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magazine

CHANGING TIMES IN EA



**Four-Point Governance in
Knowledge Enterprise**

**Breaking Down a Service
to the Quantum Level**

**Enablers for Right-Sizing the
Architecture Review Board**

**A Case Study:
Leveraging Enterprise
Architecture to Drive IT Service
Cost Transparency**

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FROM THE EDITOR

The Times They Are a Changin'

BY GEORGE S. PARAS

Being an enterprise architect isn't what it used to be, and that's a good thing.

Our articles in this issue reinforce the above headline, a phrase that was immortalized by a guy named Bob Dylan.

Take the lead article written by Joe Roushar, which alludes to a time that has come "when more organizations are finding that individual workers need unique tools and access to specialized knowledge." This is something, of course, that an enterprise architect can facilitate. Roushar goes on to paint an interesting picture about accomplishing this.

In "Breaking Down a Service to the Quantum Level," Monte Rummer explores the delivery of services and how they "can support one or more business areas."

Mohan Babu Krishnamoorthy writes about how EA professionals can better engage business stakeholders in "Enablers for Right-Sizing the Architecture Review Board."

Finally, in a case study, author Tim Pietro talks about his company's journey in "Leveraging Enterprise Architecture to Drive IT Service Cost Transparency."

I would be remiss if I didn't mention the good work that Gartner is doing with its Gartner Enterprise Architecture Summit. With summits held in London on May 20 and 21, and in the Dallas area June 3 and 4, our readers have a great opportunity to learn more and grow as practitioners. See our calendar in this issue for more details. **A&G**

GEORGE S. PARAS is editor-in-chief of A&G and managing director of EAdirections.



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what it used to be, and that's a
good thing.

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Four-Point Governance in the Knowledge Enterprise

By Joe Roushar

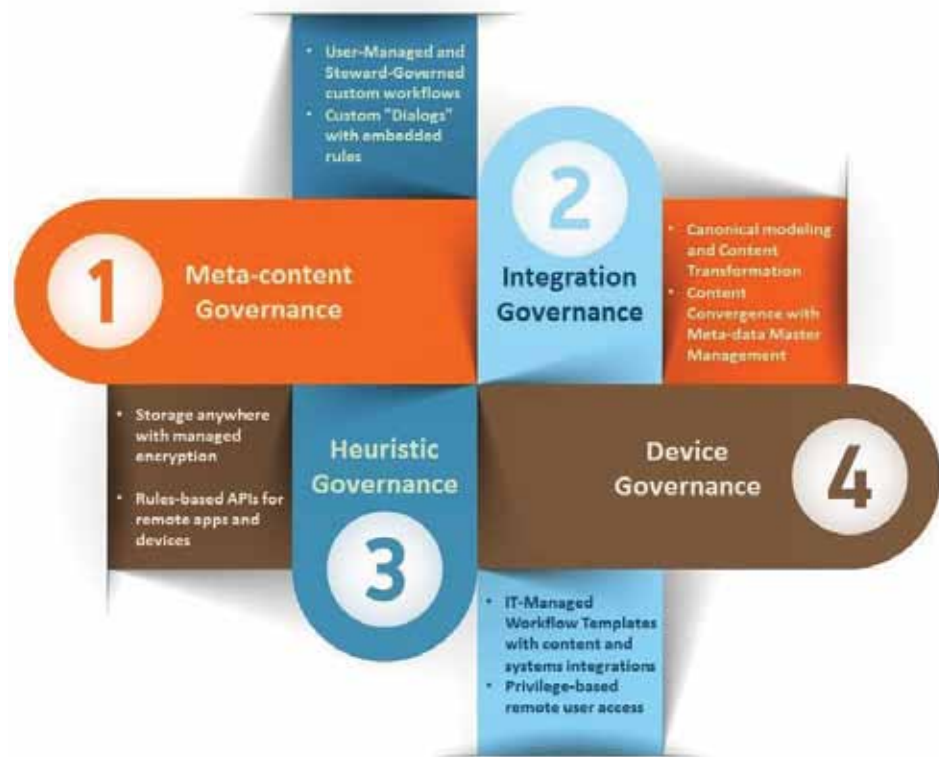
We have witnessed the evolution of architecture from a focus on “systems and data” to “capabilities and outcomes.” This has elevated architecture from technical aloofness, or even snobbery, to a focus on delivering business value to enterprises and organizations. Architected “solutions” usually deliver value at the division or section level, providing groups of knowledge workers the tools and capabilities that make them more efficient or productive. Architecting solutions into a consistent enterprise framework of standardized technologies and platforms often delivers improved scalability enterprise wide, while keeping integration, enhancement, support, and maintenance costs under control.

