

Enterprise Architecture = Architecting the Enterprise?

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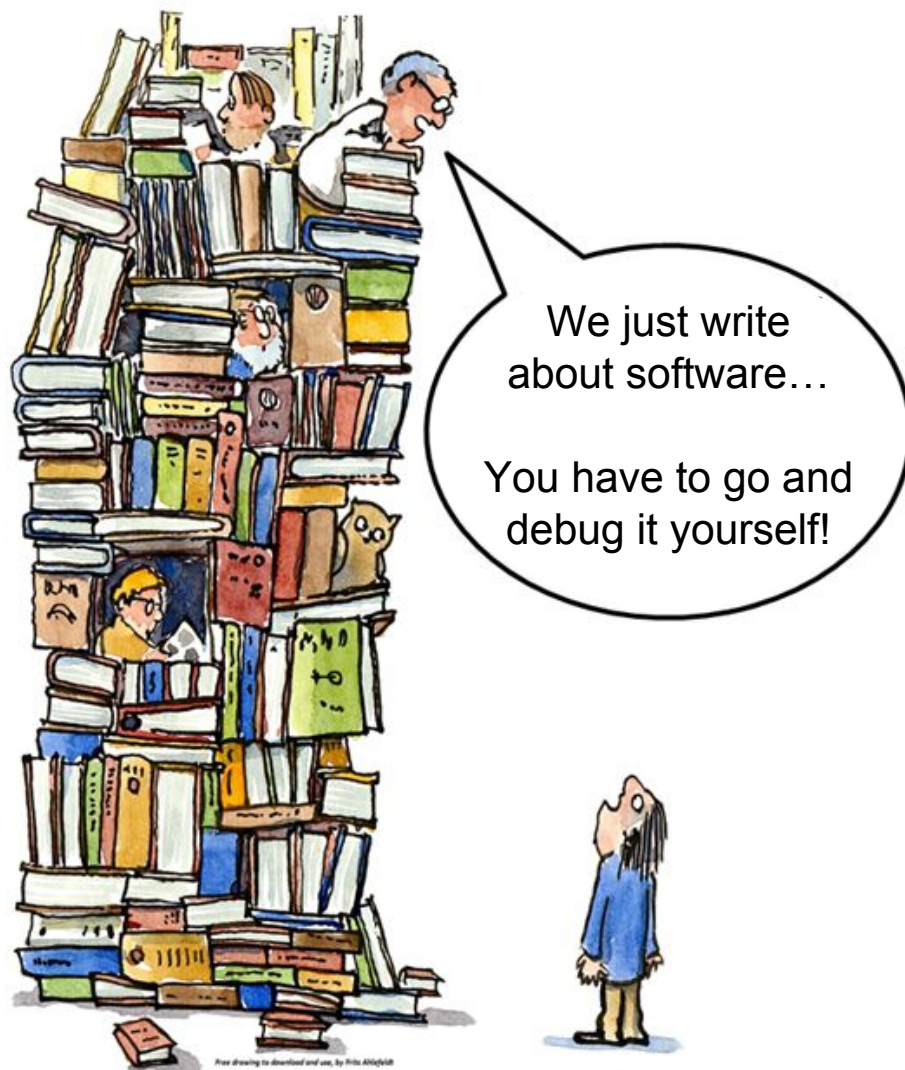
Enterprise Architecture = Architecting the Enterprise?

Architects in the enterprise are often regarded as ivory tower residents who bestow their utopian plans upon project teams in the form of colorful diagrams that bear little to no resemblance to reality. The most suspicious in this group are often the “Enterprise Architects” who are perceived as being furthest from actual technical problems.

However, large-scale IT operation and transformation require transparency across hundreds or thousands of applications running on all sorts of middleware in data centers around the globe. The very enterprise architects are likely the only ones who stand a chance to bring transparency into such an environment and who can direct IT investments in the hundreds of millions of Euros towards modernization and run-cost reduction. This sounds a lot more exciting and valuable than drawing pictures!

This session takes a serious but light-hearted look at the role of enterprise architects in modern IT organizations.

The Enterprise Architect's Office



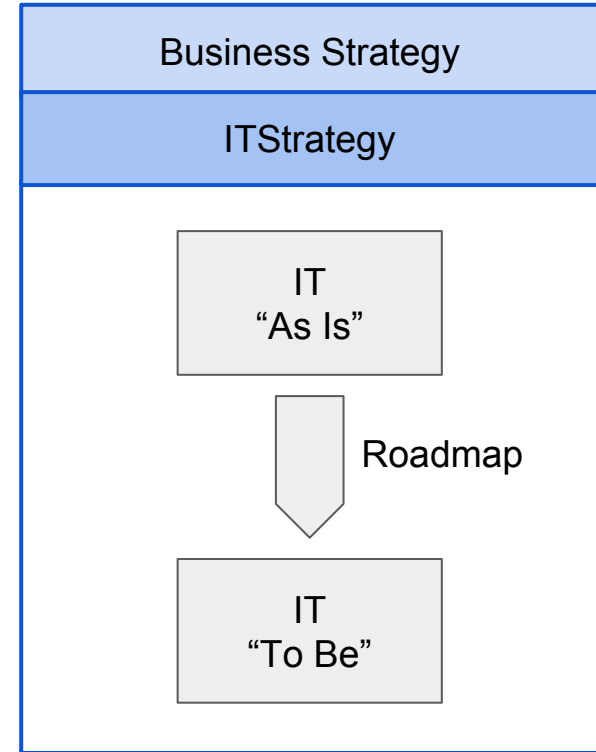
The Enterprise Architect



The Purpose of Enterprise Architecture

The Role of Enterprise Architecture

1. Understand the business strategy
2. Translate into an IT strategy
3. Create transparency
4. Define IT target picture
5. Define a roadmap
6. Harmonize and govern
7. Obtain feedback and refine
8. Coach and mentor



1) Understand the business and its strategy

- Growth areas
- Profitability
- Geographic expansion
- Geopolitical aspects
- Acquisitions and divestitures

“Architecting the business”

- Divisions / business lines
- Group level vs. divisions
- Reporting lines
- Matrix organization
- Hidden org chart / loyalties

“Reverse engineering the organization”

Most business domains are much more interesting and exciting than it may seem, even insurance!

1) Understand the Role of IT

	Cost Center	Asset	Partner	Enabler
Focus on	Cost	Return on Investment	Business Value	Speed & Innovation
Typical CIO Reporting line	CFO	COO	CDO	CEO
Common Strategy	Outsource IT	Harmonize / Rationalize	Insource IT	IT = business
Levers		Economies of Scale		Economies of Speed

2) Translate Business Strategy into IT Strategy

Strategy is...

