

DAY 2: BUSINESS ARCHITECTURE END-TO-END PRACTICE WORKSHOP

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BACKGROUND



- **Business Architecture Guild has found:**
 - People are able to understand how to put the techniques of business architecture together a meaningful way
 - There is an inconsistent approach across practices
 - Business architecture leaders and practitioners seek best practices for describing business architecture value
- **Progress to Date:**
 - Initial definition and first iteration of value stream
 - Stakeholder and value definition
 - Application in business architecture practices for strategic transformation and other change initiatives
- **Next Set of Work**
 - Validate current state and iterate as appropriate
 - Better practitioner guidance
 - Alignment and case studies of application to business scenarios

WORKSHOP OBJECTIVES



- Gain a deeper understand of the business architecture value proposition, value delivery, and underlying capabilities
- Contribute to further definition and knowledge related to the Business Architecture Value Stream
- Expand understanding of the activities, roles, and additional capabilities used in the value stream
- Increase the applicability and success of your business architecture practice
- Start or expand your role as a thought leader and contributor to the business architecture profession
- Network with fellow business architects
- Share best and avoid ineffective practices in applying business architecture

PRE- / POST-WORKSHOP ACTIVITIES



- **Pre-workshop**
 - Review Part 1 and Appendix B.1
 - Attend Business Architecture End-to-End Journey webinar
- **Work today can be applied to:**
 - Future iterations of the BIZBOK® Guide
 - Your internal business architecture practices
 - Webinar and event materials
 - White papers and other industry reference materials

