



## Making Enterprise Architecture (EA) Strategic with Business and Information Architecture

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Sohel Aziz, Infosys Technologies

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# Today, enterprises need to handle a variety of internal and external drivers...

Enterprises are driven by macro-trends like...

## Globalization of the market place

- Emerging economies are attractive markets, but they require operations in a variety of geographies, cultures and legislations

## Increasing competition

- Markets become more transparent through information availability

## Demand for Responsibility

- Increasing regulation and sensitivities of both capital markets and public opinion require better control

...and they react in many ways, for example...

## Reduced vertical integration and global distribution of workforce

- Decomposition of the value chain also in services industries, e.g. financial services
- Networked value creation

## Restructurings, Mergers & Acquisitions

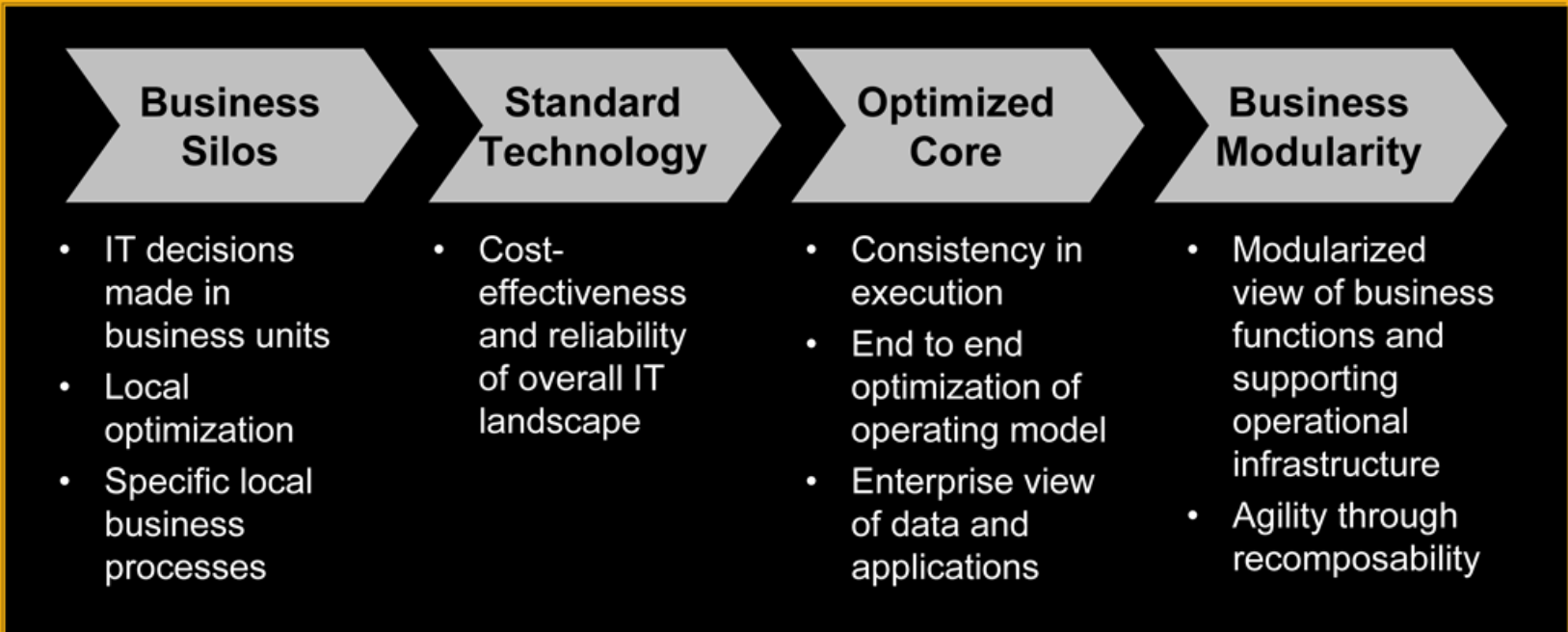
- Leverage synergies
- Get access to markets

