



Advancement of Business Architecture in the TOGAF® Ecosystem

Steve DuPont, The Boeing Company

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Contributors

- » TOGAF® 9.2 Business Architecture updates led by the Business Architecture Workstream in The Open Group Architecture Forum

- » Key Contributors to the next TOGAF® update:
 - J. Bryan Lail, CBA® - Workstream Lead
 - Stephen Marshall, CBA® - resolving functions/organization/capabilities
 - Steve DuPont, CBA® - resolving services/products/capabilities
 - Chalon Mullins, CBA® - contributing to metamodel & information concepts
 - Mats Gejnevall, Content Metamodel Lead
 - Sonia Gonzalez, Architecture Forum Director
 - Mike Lambert, Architecture Forum Chair



Agenda

- » Introduction
- » Business Architecture Improvements
- » Business Model
- » Business Capability
- » Value Streams
- » What's Next?



Introduction

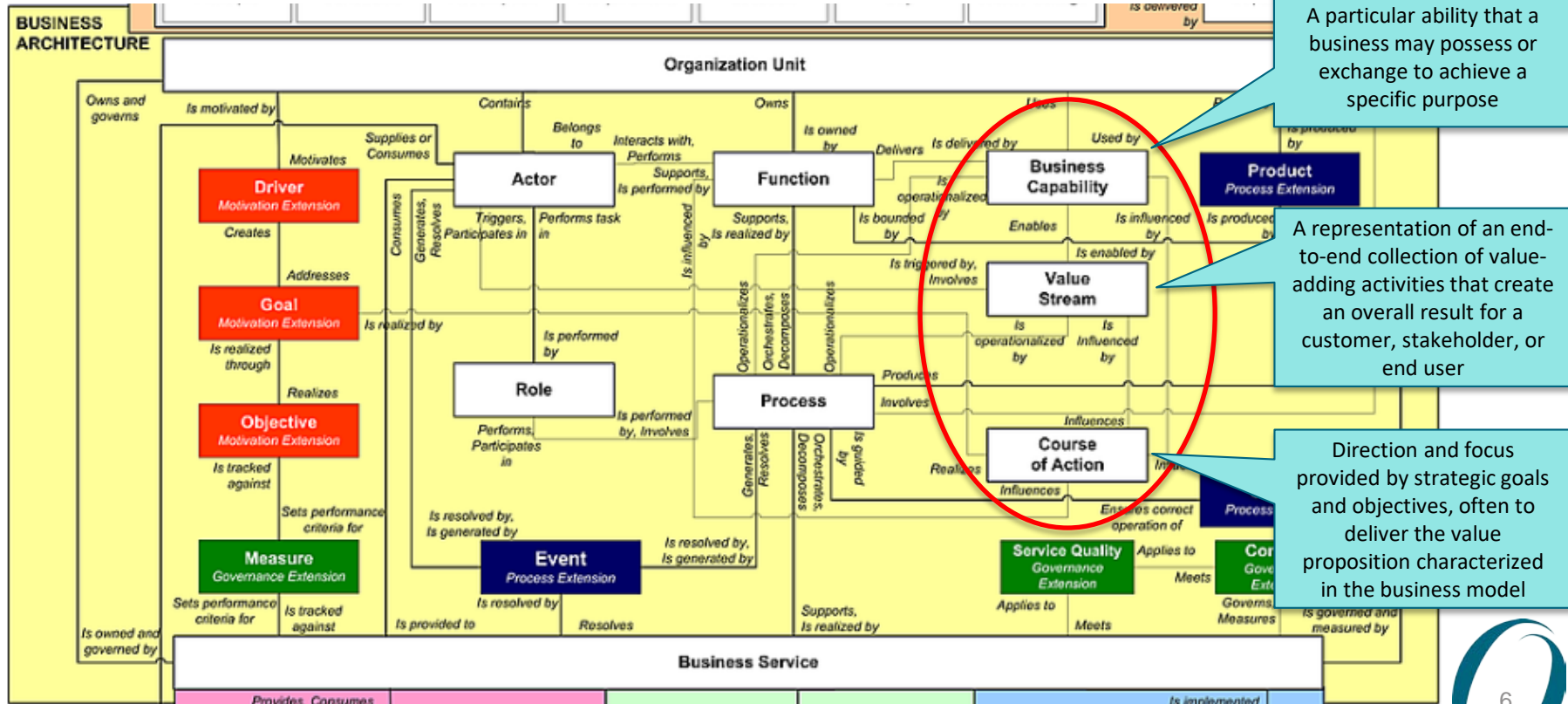
- » TOGAF® 9.1 first introduced in 2011
- » Business architecture discipline evolved significantly since then
- » TOGAF® 9.2, available in April 2018, provides major improvements in business architecture
- » Incremental guide approach to a more complete business architecture set of practices



