ADM – Architecture Governance & Requirements

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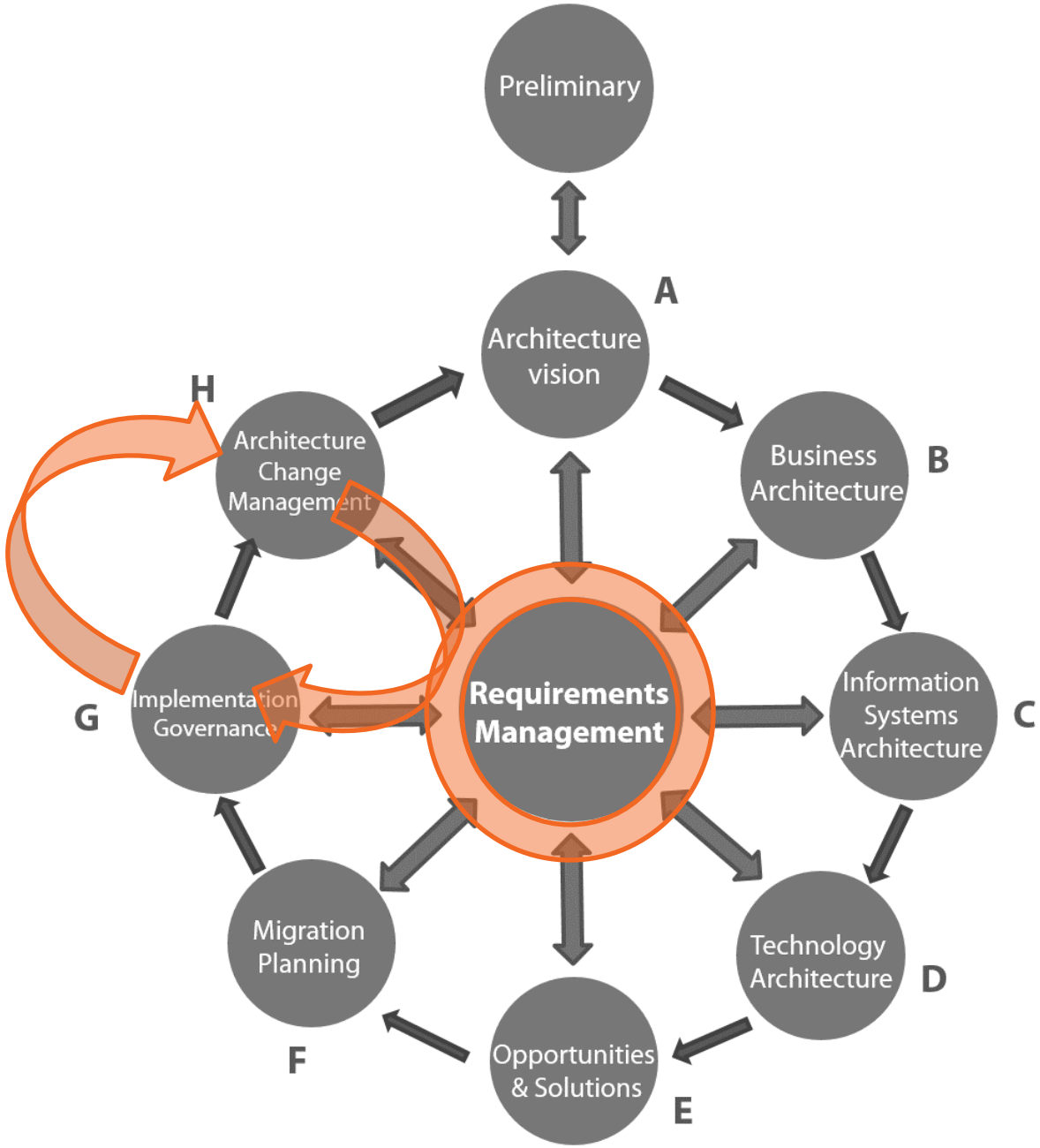
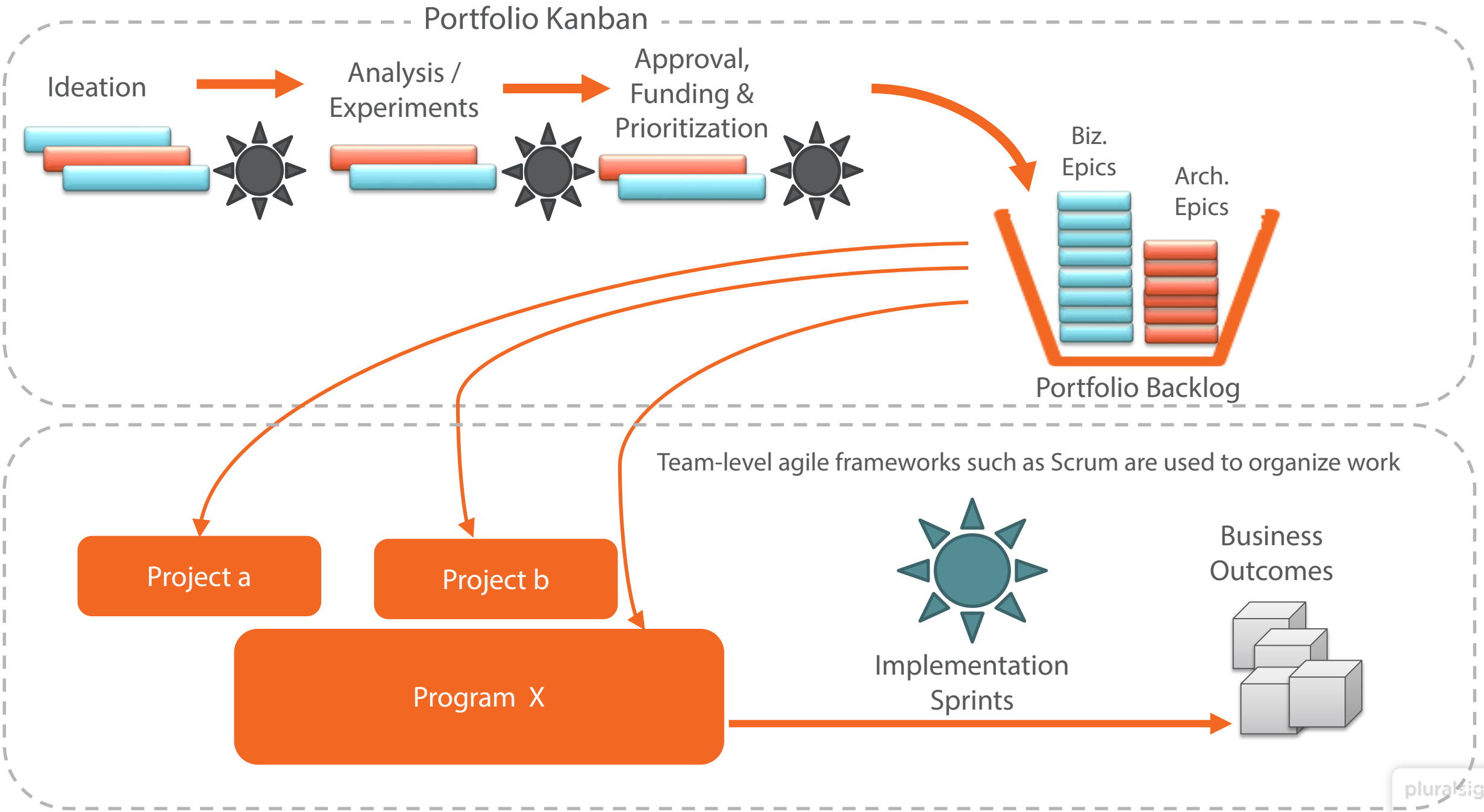
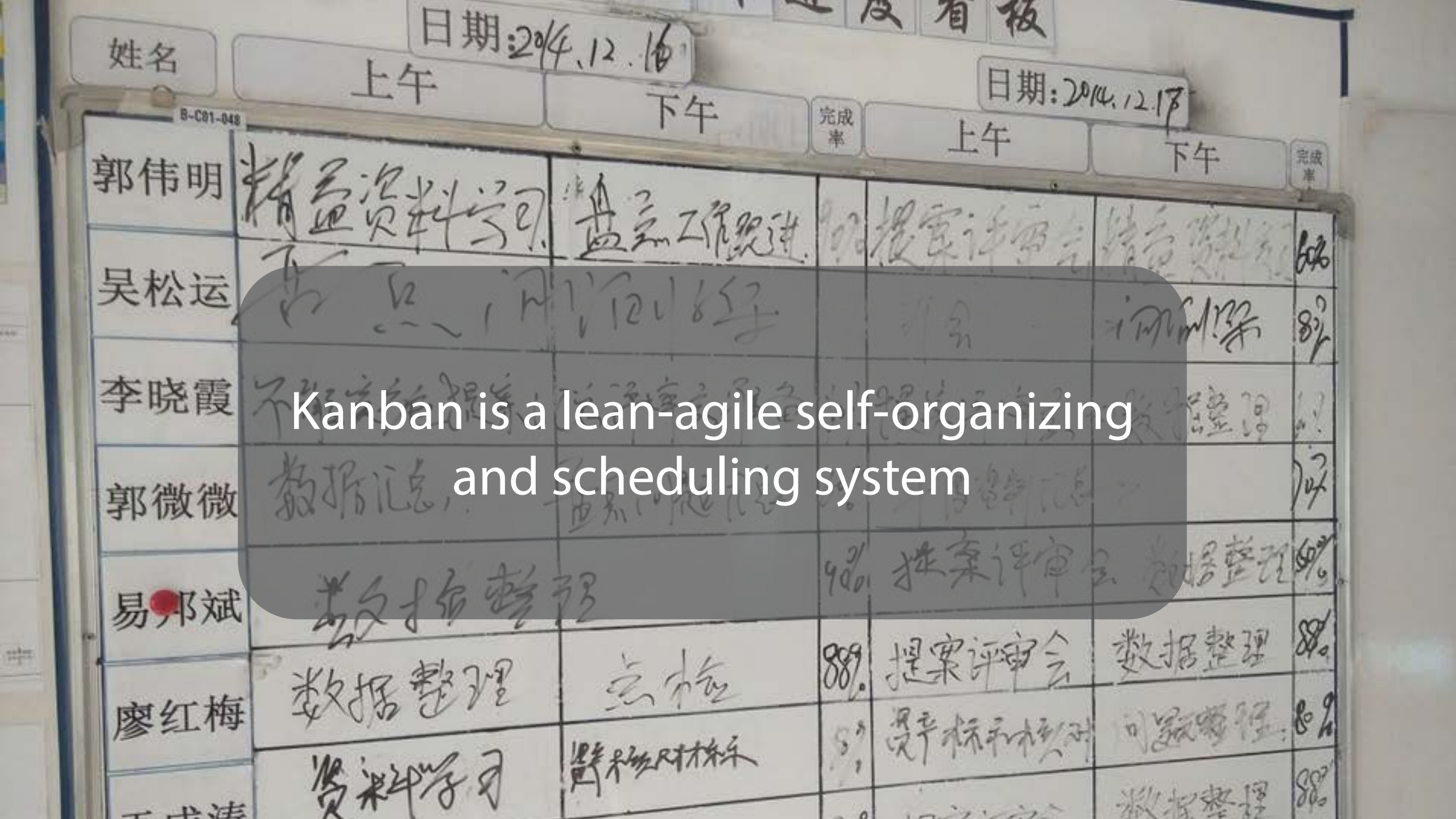


Continuing with WebFirst Scenario


Alex Newman picks up from where Tom left off, to walk everyone through the agile process he is putting together


