Why is Business Architecture so important to Enterprise Architecture?

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About the Author

- Senior Consultant Architect
- 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 Modeling
  - Process Improvements;
  - Business Architecture domains, including Business Strategy.

Agenda

1. Introduction
2. Positioning BA in EA Frameworks
3. Zachman Framework
4. The Open Group Framework
5. US Federal Enterprise Architecture
6. OMG’s Business Architecture
7. Conclusion

1. Introduction

Despite being around for more than 20 years, the term Enterprise Architecture still causes confusion

- Wikipedia defines Enterprise Architecture as:

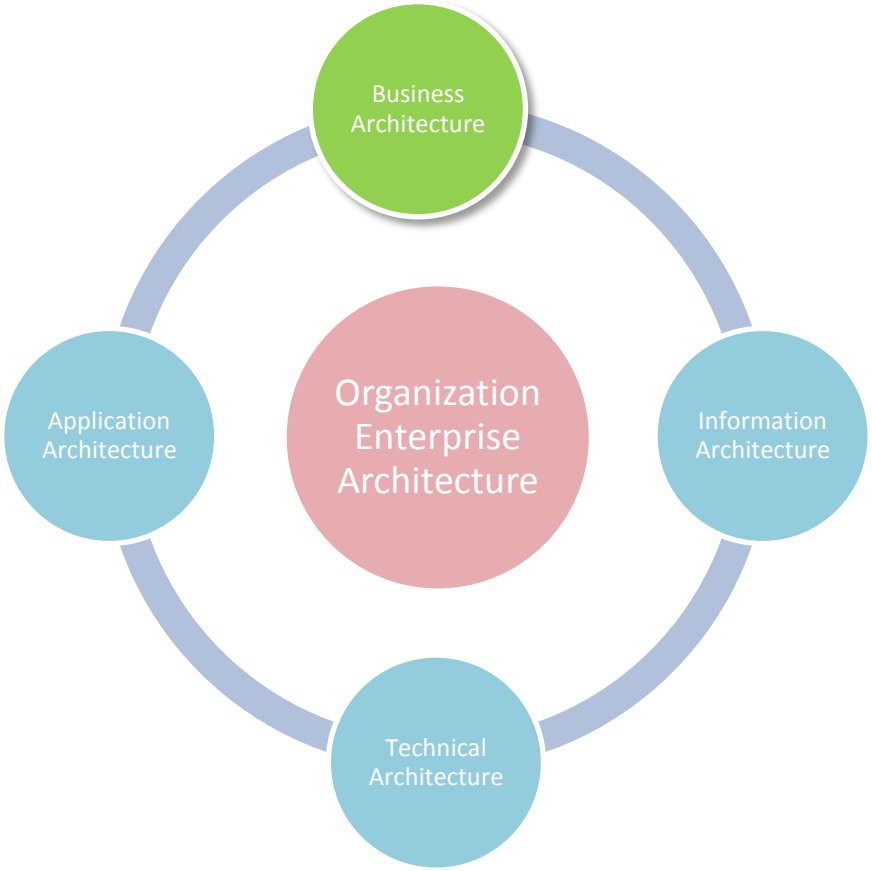
  Enterprise architecture (EA) is the process of translating business vision and strategy into effective enterprise change by creating, communicating and improving the key requirements, principles and models that describe the enterprise's future state and enable its evolution.

- The Open Group Architecture Framework (TOGAF) defines "*enterprise*" as:
  - Any collection of organizations that has a common set of goals
- Consequently, in the context of "enterprise architecture“, the term "enterprise" can be used to denote both:
  - An entire enterprise - encompassing all of its information and technology services, processes, and infrastructure; and
  - A specific domain within the enterprise.

