



21 November 2022

A BUSINESS ARCHITECTURE CONVERSATION

With the GC Business Architecture Community of Practice

Discussion Topics

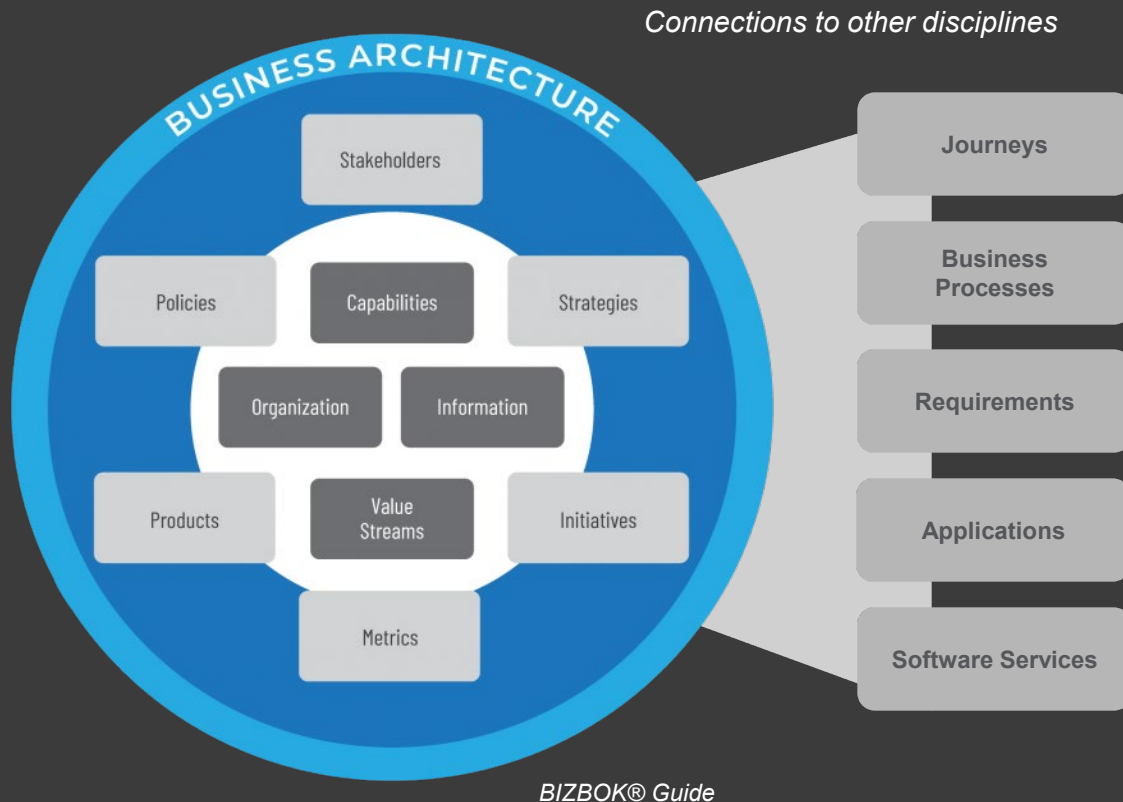
- 01 A Brief Overview + Business Architecture Value and Mindset
- 02 Leveraging Business Architecture for Digital Transformation
- 03 Building and Socializing the Practice, Success Factors, + Resources





A BRIEF OVERVIEW + BUSINESS ARCHITECTURE VALUE AND MINDSET

What is Business Architecture?



Business architecture...

- ✓ Provides one shared mental model of an organization and its ecosystem, unified across business units and products
- ✓ Is entirely business-focused and business-owned
- ✓ Is high-level in detail
- ✓ Is reusable
- ✓ Connects to everything in the business and technology environments (focus on capabilities and value streams)



Business Architecture Bridges Worlds

BUSINESS ARCHITECTURE ROLE:

- Provides missing role to translate strategy cohesively and align to execution (capability-lens)
- Integrative role/framework across silos
- Decision support

