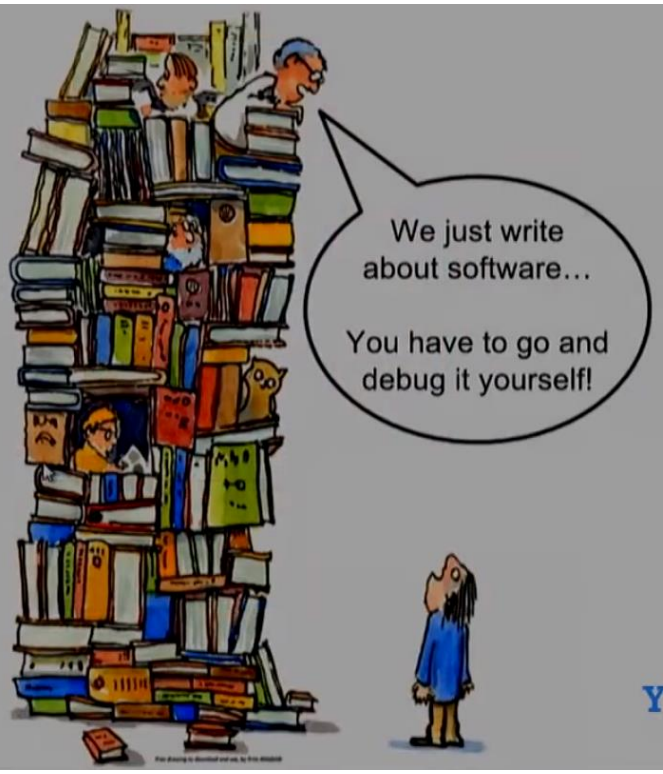
Architects in the enterprise are often regarded as ivory tower residents who bestow their utopian plans upon project teams in the form of colorful diagrams that bear little to no resemblance to reality. The most suspicious in this group are often the “Enterprise Architects” who are perceived as being furthest from actual technical problems.

However, large-scale IT operation and transformation require transparency across hundreds or thousands of applications running on all sorts of middleware in data centers around the globe. The very enterprise architects are likely the only ones who stand a chance to bring transparency into such an environment and who can direct IT investments in the hundreds of millions of Euros towards modernization and run-cost reduction. This sounds a lot more exciting and valuable than drawing pictures!

This session takes a serious but light-hearted look at the role of enterprise architects in modern IT organizations. Gregor is a recognized thought leader on asynchronous messaging and service-oriented architectures. He is widely known as co-author of the seminal book “Enterprise Integration Patterns” and as frequent speaker at conferences around the world. He is an active member of the IEEE Software editorial advisory board. He has documented his experience as an architect driving IT transformation in the eBook "37 Things One Architect Knows".

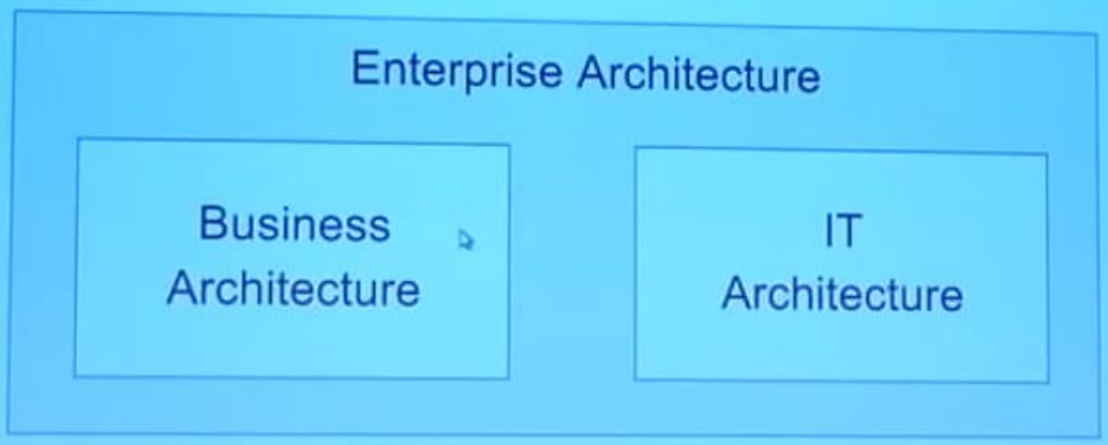
The Enterprise Architect's Office



YOW!

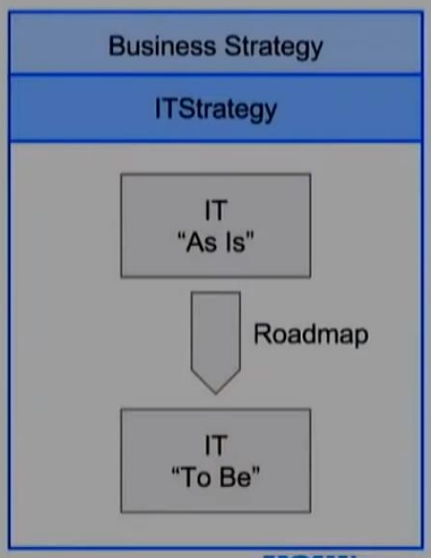
The Purpose of Enterprise Architecture

Enterprise Architecture is the Glue between Business Architecture and IT Architecture



The Role of Enterprise Architecture

1. Understand the business strategy
2. Translate into an IT strategy
3. Create transparency
4. Define IT target picture
5. Define a roadmap
6. Harmonize and govern
7. Obtain feedback and refine
8. Coach and mentor



