

The Business Architecture journey at Huawei: importance of a metamodel



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HUAWEI TECHNOLOGIES CO., LTD.



This is Huawei



A privately-owned Global Company



An Innovative Industry Contributor



An ICT Industry Leader

A Privately-owned Global Company



Broad Portfolio

Carrier Business Group



- Fixed Network
- Wireless Network
- Global Services
- Telecom Software and Core Network
- Network Energy

Enterprise Business Group



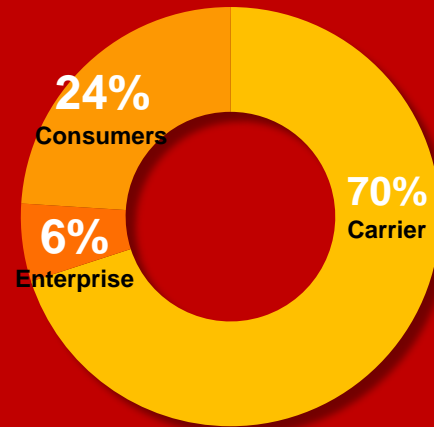
- Enterprise Networking
- Cloud Computing and Data Centers
- UC&C
- Management and Tools
- Wireless

Consumer Business Group



- Smartphones
- Mobile Broadband
- Home Devices

Revenue by three BGs in 2013



Global Footprints

170+

Countries



16

R&D Centers

