An Introduction to Informatica’s Approach to Enterprise Architecture and the Business Transformation Toolkit
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Abstract
This white paper introduces the Informatica Business Transformation Toolkit, a formalized framework, best practices, and modeling tools for private sector businesses and public sector institutions. The paper provides an overview of the philosophy, framework, methods, and tools.

The Business Transformation Toolkit has been in development since 1992 through the efforts of Art Caston, one of early pioneers and global leaders in Enterprise Architecture. Informatica has leveraged over two decades of lessons learned through real-world customer experiences to continue to enhance and expand the Enterprise Architecture practice and achieve compelling business results.

Business Transformation Services from Informatica Professional Services offers comprehensive model-based Integrated Program Planning. The services support business and IT planners in client organizations to identify strategic opportunities for business transformation, to define agile solutions for those opportunities, and to then establish and govern transformational programs that deliver real business results.

Informatica uses a unique framework of industry specific Reference Models and elements to deliver complex enterprise planning initiatives. This capability is transferred to clients through the Informatica Business Transformation Toolkit for those clients wishing to adopt the approach as a standard Enterprise Planning capability for future programs.

Introduction
Enterprise Architecture is a capability for using model-based planning techniques to simplify and focus complex decision-making for strategic investments involving significant business change or transformation. Enterprise Architecture delivers opportunity assessments, target architectures, and migration strategies to govern enterprise transformation programs. Business processes use and retain secure & trusted data reducing labor and regulatory cost of non-compliance through data governance.

Value
How does an enterprise prepare to react to changing and unpredictable market and economic conditions, new product opportunities, new channel opportunities, collaborating, merger and acquisition opportunities, systems and technology opportunities?

The Business Transformation Toolkit identifies and defines enterprise capabilities. These capabilities are modularized as reconfigurable and scalable business services. These enterprise capabilities are independent of organizational silos and politics, which provide strategists, architects, and planners the means to drive for high performance across the enterprise, regardless of the shifting set of strategic business drivers.

The Business Transformation Toolkit has a robust Metamodel for the Business View Models of the Enterprise. This Metamodel provides a comprehensive framework in support of Strategy Development.

The Business Transformation Toolkit facilitates building and implementing new or improved capabilities, adjusting business volumes, and integrating with new partners or acquisitions through common views of these building blocks and through reusing solution components. In other words, Better, Faster, Cheaper projects.
Approach

There are two traditional approaches to Enterprise Architecture planning as outlined in below:

![Figure 1. Two Enterprise Architecture Schools of Thought](image)

The *Business Transformation Toolkit* uses a business-driven approach, which involves a rigorous and systematic understanding of the business, modeling target state operations capabilities, and driving changes in systems and technology to achieve the desired outcomes. This same approach can be used for IT-led initiatives such as a systems portfolio rationalization, but nonetheless it starts from a clear understanding of the business impacts that come from simplifying and modernizing applications systems across the enterprise.

The *Business Transformation Toolkit* consists of four key components that embody the approach:

- The **BOST Framework** provides different views of the enterprise through models, elements, and associated relationships built around an underlying Metamodel;
- The **Integrated Program Planning** capability supports the development of reference and target architecture models, assessment of baseline capabilities, identification of transformation opportunities, and creation of migration roadmaps;
- Reusable **Reference Models** accelerates Enterprise Architecture initiatives by providing an evolving set of generic and industry-specific models that identify essential capabilities and relationships that are crucial to value generation; and
- A flexible multi-user **Modeling Tool and Repository** captures the **BOST Framework**; stores associated element attributes; performs matrix analyses; and generates Web and document-based deliverables.
Service Orientation

The service-based orientation applied throughout the BOST Framework is the basis for creating enterprise agility. A majority of the required services are preplanned and managed as modular capabilities. These capabilities can then be assessed based on services provided and service delivery performance. New or changing requirements or shifts in demand are traceable to the affected capabilities.

The BOST Framework

B. The Business View caters to the strategists and planners involved in assessing market opportunities, expanding product portfolios, and leveraging partnering opportunities.

O. The Operations View describes the essential functions of the enterprise and is used to design effective business processes and well-defined organizational accountabilities.

S. The Systems View defines how information management applications are linked to automate business process workflow and transaction management.

T. The Technology View contains the architecture models that are used to design the underlying information technology infrastructure, including user devices that access these applications, the computers that run the applications, and the networks that connect it all together.

![The BOST Framework](image)

Figure 2. The BOST Framework

Integrated Program Planning

*Integrated Program Planning* is a capability targeted at large or complex enterprise initiatives. This capability compliments the traditional Solution Implementation approach which is appropriate for single department initiatives with clearly defined boundaries and a well-defined ROI. Both the *Integrated Program Planning* capability and the Solution Implementation approach may be used in the same enterprise; the former for enterprise transformation initiatives and later for targeted solutions.
Reference Models

The Business Transformation Toolkit uses Reference Modeling as the starting point for Enterprise Architecture. Reference Models are generic representations of capabilities. The components in these Reference Models provide taxonomy for all related enterprise architecture steps. Regardless of how often a capability is used or exists across the enterprise, it is represented once and only once within the reference model. Reference Models show linkages and inter-relationships within and across models. For example the Service Function Models in the Operations View are linked to the Information Models in the Operations View through the representation of create and use relationships. Finally, these relationships identify Systems Families in the Systems View.
Shareable Repository

The Business Transformation Toolkit is a flexible modeling tool and repository that contains all of the models and components represented in the BOST Framework. The tool and repository are the mechanisms used to convey the reusable Reference Models.

