



Seven ways to improve business development with Sparx EA

Per Carlsson

Enterprise Architect - SKB, the Swedish Nuclear Fuel and Waste Management Co

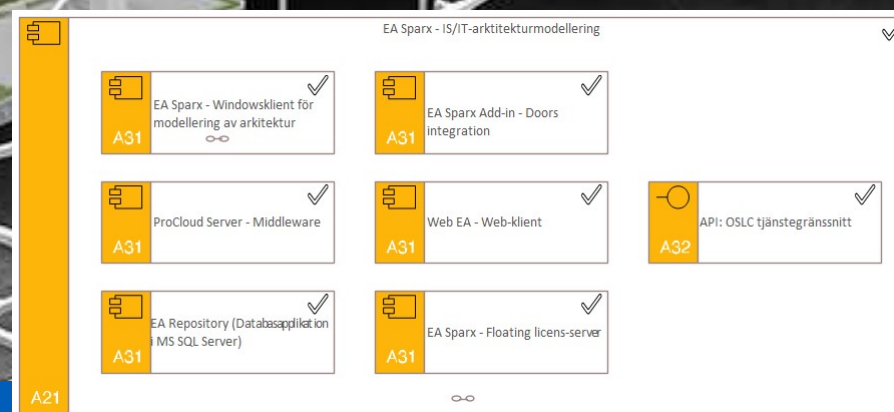
Building engineer (1992), IASA IT-architect (2012)
+25 years in regulated industry – engineering and IT
Energy/Nuclear (16 years) Life science (10 years)

- Strategy and target architecture
- Data center and distributed network architecture
- Solution architecture System design
- Architecture framework and description
- Continuous integration and Continuous development
- Content management
- Author (IASA), Hidden structure analysis (KTH Stockholm, Université de Paris)





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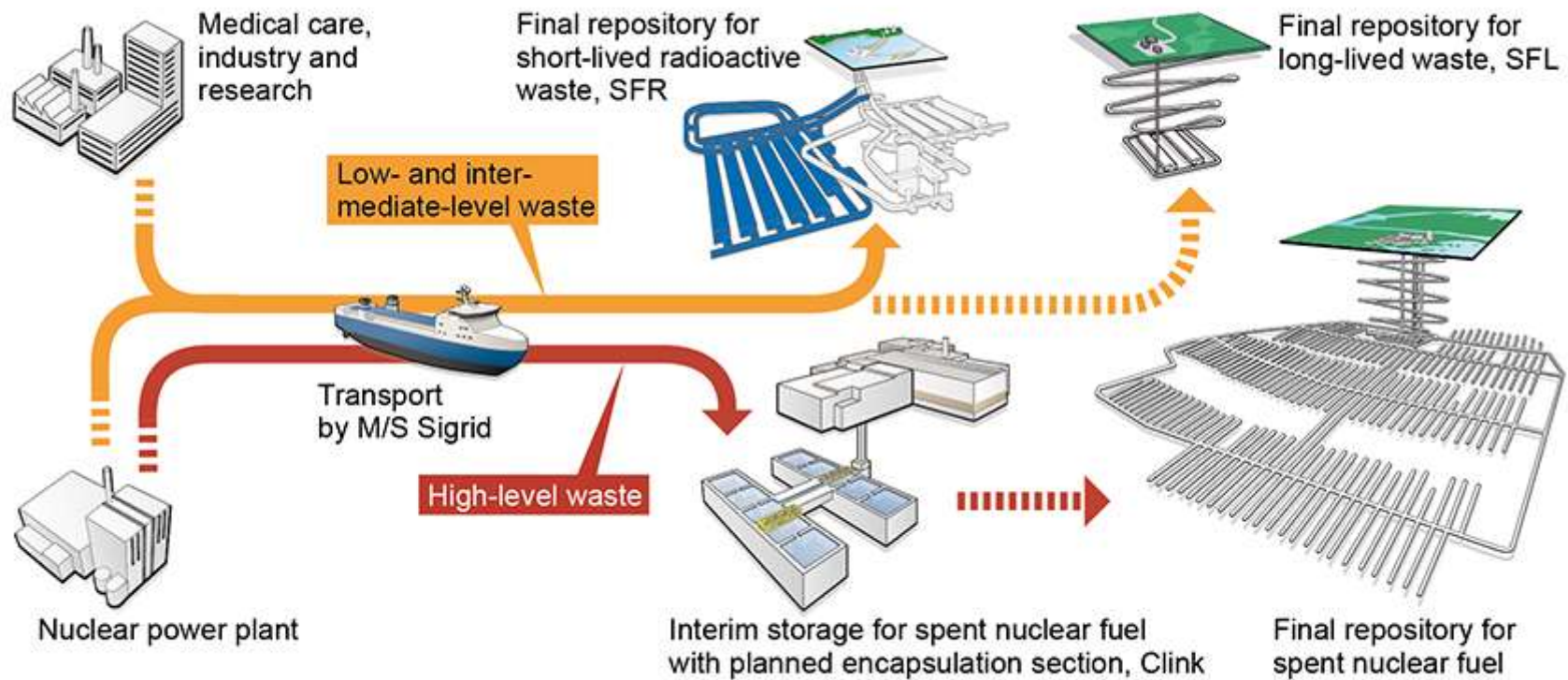
...We love;

- Lists
- Matrices
- Models

Get ready for a set of slides!

The Enterprise

SKB, the Swedish Nuclear Fuel and Waste Management Co



...a quite cool capability flow revealing the enterprise "as is" and "to be"!

Pending of what you think is cool...

Presentation at-a-glance

Overview – Seven ways to improve business development with Sparx EA



Architectural governance

Roles

Methods

Meta model

Architectural products and libraries

Requirements

Security

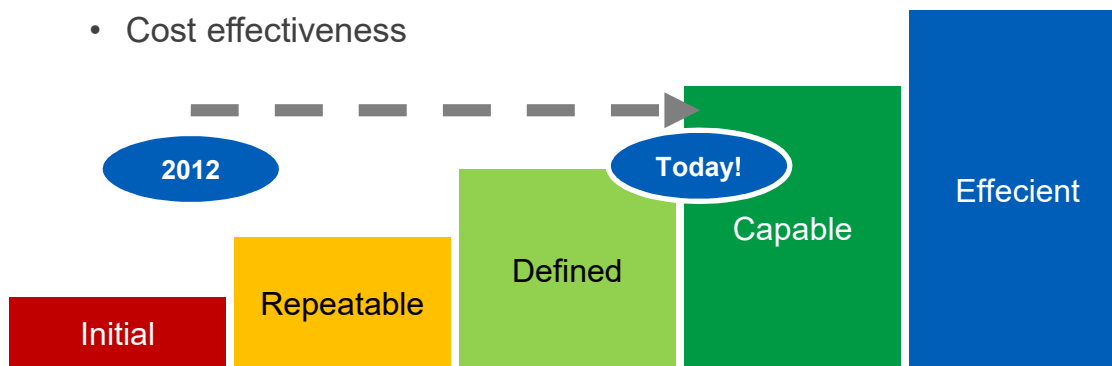
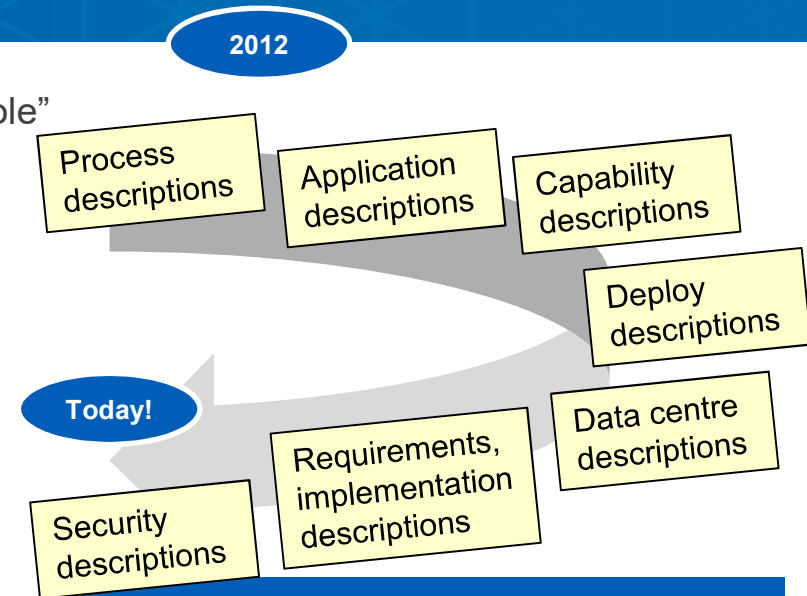
Presentation at-a-glance

Problems – back then... and the maturity aspect



2012

- Requirements analysis “per assignment” and not “as a whole”
 - Go more Agile, sometimes Waterfalling
- Unstructured modelling
 - Napkin models (Servett-modeller)
 - Different formats and distributed storage
 - Difficult to analyze - Focus on solution architecture, not the entire enterprise
- Frameworks like Archimate and TOGAF are too narrow
 - Poor support for traceability to requirements
 - Frameworks don't collaborate
- Architectural maturity needed in Business, needs coordination
 - Poor tool support for architects
 - Cost effectiveness



Capability Maturity Model (CMM)

Initial - chaotic, ad hoc, individual heroics, the starting point for use of a new or undocumented repeat process.
Repeatable - the process is at least documented sufficiently such that repeating the same steps may be attempted.
Defined - the process is defined/confirmed as a standard business process
Capable - the process is quantitatively managed in accordance with agreed-upon metrics.
Efficient - process management includes deliberate process optimization/improvement.

Wikipedia

Presentation at-a-glance

Enterprise thinking, system thinking



Enterprise architecture

Enterprise thinking "as a whole"

- Strategic scope
- Architectural capability, skill set, motivation, training
- Standardization (Domain Specific Language)
- Reference libraries (requirements) and architectures (views/diagrams)
- Repository, meta model
- Enterprise transformation plans
- Portfolios for master applications and data
- Policy, principles and quality attributes
- Enterprise activities and analysis
- ...

Meta model

Guiding
Diagrams

System architecture

System thinking "as boxed"

- Program/project scope
- Project skill, motivation and architectural compliance
- Project reference and requirements libraries
- Project input
- Project architecture, views/diagrams
- Project transformation plan
- Project documentation
- Architecture decisions
- Balancing quality attributes
- Architecture artefact and activities
- Project evaluation, review or analysis
- Technical debt
- ...

