Comparing Enterprise Architecture in Defence and Financial Services

Integrated EA

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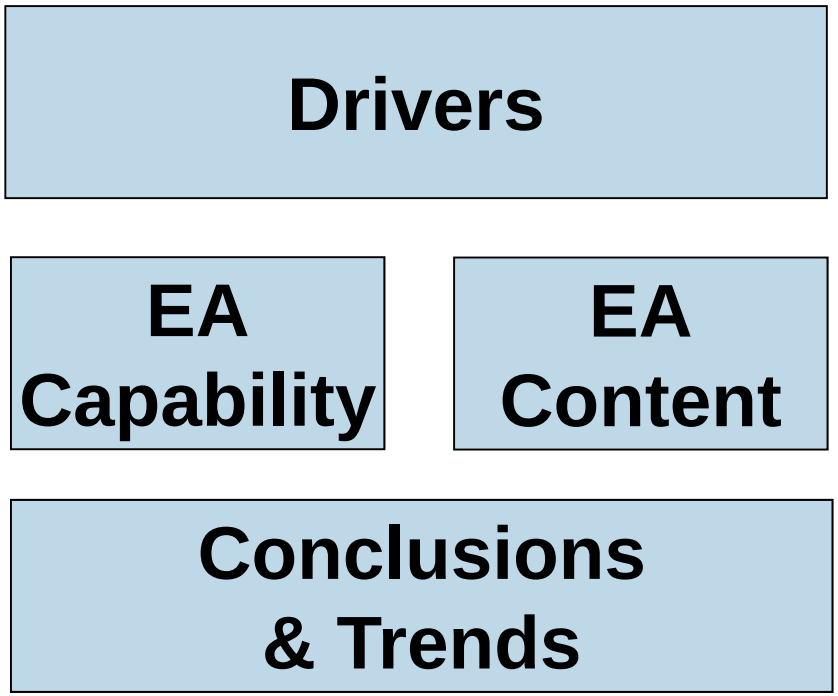
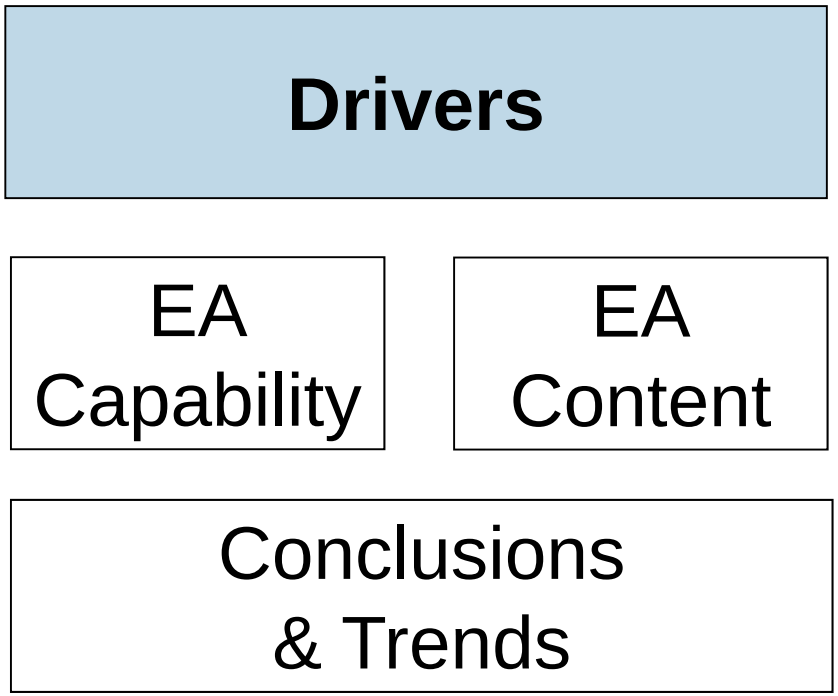
Neil Peachey
Independent EA Consultant
neil@amd-elvers.co.uk
07850 526055

Comparing EA



Comparing EA



Business Challenges

Defence

- Wider Defence Environment
- Stateful ‘Enterprise’
- Collaboration
- Value for Money
- Time to Deploy
- New Markets
- New Paradigms
- Enable Integration
- M&As
- Compliance

Financial Services

- CRM
- Stateful Processes
- Time to Market
- Compliance
- Enable Integration
- Reduce Costs
- Reduce Risks
- M&As

EA Objectives

Defence

- Reduce Costs
- Reduce Time to Deploy
- Enable Integration
- Make sense of it all
- Support M&A Activity
- Security Integration
- Enable Compliance

Financial Services

- Reduce Time to Market
- Enable Compliance
- Enable Integration
- Reduce Costs
- Make sense of it all
- Security Integration
- Support M&A Activity

