

Are We There Yet?

*Taking the Business Architecture Maturity Model (BAMM) * for
a Test Drive at Pfizer*

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Pfizer

A detailed electron micrograph of a cell. The central feature is a large, oval nucleus with a dense, granular texture, colored in shades of orange and red. Surrounding the nucleus is a complex network of cytoplasm containing numerous smaller, spherical red granules, likely mitochondria or other organelles. The background is a deep blue, representing the extracellular space or other cellular components.

We are ...

Proud to be part of an industry
that has helped treat, cure and
eradicate life-threatening diseases.



From Advil to Zithromax ...

Our medicines, vaccines and consumer products help billions of patients.



(Pnevnar 13)



\$51.6
BILLION

revenue
in 2013

56

manufacturing
sites worldwide

175

markets
in which Pfizer
sells products

10

products with sales
greater than
\$1 billion in 2013

260

R&D partner
institutions across
the globe

MORE THAN
77,700

colleagues around
the world

Pfizer Business Architecture

Centralized

Central team selects projects and interacts with sponsors and stakeholders to execute

Decentralized

Experts reside in functional areas where they select projects and interact with sponsors and stakeholders to execute

Federated

Experts reside in functional areas where they select projects and interact with sponsors and stakeholders to execute, but are unified centrally

Legacy
Pfizer



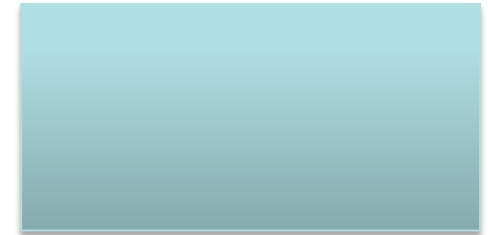
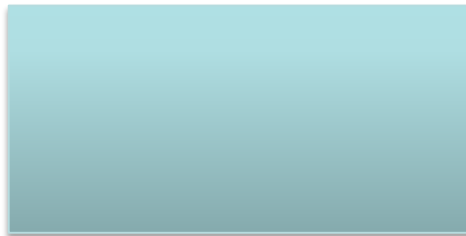
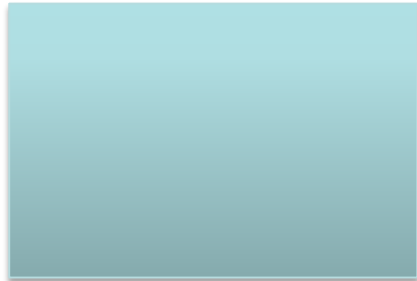
Pfizer
Today

2013 Theme 1: Connect for Insights

Processes

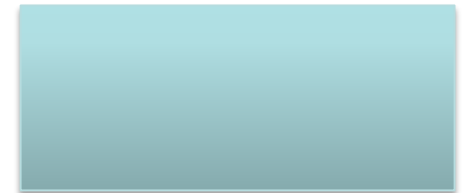
Value Streams

Vision, Goals, Strategies

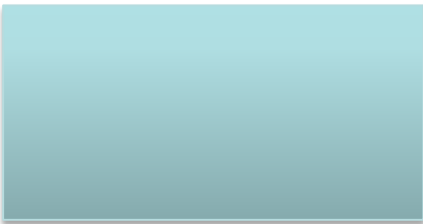


Organizations

Pfizer Capability Map



Business Performance Management



Applications



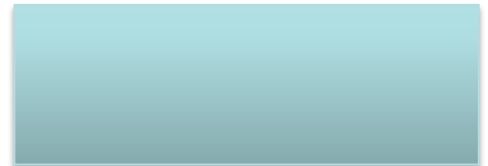
Projects



Data



Services



➤ “Discovery” Tool

Give everyone the ability to view business architecture frameworks and connected information

➤ Analytics

- *Provide holistic cost / risk / investment understanding*
- *Span points of view from business leadership to technology details*