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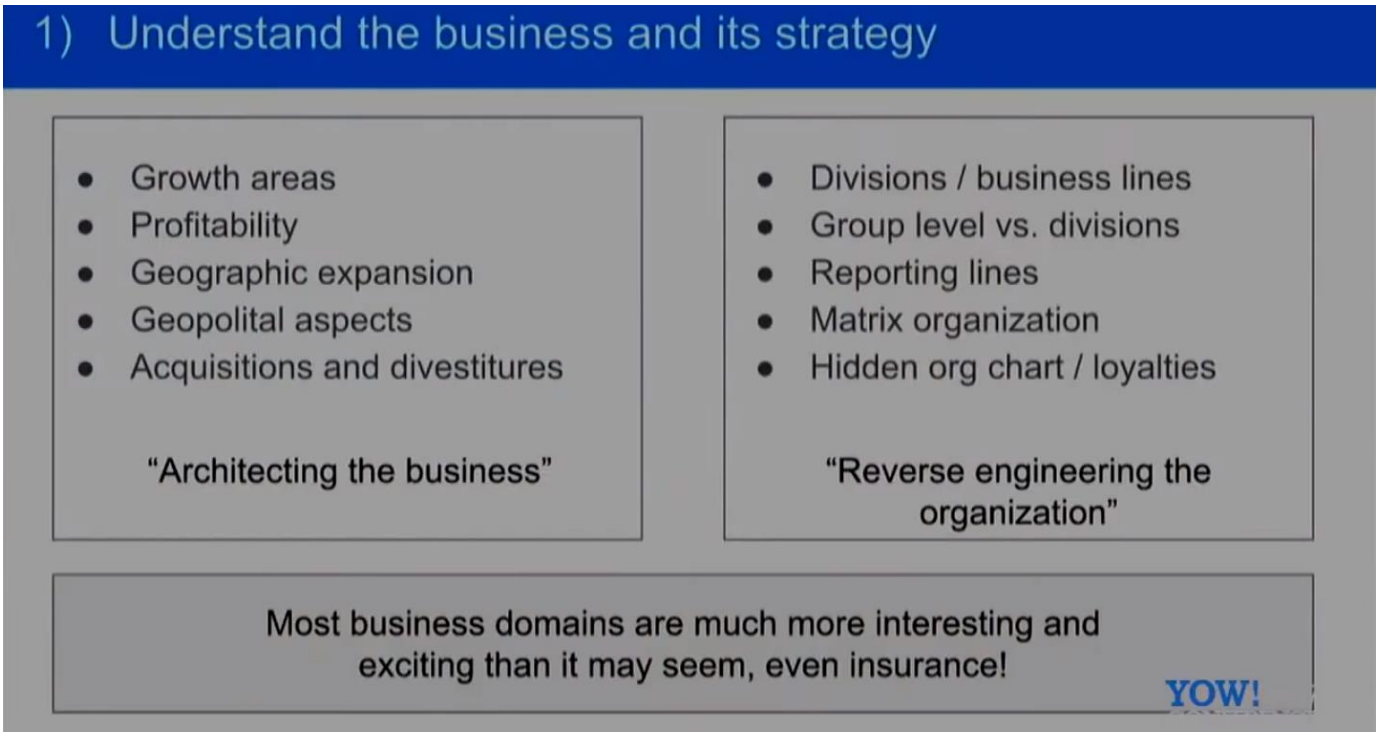
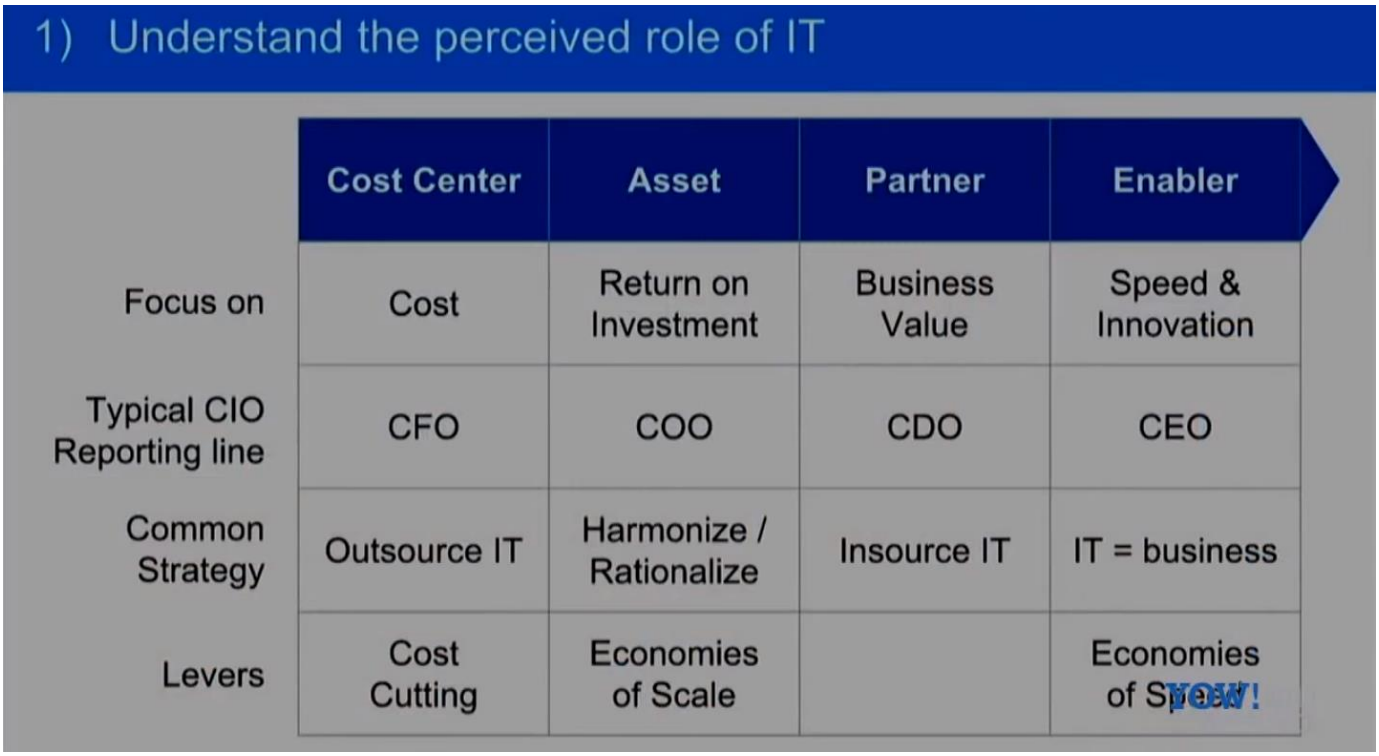


Architecture is a lot about making assumptions and **building flexibility** in your systems, only by understanding the business can you have a feeling for what flexibility will actually provide value to the business.



2) Translate Business Strategy into IT Strategy

Strategy is…

- ...not reality
- ...defining what you won't do
- ...not the vendor's product road map

"Better products at lower price"
is not a strategy. That's wishful thinking.

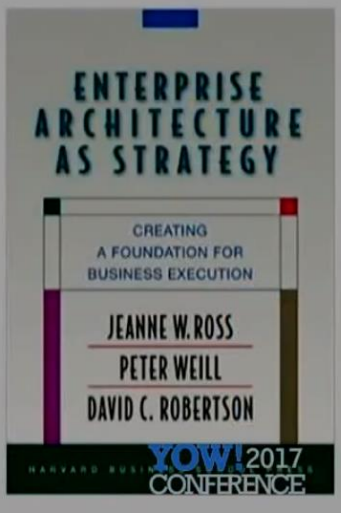
YOW!

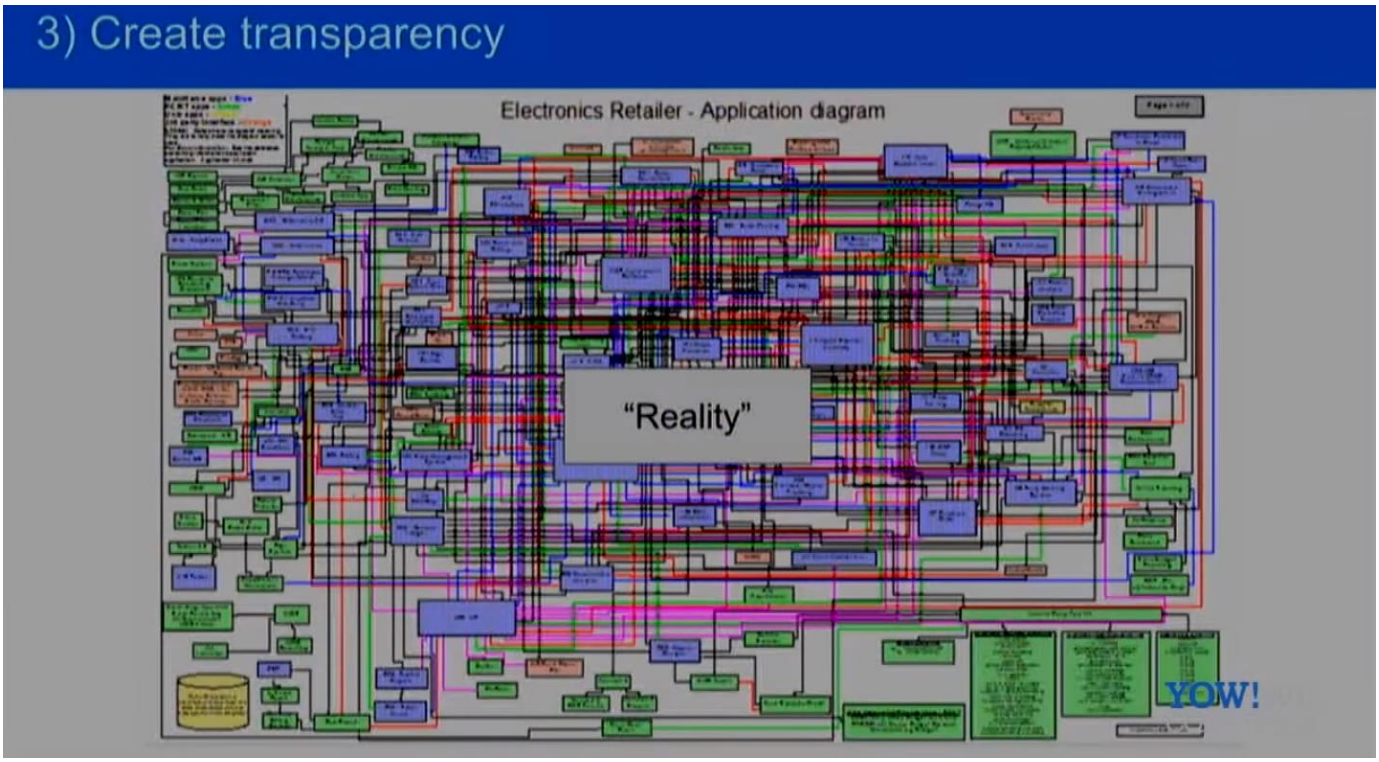
Strategy is supposed to tell you "how you are going to get there?" "what are you NOT doing to get there?" "are you a premium provider or a low-cost provider?"

