



Actionable Enterprise Architecture - Part 1

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IBM Rational Software Development Conference 2008

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- Plans are based on best information available and may change in future

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Agenda

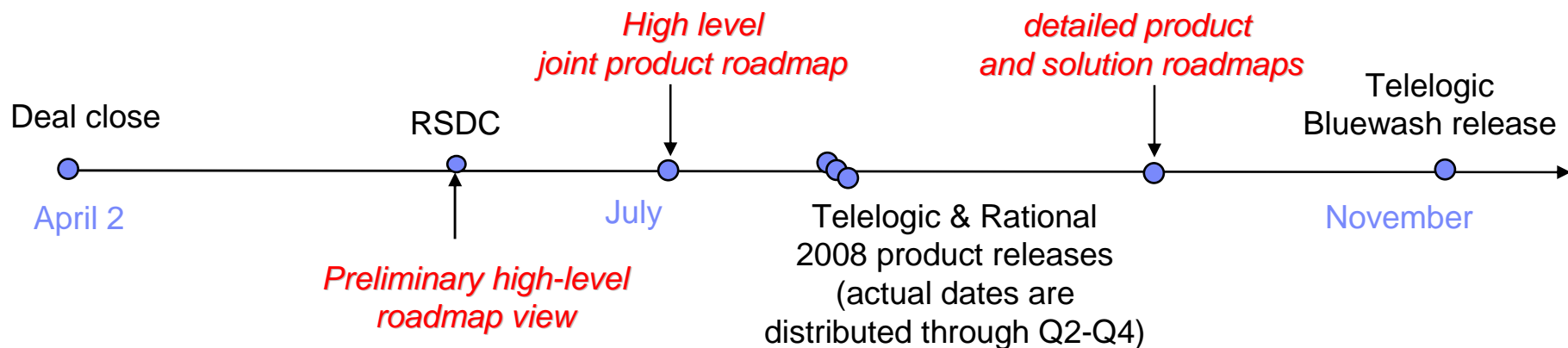
- Enterprise Architecture Roadmap
- IBM's Support for Enterprise Architecture – Part 1
 - ▶ Define Architectural Vision
 - ▶ Refine Business Architecture
 - ▶ Refine Information Systems Architectures
- Break
- IBM's Support for Enterprise Architecture – Part 1
 - ▶ Refine Technology Architecture
 - ▶ Assess Opportunities and Solution Alternatives
- System Architect Demonstration
- Enterprise Architecture Process and Frameworks
- Summary

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Joint Roadmap Plan

- Telelogic acquisition closed: April 2, 2008
 - ▶ Roadmap work is a collaborative effort between Rational and Telelogic teams
- Joint product roadmap communications begin late July
 - ▶ Joint roadmap plan will involve proactive consultation with key customers and analysts
- New product releases rolling out in 2008
 - ▶ New product releases for Telelogic and Rational products appearing in Q2 – Q4
 - ▶ Some tactical product integrations may also appear in 2008
- Key step in the joint roadmap is “bluewash” release of Telelogic products
 - ▶ Bluewash primarily about branding/copyright and ensuring IBM has legal right to ship code



Joint Roadmap – Strategic Directions

- **Evolve towards product families with domain specialization**
 - ▶ Modeling family of products
 - ▶ Requirements family of products
 - ▶ CRM family of products
- **Accelerate innovation and time to market, and improve quality of solutions by utilizing common technologies and components where possible**
 - ▶ Requirements definition
 - ▶ Modeling
 - ▶ Reporting and Document generation
 - ▶ Process
- **Leverage Jazz technology to enhance integration and team collaboration and improve core product reliability, scalability and security**
 - ▶ Testing, Quality Management
 - ▶ Change & Release Management
 - ▶ Requirements management
 - ▶ Product & Portfolio Management
 - ▶ Jazz Integration Architecture (“Open Services for ALM”)
- **Fill out integrations between products to deliver compelling solutions using workflows (green threads)**
 - ▶ SOA/ EA
 - ▶ Systems engineering and embedded software development
- **Integrate new capabilities from the other portfolio not found in the current portfolio**
 - ▶ Telelogic customers: Quality Management & Security management (Watchfire)
 - ▶ Telelogic customers: Enterprise Tools & Compilers
 - ▶ Rational customers: Enterprise Architecture

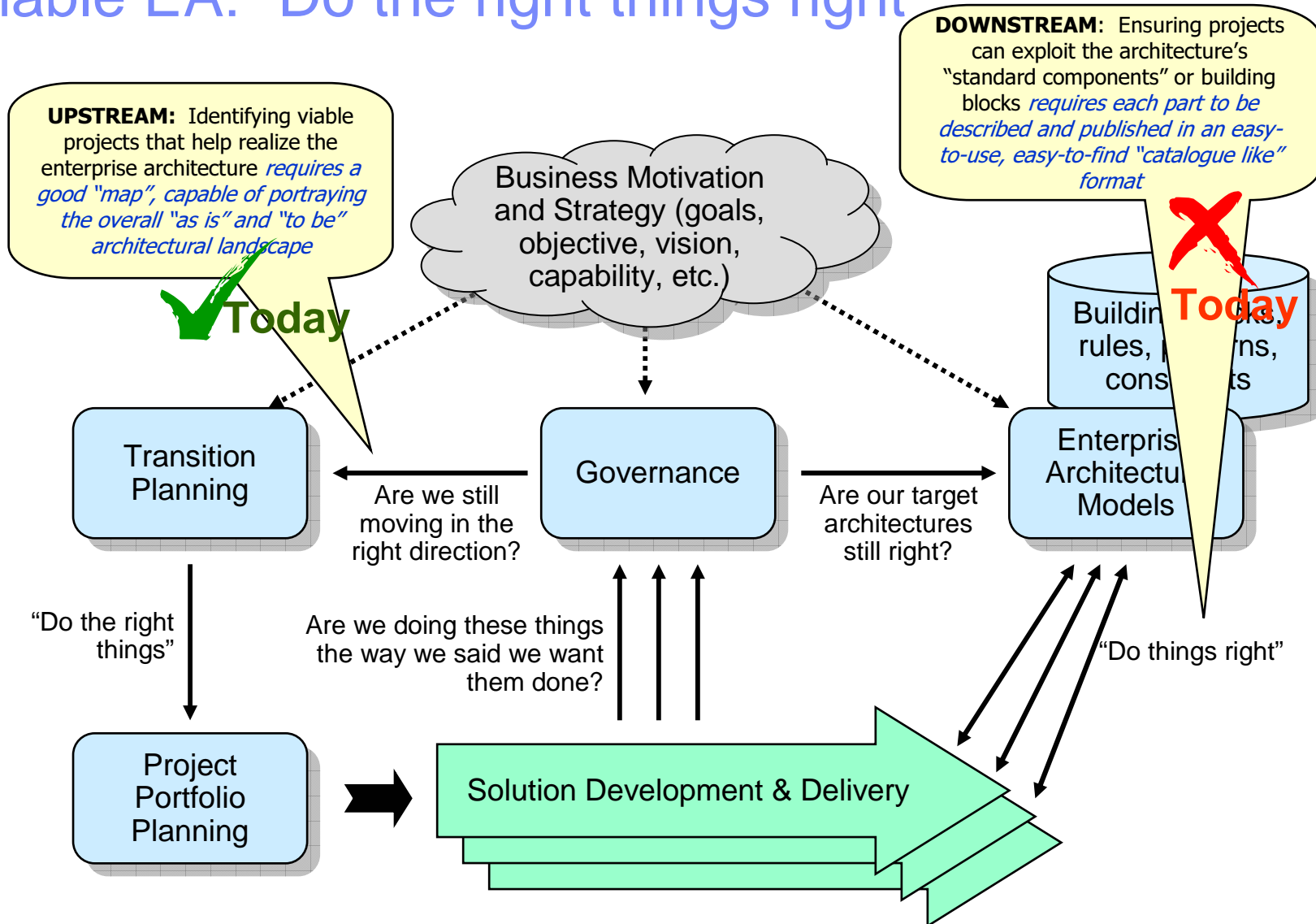
EA Starting Assumptions

- The requirements of Enterprise Architecture span multiple IBM tools
 - ▶ Enterprise Architecture can provide a foundation for further IBM tool deployment
- Enterprise Architecture requires an extensible, integrated tool
- Enterprise Architecture assets are building blocks for IBM solution delivery tools
 - ▶ Assets may be harvested from solution delivery environments
 - ▶ Assets may be provided to solution delivery environments
 - ▶ We must recognise that some solution delivery environments are not in the IBM portfolio
- Enterprise Architecture assets must be communicable to the users organization
 - ▶ Standards and Frameworks are key communication tools
 - ▶ Web based communication is standard in many organizations
 - ▶ Consumers of Enterprise Architecture assets span business level stakeholders through to solution delivery personnel
- Decision making and the ability to perform impact analysis are important aspects of a successful Enterprise Architecture

Four Drivers for the EA Roadmap

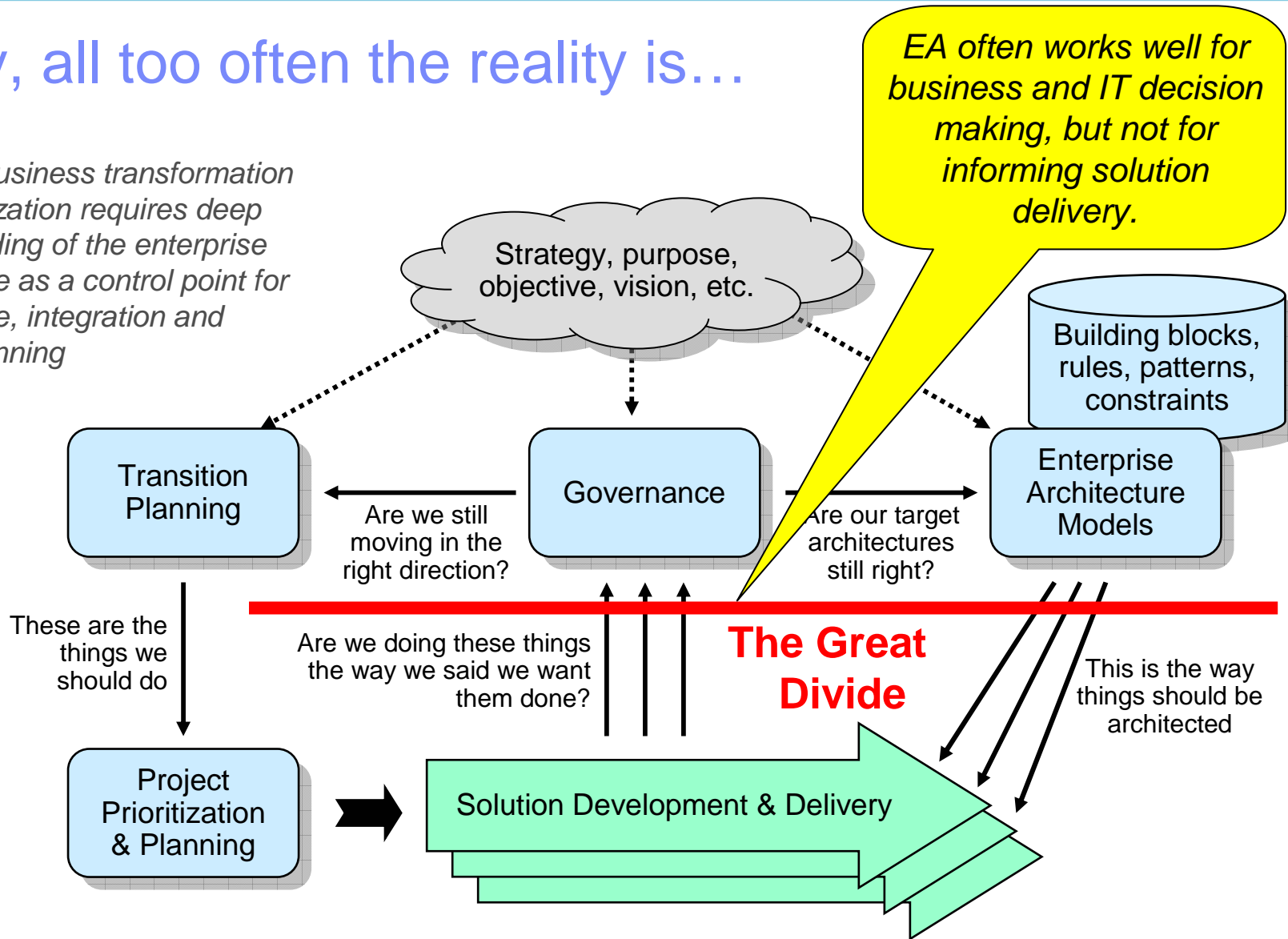
- Current Client Demand
 - ▶ What are we hearing from the field?
 - ▶ What integrations do existing customers and prospects want?
- Market Opportunity
 - ▶ What is the size of the market opportunity for integrations?
- System Architect strategy
 - ▶ Which integrations are important to allow SA to stay as #1 EA tool?
- Actionable Architecture
 - ▶ Which integrations are the most important in order to provide an actionable architecture for organizations?

Actionable EA: “Do the right things right”

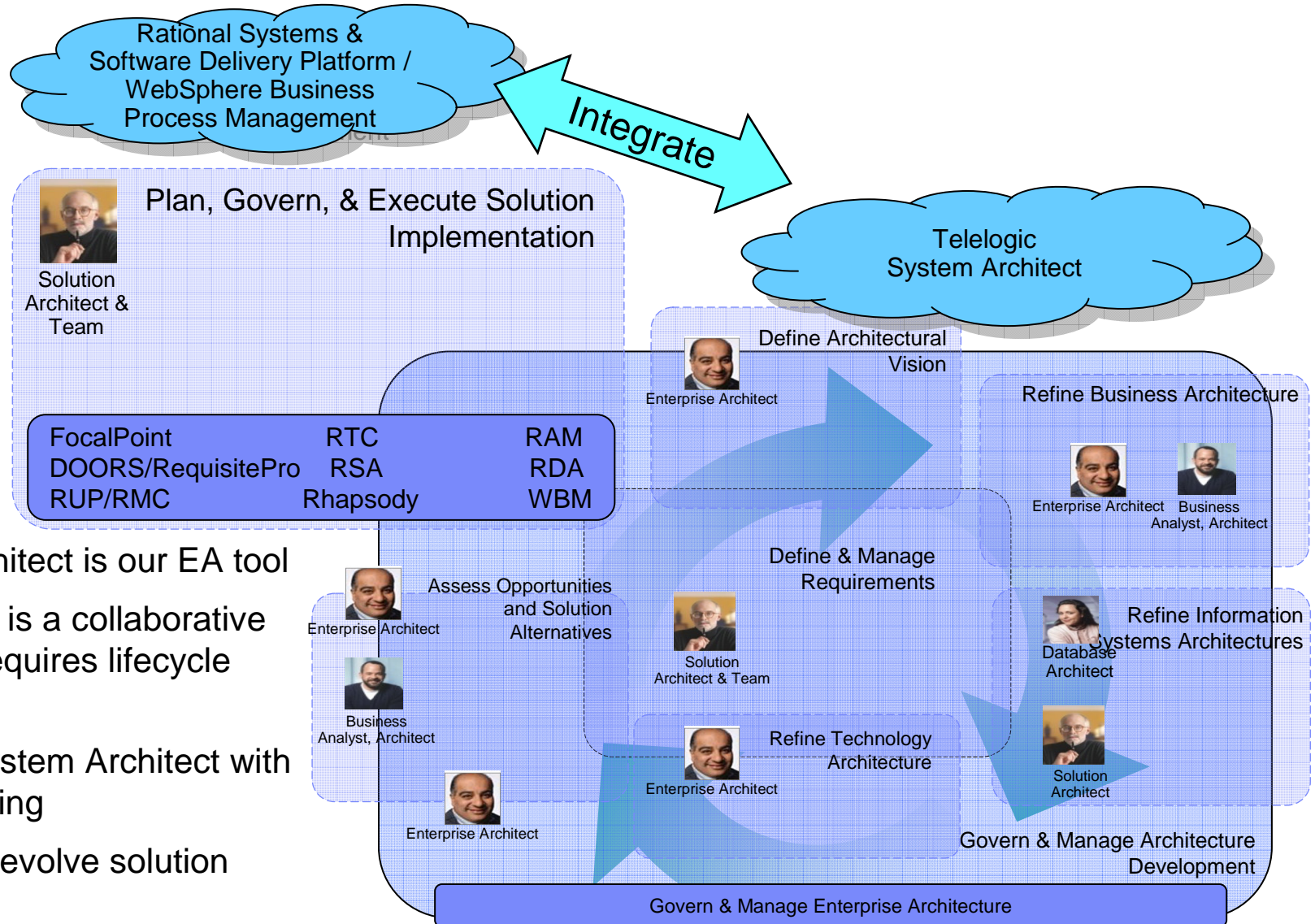


Today, all too often the reality is...

