

Business analyst & architect view of BABoK

Connecting Problem & Solution spaces





Table of contents

Let's get going!

- 01** **BABok Work areas & the Architect**
Where do we meet?
- 02** **Who does What?**
Problem space and Solution space (seperation?)
- 03** **Discussion**
What is the difference?
- 04** **Building together with CEA-J**
Who needs What from Whom?
- 05** **Wrap-Up**
Architecture for the Business Analyst

Jan Harland

Solution Lead Composable Enterprise Architecture

- ❑ Enterprise Architect, Executive Consultant
- ❑ 35+ years in IT
- ❑ International corporate architecture
- ❑ Specialities:
 - ❑ Composable Enterprise Architectuur
 - ❑ Business & Information Architectuur
 - ❑ Trainer / Coach
 - ❑ Visualizer / Storyteller
 - ❑ To Apply Structure & Connect Ideas
- ❑ Some Activities:
 - ❑ Global Lead Req. Eng. (ATOS)
 - ❑ Lead Analyst/trainer (EPO)
 - ❑ Enterprise Architect (EPO)
 - ❑ Lead Architect (RVO nGLB)
 - ❑ Solution Lead CEA (Sopra Steria)
- ❑ DH > Missoula > DH > Brussel > DH > München > DH
- ❑ Family, Athletics, Reading, Music, Mountains and more...



BABok Work areas & the Architect

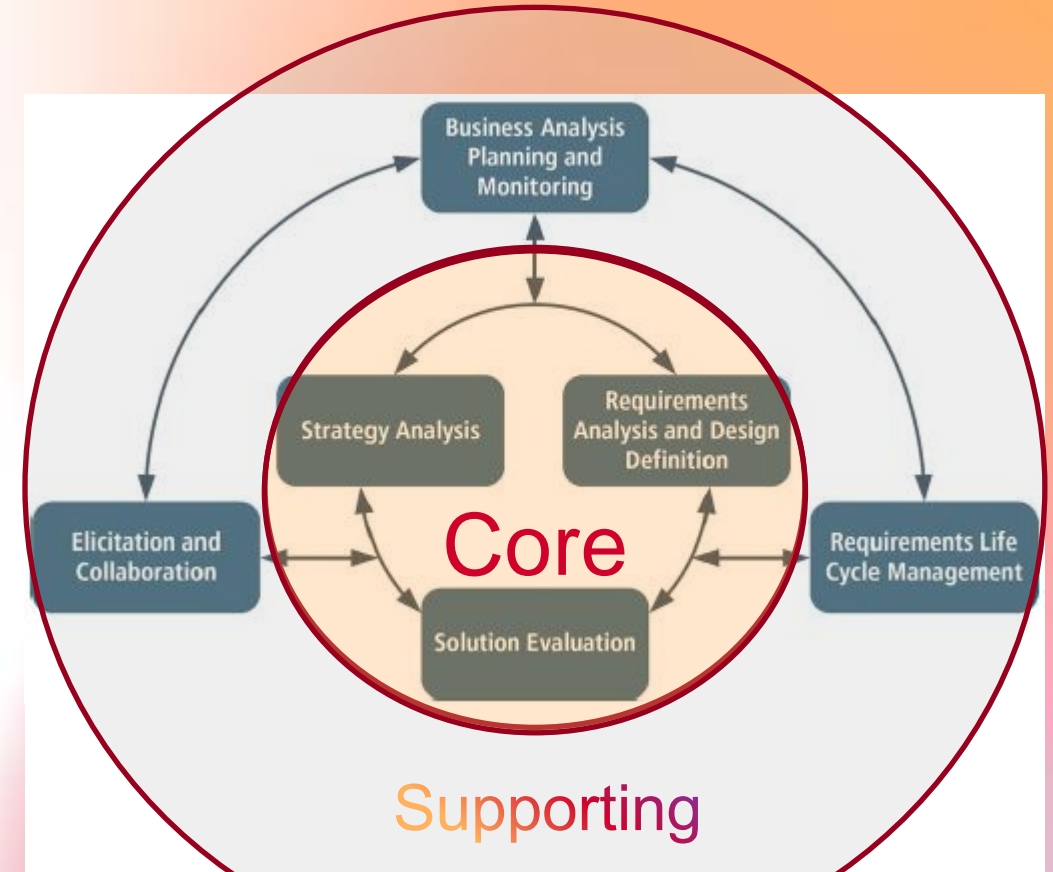
Where do we meet?



BABoK Knowledge areas

50 Techniques and The Business Architecture Perspective

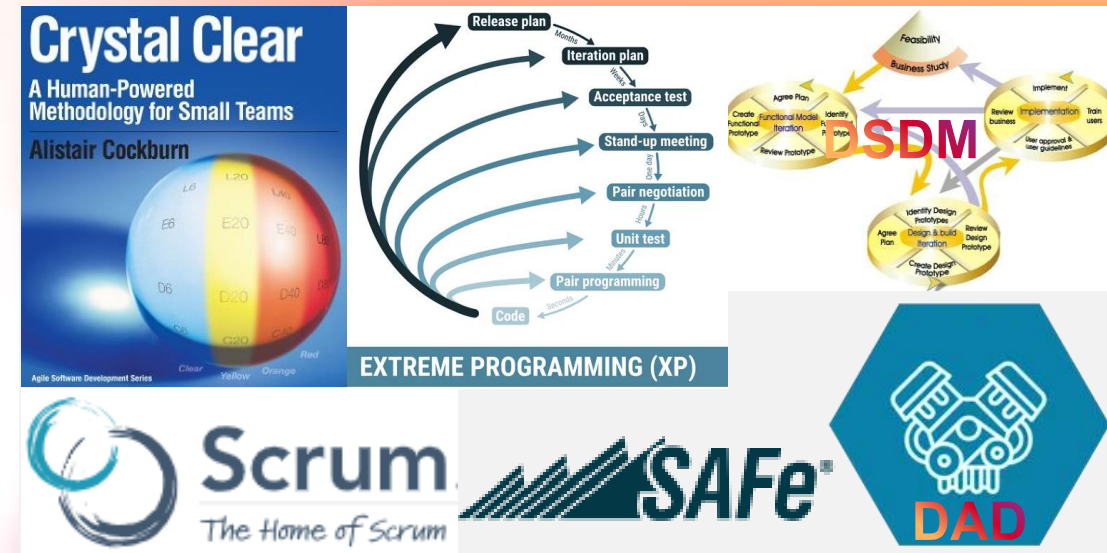
1. Acceptance and Evaluation Criteria
2. Backlog Management
3. Balanced Scorecard
4. Benchmarking and Market Analysis
5. Brainstorming
6. Business Capability Analysis
7. Business Case***
8. Business Model Canvas
9. Business Rules Analysis
10. Collaborative Games
11. Concept Modeling***
12. Data Dictionary
13. Data Flow Diagrams
14. Data Mining***
15. Data Modeling
16. Decision Analysis
17. Decision Modeling
18. Document Analysis
19. Estimation
20. Financial Analysis***
21. Focus Groups
22. Functional Decomposition
23. Glossary
24. Interface Analysis
25. Interviews
1. Item Tracking
2. Lessons Learned
3. Metrics and KPIs
4. Mind Mapping***
5. Non-Functional Requirements Analysis
6. Observation
7. Organizational Modeling
8. Prioritization
9. Process Analysis
10. Process Modeling
11. Prototyping
12. Reviews
13. Risk Analysis and Management
14. Roles and Permissions Matrix
15. Root Cause Analysis
16. Scope Modeling
17. Sequence Diagrams
18. Stakeholder List, Map, Personas
19. State Modeling
20. Survey or Questionnaire
21. SWOT Analysis
22. Use Cases
23. User Stories
24. Vendor Assessment
25. Workshops



