Engaging Real Business People In Real Business Architecture
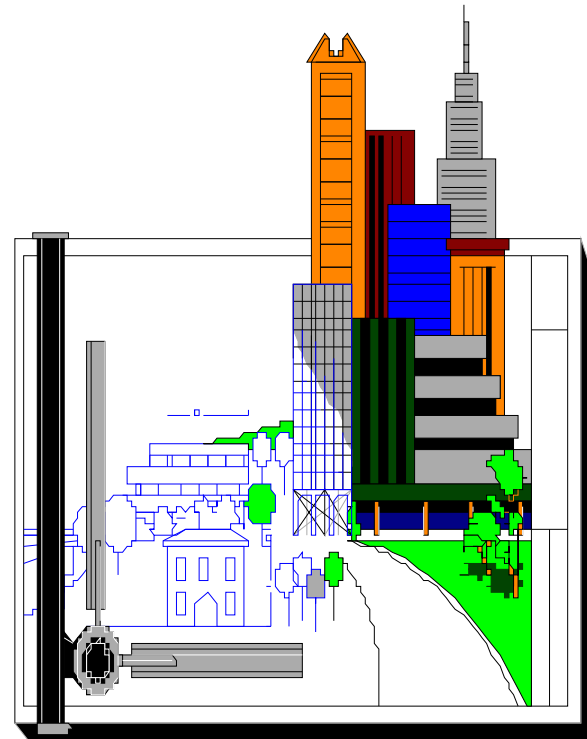
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CTO, PROMIS Solutions AG

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**Open Group EAPC
San Diego**

Engaging Real Business People in Real Business Architecture

Abstract

We often hear I.T. Architects complain that the business strategy is not clear and that they cannot get business owners and executives to participate in the EA activity, thus leaving the whole ship, in a sense, "rudderless". When we look at what is discussed with the business people as "business architecture" we are not too surprised. EA in most organizations (and in TOGAF) has "grown upwards" from IT towards the business process management space. Few organizations are doing real Business Architecture.

This talk is part evangelism for relevant and comprehensive Business Architecture as well as drawing upon our experience of doing this with organizations in telecommunications, health care, banking, assurance, government and software industries over many years.

We will cover the scope of business architecture, a meta model for business architecture, how to deal with scenarios and "what ifs", ideas on how to engage the real owners and executives of the business and illustrate the ideas with examples from experience. We hope to provoke some discussion on how these ideas could be incorporated into TOGAF.

Audience
Implementors of EA methods; business architects; business executives

Key takeaways
1. A new perception of the scope of and potential for real Business Architecture
2. A meta model to assist in understanding, information gathering and organization of models
3. Ideas on how to constructively engage business owners and executives and get real direction flowing into other architecture effort

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Agenda

- Who we are
- Why Business Executives don't Come to the Party...
- What is Business Architecture?
- Promis View on Business Architecture
- Process Architecture vs Process Modeling
- Meta Model for BA
- Example Models and Artifacts
- Value Derived
- Scenarios
- Programme Management, Delta Models
- Integration to Other Architecture Dimensions
- Implications for Architects
- Suggestions for TOGAF
- Summary, Questions and Discussion

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PROMIS Solutions AG

- Specialists in Strategy, Enterprise Architecture and Business Process Modelling (30 years IT; 19 years EA)
- ✚ Offices
    - ▪ Europe (Switzerland; Germany; Spain)
    - ▪ UK, USA, South Africa
    - ▪ Associates and sub-distributors (Benelux, Saudi Arabia, New Zealand)
- ✚ Own IP
    - ▪ EVA Netmodeler – Innovative collaborative enterprise modeling and knowledge management toolset
    - ▪ Unique integrated Frameworks, Meta Models and Reference Models (EA, NGOSS, Banking)
- ✚ Associated Consulting Services and Training (including TOGAF)

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Why Exec's Won't Party

- ✚ We talk tech
- ✚ We talk detail
- ✚ We take too long
- ✚ We are stuck in history and constraints
- ✚ We don't add value for them now...
- ✚ We wouldn't know the business issues if they bit us!
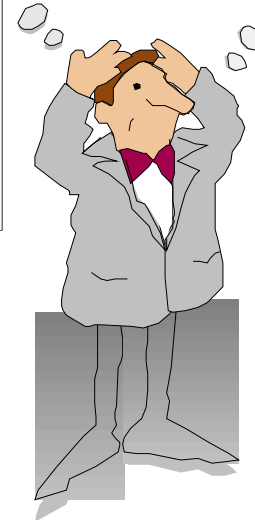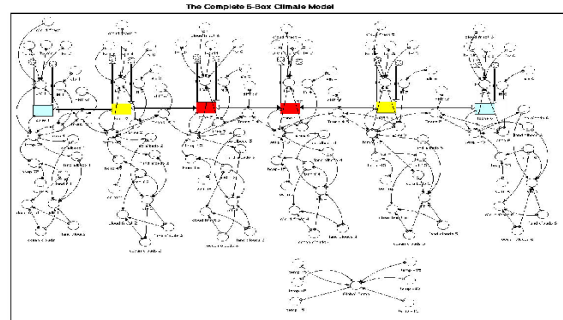
What is Business Architecture?

