



# Aligning Enterprise Architecture and Business Architecture

Business Architecture Innovation Summit  
OMG/Business Architecture Guild  
Reston, VA  
March 26 2014

# About Export Development Canada (EDC)

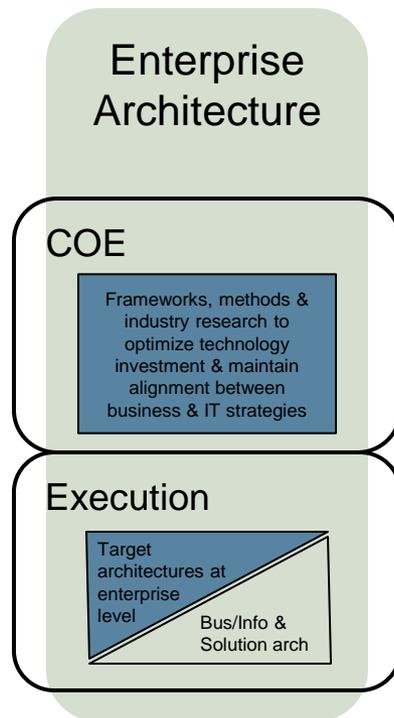
- ▶ Canada's fully self-funded Export Credit Agency
- ▶ Mandate is to support & develop Canada's export trade
- ▶ Operates like a bank & insurance company with about 1200 staff
- ▶ Facilitated approx \$90B of Cdn trade in 2013
- ▶ Offers financial tools, trade expertise, market connections
- ▶ Partnership-Preferred philosophy

# Contents

- ▶ Why would an existing EA team support the creation of a new, independent Business Architecture team?
- ▶ How EA can help
- ▶ Success factors
- ▶ “Gotchas” we encountered

# Enterprise Architecture function at EDC

*Translate business strategy into effective enterprise change*



## Description

- ▶ **Optimize EDC technology investment by translating business strategy into effective enterprise change**
- ▶ Technology = any systemic enabler of people, process, information, IT interactions, not limited strictly to IT or IS
- ▶ Concerned with coordinated outcomes at enterprise level
- ▶ Business strategy is where we want to go; EA is putting the pieces together to get us there in the most effective way