1. Introduction

One of the key issues relating to Enterprise Architecture continuing to cause confusion is that of scope

- Many people hold the mistaken belief that Enterprise Architecture is an alternative term for Information Technology Architecture.
- However this is not the case.
- Explaining why this is not case is the purpose of this Webinar and our White Paper.
- The diagram across provides a simple illustration of the typical framework used to show the composition of an Enterprise Architectures:



2. Positioning BA in EA Frameworks

Let’s look at 4 key Enterprise Architecture Frameworks to show how Business Architecture is positioned

Figure 2: The Zachman Framework for Enterpriser Architecture™

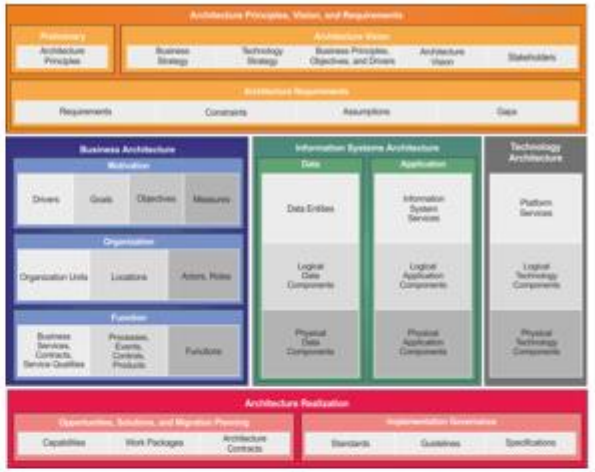


Figure 3: TOGAF 9.1 Content Meta Model

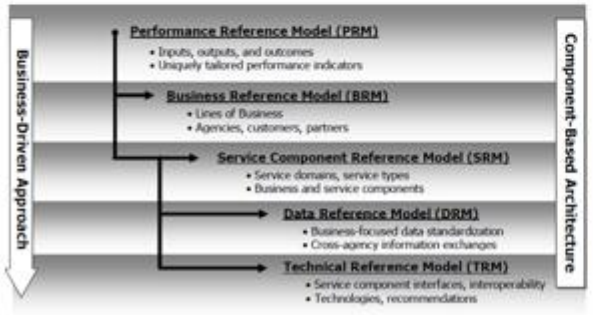


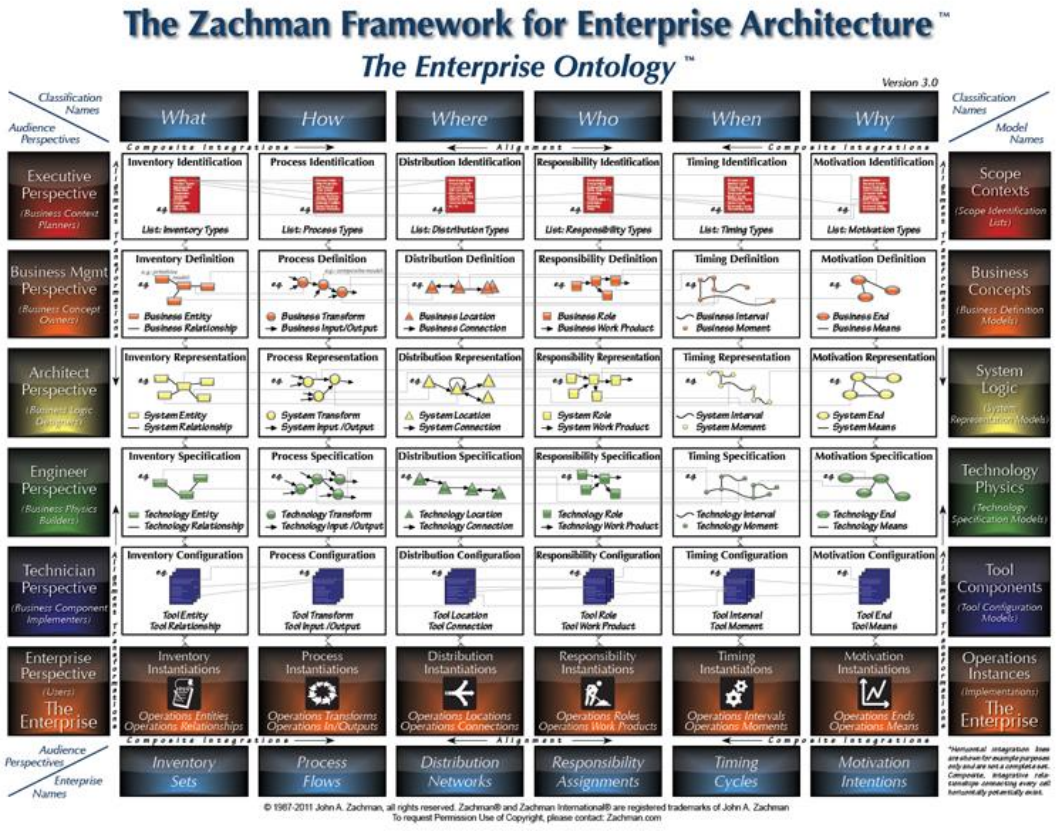
Figure 4: The Federal Enterprise Architecture Framework

