

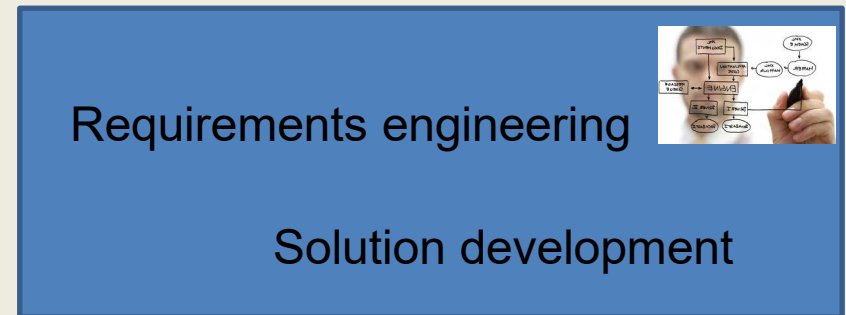
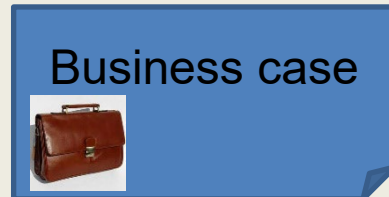
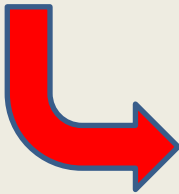
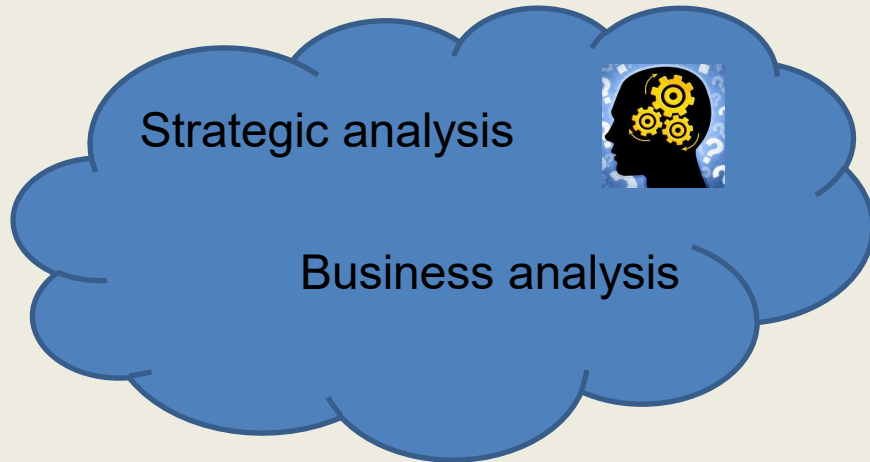
Business Architecture

Paul Turner



Kiev November 2012

The breadth of Business Analysis



The breadth of Business Analysis



Strategic analysis

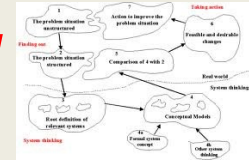


Business analysis

Business Architecture



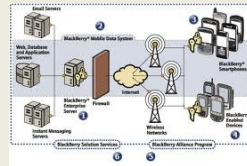
Systems Thinking



Business case



Systems Modelling



Requirements engineering



Solution development

Agile development



The breadth of Business Analysis



Strategic analysis

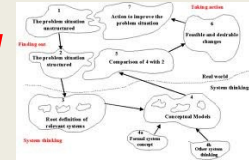


Business analysis

Business Architecture



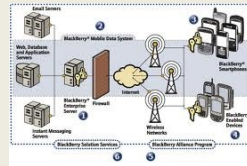
Systems Thinking



Business case



Systems Modelling



Requirements engineering



Solution development

Agile development



What is Architecture?



architecture ('ɑ:kɪ,tæktʃə) ?

— *n*

1. the art and science of designing and superintending the erection of buildings and similar structures
2. a style of building or structure: *Gothic architecture*
3. buildings or structures collectively
4. the structure or design of anything: *the architecture of the universe*



What is Business Architecture?



"The structure and behaviour of a business system . Covering business functions or capabilities, business processes and the roles of the actors involved in these.

Business functions and business processes are mapped to the business goals and business services they support, and the applications and data they need"

"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 Guild

or simply:

