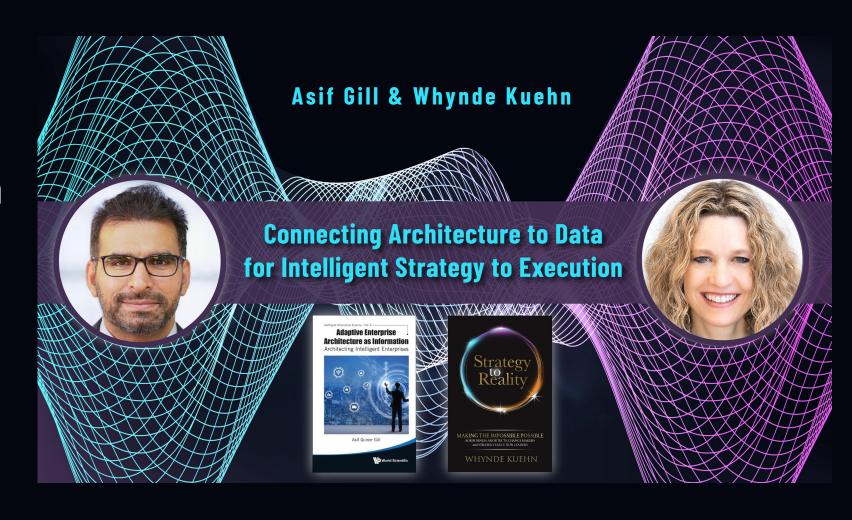
Connecting Architecture to Data for Intelligent Strategy Execution

13 April 2023



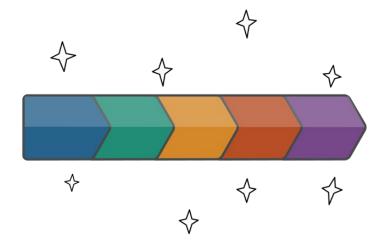
Discussion Topics

- The Importance of Effective Strategy Execution and Enterprise Architecture as a Key Enabler
- Adaptive Enterprise Architecture as Information (AEAI)
- Creating Intelligent Strategy Execution With AEAI
- Q&A

What is Strategy to Reality Success?

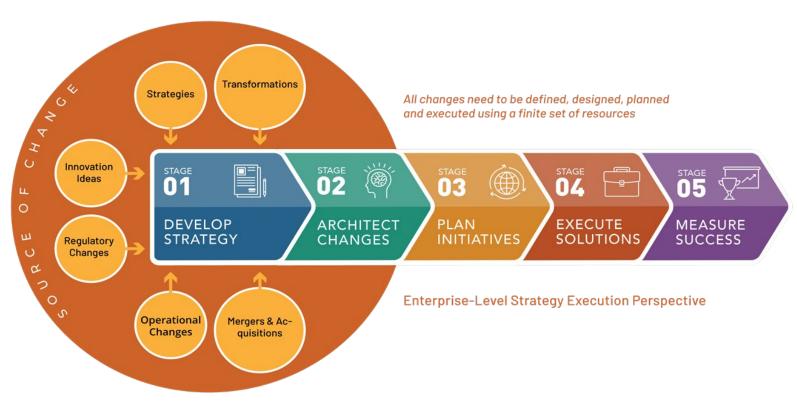
Successful strategy execution is the ability to define clear strategic intent and then translate it into organized effort across people, process, and technology with transparency, accountability, and intentional change management from end to end.

The key is for organizations to build a cohesive, end-to-end capability for strategy execution.



Why Effective Strategy Execution Matters

Organizations must do continuous change well. Effective strategy execution = competitive advantage.



Why It Matters Now:

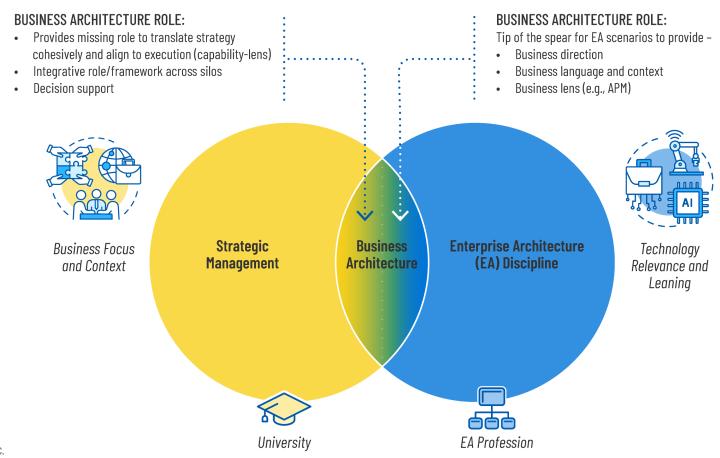
- ✓ Pace of change and disruption
- ✓ Volume of transformation
- ✓ Working in ecosystems

"No organization can win if its parts are not all aligned to execute the same strategy and achieve the same goals. Even the "perfect" strategy within a competitively advantaged business model will ultimately fail if the organization is not fully aligned internally and does not understand how to execute the strategy, or if it works at cross-purposes."

