Что происходит и что делать?

Первый митап Корпоративных архитекторов
Участников Ассоциации ФинТех

No Rest for the Weary!
Demand for IT continues to **grow**

Do more **with less**

Show **value** for money

Deliver **execution** excellence

Be **cost-efficient**

Drive technology **innovation**

2025 CIO Agenda

Make It Easier to Lead and Build Digital Together With IT

1
Provide easy-to-use, compelling platforms

High adoption of IT platforms by IT and business technologists

2
Instill architectural awareness

Architecture standards capture business technologist feedback

3
Incubate and scale business-led innovation

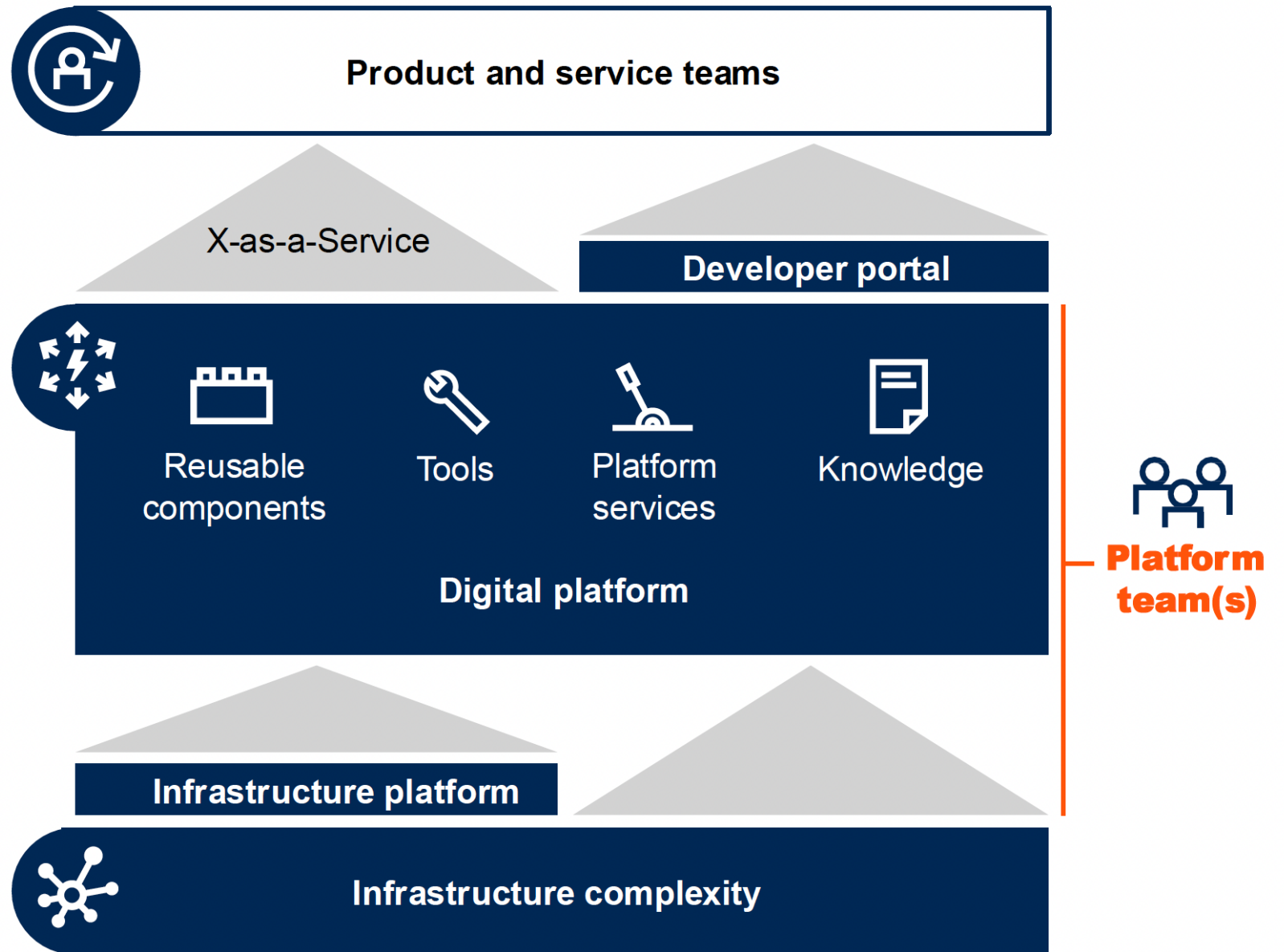**Speed to integrate and scale** business-led innovation

4
Develop business and IT technologists

IT workforce plans incorporate technologists outside IT

Platform engineering is the discipline of building and operating self-service internal developer platforms as a product by dedicated platform teams.

A Schematic View of Platform Engineering

Product and service teams

X-as-a-Service

Developer portal

Reusable components

Tools

Platform services

Knowledge

Digital platform

Platform team(s)