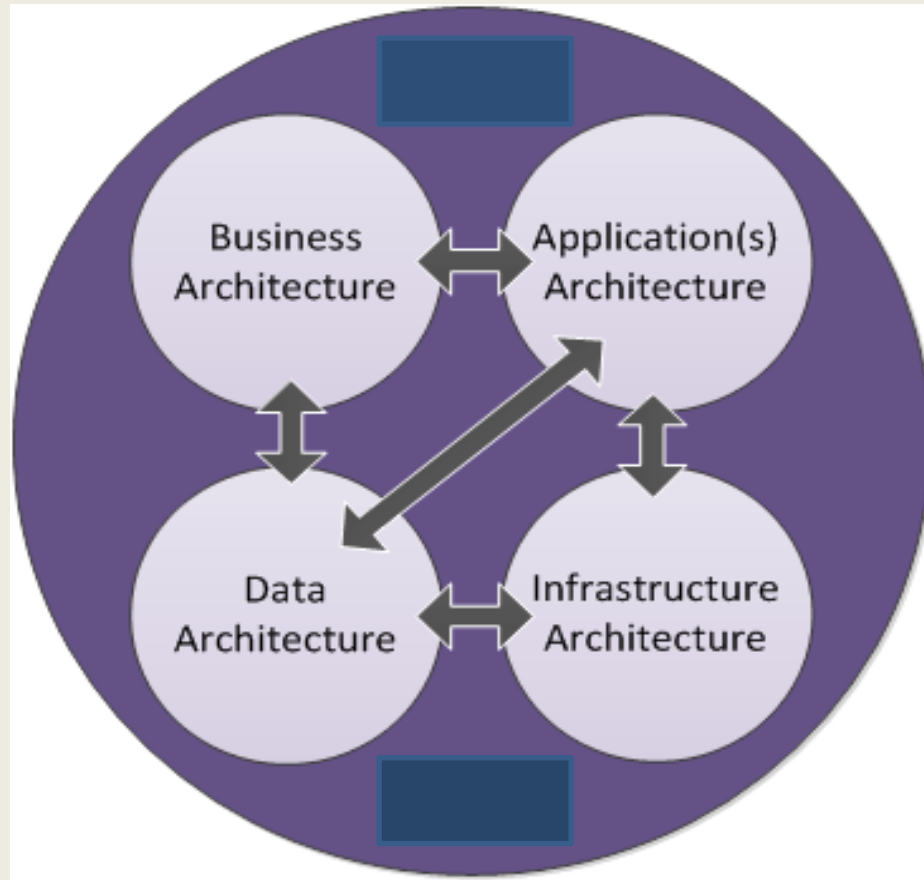
"The business strategy, governance, organization, and key business processes." TOGAF

Uses of a Business Architecture



- Develop a perspective on an organisation's strategic/competitive **differentiators**, and fully understand what it is and what it is doing
- Understand the key **value streams** used to deliver its value proposition
- Provide a way to quickly and effectively **implement strategy** through defined approaches, processes and organisation wide frameworks
- Make better-informed and more comprehensive **business decisions**
- Solve complex enterprise **business problems**
- Define detailed **business needs**, to be used as input for business and IT solutions
- Ensure the success of an overall Architecture by serving as the **driving force** for the IT Architecture

Business Architecture in relation to other architectures

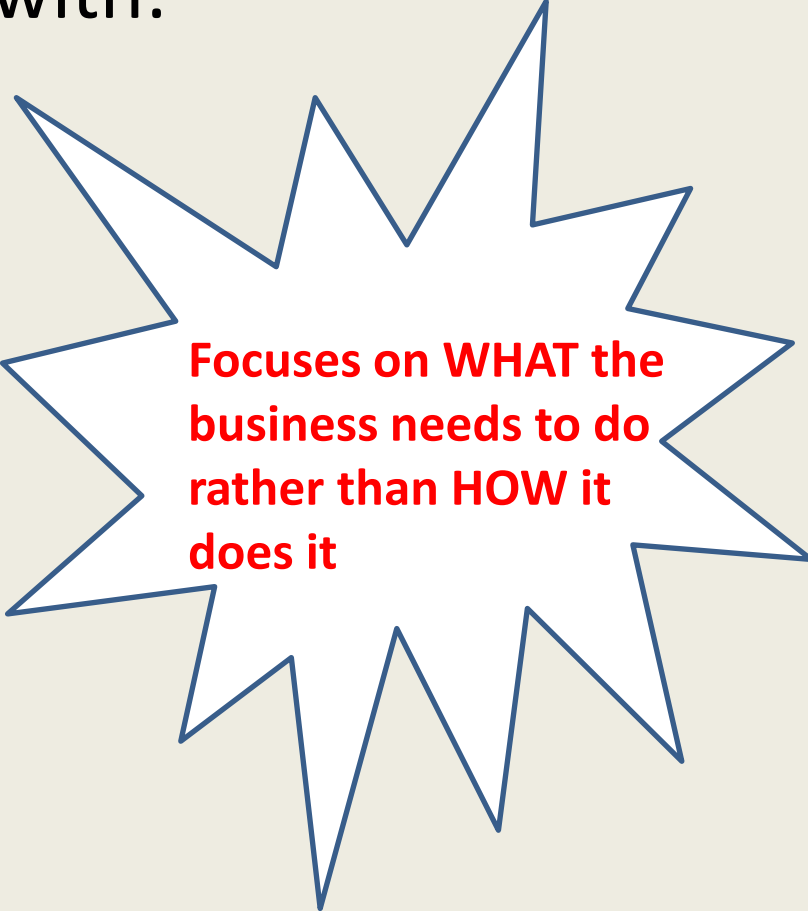


The impact of Business Architecture



Consider the relationship with:

- Strategy
- Governance
- Business Capabilities
- Business Change

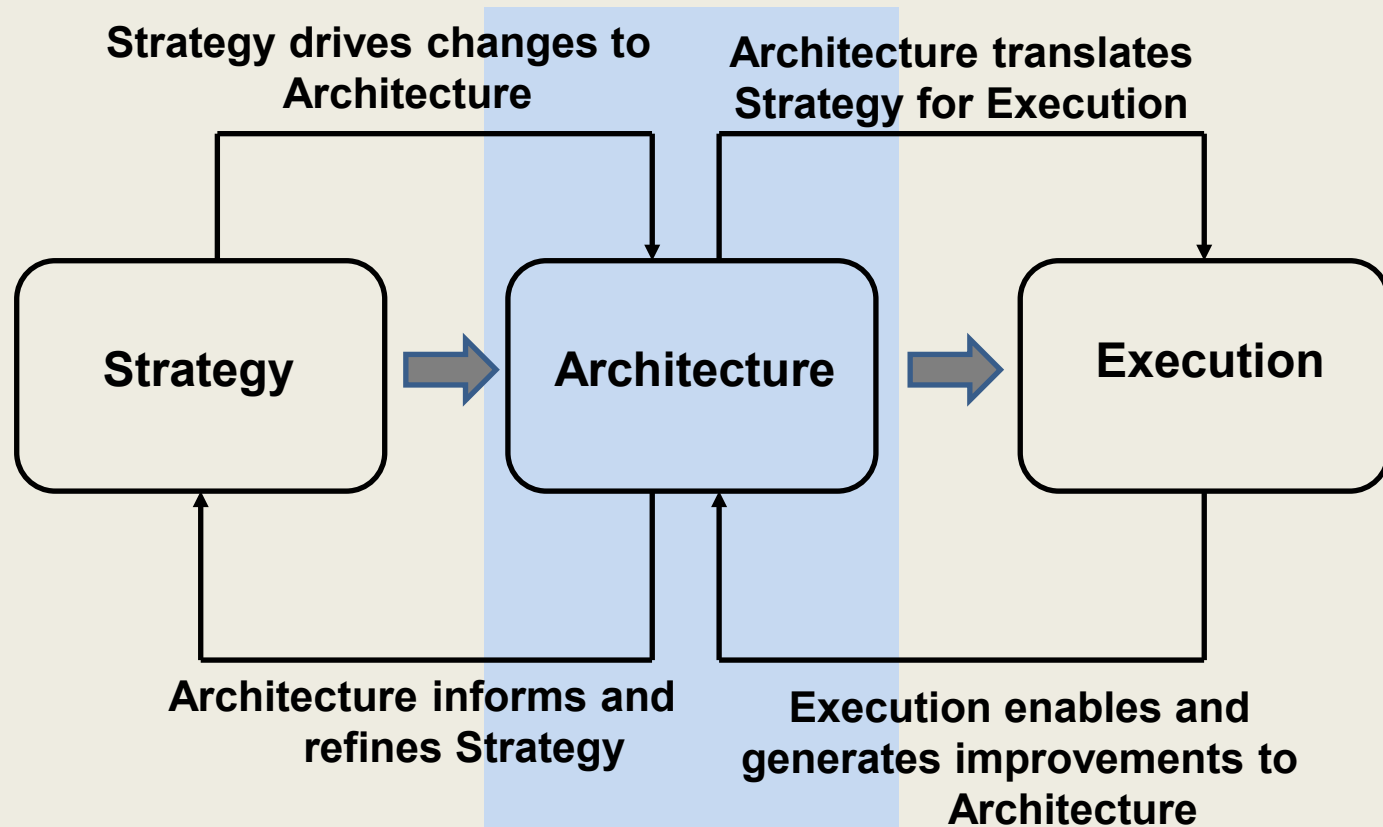


**Focuses on WHAT the
business needs to do
rather than HOW it
does it**

Business Architecture fit within an organisation



Creates a direct, clear linkage between executive intent and organisational action



Provides a structured approach to making strategic and operational investment decisions

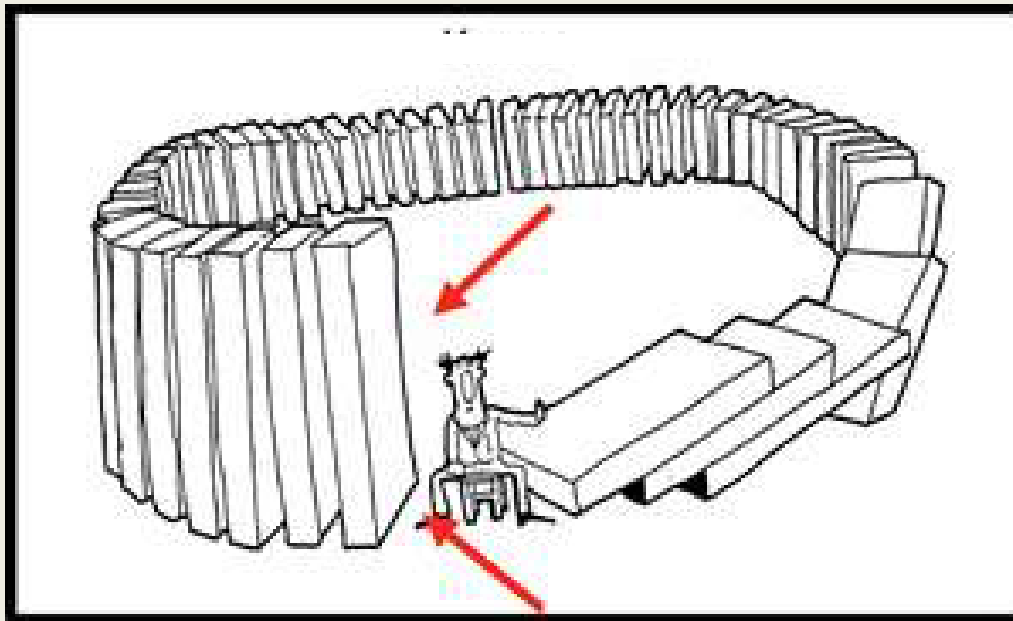
Systemic change



Systemic change is one where the impact of any change is considered in respect of the whole ,and the relationships between the individual parts to one another

i.e. see the bigger picture

Cause and effect



The solution to one problem may cause another bigger Problem

We may act to produce short term benefits leading to long term costs

The role of the Business Architect



The **Business Architect** converts high-level **business strategy** and business needs