Diagrams

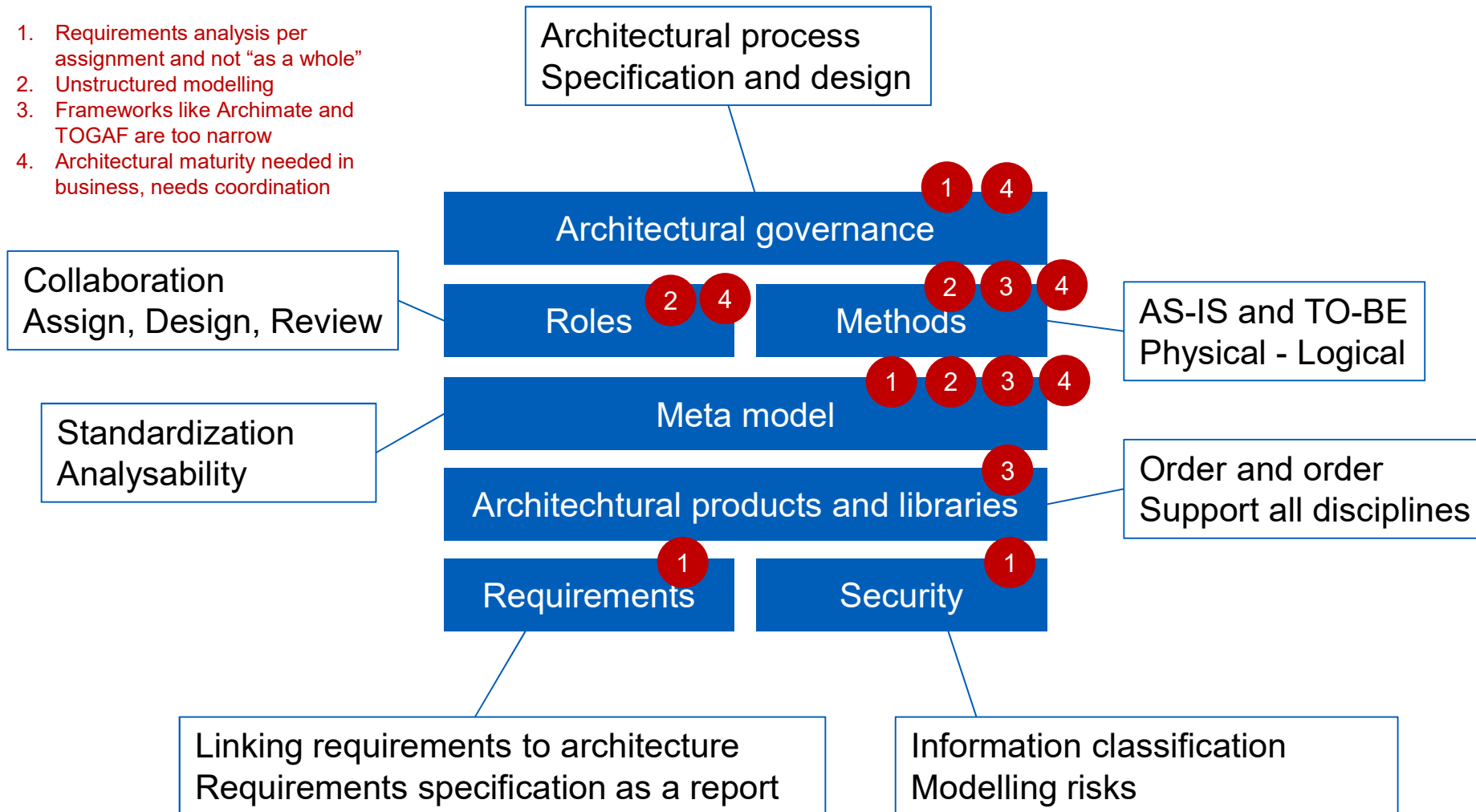
Scetches

Presentation at-a-glance

Focus areas

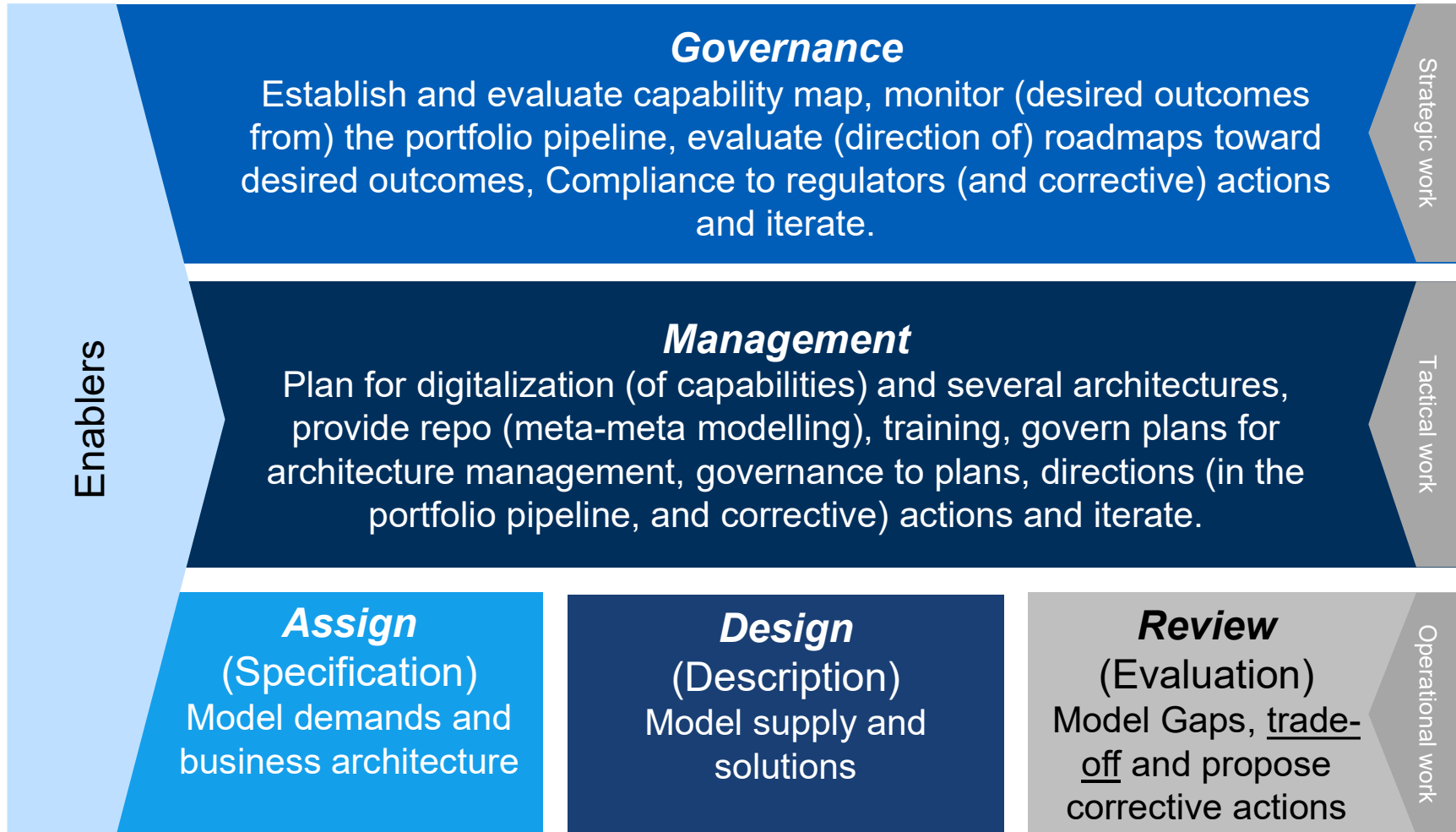


1. Requirements analysis per assignment and not "as a whole"
2. Unstructured modelling
3. Frameworks like Archimate and TOGAF are too narrow
4. Architectural maturity needed in business, needs coordination



Architectural governance

Architectural scope strategy, tactical and operation



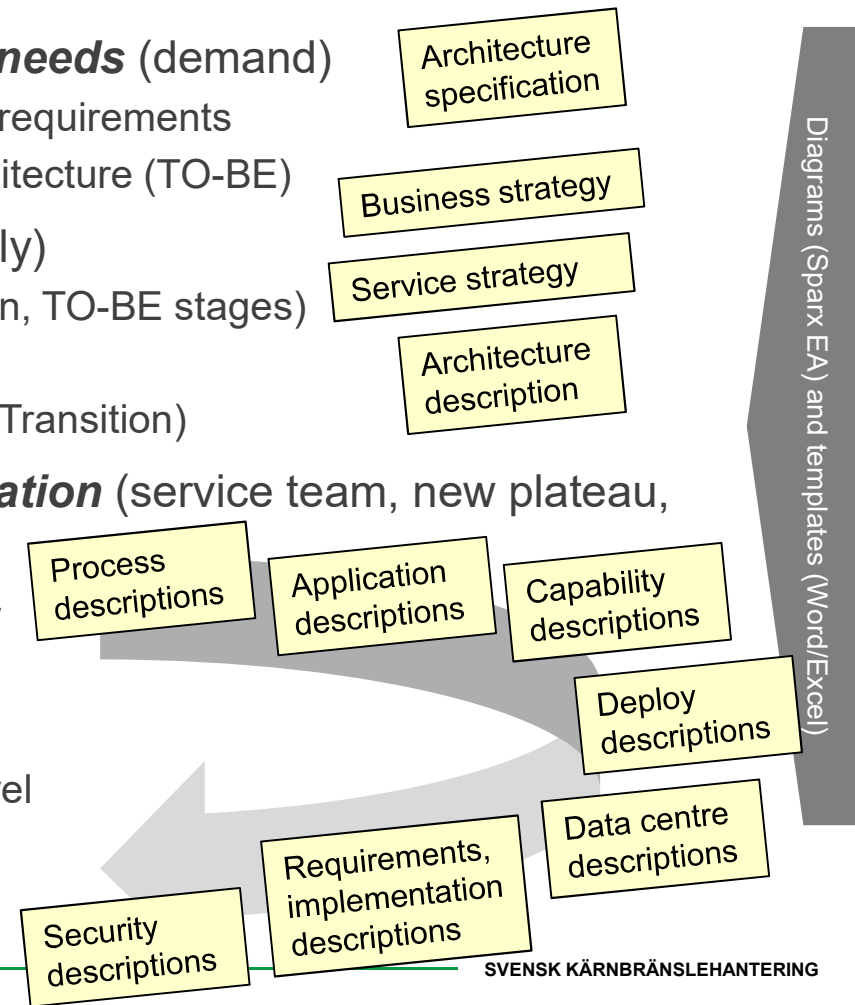
Architectural governance

Overview – Core concepts



Standardized artifacts in SOP:s (Standard operational procedures) program/project control and development model

- **The architecture specification of business needs** (demand)
 - Architectural analysis of business architecture and requirements
 - Focus on identifying GAPS, stages and target architecture (TO-BE)
- **Supplier's description of the solution** (supply)
 - Solution architecture (Hi-level and Low-level design, TO-BE stages)
 - Focus on RFI and RFQ (Time, Money and Scope)
 - Focus on solution architecture to extinguish GAP (Transition)
- **Technical documentation of the implementation** (service team, new plateau, AS-IS)
- **Toll-gated approach** with architectural review
 - TG 0, Business case/Investment decision
 - TG 2, Choice of alternatives, Hi-level
 - TG 4, Decision on introduction/realization, Low-level



Architectural governance

Architectural scope and capabilities according to ISO/IEC/IEEE 42020



Conceptualization

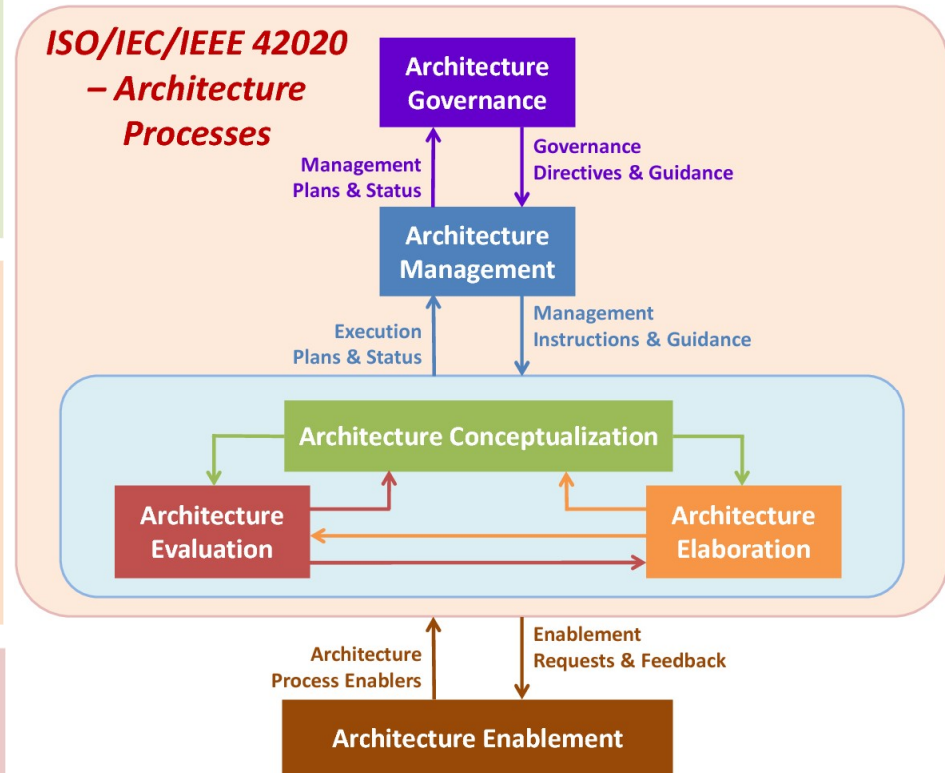
- **Assign** – Problem and innovation space definition, architecture objectives, critical success criteria, solution space definition

Elaboration

- **Design** – Architecture models and views/diagrams, Demands architecture specifications and Supplies architecture descriptions (Hi-level or Low-level design)

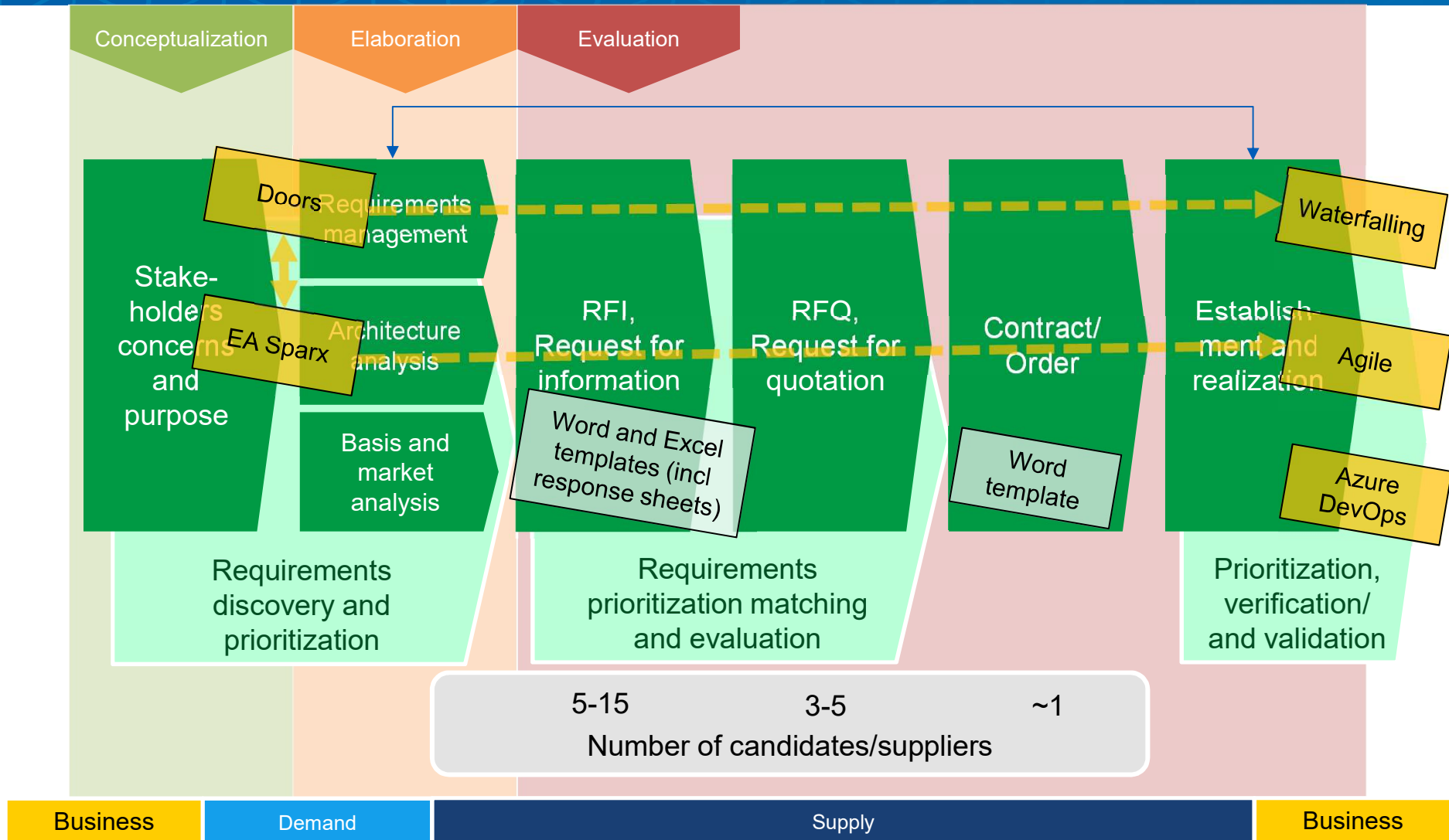
Evaluation

- **Review** – Evaluation results, evaluation findings and recommendations



Architectural governance

Delivery tactics – Architectural work, simplified process (part of our PROPS)



Architectural roles

The architects and enterprise maturity (significance, skill set, IASA 5 pillars)



Enterprise premises

- Distribution of responsibilities
- Business goals
- Principles, frameworks and methods
- Current image
- Target image
- Architectural processes

Architecture excellence

- Insight
- “Will” and attitude
- Culture and knowledge
- Active learning
- Evaluation and quality assurance
- Timing



Business Technology Strategy

- Business Fundamentals
- Strategy Rationalization and Development
- Industry Analysis
- Business Valuation
- Investment Prioritization and Planning
- Requirements Discovery and Constraints Analysis
- Compliance
- Business Architecture Methods & Tools
- Decision Support
- Knowledge Management

IT Environment

- Technical Project Management
- Asset Management
- Change Management
- Infrastructure
- Application Development
- Governance
- Testing Methods, Tools, and Techniques
- Platforms and Frameworks

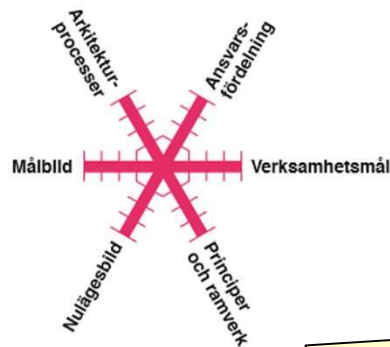
Design Skills

- Requirements Modeling
- Architecture Description
- Decomposition and Reuse
- Design Methodologies and Processes
- Design Patterns and Styles
- Design Analysis and Testing
- Traceability Throughout the Lifecycle
- Views & Viewpoints
- The Whole Systems Design

