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September 13-14, 2022

Connecting Technology and Business to Drive Business Outcomes

Stephen R. Pierce, *Enterprise Architecture, Enterprise Application Services*

Justin M. Ladabouche, *Strategic Business Architect, Enterprise Architect*

Najat H Arsenault, *Architecture Assurance Lead, Infrastructure Architecture*



Stephen R. Pierce

- Title
 - Enterprise Architect, Application Portfolio Manager
- Home Organization
 - Enterprise Services
 - Enterprise Application Services (EAS)
- Education
 - Degree in Mathematics
 - Degree in Computer Science
- Professional Experience
 - Almost 40 years of IT experience
 - Texas Instruments
 - Multiple Consulting Companies
 - “Dot Com” tour
 - Started my own Internet Software Development Company
 - Raytheon (last 17 years)
 - Enterprise Architecture
 - Enterprise One Service Owner
 - Business Systems Technology Architecture Group Lead
 - Raytheon Certified Architect

Justin M. Ladabouche

Professional

Title

- Strategic Business Architect, Enterprise Architect

Home Organization

- Enterprise Services
 - Digital Business Relationship Management (DBRM)
 - Digital Strategy
 - Redondo Beach, CA (Telecommuter)

Education

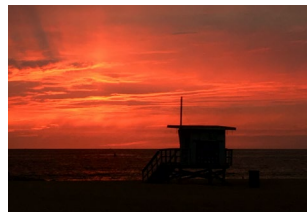
- Carnegie Mellon University – Bachelor of Fine Art - Theater
- Penn State – Master of Prof. Studies – Enterprise Architecture

Professional Experience

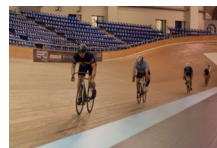
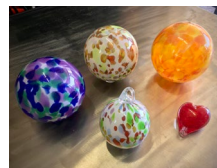
- Digital Transformation Strategy
 - Strategic Business Architect
- Agile Transformation
 - Scaled Agile Framework (SAFe) – Certified SPC
- Service Delivery Transformation
 - Enterprise Architect
- Aerospace Engineering
 - Mechanical Designer
- Entertainment Industry
 - Ride/Show Systems Designer
- Member of the Business Architecture Guild

On Personal Note

Hometown: Redondo Beach, CA
But really consider myself a displaced Vermonter



Favorite hobby(ies): Building stuff (wood, metal, glass),
bicycling, hiking/backpacking, cooking/baking



Najat H. Arsenault

Professional

Title

- Architecture Assurance Lead, Business Architect

Home Organization

- Enterprise Services
 - Enterprise Infrastructure Services (EIS)
 - Infrastructure Architecture
 - Seabrook, NH (Telecommuter)



Work/Life
Balance

On Personal Note

Hometown: Lawrence, MA, born in Akoura, Lebanon

Number 6 of 8 children

Migrated to the U.S. in 1970



Education

- Becker College, BS, Program Management
- Boston University, Program Management Certification

Professional Experience

- Member of the Business Architecture Guild
- IDS IT Strategist / Business Architect
 - Digital Business Transformation, Co-Integration Lead
- Enterprise Architecture
 - EA Operations Manager
 - Business Architecture Group Lead
 - Technology Architecture Groups Lead
 - PLM Value Stream Business Architecture
 - GBS Diversity & Inclusion Lead (two-year rotation)
- IDS IT Program Manager
 - Mainframe Retirement

Favorite hobby(ies): hanging on the beach with friends & family, quite time reading on the beach, cooking, hiking, gardening



Granddaughter – Avery Grace
Coming soon!

- Baby Woodman – Nov 2022
- Baby Arsenault – Dec 2022



Meaghan, Stephen & Lauren
And of course, my dog Lily

Raytheon Technologies is an aerospace and defense company that provides advanced systems and services for commercial, military and government customers worldwide.

