

BUSINESS ARCHITECTURE: SETTING THE RECORD STRAIGHT

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An Introduction to Business Architecture

Business architecture is drawing significant interest from a wide variety of organizations worldwide. Yet business architecture is often misperceived as to its uses, origins, and value proposition. These misperceptions are the biggest barrier to adoption, because it prevents businesses in many cases from getting a business architecture effort off the ground, and undercuts sponsorship and business engagement.

Business architecture is not a buzzword or a quick fix solution for a broken process, a computer system, or a single project or business unit. It is a holistic discipline that is most effective when applied across business units, practices, disciplines, and stakeholders.

The discussion that follows lays out a number of fundamental business architecture concepts. This includes an overview, beneficiaries, common myths, core and extended perspectives, interdisciplinary alignment, governance, getting started, and a vision for the future.

Business Architecture: What Is It?

Formally defined, business architecture is a blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands.⁽¹⁾ It is an abstract set of standardized perspectives that represent a given business ecosystem. The foundational perspectives include the following core “domain” categories.

- What a business does (capability)
- The vocabulary it uses (information)
- How a business is organized (organization)
- How a business delivers value to key stakeholders (value stream)

Independently, each of these business perspectives has value, but when viewed in aggregate, they serve as an essential baseline that brings significant transparency from an internal and third party engagement perspective. Organizations that embrace business architecture shift more and more of their planning, impact analysis, operational delivery, and solution deployment towards relying on these standardized domain perspectives.

While the four core business architecture domains serve as the foundation for the business architecture, an extended set of perspectives offers even greater insights including:

- What a business should do to compete and thrive (strategy)
- What dictates strategy, investment, and actions (policy)
- Who are the internal and external players (stakeholders)
- How to achieve goals and objectives (initiatives)

- What to offer customers (products and services)
- What makes the business work (decisions and events)
- How well the business is performing (metrics and measures)

While each of these perspectives is built out with a specific focus, the overall ecosystem allows for a wide variety of “cross-mapping” perspectives that provide a business with a rich set of business perspectives that inform planning through solution definition and deployment. When fully formed, an almost infinite variety of business blueprints and analysis viewpoints spring forth. Figure 1 depicts the core and extended business architecture perspectives.

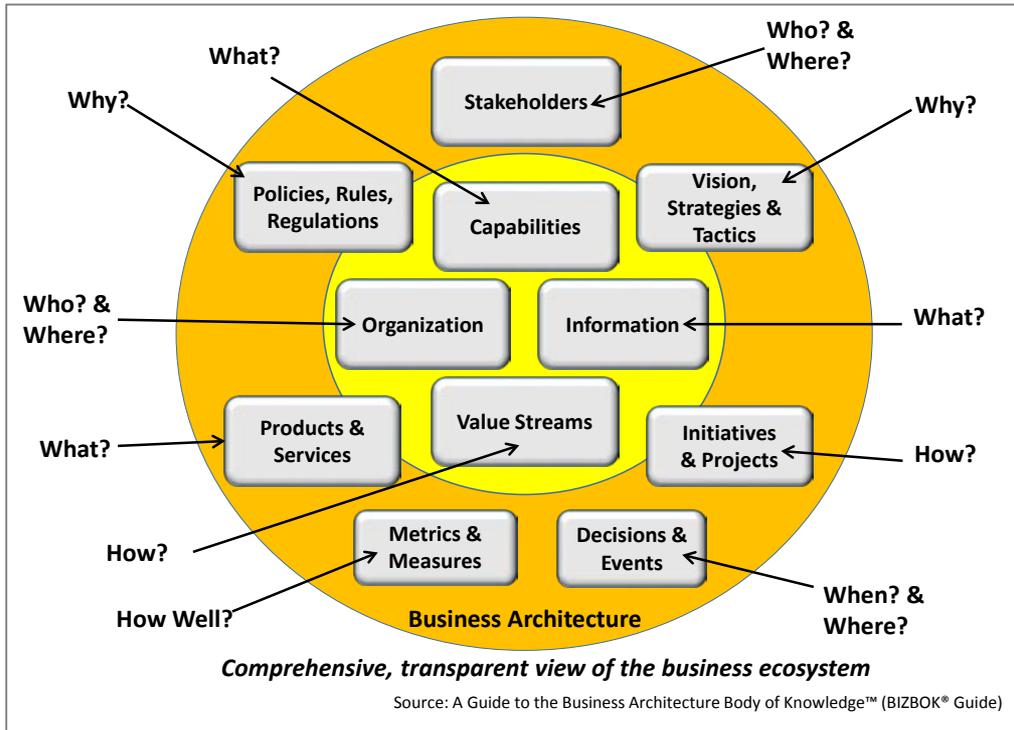


Figure 1: Comprehensive, transparent view of the business ecosystem.(2)

Business Architecture: What Is It Used For?

Business architecture is an all-purpose discipline that applies to many scenarios. Business architecture is not a goal in and of itself. Business architecture is rather a means to an end for delivering any number of business scenarios. Consider the following sample uses for business architecture.

- Framing and communicating impacts of strategic business objectives
- Aligning strategies and plans across business units
- Realizing business model aspirations
- Determining cross-program, cross-project impacts and dependencies
- Assessing the impact of regulatory and policy changes
- Improving customer and third party engagement and experience
- Informing investment decisions within and across portfolios
- Framing, scoping, articulating, and reusing business requirements
- Scoping information technology investments

- Defining target state IT architectures
- Enabling strategic business transformation
- Integrating companies during a merger or acquisition

Business Architecture: Who Is Using It?