Effective business transformation and optimization requires deep understanding of the enterprise architecture as a control point for governance, integration and project planning

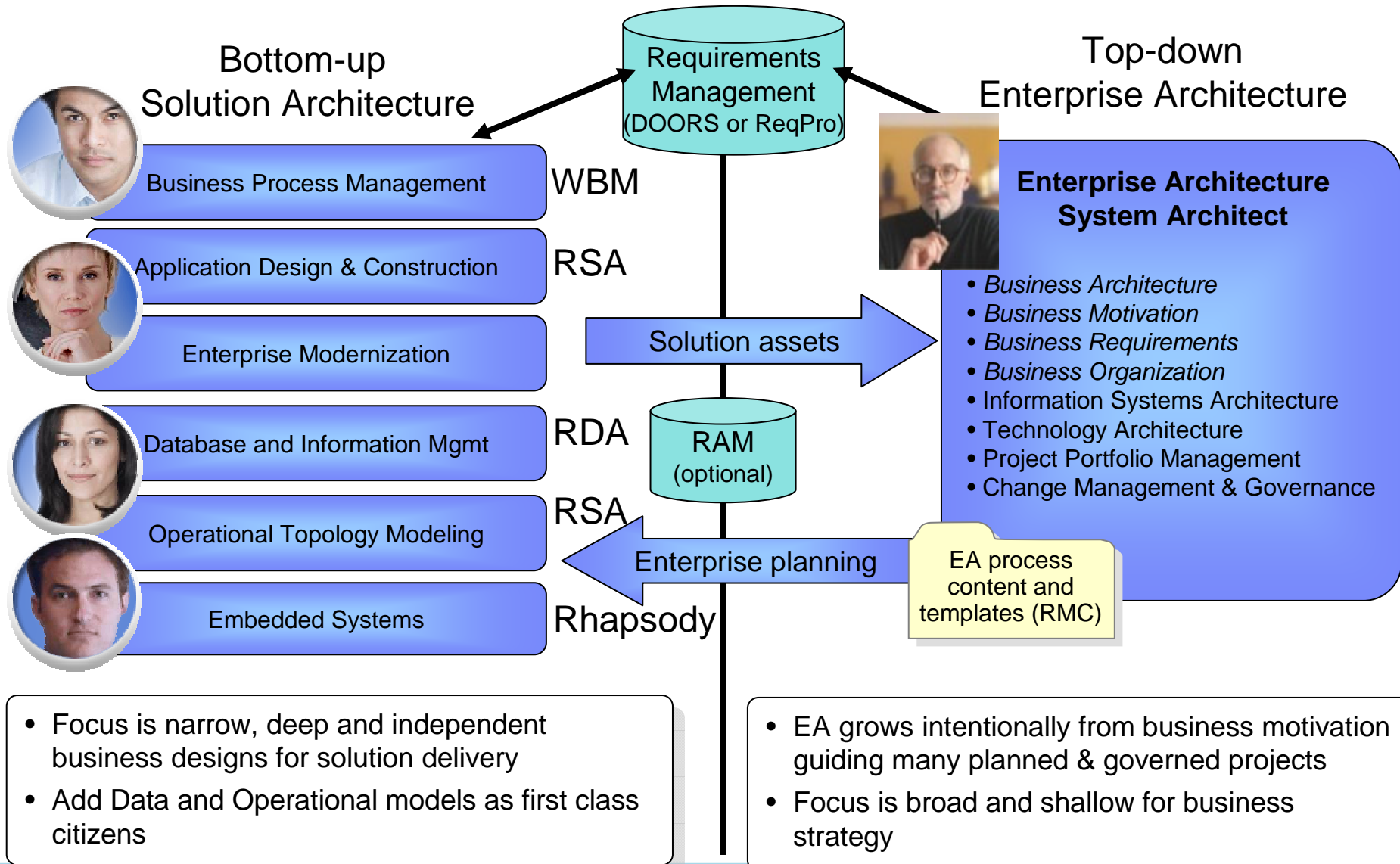


Tool Support for Actionable EA



- System Architect is our EA tool
- Architecture is a collaborative process – requires lifecycle support
- Integrate System Architect with solution tooling
- Continue to evolve solution tooling

EA/SD Integration Roadmap for Actionable EA



Future Directions for System Architect

Current

Start with Core SA Features

Maintain and develop core SA features. Retain current customer base. Add new features where relevant. Expand current SA customer base through synergy plays and go-to-market plans.

- Meta model editor
- Improvements on native reporting
- Improvements in overall usability

Tactical

Connect EA to Solution Delivery

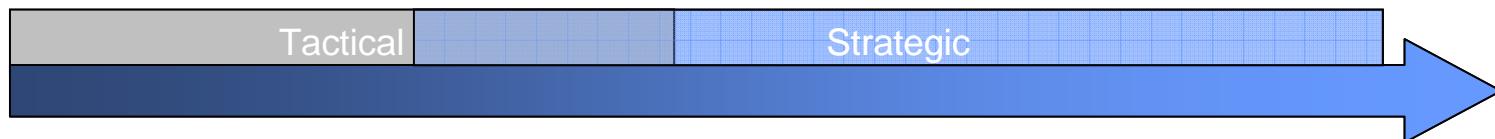
Develop integrations between SA and IBM solution delivery portfolios supporting actionable EA to drive additional revenue. Integrations priorities are based on market, current SA strategy, customer and actionable EA strategy.

- WBM, RSA
- Cognos, Vega, RAM
- RequisitePro, Focal Point

Strategic

Develop new integrated EA tools platform

Drive an Enterprise Architecture platform based on IBM/Rational technology (common integration) strategy (Jazz). Concentrate on driving feature sets that have made System Architect the market leading platform for Enterprise Architecture. Use this opportunity to drive a re-architecture of the System Architect platform. System Architect data must be migrateable into new platform. Design with toolset integrations in mind.

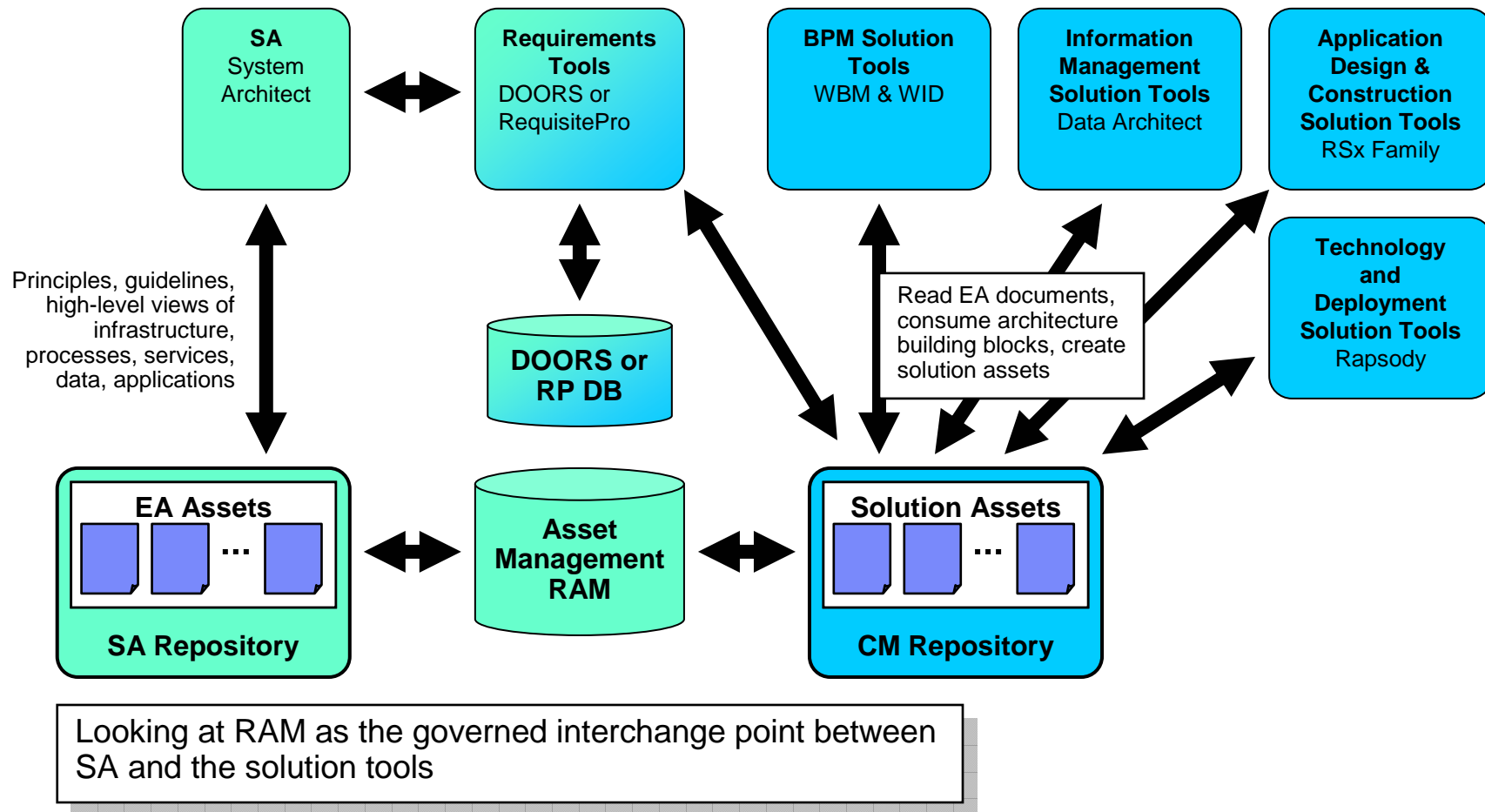


System Architect Key Integration Futures

- Business Process Modeling
 - ▶ Sketch initial process models in SA, and export to WBM/WID for further elaboration, simulation, refinement, and execution
 - SA – WBM, Export business models into WBM for detailed process analysis
 - SA – WPS, Export BPEL models into WID for further refinement and execution in WPS

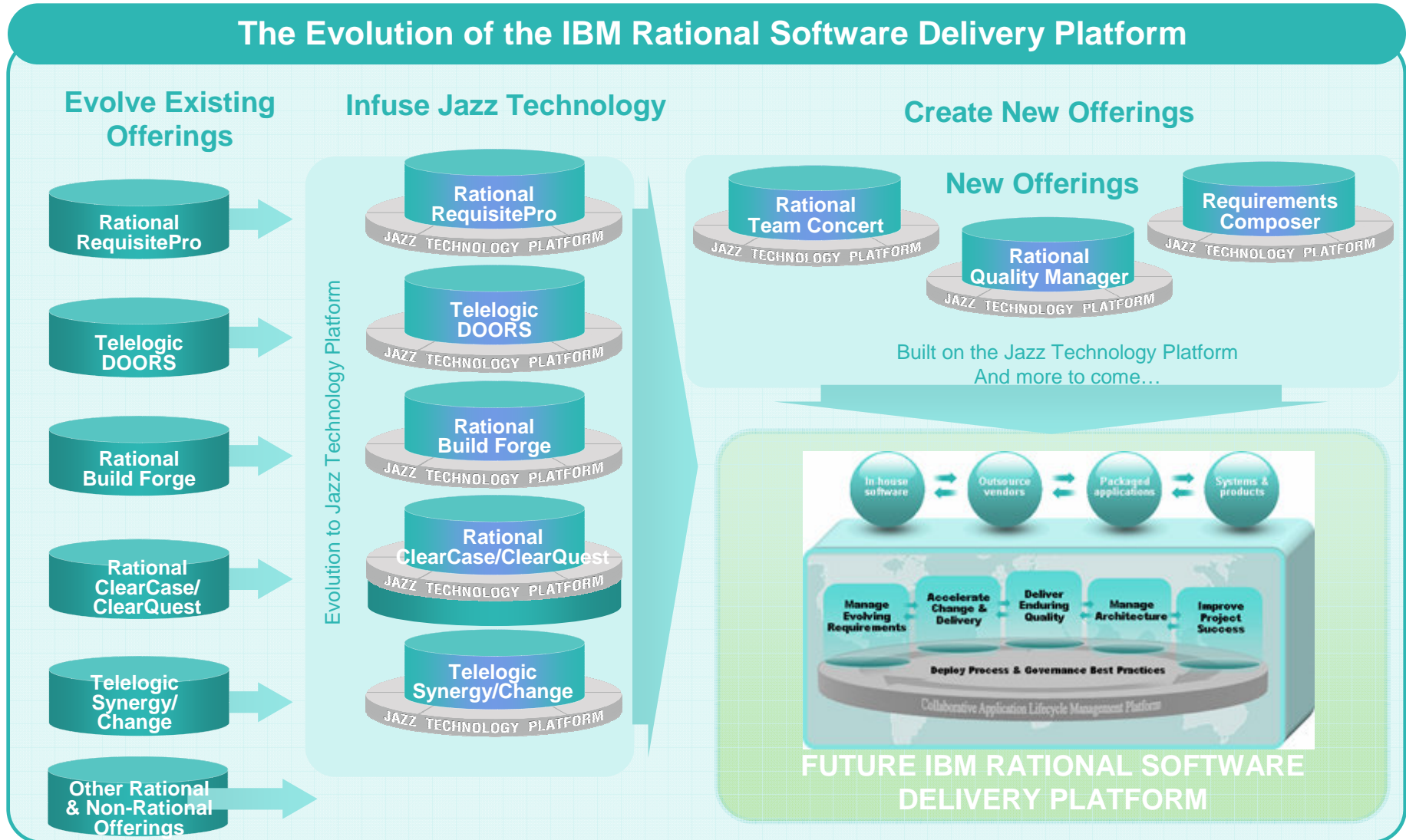
- IT Architecture Modeling
 - ▶ Define high-level architecture models in SA, and drive these into detailed design and code in RSA or Rhapsody
 - SA – RSA/Rhapsody, Export of UML models via XMI for downstream design and code transformation

