## MEDTRONIC OVERVIEW

- **Who are we?**
- **What do we do?**
- **How do we do it?**

## THE ARCHITECTURE VALUE PROPOSITION

- Where is Architecture focused?
- What are the desired outcomes?

## BUILDING AN ARCHITECTURE PRACTICE

- What are the maturity phases?
- How can we add value at each stage?

## Q&A

- What have you seen?
- Where can we create insights?
<table>
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Innovation and collaboration are central to who we are. Since the late 1940s, we have been working with others to *alleviate pain, restore health, and extend life*. Today, we are a medical technology leader offering therapies and solutions that enable greater efficiency, access, and value — for healthcare systems, providers, and the people they serve.
WHAT WE DO
OUR STRATEGY
COMMITTED TO TRANSFORMING HEALTHCARE

THERAPY INNOVATION
Introducing and delivering meaningful therapies and procedures

GLOBALIZATION
Addressing the inequities in healthcare access globally

ECONOMIC VALUE
Helping lead the creation of value-based healthcare solutions
PROVIDE VALUE TO OUR SHAREHOLDERS THROUGH OUR DIVERSE PORTFOLIO

CARDIAC AND VASCULAR GROUP
$10.5 BILLION

MINIMALLY INVASIVE THERAPIES GROUP
$9.9 BILLION

RESTORATIVE THERAPIES GROUP
$7.4 BILLION

DIABETES GROUP
$1.9 BILLION

$29.7 BILLION FY17 TOTAL REVENUE*

IN BILLIONS

* Information based on Medtronic FY2017 reporting.
OUR GLOBAL PRESENCE
HELPING MORE PEOPLE IN MORE PLACES

Headquarter Locations
Medtronic Operational Headquarters
Minneapolis, Minnesota

Medtronic Principal Executive Office
Dublin, Ireland

AMERICAS
EUROPE, MIDDLE EAST, & AFRICA
ASIA PACIFIC
GREATER CHINA

OPERATE IN
~160
COUNTRIES

ORGANIZED IN
4
REGIONS

370+
LOCATIONS

92
MANUFACTURING
SITES
OUR RICH HISTORY OF INNOVATION
DOING WHAT’S NEVER BEEN DONE BEFORE


**MEDTRONIC IS FOUNDED**
**CREATED FIRST BATTERY-OPERATED, EXTERNAL PACEMAKER**
**WROTE OUR MISSION**
**INTRODUCED PROSTHETIC HEART VALVE**
**ESTABLISHED THE MEDTRONIC FOUNDATION**
**EXPANDED INTO NEURO-STIMULATION**
**EXPANDED INTO SPINAL CARE**
**EXPANDED INTO DIABETES CARE**
**INTRODUCED FIRST REMOTE MONITORING SYSTEM**
**ACQUIRED COVIDIEN**
**INTRODUCED THE WORLD’S SMALLEST PACEMAKER AND THE FIRST HYBRID CLOSED LOOP INSULIN DELIVERY SYSTEM**

Developed the first implantable pacemaker
THere’s More To Come

Working together, we can improve the lives of more people with the power of medical technology. That’s the potential of taking healthcare Further, Together.
## THE ARCHITECTURE VALUE PROPOSITION

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An Industry View...
Architecture is chartered to define, guide, and lead Enterprise-level activities to shape & enable strategy.

GLOBAL IT STRATEGY OVERVIEW
ALIGNED TO BUSINESS STRATEGIES & OUTCOMES

EA Value Play

...understanding what the business needs and translating these needs into...

how to deliver to enhance business capabilities and value...
Your partner to shape and enable strategies and outcomes through transformative services and solutions to deliver business value, enterprise excellence, resilience, and quality.
EXPECTED SERVICES & OUTCOMES
OF ARCHITECTURE PRACTICES

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>IT Strategy</th>
<th>Planning and Roadmapping</th>
<th>Governance</th>
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<td></td>
<td>11. Design IT Workforce Plan</td>
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<td>23. Manage Integration (SOA, API, etc.)</td>
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<tr>
<td></td>
<td>12. Conduct IT Talent Assessments</td>
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Source: CEB analysis.
ENTERPRISE ARCHITECTURE DESIGN PRINCIPLES
HOW ARCHITECTURE DELIVERS OUTCOMES

