blueprint

Top 10 Things about Business Architecture

Less Risk – Better Results

Webinar
OBJECTIVES

Intended to:

- Explain why bother doing business architecture

- Describe business architecture as a complementary and supporting methodology to analysis deliverables

- Demonstrate some cool tools PM's and Business Analysts could use

- Show you how to be a Hero to your Business, Developers, Testers and Customer

- Provide a description of value

Not intended to:

- Be a detailed discussion on the use of tools and techniques
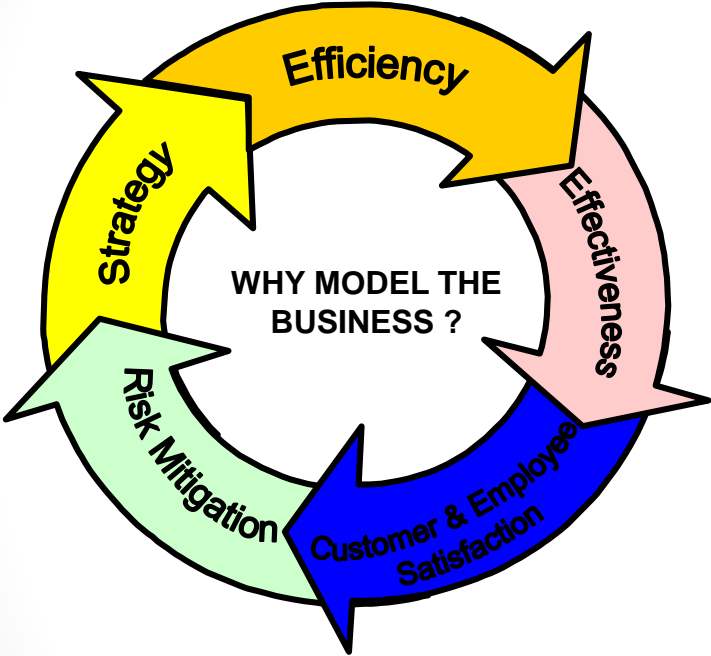
- Represent courseware

Why?
Innovation Challenge

> " Current environment doesn't allow us to be truly innovative. Much of the work is recreated. "

- **Business Objectives:** Alignment to the driver behind the investment

- **Scope:** Completeness check

- **Plan:** Understand all business impact, risk, dependencies & stakeholders

- **Execute :** be agile, accelerate, reuse with the ability to focus on the net new

Business Architecture Purpose

WHY MODEL THE BUSINESS ?

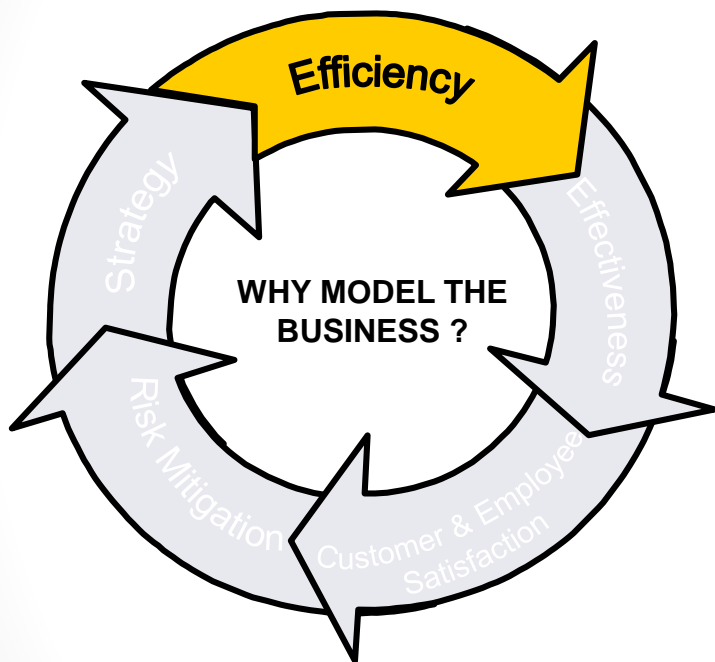Efficiency · Effectiveness · Customer & Employee Satisfaction · Risk Mitigation · Strategy

To provide a holistic ability through the provision of models, methods and standards as the optimal enabler to deliver on business objectives and translate business strategies into appropriate solutions.

4

Business Architecture Purpose

WHY MODEL THE BUSINESS ?

- Efficiency
- Strategy
- Effectiveness
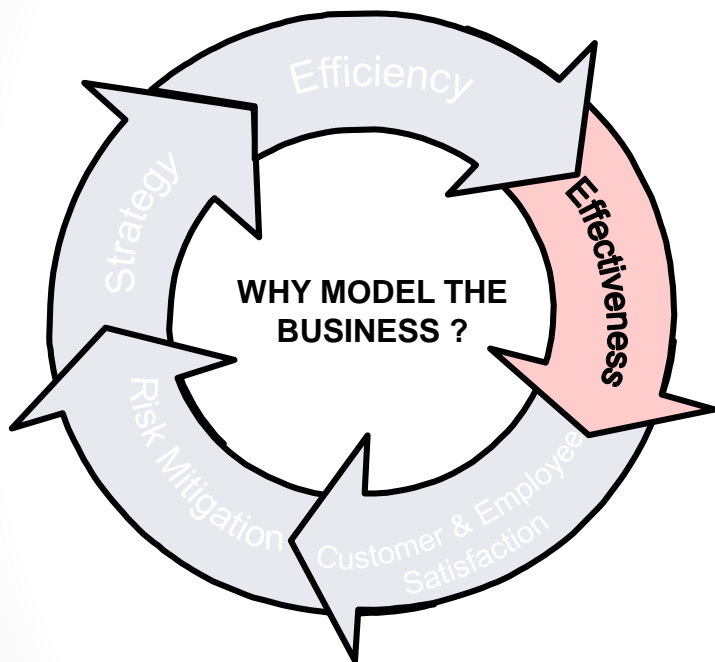- Risk Mitigation
- Customer & Employee Satisfaction

- Expose reuse opportunities which will result in reduced cost & accelerated project delivery

- Put in place practices & models to help managers be more efficient in planning & decision making

- Introduce standards to develop common processes to normalize business

- Discover & validate business requirements through process design

Business Architecture Purpose

WHY MODEL THE BUSINESS ?

Efficiency

Strategy

Effectiveness

Risk Mitigation
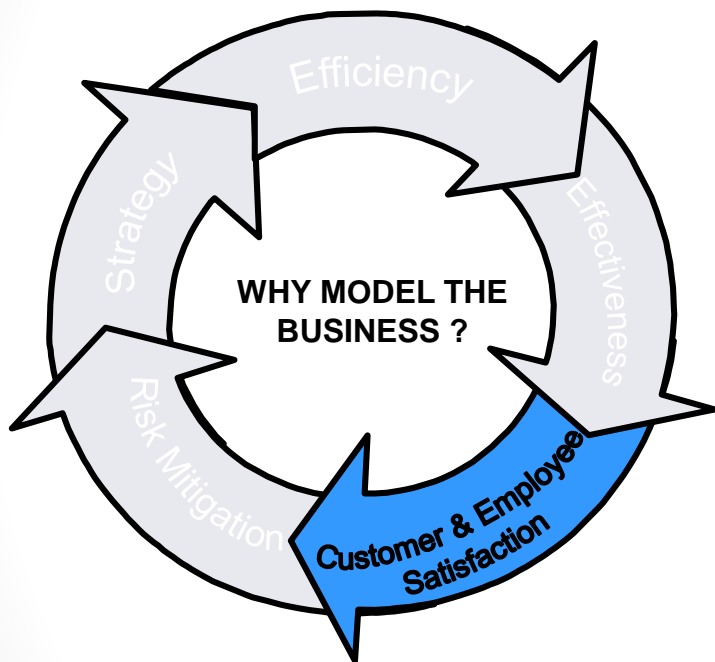
Customer & Employee Satisfaction

- Introduce standards and govern compliance

- Focus on the right projects

- Provide better Stakeholder clarity

- Define process dependencies, context and points of integration

- Manage knowledge as an asset by creating an Enterprise library of business content

