

# Introduction to Business Architecture for Itana

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For [Itana](#) on October 7, 2016



## In This Deck

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- > **Context:** About the UW; benchmarking about business architecture, and adapting it to the institution
- > **Our Challenge:** Why change is hard; the gap that business architecture helps fill
- > **A Case Study:** Creating a cross-functional initiative
- > **Early Lessons:** Observations about business architecture work
- > **How EA Can Help:** Promoting and supporting business architecture

# Context

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# The University of Washington

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- > Founded in 1861 in Seattle
- > Over 55,000 students and 25,000 employees on 3 campuses
- > 16 colleges and schools; four regional medical centers
- > \$6.9 billion budget in FY 2016
- > \$1.3 billion in research awards in FY 2015
- > Mix of central IT (UW-IT) and distributed IT organizations
- > Enterprise Architecture function located in central IT



## University Perspective

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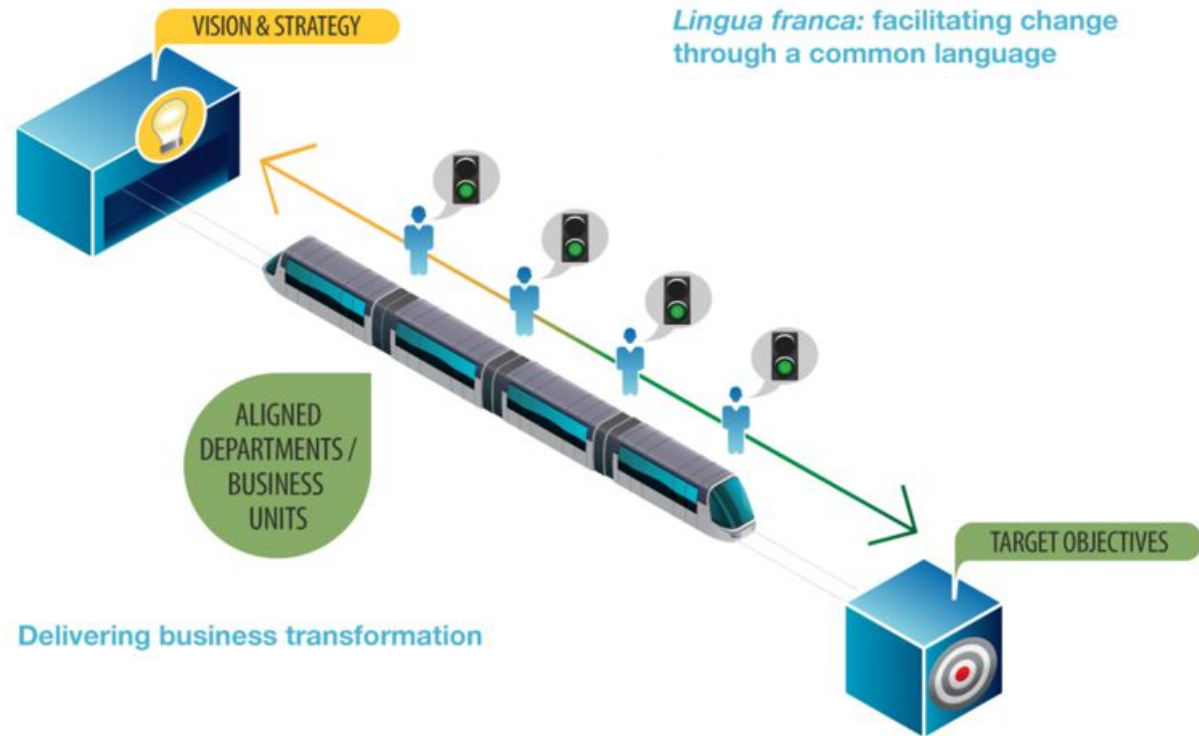
“The ultimate goal is to **actively manage change** rather than letting change manage the University.”

Strategic Planning at the University of Washington:  
The Sustainable Academic Business Plan  
(July 2016)

# Business Architecture Seeks to Align and Transform the Enterprise

Business Architecture is most critical in organizations managing significant **change**

Sponsoring a Business Architecture practice is a way to **dedicate resources** specifically to the work of cross-functional alignment and transformation



Focused and aligned strategy



Improved decision making



Increased operational efficiency and capacity for growth



Agility in your business and IT execution

# The Enterprise as Described by Business Architecture

A technology agnostic view of the enterprise

Focused on how **people** work in **organizations** to create **value**

Strengthening the **management tools** used to structure and lead an enterprise, such as strategies, policies, and processes

(For more references, see the appendix or [this reference deck](#).)

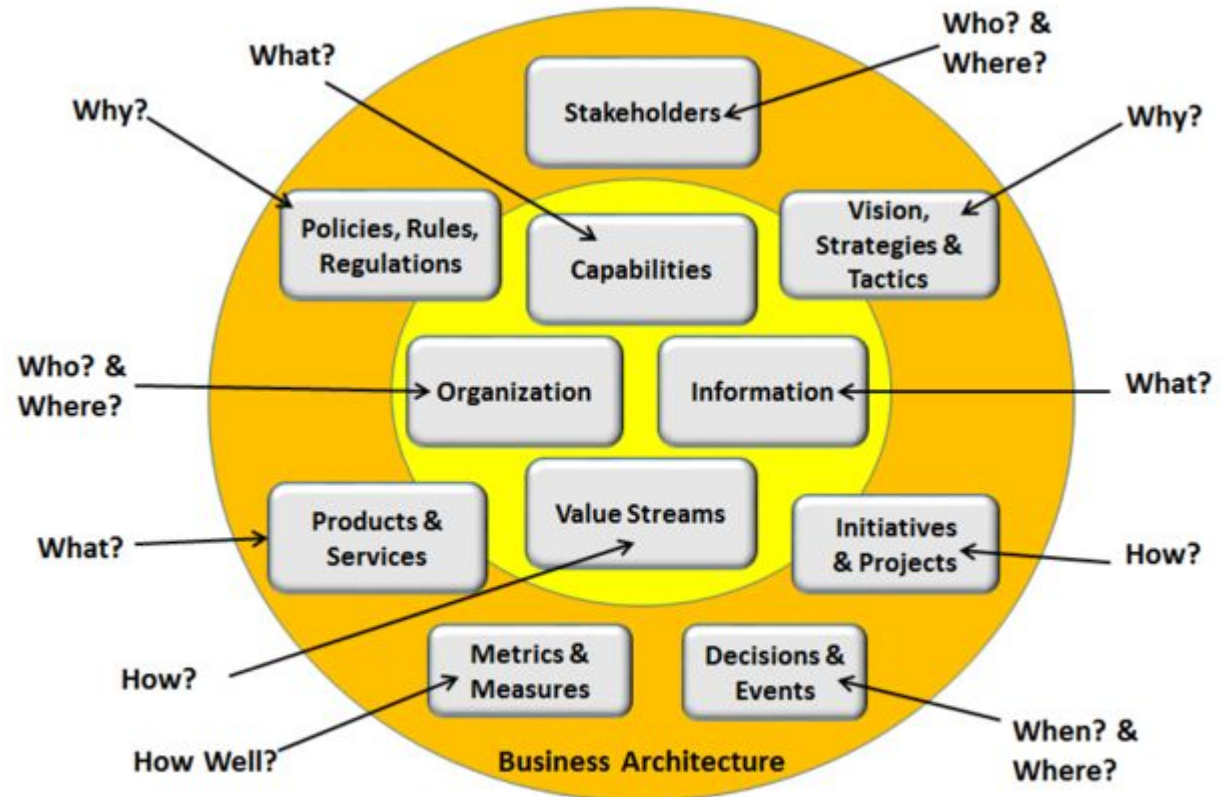


Figure 1.1: Aspects of the Business Represented by Business Architecture

# Adapting Industry Business Architecture Practices

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- > Business architecture practices from the private sector **tend to assume:**
  - Relatively centralized decision-making
  - Relatively high accountability across the enterprise
  - Relatively mature management skills and readiness for change
  
