

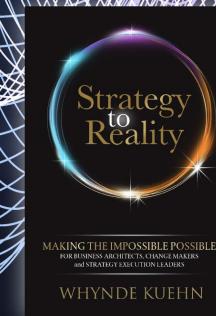
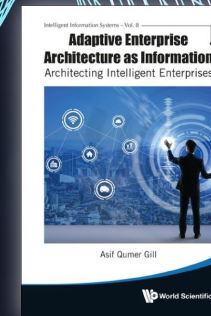
Connecting Architecture to Data for Intelligent Strategy Execution

13 April 2023

Asif Gill & Whynde Kuehn



Connecting Architecture to Data
for Intelligent Strategy to Execution



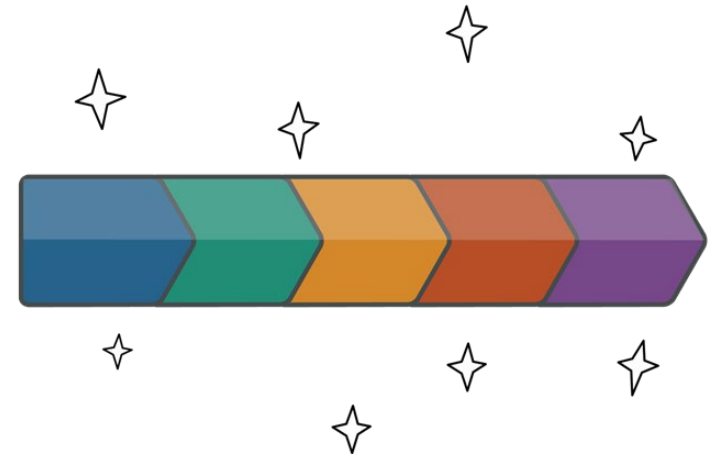
Discussion Topics

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

What is Strategy to Reality Success?

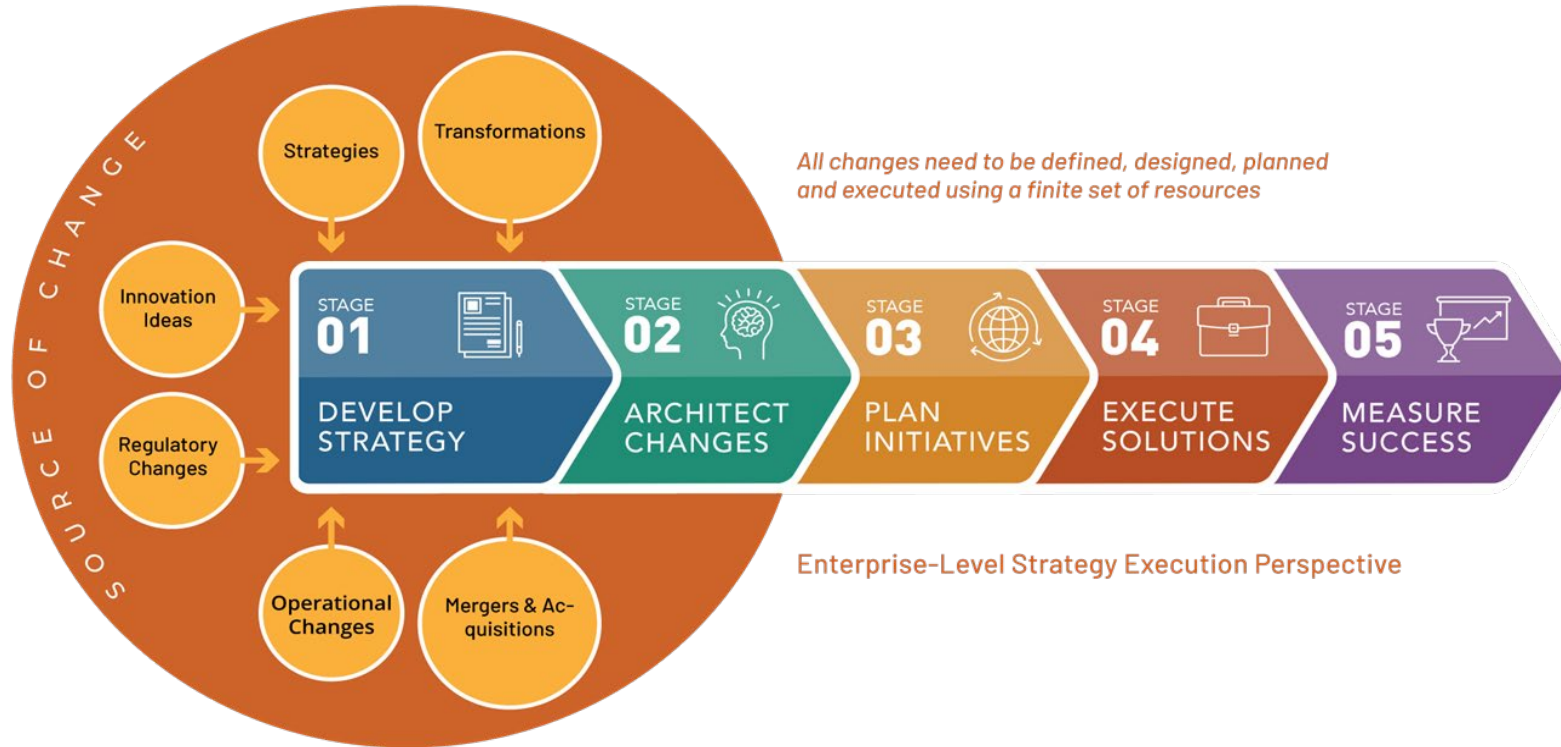
Successful strategy execution is the ability to define clear strategic intent and then translate it into organized effort across people, process, and technology with transparency, accountability, and intentional change management from end to end.

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.”

– Richard Rumelt in *Good Strategy, Bad Strategy*

Business Architecture Helps Bridge Worlds

BUSINESS ARCHITECTURE ROLE:

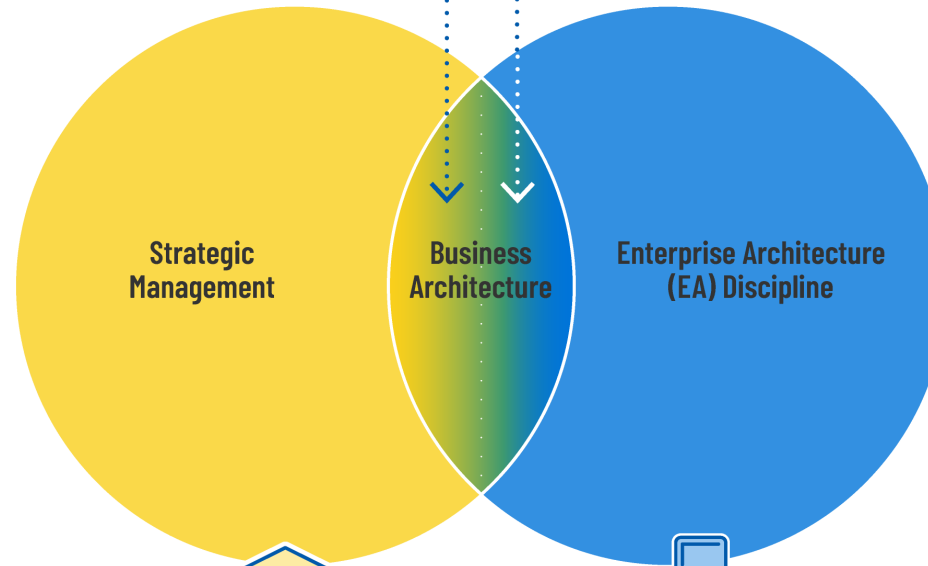
- Provides missing role to translate strategy cohesively and align to execution (capability-lens)
- Integrative role/framework across silos
- Decision support

