

アニュアルカンファレンス2021

BTABoK for Modern EA

Enterprise Architecture



An Association for All IT Architects

68 percent of global business leaders list digital transformation as a top priority for their business. ([Forrester](#))

Technology IS business...

Modern EA

Modern EA
EA and Digital
Engagement
Cards and
Canvases
Managing the Skills



Architecture

The art and science of
designing and
delivering valuable
technology strategy.

Overview

- Digital Transformation by itself is very difficult without a transformation engine
 - Architecture becomes a critical role in making DT actually work
 - Using the ITABoK an architecture team is more efficient and focused
- The ITABoK has 4 major parts
 - The assessment method – Maturity Model
 - The value model – Engagement Model
 - The operating model – Engagement Model
 - The people model – Skills Model

EA and Digital

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Digital Advantage

- It isn't good enough to digitize, digital requires a DNA change
- New Methods of Working
 - Envisioning the Customer
 - Adapting the Business Model
 - Reskilling the Employees
 - Managing Operations

Customer Challenges

- The customer's world changes daily even hourly
 - New tools
 - New ecosystems
 - New costs
- Customers are involved in pseudo-information expertise
 - They are bombarded with similar information sources
 - This results in expectations that often far exceed transactional value

Business Model Challenges

- As business ecosystems become further involved they form ecosystem platforms with multiple interchangeable parts
- Co-opetition become increasingly important and the rate of 'new entry' increases
- Platform business models require empowerment of others in the ecosystem



Engagement Model

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Engagement Models

Engagement Model

The total effort and structure of an architecture practice including all places where architecture happens.

