Are We There Yet?

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

March 2014
Janice D. Lewis
Pfizer

*Source: Business Architecture Guild, 2014
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.
$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

MORE THAN 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

Today

Legacy

Pfizer
2013 Theme 1: Connect for Insights

Vision, Goals, Strategies

Business Performance Management

Projects

Processes

Pfizer Capability Map

Value Streams

Organizations

Applications

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)*

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initial</strong></td>
<td><strong>Managed</strong></td>
<td><strong>Defined</strong></td>
<td><strong>Strategically Executed</strong></td>
<td><strong>Fully Integrated</strong></td>
</tr>
<tr>
<td>No business architecture discipline exists within the enterprise</td>
<td>Business architecture governance structures are defined and established for the business with appropriate executive sponsorship.</td>
<td>Core business architecture domains have been articulated for the business using foundational business architecture blueprints, including:</td>
<td>The business has documented business vision, goals, objectives, and action items for achieving them using formal strategy mapping approaches.</td>
<td>Business strategy is clearly articulated and realized through business architecture and supported through enterprise architecture and technology strategy.</td>
</tr>
<tr>
<td></td>
<td>The goals of the business are understood with a business model, strategy, or equitable concepts in place.</td>
<td>• Capability map</td>
<td>Business architecture is actively used to discover portfolio project opportunities.</td>
<td>Capability performance is a key driver in project and program selection within the firm’s portfolio management processes.</td>
</tr>
<tr>
<td></td>
<td>Business architecture team has a defined mandate and clearly articulated goals.</td>
<td>• Value streams (or other value maps)</td>
<td>Business architecture is used to identify opportunities to drive business performance improvement.</td>
<td>The business architecture is fully integrated into the remaining aspects of enterprise architecture.</td>
</tr>
<tr>
<td></td>
<td>Business architecture team is staffed appropriately based on a suitable governance structure that services the needs of the business.</td>
<td>• Information map</td>
<td>Project opportunities are realized through measured improvements in capability and value focused performance.</td>
<td>Major information technology investments with business implications are driven through business strategy as articulated via business architecture.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Organization map</td>
<td>Business innovation, business partnerships, and other strategic initiatives routinely leverage business architecture.</td>
<td>Feedback and improvement processes exist that allow for continuous business alignment to achieve innovation and agility.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The capability map is defined and captured within the business architecture knowledgebase.</td>
<td>The organization map is defined and captured within the business architecture knowledgebase.</td>
<td>Transformational initiatives leverage business / IT architecture alignment concepts.</td>
</tr>
</tbody>
</table>
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

*Source: Business Architecture Guild, 2014
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
  - “Governance” and “Management Involvement”
- 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 haves – 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 Ushekunze from Vayase

*Source: Business Architecture Guild, 2014