White Paper

Building an Enterprise Business Architecture Fuction within the Broader EA Context

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Guy Sereff is an author, speaker and technology practitioner. His Technology Industry experience includes Application Research and Development, Large-Scale Technology Management, and Global Enterprise Architecture.

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All mainstream, industry-hardened Enterprise Architecture frameworks address the domain of Business Architecture. While definitions of Business Architecture may vary slightly from one framework to another, its accepted importance is clear based on its fundamental and overarching position in each of the frameworks, typically at or near the top of the architectural domain 'stack'. The wisdom of understanding the business drivers ('why') before jumping into solutions ('how') is nothing new. Yet for many organizations, Business Architecture often becomes less of a visionary capability enabler and more of a means to record processes the business is already engaged in or document processes that it anticipates following in the near future as part of some project, program or initiative.

Business Architecture, by its very nature, has a much higher value proposition to offer than is often achieved by many organizations today when looked at from an enterprise level. It's not that organizations are not going through the requisite motions to provide process optimization on an initiative-by-initiative basis. Quite the contrary - a lot of good work is being done on what one could consider being 'local' or self-contained business architecture modeling. But Enterprise Business Architecture conceptually reaches beyond the generation of a collection of Business Process Models, Use Cases, Class Diagrams and similar platform-independent artifacts. It is important to step back and look at how the models do (or don't) align to each other across the organization. Identifying and exploiting repeating patterns across the enterprise allows

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the Business Architecture team to 'think big' by creating value in a more holistic way.

In this White Paper, we'll help architects, business analysts, technology leaders and business operators understand how to improve their Business Architecture function within the broader context of their Enterprise Architecture function. We won't go into a prescriptive approach of which methodology to follow or which specific artifacts to generate. Instead we'll discuss four guiding principles to help any organization build a more effective Business Architecture practice at the enterprise level. These guiding principles include:

- Take A Business Centric Approach
- Establish and Apply Process Discipline
- Create a Stakeholder Community
- Create Discipline through Traceability and Governance

Before diving into the principles, we'll take a brief look at how Enterprise Business Architecture fits into the broader context of Enterprise Architecture as a means of grounding our conversation. We'll wrap up by considering what success looks like and where to get started.

Enterprise Business Architecture Context

Without going into a deep definition of Enterprise Business Architecture, let's take a moment to put it in context of the broader domain of Enterprise Architecture. Business Architecture is part of every mainstream Enterprise Architecture model and is intended to provide the strategic view that should ultimately drive solutions and their implementations. This strategic view is carried through the architectural lifecycle, influencing information architecture, solution architecture, application architecture and platform architecture. If the strategy is wrong or ill conceived, the potential for negative downstream impacts are significant, and in highly competitive industries could be disastrous. Think of the Business Architecture strategy and the requirements behind the requirements.

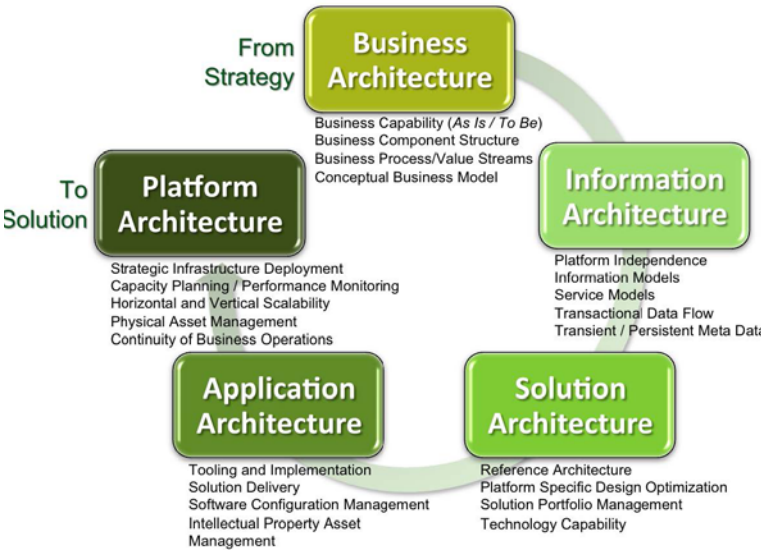

Figure 1 - Common Enterprise Architecture Components[i]

Figure 1 depicts that strategic flow through the various stages of Enterprise Architecture. While these abstracted names can be mapped to different frameworks with some variation in position or relevance, the key is to understand the importance of the integrations and traceability back to the driving business strategy.

