



18 April 2023

BUSINESS ARCHITECTURE: A PULSE ON OUR PROGRESSION



Today's Conversation

We will have an interactive conversation to:

- ◎ Learn 20 insights from the global community that give a pulse on the current state of the business architecture discipline and practice
- ◎ Reflect on the collective state of where we are, where we are going, what it means, and how we might want to focus over the next horizon as TCBAF and a discipline





A BUSINESS ARCHITECTURE PULSE: 20 INSIGHTS

About the Data

The survey insights we will explore:

- ⦿ Are collected from the business architecture global community, similar to TCBAF (e.g., bus arch as a strategic business discipline)
- ⦿ Are not scientific studies
- ⦿ Are nonetheless directionally aligned and insightful

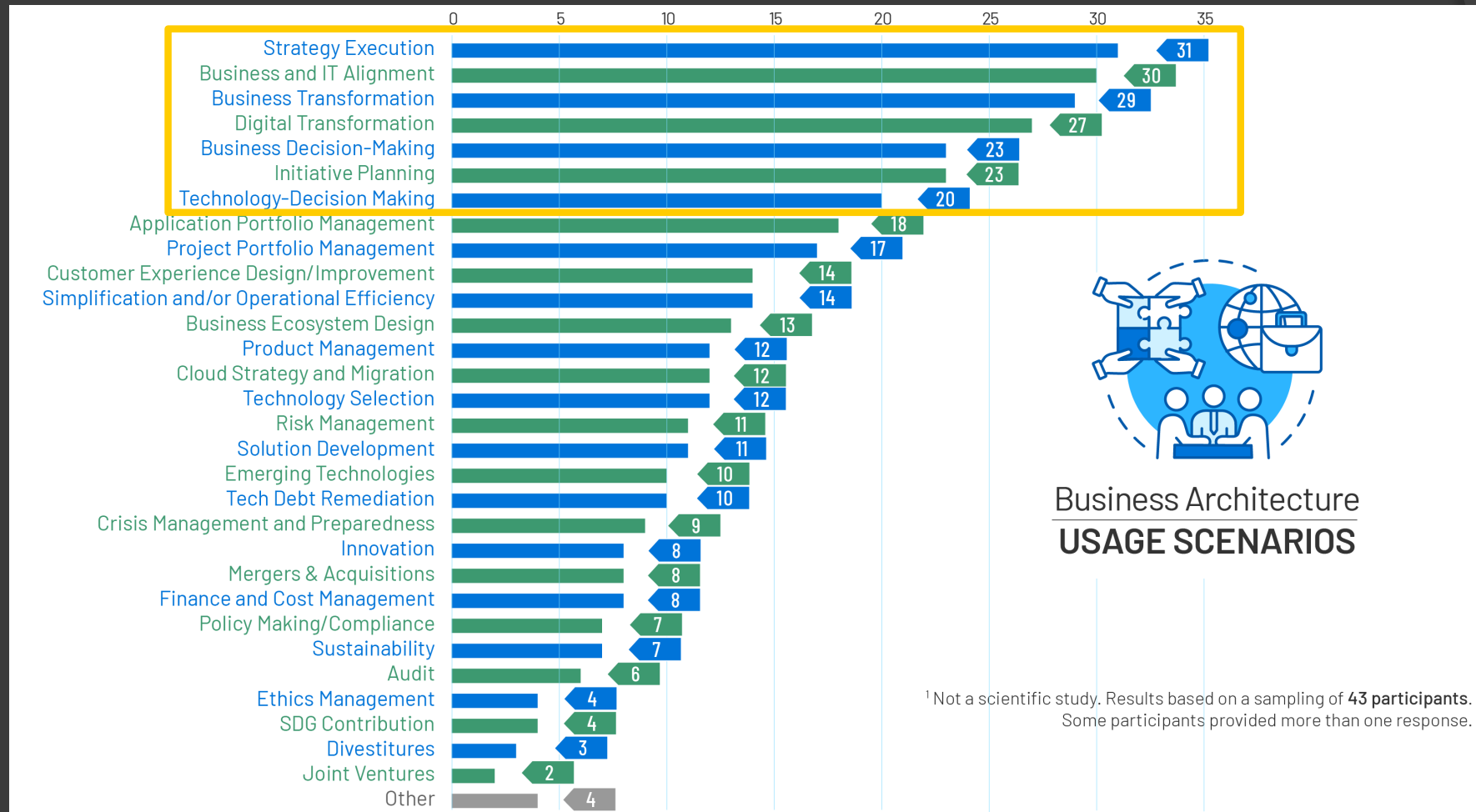


See the full survey collection with comments at:
<https://bizarchmastery.com/collection/business-architecture-primary-research>



The Value of Business Architecture

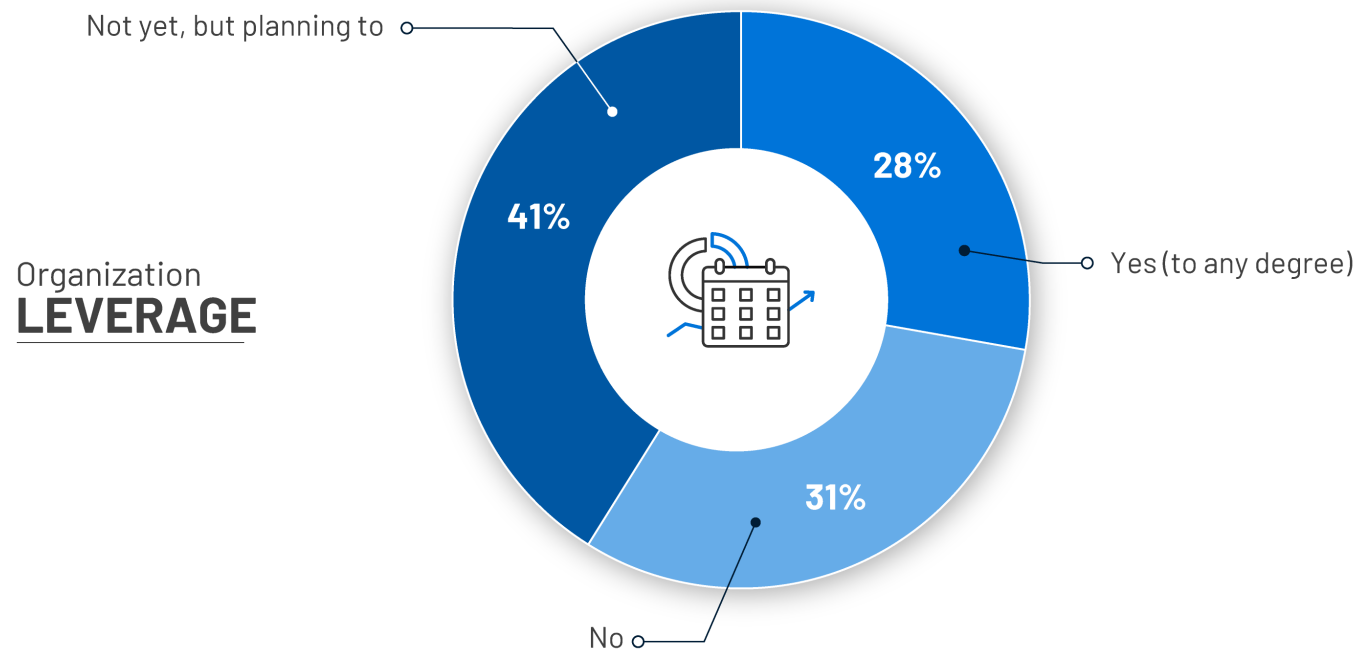
Strategy Execution, Business and IT Alignment, Transformation, Decision-Making, and Initiative Planning top the list of our big whys.



Business Architecture and Strategy Execution

Business architecture as an enabler of effective strategy execution continues to gain traction. Now we're leaning in to making it real and advocate wider.

Does your organization leverage business architecture for strategy execution?¹



¹Based on 116 survey responses during the Guild Business Architecture Innovation Summit, September 2020



The Strategy Execution Gap

The strategy execution gap is real and one root cause may be its absence in business education.



STRATEGY EXECUTION: AN INCOMPLETE COMPONENT OF BUSINESS EDUCATION?

Brian H. Cameron, PhD
Research Committee Chair, MBA Roundtable
Associate Dean for Professional Graduate Programs & Executive Education
The Smeal College of Business
The Pennsylvania State University

Whynde Kuehn
Academic Committee Chair, Business Architecture Guild®
Co-Founder and Managing Director, S2E Transformation Inc.