EA Roadmap Tactical Plan: Tool and Repository View

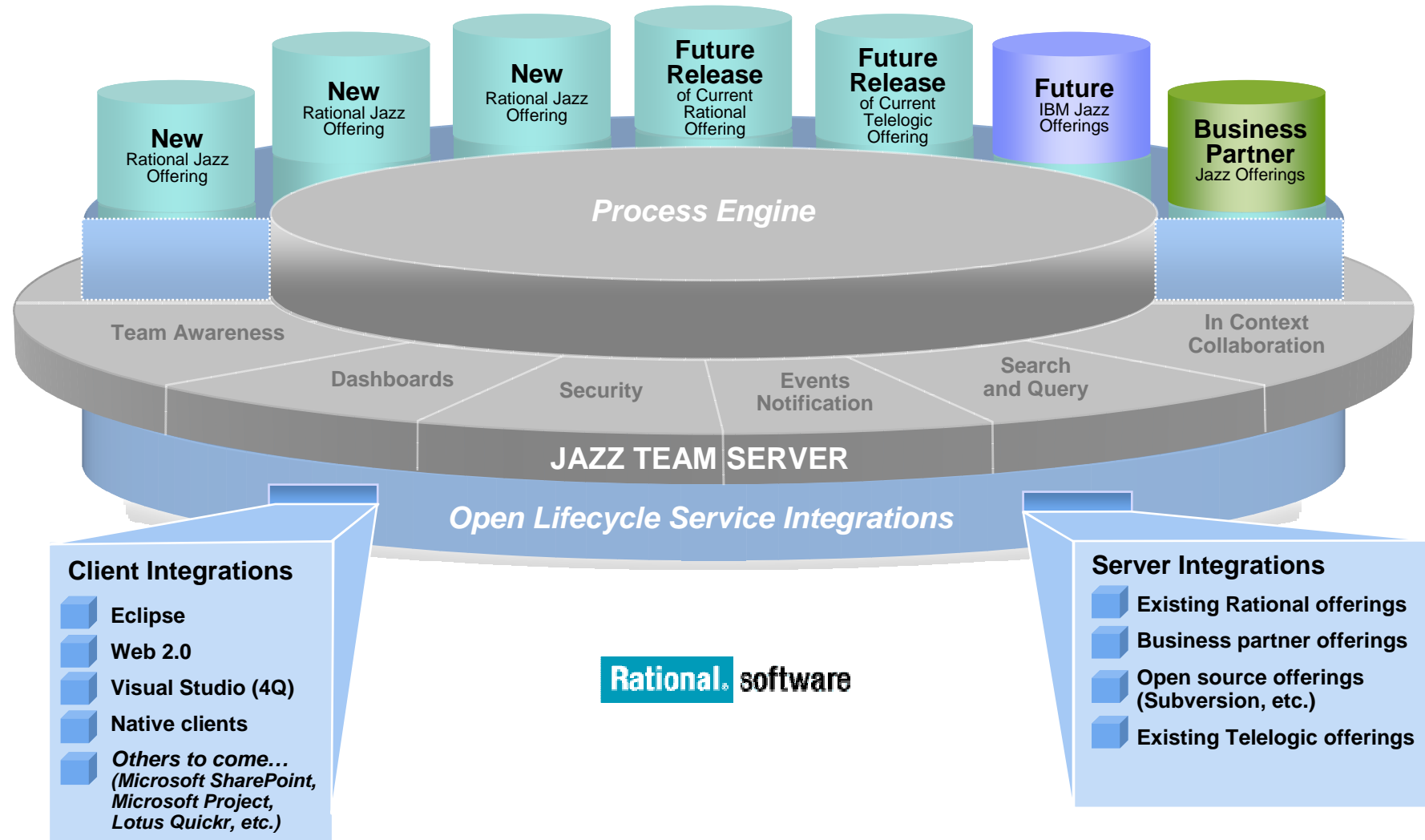


Jazz Technology will be Introduced in an Evolutionary Manner

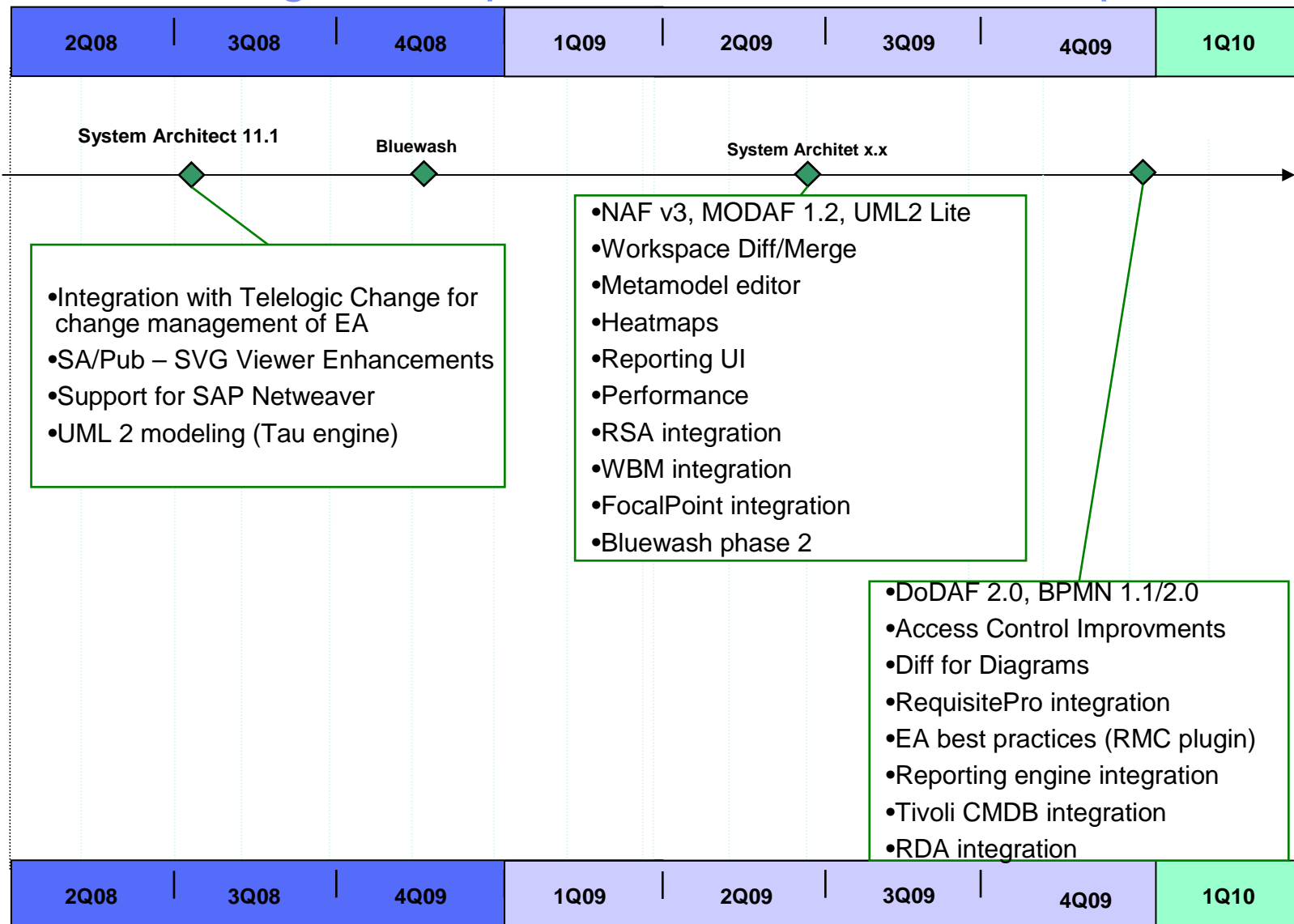
The Evolution of the IBM Rational Software Delivery Platform



Jazz Platform Architecture



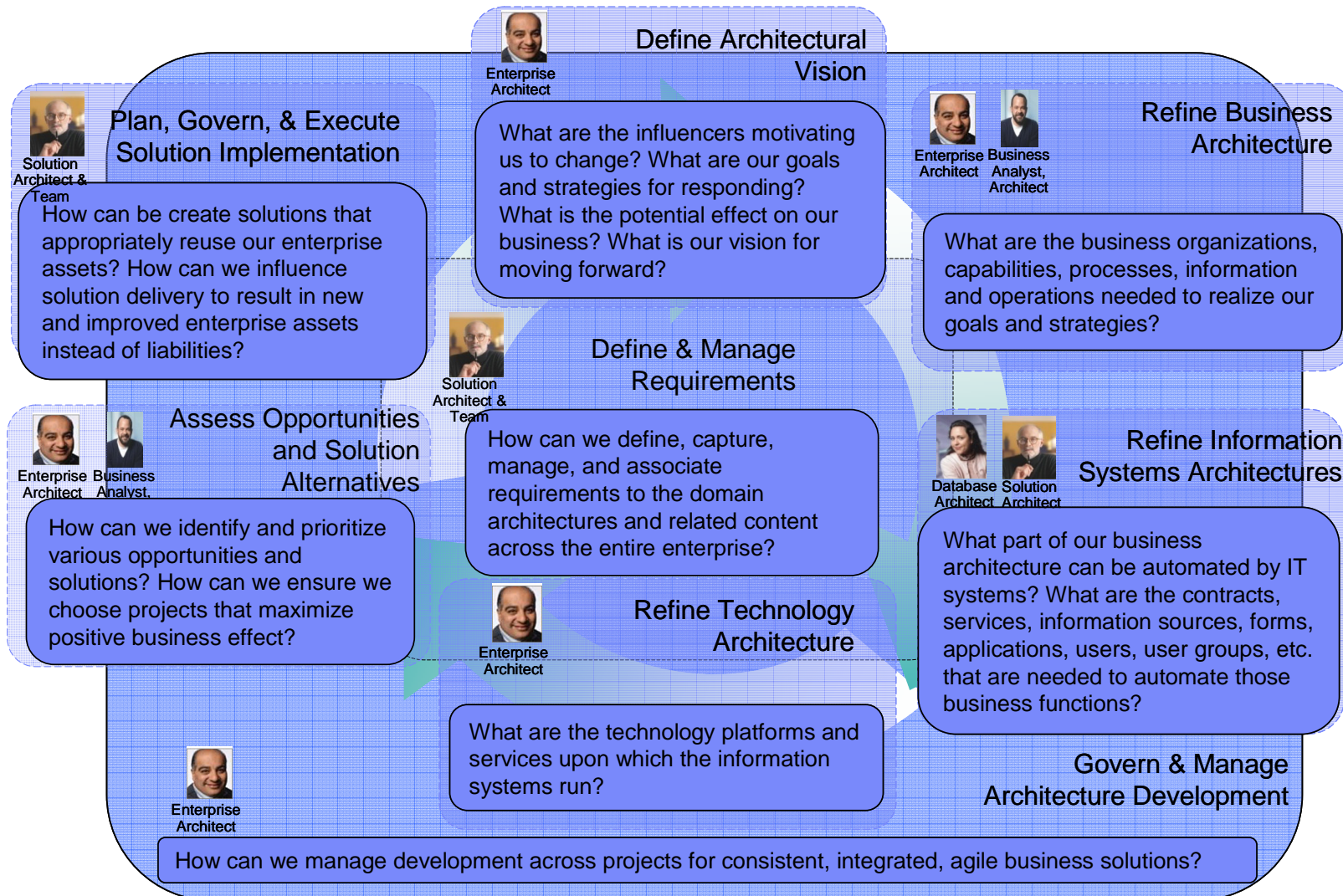
Rational / Telelogic Enterprise Architecture Roadmap



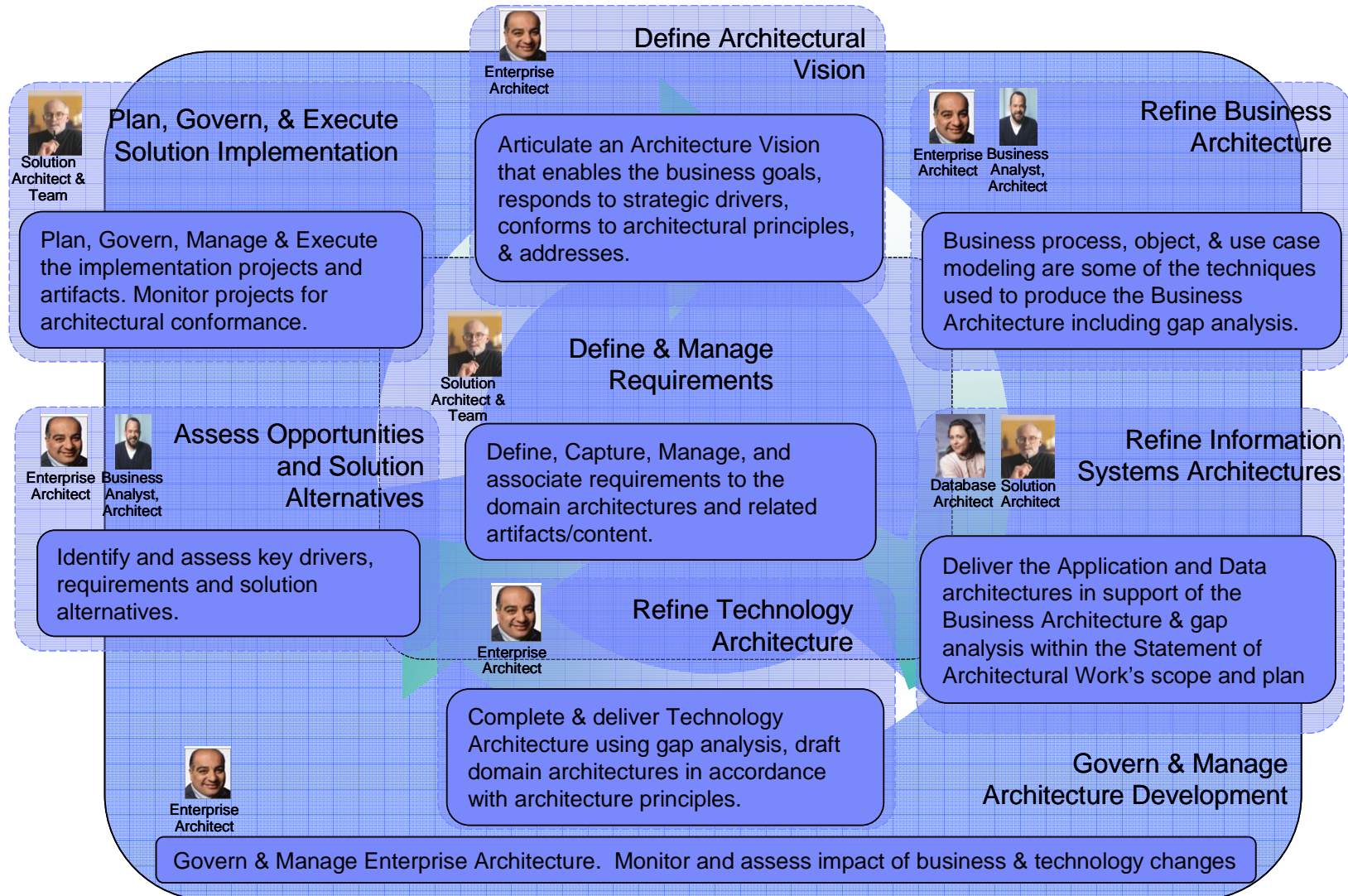
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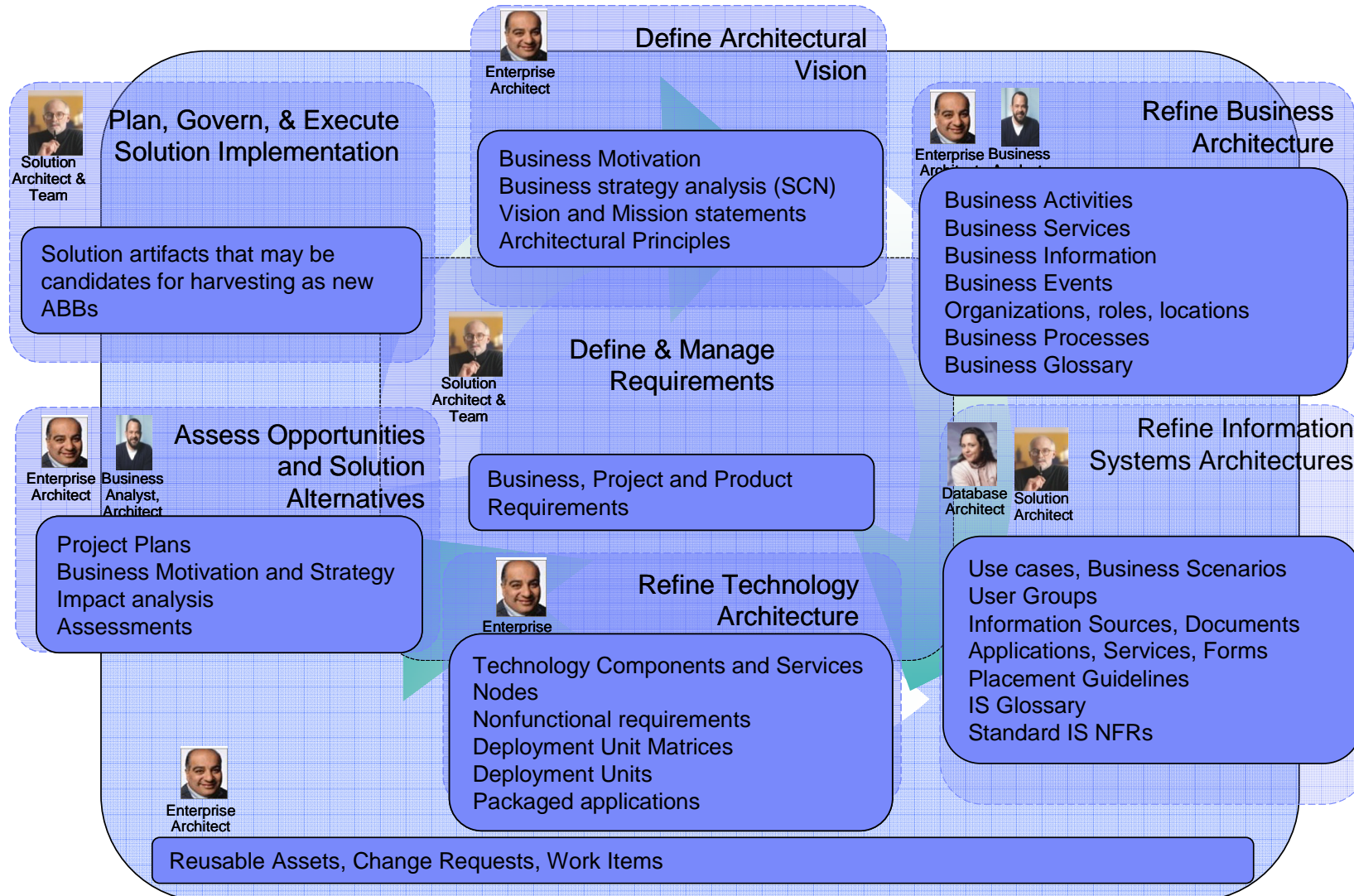
Enterprise Architecture Motivation and Value



Enterprise Architecture Green Thread Scenario



Enterprise Architecture Green Thread Content

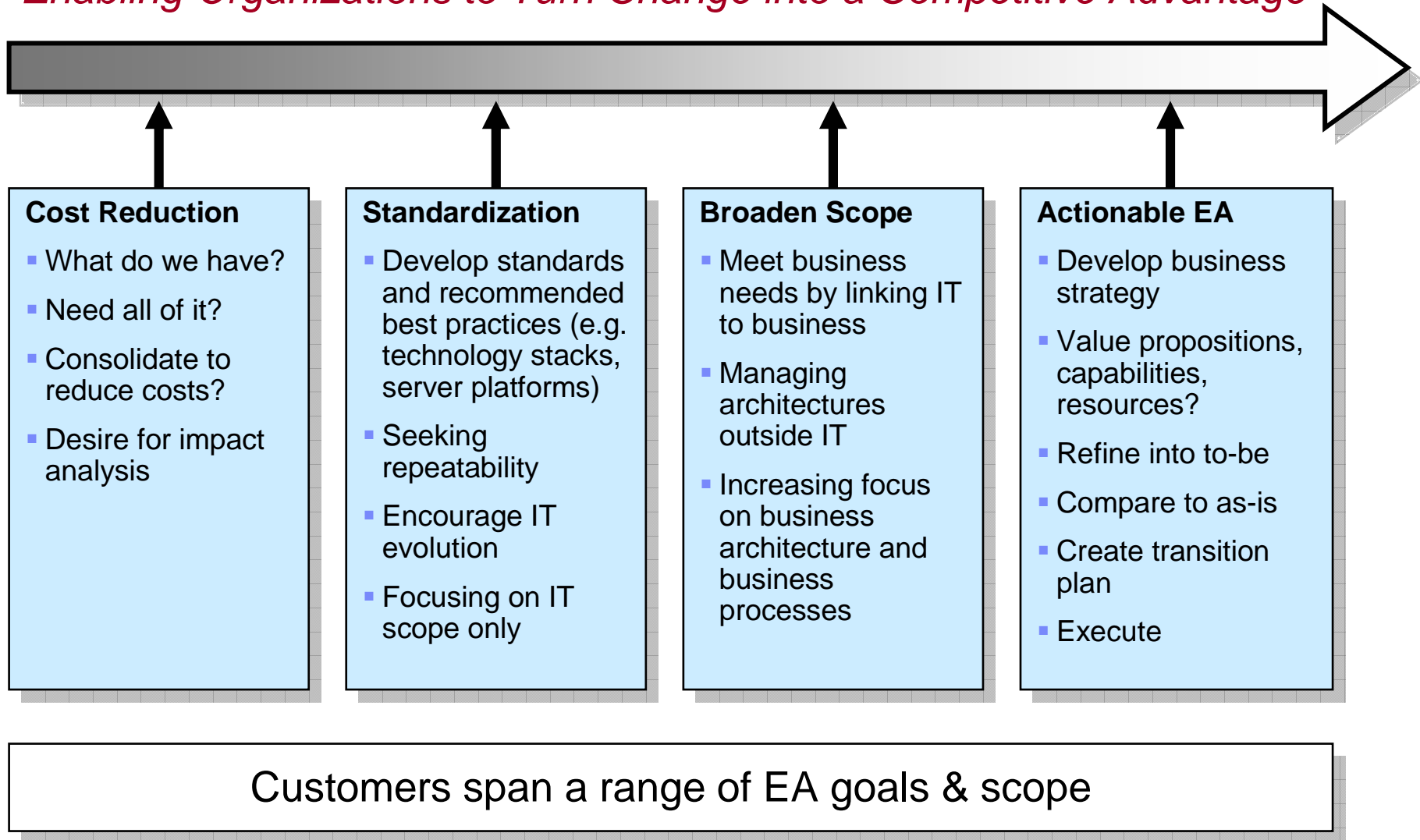


Green Threads – Understanding Integration Scenarios

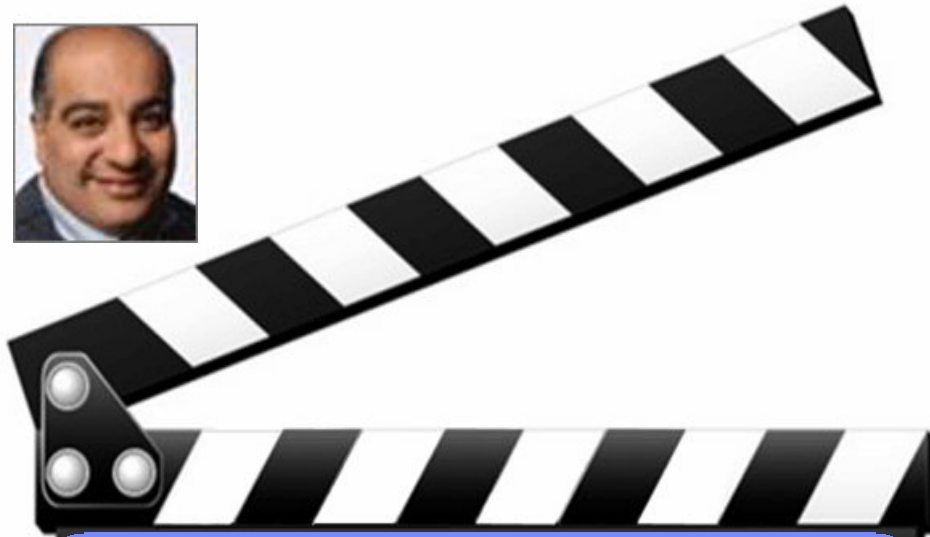
- Improve the IBM development tool experience based on *key customer usage scenarios* (cross-product workflows)
 - ▶ Working with customers to capture real-world workflows
 - ▶ Detailed analysis of gaps, workarounds and high friction areas

