

**Business
Analyst's**

guide to

**Business
Architecture**



Understand the **elements** and **principles** of Business Architecture



Learn to recognise the **differences** between Business Architecture and Business Analysis



Learn to recognise the **differences** between Business Architecture and Business Analysis

Something is
a bit different



Understand how **Business Analysis** skills **enable** effective
Business Architecture



Understand how **Business Analysis** skills **enable** effective
Business Architecture

Something is
quite **similar**





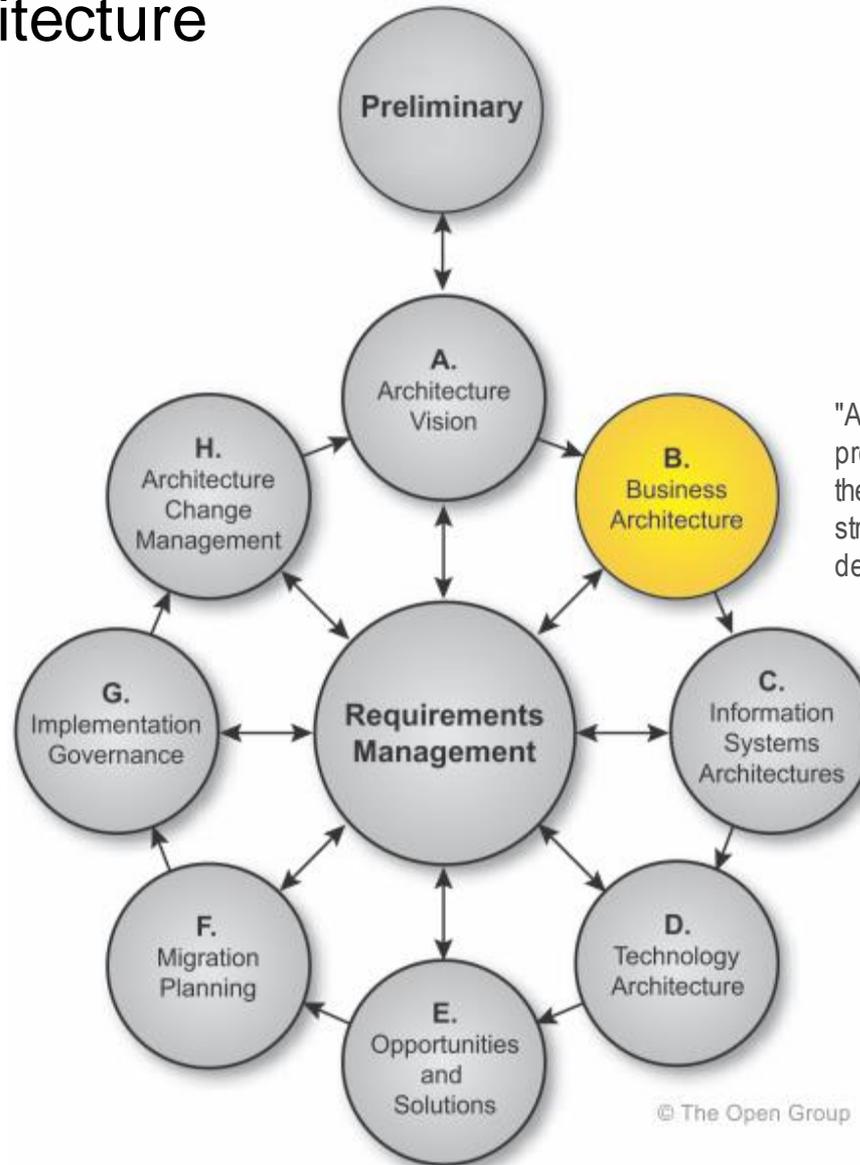
Business Architecture

Process,
Thing

or Profession?

Enterprise Architecture

TOGAF



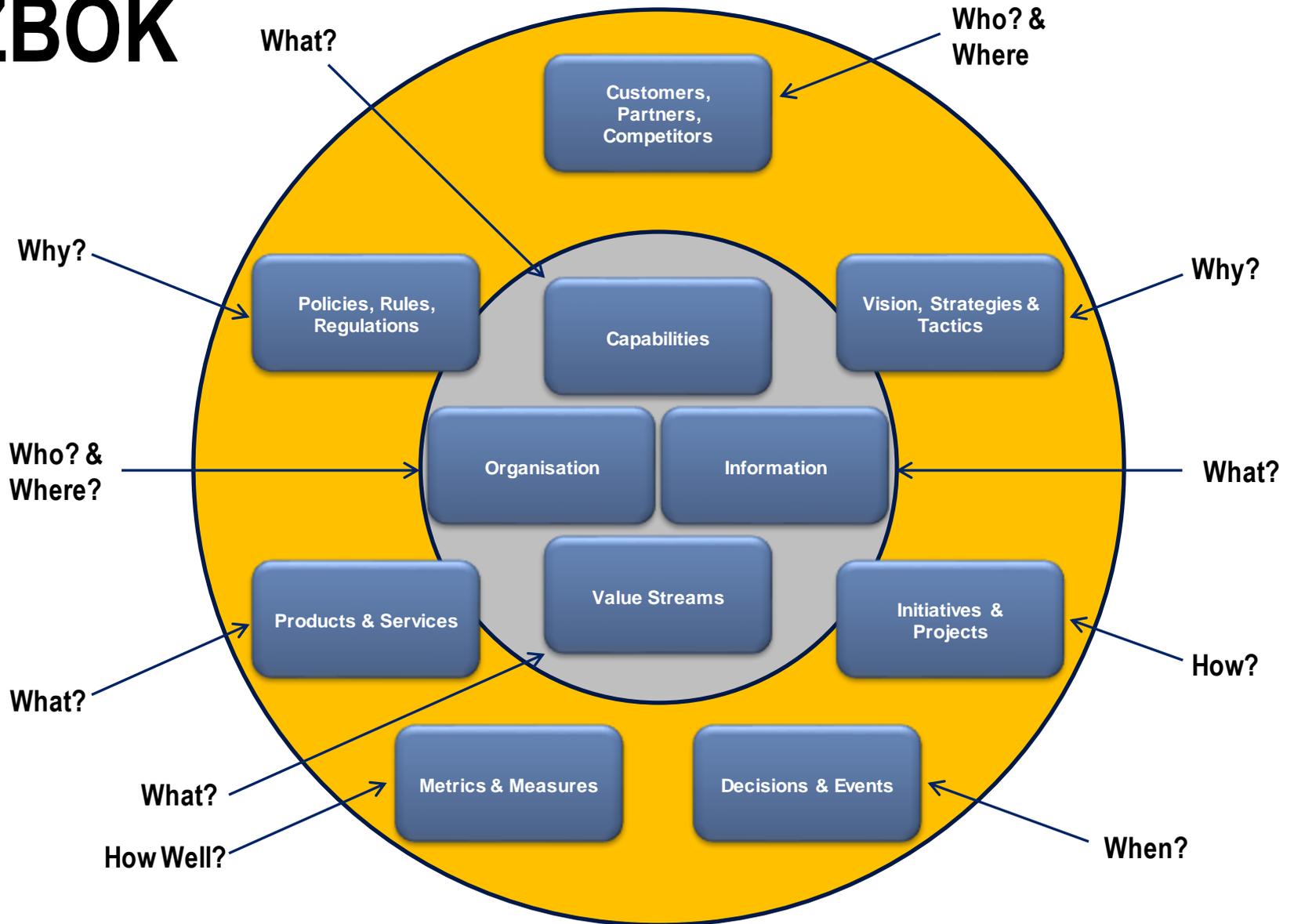
"A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands."

BIZBOK



Business Architecture Guild

BIZBOK







I need a garage to store my car



I need a garage to store my car
Storage Problem?