Architecting capabilities and outcomes at the division and section levels is necessary, and will remain so as we move closer to the pinnacle of the “knowledge” enterprise in a “knowledge” society. The time has come, however, when more organizations are finding that individual workers need unique tools and access to specialized knowledge to be most effective. The rise of mobile devices and their apps has accentuated and accelerated this transformation to more individual focus. The incredible array of apps that people can download has the potential to blur the edges of the enterprise systems portfolio. One question more companies and more technologists will be asking more frequently is: How do we better empower knowledge workers to meet their unique needs?

This may sound like a daunting question, both in technical and financial terms. Organizations don’t allocate IT budget at the individual level. And governance doesn’t feel like something that can be distributed to the individual. But we may be able to take cues from the successes of the free market economies and democratic societies where the rule of law and fair arbitration systems appear to be enough to maintain order. Fine-tuning the laws and arbitration system at a corporate level should be even easier than in nations and states. But pushing governance responsibilities to individuals, though an appealing choice, means accepting some significant risks, implementing comprehensive technical security and auditing technologies, and instituting organization-wide governance responsibilities and accountabilities throughout the hierarchy.

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Figure 1: Components of Four-Point Governance



Dave Payne, vice president of Systems Engineering at Code42, a rapidly growing Minneapolis technology company, recently told me that one of the reasons for his company's success is the fact that it delivers its capabilities to both individuals and organizations. The individuals know of the software quality from personal experience (they downloaded the app on their home PC), so it's easy to explain the business value to the broader organization. As the core capabilities are needed by organizations as well as individuals, the dual approach works. In this case, what's good for the organization is also good for the individual, and they are largely the same thing.

Shall we turn the tables and suggest that what is good for the individual is good for the organization, even when they are not largely the same thing? I am NOT suggesting that everything good for the individual benefits the group. I can think of many cases where individual and group interests conflict, and many others where they coincide to lesser or greater degrees: hence the need for governance.

I've seen a lot of under-the-radar applications in many organizations, often built in MS Access® or Excel®, that serve the individual and benefit the enterprise but are not subject to any level of governance. In the new knowledge enterprise, where business users have more ability to customize workflows, rules, dashboards, and reports, and the outputs of some of the more intelligent systems will be in the form of actionable knowledge, governance will rise in both complexity and importance.

If we accept the propositions that individual knowledge workers may need unique sets of capabilities, and that governance should be applied to overseeing this mélange of capabilities, traditional "information category" or "organization section" based definitions of stewardship may not suffice.

The fortunes of nations, armies and companies surprisingly often pivot on a single point, or a few very strong points of excellence. These points revolve around individual people. I believe it is always true that the more an organization, country, or military empowers individuals, the more aggregate strength they can count on. In both cases, individual successes add up to collective

successes. Individual failures and malicious behavior can be similarly devastating if not contained. Bottom line: The new knowledge architecture must meet individual users' needs while containing and limiting the potential damage.

Can we empower individuals with unique capabilities without incurring massive costs and governance nightmares? Yes. Just because the organization needs to give individuals unique capabilities, doesn't mean the organization has to be fully responsible for what unique capabilities each individual has. How is this possible? Allow me to propose a new distributed dynamic architecture and governance formalism.

1. Canonical knowledge model with converged content for heuristic search and processing
2. Secure, dynamic integration templates and agnostic services
3. Workflow and "dialog" heuristics (fine-grained services) with knowledge-based rules
4. Smart monitoring and auditing of interactions with third-party apps and devices

FOUR-POINT GOVERNANCE

The knowledge architecture components will require four-point governance (see figure 1):

1. Meta-Content Governance
 - a. Canonical modeling and content transformation
 - b. Content convergence with meta-data master management
2. Integration Governance
 - a. IT-managed workflow templates with content and systems integrations
 - b. Privilege-based remote user access
3. Heuristic Governance
 - a. User-managed and steward-governed workflows
 - b. Custom "dialogs" with embedded rules

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4. Device Agnosticism with Mobile Device Management
 - a. Storage anywhere with managed encryption
 - b. Rules-based APIs for remote apps and devices