Business Architecture Purpose

The circular diagram contains the center label **WHY MODEL THE BUSINESS ?** surrounded by arrows labeled Efficiency, Effectiveness, Customer & Employee Satisfaction, Risk Mitigation, and Strategy.
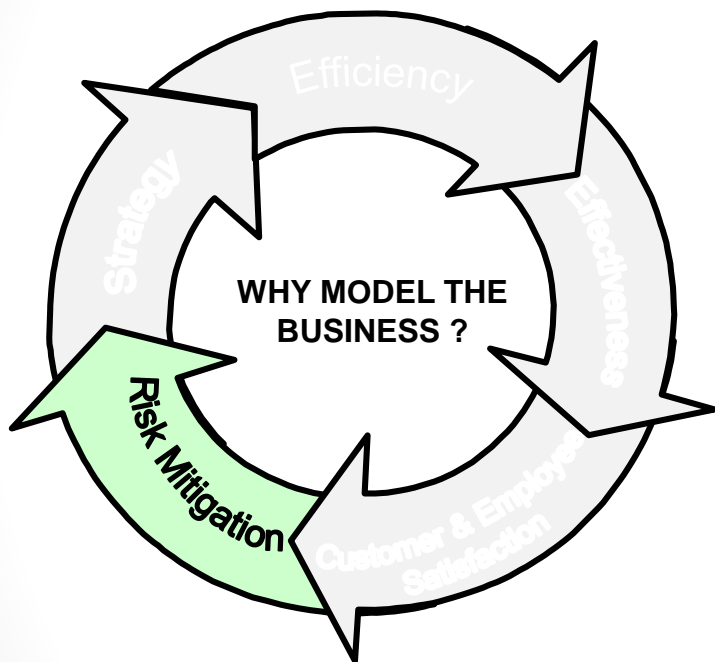
- Introduce competitive strategy value disciplines, such as customer intimacy, and create a consistent experience for the customer regardless of channel or product

- Provide solutions which focus employees on providing responsive service to clients and not the technology

Business Architecture Purpose

WHY MODEL THE BUSINESS ?

Strategy

Efficiency

Effectiveness

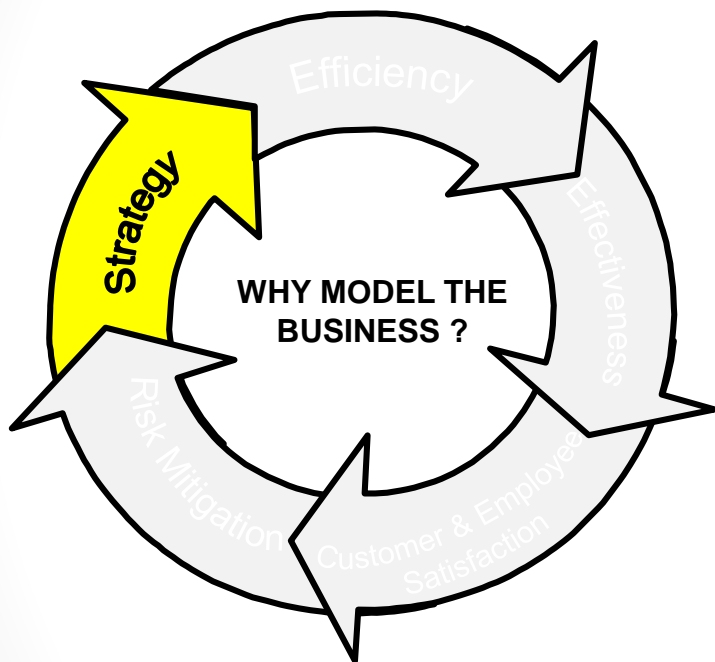Customer & Employee Satisfaction

Risk Mitigation

- Manage risk by identifying a complete picture of business impact and business readiness

- Minimize development risk by clearer articulation of business objectives, requirements and desired outcomes

- Establish a Design Governance forum ensuring traceability into delivery

Business Architecture Purpose

WHY MODEL THE BUSINESS ?

Strategy · Efficiency · Effectiveness · Customer & Employee Satisfaction · Risk Mitigation

- Engage and design business architecture principles to drive organizational behavior to support future state business design built on concepts of reusability

- Ensure strategy alignment is at the fore when projects are being negotiated for funding

- Harvest operational intellectual property into a knowledge base

- Cross-Enterprise Leverage
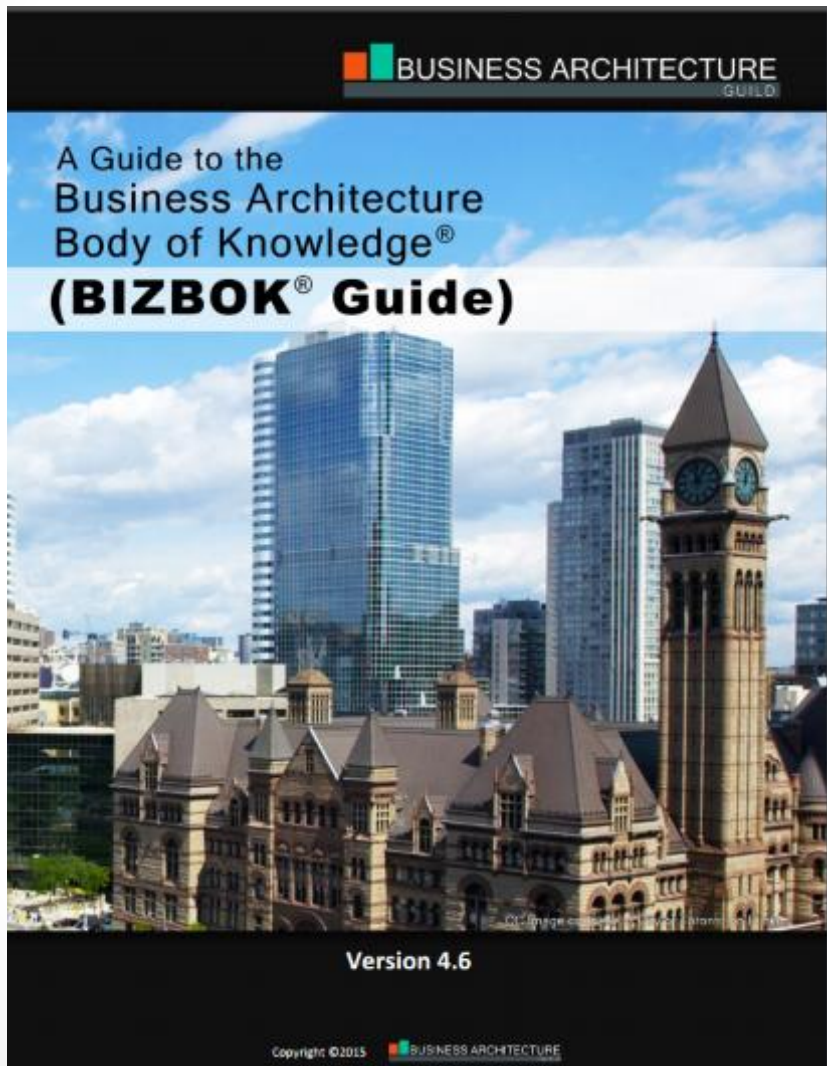
What is Business Architecture

Business Architecture Book of Knowledge (BIZBOK™)

A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands.
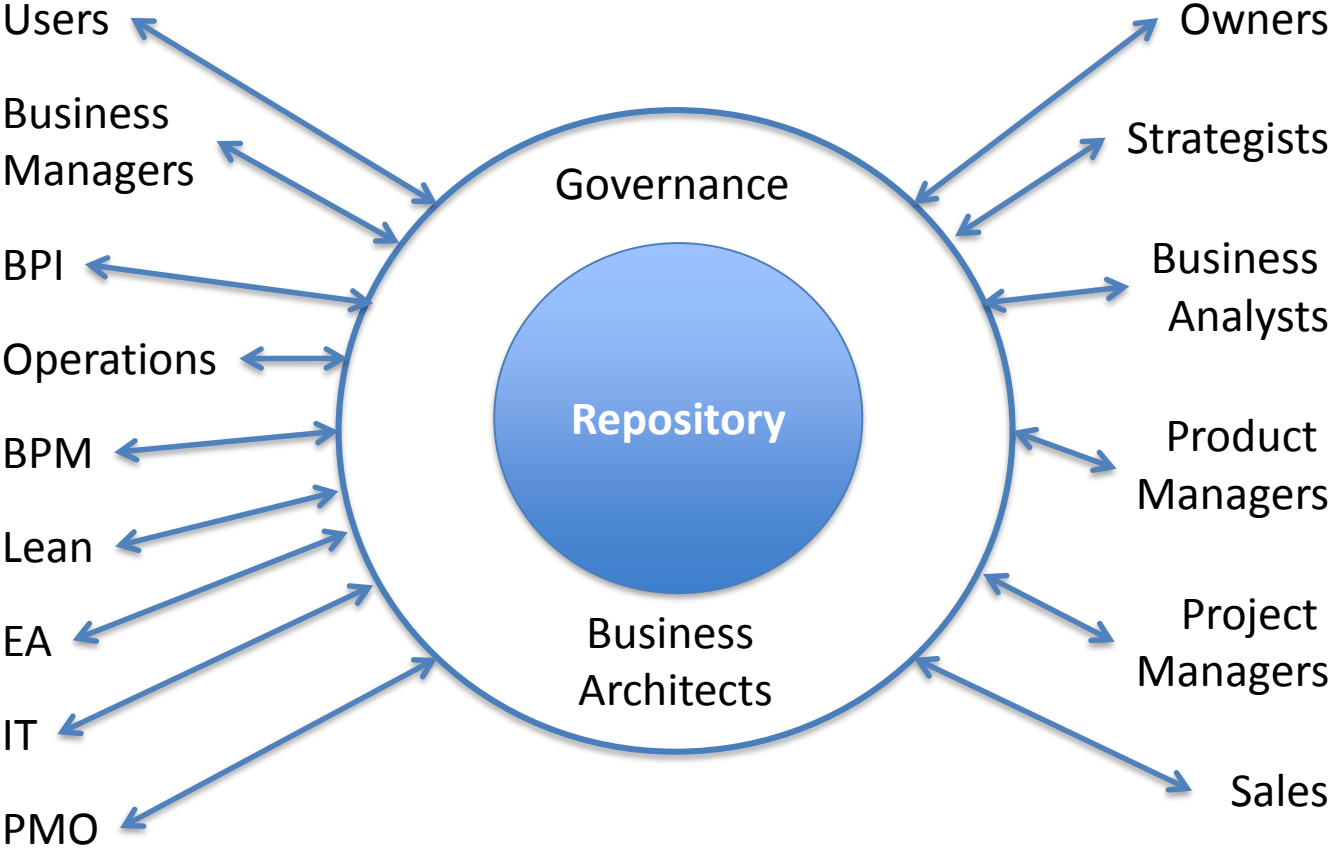
Business Architecture Practice

