



Initiative for an open method

*« Theory without practice is useless;
practice without theory is blind. »*
Immanuel Kant

Business Architecture

Position & methods

dominique.vauquier@praxeme.org

+33 (0) 6 77 62 31 75

<http://www.praxeme.org>

<http://dvau.praxeme.org>

Presentation objective

Objective

Introduce the discipline and summarize Praxeme contribution to it

Topics

Relation to the Enterprise Transformation Manifesto
Business architecture, business analysis
Enterprise architecture
Objectives, dictionaries, requirements...

Document protection



Duration: 1 h

Partie	Horaire	Durée
BA, a definition (DVAU)	15h30	30'
Place in a comprehensive approach (Fabien VILLARD)	16h	10'
Scoping or political aspect (Philippe DESFRAY)	16h10	20' Q&R

1

Business Architecture, a definition

Terms

Business, Enterprise

Architecture, Analysis

Representation

What is it about?

The term “business” refers to the essential and operational activity of the enterprise

Especially when used as an adjective

As opposed to:

IT

Management

Strategy...

Proposed definition

“The core reality of the enterprise, including its knowledge, how-how, activities, values, raisons d’être...”

“The detailed study or examination of something in order to understand more about it”

Source: Oxford Dictionary

“Business analysis”

The discipline of examining the business aspects of the enterprise and describing it

Preliminary questions

What precisely is to be examined?

How to describe it?

If analysis is restricted to examination and description, at what point would innovation take place?

“Enterprise Architecture”

“The discipline of architecting the enterprise”

This definition applies to the object of the enterprise

“Business Architecture”

Part of the Enterprise Architecture that focuses on the business aspects

According to the Enterprise System Topology, there are three “business” aspects that must be isolated for a proper description: semantic (core business knowledge), pragmatic (action), geographic (location)

See below

“IT Architecture”

...

“Architecture”

A metaphoric use of the term

Business Architecture, Enterprise Architecture, IT Architecture, etc.

Usual meaning

“The art and study of designing buildings”

“The design or style of a building or buildings”

