

# BUSINESS ARCHITECTURE AND THE OPEN GROUP

2017 IASA eSummit

# OVERVIEW



- **Introduction to the organizations**
  - The Business Architecture Guild and the Business Architecture Framework
  - The Open Group and the Open Group Architecture Framework
- **Overview of collaboration between Business Architecture Guild and Open Group**
- **Drill Down on work in the architecture forum**
- **Brief on enhanced content**
  - Value streams
  - Capabilities

# THE VALUE PROPOSITION



**Goal – align The Open Group Architecture Framework (TOGAF®) to the business architecture framework as documented in the BIZBOK® Guide**

**The Win\Win –**

- TOGAF® gains more robust business architecture practice with supporting documentation, training, and certification
- BIZBOK® gains tighter integration with and support from industry standard enterprise architecture framework

**Tools and training that support TOGAF® will align more readily to best practices and reduce customization often required by in-house teams**

**Business architecture work will be streamlined and expedited**

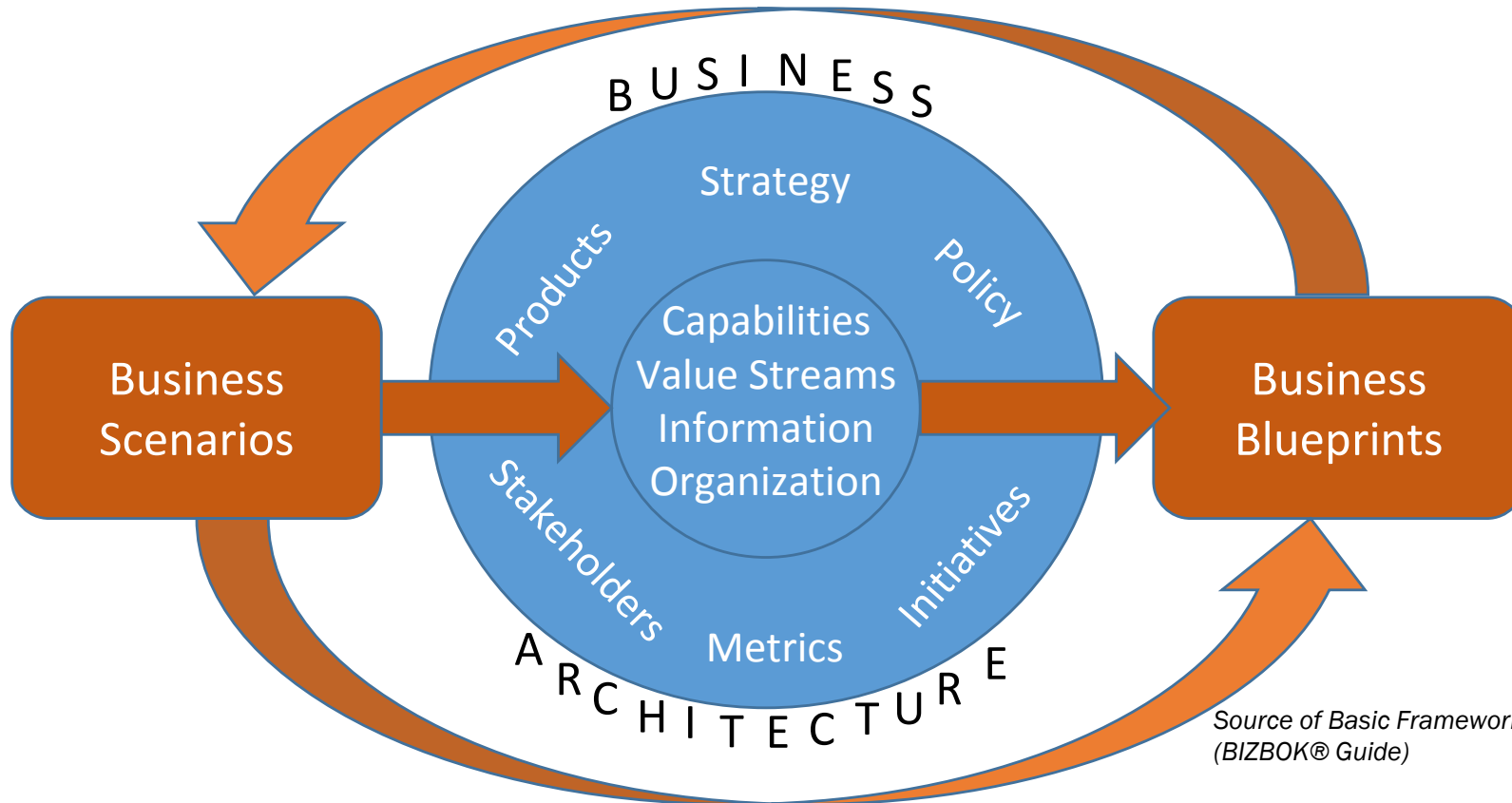
# INTRODUCTION TO THE BUSINESS ARCHITECTURE GUILD



The Business Architecture Guild is a community of business architects who have come together to build and expand their profession.