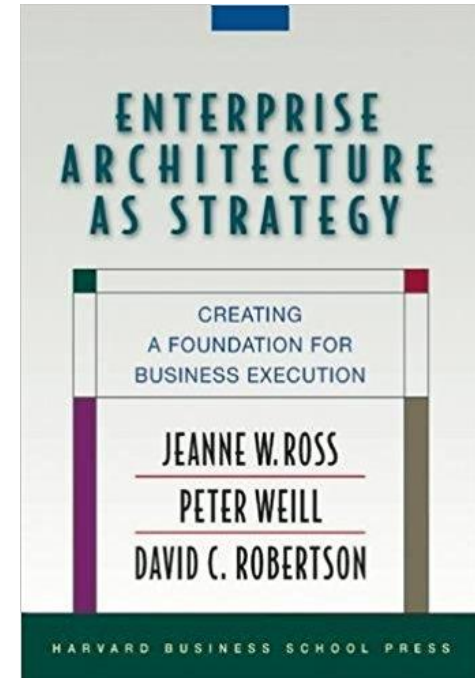
- ...not reality
- ...defining what you won't do
- ...not the vendor's product road map

**“Better products at lower price”
is not a strategy, but wishful thinking.**

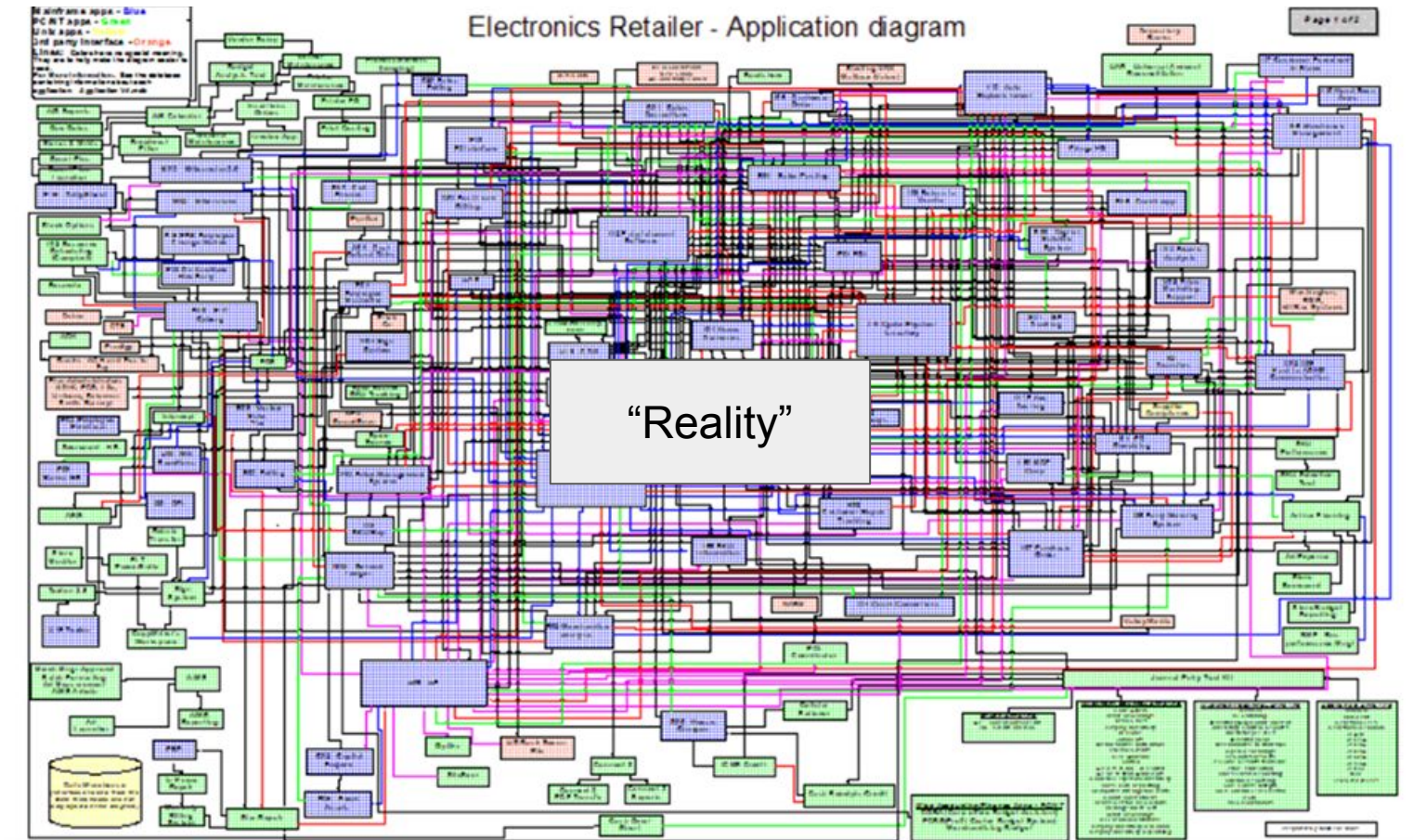
2) Translate Business Strategy into IT Strategy

Pick One of Four Operating Models - how do you want to grow

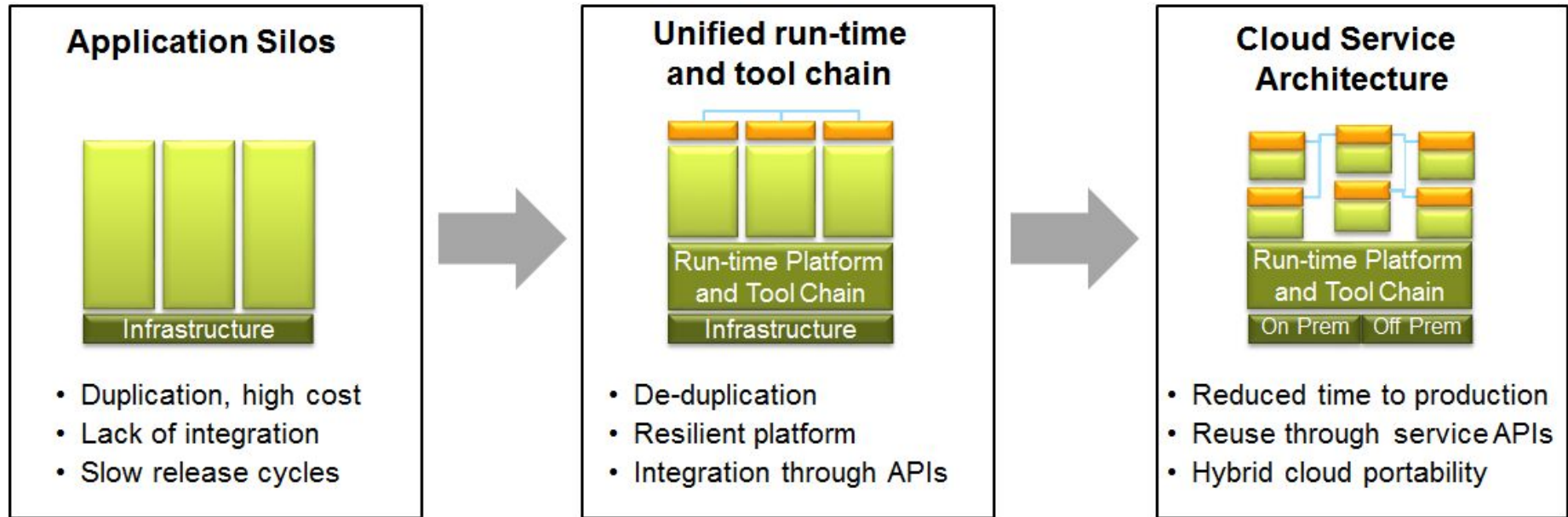
Business Process Integration	High	<i>Coordination</i> <ul style="list-style-type: none">Unique business units with a need to know each other's transactionsExamples: Merrill Lynch, Toyota Motor Marketing Europe, MetLifeKey IT capability: access to shared data, through standard technology interfaces	<i>Unification</i> <ul style="list-style-type: none">Single business with global process standards and global data accessExamples: Delta Air Lines, Dow Chemical, Pepsi AmericasKey IT capability: enterprise systems reinforcing standard processes and providing global data access
	Low	<i>Diversification</i> <ul style="list-style-type: none">Independent business units with different customers and expertiseExamples: Johnson & Johnson, Carlson Companies, GEKey IT capability: provide economies of scale without limiting independence	<i>Replication</i> <ul style="list-style-type: none">Independent but similar business unitsExamples: Marriott, CEMEX, ING DIRECTKey IT capability: provide standard infrastructure and application components for global efficiencies
		Low	High
Business Process Standardization			



