

# Business Architecture Innovation Summit – Day One

8:30 – 8:45 am | Introduction and Welcome

*Dr. Richard Mark Soley, CEO, OMG*

Chairman and Chief Executive Officer of OMG and Executive Director of the Industrial Internet Consortium, Dr. Soley also serves on numerous industrial, technical and academic conference program committees, and speaks all over the world on issues relevant to standards, the adoption of new technology and creating successful companies.

8:45 – 9:15 am | Business Architecture 2020: Scaling Execution

*Co-Chair: William Ulrich, President, TSG, Inc., Partner, Business Architecture Associates, President, Business Architecture Guild*

*Co-Chair: Whynde Kuehn, Principal, S2E Consulting Inc., Business Architecture Associates, Director, Business Architecture Guild*

**Abstract:** The opening session will share the exciting advancements across the business architecture community over the past year. Topics include proliferation across industries, successes and adoption, reference model and standards advancements, tool evolution, academic updates, and growing acceptance in strategy enablement. The session will also discuss exciting new directions for the year ahead.

**Bio:** William Ulrich is a management consultant, mentor, author, and workshop leader. He is President of TSG, Inc., President, and Cofounder of the Business Architecture Guild, and Co-Chair of OMG Architecture-Driven Modernization Task Force. A leading voice in business architecture, William brings together disparate forces to drive the discipline to the next level. He is also Partner in Business Architecture Associates, a Guild accredited training company. He is a Certified Business Architect (CBA)® and serves on the Guild certification committee.

**Bio:** Whynde Kuehn is Principal at S2E Consulting Inc. and a long-time practitioner, educator and thought leader. Ms. Kuehn is Co-Founder, Board Member, and Editorial Board Chair of the Business Architecture Guild, Partner at Business Architecture Associates and founder of Metanoia Global Inc., which helps social entrepreneurs start, scale, and sustain successful businesses. She is a Certified Business Architect (CBA)® and on the Guild certification committee.

9:15 – 10:00 am | Business Architecture as a Game Changer

*Eric Karsten, Ford, Director of Enterprise Architecture and Emerging IT*

**Abstract:** In 2019, Ford's Enterprise Architecture was one of five recipients of InfoWorld/Forrester's Enterprise Architecture Award. Enterprise Architecture was recognized for introducing their "BluePrint" process to identify future business state and plan IT investments. The result was an 85% reduction in the number of projects and increased value realization in the remaining projects. Ford EA leaders will present a summary of the journey to the Blueprint process.

**Bio:** Eric Karsten is a Director in Ford Motor Company's Information Technology division. Eric has over 25 years of experience in the development and deployment of IT related solutions for manufacturing companies. Eric recently took on the lead for Enterprise Architecture and Information Management for Ford. In this leadership role, Eric is responsible for enterprise architecture strategy, planning, and governance across the enterprise. Over the past two years Eric and his team have been implementing modern DevOps pipeline based on Open Source technologies. In addition, Eric provides leadership for the IT Research group whose mission is to discover and introduce technologies that will advance the goals of the corporate mission.

10:00 – 10:30 am | Networking Break

10:30 – 11:15 am | Capability Maturity Assessments: From Integration to Strategy and Beyond!

*Kelley Eckmayer, PNC Bank, VP, Enterprise Architect Sr.*

**Abstract:** While business architecture often focuses on strategy, capability maturity assessments are needed to inform strategic planning efforts. This session will discuss how capability maturity assessments provide insights to help business leaders explore potential ways to enhance or develop their capabilities, identifying and executing new business opportunities. PNC has taken a progressive approach to organizing its architecture teams to enable complete strategy definition and execution for our partners, thus allowing us to move from a reactive into a proactive practice.