Shelter & Security Problem



A complete solution
that works



context





Requirements

Context

Solutions

Business Analysis

is a defined profession

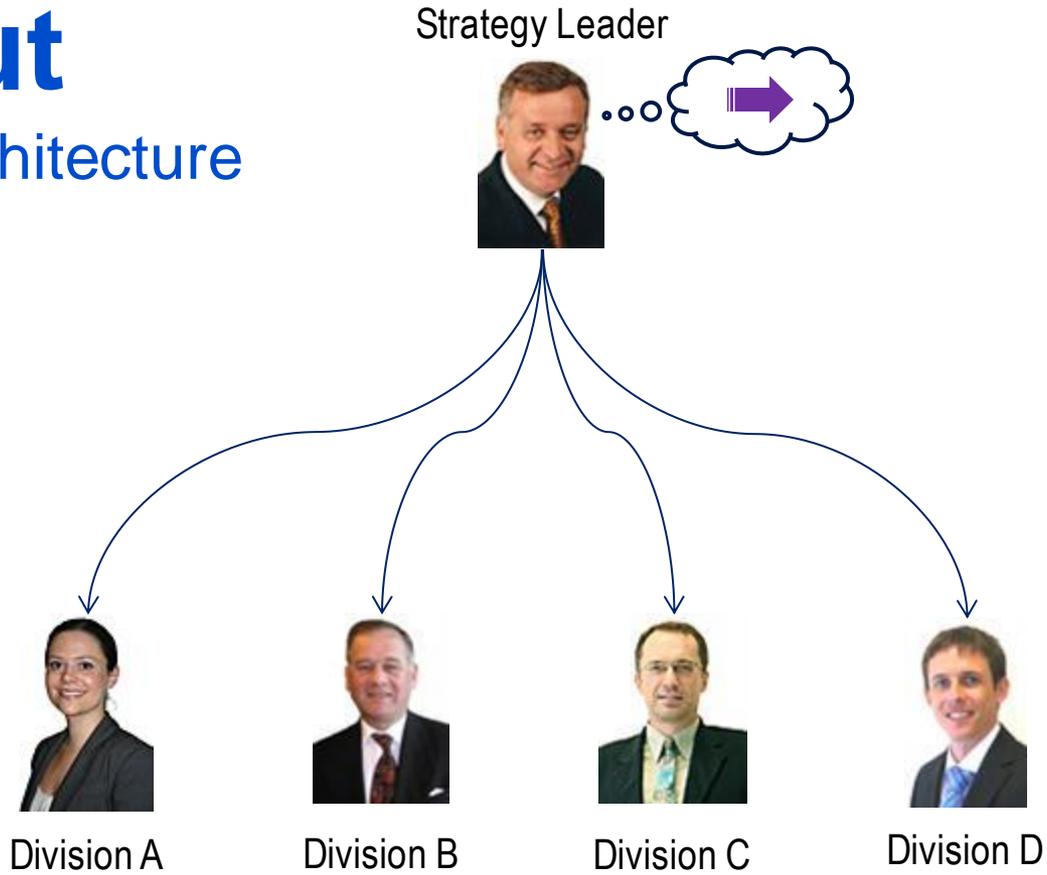
with mature standards



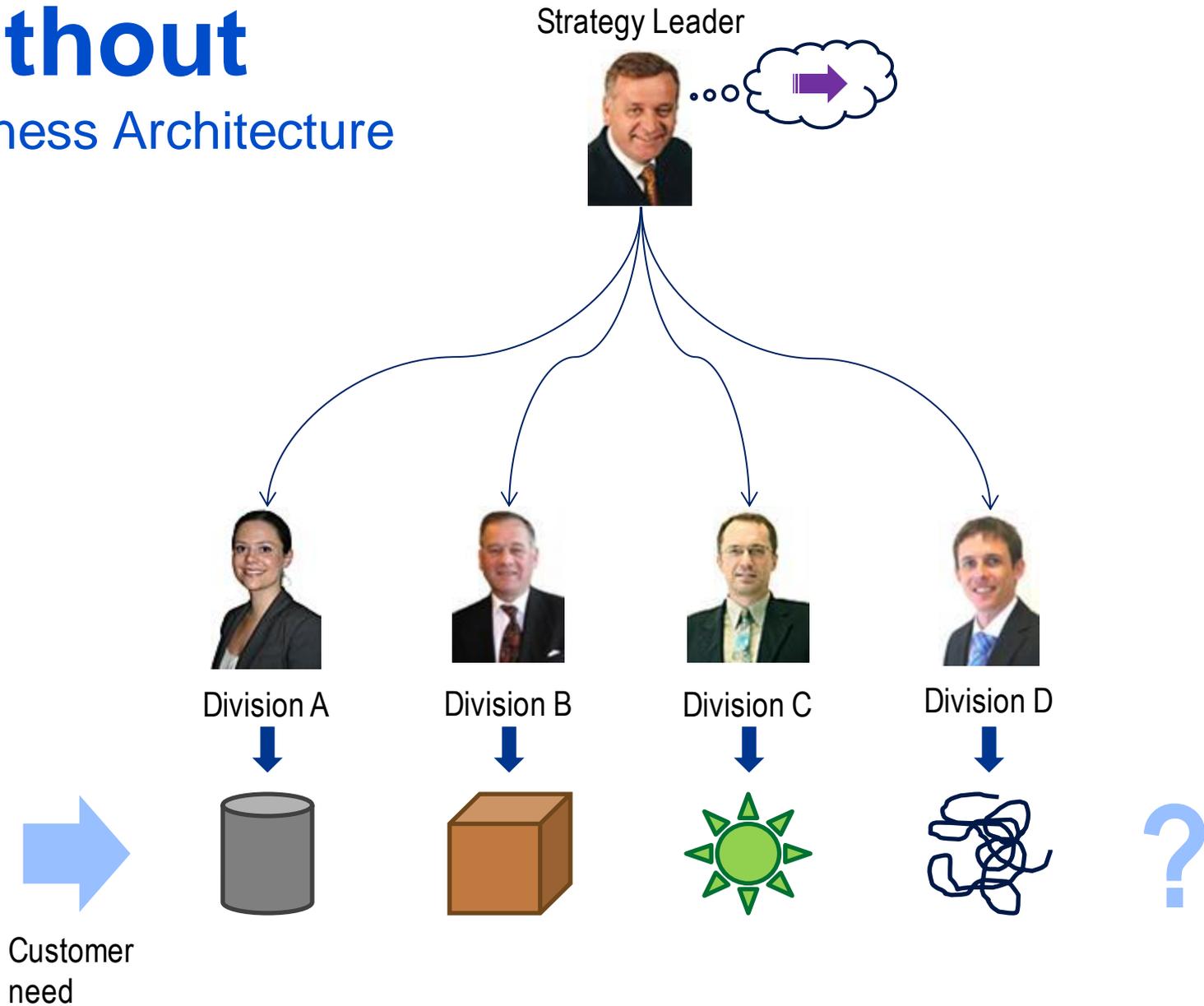
Strategy Leader



Without Business Architecture

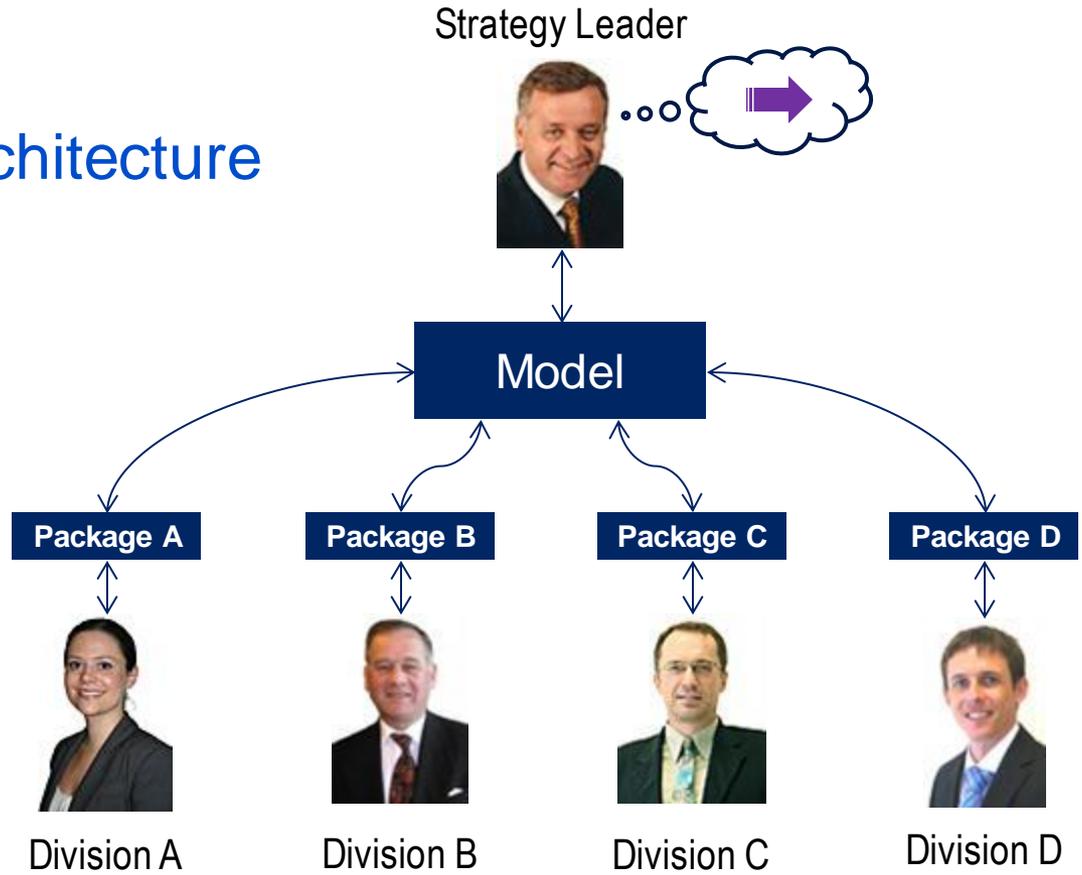


Without Business Architecture





With Business Architecture



With Business Architecture

Strategy Leader



Model

Package A

Package B

Package C

Package D

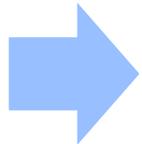


Division A

Division B

Division C

Division D



Customer
Need



Customer
Value



Better Strategy



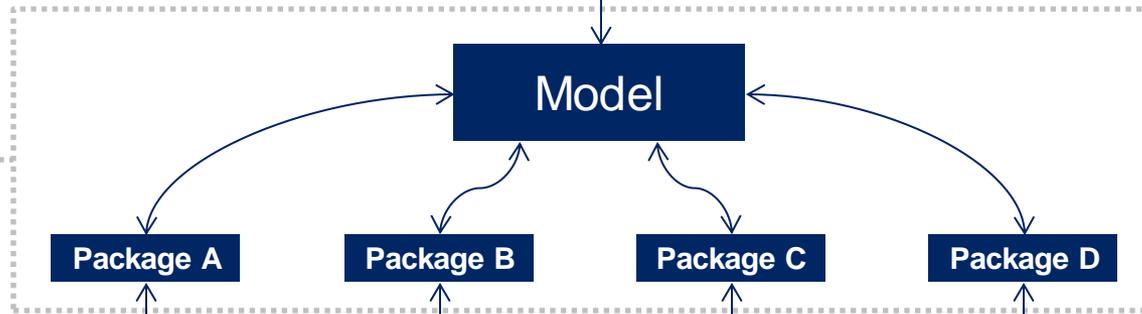
**Better Strategy
Implementation**

With Business Architecture

Strategy Leader




Business
Architecture



Division A



Division B



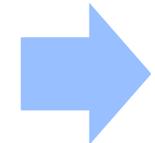
Division C



Division D



Customer
Need



Customer
Value

Business Architecture maintains
business **Cohesion**



Business Architecture
is **not confined to**
