



# Architectural Processes and Tools

XPLUS Breakfast Session

March 5th 2021, 8.30am – 9.30am





## Our speakers

### Alain Peirens

**Chief Technology Officer and Chief Architect at AXA Belgium**

The challenge of *structuring and managing* the inherently collaborative nature of architectural work.

<https://www.linkedin.com/in/alain-peirens-4401864/>



### Bart Du Bois

**Director XPLUS Academy**

How *collaborative content creation* is the alpha and omega of architects' daily activities.

<https://www.linkedin.com/in/duboisbart/>



### Laurent Cornet

**Enterprise Architect Lead at XPLUS**

The *architectural backlog* as the vehicle to capture, prioritize and follow up on what requires architectural attention and effort.

<https://www.linkedin.com/in/lco101/>



### Pieter Dubois

**Partner, Lead Enterprise Architect at XPLUS**

How to make an *inventory of relevant facts* for future reference as a lever for effectiveness and efficiency.

<https://www.linkedin.com/in/duboispi/>





## Some Practical details

- Don't hesitate to interact and ask questions via the chat 
- Please stay muted during the webinar 
- Stay tuned as we are going to do some Polls during the session 
- For additional questions after the event: [info@xplus.eu](mailto:info@xplus.eu)
- Enjoy the session!





# Architecture **Processes and Tools** in a **collaborative** mode.

**Alain Peirens**

Chief Technology Officer & Chief Architect at AXA Belgium

05/03/2021

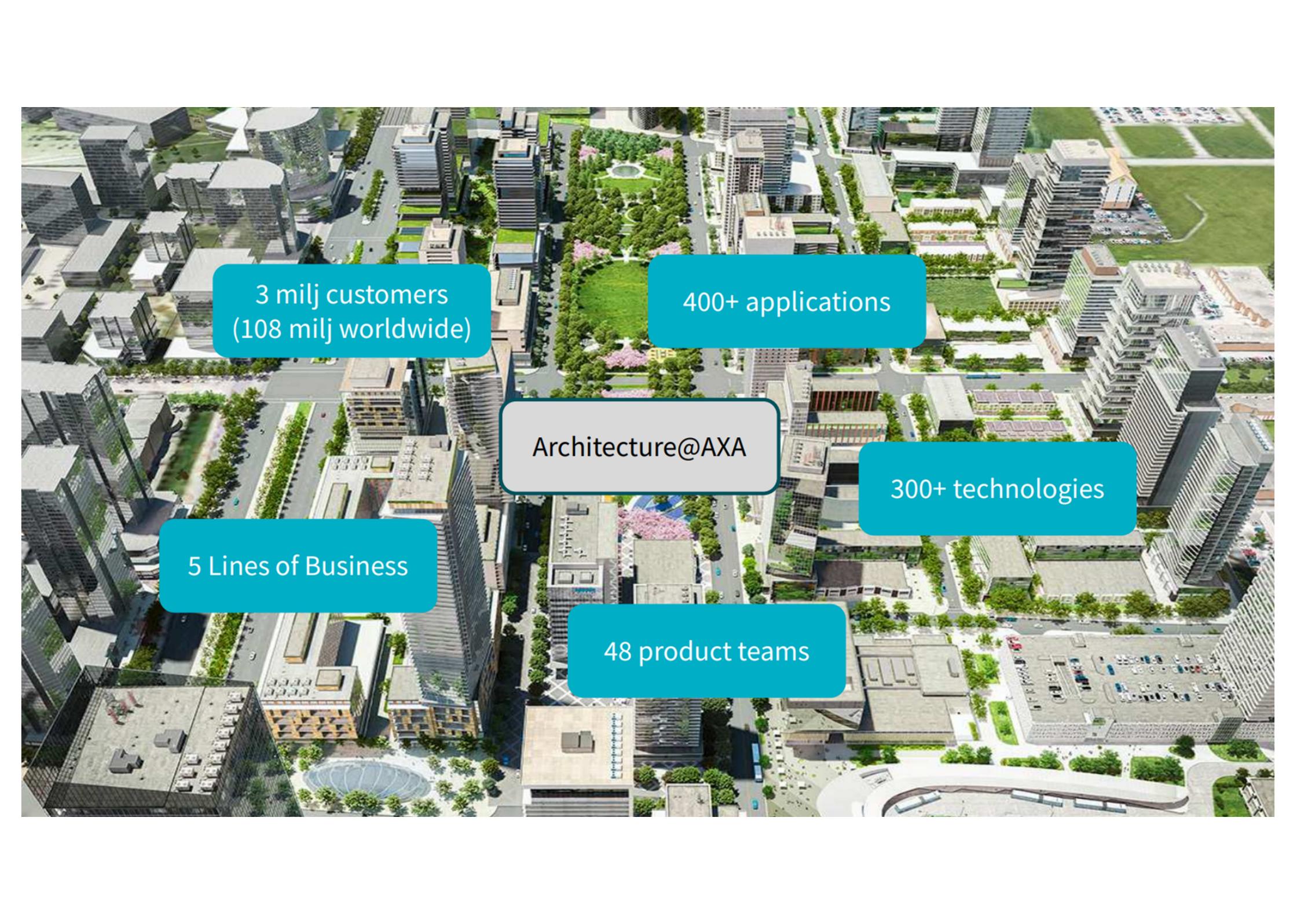




# Architecture Processes and Tools in a collaborative mode

Alain Peirens  
CTO AXA Belgium

March 2021



3 mil customers  
(108 mil worldwide)

