

# The Business Architecture Spectrum: The Art and Science of Architecture

Midwest Architecture Collaboration Community (MACC)  
Conference  
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By Mindy Duvernet



**BA BottomLine**

*A practical approach to business analysis*

# The Business Architecture Spectrum

“The Art and Science of Architecture”

About Mindy...

- Fourteen years in IT; Public and Private sectors
  - Financial, Insurance, Medical, Retail, Non-Profits, Government
  - As UI Designer, Lead Programmer Analyst, Project Architect, BA, BSA, PM
- BABottomline.com Blogger
  - Published in BATimes

# Agenda

- Defining the architect's role and what it means to the organization
- Understand how the range of organizational needs, projects, processes and structures affect architecture
- Learn how the art and science can effect the bottom-line
- Discover how the architecture spectrum can strengthen and provide resilience in the ever changing world of technology...and promote growth

# First, a bit of history...

The history of Enterprise Architecture goes back 20 years and the field continues to evolve

- System complexity – Organizations spend more \$\$\$ on building and implementing IT systems
- Poor business alignment – Organizations continue to experience difficulty and increased costs when trying to align the IT systems with the business needs



- Bottom line 20 years ago: more cost, less value
- Bottom line today: even more cost, even less value

# 1. Defining the architect's role and what it means to the organization

- **Enterprise Architecture (EA)** is "a well-defined practice for conducting **enterprise** analysis, design, planning, and implementation, using a holistic approach at all times, for the successful development and execution of strategy
  - CAO – Chief Architect (CAO)
  - Business Architecture
  - Solution Architecture
  - Data Architecture
  - Application Architecture
  - Software Architecture
  - Information Architecture
  - Security Architecture
  - Project Architecture



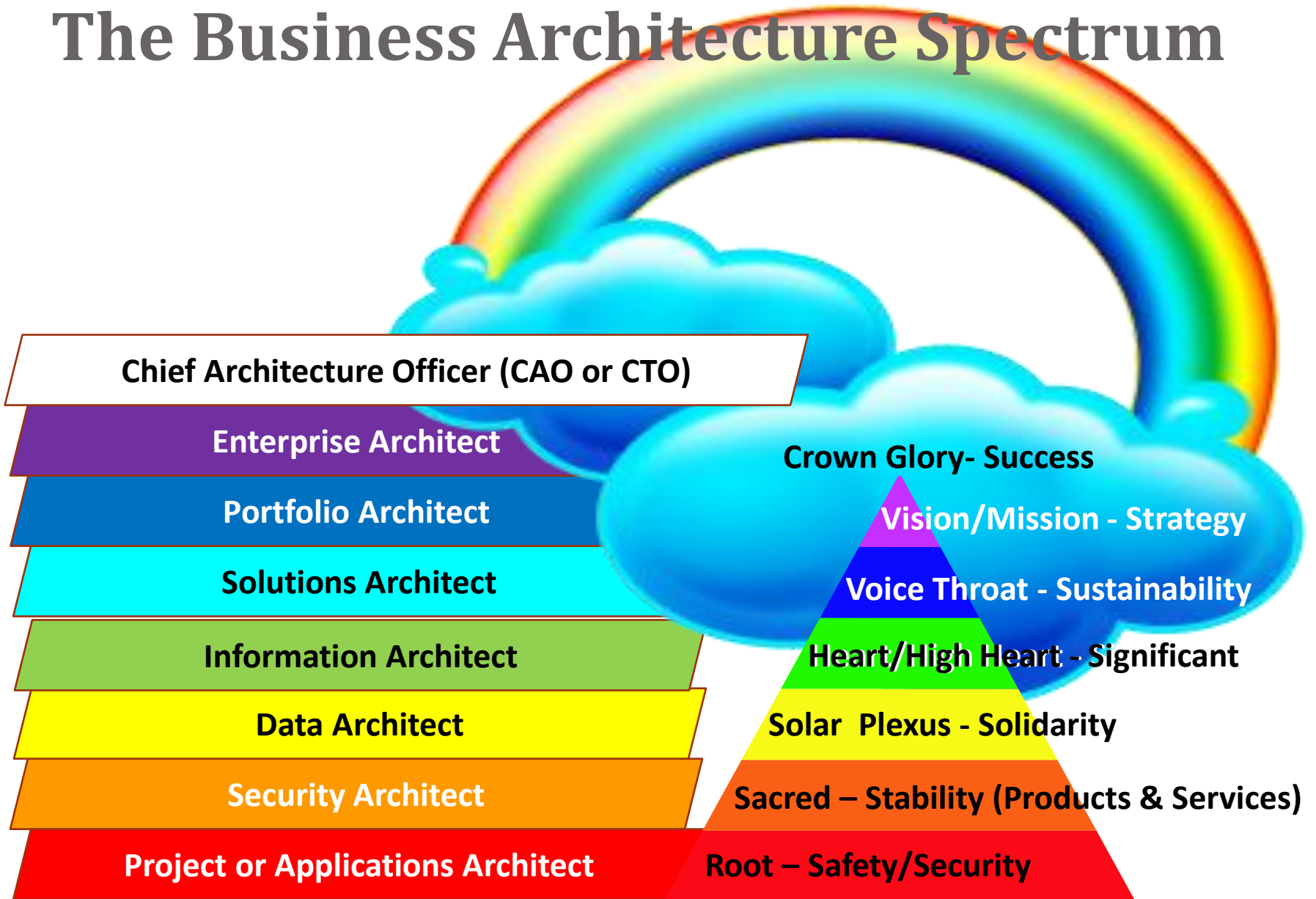
# Top Four Enterprise Architecture Methodologies are:

- The Zachman Framework for Enterprise Architecture
  - Taxonomy roadmap
- The Open Group Architecture Framework (TOGAF)
  - Process with directions and milestones
  - MODAF/DODAF - SOA
- Federal Enterprise Architecture (FEA)
  - Complete methodology with reference models
- Gartner
  - Practice focused on Strategy

That is one big bunch of solution resources!



# The Business Architecture Spectrum



# Strategic planning as part of enterprise architecture

- Across Domains

**Chief Architecture Officer (CAO or CTO)**

**Enterprise Architect**

**Portfolio Architect**

**Solutions Architect**

**Information Architect**

**Data Architect**

**Security Architect**

**Project or Applications Architect**

**Technology  
Architecture**

**Applications  
Architecture**

**Data  
Architecture**

**Business  
Architecture**

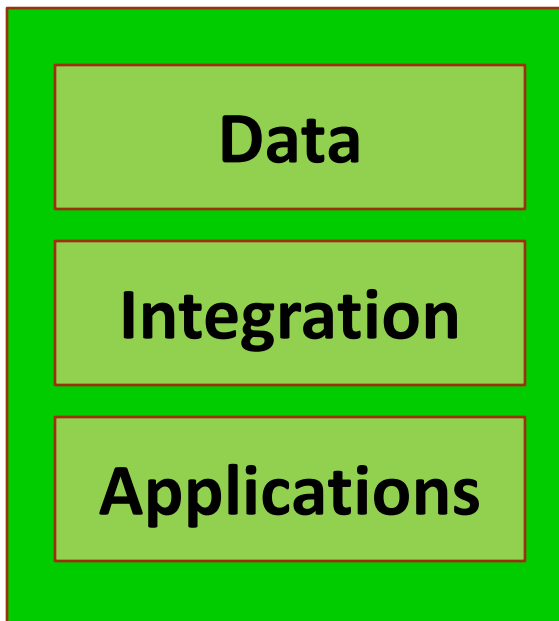


## 2. Understand how the range of organizational needs, projects, processes and structures affect architecture

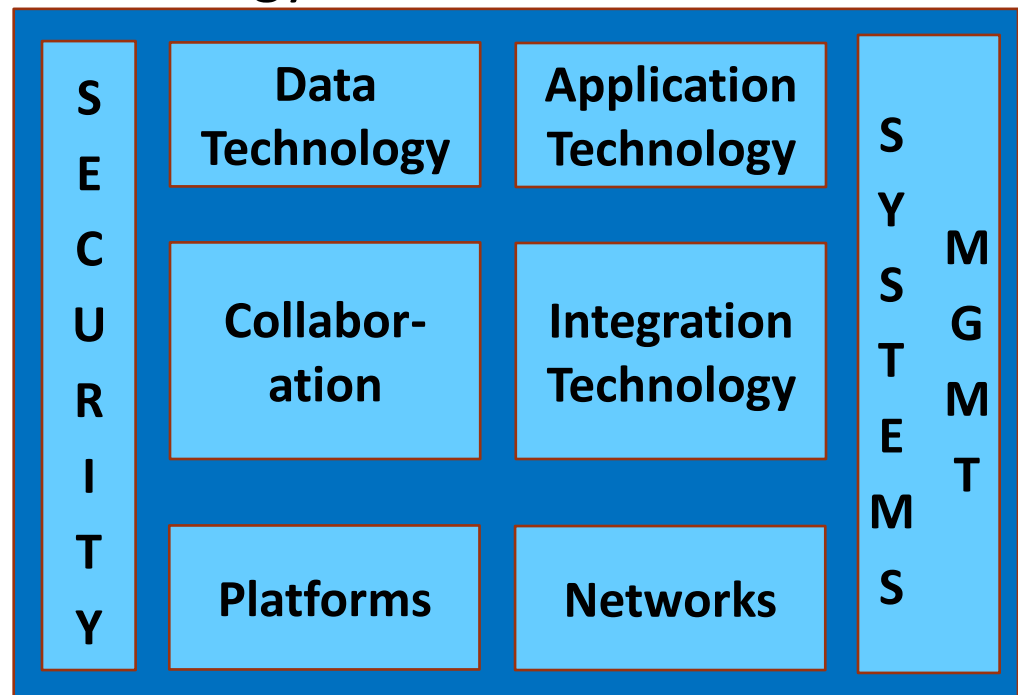
### Business Architecture



### Information Architecture



### Technology Architecture



# Role Type Comparison 1 of 2

Topic	Project or Applications Architect	Solution Architecture	Enterprise Architecture
Scope	Single solution or integrations	Single solution or set of related solutions	All current and future solutions and COTS
Primary Goals	Ensure that the solution suits the organizational architecture and user needs	Ensure that the solution fits within the enterprise context	Define the enterprise context including business, information, application, and technology