## Faster innovation cycles

- Agility is a given to maintain margins

## Standardization, automation and decomposition of the value chain

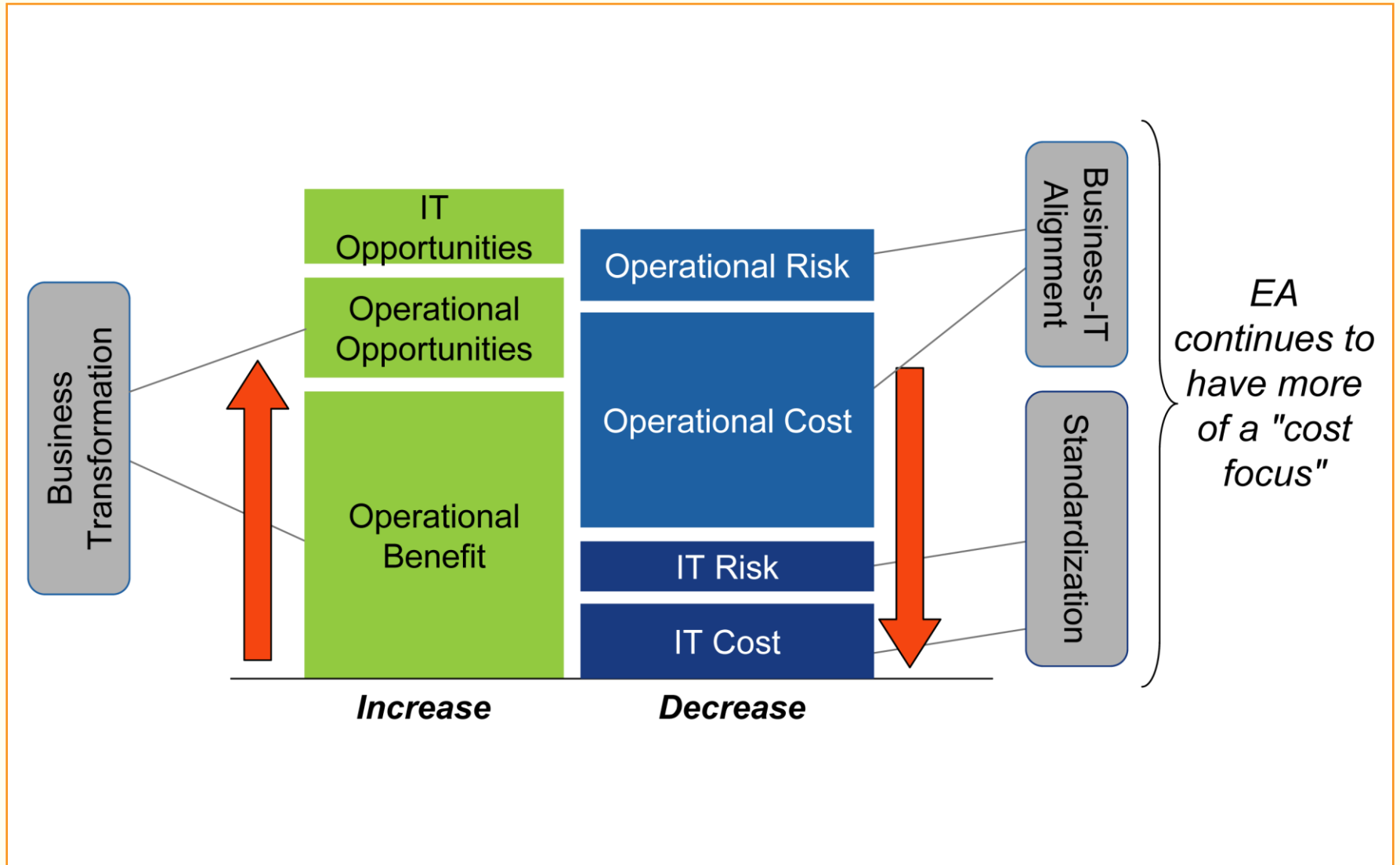
...to help organizations in this environment, EA has to expand its scope



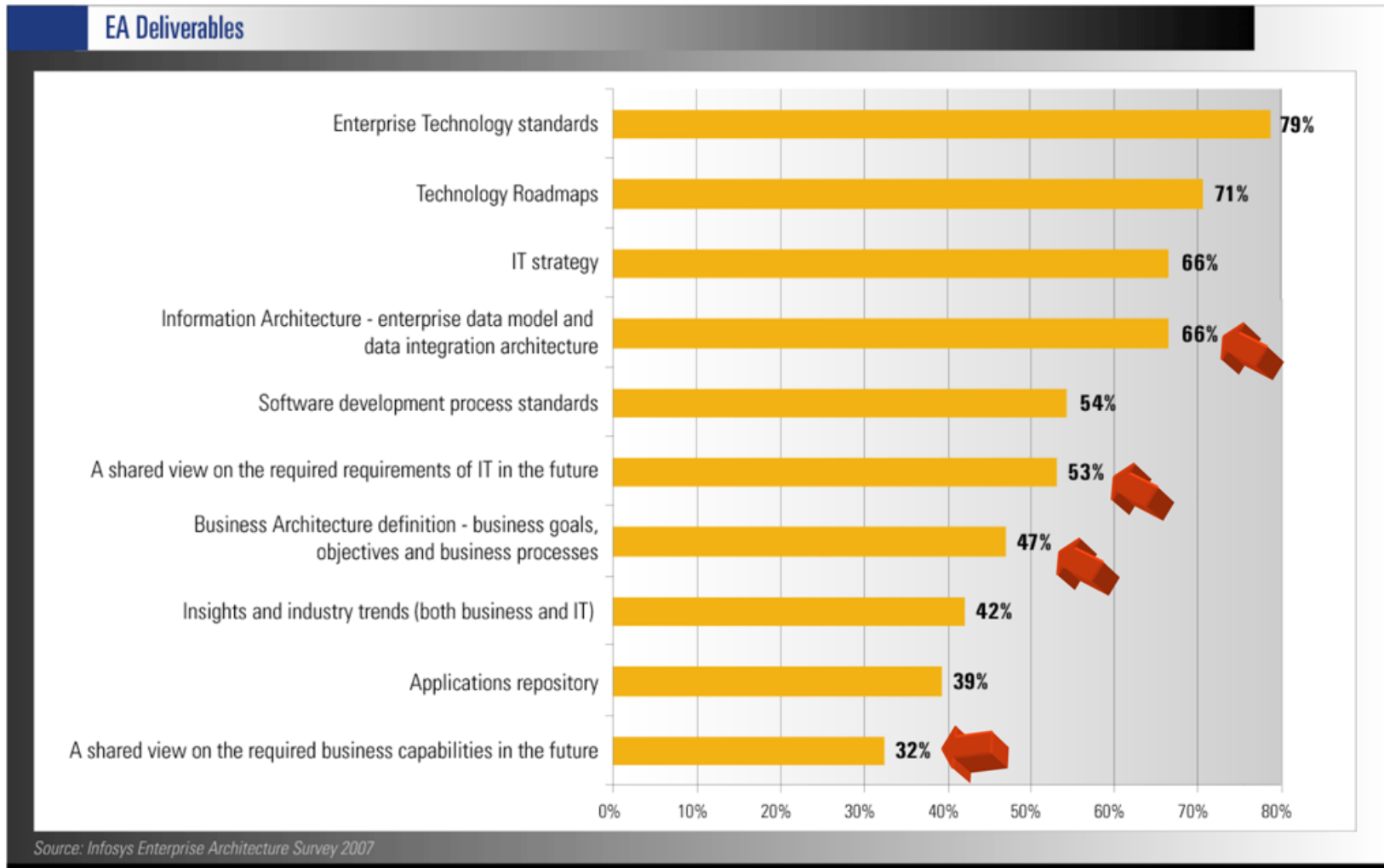
The Enterprise Architecture is the organizing logic for business processes and IT infrastructure, reflecting the integration and standardization requirements of the company's operating model.