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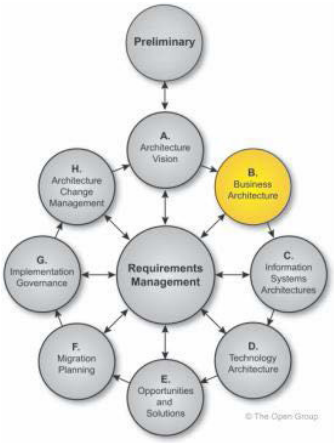

Figure 2 - TOGAF 9 Phase B

While there are several useful definitions of Business Architecture, we find the verbiage used in TOGAF 9 Section 8.2 below to be a useful starting point:[1]

"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."[ii]

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. This comprehensive body of information can provide a very powerful mechanism to aid in understanding how well the organization is operating today (beyond the obvious financial indicators). For example, it can be used to identify where productivity losses are occurring, highlight redundant cross-functional practices, discover operational growth inhibiters, and provide resource investment guidance regarding people, process and tools. Efforts should be made to remove value-less complexity, replacing it with simplified, streamlined solutions. Organizations are waking up to this valuable trend, which until now has remained a relatively low priority: [iii]

TREND: "Business and information architecture will make significant progress. We've seen a lot of interest, but little urgency, in developing and formalizing these architecture disciplines. For the past four years of survey data, both of these disciplines remained the least mature in EA's suite. But this year, both tied for first as EA's top priority."
Tim DeGennaro, Forrester Research Analyst (2013)

It is surprising to find that as a whole, the technology industry is generally still struggling with how to achieve better alignment with their business counterparts. Nearly everyone agrees that such alignment is a good idea and it can bring clear and compelling benefits. Yet it is often hard to find organizations that have actually matured their practices to the point where this alignment is truly strategic and high functioning. A lot of great innovation occurs when technology teams are faced with challenges to meet prescribed business requirements within numerous constraints. However, a key goal for the effective Enterprise Business Architect is to move from the role of analyst and modeler to that of strategic visionary and trusted advisor. By doing so, the potential to move innovation further upstream can be realized, where the architecture function can help shape the business strategy and bring innovation directly into the business requirements. Rather than limiting

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process optimization to a select handful of 'in-scope' business units and procedures included in a particular cross-functional project, the opportunity exists to 'think bigger' by first looking at the organization's business architecture model as a whole. Obviously this will take more thought leadership than simply following the prescribed Business Architecture portions of an off-the-shelf architectural framework. In order to achieve the level of impact we're discussing here, it will take additional deliberate steps to get there. In the balance of this document, we'll discuss four 'principles' that can be used to extend the current definition of Enterprise Business Architecture without violating its core fundamental purpose.

Figure 3 – Four Principles for Building an Effective Enterprise Business Architecture Function

Building an Effective Enterprise Business Architecture Practice

Building an effective Enterprise Business Architecture practice begins with a set of basic assumptions. With these assumptions in place, we then extend existing practices by way of supplemental principles and activities that we'll discuss in the balance of this document. While these assumptions are not necessarily prerequisites to moving forward with improving Enterprise Business Architecture capabilities, they are critical to getting off to a good start. Each organization will have to determine how best to address any gaps they may have based on their current situation and readiness for change prior to moving forward.

Assumptions

- The organization already has an active Enterprise Architecture practice established
- Some form of an Enterprise Architecture methodology is already in place, whether it be one of the common frameworks (i.e. Zachman, TOGAF, etc.) or a proprietary one
- The Business Architecture domain is active at some level within the organization today, whether it is specifically staffed by Business Architects or part of a set of shared architectural responsibilities
- Top-down executive Business, Operations and Technology sponsorship for strengthening the Business Architecture function exists

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- Sufficient resources will be made available to support further development and expansion of Enterprise Business Architecture within the firm (includes time, people, tools and capital)
- Architects in the organization use consistent modeling languages to generate the same artifacts (i.e. UML 2.0, ArchiMate 2.0, etc.)

With those assumptions behind us, we will now turn our attention to the four principles for building an effective Enterprise Business Architecture function within the broader Enterprise Architecture context.

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 include:

- Industry Knowledge
- Business Process Knowledge
- Operational Knowledge
- Customer Behavior Knowledge

Process Discipline
The application of sound process management to the process of Business Architecture; Attributes include:

- Consistency
- Business Process Model
- Automation
- Common Repository

Stakeholder Community
A cross-functional communication mechanism designed to provide comprehensive information flow into and out of the Enterprise Business Architecture function; Attributes include:

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

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 include:

- Traceability
- Decision Rights
- Scorecards
- Consequential Dashboards

There may be other principles that may also increase the effectiveness of Enterprise Business Architecture and its impact on the business, but we'll limit our discussion to this set for now. In the next few sections we'll highlight the various attributes that make up the four guiding principles.

