

Operationalizing “Big Arrow”

**Building Business Architecture
Into the Fabric of Your Organization**



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A detailed electron micrograph of a cell. A large, oval nucleus with a dense, orange-brown texture is the central feature. Surrounding it are numerous small, red, spherical organelles, likely mitochondria, and a complex network of green and blue membranes. The background is a deep blue with some lighter, wispy structures.

We are ...

Proud to be part of an industry
that has helped treat, cure and
eradicate life-threatening diseases.



Pfizer Today

\$49.6

BILLION

revenue
in 2014

55

manufacturing
sites worldwide

175

markets
in which Pfizer
sells products

10

products with
sales greater than
\$1 billion in 2013

260

R&D partner
institutions across
the globe

MORE THAN
77,700

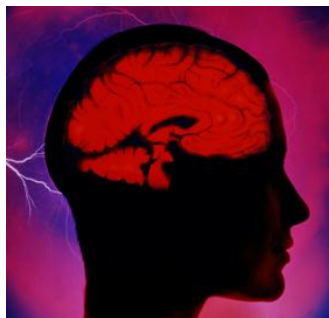
colleagues
around the world



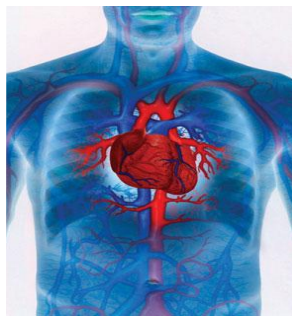
Complexity and Scale

R&D Focus

We focus our resources in disease areas where we have the best chance of scientific and commercial success:



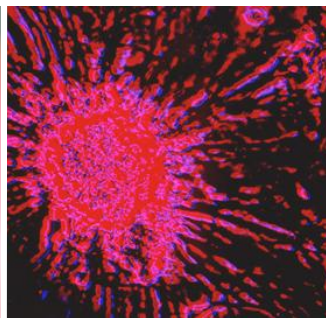
Neuroscience



CVMED



Vaccines



Oncology



**Inflammation /
Immunology**

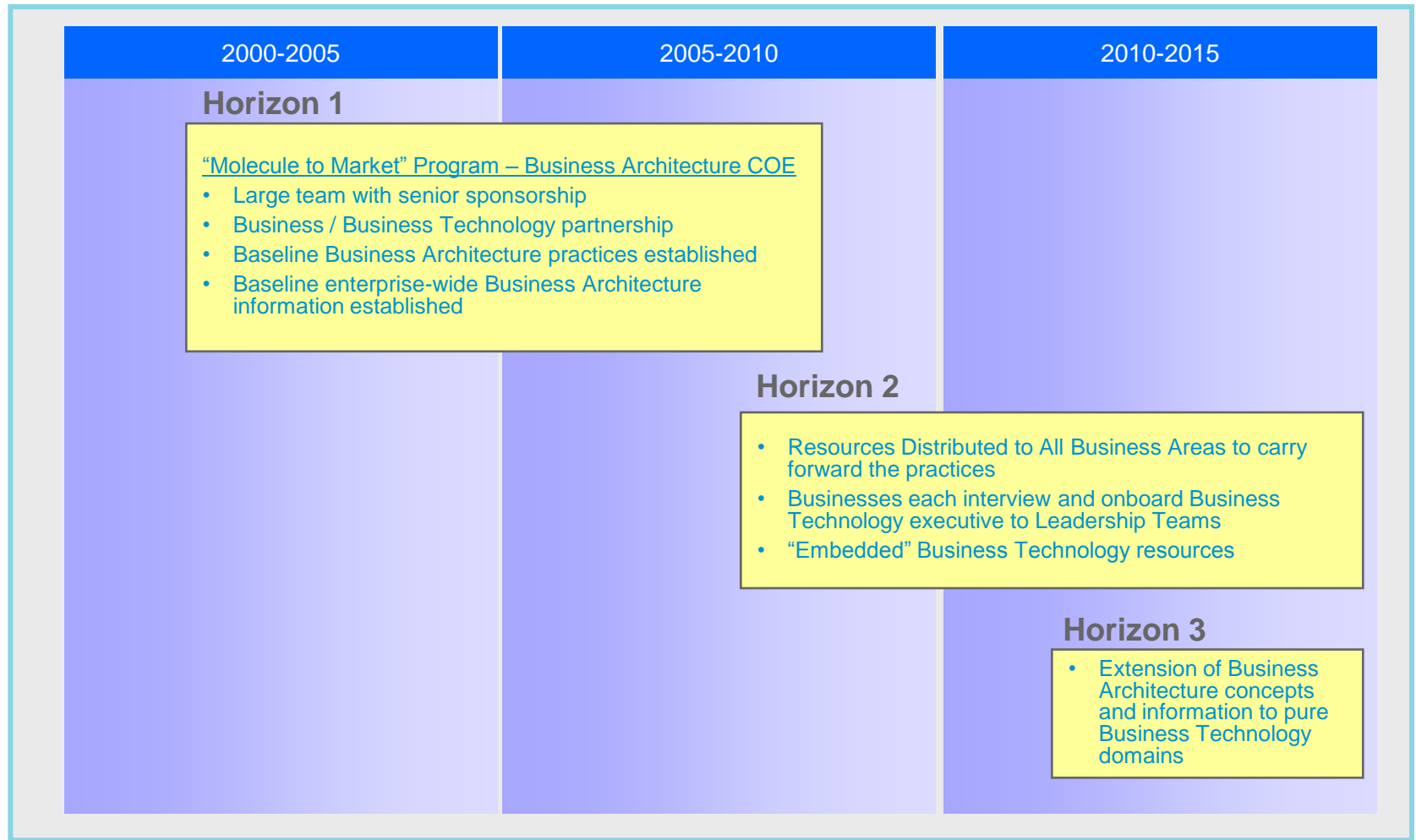
Collaboration is fundamental to our strategy. We have wide-ranging partnerships with other innovator companies, academic institutions and non-governmental organizations. Sometimes we license our compounds to others for development. Other times we share the costs – and the risks and benefits – to develop and market products.



Nothing Stays the Same

Background

Business Architecture at Pfizer



Benefit of a Strong Legacy

Executive Summary

A mature, relevant Business Architecture engages everyone in the organization...

both in creating and maintaining the business architecture through change,

but more importantly, in leveraging it to provide line of sight to the contributions each colleague and each group brings to....



...the Organization's "Big Arrow"

Big Arrow is Enabled by....