Our businesses

Raytheon Technologies

- Collins Aerospace
- Raytheon Intelligence & Space
- Pratt & Whitney
- Raytheon Missiles & Defense

By the numbers

174,000

employees

\$64.4B

net sales
(2021)

\$7.2B

company- and customer-
funded research and
development
(2021)

58,000

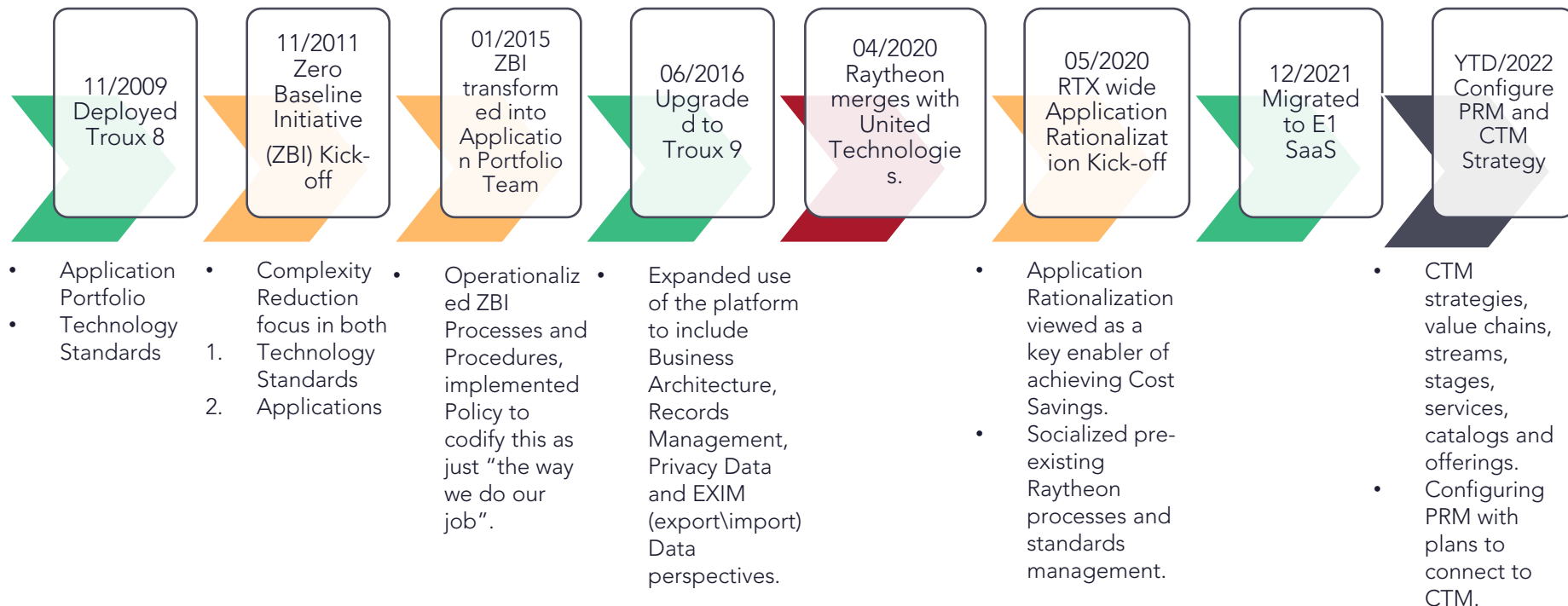
engineers

52,000

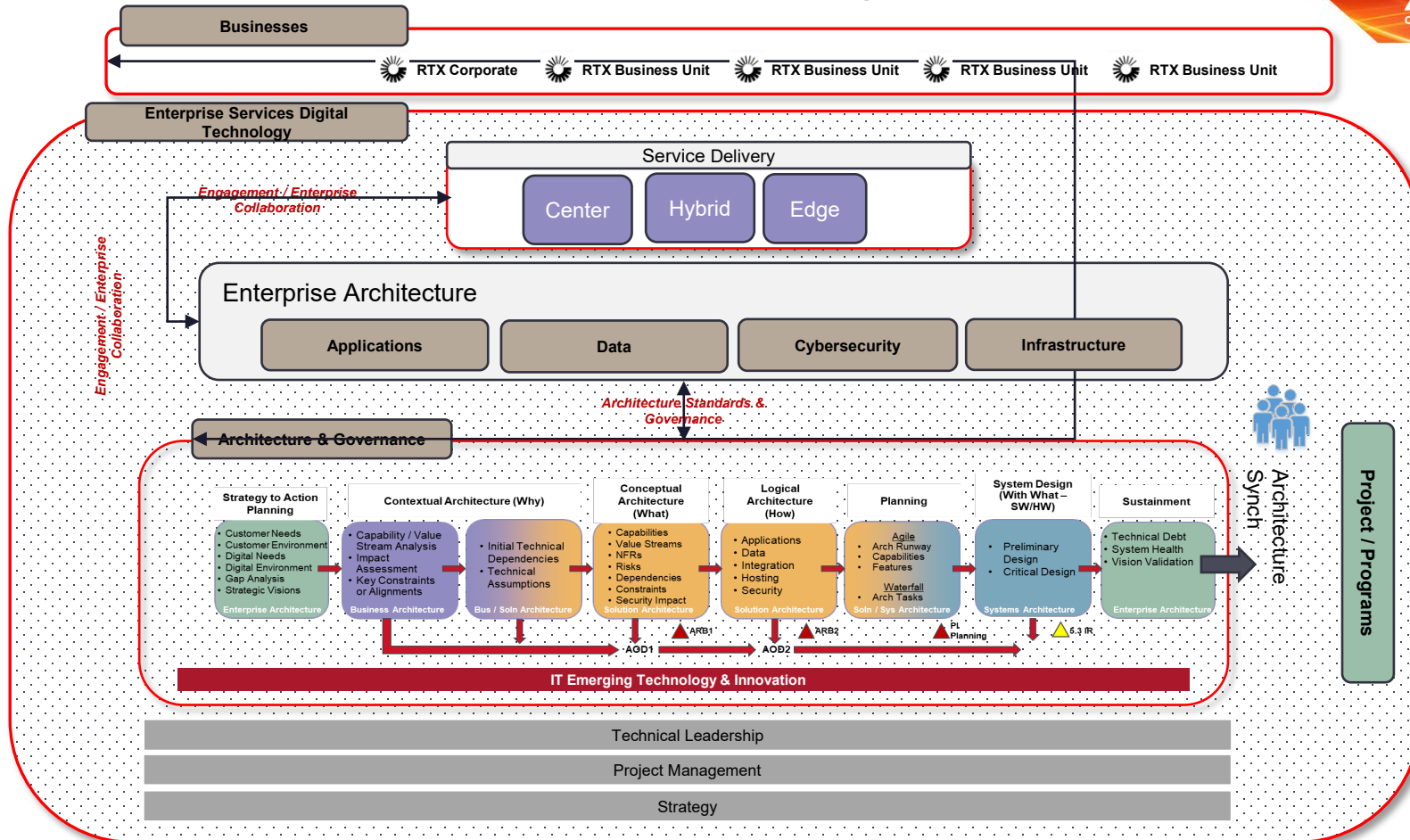
patents



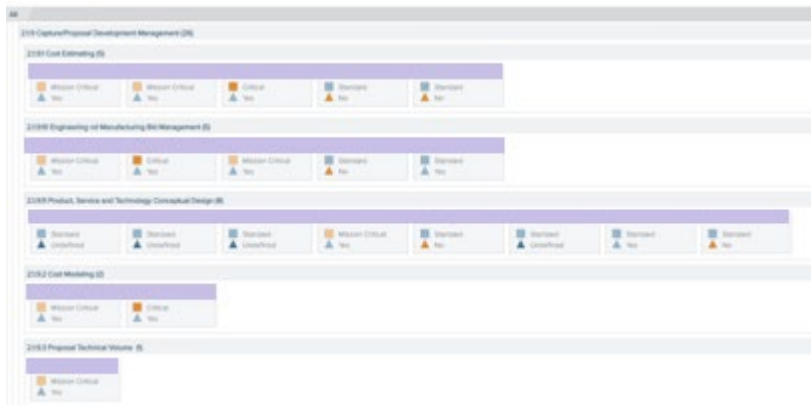
Our Journey



RTX Enterprise Architecture Operating Model



Application Rationalization



- **Applications mapped** to our Business Capability Framework and Process Classification Taxonomy.
- **Utilize tiles to create visual representations** of the portfolio which are more easily comprehended by our business partners than spreadsheets.
- **Looking for redundancy or gaps** in Digital Technology coverage.
- **Identify opportunities for consolidation**, commonization, and cost savings.
- Prior to the merger in 2020, we had driven over 1000 application retirements.

