

The Role and Importance of Business Process in Business Architecture

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- ❑ Based in Melbourne, Australia
- ❑ Currently working as an Enterprise Architect with particular specialist knowledge in Business Architecture and Business Process Management
- ❑ Nearly 30 years experience in various disciplines, such as:
 - IT Architecture domains;
 - IT Planning;
 - Business Process Modelling
 - Process Improvements;
 - Business Architecture domains, including Business Strategy.



I am often asked many different questions surrounding Business Architecture and Business Process, but two specific questions are frequently asked:

“I understand the need for a Business Architecture and how it is used to document our Strategies and Direction of our business and also in assisting with the translation of our business needs into the requirements for our Application and Technology, but what role does Business Process fit into Business Architecture?”

“I understand the importance of Business Process, because we are actively involved in documenting our processes and use Business Process Management, but what role does Business Architecture play and how does this relate to Business Processes?”

The Answer to both these questions is in fact the same

Business Process is in fact an integral component of any Business Architecture, but more that Business Process is the link between the other components of the Business Architecture.

Overview of Business Architecture

- Business architecture is defined as:
 - *“A blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands.”*
(source: OMG Business Architecture Special Interest Group).
- Although there is no clearly defined single standard definition of what is contained in Business Architecture, there are a number of definitions which are slowly getting closer together over time, for example:
 - TOGAF;
 - ArchiMate; and
 - Object Management Group’s Business Architecture Working Group’s Business Architecture.

Overview of Business Architecture (Continued)

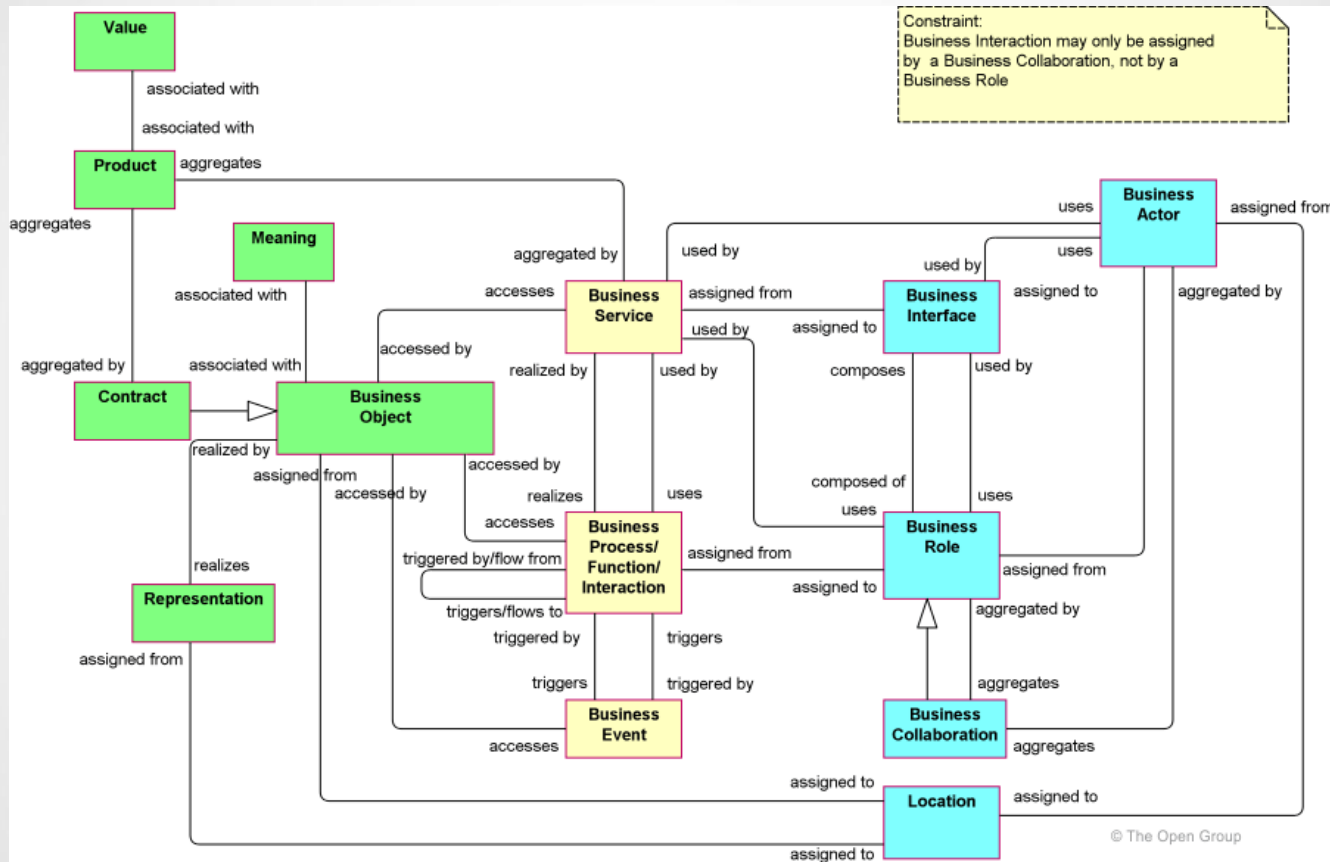
- ❑ Orbus Software's iServer Enterprise Architecture product is available pre-configured for use with the TOGAF V9.1 Meta model and an accelerator pack for the ArchiMate V2.0 modelling notation.
- ❑ It is also possible, of course, to implement any architecture framework and / or notation that you may wish to implement.
- ❑ Consequently, it would also be possible to implement the OMG's Business Architecture as well, once the standard is published.