NEXT

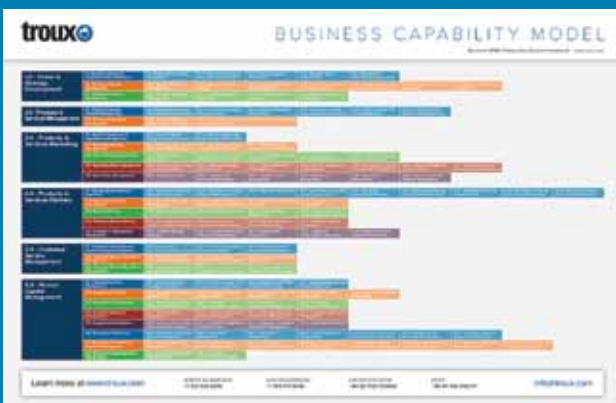
In the upcoming articles in this series, I will present case studies from multiple industries and verticals in which application of components of this model have produced positive results as well as examples or mine fields that should be avoided.

The series will go into depth on the implications of each of these four points of implementation and governance in the knowledge enterprise. Their focus will be on WHAT to do to govern digital knowledge, with one final installment on HOW to model and build it using existing commercial and open source technologies. **A&G**

JOE ROUSHAR is an enterprise business systems architect with experience in information and systems governance, architecting knowledge frameworks, and automating knowledge tasks. With graduate-level education in Natural Language Processing at Tokyo Institute of Technology and in artificial intelligence at the University of Minnesota, Roushar has spent the last few decades working in health insurance and financial services, manufacturing, retail, and government to improve outcomes through traditional architectures; hosted and XaaS strategies; advanced, model-based technologies; and content convergence. He holds a patent for an ontological approach to natural language understanding and translation. His blog is <http://understandingcontext.com/>.



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BREAKING DOWN A SERVICE TO THE QUANTUM LEVEL



By Monte Rummer

IT strategies are at a pivotal point in their evolution, which could change the way people think when it comes to the delivery of services. IT organizations, whether they realize it or not, have always delivered services. Most IT professionals have been involved in some way with ITIL and ITSM methodologies. These are terrific tools that deal with the development, creation, implementation, and management of services. However, to take that next step in our evolution, we need to alter that concept of what is a service and what it is made of. This means breaking a service down to the quantum level.

According to ITILv1, a service is “A set of related functions provided by IT systems in support of one or more business areas, which in turn may

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be made up of software, hardware and communications facilities, perceived by customer as a coherent and self-contained entity.” I use the ITILv1 definition instead of the definitions from versions 2 and 3 because they are more abstract. Everything is abstract today, which is a good thing, but you’ll see in the next section where quantum service theory is a better model.

WHAT IS QUANTUM SERVICE THEORY?

From the ITIL definitions, a service is usually made up of different components, which could be people, processes, and technologies. Here’s where the ideas diverge. If you examine the current way a service is perceived, there is a pattern that a service is made up of things related to the service. But these items are not just things. These things are services themselves and in turn are also made up of one or more services. If you put an e-mail service in a super-collider and split that object, what would result? A group of lower level services would be the resulting

objects. Not people, processes, or technologies but more services. Also, services are objects, not to be confused with programming objects. However, service objects have a lot in common with programming objects, as we will see. Objects have attributes, dependencies, and methods.

The theory has the following principles:

1. Everything within IT is a service. Everything, from what the end-user sees all the way to the power going to the servers.
2. Every service is an object which contains attributes and methods
3. Every service object has a set of basic, but not limited to, attributes
 - a. Name
 - b. Description

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- c. Cost
 - d. Service Owner
 - e. RTO
 - f. RPO
 - g. SLA for fault response
 - h. Dependencies—We could go deeper into how this service uses these other services but we will stay at this level for this discussion.
 - i. Expected level performance
 - j. Expected nominal behaviors. In essence, how to we monitor this service.
4. Every service is broken down into lower level services.
 5. The breakdown continues until there are no more parts that we can assign the above attributes to.
 6. Combine like services into shared services. Examples of this area are: compute, network, and storage

but this also means moving up the layers to the middleware and combining web services and databases. Move as far up the abstraction layers as you can until you cannot combine services any longer.

So the main difference in my theory is that, ITIL views a service as a group of things that make up a service. And the upper service is what has attributes. I believe a service is a group of services which all are objects with attributes that need to be broken down all the way to the quantum level.

