



# Datafortællinger i arkitekturarbejdet

11 October 2023

# Hvad I skal høre om



Vestas og Enterprise arkitektur

Vores arbejde og største udfordring



Storytelling som middel

Hvordan kommunikeres det komplekse



Hvad er målet ?

Transformere data til information

# Vestas Wind Systems A/S

## Nogle få udvalgte fakta

Our core business

**Onshore**

Undisputed market leader within the onshore wind market



**Offshore**

New technology platform in place to become a market leader



**Service**

Undisputed market leader with proprietary tools and capabilities meeting onshore and offshore



**Development**


Unique presence and knowledge drives growing pipeline of attractive, undiscovered wind projects



Vestas

Technology evolution from 30 KW to 15 MW

40 homes      20,000 homes




Year	Power	Capacity	Count	Equivalent Homes
1979	30 kW	100 MW	3,333	40
1981	100 kW	100 MW	1,000	120
1983	300 kW	100 MW	333	400
1985	1 MW	100 MW	100	1,200
1987	3 MW	100 MW	33	400
1989	10 MW	100 MW	10	1,200
1991	30 MW	100 MW	3	400
1993	100 MW	100 MW	1	1,200
1995	300 MW	100 MW	0.33	400
1997	1 MW	100 MW	0.1	1,200
1999	3 MW	100 MW	0.033	400
2001	10 MW	100 MW	0.01	1,200
2003	30 MW	100 MW	0.0033	400
2005	100 MW	100 MW	0.001	1,200
2007	300 MW	100 MW	0.00033	400
2009	1 MW	100 MW	0.0001	1,200
2011	3 MW	100 MW	0.000033	400
2013	10 MW	100 MW	0.00001	1,200
2015	30 MW	100 MW	0.0000033	400
2017	100 MW	100 MW	0.000001	1,200
2019	300 MW	100 MW	0.00000033	400
2021	1 MW	100 MW	0.0000001	1,200
2023	3 MW	100 MW	0.000000033	400
2025	10 MW	100 MW	0.00000001	1,200
2027	30 MW	100 MW	0.0000000033	400
2029	100 MW	100 MW	0.000000001	1,200
2031	300 MW	100 MW	0.00000000033	400
2033	1 MW	100 MW	0.0000000001	1,200
2035	3 MW	100 MW	0.000000000033	400
2037	10 MW	100 MW	0.00000000001	1,200
2039	30 MW	100 MW	0.0000000000033	400
2041	100 MW	100 MW	0.000000000001	1,200
2043	300 MW	100 MW	0.00000000000033	400
2045	1 MW	100 MW	0.0000000000001	1,200
2047	3 MW	100 MW	0.000000000000033	400
2049	10 MW	100 MW	0.00000000000001	1,200
2051	30 MW	100 MW	0.0000000000000033	400
2053	100 MW	100 MW	0.000000000000001	1,200
2055	300 MW	100 MW	0.00000000000000033	400
2057	1 MW	100 MW	0.0000000000000001	1,200
2059	3 MW	100 MW	0.000000000000000033	400
2061	10 MW	100 MW	0.00000000000000001	1,200
2063	30 MW	100 MW	0.0000000000000000033	400
2065	100 MW	100 MW	0.000000000000000001	1,200
2067	300 MW	100 MW	0.00000000000000000033	400
2069	1 MW	100 MW	0.0000000000000000001	1,200
2071	3 MW	100 MW	0.000000000000000000033	400
2073	10 MW	100 MW	0.00000000000000000001	1,200
2075	30 MW	100 MW	0.0000000000000000000033	400
2077	100 MW	100 MW	0.000000000000000000001	1,200
2079	300 MW	100 MW	0.00000000000000000000033	400
2081	1 MW	100 MW	0.0000000000000000000001	1,200
2083	3 MW	100 MW	0.000000000000000000000033	400
2085	10 MW	100 MW	0.00000000000000000000001	1,200
2087	30 MW	100 MW	0.0000000000000000000000033	400
2089	100 MW	100 MW	0.000000000000000000000001	1,200
2091	300 MW	100 MW	0.00000000000000000000000033	400
2093	1 MW	100 MW	0.0000000000000000000000001	1,200
2095	3 MW	100 MW	0.000000000000000000000000033	400
2097	10 MW	100 MW	0.00000000000000000000000001	1,200
2100	30 MW	100 MW	0.0000000000000000000000000033	400

Vestas

Wind turbine platforms for every segment

**Onshore**




**2MW Platform**

57+ GW

Installed since 2002

**Offshore**




**4MW Platform**

66+ GW

Installed since 2010

**Onshore**




**EnVentus™ 10MW Platform**

65+ GW

Energy grade product

**Offshore**




**9MW Platform**

6+ GW

Installed since 2014

**Offshore**



**V236-15.0MW Platform**


12+ GW

PSAs

Installed since 2021

Vestas

Wind turbine platforms for every segment



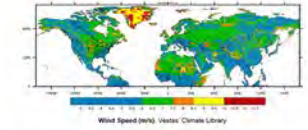
Vestas

Wind Flow

Vestas monitors the wind flow across the globe

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Wind Speed (m/s) - Vestas Climate Library

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Optimising the production of wind energy

Vestas Wind Turbines have sensors that allow us to monitor their production. Vestas processes the data from more than 50 million sensors placed in wind turbines connected to the grid.

With this information it is possible to:

- forecast if the turbine will have a technical problem before it actually happens
- monitor the energy production at all times
- design better innovative products.

**+50** Million sensors from connected wind turbines



Vestas



# Enterprise Architecture i Vestas

Hvem er vi – og hvad er vores primære mål.

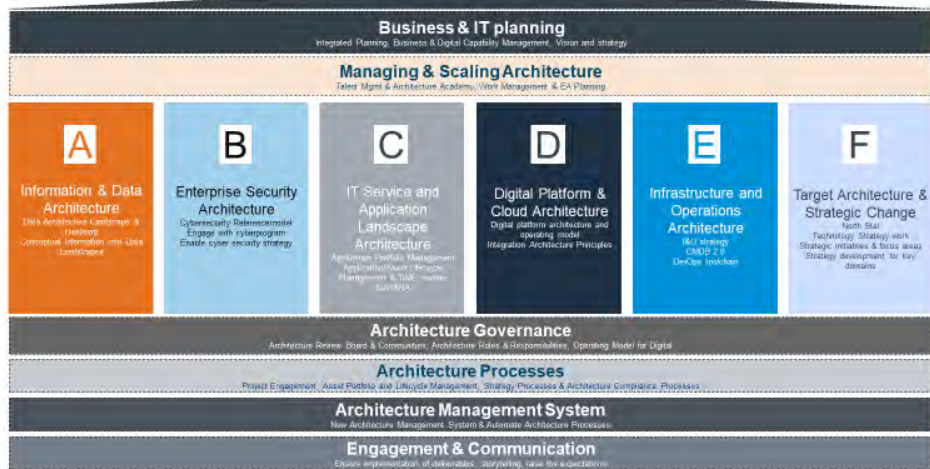
Enterprise Architecture – Who are we?  
 Located in Digital Solutions | Digital Technology Architecture in DTS

3 in 2019  
 3rd restart of Enterprise architecture

The EA Team

Eugene Lyon Pottenger VP, Digital Technology Architecture	Benny Pedersen Head of EA CoE & Governance	Rasmus Stenholm Lead Sr. Enterprise Architect	Lars Ekholm Enterprise Architect
Rajat Yadav Enterprise Architect	Carmen Dincu Enterprise Architect	Allan Lund Dam Enterprise Architect	Lasse Hedegaard Jensen Associate Enterprise Architect
Louise Kubiak Associate Project Manager	Manoj Jayaruben Specialist Feasibility & PoC Mgmt	Ninna Jacobsen Associate Project Manager	Lara Maria Runkel Change Manager
Brian Juliusson Solution Architect	Christian Stokholm Poulsen Enterprise Data Architect		

## Core Enterprise Architecture Themes (2023-2025)



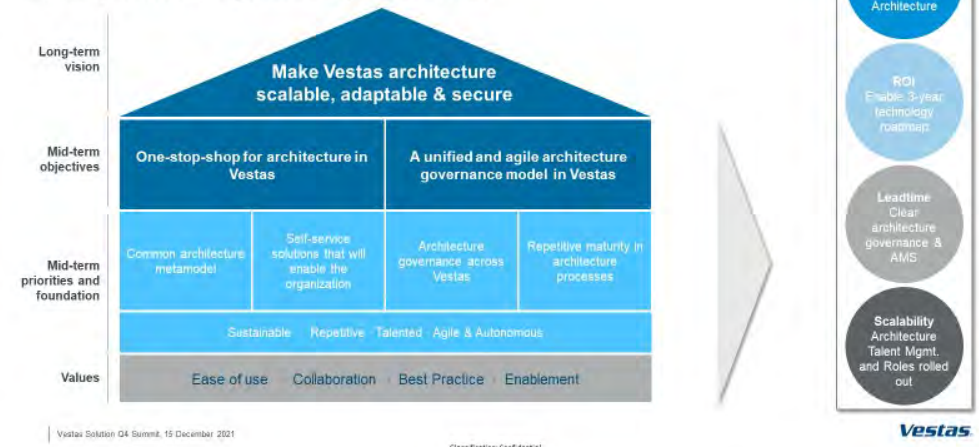
## Enterprise Architecture | The Bridge Builders

With last reorganisation 2023 – Architecture really got on the map.



