A Kind of Summary: Enterprise Architecture for Business-IT Alignment

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Model Languages and Architectures

- Overall
  - ♦ ArchiMate, (BMM)
- Business Architecture
  - ♦ BPMN, CMMN, Organisation, Process Map, BMM, Products
- Information Systems Architecture
  - ♦ Data, Document, Applications
- Technology Architecture
  - ♦ Software Architecture, Configuration Database, …

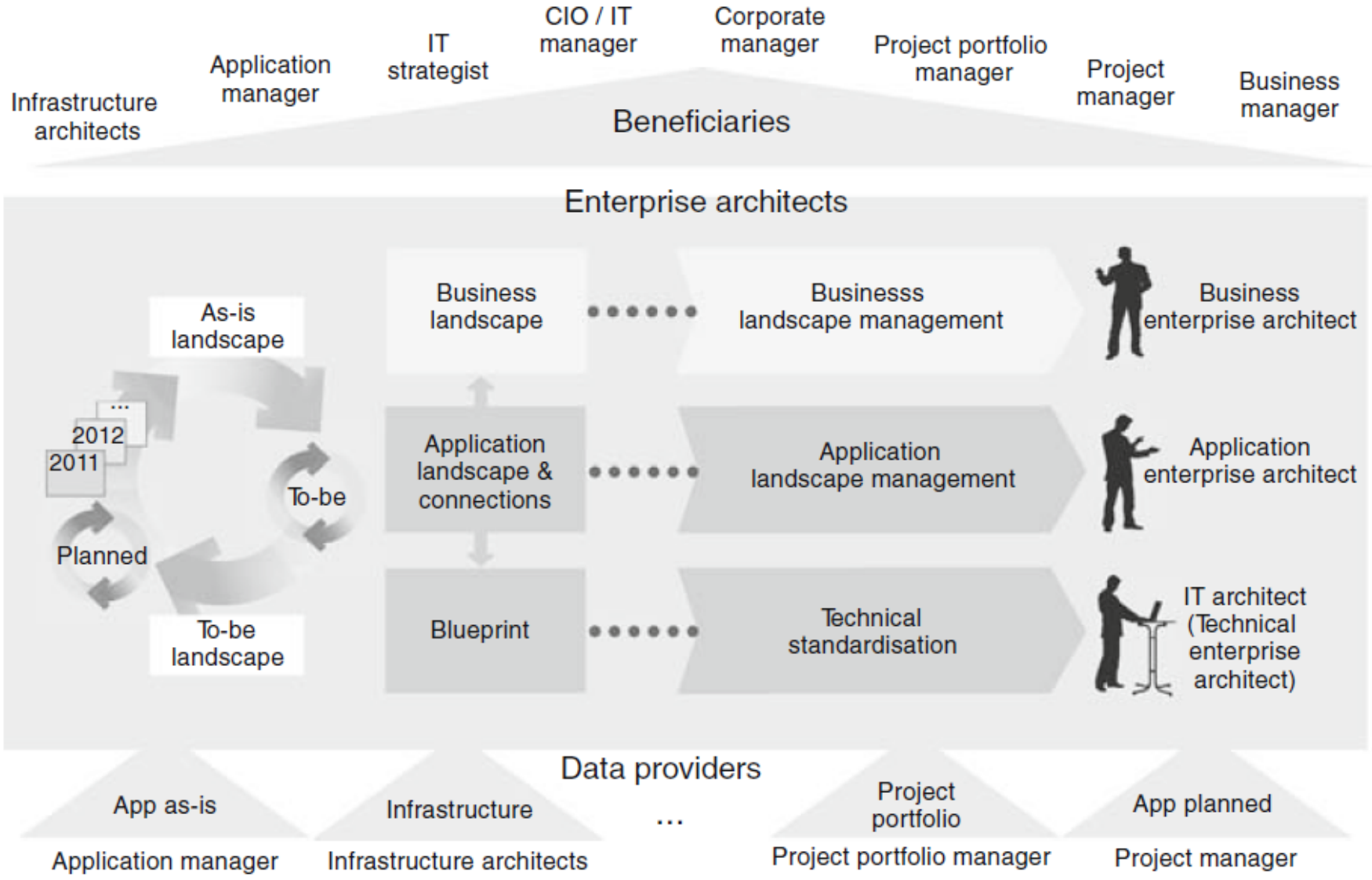
Literature

This chapter is based on the following literature:

- Hanschke, Inge. (2010). *Strategic IT Management, Chapter 4*. Berlin Heidelberg: Springer-Verlag.