2) Translate Business Strategy into IT Strategy

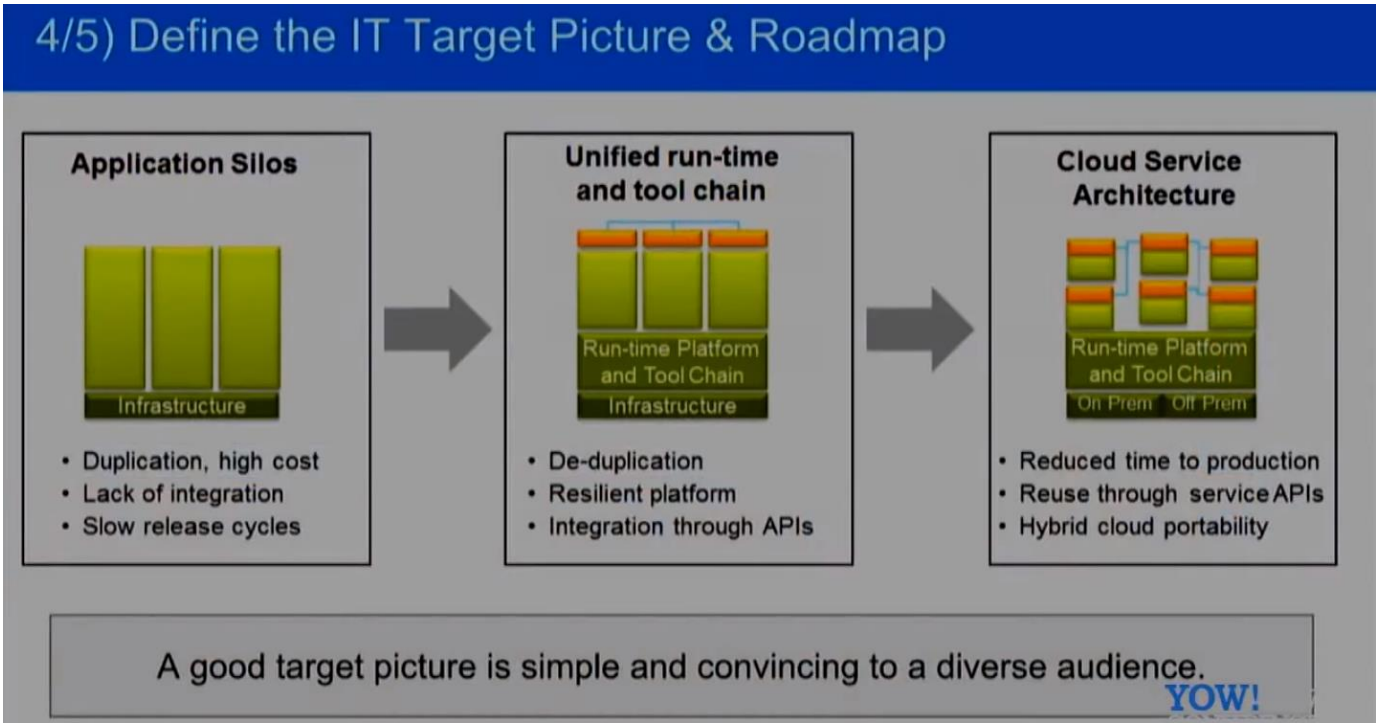
Pick One of Four Operating Models - how do you want to grow

Business Process Integration	Business Process Standardization: Low	Business Process Standardization: High
High	***Coordination*** • Unique business units with a need to know each other's transactions • Examples: Merrill Lynch, Toyota Motor Marketing Europe, MetLife • Key IT capability: access to shared data, through standard technology interfaces	***Unification*** • Single business with global process standards and global data access • Examples: Delta Air Lines, Dow Chemical, Pepsi Americas • Key IT capability: enterprise systems reinforcing standard processes and providing global data access
Low	***Diversification*** • Independent business units with different customers and expertise • Examples: Johnson & Johnson, Carlson Companies, GE • Key IT capability: provide economies of scale without limiting independence	***Replication*** • Independent but similar business units • Examples: Marriott, CEMEX, ING DIRECT • Key IT capability: provide standard infrastructure and application components for global efficiencies