A Guide to the
Business Architecture
Body of Knowledge®
(BIZBOK® Guide)

Version 4.6

- The BIZBOK™ provides direction today where very little has been available

- Over 1000 active practitioners are contributing

How does it fit?
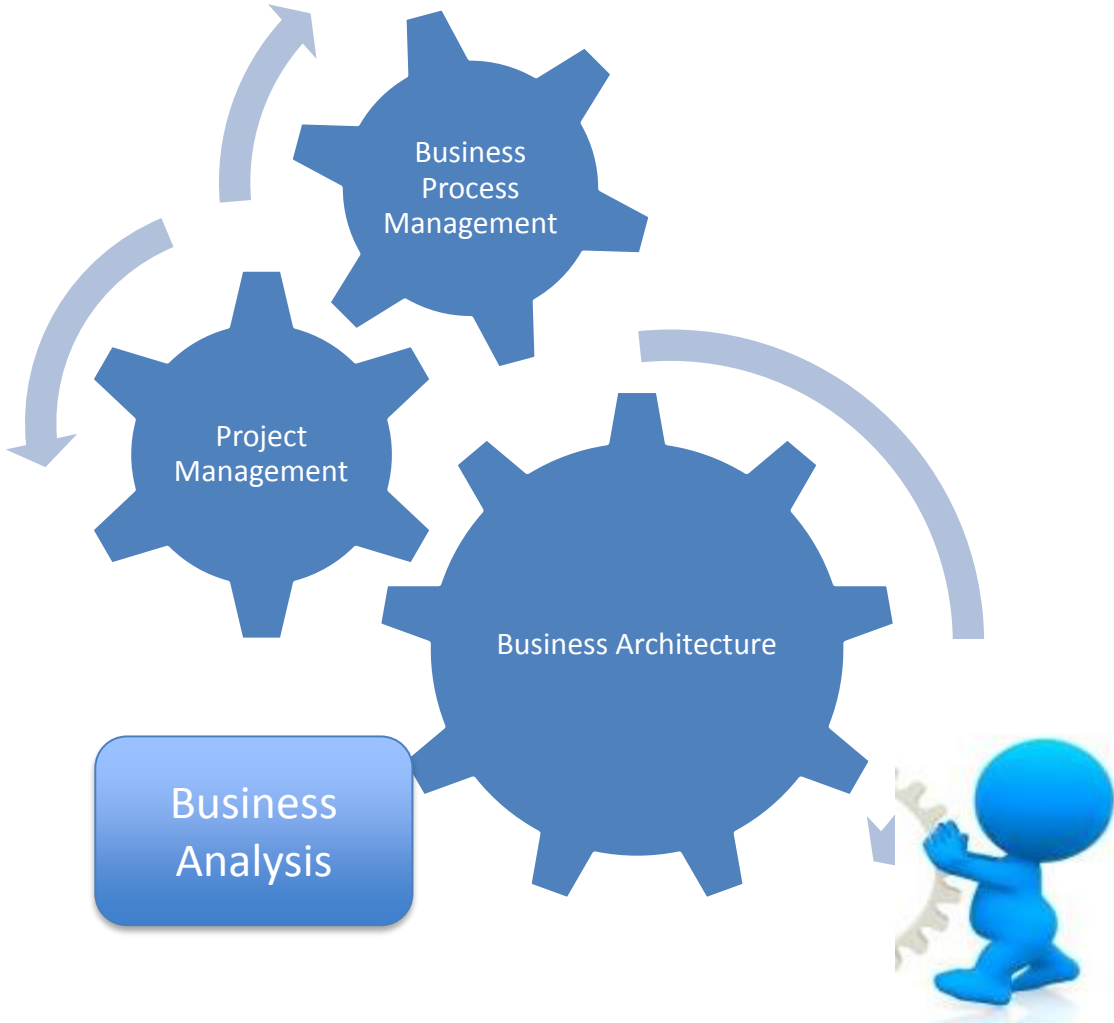
Complementary Methods

Business Process Management

Project Management

Business Architecture

Business Analysis

Complementary Methods

BCPBOK

Business Process Management

PMBOK

BIZBOK

Project Management

TOGAF

Business Architecture

ZACHMAN

BABOK

Business Analysis
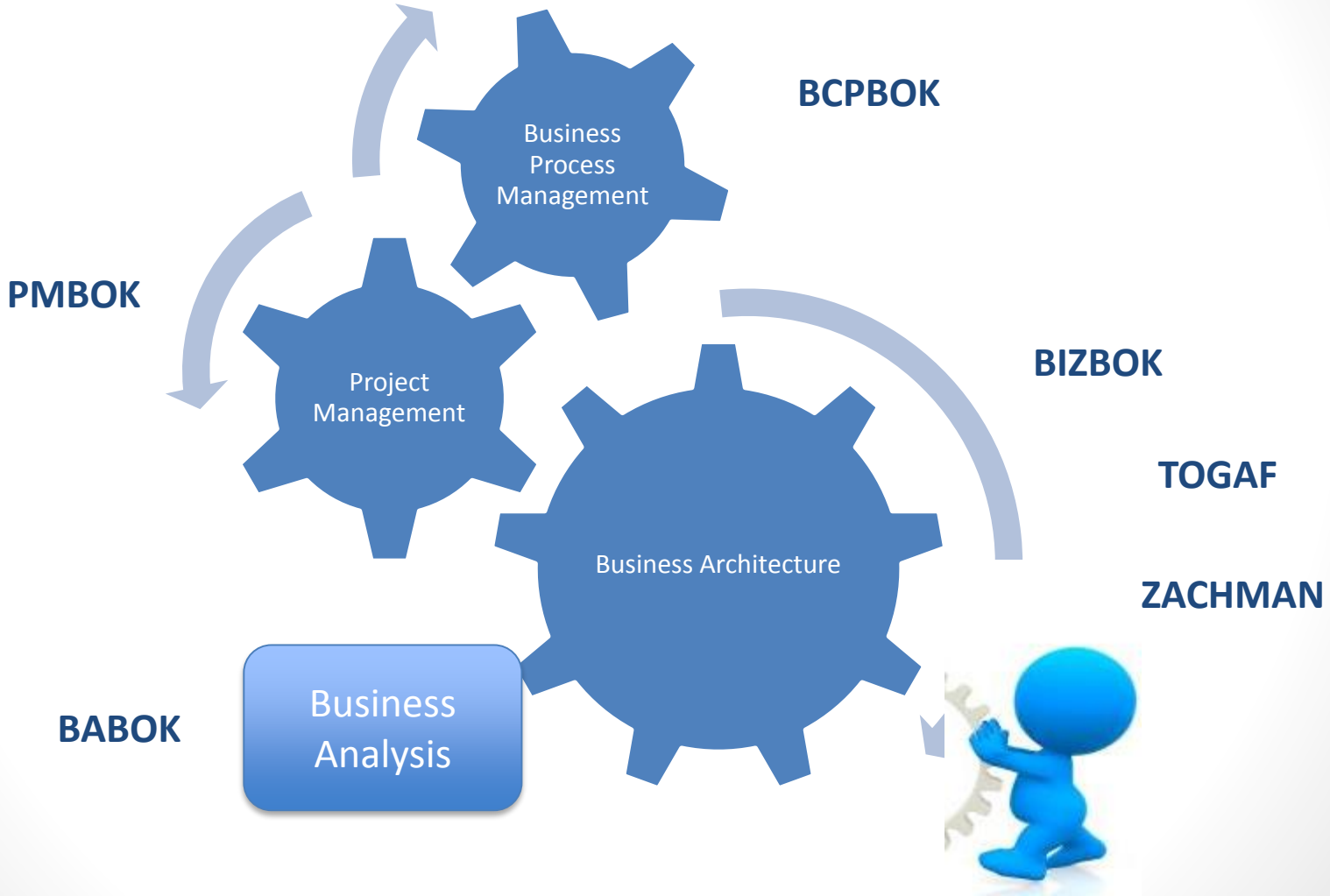
Views & Viewpoints

Each Stakeholder will have a different viewpoint, based on their concerns, and therefore business architecture produces different views of the models to satisfy or inform the stakeholder