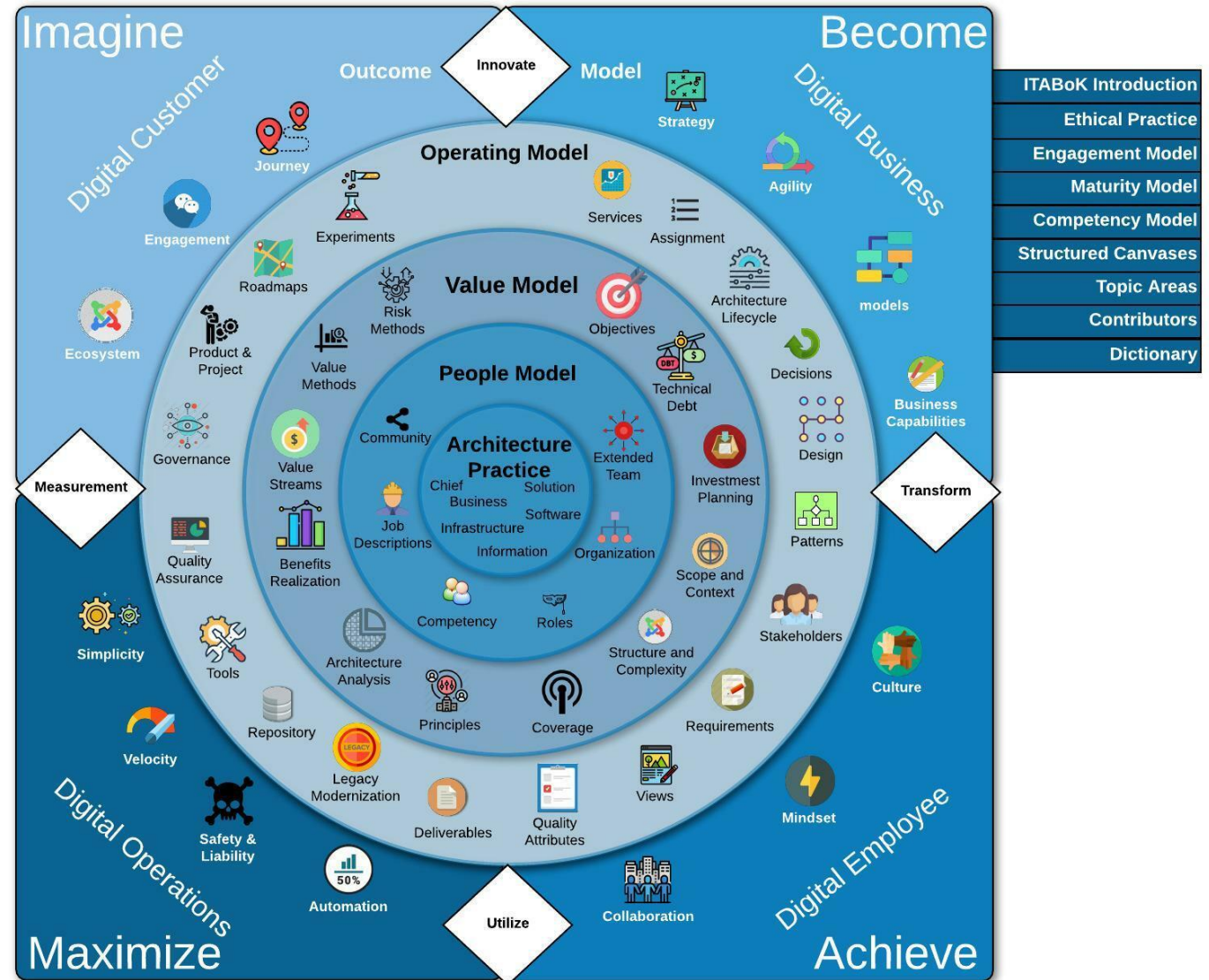
Using ITABoK

The ITABoK details all the structured activities of a large architecture team and provides tools for their interactions and designs.



