



The OMG, Business Architecture Special Interest Group

# Business Architecture Scenarios

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*This white paper is a series of business architecture scenarios that are being used as input to planning discussions by the OMG Business Architecture Special Interest Group (BASIG).*

## **0. OVERVIEW**

Creating a set of standards for business architecture requires a discussion of the types of scenarios or use cases that could benefit in some way from the application of business architecture disciplines. These scenarios provide an overview of a cross-section of situations that businesses typically encounter and a discussion of how business architecture domains help address solutions to these issues. The following list offers some common scenarios that businesses encounter and the role of business architecture from a solutions perspective.

## **1. MERGER & ACQUISITION PLANNING & DEPLOYMENT**

### **SCENARIO OVERVIEW**

Companies undergo mergers on a fairly regular basis. The typical merger or acquisition brings one company under the umbrella of another. This may have a significant impact, such as two banks merging into one, or may be of a lesser impact where a conglomerate brings a related company under its wing. In either case, one company will need to merge redundant operations, financial functions, business units and other aspects of the enterprise with the newly acquired entity.

### **ROLE OF BUSINESS ARCHITECTURE**

Merger and acquisition planning is an executive activity. However, the operational inputs to these plans as well as the activities that result from the invocation of these plans require information about an enterprise's business architecture. This includes identifying all aspects of a business that overlap with the merged / acquiring entity so that management can articulate and rollout a complete operational deployment plan.

Consider the merger of one insurance company with a property and casualty (P&C) business being incorporated by a larger entity with many lines of business. All P&C functionality and operational capabilities, including the relationship between business unit components and IT components, must be identified for subsequent merger deployment.

### **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

The business factors that should be considered as part of the business architecture in the merger and acquisition planning and deployment scenario are as follows:

- **CAPABILITY DOMAIN:** Organizational capabilities (or functions) relating to the P&C business
- **ORGANIZATION DOMAIN:** Organizational units that perform these capabilities
- **PROCESS DOMAIN:** All business processes related to the P&C business and supporting functions

- RULE DOMAIN: Business rules relating to the P&C business
- LANGUAGE DOMAIN: Common set of semantics used by P&C business
- SUPPLIER DOMAIN: Supplier / partners that extend the virtual enterprise in the P&C business
  - INTENT DOMAIN: Business motivation driving the pending changes to individual businesses
- TECHNOLOGY DOMAIN: All IT related assets that support the P&C business

In addition to the identification of the above elements of the business, management requires an enterprise map identifying the relationships of the above organizational elements.

## **2. BUSINESS UNIT CONSOLIDATION**

### **SCENARIO OVERVIEW**

Significant functional redundancy or overlap exists in many larger organizations. Consider a telecommunications company that has emerged from a series of acquisitions or other evolutionary steps. It may have a dozen or more billing and service centers that service overlapping customers and regions. Processes, semantics and systems typically differ, which confuses and frustrates customers, drives up business costs and drives down the ability to service those customers.

Or consider the insurance company that has redundant sales, product management, policy management and claims units servicing the exact same customers. Such an organization does not know that it has multiple policies with the same customer and cannot leverage this information in its marketing or service efforts. These same factors make it either very difficult or prohibitively expensive to adjust to changes in customer profiles.

A third example involves the government agency that is running concurrent financial applications across various business units, making it difficult to obtain a single source of truth about a particular set of financial data. Each of these examples signifies how redundant business units and business functionality can result in major challenges to an enterprise.

### **ROLE OF BUSINESS ARCHITECTURE**

Fixing processes, data or systems will not address the aforementioned challenges because there are silos of problems that need to be addressed holistically. The role of business architecture in such a scenario is to enable management, architects and analysts to visualize the redundancies and their impacts from a cross-functional, cross-disciplinary perspective. This would include governance structures, and the related risks and costs of continuing the status quo. Business architecture would also support consolidation option analysis and related benefits.

In addition, business architecture plays a role in driving the consolidation related changes back into IT, versus IT driving the changes back into the business units. In this example, business architecture would simulate various organization units, functional capability, business processes, information and related changes and use the retooled business architecture to drive consolidation requirements into the application and data architecture.

