LEAN.
AGILE.
ARCHITECTURE.

SOFIGATE

THE PROBLEM

IT IS NOT AN ENTERPRISE ARCHITECTURE MODEL PROBLEM.
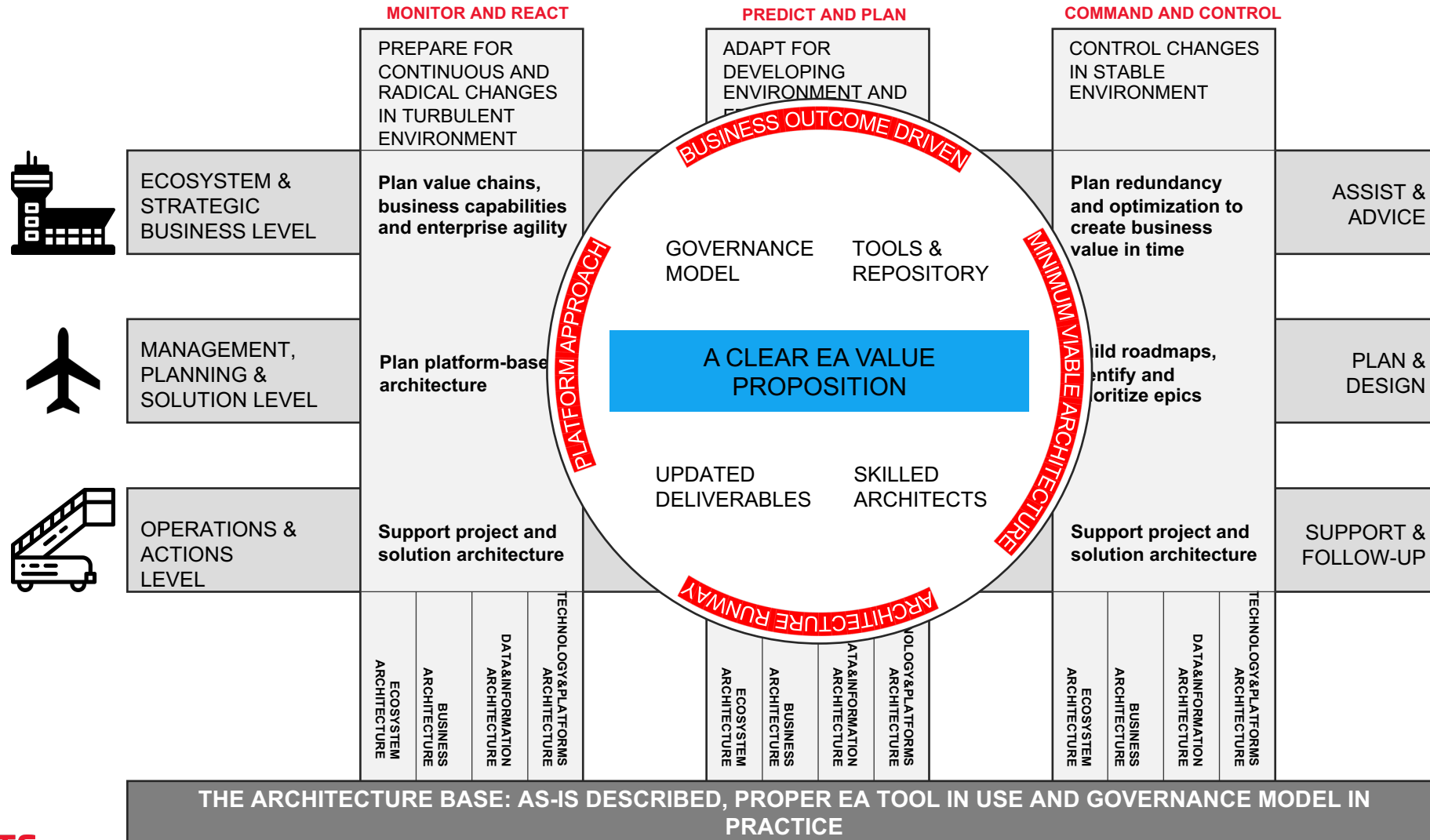## IT IS A MANAGEMENT PROBLEM

- Enterprise Architecture is seen in certain, conservative organisations as SLOW and DIFFICULT.