# BUSINESS ARCHITECTURE FRAMEWORK



- ◆ Blueprints: On demand and ad hoc business architecture diagrams, extracts and reporting
- ◆ Scenarios: Specific business context shaped by business objectives, related challenges, action items, plans

# OVERVIEW OF THE OPEN GROUP



The Open Group member organizations work to establish open, vendor-neutral IT standards and certifications in a variety of subject areas critical to the enterprise.

- Enterprise Architecture
- Cloud Computing
- Platforms
- Product Lifecycle
- Real-Time & Embedded Systems
- Security
- IT4IT
- Service-Oriented Architecture

# THE OPEN GROUP ARCHITECTURE FRAMEWORK (TOGAF®)



Of the subject areas the Open Group covers, enterprise architecture is most closely aligned to Business Architecture

The primary standard the Open Group produces in the subject area of enterprise architecture is the Open Group Framework or TOGAF®

- The currently published version of TOGAF® is 9.1
- There are two parts of the TOGAF® where collaboration is focused
  - The Architecture Development Method (TOGAF® ADM)
  - The Architecture Content Model (TOGAF® ACM)

# BUSINESS ARCHITECTURE WORK AT OPEN GROUP



Business architecture work in the Open Groups is distributed across multiple forums and work streams:

- Within the architecture forum
  - Business architecture work stream
  - Content model work stream
- From The Open Group Governing Board
  - Open business architecture work stream
- In the Archimate forum
  - Improved coordination between Archimate and Architecture forums to align TOGAF® content model and Archimate metamodel

The collaboration between the Business Architecture Guild and the Open Group primarily takes place within the architecture forum





## In the Business Architecture Work Stream

- New Guides: Business capabilities and Value streams
  - These guides add BIZBOK® content to TOGAF®
- Updates to TOGAF®

## In the Content Model Work Stream

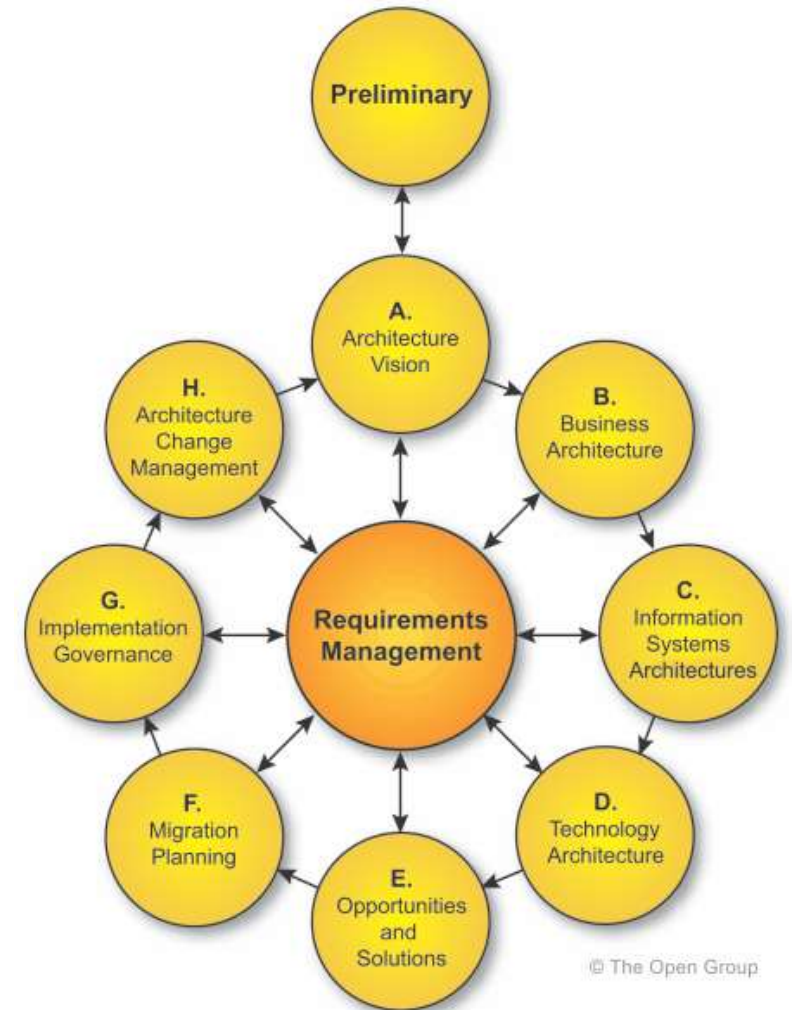
- Update to TOGAF® Architecture Content Model (ACM)
  - Chapter 34 of TOGAF®
- Align to BIZBOK® business architecture metamodel
  - Will align to industry standard metamodel working through Object Management Group
  - Incorporate value stream and capability models
- Status
  - Change Requests still under review
  - Approved change requests targeted for completion in June 2017