BUSINESS ARCHITECTURE ROLE:

- Tip of the spear for EA scenarios to provide -
- Business direction
 - Business language and context
 - Business lens (e.g., APM)



Business Focus and Context



Technology Relevance and Learning



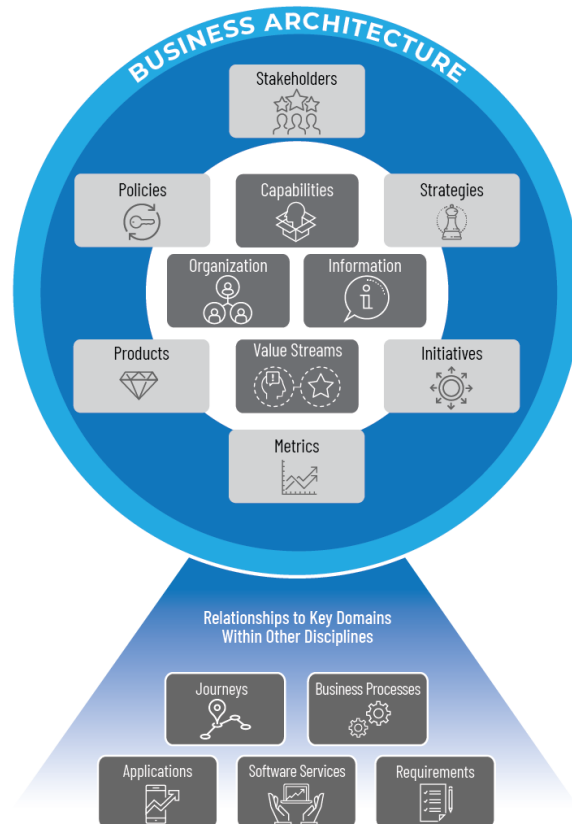
University



EA Profession

The Business Architecture Ecosystem

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



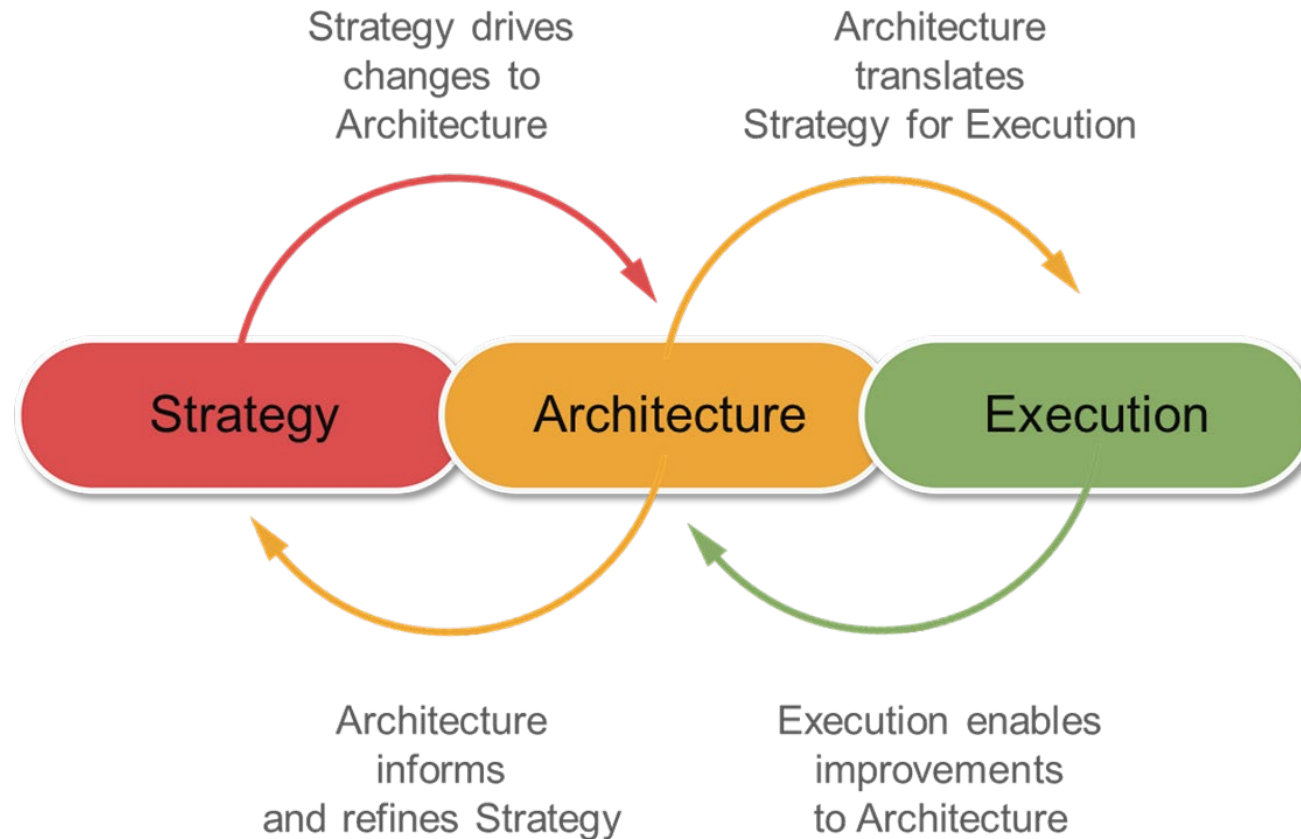
Business architecture...

- ✓ 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)

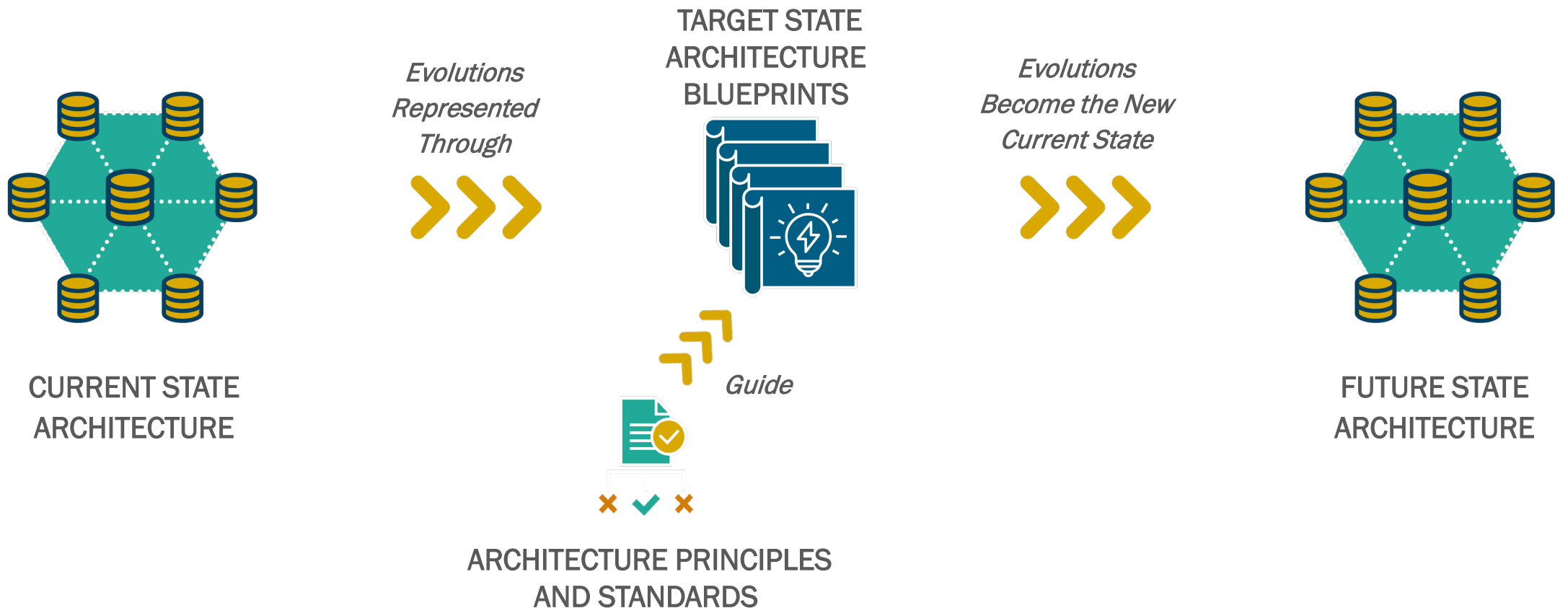
Business architecture represents holistic, multidimensional business views of: capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders. (Source: Federation of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