- ➕ Zachman
  -

- ➕ TOGAF (Traditional)
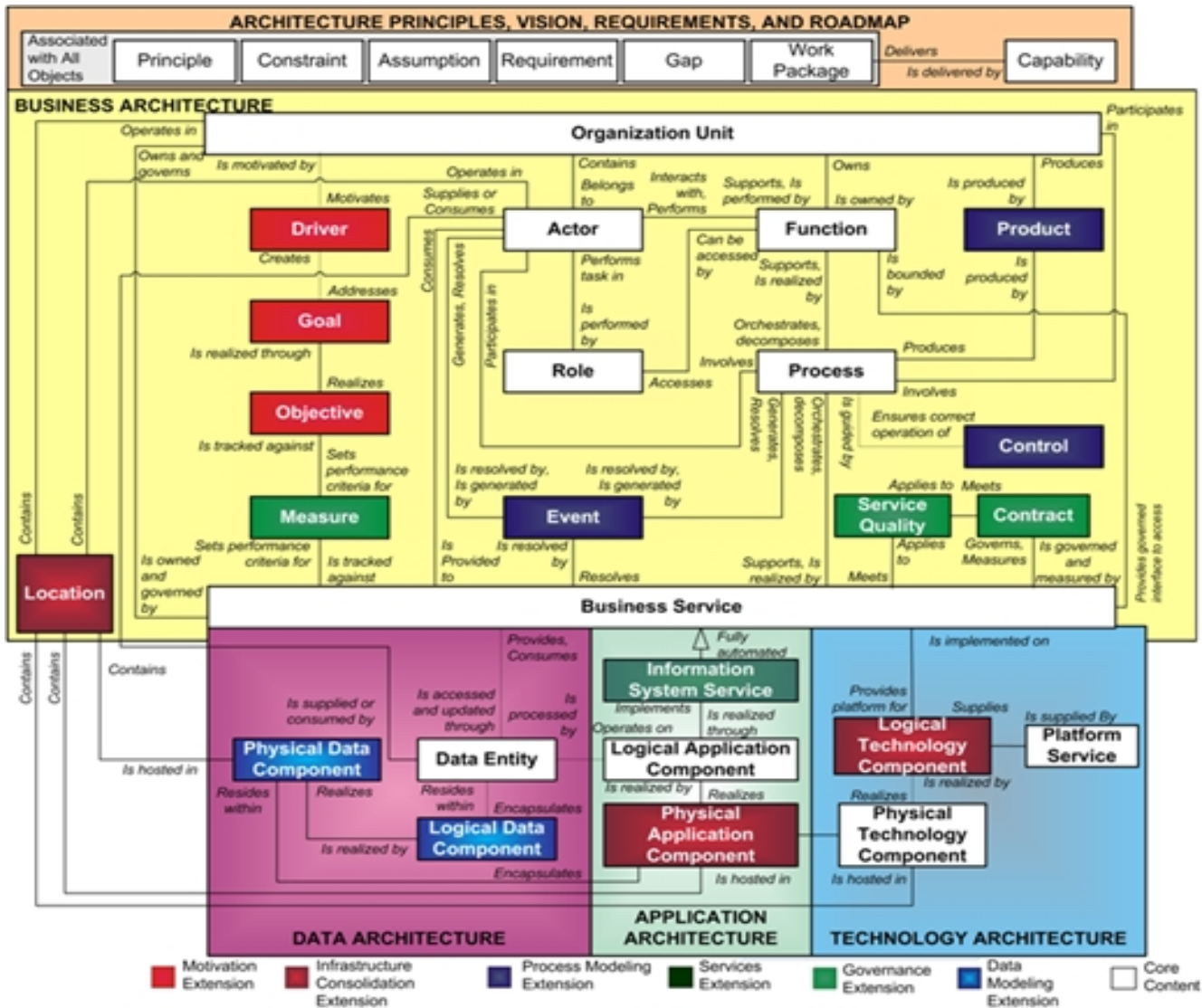 -

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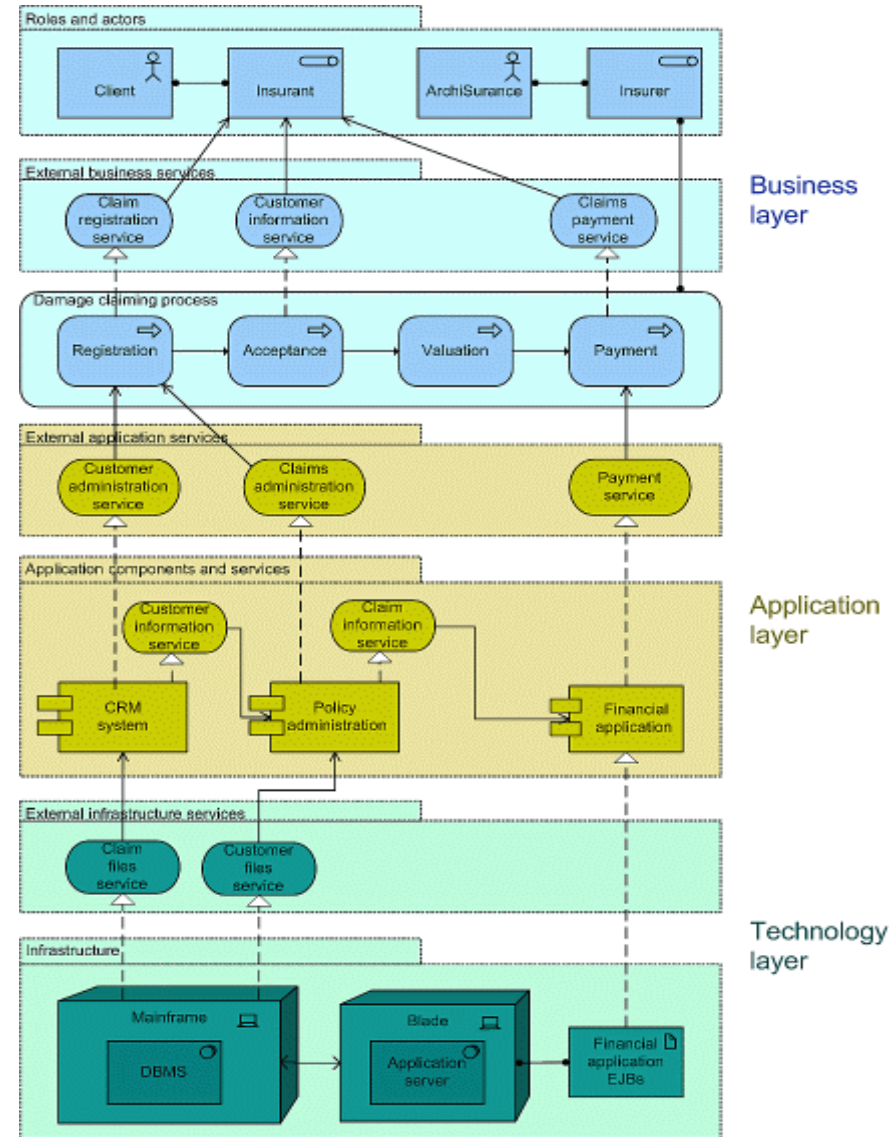
ews are somewhat limited and only IAF is looking "outsi
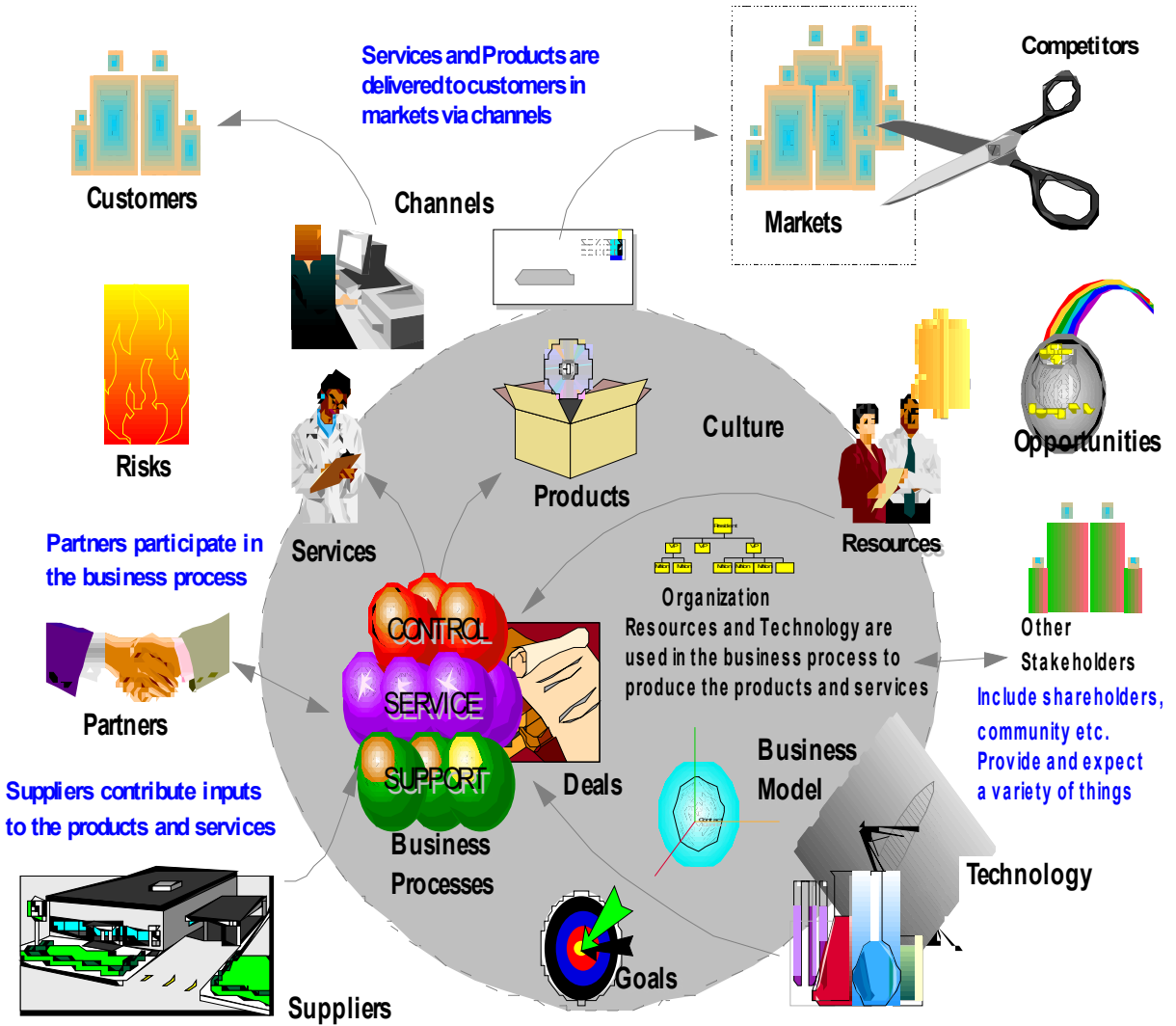
TOGAF 9 View on BA

Archimate View

- Business
  - Actors and Roles
  - Business Services
  - Business Process
- Application
  - External Services
  - Components
- Technical
  - External Services
  - Components

Business Architecture - Promis

- ✚ Context
- • Full Business Concerns
- ✚ Includes Process
- • Cross Cutting Concerns

Services and Products are delivered to customers in markets via channels

Customers

Channels

Competitors

Markets

Risks

Partners participate in the business process

Services

Partners

Culture

Products

Opportunities

Resources

Organization
Resources and Technology are used in the business process to produce the products and services