Infrastructure platform

Infrastructure complexity

Principle 1: Platform Capabilities Are Driven by Demand

Identify need — 1

2 — **Prioritize need**

3

Implement solution

Demand-driven
Listen to users, identify needs, address pain points

Principle 2: Platforms Must Be Treated as Products

Platform owner

Platform customer
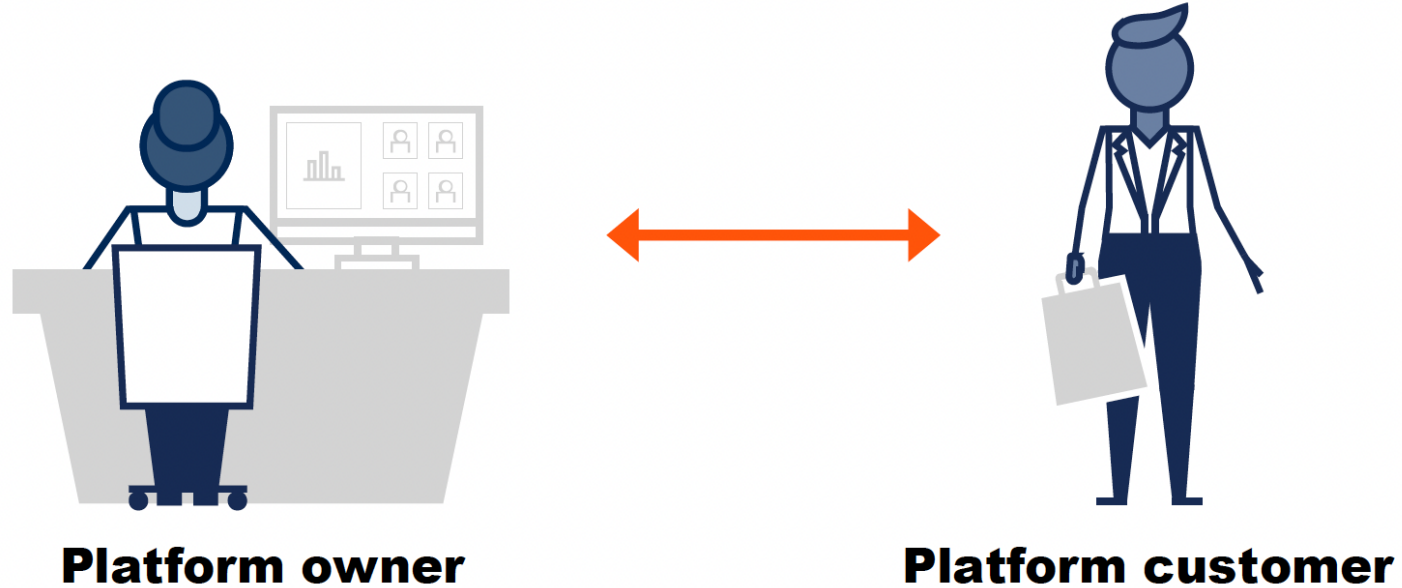
Platform as product
Continuously improve based on user feedback

Principle 3: Make the Right Thing to Do, the Easy Thing to Do

Paved road
Streamline delivery of solutions using common patterns

Principle 4: Platforms Must Be Usable in a Self-Service Manner

Self-service
Platforms must be usable without raising tickets

Principle 5: Deliver the Thinnest Viable Platform to Remove User Friction

While this is **great**

Start with this

4 Steps to Starting a Platform Engineering Initiative

1 Establish and communicate the "why"

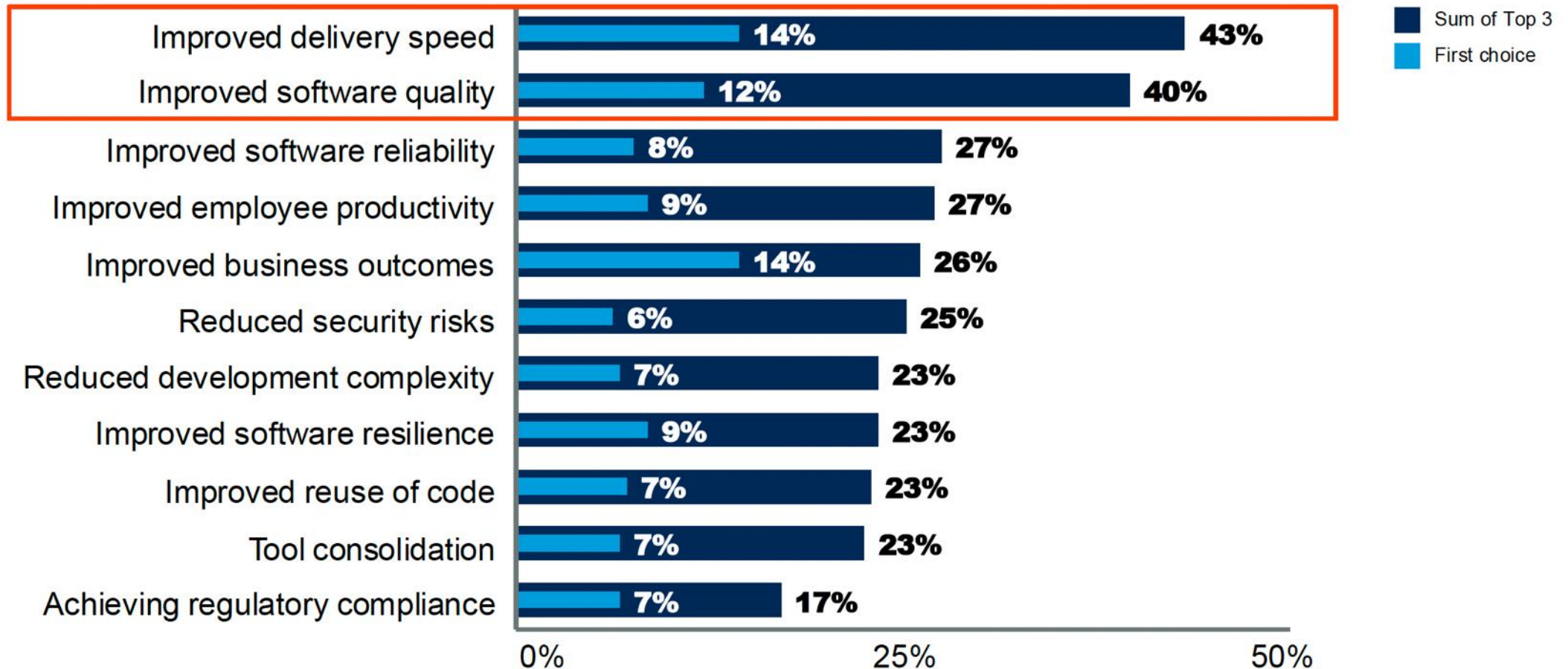**2** Create value metrics to measure success

3 Work on operating model and staffing

4 Define, design and deliver the platform

Determine Goals to Communicate the "Why"