- > As we adapt these practices to our institution, we seek to:
  - Understand our current maturity and readiness for change
  - Understand change as a “process of becoming different”
  - Work together to improve the effectiveness of our change processes in multiple ways



# A Decentralized Institution Relies on Federated Business Architecture

The diverse nature of the UW, and the embedded nature of Business Architecture work, naturally lead to a **federated model**

EA can **support practitioners** and help grow the **capacity** for Business Architecture at the UW

## Practitioners:

### Business Architecture by UW Leadership

- Develop UW strategy
- Guide UW unit strategies
- Frame UW-wide initiatives

Connect UW and unit strategies; set institutional priorities

### Business Architecture by UW Units

- Develop unit strategies
- Actively manage business change
- Actively evolve business capabilities

Connect business and IT strategies; pursue cross-functional initiatives

### Business Architecture by IT Divisions

- Develop IT strategies
- Actively evolve IT services
- Form and support cross-functional initiatives

Support Business Architecture practitioners  
Grow capacity for Business Architecture

### Supported by EA

- Define and promote the practice and value of Business Architecture
- Build governance and other foundations for the practice
- Train practitioners in methods
- Connect practitioners with each other
- Guide people to resources
- Join in selected initiatives

# Our Challenge

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## Our Challenge

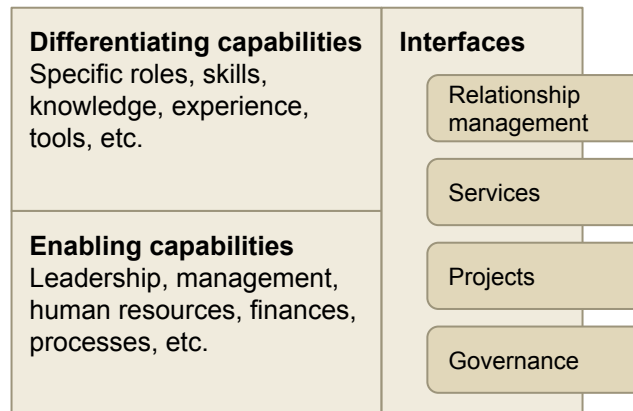
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- > The UW is in the midst of far-reaching transformative change:
    - **Planned** changes driven by UW strategy
    - **Unplanned** external changes
    - **Deferred** changes that need attention
  
  - > UW leaders know first-hand that change is challenging:
    - **Pace** of change challenges existing decision-making
    - **Scope** of change challenges existing organizations
    - **Complexity** of change challenges existing information
    - **Pressure** of change challenges how we distribute resources
- ... More **stakeholders** need to come to more **far-reaching** agreements, more **quickly**, with better **analysis**

# Good Change Processes Rely on Mature Organizations

All these aspects are important for an organization to be an effective partner:

## An organization:



# Good Change Processes Rely on Mature Organizations

All these aspects are important for an organization to be an effective partner:

These enable us to create specific value that others in the institution need

## An organization:

### Differentiating capabilities

Specific roles, skills, knowledge, experience, tools, etc.

### Enabling capabilities

Leadership, management, human resources, finances, processes, etc.

### Interfaces

Relationship management

Services

Projects

Governance

These enable us to be effective as an organization and are foundational to all our work

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This is how others receive the value we offer, and how we receive participation, input, and support

We fully know our partners, and they know us

It's clear what we offer and we reliably deliver it

We successfully collaborate with others on new things

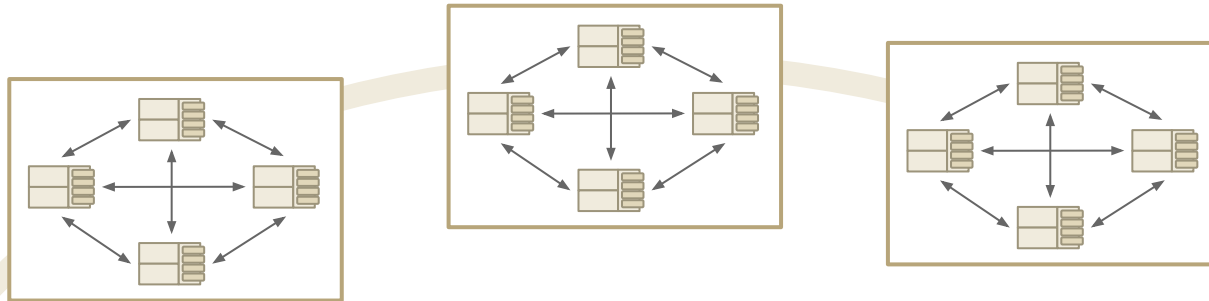
We have clear ways to receive and give guidance

These enable us to be effective as an organization and are foundational to all our work

**All** aspects are important to being an effective partner.

# The Challenge of Cross-Functional Initiatives

In a university, cross-functional initiatives typically require several medium or large organizations to find each other as partners with shared goals ... actively collaborate ... and remain aligned over a period of years:



Cross-functional initiatives are a challenge to *every* organization's ability to continuously:

- Interface with partner organizations
- Provide specialized value consistently
- Manage itself to a high level

In addition, each major initiative *itself* is an organization, with all the same challenges.



# The IT-Campus Partnership

Higher ed IT organizations increasingly recognize their key role as strategic partners in change:

Source: Education Advisory Board, [EAB's IT Functional Diagnostic](#)

## A New Model Reflecting the Maturity and Importance of IT Capabilities on Campus



### Office of the CIO

- Strategic Planning
- Budgeting
- IT Performance Measurement
- Technology Innovation
- Internal IT Alignment



### Core IT Functions

- Project Portfolio Management
- Systems Applications Maintenance & Enhancement
- Service Delivery Management
- Networking and Computing Management
- IT Cost Transparency



### IT-Campus Partnership

- Stakeholder Engagement
- Coordination with Distributed IT
- IT Brand Communication
- Business Process Improvement



### Security and BCP

- Data Access
- Asset and Risk Management
- Incident Response Planning
- Disaster Recovery/Business Continuity Planning
- Unit-Level Security Awareness/Training



### IT Talent Management

- IT Workforce Planning
- IT Staff Development
- IT Staff Performance Management
- IT Leadership Development



### Campus Enablement

- Mobility Support
- Research Computing
- IT-Enabled Collaboration
- Instructional Technology Offerings