SOURCE: Content within circle diagram based on *A Guide to the Business Architecture Body of Knowledge*® (BIZBOK® Guide). "Relationships to Key Domains" copyright Whynde Kuehn.

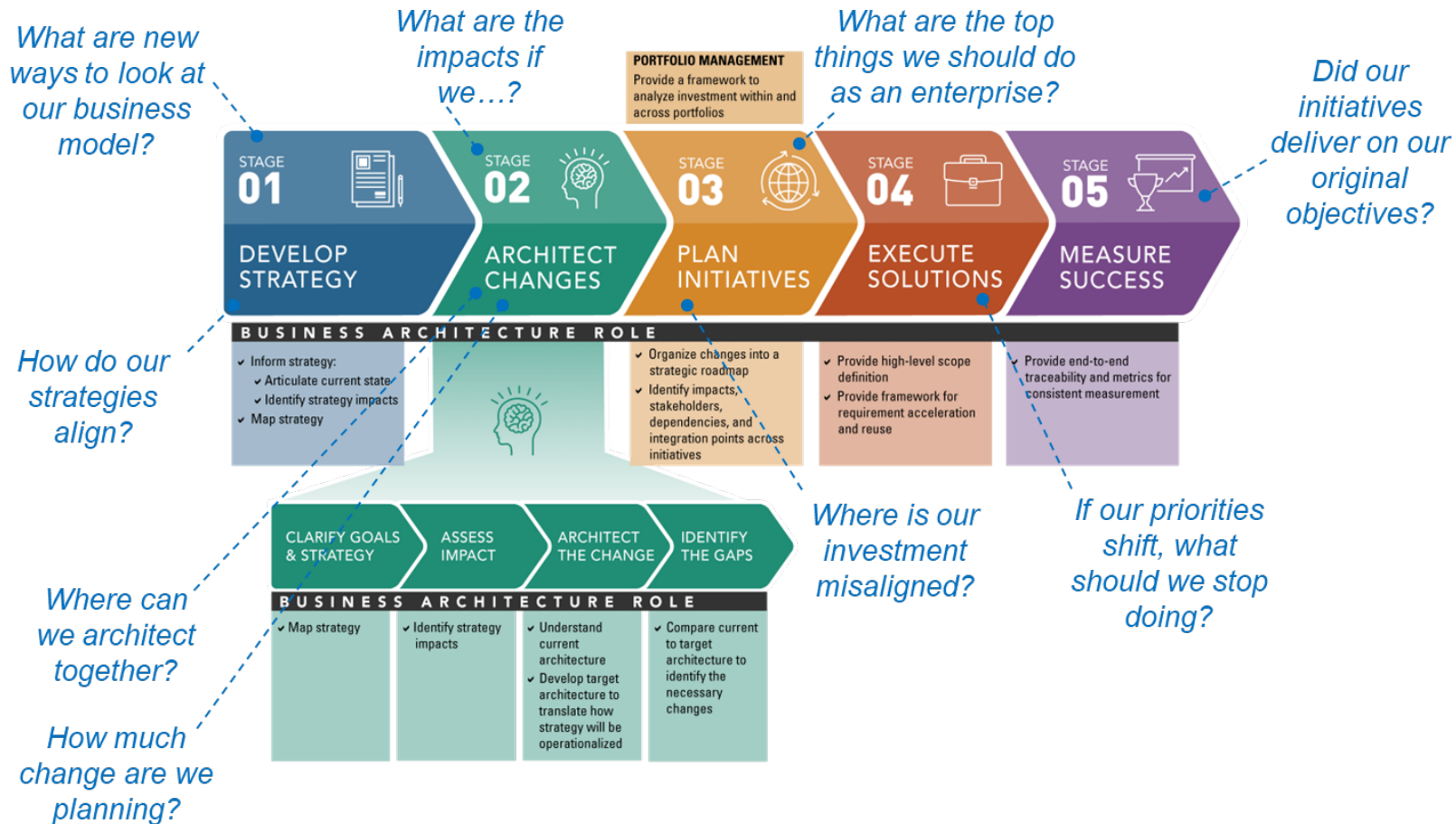
Architecture Connects Strategy and Execution



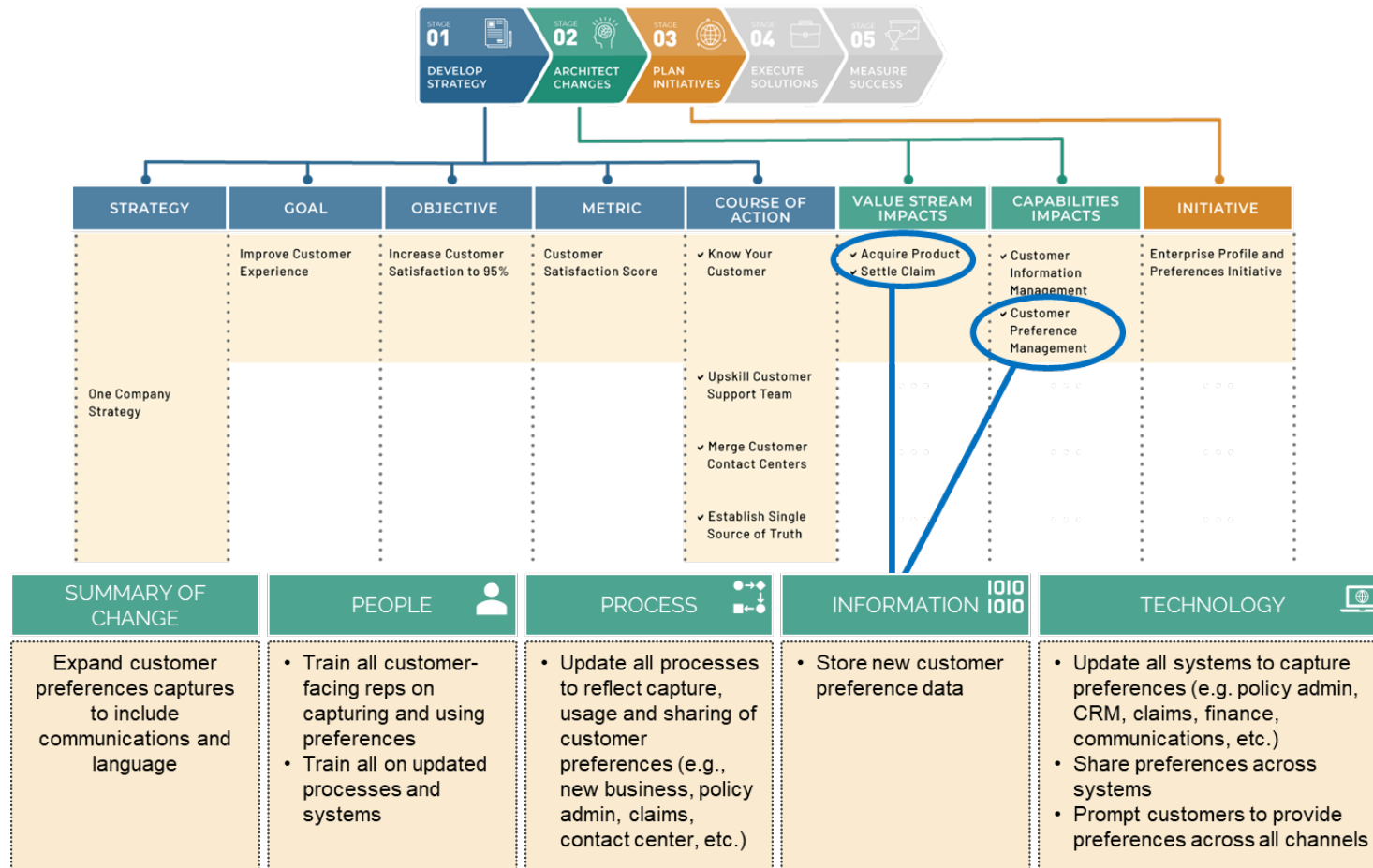
Architecture Connects Strategy and Execution



