
ENTERPRISE BUSINESS ARCHITECTURE

*The Formal Link
between
Strategy and Results*

Ralph Whittle and Conrad B. Myrick



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DEDICATION

To Mom and Dad from a grateful son. My sincere thanks for your guidance during my formative years, for your influence on my values and beliefs, and for your encouragement throughout my life.

R.W.

To those who insist the world is flat: "...here be Dragons".
To those who thought I could not: they drove me to prove them wrong.
To my wife, Dona, who said I could: that was what encouraged
me to reveal the world is round.

C.B.M.

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PREFACE

Almost every enterprise today lacks a formal architecture, similar in concept to the blueprint of a house or office building. No one will ever consider building a complex structure such as a skyscraper, automobile, ship, or airplane without blueprints based on a complete set of integrated architectures. However, we consistently build, merge, reorganize, and run enterprises without a set of equivalent blueprints or architectures. When investigating problems in this environment, it usually boils down to the fact that something was overlooked, a connection was forgotten, or a relationship was missed.

These blueprints and architectures form the nexus between all components, parts, and pieces, and create a whole, complete entity. The typical deliverables from a corporate strategy usually include “something that you have to build, the what” and “something you have to achieve, the result” to provide a new or enhanced operational capability. This “something that you have to build” is more precisely defined in an architecture or a modification to existing architectures. We often represent the architecture in a formal model illustrating all of the components and their connections. As for the “something you have to achieve,” you have to implement the supporting corporate initiatives to produce the desired results predicted and expected in the strategy.

Some companies have developed extended enterprises,¹ set up virtual enterprises,² and designed business webs³ or value nets⁴ all without a formal architecture of the business. Consequently, most executives feel that these formalities are not necessary or they are unaware that a formal enterprise business architecture approach exists. Eventually, they get a new endeavor up and running, not realizing the missed business efficiencies, opportunities of “speed to market,” and cost savings. Additionally, they discover that this new endeavor is hard to sustain and maintain; but that is the status quo from their perspective. Failing to understand the

value of a formal architectural approach, many say, “That’s just the way it is.” But it does not have to be that way.

Architectures are critical in the construction industry for building structures and for maintaining them for years to come. The architecture is the formal link between the home owners’ dreams and the reality of their new home. For example, would you ever allow the building of your dream home by a company that did not draw up a set of blueprints for you to review? Would you ever allow the major addition to your existing home of a sunroom, patio, and pool with supporting landscapes without analyzing the blueprints? No one is willing to let a truck back up to an empty lot and off-load the carpenters, bricklayers, plumbers, electricians, and heating and cooling personnel and let them start building the house without a blueprint. However, we somehow think this approach is OK when building or maintaining a business enterprise. How do you think the CEO, COO, CFO, and CIO feel when presented with a major corporate strategic initiative without any supporting enterprise blueprints? Do you not think that they intuitively feel there is a need for understanding enterprise business, organizational, and infrastructure linkages in order to make sound decisions on initiatives and priorities but are seldom presented with any formal proof of such?

Consider this: We consistently build and rebuild enterprises with inherent architectural design flaws, which create enormous inefficiencies and missed opportunities and cause havoc within the enterprise. The proof of this is found in the frequent corporate reorganizations, layoffs, failed corporate initiatives, project cost overruns, and numerous business unit failures. In almost every case the current enterprise linkages are not formally documented, well articulated, sufficiently detailed, well engineered, tightly integrated, or adaptive enough to respond to ever-changing market forces and opportunities. Why? For one reason: There is no published literature or approach today that presents a formal, deliberate, and demonstrable method that systematically addresses this problem or offers a successfully field-tested technique and guide on how to go about satisfying this need. Do not be deceived; most of the literature that claims to address enterprise architecture approaches does so only as an aside and is usually so noninclusive of all of the other enterprise architectures that it only corroborates that it is a purely academic exercise.

One of the keys to successful strategic planning and business engineering is an integrated enterprise architecture approach. This book is about understanding and building formal, but practical, industrial-strength, integrated enterprise architectures starting with the enterprise business architecture. Once this architecture is developed, understood, and implemented, the enterprise can avoid the previously mentioned missed opportunities and pre- and postimplementation inefficiencies. Every individual, team, department,

organization, and business unit will have an understanding of the entire enterprise, not just its functional domain or area. When considering new business opportunities, evaluating strategic initiatives, and implementing new technology capabilities, the decision makers will have a far better understanding of the impact on the whole enterprise. The net of it is better predictable results and results aligned with the vision and objectives of the integrated enterprise. This ultimately translates into higher profits and a competitive advantage for the stakeholders.

