- Gaps in the organization's skills – which could be solved by activities ranging from staffing a missing position to making an acquisition.

While the key skills of the business architect are to analyze the business and design changes to make it operate better, BPM is therefore a key competency too. BPM will provide the visual documentation of key processes that may elicit from executives a surprised "Oh, so THIS is what we do?" response, and will also usually result in some pragmatic, short-term improvements by the owners of the documented processes.

Summary and Discussion Questions

In this discussion-oriented paper, we articulated our belief that a business architecture practice is a must-have component of thriving, business relevant enterprise architecture practice in the 2010s.

After presenting our definition of business architecture – *the formal representation and active management of business design* – we shared our 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?

In addition, wearing our enterprise architect hats, we discussed the relationship of business architecture and several critical business and technology constructs, including business-IT alignment, business process management (BPM), service-oriented architecture (SOA) and business solution delivery.

Discussion Questions

As mentioned in the opening, we recognize that our view is just that, our view. We welcome feedback, real-world experiences, and tips from fellow practitioners, business architecture consultants, and related solution providers.

Specifically, we would appreciate insights on the following:

1. Do you have suggestions and/or experience in making a business architecture practice actionable?
2. How have you resolved/overcome the business architecture branding problem?
3. Which business architecture techniques and artifacts do you find helpful?
4. How have you made your business accessible to business analysts, designers and decision-makers?

Please share your feedback at our blog[11], or via email to EA2010@soa-consortium.org

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[11] http://blog.soa-consortium.org

About this Paper

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