Source: Oxford Dictionary

In our context

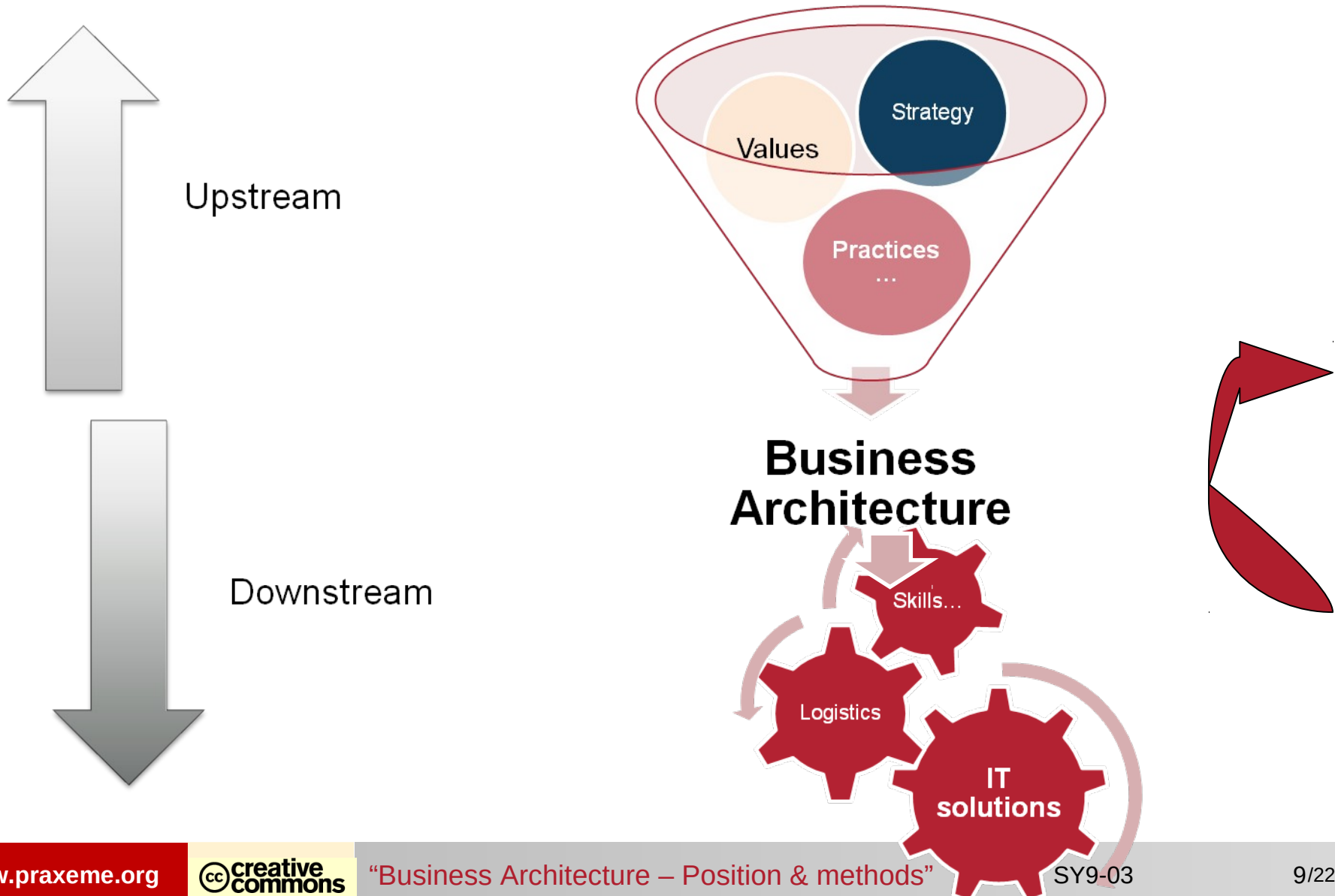
A discipline that deals with the enterprise or an aspect of the enterprise as a whole and establishes the high-level decisions needed