### **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

The business factors that should be considered as part of the business architecture in this scenario are as follows:

- ORGANIZATION DOMAIN: Organizational units that are engaged in redundant behavior
- CAPABILITY DOMAIN: Functional capabilities that overlap
- LANGUAGE DOMAIN: Overlapping information semantics
- PROCESS DOMAIN: Redundant business processes running in the overlapping business units
- TECHNOLOGY DOMAIN: User views and user-based shadow systems involved in the redundant processes
- TECHNOLOGY DOMAIN: Mapping of business architecture artifacts to redundant data structures and applications within the IT architecture

### **3. NEW PRODUCT & SERVICE ROLLOUT**

#### **SCENARIO OVERVIEW**

Organizations roll out new products and/or services on a regular basis. The impact of these rollouts is difficult to predict and typically result in costly coordination or, worse, missteps. Consider an insurance company that must rollout a new insurance product across multiple regions. Such an effort typically crosses multiple business lines, teams, disciplines and even organizational boundaries.

A new product or service launch typically begins with market research, design, engineering, rollout planning and eventually the actual rollout itself. While some large organizations may have this process well established, many others do not. Even in situations where companies have a repeatable process, not all of the pieces always come together.

A typical scenario begins a product or service launch plan by engaging marketing, product design and other key players. In many cases, the launch plan would need to engage multiple internal business lines but also external suppliers or business partners. The plan also typically must engage IT. Product launches and other business plans have either been delayed or derailed because of inadequate IT engagement.

#### **ROLE OF BUSINESS ARCHITECTURE**

In a new product / service rollout, every critical aspect of a business must be engaged at the appropriate point. In the above scenario, this would include product management, policy management, marketing, sales, billing, service support, distribution partners, IT units and a variety of other potential aspects of the enterprise.

Without a business architecture visualization of how the main elements in this scenario link back to the concept of a product, much of the work is either recreated every time a launch is planned, mapped out on paper and not maintained, or done haphazardly resulting in inefficient and ineffective launch results. Business architecture visualization can provide this mapping.

#### **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

The business factors that should be considered as part of the business architecture in this scenario are as follows:

- ORGANIZATION & CAPABILITY DOMAINS: Organization unit and functional capability identification and mapping
- PRODUCT DOMAIN: Mapping of products and services to organization unit
- SUPPLIER DOMAIN: External suppliers / partners involved in a given product / service
- PROCESS: Processes engaged in a given product / service support role
- TECHNOLOGY DOMAIN: User interfaces and shadow systems used by those processes
- INFORMATION DOMAIN: Information about a product / service that is impacted by a new rollout
- PROJECT DOMAIN: Relevant projects that may be impacted across business and IT
- TECHNOLOGY DOMAIN: Mapping between above business artifacts to impacted applications, data structures and other aspects of the IT architecture

## **4. INTRODUCTION OF A NEW LINE OF BUSINESS**

### **SCENARIO OVERVIEW**

Introducing a new line of business requires coordination across a variety of business lines and IT functional units. Consider a scenario where a bank wants to move into a personal lines business, either through expansion or acquisition. Such a move would need to consider where current business units, functions, processes and information may be leveraged and where unique infrastructure would need to be established.

Such an assessment and selected leveraging of existing assets is rarely done. On the contrary, many organizations across a variety of industries have a tendency to clone an existing business unit, functionality and IT environments, and then customize these assets to fit the new business. This has typically resulted in a suboptimal solution.

For example, consider the health insurance provider that added a life and disability line to their portfolio. The life and disability lines were driven through existing health insurance business units, business processes, information models, systems and data architectures. This company spent the better part of a decade working around inadequate business processes and missing information, driving up operational costs and driving down policyholder satisfaction. This could have been avoided had this company visualized and integrated the new product line into the business and IT architectures using more systematic approaches.

### **ROLE OF BUSINESS ARCHITECTURE**

Business architecture can play an important role in line of business rollout. Understanding where current functional capabilities, organizational units, processes and information can be leveraged in support of this new business unit is the first step. The second step would involve simulating the impact of the introduction of this new line of business on existing infrastructures and determining where that infrastructure needs to be augmented. Finally, the business / IT architecture alignment strategy would be based on visualization and simulation of the projected impacts of this new line of business on business architecture artifacts and corresponding IT architecture artifacts.