Figure 5: Conceptual Model

Figure 4: Example Retail Industry Service Function Model
Role of the Enterprise Architecture Team

This Enterprise Architecture team requires that the production of architectural deliverables and resulting governance processes have a single point of coordination and accountability.

The typical Enterprise Architecture Core Team consists of an overall manager who also can perform the role of Master Architect who oversees the change program to adopt framework and staff and manage the Enterprise Architecture Team.

The initial Enterprise Architecture team size may range from 6 to 10 key people. As the organization’s use of enterprise architecture expands, so does the need for delegating accountability for the creation and management of specific capability area diagrams. This usually results in the enterprise architecture team to grow to as many as 30 to 50 people in larger organizations with a more mature EA practice.

A number of these additional staff are SME’s that will be involved in the development and review of Enterprise Architecture deliverables, but they are usually drawn from existing Business and IS/IT organizations that may be dispersed throughout the enterprise.

The Lead Business Architect takes ownership of the Business View and provides guidance and leadership to the Capability Area Architects. The Capability Area Architects are responsible for the Operations and Systems Architectures for their assigned Capability Areas. They will in turn form small teams to assist in producing the various deliverables at the different stages of a program as well as establish review teams for participation in workshops and walk-throughs. This capability area approach works very well in combining the operations needs and opportunities with the corresponding system capabilities and opportunities, bringing the systems community into operations planning and vice versa.

The Lead System Architect supports the Capability Area Architects in development of Target Systems Architectures, and, in particular, the use of Integration Systems. This role also includes integrating common system requirements for Technology environments and middleware for resolution with the Lead Technology Architect.

The Lead Technology Architect is responsible for the Technology View deliverables. The development of Technology Service and Device standards is usually done in conjunction with SMEs drawn from the IT organization for the different technology areas.

The Enterprise Architecture Methodologist becomes the in-house expert on the team, understanding the Framework, Models and Methods and how to use the advanced features of the Toolkit to produce custom reports, web publishing, matrices and queries.

The Systems Administrator is responsible for managing the Toolkit’s Operations environment. This includes assigning User IDs and Passwords, overseeing back-up procedures and regular report or web generation activities as well as resolving or reporting any operations problems or issues. This role also includes providing maintenance of the contents of the diagrams, items and attributes in support of the Capability Area Architects and other users to ensure consistency and quality of models.
Expectations from Informatica’s Business Transformation Toolkit

An organization’s Enterprise Architecture practice affects everyone who is involved in assessing, planning, and designing business transformation opportunities and solutions which no longer limited to the IT organization. There are three areas of contribution: Service delivery, program governance, and business alignment represent increasing levels of maturity and capability of an organization’s Enterprise Architecture practice.

There are three ways in which the Business Transformation Toolkit contributes to the goals of senior management and the Enterprise Architecture practice.

1. By improving the Service Delivery of the IT function through
   a. Mapping IT resources and the functions they perform;
   b. Rationalizing those IT resource, addressing problem areas; and
   c. Establishing a service orientation to IT delivery.

2. By providing more effective governance of IS and IT programs through
   a. Ensuring that all programs are identified and scoped as to the capability areas;
   b. Establishing baseline and target architectures for all impacted areas for all programs;
   c. Determining the appropriate migration strategies; and
   d. Conducting compliance reviews and consultation at critical program development stages.

3. By aligning IS and IT programs with changing strategic needs of the business through
   a. Capturing changing business requirements and related strategies;
   b. Defining high-level requirements and using the business and operations models to identify and prioritize the functions;
   c. Creating related target architectures, migrating strategies, roadmaps, and business cases.
Related Documents

An Introduction to the BOST Framework and Reference Models
This white paper introduces the BOST Framework and generic and industry-specific Reference Models; two components of the Informatica Business Transformation Toolkit.

An Introduction to Integrated Program Planning
This white paper introduces the Integrated Program Planning capability, a component of the Informatica Business Transformation Toolkit. It describes how to use the BOST Framework and Reference Models as a capability-based planning approach for either a specific transformation opportunity or in the context of an ongoing Enterprise Architecture program.

About Informatica
Informatica Corporation (Nasdaq:INFA) is the world’s number one independent provider of data integration software. Organizations around the world rely on Informatica to realize their information potential and drive top business imperatives. Informatica Vibe, the industry’s first and only embeddable virtual data machine (VDM), powers the unique “Map Once. Deploy Anywhere.” capabilities of the Informatica Platform. Worldwide, over 5,000 enterprises depend on Informatica to fully leverage their information assets from devices to mobile to social to big data residing on-premise, in the Cloud and across social networks. For more information, call +1 650-385-5000 (1-800-653-3871 in the U.S.), or visit www.informatica.com.

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