APPENDIX A: GLOSSARY

Activity

Measurable amount of work performed to convert inputs into outputs.

Application

A collection of software assets that automates and enables a bounded set of capabilities and is identifiable by name and other characteristics.

Application Architecture

Application architecture represents the specification and structural partitioning of technology-based automation into business logic, user experience, and data perspectives as an enabler of business architecture and strategy.

Source: Architecture definitions adopted by the Federation of Enterprise Architecture Professional Organizations (FEAPO), Taxonomy Working Group, January 14, 2017, after passing a vote by FEAPO Member Organizations. See: https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/feapo_adopted_architecture_d.pdf.

Application Portfolio Management

The discipline applied to managing software assets to justify and measure the financial benefits of each application in comparison to the costs of the application's maintenance and operations.

Balanced Scorecard

A strategic planning and management system used to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

Source: www.balancedscorecard.org

Black Belt

Black Belts are usually 100% allocated to Lean Six Sigma projects. They provide leadership to the project team and ensure that communication occurs across project teams. They manage the Lean Six Sigma project.

BPMN

Business Process Model and Notation. A model and notation that provides businesses

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with the capability of understanding their internal business procedures in a graphical notation and gives organizations the ability to communicate these procedures in a standard manner.

Source: www.bpmn.org

Business Architecture

Business architecture represents holistic, multidimensional business views of capabilities, end-to-end value delivery, information, and organizational structure as well as the relationships among these business views and strategies, products, policies, initiatives, and stakeholders.

Source: Architecture definitions adopted by the Federation of Enterprise Architecture Professional Organizations (FEAPO), Taxonomy Working Group, January 14, 2017, after passing a vote by FEAPO Member Organizations. See: https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/feapo_adopted_architecture_d.pdf.

Business Architecture Framework

A conceptual view of how business blueprints, business scenarios, and the business architecture knowledgebase interrelate to provide a foundation for establishing the business architecture.

Business Architecture Knowledgebase

A combination of process, structure, and logical warehouse for capturing, assimilating, viewing, and sharing a wide range of information that can be used to inform business strategy, optimize business planning through execution, and guide transformation efforts.

Business Architecture Practitioner

One who applies business architecture to solve business problems and deliver business value.

Business Architecture Tool

A software-based suite of functionality that facilitates capturing, maintaining, communicating, and sharing blueprint artifacts, such as models, maps, or other defining information about an enterprise in graphical or textual form.

Business Artifact

An abstracted, named business category that can be represented within a business

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architecture knowledgebase.

Business Asset

A tangible or intangible piece of property to which a business can assign value.

Business Blueprint

Graphical representation of one or more aspects of an extended enterprise, which may extend beyond organizational boundaries.

Business Ecosystem

One or more legal entities, in whole or in part, that exist as an integrated community of individuals and assets, or aggregations thereof, interacting as a cohesive whole toward a common mission or purpose.

Business Model

A business model describes the rationale of how an organization creates, delivers, and captures value.

Source: Alexander Osterwalder and Yves Pigneur, *Business Model Generation*, Self-Published, 2010, p. 14.

Business Model Framework

A conceptual structure for organizing the elements, relationships, representations, and classifications of one or more business models.

Source: Steve DuPont, Boeing, 2012.

Business Model Type

A generic business model that is classified according to determined criteria.

Source: Steve DuPont, Boeing, 2012.

Business Object

A representation of a thing active in the business domain, including at least its business name and definition, attributes, behavior, relationships and constraints, that may represent, for example, a person, place, or concept.

Source: IMIS, https://help.imis.com/enterprise/features/rise/business_objects/understanding_business_objects.htm#What_is_a_business_object.

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Business Process

A series of logically related activities or tasks (such as planning, production, or sales) performed together to produce a defined set of results.

Business Process Management (BPM)

Discipline involving any combination of modeling, automation, execution, control, measurement, and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers, and partners within and beyond the enterprise boundaries.

Source: http://social-biz.org/2014/01/27/one-common-definition-for-bpm/

This definition is based on discussions on or with Linked-In's BPM Guru Group, BPM.COM's Forum, Workflow Management Coalition (WfMC) Members, and the Association of BPM Professionals (ABPMP) Forum.

Business / IT Architecture Alignment

The state in which automated systems and data architectures fully enable business strategy, business capabilities, and stakeholder value.

Business Service

A logical grouping of operations, defined in service-oriented architecture, concerned with representing business logic.