Engagement Models

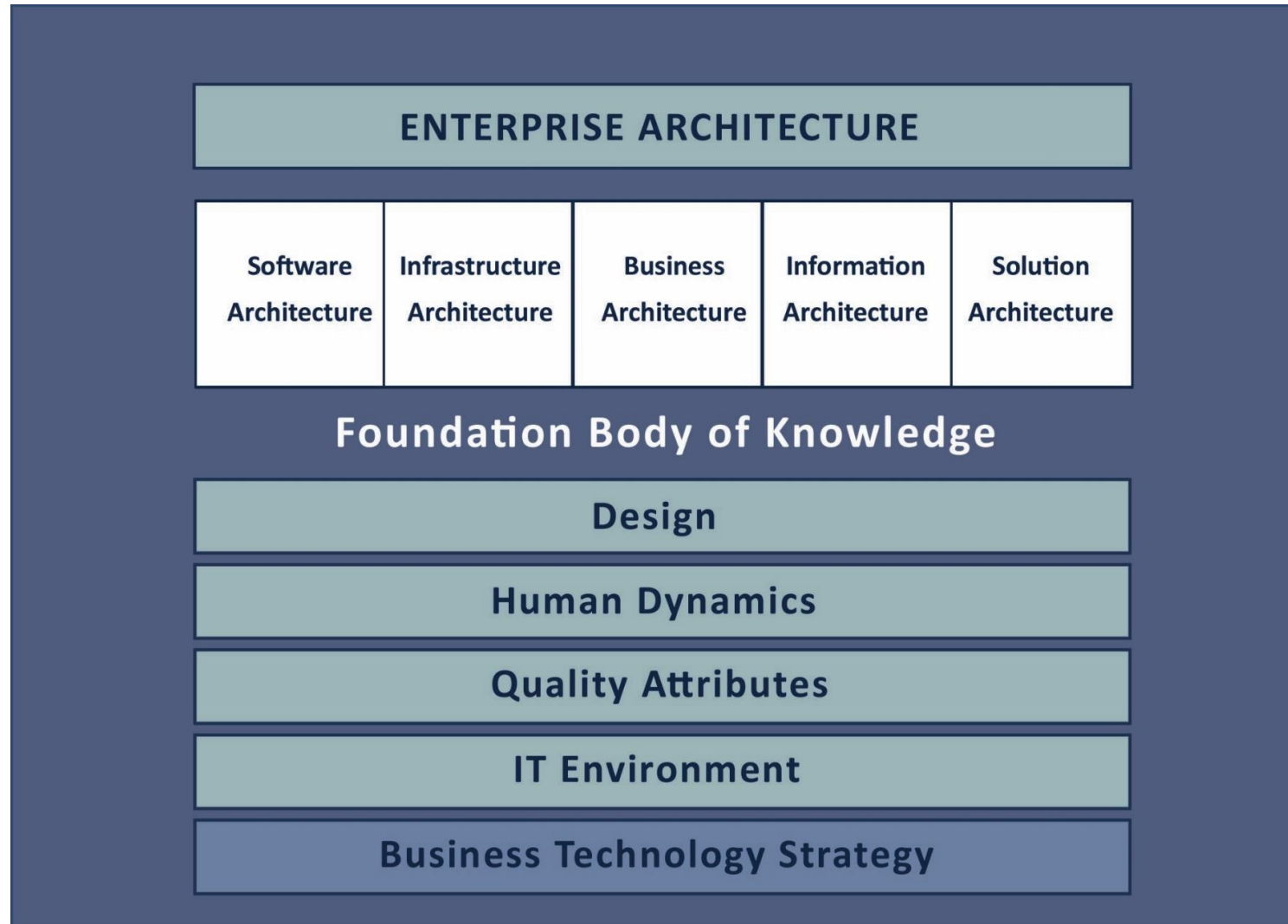
- Build an Architecture Practice NOT an EA Group
- Focus on Digital Outcomes
- Deliver