Architecture is about the main decisions that structure and transform the system

Preliminary questions

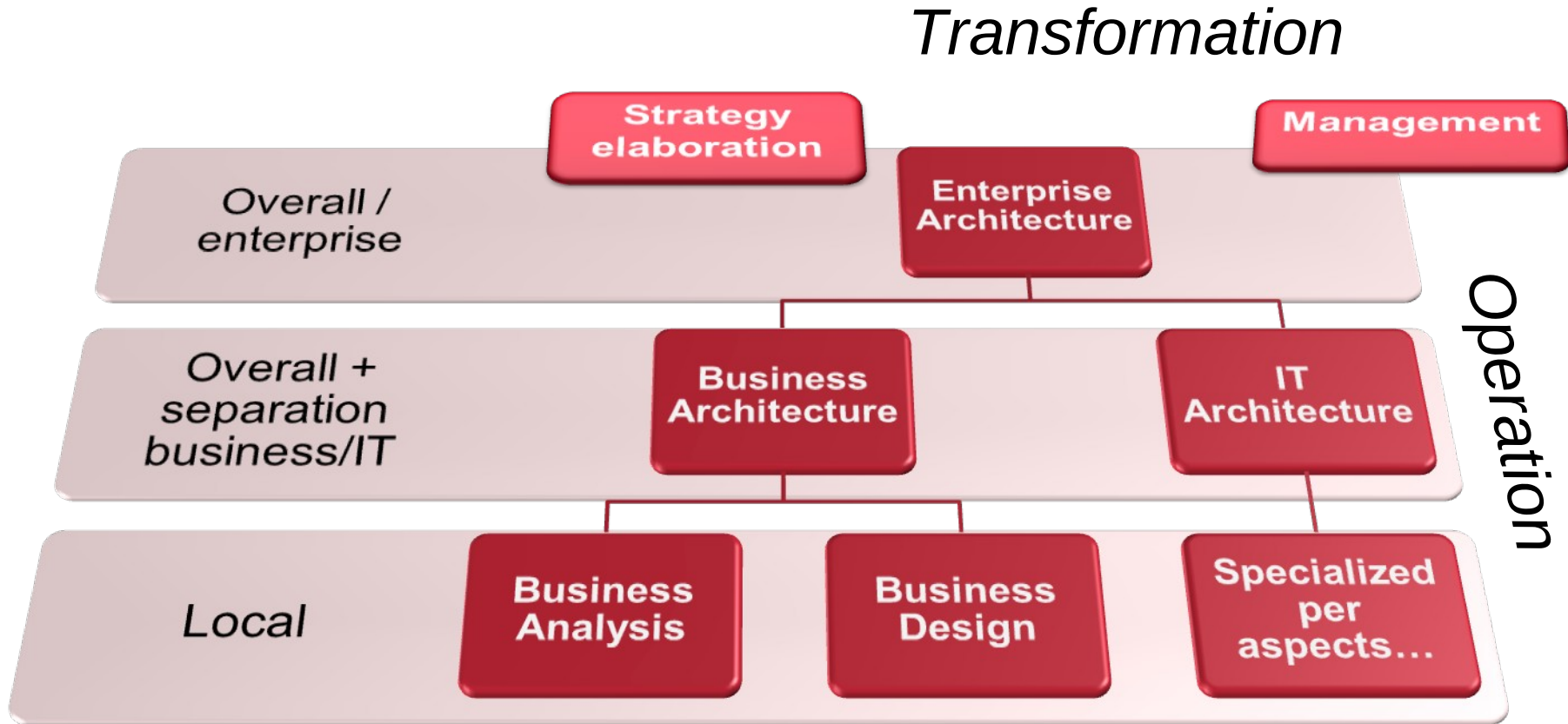
Which aspects?