Portfolio Kanban
Ideation
Analysis / Experiments
Approval, Funding & Prioritization
Biz. Epics
Arch. Epics
Portfolio Backlog
Team-level agile frameworks such as Scrum are used to organize work
Project a
Project b
Program X
Implementation Sprints
Business Outcomes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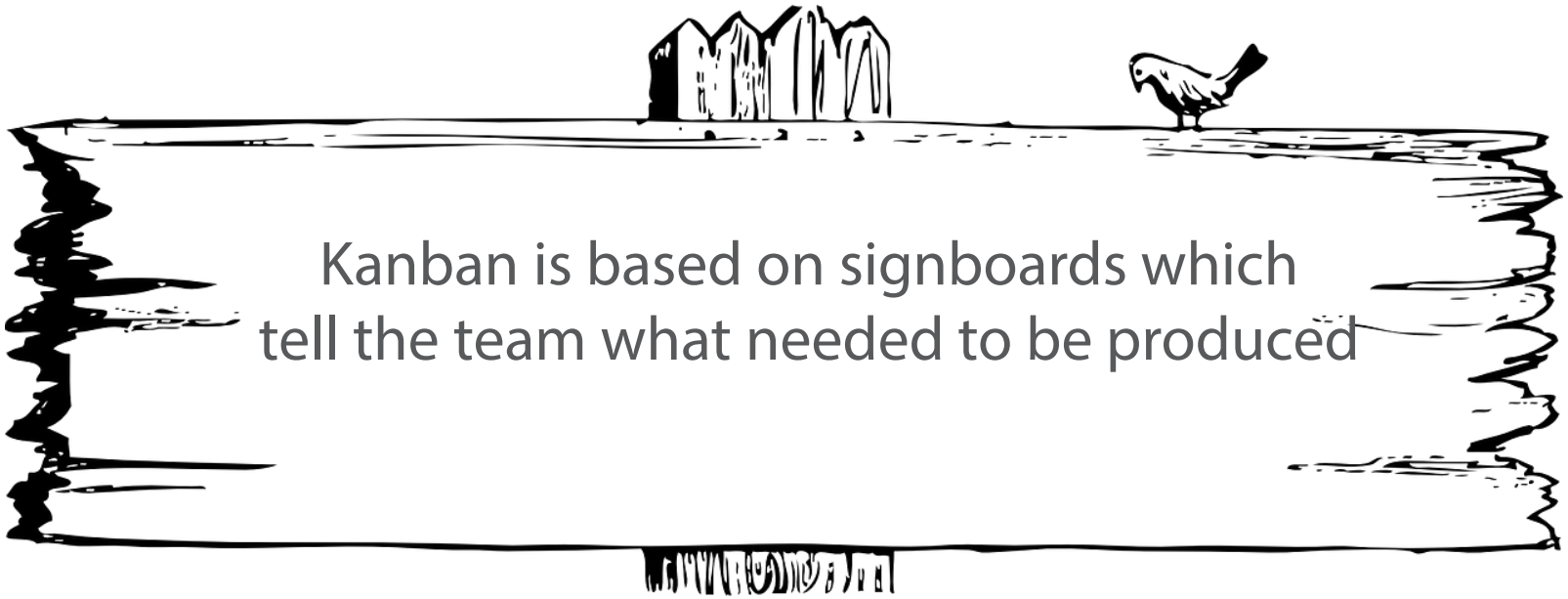
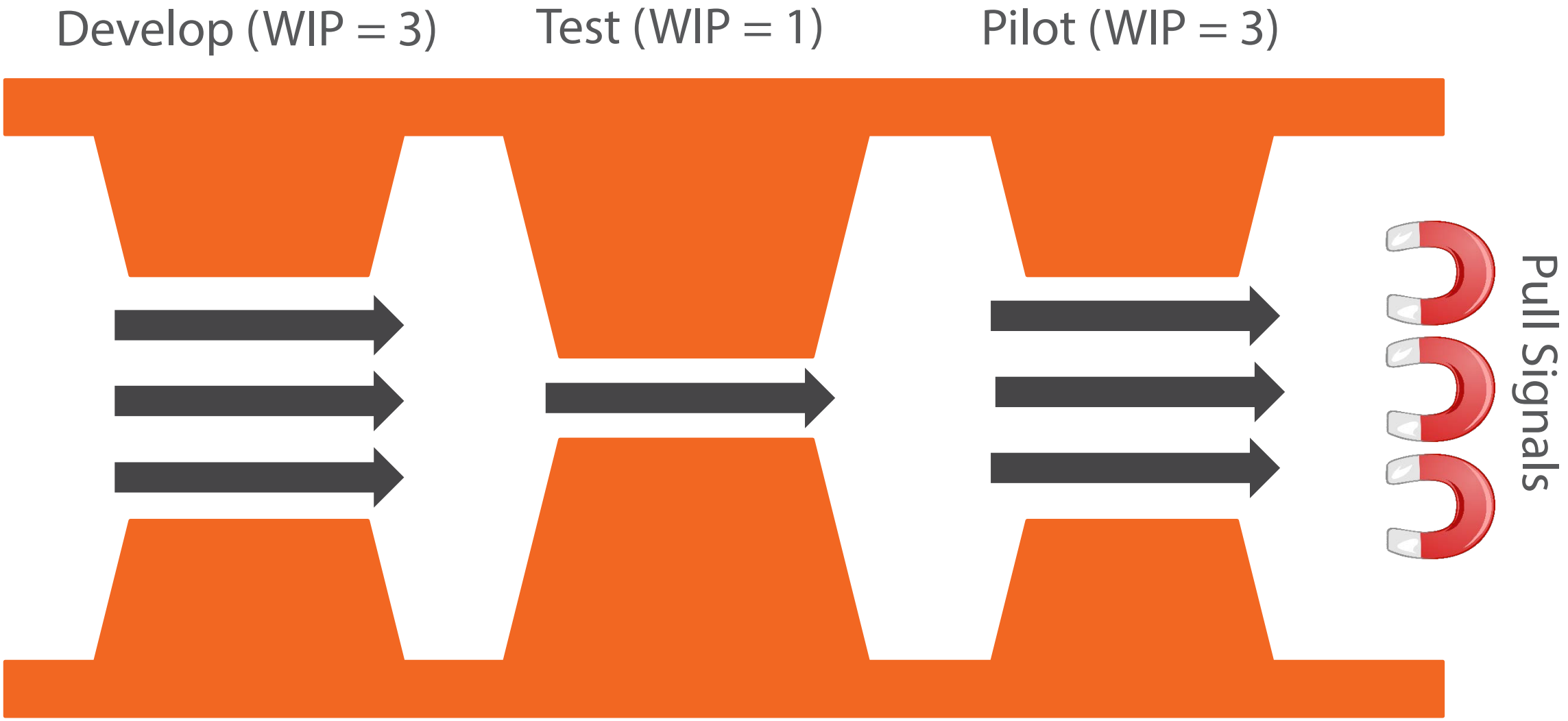
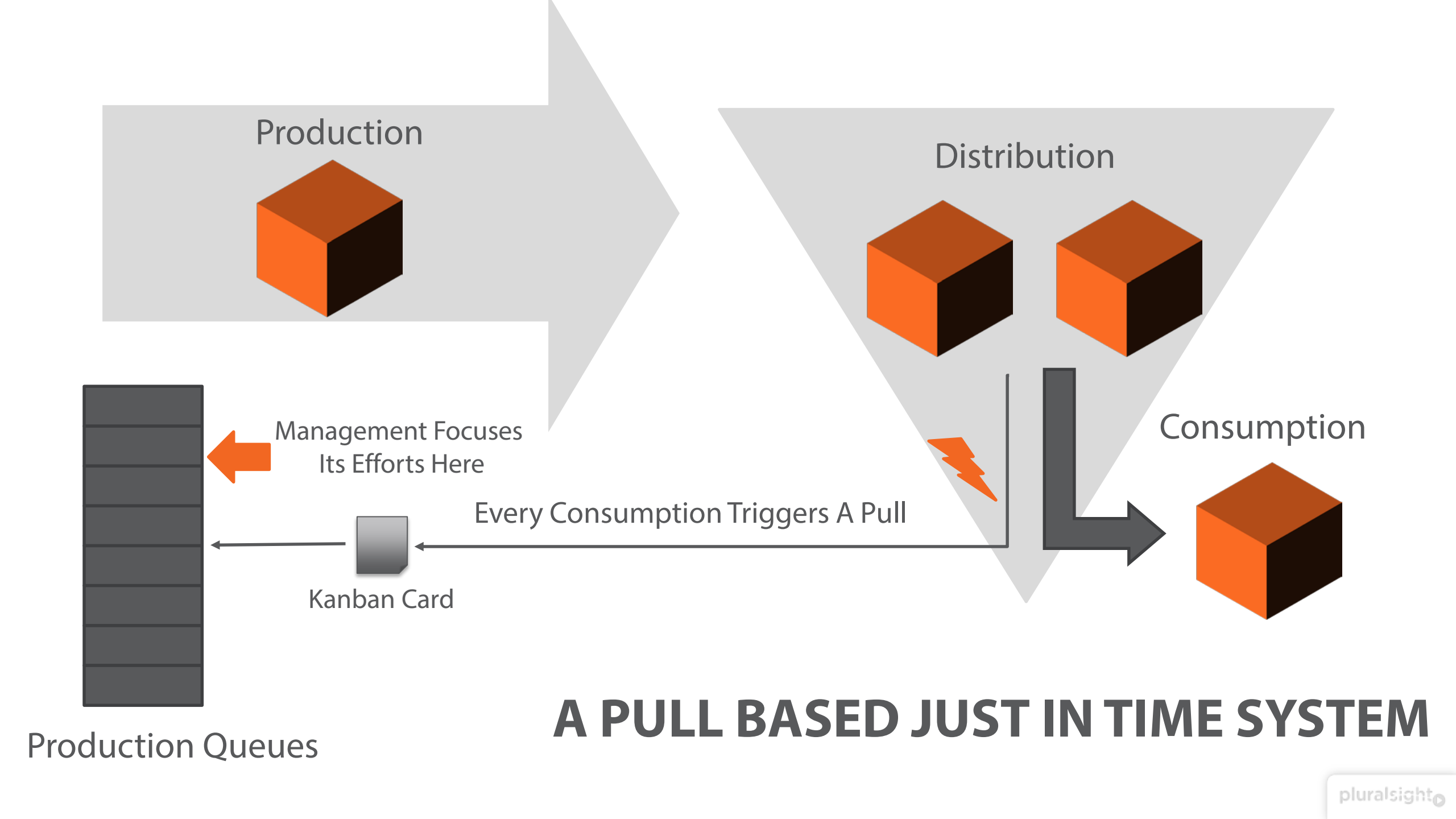
郭伟明
吴松运
李晓霞
郭微微
易邦斌
廖红梅
数据整理
提案评审会
数据整理
Kanban is a lean-agile self-organizing and scheduling system



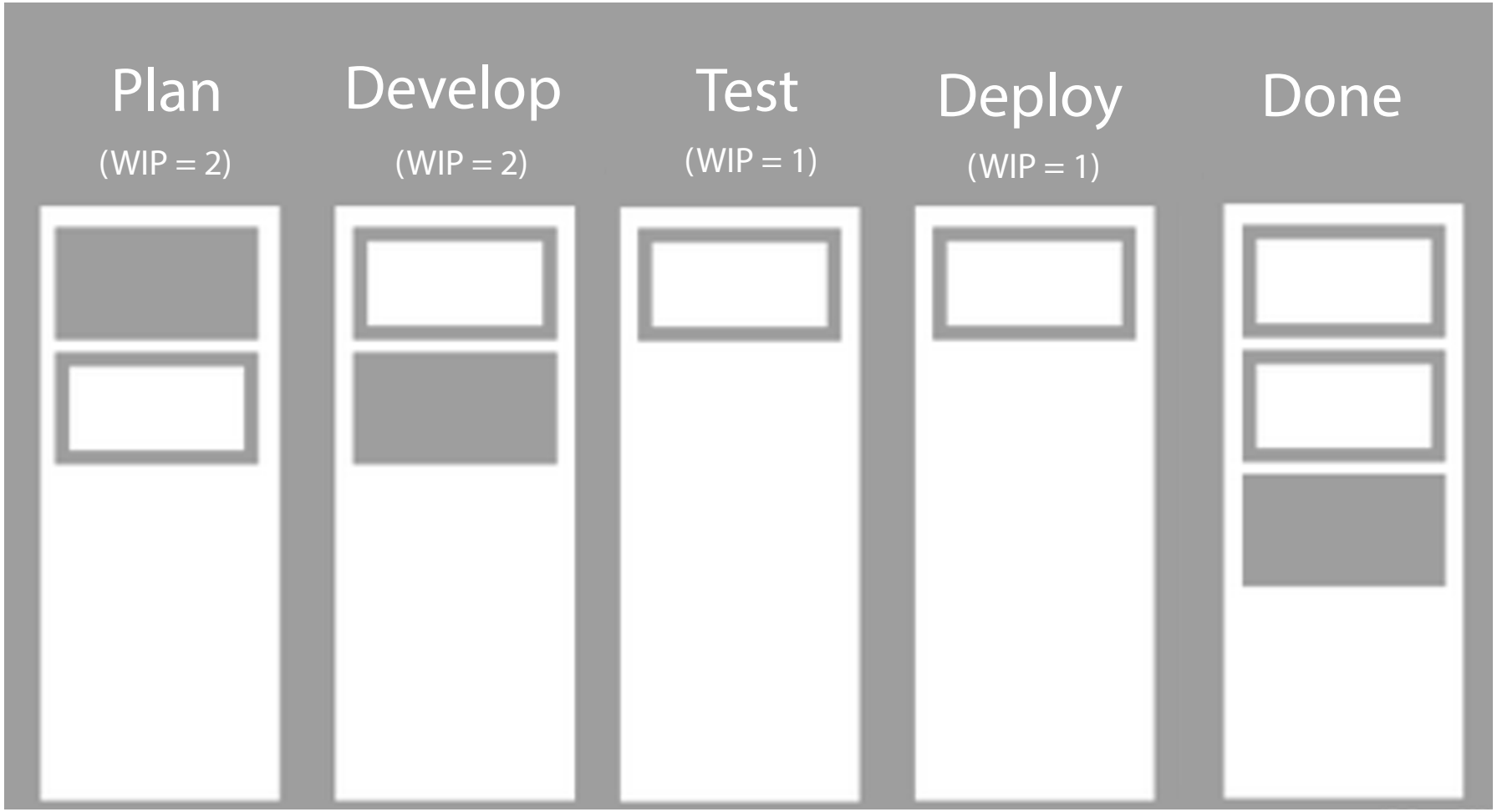
Work in Progress (WIP) Limit & Pull Signals