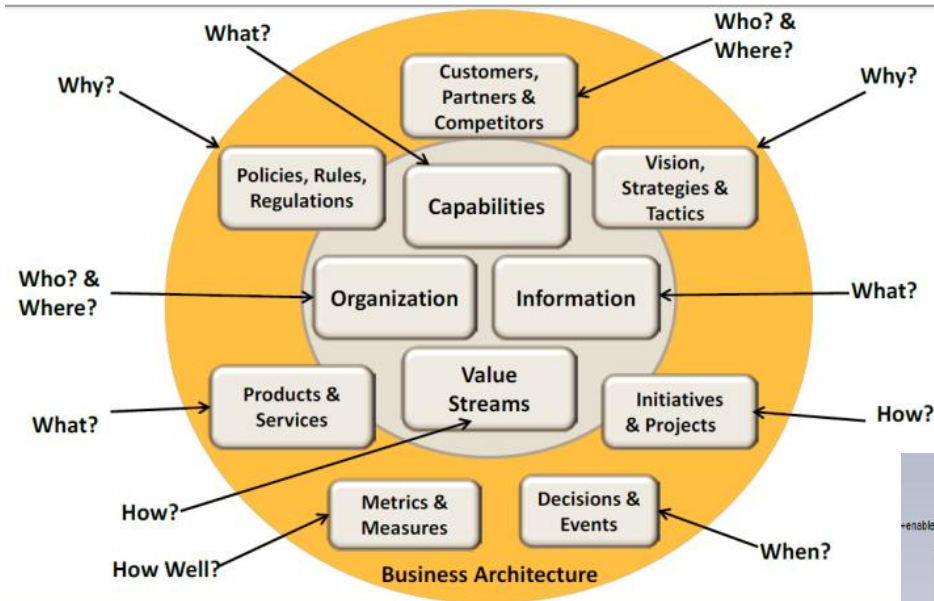
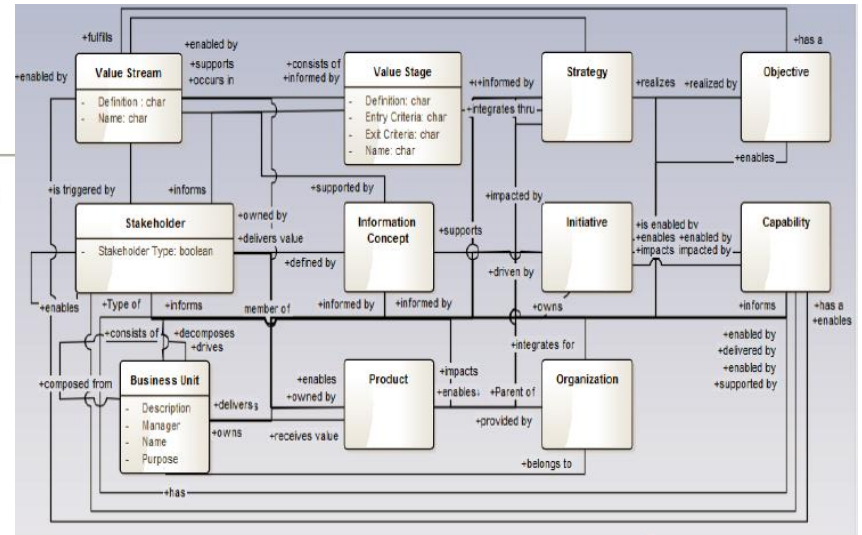


Figure 1.1: Aspects of the Business Represented by Business Architecture



Source: Business Architecture Guild BIZBOK



A Connected, Holistic Business Architecture

Agenda

- I. Enterprise Objective / Problem
- II. Enterprise Authorship / Stewardship
- III. Enterprise Connected / Holistic View
- IV. Enterprise Delivery
- V. Enterprise Use
- VI. Closing Thoughts



Enterprise Business
Objective / Problem

Enterprise
Authorship/
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Example 1: Leadership



How can we bring greater agility to strategic partnerships and desired outcomes?

Example 2: Business Development and Innovation



How can we better anticipate / locate potential demand for emerging trends? How can we understand if anyone in the company has pursued a trend already?

Example 3: Regulatory Affairs



How can we assess enterprise risk consistently and holistically across risk types and drivers?

Example 4: Global Technology Command Center



How can we understand the business impact of technology outages more accurately and quickly? For large outages, how can we triage more proactively?



Look for “Boundary Crossing” Objectives

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

External View:

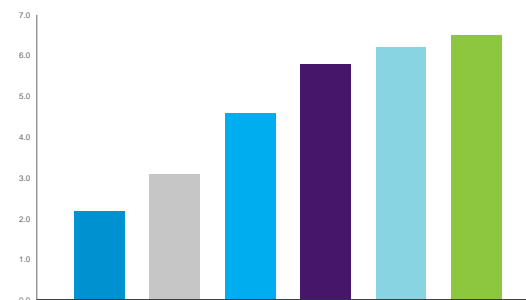
*Tactical Business Delivery
(Development Lifecycle)*



Gap

Internal View:

*Growing Business Architecture
Capability and Knowledgebase*



Results Oriented Architecture (ROA)