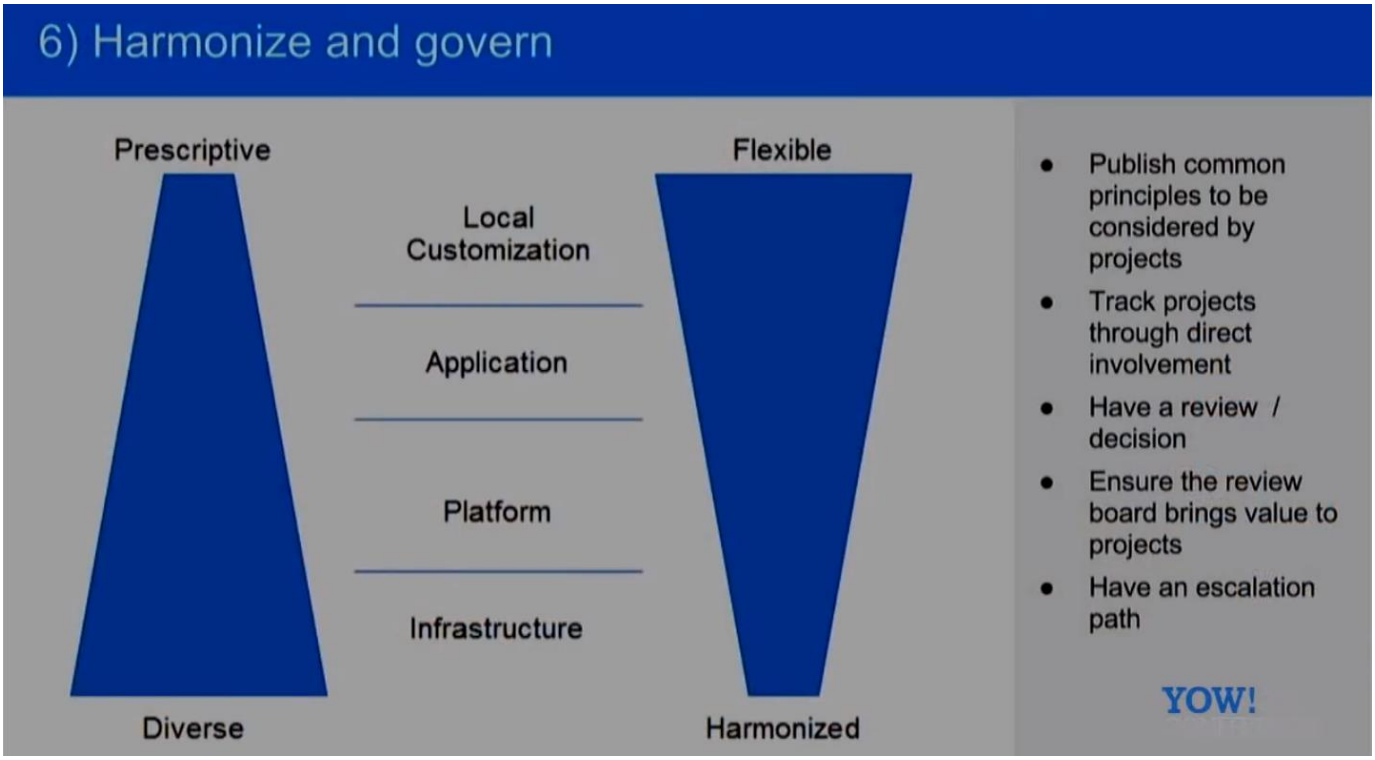




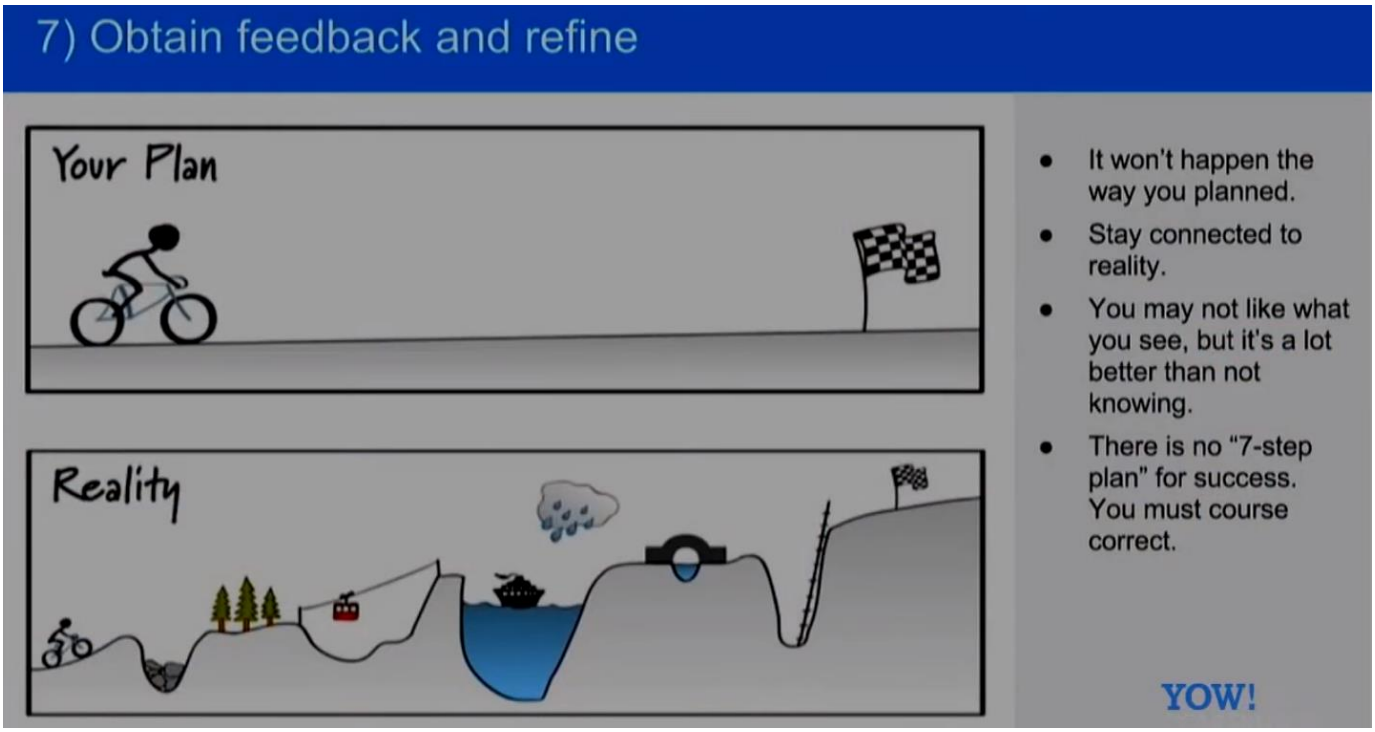
Find out where you are today? Getting reality is the starting point for charting a roadmap.

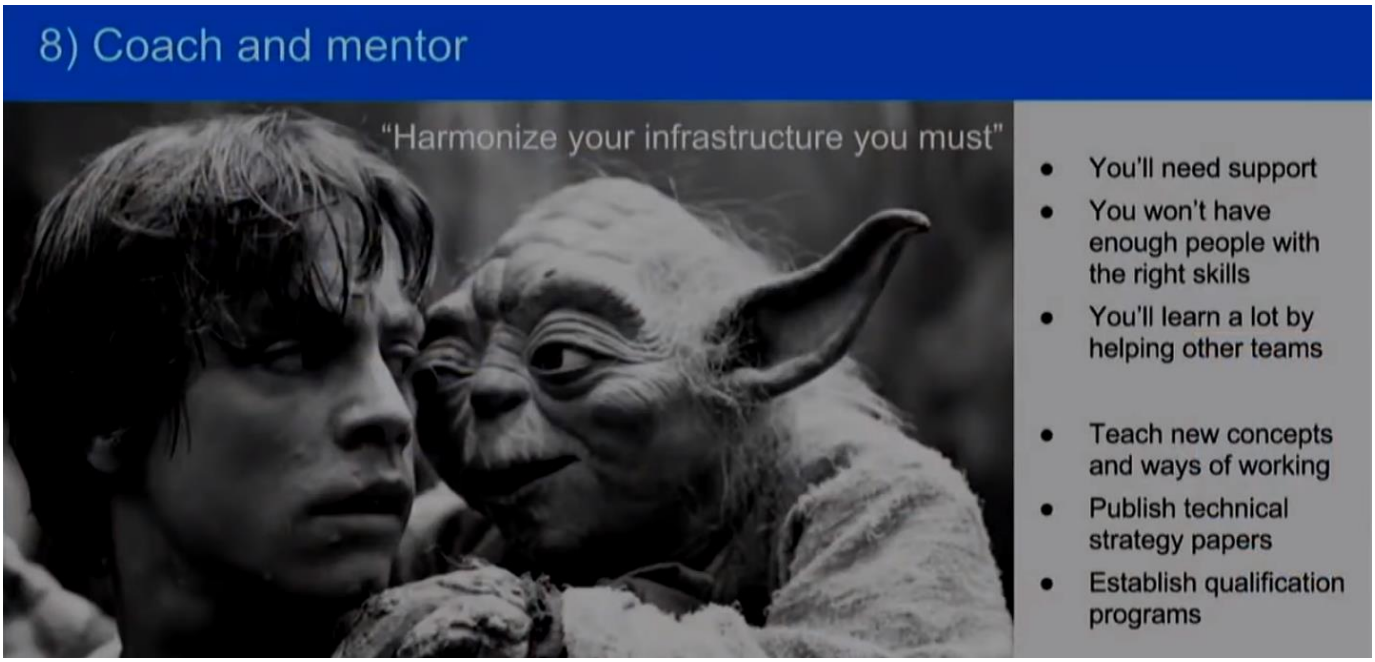


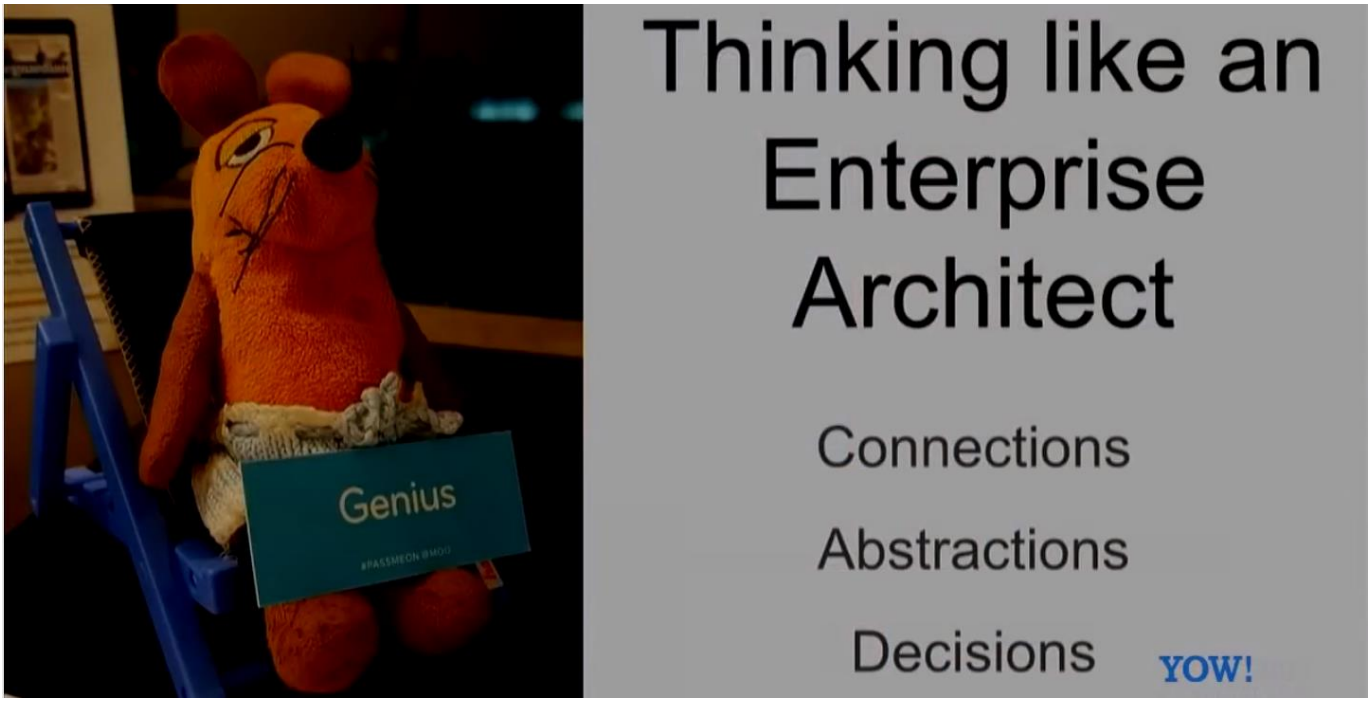
You should always display the before and after pictures.