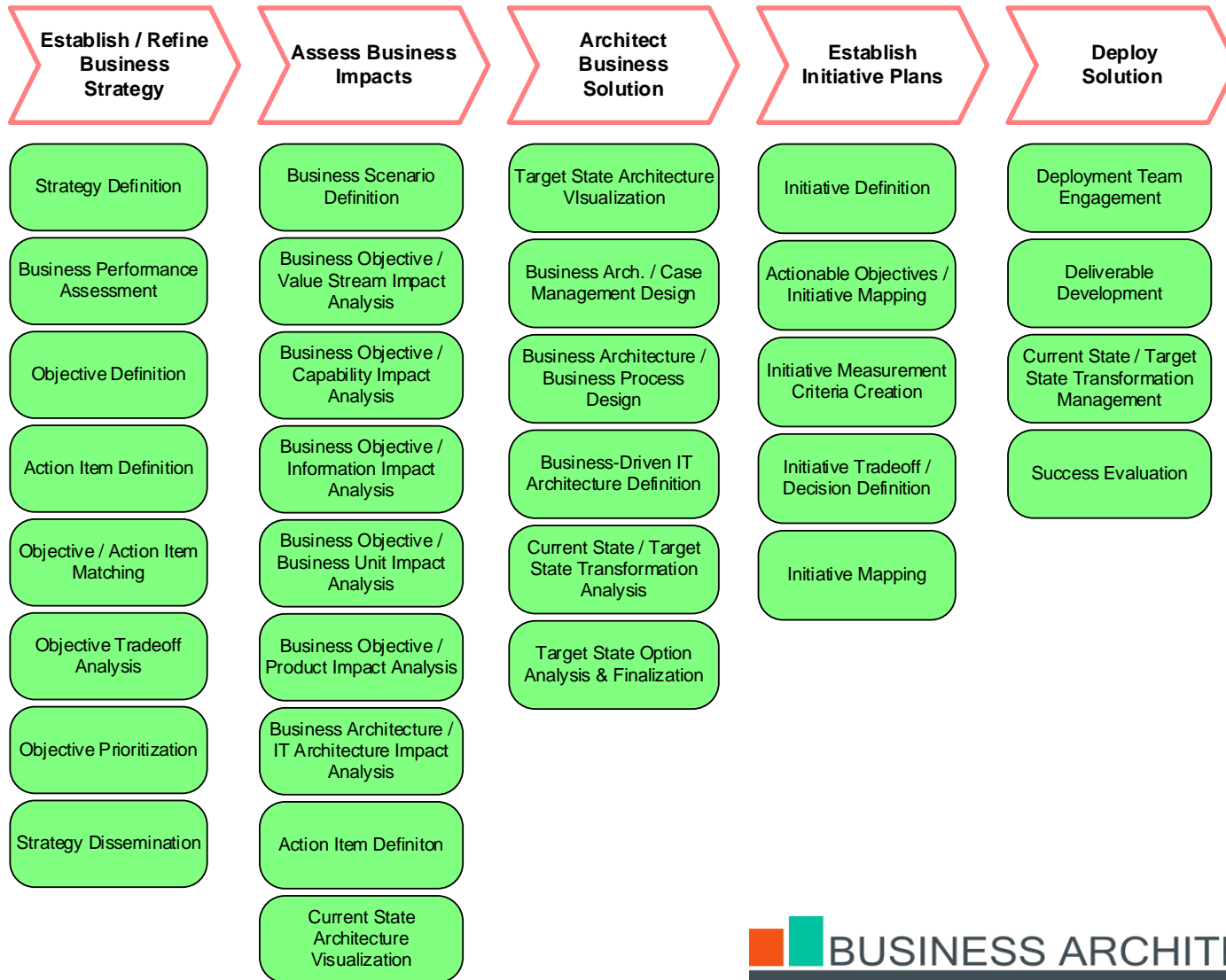
WORKSHOP AGENDA



Time	Title	
8:45-9:15 am	Overview & Objectives	
9:15-10 am	Practice Foundations from the BIZBOK® Guide	
10-10:20 am	Break	
10:20 am – noon	Value Stage 1: Establish/Refine Business Strategy	Value Stage 2: Assess Business Impacts
Noon – 1 pm	Lunch	
1 pm – 3 pm	Value Stage 3: Architect Business Solution	Value Stage 4: Establish Initiative Plans
3 - 3:20 pm	Break	
3:20 – 4:10 pm	Value Stage 5: Deploy Solution	
4:10 – 5:15 pm	Continuing the Momentum: Session Output and Next Steps	

PRACTICE FOUNDATIONS FROM THE BIZBOK® GUIDE

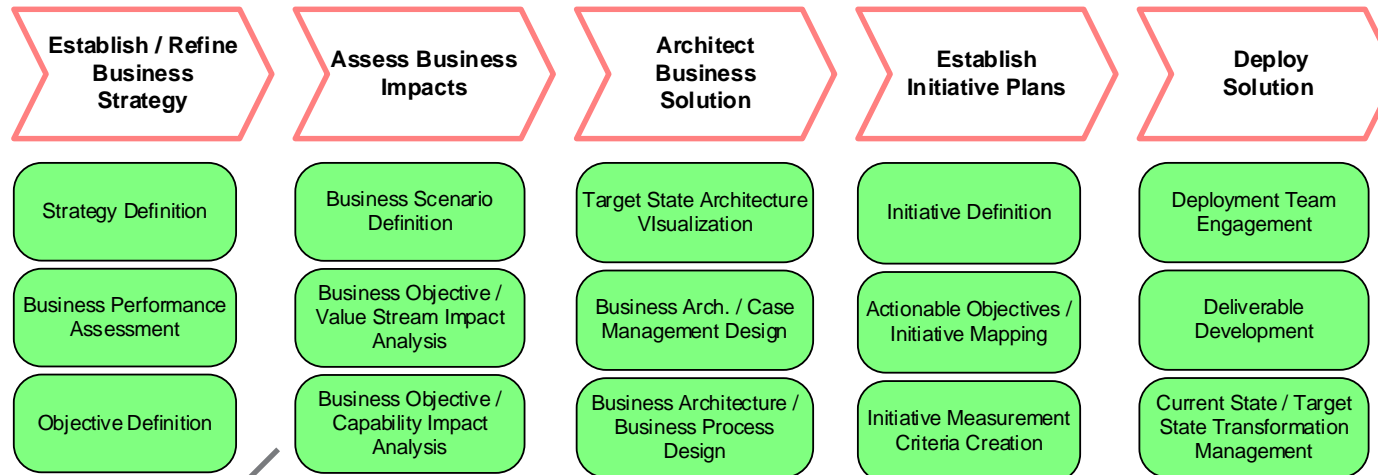
THE BUSINESS ARCHITECTURE VALUE STREAM



The business architecture value stream:

- Represents how strategy is executed
- Is triggered when a stakeholder triggers the need for a business architecture-assisted solution
- Is supported by a series of capabilities that identify what is done at each stage to achieve stakeholder value
- See BIZBOK® Guide Appendix B.1 for definitions

ANATOMY OF A VALUE STREAM



Value Proposition:

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

Triggering Stakeholder: A category of individual or organization that initiates a value stream for purposes of achieving a stated value proposition.

Participating Stakeholder: A category of individual or organization that has a defined role or responsibility within a value stream stage and contributes to capability outcomes associated with that value stream stage.

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”.

ANATOMY OF A VALUE STREAM STAGE



Value Stream Stage: Deploy Solution

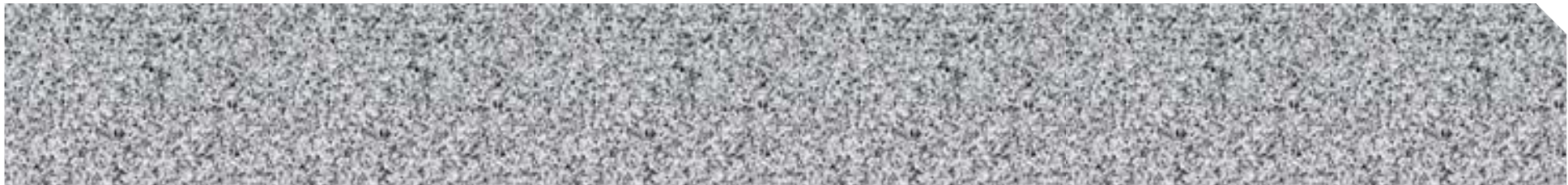
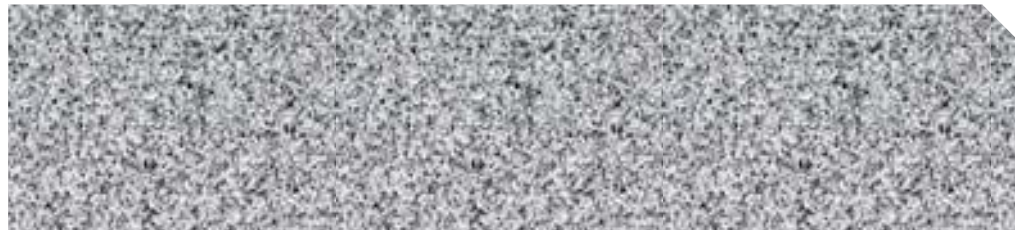
- Value Stream Stage Definition: Manage solution development, deployment, transformation, and success determination
- Entrance Criteria: Availability of defined, prioritized, and funded business initiatives
- Exit Criteria: Successfully deployed solution
- Stakeholders: Business Architect, Business Analyst, Business SME, Solution Architect, Portfolio Manager, Program/Project Manager, Developer/Engineer
- Value Item: Desired solution delivered