Discussion

1. *Participate in Business Planning*

2. *Design and deliver Business Solutions not just IT Systems*

3. *Align Strategy and Change (Capital Investment)*

4. *Stabilize Scope and Context - CPPOLDAT*

5. *Reuse. Don't start from scratch*

6. *Raise the game*

7. *Use Standards - package with a yellow ribbon*

8. *Be a hero to Development Teams*

9. *Be a hero to the Testing Teams*

10. *Embrace your inner Business Architect*

1. Participate in Business Planning

How??

What can we participate on?

- Align multiple change programmes
- Capability performance to drive investment
- Transformation, Lean initiatives, offshoring etc..
- Methodology to standardize and reuse
- Clear business requirements, business readiness

Why should we have it??

- Raised Customer expectations
- Value of BizArch to business planning & cost control
- Traceability from intent to outcome
- Resource constraints
- "Single version of the Truth"
- Process & Methods integration

Business Architecture can identify the most critical areas of opportunity, analyze them consistently, model them clearly, manage, measure and control them in the context of end to end change management practices.
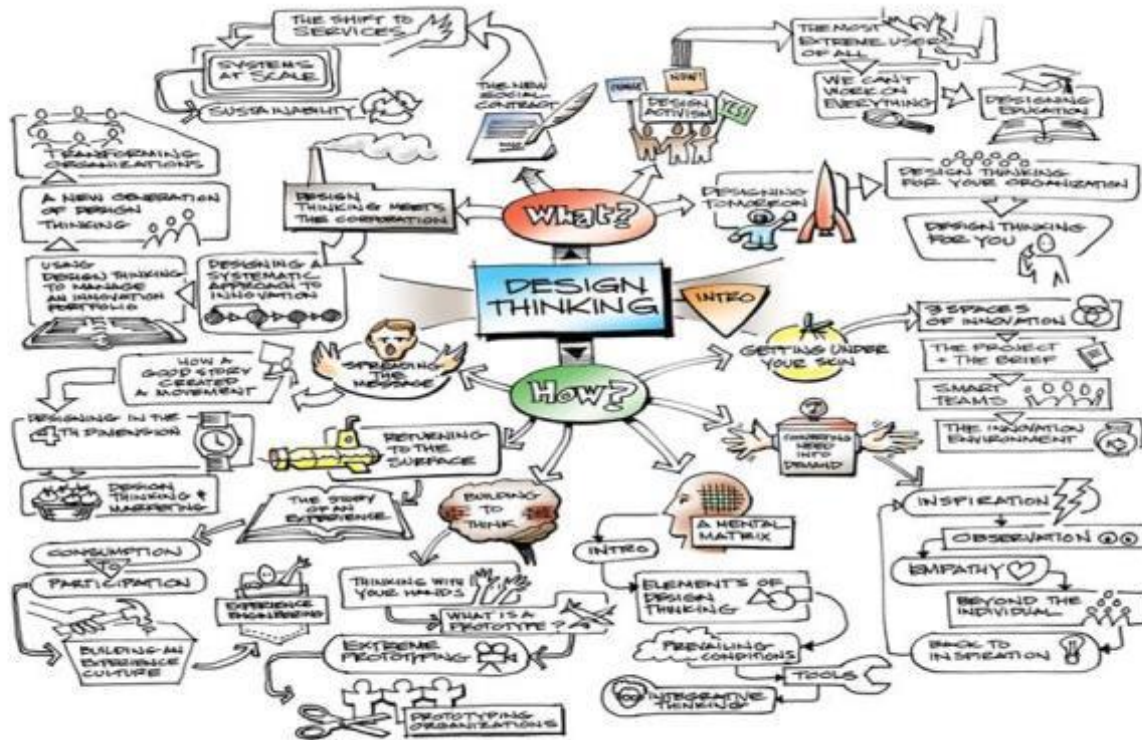
Open the Opportunities

| | | **CAPABILITY MODEL** | | |
| | | *ILLUSTRATIVE* | | |

- High maturity organizations have a clear linkage between Business architecture, strategic goals, and performance management

- These organizations also have a feedback loop which helps measure the progress towards objectives

- This feedback loop will also inform the next iteration of business strategy and architecture.

2. *Design and deliver Business Solutions not just IT Systems*

Blueprinting - Model

Deconstructing the business architecture – foundational model types

Blueprinting - Model

Deconstructing the business architecture – foundational model types

Each Capability is underpinned by a number of Business Functions

Each Function is in turn supported by a range of Business Processes

Each process collaborates across a set of activities and tasks to complete the business objective

Blueprinting - Model
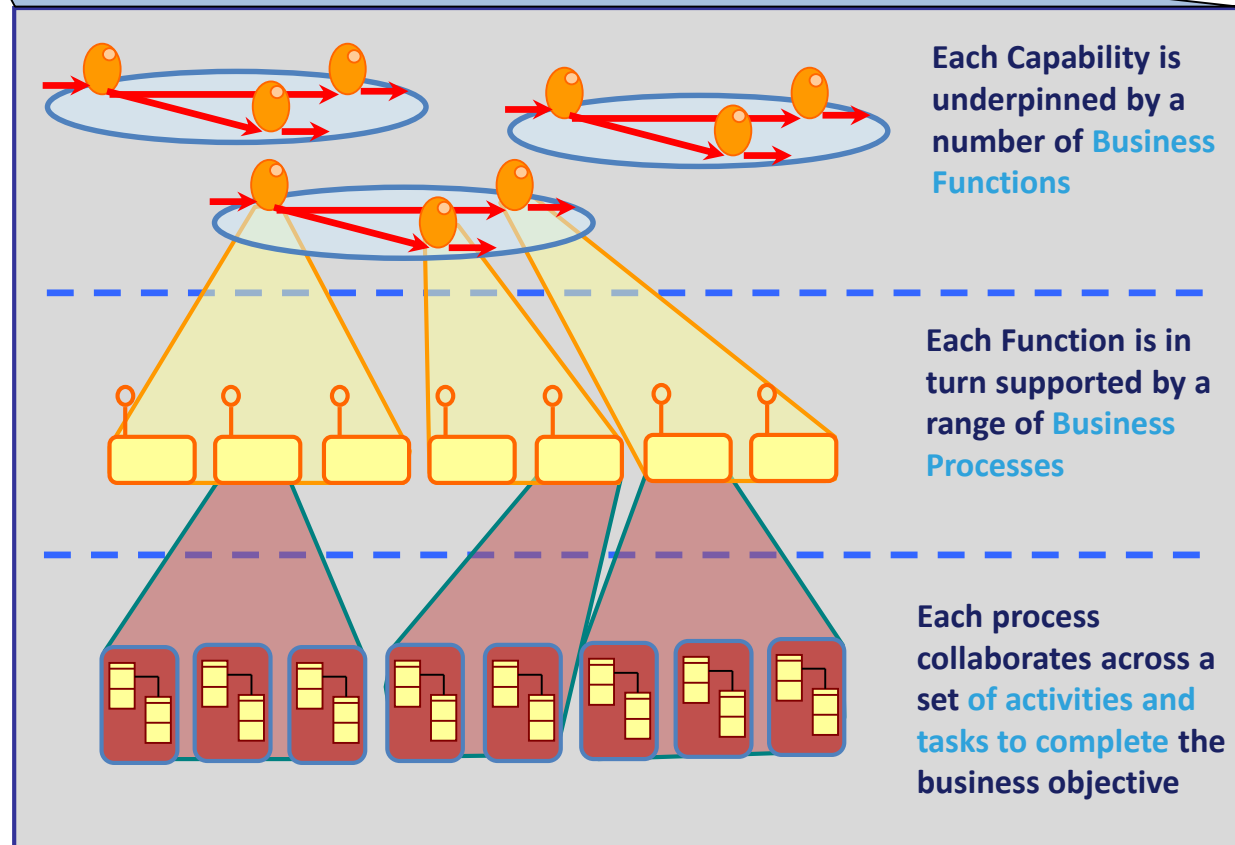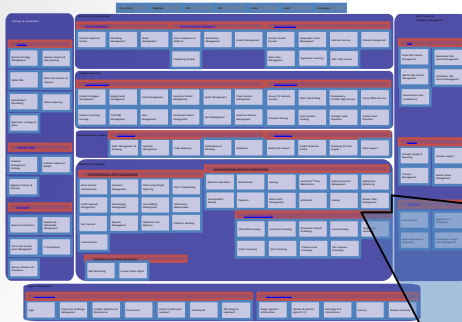
Deconstructing the business architecture – foundational model types