Positioning Business Architecture

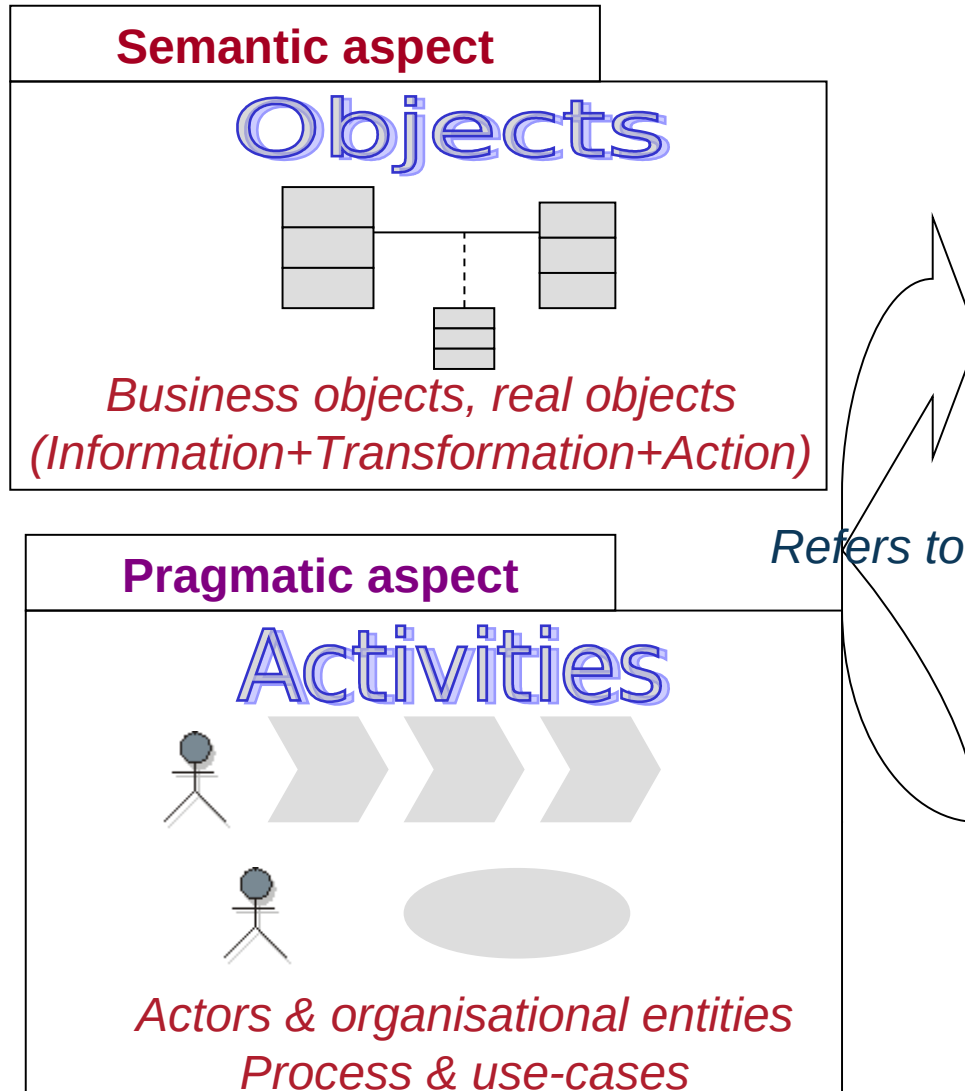


Enterprise transformation

Disciplines involved



Business: the right description



Approach by activity

Classical approach

Flawed with local variation

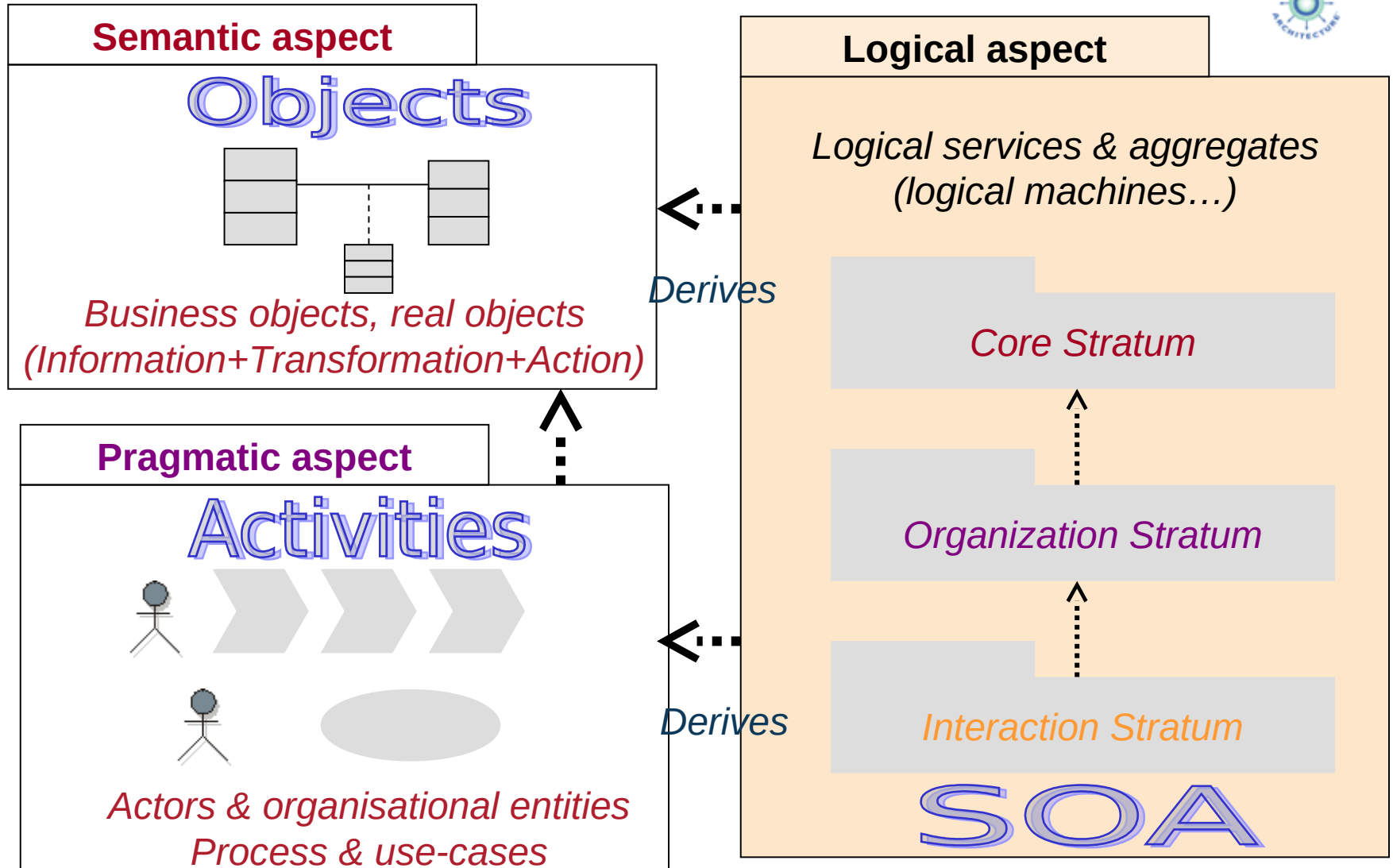
Functional & hierarchical breakdown structure