January 2022

Research Insights:

- Only Part of the Problem is Covered
- Strategy Execution Courses Don't Go Deep Enough
- Business Architecture Offers a Needed Compliment

Download the research at:

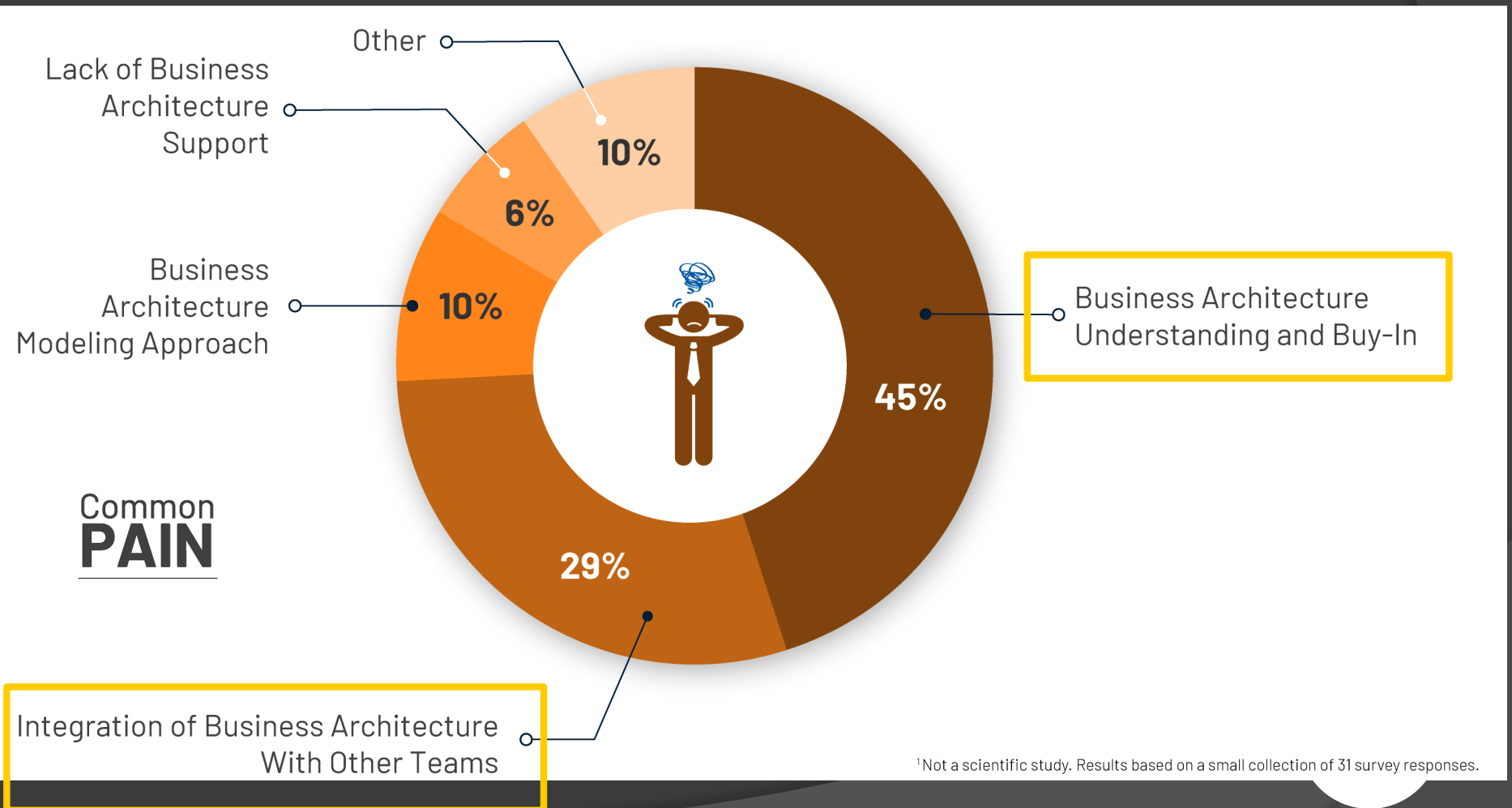
https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/whitepapers/Strategy_Execution_-_An_Inco.pdf

Also see 94 Mind-Blowing Strategy Execution Statistics:
<https://boardview.io/blog/strategy-execution-stats/>



Business Architecture Pain Points

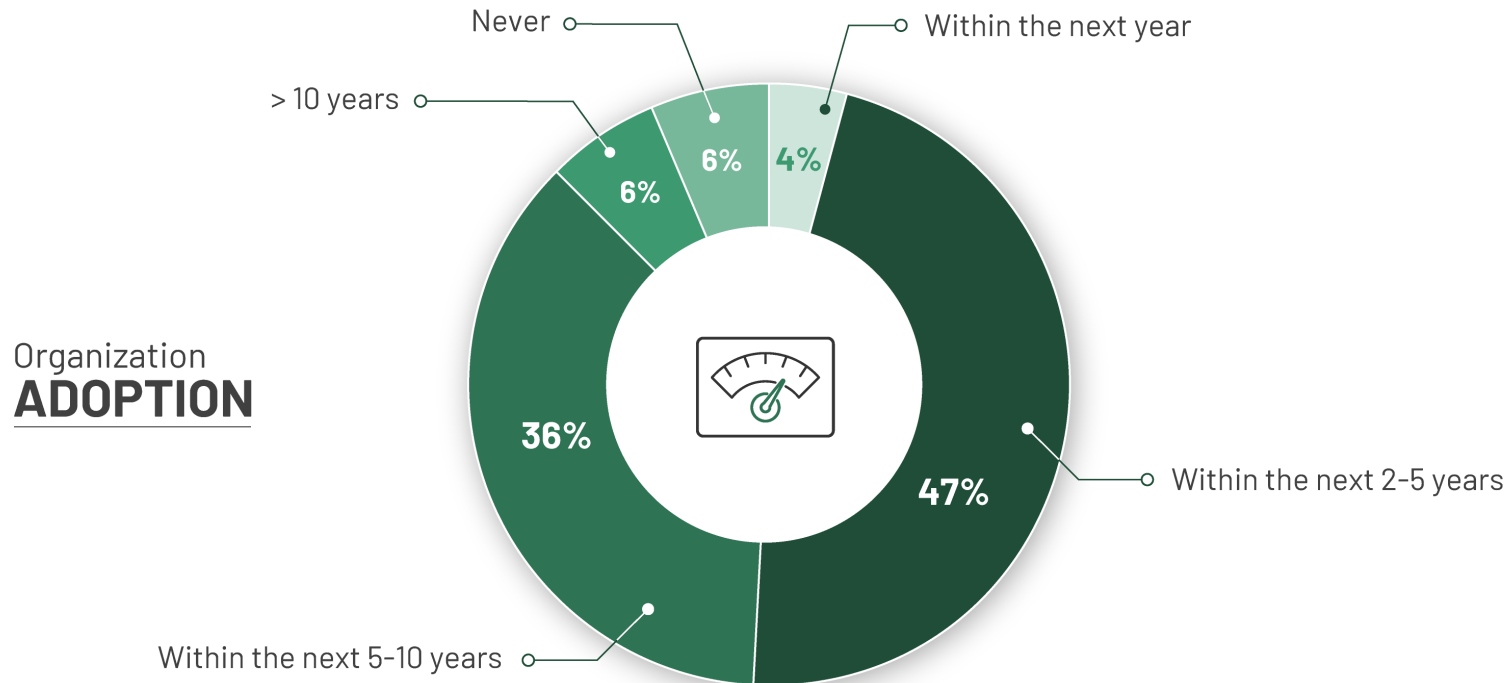
The top pain points for business architecture are human and change related: (1) understanding and buy-in and (2) integration with others.



Business Architecture Adoption

Adoption and the pace of it is increasing.

By when do you predict business architecture will be adopted by a solid majority of individuals within your organization?¹



¹Based on 96 survey responses during the Guild Business Architecture Innovation Summit, September 2020



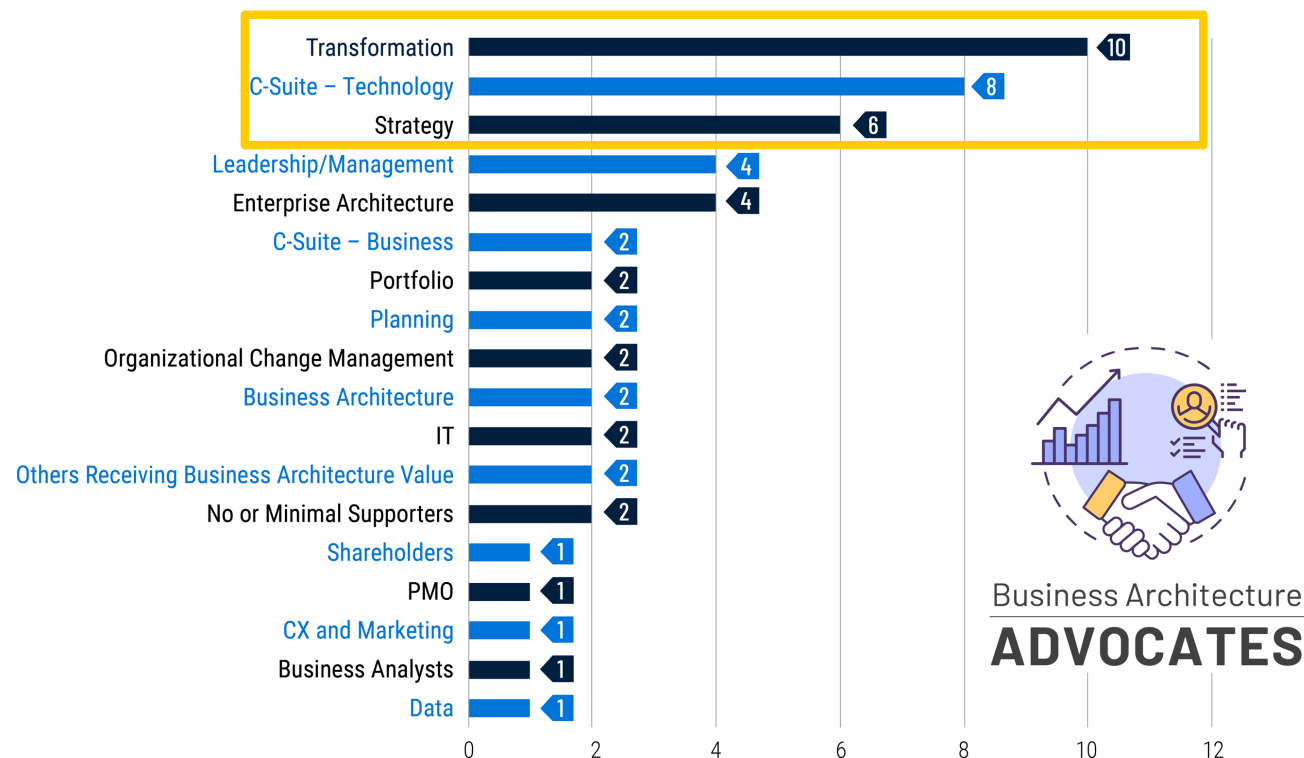
Our Business Architecture Advocates

Transformation, Strategy, and Technology Leaders are key advocates and the value proposition of business architecture serves them well.