1

Sum of Top 3
First choice

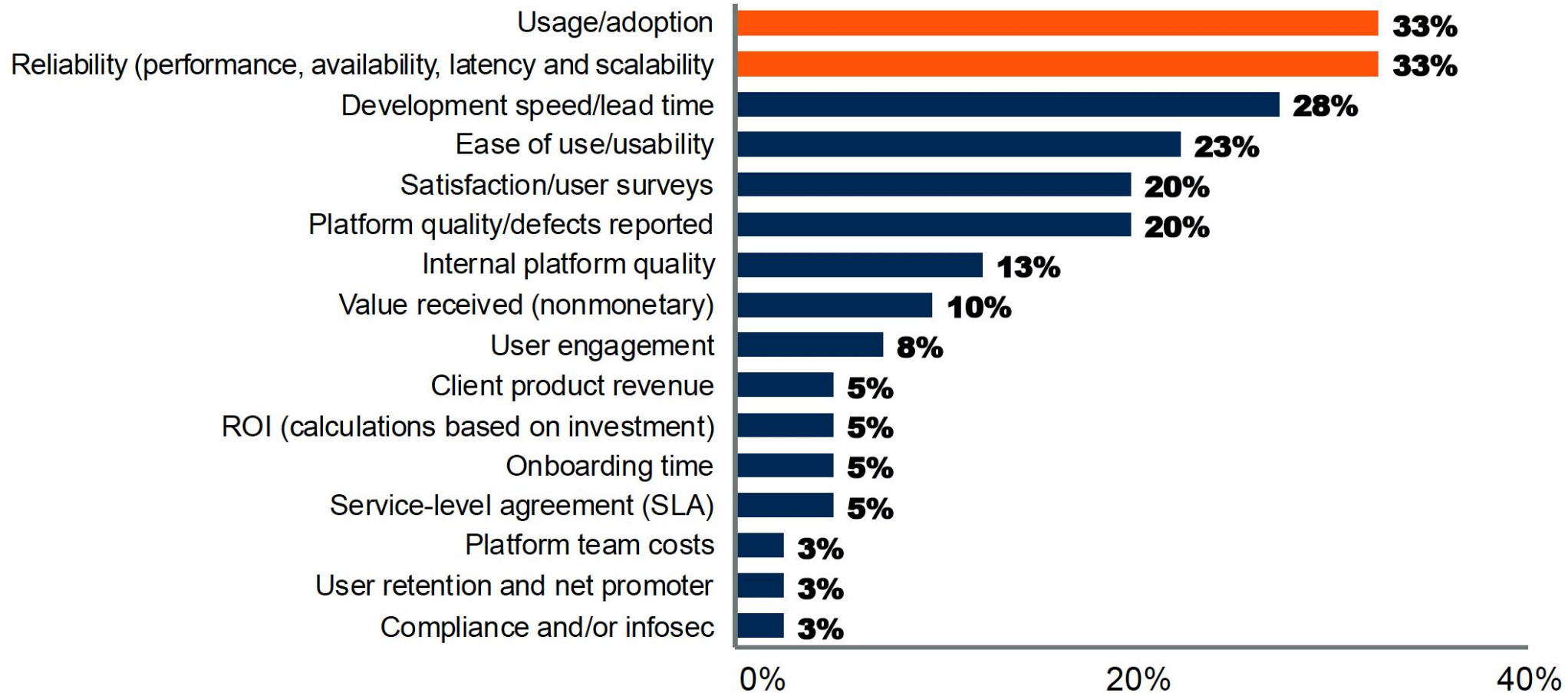| Goal	First choice	Sum of Top 3
Improved delivery speed	14%	43%
Improved software quality	12%	40%
Improved software reliability	8%	27%
Improved employee productivity	9%	27%
Improved business outcomes	14%	26%
Reduced security risks	6%	25%
Reduced development complexity	7%	23%
Improved software resilience	9%	23%
Improved reuse of code	7%	23%
Tool consolidation	7%	23%
Achieving regulatory compliance	7%	17%

0% 25% 50%

n = 222, engineering leaders having structured/formalized or ad hoc approaches for building and using platforms, excluding "unsure"

Q. What are your organization's top goals of platform engineering?

Source: 2022 Gartner Software Engineering Leaders Role Survey

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Create Value Metrics to Measure Success

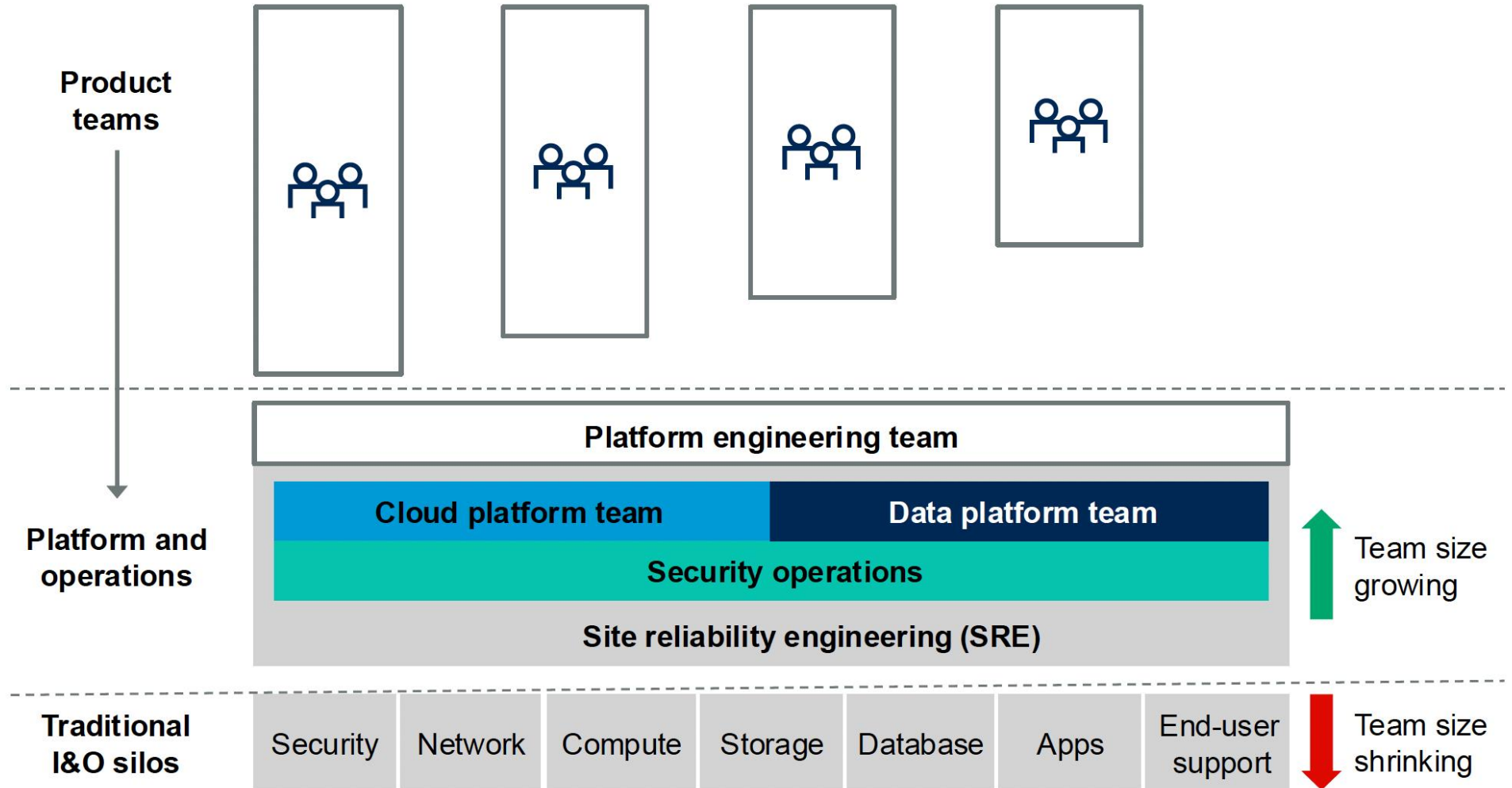| Metric	Percentage
Usage/adoption	33%
Reliability (performance, availability, latency and scalability	33%
Development speed/lead time	28%
Ease of use/usability	23%
Satisfaction/user surveys	20%
Platform quality/defects reported	20%
Internal platform quality	13%
Value received (nonmonetary)	10%
User engagement	8%
Client product revenue	5%
ROI (calculations based on investment)	5%
Onboarding time	5%
Service-level agreement (SLA)	5%
Platform team costs	3%
User retention and net promoter	3%
Compliance and/or infosec	3%