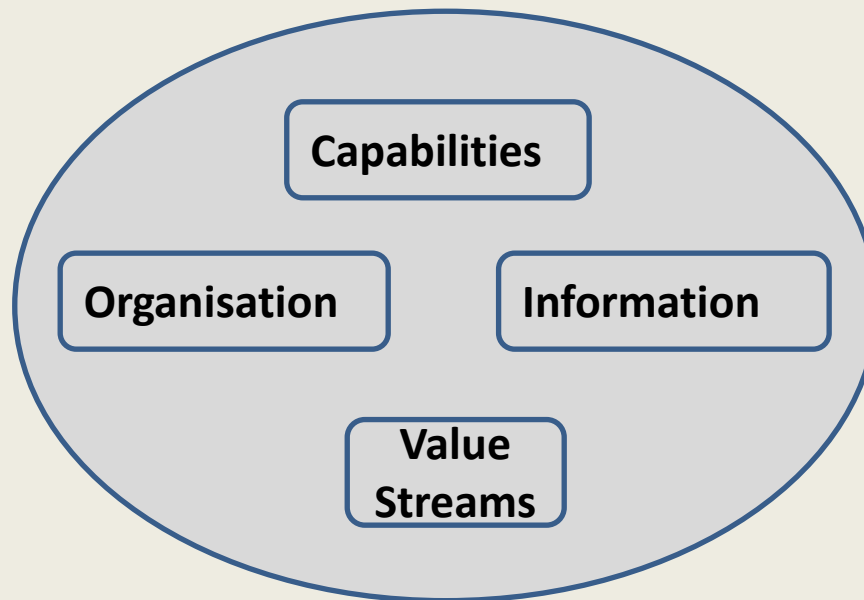
..... into an integrated vision of the future

..... and then redesigns the **business capabilities** necessary to deliver the **goals of the vision**.

This provides a holistic, complete and co-ordinated set of business models the best of which become roadmaps for future profit and growth.

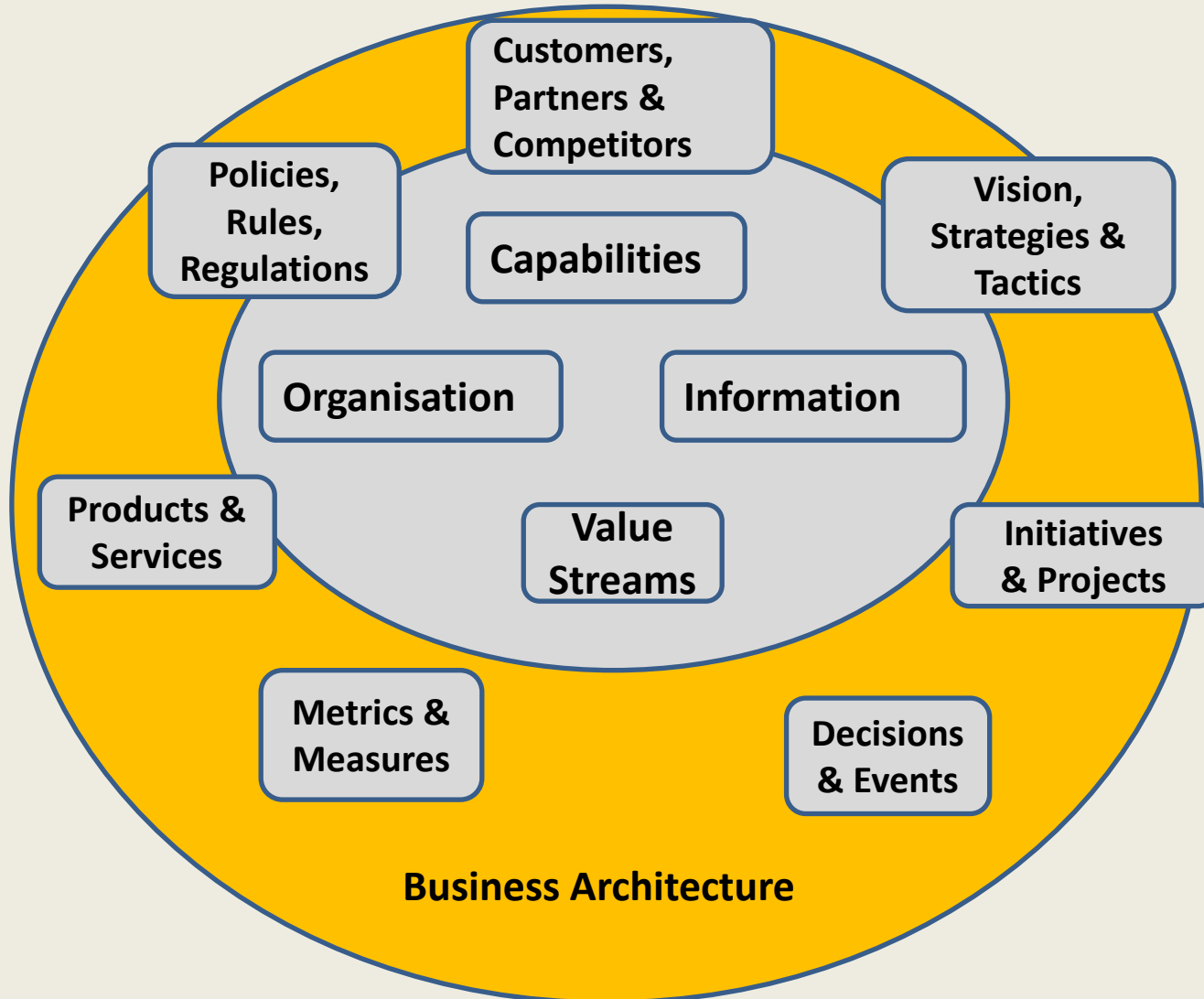
These **roadmaps** can then broken down into **initiatives for implementation**