- Some people and organisations attribute this to being a problem in Enterprise Architecture Models and Methodologies

- This could not be more wrong. The problem is not in the Enteprise Architecture Models or Methodologies.

- The problems lies within HOW you execute your Enterprise Architecture – and BY WHOM.

"Customer orientation is a business approach that emphasizes customer value and satisfaction of customer needs. As a general approach it is widely seen as beneficial for business and innovation."

(Doctoral Dissertation, Eila Järvenpää, Aalto University, 2016,
https://www.vttresearch.com/sites/default/files/pdf/science/2016/S131.pdf*)*

"If you outsource the planning of your customer oriented business future solely to IT department, you are not responsibly managing your business."

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THE LANDSCAPE

MONITOR AND REACT

PREDICT AND PLAN

COMMAND AND CONTROL

		MONITOR AND REACT	PREDICT AND PLAN	COMMAND AND CONTROL	
		PREPARE FOR CONTINUOUS AND RADICAL CHANGES IN TURBULENT ENVIRONMENT	ADAPT FOR DEVELOPING ENVIRONMENT AND ...	CONTROL CHANGES IN STABLE ENVIRONMENT	
ECOSYSTEM & STRATEGIC BUSINESS LEVEL		**Plan value chains, business capabilities and enterprise agility**		**Plan redundancy and optimization to create business value in time**	ASSIST & ADVICE
MANAGEMENT, PLANNING & SOLUTION LEVEL		**Plan platform-base architecture**		...ild roadmaps, ...entify and ...oritize epics	PLAN & DESIGN
OPERATIONS & ACTIONS LEVEL		**Support project and solution architecture**		**Support project and solution architecture**	SUPPORT & FOLLOW-UP

Center circle:

BUSINESS OUTCOME DRIVEN

PLATFORM APPROACH

MINIMUM VIABLE ARCHITECTURE

ARCHITECTURE RUNWAY

GOVERNANCE MODEL · TOOLS & REPOSITORY

A CLEAR EA VALUE PROPOSITION

UPDATED DELIVERABLES · SKILLED ARCHITECTS

Bottom column labels (repeated across three sections):

ECOSYSTEM ARCHITECTURE · BUSINESS ARCHITECTURE · DATA&INFORMATION ARCHITECTURE · TECHNOLOGY&PLATFORMS ARCHITECTURE

THE ARCHITECTURE BASE: AS-IS DESCRIBED, PROPER EA TOOL IN USE AND GOVERNANCE MODEL IN PRACTICE

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THE MODEL

= Closed feedback loop back to Future Model

LEAN STRATEGY   AGILE EXECUTION   RESILIENT OPERATIONS

WHY?   WHAT?   HOW?

NOW

- Macroeconomic Trends
- Industry Shifts
- Five Forces of Competitive Advantage
- **Business Future**