- Goals
 - ▶ Move beyond point product thinking
 - ▶ Deliver solutions that really work to solve real-world problems
 - ▶ Identify and prioritize key issues and roadblocks
 - ▶ Provide guidance and recommendations for field & customers to use *now*
 - ▶ Focus on improving consumability of our products
 - *Integration points between products*
 - *Fix scenarios with many small problems*
 - *Best practices and process templates*

Enabling Organizations to Turn Change into a Competitive Advantage



Define Architectural Vision



As a result of growth, market evolution, and many other changes, JKE needs a better way to decide what projects they are going to do, and how they are going to do them. Eugene is charged with managing Project Enterprise to build a new Enterprise Architecture vision for the future, driven by the business motivation and strategy.

What does Eugene need?

- Business Motivation Model

Who does Eugene work with?

- Business Strategist
- Industry SME
- Technology "Futurists"

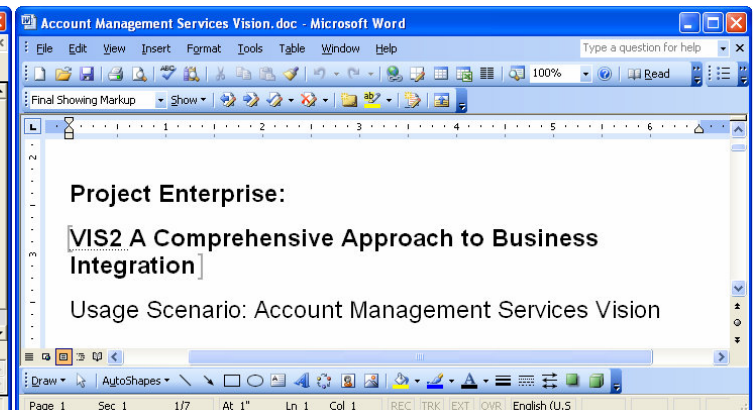
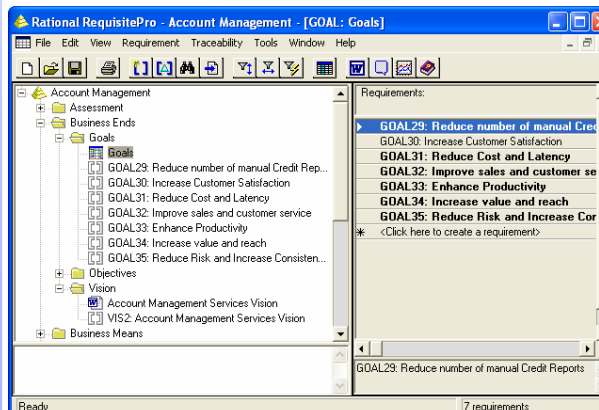
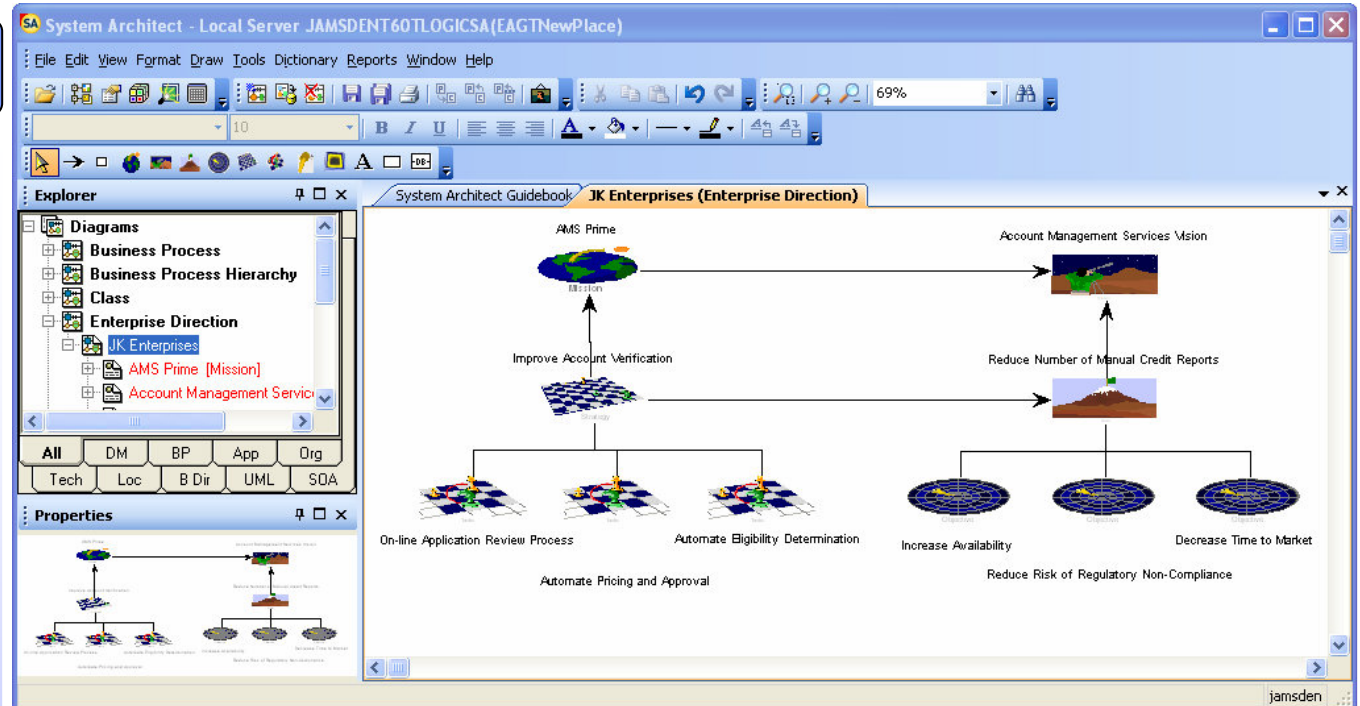
What does Eugene Produce?

- Architectural Vision
- Architectural Guiding Principles
- Required Capabilities (SCN Map)

Capture Business Motivation

Capture, refine and/or review Business Motivation

- ▶ Eugene explores various presentation, documents, email messages, and social networking as sources for influencers of the business motivation and strategy
- ▶ He works with Business Strategists, and Industry SMEs to verify the business motivation.
- ▶ From this information he captures the Business Goals and Objectives. One goal is to reduce the number of manual credit reports
- ▶ He captures the Strategies and Tactics that support the achievement of the goals and objectives
- ▶ He captures the Business Policies and Rules that govern the strategies and tactics.
- ▶ He analyzes the key Influencers in the business and assess the potential risks and rewards resulting from the goals and objectives

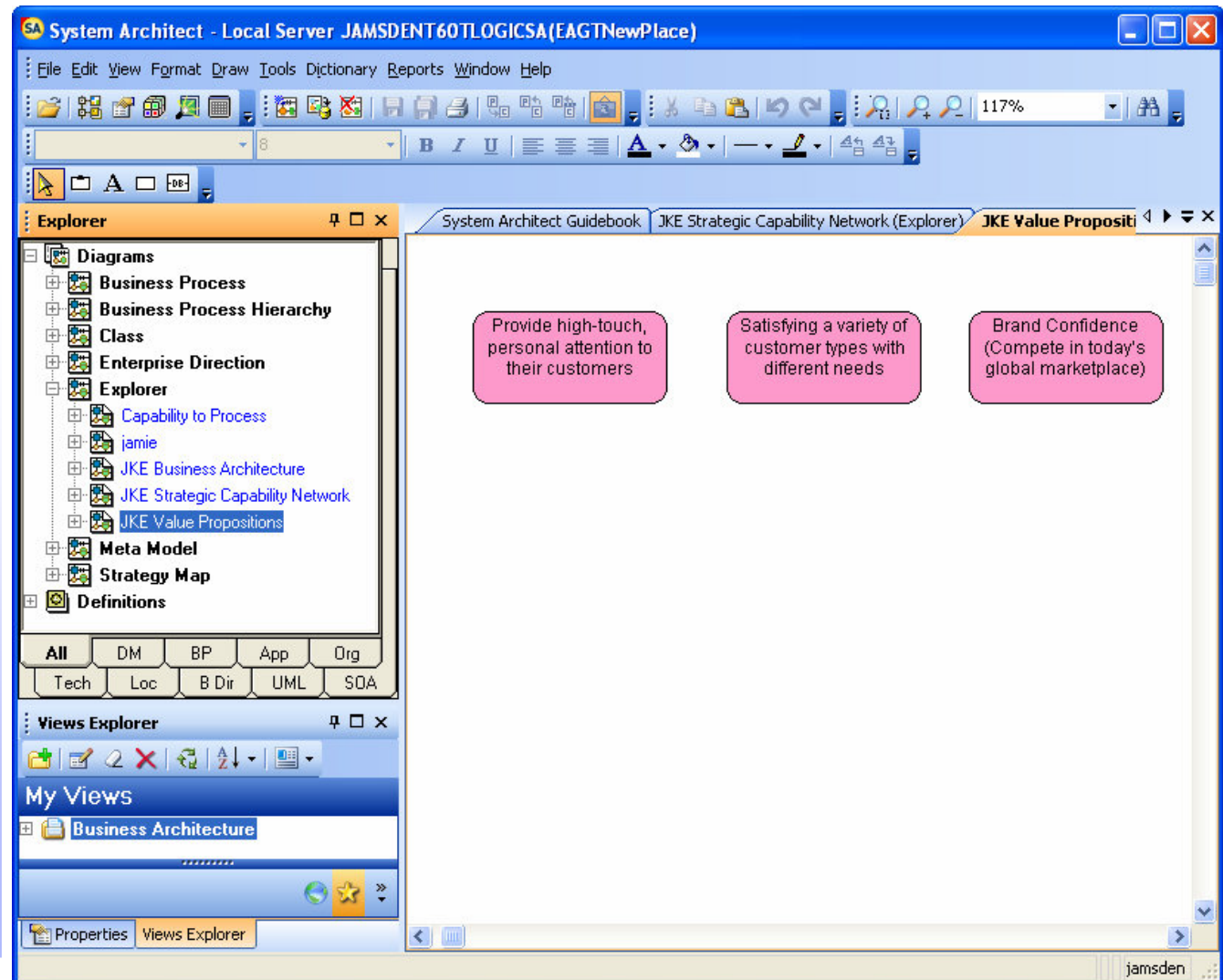


Identify Key Value Propositions

Identify value propositions resulting from the business motivation



- ▶ The previous business motivation diagrams focused on JKE's goals and objects from the inside out – what it wishes to accomplish from its own perspective
- ▶ Eugene also recognizes it is important to capture business motivation from the outside in – from the perspective customers have of JKE
- ▶ Eugene captures the Value Propositions JKE has for customers
- ▶ These may be related to the goals, objectives, strategies and tactics.

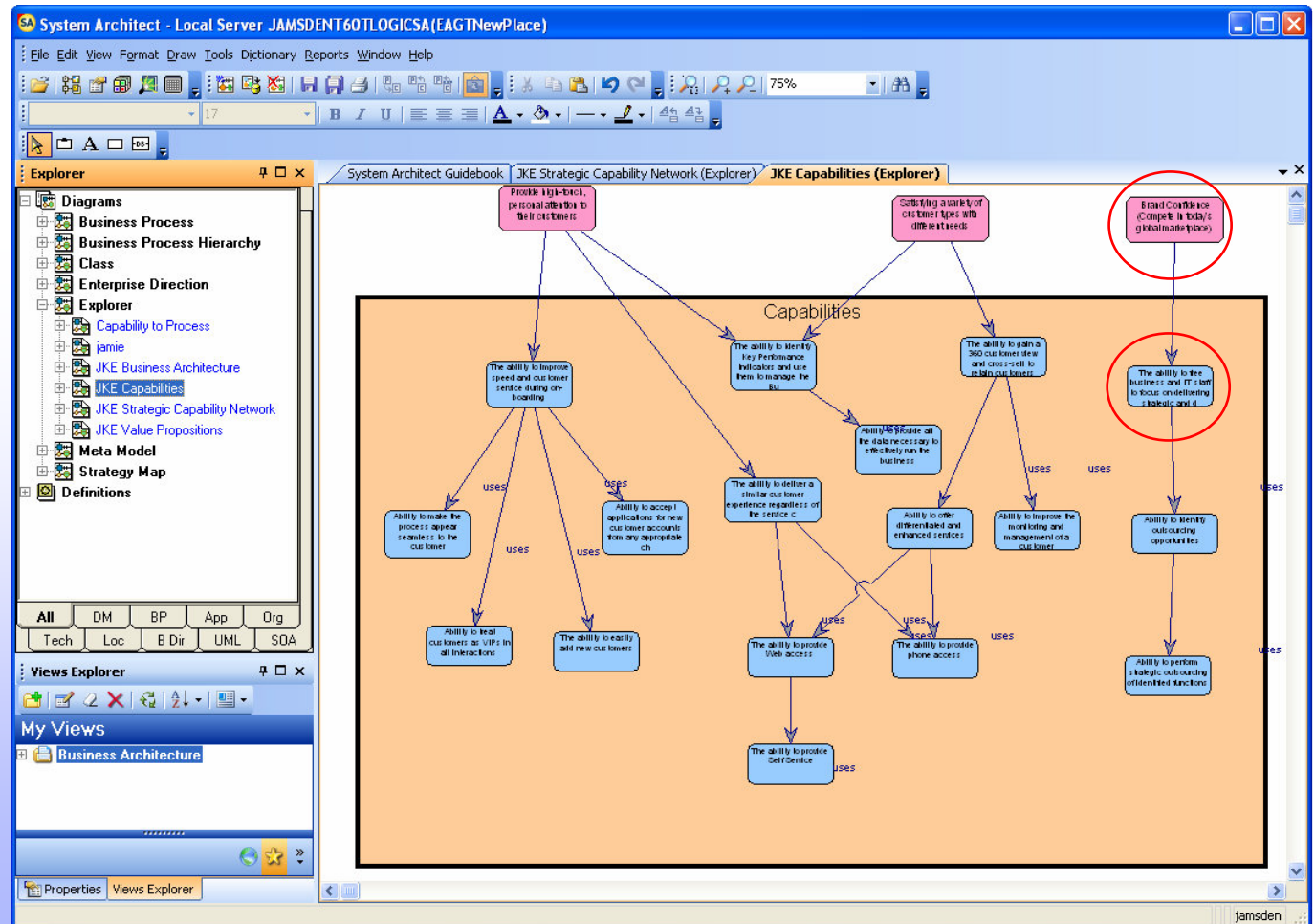


Determine Required Capabilities

Determine capabilities required to support the value proposition



- ▶ Next Eugene determines the business capabilities that are needed to achieve the value propositions
- ▶ These capabilities may also realize strategies and tactics, or support specific goals and objectives
- ▶ Eugene looks at each of the value propositions and works with business analysts and industry experts to determine the capabilities needed to support them.
- ▶ Eugene determines that in order to deliver brand confidence, JKE must have a capability to free business and IT staff to focus on delivering new services.

