BUSINESS ARCHITECTURE CASE STUDY:
TAKING OUR OWN MEDICINE

From the Business Architecture Guild®

Date: 2016
The Organization

The Business Architecture Guild® is an international, not-for-profit, member-based professional association with its purpose being “to promote best practices and expand the knowledge-base of the business architecture discipline”. One means of accomplishing this purpose is to provide valuable business architecture resources and exclusive content to its members. Membership benefits include access to a private online community, a knowledge repository, newsletters, webinars, and opportunities to provide feedback and collaborate on content for *A Guide to the Business Architecture Body of Knowledge® (BIZBOK® Guide)*. A small group of industry experts established the Business Architecture Guild® in 2010 to unify the discipline and practice of business architecture. It now reflects a collaborative “brain trust” of practitioners and experts from around the world.

The Business Architecture Guild® has seen its membership expand rapidly over its short lifespan, growing to more than 1,500 members in its first four years. Two-thirds of its membership reside outside the United States, meaning that the organization has had to accommodate and be inclusive to an international audience from its inception. In addition, the Business Architecture Guild® launched its Certified Business Architect (CBA)® program in 2015, rolled out its Guild Accredited Training Partner™ (GATP®) program and corporate membership program in Q2 and Q3 2016, and launched several new strategic alliances in 2015 and 2016.

The growth in the membership base, coupled with the range and complexity of activities performed by different arms of the organization, meant that creating a baseline business architecture soon became a priority. When there were so many people involved in a diverse range of activities across a variety of working groups, it became difficult for the executive leadership team to make informed decisions about how to continue to grow and move the organization forward in line with its mission and vision. Unlike most private, commercial firms, the modus operandi of the Business Architecture Guild® means that there are a lot of individuals involved in the group’s activities, each of whom has a different perspective on what the Business Architecture Guild® does and how it makes decisions.

Our Approach

There is not one right or wrong way to initiate business architecture. Every organization—and the Business Architecture Guild® is no exception to this—has some unique aspects that need to be addressed to successfully integrate business architecture into the organization. The unique aspects for the Business Architecture Guild® relate to its non-traditional organizational structure; the evolving nature of the organization’s mission, capabilities, and business activities; and its emphasis on collaboration as the primary vehicle for developing and delivering stakeholder value.
The mapping team applied the following four steps as part of its overall approach to develop the baseline business architecture for the Business Architecture Guild®:

1. Determine the business architecture objectives.
2. Communicate the business value.
3. Establish a business architecture governance structure.
4. Establish a business architecture baseline.

Determine Business Architecture Objectives

The objective for the Business Architecture Guild’s business architecture was:

*To create a baseline business architecture for the Business Architecture Guild®, following the principles and guidelines outlined in the BIZBOK® Guide.*

Communicate Business Value

The expected benefits of the business architecture were to:

1. Provide the organization’s leadership with a clear depiction of the value the organization delivers to its members and stakeholders.
2. Identify how best to optimize existing services, and where and when to launch new services to achieve the objectives and goals for the organization and its membership.
3. Provide new insights for members to apply the knowledge contained in the *BIZBOK® Guide* in their own business architecture practice.

Establish a Governance Structure

The mapping team was comprised of a team of contributors from across the membership community—practitioners who possessed the required level of experience in the practice of business architecture along with a reasonable knowledge and understanding of the *BIZBOK® Guide*. The team included representatives from a diverse range of organizations around the world, from specialist consultancy firms through business and enterprise architecture practices within major corporations. The mapping team organized under the auspices of the collaborative leadership team structure and governance model as laid out on the Business Architecture Guild’s website. The charter statement details the purpose and scope of the group’s activities:

*The business architecture mapping team was formed to draft, validate, and publish a business architecture representing the Business Architecture Guild® as an entity. The business architecture will include, as a minimum, the core (foundational) domains as depicted in figure 1.1 of the BIZBOK® Guide: capability map, value map, organization map, and information map.*
Build a Baseline Business Architecture

The mapping team considered various possible starting points including the capability map (which, as a general rule of thumb, serves as a useful foundation for a business architecture), the value map, the organization map, and the information map. The team elected to start with the organization map as this was the area that was most well understood by the members of the mapping team, and the details required to complete the map could be obtained quickly and easily.

Organization Map

The scope of organization mapping for the Business Architecture Guild® extends beyond the organization’s internal business units (its formal structure) to include the various committees and collaborative teams that are currently active, along with a number of third-party organizations.

To represent the Business Architecture Guild® from an organization mapping perspective, the team leveraged the BIZBOK® Guide recommended approach of a hub-and-spoke model. The hub represents a centralized business unit; the nodes reveal the business unit’s decomposition; and the spokes reflect the formal communication routes between the nodes and the hub.