Responsibility	Translates functional and nonfunctional requirements into design, within enterprise oversight	Translates nonfunctional and functional requirements into design, within enterprise context	Translates strategies into target architectures and roadmaps
Tradeoffs	Enterprise standards, policies and frameworks adhered to for proper delivery	Enterprise strategy and goals vs. solution tactical and delivery requirements	Prioritization and rationalization of conflicting business, information, and technology requirements

# Role Type Comparison 2 of 2

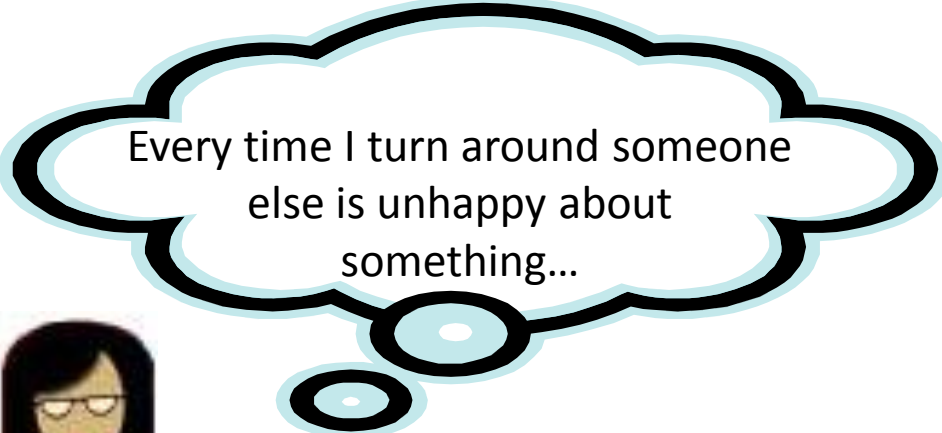
Topic	Project or Applications Architect	Solution Architecture	Enterprise Architecture
Primary Artifacts	Existing Architecture	Solutions architectures and designs	Enterprise reference architectures, patterns and standards
Primary Stakeholders	System Sponsor and SMEs, development team, users	Solutions owners, EA, development team, technology	Executive leadership, business leaders, CIO, solutions
Characteristics	Responsible to solution and enterprise	Credibility with solutions teams and owners	Broad knowledge and experience, vision
Skills	Conceptualization, modeling, design, communications	Conceptualization, patterns, modeling, design, communications	Contextualization, conceptualization, abstraction, modeling, communications
Reporting Structure	Assigned to PMO and LOB, solution/business /application team, or EA	Assigned to solution team; report to solution owner (LOB), or EA	Reports to EA team, typically part of CIO organization

