

# Rethinking Enterprise Architecture

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@cote  
May 2018

Slides: [cote.io/rethinking-ea](https://cote.io/rethinking-ea)

<http://cote.io/about>

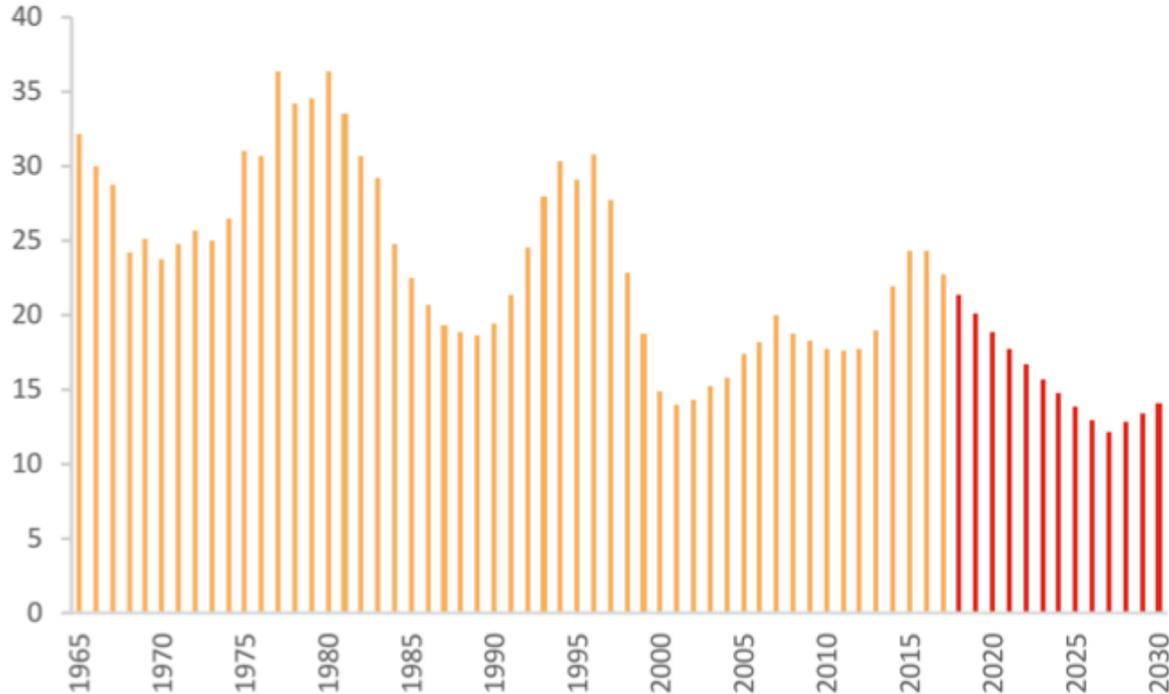


# Pivotal



# Strategy slowly shifted from competitive to transient advantage

**Chart 1: Average Company Lifespan on S&P 500 Index**  
Years, rolling 7-year average



**“at the current churn rate, about half of S&P 500 companies will be replaced over the next ten years.”**

Sources: [“2018 Corporate Longevity Forecast: Creative Destruction is Accelerating,”](#) Scott D. Anthony, S. Patrick Viguier, Evan I. Schwartz and John Van Landeghem, Innosight, Feb 2018. Also: [“Transient Advantage,”](#) Rita Gunther McGrath, HBR, June, 2013. See also her book, [The End of Competitive Advantage.](#)

*What's in the  
box?*

*Digital  
transformation.*

A photograph of two women in a meeting room, viewed from behind. They are standing in front of a large screen displaying a blue interface. The woman on the left is wearing a red and black plaid shirt, and the woman on the right is wearing a patterned dress. A teal square frame is overlaid on the screen, and the text "The Problem" is written in white across it. The room has large windows on the left and a whiteboard on the right.

# The Problem

# Teams at 4.5x productivity, businesses doubling average sales

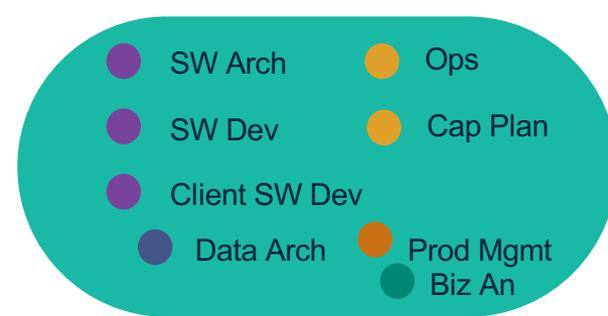
## ENABLEMENT

- Ent Arch
- Portfolio Mgmt

### CUSTOMER FACING APP TEAM

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### LEGACY SERVICE TEAM



## PLATFORM TEAM

- Middleware Engineering
- Service Governance
- Service Engineering
- Network management
- Change Control
- Info Sec
- DBA
- Ops/SRE
- Capacity Planning