## Enterprise Architecture Strategy House

Mid-term priorities and targets for Enterprise Architecture

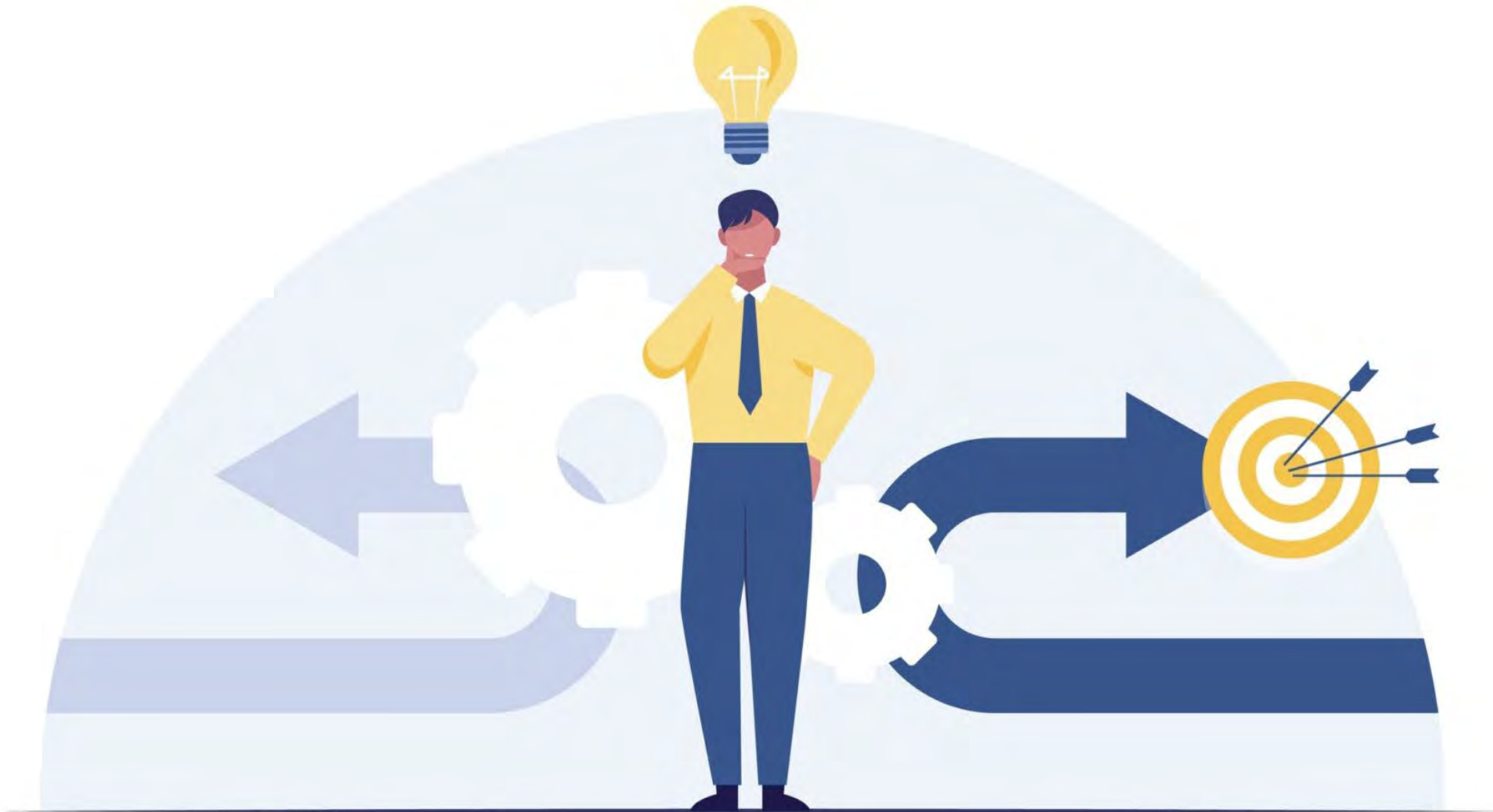






Enterprise  
arkitektur  
lingo

Kommunikation – den største udfordring



# Vi skal have Arkitektur Lifecycle management system til Arkitekter

- Ingeniører arbejder i et Produkt Lifecycle Management system



**Fra:**

Excel Lister med gode idéer  
PowerPoint-præsentationer  
Ambitioner og visioner i PowerPoint og Excel  
Lange Solution design dokumenter – som ingen læser



**Til:**

Strukturerede forvaltede objekter  
Tildelte ejere  
Defineret livscyklus  
Andre relevante attributer  
Solution Architecture som data – og ikke dokumenter



**Resultat:**

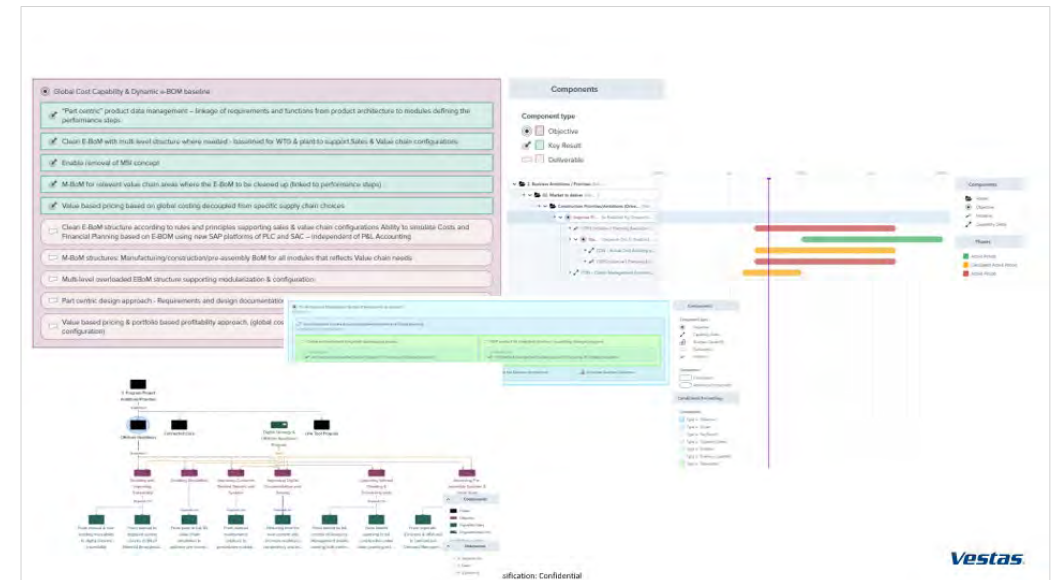
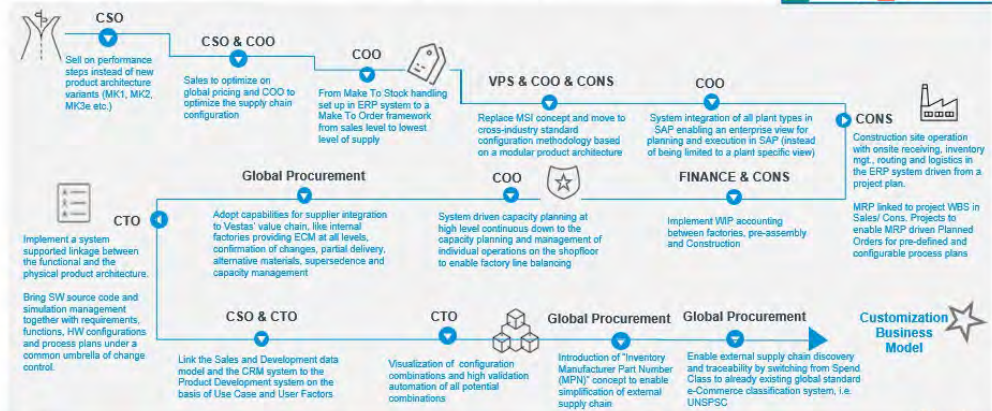
Øget struktur og organisation  
Forbedret ansvarlighed  
Bedre livscyklushåndtering  
Effektiv informationsstyring



