

The Role of Business Capabilities in Strategic Planning

Sneaking up on Quality

Using Business Architecture in a learning corporation



Credits

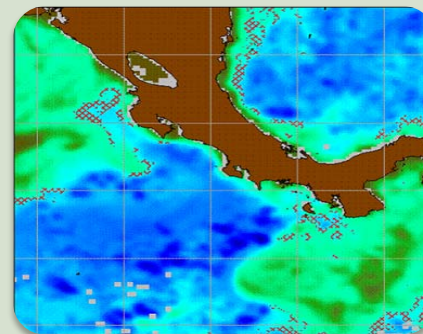
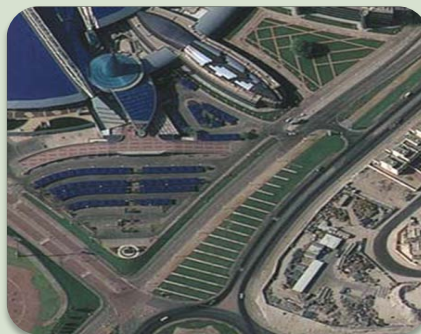
- The Open Management Group, Business Architecture Special Interest Group
 - <http://bawg.omg.org/>
- **Business Architecture Overview**
 - Business Architecture defines the structure of the enterprise in terms of its governance structure, business processes, and business information. In defining the structure of the enterprise, business architecture considers customers, finances, and the ever-changing market to align strategic goals and objectives with decisions regarding products and services; partners and suppliers; organization; capabilities; and key initiatives.
 - Business Architecture primarily focuses on the business motivations, business operations and business analysis frameworks and related networks that link these aspects of the enterprise together.
 - In order to develop an integrated view of an enterprise, many different views of an organization are typically developed. The key views of the enterprise within the business architecture are:
 - 1) the Business Strategy view,
 - 2) the Business Capabilities view,
 - 3) the Business Process view,
 - 4) the Business Knowledge view, and
 - 5) the Organizational view.
- **Future-State Business Architecture** provides new alternative strategies for accomplishing the organization's business vision. It considers current business processes, resources, cultural impact, and constraints. These new business models may require in new processes and supporting information or they may result in changes to existing processes or improvements to information.
- Defining Requirements for a Business Architecture Standard 2/22/2010
- Business Architecture: Scenarios & Use Cases 4/23/2008

Our concept

- GeoEye uses a holistic approach to manage its Enterprise Architecture as it grows and expands its product lines and services
- This approach aligns closely with our ISO 9001:2008 quality system
- Just in time changes
- Learn what works (What, Who, When, Where, Which and How) and Why

What We Do

Our mission is to enable
Timely, Accurate and Accessible Location Based Products and Information