The Agile perspective

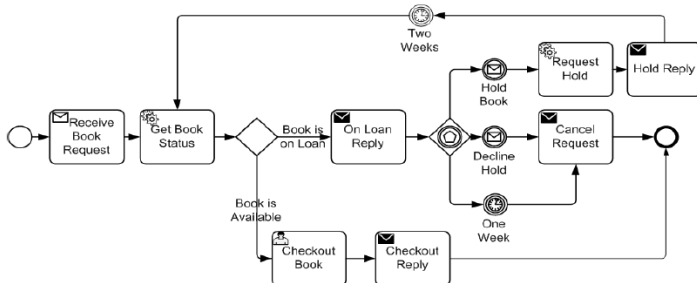
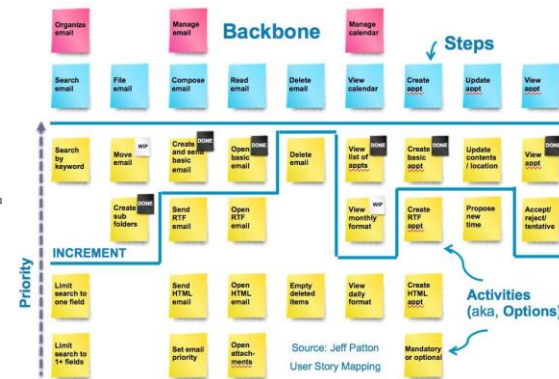
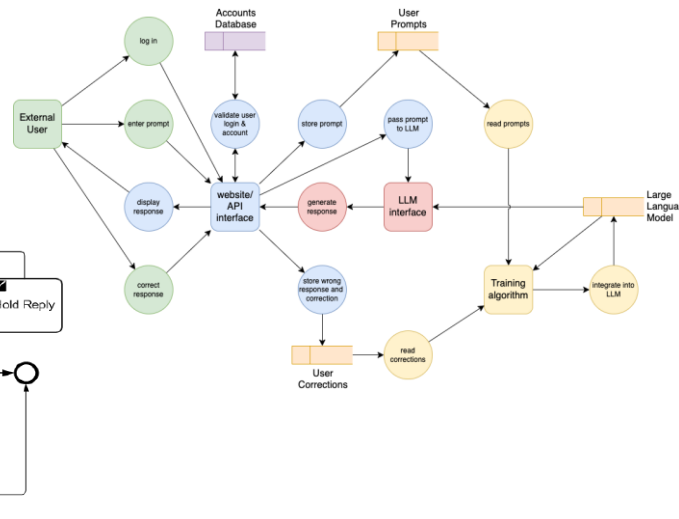
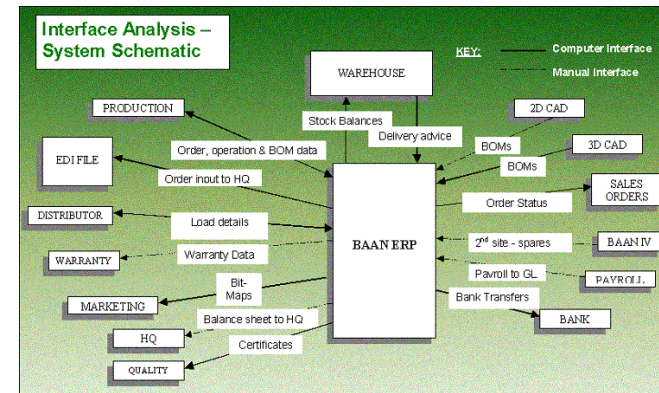
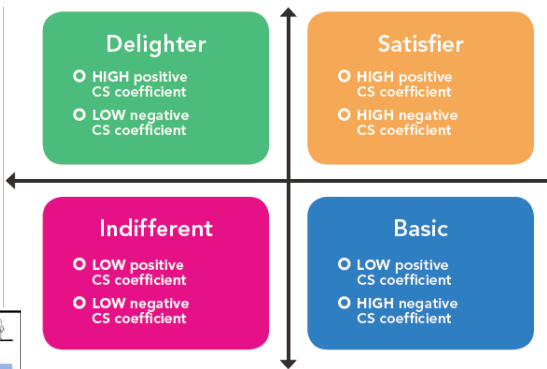
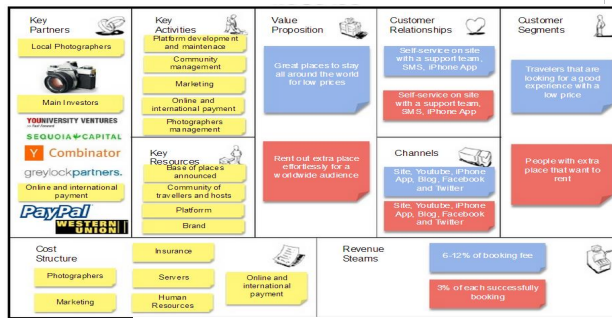
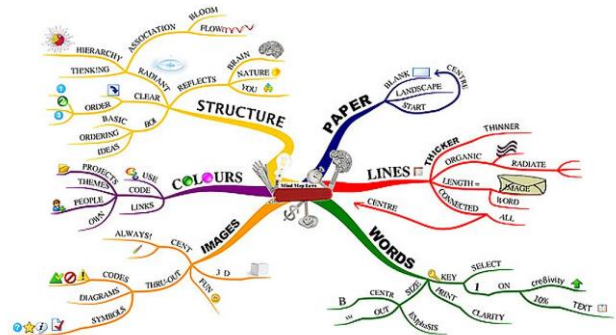
Additional Techniques & Competencies

1. Behaviour Driven Development (BDD)
 2. Kano Analysis
 3. Lightweight Documentation
 4. MoSCoW Prioritization
 5. Personas
 6. Planning Workshop
 7. Purpose Alignment Model
 8. Real Options
 9. Relative Estimation
 10. Retrospectives
 11. Story Decomposition
 12. Story Mapping
 13. Storyboarding
 14. Value Stream Mapping
1. Communication and collaboration
 2. Patience and tolerance
 3. Flexibility and adaptability
 4. Ability to handle change
 5. Ability to recognize business value
 6. Continuous improvement