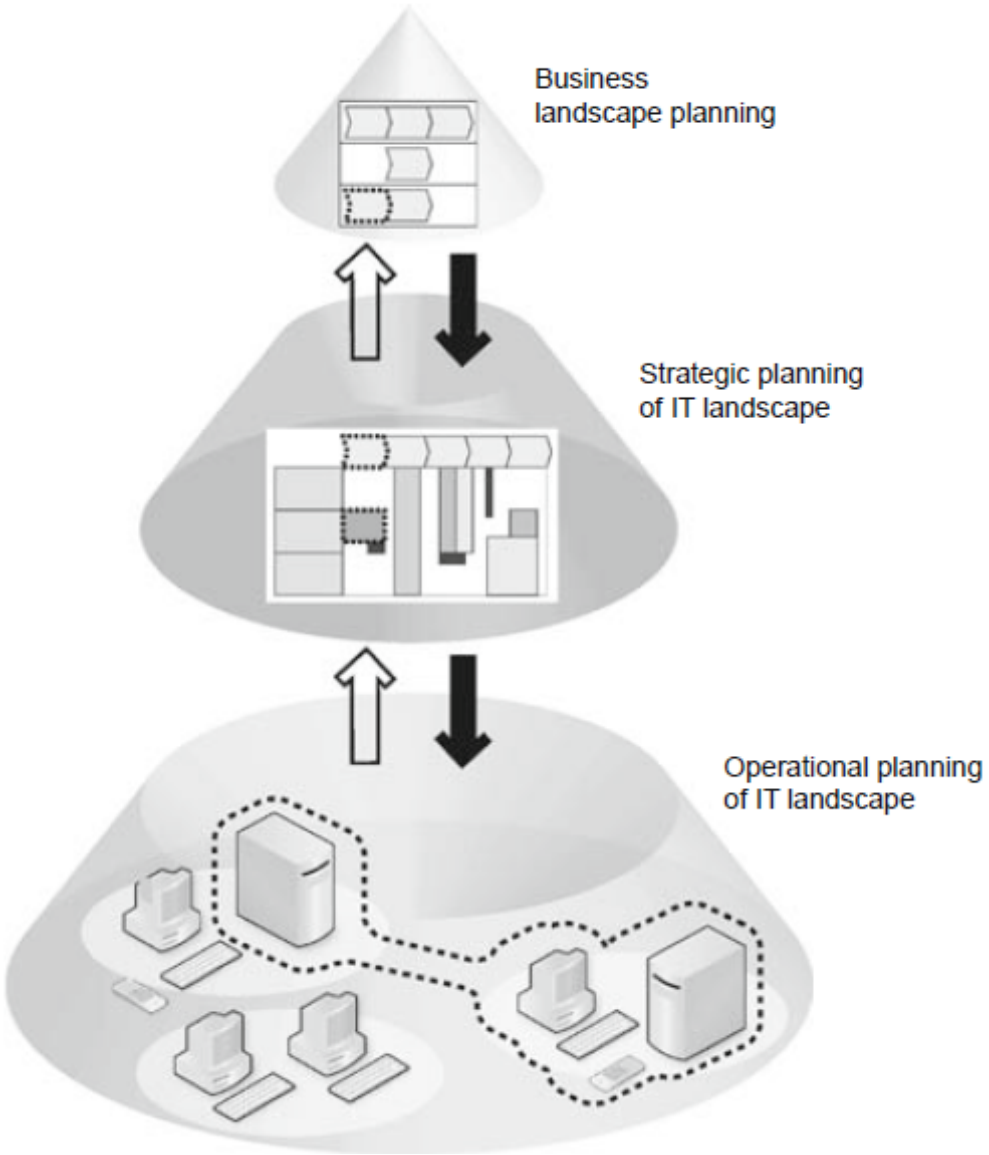
For further details have a look at the referenced sources.

Perspectives on the Enterprise Architecture



(Hanschke 2010, p. 99)

Planning Levels in the Enterprise Architecture

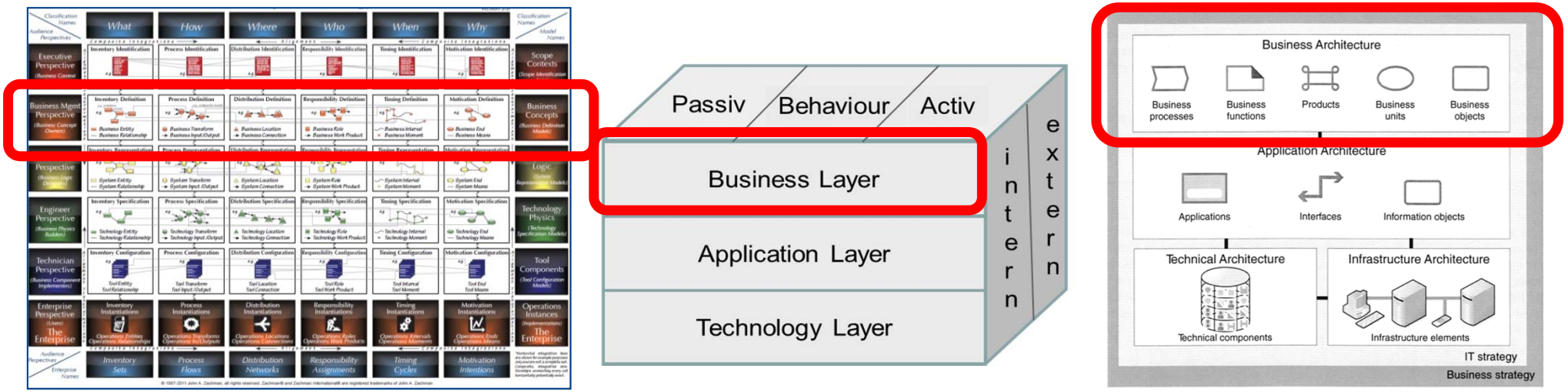


- The enterprise architecture stakes out the basic structure of the business and IT and the links that exist between them
- **Business landscape planning** documents the current and future business
- The business landscape is key input for **strategic planning of the IT landscape**
- **Business Processes** act as a bridge between business planning and IT planning

(Hanschke 2010, p. 108f)