n = 238, platform consumers and producers, excluding "unsure and not applicable"

Q. Performance can be measured and tracked in a variety of ways. To the best of your knowledge, what metrics does your organization use to measure the success of platforms? Briefly describe them.
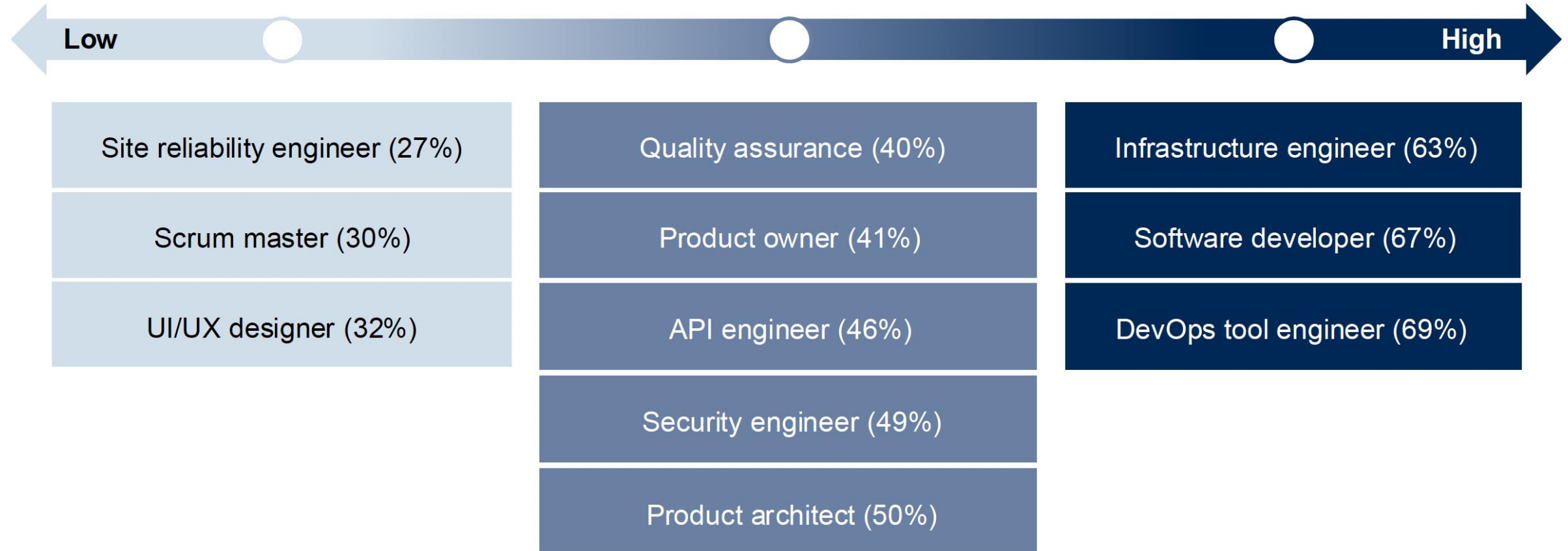Source: 2023 Gartner Platform Teams and Platform Engineering Survey
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Work on Operating Model and Staffing

Source: Gartner
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What Roles May Be Needed on the Platform Team

3

Low ———————————————————————— High

Site reliability engineer (27%)	Quality assurance (40%)	Infrastructure engineer (63%)
Scrum master (30%)	Product owner (41%)	Software developer (67%)
UI/UX designer (32%)	API engineer (46%)	DevOps tool engineer (69%)
	Security engineer (49%)	
	Product architect (50%)	