Typical BA products

Diverse and colourful in many languages



Architecture

Purpose, Domains, Views and more

C.1 Basic Viewpoints in the ArchiMate Language

C.1.1 Organization Viewpoint

C.1.2 Application Structure Viewpoint

C.1.3 Information Structure Viewpoint

C.1.4 Technology Viewpoint

C.1.5 Layered Viewpoint

C.1.6 Physical Viewpoint

C.1.7 Product Viewpoint

C.1.8 Application Usage Viewpoint

C.1.9 Technology Usage Viewpoint

C.1.10 Business Process Cooperation Viewpoint

C.1.11 Application Cooperation Viewpoint

C.1.12 Service Realization Viewpoint

C.1.13 Implementation and Deployment Viewpoint

C.2 Motivation Viewpoints

C.2.1 Stakeholder Viewpoint

C.2.2 Goal Realization Viewpoint

C.2.3 Requirements Realization Viewpoint

C.2.4 Motivation Viewpoint

C.3 Strategy Viewpoints

C.3.1 Strategy Viewpoint

C.3.2 Capability Map Viewpoint

C.3.3 Value Stream Viewpoint

C.3.4 Outcome Realization Viewpoint

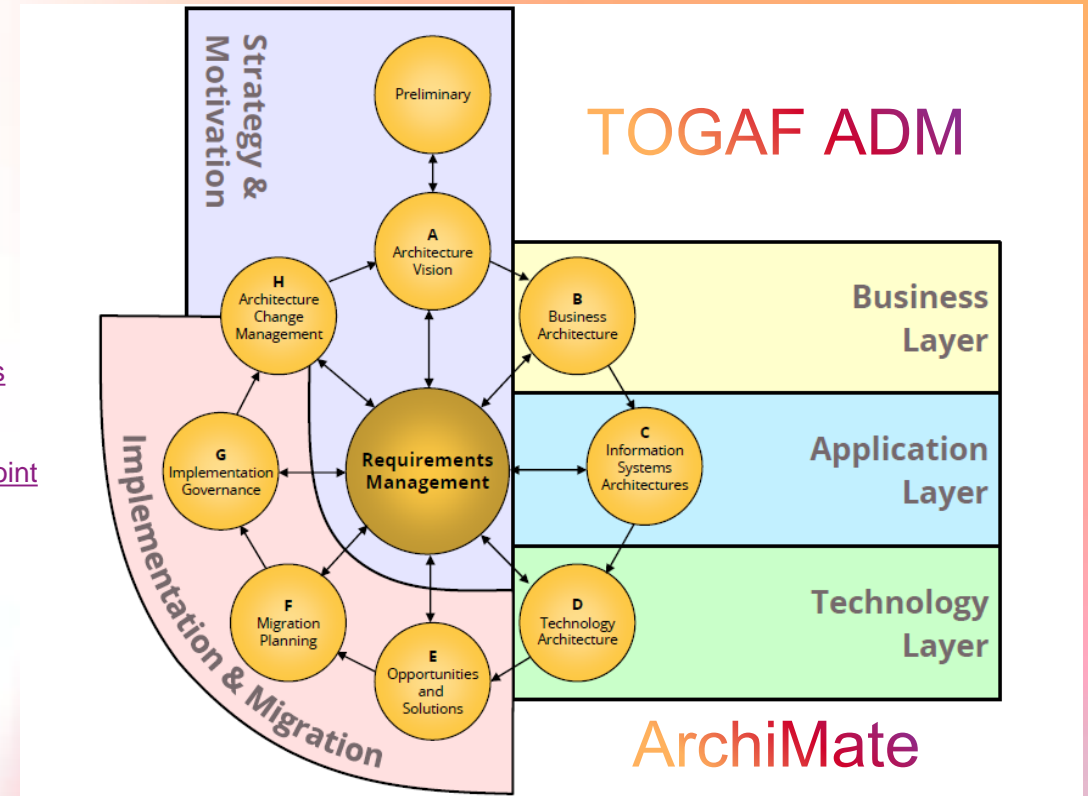
C.3.5 Resource Map Viewpoint

C.4 Implementation and Migration Viewpoints

C.4.1 Project Viewpoint

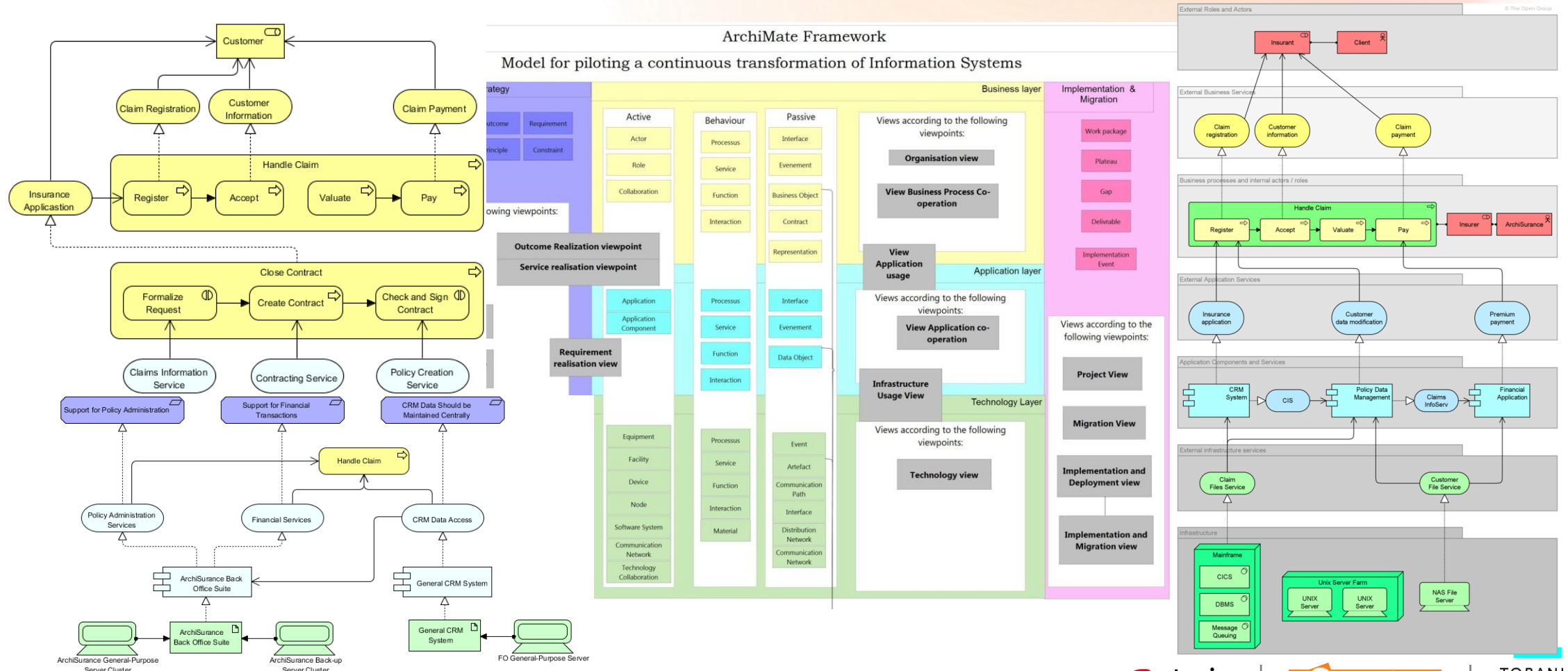
C.4.2 Migration Viewpoint

C.4.3 Implementation and Migration Viewpoint



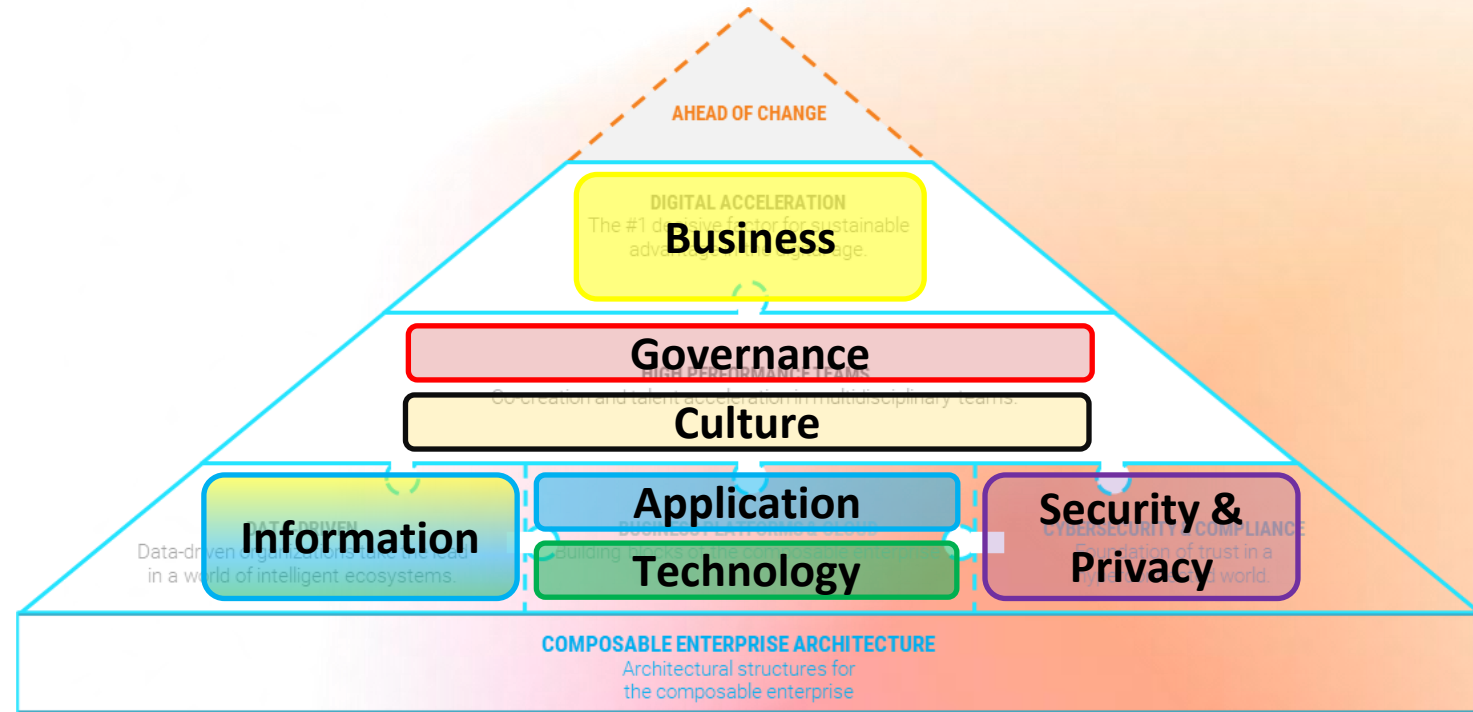
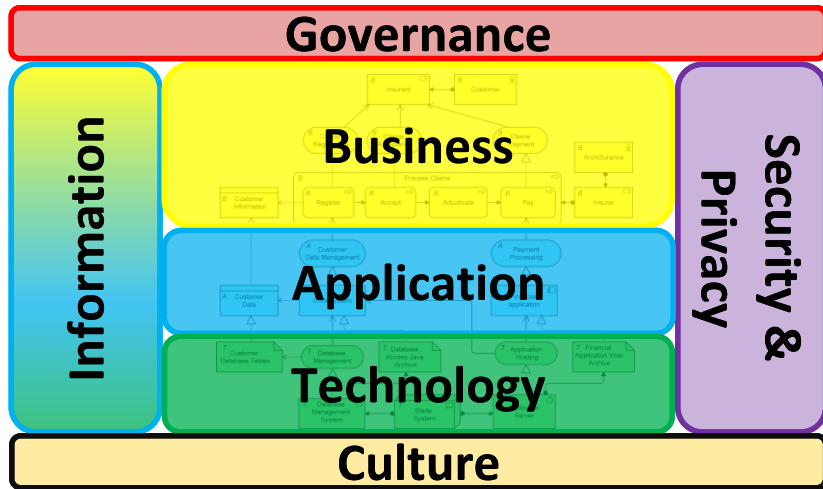
Typical Architecture products

Varied and versatile, with a common language



Our view on Architecture

Standards based, KISS and bringing structure to our solution portfolio



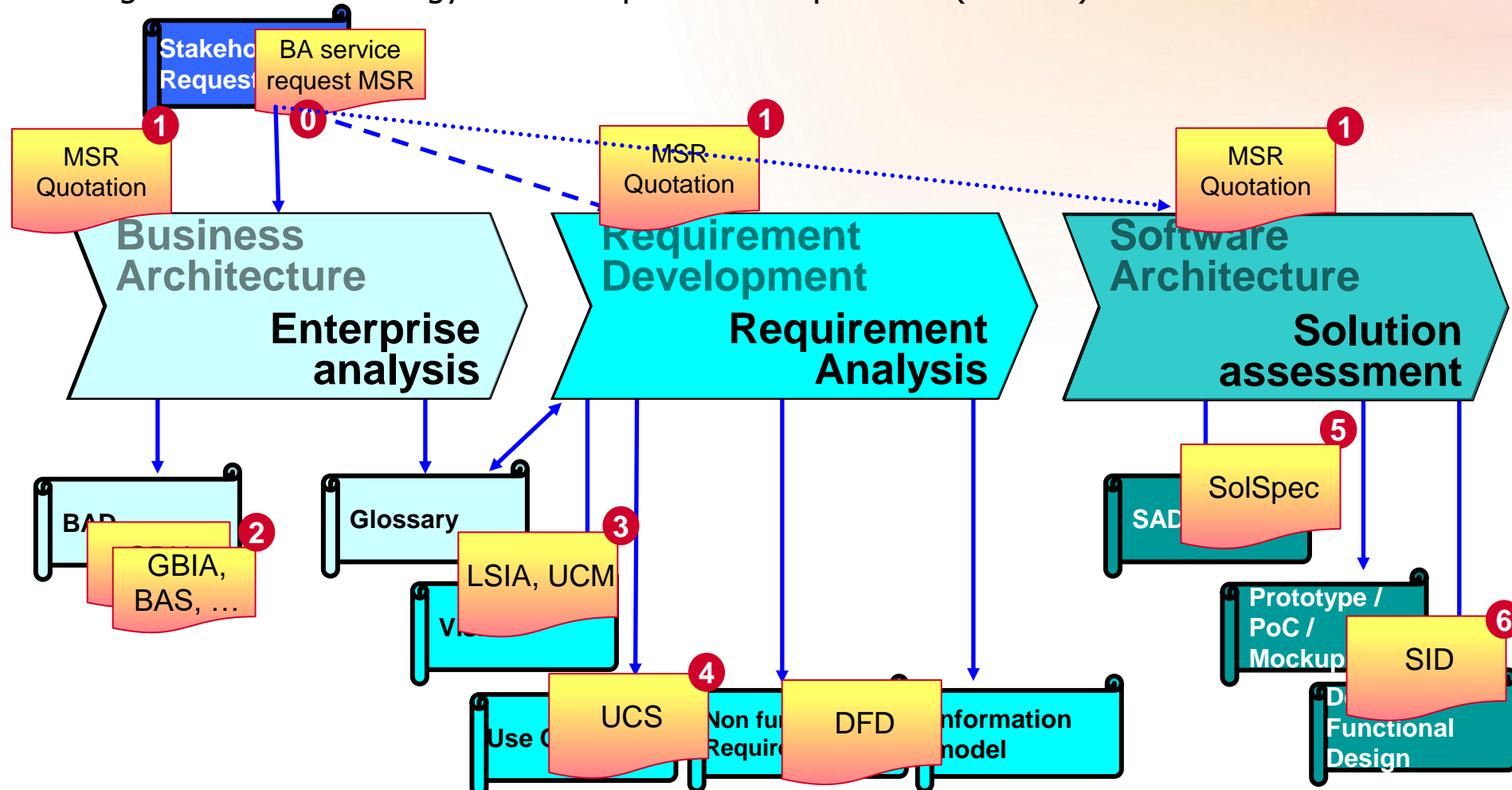
Problem space and Solution space

Who does What - separation?