Portfolio Health Assessment (TAGs)



- Technology Architecture Groups (TAGs) are responsible for **managing technology standards** for their specific domain.
- Maintain the **standards taxonomy** hierarchy for their domain.
- Review and approve new requests for software\hardware with an eye towards **complexity management and fit for the environment**.
- **Maintain Internal and Manufacturer's lifecycles** (Flexera Technopedia).
- Annually review their standards for any **"high risk"** developments.

Portfolio Health Assessment (Tracking)

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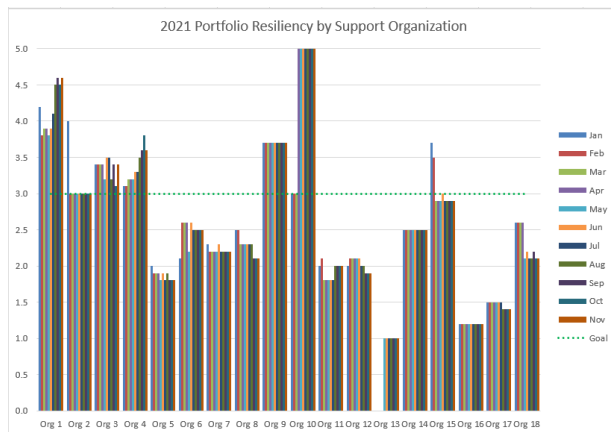
Strategic Alignment Index Measures for Our Business Application Portfolio

Measure	June 2022	Category
Commonality		BusApps
Cost / Value Optimization		BusApps
Cost / Value Optimization		Tools
Cost / Value Optimization		RPA
Portfolio Resiliency		BusApps/Tech
Portfolio Resiliency		Tools/Tech
Portfolio Resiliency		RPA/Tech

Application	Deployment Type	IT Product Version	Phase	Start Date	End Date	Average Tech Health Score	Application Tech Health Score	Score Group	High-Risk?
Enterprise Hardware			APPROVED	1/4/21	1/4/22	5	100%	Low(?)	Unknown
Enterprise Application Server			APPROVED	6/8/21	6/8/22	5	100%	Low(?)	Unknown
Enterprise Programming Language			CORRELATE	1/1/21	1/1/22	0	40%	Low(?)	Yes
Enterprise Software Module			LEGACY	1/1/21	3/1/22	-3	40%	Low(?)	Yes
Enterprise Software Module			LEGACY	3/1/20		-5	40%	Low(?)	Yes
Enterprise Software Module			LEGACY	11/8/21	11/1/22	-3	40%	Low(?)	Unknown
Enterprise Software Module			LEGACY	7/20/21	7/20/22	-3	40%	Low(?)	Unknown
Enterprise Database Server			APPROVED	8/14/13		5	100%	Low(?)	No
Enterprise Operating System			LEGACY	1/1/82	1/11/01	-5	40%	Low(?)	Unknown

