

Business Value from Business Architecture

Effective End-to-End Architecture (E2EA)

Learning Outcomes

- Use the approach steps to manage and govern the architecture process
- Create artifacts that have value and are not just diagrams.
- Explain the value, steps and purpose of the end-to-end architecture approach.
- Identify documentation and analytic needs and techniques of each perspective.
- Apply efficient gathering techniques for architecture material to assure success of each perspective
- Explain why results and measures are important to assessing return on investment in architecture
- Understand the role, use of tools and technologies in business transformation success through architecture
- Describe why context as provided by architectures provides a measure of risk in business transformation and improvement
- Apply analytics to architecture component to seek out change and improvement opportunities
- Demonstrate how to create architecture perspectives consistent with business needs
- Explain business enablers and why they are important to

How can you assure that management direction which is based on the external landscape (and the ecosystem) leads to satisfying executional results? Will the organization achieve the desired improvement in performance?

Will you get more than just a pile of documentation from analysts with no conclusions or recommendations? How to use the current emerging business architecture disci-



pline help the situation? Managers know that the relationships between various organization things (components) which are critical to business' performance. Management directs, allocates, and structures these components in ways to improve the organization's execution and performance.

Knowing these structured relationships between components (the 'architecture') helps drive business transformation, excellence and success today.

Change affects the organization both internally and externally. Strategic change is usually driven from factors which are external to the organization. Therefore, management needs a firm understanding of how these external influencing factors impact the organization. The set of factors that influence the organization define its 'Ecosystem'.

Today, management has access to a number of emerging architecture disciplines if deployed (i.e., Business Architecture and Enterprise-IT focused- Architecture) to help re



-define or re-structure the organization and/or the IT environment to achieve desired strategic goals.

One of the key features of E2EA is the use of analytics to link within and across architectures. Analytics to assess impact, rank options, and compare structures of organizations that are considered for merger, acquisition and consolidation to assure that there is really a fit and not

E2EA is compatible with currently available architecture and business analysis tools since it uses architectural content with analytical techniques to produce a more formal assessment of organizational impact. The developed from this approach increases the likelihood that the execution matches the management direction of the organization that is responding to external influences.

The increasing trend towards the digital enterprise, executable strategic direction and business architecture are now a significant part of business management and planning. Some examples of architecture tools used today are provided through demonstration to solidify your understanding of such implementation.

The increasing trend towards the digital enterprise, executable strategic direction and business architecture are now a significant part of business management and planning. Some examples of architecture tools used today are provided through demonstration to solidify your understanding of



Business Landscape/Ecosystem Perspective

End to End Architecture

- Management challenges today – Dynamic change
 - Why should you change anything?
 - Architecture means things connect and relate
 - Connecting the dots: The End-to-End Architecture (E2EA) approach
 - Motive - Developing a business case for change
 - Big or little change, it still needs a response
 - Driving organization change – external impacts
 - Analytics - The key to results
 - What is 'Innovative' change?
- Discussion – Determining Organization Direction*

Gathering Intelligence

- Stating the purpose of investigation
 - Identifying what to gather – the key factor/alternatives approach
 - Techniques—gathering intelligence
 - Who gathers this material?
 - Organizing the material - Using Business Models
 - Converging on the factors of interest - Putting boundaries on the scope
 - Validating what you find
- Exercise – Identify Key Factors of Impact*

Evaluating External Impacts

- Creating models that represent the landscape
 - Selecting the analytics to use
 - Analyzing the key factors
 - Defining the scope of change
 - Adding the quantitative factors
 - Governance of the material
- Exercise – Comparative Analysis of Factors*

Exam -- 1

The *End-to-End* relationship of architecture perspectives as used for business analysis



The Strategic Perspective

Gathering Intelligence for an Ecosystem Response

- Inputs: What strategic factors are relevant?
 - Where do you get this material?
 - Gathering 'live' material
 - The key components of a response
 - Applying a management view
 - Creating models of strategic views
 - Gathering as an additive effort
 - Validating what is gathered
- Exercise – Defining the current state process suite*

Organizing the Gathered Material

- 3 key paths that drive structure
 - Organizing what is available
 - Evolving the desired direction (Value Chains, Streams, Decision structures, Capabilities, Processes)
 - Analytics that identify strategic issues (Merger, Consolidation, Acquisition, Divestiture)
 - What to keep and what to archive
- Demonstration – Analytics on process architecture material***

Determining the Scope of Change

- What do you get from the strategic perspective?