Capability	Capability Definition
Deployment Team Engagement	Ability to identify, assemble, engage, manage, and coordinate implementation teams for the purpose of successful deliverable deployment required to realize benefits outlined in the tradeoff/decision criteria
Deliverable Deployment	Ability to implement a particular deliverable or series of deliverables associated with a specific solution which may or may not include new organizational changes, business design concepts, third-party involvements, and/or IT options
Current State / Target State Transformation Management	Ability to transition from the current state environment to the target state environment while minimizing disruption and maximizing value
Success Evaluation	Ability to evaluate the success of a particular deliverable deployment

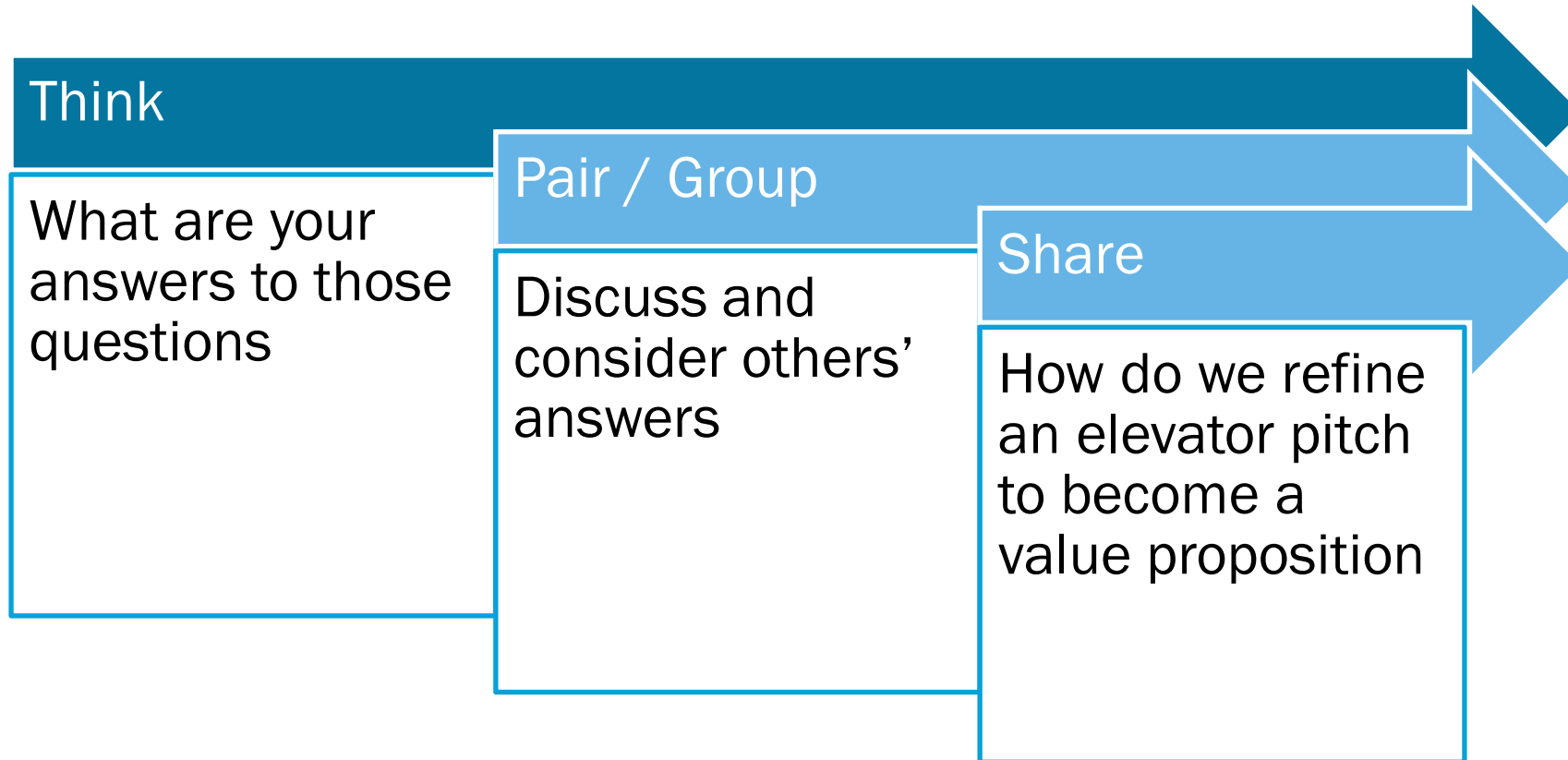
WHY DO WE NEED AN “ELEVATOR PITCH”?