WHY QUANTUM SERVICE THEORY

The benefits of quantum service theory (QST) include: easier to understand services, great value in troubleshooting, operations will have a much greater understanding of a high level service when presented with the new service documents, and I could go on. These are basic, inherent benefits of this methodology, however;

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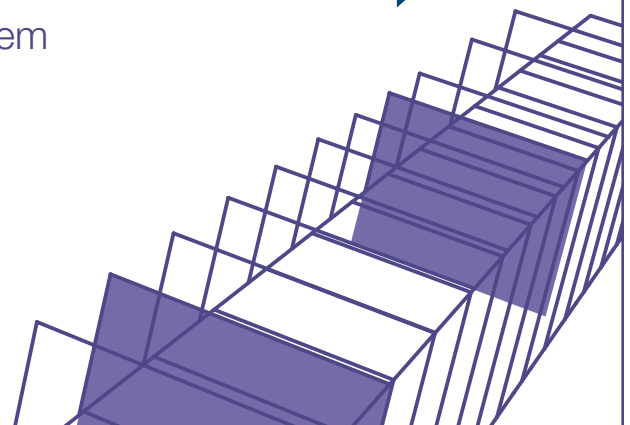
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there some others that become very interesting when you think of the broader, bigger picture.

There is the growing trend of: Everything as a Service. The definition of this differs depending on a person's background. A developer will look at XaaS and say, "I can break my applications down into service components, which can thus be rendered as reusable, shared application services." And there's the infrastructure viewpoint, which they would think examples of XaaS would be compute, storage, archiving, backups, security, authentication, monitoring, telecom, etc. All of these can be services and can be rendered on premise and off premise.

You can see that there is a relationship between QST and XaaS. QST is XaaS but taken down to the lowest possible part that provides a usable resource. XaaS is an opportunistic concept where you break down and create a service out of something that is common and reusable and make it agile and easy to integrate into. QST requires that you treat everything we have and do as a service. There is also better transitivity of service levels and qualities. In QST, the lower level services inherited the quality and availability characteristics of the services above them. When performing architectural functions, this saves a large amount of time determining where can we place an application and if an existing shared service can handle the new application/service? XaaS might suggest moving a service like a shared drive to an external provider. QST would suggest moving all end-user activates that can be moved to a third party or consolidate.

The next concept that I found that comes from QST is the idea of what I define as mobility boundaries. A mobility boundary is a grouping of services that, when grouped as such, can be moved from one location to another. The location can be another data center or even a cloud provider. When you apply QST and group the services correctly, mobility boundaries are easy to identify since everything is a service and you have identified all the dependencies. If the correct attributes are collected and identified, the mobility boundaries can be made more complex. For example, an application might use a shared database. You have identified, because of the service object attributes, the performance levels required for the database service. You could have the database

service in a separate mobility boundary if, when it is moved, the performance rendered to the applications using it are within specs. This means you can have web servers in the cloud and database servers' on premise. That was a simple example, but what if you want to consolidate databases to a central site to further enable the use of big data? If you use the principles of the theory, this can be accomplished safely. You can also use this concept to move services groupings to other locations temporarily while maintenance is occurring.

CLOSING

What was presented to you in this article was just a theory. Its purpose, like all theories, is to generate conversations and motivate research in the area. Further research should be done to solidify the methodology proposed or integration of the methodology into enterprise architecture frameworks. The introduction of the VDC, virtualized data center, revolutionized architectures of data centers everywhere in the world. The next evolution is to look at your enterprise and not just think of services that fit nicely into a service catalog, service catalogs are a must by the way, but view everything within the data center and even the organization as a grouping of smaller services. This will enable you to take advantage of new services externally and also provide much more agility within your EA designs. In a future issue, we'll discuss the quantum theory of business services and how the two theories tie together. **A&G**

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By Mohan Babu Krishnamoorthy

The practice of enterprise architecture (EA) continues to evolve as architects get recognized for enabling business strategies in their organizations. To ensure that their artifacts deliver specific outcomes, enterprise architects need to be engaged with business stakeholders and their funded initiatives. Such engagement needs to be governed by the organization's processes that include technology and architecture governance. This article examines the right sizing of an Architecture Review Board (ARB) in the context of effective architecture governance that starts with the "What," "Why," and "How" questions:

- **What**

- What is the purpose or charter of architecture governance?
- What decisions must be made to ensure: a) usage, b) consistency, and c) effective introduction and implementation of architectures and architecture assets?

- **Why**

- Why does the organization need architecture governance now?
- What is the trigger? Understand the trigger for designing architecture governance. For example, TOGAF (section 47.3) highlights several triggers including a new CIO, merger or acquisition, and significant business change, among others.