28

Joint Innovation
Centers

15

Regional HQs



45

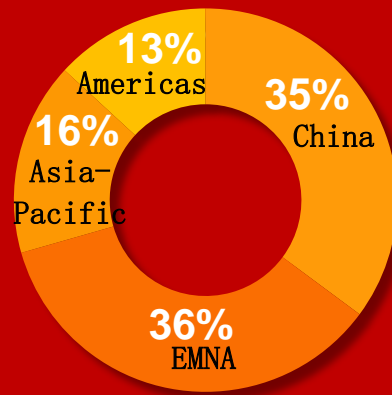
Training
Centers



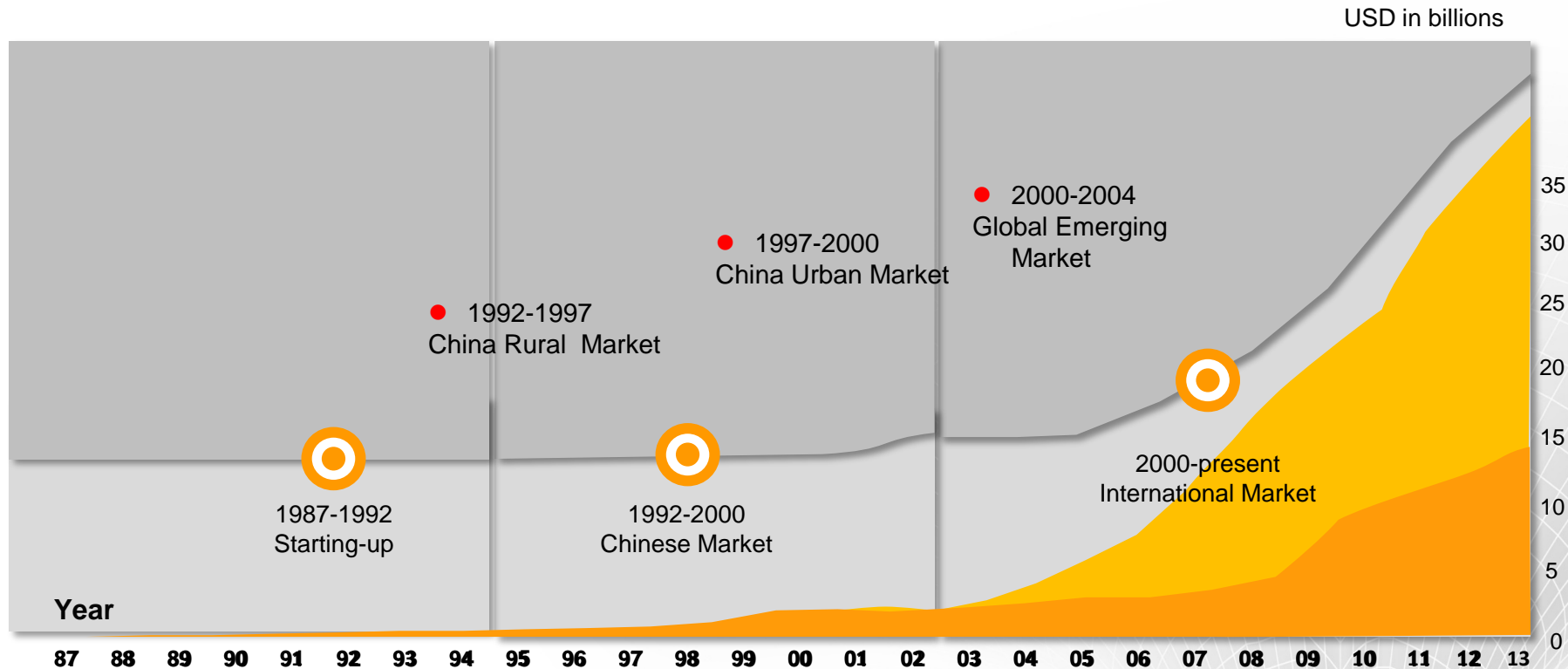
150,000

Employees
Worldwide

Revenue by Geography in 2013

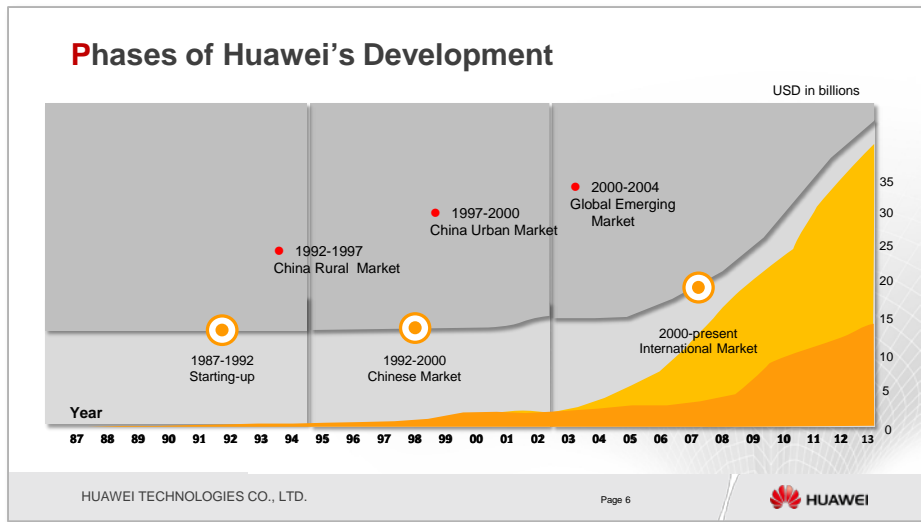


Phases of Huawei's Development



Spectacular growth...

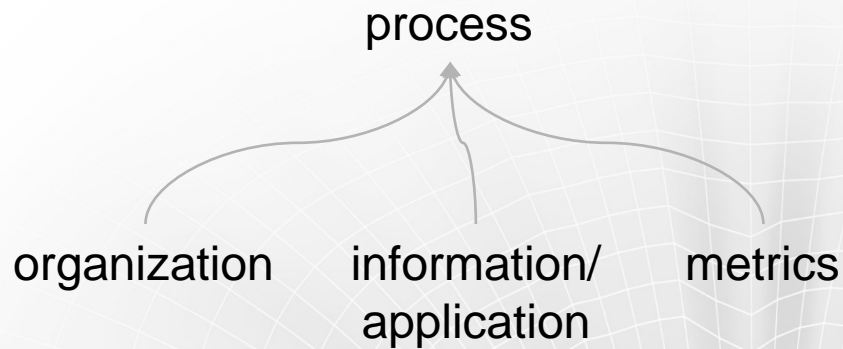
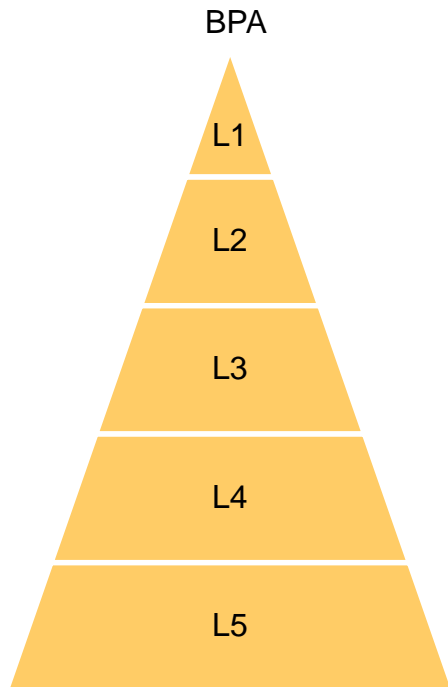
brings challenges



- *Young company*
- *Young population*
- *Fast pace of transformation*

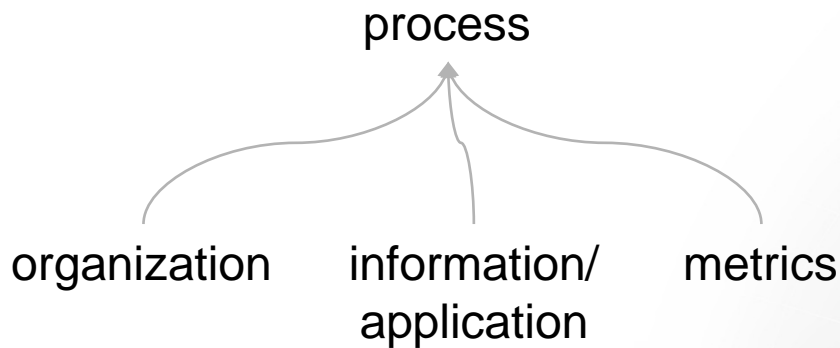
- ⇒ **Established Business Process & IT & Quality, with two missions:**
- ⇒ **Emphasis on business process practice and governance**
- ⇒ **Emphasis on transformation management**

Construction of a structured process framework (à-la APQC) was necessary...