3) Create Transparency

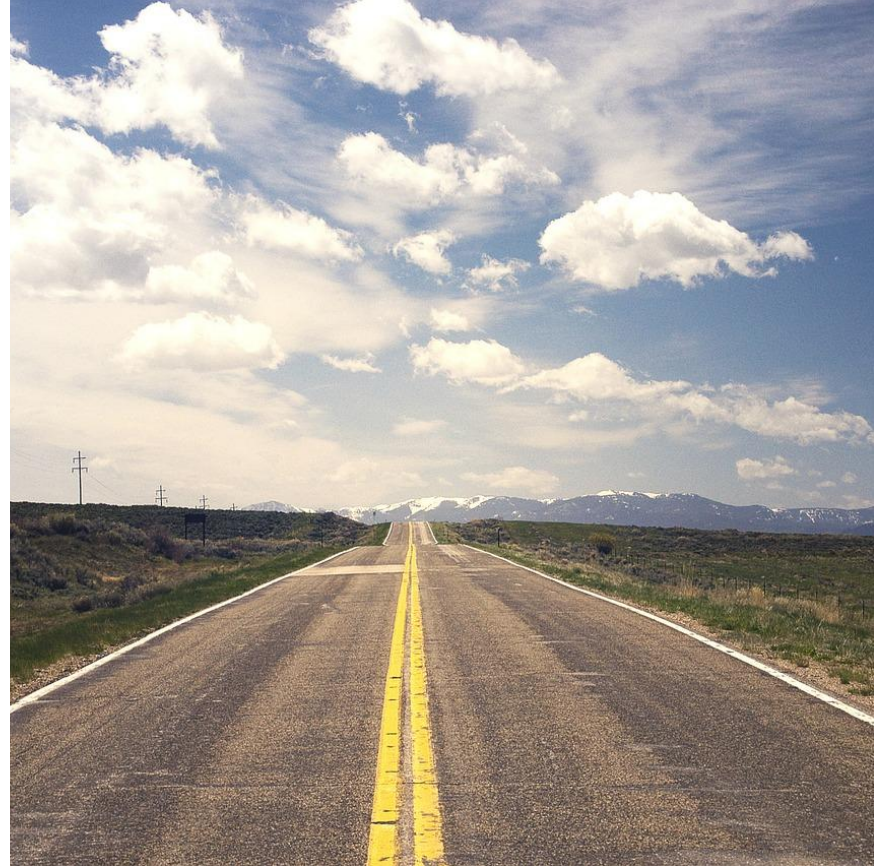


4/5) Define the IT Target Picture & Roadmap

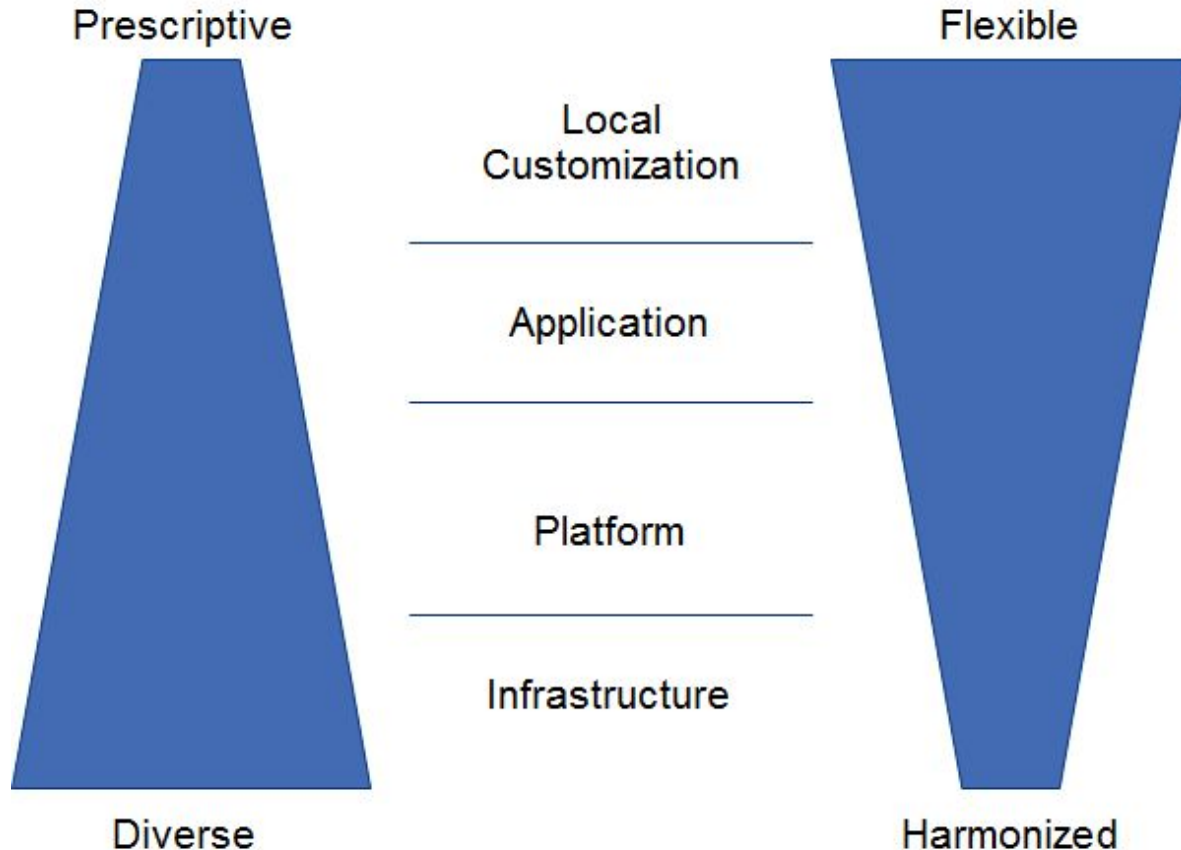


A good target picture is simple and convincing to a diverse audience.

