Business Aligned Integration Architecture

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Agenda

- The importance of integration
- Integration conceptual taxonomy
- Orientations: expansive and minimal
- Impact on integration
- The need for debate

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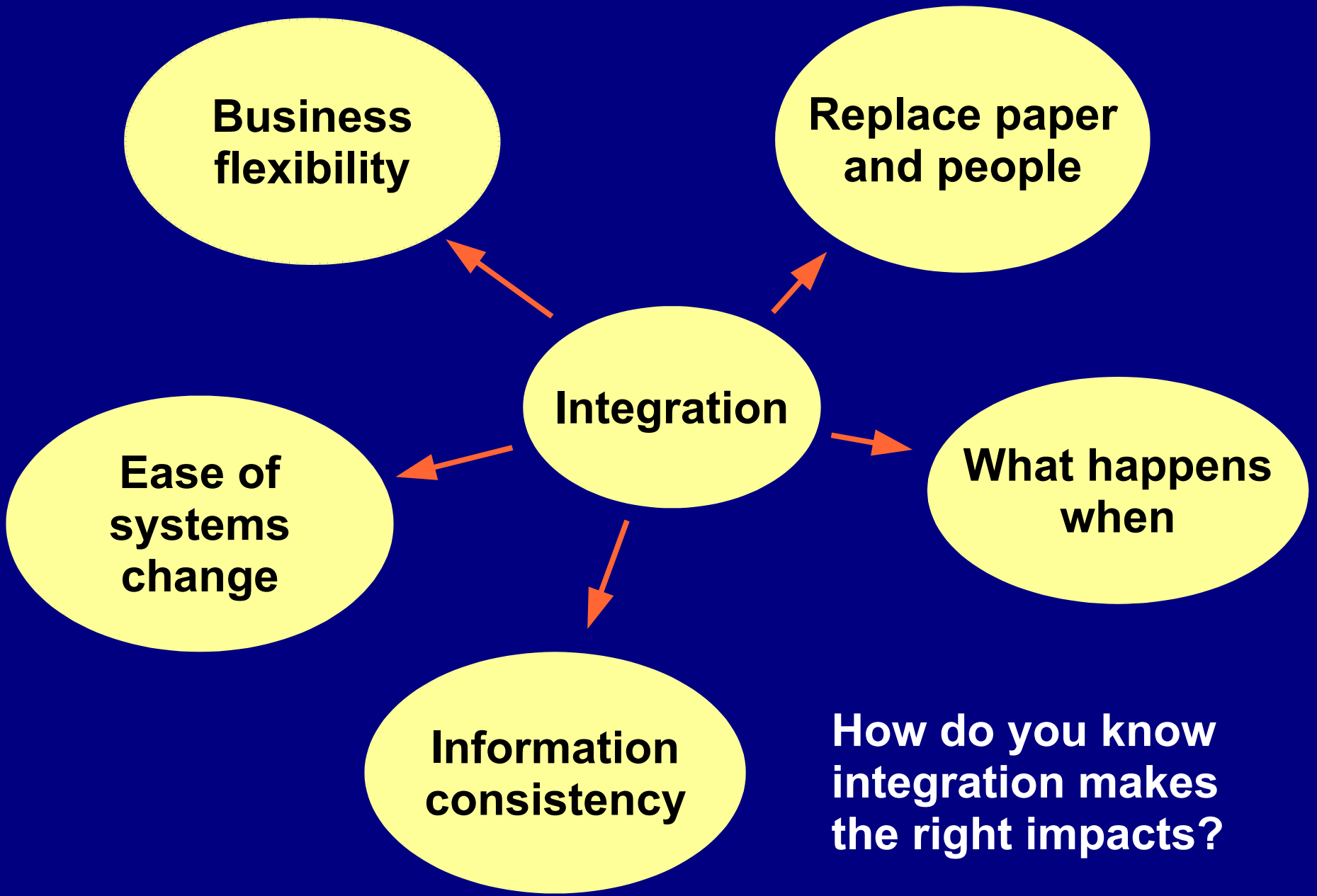

How do you know integration makes the right impacts?

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Improvised

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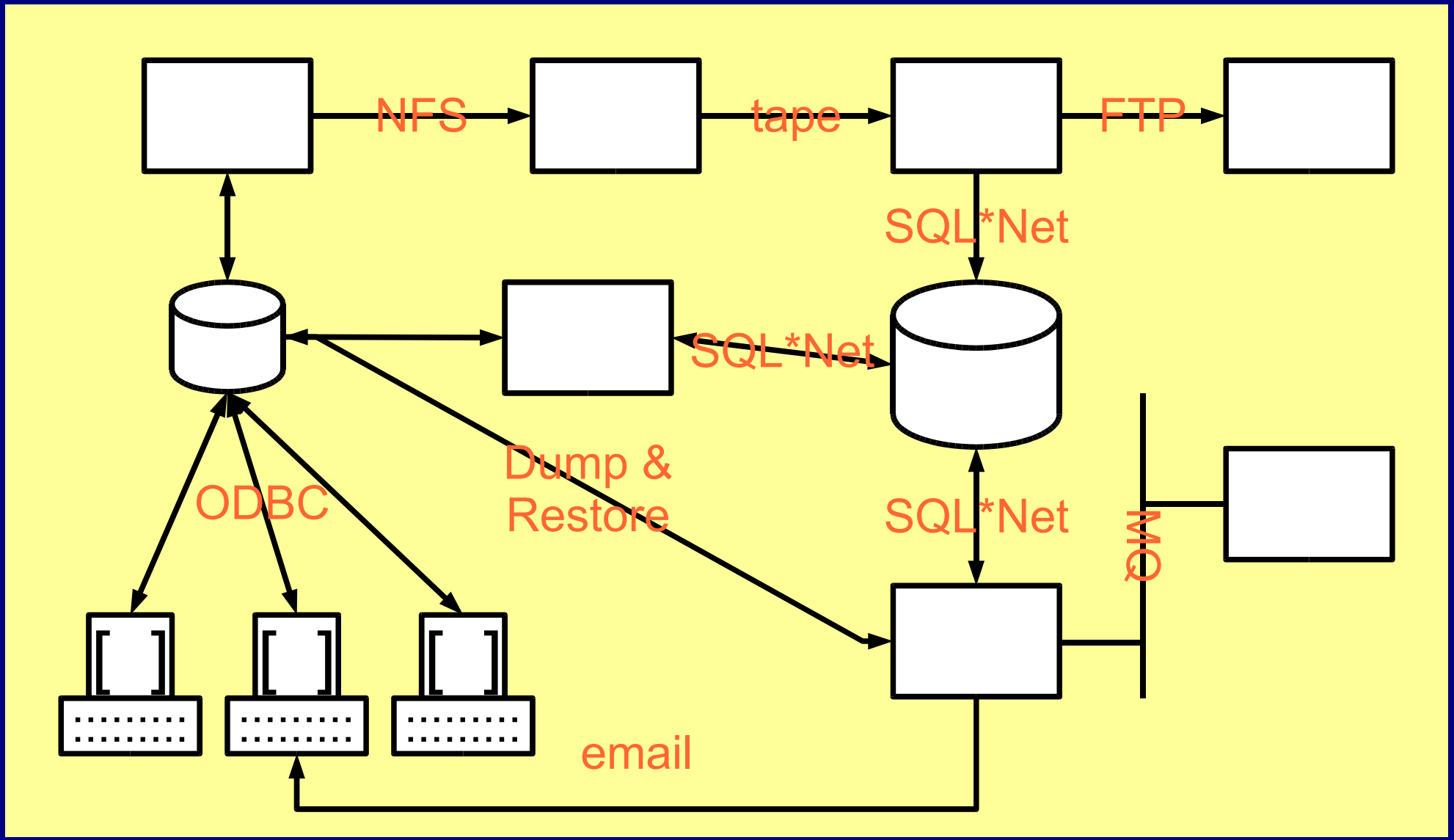
Improvised connectivity uses whatever is convenient



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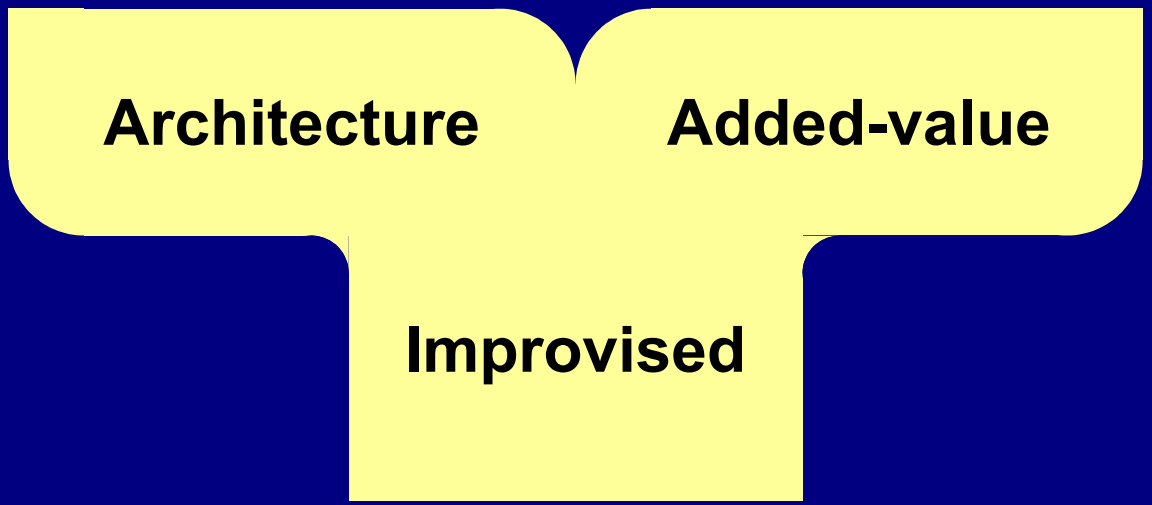

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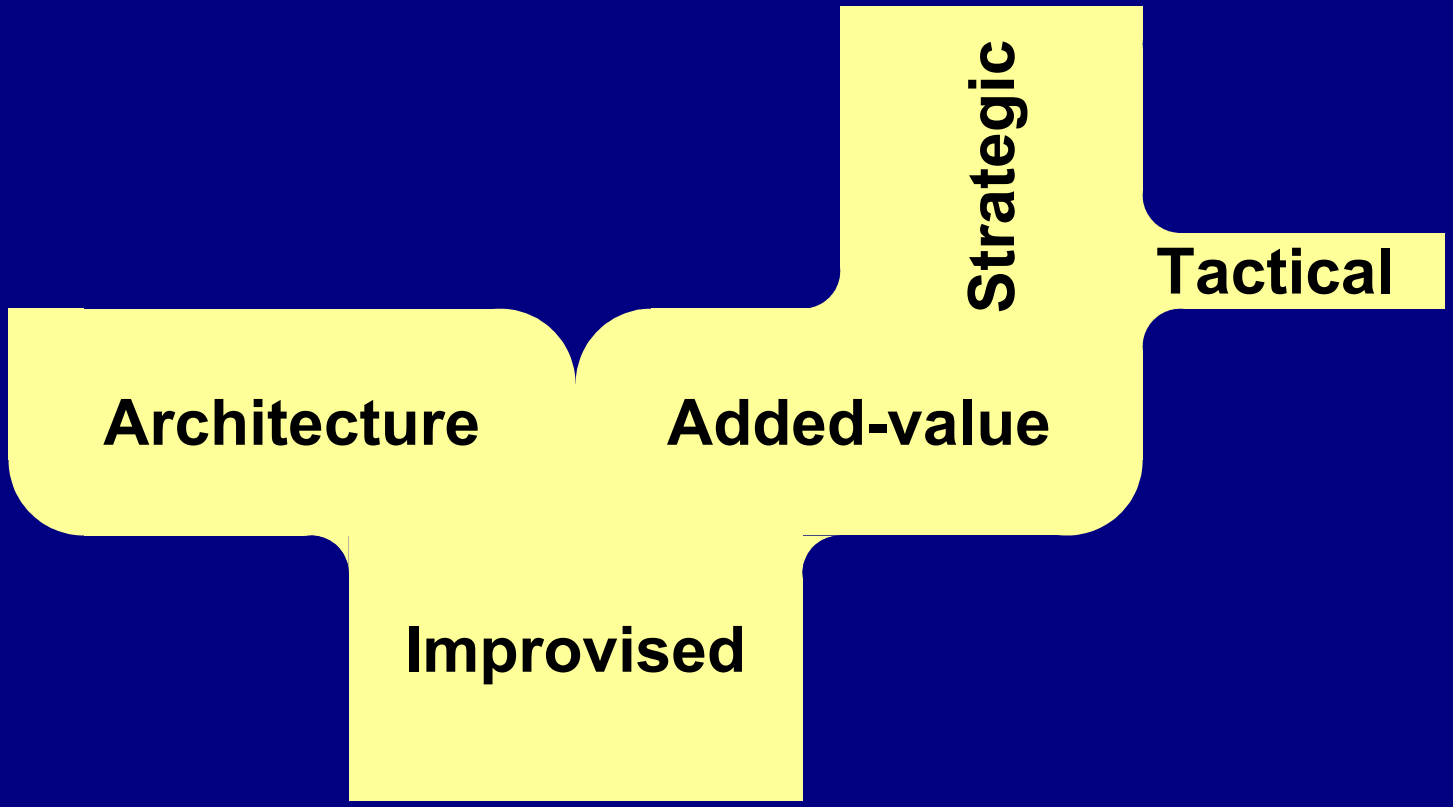