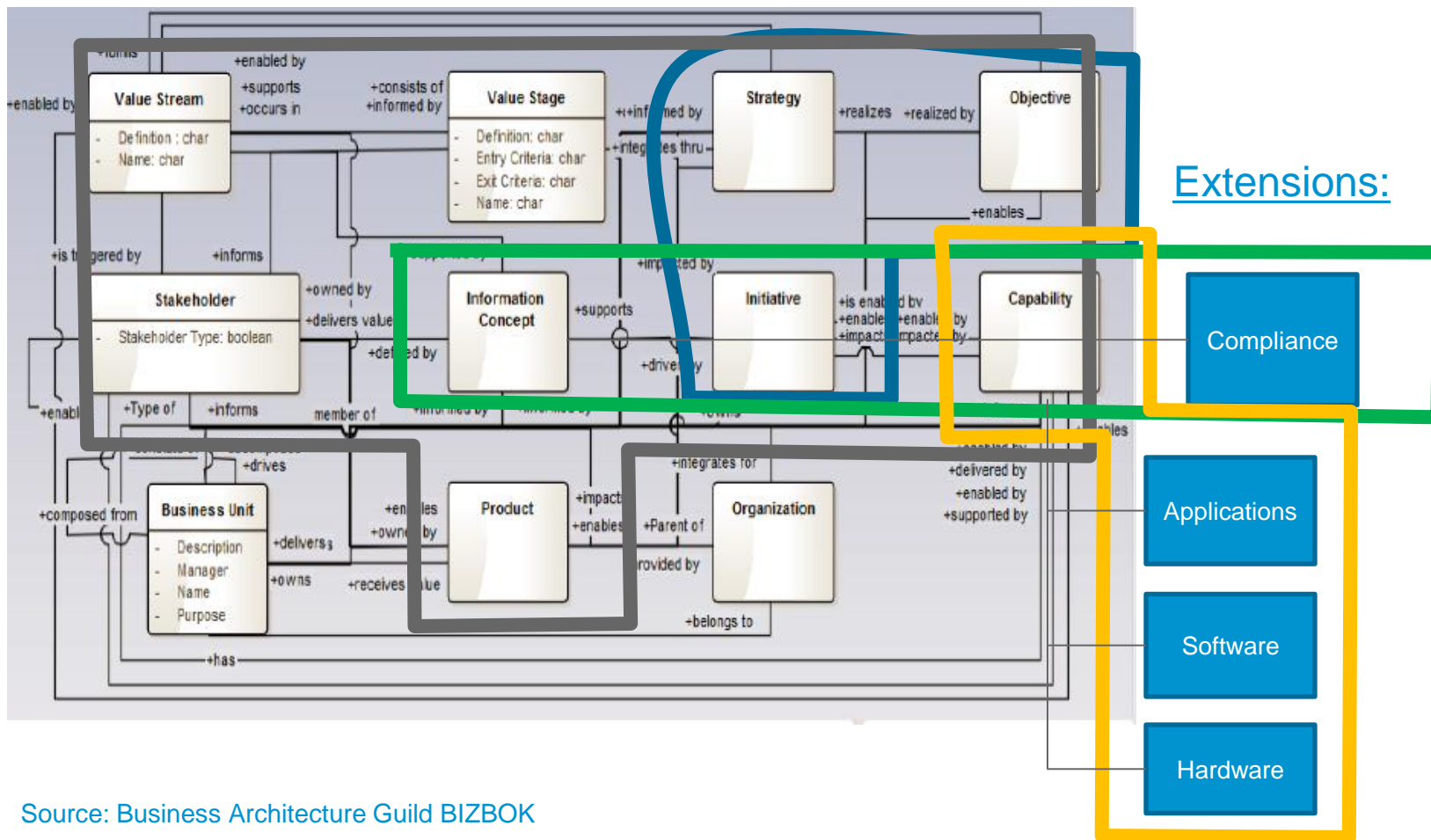
Enterprise
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Use



Source: Business Architecture Guild BIZBOK



“Always Design a Thing...in It's Next Larger Context...”