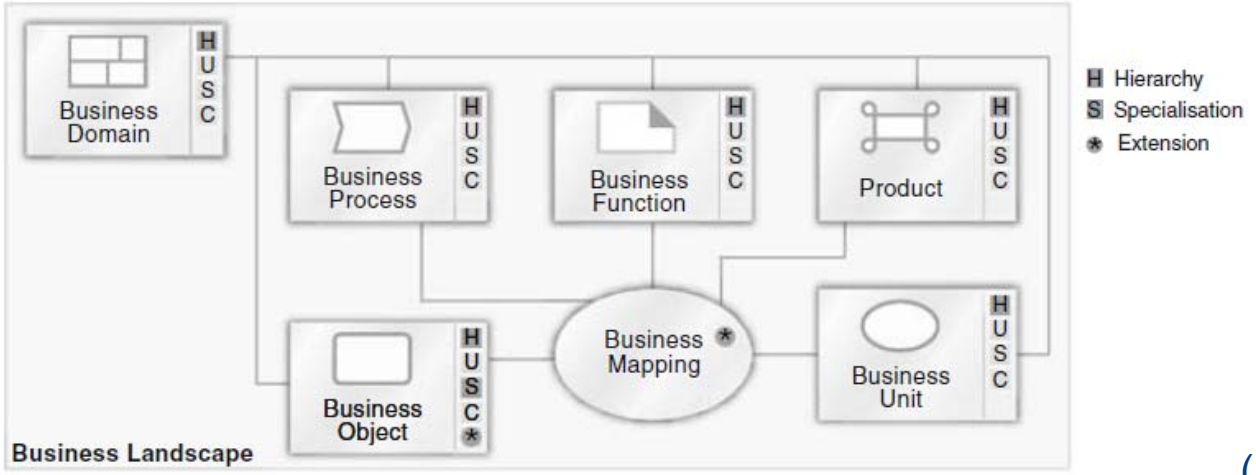
Business Landscape

- The business landscape corresponds to
  - the Business Architecture of the best practice enterprise architecture
  - the second row of the Zachman Framework
  - the Business Layer of ArchiMate and TOGAF



Business Landscape Management

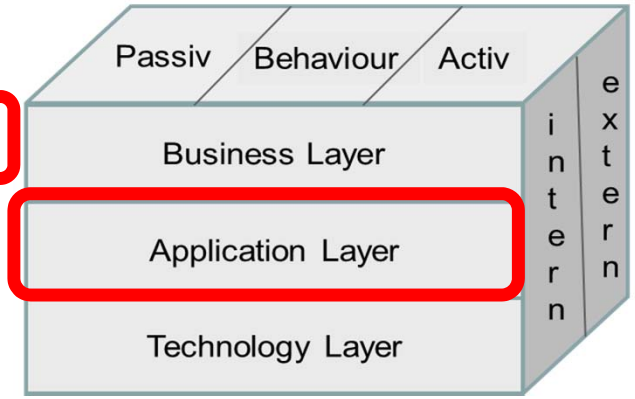
- Managing the business-specific parts of the enterprise architecture
- The task of business landscape planning is to document the current and future business
  - describe business processes, business functions, products, and buusness units
  - interactions between them

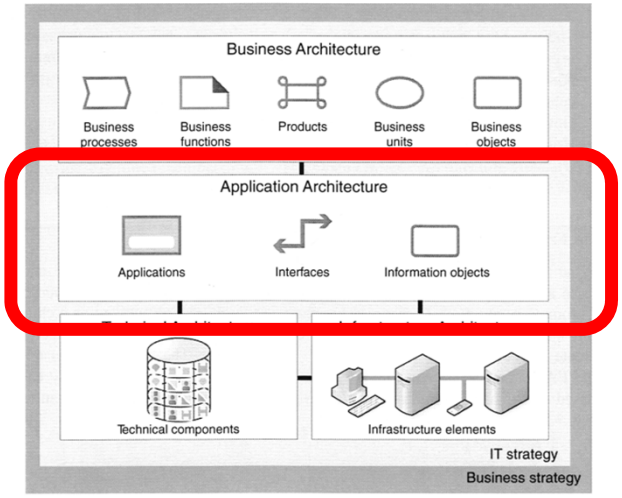


(Hanschke 2010, p. 91)

ApplicationLandscape

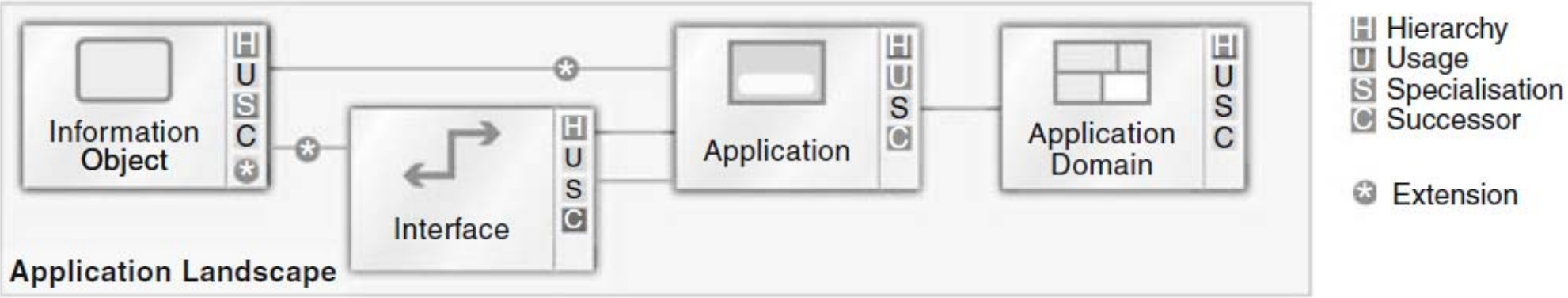
- The application landscape corresponds to
  - the Application Architecture of the best practice enterprise architecture
  - the third row of the Zachman Framework
  - the Application Layer of ArchiMate and TOGAF





Constituents of the IT Landscape

- IT landscape management documents and shapes the application landscape model in terms of its interplay with the business, technical and infrastructure landscape models and the project portfolio.
- The core constituents of IT landscape management are the application landscape model itself, and the relationships to the other landscape models, and with the project portfolio.