[Source: Ross/Weill/Robertson 2006]

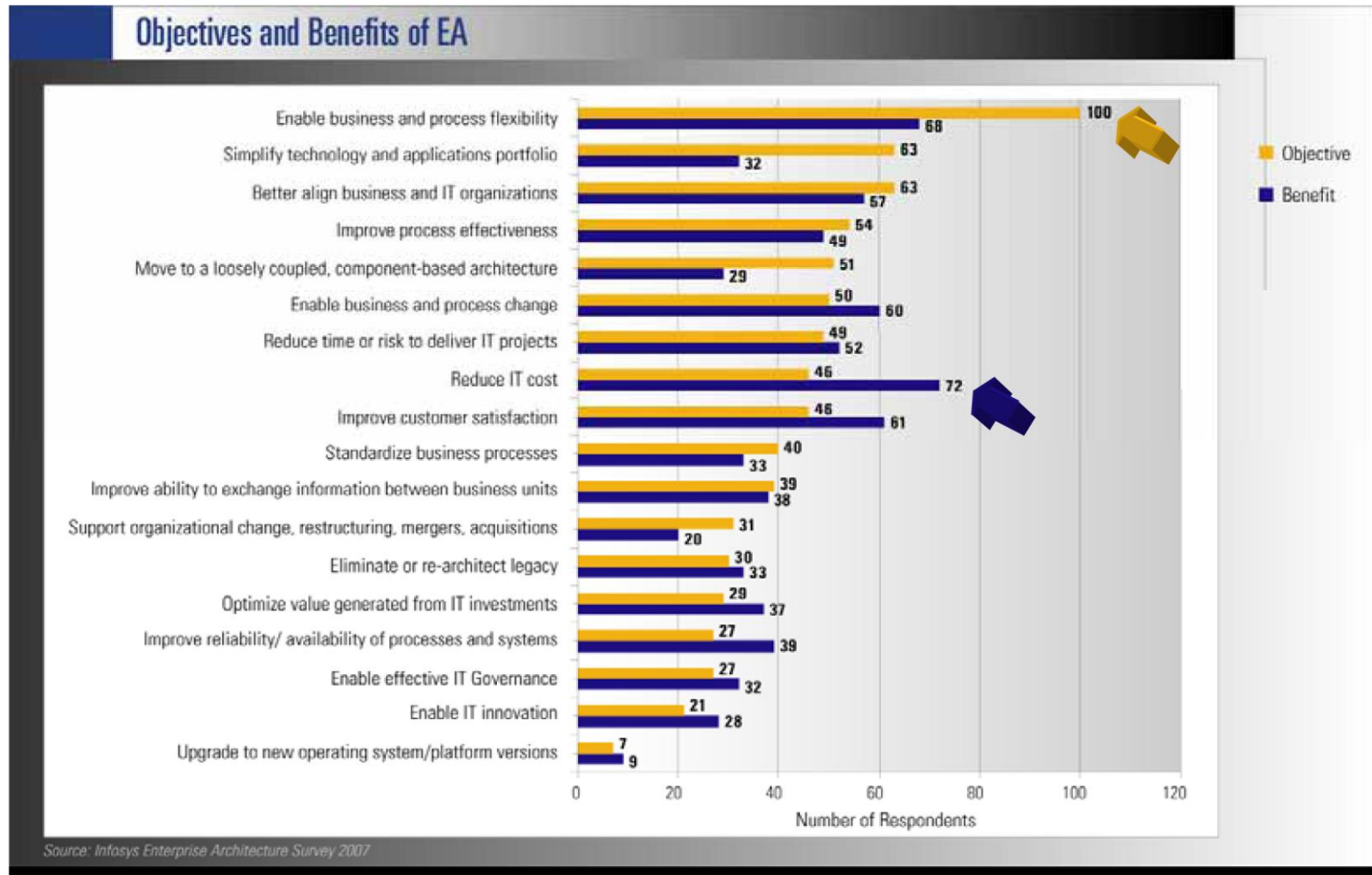
Depending on architectural maturity, different aspects of top and bottom line can be addressed