Business Change

Defence

– Last 5 years

- Complexity
- No longer Cost-Plus
- No longer ‘Cosy’
- Collaboration
- New Paradigms
- Real-Time
- Supply Chain
- Service / Maintain
- M&A Consolidation

Financial Services

– Last 15 years

- No longer Cost-Plus
- No longer ‘Cosy’
- Customer Focus
- Greenfield Competition
- Internet
- Internal Integration
- Aggregation
- Supply Chain
- M&A Consolidation

Business Categorisation

Defence

- Functional Segments
  - Platforms - Aircraft, Naval, Land
  - Electronics and IT
  - Ordnance and Guns
  - Facilities and Operations
  - Logistics and Support
  - Information Services and Intelligence
- Actors / Organisations
  - Customer
  - Operator
  - Front-Line
  - Intermediary
  - Integrator
  - Supplier - Prime
  - Supplier – Contractor
  - Service Provider

Financial Services

- Functional Sectors
  - Banking
    - General
    - Investment
    - Credit
  - Insurance
    - General – Personal & Commercial
    - Specialist – Personal & Commercial
    - Life
    - Health
  - Other – Stocks, ForEx, Etc.
- Actors / Organisations
  - Manufacturer
  - Provider
  - Fulfiller
  - Intermediary
  - Aggregator
  - Supplier

IT in the Food Chain

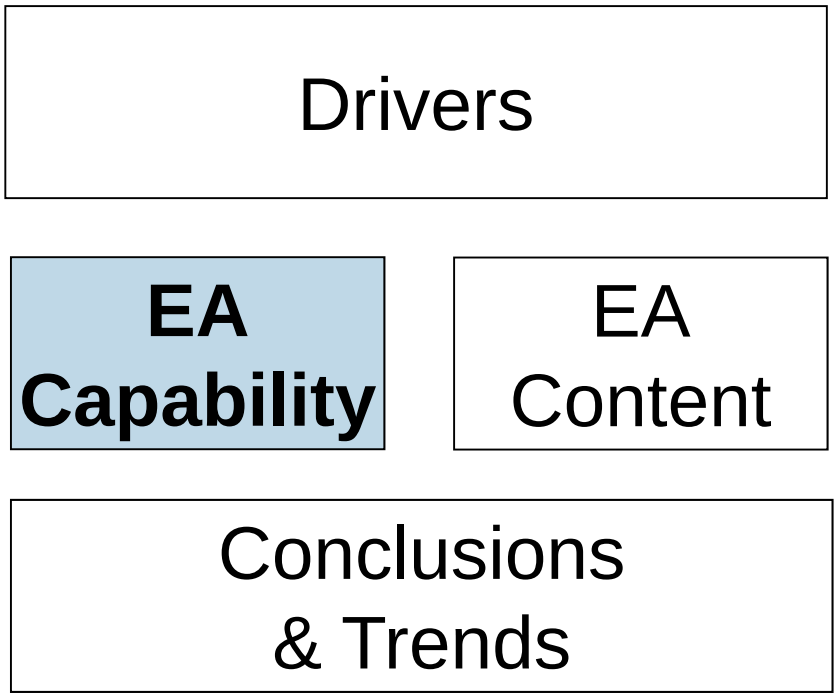
Hard End-Product

- IM&T
  - **Information Mgmt – Back Office**
  - **Technology – Black Art**
- Report to Finance / Engineering
- IT enables end-product
- IT is Necessary
- EA Push to Mgmt
- Patience

Soft End-Product

- IS
  - **Information Services**
- Board-Level CIO
- IT is part of end-product
- IT is Critical
- Mgmt Pull from EA
- Impatience