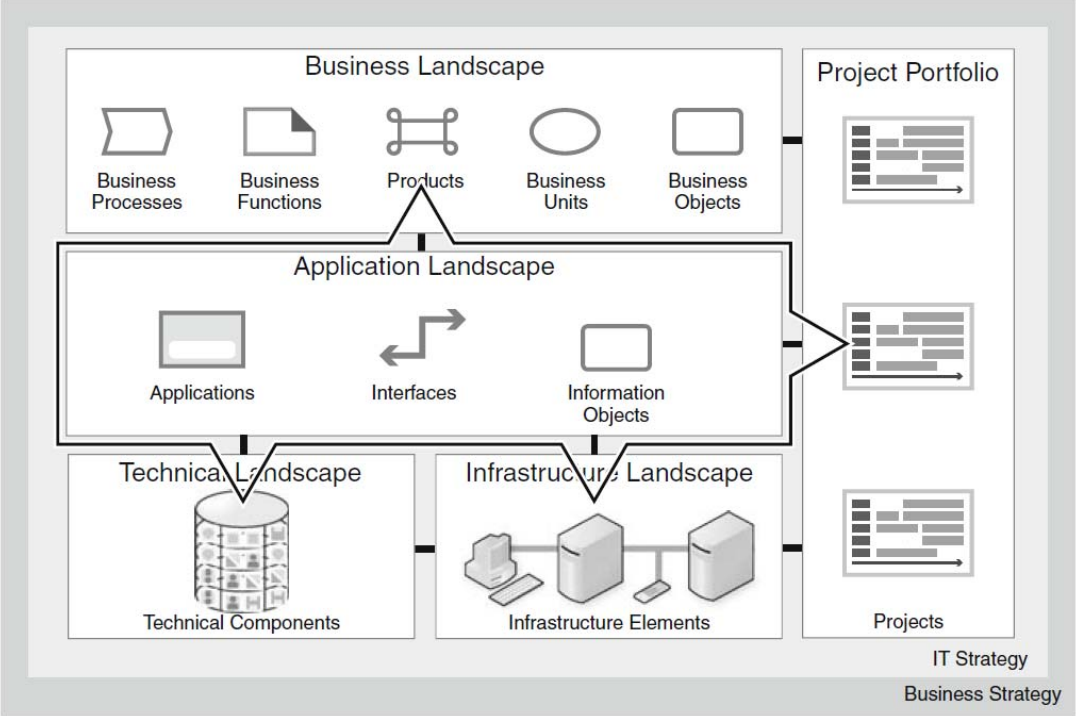
(Hanschke 2010, p. 115f)

Interaction of IT Landscape with Enterprise Architecture

- The enterprise architecture provides key input for strategic management of the IT landscape
- IT landscape management documents and shapes the
  - ♦ application landscape

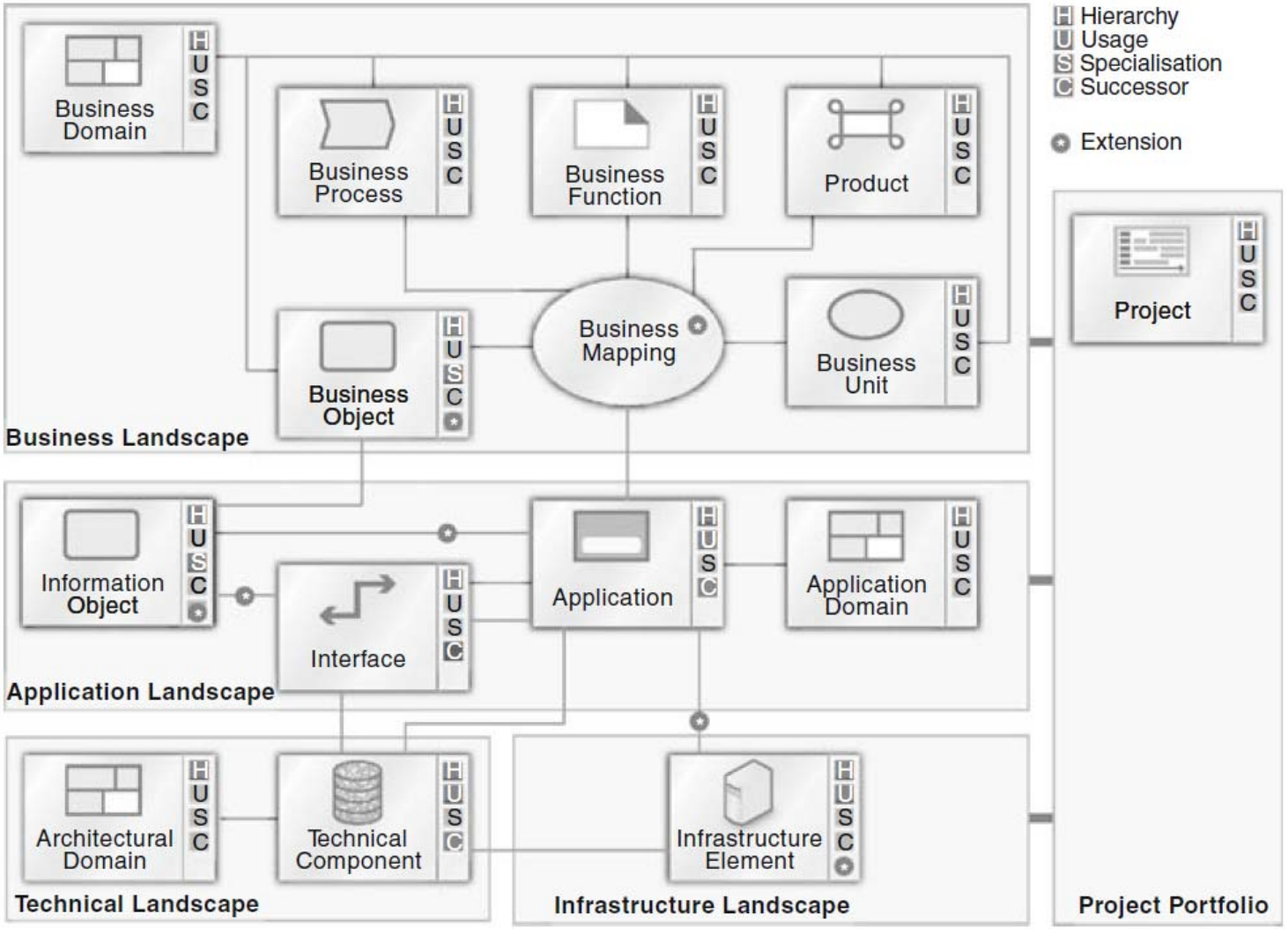
  in interaction with
  - ♦ business, technical and infrastructure landscape

  and with the
  - ♦ project portfolio



(Hanschke 2010, p. 109)