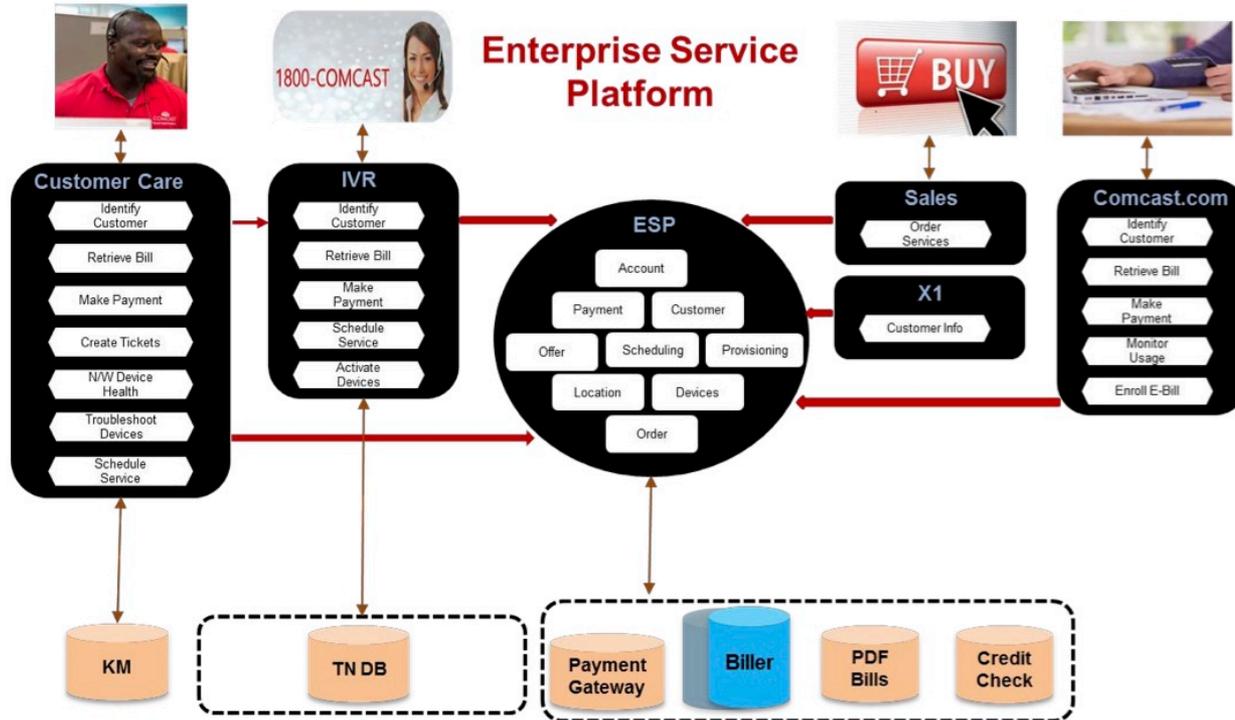
Source: [“Don’t Forget People and Process in Your Digital Transformation,”](#) Allstate case study, March, 2017; : [“Leap of Agile Faith,”](#) Mojgan Lefebvre, Liberty Mutual, June, 2017; [“DevOps Who Does What,”](#) Cornelia Davis, June 2017.



“If I’m doing 8 or 15 releases a week, how am I going to get through all those CABs?”

*Mark Ardito, HCSC*

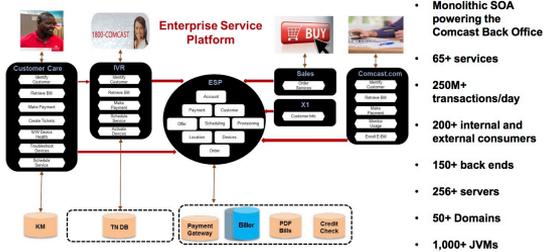
# What is ESP?



- **Monolithic SOA powering the Comcast Back Office**
- **65+ services**
- **250M+ transactions/day**
- **200+ internal and external consumers**
- **150+ back ends**
- **256+ servers**
- **50+ Domains**
- **1,000+ JVMs**

Source: [“Large-Scale Enterprise Platform Transformation with Microservices, DevOps, and PaaS,”](#) Vipul SavJani, Christopher Tretina, August 2016.