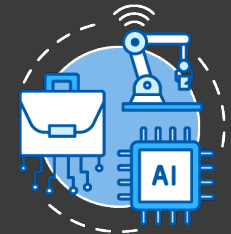
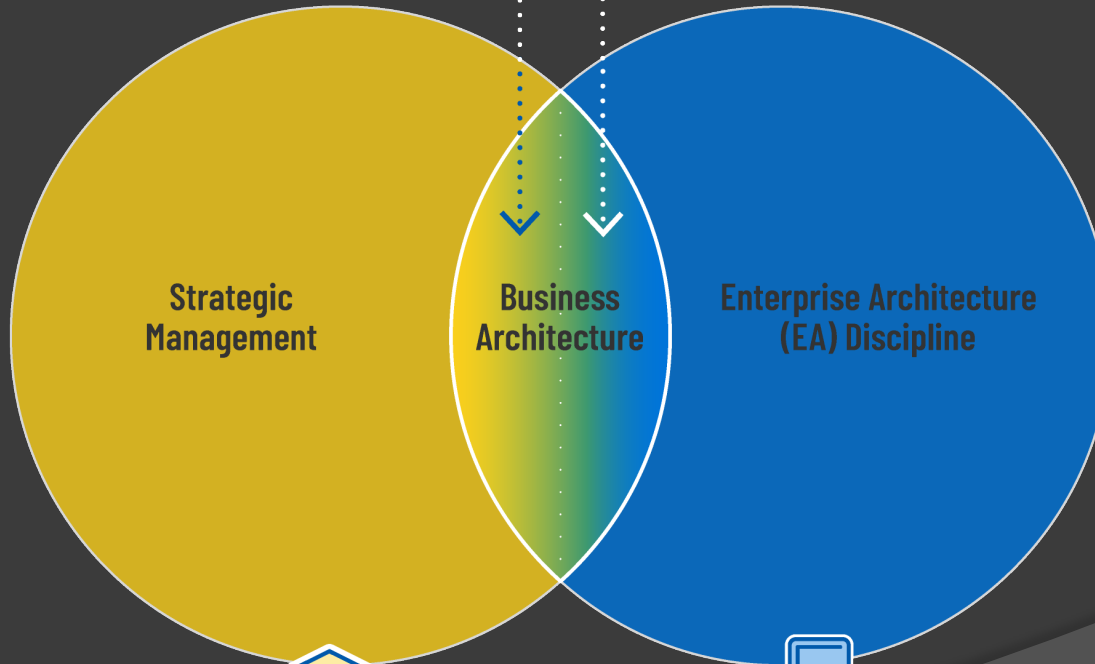
BUSINESS ARCHITECTURE ROLE:

Tip of the spear for EA scenarios to provide -

- Business direction
- Business language and context
- Business lens (e.g., APM)



*Business Focus
and Context*



*Technology
Relevance and
Learning*



University



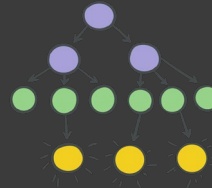
EA Profession



The Why of Business Architecture



Execute strategy effectively, cohesively, from end-to-end



Design with intent to deliver on their value proposition for the people they serve, with agility and effectiveness



Make fully informed, holistic decisions for the organization and its stakeholders



Underpinned by a mindset that facilitates...

- Relentless customer and stakeholder value delivery
- Advocacy for the *enterprise* and cross-organization collaboration
- Holistic, big picture thinking
- End-to-end organizational agility
- Intentional design of the organization for today and to meet the needs of tomorrow
- Business first thinking, leading with business goals, outcomes, and value





LEVERAGING BUSINESS ARCHITECTURE FOR DIGITAL TRANSFORMATION



Architectural thinking sets the foundation for facilitating reusable solutions, fresh innovation ideas, consistent and integrated experiences for people, and rapid business change within an organization.



Architecture Enables Digital Business

- ✓ Make digital strategy actionable, shape initiatives, and ensure alignment from strategy to execution
 - >> Architecture helps us understand where we are, where we are going, and how to get there
- ✓ Inform investments prioritization and decision-making
- ✓ Innovate and design around reusable business components
- ✓ Realize and orchestrate seamless experiences
- ✓ Make technology decisions through a business lens
- ✓ Facilitate collaboration and integration across organizations and business ecosystems
- ✓ Create transparency for ethics, policies, and sustainability