Relationships between Landscapes



(Hanschke 2010, p. 125)

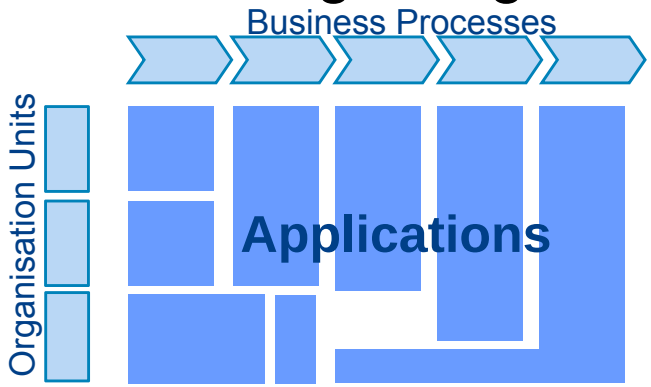
The assignments of applications to business processes, products, business functions, business objects and business units create the visible associations between business requirements and corporate goals on the one side and the IT landscape on the other.

Accordingly, the business landscape model creates the framework for managing and directing IT in terms of business goals.

(Hanschke 2010, p. 91)

Relationships of the Application Landscape Model to the Business Landscape Model

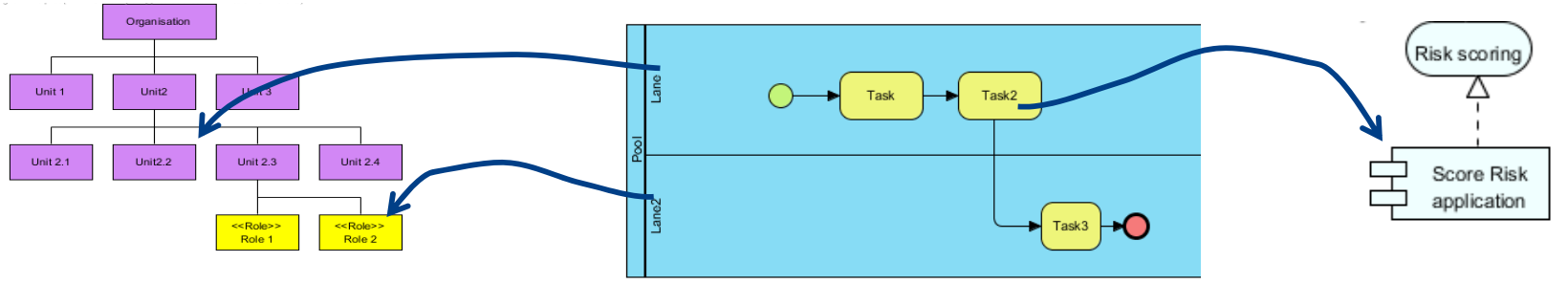
- The assignment of applications to business processes, products, business functions, business objects and business units can be made on different levels of granularity
- Assigning applications to …
  - ***activities*** in a process model – this referencing is the finest level of detail
  - ***processes or subprocesses*** (as in application usage diagrams in ArchiMate)
  - the ***value chain***: landscape diagrams essentially give a big-picture view; they model how applications fit into the value chain



(Hanschke 2010, p. 126)