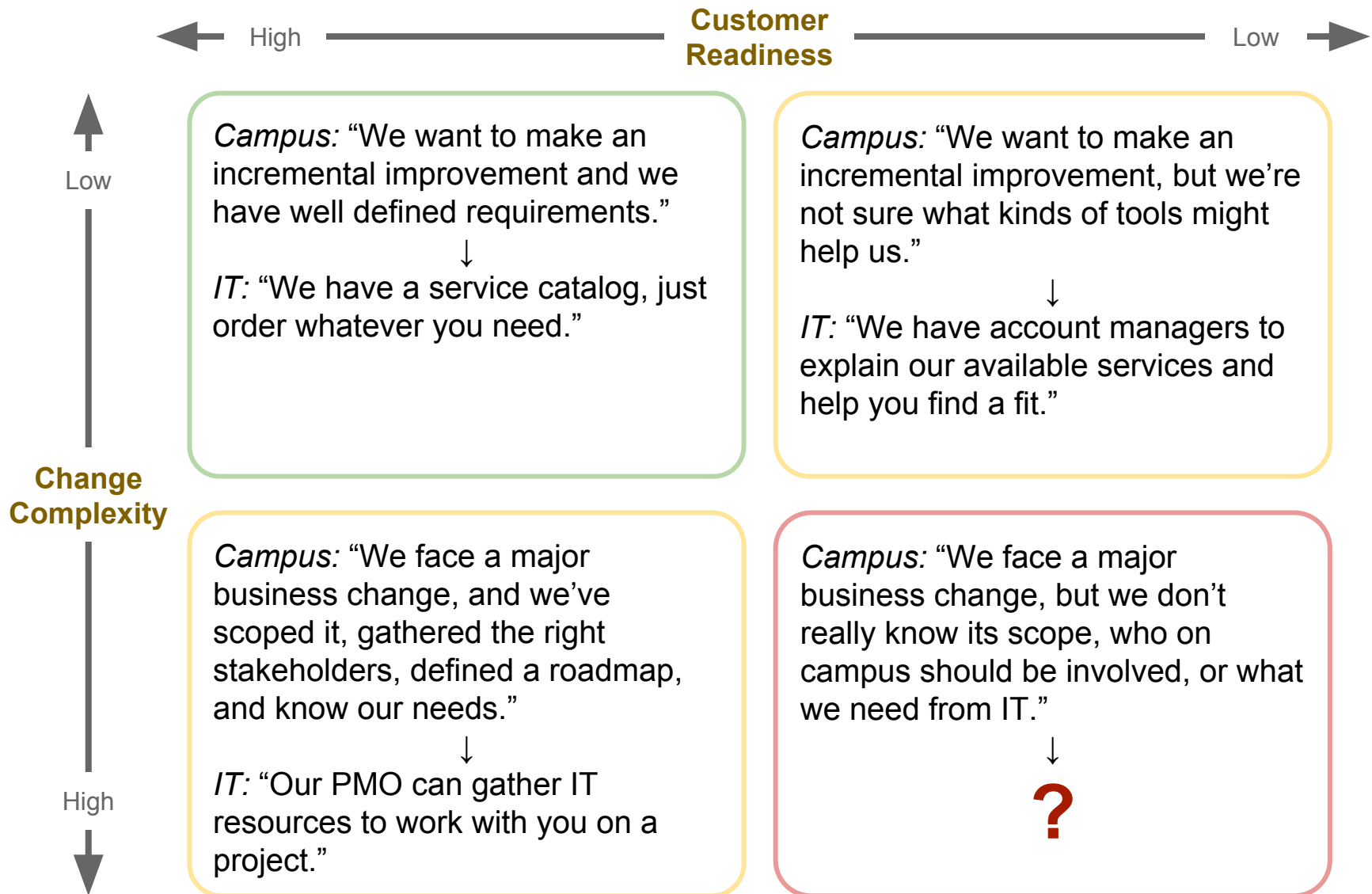


### BI and Analytics

- Data Governance
- Decision Support



# Characterizing IT-Campus Partnerships



# The Gap that Business Architecture Practitioners Fill

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The UW needs people who can:

- > Help units define strategy and translate it into goals
- > Identify opportunities for cross-functional business and technology initiatives
- > Liaise between groups of stakeholders and help to 'connect dots'
- > Connect business stakeholders with each other and with IT stakeholders
- > Conduct discovery and analysis across UW units, framing decisions for stakeholders
- > Create long-term roadmaps for process, information, and systems change
- > Help establish initiatives, programs, and projects
- > Help keep these efforts aligned

# A Case Study

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Space Information Management at the University of Washington

Jenni Laughlin



## Background

The following are some of the slides I shared recently with executives at the heads of several organizations which have historically worked under separate strategies.

This deck is the culmination of several months of analysis, relationship building, listening, and communicating with key stakeholders at all levels of the organization. Goal: define a shared problem space and create a way to work together across organizations to solve it.

At the University of Washington, information about campus facilities and spaces is created and updated by multiple campus organizations. The lifecycle of each facility and space is complex, and changes are very common - from floor plan changes, to renovations, to updates for maintenance reasons. Ownership and use of space, and the financial implications of the use of space, also changes rapidly.

**The strategic work of the university around facility and space information, such as placement of instructors and researchers in appropriate spaces, and long term capital planning to meet anticipated future needs, requires information and reporting that is either impossible to pull together or sourced from many organizations in a manual, ad-hoc manner.** Further, operations teams struggle to understand the facility asset they are charged with maintaining, because documentation and processes are scattered and sometimes ad-hoc.

Some examples of the impact of this include:



The current **“CAD Check Lean”** initiative estimates that **over the last 5 years, the University spent \$37M reworking missing, misplaced, or inaccurate floor plans in CAD** - mostly as a result of paying contractors to redo inaccurate/incomplete base drawings and information during construction and renovation processes.



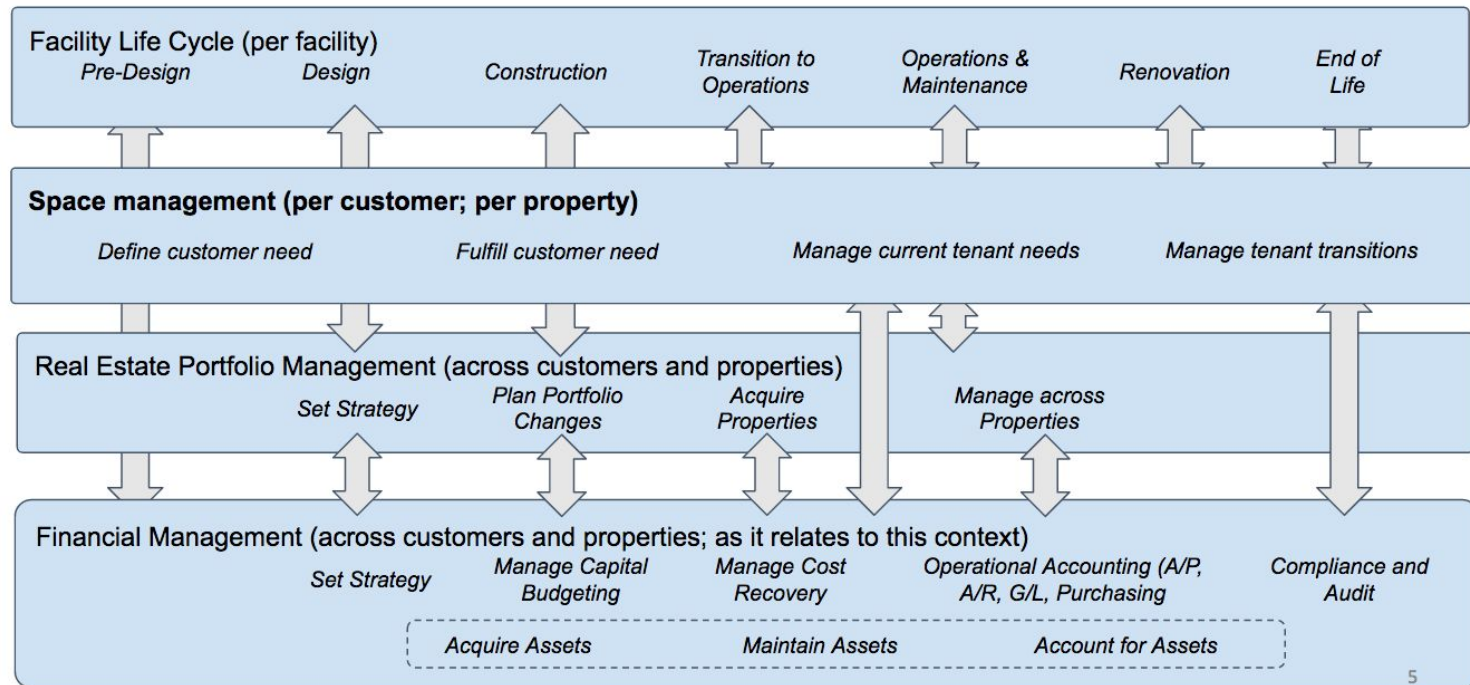
The Provost-funded **OneGIS initiative** seeks to build a platform to use space data more strategically, but the data to support this vision is **scattered across business and technology silos**. Changes to this data is managed inconsistently, and data models across applications are not reconciled.



