



# **BUSINESS ARCHITECTURE**

## **THE BRIDGE TO SUCCESSFUL PROJECTS**



## **BUSINESS ARCHITECTURE – THE BRIDGE TO SUCCESSFUL PROJECTS**

**REGISTER NOW! 11/19/2013 12:00 PM EST**

A Conversation with John Parker, CVO, and Keith Ellis, CEO, of Enfocuse Solutions Inc.

Business architecture is a map that provides a common understanding among members of organization, helping to align strategic objectives with tactical demands. Companies often lose control of the relationship between enterprise strategy and the great number of projects that they are working on at any given moment. With a well-defined business architecture, companies can reclaim management of projects and manage interdependencies among them. In this new webinar presented by John Parker, learn how to connect architecture and projects, have enterprise-wide views of business projects, and see cross-project impacts on data and services.



## Contact:

- <http://enfocussolutions.com>
- [info@enfocussolutions.com](mailto:info@enfocussolutions.com)

- Chief Visionary Officer of Enfocus Solutions Inc.
- Previous Positions
  - President and CEO of Enfocus Solutions Inc. inception through February 2013
  - EVP and Co-founder, Spectrum Consulting Group
  - EVP and CTO, MAXIMUS Inc.
  - Outsourced CIO for HSHS (Large Healthcare System)
  - KPMG Partner
- Expertise
  - IT Strategic Planning
  - Business Analysis
  - Recovering Troubled and Challenged Projects
  - Enterprise Architecture
  - Development Methodologies (Agile, Waterfall, RUP, Design First, FDD, TDD)
  - Financial and Cost Benefit Analyses
  - Business Process Improvement, Reengineering, and Management



# What is Business Architecture

## Definitions of Business Architecture

- **The Open Group Architecture Framework (TOGAF)** - *a description of the structure and interaction between the business strategy, organization, functions, business processes, and information needs.*
- **The Business Architecture Guild (BIZBOK)** *A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands.*
- **OMG Business Architecture Special Interest Group** *A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands*
- **Wikipedia** *Part of an enterprise architecture related to corporate business, and the documents and diagrams that describe that architectural structure of business.*

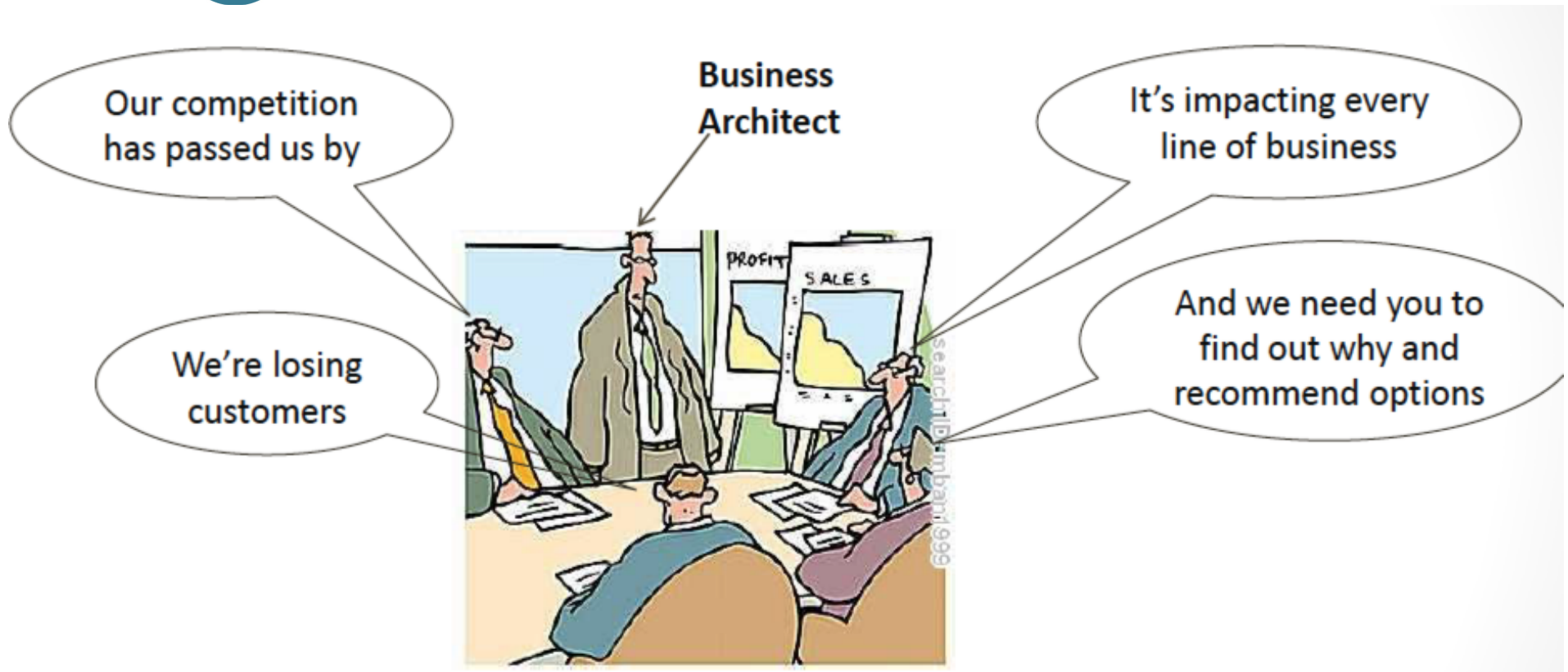
# What is Business Architecture

Business architecture is an important new corporate activity being piloted by major corporate organizations and performed by cross-organizational generalists who possess professional skills for transforming corporate strategy into business designs that enable corporations to increase market share, profit margins and flexibility, while reducing risk.

*Source: Paul Bodine cofounder of the Business Architects Association*

- Business architecture is very different than IT based Enterprise Architecture.
- Business Architecture belongs to the business and not just IT. It is used by both business SMEs and IT to gain insight into the business to make strategic decisions
- A key purpose of the business architecture is to provide the means for communicating and controlling the strategic and operational intentions of the business in a way that is easy to understand for everyone in the organization.

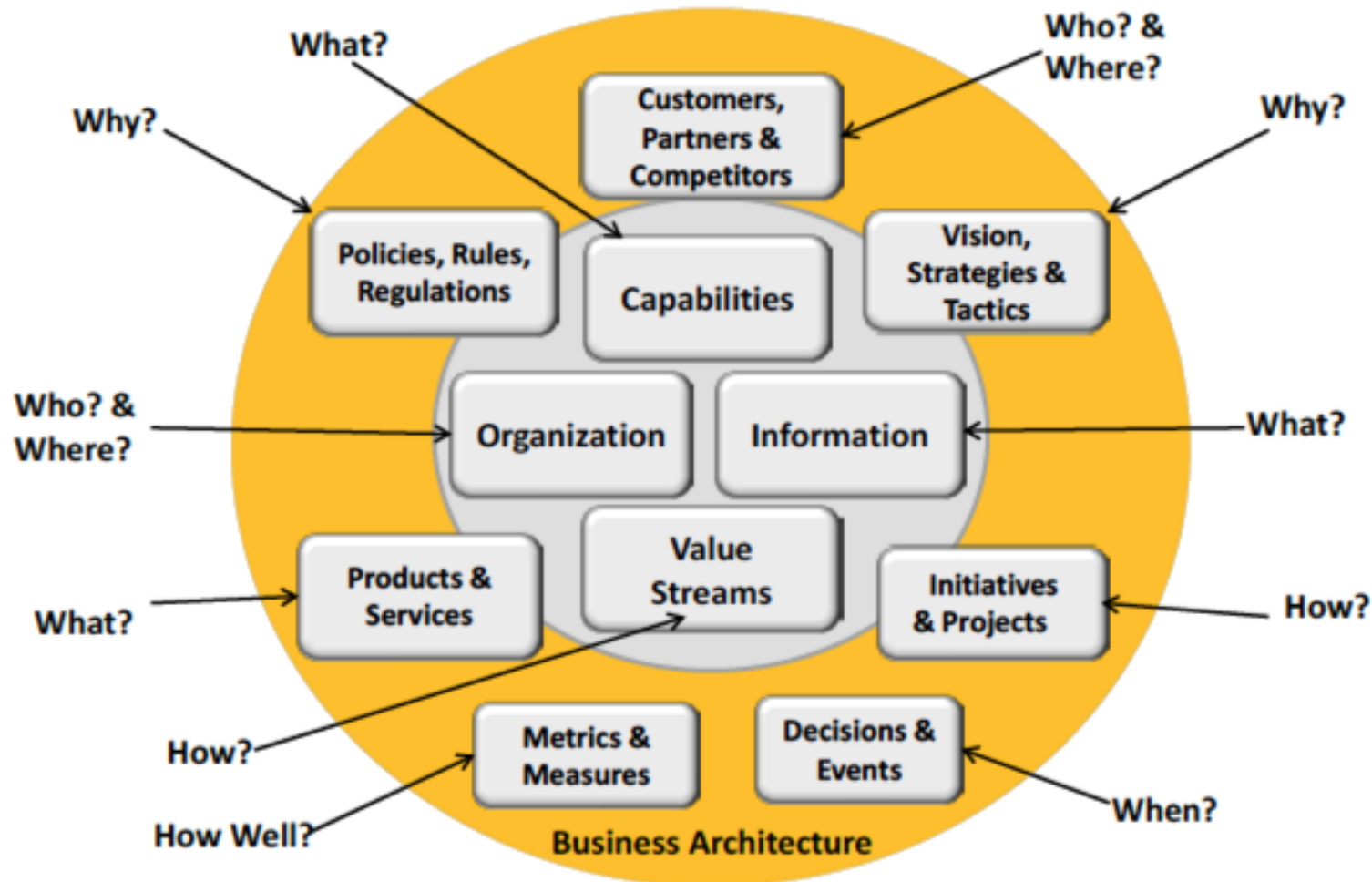
# Business Architecture in Practice



- Depicts a Business Driven View of Business Architecture
- Primary focus is on bringing transparency to the root cause of business problems and to evaluate solutions

# Business Architecture

## Bringing Transparency to the Business



Source: A Guide to the Business Architecture Body of Knowledge (BIZBOK™ Guide) 3.1.1





## Benefits of Business Architecture

- Provide transparency to identify problems and evaluate potential solutions
- Provides an effective method to assess the impact of objectives, make portfolio decisions, and define business requirements
- Provides a holistic view of the business including locations, employees, governance, suppliers, and customers
- Allows the business to own and drive transformation from a business perspective instead of technology perspective



## Investment in Business Architecture

Companies are investing in business architecture and their efforts are paying off.

- A major insurance company has shifted its business model from being product line centric to customer-centric. The result? Customer attrition has fallen off.
- Other organizations are leveraging business architecture to reevaluate investment priorities, launch cross-product line initiatives, streamline and consolidate business units, address regulatory challenges and reposition themselves to compete on a global level.
- Using business architecture, businesses can make better, more informed decisions and deliver bottom line value as a result of those decisions.

Organizations have grown so complex in recent years that it is difficult to visualize or understand how all of the pieces fit together. Every business unit has its own set of initiatives and it is difficult to see how or even if these initiatives align to a common business strategy.

At the same time, executives want to reshape organizations to be more competitive and more customer-centric as quickly and as efficiently as possible. This requires horizontal solutions, where executives across business units view issues and solutions from a shared, enterprise-wide perspective.