Source: Derived from "Service-Oriented Architecture (SOA): Concepts, Technology, and Design", Erl, Thomas, 2005, Pearson Education, Inc., ISBN-13: 978-0131858589

Business Unit

A logical element or segment of a company (such as accounting, production, marketing) representing a specific business function, and a definite place on the organizational chart, under the domain of a manager. Also called department, division, or functional area.

Capability

A particular ability or capacity that a business may possess or exchange to achieve a specific purpose or outcome.

Source: Ulrich Homann, "A Business-Oriented Foundation for Service Orientation", 2006.

Capability Behavior

The way in which a capability acts or conducts itself in certain circumstances or instances.

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Capability Instance

A specific realization of a capability, as it exists or is envisioned to exist, in the context of a given business unit or other situational context.

Capability Level

A number that indicates the depth of decomposition for a given capability.

Capability Map

A diagrammatic or other means or media used to represent capabilities for a business.

Capability Tier

A structural delineation used to stratify a capability map into categories (i.e., Strategic, Core / Customer Facing / Value Add, and Supporting) based on business impact.

Case Management

A method or practice of coordinating work by organizing all of the relevant pieces into one place – called a case.

Source: Keith D. Swenson, "Adaptive Case Management", Tampa: MK Press, 2011.

Change

A tangible alteration or modification in context of a business ecosystem.

Collaborative Team

A named group or unit created by two or more internal or external business units that has a defined set of shared principles and common goals.

Compliance

Compliance is the degree to which an actual measure is close to its associated possible measure.

Course of Action

A sequence of activities that an organization plans to pursue to achieve an objective.

Customer Experience

The internal and subjective response customers have to any direct or indirect contact with an organization.

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Source: Understanding Customer Experience, Andre Schwager and Chris Meyer, February 2007.

Customer Journey

A depiction of an experience from a customer's perspective, including the emotions, steps, interactions, and touchpoints they have with an organization.

Customer Persona

A fictional character representative of a unique group of users who share common goals.

Source: Nielsen Norman Group, https://www.nngroup.com/articles/analytics-persona-segment/

Customer Segment

A grouping of customers based on certain shared characteristics.

Data

Value specifications for qualitative and quantitative variables.

Source: Architecture definitions adopted by the Federation of Enterprise Architecture Professional Organizations (FEAPO), Taxonomy Working Group, January 14, 2017, after passing a vote by FEAPO Member Organizations. See: https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/feapo_adopted_architecture_d.pdf.

Data Architecture

Data architecture represents integration of value specifications for qualitative and quantitative variables and their alignment with business architecture and strategy.

Source: Architecture definitions adopted by the Federation of Enterprise Architecture Professional Organizations (FEAPO), Taxonomy Working Group, January 14, 2017, after passing a vote by FEAPO Member Organizations. See: https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/feapo_adopted_architecture_d.pdf.

Decision Model

Technique for identifying the set of decisions that must be made to support a gate along a gated process for approving an initiative.

Enterprise Architecture

Enterprise architecture represents the holistic planning, analysis, design, and implementation for the development and execution of strategy by applying principles and practices to guide organizations through the integration and interoperation of all other

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architecture domains.

Source: Architecture definitions adopted by the Federation of Enterprise Architecture Professional Organizations (FEAPO), Taxonomy Working Group, January 14, 2017, after passing a vote by FEAPO Member Organizations. See: https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/feapo_adopted_architecture_d.pdf

Entity

Used to designate things we would describe or define with nouns. Entities can be tangible or intangible. An entity is characterized by having an identity that endures through time. A "business entity" specifically is an entity of interest to business.

Event

Occurrence happening at a determinable time and place, with or without the participation of human agents.

Experience Design

The practice of designing products (including digital products), processes, services, events, omnichannel journeys, and environments with a focus placed on the quality of the user experience and culturally relevant solutions.

Function

A process or operation that is performed routinely to carry out a part of the mission of an organization.

(Editorial Note: We add this definition to differentiate from Capability.)

Goal

An end toward which effort is or should be directed.

Source: https://www.merriam-webster.com/dictionary/goal.

Information

Data that has been verified to be accurate and timely, is specific and organized for a purpose, is presented within a context that gives it meaning and relevance, and that can lead to an increase in understanding and decrease in uncertainty.

Information Concept

Way in which to represent business terms and semantics within the context of business architecture.

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Initiative

A course of action that is being executed or has been selected for execution.

IT Architecture

Blueprints of the technologies, data structures, and applications that collectively comprise the information technology (IT) environment of an enterprise.