Modelling Tools: References between Models and Elements

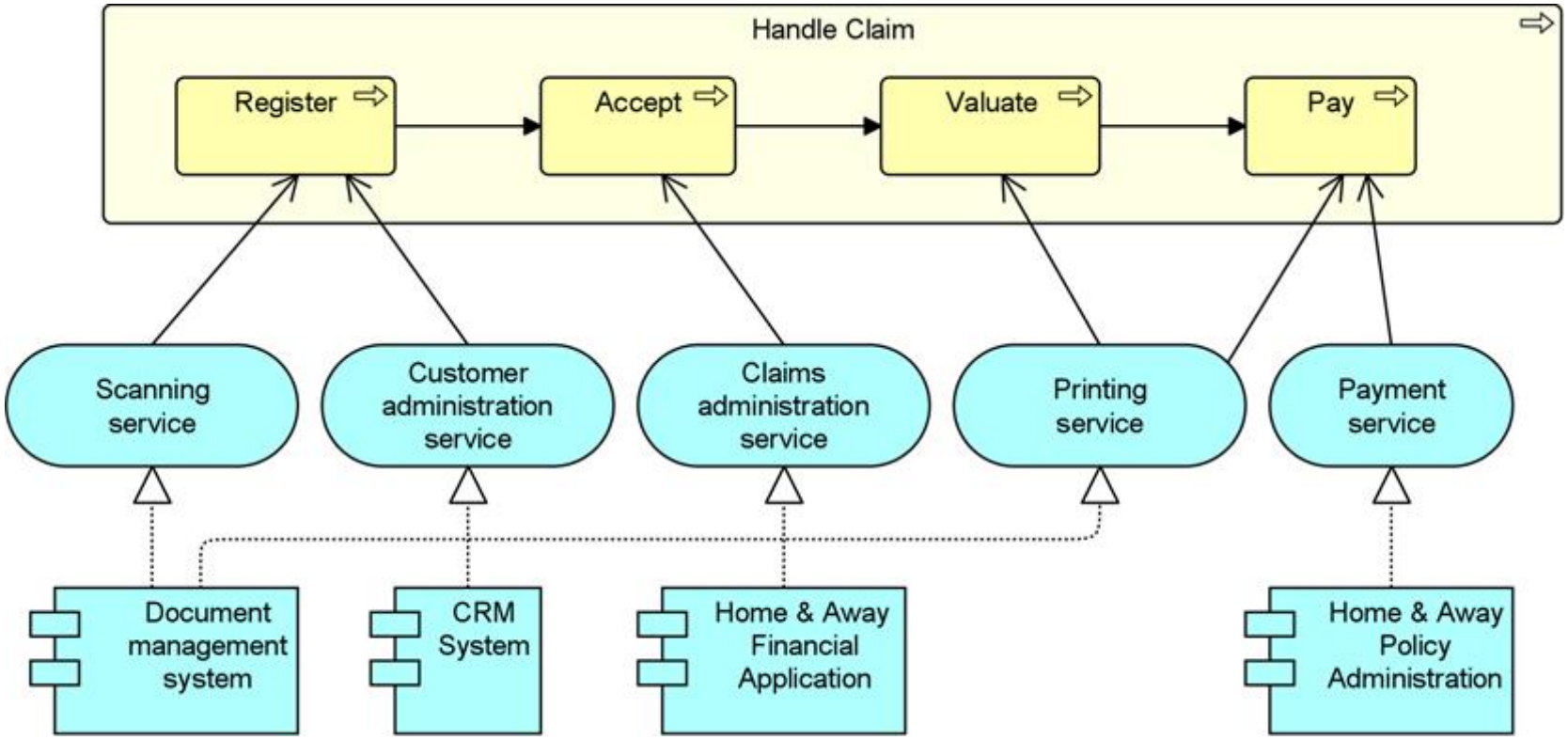
- Volume of information is often too great for a user to quickly comprehend
- Models provide information for a particular area of concern, e.g. processes
- References among interdependent information can highlight the interdependencies and thus improve understandability.
- Example: Referencing organisation units and applcations from processes



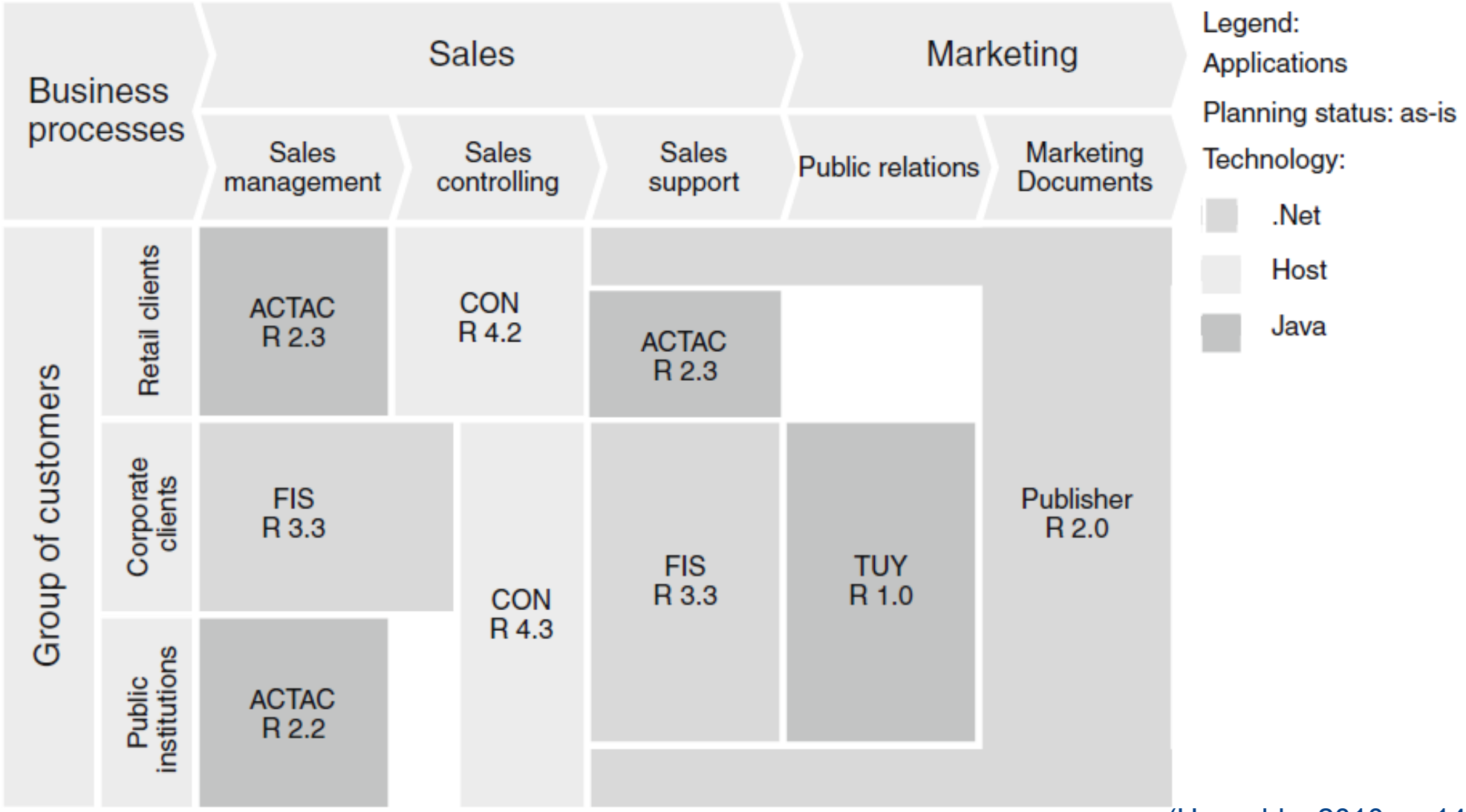
- Many organisations document and distribute their EAs in this form on web sites.