Business Architecture Advancements



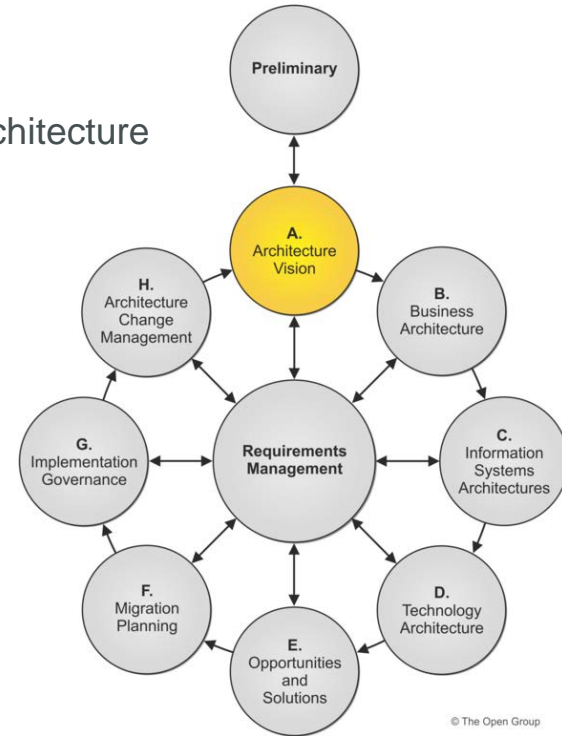
Content Metamodel Additions



Architecture Development Method (ADM) Improvements

Phase A – Architecture Vision

- » Introduction of “course of action” concept with ties to strategy and architecture
- » Phase A introduces initial business capabilities and value streams
- » “Develop Architecture Vision” step expanded
 - Policy development and strategic decisions captured
 - Ties architecture vision to selected course of action
- » “Creating Architecture Vision” subsection expanded
 - Business models as strategy artifact
 - Examination and research of business architecture concepts : business capabilities, value streams, and organization Maps
- » Added outputs
 - Business Model diagram
 - Business Capability Map
 - Value Stream Map



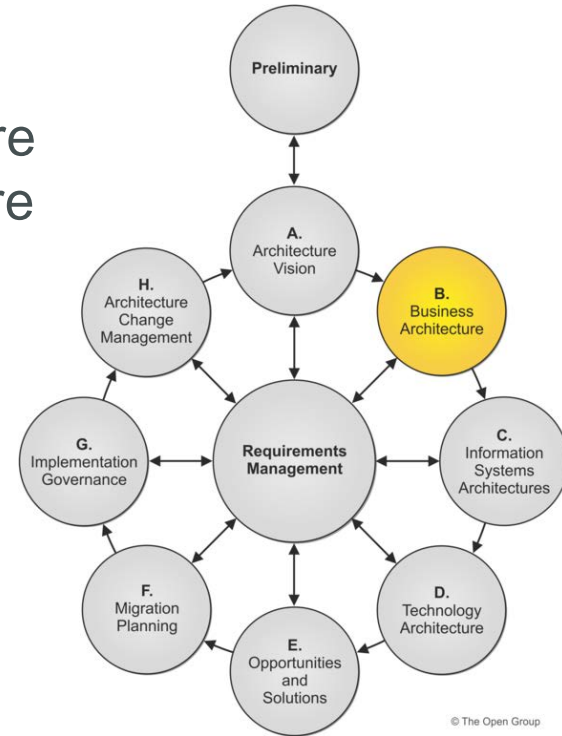
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ADM Improvements

Phase B – Business Architecture

- » Improves business architecture phase to be more holistic, multi-dimensional, and strategic in nature
- » Business architecture is tied to “other” activities, e.g., enterprise planning
- » Key additions to steps, outputs, and approach:
 - Business Capability Mapping
 - Value Stream Mapping
 - Organization Mapping
- » “Business Modeling” concept shifts to strategic value-oriented concept introduced in Phase A



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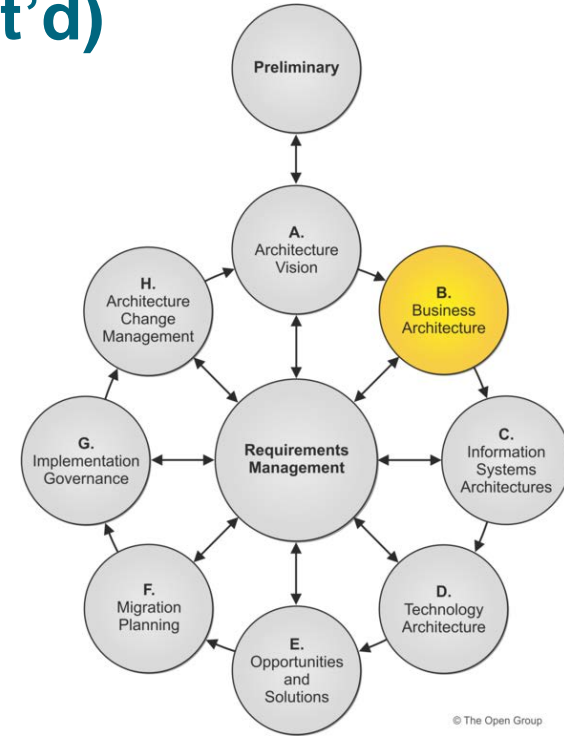