What Can We Learn From Hospitals

- Chiefs of still see patients
- They add to those responsibilities
 - Roadmaps, governance, training, focus area owners
- Management and medicine are separated

Skills Taxonomy



Architect Driven Digital Advantage



Architects must be at the heart of the digital transformation

Organization of 'Enterprise Architecture'

- Start bottom up – value is at delivery
- Establish connected specializations
- Community of practice is most important
- All have to be responsible for the 'health of patients'
- All architects are assigned to value delivery
- Scoping is essential

Healthy Tension

- Engineering and Architecture have a joint opportunity
- There are overlapping skills and comprehensive coverage
- Self-Organizing and Self-Describing
- Architects are responsible for Form and Structure
- Engineers are concerned with Structure and Function



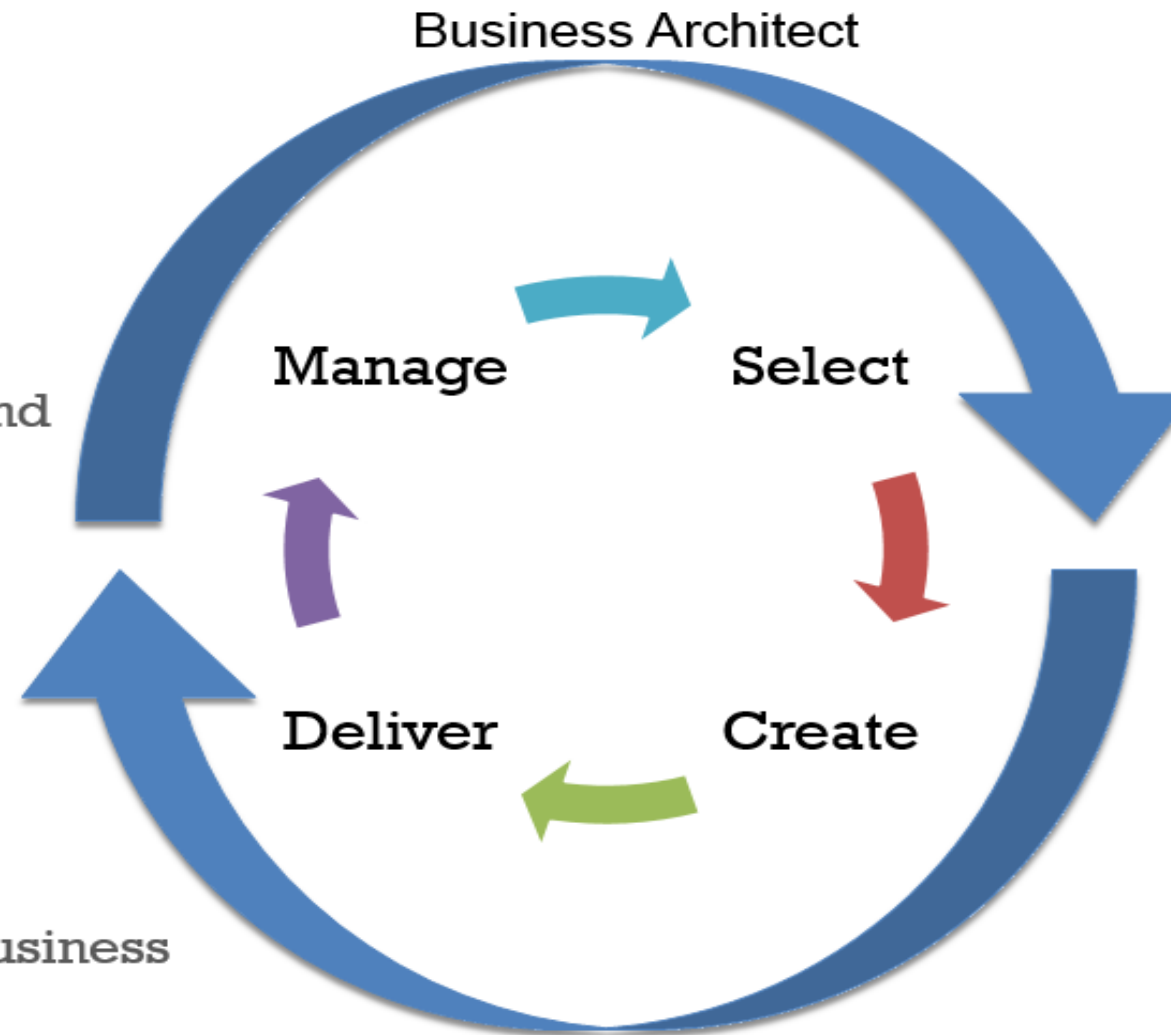
Healthy Tension



- Business Architects deliver on value streams
- Solution Architects deliver solution within value streams
- Specialists (software, infra, info, cloud) deliver as consults or service owners
- Enterprise serve a chief of function with 'skin in the game' – preferably with budget

Architecture Transitions

- Business Architect
 - Business Strategy
 - Capability Map
 - Business Case
 - Valuation Guidelines
 - Target State (business and technical)
- Solution Architect
 - Solution Architecture
 - Context/Logical
 - Value Decisions
 - Reasoning Views and Perspectives
 - Updated Target State (business and technical)



Outcome Capabilities

Customer

- Business maturity assessment
- Where does innovation originate?
- How are new initiatives led?

Business

- Technology maturity assessment
- How does innovation originate?
- How are changes initiated?
- How are changes delivered?

Employee

- Architecture maturity assessment
- What is the engagement model?
- How does the team attach to innovation?
- How does the team attach to delivery?

Tools



Operation Model

- Business roadmap
- Organization structure
- Business Capabilities



Value Model

- Project/Product Prioritization
- Technology Capabilities
- IT Maturity



People Model

- Engagement Model
- Business Technology Roadmap
- Architecture Prioritization

Cards and Canvases

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Customer Outcome: Describe the strategic gap for customers

Pain-point 1

Describe the main frictions that exist in the current situation (from a customer perspective).

Pain-point 2

Describe the main frictions that exist in the current situation (from a customer perspective).

Pain-point 3

Describe the main frictions that exist in the current situation (from a customer perspective).