*Source: Ulrich, William; Neal McWhorter Business Architecture: The Art and Practice of Business Transformation*



# Managing Complexity

## Business Architecture is Key for Managing Complexity

Organizations can be quite complex. Without fully understanding the various components and their inter-relationships, uninformed decisions are made placing organizations at high risk.

As an example, look at the example below for a medium sized organization

- The organization employs over 2,500 people who are performing 600 different roles?
- The organization has over 400 business processes with some of them repeated more than 2,000 times daily.
- The organization's activities are regulated by 160 pieces of legislation, some of which change every few years. , The regulations are related to several hundred internal policies and procedures.
- The organization has over 200 applications running on 50 different technology servers.

The secret of good architecture is taking all the complexity and presenting it in a simplistic way that anyone can understand on a 'need to know' basis and can quickly find the right answer to the current and/or planned state of business.

# When to use a Business Architecture Approach

- If your organization and your initiative are of a size, scope and complexity that there is gaps in understanding and communicating the various components of the business and their relationships.
- A business architecture can be very effective in:
  - Enabling business change by reducing risk and managing capability gaps
  - Minimizing initiative overlaps and depletion of scarce resources.
  - Focusing on outcomes that are important
  - Reducing local interpretations and hijacking intent
  - When getting it “right the first time” is essential for business success.

## When not to Use a Business Architecture Approach

- If any of the following are true then a sound business architecture, by itself, is not the answer. It is not a magic bullet and it won't:
  - The organization operates without a realistic vision & strategy.
  - Weak leadership or lack of 'political' will makes it difficult to see changes through.
  - Architecture does make any difference - knowledge is captured but is never referred to or used again.
  - Most project activities are focused on small, routine, local or 'continuous' improvement activities.
- If any of these conditions exist they should be addressed first, before using a Business Architecture approach as it will provide little value if these conditions exist. .



# Business Architecture Fundamentals

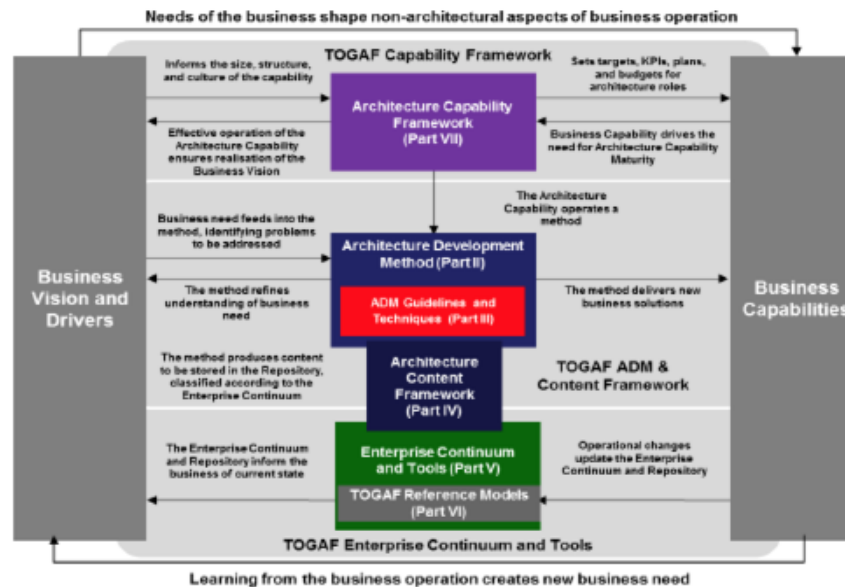
## Review of the Industry Standards

# What are the Industry Standards?

## Body of Knowledge Resources



## Framework "Glue"



\*TOGAF 9.1 – The Open Group

## Complementary Methods and Frameworks



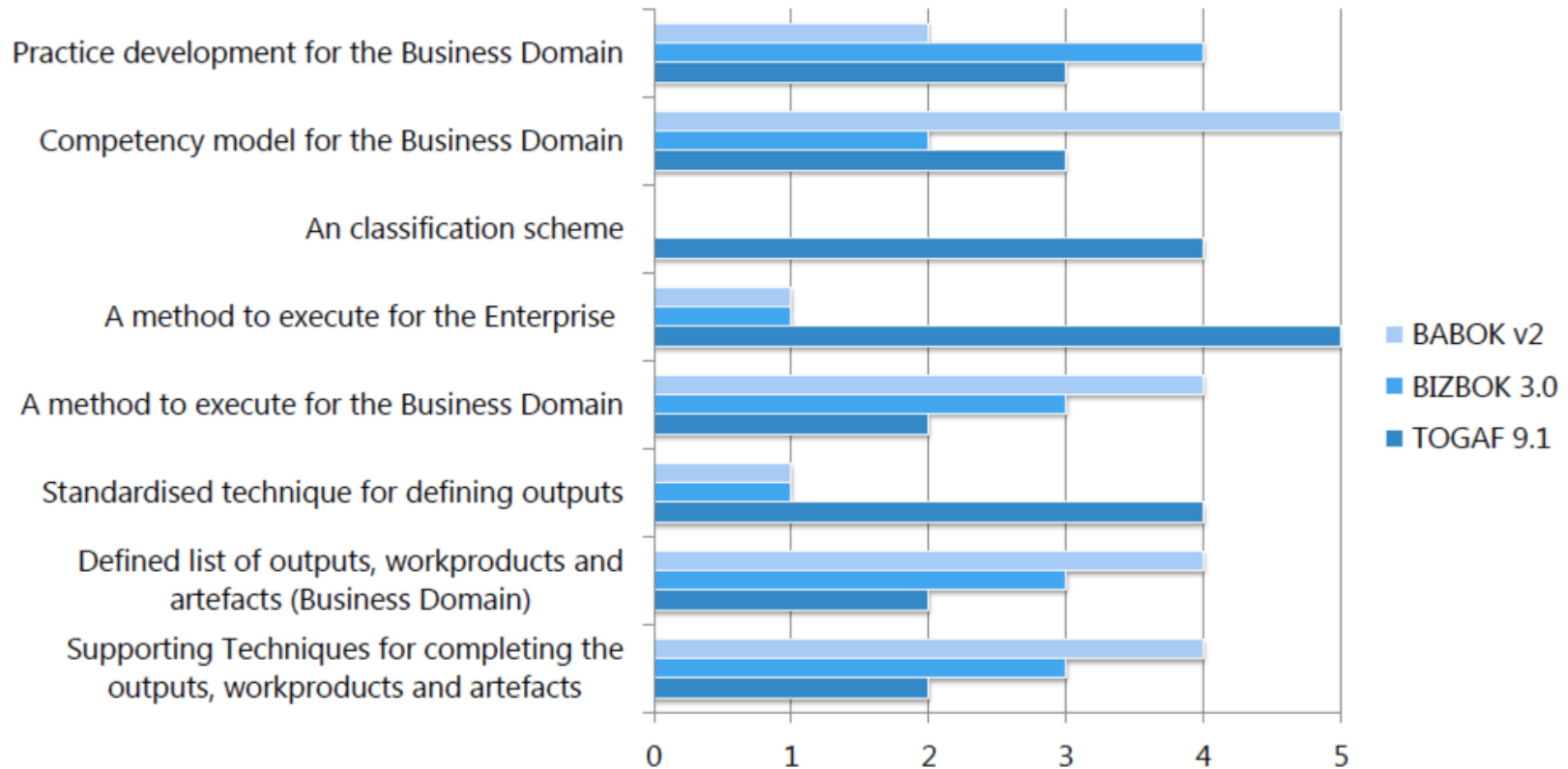
**BIZBOK**- A Guide to the Business Architecture Body of Knowledge  
**BABOK** – Business Analysis Body of Knowledge

