

**BUSINESS ARCHITECTURE AT
EXPORT DEVELOPMENT CANADA (EDC)**

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GC Business Architecture Community of Practice

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AGENDA

- About EDC and its 2030 Business Strategy
- Role of Architecture in the Transformation
- Architecture Operating model
- Business Architecture Journey at EDC
- Current Framework & Artifacts
- Practical Applications of Business Architecture
- Conclusions and Next Steps

ABOUT EDC...

MAKE CANADA AND THE WORLD BETTER THROUGH TRADE

By 2030, Canada will regain its standing as a leader in international trade

Customers: Canadian companies engaging in International Trade

SMALL & MICRO

MEDIUM

LARGE



Insurance

Guarantees

Financing

Investments

International Trade Knowledge and Connections



In 2020 EDC established a 2030 Strategy EDC to close Canada's International Trade Gap by helping grow Exports by 60%

The 2030 Business Strategy to close Canada's Trade Gap requires a transformation that would **shift from Products to Customer**.

It involves many areas of activity:

- Customer Segment-based Business Strategy and Planning
- Digital Strategy (Foundations, Digital Capability, Business Value)
- Ways of Working (Organization and Culture)
- Compliance
- Sustainment and Legacy Retirement

Architecture is leading the blueprinting of key activity areas.

EDC 2030 STRATEGY AND DIGITAL TRANSFORMATION

Architecture is leading the blueprinting of key activity areas as EDC is in the process of a multi-year business-led transformation enabled by digital technology.

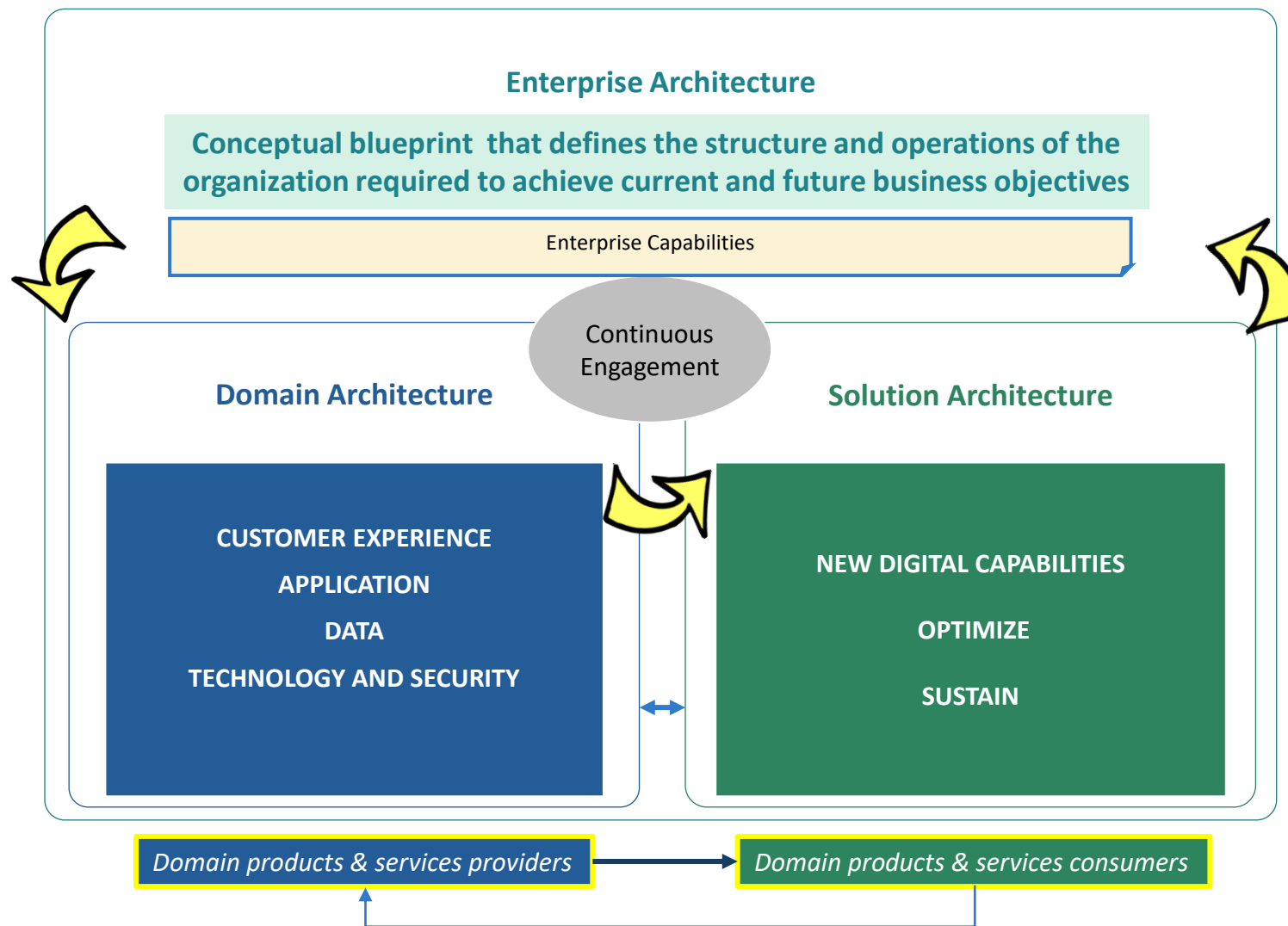
Architecture has been essential in enabling the execution of the EDC Business Strategy by:

- Formulating **Enterprise Digital Transversal Capabilities** that fulfill common high level digital requirements across customer segments
- Converting **Ways of Working** (“Agile 2.0”) to the Agile archetype expressing EDC’s business architecture.
- Highlighting gaps in common **Customer Enablement** capabilities
- Planning for new **Data Centric & Customer enabling applications** and setting out the legacy application retirement roadmap.
- *Shift from product/application focus to a cross-functional Customer and Data focus*

ARCHITECTURE OPERATING MODEL

Key Features:

- ✓ DISTRIBUTED ENTERPRISE ARCHITECTURE
- ✓ DOMAIN ARCHITECTURE
- ✓ SOLUTION ARCHITECTURE



BUSINESS ARCHITECTURE JOURNEY @EDC

2012

- Introduction of the Business Architecture
- First BA-based decisions

2015

- First Business Architecture Tool

2017

- First Business Capability Map
- New collaboration Opportunities unleash

2020

- 2030 Strategy
- Transformation begins
- Initial support for the Transformation

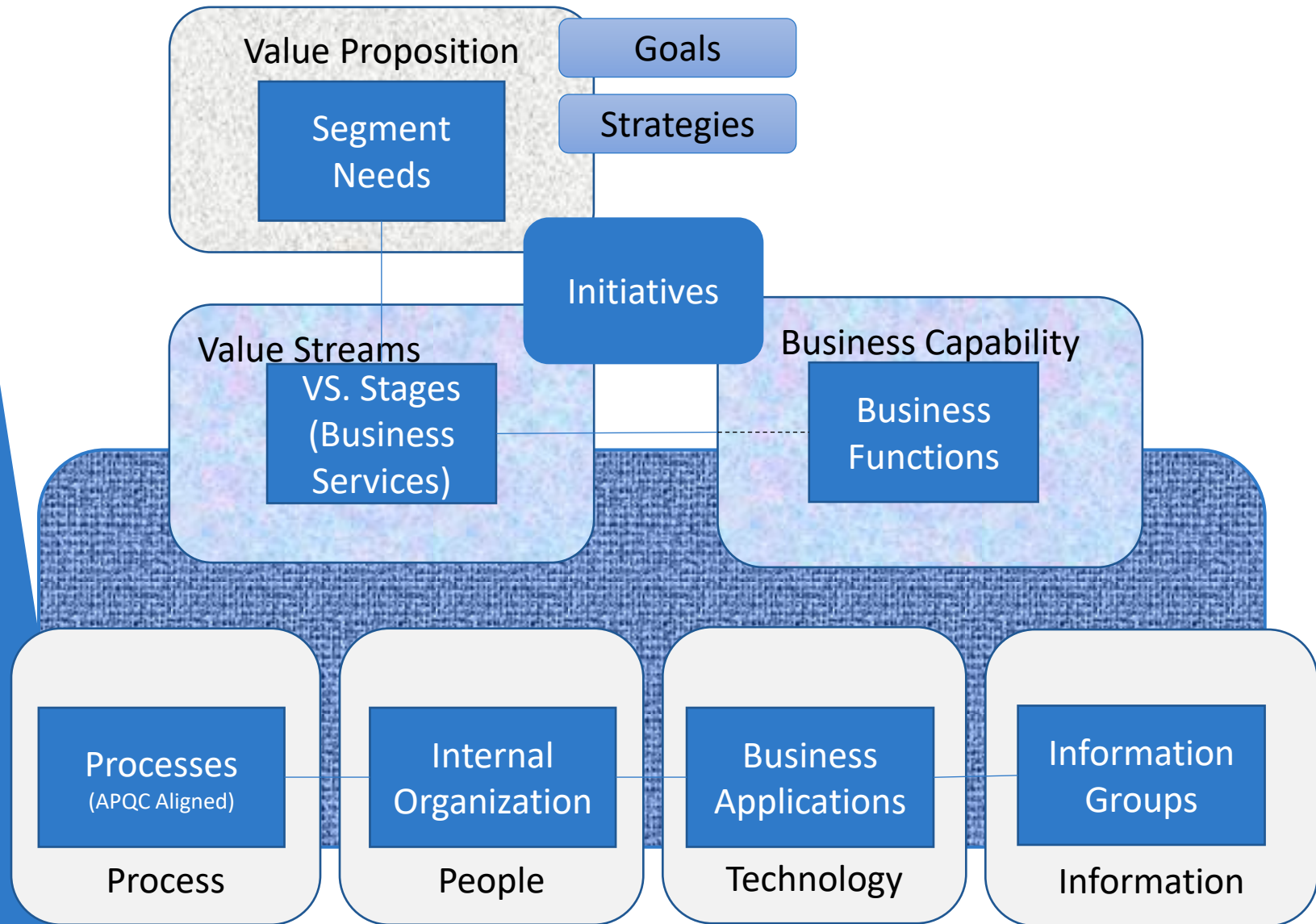
2021

- Transition to new framework
- Alignment with the BA Guild Capabilities
- Enablement of the Digital Transformation



BUSINESS ARCHITECTURE FRAMEWORK WE USE NOW

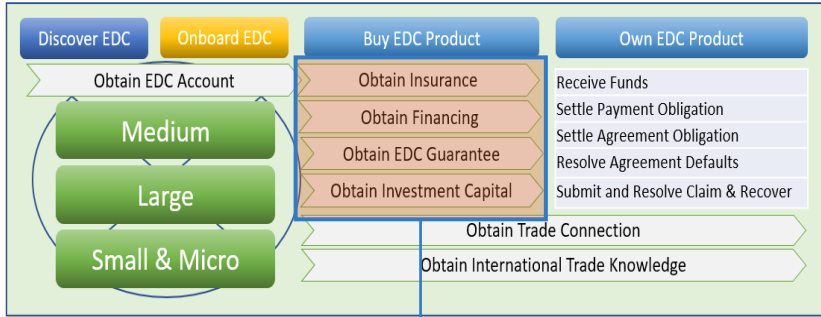
- Segment needs satisfied through EDC Solutions that deliver value to Customers. Goals and Strategies evolve around our Value Proposition
- Value delivered through value streams divided into Stages, or Business Services leveraging Business Functions that are instantiation of Business Capabilities
- Business Functions and Services materialize in the context of People-Process-Information and Technology
- Initiatives improve, transform or build new solution offerings, value streams or capabilities



EXAMPLES OF BA ARTIFACTS

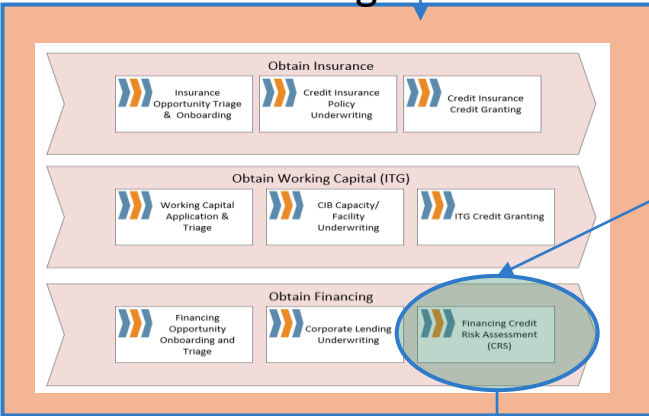
Business Capability map based on Industry Reference Models

