



**Building an Enterprise Business Architecture
Function Within the Broader EA Context**

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About Your Presenter

Guy B. Sereff

- Author, Speaker and Technology Practitioner
- Senior Vice President / Senior Architect Specialist
- Technology Industry Experience
 - *Application Research & Development (12 years)*
 - *Large-Scale Technology Management (8 years)*
 - *Global Enterprise Architecture (7 years)*
- Pragmatic Blend of Strategy and Tactical Execution
- Architectural Domain Experience
 - *Business Architecture*
 - *Information Architecture*
 - *Solution Architecture*
 - *Enterprise Architecture*



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Agenda

Common Concepts

Business Architecture Trends

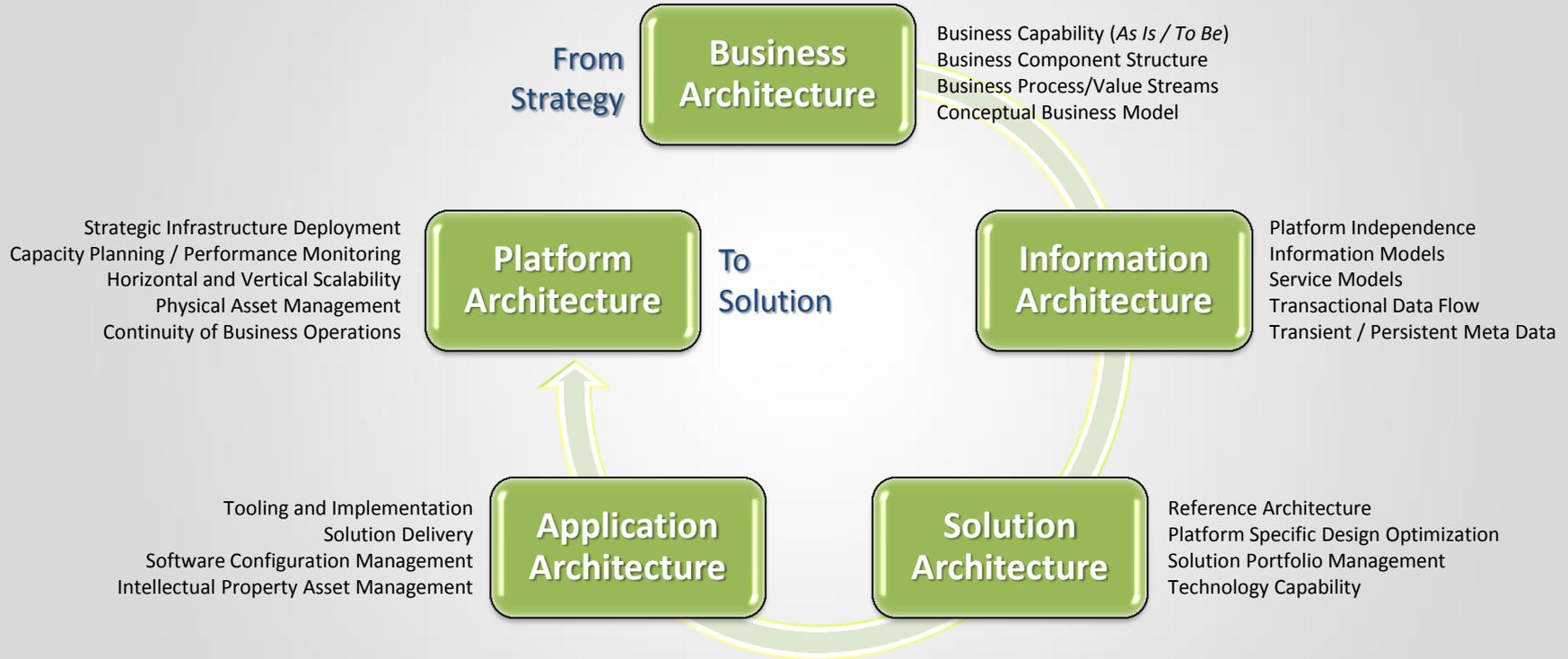
Principles for Building an Effective Enterprise Business Architecture Function