ADM Improvements

Phase B – Business Architecture (cont'd)

Added Phase B outputs:

Catalogs	Matrices
Business Capabilities catalog	Value Stream/Capability matrix
Value Stream catalog	Strategy/Capability matrix
Value Stream Stages catalog	Capability/Organization matrix
Diagrams	
Business Model diagram	
Business Capability Map	
Value Stream Map	
Organization Map	
Business Use-Case diagram (formerly Use Case Diagram)	



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TOGAF® Series Guides

- » TOGAF® Series Guides (new) – represent the same level of openness, interoperability and consensus as Standards from The Open Group
- » New TOGAF® Series Guides in Business Architecture:
 - Business Capabilities
 - Value Streams
 - Business Models



Business Model



Business Model Guide Overview

- » Familiarizes architects with the concept and purpose of business models
- » Explains how business models relate to and influence the TOGAF ADM
- » Explores a common framework for creating and leveraging business model artifacts

TOGAF® Series Guide

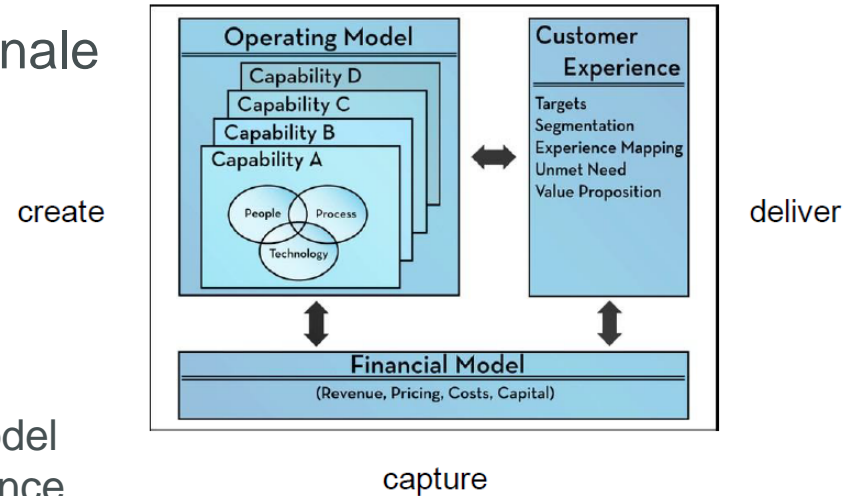
Business Models

Prepared by The Open Group Architecture Forum

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Business Model Defined

- » A business model describes the rationale for how an organization creates, delivers, and captures value
- » A business model may be
 - An abstract concept that may exist in a leader's mind or
 - A concrete concept whereby business model artifacts provide specific views of an instance of a business model

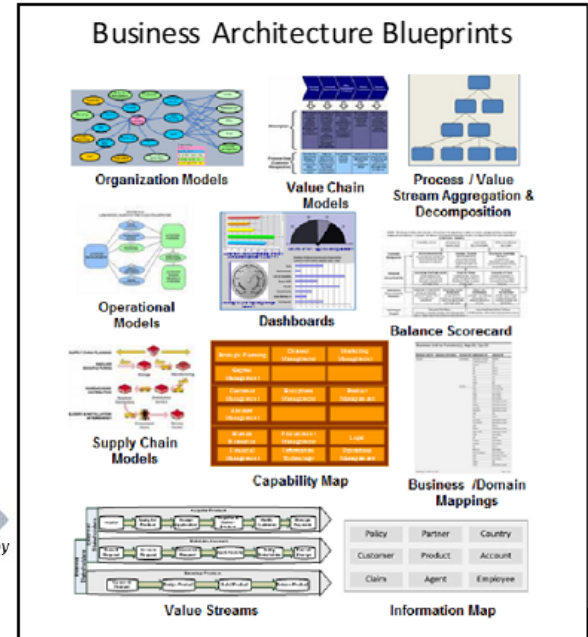
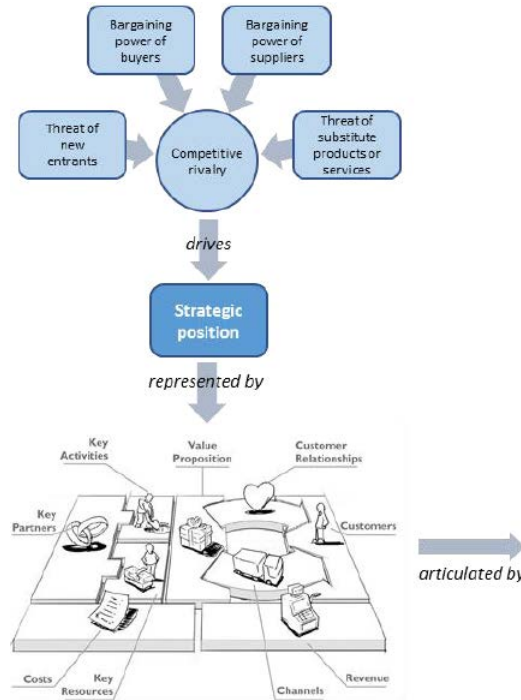