Other Stakeholders

Include shareholders, community etc. Provide and expect a variety of things

Suppliers contribute inputs to the products and services

CONTROL

SERVICE

SUPPORT

Deals

Business Processes

Business Model

Goals

Technology

Suppliers

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Process Architecture

Organization

Business Rules

govern

Partners

occurs at

Location

initiates

Business Event

responsibile for

triggers

Stakeholder

Business Process

| Step | Decision | Step | Decision | Step | Decision | Step | Decision | Step |

supports

Business Goal

received by

monitored by

includes

uses/ changes state of

uses/ generates

SubProcess

| Step | Decision | Step | Decision | Step | Decision | Step | Decision | Step |

used by

supported by/uses

Business Object

Key Indicators

Business Communication

provides

produces

Resource

Application

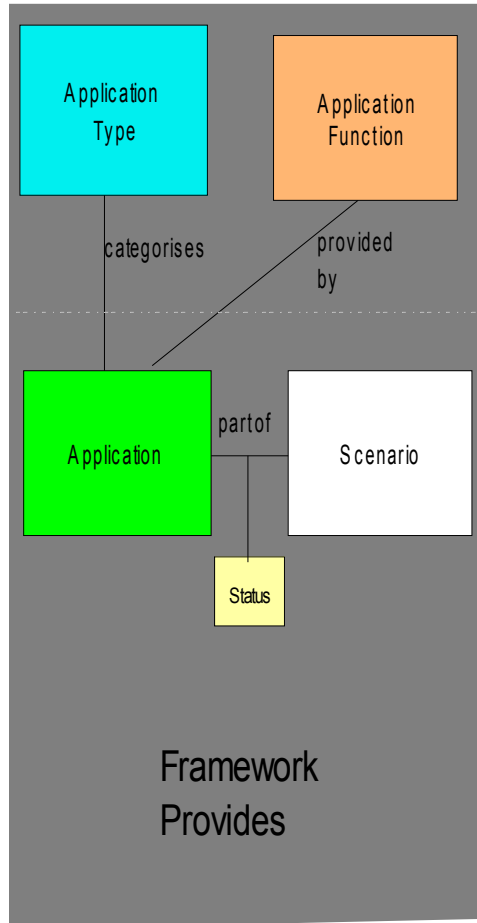**has associated**

Risks

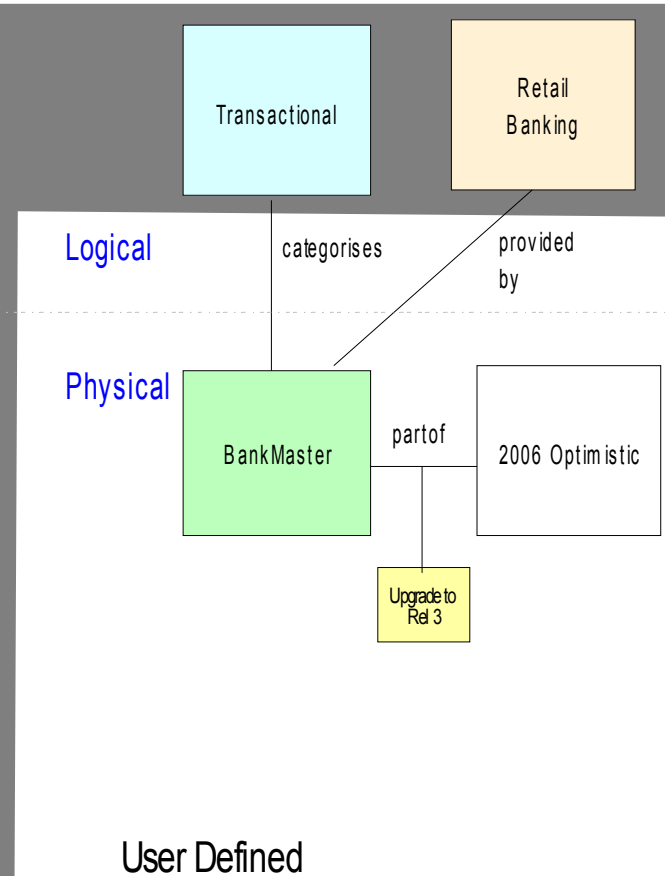**Product/Service**

Controls

has associated

Meta Model

- ✓ Defines the necessary concepts, relationships and properties
- ✓ Covers domains of business, process, application, information, technology
- ✓ Distinguishes between logical and physical
- ✓ Maps domains & layers
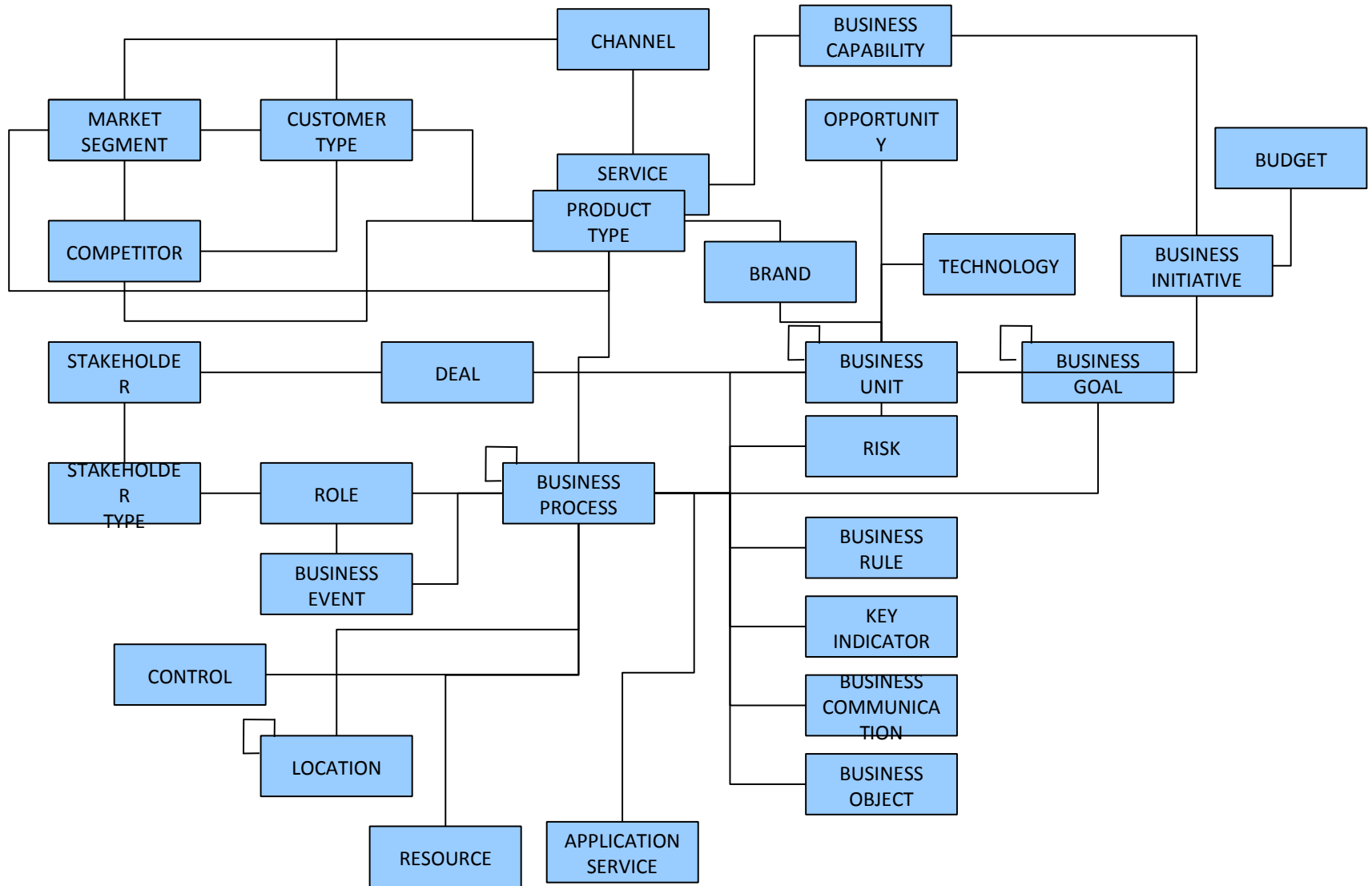- ✓ Maps to notation to represent / model