SURVEY: BUSINESS ARCHITECTURE ADVOCATES*

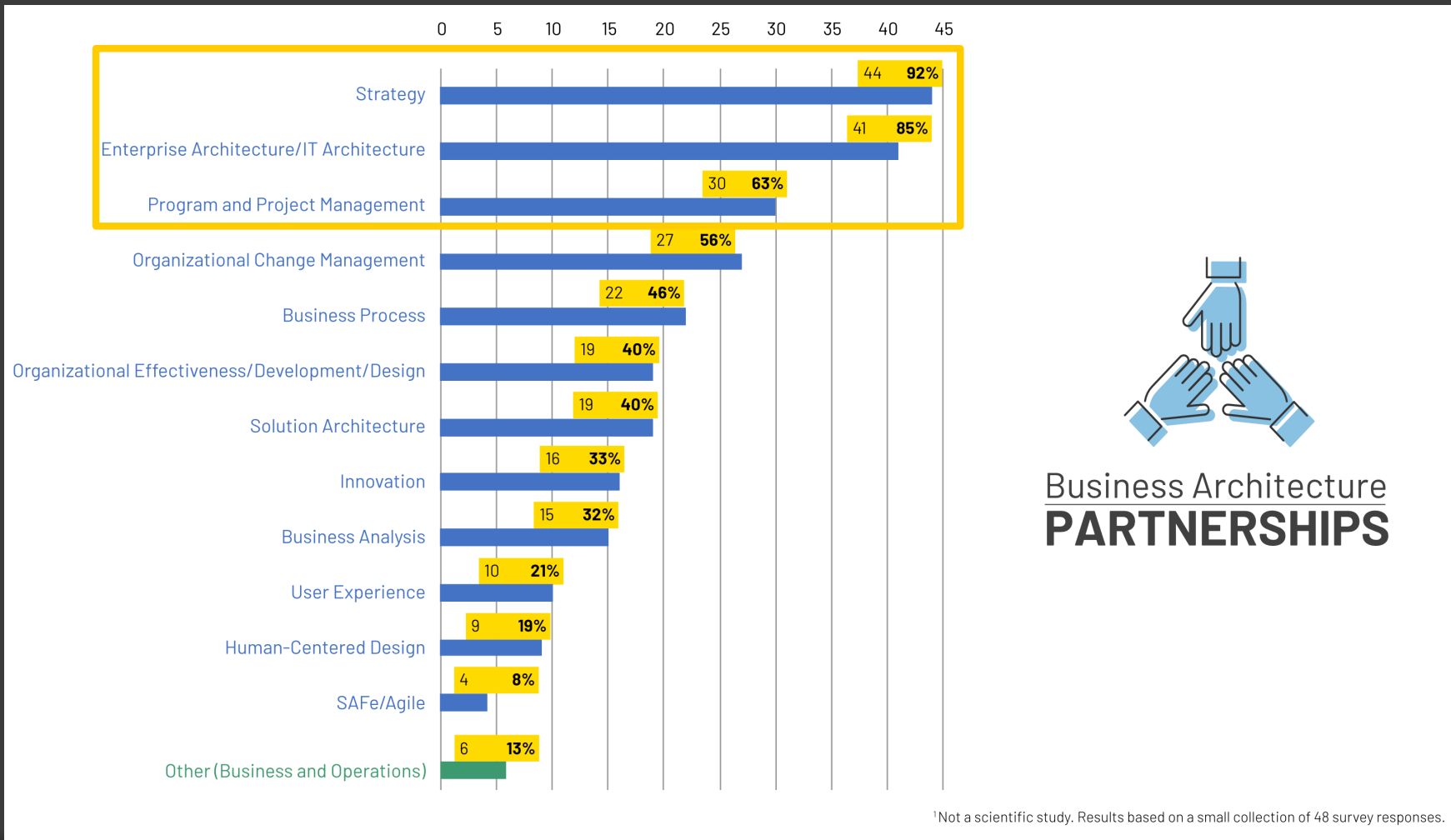
*Results based on a sampling of 31 participants. Participants may have provided responses for more than one category.

“ Within your organization, where or who are your greatest advocates and supporters for business architecture? ”



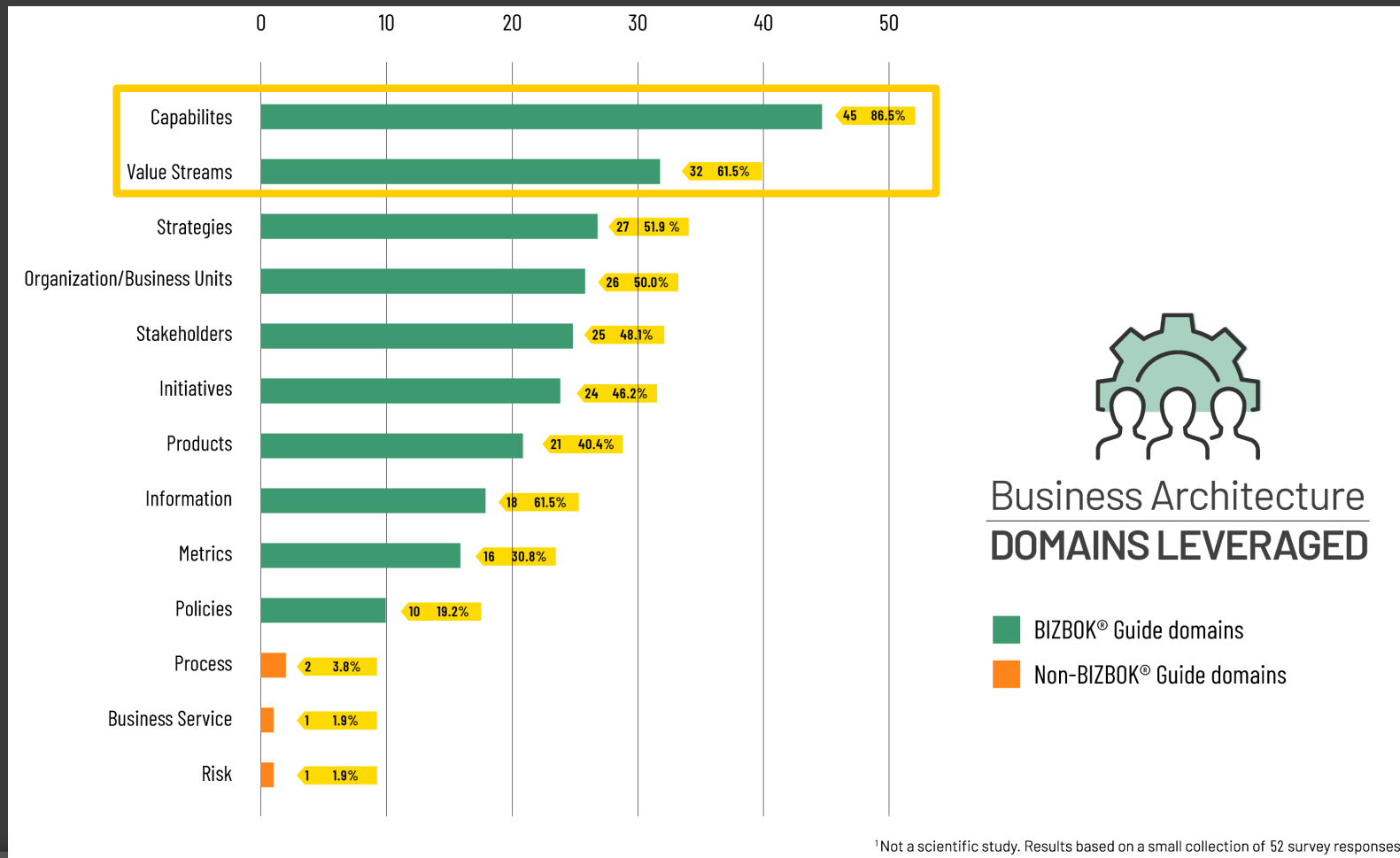
Key Business Architecture Partnerships

Strategy, EA/IT Architecture, and Program/Project Management top the list of our key partnerships to build.