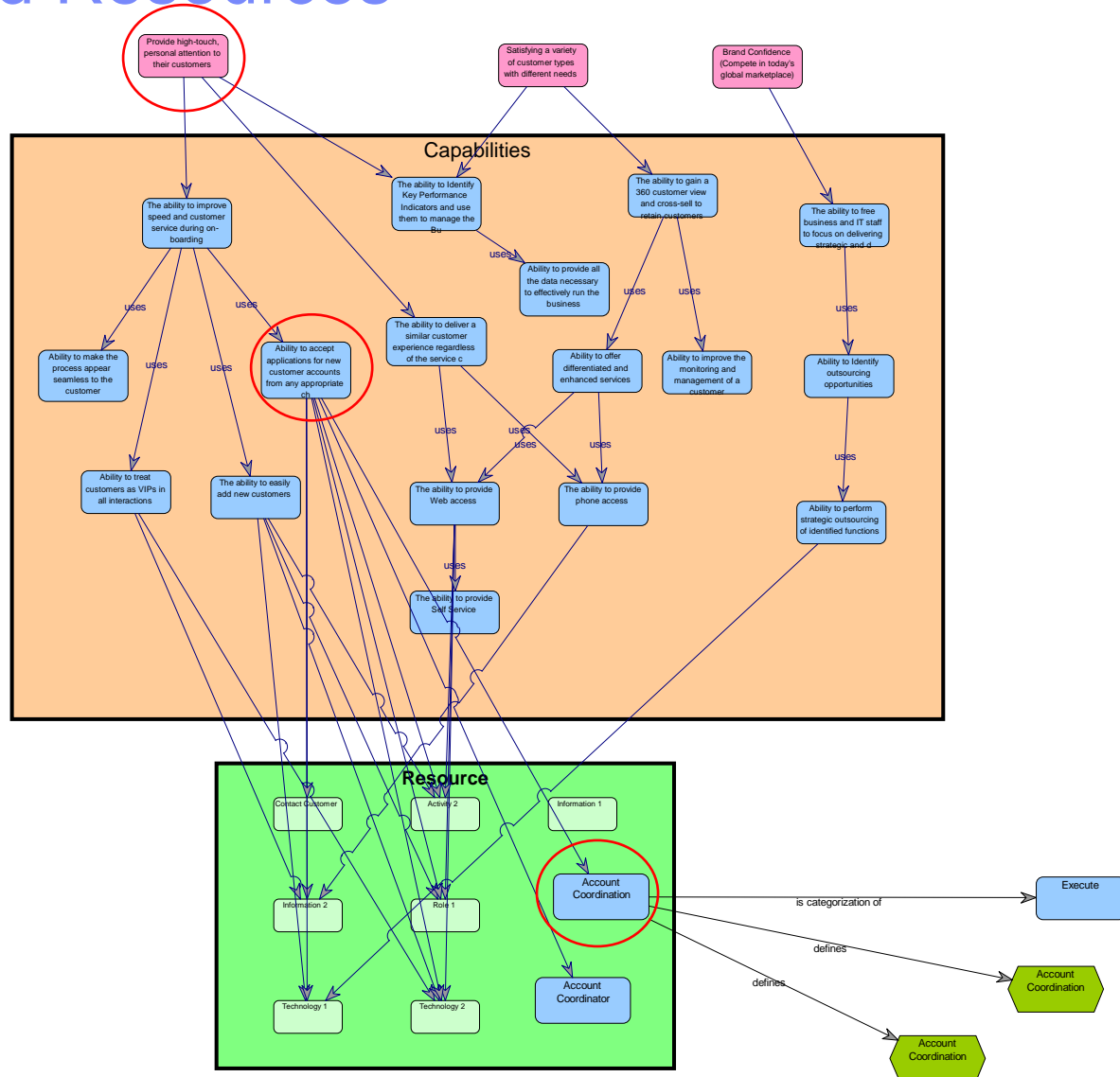


Determine needed Resources

Identify the resources needed to provide the capabilities



- ▶ Finally, Eugene identifies the business resources that are necessary to provide the needed capabilities
- ▶ Eugene finds a reusable business service, Account Coordination, that can be used to realize the capability to accept applications for new customer accounts from any appropriate channel
- ▶ This in turn indirectly support the ability to achieve the value proposition to Provide high-touch personal attention to customers



Refine Business Architecture



JKE has a pretty good idea what its business motivation and strategy is, but does not yet know exactly how to realize that strategy. Bob's job is to analyze the current business operations and start determining what changes in the business architecture are needed. He will use process modeling and simulation to verify the business ABBs are sufficient to meet JKE needs.

What does Bob need?

- Business Motivation and Strategy
- Architectural Principles
- Architectural Vision

Who does Bob work with?

- Business Strategist
- Industry SME
- Business Architect

What does Bob Produce?

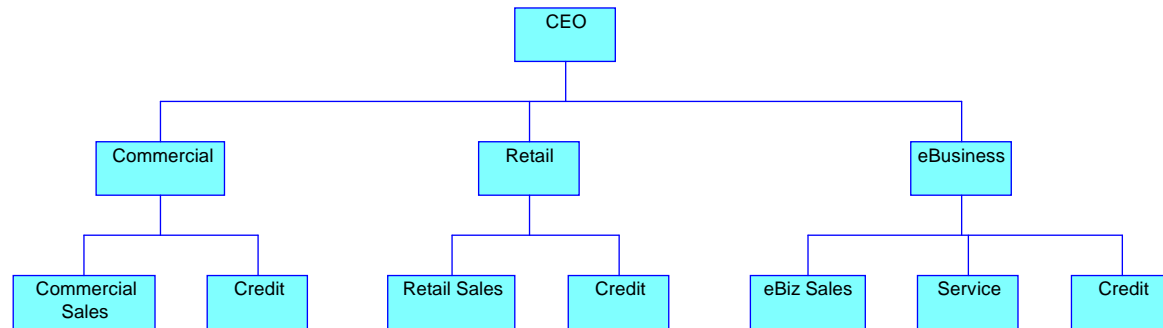
- Business Architecture Building Blocks Catalog
- Business Glossary
- Additional Architectural Guiding Principles

Determine Business Organization

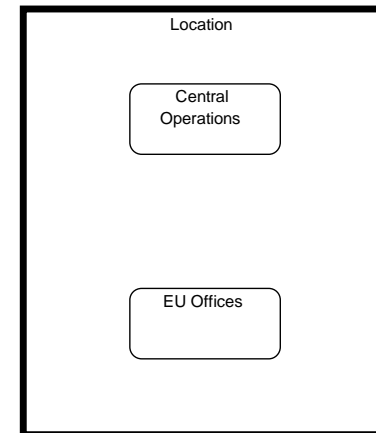
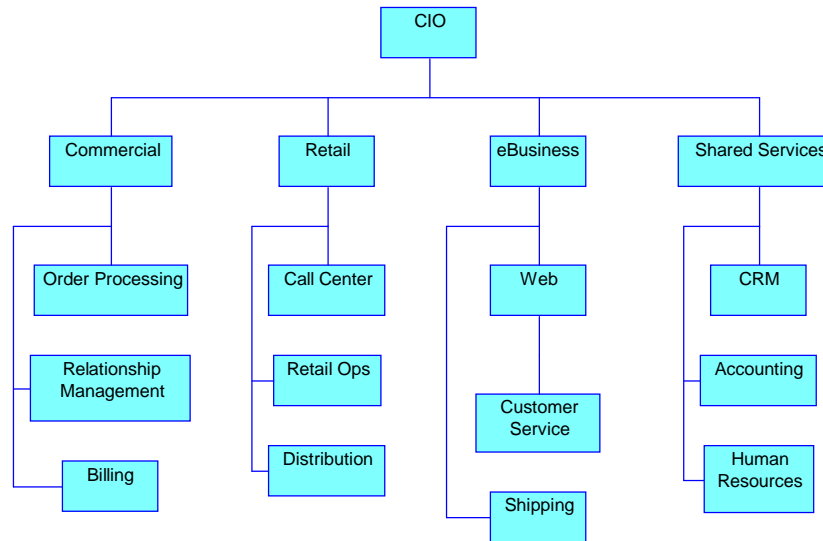
Define the business organization, role and location ABBs

- ▶ Bob starts by understanding JKE's existing organization and roles.
- ▶ The existing organizational structure and roles provides a view into JKE's existing operations, capabilities, responsibilities and collaborations.
- ▶ The organization reflects the evolution of JKE as it has adapted itself to respond to previous opportunities and challenges.
- ▶ The organizational structure and roles also represent a social and political structure that Bob knows may have a significant effect on how the business architecture is organized. He will need to factor this into the business operations, events and information in order to envision effective, acceptable solutions.
- ▶ Using the business vision to help scope his work, Bob focuses on the overall JKE organizational structure, and the IT organization. This is because many of the goals, objectives and value propositions involve the relationship between IT and the rest of the business
- ▶ Bob defines the organizational units and their roles as well as the competencies or responsibilities for each role

JK Enterprises Organization



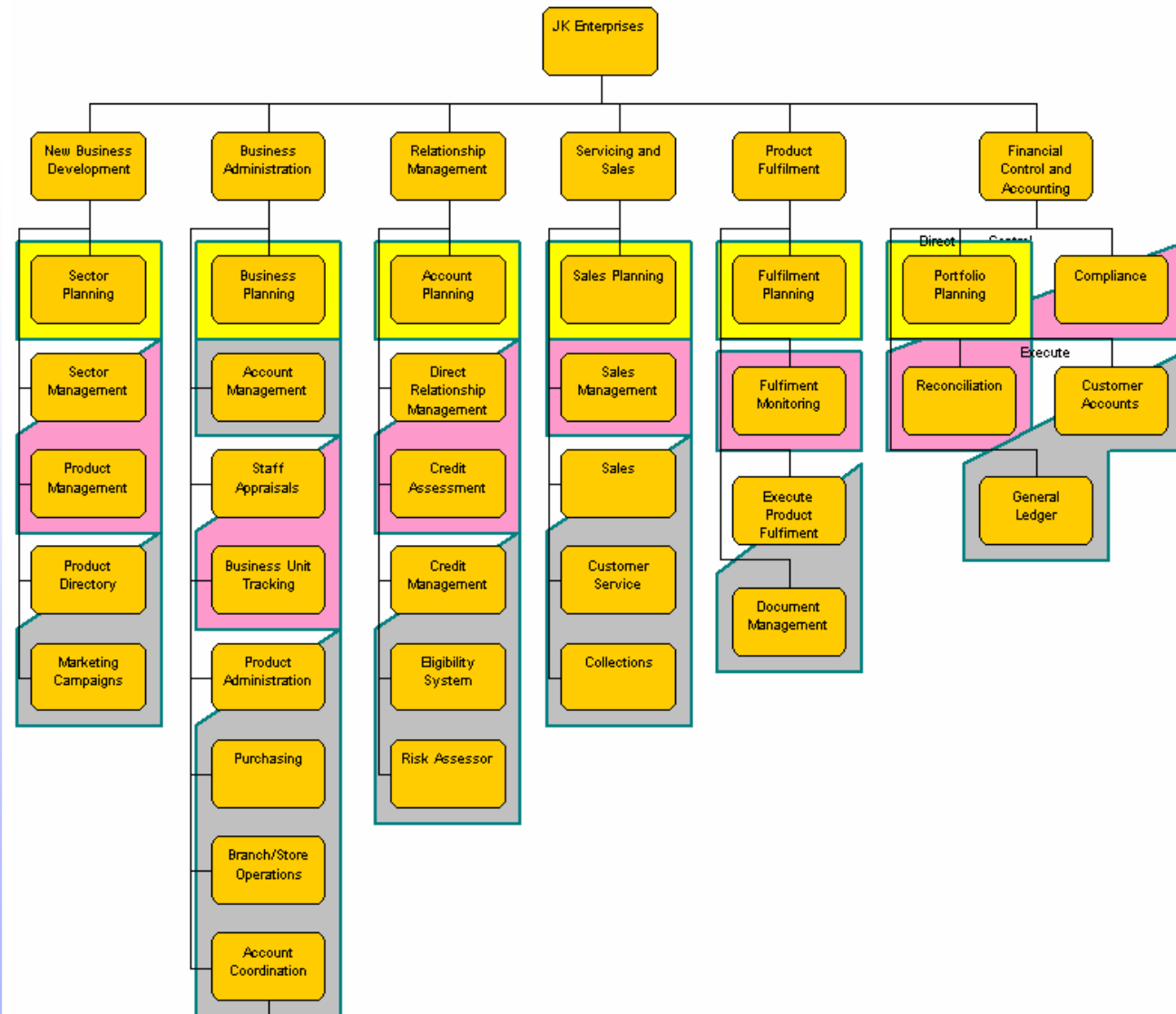
JK Enterprises Information Technologies Organization



Organize Business Architecture Building Blocks

Identify and organize business functional areas

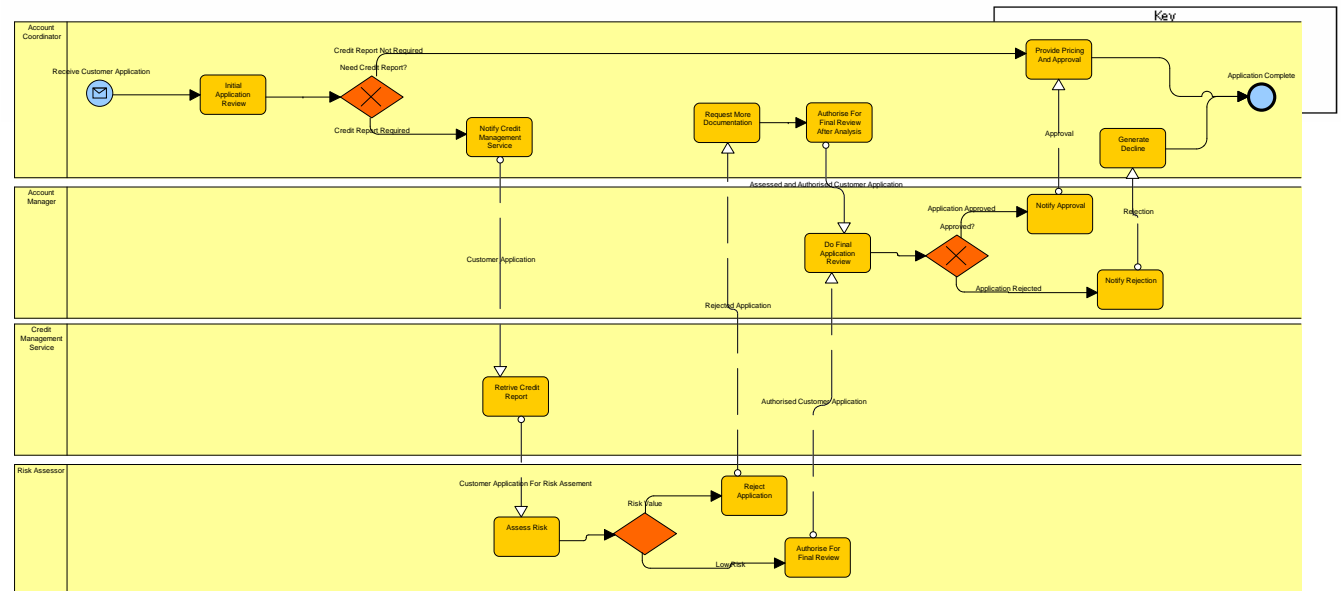
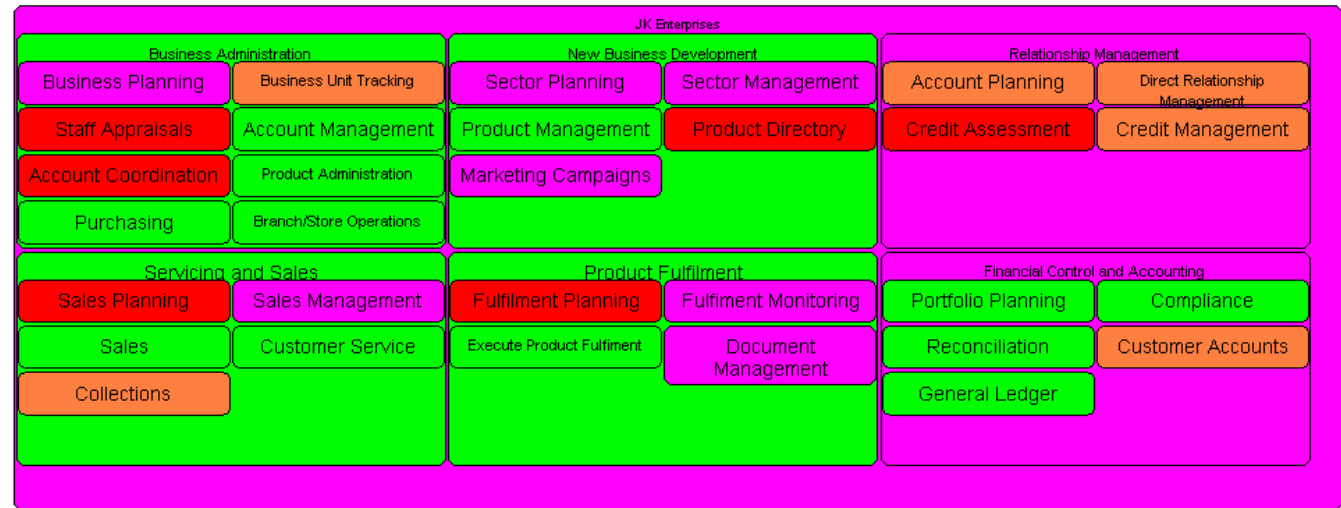
- ▶ Bob now needs to define an organization of JKE's business architecture building blocks
- ▶ He realizes this organization may be closely related to the business organizational structure as these building blocks may be owned by individual organizational units
- ▶ However, Bob has engaged IBM GBS to help organize JKE's assets based on Component Business Modeling. Bob reuses an existing CBM map from GBS and customizes it for JKE's purposes to organize JKE's capabilities and services.
- ▶ By connecting the business components and services to the business motivation and strategy model, Bob can determine link business capabilities to their potential effect on the business.
- ▶ Bob will use this later to determine what functional areas he should focus on to achieve the greatest benefit, and in project portfolio planning to evaluate candidate opportunities and solutions.