Human Dynamics

- Managing the Culture
- Customer Relations
- Leadership and Management
- Peer Interaction
- Collaboration and Negotiation
- Presentation Skills
- Writing Skills

Förutsättningar



Skickligheter



Quality Attributes

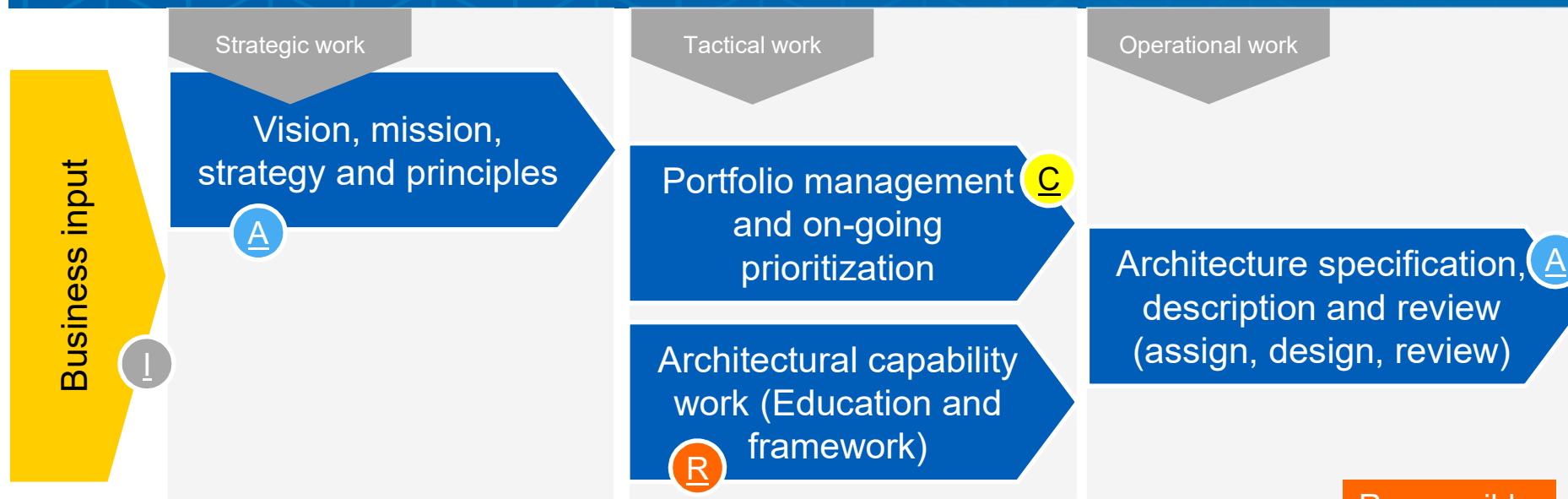
- Balancing and Optimizing Quality Attributes
- Manageability, Maintainability, Supportability, Extensibility, and Flexibility
- Monitoring and Management
- Performance, Reliability, Availability, Scalability
- Security
- Usability, Localization, Accessibility, Personalization/Customizability
- Packaging, Delivery, Post Deployment

IASA Self assessment

Know your CMM level 1-5

Architectural roles

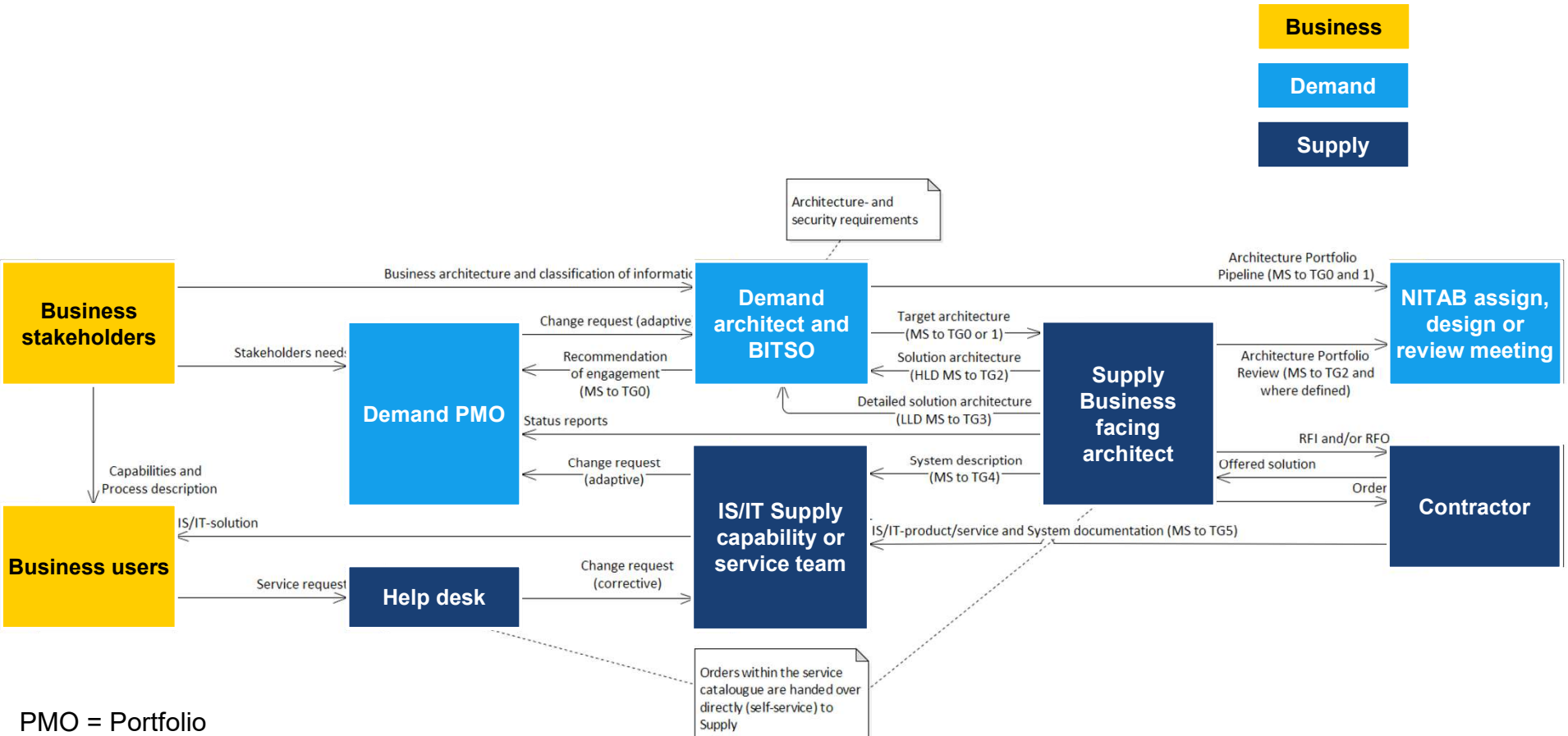
Core activities and responsibility assignment



- IT support business input with a stakeholders view – Example; Line of business, process owners, regulatory interpretation managers, information security managers and BI (Business intelligence).
- Various architect roles interacts (next slide) in all activities. Applies to both demand and supply.
- Review and feedback is important for the continual improvement of both activities and roles

Architectural roles

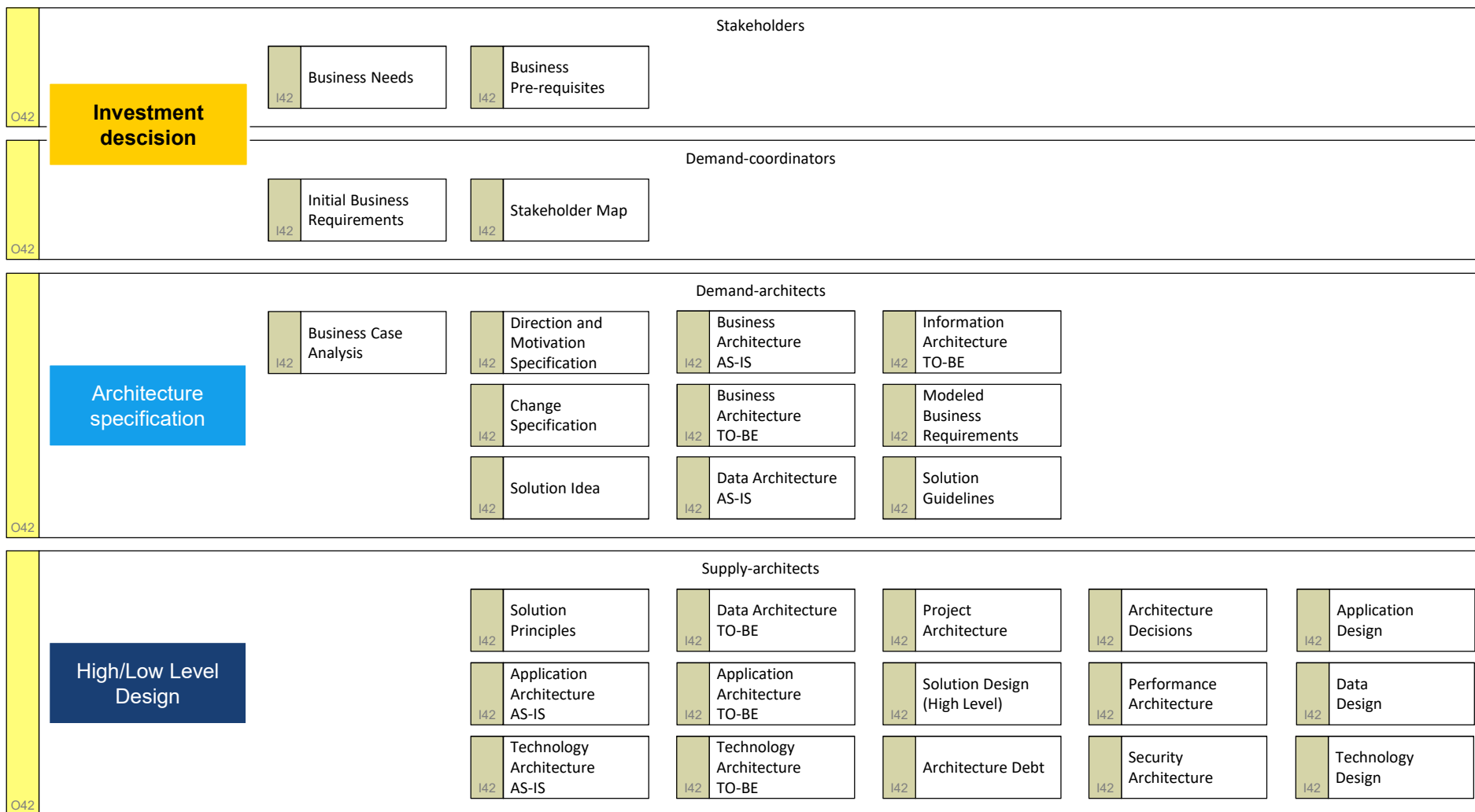
Collaboration sequence diagram and artefacts



PMO = Portfolio
 NITAB = Nuclear IT Architect Board
 BITSO = Business Information Technology Security Officer
 Capability teams runs PM3
 Service teams runs ITIL

Architectural roles

Division of responsibilities to architectural core artifacts



Objects notation: Prime Arch, Sparx EA

Architectural role

Modelling model in Sparx EA



- Sparx EA with Prime Arch
- Relations, matrices and models
- Generated report > MS Word

DokumentID: 1925844, (1.0) | Sekretess: Företagsinternt | Sida: 11(26)
 Målarbetsplanering - PowerBI för projekt, program och portfölj

5 Informationsarkitektur – Mål-läge

Tabellen nedan redogör för vilka verksamhetsroller som nyttjar informationen i och runt PowerBI.

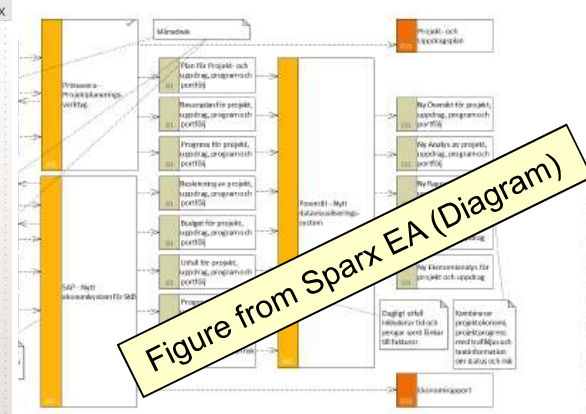
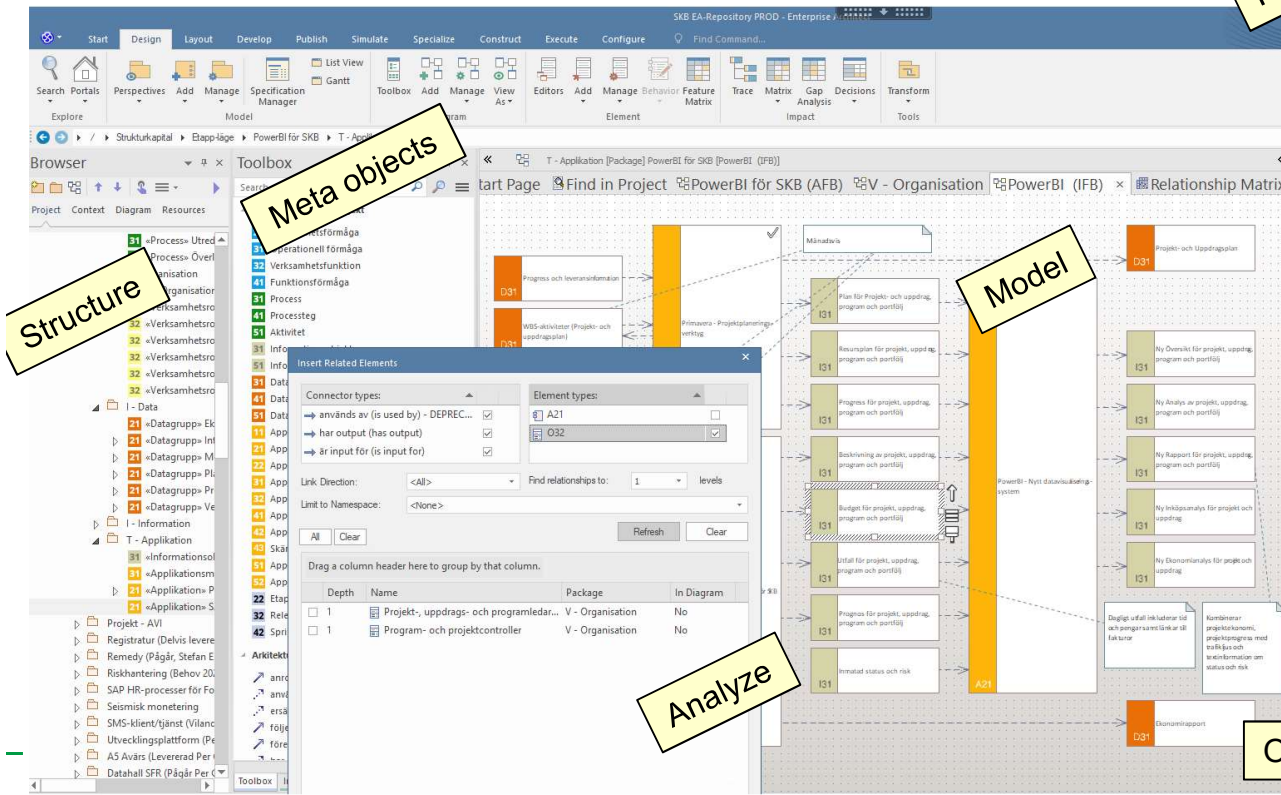
Tabell 5-1 Verksamhetsrollens användning av informationsobjekt