Enterprise Value Streams



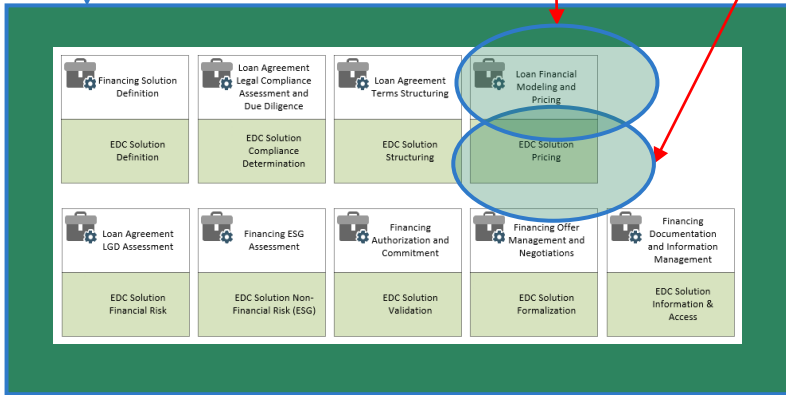
Value Streams deliver Solutions to Customers

Value Stream Stages

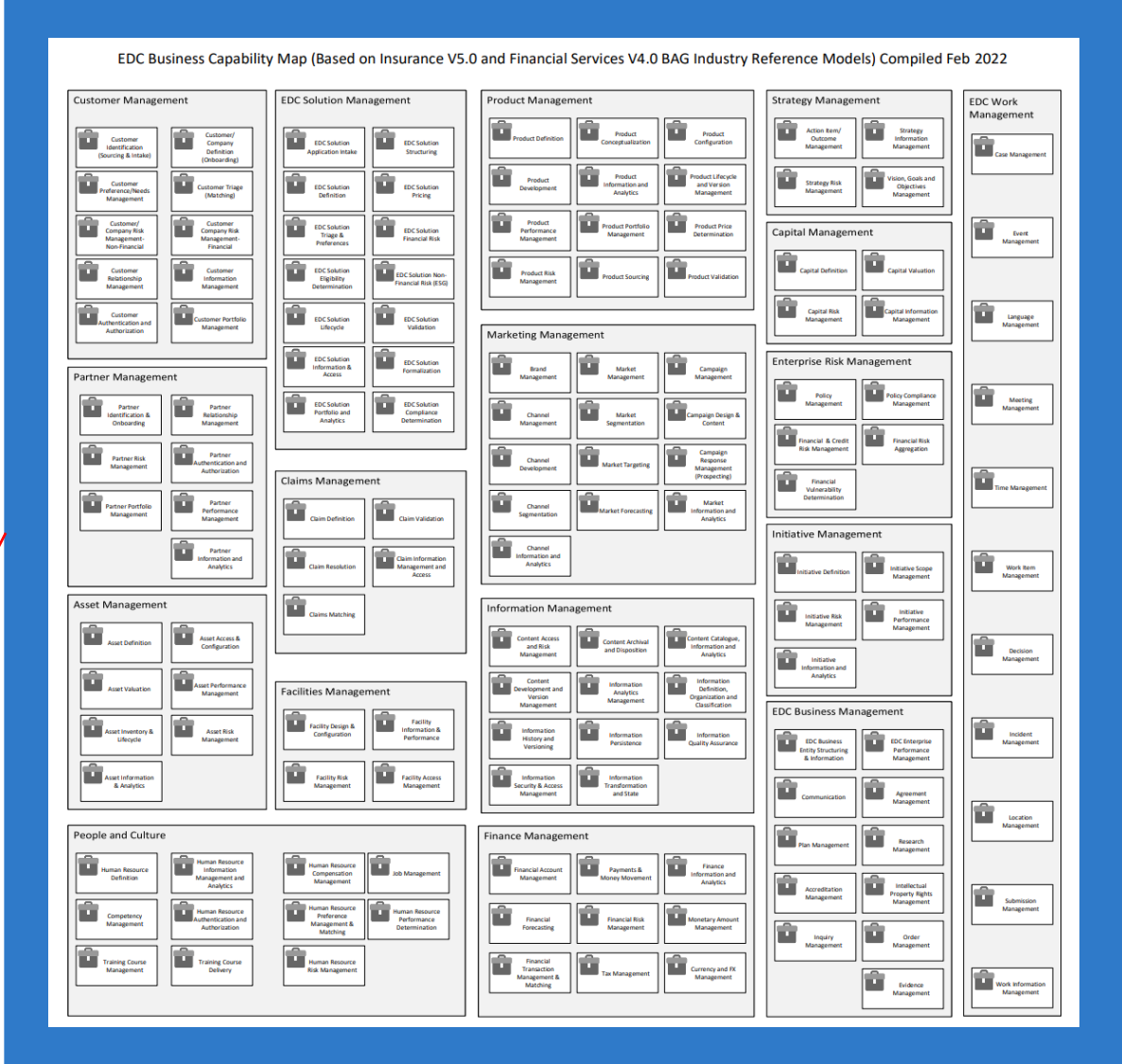


Value Streams consist of VS Stages (or Business Services) that invoke one or more Business Functions