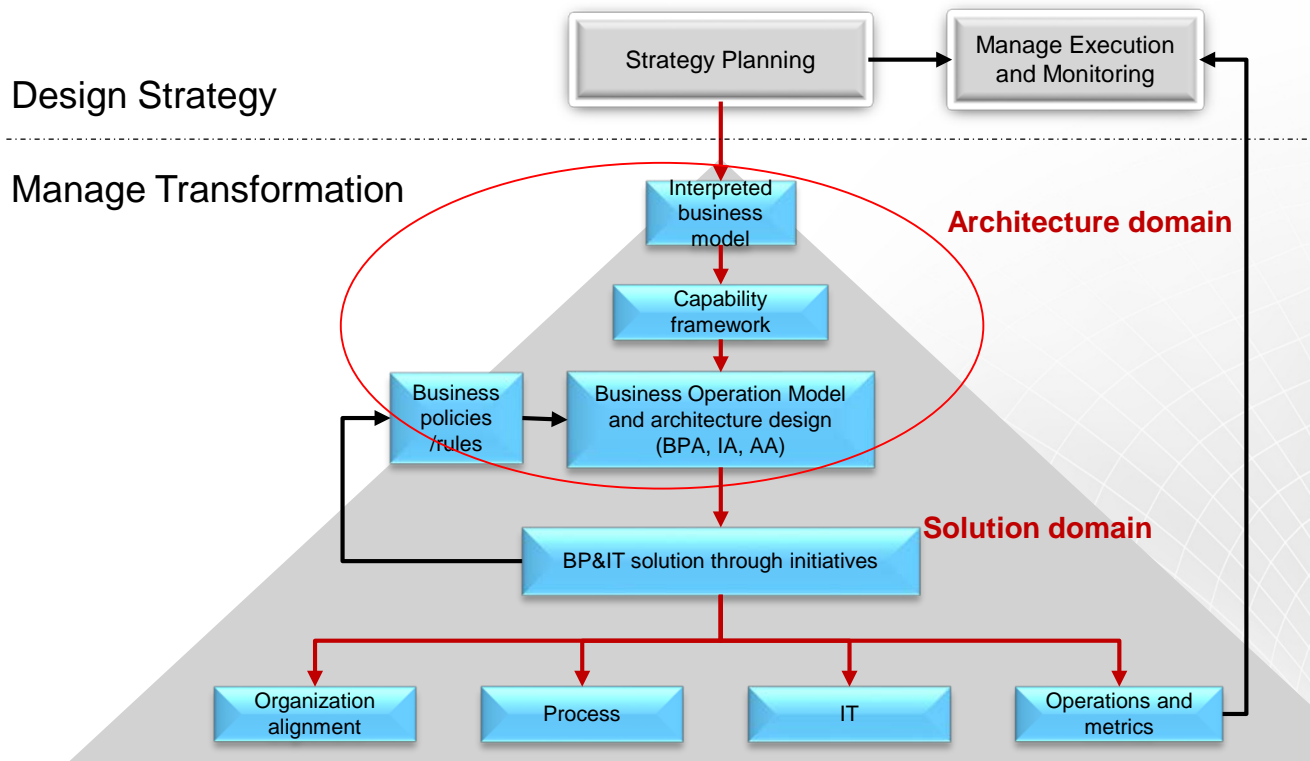
Process became the “point of accumulation” of the whole system.

The structured process framework was necessary... but not enough...



- Process **changes** over time => unstable accumulation point
 - No clear way to reflect end-to-end business across different process **silos**
 - Process design is slow and therefore difficult to **coordinate** with IT design
 - Difficult to engage the business and no obvious link with business **strategy**
- ⇒ Transformation tends to be confused with “pain-point” fix in a “bottom-up” fashion

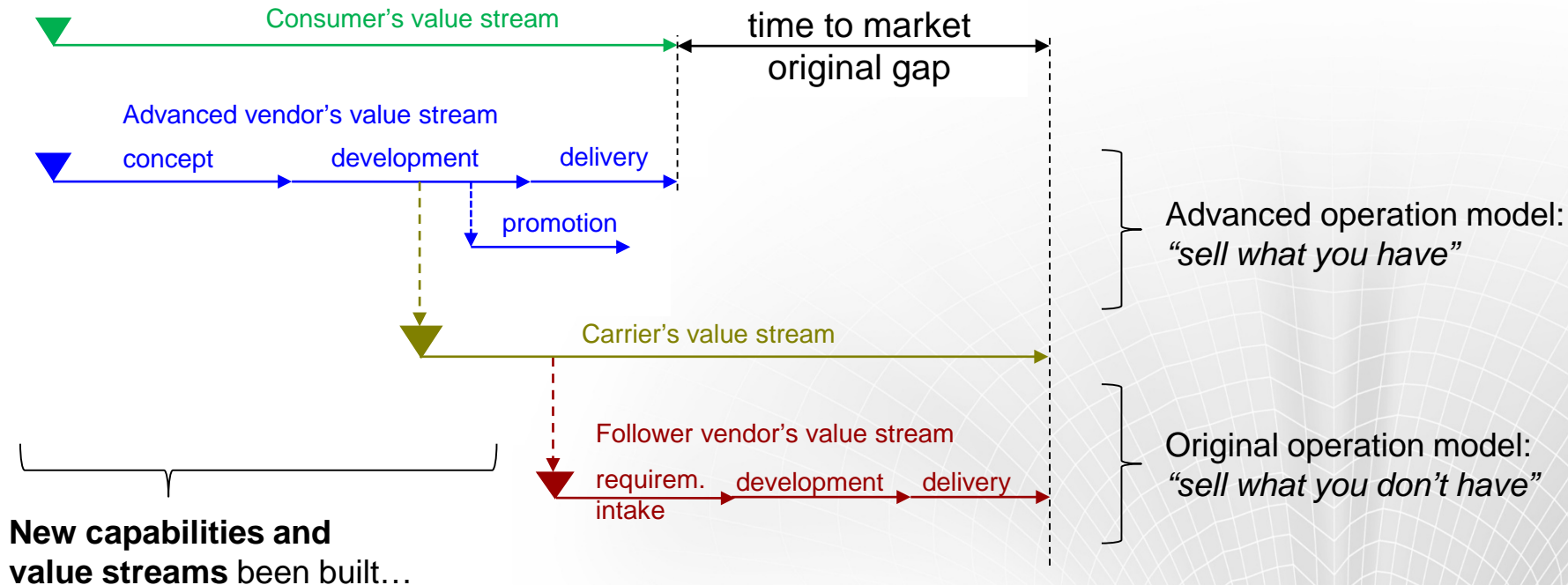
... We needed to establish a Business Architecture capacity