Business Architecture Domains Leveraged

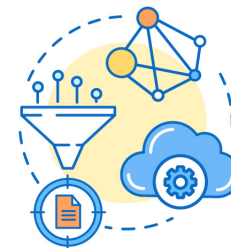
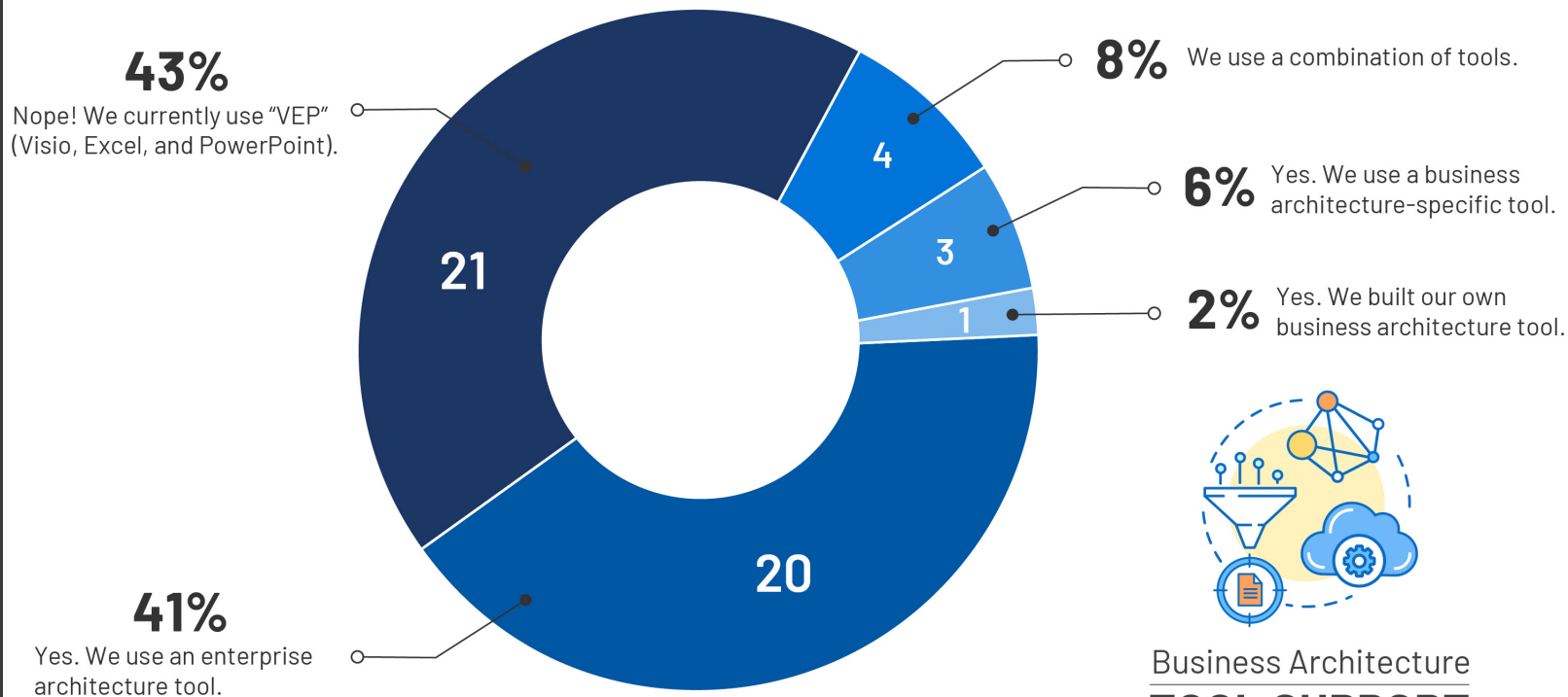
Capabilities are unquestionably the centerpiece of business architecture and value streams are rapidly becoming a necessary complement. Familiarity or fluency with other domains is important as organizations mature.



Business Architecture Tool Support

The ability to deliver a robust business architecture vision and value proposition requires an automated tool and the level of tool support available to teams is questionable and in many cases insufficient.

“Does your organization leverage an automated tool to manage your business architecture knowledgebase?”



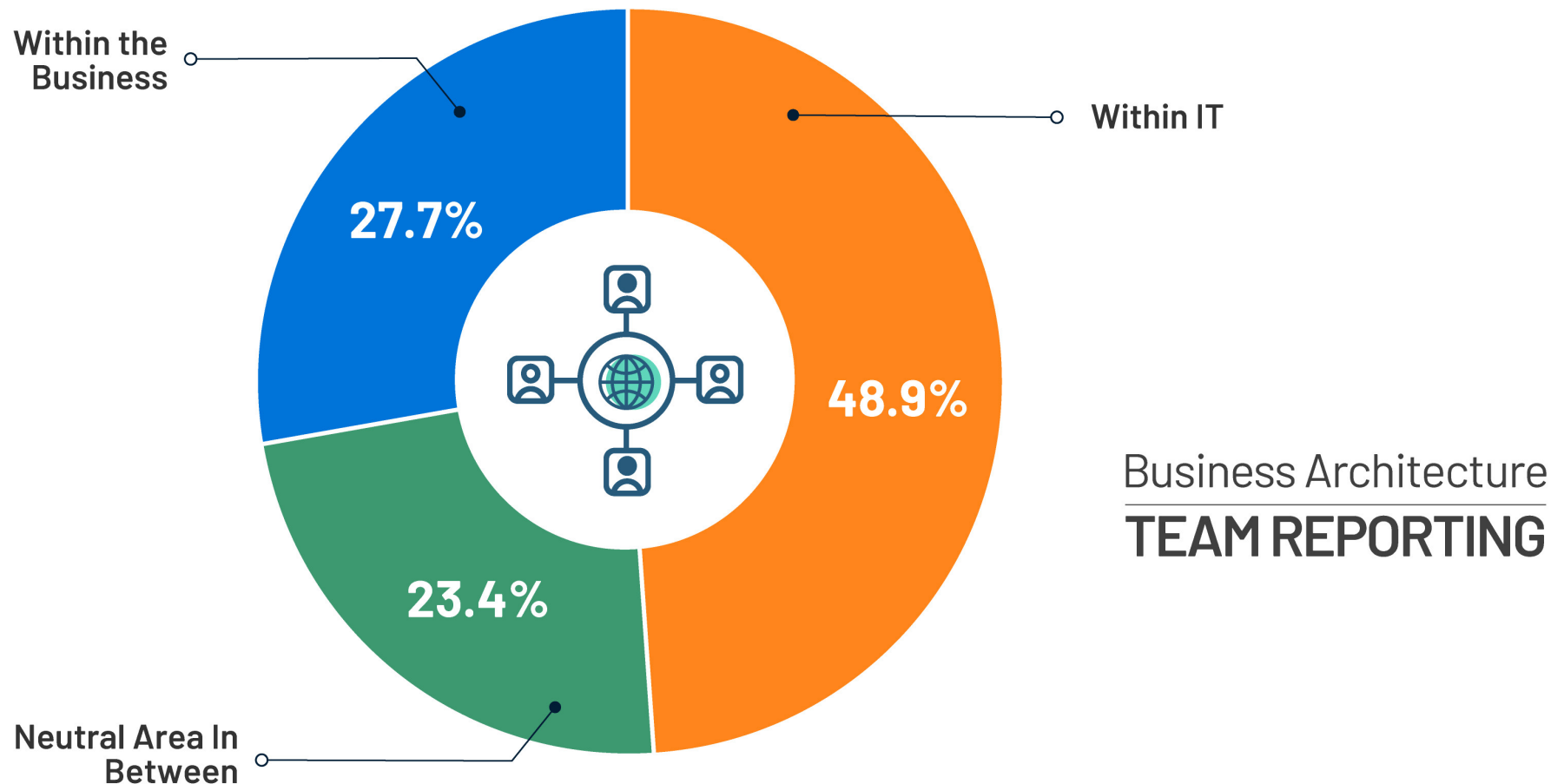
Business Architecture
TOOL SUPPORT

2e

¹Not a scientific study. Results based on a collection of 49 survey responses.

