THE PROCESS OF DRIVING TRANSFORMATIONS

PROCESS DESCRIPTION

A few definitions

- **Business strategy** is often defined as "the firm's working plan for achieving its vision, prioritizing objectives, competing successfully, and optimizing financial performance with its business model."
- Gartner defines **IT strategy** as "the discipline that defines how IT will be used to help businesses win in their chosen business context."
- Gartner also defines **Enterprise architecture** as "a discipline for proactively and holistically **leading** enterprise responses to disruptive forces by identifying and analyzing the execution of change toward desired business vision and outcomes."

So Strategy and Architecture are key participants in the process of **driving changes to the enterprise's operating platform**.

In practical terms, the strategy and architecture process consists in the following steps:

Build and Maintain the Visible Enterprise Description
Describe the visible enterprise i.e. make the enterprise operating model visible and traceable for business and IT. In order to manage complexity, the visible enterprise description is organized as a set of interrelated portfolios:

- Business Process Portfolio
- Business Organization Portfolio
- Business Function Portfolio
- Application Portfolio
- Technology Portfolio
- Information Portfolio

Each portfolio includes a set of reports which are consumed by various stakeholders for recurrent analysis and management tasks. The portfolio of business functions is a key architecture asset as it is used for classifying organizations and applications, and also for scoping, organizing and managing work.

Define Strategies

a) Determine the key internal and external factors that might influence business success. Internal analysis and diagnoses are used for identifying, measuring and communicating the organization's strength and weaknesses. Such diagnoses are based, notably but not solely, on the analysis and consolidation of architecture portfolio reports (dashboards, charts, lists and matrices). External analysis and diagnoses are used for identifying, measuring and communicating arising threats and opportunities. Internal and external diagnoses are, in turn, consolidated into SWOT diagrams summarizing the strengths, weaknesses, risks and opportunities for customers and internal stakeholders' benefits.

b) Following critical changes to the enterprise context, adapt the vision statement. If really necessary, also adapt the values, business model and mission statement (think carefully about the impact of such changes on the enterprise identity as this could confuse internal and external stakeholders and customers).

c) Define the corporate objectives and cascade into domain specific and measurable goals.

Execute Strategies

a) Define principles, standards and compile business and/or IT demands for changes.

b) Collect high-level requirements (target capabilities and features) realizing goals and demands. Identify requirements dependencies and impacts on the architecture landscape. Create roadmaps for the realization of capabilities and features. Group capabilities and/or features into epics (solution development initiatives).

Architecture a change to the operating platform

Answer some demand for changing the architecture of the enterprise operating model. For example, create/optimize some business process along with the IT solution architecture that support the process. Or provide a new cloud infrastructure for existing application(s).

