Business Architecture Stream
London APC, April 2009

Business Architecture –
> **where Executive Interests meet Architecture**

This stream's purpose:

- Work by Business Architecture WG

- Practitioners' views of Business Architecture

- Discussion

Business Architecture track
London APC, April 2009

Agenda of this track:

14:00   Introduction by host

14:05   Business Architecture WG   (Walter Stahlecker)

14:25   Business Architecture   (Paul Homan)

15:00   Business Architecture   (Graham McLeod)

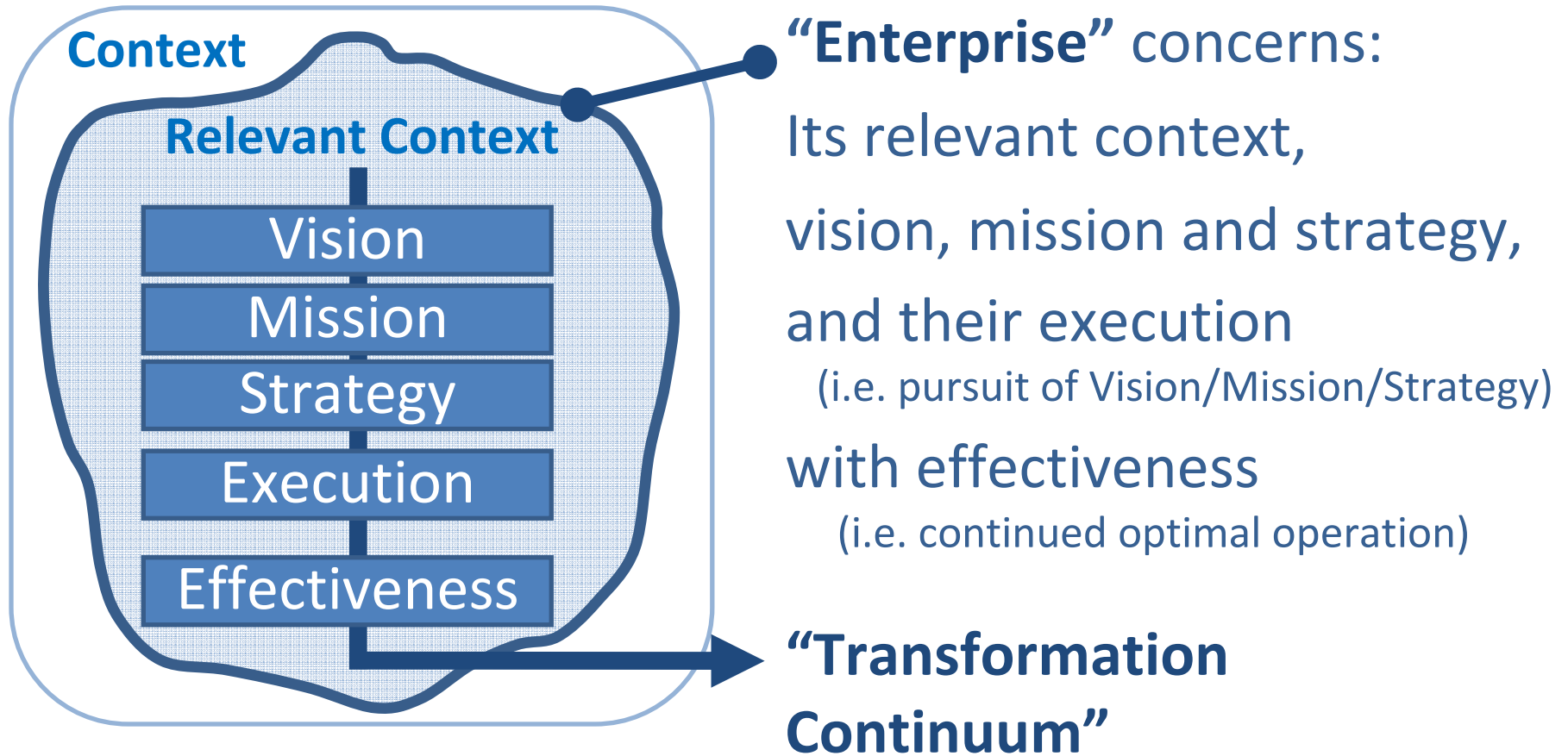15:35   Facilitated discussion   (Dave van Gelder)

