




APPLIED BUSINESS ARCHITECTURE

COURSE OUTLINE

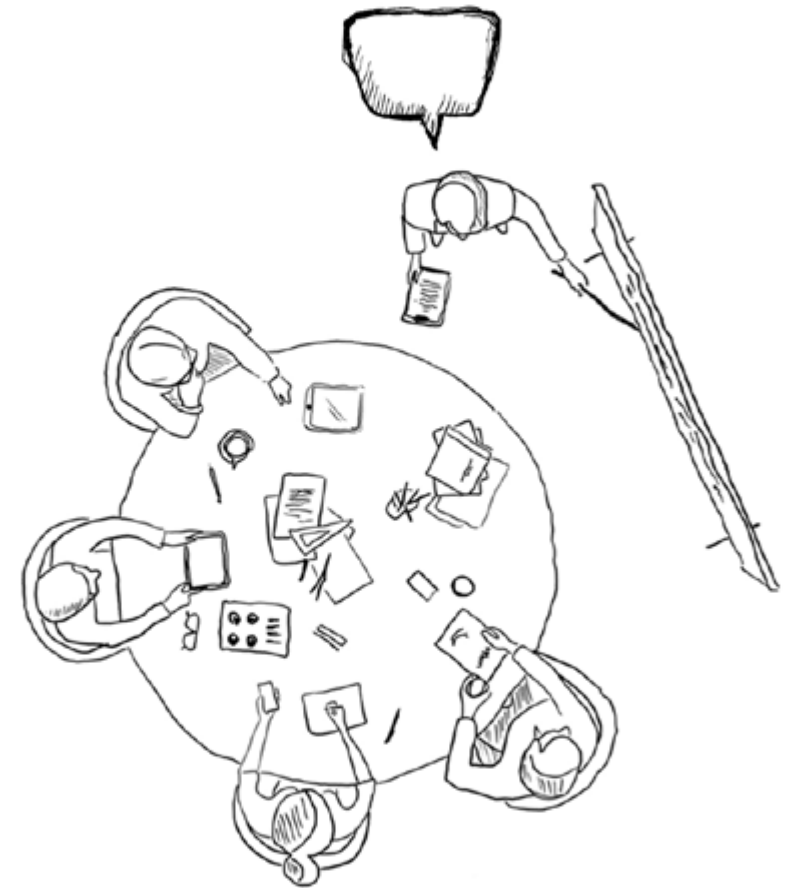
 EA Learning

APPLIED BUSINESS ARCHITECTURE

This course focuses on giving attendees guidance on how to apply a set of best practice Business Architecture methods and techniques.

The learning outcomes covered in this course include:

- + Use a Capability-based Planning approach to shape and operationalise strategy
- + Identify key Stakeholders and their concerns; determine how to find answers for those concerns
- + Summarise useful ways to engage with stakeholders through a strategic planning process
- + Summarise Business Modelling techniques and artefacts
- + Create a Business Motivation Model to structure strategic thinking
- + Create a Business Model Canvas to conceptualise a strategic business model
- + Create a Business Capability Model to conceptualise and structure a business operating model
- + Use a Business Capability Model as an Anchor model for a variety of strategic analyses
- + Summarise a variety of strategic analyses of business capabilities
- + Create a simple Transition Plan to stage strategic execution
- + Present a strategic narrative to an executive audience using artefacts to illustrate strategic advice