Business Architecture Team Reporting

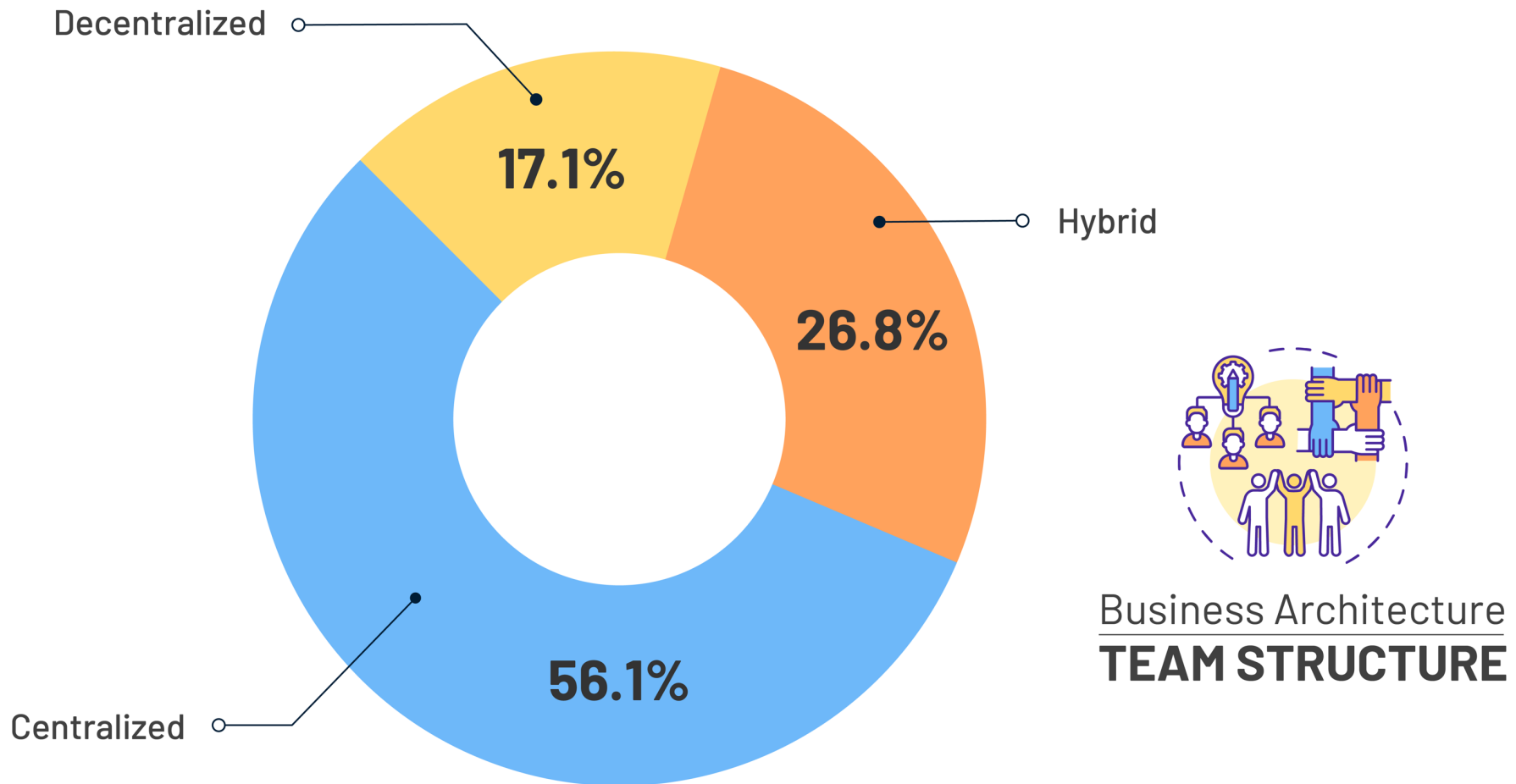
“All business architecture teams report to IT” is a myth and the numbers continue to increase towards teams reporting to the business (or between business and IT).



¹Not a scientific study. Results based on a small collection of 47 survey responses.

Business Architecture Team Structure

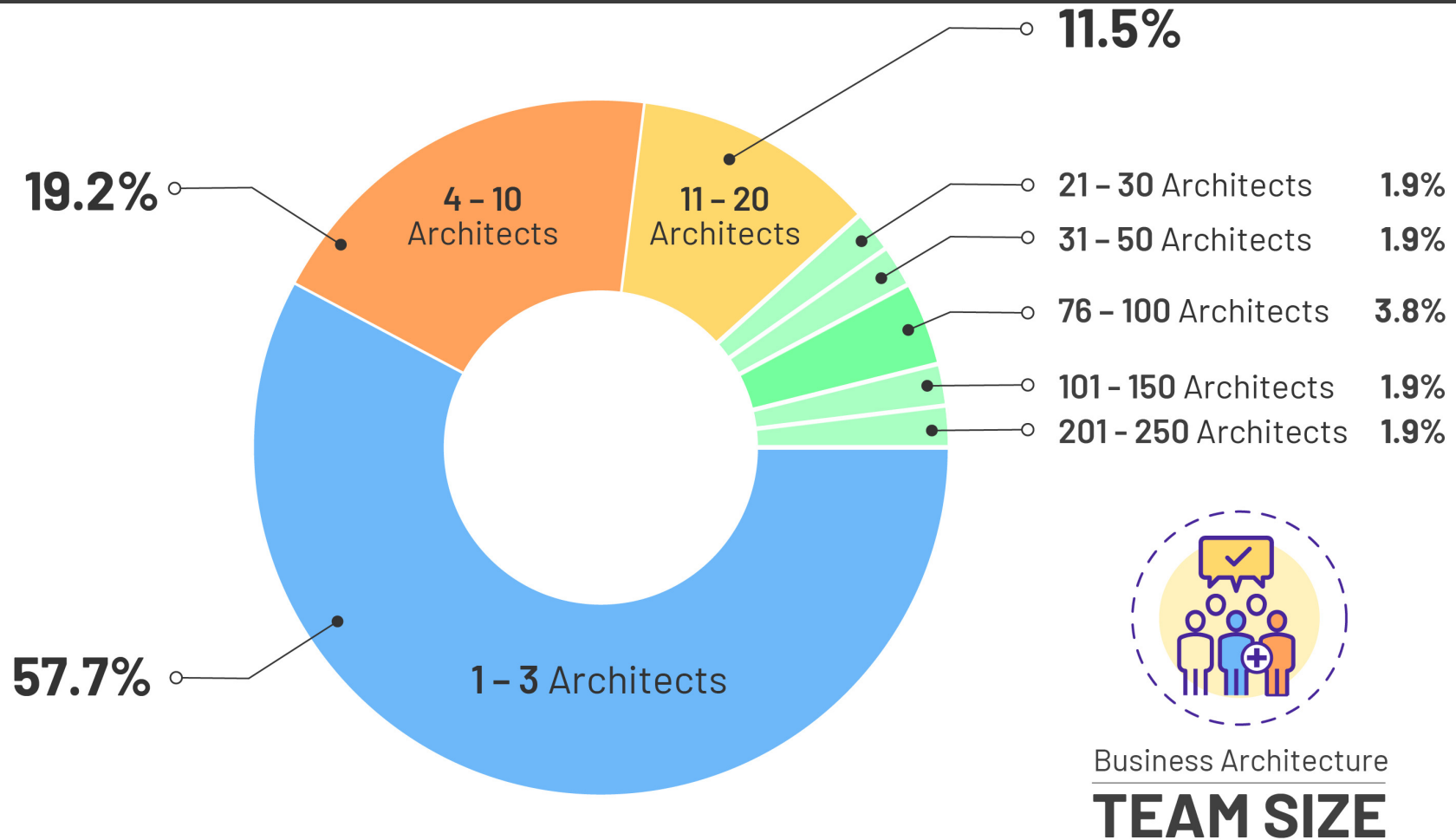
~Half of business architecture teams are centralized with another ~quarter of them structured as a hybrid.



¹Not a scientific study. Results based on a small collection of 41 survey responses.

Business Architecture Team Size

The majority of business architecture teams (~88% here) are small, with 20 or fewer business architects.

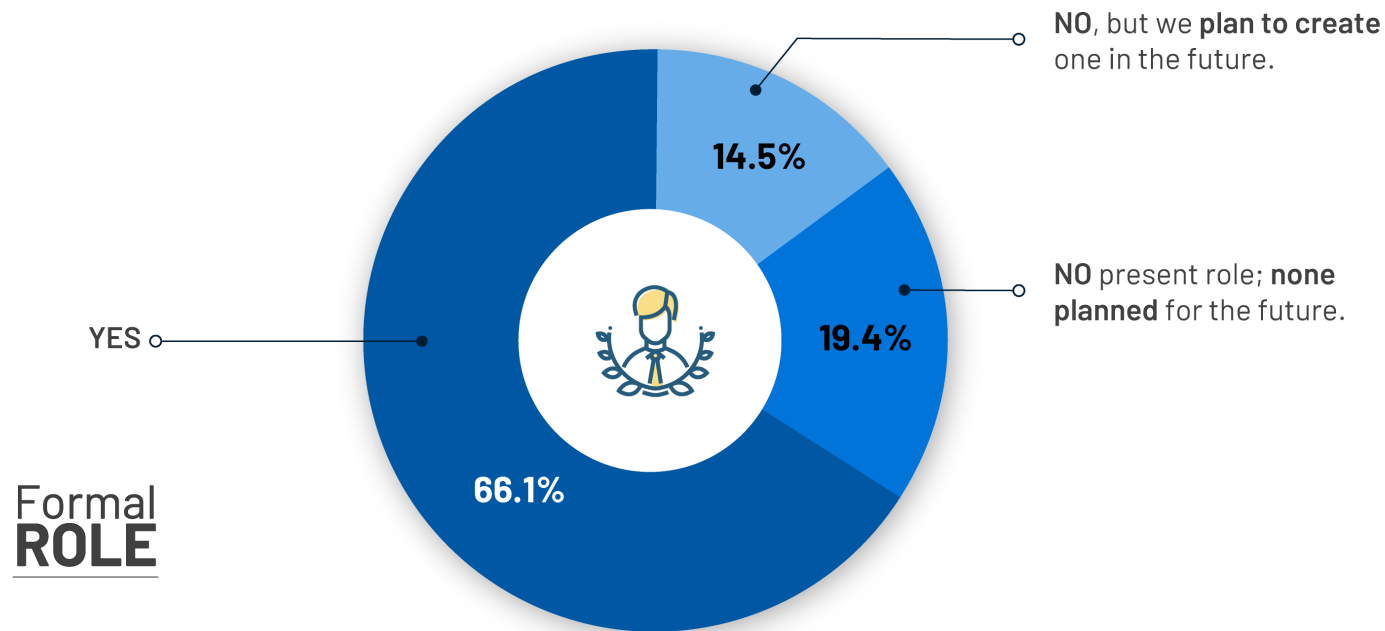


¹Not a scientific study. Results based on a collection of 52 survey responses.

Business Architect Role Formalization

In the majority of cases, the business architect role is formalized or there is an awareness that it should be (or an intent to create it at some point).