Overview of Business Architecture (Continued)

- Each of these may differ in their groupings and details, however they do broadly contain the same set of meta-model objects, for example each has elements covering:
 - Business Strategy;
 - Business Capabilities and Services;
 - Business Functions and Processes;
 - Information and Data; and
 - Organisation structure, people and roles.

What is Business Architecture?

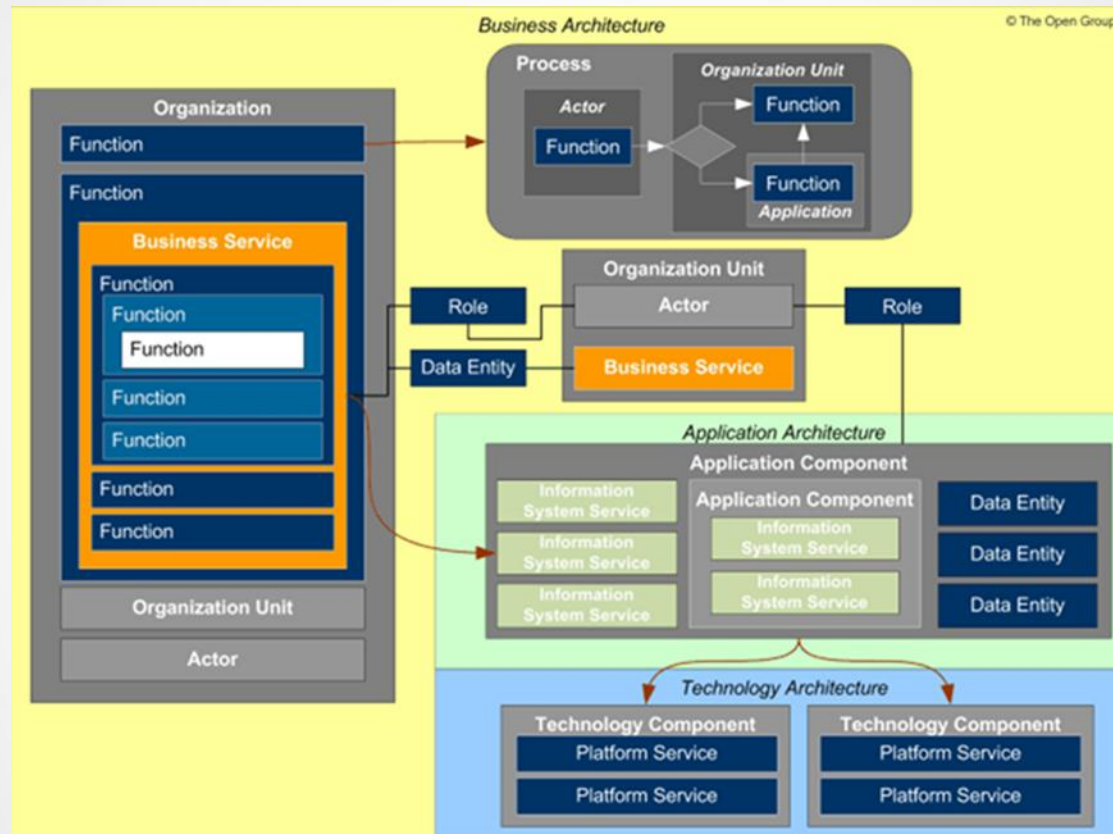
Overview of Business Architecture (Continued)



The Open Group ArchiMate V2.0 Meta Model

What is Business Architecture?

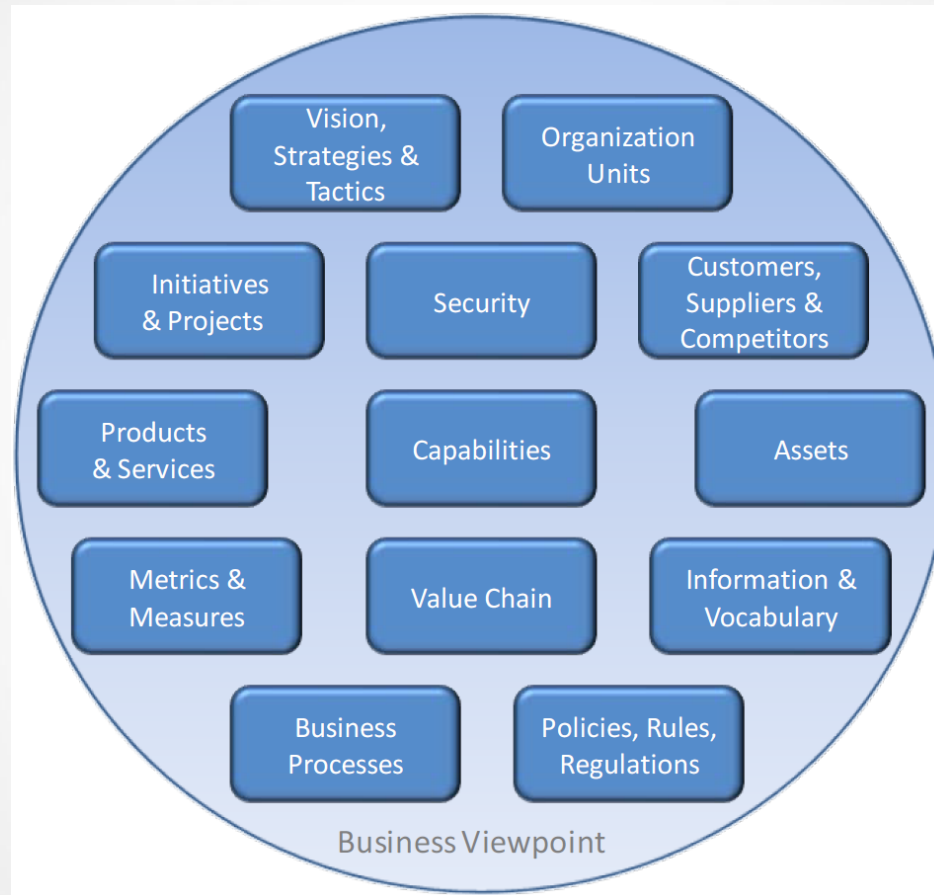
Overview of Business Architecture (Continued)