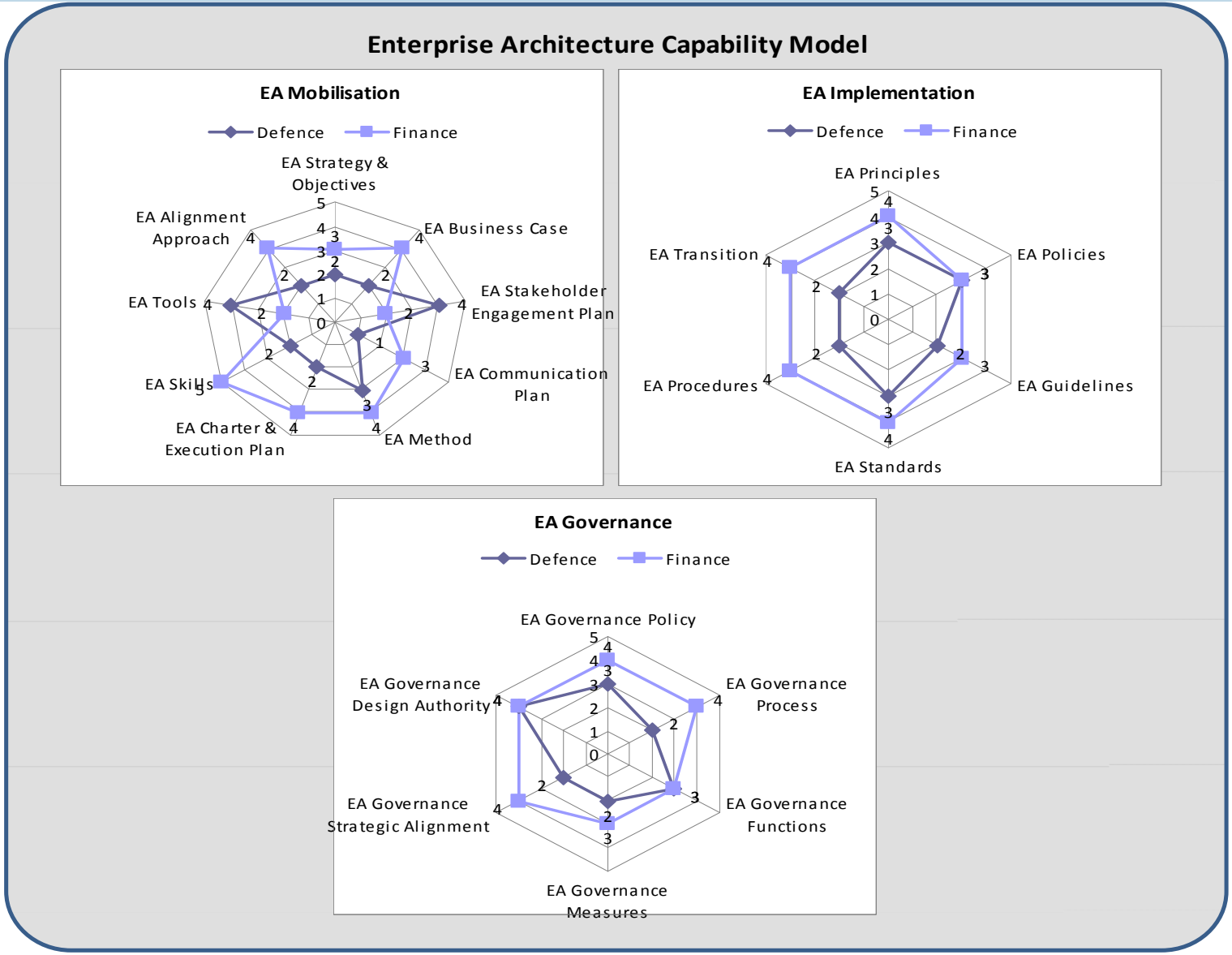
Comparing EA



EA Comparison Ratings

0	Not present	There is no capability.
1	Initial	The approach to EA is to motivate people to overcome problems and just do it.
2	Managed	The approach to EA is to create disciplined approach within individual domains and to stabilise the work in terms of quality, cost and timescale
3	Standardised	The approach to EA is to establish a standard cross domain and cross business unit operating model and framework
4	Performing	The EA function is now producing results that are having a quantitative effect on the performance of the business and the IT function
5	Optimising	The EA function is now seen as a significant agent in the improvement of the performance of the business over the long run

EA Capability



EA Capability – Mobilisation

D		FS
2	EA Strategy	3
2	Business Case	4
4	Stakeholder Management	2
1	Communications	3
4	Method	4
2	Charter	4
2	Skills	5
4	Tools	2
2	Alignment	4

Complex but tackled

'Scary' language

EA by any other name

Often shoehorned

Breadth

Engineering

Value Proposition

Customer Focus

Sometimes OTT

Buy in resource

Depth

Distrust 'Too Clever'

IT is The Business

EA Capability – Implementation

D		FS
3	Principles	4
3	Policies	3
3	Standards	4
2	Guidelines	3
2	Procedures	4
2	Transition	4

Usually focussed on external integration

'Unique' Ref Archs

Usually focussed on internal integration

Ref Archs = Competitive Advantage

EA Capability – Governance

D		FS
3	Policy	4
2	Processes	4
2	Functions	3
2	Measures	3
2	Strategic Alignment	4
3	Design Authority	4

