



**Nov. 15 TCBAF Report
Out: “The Face of
Business Architecture
to the Organization”**

Developing Metrics to support the Value of Business Architecture

- ▶ Map the physical processes into the actual business functions.
- ▶ It's not architecture unless you use it to make change within the business.
- ▶ Talk about activities, then the capabilities.
- ▶ Must be able to explain the cost drivers and build a business layer view.
- ▶ Measure customer satisfaction.
- ▶ Tie to the business mission and objectives.
- ▶ Reducing applications and systems redundancy is a driver to using business architecture.
- ▶ Use the existing metrics you have today (don't recreate the wheel). Prove you can bring value and continue to measure.

Developing Metrics to support the Value of Business Architecture

- ▶ Start with things that you can do and deliver.
- ▶ Measure at the enterprise level.
- ▶ Reduce systems redundancy. Measure risk reduction. Measure regulatory compliance.
- ▶ Enable business processes. View and augment the total solution.
- ▶ Link to the project portfolio to remove dups and improve visibility to the total solution.
- ▶ Journal the conversations, keeping track of everything you do as a leave behind.
- ▶ Make it a business-level SDLC. Have conversations that drive influence.
- ▶ Train the organization to expect what they will receive from the business architecture function. Obtain feedback that there is progress being made.
- ▶ The real search for metrics may be a defensive posture.
- ▶ Provide tools that provide better business decision making.

Developing Metrics to support the Value of Business Architecture

- ▶ Three metrics categories: Production (how many); Proficiency (how efficient); Effectiveness (outcome against goals)
- ▶ Metrics against closing gaps
- ▶ Adaption
 - On feedback model
 - For example, our findings being used in budget discussions
- ▶ Measure changes in company that is in line with strategy
- ▶ Apply metrics where the core competency of the business is
- ▶ Measure that you have stopped ineffective spending and increased effective spending
- ▶ Measure against the roadmap – capabilities to support the business strategies
- ▶ Customer satisfaction surveys, feedback...
- ▶ Measure against value generated – agreed it is often difficult
- ▶ Keep the measures at a high level to start with – then attempt to dive down
- ▶ If your customer is confused, you need to clarify

Selling Business Architecture within the Organization

- ▶ Get engaged early in the process, when it's a “glimmer in someone's eye.”
- ▶ Let stakeholders know you're approaching a project from a company-wide perspective. The business architecture team has “permission” to look across the total company (not just one business unit, for instance) to leverage assets, reduce redundancies, benchmarking, etc.
- ▶ Start with a particular process or problem and apply business architecture to it to show value quickly. Then show those quick wins as a means for moving up and over into other priorities for the business. In a nutshell, add value out of the shoot.
- ▶ Position the business architecture function as a key “advisor” to the business and leadership. It should be looked upon like corporate counsel or corporate finance – business architecture is able to toggle back and forth between IT and business.
- ▶ Tailor your message to your audience – be the group that can add an IT perspective or business perspective when necessary.
- ▶ Engage your recipient and make them feel comfortable to ask questions.

Selling Business Architecture within the Organization

- ▶ Gain credibility (personally) with business and IT. “Co-locate” your people and sit with both sides of the business so that you show that you have skin in the game. Insert yourself into meetings where it makes sense. Your focus is on strategy but you have to play in all areas to gain credibility.
- ▶ Focus on interlinking processes and provide framework for thinking. Show connectivity between what the business does and how a technology or piece of software will do for the business. Do this by providing visibility into the business architecture model and connectivity across it.
- ▶ Sell business architecture to the middle layer of business and IT. Demonstrate how people can align inside projects, for example.
- ▶ At the end of the day, business architecture is about change management – show people how the change can positively impact the business and them.
- ▶ Be able to explain succinctly and start at a high level discussion.
- ▶ Where can you have impact quickly with the business? Be strategic.

Selling Business Architecture within the Organization

- ▶ Be able to explain succinctly and start at a high level discussion.
- ▶ Hard for the business to believe in IT so it was necessary to build trust.
- ▶ Ideally, business architecture does not live in IT because it starts with a business purpose.
- ▶ If we are persistent about business purpose, our cause will advance. Confirm and stay firm.
- ▶ Engagement models – who, how, what and why – define the rules of engagement.
- ▶ There is a mindset that business architecture is part of enterprise architecture. Work to get on the business initiatives and participate.
- ▶ If the business is going to be the driver, they need to take accountability for the results.
- ▶ Design a road map, define the capabilities, and offer weekly lunch and learns moderated by business/technology groups. Keep it factual and post information for people to read/share. .
- ▶ The language is critical – repetitive and powerful.
- ▶ Don't use the term business architecture – talk about what you do and why.