## BUSINESS ARCHITECTURE DOMAINS INVOLVED

The business factors that should be considered as part of the new line of business scenario are as follows:

- ORGANIZATION & CAPABILITY DOMAIN: Business units and functional capabilities impacted by or that could be leveraged by the new line of business
- PROCESS DOMAIN: Cross-functional business processes requiring modification to support new line of business
- INFORMATION DOMAIN: Information to be modified or added to support new line of business
- TECHNOLOGY DOMAIN: IT architecture artifacts that need to be updated or added based on business architecture mappings

## 5. CONSOLIDATING SUPPLIERS ACROSS THE SUPPLY CHAIN

### SCENARIO OVERVIEW

Suppliers and business partners touch many aspects of the enterprise. This includes the outsourcing of services as well as the supplier of products and materials. The services outsourcing sector has expanded over the years and many organizations tend to buy multiple services from multiple sources. In some cases, several lines of business may utilize the same supplier or several suppliers for the same thing. In one case the enterprise may be suffering high costs or discontinuity from a single provider. In the second case, high costs and discontinuity may stem from redundant supplier relationships.

Consider a telecommunications firm that uses many sources of customer support services. In one actual situation, a business was contacted 6 separate times by 6 separate support centers to say that a services contract had been inadvertently modified. Each unit had access to different records and was apparently using different systems. There was no way to correct this according to the service center representatives. This organization needed a map of what was going on with service support centers.

### ROLE OF BUSINESS ARCHITECTURE

Extending the visualization of governance structures, which include organization units and functional capability mappings, beyond the walls of the enterprise creates a virtual view of the business architecture. In the above scenario, a business architecture visualization map would need to be extended to include the customer service functional capability and all internal and external suppliers that provide this function.

In addition, the organization should be able to visualize the overlapping or redundant processes, information, products, systems and data that are used by these organization units. Once this visualization is in place, management can establish a strategy to standardize, streamline and even consolidate these complexities to drive down costs and increase customer service.

## BUSINESS ARCHITECTURE DOMAINS INVOLVED

The business factors that should be considered as part of the business architecture in this scenario are as follows:

- **ECOSYSTEM DOMAIN:** Internal and external business units that support the functional capability called customer service
- **PROCESS DOMAIN:** Extended business processes supporting this capability within each organization unit
- **INFORMATION DOMAIN:** Information unique to this support function
- **TECHNOLOGY DOMAIN:** IT architecture artifacts that map to each organization unit, process and information required to support customer service

## **6. OUTSOURCING A BUSINESS FUNCTION**

### **SCENARIO OVERVIEW**

Assume a manufacturing company wishes to outsource its purchasing function. This would require management to understand where purchasing is performed. This company will need to determine requirements, move those requirements, processes and related information to an outsourced vendor, and then deactivate those purchasing functions within each of the business units performing those functions.

Assuming that purchasing is performed in a highly distributed fashion, it may be difficult to see where this should occur without an architectural view of the business. Failure to do so would result in splintered purchasing, replicated functionality and high implementation costs. Note that this scenario is tied closely to the concept of business process outsourcing (BPO).

### **ROLE OF BUSINESS ARCHITECTURE**

The role of business architecture in this scenario is to provide rapid analysis input into where purchasing is performed organizationally, how processes differ or are the same across functional silos, which information is used and how IT supports this purchasing environment. In addition, business architecture should support the aggregated views of purchasing and the simulation of what would need to change if purchasing was consolidated into a new, external organization unit.

### **BUSINESS ARCHITECTURE INVOLVED**

The business factors that should be considered as part of the business architecture in this scenario are as follows.

- **ORGANIZATION DOMAIN:** All organization units linked to the purchasing functional capability
- **PROCESS DOMAIN:** A map to the business processes used by these organization units that support or impact purchasing
- **INFORMATION DOMAIN:** The purchasing information used by each of these units
- **TECHNOLOGY DOMAIN:** A link between the above business architecture artifacts and related IT artifacts

## **7. DIVESTING A LINE OF BUSINESS**

### **SCENARIO OVERVIEW**

Consider an insurance company that plans to divest its personal lines unit. All organization units, processes, systems and data structures impacted by such a move would need to be identified so this could be done very systematically. The impacts may not be clear without a map of the business architecture and the ability to visualize what decoupling and divesting a line of business entails and how it impacts various aspects of the business ecosystem.

