European Business Architecture Innovation Summit Presentation Links – June 2017

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An Unexpected Journey Zurich Enterprise Architecture
Tim Blaxall
The Use and Abuse of Business Capability Maps

BUSINESS ARCHITECTURE IN MAERSK LINE IT
Agenda

Introduction to Maersk Line and Maersk Line IT
The agenda of the CIO
The challenge
The Business Architecture Journey in Maersk Line IT
6 different practices illustrating our maturation in Business Architecture
About A.P. Moller - Maersk

A.P. Moller - Maersk is an integrated transport & logistics company with multiple brands and is a global leader in container shipping and ports. Including a stand-alone Energy division, the company employs roughly 88,000 employees across operations in 130 countries.
The “Business Architecture” agenda of the CIO

- an as-is application landscape
- 1-5 year application decommissioning roadmap
- a to-be application landscape (service oriented architecture)

- Process excellence was a function very mature at that time.
- The processes were modelled from level 1-5
- Application and Data architecture started under EA and the first action point was to group 3000+ applications according to the level 1 process based Maersk Line business system.
The Challenge

- The motivation for standardization through possible COTS software products was an idea which the Application Architecture team was asked to evaluate.

- In order to evaluate the COTS products, Maersk Line Application Landscape was required to be mapped into the process flow each COTS product was built on.

- As Maersk Line had 3000+ applications, mapping them the processes of the COTS products, for the sake of the evaluation was very cumbersome.

- A certain need for more static “business building blocks” was obviously needed.
The Journey

2012

- Business Architecture created in Maersk Line IT (CIO mandate)
- Maersk Line Business Capability Model was created

2013

- Application Landscape mapped to the capability model (3000+ applications)
- COTS impact assessments provided for AFLS and SAP
- We presented Simplification program assessment through the capability model and were perceived as being "very technical"
- First "To be" landscape created based on the capability model based on strategy on a poster which had rather high level processes on it. This was well received by executive leaders

2014

- Connected with Operations Business partner and assessed the operations capabilities
- First capability roadmap was created together with the "business"
- Functional duplication was identified using the mapping
- Some of the innovation ideas was mapped to the capability model to assess IT maturity
- Business Architecture review imbedded to the MLIT Project Model
- Business Capability Model version 2 introduced the 3 tiers and it was used successfully during an M&A assessment
- Business Capability Model version 2 was finalised and was perceived it non-business language And business created their own version 3.

2015

- To-Be state and roadmap (Business-Application-technical and infrastructure architecture visualisation)
- Business Service Landscape established
- BCA, PDA and TDA using capability based enterprise visualisation for as-is and to-be
- Executive Leaders using the business architecture tools for strategy design

Focus of the today’s presentation
Today we will show you the 6 “best and worse practises”
Result: Business Capability Model v1 has been perceived as “technical” by the business stakeholders……
Business Capability Model v1 – How we build it

- We used APQC process repository in designing the non-transportation related capabilities

- We designed the transportation capabilities based on the business processes and our own business knowledge

- We took a bottom up approach in designing the capabilities, therefore we were able to have at least 3 levels by the time we finished the draft

Result: Business Capability Model v1 has been perceived as “technical” by the business stakeholders……
Business Capability Model v1 - Reactions

- The senior stakeholders looked for their own area on the model

- Business stakeholders liked the idea but they were not sure how to use it

- Overall the business audience has reflected on the mode as being “technical”

- We did not have an example use of it at that time

**Result:** Business Capability Model v1 has been perceived as “technical” by the business stakeholders……
Result: The overlay was perceived as “very very technical” by the business stakeholders and should be kept in ML IT……
Business Capability Model v1 – How we build it

- We lined up all capabilities horizontally in order to use the space on the presentation layer

- We mapped the capabilities on the outcomes documented for the simplification programme

- We added all the applications enabling the subject capabilities in order to highlight the scope of the programme

**Result:** Business Capability Model v1 has been perceived as “technical” by the business stakeholders….
Business Capability Model v1 - Reactions

- The business stakeholders perceived as “very very technical”

- Business stakeholders saw this work mainly as a part of Solution Architecture

Result: Business Capability Model v1 has been perceived as “technical” by the business stakeholders….
Result:
Business Capability Model has been used only internally
Externally we used the context the business was more comfortable with – value streams
We mapped the capabilities to value streams, which automatically gave the application mapping – hence analysis
During an extended leadership team meeting, there was a break out session in which everyone was asked how they saw shipping is about to a consultant who is specialised in drawing story boards.

As a result of this, a 1 pager is concluded showing the high level processes that provides value to the customer.

We mapped the capabilities to them, and thereby connected the applications.

Instead of giving them numbers we used a graphic icon, we called the fleurettes.
Business Capability Model v1- Reactions

- The business stakeholders loved it
- The fleurettes created a better effect than a number, as they could see the density of the current situation of applications and their decommissions
- A roadmap for the critical capabilities concluded

Result: Business Capability Model v1 has been perceived as “technical” by the business stakeholders……
Result:
Business Capability Model has been used only internally
Externally we used the context the business was more comfortable with – value streams
We mapped the capabilities to value streams, which automatically gave the application mapping – hence analysis
One business stakeholder required a capability maturity assessment and a roadmap has been created. This was the first time "capabilities" were no longer perceived as "technical" by a business stakeholder.
**Result:**

Capability owners asked for an analysis on their application duplications in order to make decommissionings a part of business case of the upcoming projects.
Mercosul BCM was created in the first 2 days...

Mercosul senior management verified it

Mercosul managing director was interviewed and became easily engaged with the vocabulary

Capability and IT GAP assessment followed immediately

2 capabilities stood out as unique to Mercosul in addition to the obvious legal requirements

149 general process driven requirements surfaced by the project team were able to be filtered to 19 most critical based on actual capability differences between the two companies.

Handover to IBM

IBM was handed our information concerning the application and projects that required review in order to make sure they are focusing on the most important applications.
Above models makes it possible to compare and make an open discussion with stakeholders which is a very powerful thing to have because you can see the differences and similarities immediately.

- **“Manage Additional Inland Services”** is a unique capability in Mercosul which Maersk Line does not have.

- **“Partner Management”** is a customer facing capability in Mercosul rather than a Strategic one as it is for Maersk Line.

- The **rest of the** capabilities **are the same** in both companies.
Business Capability Model Version 2.0

• The 3 tiers is introduced and the model was based on BIZBOK modelling principles.

• However, the language was perceived to be too non-business like and created their own Capability Model Version from version 1.1.

• ML IT BA later added the 3 tiers and parts of Model Version 2.0 to complete a Model Version 3.0.
Questions?