# UPDATES TO TOGAF®

Open Group moving to a time-boxed update to TOGAF®

Business Architecture work stream updating sections on two phases of TOGAF®

- Phase A of TOGAF® ADM – Architecture Vision.
  - Introduces capability and value concepts in TOGAF®
- Phase B – Business Architecture
  - Aligning to emphasis on capabilities and value streams
- Status
  - Change Requests reviewed and approved
  - Target completion in June 2017



# VALUE IN BUSINESS ARCHITECTURE



In business architecture context, value should be understood in the most general sense:

- Usefulness, advantage, benefit, or desirability
- Not relatively narrow accounting or financial perspective of material or monetary worth

**Value is the foundation of a firm's business model**

- The Business or Enterprise Architect should be able to model, measure, and analyze the various ways that the enterprise achieves value for a given stakeholder

# WHY BUSINESS ARCHITECTURE VALUE STREAMS



## Several approaches to model, measure, and analyze business value

- Value chains, which take an economic value perspective
- Value networks, which concern the participants involved in creating and delivering value
- Lean Value streams, which facilitate optimizing business processes

## Only the business architecture value streams to create an end-to-end perspective of value from the customer (or stakeholder) perspective,

- For that reason, business architecture value streams are more closely aligned to an organization's business model
- The other value analysis techniques align more closely to financial, organizational, or operational models

# ANATOMY OF A VALUE STREAM

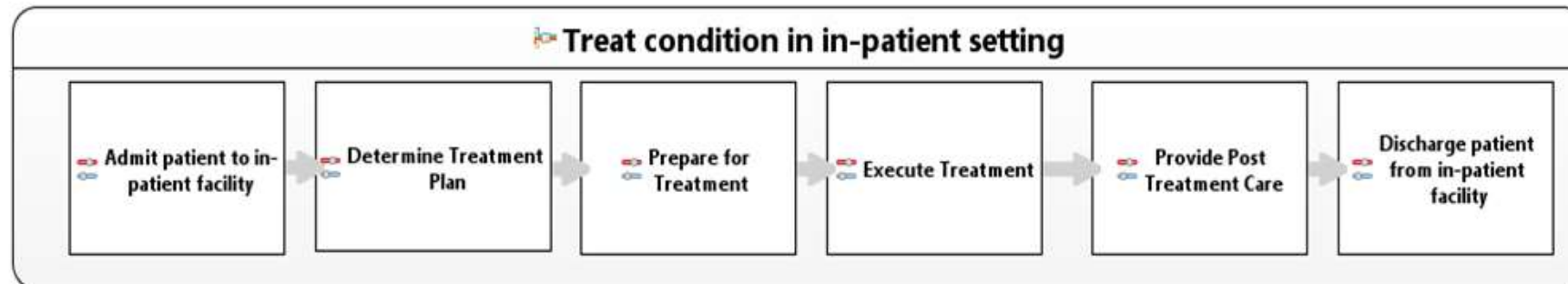


Value streams are defined from the perspective of the stakeholder

- Customer, end-user, or recipient of the product, service, or deliverable produced by the work

Value is achieved through a series of sequential and/or parallel actions, or value stream stages

- Stakeholder value incrementally created added from one stage to the next



# BUSINESS CAPABILITIES



**Business capabilities represent ability of enterprise to do something**

- A business capability is a particular ability or capacity that a business may possess or exchange to achieve a specific purpose or outcome

**Business capabilities delineate what a business does without attempting to explain how, why, or where the business uses the capability**