Efforts to improve the transition from capital construction to occupancy are challenged by discontinuous information flow, **leaving occupants and operations and maintenance teams disconnected from key documentation** designed to help run the building.

# “Space Information Management” in a Business Context

Over the summer we were able to construct a high-level business process landscape as part of our initial analysis. This artifact was designed to show how dependent we are on each other for the same information, and frame why this isn't a problem any one group can solve alone.



⇕ = process and/or information dependency

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## Related Efforts Underway

In the current state, understanding the state, utilization, and efficiency of the University's facilities is all but impossible to accurately evaluate.

**Many initiatives and significant resource time has been devoted to trying to address parts of this problem space, but solutions and significant overall improvements remain elusive.**

### Lean initiatives such as:

- CAD Check
- BIM to FM
- Facility - Related information library / Innovator replacement

### Proposed TAP initiative

- Space Utilization - create policy to optimize use of space in support of UW's mission

### Cross-Organization

- Finance Business Transformation (FBT)

### Systems initiatives such as:

- OneGIS
- PNBDB migration and UW Profiles
- PM Web
- Space Strategy Team / "Portal" (space request system)
- "Sightlines" research about deferred maintenance.
- "UW Profiles" reporting effort

### Organizational efforts in:

- Real Estate
- Capital Planning
- Capital and Space Management
- Facilities Services
- UW-IT
- School of Medicine
- EH&S
- MAA
- Office of Research / GCA/OSP

This slide is the result of months of research and relationship building. It's critical for leaders to see how much effort goes into maintaining a current state, and gain perspective on the impact of not coordinating related work.

But to share this kind of message trust has to be established first, and respect for the hard work that is happening by good people around the university.

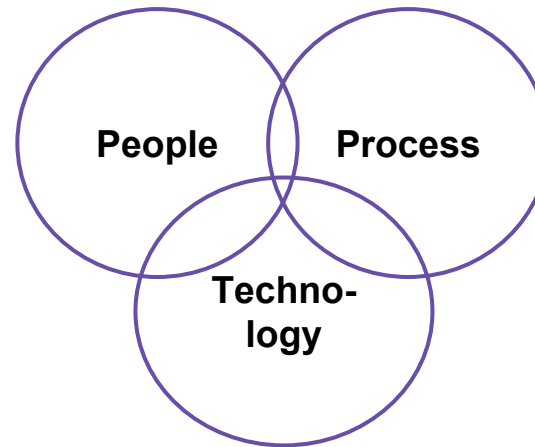
## A Village Problem

While respecting the need for different parts of the organization to support different business needs in different ways, we also have what I call a “village problem”.

The practice of business architecture, to me, is about helping to surface these kinds of ‘village problems’, describe them so we can use a common language and understanding, and make it **safe and productive** to bring key stakeholders together to collaboratively define ways to “become different”.

In the current state, **there are significant impediments to improving the management of critical facility and space-related information so it is accurate, accessible, and consumable.** These include:

The facility lifecycle is **complex**. Business processes related to producing or consuming information about it span organizations, cultures, and technologies



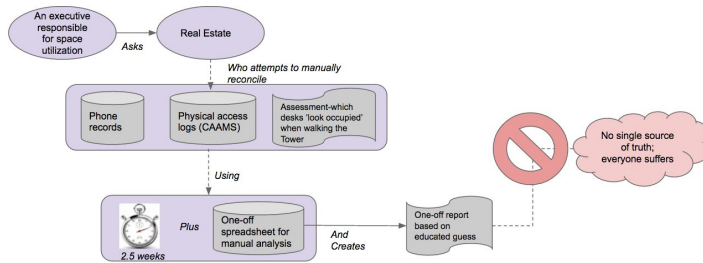
Many siloed “solutions” have been created that have exacerbated the problem.

For an information management strategy to work **across departments and across the facility lifecycle**, we need significant and coordinated change to the “way we do business”.

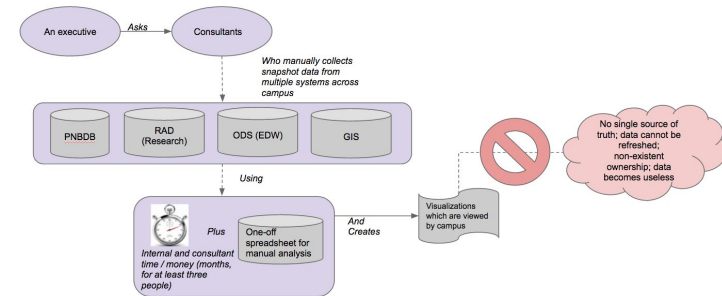
Current state use cases help to show why micro efforts to do the right thing are stymied when interacting with a macro problem space. It also helps a diverse group of stakeholders see where interests can be aligned.

# Use Cases

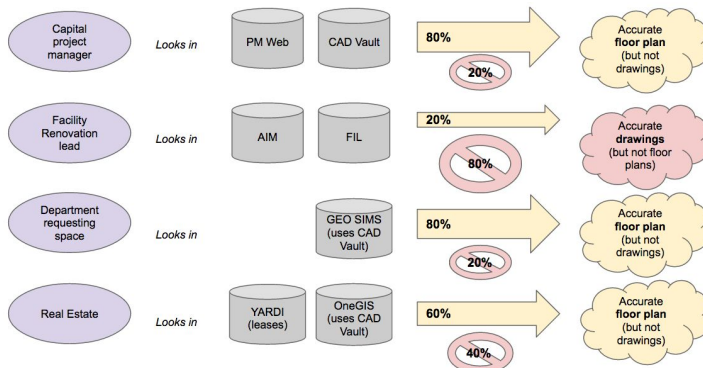
**What's the headcount in the UW Tower?**  
Utilization is currently a derived concept - and even current usage basics like headcount take weeks to surmise ...



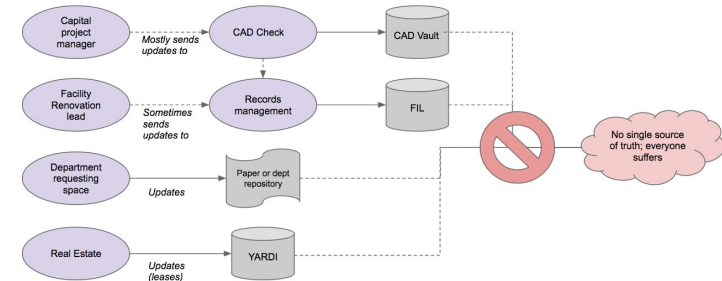
**How do we assess space utilization?**  
When we need to create more in-depth information to understand space utilization today, we resort to herculean efforts ...



**Can I find the current drawings for a building?**  
When we need a current floor plan, various groups search in various repositories in various ways ...



**Why can't I find the current drawings?**  
When a change to a floor plan is made, various groups update various repositories in various ways ...





## Evolving the Village

Describing the problem is not enough: a business architecture practitioner must also be prepared to *channel* the constructive energy that comes from the sense of shared purpose we're developing. Here I use benchmarking as a tool in helping the group 'pivot' from thinking about the problems to thinking about possible paths forward.

“To fully implement a **facilities portfolio asset management approach**, federal agencies require a workforce with a set of core competencies in three areas of expertise and with a skills base. The three areas of expertise are

- **Integrating people, processes, places, and technologies by using a life-cycle approach;**
- **Aligning the facilities portfolio with the organization's missions and available resources; and**
- **Innovating across traditional functional lines and processes to address changing requirements and opportunities.**

The skills base includes a **balance of technical, business, and behavioral capabilities along with enterprise knowledge.**”

Source: Board on Infrastructure and the Constructed Environment Division, Engineering and Physical Sciences, **National Research Council of the National Academies**

From: “Achieving High-Performance Federal Facilities: Strategies and Approaches” p.32.  
[http://www.nap.edu/catalog.php?record\\_id=13140](http://www.nap.edu/catalog.php?record_id=13140)

## Future State: Early Measures and Questions

Making it real! This represents a concrete set of metrics that we can target in early stages of shared work. I start to discuss the need for a cross-functional roadmap to guide related efforts TOWARD development of accurate information.