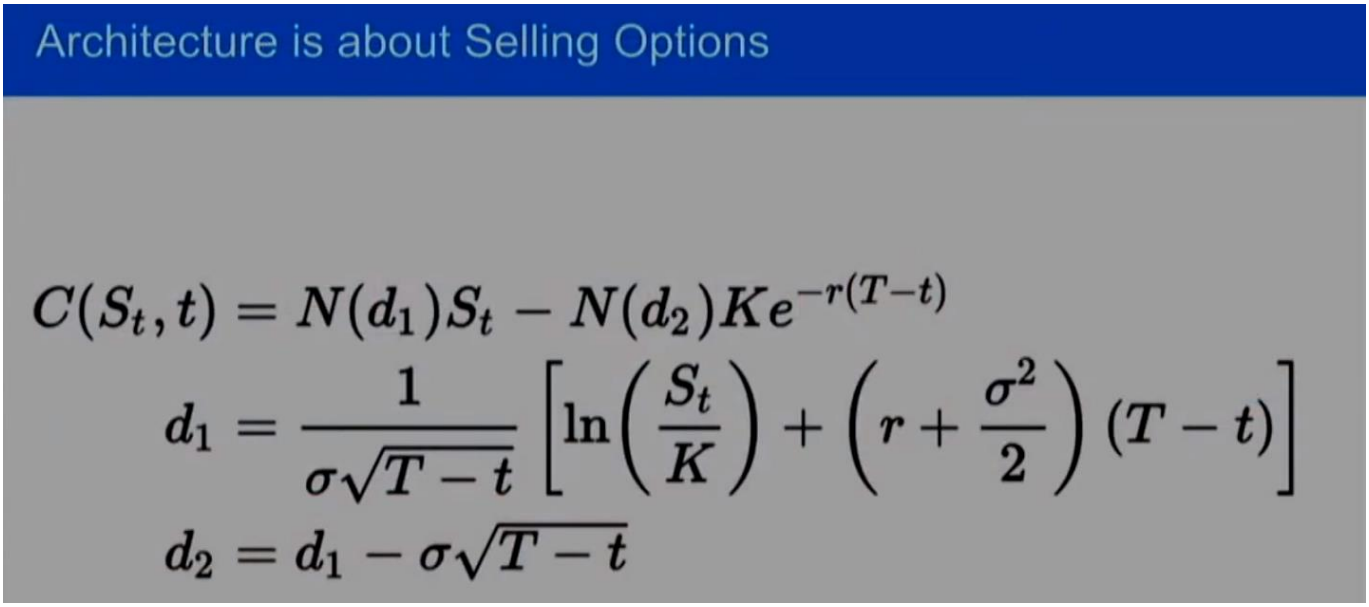
Governance is about making sure that reality follow the roadmap.