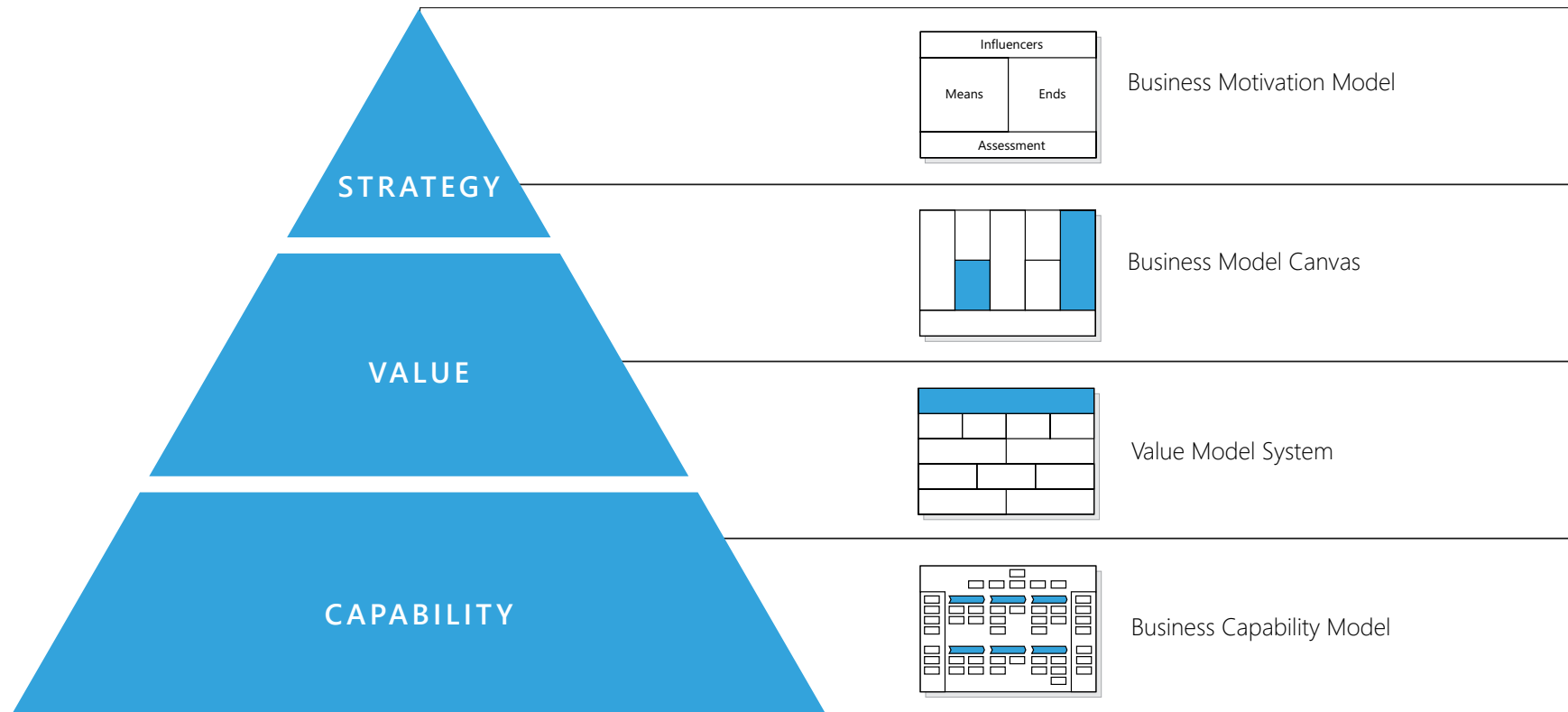
APPROACH

- + This course interweaves elements of theory, practice and evaluation
- + Attendees will be split into groups for a number of the exercises and activities
- + Attendees will be given a case study at the start of the course and this case study will form the basis for a number of the exercises and activities
- + Groups will present their outputs at various points in the course
- + The activities will predominantly be carried out around the classroom using provided stationery. The course does not use any software or modelling tools to create the outputs from the exercises.
- + There will be time at the end of the course to reflect on how what you have learnt can be applied within your current organisation and context.

WHO SHOULD ATTEND?

- + Business Architects
- + Department Heads
- + Strategic Roles
- + Technology Leaders
- + Business Technology Partners
- + Senior Business Analysts
- + Enterprise Architects
- + Project and Portfolio Managers

THE BUSINESS PERSPECTIVES ADDRESSED IN THIS COURSE INCLUDES THE FOLLOWING:



SOME EXAMPLE BUSINESS CHALLENGES THAT ARE ADDRESSED IN THE COURSE



There is a lot of activity going on out there, how do I know we are doing the right things?

