Nedbank Business Architecture
• What are the business drivers for Business Architecture in Nedbank?
• What constitutes Business Architecture in Nedbank?
• Who are the users of Business Architecture and what products or services do we deliver to them?
• What are our challenges?
• What are our successes?
• Methodology example.
"Forrester’s customer advocacy rankings show that retail financial services firms aren’t meeting the current needs of customers. What’s causing the problem? Organizational silos. But Forrester sees an end to this status quo. The changing needs of customers, increasing competitive pressure, and emerging technology capabilities will push leading firms to break down their internal silos and create innovative new products and services."

July 7, 2006
Forrester: The Financial Services Survival Guide Retail Financial Services Firms Need To Master Five New Skills
What are the business drivers for BA in Nedbank?

- Requirements definition –

Several studies have estimated that rework costs can amount to 50% of total project costs, of which requirement errors comprise 70 to 85% of these rework costs.

Raytheon Study, Calculating your Return on Investment From more effective Requirements Management, Rational Software Corporation.
Group Architecture & IT Strategy

Architectural Roadmap

Initial Landscape

- Artifact driven
- Limited integration / collaboration
- Silo based (Silo’s within Silo’s)
- Limited re-use
- No single source of the truth
- Duplication of effort

Desired Landscape

- Model driven approach
- Common language – Good governance
- End–2–end integrated design
- Re-use
- Separation of concerns
- Collaborative / Iterative approach

(Silo’s within Silo’s)
Who are the users of BA and what products or services do we deliver to them?

**Methodology**
- Training.
- Mentoring / coaching.
- Methods development to include all stakeholder requirements.

**Architecture Tools**
- Training.
- User support.
- Impact analysis and other script report generation.

**Architects**
- Consulting / communicating a future view.
- Common language / alignment.
- Project high level scoping.

**High Level Design**
- Extract & document cross product / channel project requirements.
- Recommend & drive re-engineering opportunities.

- Execs
- Product Managers
- Channel Managers
- Business Analysts
- Process Analysts
- Architects (All)
- Designers
Group Architecture & IT Strategy

What are our challenges?

- Executive sponsorship
- Structural positioning within the group
- Measuring / delivering short-term value
- Change management
- Quality management
- Governance
- Reaching critical mass
- Role clarity
- Skills transfer
- Understanding the ‘as-is’
- Organization maturity / readiness

Relative engagement effort comparison

SystemicLogic: Research Report: Enterprise scale SOA Readiness

What are our successes?

- Successes are slow / incremental
  - Analyst training curriculum
  - Re-engineering opportunities
  - Common language - across disciplines
  - A product architecture
    - Services – library content
    - Channels
    - Access mechanisms
    - Product to process integration
  - A process architecture
    - Usable process architecture (Levels 1-3)
    - Patterns
    - Process to technology integration
Model-driven business process integration and management:
A case study with the Bank SinoPac regional service platform.

“An entire solution was provided, from Business Process Modeling at the operations level, through the execution and implementation levels, all the way to coding and testing.”

“Compared with approaches employed on similar projects, the model-driven approach was up to 30% more efficient. The work was done on time, within budget, and with extremely high customer satisfaction.”

Group Architecture & IT Strategy

Model Driven Approach

Collaboration
Iteration
Re-Use

tBusiness / IT

Alignment

SOA

Improved Business Requirements

GTSS

MAKE THINGS HAPPEN