16:00   Close

Business Architecture WG Work

Discussion trail to overcome babylonian input:

- ⦿ scope of enterprise
  - ➜ model of enterprise (and its concerns)
    - ➜ tentative positioning of concern BA
      - ➜ stakeholders and topics in BA
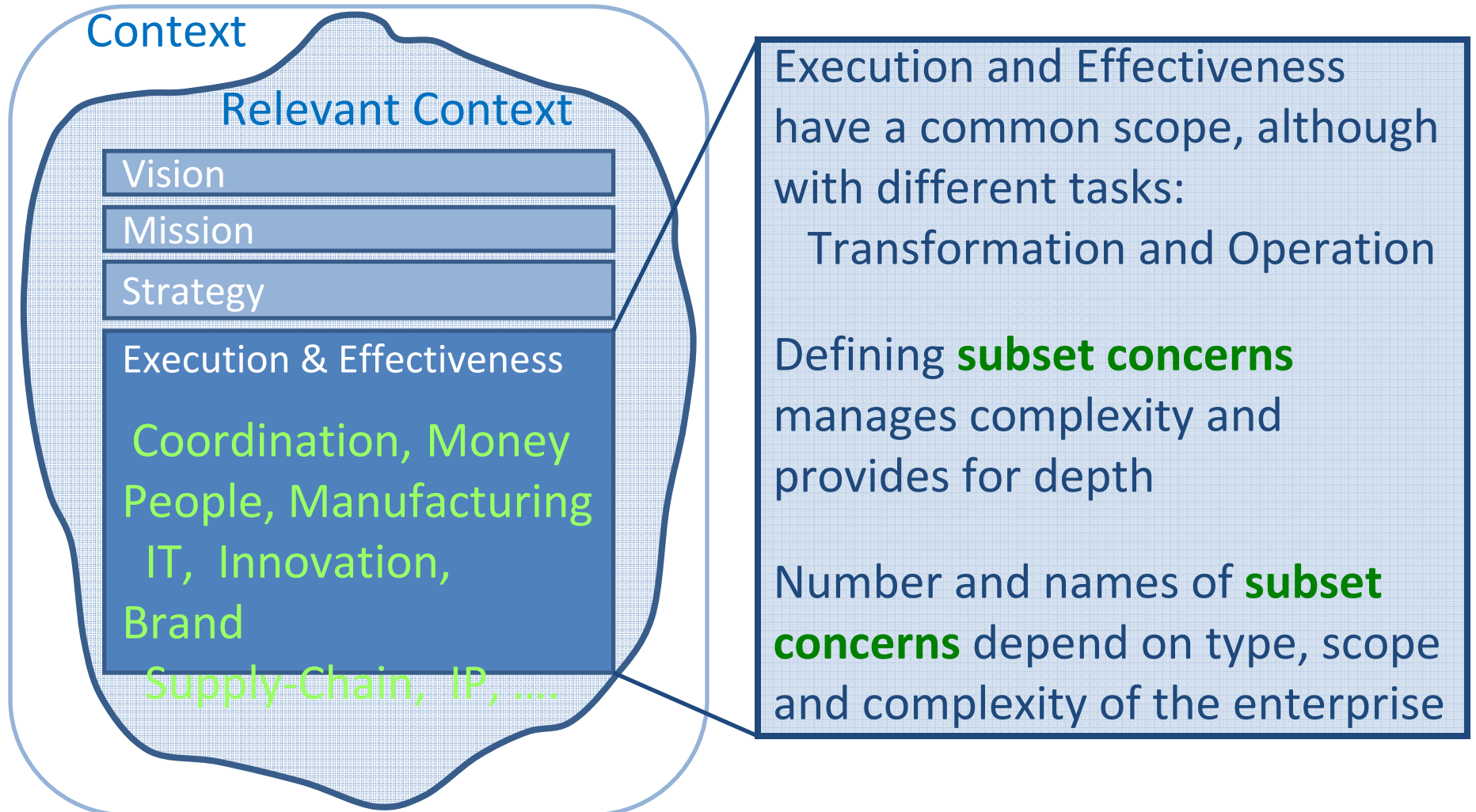   - ➜ reconciliation with TOGAF and other architectural efforts