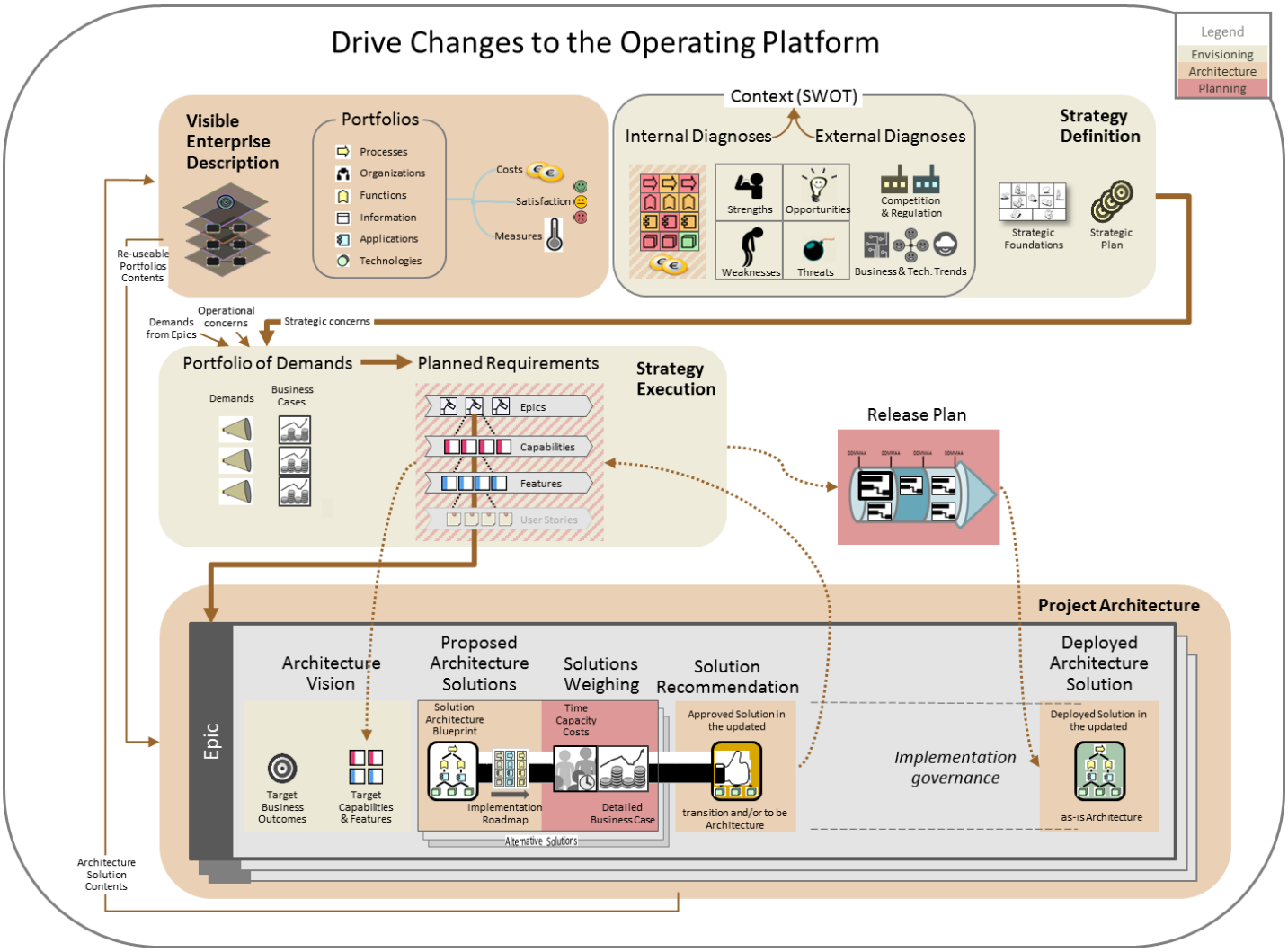
a) Define architecture work and then create, recommend and approve a solution architecture
- Review related goal(s), demand(s), target capability(ies) and feature(s) and high-level requirements roadmap(s).
- Collect additional requirements as needed.
- Select adequate architecture viewpoints needed for architecturing solution(s).
- Create alternative architecture solution following the selected viewpoints.
- Define (alternative) implementation roadmap(s) for each alternative architecture solution.
- Select preferred architecture solution and implementation roadmap from an architecture perspective.
- Provide solution architecture recommendation for approval.
- For the approved architecture solution, detail the solution architecture.

b) Update the TRANSITION and/or TO-BE architecture
- Update the visible enterprise description including the TRANSITION and/or TO-BE architecture plateaus.