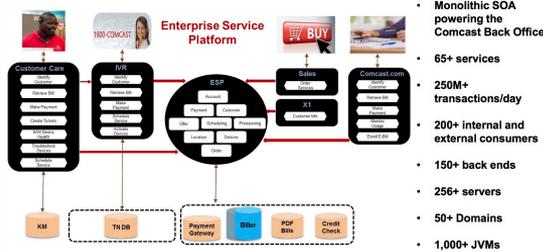
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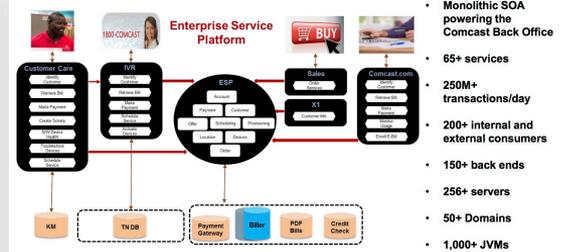
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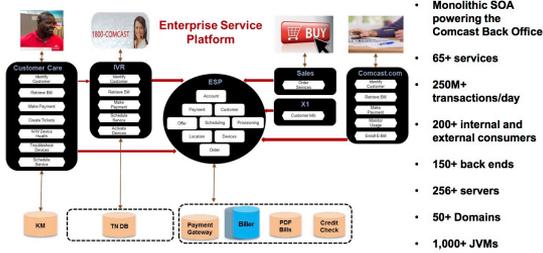
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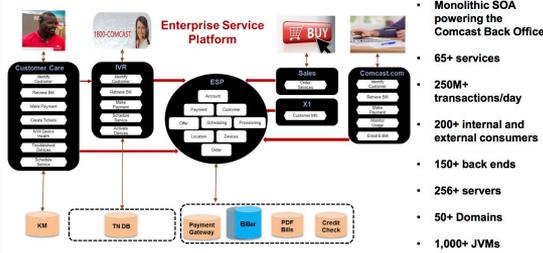
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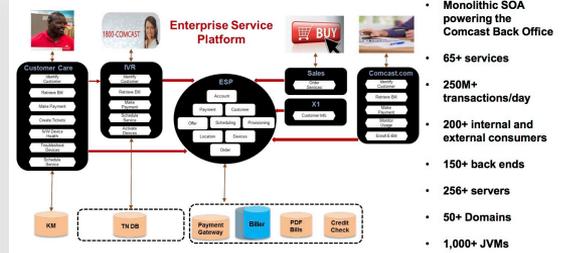
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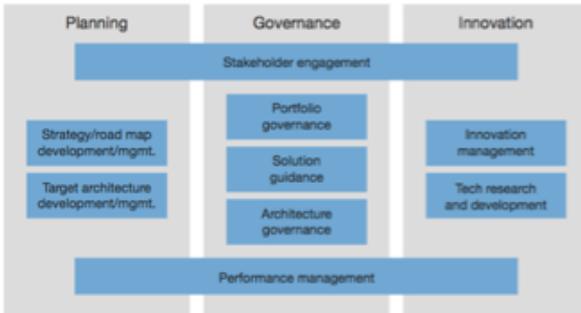
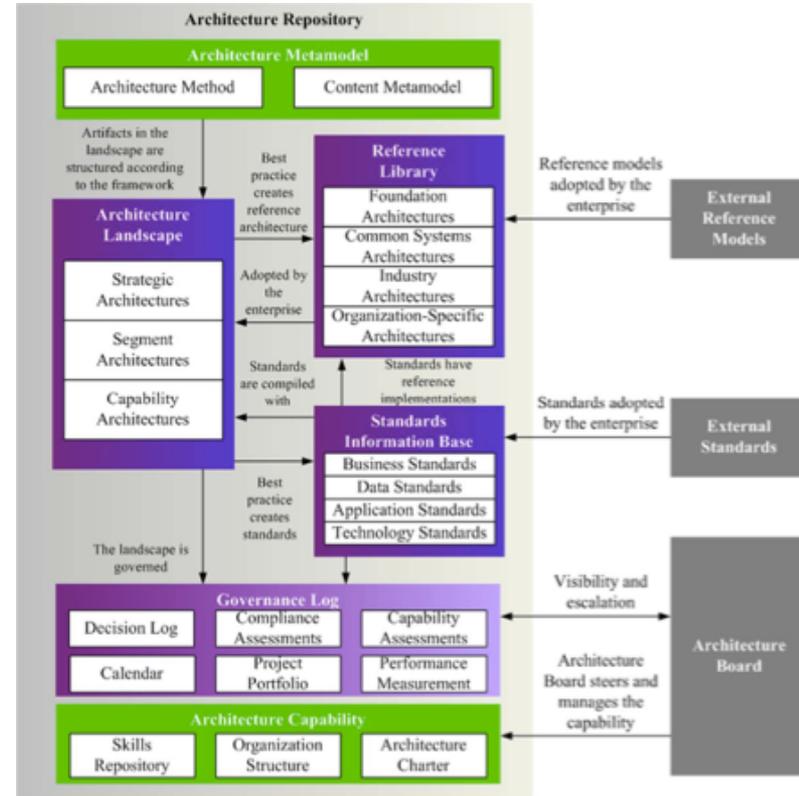
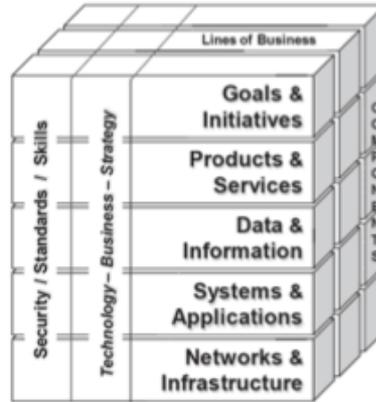
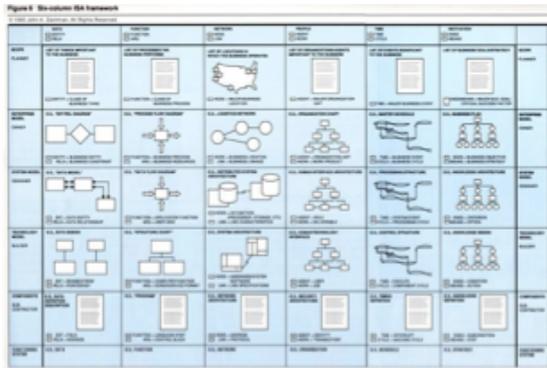




# You can't just barbarian it out, you need bureaucrats



# Methodologies don't kill software, people do



Sources: [1992 Zachman framework](#); [Introduction to Enterprise Architecture](#), Scott Bernard; cf. [Enterprise Architecture as Strategy](#), 2006; [TOGAF® Version 9.1](#); ["Develop An Enterprise Architecture Strategy Aligned With Business Challenges."](#) Gordon Barnett and Alex Cullen, Forrester, June 22, 2017; exiled RUP poster seen in bank, April, 2018; cf. [Charles T. Betz's ITSM poetry](#); [Continuous Architecture](#) for more history.