Compliance Reqt

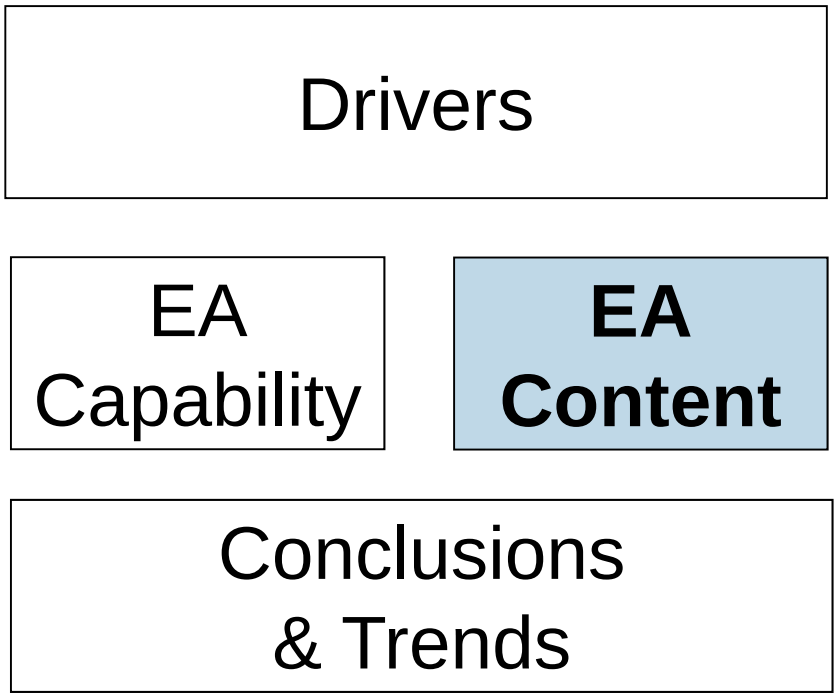
All change is Business Change

Often non-prescriptive

Integrated with Corporate Governance

EA can be the good guys

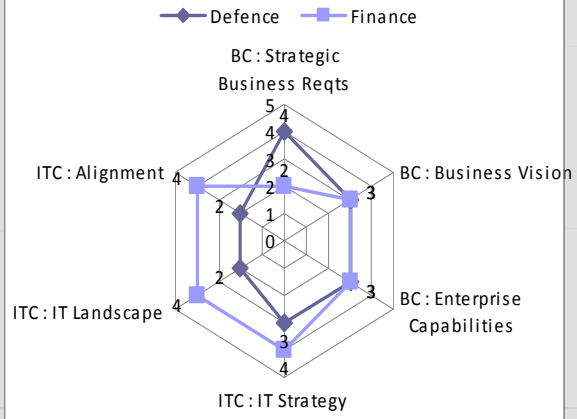
Comparing EA



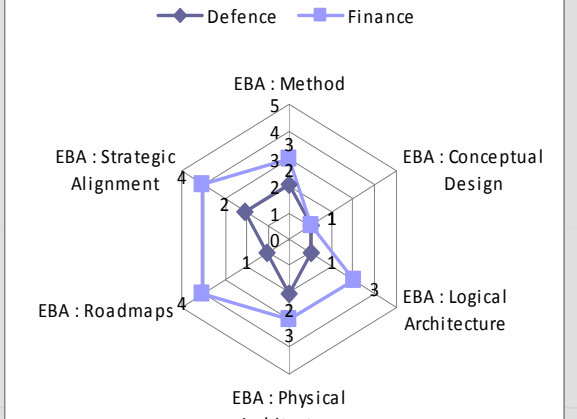
EA Content

Enterprise Architecture Content

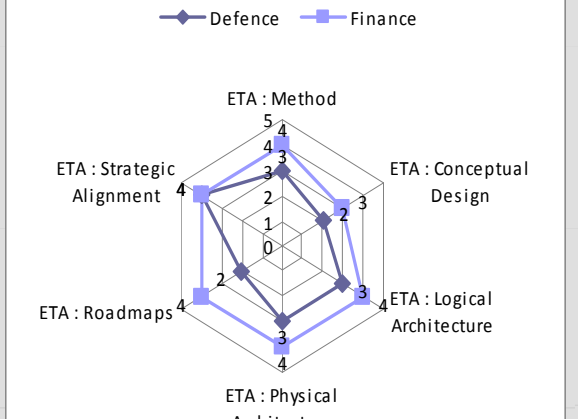