Advantages

- Visual improves ability for stakeholder sign-off

- Well defined processes, terms and definitions

- Acceleration in identifying reusable processes and rules

- Consistent language to support transfer of knowledge

- Logic is contained within the process

- View to standardization and reusable processes

Each Capability is underpinned by a number of Business Functions

Each Function is in turn supported by a range of Business Processes

Each process collaborates across a set of activities and tasks to complete the business objective
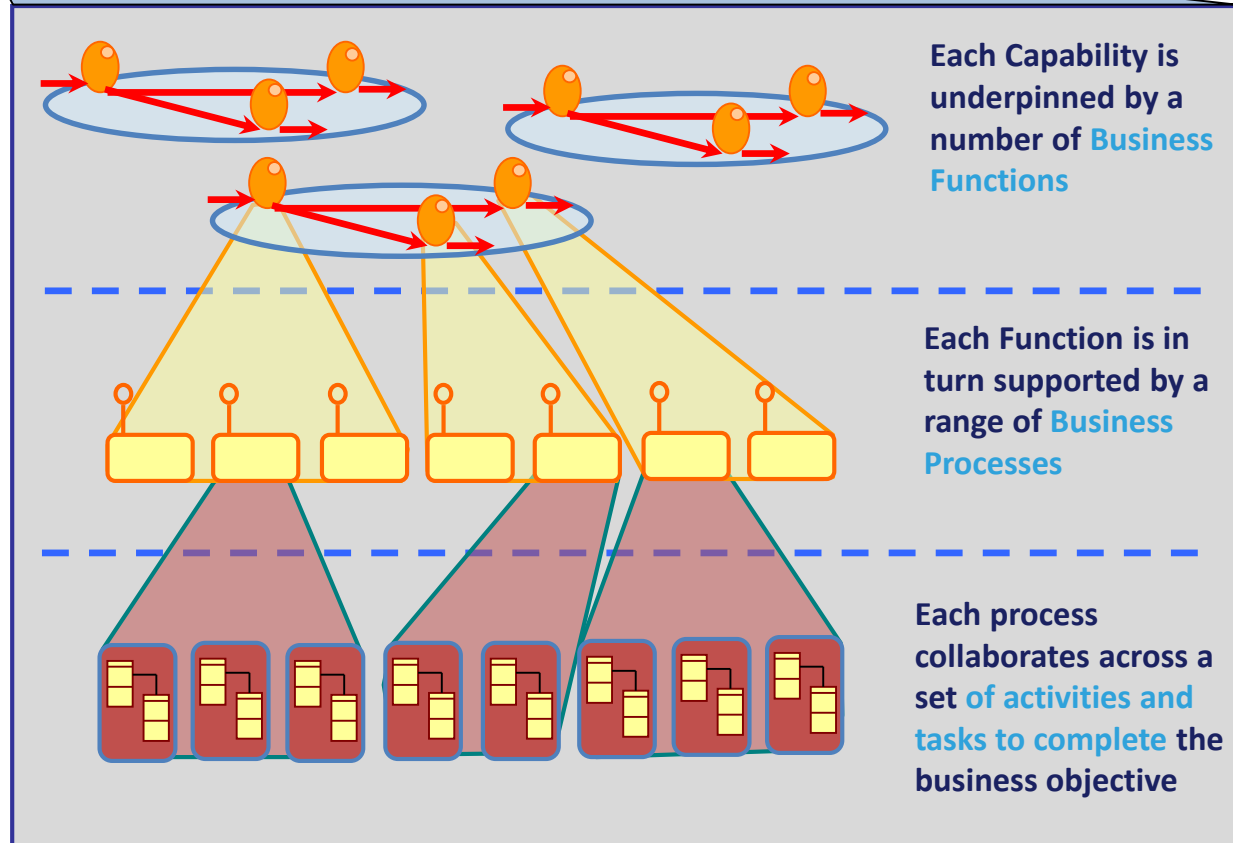
Process Architecture - Decomposition
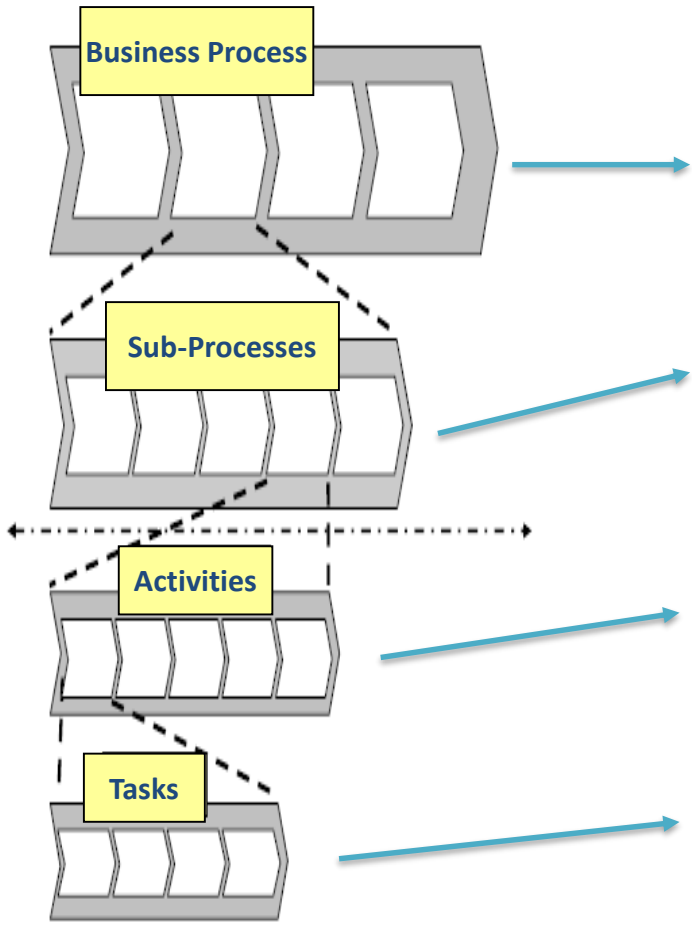
	Level	Vision	Detail Description
1	**Processes**	**Strategic**	Recognizable because the boundaries **are on external customers and suppliers**
2	**Sub-Processes**	**Managerial**	Details a sub-process of specific activities carried out by **functional area or systems**
3	**Activities**	**Operational**	Activities carried **out by specific role**
4	**Tasks**	**Operational**	Atomic Activities carried **out by specific position or employee**

Business Process

Sub-Processes

Activities

Tasks

The Power of *Business Architecture*

- *Communication*

  Facilitating cross-group understanding

- *Analysis*

  Architecture as a thinking tool

- *Facilitation*

  Excellent method for eliciting requirements

- *Scope Control*

  Precise tool for defining what's in and what's out

- *Management Tool*

  Implicit becomes explicit, and becomes manageable

3. Align Strategy and Change (Capital Investment)

Project Portfolio Alignment

A strategic use of the business architecture is to map the project portfolio, based on the high level definitions, to the capabilities, to identify overlaps and duplication across the Investment portfolio.