What are some of the common questions you hear about business architecture or your role as a business architect? (*Don't overthink these...*)



CRAFTING THE ELEVATOR PITCH



PREPARING FOR THE REST OF THE DAY



- After the break, we will split in to two groups (team up within groups as you wish)
 - One will focus on “Establish/Refine Business Strategy”;
 - The other will focus on “Assess Business Impacts”
- **Your objectives:** (Hint: Reference Appendix B.1 as a starting point)
 - Discuss value stage and capabilities
 - Document scenario using the Loan Company case study used throughout the BIZBOK® Guide
 - Formalize example capability output for each capability
 - Highlight any missing capabilities or other elements of the business architecture
- **Prepare and present written narrative of how this stage was used in the scenario, the value and outcomes, and the overall value item resulting from this stage.**

MORNING BREAK

SCENARIO WALK THROUGH



“We need to implement an augmented reality storefront!!!” – Our Fictional CEO

Establish / Refine Business Strategy

- “Creating a storefront” is not a strategy
- Increase online market share 10% and have a top-rated customer experience is.

Assess Business Impacts

- Does this require new or expanded capabilities? (Yes)
- What business units? Information? Value streams? Technology?

Architect Business Solution

- What options do we have for the target state?
- How are we going to implement case management for this channel?

Establish Initiative Plans

- So first we need to... and next we need to...
- And do them concurrently and faster than ever!

Deploy Solution

- If done right, our solution aligns to the business strategy
- And, impacts the metrics so that we can judge whether we achieved our strategy

BREAKOUT: VALUE STAGE 1

DEEPER DIVE: ESTABLISH/REFINE BUSINESS STRATEGY



- **Helps business leaders articulate their strategies**
 - When CEOs Talk Strategy, 70% Of The Company Doesn't Get It - Forbes
- **Ensures strategies are actionable and relates to measurable objectives**
 - 70% of employees say alignment is the greatest hurdle to achieving company strategy - Harvard Business Review
- **Analyzes elements of strategy to set high-level priorities**
 - Only 13% of company's successfully execute their strategy – Daniel Prosser
- **Helps communicate and reinforce strategy**
 - Only 14% of employees understand their company's strategy and direction – William Schiemann

Establish / Refine
Business
Strategy

Strategy Definition

Business Performance
Assessment

Objective Definition

Action Item Definition

Objective / Action Item
Matching

Objective Tradeoff
Analysis

Objective Prioritization

Strategy Dissemination

SCENARIO: ASSESS BUSINESS IMPACTS



Stakeholders (Let's bold the triggering stakeholder)	C-Level Executive, Business Planner, Business SME, Business Architect
Scenario	

DEFINITION, ETC.: ESTABLISH/REFINE BUSINESS STRATEGY



- **Value Stream Stage Definition:** Formalizes business objectives and related action items, refines business strategy, and disseminates business strategy
- **Entrance Criteria:** Need to establish or refine strategy in relation to one or more business issues
- **Exit Criteria:** Prioritized set of objectives in relation to an overall business strategy
- **Stakeholders:** C-Level Executive, Business Planner, Business SME, Business Architect
- **Value Item:** Defined Strategy with Measurable Objectives

CAPABILITIES: ESTABLISH/REFINE BUSINESS STRATEGY



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
Strategy Definition	Ability to identify and articulate what the business wishes to gain or achieve in clear, concise terms		
Business Performance Assessment	Ability to examine and incorporate effectiveness (heat map), impact, and related performance metrics into strategic planning		
Objective Definition	Ability to articulate a quantitative, measurable result that defines strategy		
Action Item Definition	Ability to articulate a specific course to be taken to achieve an objective		

CAPABILITIES: ESTABLISH/REFINE BUSINESS STRATEGY (CONT.)



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
Objective / Action Item Matching	Ability to ensure that quantifiable, measurable results are associated with actions needed to achieve those results		
Objective Tradeoff Analysis	Ability to analyze the pros and cons of what a business wants to achieve based on limited resources (time, people, and money) and establish clear priorities of one option over another		
Objective Prioritization	Ability to prioritize a set of related business objectives in context of an overall strategy		
Strategy Dissemination	Ability to communicate strategy to the appropriate stakeholder		

CREATE NARRATIVE: ESTABLISH/REFINE BUSINESS STRATEGY



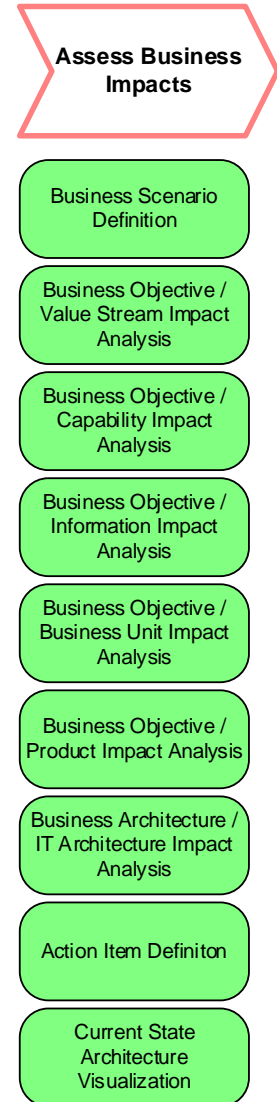
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BREAKOUT: VALUE STAGE 2

