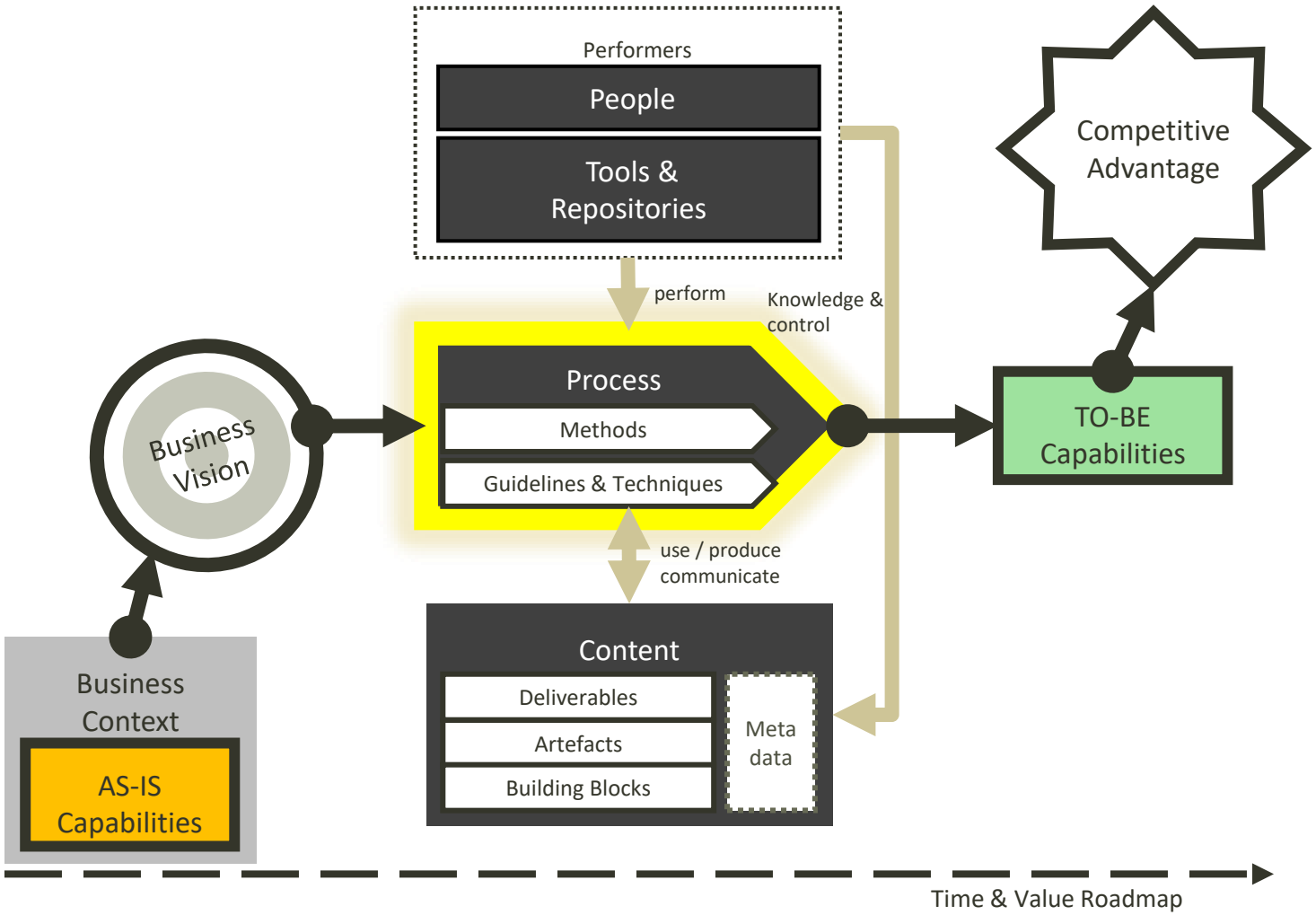
Unified Framework for Driving Transformations

The Process of Driving Transformations

The Process of Driving Transformations



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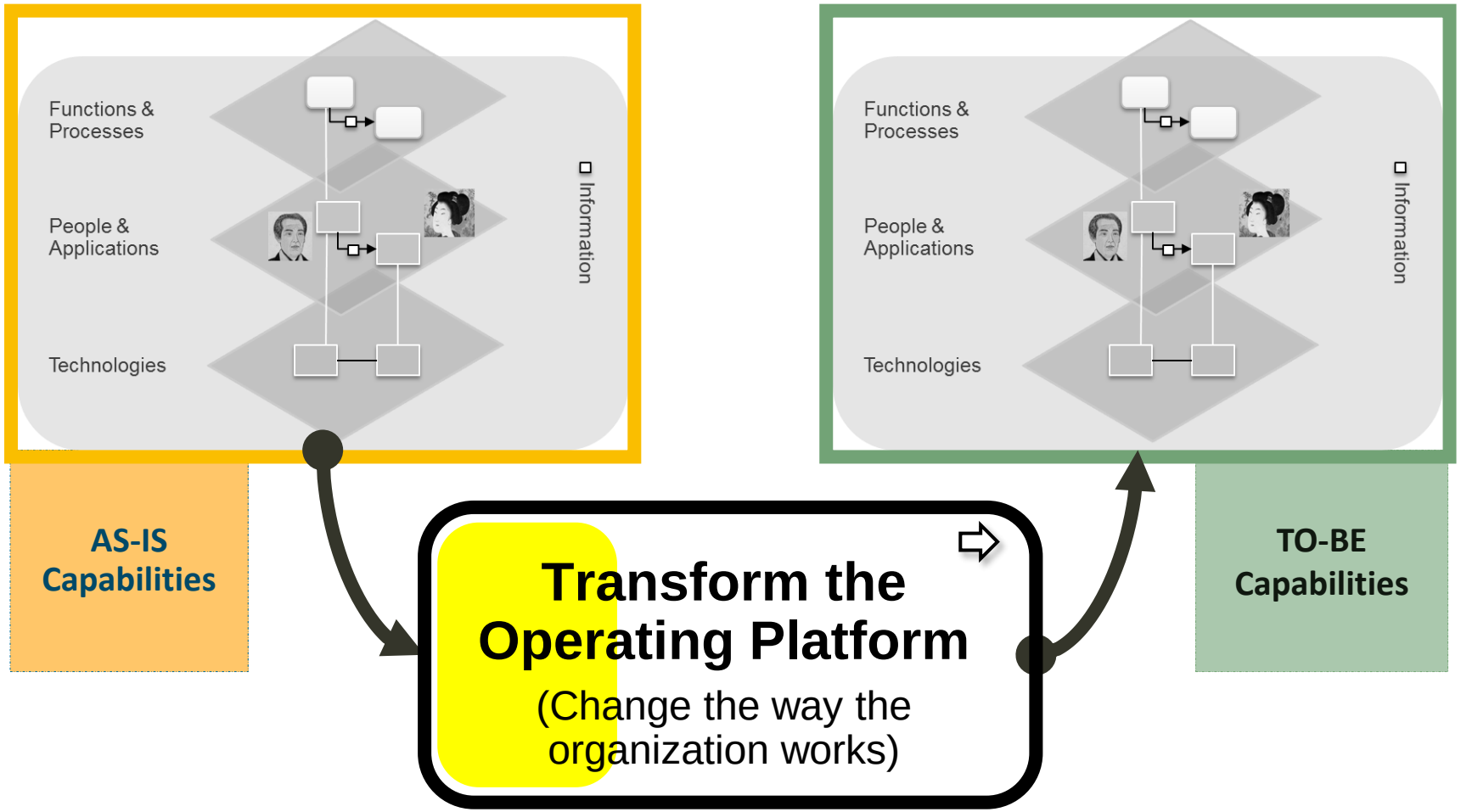
Strategy and Architecture is only a First Step within the overall Transformation Process



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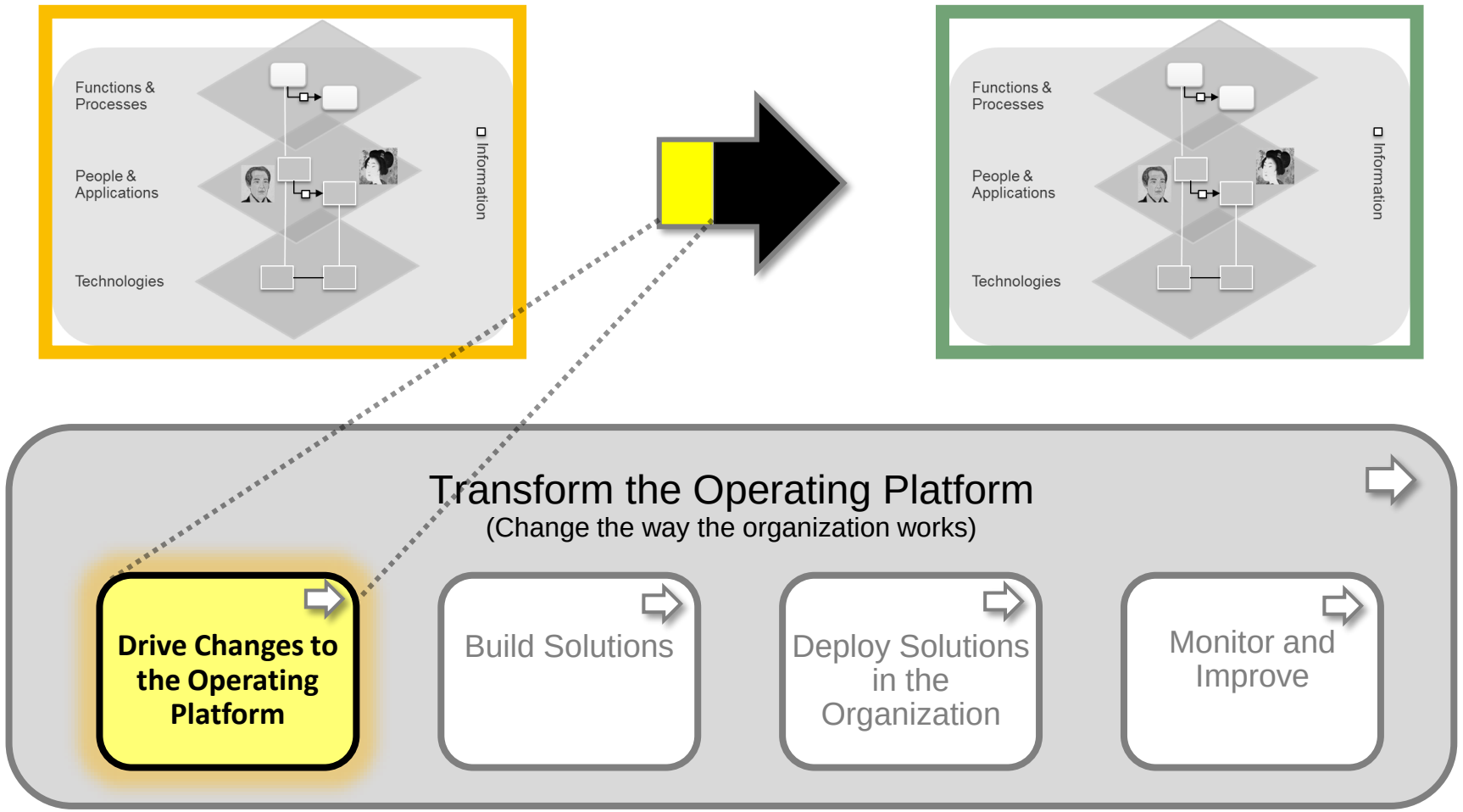
Strategy and Architecture Focus on **Driving** Changes to the Operating Platform



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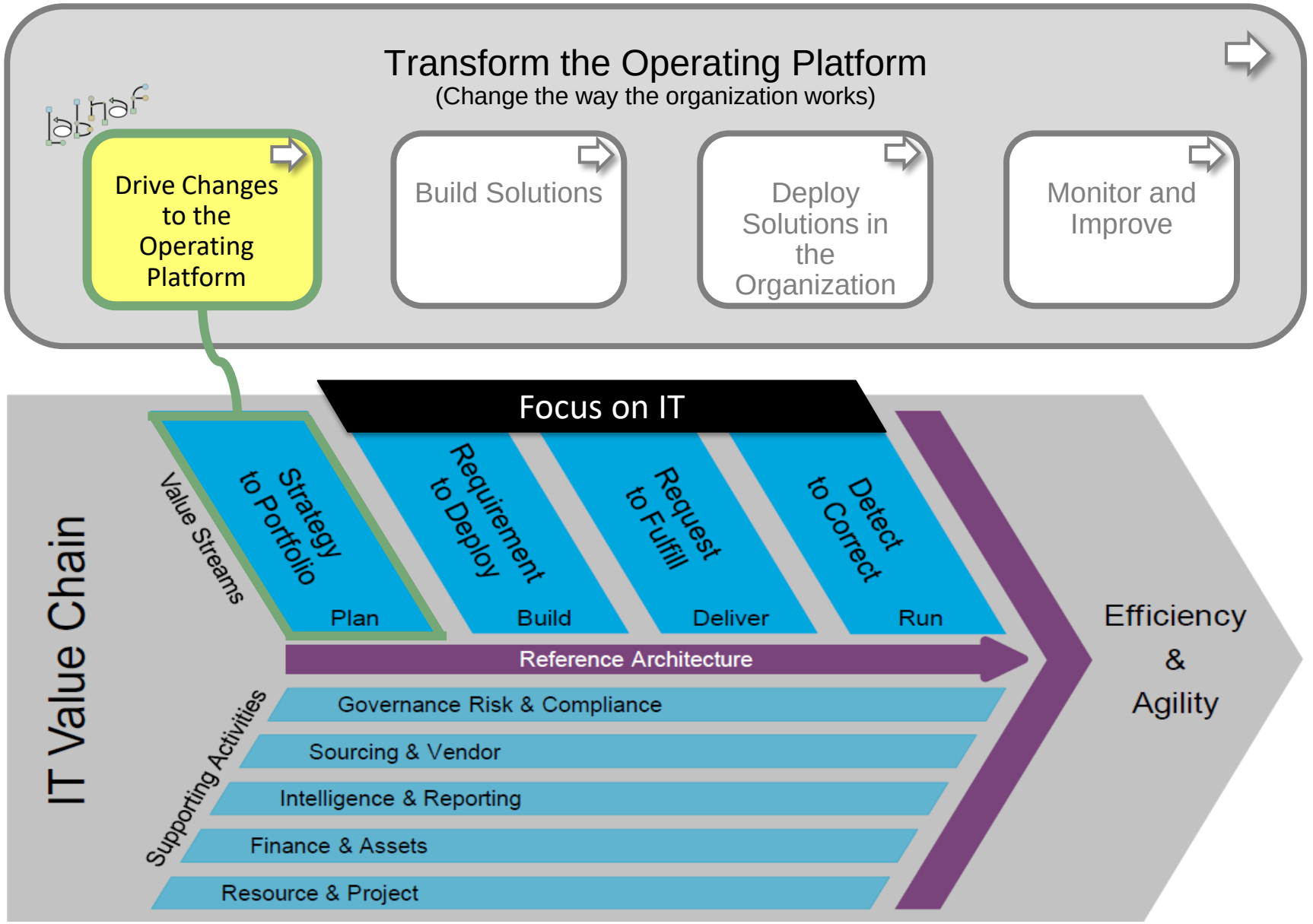
Labnaf Driving Transformations Process vs IT4IT Value Chain



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Drive Changes to the Operating Platform