Aspects of a Business



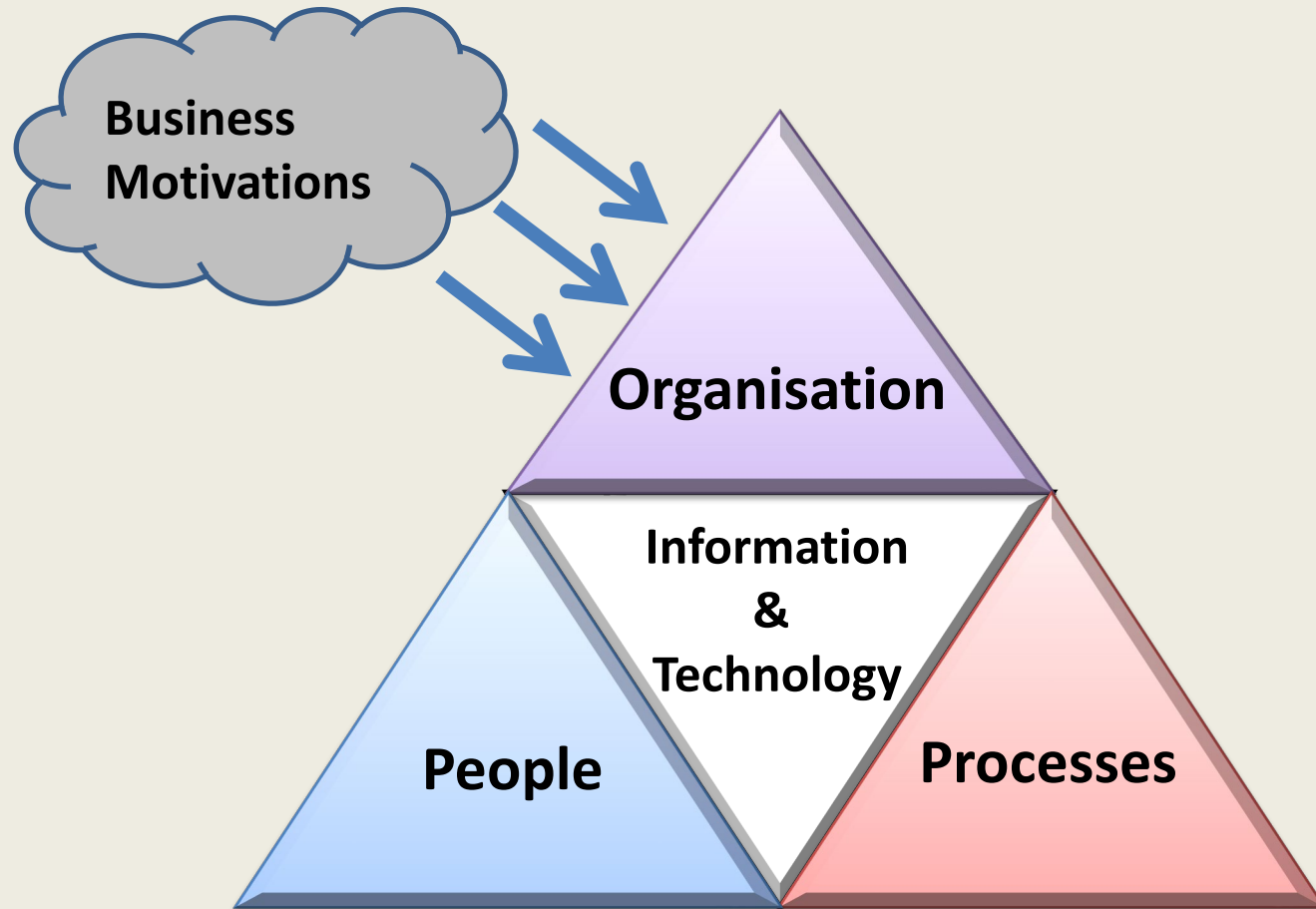
Source: Business Architects Guild

Aspects of a Business



Source: Business Architects Guild

POPIT™ – taking a holistic approach

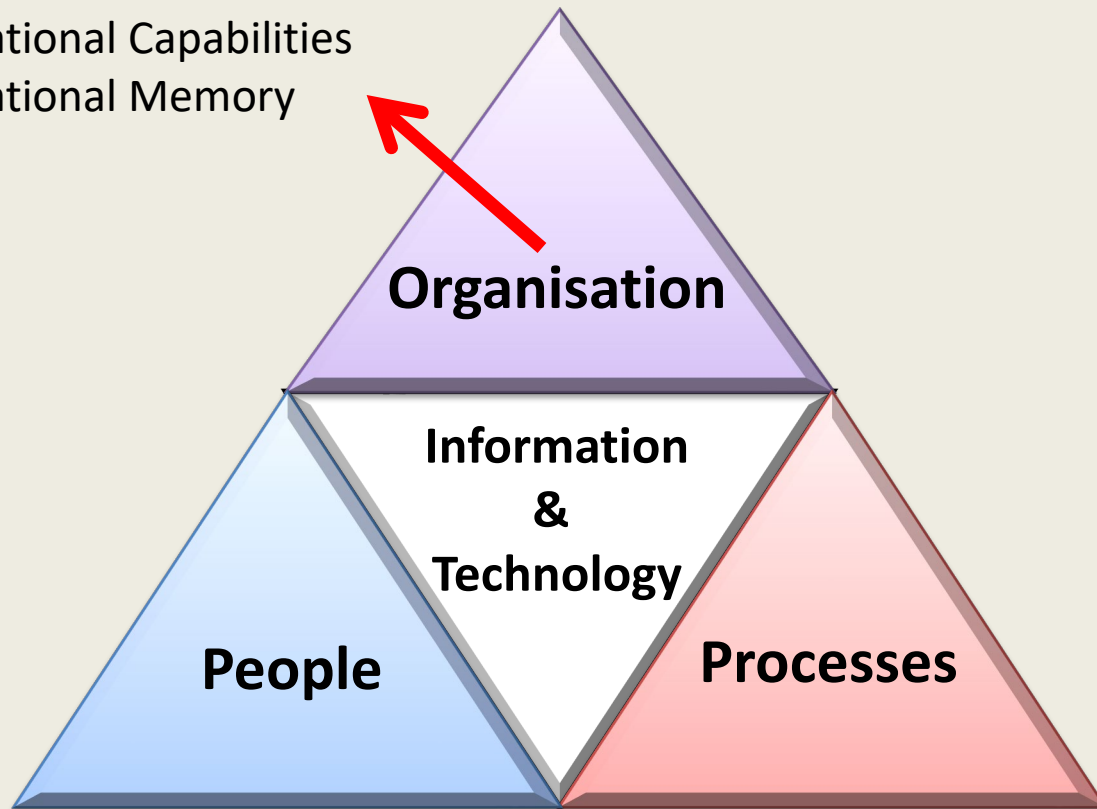


Business Architecture Blueprints

POPIT™ – taking a holistic approach



Business Models
External Business Environment
Organisational Capabilities
Organisational Memory