individual business initiatives

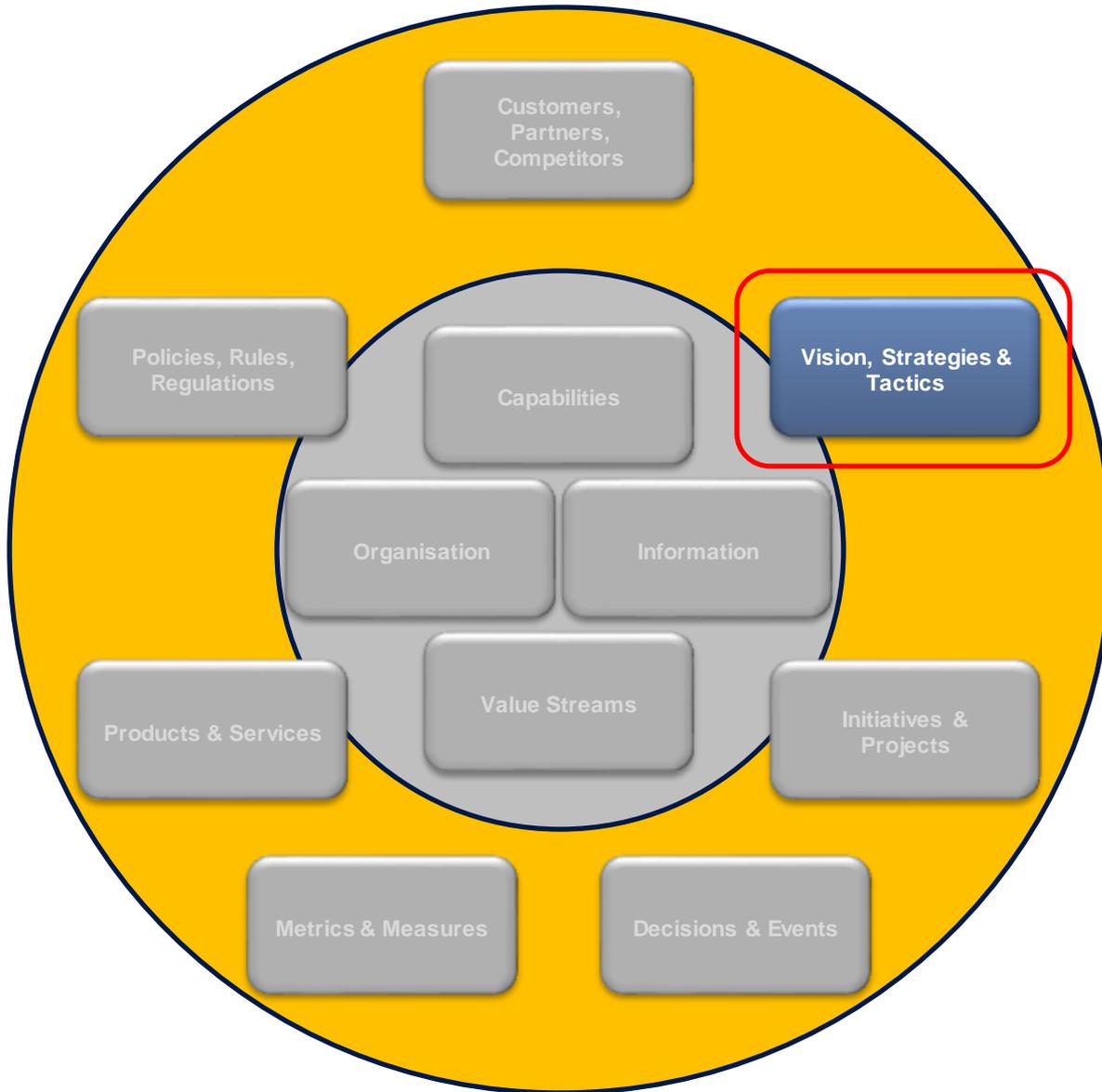


Business Architecture
actively informs

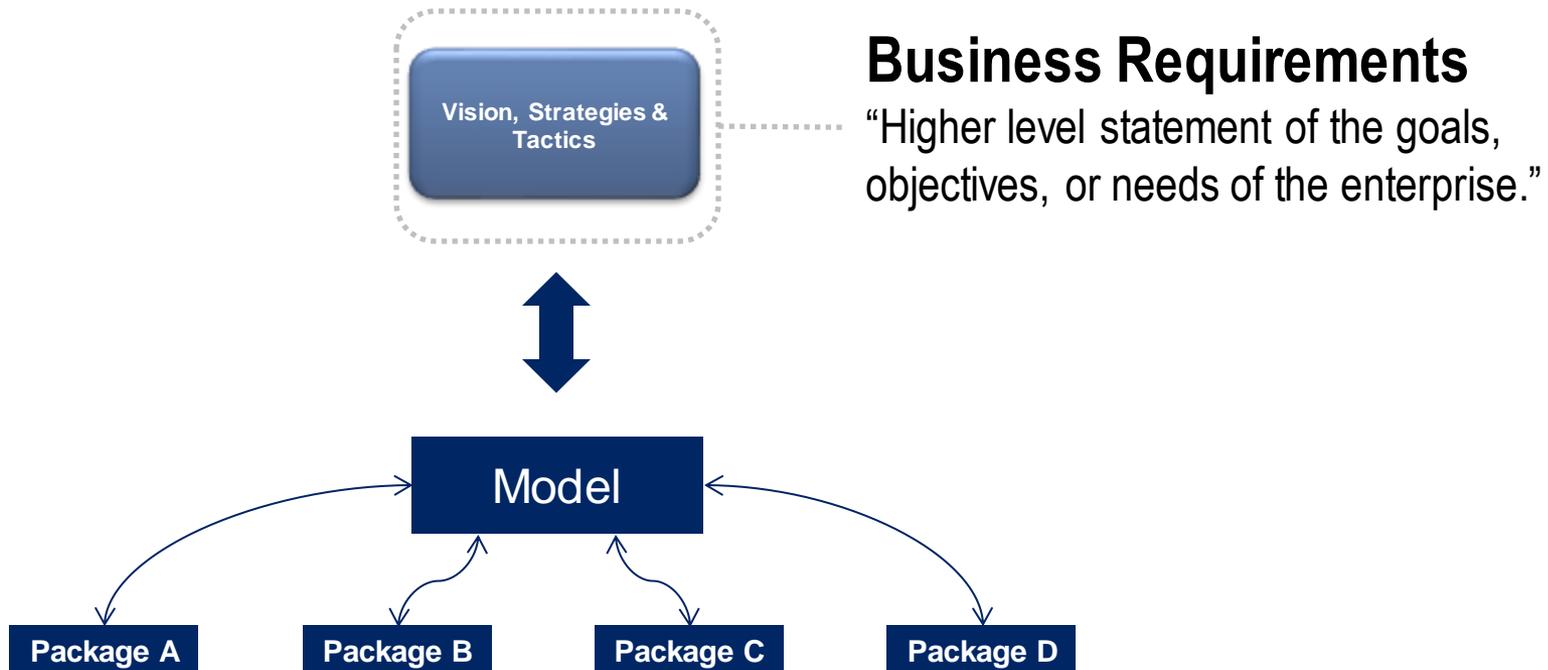
Strategy







Start with Strategy



Hi Damian,

How are you? Thought I'd send you an email to see how things are going out in SMS land and bring you up to speed on the transformation project.

Our operating model document was finally given to (the CIO) last week to review and apparently she thought the idea of having a document that outlined the **requirements** and the **design** was a fantastic idea and something that she'd been looking for.

Eliciting Business Requirements

- Brainstorming
- **Document Analysis**
- Focus Group
- Interface Analysis
- **Interviews**
- Observation
- Prototyping
- Requirements Workshops
- Survey / Questionnaire



Eliciting Business Requirements

Document Analysis

- Market announcements
- Internal communications
- Town hall discussions
- Strategy presentations
- Business plans



Business Architecture needs **requirements** to know what problem it is solving.