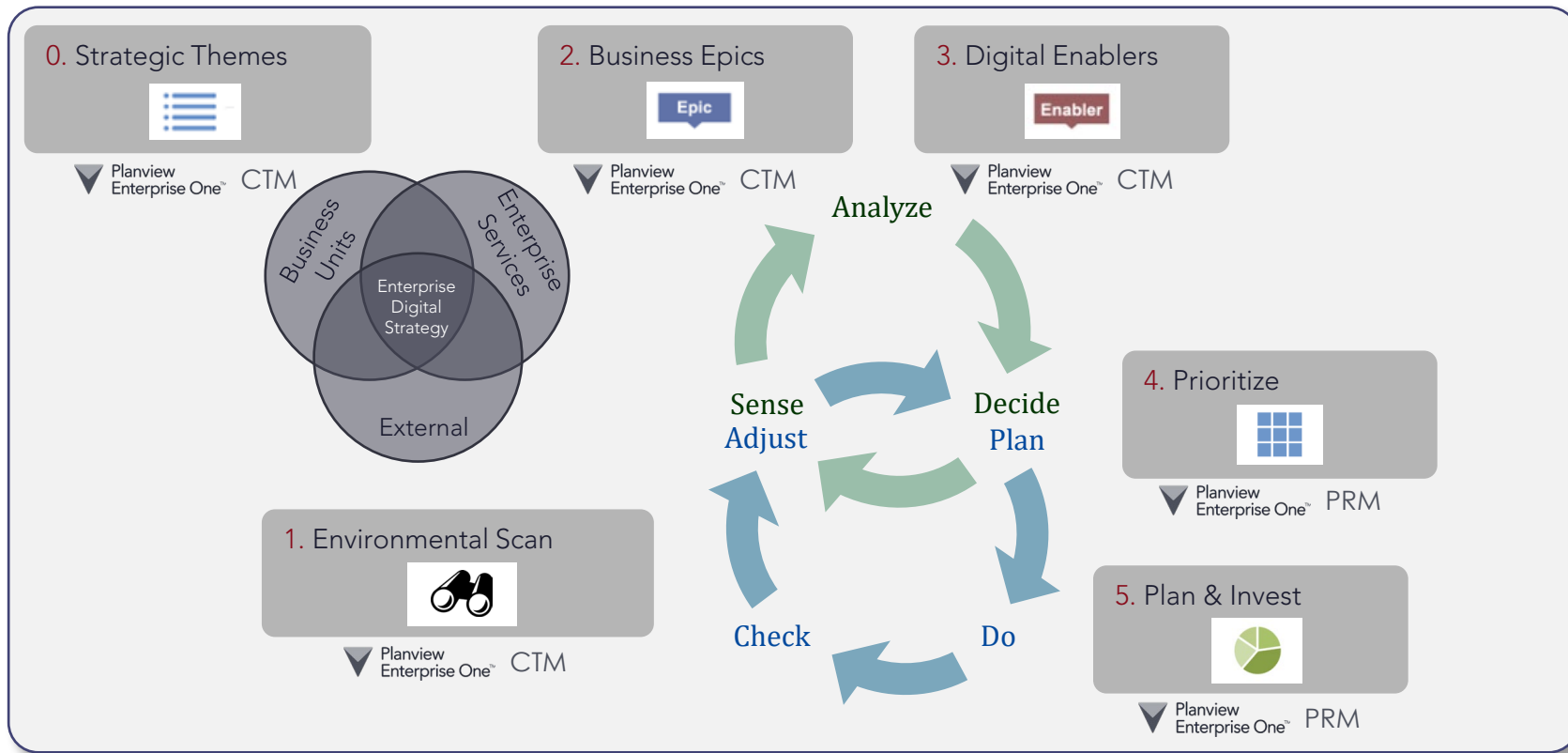
- Automated reporting is used to produce individual application “tech health” scores as well as a **holistic portfolio metric**.
- Scores are based off the lifecycle phase of the technology standard attached to the application through the deployment component.
- We use the Flexera Technopedia service to align our internal lifecycles to the manufacturer’s lifecycles/roadmaps for their products.
- As technology standards age through their lifecycle, the health score of the app is impacted negatively.
- Application Support teams use these reports and data to make **remediation plans to address aging technologies**, including high risk, as mitigation to reduce technical debt.

Portfolio Health Assessment (Trending)