# Fra - Til

## ”Customization” Business Model Transformations

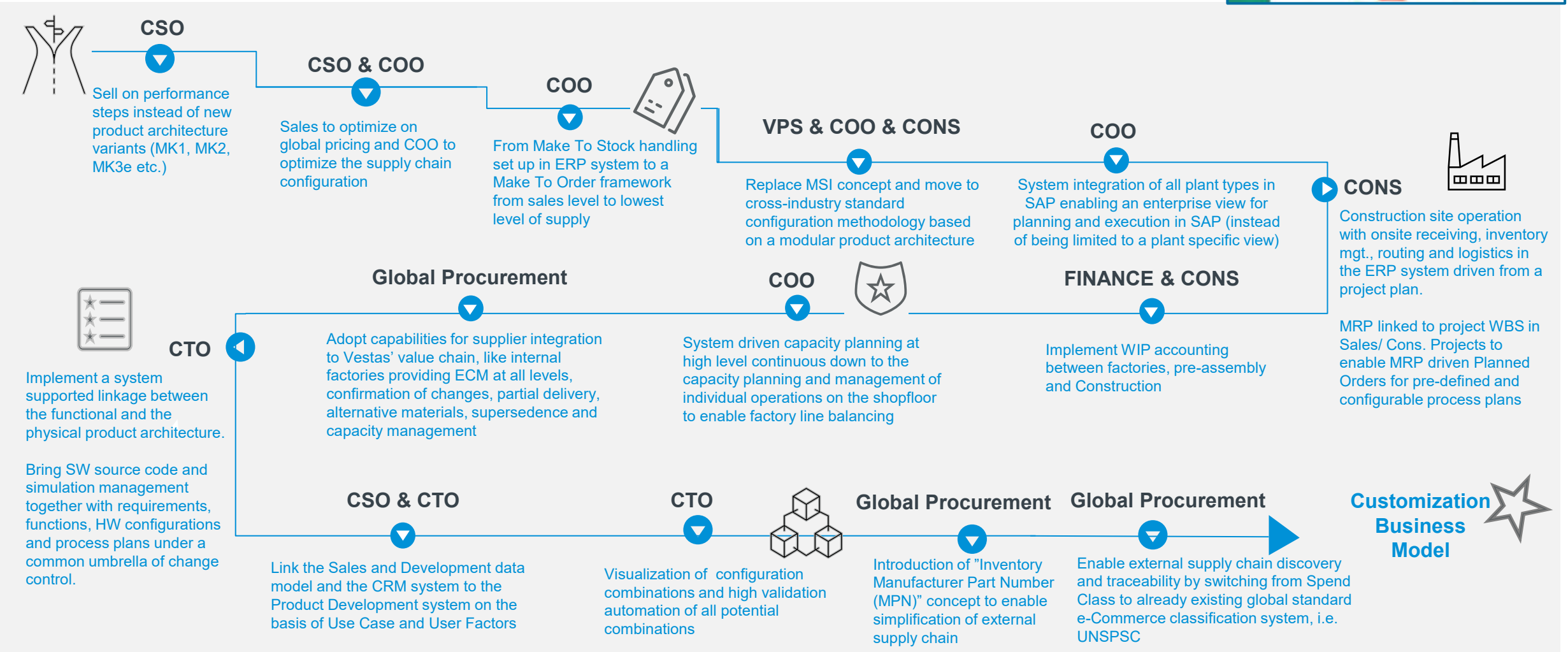
Key changes and initial guidance for the digital capability transformation E2E



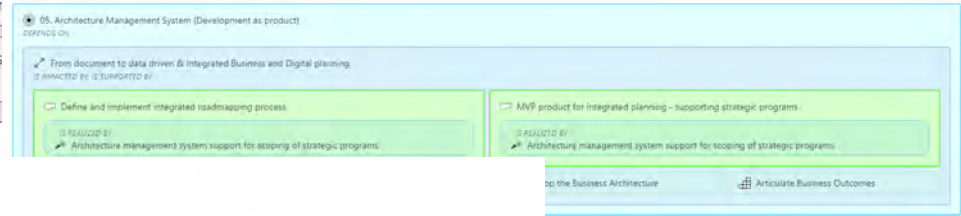
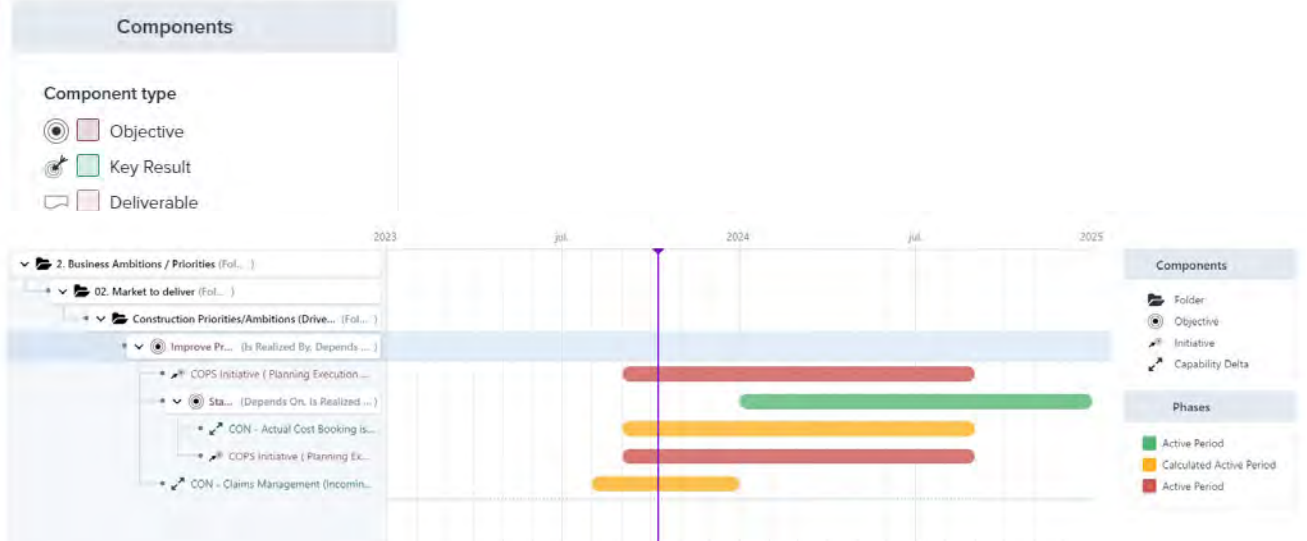


# "Customization" Business Model Transformations

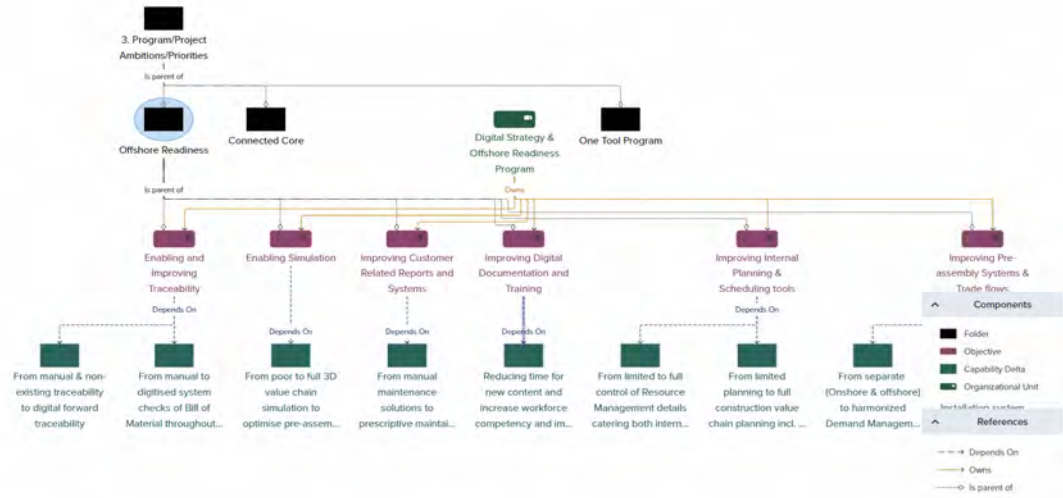
Key changes and initial guidance for the digital capability transformation E2E



- Global Cost Capability & Dynamic e-BOM baseline
  - "Part centric" product data management – linkage of requirements and functions from product architecture to modules defining the performance steps
  - Clean E-BoM with multi level structure where needed - baselined for WTG & plant to support Sales & Value chain configurations
  - Enable removal of MSI concept
  - M-BoM for relevant value chain areas where the E-BoM to be cleaned up (linked to performance steps)
  - Value based pricing based on global costing decoupled from specific supply chain choices
- Clean E-BoM structure according to rules and principles supporting sales & value chain configurations Ability to simulate Costs and Financial Planning based on E-BOM using new SAP platforms of PLC and SAC – independent of P&L Accounting
- M-BoM structures: Manufacturing/construction/pre-assembly BoM for all modules that reflects Value chain needs
- Multi-level overloaded EBoM structure supporting modularization & configuration
- Part centric design approach - Requirements and design documentation
- Value based pricing & portfolio based profitability approach. (global cost configuration)