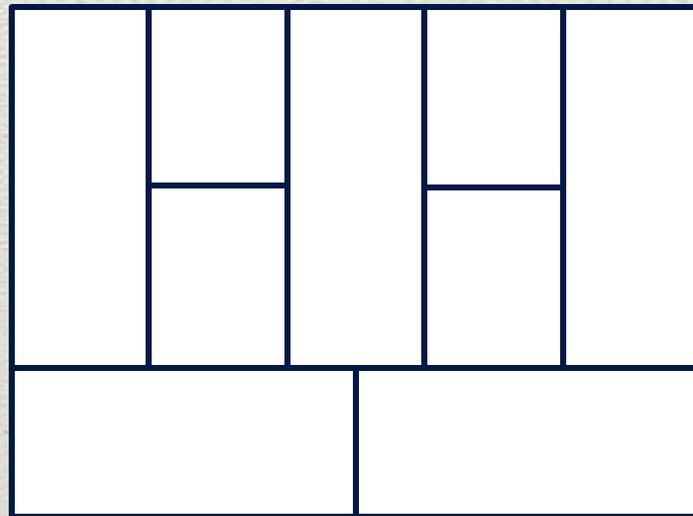
Business Architects

Elicit and analyse requirements



Business Model Canvas

Modelling the business



Key Partnerships

Key Activities

Value Proposition

Customer Relationships

Customer Segments

Key Resources

Customer Channels

Cost Structure

Revenue Streams

Key Partnerships

Key Activities

Value Proposition

Customer Relationships

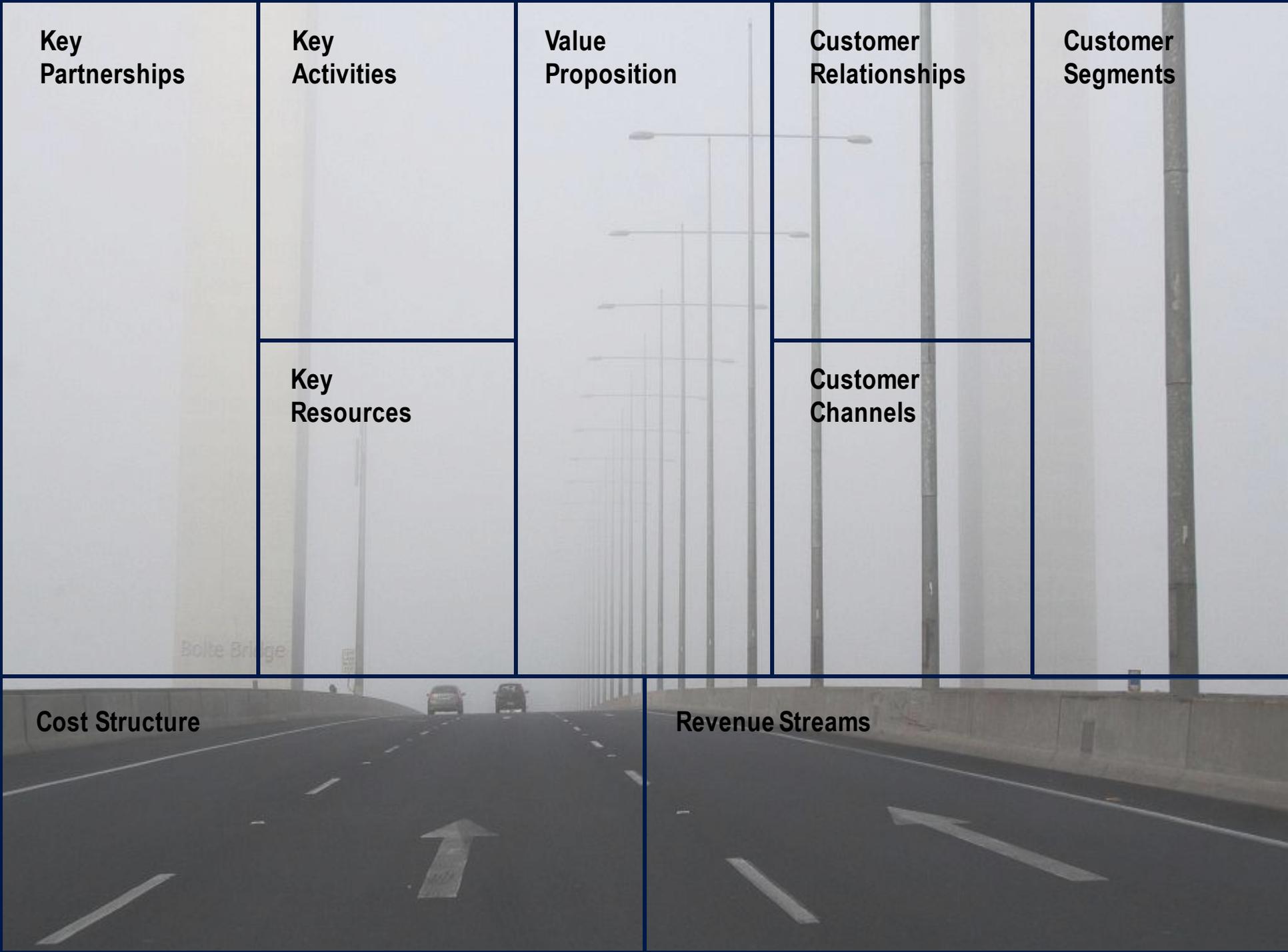
Customer Segments

Key Resources

Customer Channels

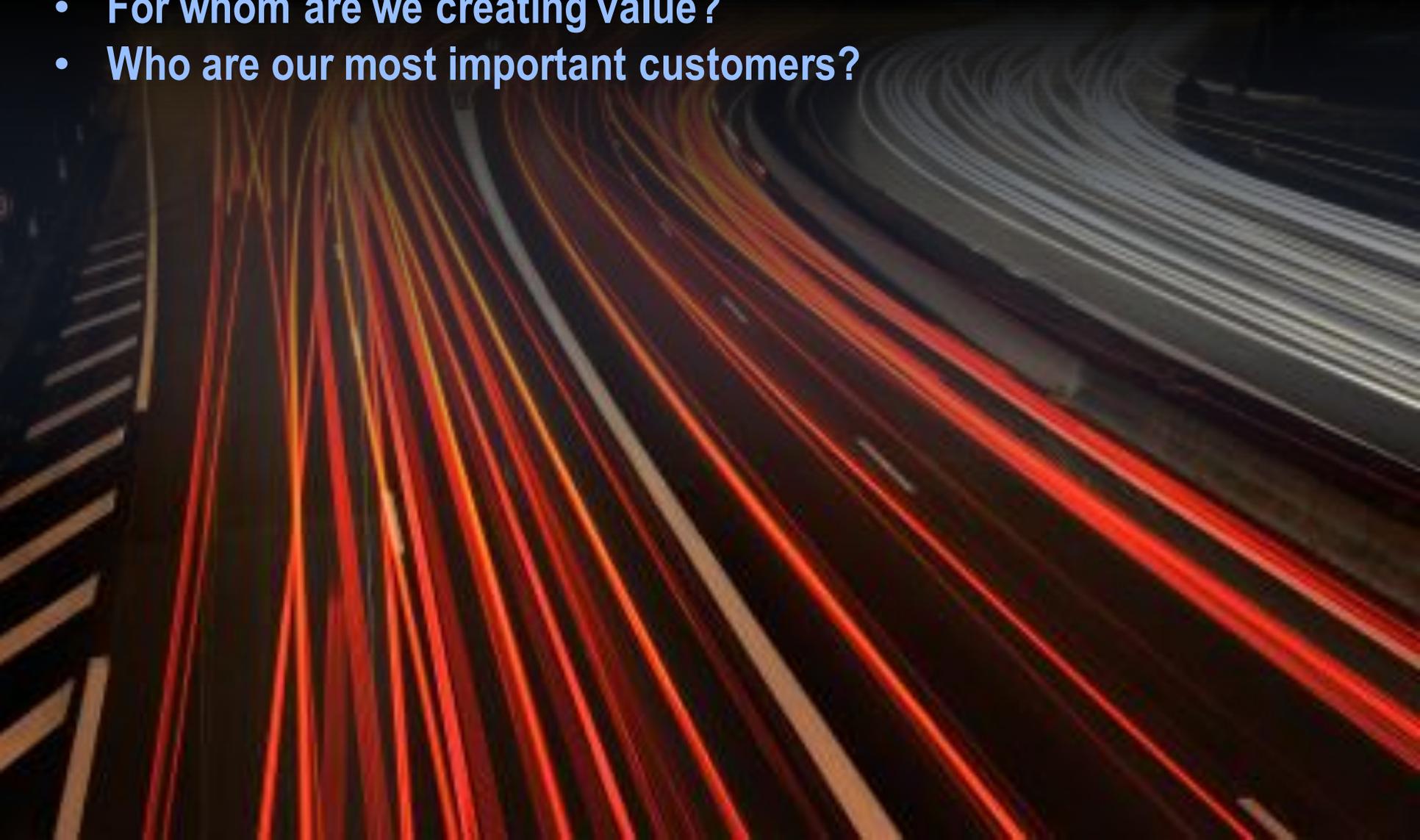
Cost Structure

Revenue Streams



Customer Segments

- For whom are we creating value?
- Who are our most important customers?



Value Proposition

- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve?
- What bundles of products and services are we offering to each Customer Segment?
- Which customer needs are we satisfying?

Customer Channels

- Through which Channels do our Customer Segments want to be reached?
- How are we reaching them now?
- How are our Channels integrated?
- Which ones work best?
- Which ones are most cost-efficient?
- How are we integrating them with customer routines?

Customer Relationships

- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established?
- How are they integrated with the rest of our business model?
- How costly are they?

Revenue Structure

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?

Key Activities

- **What Key Activities do our Value Propositions require?**
- **Our Distribution Channels?**
- **Customer Relationships?**
- **Revenue streams?**

Key Resources

- What Key Resources do our Value Propositions require?
- Our Distribution Channels? Customer Relationships?
- Revenue Streams?

Key Partnerships

- Who are our Key Partners?
- Who are our key suppliers?
- Which Key Resources are we acquiring from partners?
- Which Key Activities do partners perform?

Cost Structure

- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
- Which Key Activities are most expensive?

Products and **services**
transform **capability**
into **customer Value**



An organisation
is **not** its own customer.



Business Architects

analyse stakeholders and

are concerned about traceability





Operating Model

Building

Value Streams



Building

Value Streams



Product / Service

How is demand captured?