- Rick Kash and David Calhoun in How Companies Win

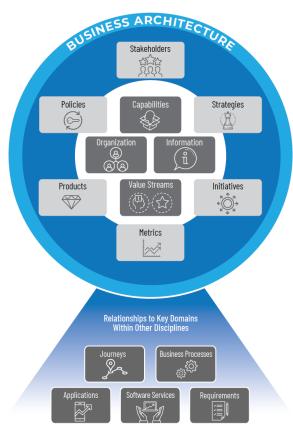
"A good strategy has coherence, coordinating actions, policies, and resources so as to accomplish an important end. Many organizations, most of the time, don't have this. Instead, they have multiple goals and initiatives that symbolize progress, but no coherent approach to accomplishing that progress other than "spend more and try harder.""

Business Architecture Helps Bridge Worlds



The Business Architecture Ecosystem

Business architecture is a holistic, multi-dimensional view of an organization and connects to the IT architecture.

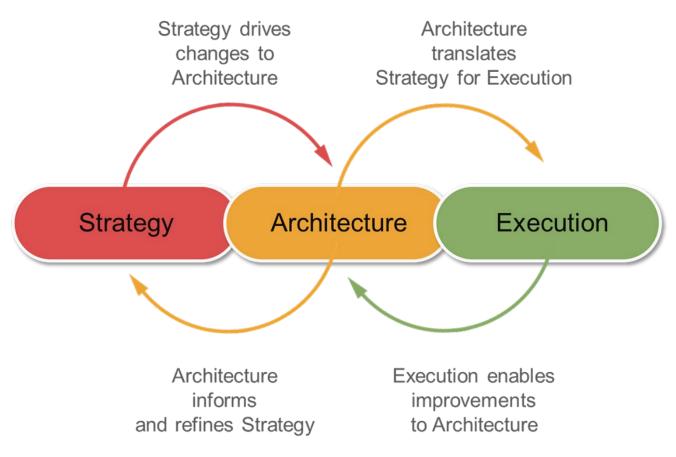


Business architecture

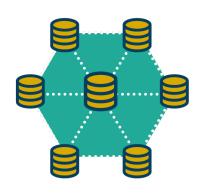
- ✓ Provides one shared mental model of an organization and its ecosystem, unified across business units and products
- √ Is entirely business-focused and business-owned
- √ Is high-level in detail
- √ Is reusable
- Connects to everything in the business and technology environments (focus on capabilities and value streams)

Business architecture represents holistic, multidimensional business views of: capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders. (Source: Federation of Enterprise Architecture Professional Organizations (FEAPO), www.feapo.org)