IN THE FUTURE
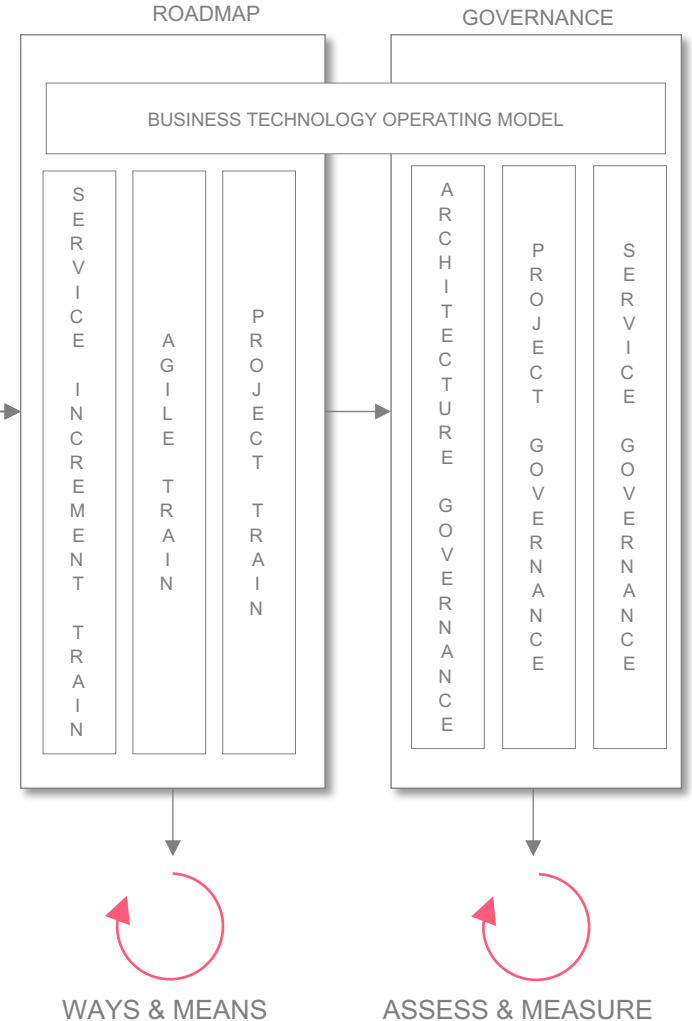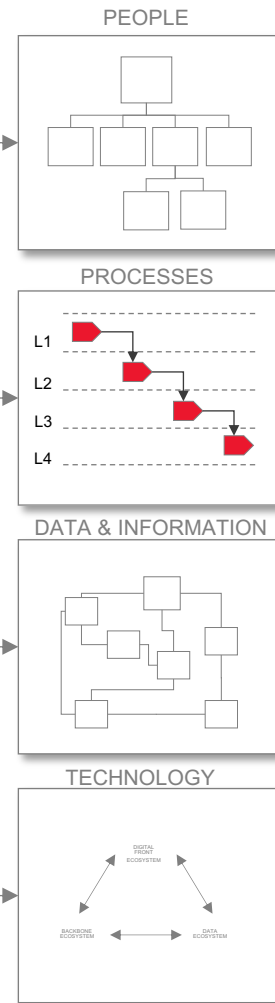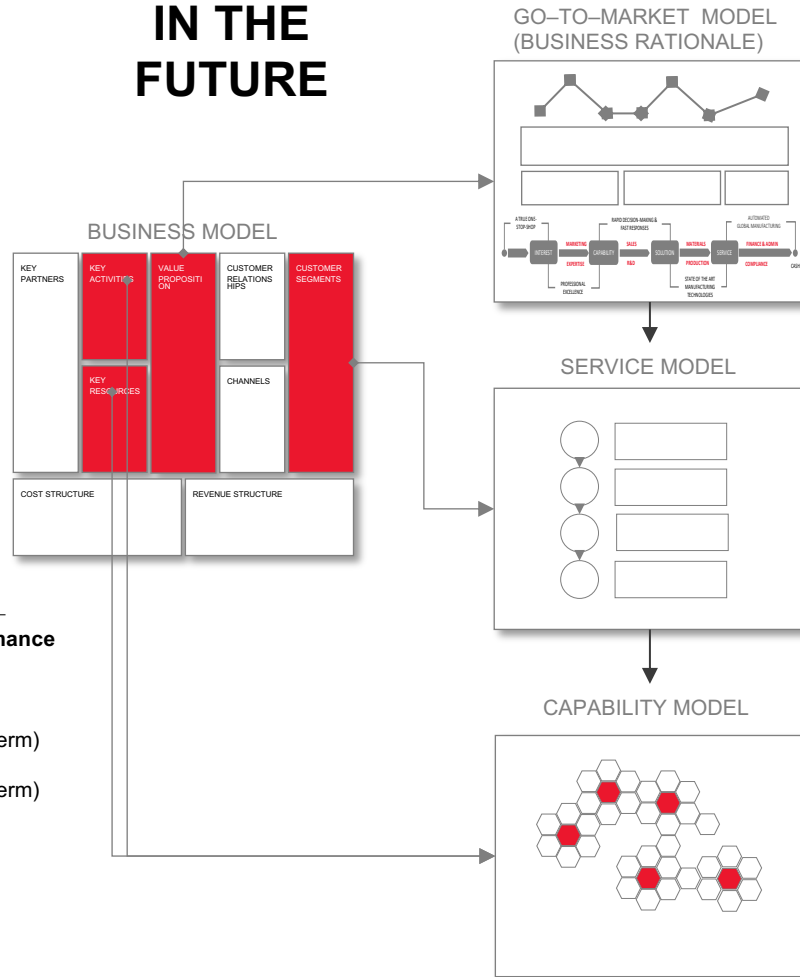
FUTURE MODEL