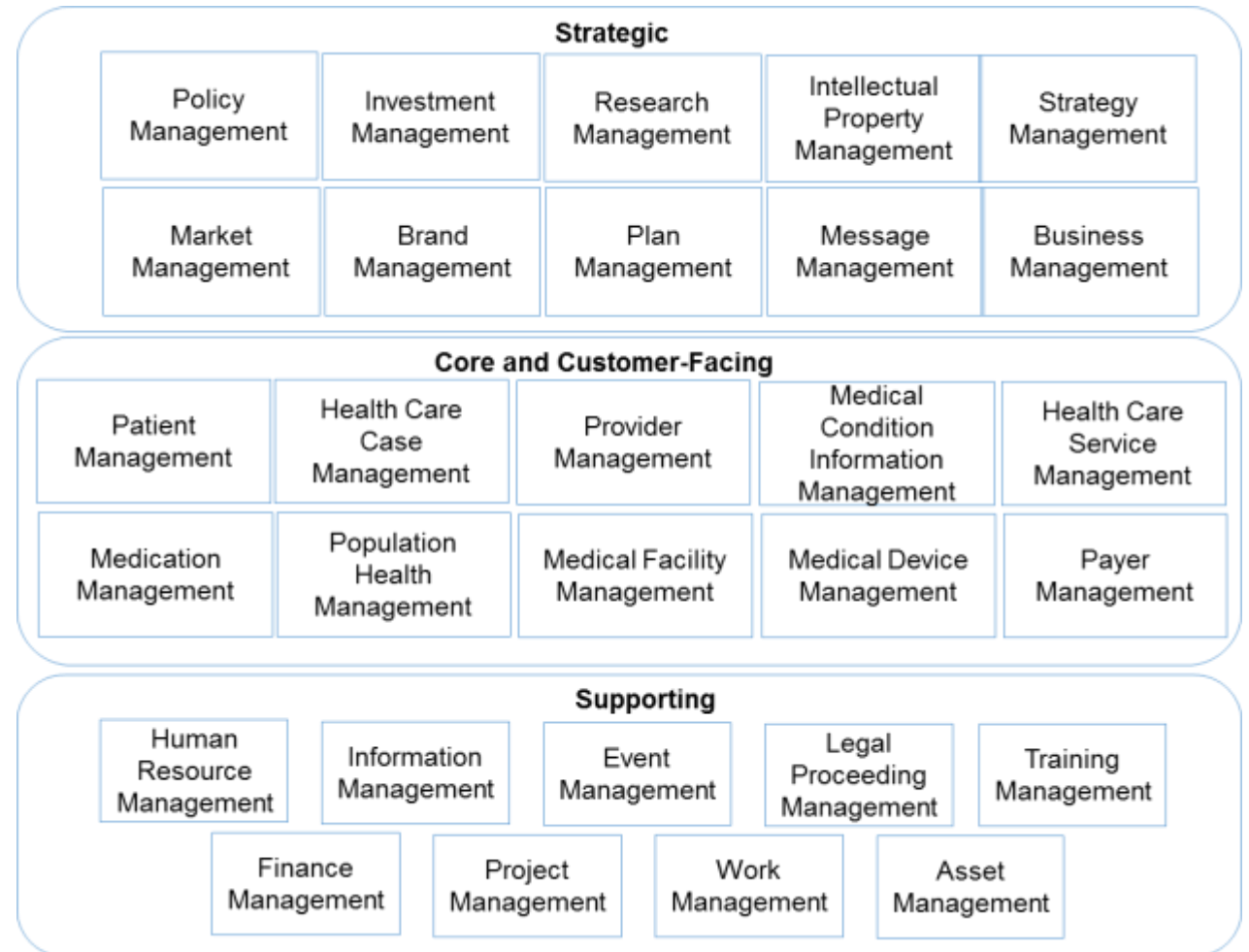
- Business capabilities can be automated or outsourced
- Business capabilities are associated with roles, processes, information, and tools that implement them

| Example Business Capability |   |
|-----------------------------|---|
| Patient Management          | The ability to serve the needs of a person seeking and/or receiving medical attention or care, which may include attending to personal needs or preferences in addition to dealing with a medical condition or ailment. |

# CAPABILITY LEVELING

Business capabilities may be organized in a hierarchy of levels

- Leveling is the process of decomposing each top-level (Level 1) business capability into lower levels to communicate at a level detail appropriate to the audience or stakeholder group concerned
- Capabilities can also be organized into tiers to show business relevance