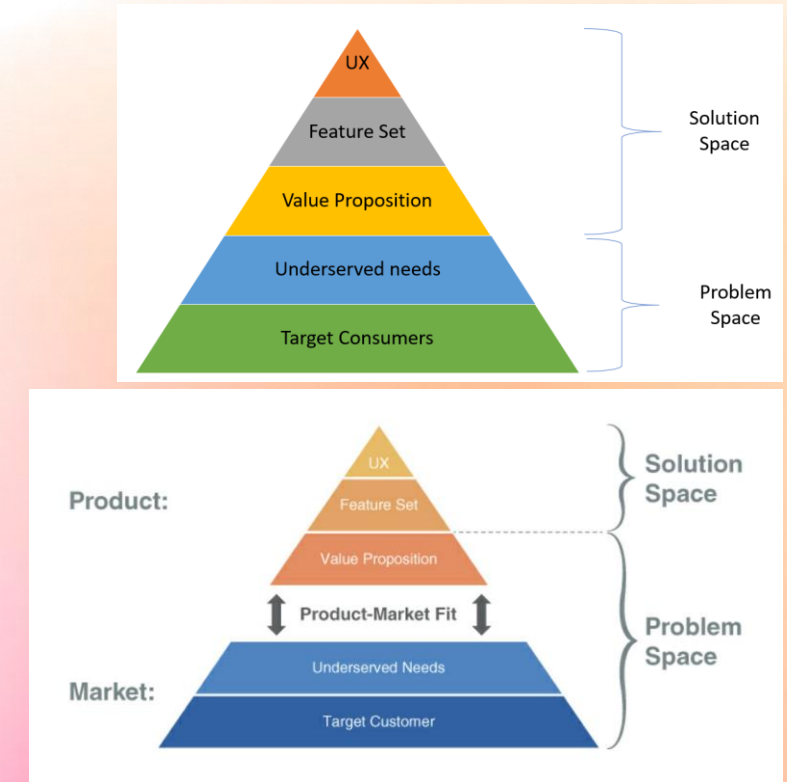
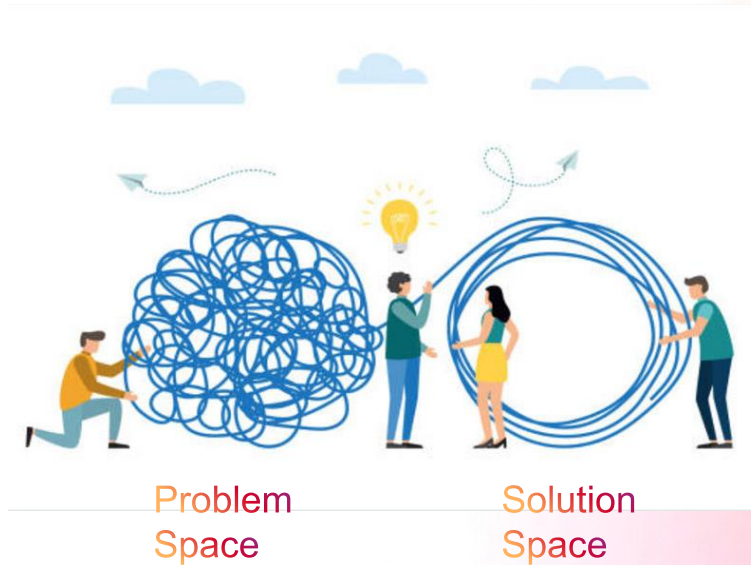
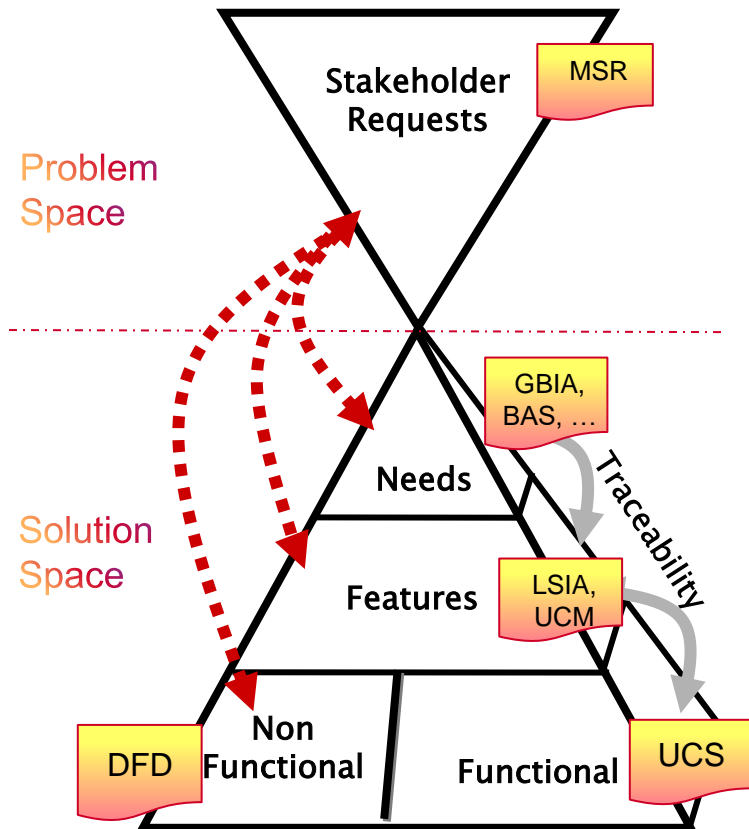
Mapping Atos RDC to BABoK @EPO

Matching different terminology to similar processes & products (in 2014)



Problem space and solution space

Is there a clear separation?

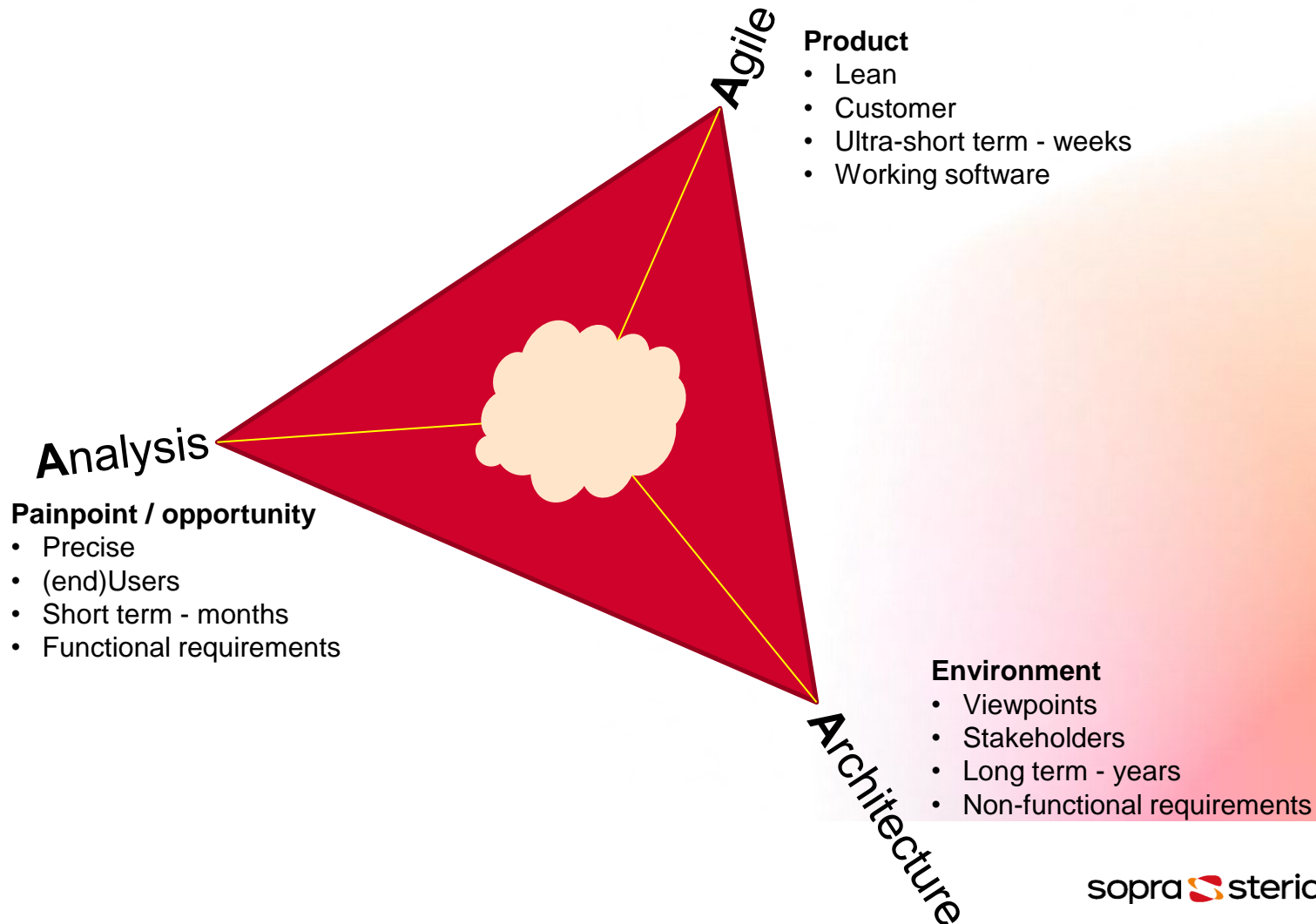


Analysis & Architecture Discussion

What is the difference?