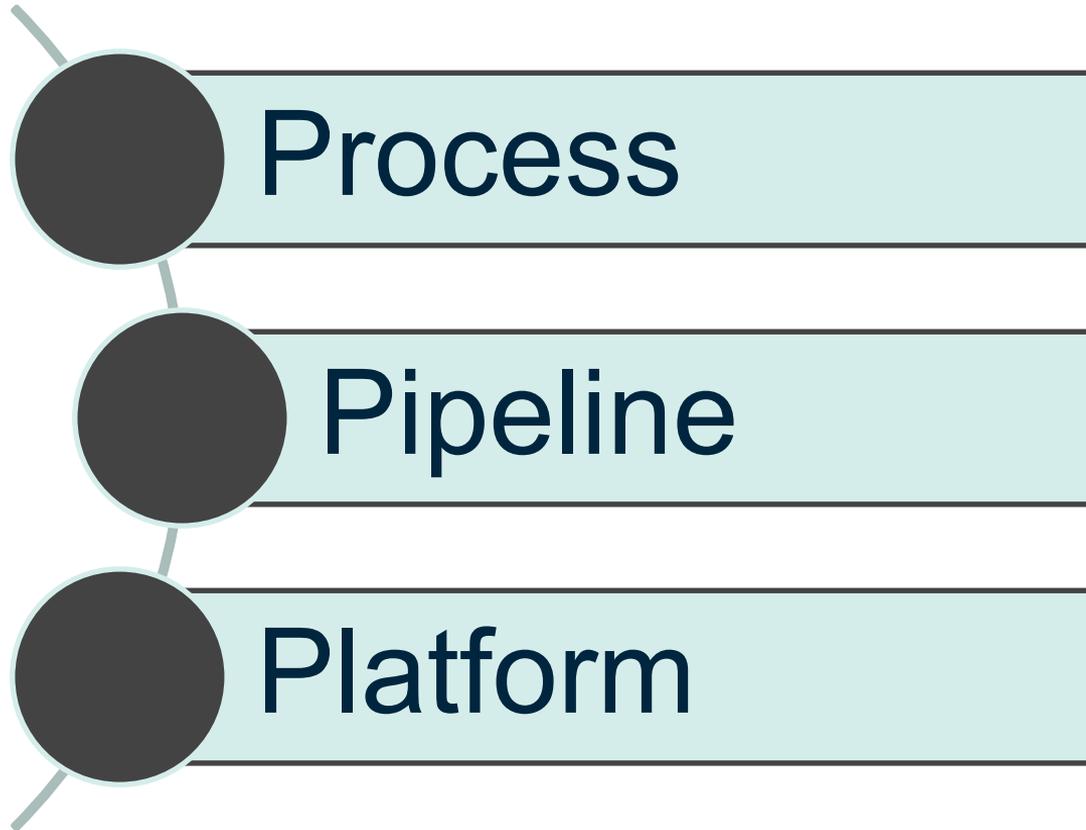
# At one point, it seemed like a good idea

