

## **Business Architecture Three-Day Workshop Overview**

### **Workshop Description**

The Business Architecture Workshop is designed to provide organizations with a comprehensive strategy for undertaking a business architecture initiative. This section provides a background discussion and a summary of workshop objectives and approach.

#### Background

Executives mandate new strategies while concurrently demanding more productivity from their workforce. This translates into new product and service deployment, business unit consolidation, new market exploration, cost consolidation and a myriad of other actions. These activities, in turn, spawn a demand for highly coordinated enterprise initiatives. Unfortunately, a lack of transparency and high degree of redundancy and inconsistency across business silos stymie efforts to meet tactical and strategic requirements.

Business architecture allows an enterprise to visualize the business environment through greater transparency and target areas for improved effectiveness and efficiency. Business architecture enables cross-functional, cross-disciplinary collaboration that is essential to articulating and implementing critical business requirements.

#### Workshop Objectives

- Present a common understanding of business architecture domains and disciplines
- Identify how business architecture benefits a wide range of business scenarios
- Understand impacts of well aligned versus poorly aligned business architectures
- Introduce the concept and essential value of business architecture alignment
- Expose cross-functional business requirements that drive alignment strategies
- Learn how to apply collaborative governance approaches to cross-functional, cross-disciplinary business challenges
- Outline how to plan and deliver business-driven IT architecture alignment projects
- Build recommendations for deploying business architecture within your enterprise

#### Workshop Approach

This three-day workshop is offered in two parts. Part one is a 1½ day seminar-style discussion of all aspects of business architecture. This session is followed by 1½ day facilitated session that provides attendees with practical approaches for deploying business architecture within their enterprise, based on unique, in-house requirements.

Seminar session topics are outlined below under the “Business Architecture 1½ Day Seminar” section and can be expanded or contracted as required by the client. The facilitated session that follows is outlined in the section titled “Business Architecture 1½ Day Facilitated Session”. This session is based on client issues that participants bring to the workshop. It may be adjusted accordingly based on client-specific requirements.

## **Business Architecture 1½ Day Seminar – Topics**

### I. Business Architecture: Introduction & Overview

This module defines relevant domains and disciplines of business and IT architecture. This includes a discussion of business architecture visualization, aggregation and alignment. This section also discusses current state of the art of business architecture – in practice, within academia and within the standards community.

### II. Business Strategy vs. Reality: Impacts of Misalignment

Executive demands do not always translate into real results when a strategic plan ripples through the management ranks. This module discusses how business strategy and project results have historically failed to align. It looks at how businesses have attempted to respond to strategic directives and includes real world examples showing how organizations have succeeded or missed the mark.

### III. Elements & Artifacts of Business Architecture

Business architecture requires building a variety of views of a business. These views include organizational models; functional capabilities; semantics; customers and suppliers; value streams and business processes; strategy and policies; and other aspects of the enterprise. This module overviews these aspects of business architecture and provides baseline organizing concepts.

### IV. Collaborative Governance Model for Business Architecture

Turf battles, poor communication, complex command chains and poorly defined roles can sideline the best business strategy and plans. This module discusses collaborative concepts for business architecture deployment, including the business architecture center of excellence and governance concepts that support cross-disciplinary collaboration.

### V. Business Architecture Alignment

Business must set the pace and agenda for change. This module defines how business architects and analysts can articulate, facilitate and drive business change and architecture alignment. It includes approaches for visualizing, aggregating and aligning key aspects of business architecture including governance, business semantics and value streams and business processes.

### VI. Strategy for Business Architecture / IT Architecture Alignment

This module discusses business architecture and IT architecture alignment using the “outside-in” and “inside-out” approach. The outside-in concept, in particular, provides a strategy that supports incremental business architecture alignment, rapid response delivery of business ROI and new and unique ways to align business and IT strategy.

### VII. Business-Driven IT Architecture Alignment

Redundant, inconsistently defined functions, processes, data and systems across enterprise stovepipes are a major roadblock to the delivery of strategic requirements. This module outlines a proven framework that supports business driven, IT architecture

alignment. The approach for business / IT architecture alignment utilizes powerful concepts that business professionals can use to drive requirements back into IT and break down barriers that have prevented effective business / IT collaboration.

### VIII. Scenario Based Business Architecture

Business architecture cannot be addressed in a vacuum. This module provides an overview of a number of key business scenarios where business architecture plays a role. Topics include mergers and acquisition, architecture federation, business unit consolidation, cost containment, divestitures and other common business initiatives and requirements.

### IX. Architecture Alignment Strategy: Tying it all Together

Selling business architecture and related alignment concepts to management is a crucial aspect of a business architecture initiative. This module provides a starting point and an overall approach to creating a business architecture alignment and business / IT architecture alignment strategy that delivers real solutions and actionable results.

## **Business Architecture 1½ Day Facilitated Session – Topics**

### I. Establish Client Requirements / Finalize Facilitated Session Agenda

This module establishes participant requirements for the facilitated session. This can include setting enterprise business architecture objectives, structuring collaborative teams and establishing scenario-based ROI models for the business. The remaining agenda sessions will be adjusted based on this first session.

### II. Review Client Infrastructure & Work-In-Progress

This session reviews client-provided organizational structures, business architecture charter or related governance material, business / IT collaboration models and other relevant material. Participants should be prepared to discuss business architecture work performed to date. This material may be provided in advance to allow the facilitator to review the overall business infrastructure.

### III. Establish Business Architecture Collaboration Model

This module reviews options and best practices for establishing or solidifying business architecture governance structures. This includes cross-functional business unit collaboration as well as cross-disciplinary business / IT collaboration. The deliverable is a recommended governance structure for business architecture that facilitates enterprise goals while providing a solid basis for scaling business architecture work as required.

### IV. Walkthrough Client-Specific Business Architecture Scenarios

This module focuses on specific scenarios that the enterprise is either planning or currently experiencing. Examples include acquisition, merger, new product or service deployment, business unit consolidation, divestiture, cost reduction or specific business / IT alignment scenarios. Deliverables include high-level templates that can be used to craft a plan for each scenario-based topic area from a business architecture perspective.

## V. Wrap-up Recommendations

This module takes the results of the facilitated session and works with client participants to structure an overall roadmap for moving forward. This roadmap includes both organizational as well as project-based initiatives. This may additionally include a plan for business / IT engagement on a general and project specific level.

### **Workshop Presenter & Facilitator**

William Ulrich is a Sr. Consultant with the Cutter Consortium and President of Tactical Strategy Group, Inc. He is a strategic planning consultant with 30 years experience working with business and IT. He works with large corporations and government agencies on business architecture and business / IT architecture alignment strategies.

Mr. Ulrich works with business units, from frontline professionals to C-level executives to provide business architecture strategies to the business. He also works with IT professionals to provide a business perspective on IT challenges. This includes delivering business-driven ROI to key IT initiatives.

Mr. Ulrich serves as Co-chair of the Business Architecture Conference Series, Editorial Director of the Business Architecture Bulletin and Homepage, and Co-founder of the OMG Business Architecture Working Group at the OMG. He is also Co-chair of OMG's Architecture-Driven Modernization Task Force. Ulrich has written several books, published hundreds of articles and papers, and delivered numerous seminars and workshops over the past three decades.