Focus on developing skills, information models, practices, and technology that get us these measures per space/facility:

- Cost per Square Foot (owned);
- Cost per Square Foot (leased);
- Employees Housed;
- Cost per Person;
- Customer Satisfaction;
- Vacancy Rate;
- Non Revenue Producing Space;
- Net Income; and
- Funds from Operations.

Questions we can address with this information:

- What facilities do we have?
- What condition are they in?
- What facilities are needed to support the organization's missions?
- What problems and issues need to be addressed?
- How much are we investing? How much do we need to invest?
- What are the results or outcomes of those investments?
- What are the outcomes of decisions not to invest?

From: **Key Performance Indicators for Federal Facilities Portfolios: Federal Facilities Council Technical Report Number 147(2005), page 16**

# Future State Vision

The long term vision is necessary to discuss as well. I use this slide to connect and confirm key concepts:

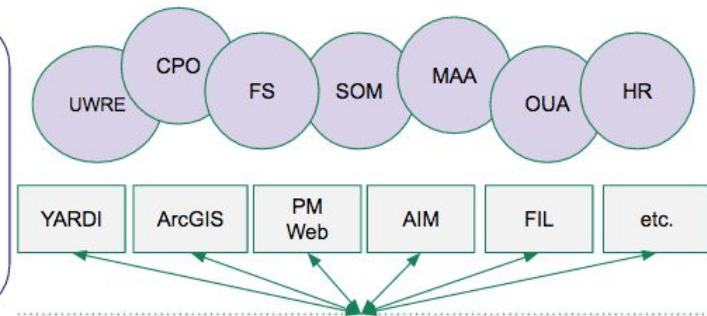
- > Units and organizations will always want and need to choose the right business applications for their work.
- > The trick will be to develop strategies and practices and technologies that allow these applications to share data and information across them.
- > etc.

How might we we efficiently manage facility and space information in the future?

We will always need niche *business applications* to do our work, but they can be **actively managed in concert** to meet complex overall stakeholder needs while reducing redundancy.

To meet the needs of EACH functional area, and accurately report on data ACROSS functions, we can rely on **institutional data models and repositories, integrated with business applications, and aligned with strategic goals.**

This is true for both documents (unstructured data) and for structured data.



**Common Information and Integration Strategy / Practices**  
 Manage evolving relationship between business applications and institutional data

**Space Assets have common:**

Spacial attributes  
 Financial Attributes  
 Utilization attributes  
 Compliance attributes  
 Maintenance attributes  
 Operational performance metrics

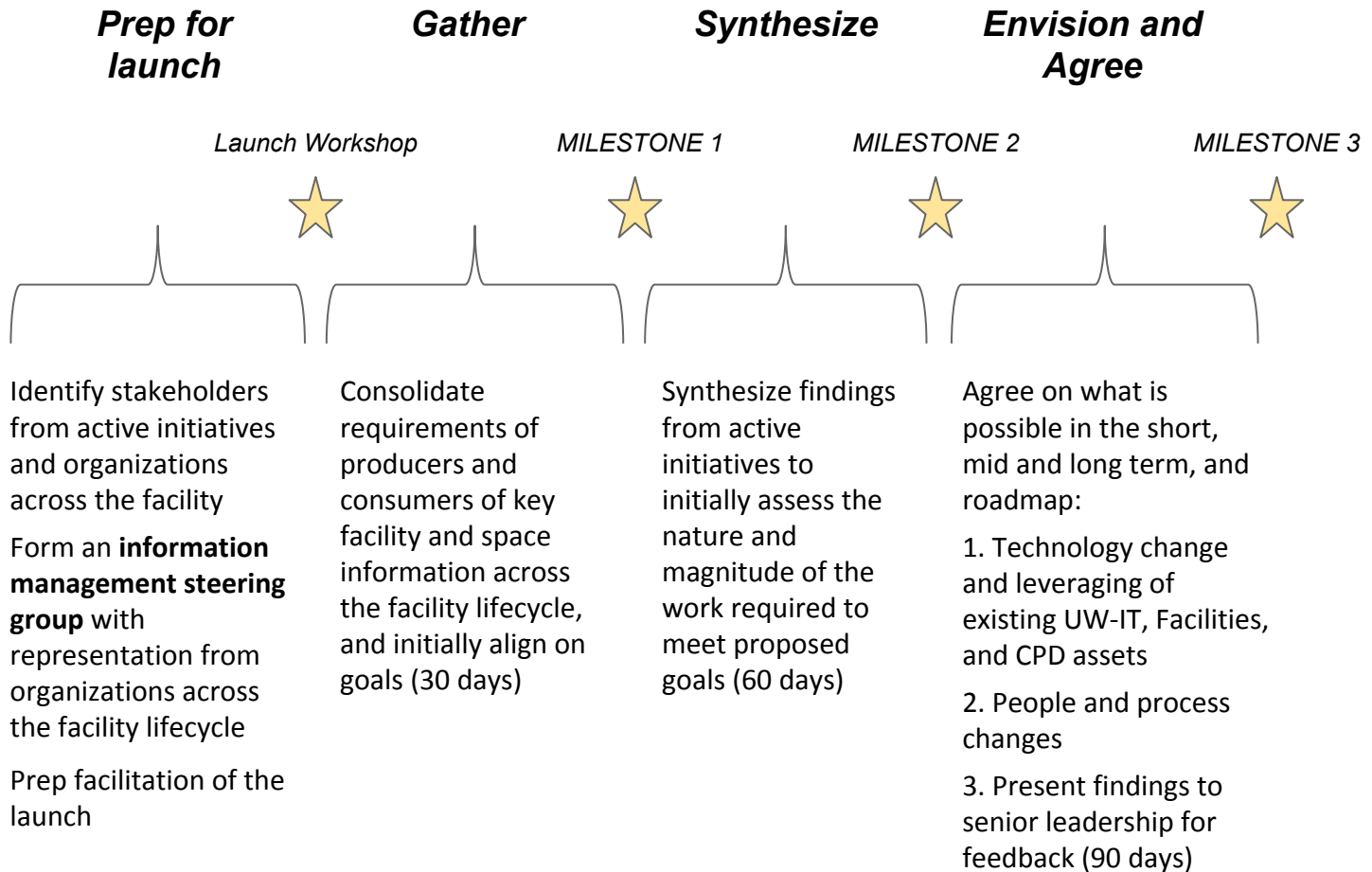
Shared Repository of Organized Unstructured Data (Documents)

Shared Repository of Organized Structured Data

Next steps need to be concrete!

## Recommendation

We propose that the University sponsor a cross-functional task force, combining resources representing several organizations and active initiatives, to recommend an actionable business and technology roadmap for managing facility and space information.