Architecture Connects Strategy and Execution



Architecture Connects Strategy and Execution



CURRENT STATE ARCHITECTURE

Evolutions Represented Through



TARGET STATE
ARCHITECTURE
BLUEPRINTS

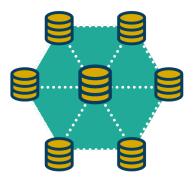




ARCHITECTURE PRINCIPLES
AND STANDARDS

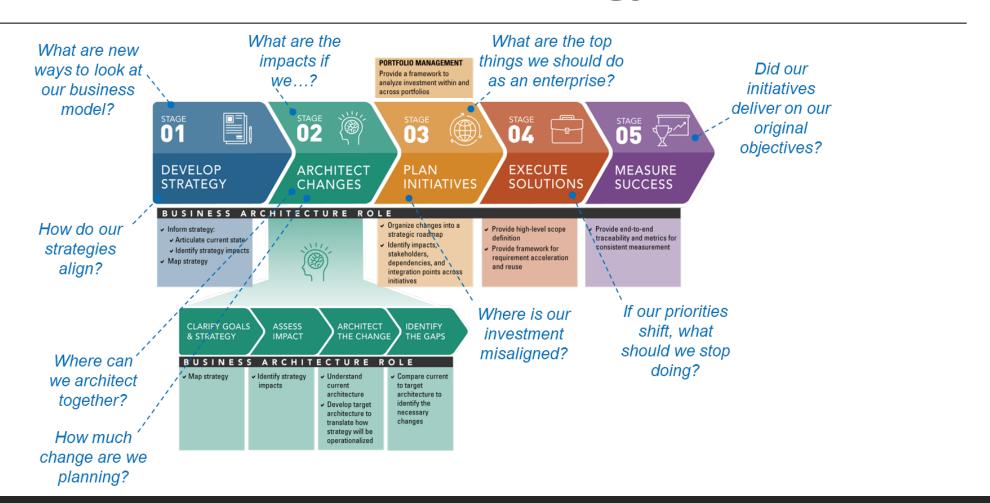
Evolutions
Become the New
Current State



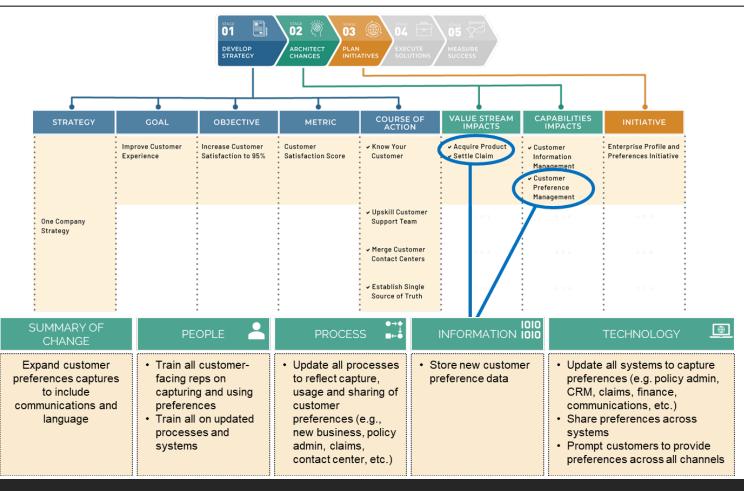


FUTURE STATE ARCHITECTURE

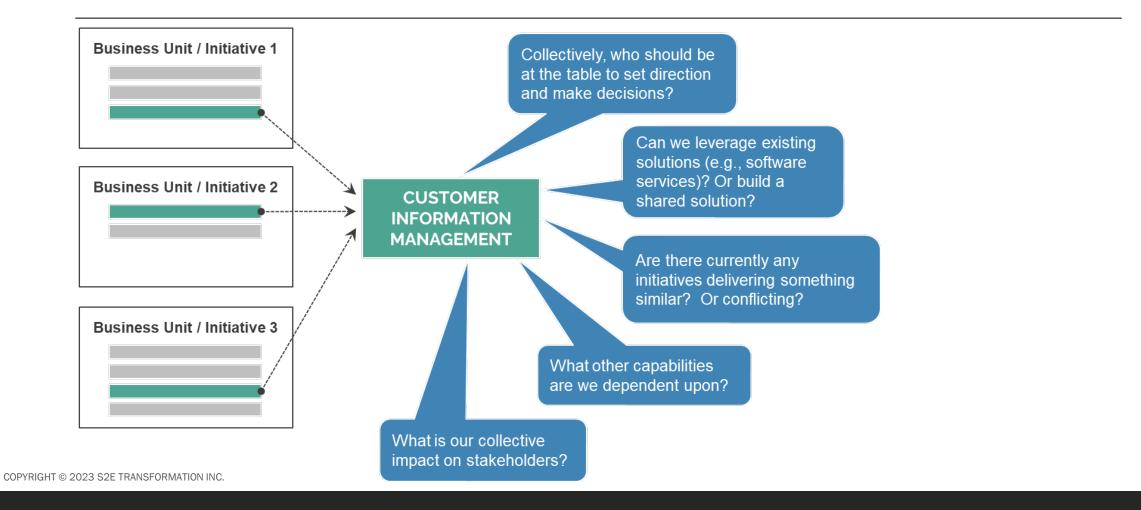
Architecture Powered Strategy Execution



Translating Strategy Into Coordinated Execution



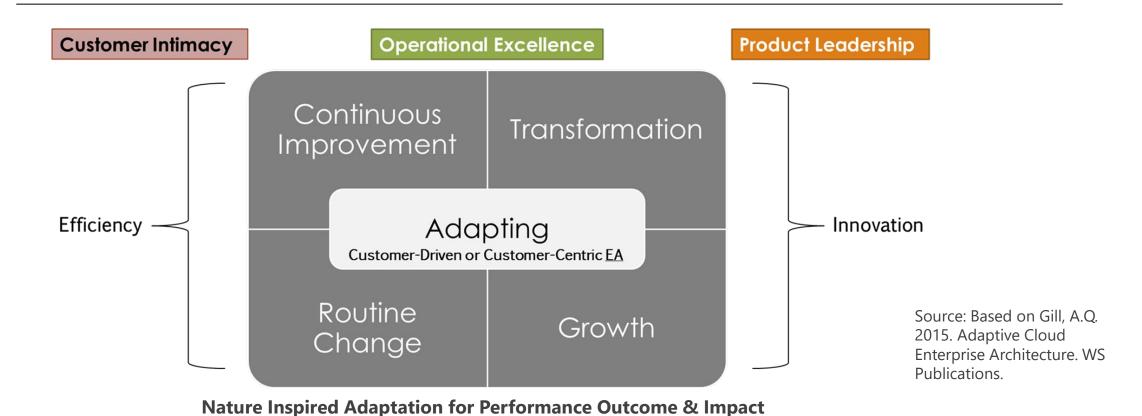
Aligning Strategy and Execution



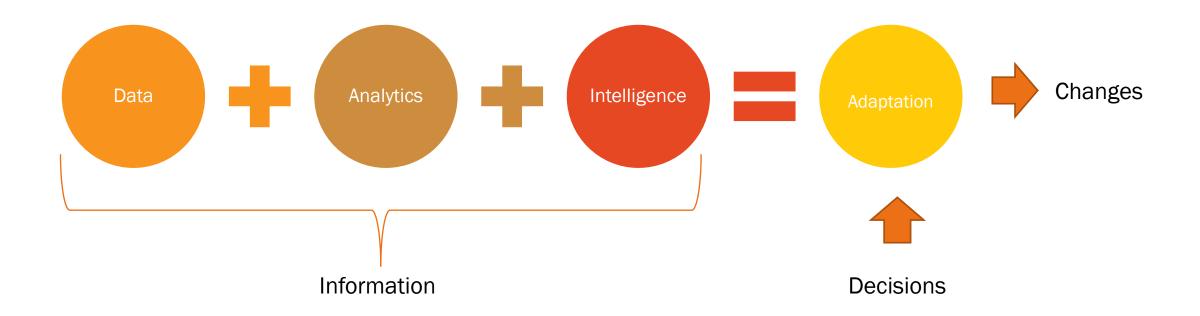
Benefits of Architecture for Strategy Execution

- Facilitate decision-making based on an enterprise consciousness putting customers and enterprise first, balanced with the needs of organizational and product silos
