Business Architecture

Getting Started at Programme-Level

Graham Meaden
Realising the Vision
Levels of Architecture

Lessons from a Business Transformation Programme
Understand the level to start

- Macro
- Strategic
- Programme / Segment
- Project
Macro-Level

Captures the purpose of the business and the business model

The **Business Model Canvas** (A. Osterwalder) represents a clear means to capture the macro picture:

- **Value Proposition**
- **Customer Segments**
- **Customer Relationships**
- **Channels**
- **Key Resources**
- **Key Activities**
- **Key Partners**
- **Cost Structures**
- **Revenue Streams**

Object Management Group’s
**Business Motivation Model**

Both of these are essential readings.
Strategic-Level

Describes what is needed to execute the business model?

Standardization, Rationalization, Integration requires absolute point of reference to converge. Governance also requires a reference point to govern from.
Programme/Segment Level

Scoped to address a subset of the business

- Informs:
  - Milestones
  - Transitions
  - Projects & Inter-dependencies
  - Business Case & Benefits Planning

- Maintains focus, creates cohesion
- Formalisation of the transition and transformation
Project Level

- Standalone or part of programme
- Current + Transitions + Future State
- Focuses on solutions

Flowchart:
- Analysis Baseline Architecture
- Analysis Interim 1 Architecture
- Analysis Interim n Architecture
- Analysis Target Architecture

Business Architecture
- Creates a framework and structure for Solutions

Business Analysis
- More detail
- More depth

© 2012 Realising The Vision Limited. All Rights Reserved.
Exceptions

1. International

2. Conglomerates

3. Multi-business businesses

4. Portfolio managed change

These are not mutually exclusive. The complexity of the business will be mirror in your architecture!
Scenario: International Businesses

Despite the intent to achieve standardisation globally, variations will occur by geography: The same building blocks may be used but in different numbers. Some building blocks may serve a large country, some a small country, some multiple countries.
Regions and LOBs always seem to question the value of capabilities implemented at “group-level” but the logic is sound. To create a Target Operating Model (TOM) for a particular LOB, architecture building blocks from both levels are required.
#3. Multi-business businesses

Different parts of the business are driven by different factors. It is important to recognise these.
#4. Portfolio managed change

Each portfolio architecture will support a distinct aspect of the business. e.g. A large bank may run a portfolio for its compliance initiatives and another for its online activities.
Lessons from a Business Transformation Programme

• Our goals:
  – Enable the programme design authority to direct and govern
  – Sustain a 6 year programme of change
  – Enable integration with other business transformation programmes
  – Enable transparency to the regulator
  – Configure and deploy a scalable architecture modelling platform
Stakeholders

Stakeholders → Concerns → Deliverables & Insight → Views → Models

- Regulator
- Contracts & Procurement
- Professional Services Firms
- Programme Board
- Business Change Management
- Systems Integrators
Concerns

The right change at the right time

Benefits-led change: “line-of-sight”

Scope Management

Cost control

Inter-dependencies

Business Readiness
Deliverables & Insight
Meta Model and Models

- Stakeholders
- Concerns
- Deliverables & Insight
- Views
- Models

Meta Model

Template

Viewpoint

Relationship Type

Element Type

Used to configure OpenText ProVision

Architecture Description

View

Relationship

Element

Model

Captured in the OpenText ProVision repository
Lessons from enabling integration

We modelled recognising there is always a larger organisation. *Because* our segment was serving other segments and therefore we needed to model their world too.

We developed business process and information modelling standards. *Because* our impact was pan-organisational.

We modelled and formalised higher-level reference architecture building blocks. *Because* we could achieve ROI on our programme alone.
Before we started we needed to **synthesize** different standards into a single meta model.

*Because* we needed to understand how things fitted together and we could capture and manage the complexity.
1. Establishing data governance of the things (e.g. Capability, Process, Service) is difficult but governance of the relationships is even more difficult.

2. Building taxonomical structures is essential to model effectively and to enable that governance.
Lessons from what views proved popular?

Line-of-Sight

Project → Project Output → Outcome → Benefit → Beneficiary

Capability → Process → Service

Inter-dependency Maps

Programme

Project → Project Output

Programme

Project → Project Output
Lessons from tooling

• There are tools out there but you MUST invest in developing your modelling language and meta model to be successful.

• You must also consider the big picture and the levels you wish to support.
Questions?

For more information &
and training:

e: gmeaden@realisingthevision.co.uk