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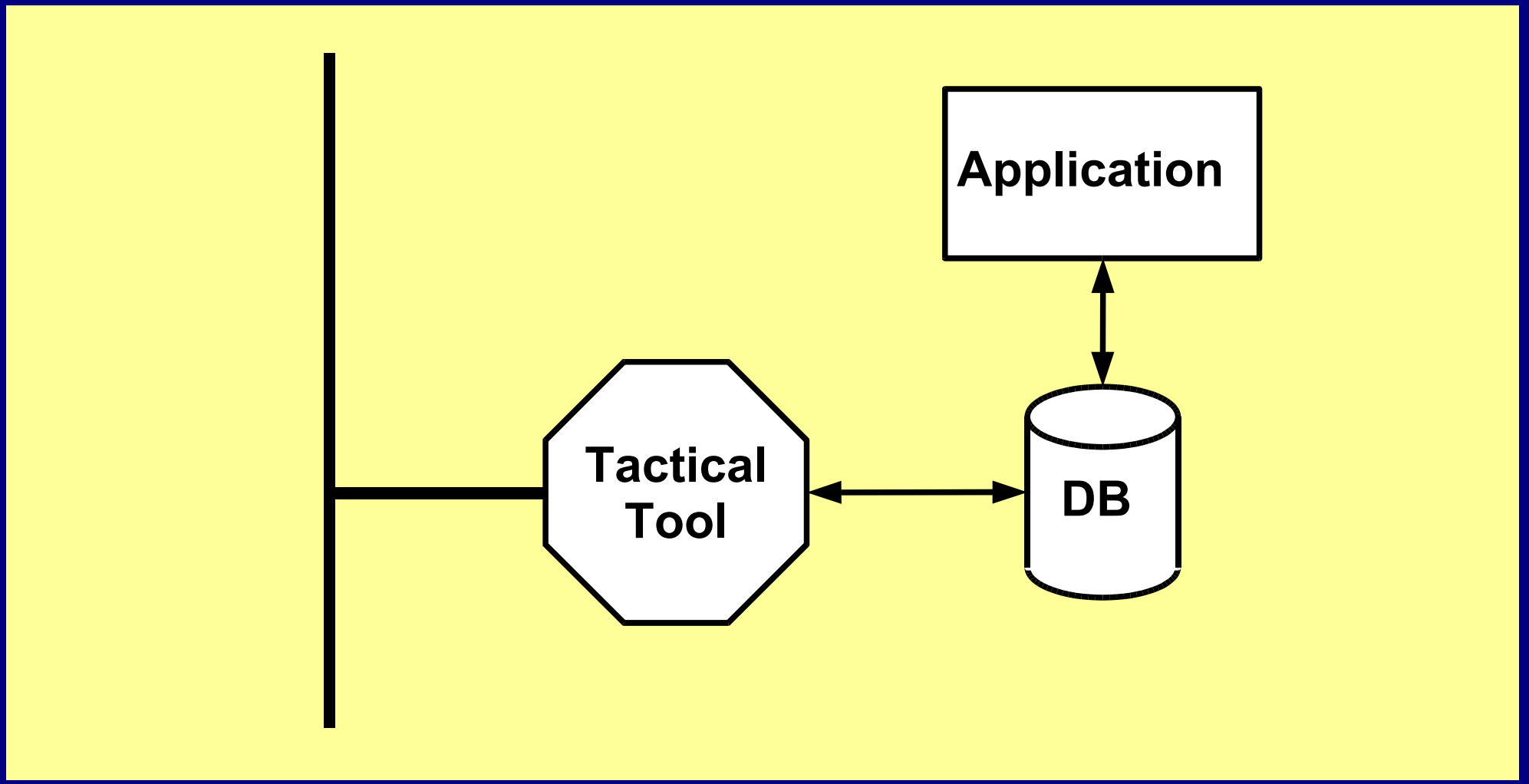
Using middleware tools to fix problems in applications leads to long-term problems.



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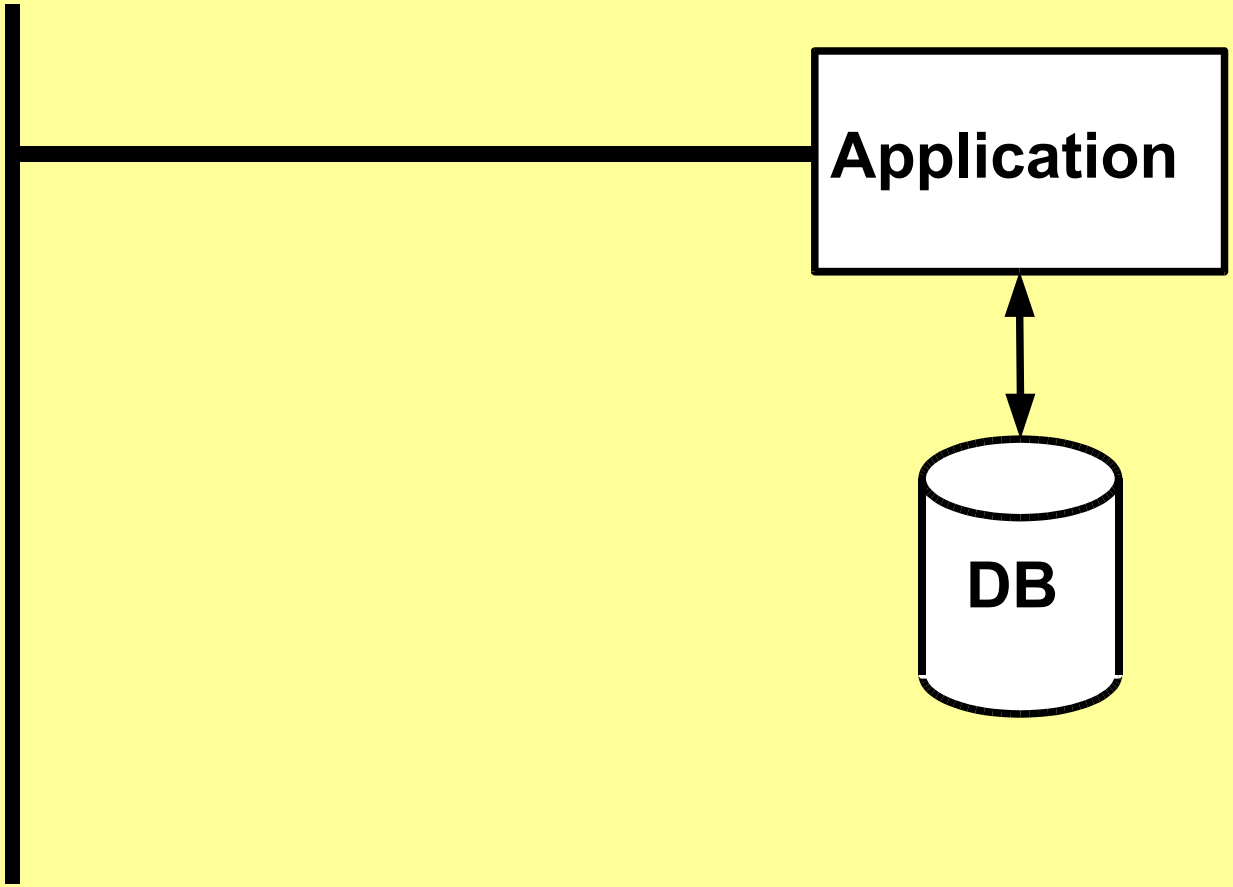
In the long run, it is better to design problems out of the architecture.



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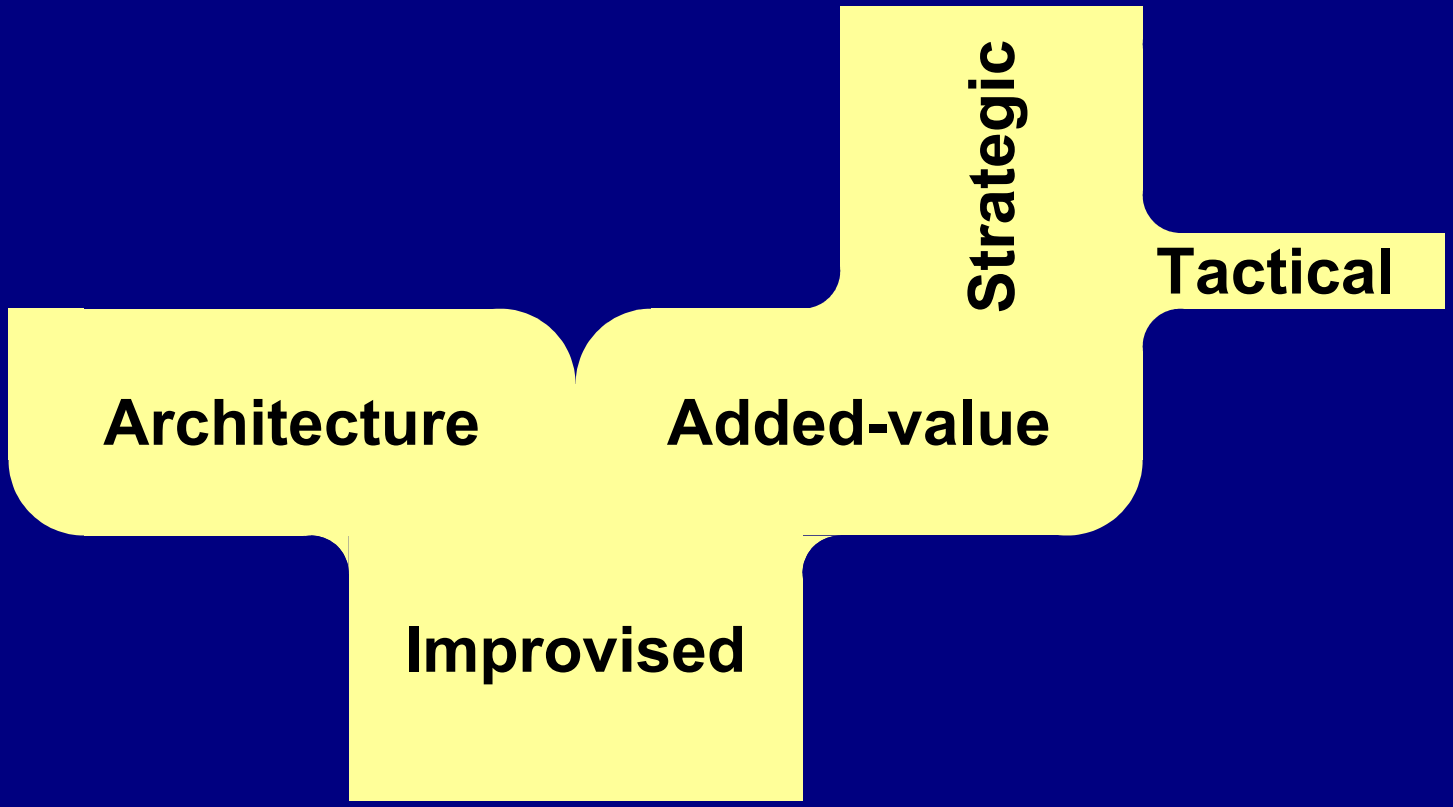