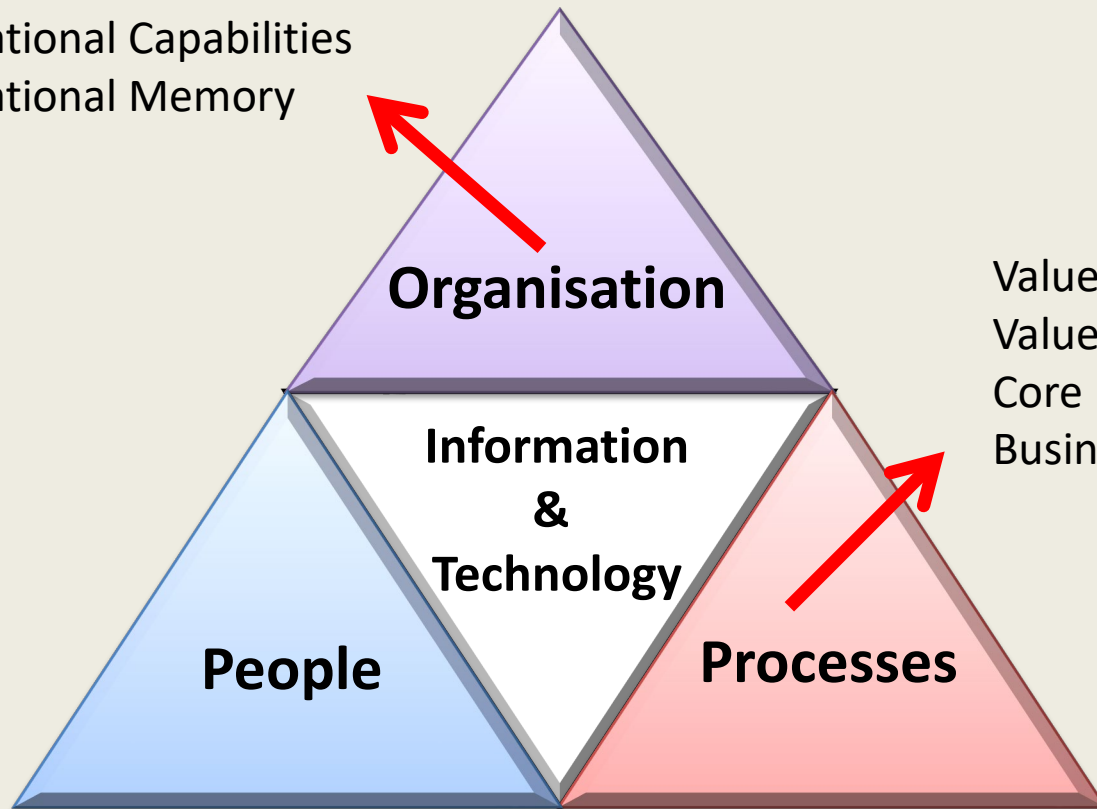


Business Architecture Blueprints

POPIT™ – taking a holistic approach



Business Models
External Business Environment
Organisational Capabilities
Organisational Memory



Value Propositions
Value Chains
Core Business Processes
Business Services

Business Architecture Blueprints

POPIT™ – taking a holistic approach



