ENTERPRISE ARCHITECTURE AS STRATEGY

Jeanne W. Ross, Peter Weill, David C. Robertson, “Enterprise Architecture as Strategy”

Irina Rychkova, UPI Pantheon-Sorbonne & Alain Wegmann, EPFL
Book Structure

- Part I - define *foundations for execution* (p. 01 – 24)
- Part II - define *4 operating models* and core diagrams for these four models (p. 25 – 67)
- Part III - define *maturity model* (p. 68 – 116)
- Part IV - *misc. topics* (p. 117 – 207)
Foundations for Execution

Four Operating Models and Core Diagram

PART II
Four Operating Models

Four Operating Models / Examples
Core Diagram: Delta Air Line / Unification

Core Diagram: Carlson / Diversification
Core Diagram: MetLife / Coordination

Core Diagram: ING Direct / Replication
Coordination core diagram

Unification core diagram

Diversification core diagram

Replication core diagram

Coordination

Unification

Diversification

Replication
Core Concepts

• Business process **standardized** or not

• Data **shared** or not (BP integration)

• Key linking and automating technologies
  – Process-related
  – Data-related

• Key customers

Core Concepts To Operationalization (partly in book)

• Business process **standardized** or not
  → **Business Owner** (if standardized)

• Data **shared** or not (BP integration)
  → **Data steward** (if shared)

• Key linking and automating technologies
  – Process-related → **workflow technology** *(e.g. Intalio)*
  – Data-related → **middleware technology** *(e.g. WSO2)*

• Key customers → **web portal, mobile access**
PART III

Maturity Stages
### Table 4-1: Learning Requirements of the Architecture Stages

<table>
<thead>
<tr>
<th>Business Silos</th>
<th>Standardized Technology</th>
<th>Optimized Core</th>
<th>Business Modularity</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT capability</td>
<td>Local IT operations</td>
<td>Shared technical infrastructure</td>
<td>Composable processes and data</td>
</tr>
<tr>
<td>Business objectives</td>
<td>IT cost improvements</td>
<td>Cost and quality of business operations</td>
<td>Speed to market and strategic agility</td>
</tr>
<tr>
<td>Funding priorities</td>
<td>Individual applications</td>
<td>Enterprise applications</td>
<td>Reusable business process components</td>
</tr>
<tr>
<td>Key management capability</td>
<td>Technology and change management</td>
<td>Core business process development and management</td>
<td>Management of reusable business processes</td>
</tr>
<tr>
<td>Who defines applications</td>
<td>Local business leaders</td>
<td>IT and business unit leaders</td>
<td>IT, business, and industry leaders</td>
</tr>
<tr>
<td>Key IT governance issues</td>
<td>Measuring and communicating value</td>
<td>Establishing alignment and responsibilities</td>
<td>Aligning project priorities with business objectives</td>
</tr>
<tr>
<td>Strategic initiatives</td>
<td>Local functional optimization</td>
<td>IT efficiency</td>
<td>Business operational efficiency</td>
</tr>
</tbody>
</table>


### Table E-2: As the company’s architecture matures, the CIO role evolves

<table>
<thead>
<tr>
<th>Business Silos</th>
<th>Standardized Technology</th>
<th>Optimized Core/ Business Modularity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key roles of the CIO</td>
<td>Technical knowledge of standards and cross-functional thinking</td>
<td>Detailed knowledge of how the business functions</td>
</tr>
<tr>
<td></td>
<td>Ability to manage large organizational change efforts</td>
<td>Ability to manage large organizational change efforts</td>
</tr>
<tr>
<td></td>
<td>Ability to work with top management to establish strategy</td>
<td>Ability to manage large organizational change efforts</td>
</tr>
<tr>
<td></td>
<td>Ability to make business cases for standardization</td>
<td>Understanding of understanding of architecture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>CEO</th>
<th>CIO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0%</td>
<td>26%</td>
</tr>
<tr>
<td></td>
<td>0%</td>
<td>54%</td>
</tr>
</tbody>
</table>

Reports to: CEO or CFO

Percentage of CIOs having second OP title from sample of 250 CIOs in the United States and Europe.

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Learning Requirements / CIO