We are only **Beginning** Business Architecture Journey
The Market is **Finally Ready**
for Business Architecture
The Market is **Finally Ready** for Business Architecture

67% EA Practices Refocusing

EA Top Priorities are Business Architecture 80%
- Aligning business and IT strategies (25%)
- Delivering strategic business and IT value (39%)
- Enabling major business transformation (16%)

Source: Gartner (2012): Gartner Hype Cycle 2012
The Market is Finally Ready for Business Architecture

Business Architecture is Transforming Enterprise Architecture

There is no Shortage of Opinions
Business Architecture Standards Body
Proven Practices
Stable Practices

Consulting
Practices that can be offered as Services
Mash-up of Capabilities for Problem Areas

Vendors
Practices and Tooling
Perspectives based on Automation

Analyst
Leading Practices
Analysis of industry
Predictions Short and Long Term

A formal **method** and a set of **descriptions** that **distill** the business **environment** and the **needs** of a business into set of **models** representing business **information**, **concepts**, **value** and **risk** that are expressed through an **architectural view of a business**.

“Vision without implementation is hallucination.”
– Benjamin Franklin
Enterprise Architecture

Connects Strategy to Execution
Proven Practices
Distilled Proven Practices from Customers

#1

How HP Delivers Business Architecture

#2
World-Class Practices from Customers

#1
It Starts with You
Capacity to Understand & Harness Knowledge

"What are the top three success criteria for your BA program?"

(Percentage represents rank of 1, 2, or 3)

- Cultural/political support: 39%
- Executive champion: 37%
- Strong visibility/influence within our organization: 35%
- Clear strategy/vision: 33%
- Availability of skills/expertise: 31%
- Funding: 20%
- Clear value proposition: 18%
- Strong technical expertise: 12%
- Availability of products/services that fit our needs: 12%
- Sufficient staffing: 8%
- Simplicity of our IT environment: 4%
- Compliance/legal support: 2%
- Strong security/privacy: 0%
- None of the above: 6%

Base: 49 EA professionals with a successful business architecture initiative

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

Source: Forrester Research, Inc.

Vast amount of EA Orgs Say Understanding the People and the Motivations will determine your BA Success
Capacity to Understand & Harness Knowledge

“Land” Your Ideas Through Effective Communication
How the customer explained it
How the Project Leader understood it
How the Analyst designed it
How the Programmer wrote it
How the Business Consultant described it

How the project was documented
What operations installed
How the customer was billed
How it was supported
What the customer really needed
Capacity to Understand & Harness Knowledge

“How Land” Your Ideas Through Effective Communication

How you engage will determine your success
Offer Valuable Business Services
Example of EA Services

**Assurance Services**
Provide architecture decisioning, trade-off analysis or risk management in an ad-hoc short term engagement.
- Concept Analysis
- Architecture Trade-Off Analysis
- Architecture Review
- Vendor Analysis & Review

**Capability Advancement Services**
Translate business strategies into IT investment and migration plans.
- Ideation and Trend Identification
- Competency Advancement
- EA Automation
- ... 

**Architecture Engagement Services**
Creation of a business driven & standards based architecture. Ensure that investments are optimal delivered
- Architecture Consulting
- Architecture Design
- Domain Based Architecture
- Project Architect Staff Aug

**Foundational Services**
Simplify the portfolio to reduce maintenance costs and improve system reliability.
- Enterprise Portfolio Management
- Organizational Optimization
- ...

**Outcomes**
- Increased resource scale
- Augmentation of existing team
- Architecture compliance
- Corporate strategy rationalized into a architecture and program roadmap
- Identification of technology investments needed
- Develop solution arch.
- Technology reviews
- Rationalized interlocks
- Evaluated technologies
- Managed architectures & life cycles
- Compliance guidelines and processes
Deliver Business Architecture Effectively
Embrace Your Fellow Architects in the “Pit”

Enterprise Architects

Domain Architects

Business Architects
Information Architects
Security Architects
Application Architects
Etc.

Solution Architects

Breadth

Depth
Embrace Your Fellow Architects in the “Pit”

Your Customers Don’t Care About Your Artifacts

1. Consumers of Architecture Work
   These models are specifically designed for the consumers or stakeholders of architecture work. These individuals are different in that they usually not EA's with that specific discipline knowledge but that of specific business unit areas.
   These models have the following characteristics:
   • Style, presentation and the amount of information highly dynamic based on individual consumer needs.
   • May have low architecture fidelity or even visually wrong

2. Architecture Professionals
   These models are specifically designed for the architecture professionals. They have the EA skills necessary to understand the chosen set of modeling tools and notations for the purpose of communicating, making decisions and facilitating the architecting process.
   These models have the following characteristics:
   • High degree of rigor and quality applied
   • Standard(s) established for the visual representation, notation and tooling for the models

3. Supplementary Models
   This class of models is used a bit differently than the other two. These are used in an ad-hoc nature to supplement the first and second. While these models are usually more orientated to the architecture professionals they can also include consumer orientated views as well.
Embrace Your Fellow Architects in the “Pit”