Abstract View of a Business Model

Source: The Business Model Innovation Factory, Saul Kaplan, 2012

Relationships to Strategy and Architecture

- » Business models are elevated to a strategic role in TOGAF®
- » A business model creates alignment for achieving business strategy
- » Business Architecture articulates the different perspectives and impacts of the business model

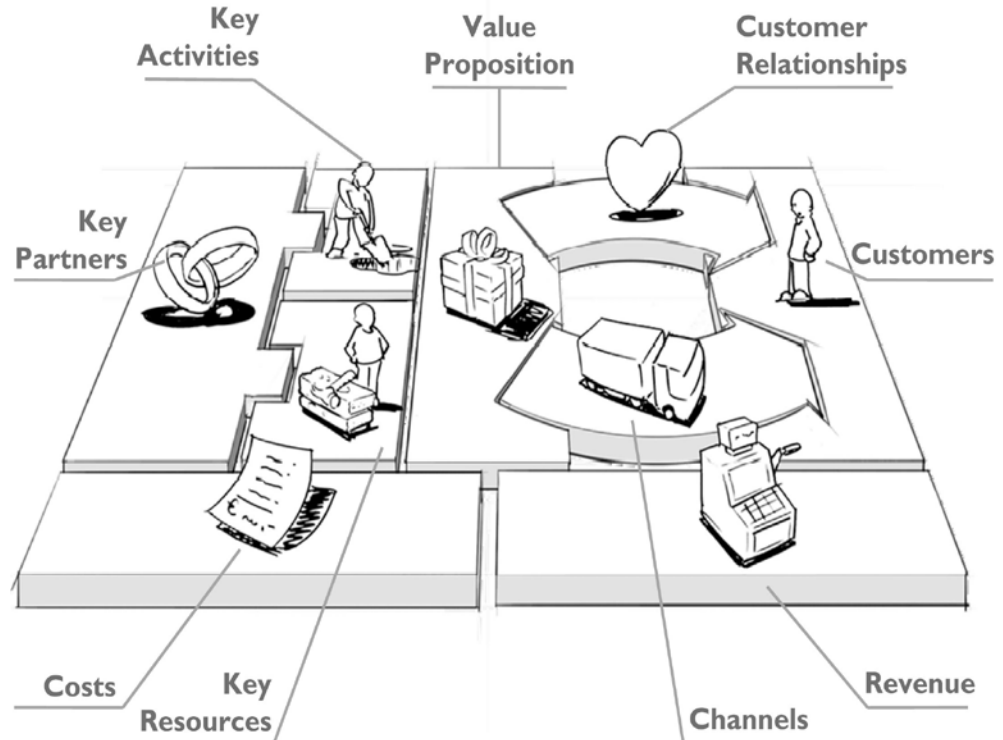


Relationships between Strategy, Business Models, and Architecture

Figure: (top-left) The Five Competitive Forces that Shape Strategy, Michael E. Porter, 2008; (bottom-left) The Business Model Canvas, Strategyzer.com, 2018; and (right) Business Architecture Blueprints, BIZBOK® Guide, Version 6.5, 2018