Verksamhetsroll	Analys av projekt, uppdrag, program och portfölj	Ekonomianalys för projekt och uppdrag	Inköpsanalys för projekt och uppdrag	Rapport för projekt, uppdrag, program och portfölj	Projekt, uppdrag, program och portfölj
Planerare	X		X		X
Program- och projektcontroller	X	X	X	X	
Uppdrags- och programledare, administratör eller chef	X	X	X		

Roles (pointing to the table)

Information object (pointing to the table headers)

Relational Matrix (pointing to the table)



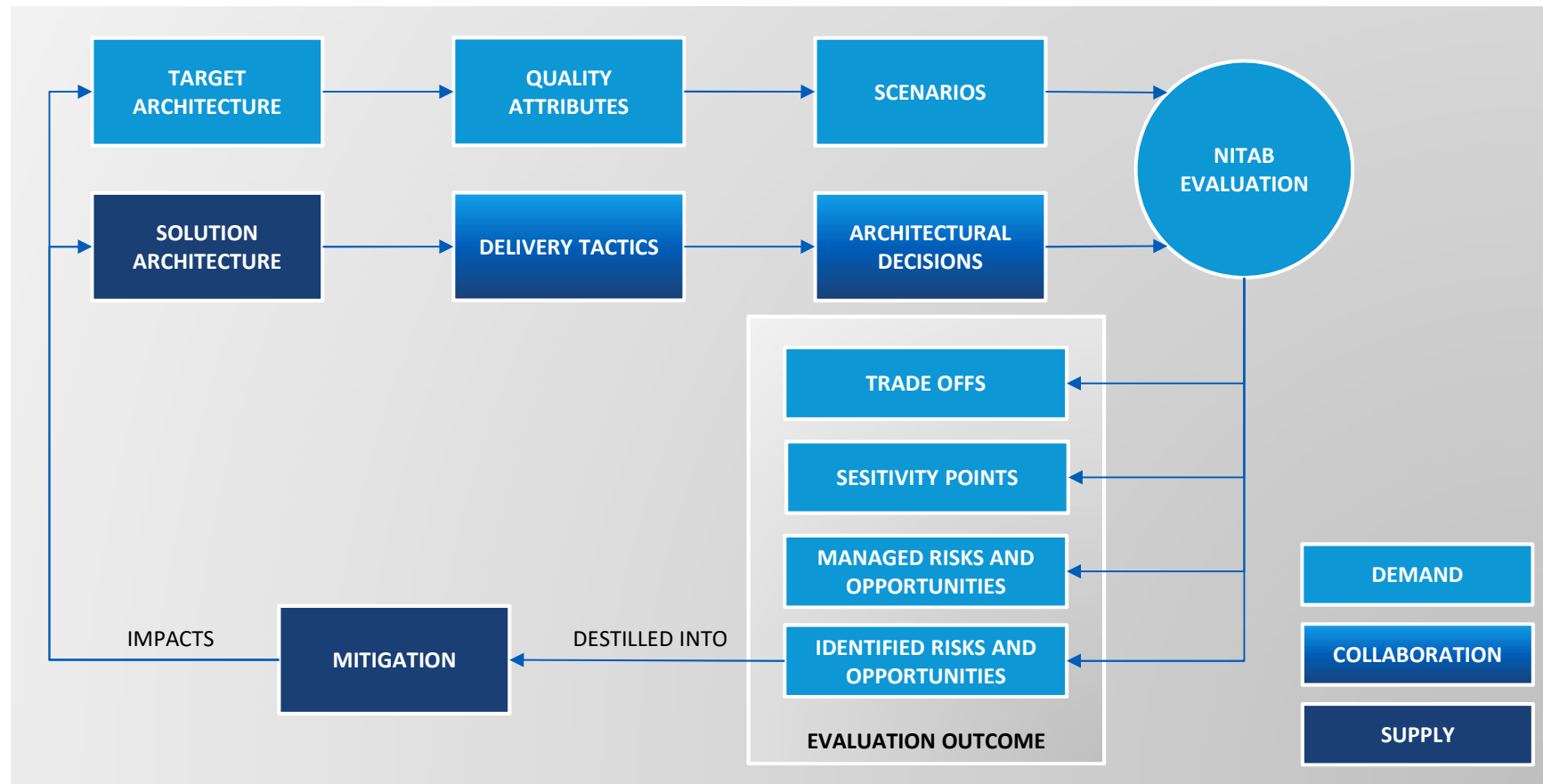
nonstämde Mål-läge
 är en vidareutveckling av Figur 5-2 från dokument 1925390 - Power BI
 t Figuren håller datakomponenter (D31) som inte avses förändras i detta uppdrag.

Analyze (pointing to the Sparx EA interface)

Objects notation: Prime Arch, Sparx EA (pointing to the diagram)

Architectural methods

ATAM – Architectural Trade-off analysis method



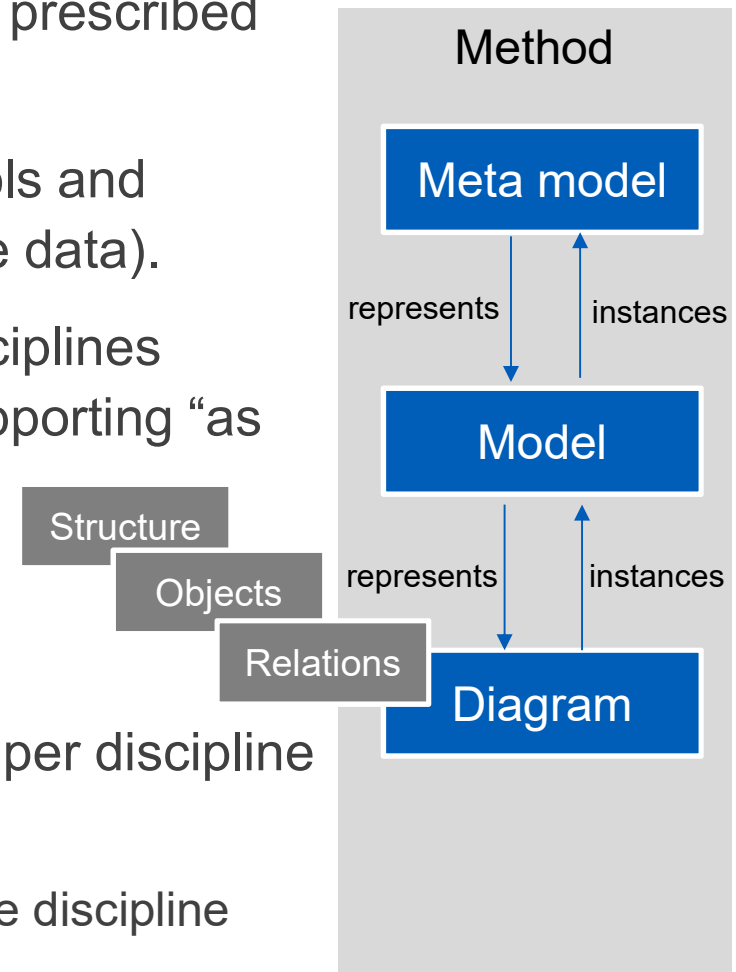
Architectural methods

Model driven engineering



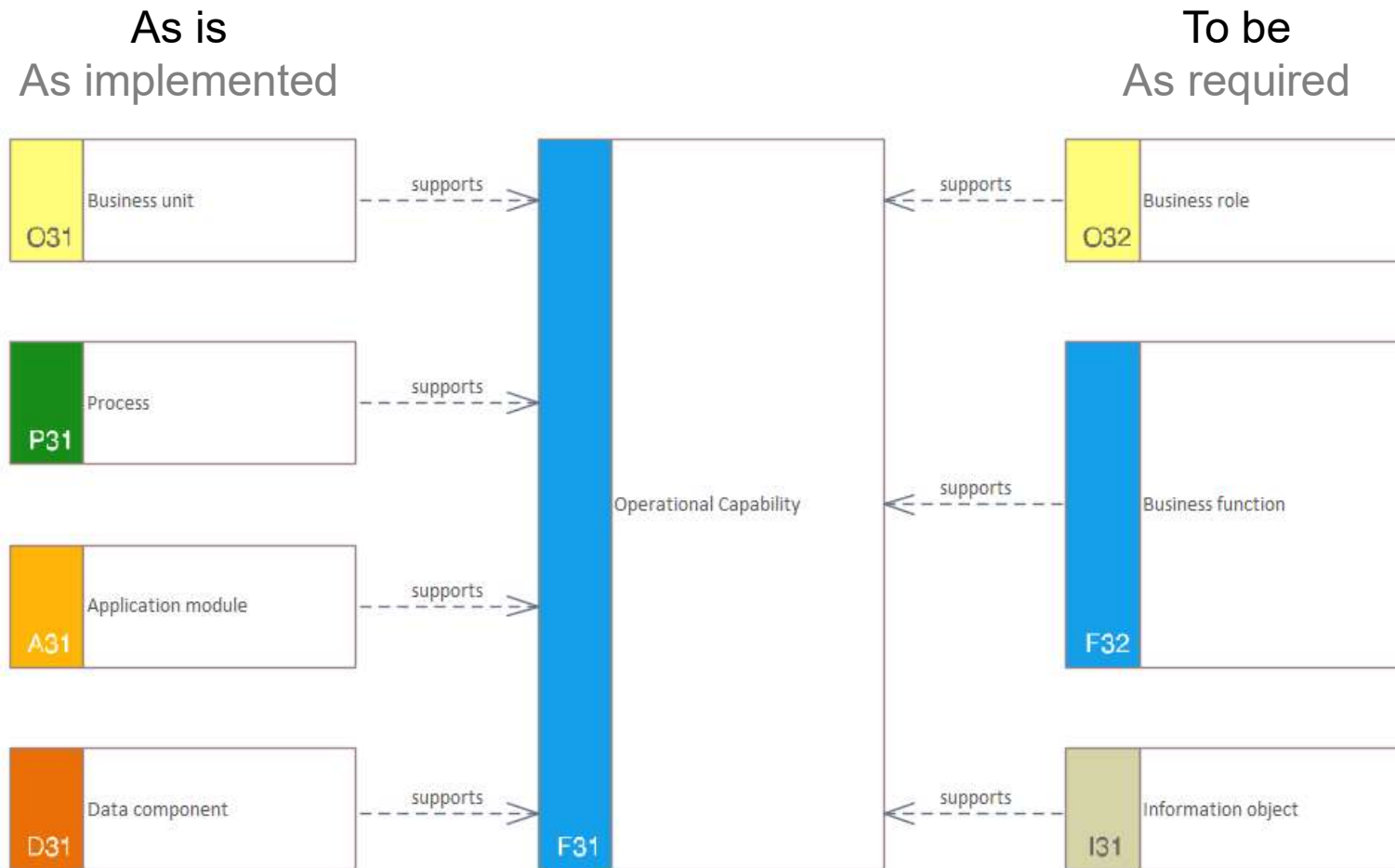
A method is the pursuit of knowledge from a prescribed process when completing a task.

- **Sparx EA** – A method refers to specific tools and procedures (you use to collect and analyze data).
- **Define meta model** – Prime Arch with disciplines (domains) and levels of detailing (LoD) supporting “as is” and “to be” (CAB engagement)
- **Host the repo (model)** – in Sparx EA (capability service ADI)
- **Model views (diagram)** – standardization per discipline
 - **Composition** – that reveals detailing
 - **Collaboration** – interacting as flows within the discipline
 - **Contextual** – interacting with other disciplines



Architectural methods

The operational capability “short cut” to functional requirements



Contextual view on an Operational capability. Objects notation: Prime Arch, Sparx EA

Architectural methods

Information och Data – “To be”, “As is” and “Transition”



INFORMATION

- What information **should** we have?
- What information **should** be transferred between our applications?
- What information **should** an "information package" (which is shared between different Business functions) consist of?
- How **should** business's important concepts be defined?
- How **should** the information be structured?

TO BE

DATA

- What data do we have?
- What data is transferred between our applications?
- What does a "data packet" (which is transferred between applications) consist of?
- How is all data defined in our applications?
- How is all the data structured?

AS IS

THE GAP BETWEEN INFORMATION AND DATA

- How well does the data landscape **match** the company's information needs?
- What can be **reused** for the target architecture?

TRANSITION

Architectural methods

Logical and physical application – “To be”, “As is” and “Transition”



LOGICAL APPLICATION

- What applications **should** we have?
- What functions **should** be supported by the specific application?
- What applications **should** collaborate?
- What data **should** be defined in our applications?
- How **should** the specific application relate to other parts of the enterprise?

TO BE

PHYSICAL APPLICATION

- What applications do we have?
- What functions are supported by the specific application?
- What applications collaborate?
- What data defined in our applications?
- How does the specific application relate to other parts of the enterprise?