The Open Group Architecture Framework (TOGAF) V9 Business Architecture Content Meta Model

What is Business Architecture?

Overview of Business Architecture (Continued)



The Object Management Group Business Architecture Ecosystem

Overview of Business Architecture (Continued)

- In essence, Business Architecture defines the structure of the enterprise in terms of its:
 - Strategy and Direction;
 - Governance structure;
 - Capabilities, Functions and Business Processes; and
 - Business information.

Overview of Business Architecture (Continued)

- In defining the structure of the enterprise, Business Architecture considers:
 - Customers;
 - Finances; and
 - The ever-changing market.

Overview of Business Architecture (Continued)

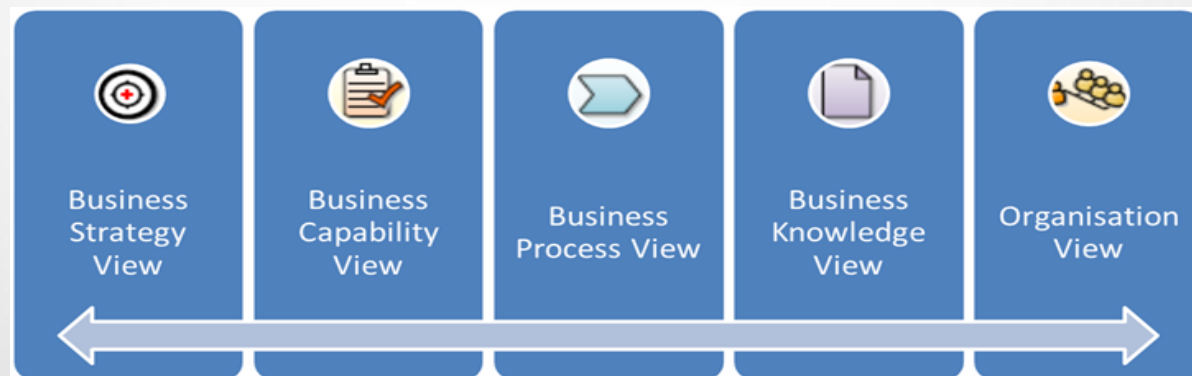
- The Business Architecture then aligns these to Strategic goals and objectives with decisions regarding:
 - Products and services;
 - Partners and suppliers;
 - Organisation capabilities; and
 - Key initiatives.

Overview of Business Architecture (Continued)

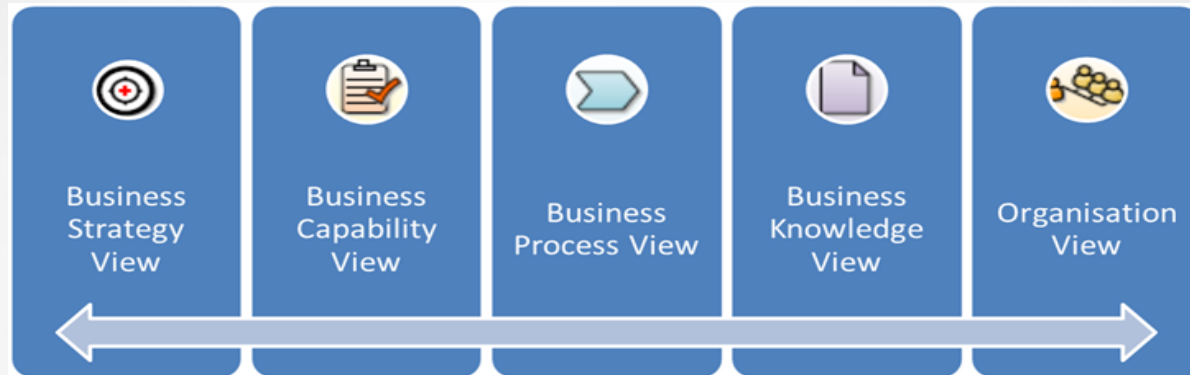
- The Business Architecture then aligns these to Strategic goals and objectives with decisions regarding:
 - Products and services;
 - Partners and suppliers;
 - Organisation capabilities; and
 - Key initiatives.
- Business Architecture primarily focuses on the business motivations, business operations and business analysis frameworks and related networks that link these aspects of the enterprise together.