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Figure 4 – Taking a Business Centric Approach

Take a Business Centric Approach

Enterprise Architecture, by nature, has generally focused more energy on the technical aspects of an organization, being more closely aligned with technology than with other parts of the entity, essentially a Technology-Centric orientation. That isn't necessarily a bad thing, but it may skew the attention and draw focus away from driving a business forward as a commercial concern (same can be said for not-for-profit organizations as well). When we talk about being more Business-Centric, we mean taking an approach that focuses not just on collecting and parsing through the business requirements, but also on participating in helping to craft and achieve the business strategy. For you Six Sigma buffs, in this context we are considering Customer-Centricity as part of our Business-Centric view.

This requires a team with not only strong technical skills, but also a team with sufficient business acumen and insight to help influence the strategic direction of the company. To be taken seriously and to be prepared to actively participate in business strategy development, Enterprise Business

Architects must have current industry knowledge, deep product knowledge on the offerings of the firm, solid understanding of the company's operations, and insight into customer behavior.

Industry Knowledge

It seems obvious enough, but I'm often surprised when I run into architects who don't have deep knowledge of the industry that their employer serves. In this context, industry knowledge includes a solid understanding of the dominant players in the market, a realistic assessment of where one's firm stands among their peers, and the nature of competition within the industry. It is also important to understand how the industry supply chain works as well. Sample questions to continually consider would fall along these lines of...

- Are fluctuations in our financial performance typical for our industry?
- Who excels in the industry during down cycles and why?
- What risks do industry participants face from disruptive innovation?
- How unique are our company's supply chains?
- Who are our real competitors?
  Direct? Indirect? Replacement?

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Industry-specific tradeshows, associations, publications and blogs can be an excellent (and inexpensive) way to increase one's exposure and knowledge base. Armed with this knowledge, the astute Enterprise Business Architect will be better prepared to understand why the business strategy is what it is today, and more importantly have a hand in setting the strategy going forward. Without this knowledge, it is hard to be taken seriously when the conversation veers away from technology.

Business Product Knowledge

It is very important to understand how a firm makes its money, what it costs to make that money, and how funds flow through the business. Part of that knowledge should be a solid understanding of the business's offerings in the marketplace in terms of goods and services, or simply products. Knowing what the firm's product suite is comprised of, along with an appreciation for how products contribute to the overall portfolio (i.e. Loss Leader, Premium Pricing, etc.), will help determine where scarce investment dollars should be spent when it comes time to prioritize project budgets. Knowing which systems and processes support which products will also aid in Application Portfolio Management efforts when evaluating leverage and technology consolidation opportunities.

Gaining knowledge of your business's products can be achieved by spending time on your company's marketing website, going over customer collateral and meeting with various product managers around the firm. Take it to the next level by spending time in customer service and reviewing customer comments to get a potentially harsh yet informative look into your customer's pain points. Have someone from accounting or the CFO office walk you through the product's financial life cycle from sale through income distribution. Sign up for as many internal business product-training sessions as your schedule and company policy will allow.

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.

Operations Knowledge

Often referred to as the 'back office', a company's business operations tend to get the most attention when it comes to process improvement. This isn't too surprising, as the back office is generally where most of the repetitive processes reside, often ripe for wringing out wasted effort and redundant steps. The larger the institution, the greater the potential impact from even small or nominal improvements due to the leverage of scale. The challenge for most architects is understanding how all of the operational processes fit together, which means looking well beyond

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individual business processes for larger trends and patterns, and then translating that into identifying where the organization would benefit most as an enterprise from process improvements.

One excellent technique for acquiring operational knowledge is to get out from behind the desk, and go through 'Day in the Life' simulation. In this situation, the architect takes on the imaginary persona of an object, such as a product order, and physically (as much as possible due to logistics) moves through the organization's processing departments, documenting actual steps, data collection, handoffs and the like. The results can be quite different (and more revealing) than getting a group of Subject Matter Experts in the room with a Business Process Analyst who translates the process description into Business Process Models. This technique can also be used to validate process models and training materials. The key is to understand where the operational choke points in the organization are, and bring that knowledge to the business strategy session table.

Customer Behavior Knowledge

Organizations typically target a particular segment of their industry's market, further stratifying that target market into meaningful groups such as location, disposable income and propensity for cross-sell conversion. Products and services aimed at 'Millennials' may not go over as well with 'Boomers' or 'Gen-Xers'. Understanding the composition of current and targeted customers and their likely reactions to product offerings is an important input to product strategy. Although it may seem counterintuitive, it is not uncommon to need to 'fire' certain unprofitable customers who have been with the firm for a very long time, but actually have a negative impact on the bottom line. By understanding customer behavior patterns, the Enterprise Business Architect can challenge overly optimistic assumptions or projections, add value to strategic 'what it' discussions and ensure that the likely views of the customer are considered.