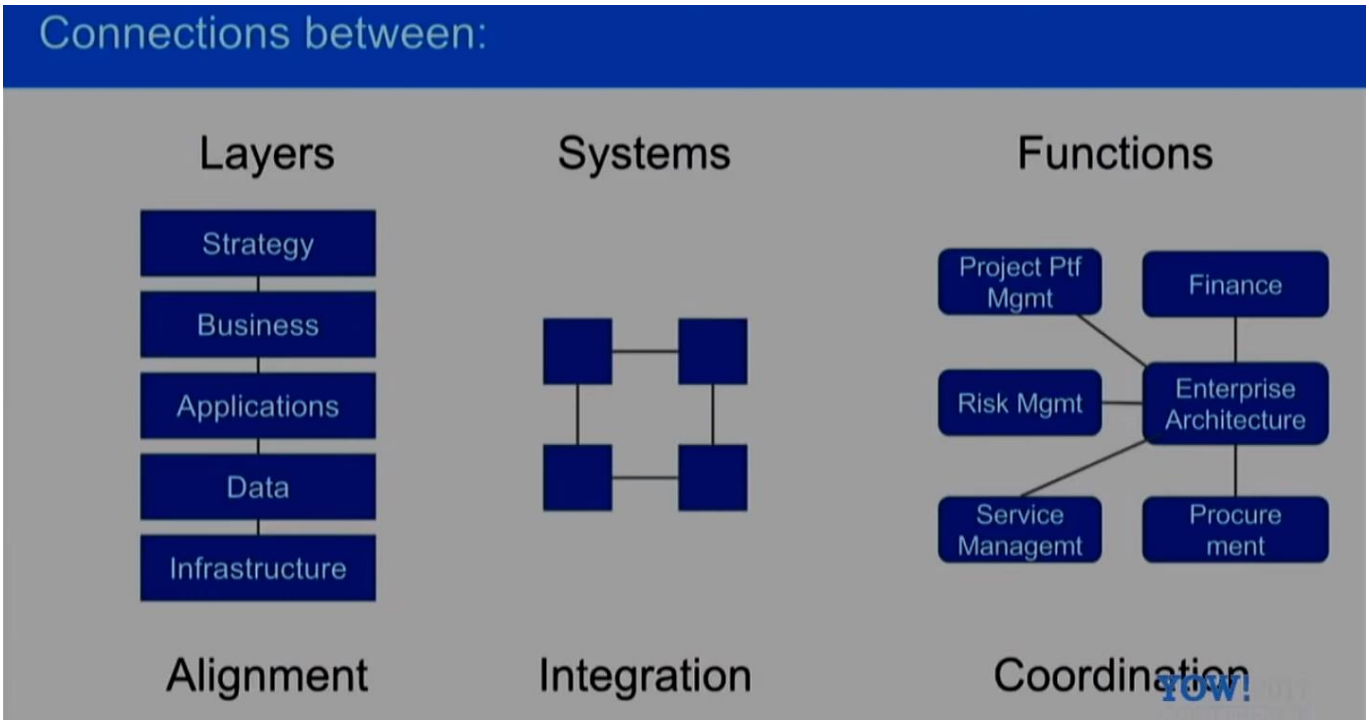




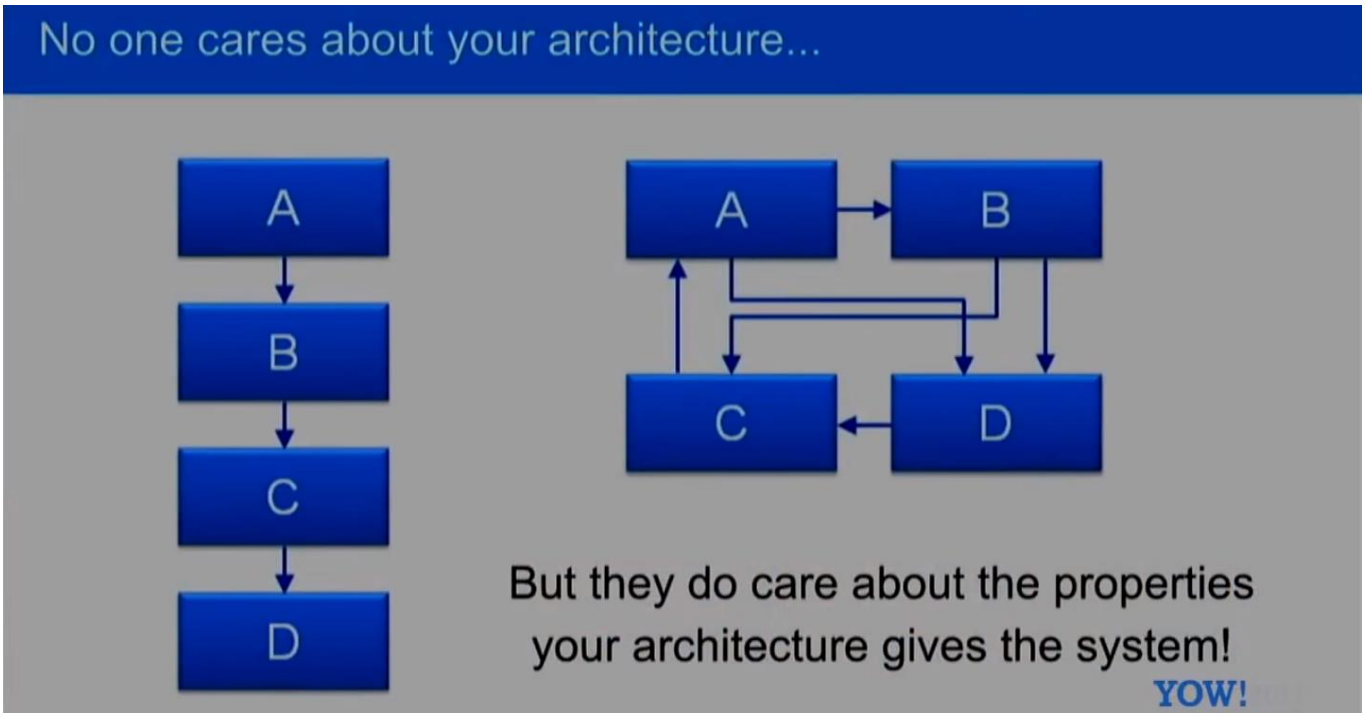


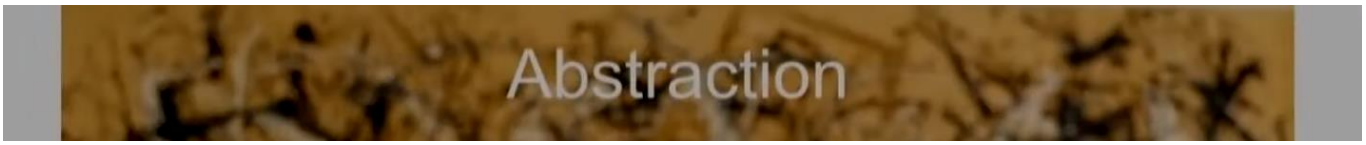
What kind of thinking does an enterprise architect need to have? What does he/she need to do to be good at this?



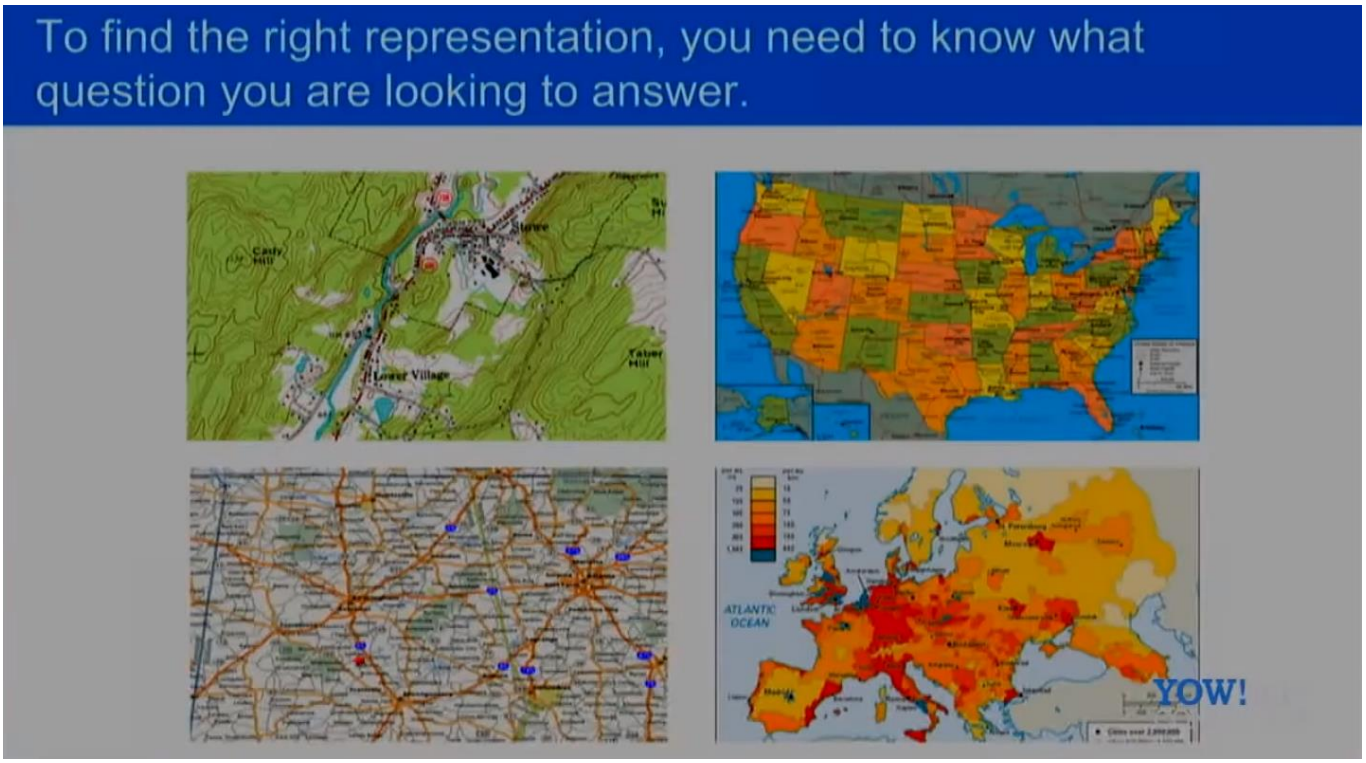


People generally don't care about your systems architecture; they care about the properties that your architecture yields due to the connections being made within/outside the architecture.