- **How**

- How and when should people engage an enterprise architect?
- How will architecture decisions be made and monitored? (In other words, how do we ensure realization of enterprise architecture?)

Enablers for Right-Sizing the ARCHITECTURE REVIEW BOARD



The benefits of architecture governance—the "What" and "Why"—are well documented in the context of IT governance, but the setup and sustenance—the "How"—continues to be reviewed in articles, blogs, and forums.

CASE IN POINT: REDESIGNING ARCHITECTURE GOVERNANCE

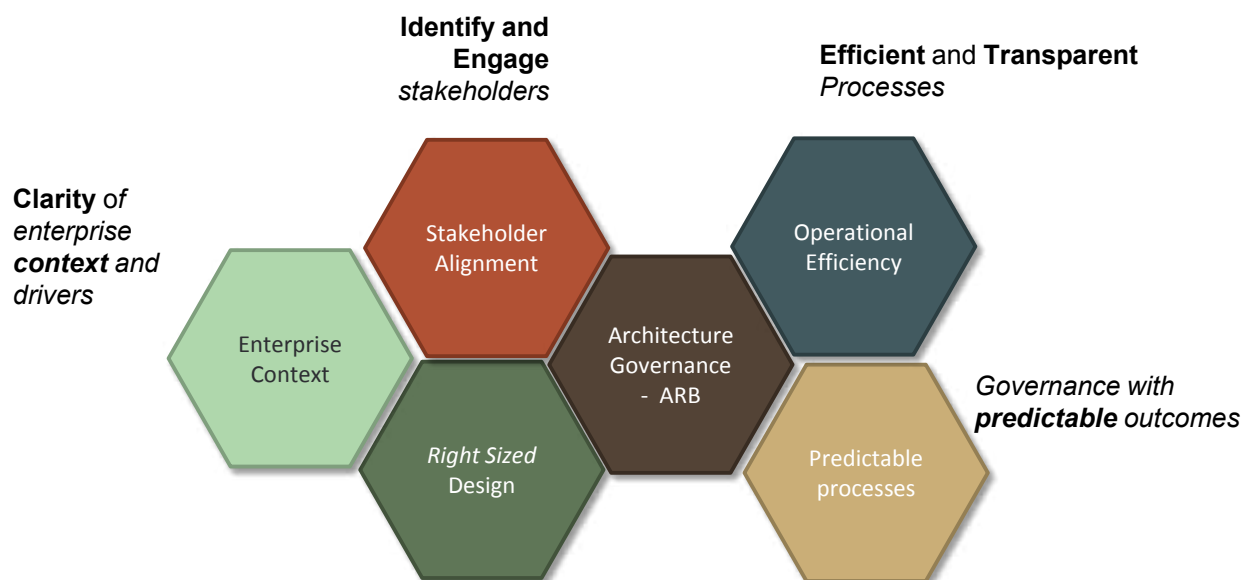
Among my first tasks after joining the EA team at a multinational agri-business company was to redefine the ARB, an assignment triggered by a review of our enterprise architecture program.

Some of the key learnings from this experience have also been captured in the framework (figure 1) driving the discussions in this article. The simple and transparent design of the ARB led to a buy-in from global teams with minimal resistance. Focusing ARB reviews on significant initiatives led to optimization of time spent on reviews.

The result: A cadence enabled by a pre-published schedule for architecture review and approvals replaced the ad hoc design review meetings. The use of a com-

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Figure 1: Enablers for Right Sized Design of ARB



mon calendar fostered a sense of community among the geographically distributed team working across time zones. We also adopted a few simple techniques like the use of common review templates to minimize overhead. A tiered review model focused on review of complex programs, especially those introducing new technology and services, ensured delegation of smaller projects to a “self-governed” model.

The key enablers that lead to predictable processes of architecture governance include an understanding of the Enterprise Context, Stakeholder Alignment, and Right Sized Design (figure 1).

ARCHITECTURE GOVERNANCE IN CONTEXT

The architecture review process should coexist with corporate governance and control processes. Enterprise architects engage with business and technology stakeholders to influence business strategies and translate actionable insights into functional and technical road maps. These road maps are used to guide business-funded projects and programs.

Architecture governance coexists with other processes in the organization. Identifying and aligning with stakeholders is critical to the successful rollout of an ARB and should address the key question: “How can

the ARB and Enterprise Architects help me?”