EA Framework : Context



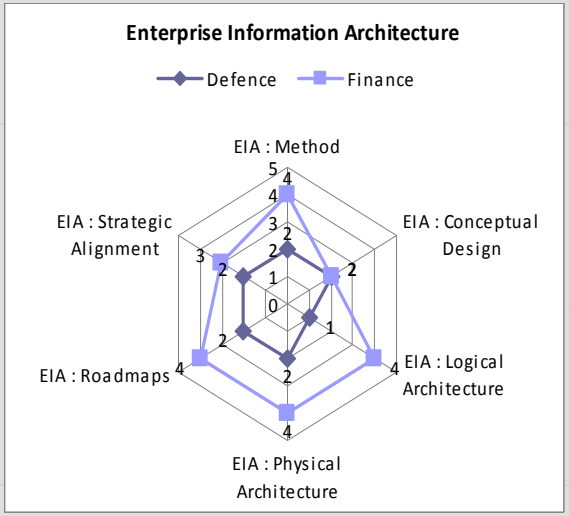
Enterprise Business Architecture



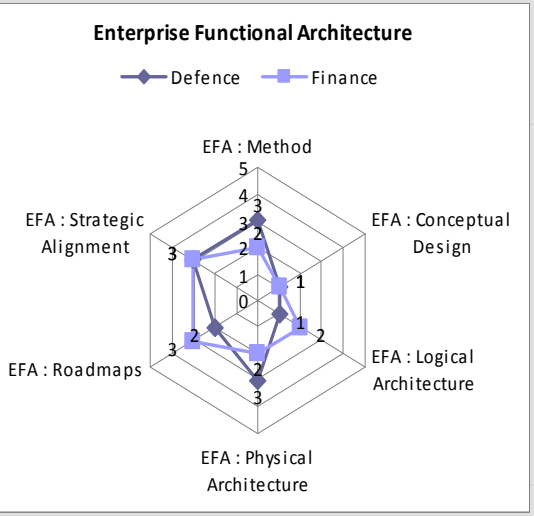
Enterprise Technical Architecture



Enterprise Information Architecture

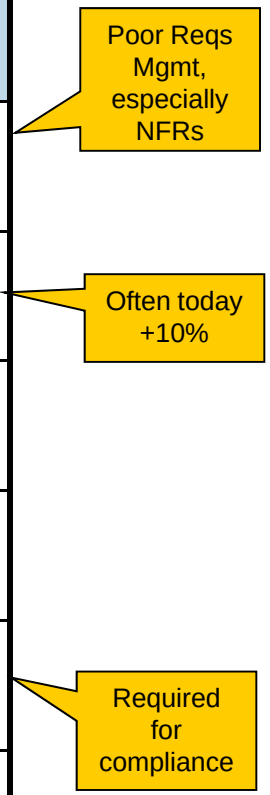


Enterprise Functional Architecture

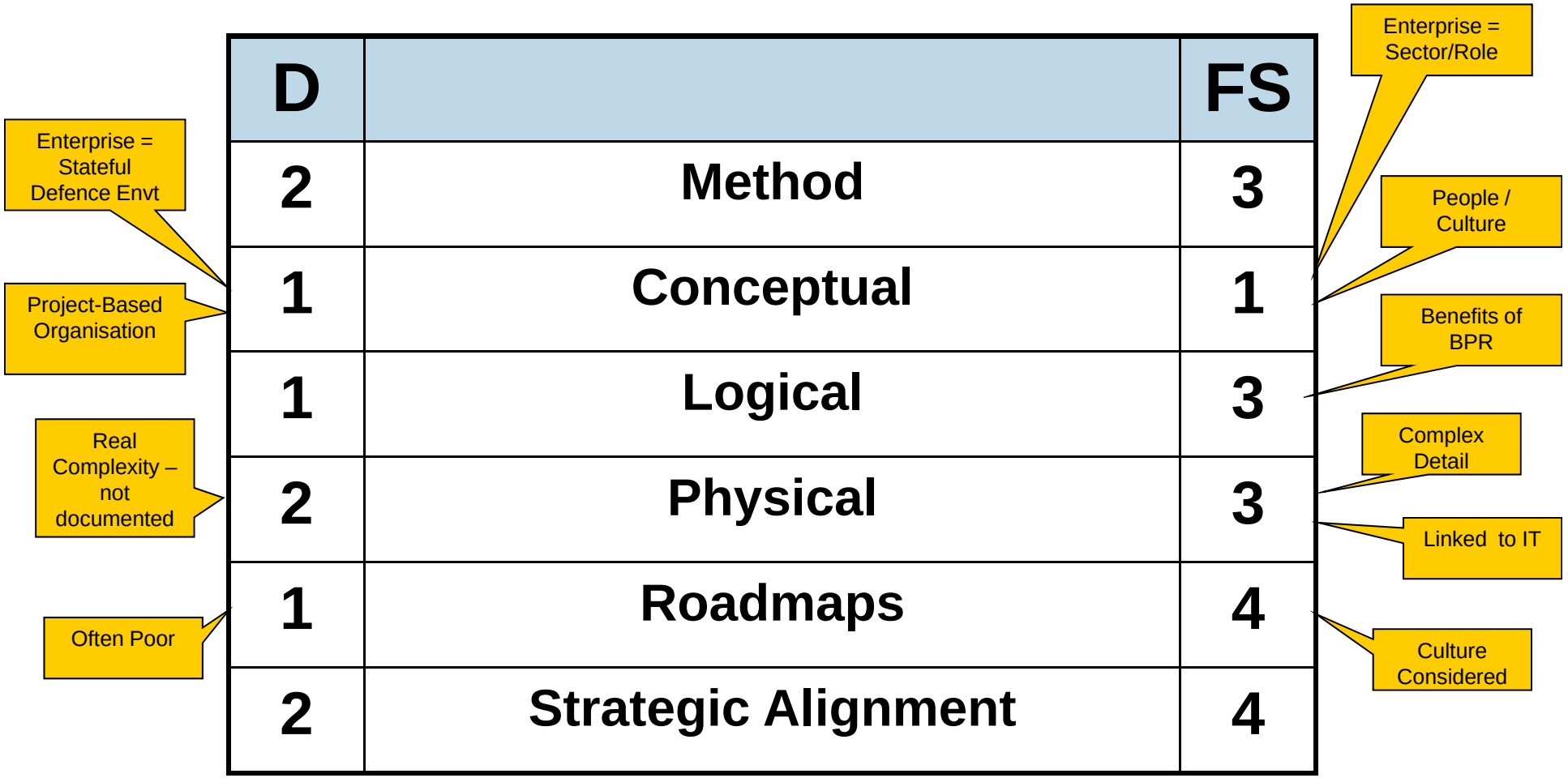


