

# BUSINESS ARCHITECTURE STATE OF THE PRACTICE UPDATE

Reston, VA, USA – March 24-25, 2015

William Ulrich, Business Architecture Guild & TSG, Inc.

[www.businessarchitectureguild.org](http://www.businessarchitectureguild.org)

# BUSINESS ARCHITECTURE: STATE OF THE PRACTICE

---



Where we have come to date



Challenges ahead



# WHERE THE INDUSTRY HAS COME OVER THE PAST YEAR



Over the past year – since the last Summit in March 2014:

- A growing number of companies and industries worldwide are launching business architecture deployment efforts
- The first Business Architecture Innovation Workshop was held in Austin, TX in 2014 as input to practice evolution
- Publication of peer reviewed white papers on:
  - Business Architecture and Business Process Management
  - Business Architecture and Agile
  - Business Architecture and Business Model Alignment (soon to be released)
- Launch of the Guild's Certified Business Architect (CBA)® certification program (in beta)
- Consolidation of the Business Architect Association under the Business Architecture Guild
- New releases of A Guide to the Business Architecture Body of Knowledge™ (BIZBOK® Guide)
- Early progress towards establishing a business architecture metamodel in conjunction with OMG

For more information see [www.businessarchitectureguild.org](http://www.businessarchitectureguild.org)



# CHALLENGES AHEAD



While the business architecture discipline is gaining traction across regions and industries, the same challenges continue to surface

Challenges facing organization's seeking to gain traction with their business architecture efforts

- Lack of value proposition clarity within the C-Suite
- Lack of business recognition that business architecture is in their best interest, is their responsibility and is designed to deliver business value
- Lack of basic understanding of fundamental business architecture concepts
- Lack of clarity of the risks organizations face when business units and IT view the business through multiple, radically different lenses

# DEMONSTRATING AND COMMUNICATING BUSINESS ARCHITECTURE VALUE



## What's not working

- Launching high-profile, narrowly defined “proof of concept” or POC exercises
- The narrower the business scope and problem domain, the less value business architecture delivers
- These POC exercises are counterproductive and can often be traced to a misunderstanding of the discipline

## What's working

- Avoiding a “hard sell” approach in favor of a more measured introduction to the business
- Establishing a broad (not deep) capability map and selected value streams along with lightweight cross-mappings
- Applying high-level mappings to issue analysis, initiative mapping, change management, functional gap analysis, customer initiatives and IT portfolio impact analysis

Oftentimes, a “soft entry” approach works best, but if it is constrained to a narrow corner of the business, demonstrating value will remain a challenge

# VIEWING THE WORLD THROUGH VERY DIFFERENT PERSPECTIVES: REPEATING A PATH TO FAILURE

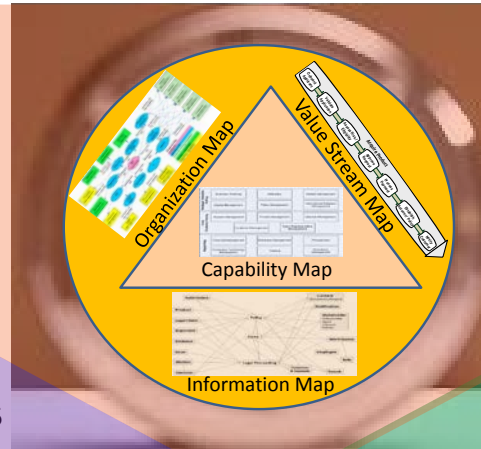


If you view the business through an IT lens, you are locked into a prison with walls defined by current state IT architecture - delivering true business value will be elusive

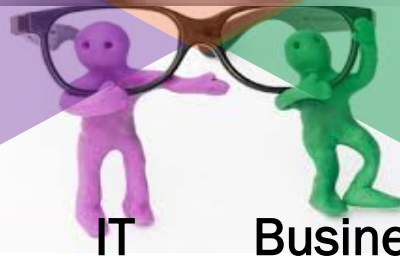
*Business architecture provides a common lens...*

*...focused on value delivery, capability, vocabulary and structure*

New technologies  
IT cost savings (TCO)  
Portfolio optimization  
Programs, projects & methodologies  
Requirements analysis  
Database design, migration  
Incremental value delivery  
IT architecture  
Procurement  
Renovation



Business optimization  
Business priority setting  
Strategy setting and execution  
Business model realignment  
Aggregated, timely information  
Risk and change management  
Regulatory compliance  
Customer experience