Business architecture is used by wide variety of business areas and minimally includes the following groups of people.

- Business Strategists and Leaders: Strategists and leaders leverage business architecture to influence and assess the impact on strategic planning, business modeling, and policy setting.
- Planning Teams: Planning teams use business architecture to interpret the impact of strategic plans and executive mandates on the business from a cross-portfolio perspective.
- Portfolio Managers: Portfolio planners must determine the programs or projects to fund, defer, or reject. Oftentimes, they end up funding multiple competing, conflicting, or misaligned projects due to lack of a formal business impact analysis. Business architecture offers horizontal transparency that identifies cross-program and cross-project impacts and dependencies.
- Risk, Audit, and Oversight Teams: Businesses need to manage risks more formally and business architecture provides a framework for assessing risk impacts across multiple business perspectives and additionally serves as a focal point for audit and oversight teams to proactively target risk prone areas.
- IT Architects and Execution Teams: Enterprise, data, application, and solution architects use business architecture as a basis for or input to IT asset management, data modeling, solution design, and transformation planning. Solution teams can track reusable software assets back to the business architecture, enabling services reuse on an enterprise scale.
- Business Analysts: Analysts use business architecture to scope, articulate, and track business requirements and ensure that analysis work is defined in a well-articulated business context and aligned across business units, programs, and projects.

Business Architecture: Where Does It Come From?

The business architecture comes from the business. The simplicity of this statement hides the power of a business-driven, business-owned business architecture. Experience has shown that business architectures created by third parties, IT organizations, or business surrogates with inadequate business knowledge or participation are limited in depth, content, accuracy, and usefulness. A poorly constructed business architecture that does not fully and accurately represent the business in its own language creates a framework that is of limited value.

Business Architecture: Why Now?

Business environments continue to become more volatile and more global. Competition is coming from innovation and unforeseeable directions. In addi-

tion, businesses are being called upon to engage more consistently and effectively with customers, move into new markets and regions, and streamline delivery of improved products and services.

A documented business architecture establishes a formal, consistent point of reference that is used to deliver value from planning through deployment, enabling innovative business designs and solutions. Without it, the ability to quickly and effectively introduce change into a business is dramatically diminished. When the competition leverages business architecture it makes it harder for those organizations ignoring this discipline to compete and thrive.

Business Architecture: Dispelling Common Myths

There are several misconceptions about business architecture that we want to dispel. Below are ten commonly held business architecture myths, with appropriate counterpoints following each myth.

1. *A business architecture can be built with limited business engagement and commitment.*
 - Ineffective business architectures that do not reflect the business are the result of a lack of engagement with business subject matter experts, which in turn can be linked to a lack of business commitment and support.
2. *The business architecture capability map is the deliverable.*
 - The capability map is only one business architecture blueprint and of limited value when not incorporated with other aspects of business architecture. In addition, the real value is achieved when business architecture as a whole is integrated into broader business practices and management disciplines.
3. *Business architecture is complicated.*
 - Building the foundational business architecture is a straight forward discipline, requiring only a basic understanding of foundational principles. The real value and intellectually challenging aspects of business architecture occur once the foundational business architecture is established.
4. *There is no commonly defined approach to business architecture.*
 - There is a common approach, it is well-defined, and in use across numerous businesses and industries worldwide. This myth is propagated by those who benefit by keeping people confused, presenting business architecture more as art than science. As long as it is an art versus a science, self-interested parties will continue to prolong your journey towards deriving business architecture value.
5. *Business architecture is program, project, or business unit specific.*
 - Business architecture should not be restricted by project or business unit. The more narrowly defined, the less value business architecture delivers. Once the business architecture foundation is established, the results are leveraged over and over again, with sustainable value building as the discipline moves into more and more corners of the business.
6. *Business architecture can be licensed or acquired.*

- A business architecture is unique to a given business. Prepackaged perspectives rarely, if ever, meet requisite levels of specificity and lack a useful vocabulary and structure. Customization is what makes business architecture valuable to organizations that want to differentiate themselves from the competition, improve customer value delivery, and stand out as innovators.
7. *Business architecture is an IT discipline.*
 - Business architecture represents the business, not data, solution, application, or technical architectures. As a result, the business has to participate in, understand, and leverage business architecture in order to capitalize on the discipline. Anyone confusing business architecture with IT architecture needs to understand its use in strategy alignment, initiative management, and other business initiatives.
 8. *Business architecture is expensive.*
 - Because it is managed in-house, business architecture costs “pennies on the dollar” compared with other major disciplines. This is why the concept of cost justifying or building a return-on-investment (ROI) on business architecture makes little sense. The value is significant and long-running, while the initial and ongoing investment is marginal.
 9. *Businesses do not need business architecture because they already understand all they need to know about the business.*
 - Business architecture transparency delivers the most value when applied on a cross-business unit, cross-program, and cross-project perspective. Business vocabularies, mental models, and stakeholder engagement perspectives vary widely across business units and are often fragmented. Business architecture surfaces issues that are often hidden from a given business unit’s or executive’s line of sight.
 10. *Business architecture is fancy term for business analysis.*
 - Business analysis defines requirements and solutions for resolving specific business issues, often on a project-by-project basis. Business architecture provides the cross-portfolio transparency that enables business analysts to perform more effectively and deliver better solutions. The two disciplines are unique and distinct, but business analysts should have access to and leverage business architecture.

Business Architecture: Key Aspects of Business Architecture

We address the core business architecture perspectives below and discuss the extended perspectives in the section titled “Business Architecture: Extended Business Architecture Domains.”

