Establishing the Business Architecture Practice
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- Define clear goals for Business Architecture in your organization
- Gain initial stakeholder buy-in
- Build the right team
- Short-term wins
- Scaling the practice
- Keys to continued success
Define clear goals for Business Architecture

- Gain initial stakeholder buy-in
- Build the right team
- Traction through short-term wins
- Scaling the practice
- Keys to continued success
What do we want to achieve with Business Architecture?

• Organizational effectiveness?
• Alignment of business to technology?
• Improved M&A identification and integration?
• Process improvement?
• IT investment planning/roadmap?
• ...

All are important, but need to prioritize and start where the organization and stakeholders can benefit the most and chance of success is highest.
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Keys to continued success
Who are the right stakeholders?

• Business executives?
• Corporate strategy?
• IT leadership / portfolio management?
• Enterprise Architecture leadership?
• Human Resources?
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- Business executives
- Corporate strategy
- IT leadership / portfolio management
- Enterprise Architecture leadership
- Human Resources

Correct Answer: All of the above!
The challenges and opportunities

“What is Business Architecture?”

“Why do we need Business Architecture?”

“What value does Business Architecture deliver?”

“Business Architect = Business Analyst, right?”

“Isn’t Business Architecture just a techie thing?”
Why Business Architecture?

Challenges

How do we ensure technology investments drive the business value we thought they would?

How do we avoid building duplicate systems?

How do we ensure that what we build matches our original goal?

How do we ensure we receive the value we expect from our acquisitions?
Why Business Architecture?

Create and build capabilities we can leverage and reuse

Align our technology investments directly to new capabilities that drive business results

We can...

Ensure our acquisitions are integrated more smoothly, realizing efficiencies while more broadly leveraging new capabilities

Build what we thought we would build to do what we thought it would do
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Keys to continued success
A strong BA has the following characteristics:

- Consulting Skillset
- Comfort with technology
- Not afraid to drive change
- Ability to synthesize quickly
- Deep industry knowledge
- Diversity of business experience
- Constant curiosity

What makes a good Business Architect?

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**Traction through short-term wins**

Scaling the practice

Keys to continued success
Leveraging a short-term win

**Identify the right part of the business**

- Clear business strategy
- Early stages
- Executive visibility
- A willing business team

**Embed with the business unit**

- Trusted member of the “team”
- Focus on achieving *business* objectives
- Avoid the “ivory tower” perception – should be added measurable value

**Measure and communicate value**

- Clear demonstration of how business architecture influenced outcomes/results positively

**Send forth evangelists**

- Leverage others to tell the story – develop evangelists
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Keys to continued success
Measuring Success

- Tie overall funding to business architecture-driven initiatives
- Align overall technology spend directly to business strategy/objectives through business architecture
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Keys to continued success
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• Integration into existing processes and culture – not a separate process
  – Product development, M&A
• Up-to-date, visible models
• Ongoing engagement across enterprise
• Executive visibility and evangelism
• Highlight success stories