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**Business Architecture Principles to Foster Industrialisation and Standardisation at
the Italian National Institute of Statistics**

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Like other National Statistical Institutes, for several years the Italian National Institute of Statistics (Istat) has been engaged in a series of complex challenges. This is due to the need to increase the production and quality of statistical information and to reduce the total cost for its production and the respondent burden. In this way it will be possible to work with a more efficient and optimised approach

One of the most relevant obstacles to the success of such an ambitious project lies in the fact that Istat is presently characterised by multiple organisational models (concerning financial, technological, regulatory sectors, etc.) that tend to be inconsistent. This lack of homogeneity of language and organisational approaches makes the dynamics of change expensive and complex, and draws the attention on the importance for Istat to adopt a common language, enabling all its components to conceptualise both the given situation (“as is”) and the one to be reached at the end of the evolution process (“to be”). The description of the two conditions (present and future) also permits to design a path towards possible changes in a more rational and measurable way, defining specific actions involving different skills that need to interact within a shared view of a tangible progress.

The scenario just outlined brings out the relevance of adopting a Business Architecture (BA) that represents the conceptual part of an Enterprise Architecture (EA) based on a Service Oriented Architecture (SOA). EA allows a standard approach for the representation and management of organisational changes and can be defined as the reference model by which an organisation operates and is structured to achieve its objectives. BA deals with Business, Information and Information Systems (exclusively for what concerns the model) and is called to play a central role in a programme as complex as that of industrialisation and standardisation of the statistical information production.

In this context, it is possible to move from the level of a conceptual representation towards more and more operational and technological stages throughout the definition and monitoring of the principles governing BA. Through BA, indeed, it is possible to outline a conceptual scheme for a complete representation of the organisation (with its principles), useful to the achievement of changing goals.

This paper, therefore, focuses on a set of principles, aimed at the modernisation of statistical production processes, well-defined and shared in order to ensure the success of the overall innovation project.

Key Words: Modernisation, innovation, business environment, Service Oriented Architecture (SOA).