Value Streams

Value streams represent end-to-end views on how value is achieved for a given external or internal stakeholder. The two examples shown in Figure 2 depict

a stakeholder who wants to acquire a product, in this case a car, and a manager who wants to hire an employee. The “value” in the value stream is in the eyes of the triggering stakeholder. In the first example this is the car buyer and in the second example it is the hiring manager.

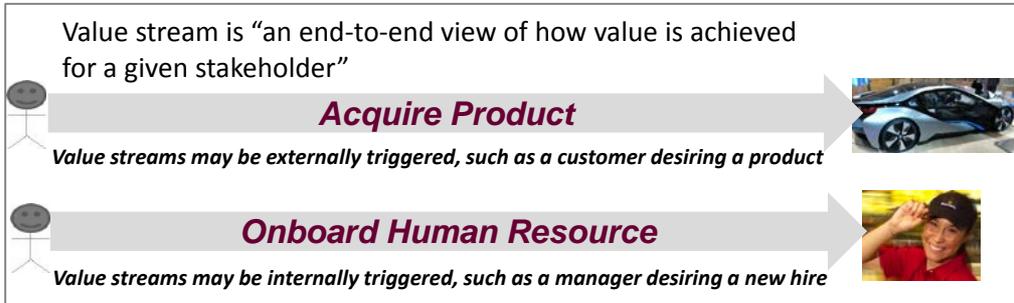


Figure 2: Value streams and triggering stakeholders.

Value streams offer a rich and sophisticated way to prioritize and envision the impact of strategic plans, manage and streamline internal and external stakeholder engagement, and visualize and deploy new business designs and related solutions. They also provide a value context for other business architecture perspectives such as capabilities.

Value streams are not simply pretty pictures, but formal work transition frameworks, enabled by business capabilities at each stage of the transition. Figure 3 depicts a Process Claim Request value stream that highlights the stage-gate nature of how work transitions from the point where the value stream starts to where it ends, based on a series of state changes.

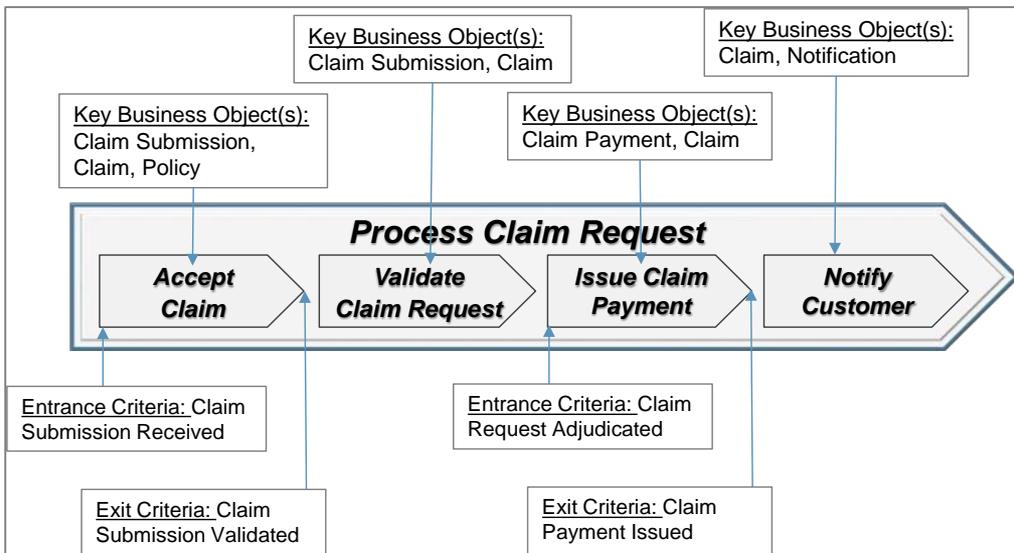


Figure 3: Transitioning of work through the Process Claim Request value stream.

Important value stream concepts may be summarized as follows.

1. Value streams represent every point of interaction with customers, third parties, and internal stakeholders, for every work transition within a business.
2. Value streams are the quickest way to get a snapshot of the business because they represent all work within a business in a value delivery context.
3. Value streams are a primary focus for strategic planning, investment analysis, portfolio planning and alignment, and project scoping.
4. Viewing capabilities through the lens of a value stream provides a very effective context for business analysis and planning.
5. Value streams provide a framework for business requirements analysis, case management, and solution design.
6. Value streams are NOT high level business processes or end-to-end life cycles as many processes typically map to multiple value stream stages.
7. Value streams are defined at an enterprise level for a given business, which means that an average business may only have 20-25 external and internal value streams.

Capabilities

Capabilities represent “what” a business does or has the capacity to do. A capability map in an ideal sense encompasses the totality of “what” a business does in a structured, non-redundant way. You may consider the capability map as the collective set of building blocks that define your business.

A good capability map provides the basis for assessing the impact and scope of strategic plans, defining the scope and impact of business initiatives and related investments, enabling stakeholder value delivery, insourcing and outsourcing, and defining automated solutions. Figure 4 represents a sample level 1 capability map for a business that is in the services industry. Note the three-tier structure that spreads the fourteen, level 1 capabilities across strategic, core or customer facing, and supporting tiers. These tiers are simply for reference purposes for planning teams.