Let's dive into this process

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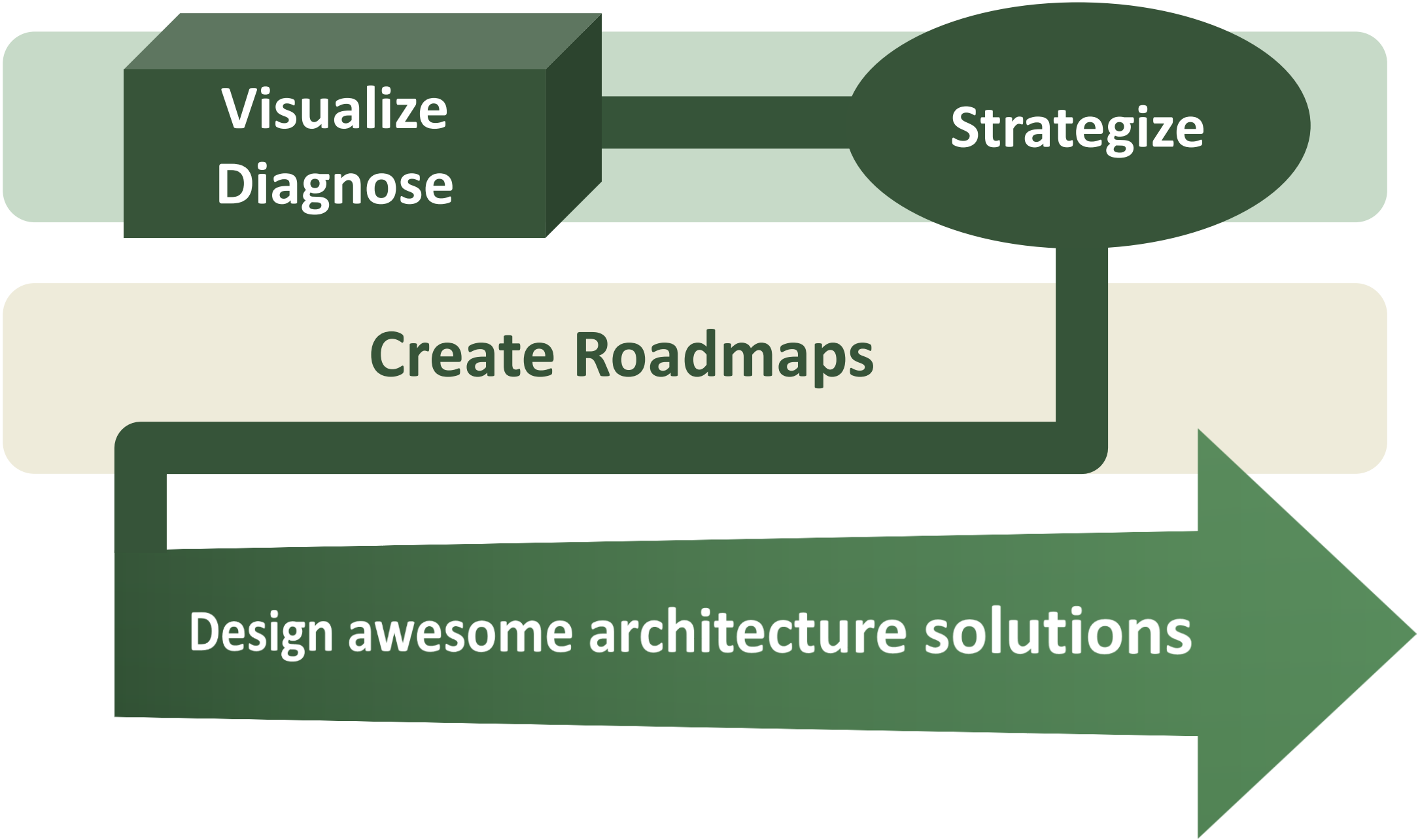

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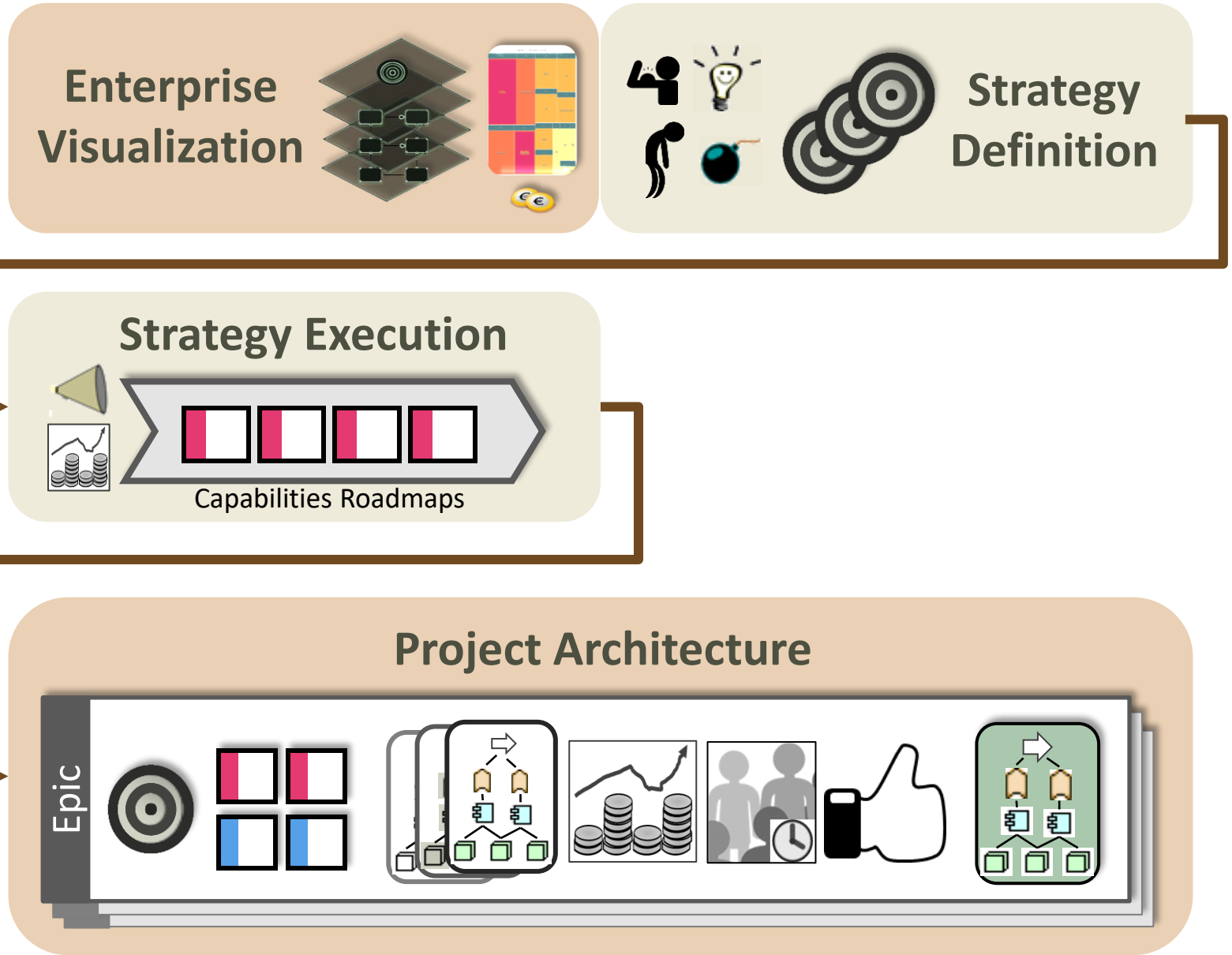
Drive Changes to the Operating Platform



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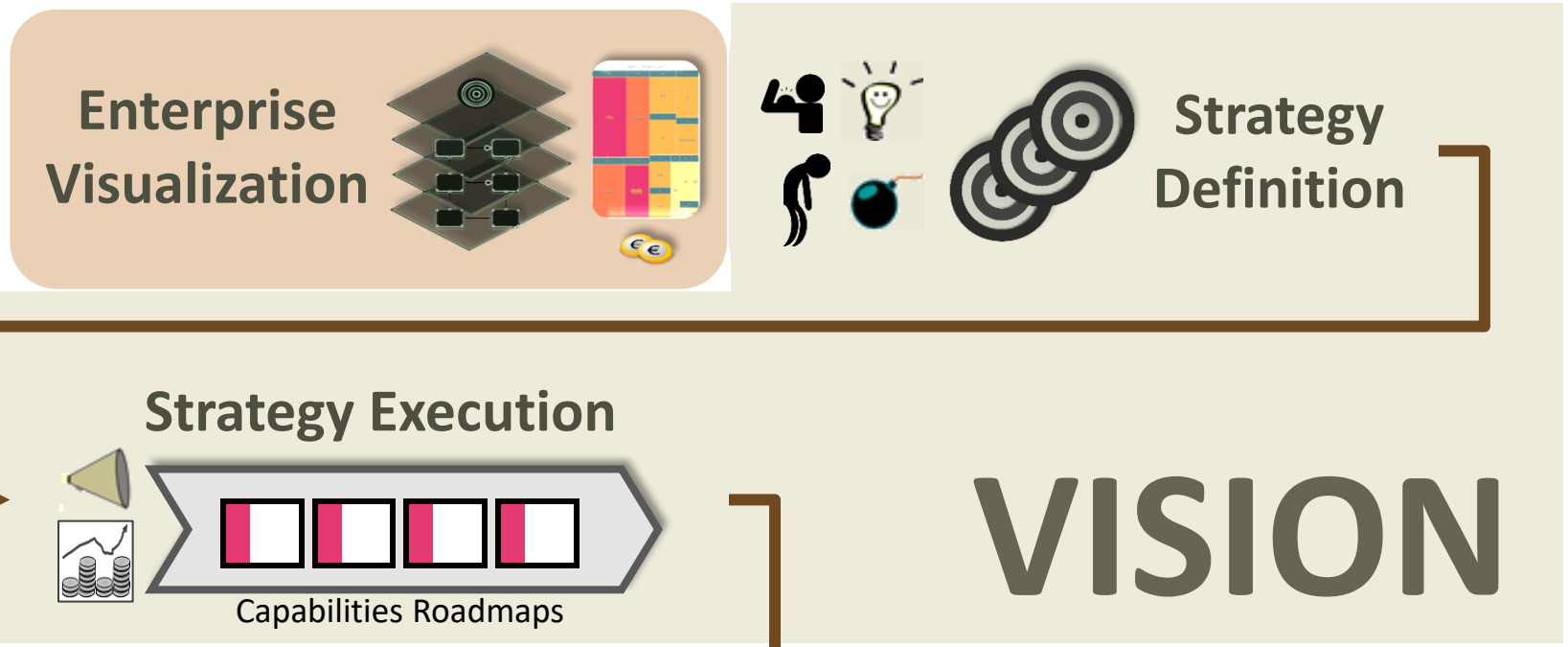
Drive Changes to the Operating Platform



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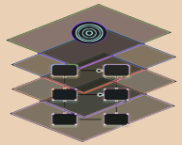
Drive Changes to the Operating Platform

Legend
- Envisioning
- Architecture
- Planning

Visible Enterprise Description



Portfolios
- Enterprise Functions
- Processes
- Information & Material
- People
- Equipment
- Applications
- Technologies

Costs
Satisfaction
Measures

Context (SWOT)

Internal Diagnoses

External Diagnoses

Strengths
Opportunities
Weaknesses
Threats
Competition & Regulation
Business & Tech. Trends

Strategy Definition

Strategic Foundations
Strategic Plan

Re-useable Portfolios Contents

Demands from Epics
Operational concerns
Strategic concerns

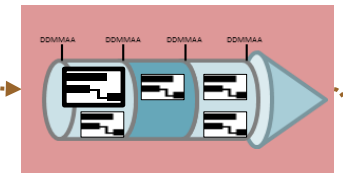
Portfolio of Demands

Principles
Standards (rules)
Demands
Business Cases

Roadmaps
- Epics
- Capabilities
- Features
- User Stories

Strategy Execution

Release Plan



Project Architecture

Epic

Architecture Vision
- Target Business Outcomes
- Target Capabilities & Features

Proposed Architecture Solutions
- Solution Architecture Blueprint
- Implementation Roadmap

Solutions Weighing
- Time
- Capacity
- Costs
- Detailed Business Case

Alternative Solutions

Solution Recommendation
- Approved Solution in the updated
- transition and/or to be Architecture

Implementation governance

Deployed Architecture Solution
- Deployed Solution in the updated
- as-is Architecture

Architecture Solution Contents

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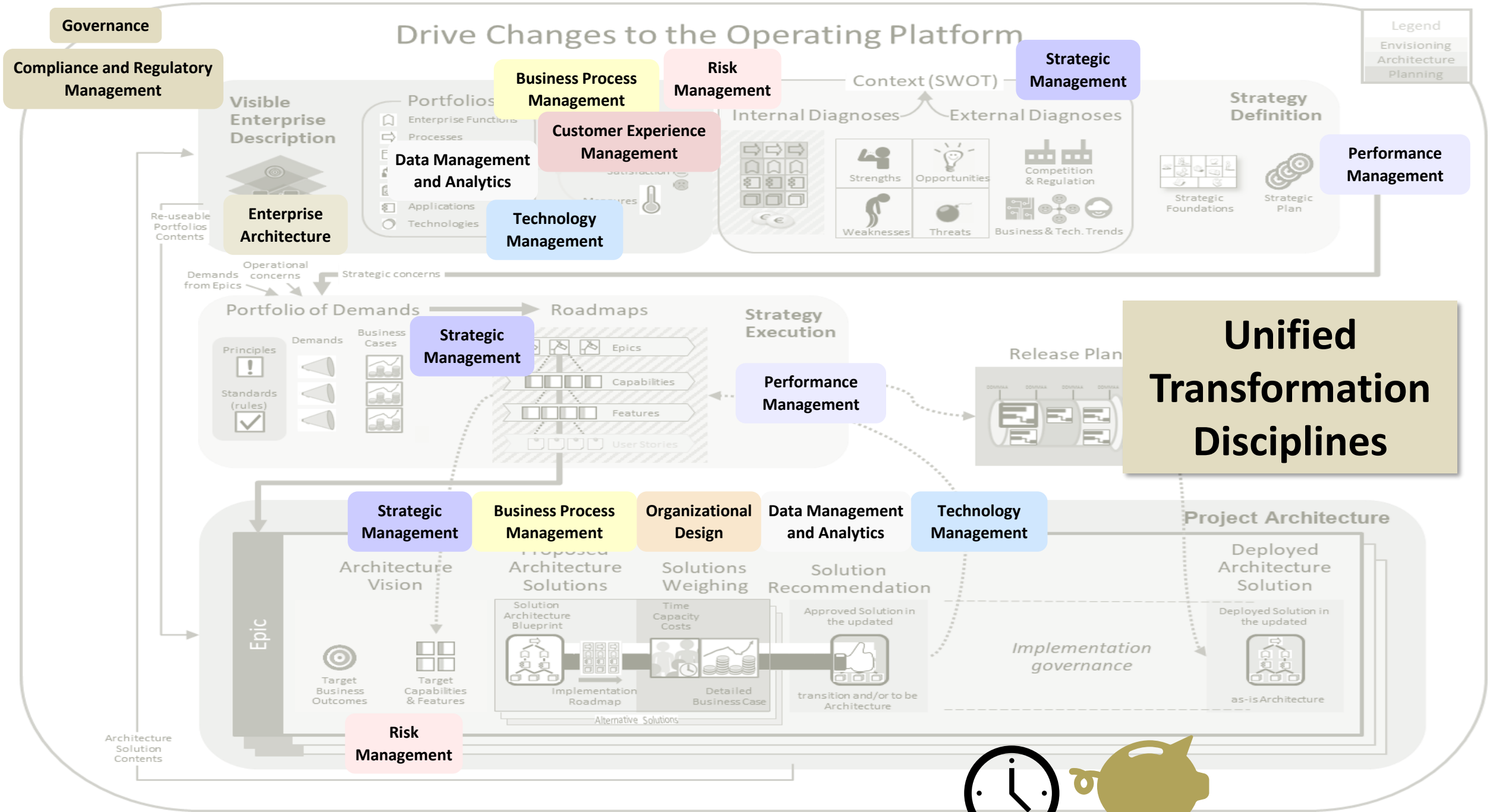