Recommended Next Steps

Questions and Comments



Enterprise Architecture Context

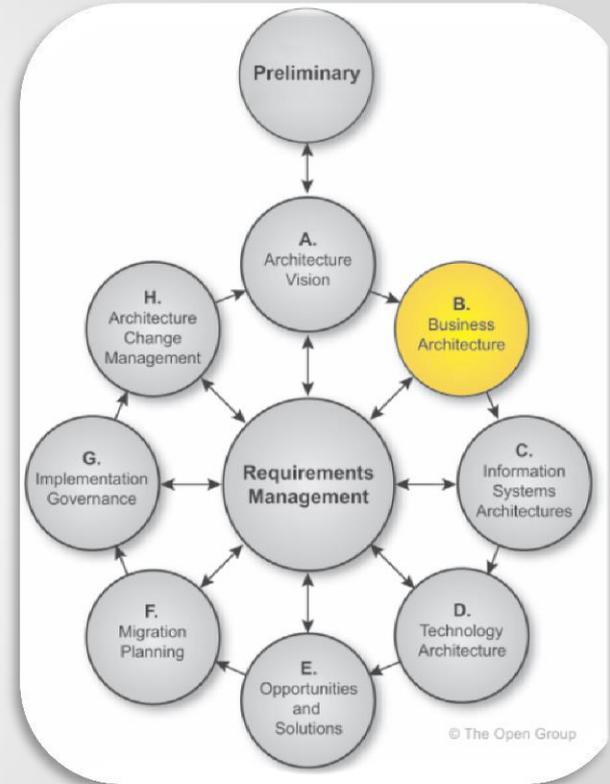


'Business Architecture' According to TOGAF®9

In summary, the Business Architecture describes the product and/or service strategy, and the organizational, functional, process, information, and geographic aspects of the business environment.

...In practical terms, the Business Architecture is also often necessary as a means of demonstrating the business value of subsequent architecture work to key stakeholders, and the return on investment to those stakeholders from supporting and participating in the subsequent work.

The collective Business Architectures of an organization, or taken together as a whole to form the *Enterprise Business Architecture*, is *often the only end-to-end model of the business that exists*, describing the organizational structure, core business processes, critical information objects, value chains and vital entity relationships.



Emerging Business Architecture Trends

Why Business Architecture? Why Now?



TREND: “Business and information architecture will make significant progress. We’ve seen a lot of interest, but little urgency, in developing and

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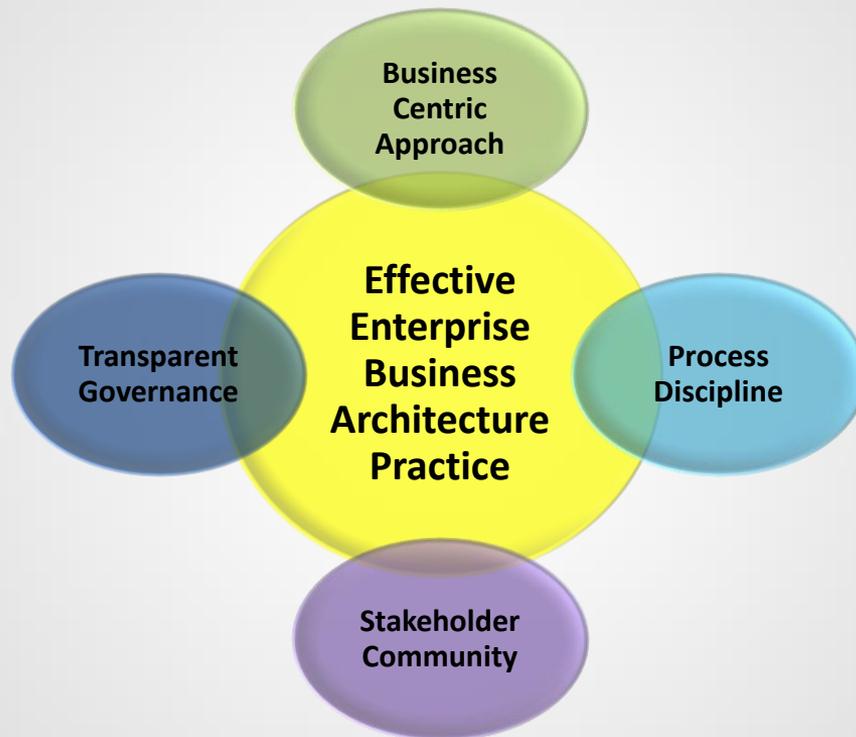
TREND: “Business Architects are extremely valuable to an organization when they understand market and technology trends in a particular sector.