Customer behavior knowledge is a combination of industry study (how most customers in the target market typically behave) and internal study (how most of our customers typically behave). Spend time with your firm's Client Account Mangers, Client Service Agents and the more successful frontline sales force members. Glean what motivates clients to action (positive and negative), where the major pain points are, and look for opportunities to leverage this knowledge into the business architecture model.

These four attributes of taking a Business Centric approach to Enterprise Business Architecture are certainly not exhaustive. Other important business skills a competent and successful Business Architect should have include strong facilitation and negotiation skills, the ability to lead through influence (vs. leading through one's position), the ability to

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professionally communicate to all levels of the organization and the reputation of being a thought leader within the firm.

Establish and Apply Process Discipline

One area that often lacks solid, repeatable processes is (ironically) the Enterprise Architecture function. Yes, there are often requisite artifacts, tollgate reviews and minimal audit trails, but a closer look sometimes reveals a lack of consistency in the delivery of architectural outputs and services. Many organizations can't produce an accurate Business Process Model that describes the process of creating and publishing Business Process Models within their organization. The lack of automated model integration prevents fully integrated Model Driven Development (MDD) capabilities as models get manually transformed from one lifecycle artifact to the next. The lack of a common repository may inhibit the ability for all stakeholders to access current information, leading to decisions based on outdated data.

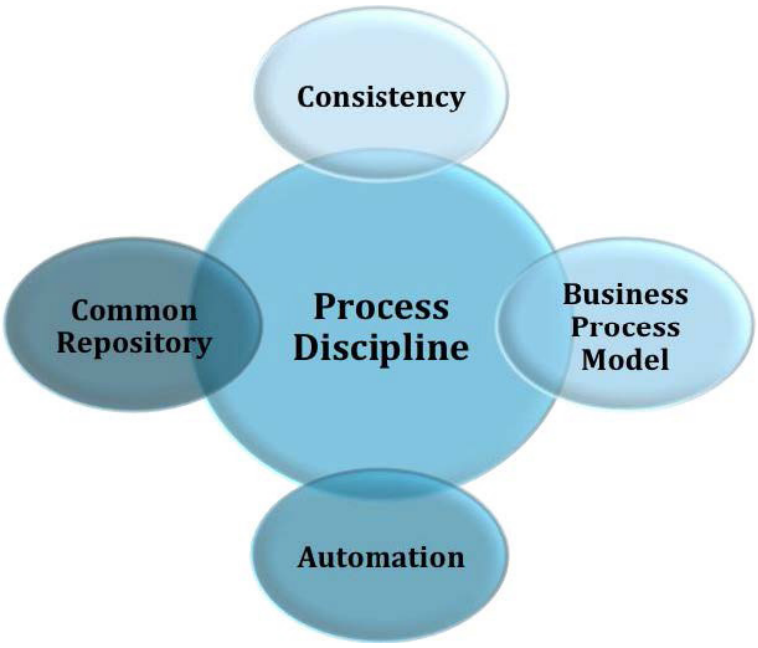

Figure 5 – Applying Process Discipline

There are two main reasons why applying sound process management to the process of Business Architecture is important. First, recall that for Enterprise Business Architecture to be effective, the view must be available across all of the organization. Without solid process discipline, much time is wasted trying to reconcile differences in style, level of detail, template modification and inconsistent taxonomies. Seeing the 'big picture' becomes quite challenging. Second, if the organization responsible for process efficiency within the organization can't follow its own prescription for its own work, then it lacks credibility.

Consistency

The nice thing about today's modern Enterprise Architecture languages, such as UML, ArchiMate or BPMN is their simplicity, standardization and ability to convey a lot of information in a relatively small space. That being said, modelers tend to develop their own creative 'style', and some organizations have lax enforcement of modeling language syntax rules (unless enforced by the modeling tool through standard configuration policies).

Another challenge can be in the level of granularity - some models are quite rich and verbose, while others exhibit a sparse, minimalist approach, thereby leaving much of the details subject to downstream

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interpretation. While each organization should decide for itself how detailed their models and artifacts should be, having consistency across the organization provides several benefits. First, artifact content becomes much more predictable, which improves delivery estimates for not only the artifact itself, but also subsequent artifacts as down stream 'transformers' have reduced input variation. Since we know that variation is evil from a customers view, there's no reason to think that variation in architectural work products is somehow immune to negative quality impact.[iv]

Second, this also helps an architect review and absorb materials created by others more rapidly, thereby reducing the amount of potential follow up with the author for clarification. Remember that we are trying to foster an end-to-end enterprise-level view of the business architecture; it should be possible to stitch the various independent models together into an all-encompassing view. This becomes quite difficult and time consuming when the content varies widely from one document to the next.