**Bio:** Kelley Eckmayer is VP and Senior Enterprise Architect with over 15 years of proven track record as a value-adding, delivery-loaded project hardened professional. She has hands-on expertise spanning business architecture, business analysis, system analysis, architecting financial applications, data warehousing, data migrations, data processing, and ERP applications. Kelley has worked as a business architect, business analyst, and project manager, has maintained budgetary control over all projects within an organization, and has been responsible for company resourcing. She is team lead for Enterprise Business Architecture and co-chair of PNC's Business Architecture Community of Practice. Kelley is a Certified Business Analysis Professional (CBAP), Certified Business Architect (CBA)® and TOGAF Certified. She is co-chair of the Guild's Financial Services Reference Model working group and a member of the BIAN Business Capability Model working group.

11:15 am – Noon

**Business Services and Business Architecture: Continuous Transformation to Achieve a Productive Operating Model**

*Dilek Guncag, Nordea Bank Corp, Senior Business Architect Commercial and Business Banking*

*Annemarie Guldbrandsen Maehl, Nordea Bank Corp, Lead Business Analyst Commercial and Business Banking*

**Abstract:** Building efficient operating models is foundational for delivering outcome into the customer lifecycle within your business. While operating models typically inform organizational structures, the tricky part is to design the required relationships between those different organizational entities. Business services play a key role in identifying what we need to deliver into the customer lifecycle process also ensuring the synergy between different parts of the organization. This session shares insights into the process of creating a business service catalogue, generating heat maps, and answering priorities and executive stakeholder concerns. This best practice shows how business architecture methodology and knowledgebase can inform an operating model design and create powerful insights to the business about process, people, and technology without becoming alienated within architectural concepts.

**Bio:** Dilek Guncag is a Senior Business Architect in Nordea Group Architecture with main focus on Commercial and Business Banking. She has 12 years of Enterprise Architecture experience in which the last 8 years has been focused heavily on business architecture in various areas like capability model design, operating model design, merger and acquisition analysis, capability roadmaps, and capability maturity assessments.

**Bio:** Annemarie Guldbrandsen Maehl has over 17 years of professional experience in banking, with a focus on business analysis for the past 7 years. Annemarie has been part of the transformation at Nordea. She is passionate about seeking new ways to improve and positively transform the business to deliver customer value. Annemarie is Certified Capability of Business Analysis (CCBA).

Noon – 1:00 pm

**Lunch**

1:00 – 1:45 pm

**Evolution of a Business Architecture Practice**

*Maureen Mathias, Independence Blue Cross, Business Architect*

**Abstract:** In the beginning we knew there was a need for what we eventually learned is called 'Business Architecture'. Through the evolution of the practice we have encountered many of the common pitfalls and experienced typical setbacks. The practice has launched, relaunched, and relaunched again. The vision is finally manifesting itself. A purpose, goals, measurable results, a leader that is aligned, and an advocate of the practice and its benefits cleared most of what stood in the way of our path forward.

**Bio:** "Baby steps" is what Maureen says when a team gives her an information overloaded response while facilitating a discussion. Breaking things down to simple pieces and understanding what, who, when, how, and why is Maureen's focus. While pursuing her degrees in Psychology research, Maureen started in IT as a programmer and system's analyst. Maureen's career evolved into the practice of business architecture (in many forms along her journey) over the past 10+ years. She has more than 30 years' experience in property casualty,

healthcare, and banking. Maureen is participating on the Guild's Insurance and Healthcare Provider Industry Reference model teams while the Business Architecture Practice at her company is taking off.

## 1:45 – 2:30 pm | Business Architecture from Strategy Definition through Solution Deployment

*Ashley Fernandez, USAA, Business Architect*  
*Hari Natarajamani, USAA, Business Architect*

**Abstract:** In the past, our business architecture practice was focused on capturing current and target capability maturity as well as gaps that we assume should be filled to reach the target state. Given the fast pace of our current environment, our target states are continually flexing to ensure competitiveness. This necessitates a new method to articulate to the business what it truly means to increase capability maturity. We have implemented incremental capability maturity measurement as it aligns to enterprise strategy and impacts of the external environment. This session will present a real-life case study to demonstrate the value of these creative techniques.

