Business Architecture as IT Input



With a business architecture there is a single, shared vision across the enterprise that informs every employee who their customers are, the value the enterprise provides those customers and, at a high level, how that value is created, sold and delivered to those customers. Strategic objectives are turned into goals, strategies and measures and their impact on the daily operation of the enterprise is understood and anticipated. Processes, activities and systems are created to support the business goals and business architecture.

As the business environment changes the enterprise is able to respond with agility and everyone clearly understands the necessary organizational, skill set, process, activity and system changes needed to meet these new challenges.

Keeping your Business Architecture Current

Business Architecture is only as useful as the information contained in it, therefore governance processes must be established to ensure that business design changes, and supporting business solution implementations, are reflected in the business architecture repository. In addition, metrics should be established and tracked regarding the use of business architecture information.

In a mature business architecture practice, business analysis, design and solution delivery processes would integrate to the business architecture repository, providing access to critical business design information and capturing all considered, pending and implemented changes.

For detailed insights on the management and evolution of business architecture information, we recommend reviewing Levels 4 and 5 – Quantitatively Managed and Optimizing – of the Capability Maturity Model $(CMMi)^8$.





⁸ http://www.sei.cmu.edu/cmmi/index.cfm

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Artifacts & Industry Examples

As mentioned throughout this paper, there are a variety of business architecture techniques, artifacts and notation languages. Examples of techniques include Six Sigma, Lean, Value Chain Analysis, and Rummler Brache. Corresponding artifacts include SIPOC diagrams, value stream maps, value chain diagrams, and business environment models. Popular notations include BPMNTM and UML[®].

A model we find useful is Nick Malik's Enterprise Business Motivation Model (EBMM)⁹. The EBMM contains seven core models, covering these concepts: Influencer, Driver, Business Unit, Business Unit Capability, Business Model, Directive, Business Process and Assessment. The compelling aspect of the EBMM is the traceability from business motivation to managed IT service.



Establishing Business Architecture Practice

Starting Points/Triggers

The initial scope and activities included within business architecture will depend in part on which group in the organization initiated the interest in business architecture: did it come from the business itself (senior

⁹ For a description of the EBMM, see http://msdn.microsoft.com/en-us/architecture/aa699429.aspx.

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¹⁰ Diagram source: http://i.msdn.microsoft.com/aa699429.art2fig10(en-us,MSDN.10).jpg