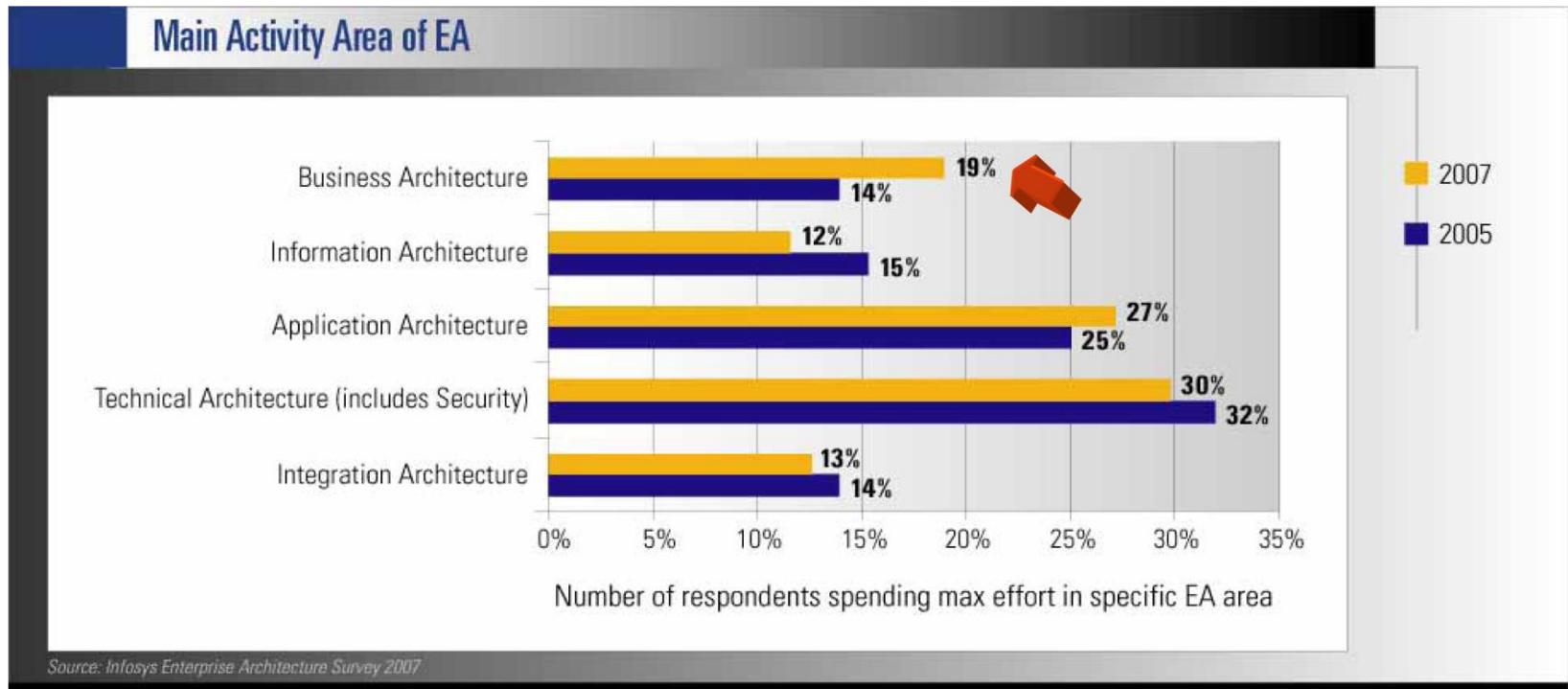
# Technology standards are still main deliverables – but information and business are becoming more important



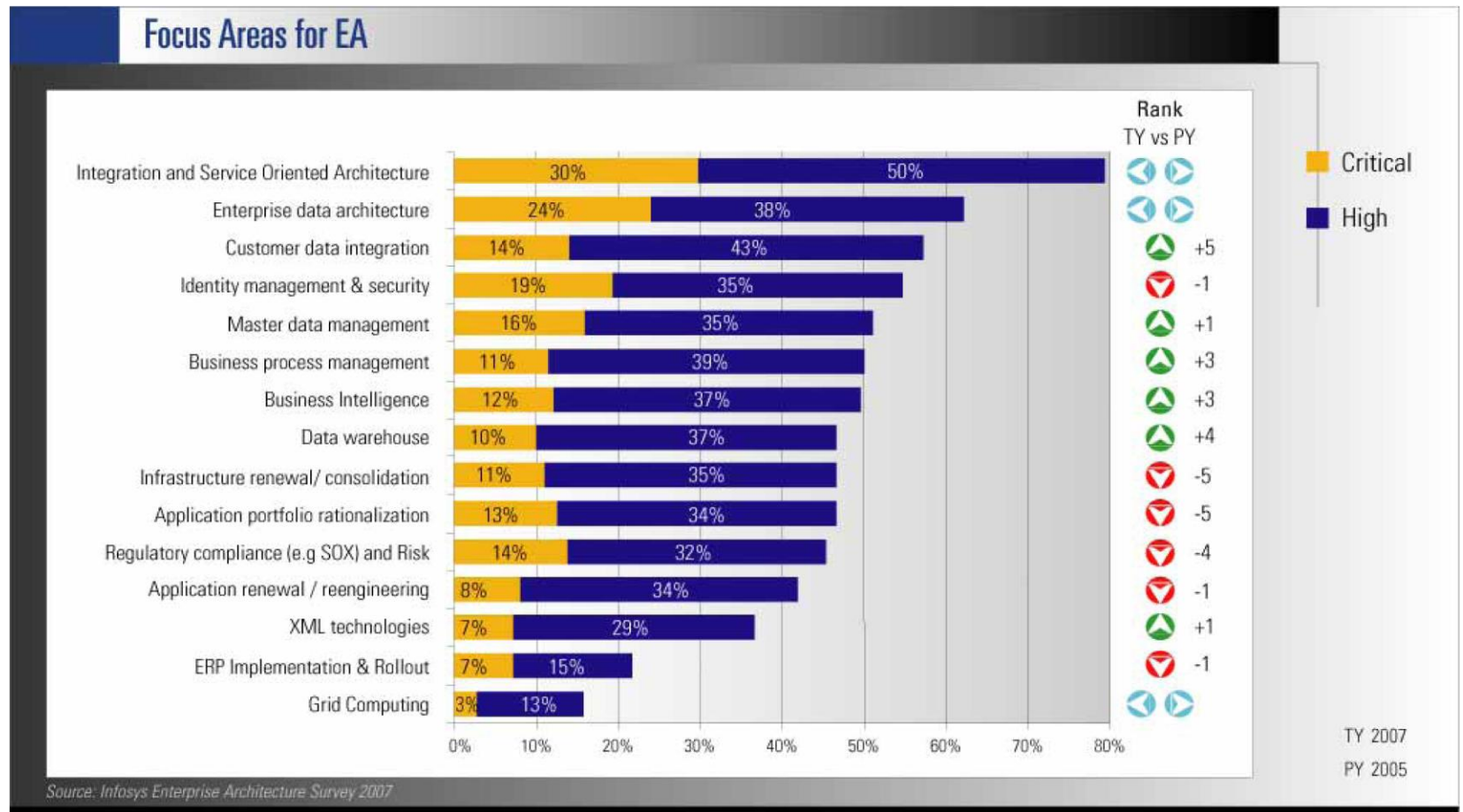
# EA is aiming at enabling business agility...