A major role of the Business Architect is to help merge technology with business processes to help facilitate this business transformation.

There are a number of key technology areas for 2013 where Business Architects will be called upon to engage with the business such as Cloud Computing, Big Data and social networking. Therefore, the need to have competent Business Architects is a high priority in both the developed and emerging markets and the demand for Business Architects currently exceeds the supply.

Steve Philips, The Open Group (2013)

Building an Effective Business Architecture Practice



Business Centric Approach

An approach and set of skills designed to influence the strategic direction of the company on an on-going basis as well as set the course for all subsequent architectural and technology efforts

Attributes

- Industry Knowledge
- Business Product Knowledge
- Operations Knowledge
- Customer Behavior Knowledge

Benefits

- Credibility as Trusted Advisor
- Focus on Customer Point of View
- Strategic Alignment – for real!



Business Centric Approach – Knowledge Depth

Industry Knowledge	Business Product Knowledge
Operations Knowledge	Customer Behavior



TIP: Move the focus of Enterprise Architecture away from being primarily technology-centric and more towards being business-centric by viewing the enterprise holistically through the Business Architecture lens.

Process Discipline

The application of sound process management to the process of Business Architecture

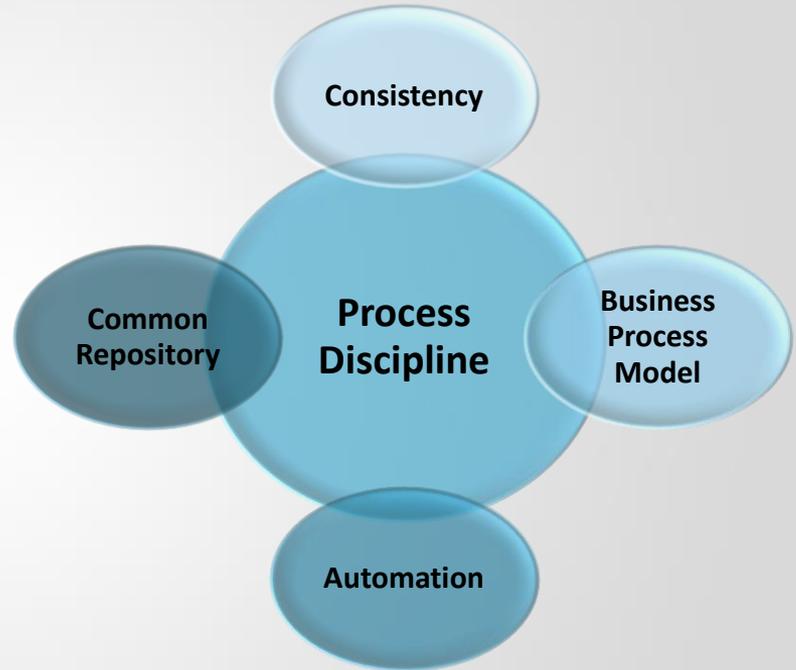
Attributes

- Consistency
- Business Process Model
- Automation
- Common Repository

Benefits

- Reduced Variation/Increased Predictability
- Faster Knowledge Transfer
- *Do as I Say ~~N~~t as I Do*

