Architecting for Business Resiliency and Adaptability
MEGA International
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Web Summit
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This global web event is part of our Business, Innovation, Leadership and Technology conference series

An Association for All IT Architects
With you today

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About MEGA

MEGA, Leader 11 years in a row in the EA Magic Quadrant

MEGA, Leader in the EA Forrester Wave

“Great tool, easy to use and brings lots of value to the EA team.”

Group Senior Enterprise Architect in the Services Industry

https://www.gartner.com/reviews/customers-choice/enterprise-architecture-tools

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Architecting for Business Resiliency and Adaptability

1. Get Prepared
2. Understand Your Needs
3. Become Resilient
4. Reimagine

• In this webinar, we will share:
  • Why Enterprise Architecture is key to creating a resilient enterprise
  • How successful enterprise architects are managing resiliency projects
  • A methodology to guide architects in these endeavors
  • The most successful techniques to use to become resilient
• We have chosen to take a light approach to this presentation

“If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.” – Albert Einstein
You wake up and find yourself here ...

You find yourself in the jungle, the first objective is survival.
Survival experts

Fear not, you are not alone!
The EA jungle

Enterprise Asset Repository
- Will be used as starting point to map the territory
  - Identification of assets (agents) and their dependencies
  - Catalog and Portfolio Management

Enterprise Architecture Repository
- Allows to abstract the information and link
- The Enterprise Agents are connected to their contexts - Business Use Case, Lifecycle, Roadmap
- All dimensions are connected (Business, IT, Data, Risk)
Define a plan

To go somewhere, you need first to know where you are...
1. Get Prepared
First Step

1. Get Prepared

Identify what is required for survival

Please Remember What’s First: Protection > Rescue > Water > Food

Bear Grylls

- Protection - The ability to withstand environmental occurrences that reduce our chance of survival
- Rescue - The ability to alert others of your distress, or the ability to easily be found
- Water - The ability to maintain hydration, for physical health
- Food - The ability to maintain fuel, for physical health
Assess Business Criticality

- Identify the Business Capabilities that would be Critical to sustain during a crisis, within a Safe Mode Enterprise Stage.
- Compare the Criticality to the Efficiency, the Cost, and the Technological Stability.
- Focus Transformation efforts on Critical Capabilities with low efficiency, high cost, or low technological stability.
- Easily understand the technologies required to support this effort.

First: Identify what is required for survival
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First: Identify what is required for survival
How Enterprise Architecture can help in a crisis

Create baseline

Understand your capabilities
- What are the key capabilities?
- What is essential?

Readiness

Crisis happens
2. Understand Your Needs
Second step

1. Get Prepared
2. Understand Your Needs

Establish the level of need
Level of need

- The ability to Protect yourself from the elements and wildlife
- The ability to alert a possible rescuer to your location
- The ability maintain hydration for health
- The ability to sustain nutrients and fuel for health

Ideal Survival
Make (tough) decisions...
Identify your needs

- For the key capabilities, identify key KPIs and metrics for the “business as usual” situation as well as for the “Crisis” situation.
- This is the starting point of the business needs analysis, what is the minimum level required to go through the crisis.
- This exercise should be performed before the crisis happens. (although it is still valuable during a crisis)

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**KPI BY BUSINESS CAPABILITY MANAGEMENT**

**Capbility Gap Analysis**

<table>
<thead>
<tr>
<th>05.2.1 Initiate service delivery</th>
<th>Average lead-time in days between consumer order and the first accepted delivery window: As-Is &lt; 7, Safe Mode &lt; 21</th>
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<tbody>
<tr>
<td></td>
<td>Percentage of delivery orders rescheduled or modified prior to delivery: As-Is &lt; 5, Safe Mode &lt; 20</td>
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<tr>
<td>05.2.2 Execute service delivery</td>
<td>Percentage of consumers who paid a fee for an expedited or priority delivery service level: As-Is &lt; 5, Safe Mode &lt; 10</td>
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<td></td>
<td>Percentage of large/bulky deliveries refused: As-Is &lt; 6, Safe Mode &lt; 5</td>
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<tr>
<td>05.2.3 Complete service delivery</td>
<td>Percentage of deliveries requiring post-delivery follow-up or issue resolution: As-Is &lt; 5, Safe Mode &lt; 15</td>
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</tbody>
</table>
Identify available assets

- Identify the architectures required to support those capabilities
- What is the impact of my assets on the capabilities?
- How are my assets supporting the capabilities?
It isn’t always pretty

Frontend

Backend
Dependencies between assets

- Understanding dependency is key

- I can identify assets supporting less critical business capability, but what if they are feeding asset that are supporting critical business capability?
Back to the (data) jungle
Prioritize assets for customers

- As some capabilities will disappear (On-premise Meal service for restaurants for instances) some processes will shut down
- Prioritization of Assets by type of customer and by channel will enable to analyze the business context of the usage of the assets.
Multiple tools, different objectives

Business Capability Cutter
IT Architecture Slicer
Strategy Opener
Process Cracker
Data Driller
Avoid traps

Attempting to "boil the ocean" with enterprise architecture is never advised.