Business Architecture is increasing in importance – although the technical focus is still strong.



# Integration and information integrity are core objectives, driven by focus on SOA and Data Architecture

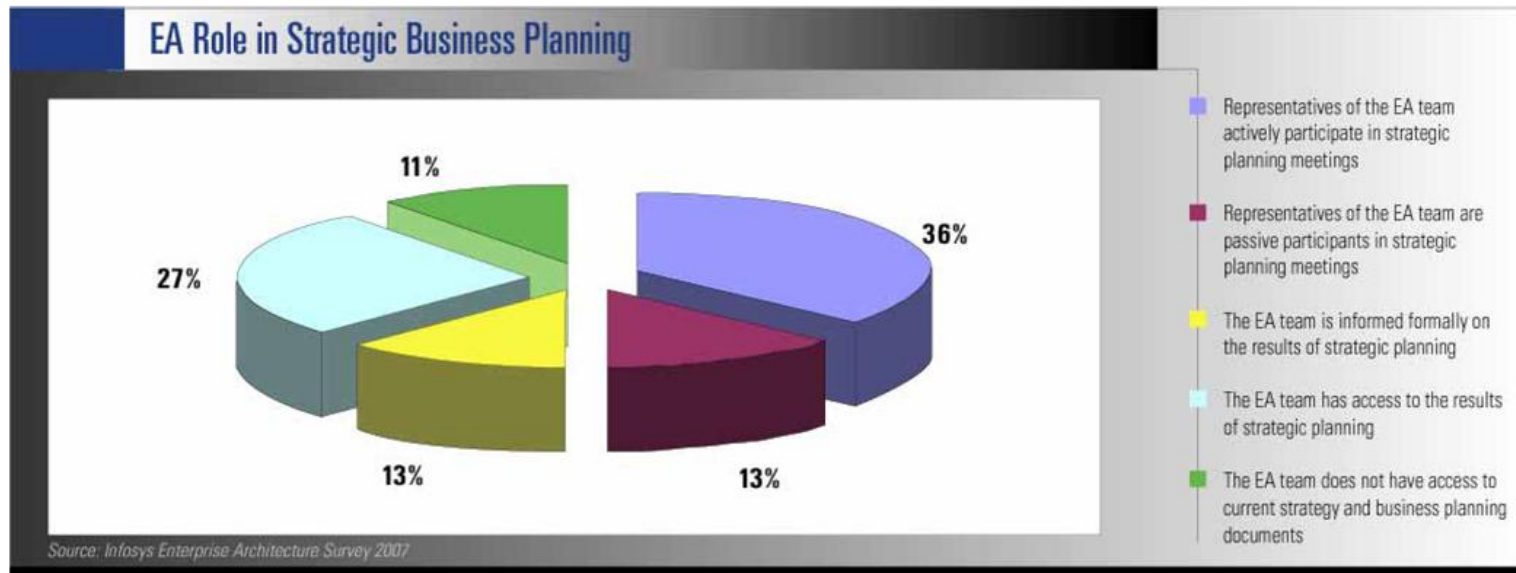


# EA is becoming strategic at the corporate level...

Enterprise Architecture plays an active role in strategic business planning

In more and more cases, it is reporting to non-IT functions such as Corporate Strategy