Organizations can establish and follow common templates across the architecture community, as many are available (typically included with most commercial Enterprise Architecture tools). Staying with public modeling standards where possible can help reduce training costs, as reference materials are widely available. A structured peer review processes can help reduce the amount of 'artistic license' as well as limit the amount of over/under abstraction from modeler to modeler.

Business Process Model

As mentioned in the earlier section, the process of Enterprise Architecture is often not captured in a Business Process Model. Yet the effort expended by the architecture community is significant, often at a higher per capita resource cost compared to others in the technology community. As one of my industry colleagues tends to say, 'we should drink our own Champaign', meaning if process management is valuable and good for the business, then it should be equally good for the business of Enterprise Architecture. Freeing people from the tedium of wading through what should be a repeatable process opens up their time for higher value-add activities, such as working with the business on strategy.

The prescription here is simple - if you are not already applying Business Process Management to your Enterprise Architecture functions, then start sooner rather than later. Be sure to share successful variation elimination and process improvements with you business and operations partners.

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Automation

Many organizations have invested heavily in integrated architecture tools. Yet the promise of true Model Driven Architecture and Model Driven Development seems to remain out of reach. Improving consistency and process will likely prove as important automation enablers. Get a clear sense of where the current architecture process is unnecessarily manual. Again, higher levels of automation reduce variation and free up additional productive time for the architects.

Review the existing tool set to ensure full integration across the architectural lifecycle. Transform the data as little as possible to reduce data translation ambiguity. Ensure the chosen automation solution can scale with the needs of the enterprise.

Common Repository

It seems that the bigger the organization and larger the inventory of architectural artifacts, the more locations people find to store them. Project folders on shared drives come and go. People transfer in and out of the architecture community, often not providing a clear handoff of their prior work products. Architectural artifacts of value should be stored in a centralized common repository, which is fully indexed and tagged with common keywords. The practice of retaining low-value architectural artifacts should be challenged during the process output mapping exercise.

When creating the architecture asset repository, be sure to take the time to build a comprehensive information data model. Avoid the temptation of just piling everything into the repository with the hopes of getting it organized one day. Assign a repository librarian, who will be tasked with managing the repository content on a day-to-day basis. Make access to the repository as wide open as possible per your organization's data access control policies. Just keep in mind the potentially sensitive nature of certain strategic assets.

Many of the attributes within this principle may appear to benefit both Enterprise Business Architecture and Enterprise Architecture activities as well. That is no coincidence - building an effective Enterprise Business Architecture practice requires a well-run Enterprise Architecture ecosystem to operate in. Other important Process Discipline attributes include establishing well-defined Critical Success Factors and creating clear architecture domain interaction models.

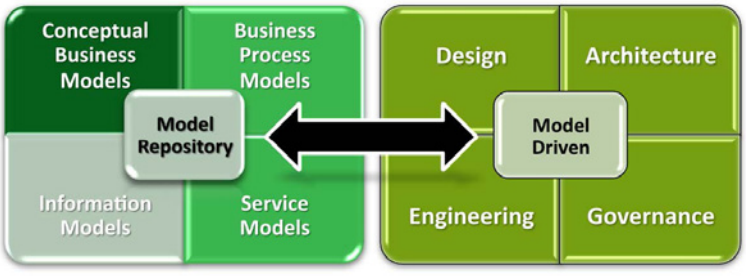

Figure 6 - Model Repository Integration with Model Driven Processes[v]

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Figure 7 – Building a Stakeholder Community

Create a Stakeholder Community

Now we turn our attention to the importance of establishing an Enterprise Business Architecture Stakeholder Community. This community represents a cross-functional collaboration and communication mechanism designed to provide comprehensive information flow in to and out of the Enterprise Business Architecture function.

As this will be a broad-reaching community, it will be important to ensure it doesn't spiral out of control into a standing 'gripe' session or, worse, become a meaningless block of time where participants focus on multi-tasking rather than being actively engaged.

Your organization structure will be unique, but the following is a sample community coverage roster:

- Enterprise Architecture
- Business Stakeholders
- Operations Stakeholders
- Project Management Office
- IT Integration
- Technical Infrastructure Operations
- Software Engineering

Get as senior level representation as you can from each area to encourage top-down leadership support for the community and the goals of the Enterprise Business Architecture function. In turn, charge community members with the task of taking the message deeper into their respective teams to simultaneously create bottom-up alliance. This forum can be an excellent place to get out in front of both business and technology trends.

