Creating An IT Architecture for the Boundaryless Organization

The Boundaryless Information Flow Reference Architecture

Quarterly Members Meeting

February 4th, 2003

8:30 - 9:00

Eliot M. Solomon
Eliot M. Solomon Consulting, Inc.
25 Bergen St. 2C
Brooklyn, NY 11201

+1 718 625 9343
www.eliotsolomon.com

THE Open GROUP

The Mission

- Create a reference IT architecture for enterprises that make Boundarylessness a strategic objective
- Put TOGAF to work in a family of targeted architectures embodying the expertise of the forums and the experience of the members
- Create new products for The Open Group to strengthen the organization and aid its mission

(C) The Open Group 2002

How do we do it? Today's Agenda

- Work Products/Deliverables
- The Family of Architectures
  - The Common Systems Continuum
  - The Business Continuum
  - Business Models Demand IT Response
- The Architecture for the Boundaryless Enterprise
  - A Family of Systems and Business Architectures
- Activities and Roles
  - Customer Council
  - Technical Fora
  - Boundaryless Team
- Invitation to Participate

(C) The Open Group 2002

Work Product and Deliverables

What We Want to Offer

The End Users and Their Needs

- Business managers
  - CEO's and COO's
    - Explain the alignment of IT architecture and corporate strategy
  - COO's and CFO's
    - Show how to cost-effectively address enterprise-wide IT
  - CIO's
    - Assist in planning and managing corporate information usage
- Technical Management
  - CIO's and CTO's
    - Guidance on managing IT planning and growth
  - CTO's and IT Procurement
    - Identification of optimal and sub-optimal solutions
    - Product selection guidelines
  - IT Operations
    - Product certification
    - Certification of IT professionals

(C) The Open Group 2002

End-user Deliverables

- Boundaryless Information Architecture Kit
  - Guide to TOGAF and the Family of Architectures
  - Boundaryless Information Architecture Business Rationale, Scenarios, and Use Cases
  - Reference Architecture
  - Common System Architectures
- Boundaryless Solution Support Services
  - Standards Information
  - Solutions Recommendations
  - Certification Programs

(C) The Open Group 2002

Quarterly Milestones

- Winter 2003 (here at Burlingame)
  - Introduce project, enlist participation
- Spring 2003
  - Deliver the project plan
    - Scope of the architecture and the project
    - Commit Company and other resources
  - Identify the common systems architectures that will be delivered
- Summer 2003
  - ➔ Drafts of Common System Architectures, Business Rationale
- Fall 2003
  - ➔ Drafts of “Guidance on Solution Choices,” Business Scenarios
  - ➔ Revised versions of Common System Architectures
- Winter 2004
  - Acceptance of all documents for Publication
  - Opening of the BIF-SIB
  - Commence next branded architecture project