And



Process Discipline - Consistency

Standard Deliverables

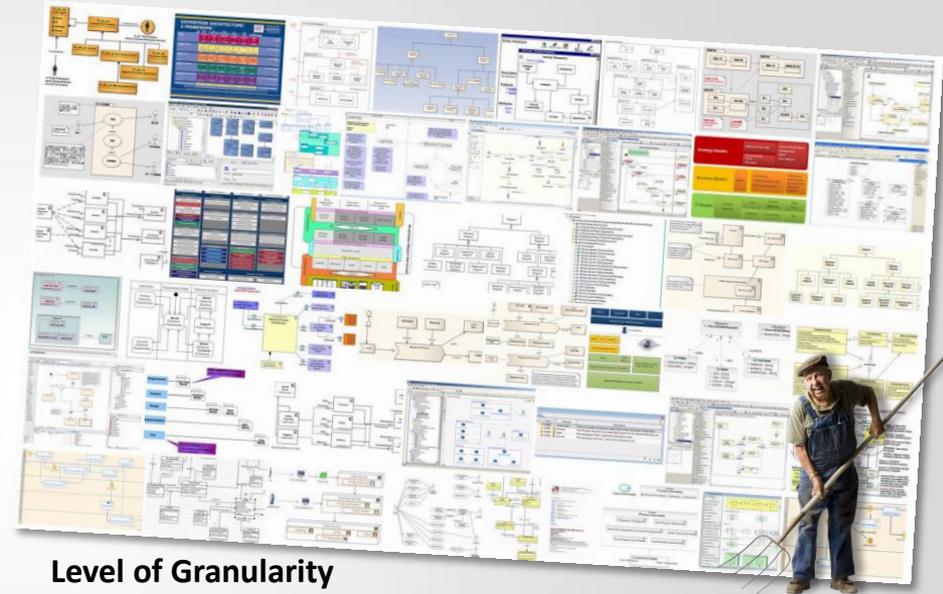
- Discrete List of Artifacts
- Common Tools & Templates
- Common Patterns
- Published Model Meta Model

Common Taxonomy

- Consistent Business Terminology
- Technical Jargon Breakdown

Determine Modeling Language Creative License Level

- Appropriate Amount of Latitude
- Document Standard Deviations and *Stick to Them!*



Level of Granularity

- Optimal Abstraction Level – *Just In Time/Just Enough*
- Declarative Assumptions and Scope Boundaries