n = 222, software engineering leaders who have adopted platform engineering

Cepsa's Democratized Digital Delivery Model ⚡ CEPSA

▲ Business subject matter experts ■ Third-party developers ■ IT staff

| Trading | Mobility | Energy parks | Commercial |

Business areas

Fusion teams

Forward engineering teams

Corporate IT

Cloud-native application development platform

Integration platform

Mobility platform

Cloud coe

Cybersecurity

Infrastructure
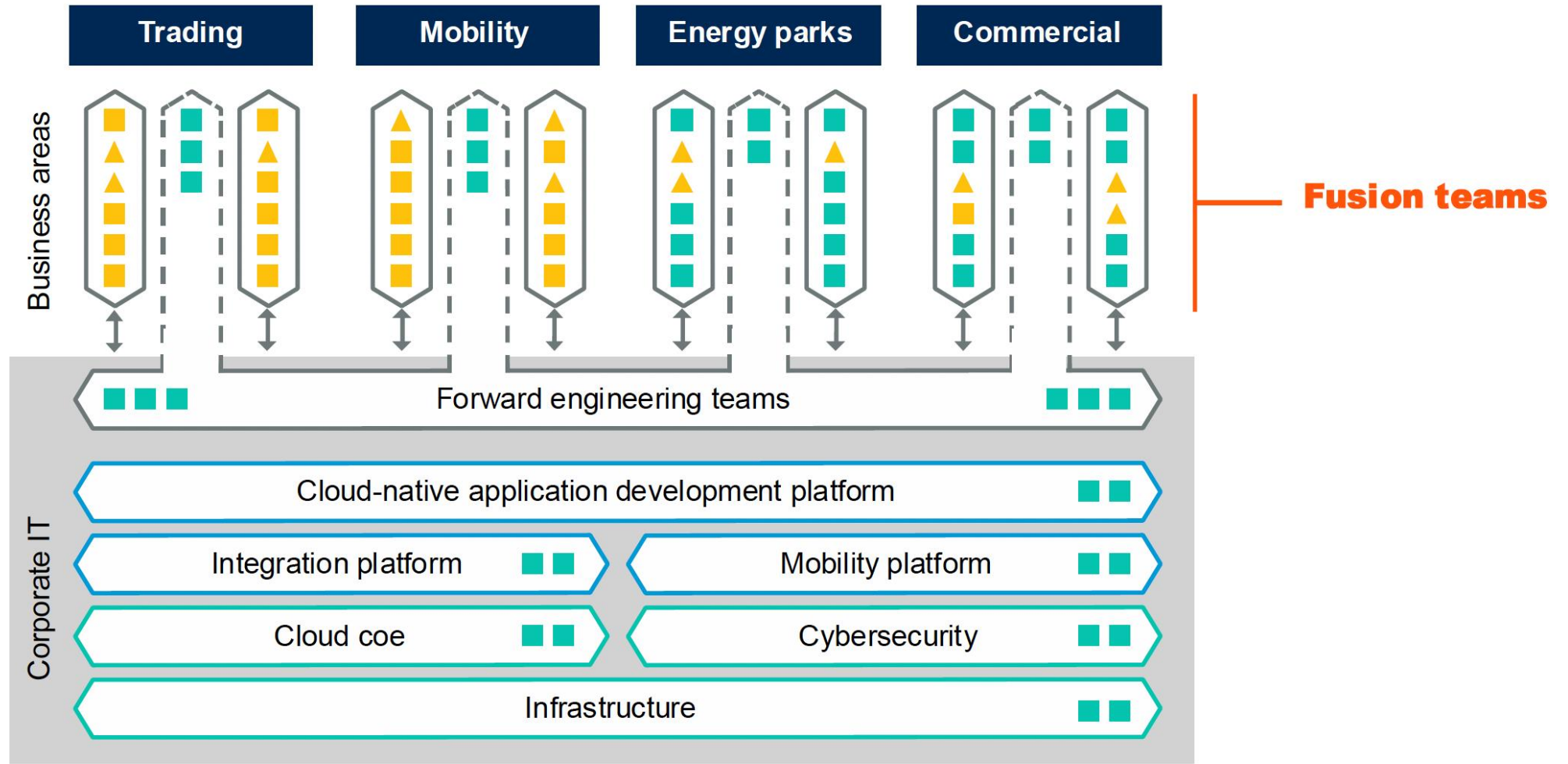
Cepsa's Foundational IT Platforms Drive Cost Savings

CEPSA
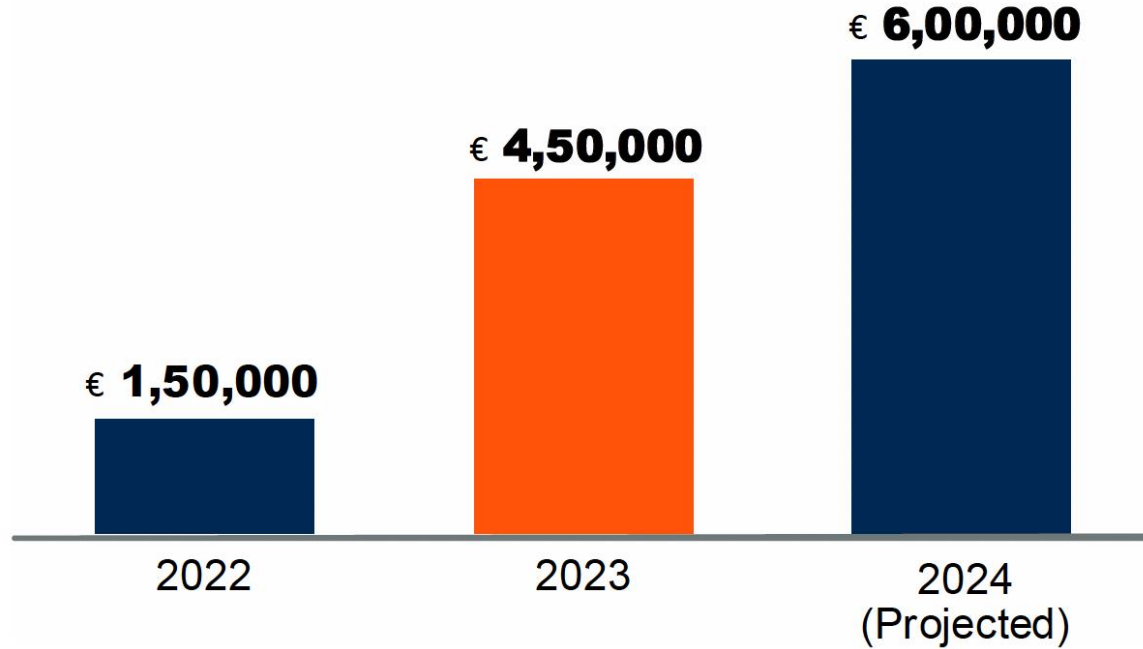
Cost savings	Self-service development[a]
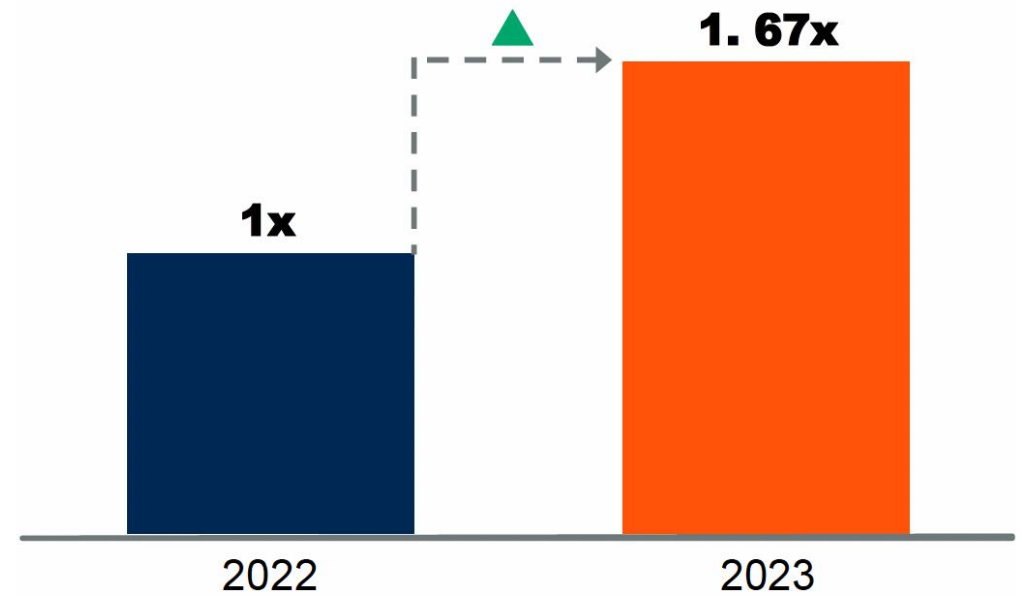
Cost savings