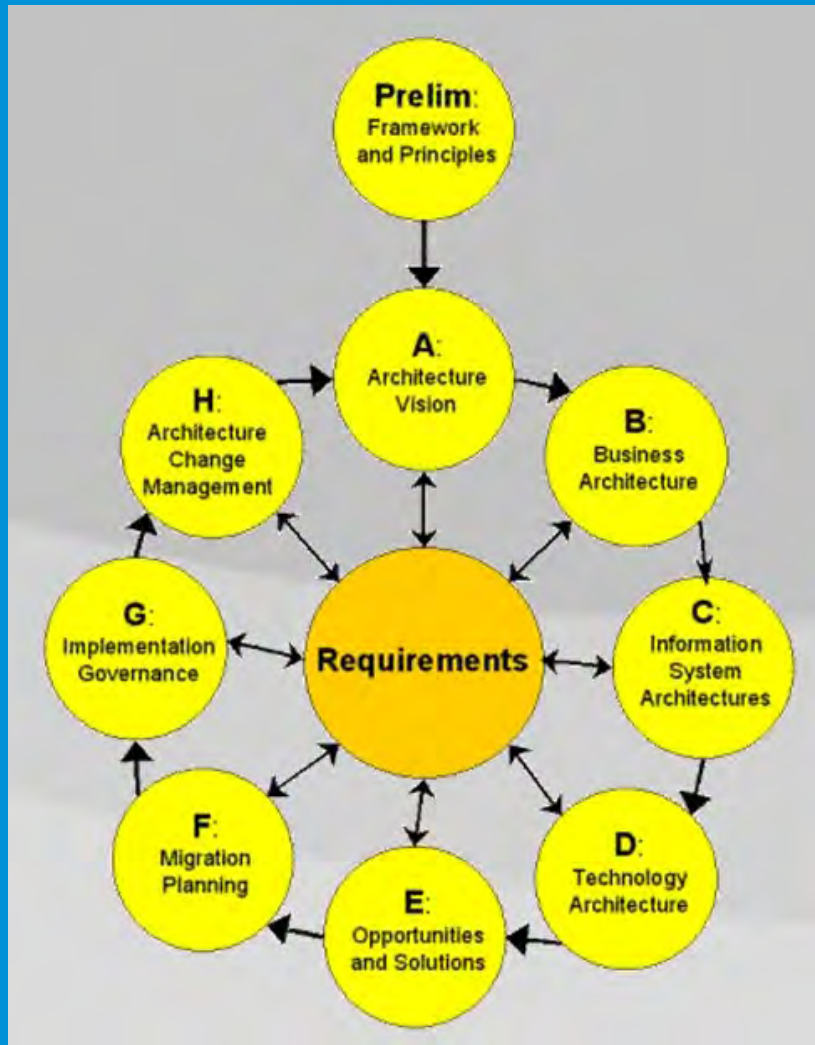


- Component type
  - Objective
  - Capability Delta
  - Business Capability
  - Deliverable
  - Initiative
- Component
  - Component
  - Referenced component
- Conditional Formatting
  - Type is "Objective"
  - Type is "Driver"
  - Type is "Key Result"
  - Type is "Capability Delta"
  - Type is "Initiative"
  - Type is "Business Capability"
  - Type is "Deliverable"



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# Hvordan forklarer vi det ?



## Musicians

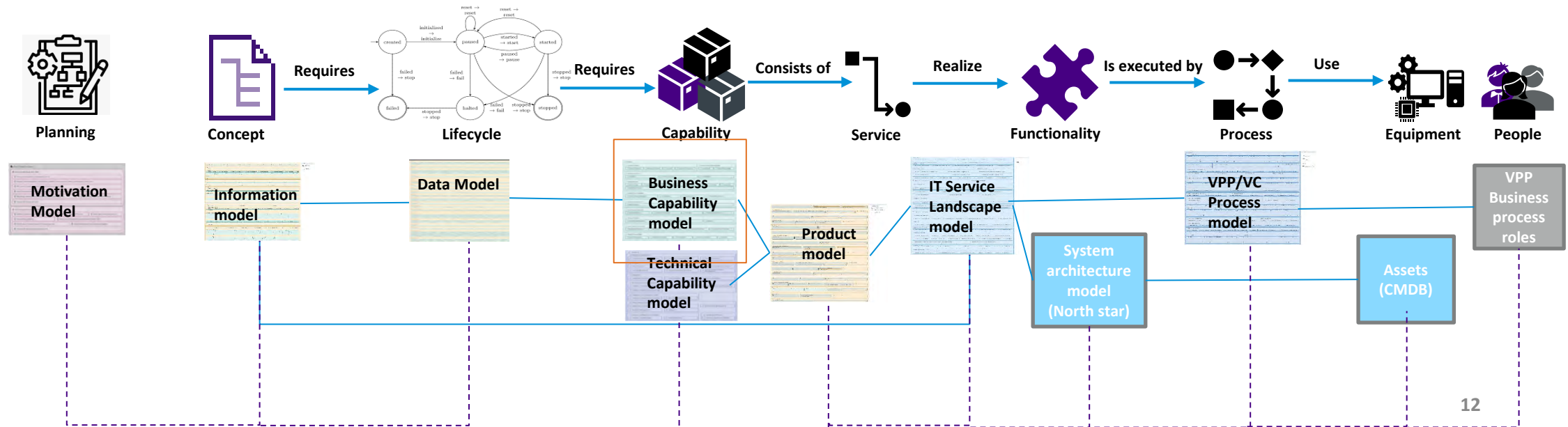
## Non-musicians





# Models holds the Bill of the Enterprise

(Think Bill of Material)



# Architecture change management

(Think Engineering Change Management)

# Hvad er en forretnings kapabilitet (Business capability)

**What is Business Capability Management**

**Business Capability Management** is an Enterprise Architecture discipline that outlines and manages capabilities, their content and their interrelationships

A **Capability** is a high level term that describes the abilities of an Enterprise

**Capabilities** are composites of underlying components and resources

**An IT Capability** is a high level term that describes the ability of IT

*Example*

**Vestas**

Classification: Confidential

**Business capability**

-a powerful suitcase of potential

**Exterior**

- showcases the aspirations and goals.
- reveals what to achieve and how far to go.

**Inside:**

- reveals essential tools and resources.
- includes processes, data, systems, organizational structures, and assets.
- their purpose is to turn ambitions into reality.

**Primary Characteristics and Design Principles for capabilities.**

Characteristics	Basic Design Principles
• Not an organizational structure design tool	• L1 - Capability group
• Capability represented as a noun	• L2 - Capability group
• Product Development + Capability, Delivery, Production + Process	• L3 - L4 - Capability
• Relatively stable and fixed	• Capability is unique - only exists once
• Must comply in delivery with design 011 flow	• Max 10 L3 for each L2 set
• L1 and L2 are necessary components	• Capabilities are the fundamental 011 flow L1 & L2 capabilities
	• L1 - Enterprise management
	• L2 - Operating Management/Manufacturing
	• L3 - Business Management/Competition

**Vestas**

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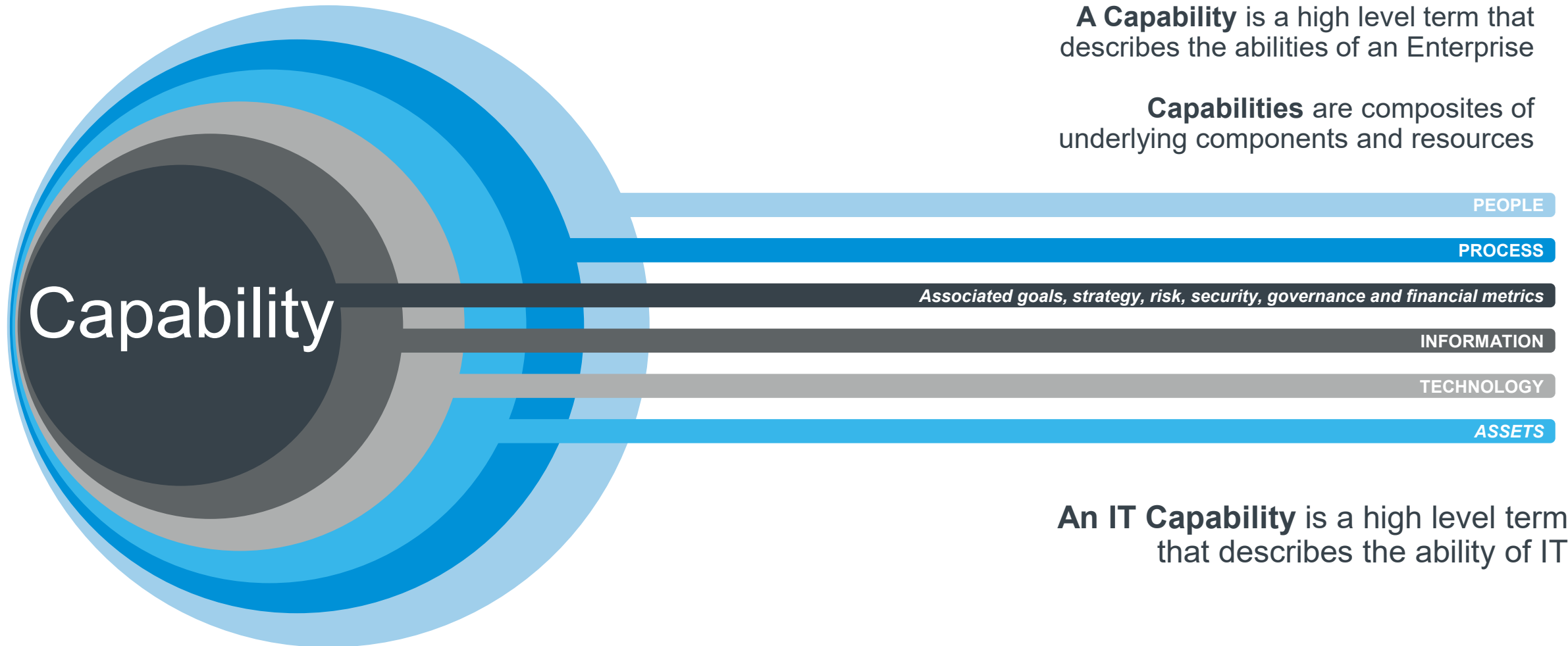
# What is