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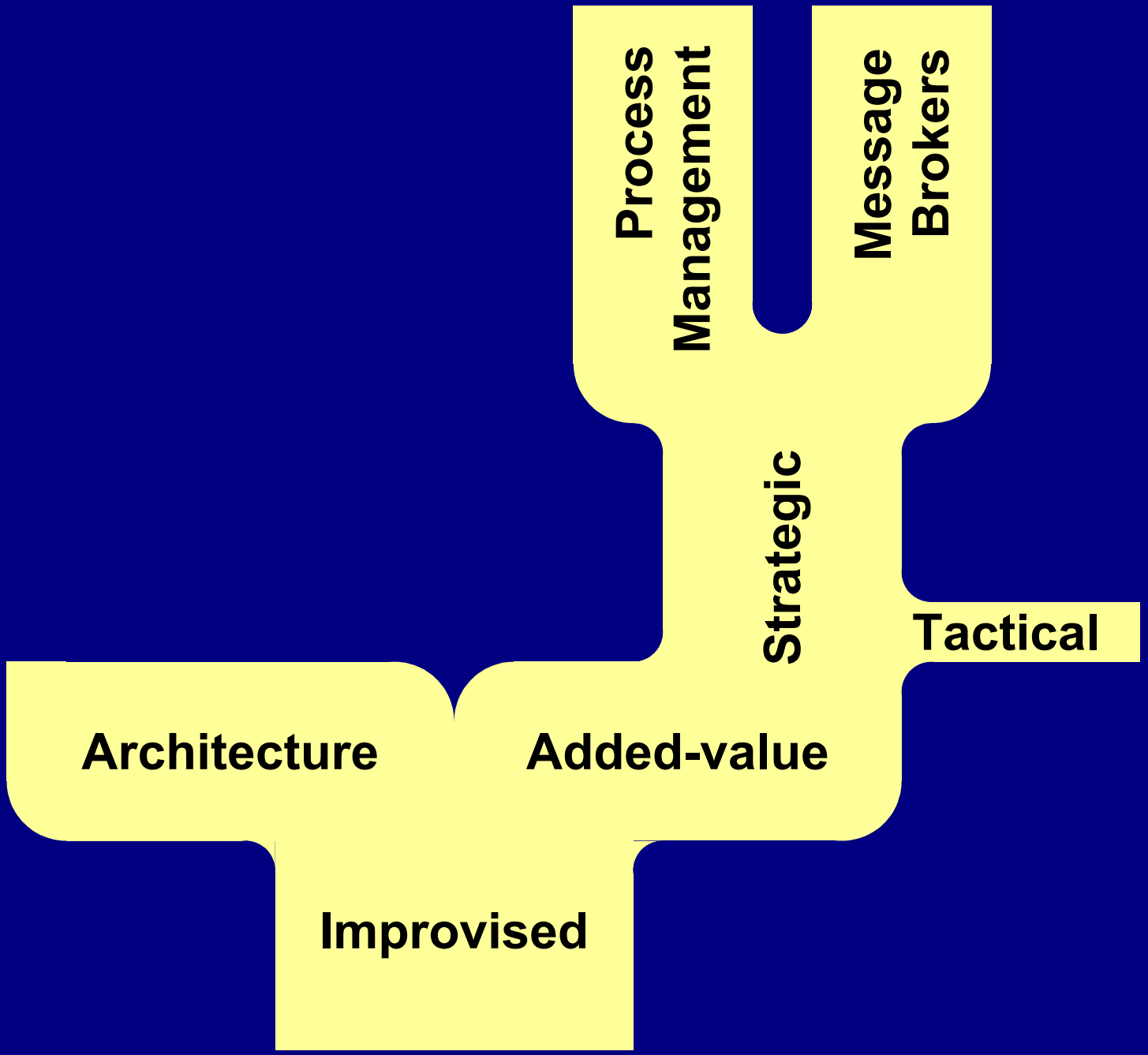

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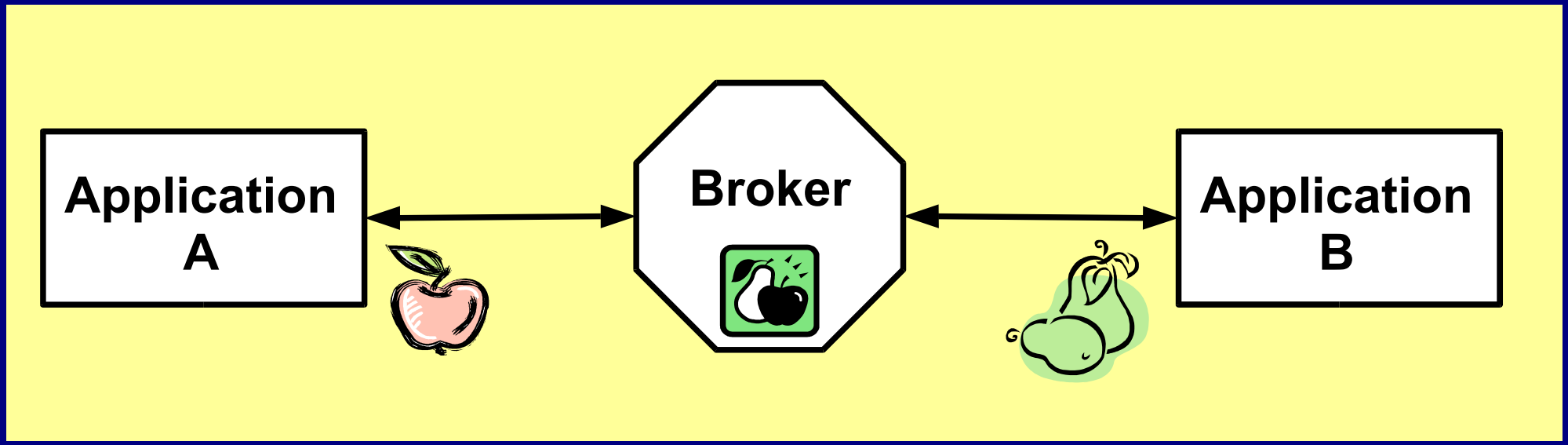
Using a broker to hide real differences of meaning leads to long-term support problems.



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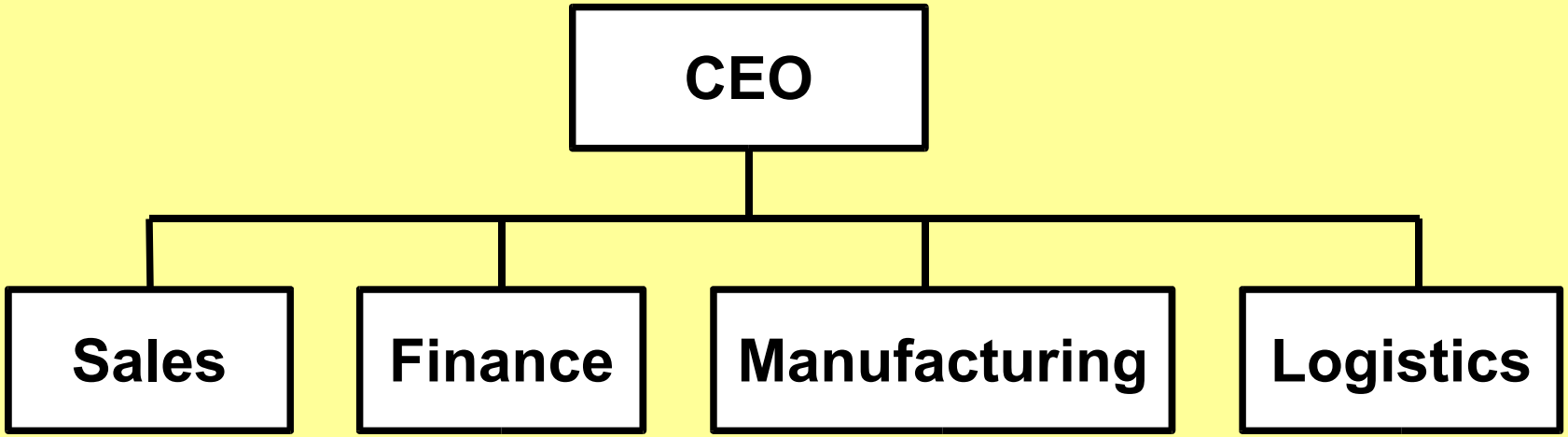
Hierarchical breakdown of responsibility



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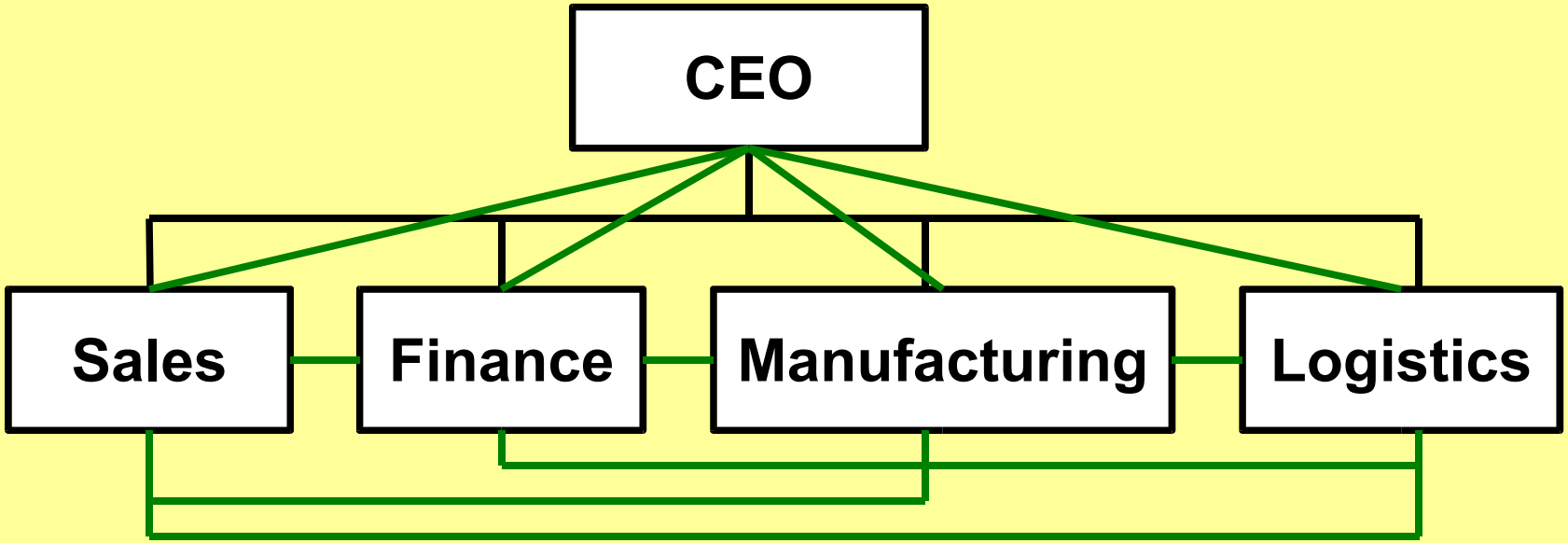
Flows of responsibility, meaning and control