Analyze Business Processes

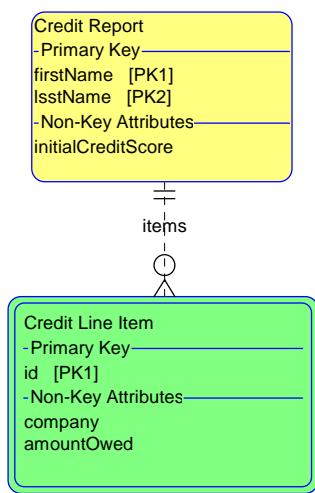
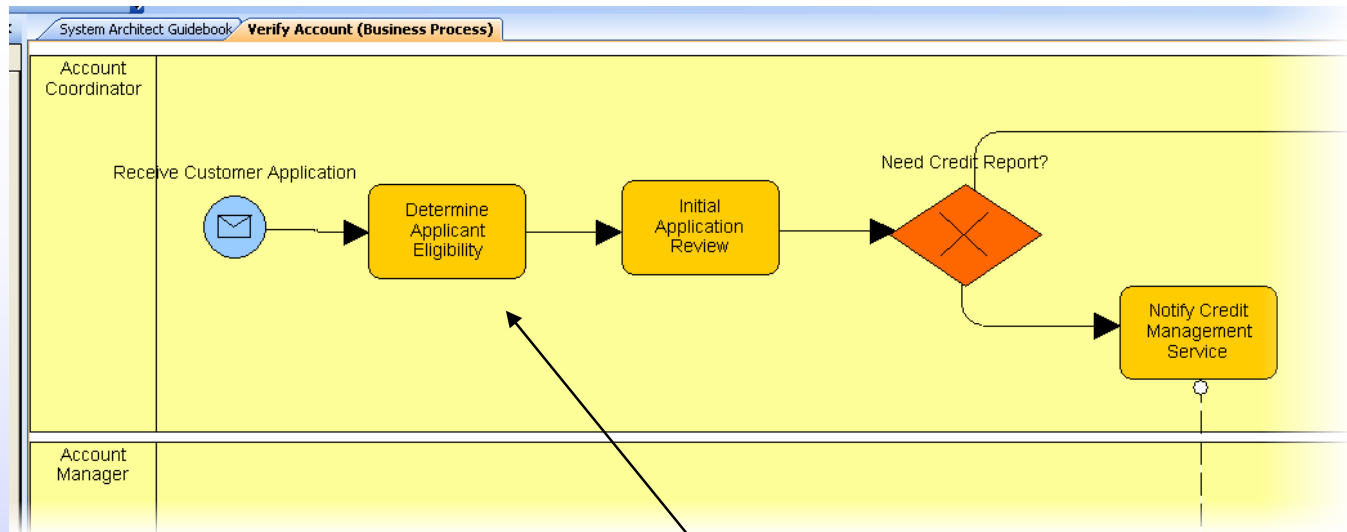
Analyze key business processes against business objectives

- ▶ Bob does business process analysis in order to determine how JKE may need to transition its business architecture in order to realize its motivation and strategies
- ▶ By examining the business motivation and strategy models, Bob is able to determine which business areas may have the most effect on the business in terms of reducing risk or achieving potential reward
- ▶ Bob decides to focus on Credit Assessment since it is a hot area, and is connected to a number of JKE's goals, objectives and value propositions
- ▶ He examining the value propositions, objectives and strategies associated with Credit Assessment, Bob decides to take a closer look at account verification
- ▶ He starts by modeling the current, as-is account verification process using existing business capabilities, services, information and roles
- ▶ Bob access the existing Verify Account business process from JKE's reusable asset repository and loads it into his workspace for further analysis



Analyze to-be Business Processes

- ▶ Bob works with a number of other business analysts specializing in the area of credit management to explore possible ways to improve JKE's verify account process
- ▶ He discovers by searching for reusable JKE assets that there is an existing JKE database containing information mined from various sources (privacy concerns aside) that he could use to calculate an initial credit score based simply on current outstanding credit.
- ▶ Bob believes a new business service that uses this and other information could significantly reduce the length of time to do an initial application review. He creates a new business service called Determine Applicant Eligibility which is a possible new JKE business ABB.
- ▶ Bob realizes that there may be other optimizations that could be done to this process, but feels that none of them would result in changes to JKE's business architecture, or would effect decisions on future projects. He decides to leave that work to process and solution design
- ▶ Bob could uses simulation to verify that these process changes have the intended effect on the business, but in this case, the effect is fairly obvious. Again he decides to leave process simulation to solution analysis



Get the Credit History for the applicant

Ensure the necessary data has been provided to speed up initial application review:

- customer last name must be provided
- customer must live in the US in order to be automatically eligible
- the request amount must be specified and less than \$5,000.
- last credit score must be known and less than 4
- default the responsible party to the application contact

Refine Information Systems Architecture



JKE understands the business architecture that supports its motivation and strategy. Al and Donna examine the business architecture and, working with the business and enterprise architects, they refine the information systems building blocks needed to automate a subset of the business architecture. They model the application, service and data building blocks and link them to the business ABBs they realize.

What do Al and Donna need?

- Business Strategy and supporting Business Architecture
- Architectural Principles
- Architectural Vision

Who do they work with?

- Business Architect
- Enterprise Architect
- Systems SME

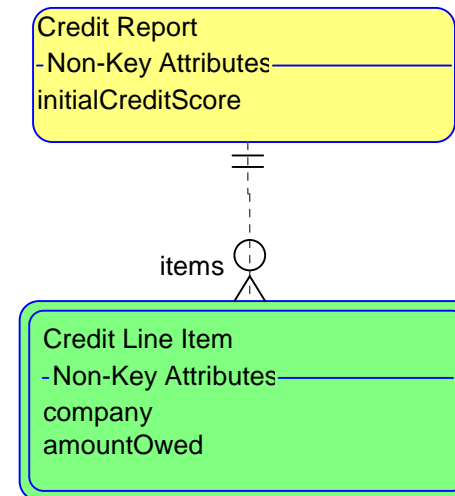
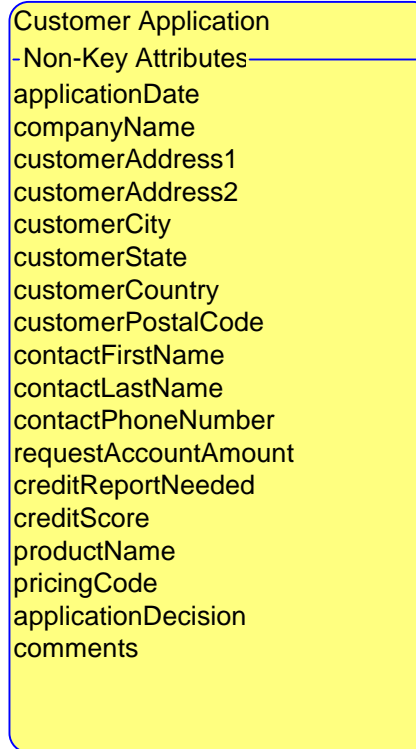
What do they Produce?

- Information Systems Architecture Building Blocks Catalog
- Information Systems Glossary
- Additional Architectural Guiding Principles

Information Systems Data Sources ABBs

Identify the catalog of needed data building blocks

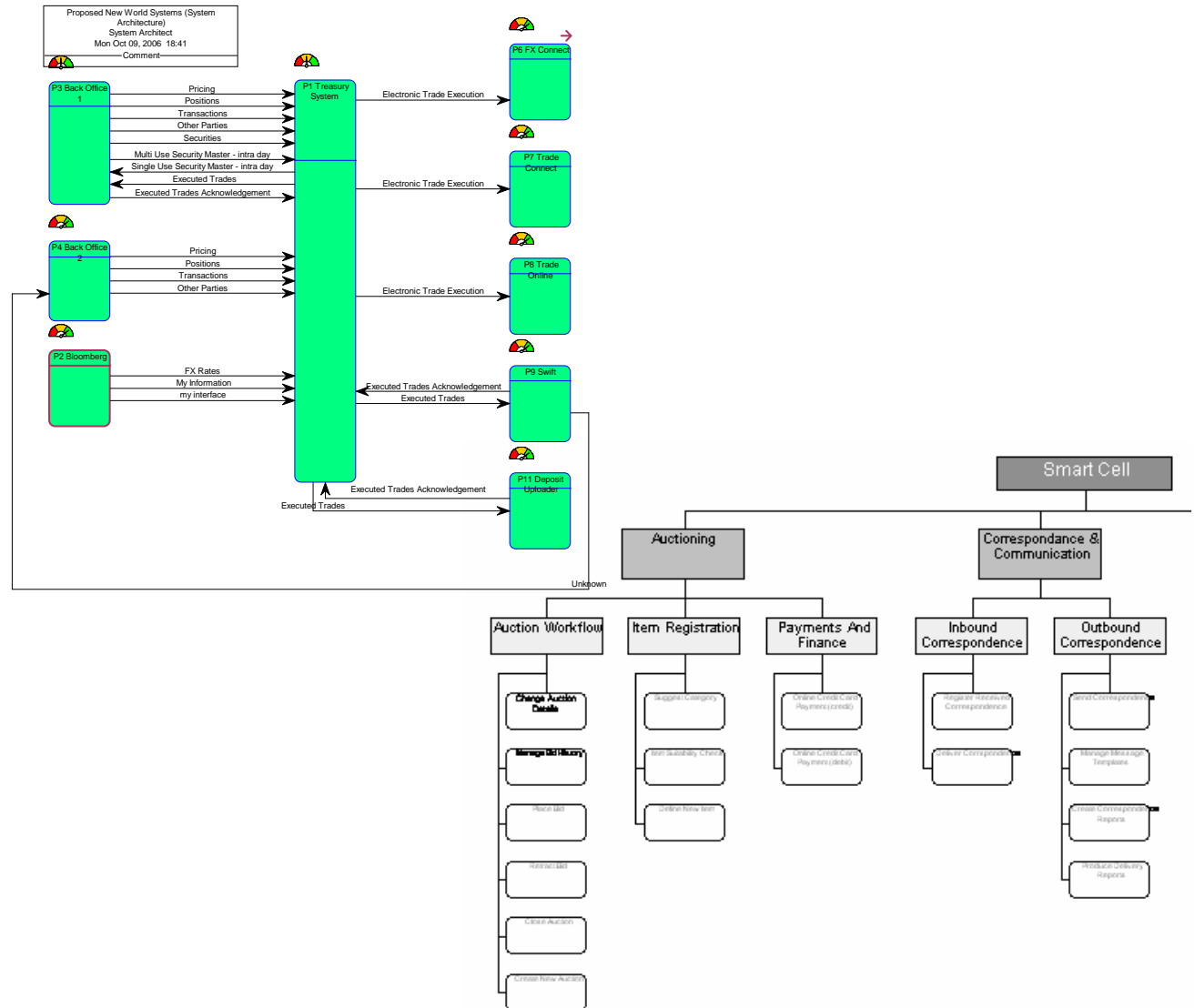
- ▶ Donna also needs to understand the information that is exchanged between the business processes and services
- ▶ Donna may use existing business information to help envision new possible building blocks in the data architecture or she may explore existing JKE data sources to see what information might be derived from data mining techniques
- ▶ The primary information Donna need to deal with concerns account verification is the Customer Application data. This is made up of information from existing business information representing information management and data warehouses that are part of JKE's enterprise assets
- ▶ The data information building blocks Donna needs are those concerning customer, address, credit, product and account management information
- ▶ There may be other physical resources required by the various processes. These may need to be weeded, cleansed, normalized and transformed to be useful data ABBs.



Applications, Capabilities and Services ABBs

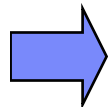
Identify needed capabilities, Applications and services

- ▶ AI now has a good understanding of the scope of the problem he is trying to address. He now focuses on identifying the business dependent, platform independent Information Systems ABBs that can be used to realize the business operations, ABBs, use cases and scenarios
- ▶ AI starts with identifying existing applications JKE has developed, purchased or adapted and that are in current use. Many of these applications are already in JKE's asset repository
- ▶ AI has decided to exploit SOA as a key IS architectural guiding principle. He will use SOA techniques to capture and organize the IS ABBs
- ▶ Some of the existing applications may be wrapped to create reusable services. AI also identifies other services that either exist, or may need to be developed to support the business operations
- ▶ AI may also elaborate some of the business process ABBs into reusable IS BPM process ABBs that address business and IS design concerns, and use the identified IS services



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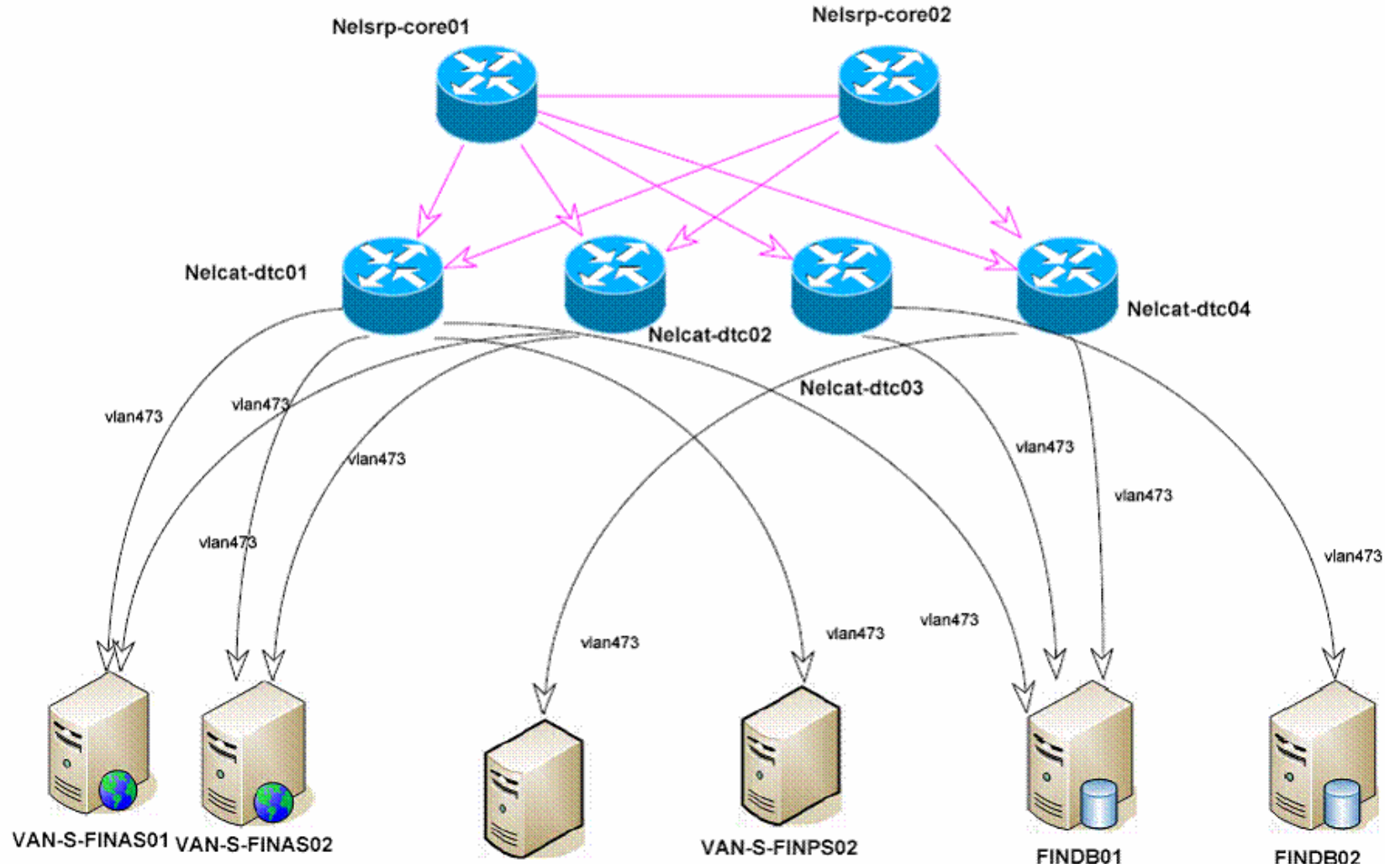
Rational. software

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Build Network and IT Portfolios



Producing an Operational Enterprise Technology Framework ...