## **ROLE OF BUSINESS ARCHITECTURE**

Divesting a line of business requires identifying all functional capabilities that support that line of business and making the appropriate changes to the organization units, processes and information to be deactivated. A business architecture map showing these relationships would provide the basis for planning this deactivation effort. In addition, planners could build simulation models to determine the impact or ripple effects on other internal or external organization units.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

The business factors that should be considered as part of the business architecture in this scenario are as follows:

- **ORGANIZATION DOMAIN:** All organization units linked to the personal lines functional capability
- **PROCESS DOMAIN:** A map to the business processes used by these organization units that support or impact the personal lines business
- **INFORMATION DOMAIN:** The policyholder or other information used by each of these units
- **TECHNOLOGY DOMAIN:** A link between the above business architecture artifacts and related IT artifacts

# **8. CHANGE MANAGEMENT**

## **SCENARIO OVERVIEW**

One more general and ongoing challenge organizations face is the ability to react effectively and efficiently to changes in external and internal enterprise dynamics. Many of the business architecture scenarios contained herein reflect support for specific types of strategic change within an enterprise, but change is an ongoing phenomenon that occurs at varying degrees of scale.

An example of this scenario might involve a response to a regulatory requirement to engage all suppliers of a given material from certain regions in order to add a surcharge to that material. The impact of such a change would ripple through purchasing, planning, accounting and other areas. It would also impact IT data and systems environments. For a large, diverse organization or one with several divisions, such a situation could involve major coordination.

## **ROLE OF BUSINESS ARCHITECTURE**

The role of business architecture in a change management scenario is to allow managers and analysts to view a living blueprint of the enterprise, drill down into certain aspects such as information related to suppliers and simulate the implications of a change. As change is simulated, impacted lines of business, individuals, processes, information, suppliers and partners, and IT architecture artifacts can be engaged.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

The change management scenario requires a drill-down capability to determine specifics of a given change. Drill-down capability indicates the management teams and related personnel that need to be engaged in planning and executing a given change. Key business architecture elements include:

- **ORGANIZATION DOMAIN:** Internal and virtual organization units, linked to functional capabilities and information models
- **PROCESS DOMAIN:** Business processes used by these organization units that support or impact information involved in a given change
- **INFORMATION DOMAIN:** Information artifacts as they are related to organization unit, functional capability and information models
- **TECHNOLOGY DOMAIN:** Granular drill-down views within the business and IT architectures

## **9. REGULATORY COMPLIANCE**

### **SCENARIO OVERVIEW**

Regulatory issues hit a wide variety of aspects within a given enterprise and the impacts can have ripple effects. For example, a change in a privacy law can impact multiple departments, information models, processes and IT artifacts. Consider a situation where a federal regulation states that organizations can no longer share a social security number (or similar identifier in non-US environments) with business partners, customers or certain internal business units.

Under this scenario, an enterprise would need to establish a plan, engage relevant business units and partners, identify key documents, change impacted processes and establish a systems impact plan. Many organizations may consider this an IT related issue, but changes of this nature must be coordinated at countless levels across an enterprise. Specific policy aspects of the regulatory requirements must be mapped to various aspects of the organization in order to determine priorities and establish a phased deployment strategy.

### **ROLE OF BUSINESS ARCHITECTURE**

Business architecture supports regulatory changes by providing the high-level and drill-down map of impacted aspects and artifacts of the business. An assessment effort would begin with a review of enterprise governance structures, a foundational aspect of business architecture. Business architecture provides the baseline for mapping various policy aspects of the regulatory requirements to impacted organization units, business processes, information and IT artifacts.

One essential step in addressing such a regulatory compliance initiative would be to engage the relevant and affected parties to address the requirements and changes at a grass roots level. Organization units can engage in collaborative teams that organize around addressing common issues including information impacts and all aspects of the business that fan-out from that information. This requires a widely accessible map of the business that can be updated in real-time by teams across the enterprise as projects are launched and lessons are learned.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

Regulatory compliance planning and subsequent deployment projects require mapping and tracking the evolution of the following elements of business architecture:

- ORGANIZATION & CAPABILITY DOMAINS: Internal and virtual organization units, linked to functional capabilities and information models
- RULE DOMAIN: Regulatory policies, mapped to various aspects of the enterprise
- PROCESS DOMAIN: Business processes used by organization units impacted by a given policy change
- TECHNOLOGY DOMAIN: Organization units, information, processes and other aspects of the business architecture mappings to IT architecture artifacts

## **10. OPERATIONAL COST REDUCTION**

### **SCENARIO OVERVIEW**

The operational cost reduction scenario identifies opportunities for streamlining the business. This scenario is characterized by management requests or mandates to find areas within the enterprise where resource spending can be reduced. This may include functional realignment, process streamlining, organizational consolidation or a variety of other factors. This may include user interface inefficiencies that are intertwined with business processes and user-developed shadow systems.