We balance our Design Principles across all of our work, including:

▪ Presentations and communications we share
▪ Solutions we design
▪ Processes we create, operate and measure
▪ Meetings we facilitate
▪ Relationships we maintain

We guide our engagement through our Design Principles across Global IT:

▪ We support one another and the organization in applying the Design Principles
▪ We promote our Design Principles in Communities of Practice and educate others on consistent use
ENTERPRISE ARCHITECTURE DESIGN PRINCIPLES
ENABLING SPEED, BALANCE & QUALITY

**BUSINESS VALUE DRIVEN**
Shared vision and direction
Business capability-enabled

**FLEXIBLE**
Independent components (de-coupled)
Adjustable and scalable

**SECURE & COMPLIANT**
Consistently apply security controls
Manage risk to acceptable level

**STANDARDIZED**
Leverage standards and out-of-the-box solutions
Custom for business competitive advantage only

**INFORMATION-CENTRIC**
Information as strategic asset
Align to common EIM ecosystem

**SIMPLE**
Complexity simplified or hidden
Enable ease of use and leverage
## Who are we?
- What do we do?
- How do we do it?

## Where is Architecture focused?
- What are the desired outcomes?

## What are the maturity phases?
- How can we add value at each stage?

## What have you seen?
- Where can we create insights?
You may have heard of Maslow’s journey to self-actualization...

Premise:

We start with a stable foundation of basic needs...
We build on the foundation into psychological needs...
We ultimately strive to achieve self-actualization...

Typically life fulfillment grows in phases:

- Level 1: Basic needs met
- Level 2: Psychological needs met
- Level 3: Self-fulfillment outcomes are possible
INTRODUCING ECKER’S HIERARCHY OF ARCHITECTURE
A JOURNEY TOWARDS “PRACTICE REALIZATION”

Like Maslow’s journey to self-actualization,
Architecture’s “practice realization” journey...

Typically starts with a stable delivery foundation, earning an invitation to guide and innovate.

Typically EA maturity also grows in phases:
- Level 1: Project Delivery
- Level 2: Strategic Guidance
- Level 3: Innovation Leadership
As Architecture’s practice is realized,
Focus expands to additional practice areas...

Technical & Data Architecture provides the base, Information & Business Architecture curate strategy and practices drive innovation across the community.

Typical EA practice maturity grows in Phases
- Level 1: Project Delivery via Tactical Designs
- Level 2: Strategic Guidance via Asset Curation
- Level 3: Innovation Leadership with Community Engagement
EA MATURITY LEVEL 1
BUILDING THE FOUNDATION
WITH TACTICAL DESIGN
ENTERPRISE COMPLEXITY & DEPLOYMENT CHALLENGES
CREATES THE PROJECT ARCHITECTURE FOUNDATION

Level 1: Project Architecture
The foundation of organizational trust in EA is created by mitigating actions and preventing suboptimal outcomes.

Typical Project Architecture’s Maturity Progression
1. Enterprise complexity growth or regrettable deployments
2. High risk deployments are flagged by EA prior to go live
3. EA project mitigations are commonly seen
4. EA guidance is often requested on key projects
5. An EA mandate empowers EA guidance
6. EA is embedded into the PMO’s stage gating and the project delivery pipeline
**BUILDING THE FOUNDATION**
**EMBEDDING EA WITH THE PROJECT DELIVERY PIPELINE**

- **Initiate**: EA is embedded into PMO’s stage gating process.
- **Plan**: EA mandate empowers EA guidance.
- **Analyze**: EA guidance requested on key projects.
- **Build**: EA project mitigations commonly seen.
- **Test**: High risk deployments flagged by EA prior to go live.
- **Release**: Regrettable large-scale deployments experienced.