- Effectively communicate strategic direction throughout the organization with clarity and actionable context for individuals
- Orient business ownership and investment around capabilities (and value streams) with initiatives that deliver enhancements to those capabilities
- Synergize business and technology solution investment and design around capabilities to ensure modularity, reuse, and consistency
- Assess the collective impact of change on stakeholders
- Ensure ongoing alignment of strategies, architecture, initiatives, and solutions (including assurance that original objectives are achieved)
- Implement change quickly and cohesively from end-to-end

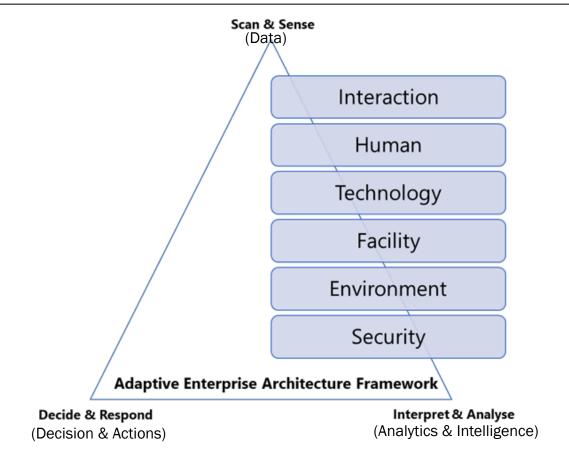
Adaptive to Change



Information



Adaptive EA as Information



It is not about static diagrams...

It is about information for purpose...

