Best and Worst Enterprise and Application Architecture

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Application and Enterprise Architecture

Brothers From Two Different Mothers
Beyond the Tipping Point: EA Is Strategic

How would you describe the current focus of your EA efforts?

- Aligning business and IT vision and strategies, delivering strategic business value and enabling a major business transformation
- Guiding technology use, support and decisions, and simplifying technology landscape
- Other (1% or less)

N = 360
Enterprise Architecture

- Enterprise architecture is….
  - a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analyzing the execution of change towards desired business vision and outcomes.

- EA delivers value by…..
  - presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve target business outcomes that capitalize on relevant business disruptions.

- EA is used….
  - to steer decision-making towards the evolution of the future state architecture.

- The scope of the enterprise architecture includes…
  - the people, processes, information and technology of the enterprise, and their relationships to one another and to the external environment.

Enterprise architecture means architecting the enterprise for change.
Turning EA on its Head: Business Outcome-Driven EA

- **Operational**
  - Communications
  - Governance
  - Resources

- **Enabling**
  - Current State Models
  - Future Requirements

- **Diagnostic**
  - Analysis Tools & Methods
  - Future State Models

- **Actionable**
  - Business Change Roadmaps
  - Project Inception Documents
  - Reference Documents

- **Measurable**
  - Projects Initiated
  - Project Exceptions
  - Business Outcomes
EA Hype Cycle 2012

- Technology Trigger
- Peak of Inflated Expectations
- Trough of Disillusionment
- Slope of Enlightenment
- Plateau of Productivity

- Internet of Things Impact on Enterprise Architecture
- Social Media Strategic Impact on EA
- Cloud Computing's Impact on EA
- Mobile Impact on EA
- Big Data Impact on EA
- EA Consultancies

- Enterprise Business Architecture
- Business Capability Modeling
- Big Data
- Enterprise Information Architecture
- EA Certification

- Enterprise Architecture
- Enterprise Architecture Tools
- EA Assurance
- Enterprise Architecture Tools

- Blended Enterprise Architecture Approach
- Mobile Collaboration Client
- Cloud Computing
- EA Frameworks

- Mass Collaboration
- Enterprise Technology Architecture

- Social Analytics
- Gamification

Plateau will be reached in:
- less than 2 years
- 2 to 5 years
- 5 to 10 years
- more than 10 years
- obsolete

As of July 2012
Types of Architecture

- **Operations Architecture**
- **Enterprise Architecture**
- **Project Architecture**
- **Program Architecture**
Understand Stake-Holder Vision Versus Execution

In three-to-five years, what % of architecture work should we be supporting in each category?

Today, what % of architecture work are we supporting in each category?
Apply EA Practices to Respond to Business Disruptions: Key Elements

- Business Direction (operations and strategy)
- Desired Business Outcomes
- Future State Business Anchor Model
- Business Goals
- Business Disruptions
- Sr. Executive Concerns and Opportunities

……based on your business need and vision.
13 Worst EA Practices

1. No Link to Business Strategic Planning and Budget Process
2. Confusing "IT Architecture" With "Enterprise Architecture"
3. Lack of Governance
4. Over-standardization
5. Focusing on the Art or Language of EA Rather Than Outcomes
6. Strict Following of EA Frameworks
7. "Ivory Tower" Approach
8. Lack of Communication and Feedback
9. Limiting the EA Team to IT Resources
10. Lack of Performance Measures
11. Picking a Tool Before Understanding Your Business Needs
12. Focusing on the Current State First and Primarily
13. "We're Done"
1. **Focus on Delivering Real Outcomes:** Focus on and frame every comment in terms of delivering business outcomes.

2. **Deliver signature-ready recommendations:** Understand the challenges and opportunities the business faces and questions executives need addressed.

3. **Position EA in investment terms:** Including near- and long-term business outcome impact.
Recommended Gartner Research

- EA Practitioners Must Focus on Outcome-Oriented Deliverables (G00230669)
- Scenario Toolkit: Business-Outcome-Driven EA Addresses the Disruption of Cloud (G00236641)
- Scenario Toolkit: How to Develop a Big Data Strategy Using Outcome-Driven Enterprise Architecture (G00238590)
- Stage Planning a Business Outcome-Driven Enterprise Architecture (G00232527)
- EA Stage Planning: Target Business Outcomes (G00232585)
- EA Stage Planning: Frame EA Deliverables (G00232583)
- EA Stage Planning: Plan EA Delivery (G00232584)
- Enterprise Architecture Leaders Focus on Business Impact (G00233812)

For more information, stop by Experience Gartner Research Zone.
Application Architecture Defined

• Application architecture is
  ….a core set of leverageable design artifacts and best practices that will effectively guide subsequent application construction, deployment efforts, ongoing performance and continued evolution.

• Application architecture is
  ….what translates business needs into functioning software requirements.

• Application architecture is
  …..influenced heavily by application-solution-specific guidelines and constraints.
Best Practice 1: Focus on the Ecosystem

• Application Artefacts populate the Application Ecosystem

• Define the Ecosystem Requirements First, Then Select the Artefacts

• Application Architecture Must Encompass the Detail of Sourcing Strategies

• The Success of Application Architecture Can Only Be Judged in the Long Term
Best Practice 2: Focus on the NFRs

Reference: IEC 25010 (Was ISO 9126)
Best Practice 2: Focus on the NFRs

Reference: IEC 25010 (Was ISO 9126)
Best Practice 3:
Take Responsibility for Multiple Outcomes
Best Practice 4: Attention To Detail

• e.g. SDLC – especially when implementing CoTS Artefacts
• e.g. Sourcing Arrangements
• e.g. QA – especially “Design for Test” and “Design for Diagnostics”
• e.g. Life-Cycle Management – “Design for Change”, “Design for Support”
• e.g. Planning for benefits realization
Best Practice 5: Drive Governance Process

Governance of the stakeholders, by the stakeholders, for the stakeholders

- Demand-Side Stakeholders
- Supply-Side Stakeholders
- Named Owner
- Enterprise Architecture
Recommended Research

- In Application Projects, 'Success' Needs Many Definitions
- What Application Leaders Need to Know About Application Design
- Application Architecture Overview, Part 1: General Context and Scope
- Application Architecture Overview, Part 2: Enterprise-Level Scope and Roles
- Application Architecture Overview, Part 3: Project-Level Scope and Roles
- Defining the Discipline of Application Architecture
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