The Evolution of Business Architecture in Wells Fargo

Atul Bhatt
Wells Fargo, Enterprise Architecture & IT Strategy

Business Architecture Innovation Summit
OMG BASIG & BA Guild
25-26 March 2014
Outline

- Context
  Wells Fargo Today

- BA at Wells Fargo
  What we had, Timeline

- BA Current State
  Value Proposition, BA Community

The content in this presentation represents only the views of the presenter and does not represent or imply acknowledged adoption by Wells Fargo. Examples used within are purely hypothetical and are used for illustrative purposes only and are not intended to reflect Wells Fargo policy or intellectual property.
Wells Fargo Today

Key facts as of 12/31/13

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td>$1.5 trillion</td>
</tr>
<tr>
<td>Team members</td>
<td>More than 264,000</td>
</tr>
<tr>
<td>Customers</td>
<td>70 million</td>
</tr>
<tr>
<td>Locations</td>
<td>More than 9,000</td>
</tr>
<tr>
<td>ATMs</td>
<td>More than 12,500</td>
</tr>
<tr>
<td>Market value of stock</td>
<td>$239 billion</td>
</tr>
</tbody>
</table>

80+ businesses servicing customers across North America and Internationally

Ranked 4th in assets among U.S. banks (as of 12/31/13)

Ranked world’s most valuable bank by market capitalization (as of 12/31/13)
BA at Wells Fargo ... what we had

- Isolated pockets of BA or related activities
- A few related communities
  - BPM, BRM – focused on technology platforms
  - Business Architecture – isolated, narrow-focused
  - Business Analysis – focused on requirements management
- Several attempts at consolidation
- A high-level context model
Launching a WF BA Community

- Refined the existing context model
- EA Group’s investigation – During 2011
- Kick-off meeting – Dec 2011

Key deliverables
- Community Charter – Purpose, Goals, Responsibilities
- Core Group
- Community website
- 2012 Plan – Activities, deliverables, etc.
- Case study candidates – 6 presented during 2012
- BA Glossary
- BA SWOT Analysis – To plan for 2013 and beyond
BA at Wells Fargo – Timeline

- **Jul’06 – BA Formalization Group formed**
- **1Q07 – BA presentations at the Architects Dev’t Program**
- **1Q08 – BA at WF Context Model developed**
- **Sep’07 – BA presentations at the Architects Dev’t Program**
- **Jan’08 – BPM working group established**
- **2Q08 – EA sponsors effort to better understand the current state of BPM at WF**
- **1Q08 – EA sponsors effort to better understand the current state of BPM at WF**
- **1Q10 – BRM working group established**
- **1Q10 – BRM working group established**
- **Dec’11 – BA Community established**
- **1Q13 – Learning Café sessions on BA**
- **Dec’13 – BCM Knowledge Area Group launched**
- **4Q12 – Plan for merging BA, BPM and BRM communities under one umbrella of BA**
- **Jul’13 – BPM Knowledge Area Group launched**

Atul Bhatt - BA Innovation Summit Mar 2014

© 2014 Wells Fargo Bank, N.A. All rights reserved. For public use.
We are establishing and socializing clear statements on key aspects of BA:

- Definition & components
- Value proposition
- Key activities & deliverables
- Community of practice
Typical Enterprise Value Chain

Business Domain
- Strategy & Governance
- Functions/Capabilities/Information
- Processes & Rules

Technology Domain
- Applications & Data
- Infrastructure
Why Business Architecture? – Value Proposition

BA establishes a framework to create, manage, and communicate key business aspects

• that serve as a foundation of the enterprise to enhance accountability and improve decision-making

BA provides transparency and clarity across business units and product lines to enable

• Cross-functional planning
• Resource allocation
• Alignment of business processes
• Issues resolution across the enterprise

BA forms the foundation for all subsequent architectures, and helps identify gaps

• which affects underlying services, processes, people, and tools
# Role of Wells Fargo BA Community

*To support and advance the discipline and practice of Business Architecture within Wells Fargo*

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define and clarify the discipline and practice of BA</td>
<td>• Scope, components, value proposition, deliverables, etc.</td>
</tr>
<tr>
<td>Support current BA efforts within Wells Fargo</td>
<td>• Maintain Inventory</td>
</tr>
<tr>
<td></td>
<td>• Provide guidance and coordination across business lines</td>
</tr>
<tr>
<td>Identify opportunities for collaboration</td>
<td>• Among various BA efforts</td>
</tr>
<tr>
<td></td>
<td>• Between BA and related efforts</td>
</tr>
<tr>
<td>Help develop BA Strategy and Roadmap for Wells Fargo</td>
<td>• Current and target states</td>
</tr>
<tr>
<td></td>
<td>• Gaps and future direction</td>
</tr>
<tr>
<td>Develop templates for various BA views/models</td>
<td>• Context, Domain, Governance, Capabilities, Processes, Rules, Events, etc.</td>
</tr>
<tr>
<td>Knowledge Transfer</td>
<td>• Case Studies, Panel Discussions, Webinars, etc.</td>
</tr>
<tr>
<td>Best Practices, Methods &amp; Standards</td>
<td>• Glean, develop, share</td>
</tr>
<tr>
<td>Tools and Techniques</td>
<td>• Evaluate, recommend, socialize, support</td>
</tr>
</tbody>
</table>
Contact Information

- Atul.Bhatt@wellsfargo.com
- 803-396-7060

The content in this presentation represents only the views of the presenter and does not represent or imply acknowledged adoption by Wells Fargo. Examples used within are purely hypothetical and are used for illustrative purposes only and are not intended to reflect Wells Fargo policy or intellectual property.