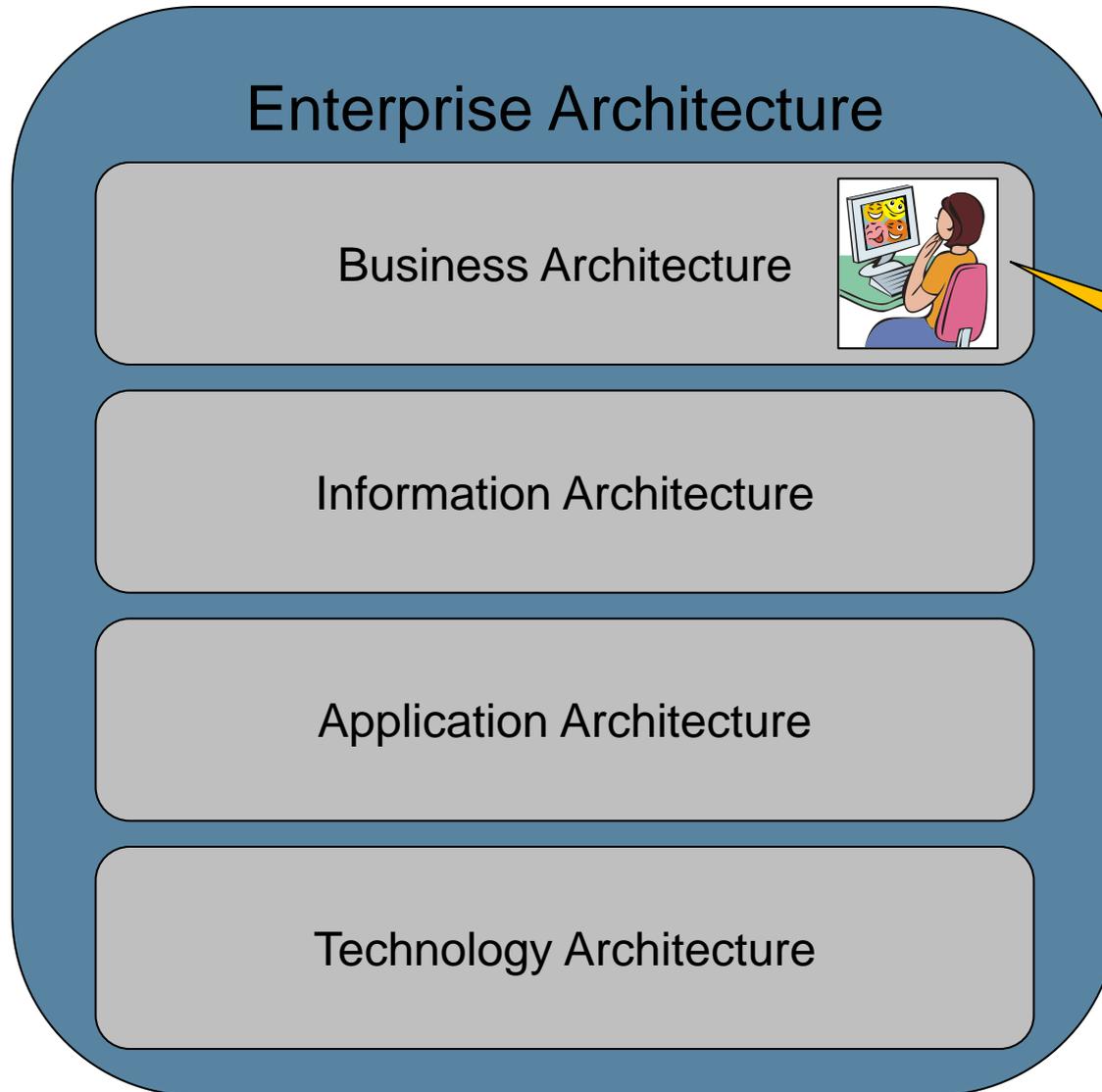
## Responsibilities

- ▶ Business & IT strategy alignment
- ▶ EA principles development & application
- ▶ Enterprise target architectures & roadmaps development & upkeep
- ▶ Promotion of shared services & infrastructure
- ▶ Architecture assurance & solution certification
- ▶ IT investment portfolio alignment
- ▶ Solution Architecture direction & best practices
- ▶ Solution options evaluation context & input
- ▶ Ownership & management of EDC Technical Reference Model
- ▶ IT trends research & contextualization
- ▶ Development & integration of multiple views into the enterprise architecture – business, information, application, infrastructure
- ▶ Development & communication of EA vision
- ▶ Architecture mentoring & practice throughout the enterprise

# What's wrong with this picture?

EA ideal state:

swim upstream to sit at the table with the business to define their business strategies with them