Consider a scenario where there is an operational unit of a telephone company that is responsible for scheduling service calls for commercial and residential customers. The overall business unit is seeking to put a spending ceiling in place. This means that no new people can be hired so the business environment must find a way to cap personnel resources while continuing to support a growth in volume.

This scenario is characterized by business-driven, front-line user incremental phases. Each incremental improvement must demonstrate business value. If it does, the solution can be expanded or replicated. If not, it can be replaced with a better approach.

### **ROLE OF BUSINESS ARCHITECTURE**

This scenario drills down a view of the organization unit being targeted for cost capping or cost reduction to determine the processes, roles, shadow systems and user interfaces being used by that particular organization unit. The planning stage quickly determines the work required to approximate the percentage of cost reduction or cost containment. Ideally, management can run a simulation to project the amount of savings within a given business unit and then across replicated business units as the situation dictates.

The first level of implementation streamlines processes and concurrently eliminates shadow systems in favor of a new front-end environment. The resulting environment may only be a first level streamlining, where one or more shadow systems are eliminated, or may entail subsequent phases of streamlining. For example, a phase two approach may consolidate backend user interfaces into an automated front-end solution.

The second level of implementation replicates proven solutions into multiple overlapping or redundant business units. In this scenario, this involves replicating the operational solution across other areas that perform the same

work, using the same processes. Additional phases of a cost reduction solution rolls up multiple first-cut solutions into more sophisticated, integrated architectures.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

The business elements involved in the cost reduction scenario include the following:

- **ORGANIZATION DOMAIN:** Organization units that can be mapped to the functional capabilities requiring streamlining
- **PROCESS DOMAIN:** Business processes used by organization units targeted for cost reduction
- **TECHNOLOGY DOMAIN:** Shadow systems and user interfaces that can be streamlined in conjunction with the targeted business processes
- **TECHNOLOGY DOMAIN:** Additional organization units that map to the same functional capabilities targeted for cost reduction

## **11. FEDERATED ARCHITECTURE ALIGNMENT IN GOVERNMENT**

### **SCENARIO OVERVIEW**

Federated architectures are commonly found in large, complex government organizations with independent lines of business that distribute administrative and IT functions among various agencies, departments or ministries. Overlapping functionality, processes and semantics across seemingly disparate, highly autonomous silos provides challenges and opportunities in visualizing and aligning complex organizational silos.

Federated architectural challenges include exposing tiers of architectural layers that allow management to plan and deploy a range of initiatives. This includes mapping and exposing relationships among lines of business, organizational sub-units, third parties, functions, processes, semantics and the technologies that support these aspects of the enterprise. In addition, a federated architecture must provide a means to perform cross-agency / cross-department streamlining, risk assessment, project prioritization, cost management and other alignment focused tasks. These requirements imply that the federated business architecture is coupled with cross-functional strategies, policies and other motivators.

### **ROLE OF BUSINESS ARCHITECTURE**

Business architecture must expose the cross-functional view of a federated architecture that allows senior leaders to ascertain various high-level and drill-down views of the business model and operating environment. Business architecture must also provide a mapping between the federated business architecture and related IT architectures that span various lines of business.

Business architecture must also deliver visioning capabilities, including simulations of what-if scenarios, to enable the streamlining of the organization, functions, processes and related IT assets to reduce cost structures, enable critical services and enhance revenue opportunities. Finally, business architecture must facilitate the ability to see across and within federated architectural infrastructures.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

Key aspects of business architecture within a federated architecture environment include:

- ECOSYSTEM DOMAIN: Agencies, departments and / or ministries
- ORGANIZATION DOMAIN: Lines of business across agencies, departments and / or ministries
- CAPABILITY DOMAIN: Functional capabilities, business processes and semantics
- RULE DOMAIN: Policies, regulations, laws and related motivators
- TECHNOLOGY DOMAIN: IT assets mapped to various business architecture artifacts

## **12. BUSINESS TRANSFORMATION**

### SCENARIO OVERVIEW

Business transformation is a commonly used term that has been adopted by the United States Department of Defense (DoD). Three of the DoD business transformation objectives that are common to other public and private sector enterprises are listed below.