Your Customers Don’t Care About Your Artifacts

Don’t Let Your Tool Drive You,
You Drive Your Tools…
“If all you have is a hammer, everything looks like a nail”

Abraham Maslow, *The Psychology of Science*
How HP Delivers Results w/ Business Architecture
Solve the Real Problems w/ the Golden Circle

Business Architecture
“Purpose-less”

Symptoms

Business Architecture w/ Context

Purpose & Root Cause
Business Architecture is a means to an end
NOT the end
Business Need

Business Architecture
Information Architecture
Application Architecture
Technology Architecture

Enterprise Architecture
Business Architecture Framework

Business Architecture Method

Content Framework

Competency Framework

Business Rationalization Framework

Technology Architecture

Information Architecture
1. Establish Approach
   - Understand the nature of the business need and establish a fit-for-purpose approach.
     - 1.1 Establish Context
     - 1.2 Business Value Proposition
     - 1.3 Identify artifacts & deliverables
     - 1.4 Identify reference resources
       - Statement of architecture work
       - Assessed stakeholder requirements
       - Defined BA approach (method, reference models, and supporting artifacts)

2. Business Needs Analysis
   - Deep analysis of business problem that needs to be solved into a set of models.
     - 2.1 Decompose Business Needs
     - 2.2 Analyze Business Landscape (Market Analysis)
     - 2.3 Operating Model Analysis
     - 2.4 Business Experience Modeling
       - Well understood needs of the business
       - Full context of the business landscape

3. Value Analysis
   - Rationalize business needs profiling and establish the baseline business architecture.
     - 3.1 Value Identification and Profiling
     - 3.2 Business Capability Profiling
     - 3.3 Risk Profile
     - 3.4 Business Opportunity Valuation
       - Fully valued opportunity
       - Current and Future State Business Architecture
Business Architecture Content Framework

**Why**
- Strategy Maps
- Motivation Model
- Benefits Dependency Network
- Business Model Canvas

**What**
- Business Capability Model

**How**
- Value Chain

**Who**
- Functional & Organizational

**When**
- Portfolio Planning
- Roadmaps
- Business Transformation Plan
Not all Business Architecture Starts w/ **Strategy**
Not all Business Architecture Starts with Strategy

1. Establish Approach
   - Understand the nature of the business need and establish a fit-for-purpose context.

2. Business Needs Analysis
   - Deep analysis of business problem that needs to be solved into a set of requirements.

3. Value Analysis
   - Rationalize business needs profiling and establish the baseline.

- **Strategic**
  - 1.1 Establish Context
  - 1.2 Identify stakeholders
  - 2.1 Decompose Business Needs
  - 3.1 Value Identification and Profiling

- **Initiative Based**
  - 1.3 Identify artifacts & deliverables
  - 2.3 Operating Model Analysis
  - 3.3 Risk Profile

- **Tactical or Immediate Need**
  - 1.4 Define the scope
  - 2.4 Define the deliverables
  - 3.2 Evaluate the business case

- **Key Elements**
  - Statement of architecture work
  - Assessed stakeholder requirements
  - Defined BA approach (method, reference models, and supporting artifacts)

  - Well understood needs of the business
  - Full context of the business landscape

  - Fully evaluated opportunity
  - Current and Future State Business Architecture
P&G Business Architecture

anticipate ● transform ● scale

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Feb 2014
GBS is one of the four pillars of P&G
What we stand for:
Transforming the Way Business is Done
Benchmarking
Identify Best in Class performers, cost comparisons, key metrics

Business Capability Transformation Engagements
Identify business opportunities, transformations, innovation needs, solutions

Enterprise Architecture Management
EA Master Plans

Architecture Governance
Conceptual, logical, and physical architectures reviews

Solution Architecture
Cross domain solution architectures
START BY BUILDING YOUR FRAMEWORK
Business Capability Framework Example

1. Business Capabilities
   - Category Planning
   - Demand Planning
   - Supply Planning
   - Supply Network Design

2. Service Architecture
   - Demand Planning Reporting
   - Customer Planning VMI
   - Event Visibility
   - Global Demand Foundation
   - Intelligent Daily Forecast

3. Process Metrics
   - Process Measures
     - Forecast Accuracy
     - Productivity

4. Process Models
IDENTIFY YOUR VALUE STREAMS
Create a faster, simpler and more agile P&G. Seamless, real time information from the concept to shopper purchase and back.
STRATEGIC DESIGN
Our Approach

Transform and Standardize systems, processes + information

Automate to eliminate non-value added touches

Accelerate decision making via real time information

To create an environment that is **Real-Time.**
Capturing Business Value

Digital Capability + Work Process Transformation = Business Outcome Value
Resources

  Part 2 http://bit.ly/1aVfKwK
• CIO’s Must Make EA’s a First Class Citizen (2011) - http://bit.ly/1g7vYmq