Overview of Business Architecture (Continued)

- In order to develop an integrated view of an enterprise, many different views of an organisation are typically developed. The key views of the enterprise within the business architecture are:
 - The Business Strategy view;
 - The Business Capabilities view;
 - The Business Process view;
 - The Business Knowledge view; and
 - The Organisational view.



Overview of Business Architecture (Continued)



- Each of these views build up the picture of the business as together they describe the Why, What and How.
 - The “Why” view sets out the strategy for the business and the capabilities;
 - The “What” view sets out what is done and the detailed processes describe the how; and
 - The “Who” view sets out the organisational model and the roles.

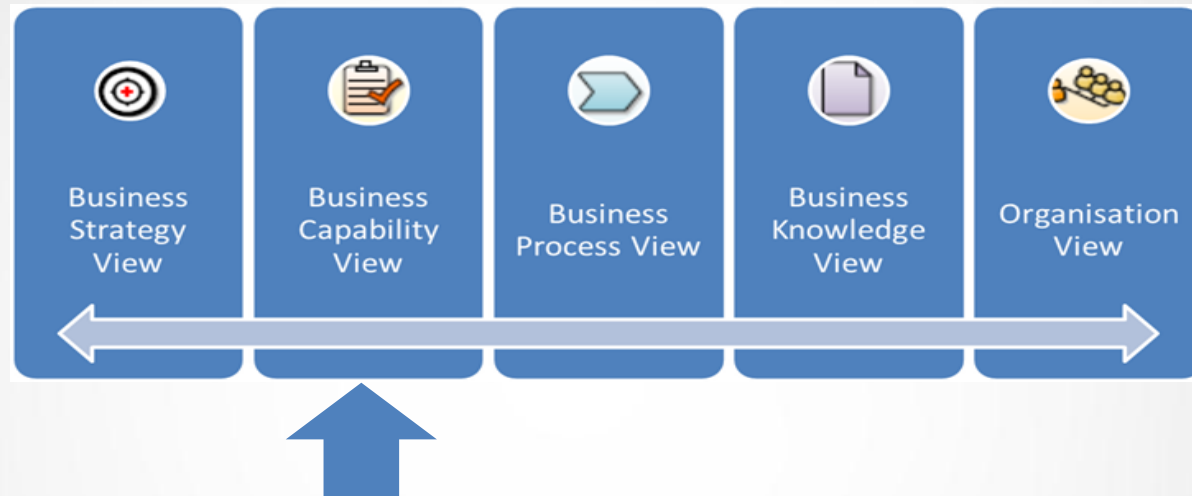
Understanding the different Views



Business Strategy View

- ❑ The Business Strategy view captures the tactical and strategic goals that drive an organisation.
- ❑ Goals are decomposed into various tactical approaches for achieving these goals and for providing traceability through the organisation.
- ❑ These tactical and strategic goals are mapped to metrics that provide ongoing evaluation of how successfully the organisation is achieving its goals.

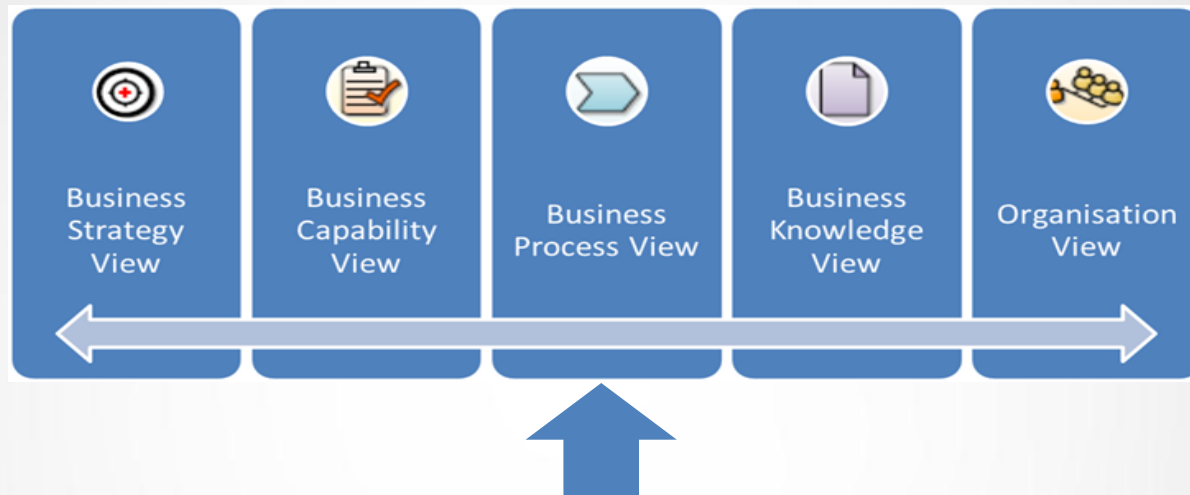
Understanding the different Views (Continued)



Business Capability View

- ❑ The Business Capabilities view describes the primary business functions of an enterprise and the pieces of the organisation that perform those functions.
- ❑ This view further distinguishes between customer-facing functions, supplier-related functions, business execution, and business management functions.