**Bio:** Ashley Fernandez is a Business Architect for USAA with experience in process engineering, process simulation, and continuous improvement. Over the past year she has been one of the leading voices for advancing business architecture at USAA. Ashley is a Certified Business Architect (CBA)® and has a Bachelor of Arts in Mathematics from Trinity University.

**Bio:** Hari Natarajamani is a Business Architect for USAA with experience in business analysis, process engineering, and marketing. In the past year he has been one of the leading voices for advancing business architecture at USAA. Hari has his Masters in Financial Management and 22 years of experience.

## 2:30 – 3:00 pm | Networking Break

## 3:00 – 3:45 pm | Business Capabilities as a Foundation for Data Analytics

*Pedro Alvarez, UPS, Business Architect*

**Abstract:** UPS's business architecture practice has formally published a business capability model that encompasses all the capabilities of the organization. The model leverages industry reference models from the Business Architecture Guild, and includes additional capabilities to complete a comprehensive view of our business. Our advanced analytics team has incorporated the capabilities as a taxonomy for UPS data concepts, and as a starting point from which to launch data analysis and modeling that directly reflects the business. Moreover, the capability model is used as a training tool for data scientists and newly hired team members to provide them with a comprehensive view of the entire UPS organization.

**Bio:** Pedro Alvarez is a Business Architect at UPS, with 23 years of IT experience in Business Systems Analysis and Business Architecture. As manager of UPS's Enterprise Business Analysis Practice, he was responsible for consistency in the Business Analyst job family throughout the organization, including standards and best practices for the requirements work stream, UPS BA Competency Training Program, and mentoring support for over 200 business analysts at UPS world-wide. In his current role, Pedro is responsible for establishing an enterprise-wide business architecture practice for UPS, which includes development and stewardship of the organization's Business Capability Model, defining the role of the business architect, and launching an enterprise-wide standard practice and COE for business architecture.

## 3:45 – 4:30 pm | Business Transformation to Reach 99% Self-service for Our Customers

*Vincent van Rooijen, Vattenfall, Business Architect Customers and Solutions*

**Abstract:** In Vattenfall, we push for 99% customer self-service, coming from entirely phone-based customer service. We drove the system landscape transformation required for that change entirely from business architecture and introduced the concept of the business data-product owner; business people who are responsible for API's, reports, and datasets. We then defined governance around this concept, resulting in an API library and data catalogue that is truly owned by the business. The approach allows agile teams to dramatically improve time-to-market, reuse, and data quality. This session will discuss the approach, the governance that made the effort successful, and API definition. The session will further cover how we measure the degree of self-service and related progress, and explain why we aim for 99% and not 100%.

**Bio:** Vincent van Rooijen works as business architect with the Vattenfall BtC Business Unit in the Netherlands

and other units involving Business Area Customers and Solutions. Topics like self-service, marketing automation, hyper-personalization, company integration, and CRM landscape replacement are his primary interests. Furthermore, Vincent worked as Business Architect and Information Manager for energy production units of Vattenfall, standardizing and optimizing process and system landscapes for production units.

**4:30 – 5:15 pm | Architecting Empathy: Oxymoron or Revolution?**

*Heidi Beets, Flight Centre Travel Group, Enterprise Architect*

**Abstract:** Is it even possible to architect empathy? In this session, we will go on an exploratory mission to find out if architecting empathy is an oxymoron or a revolution. The discussion will provide a practical guide to step attendees through the approach for moving through friction with grace. The discussion will also align disciplines and follow an organization's journey to deliver amazing customer experiences in the relentless pursuit of value.

**Bio:** Over the last 20 years, working with industry leading corporates in finance, engineering, and travel, Heidi has specialized in helping already established organizations scale sustainably by designing and implementing customer centric models. Combining a background in Management Accounting with being a Certified Enterprise Architect and Certified Business Architect (CBA)®, her systems connect Organizational Design, Strategic Enterprise Design, Customer Experience Alignment, Risk, Finance, Operations and Business Systems, which has proven to be the winning formula for sustainable business growth. Heidi's sweet spot is connecting commercial business acumen with design thinking and strategy with execution, which has led to her experimenting with creating best in class industry frameworks.