5) Define a roadmap

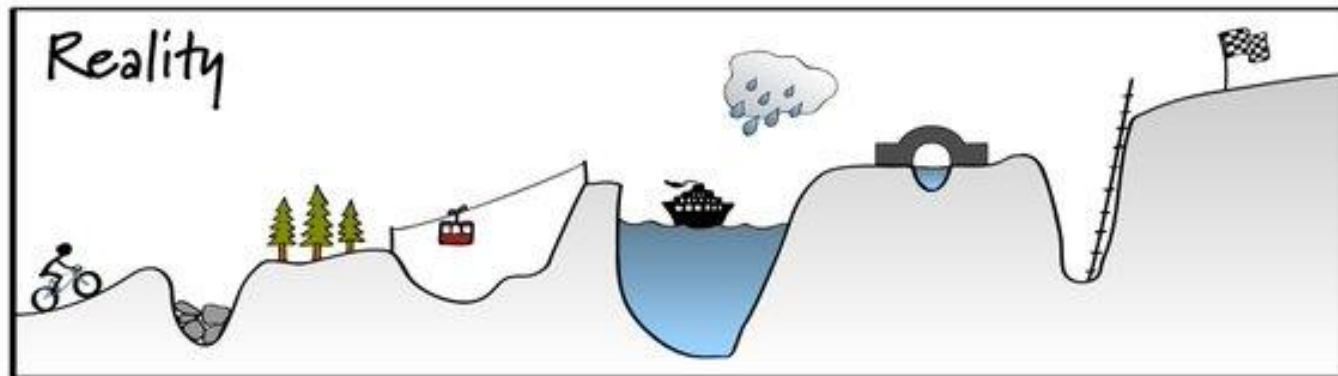


6) Harmonize and govern



- Publish common principles to be considered by projects
- Track projects through direct involvement
- Have a review / decision
- Ensure the review board brings value to projects
- Have an escalation path

7) Obtain feedback and refine



- It won't happen the way you planned.
- Stay connected to reality.
- You may not like what you see, but it's a lot better than not knowing.
- There is no "7-step plan" for success. You must course correct.

8) Coach and mentor



- You'll need support
- You won't have enough people with the right skills
- You'll learn a lot by helping other teams
- Teach new concepts and ways of working
- Publish technical strategy papers
- Establish qualification programs

Thinking like an Enterprise Architect

Connections

Abstractions

Decisions



Sometimes it just sticks on you...

Enterprise Architecture? Just a matter of viewpoints!

1. Connections

- a. With the governance processes => understand what your levers are
- b. Across the architectural layers => strategy, business operating model, application, data, infrastructure. Here Ross comes handy for the highest level
- c. People and company's available knowledge => there is probably a lot around but siloed

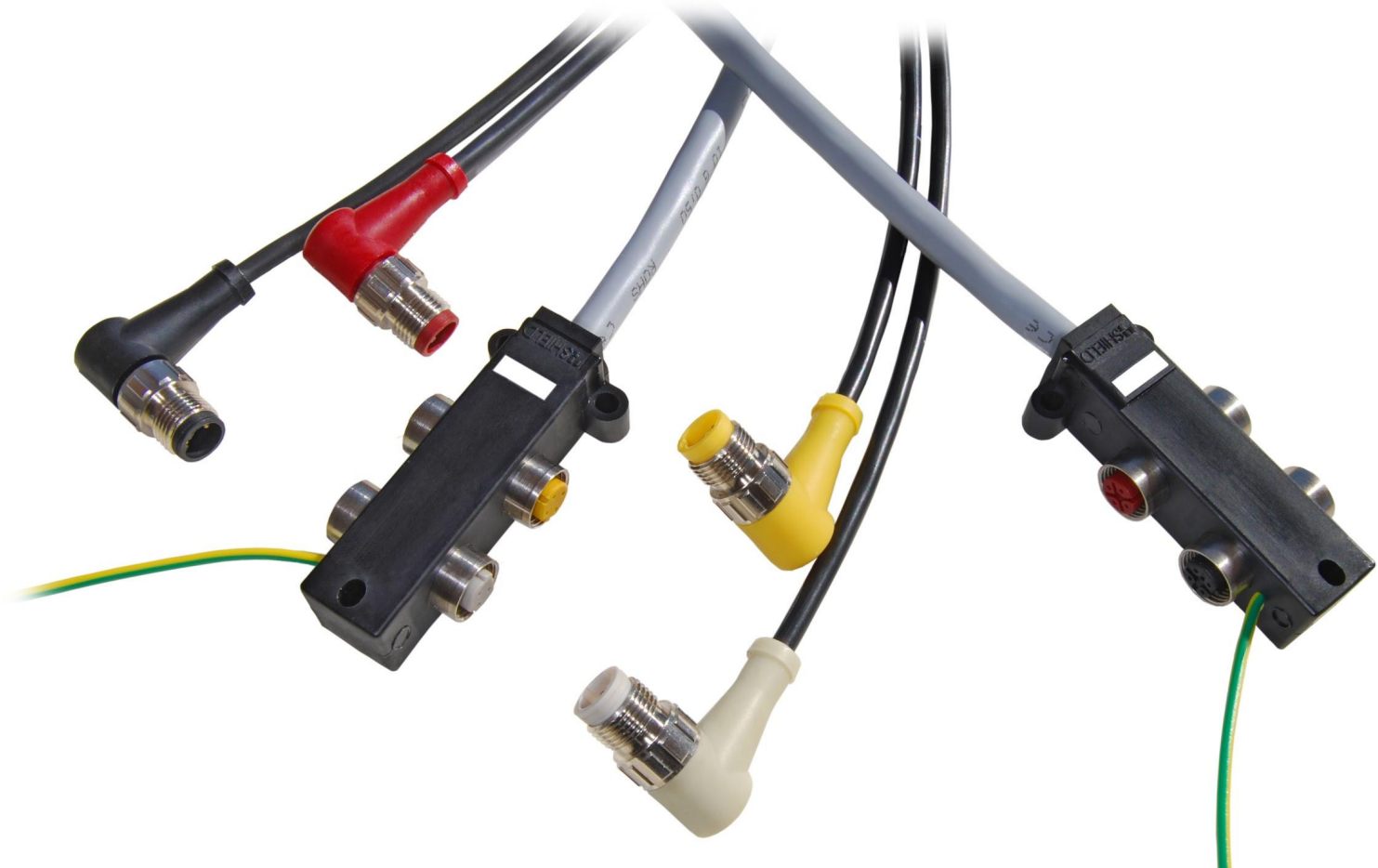
2. Abstraction

- a. Models
- b. Each model needs to support multiple viewpoints: business and IT to assure we are talking about the same thing => enterprise ubiquitous language! Connection with DDD!