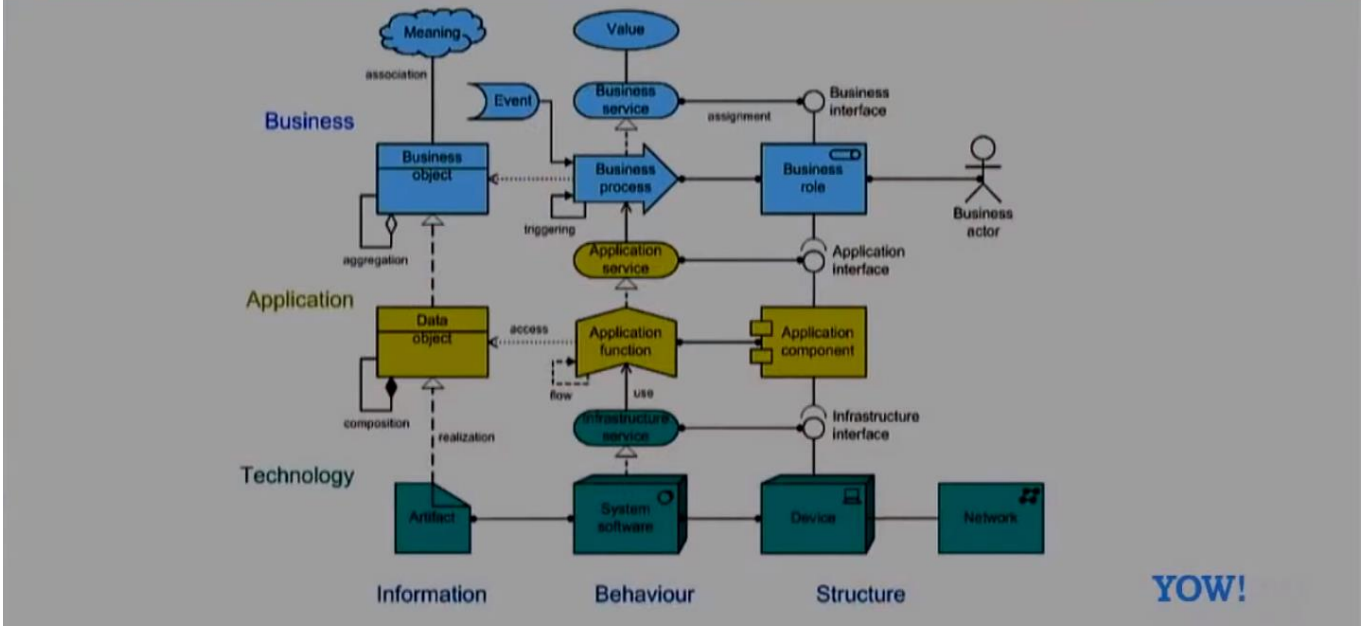


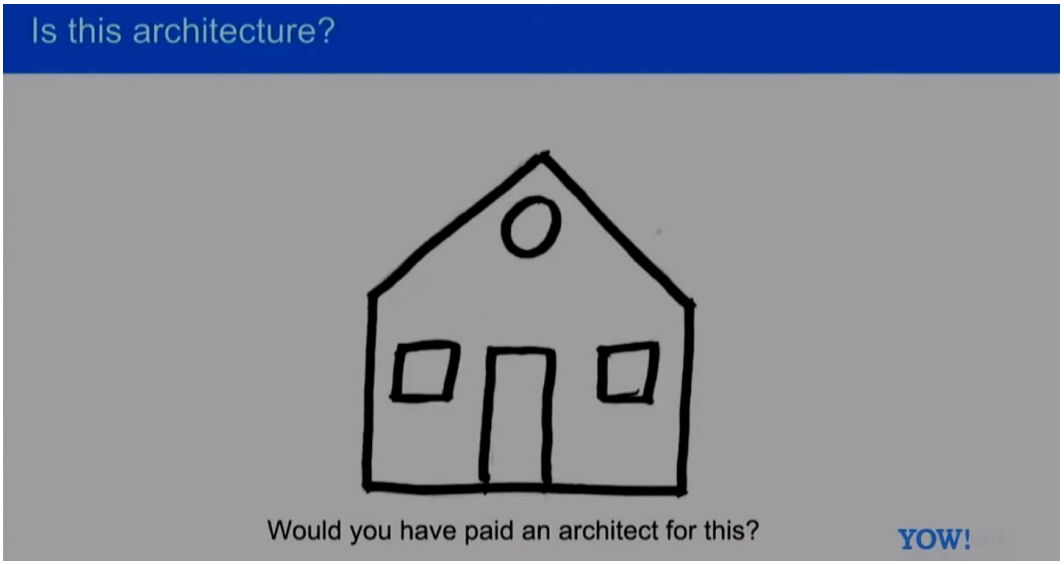


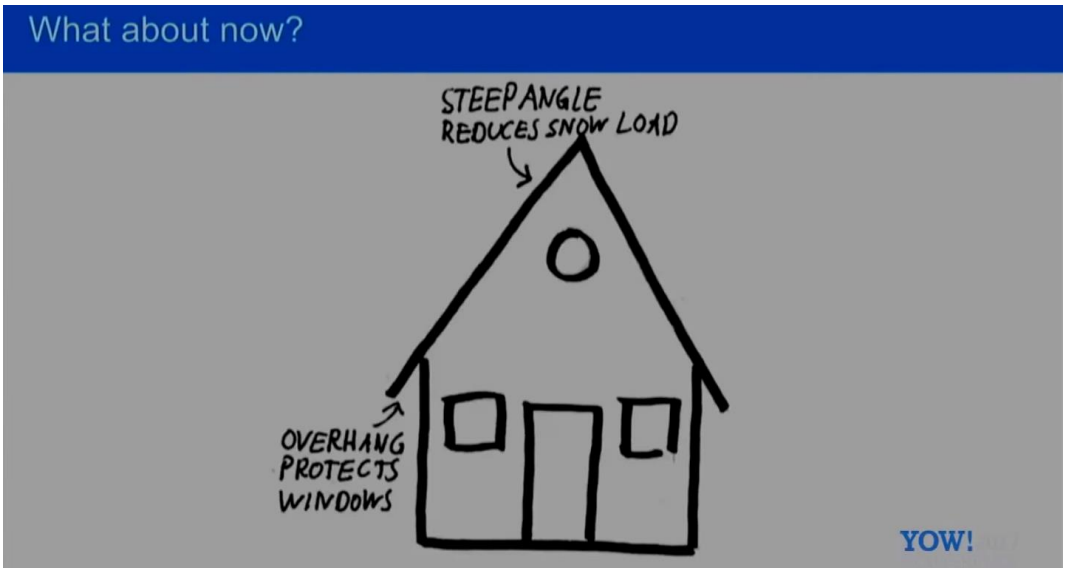
Complexities are conquered using abstractions, the real architecture is within the system itself.