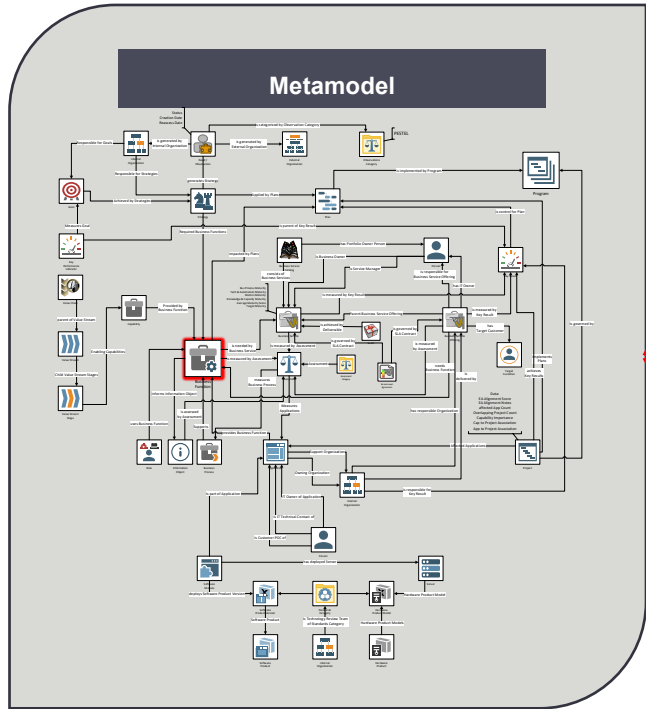


- An overall Portfolio Health goal is established annually.
- We break out the data by “supporting organization” of the applications to provide more granular views into which groups are **maintaining application health**, and which ones might need some “help”.
- The concept is that each individual support group can see the impact to the overall portfolio health metric.

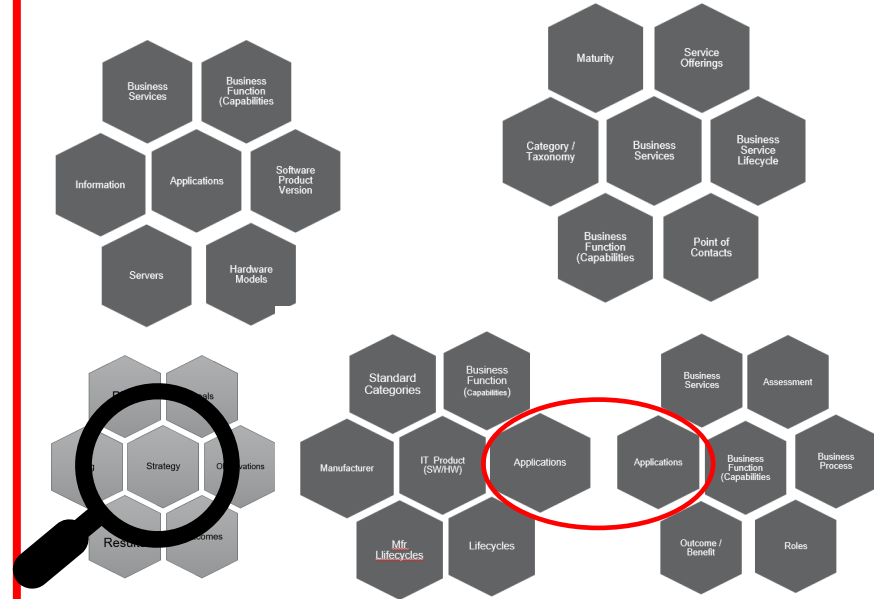
Adaptive Strategy Approach



Power of the metamodel



- Multiple Point of Views



What questions do **YOU** need to answer for your business?

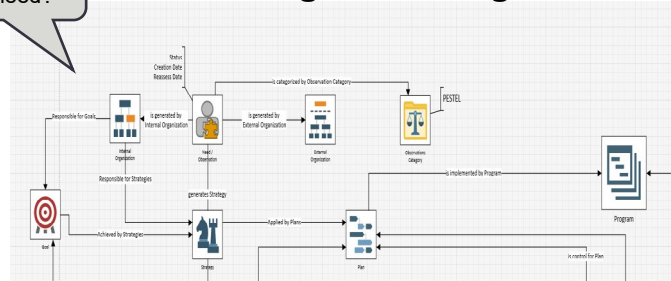
Strategy to Action Traceability

1. What is your process?

• Strategy to Action

2. What data do you need?

CTM: Strategic Planning Metamodel



5. Prioritize & Fund Programs/Work

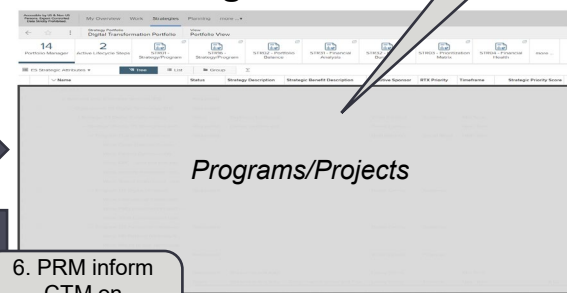
3. Collect and steward your data?