AS IS

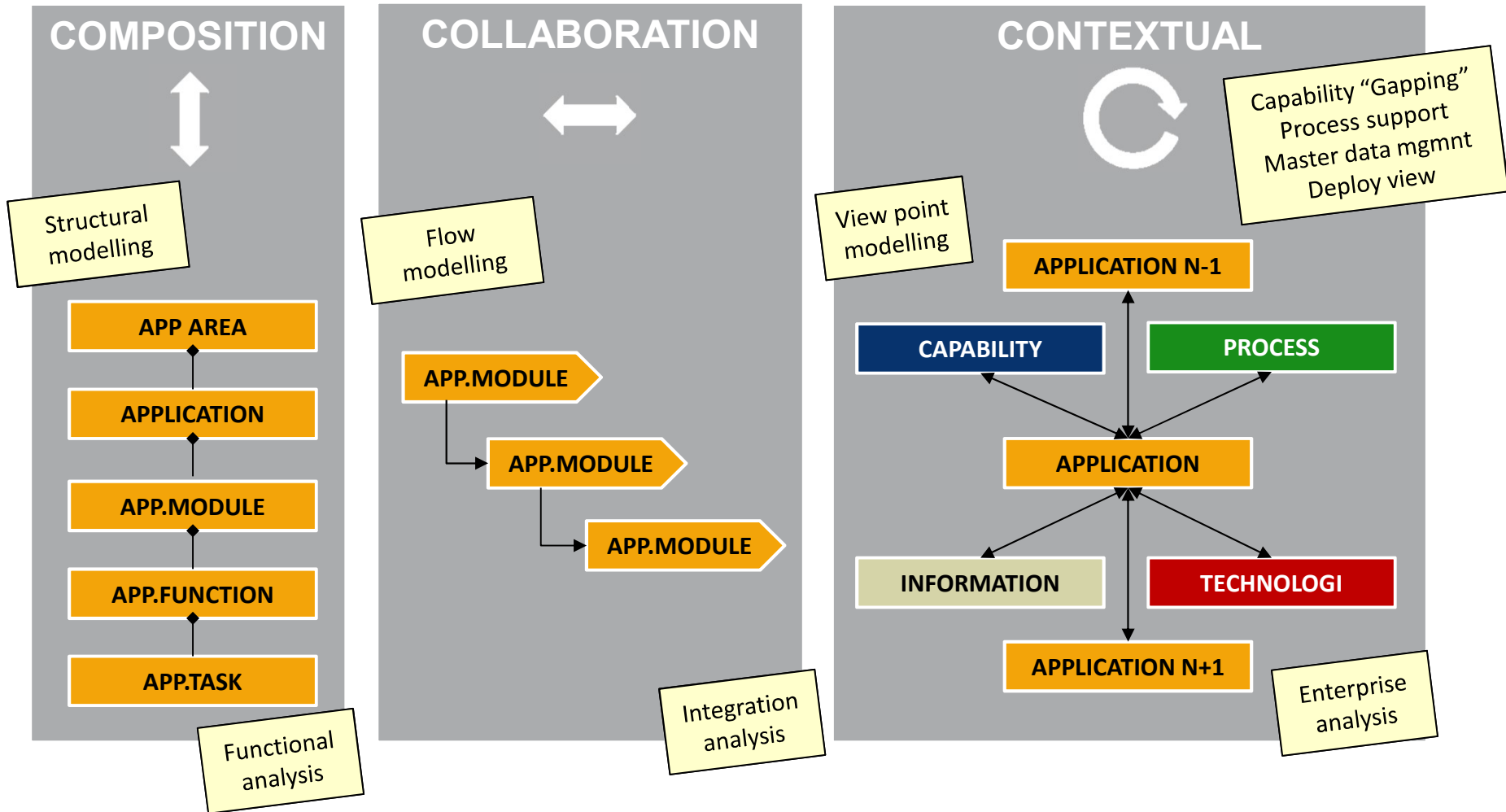
THE GAP BETWEEN LOGICAL AND PHYSICAL APPLICATION

- How well does the application **match** the target architecture, digitalizing capabilities?
- What can be **reused** for the target architecture?

TRANSITION

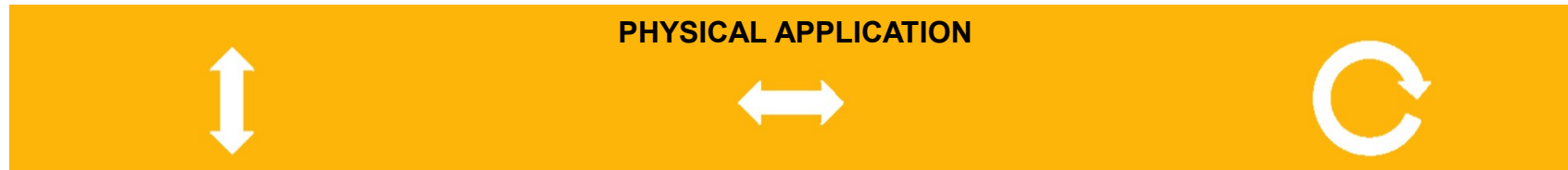
Architectural methods

Diagram perspectives – Example from the application dimension



Architectural methods

Diagram perspectives – Meta examples



PHYSICAL APPLICATION

COMPOSITION

Is part of/consists of, input/output

What applications do we have?

What functions are supported by the specific application?

COLLABORATION

Follows/Precedes, Sends/Receives, Performs

What applications collaborate?

What data defined in our applications?



CONTEXTUAL

Is part of/consists of, input/output

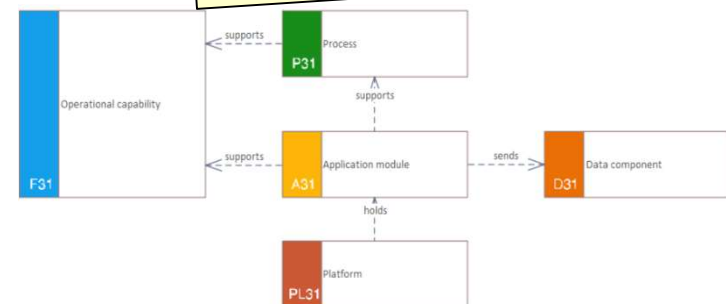
How does the specific application relate to other parts of the enterprise?

Composition view on applications



Collaborations view on applications

Contextual view on an application

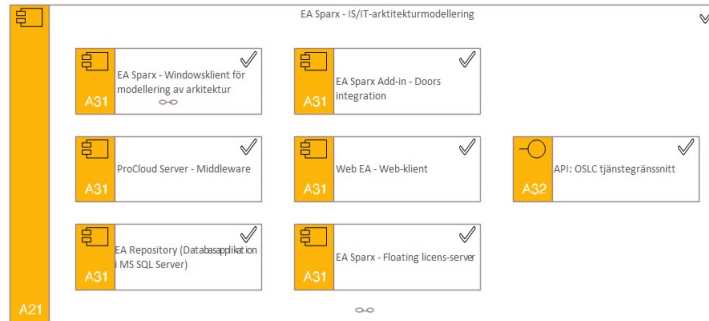


Architectural methods

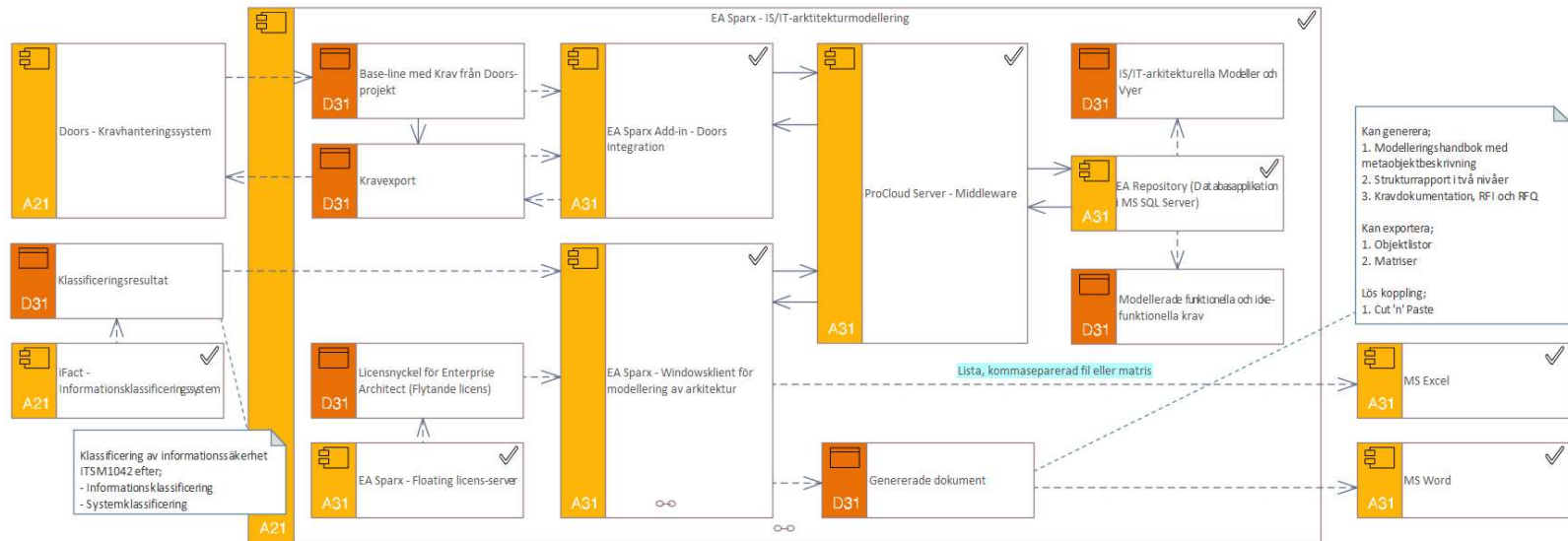
Sparx EA, Examples Application description and Application flow description



COMPOSITION



COLLABORATION



CONTEXTUAL

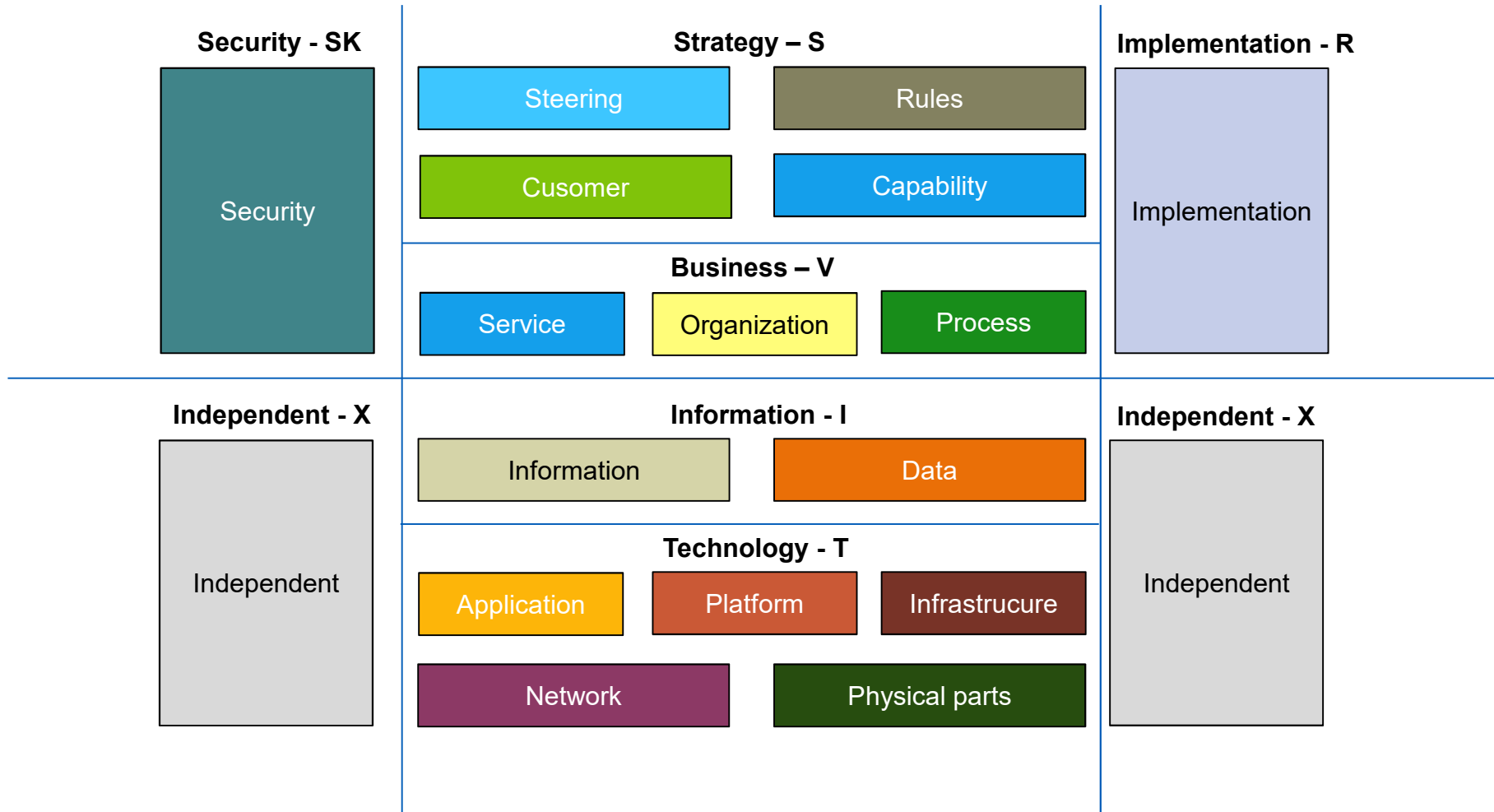


Contextual view is not included in this presentation

Objects notation: Prime Arch, Sparx EA

Meta model

Prime Arch as an EA-framework – and it's dimensions



Meta model

Prime Arch as an EA-framework



Model-driven software development gives:

- **A “common” language**, and (of course) the structure and methods through the DSL, domain-specific modeling languages

Better discussions with stakeholders using disciplines and level of detailing (LoD)
Structured growth with Simple and relevant diagrams
- **Validation of modelling** against the constraints in the metamodel

Easy to do right with quick link
Learn while modelling
“System thinking” and “enterprise thinking”
- **Diagram-to-diagram transformations** in the repo or between different repos

Re-use, manage models across the lifecycle,
Support other notations like Archimate, BPMN, UML eg
- **Tool integration** based on the metamodel and adapted to the respective discipline

Export data, classes and diagram to other tools like DOORS, Word, Azure DevOps eg
- **Code generation** repeatable that refer to the DSL

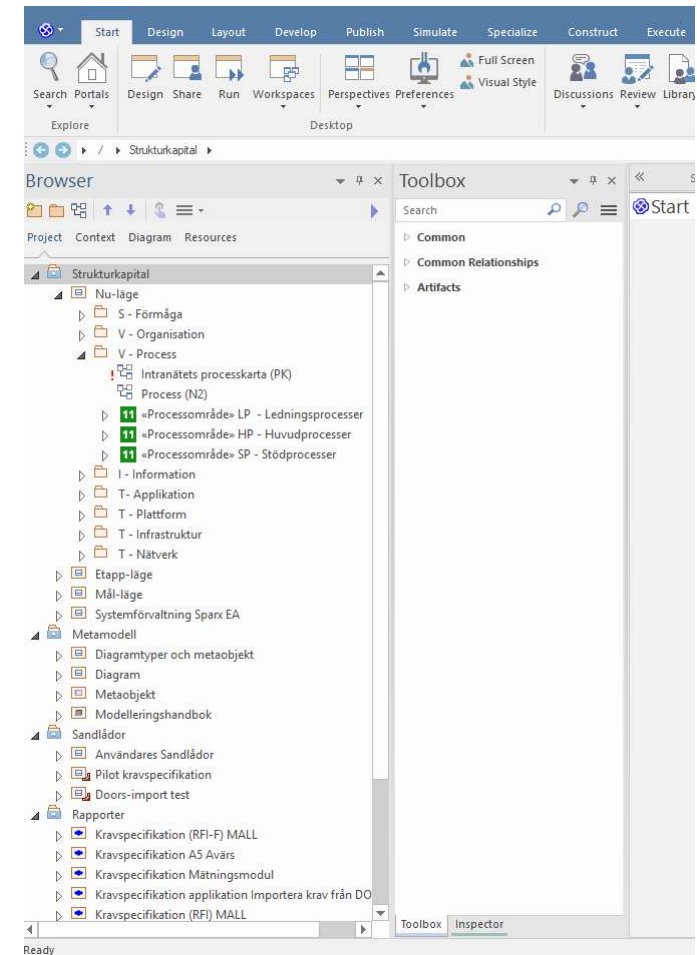
Kick-start development

Architecture products and libraries

Whats in it?