**Project** are risk-reviewed for EA engagement needs.

**Architecture designs** are reviewed prior to build.

**Builds designs** are verified against the design prior to test.

**Projects** are deployed with reduced risk.

EA IS EMBEDDED WITH THE PROJECT DELIVERY PIPELINE.
Demand begins with:
- Strategic programs
- EPMO demand
- Security efforts

Risk level is assessed:
- Technology Risk Review assesses the risk level

Architecture is created:
- Effort is aligned with strategy & standards
- Business context is defined
- Architecture is designed

Architecture is refined:
- Project team ensures the design meets their requirements
- The design is iterated to address and identified gaps

Architecture is approved:
- The architect formally reviews the design with Architecture Review Board (ARB)

Execution is aligned:
- Architects monitor execution to align the design with the build
- Significant risks or modifications from the approved design are managed

MEDTRONIC’S ENTERPRISE ARCHITECTURE PROCESS OVERVIEW
KEY PROCESS STEPS AND ACTIVITIES

Enterprise and project architecture development, design, review, approval, and governance are managed as shown below:
AS PROJECT ARCHITECTURE IS PROVEN...
EA’S PRACTICE FUNDAMENTALS ARE ESTABLISHED

Project Architecture
In performing tactical architecture, the fundamental practice skills are established for tech & data architecture.

Typical Project Architecture’s Maturity Progression
EA builds skills defining solution’s “how” for tactical needs:

1. Projects are supported within their scoped systems and data
2. EA builds skills to align solutions and their data

At this maturity phase...
- Information assets are typically confined the effort’s scope
- Broader needs across the company are seldom incorporated
EA MATURITY LEVEL 2
STRATEGIC GUIDANCE
WITH CURATION
PROJECT DELIVERY INVITES STRATEGIC CONVERSATIONS
PROVIDING A PROMOTION INTO STRATEGY

Level 2: Guiding Strategy
Building on the trust established through project deliveries and leveraging a new broad awareness of IT efforts, EA can create and guide conversations which influence strategy.

Typical Strategy Maturity Progression
Project successes build interest, allowing EA to...

1. Identify strategic themes from project pipeline & industry research visibility
2. Socialize and initiate strategic tracks of work
3. Bridge across siloed strategic workstreams
4. Influence towards a common approach
5. Become a trusted strategic partner
MASLOW'S HIERARCHY OF ARCHITECTURE
THE MIDDLE: “STARTING TO BELONG” AS AN ENABLER OF IT STRATEGY

PUTTING THE PIECES TOGETHER

EA notices strategic themes across key projects

Initiate → Plan → Analyze

EA aggregates emerging industry research

Tech Trends → Industry → Articles

EA CREATES STRATEGIC WORKSTREAMS

EA Strategist
Cognitive Compute

EA Strategist
Integrated Health Solutions

EA Strategist
Value-based Health Care

IT Program Director
Cloud Adoption

EA Strategist
Internet of Things

Technical Architecture Alignment  Business Architecture Alignment
AS STRATEGY WORKSTREAMS ARE DELIVERED...
EA’S HIGHER FUNCTIONS ARE AWAKENED

Strategy Architecture
In deploying strategic tracks, business and information architecture skills are built within the workstreams.

Typical Strategy Maturity Progression
EA develops focused skills in understanding the “what” needs:

- Business Architecture skills are developed to group identified company needs & demands into strategic workstreams
- Information Architecture skills are matured to group identified information assets that must be shared to realize strategic outcomes
- Broader Business and Information Architecture skills see experimental use beyond the strategic workstreams across IT
EA MATURITY LEVEL 3
DRIVING INNOVATION
WITH COMMUNITY ENGAGEMENT
STRATEGIC EFFECTIVENESS WELCOMES COMMUNITY ENGAGEMENT
CHASING “PRACTICE REALIZATION”

Level 3: Driving Innovation
Growing from successful strategy engagements, EA Project delivery evolves to become federated architect-led and EA focus blends towards driving strategy & innovation across IT

Typical Innovation Maturity Progression
Strategy builds IT interest in the architecture methodology:

1. EA builds architecture communities of practice
2. EA trains federated architects to design project architecture by collaborating across domains
3. EA strategy tracks drive explorative research
4. EA works across architect communities to drive innovation, guide strategy and deliver projects
ENTERPRISE ARCHITECTURE SHIFTS LEFT
EA FOCUSES ON STRATEGY, FEDERATED ARCHITECTS FOCUS ON DESIGN

Emerging Focus

Business Strategy
1. Manage Business Architecture
2. Demonstrate Digital Opportunities to Business Leaders
3. Facilitate Digital Strategy Decisions
4. Bring the Customer Experience Lens to IT
5. Provide Digital Business Model Consulting