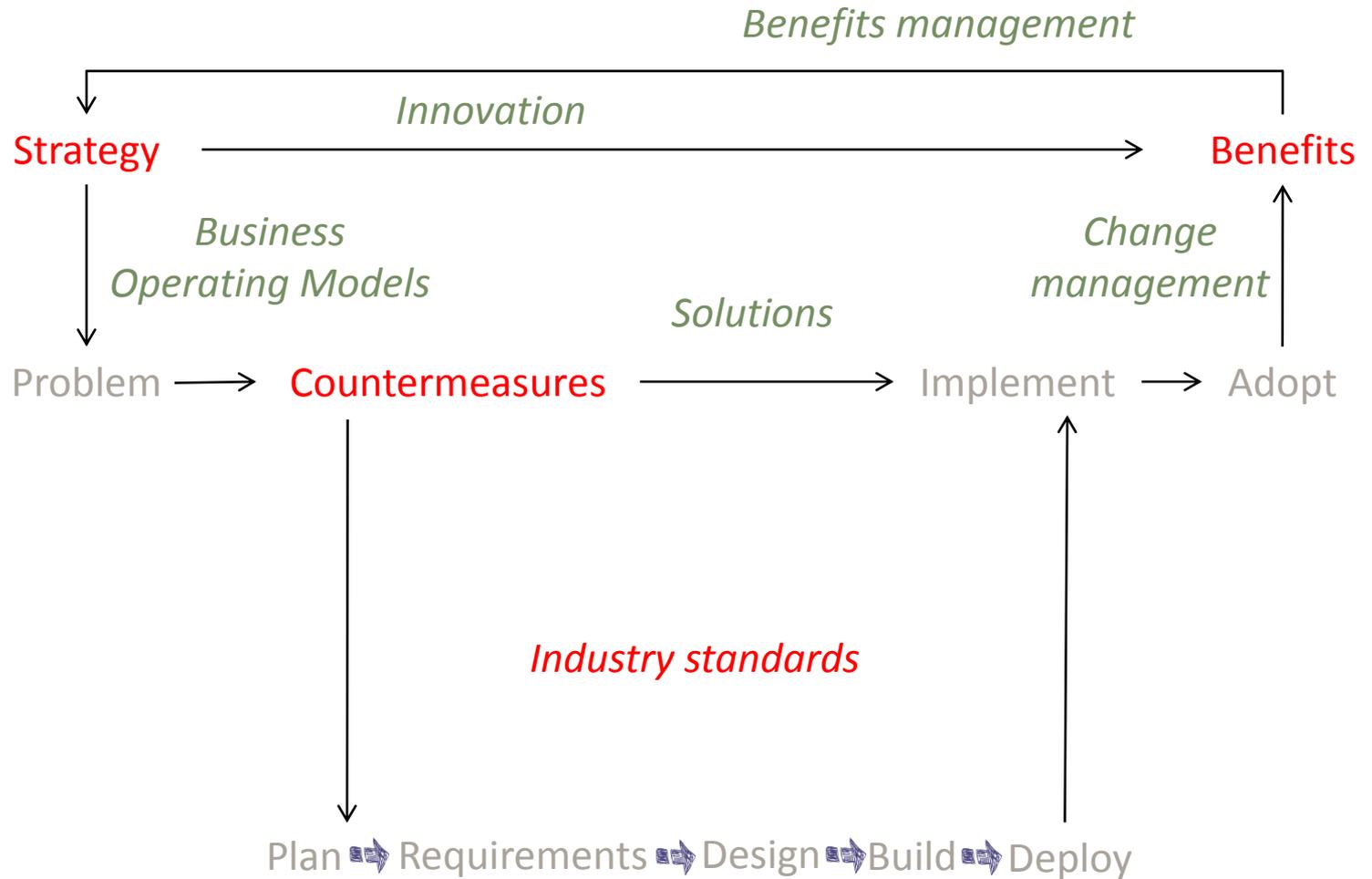
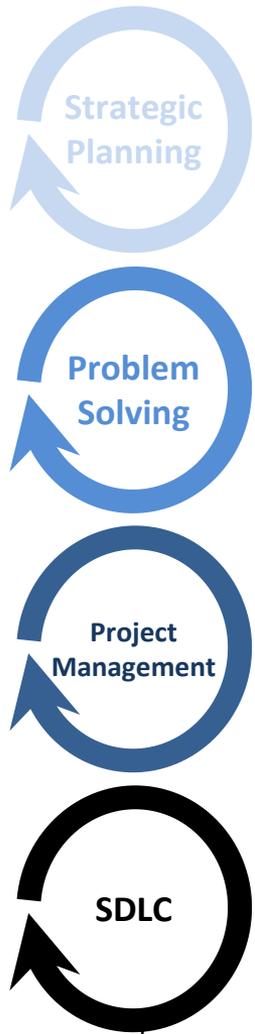
Business is a subset of EA...?