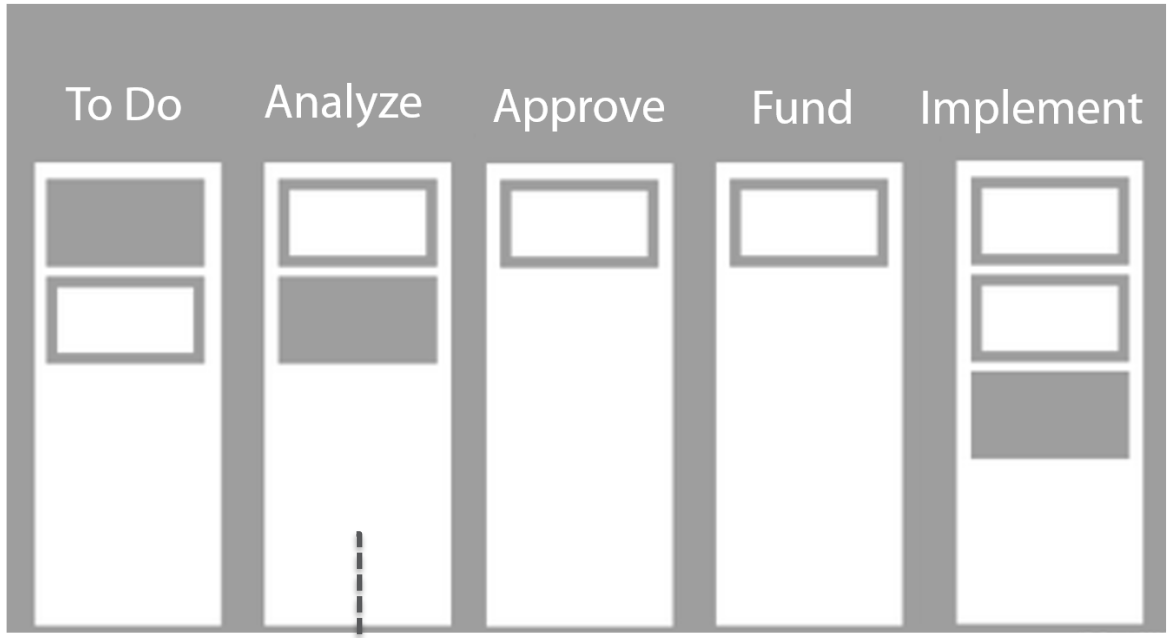


A PULL BASED JUST IN TIME SYSTEM

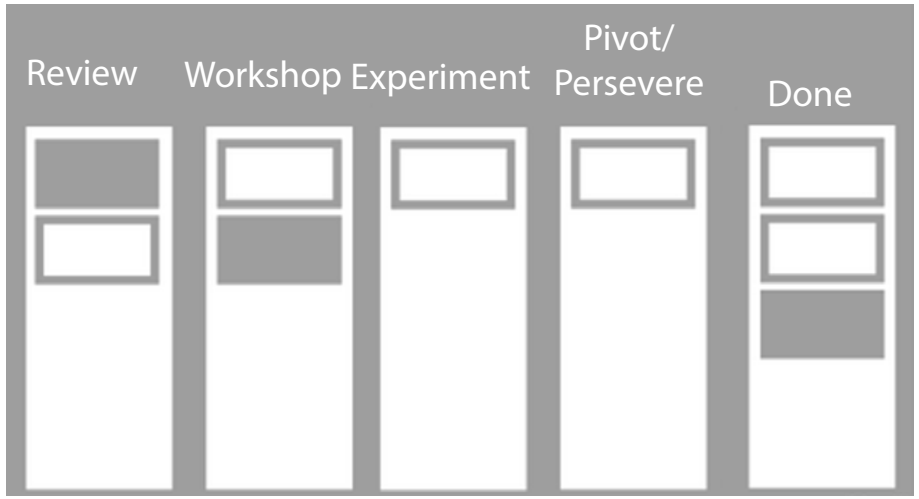
Kanban Board - Example



WebFirst Portfolio Management Kanban



Structuring work this way is known to enable high degrees of autonomy and self-organization and unlock innovation and creativity of the work force



Tom Wiseman takes over from Alex to describe the agile process for EA

"Architecture" and "Enterprise Projects and Portfolio Management" are two limbs of effective strategy execution

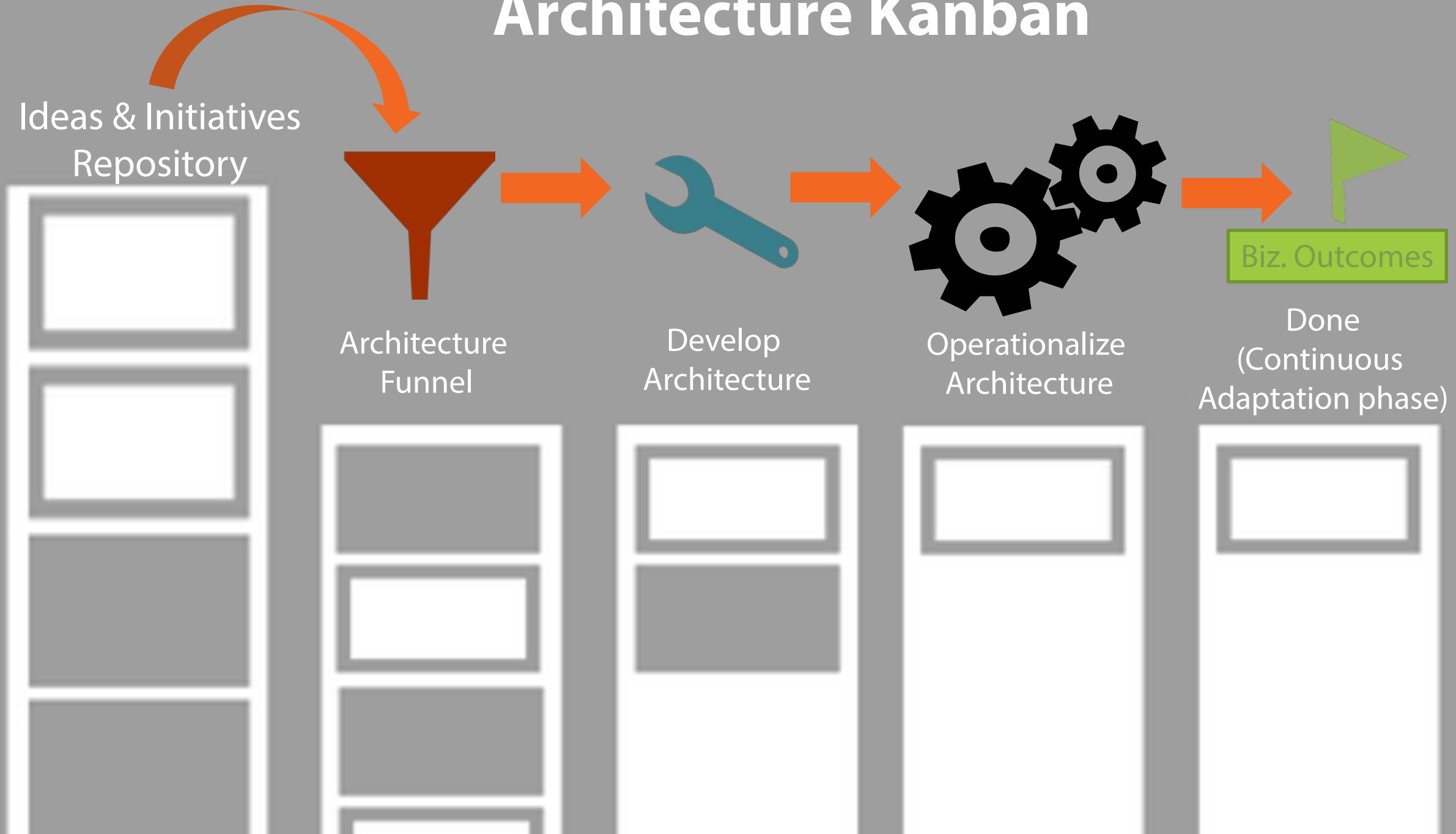
Enterprise architecture can be viewed as a vehicle for strategy formulation and execution

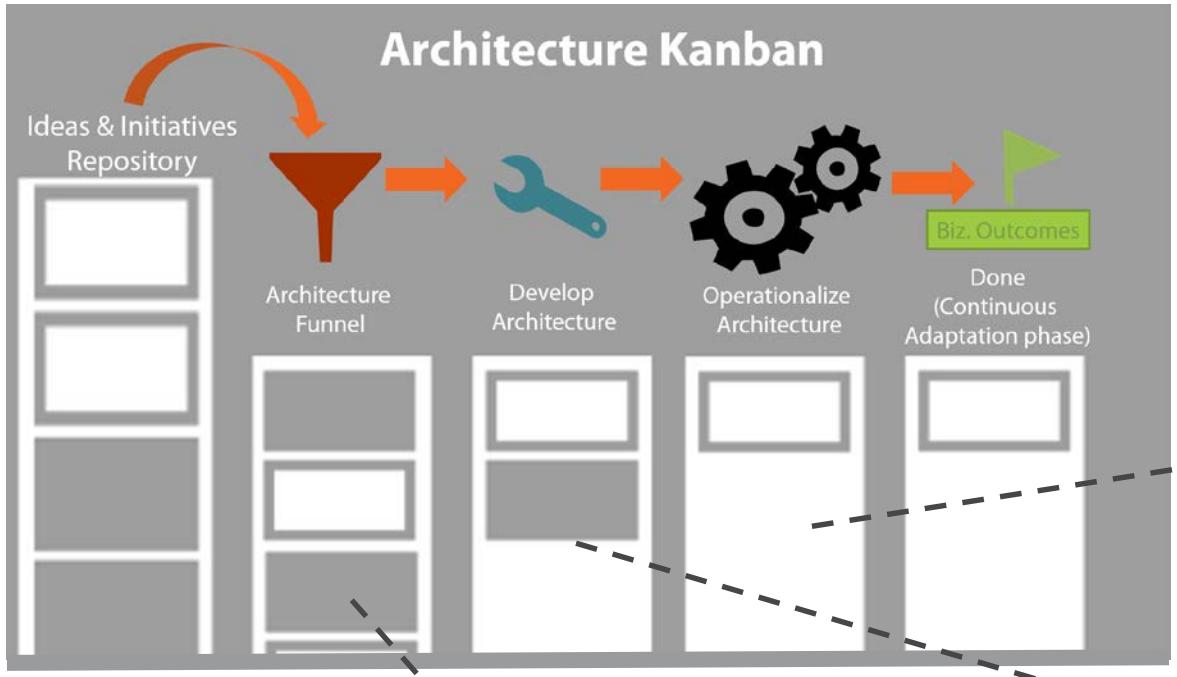
TOGAF ADM phases A to D enable strategy formulation through intentional architecture