**TOGAF**- Enterprise Architecture Methodology and Framework.

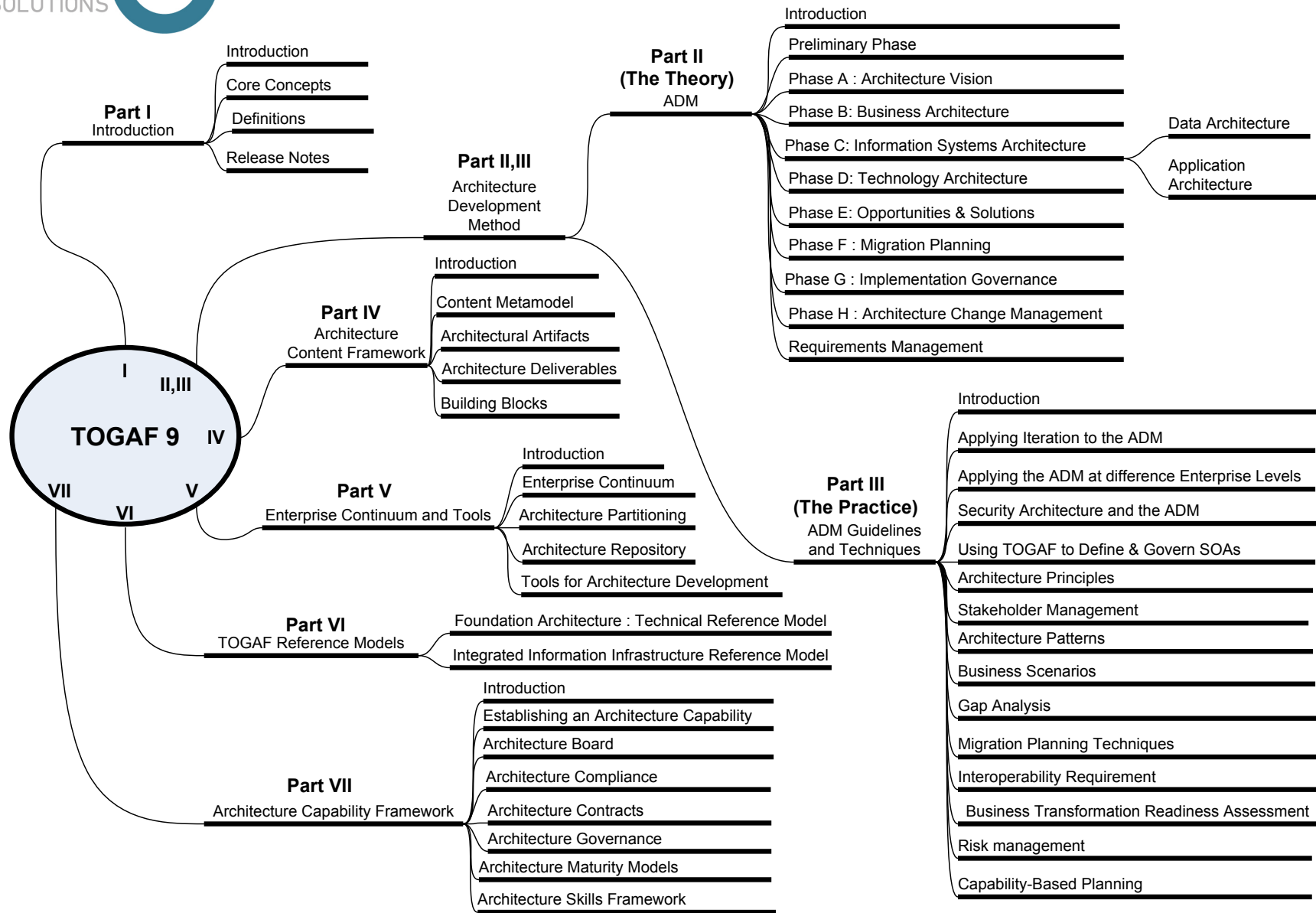
- COBIT
- ITIL
- BPMN
- MoV
- MSP

# TOGAF, BABOK, and BIZBOK

Even used together, there are still many gaps

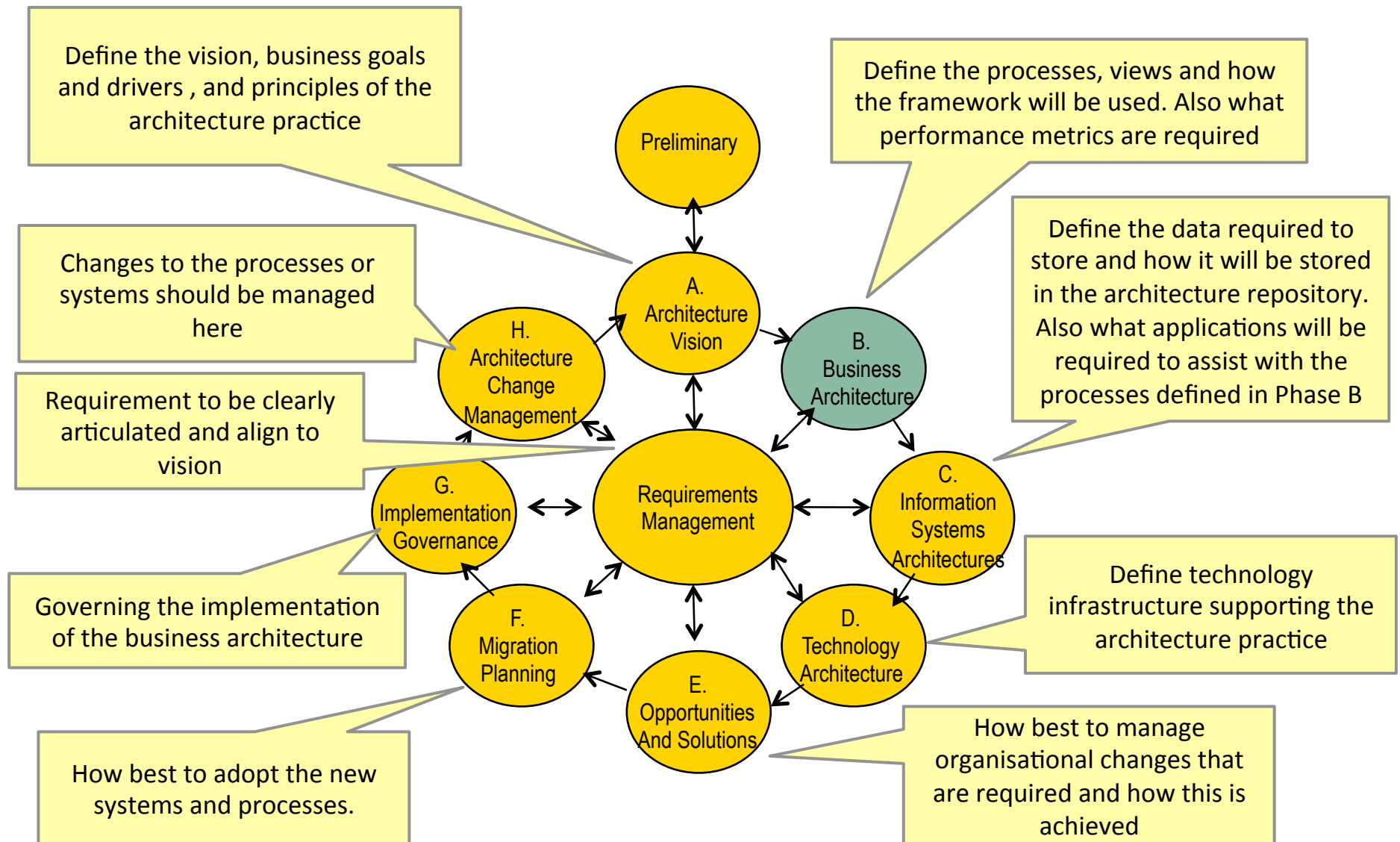






# Establishing an Architecture Capability

TOGAF



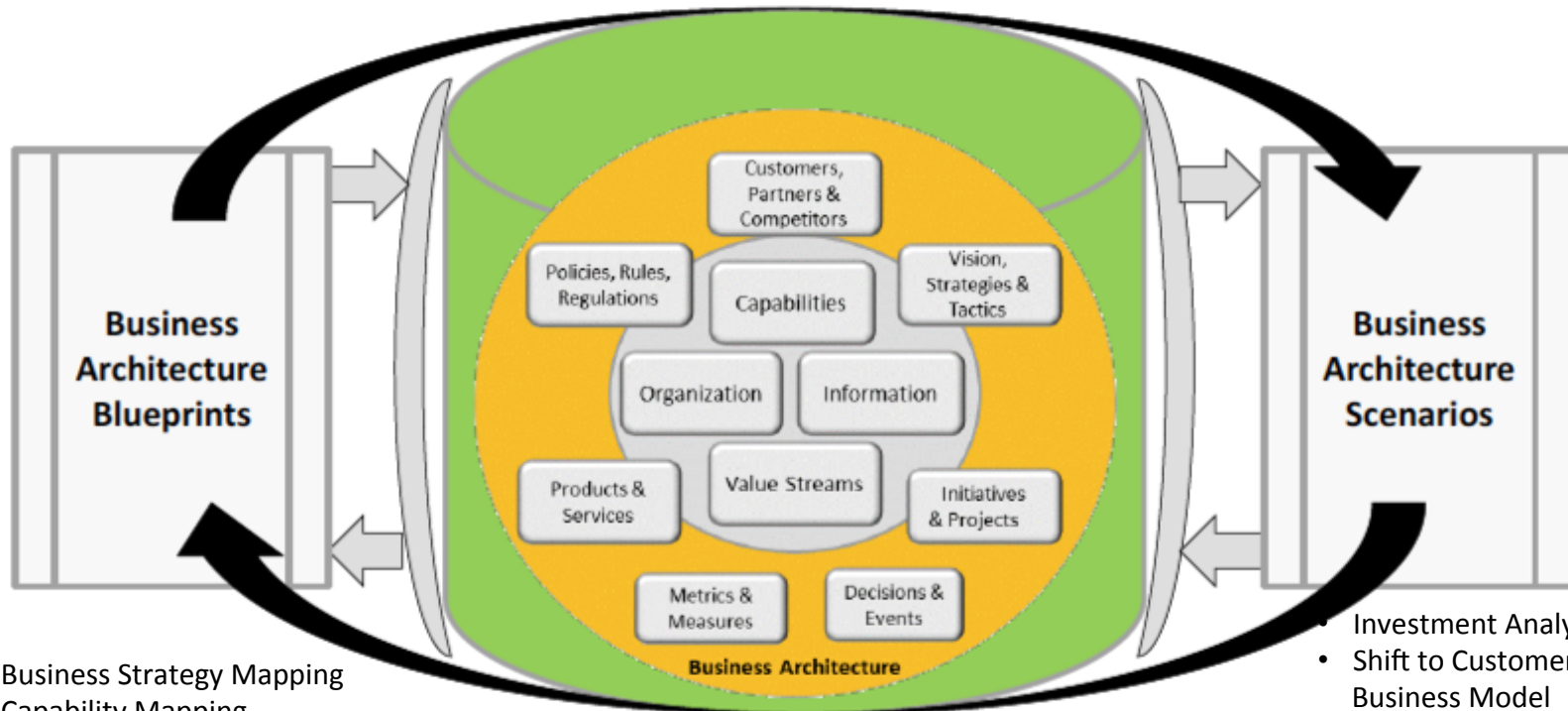
# Business Architecture Value Stream



Source: A Guide to the Business Architecture Body of Knowledge (BIZBOK™ Guide) 3.1.1

# Business Architecture Framework

Source: A Guide to the Business Architecture Body of Knowledge (BIZBOK™ Guide) 3.1.1



- Business Strategy Mapping
- Capability Mapping
- Organization Mapping
- Value Mapping
- Information Mapping
- Initiative Mapping
- Product Mapping
- Stakeholder Mapping

- Investment Analysis
- Shift to Customer Centric Business Model
- Merger & Acquisition Analysis
- New Product/Service Rollout
- Globalization
- Business Capability Outsourcing
- Supply Chain Streamlining
- Divestiture
- Regulatory Compliance
- Change Management
- Operational Cost Reduction
- Joint Venture Deployment

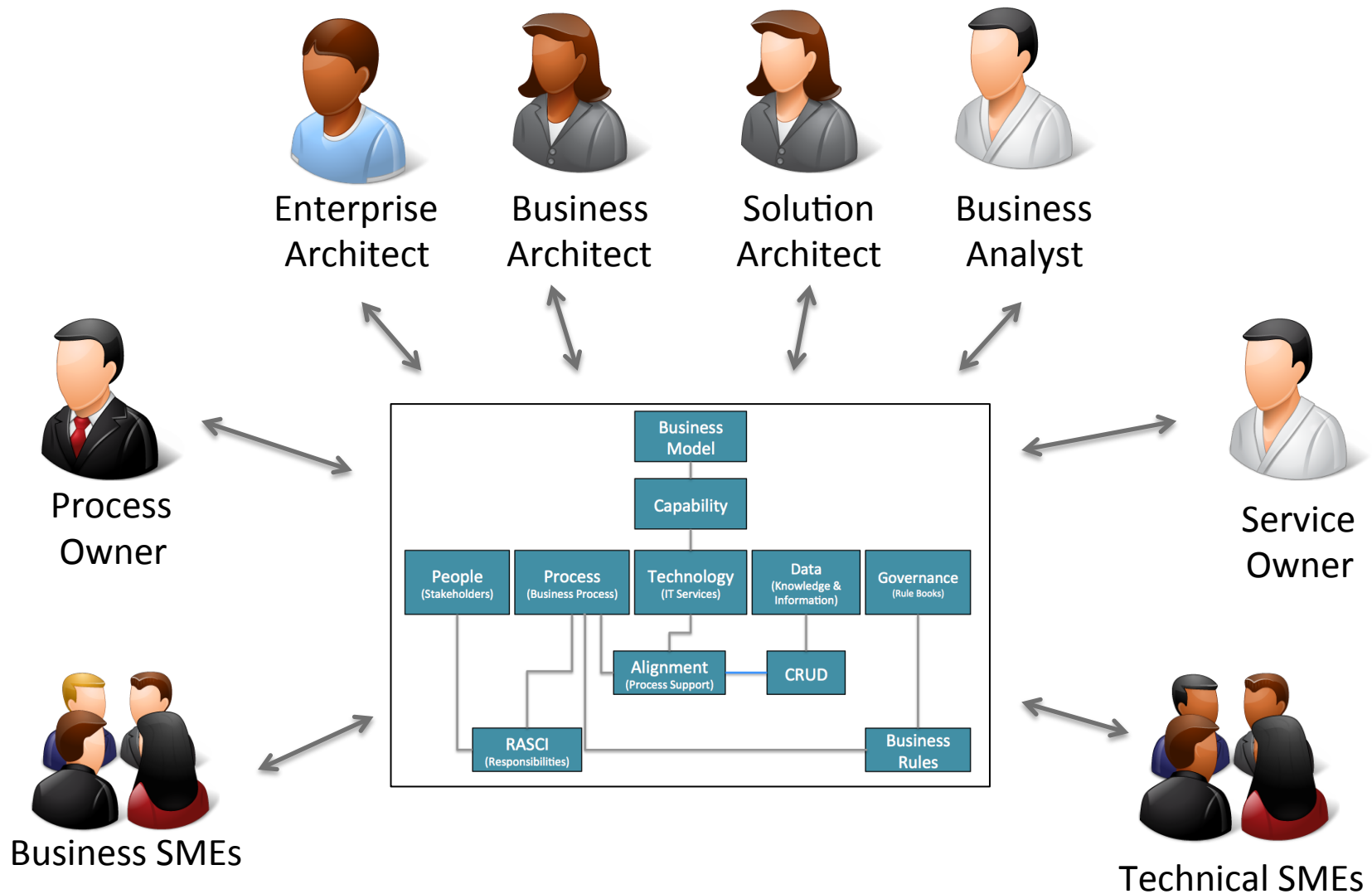


# Getting Started

## How to Get Started

1. Establish Governance for Business Architecture
2. Build a Business Architecture Knowledgebase
3. Implement effective knowledge management practices to collect and maintain the knowledge
4. Link business architecture to portfolio management practices
5. Link business architecture to projects
6. Use the business architecture to manage the business

