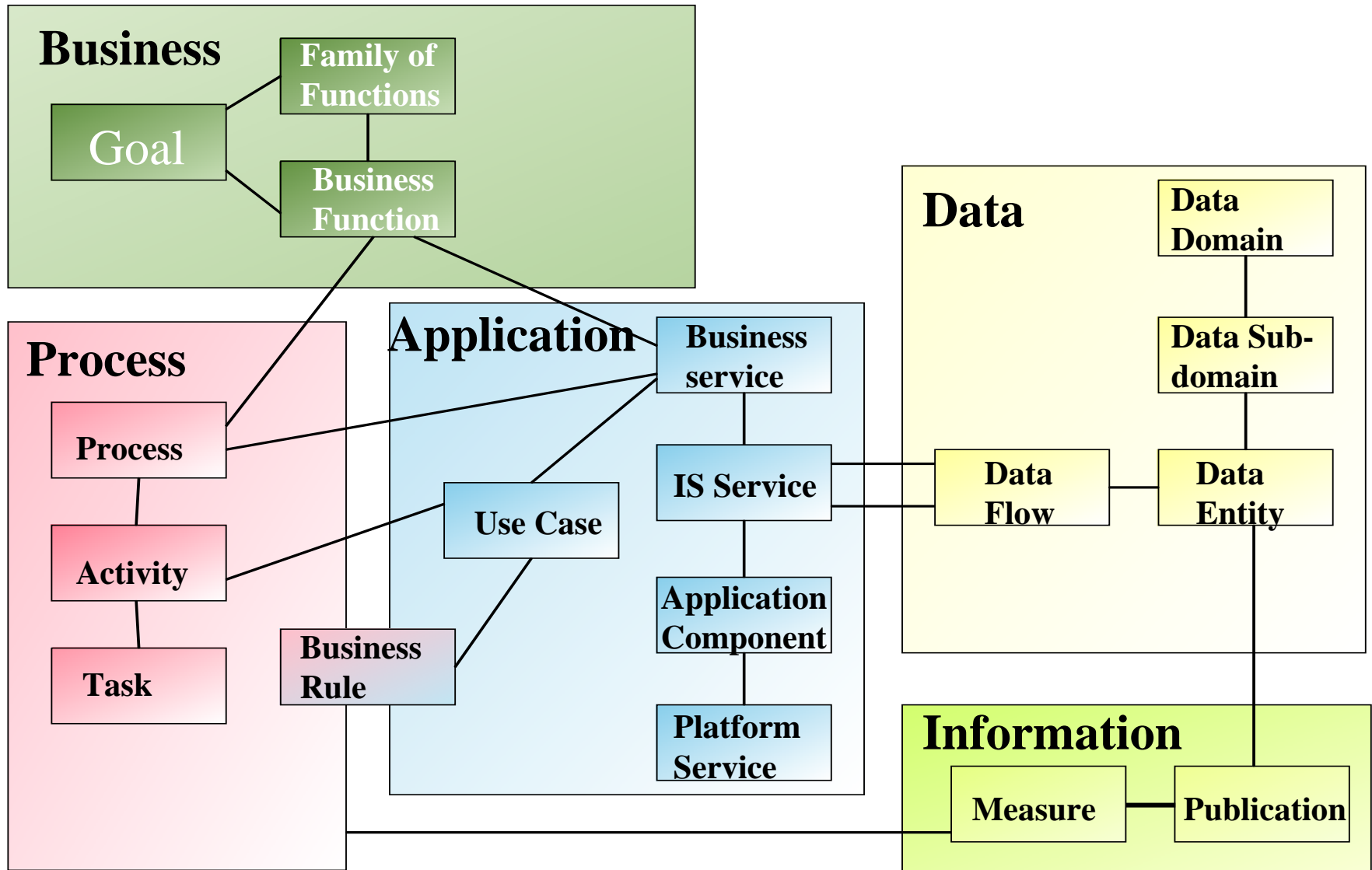
Component
Component



Artifact
Artifact

Metamodel :

a consensus on vocabulary and meanings

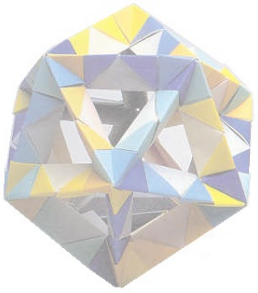




Second Iteration Scope

- Design an EA cartography model
- Validate the model
 - ◆ Classify all Information System Services into Business services and Business Functions
 - ◆ Link Business services to Processes for each Business Function
- Publish





