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The integration of EAM and BPA

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Executive Summary

In an age of mass collaboration, where people previously unknown to each other now work towards a common goal, we see much more potential resides between individuals inside and outside of an organization. As organizations grow more complex, unleashing this potential is more important than ever. A certain degree of guidance and structure is key not to drown in the heaps of data. The impact of change in one area and its domino effect on other areas moves into the center of attention.

This is especially true for how business departments and IT work together. Business change, manifested in new or improved business processes, has high influence on what IT has to deliver. On the other hand, innovations in IT can lead to innovation and transformation on the business side.

Business Process Analysis (BPA) and Enterprise Architecture Management (EAM) go hand in hand. Historically, companies have been using separate tools for both disciplines, but a best-of-breed approach combining the best of BPA and powerful EAM is a strong basis for leveraging the strengths of both platforms.

The integrated solution of Signavio and Atoll provides process design and IT portfolio teams with a powerful process and architecture improvement platform. It helps you manage the full range of your corporate universe, and assess the total impact of changes regardless of where the spark of genius came from.

1. The impact of change on business and IT alignment

The achievement of corporate goals depends highly on the fitness of its processes and how adequately IT supports them. In a dynamic business environment, changes to the status quo come from various sources that, if adopted quickly, become potential sources of competitive advantage.

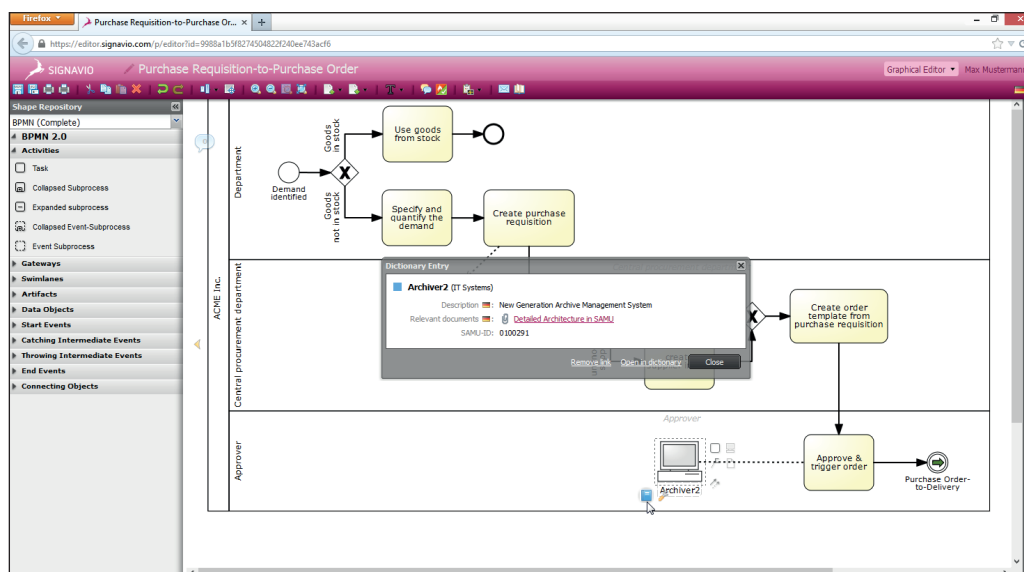
Regardless of whether it is a business or an IT change, the impact usually spans the entire organization one way or another. Consider the following two modes of transformation:

Top down – business driven

Would a change in business processes require the realignment of IT?

Suppose that two companies merge with the promise of opening new market opportunities, and a new business model is conceived. Each company has legacy organizational structure, processes, and supporting IT architecture. Processes require consolidation and re-engineering to deliver the new corporate objectives. The two distinct IT portfolios also have to be evaluated and rationalized against a number of factors (e. g. suitability to the revised business model, cost, extendibility and functional overlaps).

Business transformation confirming IT's fitness to support an adjustment before necessary changes can be made.



Bottom up – technology driven

What impact would a change in technology have on the business?

Every piece of technology in an enterprise contributes to and enables the achievement of corporate business goals. Altering any existing IT component might begin a chain reaction of effects on business capabilities or processes, therefore, modifications require a complete understanding of business-IT dependencies.