(Schekkermann 2008, p. 96f)

Application Usage



Example of a Landscape Diagram



(Hanschke 2010, p. 144)

Modelling all these things is too much effort?

What we model and on which level of granularity depends on the problem

We didn't want to run through the whole enterprise and model every single process we could potentially find and create this big monster bible that no one would ever read again nor maintain. Instead we would only model a core process in those areas where we actually had projects that involved a business model change or an operational model change. So by design our enterprise model had holes, namely all those areas where we wouldn't improve or that we didn't focus on. We call this the minimalist modeling approach.

—Sylvia Steinmann

Swiss Re, CIO, Financial Services Function

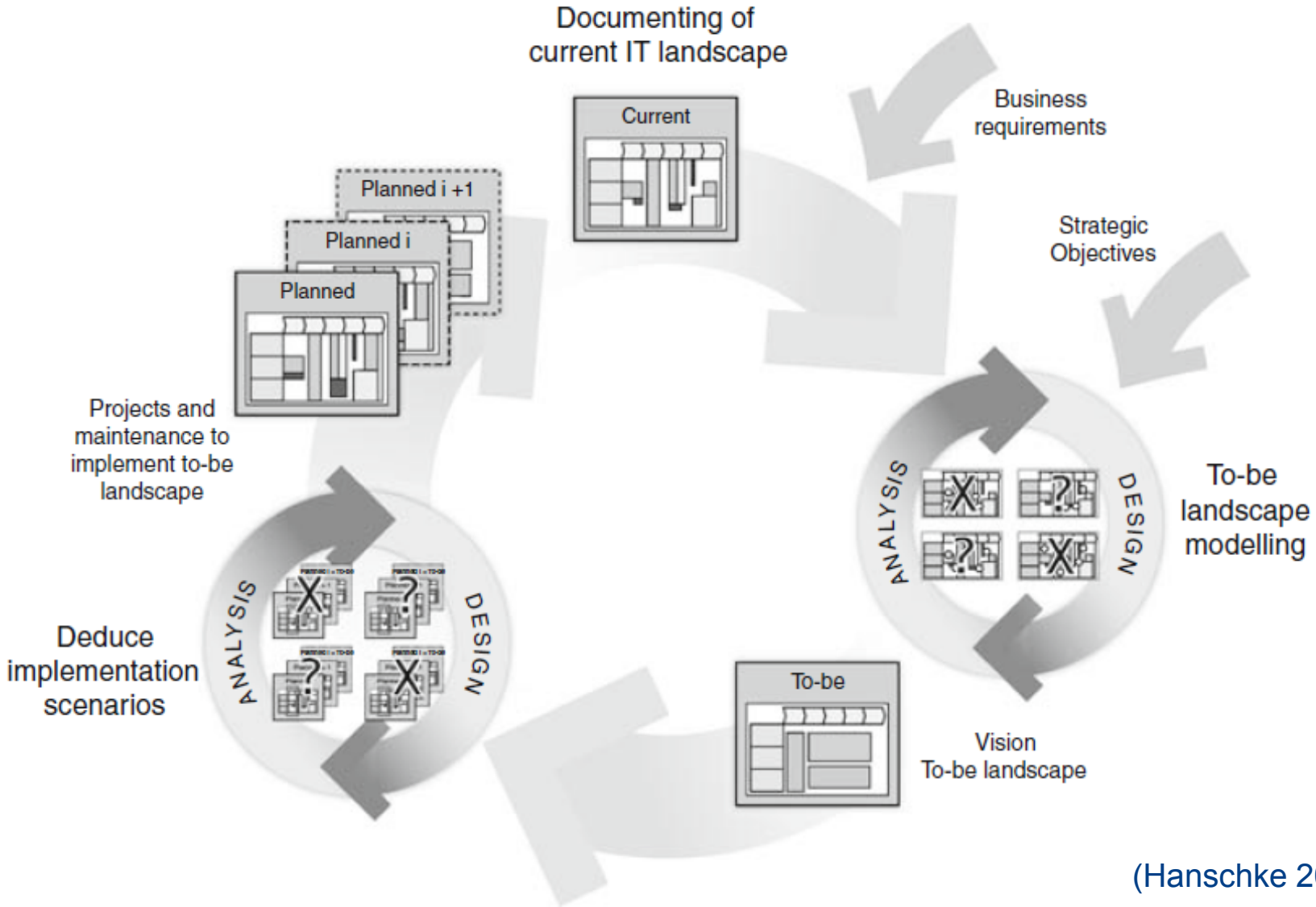
Swiss Re Case, page 5

Use of the Enterprise Architecture

- The EA is managed as a program that
  - …facilitates systematic organization change by
  - …continuously aligning
    - …technology investments and projects
    - …with organisation mission needs.
- EA is updated continuously to reflect changes
- It is a primary tool for
  - …baseline control of complex, *interdependent* enterprise decisions and
  - …communication of these decisions to organization stakeholders.