It is an important tool for IT governance



# But, implementation is still a weak point...

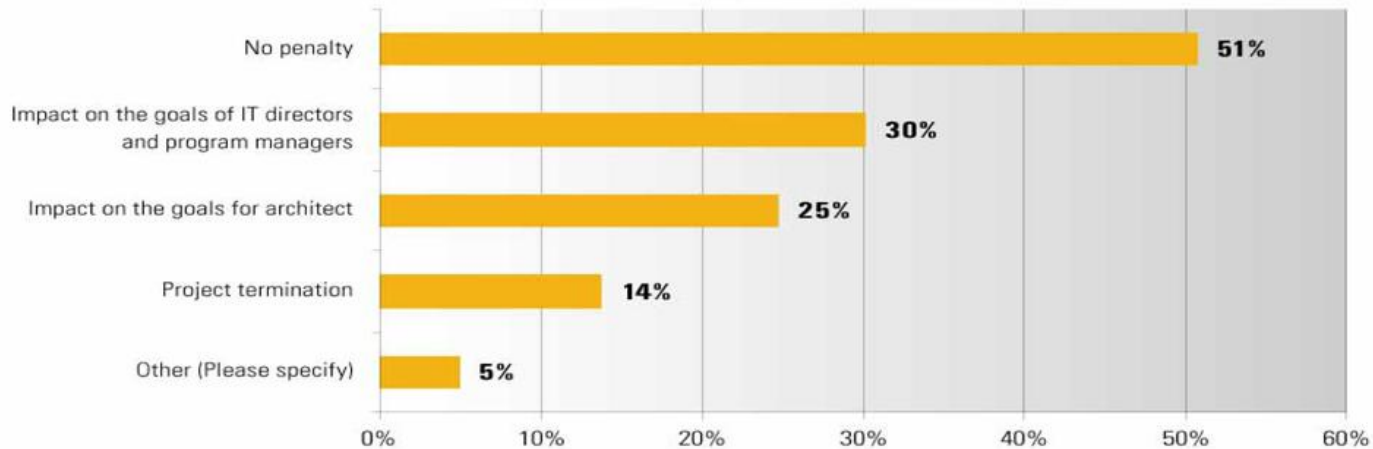
Communication continues to be a major effectiveness hindrance

hindrance  
Adherence to EA continues to have, no bite

44% of EA teams do not collect metrics

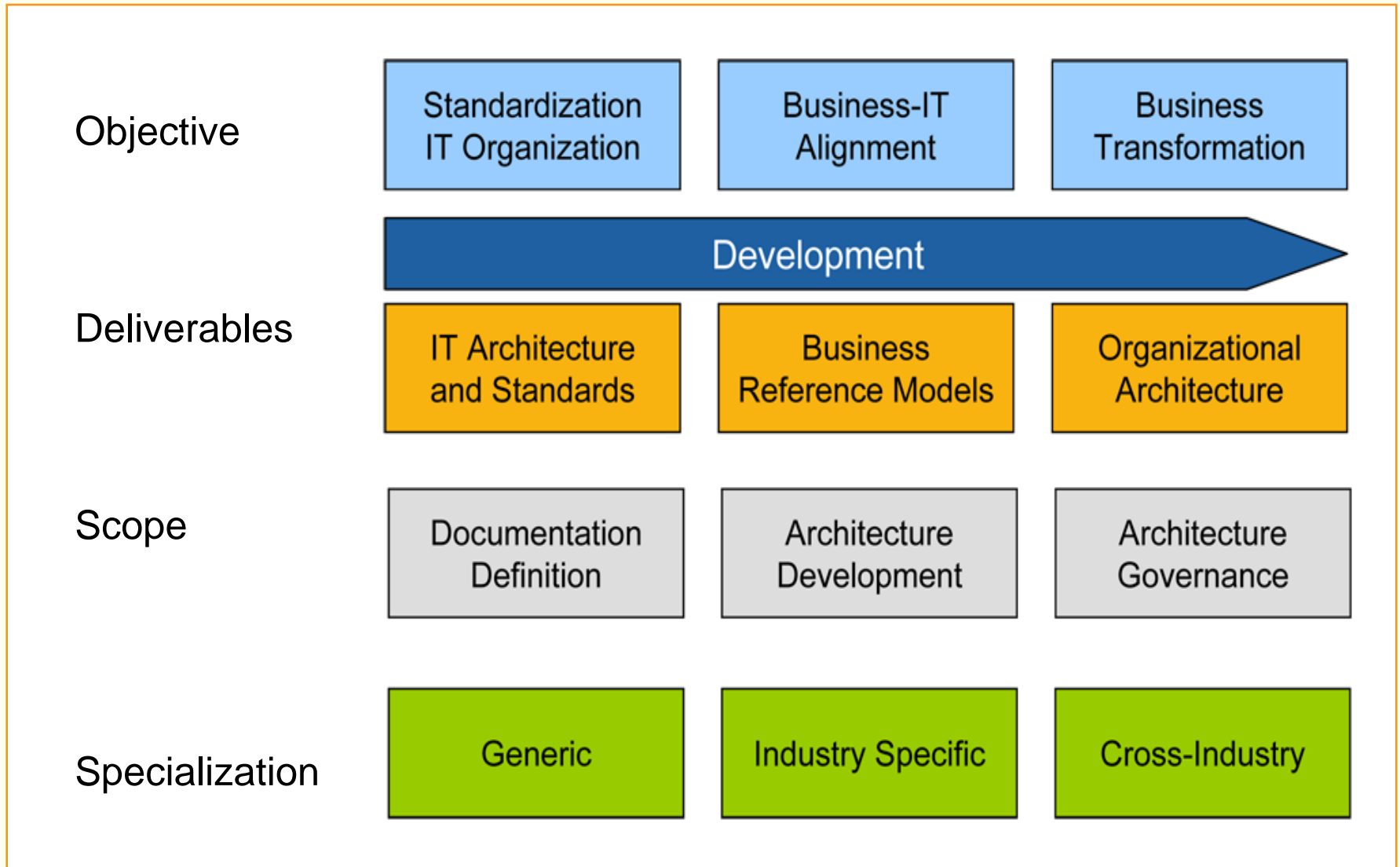
41% do not have a full-time architecture team