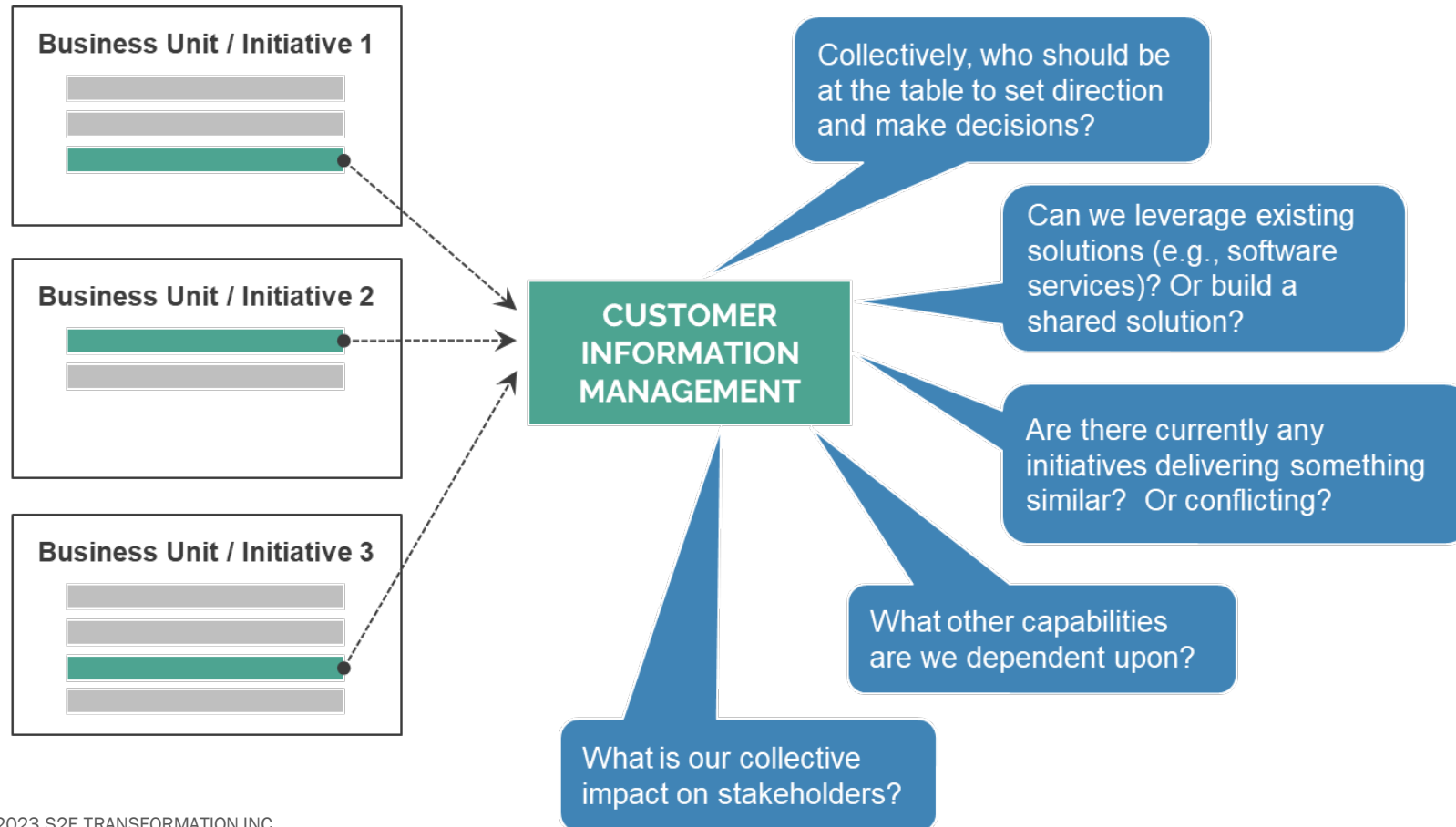
Architecture Powered Strategy Execution



Translating Strategy Into Coordinated Execution



Aligning Strategy and Execution



Benefits of Architecture for Strategy Execution

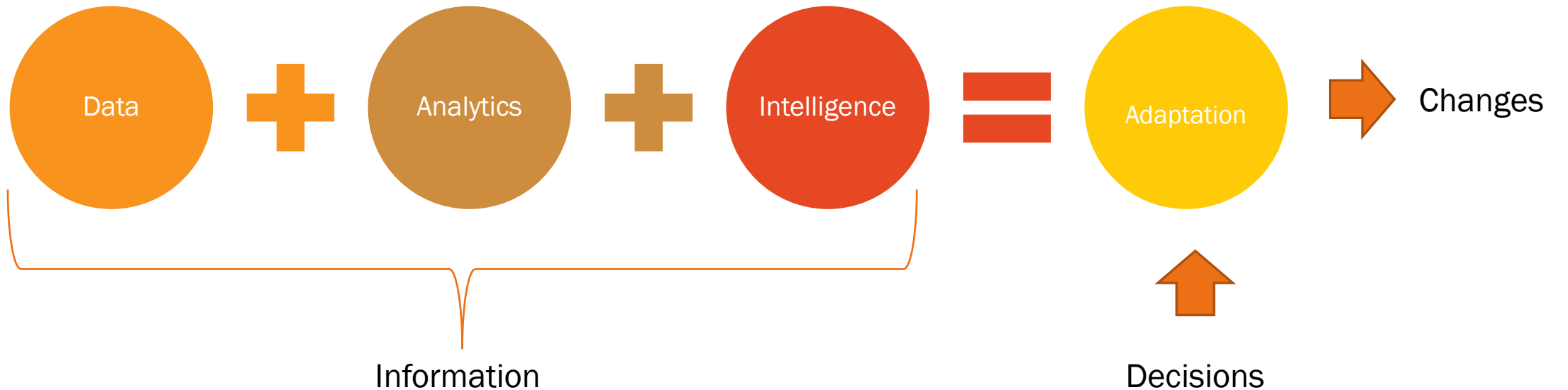
- Facilitate decision-making based on an enterprise consciousness putting customers and enterprise first, balanced with the needs of organizational and product silos
- Effectively communicate strategic direction throughout the organization with clarity and actionable context for individuals
- Orient 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

