



Business Architecture

Strategies for transformation and innovation enterprise alignment
shared business services agility 24/7 business modeling business services design
the business blueprint enabling a client-centric world

Toronto, ON - September 26-28, 2012

Ottawa, ON - October 24-26, 2012

To bring this course to your organization, call us to schedule an on-site session: 1-800-397-9744

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)
 - The 5 P's of strategic management
 - How strategy is really formed
- Business transformation – an outcome of strategy formation
- BA as catalyst for change: Trailing strategy, values & technology trends
- The constraints to agility - Managing accidental and essential complexity

2. The Business Architecture manifesto.

Evolving the enterprise.

- Defining Enterprise Architecture and Business Architecture
- Business Architecture mission, deliverables, and target groups
- The Business Architecture ecosphere:
 - 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. Managing change.

Fundamentals of enterprise models.

- Bridging the fuzzy front-end
- 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

4. Bridging the gap.

From strategy to Business Architecture.

In this interactive workshop, team members use a real world case study to understand the strategy of introducing a direct self-service channel.

- Understanding strategic direction and stakeholder needs
- Value chain and line-of-business analysis
- Ensuring executive buy-in and participation
- Impact of strategic changes on people, process and technology

5. The reality of priorities.

Managing the transformation portfolio.

- 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

“ 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 leaders

Ian Gilmour



Ian Gilmour 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.

He is an Associate Partner, Enterprise Architecture, at KPMG LLP. Prior to joining KPMG, he was the Chief Methodologist at Chartwell IRM Inc. and the associate director of the Convergent Engineering Institute, San Mateo, CA.

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.

Enroll your team today and save!

1. Register online: intervista-institute.com/ba.php
2. Fax: 1-800-397-9389
3. Call: 1-800-397-9744

Inquire about our group rates and early enrollment discounts and save!

1. 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

2. First things first.

Analysis of business goals.

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

3. Business services design.

Modeling for a client-centric world.

- Alignment of strategy and outcomes
- Meeting market or constituency needs
- Co-designing with clients – why does Microsoft hire anthropologists?
- Using product and service patterns
- Modeling valued outputs of the enterprise
- Aligning the outputs with intended outcomes

4. 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 operating models
- 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

5. 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

6. The times they are a changing.

Lifecycle analysis.

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

7. Living with cloud services.

Modeling business processes in a world of distributed services.

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

8. Gaining enterprise agility.

Capturing policy and business rules.

- 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

**9. 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
- Harmonizing business process semantics

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
- The portfolio of business and IT investments
- Business Architecture governance

Enroll your team today and save!

Register online: www.intervista-institute.com/ba.php
 Fax: 1-800-397-9389 or call: 1-800-397-9744
 Inquire about our group rates and save!

Course fees

Preferred rates

Large-team discounts are available. Inquire about our group rates at 1-800-397-9744. This course is also available to be scheduled on site at your organization.

	Day 1	Day 2&3	All 3 Days
Small teams (3 to 5 participants: payment per participant). Large teams inquire for additional discount.	\$ 835	\$ 1595	\$ 2430
Early enrollment 4 weeks prior to session date	\$ 870	\$ 1650	\$ 2520
Late enrollment Must be received one day prior to session. No participant will be admitted into the course without prior payment arrangement.	\$ 895	\$ 1750	\$ 2645

All applicable taxes extra.

Cancellations are accepted up to two weeks prior to the course. A \$100 service charge will be applied. All cancellations must be made in writing or faxed to 1-800-397-9389.

Please obtain a cancellation number from us to confirm. Late cancellations will not be refunded, but enrollment fees may be credited to any future Intervista course, seminar or conference anywhere in North America. Substitutions may be made at any time.

Intervista Institute reserves the right to postpone, cancel or change scheduled dates or venues, as well as the right to substitute instructors with other highly qualified experts.

For participants registering in the United States, mail payment to:
 INTERVISTA INSTITUTE
 801 Brickwell Ave, 9th floor, Miami, FL 33131-2951

For participants registering in the Canada, mail payment to:
 INTERVISTA INSTITUTE
 222 Dominion St, Suite 20, Montreal, QC H3J 2X1

Receipt of your payment constitutes confirmation of your enrolment. For payments made with American Express, MasterCard, Visa or en Route, please include your credit card number, expiry date and signature on registration form.

Business Architecture



Toronto, ON - September 26-28, 2012
 Ottawa, ON - October 24-26, 2012

On-site sessions: 1-800-397-9744

Enroll your team today.
Limited capacity.

Call: 1-800-397-9774

Fax: 1-800-397-9389

E-mail: info@intervista-institute.com

www.intervista-institute.com

Team members who will benefit:

Senior Vice President/Director
 Chief Information Officer (CIO)
 Vice President/Director IS
 Strategic Planner/Enterprise Architect
 Information Systems Manager
 Business Architect
 IS/Technology Architect
 IS/Technology Planner
 Project Manager/Leader
 Information Architect
 Application/Systems Architect
 Business Unit or Department Manager
 Business Analyst

Executives and their teams from the following organizations have attended Intervista's educational programs (partial list):

SAS Institute • Telus • The Royal Canadian Mint • EDS • GlaxoSmithKline • Aetna • Jet Propulsion Lab
 State Controller's Office of California • Fannie Mae • IRS • Lockheed Martin Corporation • Pfizer Inc • JP Morgan Chase
 International Civil Aviation Organization • Microsoft • National Research Council • Shell • Atomic Energy Canada
 Federal Reserve Bank • Starbucks Coffee Corp. • Verizon Business • RCMP • University of Toronto • MetLife • Siemens
 Nielson Media Research • US Dept. of Treasury • Pratt & Whitney • SAP • Reader's Digest • Sears • EDS • Imperial Oil
 PricewaterhouseCoopers • Xerox • Peace Corps • Boeing • Lexis-Nexis • Aetna • Exxon • Revenue Canada • McDonald's
 Nike • Westinghouse • Nokia Research • Gillette • Liberty Mutual Corp. • Sprint • Fujitsu Consulting
 Dept. of Commerce • Dept. of Agriculture • Foreign Affairs • Dept. of National Defence • L.G.S. • RBC Financial Group
 U.S. Geological Survey • Rochester Institute of Technology • Treasury Board • Veteran's Affairs • CGI
 LSI Logic Corp. • Dept. of Education • NASA • U.S. Mint • Management Board Secretariat • Army National Guard • White House