EA Cartography Steps

Design

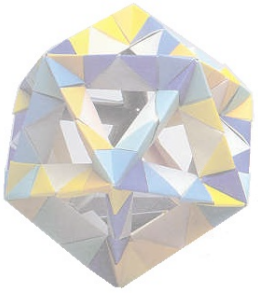
- Making a first draft with limited participants
- Meetings with domain stakeholders (Lot of meetings)

Validate

- Classify IT pieces and processes to fit in the model

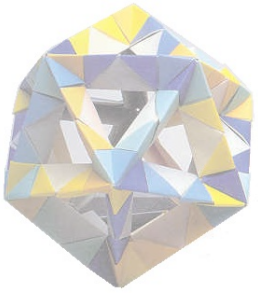
Publish

- Presentation to VP committees for approbation
- Implementation
 - ◆ Presentation to employees
 - ◆ Web Site
 - ◆ Documentation deposit based on cartography structure



Cartography Design inputs

- ◆ Metamodel
- ◆ Vocabulary of the Organisation
 - ★ People, Web site, Documentation...
- ◆ Process Optimization Model
- ◆ Existing model in the Organization
- ◆ Existing generic models
 - EA : Zachman TOGAF
 - Banking industry :
 - ★ IBM
 - ★ Forrester
 - ★ Gartner
 - ★ Microsoft and
 - ★ Oracle



EA Cartography Steps

Design

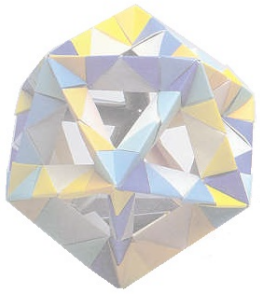
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Classification of applications components

- As this example, classification allows to manage :

- ◆ The Use

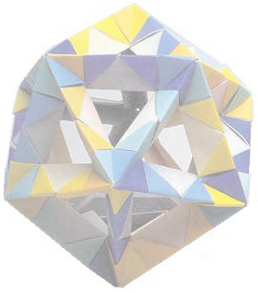


- ◆ The Pieces



- ◆ and Associate them





EA Cartography Steps

Design

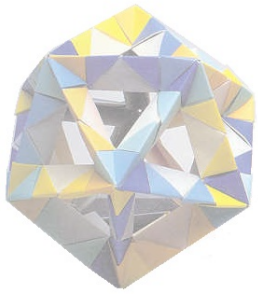
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Overall Cartography