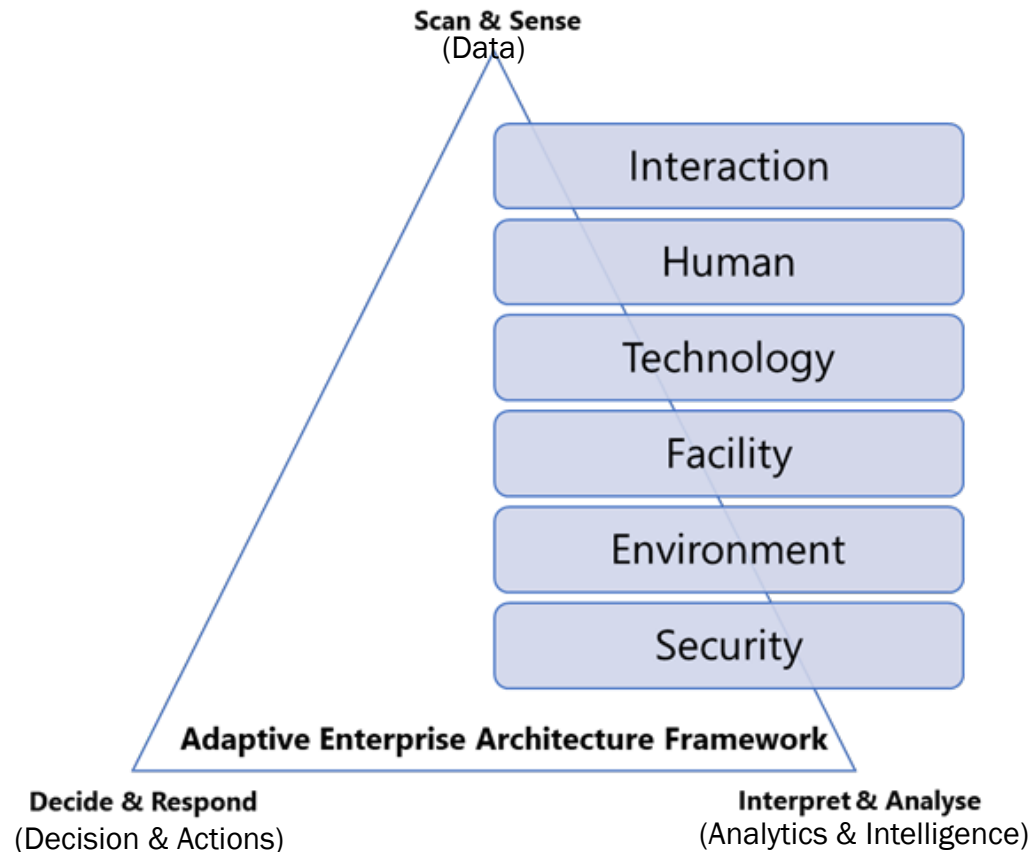


Source: Based on Gill, A.Q. 2015. Adaptive Cloud Enterprise Architecture. WS Publications.

Information



Adaptive EA as Information



It is not about static diagrams...

It is about information for purpose...

- *data*
- *analytics*
- *intelligence*

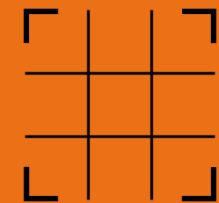
Adaptive EA Framework Components

Principles

Metamodel

Layers

Adaptive
Enterprise
Architecture
Design

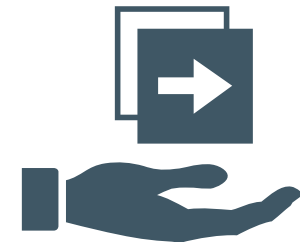
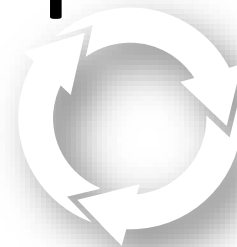