# EDC context

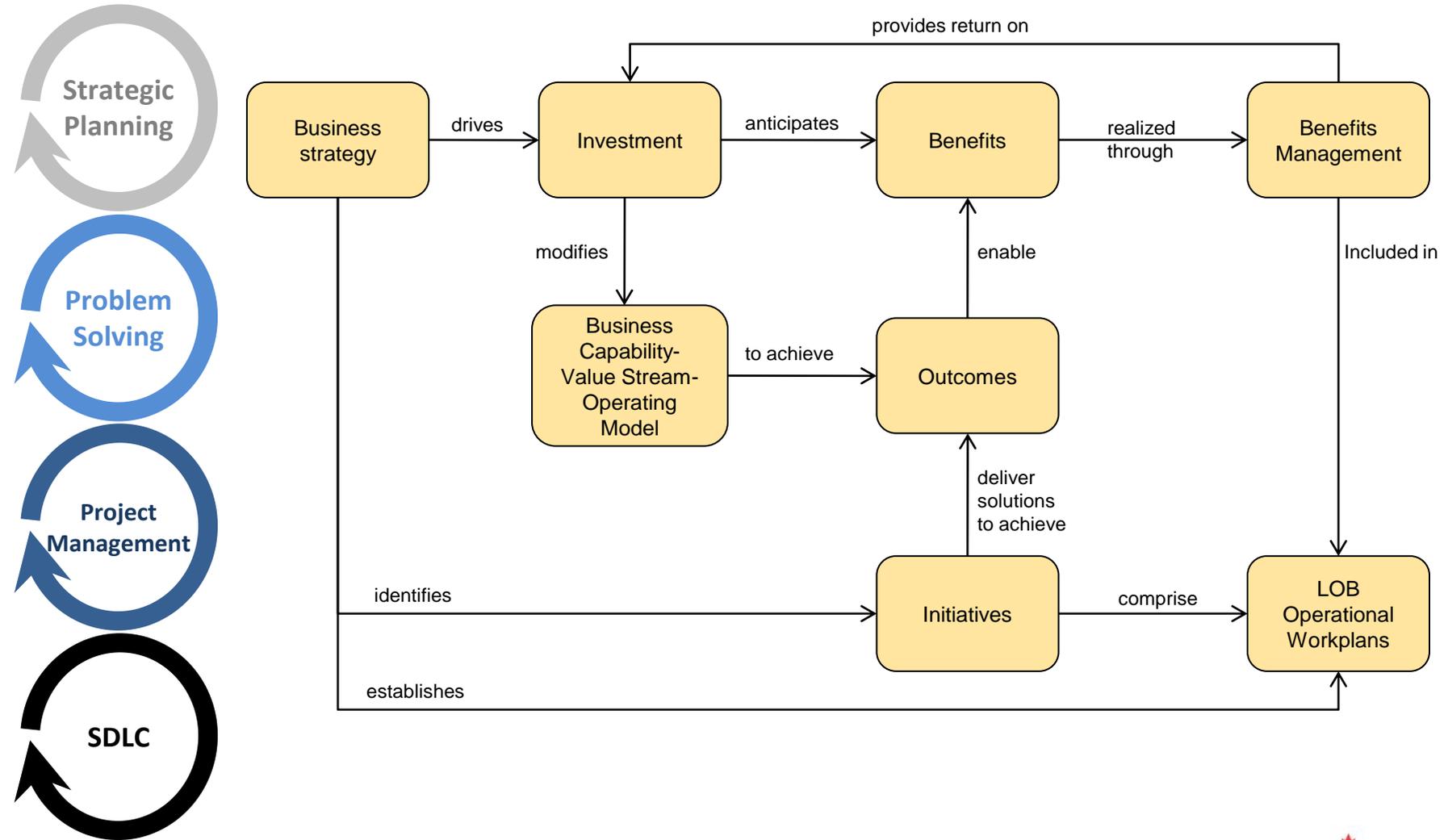
- ▶ Multiple, major & overlapping business transformations
- ▶ Transformation projects encountering frequent “resets”
  - ▶ Business pulled off operational front lines onto projects with no orientation
  - ▶ Jumped right from Idea into Requirements leaving no “time to think”
  - ▶ Would hit a wall, reset, and work back upstream to lack of business strategy
- ▶ Flat, linear initiative delivery process that abetted these tendencies