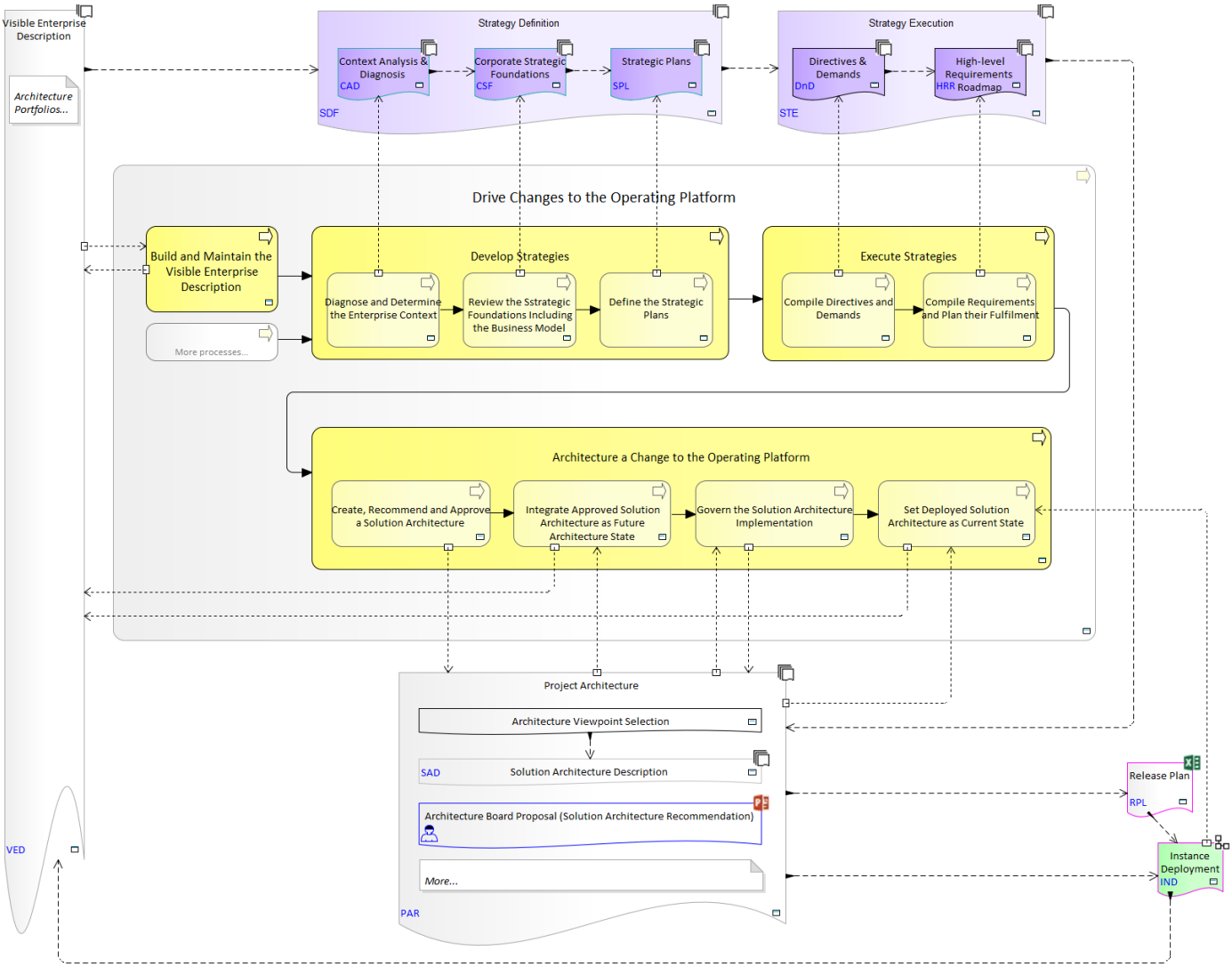
c) Govern the Solution architecture Implementation
- Govern the implementation of the solutions. Ensure alignment with the approved solution architecture.

d) Update the AS-IS architecture
- As soon as the solution is running in production, update the visible enterprise description to reflect the new situation. The visible enterprise description needs to reflect that the new solution architecture is now part of the AS-IS situation.

The process can be depicted as follows:



The process is formalized as follows:



TOP LEVEL VIEWPOINT DESCRIPTION

Part 1 2

The **Visible Enterprise Description** portrays the enterprise as it is architectured today and as it is supposed to be in the future.

It provides enterprise visibility and traceabilty as it formally describes and relates the enterprise business functions, processes, people, applications, components, data stores, supporting technologies, services, information and information flows.

In order to manage complexity, to organize architecture work and to leverage specialized skills, the Visible Enterprise Description decomposes into a set of interrelated architecture portfolios.

Top level business processes, which belong to the **business process portfolio**, orchestrate the enterprise business functions.

The structure of business functions, that belong to the **business function portfolio,** are used to organize the visible enterprise description as a whole. They own and control pieces of information that belong to the information portfolio.

Organizations and roles, which belong to the **business organization portfolio**, interact with business processes and applications.

Applications, which belong to the **application portfolio**, support business functions and automate processes.

System software, node types and communication networks, which belong to the **technology portfolio**, provide applications with the supporting technology.

Entities which belong to the **information portfolio**, are exchanged between business functions.
Representations, which also belong to the information portfolio, are exchanged between roles, applications and their components.

Each portfolio includes a set of architecture **portfolio reports** (dashboards, charts, lists and matrices). Such reports typically list, correlate, summarize, depict and highlight information extracted from one or several portfolios.

A prerequisite for creating such reports is to have some **elemental assessments.** Elemental assessments are used to evaluate each elemental item from different angles including customer/user satisfaction, performance, costs and lifecycle. These assessments can apply to any architecture element. They typically apply to processes, functions, applications, technologies and architecture solutions.

An elemental assessment process collects information that is used to evaluate/qualify individual architecture elements, for example applications. The resulting elemental assessment is a collection of attributes that qualify these architecture elements.
The level of automation of the assessment process can vary depending on the maturity of the architecture practice and tools and also on the type of data that needs to be collected.