(C) The Open Group 2002

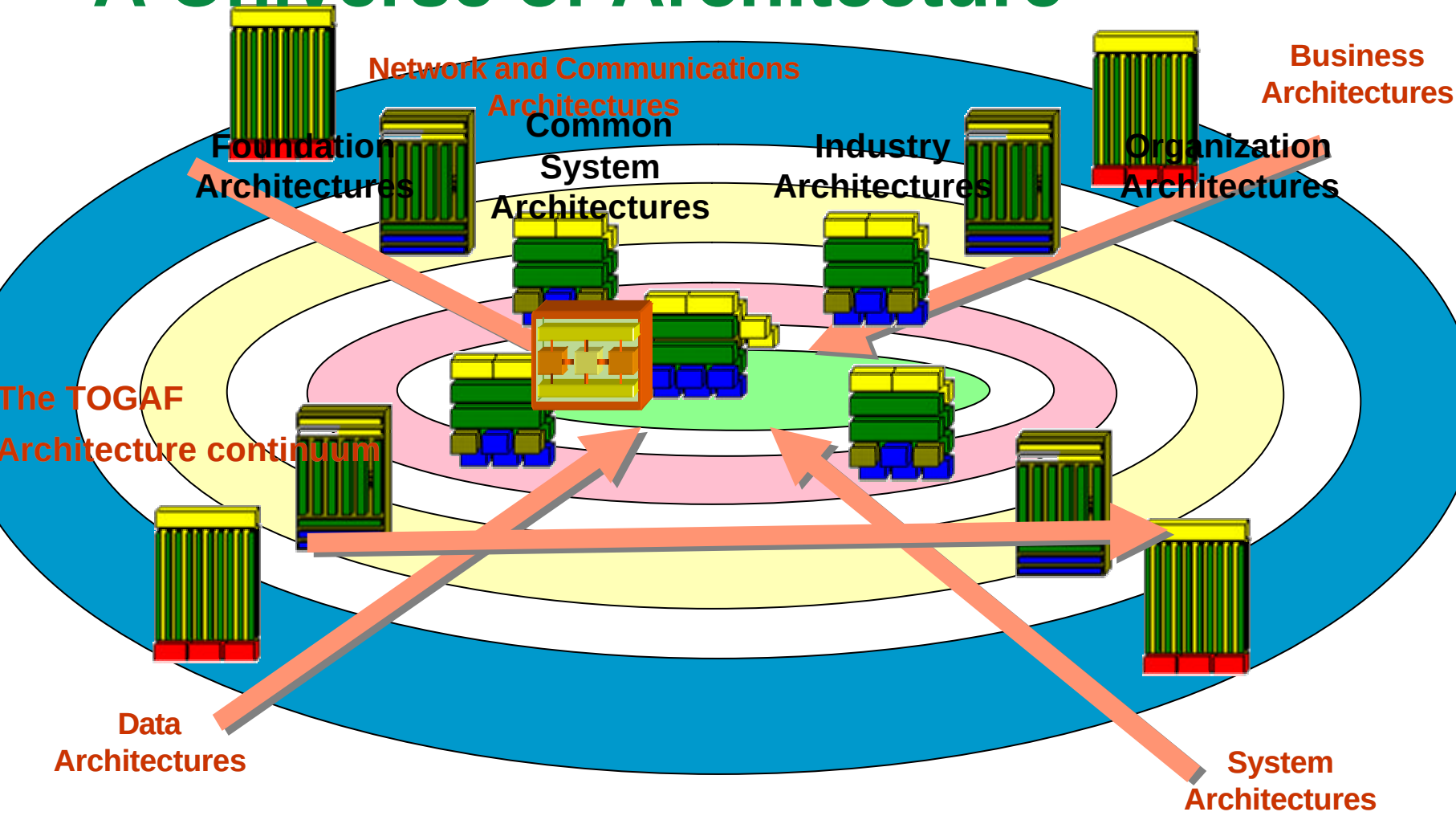
The Family of Architectures

Applying TOGAF

Theory becomes practice

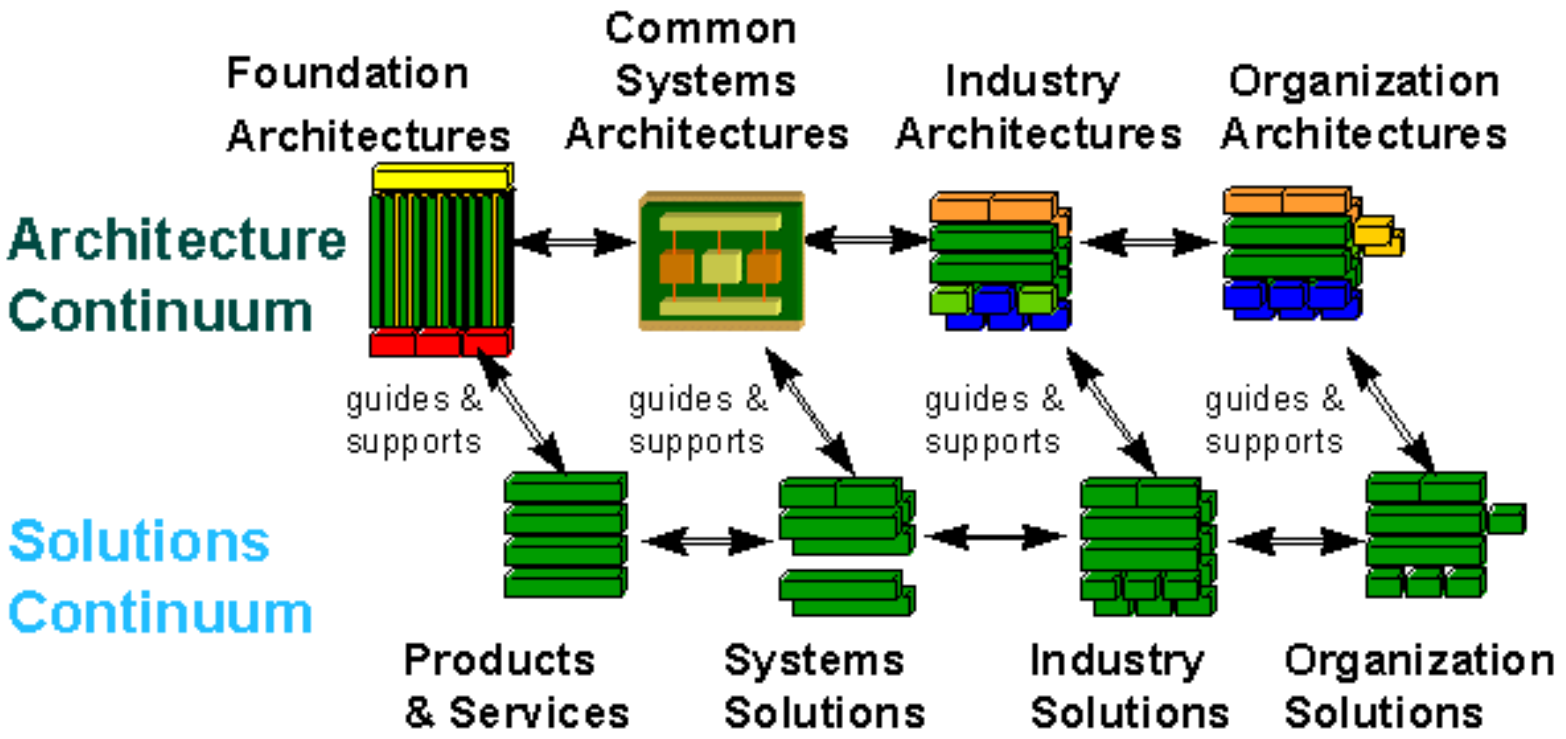
Creating an IT Architecture for the Boundaryless Organization