Penalty for non-adherence to EA principles and policies

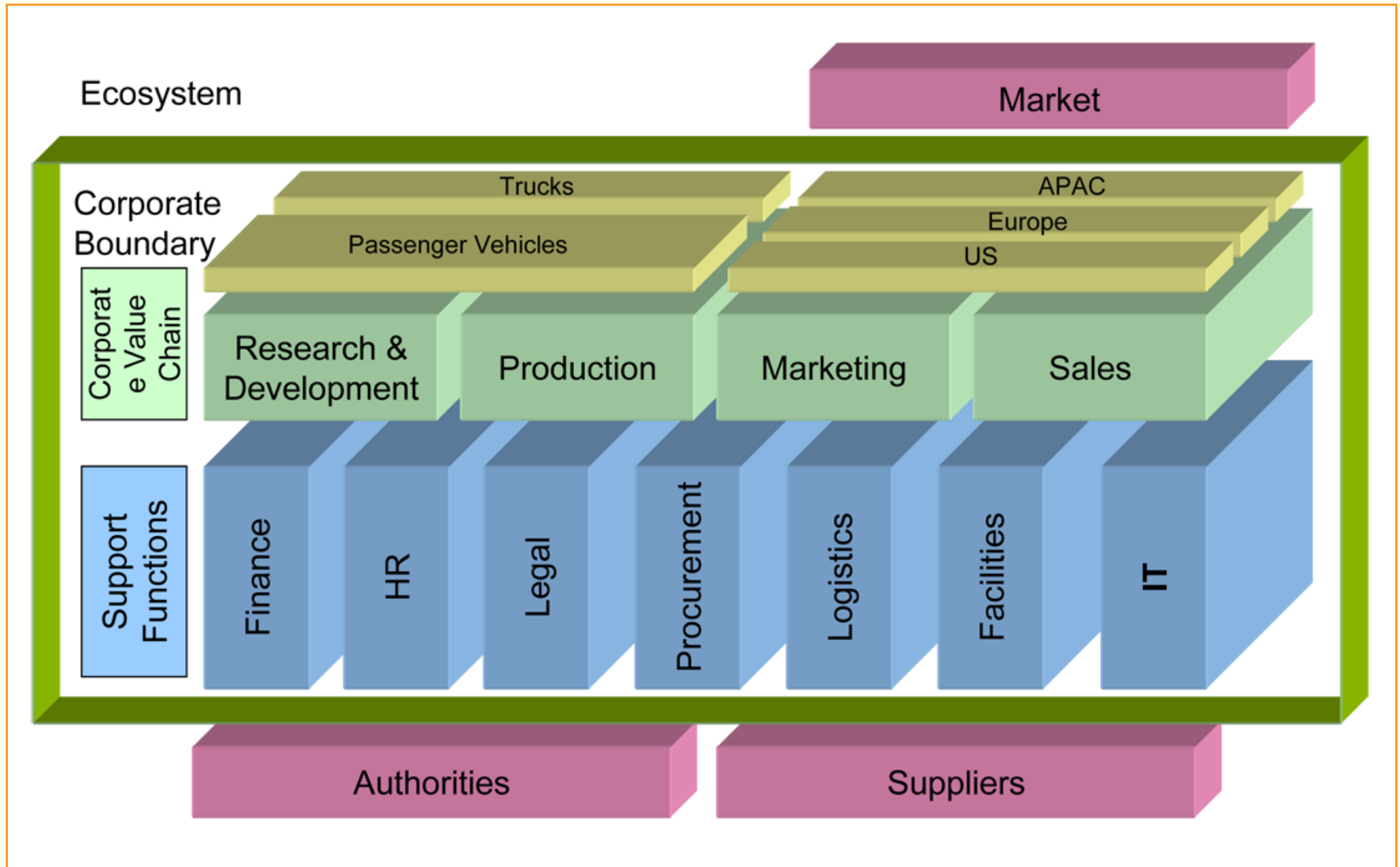


Source: Infosys Enterprise Architecture Survey 2007

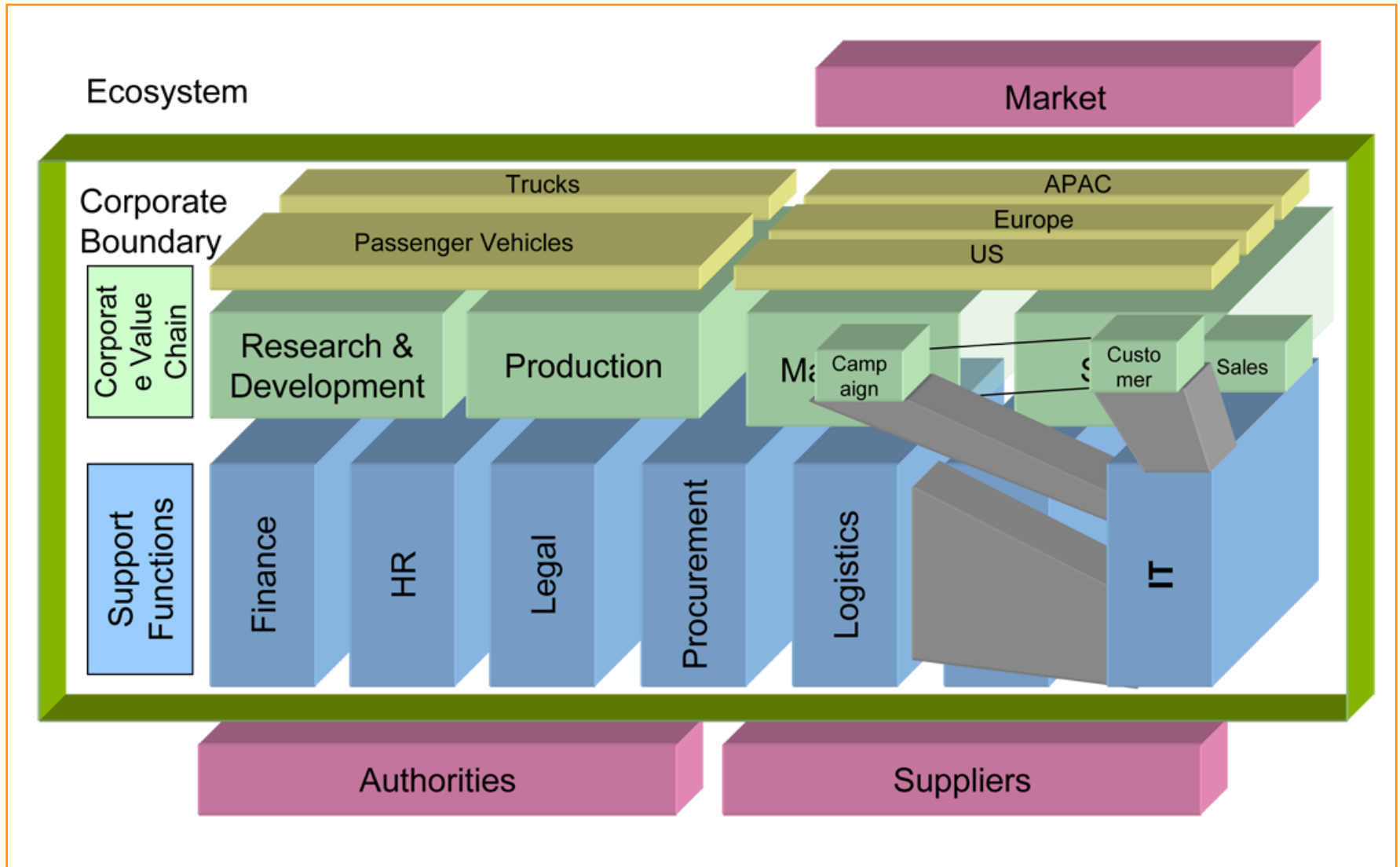
# EA is maturing across a variety of dimensions



# The "Architecture of the Enterprise" is outside the frame of IT



# IT should not assume a complete picture – it only sees the projection of "IT elements" of EA



Furthermore, EA needs to be able to drive multiple, interrelated streams of change across multiple domains

Business Architecture  
("How am I going to create value and competitive advantage in the future?")

### Production Transformation

Product Development

Process Optimization

Production Facilities Opt.

....

### HR Transformation

Reporting Structure

Role Definitions

Incentives Structure

People Devlpmnt

### Information Technology Transformation

Information

Application

Technology

## EA, as a discipline, will need to face a broader set of questions

- What is the scope of “Architecture” in “Enterprise Architecture” really mean? 3 of 4 architectures in most EA activities are IT related the one or the other way.
- What does the term “Business Architecture” mean? Three sets of models for IT, one for the whole rest of the organization? Is that right?
- Creating organizational capabilities involves many integration of people, process information and technology. Can that be driven by IT?
- The structured, architectural approach has worked well within the realm of IT. How can it be applied to other areas or the whole of the enterprise? Can we “architect” an organization?
- Can Enterprise Architecture become a tool for transforming the organization? And should it be?
- What will the role of IT be in the future?

## This implies changes to how we deliver EA

- It is not possible to enumerate all domains required to describe the various parts of architecture