Is the business architect role formalized within your organization?¹



¹Not a scientific study. Results based on a small collection of 62 survey responses.

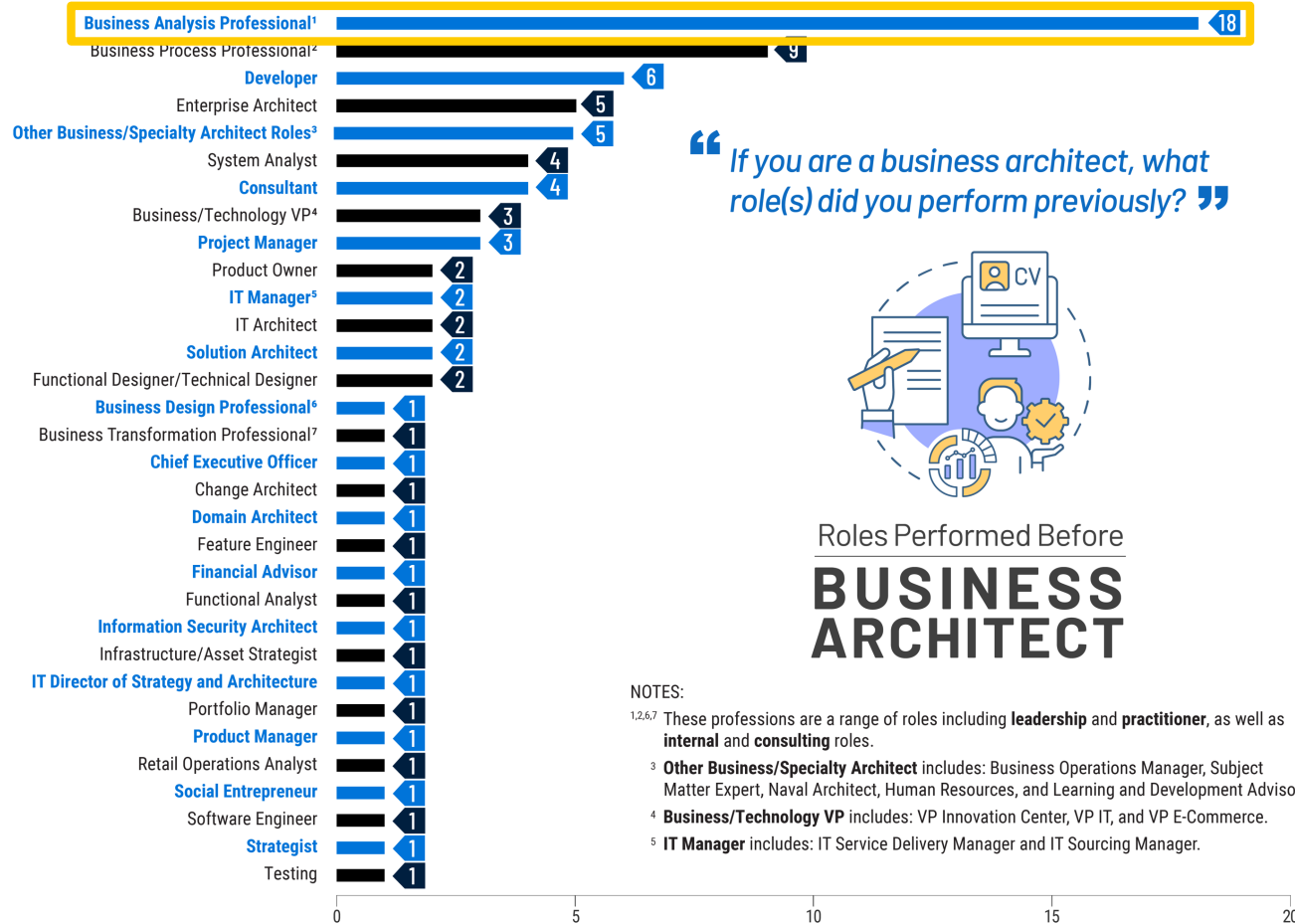


Life Before Business Architecture

The Business Analyst role still provides a strong pool for future business architects – but business architects can come from anywhere.

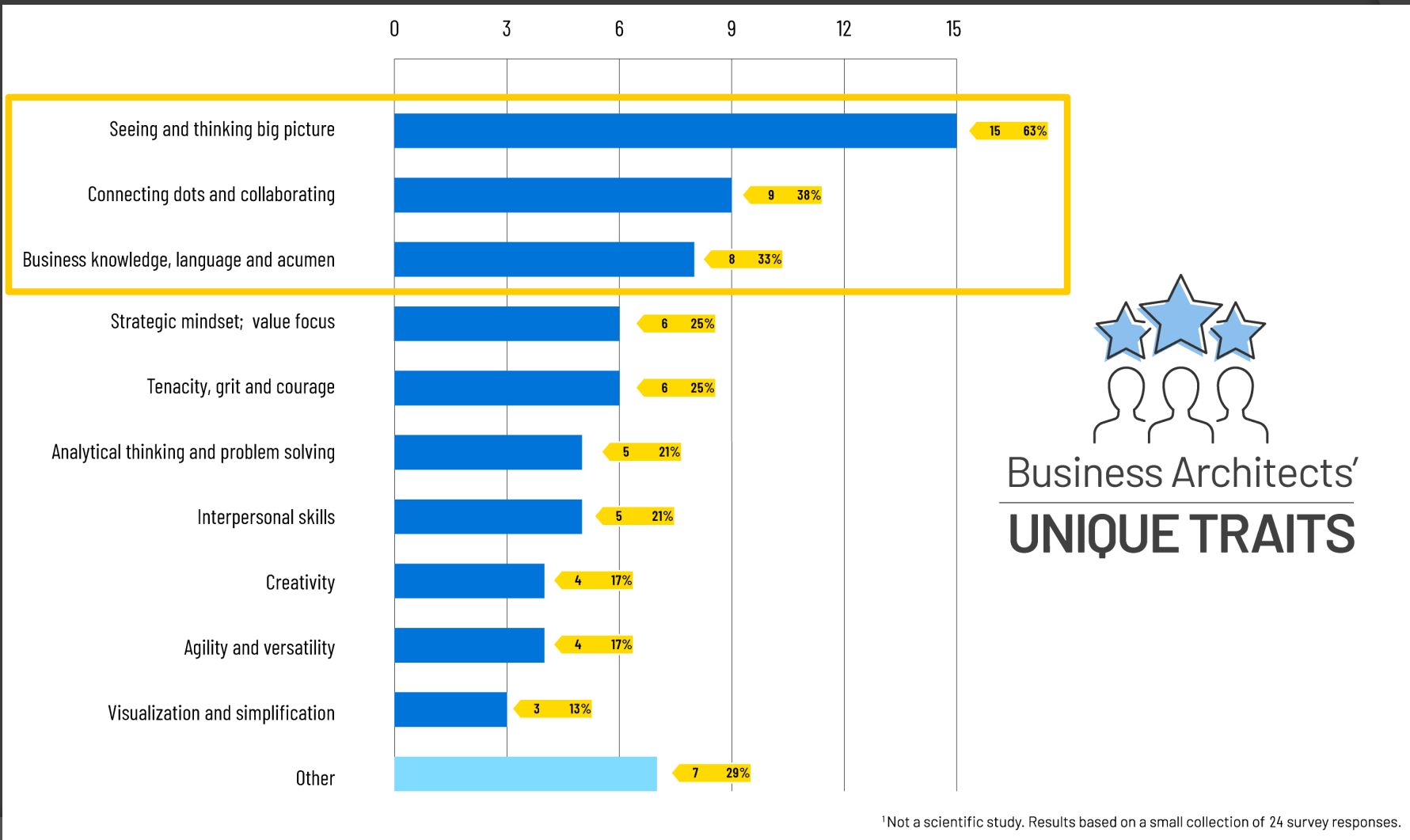
SURVEY: LIFE BEFORE BUSINESS ARCHITECTURE*

*Results based on a sampling of 43 participants. Participants may have provided responses for more than one role.



Unique Traits of Business Architects

Seeing the big picture, connecting dots, and business perspective top the list of unique traits for business architects.



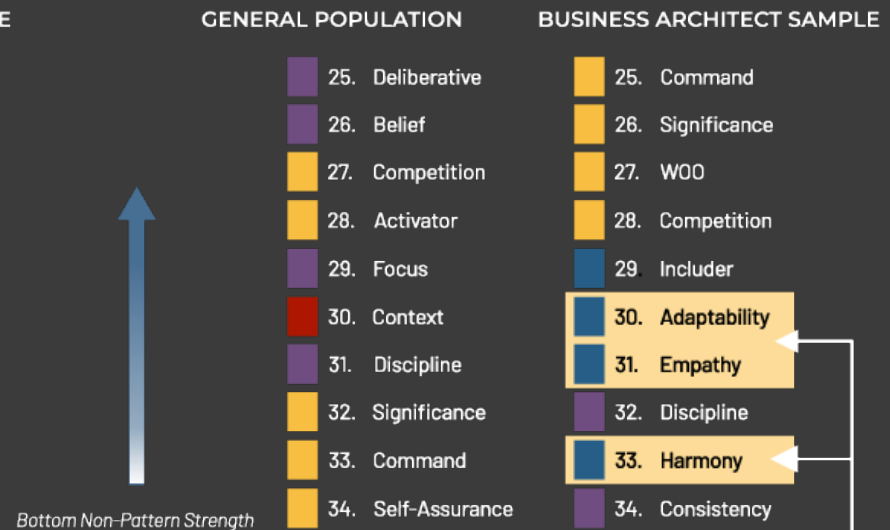
Business Architect Strengths

Some population of business architects (but not all, each individual is unique) have some distinct superpowers and non-pattern strengths.

