Business Analyst’s guide to Business Architecture
Understand the **elements** and **principles** of Business Architecture
Learn to recognise the **differences** between Business Architecture and Business Analysis
Learn to recognise the **differences** between Business Architecture and Business Analysis

Something is **a bit different**
Understand how Business Analysis skills enable effective Business Architecture
Understand how Business Analysis skills enable effective Business Architecture

Something is quite similar
Business Architecture

Process, Thing

or Profession?
A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands.
I need a garage to store my car.
I need a garage to store my car

Storage Problem?
Shelter & Security Problem
Business Analysis is a defined profession with mature standards.
Without Business Architecture
Without Business Architecture

Customer need

Division A
Division B
Division C
Division D

Strategy Leader

?
With Business Architecture
With Business Architecture
With

Business Architecture

Model

Package A
Division A
Business Architecture

Package B
Division B

Package C
Division C

Package D
Division D

Strategy Leader

Customer Need

Customer Value
Business Architecture maintains business **Cohesion**
Business Architecture is **not confined to** individual business initiatives.
Business Architecture actively informs Strategy
Customers, Partners, Competitors

Capabilities

Organisation

ValueStreams

Information

Products & Services

Initiatives & Projects

Metrics & Measures

Decisions & Events

Vision, Strategies & Tactics

Policies, Rules, Regulations
Start with Strategy

Business Requirements
“Higher level statement of the goals, objectives, or needs of the enterprise.”

Model

Vision, Strategies & Tactics

Package A  Package B  Package C  Package D
Hi Damian,

How are you? Thought I’d send you an email to see how things are going out in SMS land and bring you up to speed on the transformation project.

Our operating model document was finally given to (the CIO) last week to review and apparently she thought the idea of having a document that outlined the requirements and the design was a fantastic idea and something that she’d been looking for.
Eliciting Business Requirements

- Brainstorming
- Document Analysis
- Focus Group
- Interface Analysis
- Interviews
- Observation
- Prototyping
- Requirements Workshops
- Survey / Questionnaire
Eliciting Business Requirements

Document Analysis

• Market announcements
• Internal communications
• Town hall discussions
• Strategy presentations
• Business plans
Business Architecture needs **requirements** to know what problem it is solving.
Business Architects

Elicit and analyse requirements
Business Model Canvas
Modelling the business
Customer Segments

- For whom are we creating value?
- Who are our most important customers?
Value Proposition

• What value do we deliver to the customer?
• Which one of our customer’s problems are we helping to solve?
• What bundles of products and services are we offering to each Customer Segment?
• Which customer needs are we satisfying?
Customer Channels

• Through which Channels do our Customer Segments want to be reached?
• How are we reaching them now?
• How are our Channels integrated?
• Which ones work best?
• Which ones are most cost-efficient?
• How are we integrating them with customer routines?
Customer Relationships

- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established?
- How are they integrated with the rest of our business model?
- How costly are they?
Revenue Structure

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?
Key Activities

• What Key Activities do our Value Propositions require?
• Our Distribution Channels?
• Customer Relationships?
• Revenue streams?
Key Resources

• What Key Resources do our Value Propositions require?
• Our Distribution Channels? Customer Relationships?
• Revenue Streams?
Key Partnerships

- Who are our Key Partners?
- Who are our key suppliers?
- Which Key Resources are we acquiring from partners?
- Which Key Activities do partners perform?
Cost Structure

• What are the most important costs inherent in our business model?
• Which Key Resources are most expensive?
• Which Key Activities are most expensive?
Products and services transform capability into customer Value
An organisation is not its own customer.
Business Architects

analyse stakeholders and

are concerned about traceability
Building Value Streams
Building Value Streams

Product / Service

- How is demand captured?
- How is appropriate capability identified and assigned?
- How is capability applied to deliver value?
Building Value Streams
Building Value Streams

Value Streams

Demand

Supply

Supply

Supply

Delivery

Delivery

Delivery

Value Streams
Building Value Streams
Business Architects

Design the way a solution will operate
Process & Capability
Process Hierarchy

Marketing

Capabilities
Process Hierarchy

Marketing

- Market Research
- Public Relations
- Advertising

Capabilities
Process
Hierarchy

Marketing

- Market Research
- Public Relations
- Advertising
  - TV & radio advertising
  - Print advertising
  - Online advertising

Capabilities
Process Hierarch
Process
Hierarchy

Marketing

Market Research
- TV & radio advertising

Public Relations
- Print advertising

Advertising
- Online advertising
  - Social media marketing
  - Microsites
    - Awareness campaigns
      - Banner ads
      - Pay per click
      - Interactive games
      - Email campaigns
Business Architects

Analyse process

Perform functional decomposition
Process
Hierarchy

What *can* the business do?

Division A

Division B

What *do* people do?
Business Scenarios

Order \(\rightarrow\) Activate

Service Assurance
Business Scenarios

Order → Activate

Service Assurance
Business Scenarios

Order → Activate

Service Assurance
Business Scenarios
Business Architects

Define requirements as scenarios

Perform interface analysis

Assess and validate solutions
MOVING
DAY
NOTICE
KEEP GATE CLOSED AND LOCKED.
Business Architecture

It is Business Analysis but different to what you might be used to.