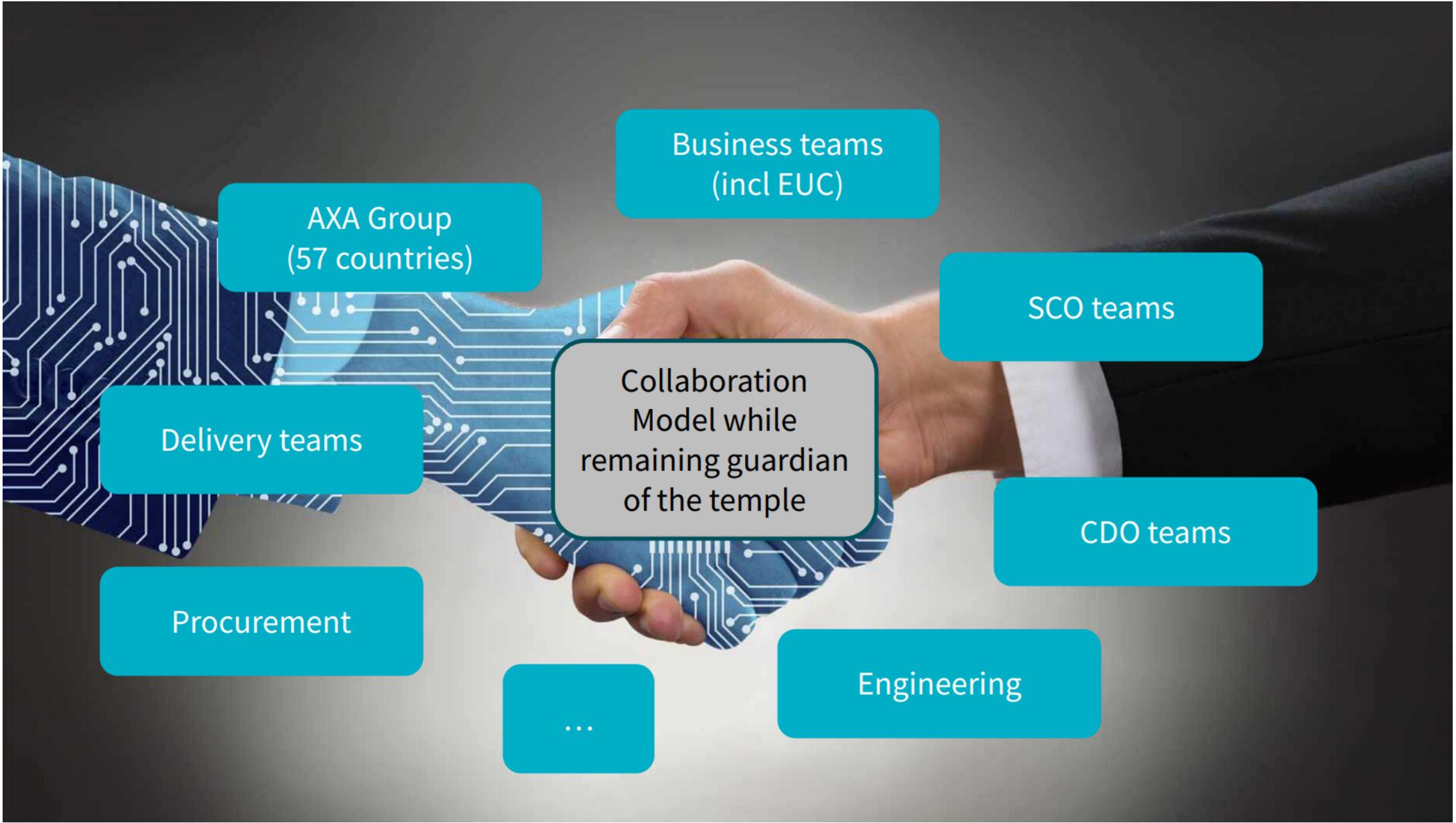
400+ applications

Architecture@AXA

300+ technologies

5 Lines of Business

48 product teams



Business teams  
(incl EUC)

AXA Group  
(57 countries)

SCO teams

Collaboration  
Model while  
remaining guardian  
of the temple

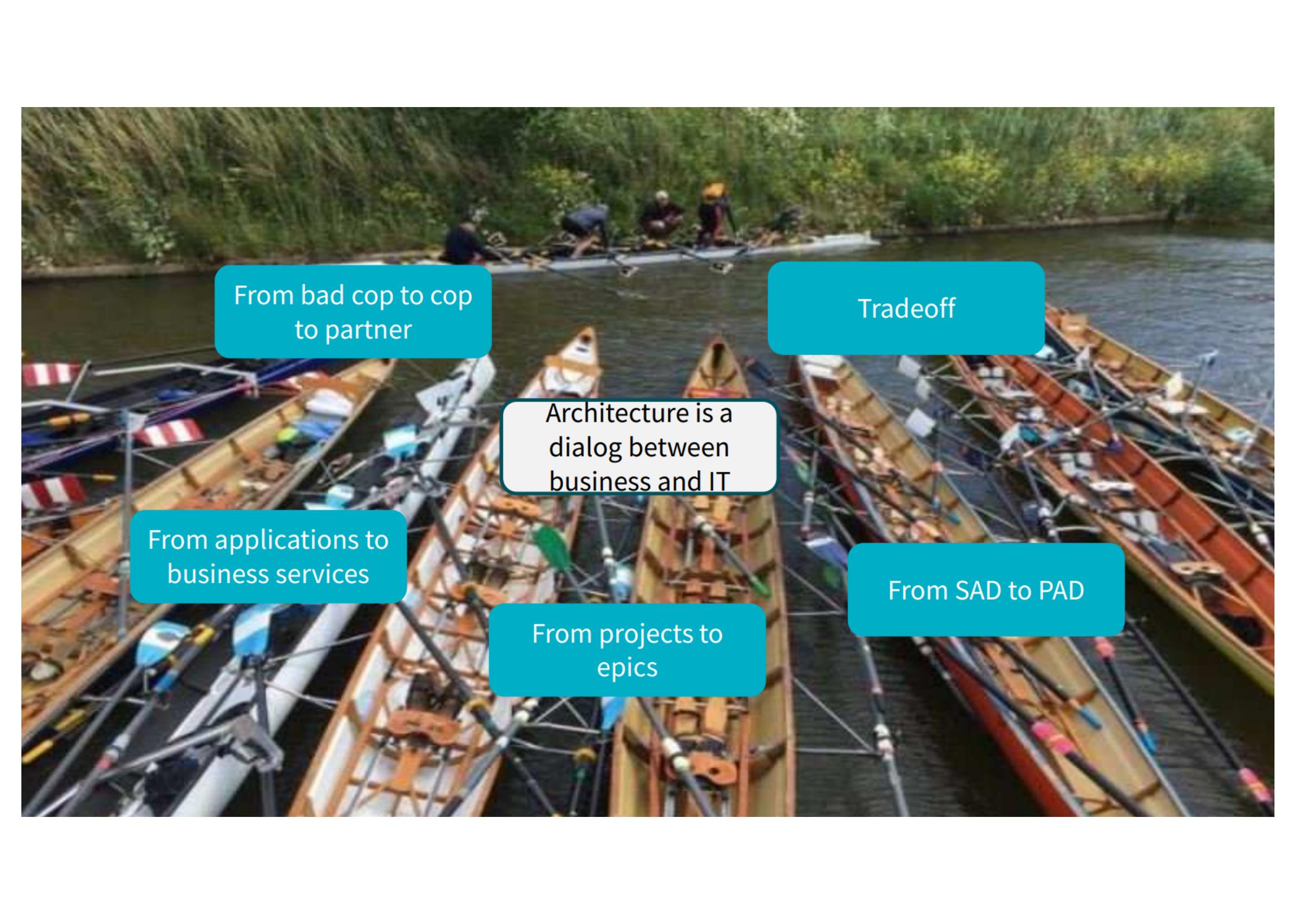
Delivery teams

CDO teams

Procurement

...