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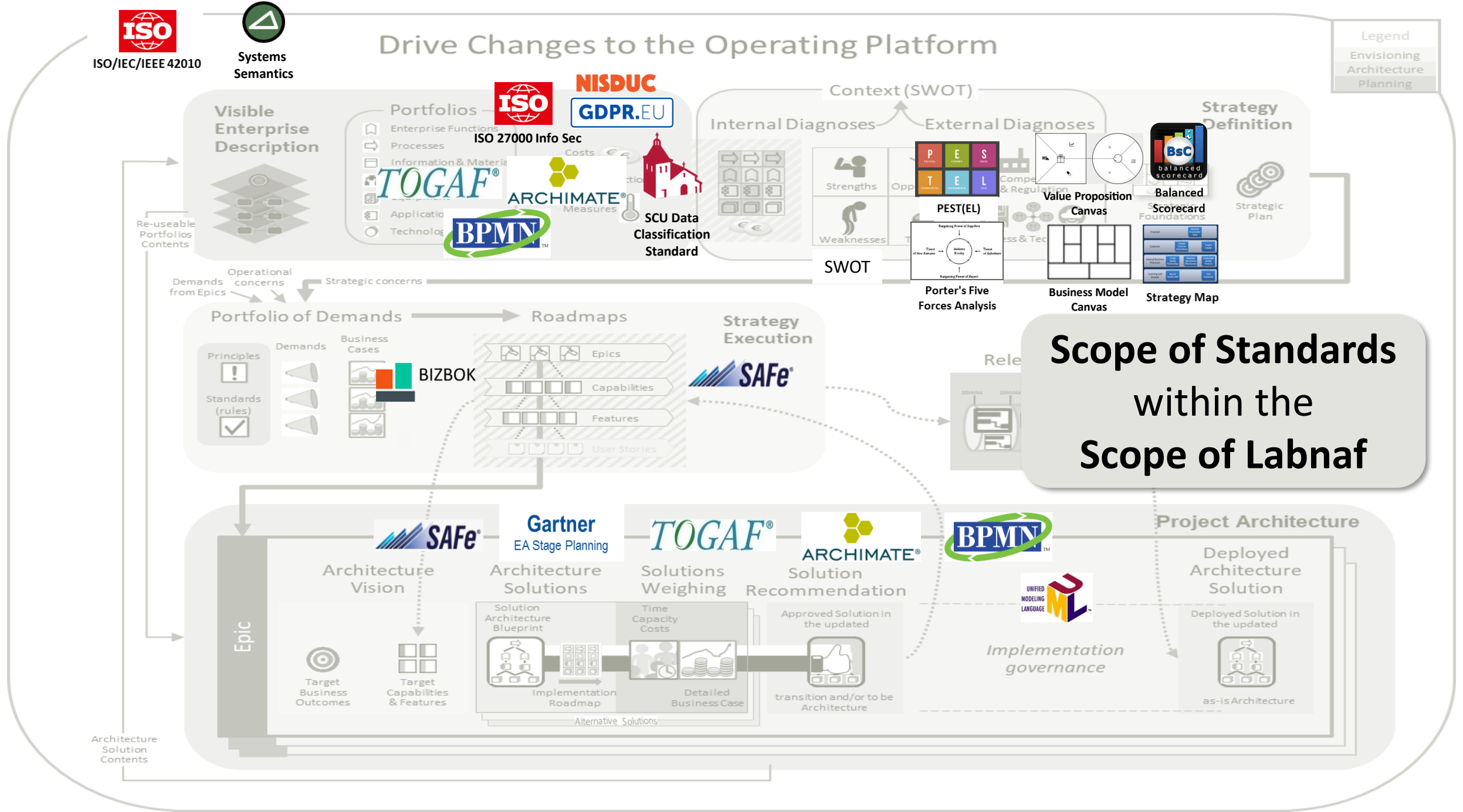

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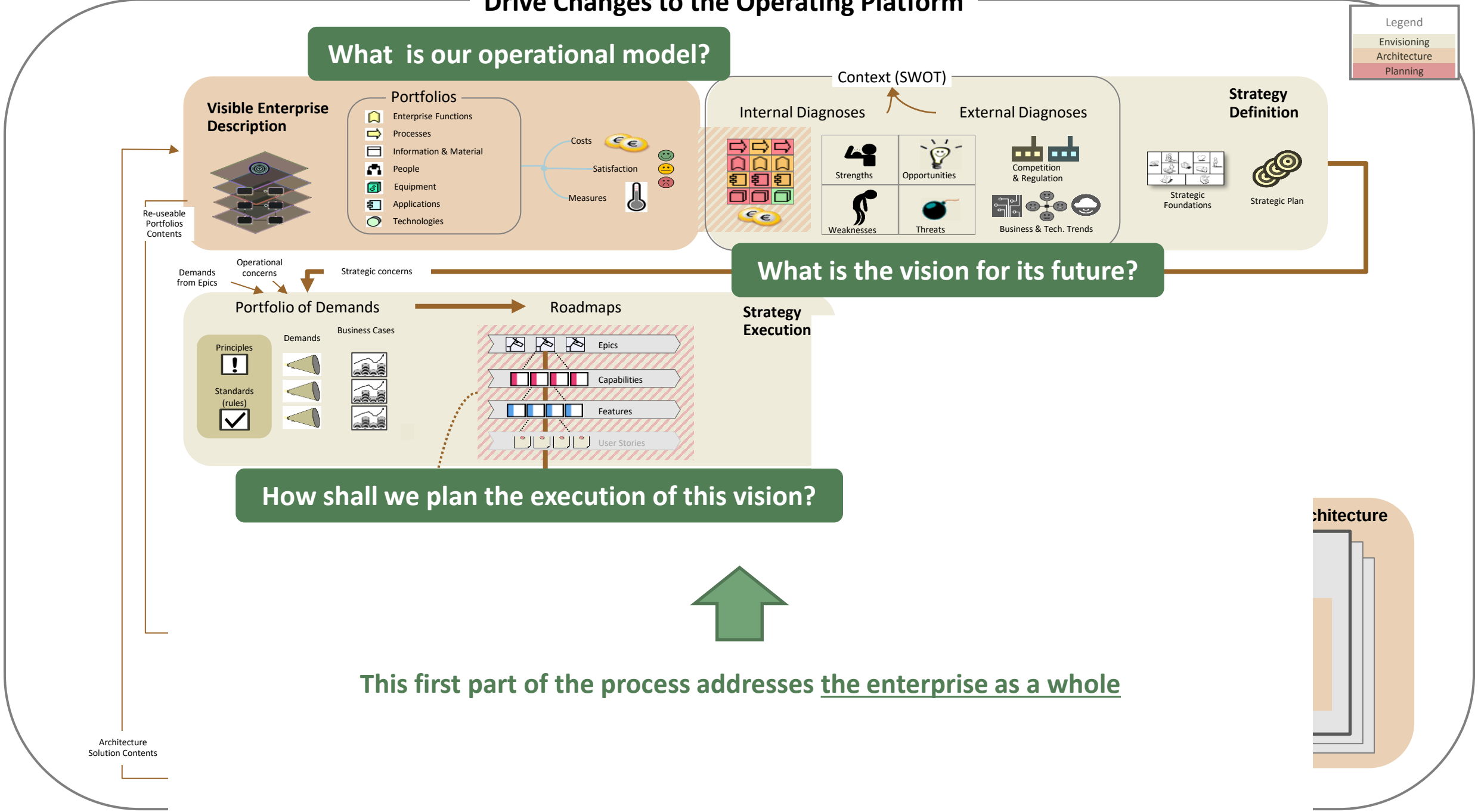

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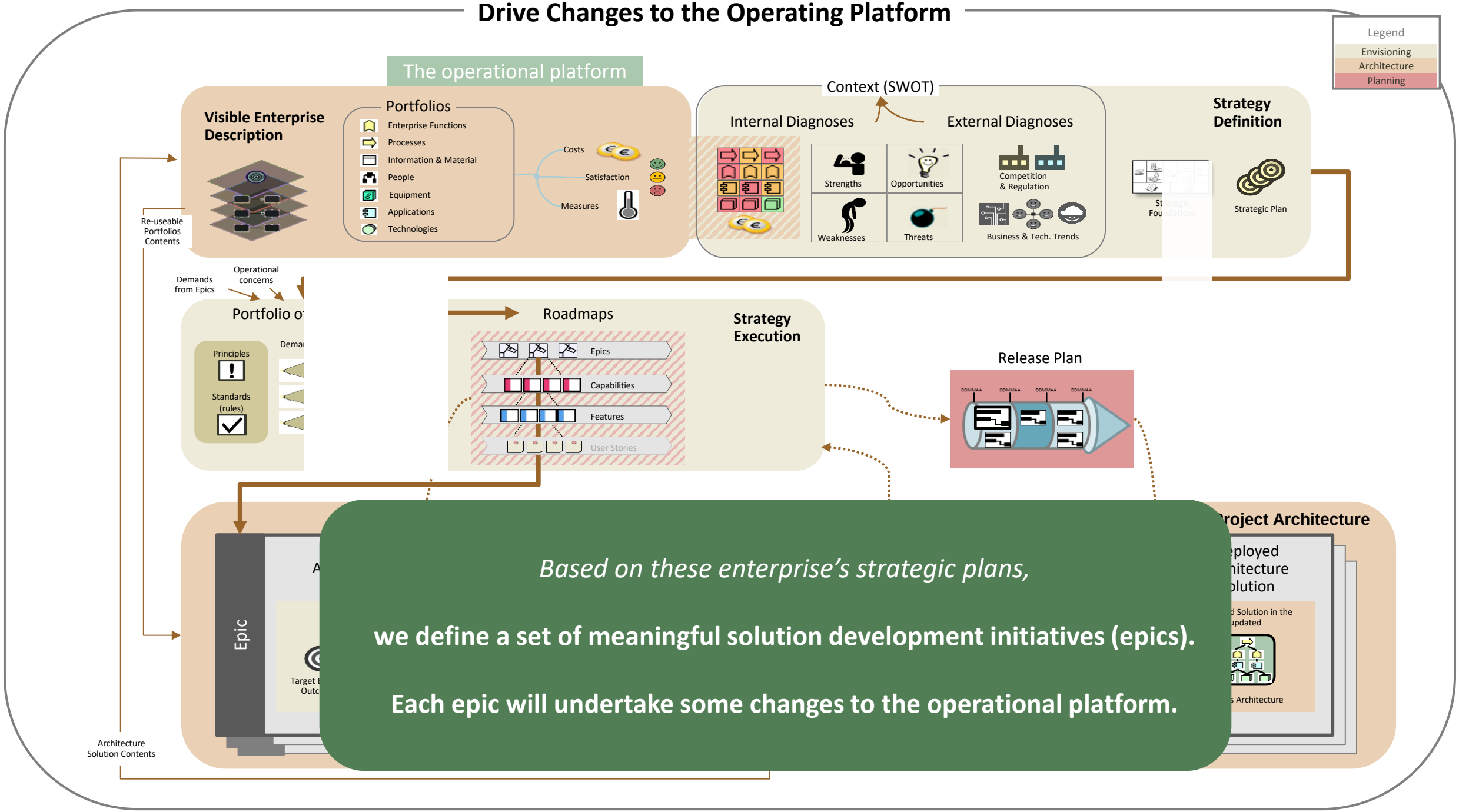

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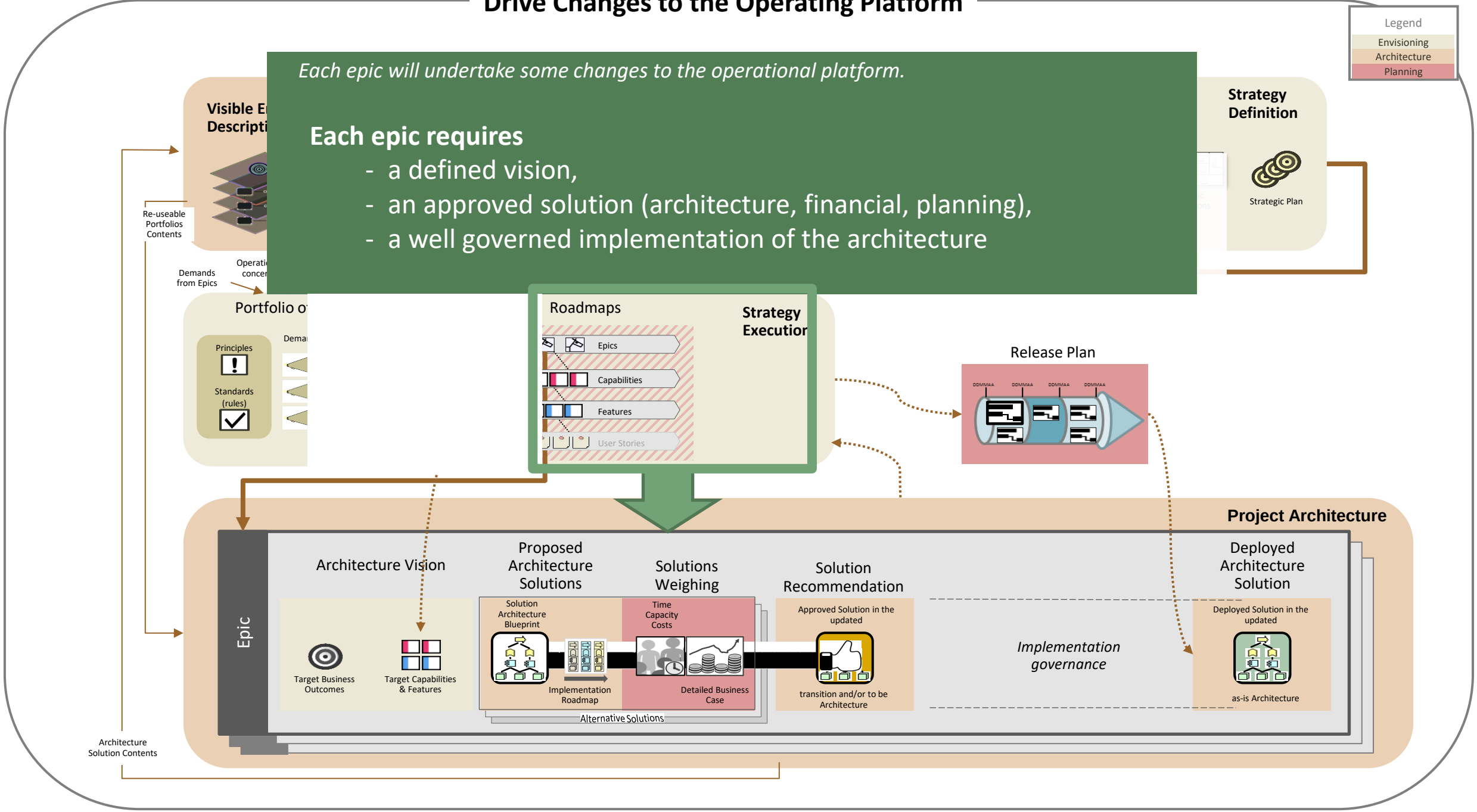
Drive Changes to the Operating Platform