Semantic modelling

Additional approach

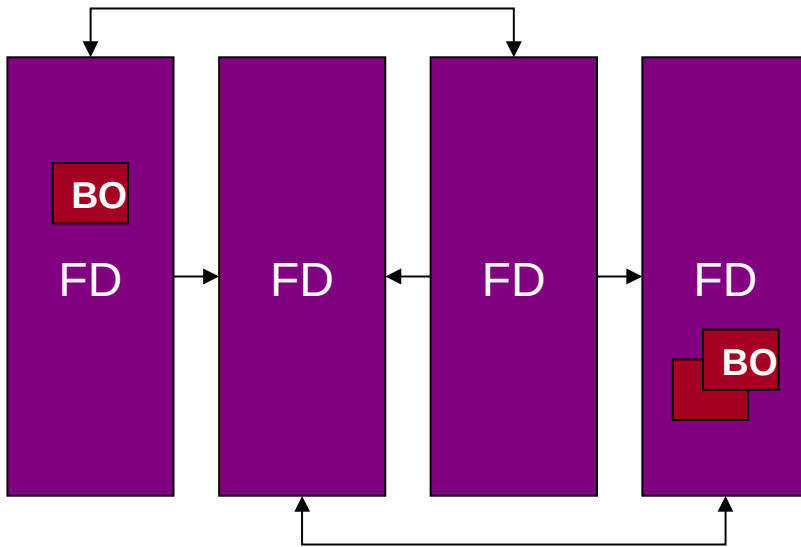
Move to genericity
New solution to cope with complexity