# Managing Architecture is a Collaborative Effort



# Architecture Governance

Architecture Governance is the practice of how **architectures** are controlled and managed at an **enterprise-wide** level. Governance addresses the following

- Implementing a system of controls over the creation and monitoring of architecture components and activities .
- Implementing a system to ensure compliance with internal and external standards and regulatory obligations.
- Establishing processes that support effective management of the above processes within agreed parameters





# Key Elements of Architecture Governance

## **Oversight and Management**

- Executive sponsorship and leadership
- Cross-functional architecture core team

## **Standards and Guidelines**

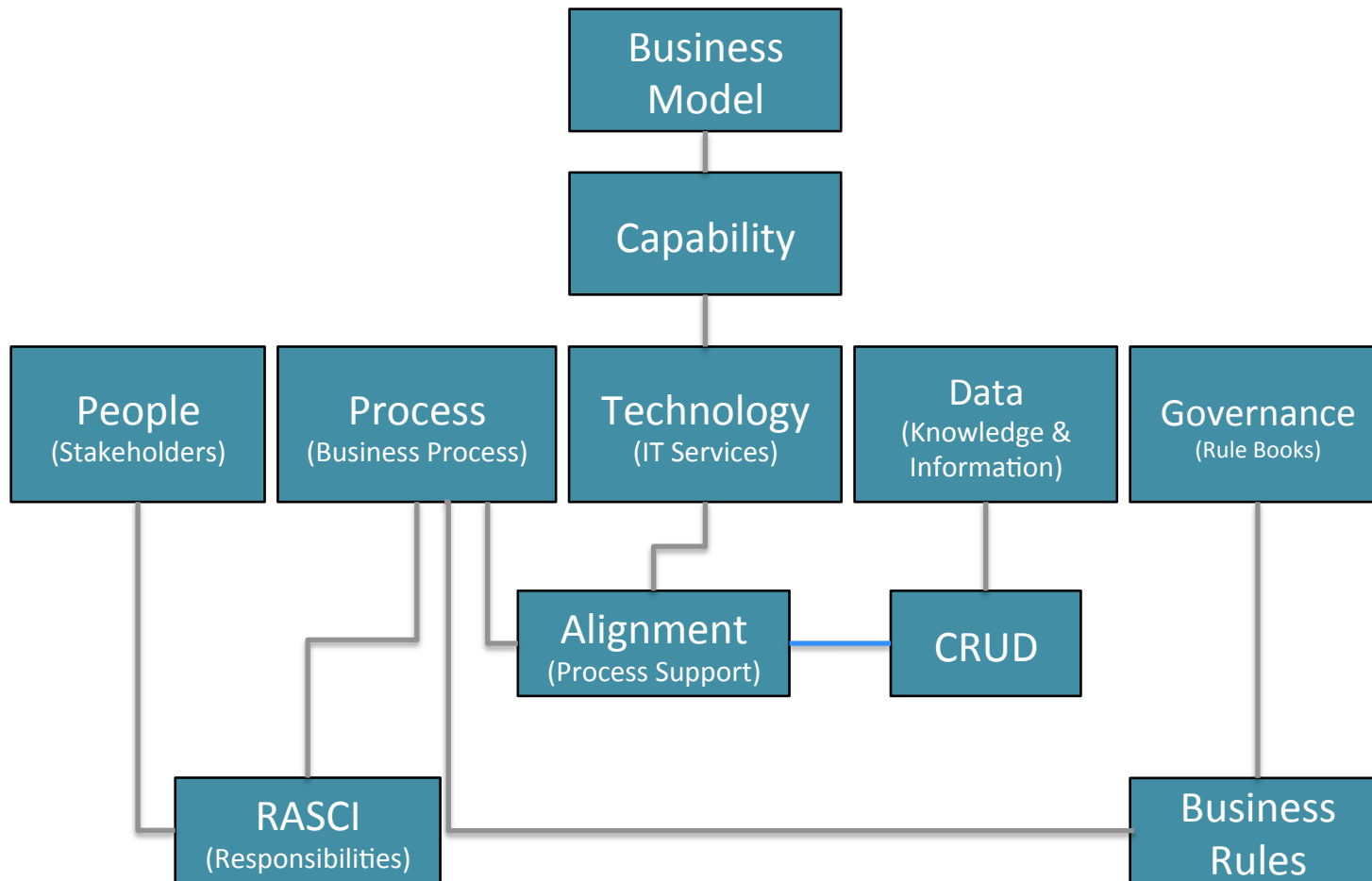
- Define and maintain guiding principles, strategic end-state architectures, and roadmaps
- Ensure alignment across Product, Process, Stakeholders, Technology, and Data

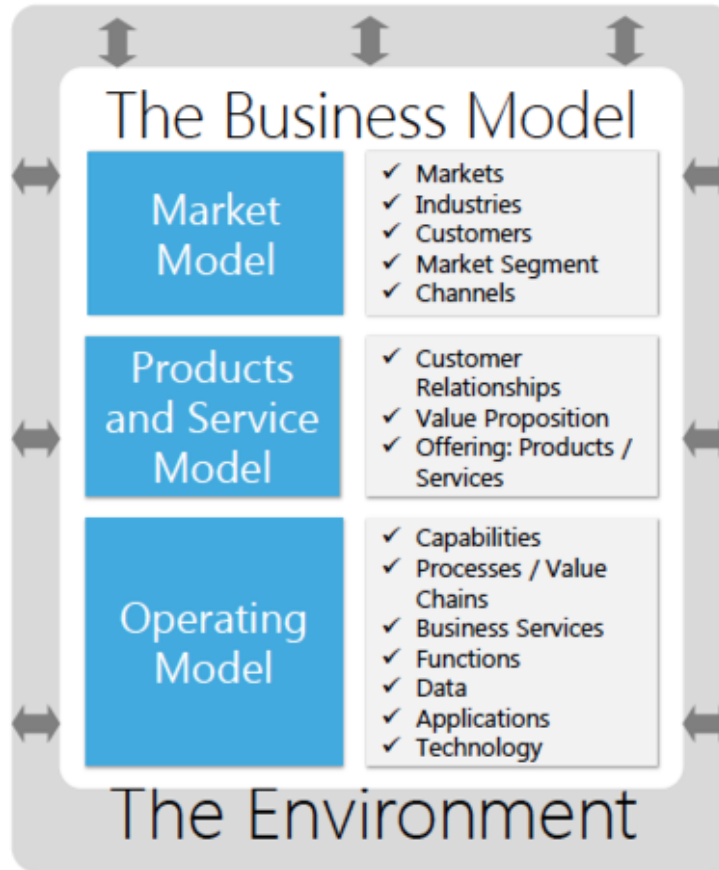
## **Accessibility and Transparency**

- Promote transparency of the data to evaluate problems and identify solutions
- Create and maintain a Business Architecture Knowledgebase
- Integrate into PM, Development, and Funding Lifecycles

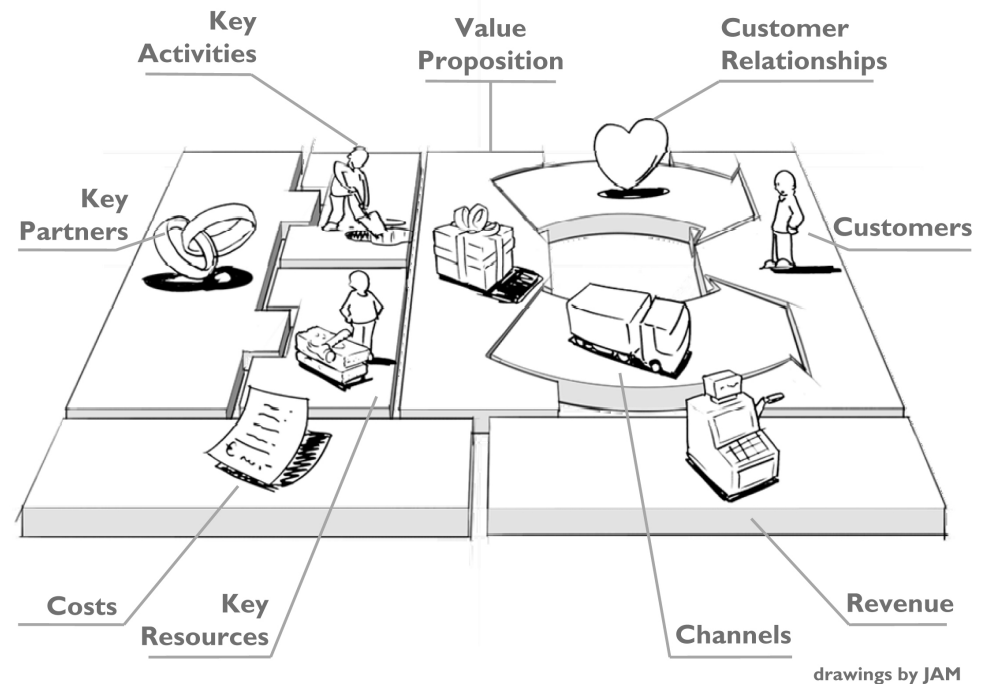
## **Compliance Processes**

- Ensure projects align with guiding principles and target architectures
- Provide holistic view of enterprise architecture so that individual initiatives are evaluated based on long-term contributions in addition to tactical benefits