EA Content - Context

D		FS
4	Strategic Business Reqs	2
3	Business Vision	3
3	Business Capabilities	3
3	IT Strategy	4
2	IT Landscape	4
2	IT Alignment	4

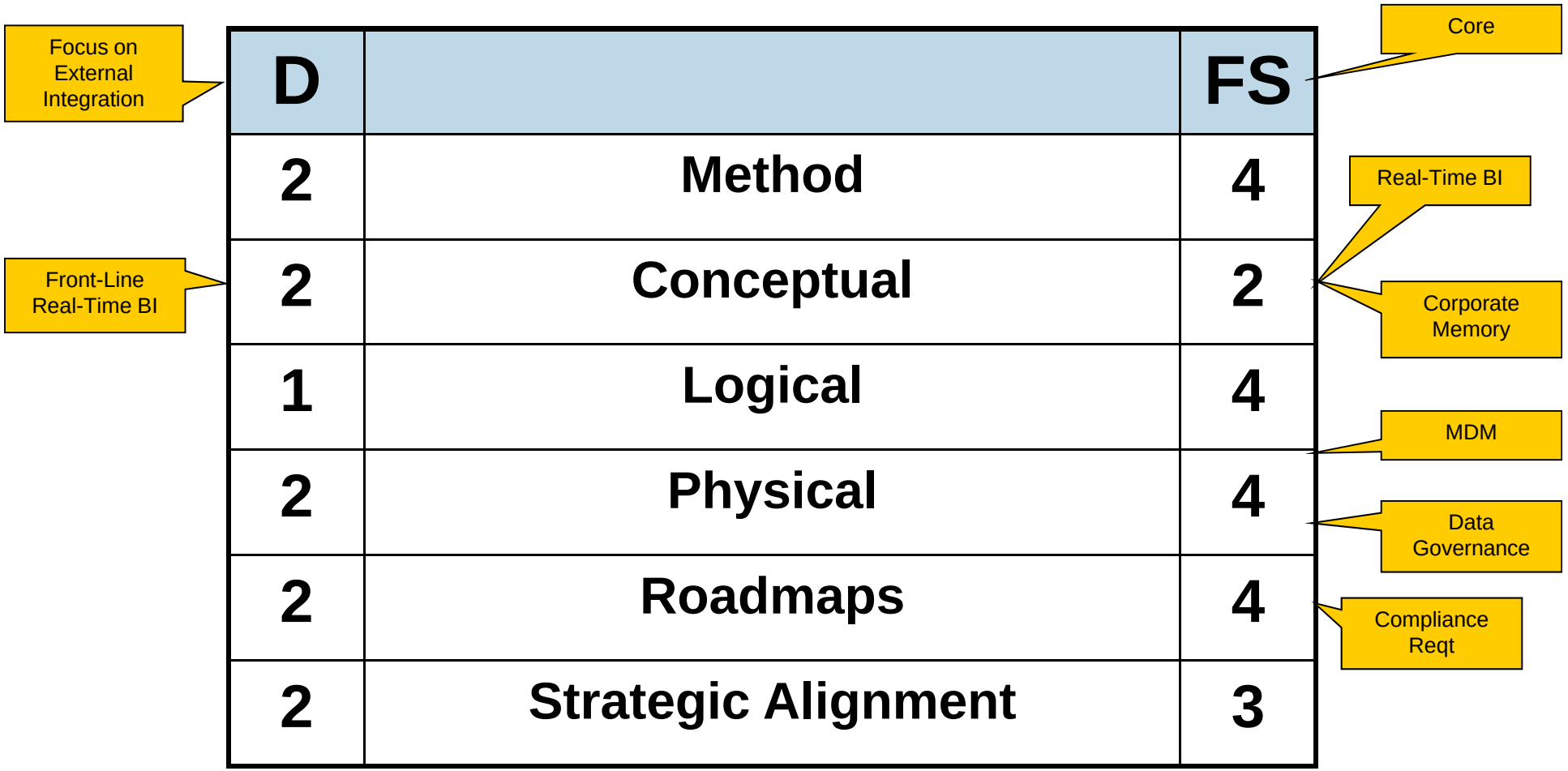


EA Content – Business Architecture



D		FS
2	Method	3
1	Conceptual	1
1	Logical	3
2	Physical	3
1	Roadmaps	4
2	Strategic Alignment	4