Translating Digital Strategy Into Coordinated Execution



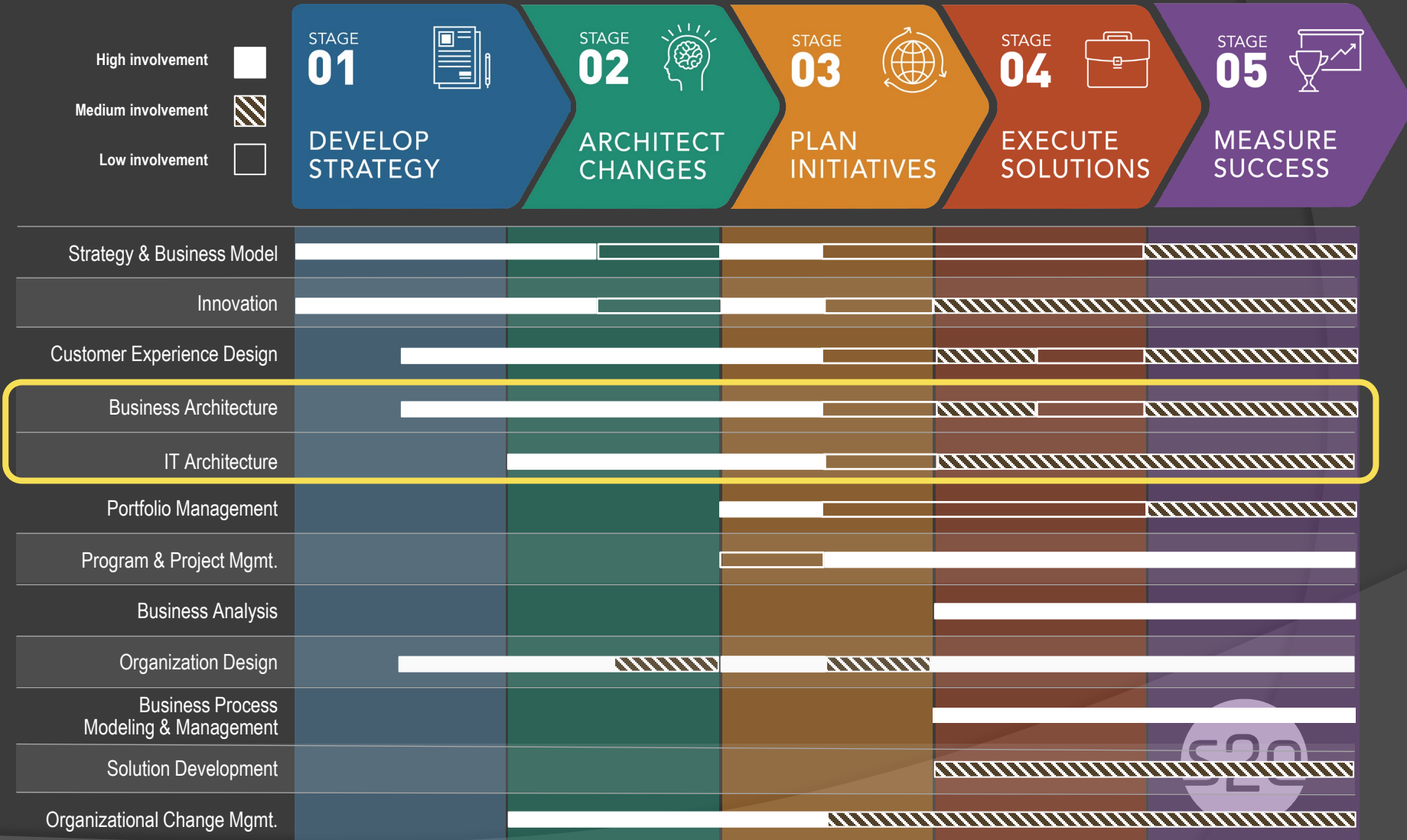
Scoping Initiatives With Value Streams and Capabilities



STRATEGY	GOAL	OBJECTIVE	METRIC	COURSE OF ACTION	VALUE STREAM IMPACTS	CAPABILITIES IMPACTS	INITIATIVE
One Company Strategy	Improve Customer Experience	Increase Customer Satisfaction to 95%	Customer Satisfaction Score	✓ Know Your Customer	<ul style="list-style-type: none"> ✓ Acquire Product ✓ Settle Claim 	<ul style="list-style-type: none"> ✓ Customer Information Management ✓ Customer Preference Management 	Enterprise Profile and Preferences Initiative
				✓ Upskill Customer Support Team
				✓ Merge Customer Contact Centers
				✓ Establish Single Source of Truth

SUMMARY OF CHANGE	PEOPLE	PROCESS	INFORMATION	TECHNOLOGY
Expand customer preferences captures to include communications and language	<ul style="list-style-type: none"> Train all customer-facing reps on capturing and using preferences Train all on updated processes and systems 	<ul style="list-style-type: none"> Update all processes to reflect capture, usage and sharing of customer preferences (e.g., new business, policy admin, claims, contact center, etc.) 	<ul style="list-style-type: none"> Store new customer preference data 	<ul style="list-style-type: none"> Update all systems to capture preferences (e.g., policy admin, CRM, claims, finance, communications, etc.) Share preferences across systems Prompt customers to provide preferences across all channels

Strategy Execution Takes An Ecosystem



And more...