There's a customer expectation gap between the products we develop and the service we deliver?

Management Reporting is complex and uses a lot of disparate systems and spreadsheets to produce.

The project is overlapping with another project – it seems a waste of resources.

Are there synergies across programmes that we aren't aware of?

The way we (don't) manage knowledge, documents and content is causing problems.

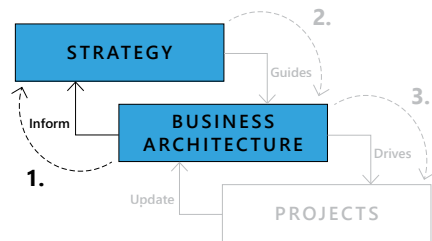
Money is getting spent on things that don't seem to be important – what is the priority?

Nobody is paying attention to or addressing the pain points we have in process and workflow.

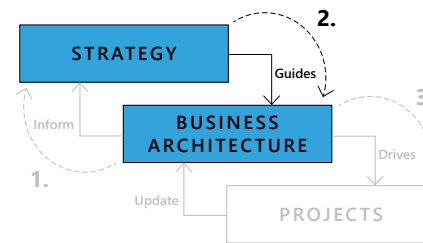
Customer complaints are on the increase and the only way we are picking up errors.

METHOD FOLLOWED ON THIS COURSE

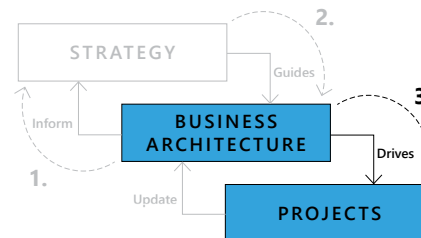
A subset from the Business Architecture discipline



1. Understand the concerns of Stakeholders
2. Complete a Business Model Canvas to identify the business that currently exists
3. Develop the Value Chain that describes the Business Model
4. Identify the Capabilities of the current business in a Business Capability Model
5. Determine Current Maturity of the Capabilities
6. Determine current and planned Projects and if they are achieving desired outcomes
7. Determine what Pain Points are causing operational issues
8. Determine what customer factors and industry environment are stimulating need for change
9. Synthesise a problem space to be addressed by Strategic Planning



10. Compose and map organisational strategy with Business Motivation Model
11. Determine how Strategic Priorities and Required Maturity stimulate need for change in Operating Model
12. Redefine the Operating Model (update Business Capability Model)



13. Compose a Transition Plan to target Operating Model, and operationalise strategy

DAY ONE

Introductions

Capability-based Planning

At the end of this module, participants will be able to:

- + Describe what is Capability-based Planning (CBP)
- + Explain what is a Capability
- + Describe a challenge that is served well by CBP
- + Describe an Anchor Model and what makes a model an Anchor Model

Business Architecture & Strategic Planning

At the end of this module, participants will be able to:

- + Summarise what a business is for the purposes of Business Architecture
- + Explain what is Business Architecture; Summarise the relationship between Business Architecture and Enterprise Architecture
- + Summarise what are three principles and the value of Business Architecture
- + List the parts of a business that can be modelled by Business Architecture

- + Summarise the relationship between Business Architecture and Strategy Planning and Projects
- + Describe the concept of Strategy Mapping and give an example
- + Summarise different journeys that might be taken in Strategic Planning and the context
- + Summarise how various Business Architecture maps can be used to define and operationalise strategy

Case Study Intro and Group Formation

Engaging Stakeholders and eliciting concerns

At the end of this module, participants will be able to:

- + Describe how to create a Stakeholder Map; Create a simple Stakeholder Map
- + Summarise principles for engaging and facilitating with stakeholders

Business Modelling

At the end of this module, participants will be able to:

- + Explain the concept of a Business Model

- + Explain the value of business modelling
- + List two different ways to map/model a business
- + Explain what is a Strategic Business Model
- + Describe and explain the elements of the Business Model Canvas (BMC)
- + Identify a business from a completed BMC
- + Create a completed BMC
- + Explain the three Value-Discipline models; describe a business example for each

Reflections on Day 1

DAY TWO

Connections Warm Up

Value Mapping

At the end of this module, participants will be able to:

- + Differentiate between various 'value' terms
- + Summarise how the concept of value is important to business design/ planning
- + Describe a Value Chain and why it is important
- + Describe the difference between Value Chain and Process
- + List steps for defining a useful Value Chain
- + Differentiate between good and bad examples of Value Chain definitions
- + Describe why there are different potential Value Chains for a business
- + Identify and describe the Value Chain of a business
- + Create a Value Chain definition
- + Describe the concept of a Value System

Capability Mapping and Business Capability Models (BCM)

At the end of this module, participants will be able to:

- + Describe a BCM; Explain the key elements of a BCM
- + Describe what is a Capability and provide examples
- + Summarise the value of defining Business Capabilities and mapping a BCM
- + Describe the process of Capability Mapping
- + Explain two different approaches to Capability Mapping
- + Explain the difference between a Core and Supporting Capability and provide an example
- + Summarise guidelines for identifying and defining Capabilities
- + Describe a Capability Catalogue and explain how to compose a Capability definition
- + Create a completed BCM (Level 1 & 2)
- + Summarise the linkages between a BMC & BCM

Introduction to Overlays and Views

At the end of this module, participants will be able to:

- + List four different overlays that could be put on a BCM
- + Describe the difference between a data point and an insight

Strategic Analyses Part 1a – Maturity View

At the end of this module, participants will be able to:

- + Describe a Maturity View
- + Describe a Capability Maturity Model
- + Summarise how to measure Capability Maturity
- + Determine the measure of the Current Maturity of a list of capabilities

Strategic Analyses Part 1b – Projects View

At the end of this module, participants will be able to:

- + Describe a Projects View
- + Summarise how to analyse Project Impact on Capability Maturity
- + Determine the Organic Maturity on a Capability from expected project delivery
- + Summarise common patterns arising from analysis of Projects affecting multiple capabilities

Strategic Analyses Part 1c – Pain Points View

At the end of this module, participants will be able to:

- + Describe a Pain Points View
- + Summarise how to analyse Pain Points
- + Define a set of metrics for ratings; determine the rating of a list of Pain Points for a Pain Point View
- + Summarise how to analyse Pain Points affecting multiple Capabilities

Strategic Analyses Part 1 – View Point: Current Maturity x Projects x Pain Points

At the end of this module, participants will be able to:

- + Summarise the questions that can be explored with a Current Maturity/ Projects/Pain Points View
- + Use BCM as an Anchor Model to map views
- + Provide insights from analysis in response to Current Maturity x Projects x Pain Points Views

Reflections on Day 2

DAY THREE

Connections Warm Up

Strategic Analyses Part 2 – Customer Value

At the end of this module, participants will be able to:

- + Describe a Customer View
- + Summarise what is Customer Value and why it is significant; provide an example of Customer Value Proposition (CVP)
- + Summarise how/where to find knowledge about the Customer View
- + Describe a Customer Value Proposition Canvas
- + Describe how a Service/Product is related to a Capability
- + Create a completed CVP Canvas
- + Amend a BMC to integrate Customer Value
- + Determine insights arising from Customer Value analysis

Strategic Analyses Part 3 – Industry-Market Environment

At the end of this module, participants will be able to:

- + Summarise how a tool like PESTLE can provide market/environment insights

Disruption and Strategic Impact on Business:

At the end of this module, participants will be able to

- + Summarise how disruption has a strategic impact on business

Problem Synthesis and Definition

At the end of this module, participants will be able to:

- + Describe a problem definition statement and give an example
- + Summarise process for defining strategic business problems
- + Use Affinity Mapping technique to synthesise data
- + Summarise tips for phrasing/framing problems
- + Describe ways to model problem definitions and give an example
- + Create a visual strategic problem definition

Case Study Review

Strategic Mapping and Business Motivation Model

At the end of this module, participants will be able to:

- + Describe what is a Business Motivational Model (BMM)
- + Describe what is Means and Ends thinking; give an example of each
- + Summarise the strategic concepts that are formalised in a BMM

- + Classify different elements of provided content for a BMM
- + Identify Influencers and Levers for a given business scenario/situation
- + Summarise how to create and acquire content for a BMM
- + Create content for different elements of a BMM
- + Create a basic whole BMM

Presenting on Proposed Business Strategy

At the end of this module, participants will be able to:

- + Summarise what makes an effective presentation
- + Assemble talking points and artefacts for group presentation
- + Provide a presentation in a group using BMM

Reflection

DAY FOUR

Connections Warm Up

Introduction to Operationalising Strategy

At the end of this module, participants will be able to:

- + Summarise how various maps will be used to operationalise strategy

Strategic Analyses Part 4 – Strategic View

At the end of this module, participants will be able to:

- + Describe a Strategic View
- + Summarise how to measure Strategic Importance
- + Use a BMM and BCM to identify capabilities with strategic priority
- + Determine the measure of the Strategic Value of a list of capabilities
- + Summarise a way to consider strategic priorities affecting multiple capabilities

Strategic Analyses Part 4 – Future Maturity View

At the end of this module, participants will be able to:

- + Determine the measure of the future/strategic Target Maturity of a list of capabilities
- + Describe the measure of the step-gaps between maturity states

Strategic Analyses Part 4 – View Point: Strategic x Maturity

At the end of this module, participants will be able to:

- + Summarise the questions that can be explored with a Strategic/Maturity View
- + Use a BCM as an Anchor Model to map Strategic Priorities and Future Maturity
- + Describe how to produce a Capability Maturity/Strategically Important Matrix
- + Describe how to produce a Strategically Important/Maturity graph
- + Provide insights from analysis in response to Strategic x Maturity Viewpoint

Strategic Analyses Part 4 – View Point: Strategic x Maturity x In-flight Projects

At the end of this module, participants will be able to:

- + Summarise the questions that can be explored with a Strategic/Maturity/Projects View
- + Provide insights from analysis in response to Strategic x Maturity x Project Viewpoint

Defining a Target State for Operating Model

At the end of this module, participants will be able to:

- + Summarise what is a Target State Architecture
- + Describe steps for creating a Target State Architecture

Creating a Transition Plan/Execution Path

At the end of this module, participants will be able to:

- + Describe a Transition Plan
- + List two models that can be useful for determining what change to execute/to fund
- + Describe how to look for Opportunities and Sweet-spots
- + Summarise a Strategic Prioritisation Model
- + Describe how to determine Complexity
- + Describe a Complexity x Strategic Importance graph
- + Identify typical content to populate a Transition Plan
- + Describe two different sequencing paradigms for strategy execution

Introduction to Roadmaps

At the end of this module, participants will be able to:

- + Describe a Roadmap and the concerns it addresses

Connecting Architecture and Projects

At the end of this module, participants will be able to:

- + Summarise the position of Business Architecture with IT and Projects
- + Summarise the cohesion promise of Business Architecture

Stakeholder Engagement and Facilitation

At the end of this module, participants will be able to:

- + Describe a Power/Interest framework and how to apply for stakeholder engagement
- + Summarise useful principles and how to apply for facilitating to co-create artefacts
- + Summarise set of useful approaches and talking points for CBP/Business Architecture
- + Provide a compelling elevator pitch about a CBP approach

Applied for your Own Organisation

At the end of this module, participants will be able to:

- + Create a BMC/BCM/BMM from scratch



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