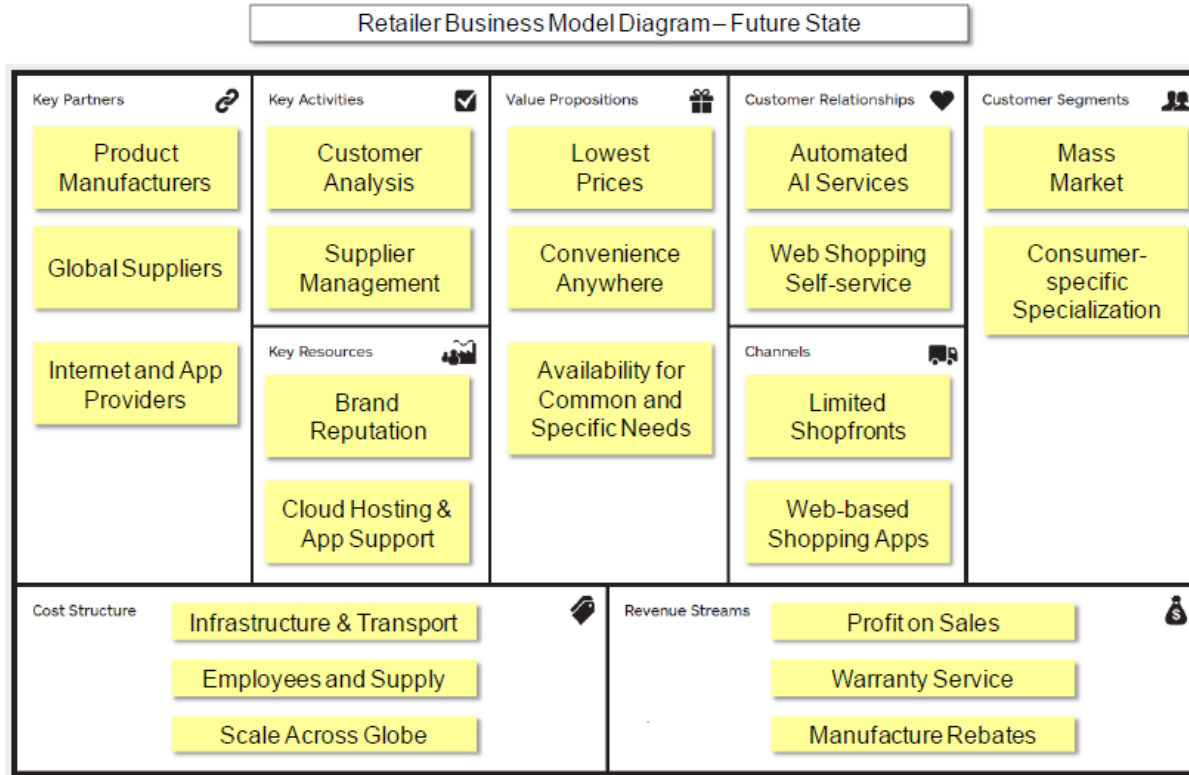
Business Model Framework Example

- » The Business Model Canvas (BMC) is a popular framework
- » The framework consists of 9 key building blocks
- » The BMC format is an intuitive technique for creating a sketch of a business model



Business Model Framework, Strategyzer.com

Example Artifact

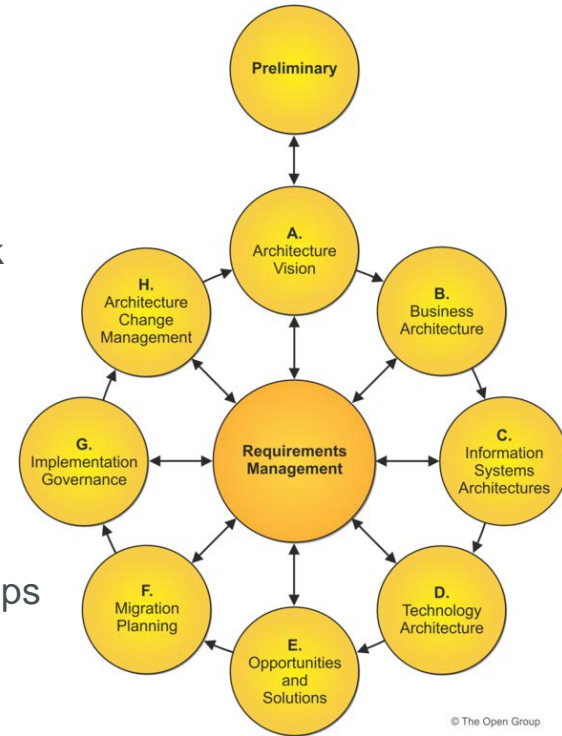


Business Model Artifact Example using the Business Model Canvas

The Business Model Canvas, Strategyzer.com, 2018

Use in TOGAF® ADM

- » Phase A – Vision
 - Business models help describe the essential business problem and the vision of the change being proposed
 - Aids in determining the Business Architecture statement of work and the types of Business Architecture models or artifacts required
- » Phase B – Business Architecture
 - Provides context and a starting point for baseline and target Business Architecture development
 - Transition business models, if available, are valuable inputs to creating transition Business Architectures and business roadmaps
- » Phases C – H
 - Business models help keep initiatives focused on the organization's value-producing logic during planning and execution of TOGAF® ADM phases



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Business Capability



Business Capability Guide Overview

- » Defines the “business capability” concept
- » Describes the significance of business capabilities to Business/Enterprise Architecture
- » Provides guidance for developing and using them in practice

TOGAF® Series Guide

Business Capabilities

Prepared by The Open Group Architecture Forum Business Architecture Work Stream

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Business Capability Defined

What is it?

