Developing a Business Architecture Practice in a Large Organization

One Company’s Experience...so far

Randal Chenard, October 2012
Developing a Business Architecture Practice
Overview

- Defining Business Architecture
  - The Business Architect role versus the practice
  - What does a business architect do?

- A History of Business Architecture at Unum
  - How it began
  - Key evolutionary milestones to date

- How do we move forward from here?
  - What have we learned?
  - How do we mature?
Defining Business Architecture to fit current situation
Business Architecture is a living process that maps out the critical steps the business must make to take strategy into action.

- Our Key Areas of focus:
  - Business Strategy Articulation
  - Business Case Development
  - The link between strategy and results. Ensuring that the business vision gets delivered!
  - Fills the gap between what IT needs from a Business Owner and what that Business Owner can actually provide.

Why Do YOU Care?

- A Business Architect clarifies and articulates business strategy to deliver your vision.
The business architect is a facilitator of strategy execution, aligning the enterprise’s people, process and technology with its intended strategy.

The business architect, or BA, serves as a liaison or diplomat between IT, the business functional areas, and HR to ensure the underlying business process and technology supports the business needs. The architect translates business strategy to ensure that the business vision gets delivered.

Stating strategy is one dimension of a successful business; executing that strategy is another. BAs champions the latter by:

- developing an actionable implementation plan which links the vision to strategy and then strategy to specific business outcomes
- creating roadmaps and business models
- shepherding the execution and timely completion of business objectives

The BA appreciates both the business’ vision and its capabilities needed to achieve results.
A History of Business Architecture at Unum
Unum’s Business Architecture History

2006-2009
Informal
“Business
Architects”

2009 Business
Architect Role
and
Organization
Formed under
Program Office

2010 Business
Architecture
aligned under
EA

2012 Business
Architecture
roles ‘split’
between
Enterprise and
Functional
Focus
Unum’s Business Architecture History

Key Successes
- Value in Business to IT translation
- Unique skill set
- High Demand by business and IT alike

Key Challenges:
- Definition of accountability
- What was the official role??
- Tactical

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- **2009**
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- **2010**
  - Business Architecture aligned under EA

- **2012**
  - Business Architecture roles ‘split’ between Enterprise and Functional Focus
Key Success:
- Business Architecture formally on ‘the map’
- Formal development of role and job family
- Value in formalization of Biz Arch value at initiative level

Key Challenges:
- Difficulty ‘prying’ business architects out of project level work to focus on strategy articulation
- Not aligned to Business Strategy or Enterprise Architecture
- Organizational alignment counterproductive to emerging understanding of Business Architect function
Unum’s Business Architecture History

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**Current Structure: 2012 - ?**

**Matrixed Business Architecture**

- **Key Successes**
  - Strategic Synergy
  - Reserving capacity for strategic business architecture

- **Key Challenges**
  - Developing consistency
  - Maturing BA
  - Executing high level business architecture
Business Architecture at Unum: A Complimentary Vision

Enterprise Business Architects

Long Term Strategic Focus (3-5+ years)

Alignment with C-Level Executives

Functional Level Business Architects

Short – Mid Term Strategic Focus (1-3+ years)

Alignment with Functional Leadership

Project Level Focus

Business Case Development

Business/IT Translation
## Business Architecture Responsibilities

<table>
<thead>
<tr>
<th>Business Architect Accountable</th>
<th>Responsibility</th>
<th>Activities</th>
<th>Artifact Output (work in progress)</th>
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</thead>
<tbody>
<tr>
<td>Enterprise Business Architects</td>
<td>Enterprise Business Strategy</td>
<td>Consultation with Senior Leadership</td>
<td>Enterprise Strategic Vision, Blueprints and Roadmaps (3-5 year views)</td>
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<td>Capability Maps</td>
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<td><strong>TBD</strong></td>
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<tr>
<td>Functional Business Architects</td>
<td>Functional Business Area Strategy</td>
<td>Consult with Functional Business leader to develop and Maintain Business Strategic Roadmap for supported business areas</td>
<td>Business Area strategic Vision &amp; Objectives (contribute and articulate)</td>
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<td>Regular review of roadmap and strategic objectives</td>
<td>Business Strategy Blue print (1-3 year view aligned with functional business owner objectives)</td>
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<td>Articulation business vision to both IT and Business to ensure alignment with longer term tech strategy</td>
<td>Business Area Roadmap (drive)</td>
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<td>Business Object Model to represent business relationships (contribute)</td>
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<td>Business Capability Map (drive)</td>
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<tr>
<td>Functional Business Architects</td>
<td>Business Case Impact Assessment Pre-inception</td>
<td>Partner with Business and Implementation owners to realize strategic vision through submission of new investments to planning board</td>
<td>Business Case for new investments (contribute)</td>
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<td>Projects</td>
<td>Consult and participate in:</td>
<td>Business Definition Document for approved projects (drive)</td>
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<tr>
<td></td>
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<td>• Project definition</td>
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<td></td>
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<td>• Business process modeling</td>
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<td>• High level requirement review</td>
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<td>Active participant in program management and guidance to the project to maintain</td>
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The Business Architecture Virtual Practice Area has two major objectives:

- Articulate, disseminate, and align Business Strategy
- Mature/Evolve Business Architecture
Where do we go from here?
2013 +

Strategic Synergy

Business Credibility/Proof

Business Architecture Education

Business Architecture For Future
Questions