Software: the optimal structure



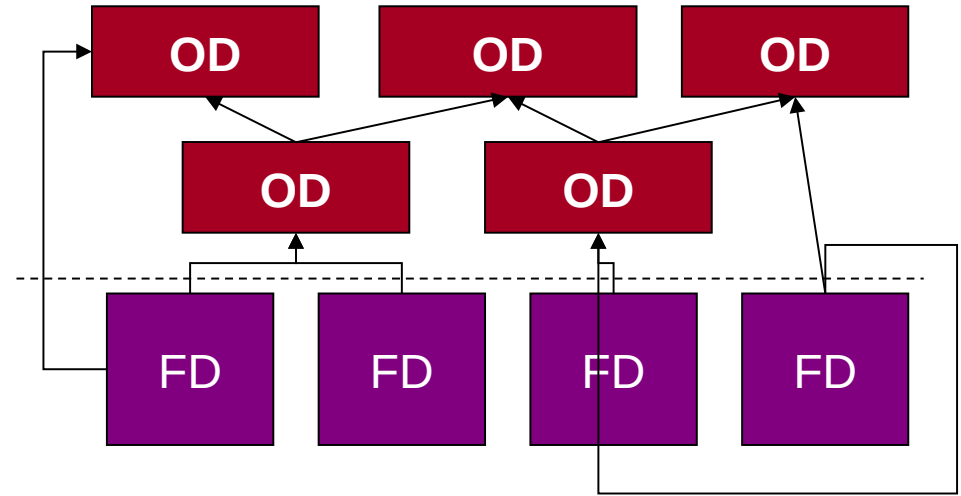
Impact on the IT system

Caricature of an architecture based upon functional approach



Logical blocks take in charge functional domains
Which structure the pragmatic model
It stems from that important dependencies or redundancies since same business objects are used inside many functional domains

Outlined logical architecture according to Praxeme method



Several logical blocks match with the objects domains from semantic model.
Dependencies obey topological constraints
Between strata (“Business Core”, “Organization”, “Interaction”)
Coupling reducing,
No dependency between FD, unless special cases, etc.

FD: functional domain
BO: business object
OD: objects domain

Conclusion on BA disciplines

Business Architecture/Analysis scope

Only the business aspects

Semantic aspect: the core business knowledge

Pragmatic aspect: the business activity

Out of scope

Software aspect, Hardware aspect...

The logical aspect is an intermediary aspect

Can be considered for negotiating investments and roadmaps

Consequences of introducing the business objects in the description of the business