IT Strategy
6. Design IT Strategic Plan
7. Assess Vendors
8. Introduce New Technologies
9. Manage Information Architecture
10. Accelerate Agile Adoption
11. Design IT Workforce Plan
12. Conduct IT Talent Assessments

Planning and Roadmapping
13. Assess Current State IT Environment
14. Develop Future State IT Architecture
15. Set Technology Standards
16. Develop and Maintain Roadmaps
17. Support IT Portfolio Modernization

Governance
18. Promote Standards Adherence
19. Support Project Delivery
20. Review Solution Designs
21. Provide Solution Designs (Solutions Architecture)
22. Manage Reference Architecture
23. Manage Integration (SOA, API, etc.)

Increasing Emphasis

CREATE FOCUS
BY FEDERATING

Source: CEB analysis.
ENTERPRISE ARCHITECTURE PRINCIPLES
APPLIED WITH FEDERATED ARCHITECTS

EA transforms from the doer to the enabler of federated architects

WHAT

CONSIDERATIONS FOR ‘HOW’

OUTCOME

SHAPED BY BUSINESS ARCHITECTS

DESIGNED BY TECHNICAL ARCHITECTS

ENABLED BY EA, ACROSS IT

LINKING BUSINESS NEEDS TO INFORMATION OUTCOMES

BUSINESS VALUE DRIVEN

FLEXIBLE

STANDARDIZED

SIMPLE

SECURE & COMPLIANT

INFORMATION -CENTRIC
HOW DO WE ENABLE THE COMMUNITY?
CREATING EA-LED COMMUNITIES OF PRACTICE

EA Practice Leader
Business Architecture

EA Practice Leader
Information Architecture

EA Practice Leader
Technical Architecture

EA Practice Leader
Security Architecture

EA Strategist
Cognitive Compute

EA Strategist
Integrated Health Solutions

EA Strategist
Value-based Health Care

IT Program Director
Cloud Adoption

EA Strategist
Internet of Things

Business Architecture Alignment
Technical Architecture Alignment
COMMUNITIES OF PRACTICE...
ORGANIZATIONAL & OPERATIONAL STRUCTURE

Purpose: To facilitate the harmonization of architecture practices across the company by sharing:

- Strategy
- Standards
- Patterns
- Methodology
- Techniques
- Documentation
- Metrics
- Outcomes

Enterprise Architecture

- Architecture Practice Leaders
- Enterprise Architects

Guides architecture delivery by aligning strategy, practices, delivery & governance across the enterprise.

EA Practice Leader - Business Architecture

Lead the architecture practices

EA Practice Leader - Information Architecture

Facilitates capability modeling, gap analysis and roadmap creation

EA Practice Leader - Technical Architecture

Identifies appropriate information assets and needs for reuse

EA Practice Leader - Security Architecture

Defines design aligned with strategy, guides implementation

Business Architecture Community of Practice

Information Architecture Community of Practice

Technology Architecture Community of Practice

Security Architecture Community of Practice

Business Architects
Enterprise Architects
Technical Architects
The Business Architecture Practice:

- Is led by the EA team’s Business Architecture practice leader
- Is joined by business-facing IT architects
- Shares knowledge with its community of practice with virtual classrooms
- Creates a methodology & talent pipeline

_Pat Salaski_  
Practice Leader

**Business Architecture Practice**

- Practicing Business Architects
- Community of Practice
- Interested Architects & Aspiring Business Architects

**Community of Practice**

- Business Architecture Education Sessions  
  (Monthly virtual classrooms)

**Business Architecture**

- Business Unit IT
- Functional Area IT
- Regional IT
- Focus Area IT

**Technical Architects**

**Enterprise Architects**

**Business Architects**
THE BUSINESS ARCHITECTURE COMMUNITY HARNESS THE VALUE OF BUSINESS CAPABILITIES

Value Streams & Customer Journey Maps

Business Outcome Planning

Application Portfolio Management

Activity Based Costs

Using the business capability model as COMMON LANGUAGE to connect initiatives

IT Services “Run IT like a business”
BUSINESS OUTCOME PLANNING
A CONSISTENT APPROACH TO PRIORITIZE INVESTMENT PORTFOLIOS
# TYPICAL BUSINESS BARRIERS