Result: Informed Business Decisions

- 🔶 Repackage the portfolio mix
- 🔶 Defund projects which are not impacting strategic focus
- 🔶 Accelerate projects with dependencies
- 🔶 Fund projects which previously were unfunded
- 🔶 Clarify Ownership/sponsorship
- 🔶 Innovative Funding Models
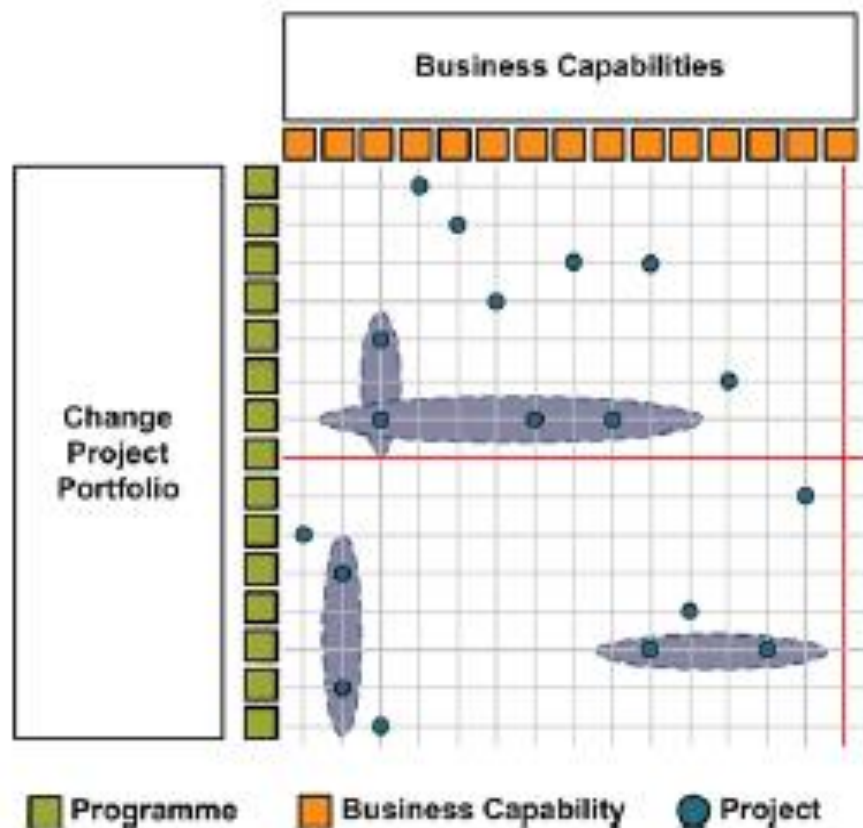
Customer

Product

Process

Organization

Scope and Context
CPPOLDAT

Location

Data

Application

Technology
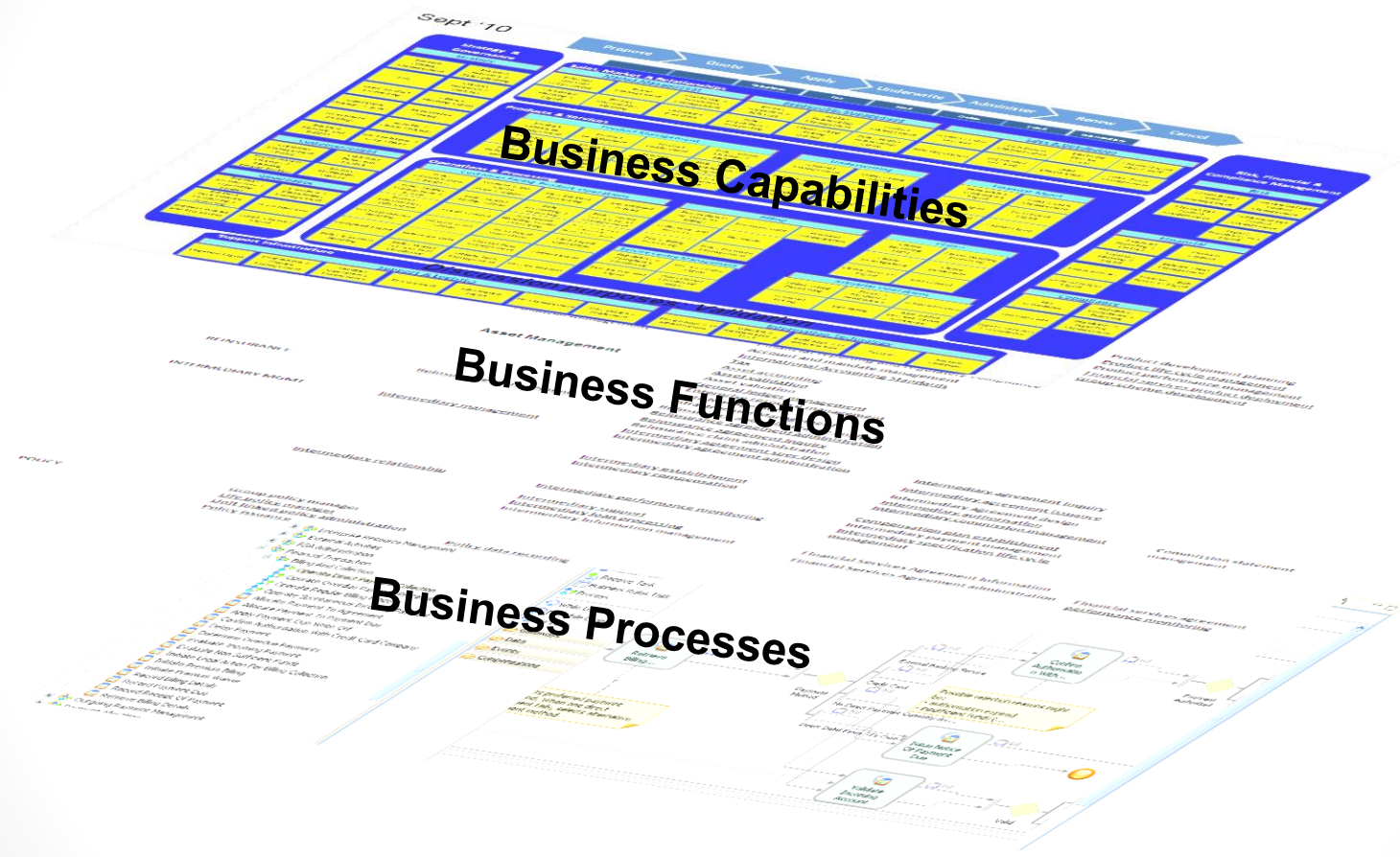
Business Architecture Framework

Business Capabilities

Business Functions

Business Processes

Business Architecture Framework

Channels (Entry Points)

Business Capabilities

Business Functions

Business Processes

Customers

Regulators

Vendors

Application Inventory

Initiative/Investment Inventory

Product

Business Drivers, Goals & Strategic Objectives

Stakeholders

Organization

Policy

Location

Roles

Rules

Business Information

Business Use Cases

Business Architecture Framework

Channels (Entry Points)

Customers

Regulators

Vendors

Application Inventory

Initiative/Investment Inventory

Business Capabilities

Static

Business Functions

Business Processes

Product

Business Drivers, Goals & Strategic Objectives

Stakeholders

Organization

Policy

Location

Roles

Rules

Business Information

Business Use Cases

Mixing and matching models represent views and viewpoints of the business.
Development of this information base is a powerful analysis tool to drive strategic decisions and traceability.

5. *Project Management – Reuse*
Don't start from scratch

Value to Project Planning

Project Capability	Project Capability
1. Clearly visualize the processes and reusable patterns	7. Clear process definition exposes business requirements/rules
2. Define business requirements	8. Tool to perform a gap analysis
3. Review workflows and support with development artifacts for reuse	9. Easier Stakeholder signoff
4. Define the work plan	10. Define use case framework
5. Define business process outsourcing	11. Facilitate development phases
6. Provide a taxonomy framework for project teams of terms and definitions	12. Knowledge transfer