## Business Model Canvas

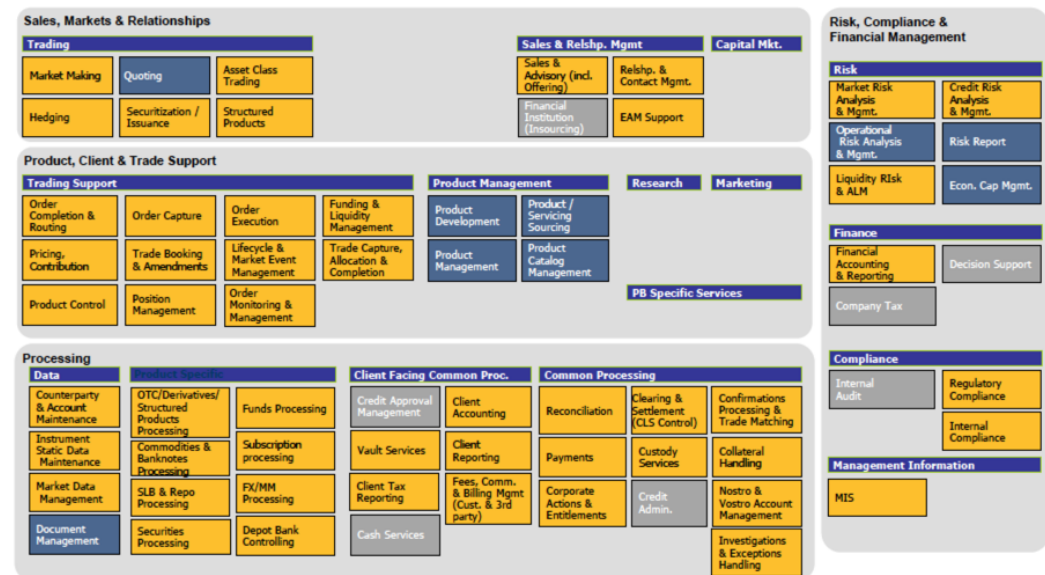


Source: [www.enterprisearchitects.com](http://www.enterprisearchitects.com)

A **business capability** defines the organization's capacity to successfully perform a unique business activity. Capabilities:

- are the building blocks of the business
- represent stable business functions
- are unique and independent from each other
- capture the business' interests

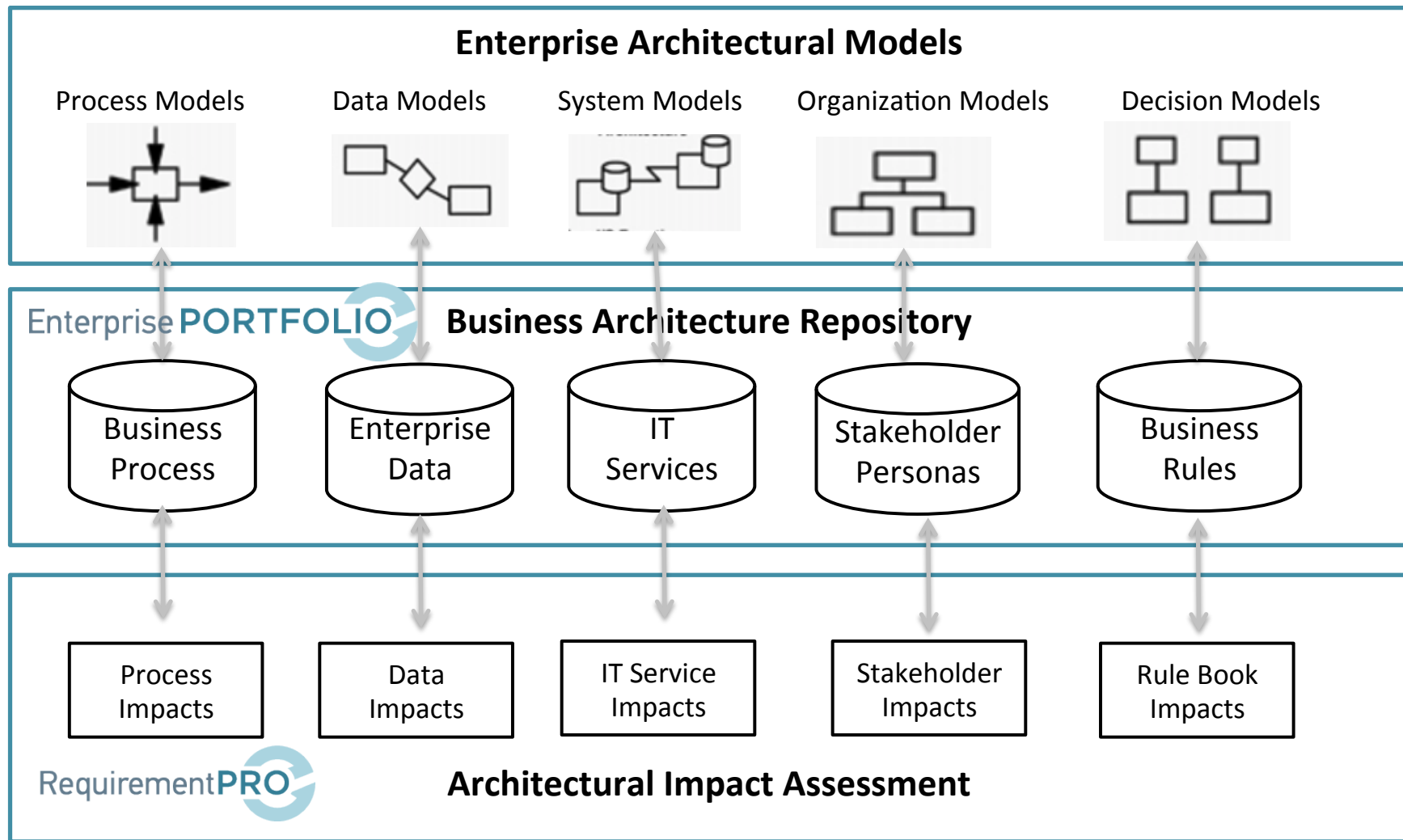
A **business capability map** is: a model of the firm associating the business capabilities, processes, and functions required for business success

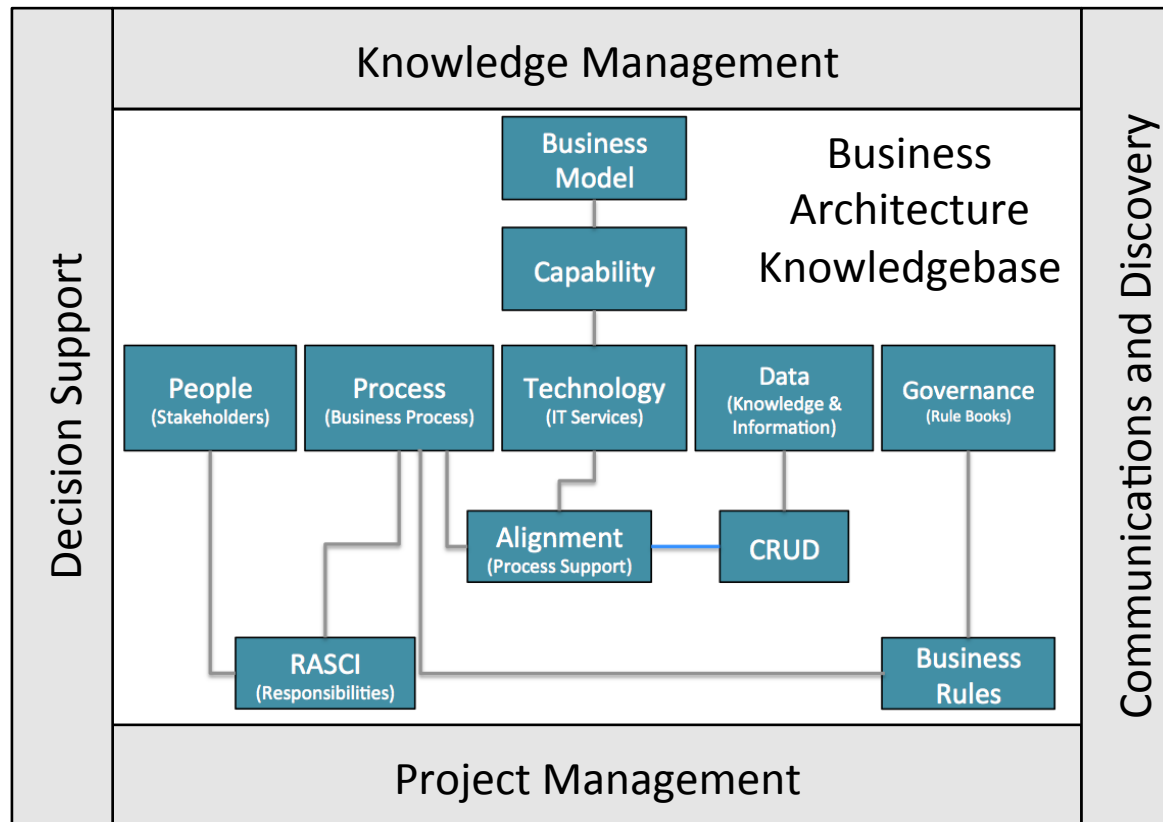


Capability Map of Financial Institution

## Process Models Should not be in “Requirements” Documentation

Separate “Requirements” from “Business Architecture” Artifacts







# Knowledge Management

## **Business Architecture is all about Managing Organizational Knowledge**

- Implementing effective knowledge management practices can help considerably with capturing and maintaining business architecture data
- Knowledge-sharing and collaboration approaches should be embedded in project management and process management methodologies and lifecycles.
- It is important to design processes so that knowledge is in-the-flow sharing with collaborative events where employees address strategic opportunities and challenges.
- Transparent processes should be developed so employees see the impact of the ideas, knowledge, and lessons they contribute.
- Recruit employees to act as knowledge advocates in their respective business units.
- Include knowledge management capabilities in employee training, especially for targeted roles.
- Consider knowledge sharing and collaboration in competency development and performance management.

*Based on APQC Best Practices for Knowledge Management*



# Knowledge Mapping

**Knowledge Mapping is an excellent tool to build the Business Architecture**

- Knowledge mapping is a ***process*** of surveying, assessing and linking the ***information, knowledge, competencies and proficiencies*** held by individuals and groups within an organization
- Knowledge mapping is a process by which organizations can identify and categorize knowledge assets within their organization –people, processes, content, and technology.
- It allows an organization to fully leverage the existing expertise resident in the company, as well as identify barriers and constraints to fulfilling strategic goals and objectives.
- It is constructing a roadmap to locate the information needed to make the best use of resources, independent of source or form.
- Knowledge mapping reveals the following:
  - Identifies the core and contextual knowledge inside of an organization
  - How information and knowledge flows
  - What individual knowledge or expertise is critical to a process or focus area



# Architecture Driven Analysis

# Snapshot of the Typical Requirements Process

Changing the way you do requirements...