Capturing the core business knowledge

Isolating what is more likely to be shared among the companies

Adopting a new standpoint and stimulating innovation

In matters of organization and business processes

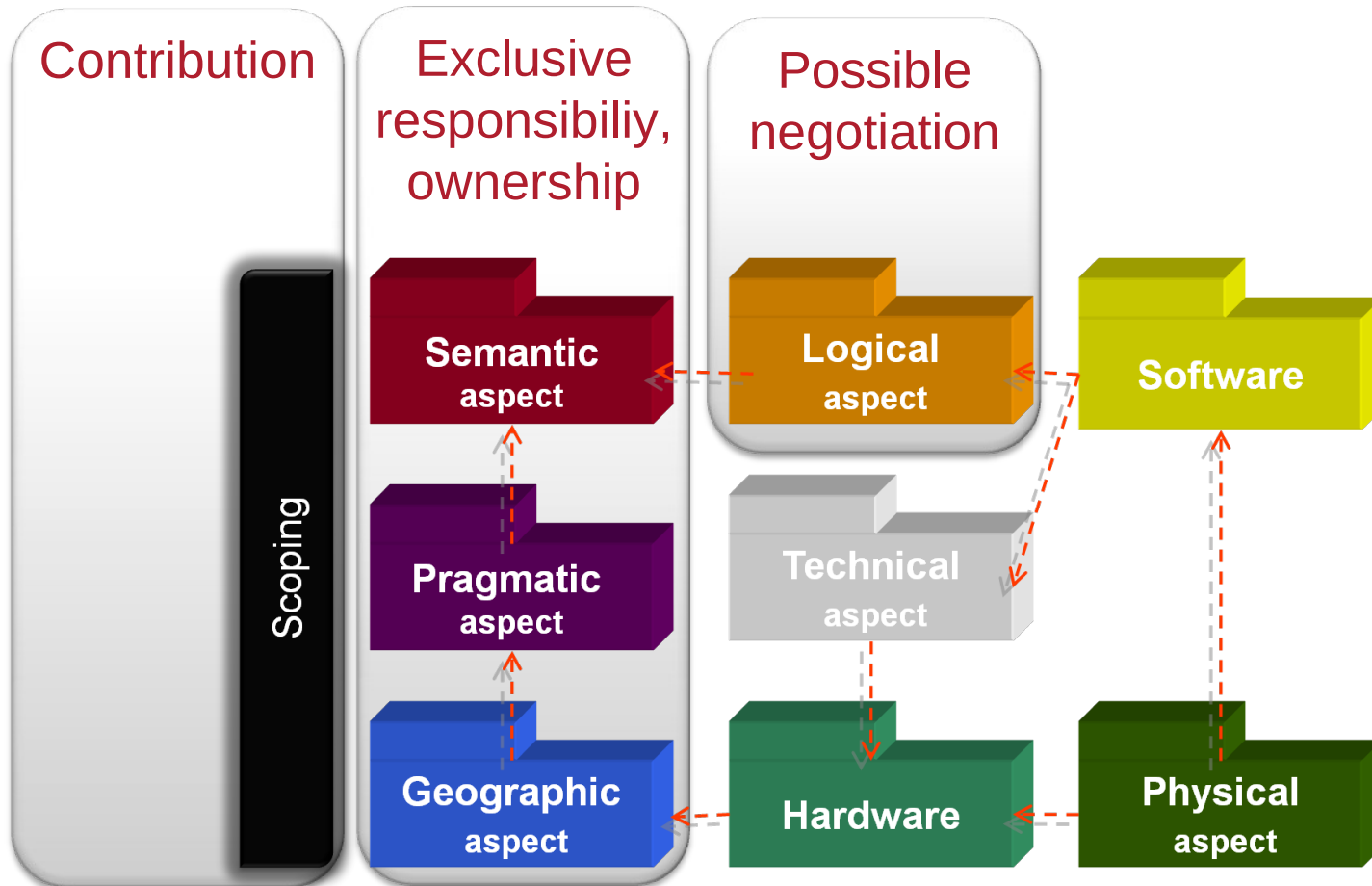
Providing new insights that leads to overhauling the IT system

How to situate business architecture?

Its place on the entire methodological framework



As a result, Praxeme situates the disciplines of BAs against the Enterprise System Topology