Facilitated Dialog

In the initial formulation of the community, establish the Enterprise Architecture organization as the facilitator and moderator of the dialog. Once the team matures and gets through the Tuckman Forming-Storming-Norming-Performing small group dynamics process, the facilitation baton can be passed on.[vi] But until then, it is recommended that Enterprise Architecture retain leadership of the group. Depending on the current cultural climate of your organization, getting this diverse of a group together may prove a bit challenging, both in terms of meeting logistics and potential 'hot topics' or 'sore subjects' from the past. Assume a positive, proactive posture and help the group work past

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obstacles and hindrances quickly to get the dialog focused on business strategy.

Goal Oriented Charter

In order for the community to succeed and measure its accomplishments, it has to know what its goals and objectives are. Map out the initial draft of the Community Charter, and then open the discussion across the group to refine and clarify it. It is recommended to start the group working from a draft rather than a 'blank page' simply to help clarify the purpose of the community from the start. Expressing goals in a near-term / mid-term / long-term roadmap format can further help set expectations both within the community and for those on the outside.

If you find yourself struggling to create the initial Community Charter draft, you are probably not ready to launch the community just yet. Remember that the purpose of the community is to (1) provide a communications mechanism between the Enterprise Business Architecture function and the rest of the organization, (2) provide a platform to share business architecture success stories (to build confidence and trust across the organization), and (3) surface new business, operations and technology issues and trends that will potentially impact the strategic direction.

Community Collaboration

Collaboration can be an extremely powerful approach to solve problems and trigger innovation. Although Enterprise Architecture will be leading the community, it is important not to lose site of the community's purpose. Collaboration can occur both in structured meetings and through unstructured asynchronous dialog. Successful collaboration communities take advantage of technology to keep discussion threads going in between sessions. Those facilitation skills we discussed earlier will prove critical here, as the community will need some initial guidance until it learns how to effectively work together.

In addition to meeting as a community on a regular basis, utilize community collaboration tools if available. In the spirit of transparency, provide view access to community artifacts to those on the outside, except for anything sensitive that should not be shared. Try to assign action items and follow up assignments to folks from different teams, avoiding pairing up individuals who work together on a regular basis. While this may seem a bit unnecessary, it helps get the team working together faster and begins to blur the organizational lines.

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Rotational Membership

Cross-functional teams can become stale over long periods of time. Depending on the size of your organization and the depth of talent, it may be good to rotate members in and out of the formal community on a regular basis. This not only shows respect for the participant's 'other' duties, but it also provides an intentional channel for the inflow of new ideas and perspectives. This can also help diffuse any community power struggles that may have cropped up along the way. Former members should still retain access to the collaboration tools - just no longer able to attend meetings or have voting rights. Rotations should be staggered in order to preserve community continuity over time and minimize disruption.

As our goal is to either establish and/or strengthen the Enterprise Business Architecture function, forming and growing the Stakeholder Community is an important aspect as it (1) provides a broad view of the organization from a variety of perspectives and (2) provides organization-wide visibility for the Enterprise Business Architecture function.

Create Discipline through Transparent Governance

In this last section, we'll look at how the application of controls, policies and procedures is designed to ensure compliance with and alignment to those strategic initiatives that are based on the Enterprise Business Architecture definition.

People generally want to be lead, not managed. The term Governance can at times have a negative connotation, with premature assumptions of bureaucracy and negative reinforcement. To the contrary - the intent here is not to offend, but to underscore the need to ensure that organizational behavior is consistent with the business strategy and that the strategy is truly driving the organization.