- » *“A business capability is a particular ability or capacity that a business may possess or exchange to achieve a specific purpose or outcome.”¹*

¹Ulrich Homann

A Business-Oriented Foundation
for Service Orientation

White Paper, February 2006

What it isn't

- » A business capability is not how, why or where a business uses the capability
- » What about Functions and Services?

Name & Description

» Name

- Clear
- Usually a noun vs. verb

» Description

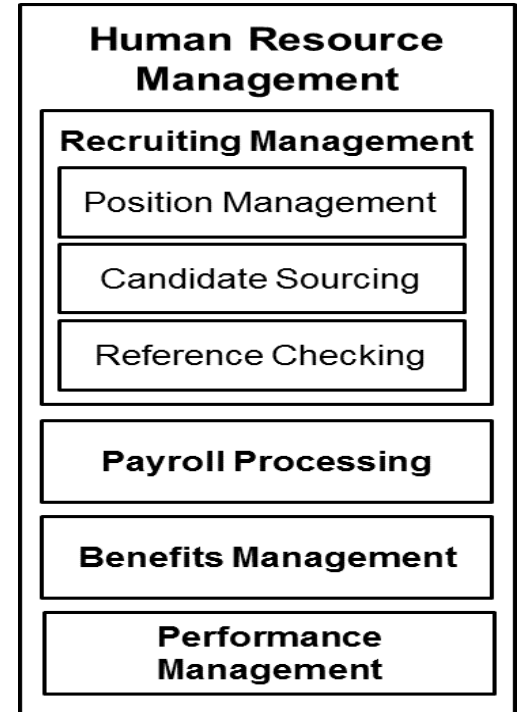
- Be Concise
- Be Precise

» Example

- Recruitment Management
- The ability to solicit, qualify, and provide support for hiring new employees into the organization.

Capability Leveling

- » Decomposition of Level 1 Capabilities
- » Decompose 3-6 deep depending on the size and complexity of the organization



Capability Components & Example

- » Roles
- » Processes
- » Information
- » Tools

Name	Recruitment Management
Roles	<ul style="list-style-type: none">• User<ul style="list-style-type: none">• Recruiter• Stakeholders<ul style="list-style-type: none">• Manager• Candidate
Processes	<ul style="list-style-type: none">• Evaluate new hire requisitions• Recruit/Source Candidates• Screen and select candidates• Hire Candidate
Information	<ul style="list-style-type: none">• Candidate/Applicant Details• Position Description• Recruitment Agency Data• Industry standard role definitions
Tools	<ul style="list-style-type: none">• Recruitment Management Application• HR Application• Social Media Applications

Level 1 Capability Model

Strategic	Business Planning	Marketing	Partner Management
	Capital Management	Policy Management	Government Relations Management
Core	Account Management	Product Management	Distribution Management
	Customer Management	Channel Management	Agent Management
Supporting	Financial Management	HR Management	Procurement Management
	IT Management	Training	Operations Management

Level 1 Capability Heat Map



Value Streams



Value Stream Guide Overview

- » Defines value and the “value stream” concept
- » Describes the significance of value streams to Business/ Enterprise Architecture
- » Provides guidance for developing and using them in practice
- » Provides key scenarios

TOGAF® Series Guide

Value Streams

Prepared by The Open Group Architecture Forum Business Architecture Work Stream

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Value Stream Defined

- » A value stream is an end-to-end collection of value-adding activities that create an overall result for a customer, stakeholder, or end-user
- » In modeling terms, those value-adding activities are represented by value stream *stages*, each of which creates and adds incremental stakeholder value from one stage to the next



Value: Customers are able to locate desired products and obtain them in a timely manner

Guidance

- » There must be a clearly defined triggering stakeholder
- » Start with external (usually customer-based) value
- » Value streams are not capabilities, nor components of capabilities
- » Keep it concise



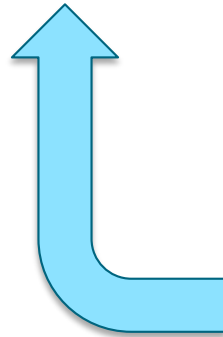
Describing a Value Stream

Attribute	Retail Value Stream Example
Name	Acquire Retail Product
Description	The activities in looking for, selecting and obtaining a desired retail product
Triggering stakeholder	A retail shopper wishing to purchase a product
Value	Customers are able to locate desired products and obtain them in a timely manner