- Anchor architecture to a **stable** reference
- **Holistic** impact awareness
- **Top-down, coordinated** development of process/org/IT
- **Bridge** with business

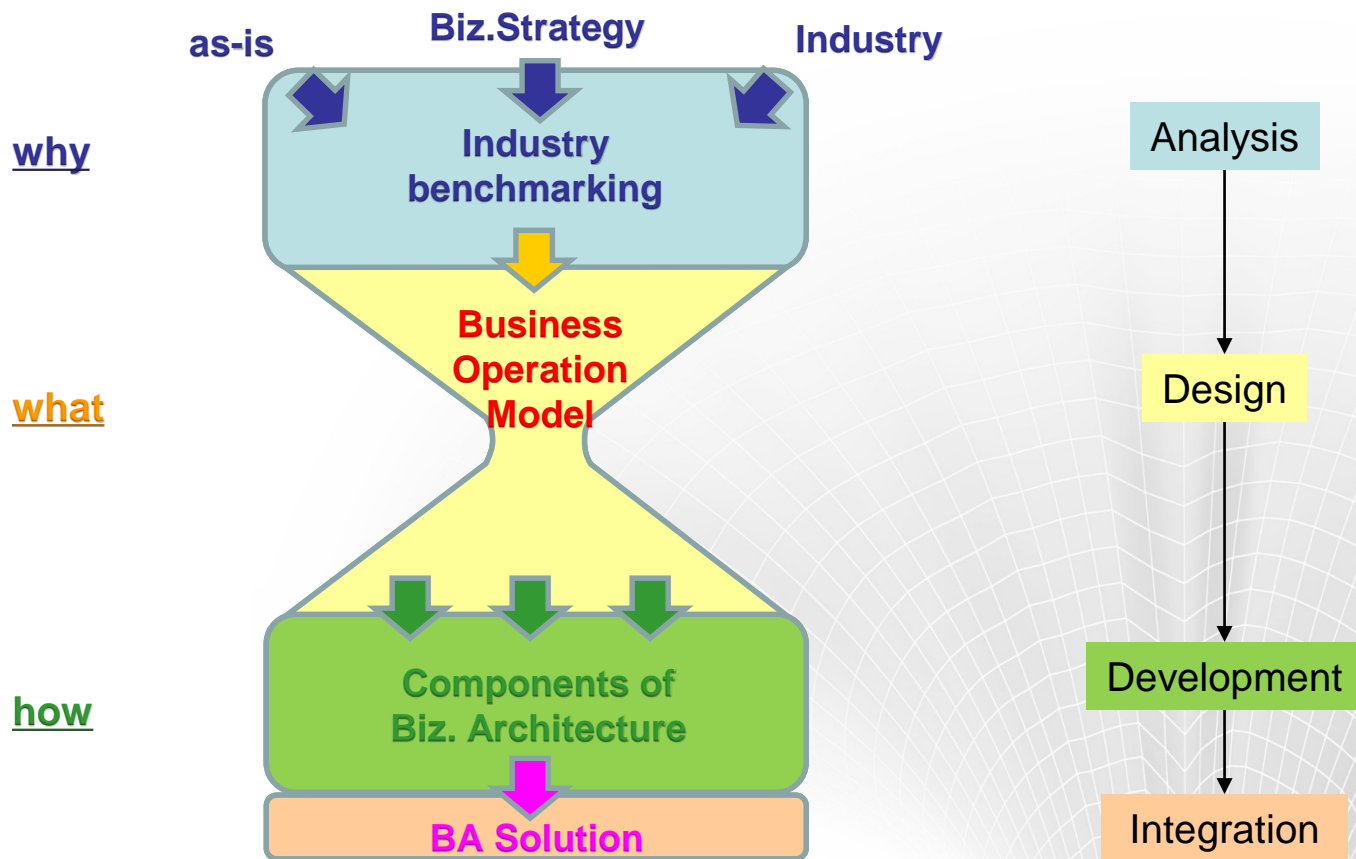
⇒ Enable build on a solid vision, based on future (strategy) not only on the past (pain-points)

We started building BA capacity and trust through practice in a few critical projects, as in this example:

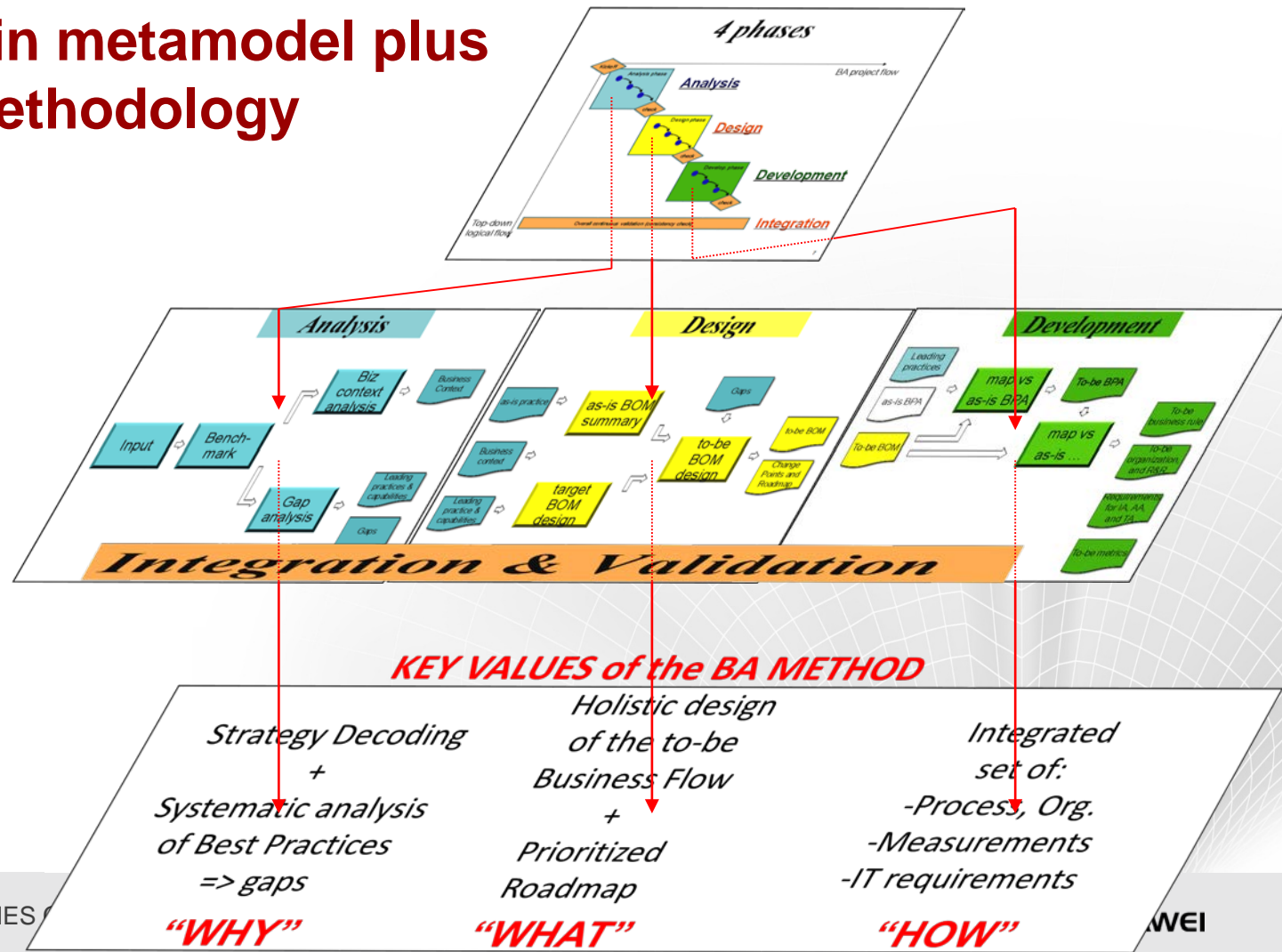


...allowed Huawei to evolve from niche player and **become #3 WW smartphone vendor in 2Y**

The BA practice was then consolidated into a repeatable framework



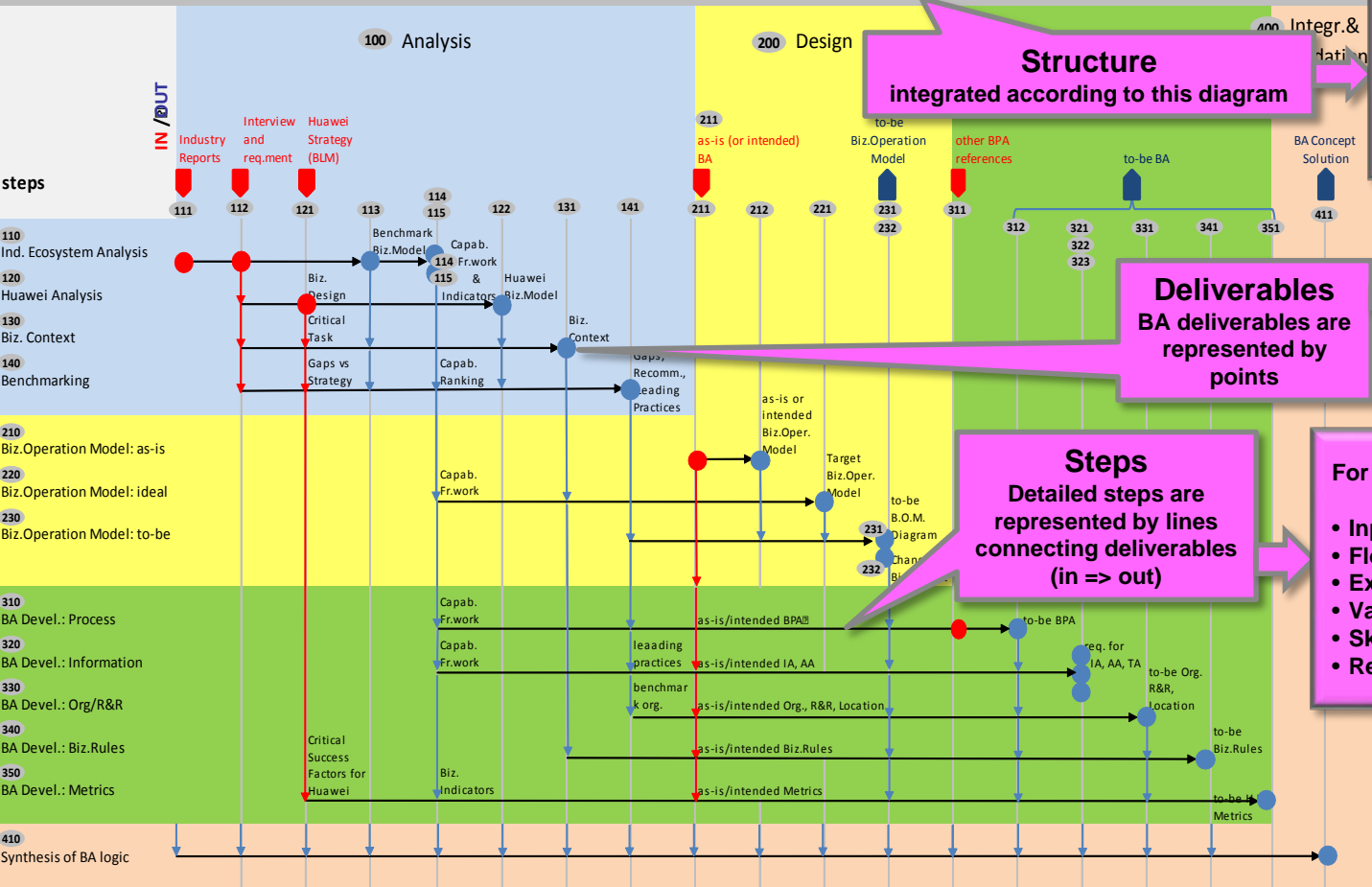
...consisting in metamodel plus associated methodology