# Early Lessons

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# Characteristics of Business Architecture Work

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Business Architecture work is:

- > **Cross-functional:** Constantly cross existing organizational siloes at all levels to get to the right scope of problem and solution
- > **Embedded:** Work closely and quickly with stakeholders at all levels (from SMEs to executives, individually and in groups) in their own business terms to build momentum and agreement
- > **Breadth and depth:** Learn and use information quickly across related domains but in enough depth to link related issues in each domain
- > **Organic:** Frequently re-prioritize which problems and solutions are actionable, what scope is feasible, and who can be involved

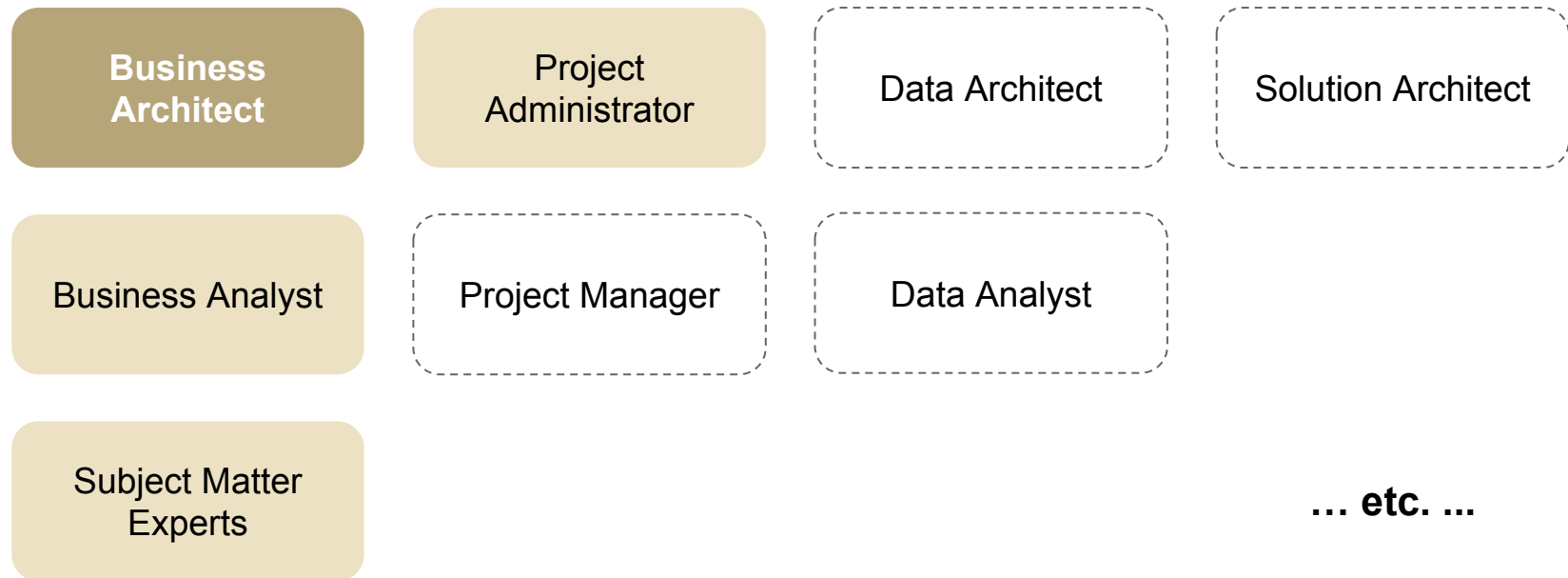
Business architects require a combination of skill sets:

- > **Leadership skills** including listening, building trust, providing vision, and creating consensus with stakeholders at all levels of management
- > **Project management** at an advanced level: Creating momentum and continuity across diverse units with rapidly evolving scope
- > **Business analysis** at an advanced level: Synthesizing unit and enterprise needs into long-term roadmaps across business functions

## Business Architecture is a Team Effort

Like other architects, because of their catalyst role, business architects will quickly become overloaded if management doesn't provide the right teams.

**The engagement team should grow as the initiative gains momentum**



Business architects should be enabling change; they should not become individual “heroic leaders” or new bottlenecks for change.

## INFORMATION TECHNOLOGY

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# How EA Can Help

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# Enabling Business Architecture

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Help leaders understand the importance and nature of business architecture work

- > The work is crucial to defining and executing strategic goals
- > The work requires an advanced skill set and significant time

Recognize and promote a federated model for business architecture

- > In a large, distributed institution, practitioners will naturally be distributed
- > EA can best support practitioners in a well-recognized federated model

Help create organizational foundations for successful business architecture

- > Easier, less ad hoc access to sponsors
- > More mature governance processes

Provide shared concepts and methods and refer people to services

- > Business architecture vision
- > Architecture methods
- > Change framework

# Architecture Method Examples

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Itana has published methods relevant to business architecture:

- > [Architecture Methods](#)
  - [Capability Maps](#)
  - [Case for Action](#)
  - [Process Maps](#)
  - [Roadmaps](#)
  - [Semantic Data Models](#)
  - ... and more ...

At the UW, some of the methods we're using most actively:

- > [Business Process Mapping](#)
- > [Strategy DIY Kit](#)

And there are other teams at the UW that provide related services:

- > [Services](#) in Organizational Excellence

# Draft: Change Framework



## FOSTER: Manage to Enable Change

Manage Vision and Strategy

Define Metrics & Measures

Develop Communication, Alignment, & Governance

Develop Portfolio, Project, & Program Management

Develop Organizations and People to Participate in Change

Build Relationships with Partners and Vendors

Foster Ideas for Change

Create Spaces for Innovation



## TRANSFORM: Lead in Change Initiatives

Understand the context for change

Build agreement for change

Execute change

Assess Drivers & Opportunities

Develop Stakeholders

Define & Build Programs and Projects

Assess Organizations & Stakeholders

Build Cross-Functional Communication

Recruit & Develop People, Roles, & Skills

Assess Capabilities & Processes

Extend Vision & Strategies

Manage Programs

Assess Information & Solutions

Develop Roadmaps

Manage Projects

Assess Policies, Rules, & Regulations

Connect With and Extend Governance

Design and Implement Solutions

Assess Possible Scopes

Agree on Outcomes, Metrics, & Measures

Manage Information

Assess Potential Impacts

Fund and Gather Resources

Manage Adoption of Change

*This section is scalable based on the magnitude of each change initiative.*



## SUSTAIN: Operate in a Context of Change

Maintain Continuity Through Change

Actively Manage Risk

Make Information Visible

Continuously Improve Organizations & Processes

Continuously Improve Services & Solutions

Utilize Governance, Policies, & Rules

Utilize Metrics & Measures

Continuously Grow People & Roles

### Aspects of the Enterprise that Enable and are Affected by Change:

Drivers, Opportunities, & Risks

Organizations & Functions

Portfolios

Capabilities

Information & Data

Vision & Strategies

Stakeholders

Services & Products

Processes & Value Streams

Solutions & Technologies

Governance & Decisions

People & Roles

Initiatives & Projects

Metrics & Measures

Policies, Rules, & Regulations

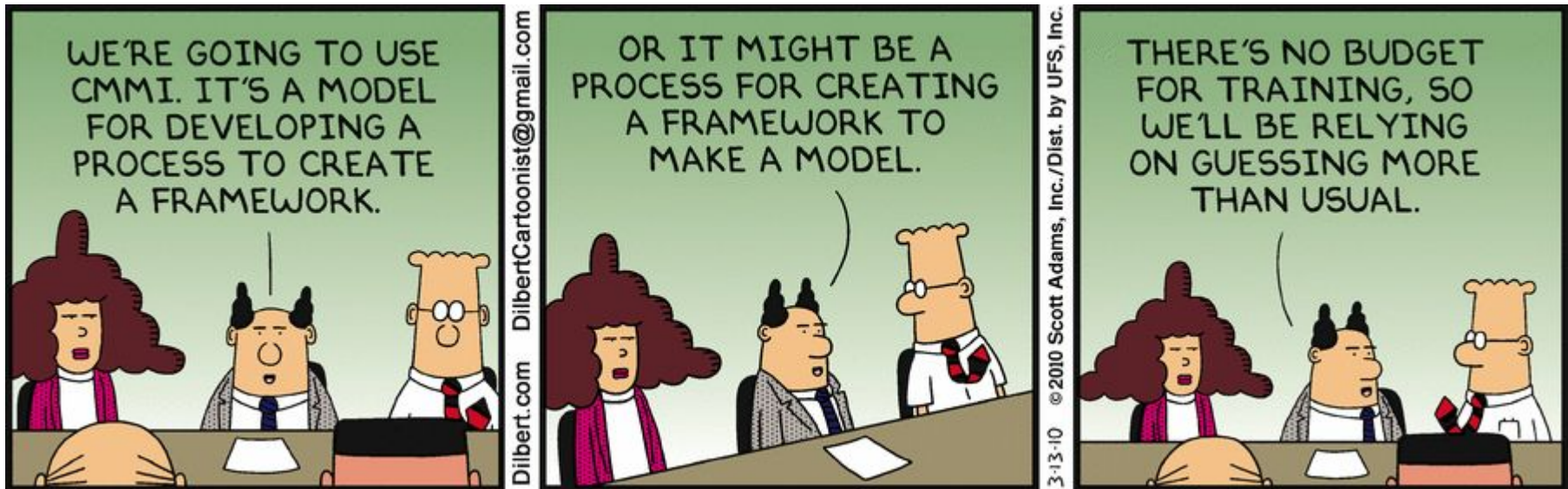


## ***Example: Manage to Enable Change***

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- My unit has shared vision, goals, and strategy that we refer to regularly in our decision-making and work.
- We agree how to measure whether we are making progress.
- There is good communication within my unit, and separate teams are communicating well on how they work toward shared goals.
- We know the complete list of services and projects we're working on and their priority.
- Each of our projects has a plan and we know its status.
- We actively develop individuals' leadership and management skills in roles that are essential to leading change.
- There is a clear way for other units to engage us in active discussion about potential changes.
- We have effective relationships with our partners and vendors in which we get the most out of each others' strengths.
- Everyone in my unit understands how ideas are assessed and how viable ideas can result in changes.
- We have ways to experiment with new ideas safely without disrupting each others' work.

# Questions?



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# APPENDIX

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# Scenario: A small organization



## FOSTER:

Manage to  
Enable Change

Annual strategy update  
and periodic review

Small teams working  
closely together

Close relationship with a  
few other units

Working closely with just a  
few vendors

Ad hoc idea gathering and  
informal prioritization are  
sufficient

Not enough resources to  
just try things out



## TRANSFORM: Lead in Change Initiatives

Understand the context  
for change

Build agreement for  
change

Execute change

Relatively easy to reach agreement with partner organizations on  
relatively small joint changes

Small projects are  
closely supervised and  
go pretty well

Attempts at larger  
projects may have failed  
in the past

**We can handle the limited  
amount of change we face.**



## SUSTAIN:

Operate in a  
Context of Change

Most attention is focused  
on continuity and quality

Risk is relatively low

Processes may not be  
fully documented

Not much extra time to  
improve; mostly do what  
we did last time

Policies and rules are  
relatively easy to keep up  
to date



# Scenario: A medium organization, 5 years later



## FOSTER:

Manage to  
Enable Change

Annual strategy update, but there's only time to involve managers

Communication breakdowns between some teams

Some partner units are frustrated with their relationship

Some vendor relationships are not fully utilized

Some good ideas are being lost

Unable to try out ideas that could really help



## TRANSFORM: Lead in Change Initiatives

Understand the context for change

Build agreement for change

Execute change

Inability to spend time reaching agreement with partner organizations is limiting the organization's ability to improve its own services

Not enough resources to explore broad enough options

Most small and medium projects still go pretty well

Starting to lose track of small projects people are doing

Inability to manage larger projects is now an obstacle

**Our limited capacity for new kinds of change is starting to hold us back.**



## SUSTAIN:

Operate in a  
Context of Change

New changes may disrupt quality of existing services

Slowly growing risk but not enough time to deal with it

Processes have changed and grown beyond documentation

Past investments are no longer being built on, just maintained

Policies and rules may be going out of date

# Scenario: A large organization, 10 years later



## FOSTER:

Manage to  
Enable Change

Many teams are not aware of a shared strategy

Teams in independent silos are doing redundant work

More partner units have given up on trying to collaborate

Redundant vendor relationships are resulting in waste

Many people no longer try to channel their ideas through the organization

Uncontrolled “pilots” are reducing quality of service



## TRANSFORM: Lead in Change Initiatives

Understand the context for change

Build agreement for change

Execute change

Gradual decline in engagement with partner organizations has led to a need to invest heavily in re-establishing relationships in order to keep the organization relevant

Increasingly complex customer needs often exceed ability to assess

Smaller projects are no longer tracked by management

Medium projects have trouble finding resources to get started

Large projects are contending for the same key people

**Our limited change capacity is making us less relevant within the institution.**



## SUSTAIN:

Operate in a  
Context of Change

Unexpected changes continue to disrupt services

A formal risk management program is starting to control risk

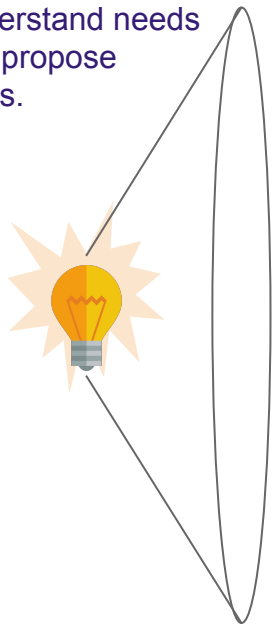
Investing in re-defining processes within the organization

Some past investments are at end-of-life without a plan for replacement

Investing in re-defining governance and updating policies

# Architects as guides

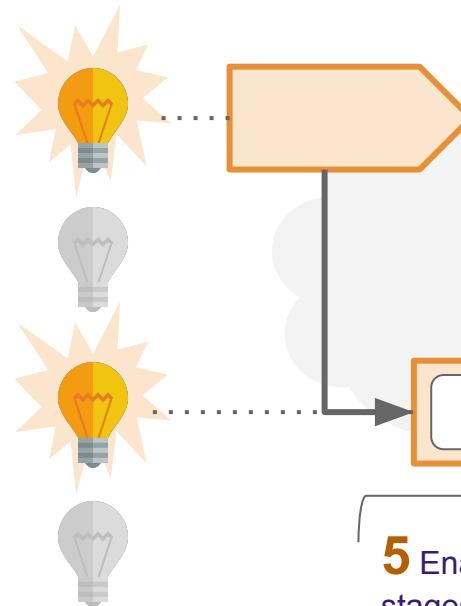
**1** Be positioned to find out about problems and ideas before they become projects. Understand needs and propose ideas.



**2** Place ideas in their appropriate context (current and future). Guide people to the right scope for the problem and solution.



**3** Evaluate alternative options. Make the case for the best options.



On this page, different kinds of architects work at different **scales** (e.g., team, project, enterprise) and apply different **expertise** (e.g. technology, data, process, business domain) and **skills** (e.g., facilitation, leadership, analysis).

**4** Identify related changes. Enable the organization to manage interrelated changes within and across projects, teams, roadmaps, or portfolios.

**5** Enable success at different stages within initiatives (such as design). Provide context, continuity, best practices, and analysis.

**6** Over time, promote best practices and process changes that enable solutions to be reached more quickly, in better alignment with each other and with organization goals.