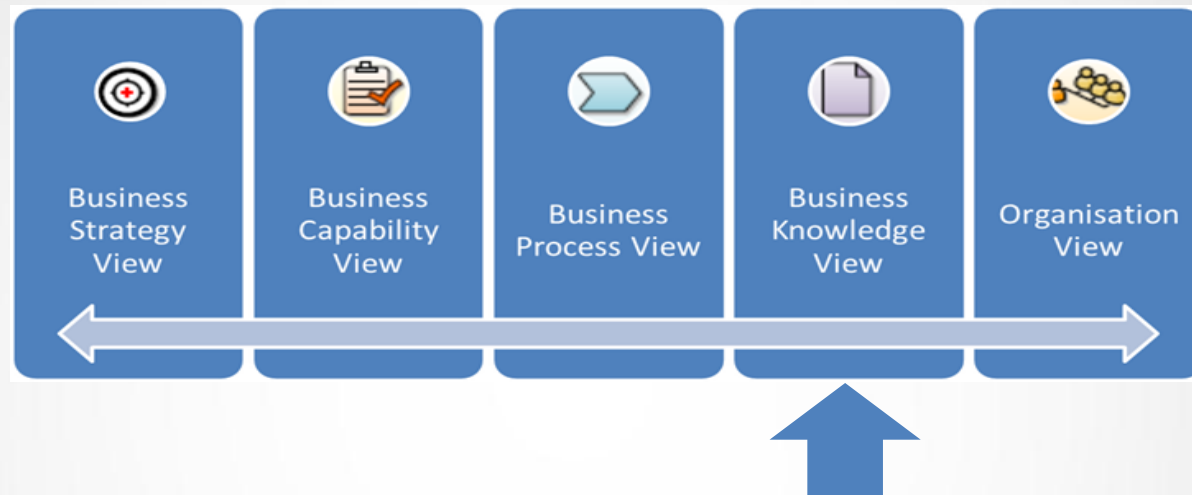
Understanding the different Views (Continued)



Process View

- ❑ The Business Process view defines the set of strategic, core and support processes that transcend functional and organisational boundaries.
- ❑ The process view sets the context of the enterprise by identifying and describing external entities such as customers, suppliers, and external systems that interact with the business.

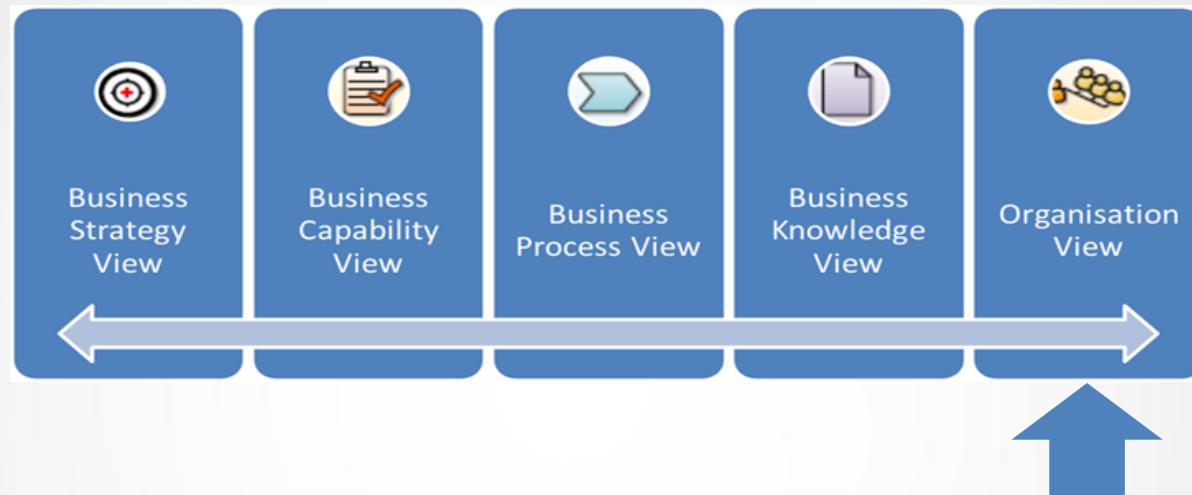
Understanding the different Views (Continued)



Knowledge View

- ❑ The Business Knowledge view establishes the shared semantics (e.g., customer, order, and supplier) within an organisation and relationships between those semantics (e.g., customer name, order date, supplier name).
- ❑ These semantics form the vocabulary that the organisation relies upon to communicate and structure the understanding of the areas they operate within.

Understanding the different Views (Continued)



Organisation View

- The Organisational view captures the relationships among roles, capabilities and business units, the decomposition of those business units, and the internal or external management of those units.

Why develop a Business Architecture?