- data
- analytics
- intelligence

Adaptive EA Framework Components

Principles Metamodel

Layers

Adaptive Enterprise Architecture Design







Capability

Pipeline

Services





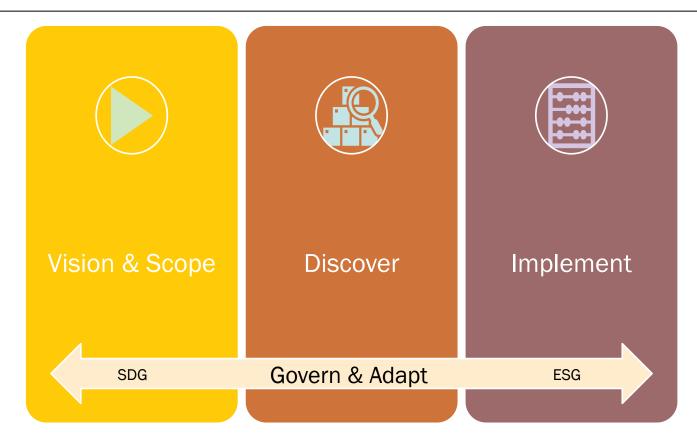




Adaptive EA Layers

Adaptive Enterprise Architecture Layers 1. Interaction (Digitally-enabled) Security (Digitally-enabled) oility, Security Process, Security Information, Actor, Interface 2. Human (Digitally-enabled) Business: Business Capability, Business Process, Business Information, Business Product, Business Service, Business Performance Information: Information Capability, Information Process, Information, Information Product, Information Service, Information Performance Social*: Social Capability, Social Process, Social Information, Social Product, Social Service, Social Performance Professional*: Professional Capability, Professional Process, Professional Information, Professional Product, Professional Service, Professional Process, 3. Technology (Digital) Application: Application Capability, Application Process, Application Data, Application Product, Application Service, Application Performance Data: Data Capability, Data Process, Data, Data Product, Data Service, Data Performance Platform: Platform Capability, Platform Process, Platform Data, Platform Product, Platform Service, Platform Performance Infrastructure: Infrastructure Capability, Infrastructure Process, Infrastructure Data, Infrastructure Product, Infrastructure Service, Infrastructure Performance 4. Facility (Digitally-enabled) Security Capability, Security Product, 3 Spatial: Spatial Capability, Spatial Process, Spatial Data, Spatial Product, Spatial Service, Spatial Performance Energy: Energy Capability, Energy Process, Energy Data, Energy Product, Energy Service, Energy Performance HVAC: HVAC Capability, HVAC Process, HVAC Data, HVAC Product, HVAC Service, HVAC Performance FHS: FHS Capability, FHS Process, FHS Data, FHS Product, FHS Service, FHS Performance 5. Environment (Digitally-enabled) Factor

Adaptive EA Pipeline

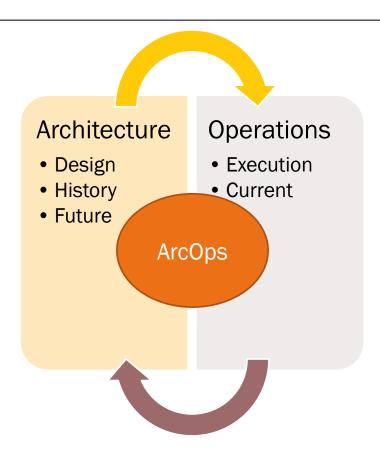


It is not about a big architecture or just-in-time or minimum viable ...

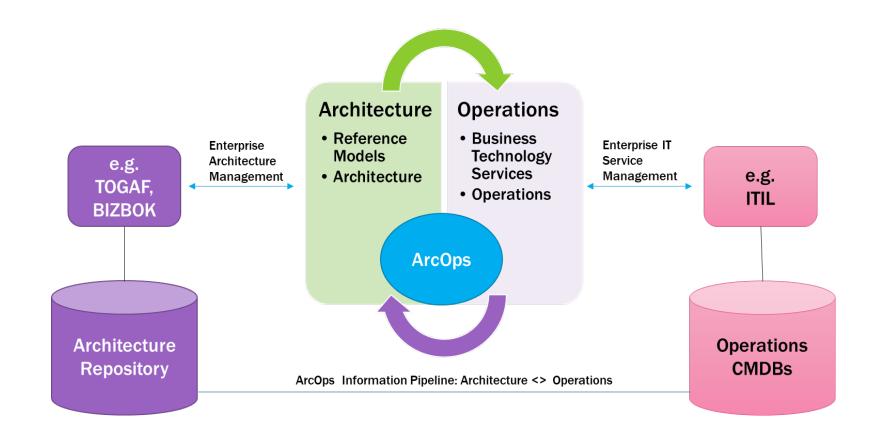
It is about pipeline of minimum required architecture (MRA) value delivery