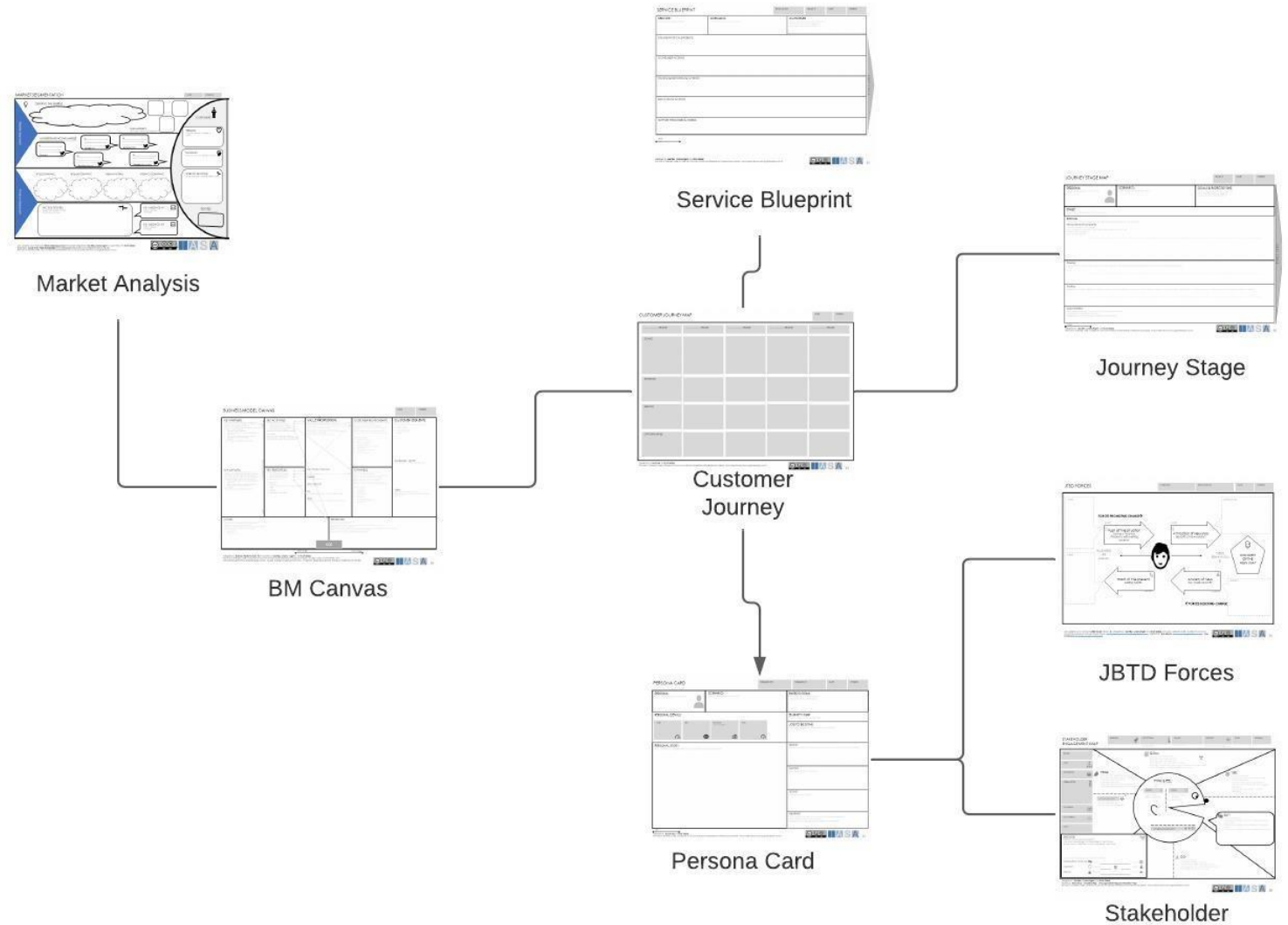
Pain-point 4

Describe the main frictions that exist in the current situation (from a customer perspective).



Structured Customer Canvases

- EA is about connected practices
- Business value connects directly to customer outcomes
- Through understanding outcomes architecture delivers Digital Advantage



FUTURE CUSTOMER JOURNEY MAP

DATE:

VERSION:

_____ STAGE	_____ STAGE	_____ STAGE	_____ STAGE	_____ STAGE
DOING				
THINKING				
FEELING				
OPPORTUNITIES				

PERSONA CARD

DESIGNED FOR:

DESIGNED BY:

DATE:

VERSION:

PERSONA:

Who is the protagonist in this journey



SCENARIO:

What is the customer trying to do?

EXPECTATIONS

What does the customer expect?

What does the customer fear?

PERSONAL DETAILS

AGE:

SEX:

INCOME:

not in budget

NPS:



EMPATHY MAP

What is the customer experiencing?

JOB TO BE DONE

What does the person/system need to accomplish?

PERSONAL STORY

Who is this person? Describe them in a 'day in the life' or as an introduction.

SEEING

What do they see in the marketplace, their environment? What do they read?,

SAYING

What have we heard them say?

DOING

What do they do today?

HEARING

What opportunities exist to improve this customers experience?

What hotspots cause the most pain?

Where are customer getting frustrated or slowed down?

time →

Designed By: **Paul Preiss** for **IASA Global**

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An Association for All IT Architects

BUSINESS MODEL CAPABILITY MAP

DATE:

VERSION:

KEY PARTNERS:

Top 3 Business Capabilities that enable your Key Partner Interactions

[verb] [noun]

[verb] [noun]

[verb] [noun]

KEY SUPPLIERS:

Top 3 Business Capabilities that enable your Key Supplier Interactions

[verb] [noun]

[verb] [noun]

[verb] [noun]

KEY ACTIVITIES:

Top 3 Business Capabilities that enable your Key Activities

[verb] [noun]

[verb] [noun]

[verb] [noun]

KEY RESOURCES:

Top 3 Business Capabilities that enable your Key resources

[verb] [noun]

[verb] [noun]

[verb] [noun]

VALUE PROPOSITION:

Top 3 Business Capabilities that enable your Core Value Proposition

[verb] [noun]

[verb] [noun]

[verb] [noun]

CUSTOMER RELATIONSHIPS:

Top 3 Business Capabilities that enable Customer Relationships

[verb] [noun]

[verb] [noun]

[verb] [noun]

CHANNELS

Top 3 Business Capabilities that enable Channels

[verb] [noun]

[verb] [noun]

[verb] [noun]

CUSTOMER SEGMENTS:

Top 3 Business Capabilities that delight Customers

[verb] [noun]

[verb] [noun]

[verb] [noun]

high

strategic importance

low

COSTS:

Top 3 Business Capabilities that drive Cost

[verb] [noun]

[verb] [noun]

[verb] [noun]

REVENUES:

Top 3 Business Capabilities that enable drive Revenue and impact Margin

[verb] [noun]

[verb] [noun]

back-stage

front-stage



STRATEGY SCORECARD CANVAS

DATE:

VERSION:

Financial

Customer

Internal

Learning

Strategy Map	Objectives	Measurement	Targets	Initiatives



BENEFIT CARD

ID:

DOMAIN:

BENEFIT OWNER:

REGISTERED ON:


REALISED ON:


VERSION:


BENEFIT:
Summary of the benefit


LIFECYCLE:
potential, expected, committed, validated, baselined, realised


CLASSIFICATION:


grow


transform

innovate

inform

optimise

enable

stop

CHANGES REQUIRED:
Describe the changes required at a high level to realise this benefit

ENABLING CHANGES :

BUSINESS CHANGES:

BENEFIT REALIZATION:
When and how will we measure the benefit
How often should we check?

METRIC:

METRIC SOURCE:

BASELINE VALUE:

UPDATE FREQUENCY:


PROBABILITY OF BENEFIT:

%


REALISED ON:

BENEFIT MEASURES:


FINANCIAL INTANGIBLE:




INCREASED REVENUE:




COST AVOIDANCE:
not in budget




COST AVOIDANCE:
in budget




REDUCE COST:



IMPROVED PERF:



NON-FINANCIAL INTANGIBLE:



BENEFITS ALIGNMENT:
How does this benefit align with

STRATEGIC ALIGNMENT:
What business strategies, goals, objectives are impacted?

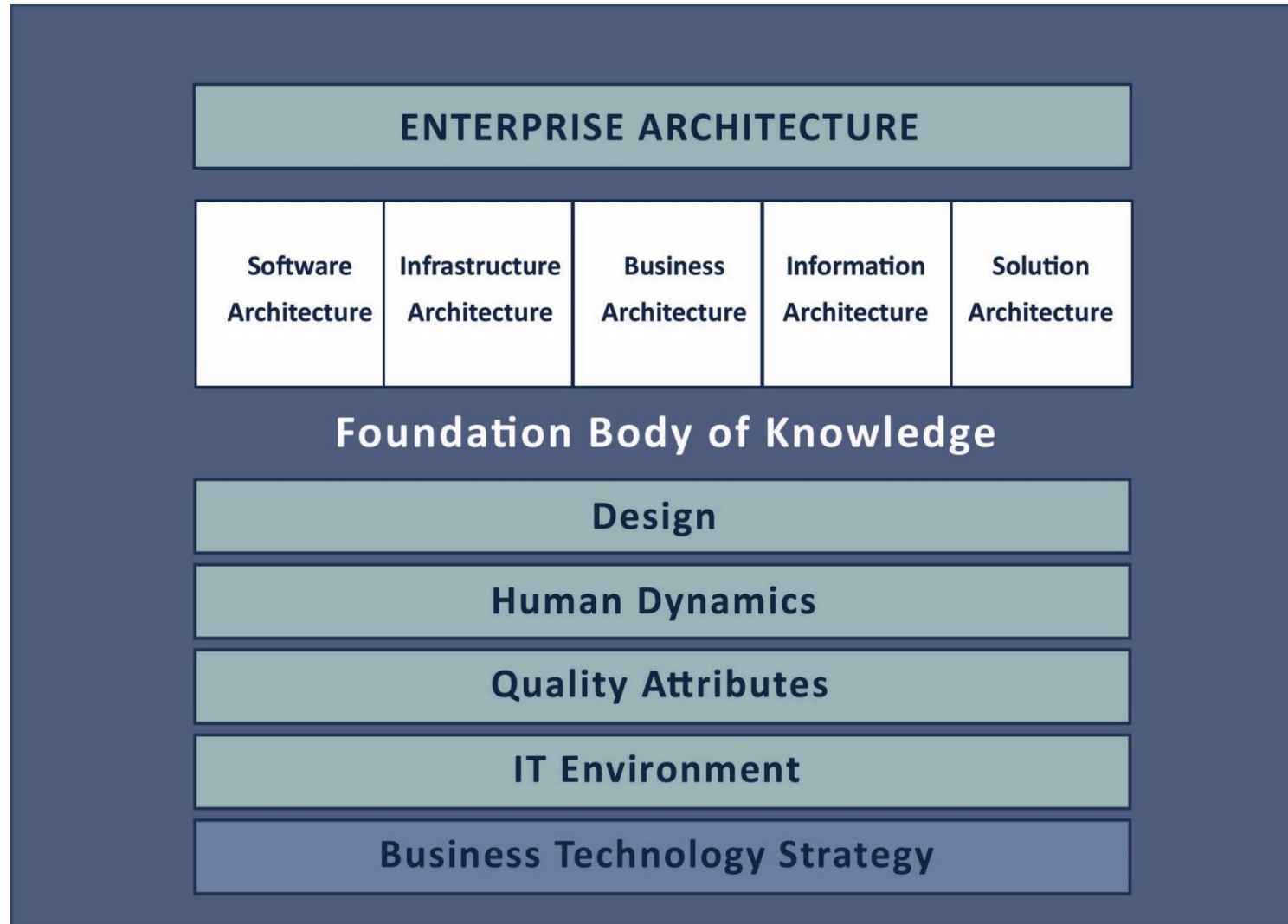
BUSINESS CAPABILITY IMPACT:
What business capabilities are impacted?