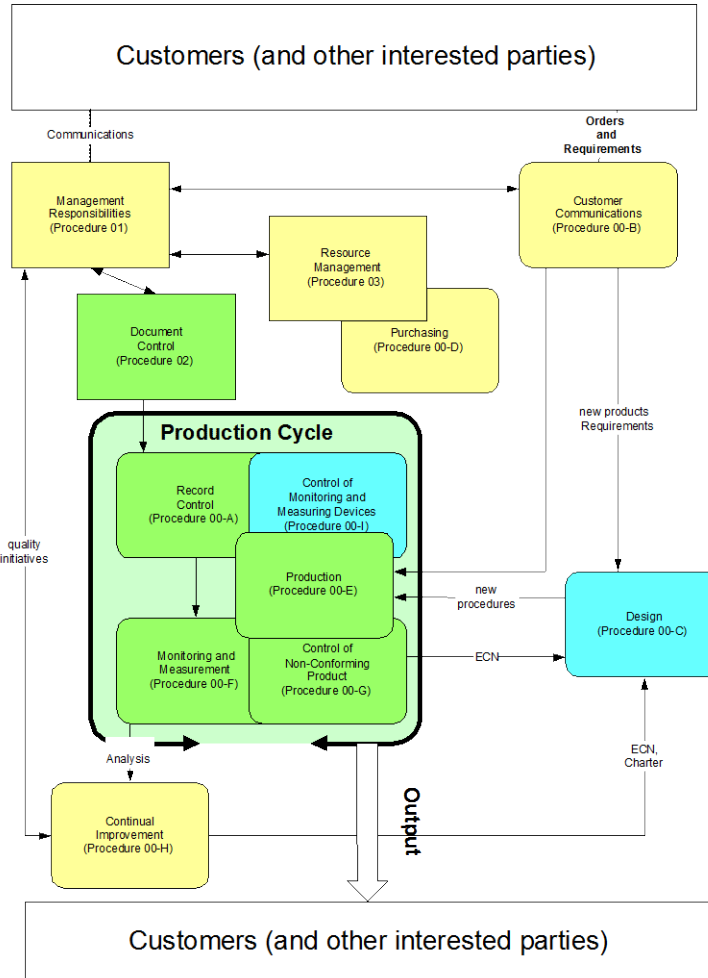


Satellite &
aerial
***Imagery
Collection***

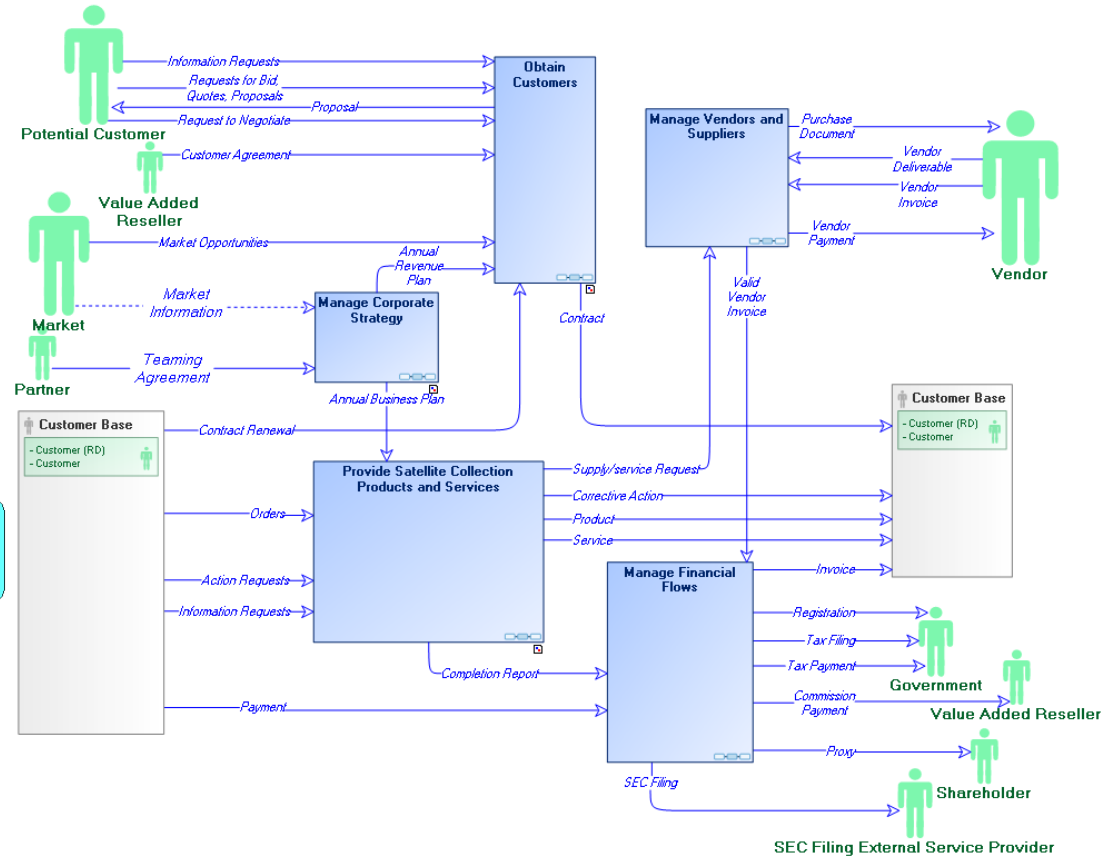
Precision
geospatial
***Production
Services***

A provider of
location based
***Information
Services***

GeoEye Interaction



GeoEye Business Model - GeoEye Business Processes



Our Value Scale

- Life Cycle Assessment
 - Investment
 - System Operations
 - System Retirement
 - Business Process Impacts
 - Tangible
 - Intangible
- “Whack a mole” test
 - Solutions should not create greater problems in the enterprise
 - We may sub-optimize local processes to achieve an optimal enterprise outcome