## The Old Standby... Process Decomposition

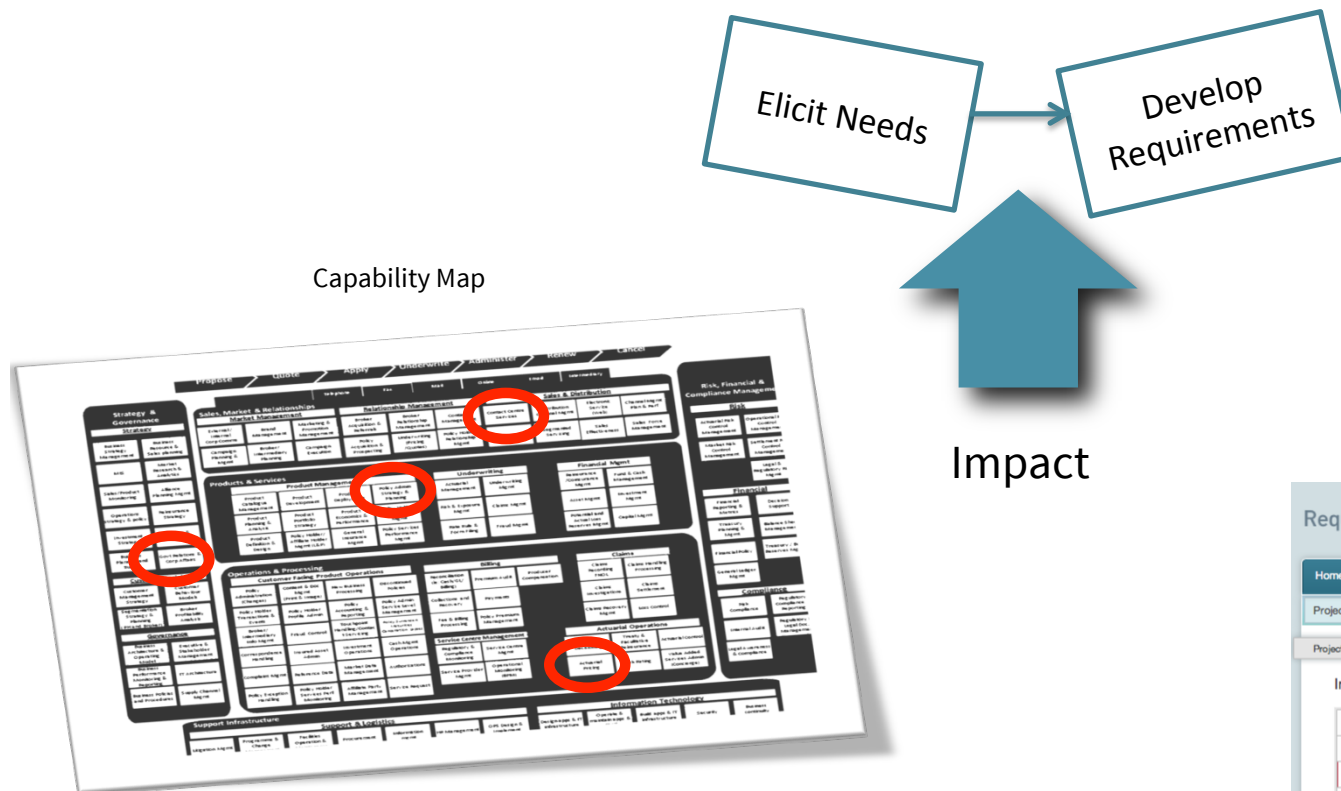
- |   |   |  |
|---|---|--|
| 1 | <ul style="list-style-type: none"> <li>• What initiates this process?</li> <li>• What's the typical outcome? (or, How do you know it's done?)</li> <li>• Give me a quick overview, what are the general steps in this process?</li> </ul> | <p><b>"High Level Scenario"</b><br/>LISTEN FOR: "That Depends"</p>                     |
| 2 | <ul style="list-style-type: none"> <li>• <i>Who or what are we sharing information with?</i></li> <li>• <i>What is being shared?</i></li> </ul>   | <p><b>"Context"</b><br/>LISTEN FOR: the New Actors</p>                                 |
| 3 | <ul style="list-style-type: none"> <li>• <i>What happens if we don't do this process?</i></li> <li>• <i>Are there some typical variations we need to deal with?</i></li> </ul>  | <p><b>"Variation"</b><br/>LISTEN FOR: complexity</p>                                   |
| 4 | <ul style="list-style-type: none"> <li>• <i>What kinds of outcomes am I dealing with?</i></li> </ul>  | <p><b>"System"</b><br/>LISTEN FOR: Discontinuous chains of events and stakeholders</p> |

28

# For Architecture-Driven Development You START with what is Impacted

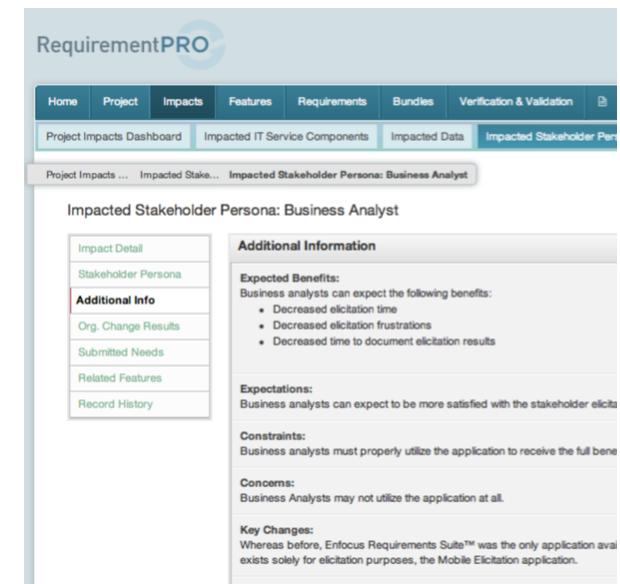
## PC-TADPOL

- Product
- Customer
- Technology
- Application
- Data
- Process
- Organization
- Location