STAKEHOLDERS
Who's concerned with this benefit?

Managing Your Skills

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Skills Taxonomy



Engagement Maturity Model

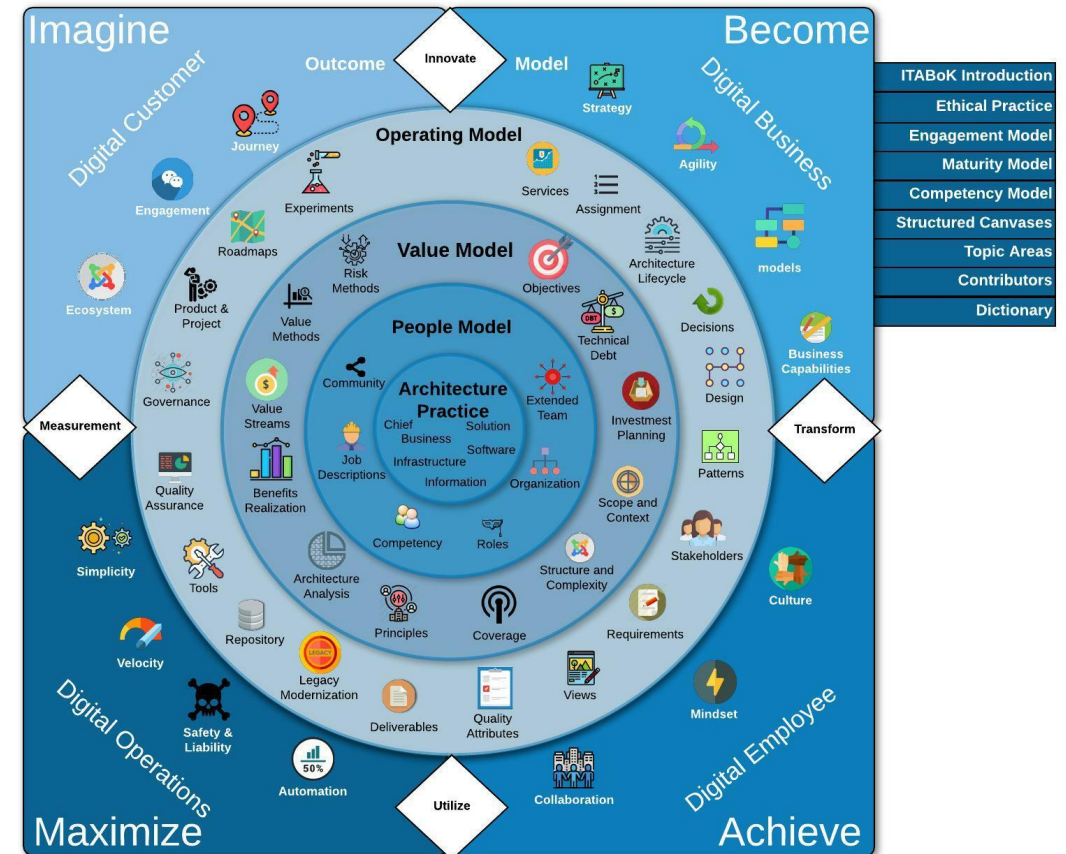
- Assess your organization against value delivery
- Ensure you architects are functioning as a team
- Grow your program through stable phases of architecture
- 5 levels
 - Initial – the starting point (often chaotic)
 - Repeatable – the point at which individual repetition becomes possible
 - Expanding – techniques are expanding across scope/coverage
 - Sustained – techniques are regularly impact large scopes
 - Effective – techniques are impacting the entire business ecosystem