TOGAF ADM phases E to H are focused on strategy execution through emergent architecture

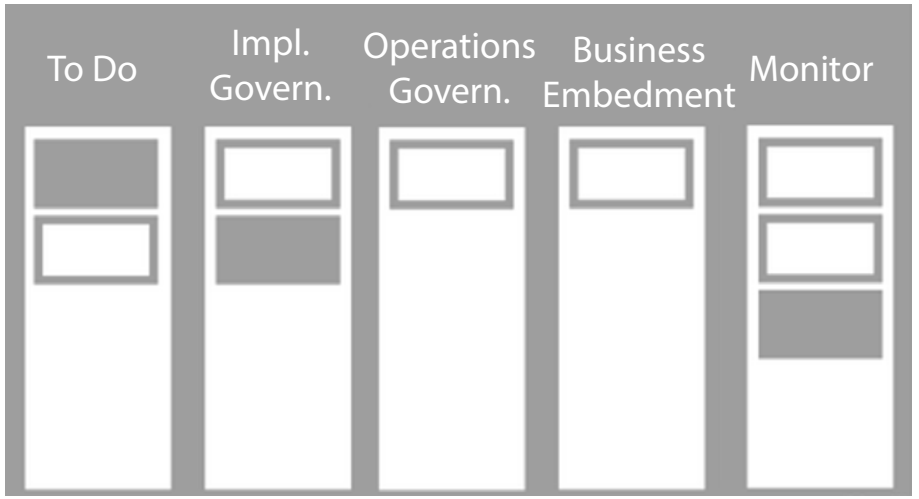
Enterprise architecture straddles “Strategy” and “Implementations & Operations” realms

Architecture Kanban

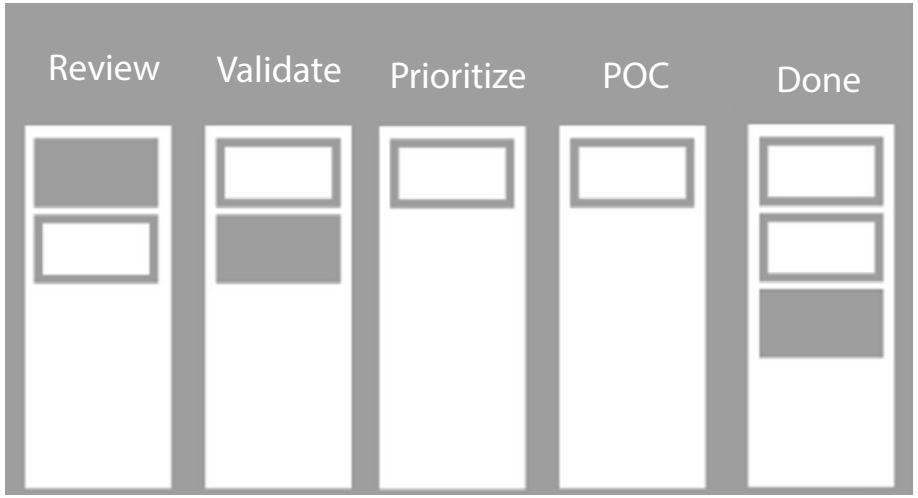




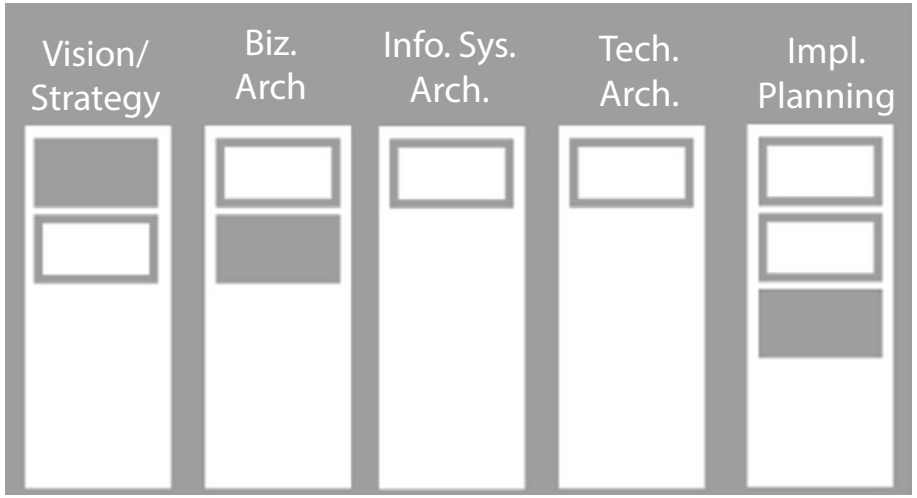
Implement/ Operationalize Kanban

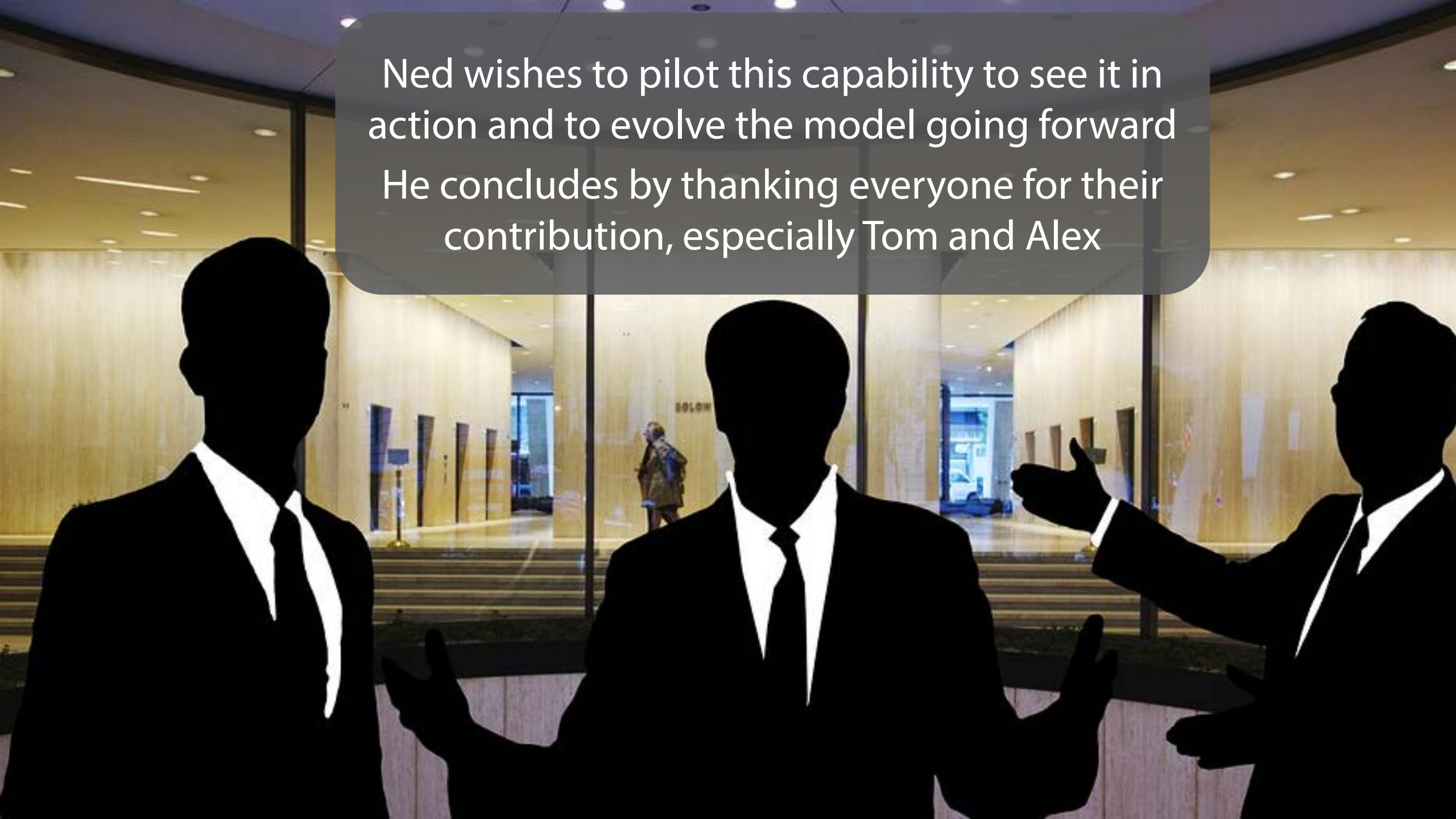


Architecture Funnel Kanban



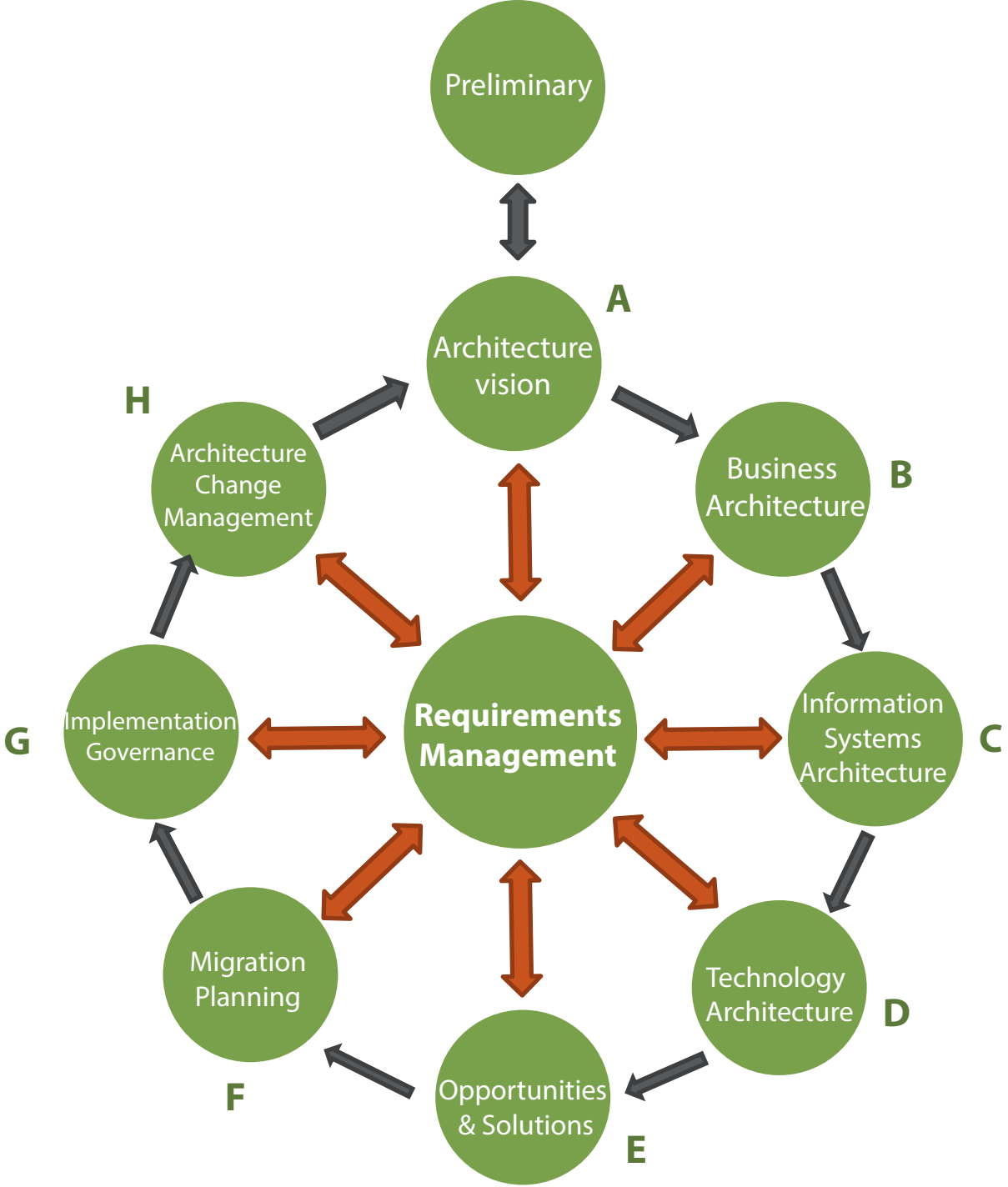
Architecture Development Kanban





Ned wishes to pilot this capability to see it in action and to evolve the model going forward

He concludes by thanking everyone for their contribution, especially Tom and Alex



The continually interactive nature of Requirements Management phase with other phases across the ADM cycles sets it apart

What are Architecture Requirements?