CTM: Strategic Planning

4. CTM Inform PRM on Strategic Plans?

PRM / CTM Connector

PRM: Strategic / Work Structures



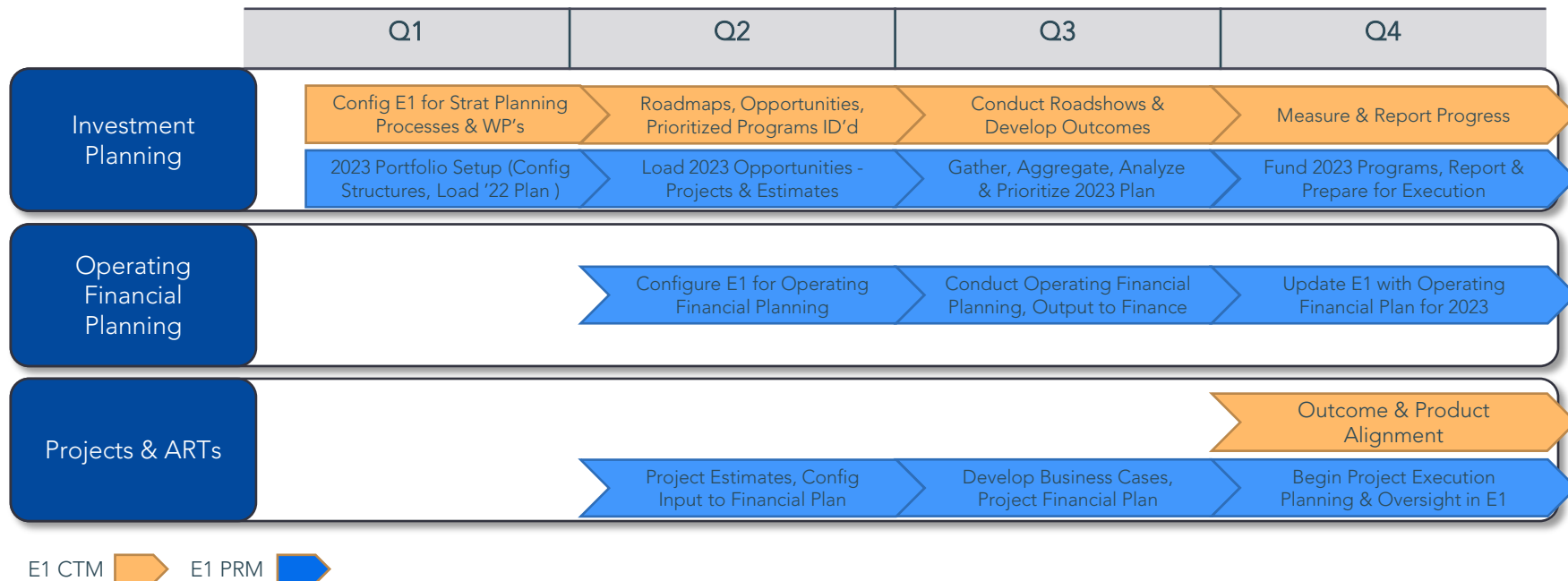
6. PRM inform CTM on Program/Work Outcome

Connector automates and is what enables Strategy to Action traceability

2022 Enterprise One Roadmap

Current Activity

Digital Technology 2022 Roadmap



Lessons Learned

- It **IS** a journey
 - establish vision
 - work iteratively
 - Learn and adjust
- Data stewardship
 - Must have
 - Not to be underestimated
 - Consider distributed model
- Partnerships and collaboration
 - Portfolio Management Office (PMO)
 - Enterprise Architecture (EA)
 - Strategy
 - Service Delivery
 - Business Units

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Thank you!