Business Models
External Business Environment
Organisational Capabilities
Organisational Memory

Organisation

**Information
&
Technology**

Value Propositions
Value Chains
Core Business Processes
Business Services

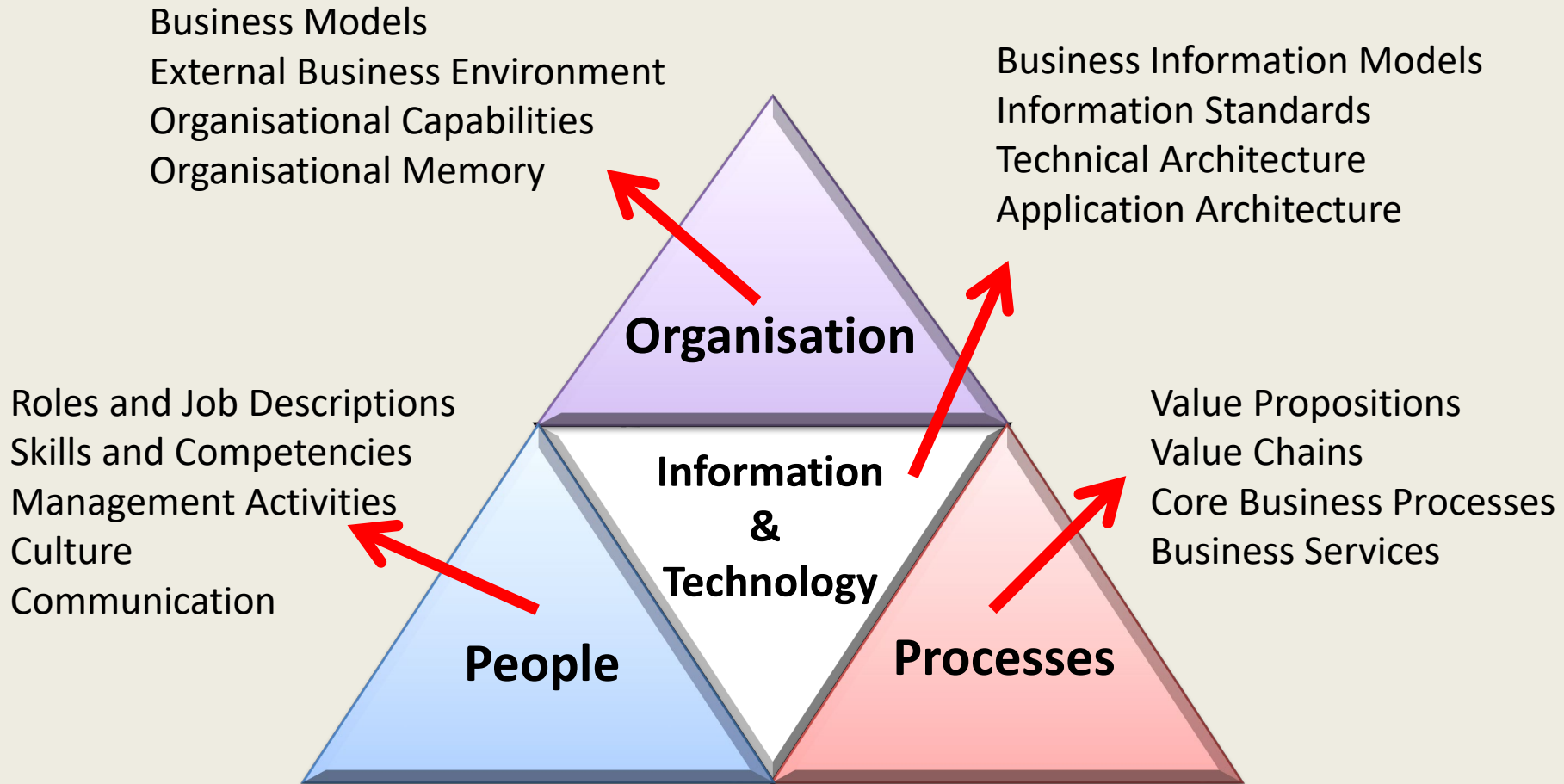
Roles and Job Descriptions
Skills and Competencies
Management Activities
Culture
Communication