**5:15 pm | Day 1 Wrap-up & Day 2 Preview**

*Co-Chair: William Ulrich & Co-Chair: Whynde Kuehn*

**Abstract:** This closing session will recap the day's discussions, address attendee comments, and provide a preview of the day 2 sessions.

# Business Architecture Innovation Summit – Day Two

8:30 – 8:45 am

| Business Architecture: Where are We Headed?

*Co-Chairs: William Ulrich & Co-Chair: Whynde Kuehn*

**Abstract:** This opening session will take a brief look into business architecture over the next 5 years, discussing what to expect in the mid-to-long term.

8:45 – 9:30 am

| Business Architecture & Change Management

*Ken Williams, AIG, Business Architect*

**Abstract:** The Business Architecture Guild defines business architecture's value as an effective communication and analytical framework for translating strategy into actionable initiatives. The Association of Change Management Professionals® defines change management as the practice of applying a structured approach to transition from a current state to a future state to achieve expected results. The key success factor in any transformation is not just delivering a change on time and with the expected features, but to also enable adoption and utilization. This session will share insights into organizational change management and business architecture alignment through examples of how the ten aspects of change impact on individualized change and the five levers of change management are all informed by the business architecture. It will also provide best practices and framework for applying change management in an agile environment with business architecture.

**Bio:** Ken Williams is Process Architect for Life and Retirement Centralized Global Operations Transformation & Automation at AIG. Together with his team he enables execution of strategic and tactical transformation through the alignment of business architecture, change management, benefit realization management, and Agile project management. Ken is a Certified Change Management Professional (CCMP)®, Project Management Professional (PMP)®, and PMI Agile Certified Practitioner (PMI-ACP)®

9:30 – 10:15 am

| Leveraging Business Architecture to Drive Clear Conversations: The Decoder Ring in Strategic Planning

*Tracy Kostiuk Richards, Autodesk, Sr. Business Architect*

**Abstract:** This year, three seemingly disconnected activities occurred at the same time: the adoption of a new tool to house the business architecture body of knowledge, a new team member (me!) joining business architecture, and the organization's annual strategic planning cycle. These allowed us an opening to change our thinking. Being the newbie, it felt a little bit like trying to fit a square peg into a round hole. The tool aids by implying structure, I played the new card and had many questions, both of which we applied to our strategic planning cycle. This presentation is focused on how the adoption of common terminology and dissemination of our business architecture changed the conversation to provide clarity and early insight into otherwise unseen opportunities.

**Bio:** Tracy Kostiuk Richards is a strategic, business-centric technology leader who has been executing against strategic priorities and initiatives at Autodesk for over 17 years. As a relatively recent addition to the business architecture team, she brings deep knowledge of the company's customer-facing capabilities. Tracy is a Certified Business Architect (CBA)®.

10:15 – 10:30 am

| Networking Break

10:30 – 11:15 am

| Business Modeling and the Triple Bottom Line

*Mark W. McElroy, Ph.D, Center for Sustainable Organizations, Founding Director*

**Abstract:** In mid-2019, a groundbreaking study was completed in which a business modeling platform from the Netherlands, the Value Management Platform (VMP), was used in conjunction with a triple bottom line performance accounting tool, the MultiCapital Scorecard (MCS), to predict and assess the sustainability performance of alternative business models for a fictitious energy producer. This session will present the results

of this study. Of particular interest will be the manner in which specific measures of the social, economic, and environmental impacts of an organization were taken by VMP, and then later fed into the MCS in order to perform triple bottom line accounting and report the results. No other business modeling methodology is able to predict triple bottom line performance in this way.