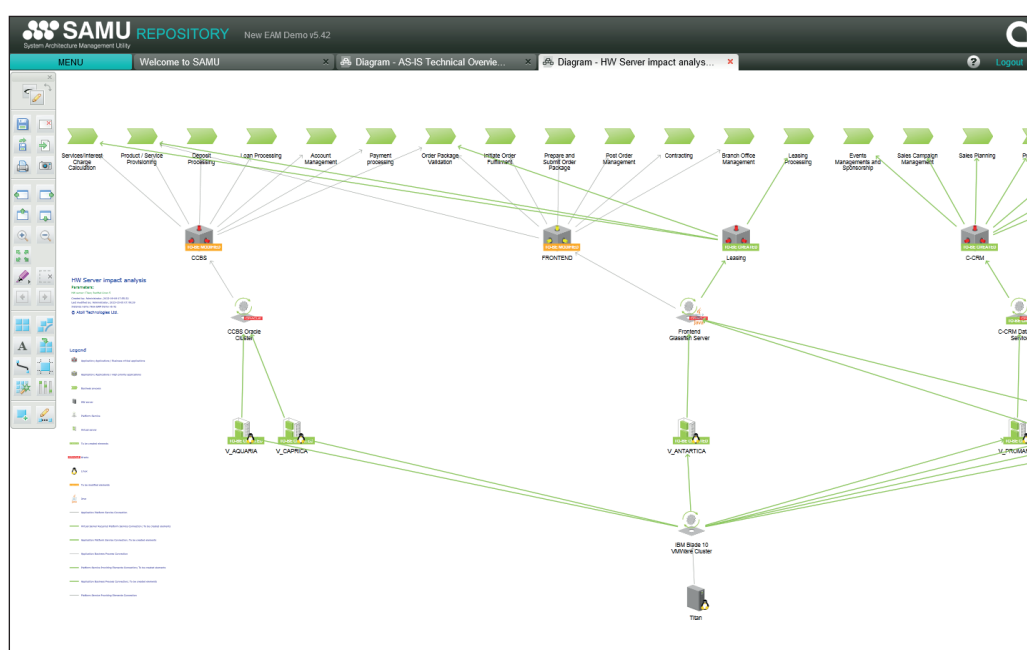


Figure 1: Server upgrade failure impact chain

Introducing mature emerging technologies at the right place and the right time can also help the company gain a competitive edge. Improved cost efficiency along with availability and performance of Big Data repositories and cloud-based analytic engines open up new ways to evaluate historical data. Introducing these technologies also makes a big step towards performing analysis and simulation for every business action taken. The assessment of these technologies and finding their right usage patterns in the business processes must be a joint effort between business and IT experts.

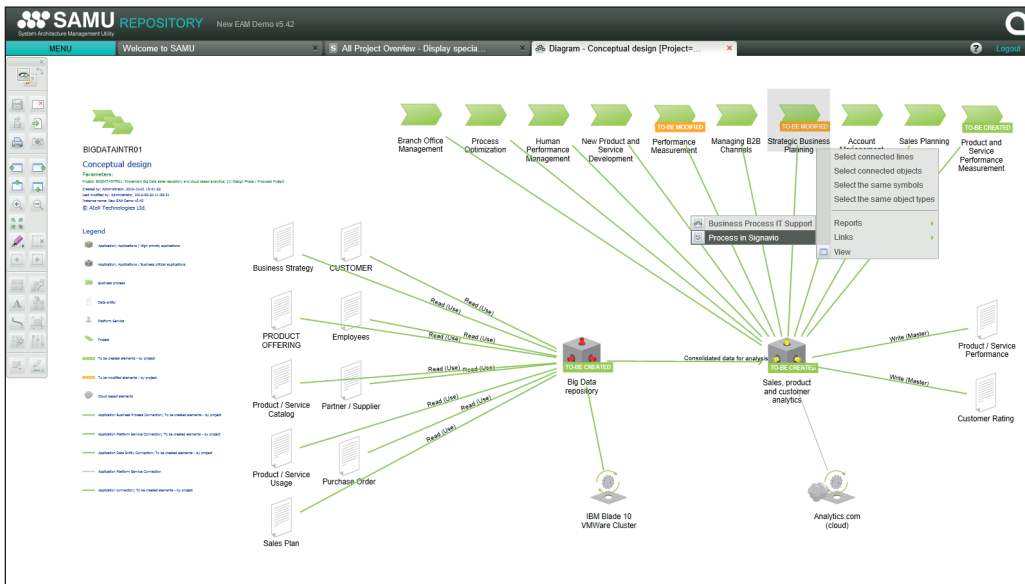


Figure 2: Conceptual plan for cloud-based analytics on Big Data

2. BPA and EAM – A Perfect Team

Teams of gifted individuals can make a real difference when aiming for better enterprise operations. New perspectives are set when people share their knowledge, experiences, and particular views. For this to work, the enterprise has to create a collaborative environment and provide the right tools to work and share.