During a crisis (or preparing for a crisis) it is even more important to avoid the urge to tackle more than is necessary.
How much do we need to stay in business?

Assess your needs

Understand your capabilities
- What are the key capabilities?
- What is essential?

Create baseline

Readiness

Understand

Crisis happens

Address the near-term challenges

An Association for All IT Architects
3. Become Resilient
Third step

1. Get Prepared
2. Understand Your Needs
3. Become Resilient

Monitor and adapt as needed
So you demonstrated survival... but the title of the webinar was resiliency...

Preparedness is the difference between survival and resiliency
Preparedness

Be prepared

- Follow these steps bi-annually, or regularly
- Identify capabilities
  - Assess criticality
  - Cost/efficiency
  - Technology stability

Critical Capability
- Red is MOST Expensive

Non-Critical Capability
- Red is LEAST Stable
- Efficiency – Red is LEAST Efficient
Assess Business Criticality of Enterprise Assets

- Utilize Inventory of Assets in EA repository.
- Assess Business Capabilities to determine which would be essential during a crisis, or period of significant disruption.
- Utilize the connections to the Application and Technologies to determine which are necessary to support the Critical Capabilities.

Define ‘Safe Mode’ Operating Model

- Define a Target State for the Enterprise to operate in a crisis or period of significant disruption.
- Review all Critical Capabilities to determine their level of performance required to sustain the business through the disruption.
- Identify opportunities to reduce function, to increase available resources focused on critical needs.

Identify Opportunities to Survive and Thrive

- Use the Safe Mode view of the Enterprise to determine areas where increased optimization would benefit the organization.
- Look for new opportunities to thrive as lessons learned are discovered and adapted into the Enterprise.
How much do we need to stay in business?

Assess your needs

Monitor Resiliency

Create baseline

Understand your capabilities

What are the key capabilities?

What is essential?

How much do we need to stay in business?

Ability to recover from crisis is driven by preparedness

Monitoring and testing resiliency is key

Readiness

Understand

Resiliency

Crisis happens

Address the near-term challenges

Stay on business
4. Reimagine
Fourth step

1. Get Prepared
2. Understand Your Needs
3. Become Resilient
4. Reimagine

Innovate and Redesign
You survived? Let’s thrive!
Define new objectives

- Complete SWOT analysis and describe the Company’s business strategy, including vision, goals, strategy and tactics.
- Identify the business capabilities required to achieve these strategic objectives.
- Build the Enterprise Strategic Roadmap by identifying the transformation stages and specifying for each stage the objectives & the required business capabilities.
Define New Operating Model

- Develop the **new architecture** based on the business capabilities that have been redefined.
- **Perform gap analysis** and identify pieces of the IT environment that should be redesigned to support the new business capabilities.
Align the project to your new target

Build project portfolios and follow up

- **Identify candidate projects** to be in alignment with changing business objectives
- **Build the roadmap by prioritizing projects** based on various factors including a financial perspective and architectural impact
- Monitor progress, track business changes, assess their impact, and continuously adjust the roadmap

### PROJECT PORTFOLIO

### PROJECT ROADMAP

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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<td>10/11/2023</td>
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</table>
How Enterprise Architecture can help in a crisis

Create baseline
Understand your capabilities
What are the key capabilities?
What is essential?

Assess your needs
How much do we need to stay in business?

Monitor Resiliency
Ability to recover from crisis is driven by preparedness
Monitoring and testing resiliency is key

Reimagine Business
Reimagine your business according to new market conditions

Readiness
Understand
Resiliency
Innovation

Crisis happens
Address the near-term challenges
Stay on business
Innovate to drive growth
Conclusion
Traditional vs. Outcome-Driven EA

Will you struggle to survive or thrive in the Jungle?

Traditional EA

- Manual - labor intensive
- Lengthy process
- Academic, framework focused
- Focused on inventory and diagrams
- Little perceived value

Outcome-Driven EA

- Automated
- Fast time-to-value
- Real customer use-cases focused
- Business-outcome driven
- Measurable ROI
Survival experts

By the way, yes, this is **YOU**, the Enterprise Architect
You are not alone

More than 5,500 members

The MEGA Community is a collaborative platform to exchange experience, tips and best practices:

- Provides direct access to HOPEX experts and technical support
- Sharing knowledge and reports across the world
- Includes hundreds of blog articles
- Enables ideation to improve HOPEX
- Gallery of "How to" videos
If you are currently in crisis mode and need assistance, do not hesitate to contact our team of survivalists:

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dhebda@mega.com

Yannick Rudloff
yrudloff@mega.com
Questions?

Thank you!

MEGA
SEE THE BIGGER PICTURE