3. Decisions

- a. 'learn the art and put it apart' - italian expression. Frameworks are a mean not the goal
- b. EA as GPS navigator (pics to support): evaluate implications on your models: cost of change is nothing
- c. Validate the decisions across all layers using your connections: leave the tower to validate the decisions and collect feedback

Connections

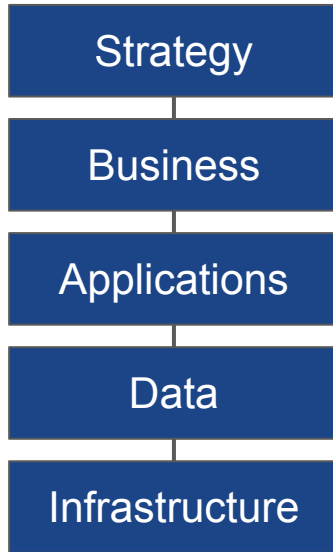


Connections



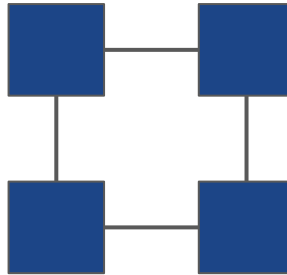
Connections between:

Layers



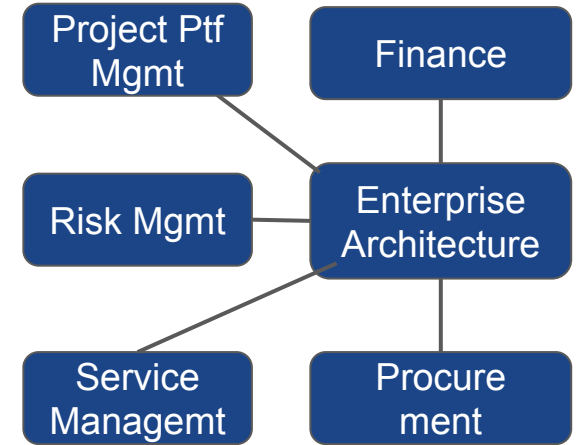
Alignment

Systems



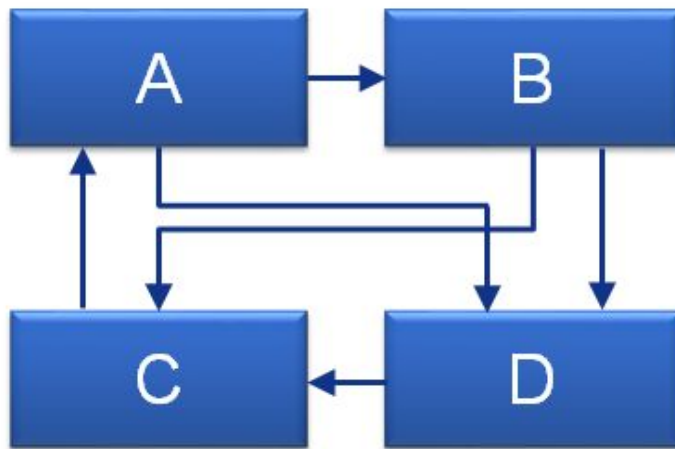
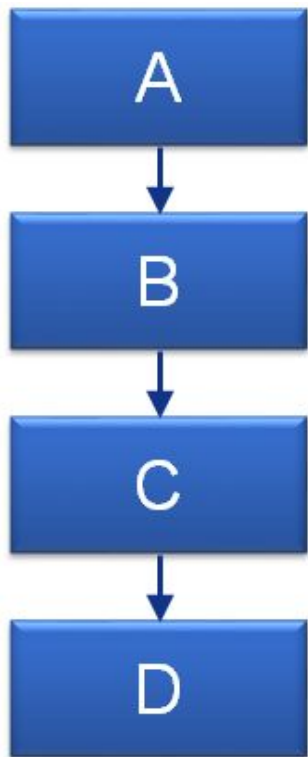
Integration