DEEPER DIVE: ASSESS BUSINESS IMPACTS



- **Business scenarios are created and applied**
 - It's an uncertain world; you can't predict the outcome of your strategy
- **Furtheres the business architecture assessment**
 - Use established elements and cross-mappings to set the foundation for transformation
- **Aligns IT architecture to business architecture**
 - Develop a true enterprise architecture picture, which often lacks the business perspective
- **Impact analysis of the strategy**
 - Why this strategy? Why now? What is important to know



DEFINITION, ETC.: ASSESS BUSINESS IMPACTS



- **Value Stream Stage Definition:** Based on the objectives identified in the prior stage, perform an objective-driven business impact analysis using the business architecture as a frame of reference
- **Entrance Criteria:** Prioritized set of business objectives in relation to an overall business strategy and related tradeoffs
- **Exit Criteria:** All business architecture impacts for all business objectives identified
- **Stakeholders:** Strategic Planner, Business Architect, Business SME, Solution Architect
- **Value Item:** Business Objective Impact Analysis Through Business Architecture Lens

CAPABILITIES: ASSESS BUSINESS IMPACTS



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
Business Scenario Definition	Ability to interpret business needs and derive a postulated sequence of events that can frame assessment efforts and a related analysis plan		
Business Objective / Value Stream Impact Analysis	Ability to determine the impact of various business objectives on value streams and value stream stages		
Business Objective / Capability Impact Analysis	Ability to determine the impact of various business objectives on business capabilities		
Business Objective / Information Impact Analysis	Ability to determine the impact of various business objectives on business information concepts		
Business Objectives / Business Unit Impact Analysis	Ability to determine the impact of various business objectives on business units and third parties		

CAPABILITIES: ASSESS BUSINESS IMPACTS (CONT.)



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
Business Objective / Product Impact Analysis	Ability to determine the impact of various business objectives on formal product and service offerings		
Business Architecture / IT Architecture Impact Analysis	Ability to assess scenario impacts on IT application and data architectures through value stream, capability, information, and business unit perspectives		
Action Item Definition	Ability to refine previously defined action items based on business and IT architecture impacts		
Current State Architecture Visualization	Ability to depict the current state environment and the aggregate impact of objectives and action items on business architecture and IT architecture		

CREATE NARRATIVE: ASSESS BUSINESS IMPACTS



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LUNCH

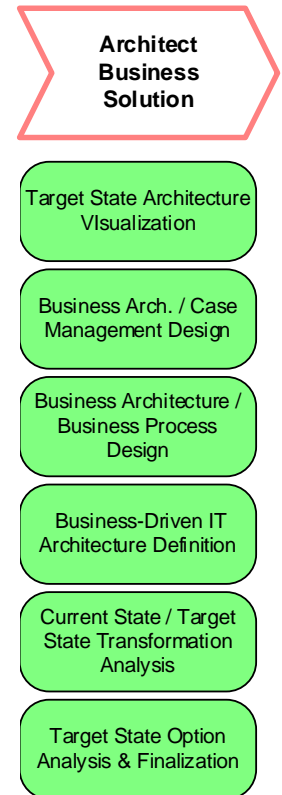
BREAKOUT: VALUE STAGE 3

DEEPER DIVE: ARCHITECT BUSINESS SOLUTION



- Create target state; or target states
- Alignment to other disciplines and approaches, such as case management, business process, IT architecture, and requirements analysis
- Different between current and target states becomes the gaps that must be prioritized in the next step
- Architecting the business is about how we design the business for its future; internally/externally, strategically, and with a customer focus

Answer the question: “How do we think our world, our business, and our customers’ experience will be different in the future?”



DEFINITION, ETC.: ARCHITECT BUSINESS SOLUTION



- **Value Stream Stage Definition:** Leverage business architecture and related business analysis and design disciplines to develop a business solution that can address priority business objectives
- **Entrance Criteria:** Impact analysis of business objectives on business architecture and IT architecture
- **Exit Criteria:** Defined business design solutions and a recommended approach to deploying and transitioning to those design solutions
- **Stakeholders:** Strategic Planner, Business Architect, Business SME, Business Designer, Solution Architect, Business Analyst
- **Value Item:** Defined Business Solution to Meet Business Objectives

CAPABILITIES: ARCHITECT BUSINESS SOLUTION



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
Target State Architecture Visualization	Ability to depict the target state business and IT architecture as it has been designed to address the defined objectives and action items		
Business Architecture / Case Management Design	Ability to build business architecture influenced design solutions for coordinating work by organizing all relevant pieces into one place		
Business Architecture / Business Process Design	Ability to build business architecture influenced design solutions that leverage business process analysis and design techniques		
Business-Driven IT Architecture Definition	Ability to leverage business architecture to influence and refine target state data, application, and solution architectures		
Current State / Target State Transformation Analysis	Ability to determine the delta between existing and envisioned architecture and design and then understand and assess the difficulties in making the transition from old to new		
Target State Option Analysis & Finalization	Ability to develop various target state solution options for meeting priority business objectives		