(Schekkermann 2008, p. 107)

IT Landscape Planning as Ongoing Process



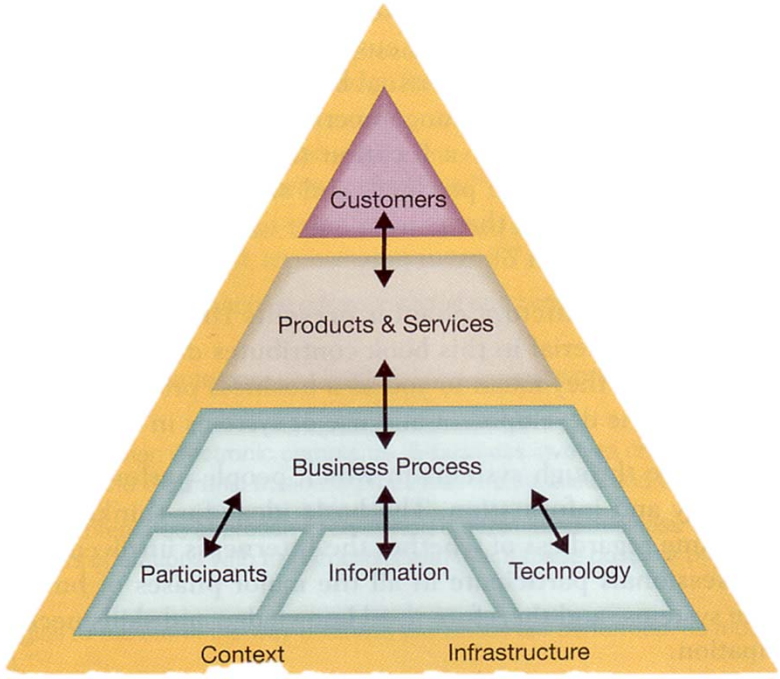
(Hanschke 2010, p. 158)

Business Motivation Model

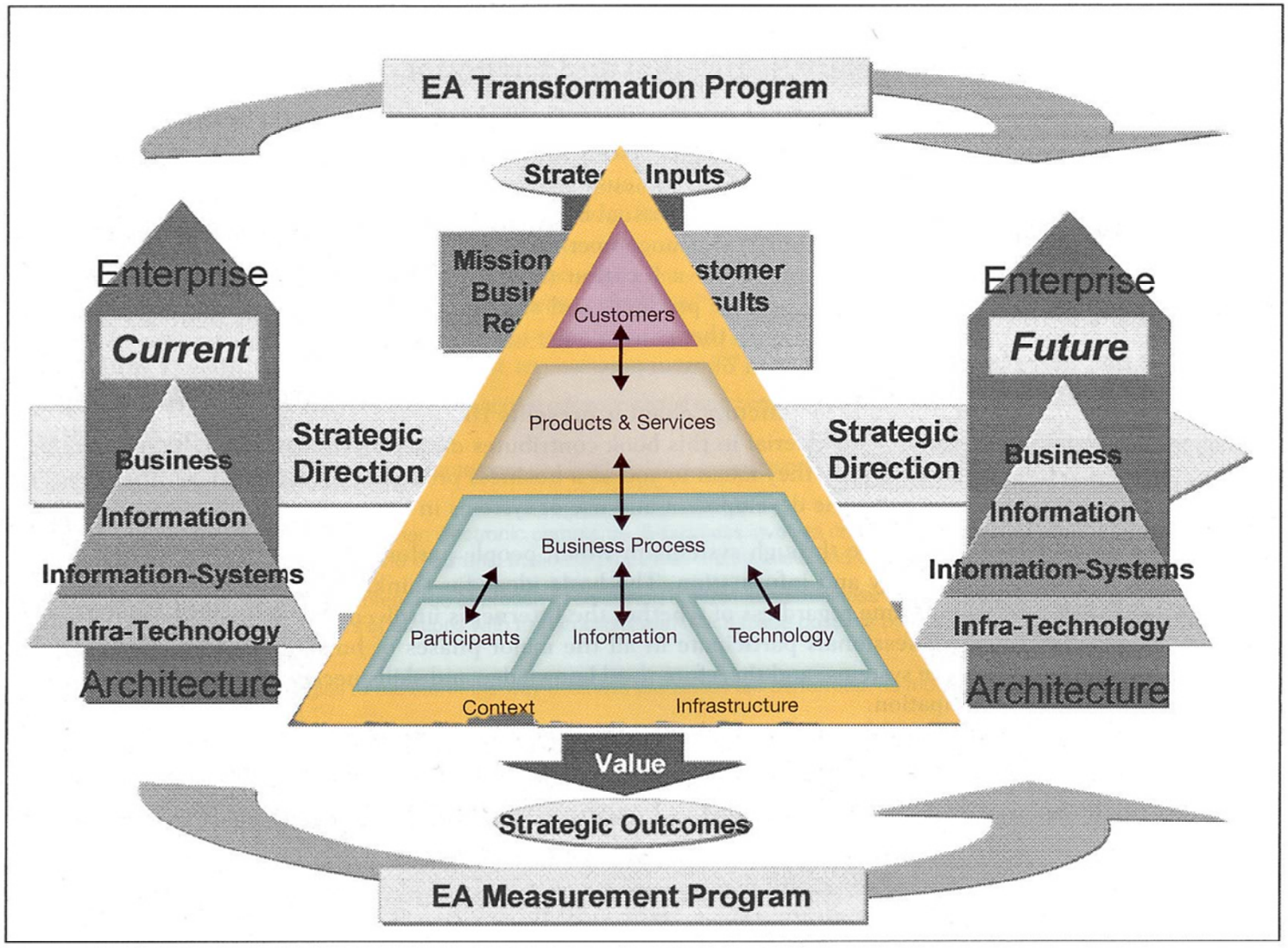
- The process of getting the enterprise from where it is today to where it wants to be in the future needs formal thought (…).
- This thought process is documented with the organization's strategic plan. This document defines the mission and long-range objectives of the organization and relates to plans for business engineering and systems modernization.

(Schekkermann 2008, p. 97)

EA Transformation Program



EA Transformation Program



(Schekkermann 2008, p. 100)