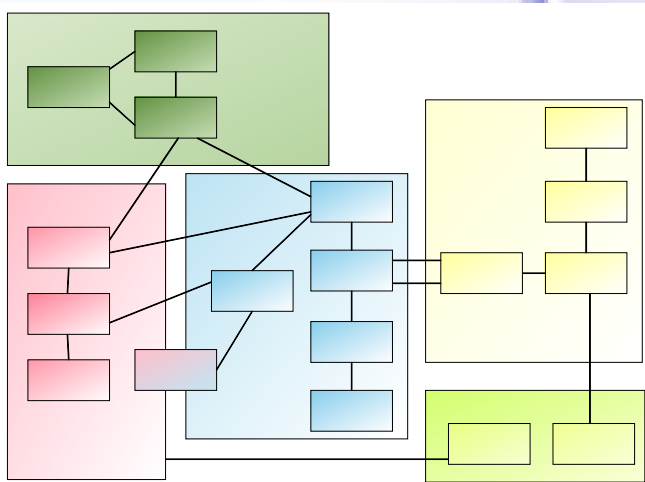
Families of functions

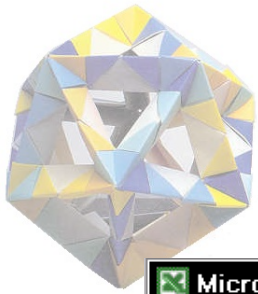
Business functions

Business services

**Information system
services**

**Logical or physical
application components**





Caught in Complexity

Microsoft Excel - IS system sorted by business service

E247

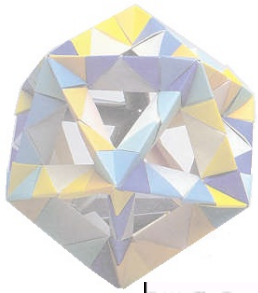
	A	B	C	D	E
1		Domain	Business service		Information system service
230	20300	Human Resources	20304	Employees training plan	training planification system
231	20300	Human Resources	20304	Employees training	
232	20300	Human Resources	20304	Employees training	
233	20300	Human Resources	20304	Employees training	
234	20300	Human Resources	20304	Employees reporte	
235	20300	Human Resources	20304	Employees reporte	
236	20300	Human Resources	20304	Employees reporte	
237	20300	Human Resources	20304	Employees experti	
238	20300	Human Resources	20304	Employees experti	
239	20300	Human Resources	20304	Employees experti	
240	20300	Human Resources	20304	Employees experti	
241	20300	Human Resources	20304	Employees experti	
242	20300	Human Resources	20304	Employees experti	
243	20300	Human Resources	20304	Employees experti	
244	20300	Human Resources	20304	Employees experti	
245	20300	Human Resources	20304	Training curriculur	
246	20300	Human Resources	20304	Training curriculur	
247	20300	Human Resources	20304	Training curriculur	
248	20300	Human Resources	20304	Training curriculur	