Engineering



From bad cop to cop  
to partner

Tradeoff

Architecture is a  
dialog between  
business and IT

From applications to  
business services

From SAD to PAD

From projects to  
epics

**IBT Enterprise Architecture - Building Permit (BP) for GATE 2**

BSLPP P&C Retail Project CT Phase 4 - ComRM Part II Date: 19/02/2018 Author: Frédéric Bardeletti

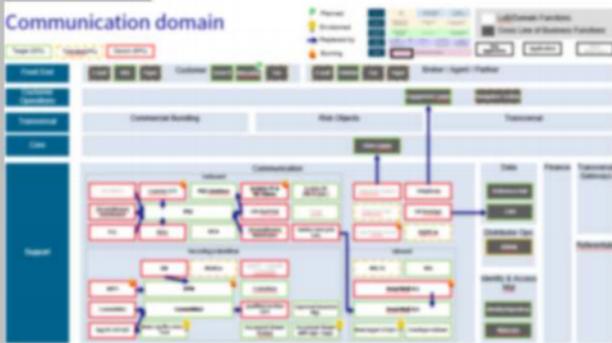
Integrate ComRM with ClaimCenter, upload from Digital Portal and Gateways, use full security (but no ext sec module), some metadata updates, migrate mini-WIPS content to ComRM, Portima integration and feed the Matching DB

ARC Impact **HIGH**

Remarks & Recommendations  Aligned  Status Quo or Minor Deviation  Major Deviation  Not Applicable  Cloud\_Permit

**Target Architecture Alignment Most Realistic Solution**

Risks	Risks
<p>Guidewire FE OK</p> <p>Viewer alignment with target requires integration with Group viewer</p> <p>Alignment with target requires that victims &amp; witnesses are synchronized with CF (dim)</p>	<p>GW FE &amp; BM Data - OK</p> <p>Feeding Matching DB from ClaimCenter &amp; CorredManager - OK</p> <p>Victims, witnesses and non AXA experts are duplicated - NOK</p> <p>Route of ComRM &amp; SmartMail 4.3</p>



## Processes & Tools : key elements

- Change Board (MC + CTO +CDO)
- Blueprinting (Archimate)
- Build permits (in Agile mode)
- Compliancy reports
- Customer, Broker and Employee journeys
- Application and technology roadmap

# Process and tools need the right people!!





# Getting the collaboration organized in the Architecture Backlog

Laurent Cornet  
Enterprise Architect Lead at XPLUS  
05/03/2021

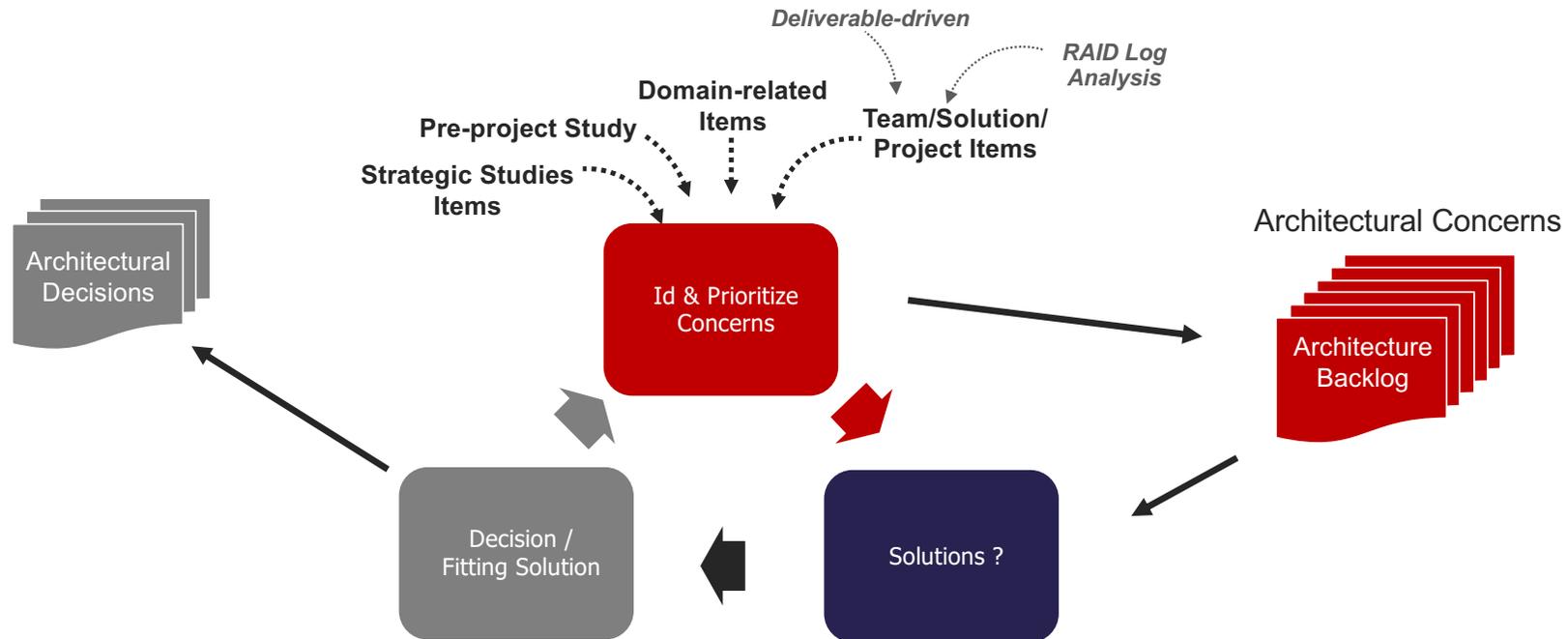




# Architectural Backlog

Capture, Prioritize and follow up on what requires Architectural effort.

Clarify the architectural concerns that need to be addressed – the **output** usually resulting in architectural decisions.



