

Prepared by BACOE – Business Architecture Center Of Excellence



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## **Advantages of Deploying Solutions**

Developed through A Business Architecture  
as developed via the BACOE Business Architecture  
Methodology

Your business has an architecture but do you know what it is?

One of the driving needs for Business Architecture is to enable an enterprise's Information Technology (IT) team to quickly, accurately and iteratively deploy prioritized, stable and operationally excellent Business Solutions to address the fast paced changes in opportunity or mandate across the global markets.

Various groups approach the concept and practice of Business Architecture from differing value points. The Business Architecture Center Of Excellence (BACOE) practices and evolves its methodology to emphasize the value point of a documented, human consumable, prioritized, iterative architecture which is evergreen, ever-robust, and evolves as growing numbers of business capabilities, projects and initiatives contribute to this valuable enterprise cache of traceable, related business interests.

What then is the result, the end-state of a Business Architecture using the BACOE approach?

The key BACOE Business Architecture deliverable of business interest is a clearly defined set of business capabilities, and artifacts – not only for architecture. These artifacts enable the design, development, test and deployment of accurate, stable, prioritized solutions that smoothly integrate, are operationally efficient, and foster iterative improvements or rollbacks as the markets', customers' and partners' feedback dictates. Business capabilities are not declared, do not “flow”, do not “map”. Business Capabilities are the results of a robust result of a R.E.A.L. Business Architecture. (R – Real, E – Enabling, A – Actionable, L – Logical).

While there are defined ends to projects, initiatives, and phases, an architecture is ongoing – it leads change and the development of Business Capabilities. It is a definition much like the periodic table of chemical elements – providing documented, traceable information for successor initiatives and projects. Business Architecture is intended to be kept evergreen, increasing in robustness and detail as additional projects and slices<sup>1</sup> of the enterprise contribute to the architecture's documented foundation of the enterprise; thus, a properly maintained and evolved architecture may not *have* a fixed one-off end-state.

Projects, initiatives and phases each have defined deliverables, and so too does the effort of each iteration of Business Architecture development. The initial artifact efforts may be of a certain depth and understanding, as a strength of humanity is in its ability to abstract and pattern things such that we need not focus attention on details. However, the initial phase of establishing a Business Architecture requires that the best and brightest dive into the details of those items of interest to the business, to find the architectural core of the business. Business and IT participants will see the artifact's value grow as elements are interrelated, associated to others in newly discovered affinities, and organized to define Business Capabilities, and initiatives of projects that support the Business' prioritized goals.

A greater point of emphasis is the value of the *advantages* each solution will realize when developed in accordance with the BACOE Business Architecture.

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<sup>1</sup> BACOE's Practitioner methodology usually focuses on a smaller 'slice' of the enterprise, and within that slice we focus on a particular complex project.

On the next few pages, we list the advantages that the BACOE Business Architecture Methodology has seen arise from Business and IT client executives and teams, as they develop and deploy their Business Capabilities, and solutions through the BACOE Business Architecture methodology and approach.

**Brief Points of Advantage**

Resulting from Solutions designed and developed  
from the BACOE Business Architecture Methodology

Advantage	Enables
1. Business executives clearly communicate the priorities of goals (Business needs)	IT focus on top Business need impacts, iteratively deploying as much as is possible for each iteration window  Iteration enables multiple ongoing checks and adjustments to Business direction and customer or partner feedback
2. Business goals and directives trace through from source to all related elements	Eliminates contradiction of projects and clarifies Business Capabilities, solutions' intent, enterprise priorities, and executive sponsorships
3. Business can easily use the Architecture artifacts and Business Capabilities produced – they are Human Consumable	Business personnel, as well as IT, are able to use the information and keep it up to date without having to have special tools or training on such special tools. Artifacts are available, to any person involved in discovering, prototyping, managing, designing, developing, testing, deploying, and operating a solution and Business Capabilities.
4. Business gains confidence and a cadence in working with the business architecture, as each follows a consistent form	Encourages compliance to produce a consistent and complete definition.  Quality communication without assumptions or gray areas.
5. Business realizes their expertise is the key to success	No complex tools need be purchased, developed or trained upon; any source that the enterprise deems worthy can be a basis to build or enhance the business architecture and will be traced across the elements that reference that source
6. Business discovers previously unrealized / masked relationships	New discoveries may lead to new opportunities, new points of leverage, and filling of gaps in services that can or should be provided to enterprise personnel, partners and customers.