Architecture Requirement

According to TOGAF, an architecture requirement is a quantitative statement of business need that must be met by an architecture or a work package


In this section, we will walk through an example of how requirements evolve – using a "**WebFirst Online Sales Channel Modernization**" scenario

Requirements By Example (WebFirst Scenario)

"As an end consumer, I want banking services to be squarely oriented towards my needs and aspirations."

"**Annotation:** WebFirst by conservative estimates currently offer more than 1000 different products and services across its retail customer, small business and corporate banking portfolios. The current requirement comes from the banks' vision and desire to reconfigure its service offerings to directly align to the customer's needs and aspirations as opposed to the current situation, where all of the services are offered around the banking products which have names such as "Flexi Saver account", "Everyday saver account" and "Hassle free credit cards". Although some of the names may seem meaningful to customers, most customers often find it difficult to relate their life circumstances to the various financial and banking products and services being offered. The bank actively seeks to bridge this gap by talking the language of the customer henceforth."

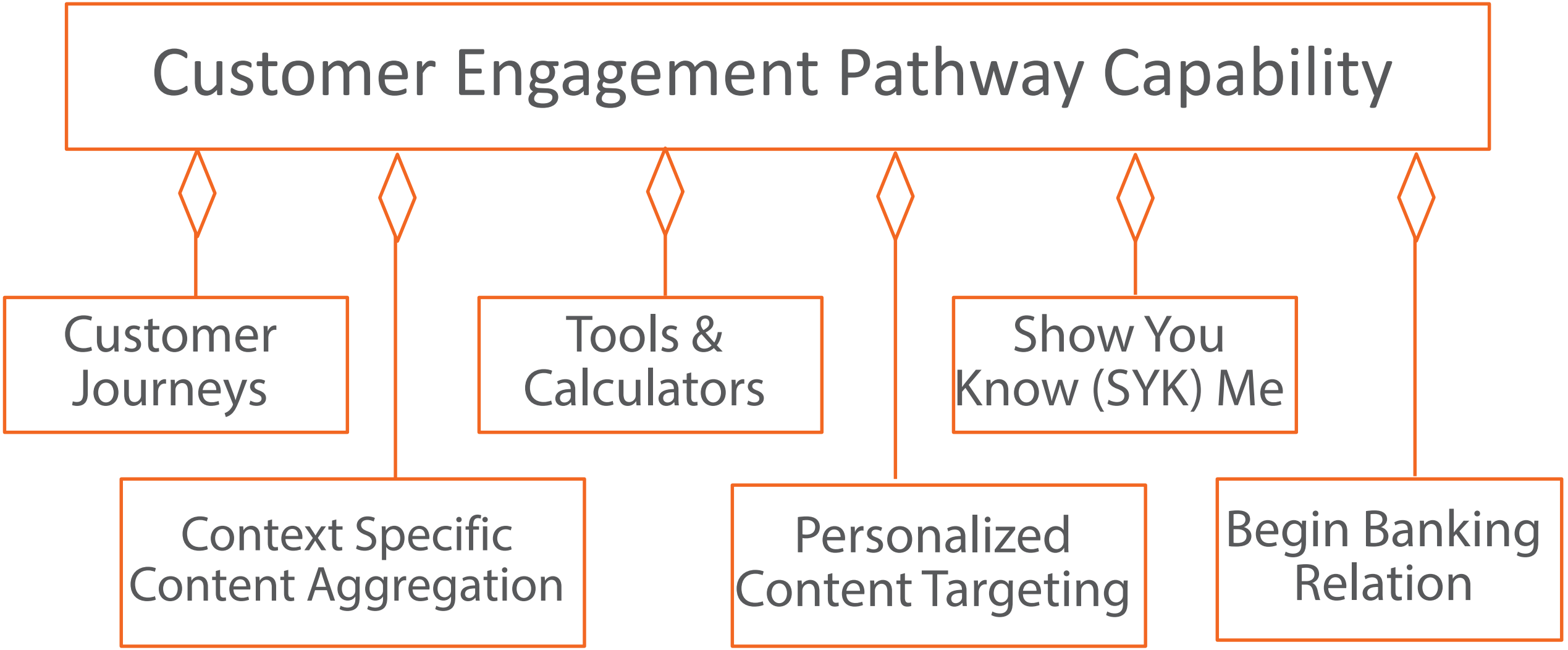
"As an end consumer, I want to access WebFirst's banking services from anywhere and at all times"

WebFirst Decides to Create a New Capability

Phase B of ADM Reveals More Requirements

"As an end customer, I want my bank to know me, so it makes it easy for me to get my work done online"

"As an end customer, I want my bank to proactively communicate its service offerings, so that I can make best use of the bank's service offerings"



Phase C – Adds More Requirements

"As an un-authenticated user, I want the bank to know me based on my recent interactions on the web site"

"As an authenticated user, I want the bank to know me based on my recent interactions and also based on the history of my relationship with the bank"

"As a product management team, we want the capability to release product features in small increments"

"As a product management team, we want the capability to pilot the features only to a small set of end consumers"

"As a product management team, we want the capability to rollback feature changes if required"

Phase D – Requires Requirement Modification

"As an end consumer, I want to access WebFirst's banking services from anywhere and at all times"

⬇

"As an end consumer, I want to access WebFirst's banking services online from anywhere and expect the site to be highly available with a cumulative unscheduled downtime of at most 1 hour in any given year"

"As IT operations team, we want the capability to automatically failover active sessions to a standby virtual server farm without requiring manual intervention"

"As IT operations team, we want the capability to monitor the health of each server and receive timely alerts and warnings in order for us to proactively address any potential production issues before it turns critical"

Transition Planning Iteration – Adds More Requirements

"As an end consumer, I want to be able to begin my customer journey as an un-authenticated user and thereafter at any point be able to login with my online banking credentials to access a richer and more personalized experience"

"As an enterprise architect, I want the applications, data and infrastructure architecture to be built first for retail banking and the architecture patterns as well as the architecture and the solution building blocks to be reusable across other customer segments such as small business and corporate banking"

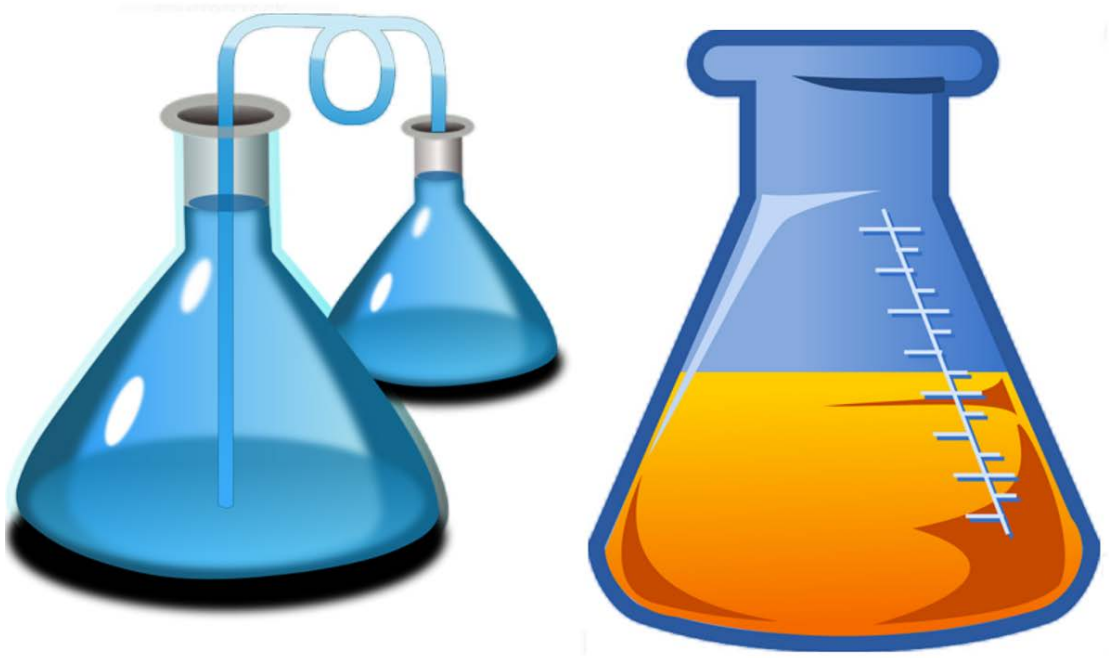
First Customer Journey Goes Live

First customer journey "I want to save towards buying a new home" was piloted to a group of 5000 end users (0.5% of total online users)

About 85% of the un-authenticated customers drop out after stage 4 of 6 steps journey

Only 3% of the users who originally started the journey eventually completed it

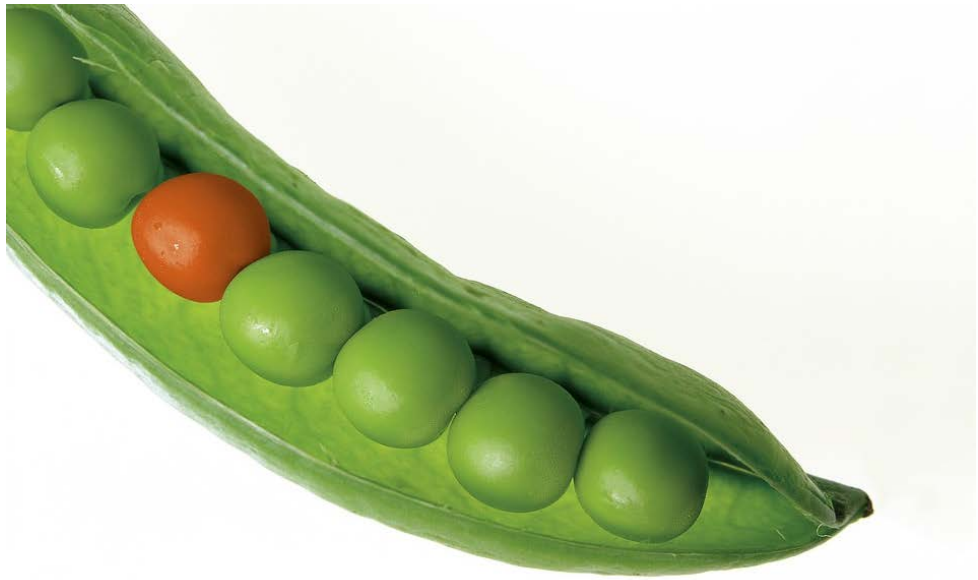
WebFirst Wants to Experiment with Alternate Flows



"As product management team, we want to run up to a maximum of 20 versions of a given customer journey simultaneously with each version being offered to a maximum of 10 pilot groups of end users"

"**Annotation:** The developed solution with the configured maximum limits will be monitored over the first 6 months of operation to ensure that it sufficiently meets business needs and it must be possible to reconfigure and scale these settings seamlessly"

