

Introduction

The SOA Consortium's EA2010 Working Group – a group of “street-smart” enterprise architecture practitioners – has been actively discussing the domains, services, practices and skills required for a thriving, business relevant enterprise architecture practice in the 2010s.

The major domains we identified are: technology architecture; business architecture; projects alignment; delivery; operations and measurement; and governance and enterprise architecture management.

Although all are critical to enterprise architecture success, the team chose to focus on business architecture because of the close ties to business-driven SOA success.

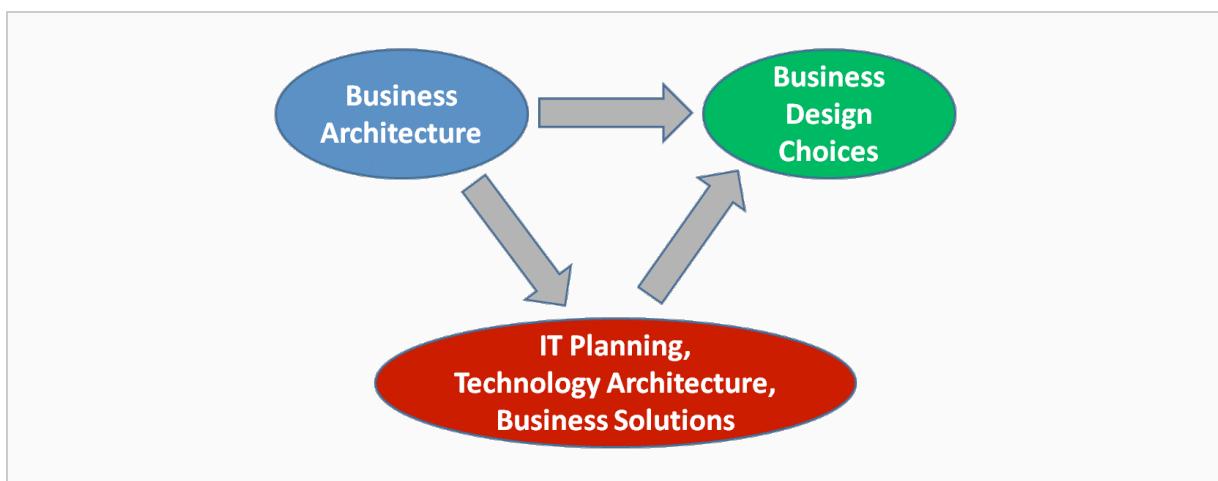
By “business-driven SOA,” we mean three things:

1. Creating a portfolio of services that represent capabilities offered by, or required of, your organization. Those capabilities may represent business, information, or technology concepts.
2. Composing or orchestrating those services along with events, rules and policies into business processes and solutions that fulfill business scenarios.
3. Working towards a business outcome. That “business outcome” could be cost and complexity reduction via a rationalized IT portfolio. In other words, “business-driven” doesn’t require a business person tapping you on the shoulder, it means executing for business reasons.

As a starting point, the team needed to agree on a definition of business architecture. We define business architecture as *the formal representation and active management of business design*.

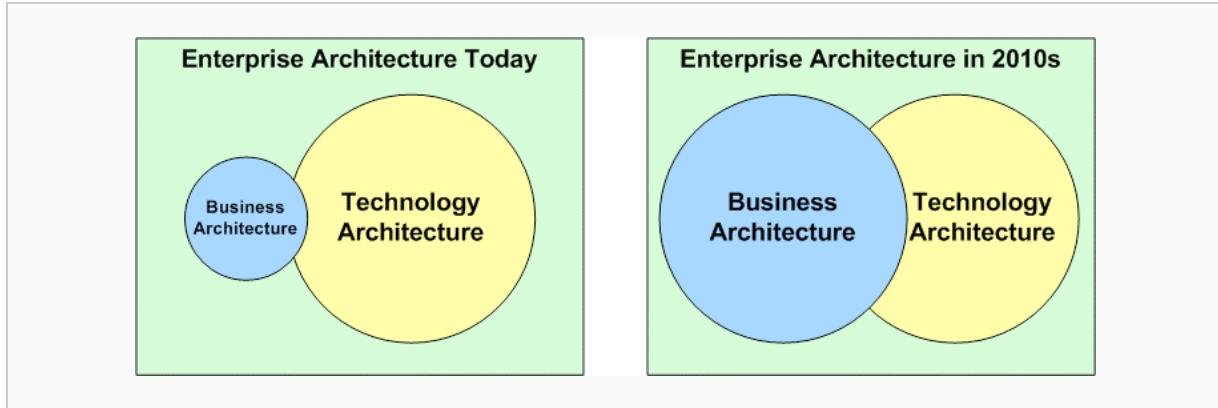
Expanding this definition, business architecture is a formalized collection of practices, information and tools for business professionals to assess and implement business design and business change.

The relationship between business architecture and information technology is two-fold. First, business architecture is a critical input to IT planning, technology architecture and business solution delivery. Second, technology trends and IT capabilities influence business design choices in the realms of capabilities, value chains, processes, and channels.



Business Architecture: The Missing Link between Business Strategy and Enterprise Architecture

The interdependencies of business architecture and information technology call for collaborative practices and organizational models. This connection is best structured as a true enterprise architecture practice, one that gives equal emphasis to business and technology concerns. Many enterprise architecture initiatives today do not have a balanced approach, and technology views dominate the perspective. The balanced model is our view of enterprise architecture in the 2010s.



We recognize that our view is just that, our view. We welcome feedback, real-world experiences, and tips from fellow practitioners. Please see the summary on page 13 for details on how to participate in the discussion.

Given the historic emphasis on the technology side of enterprise architecture, this discussion-oriented paper delves into the business architecture aspect, sharing the team's findings on the following questions:

- What comprises business architecture?
- What is the purpose?
- Who participates?
- How do you make business architecture accessible?
- How does business architecture facilitate business decision-making and change?
- How do you keep business architecture current?

Before delving into our business architecture findings, we offer some enterprise architecture context.

Enterprise Architecture Context

Over the years, IT has accumulated many types of architectural domains and corresponding architecture disciplines to address each domain, e.g., IT has application architecture, infrastructure architecture, security architecture, information architecture and more. Enterprise architecture has been broadly defined to encompass all of these architectural domains. Depending on which expert you ask, the area of enterprise architecture may include, use or overlap with the newest architecture discipline: business architecture.