Define Enterprise Sharing Matrices

- Used to determine affinities between components to guide determination of IT Nodes and Component placement

Identify IT Nodes & Create Reference Operational Models

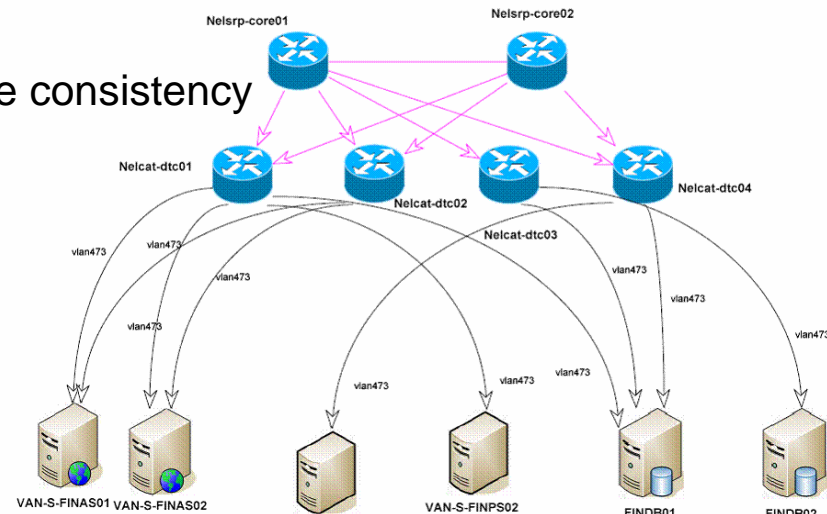
- Based upon previous analysis identify IT Nodes and later produce Reference Operational Models

Develop Graphical Views

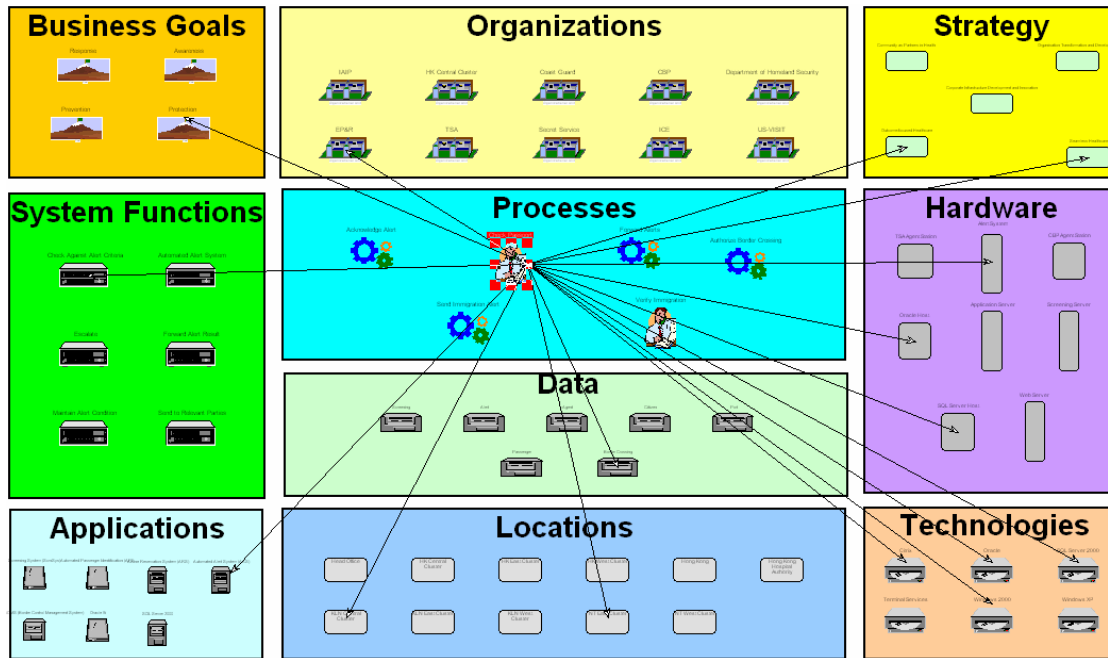
- Graphical views assist in communicating the model, particularly scope and relationship of Nodes. Multiple views can be constructed

Finalise Operational ETF

- Collate elements and ensure consistency

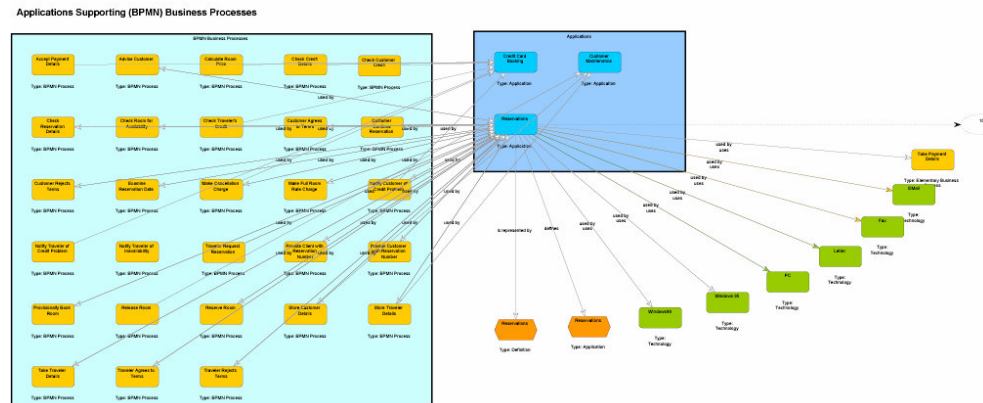


Impact Analysis Reporting



- Understand the impact of change

- Visualize Dependencies



What if Analysis

Diagram Name: Information Technology Landscape - As-Is
Opacity: 0.1

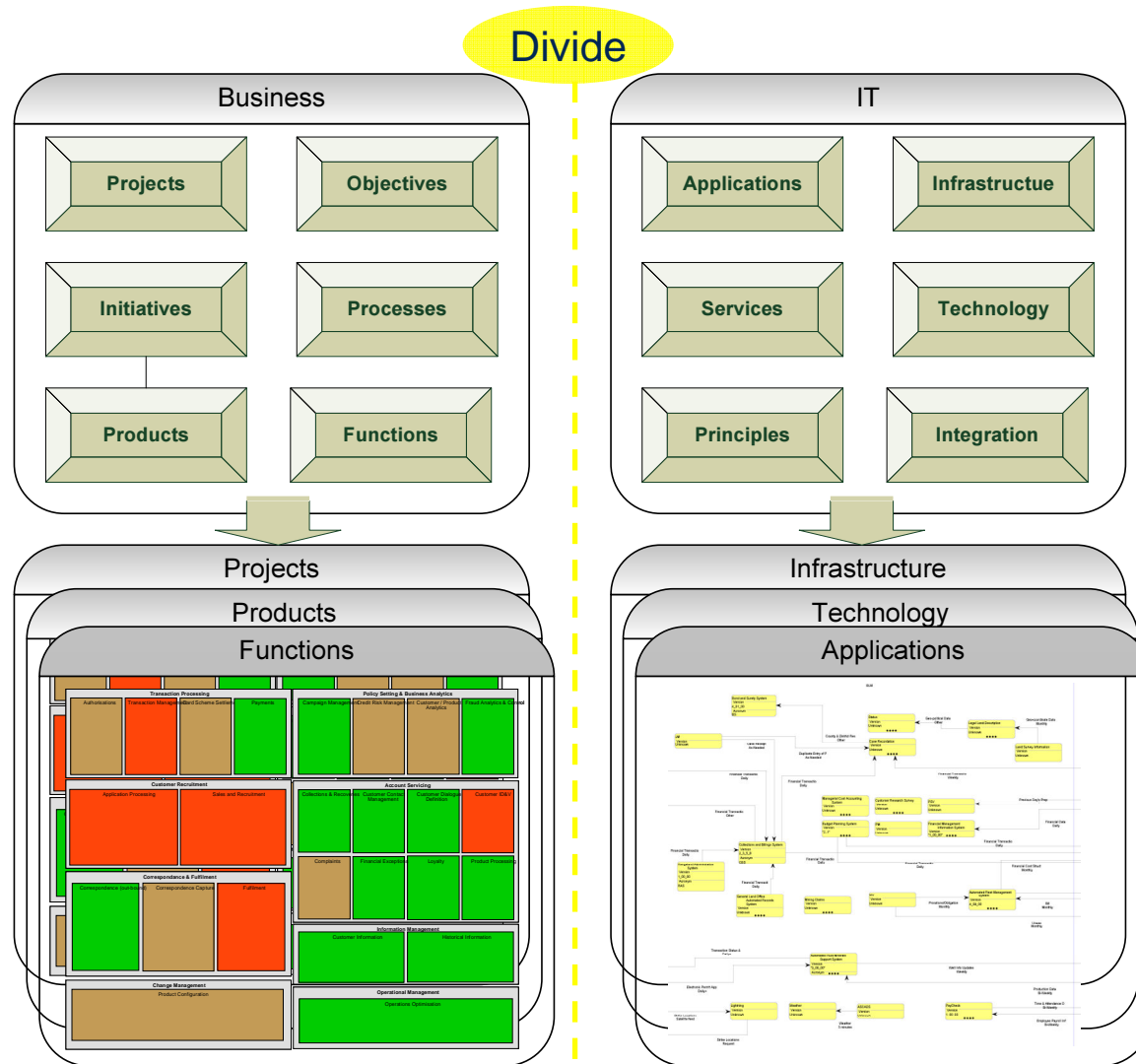
Categories: Security Technologies, Engineering Technologies, Project Management Technologies, Data Exchange and Storage, Operating Systems, Data Formats, Organizational Unit.

Flowchart Elements: Walk Through X-Ray, Exit FastPass Screening Area, Hand Inspect Carry On Luggage, Unable Item? (Yes/No).

Status: Applet SVGViewerApplet started

WHAT technologies are affected by process removal in the future?

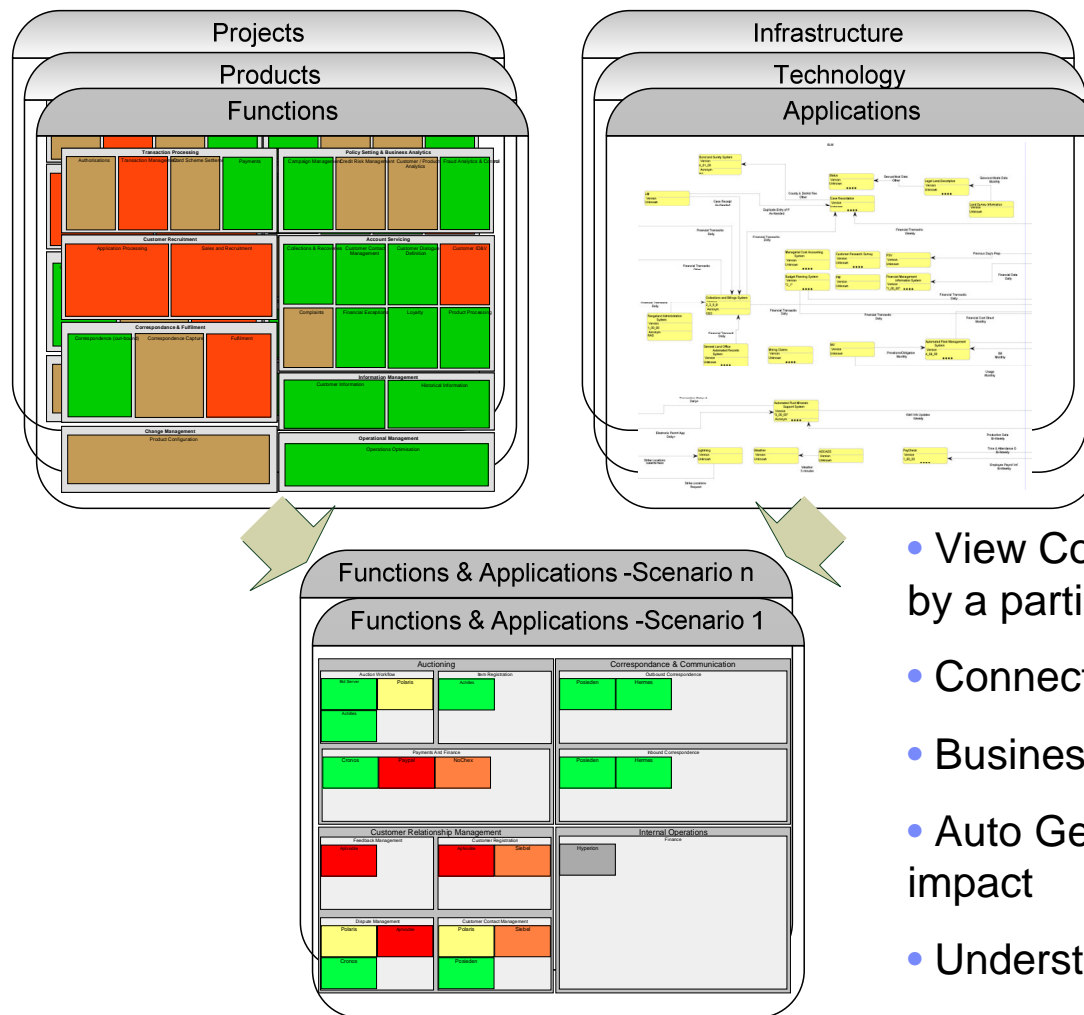
Business and IT Architecture



Model artefacts differ

Models differ in complexity

Business and IT Interconnected



- View Components which will be impacted by a particular business strategy
- Connect to IT Infrastructure
- Business View of the Services Library
- Auto Generate Heat maps to visualise impact
- Understand the gaps and the overlaps
- Establish a Governance mechanism

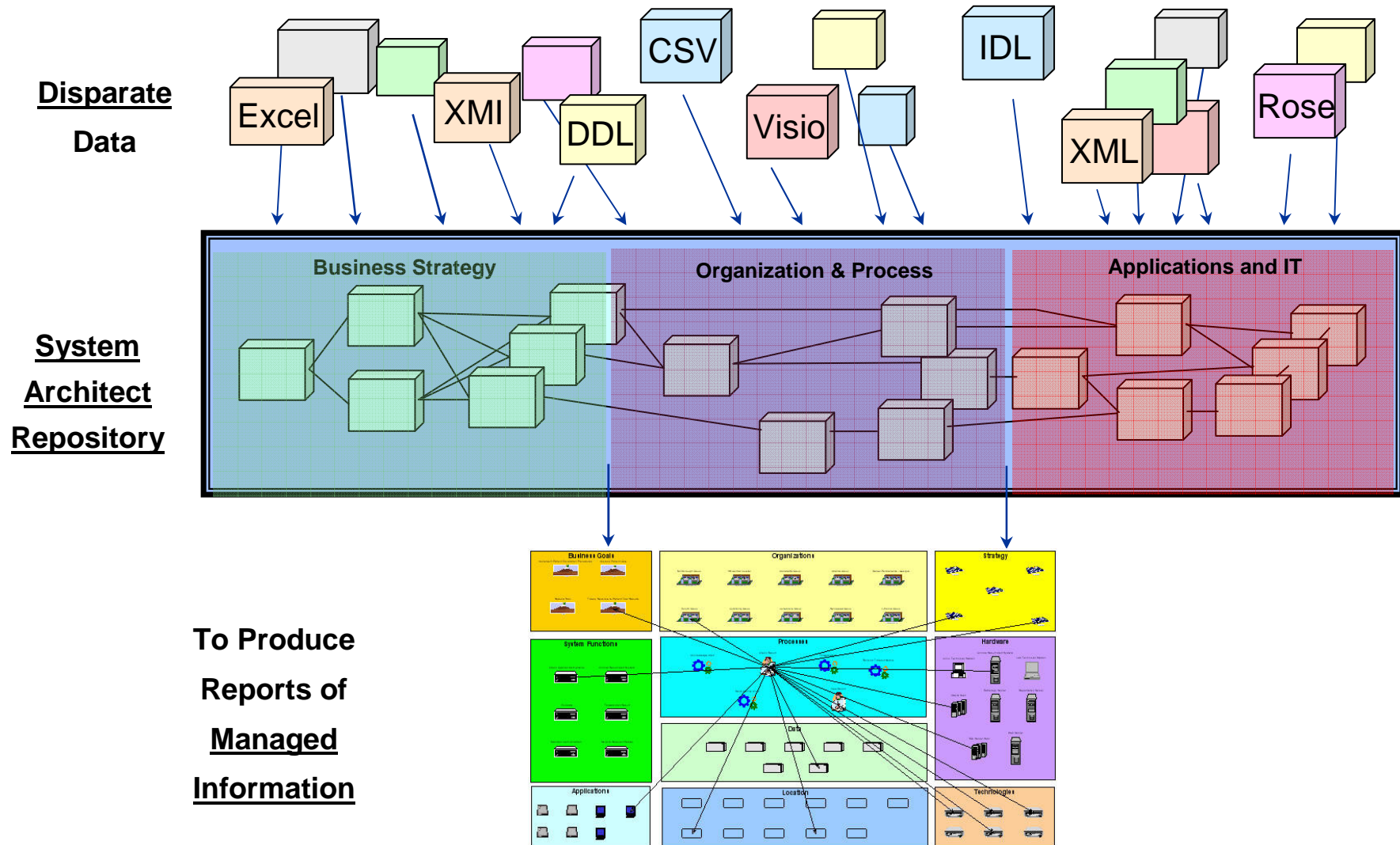
Project Roadmap Reports

Service Roadmap Report								
Service Component	Service	01/01/2007	01/07/2007	01/01/2008	01/07/2008	01/01/2009	01/07/2009	01/01/2010
Auction Workflow	Change Auction Details							
	Close Auction			Bid Server	Bid Server	Bid Server		
	Create New Auction	Siebel	Siebel	Siebel	Siebel	Siebel	Siebel	Siebel
		Achilles	Achilles	Achilles	Achilles	Achilles	Achilles	Achilles
	Manage Bid History							
	Place Bid			Bid Server	Bid Server	Bid Server		
	Retract Bid			Bid Server	Bid Server	Bid Server		
		Polaris	Polaris	Polaris	Polaris	Polaris	Polaris	Polaris
Customer Contact Management	Create Marketing Campaign	Polaris	Polaris	Polaris	Polaris	Polaris	Polaris	Polaris
		Siebel	Siebel	Siebel	Siebel	Siebel	Siebel	Siebel
		Posieden	Posieden					
Finance	Add Employee	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
	Amend Employee Details	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
	Currency Management	Hyperion	Hyperion	Hyperion				
					NoChex	NoChex		
	Purchase Order Processing	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
	Remove Employee	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
	Run Payroll	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
	Run Reports	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
Inbound Correspondence	Sales Order Processing	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion	Hyperion
	Deliver Corrspondence	Hermes	Hermes	Hermes	Hermes	Hermes	Hermes	Hermes
	Register Received Correspondence	Posieden	Posieden					

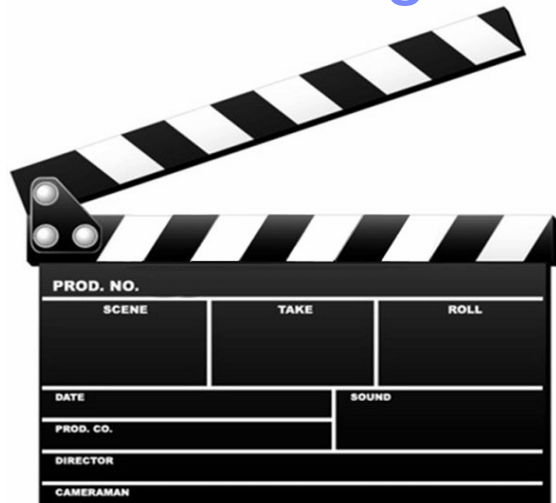
Projects:
Currency
Management

- Report clearly how projects are implemented over time, as well as changes in touch points
- Communicate progress and risk

Using System Architect to Leverage Existing Assets



Govern and Manage Enterprise Architecture Change



Eugene and his Enterprise Architect team's refinement of different aspects of the EA is change that needs to be managed and governed.