Functional & Non-Functional Requirements

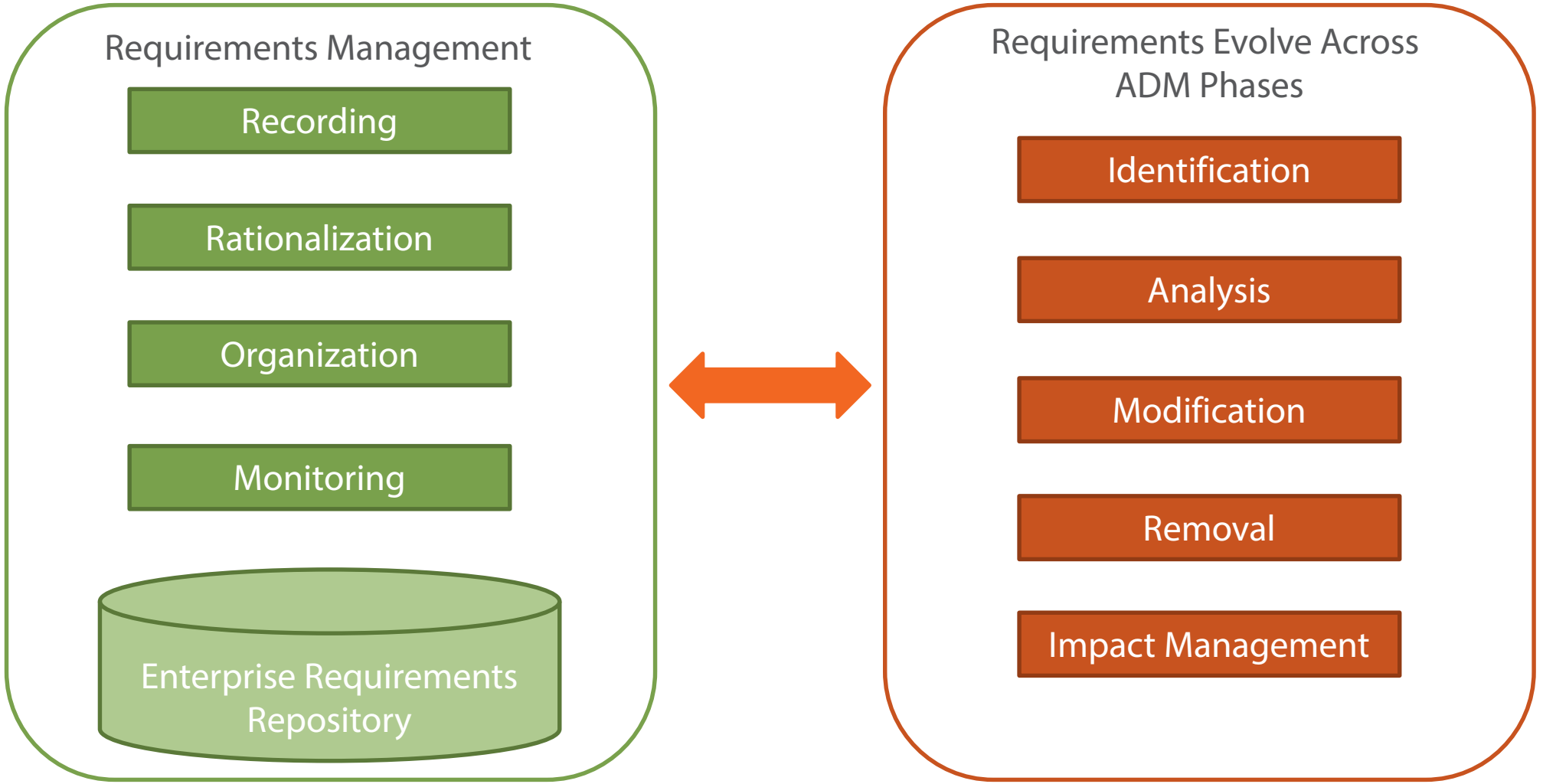


Functional requirements represent usable features

Non-functional requirements represent quality attributes

Non-functional requirements have a strong influence on the information systems and technology architectures

In Summary…



Objectives of Phase G

Objectives - Implementation Governance (Phase G)

Create, govern and manage architecture contracts

Active facilitation of architectural and technical discussions and decisions during implementation and deployment

General Approach – Phase G

General Approach Followed in Phase G

Ensure implementation and deployment plans conforms to migration plan

Create the project or program view of the enterprise architecture

Creating high-level architecture contracts to guide implementation and deployment

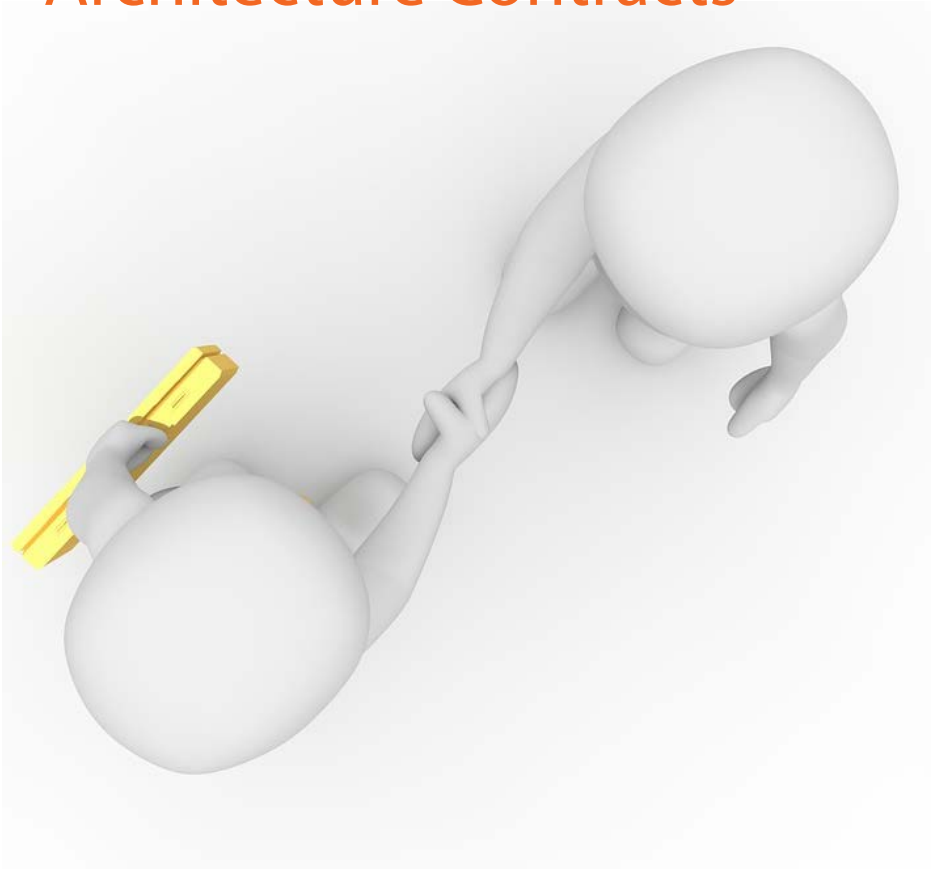
Work within the enterprise's framework for corporate, IT and architecture governance

Evaluate implementations for conformance to architectural contracts

Facilitate/ contribute towards creation of an operations framework for the deployed solutions

Guidelines & Techniques

Architecture Contracts



As per TOGAF, Architecture contract is a joint agreement between three parties, the architecture capability, the system implementers and the business sponsors

Contracts enforced too rigidly can have negative effects such as, driving out possibilities for creative problem solving and innovation

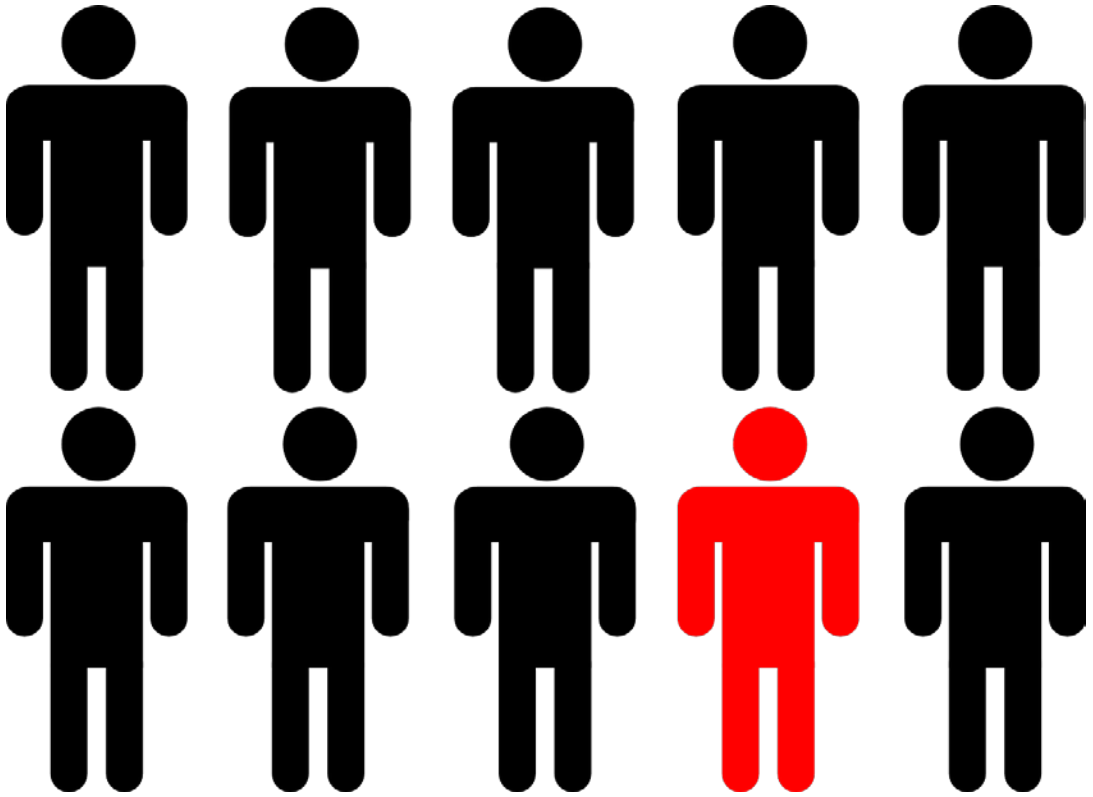
Contracts should function as a guideline and framework to enable effective collaboration, communication and decision making among the three parties

What Is Conformance? How Do We Measure It?

Conformance to Architecture

Architecture conformance is a measure of the extent to which a given solution or project has adhered and aligned itself to the proposed architecture while implementing the solution.

Typical Conformance Criteria



- Provision of stated functionality and delivery of business value
- Extent to which enterprise architecture principles were adhered to
- Extent of support offered for strategy
- Extent to which desired target state is supported
- Alignment to EA standards and guidelines