Source: William Ulrich and Neal McWhorter, *Business Architecture: The Art & Practice of Business Transformation*, Tampa: MK Press, 2011.

Lean

A production practice that considers the expenditure of resources for any goal other than the creation of value for the end customer to be wasteful, and thus a target for elimination.

Source: https://ecoman.ktu.lt/index.php/Ekv/article/download/2205/1715

Lean Six Sigma

Management approach for problem solving and quality initiatives within companies based on a combination of the different tools of Six Sigma and Lean.

Lean Value Stream

A process flow depicting every step required to produce a product or provide a service to a customer.

Linkage

A relationship between aspects or artifacts of business architecture.

Master Black Belt

Master Black Belts provide expertise on Lean Six Sigma tools and techniques. Their time is usually 100% allocated to Lean Six Sigma. They assist champions and guide Black Belts and Green Belts. They ensure consistent application of Lean Six Sigma across the organization.

Measure

A number or quantity that records a directly observable value or performance.

Metamodel

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The abstract syntax of a class of models.

Metric

Standards of measurement by which efficiency, performance, progress, or quality of a plan, process, or product can be assessed.

Model

A visual and/or data representation of a real-world thing or category of real-world things.

Objective

A quantitative, measurable result that defines strategy.

Source: Forrester Research

Objective Map

An articulation of related objectives that collectively aggregate to achieve higher level objectives.

Operating Model

An operating model is an abstract representation of how an organization operates across a range of domains in order to accomplish its function.

Source: Marne de Vries et al. "A Method for Identifying Process Reuse Opportunities to Enhance the Operating Model", IEEE International Conference on Industrial Engineering and Engineering Management, 2011.

Organization

A social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis.

Organization Map

A business blueprint that depicts organizational decomposition by organization unit along with additional aspects of the business where appropriate.

Outcome

An end result or final product that is a consequence of an event, action, or a series of events/actions.

Participating Stakeholder

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A category of stakeholder that has a defined role or responsibility within a value stream stage by contributing to outcomes of the capabilities associated with that value stream stage.

Policy

A course or principle of action adopted or proposed by a government, party, business, or individual.

Source: Oxford Dictionaries, Oxford University Press, s.v., "Policy".

Portfolio

A collection of projects or programs and other work that is grouped together to facilitate effective management.

Portfolio Management

Centralized management of one or more portfolios that includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work.

Source: PMI, A Guide to the Project Management Body of Knowledge, 4th Edition, 2008.

Principle

An agreed upon truth that can guide one's reasoning.

Process Outcome

A realized aspect of an outcome, achieved or needed by a capability, that corresponds to an output or an input to a specific process, in context of the same value stream stage.

Product

"The word 'product' is commonly used to describe durable or tangible goods. However, more correctly, products can be goods or services, and are distinguished by tangibility: goods are tangible and services are intangible. From the customer's perspective, the product is the overall experience provided by the combination of goods and services to satisfy the customer's needs."

Greg Geracie and Stephen Eppinger, The Guide to the Product Management and Marketing Body of Knowledge® (ProdBOK®) (Association of International Product Marketing and Management, 2013).

Product Entitlement

A specified aspect of a product that represents an inherent commitment made by an organization to a customer that is realized as an immediate, on demand, or continuing

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obligation of the organization to the customer that acquired that product.

Product Line

A series of different products which form a group.

Program

A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

Program Management

The centralized, coordinated management of a group of projects to achieve the program's objectives and benefits.

Source: PMI: A Guide to the Project Management Body of Knowledge, 4th Edition, 2008.

Project

A temporary endeavor undertaken to create a unique product or service.

Source: PMI, A Guide to the Project Management Body of Knowledge, 4th Edition, 2008.

Requirement

A condition needed by a stakeholder to solve a problem or achieve an objective.

Role

A model relationship between information items and capability model constructs.

Scenario

A program-oriented, template-based application of business architecture that addresses a specific, yet common requirement that organizations face.

SDLC

Software/Systems Development Life Cycle. Describes the stages of an information systems development project. It encompasses information from the first feasibility study onto the finished application.

Service

Intangible products such as accounting, banking, cleaning, consultancy, education, insurance, expertise, medical treatment, or transportation.

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Service Blueprint

A way to specify and detail each individual aspect of a service, which usually involves creating a visual schematic incorporating the perspectives of both the user, the service provider and other relevant parties that may be involved, detailing everything from the points of customer contact to behind-the-scenes processes.