The following Principles of Organization Mapping (from section 2.3) served as a guide to the organization mapping effort:

1. Organization maps provide visibility into the business.
2. Organization maps require a focal point.
3. Organization maps contain business units.
4. A business unit may decompose into other business units.
5. The organization map is constrained by the boundaries of the business.
6. An organization map can include third parties.

The first step in creating the organization map involved determining the scope of the mapping effort, which in this case was to capture the current state of the Business Architecture Guild® enterprise. The mapping team leveraged existing documentation (such as the committee and team charters on the Business Architecture Guild® website) to understand the basic organizational structure; the purpose of each business unit, committee, and collaborative team; and their respective lead contact or chairperson. If existing documentation was not available or gaps still remained, the team worked with the subject matter experts from each of the respective organizational units to close those gaps. The team captured detailed organization attribute information in a spreadsheet, along with the structural framework of the organization. Figure 1 shows an example of one collaborative team and two sub-teams, along with each team’s stated purpose and type.
## Business Unit | Purpose | Type
---|---|---
Academic and Education Committee | To govern all aspects of Guild policy and activities related to educational and academic outreach, programs, third-party courseware, and related considerations | Internal

**>Academic Advisory Board**

To provide industry advisory input on strategies and opportunities for expanding into or aligning with academic programs

**>Academic Outreach Program Team**

To extend business architecture into business-focused academic programs to provide the opportunity for business architecture practitioners and their colleagues to gain exposure to and solidify understanding of business architecture concepts, value, and best practices

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**Figure 1: Business Architecture Guild® Organization Attributes (Example)**

The team imported the spreadsheet into the IRIS Business Architect modeling tool, which generated the organization map shown in figure 2.

[Figure 2: Business Architecture Guild® Organization Map]
The organization map has provided leadership with insights into where it should address gaps and further align to the Business Architecture Guild’s overall strategy. Given the fluid nature of the collaborative teams in particular, the organization map will continue to change over time. The most current version of the organization map (along with all the other domains of the business architecture) is available for viewing here: http://baguild.biz-architect.com. Future iterations will reflect relationships and interdependencies among organization map elements and related domains such as capabilities and value streams.

**Capability Map**

The mapping team gleaned a range of useful insights from the organization map in order to help create an initial outline of the capability map. The first step involved identifying the macro capabilities performed by the Business Architecture Guild®. The team placed emphasis on describing what was done, not how it was done (in keeping with the definition of a capability). Figure 3 depicts the level 1 capability map.
Figure 3: Business Architecture Guild® Level 1 Capability Map

Figure 4 shows a hierarchical example of the Member Management capability decomposed to level 3, including each of the capability definitions.

<table>
<thead>
<tr>
<th>Capability Name</th>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Management</td>
<td>1</td>
<td>Ability to control, predict, process, organize, present and analyze all information, documents, preferences, experiences and history related to an individual who has, plans to have, or has had a formal agreement in place with the Business Architecture Guild®</td>
</tr>
<tr>
<td>Capability Name</td>
<td>Level</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Member Definition</td>
<td>2</td>
<td>Ability to determine information to be maintained about members</td>
</tr>
<tr>
<td>Member Information Management</td>
<td>2</td>
<td>Ability to organize, track, report on or otherwise disseminate basic attributes, data, and other perspectives about the member</td>
</tr>
<tr>
<td>Member Type Definition</td>
<td>3</td>
<td>Ability to categorize members by common attributes</td>
</tr>
<tr>
<td>Member Profile Definition</td>
<td>3</td>
<td>Ability to establish, modify, administer, and analyze contact and other identifying information about individuals who have, plan to have, or have had a member relationship with the Business Architecture Guild®</td>
</tr>
<tr>
<td>Member State Management</td>
<td>3</td>
<td>Ability to determine if a member falls into a current, past, future, or other category of membership</td>
</tr>
<tr>
<td>Member Profile Management</td>
<td>3</td>
<td>Ability to allow members to share information about themselves</td>
</tr>
<tr>
<td>Member Preference Management</td>
<td>2</td>
<td>Ability to allow members to update parameters for receiving and viewing information</td>
</tr>
<tr>
<td>Member / Agreement Matching</td>
<td>2</td>
<td>Ability to match the member to one or more legal agreements that are currently active or have been active with this member</td>
</tr>
<tr>
<td>Member / Location Matching</td>
<td>2</td>
<td>Ability to link member information with a geographic region</td>
</tr>
<tr>
<td>Member / Legal Entity Matching</td>
<td>2</td>
<td>Ability to link member information to organizations represented</td>
</tr>
<tr>
<td>Member / Voucher Matching</td>
<td>2</td>
<td>Ability to match or assign a certification voucher to a particular individual member</td>
</tr>
<tr>
<td>Member Analytics Management</td>
<td>2</td>
<td>Ability to analyze data relating to the members of the organization, as an aid to planning member and organization activity</td>
</tr>
</tbody>
</table>

**Figure 4: Member Management Capability Description**

The summary and detailed capability maps reflect that the Business Architecture Guild® is a relationship-based organization. Subsequent iterations will further emphasize the critical relationships (formal and informal) that exist among stakeholders, business units, locations, and capabilities, which are key to the continued success of the enterprise.