Sample Level 1 Capability Map

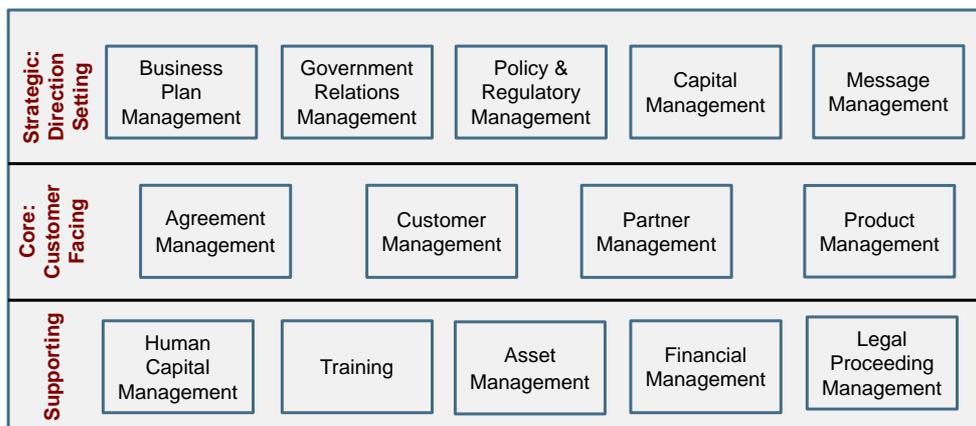


Figure 4: Sample level 1 capability map.

The following points address important capability concepts and challenge common misconceptions.

1. A capability map organizes level 1 business capabilities around specific business objects, otherwise it is likely to be fragmented and redundant.
2. A capability map is globally defined for an entire business and not specific to a given business unit or initiative.
3. A capability map may not appear “business friendly” to people with unique business dialects, but its business-wide nature allows it to serve as a Rosetta Stone for cross-business planning and deployment.
4. A capability map derived solely from an industry reference model rarely aligns to a given business or its vocabulary.
5. Capabilities decompose into more capabilities; relationships to other business domains are established in cross-mapping blueprints.
6. There are no technical capabilities, only business capabilities. Creating dual or competing maps results in redundancy and confusion.
7. A typical capability map will have hundreds of capabilities below the level 1 capabilities, but typically do not go below level 6.
8. The size and depth of the capability map increases with business model diversity, not necessarily with the size of the organization.
9. Capability maps take time to build, vet, refine, and socialize across a requisite cross-section of business professionals, but this is what establishes a robust map and business architecture centerpiece.

Information

Every business requires effective information management and business architecture delivers a business vocabulary and related associations of this information. The information map is a separate business artifact in business architecture. It is initially derived from the capability map, assuming the capability map is based on well-defined business objects.

For example, the capability map in Figure 4 contains Agreement, Customer, Partner, Product, Asset, Human Capital, Financials, and other objects. These become the initial set of objects in the information map. These capabilities also have child capabilities that would include Submissions, Claims, Notifications, Payments, and other objects. The information map would also include these. Associations are then made across the “information concepts” based on child-parent capability relationships and capabilities that tie two objects together such as Agreement / Customer Matching.

The information map is not based on systems or technology and often includes information that is not formally stored in any system or database. In addition, the associations among these information concepts are often not expressed in information systems. The information map is an important tool in information planning and formalization from a strategic perspective.

Organization

Most business architecture perspectives are business unit agnostic. For example, value streams and capability maps have no inherent link to any particular organizational view. While this agnostic perspective is essential to ho-

listic impact analysis, planning, and solution deployment, a business unit perspective is required for a number of reasons. This includes initiative funding, business engagement planning, organizational realignment, and asset ownership and tracking. Organization mapping brings the business unit perspective to business architecture.

Organization mapping goes beyond documenting the traditional organizational structure and provides views of the business unit decompositions and third party relationships. Organization maps are augmented with capabilities, which depict which business units or third parties have certain abilities. For example, an organization map would highlight which business units should be involved in a claims management improvement effort. Organization mapping also links stakeholder, location, and other perspectives to business units. Organization maps round out the core business architecture.

Business Architecture: Extended Business Architecture Domains

The extended business architecture domains shown in Figure 1 include stakeholder, strategy, initiative, policy, product, metrics and measures, and decisions and events. In this section we discuss the top three most critical domains; stakeholder, strategy, and initiative. These business perspectives are the most commonly used extended business perspectives, but exclusion of the other categories by no means diminishes their value.

The overall ecosystem integrates as shown in Figure 5, which shows how strategy is mapped to value stream and capability, which in turn are mapped to initiatives and business requirements. This is only one viewpoint and does not fully depict all cross-mappings but provides a basic comprehensive perspective.