A Universe of Architecture



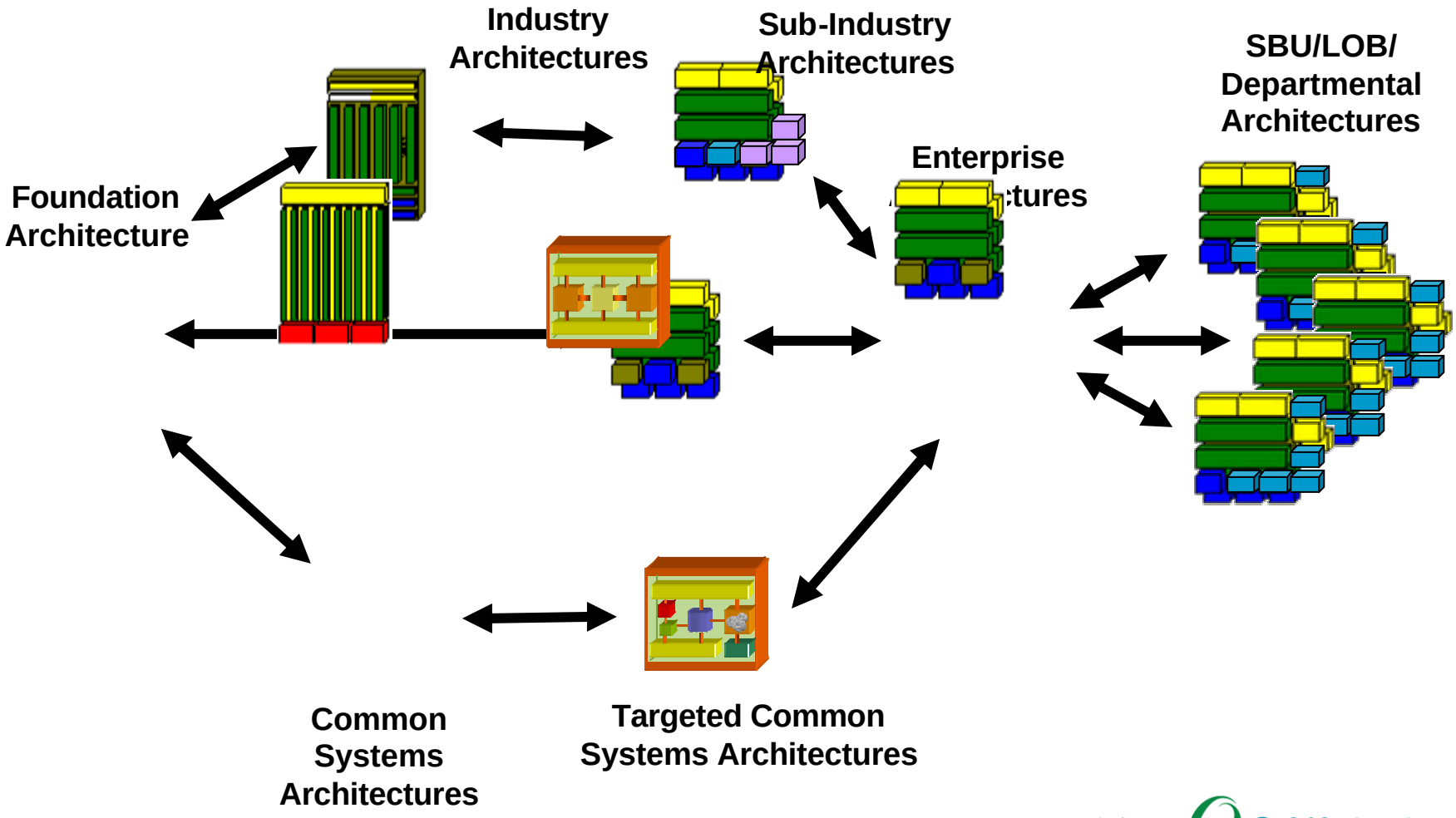
(C) The Open Group 2002

TOGAF Enterprise Continuum



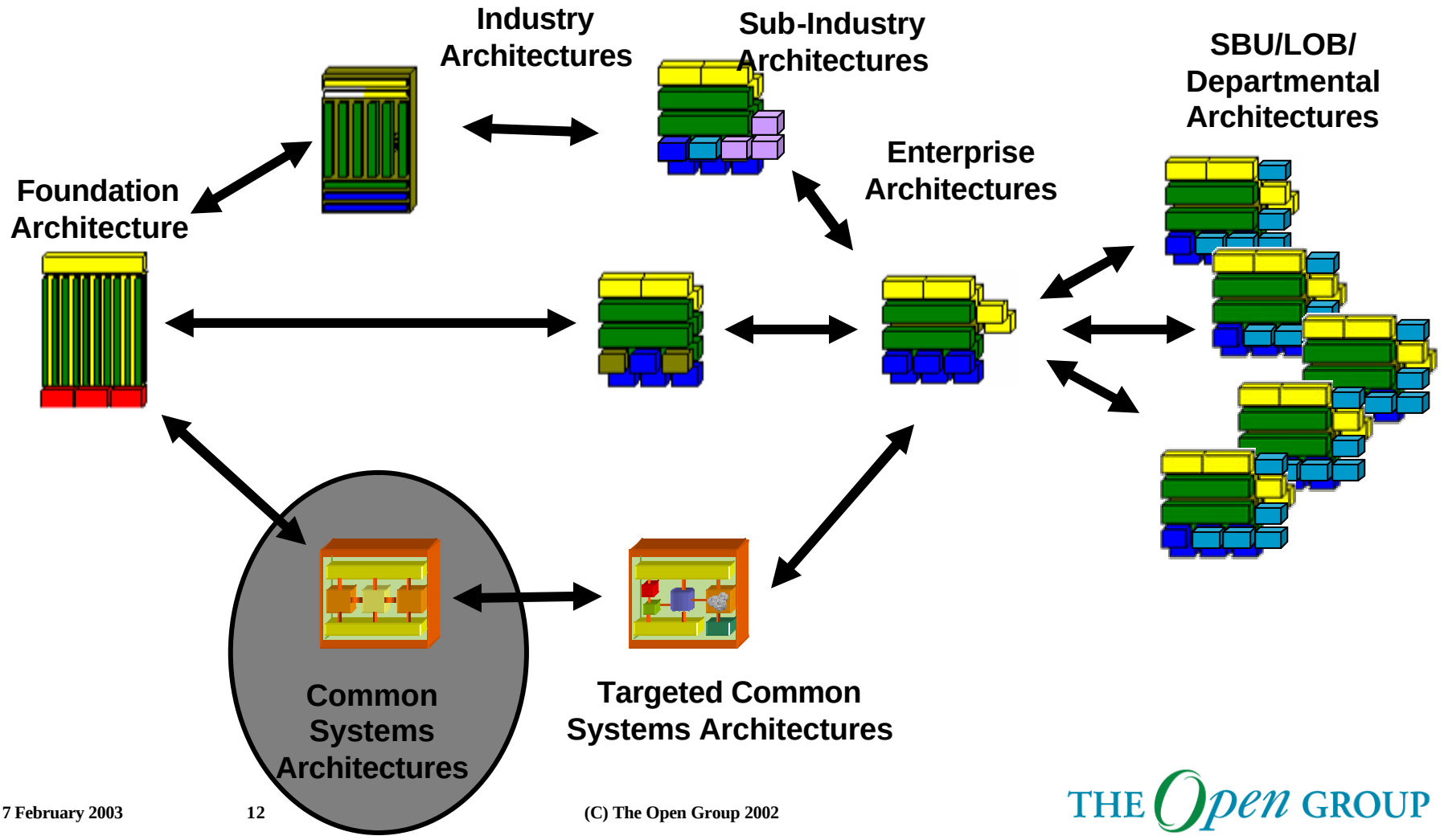
(C) The Open Group 2002

Architecture Continuum Extended



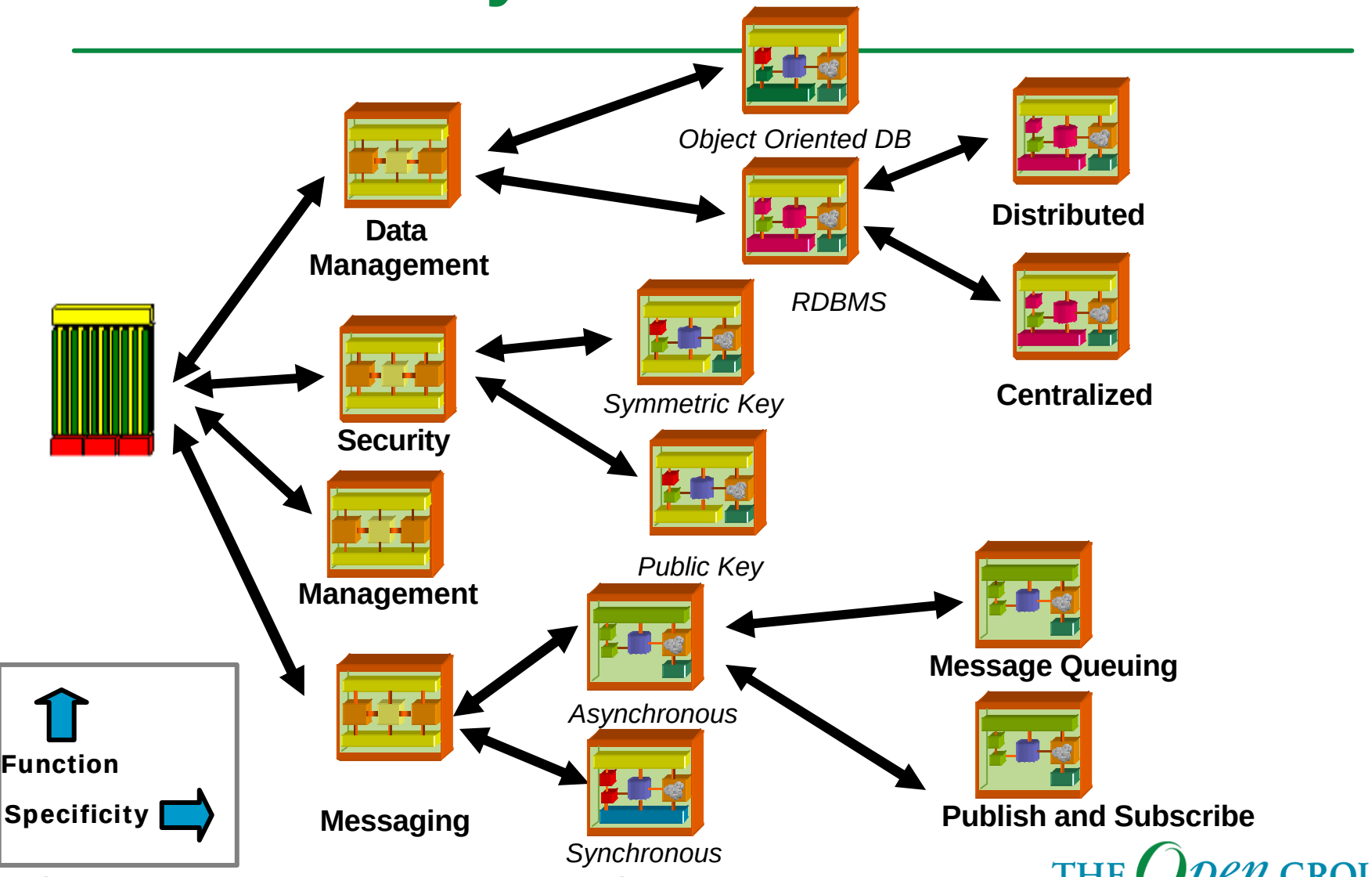
(C) The Open Group 2002

Architecture Continuum Extended