**Value Map**

The starting point for developing the Business Architecture Guild’s value stream map was the external stakeholders serviced by the Business Architecture Guild®. Such an analysis provides a member-focused perspective on how the organization delivers value to its primary stakeholders, and draws out the key steps—or value stream stages—that logically combine to deliver value to a specific stakeholder group. The team identified key stakeholder groups in this case using the organization map, with particular attention given to the members and partners—the major recipients of the value being delivered.

The capability map provided a framework with insight into the value and stakeholders that each
capability had the potential to deliver. The capability names and descriptions helped the mapping team identify and refine additional value stream stages that formed a given value stream. Interviewing subject matter experts from the Business Architecture Guild® uncovered a further level of detail about its business operations.

The mapping team created a draft list of value streams and associated value stream stages in spreadsheet form (see figure 5), which was then validated and modified by a small group of executive stakeholders in a workshop setting. First, the team validated the high-level value streams, followed by the value stream stages within the value streams, and finally the value stream and value stream stage names and descriptions.
<table>
<thead>
<tr>
<th>Value Stream</th>
<th>Value Stream Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Membership</td>
<td>Establishment Membership</td>
<td>The activities involved in adding or establishing a new member of the Business Architecture Guild®</td>
</tr>
<tr>
<td></td>
<td>Receive Application</td>
<td>The act of receiving an application for membership of the Business Architecture Guild®</td>
</tr>
<tr>
<td></td>
<td>Validate Application</td>
<td>The act of checking and validating the membership application and accepting payment</td>
</tr>
<tr>
<td></td>
<td>Activate Membership</td>
<td>The act of activating a member’s membership for a fixed period of time</td>
</tr>
<tr>
<td></td>
<td>Notify Member</td>
<td>The act of notifying the new member of the status of the membership application</td>
</tr>
<tr>
<td>Establish Corporate Membership Agreement</td>
<td>Receive Corporate Membership Request</td>
<td>The act of receiving a request from a legal entity to enter into a membership agreement with the Business Architecture Guild®</td>
</tr>
<tr>
<td></td>
<td>Validate Request</td>
<td>The act of checking and validating the legal entity’s membership agreement application</td>
</tr>
<tr>
<td></td>
<td>Structure and Finalize Agreement</td>
<td>The act of creating, producing, and executing the membership agreement between the legal entity and the Business Architecture Guild® (including payment)</td>
</tr>
<tr>
<td></td>
<td>Formalize Membership</td>
<td>The act of notifying the legal entity of the status of its membership agreement application, including finalizing membership details and sending benefits such as vouchers</td>
</tr>
<tr>
<td>Modify Membership</td>
<td>Initiate Membership Modification</td>
<td>The activities involved in renewing a member’s annual membership in the Business Architecture Guild®</td>
</tr>
<tr>
<td></td>
<td>Process Membership Modification Request</td>
<td>The act of validating the request and taking payment as required</td>
</tr>
<tr>
<td></td>
<td>Apply Membership Modification</td>
<td>The act of applying membership modification, including renewals, and updating all relevant information</td>
</tr>
<tr>
<td></td>
<td>Notify Member</td>
<td>The act of notifying the member of the status of the membership modification</td>
</tr>
</tbody>
</table>

Figure 5: Sample Business Architecture Guild® Value Streams and Stages

Once validated, the team imported the value stream list into IRIS Business Architect and subsequently generated the value stream map shown in figure 6.
Recent efforts focused on the Establish Corporate Membership Agreement value stream. This
value stream comprises of a series of stages that ultimately establish an agreement between a legal entity and the Business Architecture Guild®. This agreement allows individuals within that organization to be recognized as members of the Business Architecture Guild®. Such individuals become members via the capabilities offered by the Establish Membership value stream, once the Establish Corporate Membership Agreement value stream has successfully executed.

Validation of this value stream’s value stream stages involved defining and testing the entry and exit criteria, as well as exploring the value items produced at each stage. The value stream stages were then cross-mapped with the capabilities used during each stage to produce a robust and agreed upon model. Figure 7 shows the Establish Corporate Membership Agreement value stream, its value stream stages, and cross-mapping from those value stream stages to the capabilities that enable the value stream.