- Comparing factors for differences and similarities
 - Selecting the key factors of change impact
 - Using scenarios to identify linkages
 - Linking external events and strategies
 - Ranking change based on impact
 - Results of strategic perspective
 - Governing the results of the strategic perspective
- Exercise – Linking the Ecosystem to Strategic Response*

Exam -- 2

The Operational Perspective

Gathering Operational Intelligence

- What added material do you gather?
 - Organizing by value, process and capability
 - What about enabling factors?
 - Who gathers this material?
 - The customer centric view
 - The supplier centric view
 - Adding numbers to material
- Exercise: Organizing Operational Material*

Developing Business Architecture

- The Business Architecture Guild and Architecture

- Linking capabilities with their context
- Value streams, processes and their context
- Key models of a business architecture (the blueprints)
- Using reference models as a starting point
- Evaluating alternatives (scenarios and influence diagrams)
- What to keep and what to archive - Tracking what you have

Exercise: Applying Models to Operational Factors

Linking Business and Strategic Perspectives

- What do you get from the business architecture?
 - Selecting points of focus – for mapping perspectives
 - Applying analytics to models – which models and analytics
 - Assessing and ranking the usage of capabilities
 - Mapping the lineage of strategic direction
 - How do you know this was successful?
 - Governing business architecture results
- Demonstration: Impact Analysis of Strategy on Business Architecture*

Exam—3



The Execution Perspective

The Execution Perspective

- Gathering added material for execution
- The link to business architecture
- Running the organization
- Chunking the architecture into doable pieces
- The devil is in the details – how much detail?
- Ranking opportunities
- Using the TOGAF framework a guide

Exercise – Analytics for Gap Assessment

Defining Operational Change

- What do you get from enterprise architecture?
- Getting to execution – what to focus on

- Processes and their business context
 - Process enablers to make things better
 - Decisions and rules to govern the process
 - Data the process works on
- Exercise – Performing an Impact Analysis*

Deploying Enterprise (IT) Architecture

- Ranking and assessing execution initiatives
- The approach - Deployment plan and resources needed
- Preparing the deployment plan with ranked options

- Enabler support during deployment (skills etc.)
 - Determining the assets needed
 - Announcing the deployment
 - Validating the end-to-end results
 - Governing the operational material
- Exercise – Preparing the Deployment Plan*

Exam— 4

A key result of applying the End-to-End Architecture (E2EA) is achieving a lean and more flexible enterprise that executes the management direction.



Knowledge Consultants, Inc.

PO Box 7286
Libertyville, ILL, USA,60048

Phone: 847-543-1225
E-mail: request@knowledgebiz.com

Knowledge Consultants, Inc. is a professional services firm founded in 1984. KCI provides consulting and professional education services. With over 30 courses taught worldwide, KCI provides the opportunity to develop core strengths in the following certification areas:

- Process Management
- IT Management
- Business Performance Management
- Business Analysis
- Analytical Techniques for Business
- Business and IT Architecture

KCI has expanded its training and consulting efforts internationally into Europe, Southeast Asia and the Middle East. KCI has an outstanding list of current and past clients including many Fortune's 100 companies.

Course Instructor—Frank F. Kowalkowski

Frank Kowalkowski is President of Knowledge Consultants, Inc., a firm focusing on business performance, business and IT architectures and business analytics. He has over 30 years of line management and consulting experience in a wide variety of industries. He has been involved with many projects including business architecture, process management, performance measurement, business and competitive intelligence and knowledge management. In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous papers and spoken at conferences on a variety of subjects. He conducts frequent seminars nationally and internationally on a variety of business management and information technology topics. He is the author of a 1996 book on Enterprise Analysis (Prentice – Hall, ISBN 0-13-282-3365) and numerous papers. Frank is currently working on a new book titled 'End to End Architecture (E2EA)' scheduled for February 2016. His most recent publication is a featured chapter in the business architecture book titled 'Business and Dynamic Change' June, 2105 and a chapter on semantic process analytics in the book Passports to Success in BPM published in 2014 both are available on Amazon at http://www.amazon.com/s/ref=nb_sb_noss?url=search-alias%3Dstripbooks&field-keywords=Kowalkowski&rh=n%3D1361490011

Ensuring a Successful Project

Organizing for Results

- Project organization and staffing
- Roles and Responsibilities
- Project risk management – Delay Analysis
- Program Management – Dealing with Many Projects
- The key role of change management
- Preparing the change management strategy

Discussion – Alternate Project Structures

Applying Discipline for Architecture Governance

- Architecture governance – Policies and Procedures
- Governance Roles and Responsibilities
- Governance through the E2EA approach

- Developing and managing the knowledge base
- Architecture excellence defined
- The architecture center of excellence
- Mitigating Project Risk
- Validating the end-to-end results

Discussion – The Why and How of a Center of Excellence

Architecture Tools – Start Simple and Cost Effective

- The architecture suite
- Architecture modeling tools
- Architecture suites
- Quantitative analytical tool
- Semantic phrase analytical tools
- Summary of the E2EA approach

Demonstration – Risk/Yield Analysis

Course Wrap