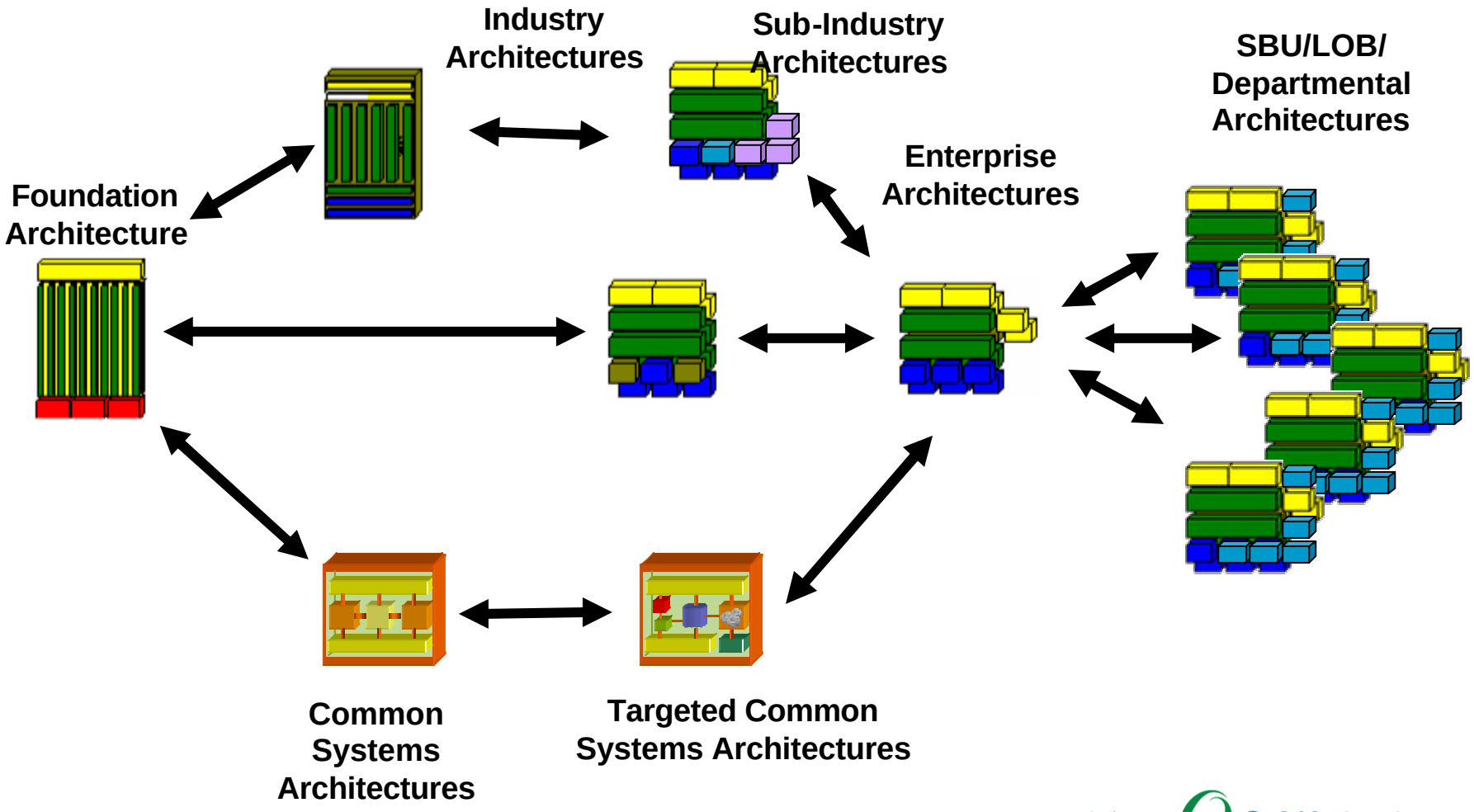
(C) The Open Group 2002

Common System Continuum



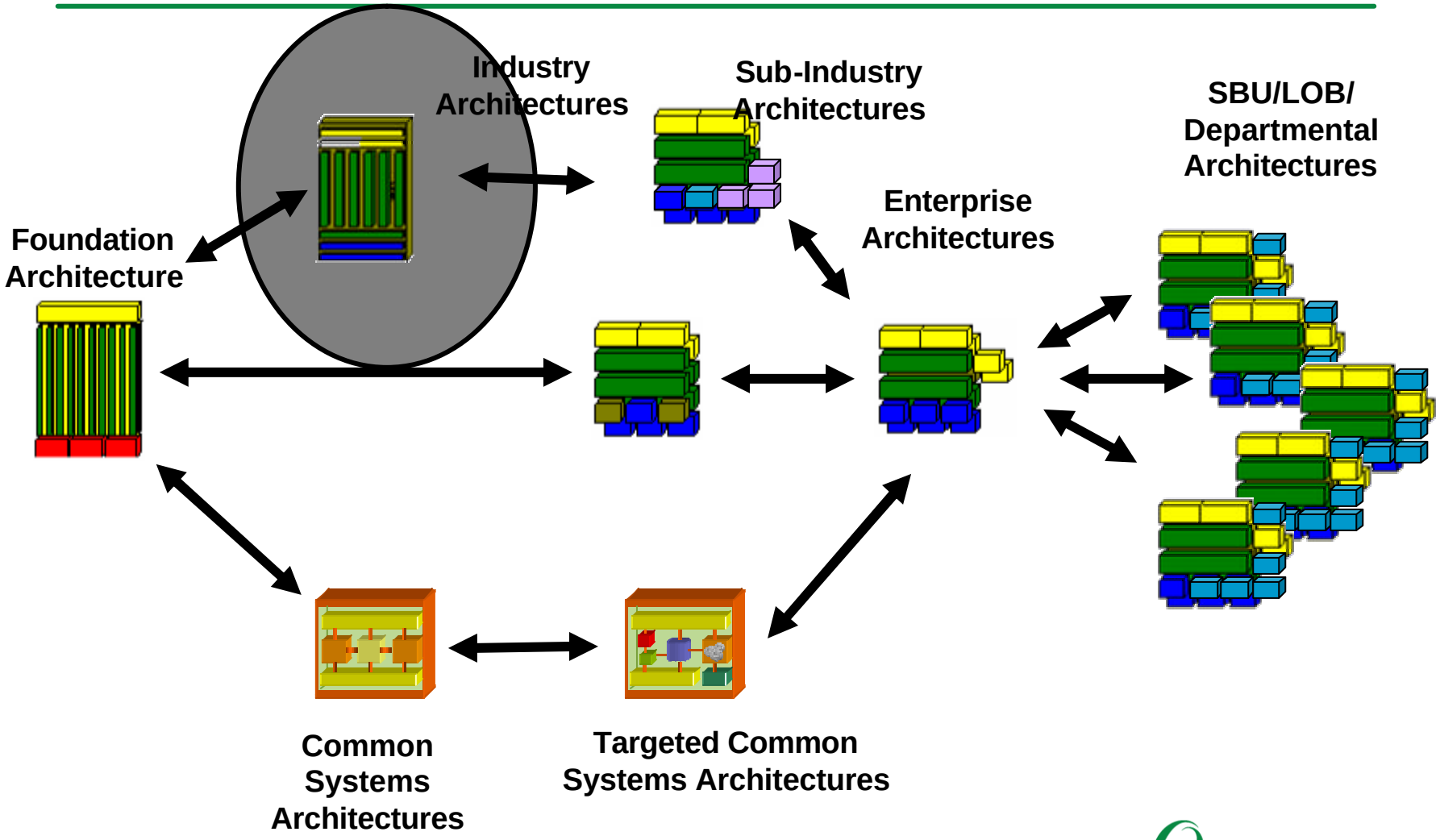
(C) The Open Group 2002

Architecture Continuum Extended



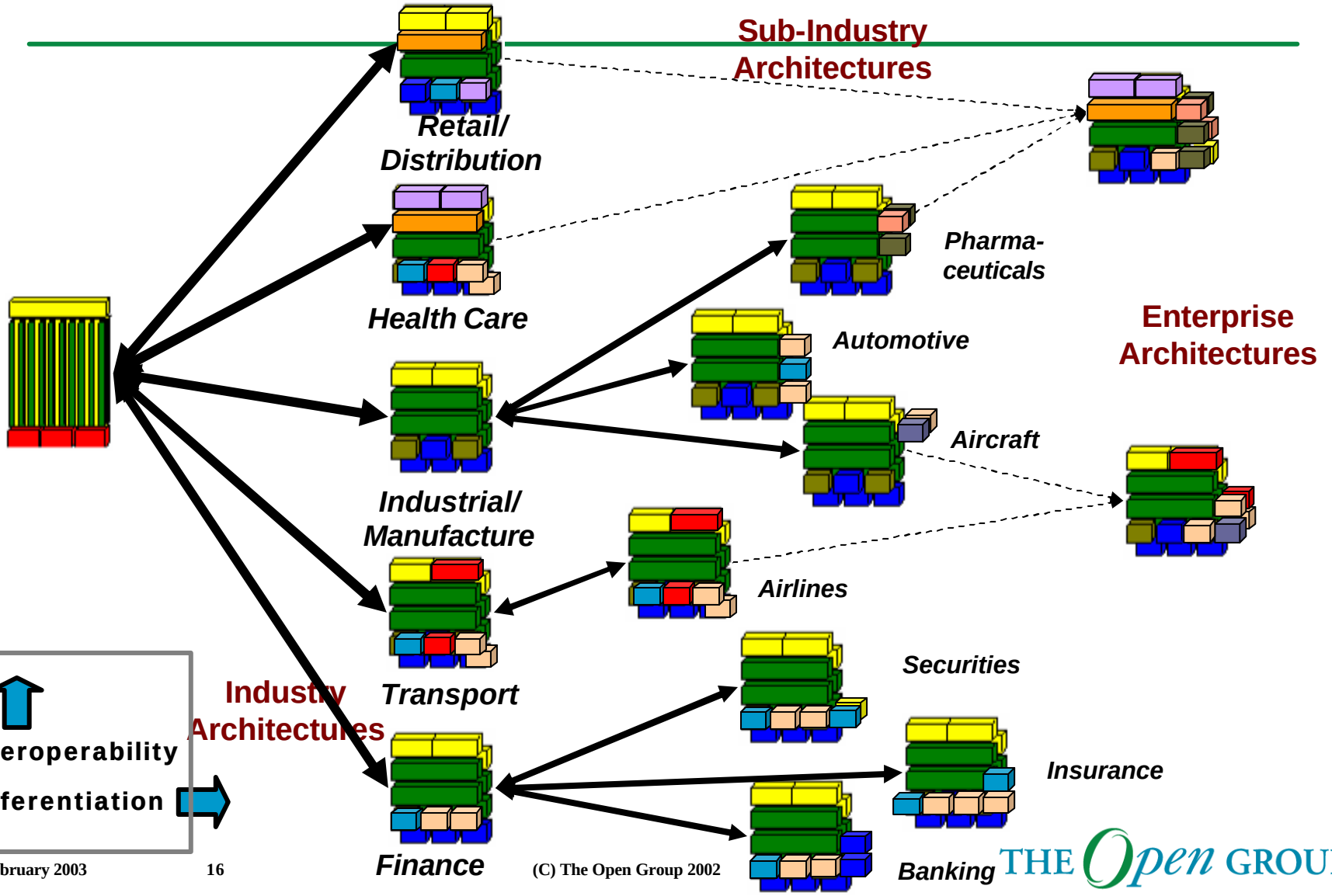
(C) The Open Group 2002

Architecture Continuum Extended



(C) The Open Group 2002

The Business Continuum



(C) The Open Group 2002

The challenge for architects

- Matching form to function
- Relating theory to practice
- *Aligning IT strategy with business strategy*

- Making the choices that make the difference:
  - Trading costs and benefits
  - Balancing competing objectives
  - Achieving differentiated results from common elements