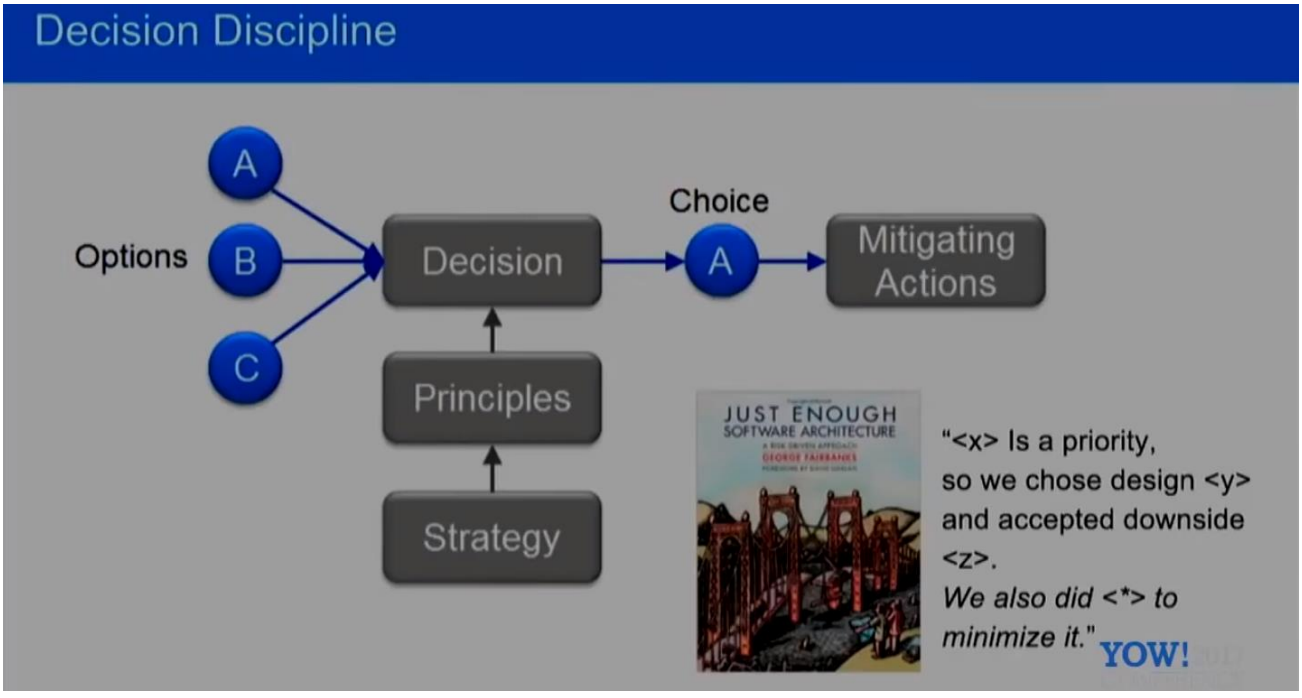


An Enterprise Architecture Model

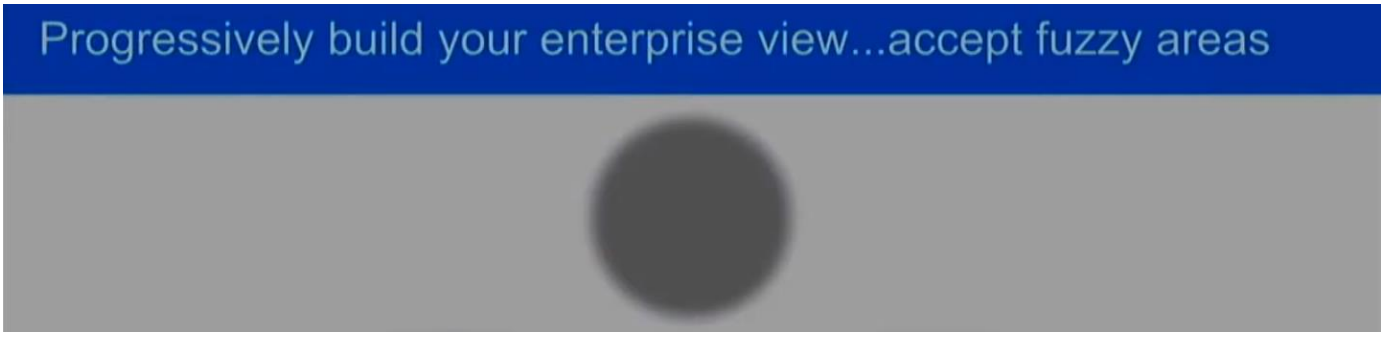




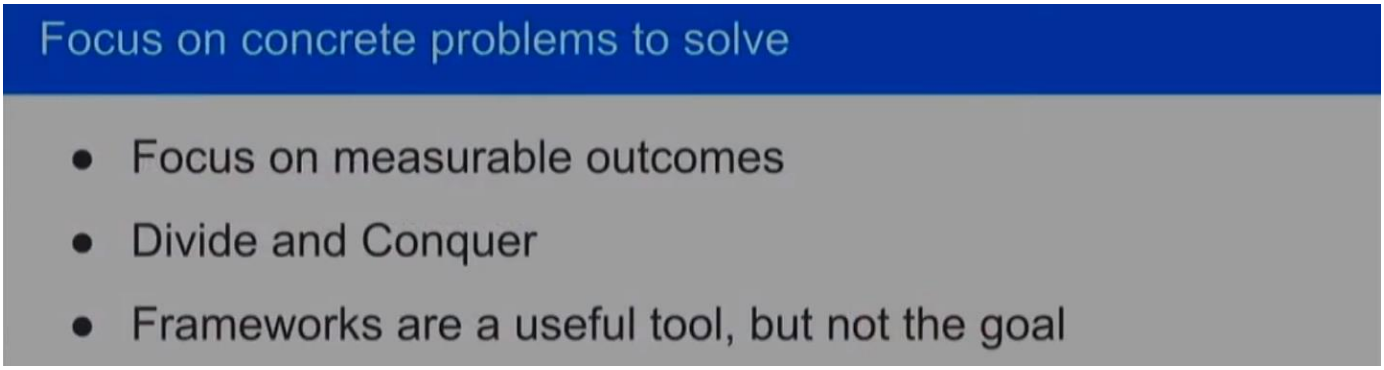


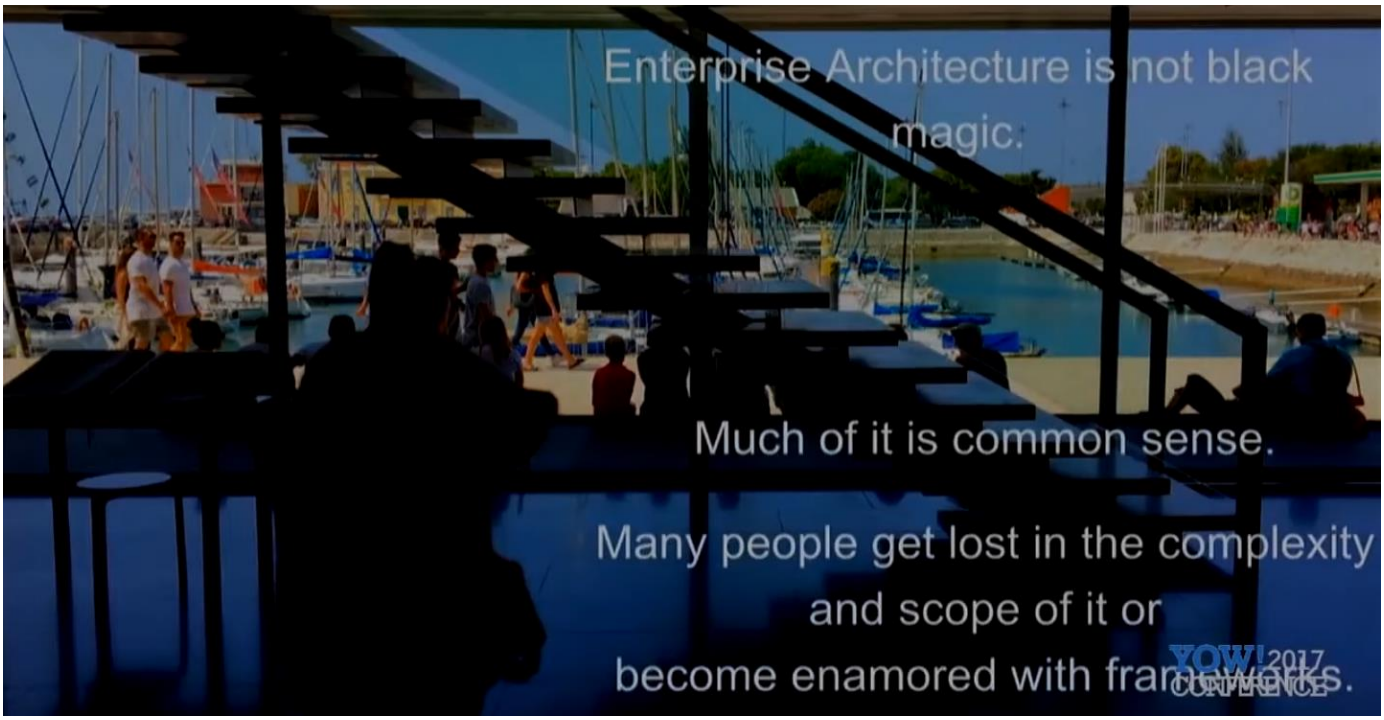


Decisions that don't have a cost are not very meaningful for the enterprise.



There is a lot of fuzziness between certainty and complexity, you have to draw a line and focus on implementing it to get an outcome so you can get outcomes to measure.






Good Architecture is about combining multiple viewpoints.
An interesting career as architect is also about combining multiple viewpoints.
There's enormous demand for enterprise architects who achieve measurable results.
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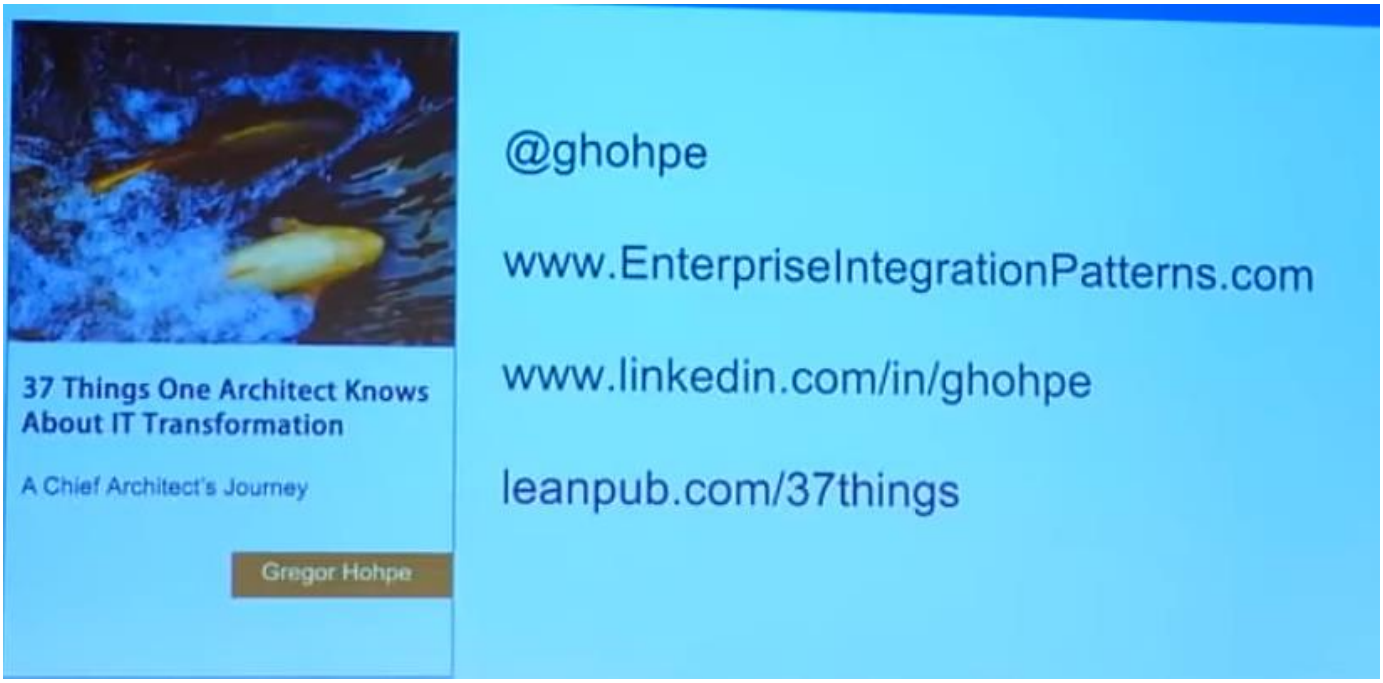
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