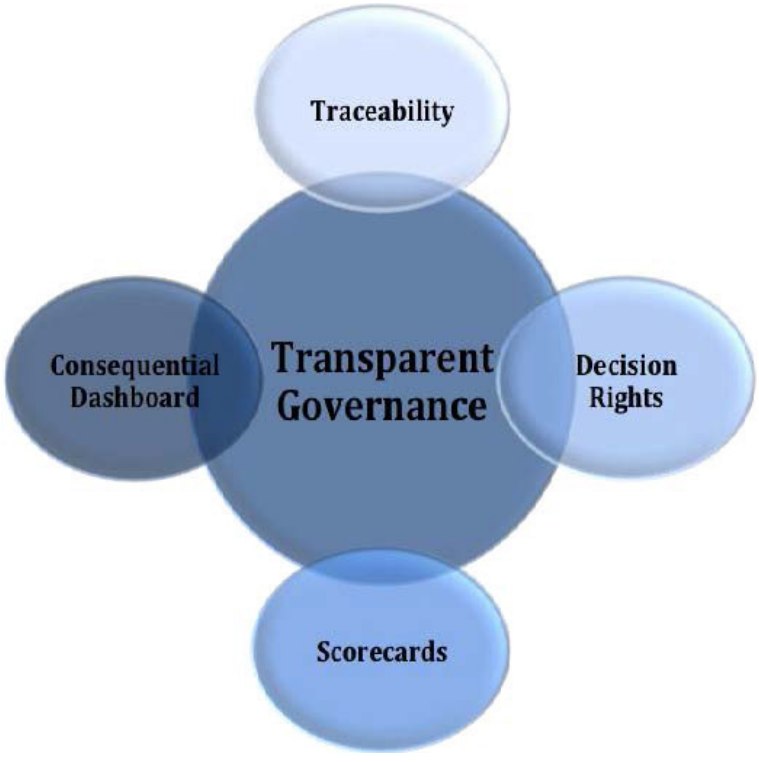

Figure 8 – Creating Transparent Governance

Traceability

Without clear traceability between the business strategy, architecture artifacts and supporting work products, it is difficult to determine whether or not critical items have been cared for consistently throughout the process. Many organizations find it useful to build a Traceability Information Model to ensure that they can trace linkage of artifacts from front to back, and in either direction when starting at any

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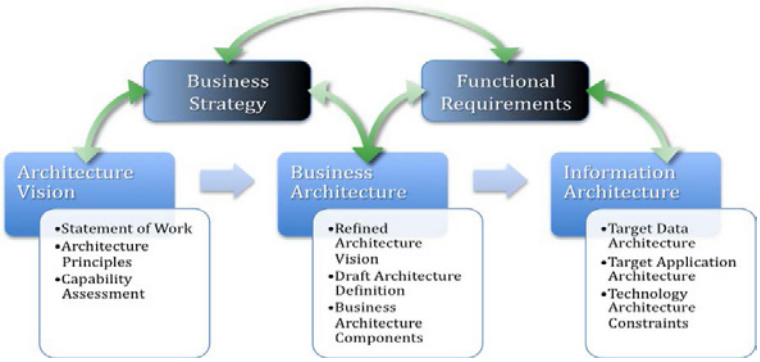

Figure 9 - Example of Traceability

point in between. Traceability can also be used to align solutions with corresponding domain reference architecture roadmaps to ensure that the business strategy is also connected to the technology strategy.

Start with a complete inventory of the Enterprise Artifacts and work products. Determine their sequence of generation and integration data points. Map these integration data points onto your Traceability Information Model, adding identifiers as necessary to maintain connectivity. Once the architectural components are mapped, add traceability to your application development artifacts as well. The end result will provide the ability to trace strategic Enterprise Business Architecture elements all the way down to delivered modules and software components. Reports can be run to find the inverse situation, identifying projects that are not directly tied to a driving business strategy, which allows frank discussions on how non-strategic projects and initiatives are getting approved and funded.

Decision Rights

An important item to clarify early on is what decision rights are extended to the Enterprise Business Architecture function. Will this simply be an advisory role that raises an issue when there are concerns, or is this an authoritative approval role empowered to stop non-strategic initiatives and redirect architectural approaches as needed? Decision rights available to the Enterprise Architecture function must be broken down further by the architectural domains to determine who has what decision rights and under what circumstances. If the Enterprise Business Architecture team has only limited or weak decision rights, then their ability to be effective will be marginalized.

Work with the appropriate leadership team to determine (1) what critical decision rights are to be delegated, (2) who those decision rights are to be delegated to and under what circumstances, and (3) what the exception / appeals process is. Depending upon how heavily regulated your industry is, this may need to be a very structured and formalized process. Either way, make sure the process is well documented and supported by the appropriate senior leadership team.

Scorecards

Automated scorecards are a good way to impartially portray the advancement of the Enterprise Business Architecture function within an organization over time. Each organization must determine what metrics

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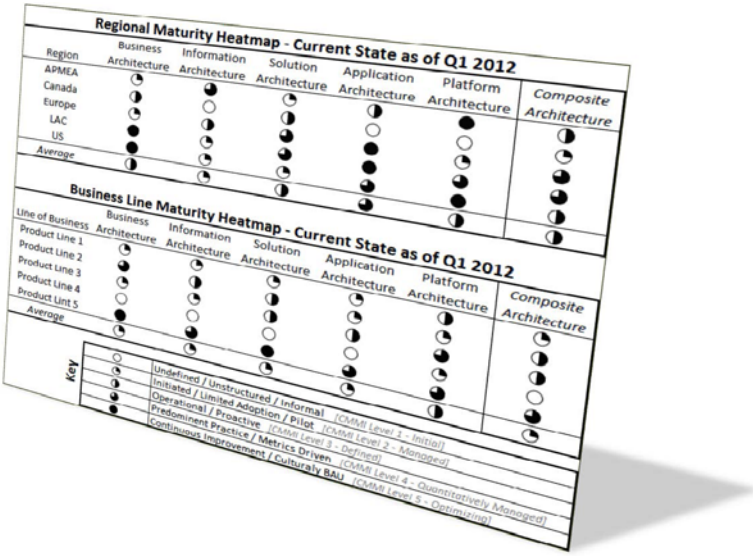

Figure 10 - Sample Enterprise Architecture Scorecard[viii]

are most relevant to their objectives and then devise a way to track and report them.