...represented as an “executable metamodel”

baseline ver. 6.1

Business Architecture flow-chart



Structure
integrated according to this diagram

- Structure:**
- **Algorithm:**
 - I/O: 5 inputs, 3 outputs
 - several internal deliverables
 - connected through 13 steps,
 - grouped in 4 stages
 - **manual (230 pages) with examples**

Deliverables
BA deliverables are represented by points

- For each deliverable the BA method gives:
- Description
 - Examples
 - Template

Steps
Detailed steps are represented by lines connecting deliverables (in => out)

- For each step the BA method gives:
- Inputs, Outputs
 - Flow-chart, Explanation “how to do”
 - Examples
 - Validation criteria
 - Skills and effort required
 - Reference documents

We mapped BA clients' needs within the transformation flow

	Strategy	Transformation Planning		Program/ Project	Operation
Client	Business	Business/ Transf.Board	Transf.Board	Program Office/ Project Office	Q&O
Client's perspective	set direction	communicate needs	design the transformation plan	clarify requirements, understand best practices, mng cross-domain dependencies	monitor, RCA, correct
Client's concern	reach Business KPI	reach strategy objectives		reach solution objectives	improve performances, manage risks
BA deliverable	to-be Capabilities, to-be BOM	gap and change points, BOM, Capability roadmap		biz. context BOM, integrated requirements, BA Baseline, methodology	BA Baseline
BA activity	research on best practices, problem solving, BOM & Capability design	domain and cross-domain requirements, capability roadmap, reference blueprint, governance		cross-domain integration, blueprint mapping of process/info/org	analysis and rootcause mapping, capability assessment, blueprint compliance
BA Key Partners	strategy (corporate and FU), Business leadership	strategy/Q&O	EA	BPA/Solution	Q&O

...projected most frequent BA use scenarios accordingly



Annual strategy decoding

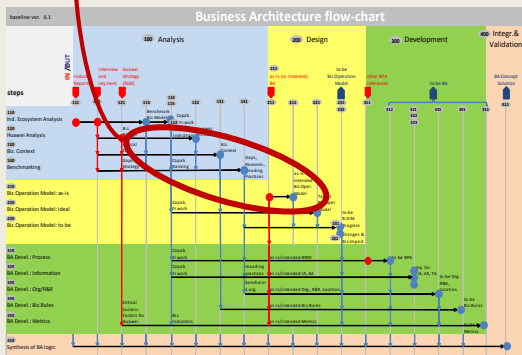
Introducing new business models

Organizational change/adjustment

BPA update

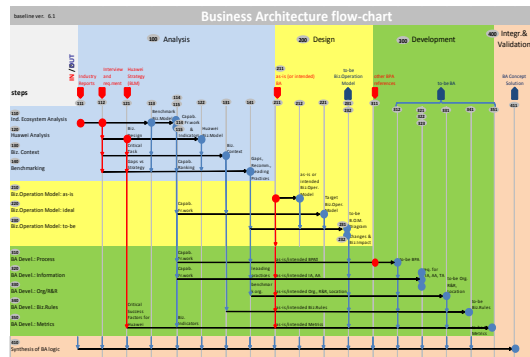
Continuous improvement

Each scenario is meant to practice a certain subset of the BA “space”

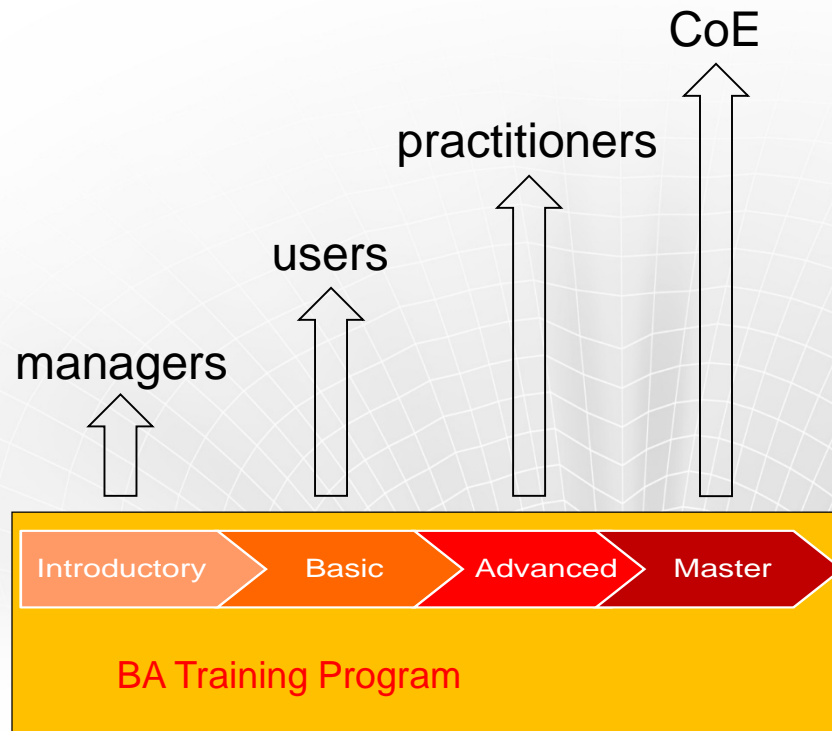


Metamodel and scenarios are being used as reference for new version of the corporate transformation process