To integrate and empirically derive all of the enterprise architectures, we need one base or foundational architecture, a central plexus between the strategy, its supporting architectures, and the predictable results of the planned initiatives. This architecture must be the superstructure that sits on top of all other enterprise architectures and is their hierarchical parent. Consequently, any change at the top must necessarily propagate down through the other architectures; otherwise, the integration is compromised. This hierarchical parent is the enterprise business architecture (EBA).

Therefore, the primary focus of this book is the EBA, and the approaches and techniques necessary for allowing rigorous integration with other architectures, initiatives, and strategies. The other supporting and enabling enterprise architectures, the technology (including data/information, application, and network/technology), security, and organizational architectures, are addressed individually and collectively, and in great detail in numerous other books and publications. The same is true for the multitude of books and publications on business and information technology (IT) strategy. This book will therefore not focus in detail on these topics, but they will be referenced in connection with the integration and creation of the EBA.

When you truly have a holistic architectural approach, it is somewhat difficult to completely isolate for review and analysis an integrated component, such as the EBA, from other architectures. Therefore, at times the reader may think this text is about developing strategy or IT architectures. It may seem so because tightly integrated components and parts cannot be fully examined without a clear reference and understanding of the entity as a whole and without considering all of the relationships between components, both business and IT, and the supporting corporate strategies. This is the same characteristic found in well-integrated enterprises. That is to say, any serious analysis of the enterprise cannot simply focus on one isolated functional area, but it must expand the focus to understand the impact on the whole enterprise and its external and internal relationships as well.

The formalities associated with building an enterprise business architecture and integrating it with enabling and supporting technologies do not require you to discard your current strategic planning methodologies.

The EBA does not require you to toss out all of your business process analysis and reengineering tools, techniques, methods, and software development methodologies. The EBA is, however, a disciplined and rigorous expansion in the area of architecture development used in most of these methodologies. It is another tool for understanding the enterprise, analyzing its opportunities, developing initiatives to sustain a competitive advantage, and bridging the gap to IT. The intent is to use the formal enterprise business architecture as a complement to other approaches and methodologies.

In some cases, when starting to build the EBA, you may prefer to start with a division, region, or some other enterprise component. This is acceptable as long as you consider the component a self-contained business unit or entity, always keeping in mind that it is part of a greater whole, and not some arbitrary grouping of organizational departments. For example, you may have one business unit with a pure product focus and another business unit with a pure service focus, with the two seemingly not related. This might have occurred as the result of a merger or acquisition. Just keep in mind the point about the self-contained business unit and stay away from some sort of gerrymandered organizational entity.

We believe that this approach will provide keen insight into your strategic thinking. Adopting formal integrated enterprise architectures and building the EBA does not really require several new skills, but it does require a realistic and practiced discipline and rigor. It is more about behavior than just learning a new skill. It requires inspirational leadership with an extensive amount of collaboration between various team members. It also requires a dedicated customer-centric focus from the whole enterprise, not just a single organization or division.

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ABOUT THE AUTHORS



Ralph Whittle is a Strategic Business/IT Consultant and subject matter expert in Enterprise Business Architecture development and implementation. He has built Enterprise Business Architectures in various industries, such as manufacturing, healthcare, finance, and technology. He has worked in the IT industry for over 26 years, conducting engagements in enterprise business process modeling, strategic/tactical business planning, enterprise business requirements analysis, enterprise

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Conrad has led Strategic IT Planning/Enterprise Architecture definition projects for commercial clients in multiple countries and industries (Fortune 500 to start-up). He is an expert in determining client

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We acknowledge other consultants and authors for their insight and leadership. In many cases, we chose to use existing terms already defined by these authors, rather than inventing new buzzwords. Neal Goldstein, an excellent consultant and mentor, motivated us to pursue architectural and integration concepts. Steven H. Spewak and Steven C. Hill, who wrote *Enterprise Architecture Planning: Developing a Blueprint for Data, Applications and Technology*, provided us with a foundation for integrating the enterprise business architecture. As for books with similar strategic themes, ours extends their concepts with a formal, disciplined, and practical business engineering approach. You might consider *The Great Transition* by James Martin, *Digital Capital* by Don Tapscott et al., and *The Fifth Discipline* by Peter Senge. Our approach uses James Martin's "value streams" to build out and integrate Don Tapscott et al.'s "value maps" using Peter Senge's "systems thinking." These consultants and authors specifically, and many others were a constant source of inspiration.