WHERE BUSINESS OUTCOME PLANNING EXCELS

<table>
<thead>
<tr>
<th>Alignment of Vision</th>
<th>Tactical Demand</th>
<th>Problem Solving Focus</th>
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<tr>
<td>▪ Managing without visibility across operational silos</td>
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Purpose:
Improving the delivery of key strategic imperatives by creating action plans using common language to close the gap between strategy and execution.
MEDTRONIC’S BUSINESS OUTCOME PLANNING PROCESS OVERVIEW
KEY PROCESS STEPS AND ACTIVITIES

Business architects facilitate the process guide the business from clarifying strategy to aligning for execution as shown below:

1. **Clarify Strategy**
   - Articulate imperatives:
     - Strategic imperatives are aligned with business objectives and vision

2. **Align Capabilities**
   - Rank capabilities:
     - The business capabilities required to deliver are identified
     - Capabilities are ranked by their criticality in achieving the outcome

3. **Assess Capabilities**
   - Assess current state:
     - The business is interviewed to assess the most critical capabilities
     - Maturity is shown with KPIs, people, process, technology and information results

4. **Determine Future State**
   - Prioritize investments:
     - Architects propose business investment focus areas
     - Alignments are made with enterprise investment plans

5. **Create Roadmaps**
   - Assemble the roadmap:
     - High level efforts are organized in a timeline by business capability
     - Efforts are categorized by their KPI, people, process, technology or information improvement focus

6. **Align for Outcomes**
   - Align for success:
     - Architects present final results to senior business executives
     - Leadership is aligned on execution plans across key businesses
     - Architects align execution with intent and manage risks
## CREATE ROADMAPS

**HIGH LEVEL EFFORT ORGANIZED BY CAPABILITY AND TYPE**

<table>
<thead>
<tr>
<th>Major Activities</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
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<tbody>
<tr>
<td>Harmonize Business Processes</td>
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<tr>
<td>Information Discovery (Accuracy Focus)</td>
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<tr>
<td>System Enhancements</td>
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<td>Skills Inventory Assessment</td>
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<td>Training Rollout</td>
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<tr>
<td>System Replatform</td>
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<td>Identify meaningful KPI’s</td>
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<tr>
<td>Create Management Dashboard</td>
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<tr>
<td>Information Discovery (Timeliness Focus)</td>
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### Product & Service Innovation
- **Americas**
- **EMEA**
- **ASIA**
- **CHINA**

### Contract Management
- **Business Unit 1**
- **Business Unit 2**
- **Business Unit 3**

### People
- **Org Readiness**
- **Business Process**
- **Technology**
- **Information**
- **KPI’s**

### LEGEND
- People – Org Readiness
- Business Process
- Technology
- Information
- KPI’s

### Time Period

- **Q1**
- **Q2**
- **Q3**
- **Q4**
- **YEAR 2**
- **YEAR 3**

### Roadmap

<table>
<thead>
<tr>
<th>ID</th>
<th>ACTIVITY NAME</th>
<th>DETAILED DESCRIPTION</th>
<th>WHY?</th>
</tr>
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<tbody>
<tr>
<td>BE6</td>
<td>Identify meaningful KPIs</td>
<td>Define and align meaningful KPIs to business strategy and monitor those KPIs.</td>
<td>Ensure the new and existing KPIs are the right KPIs to determine and measure the Business Economics &amp; Reimbursement success</td>
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**Activity** | **Type** | **SubType**
---|---|---
Information | Centric | Key Performance Indicator(s)
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| ▪ Inconsistent understanding  
  ▪ Prioritization challenges  | ▪ Needs are expressed in terms of IT solutions  | ▪ Focus is on the HOW before the WHAT is established |
| **AFTER**  
  ▪ The vision is localized and socialized  | **AFTER**  
  ▪ The needs are expressed in terms of business outcomes  | **AFTER**  
  ▪ The most important problems to solve are understood |
| Inconsistent Approaches | Resource Contention | Altitude of Conversations |
| ▪ Differing approaches to define and execute strategies  | ▪ ROI-centric allocation  
  ▪ Minimal focus on overall value  | ▪ Managing without visibility across operational silos |
| **AFTER**  
  ▪ Opportunities for consistent approaches emerge  | **AFTER**  
  ▪ Business value contributes to resource allocation decisions  | **AFTER**  
  ▪ Cross-Business enterprise opportunities are identified |