Adapted from: Eltjo Poort, May 2016



# Architectural Backlogs As a Scalable Concept



← → ↻ scaledagileframework.com ☆



Strategic Studies Items

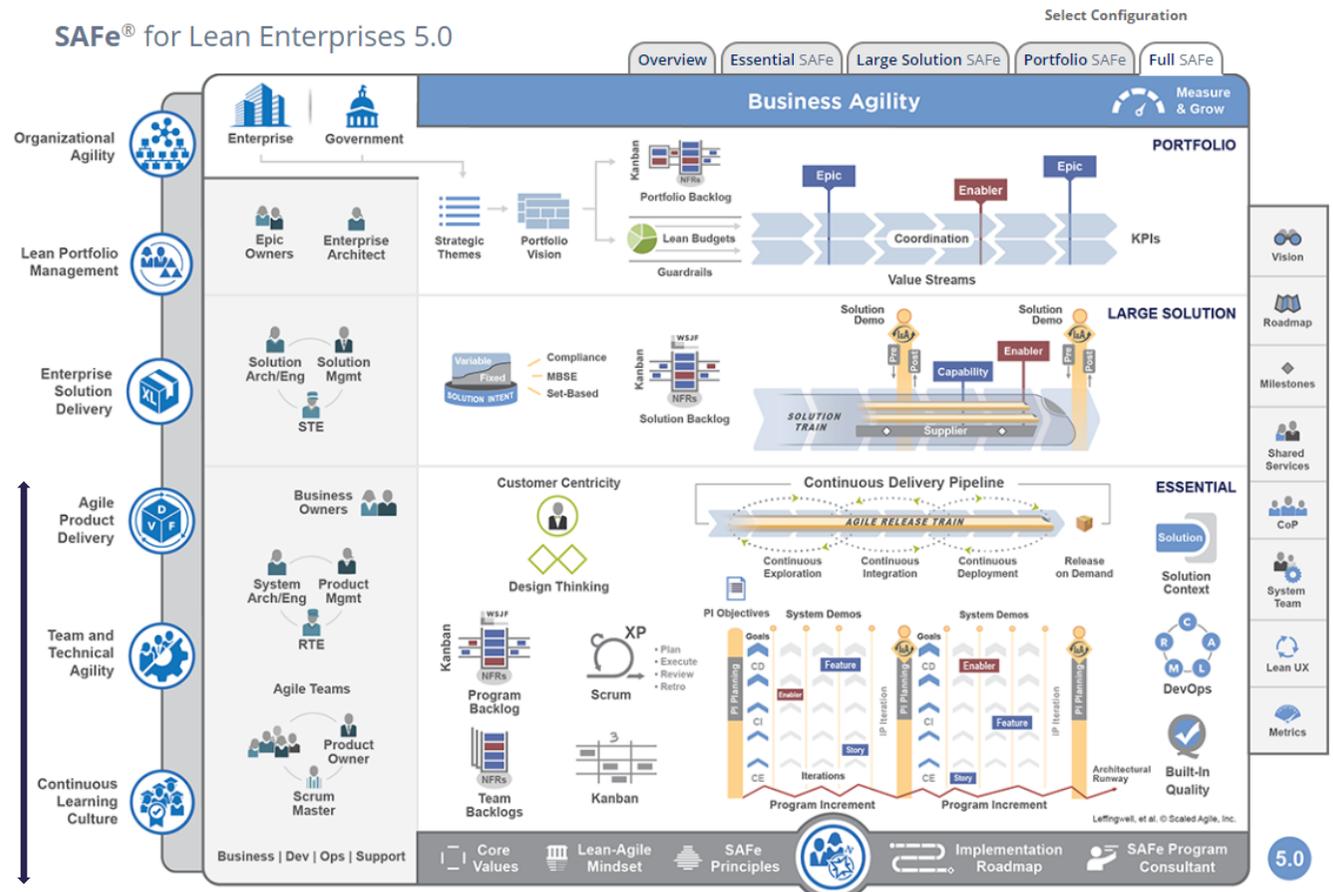


Pre-project Study  
Domain-related Items



Program/Project Items

## SAFe® for Lean Enterprises 5.0



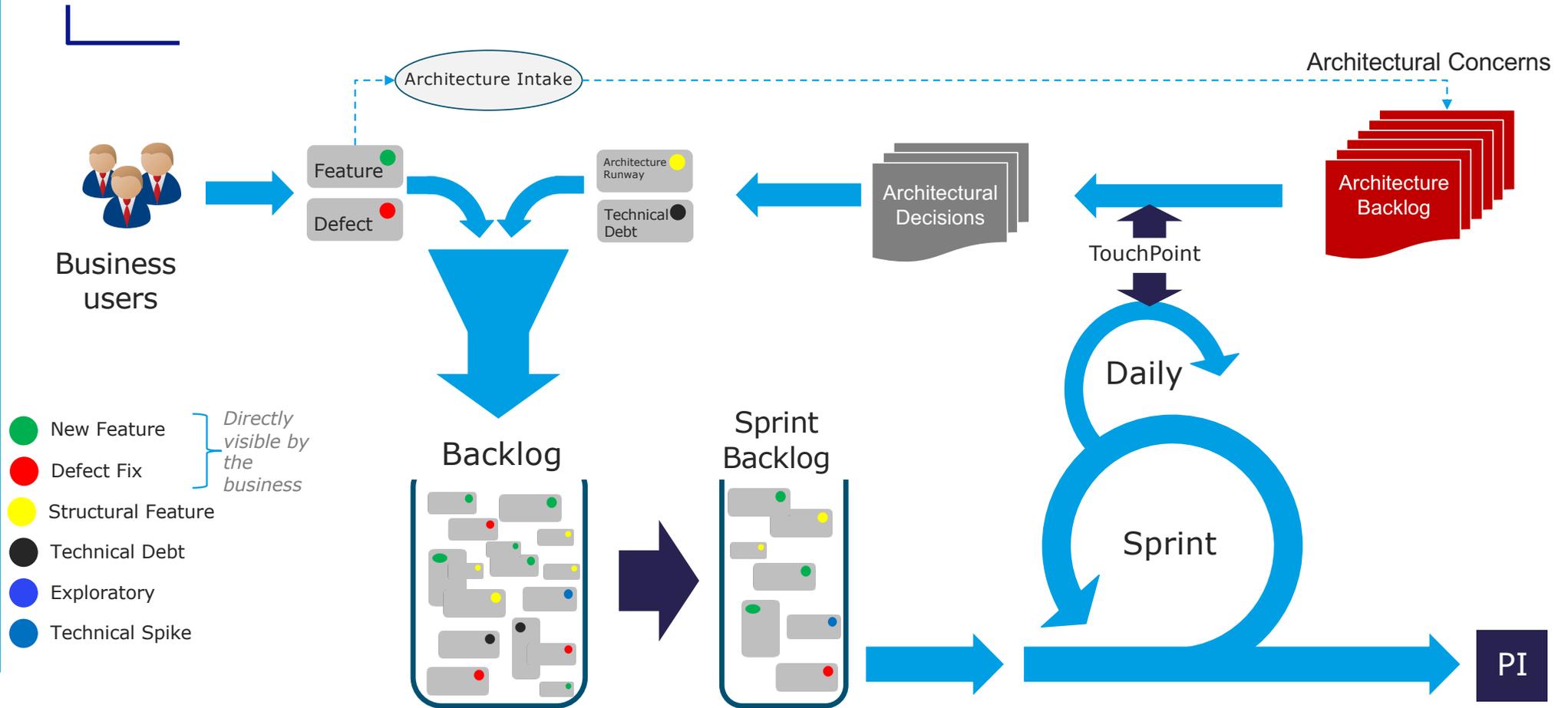
Lean-Agile Leadership

Source: <https://www.scaledagileframework.com/>



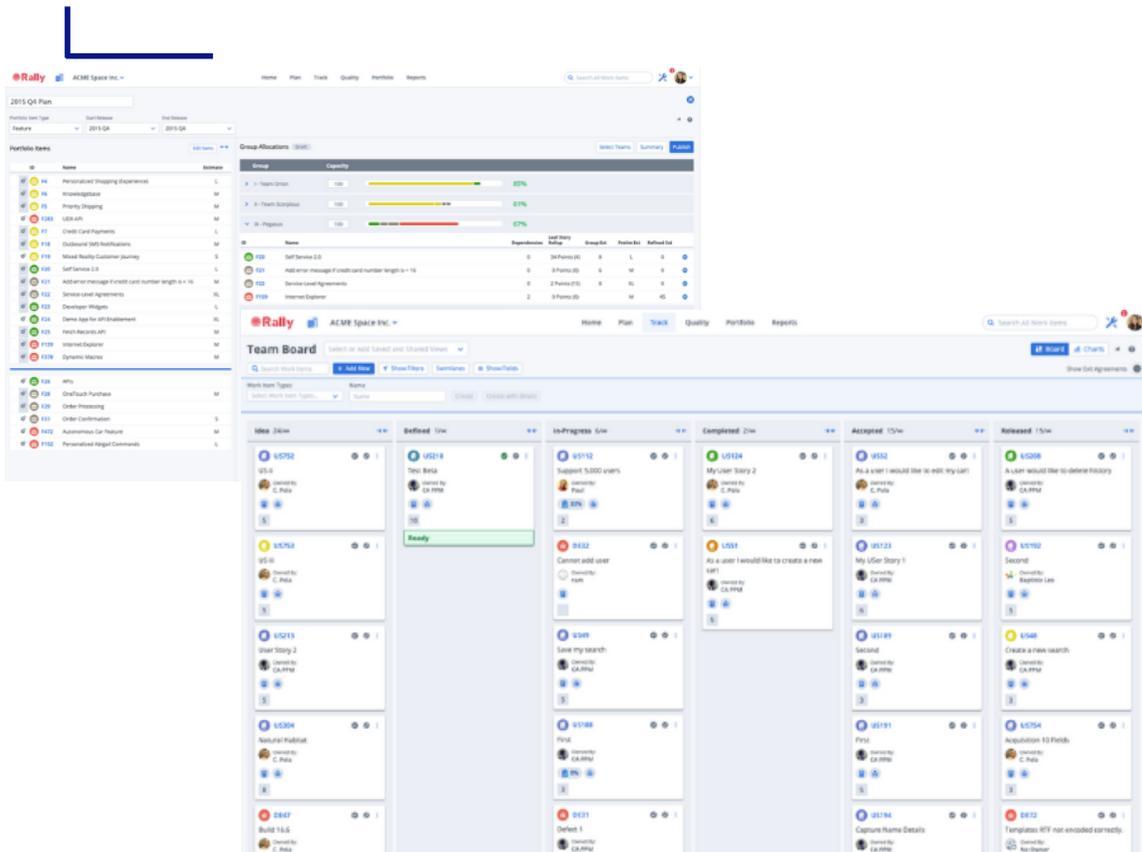
# Architecture Concerns in a Delivery Context

## How Architectural Decisions impact the Delivery Backlog



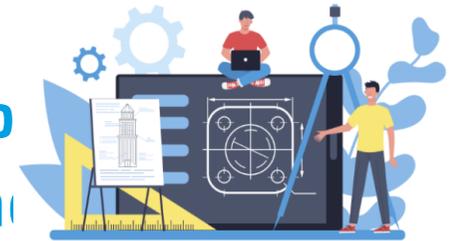


# The Architecture Backlog in Practice Using Agile Planning Tools



- Agile Planning Tool support the Synchronization and Coordination processes in an enterprise.
- The Backlog is a central concept with global visibility.
- As architects, key decisions at the organizational level will determine exactly how to use:
  - Central or decentral team of Architects?
  - Ownership of Architectural Decision?