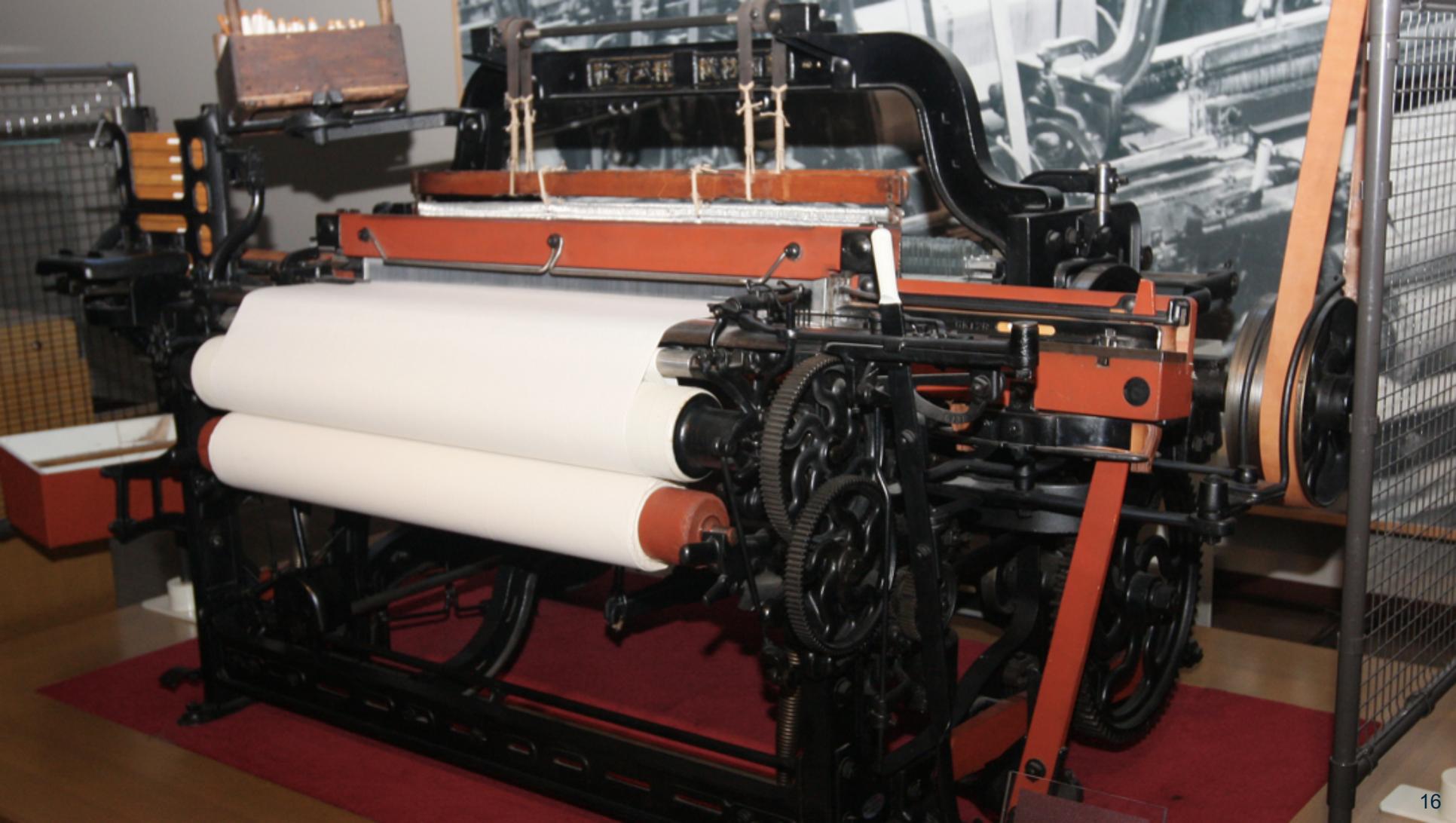


A photograph of two women in a meeting room, viewed from behind. They are standing in front of a large screen displaying a blue interface. The woman on the left is wearing a red and black plaid shirt, and the woman on the right is wearing a patterned dress. A teal square frame is overlaid on the image, centered around the text. The overall image has a dark blue tint.

# Tactics & Tricks

# SmartArt break: good EA is a corporate asset





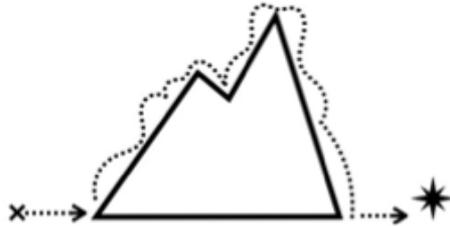


## Vision

The **WHAT** and **WHY**  
**Decades +**

**Example:**

*To connect the world's professionals to make them more productive and successful.*

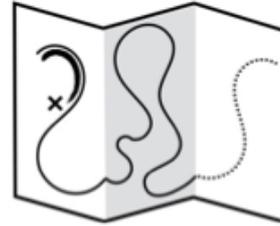


## Strategy

**HOW** we will **REALIZE** the vision  
**Years**

**Example:**

*Connect credible, well-networked professionals, using social proof to drive user engagement*



## Roadmap

**TIMELINE** and **TACTICS** for how we intend to execute the strategy  
**Months**

**Example:**

*Effective landing page  
Great first-time UX  
Profile pages  
Ability to connect with others  
Growth: address book uploads*



## Backlog

The **DETAILS** we need to create the product  
**Weeks**

**Example:**

*User can register  
User can create profile page  
User can sign in/out  
User can see other users  
...*

# Eliminate big, upfront analysis by using frequent feedback



“A [waterfall] mistake could cost \$100 million, likely ending the career of anyone associated with that decision. A smaller mistake is less often a career-ender and thus encourages smart and informed risk-taking.”