In this value stream, the Business Architecture practice supports **change**, from **strategy** through to creation of a **solution**

## Example: A Business Architecture Value Stream



Figure 1.4: The Business Architecture Value Stream

Business Architecture complements other descriptions of the enterprise

In the TOGAF framework, Business Architecture is a phase in understanding the enterprise in order to plan well-governed changes

## Example: Business Architecture as Part of an Enterprise Architecture Framework

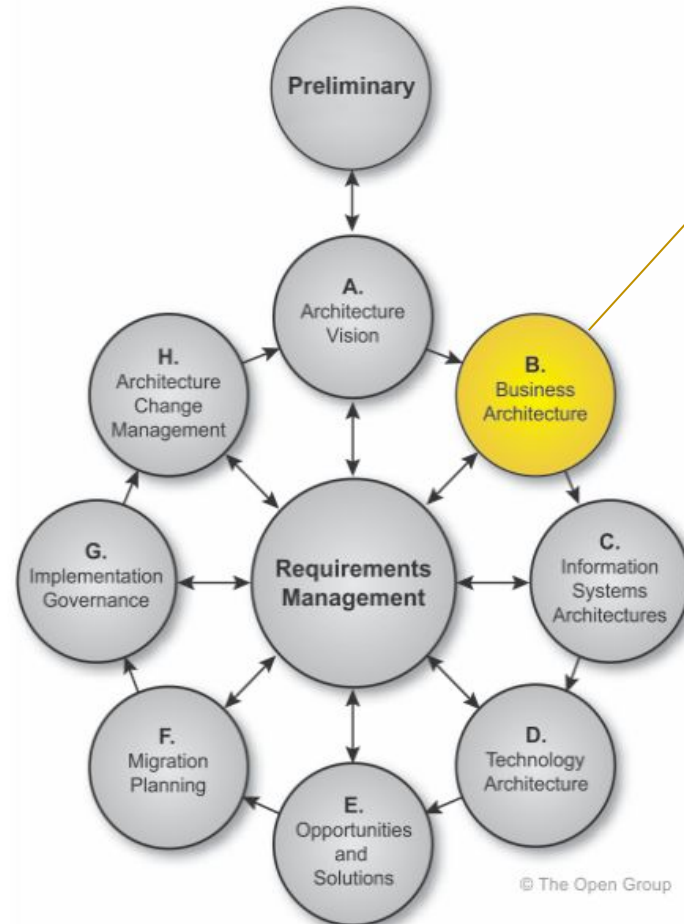


Figure 8-1: Phase B: Business Architecture

### Outputs:

Refined and updated versions of the Architecture Vision phase deliverables  
 Baseline Business Architecture  
 Target Business Architecture, typically including:

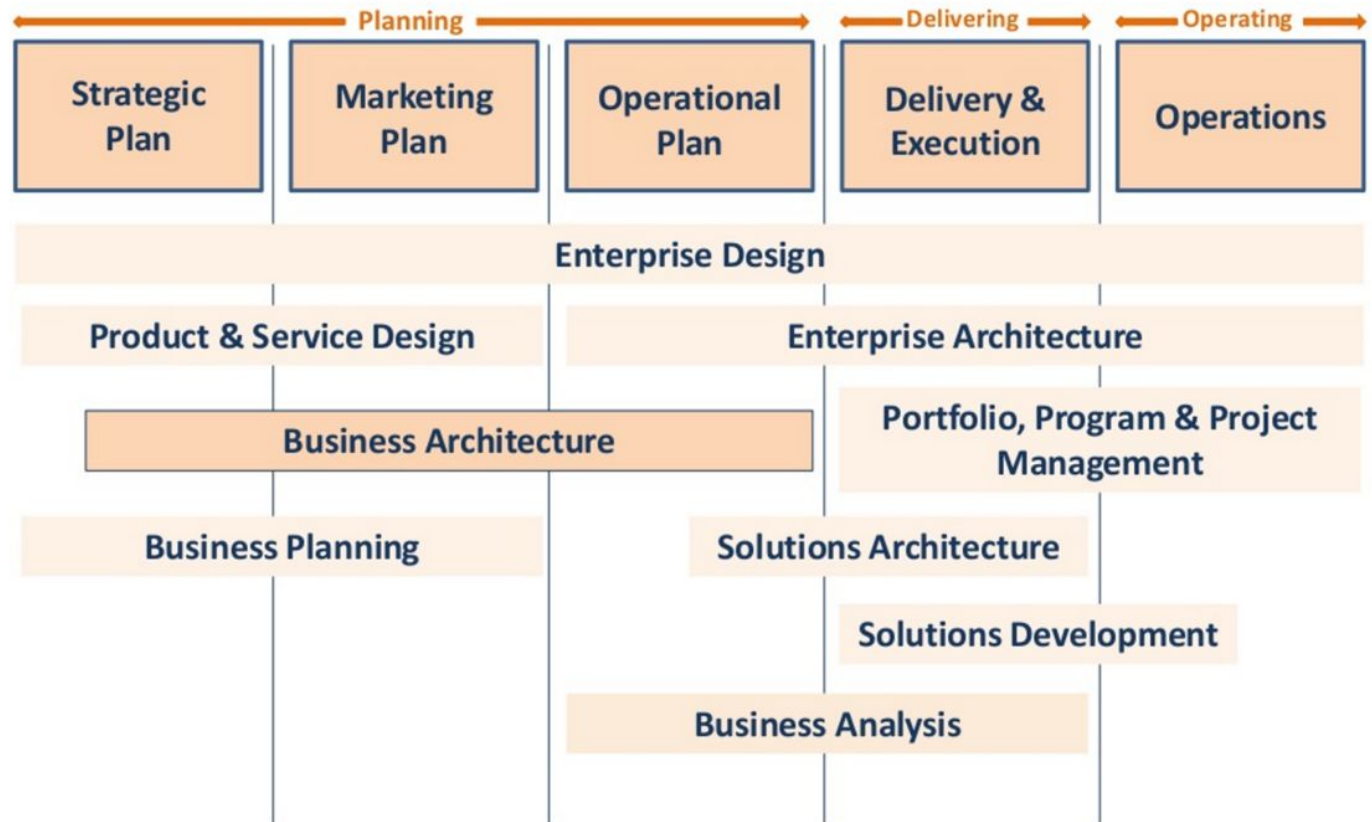
- Organization structure
- Business goals and objectives
- Business functions
- Business services
- Business processes
- Business roles
- Business data model

Draft Architecture Requirements Specification

Business Architecture components of an Architecture Roadmap

As a function, Business Architecture bridges between more general product and service planning and more specific business analysis and solution design

## Example: Business Architecture Complements Other Planning and Delivery Functions



Source: Driving your BA Career - From Business Analyst to Business Architect by Craig Martin; Sept. 30 2014 on SlideShare; Slide 17

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# Business Architecture as a Profession

- > [Business Architecture Guild](#) sponsors events and publications
- > Publishes a Business Architecture Body of Knowledge (BizBOK) and Business Architecture Maturity Model (BAMM)
- > Seattle has a [Business Architecture Meetup](#) group
- > About 200 “Business Architect” [job search results](#) in LinkedIn, compared to about 800 for Enterprise Architect or Data Architect
- > As a new profession and practice, Business Architecture faces some challenges:

“What are the three most significant barriers to BA success?”  
(Percentage reflects rank of 1, 2, or 3)



Base: 85 IT professionals who report unsuccessful business architecture initiatives in their firms

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

March 2013 “The State Of Business Architecture And Business Architects In 2013”

FORRESTER

Source: Jeff Scott, [Building a Sustainable Architecture Practice](#) (2014)





# DRAFT Business Processes Involved in Space Information Management (1/2)

## Facility Lifecycle Management (Space Information Management focus)

Manage a facility from conception through end of life

Pre-Design	Design	Construction	Transition to Operations	Operations and Maintenance	Renovation	End of Life
Find drawings relevant to the potential project	Create design drawings Approve design for creation of facility and room numbers	Communicate changes to design Create as-builts	Submit as-builts Process submittals for formatting standards Process submittals for records retention Identify required updates to floor plans (new/changed ) Build UW floor plans based on submittals	Manage work orders Identify required proactive maintenance Research warranties Manage utilization of space Manage utilization of assets in a facility	(see pre-design - operations and maintenance activities).	Retire outdated drawings (records management)  Retire active use of drawings in core business applications

All of these activities either produce or consume floor plan drawings.