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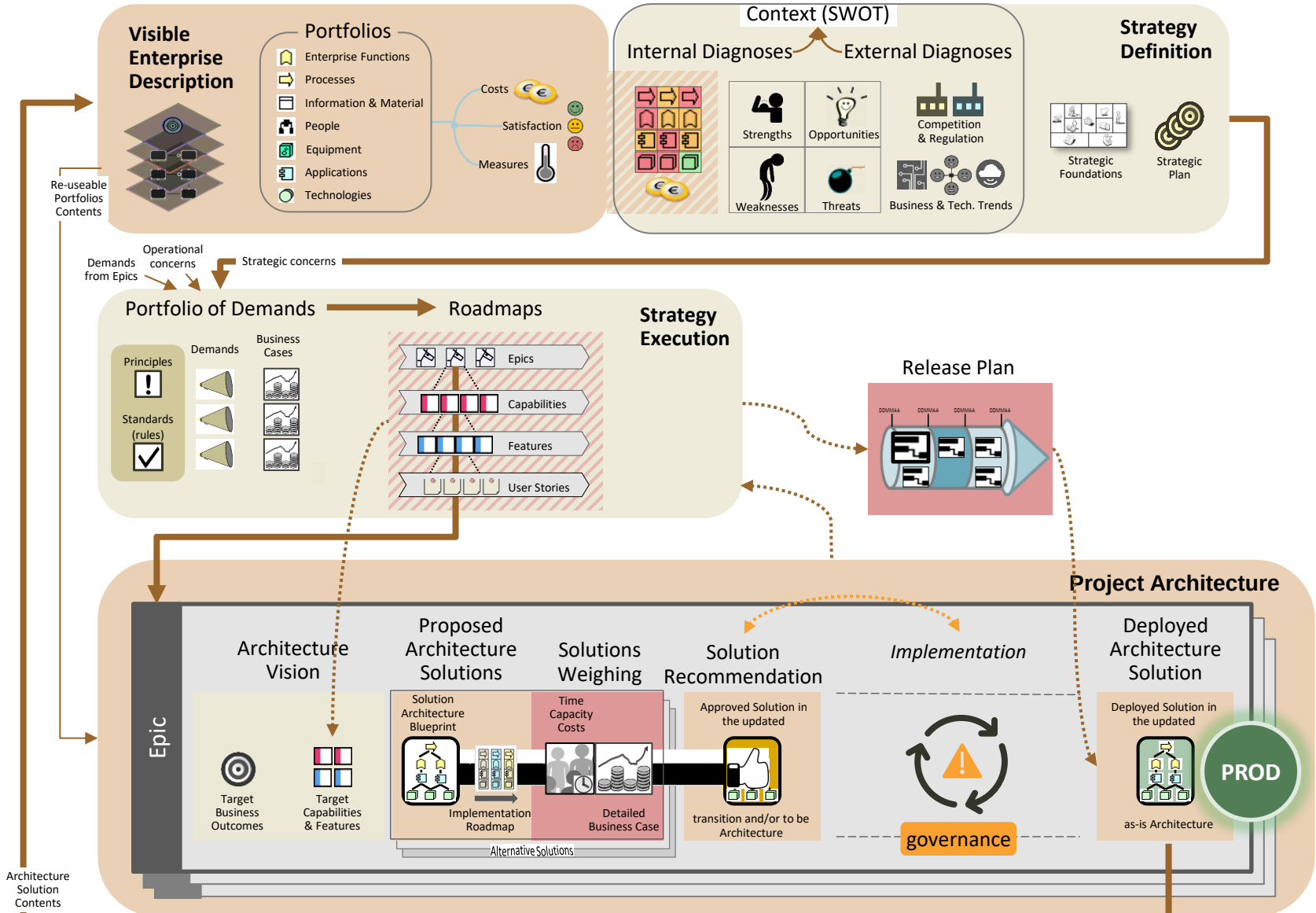
Drive Changes to the Operating Platform



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Let's dive deeper into the process step by step…

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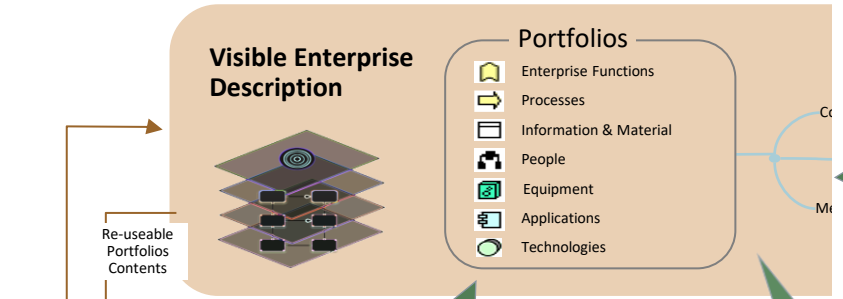
Drive Changes to the Operating Platform

Legend
- Envisioning
- Architecture
- Planning



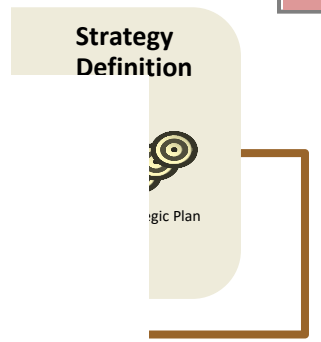
The key is to manage complexity and to leverage specialized skills.

Therefore the Visible Enterprise Description decomposes into a set of portfolios.

These portfolios and interrelated.

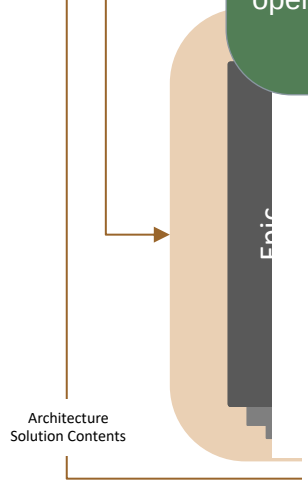
Each portfolio contains catalogs of elements with their relationships and diagrams.

These elements can be for example enterprise functions, processes, information, material, people, equipment, applications, data stores, supporting technologies and all related services.



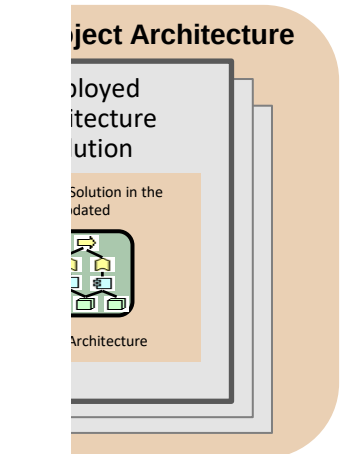
The **Visible Enterprise Description** portrays the enterprise as it is architected today and as it is planned to be in the future.

It formally describes and relates different types of elements that constitute your operating platform.



Time is another dimension.
Each element and each connector can belong, at the same time, to any of these 3 **architecture plateaus**:

- AS-IS: The element or connector exists today.
- TRANSITION: The element or connector will exist in some transitional future.
- TO-BE: The element or connector is a target standard.



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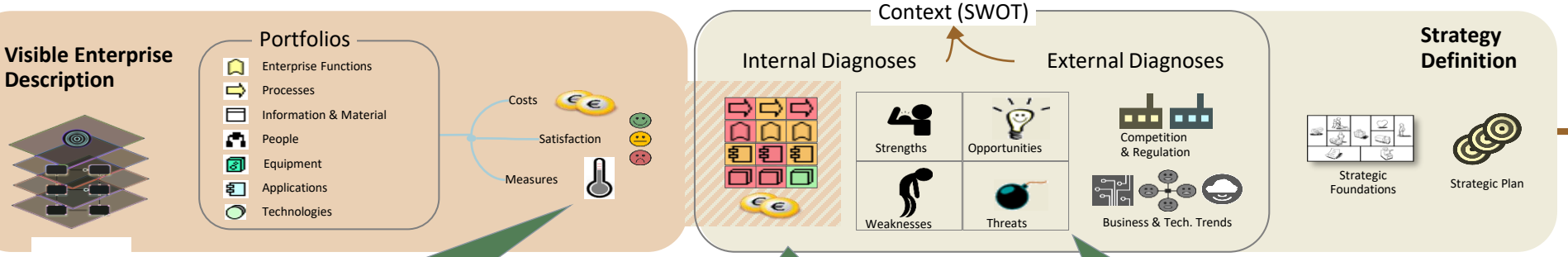
Drive Changes to the Operating Platform

Legend
- Envisioning
- Architecture
- Planning



Re-useable Portfolios Contents

Portfolio items are **evaluated** from different angles including customer/user satisfaction, performance, costs and lifecycle.

Such **assessments** can apply to any architecture element.

Some values are provided by asking people. Example: users‘ satisfaction, sensitive information

Some values are provided automatically. Examples:
- Costs of equipment, applications, technologies, people material and information
- Incidents identified by monitoring systems
- Application complexity calculated based on number of interfaces and components
- Equipment, applications and technology lifecycle

Internal diagnoses correlate, summarize, depict and highlight information extracted from the visible enterprise description. Add finance, skill levels…

Internal diagnoses communicate the firm’s internal **strengths and weaknesses** i.e. the left columns in a SWOT matrix.

External diagnoses provide visibility on the external macro-environment and on competition that the organization is facing.

External diagnoses communicate the firm’s **opportunities and threats** i.e. the right side of a SWOT matrix.

Diagnoses are expressed and communicated using charts, dashboards and tabular reports.

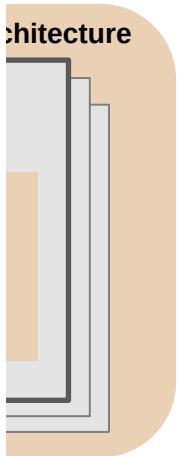
The resulting SWOT matrices depict the current organization status i.e. the enterprise context.

Strategies can now be defined based on known strengths, weaknesses, opportunities and threats.

Following the SWOT matrices the strategic foundations might me reviewed.
That includes the mission, vision, values, and business model.

Based on the SWOT and strategic foundations, we define strategic objectives and SMART goals.

Then we cascade these goals throughout the organization.



Architecture Solution Contents

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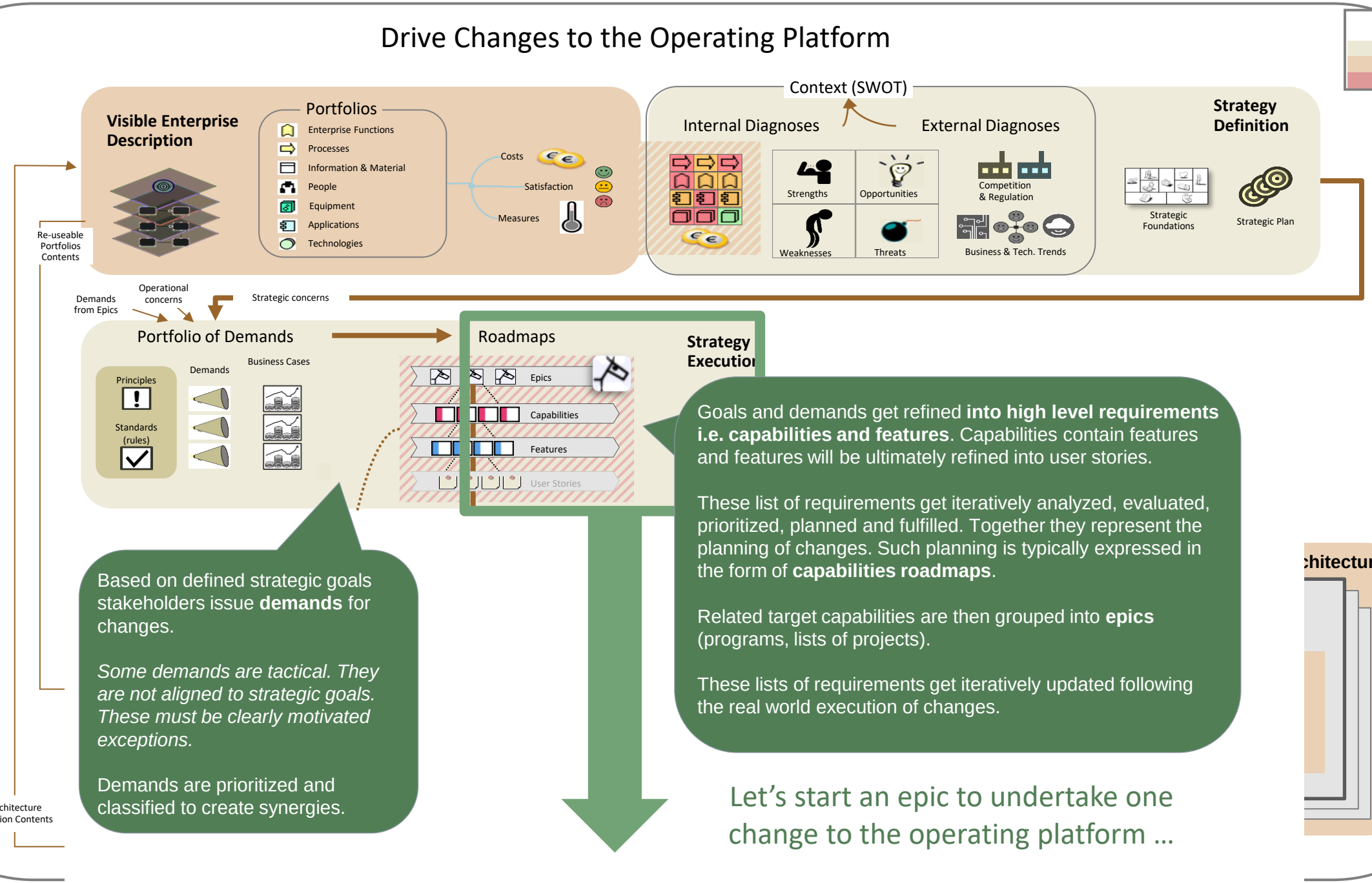
Drive Changes to the Operating Platform



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Drive Changes to the Operating Platform

Legend
- Envisioning
- Architecture
- Planning

Epics are approved vehicles used to address stakeholder demands and to execute the plans.

Each epic needs to **recommend and deliver a solution** that will effectively **lead to target capabilities** and to **target business outcomes**.

Each epic produces a set of **alternative architecture solutions**.
The AS-IS solution can be one of the alternatives.

An architecture solution can include **information, processes, people, equipment applications and technologies** along with an **implementation roadmap**

Each acceptable architecture **solution is weighted in terms of time, capacity and costs**.

A detailed business case is created.

Following (or against) architecture recommendations, a **solution is approved**.

Following the contents of the approved solution, the **transition and/or to-be architecture must be updated**.

For each epic, **incremental capabilities and features are scheduled and integrated in the overall release plan**.

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

As soon as the solution is running **in production**, the **architecture needs to be updated**.

The AS-IS architecture changes will **reflect that the new solution is now part of the AS-IS situation**.