Source: Marc Stickdorn and Jakob Schneider, This is Service Design Thinking, Wiley, 2011.

Service Design

A process in which the designer focuses on creating optimal service experiences, which requires taking a holistic view of all the related actors, their interactions, and supporting materials and infrastructures.

Source: Marc Stickdorn and Jakob Schneider, This is Service Design Thinking, Wiley, 2011.

Service-Oriented Architecture

A collection of principles and methodologies for designing and developing software, based on the concept of a “software service”.

Six Sigma

A management approach used in many different industries in an effort to improve the quality of products or services produced by the business through the removal of defects and errors.

Software Service

A self-contained unit of software that performs a specific task with three components: an interface, a contract, and an implementation.

Source: Service Oriented Architecture Field Guide for Executives, Wiley, Jan. 2012, Kyle Gabhart and Bibhas Bhattacharya.

Solution Architecture

The discipline of generating a creative and communicable technical design that aligns a feasible business solution with stakeholder expectation within the bounds of mandated delivery parameters.

Source: John Critchley, "A Definition of Solution Architecture". *Solution Architecture Dot Org*, Nov. 2006.

Stakeholder

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An internal or external individual or organization with a vested interest in achieving value through a particular outcome.

Stakeholder Category

A fundamental and distinct classification to which a stakeholder is assigned, and for which information must be managed.

Strategy

The pattern or plan that integrates an organization's major goals, policies, and action sequences into a cohesive whole.

Source: J. B. Quinn, *Strategies for Change: Logical Incrementalism* (Homewood: Richard D. Irwin, Inc., 1980).

Strategy Map

A business blueprint that "displays the cause-effect relationships among the objectives that make up a strategy".

Source: J. B. Quinn, *Strategies for Change: Logical Incrementalism* (Homewood: Richard D. Irwin, Inc., 1980).

Tactic

A course of action that represents part of the detailing of strategies.

Source: OMG Business Motivation Model

Technical Architecture

Technical architecture represents the logical and physical interconnection of infrastructure elements to enable the deployment and management of data architecture, application architecture, business architecture, and strategy.

Source: Architecture definitions adopted by the Federation of Enterprise Architecture Professional Organizations (FEAPO), Taxonomy Working Group, January 14, 2017, after passing a vote by FEAPO Member Organizations. See: https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/docs/feapo_adopted_architecture_d.pdf

Technical Debt

The negative effects of applying rapid, ill advised, or architecturally problematic changes or additions to software systems, where unnecessary complexity is added to those architectures, negatively impacting the delivery of future business value.

Touchpoint

The individual transactions through which customers interact with parts of the business

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and its offerings.

Source: From Touchpoints to Journeys: Seeing the World as Customers Do, McKinsey Icolas Maechler, Kevin Neher, and Robert Park, March 4, 2016.

Tradeoff

A linkage between effects in a course of action where the effects oppose each other.

Triggering Stakeholder

A category of stakeholder that initiates a value stream for purposes of achieving a stated value proposition.

Value

The benefit that is derived by an organization's stakeholder while interacting with that organization.

Value Chain

Depicts major segments of the business that contribute to the lifecycle of a product to deliver value to the customer.

Source: Michael Porter, *Competitive Advantage: Creating and Sustaining Superior Performance* (New York: The Free Press, 1985).

Value Item

The judgment of worth, made by an individual or organization, attached to something tangible or intangible and attained in the course of a particular interaction with one or more other parties.

Value Map

A visual depiction of how an organization achieves value for a given stakeholder or stakeholders within the context of a given set of business activities.

Value Network

Any web of relationships that generate tangible and intangible value through complex dynamic exchanges between two or more individuals, groups, or organizations.

Source: Verna Allee, "A Value Network Approach for Modeling and Measuring Intangibles", White Paper Presented at Transparent Enterprise, Madrid, November 2002.

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Value Proposition

An innovation, service, or feature intended to make a company, product, or service attractive to customers or related stakeholders.

Value Stream

An end-to-end collection of activities that create a result for a customer, who may be the ultimate customer or an internal end-user of the value stream.

Source: The Great Transition: Using the Seven Disciplines of Enterprise Engineering to Align People, Technology, and Strategy, Martin, James, 1995, AMACOM, ISBN-10: 0814403158.

Value Stream Stage

A distinct, identifiable phase or step within a value stream that has a unique name, entrance criteria, exit criteria, and identifiable participating stakeholder(s).

Vision

An imagined future state of being.

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