**Bio:** Mark W. McElroy, Ph.D. is an accomplished innovator, consultant, author, and educator in the theory and practice of corporate sustainability management. He currently serves as Executive Director of the Center for Sustainable Organizations. Dr. McElroy is known for his research and development of tools, methods, and metrics for measuring, managing, and reporting on sustainability performance. He is co-founding principal of Thomas & McElroy LLC, where he co-developed the MultiCapital Scorecard, the world's first quantitative and context-based implementation of Triple Bottom Line accounting and has coauthored a book by the same title. Dr. McElroy previously worked at Price Waterhouse, KPMG, where as a partner he led a national practice, and Deloitte Consulting, where he led the Center for Sustainability Performance in Boston, MA. In 2019, Dr. McElroy was appointed special advisor to the UN on a 4-year project aimed at developing a standardized framework of sustainability performance indicators for organizations around the world.

**11:15 am – Noon | Business Over Architecture – A Strategic View of Value Streams Stretching BIZBOK® Principles**

*Bryan Lail, Raytheon, Business Architecture Fellow*

**Abstract:** Best practices based on the BIZBOK® Guide provide a powerful method and framework for driving from strategic intent to business execution. The examples and reference models, however, tend to focus on the corporate view of common foundational blueprints across the scope of the enterprise tied to the architecture practice. These are common representations of key activities such as managing the supply chain, developing new products, manufacturing the products as so forth. Applying the same principles, however, value streams can help leaders understand powerful new insights such as integrated business planning across those functional views or across the product planning cycle. These value streams, and associated mapping to business capabilities with subsequent relationships to information and organizations, do not fit into the corporate view of common practices across an enterprise, but can at times be the very focus needed at a specific business unit to enable strategic execution and deliver value in speed to market and product affordability. This presentation overviews the concept and an example.

**Bio:** J. Bryan Lail is a Business Architect Fellow at Raytheon. He works across business units to derive key business growth and competitive strategies, and then develops value stream models and capability maps to shape new ways of doing business to execute the strategies. Architecting the business includes rigorous methods for forming new business models, finding new value streams across organizational functions, and innovative use of information to increase probability of win in new markets. He has used these methods for business leadership in shaping the top two current strategic initiatives at his unit in Raytheon. He also leads the Business Architecture Workstream in the Open Group Architecture Forum, leveraging BIZBOK® principles for updates to the TOGAF® standard.

**Noon – 1:00 pm | Lunch**

**1:00 – 1:45 pm | Achieving Business Agility using Business Architecture**

*Speaker: Josephine Gilmore, Commercial Business Agility Office Manager, FedEx*

*Business agility is a hot topic, but did you know that leveraging business architecture can improve your ability to deliver on business agility objectives? Jo will use real-world examples to walk through how business architecture enables companies to address key drivers of business agility such as customer focus, lean decision-making, technology agility, and metrics. The presentation will start with brief explanations of key business architecture and business agility concepts, then move quickly to real-world examples and interactive discussion.*

*Bio: Josephine Gilmore is the Commercial Business Agility Office Manager at FedEx, where she has been working in the product development space for much of the past 15 years, with over 25 years of Product and Portfolio Management experience overall. Jo is a Certified Business Architect®, and serves on the Business Architecture Guild Council of Executive Advisors, as well as the Agile Memphis Board. She is also a SAFe Practitioner Consultant, and looks for ways to use a wide range of frameworks and practices to connect strategy to execution.*

**1:45 – 2:30 pm | Enabling Cost Transparency Through Business Capabilities**

*Seema Ashraf, Fannie Mae, Director, Business Architecture*

*Samantha Kanczuker, Fannie Mae, Director, Profitability & Expense Transparency*

**Abstract:** Fannie Mae's Finance organization is leading a transformative initiative to create expense transparency across the enterprise. In order to bridge organizational and technological siloes, business capabilities were used as the anchoring foundational framework. Costs aggregated at the business capability level have provided an alternative view of expenses, which yielded new and interesting insights into whether or not the company is investing in the right capabilities. This session will discuss how the Finance organization used business architecture to enable information that is influencing alignment of funding decisions to strategic objectives.