# How collaborative content creation is the $\alpha$ and $\Omega$ of architects' daily a



designed by Freepik

**Bart Du Bois**  
Director XPLUS Academy  
05/03/2021

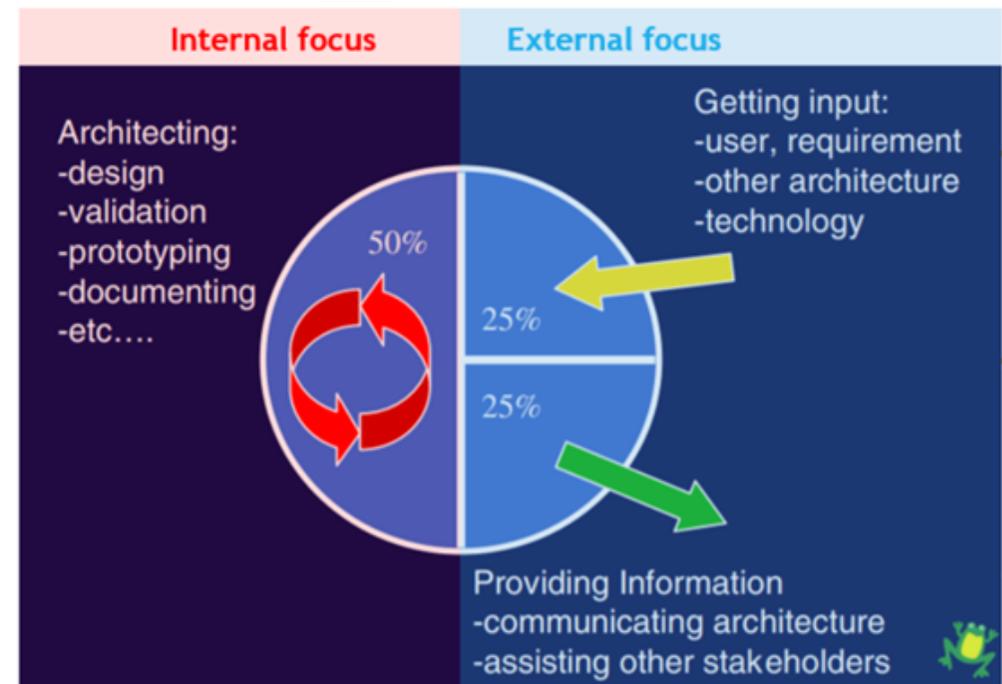


## Collaborative content creation

- Architects constantly **balance** between an **internal** and an **external focus**.
- Done well, content creation is a form of **knowledge sharing**, benefiting more than just the initiative in which the content was required.
- You, as a leader, can **foster** the community's appetite for knowledge sharing
  - establish psychological safety
  - incentivize knowledge consolidation through social esteem

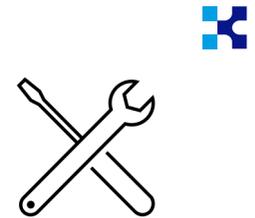


Source: Philippe Kruchten, 2008, *What do software architects really do?*



Perfect balance = 50% internal and 50% external focus

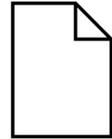
## Tool – support for content creation



Various **tools** are available for the architect to support collaboration:

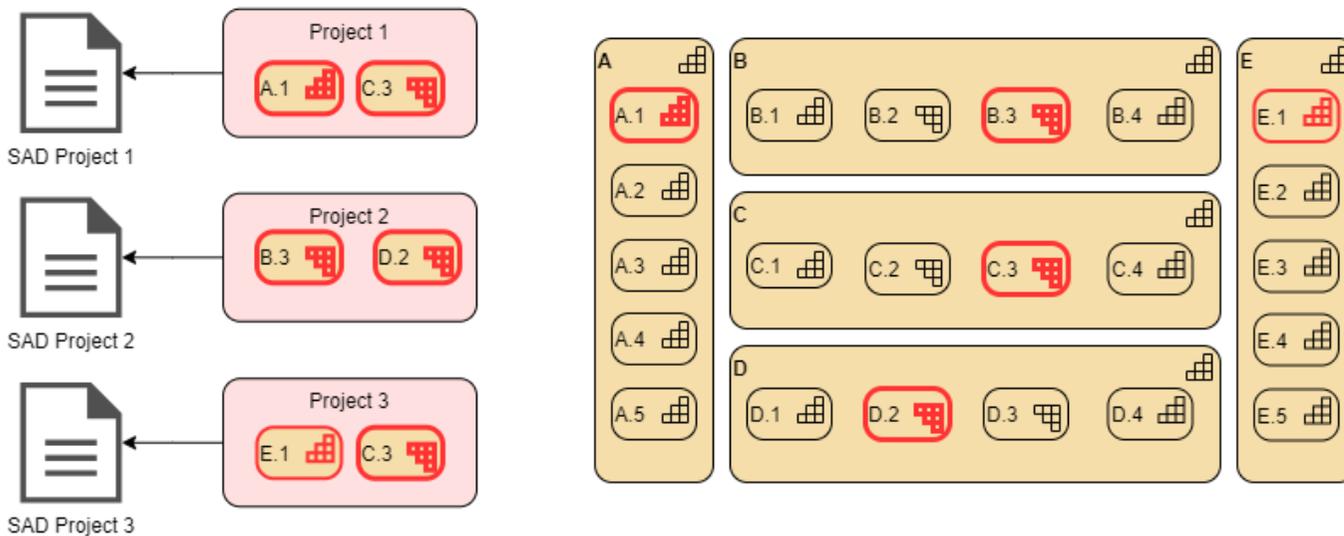
<b>Co-creation</b>	using <u>workshop facilitation tools</u> like digital whiteboards, lean modelling tools, survey/audience response tools	<ul style="list-style-type: none"><li>• Miro, Lucidspark, Whiteboard</li><li>• Draw.io, Lucid</li><li>• Mentimeter/Kahoot</li></ul>
<b>Governed content mgmt.</b>	<u>publishing/consuming documents</u> regarding guidelines, standards, training material, example deliverables	<ul style="list-style-type: none"><li>• SharePoint, Alfresco</li><li>• File drives</li></ul>
<b>Topic elaboration</b>	<u>authoring content collaboratively</u> using Wiki-style tools	<ul style="list-style-type: none"><li>• Confluence, Notion, OneNote</li></ul>
<b>Content curation</b>	<u>pulling in innovation/change</u> by identifying/categorizing/qualifying references & literature through bookmarking, reviews & annotations	<ul style="list-style-type: none"><li>• Diigo, hypothes.is</li><li>• GoodReads</li></ul>

# Initiative vs Product based architectural content



Historically, architecture content is created within the context of a more or less well-defined **change initiative**.

- Resulted in deliverables like a project's **Solution Architecture Document (SAD)**

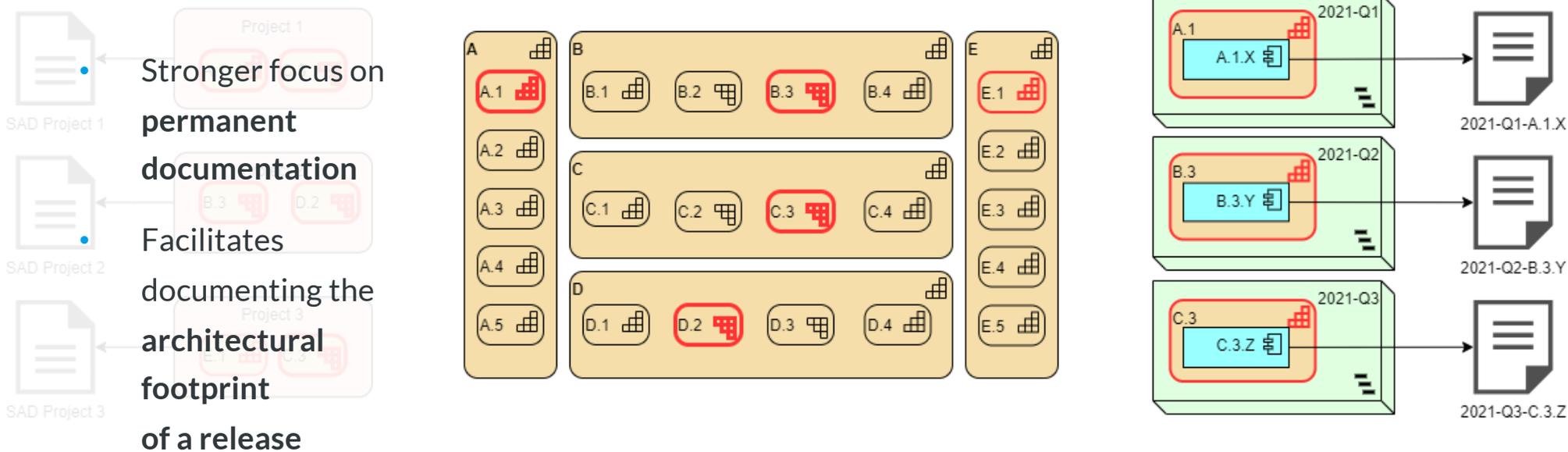


# Initiative vs Product based architectural content



More recently, organizations have started to **decompose** their IT landscape in products and have changed their IT operating model to **optimize autonomy** on these products.

In these organizations, the creation of architectural content is **realigned to this product context**.