The size of the organization, geographies of operation, and number of branches and offices will also influence the governance requirements. An ARB may be just one of the many compliance processes in an enterprise, and minimizing the overhead of end-to-end processes by designing the ARB to coexist with other processes will ensure buy-in and continued sustenance. A few key benefits of having an ARB embedded with organizational governance include:

- Provides transparency of decision making: ARB designed as a forum to facilitate architectural review, discussions, and agreements.
- Highlights architecture risk by enforcing the architecture principles and best practices during reviews.
- Ensures project alignment with predefined road maps to enable long term strategies.
- Aligns budget and spending across projects. This may include alignment of projects rolling out similar processes or technologies across business divisions.
- Promotes better understanding of the end-to-end portfolio.

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ESTABLISHING AN ARB

Here are some practical tips, based on my experience in review and redesign of ARB:

- **Define the scope of the ARB clearly.** Large organizations may have more than one architecture and design process that supports regional and functional business units. One should clarify the scope and span of influence of the ARB, especially in the context of:
 - Geographic span of operations—regional/business unit vs. global operations
 - Area of focus for reviews—technical- or process-centric focus
- **Identify ARB attendees.**
 - Distinguish between core attendees (those who will attend all meetings) and invitees (people who can contribute to review of a specific topic)
 - Identify a meeting chair (facilitator) who will manage the ARB process including agenda, conduct the call and steer discussion, and adhere to time allotted. The chairperson should be knowledgeable on architecture processes
- **Communicate on recurring meetings and cadence.**
 - Pre-publish calendars with recurring meetings for architecture reviews. This will ensure quorum of attendees.
 - Publish an agenda with the review schedule. It may be practical to update the agenda closer to the meetings. This ensures the most relevant programs and proposals are reviewed.
 - Recognize global time zones. Large organizations may be geographically distributed across time zones, and teams may have to agree on a common time.
- **Create predefined rules of engagement.**
 - Agree and publish the simple rules of engaging ARB (e.g., do all projects require an ARB review or only projects that meet a set of criteria?).
 - Determine voting procedures. Do core team

members have a “vote” during review of a solution or design? If so, agree if they also have a “veto.”

- Clarify in the rules of engagement what happens if an exception to architecture guidelines or principles is noted during review.
- Publish minutes and actions after meetings. The minutes and actions are also a written record for reference and may serve as inputs to other governance processes (e.g., has architecture approved this project?).

CONCLUSION

An architecture review board is a consultative forum that should be designed to bring together subject matter expertise to guide and consult with projects and programs. The design of an ARB should be based on an understanding of the enterprise context and stakeholder requirements and should ensure that the artifacts and results produced by enterprise architects enable stakeholders to deliver specific business outcomes. The ARB should also be a forum to review proposals and highlight architecture risks. As with most other processes in an organization, the review and refresh of an ARB should be a continuous process that accommodates periodic changes in the organization and its operating environment. **A&G**

MOHAN BABU KRISHNAMOORTHY is an enterprise IS architect at Syngenta, in Greensboro, North Carolina.

He has nearly 18 years of experience in technology management and in applying IT to improve organizational effectiveness. Having lived and worked in the US, UK, Switzerland, Canada, and India, he has gained an international perspective on business and society, along with an ability to think through complex problems. He is the author of a book on globalization, *Offshoring IT Services: A Framework for Managing Outsourced Projects*. He can be reached at mohan@garamchai.com.



A CASE STUDY

Leveraging Enterprise Architecture to Drive IT Service Cost Transparency

By Tim Pietro

Like so many other companies, VMware is on a long-term journey to transform how IT delivers services to our line of business partners. Before I lose everyone with what at first blush sounds like elevated nonspeak let me explain further. The goal of our IT organization is to evolve to the point where how we manage IT exactly matches how our end users experience IT. No one inside or outside of our company actually consumes a server, a network switch, or a storage volume directly. Rather employees consume services such as e-mail while external customers experience IT in things like order processing or working with our VMware.com website.

There is much more to our transformation story than simply organizing around services, but the focus of this article is to highlight the invaluable role that enterprise architecture solutions can play in both the initial design of services and the ongoing operationalization of those same services. The genesis of our current focus on service definition has been our IT Business Management rollout. As part of my role as the owner of VMware's IT service management transformation, I have been leading an effort to adopt vRealize Business Management (see figure 1) as the technology solution that allows us to achieve full transparency over the cost of IT services. While not talked about nearly as much as things like automating the life cycle of services; achieving full cost transparency should be part of any program focused on transforming the way in which IT delivers services to the business.