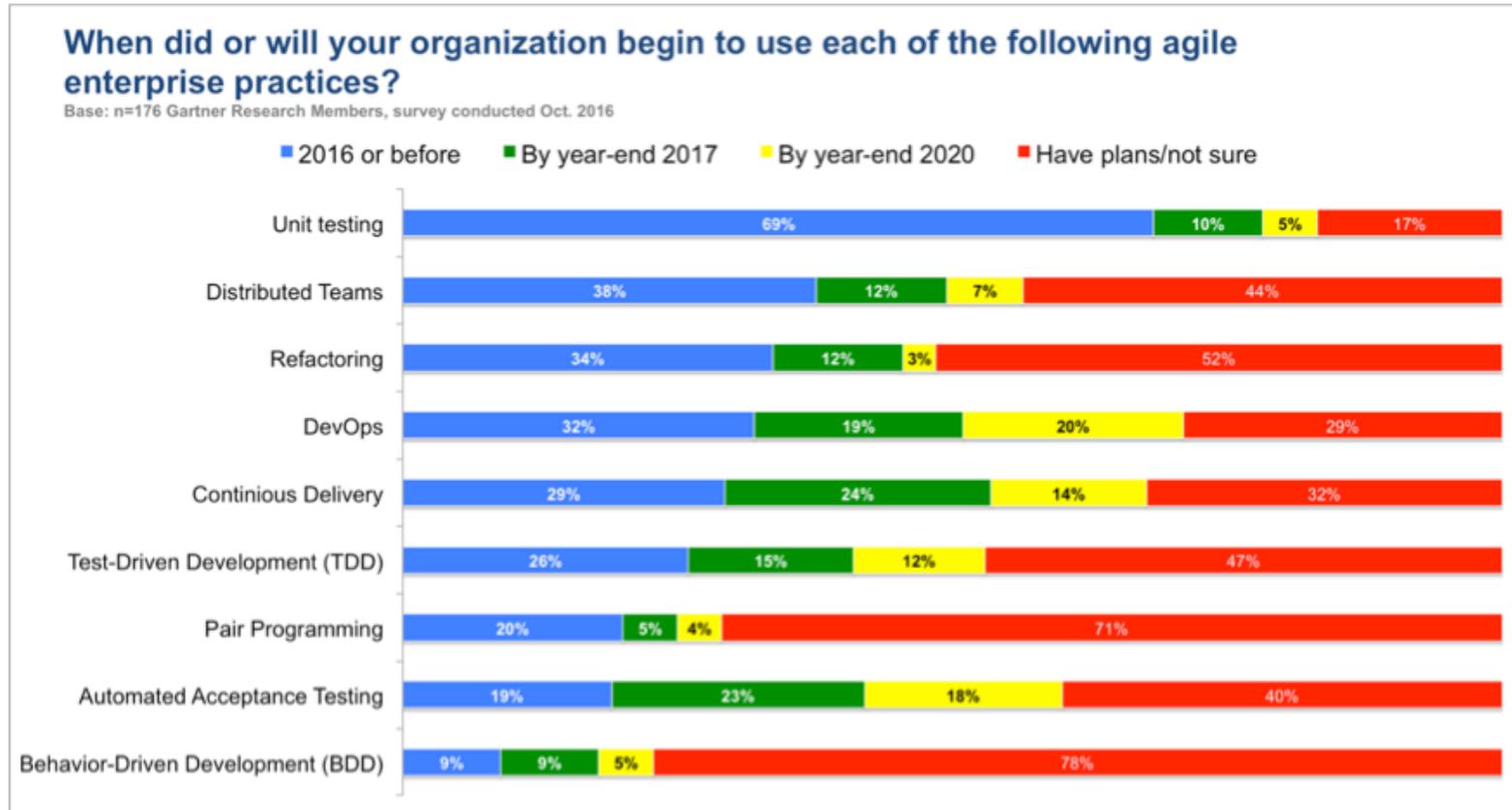


“With a more agile approach, we pick a place to start and get to a point where you can have an intelligent conversation... a point where the requirements are 80% done and the application is good enough.”

- [M. Wes Haga, US Air Force](#)

Sources: ["How the US Air Force Made Its ISR Network Cheaper to Run and Easier to Upgrade,"](#) M. Wes Haga, Oct, 2017; ["Air Force Intelligence Unit Goes Agile,"](#) Charles Babcock, *Information Week*, June, 2017; ["Limit upfront analysis by including frequent, real-world feedback from users,"](#) Coté, Nov 2017.

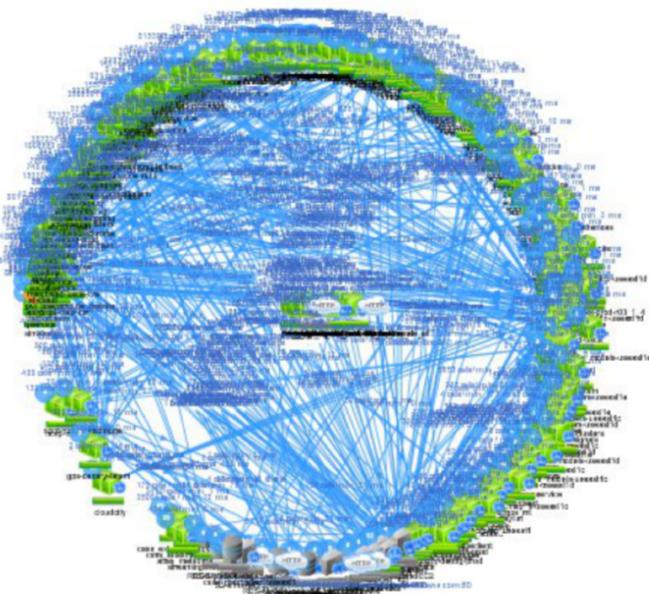
# Smell your meatware often so you know when it's getting old



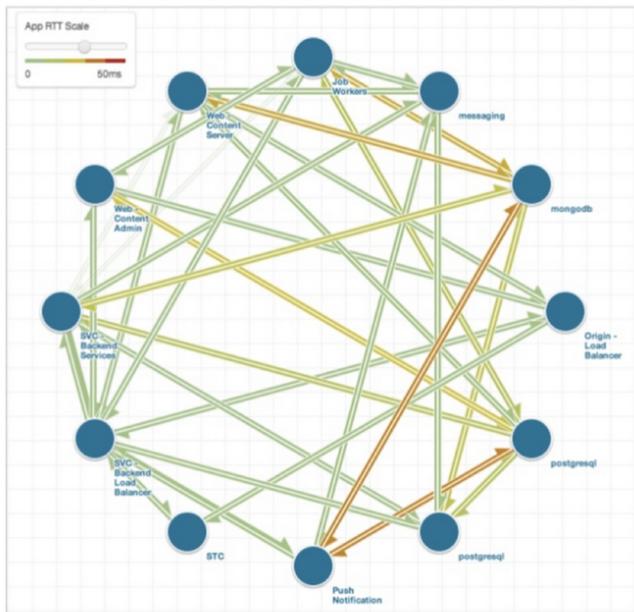
Source: [“Survey Analysis: Agile Now at the Tipping Point - Here's How to Succeed.”](#) Mike West, Gartner, June 2017; [“Pair programming – you’ll never guess what happens next.”](#) Coté, Oct 2016.