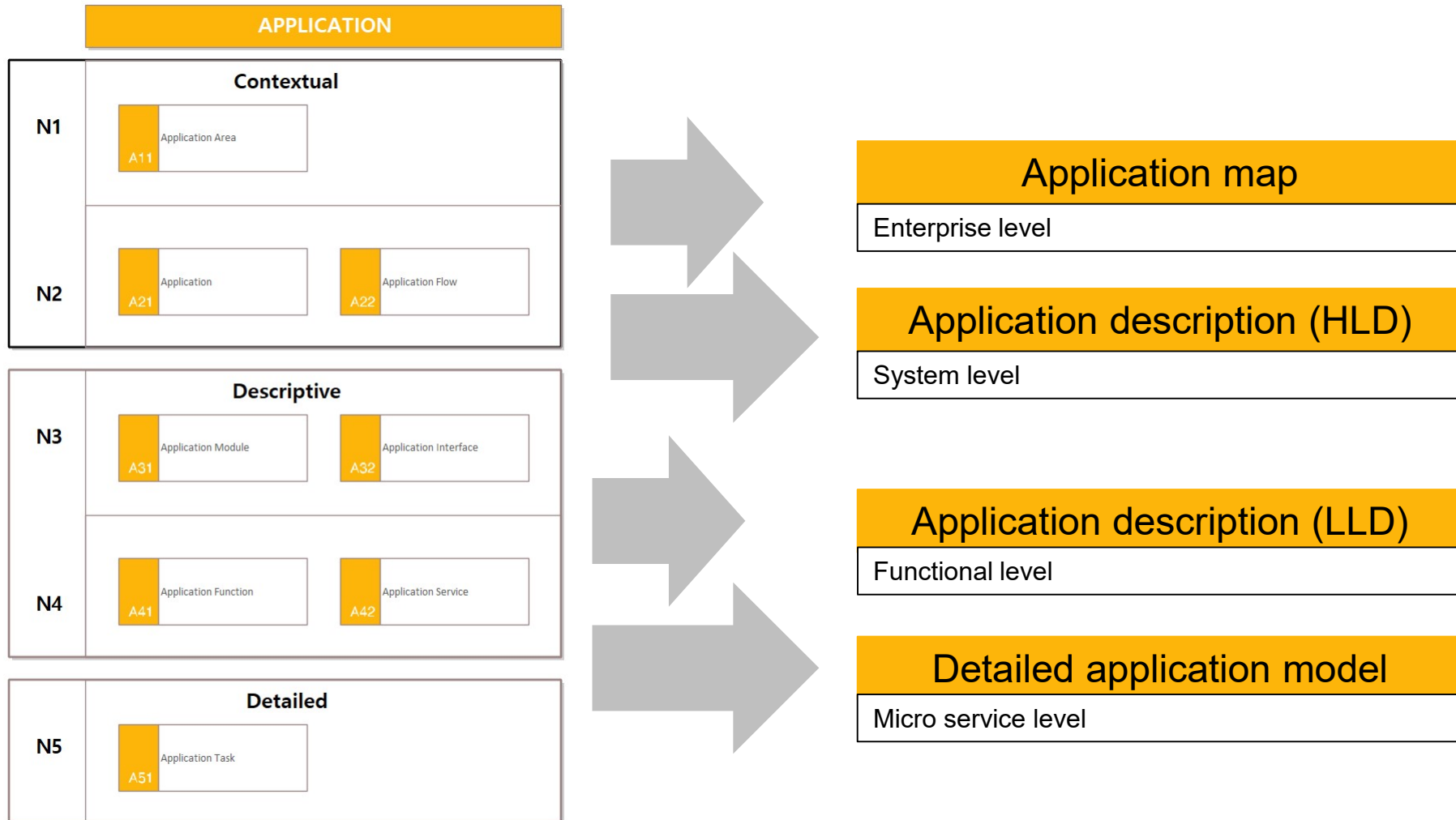


- Package structure
 - As is – Transitional – To Be
 - Object collections with level of detailing
 - Sand boxes (play grounds)
- Meta model
- Object descriptions (including relations)
- Diagrams (ViewTypes)
- Templates (simple and advanced) for generating documentation- or publishing architecture
- Web based training packages (demand and supply)



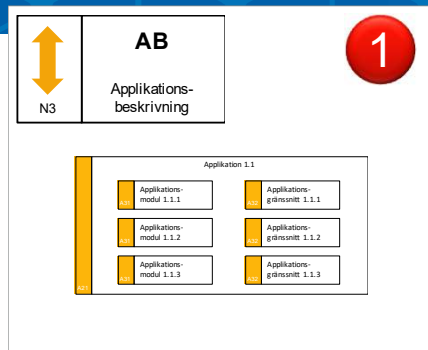
Architecture products and libraries

Discipline detailed with LoD to support different diagrams (ViewTypes)

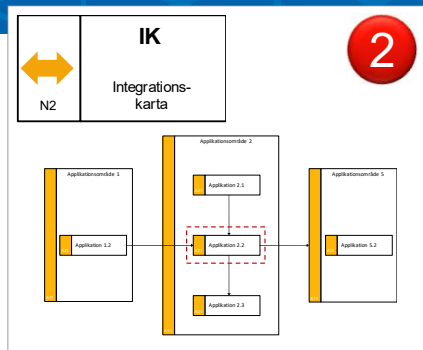


Architecture products and libraries

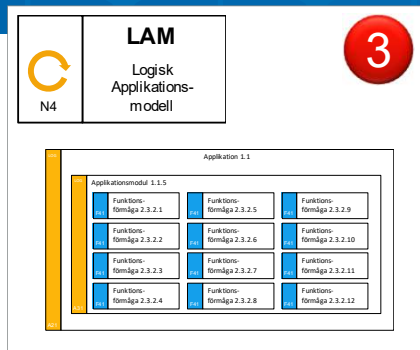
Diagram/ViewType standardization, example from application RFI or RFQ



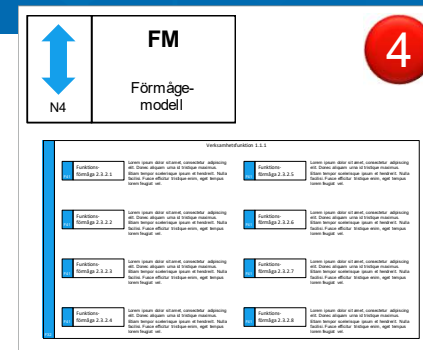
Description of the application in which the targeted application module is included



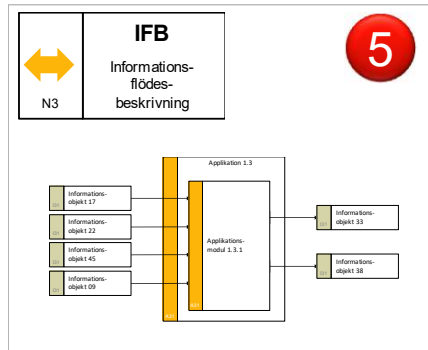
Description of surrounding applications (integrations)



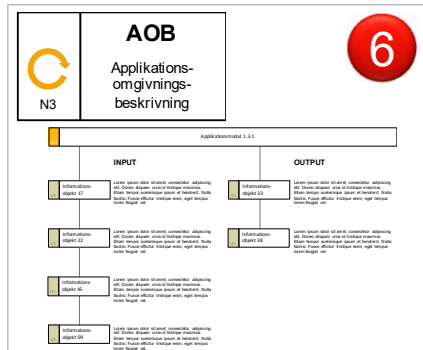
Capabilities (map functional requirements) in the application module



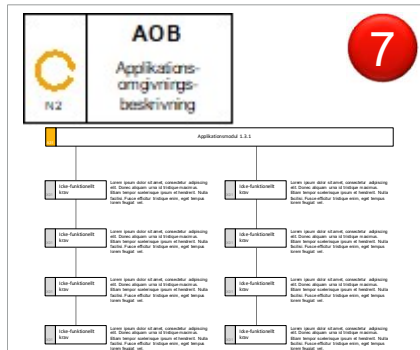
Description of capabilities



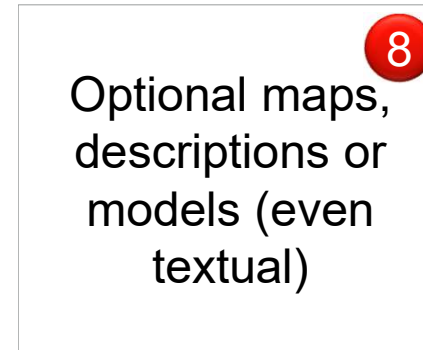
Requirements on information (input/output)



Description of information object



The most important non-functional requirements



Other material that increases understanding of the needs, concerns and context

- 1) AB, Application description 2) IK, Integration map 3) LAM, Logical application model 4) FM, Capability model 5) IFB, Information flow description 6) AOB, Application interaction description with focus on information objects 7) AOB, Application interaction description with focus on non-functional requirements 8) Optional maps, descriptions or models

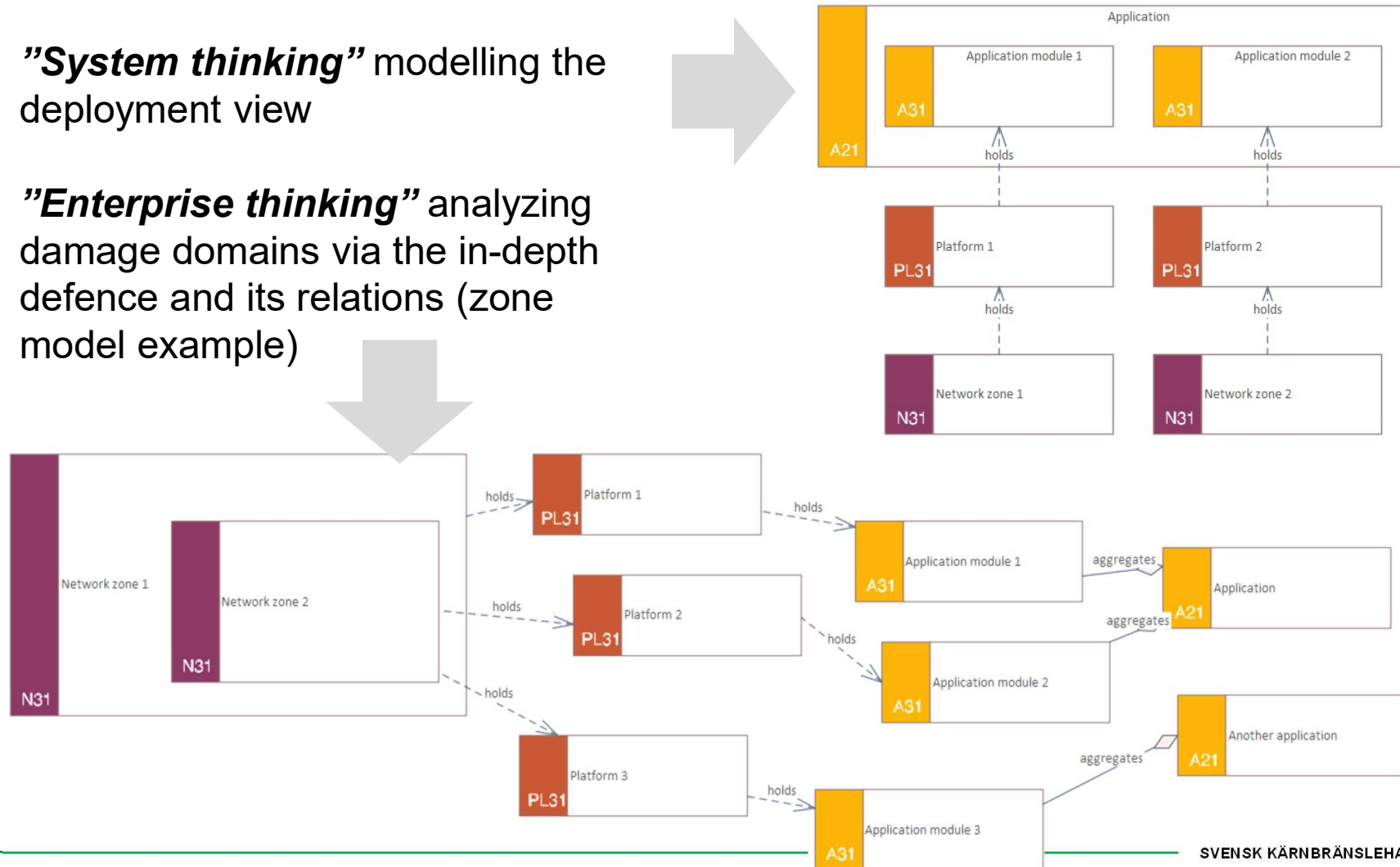
Architecture products and libraries

The deployment view "system thinking" effect on "enterprise thinking"



"System thinking" modelling the deployment view

"Enterprise thinking" analyzing damage domains via the in-depth defence and its relations (zone model example)