The following scorecard demonstrates how one organization plans to use an adapted form of the Software Engineering Institute's Capability Maturity Model Integration (CMMI) to rate their Enterprise Architecture disciplines on a several dimensions[vii]. These dimensions include measuring architectural capability by location, product line and architecture domain.

Consequential Dashboard

The last attribute of Transparent Governance that we'll cover is the creation and maintenance of Consequential Dashboards. By Dashboard, we mean a summarized systemic view of the health of the practice based on a few key dimensions, such as design conformance to prevailing reference architectures or percentage of project investment going towards non-strategic business initiatives. By Consequential, we mean something that will cause action or real-time course correction. Scorecards are a reflection of previous efforts and trending over time. Dashboards are designed to provide real-time information to allow influence of scorecard outcomes. Effective teams use dashboard readings to head off misaligned projects before they can progress too far.

Setting up an effective dashboard for Enterprise Business Architecture is dependent upon having the Transparent Governance components in place, coupled with agreed upon Critical Success Factors. The dashboard can also serve as an excellent tool to keep the Stakeholder Community engaged and informed.

Conclusion

We've covered multiple aspects of the four principles designed to build an effective Enterprise Business Architecture practice. Many of the underlying attributes of those principles will also strengthen the Enterprise Architecture function as well. Some of these practices may already be active within your organization, while others may be a way off. This is a deliberate course of action that won't happen by accident - it must be an intentional effort.

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Recommended next steps include:

- Make a realistic assessment of where you are today, and what you want the organization's end state to look like
- Chart your Enterprise Business Architecture course on a 3 to 5 year plan
- Review your business architecture goals and group them as
    - Realistic
    - Optimistic
    - Aspirational
- Identify obstacles to your success, both real and perceived
- Review the four principles, prioritize them and begin to socialize them
- Don't underestimate the challenge of finding/growing competent Enterprise Business Architects:[ix]

TREND: "Business Architects are extremely valuable to an organization when they understand market and technology trends in a particular sector. They can then work with business leaders to develop strategies based on the capabilities and positioning of the company to increase revenue, enhance their market position and improve customer loyalty.

Senior management recognizes that technology also plays a crucial role in how organizations can achieve their business goals. 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)

Enterprise Business Architecture reached Gartner's 'Peak of Inflated Expectations' in 2012, and it remains to be seen whether or not it will make its way to the hallowed 'Plateau of Productivity'.[x] From this author's perspective, where Enterprise Business Architecture does not become a core competency, those technology organizations will continue to struggle with asserting themselves as a strategic partner and trusted advisor to their business counterparts. Organizations that wait to build up this competency run the risk of being quickly passed by those organizations that didn't wait; it's not too soon to start planning and executing an effective Enterprise Business Architecture roadmap.

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Recommended Reading

Business Architecture
Jonathan Whelan (2012)

Business Architecture: The Art and Practice of Business Transformation
William M. Ulrich and Neal McWhorter (2010)

Enterprise Business Architecture: The Formal Link Between Strategy and Results
Ralph Whittle (2004)

Introduction to Business Architecture
Chris Reynolds (2009)

Launching an Enterprise Business Architecture Practice: A Playbook for Getting Started
Guy B. Sereff (2012)

Why is Business Architecture so Important for Enterprise Architecture? The Role of Business Architecture in Enterprise Architecture
David Jones and Rod Brown (2012)

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References

[1] For a good overview on how Business Architecture is reflected in common Enterprise Architecture frameworks (i.e. Zachman, TOGAF, FEAF, OMG), see Why is Business Architecture so Important for Enterprise Architecture by Jones and Brown.

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[ii] The Open Group. (2009) TOGAF Version 9 - The Open Group Architecture Framework. Section 8.2. The Open Group

[iii] DeGennaro, Tim. (2013) Five Predictions For EA Practitioners in 2013. Forrester Research. http://blogs.forrester.com/tim_degennaro/13-01-08-five_predictions_for_ea_practices_in_2013. Accessed 1/26/2013

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[ix] Philip, Steve. (2013) Open Group 2013 Predictions Part 2. Mike J. Walker. http://www.mikethearchitect.com/2013/01/open-group-2013-predictions-part-2.html. Accessed 1/26/2013.

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