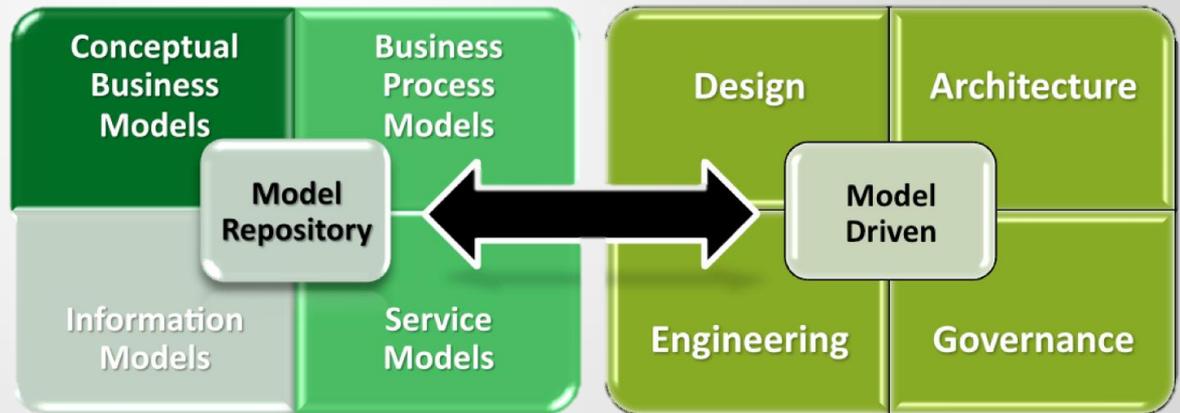
Process Discipline – Common Repository

Establish a Common Repository for Enterprise Business Architecture Assets

Consider Asset Management Roles

- Contributors
- Consumers
- Governor

Facilitate Downstream Architecture Activities and Model Driven Enablement



Stakeholder Community

A cross-functional communication mechanism designed to provide comprehensive information flow into and out of the Enterprise Business Architecture function

Attributes

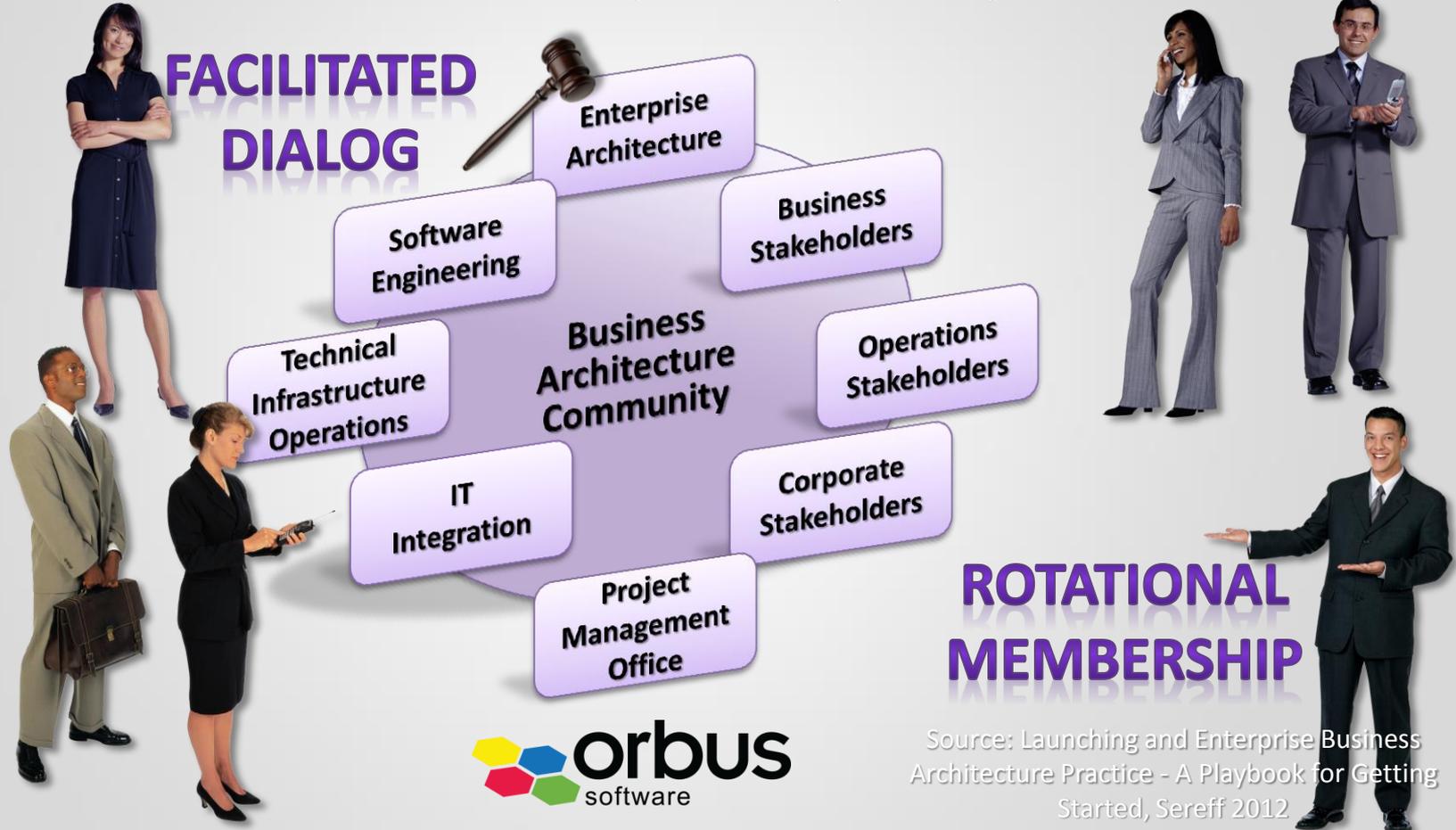
- Facilitated Dialog
- Goal Oriented Charter
- Community Collaboration
- Rotational Membership