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Our web site seemed never to get off the drawing board until Phil Breden took over responsibility for its development. He made it easy for us, so we just followed his advice and recommendations. We are most thankful for his support.

INTRODUCTION

OVERVIEW

Almost every enterprise today lacks a formal business architecture, similar in concept to the blueprint of a house or office building. These architectures and blueprints are critical in developing and maintaining complex business enterprises because one of the keys to successful strategic planning and engineering is an integrated enterprise architecture approach. It all begins with the **enterprise business architecture (EBA)** and its component linkages. This book is about an approach to building a formal, but practical, industrial-strength EBA.

Part I introduces some of the terms and concepts supporting the EBA. The importance of architectures is highlighted and you are challenged to research and analyze the available architectures in your own enterprise. If you believe the architectures are important and necessary, then ask yourself what problems and needs have you identified in your research and analysis. You will find some of the same problems and needs chronicled in this book. Through your assessment, it is to be expected that you will not only understand the recommended EBA solution, but also appreciate the new behavior, rigor, and discipline required to harness its potential.

Part II illustrates a high-level approach for building the enterprise business architecture. This portion of the book will provide you with examples, insight, and guidance for determining the value of this approach for your enterprise, but it is not intended for use as a user's manual or "cookbook." As you will see, architecture development and modeling skills are easy to learn; however, the supporting rigor, discipline, structure, and practice required in the new behavior are the challenges and are not normally found in any manual.

Part III provides some suggestions, recommendations, and ideas for implementing the formal EBA approach to architectures, models, and frameworks. This part is based on experiences gained from a number of successful engagements and projects. The reader should expect to have and see the “proof of the pudding” in understanding the evolutionary nature of the implementation of the approach. As you will see, this is not a one-time slam-dunk project, but a new corporate behavior and discipline.

In developing the approach there is a focus on several underlying themes that complement understanding of the method:

- *Viewing the enterprise holistically through the eyes of the customer* and not from some political or organizational view
- *Engineering the enterprise* by integrating and connecting all the necessary components, but not sawing pieces apart and slamming others together
- *Developing component architectures* through a formal process decomposition
- *Improving communications* among all teams, departments, organizations, regions, divisions, and business units throughout the enterprise
- *Accepting the evolution of architecture development* rather than waiting ages for the improbable architectural births in a fully grown state
- *Transitioning to graphical-based thinking* from text-based thinking
- *Using strategic business thinking to drive* the building of enabling infrastructure technologies — strategy to results
- *Determining a well-informed and appropriate course of action* by providing pragmatic information to the reader

I

UNDERSTANDING THE APPROACH

envisioning the new capability, and determining how to implement it in your enterprise are also critically important. You have to achieve thought leadership along with a first-to-market presence. Understanding and knowing your corporate architectures is a key enabler for this competency.

Team Synergy

You need some common ground where leaders and employees can safely come together for enterprise visioning, critique, and analysis. You need a place where employees can freely express ideas for improvement. The architectures and models enable an exchange of different points of view with a focus on a desired result, rather than on who is doing what and how are they doing it.

It also allows for the evolution of architecture development through a growing consciousness of ideas and information exchange, rather than waiting for architectural births in a fully grown state. It enables precise communication through a graphical representation rather than a tome of difficult-to-read text. Business leaders and employees can then more easily exchange ideas and focus on initiatives that benefit the customers of the enterprise, thereby gaining a competitive advantage.

Less Rework and Waste

The EBA represents the knowledge repository of the enterprise. It illustrates what is produced, how it is produced, and who produces it. The models illustrate results and outcomes, interfaces and relationships. These items are sometimes overlooked, forgotten, or even unknown when analyzing a new initiative. With an accurate depiction of the current state, you can develop a more complete and clearly defined initiative with fewer errors of omission during the initiative's life cycle.

Continuous Improvement and Feedback

You are not done when the strategic initiative is implemented. You need a feedback loop for continuous improvement. You use the results from formal metrics and measures to make adjustments, basing actions on operational data, not opinions, guesses, or functional biases. The EBA complemented with business intelligence capabilities provides this feedback mechanism.