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# Business capability

-a powerful suitcase of potential



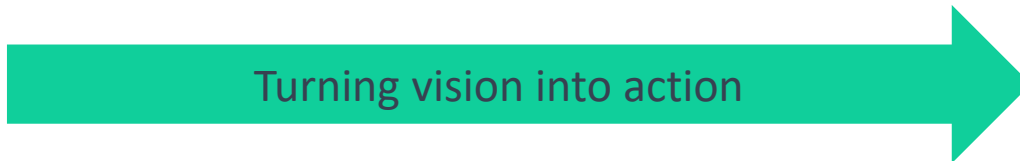
## Exterior

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## Inside:

- reveals essential tools and resources.
- includes processes, data, systems, organizational structures, and assets.
- their purpose is to turn ambitions into reality.



Primary Characteristics and Design Principles for capabilities.

### Characteristics

- It's not an organizational structure (might look similar)
- Capability expressed as a noun
  - (Product Development = Capability, Develop Product = Process)
- Remains static over time
  - (Major shifts in strategy will change the map)
- L1 and L2 are enterprise governed.

### Basic Design Principle

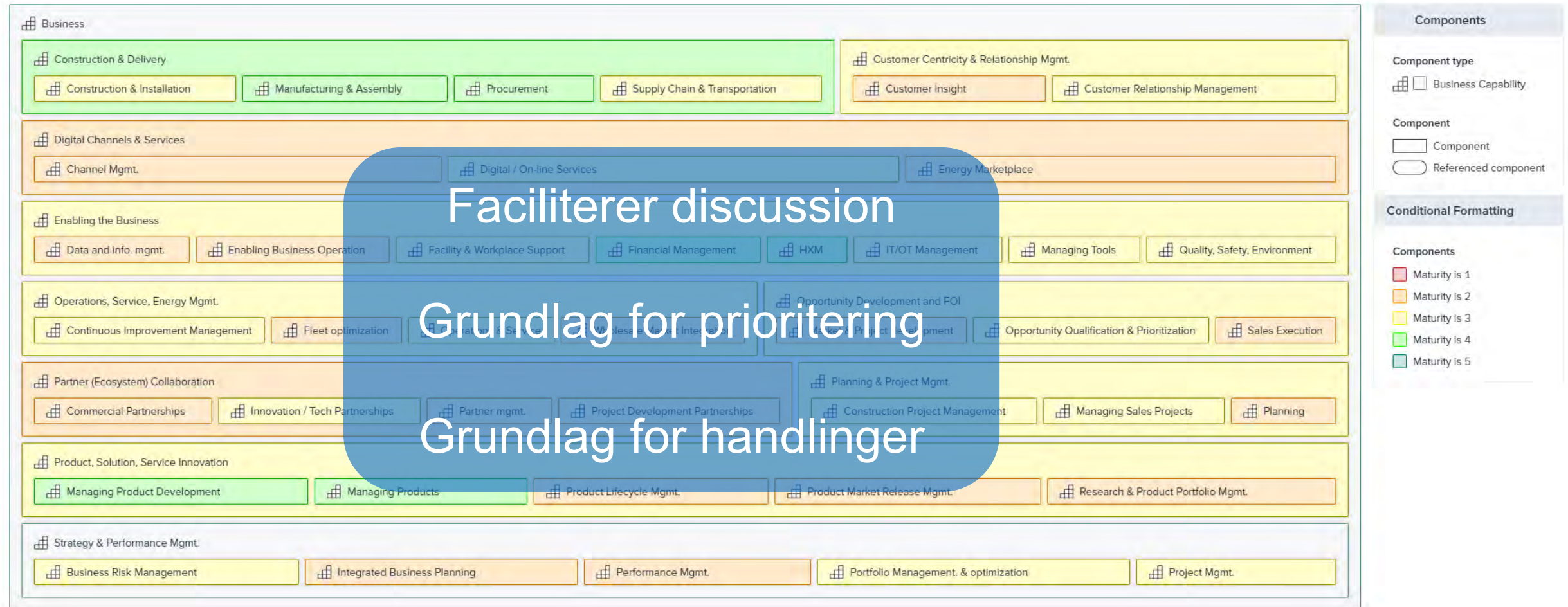
- L1 = Capability group
- L2 = Capability group
- L3 - L5 = Capabilities
- Capability is unique - only exists once
- Max 10-12 L4 for each L3 etc.
- Lowest level can be specialized if there is a huge variation.
- L4 Inventory management
  - L5 - Inventory Management Manufacturing
  - L5 - Inventory Management Construction

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Vestas

# Hvor langt er vi kommet på rejsen

- Første heatmaps på kapabiliteter til rådighed



# Primær læring – Vær præcis

## Budskab:

- **Klarhed:** Et tydeligt og forståeligt budskab.
- **Nøjagtighed:** Ingen tvetydighed eller unødvendige detaljer.

## Modtager:

- **Forståelse:** Tilpas kommunikationen til målgruppen.
- **Feedback:** Aktiv lytning og opfølgning.

## Formål:

- **Måltethed:** Kommuniker for at opnå specifikke mål.
- **Relevans:** Gør det meningsfuldt for modtageren.

Præcis kommunikation styrker forbindelsen mellem afsender og modtager. Det eliminerer forvirring, reducerer misforståelser og øger chancerne for at opnå ønskede resultater.



# Tak for I lyttede

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# Vestas Wind Systems A/S

## Nogle få udvalgte fakta

**Our core business**

<p><b>Onshore</b></p> <p>Undisputed market leader within the onshore wind market.</p>	<p><b>Offshore</b></p> <p>New technology platform in place to become a market leader.</p>	<p><b>Service</b></p> <p>Undisputed market leader with pioneering solar and customer service onshore and offshore.</p>	<p><b>Development</b></p> <p>Unique presence and knowledge drives growing pipeline of attractive, undiscovered wind projects.</p>
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**Technology evolution from 30 KW to 15 MW**

40 homes      20,000 homes

Year	Capacity (MW)	Equivalent Homes
1991	0.03	40
1992	0.04	53
1993	0.05	67
1994	0.06	80
1995	0.07	93
1996	0.08	107
1997	0.09	120
1998	0.10	133
1999	0.11	147
2000	0.12	160
2001	0.13	173
2002	0.14	187
2003	0.15	200
2004	0.16	213
2005	0.17	227
2006	0.18	240
2007	0.19	253
2008	0.20	267
2009	0.21	280
2010	0.22	293
2011	0.23	307
2012	0.24	320
2013	0.25	333
2014	0.26	347
2015	0.27	360
2016	0.28	373
2017	0.29	387
2018	0.30	400
2019	0.31	413
2020	0.32	427
2021	0.33	440
2022	0.34	453
2023	0.35	467
2024	0.36	480
2025	0.37	493
2026	0.38	507
2027	0.39	520
2028	0.40	533
2029	0.41	547
2030	0.42	560

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**Wind turbine platforms for every segment**

<p><b>Onshore</b></p> <p><b>2MW Platform</b></p> <p>57+ GW Installed since 2010</p>	<p><b>Offshore</b></p> <p><b>4MW Platform</b></p> <p>66+ GW Installed since 2011</p>	<p><b>Offshore</b></p> <p><b>EnVentus™ Platform</b></p> <p>10+ GW Installed since 2014</p>	<p><b>Offshore</b></p> <p><b>9MW Platform</b></p> <p>6+ GW Installed since 2014</p>	<p><b>Offshore</b></p> <p><b>V236-15.0MW</b></p> <p>12+ GW PSAs</p>
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**Wind Flow**

Vestas monitors the wind flow across the globe

How do we know where the wind blows harder?