External Pressure	
Targets	Ways & Means
Internal Combustion	

Business Ability
- Strengths
- Weaknesses
- Opportunities
- Threats

Business Performance
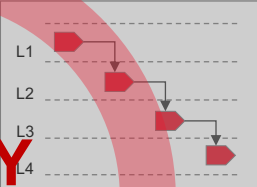- Customer
- Financial
- OPEX / CAPEX (current & long-term)
- ROI (current & long-term)

BUSINESS MODEL

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STRUCTURE	

GO–TO–MARKET MODEL (BUSINESS RATIONALE)

SERVICE MODEL

CAPABILITY MODEL

PEOPLE

PROCESSES

L1
L2
L3
L4

DATA & INFORMATION

TECHNOLOGY

DIGITAL FRONT ECOSYSTEM

BACKBONE ECOSYSTEM   DATA ECOSYSTEM

ROADMAP

BUSINESS TECHNOLOGY OPERATING MODEL

SERVICE INCREMENT TRAIN | AGILE TRAIN | PROJECT TRAIN

WAYS & MEANS

GOVERNANCE

ARCHITECTURE GOVERNANCE | PROJECT GOVERNANCE | SERVICE GOVERNANCE

ASSESS & MEASURE

SOFIGATE

THE WAY

LEAN STRATEGY

AGILE EXECUTION

RESILIENT OPERATIONS

WHY?

WHAT?

HOW?

NOW

IN THE FUTURE

GO–TO–MARKET MODEL (BUSINESS RATIONALE)

PEOPLE

ROADMAP

GOVERNANCE

- Macroeconomic Trends
- Industry Shifts
- Five Forces of Competitive Advantage

Business Future

FUTURE MODEL

BUSINESS MODEL

PROCESSES

L1
L2
L3
L4

EVERY 3 MONTHS

EVERY MONTH

EVERY 2 WEEKS

SERVICE MODEL

DATA & INFORMATION

Business Ability
- Strengths
- Weaknesses
- Opportunities
- Threats

Business Performance
- Customer
- Financial
- OPEX / CAPEX (current & long-term)
- (current & long-term)

CAPABILITY MODEL

TECHNOLOGY

ECOSYSTEM AND STRATEGIC BUSINESS MANAGEMENT LEVEL

OPS MANAGEMENT, PLANNING AND SOLUTION LEVEL

DIGITAL FRONT ECOSYSTEM

BACKBONE ECOSYSTEM

DATA ECOSYSTEM
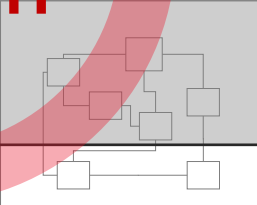
OPERATIONS AND ACTIONS LEVEL

WAYS & MEANS

ASSESS & MEASURE

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IT IS ALL ABOUT HOW YOU WANT TO MANAGE YOUR BUSINESS

- Agile and Lean Architecture does NOT require radically new tools or methods to "doing architecture"

- Agile and Lean Architecture DOES need absolute management commitment to providing the direction

- Agile and Lean Architecture DOES require competent and business minded architects capable of FACILITATING the business direction into Capabilities and Epics.

- Agile and Lean Architecture CANNOT live without end-to-end integrated Business Technology Operating Model, Management Commitment and Agile Execution/Operating Model.

"Defining and Implementing actual Business Technology components in your architecture is the easiest step.

Hardest is creating the culture and maintaining direction, focus and tempo."

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