Figure 5: OMG BAWG's view of EA

3. Zachman Framework

John Zachman describes enterprise architecture as…

- "Architecture is a set of descriptive representations that are relevant for describing something you intend to create and that constitute the baseline for changing an instance of that thing once you have created it.
- Therefore, Enterprise Architecture is the set of descriptive representations relevant for describing an Enterprise and that constitutes the baseline for changing the Enterprise once it is created".
- The Zachman Framework is the founding structure for many Enterprise Architecture frameworks which provides a formal structured way and ontology for viewing and defining an enterprise.



3. Zachman Framework

It is a framework that includes six key questions:

- Why? – motivations and intentions of the enterprise
- How? – the processes that make up the enterprise
- What? – the inventory sets that make up the enterprise
- Who? – the responsibility assignment for each organizational unit and role
- Where? – the distribution network for the enterprise
- When? - list of triggers and cycles important to the enterprise

Note:

It is important to understand that the Zachman Framework is not a methodology in that it does not imply any specific method or process for collecting, managing, or using the information that it describes. The six key questions that form the basis for collecting the information to the build the enterprise architecture can be used in any order.

4. The Open Group Architecture Framework

It is a framework that includes six key questions:

- The Open Group Architecture Framework, or TOGAF® as it is more commonly known, is probably the most widely used Enterprise Architecture framework used today.
- The Open Group is a global consortium of approximately 400 members that was set up in the mid-1990's to develop TOGAF.

Note:

- The first version of TOGAF, released in 1995, was explained by the Open Group as:
  - *...based on the Technical Architecture Framework for Information Management (TAFIM). The US Department of Defense gave The Open Group explicit permission and encouragement to create TOGAF by building on the TAFIM, which itself was the result of many years of development effort and many millions of dollars of US Government investment.*

4. The Open Group Architecture Framework

Wikipedia defines TOGAF as:

- The Open Group Architecture Framework, or TOGAF® as it is more commonly known, is probably the most widely used Enterprise Architecture framework used today.
  - *The Open Group Architecture Framework (TOGAF®) is a framework for enterprise architecture which provides a comprehensive approach for designing, planning, implementing, and governing an enterprise information architecture.*
  - *TOGAF is a registered trademark of The Open Group in the United States and other countries.*

Currently at Version 9.1, the Open Group defines TOGAF as an architecture framework that provides:

- *… the methods and tools for assisting in the acceptance, production, use, and maintenance of an enterprise architecture.*
- *It is based on an iterative process model supported by best practices and a re-usable set of existing architecture assets.*

4. The Open Group Architecture Framework

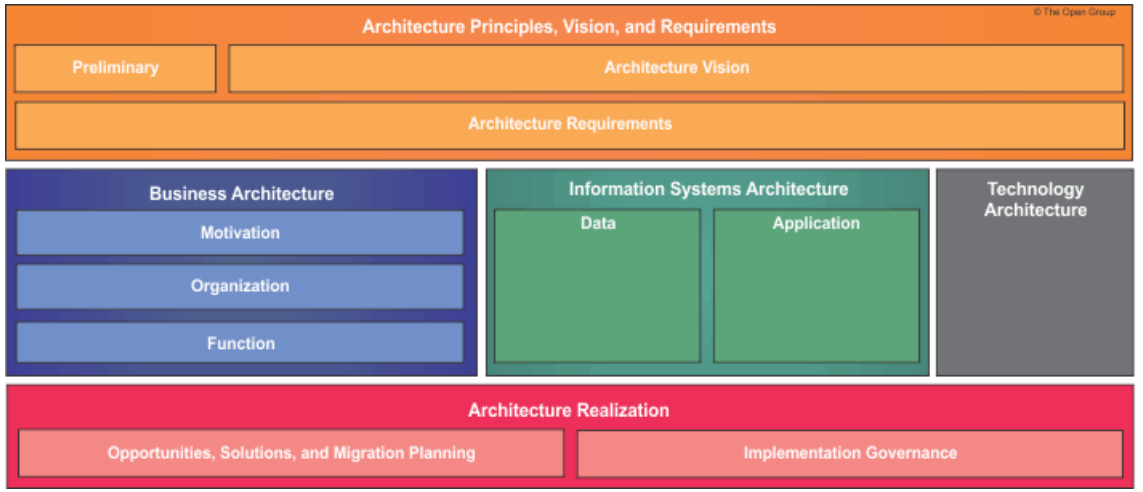
TOGAF is based on a Content Meta Model that is contains 3 levels of architecture, namely:

- Business Architecture;
- Information Systems Architecture, that contains views for Data and Applications; and
- Technology Architecture.

This is “topped and tailed” by:

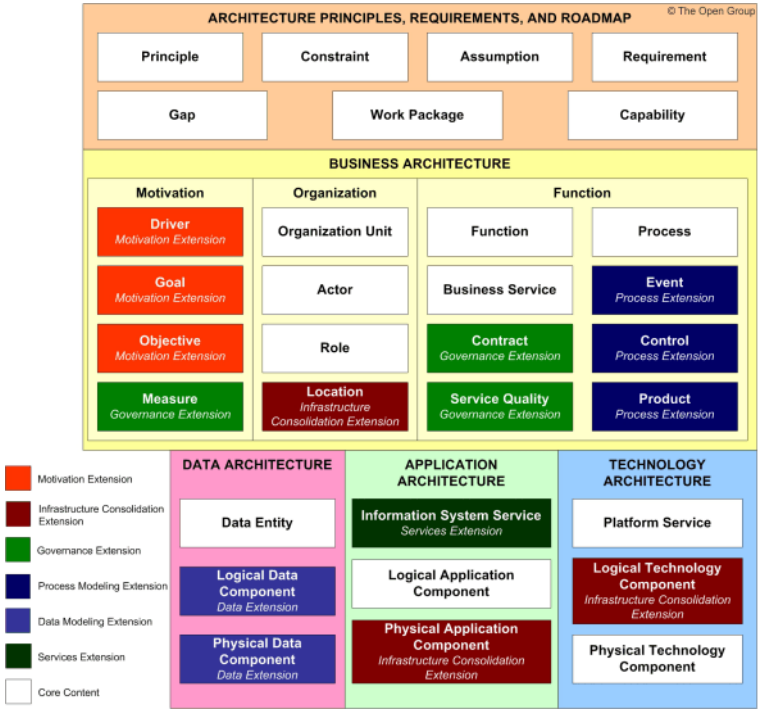
- Architecture Principals, Vision and Requirements;
- Architecture Realisation, in the form of Opportunities, Solutions and Migration Planning combined with Implementation Governance.