FACT:

One of the top three Top Pop hits of all time is...

“I Can’t Get No Satisfaction”

*by The Rolling Stones*



Every time I turn around someone else is unhappy about something...

### 3. Learn how the art and science can effect the bottom-line

- Hard skills require smarts/Knowledge IQ
  - Can be learned or acquired
- Soft skills are behavioral/Emotional IQ
  - Such as patience, time management, empathy

#### **ART**

- Leadership
- Communication
- Motivating
- Enabling

#### **SCIENCE**

- Planning
- Monitoring
- Control
- Tracking

# Competencies & Capabilities

Service Strategy	Service Design	Service Transition	Service Operations	Continual Service Improvement
Demand m.	Service Catalogue m.	Knowledge m.	Incident m.	Service Measurement
Financial m.	Service Level m.	Change m.	Problem m.	Service Reporting
Strategy Generation	Capacity m.	Asset and Configuration m.	Event m.	Service Improvement
Service Portfolio Management	Availability m.	Release and Deployment m.	Request Fulfillment	
	Service Continuity m.	Transition Planning and Support	Access m.	
	Information Security m.	Service Validation and Testing	Operations m.	
	Supplier m.	Evaluation	Service Desk	
			Applications m.	
			Technical m.	
			IT Operations	

ITIL V3 Structure



# Those dreaded statistics...

How many times have we heard the statistics?

*“Roughly 70% of software projects fail because of poorly managed requirements”*

CIO Magazine

Really? the requirements effort is the ultimate reason why we can't get no project satisfaction!

This fact is often taken out of context... look at the statement again.

The reality is that the requirements effort is poorly managed!

