



# Twin Cities Business Architecture Forum

Community Meeting  
January 21, 2013

# Agenda

- 3:00     **Networking and facilitated roundtable discussions**  
Facilitated roundtable discussions that will explore participant experience and views on the issue of elevating the status of business architecture as a profession and as a value-added practice within organizations
- 4:30     **Introductions and Board Update**
- 4:45     **The evolution and future of business architecture**
- Creating our Future**  
Small group discussions focused on what we can do as a community of practice and as individuals to advance the profession  
Reconvene to compare notes; where do we go from here?
- 6:00     **Adjourn**

# Why we're here

## Charter

Create and sustain a Minnesota-based professional community dedicated to the understanding and advancement of the role and professional practice of **Business Architecture** to promote information sharing, common definitions and standards, discussion of ideas, and connecting like-minded professionals and networking through meetings, activities, presentations and educational development at the local level.

## Mission

The Twin Cities Business Architecture Forum is an association of local **Business Architecture** professionals dedicated to understanding, documenting and implementing improvements for **Business Architecture** in all forms. We explore the risks and benefits of key frameworks and standards, learn from and share with each other, and support the practice of **Business Architecture** in the Twin Cities and surrounding area.

# Community Code of Conduct

Who we are:

Self-selected practicing and aspiring Business Architects and those leaders seeking to establish and benefit from Business Architecture in their organizations

How we operate:

- This is an inclusive Professional Community of Practice
- We welcome Business Architects at all skill levels
- Recruiting and job seeker networking encouraged
- Information sharing, storytelling, and question/answers
- Respectful discussion and debate welcome
- This is not the place for solicitation or selling

# Expanded Community Involvement

## Possible Sponsorship

- As a hosting organization, you have various options:
- Simply offer your company's space and refreshments to accommodate a guest speaker,
- Host at the TCBAF meeting space, while providing refreshments and a speaker, or
- Work with another sponsor to provide only the speaker or content.

## Community involvement opportunities?

- Program/speaker contributions
- Email address for Information/suggestions?
- Website?
- Recording?
- Remote participation?
- ....

# Calendar and Community

- Board Meetings held the 1<sup>st</sup> Wednesday of every month  
4:15-6pm
- Sponsor Meetings held the 1<sup>st</sup> Wednesday of each quarter  
4:30-6pm

Join the TCBAF LinkedIn Group!

Next Meeting at Express Scripts

March 18<sup>th</sup> 2014

# Questions





# The Lifecycle of Business

## Architecture as a Discreet Discipline

Linda Finley

Observations by TCBAF Board Members

# The Evolution

- Business Architecture is defining and creating your business and operations to *enable* and *enhance* your purpose.
- It enables you to understand and optimize your organization.
- It links business and technology...current and future.
- It equips you to make decisions and investments
- It is the discipline to align current and future business goals with people, process, and tools, and convey current and future business opportunities to the organization.

# Where we've come from

- 1995 – The Open Group Architectural Framework (TOGAF)
- 2007 – Object Management Group (OMG) establishes Business Architecture Special Interest Group (BASIG) and Business Architecture Working Group (BAWG)
- 2010 – Business Architecture Guild Formation & subsequent publication of the BIZBOK (Business Architecture Body of Knowledge)
- 2010 -- Twin Cities Business Architecture Forum Launch
- 2011 – The Business Architecture Information Day Launch
- 2012 – Business Architecture Certificate Program created
- 2013 – Third major release of the BIZBOK
- Tomorrow--TBD

# What's going on

- Certifications
- Maturity Model and Competency Frameworks
- Business Architecture in business schools
- Consultancies popping up
- Organizational Alignment is shifting
- ...



# Board Member Observations

“How to position Business Architecture as a discipline that adds value to an organization’s efforts to improve performance...”

# Pam Hullander – Cargill

- Leverage existing roles and determine where there is opportunity to enhance the business architecture practice.
- Use scenarios to describe where business architecture is a component in solving a current problem.
- Share the good stories and publicize success.
- Make sure the sponsorship is more on the business side than IT side if possible. Or if it is on the IT side that it's at the higher levels of the org 'C' level.
- Don't use the term 'Business Architecture' as the main topic. Use the explanation of WHAT it provides and WHAT QUESTIONS it helps to answer.
  - Acquisitions
  - Shared Services
  - Common Business Functions
- Get the Business People to be the Practitioners.

# Jeff Dreher – Target

- “One Possible Future for Business Architecture”
- Business Architecture will move beyond its origins in IT to become a business strategy tool
- Anecdotal evidence shows that this is already happening
- It may lose its current moniker along the way
- Business architecture is ideally suited for for aligning an organization’s strategy to its daily operations
- It aids in the successful execution of strategy
- Business architecture can also be used by entrepreneurs and deal-makers to evaluate possible scenarios for how a company should be architected from the group up

# Folkert Breitsma – Adessa Consulting Partners

**Challenge:** A significant portion of Programs/ Projects seem to fail to meet the business stakeholders' expectations

**Root Cause:** Many programs/ projects are initiated without the benefit of a conceptual model that translates the business objectives into a framework

**Solution:** Assign a Business Architect (and Enterprise/ Technical Architect) to every program to ensure architectural coordination

- Establish program business value and success criteria
- Determine organizational impact
- Create and reinforce program sponsorship
- Create business design and technology principles
- Coordinate business and technology models
- Coordinate and validate traceability from business goals and success criteria, modeling to requirements, solutions testing and validation of business value

# Board member observations

- Any additional?
- Other Community member comments?