Strategy Definition

The **strategy definition** viewpoint describes

- The analysis and diagnosis of the current business and IT context i.e. the internal and external factors that might influence business success or failure.
- The corporate strategic foundations that together define the organization's identity (mission, vision, values, business model).
- The strategy plans describing the corporate strategic objectives and SMART goals which in turn cascade into domain-specific goals.

Strategy Execution

The **strategy execution** viewpoint describes

- Directives (principles and standards) and business and/or IT demands which are realizing goals
- High-level requirements (target capabilities and features) realizing goals and demands
- Road maps for the implementation of capabilities and features.
- Epics (solution development initiatives) which are grouping capabilities and/or features.
- The impacts of requirements on the business or IT landscapes
- The status of these requirements

Project Architecture

A **Project Architecture**

- Realizes capabilities and/or features road map(s)
- Formalizes changes to the enterprise operating model
- Is a key epic/project deliverable

Subsequent states of the project deliverables (including the project architecture) are subject to governance gates. For example, an architecture solution recommendation needs to be completed and approved before completing the architecture solution description.

Release Plan

The **Release Plan** communicates when each release will be available and what range of capabilities and features will be in the release.

Instance Deployment

The **Instance Deployment** viewpoint is used to answer the following questions:

- In each staging environment, on which **node instance** is each **application component** and **data store** deployed?
- What **node instances** realize which **nodes** that was specified by the architect?
- What **system software** is part of which **node instance?**

Architecture Management

The **Architecture Management** viewpoint is used to answer the following questions:

- What **role** is assigned to whom (what **individual**)?
- What **organization, functional domain, epic,** or **package** is assigned to whom (what **individual**), and for which **role**?
- Who (what **individual**) will receive model validation reports about her/his assigned **functional domain** or **package**?

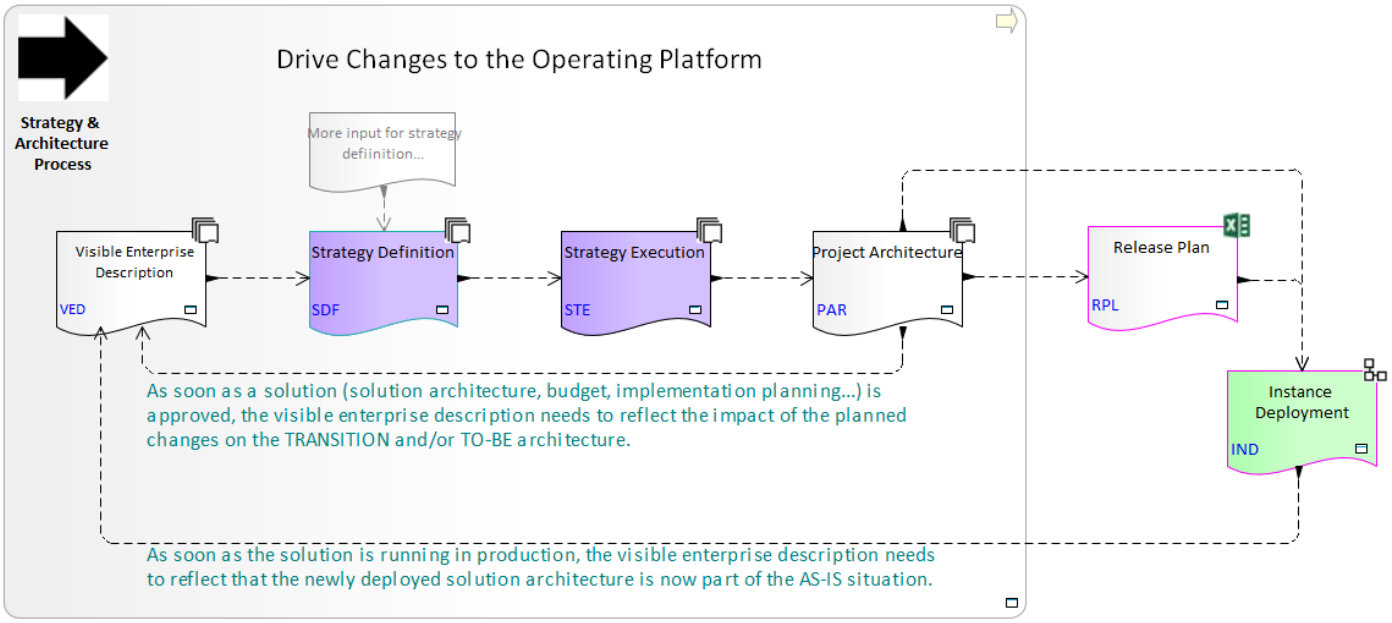
When an element type, connector or tagged value is not compatible with the language metamodel then we can add the identified error to a report sent to **individuals**...