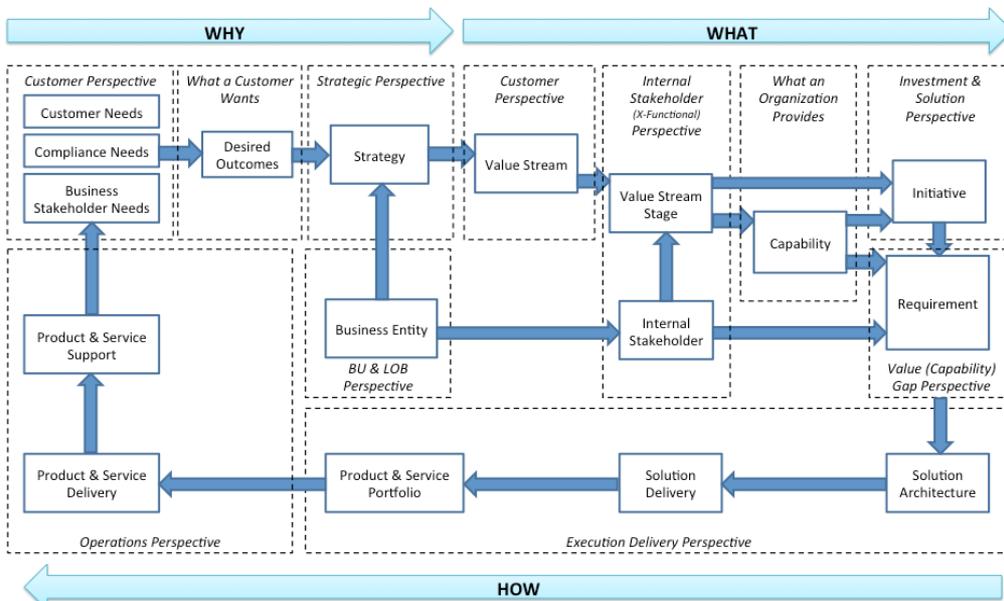


Figure 5: Traceability from strategy through solution deployment.(3)

Stakeholder Mapping

Stakeholder mapping begins with value mapping because each value stream stage must incorporate participating internal and external stakeholders. Stakeholder mapping extends this view and requires a rationalized set of internal and external stakeholders that is maintained as a key domain resource. For example, a stage within the Process Claim Request value stream shown in Figure 3 would include a claims agent, claims manager and attorney, along with external stakeholders such as the auto body manager, policyholder, and involved third parties. Stakeholders also can be used to extend the organization map and are essential in the related disciplines such as case management, business process management, and business requirements analysis.

Strategy Mapping

Strategy mapping articulates strategic goals, objectives, action items, outcomes, and other perspectives based on the mapping approach being used. There are several formal strategy mapping options available including Norton Kaplan's Strategy Map (4), Hoshin Kanri (5), Business Motivation Model (6), and a number of others.

Regardless of the strategy setting and mapping approach, business architecture must formally map the objectives and outcomes to value streams, capabilities, and business units to assess the scope and implications of deploying that strategy. Strategy traceability is shown in Figure 5.

Consider a situation where an insurance company wants to streamline and reduce the cost of claims processing. Minimal points of analysis include the Process Claim Request value stream, Claim Management capabilities, and all business units linked to the Claim Management capability. Impact analysis determines that this capability is linked to ten different business units and multiple software systems. The scope and impact of the strategic objective becomes much clearer based on this analysis. Follow-up traceability links the strategy to various initiatives and requirements, enabling formal tracking of implementation work.

Initiative Mapping

Initiative mapping provides a framework that benefits various practices within an organization such as strategic planning, portfolio management, and program and project management. It identifies and visualizes complex tradeoffs that would be otherwise difficult to achieve. Initiatives map to objectives, capabilities, value streams, processes, business units and assets.

Initiative mapping should explicitly link initiatives to the strategic objectives. This ensures that all planned and in-flight work aligns to business value and priorities, and is measurable. Figure 6 shows how capabilities and value streams can be used to define the scope of initiatives. They are also used to help articulate program roadmap sequences and identify dependencies across initiatives.

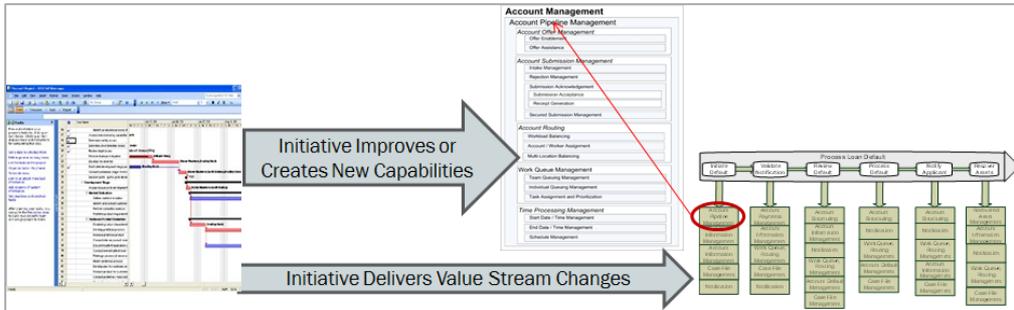
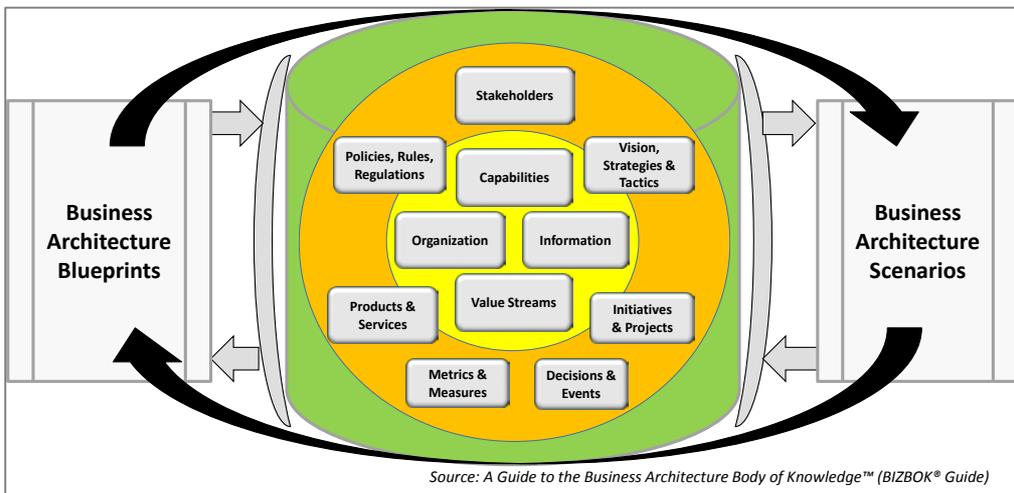


Figure 6: Using business architecture to scope initiatives.