Meta Model

Application Type

Application Function

categorises

provided by

Application

partof

Scenario

Status

Framework Provides

Content Model

Transactional

Retail Banking

Logical

categorises

provided by

Physical

BankMaster

partof

2006 Optimistic

Upgrade to Rel 3

User Defined

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BA Meta Model

Note: Excerpt from complete model copyright Promis

Healthcare Example

Revenue by Product

Fee for Service
Managed Health Care

Percent

70
60
50
40
30

NOW   2 YRS   5 YRS   10 YRS
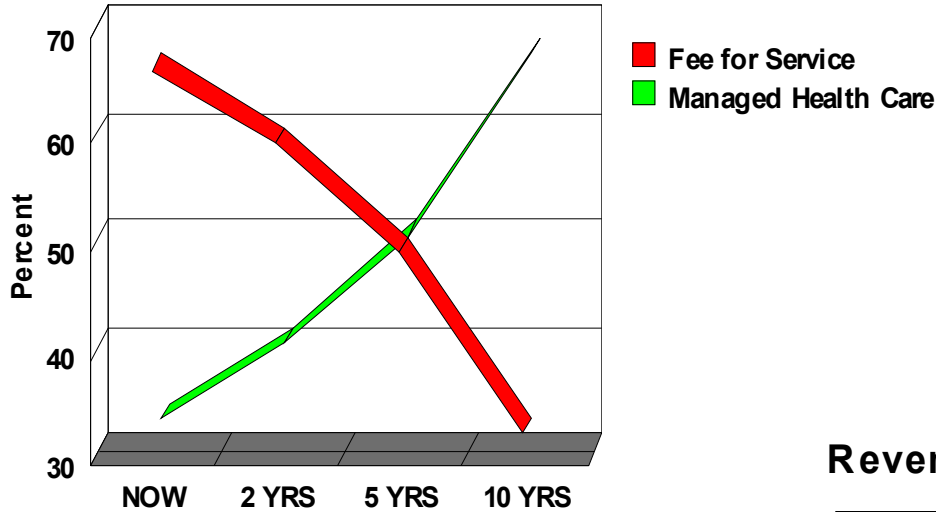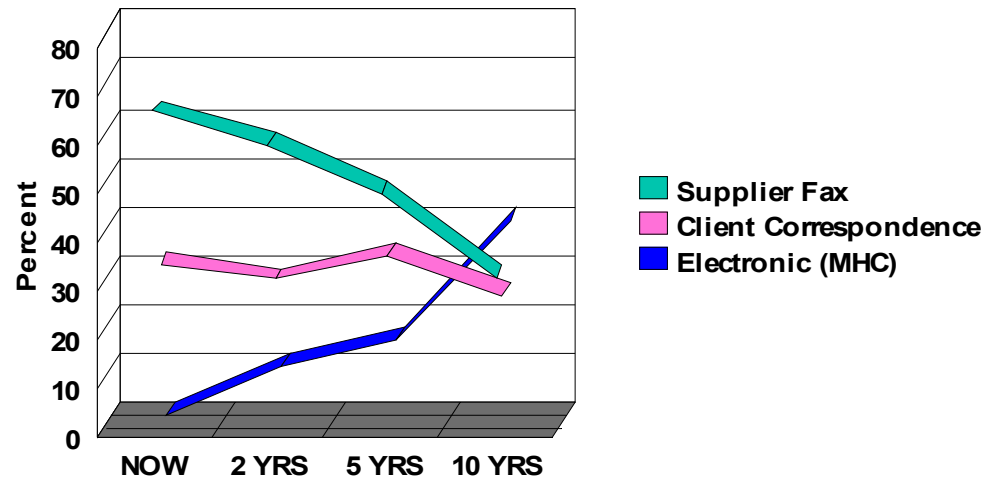
Fundamentally affects priorities, allocation of resources, system services required, information architecture and technology plans

