Considerations of culture, structure, and business context in an EA program

Presentation to ArchitecturePlus Seminar

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We’ve come a long way; a 300-year heritage
Who have we insured?

- Agatha Christie
- The Guinness Family
- Napoleon Bonaparte
- Queen Victoria
- Sir Winston Churchill
- JFK

Insured cars of the royal household since 1908
What have we insured?

- Royal Yacht Britannia
- The Concorde
- Sydney Opera House
- Niagara Falls
- Sky Tower (Auckland, NZ)
- General Accident insured the vehicles of people looking for the Loch Ness monster
- Commercial Union was one of the companies that insured the White Star liner *Titanic*
Key facts and figures

300-year heritage

50 million customers

28 countries

54,000 employees

£51.4bn worldwide sales

world’s 5th largest insurer

Operating profit of £3.4bn

£381bn funds under management
The global Aviva family
Extensive customer reach
Burning Issue

.. data & information – precious fuel for insurance business

**Business**
- Operational visibility
- Speed to market – survival
- Adaptability to market changes
- Regulatory scrutiny
- Just-in-time info. bringing forth back-office insights
- Customer expectation of speedy response ← internet

**Technology**
- Operating with legacy assets
- M&A → redundant systems performing similar functions
- Increasing complexity → high costs
- Business value delivered from existing systems
- Confidence in Technology
- Affordable IT

.. point solutions when integrated with core platform → increasing complexity
Enterprise Architecture
.. operational definition

.. is the organizing logic of operations and IT that
✓ Yields cost-effective, responsive, & controlled IT
✓ Minimizes Technical debt
✓ Transforms stovepipes to interoperable environment
✓ Simple and agile response to constant change

.. defines and drives the future state of IT capabilities to
  ○ support existing & emerging business drivers and
  ○ enable alternate business models
□ Drives the transition plan from current state to target
□ Ensures “fit for purpose” and “fit for performance”
□ Enables agility to shifting business environment – M&A
□ Ensures efficiency by eliminating redundancy and use of standard platforms – improving service delivery
□ Ensure effectiveness by sequencing and prioritization of investments and governance
□ Ensures continuous alignment with changing strategic business needs

.. pay a little now or pay a lot more later
EA Fit
.. Barriers to realizing Business Value

Value realization through information enablement

Strategic Intent
- Business Model Drivers
- Expression Barrier: Capabilities to enable BM drivers
- Specification Barrier: Target Architecture + Transition Roadmaps
- Planning Barrier: Investment strategy & Project Sequence
- Implementation Barrier: Standard Reusable platform

Enterprise Architecture
- Missed Opportunities
- Imperfect Design - costly rework
- Waste due to:
  - No synchrony
  - Duplicate spend
  - Project overlap
- Failure to seize value – imperfect deployment & refinement

IT Solution Platform
Layers of Architecture
.. Blueprints to enable agility & accelerate innovation

**Business** – business models, products, target markets, flow of money

**Operations** – functions linked by services they produce/utilize in supporting business models drivers

**Systems** – applications supporting business operations & data exchanges

**Technology** – infrastructure supports for applications
Approach
.. to establishing EA practice

**BIG BANG** – deliver immediate value in parallel, phased, & evolving

- **Foundational Elements**
  - Common Consistent Language – Operational reference, Sys. families
  - Establish CSFs
  - Regular cadence for Enterprise Architecture Community
  - Raise awareness of EA

- **Architect to Operate**
  - What is in place?
  - Does the LOB have a set of reliable systems & processes?
  - Where are the gaps?
  - Identify priorities for next 12 months – aligned with business

- **Structure to Scale**
  - Standards
  - Deployment of reusable foundational technology platforms
  - Self-service execution model requiring no additional architects or support teams

- **Business → Technology Strategies**
  - Facilitating alignment
  - Foundation as platform for innovations
  - Imaging the future and evaluation/deploying new capabilities to accelerate
Non Project-based  

Project-based  

Governance  

IT Solutions  

Development not aligned with Targets  

Development aligned with Targets  

IT Solutions  

% non-compliance  

% in compliance  

Business Needs  

Strategic Dialogue  

Business Needs  

Portfolio Management  

Procurement & Vendor Management  

Architectural Services  

Enterprise Architecture  

Business  

Operations  

Systems  

Technology

Operating Model
Team Structure

.. small core at Aviva Group with majority of architects in Regions and BU

- Facilitate, coordinate, and provide thought leadership
- Maintain consistency through common language, frameworks, and tools
- Drive strategic Group initiatives leveraging distributed extended team
- Delivery through regionally embedded teams
.. light weight Enterprise Architecture approach that is non-intrusive and focuses on must dos.