Impact

In a Business Analysis Repository

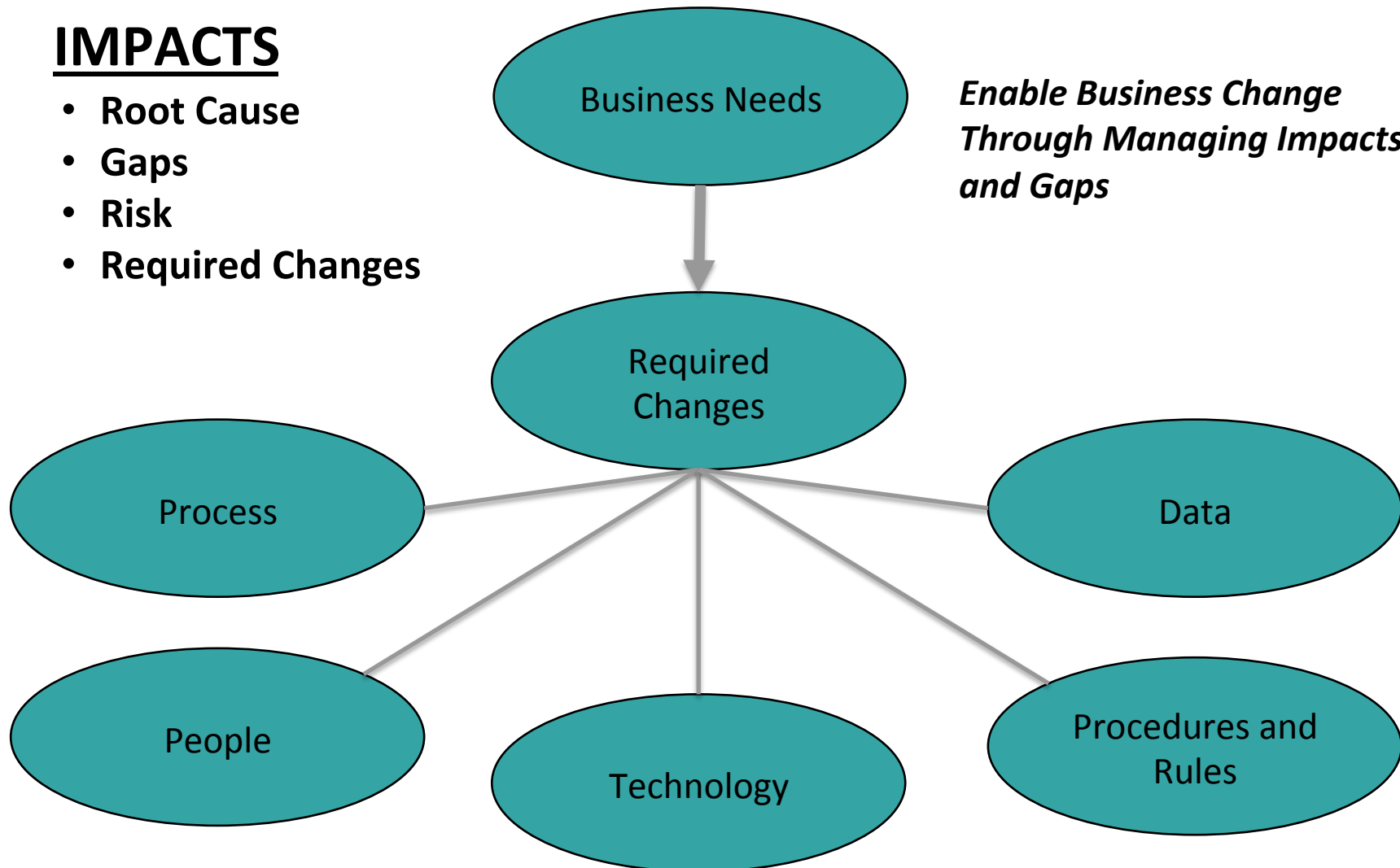


Capture the Nature (Issue/Outcome)  
and Severity of the Impact

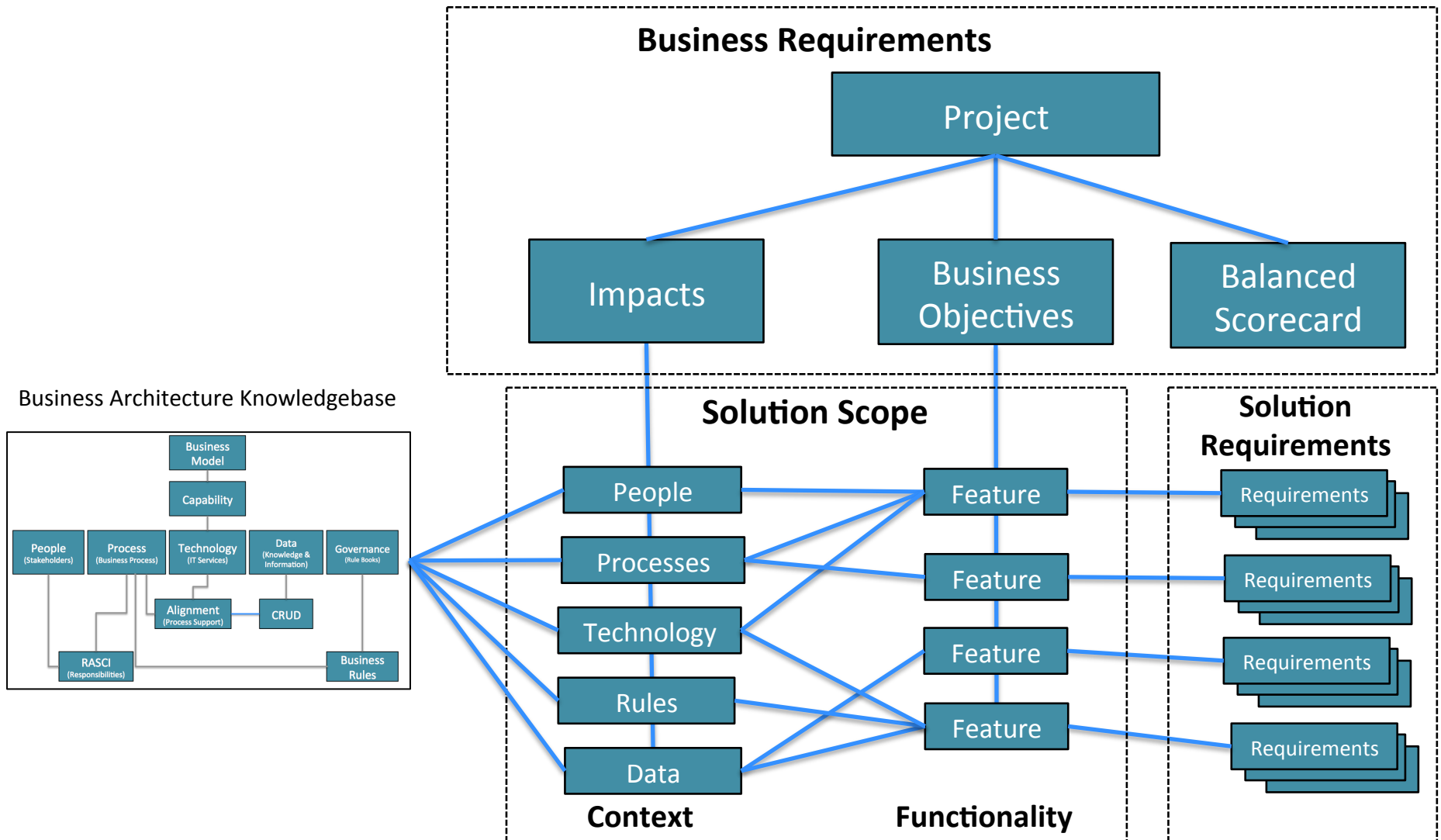
## IMPACTS

- Root Cause
- Gaps
- Risk
- Required Changes

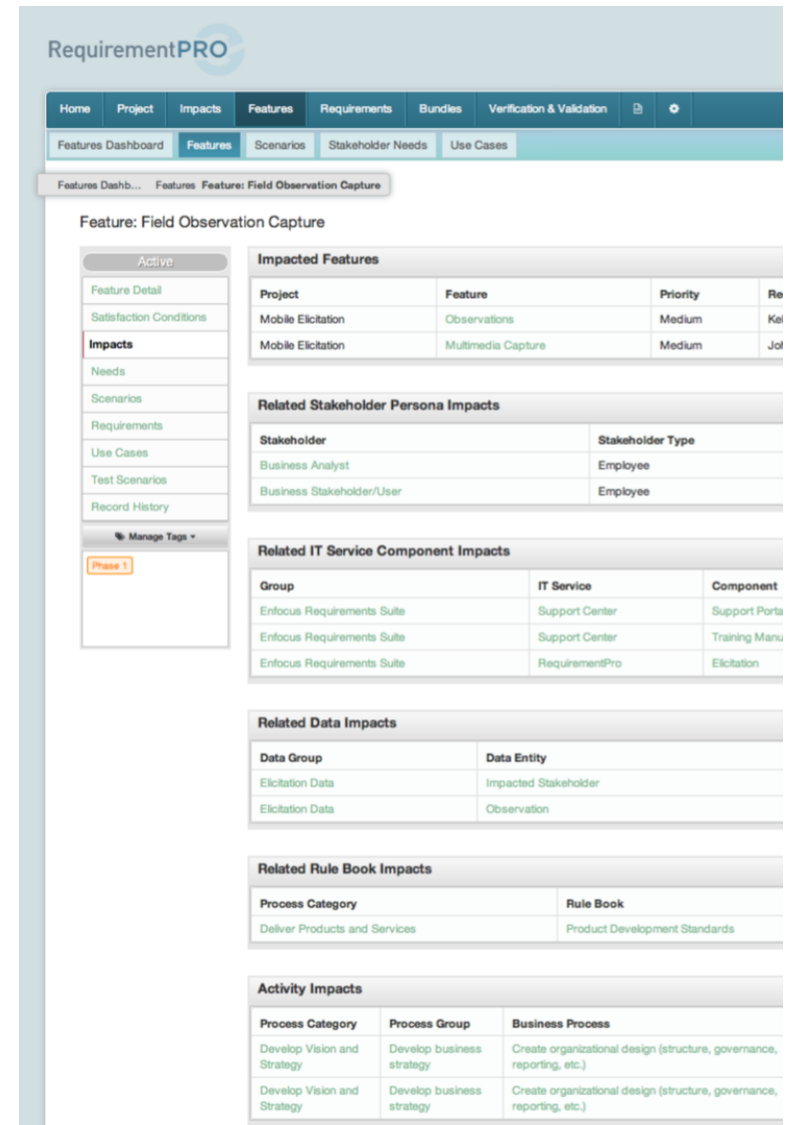
*Enable Business Change  
Through Managing Impacts  
and Gaps*



# Redefining Solution Scope



- Need to communicate scope AND how that scope impacts (integrates) into the business context (People, Process, Technology)
- Need to use this to find the functionality BETWEEN impacted entities (this is the stuff that gets missed)
- How you choose to ORGANIZE and analyze projects determines what dependencies you see



RequirementPRO

Home Project Impacts Features Requirements Bundles Verification & Validation

Features Dashboard Features Scenarios Stakeholder Needs Use Cases

Feature: Field Observation Capture

Active

Feature Detail

Satisfaction Conditions

Impacts

Needs

Scenarios

Requirements

Use Cases

Test Scenarios

Record History

Manage Tags

Phase 1

Impacted Features

Project	Feature	Priority	Re
Mobile Elicitation	Observations	Medium	Kel
Mobile Elicitation	Multimedia Capture	Medium	Joi

Related Stakeholder Persona Impacts

Stakeholder	Stakeholder Type
Business Analyst	Employee
Business Stakeholder/User	Employee

Related IT Service Component Impacts

Group	IT Service	Component
Enfocus Requirements Suite	Support Center	Support Porta
Enfocus Requirements Suite	Support Center	Training Manu
Enfocus Requirements Suite	RequirementPro	Elicitation

Related Data Impacts

Data Group	Data Entity
Elicitation Data	Impacted Stakeholder
Elicitation Data	Observation

Related Rule Book Impacts

Process Category	Rule Book
Deliver Products and Services	Product Development Standards

Activity Impacts

Process Category	Process Group	Business Process
Develop Vision and Strategy	Develop business strategy	Create organizational design (structure, governance, reporting, etc.)
Develop Vision and Strategy	Develop business strategy	Create organizational design (structure, governance, reporting, etc.)

## Business Architecture

- IT Services
  - ITSM
  - SOA
- Technical Services
  - Network
  - Servers
  - Storage
- Business Services
  - Applications
  - Business Continuity
  - Service Levels

## Impacts

- Service Design Changes
  - Utility
  - Warranty
- Service Level Management
  - Capacity
  - Business Continuity
  - Availability
- Traceability
  - Design Elements
  - Code Elements

The screenshot shows the 'EnterprisePORTFOLIO' web application interface. The top navigation bar includes tabs for Home, Projects, IT Services, Stakeholder Personas, Business Rules, Business Processes, and Data Groups. Below this, there's a sub-navigation bar with Service Groups, IT Services, and Components. The main content area is titled 'IT Service: Human Capital Management' and features a sidebar with a 'Draft' section containing links to IT Service Detail, Service Delivery Info (highlighted), IT Service Stakeholders, Components, and Impact History. The main content area is divided into three sections, each with an 'Edit' button:

- Service Delivery Information:** Contains fields for Introduced, Retired, Latest Release, Version, Vendor, Lifecycle Stage, Availability, Capacity, and Requisite Skills.
- Service Operations & Improvement:** Contains fields for Service Operations, Business Continuity, Risk Management, and Continual Service Improvement.
- Business Information:** Contains fields for User Base, Internal/External, Business Criticality, and Benefits.

At the bottom right, there is a 'Leave a message' button.

## Business Architecture

- Business Rule Books
- Business Rules

## Impacts

- Regulatory and Compliance changes
- Policies and procedures
- Standards
- Workflow

Rule Book: Patient Registration

enfocus.requirementpro-demo.com/rule\_books/2?partial-id=business\_rules

Unlock 1Password to save this Login Master Password Unlock

RequirementPro Enterprise Portfolio RequirementCoach

EnterprisePORTFOLIO Enfocus Solutions Inc.

Home Projects IT Services Stakeholder Personas Business Rules Business Processes Data Groups

Rule Books Business Rules

Enterprise Portf... Rule Book: Patient Registration

Rule Book: Patient Registration

Active

Rule Book Detail

Authoring Team

**Business Rules**

Impact History

Business Rules New Import

Reference Number	Business Rule	Status	Source	Effective Date	Retired Date
RB-00003.00001	Patients under 18	Active	Policy	January 28, 2013	
RB-00003.00002	HIPPA Patient Privacy Rules	Active		January 28, 2013	
RB-00003.00003	Pre-Certification	Active	Registration Manual	January 28, 2013	
RB-00003.00004	Creation of Recurring Accounts	Active	Registration Manual	January 28, 2013	
RB-00003.00005	Basic Telephone Procedures	Active	Policy Manual	January 28, 2013	
RB-00003.00006	Answering Calls for Your Department	Active	Call Center Registration Manual	January 28, 2013	

Leave a message



## Business Architecture

- Business Process
  - Process Categories
  - Process Groups
  - Processes
  - Activities
- Performance Measures
- RASCI

## Impacts

- Business process changes

The screenshot displays the EnterprisePORTFOLIO interface. The top navigation bar includes links for Home, Projects, IT Services, Stakeholder Personas, Business Rules, Business Processes, and Data Groups. The 'Business Processes' tab is active, showing a list of process categories and groups. The main content area displays the 'Business Process Summary' for the process 'Establish service levels for customers' (Reference Number: 05.01.03). The summary includes fields for Process Category, Process Group, Name, Reference Number, Status, Record Owner, and Business Process Owner. A description is provided for the process. Below the summary, there are sections for Attachments and Comments, both of which currently show no data.

EnterprisePORTFOLIO Enfocus Solutions Inc.

Home Projects IT Services Stakeholder Personas Business Rules Business Processes Data Groups

Process Categories Process Groups Business Processes Activities

Enterprise Port... Business Process Summary: Establish service levels for customers

Business Process Summary: 05.01.03 - Establish service levels for customers

Draft

**Business Process Detail**

- RASCI Matrix
- Activities
- Process Overview
- Process Measurement
- Process Evaluation Info.
- Impact History

**Summary** [Activate] [Edit] [Delete]

Process Category: Manage Customer Service Process Group: Develop customer care/customer service strategy

Name: Establish service levels for customers Reference Number: 05.01.03 Status: Draft

Record Owner: Sergio Reyes Business Process Owner:

Description:  
In the Establish service levels for customers process, the organization determines the degree of service it will provide, sometimes offering according to segment or type of issue. These targets may be referenced on organizational or individual employee scorecards and are typically communicated to employees during the on-board process. These levels may be linked to the policies constructed in process 5.1.2. Define customer service policies and procedures.

Created By: Sergio Reyes 10 months ago Last Updated By: Sergio Reyes 8 months ago

**Attachments** [New]

This record has no attachments.