Business Functions are instances of Business Capabilities



Business Capability Map



PRACTICAL APPLICATIONS OF BUSINESS ARCHITECTURE

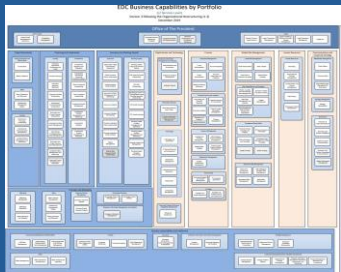
WHAT CAN WE NOW DO THAT WE COULDN'T DO BEFORE?

We can conduct a Capability analysis to identify transformation opportunity

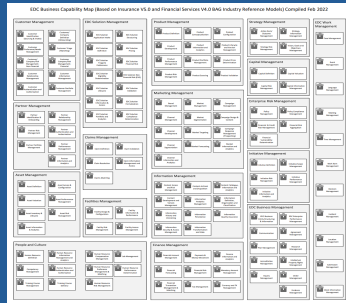
Using the Portfolio-based Business Services map overlaid on Industry-based Business Capability Map



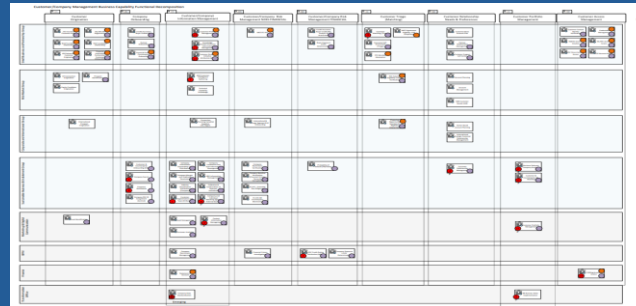
Portfolio-based Services Map



Industry-based Capability Map

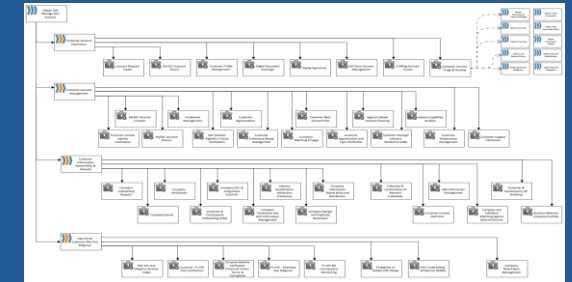


Cross Functional Capability Assessment



Identification of functional redundancies and gaps

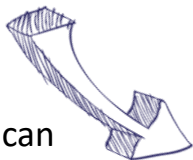
New Value Stream Design



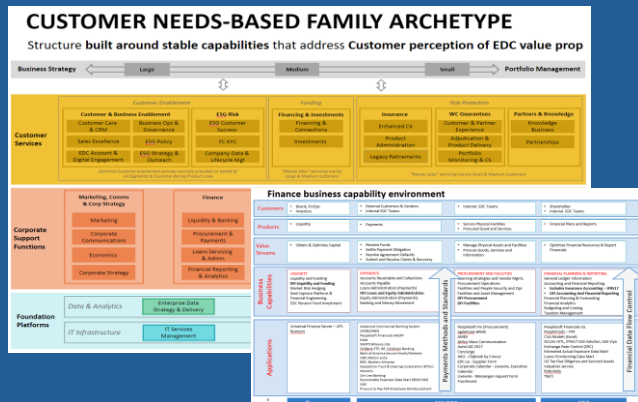
Redundant functions rationalized into a transversal capability

...and provide Enterprise Context for the new initiatives

We can overlay Customer Journey and Value Streams to inform...