# Architecture Management framework, tools and Integrations

Pieter Dubois

Partner, Executive Management Consultant, and Lead Enterprise Architect at XPLUS

05/03/2021



# High-level Framework for Architecture Management

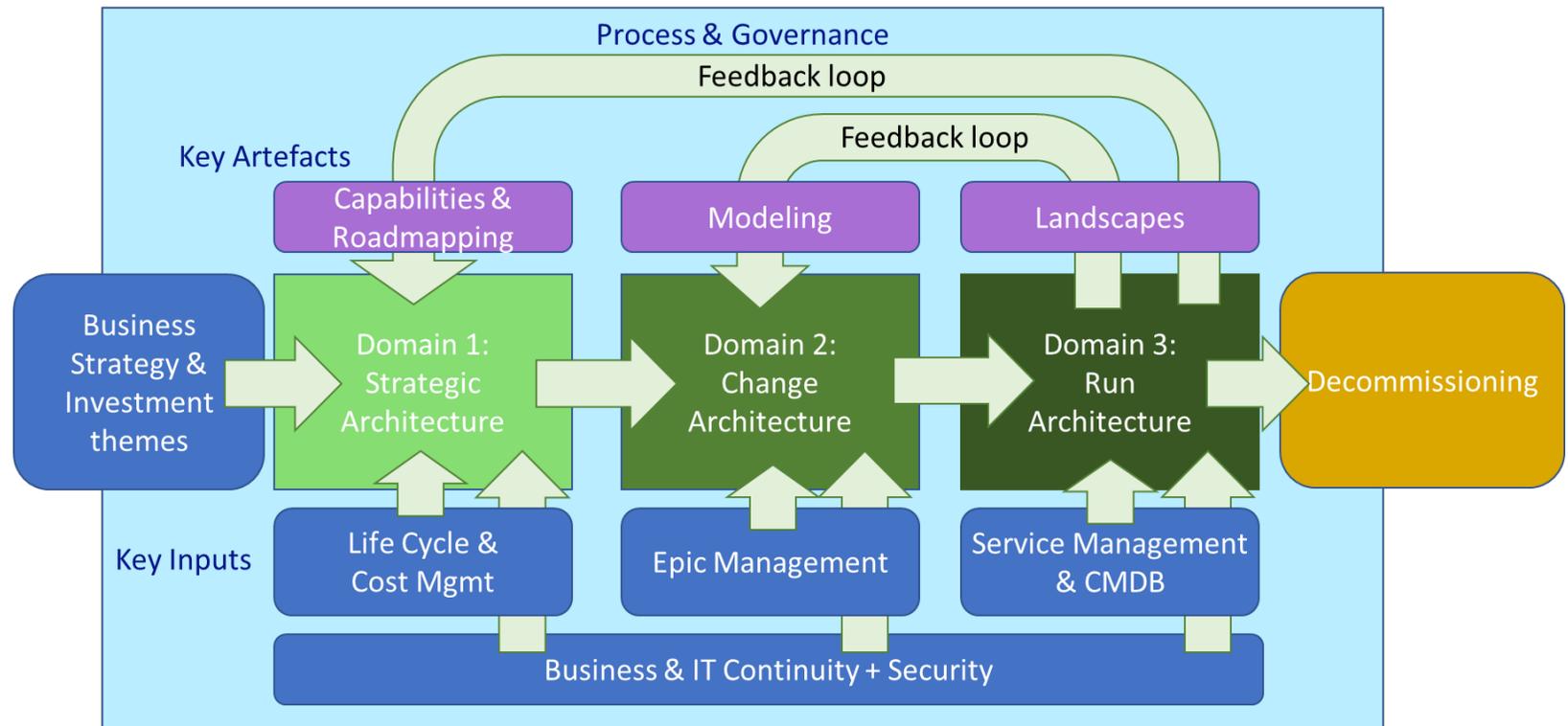


There are 3 main architecture Domains:

- Strategy
- Change
- Run

With feedback loops

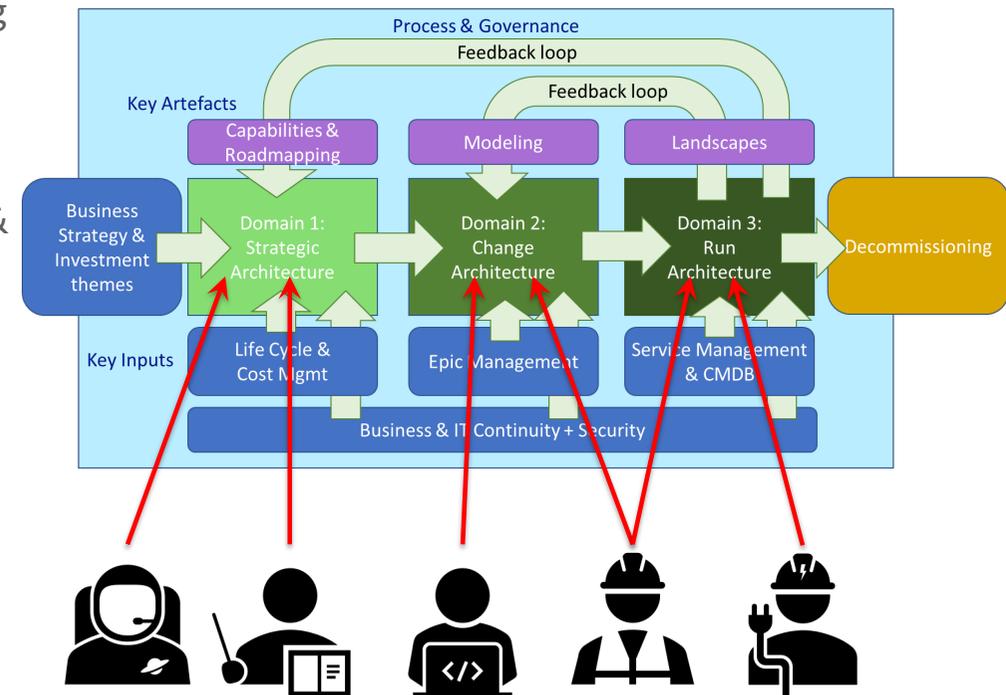
Enriched by data from other management sources.





# What do Architecture Tools have to support for an architectural process?

- What are the capabilities in each Domain?
- How can the time dimension be supported in strategy
- How can Current State Architecture be used as starting point for change? How can it support the Run?
- How are reports created, put in dashboards and published to a validation/information audience?
- How can data imports be assigned to the right objects & attributes
- How are new data elements incorporated?
- How is the Architectural validation process supported?
- How can people collaborate
- What is the right internal structure?
- How can each user have their own environment?
  - Distinguish casual/temporal creations vs published ones
- How can iterative changes be managed?





# Architecture tools Evaluated

## The “Evolving Leaders”

### Bizzdesign:

- Leader (20y), mature, modeling centric, evolving to cloud but also on-premise. NL based, easy to interact with.

### Avolution:

- Challenger for Bizzdesign. Similar 2 layer setup: modeling/dashboard. UK-based.

## The “New Kids on the Block” – Cloud native (only)

### ValueBlue:

- Bizzdesign next-gen. Modeling & collaboration centric. Local, very easy to interact with. Closing gaps quickly.

### LeanIX:

- Data driven collaboration paradigm. Application management centric. No modeling. Local, easy to interact.

### Ardoq:

- Graph & relationship driven. Application management centric with generated modeling capability. European.

## Freeware

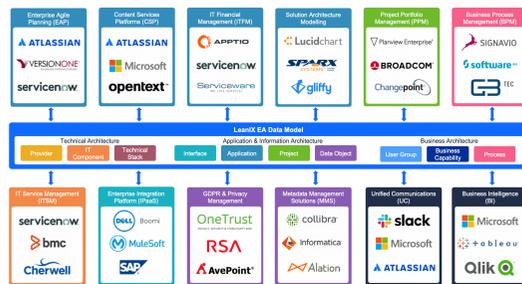
- Archi: Open Source Archimate reference implementation







# Data imports vs Data collection through collaboration



Bulk Data Imports & signals



Questionnaires to stakeholders & comments



The screenshot shows a survey titled "Survey: Business Application Criticality" with a "Save & Next" button. The survey content includes:

- Text Input, Number Input, Date Input, and Textarea fields.
- Radio (single selection) and Checkbox (multiple selections) options.
- Fact Sheet type: Application.
- Question: "How would you rate the Application with regard to its business criticality and functional fit?"
- Options: Information, Dependencies, Projects, Business Support, Data Management, Sourcing.
- Question: "Which Business Capabilities make use of this Application?"

Below the survey is a comment thread for "AC Management" (33% completion). The thread shows a comment by Peter Schmidt: "Provider is missing in the fact sheet, meshlab IT?" with a "Delete" button and a timestamp of "almost 2 years ago". There are also "Subscriptions (4)", "Documents (4)", and "Last Update (2 days ago)" indicators.

Both model driven as data driven EA tools have become more open and allow stakeholders to manage and enrich the meta-data of EA objects, as well as provide comments on them. In addition, some even have built-in workflows (e.g., approvals) to support architectural governance.



# A meta-model is critical to map data resources to.

Most tools come with their own meta-model.