**Comments**

Leave a message

## Business Architecture

- Master data
  - Primary Data
  - Reference Data
  - Transactions
- Knowledge
- Analytical Data and Reporting
- Metrics and Measurement

## Impacts

- Management Reporting
- Master data management
- Data Quality
- Data Conversion
- Interfaces

EnterprisePORTFOLIO

Enfocus Solutions Inc

Home Projects IT Services Stakeholder Personas Business Rules Business Processes Data Groups

Data Groups Data Entities

Enterprise Portf... Data Group: Elicitation Data

Data Group: Elicitation Data

Data Group Detail

Data Entities

Ref. No.	Status	Data Entity	Record Owner
SHE.001	Active	Project	Jenny Boronyak
SHE.002	Active	Impacted Stakeholder	Jenny Boronyak
SHE.003	Active	Elicitation Event	Jenny Boronyak
SHE.004	Active	Scenario	Jenny Boronyak
SHE.005	Active	Need	Jenny Boronyak
SHE.006	Active	Observation	Jenny Boronyak

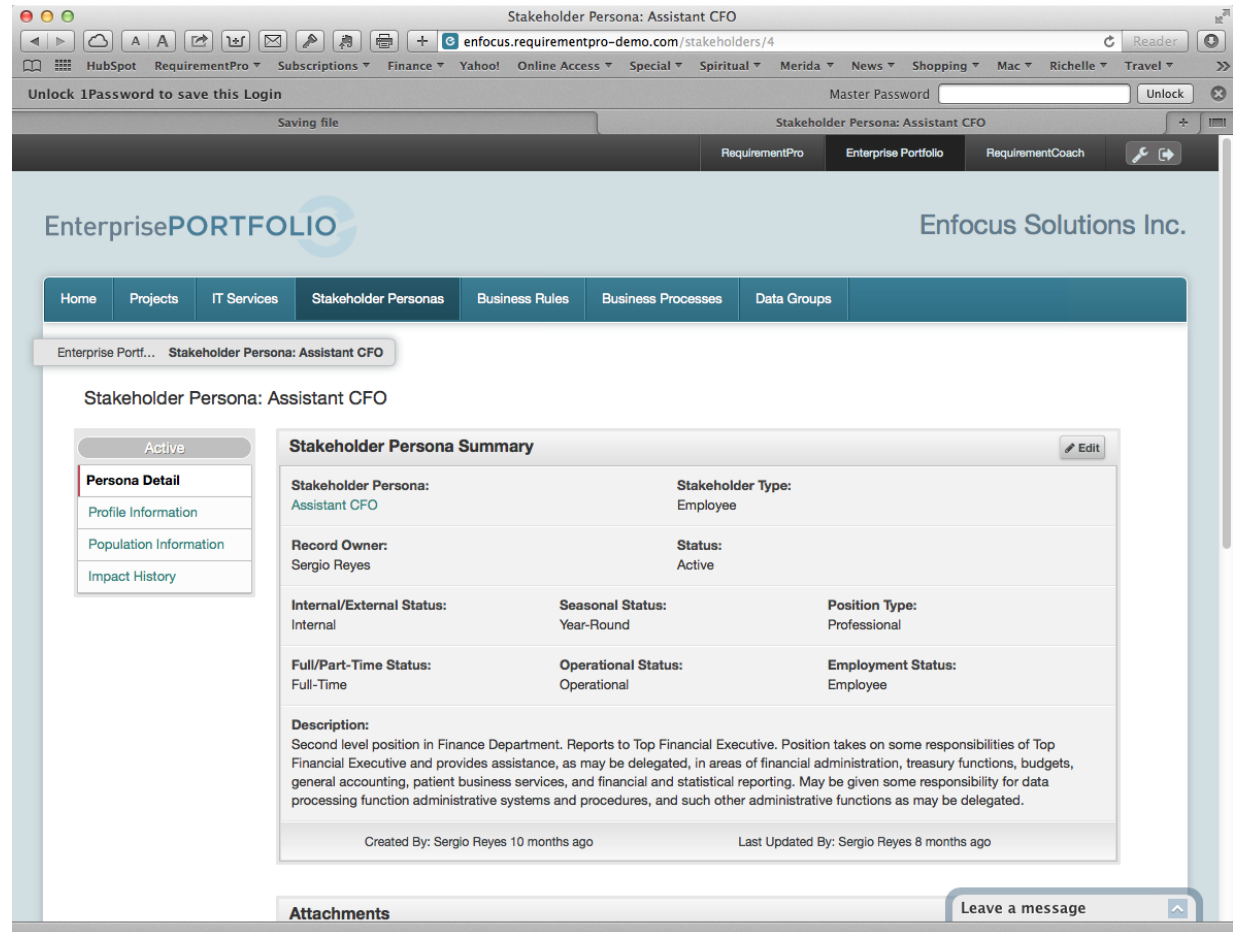
Leave a message

## Business Architecture

- Organizations and Roles
- Customers, Suppliers, and Partners
- Skills

## Impacts

- Roles and responsibilities
- Culture
- Motivation
- Skills and Competencies
- Staffing and compensation
- Organization Structure
- Learning



The screenshot shows a web browser window displaying the 'Stakeholder Persona: Assistant CFO' page. The page is part of the 'EnterprisePORTFOLIO' application by 'Enfocus Solutions Inc.'. The navigation bar includes links for Home, Projects, IT Services, Stakeholder Personas, Business Rules, Business Processes, and Data Groups. The main content area is titled 'Stakeholder Persona: Assistant CFO' and features a sidebar with 'Active' status and 'Persona Detail' (Profile Information, Population Information, Impact History). The main section is a 'Stakeholder Persona Summary' table with the following details:

Stakeholder Persona: Assistant CFO		Stakeholder Type: Employee
Record Owner: Sergio Reyes		Status: Active
Internal/External Status: Internal	Seasonal Status: Year-Round	Position Type: Professional
Full/Part-Time Status: Full-Time	Operational Status: Operational	Employment Status: Employee
<b>Description:</b> Second level position in Finance Department. Reports to Top Financial Executive. Position takes on some responsibilities of Top Financial Executive and provides assistance, as may be delegated, in areas of financial administration, treasury functions, budgets, general accounting, patient business services, and financial and statistical reporting. May be given some responsibility for data processing function administrative systems and procedures, and such other administrative functions as may be delegated.		
Created By: Sergio Reyes 10 months ago		Last Updated By: Sergio Reyes 8 months ago

At the bottom, there are sections for 'Attachments' and a 'Leave a message' button.

# Architects Want the Opposite View...

Tell me all the things that impact the enterprise objects

The screenshot displays the EnterprisePORTFOLIO web application. The top navigation bar includes links for RequirementPro, Enterprise Portfolio, and RequirementCoach. The main header shows the EnterprisePORTFOLIO logo and the company name, Enfocus Solutions Inc. Below the header is a secondary navigation bar with tabs for Home, Projects, IT Services, Stakeholder Personas, Business Rules, Business Processes (selected), and Data Groups. A sub-navigation bar under Business Processes includes Process Categories, Process Groups, Business Processes (selected), and Activities. The main content area shows a breadcrumb trail: Enterprise Portf... > Business Process Summary: Survey market and determine customer needs and wants. The title of the page is 'Business Process Summary: 01.01.02 - Survey market and determine customer needs and wants'. On the left, there is a sidebar with a list of active items: Business Process Detail, RASCI Matrix, Activities, Process Overview, Process Measurement, Process Evaluation Info., and Impact History (highlighted). The main content area features an 'Impact History' table with two columns: Project and Feature. The table lists six items, each with a small icon next to the project name. At the bottom of the table, it says 'Displaying all 6 items'. A 'Chat now' button is visible in the bottom right corner.

EnterprisePORTFOLIO Enfocus Solutions Inc.

Home Projects IT Services Stakeholder Personas Business Rules Business Processes Data Groups

Process Categories Process Groups Business Processes Activities

Enterprise Portf... Business Process Summary: Survey market and determine customer needs and wants

Business Process Summary: 01.01.02 - Survey market and determine customer needs and wants

Active

- Business Process Detail
- RASCI Matrix
- Activities
- Process Overview
- Process Measurement
- Process Evaluation Info.
- Impact History

**Impact History**

Project	Feature
Mobile Elicitation II	Needs
Mobile Elicitation II	Product Roll-Out
Mobile Elicitation II	Record Case Scenarios
Mobile Elicitation II	RequirementPro Integration
Sales Analysis BI Solution	ETL - Data Extract, Transform, and Load
System Modernization	System Modernization

Displaying all 6 items

Chat now

# Enterprise Data Traceability

Manage reusable product/services, business processes, business rules, and stakeholder personas used by all projects

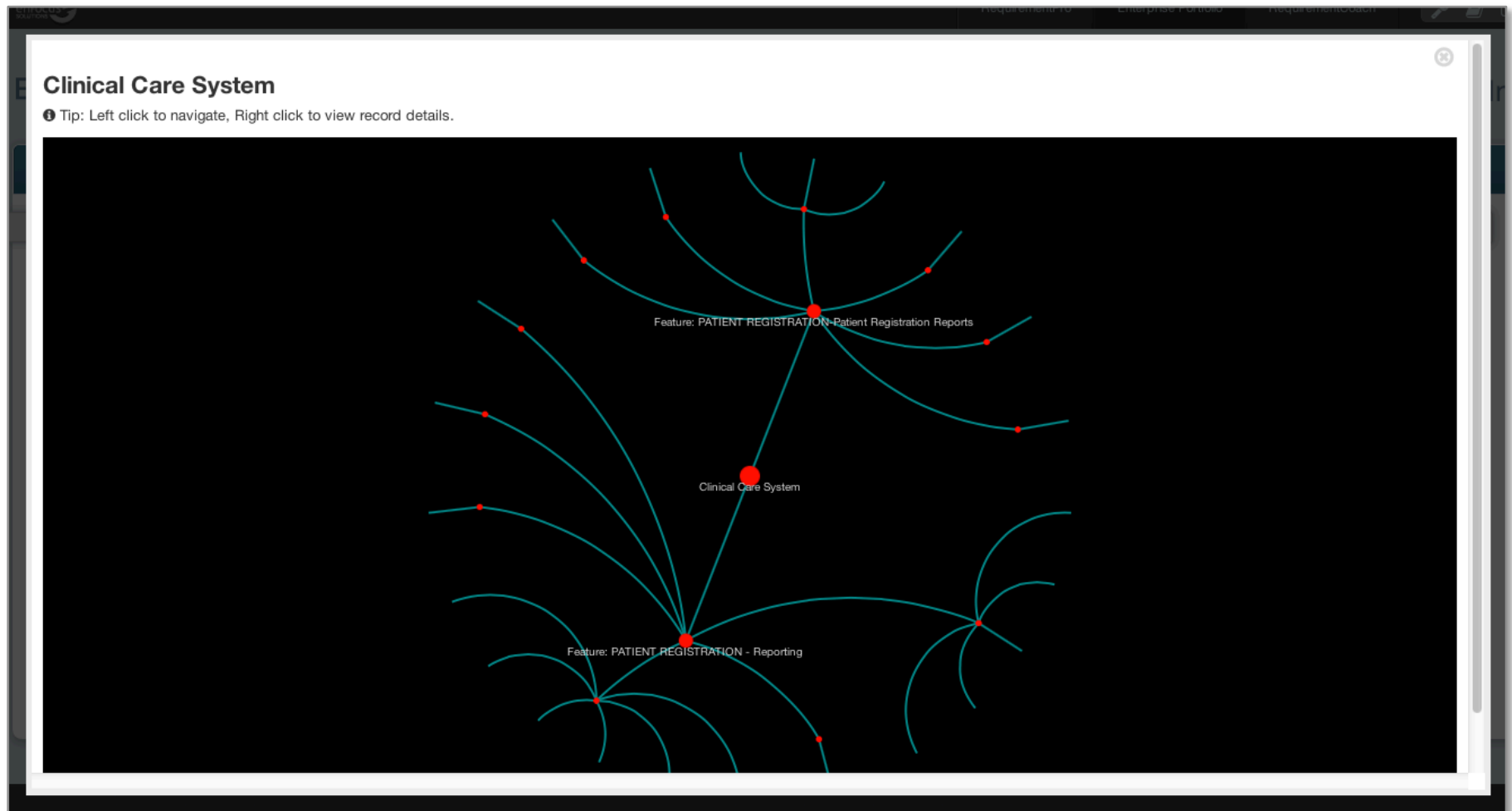


Diagram shows all related projects, features, requirements, etc. for one product/service in enterprise portfolio



## Q & A