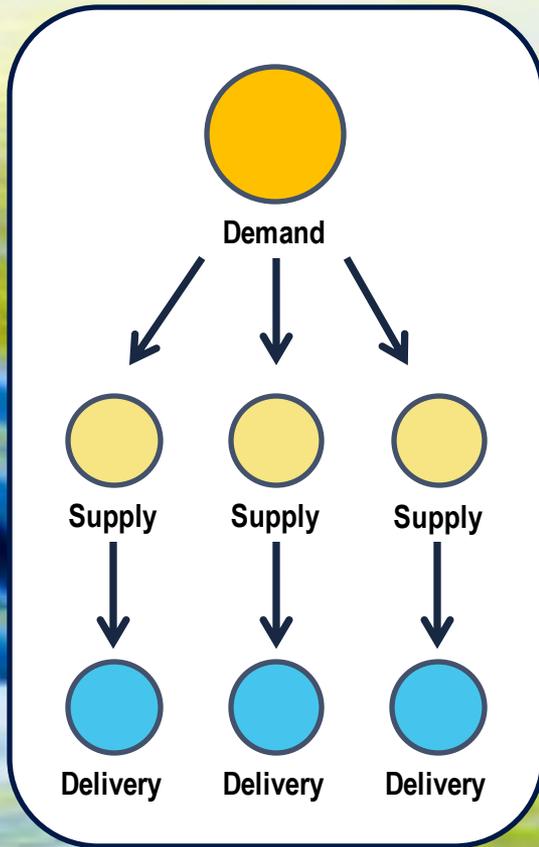
How is appropriate capability identified and assigned?

How is capability applied to deliver value?

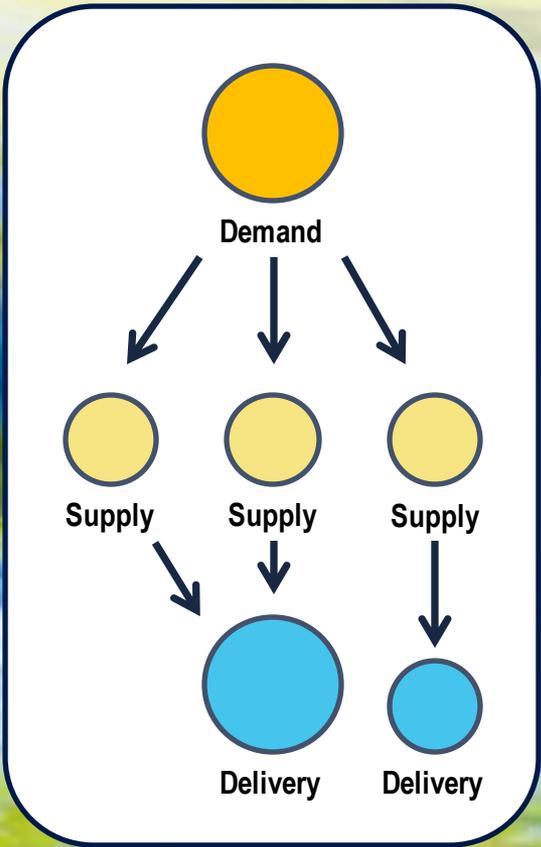
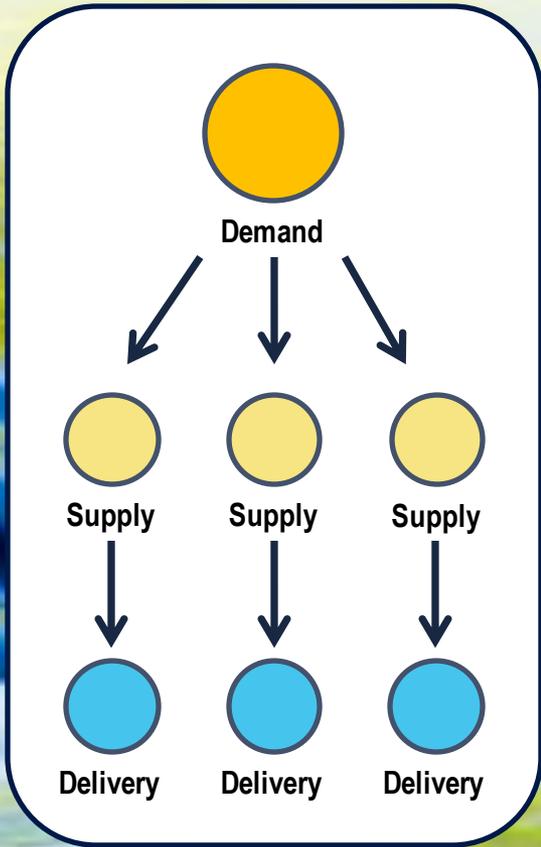
Building

Value Streams

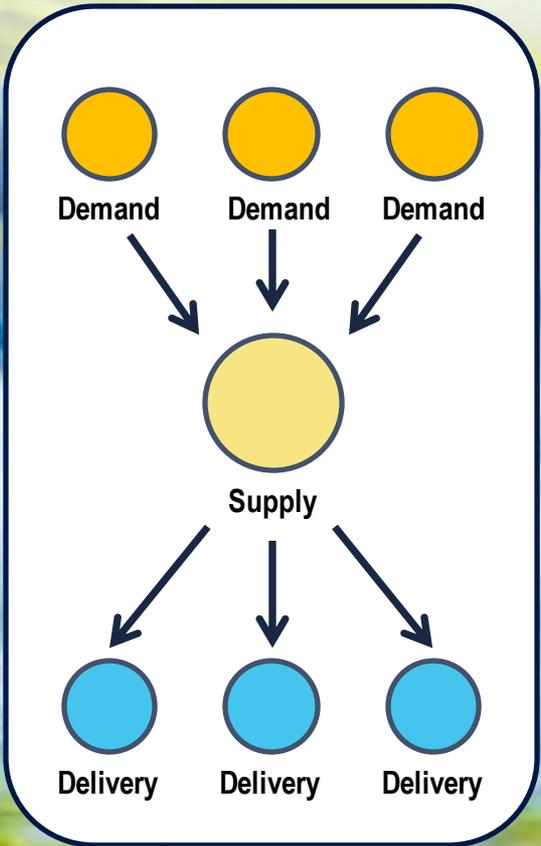
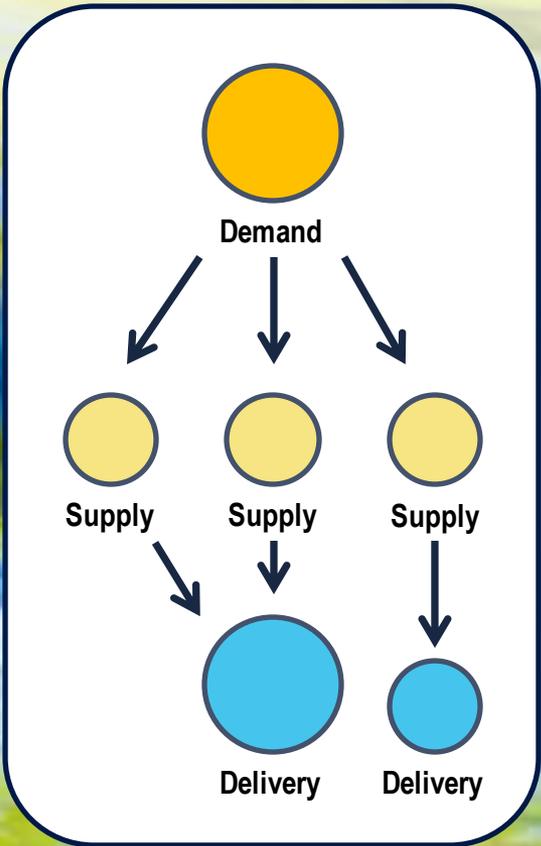
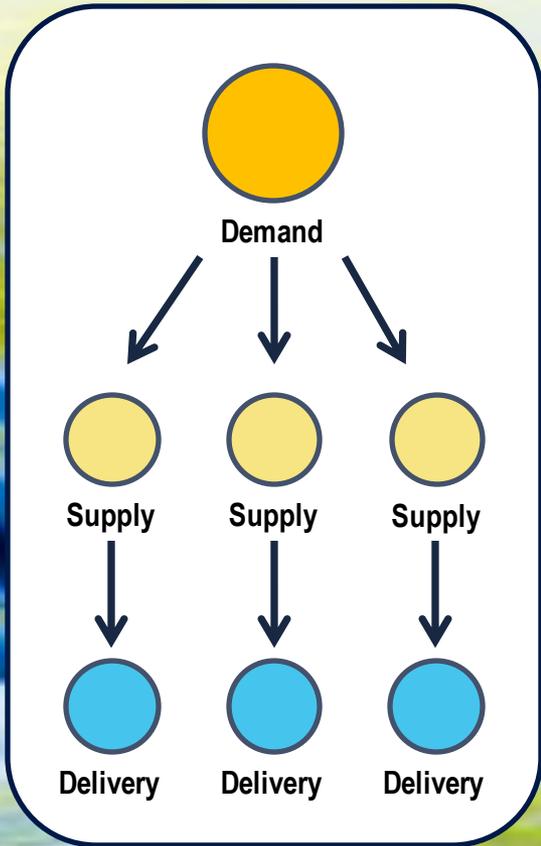
Value Streams