Benefits

- Cross-Functional Communication
- Generates a Sense of Ownership
- Reshape 'Ivory Tower' Reputation
- Tap in to Real Issues



Stakeholder Community – Primary Participants



Source: Launching and Enterprise Business Architecture Practice - A Playbook for Getting Started, Sereff 2012

Transparent Governance

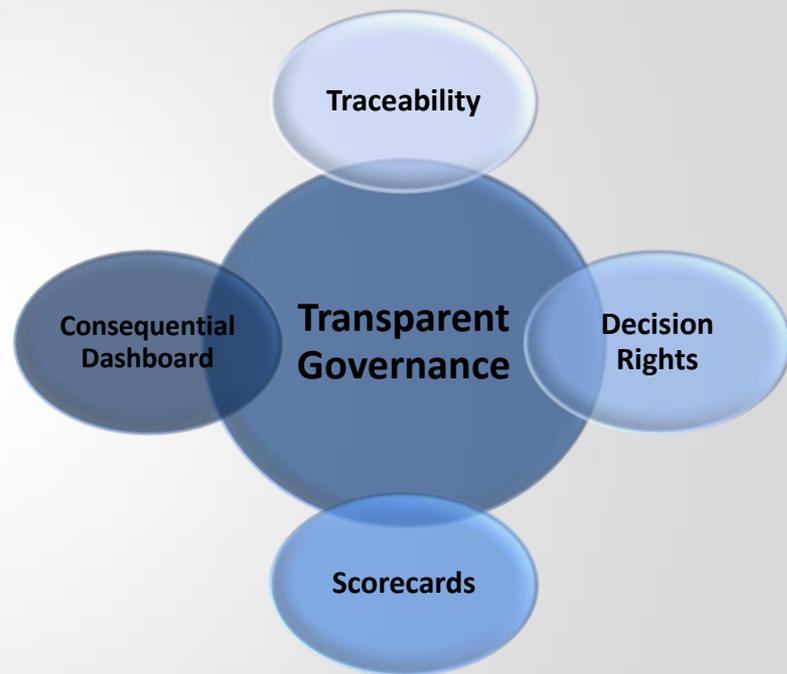
The application of controls, policies and procedures designed to ensure compliance with and alignment to strategic initiatives based on the defined Enterprise Business Architecture