€ 1,50,000 — 2022
€ 4,50,000 — 2023
€ 6,00,000 — 2024 (Projected)

Self-service development[a]

1x — 2022
1. 67x — 2023

Aon's Product Model Organization

AON

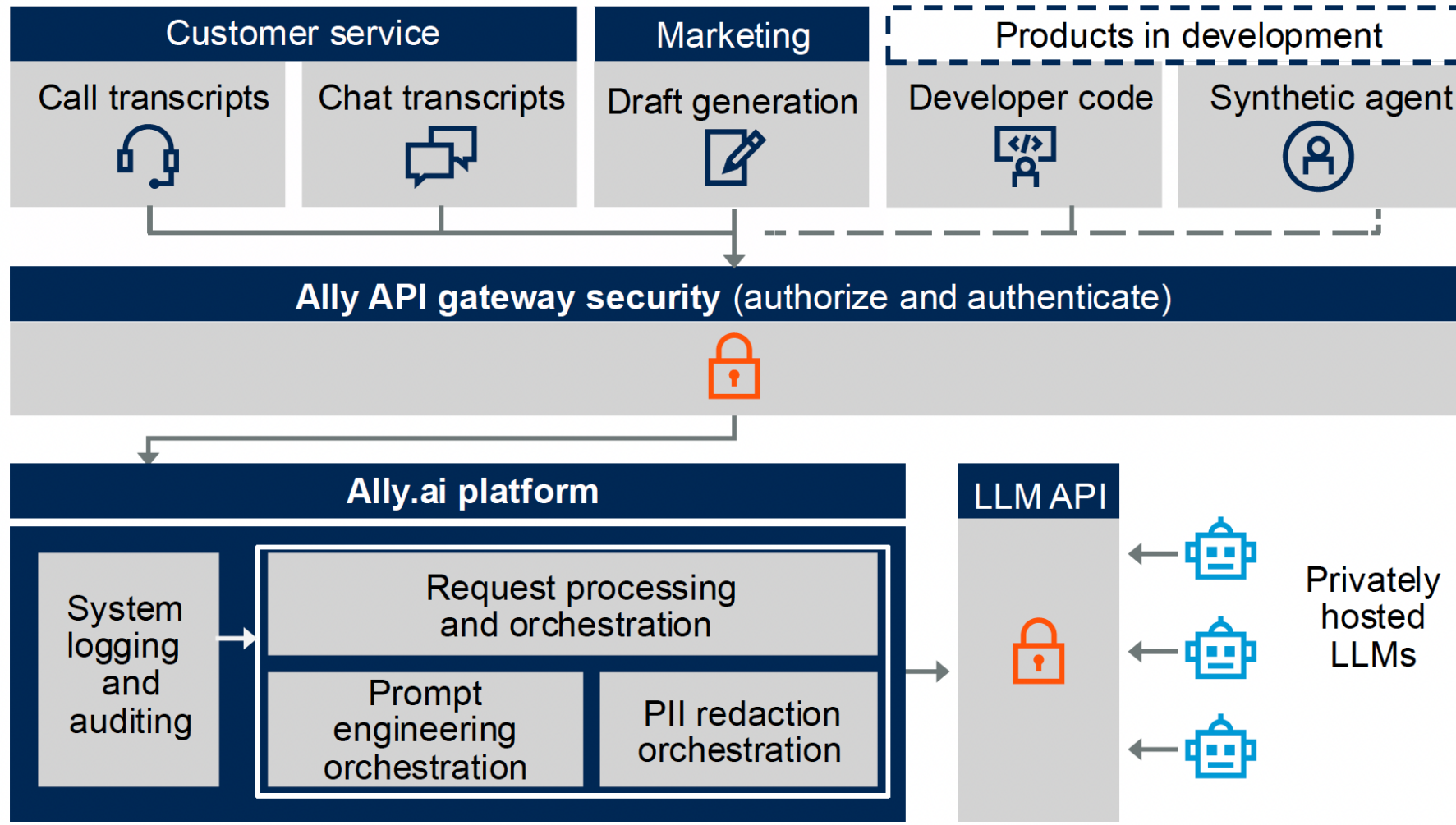|	
Product categories	**Business and customer objectives**
Product lines	Reinsurance solutions — Claims advocacy, ... ; Commercial risk solutions — Risk advisory, Risk transfer
Product teams	Engineering teams, Engineering teams, Engineering teams
Foundational products	**IT enablement platforms** (Agile/DevOps tooling, APIs, data and analytics, etc.) ; **Platform interface** (Middleware, data management) ; **Cloud infrastructure and security** (Virtualization, hosting, networking) ; **End-user compute** (Desktop support)