Revenue from Channel
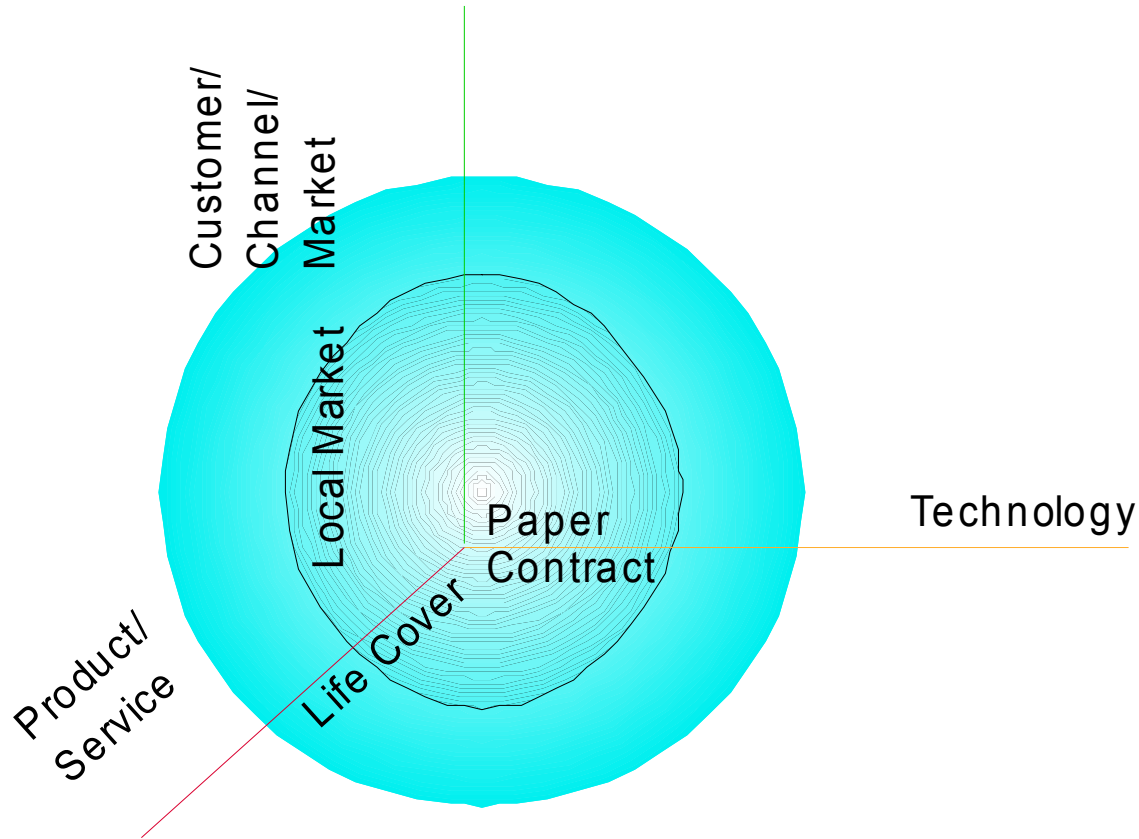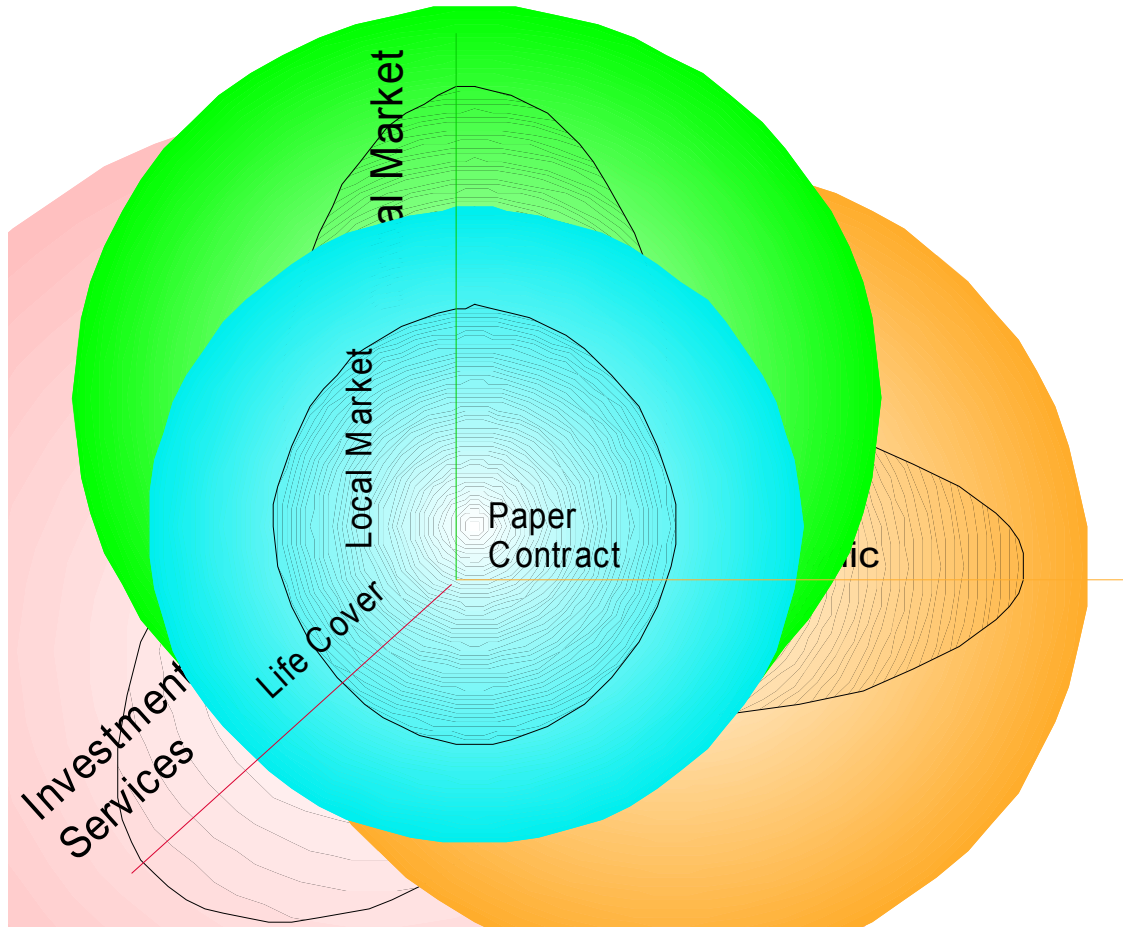

Percent

80
70
60
50
40
30
20
10
0

NOW   2 YRS   5 YRS   10 YRS

Supplier Fax
Client Correspondence
Electronic (MHC)