The wind blows differently in every part of the world because of the rotation of the earth and due to the irregularities of the landscape, which modify the wind flow. In order to know the range of speeds and the direction of the wind in a certain area, Vestas' scientific team takes millions of observations of the atmosphere every day across the world.

Wind Speed (m/s) Vestas Climate Library

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- billions** of calculations per second are done by Vestas' Super Computer, facilitating the precision of our site planning.
- 3 m/s** Speed from which a wind turbine can start to generate electricity.

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**Optimising the production of wind energy**

Vestas Wind Turbines have sensors that allow us to monitor their production. Vestas processes the data from more than 50 million sensors placed in wind turbines connected to the grid.

With this information it is possible to:

- forecast if the turbine will have a technical problem before it actually happens.
- monitor the energy production at all times.
- design better innovative products.

**+50** Million sensors from connected wind turbines

Information flow in Vestas

Classification: Confidential

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## Offshore

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New technology platform in place to become a market leader



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Undisputed market leader with expanding scale and capabilities servicing onshore and offshore



## Development

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Unique presence and knowledge drives growing pipeline of attractive, undiscovered wind projects

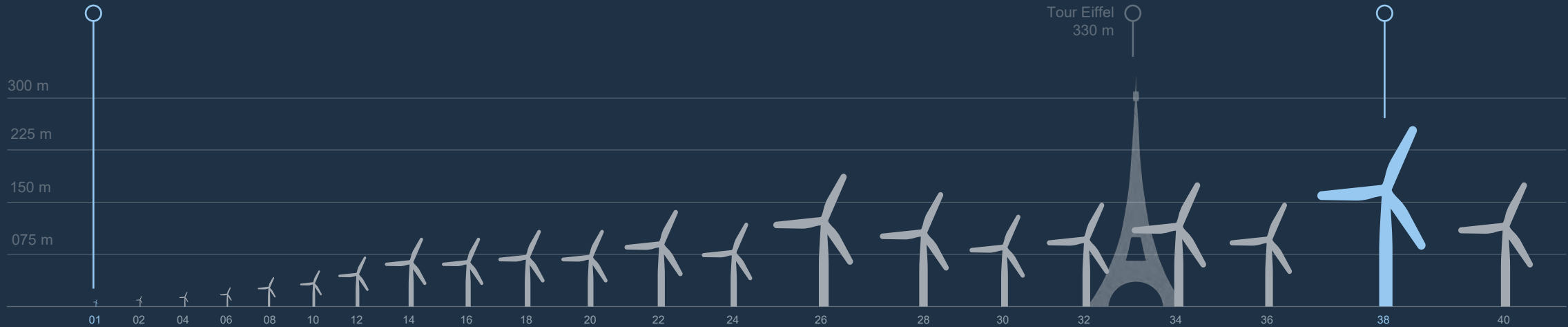




# Technology evolution from 30 KW to 15 MW

40 homes

20,000 homes



Households powered assumes turbine operating at max capacity and powering an average European household  
Tower height varies depending on site

01	1979	V10-30 KW	08	1991/95	V39-500 KW*	15	2003	V82-1.62 MW	22	2013	V126-3.3 MW	29	2017	V116-2.0 MW	36	2022	V136-4.5 MW
02	1981	V15-55 KW	09	1995	V44-600 KW	16	2004	V90-2.0 MW	23	2014	V105-3.3 MW	30	2017	V120-2.2 MW	37	2022	V150-4.5 MW
03	1984	V17-75 KW	10	1997	V47-660 KW	17	2009	V100-1.8 MW	24	2014	V110-2.0 MW	31	2019	V117-4.2 MW	38	2022	V236-15.0 MW**
04	1986	V19-90 KW	11	2000	V52-850 KW	18	2009	V100-2.6 MW	25	2014	V164-8.0/9.5/10.0 MW**	32	2019	V136-4.2 MW	39	2023	V162-7.2 MW
05	1987	V20-100 KW	12	1999	V66-1.75 MW	19	2010/13	V112-3.0 MW*	26	2014	V174-9.5 MW**	33	2020	V150-6.0 MW	40	2023	V163-4.5 MW
06	1988	V25-200 KW	13	2000/02	V80-2.0 MW*	20	2013	V100-2.0 MW	27	2015	V136-3.45 MW	34	2020	V162-6.2 MW	41	2024	V172-7.2 MW
07	1989	V27-225 KW	14	2002/05	V90-3.0 MW*	21	2013	V117-3.3 MW	28	2017	V150-4.2 MW	35	2021	V155-3.3/3.6 MW			

Year of prototype  
\* Onshore/Offshore turbine  
\*\* Offshore turbine

# Wind turbine platforms for every segment

## Onshore



### 2MW Platform

57+ GW  
Installed since 2000

**Turbines**  
V90-2.0 MW®  
V100-2.0 MW®  
V110-2.0 MW®  
V120-2.2 MW®



### 4MW Platform

66+ GW  
Installed since 2010

**Turbines**  
V112-3.45 MW®      V136-4.2 MW™  
V117-3.45 MW®      V150-4.2 MW™  
V126-3.45 MW®      V136-4.5 MW™  
V105-3.45 MW™      V150-4.5 MW™  
V117-4.2 MW™      V155-3.6 MW™  
V136-4.45 MW®      V163-4.5 MW™



### EnVentus™ Platform

10+ GW  
Firm order intake

**Turbines**  
V150-6.0 MW™  
V162-7.2 MW™  
V162-6.8 MW™  
V172-7.2 MW™

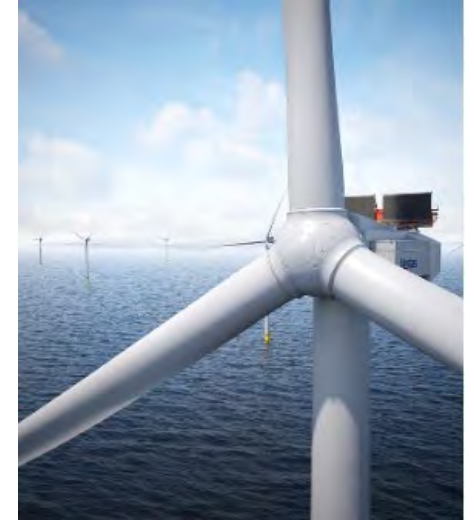
## Offshore



### 9MW Platform

6+ GW  
Installed since 2014

**Turbines**  
V164- 9.5 MW™  
V164- 10.0 MW™  
V174- 9.5 MW™



### V236-15.0MW

12+ GW  
PSAs

**Turbines**  
V236-15.0 MW™

# Wind turbine platforms for every segment





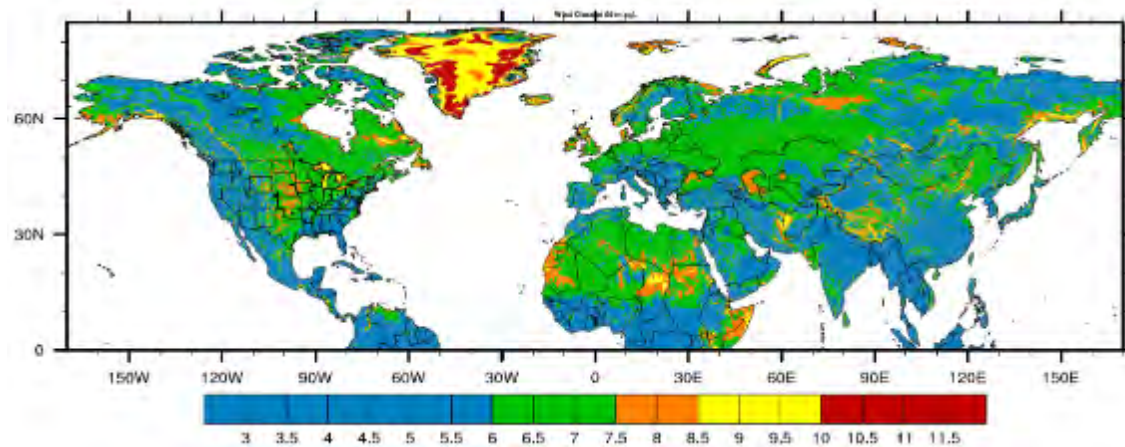
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**billions**

of calculations per second are done by **Vestas' Super Computer**, facilitating the precision of our sites' planning