Building Value Streams

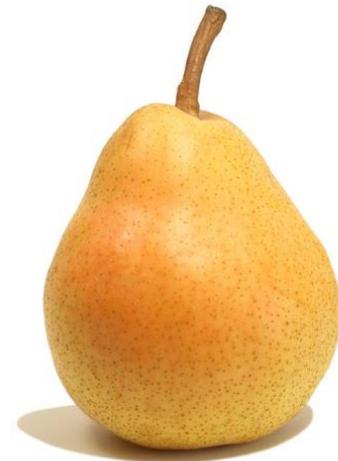


Building Value Streams

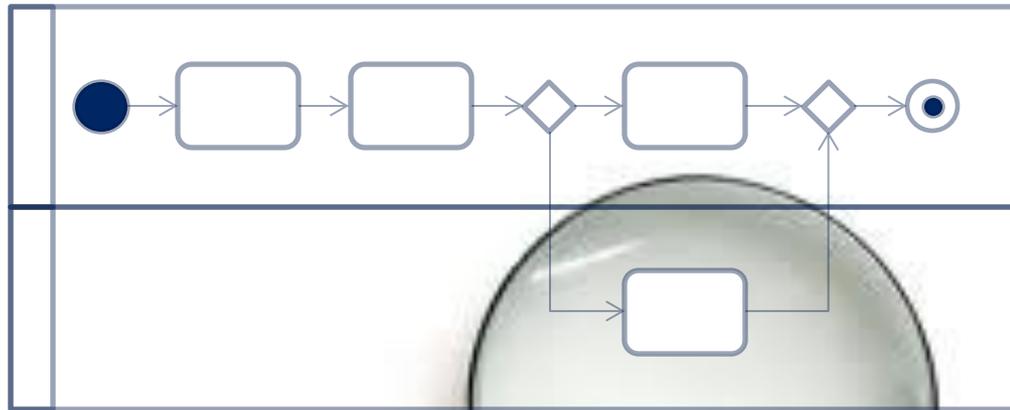


Business Architects

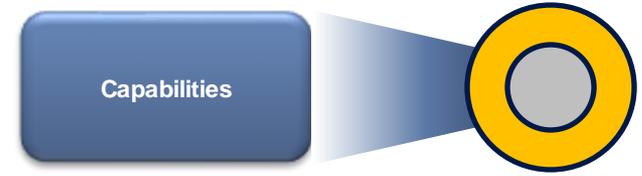
Design the way a solution will operate



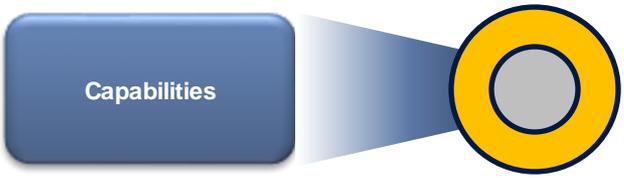
Process & Capability



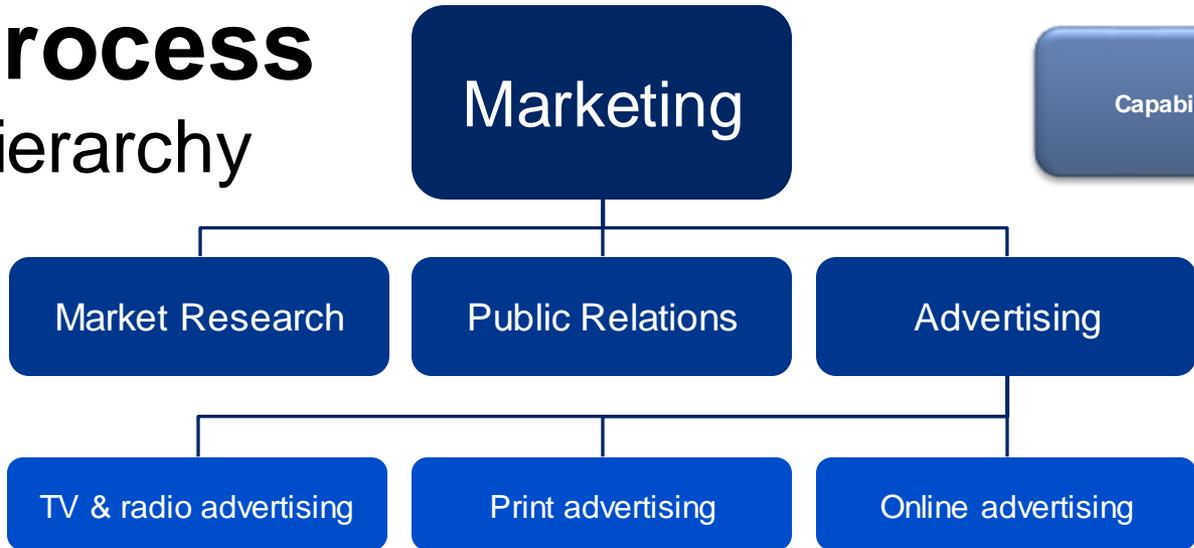
Process Hierarchy



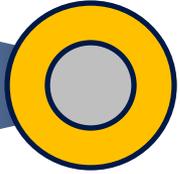
Process Hierarchy



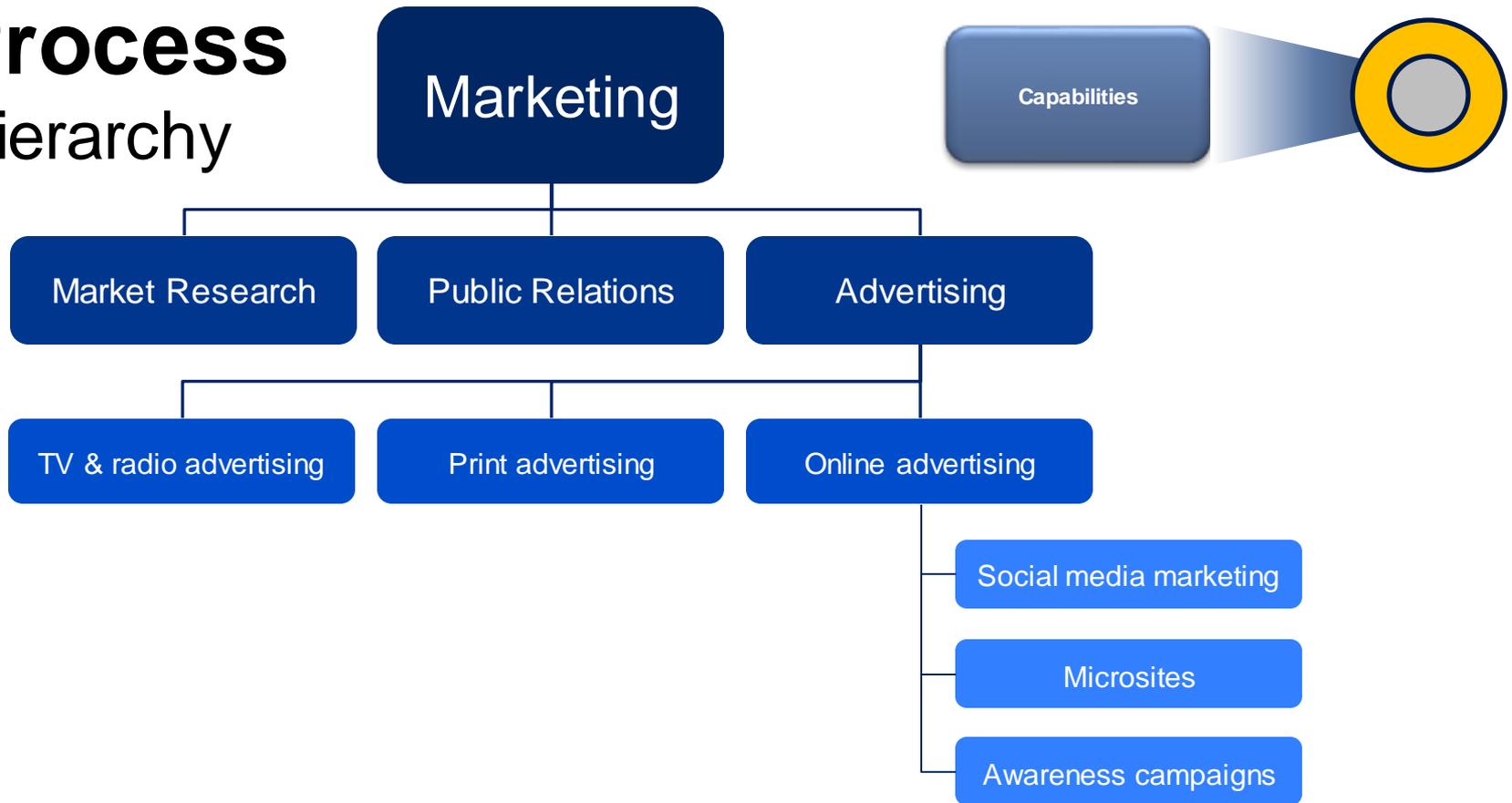
Process Hierarchy



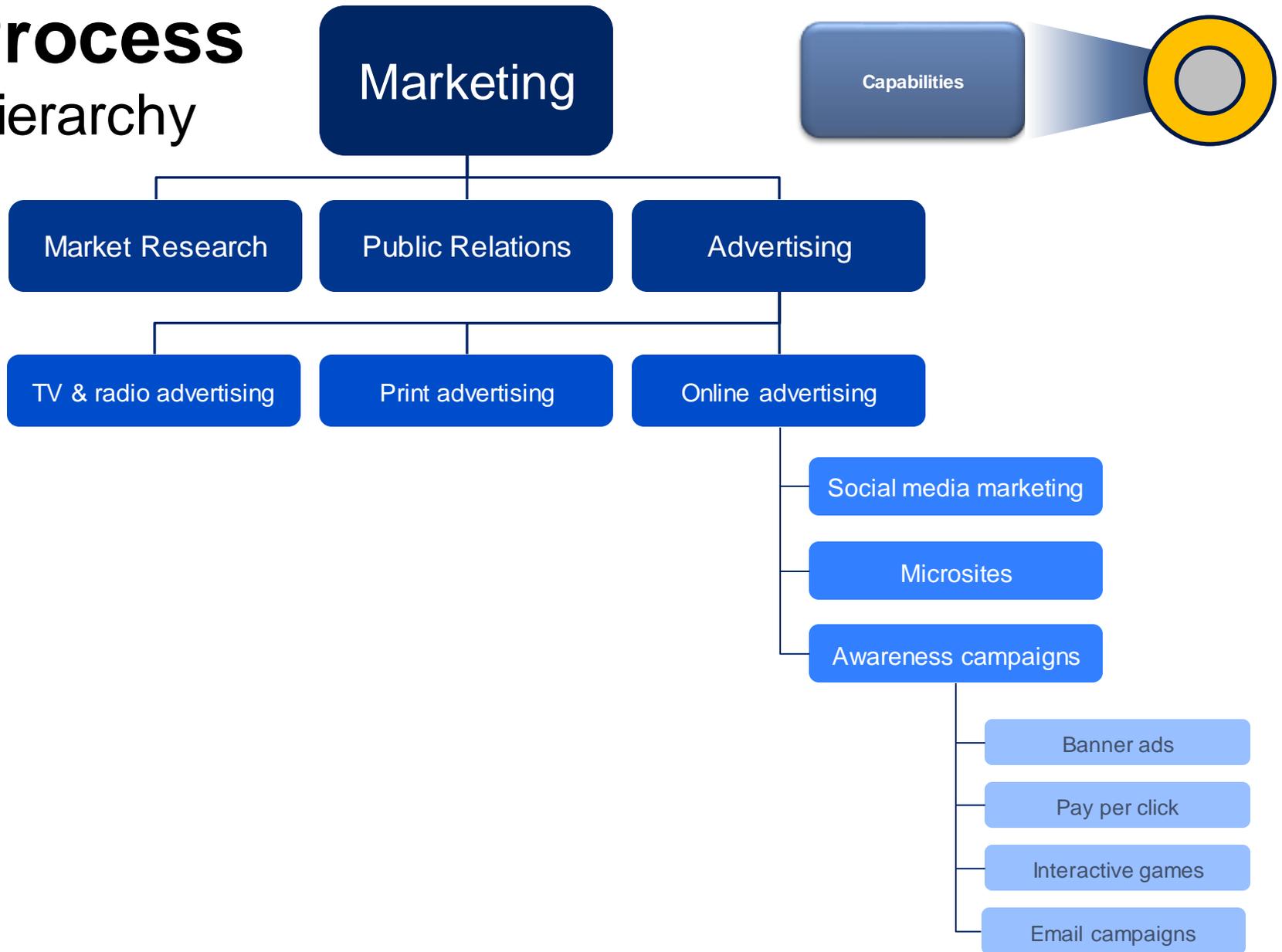
Capabilities



Process Hierarchy



Process Hierarchy



Business Architects

Analyse process

Perform functional decomposition



Processes for Governance of Enterprise IT

Evaluate, Direct and Monitor

EDM01 Ensure Governance Framework Setting and Maintenance

EDM02 Ensure Benefits Delivery

EDM03 Ensure Risk Optimisation

EDM04 Ensure Resource Optimisation

EDM05 Ensure Stakeholder Transparency

Align, Plan and Organise

AP001 Manage the IT Management Framework

AP002 Manage Strategy

AP003 Manage Enterprise Architecture

AP004 Manage Innovation

AP005 Manage Portfolio

AP006 Manage Budget and Costs

AP007 Manage Human Resources

AP008 Manage Relationships