Methods and Approaches

- Document Governance
- Risk Management
- Production Change Management
- Pyramid Model to identify coordination points
- Quality System and Internal Audits

The Pyramid Model

- Guidance within “pyramid” belongs to organization (empowerment)
- Guidance impacting other “pyramids” belongs to the enterprise (coordination governance)
- Risk Management versus Value Scale (operational risk guidance)



Our Environment

- Defining Enterprise Architecture (EA) and Business Architecture (BA)
- The Business Architecture ecosphere:
 - Enterprise, information, technology, security and policy architectures
- Business Architecture mission, deliverables, and target groups

Our Architectures

- The **Business Architecture** defines the business strategy, governance, organization, and key business processes.
- The **Data Architecture** describes the structure of an organization's logical and physical data assets and data management resources.
- The **Application Architecture** provides a blueprint for the individual application systems to be deployed, their interactions, and their relationships to the core business processes of the organization.
- The **Technology Architecture** describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. This includes IT infrastructure, middleware, networks, communications, processing, standards, etc.

Our Business Ecosystem

- Business Architecture ties together a wide variety of perspectives of our ecosystem.
 - Goals, Strategy, tactics
 - People, groups, legal relationships
 - Descriptions, rules, and validations
 - Capabilities and execution methods
- We HOPE to make visualizing our complex internal relationships a reality through Business Architecture.

Our Domains and Repositories

- Document Management
 - Policies, Directives, Standards and regulations
 - Vision Strategy and Tactics
 - Products and Services
 - Security
 - Business Processes
 - Capabilities
 - Information & vocabulary
- Architecture Repository (Mega)
 - Organization units
 - Business Processes
 - Key domain relationships
 - Audit planning data
- Portfolio
 - Initiatives & projects
 - Capabilities
 - Customers & Suppliers
- Ad hoc
 - Metrics & measures
 - Security
 - Customers, Suppliers & competitors
 - Assets

Where We used it

- Merger & Acquisitions
- Business Unit Consolidation
- New product Service Rollout
- Change Management

Merger & Acquisitions

- Acquisition Space Imaging 2006
- Acquisition MJ Harden 2007

- Executive activity
- Business Architecture factors
 - Capabilities & functions
 - New enterprise relationships
 - Reconciliation of business processes and rules
 - Coordinating expectations and risks

Business Unit Consolidation

- Internal Reorganization in 2007 & 2010
- GeoEye as a factory
- Business Architecture Factors
 - Eliminate redundancy
 - Align functionality (eliminate overlaps)
 - Realign responsibilities
 - Map artifacts to redundant data & systems

New Product Service Rollout

- New Imaging Products 2009, New service 2010
- Growing the Business
- Business Architecture Factors
 - Quality Plan elements
 - New external relationships
 - New processes, measures, and interest
 - Realign life-cycle responsibilities
 - Map artifacts to redundant data & systems

Change Management

- Scaling governance to match growth within GeoEye 2006-2010
- Evolving governance needs
- Business Architecture Factors
 - Link functional capabilities and information models to internal and virtual organization units
 - Identify gaps between strategy and capabilities
 - Leverage of existing BA artifacts
 - Drill down views of business and information architectures

Business Architecture Trade-offs



Opposing
Attributes
within our
Objectives

	Speed	Rigor	Maintainability	Security
Enable significantly lower unit costs	↓	↑	↑	
Build a scalable organization		↓	↑	
Reduce complexity in processing business	↑			↓
Maximize common processes	↓		↑	
Provide greater flexibility to change processes based on market changes	↓	↑		
Increase operational efficiency while decreasing opportunity for error	↓	↑	↑	
Link IT initiatives to business process requirement	↓	↑		
Provide the ability to modify the business processes	↑	↑		↓
Allow for a unified view of customer information	↑		↑	↓
Provide access to and analysis of valuable data	↑		↑	↓

Lessons Learned

- Vigilance is the price of Business Architecture
- New staff doesn't know what it doesn't know
- There are no perfect answers
- Leverage all the information that you can
- Data quality has a price

Questions?

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