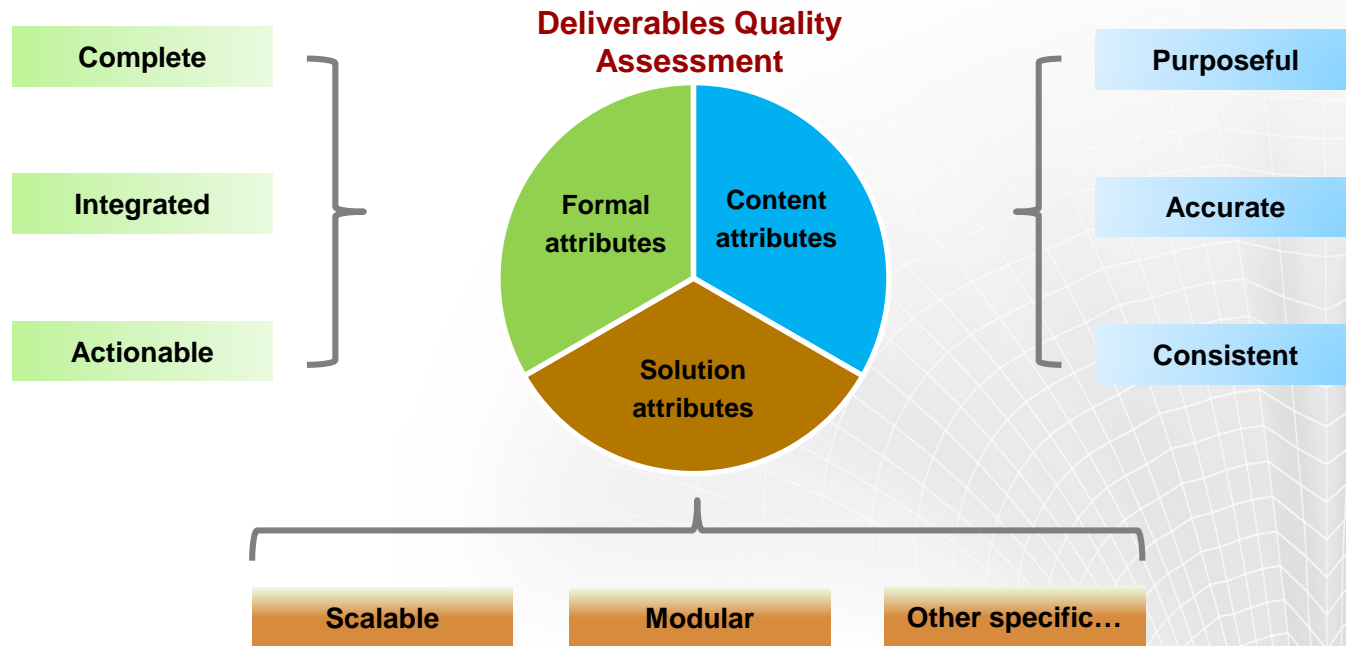
The “executable metamodel” had been used as a basis for defining the desired skill profiles and training modules



BA Experts: High-Level Skill Profiles

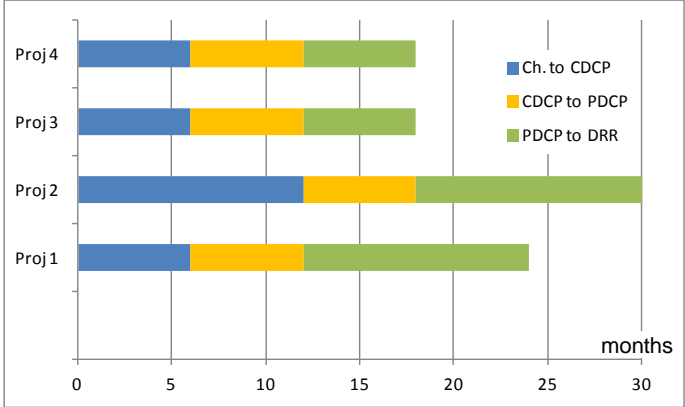
[illegible]

Quality assessment/acceptance criteria had been defined leveraging metamodel standard and methodology framework