AP009 Manage Service Agreements

AP010 Manage Suppliers

AP011 Manage Quality

AP012 Manage Risk

AP013 Manage Security

Monitor, Evaluate and Assess

MEA01 Monitor, Evaluate and Assess Performance and Conformance

Build, Acquire and Implement

BAI01 Manage Programmes and Projects

BAI02 Manage Requirements Definition

BAI03 Manage Solutions Identification and Build

BAI04 Manage Availability and Capacity

BAI05 Manage Organisational Change Enablement

BAI06 Manage Changes

BAI07 Manage Change Acceptance and Transitioning

BAI08 Manage Knowledge

BAI09 Manage Assets

BAI10 Manage Configuration

MEA02 Monitor, Evaluate and Assess the System of Internal Control

Deliver, Service and Support

DSS01 Manage Operations

DSS02 Manage Service Requests and Incidents

DSS03 Manage Problems

DSS04 Manage Continuity

DSS05 Manage Security Services

DSS06 Manage Business Process Controls

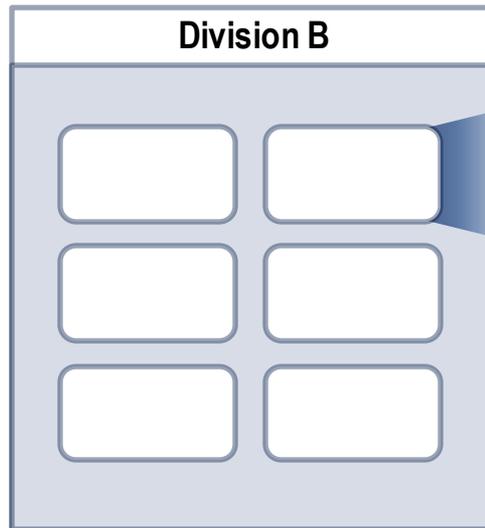
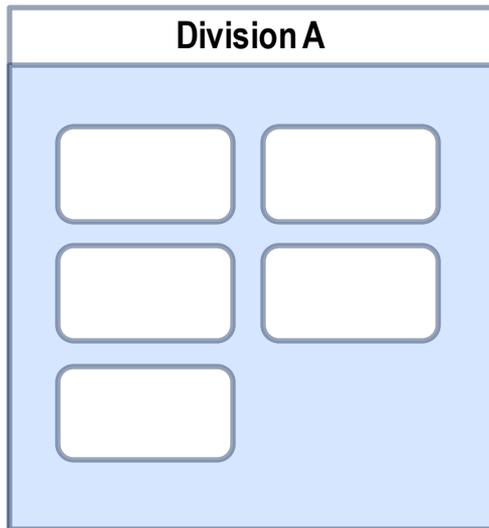
MEA03 Monitor, Evaluate and Assess Compliance With External Requirements

Processes for Management of Enterprise IT

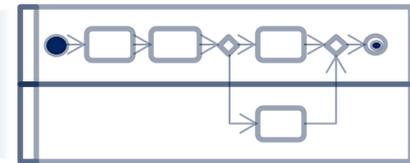
Process

Hierarchy

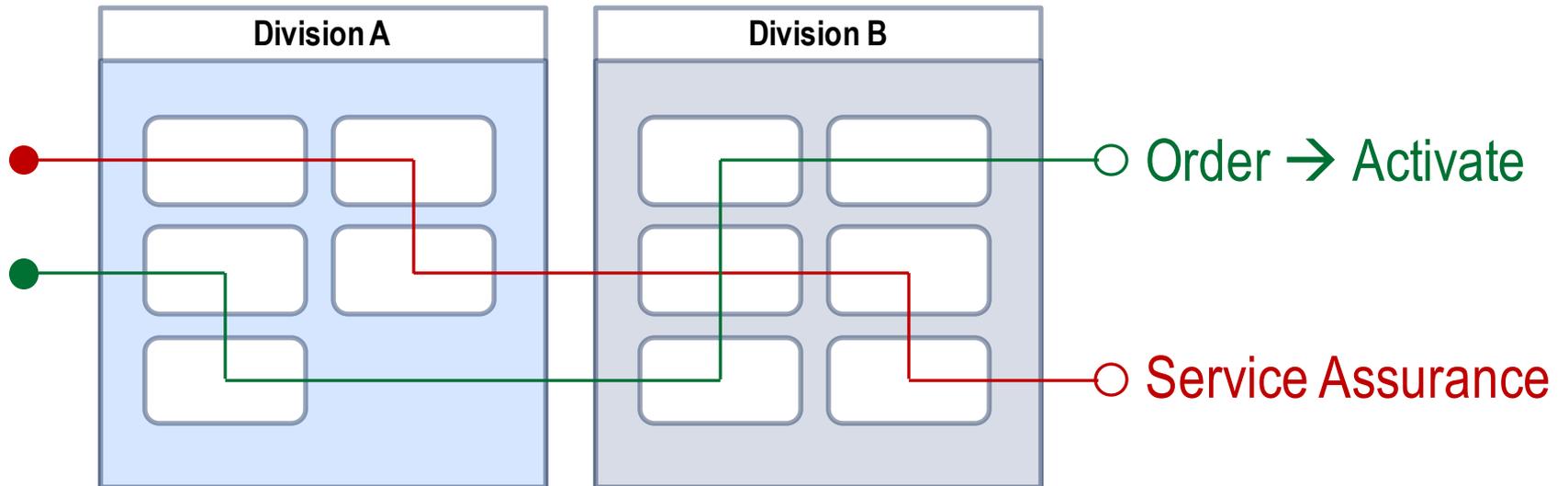
What **can** the business do?