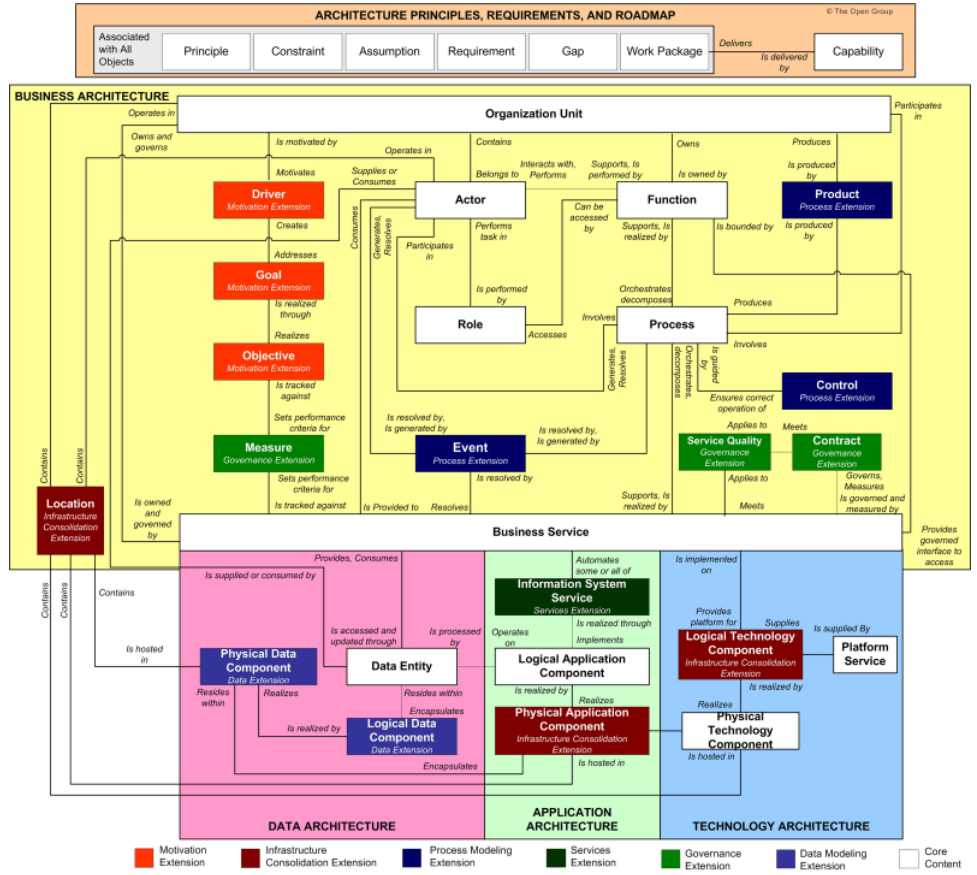
The high level overview of the TOGAF 9.1 Content Meta Model is shown as follows:



4. The Open Group Architecture Framework

This high level overview clearly shows the Business Architecture as a core component of the TOGAF Content Meta Model. This is further illustrated by looking at the Content Meta Model at the next level of detail, as follows:





5. US Federal Enterprise Architecture

Before understanding the fundamentals of FEA it is important to understand how FEA views Enterprise Architecture

- FEA sets out that Enterprise Architecture can be described as been concerned with identifying common or shared assets, whether they are strategies, business processes, investments, data, systems or technologies.
- Enterprise Architecture is driven by strategy and the alignment of an organization's mission, strategic goals and objectives.
- FEA expresses the view that the primary stakeholders of an enterprise architecture are the senior managers and executives trusted with ensuring the organization's fulfils its mission as effectively and efficiently as possible.

5. US Federal Enterprise Architecture

The practice guide for Federal Enterprise Architecture sets out the value that can be delivered by:

- ‘Describing the current and future state of the agency and its segments;
- Defining the desired results for an agency and priority segments;
- Determining what resources are used to achieve measurable performance
- improvements for an agency’s core mission areas and common or shared services;
- Leveraging business and information management resources across the agency;
- Developing a transition strategy to achieve strategic goals and objectives and target performance improvements; and
- Measuring the value of EA products and services to inform decisions in other practice areas and support business results.

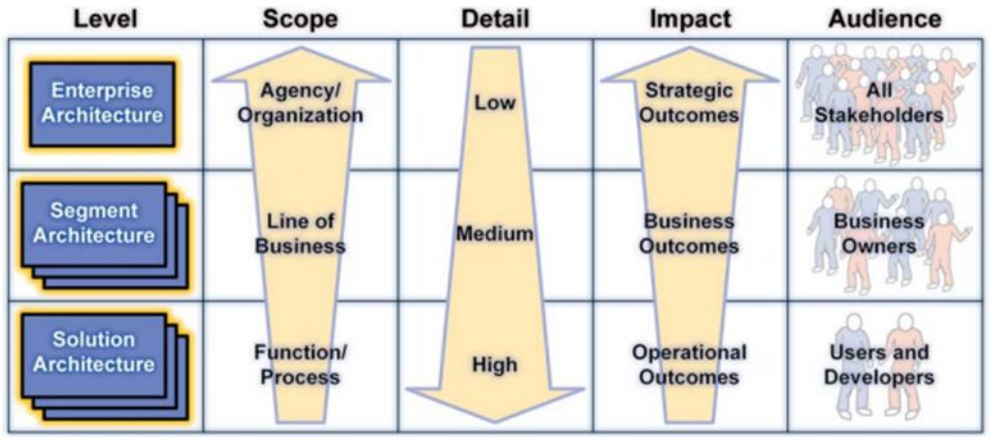
5. US Federal Enterprise Architecture

In order to drive the value set out in the FEA practice guide one needs to appreciate the important role played by business architecture in the FEA:

- The practice guide encourages the enterprise architect to take a ‘business-led approach to the architecture to be more successful in meeting strategic goals and responding to mission needs’.
- The FEA has at its core that the business architecture be completed first and then this is used to inform and understand the link to the technology components.
- FEA, is primarily concerned with the need to identify common or shared assets.
- It is important to note that these ‘assets’ are not restricted just to systems or technology but include strategy, the organization’s business processes, investments and finally the data.

5. US Federal Enterprise Architecture

Business Architecture is important as this provides the link from strategy to processes to roles and in turn provides an effective mechanism to include supporting data and technology:



6. OMG's Business Architecture

Overview

- Business Architecture defines the structure of the enterprise in terms of its governance structure, business processes, and business information. In defining the structure of the enterprise, business architecture considers customers, finances, and the ever-changing market to align 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.
- 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
  - the Organisational view
  - Each of these views has a defined scope and purpose within Business Architecture.

6. OMG's Business Architecture

Components of a Business Architecture

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.

6. OMG's Business Architecture

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.

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.
- The processes also describe which people, resources and controls are involved in the process. And at the lowest level of detail describe the manual and automated tasks that make up the process flow.

6. OMG's Business Architecture

Knowledge View

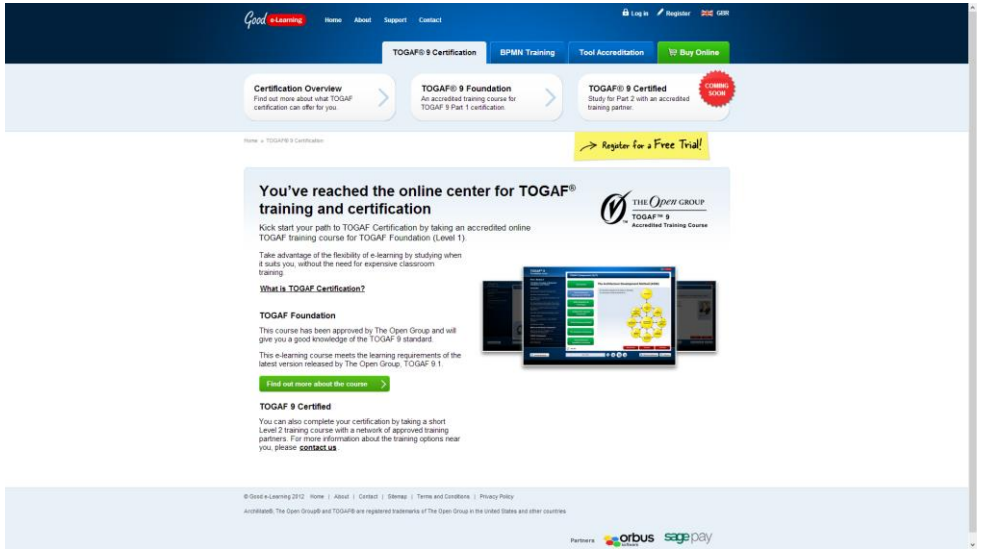
- The Business Knowledge view establishes the shared semantics (e.g., customer, order, and supplier) within an organisation and relationships between those semantics (e.g., customer name, order date, supplier name).
- These semantics form the vocabulary that the organisation relies upon to communicate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

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.

Conclusion

- As we can see from the four architecture frameworks we have covered, a Business Architecture was a fundamental component of each of them.
- As best illustrated by the TOGAF Meta Model, an Enterprise Architecture needs to have a Business Architecture as the foundation layer on which the Data, Application and Technology Architectures need to support.
- We would suggest that you spend time understanding one of the frameworks to better understand the role of Business Architecture. TOGAF is probably the most accessible and easiest to pick up because of the availability of materials.
- There are also many training programs available with 2 levels of certification available from the Open Group. Orbus Software has recently partnered to launch an elearning website (http://www.goodelearning.com/):



Any Questions?

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Download this presentation and accompanying white paper from:
www.orbussoftware.com/downloads

Thank You

David Jones

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