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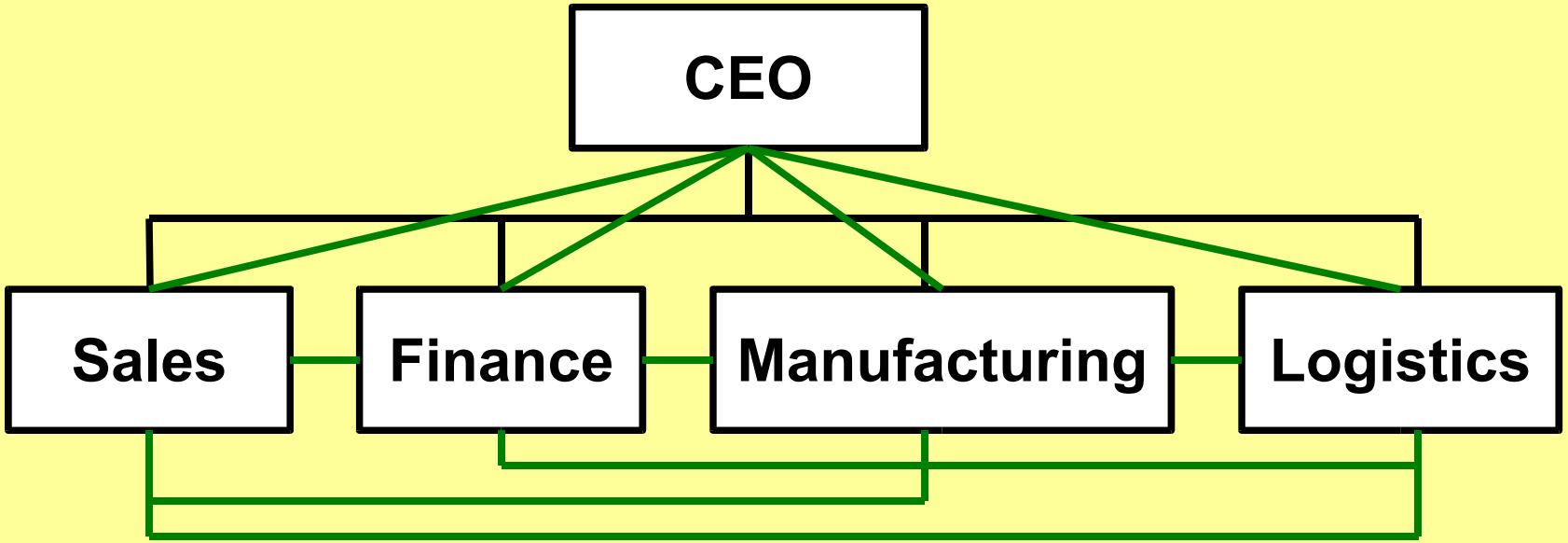
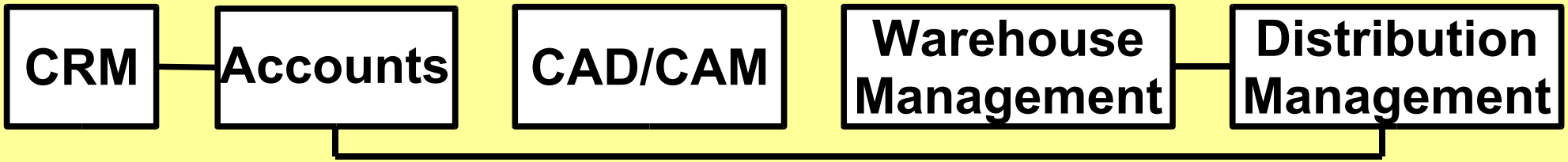
IT structures





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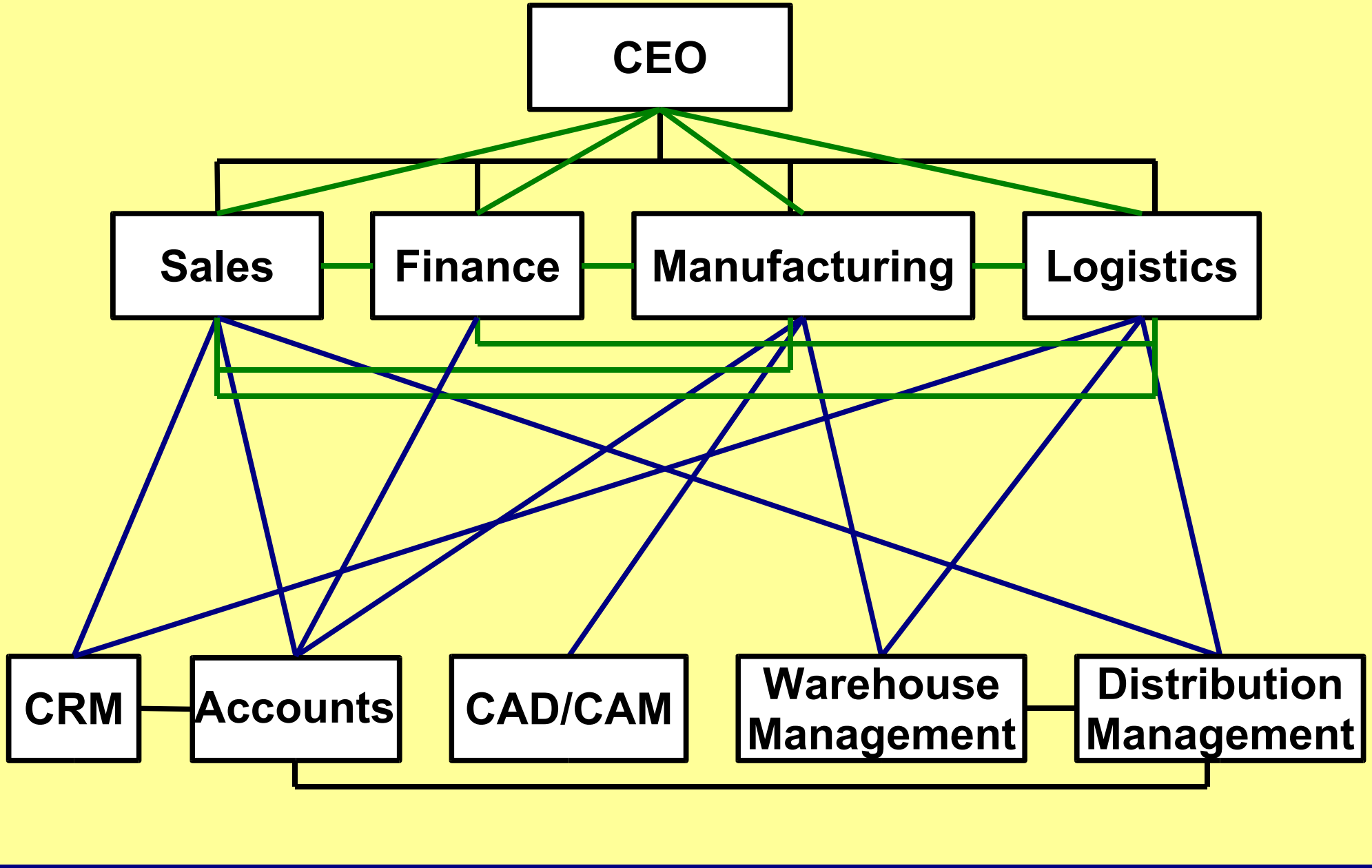
Two structures, four types of link - a typical organisation



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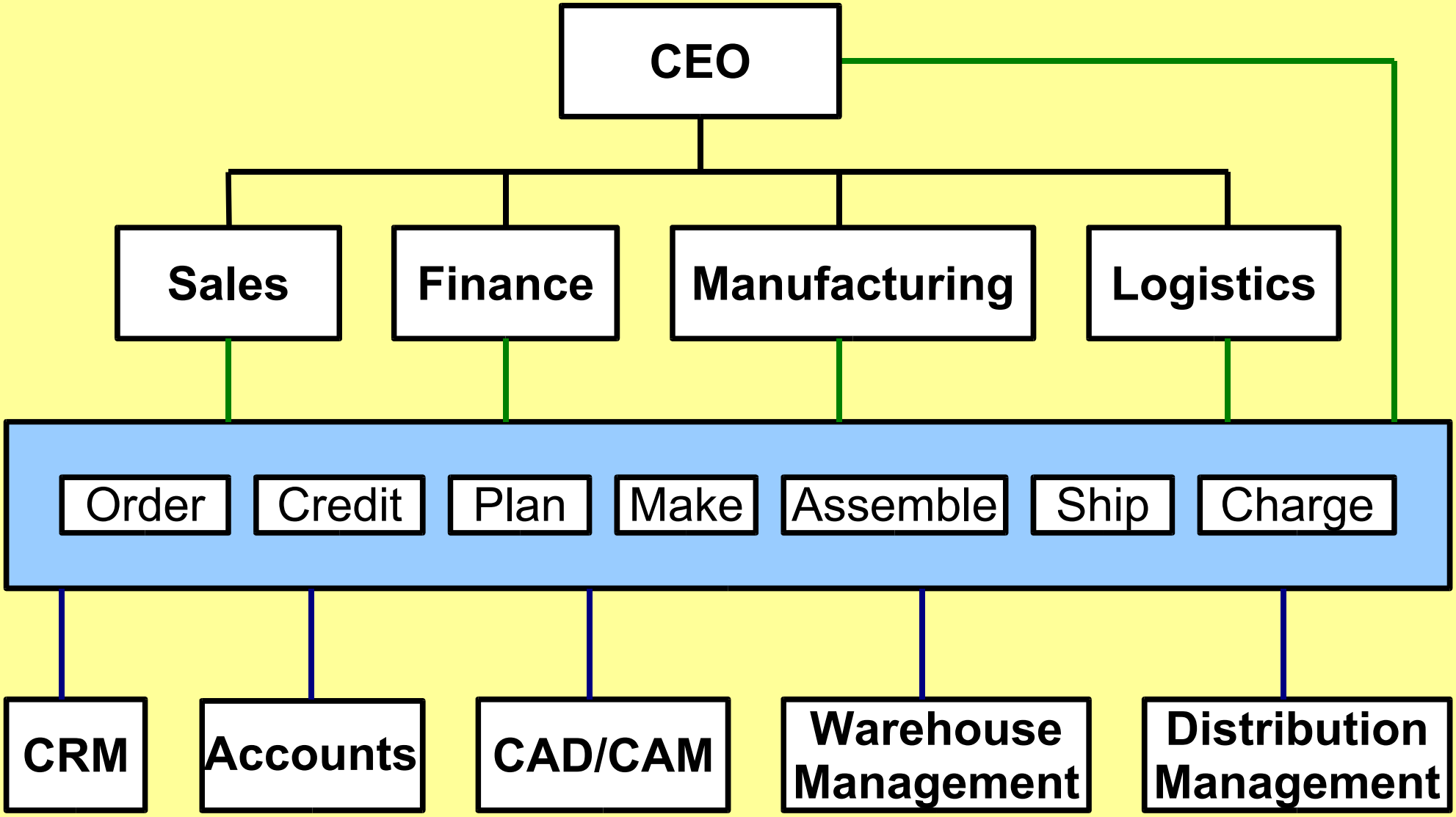
Process management gives end-to-end control and visibility...