- who have been assigned the **package** containing the erroneous element
- who have been assigned a **functional domain** that is directly or indirectly connected to the erroneous element.

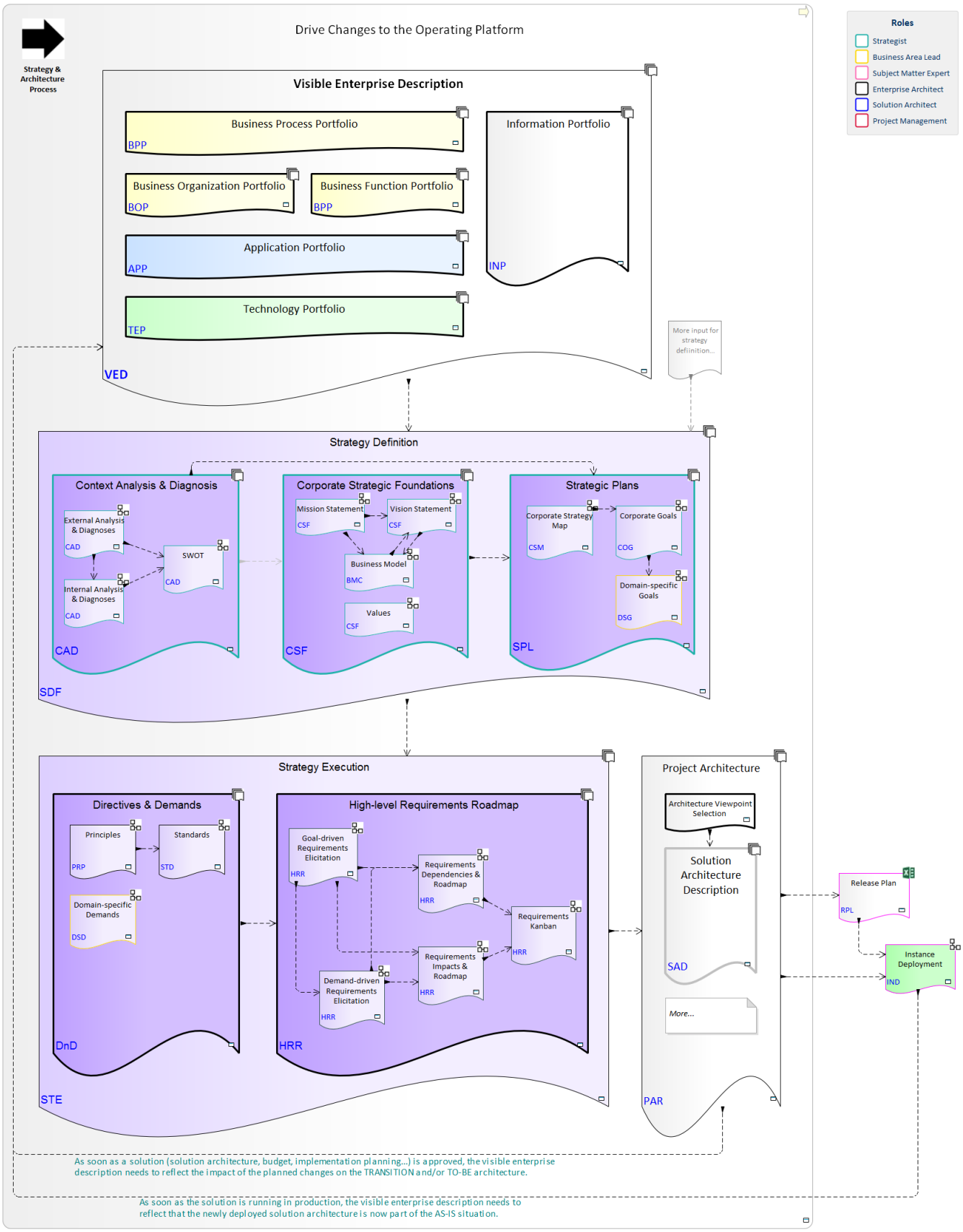
THE FLOW OF VIEWPOINTS (WORK PRODUCTS) THROUGHOUT THE PROCESS

That same process can be also depicted as a work product evolution flows…

LEVEL 1 VIEWPOINT RELATIONSHIPS



LEVEL 2 VIEWPOINT RELATIONSHIPS



You can drill into further details by using the guidance web site.