Stage	IDEA		DIAGNOSTIC			FUTURE STATE		IMPLEMENTATION			SUSTAIN		
Stage Outcome	Sponsor Go/No-Go Decision to proceed to Diagnostic & Future State based on Opportunity Defined		Demonstrated Understanding of Current State & Customer Requirements defined			Sponsor Go/No-go Decision to proceed to Implementation based on proposed Future State Design		Future State Implemented and ready to be transitioned to business owner			Transition to Business Ownership Completed		
Checkpoints													
Milestones	Flight Path Recommended - Just do it - Light - Standard - Complex	Opportunity Statement Approved	Diagnostic Team Ready	Diagnostic Completed	Proceed to Future State Confirmed	Future State Design Completed	Execution Approach Approved	Solution Design Completed	Implementation Completed	Full Implementation Confirmed and Transition Plan Proposed	Transition Plan Confirmed	Accountability for Benefits Realization established	

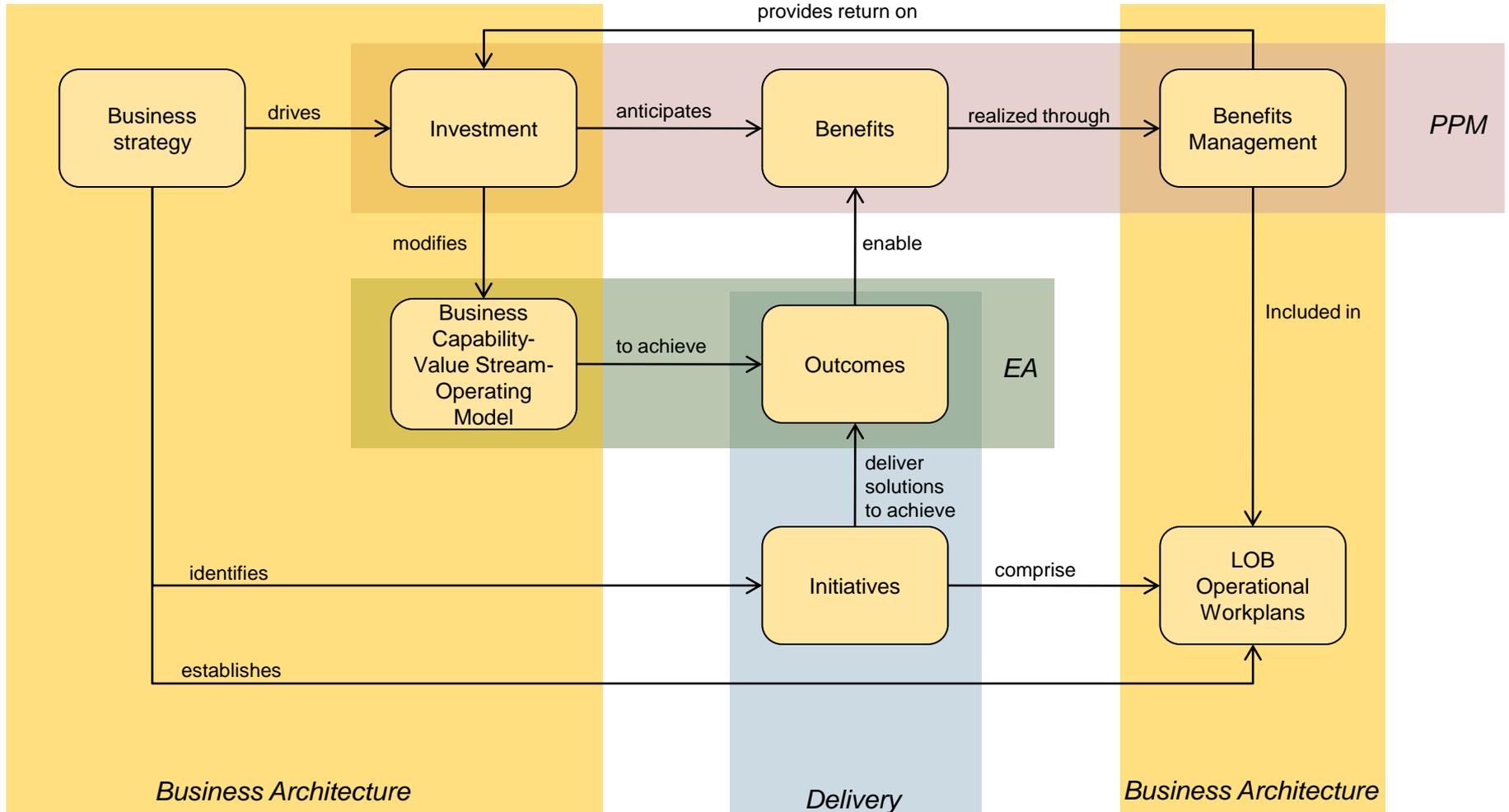
# Disentangling the value stream – gaps & enablement