The Enterprise Architects need to manage key aspects... of change that need to be managed include:

- Parallel changes to the same EA artifacts
- Changes at different levels of abstraction across the EA/Solution Architecture/Delivery continuum – i.e., harvest/propagate changes across source and derived artifacts
- Different rates of change and points in the lifecycle
- Different states of assets (e.g., "In-production" vs. "In-development")

What does Eugene need?

- Mgmt procedures and Governance policy guidelines
- EA, ABB & derivative/related assets (*configurations*)
- Tooling to support collaboratively identifying, comparing, & merging changes
- Asset & CCM repositories

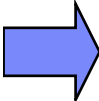
Who does Eugene work with?

- CCM, Asset Repo Admin
- Enterprise Architecture, Domain, & Solution Architects

What does Eugene Produce?

- New and new versions of EA, derived, and related assets

Agenda

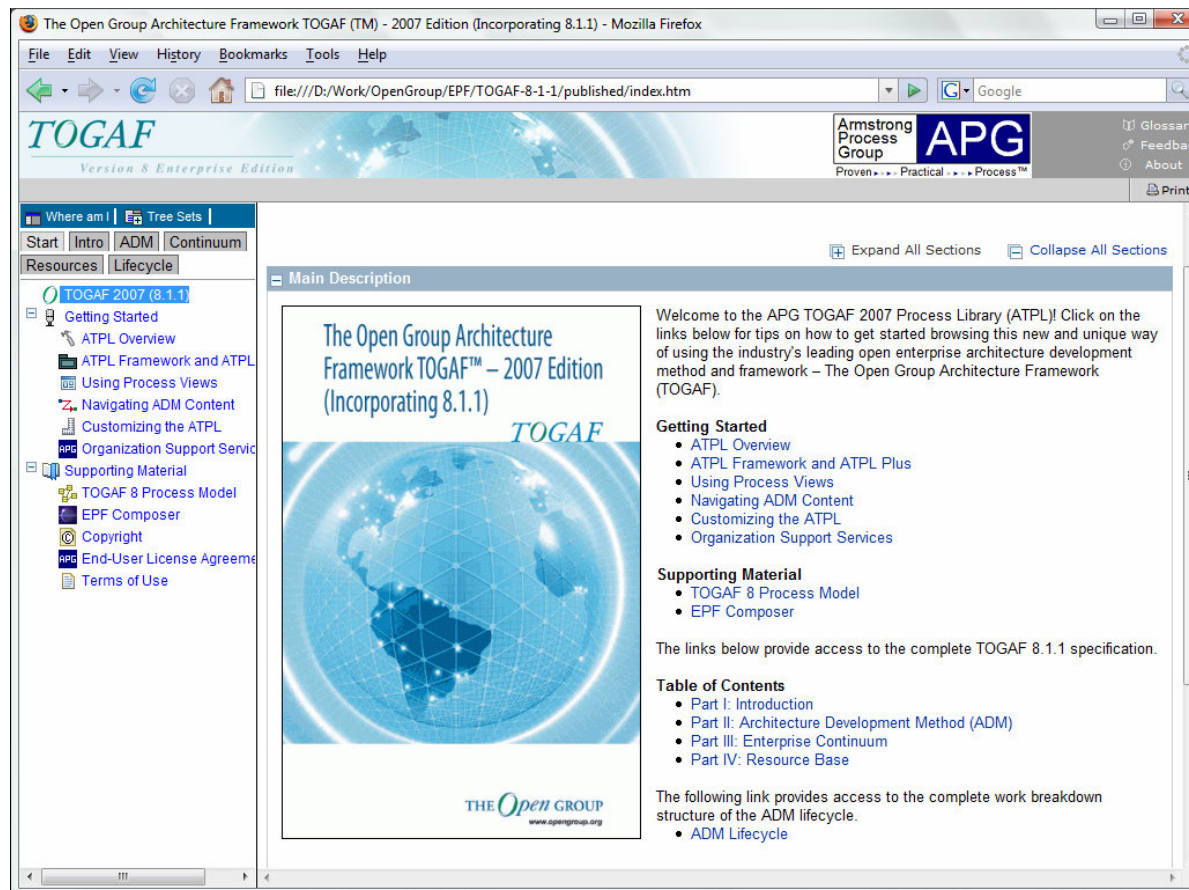
- Introduction
- Enterprise Architecture Roadmap
- IBM's Support for Enterprise Architecture – Part 1
 - ▶ Define Architectural Vision
 - ▶ Refine Business Architecture
 - ▶ Refine Information Systems Architectures
- Break
- IBM's Support for Enterprise Architecture – Part 1
 - ▶ Refine Technology Architecture
 - ▶ Assess Opportunities and Solution Alternatives
-  System Architect Demonstration
 - Enterprise Architecture Process and Frameworks
 - Summary

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-  Enterprise Architecture Process and Frameworks
- Wrap-up

APG TOGAF Process Library (ATPL)

View online at www.aprocessgroup.com/togaf/published



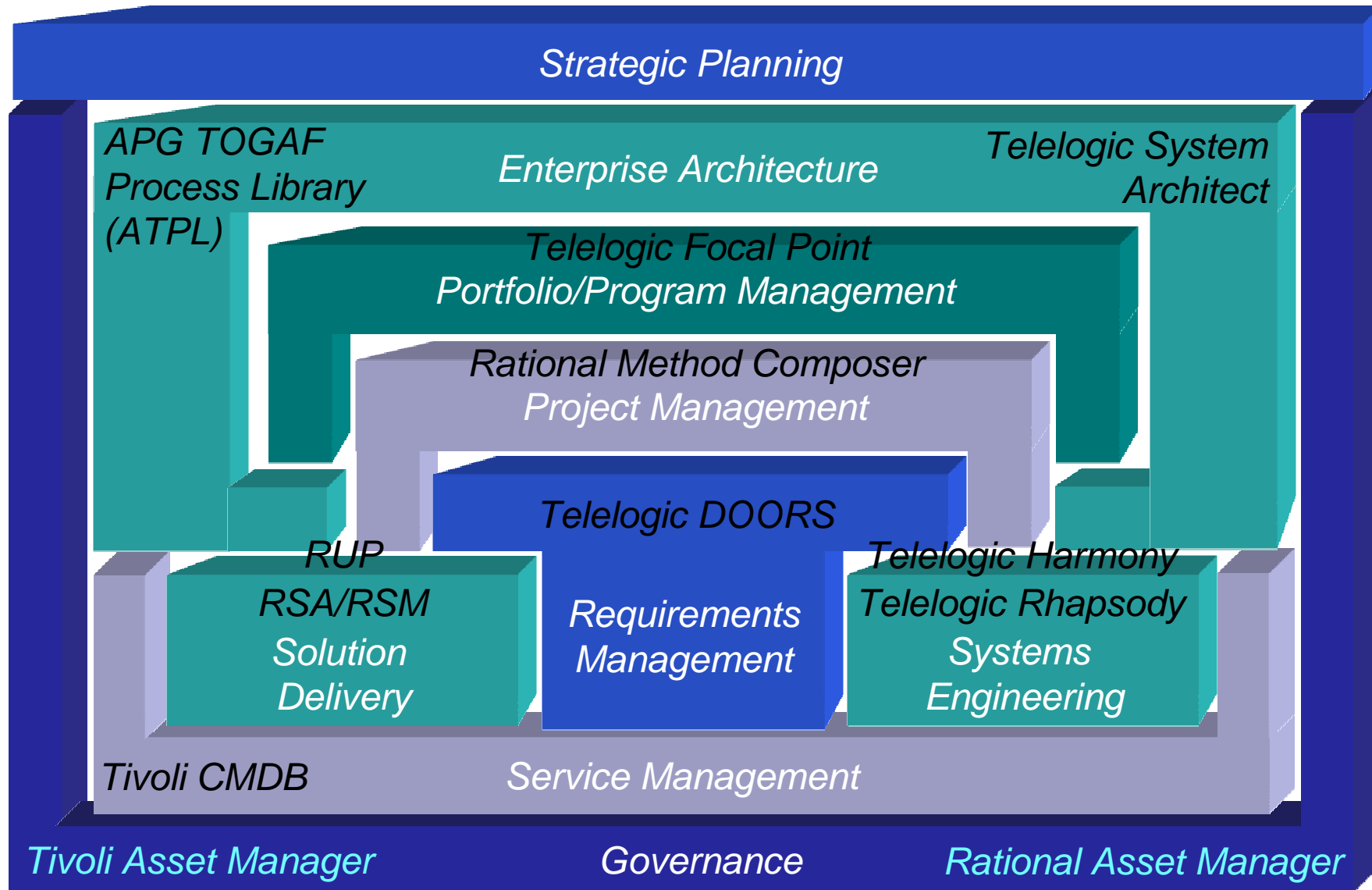
- Set of RMC/EPFC method plugins
- Represents complete TOGAF 8.1.1 standard
- Includes work breakdown structure (WBS) for ADM
- Allows end-users to customize and extend TOGAF
- Enables EA integration with other lifecycles
 - Portfolio/program management
 - Solution delivery
 - Service management

“The ATPL from Armstrong Process Group is a major step in enabling even greater uptake of TOGAF.”

– Allen Brown, CEO, The Open Group



Business-IT Integration

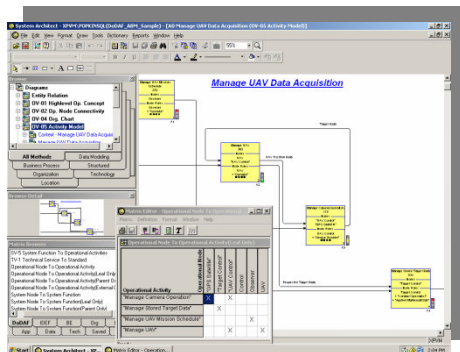


Role of Frameworks

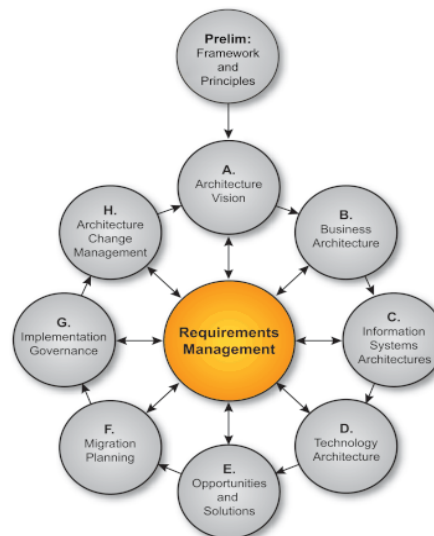
- Rules and guidance for developing and presenting architecture descriptions
 - ▶ Covers ‘who, what, when, why and how’ of an enterprise
 - ▶ Standard vocabulary and categorization
 - ▶ Builds on prior industry knowledge
 - ▶ Enables skill transfer
 - ▶ Facilitates communications

- Frameworks are an enabler for reconfigurability, interoperability and agility

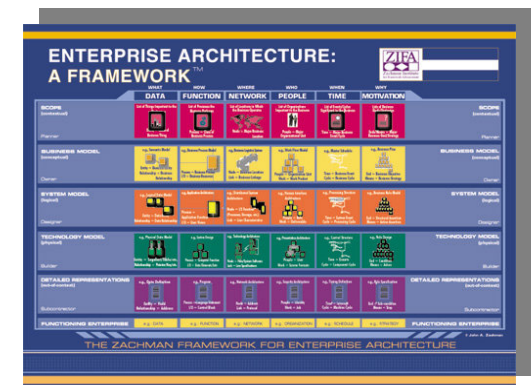
DoDAF/MODAF/NAF



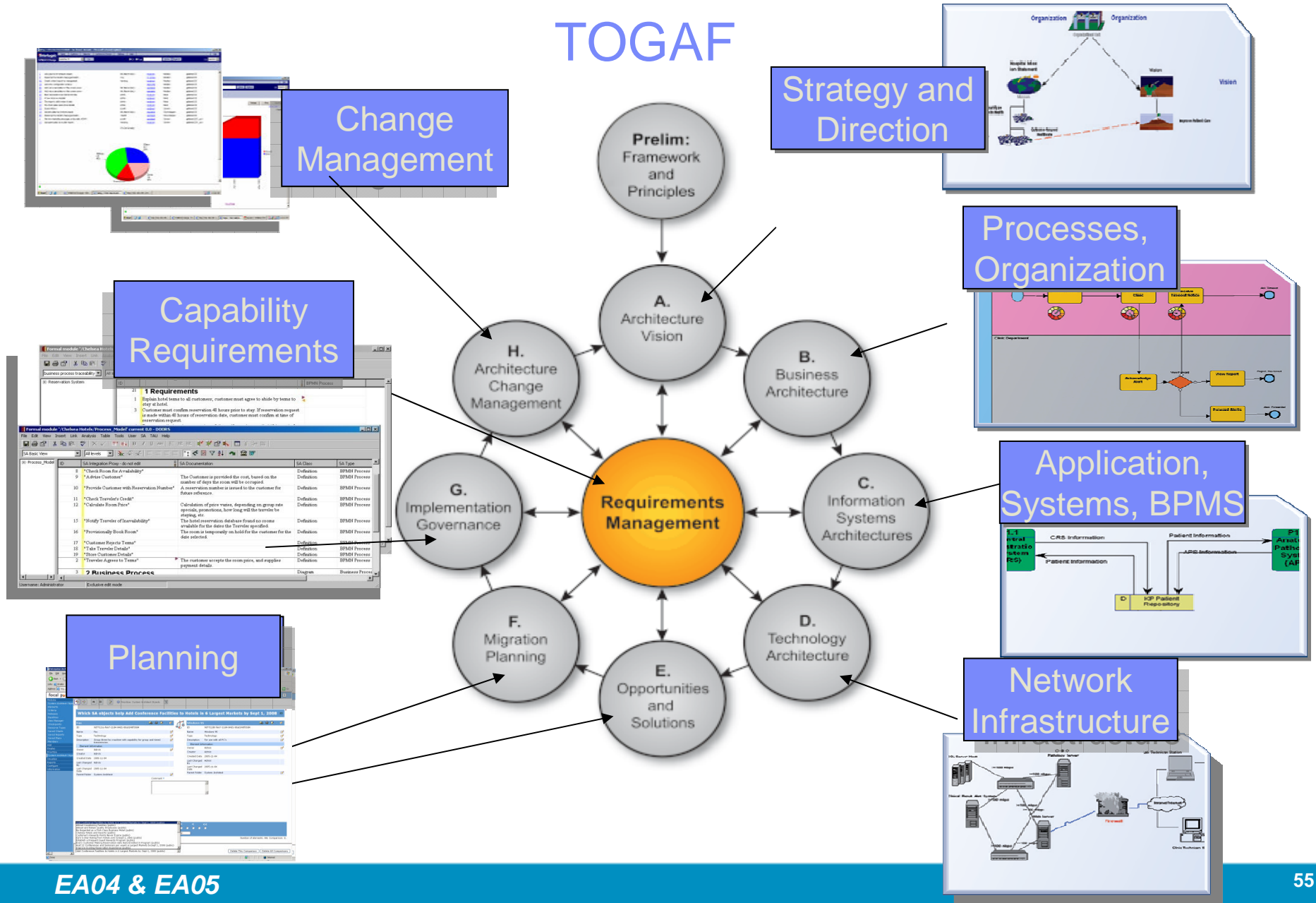
TOGAF



Zachman



TOGAF



Industry Frameworks Supported by SA

- SA/TOGAF – Open Group architecture Framework
- SA/DoDAF™ -- US DoD architecture framework
- SA/MODAF™ -- UK MoD architecture framework
- SA/NAF™ -- NATO architecture framework
- SA/iRMA™ -- US government FEA reference model support
- System Architect for IAF™ -- Capgemini reference framework
- SA/TMforum NGOSSTM – Telecom framework
- SA for SCOR – supply chain framework

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Summary

- System Architect is the IBM Enterprise Architecture (EA) product
- Product Integration to provide coverage both upstream and downstream EA
 - ▶ Bridging Enterprise Architecture and Solution Design
 - ▶ Medium term migration to a single platform
- System Architect is a graphical & repository based tool supporting EA concepts
 - ▶ Capture and management of EA assets
 - ▶ Graphical analysis and reporting tools provide contextual viewpoints
 - ▶ Allows stakeholders to focus on their own elements of the architecture to drive change

Ultimately the combination of System Architect in conjunction with the wider IBM Software product suite and Global Services presents a unique proposition to the EA market



QUESTIONS



THANK YOU

Learn more at:

- [IBM Rational software](#)
- [IBM Rational Software Delivery Platform](#)
- [Process and portfolio management](#)
- [Change and release management](#)
- [Quality management](#)
- [Architecture management](#)
- [Rational trial downloads](#)
- [Leading Innovation Web site](#)
- [developerWorks Rational](#)
- [IBM Rational TV](#)
- [IBM Rational Business Partners](#)

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