

Business Architecture



strategies for transformation and innovation enterprise alignment
shared business services agility 24/7 business modeling
target operating models **enabling a client-centric world**

To bring this course to your organization, email us at info@intervista-institute.com

1. The change imperative.

Challenges of business agility.

- Agility and innovation – what do they really mean?
 - Client and citizen-centric pressures
 - Regulatory and compliance requirements
 - What is your innovation culture?
 - Opportunities for new business models
- The role of strategy for Business Architecture (BA)
- Enabling services, products and program innovation with BA
- BA as catalyst for change: Trailing strategy, values & technology trends
- The constraints to agility
 - Managing accidental and essential complexity

2. The Business Architecture manifesto.

Aligning strategy, design and projects.

- Defining Enterprise Architecture and Business Architecture
- Business Architecture mission, deliverables, and target groups
- The Business Architecture ecosystem:
 - Enterprise, information, cloud services, technology, security and policy architectures
- BA's critical contributions to EA
- EA and BA: Closing the strategy, design & implementation divide

3. Real World Business Architecture.

Drives and imperatives for business architecture.

- Transformation and innovation management
- Organizational design
- Portfolio management and rationalization
- Performance and cost reduction
- Mergers, reorganizations and large-scale integration

4. Identifying a Strategic Roadmap.

Getting started: Analysis of business.

- Needs, goals, outcomes, outputs, and values
- Enterprise-level business architecture analysis: Identifying strategic drivers
- Value proposition and value chain analysis
- Service concept and service value chain
- Logic models and strategy maps
- Validating business goals

5. Business services design.

Modeling for a client-centric world.

- Alignment of strategy and outcomes
- Meeting market or constituency needs
- Using service patterns
- Modeling valued outputs of the enterprise
- Aligning the outputs with intended outcomes

6. The reality of priorities.

Managing the transformation portfolio.

- Using Business Architecture for transformation
- Analyzing strategic direction and stakeholder needs
- Value chain and program analysis
- Impact of strategic changes on people, process and technology

“ Class was very well presented. Good content and a lot of knowledge that can be applied to my role. ”

René Royer
Project Engineer
FedEx

“ John did a great job. He was extremely flexible in adapting the material to the class. ”

Christopher Riccio
Director Planning & Enterprise Architecture
Sodexo

Your course leader

This course will be taught by one these leading Business Architecture experts.

John Bruder

John is a member of the Intervista faculty and has over 20 years of experience in the information technology industry.

John also has 14 years of experience in developing enterprise business models to support complex business and IT problem

solving in both public and private sectors.

Peter Dyck

Peter is a member of the Intervista faculty and has over 25 years of experience in the information technology and management consulting industries.

Peter has 13 years of experience in supporting business and IT strategy and

transformation using enterprise business architecture.

Ian Gilmour

Ian is a member of the Intervista faculty and has 25 years experience in applying information technology to support business innovation. He consults regularly with

public and private sector clients on the development of Business Architectures to

solve complex business problems.

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Days 2 & 3 Making Business Architecture a Reality: Target Operating and Business Models for the Client-centric Enterprise

1. Fundamentals of enterprise models.

Managing change.

- How architectures, frameworks and models tame complexity
- Mapping the future:
 - As-is vs. To-be Business Architectures
- Overview of BA approaches
- The Business Architect as chameleon:
 - Representing strategic, organizational and IT perspectives

2. Understanding the value chain.

Designing target operating models.

- The extended enterprise
- Modeling value chains and core processes
- Assessing & modeling the impact of strategy on the current value chain
- Abstracting common/shared services from the current operating models
- Organizational implications for realizing target operating models:
 - Designing vertical and horizontal accountabilities
 - Managing outsourcing
 - Building in trust: Security and privacy

3. Getting the semantics right.

Creating a shared understanding.

- The conceptual business model and its role
- Modeling for the bilingual Business Architect
 - Business and technical language competencies
- Understanding the structural view
- Business components and their relationships
- Input to the enterprise information model

4. Lifecycle analysis.

The times they are a changing.

- Understanding the behavioral view
- The state transition model:
 - Modeling behavior over time
- Combining semantic and state transition models

5. Modeling business processes.

Living in a world of distributed and virtual services.

- The critical role of Business Architecture in distributed services
- Understanding the functional view
- Business and distributed use cases
- Implications for cloud applications and service-oriented architecture (SOA)
- Process and integration standards

6. Capturing policy and business rules.

Gaining enterprise agility.

- Environmental implications on strategy
- Impact of strategy changes on business & policy
- Externalizing policies and business rules
- Transparency of business processes
- Modeling business rules
- Business scenarios

7. From over-the-counter to 24/7.

A world of disintermediation.

- The challenge of conducting business anytime, anywhere with anyone
- Business network model:
 - Implications for the technology architecture
- Workflow architecture
 - Design/simulation of enterprise-wide workflows and business processes

8. Patterns in the business environment.

The power of reference models.

- The role of reference models
- From abstraction to generalization
- Government reference models
- Industry sector reference models
- Real world look at municipal reference models

9. Managing the transformation portfolio.

The reality of priorities.

- Roadmap to BA deliverables
- Coverage and granularity factors:
 - Business analysis, project and portfolio management
- Building the right skill set:
 - From BA to IT to change management
- The build-out:
 - From projects to strategic portfolio management

10. Building the business blueprint.

Achieving the adaptive enterprise.

- Business modeling tools: Managing business design knowledge
- The reality of strategy dynamics:
 - Ongoing adaptation in a client-centric world
 - Sensitivity of Business Architecture artifacts and models to change
- Managing the portfolio of business artifacts
- Business Architecture governance

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