CREATE NARRATIVE: ARCHITECT BUSINESS SOLUTION



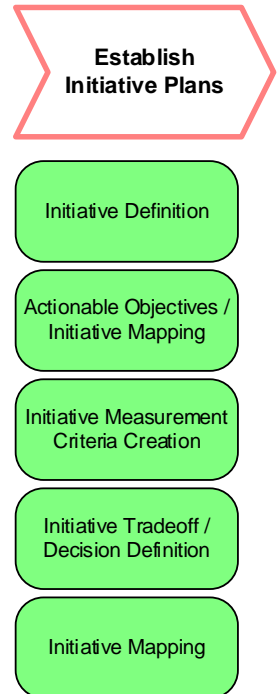
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BREAKOUT: VALUE STAGE 4

DEEPER DIVE: ESTABLISH INITIATIVE PLANS



- Roadmapping, not project management
- Help executives and business leaders guide teams down the path of a solution
- How do we make the decision of what initiative to do when
- This is qualitative and quantitative, don't shortcut with simple formulas
- When prioritizing, think about what really matters to drive your business



DEFINITION, ETC.: ESTABLISH INITIATIVE PLANS



- **Value Stream Stage Definition:** Establishes and prioritizes initiatives and related investments required to achieve business objectives
- **Entrance Criteria:** Availability of business and IT architecture impacts, design solutions, and transformation approach
- **Exit Criteria:** Availability of defined, prioritized, and funded business initiatives and cross-initiative impacts
- **Stakeholders:** Strategic Planner, Business Architect, Business SME, Solution Architect, Portfolio Manager
- **Value Item:** Identified Initiatives and Related Investments Coupled into an Overall Plan

CAPABILITIES: ESTABLISH INITIATIVE PLANS



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
Initiative Definition	Ability to identify and define programs and projects that can be used to address priority business objectives, framed within a business architecture context		
Actionable Objectives / Initiative Mapping	Ability to map initiatives to identified objectives (either strategic or tactical)		
Initiative Measurement Criteria Creation	Ability to identify measurement criteria for each potential initiative or opportunity		
Initiative Tradeoff / Decision Definition	Ability to develop tradeoff/decision criteria and cost/benefit analysis as a basis for determining which initiatives are best suited to achieve the business objectives in a timely, effective manner		
Initiative Mapping	Ability to analyze cross-impacts of planned and inflight programs and projects based on common impacts across capabilities and value streams		

CREATE NARRATIVE: ESTABLISH INITIATIVE PLANS



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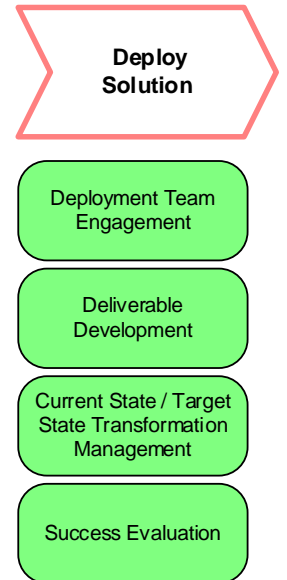
AFTERNOON BREAK

COMBINED GROUP: VALUE STAGE 5

DEEPER DIVE: DEPLOY SOLUTION



- Putting it all together: blueprints, scenarios, and the knowledge base
- Help team members with successful implementation
- Continue as a strategic consultant
- Help leaders gauge success
- Evaluating success is a scary thing; we don't like to be measured
- This is about business outcomes; not individual or team performance



DEFINITION, ETC.: DEPLOY SOLUTION



- **Value Stream Stage Definition:** Manage solution development, deployment, transformation, and success determination
- **Entrance Criteria:** Availability of defined, prioritized, and funded business initiatives
- **Exit Criteria:** Successfully deployed solution
- **Stakeholders:** Business Architect, Business Analyst, Business SME, Solution Architect, Portfolio Manager, Program/Project Manager, Developer/Engineer
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CAPABILITIES: DEPLOY SOLUTION



Capability	Capability Definition	Capability Outcome	BIZBOK® Guide Section Alignment
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Deliverable Deployment	Ability to implement a particular deliverable or series of deliverables associated with a specific solution which may or may not include new organizational changes, business design concepts, third-party involvements, and/or IT options		
Current State / Target State Transformation Management	Ability to transition from the current state environment to the target state environment while minimizing disruption and maximizing value		
Success Evaluation	Ability to evaluate the success of a particular deliverable deployment		

CREATE NARRATIVE: DEPLOY SOLUTION



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CONTINUING THE MOMENTUM

Session Output Walkthrough and Next Steps

NEXT STEPS



- **Within Your Organization**
 - Position your business architecture team between strategy and execution; you may need to “shift left” over time
 - Create an engagement model for the business architecture team (see Section 3.2)
 - Ensure business architect roles and competencies can cover all stages of the value stream for applicable business scenarios
- **Getting Involved With the Guild**
 - Help mobilize and participate in a collaborative team focused on the business architect role, competencies and career path
 - Vote and volunteer for the collaborative team (comment on post in the Staging Area)