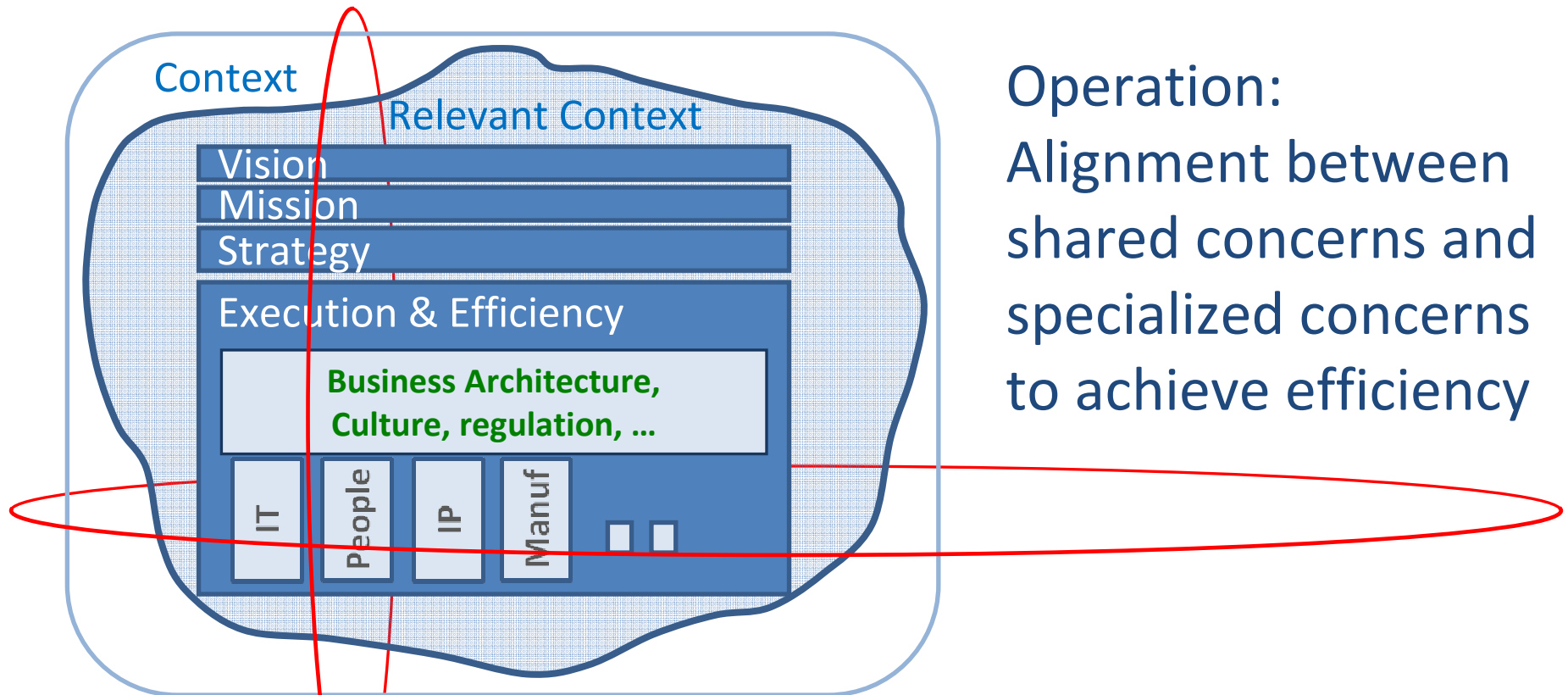*("BA" = Business Architecture)*

Model of an Enterprise

Context

Relevant Context

| Vision |
| Mission |
| Strategy |
| Execution |
| Effectiveness |

"Enterprise" concerns:

Its relevant context,

vision, mission and strategy,

and their execution
    (i.e. pursuit of Vision/Mission/Strategy)

with effectiveness
    (i.e. continued optimal operation)

"Transformation Continuum"

Based on Mohamed El-Erian, Financial Times, p. 28., Nov. 4, 2008:   About the mistake to break the
"Recognition–design–execution–effectiveness chain"   (*design = vision/mission/strategy)*

Inside "Execution" & "Effectiveness"

Context

Relevant Context

Vision
Mission
Strategy

Execution & Effectiveness

Coordination, Money
People, Manufacturing
IT, Innovation,
Brand
Supply-Chain, IP, ...