People

Processes

Business Architecture Blueprints

POPIT™ – taking a holistic approach



Business Architecture Blueprints

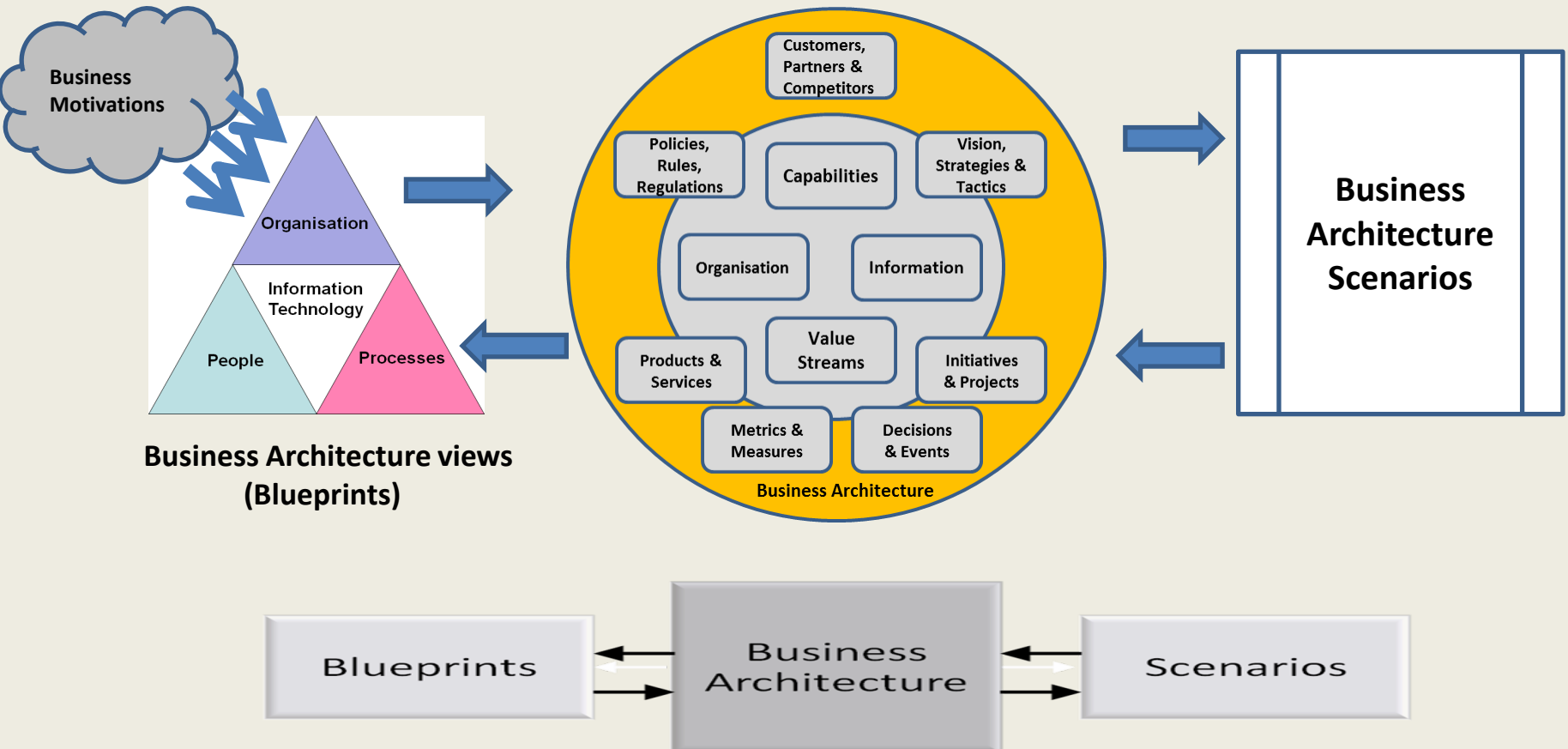
Business Architecture scenarios



Example business scenarios might include:

- **Mergers and acquisitions**
- **Business unit consolidation**
- **New product deployment**
- **New line of business**
- **Outsourcing of a business capability**
- **Regulatory compliance**
- **Divesting a line of business**
- **Implementing a new way of working**

Business Architecture Framework



Examples of Business Architecture documentation



- **Business Context**
- **Business glossary of terminology and concepts**
- **Business capabilities (represented in a Business Capability Model)**
- **Detailed Business Capabilities (Business Requirements)**
- **High level business processes (often represented in a value stream model)**
- **More detailed business processes and workflows**
- **Organisational units and roles**
- **Business rules**
- **Business data elements and metrics**

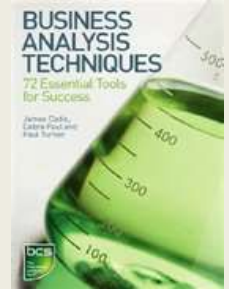
So how does this effect Requirements Engineers?



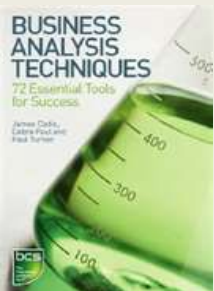
- To contribute to the bottom-up construction of the Business Architecture
- Help evaluate business ideas and initiatives
- Assess impact of suggested changes
- Encourage re-use
- Model using architecture artefacts
- Understand knock-on effects of change
- Ensure changes are reflected back into the architecture



Business Architecture



Paul Turner



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