Initiative mapping is also used to show how well a portfolio aligns back to strategic objectives and may help refine prioritization of work on value streams and capabilities. Priorities are initially defined based on identification of value streams required to maintain competitive differentiation. When mapped to initiatives, however, prioritization may shift based on real-world resource constraints and dependencies across initiatives.

The Business Architecture Framework

As business architecture matures, the usability is enabled by using the Business Architecture Framework, shown in Figure 7. The baseline created for each of the core and extended perspectives is maintained in the business architecture knowledgebase. Business blueprints can then be generated from the knowledgebase in support of various usage scenarios.



Source: A Guide to the Business Architecture Body of Knowledge™ (BIZBOK® Guide)

Figure 7: The business architecture framework.(7)

The Figure 7 framework represents a maturing business architecture practice, where a central knowledgebase is accessed by business leaders, planning teams, analysts, architects, portfolios managers, and solution teams to coordinate and deploy high priority business strategies.

Business Architecture: Aligning Business Architecture with Common Business Practices and Disciplines

Business architecture is occasionally perceived as a competing discipline, which is a false notion. Business architecture enables other disciplines to be more effective. Business architecture receives input from or provides output to other disciplines, or is purely complementary. For example, business architecture receives input from strategy development, provides output to requirements management and is complementary to change management. In this section, we selected three high visibility disciplines commonly aligned with business architecture.

Business Process Management Alignment

Business Process Management (BPM) is a “discipline involving any combination of modeling, automation, execution, control, measurement and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers and partners within and beyond the enterprise boundaries.”(8) When integrated, BPM and business architecture can be of mutual benefit to each other. For example, business architecture provides a framework to streamline processes, prioritize process improvements, and establish process governance at an enterprise level. On the other hand, business architecture is often implemented through business process definition, consolidation, deployment, and automation.

To enable these benefits, business processes can be mapped to business architecture value streams and capabilities. Value streams map well to processes because they both move from left to right and have the end goal of accomplishing something for the business. Process / value stream mapping provides context for where certain capabilities should be considered within the context of a given value stream stage.(9) Business processes also map to capabilities, which in turn highlights where certain processes can be improved or consolidated.

Business Architecture and Case Management

Case management is a “method or practice of coordinating work by organizing all of the relevant pieces into one place – called a case.”(10) Business architecture establishes the ideal framework for case management. Value streams are a business-wide perspective on work transition and may be decomposed to represent state-based, case transition at a very granular level. In addition, capability and information definitions provide the underpinnings for establishing the business objects that will move through a given value stream.

The business architecture serves as the point of reference for defining the next level of detail related to case transition. Value stream stages are not black boxes, but can be exploded into a microcosm of the overall work transition that occurs across the value stream spectrum. Figure 8 shows the dynamic rules-based routing map and routing map worksheet typically used to represent case transition in a case management business design.(11)

Dynamic Rules-Based Routing Map

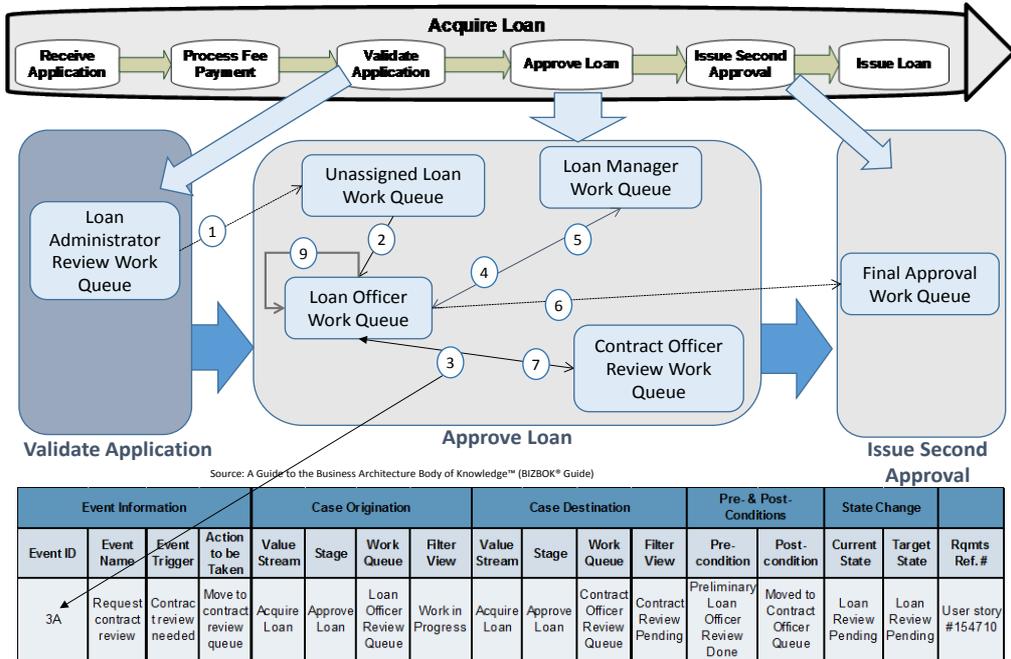


Figure 8: Dynamic rules-based routing map example.cgs

Figure 8 depicts a simple routing map that represent state transitions. The routing map worksheet has the capability to drive user requirements definition as well as case management automation solutions.