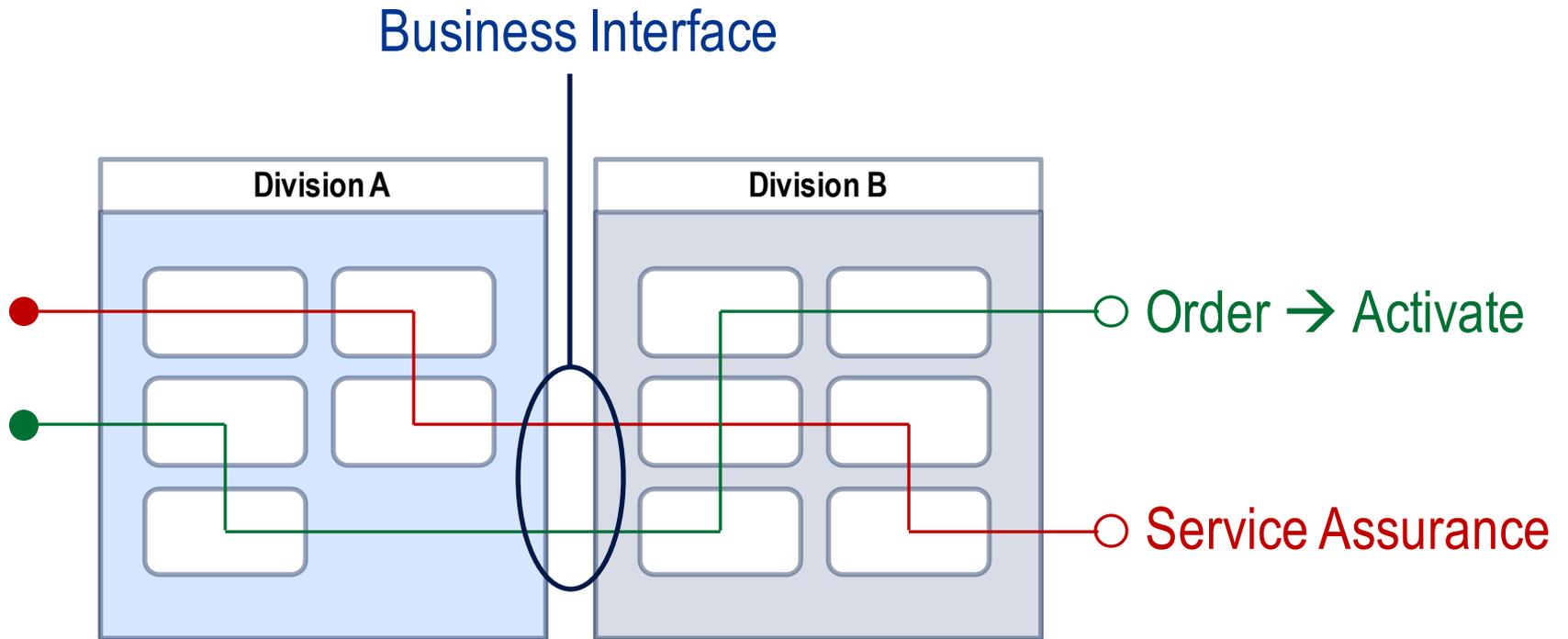
What **do** people do?



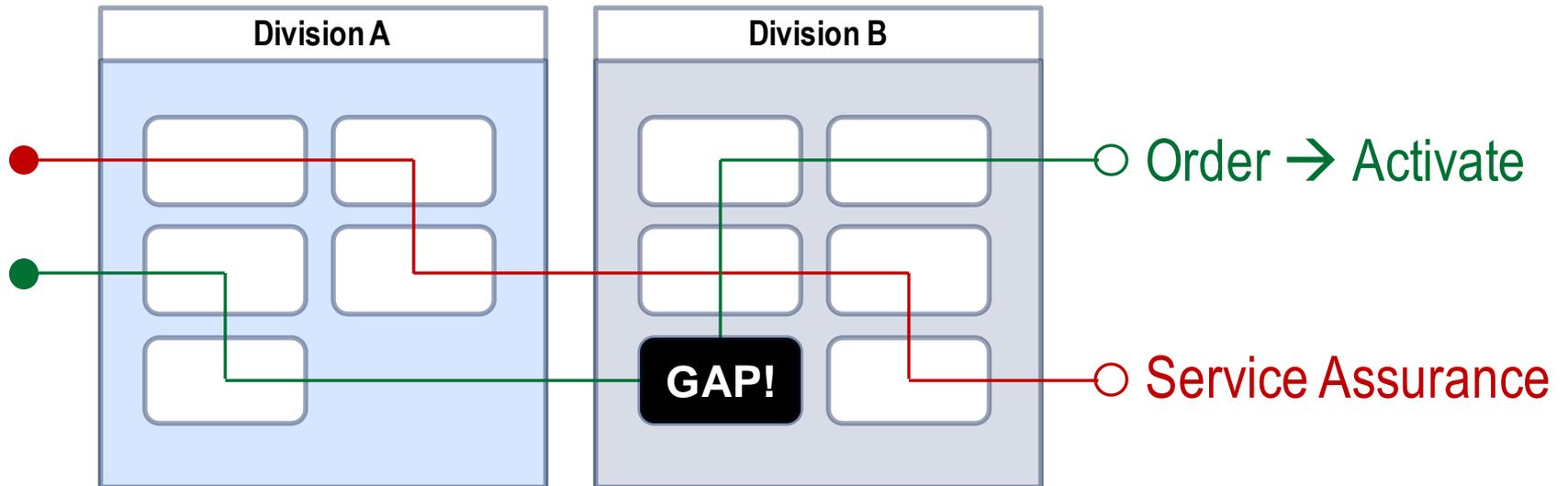
Business Scenarios



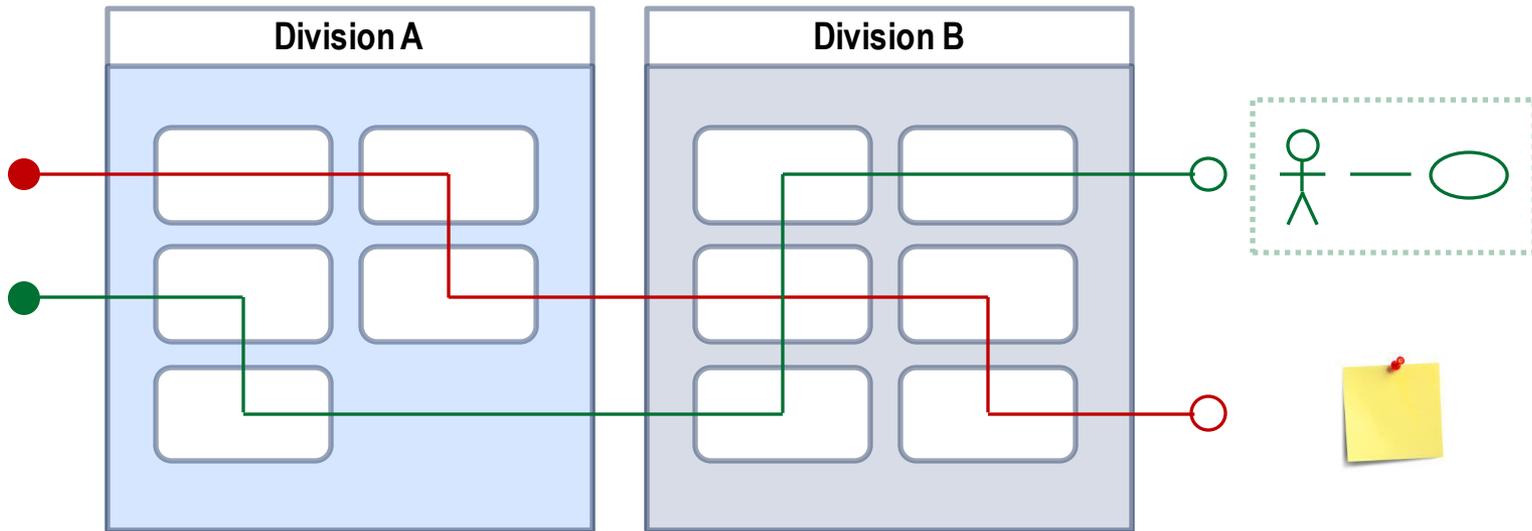
Business Scenarios



Business Scenarios



Business Scenarios



Business Architects

Define requirements as scenarios

Perform interface analysis

Assess and validate solutions





MOVING
DAY





NOTICE
KEEP GATE
CLOSED
AND LOCKED.





PURPOSE



ROADMAP



PROJECT PLAN

LEARN

ASSESS

Posters on the left wall including 'We're going where the growth is!' and 'Launch new ideas'.

Posters on the left wall including 'Leadership in the digital environment' and '20%'.

Poster on the left wall titled 'Building a lean smart business'.

Poster on the left wall titled 'Customer experience hub'.

Poster on the left wall titled 'Project Plan'.

Grid panel with a graph icon and text 'Growth in emerging markets'.

Grid panel with a group of people icon and text 'Leadership in the digital environment'.

Grid panel with a brain icon and text 'Building a lean smart business'.

Grid panel with a person icon and text 'Customer experience hub'.

Red bag with 'sign' written on it and a rolled-up document on the table.

Stack of blue notepaper and a blue marker on the table.

White power strip on the table.

Glass of water on the table.

Man sitting at the table working on a laptop.



5 stages

Task - meeting & energy market

Meeting in the digital environment

Meeting in the digital environment

Customer experience in the digital environment

Whiteboard with diagrams and notes, including a map of Europe and various charts.

Vertical whiteboard with handwritten notes and diagrams.

Whiteboard with diagrams and notes.

Large wall display with a grid of blue speech bubbles and text, including the words 'Learn', 'Adapt', and 'Deliver'.

Business Architecture

It is Business Analysis

but **different** to what you might be used to.