Value to Project Planning

Goals & Objective alignment

Capability Performance

Business Impact

Direct & Indirect stakeholders

Repository - reuse

Boundary of Context Analysis

Design Requirements

Standards & Deliverables
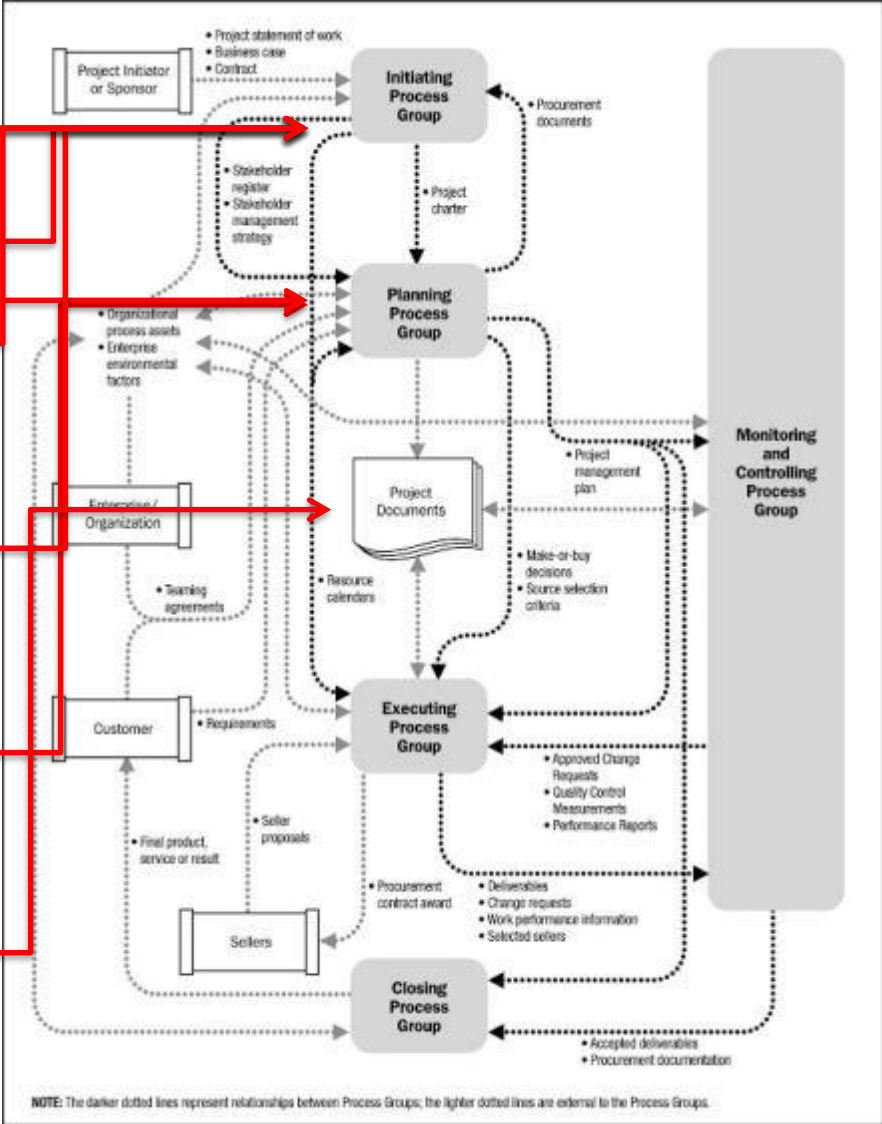
5. *Business Analysis – Reuse. Don't start from scratch.*

BABOK

The content and practices of the business architecture will inform the inputs of analysis, support discovery of tasks level information and provide standardized, consistent outputs for consumption by downstream teams.

Figure 5–1: *Enterprise Analysis* Input/Output Diagram
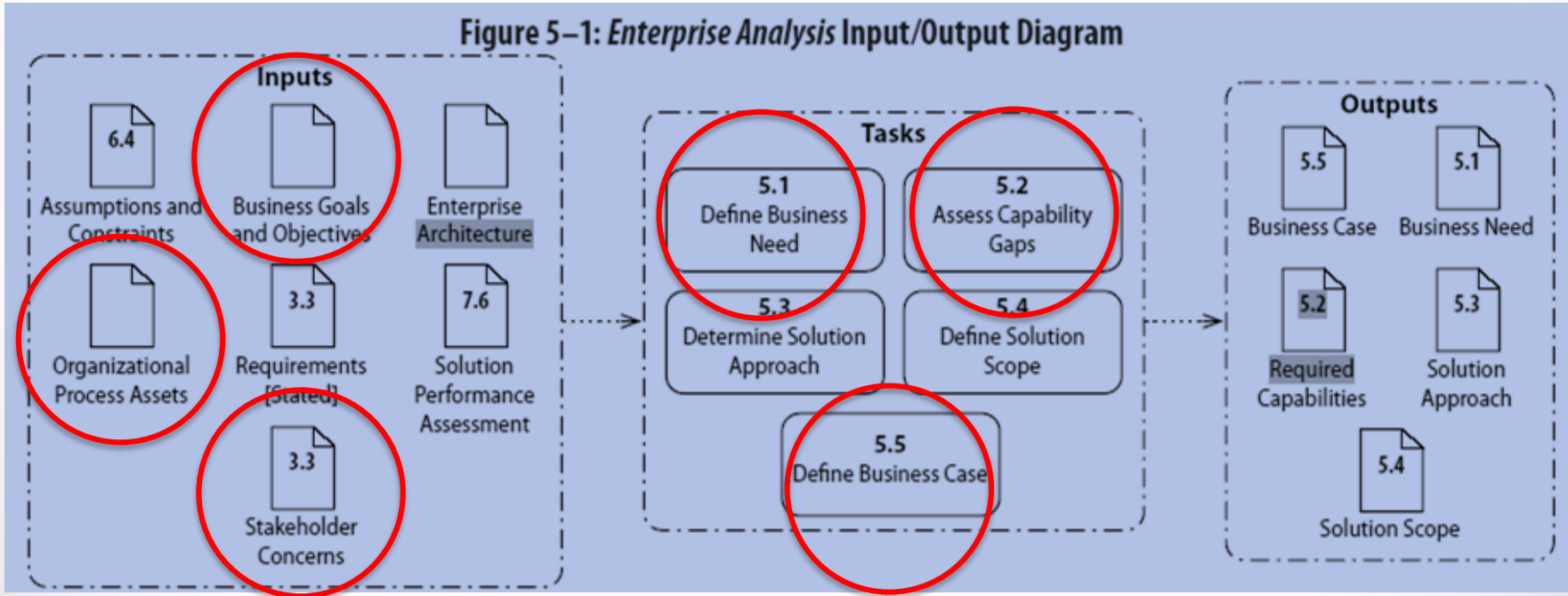
Value to Business Analysis

1. Improve requirements discovery and quality while reducing time and cost

2. Common language through standardized verbs/nouns/structure

3. Improved business impact analysis

4. Clarity in the use case framework

5. Formulize traceability from strategic objectives into implementation

6. Top down holistic view of the business which guides project scope, sequencing of implementation and business context

7. Framework for aligning requirements by capability, function and processes offering reuse of requirements across projects and business units

8. Enables requirements to be treated as a business asset to be incorporated into the knowledge repository

6. Raise the game

Organization - Raise the Game

- Strategic opportunities through capability & performance assessments

- Aligns IT and Business Teams with Common views

- Tool for managing policies, procedures & process maps

- Tool for managing metrics and measurements

- Business intelligence in processes

- Reusable Inventory of Business Assets

- Development Acceleration and Transparency

- Link processes to business applications

- Informed Impact Analysis - Project and Portfolio Management

- Standard terminology and notations (glossary)

- Enable understanding of end to end business life cycles

- Support each discipline in SDLC (Software Development Life Cycle)

Satisfaction- Raise the Game

Business Community

Documented processes, supporting local guidelines, will generate:

- training material

- employee and customer communications content

- support project and implementation plans

- expose the deltas between current state and future state

- Improve Customer Experience across channels

IT Community

Define the business requirements in the context and impact to the business:

- identify early reusable business services/technologies

- leverage existing business rules

- reuse Use Cases

- reuse analysis and design artifacts

- generate the Test Plan framework and scripts accelerating delivery with traceability back to the business requirements and strategies.

Provide Value

Increase organizational capability and reuse while contributing to cost management, increased quality and managed risk

Manage Costs

- Increase productivity and reduce costs by standardizing processes and capitalizing on economies of scale
- Improve the process first before you automate
- Apply functional alignment and spans of control analysis
- Understand capability performance through KPI's and benchmarking

Quality

- Improve quality by deploying & using industry standards and methods
- Govern compliance to embed quality methods & standards
- Be customer centric
- Ensure methods and collateral is integrated, consistent and coherent across stakeholders and partners

Manage Risk

- Programme/Project Risk mitigate by holistic business impact analysis and change control
- Investment Risk – mitigate by aligning funded projects to strategic capabilities (Tear up the Road Once)
- Regulator Risk – mitigate by aligning the design and implementation to standard processes
- Development Risk -mitigate by clearer articulation of business objectives and requirements

Reuse/Opportunities

- Assess performance & discover new organizational capabilities
- Standardize processes to reuse "Fit for Purpose" technology by application of standards
- Assess the Investment portfolio for reusable common business components & functionality across programmes
- Control project cost by reusing deliverables ie: processes and UC .

7. *Standards - package with a yellow ribbon*

Alignment of Deliverables & Models

Executive View

Managerial View

Operational View

Business Need
(goal & objective)

Capabilities

Business Functions
(Organization)

Business Processes
(Value Chain/Core)

**Project Portfolio
(Scope and Context)**

Use Cases
descriptions

Business
Rules/Policy

Requirements

Quality
Attributes

Solutions Analysis Specification
(Detailed Business Requirements Document)

Design

Standard VERB

VERB SET AND DEFINITIONS

The objective for a standardized verb set, with definitions, is to improve the collective understanding of process activities and events when creating, reusing, and revising models and maps across an organization.