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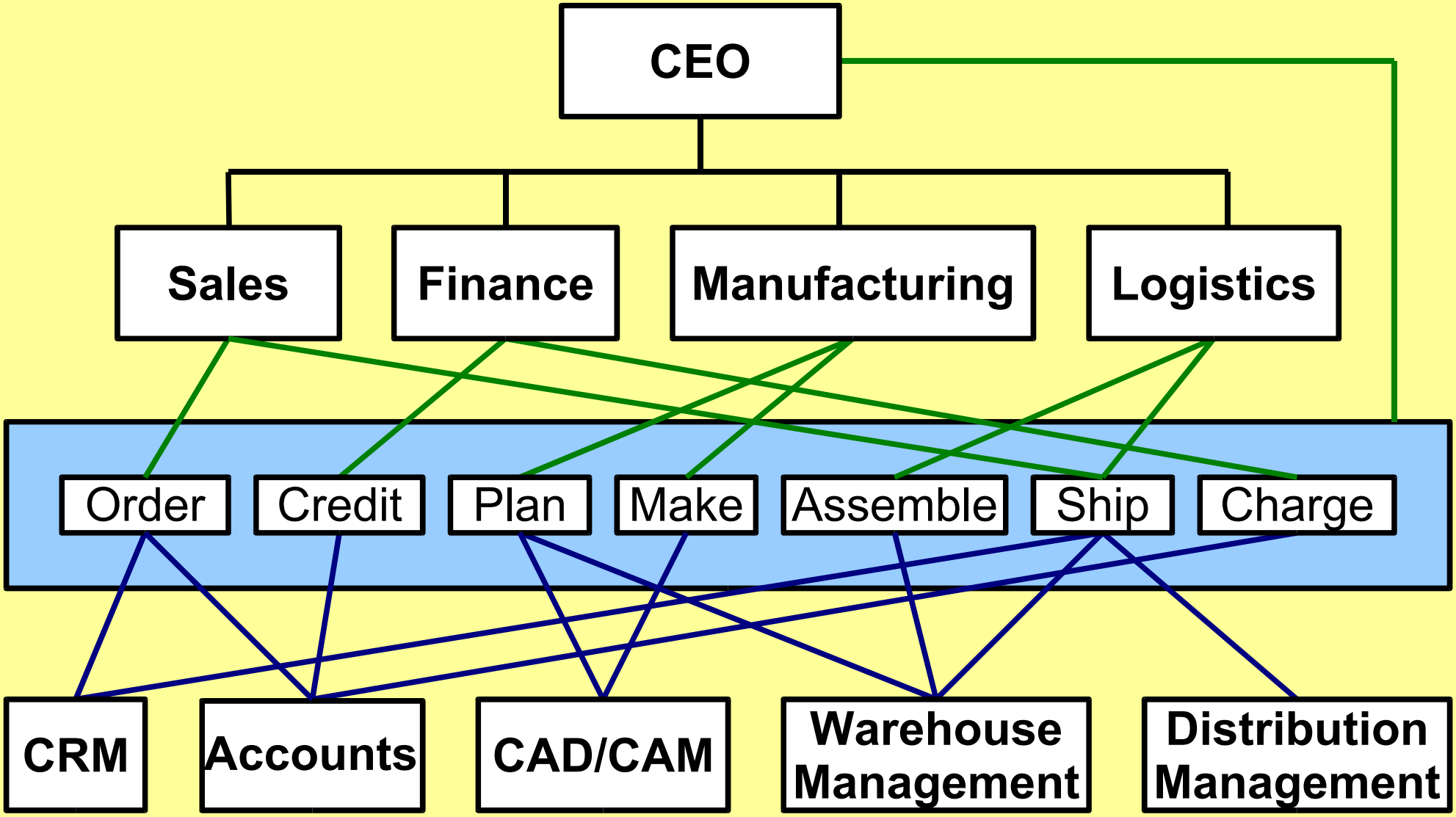
... but in reality the process still spans multiple responsibilities



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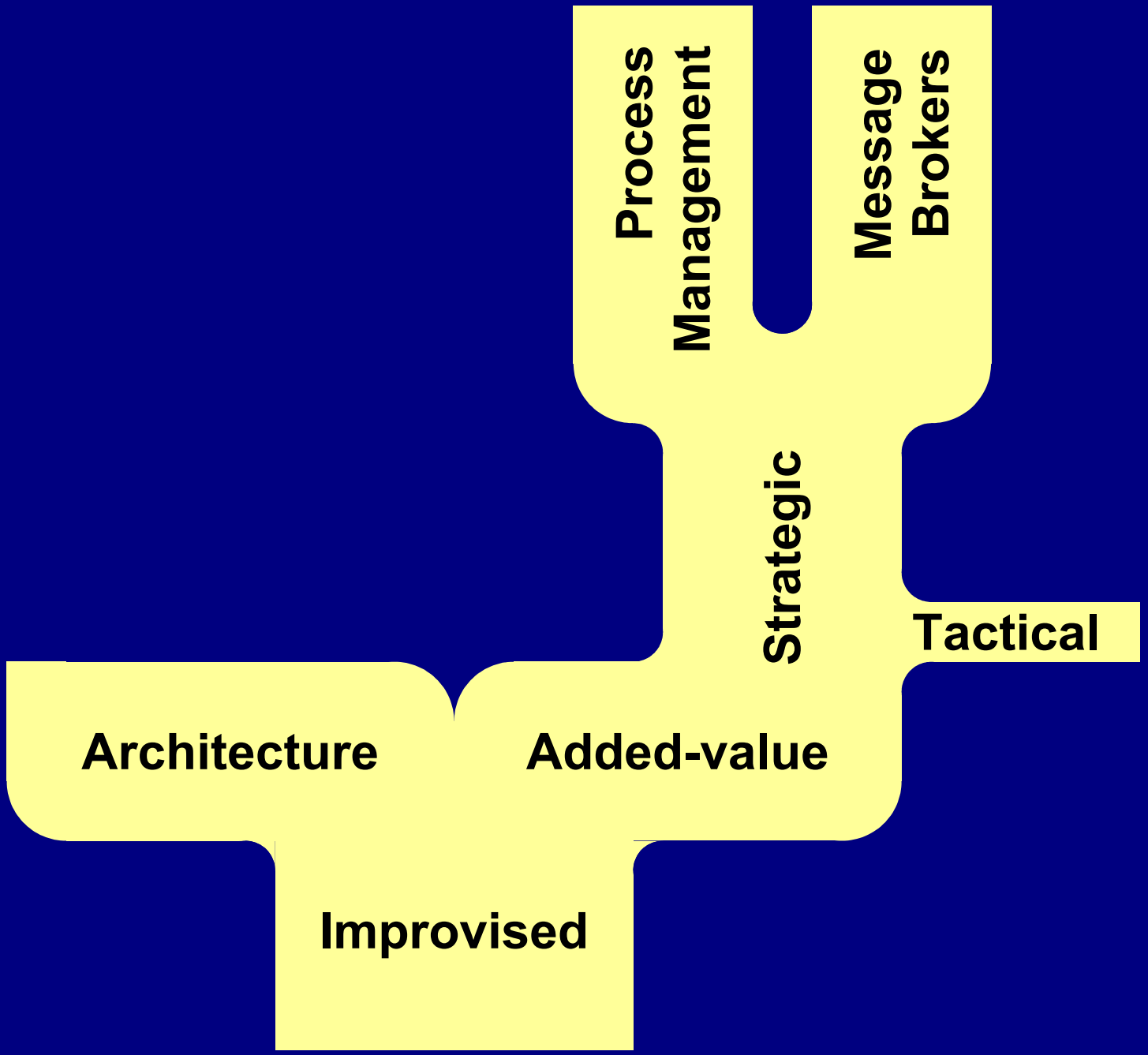

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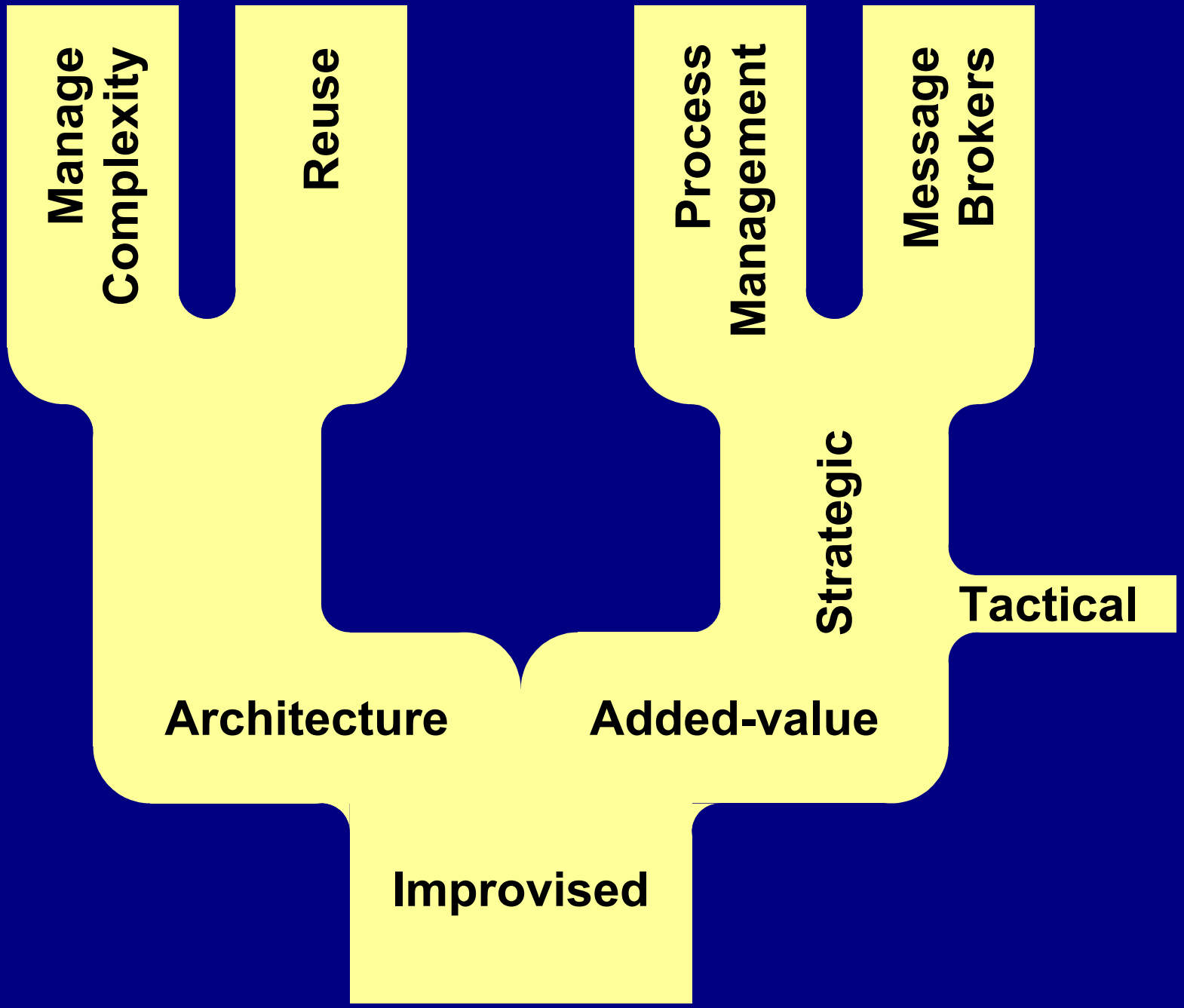