SIGNATURE STRENGTH COMPARISON



NON-PATTERN STRENGTH COMPARISON









Notable business architect non-pattern strengths



Source: Whynde Kuehn and Pete Cafarchio, "Business Architect Strengths Study," March 3, 2020, <https://bizarchmastery.com/business-architect-strengths-study-brief>

Business Architect Strengths

Many business architects (but not all, each individual is unique) desire most and are best suited for applying business architecture. Building the knowledgebase and practice are often enjoyed less.

KEY ASPECT	LEVEL OF ENJOYMENT	ALIGNMENT WITH STRENGTHS
Apply Business Architecture For Value		
Build and Maintain Business Architecture Knowledgebase		
Establish Mature and Socialize Business Architecture Practice		



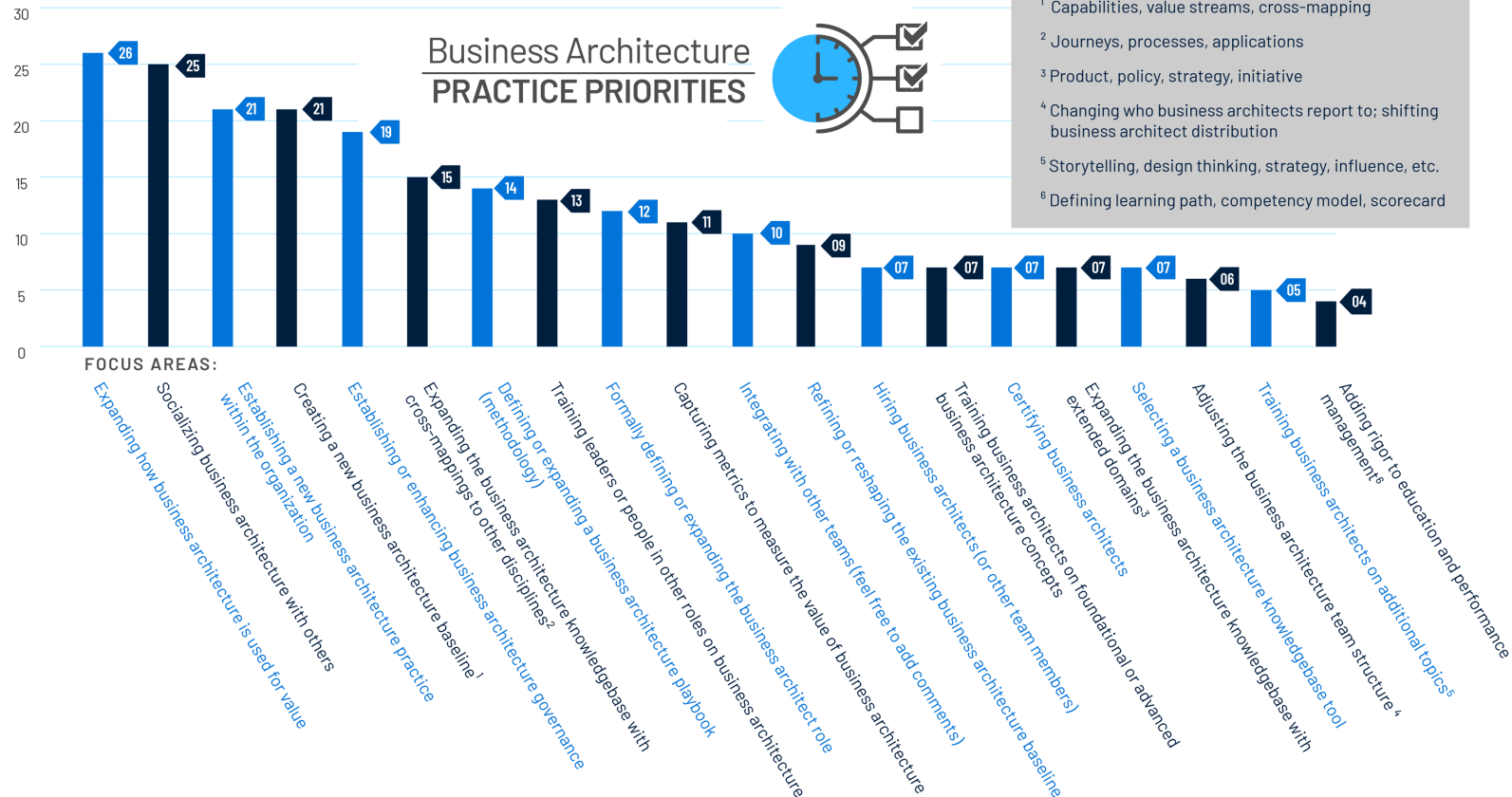
Source: Whynde Kuehn and Pete Cafarchio, "Business Architect Strengths Study," March 3, 2020, <https://bizarchmastery.com/business-architect-strengths-study-brief>

Business Architecture Practice Priorities

The top priorities for practices this year are delivering value, socializing business architecture, establishing a new practice, and creating a baseline.

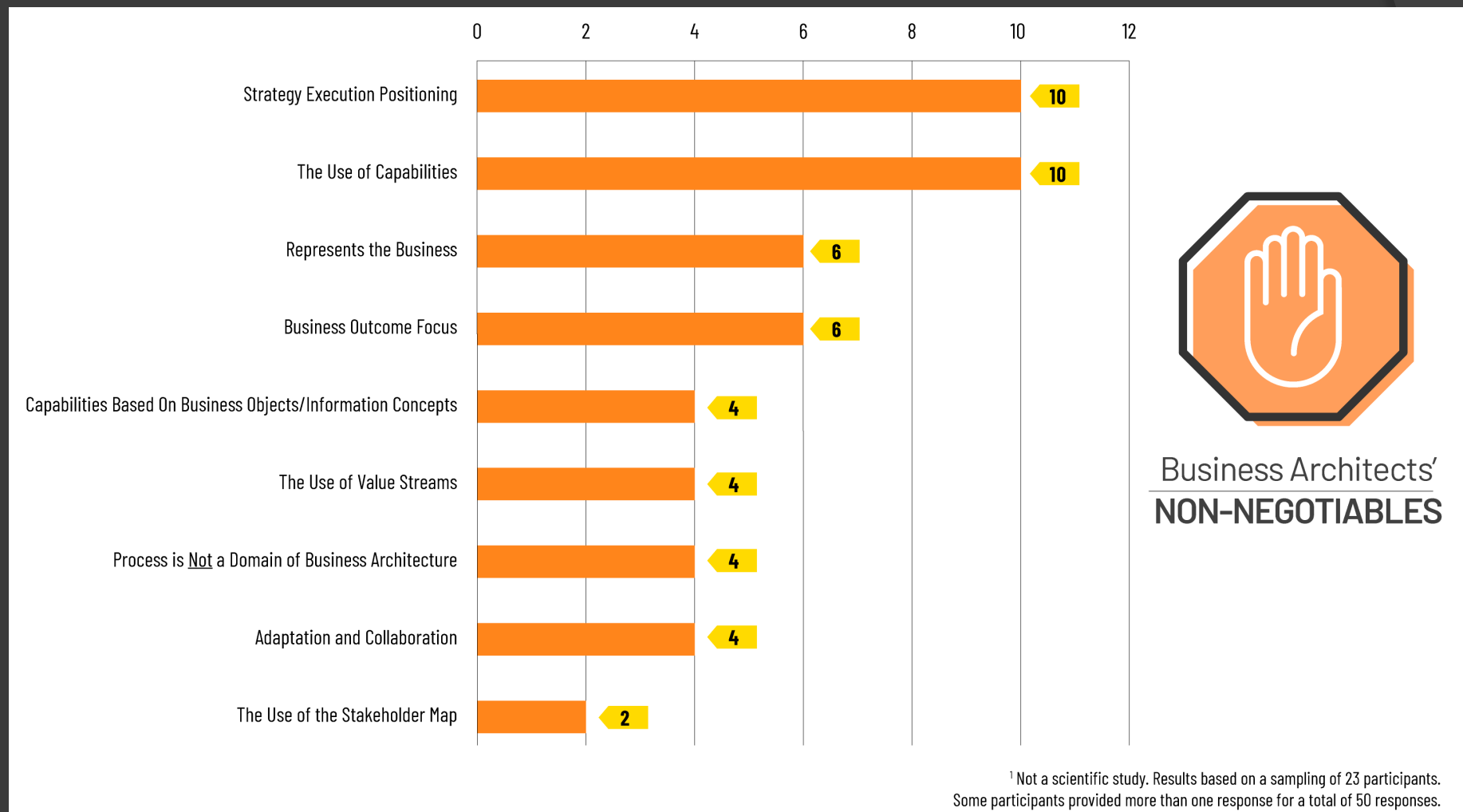
SURVEY: BUSINESS ARCHITECTURE PRACTICE PRIORITIES IN 2023*

*Results based on a sampling of 46 participants. Participants provided more than one response.



Business Architecture Non-Negotiables

Strategy execution positioning and the use of capabilities tops the list of business architecture non-negotiables.