(C) The Open Group 2002

An example of choices

Business Choices

Competitive Strategy

Lessons Factory

Standard Types

Standard Types

Product Driven

Product Driven

Flexibity

Data Management

RDMS

Data Management

Ad hoc Queries

Pre-structured

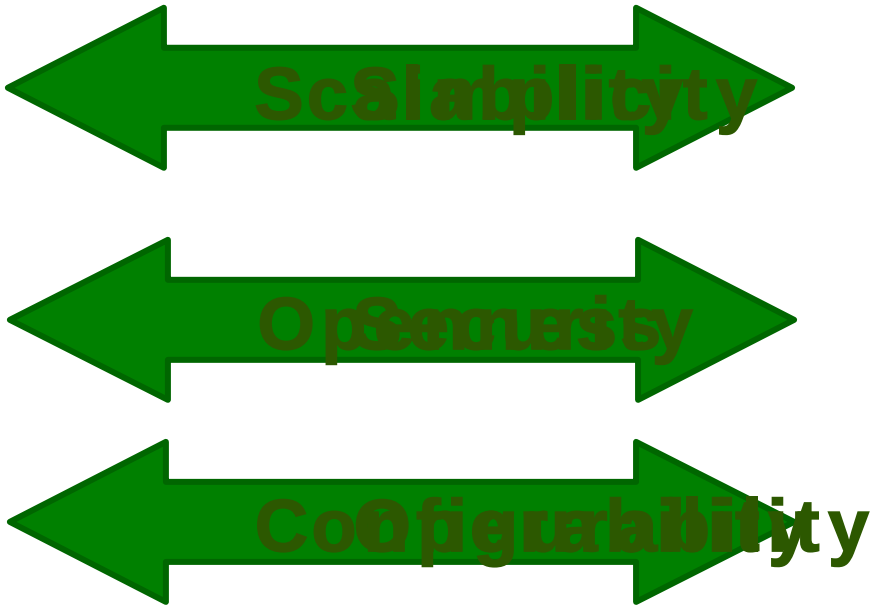
Dynamic Queries

Dynamic Queries/Server Communication

Technical Choices

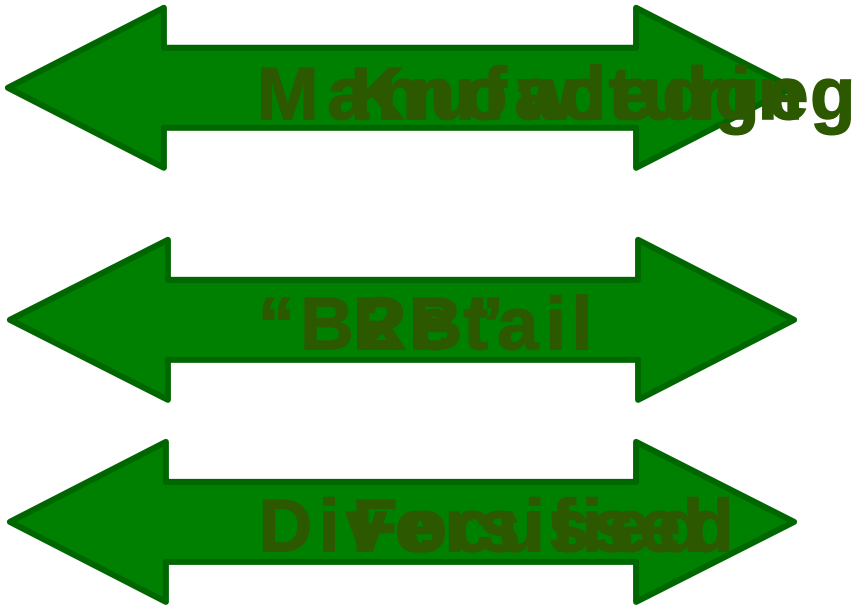
(C) The Open Group 2002

Other common trade-offs



(C) The Open Group 2002

Business styles shape boundarylessness



(C) The Open Group 2002

Good things come at some cost

- Achieving boundarylessness demands careful choices
  - To make sure the cost is appropriate
  - To achieve the *right* set of benefits
- A rich set of appropriate architectures provides the opportunity
- A well-executed architectural process provides the results

(C) The Open Group 2002

Put TOGAF to work to make boundarylessness attainable

- Identify common system architectures that support boundarylessness
- Where appropriate, provide alternatives
  - That make different trade-offs for the goal
  - With a variety of secondary emphases
- Analyze a variety of industry or business architectures
  - To identify the different opportunities to introduce IT support of boundarylessness

(C) The Open Group 2002

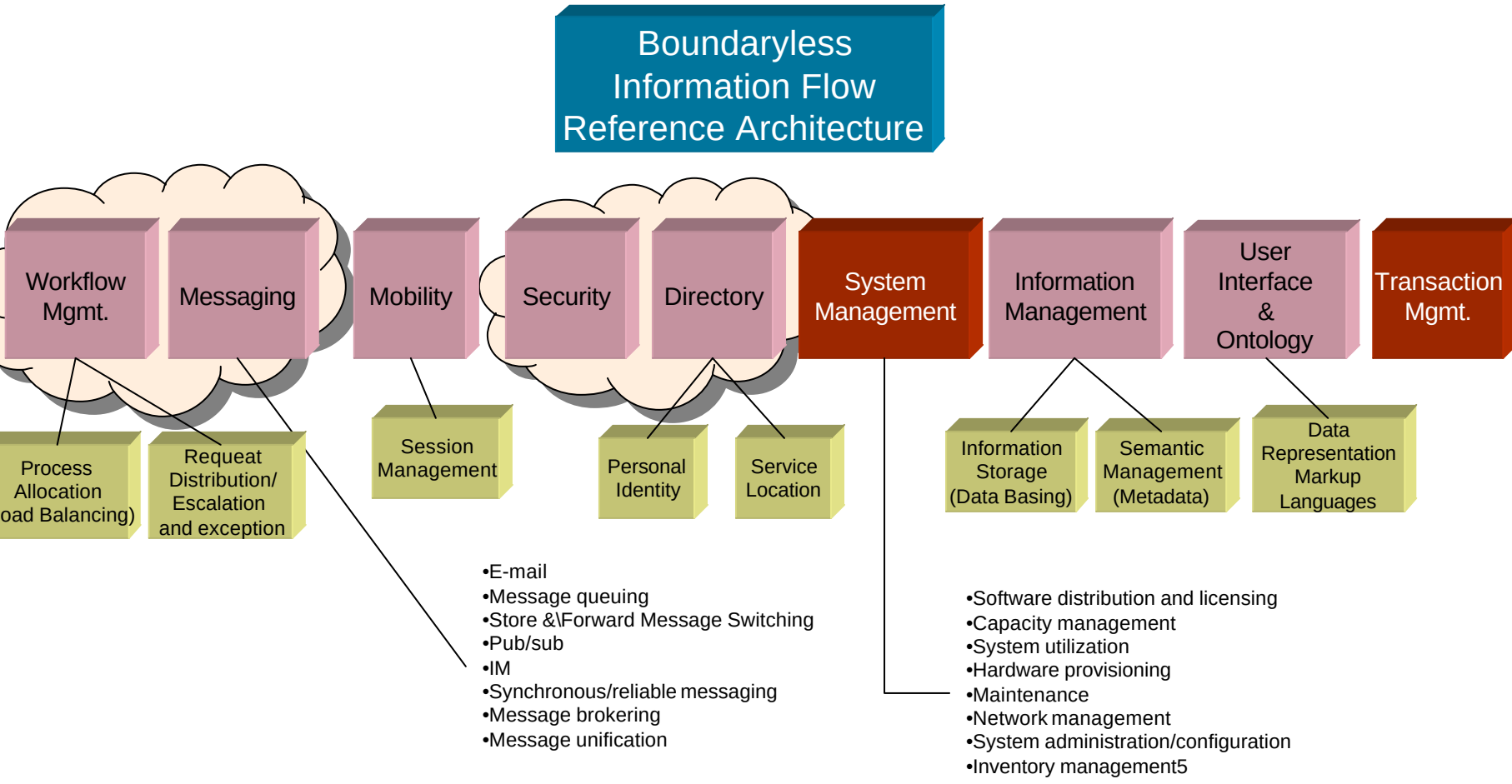
The Architecture for the Boundaryless Enterprise