Building blocks

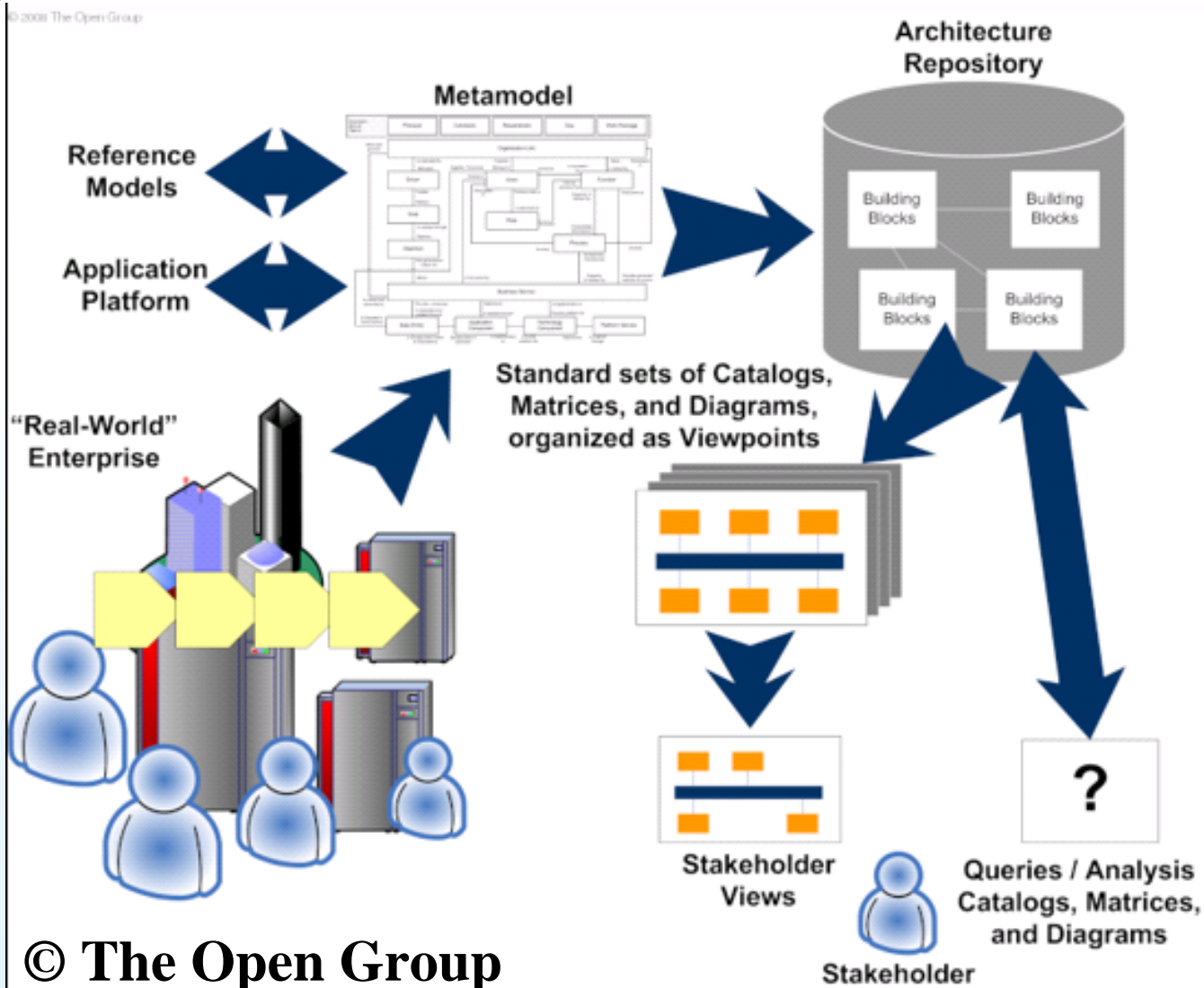
Artifacts

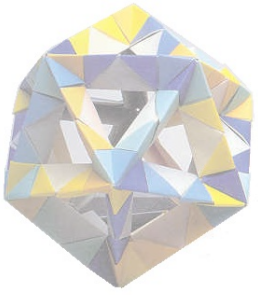
Deliverables





Architecture Repository : a must





EA Tools Requirements

- Ability to :
 - ◆ Adapt to the metamodel
 - ◆ Configure the artifacts
 - ◆ Generate deliverables
 - ◆ Simulate processes
 - ◆ Control accesses
 - ◆ Share information to all



Choice of EA Tool



Graphical tool to draw diagrams and simulate them



Graphical tool create matrices



Explore Corporate Exchange



Import/Export - Word, Excel, PowerPoint and Project



Publication of HTML and MS Word



Work with multiple languages in your models



Interfaces to:
MS Visio, IBM Rational Rose, IBM Rational Requisite Pro, IBM Rational Roses XDE, Oracle Designer, Sybase Power Designer, Allfusion Erwin

Corporate Exchange



SQL, Oracle, Web Services, API (ICM)



Edit Corporate Exchange information with the Portal. (Bubble Charts, Time Lines)

Task Management

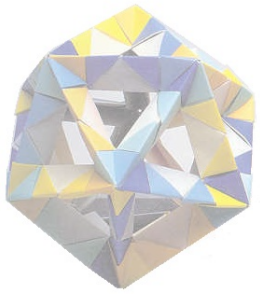
Assign tasks manually or schedule tasks automatically