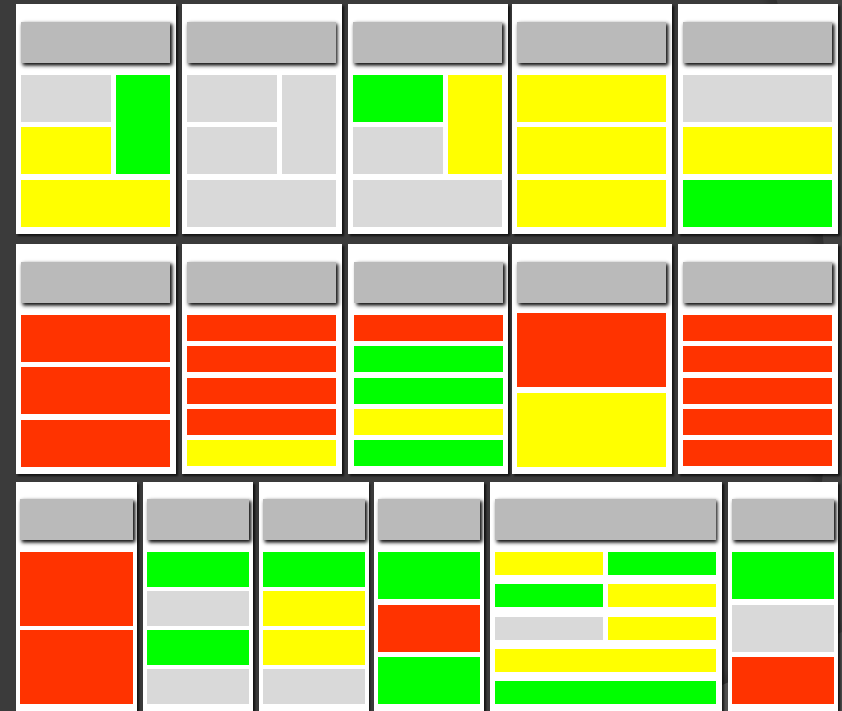
Leveraging Business Architecture for Investments

Investment is not well aligned to the strategies of the organization.