Functions

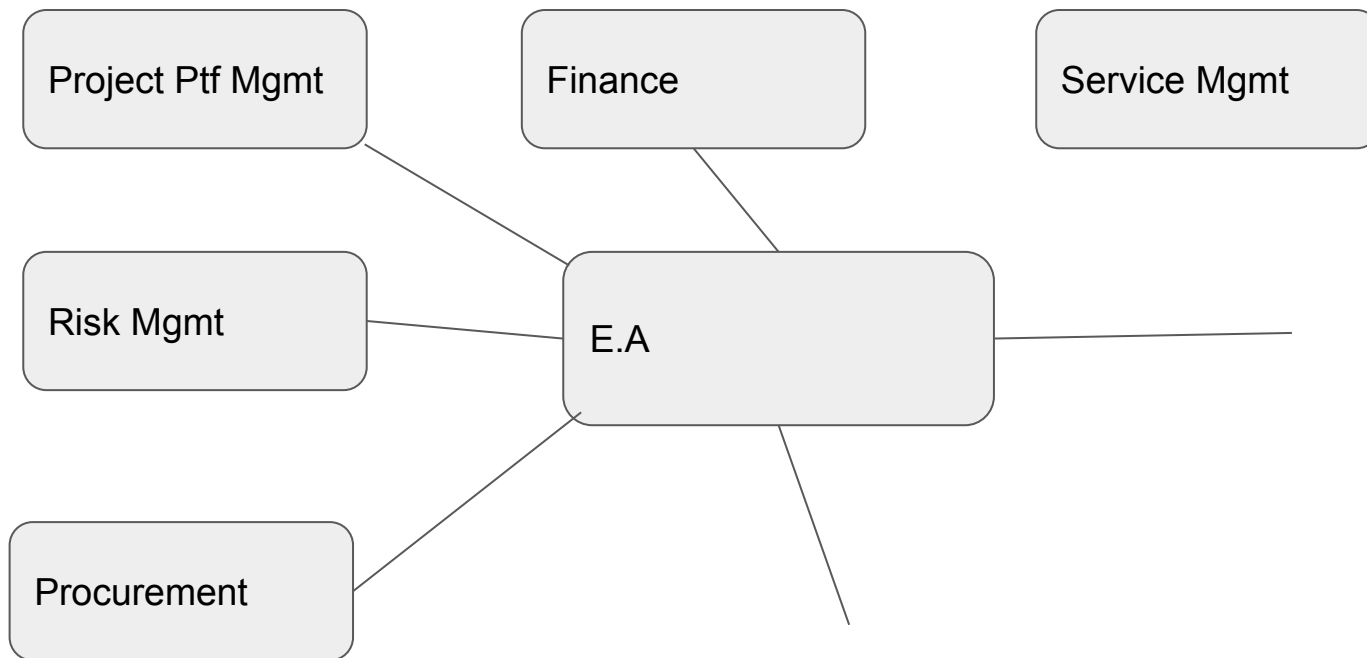


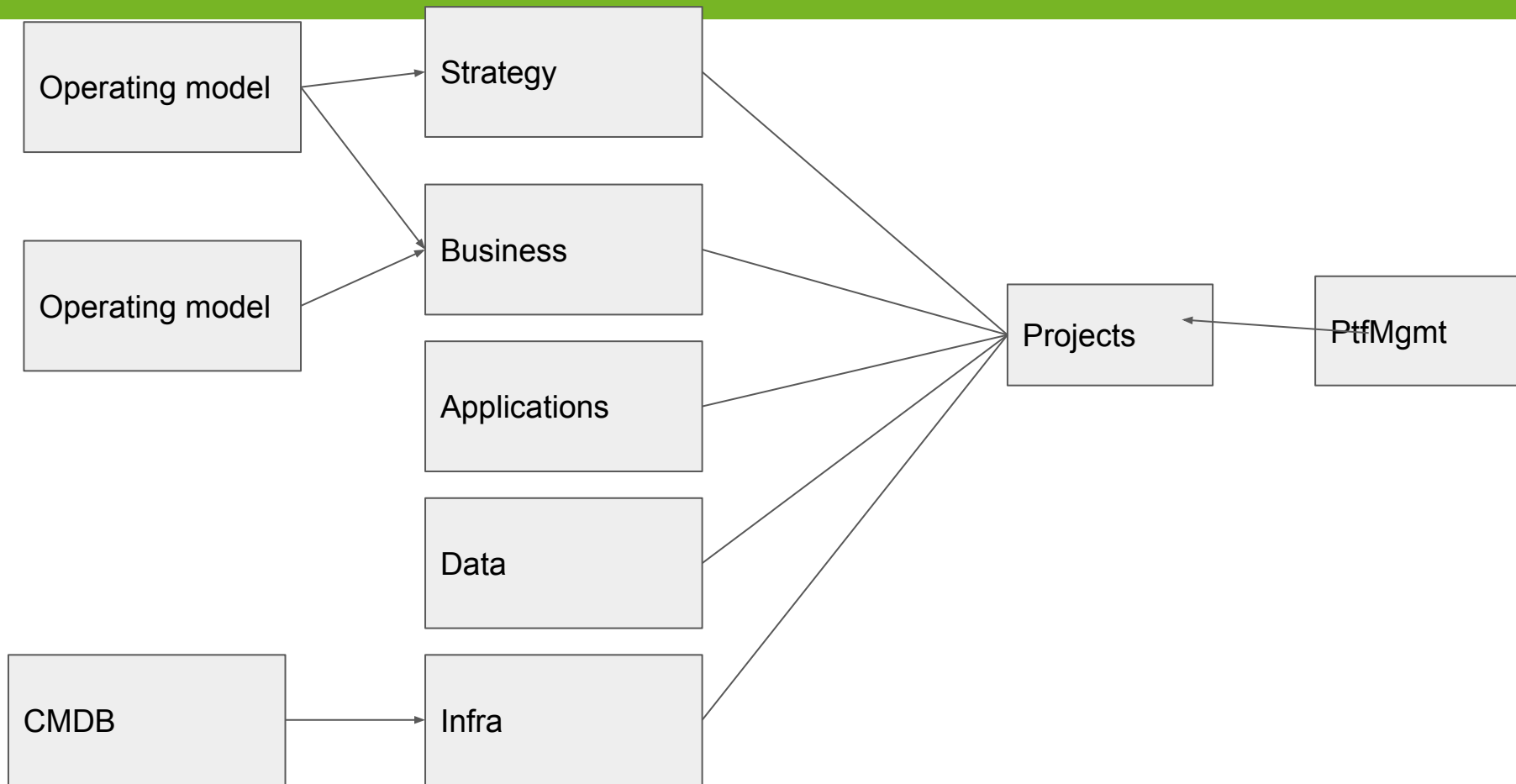
Coordination

No one cares about your architecture...

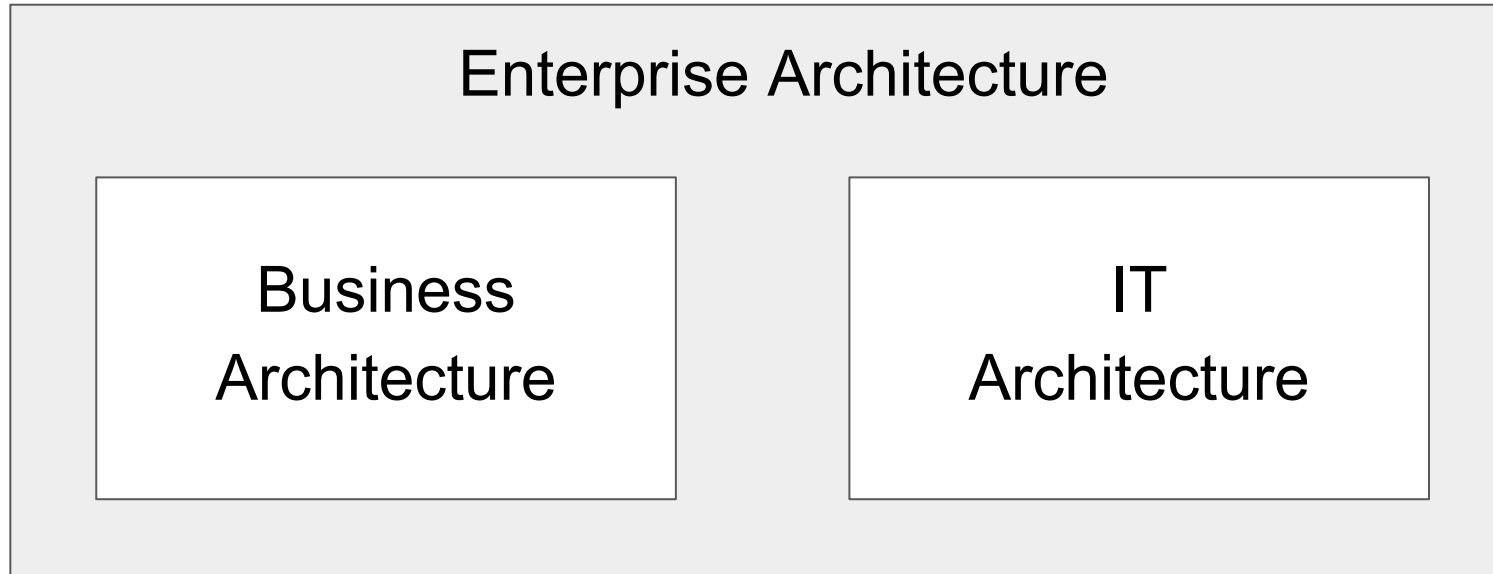


But they do care about the properties
your architecture gives the system!





Enterprise Architecture is the Glue between Business Architecture and IT Architecture