Attributes

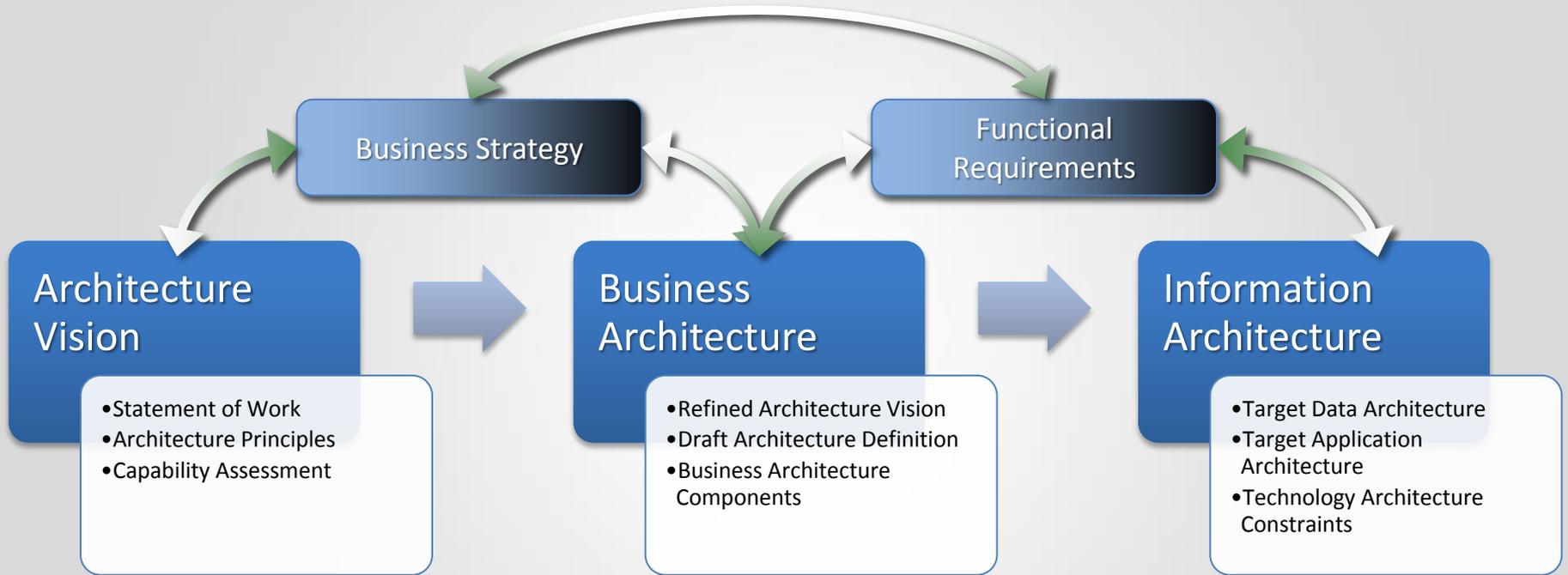
- Traceability
- Decision Rights
- Capability Scorecards
- Consequential Dashboard

Benefits

- Auditable Proof Points
- Clarity of Roles and Responsibilities
- Objective Capability Maturity Assessment



Traceability Example



Should be Able to Trace Delivered Solutions Back to the Business Architecture View

Capability Maturity

- Unstructured**
- Undefined
 - Informal
 - CMMI L1: Initial
- Initiated**
- Limited Adoption
 - Pilot
 - CMMI L2: Managed

- Operational**
- Proactive
 - CMMI L3: Defined

- Metrics Driven**
- Predominant Practice
 - CMMI L4: Quantitatively Managed

Continuous Improvement

- Culturally Engrained
- CMMI L5: Optimizing

Capability Scorecard Example

Organization	Business Architecture	Information Architecture	Solution Architecture	Platform Architecture	Enterprise Architecture
Organization 1	Light Green	Yellow	Dark Green	Dark Green	Light Green
Organization 2	Orange	Orange	Orange	Light Green	Orange
Organization 3	Dark Green	Yellow	Yellow	Light Green	Yellow
Organization 4	Red	Red	Red	Orange	Red
Enterprise - Wide	Yellow	Orange	Yellow	Yellow	Yellow

Recommended Next Steps

Take a Realistic Self-Assessment

- Current State
- Target End State (Definition and Velocity)

Chart Enterprise Business Architecture Strategic Plan

Identify Obstacles to Success; Real and Perceived

Find and Grow Competent Enterprise Business Architects

Prioritize, Socialize and Implement the Four Principles

- Business Centric Approach
- Process Discipline
- Stakeholder Community
- Transparent Governance



Any Questions?



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Thank You!