Execution and Effectiveness have a common scope, although with different tasks:
Transformation and Operation

Defining **subset concerns** manages complexity and provides for depth

Number and names of **subset concerns** depend on type, scope and complexity of the enterprise

Alignment

Context

Relevant Context

Vision
Mission
Strategy

Execution & Efficiency

Business Architecture, Culture, regulation, …

IT | People | IP | Manuf

Operation: Alignment between shared concerns and specialized concerns to achieve efficiency

Transformation: Alignment along the Transformation Continuum to adapt to changes
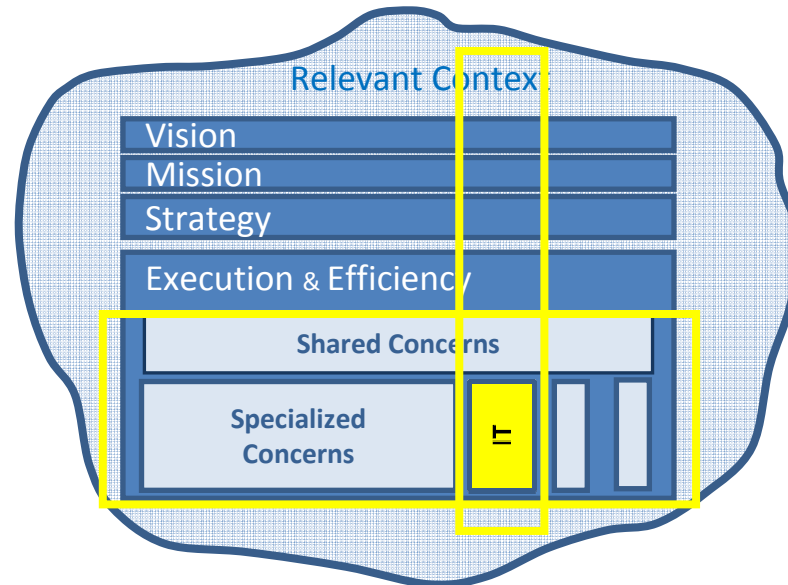
Enterprise Architecture
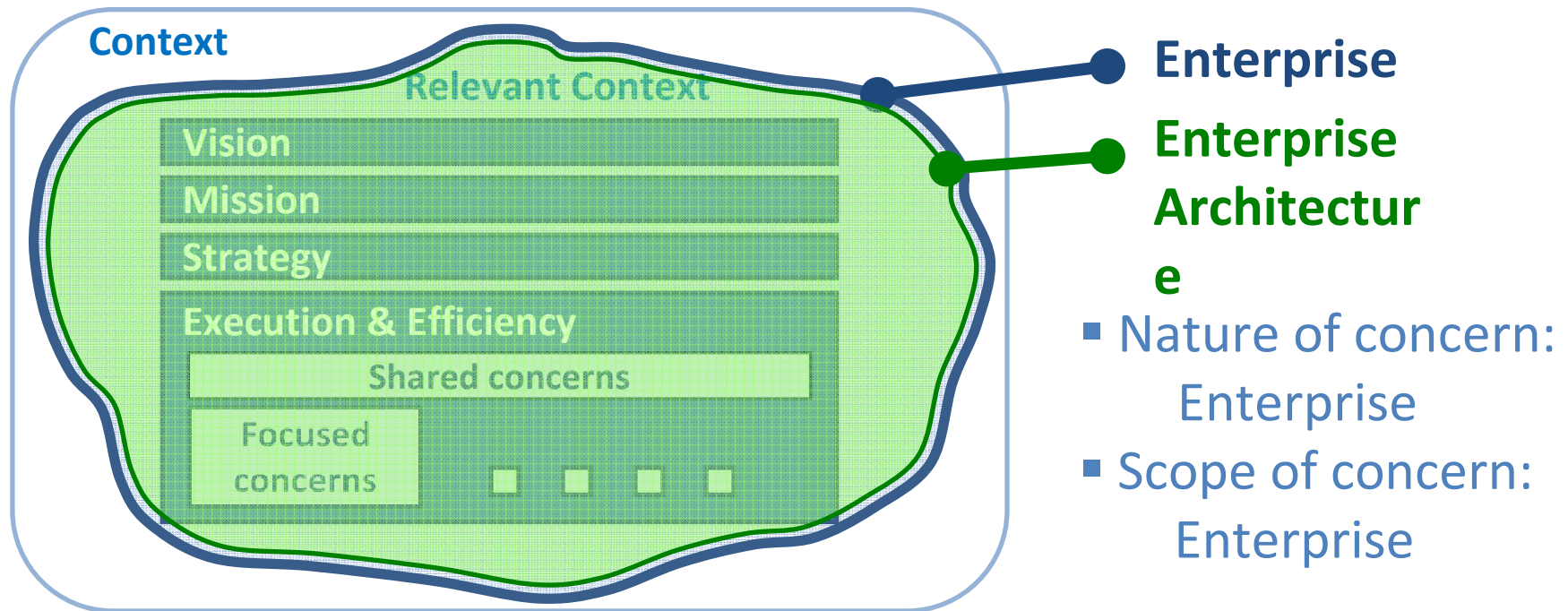
Nature and scope of EA are driven by the observation that architectural work is performed **on all aspects** of an enterprise