Value Stream Stage

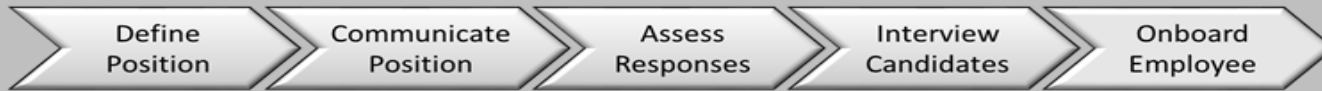
Attribute	Description
Name	Two to three words identifying what is (or will be) achieved by this stage
Description	A few sentences explaining the purpose and the activities performed during the value stream stage
Stakeholders	Actors who receive measurable value from the value stream stage, or who contribute to creating or delivering that value.
Entrance Criteria	The starting condition or state change that either triggers the value stream stage or enables it to be activated
Exit Criteria	The end-state condition that denotes the completion of the value stream stage, i.e. when the required value has been created or delivered to the stakeholders. This information becomes the entry criteria for the next value stream stage.
Value Item	The incremental value that is created or delivered to the participating stakeholder(s) by the value stream stage

Mapping Capabilities to Value Stages



Strategic	Business Planning	Marketing	Partner Management
	Capital Management	Policy Management	Government Relations Management
Core	Account Management	Product Management	Distribution Management
	Customer Management	Channel Management	Agent Management
Supporting	Financial Management	HR Management	Procurement Management
	IT Management	Training	Operations Management