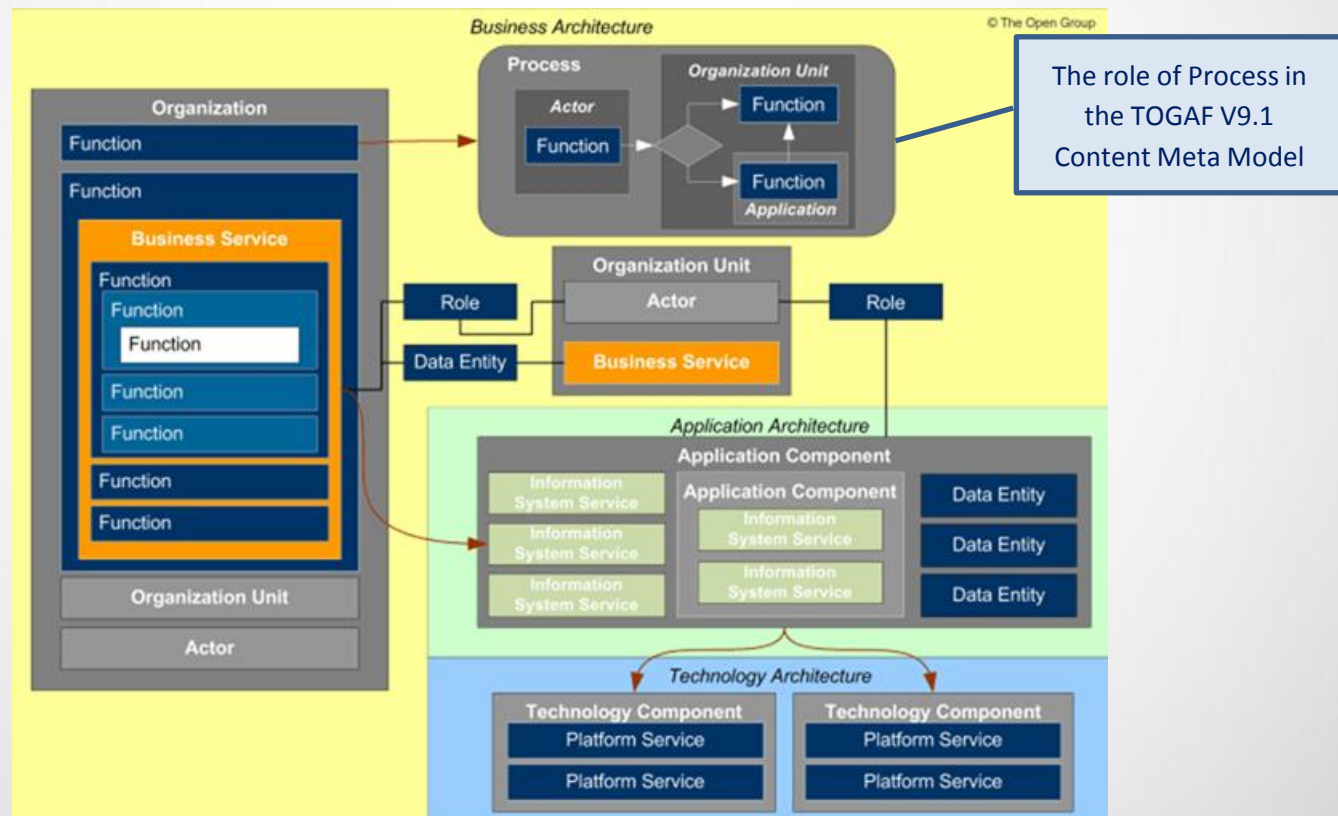
- ❑ The effort to develop a Business Architecture will provide the business with a defined and documented:
 - ❑ Business Motivational model for the business, including the business' mission, vision, goals, objectives strategies etc.;
 - ❑ Understanding of the core Capabilities of the business;
 - ❑ Management, Core Value Creation and Enabling / Supporting Processes of the business, including providing the linkages from:
 - the business motivation and capabilities to the process, and
 - the process to the business knowledge and organisation structure;
 - ❑ Clearly defined roles for each process and the technology enabling the process; and
 - ❑ The scope to align a balanced scorecard against the process.

Overview

- ❑ Process is central to a Business Architecture and this can be seen in the three of the most popular Business Architecture Meta Models, namely:
 - The Open Group's Architecture Framework (TOGAF) V9.1 Business Architecture;
 - The Open Group's ArchiMate V2.0; and
 - Object Management Group's Business Architecture Work Group's Business Architecture.
- ❑ Let's use the TOGAF V9.1 Meta Model to illustrate the role of Process in a Business Architecture.
- ❑ At its simplest, the TOGAF Content Meta Model shows how Process is at the core of the Business and the link between the various components of the Content Meta Model.