EA Content – Information Architecture



D		FS
2	Method	4
2	Conceptual	2
1	Logical	4
2	Physical	4
2	Roadmaps	4
2	Strategic Alignment	3

EA Content – Functional Architecture

D		FS
3	Method	2
1	Conceptual	1
1	Logical	2
3	Physical	2
2	Roadmaps	3
3	Strategic Alignment	3

IM&T

COTS

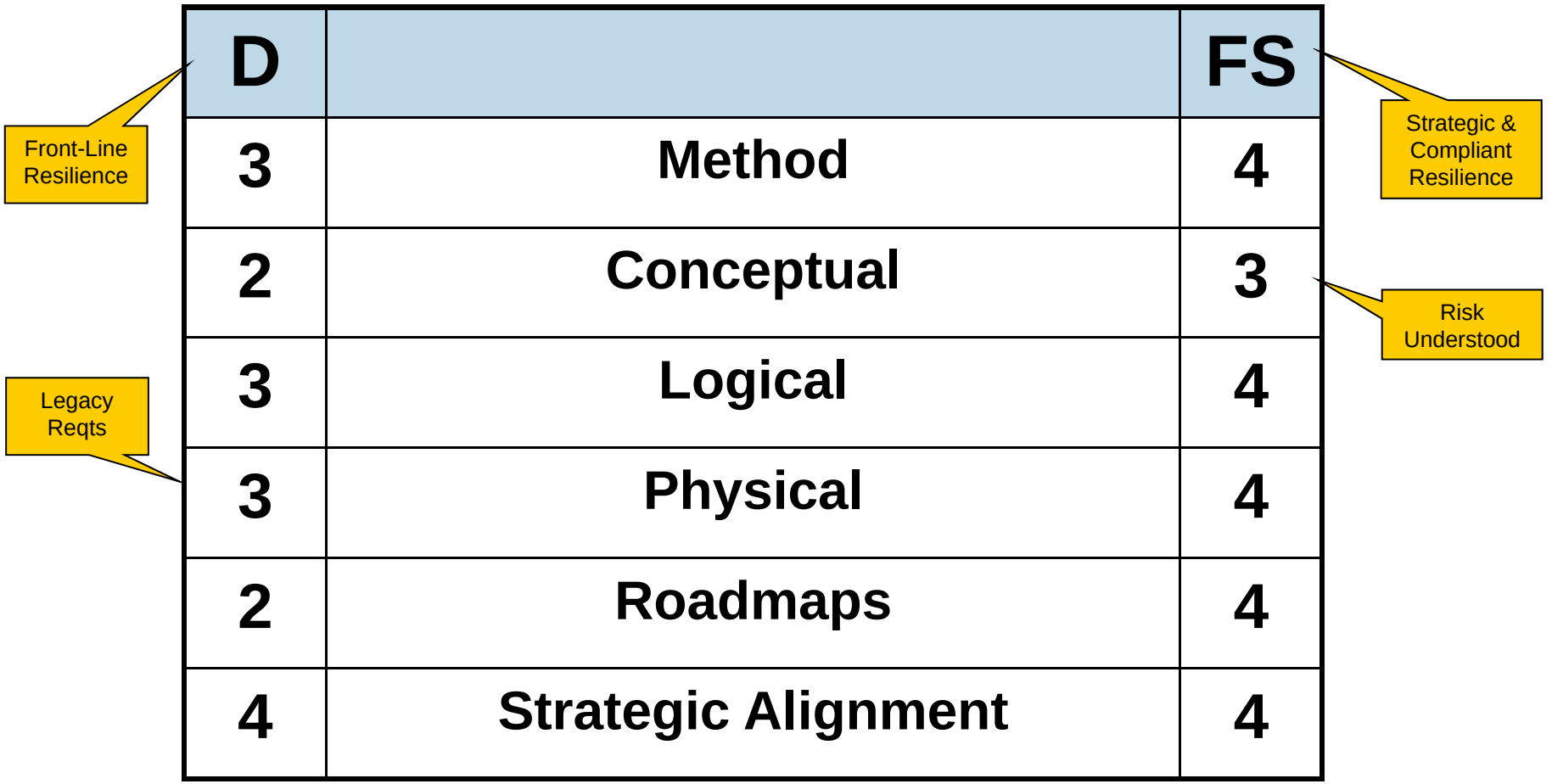
Legacy Platforms

IS

Bespoke & COTS

Constant Evolution

EA Content – Technical Architecture



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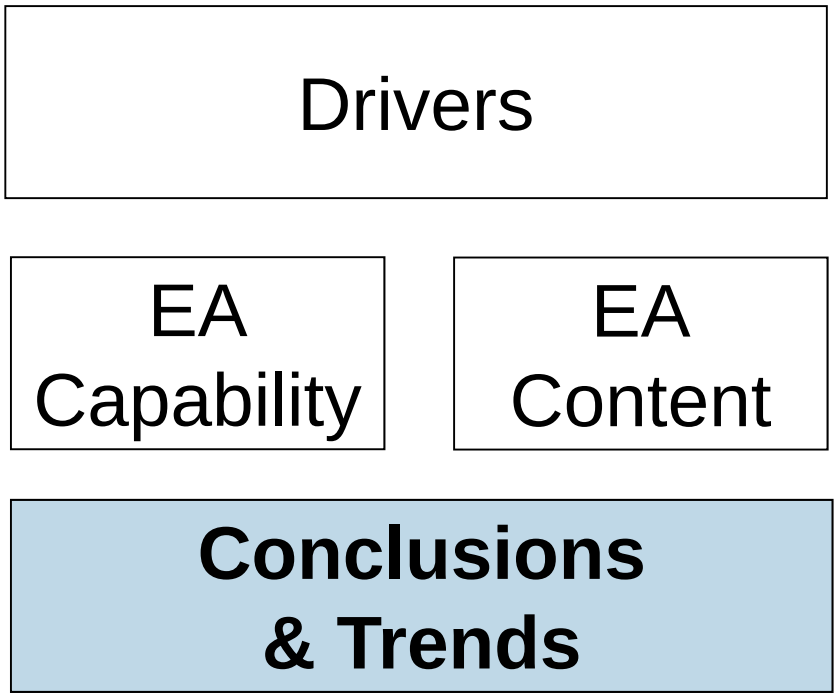


EA Good Practice

Defence

- External-Facing Standards
- Collaboration
- Managing Legacy
- Requirements Management
- Stakeholder Management
- The Wider Enterprise

Financial Services