Business Architecture

- Overall view

- Making decision on the system scale

Business Analysis

- Detailed view

- Expressing the business knowledge, describing the business practices

Business Design

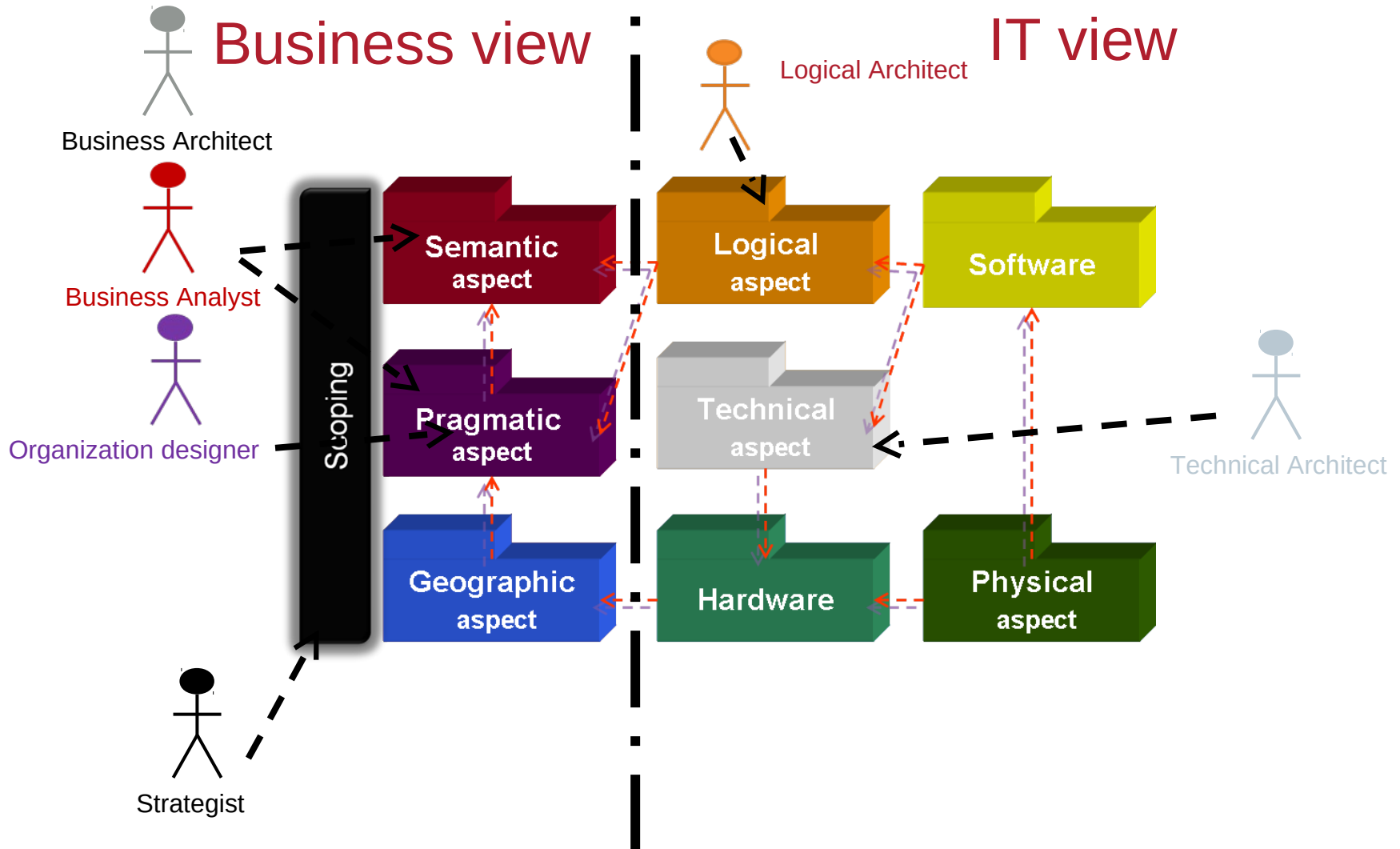
- Praxeme encourages design in matters of business

Scoping or “political” aspect



Roles related to business architecture Responsibilities

Clarifying responsibilities



Roles related to business description

Business Architect

The one who makes the overall decision and is the guardian of the long-term vision

Business Analyst

Involved in operations (projects), bring the details

Business Designer

The mandate for creating new business practices must be explicit
Need for distinguishing both roles?

Business Expert

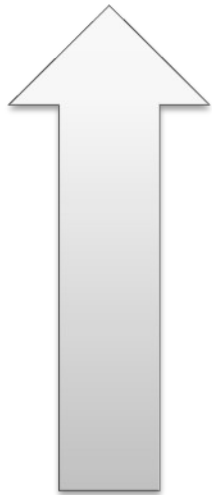
They have the knowledge, not necessary the skills for expressing it in the right way

Modeler

They master the techniques of representation, not necessarily the content (the knowledge)

Can be specialized (by aspects...)

Responsibilities of business architecture/analysis/modeling



Upstream



Downstream

Take into account the general directives (strategy...)

Understand the business: practices, needs, opportunities

Anticipate the changes

Describe the business in such a way that:

The business knowledge is captured and protected

The description can be easily enacted by other actors (e.g. IT designers)