Business Architecture Non-Negotiables

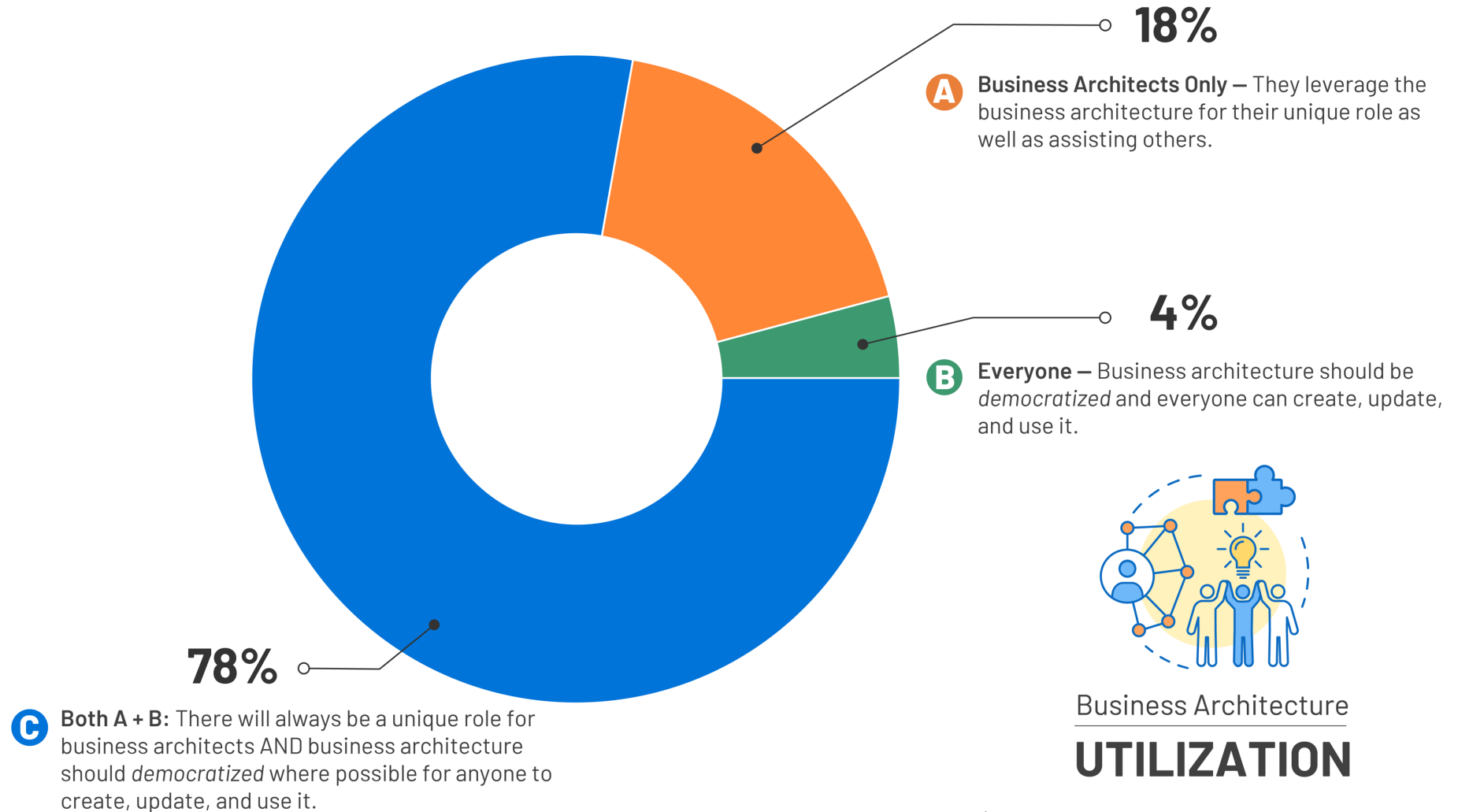
Whynde's List of Non-Negotiables

- ✓ **Capabilities are a necessary construct** to help organizations organize and optimize the resources needed to deliver stakeholder value and execute change initiatives. They should provide a non-redundant view.
- ✓ Capabilities alone are not enough and need a **flow- or value-based construct to provide context for their usage**. The Guild calls these value streams. Capabilities and value streams are particularly powerful when related to and used in conjunction with each other.
- ✓ The **scope of an organization's business architecture** should represent the entire organization and the ecosystem in which it operates. We have plenty of fragmented views of our organizations. Business architecture helps us see the whole.
- ✓ The **scope of business architecture** = the 10 domains defined by the Guild. This also provides sharp clarity on how business architecture relates to other disciplines.
- ✓ The **focus and positioning** of business architecture is between strategy and execution. Business architecture informs and translates strategy into a coordinated set of actions across an organization.



Who Should Use Business Architecture

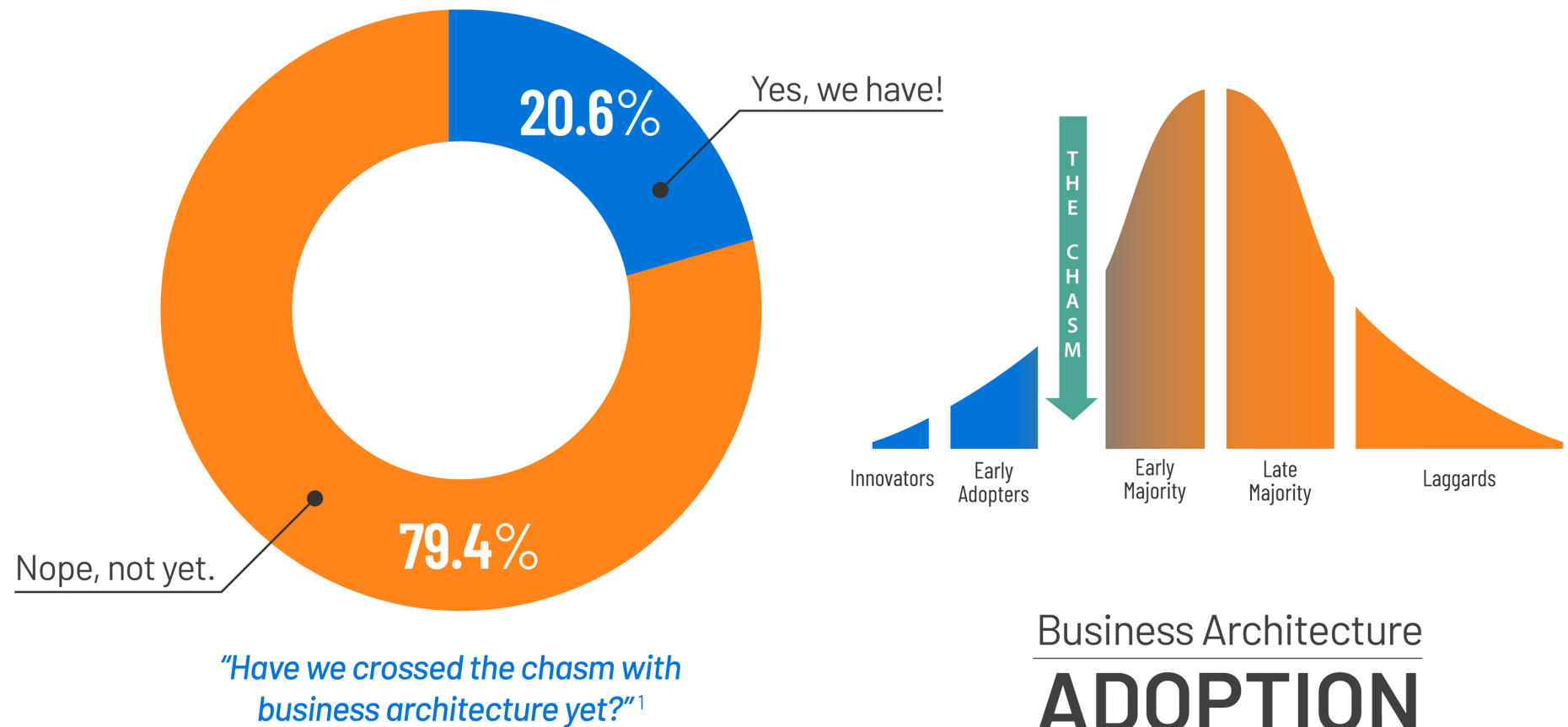
The majority of people believe business architecture should be for everyone.



¹Not a scientific study. Results based on a collection of 51 survey responses.

Crossing the Chasm With Business Architecture

As of 2023, we do not believe that we've crossed the chasm yet with business architecture – but we are increasingly hopeful and gaining momentum.



¹Based on 102 responses published in *The Biz Arch Connect* - Issue No. 29, January 2023 | Revised: 18 January 2023



REFLECTIONS AND ACTIONS

Reflections and Moving Into Action



REFLECTIONS

- How would you summarize the insights in a sentence or two?
- How would you describe the insights in a SWOT?



ACTIONS

- Based on your analysis and the SWOT, what should we Stop, Start, and Continue over the next horizon (e.g., 3-5 years)?
 - Feel free to answer this from the perspective you wish: organizations, TCBAF, or the global discipline.
- What should the top focus areas be for TCBAF over the next horizon as a result?



Thank You!

Keep In Touch.

- **Whynde Kuehn:** whynde.kuehn@s2etransformation.com



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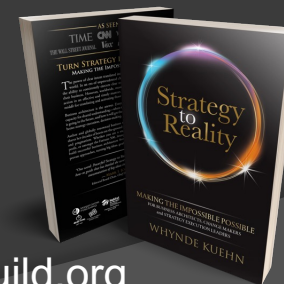
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