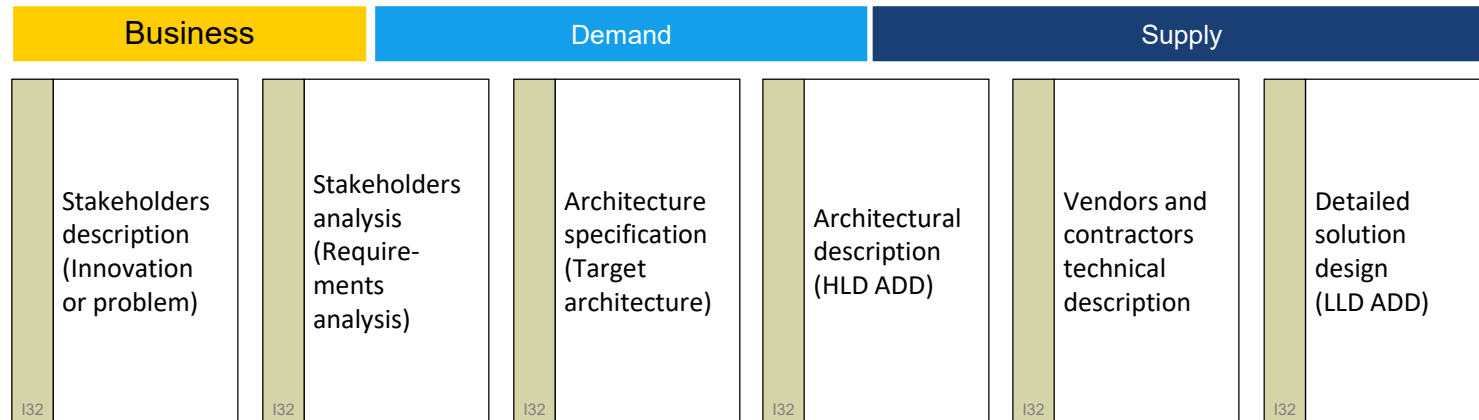


Architecture products and libraries

Text based architectural artefacts with Sparx EA content



Accountable



Engagement



Requirements

Overview

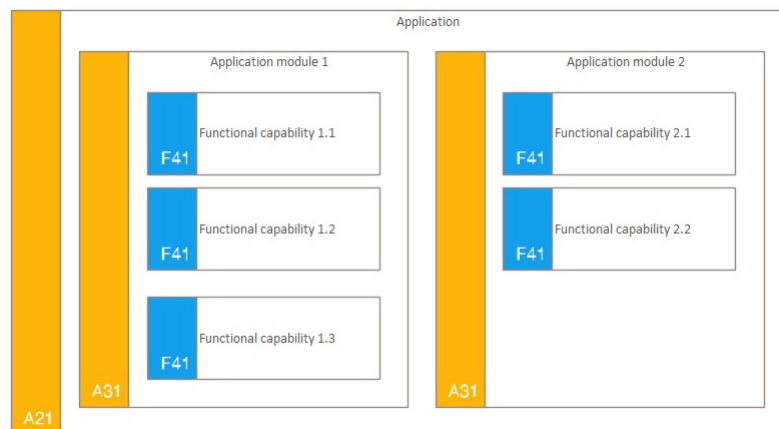
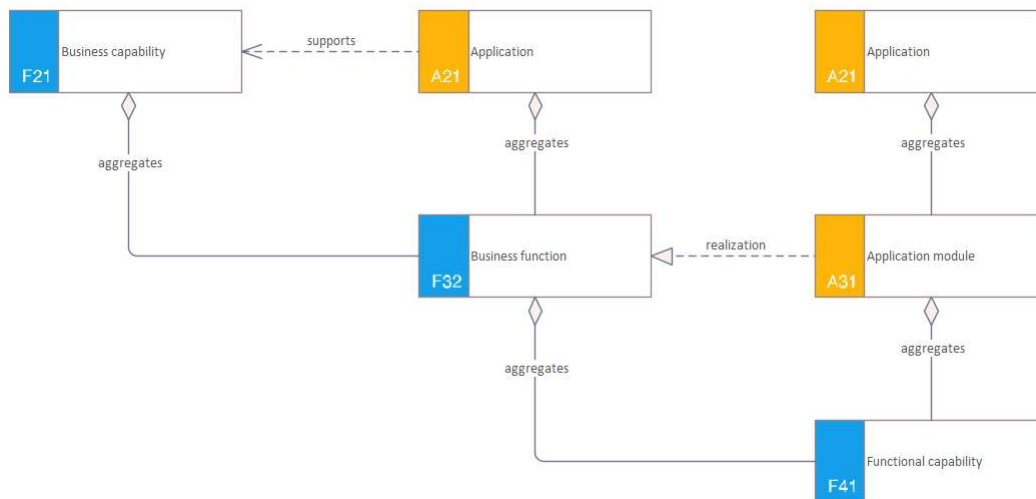


- Traceability from stakeholders demand to supply
 - Extract Business requirements to modeling
 - Integration DOORS/Excel to Sparx EA
 - Extract Security requirements to modeling
- Support in functional procurement (RFI/RFQ)
 - Export to Excel RFI/RFQ (Hi-Level or Low-Level)
 - Import from Contractors/Vendors RFI/RFQ (Excel)
- Evaluation of different solutions against requirements
 - Functional and non-functional requirements of logic applications
 - The supplier described their respective physical applications
- Gap analysis that facilitates transformation planning

[68% of IS/IT-projects fails according to research](#)

Requirements

Principles mapping capability to applications (functional requirements)

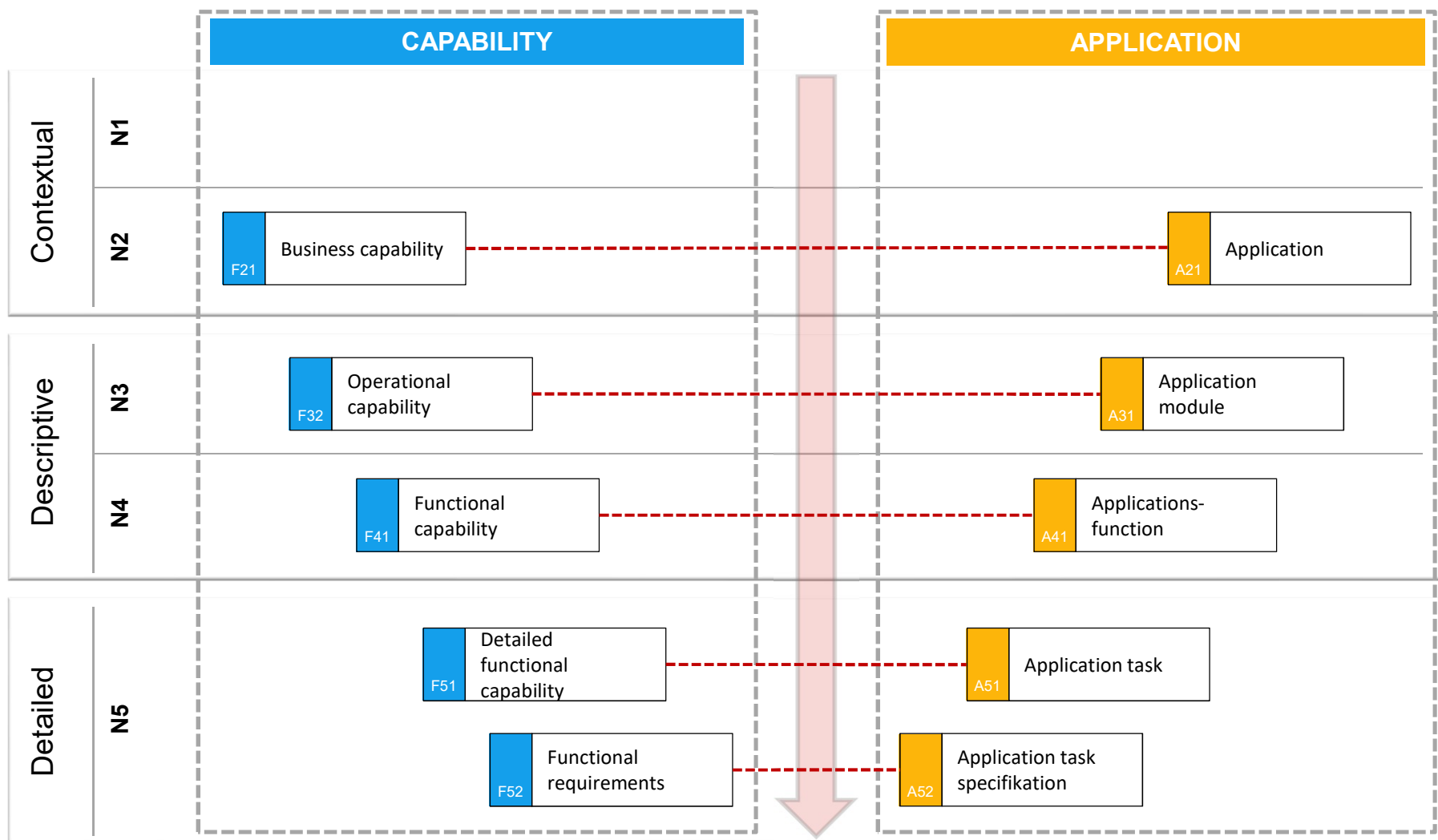


Defining the “To be”

- Model capabilities with applications
- Match capabilities to different applications
- Analyze gaps between the capabilities wanted and existing functional blocks
- Use the capability to map capability flows or processes visualizing workflows
- Use the capability to map organizations visualizing expected roles or physical parts (assets)
- Export the capability objects as a list of functional requirements

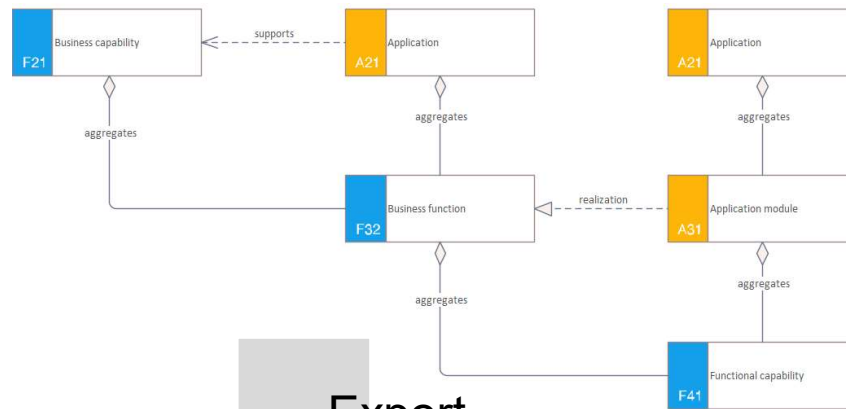
Requirements

Principles for functional evaluation

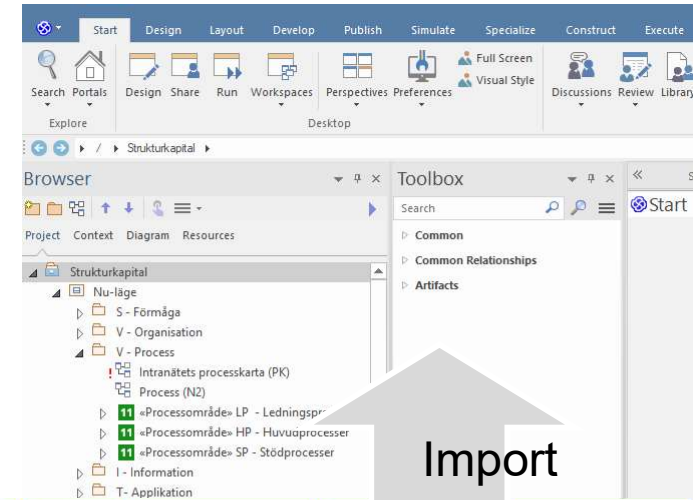


Requirements

Modeling of requirements and response template



Export



Import

Kapitel	F32/A31	F41	F51	F52	ID	Beskrivning
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Funktionella krav

Projekteringsmodul

Hantera avvikelser

Modulen ska ha förmågan att visualisera och hantera avvikelser. Hantering innebär att registrera information runt avvikelser som uppstår i bergarbetet. Avvikelser kan även rapporteras med automatik från maskinerna som utför arbetet, dessa avvikelser ska modulen också hantera. En avvikelse kan till exempel vara att planer av olika slag som behöver ändras, maskiner som havererat, borrstål som fastnat i berget, elskåp som påbackats etc. Med visualisering avses att användargränssnittet ska visa var i anläggningen avvikelser har registrerats.

Visualisera avvikelser

Användargränssnittet ska visa var i anläggningen avvikelser har registrerats

2345 Detaljerad beskrivning av kravet i löpande text.

Hantera avvikelser

Registrera information om avvikelse

2453 Detaljerad beskrivning av kravet i löpande text.

Ta emot information om avvikelse från maskin

2766 Detaljerad beskrivning av kravet i löpande text.

Uppfyllnadsgrad	A31	A41	A51	A52	Beskrivning
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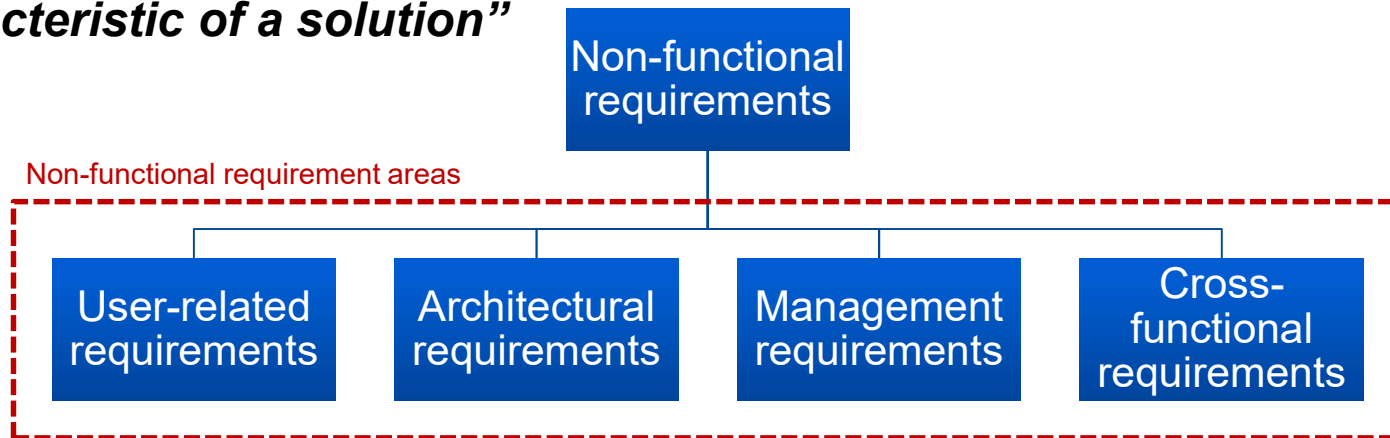
Uppfyllnadsgrad	A31	A41	A51	A52	Beskrivning
1	Namn på applikationsmodulen				
1	Namn på applikationsfunktionen				Beskrivning av applikationsfunktionen som motsvarar SKB:s beskrivning av förmågan.
2	Namn på applikationsfunktionen				
2	Rubrik på applikationsspecifikationen				Beskrivning av applikationsuppgiften som motsvarar SKB:s beskrivning av kravet.
1	Namn på applikationsfunktionen				
2	Rubrik på applikationsspecifikationen				Beskrivning av applikationsuppgiften som motsvarar SKB:s beskrivning av kravet.
0	Rubrik på applikationsspecifikationen				Beskrivning av applikationsuppgiften som motsvarar SKB:s beskrivning av kravet.