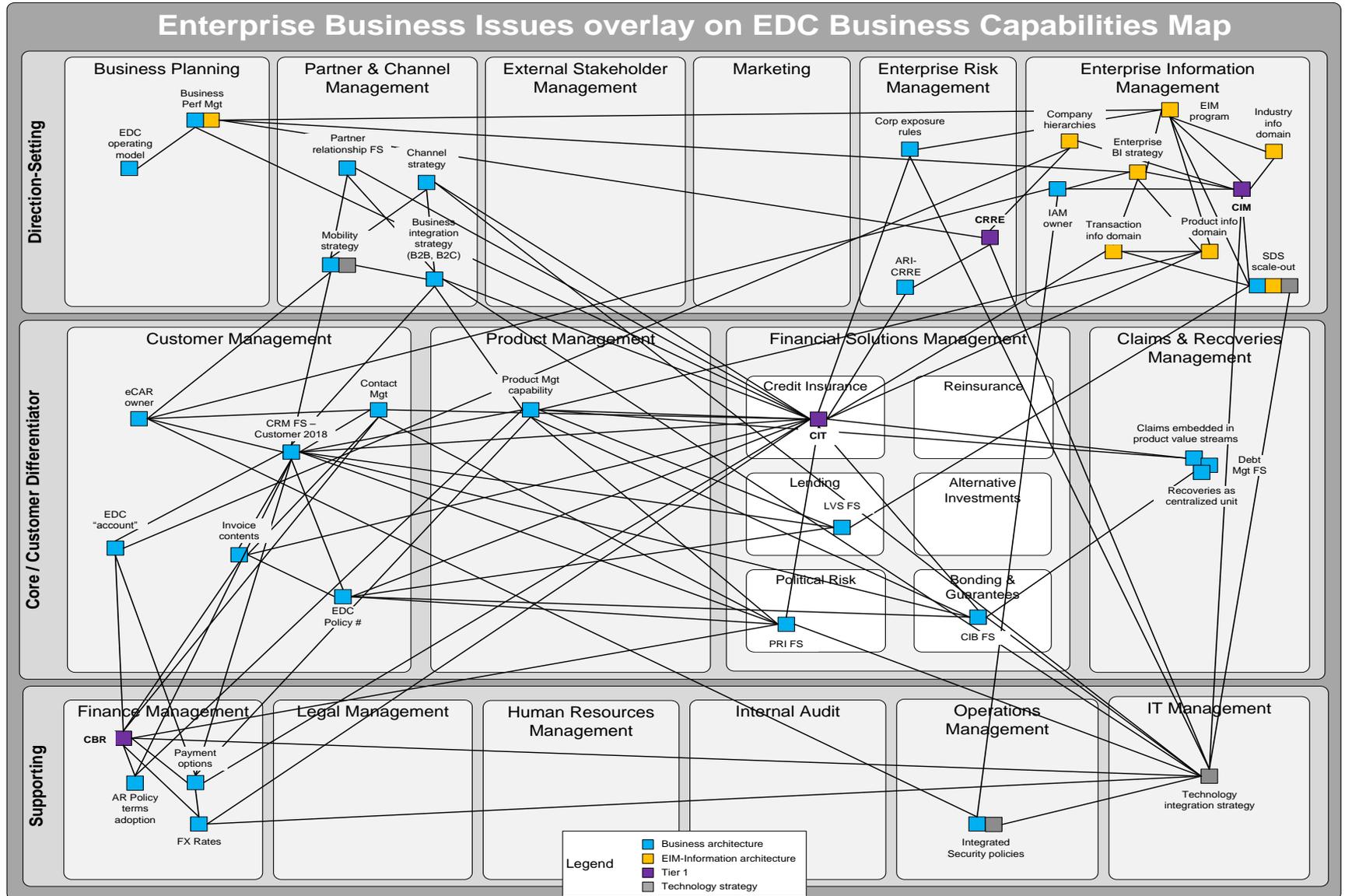
# Semantic decomposition of the disentangled streams