Capability

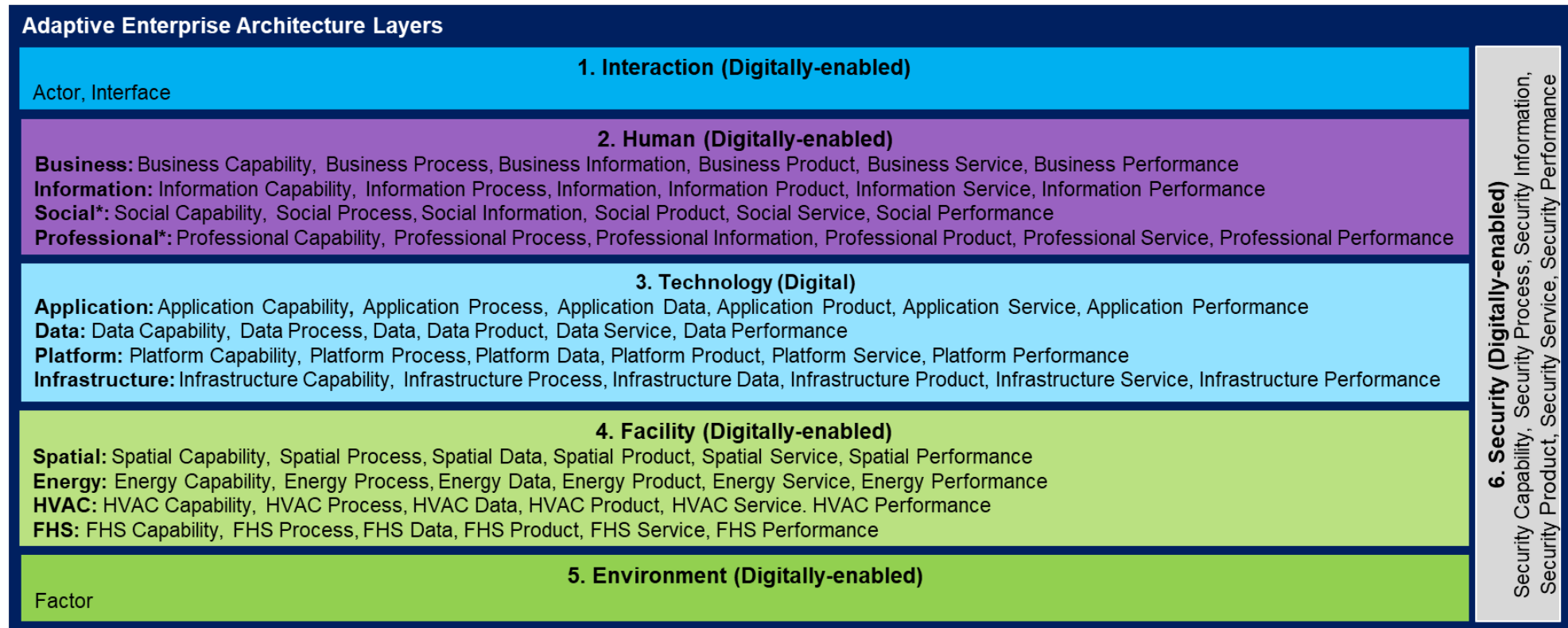
Pipeline

Services

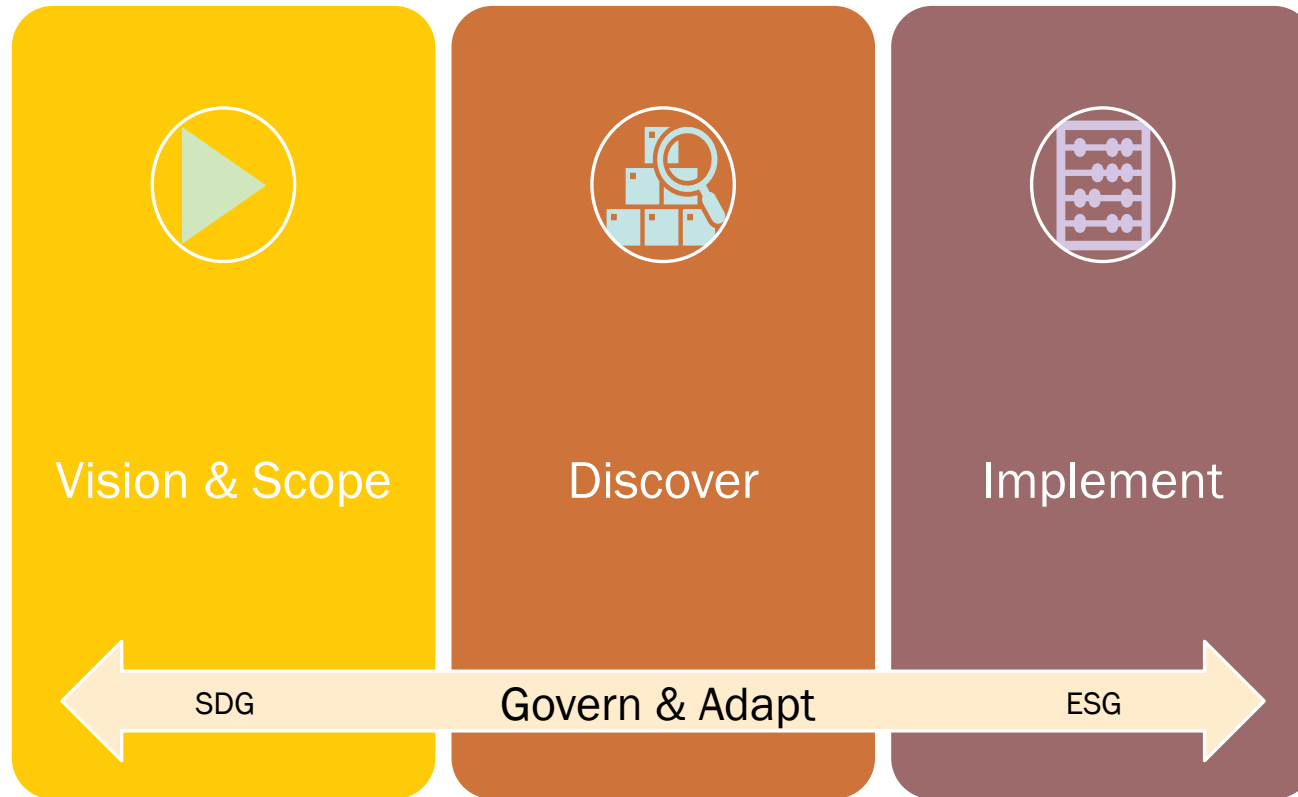
Adaptive
Enterprise
Architecture
Practice



Adaptive EA Layers



Adaptive EA Pipeline

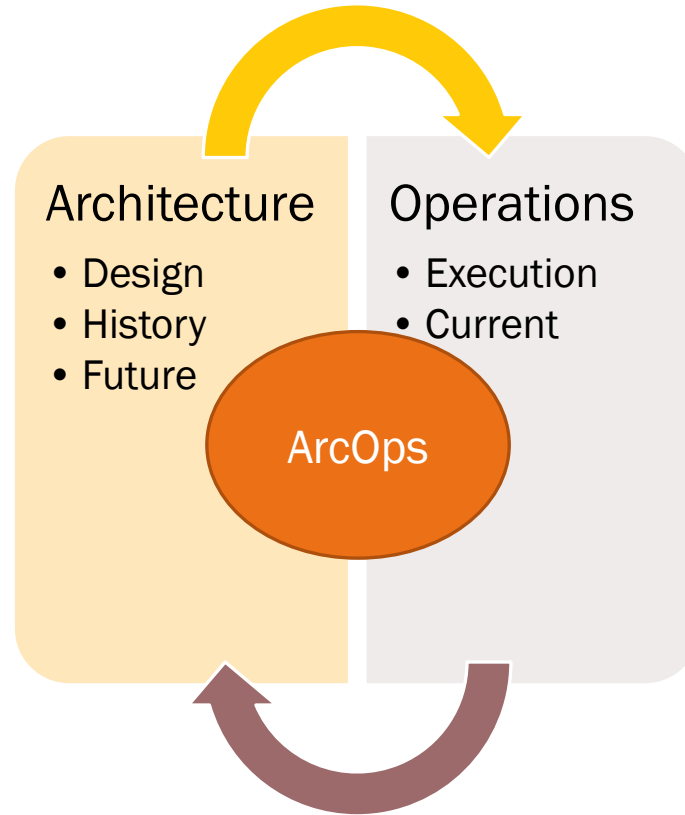


It is not about a big architecture or just-in-time or minimum viable ...

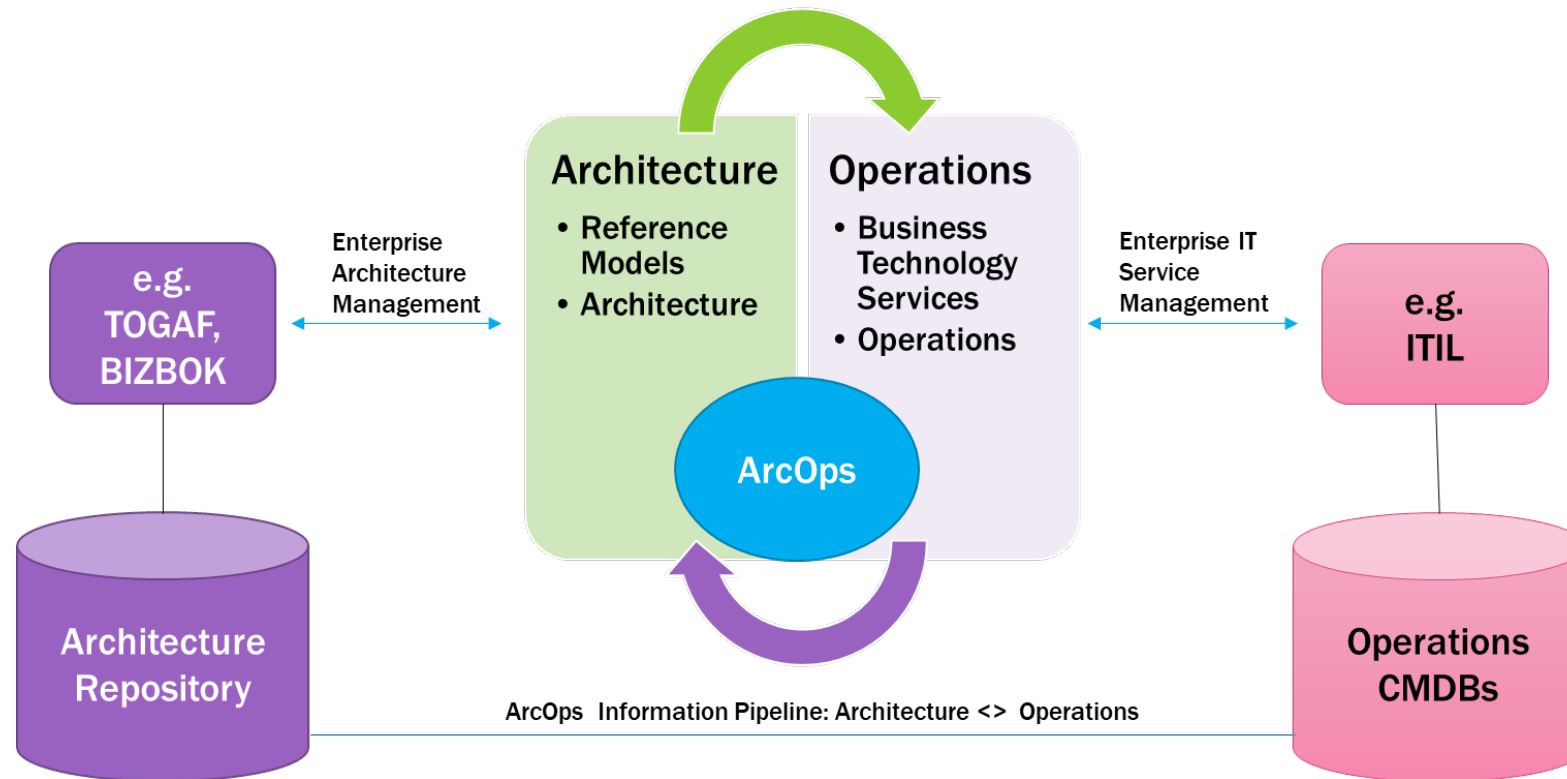
It is about pipeline of minimum required architecture (MRA) value delivery