ORGANIZATIONAL STRATEGY



ORGANIZATIONAL INVESTMENT

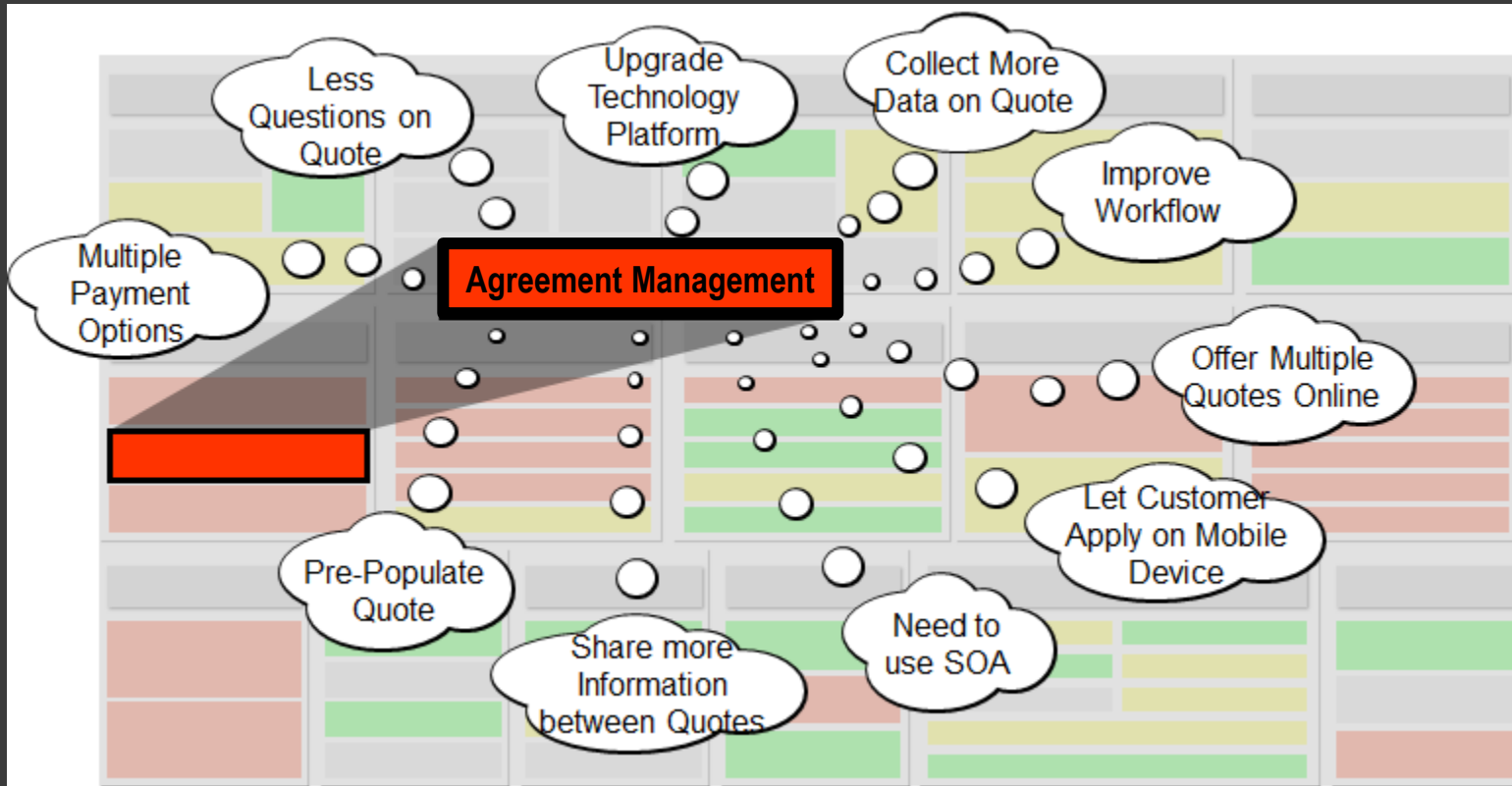


Note: Same capability map is shown on both sides, heat mapped for strategic importance on left and planned level of investment on the right.