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Banking Experience

- Multinational Private and Investment Bank
- Aggressive growth by acquisition across three continents
- Culture in BU of "do what you like, just make the numbers"
- Problems of uncompetitive cost ratios. Spiraling infrastructure and integration costs – esp to implement Basel II
- Decided to do a "Zero Base" project to re-justify all structures, responsibility allocation and infrastructure spend
- Assisted over a period of 11 weeks to model
  - Business Units and org structure
  - Products, channels, market segments
  - Processes and supporting system and information services
- Resulted in major (but smooth) restructuring and rationalisation
- Major cost savings and improved cost ratios
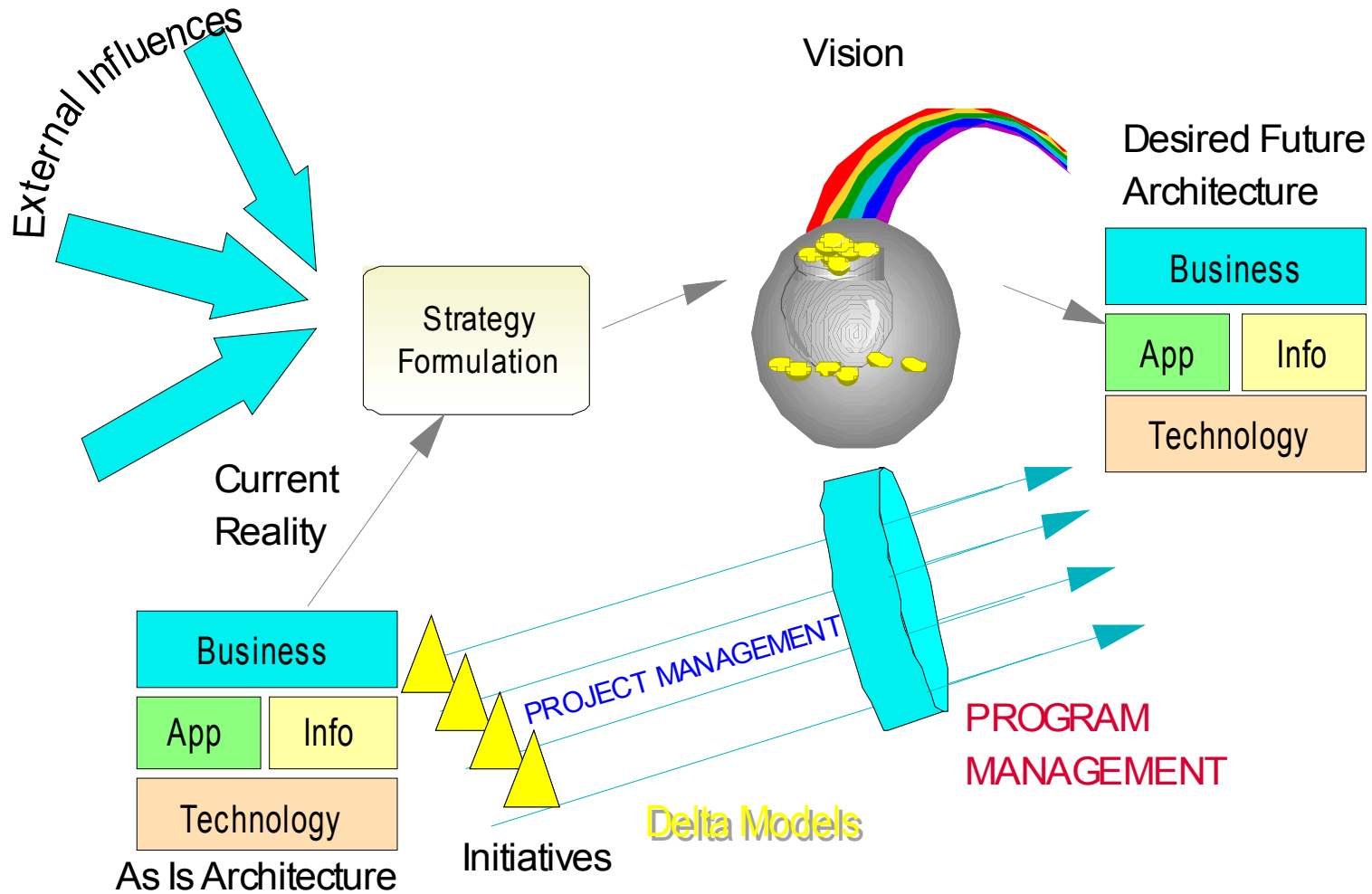- Eased implementation of Basel II and reaching compliance while maintaining agility

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Assurance Growth Plan

Assurance Growth Plan

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Driving Initiatives
Scoping Projects

External Influences

Vision

Desired Future Architecture

Strategy Formulation

Current Reality

Business

App   Info

Technology

Desired Future Architecture:
Business
App   Info
Technology

Business
App   Info
Technology

As Is Architecture

Initiatives

PROJECT MANAGEMENT

PROGRAM MANAGEMENT

Delta Models

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Example Delta Model

mobilePAY System Context

Legend:
- **New** (white)
- **Existing unmodified** (red)
- **Existing modified** (teal)

Diagram elements and data flows:

- **Moderator** — Vendor Request, Decision
- **Retail Vendor** — Request Vend Acc, Conf or Deny Req. Paym, Conf or Deny, Confirm Tx, Confirm Payment
- **Vendor Registration**
- **Call Centre** — Request Facility, Account/Facility Details
- **Product Manager** — Statistics
- **Subscriber Billing System** — Credit Check, Conf or Deny, Confirm Tx, Invoice
- **CreditPay System** — Vendor Payment, Funds Tfr
- **Bank**
- **SMS Gateway** — Req Auth., Setup PIN, OK or No, Encrpt. PIN
- **Subscriber** — Request for facility