**ALIGN FOR OUTCOMES**  
**BUSINESS BARRIERS ARE REDUCED AT THE CONCLUSION**
BUSINESS OUTCOME PLANNING
DELIVERY TIMELINE

An 8 week, high-level work break down structure with milestones:

Week
1  2  3  4  5  6  7  8

Kickoff
- Capability Discovery and Definition

Workshop

Status
- Capability Maturity Assessment

Status

Workshops
- Deliverable
- Current State
- Target State
- Roadmap
THE FEDERATED ARCHITECTURE MODEL
SHAPING DEMAND, GUIDING INTO EXECUTION

Initiate ➔ Plan ➔ Analyze ➔ Build ➔ Test ➔ Release

**Business Architects**
Determines “WHAT”
- Identifies capability gaps and proposes efforts

**Information Architects**
Determines “WHAT”
- Identifies appropriate information assets and needs for reuse

**Sr. Enterprise Architects**
Aligns efforts to business outcomes & strategic direction

**Enterprise Architects**
Guides architecture delivery by aligning strategy, practices, delivery & governance across the enterprise

**Technical Architects**
Defines solution and data design aligned with strategy. Guides implementation teams.

**Security Architects**
Identifies the security capability needs. Aligns & validates the design security.
An EA is assigned

Enterprise Architect

Business Architect

Restorative Therapies

Technical Architect

Digital Platforms

Technical Architect

Information Management

Technical Architect

APAC Marketing IT

Business and Technical Architects align experts and lead their domains

Business Analyst

Solution Lead

Solution Lead

Solution Lead

Solution Lead

Business Analyst

Technical Lead

Technical Lead

Technical Lead

Technical Lead

Subject Matter Expert

Subject Matter Expert

Subject Matter Expert

Subject Matter Expert

The EA aligns architects and leads the effort across domains
WHAT OUTCOMES ARE WE SEEKING?
FEDERATION ENABLES COLLABORATION & STANDARDIZATION

When architecture is sourced across distributed teams with common practices:

- Local architects (outside of EA) define the roadmap, assess the pipeline, define their solutions and measure their quality.

- Collaboration across architects creates balanced solutions across business needs (Business Architects), IT domain needs (Technical Architects), and technology strategies (Enterprise Architects).

- A network of broad technical leaders with mastery of their areas increases collaboration and knowledge sharing across Global IT.

- Global architecture practices create consistent and standardized work that is locally designed.
AS THE ARCHITECTURE COMMUNITY GROWS...
THE ARCHITECTURE PRACTICE MATURES

Innovation Architecture
In developing architecture talent across IT, EA identifies strategic themes and partnering architects who innovate to create tomorrow’s approaches.

Typical Innovation Maturity Progression
Architects partner to lead strategy and innovation topics to define our “what” future needs are and “how” they will be met.

- Business & Information Architects identify common company needs and curate approaches and information assets to create IT demand
- Enterprise Architects connect and guide topics across the community
- Technical Architects partner across their communities to create solutions to meet common needs with innovation, strategy and delivery
AN OPPORTUNISTIC APPROACH TO CREATE “PRACTICE REALIZATION”

The journey begins opportunistically based on demand

The origin could come from strategy or innovation requests, the key is to create linkages from innovation and strategy to delivery outcomes within your organization.

Alternate paths to build a practice:

Starting from strategic demand or business outcome plans:

1. Create the vision & scope the enterprise impacts
2. Align projects and operations to deliver outcomes

Starting from innovation demand:

1. Identify ties to strategy & enterprise impacts
2. Create POCs and opportunities to deliver outcomes
"Practice actualization" does not remain in steady state, it is always evolving.

Architect roles and demand will be continually identified, onboarded and offboarded as company demands and personnel career changes occur.

The continual change will afford fresh perspectives while ensuring architect roles are staffed aligned with demand.
# MEDTRONIC OVERVIEW

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**Who**
- **What**
- **How**

**Where**
- **Architecture**
- **Focused?**
- **Desired**
- **Outcomes?**

**What**
- **Maturity**
- **Phases?**
- **Add value at each stage?**

**Q&A**
- **What**
- **Can**

**Where**
- **Create**
- **Insights**