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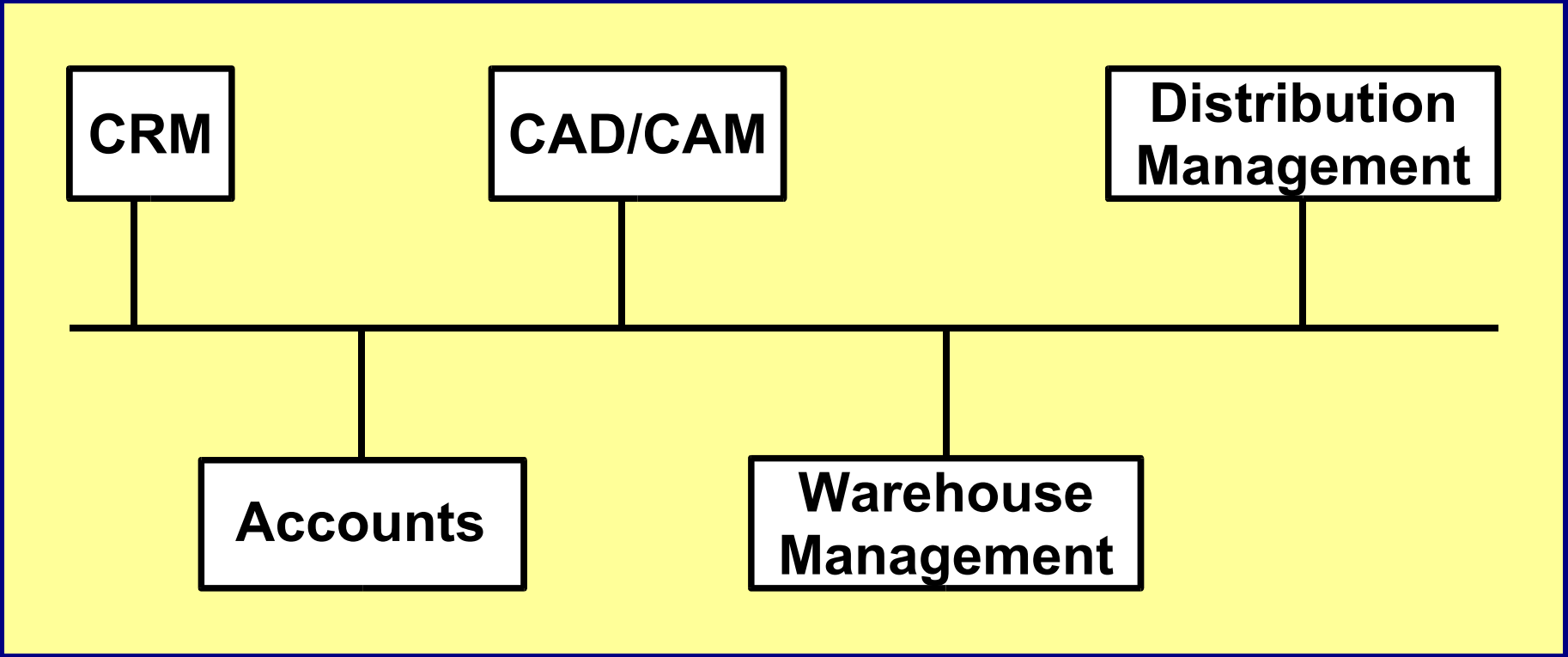
A service bus approach can manage integration complexity...



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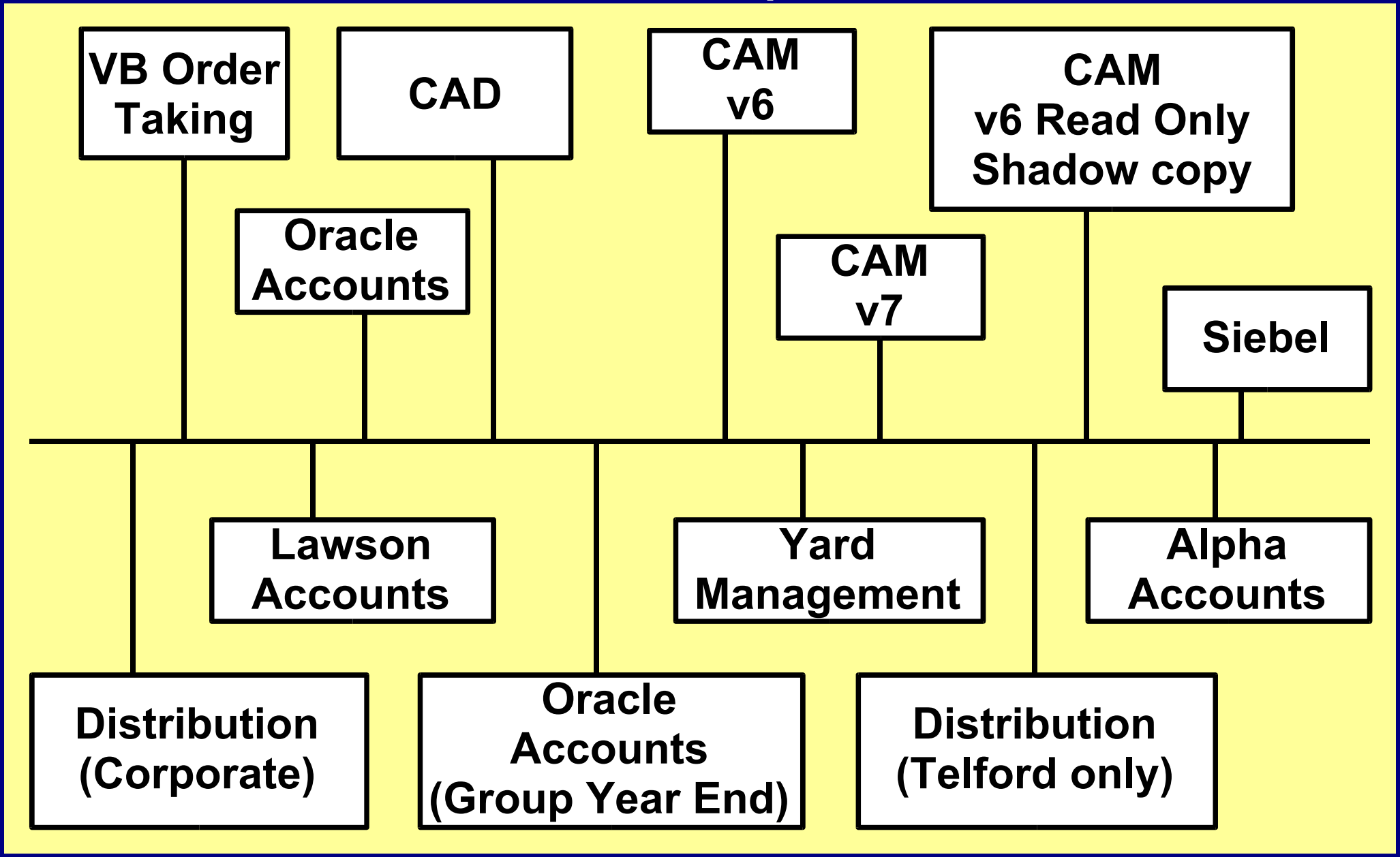
...but soon builds to standardised improvisation



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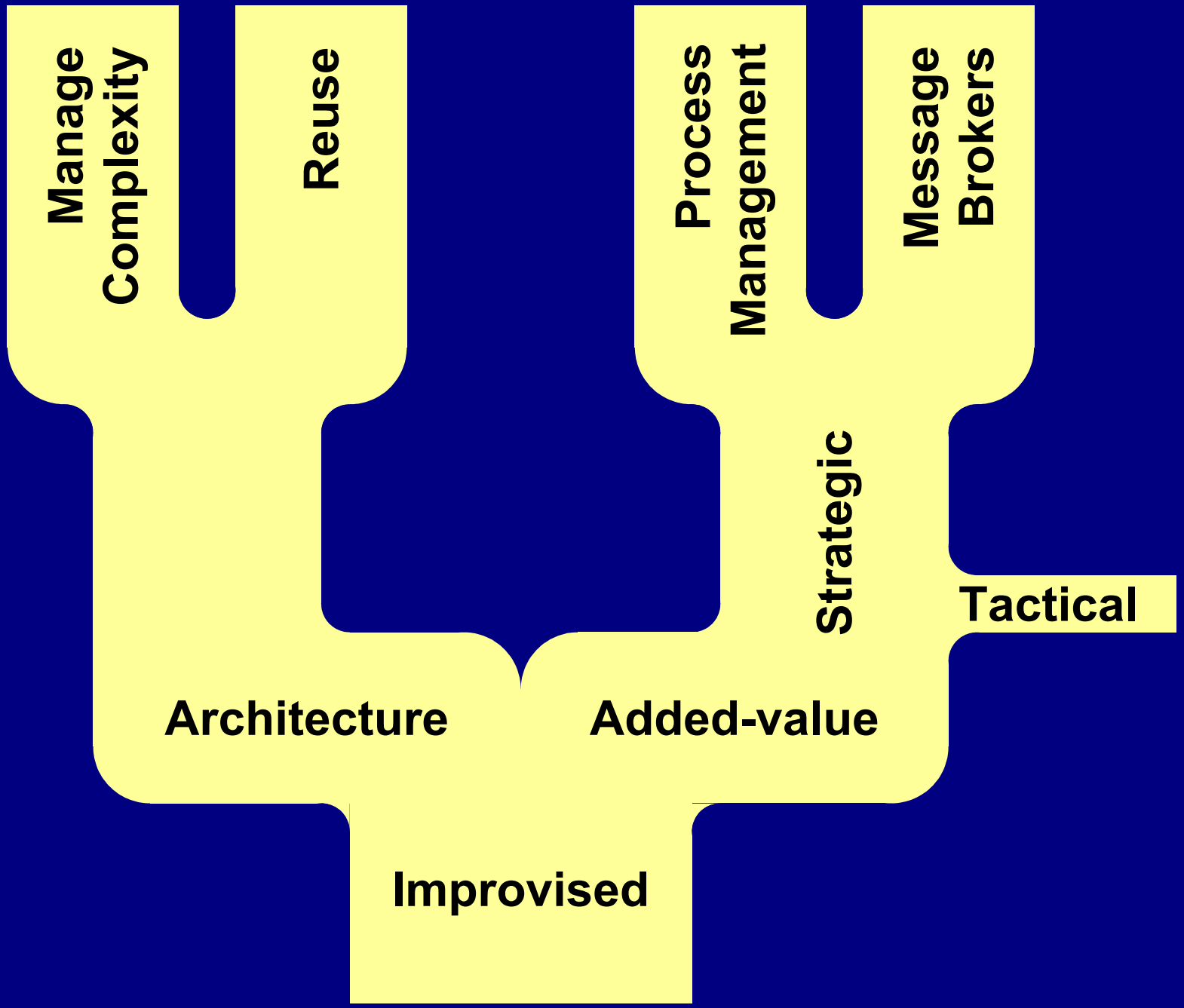

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Survey
Time!