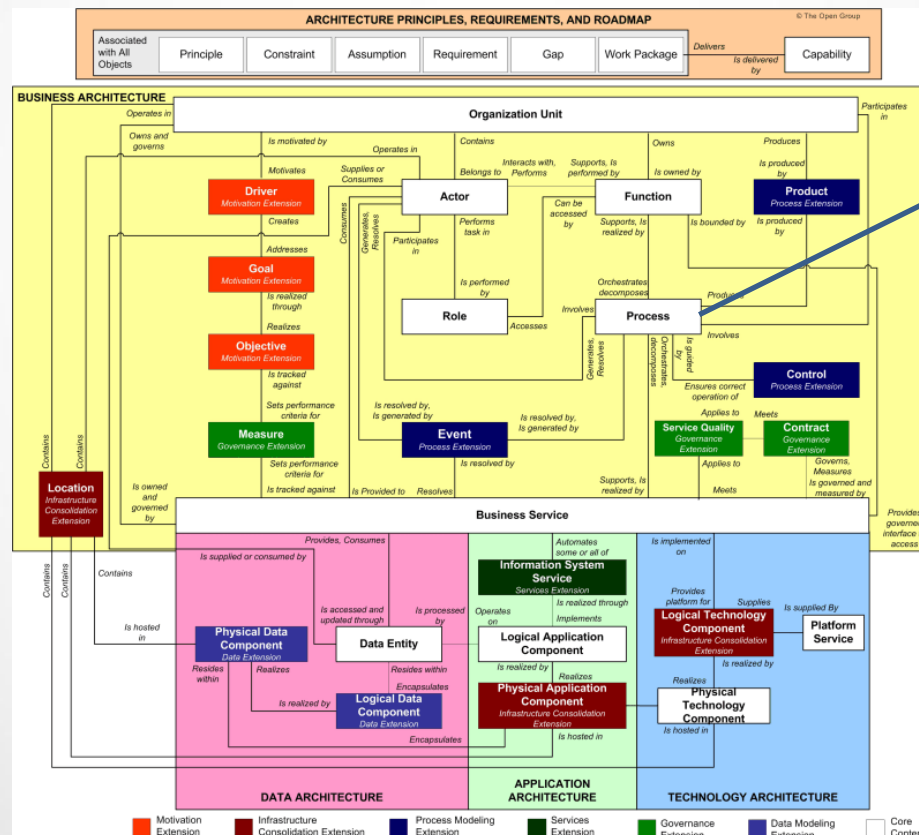
Overview (Continued)

- At its simplest, the TOGAF Content Meta Model shows how Process is at the core of the Business and the link between the various components of the Content Meta Model.



Overview (Continued)

- ❑ In the more detailed view of the TOGAF 9.1 Meta Model, Process can still be seen as the link between various other views within the Business Architecture:



The role of Process in the TOGAF V9.1 Meta Model

Overview (Continued)

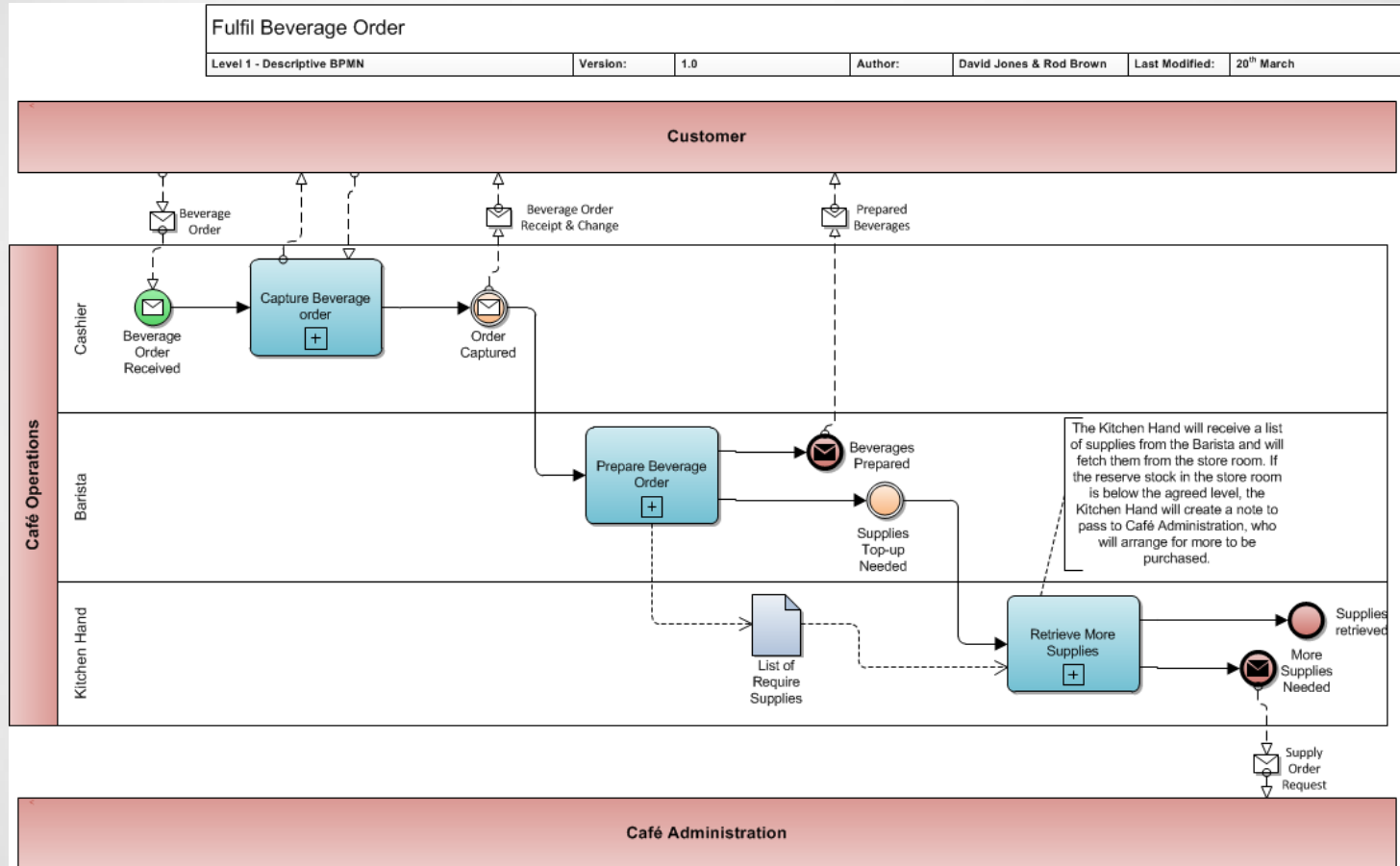
- ❑ As discussed process is much more than a model documented in Business Process Modelling Notation (BPMN). Process provides the link to business rules, to risk and controls and to the roles that complete the process.
- ❑ The process can be thought of as the subject of an organisation and as the key to understanding the capabilities provided by the organisation. The process is central in describing the capability as capability is described by people, process and technology.