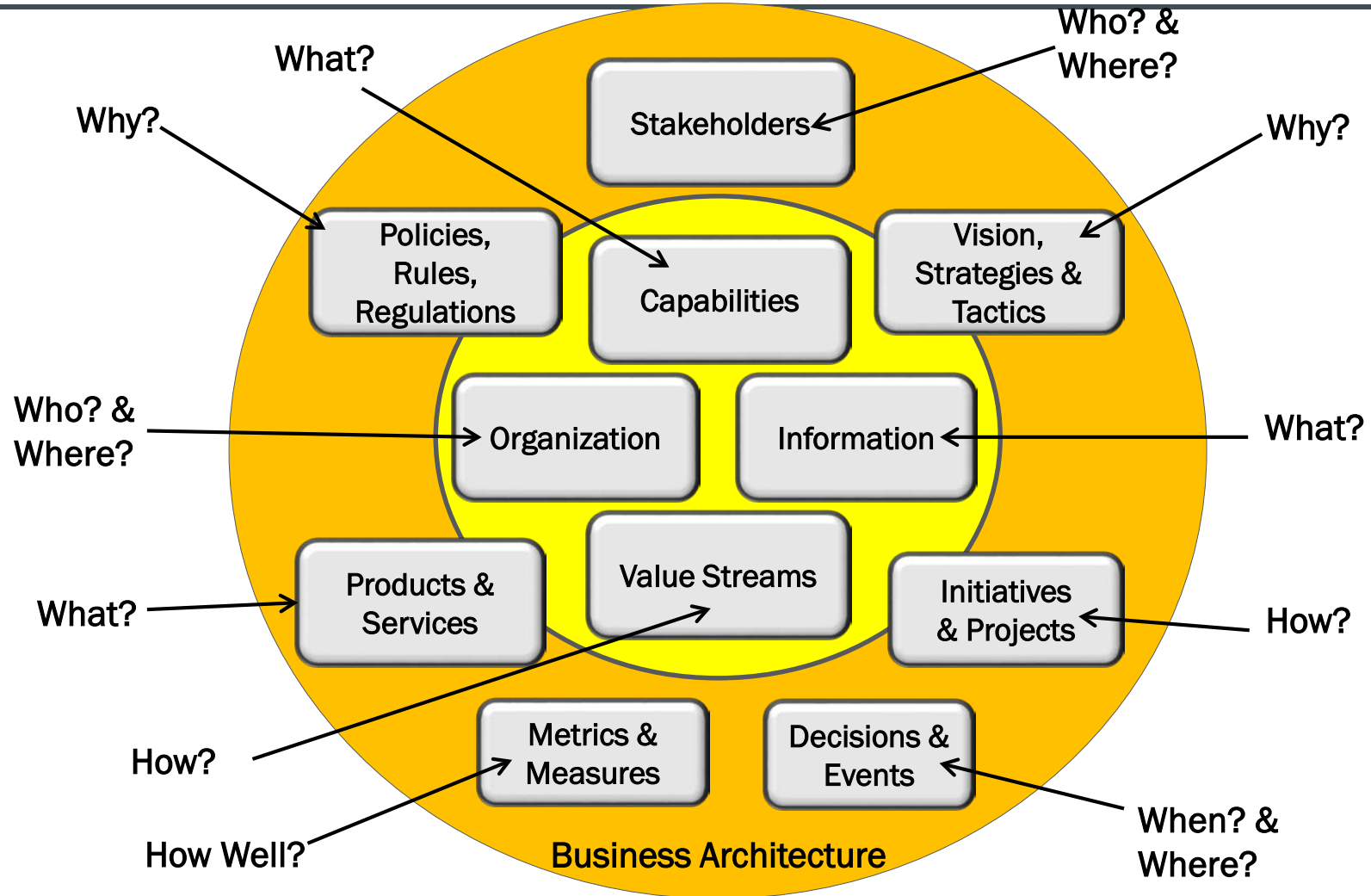


IT

Business

*Business and IT are unaware of the skewed lenses through which the other views the world, each assuming the other has a common shared mental model and that business has a shared perspective across business units – a false and dangerous assumption*

# BUSINESS ARCHITECTURE BRINGS TRANSPARENCY TO BUSINESS LIKE THE ROSETTA STONE



# MOMENTUM IS GROWING

---



An interesting comment regarding the Summits has been that the approaches being shared have an eerie similarity

Is it good or bad that a common framework is emerging as the de facto approach for building, deploying and leveraging business architecture?

Or do we want to go back to a time when business architecture was whatever you felt like putting on a PowerPoint slide?

It appears that the ship has sailed and momentum is growing for a common approach to business architecture

Let's join the journey!





The Summit is cosponsored by the Business Architecture Guild and Object Management Group

Business Architecture Guild - [www.businessarchitectureguild.org](http://www.businessarchitectureguild.org)

- A not-for-profit, member based professional organization
- The Guild's primary purpose is *"to promote best practices and expand the knowledge-base of the business architecture discipline"*

The Object Management Group – [www.omg.org](http://www.omg.org)

- The Object Management Group (OMG) is an international, open membership, not-for-profit technology standards consortium

# BUSINESS ARCHITECTURE INNOVATION SUMMITS FOR 2015

---



## About the March 2015 Business Architecture Innovation Summit

- Third annual 2-day Business Architecture Innovation Summit
- Business architecture practitioner focused on the challenges and successes of deploying and leveraging business architecture
- Industries represented include: Financial Services, Healthcare, Insurance, Manufacturing, Transportation, Telecommunications, Utility, Pharmaceutical and Federal Government

## About the European Business Architecture Innovation Summit

- Berlin Germany, June 16-17, 2015
- Featuring a strong international lineup

# RESTON SUMMIT THEMES– MARCH 24-25, 2015



## Day One Themes

- Strategy realization, roadmap creation and investment planning
- Value proposition, capability assessments and inter-disciplinary alignment
- Practitioner's panel discussion

## Day Two Themes

- Business architecture's role in transformation planning, stakeholder value delivery and risk mitigation
- Business architecture's role in portfolio planning, requirements analysis and business design
- Deployment approaches and models
- Multiple practitioner panel discussions

# LET'S GET THE SHOW ON THE ROAD



On with the  
Show!