Abstraction



Abstraction



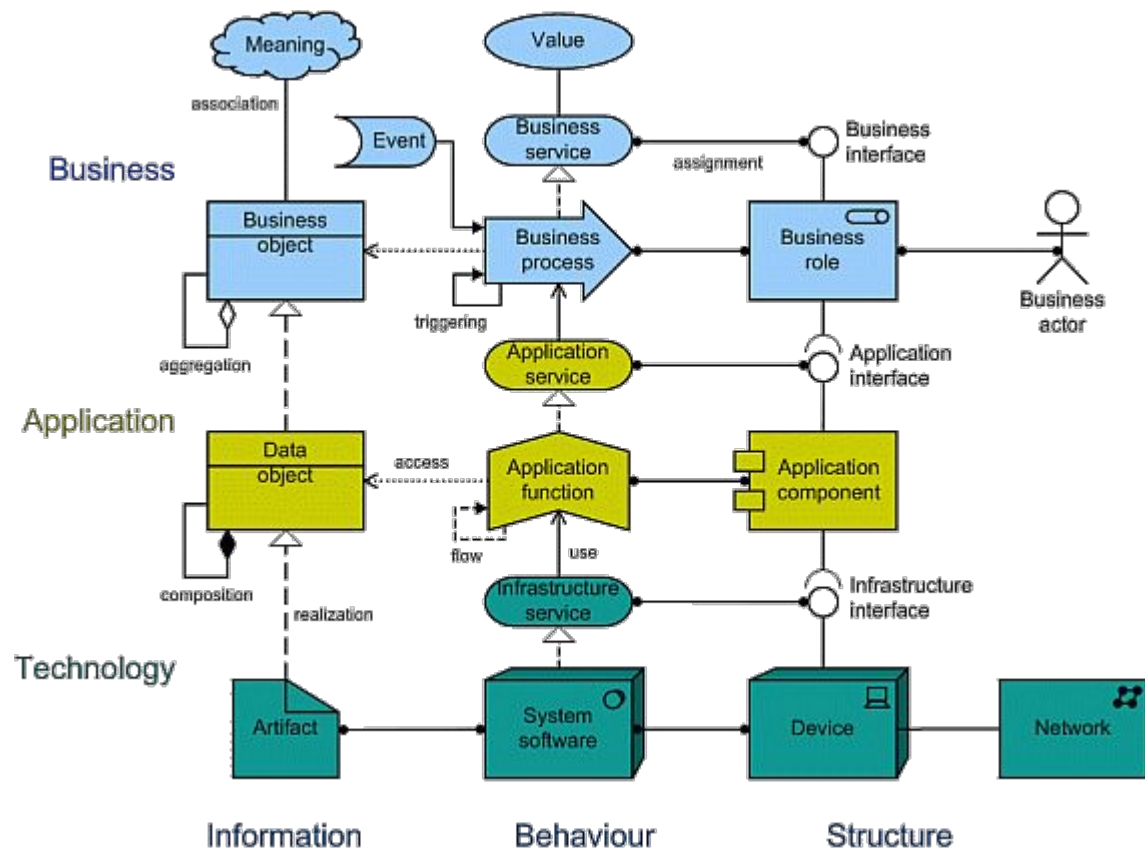
Abstraction != dumbing down

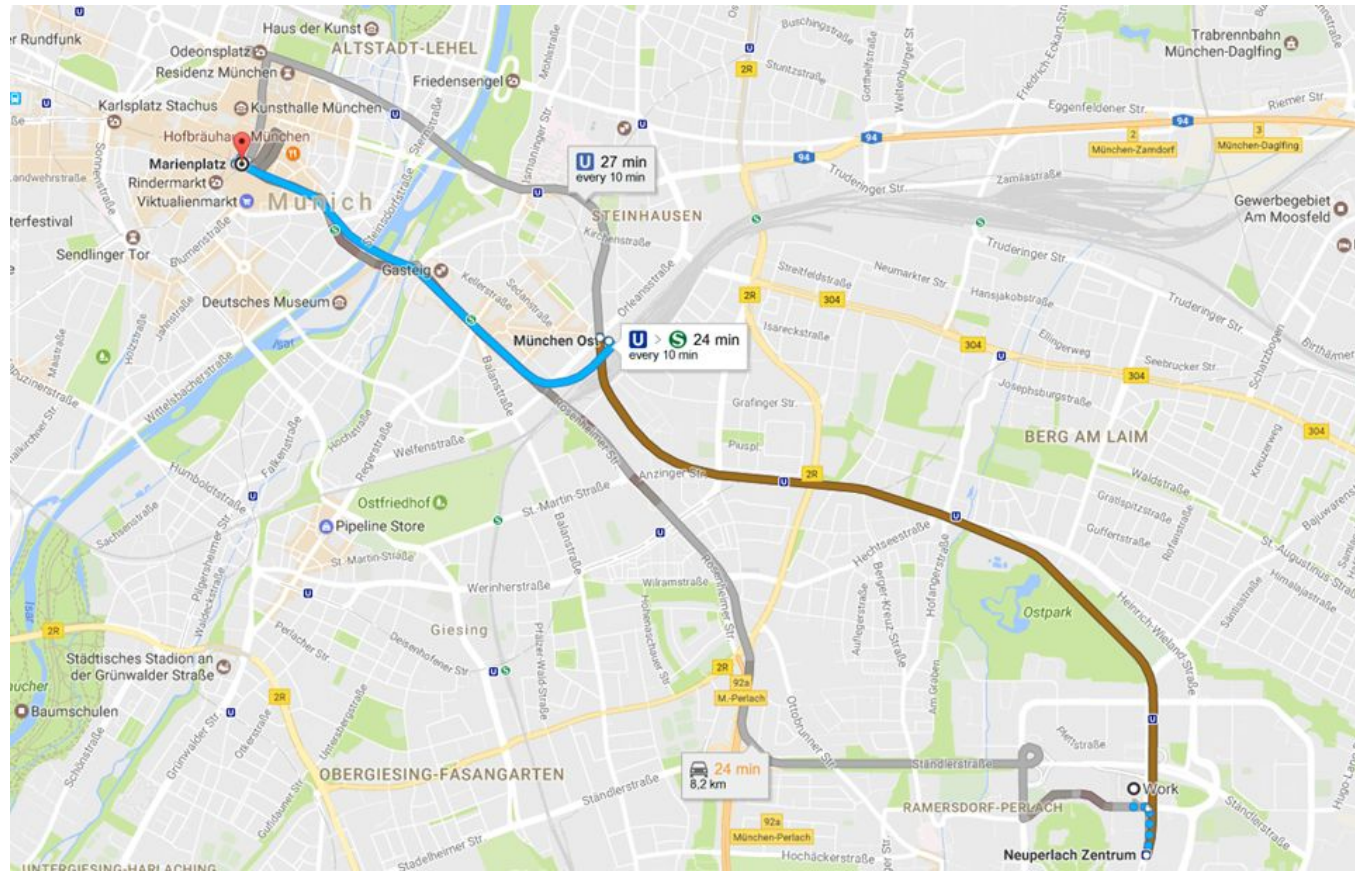
Abstraction = bringing out the essence to make better decisions

To find the right representation, you need to know what question you are looking to answer.