Requirements

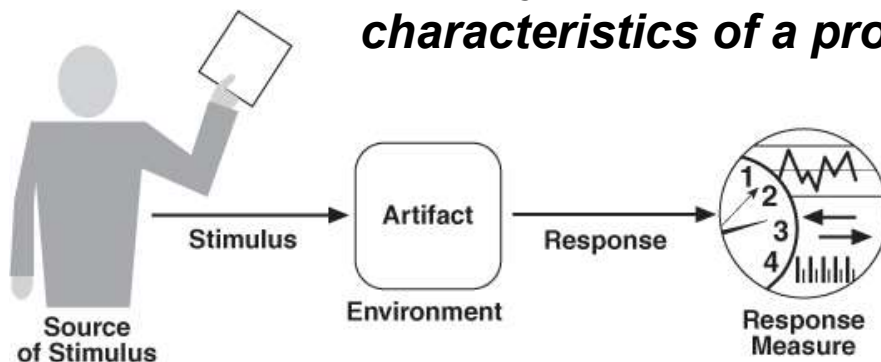
Non-functional requirements, areas



“A statement about a requested quality characteristic of a solution”



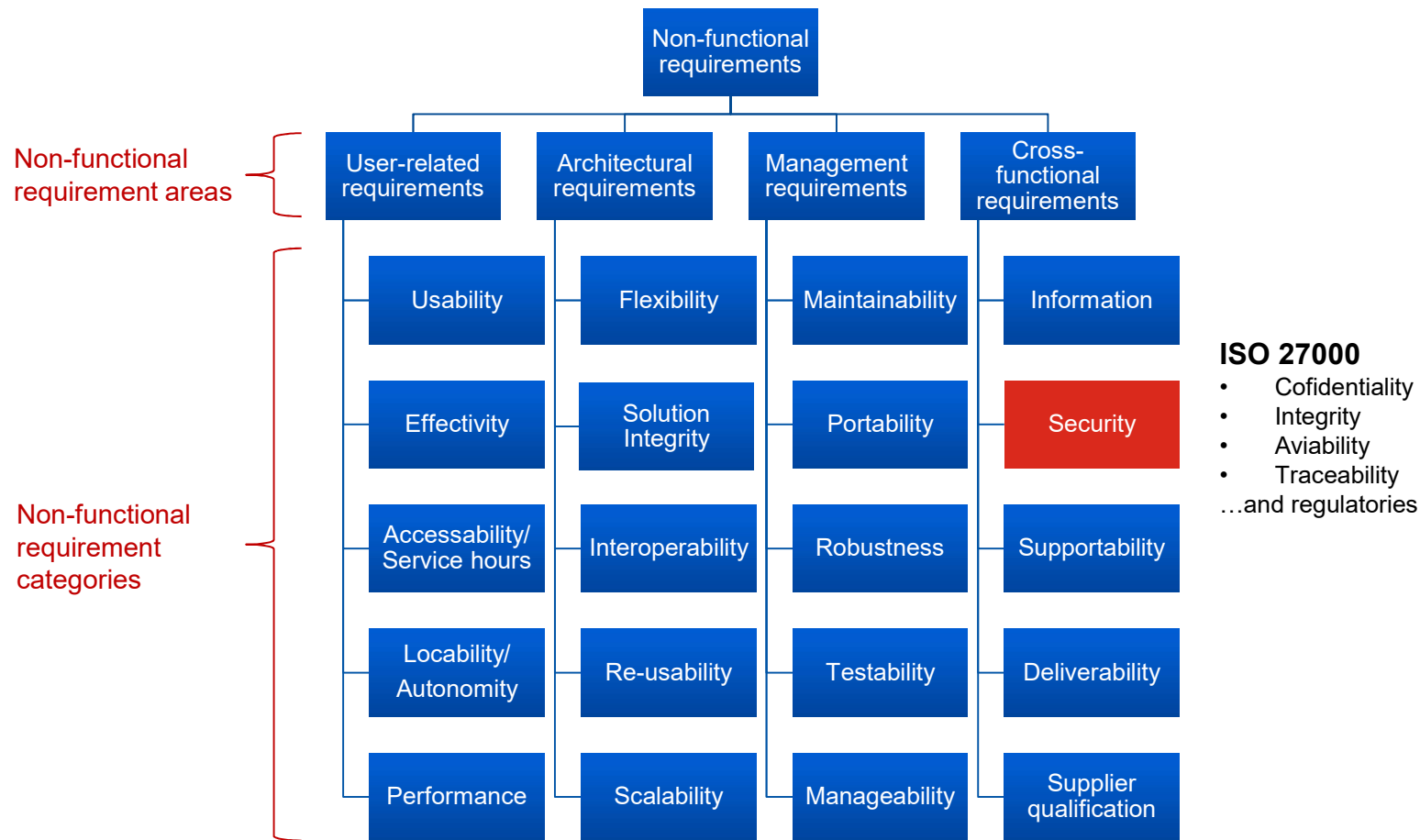
“Quality attributes are characteristics of a product”



“Non-functional requirement is the measure and criteria of such characteristics”

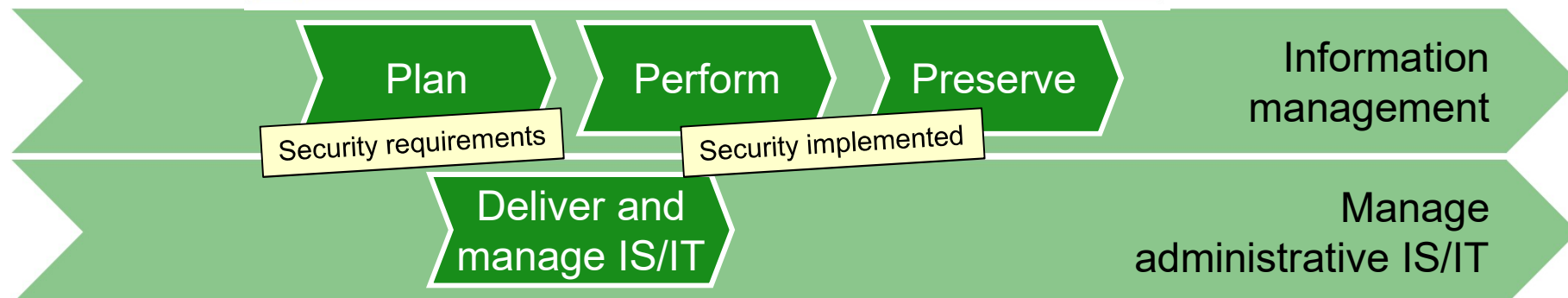
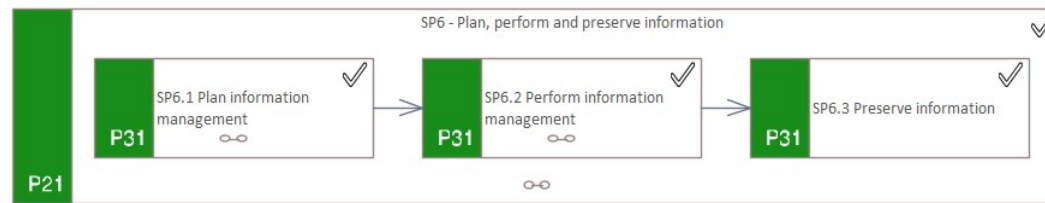
Requirements

Non-functional requirements, categories



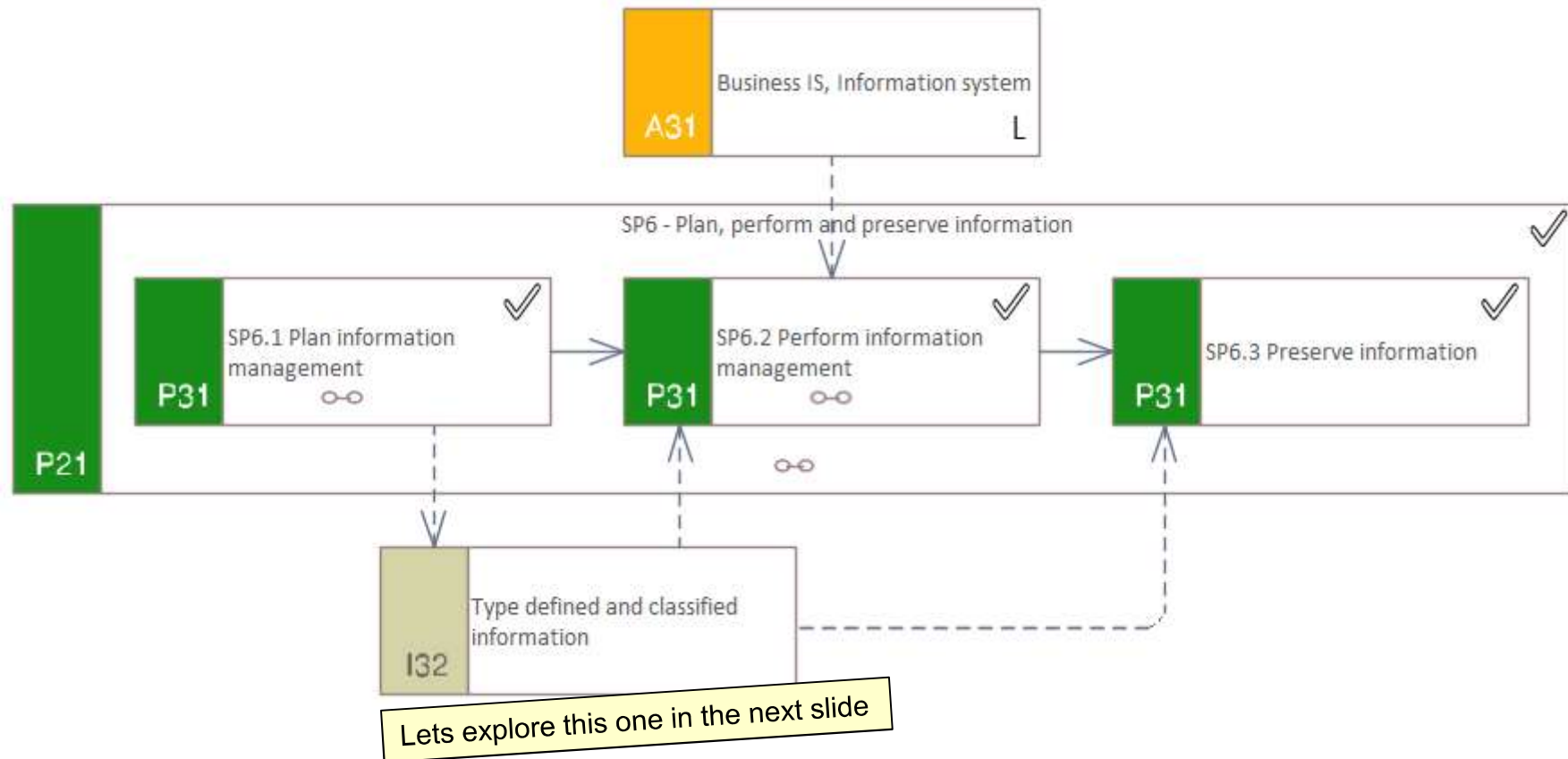
Lets explore modelling of non-functional requirements in the security chapter...

- Classification of information (ISO 27001)
 - Type defined information management SOP:s Plan, Perform, Preserve
 - Confidentiality, Accuracy, Availability, Traceability
 - GDPR and other regulatory classifications
- The security-dimensions (non-functional requirements and risks)
- “Dynamic” security requirements library



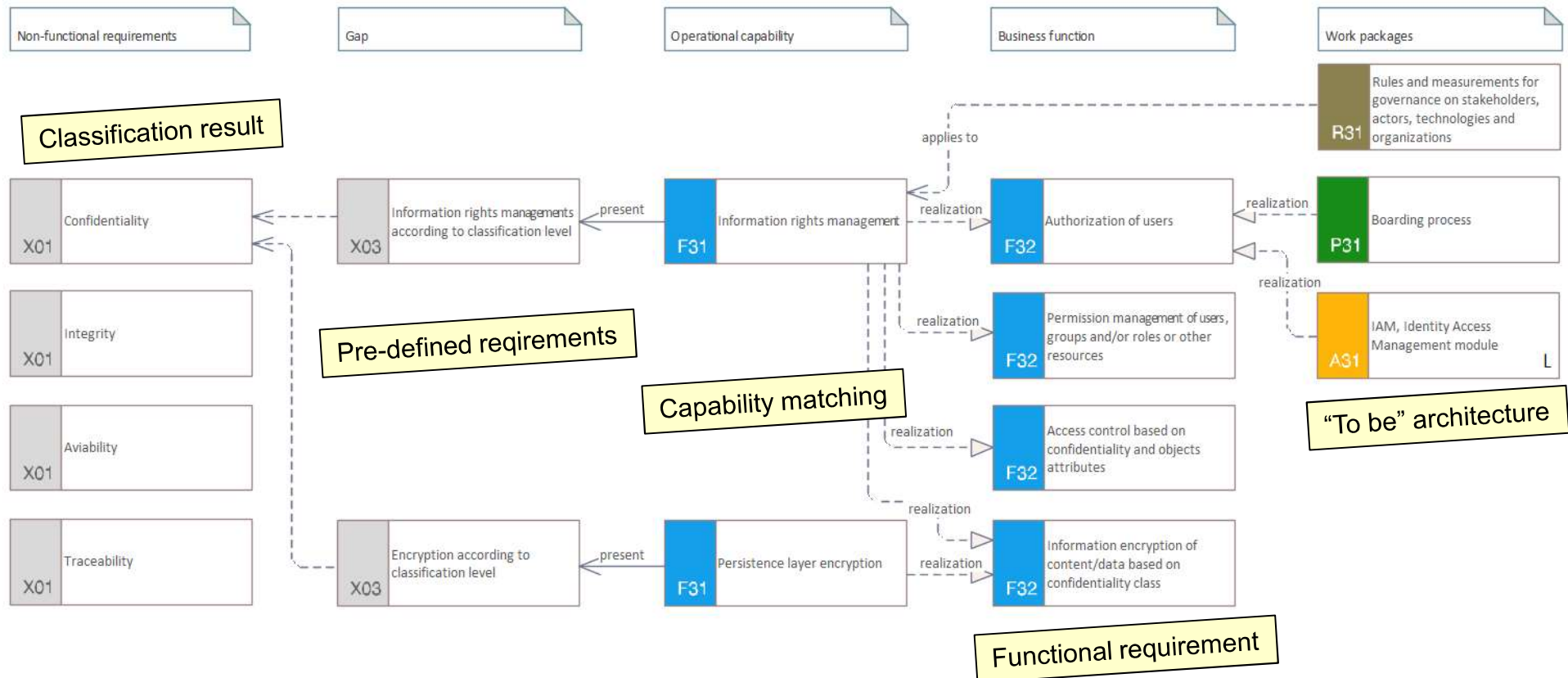
Security

Method of finding non-functional requirements and make them functional



Security

Modelling non-functional requirements



Security

“The upcoming scope” in the Prime Arch Framework – Security dimension