# Where we're headed

- Coalescing Definition
- Discipline Maturity
- Professional Recognition
- Increased Awareness and Understanding
- IIBA BABOK and others interested
- ...

# Business Architecture Certificate Program

## Introduction to Business Architecture

- Business Modeling—Start with Why
- Introduction to Business Capabilities
- Defining Business Capability Maps
- Applying the Concepts in your Organization
- Process Mapping
- Value Streams
- Aligning People & Technology

## Identifying Current State

- Discerning Strategy
- Business Capabilities Maturity Assessment
- Linking to Strategy
- Process Mapping
- People, Technology & Roadmap Introduction
- Sven and Olof's Swedish Bakery - Roadmap
- Financial Services -- Case Study
- Financial Services -- Roadmap
- Applying the Concepts in your Organization

## Defining Future State

## “Being” a Business Architect

- Consulting Skills
- Leading and Launching Business Architecture
- Closing Celebration

# Meet the New Business Architect

- **Create new insight and perspective.** Business executives are data rich and information poor. Business architects play an important role by combining information in ways that create new insights and **perspectives on operational effectiveness as well as future business opportunities.**
- **Clarify and illuminate strategic intent.** In theory, a company's senior executives develop strategy, which then filters down through the organization to **create aligned action.**
- **Align business strategy and action.** Once executives have defined a set of strategies, business architects **define a set of processes, models, and metrics to help management ensure that business units across the organization are working together** to attain the company's strategic vision and goals.
- **Clarify high-level business operations.** Most organizations have large amounts of detailed documentation for low-level business operational views such as workflow and procedural guidelines, but most do not have an **operational view appropriate for executives.**
- **Identify synergistic opportunities and dependencies.** As multiple organizations pursue fulfilling the enterprise's strategy, opportunities emerge for organizations to **share ideas, approaches, and detailed solutions.**

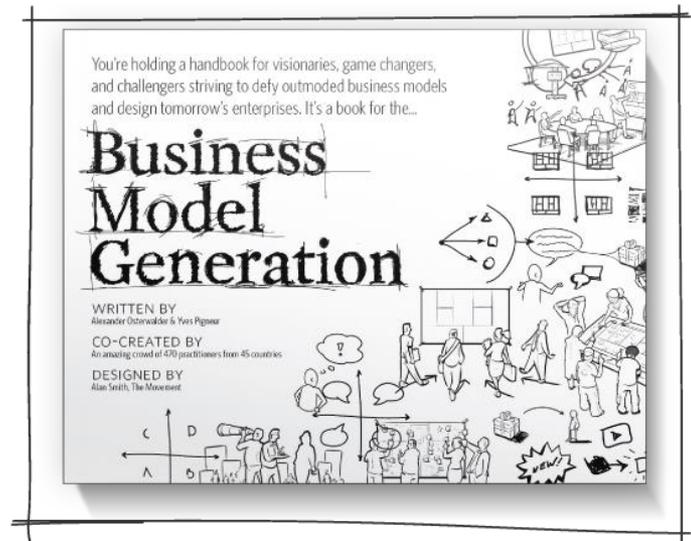
# Resources

A Guide to the Business Architecture Body of Knowledge (BIZBOK™) 3.O. The content is released to practitioner members for review and feedback. It is written with the input of the organization's authors, advisory board and members.

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

Business Model Generation is a book which will give you deep insight into the nature of business models.

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

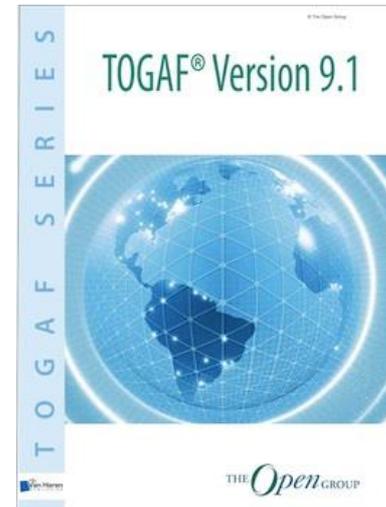


# Additional Resources

TOGAF®, an Open Group Standard, is a proven enterprise architecture methodology and framework used by the world's leading organizations to improve business efficiency.

<http://www.opengroup.org/togaf/>

The Twin Cities Business Architecture Forum (TCBAF) is a Minnesota-based organization dedicated to the understanding and advancement of the role and professional practice of Business Architecture.



# Questions





# Thanks!

Linda Finley

The Authentic Leader

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# Creating our Future

Small group discussions focused on what we can do as a professional community of practice and as individuals to advance the profession

Reconvene to compare notes; where do we go from here?