Current TOGAF
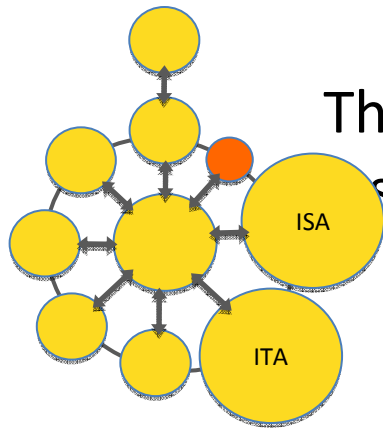
The ADM in TOGAF addresses subset concern of the enterprise ….
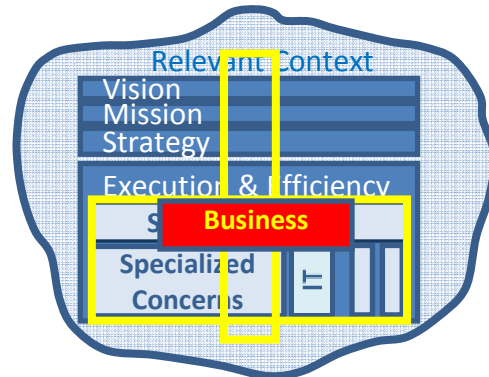
.... in context with