# Functional accountabilities overlay to address the gaps

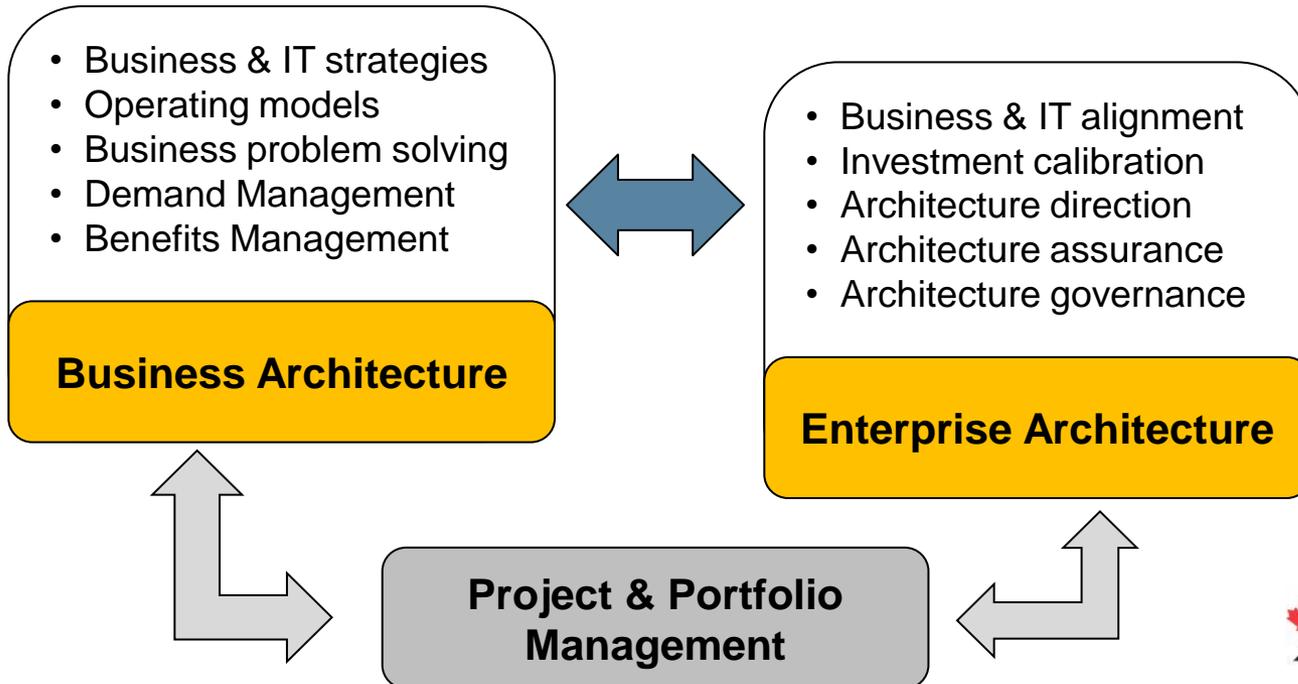
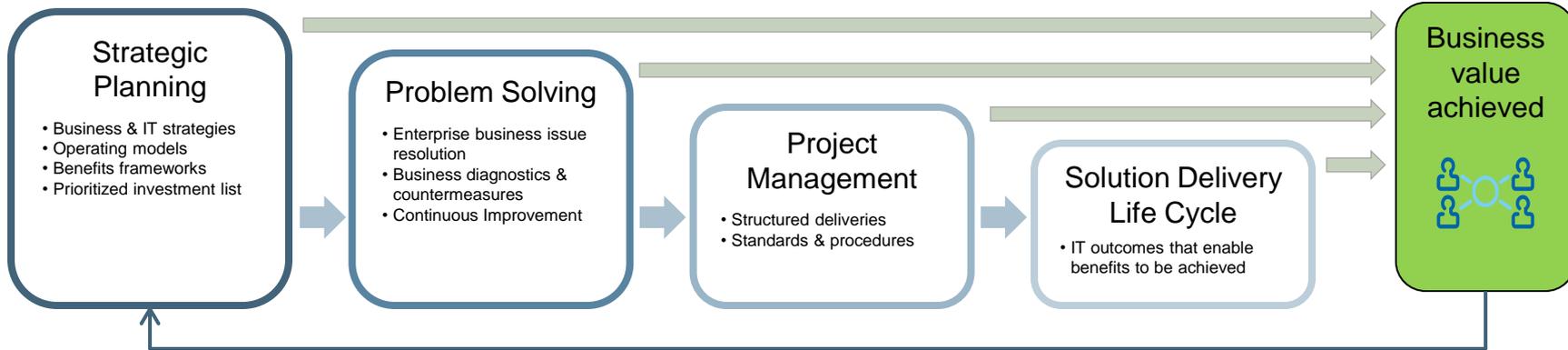