DEFINING SERVICES WITH EA TOOLS

The path we traveled in terms of defining services first involved reorganizing IT into 11 core IT functions. Over a series of several months, the IT leadership team, including our CIO, met to review how we were organized and how that organization served the end goal of delivering well-defined technical services that then contributed in some fashion to a higher level abstraction of business services. Once the 11 core IT functions were defined, the hard work of further defining the technical services that were delivered across IT started.

There are so many activities that teams perform with so many interdependencies that distilling all this activity down to a set of technical services at first seemed overwhelming. To help, we leveraged the BOST Toolkit™. You may already be familiar with the framework that is part of the toolkit, but for those who are not BOST is an acronym that stands for Business Operations Systems

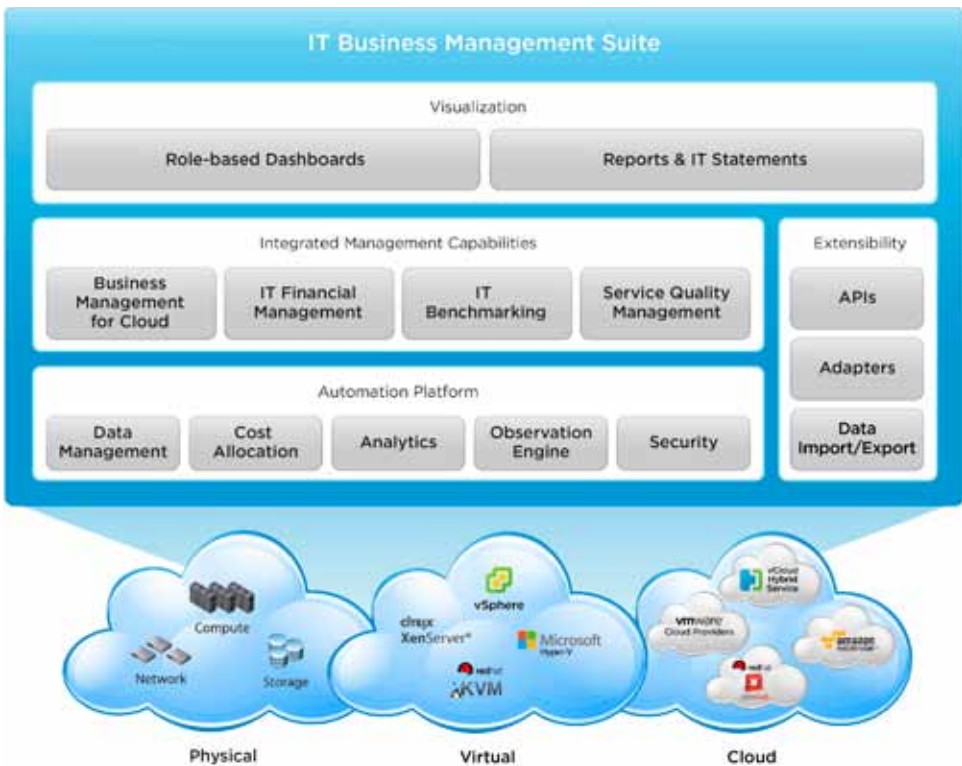
and Technology. The framework addresses enterprise architecture considerations of blueprinting an organization from different points of view in order to understand how a unit functions today in order for a team to better understand the opportunities to optimize for the future.

The BOST framework (see figure 2) allowed us to map the relationship between all functions and in the process to discern and define the technical services that are generated by the 11 functions. As a result of this process, 40 technical services were identified. The benefits to an IT business management initiative of having this