Re-useable Portfolios Contents

Release Pl

Architecture Solution Contents

Project Architecture

Epic

Architecture Vision

Target Business Outcomes

Target Capabilities & Features

Proposed Architecture Solutions

Solution Architecture Blueprint

Implementation Roadmap

Alternative Solutions

Solutions Weighing

Time Capacity Costs

Detailed Business Case

Solution Recommendation

Approved Solution in the updated

transition and/or to be Architecture

Implementation governance

Deployed Architecture Solution

Deployed Solution in the updated

as-is Architecture

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Key Roles involved in the process

Strategist

Business Context
Business Models, Goals…

Business Architect

Value Streams…

Drive Changes to the Operating Model

Visible Enterprise Description

Strategy Definition

Strategy Execution

Project Architecture

Detailed Requirements, Design & Implementation

Operational Info Gaps…

Target Capabilities Roadmaps…

Enterprise Architect

Solution Architecture…

Solution Design…

Technical Info & Gaps

Approved Solutions

Implemented Solutions

Solution Architect

Designer
(Software, Robotics…)

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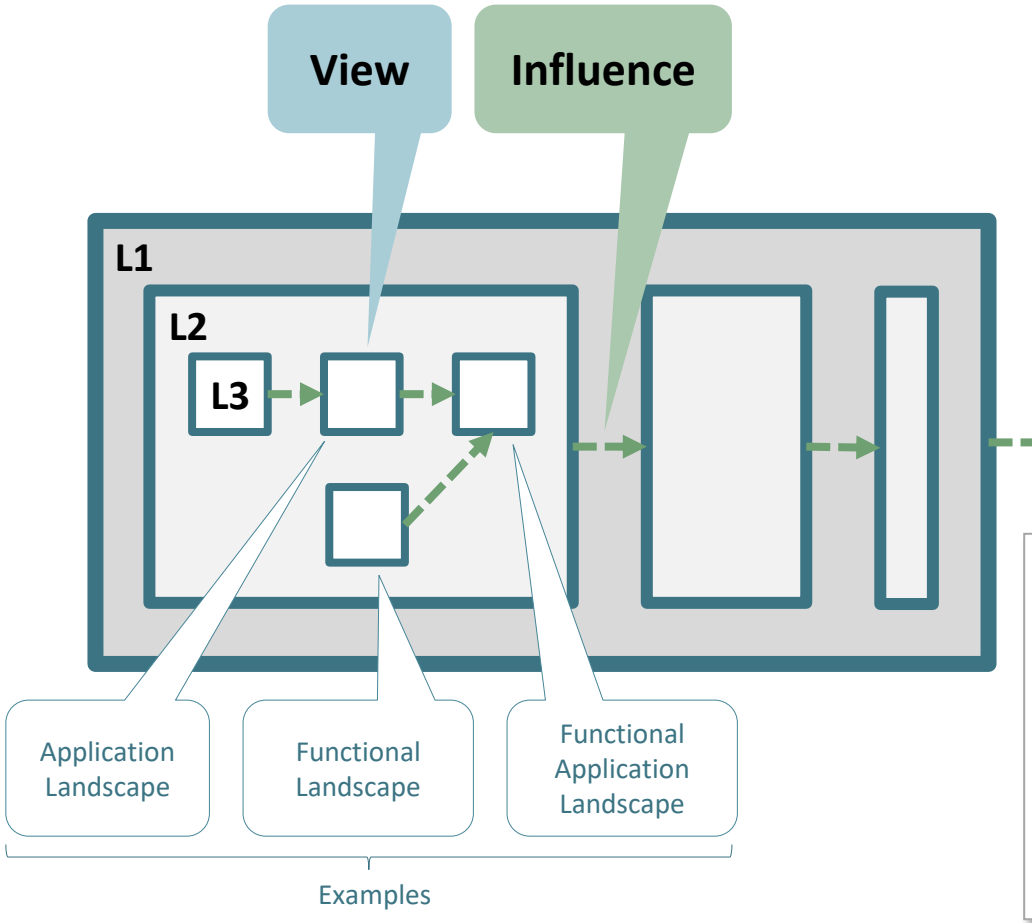
The Process is **ACTIONABLE.**
It is a **sequence of views** of defined types

A type of view is called a "viewpoint"



A method is a type of process where the activities and decisions are primarily mental and therefore not easily predictable.

What can be predicted are the types of views to be produced along with their dependencies.

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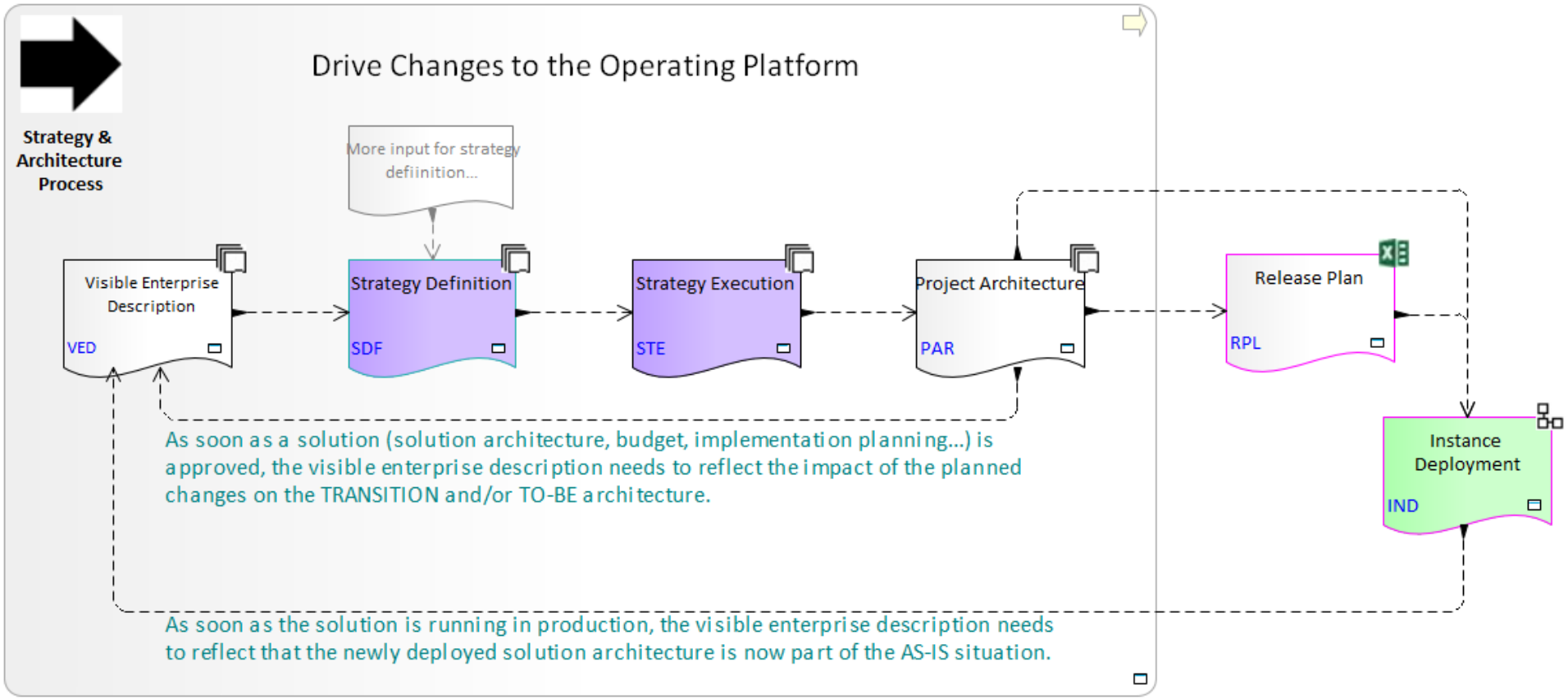
The Strategy & Architecture Process Expressed as a **Flow of Viewpoints**



You can navigate and zoom into the viewpoints on-line…

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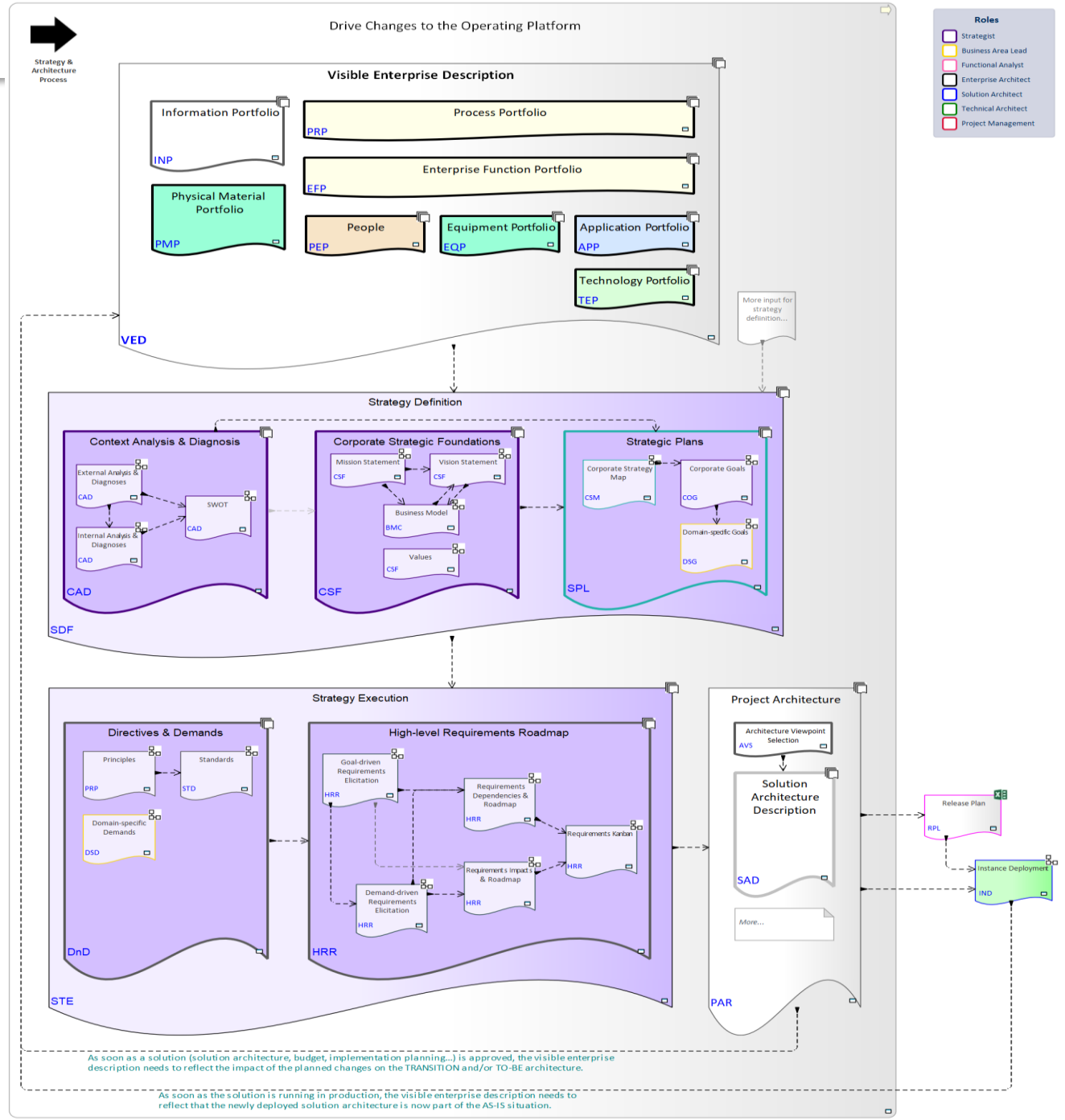
Viewpoints Level 2/3

You can navigate and zoom into the viewpoints on-line…



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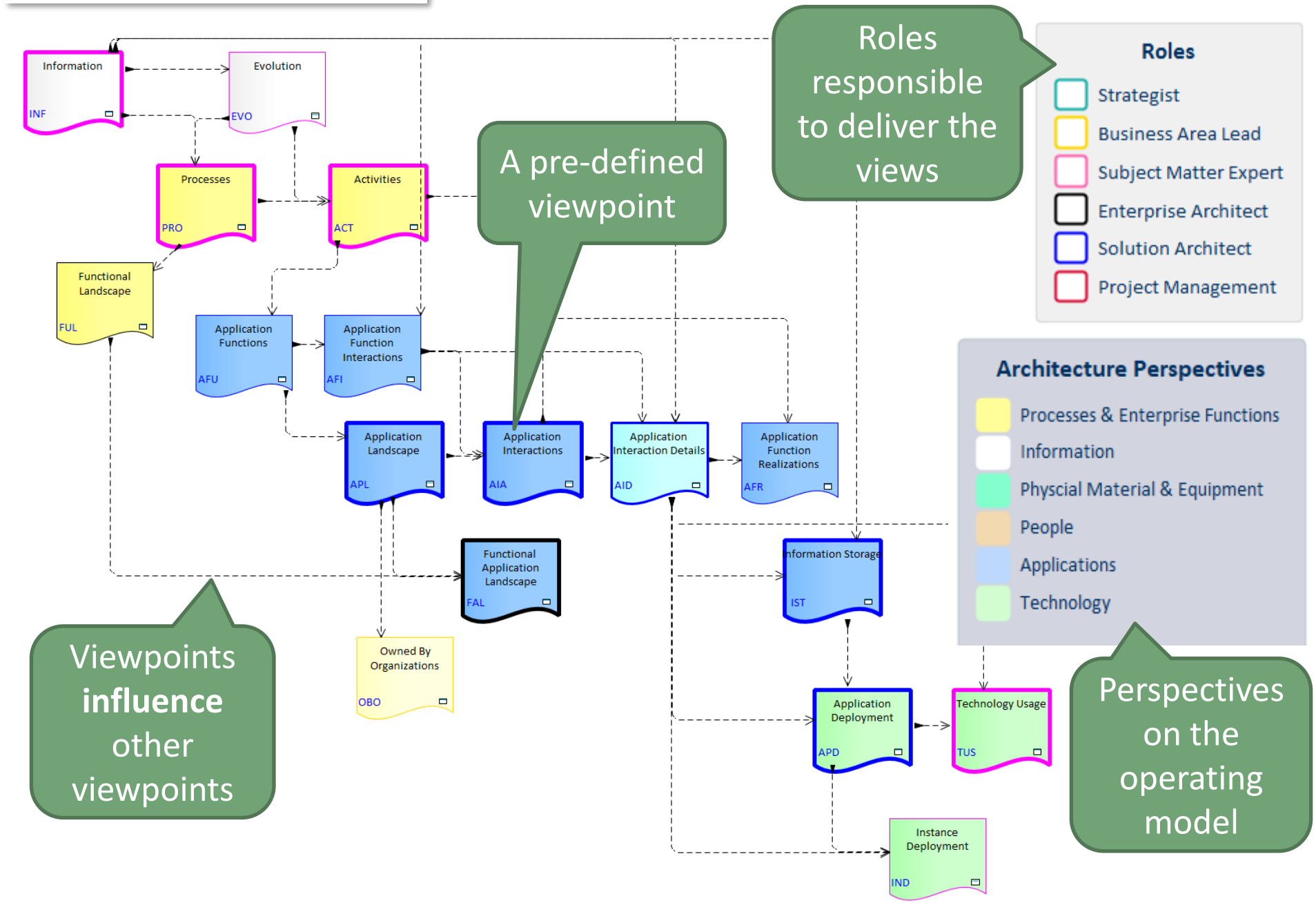
Viewpoints Level 3/3