Source: Aon

Reduced Time to Value by 50%

AON

End-to-end flow of value to the customer has reduced time to value by **50%.**

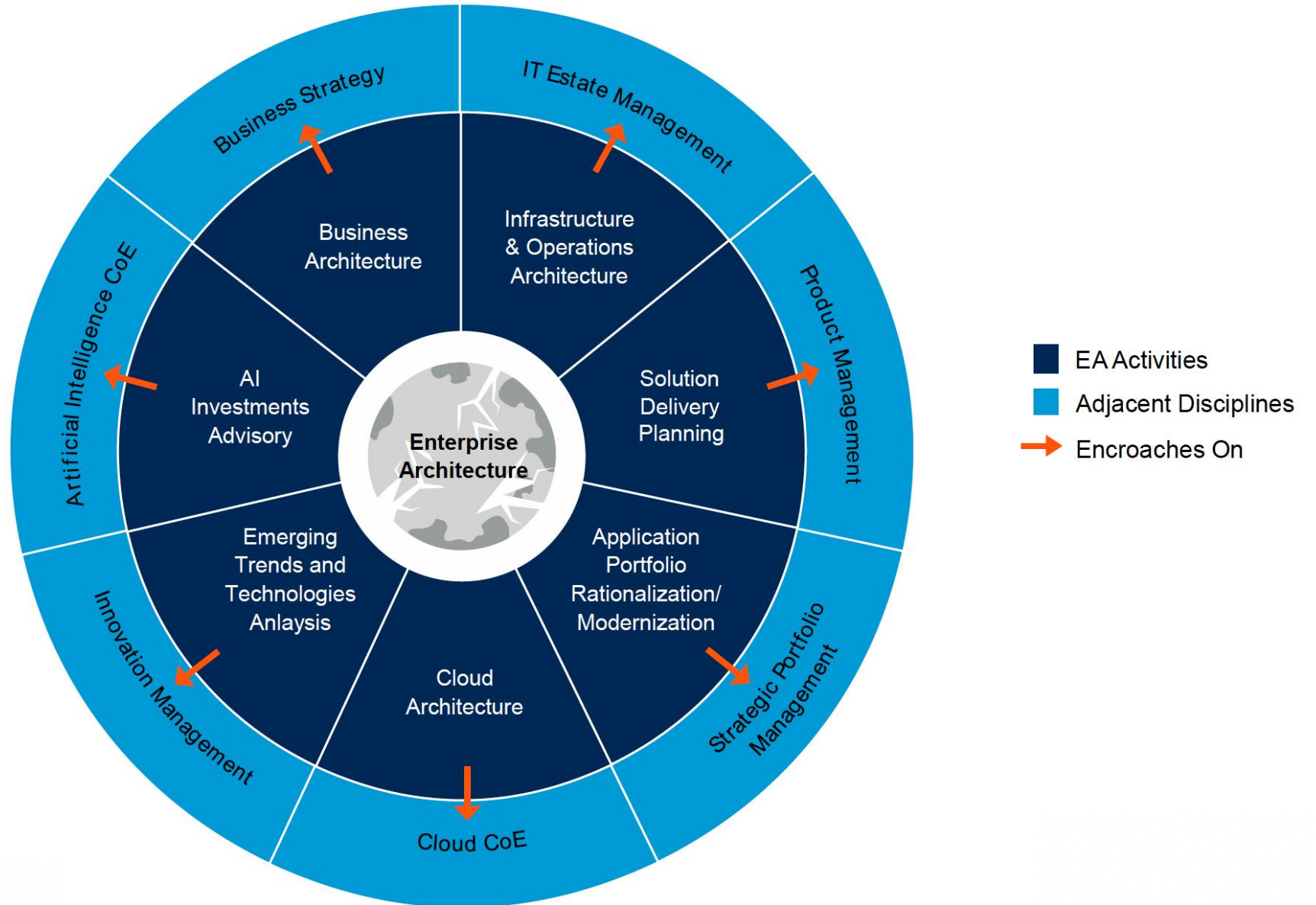# Ally's Composable Generative AI Platform

ally

Customer service		Marketing	Products in development	
Call transcripts	Chat transcripts	Draft generation	Developer code	Synthetic agent

Ally API gateway security (authorize and authenticate)

Ally.ai platform

| System logging and auditing | Request processing and orchestration | |
| | Prompt engineering orchestration | PII redaction orchestration |

LLM API

Privately hosted LLMs

A secure bridge between customer data and commercial LLMs.

EA's Current State

An Identity Crisis

Legend:
- ■ EA Activities
- ■ Adjacent Disciplines
- → Encroaches On

Inner ring (EA Activities): Business Architecture, Infrastructure & Operations Architecture, Solution Delivery Planning, Application Portfolio Rationalization/Modernization, Cloud Architecture, Emerging Trends and Technologies Analysis, AI Investments Advisory

Center: Enterprise Architecture

Outer ring (Adjacent Disciplines): Business Strategy, IT Estate Management, Product Management, Strategic Portfolio Management, Cloud CoE, Innovation Management, Artificial Intelligence CoE