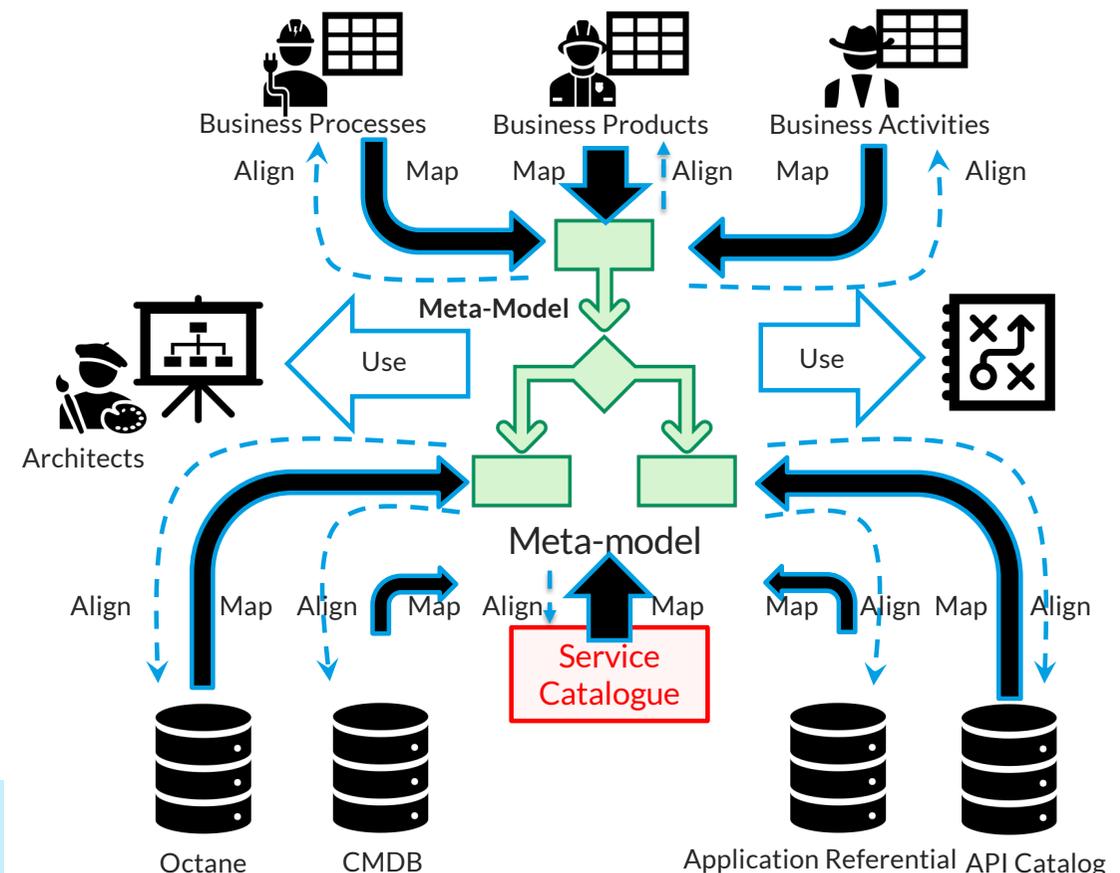
- What type of objects exist & their relationships

Much data might already exist in the enterprise:

- Business processes
- Business products, services & activities
- Configuration management data
- Application & service catalogs

This data must be mapped on these meta-model objects and attributes.

Often you must adapt the tools meta-model or introduce your own (incl attributes) to fit.



## Our next breakfast session...

... will be about:

**“Balancing the short, medium, long term time-horizons:  
A key arena for Architects”**

This webinar will take place on **Friday June 4th, 2021!**



## Next Steps

### Next Breakfast Session

Next steps:



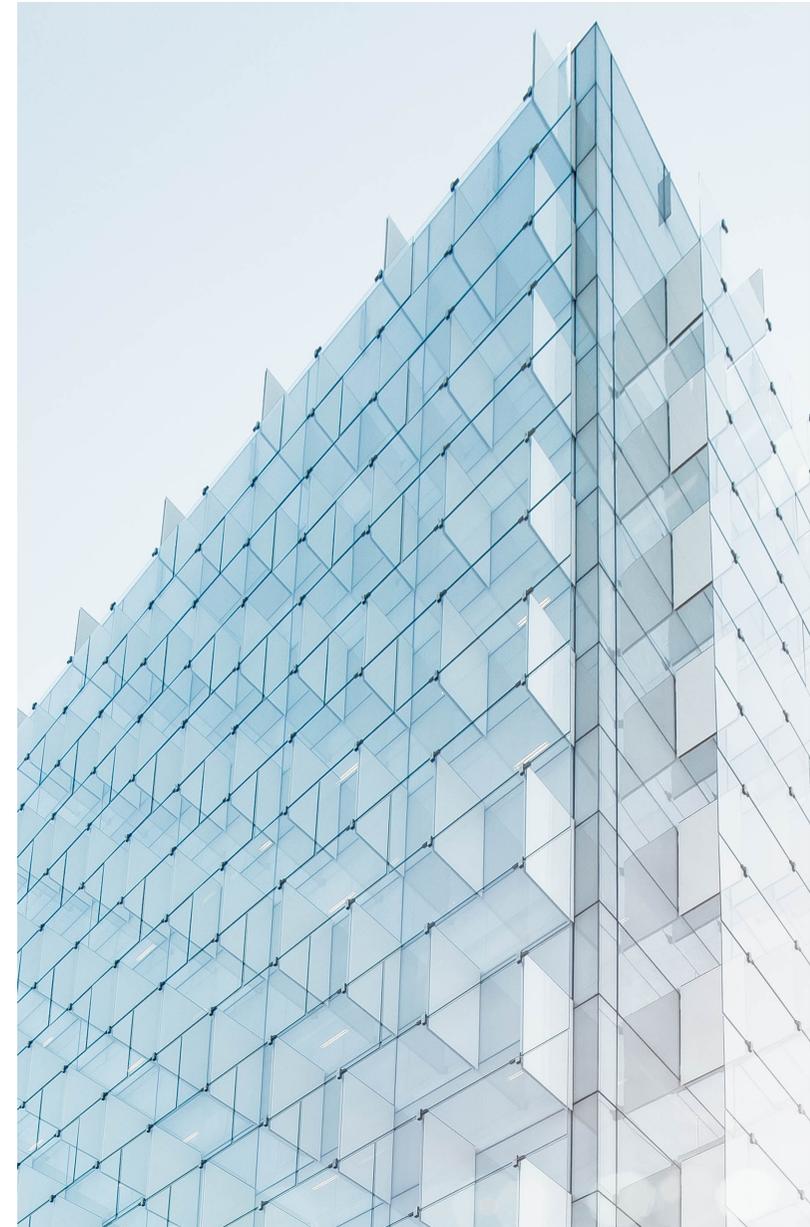
You will get next week an e-mail with the link to the presentations.



Follow XPLUS at LinkedIn for additional information:  
<https://www.linkedin.com/company/xplusconsultants>

Next Breakfast Session (04/06/2021):

**Balancing the short, medium, long term time-horizons:  
a key arena for Architects.**





Thank you for your participation!

**Architectural Processes and Tools**

How can we help you?

**Get in touch: [info@xplus.eu](mailto:info@xplus.eu)**