Analysis, Architecture & Agile

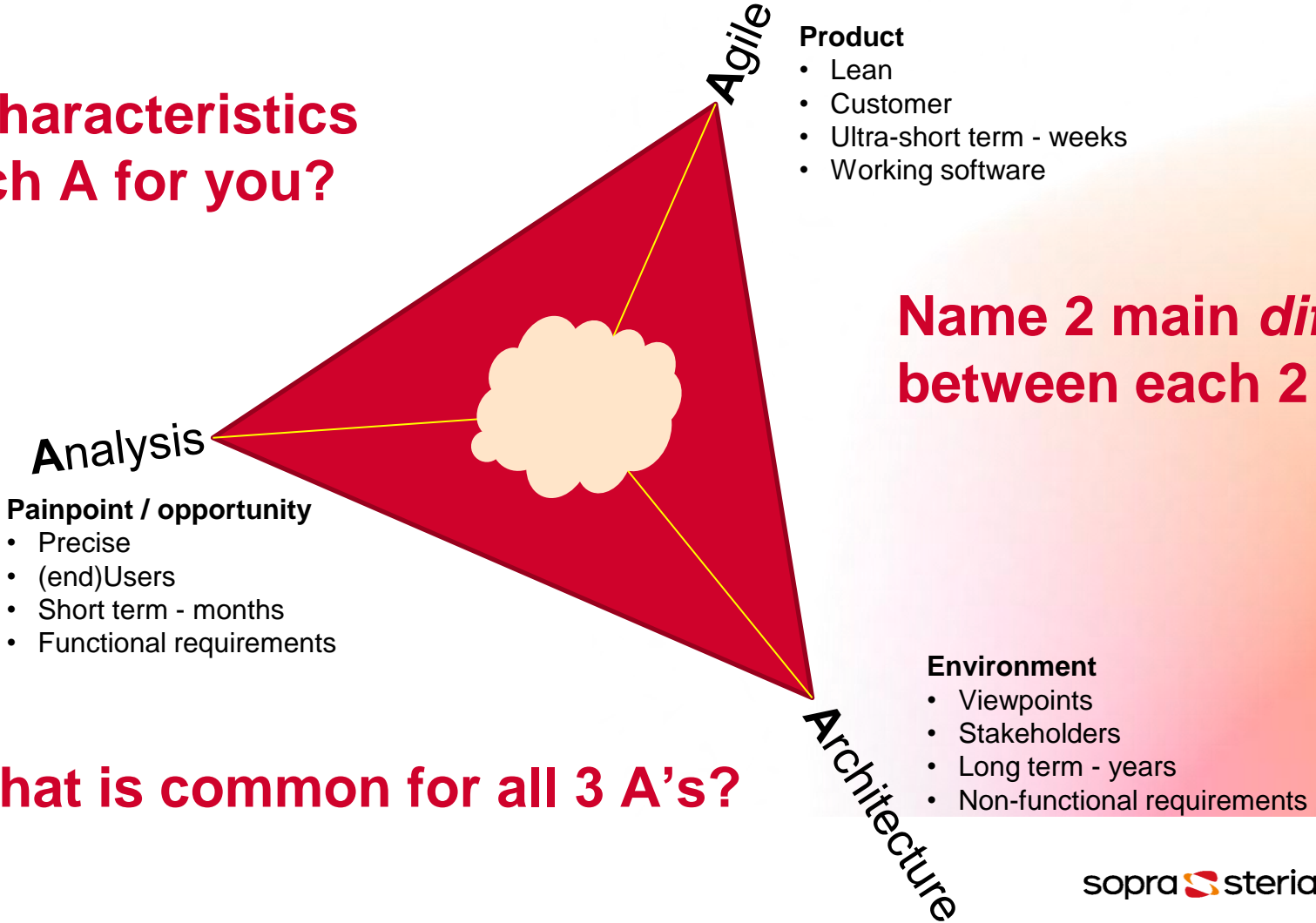
What is their relation to the problem & solution space?



Analysis, Architecture & Agile

What is their relation to the problem & solution space?

Which 5 characteristics define each A for you?



Name 2 main differences between each 2 A's

What is common for all 3 A's?

Working together

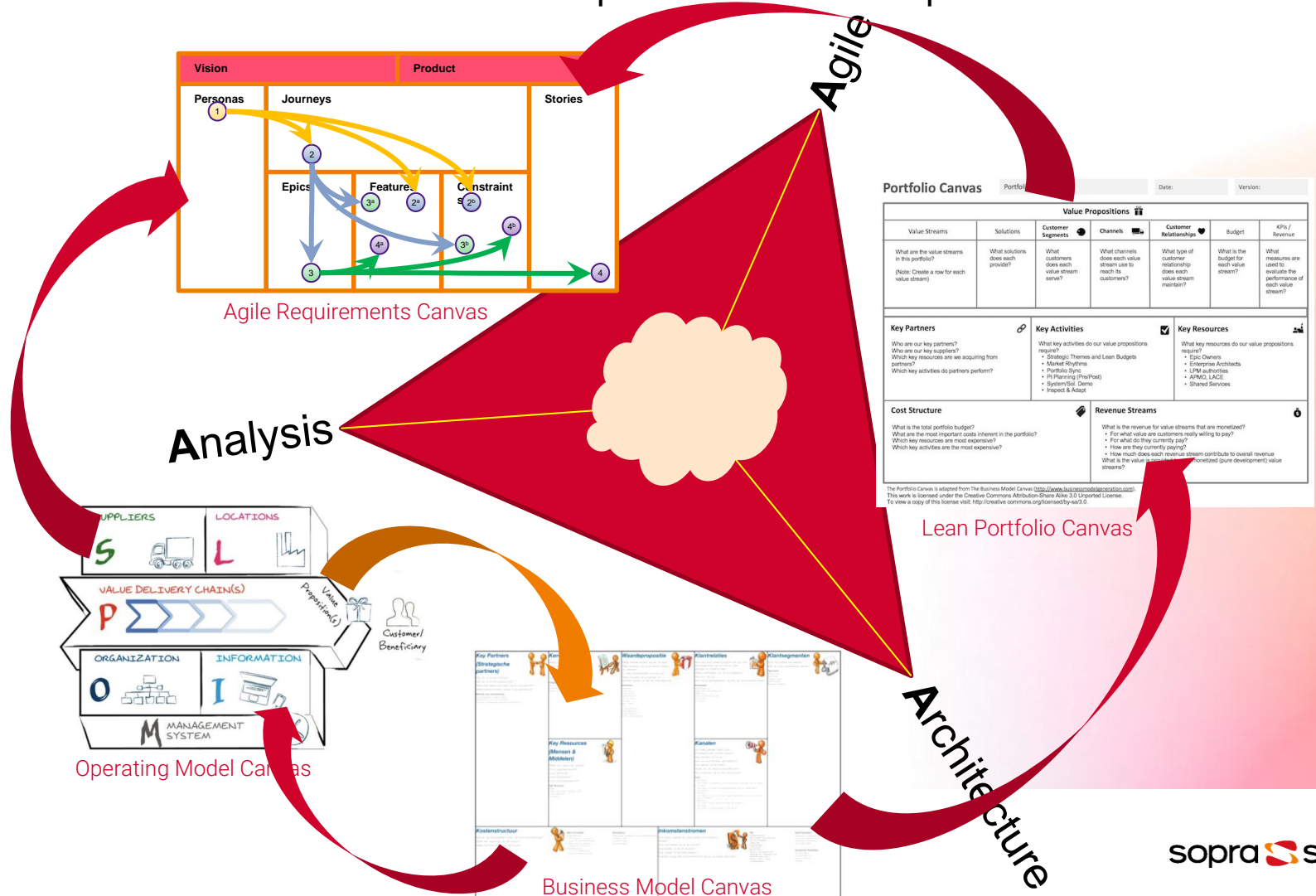
Analysis and Architecture taking turns in an agile environment

- How to define interaction between two (more or less) fuzzy processes?
- How do you define quality?
- What is more important, process or product quality?
- Which analysis products and architecture products help each other?
- How do you compare the content of these products?
- How do you help each other to improve the quality of the final software product?
- How does that match to an agile production process?



Analysis, Architecture & Agile

How to visualise the transformation from problem to solution space?

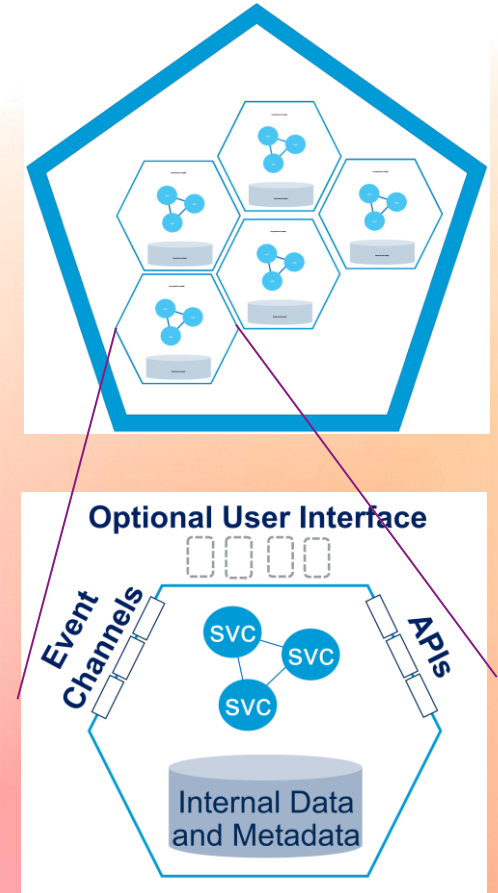
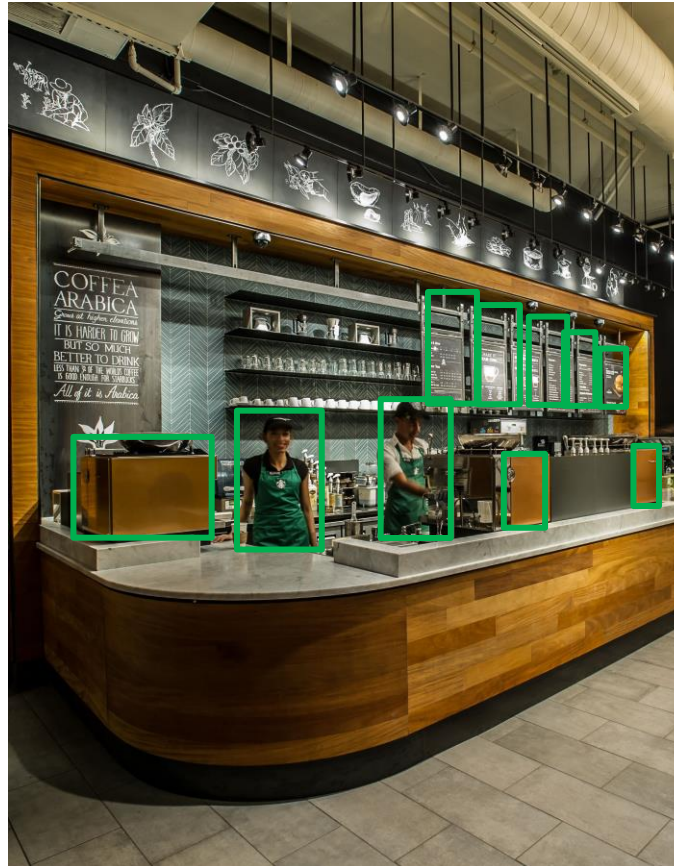
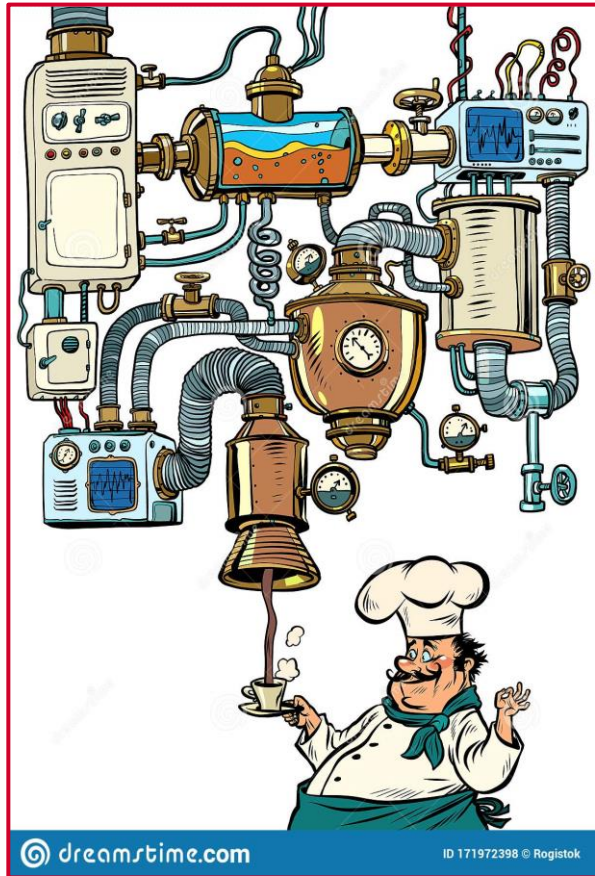