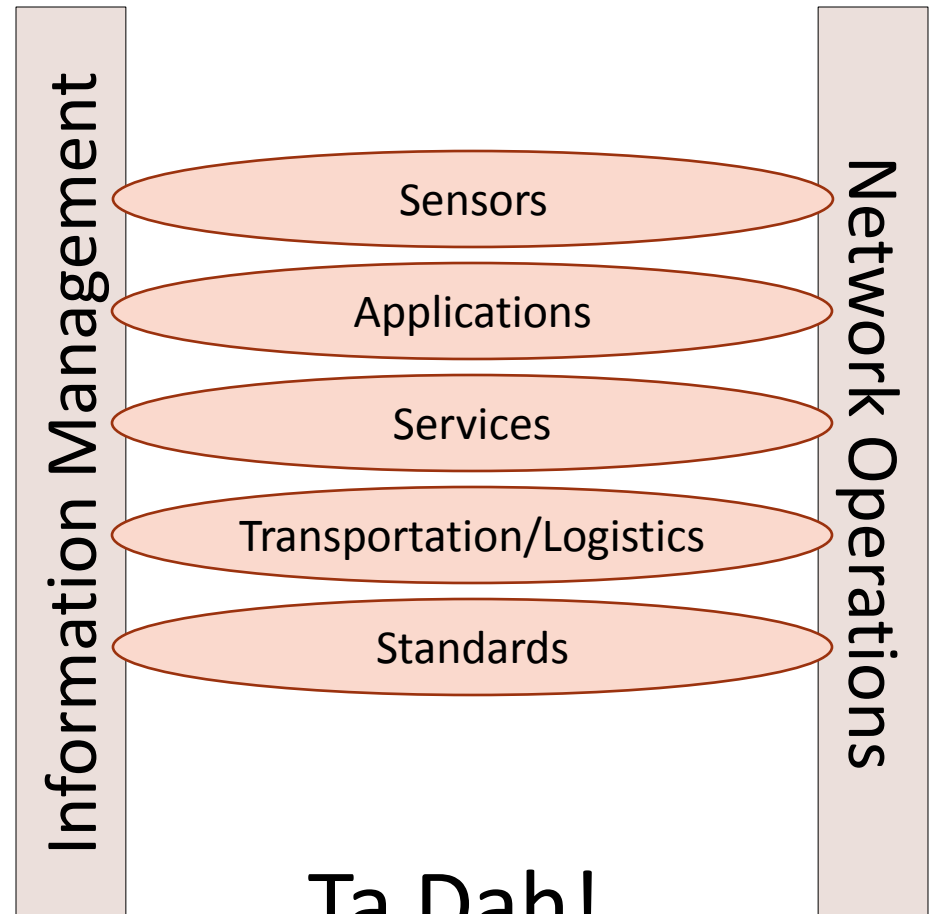


# Organizational structures are key

- What does your organization look like?



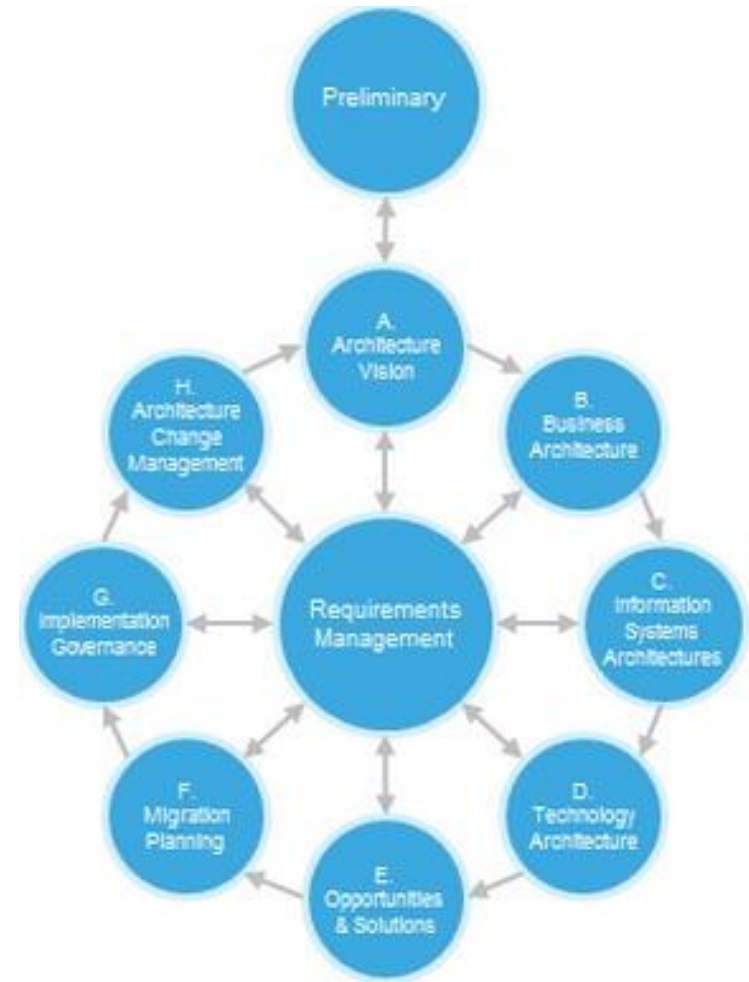
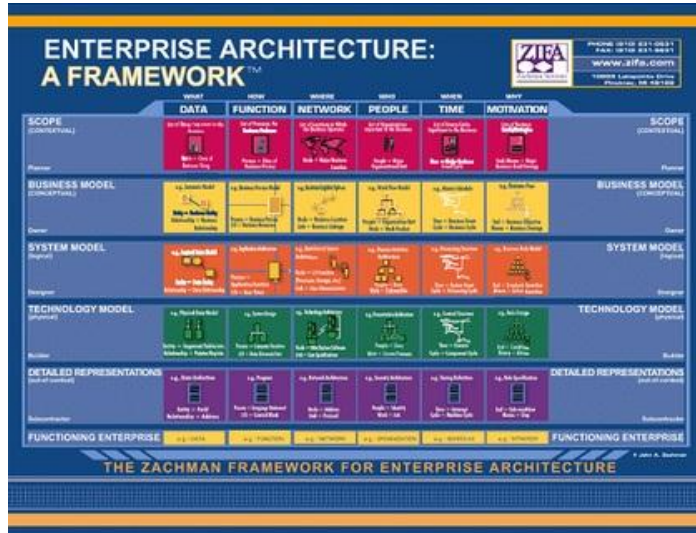
**Nah!**