An Enterprise Architecture Model







Details

Road Closed

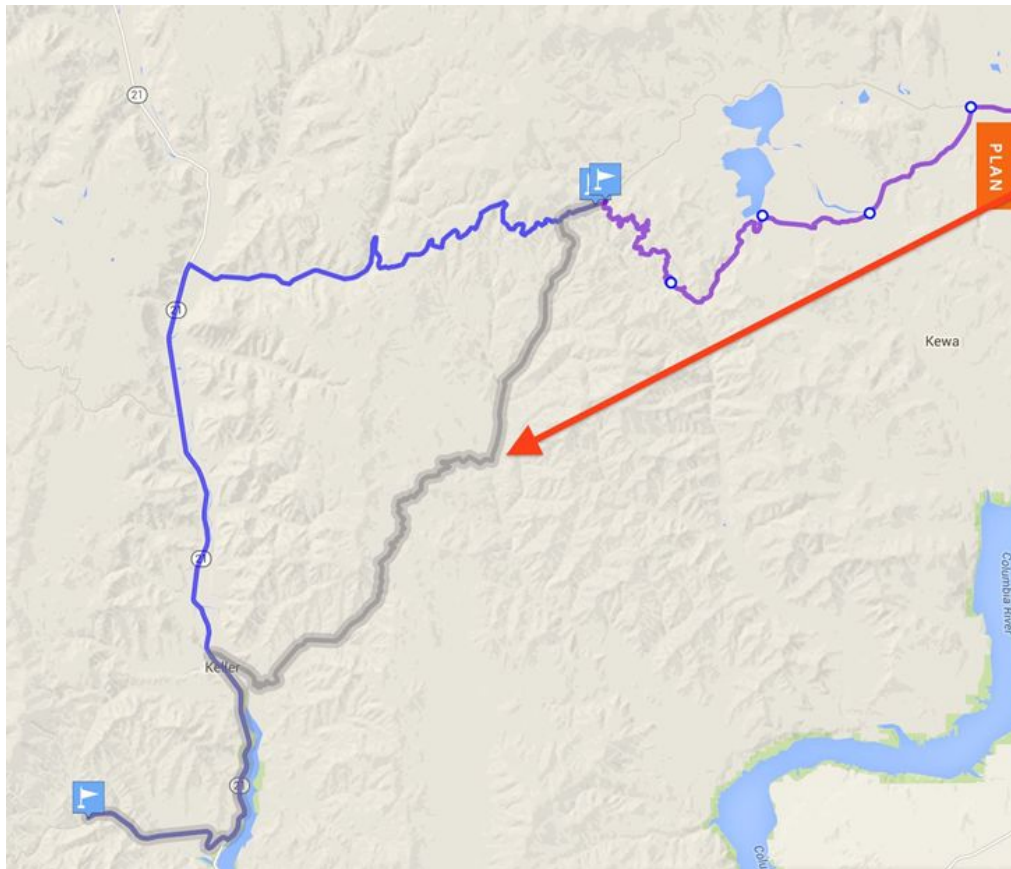
Spadina Ave at King St W

Started 2012-08-23 6:06 AM

Description

In TORONTO METROPOLITAN MUNICIPALITY closed due to road construction on SPADINA AVE NB at RICHMOND ST as reported by gtn Toronto

Last updated 2012-08-23 6:06 AM



Alternative to this route

DAY 1

RESET ALTERNATE

Manilla Creek Road, Keller, WA

Bridge Creek Road, Inchelium, W

PLAN

Routing

My Speed 100 % mi %

Highways Toll Roads

Departure Thursday, December 1, 201

Leg	Day
35.8 mi	35.8 mi
55 minutes	55 minutes
38.8 mph	38.8 mph

Arrival Thursday, December 1, 201

ft

5,000

3,750

2,500

1,250

0

025

Decisions

SKYLINE TRAIL

Loughry Woods Tr.	1.6 mi
Summit Rock	2.2 mi
Castle Rock Parking	3.1 mi
Indian Rock	3.2 mi
Sanborn Trail	4.9 mi



SARATOGA GAP TRAIL



Charcoal Road	1.9 mi
Long Ridge	2.2 mi
Table Mountain	3.7 mi
Page Mill Road	7.6 mi



Decisions



Focus on concrete problems to solve

- Focus on measurable outcomes
- Divide and Conquer
- Frameworks are a useful tool, but not the goal

Is this architecture?

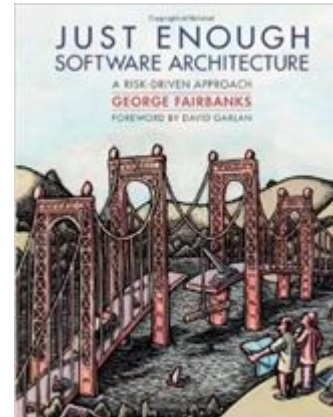
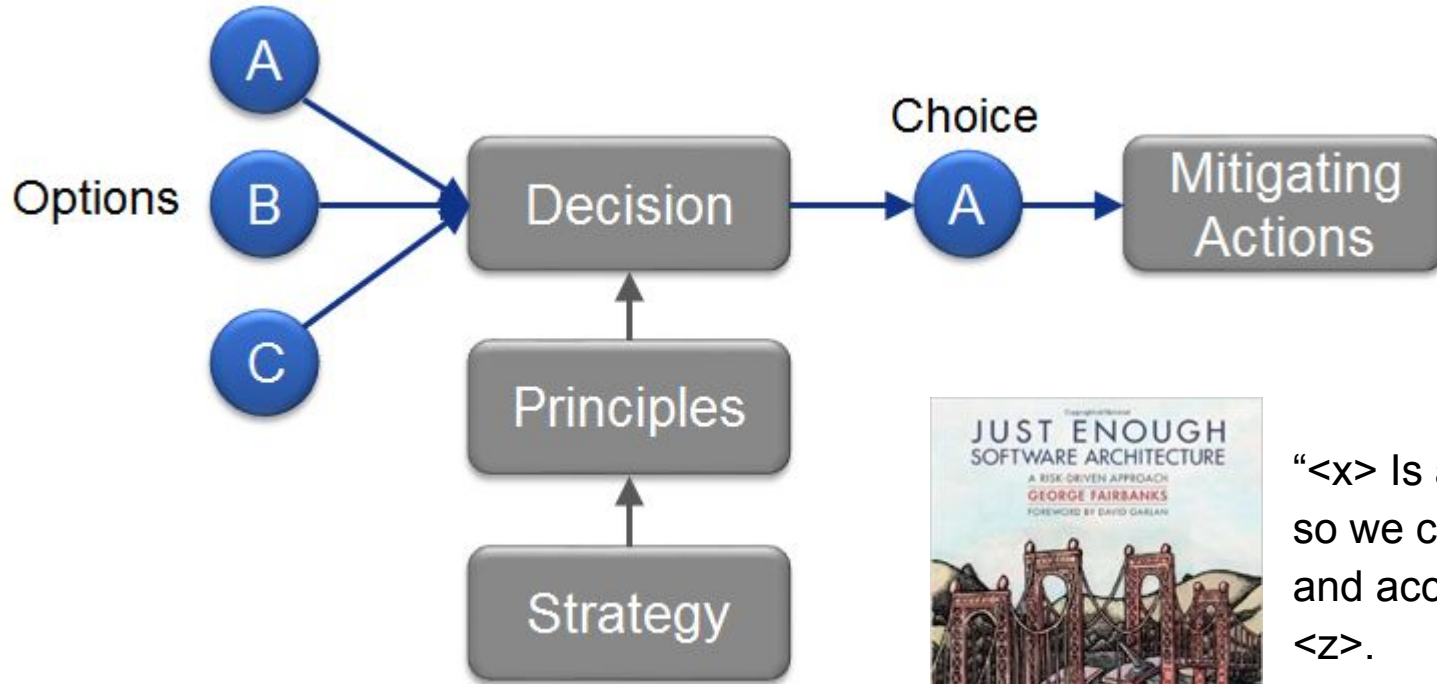


Would you have paid an architect for this?

What about now?



Decision Discipline



“<x> Is a priority,
so we chose design <y>
and accepted downside
<z>.

We also did <> to
minimize it.”*

Progressively build your enterprise view...accept fuzzy areas





Enterprise Architecture is not black magic.

Much of it is common sense.

Most people get lost in the complexity and scope of it
or become enamored with frameworks.

There's enormous demand for enterprise architects
who achieve measurable results.

Thank You!



37 Things One Architect Knows About IT Transformation

A Chief Architect's Journey

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this session!