Business process analysis

Although the responsibility of business process analysis lies with process owners and quality management, collaboration between process participants is extremely important to improve the flow and outcome. The group effort will not only increase the quality of the new processes, but their acceptance, too. The right tool for BPA work gives people the opportunity to evaluate, cooperatively define processes and maintain the corporate process library.

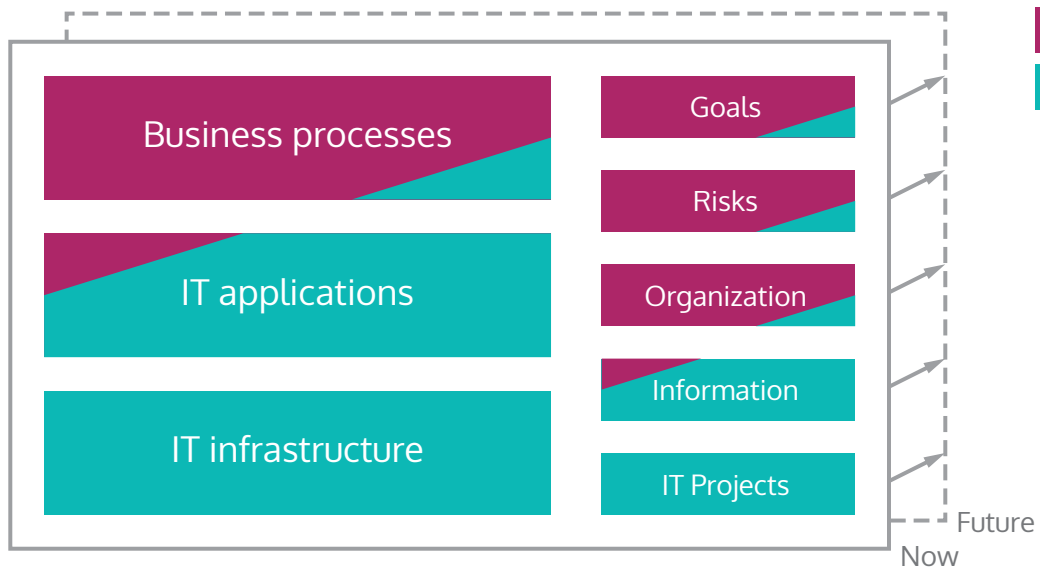
Enterprise architecture and IT portfolio management

Every enterprise has architecture. The question is whether it was built on purpose, or it just happens to be like that. Enterprise architects and IT portfolio managers seek to understand the present architecture and define what the future portfolio should look like to better suit the business goals. A good EAM tool empowers them to map and evaluate the architecture on all layers, assess the impact of changes, govern initiatives, and perform high-level solution design.

The interplay of BPA & EAM

Both practices aim to deliver positive changes to the present environment. When doing so, they actually need support from each other: business processes require certain IT functionalities, while architecture needs a thorough understanding of business execution to improve. Genuine BPA & EAM teamwork creates synergies that accelerate strategic achievements. For instance, finding space for consolidating or evaluating new methods and technologies.

Paired BPA & EAM tools become the guardians of transformation that can deliver a wide range of corporate improvements.



The concepts covered by BPA and EAM overlap each other, as illustrated above. An integrated tooling connects the dots and provides a unified view on the organization.

Advantages of a combined BPA and EAM Platform

BPA and EAM are about analyzing and doing. They require focused tools that add the right functionality to human creativity in each segment. Since the work of these teams is heavily interconnected, and information sharing as well as cooperation are crucial to success, tools should also operate on a united platform.

This is exactly what the Signavio Process Editor and SAMU provide: one integrated platform for effective BPA & EAM teamwork releasing the innovation coded in your colleagues.