➤ Change / Governance

- *Crowdsource quality*
- *Build in controls on backend*

Business Architecture Maturity Model (BAMM) *

1

2

3

4

5

Initial	Managed	Defined	Strategically Executed	Fully Integrated
No business architecture discipline exists within the enterprise	<p>Business architecture governance structures are defined and established for the business with appropriate executive sponsorship.</p> <p>The goals of the business are understood with a business model, strategy, or equitable concepts in place.</p> <p>Business architecture team has a defined mandate and clearly articulated goals.</p> <p>Business architecture team is staffed appropriately based on a suitable governance structure that services the needs of the business.</p>	<p>Core business architecture domains have been articulated for the business using foundational business architecture blueprints, including:</p> <ul style="list-style-type: none"> • Capability map • Value streams (or other value maps) • Information map • Organization map <p>The capability map is defined and captured within the business architecture knowledgebase.</p> <p>Value streams (or other value maps) are defined and captured within the business architecture knowledgebase.</p> <p>The information map is defined and captured within the business architecture knowledgebase.</p> <p>The organization map is defined and captured within the business architecture knowledgebase.</p>	<p>The business has documented business vision, goals, objectives, and action items for achieving them using formal strategy mapping approaches.</p> <p>Business architecture is actively used to discover portfolio project opportunities.</p> <p>Business architecture is used to identify opportunities to drive business performance improvement.</p> <p>Project opportunities are realized through measured improvements in capability and value focused performance.</p> <p>Business innovation, business partnerships, and other strategic initiatives routinely leverage business architecture.</p> <p>Transformational initiatives leverage business / IT architecture alignment concepts.</p>	<p>Business strategy is clearly articulated and realized through business architecture and supported through enterprise architecture and technology strategy.</p> <p>Capability performance is a key driver in project and program selection within the firm's portfolio management processes.</p> <p>The business architecture is fully integrated into the remaining aspects of enterprise architecture.</p> <p>Major information technology investments with business implications are driven through business strategy as articulated via business architecture.</p> <p>Feedback and improvement processes exist that allow for continuous business alignment to achieve innovation and agility.</p>

Business Architecture Maturity Model (BAMM) Elements*

- ✓ Business Architecture Mapping –
 - ✓ Business Strategy
 - ✓ Business Capability
 - ✓ Organization
 - ✓ Value
 - ✓ Information
 - ✓ Initiative
 - ✓ Product
 - ✓ Stakeholder
- ✓ Discipline Alignment to
 - ✓ Business Requirements
 - ✓ Business Process Modeling
 - ✓ Lean Six Sigma
- ✓ Governance
 - ✓ Business Strategy Linkage
 - ✓ Management Involvement
 - ✓ Architecture Process, Methods and Practice
 - ✓ Business Performance Management
 - ✓ Communication
 - ✓ Tools and Content
 - ✓ People
 - ✓ Business / IT Architecture Alignment

Result of the Assessment



Pfizer “Takeaways” / Action Plan

- Complete the unification of governance frameworks
- Continue to expand information connections and surface through self serve portals
- Finalize transition period of current capability map harmonizations
- Continue to share areas of strength across Business Architecture Centers
- Consider improving business architecture to business strategy explicit mapping

Model Recommendations

- Reconsider “Business Architecture Team” terminology
- Consider merging
 - “Business Architecture Mapping to Business Strategy” and “Business Strategy Linkage”
 - “Governance” and “Management Involvement”
- Consider moving “business recognition of the challenge, difficulty, and cost of supporting a broad base of technologies” from the “Business Strategy Linkage” to the “Business Architecture Mapping – Business Capability” section.
- In the Discipline Alignment to Six Sigma section, consider removing “No overlaps between Lean Six Sigma and business architecture engagements” – covered by the next item “Business architecture and Lean Six Sigma efforts are well coordinated.”
- In the references to IT as an organization driving business architecture services, and recommendations in the maturity model to transition to business ownership, consider being more generic (ie. there are many overarching functions in the enterprise that need to consume business architecture in order to be most effective, such as business continuity management, compliance, security, strategy and innovation, etc. These organizations may promote and drive early business architecture efforts as well.)

Usage Considerations

- Following contributing frameworks to the BIZBOK was considered sufficient
- Holistic elements of the governance model (Governance, Management Involvement, Architecture Process, Methods, and Frameworks, etc.) were rated based on the scope outlined as an outcome of the Business Architecture Mapping sections
- Scoring in wholes versus halves – official use versus internal continuous improvement use

Business Architecture Guild

Business Architecture Maturity Model (BAMM) * Team Members

- ✓ Lead: Mary Lloyd from MoneyGram International
- ✓ Annie Ezell Cave from Slamon Consulting
- ✓ Judith Oja-Gillam from IAG
- ✓ Cheryl Timko from Merck
- ✓ Eric Aranow from Context Consulting
- ✓ Sue Alemann from Slamon Consulting
- ✓ Tony Richards from Aviva
- ✓ Taurai Ushewokunze from Vayase