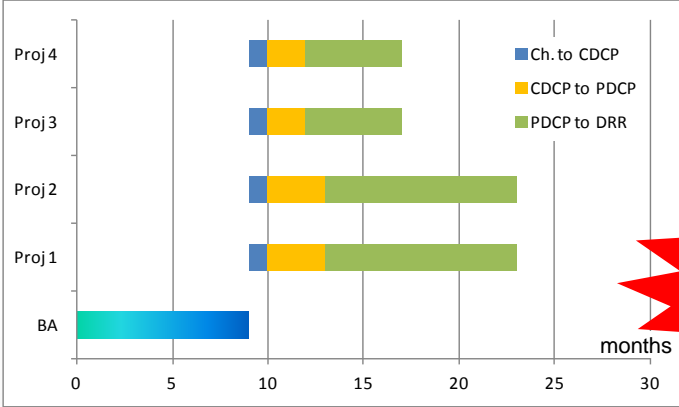


Metamodel+methodology enable time/cost saving and quality

without BA

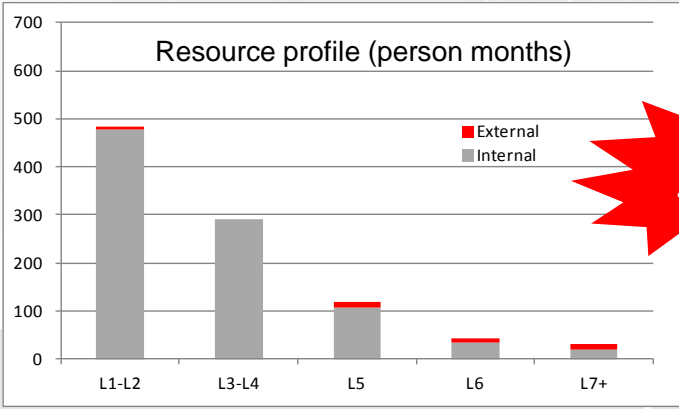
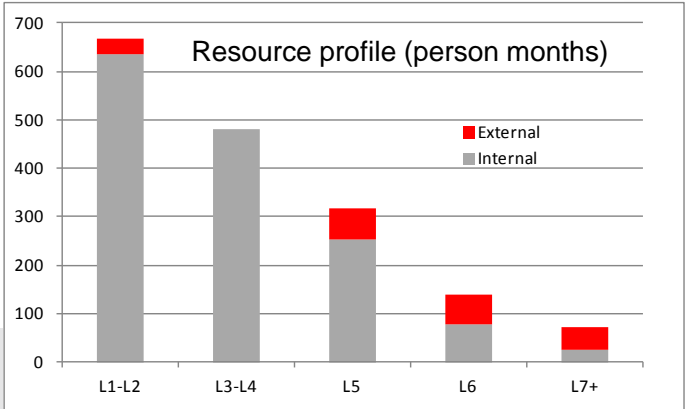


with BA



standardization
=> quality

duration
- 25%



cost
- 55%

Common Metamodel to enable cooperation within BA ecosystem

Partners

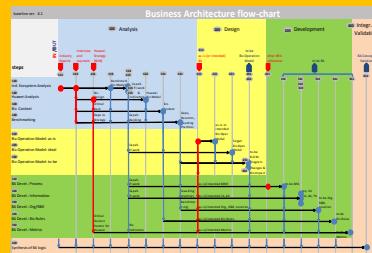


SLAs to users and practitioners @ Huawei

Support to transformation Programs or projects		Direct project responsib.	Resources & Deliver.	Regular Coach & Review	Training
SL4	Co-Leadership	✓	✓		✓
SL3	Deliverables & Application Support		✓	✓	✓
SL2	Guidance			✓	✓
SL1	Training & best wishes				✓

BA CoE @ Huawei

Metamodel + Methodology



Training and tools



What's next...

BUSINESS ARCHITECTURE GUIDE

Best practices,
Collaborative teams



BUSINESS ARCHITECTURE GUIDE

BA Metamodel,
Certification Program

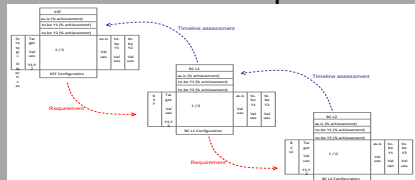
*align
Huawei to
the Guild's
Metamodel &
Certification*



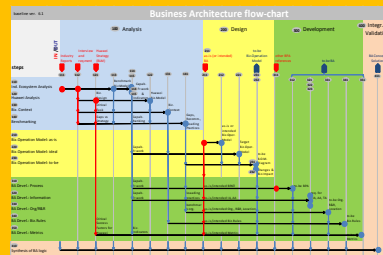
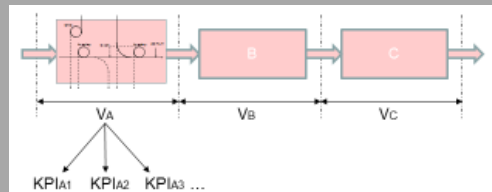
Research



QFD for quantitative management of business impacts



Simulation and system dynamics



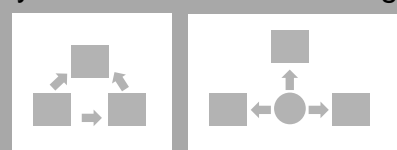
methodology extension through pilots and
cooperation on BA scenarios, e.g.:

- BA and Sustainability <=> Guild's team
- BA and Quality (QMS design, auditing...)
- BA application in research
- Interlock with IA and AA

ONA for architectural analysis



DFx of architectural topologies, Dynamic rules based routing



Lessons learned

- **The introduction of “BA thinking” can be disruptive**
 - › Build trust with pilot projects of “business problem solving”
 - › Then, adoption of a standard metamodel and methodology helps smooth the impact
- **BA Metamodel joined with standardized methodology enable/facilitate:**
 - › Establishment of a BA skill development program
 - › Deployment of standard quality criteria for BA deliverables
 - › Introduction of BA practice within transformation governance
 - › Partnerships and participation to the extended “BA ecosystem”
- **All that helps the foundation of a BA CoE model, by:**
 - › Establishment of clear scenarios for BA developers and BA consumers
 - › Establishment of clear SLA and engagement model
 - › Establishment of a basis and opportunities for continuous improvement
 - › Investment on methodology will generally make BA more affordable by a young org.
 - › Benefits in terms of time and cost saving against non-BA scenario should show

Thank you

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