Building together with CEA-J

Which Problem needs an adaptable Solution?

Best practice: Composability

Maximal 'composability' for optimal adaptability



- Fragile monolithic solutions
- Need local heroes for operation and repair

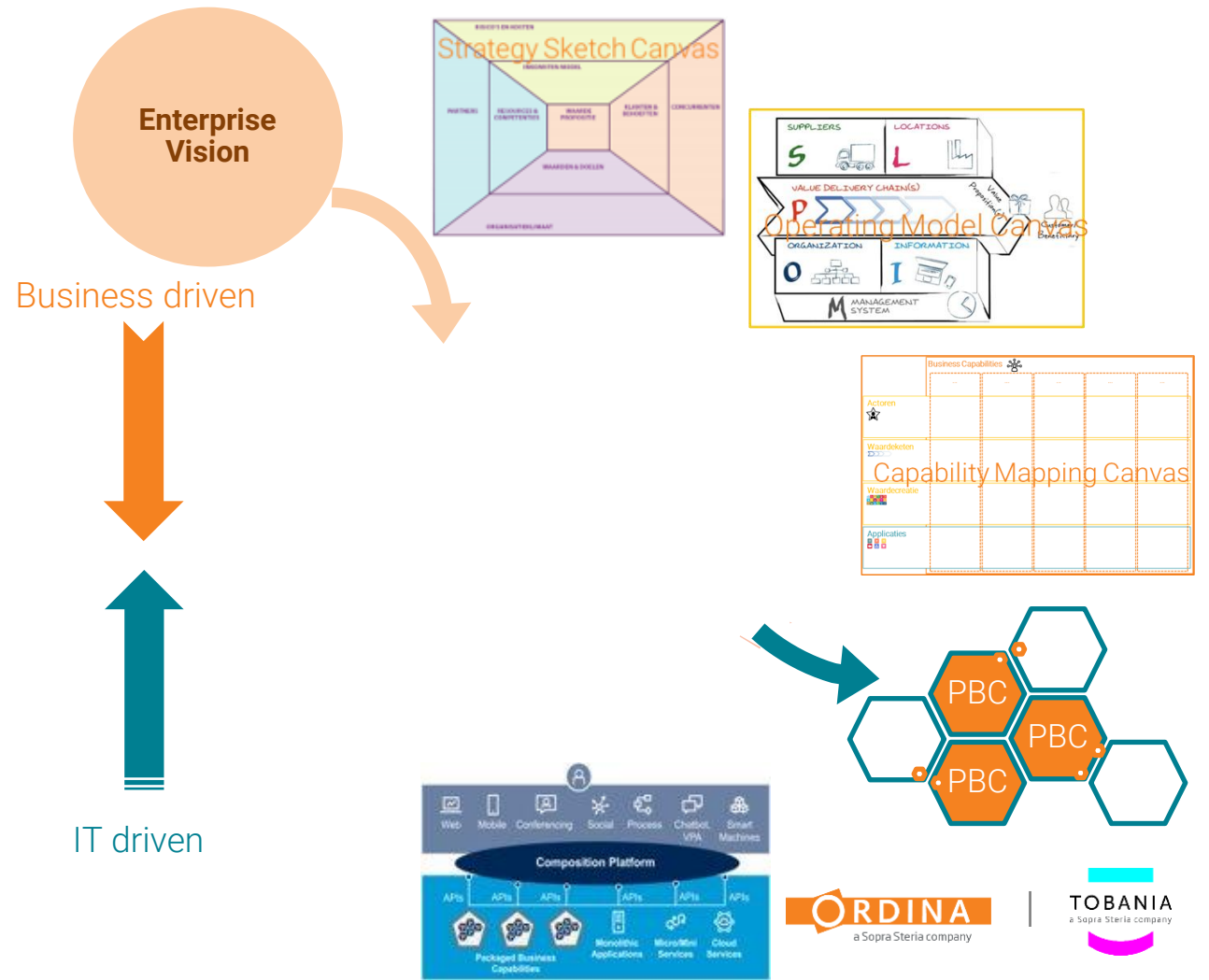
- Robust
- Composable
- Easy to operate

Gartner thoughtleadership on Composable Enterprise

CONTINUOUS COMPOSABLE ENTERPRISE ARCHITECTURE CYCLE

A practical, visual method around four major dimensions

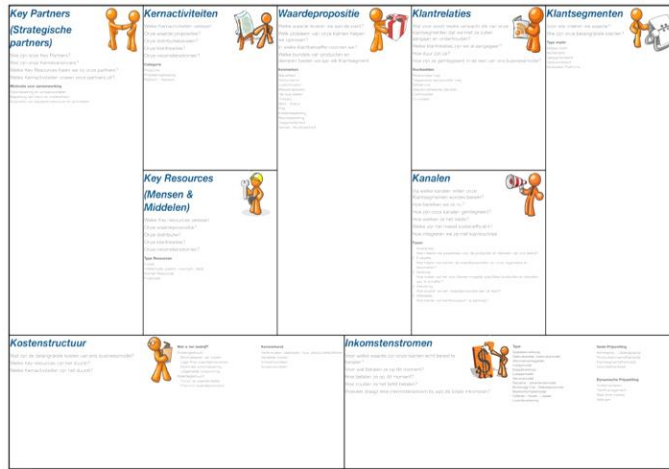
- Enterprise Vision
 - This is how we operate
 - That is what we want to be and achieve
- Target Operating Model
 - That is how we want to operate
 - That is what we need to do
- Business Capabilities Model
 - Organisation oriented
 - Value chain / process oriented
 - Data oriented
 - Function oriented
- Composition Platform Architecture
 - API, Microservices, Event driven
 - MIM, Data Catalogue, Data Mesh
 - Cloud, SAAS, COTS, Low Code