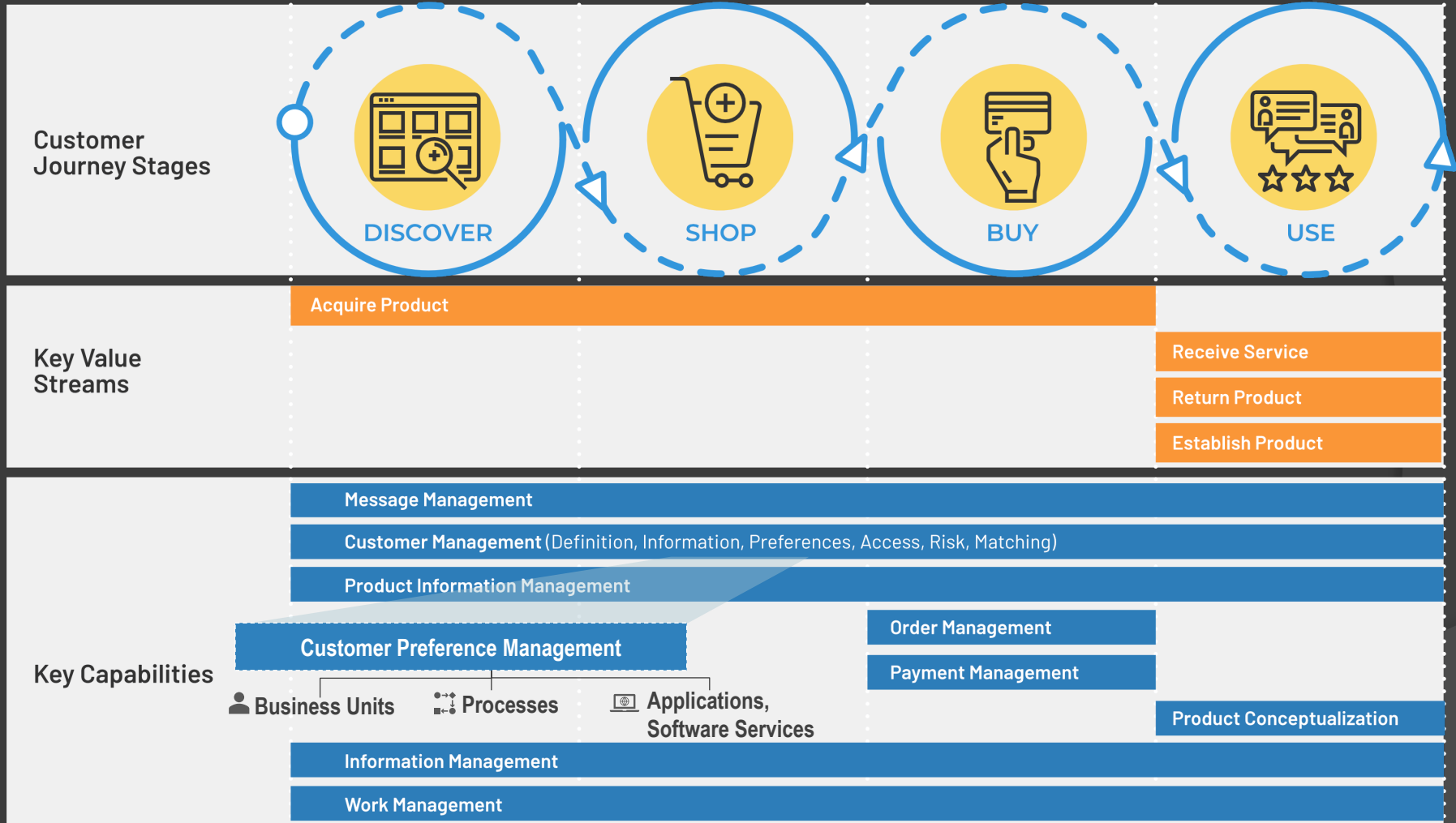


Leveraging Business Architecture for Investments

Planned investment has some conflicting and redundant initiatives.



Realize and Orchestrate Seamless Experiences





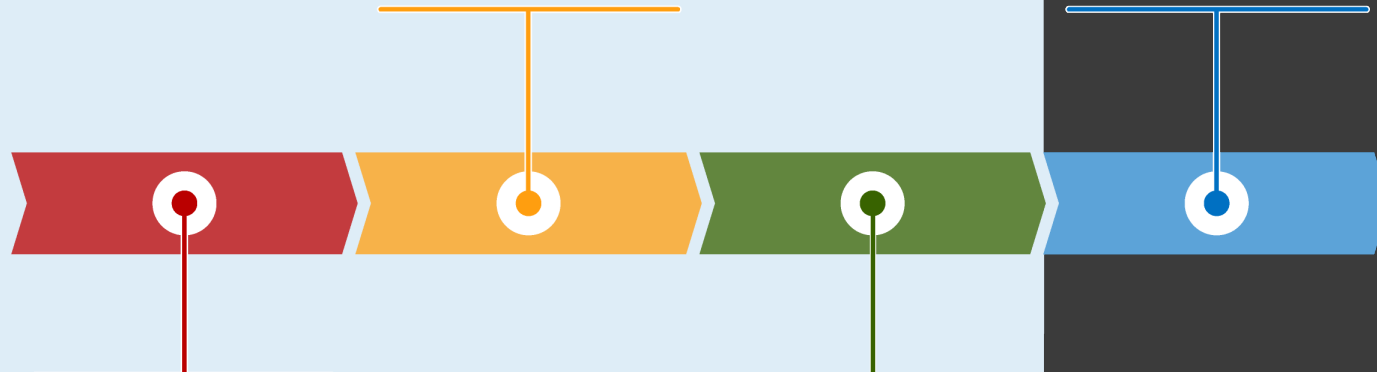
BUILDING AND SOCIALIZING THE PRACTICE, SUCCESS FACTORS, + RESOURCES

Minimum Viable Business Architecture Approach

BUSINESS ARCHITECTURE BASELINE*

VALUE STREAM

- ✓ Start with externally-triggered value streams (i.e., those important to customers and partners) and continue expanding over time



CAPABILITY MAP

- ✓ Capabilities are based on defined business information concepts (e.g., customer, product, agreement)
- ✓ Must include all level 1 capabilities and ideally decomposition down to level 3 capabilities, though decomposition can be prioritized over time