6 States of Conformance

Irrelevant

Consistent

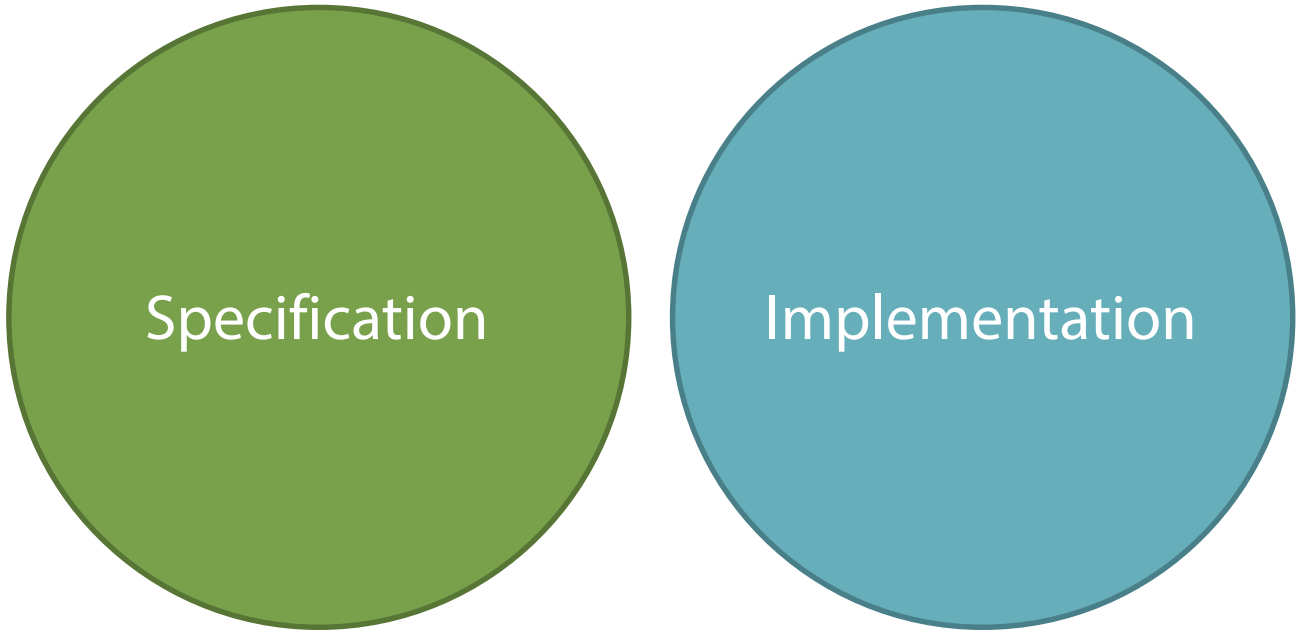
Compliant

Conformant

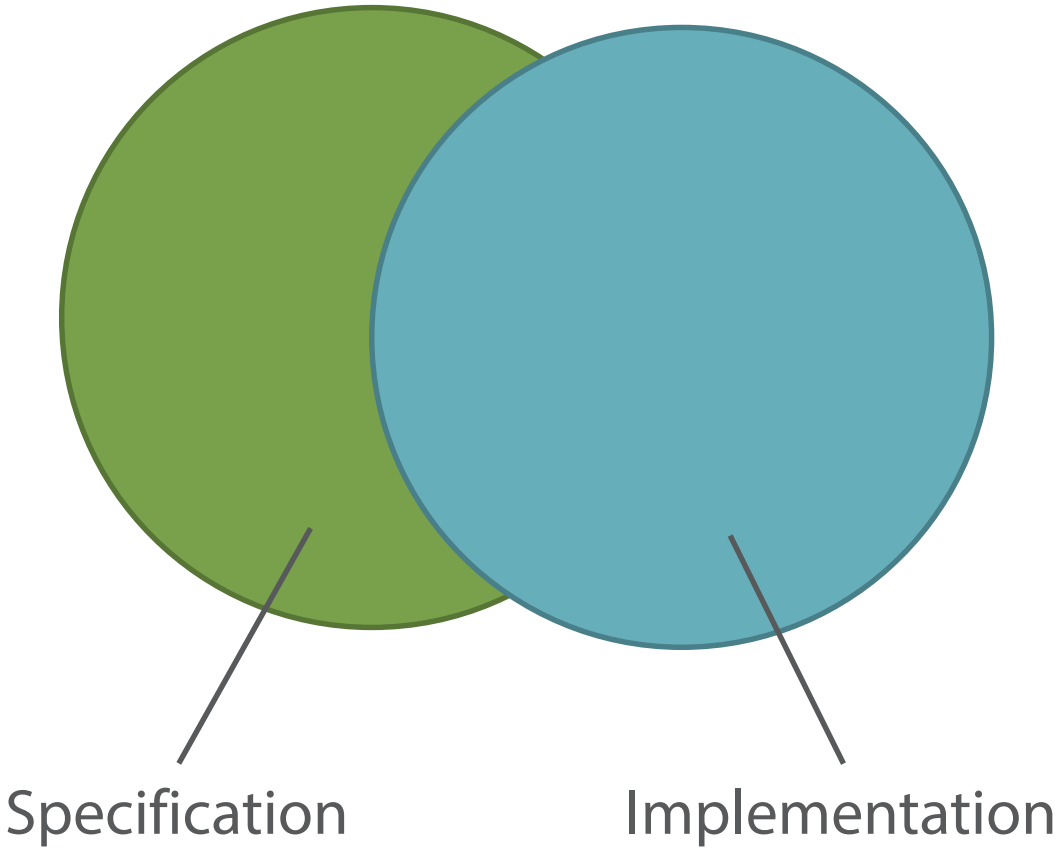
Fully Conformant

Non-Conformant

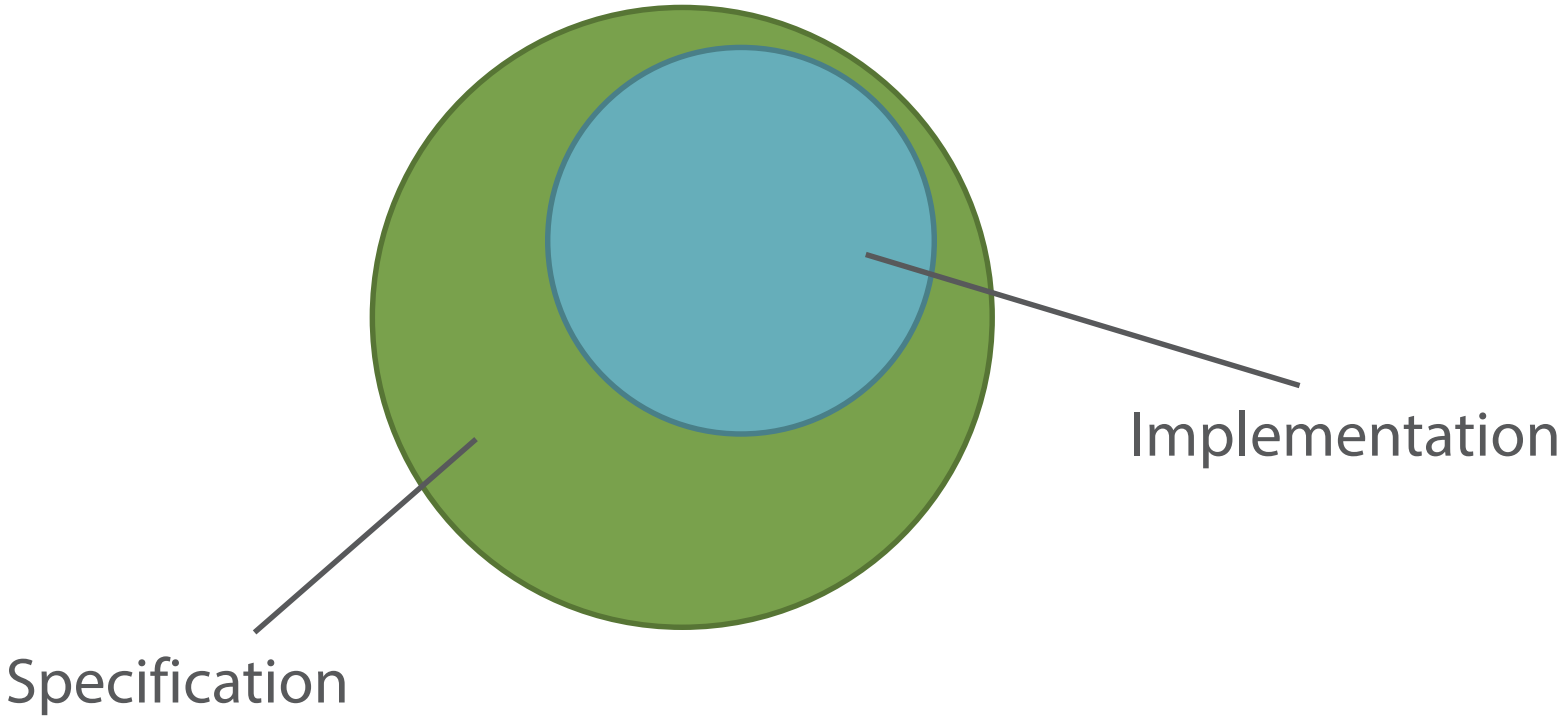
Irrelevant



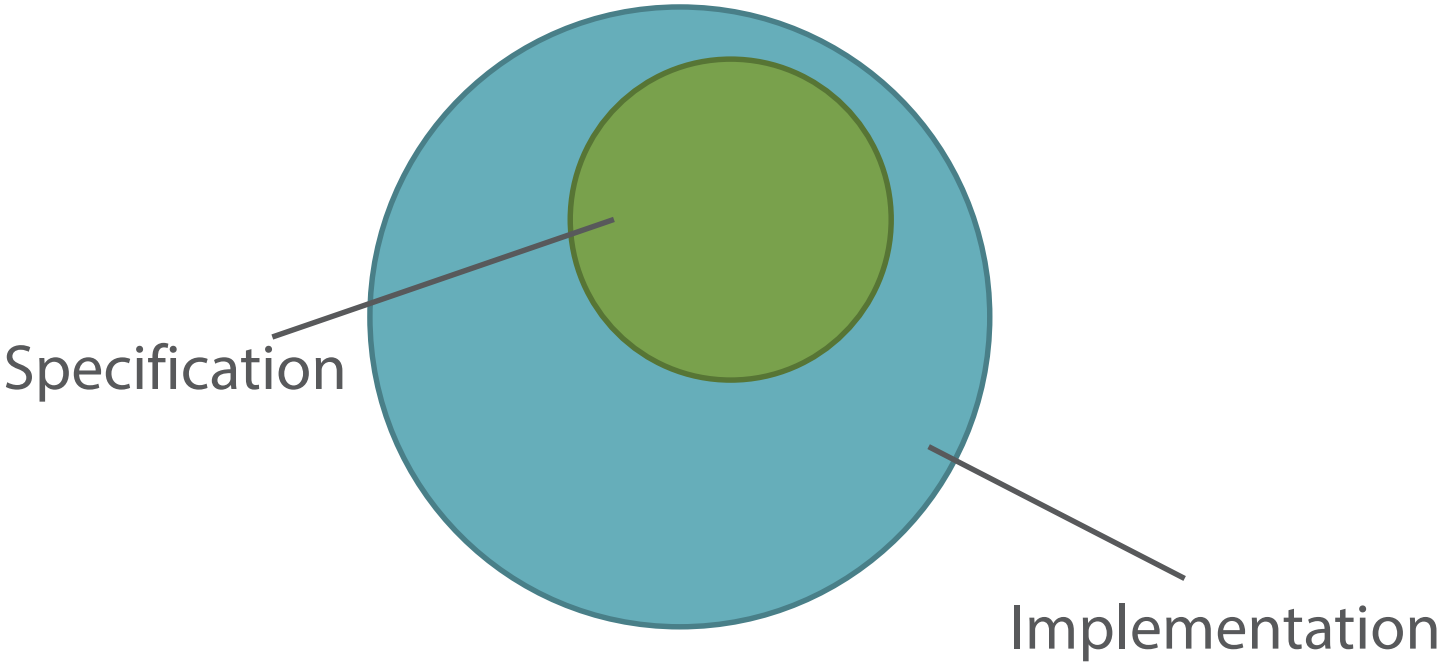
Consistent



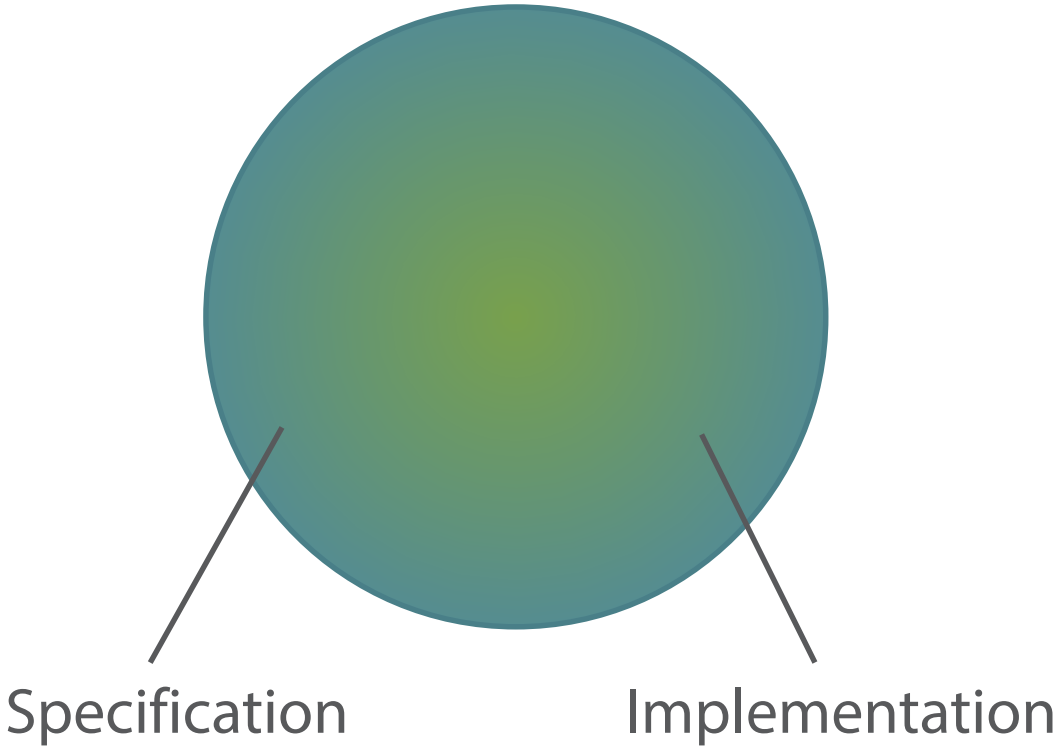
Compliant



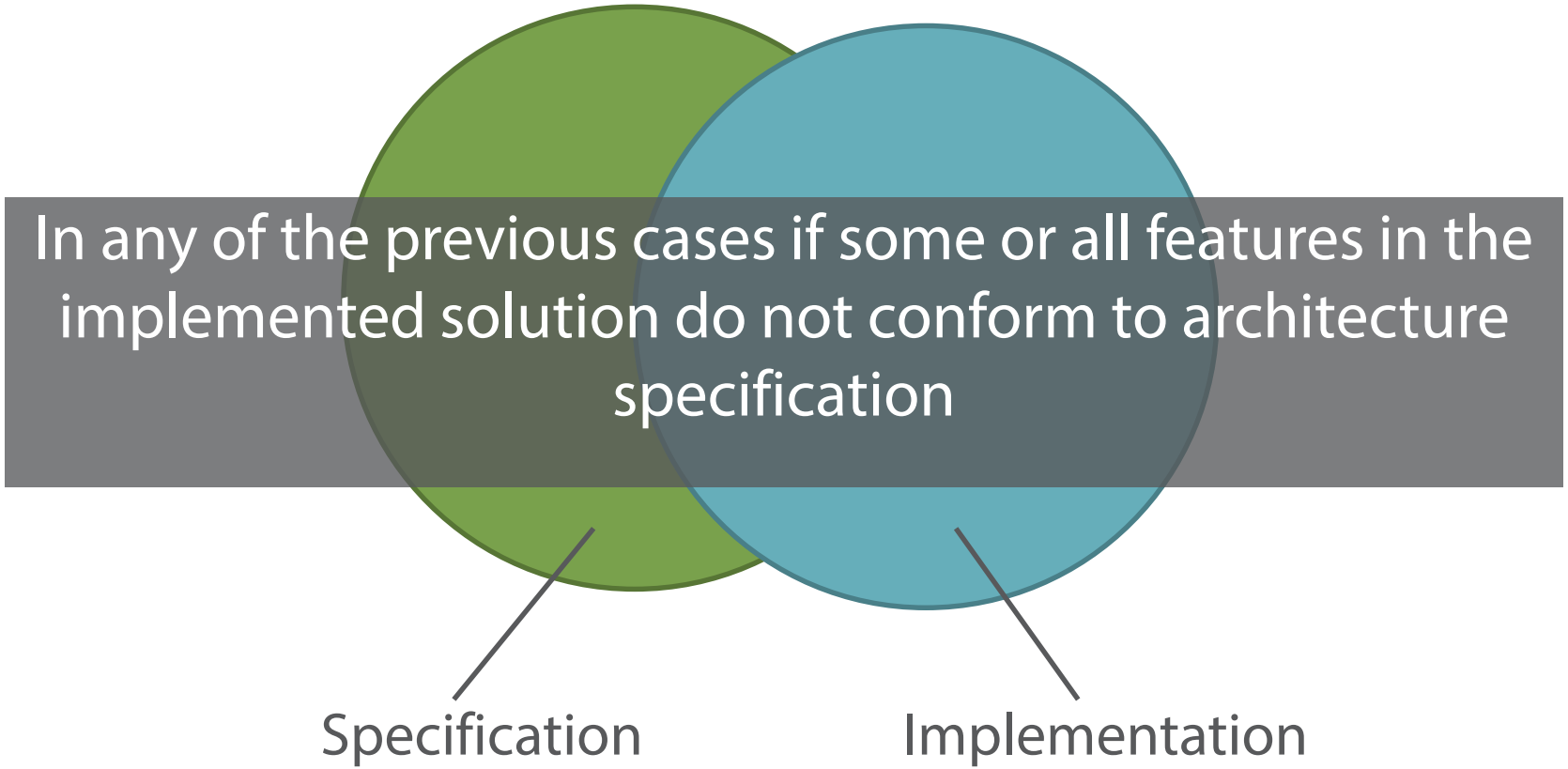
Conformant



Fully Conformant



Non-Conformant



Phase G – Inputs and Outputs

Inputs

Corporate IT and architecture governance frameworks

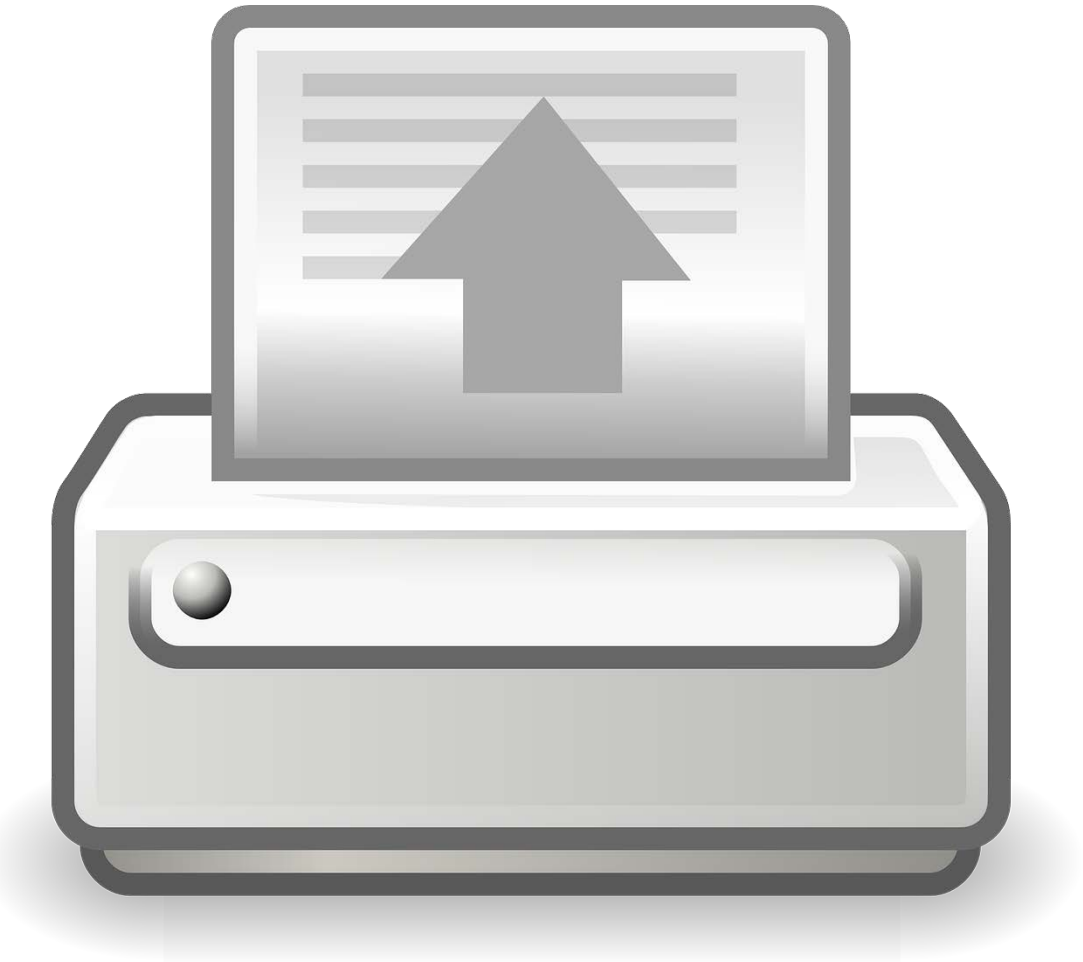
Request for Architecture Work

Statement of Architecture Work

Architecture Roadmap

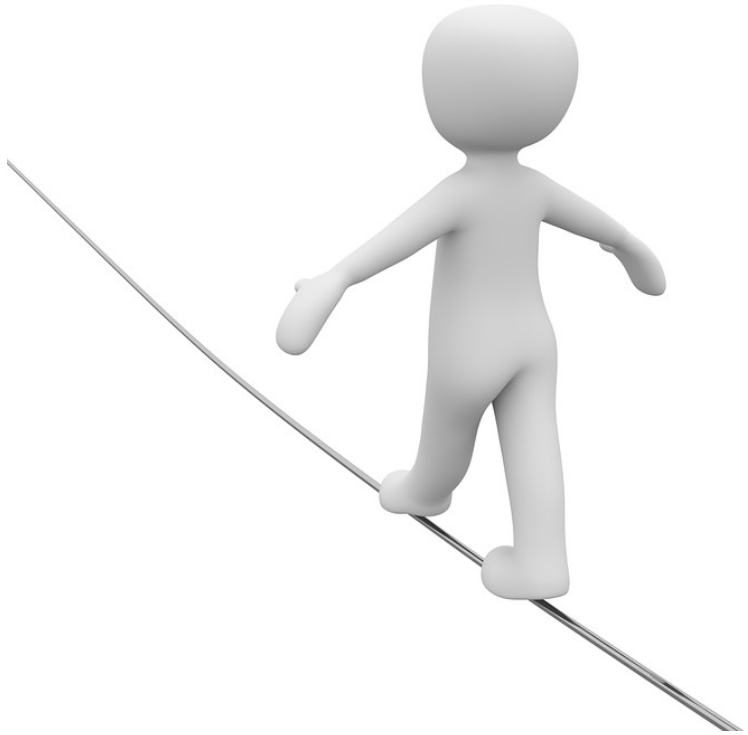
Implementation Migration Plan

Outputs



- Deployed solutions that meet expected levels of conformance
- Architecture contracts
- Conformance assessments
- Change requests
- Operations framework

Baseline Architecture



The implemented and deployed architecture form the new baseline architecture

Proof of any architecture is in delivered business benefits and these could be

Quantifiable

Non-quantifiable (Eg.: Moments of customer delight enabled through innovative architecture capabilities)

Objectives of Phase H

Objectives of Phase H

Monitor the architecture that is deployed and operational

Assess the effect of various kinds of changes occurring over time

Recommend architecture changes and alternatives

Make decisions on approving, rejecting or delaying changes

General Approach – Phase H


Change is the only constant that you can count on
Today, businesses have to constantly experiment, and evolve new approaches to unlock new business value