What's in the Package

Creating an IT Architecture for the Boundaryless Organization

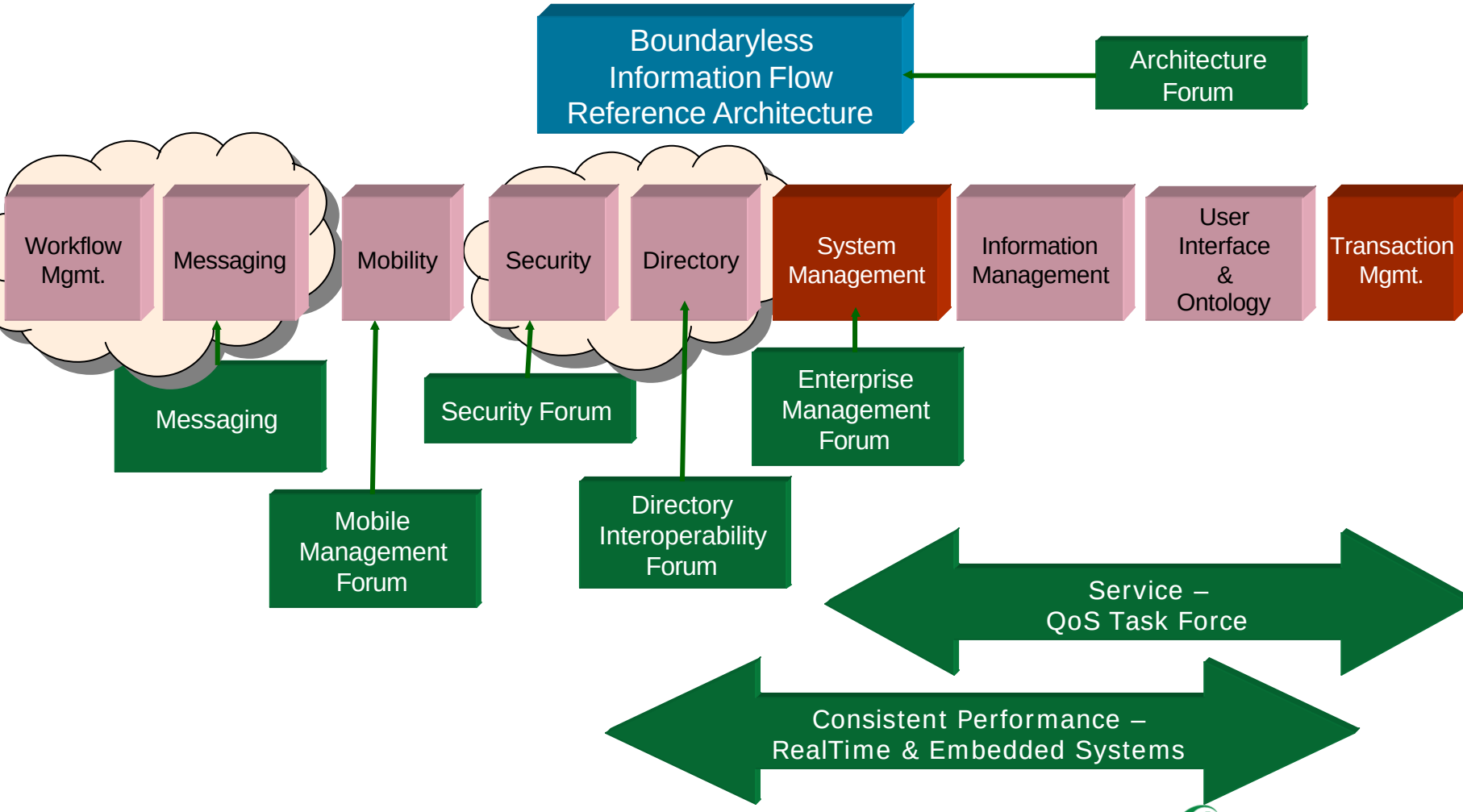
Common Systems Architectures

of the Boundaryless Information Flow Reference Architecture



(C) The Open Group 2002

Technical discipline responsibility



(C) The Open Group 2002

Activities and Roles

How the Forums and Councils Contribute

Working Groups/Deliverables

- Customer Council
  - Stakeholder Analysis
  - Business rationale for Boundarylessness
- Technical Forums and Work Areas
  - Common component architectures
  - Solutions selection guides
- Boundaryless Architecture Team
  - Master documentation
  - Regular review meetings

(C) The Open Group 2002

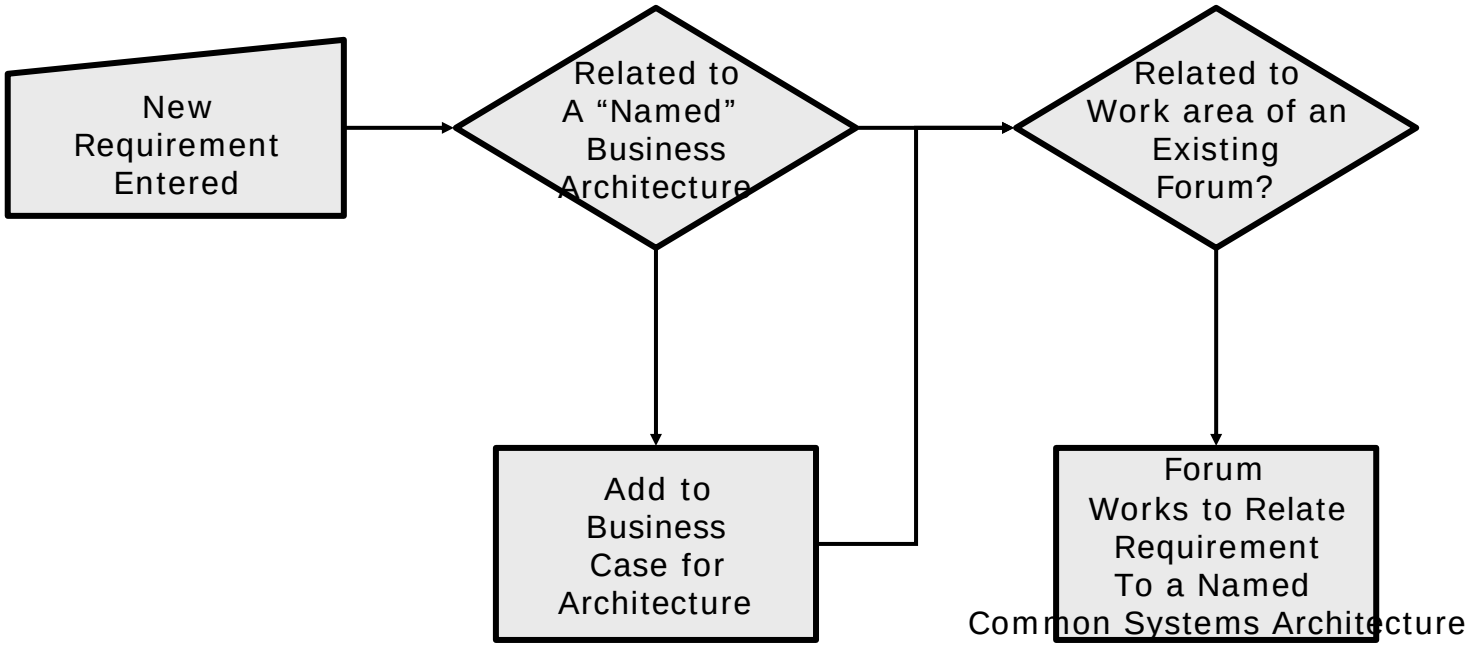
The Customer Council

- Requirements-related work “belongs” to the customer council
  - Documenting the use cases and strategic rationales that define or call for a Boundaryless Information Flow architecture
  - Identifying which journaled requirements are satisfied by the Boundayless Info Flow Arch
  - Identifying other requirements that will need other architectures of the “family”- planning future architectural work and products

(C) The Open Group 2002

Aligning the CC requirements process

Incoming requirements should be analyzed in terms of The Open Group's named architecture products.