- Enable rapid access to information for strategic decisions
- Reduce the cost of defense business operations
- Improve financial stewardship to the American people

This scenario, with certain shifts in topics, has broad applicability across a variety of industries. A strategy that focuses on improving decision making abilities, reducing costs and improving profitability through improved financial stewardship to constituents, stockholders or other stakeholders has universal appeal.

This scenario requires executives to turn key objectives into a series of pragmatic initiatives or programs that can be acted upon. Each of these initiatives provides a basis for solidifying the role of business architecture on the overall concept of business transformation.

### ROLE OF BUSINESS ARCHITECTURE

Generally speaking, business architecture facilitates decision making through the cross-functional mapping between functional capabilities, organizational units, business information, processes, rules and related artifacts.

Business architecture facilitates cost reduction of business operations by highlighting cross-functional operational redundancies and inconsistencies that can be streamlined, rectified or eliminated. This includes a mapping to backend IT artifacts that are likely to perpetuate operational redundancies and inconsistencies.

Improving financial stewardship is typically envisioned to be an executive level responsibility. However if it is a key strategy, financial stewardship is best achieved by engaging business professionals at all levels of the organization to seek out opportunities to deliver the most effective and efficient decisions with a focus on either decreasing costs or increasing revenues. Business architecture supports this through transparent governance that facilitates decision making related to financial stewardship across all aspects of the enterprise.

Business architecture can help identify business capabilities needed to not only achieve business goals, but also deliver customer value propositions and provide the context for evaluating different transition initiatives for project and program portfolio management.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

Key aspects of business architecture that support business transformation are as follows:

- **INTENT & PROJECT DOMAINS:** Strategies, policies and major projects or initiatives
- **ORGANIZATION DOMAIN:** Organization units mapped to functional capabilities
- **MONEY DOMAIN:** Financial models or objects by organization unit
- **PROCESS DOMAIN:** Processes mapped across organizational units
- **CUSTOMER & MONEY DOMAINS:** Mappings between customers, revenue goals, organization unit and processes
- **MONEY DOMAIN:** Mappings between cost reduction goals and operational units

## **13. GLOBAL TRANSFORMATION: ENTERING INTERNATIONAL MARKETS**

### **SCENARIO OVERVIEW**

Entering global markets requires the ability to expand the enterprise model to incorporate new markets, regions, countries, currencies and other aspects of global expansion. The impact on an enterprise of entering global markets can be very far reaching. Impacts must be anticipated in advance and incorporated into a plan based on the ability of the management team to visualize the cross-functional, cross-disciplinary impacts.

Global transformation is a long-term initiative that takes many forms. It may involve regional expansion into Europe or Asia or may involve a country by country strategy. Each major functional area is likely to feel some impact. This is particularly true when it comes to systems, which may be customized or replicated to address international monetary, regulatory or other requirements. The key requirement for this scenario is to gain rapid visibility into the numerous aspects of the enterprise that are impacted by global expansion, including customers, partners and foreign governments.

### **ROLE OF BUSINESS ARCHITECTURE**

Business architecture supports global transformation through the exposure of all business units and external entities that may be impacted by global expansion based on the functions these organization units perform. This requires full visibility of governance structures, functional capabilities, information, processes, customers and business partners. Business architecture should also provide the simulation capabilities to determine the impacts of moving into one country, region or continent; shifting to a new currency or metrics environment; or expanding into a worldwide business environment.

## **BUSINESS ARCHITECTURE DOMAINS INVOLVED**

Key aspects of business architecture that support global transformation include:

- ECOSYSTEM & ORGANIZATION DOMAINS: Organization units, customers and partners
- CAPABILITY & PROCESS DOMAINS: Functional capabilities and business processes
- INFORMATION & TECHNOLOGY DOMAINS: Information and related mappings to IT data architecture
- CUSTOMER & PARTNER DOMAINS: Customers and business partners

## **14. CONCLUSION**

Business architecture can certainly play a role in other business scenarios, but the scenarios should be as specific as possible. For example, generic strategic planning is a difficult scenario insofar as it has too many variables. Scenarios such as a specific type of acquisition or divestiture, however, provide a better target for business architects to support.

While an entire enterprise cannot be readily modeled or simulated today, different stakeholder viewpoints, including different levels of detail and expressibility, can be produced to shed light on business scenarios. An aspect or cross-section of the enterprise, along with the relationships between business and IT architecture, provides a better modeling and simulation target. As the practice of business architecture and supporting technologies continue to mature, additional scenarios and related ROI models can be expanded to support organizational initiatives in this area.