# Enterprise Business Issues – Bus Arch gap value prop



# Clarification of EA & Business Architecture functions

Value Supply Chain



# Keys to success

- ▶ Mindset: EA never considered Business Architecture an incursion of territory – rather, filling a gap in what we needed to do our jobs
  - ▶ Bus Arch is an enabler not a constraint of EA, with useful separation of duties
  - ▶ Allows us to focus & retrench our core competencies, actually increasing our value prop
  - ▶ I.e. translate, inform & enrich - not define - business strategy
  - ▶ EA likely established first – build early rapport with Business Architecture
- ▶ Don't start from scratch if you don't have to: for its own sanity EA developed methods, models & insight that Business Architecture could leverage – and take over the maintenance of
  - ▶ Business Capability Map
  - ▶ Enterprise Value Streams
  - ▶ Mappings between Lean processes, value streams & capabilities
  - ▶ Develop a robust sharing & stewardship arrangement that goes both ways
  - ▶ At EDC, had a joint EA & Business Architecture 2 day workshop

# Gotchas to avoid

## ▶ Nomenclature

- ▶ Business Architecture – Enterprise Architecture – Business Analysis

## ▶ Communication

- ▶ E.g. at EDC what we didn't do was get out in front of the message early enough with this type of definition

***Business Architecture** is a description of the organization, including its components and their relationships to each other, that provides a common understanding of the business used to align strategic objectives and tactical demands*

*This can include facilitation of business and business IT investment strategies, development of operating models\* and business future states, business problem resolution, benefits oversight and IT demand management*

*\*Where Operating Model refers to the working model that a business wants to operate by, including its core mandate, vision, services, organizational structure, performance metrics, information, processes and applications, and how they relate to each other*

# Conclusion and Q&A

- ▶ For us in our situation, was useful to separate the 2 functions
- ▶ Does not need to lead to conflict: we will be and already are a better EA team for having a Business Architecture team that can facilitate business strategy, IT demand and business problem resolution, separate from what we do with those outcomes