PUTTING IT ALL TOGETHER: THE END-TO-END PRACTICE JOURNEY

November 15, 2017

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INTERPRETING THE BUSINESS ARCHITECTURE VALUE STREAM

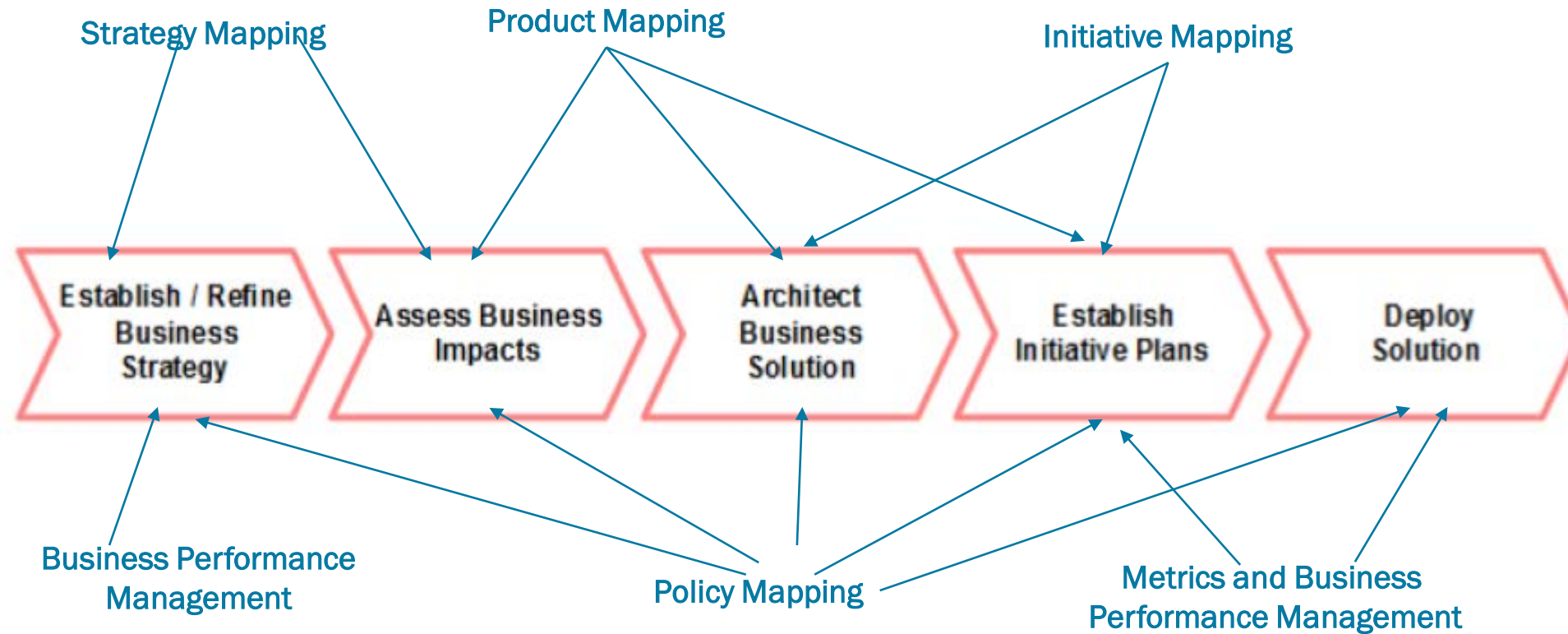


- **Assumes a business architecture knowledgebase is in place**
 - Minimum baseline includes capability map (ideally down to level 3, but can be level 1s with selected level 2s or 3s), key values streams (e.g. customer facing) and the cross-mapping between the two
 - The rest of the business architecture knowledgebase may be created opportunistically based on scenario
- **Business Architecture Scenarios may apply across the value stream or to certain stages**
- **Some stages emphasize different business architect competencies**
- **The business architecture team works with many others across the value stream**
 - It is a best practice to create an engagement model to define this