CAPABILITY/ VALUE STREAM CROSS-MAPPING

- ✓ Cross-map capabilities to value stream stages

EXPAND & REFINE

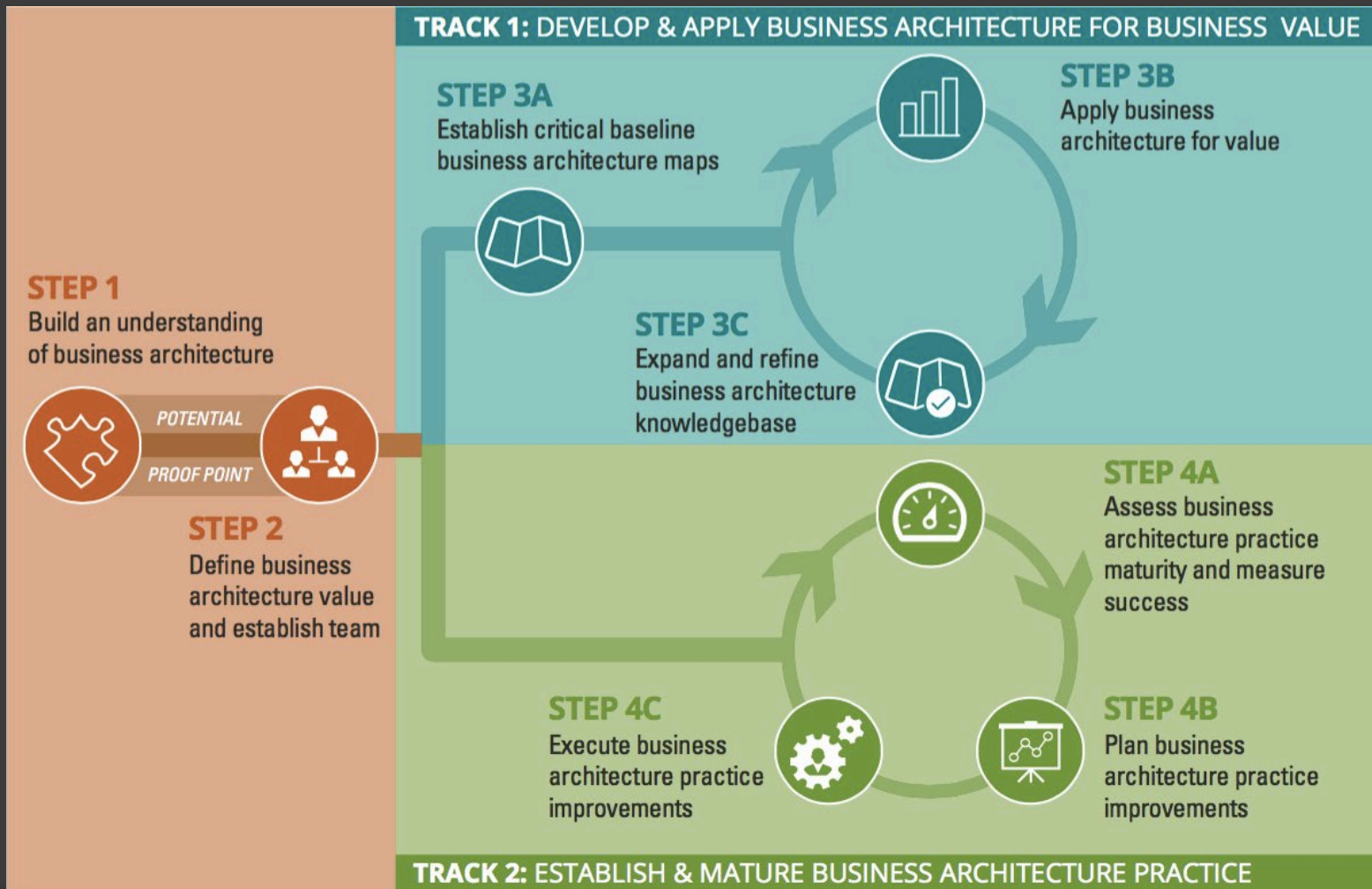
- ✓ Expand the baseline, define other business architecture domain content (e.g., business units, products, policies, strategies, initiatives) and cross-map to other disciplines (e.g., processes, applications, software services, requirements)

* An organization's business architecture represents the scope of the entire organization and the ecosystem in which it operates.



Minimum Viable Business Architecture Practice Approach

Work along two parallel tracks, building *just enough just in time* to deliver business value.



Socializing Business Architecture

1 **Demonstrate business value — Don't sell business architecture.**

There is nothing more important than this one. Don't talk business models, talk business value. Don't be disappointed if you put your capability map in front of an executive and they don't love it like you do. But they will appreciate it when you use it to solve a problem or uncover new insights which they've never seen before.

2 **Build the case for business architecture.**

Don't start by discussing what business architecture can do, first make the case for the challenges or opportunities that need to be addressed — including why they are so important to address now and the implications of not taking action. Then you can talk about how business architecture can be a part of the solution.

3 **Position business architecture within a strategy-execution context.**

This conveys many key messages all at once, including establishing enterprise context, communicating the value proposition of business architecture as the (often missing) bridge between strategy and execution, and reinforcing that it is a strategic discipline which precedes projects.

4 **Make your business architecture communications compelling.**

Tell stories, create stunning visuals, make videos, get creative and have fun. In today's world, we are competing for peoples' attention and the box and arrow diagrams don't always do it.

5 **Have patience with the journey.**

This is a marathon, not a sprint. Adopting this approach will put you and your team in the right mindset.



Business Architecture Success Factors

Successful business architecture teams are business- and value-oriented.