	Statement A	Statement B
1	IT delivers value by automating processes	IT delivers value by changing processes
2	IT professionals build the best IT solutions	Excel is a valuable business tool
3	Business change should be owned outside IT	IT should drive business change
4	IT will merge into general business management	Businesses will be defined by their IT
5	Enterprise-wide systems are most efficient	Every system needs an owner

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	Score
1	B = 2, ? = 1
2	A = 2, ? = 1
3	B = 2, ? = 1
4	B = 2, ? = 1
5	A = 2, ? = 1

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Expansive

A: IT delivers value by automating processes

B: Excel is a valuable business tool

A: Business change should be owned outside IT

A: IT will merge into general business management

B: Every system needs an owner

B: IT delivers value by changing processes

A: IT professionals build the best IT solutions

B: IT should drive business change

B: Businesses will be defined by their IT

A: Enterprise-wide systems are most efficient

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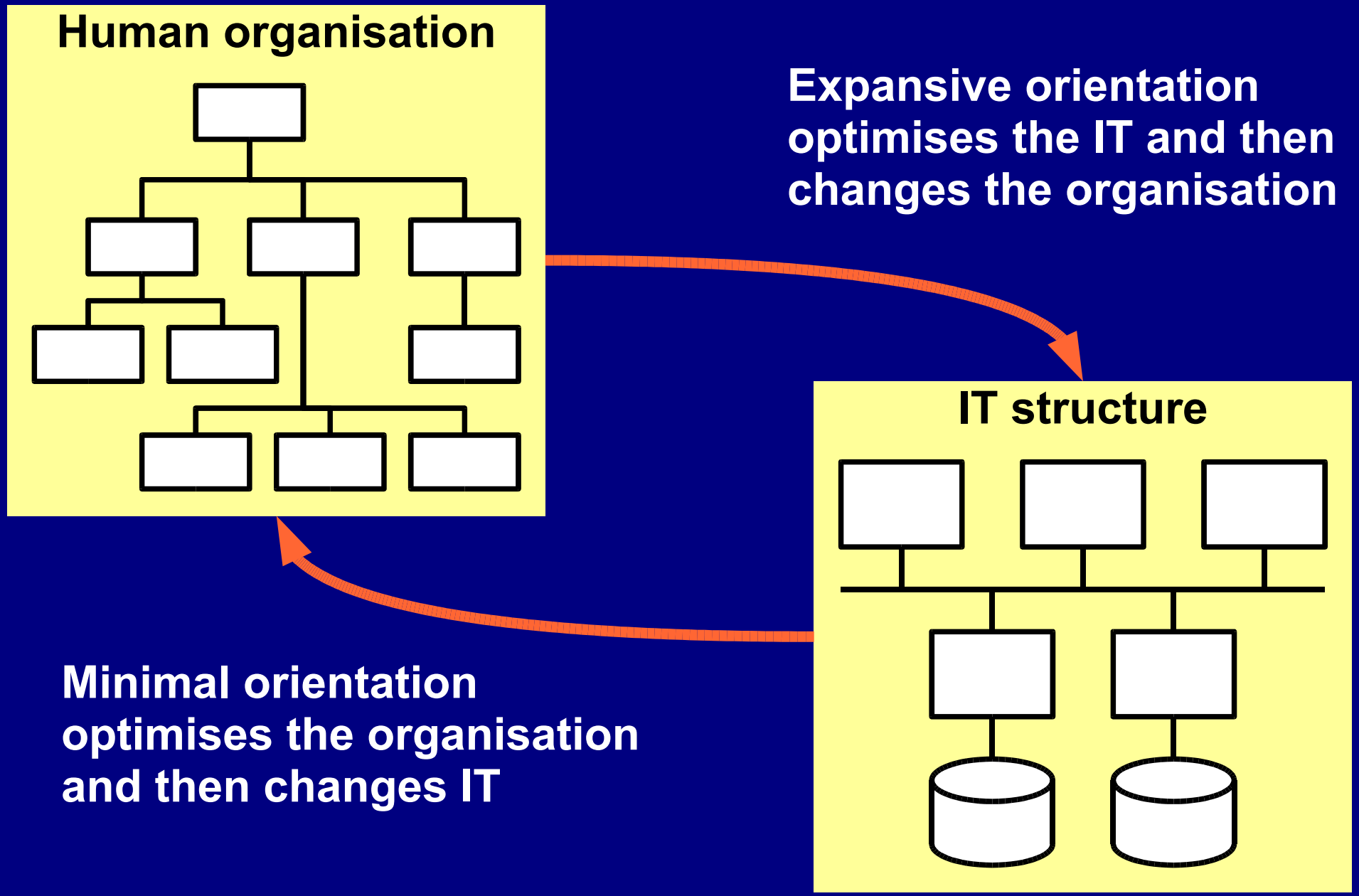

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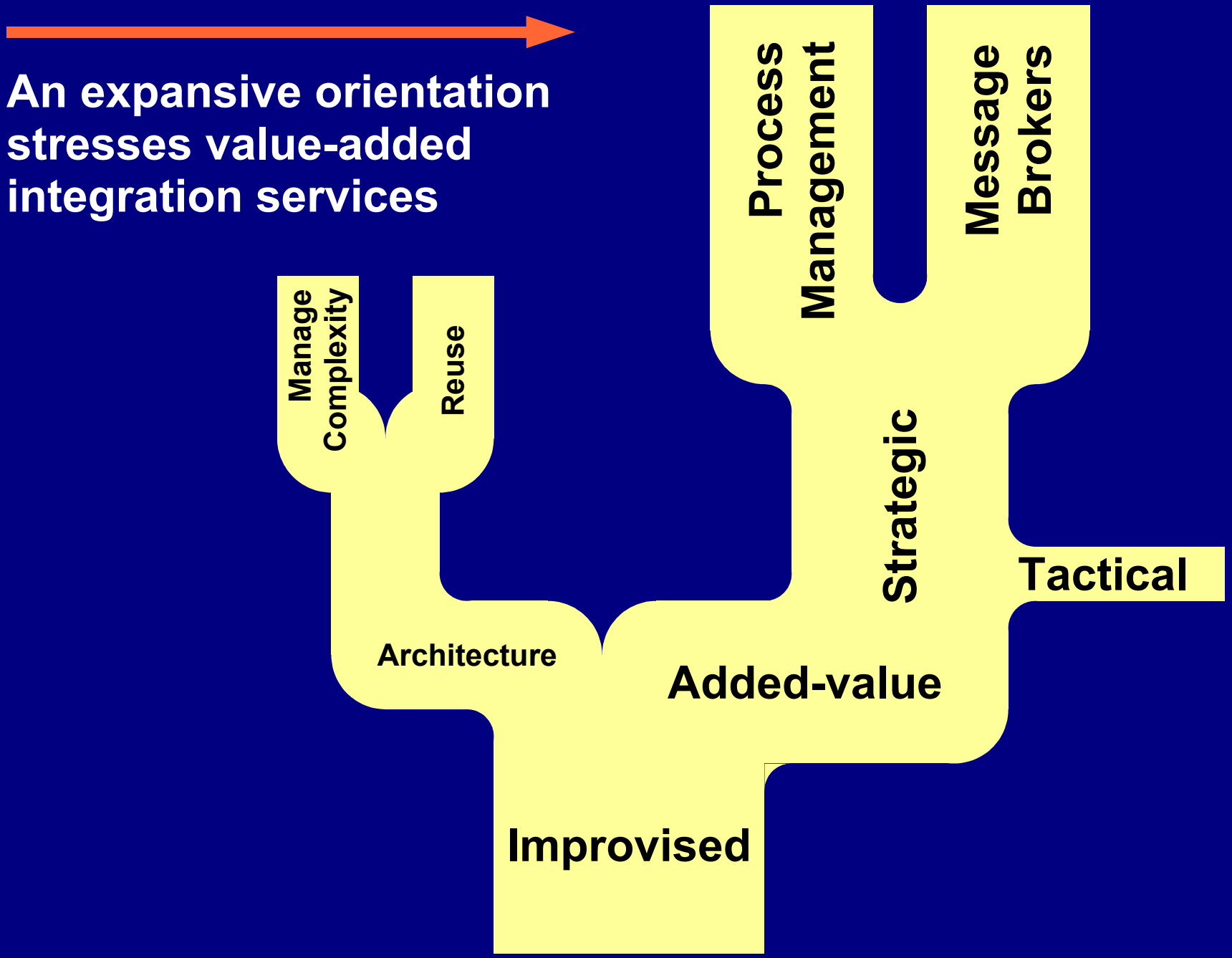
An expansive orientation stresses value-added integration services



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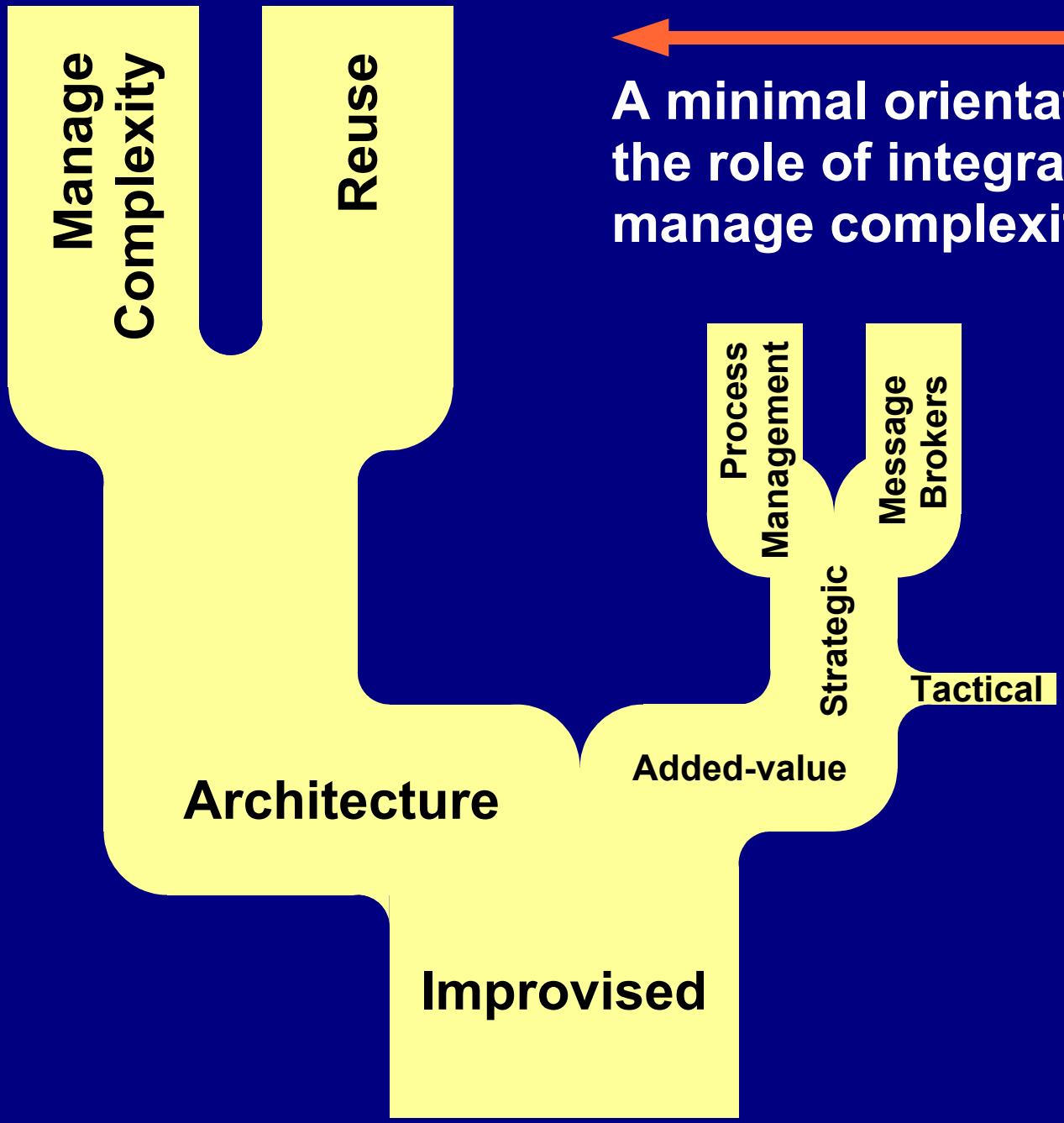