**Bio:** Seema Ashraf is Fannie Mae's Director for Business Architecture. She reports to the Chief Architect Officer and leads the Business Architecture Governance team, which manages Business Architecture Policies and Standards, Business Architecture Reference Models, and a Design Authority that provides architecture oversight over new initiatives. Seema also provides business architecture services for Fannie Mae's Finance & Corporate Functions portfolios, which include Finance, HR, Risk, Legal, and COO organizations.

**Bio:** Samantha Kanczuker is Director for Profitability and Expense Transparency, reporting to the VP Head Business Line CFO, and leads the Profitability and Expense Transparency/Total Cost of Ownership initiative. Kanczuker is responsible for the establishment, build, and maintenance of a cost allocation framework that will enable leadership to make more informed decisions around investments and spending. The cost allocation framework will also serve as the foundation for multi-dimensional Profit and Loss (P&L) reporting and analysis, and be utilized by business leads to more closely manage profitability of their specific areas.

#### 2:30 – 3:15 pm | Measuring the State of a Business Architecture Practice

*Mark Pestrak, Health Care Service Corp., Sr. Business Architect*

**Abstract:** This presentation will focus on the path Health Care Service Corp. (HCSC) developed to define the state of the business architecture practice in 2019. A key component is the adoption of the Business Architecture Maturity Model as the framework to measure our current state and future state maturity level. The presentation also addresses the need to develop a strategic focus, direction, and measurement process. The approach taken by HCSC can be leveraged by any organization to measure their business architecture practice.

**Bio:** Mark is a Senior Manager who has achieved continuing success at improving business performance. He is a business architect, experienced in strategic and operational planning that unites business and IT communities to achieve company objectives. Mark has strong management and supervisory skills including managing project resources and mentoring business analysts. He attended Northwestern University, J. L. Kellogg Graduate School of Management, has a Masters of Management and a Bachelor of Science (BS) from Illinois State. Mark is also a Certified Public Accountant (CPA) and Project Management Professional (PMP) with a Change Leadership Certificate from Cornell University.

#### 3:15 – 3:30 pm | Networking Break

#### 3:30 – 4:15 pm | Process Maturity & Data Trust - Using A Digital Readiness Model to Decompose the Impossible into the Possible

*Eanna Sarah, Pacific Gas & Electric Company, Lead Enterprise Application Architect*

**Abstract:** PG&E has aspired to develop an integrated, enterprise-wide toolset for planning, scheduling, and dispatching work to service its millions of utility assets. Past implementation challenges, aging applications, and uncertainty due to climate change response created an environment where everyone from top executives to field crews were experiencing solution fatigue combined with intense urgency. The problem seemed to big, too pervasive, and too entrenched to solve. Our approach was to decompose the problem into manageable stages with predictable outcomes using a digital readiness model. We used core business architecture dimensions to develop two readiness thresholds based on process maturity and data trust. These thresholds provided a consistent framework and digital readiness model needed to develop a five-year investment road map, identify immediate actions, and help the business prepare across our diverse environment.

**Bio:** Eanna has 20+ years of experience serving as a proven, trusted advisor to business leaders in digital transformation. She has worked as an Enterprise Architect at Boeing, Starbucks, Microsoft, and, currently, at

Pacific Gas & Electric Company (PG&E). Eanna delivers business outcomes by linking business strategy with technology investments to provide a clear path to execution and ensure system sustainability, flexibility, and growth.

**4:15 – 5:00 pm | Panel: Everything You Need to Know about the Guild Industry Reference Models**

*Chaired by Mike Rosen, Wilton Consulting Group, Chief Scientist; VP Business Architecture Guild*

**Abstract:** One of the major efforts of the Business Architecture Guild over the past few years has been the development of Industry Reference Models. These models are developed by collaborative teams of expert Guild members working in financial services, insurance, transportation, government, and other industry sectors. This panel will provide an opportunity to hear directly from team leads who will provide a quick description and update on the status of their models and answer audience questions about the models, access, customization approaches and more.