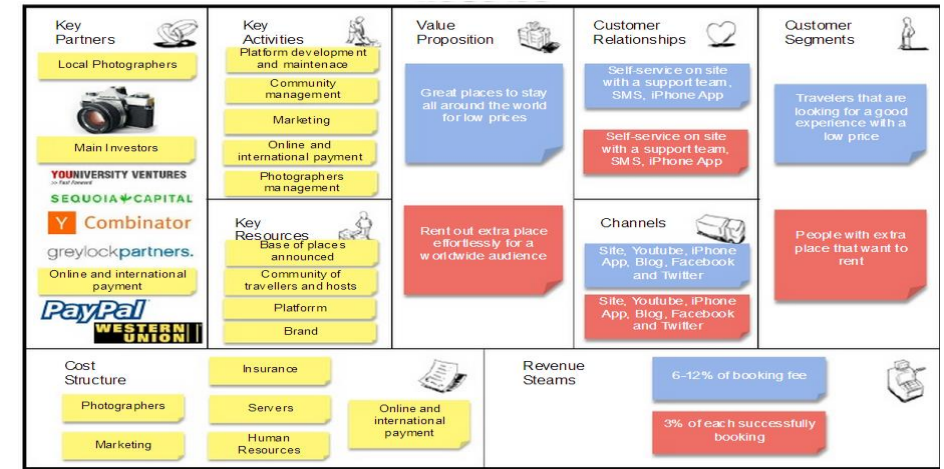
BUSINESS MODELLING under architecture

From Workshop result to Architecture model

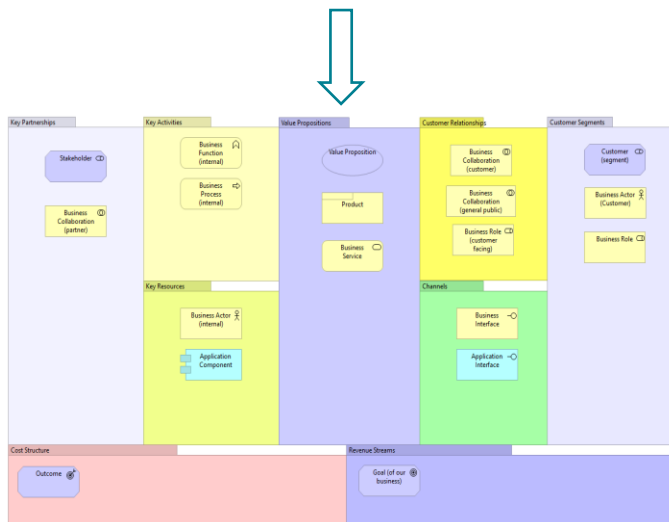
Canvas
Template



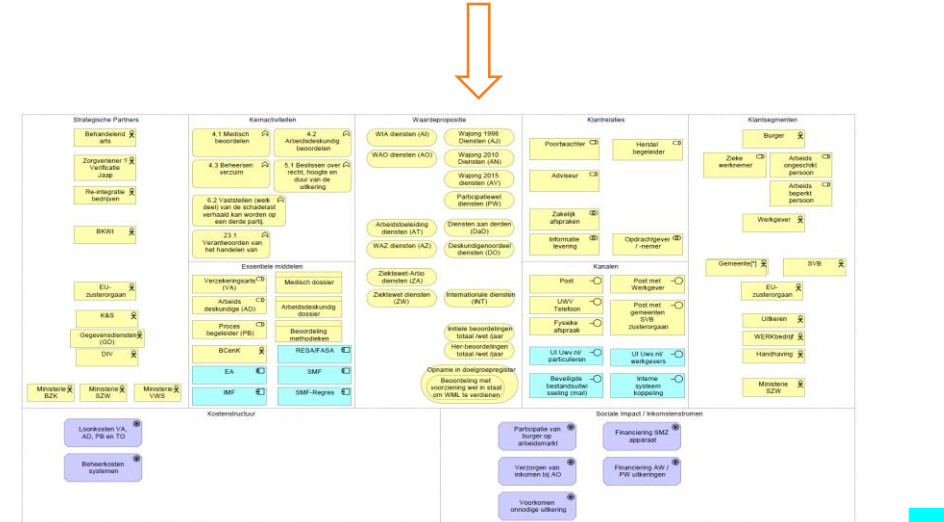
Workshop
result



ArchiMate
Mapping

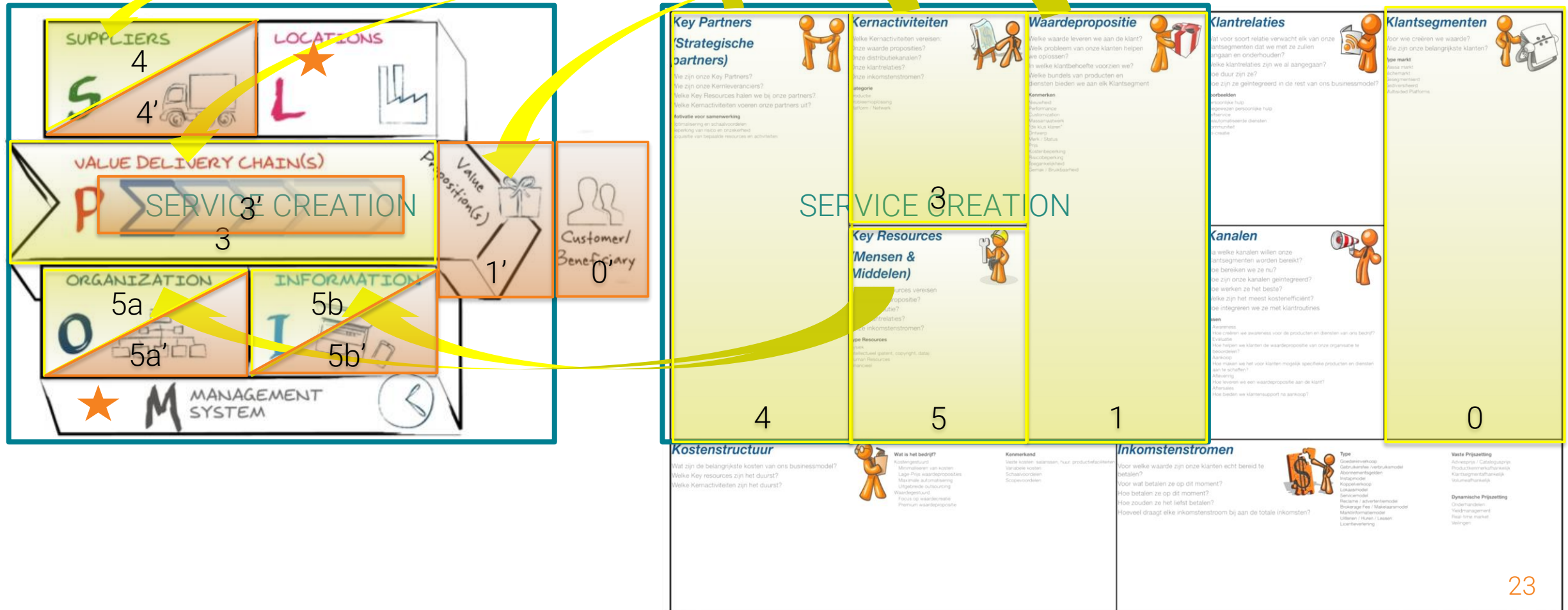


Architecture
model



ALIGNING BUSINESS MODEL WITH OPERATING MODEL

Validating operational consequences on the next level



Architecture for the Business Analyst

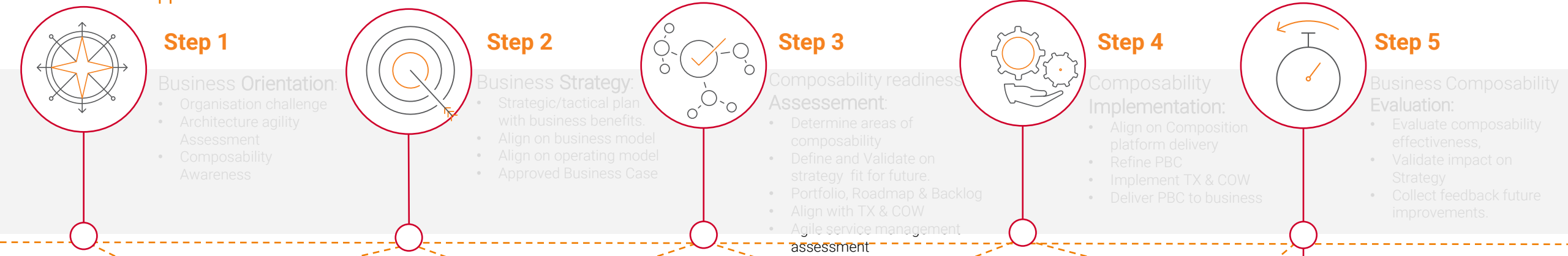
Wrap-Up



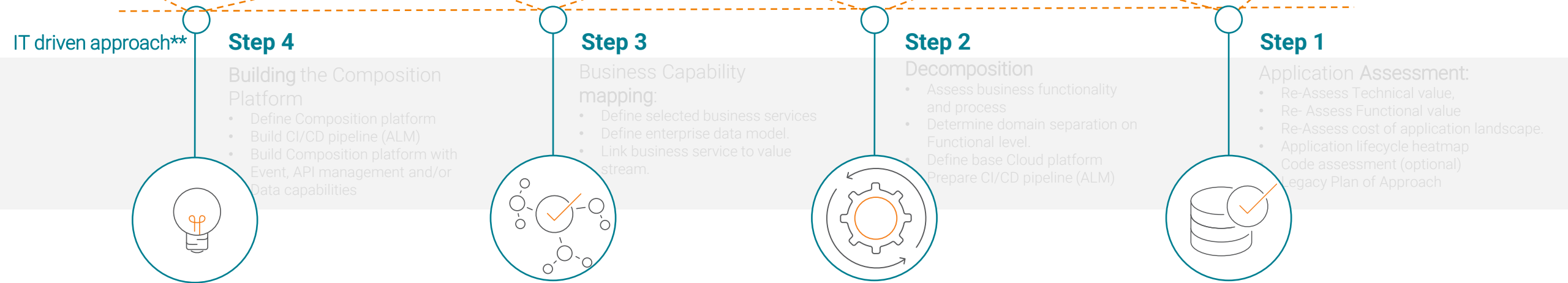
THE COMPOSABLE ENTERPRISE ARCHITECTURE JOURNEY

Our 9-step approach towards a Composable Enterprise

Business driven approach*



IT driven approach**



BABoK Core Knowledge Areas

Tasks to match

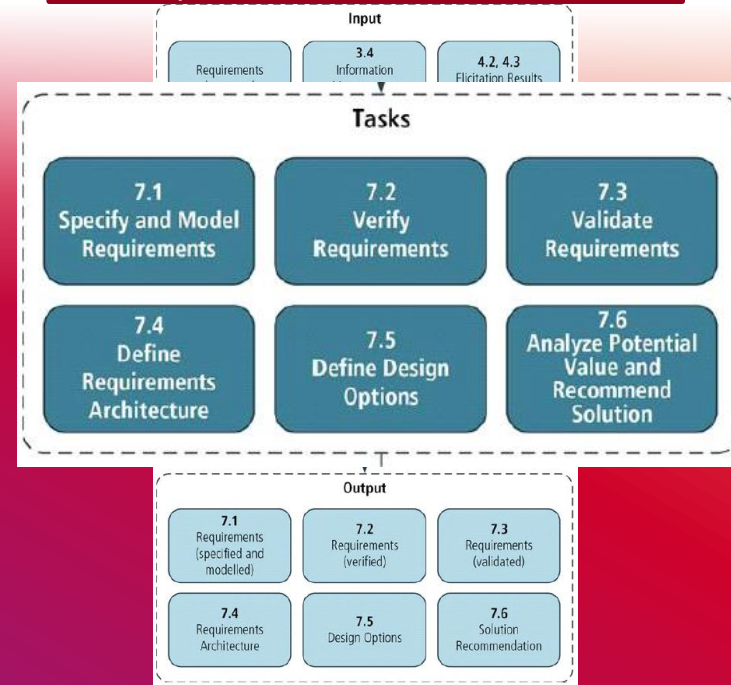
Strategy Analysis

Understand the big picture of strategic changes



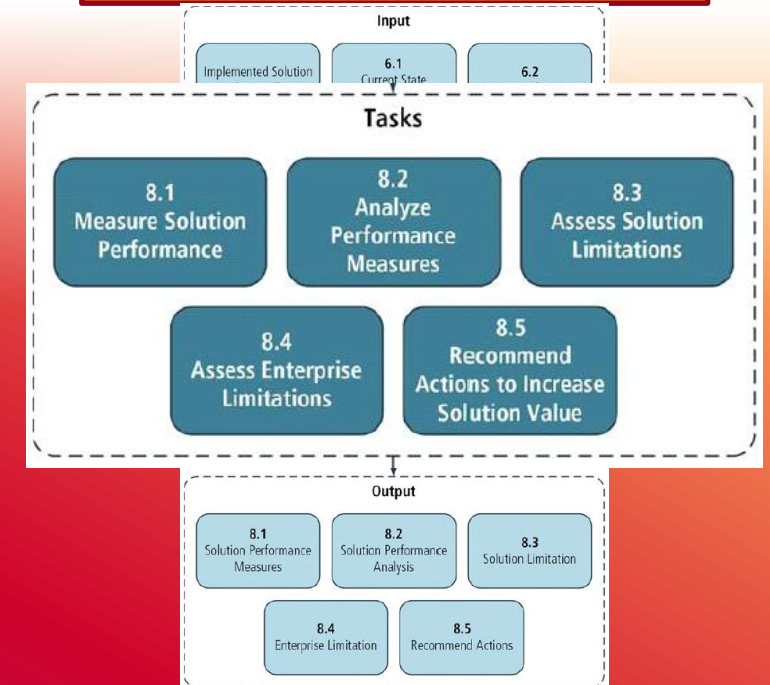
Requirements Analysis and Design Definition (RADD)