Focus on IT Solution Architecture Viewpoints



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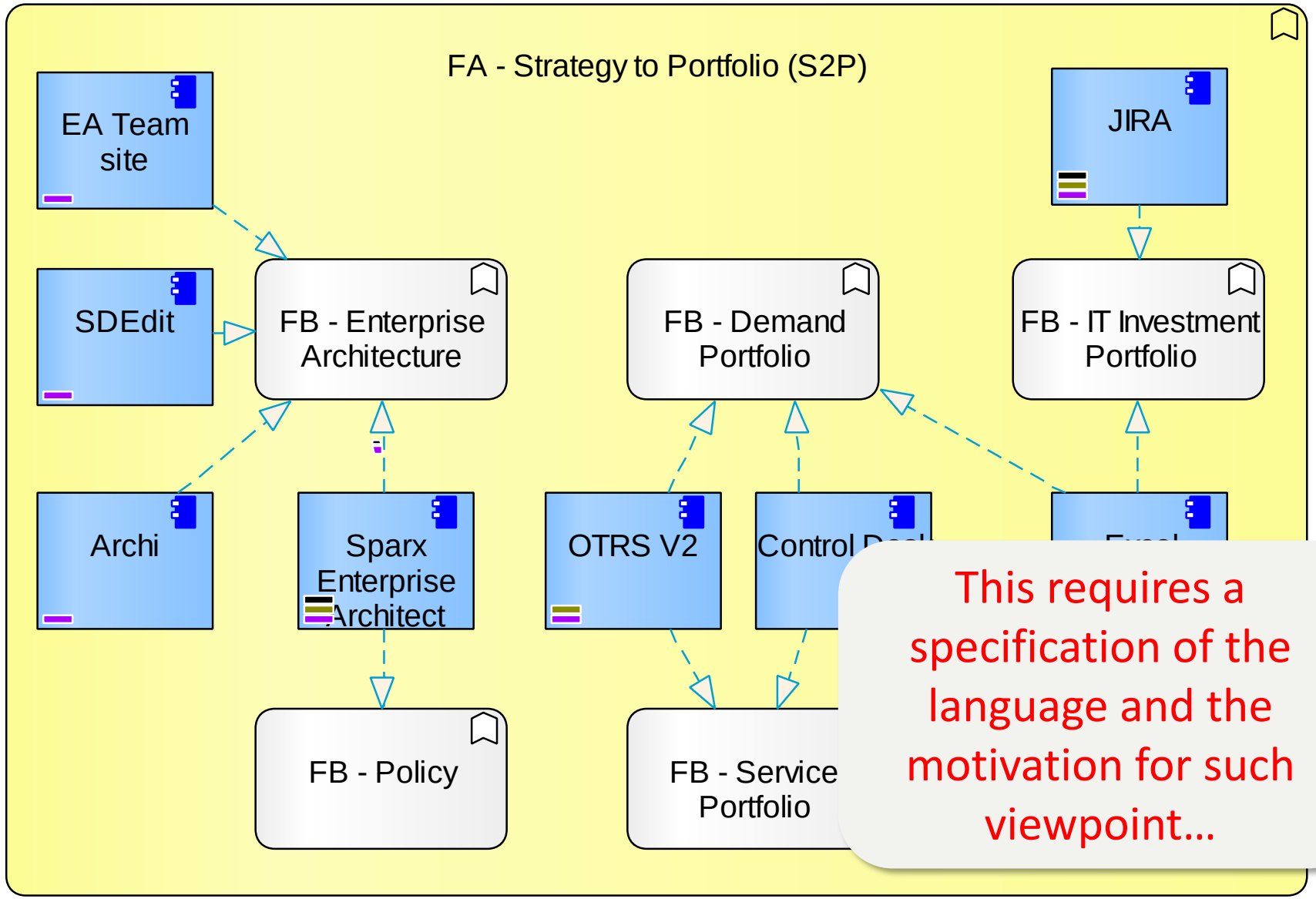
Sample “Functional Application Landscape” View



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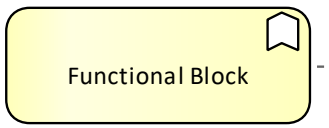
Prescriptive language for "Functional Application Landscape" views



A Functional Block is a level 3 business function that belongs to some functional area.
The granularity and scope of a Functional Block is defined by identifying

- some homogenous set of information that the Functional Block is mastering
- a group of activities that fulfill the purpose of the functional block, that belong to some processes of same nature and that produce and use the information mastered by that Functional Block

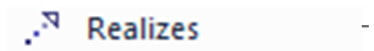
A business function is a behavior element that groups behavior based on a chosen set of criteria e.g. required business resources and/or skills, competencies, knowledge, etc.

Inspired by Archimate

An application

- Is a self-contained unit of functionality as perceived by end-users
- Can be clearly mapped to some functional blocks
- Has its own specific set of application attribute values
- Is used by and billable to one or several Organizations
- Is owned by a single Organization
- Can be part of an Application Platform or an Application Group
- Encapsulates Applications Components and Application Interfaces
- Can exist at one or many specific points in time called "plateaus". Possible plateaus are AS-IS, TRANSITION and TO-BE.

The name of an application component should preferably be a noun.



A **Realization** relationship indicates which concrete entities ("how") realize which abstract entities ("what"). The realization relationship is used in a business operational sense (e.g., a role realizes a swim-lane of activities), but also in an IT context (e.g., an application realizes a functional block).

Inspired by UML & Archimate

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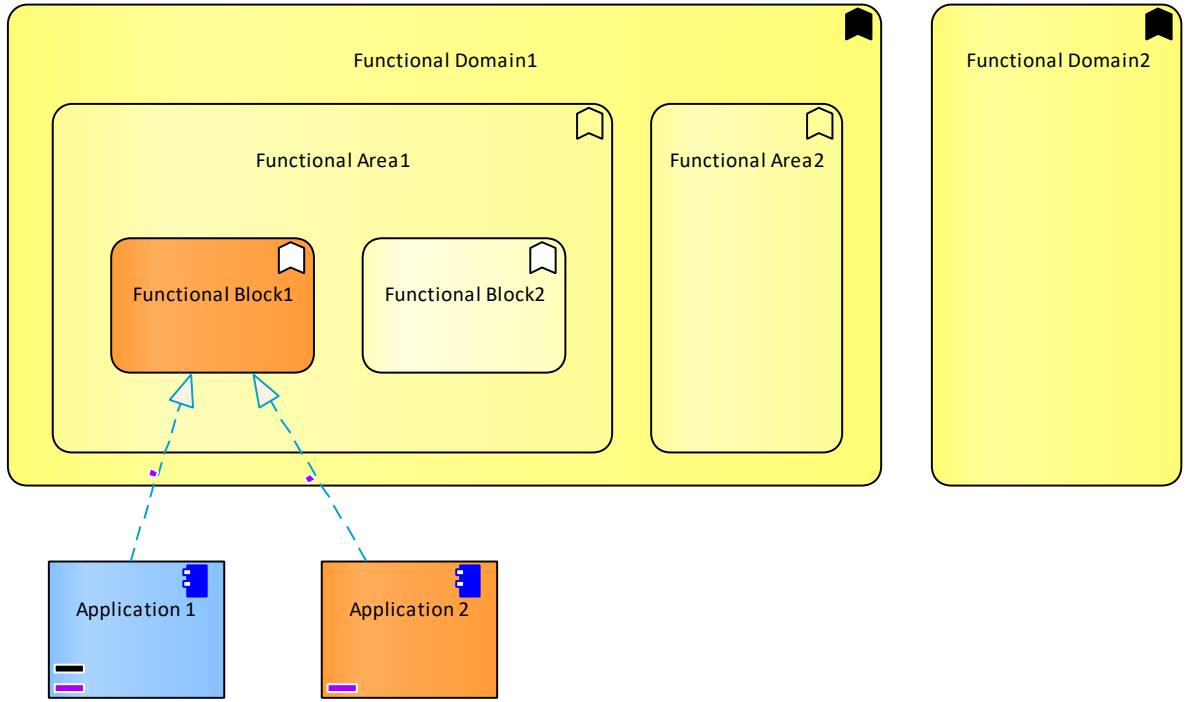
Motivation for creating “Functional Application Landscape” views



This answers the following questions

When used as part of the **Visible Enterprise Description**

- Which **applications** support which **functional blocks**?

When used as part of a **Project Architecture**

- Which **applications** are/will automate the **functional blocks** inside the scope of this project?

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Additional information about process deliverables…

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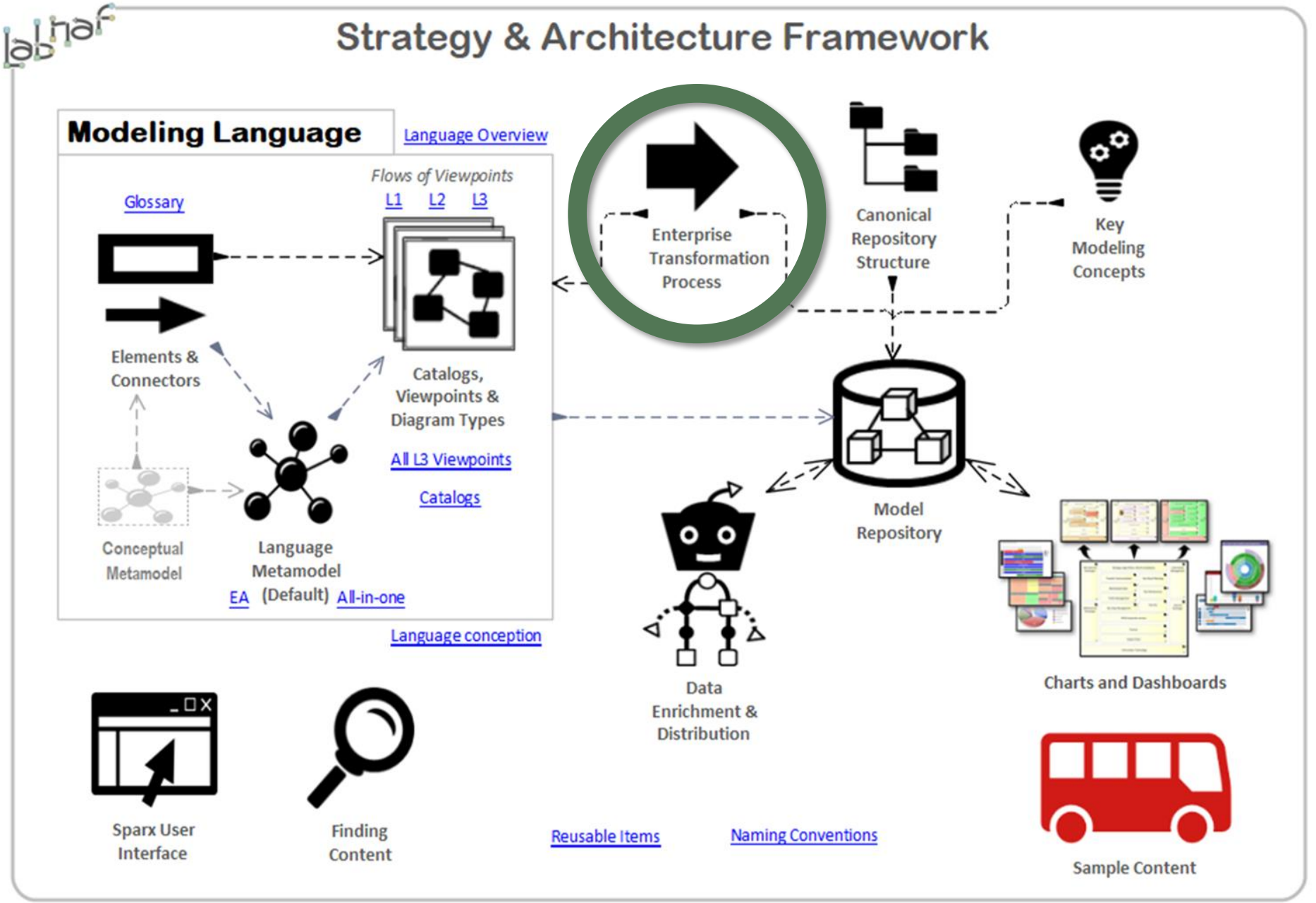

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Visible Enterprise Description

Legend
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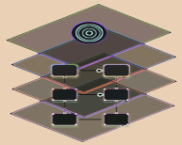
Visible Enterprise Description



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Strategic Plan

Re-useable Portfolios Contents

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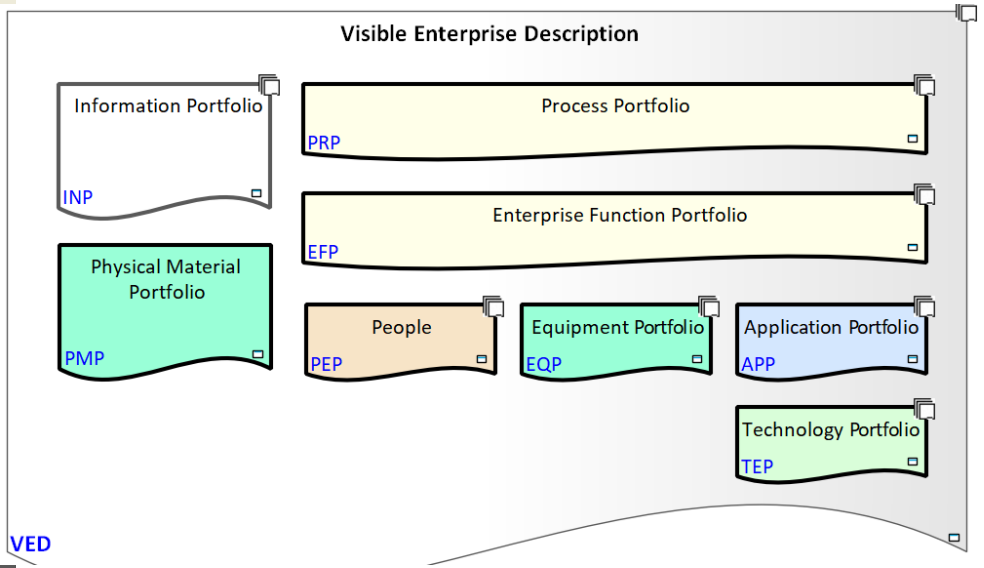
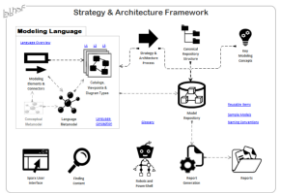
Princ
Stand (rul



VED

Architecture Solution Contents

Detailed guidelines about creating the **Visible Enterprise Description** views is available on the public guidance web site



using the following address:
https://www.labnaf.one/guidance/index.html?guid=58204A2D-C3DC-4901-BBBC-9DA40840C88C

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Solution in the
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Strategy Definition

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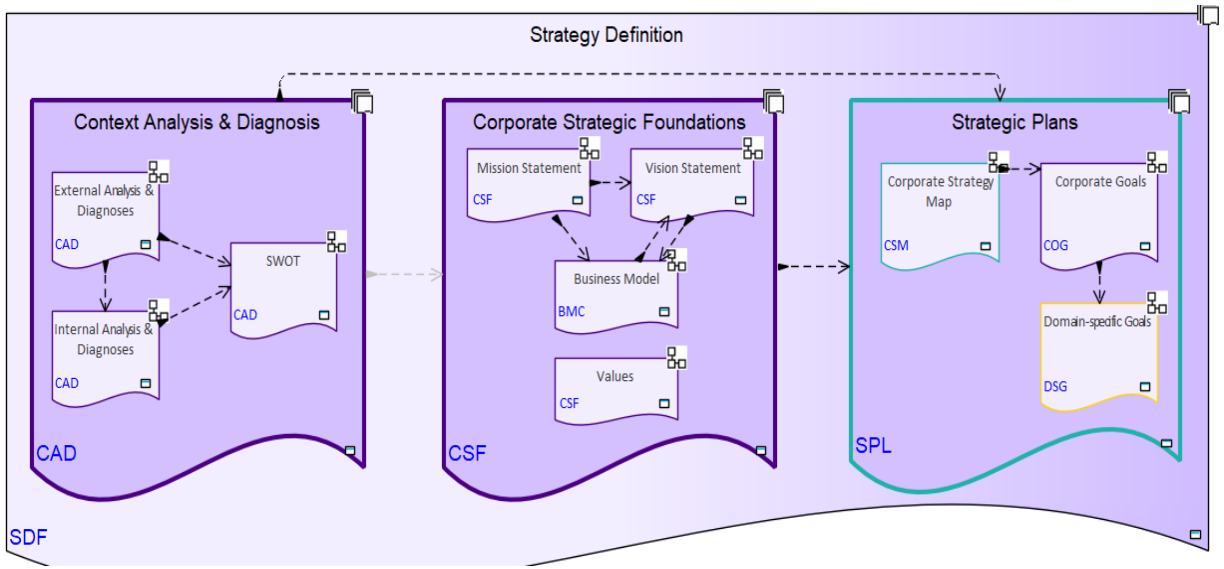
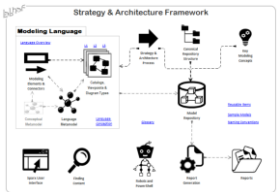
Re-useable Portfolios Contents