Source: Eliel Saarinen

Enterprise
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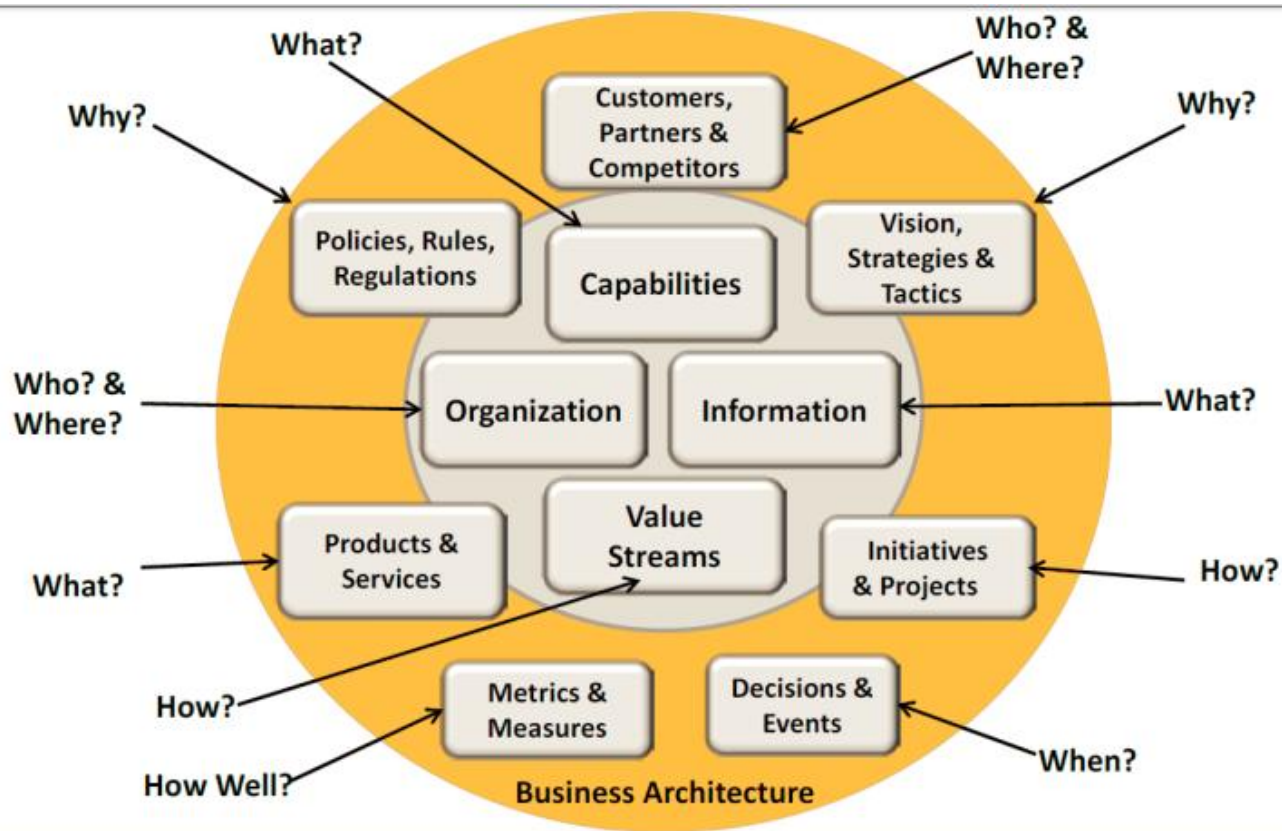


Figure 1.1: Aspects of the Business Represented by Business Architecture

Source: Business Architecture Guild BIZBOK



Step 1 – Master

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

- What is the journey <capability, value stream, org, etc.> makes in the enterprise in its arc from birth to death?
- What are the definitions across the enterprise?
- Who is currently producing and consuming <capability, value stream, org, etc.> ?
- What repositories and solutions are used?