How does Process provide the link?

- Processes provide the link to within Business Architecture on the basis of the information contained in the process. For example:

Visibility of the organisation unit responsible for the process and the role completing the process is described by the pool and the lane respectively. Processes must be described within the context of one or both of these. Modelling within a repository will provide the ability to link the pools and lanes to an organisational model. This capability will in-turn allows the user to interrogate the organisational model to understand what processes are executed by what roles and who is the process owner.

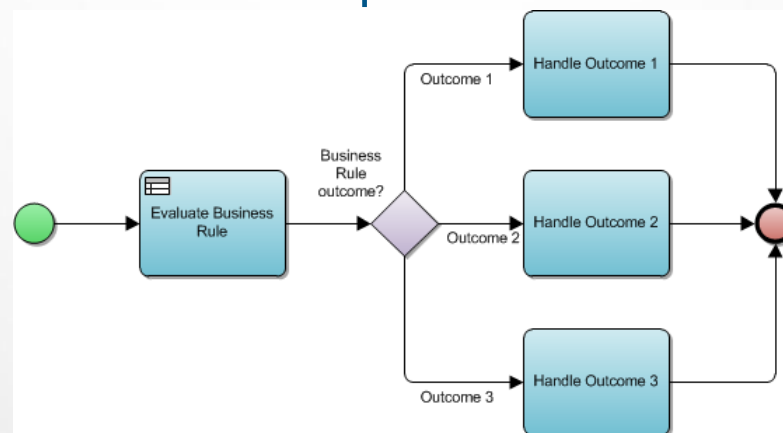
How does Process provide the link? (Continued)



Example BPMN Collaboration Diagram

How does Process provide the link? (Continued)

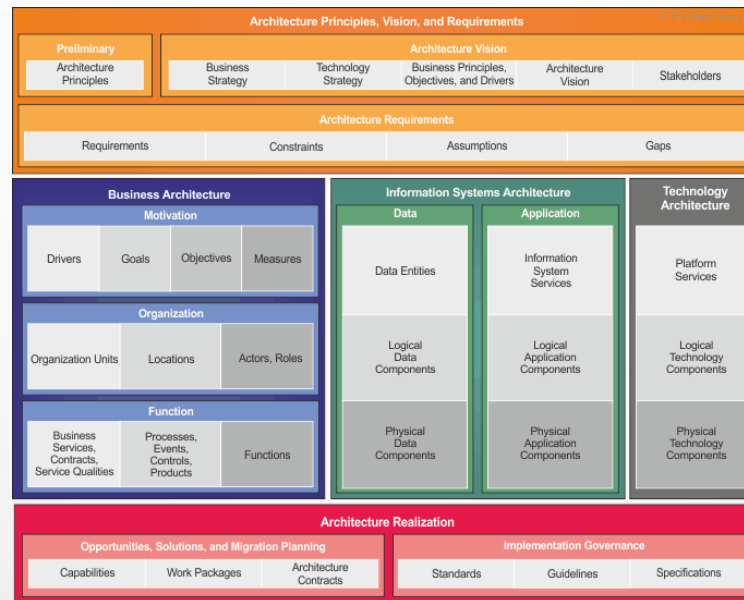
- ❑ Organisations have many business rules that described the constraints that the business must operate within. However to understand how the business rule is implemented and to understand the context one needs to read the process model.
- ❑ Again this demonstrates how central the business process is to the business architecture. Linking the business rule to the process provides the ability to not only ensure the rule is implemented but that it is implemented correctly.



Business Rule implemented in BPMN

How does Process provide the link? (Continued)

- A documented process allows the risk manager to identify not only what the risks are but more importantly how the risk will be managed. In turn using a tool such as the iServer repository provides the capability to identify the documented risks across all processes and the controls that are in place.



Business Rule implemented in BPMN

Why provide visibility of the Process

- As explained so far the Process is central to an organisation. It is what provides the link between:
 - What the organisation does;
 - Who does it; and
 - How it is done.
- This can perhaps be best understood by thinking how the processes can provide the management team with the information to make informed decisions on such matters as:
 - Do we outsource or in-source a process?
 - What is the process we need to improve?
 - Do we have the right risks identified and the appropriate controls?
 - Do we have the right roles for the process?

- ❑ As we have demonstrated using various illustrations, Business Process is a critical component of any Business Architecture.
- ❑ It doesn't matter which way you look at it, all Business Architectures, no matter what Meta Model being used, Business Processes will be at the core as the means of linking the various components of the Architecture.

Do you have any questions?



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