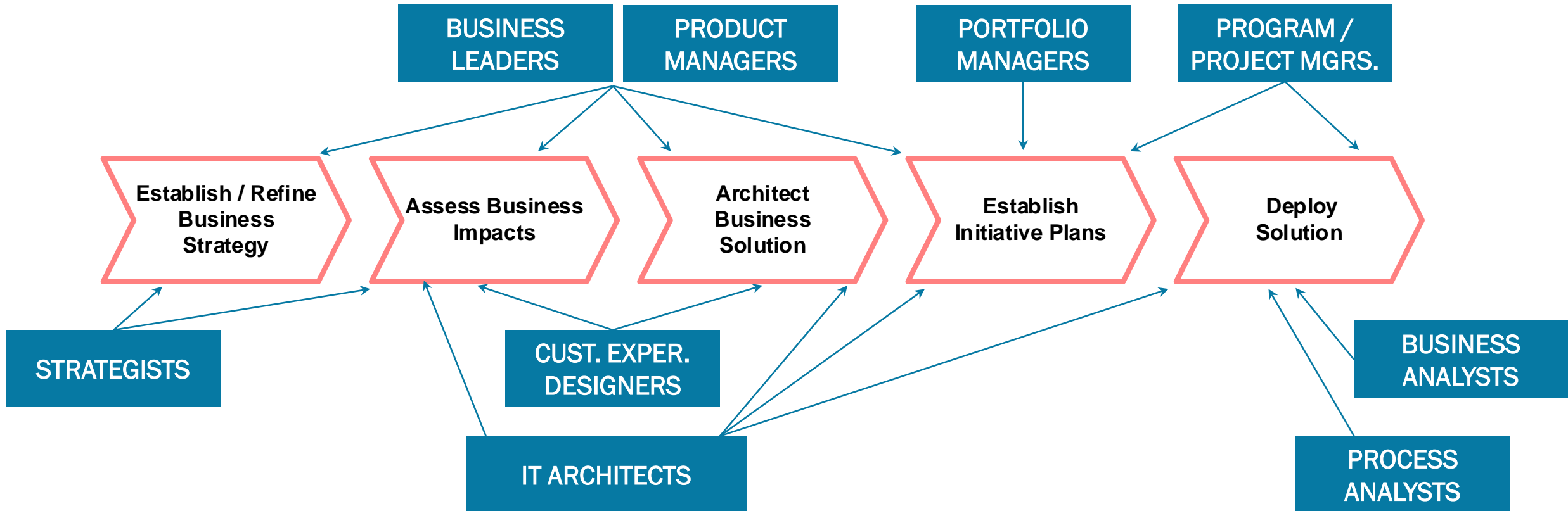
SCENARIOS FROM BIZBOK® GUIDE PART 4

- Digital Transformation
- Investment Analysis
- Shift to Customer Centric Business Model
- Merger & Acquisition Analysis
- New Product/Service Rollout
- Globalization
- Business Capability Outsourcing
- Supply Chain Streamlining
- Divestiture
- Regulatory Compliance
- Change Management
- Operational Cost Reduction
- Joint Venture Deployment

BUSINESS ARCHITECTURE MAPPING ACROSS THE VALUE STREAM

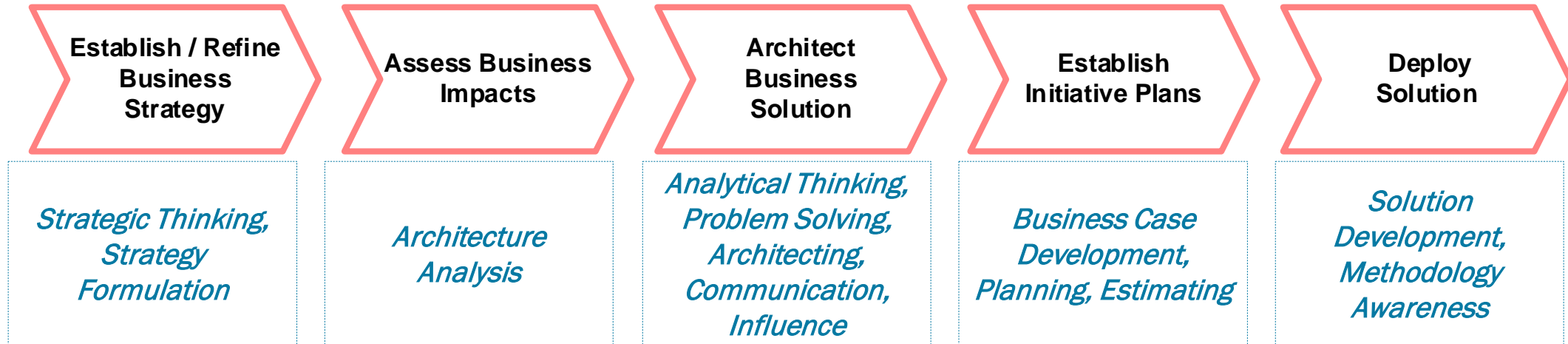


KEY ROLE INTERACTION ACROSS THE VALUE STREAM



Note: All potential teams are not shown. The most key interaction points are shown, even though there may be others.

COMPETENCY EMPHASIS ACROSS THE VALUE STREAM



COMPETENCY PALETTE FROM BIZBOK® GUIDE APPENDIX B.2

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Analytical thinking • Architecture development • Business and technology alignment • Business case development • Business case development awareness • Business modeling • Capability assessments • Change design and delivery methods • Commercial and financial awareness • Communication (written and verbal) • Cultural awareness | <ul style="list-style-type: none"> • Customer service • Design thinking • Estimating techniques • Framework development • Gap analysis • Influencing and persuading • Investment planning • Planning and organizing • Planning, tactical and strategic • Presentation and story-telling • Problem solving • Problem solving methods and tools | <ul style="list-style-type: none"> • Project management and development methodology awareness • Project shaping and scoping • Relationship building and diplomacy • Resource planning • Results orientation • Risk management • Simplifying complex concepts • Strategic thinking (big picture awareness) • Team work |
|---|---|--|