-
- ✓ Appoint Stewards – Shifting from “my use” to “greater good”
 - ✓ Onboard and provide supports to stewards – active governance
 - ✓ Shift all non-appointed producers to consumer status



Insulate the Enterprise from Change

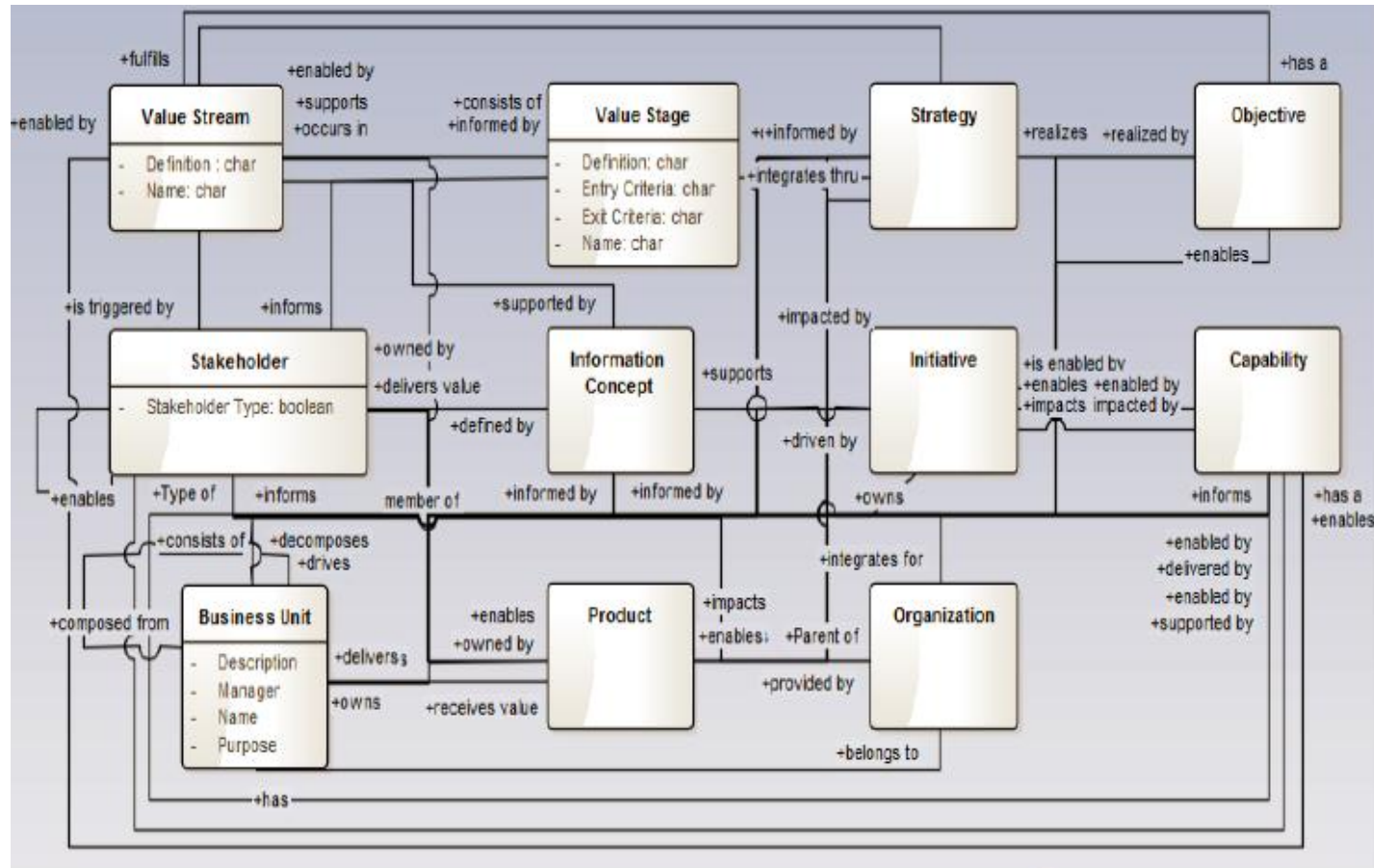
Enterprise
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Source: Business Architecture Guild BIZBOK



Enterprise
Business
Objective /
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Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

- What is the nature of the relationship?
- What is the journey of the relationship in its arc from birth to death?
- Who is currently producing and consuming this relationship?
- What repositories and solutions are used?