**Bio:** Mike Rosen is Chief Scientist of Wilton Consulting Group, which specializes in helping organizations create and get value from business and enterprise architectures. Mike is also VP and Co-founder of the Business Architecture Guild. Mike has over 35 years of experience in architecture and application development, has held numerous CTO and Chief Architecture positions, and is internationally regarded for his presentations and courses in architecture. Mike is a Certified Business Architect (CBA)®.

**5:00 – 5:15 pm | Closing Remarks / Workshop Day Preview**

*Co-Chairs: William Ulrich & Co-Chair: Whynde Kuehn*

**Abstract:** Whynde and Bill will wrap up the Innovation Summit with closing remarks, a short Q&A session, and a brief preview of the scenario-based, business architecture workshop being held the next day.

**6:00 – 8:00 pm | Networking at OMG Evening Reception**

# Business Architecture Scenario-Based Workshop

Thursday March 26, 2020

## BUSINESS ARCHITECTURE SCENARIO-BASED WORKSHOP

The Business Architecture Scenario-based Workshop provides attendees with hands-on experience in the discipline. Learning how to apply business architecture to actual situations is a major challenge for many practitioners. Attendees will be given real world scenarios and be asked to come up with approaches and solutions leveraging Business Architecture Guild, business architecture reference model content. Each session will be hands-on, where attendees work in teams to come up with various approaches and share the results with the group. Join this exciting opportunity to build your business architecture skills through collaborative engagement.

Time	Workshop Sessions
8:30 am – Noon	<p><b>20-Minute Business Architecture Crash Course</b> Workshop co-chairs will overview “just enough” principles and guidelines to provide attendees with the basic skills needed to engage in the workshop exercises. The end of this session will include team breakouts, which pairs experienced business architects with each breakout team.</p> <p><b>Wakeup Mapping Challenge: Capability Definition Exercise</b> Attendees will engage in a crash capability mapping exercise to start the day. Breakout teams will create, define, and decompose a single, level one capability and critique the results. The exercise will focus on the entertainment industry and challenge attendees while building expertise and team continuity for the sessions that follow.</p> <p><b>Billing &amp; Collection Challenge: Using Capability &amp; Information Concepts</b> Organizations request and collect payments many thousands of times a day. In this session, attendees will define how to request and collect payments using capabilities and information concepts. To jumpstart the exercise, teams will be provided with capabilities and information concepts from the BA Guild reference models. The exercise will advance attendee understanding of how to apply business architecture while providing a useful perspective that attendees can apply in own their organizations.</p>
12-1 pm	<p><b>Lunch</b></p>
1-5:15 pm	<p><b>Streamlining Customer Experience Challenge: Product &amp; Customer Focus</b> This scenario will challenge attendees to determine how to improve the customer experience at an entertainment company as it shifts its business model from business-to-business to business-to-consumer through organic growth and merger activity. Attendees will be provided with, and asked to use, two business architecture domains (product and capability) along with one IT architecture domain. Capability and information concept content will be supplied to jumpstart the discussion.</p> <p><b>Fund Management Challenge: Data Procurement Issue Resolution</b> The final challenge will involve a financial services company that acquires, consumes, transforms, and disseminates industry data on a regular basis as a service to customers and fund managers seeking to maximize their investments. This challenge scenario will provide a snapshot of the value streams, capabilities, and information concepts used by the organization as a basis for assessing the scope of a particular business issue that arose. Teams will set the objective to be accomplished and describe how to use the business architecture to frame root cause analysis, scope of effort, and overall action plan.</p>

**Workshop Wrap-up:**

Attendees will deconstruct their experiences and provide feedback on their workshop experience. This feedback will be used as input to future workshop planning and as input to evolving scenario-oriented content that can help business architects mature their practice skills long-term.