A minimal orientation stresses the role of integration to manage complexity

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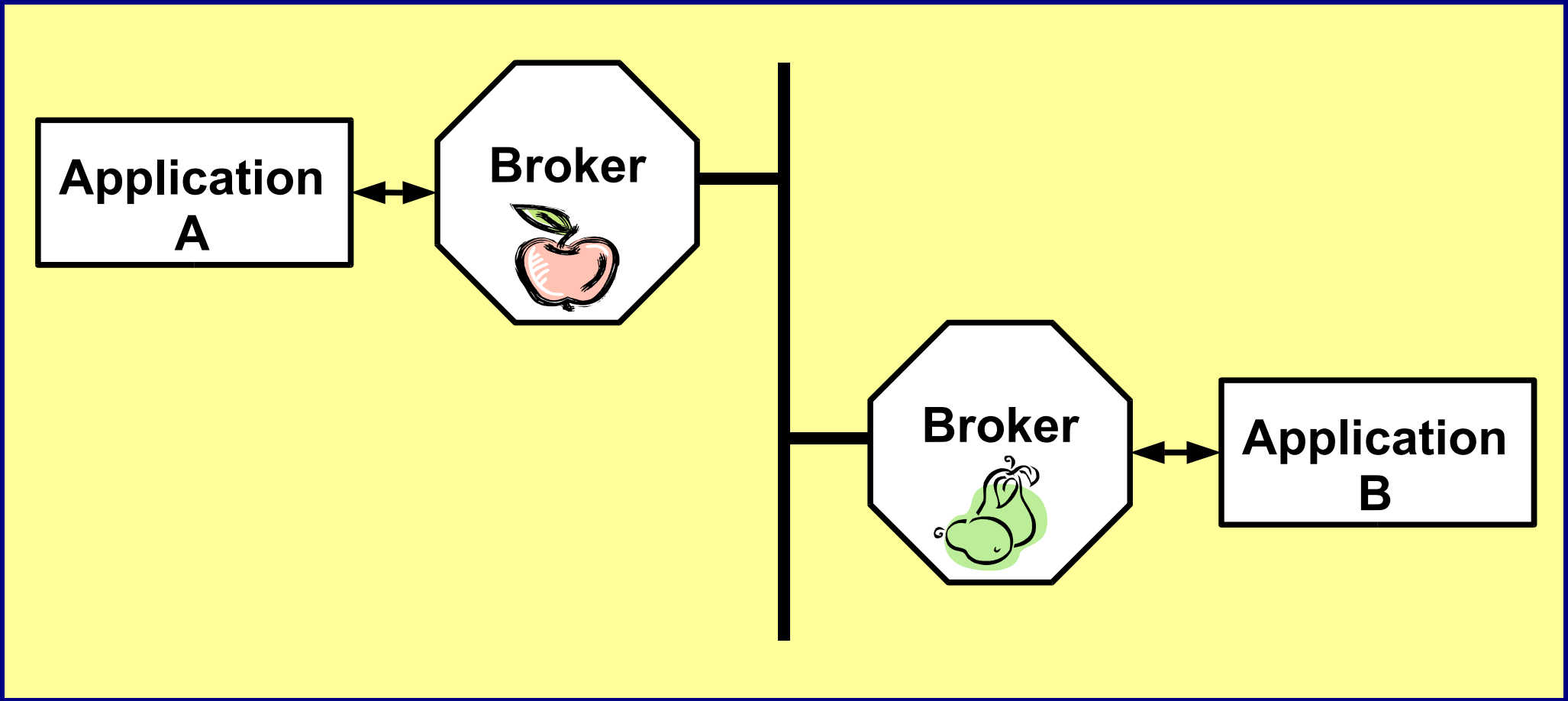
Basing integration on hand-offs of responsibility allows each transformation to be made *on behalf of* one or other party, which increases accountability and simplifies support.



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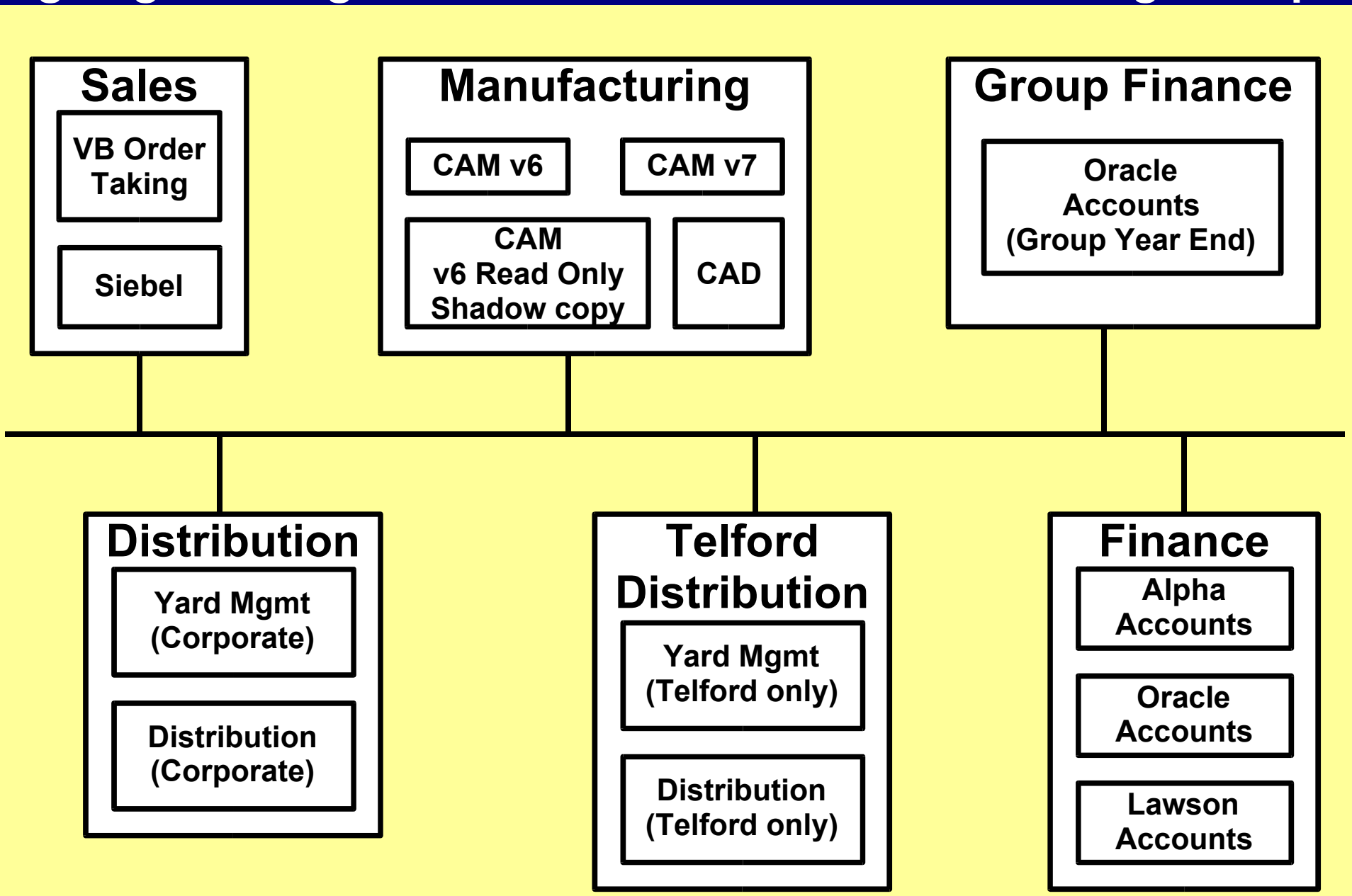
Aligning IT to organisation clarifies structure to manage complexity



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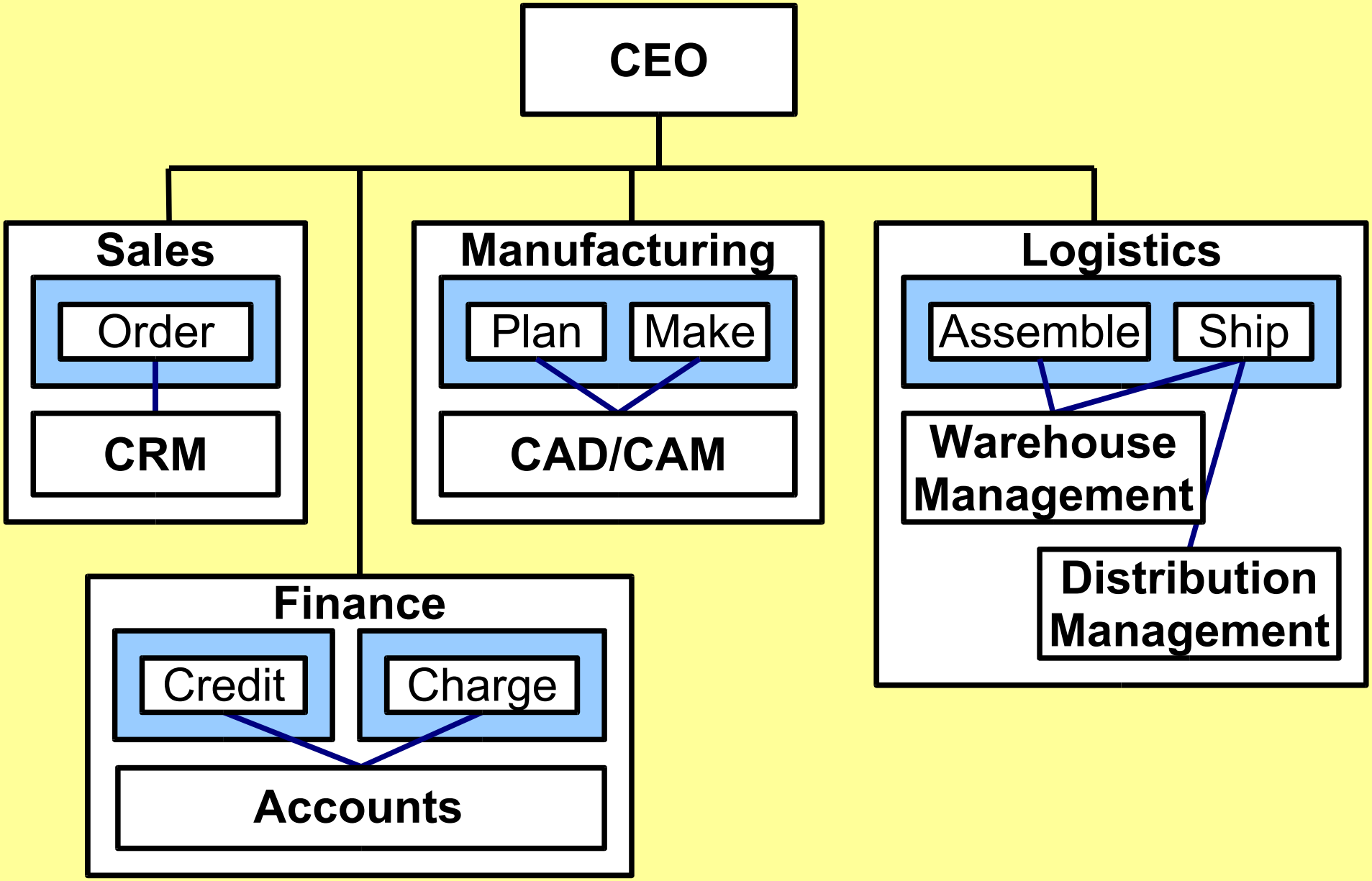
Aligning IT to organisation clarifies responsibilities for processes



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Hot topics for debate

- The role of process management tools in business change
- The use of optimised process and data models as a basis for integration

More generally

- The role of enterprise-wide systems
- The role of IT in business change

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General recommendations

- Build a standards-based bus and keep it current
- Limit tactical tools to short-term problem solving
- Reflect on the purpose of integration
- Avoid conflict of interests from advisors

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Minimal integration recommendations

- Use actual organisational structure to define system boundaries
- Use actual hand-offs of responsibility to define interfaces
- Make every system responsible for meeting standards
  - Always know on who's behalf the broker is working
- Use process management tools only for owned processes

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