Advantage	Enables
<p>7. Business can develop a Bill of Health for all critical Business Capabilities, and contributing systems and their platforms</p>	<p>Clarified hardware and software dependencies for solution deployment.</p> <p>Alerts Business to Business Capabilities Capability, systems' conditions, re. vendor support, licenses or seats, vendor package versions vs. current versions, user and operations view of system quality, backup policies, backup / swappable platforms, clusters, multi-site hosted, policies for disaster recovery and data recovery, etc.</p>
<p>8. Business discovers Business Capabilities, and systems that must be made available for the processes to meet the Business needs</p>	<p>Plan and budget early enough for Business Capability development, and systems ready to support development, test, and operation of the solution and its associated Business Capabilities.</p>
<p>9. Business can plan evolutions with confidence</p>	<p>Identify needs and existing Business Capabilities, and solutions that can or must be updated, upgraded, clustered, virtualized, repurposed, or retired.</p>
<p>10. Business operations and test groups can identify early where a Business Capability, or solution will need specific care</p>	<p>Business Capability, and Solution definition will highlight all impacted systems, sites, roles, data stores, etc., which will enable planning for network design, bandwidth, clustering, mirroring, or separate site backups, etc., and the testing and deployment approaches for these various topologies.</p>
<p>11. Business realizes each process' value</p> <ul style="list-style-type: none"> <li>a. Process support for goals</li> <li>b. Process that must be created (gap)</li> <li>c. Existing process needing updates</li> <li>d. Existing process ready for focus need</li> <li>e. Existing process is candidate to retire, its contribution has expired or is redundant (overlap)</li> <li>f. Mapping of all of the above to Business Capabilities.</li> </ul>	<p>Business Architecture clarifies each process within a solution and Business Capability to highlight the impact changes or dependencies each will have upon other users of the process or its related processes, in that they may alter data the related processes depend upon.</p> <p>Processes may be unique to specific groups, functions, sites, or countries; they may be simple or complex and be global in impact.</p>

Advantage	Enables
<p>12. Business gains clear view of the Material (data) needed for a process, and the related processes that also depend on that material</p> <ul style="list-style-type: none"> <li>a. Existing material viable for solution</li> <li>b. Existing material needs updates</li> <li>c. Existing material is redundant (overlap)</li> <li>d. Existing material is stale, no longer of business value (remove)</li> <li>e. New material is needed (gap)</li> <li>f. Mapping of all of the above to Business Capabilities</li> </ul>	<p>Material (data) becomes a focus and any gaps, overlaps or alterations will reflect immediately to other systems / solutions that will feel the ripple. This will help prevent changes that are not vetted with all interested and impacted parties and tested thoroughly before deploying and causing damage to the data integrity and the Business reputation.</p>
<p>13. Business realizes a broad scope of relationships between Business Capabilities, processes, and materials</p>	<p>Grouping of processes and data and their support Business Capabilities, and systems occurs, as needed by the solution, into initiatives</p>
<p>14. Business realizes the groups of people and the roles impacted or involved in the Business Capability or solution</p>	<p>Training for the roles as needed, accurate inclusion of all areas of the business needed to successfully deploy the Business Capability, or solution and support it operationally</p>
<p>15. Business may identify new roles or changes to existing roles to meet the demand of the Business Capability solution</p>	<p>Training for new or altered roles to meet the demand, or acquire the needed skill-set through transfers or hiring.</p>
<p>16. Business clearly sees the sites or locations impacted or involved, via the relationship to involved to Business Capabilities, Systems, and roles</p>	<p>Identify each solution site, their fail-over/ mirror sites, or their app/ data hosting sites, and contacts for each within the roles involved.</p>
<p>17. Business more clearly sees the per-site Business Capabilities, roles, systems and unique processes</p>	<p>Assumptions are avoided on global and in-country Business Capabilities, and sites. Identify their specific needs per the solution, such as language specific interfaces, references, and support channels</p>

Advantage	Enables
<p>18. Business realizes the dynamic nature of the business architecture</p> <ul style="list-style-type: none"> <li>a. by nature cyclic, iterative, “evergreen”</li> <li>b. by seizing market opportunities because of flexibility</li> </ul>	<p>A definitive basis is set for iterative, prioritized Business Capability development</p> <p>Traceable descriptions of architectural elements enable IT to react quickly to design and deploy with confidence</p>
<p>19. Business experiences the evolution of the business architecture</p> <ul style="list-style-type: none"> <li>a. Naturally evergreen</li> <li>b. Additional enterprise “slices” of the business contribute</li> <li>c. Additional projects introducing or altering Business Capability or solutions across slices contribute</li> </ul>	<p>Communication across Business to IT, and Business to Partners and Customers is naturally improved, as smaller, prioritized focus items deploy, their utility and acceptance measured, etc.</p> <p>Business becomes a natural partner with IT</p> <p>External parties are closely engaged</p>
<p>20. Business realizes faster designs as the Business Architecture becomes robust</p>	<p>Successive iterations through additional projects and ‘slices’ of the business build up the robustness of the business architecture, increasing its reference value as iterations continue. This trends future projects to lessening architecture work and faster time-to-market.</p>
<p>21. Business realizes greater performance as they assign top Personnel to highest priority efforts</p>	<p>Multiple paths enable top people to work on a variety of priority, high impact, visible projects for each iteration window, which will almost always have additional room for additional projects of lower priority, but nonetheless important projects, relating enterprise resources available and schedules</p>
<p>22. Business adjusts Business Capabilities and initiatives to reflect experts’ experience and non-documented knowledge</p>	<p>Not all knowledge in the business areas of focus is available in written form, where it can be harvested. Initial Business Capabilities and initiatives are suggestions and will be analyzed and adjusted to properly reflect the known world of the experts.</p>
<p>23. Business develops a single source reference Glossary for Business Material (data), Process definitions, and Business Capabilities.</p>	<p>Consistent source of accepted definitions for both Business and IT designers removes ambiguity from definitions of business Materials (data, things), Processes (actions), Roles, Locations, and Events, the Business Capabilities, and the ever-popular Acronyms.</p>