Enterprise architecture cannot be static, in the midst of all changes, but it needs to flex dynamically to adapt to changing environment and priorities

Architecture Change Management Approach

Focus is on constant renewal of enterprise architecture

Follow a disciplined approach to address change requests

Decision will be made collaboratively facilitated by architecture board (established by the EA capability)

Categories of Architectural Changes

Simplification | Incremental Change | Re-architecting

Architecture Change Management Approach

Focus is on constant renewal of enterprise architecture

Follow a disciplined approach to address change requests

Decision will be made collaboratively facilitated by architecture board (established by the EA capability)

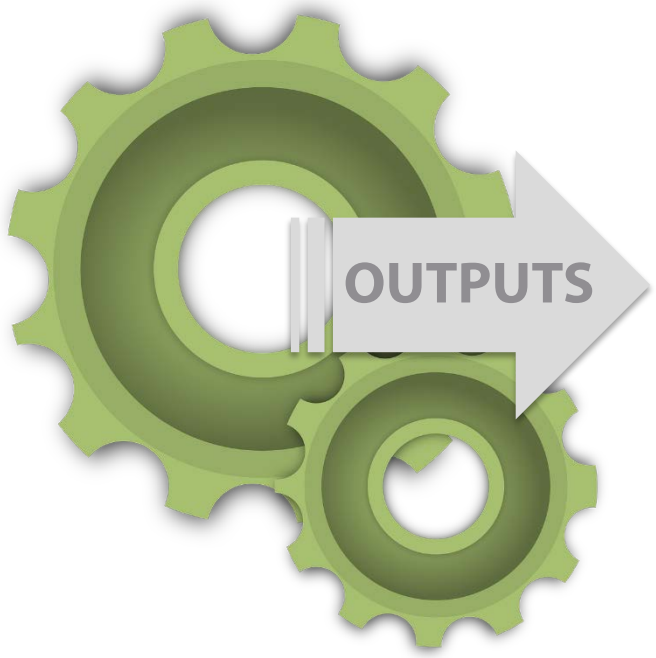
Architecture change decisions and rationale are documented and endorsed by stakeholders

Phase H – Inputs and Outputs

Inputs

- Architecture change requests
- Architecture contract
- Governance model
- Architecture vision
- Architecture roadmap
- Architecture definition
- Architecture requirements

Outputs



Decision on architecture change requests

Approved architecture updates

Architecture assessments

New request for architecture work

Recap

- We looked at how Tom & Alex at WebFirst are helping build the architecture capability based on TOGAF, suited for next generation transformational changes
- We explored the requirements management phase of ADM
- We then explored the ADM phases pertaining to the architecture governance iterations