the full enterprise

ISA

ITA

Relevant Context

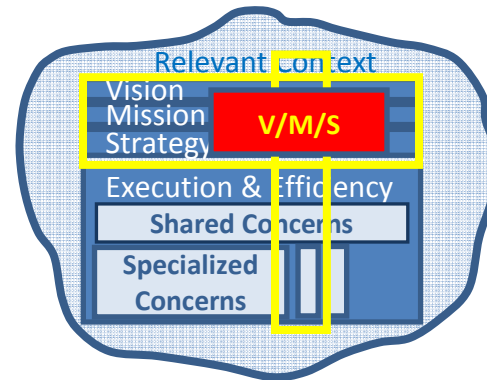Vision

Mission

Strategy

Execution & Efficiency

Shared Concerns

Specialized Concerns

IT

Walter Stahlecker, February 2009

Current environment of TOGAF

Architectural efforts thrive for multiple concerns
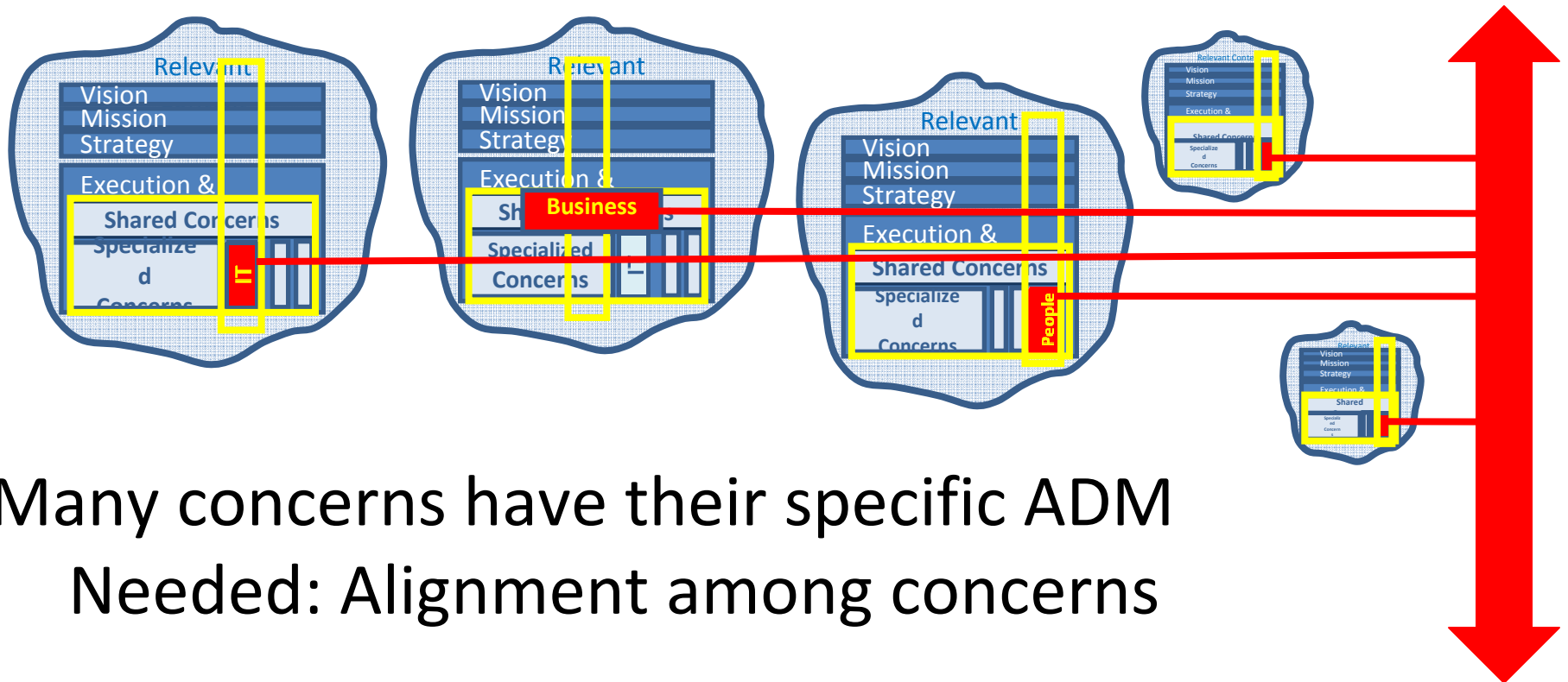with varying maturity
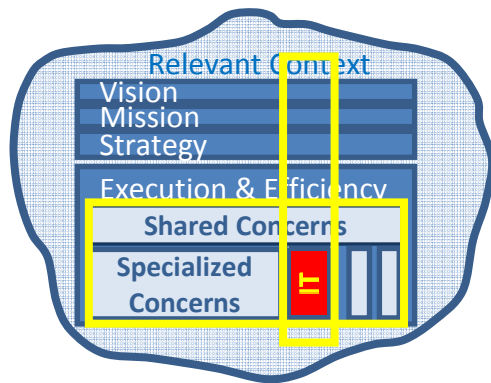
IT:
Mature

Business:
Emerging

Vision/Mission/Strategy:
Maturing
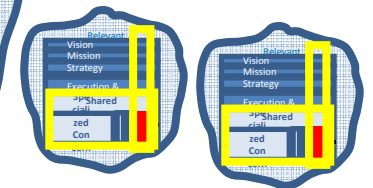
X: ....

Y: ......