Architecture Information

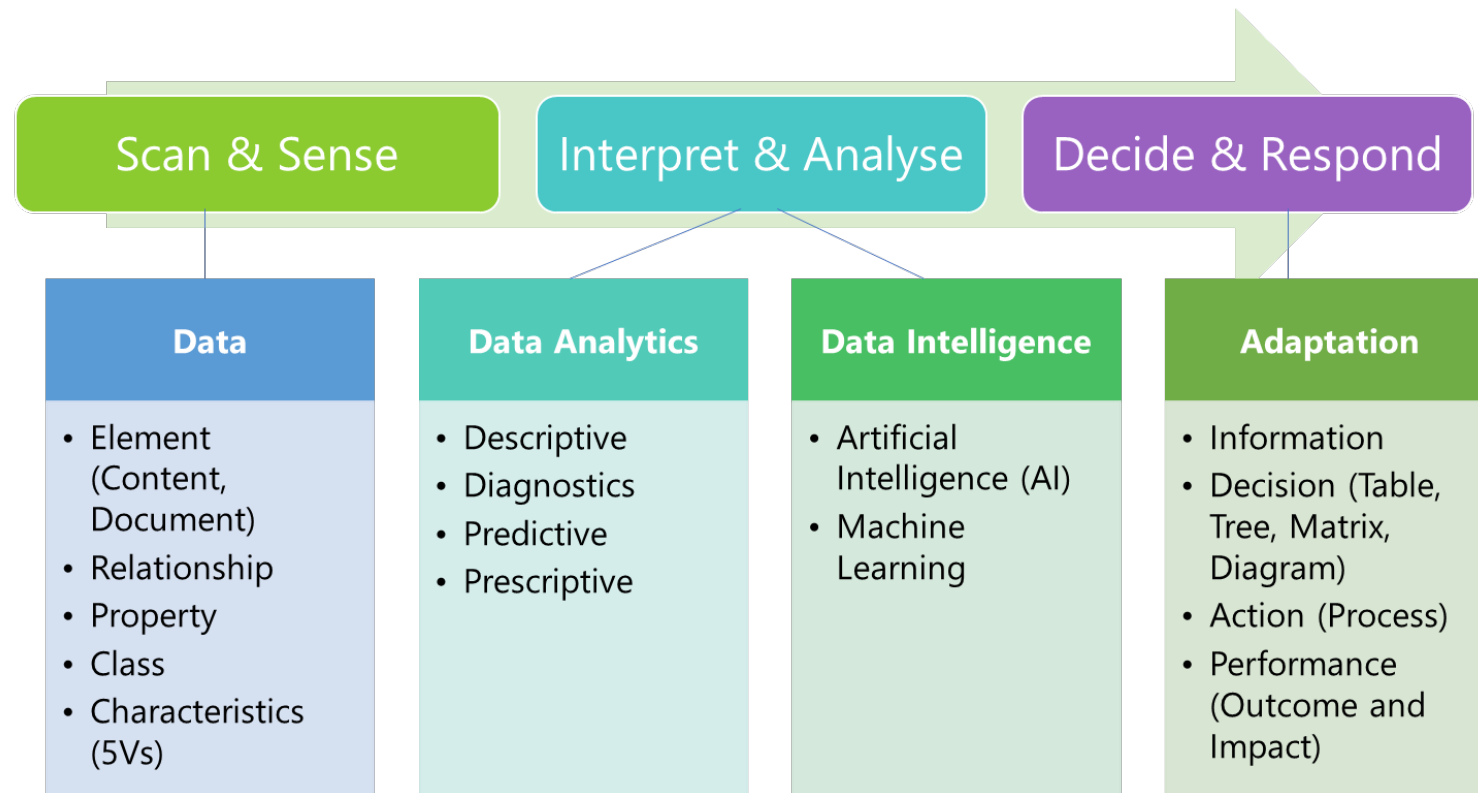
We know about DevOps...
What is ArcOps?