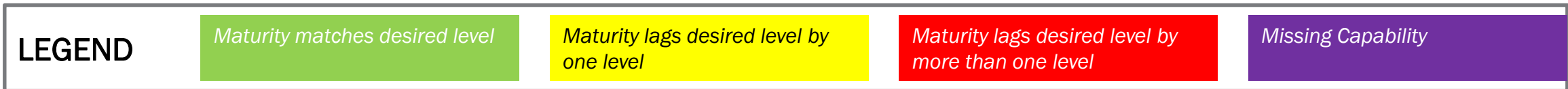
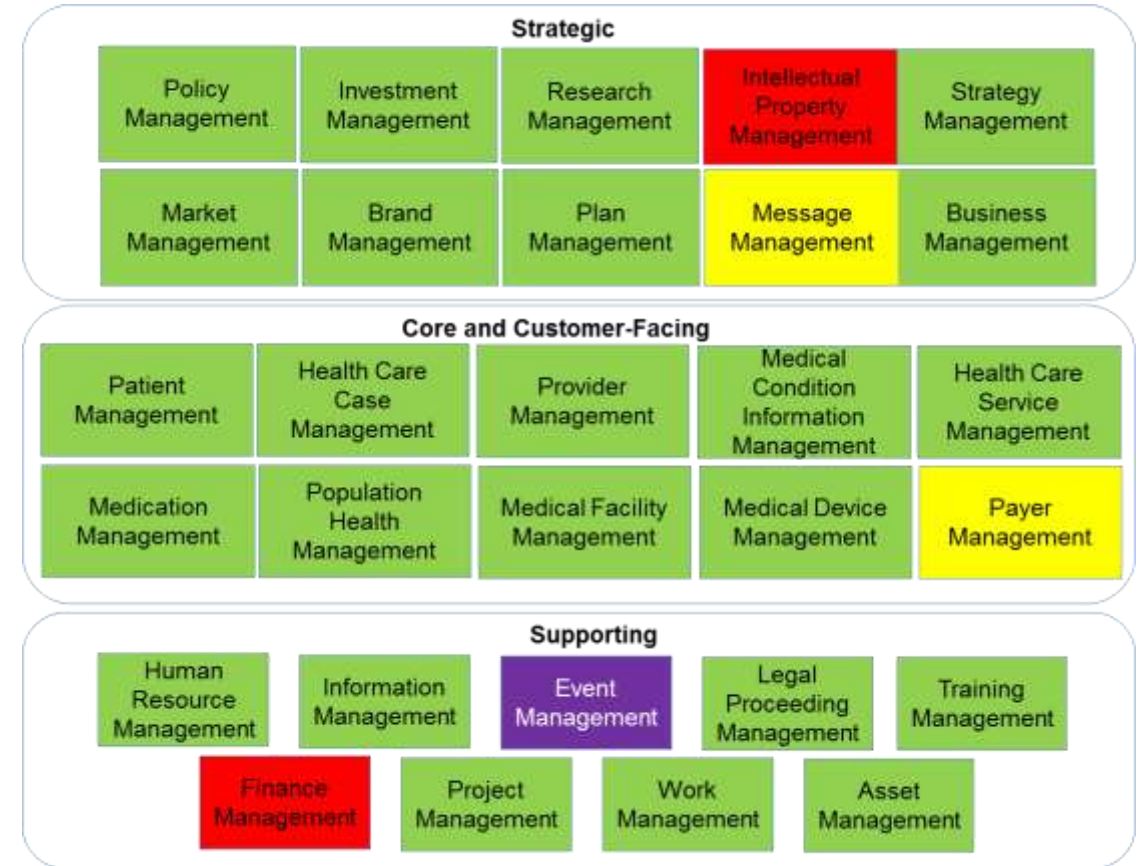


# CAPABILITY HEAT MAP



Capability heat maps can show a range of different perspectives.

- These include maturity, effectiveness, performance, and the value or cost contribution of each capability to the business





# BA PUBLICATIONS AT OPEN GROUP



| Topic              | Link  |
|--------------------|---|
| Capability Guide   | <a href="#">Open Group Capability Guide</a>   |
| Capability Webinar | <a href="#">Open Group Capability Webinar</a> |
| Value Stream Guide | <a href="#">Open Group Value Stream Guide</a> |

## The Win\Win –

- TOGAF® gains more robust business architecture practice with supporting documentation, training, and certification
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# THANK YOU

For more information on business architecture visit the Guild Site (see link)

(<http://www.businessarchitectureguild.org>)