**3 m/s**

**Speed** from which a wind turbine can start to **generate electricity**

# Optimising the production of wind energy

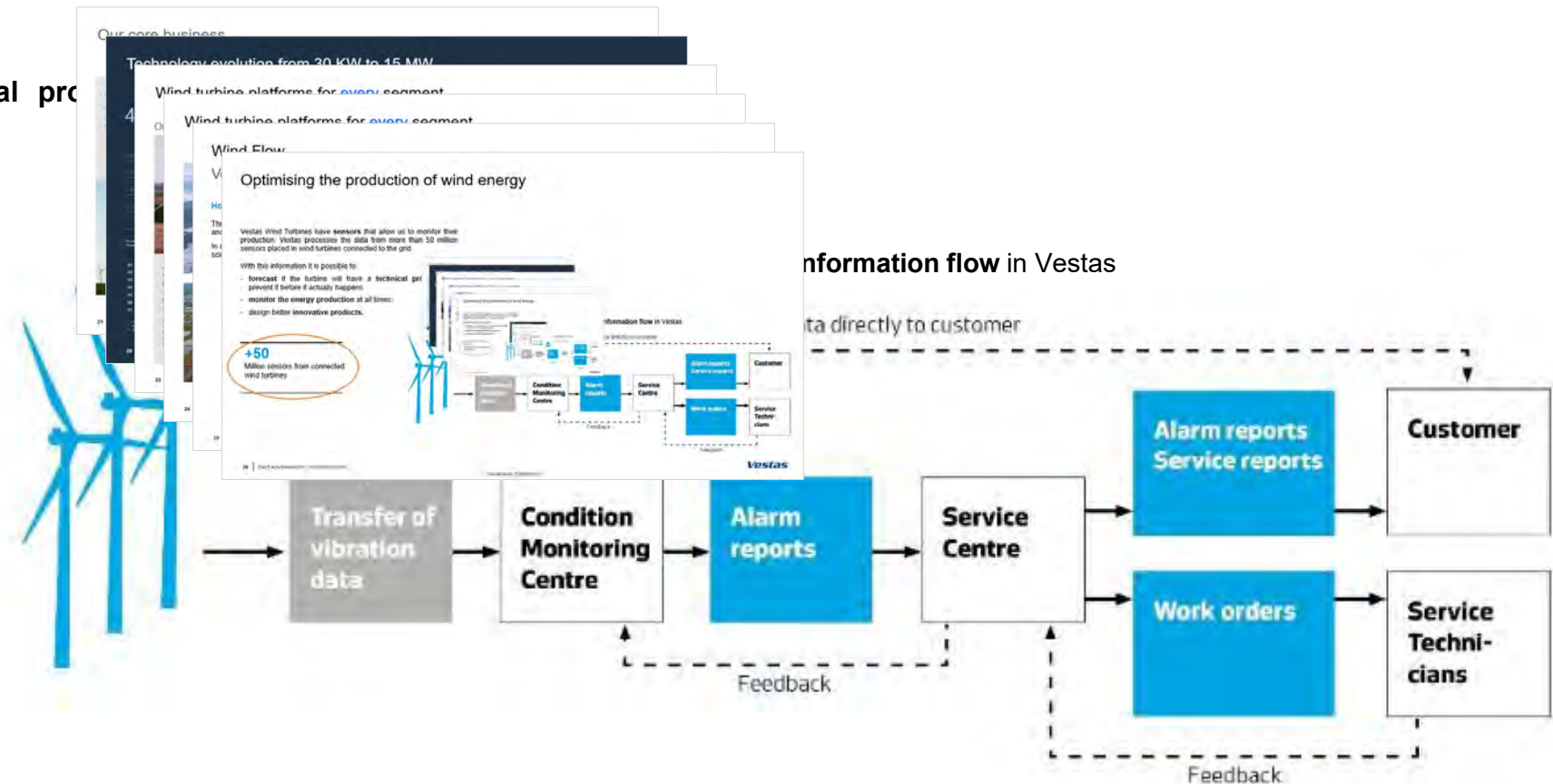
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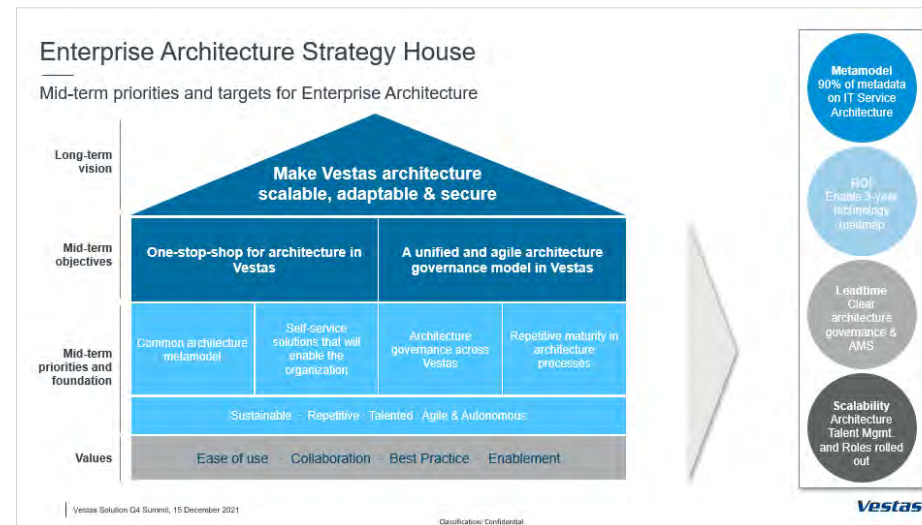
Enterprise Architecture – Who are we?

Located in Digital Solutions | Digital Technology Architecture in DTS

3 in 2019  
3rd restart of Enterprise architecture

**The EA Team**

Eugene Lyon Pottenger VP, Digital Technology Architecture	Benny Pedersen Head of EA CoE & Governance	Rasmus Stenholm Lead Sr. Enterprise Architect	Lars Ekholm Enterprise Architect
Rajat Yadav Enterprise Architect	Carimen Dinca Enterprise Architect	Allan Lund Dam Enterprise Architect	Lasse Hedegaard Jensen Associate Enterprise Architect
Louise Kubel Associate Project Manager	Manoj Jayaruben Specialist Feasibility & PoC Mgmt	Ninna Jacobsen Associate Project Manager	Lara Maria Runkel Change Manager
Brian Juliusen Solution Architect	Christian Stokholm Poulsen Enterprise Data Architect		