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Figure 1

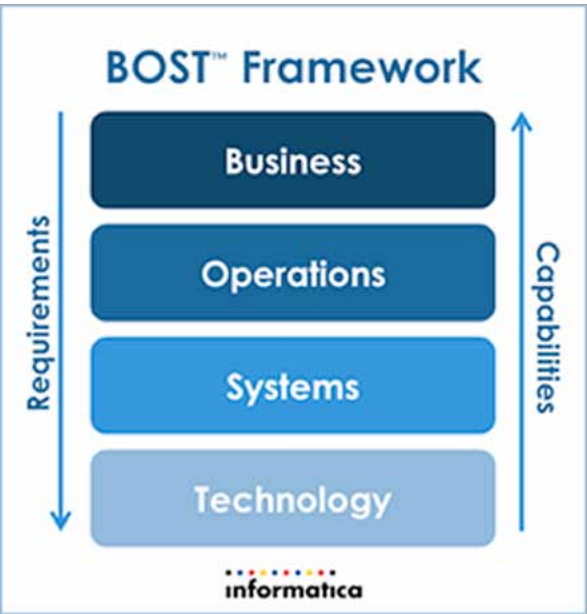


level of transparency into how IT works are numerous. First, it provides a strong basis for building out a cost model that accurately reflects both cost pools and the relationship of these cost pools to the technical services for which costs must be attributed. The level of detail and the defined flow of activities across teams also helps in designing an architecture that allows for ongoing metering of costs and user consumption across the services that IT delivers.

Being able to accurately capture both costs and consumption is critical to the successful rollout and long-term sustainability of any IT business management initiative. Remarkably, as critical as it is to develop this level of transparency around IT operations in order to effectively meter costs and consumption, it is also an area where many organizations stumble badly. They do that by taking a piecemeal approach rather than starting with a “big picture” view and, as a result, plant the seeds for heartburn and heartache to their initiative downstream.

Often the failings of this step are not fully realized

Figure 2



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or appreciated until months later when the organization struggles to achieve a credible allocation of costs to services that can stand up to the scrutiny of line of business stakeholders who question the validity of the costs that are being attributed to their organization. Defining an architecture that allows for the proper collection of both costs and consumption is critical but equally hard to do. Leveraging solutions like BOST can definitely improve the odds of successfully accomplishing those objectives.

ANSWERING AN AGE-OLD QUESTION WITH EA TOOLS

In any service-oriented effort there are two early and thorny problems IT teams are forced to confront.

1. The first question is: “Where do services come from?” Embedded in this question are other questions such as “Who decides?” and “What process is used to decide?” Hopefully the last section gave you a good sense of how we at VMware tackled that problem.

2. A second equally challenging question is: “Where do services live once defined?” This may not immediately be easily understood as a problem. But if you step back and think about it, you’ll see why this is an important question. Once defined, you’ll want every system in IT that needs a view of services to share a single common view of those services.

It’s less than ideal that once defined everything that leverages your service definitions has a different understanding of what makes up the service. For example, your ITBM solution has a different understanding of what makes up services than the systems you use to report on SLAs for those same services. If you have different understandings across systems that should have a common understanding, when you have discussions across IT or between IT and line of business partners around multiple dimensions of a services, you’ll have the classic apples and oranges problem. Inevitably, definitions that

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A CASE STUDY: LEVERAGING ENTERPRISE ARCHITECTURE TO DRIVE IT SERVICE COST TRANSPARENCY

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are not in sync will cause you problems that may also, ultimately, undermine the credibility of the team in the eyes of your business partners.

To solve this problem, we decided to leverage the BOST Portal on the Trous Source® repository as the ongoing source of truth for service definitions, attributes and meta data that needs to be common among multiple IT solutions. So today, our vRealize Business solution for ITBM, our ServiceNow, and our HP Project and Portfolio Management solution all leverage Trous as the single source of truth for all things services. This solution will also serve as an integration hub for service-related artifacts that are managed within one solution but need to be shared with other solutions. The BOST Portal provides the means to link these service definitions to the BOST Reference Architectures and to pick up all planned changes to those architectures and any impact on service definitions. It also connects our IT services to the consuming business functions through the linkages defined in BOST.

SUMMING UP

As mentioned, the outcome of the work done with the BOST framework was the definition of technical services. As part of the same process, the IT team also defined the business services that consumed technical services. With all of this information available, the team took the next logical step of implementing and executing a cost model with vRealize Business. The model is still in early days and will continue to evolve and be refined with an emphasis of fine-tuning both the collection of cost and consumption data. Beyond that we implemented a process leveraging Trous Source that will allow us to keep service-related artifacts in sync across the entire organization. **A&G**

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A&G CALENDAR

Gartner Enterprise Architecture Summit

May 20–21, 2015
London
www.gartner.com/eu/ea

Gartner Enterprise Architecture Summit

June 3–4, 2015
Grapevine (Dallas area), Texas
www.gartner.com/us/ea

CIO Government Summit

August 21, 2015
Baltimore, Maryland
www.ciogovernmentsummit.com/

Building Business Capability

November 2–6, 2015
Las Vegas
www.buildingbusinesscapability.com/

Submit your Calendar Events to editor@ArchitectureandGovernance.com