-
- ✓ Appoint Stewards – Shifting from “my use” to “greater good”
 - ✓ Onboard and provide supports to stewards – active governance
 - ✓ Shift all non-appointed producers to consumer status



Enabling “Line of Sight”

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Master Data

Solution 1

Cap ID	1234
Name	yyyy
Descr	xxxxxxxx xxxxx
Owner	Carrie Smith
Driver	John Station
Status	Active
Lifecycle	Core

Solution 2

Cap ID	1234
LoDiff	zzzz

Solution 3

Cap ID	1234
Criticality	5
Perf	vvv

Reference Data

Capability

Cap ID	1234
Name	yyyy
Descr	xxxxxxxx xxxxx
Owner	Carrie Smith
Driver	John Station
Status	Active
Lifecycle	Core
LoDiff	zzzz
Criticality	5
Perf	vvv
	•
	•
	•



Easy to Use - Single Point of Access

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Reference Data

Capability

Cap ID	1234
Name	yyyy
Descr	xxxxxxxx xxxxx
Owner	Carrie Smith
Driver	John Station
Status	Active
Lifecycle	Core
LoDiff	zzzz
Criticality	5
Perf	vvv
	.
	.
	.

Data Service
(Get Capability)

Consuming
Solution a

Consuming
Solution b

Consuming
Solution c

.

.

Future Solution 1

Future Solution 2

Future Solution 3

.

.



Easy to Use - Solutions

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Reference Data

Capability

Cap ID	1234
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Status	Active
Lifecycle	Core
LoDiff	zzzz
Criticality	5
Perf	vvv
	.
	.
	.

Reporting and
Visualization Services

Report /
Visualization 1

Report /
Visualization 2

Report /
Visualization 3

Future Report /
Visualization1

Future Report /
Visualization2

Future Report /
Visualization3



Easy to Use - Insights

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
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Delivery

Enterprise
Use

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Owner	Carrie Smith
Driver	John Station
Status	Active
Lifecycle	Core
LoDiff	zzzz
Criticality	5
Perf	vvv
	.
	.
	.

Workflow Services

Workflow 1

Workflow 2

Workflow 3

Future Workflow
1

Future Workflow
2

Future Workflow
3



Easy to Use - Engagement

Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

Enterprise
Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Reference Data

Capability

Cap ID	1234
Name	yyyy
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Owner	Carrie Smith
Driver	John Station
Status	Active
Lifecycle	Core
LoDiff	zzzz
Criticality	5
Perf	vvv
	.
	.
	.

Portal Services

Portal 1

Portal 2

Portal 3

Future Portal 1

Future Portal 2

Future Portal 3



Easy to Use – Perspective



Enterprise
Business
Objective /
Problem

Enterprise
Authorship /
Stewardship

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Connected /
Holistic View

Enterprise
Delivery

Enterprise
Use

Beyond the scope and stakeholders of the objective / problem at hand:

- Other stakeholder groups / perspectives
- Self serve future uses / scenarios beyond what you anticipated



Consider Value Extensions

Other “tools” in the toolbox

Need	Solution
Getting Disparate People on the Same Page	<i>Frameworks and Tools for Decisions and Prioritization at Scale – ex. Analytic Hierarchy Process</i>
Can't Deliver, Can't Succeed	<i>Agile, Capacity-Minded Project Portfolio Management</i>
Rationalization of “Downstream” Divergence	<i>Map and Converge</i>
Leveraging the Collective Diversity	<i>Creative Visioning and Problem Solving</i>
Building Readiness for Change	<i>Change Management Techniques</i>
Scaling of Resources	<i>Influence Without Authority</i>
Distributed Governance	<i>Trusted Advisor</i>



Top 5 Misconceptions About Business Architecture

#1 - What tool can I get for business architecture?

#2 - We need to capture everything first, then we can use it to deliver value

#3 - We need to capture / model everything!

#4 - My group is valuable because people have to come to us to get the business architecture.

#5 - I've captured my business architecture on a computer – we're all set!



Questions?

