



VIG Business Architecture Journey

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Please briefly describe the initiative.

The VIG Business Architecture Journey was presented on the “Conect IT in Transition” conference on 19.09.2024 in Vienna.

Business Architecture (BA) Practice in VIG is relatively new and it is implemented in VIG following a stepwise approach:

- It was successfully introduced in 2023 in VIG Holding 2023 with VIG Bebauungsplan, aiming to define the business capabilities in VIG Holding, their mapping with the AS-IS IT architecture, Target Business and IT landscapes, and Roadmap from AS-IS toward Target Landscapes.
- In 2024 the BA Practice setup was further enhanced toward the VIG subsidiaries with establishing the baseline of AS-IS Business Architecture and mapping it with the AS-IS IT Architecture to cover the regulatory requirements for fully documented Enterprise Architecture Landscape for the piloting VIG companies.
- The BA practice will further enhance within next year(s) with aligned planning of strategic business and IT transformations and design of Target Business and IT Landscapes in VIG companies.

What were the benefits?

BA represents holistic and multidimensional views of a company’s corporate strategy, stakeholders, products, policies, and strategic initiatives and their relations with company’s operating model – represented by company’s organization model, information map, business capabilities and value streams.

BA provides transparency, common business language and framework, which articulates how the business is structured, what it does, how it delivers value to its stakeholders, and what it needs to meet its strategic goals.

BA enables effective strategy definition and streamlines the Strategy execution and is a tool for planning and successfully implementing strategic business and IT transformation initiatives.

The major benefits of setting up the BA practice on a company level are:

- The improved understanding, transparency, and alignment within the organization how the IT architecture support the business capabilities, business units, and value streams.
- Synchronized and aligned business and IT transformation planning with clear priorities and reduced resource and budget overlapping.
- Support in defining and developing successful digital strategy and digital development plan.

The major benefits on a group level are:

- Transfer of a good practice from a VIG group toward the VIG companies.
- Setup of a common business language and framework within the VIG Group that will increase common understanding and transparency between VIG companies and VIG Group.
- Increased opportunities for knowledge transfer and best practice sharing not only in the IT, but also in the business domain across the VIG Group.



Who were the main stakeholders involved?

Stakeholders across all company levels are involved in this comprehensive and challenging journey. The methodology for BA practice setup on a company level includes initial preparation and gathering of information about:

- Organizational model
- Product portfolio
- Company market position and performance
- Business strategy and strategic initiatives
- AS-IS IT architecture and digitalization level.

It continues with discussion on a company CxO and Board level about:

- Company major competitors, market opportunities, and threads.
- Internal efficiency and major pain points.
- Strategic goals and major Business and IT transformation initiatives.

Intensive set of interviews with company business leaders and experts from various business areas is conducted and is crucial for:

- Clarifying and documenting the existing business practice and its mapping with the already documented AS-IS IT Architecture and selected BA reference models.
- More detailed dive into major pain points and planned strategic Business and IT transformations.
- Identification of needs for additional HQ support or possibilities for shared company practice.

Comprehensive BA framework, including industry standard BA reference models, and modified and proprietary VIG BA industry and VIG proprietary reference models, strategic and design thinking, business planning and modelling, business and technology alignment, are used for further standardized representation of the company Business Landscape and its mapping and alignment with the company IT Landscape.

What were the major learnings and challenges you had to overcome?

Basic prerequisites and major challenges in such a comprehensive corporate transformation journey are:

- Strong management support is required both on a Holding and Company Levels.
- Transparent access is needed to company stakeholders, strategy and related strategic Business and IT transformation initiatives.
- Joint Business and IT activities are expected for successful documentation of AS-IS Business Architecture and its mapping to IT Architecture.
- AS-IS and Target Business & IT landscaping is very sensitive and is currently captured within several sources under strict access rules.
- Building up of a common BA knowledge repository to enable the intragroup collaboration and sharing best practices between VIG companies needs to accomplish the BA journey.
- Homogenization of BA practice requires integrated platform capable to incorporate multi-tenant company strategy definition, mapping, and alignment of AS-IS and Target Business and IT Architectures, strategic business and IT transformation planning and prioritization in highly integrated way.

Spotlights

Going forward, what are your plans to further develop the project and opportunity to leverage it for the Group?

- VIG recognizes the importance and specific role of Business Architecture for alignment of strategic Business and IT transformation initiatives and Target Business and IT Landscapes and supports the establishment of Business Architect Role in VIG Companies.
- For further continuous development of BA skills and knowledge, in June 2024 VIG IT DS signed up for a corporate membership with Business Architecture Guild, leading not-for profit BA standard-setting organization from the USA, thus enabling VIG Business Architects to have access to BIZBOK® - Business Architecture Bible, many training materials and discounted vouchers for world-renowned Certified Business Architect CBA® Certification.
- The next step is to setup a VIG Business Architecture Community with Business Architects from all VIG companies. This community will discuss topics and share a good business practice in strategy planning, organizational optimizations, alignment of strategic business and IT transformation initiatives, design of aligned Business and IT landscapes.
- The VIG BA Community will also prepare the first VIG BA Conference, which may be combined with other related EA topics as Digital Strategy, Innovation initiatives, Data Architecture and Analytics, etc.

Interested in knowing more about Business Architecture and BA practice setup in VIG companies? Full video from “VIG Business Architecture Journey” presentation on “Conect: IT in Transition” conference in Vienna on 19.09.2024 is available here: <https://youtu.be/N-vcS9yhIM4>.

Willing to participate in and contribute to this challenging VIG Group initiative? Then contact Roumen Ivanov for more insights and active role in this innovative VIG corporate journey.

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