Analyse the data and transform the needs into a particular recommended solution



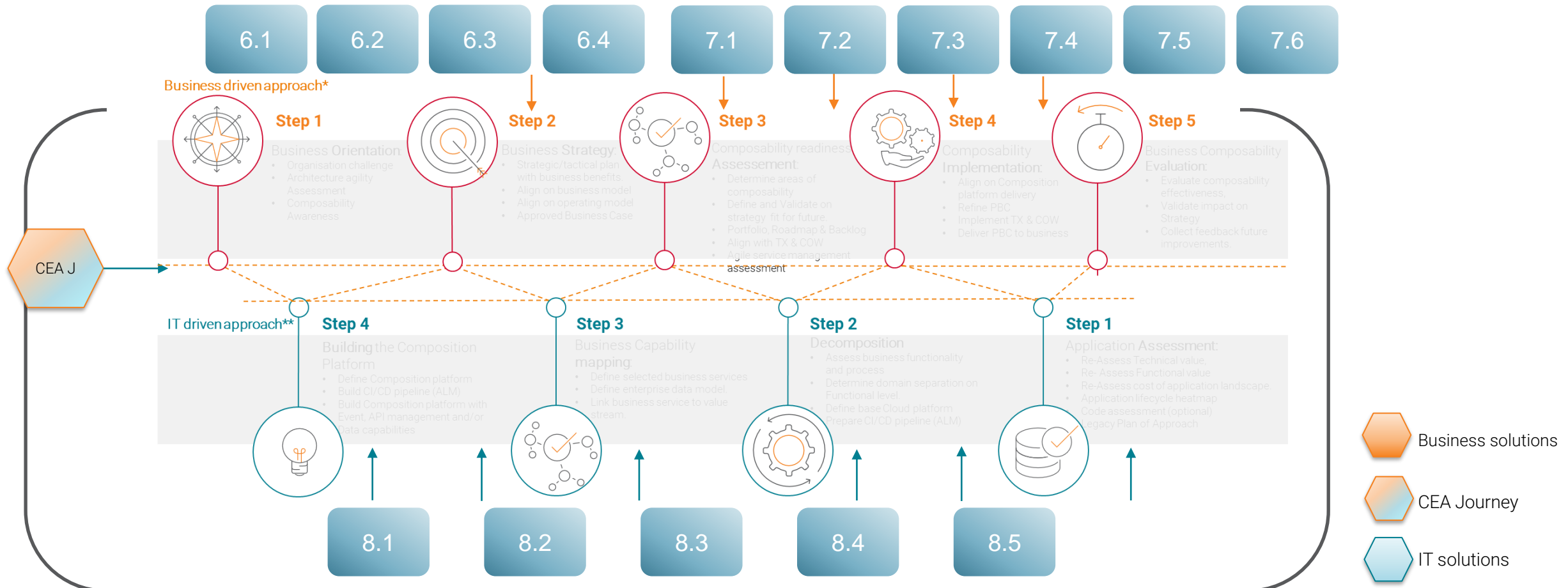
Solution Evaluation

Ensure that the best solution is selected



Mapping BABoK tasks to CEA J Steps

Interactive group session



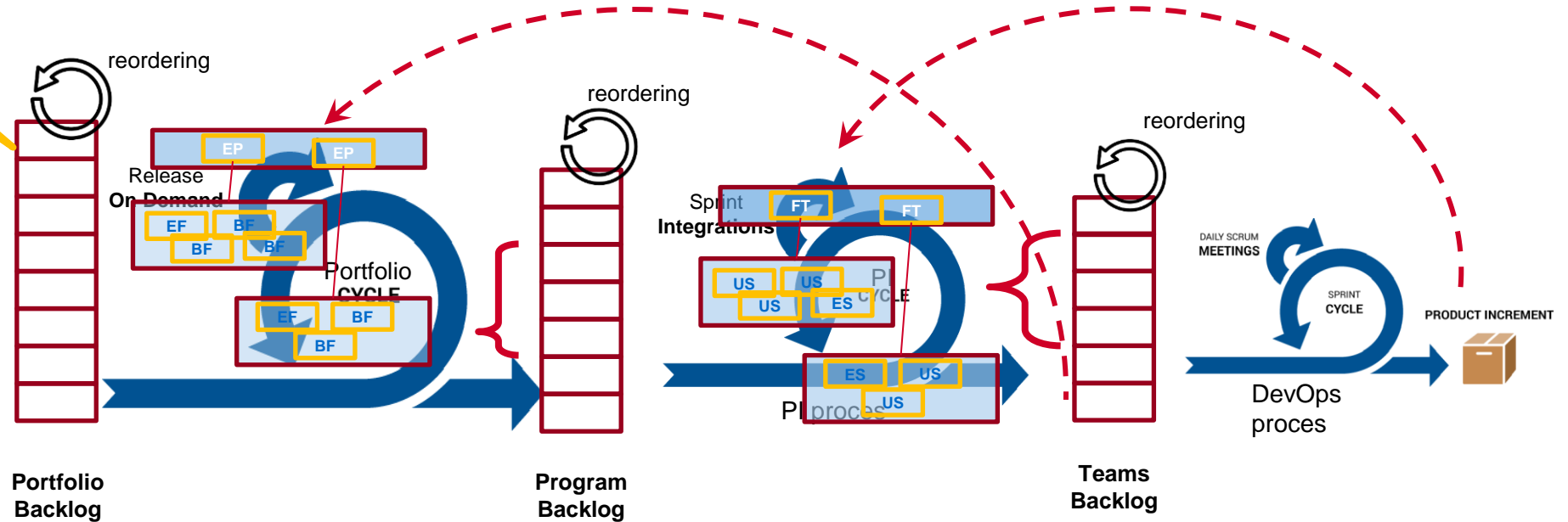
Change Governance Model

Connected Kanban Backbone filling Sprint backlog from Program and Portfolio backlogs

Portfolio Canvas

Portfolio N

EPICS	
Value Streams	Solutions
What are the value streams in this portfolio? <small>(Note: Create a row for each value stream)</small>	What solutions does each provide?

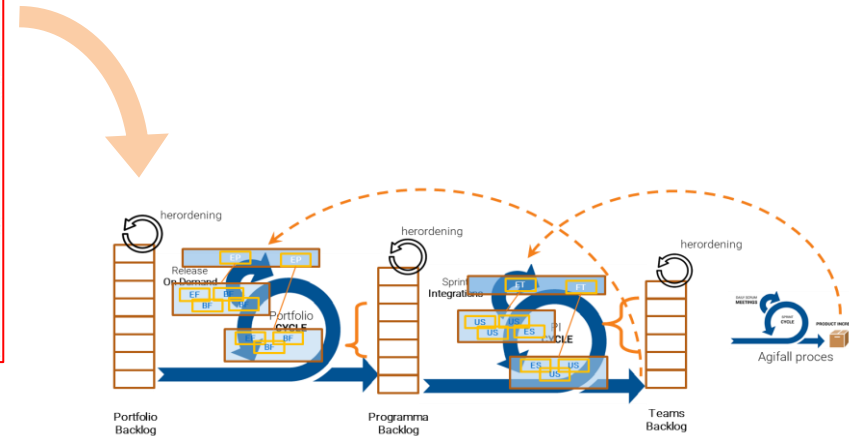


Change Governance Model

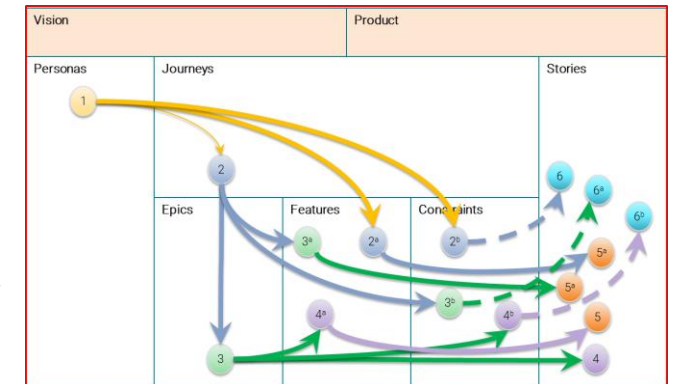
Long term direction translates into medium and short term work

Value Propositions						
Value Streams	Solutions	Customer Segments	Channels	Customer Relationships	Budget	KPIs / Revenue
What are the value streams in this portfolio? (Note: Create a row for each value stream)	What solutions does each provide?	What customers does each value stream serve?	What channels does each value stream use to reach its customers?	What type of customer relationship does each value stream maintain?	What is the budget for each value stream?	What measures are used to evaluate the performance of each value stream?
Key Partners		Key Activities		Key Resources		
Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?		What key activities do our value propositions require? • Strategic Themes and Lean Budgets • Market Rhythms • Portfolio Sync • PI Planning (Pre/Post) • System/Sql Demo • Inspect & Adapt		What key resources do our value propositions require? • Epic Owners • Enterprise Architects • LPM authorities • AFMO, LACE • Shared Services		
Cost Structure		Revenue Streams				
What is the total portfolio budget? What are the most important costs inherent in the portfolio? Which key resources are most expensive? Which key activities are the most expensive?		What is the revenue for value streams that are monetized? • For what value are customers really willing to pay? • For what do they currently pay? • How are they currently paying? • How much does each revenue stream contribute to overall revenue What is the value is provided by non-monetized (pure development) value streams?				

Enterprise Portfolio Canvas



Connected Kanban Backbone



Agile requirements Canvas

Thank you

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