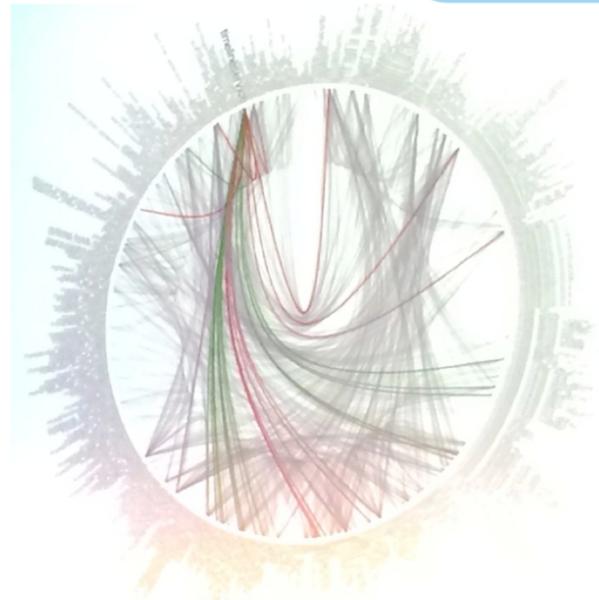
Someone should probably figure this mess<sup>H^H^H^H</sup> out...