Architecture Information

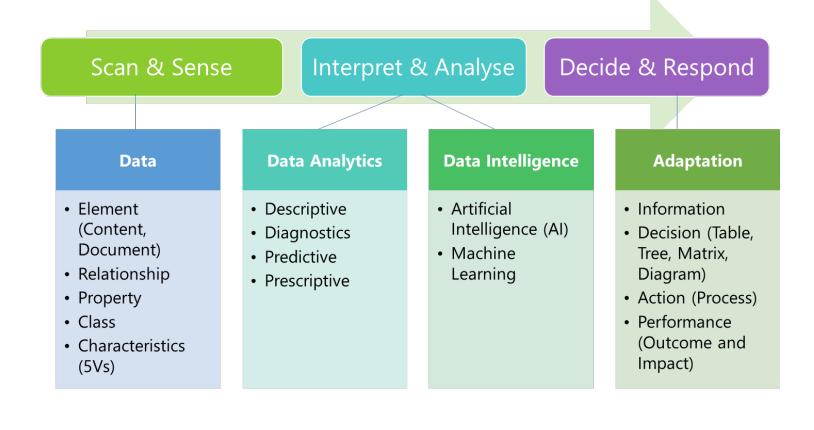
We know about DevOps... What is ArcOps?



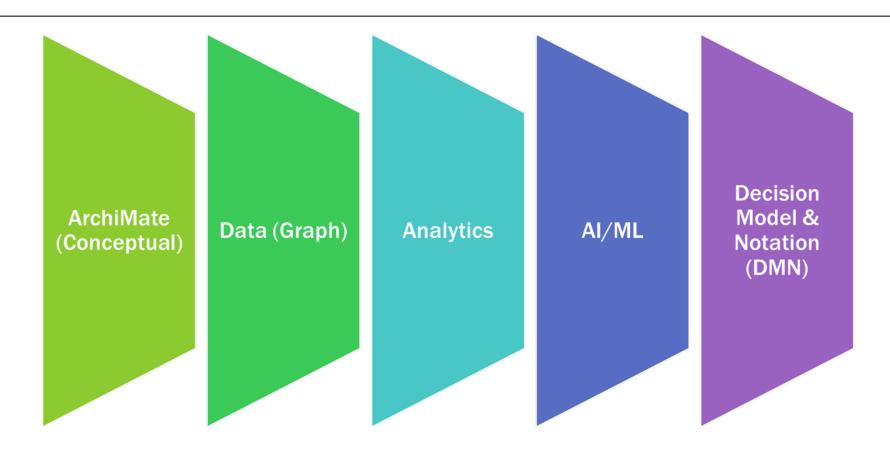
ArcOps: Information Pipeline



Architecture Information Models



Architecture Information Modelling



Architecture Information Modelling Tools

Archi

Abacus

Jalapeno

Neo4j (Graph DB)

ServiceNow

Analytics

AI/ML



Architecture Information Viewpoints & Views

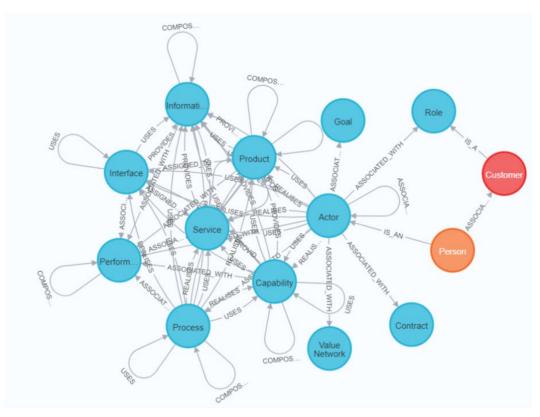
- Metamodel
- Model
- · Data or facts
- Analytics
- Intelligence





 Stakeholder concerns or questions or information needs for decisions, actions, desired outcomes and impacts

Architecture Information in EKG



Enterprise Knowledge Graph
Ontology + Data
Connections



Asif.Gill@uts.edu.au





strategyintoreality.com bizarchmastery.com

whynde.kuehn@s2etransformation.com

in Whynde Kuehn

Stay In Touch.