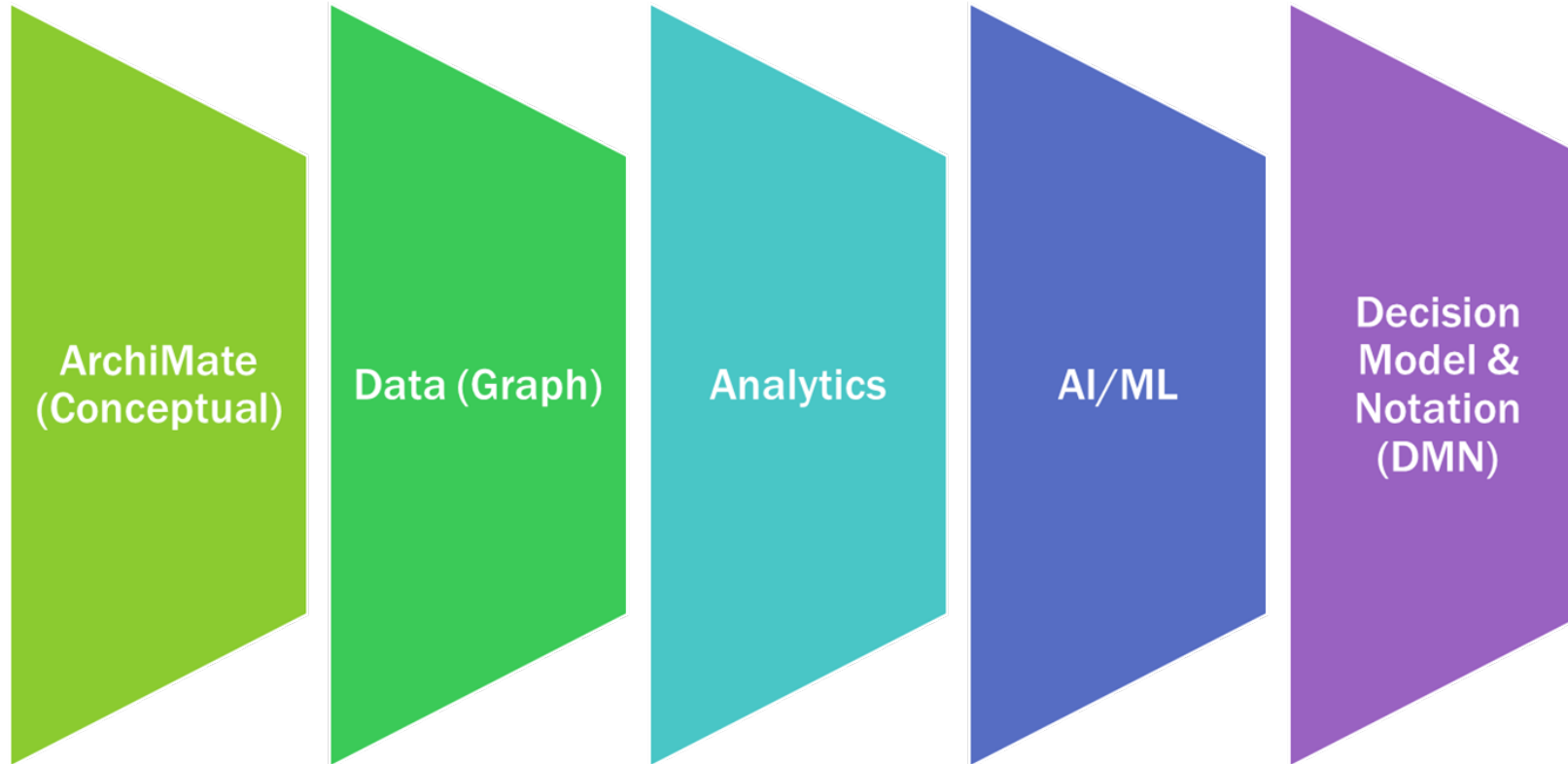
ArcOps: Information Pipeline



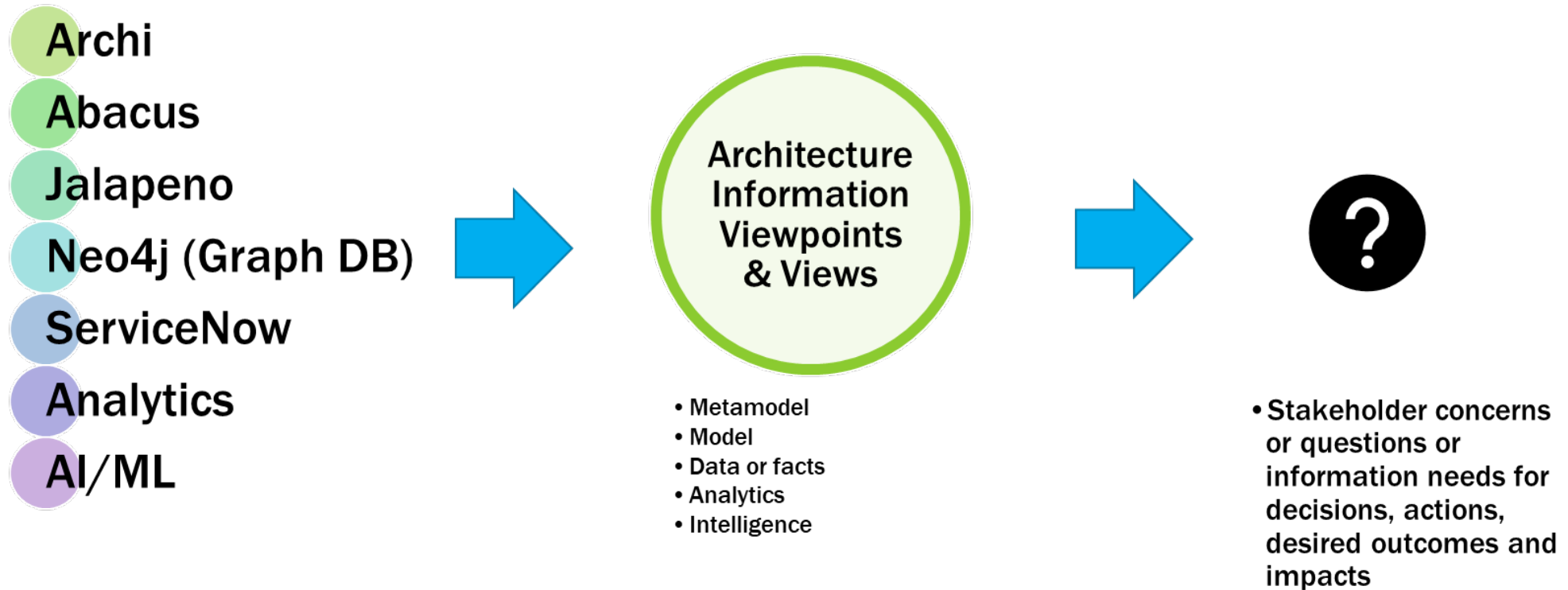
Architecture Information Models



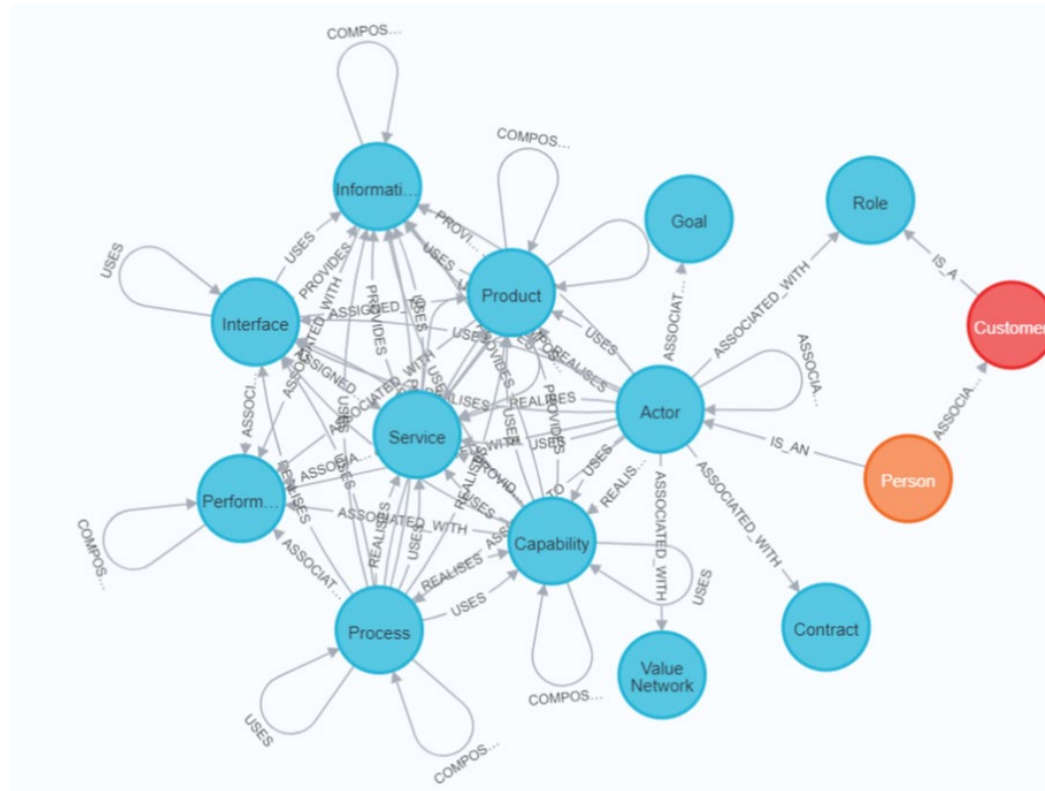
Architecture Information Modelling



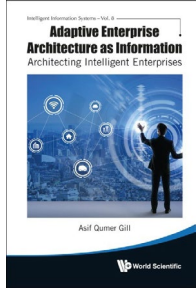
Architecture Information Modelling Tools



Architecture Information in EKG



Enterprise Knowledge Graph
Ontology + Data
Connections



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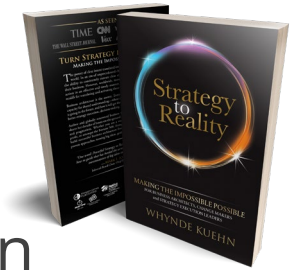


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Stay In Touch.