Detailed guidelines about creating **Strategy Definition** views is available on the public guidance web site



using the following address:
https://www.labnaf.one/guidance/index.html?guid=58204A2D-C3DC-4901-BBBC-9DA40840C88C

Architecture Solution Contents

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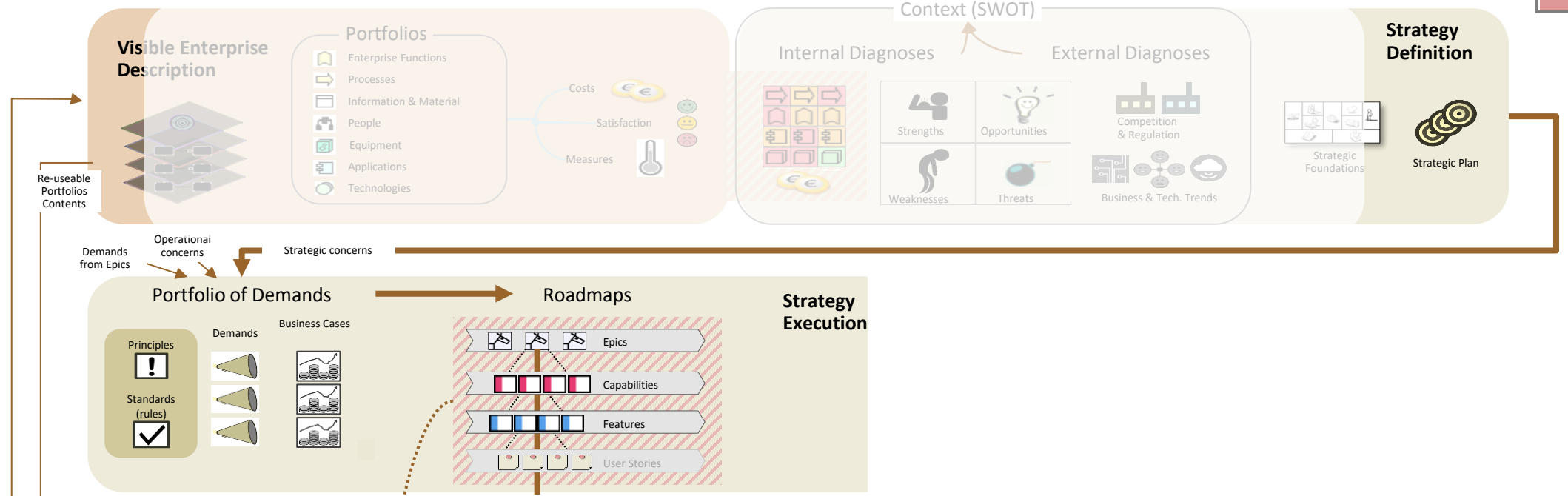
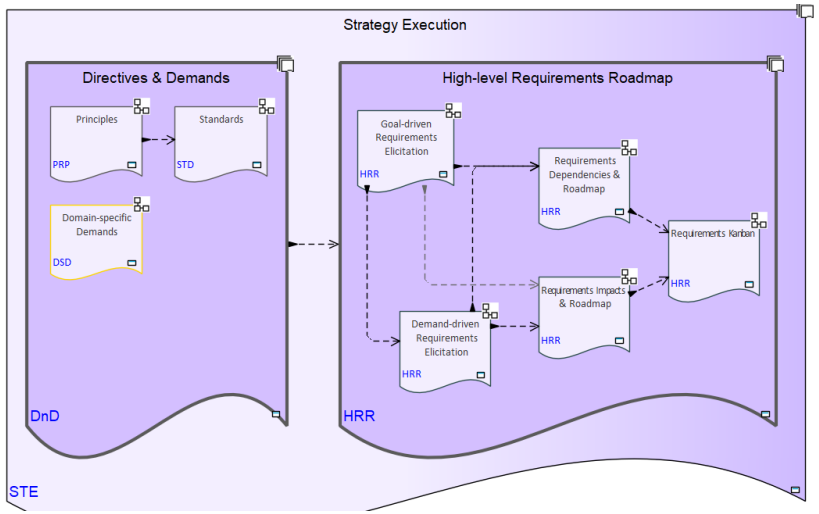
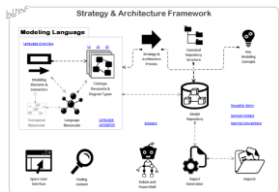
Strategy Execution

Legend
- Envisioning
- Architecture
- Planning





Detailed guidelines about creating **Strategy Execution** views is available on the public guidance web site



using the following address:
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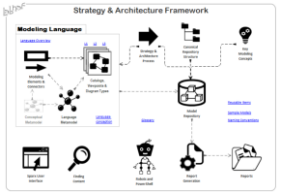
Epics & Project Architecture

Legend
- Envisioning
- Architecture
- Planning

Detailed guidelines about creating **Epics & Project Architecture** views is available on the public guidance web site



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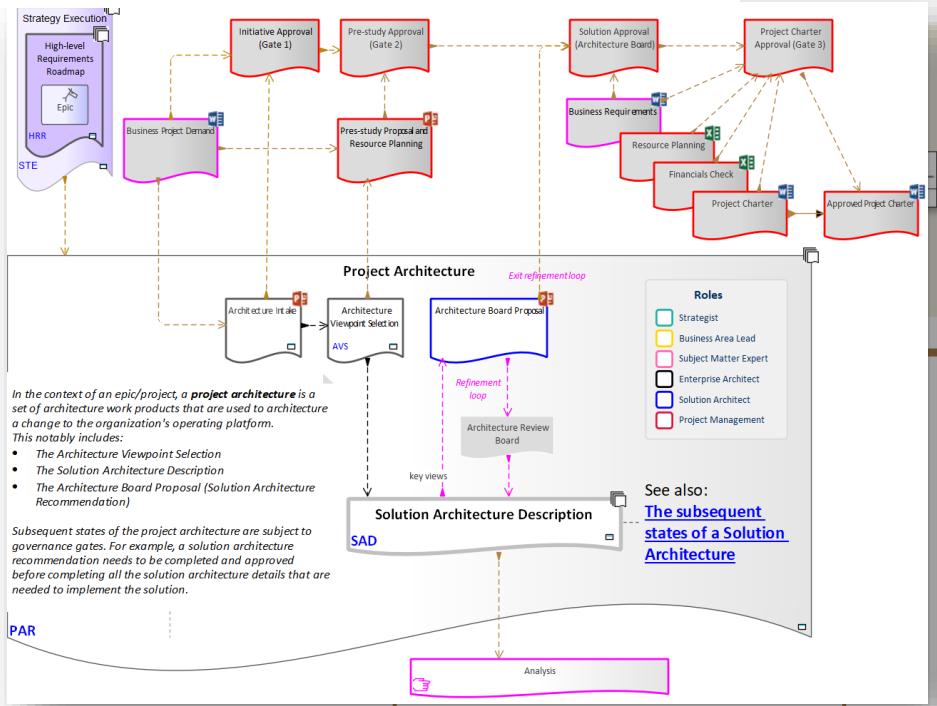

Strategy Definition

Strategic Plan

Re-useable Portfolios Contents

Demands from Epics

Architecture Solution Contents

Project Architecture

Epic

Architecture Vision	Proposed Architecture Solutions	Solutions Weighing	Solution Recommendation		Deployed Architecture Solution
Target Business Outcomes Target Capabilities & Features	Solution Architecture Blueprint Implementation Roadmap	Time Capacity Costs Detailed Business Case	Approved Solution in the updated transition and/or to be Architecture	*Implementation governance*	Deployed Solution in the updated as-is Architecture

Alternative Solutions

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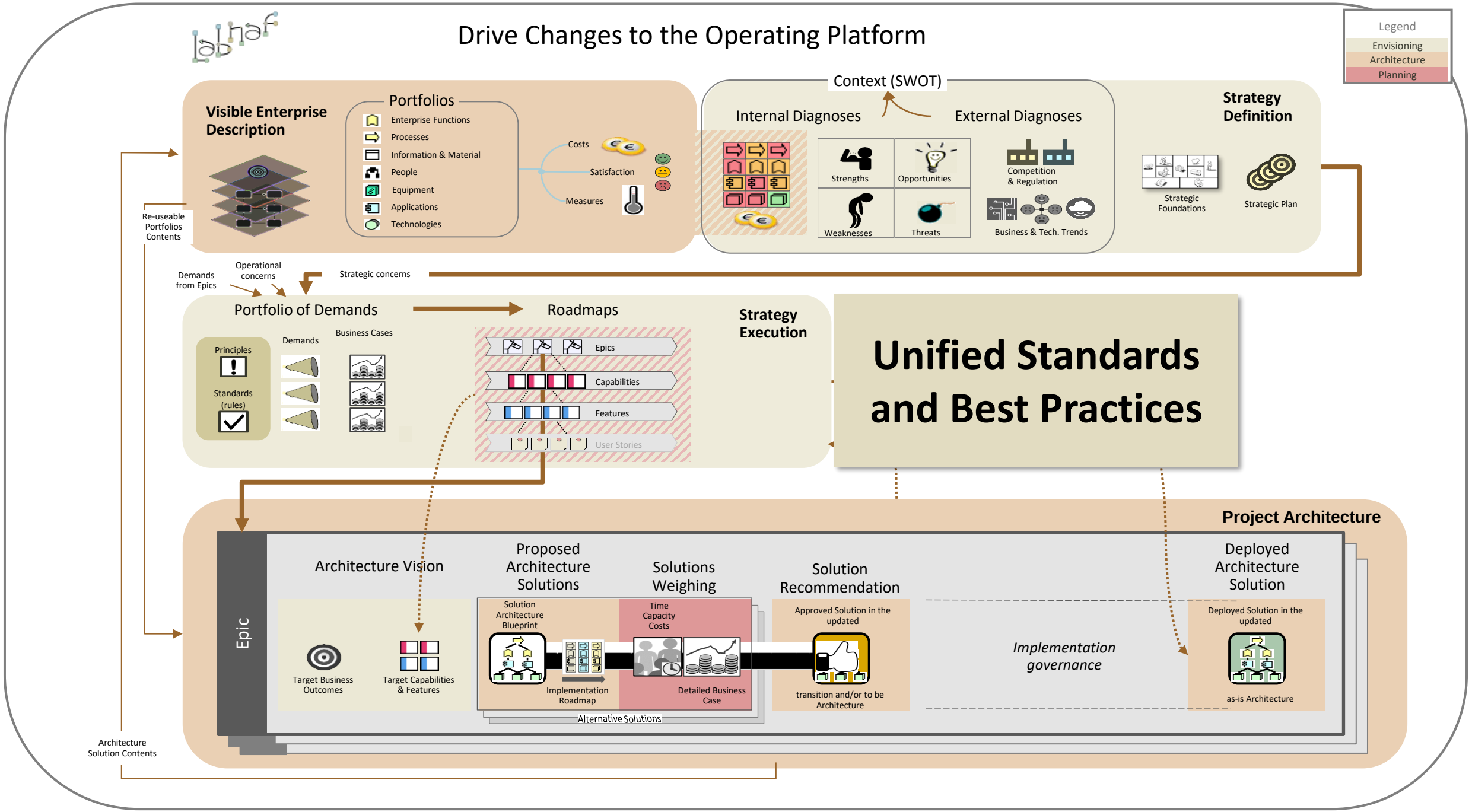
Drive Changes to the Operating Platform



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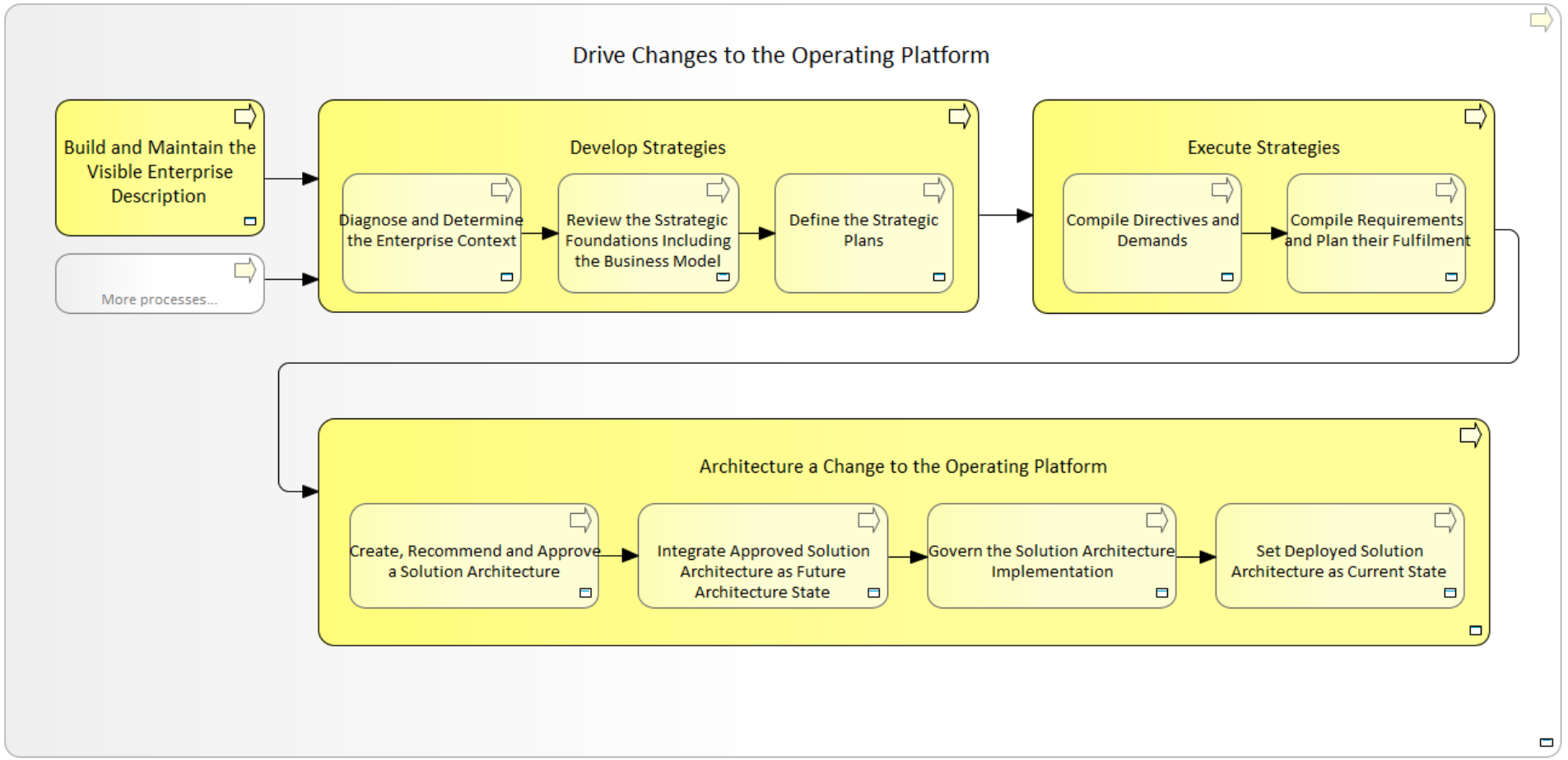
The Process is also Formalized as a Usual Process Description