- Capabilities
  - Organisation not Project-Based
  - Business Cases / Value
  - Strategic Alignment
  - Boldness / Vision
  - BPR
  - Risk Management
  - Compliance Vehicle
- Content
  - Information Management
  - TCO
  - Chunk Complexity

Defence EA Trends ?

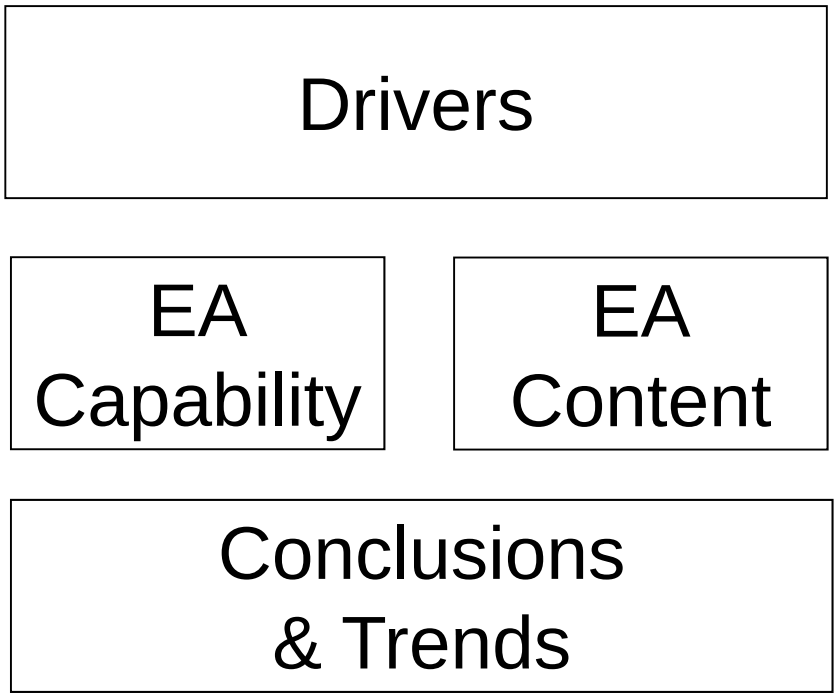
Drivers

- Complexity not an excuse
- Soft End-Product
- Business Service Orientation
- E2E BPR
- Risk Management
- Compliance

Capability

- EA Value Proposition
- EA Criticality & Visibility
- Bold / Vision
- Business Specialism / Understanding
- BI Excellence

Content & Scope

- Long-Term Roadmaps
- Information Architecture
- TCO

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