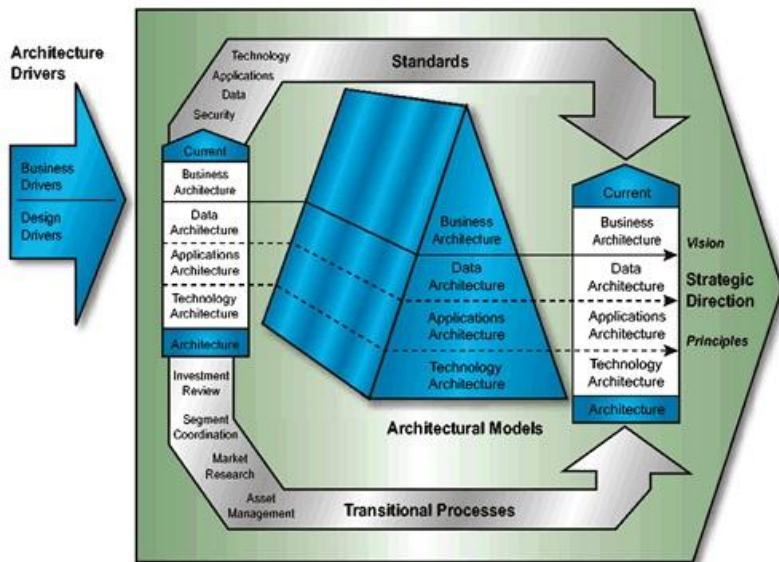
**Ta Dah!**



# Let's look at the methodologies again!



TOGAF® ADM



# Competencies & Capabilities

- Everything has to be managed...

## ART

- Leadership
- Communication
- Motivating
- Enabling

## SCIENCE

- Planning
- Monitoring
- Control
- Tracking

Architecture Vision

Business Architecture

Information & Data Architecture

Technology Architecture

Opportunity and Solutions Architecture

Migration Planning/Implementation/Governance

Architecture Change Management & Requirements Management

## 4. Discover how the architecture spectrum can strengthen and provide resilience in the ever changing world of technology...and promote growth

- Strengthen organizations by reinforcing their established methods to provide and derive the “value” from business architecture
  - Domain driven design
  - Service Oriented Architecture
  - Alignment of business capabilities and competencies with technology
- As business architecture efforts become more mature, management would be able to focus on the strategy for the evolution, utilization, and governance of the overall organization’s transformation in order to become better aligned with the business

# SATISFIED!!!

- Managing the requirements effort will ensure project success, just focus on getting the ultimate satisfaction – for all aspects of the system changes and requirements management activities

“Achieving success is the best satisfaction!”

- “Imagine” by John Lennon is the #1 Top Pop hit of all time

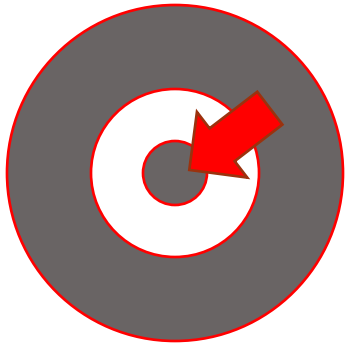
So, **imagine** success and **manifest it** for your organization!



# References

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1. “The Role of Solution Architect” by Mike Rosen, Cutter Consortium – July 2012
2. “A Comparison of the Top Four Enterprise Architecture Methodologies” by Roger Sessions, ObjectWatch, Inc., May 2007



The End!



## Comments or Questions?

Reach out to Mindy Duvernet; the BA BottomLine Blogger  
online at [www.babottomline.com](http://www.babottomline.com)

[@ThePracticalBA@twitter.com](https://twitter.com/ThePracticalBA)



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