Use in Business Requirements Analysis

Business architecture assists with framing, scoping, articulating, and reusing business requirements. Figure 5 depicts the link between a requirement and the impacted value stream stage, capability, stakeholder, and initiative. Because a business requirement would be tied to something the business does or wishes to do, by definition every requirement addresses an implementation of a capability. In addition, since requirements are very specific, the capability would be framed in the context of the value stream stage it enables and the stakeholder working within that stage. The business analyst, therefore, leverages the dynamic rules-based routing map shown in Figure 8 to inform analysis efforts.

Business architecture also assists with tracking requirements and identifying where they may be reused. Requirements are mapped to capabilities so that any analyst seeking to implement a capability on any project, within any business unit, can quickly see if a set of requirements have been crafted for that capability elsewhere. Solutions may also be tied directly to the capability so developers can reuse deployed services where applicable.

The requirements approach, whether agile, waterfall, or hybrid, is not relevant, but business architecture works very effectively with an agile requirements approach. The important point is that business architecture provides a formal

framing that delivers significant value to the practice of business requirements analysis.

Alignment with IT Architecture and Solutions

Business architecture delivers significant value to IT because it delivers a formal business perspective for all aspects of IT architecture conceptualization, design, and deployment. Business architecture ensures that planned changes to the business are readily interpreted and translated into IT architecture impacts. This includes small scale changes as well as major transformation work.

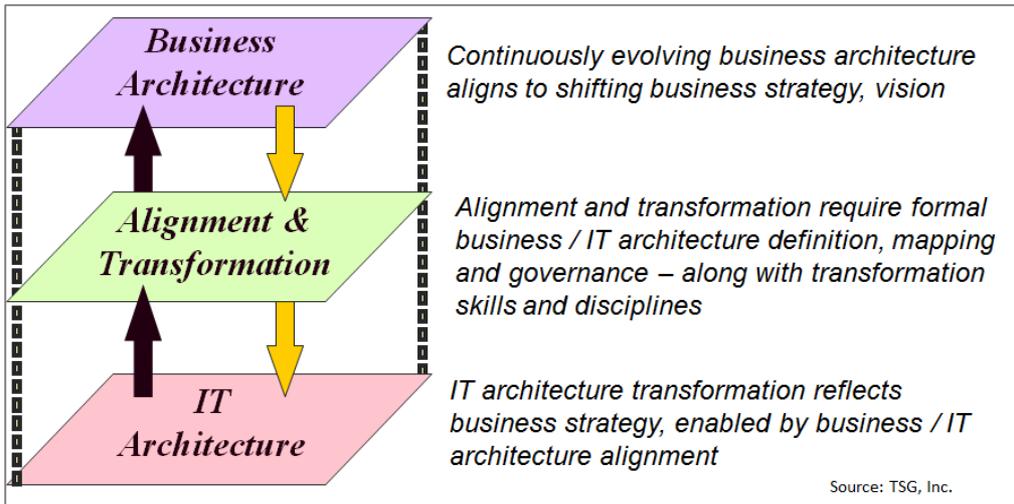


Figure 9: Business architecture to IT architecture continuous alignment.

Figure 9 represents a bidirectional impact analysis, change management environment. When value streams, capabilities, and information are targeted by a strategy for small scale changes or major transformation, a business / IT cross-mapping provides rapid input to the impacted IT artifacts. These artifacts span business units, systems, databases, and user perspectives. Conversely, when IT systems change, because one business unit requires value stream, capability, or information related improvements, business architecture identifies the other potential impacted areas across business units.

The business / IT cross-mapping that enables the alignment and transformation change impact perspective is very specific. Capabilities have a direct relationship to application systems and IT services, as framed in a services oriented architecture (SOA). Information maps directly to data architecture. Value streams have a relationship to service and application orchestration, user interfaces, and case management automation. The enabling cross-mappings between business and IT architecture streamline IT architecture planning, design, and solution definition, and solution deployment. An organization builds out these cross-mappings incrementally on an as needed basis.

Business Architecture: Governance and Business Engagement

Establishing the business architecture discipline within an organization requires governance, tight integration, and championship. Maturing a business

architecture practice takes time, but as business architecture maturity increases so does its value to the organization.

Business Architecture Governance

When establishing business architecture within an organization, there are multiple aspects to balance and mature over time. This includes not just developing and using the business architecture maps, but also defining business architecture governance, defining the processes and methods necessary to ensure consistent execution of the discipline, developing competent business architecture practitioners, implementing tools, and integrating with related practices and disciplines. Another critical aspect is sponsorship, change management and communication to ensure that business architecture is embraced across the organization.

A standard industry Business Architecture Maturity Model can be used to assess the current maturity of an organization’s business architecture practice across all of these aspects.(12) The maturity model is also used to chart a course for improving practice maturity over time, and informs on the methods, processes and practices needed to get there.

Business architecture team structures vary across organizations and can evolve over time. While the best structure for an organization is the one that aligns with its goals and culture, a common structure is shown in Figure 10. This Center of Excellence (COE) structure has been successful because the business architecture team reports to a business executive, but incorporates key participants such as business subject matter experts and IT architects as virtual team members.