  - The framework must be flexible and extensible, while organizing the interfaces between the architectures
- Manage change of multiple architectures simultaneously
  - No linear order of activities leading to need for effective transformation management
- Issue driven approach of business consulting will need to be married with structure, top-down approach of Enterprise Architecture
  - The link between strategy and execution will be key
- Focus on business process and information instead of application packages and technology, that will drive
  - Service Oriented Composite Application Architecture
  - Dynamic, Pervasive Infrastructure

## Going forward, Enterprise Architects need to build business capabilities and increase architectural maturity

- Enterprise Architects' responsibilities are growing:
  - More to do! Maintaining the technology architecture must be made easy on resources to be able to expand EA's scope
- Architects need to build credibility throughout the organization
  - This needs to manifest in their impact and acceptance within the organization (especially the business)
  - Measuring architectural maturity through a metrics program is best
- As Enterprise Architecture starts rearranging the elements of business, architecture teams need to understand the dynamics of a business
  - by building skills among existing architecture teams
  - by attracting strategic thinkers from non-IT and corporate level organizational units

For More Information on Enterprise Architecture Visit  
[www.infosys.com/eaLearn](http://www.infosys.com/eaLearn)

Learn More About the Enterprise Architecture Survey 2007  
[www.infosys.com/ea-survey](http://www.infosys.com/ea-survey)

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