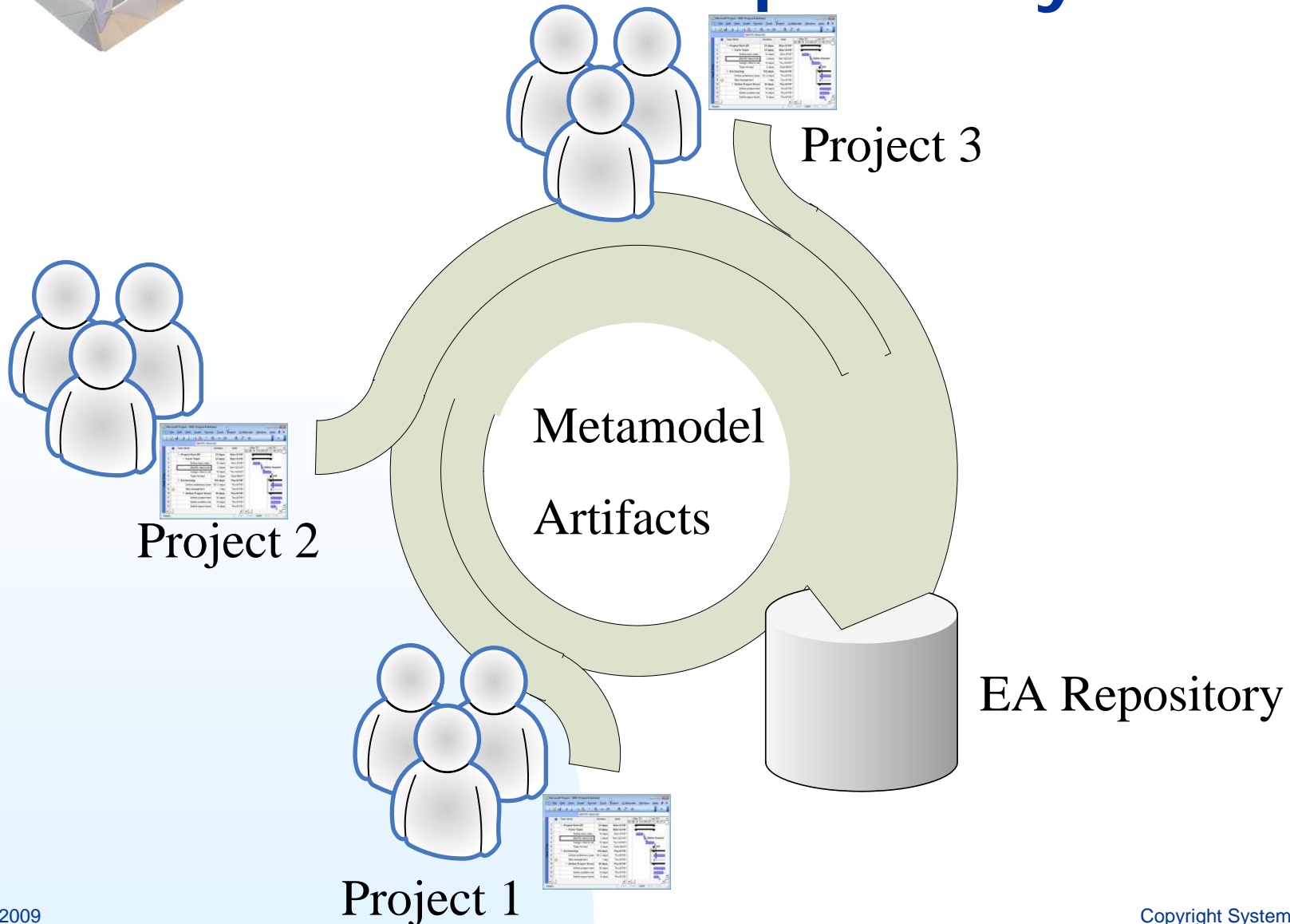
Create and edit diagrams

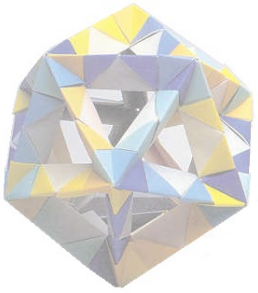


Process Transformation, Workflow Automation, Business Monitoring



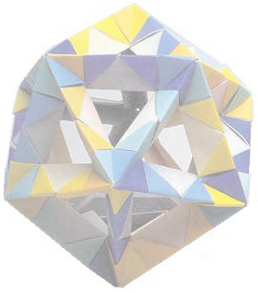
Next iterations: Fill the repository





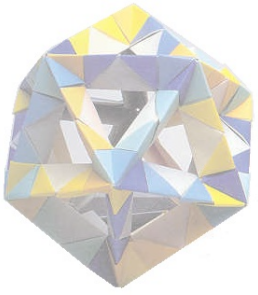
Lessons learned – Before the project

- Must have support from High level management,
- Strong Business Case
- Availability of representative for the multidisciplinary team
- Be careful of parallel projects
- Involve key people



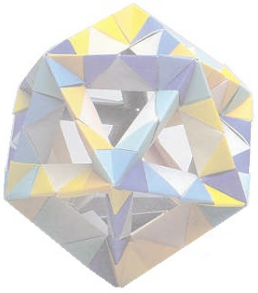
Lessons learned – Defining EA Vision

- Terminology is the foundation,
- Development process methodology is the first essential consensus
- Metamodel makes relationships between concepts explicit
- Consult existing architectures initiatives
- Talk about it



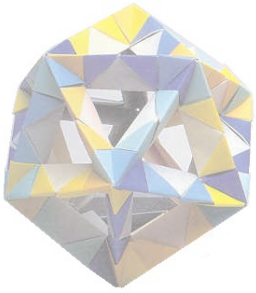
Lessons learned – Implementing an EA tool

- Take the time needed to define your requirements
- Better alignment with a complete metamodel
- But do not expect perfection otherwise your EA repository will be empty
- Plan the system administration processes and test them
- Do an experimental phase



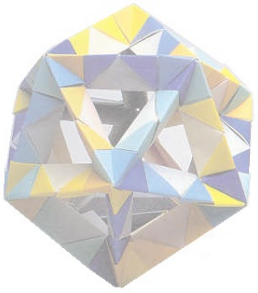
Lessons learned – To support the project

- Necessary adjustments to the methodology
- Governance committees in place
- Train and coach human resources
- Plan management change including communication strategy



Conclusion

- Time to value (Bringing tangible value within 3 months)
- Centralized vision but de-centralized updates of low level building blocks
- Making evolution of the EA through projects
- System administration shared between senior architects
- Training, coaching and support / Training, coaching and support / Training, coaching and support / Training, coaching and support



Benefit

Bringing business and IT stakeholders to work together to make business success.