Experiences Linking Business Architecture with an Agile/Lean Development Method
Agenda

- Setting the stage
- Business Architecture within MasterCard
- Agile within MasterCard
- Linking the two together
MasterCard is a combination of legacy and emerging
Business Architecture
How the Architectures Work Together

The Continuum

Solution Architecture

Elaboration and synthesis of business and technical content.

Business Architecture

Technical Architectures

• Data Architecture
• Information Architecture
• Integration Architecture
• Software Architecture
• Network Architecture

A collection of information that defines current and future state of MasterCard Business

Collection of information that defines the current and future state of MasterCard technical infrastructure.

Application Architecture

Not all Business Architecture goes to Software (marketing, sales, etc.)

March 18, 2013
Enabling the IT Life Cycle

Business Architecture
- Capabilities View
- Context Diagram
- Business Process Models
- Activity Systems Map
- Metrics

Solution Architecture
- Business Services View – High Level
- Business Services View - Decomposed
- Business Scenario View - Context
- Business Scenario View - Decomposed

Integration Architecture
- Target State View - Static
- Target State View - Component
- Target State View Deployment

Technical Architecture(s)
- Software Architecture Artifacts
- Other Artifacts network, Security, etc.

Application Architecture
- Maturity Map
- Kill List
- Reviews

Information Architecture
- Data Models

Business Concepts
Activity System Map (ASM)

ASM models illustrate the relationships between key activities in an organization such as sales, finance or IT that create competitive advantage and lead to a significant market differentiation.

Business Concepts (BC)

BC models capture the semantics of key words used to describe the business domain. The BC is also considered part of the Information Architecture.

Capability Map (CM)

CM models show the specific capabilities of an organization. These often differ from the activities and processes in that they focus on the ability to deliver products and services rather than on how and when to do something.

Business Process Models (BPM)

High-level BPM show the chronological sequence of activities to perform a given task such as customer on-boarding, contract closure or lead generation.
Agile within MasterCard
Scrum is a lightweight project management process.
Requirement breakdown

High level requirements

Unelaborated, estimated stories
Bringing the two together
The intersection of BizArch and Agile

A new level of culture, adventure and discovery
Access offers just for MasterCard cardholders

Sign up for Priceless New York!
Get MasterCard offers & experiences
Access exclusive invitations
Enjoy exciting international offers

Enter your email address:
john.smith@email.com

Access Offers
A fragment of the Business Architecture

Priceless Cities
- Home Offers
- Away Offers
- Shopping Cart
- Offer Redemption
- Offer Lifecycle
- Campaign Management

Specialty Partners
- Content Providers
  - Neighborhood Content
  - Dining Content
- Luxury Goods & Services
A fragment of the Solution Architecture

Priceless Cities
- Ecosystem Integration
  - Online Integration for Priceless Cities
- Priceless Shopping Cart
- Priceless Campaign Management
- Home and Away Offers
  - Browse Interface for Priceless Offers
  - Search Interface for Priceless Offers
  - Priceless Offer Lifecycle
- Consumer Support for Priceless Cities
  - Priceless Cities Claims Management

Priceless Cities Partner
- Priceless Cities Partner Shopping Cart
  - Pay with Card
  - Pay with Rewards
  - Refund Payment
- Priceless Offer Redemption
  - eTicket Distribution
  - Will Call Delivery
  - Coupon Delivery
## A fragment of the Agile backlog

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Findings

- Need to collaboratively build decomposed levels of Solution Architecture and Epic Stories.
- Meta stories need to be designated so that traceability is not an issue.
Many people at MasterCard helped make this presentation possible

- Vijay Bhuvanagiri – High level development of the Enterprise Architectures
- Yansheng Wei – Developed structure of the Solution Architecture
- Chris Hanebeck – Introduced ASMs and BPM to Business Architecture
- Wayne Borgmeyer – Developed the Solution Architecture for Priceless Cities
- Jami Markley – Developed the User Stories for Priceless Cities