They provide:

- ▶ Exciting BPA functionalities for continuous collaborative process improvement
- ▶ Unmatched capabilities when modeling your present and future architectures and transformation projects
- ▶ The ability to assign elements of your architecture repository to business process steps, e. g. the applications used to accomplish a certain task or the information used as input in a process or generated by the same
- ▶ Published business processes made available to architects as architecture components to evaluate and tailor their IT support
- ▶ Impact analysis from any direction
- ▶ new ways to evaluate historical data using cloud-based analytic engines.

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3. BPA for the masses with Signavio Process Editor

Signavio is the first BPA tool that fosters collaborative process improvement and offers comprehensive process architect capabilities at the same time. Therefore, customers consider the product both for bottom-up initiatives and for enterprise-scale BPM programs.

The Signavio Process Editor is available as both On-Premise and as SaaS (Software as a Service) based solution for modeling business processes with BPMN 2.0. Users of the SaaS solution can easily access the tool via web login, any time and from anywhere without installation or maintenance. The product comes with extensive features for collaborative process design. Besides the intuitive user interface for convenient process modeling, users can invite colleagues to comment and contribute to the current process models. Using QuickModel's spreadsheet like process design, even those without any knowledge in BPMN 2.0 can begin creating processes in a collaborative environment.

The intuitive platform includes comprehensive process simulation capabilities. It helps to provide actionable insights without impacting existing business operations. Before implementation, process simulation, can reveal previously obscure information and anticipated benefits associated with the defined processes.

4. Atoll and its EAM platform SAMU

SAMU by Atoll Technologies was genuinely designed to be the most flexible structural and visual aid for EAM and enterprise transformation initiatives. Our clients have chosen SAMU over others for its simplicity, as well as its ability to scale and adopt. Atoll has offices in Hungary, Oman and in the US.

SAMU is a web-based application, offering great user and administrative functionalities for EAM via a simple user interface in a web browser. The graphical overviews and detailed mechanisms are strong foundations for architecture analysis, portfolio analysis, and impact assessments. Diagrams are easy to comprehend by business and IT colleagues. Users can create new views for a single analysis or make them generally available to others. The dynamic changes of the architecture can be planned directly on the diagrams by reusing existing and adding new architecture components. Transitional and future architecture landscapes generated by SAMU display the cumulative impact of projects.

Plugged into the daily architecture and portfolio management processes or even into other tools, the different teams such as change managers, business analysts, solution and enterprise architects can contribute to different segments of the same repository. The structure of the repository can be completely redefined to fit your exact architecture modeling requirements.

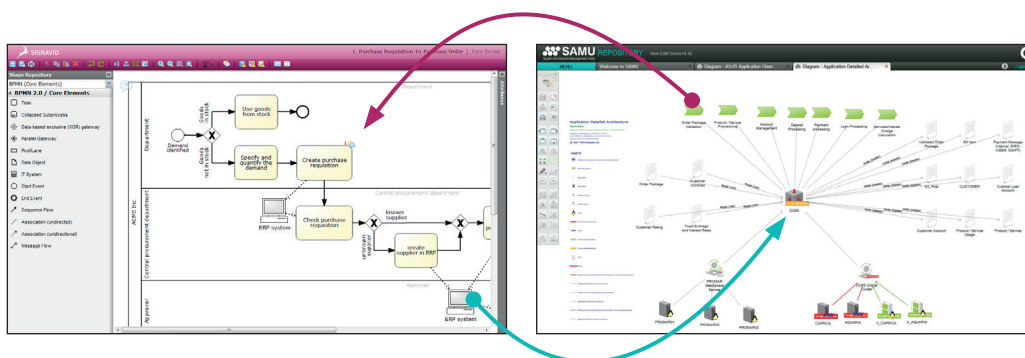
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5. Integration of Signavio Process Editor and SAMU

Both BPA and EAM teams work toward bettering the organization by different means, even though much of the data they produce and many views they create are informative to one another. In fact, there are several analyses which can only be performed by sharing knowledge and joining hands. Therefore, to provide a down-to-earth working platform for BPA and EAM teams, the integration between the tools has been defined at two levels:

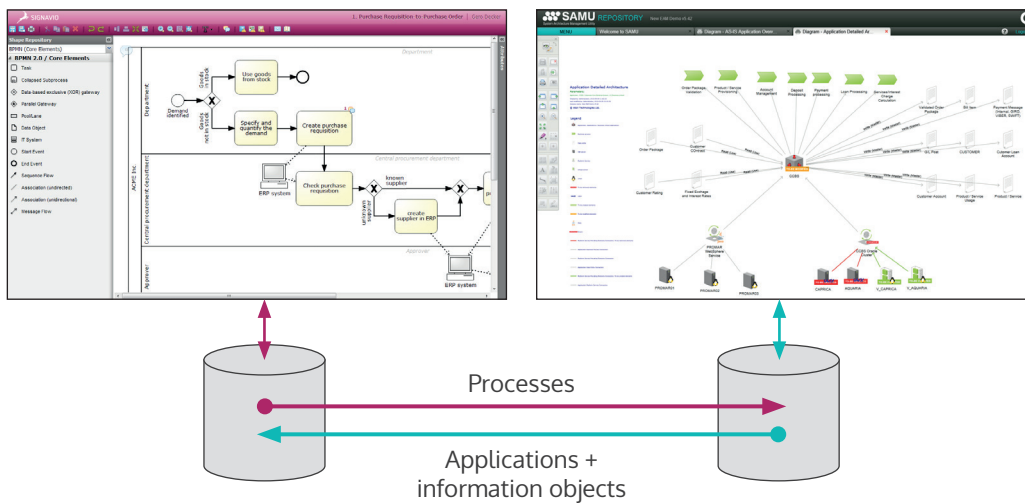
References & navigation

The two systems can reference one another's objects and views. While using the Signavio Process Editor, you can access the visual context diagram of a particular application from SAMU. It also works the other way around – when architects work with SAMU and need more detailed information about a business process, they can open the embedded view of the actual process hosted by Signavio Process Editor.



Repository synchronization

To allow a roundtrip between the BPA and EAM tools, practical data exchanges have been defined. Business processes, maintained in Signavio Process Editor, are automatically uploaded as business architecture building blocks in SAMU, while applications and information architecture components from SAMU get added to Signavio Process Editor.



This way, the two teams basically build one joint knowledge base and every piece of information contributes to finding new opportunities. Think of the following:

- ▶ The enterprise architecture team has surveyed the business objects that various IT systems handle in the company. Business analysts and process owners assess the data input and output from process perspectives. What information is used and produced by processes in the different steps? From now on, elements of the information architecture maintained by architects in SAMU can be directly synced to Signavio Process Editor and reused. Analysts can link business objects to process steps as a normal Signavio dictionary item.
- ▶ When a new business line is established, process owners develop new models and revise existing flows in Signavio Process Editor. Requirements for IT system functionalities emerge – these can be registered in Signavio as an IT system bullet. As the process gets finalized it is synced to SAMU as a new business process object waiting for planning the appropriate IT support. Architects can design the high-level solution plan in SAMU keeping an eye on the detailed Signavio process flow embedded in the architecture tool.

As both parties need the support of the other one to realize business changes, this integration provides an ideal solution for a joint understanding of corporate efforts and potential consequences of desired changes. Communication among all team members is simplified and speeds up the identification of synergies.

6. Lessons Learned

- ▶ Every business change will have consequences on IT, while IT modifications have effect on business processes. Therefore, impact of changes have to be evaluated end-to-end in all projects.
- ▶ Focused BPA – EAM disciplines need focused tools combined around a single platform to ensure knowledge is shared and considered.
- ▶ Business processes as well as business, information, and solution architectures work as common ground between business owners and IT. Visual diagrams are self-explanatory to both parties.
- ▶ Transformation is a process itself converting the present business operation and enterprise structure to an improved future state. Both, the transformation process as well as the architecture states have to be described and communicated.

7. FAQs

1. What are the common triggers to establish such integrated BPA-EAM platform in my organization?
 - ▶ Post-merger business and IT consolidations
 - ▶ Comply regulations, pass audits, act on audit recommendations and obtain certifications
 - ▶ Establish new business lines
 - ▶ Reorganizations
 - ▶ Establish integrated business – IT risk management
2. Who in the organization are the owners of the two disciplines?
 - ▶ BPA is usually held by the quality management and process analysis team in close cooperation with the process owners. EAM is typically owned by the enterprise architecture team with partial responsibilities of the application development and operation teams.
3. What if I already have Signavio or SAMU – can I extend the existing functionalities?
 - ▶ Yes.

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