You can navigate and zoom into the process on-line…

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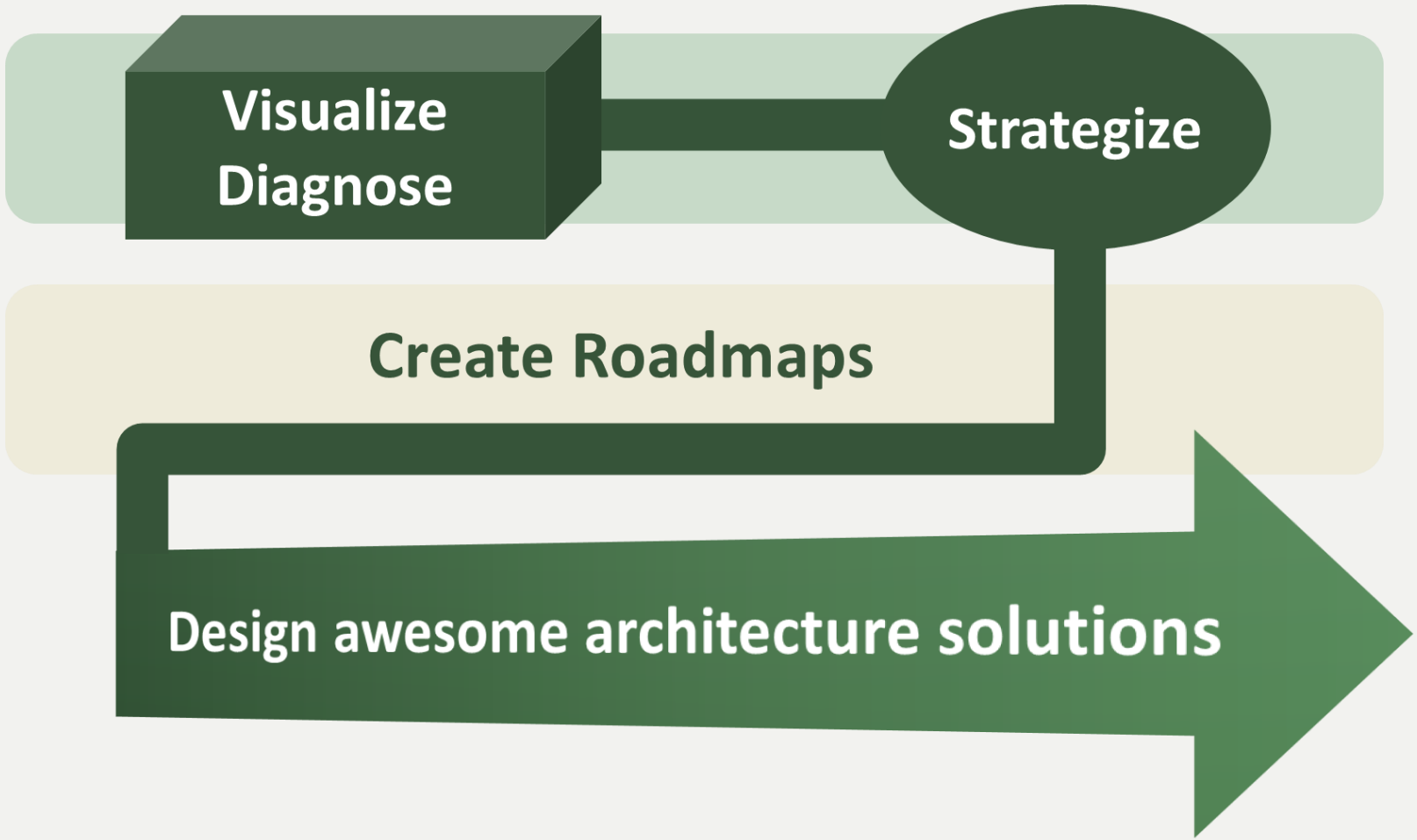
Industrialize transformations from day one



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Backup

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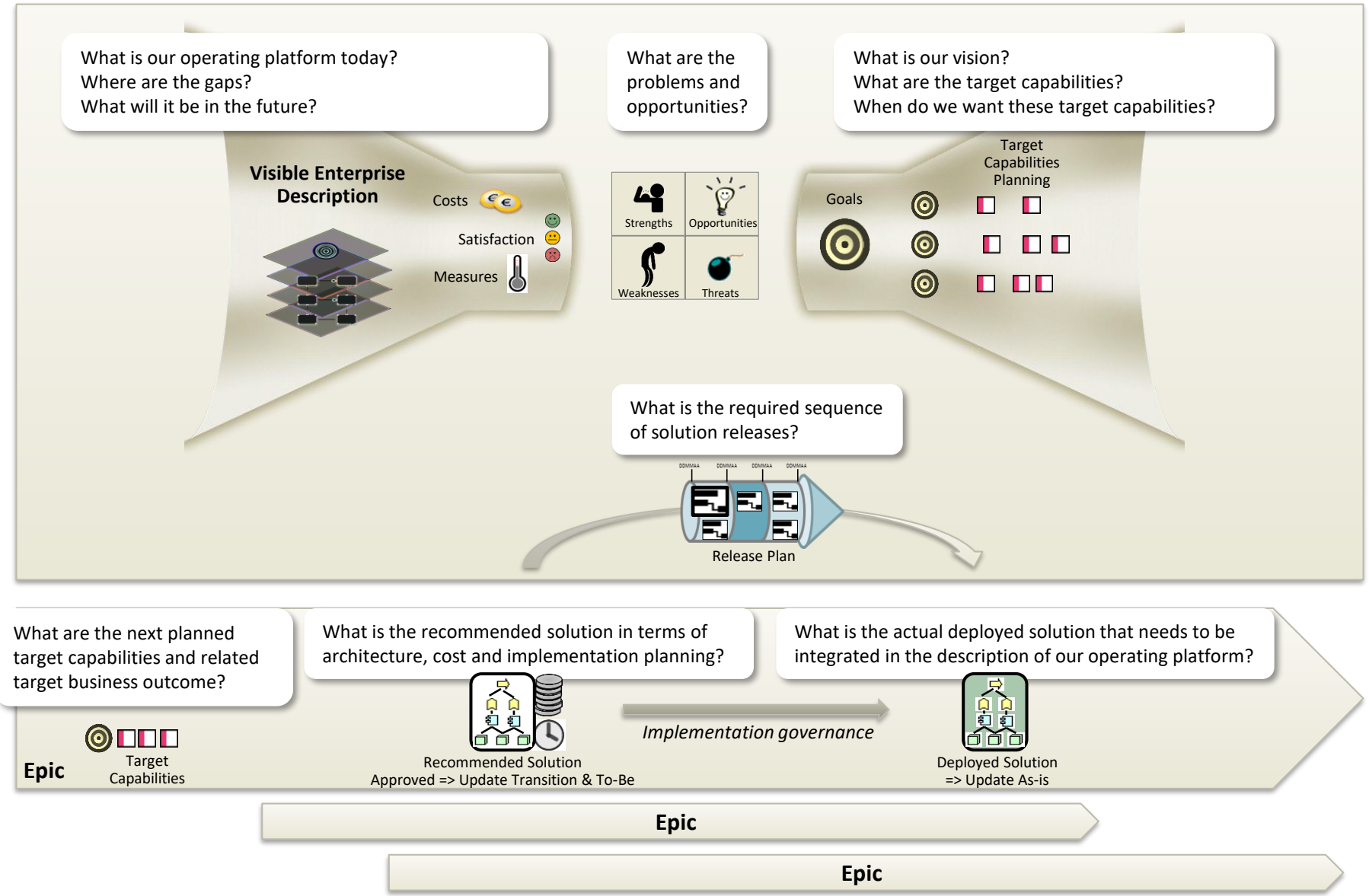
Drive Changes to the Operating Platform (alternative representation)



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System's Architecture Description

ISO/IEC/IEEE 42010 *Systems and software engineering — Architecture description* is an international standard for architecture descriptions of systems and software.

The purpose of viewpoints and views:

1. Enable humans to comprehend complex systems
2. Separate concerns
3. Organize the elements of the problem and the solution around domains of expertise

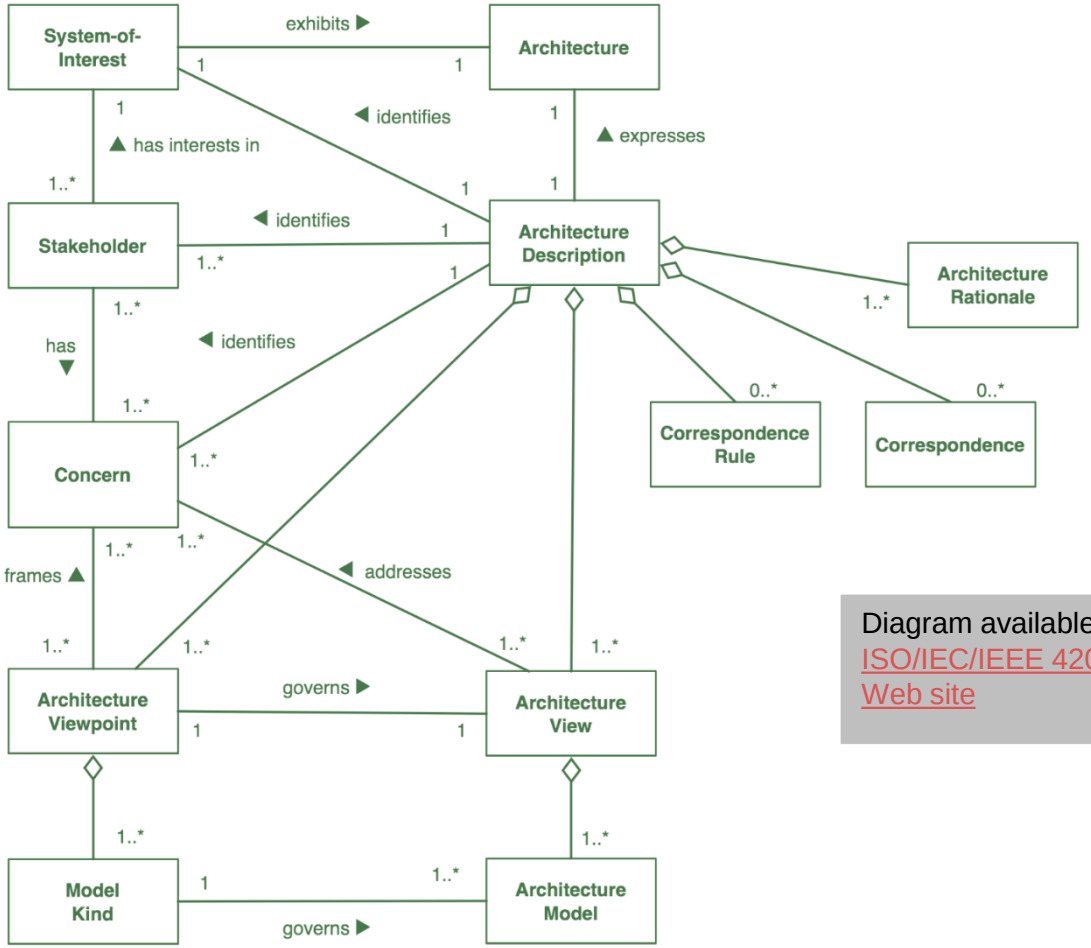

Diagram available on the ISO/IEC/IEEE 42010 Web site

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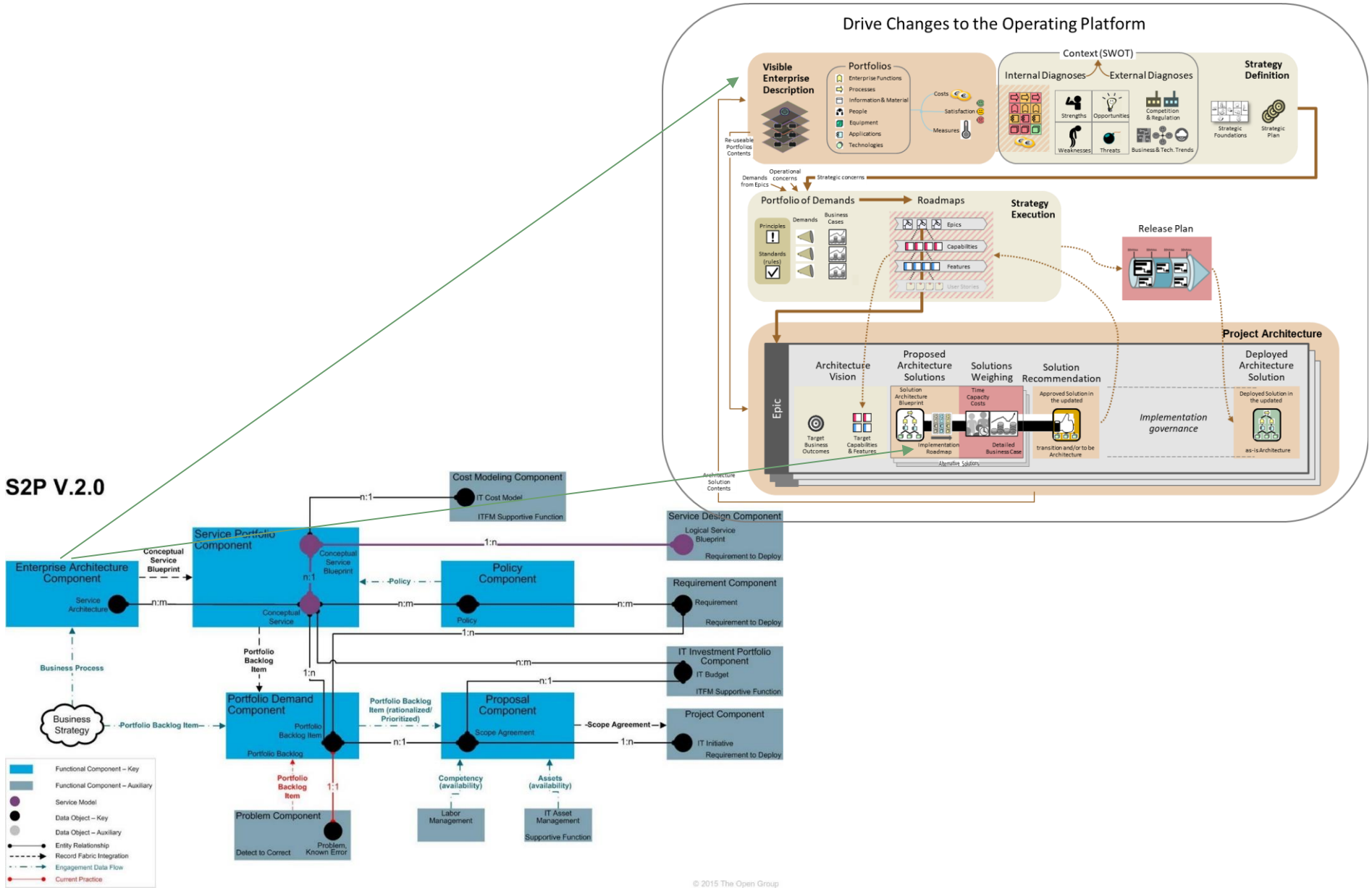

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