VUCA Amplifies Challenges, Opportunities, and Change

Trends Impacting Organizations

- Economic Headwinds
- Economic Tailwinds
- Aggressive Pace of Change

Volatility

Uncertainty

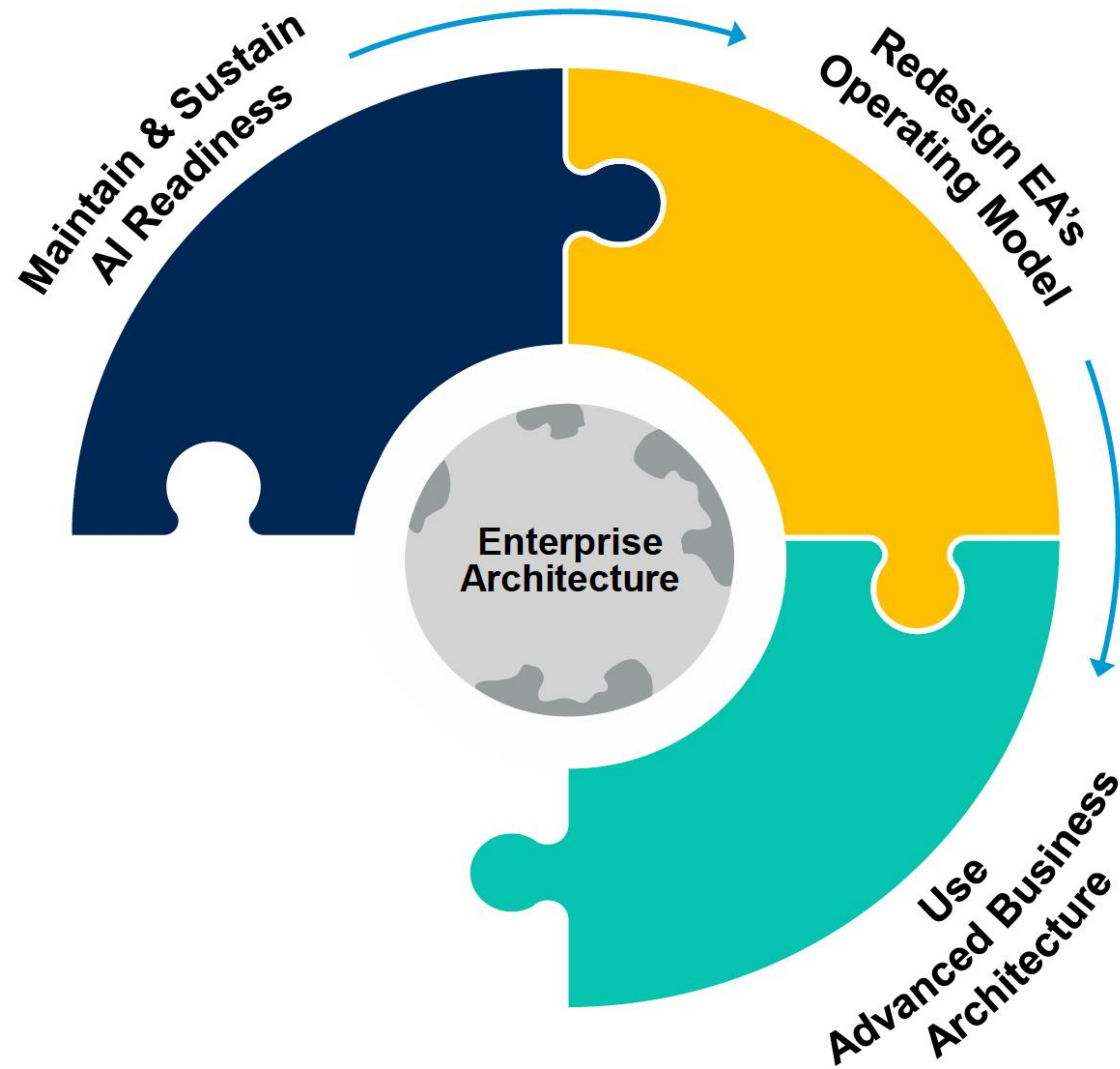**Complexity**

Ambiguity

Challenges Impacting EA Practices
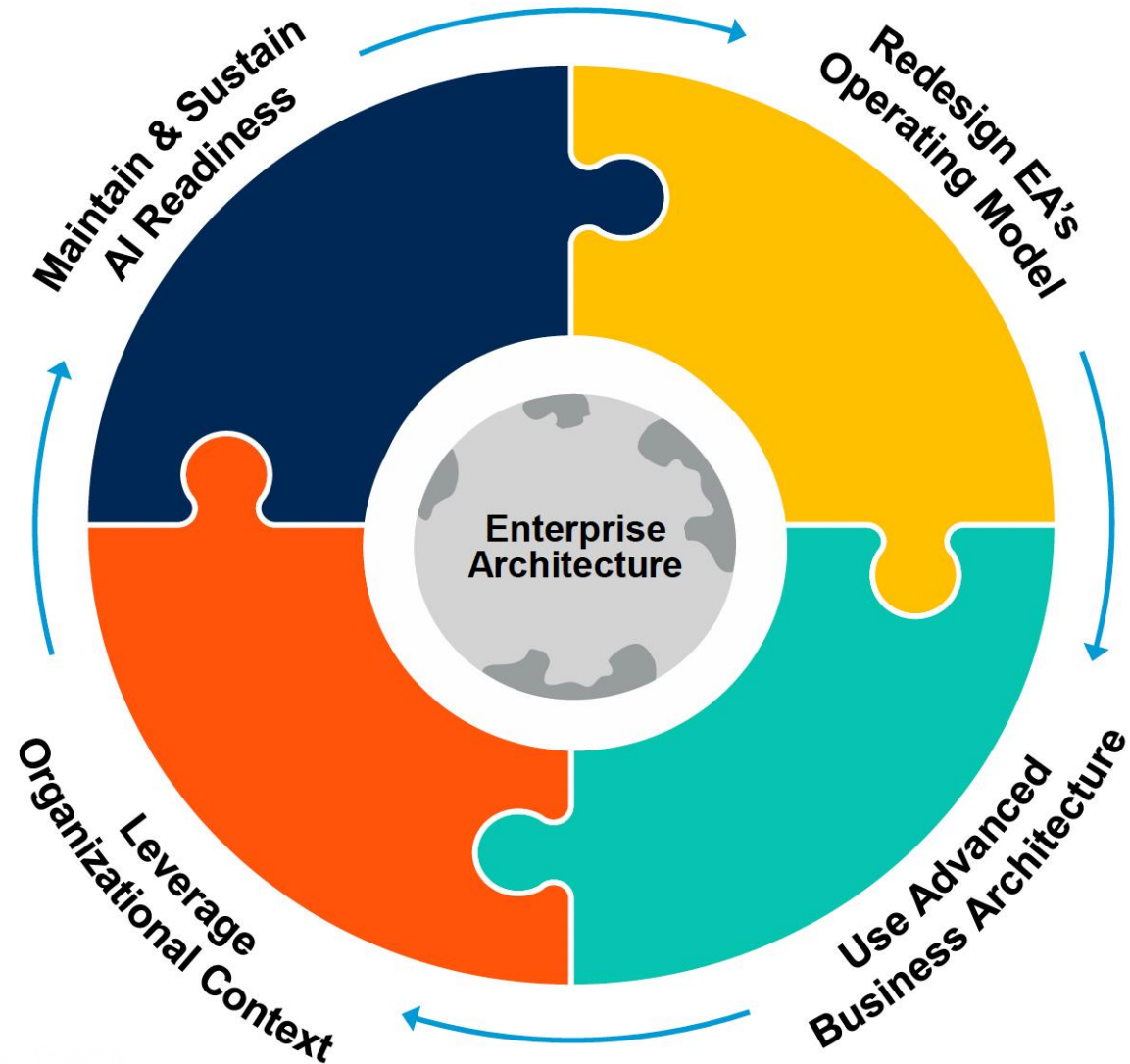
- Overwhelming & Varied Demand
- EA Still Lacks AI Credibility
- Constrained Investment in EA
- Business Architecture is Incomplete

Source: Gartner

Actions to Take

Maintain & Sustain
AI Readiness

Redesign EA's
Operating Model

Enterprise
Architecture

Use
Advanced Business
Architecture

Actions to Take

Source: Gartner

Enterprise Architecture Doesn't Make The Decisions

Enterprise Architecture Makes The Decisions Better