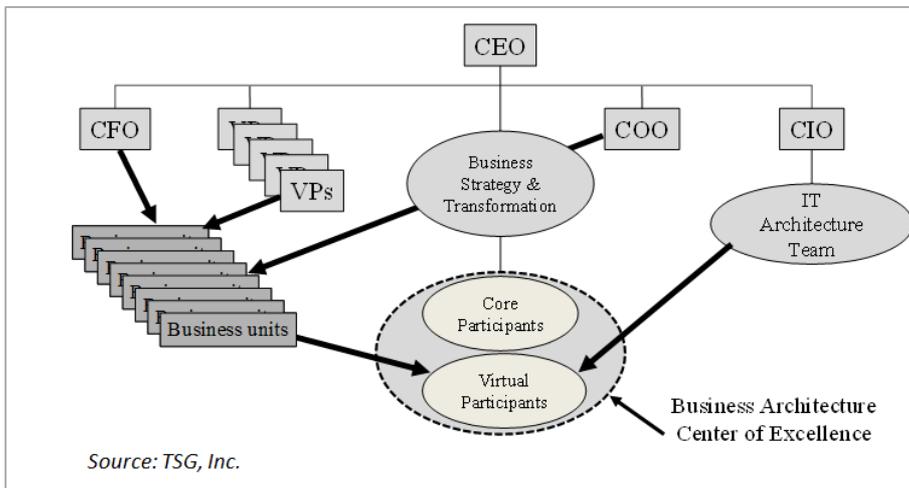


Figure 10: Sample business architecture governance structure.(13)

To fully leverage business architecture, business architecture practitioners require strong mapping skills and much more. They need to have a solid understanding of the business and the environment it operates in as well as emotional intelligence and other soft skills such as influencing and story-telling.

They also require cognitive abilities such as strategic thinking, design thinking, and problem solving. The discipline of business architecture is best learned through apprenticeship over time with experienced practitioners.

Getting Started

To establish business architecture within an organization, the first step is to define clear objectives for the business architecture discipline that tie back to strategic priorities and other key business needs within the organization. Since the business is the ultimate owner and consumer of the business architecture, this will help to ensure engagement and priority.

Opportunities to leverage business architecture in support of the objectives should then be identified, and a governance structure should be created. Once the initial structure is in place, the initial business architecture baseline can be developed and leveraged to deliver business value. The business architecture knowledgebase can be expanded over time to capture more information and support more usage scenarios. The process of institutionalizing business architecture within an organization takes time, but once the business recognizes its value, it will proactively request business architecture and seek out business architecture practitioners as trusted advisors.

Business Architecture: Vision for the Future

What does the future of business architecture look like? We have to consider the evolution of the discipline to visualize the future. The industry is still in the early stages of capitalizing on business architecture but maturing at unusually rapid pace. Business architecture has evolved much more quickly than other business disciplines that are decades old in many cases. Five years ago there was little adoption of a formal framework for business architecture, and today a generally accepted framework is in place, a widely leveraged body of knowledge is in widespread and growing use, and a formal, business architecture certification program was rolled out in 2015.(14)

Tools are evolving to support the formalization of the business architecture practice. Those tools will continue to evolve to provide a sophisticated impact analysis framework that will enable a wide variety of assessment and impact analysis scenarios. These tools will eventually link to requirements analysis, program management, solution design, and delivered solutions.

Long-term, business architecture will be woven into the fabric of numerous business practices and disciplines. As foundational business architectures are established, strategic planning, portfolio management, change and risk management, business analysis, IT architecture definition, and solution design and deployment will incorporate business architecture. Business architecture will become a critical, indispensable discipline in the business community.

Business can begin to capitalize on this rapid evolution by formalizing their business architecture now. As the industry matures, these organizations will be well out in front of their competition, while providing new, innovative solutions to their customers.

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- (14) Business Architecture Guild. www.businessarchitectureguild.org

ABOUT THE AUTHORS

William Ulrich is President of TSG, Inc., President of the Business Architecture Guild and Co-founder of Business Architecture Associates, a company that specializes in business architecture education. He is a thought leader in the business architecture community, serving as an originating contributor to *A Guide to the Business Architecture Body of Knowledge™ (BIZBOK® Guide)*, author of *Business Architecture: The Art and Practice of Business Transformation* MK Press (2011) and lead on the Guild's "Certified Business Architect (CBA)®" certification program. Mr. Ulrich serves in the role of advisor, mentor and workshop leader to corporations and government agencies across a number of industries.

Whynde Kuehn is Principle of S2E Consulting, Inc. and Co-founder of Business Architecture Associates, a company that specializes in business architecture education. She is a long-time business architecture practitioner, educator and thought leader. In this regard, Ms. Kuehn has developed business architecture for some of the largest business transformations in the world and has extensive experience helping clients to build their own business architecture practices. She is a Co-Founder and Board Member of the Business Architecture Guild, Chair of the Guild Editorial Board and Co-Chair of the OCEG GRC Architect Group. She also applies her experience to help social entrepreneurs and non-profit organizations start, scale and sustain successful businesses.

ABOUT: BUSINESS ARCHITECTURE ASSOCIATES

Ms. Kuehn and Mr. Ulrich are co-founders of Business Architecture Associates, a professional training organization. Business Architecture Associate's mission is to improve your business by providing effective, business-focused training in all aspects of business architecture. We strive to help businesses and organizations build an advantage with business architecture. We train your staff to improve sales, productivity, organization, company culture, and employee relations.

Business Architecture Associates offers a complete set of courses to establish a strong foundation for business architecture that works. This includes a series of in-house business architecture training courses. All courses are one day in duration, with certain recommended prerequisite courses. The basic core curriculum is typically selected as a starter set, while businesses may pick and choose from various specialty courses.

The courses are based on practical experience that reflects the latest advances in the field. Course content reflects what works and is not theoretical in nature. Course instructors work in the field of business architecture, with hands on, leading edge experience, which reflects the approaches to course delivery.

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