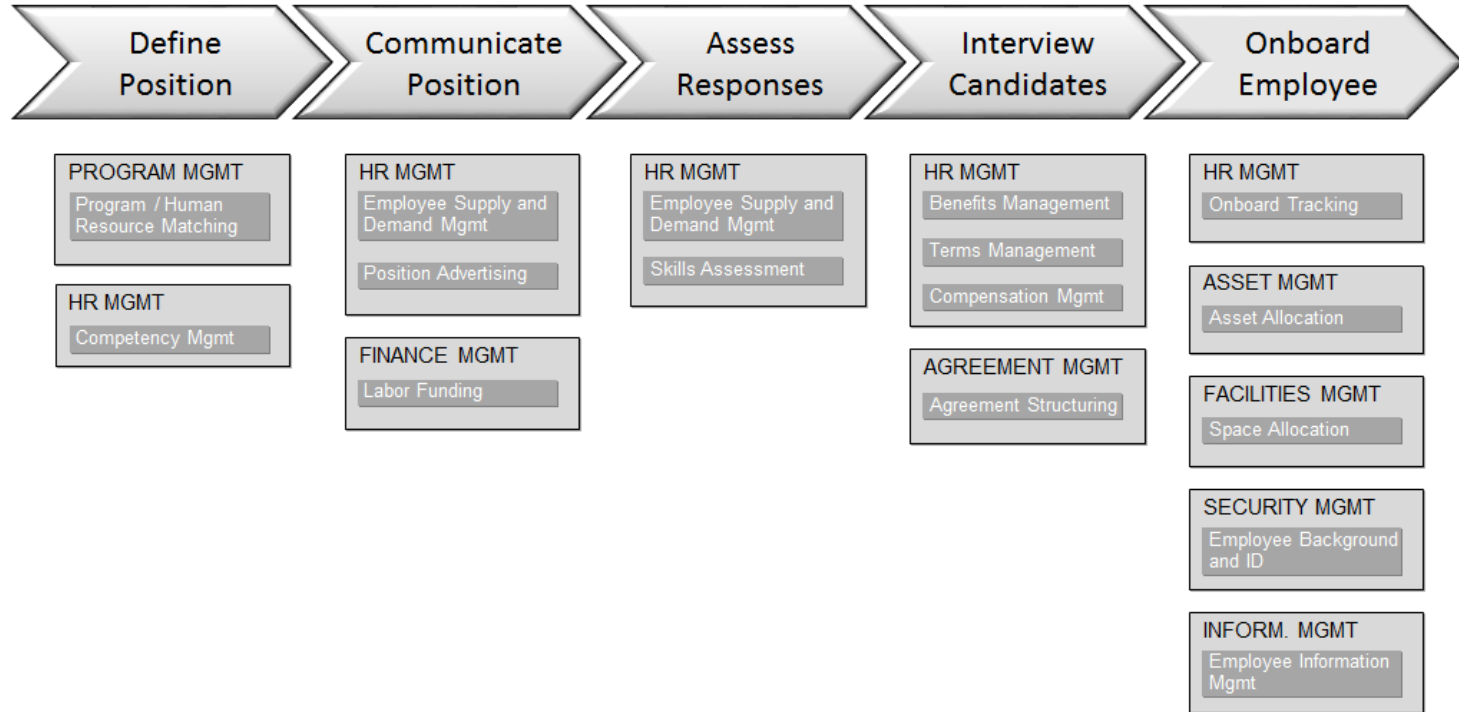
Recruit Employee



Value Stream Stage	Description	Participating Stakeholders	Entrance Criteria	Exit Criteria	Value Items
Define Position	The act of determining the need for staffing, identifying skills and qualifications, and documenting them	Hiring Manager, HR Recruitment Lead	Staffing Changes Identified	Recruitment Needs Identified	Time and expense saved on search for candidates
Communicate Position	The act of advertising, posting or sending requisition information to available portals and recruitment events	Recruiter	Recruitment Needs Identified	Positions Communicated	High likelihood of finding qualified candidates
Assess Responses	The act of receiving, logging, distributing and scoring candidate responses and additional checks	Hiring Manager, Recruiter	Positions Communicated	Qualified Responses Selected	Efficient use of interview time and costs
Interview Candidates	The act of communicating with candidates, arranging transport, scheduling and conducting interviews	Hiring Manager, Candidate Employee	Qualified Responses Selected	Hiring Decision	Selection of the best employee
Onboard Employee	The act of making an offer, then triggering the embedded value stream for all activities involved in integrating the employee into the work environment	Employee, HR, Security, Facilities, Finance, IT	Hiring Decision	Employee On-boarded	Productive workforce, meeting business commitments

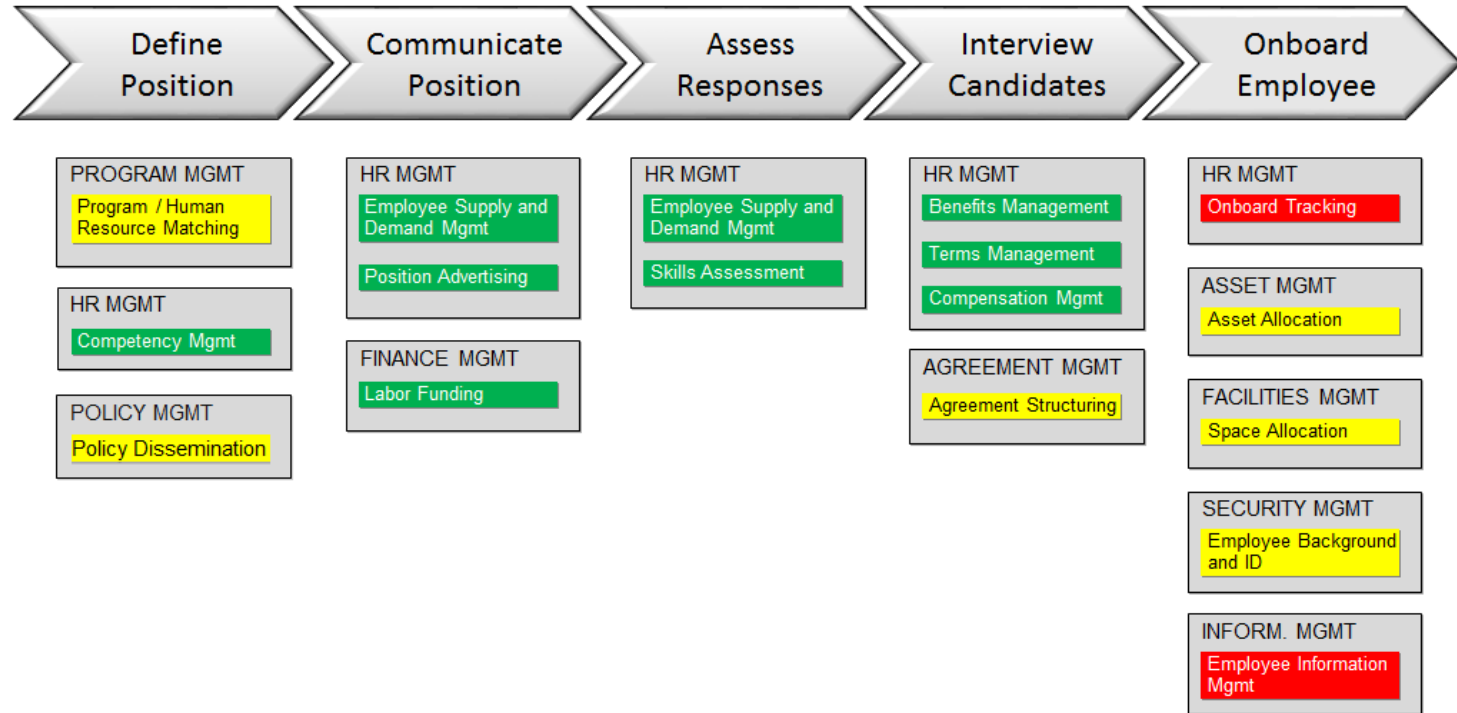
Mapping to Capabilities

Recruit Employee



Heat Mapping

Recruit Employee



What's Next?



What's Next?

- » Continue to improve the TOGAF standard in business architecture following the Architecture Forum roadmap and strategy for the standard evolution.
- » Continue to refine TOGAF Series Guides for Business Architecture and consider additional topics for delivering guidance.

Thank you