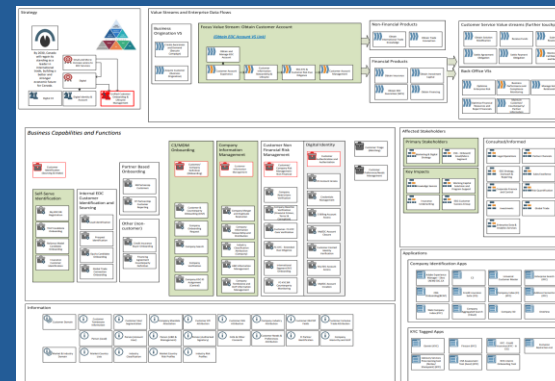


Agile Delivery Family Design



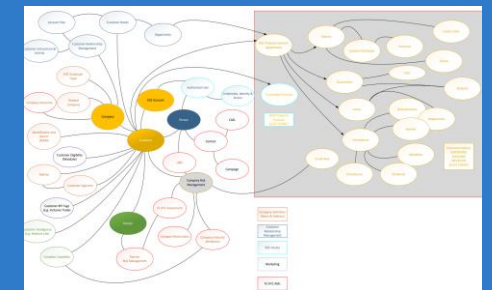
Agile Team design to minimize redundancy & interdependencies

Blueprint for Executable Components

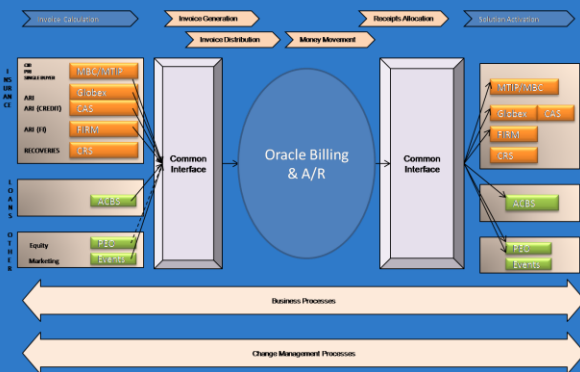


Transversal Capability Value Stream Integration
Enterprise Impact and Scope

Domain driven application design

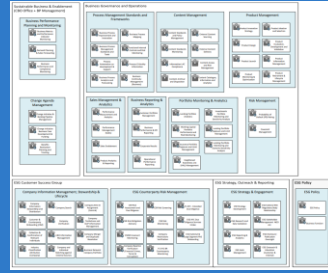


OTHER EXAMPLES OF USE OF BUSINESS ARCHITECTURE



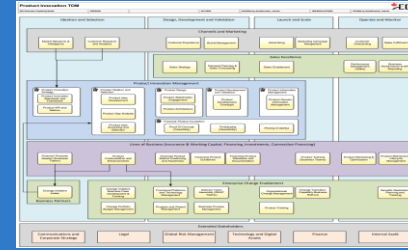
Enterprise Decision Making

Portfolio Planning

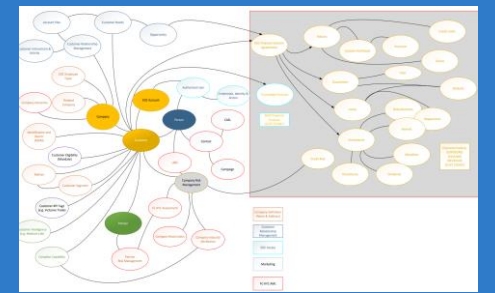


Portfolio Planning based on Business Capability Assessment

New Operating Model Design



Data Strategy Planning



Building a Subsidiary (FINDEV)



- Business criticality assessment, information valuation
- Operational Risk Management (ORM) Controls
- Audit Universe
- Business Continuity Planning
- Maintaining continuity throughout transformation
- Data Governance – data ownership Industry Standardization
- New employee onboarding

SUMMARY OF AN EFFECTIVE BUSINESS ARCHITECTURE PRACTICE

Connecting the dots between what business does across many areas of the corporation, business architecture:

- ✓ Relates value streams to organizational purpose and demonstrates how the corporation fulfills its mission
- ✓ Identifies functional gaps and redundancies and breaks silos by exposing interdependencies and redundancies
- ✓ Helps design operating models for new functions
- ✓ Facilitates the holistic decision-making
- ✓ Identifies cross functional opportunities and provides impact assessment across the Corporation.
- ✓ Enables assessment of capabilities within an LOB and across the enterprise as a whole
- ✓ Translates business strategy into executable components through a business capability lens

CONCLUSIONS AND NEXT STEPS

- Gain Executive support by demonstrating the value
- Promote Architectural thinking everywhere and decision makers need to know that architecture is actionable
- Keep BA technical methodologies and tools internal
- Build critical minimum viable product and drill down to details only when necessary
- Institutionalize Business Architecture
- Business architecture is not resource intensive-very few who can understand the core can accomplish a lot





TAKE ON
THE WORLD



UN MONDE
À CONQUÉRIR