Standardized language for verbs and definitions is **extremely** important to create common understanding of the business intent for purpose of use and expected business outcomes or system functionality.

Acquire	Definition: to come into possession or ownership of; get as one's own: to acquire property. To gain for oneself through one's actions or efforts: to acquire learning.
	Synonym: obtain, receive, access, achieve, amass, attain, bring in, buy, catch, collect, earn, gain, gather, get, procure, promote, secure, take
	EXAMPLES OF USE: To acquire a new customer; to acquire permission, acquire information
Prepare	Definition: To prepare is to make ready beforehand for some approaching event, need, to put in proper condition or readiness
	Synonym: provide, arrange, order. Prepare, contrive, devise imply planning for and making ready for something expected or thought possible.
	EXAMPLES OF USE: To prepare a contract for a new product. To prepare an order for release.
Decide	Definition: to solve or conclude a question, controversy, or struggle, to determine or settle (something in dispute or doubt): to decide an argument, to bring (a person) to a decision.
	Synonym: Decide, resolve, determine imply settling upon a purpose and being able to adhere to it. To decide is to make up one's mind as to what shall be done and the way to do it. To resolve is to show firmness of purpose. To determine is to make up one's mind and then to stick to a fixed or settled purpose.
	EXAMPLES OF USE: To decide to begin a new project. To decide to enable a channel for distribution.
Provide	Definition: To furnish; supply: provide food and shelter, To make available. To set down as a condition or criteria for agreement.
	Synonym: accommodate, add, administer, afford, arrange, bestow, bring, care, contribute, dispense, equip, favor, give, lend, maintain, produce
	EXAMPLES OF USE: To provide a form for completion. To provide an acknowledgement of agreement.
Record	Definition: to set down in writing or the like, as for the purpose of preserving evidence. To cause to be set down or registered, to state or indicate. To record something; make a record. An account, as of information or facts, set down especially in writing as a means of preserving knowledge.
	Synonym: chronicle, calendar, report (inform); commit to writing, put down, take down, write down, note down, set down; note, minute, take note, make a note, enter, book; post, register.
	EXAMPLES OF USE: To record information of a formal contract or proposed contract. To record information to satisfy regulatory requirements.

Naming Standards

VERB/NOUN

An Activity is named using a Verb and Noun phrase.

Traceability	The naming standard is crucial to create **traceability**.
Search Criterion	As a document is created, and stored in a library or repository, the naming convention becomes a **search criterion**.
Storage	
Reuse	These artifacts can be **harvested and reused** in various stages of development to implementation.

Naming Standards must be maintained through the development life-cycle into production for traceability.

BPMN Notation Poster

8. *Be a hero to Development Teams*

Give them the information they need at the right level of detail by using the business architecture and practices as a planning and analysis tool.

9. *Be a hero to the Testing Teams*

Modelling the business value streams, work flows and sub flows will expose the functional and non functional requirements but also produce the very basis for testing …

the test scripts!

10. *Embrace your inner Business Architect*

Role Definition

- Structuring the enterprise in terms of its governance, business processes, and business information.

- Aligns strategic goals and objectives with decisions regarding products and services; partners and suppliers; organization; capabilities; and key business and IT initiatives.

- Primary focus are the business motivations, business operations and business analysis frameworks and related networks that link these aspects of the enterprise together.

- Develop an integrated view of the enterprise using a repeatable approach, cohesive framework, and available industry standard techniques.

Source: BPMInstiutute

Career Path

Brings...

| Technical competencies | Architectural competencies | Discipline competencies | Regional/ Domain Leadership competencies | Global/ Thought Leadership competencies | Executive competencies |

| Associate Architect | Architect | Lead Architect | Principal Architect | Distinguished Architect | Head of Global Architecture |

Accreditation (1) · Certification (1) · Certification (2) · Certification (3)

Develops...

| Architectural competencies | Discipline competencies | Leadership competencies | Global/ Thought Leadership competencies | Executive competencies | Vision for GA |

Current Business Analysis Career Path Dilutes the True Value

The progression of the business analyst often moves from business understanding to management and delivery type functions

Planning Path
Thought leadership in terms of innovation, business models and mixes

Strategic Business Architect

Lack of Opportunity

Principal Business Architect

Delivering Path
Thought leadership in terms of the utility layer, standards, replicating, reliability etc.

BA Program Lead

Business Relationship Manager

Senior BA

Intermediate BA

BA Project Lead

BA Practice Leader

Managing Path
Thought leadership in terms of management, delivery, change and politics

Junior BA

Entry Level BA

Knowledge Of Business

Time

EA The design of business.

HOW: *Applied Business Architecture*

An application method of Business Architecture

	1 IDENTIFY GOALS & OBJECTIVES	**2** UNDERSTAND BUSINESS MOTIVATION	**3** PROTOTYPE BUSINESS MODEL STRATEGIES	**4** DEFINE VALUE CHAIN COMPONENTS	**5** DEFINE CAPABILITIES	**6** ASSESS CAPABILITIES MATURITY	**7** DEFINE FUTURE STATE CAPABILITIES MATURITY	**8** ASSESS CURRENT PROJECT ACTIVITY	**9** PLAN TRANSITION
ACTIVITIES	Obtain info on goals & objectives (derive if required)	Identify strategic themes	Develop prototype strategic business models	Identify value chain segments, channels, offerings, clients	Identify capabilities to enable achievement of objectives	Define capabilities components	Set target values for KPIs	Catalogue required changes to the capability components	Prioritize the full list of transformation initiatives
	Rank relative importance of objectives	Identify drivers and environmental factors	Rank importance of models to achievement of objectives	Assign KPIs to value chain components	Group capabilities into value chain segments	Research best practices and competitors for each capability	Identify target maturity level for capabilities to achieve target KPIs	Catalogue required changes in the value chain structure & value chain components	Analysis of business dependencies
	Assign high level KPIs to objectives	Decompose existing strategies and refine if required	Use strategy ranking to identify required changes in values of KPIs to achieve target values		Decompose high level KPIs to match the capabilities	Assess current maturity of organization capabilities	Identify dependencies between capabilities based on their components	Catalogue in-flight/planned transformation initiatives	Sequence transformation initiatives
	Gather current values for the high level KPIs	Document SMART Objectives			Assign KPIs to capabilities	Obtain current values for KPIs	Identify changes in the capabilities components to achieve the target maturity level	Map in-flight/planned initiatives to required transformations	Alignment of transformational plan with other organization programs
	Obtain target values for the high level KPIs	Map KPIs to strategies					Define future state capabilities maturity levels	List transformations required to address the remaining gaps	Assess future values of high level KPIs
		Obtain current values for decomposed KPIs							
UTILITY OUTPUTS	PROBLEM DEFINITION	MEANS TO END	BUSINESS MODEL CANVAS	A VALUE SYSTEM MODEL	CAPABILITY ANCHOR MODEL	CAPABILITY ANCHOR MODEL WITH CURRENT MATURITY OVERLAY	CAPABILITY ANCHOR MODEL WITH TARGET MATURITY OVERLAY	MATURITY, IMPACT AND IN-FLIGHT MATRIX AND DEVELOP THE QUADRANT GRAPHS	SEQUENCING MATRIX
	BUSINESS SCENARIOS	BUSINESS MOTIVATION MODEL		A VALUE CHAIN	STRATEGIC OVERLAY			CAPABILITY ANCHOR MODEL WITH PROJECT OVERLAY	TRANSITION PLAN
								CAPABILITY ANCHOR MODEL WITH HOTSPOT OVERLAY	SUMMARISED ROADMAP VIEW

Applied Business Architecture Course Outputs

In Summary

Did you know …

- Common processes are reusable and therefore the requirement and artifacts are also reusable.

- If the business architecture is available to you there is information about your project scope and context that will take you weeks or months to locate or identify

- If you use the business architecture models and repository you will undoubtedly minimize your risk and discover key stakeholders and in scope capabilities, functions and processes that you might overlook?

- Bringing everyone into focus with a common language and modeling format will result in getting and keeping everyone on the same page with consistent , clear messages?

- CPPOLDAT is a business analysis style and demonstrates alignment of the business architecture framework to a business analysis best practice?

In Summary

Did you know …

- The use of principles in design will drive organizational behavior to a consistent future state?

- Value metrics of customer satisfaction, cost/speed of delivery, quality, business outcomes can be driven out of the business architecture practices and governance model around them?

- A central repository of models, use cases, requirements, rules is intellectual capital, which is lost in most organizations, will increase regulatory transparency and be a library of significant value to you for every project you work on?

- There are a minimum 12 opportunities which positively impact the project managers ability to deliver?

- Using the ecosystem of your organization, the business architecture, will reduce project risk, requirements risk, resource risk and raise your confidence of knowing "Are we done?"

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