Note that the Business Architecture Guild® was in the early stages of activating the corporate membership program enabled by this value stream at the point in which the team held its walkthrough. The value stream walkthrough not only allowed the team to document the end-to-end value delivery perspective, but it provided leadership with a means of ensuring that the real-world deployment delivered an effective experience for organizations joining the program, met overall program objectives, and maximized available resources and technologies. In other words, the experience of walking through and documenting the value stream provided immediate value to the Business Architecture Guild®.
Figure 7: Establish Corporate Membership Agreement Value Stream / Capability Cross-Mapping Example
Information Map

The final mapping activity involved identifying all of the information concepts (i.e., the business vocabulary) associated with the previously identified business capabilities. As explained in section 2.5, information results from the combination of (raw) data and a context for interpreting that data. The interpretation comes from associating the data with business capabilities. Information mapping is, therefore, a representation of the business objects that are required to manage or participate in the activities associated with each of the capabilities.

Figure 8 shows the set of level 1 information concepts, which were derived from the capability map (names and definitions), and which represent those concepts that are of primary importance to the Business Architecture Guild®.

Figure 8: Level 1 Information Concepts
Figure 9 decomposes some of those level 1 information concepts into their level 2 (or child) information concepts.

Figure 9: Level 1/2 Information Concept Example
Finally, figure 10 shows an example of information-to-capability cross-mapping, with the Member information concept mapped to each of its child information concepts as well as to the capabilities that use that information concept.

![Figure 10: “Member” Information Concept / Capability Cross-Mapping](image)

**Business Results**

Today, the Business Architecture Guild® has a documented, baseline business architecture, following the principles and guidelines outlined in the *BIZBOK® Guide*. As the Business Architecture Guild® continues to grow and leadership expands and becomes more distributed, the business architecture provides a common level of understanding upon which future activities can be founded and managed. Such activities include investment planning, strategy development, and improving member services, communication, and onboarding. The common business vocabulary provided through the business architecture will allow the members, leadership, partners, and Board of Directors to communicate information using a consistent terminology.

The process of developing the baseline or current-state view of the business architecture
uncovered a number of capability gaps, as well as areas that are not yet fully instantiated. In the future, the team can assess the effectiveness and impact of each capability using heat mapping and related attributes, and view those capabilities through different lenses (e.g., current-state versus target-state). Such an approach reinforces the dynamic nature of the business architecture. This mapping exercise will be used to not only reflect on the Business Architecture Guild® as it exists today, but to consider and design the ideal business structure, capabilities, and direction for its future. This will reflect the true benefit of the mapping exercise. As the Business Architecture Guild® continues to evolve organically and strategically, its business architecture will serve to drive as well as mirror that evolution in both structure and content.

**Key Insights**

The process of developing a business architecture provided the mapping team with a range of learning experiences. Some of these are unique to the Business Architecture Guild®, but most are applicable to any business architecture initiative:

- Develop a draft set of ideas, concepts or maps before talking to the subject matter experts. If necessary, use publicly available information and reuse concepts from the business world that are readily understandable and common to most industries (e.g., Accounts Payable) to speed up the process and produce more useful insights.

- Even at the drafting stage, be consistent when using terminology and concepts among maps. All of the business architecture should reference a consistent naming convention or glossary.

- Do not force the organization to use your language; use the organization’s language. The business architecture must be understandable by non-business architects within the enterprise; it is easier for the practitioner to change than to change the entire company.

- The development of each business architecture concept, object, or artifact is inherently interrelated. Each set of concepts and mappings informs the other. Accept reciprocal impacts as a given and that changes will be necessary to ensure consistency across the business architecture.

- To follow a more collaborative approach, clearly define the roles within the team from the beginning (e.g., mentor versus subject matter expert versus reviewer versus business architect). Ensure the people filling these roles are suitably experienced, strong team players, and able to commit the time and energy needed to get the job done.

- If using a tool (of any type), ensure that support is readily available for both technical and usability issues.

- Use the *BIZBOK® Guide* as the basis for establishing an agreed-upon framework for how
to approach the business architecture. This resource can make the whole process go faster, while helping eliminate contentious areas related to mapping techniques or syntax usage. Focus on getting the job done, not how.

- Decide early on what the priorities and sequence will be (i.e., which map(s) to create first). After prioritization, do not wait to start the mapping processes. Working sessions generate more value than continued planning.

- Clearly identify a business sponsor and chief advocate for the use and application of the business architecture over the long term. This person will need to continue to socialize and promote the business architecture across the enterprise in order to ensure that it is actually used. Organizations ultimately need to incorporate the business architecture into the fabric of how the organization works.

- Most importantly, recognize that the business architecture development and the mapping process are iterative and ongoing. No business enterprise can afford to stand still; as an organization evolves so too must its business architecture.

About the Business Architecture Guild®

The Business Architecture Guild® is an international, not-for-profit, member-based association that provides valuable resources to business architecture practitioners and others interested in the field. The Business Architecture Guild® is the source for A Guide to the Business Architecture Body of Knowledge® (BIZBOK® Guide) and exclusive provider of the Certified Business Architect® certification program.