A way forward for Architecture in Enterprises

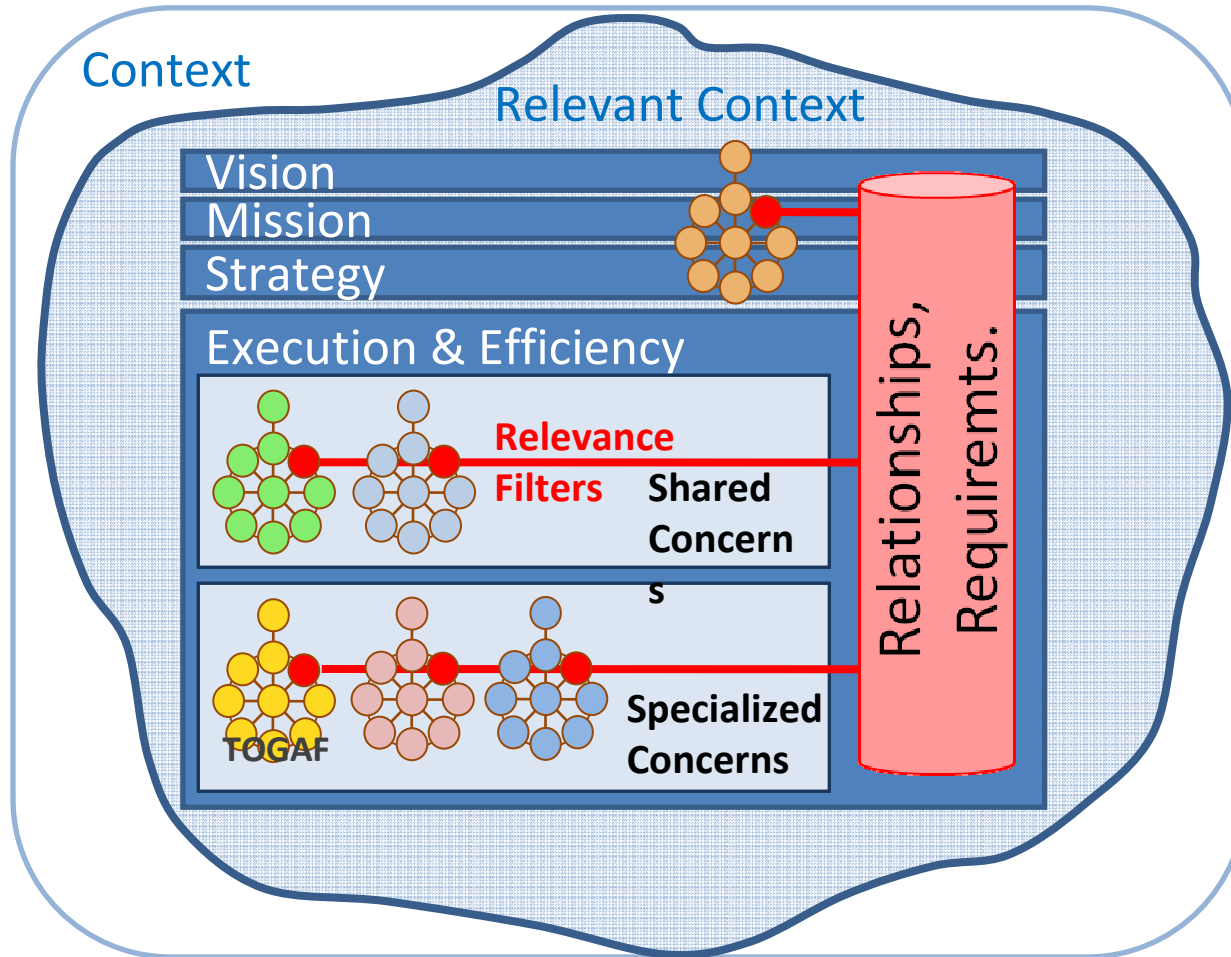Many concerns have their specific ADM
Needed: Alignment among concerns

Needed:

"Boundaryless Architecture Information Flow"

Walter Stahlecker, February 2009
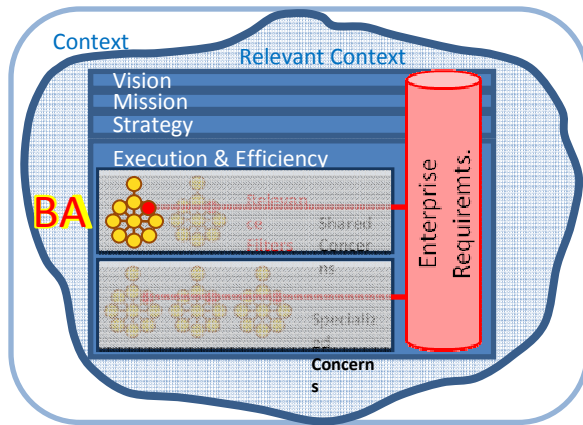
Attempt to reconcile the models of TOGAF and Holistic Enterprise (1)

Replace "BA" with "Relationships, Requirements"

Recognize ADMs for each concern:

Attempt to reconcile the models of TOGAF and Holistic Enterprise (2)

Repurpose "Business Architecture" to become a specific shared concern: "Chemistry" – how the intended value, defined by stakeholders, is created from the capabilities

(This is not intended to be a definition)

Range of chemistry types: Rigid to ad-hoc, explicit to tacit, simple to complex, etc.

BA: Much richer than an org-chart or business processes

BA: Expressed in stakeholder's language, not implementers'

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