# Enterprise Architecture – Who are we?

Located in Digital Solutions | Digital Technology Architecture in DTS

3 in 2019

3rd restart of Enterprise architecture

## The EA Team



**Eugene Lyon Pottenger**  
VP, Digital Technology Architecture



**Benny Pedersen**  
Head of EA CoE & Governance



**Rasmus Stenholm**  
Lead Sr. Enterprise Architect



**Lars Ekholm**  
Enterprise Architect



**Rajat Yadav**  
Enterprise Architect



**Carmen Dincu**  
Enterprise Architect



**Allan Lund Dam**  
Enterprise Architect



**Lasse Hedegaard Jensen**  
Associate Enterprise Architect



**Louise Kubel**  
Associate Project Manager



**Manoj Jayaruben**  
Specialist Feasibility & PoC Mgmt



**Ninna Jacobsen**  
Associate Project Manager



**Lara Maria Runkel**  
Change Manager



**Brian Juliussen**  
Solution Architect

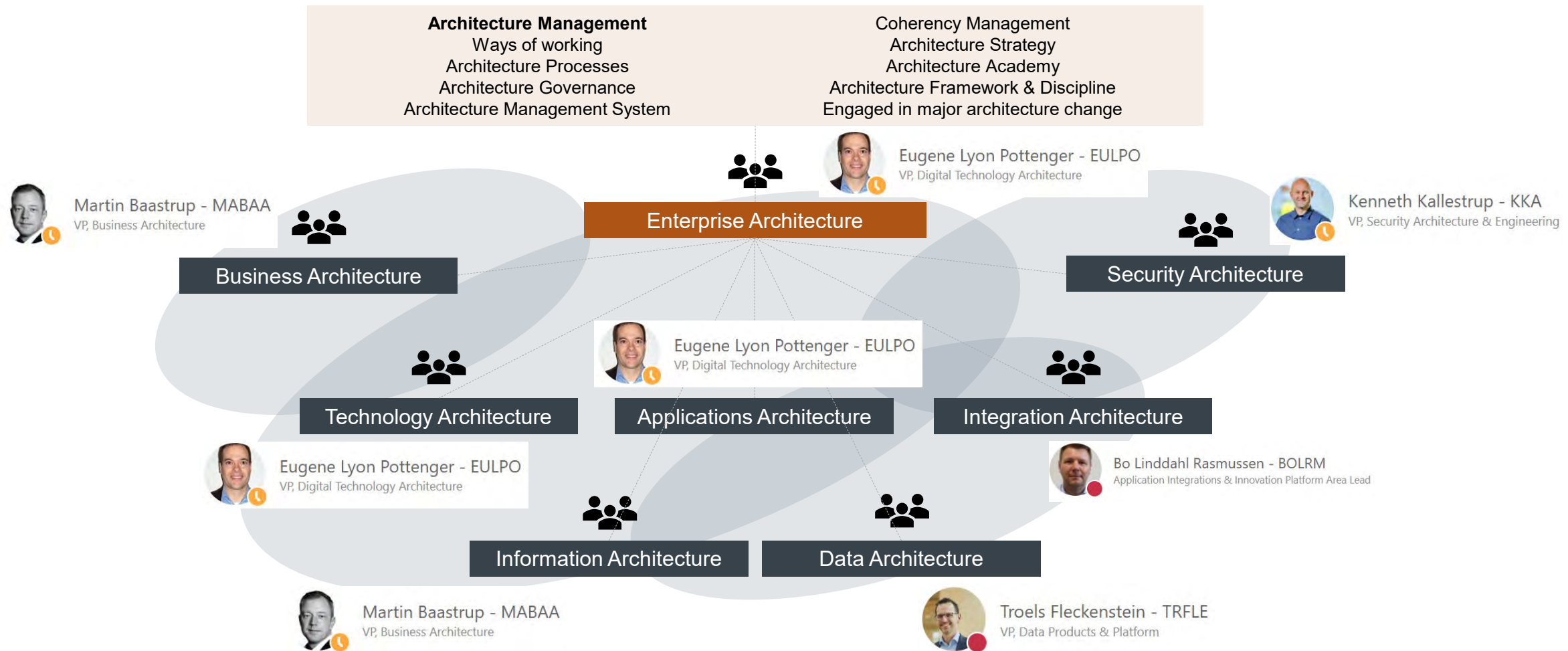


**Christian Stokholm Poulsen**  
Enterprise Data Architect



# Enterprise Architecture | The Bridge Builders

With last reorganisation 2023 – Architecture really got on the map.



# Core Enterprise Architecture Themes (2023-2025)

## Business & IT planning

Integrated Planning, Business & Digital Capability Management, Vision and strategy

## Managing & Scaling Architecture

Talent Mgmt & Architecture Academy, Work Management & EA Planning

A

### Information & Data Architecture

Data Architecture Landscape & Heatmap  
Conceptual Information and Data Landscapes

B

### Enterprise Security Architecture

Cybersecurity Referencemodel  
Engage with cyberprogram  
Enable cyber security strategy

C

### IT Service and Application Landscape Architecture

Application Portfolio Management  
Application/Asset Lifecycle Management & TIME models  
S/4HANA

D

### Digital Platform & Cloud Architecture

Digital platform architecture and operating model  
Integration Architecture Principles

E

### Infrastructure and Operations Architecture

I&O strategy  
CMDB 2.0  
DevOps toolchain

F

### Target Architecture & Strategic Change

North Star  
Technology Strategy work  
Strategic initiatives & focus areas  
Strategy development for key domains

## Architecture Governance

Architecture Review Board & Communities, Architecture Roles & Responsibilities, Operating Model for Digital

## Architecture Processes

Project Engagement, Asset Portfolio and Lifecycle Management, Strategy Processes & Architecture Compliance Processes

## Architecture Management System

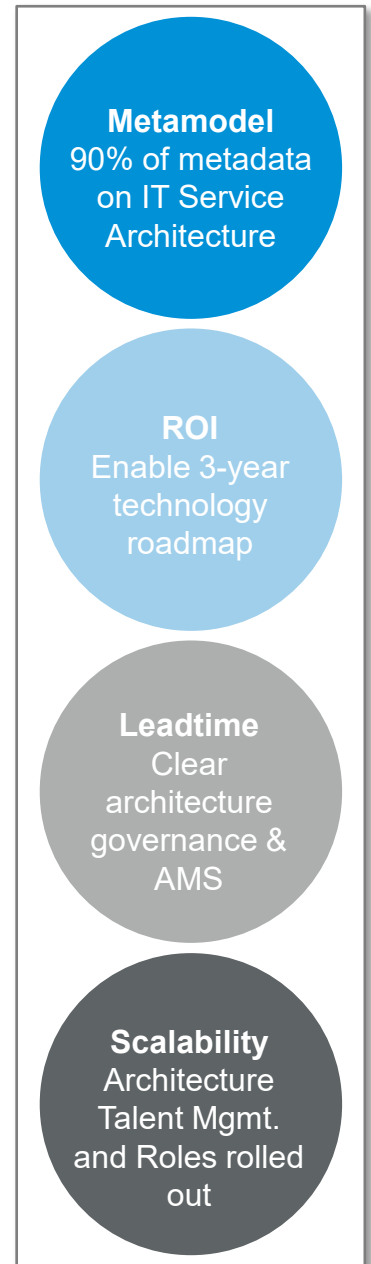
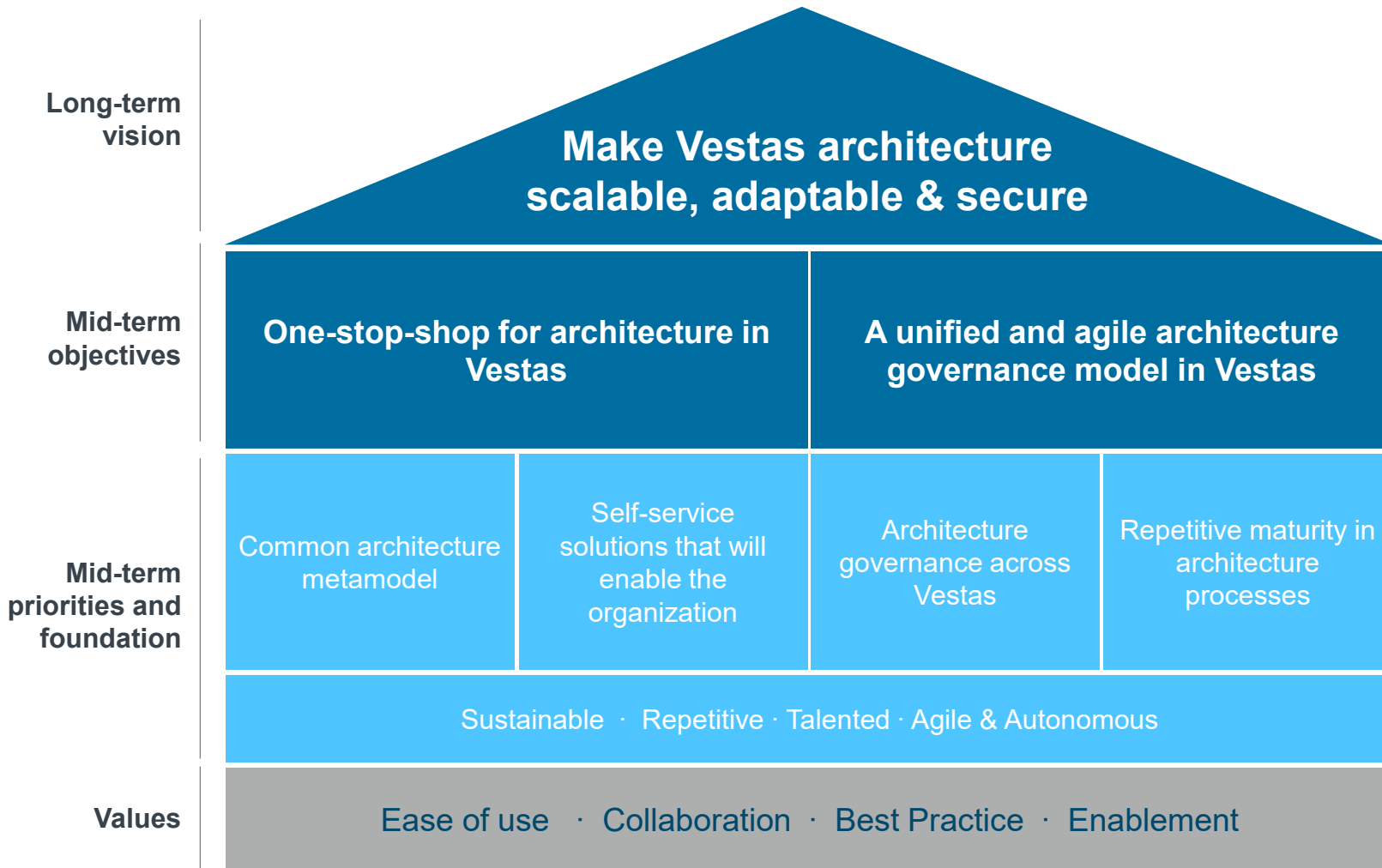
New Architecture Management System & Automate Architecture Processes

## Engagement & Communication

Ensure implementation of deliverables, storytelling, raise the expectations

# Enterprise Architecture Strategy House

Mid-term priorities and targets for Enterprise Architecture







# Presentation title in three lines

11 October 2023