Digital Impact Maturity Zones

Corporate Environment Zones	Change Management	Strategy Integration	Partner Ecosystem	Organizational Awareness	Business Technology Excellence
	The methodology by which products/projects are measured for success and the relationship to strategic value.	The amount and quality of inclusion of business technology in strategy planning and delivery.	The amount and type of inclusion in technology in business ecosystem value and integration.	Organizational awareness and rating of technology impact on business objectives and direct impact on their roles.	The maximization of business and technology for outcomes in the organization.
Architecture Practice Zones	Continuous Learning	Stakeholder Driven	Value Managed	Active Engagement	IBAM Focused
	People first focus as professionals with rigorous descriptions of competency, experience and understanding of growth.	Stakeholder driven architecture methods, tools and relationships with the people that are impacted by technology strategy.	Value based techniques, concepts and tools as applied to business technology strategy management.	Architect interaction with enterprise. Specialization and activity adoption.	Focus of the team is innovative and generating customer, business, employee and operational impacts.

Maturity Through Applied Assessments

- Assess your practice and organization
- Drive adoption through maturity
- Drive maturity to measure outcomes



Iasa has Acquired A&G!

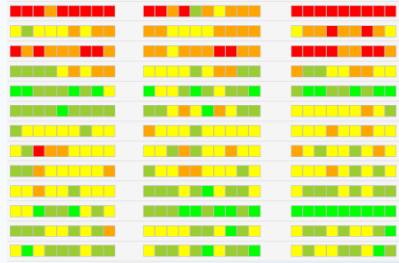
- Magazine-style website
- Editorial Board curated articles
 - George S. Paras – Editor-in-Chief
 - Holt Hackley – Managing Editor
- Areas of coverage include EA, architecture(s), governance, technology, business and information architecture, transformation, strategy, portfolio management, industry trends, skills development, etc.
- Submission Guidelines
 - 800-1200 words average + artwork, byline
 - No “commercial” content, vendor/service provider neutral
 - See architectureandgovernance.com under “Contact Us”
- Call for Contributions and Editors!

**ARCHITECTURE
& GOVERNANCE**
magazine

IASA Activities

Iasa Mission is to
"make architecture
the most educated,
capable, and
recognized profession
in the world"

A range of for-fee
offers that aim to
accelerate the
journey that many
architects and
architecture groups
are on, towards
business alignment,
value delivery and
outcome focus.



Engagements:
reducing the
time to maturity

Engagement

- Assessment
- Acceleration
- Co-delivery/collaboration
- Coaching

Community

- Best practice
- Network
- Mentoring
- Industry and Cx Forums

Education

- Skills
- Experience
- Training
- Certification

Excellence Programs

Research

- Partnerships
- Innovation
- Industry Associations

Outreach

- Awareness
- Recognition
- Involvement
- Chapters

A laptop is open on a desk, displaying the Adobe Lightroom interface. The screen shows a photo of a forest scene. The interface includes a top menu bar with 'Library', 'Develop', 'Map', 'Book', 'Slideshow', 'Print', and 'Web'. On the left, there's a 'Navigator' panel and a 'Presets' panel. On the right, there's a 'Histogram' panel and a 'Basic' panel. The bottom of the screen shows a grid of photo thumbnails. A blue banner is overlaid on the middle of the image.

For further information, please contactus@iasaglobal.org