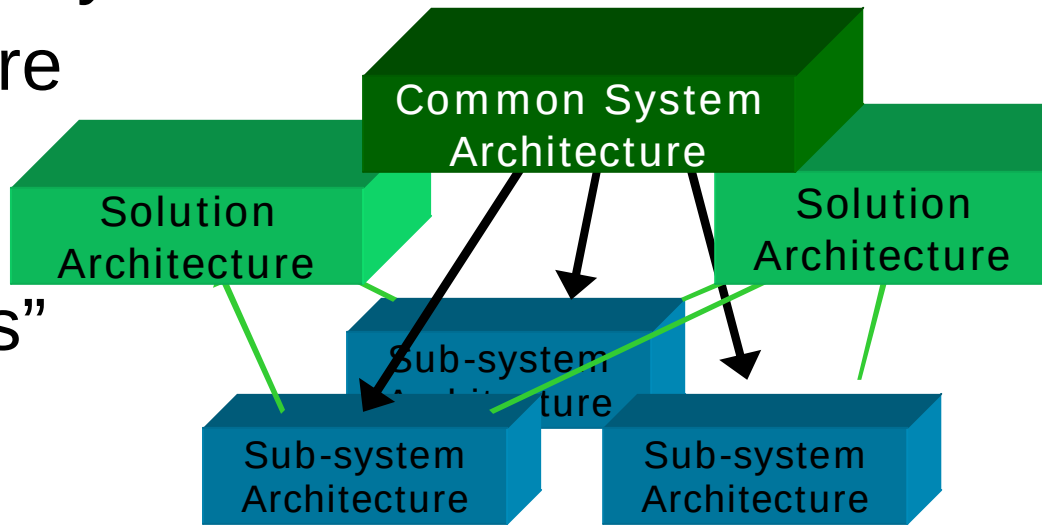


(C) The Open Group 2002

The Technical Forums

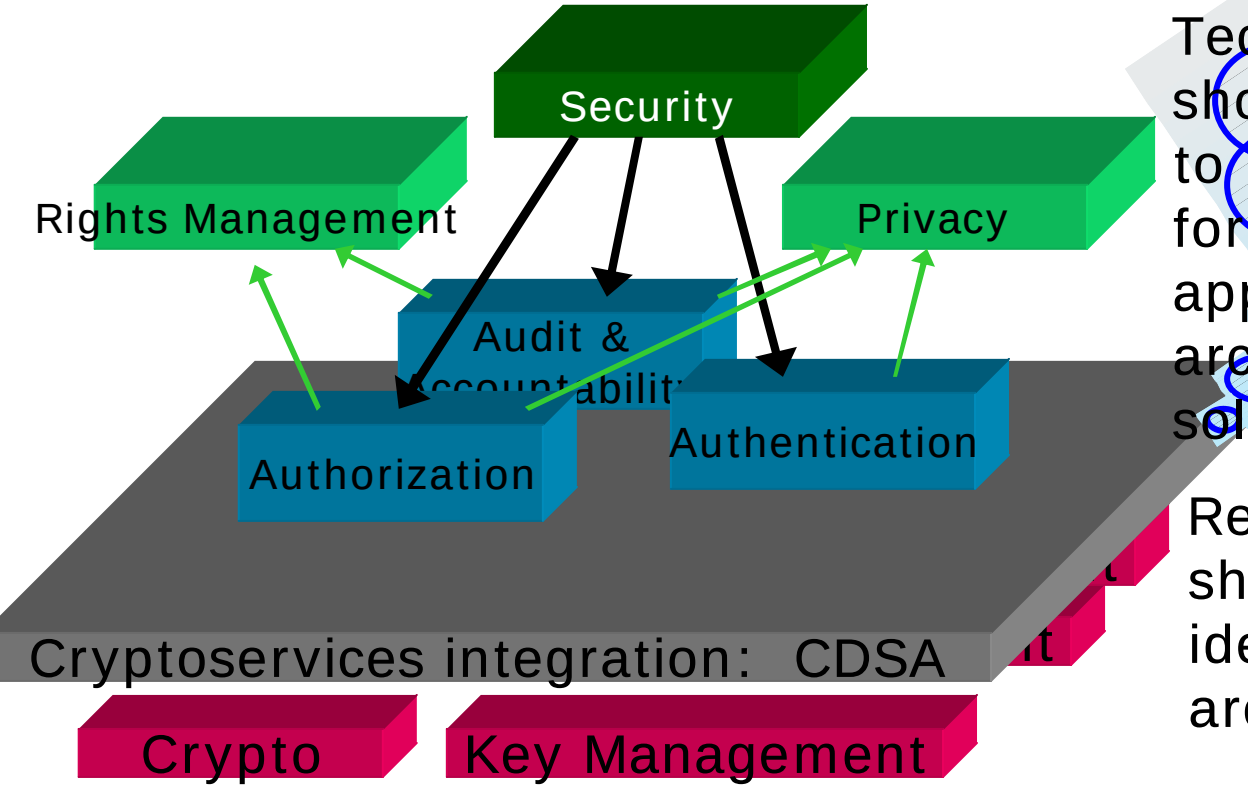
Document Common System Architectures

- Master Architecture Description
- Identification of “Sub architectures”
- Major functional recombinations
  - Related architectures or business solutions
- **Identify the choices best suited for boundaryless architectures and solutions**



(C) The Open Group 2002

Security as an example



Technical forums should use this effort to improve and formalize their approach to architecture and solutions creation.

Renewed attention should be given to identifying solution architectures.

Note The Open Group's branded implementation of this architectural element

(C) The Open Group 2002

Staff and the Boundaryless Team

The Boundaryless Team will be a cross-functional, all-company group that leads the creation of the Boundaryless Information Flow Reference Architecture products

- Coordinate the efforts of the various forums
- Conduct regularly scheduled conference calls
  - Editorial meetings
  - Issue resolution
- Track progress and facilitate allocation of resources

(C) The Open Group 2002

Working with other organizations

- Other standards organizations
- Vertical Industry groups
- Technology affinity organizations
- Any organization *you* want to engage

(C) The Open Group 2002

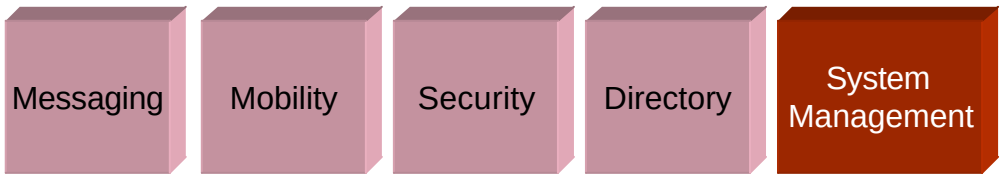
Your Invitation to Participate

As a Forum
As an Organization
As an Individual

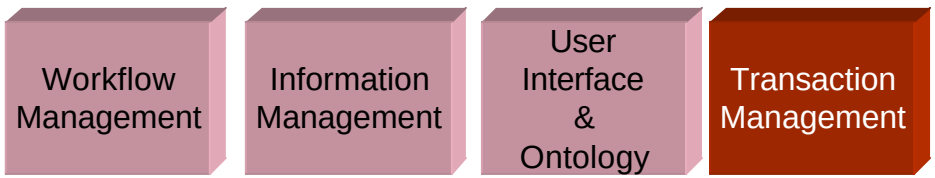
Creating an IT Architecture for the Boundaryless Organization

Call for Participation

- Call for Submission of Architectures from existing workgroups



- Call for interest in uncovered areas



- To express your interest…

(C) The Open Group 2002

References

- Boundaryless Organization
- TOGAF 8
- Family of Architectures
- Boundaryless Information Flow Reference Architecture
- Interoperable Enterprise Business Scenario

(C) The Open Group 2002

Discussion

Thank you