*Netflix*



*Gilt Groupe (12 of 450)*

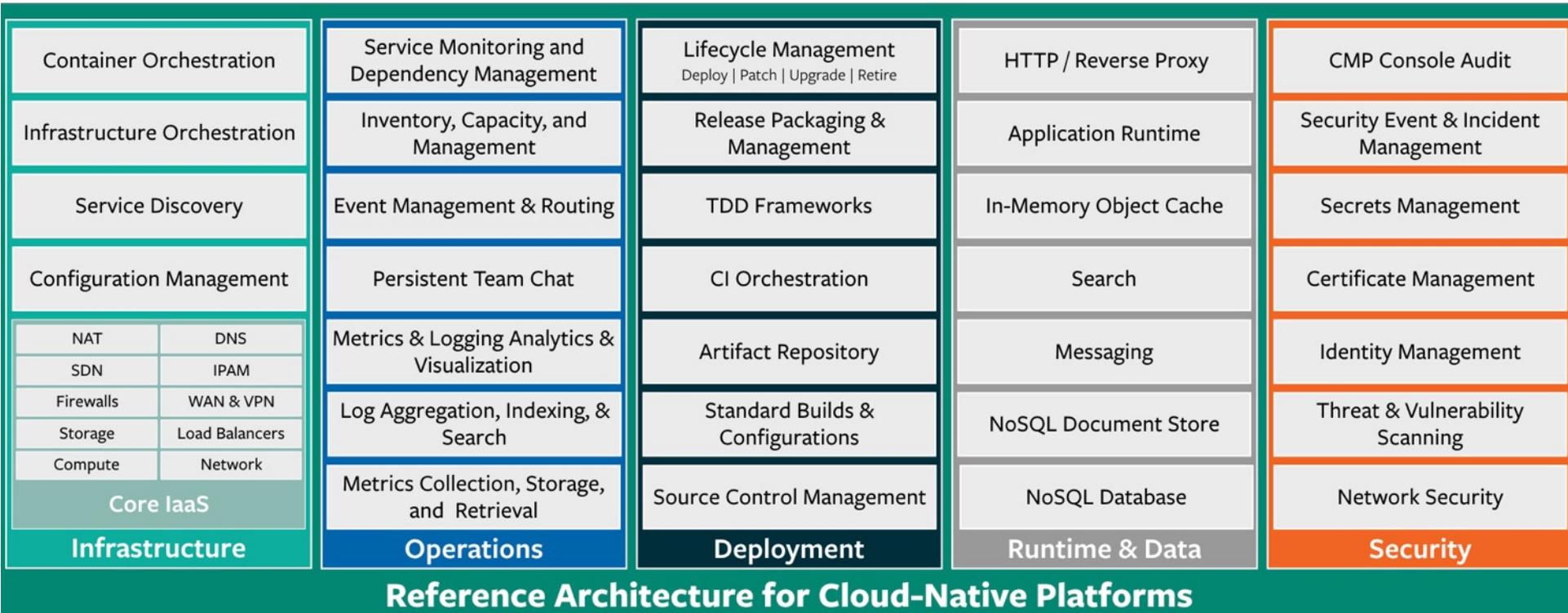


*Twitter*



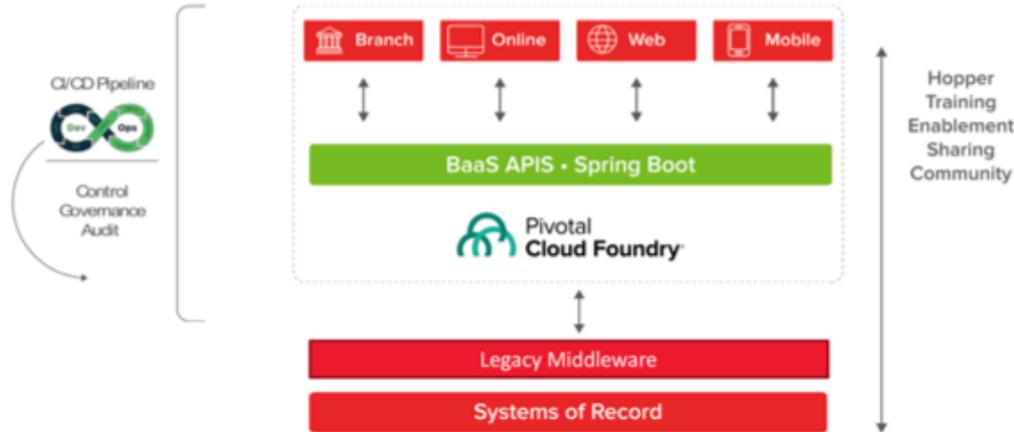
\* Cutesy meme-joke left as exercise for the reader.

# A platform embodies, enforces, & evolves EA



# Platforms eliminate EA toil with automation & centralization

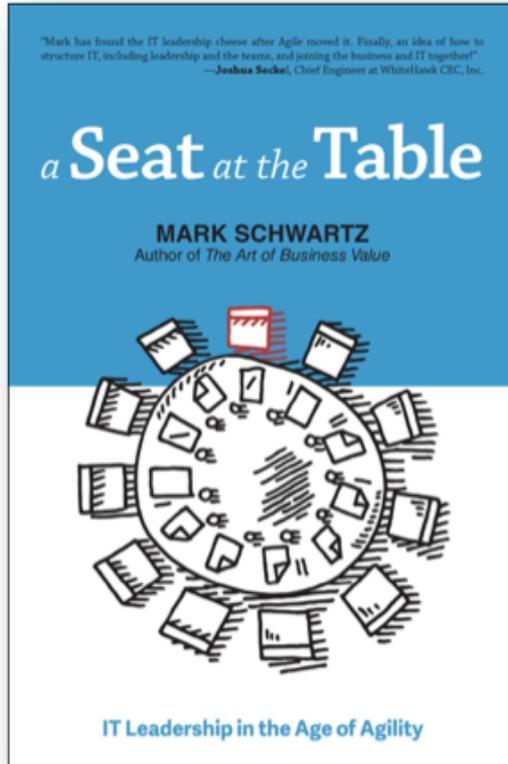
## The Cloud Developer Platform



- “29 teams, with 21 in production
- Used in 4 countries
- 3,000+ deploys a month

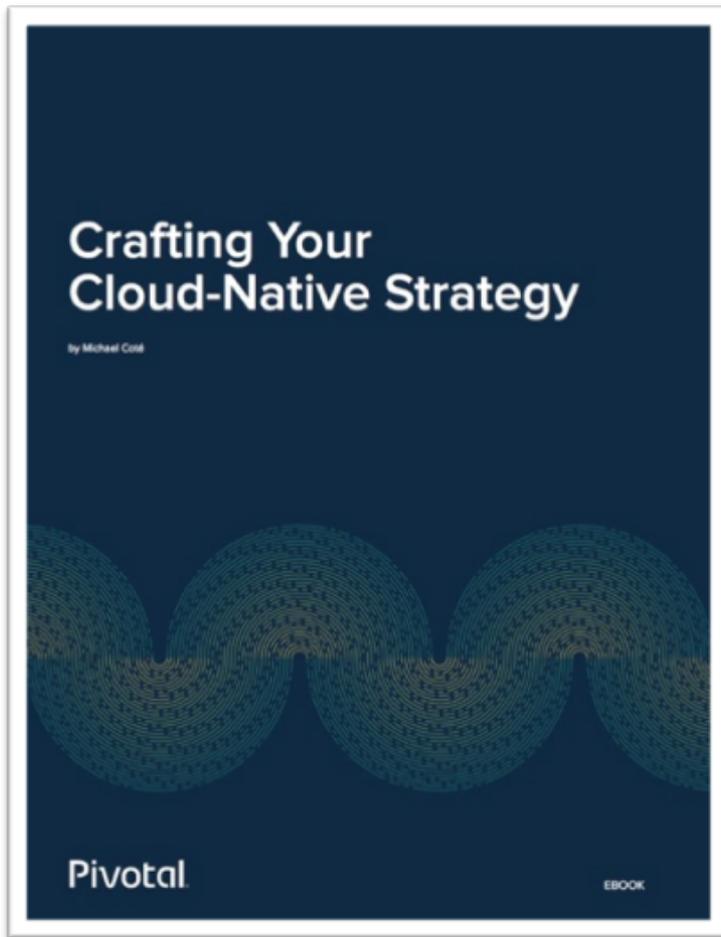
# *From policing to partnering (to paging)*





“The **EA asset** embodies the history of the company and all of its learnings to date. It is how the company competes and how it manages its daily operations.”

[A Seat at the Table](#), Mark Schwartz



RAFTING YOUR CLOUD-NATIVE STRATEGY

EBOOK 2

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<http://cote.io/cloud2> - also in Chinese!

“We are uncovering better ways  
of developing software by doing  
it and helping others do it.”

- [The Agile Manifesto](#), 2001

# Thanks!

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