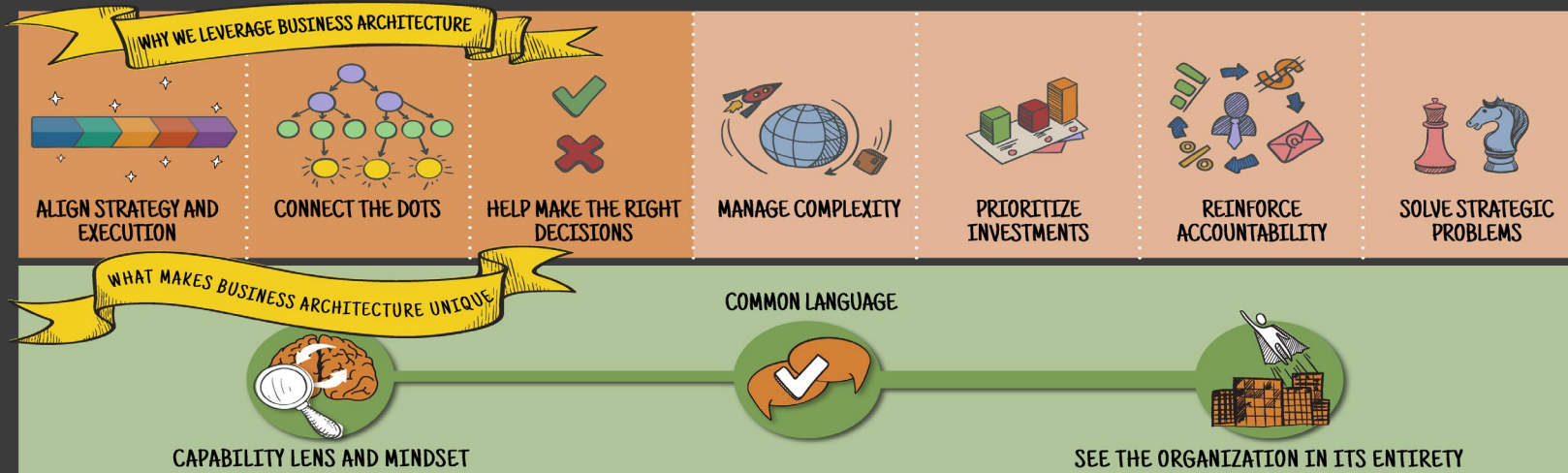
- ✓ **Executive sponsorship.** Obtain early executive business sponsorship for business architecture, but if not feasible it can be earned by continually delivering value.
- ✓ **Repeatable value delivery.** Define a clear value proposition for business architecture (in your organization) and deliver it via repeatable services; build the knowledgebase and practice just enough just in time.
- ✓ **Strong partnerships.** Build strong partnerships with other roles and teams – first and foremost with IT architecture as part of our shared enterprise architecture context.
- ✓ **Ubiquitous business architecture.** Make business architecture for everybody.



Wisdom From Practice Leaders

How To Succeed With Business Architecture: Wisdom From Business Architecture Practice Leaders

From 3-Part podcast series available at: <https://bit.ly/3gmp6rU>



“ It’s all about value. | Deliver repeatable services. | Tell your story.
Build support top-down and bottom-up. | Bring others along on the journey.
Don’t aim for perfection. | Remember you’re not alone. ”



Resources for Your Practice

- Read the *Strategy to Reality* book in community, share it with leaders and partners, facilitate a conversation for common understanding and takeaways.

- Visit: strategyintoreality.com

- Biz Arch Mastery  BIZ ARCH MASTERY

- Comprehensive, searchable Library (free)
- Learning Paths (free)
- Interactive Programs



Inner Circle

A one-of-a-kind, intimate group coaching experience to explore business architecture from end-to-end in community.



Building a Strategic Business Architecture Practice

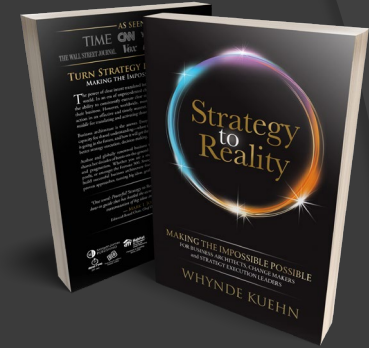
Discover how to stand up and scale an impactful, world-class business architecture practice within your organization.

- Visit: bizarchmastery.com

- Business Architecture Guild®

- Body of Knowledge, Certification, Training Accreditation (See BAA), Reference Models, Webinars, etc.

- Visit: businessarchitectureguild.org



Two Excellent Conferences:

- TCBAF Business Architecture Summit – 8 December 2022
 - TCBAF.org
- Guild Business Architecture Innovation Summit – 21 to 23 March 2023



Thank You!

Keep In Touch.

Whynde Kuehn: whynde.kuehn@s2etransformation.com

 Whynde Kuehn

 S2E Transformation Inc.

 @IncS2e