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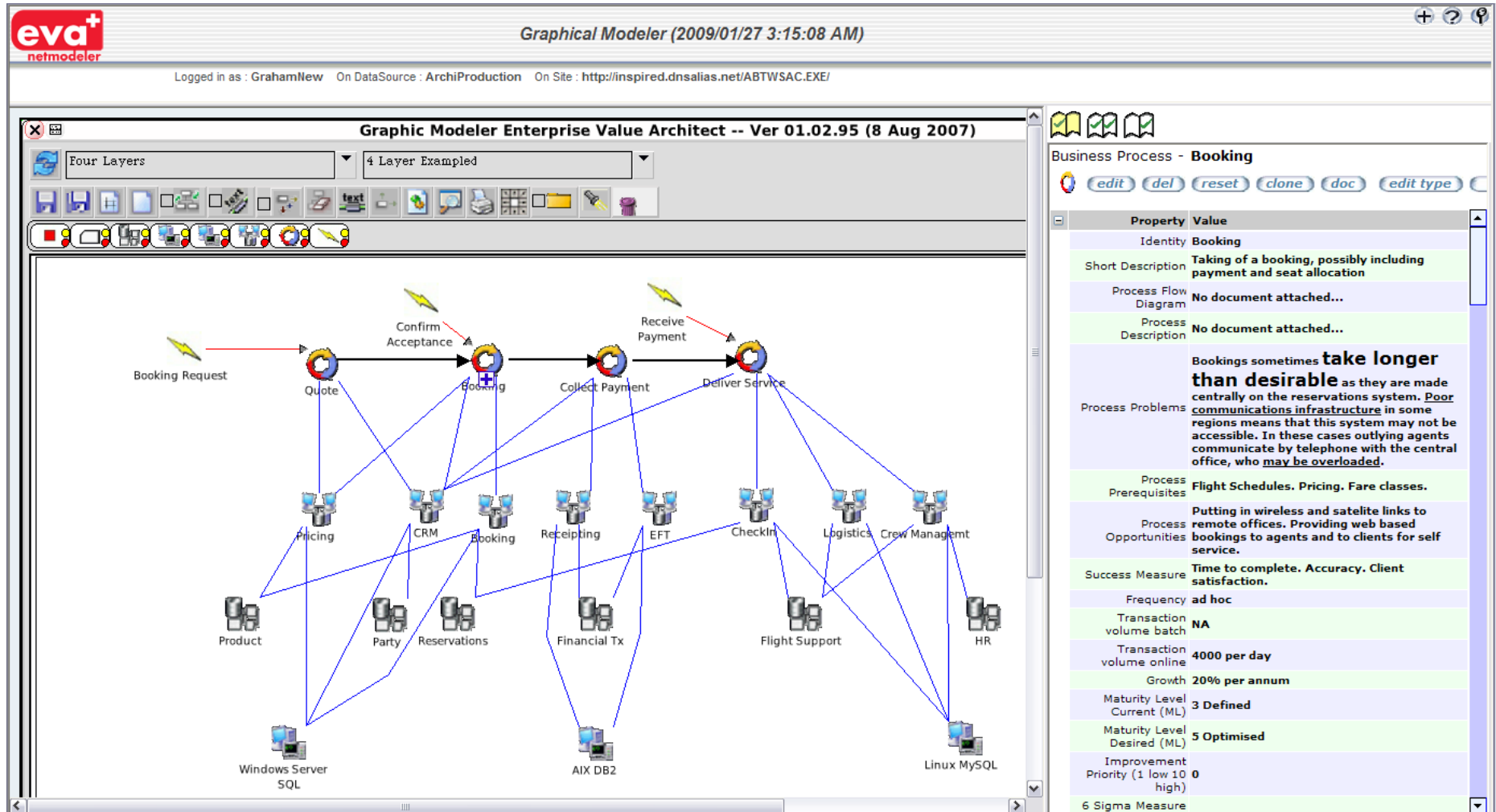*We deliver Solutions!*

Scenarios

Makes assumptions explicit.
Allows "What if" analysis.
Identifies our options under different conditions.
Allows reuse of models, building blocks and architecture elements across scenarios BUT with a unique view of each per scenario

Linking into Other Domains

Visibility and traceability for business elements thru to infrastructure

Implications for Architects

- Need business knowledge and expertise

  - Especially relevant to the particular industry and domain

- Must play the role of a facilitator

- Models and content must belong to the executives

- BUT we can ask good questions, bring techniques, hold up a mirror... ADD VALUE

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Summary

- Enterprise Architecture involves
    - Context of Enterprise
    - All aspects of the Enterprise
- Competent and comprehensive meta models are required
- Enterprise Architects, properly qualified, can add enormous value to organizations today which are facing huge challenges and have to transform quickly
- TOGAF should expand its view of Business Architecture, but also be careful not to encourage use of techniques which are too detailed..

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Graham McLeod

Graham has 29 years experience in the IT industry and business having held positions in software development, teaching, project management, product management, research, strategy and general management. He was a tenured academic for 12 years and is the author of textbooks in system development, project management, data management and strategy and architecture. He has authored many papers, presented at numerous conferences worldwide and delivered keynote addresses and tutorials at various universities and conferences in South Africa, UK, Germany, Switzerland, USA, Sweden, Canada, Italy, France, Norway and India.

Mr McLeod has consulted to over 60 leading organizations worldwide in Banking, Finance, Assurance, Retail, Manufacturing, Telecommunications, Healthcare, Government, Education and Information Technology. He has shared ideas with Microsoft, Sun Microsystems, IBM, Fujitsu and NCR Corporation.

Graham founded Inspired in 1991 and developed the Inspired Architecture Frameworks and associated meta models. He is the architect of the the web based Enterprise Value Architect (EVA) Netmodeler collaborative enterprise modeling and knowledge repository tool.

He is now CTO of Promis Solutions AG, based in Zug, Switzerland. Promis markets the EVA Netmodeler product, the Inspired Frameworks and meta models and associated services and training worldwide.

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If you would like a white paper on the Inspired/Promis frameworks and/or one on the difference between Process Architecture and Process Modeling, please drop us a line.

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