

# Business Architecture

## An Approach For Effective Business Design

### Business Architecture in Action

***“A facilitated training and development workshop to explore “Business Architecture” as an approach to delivering cost effective business transformation.***

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### Three Day Course

Business change is not an inexpensive activity and it is clearly important to make sure that organisations are investing in the right projects to transform their business in a planned way.

Business Architecture provides a discipline to make sure that the current business is fully understood, not only in terms of its process and organisational design but how it impacts on its customers. Through the development of Target Operating Models, business architecture informs how the organisation needs to change to deliver its vision both in terms of its financial goals and intended customer experience.

By applying a logical “end-to-end” approach, from vision statements right through to the choice of appropriate programmes and projects as part of an integrated transformation plan, Business Architecture provides direction and clear communication of an organisation’s destination for all levels of staff.

This training event will provide a good understanding of the wealth of current techniques and issues in business design and provide a structured coherent approach to designing a future operating model.

Significant skills will be transferred to delegates giving them the

ability to be able to undertake best practice business design and the shaping of business change. The training workshop will also address the issues of delivering value in balance with the costs of applying methods and how to gain traction for a structured approach with business leaders.



## Content Overview.

- Explores the world of Enterprise Architecture (EA) and its relationship with business architecture, where the key terms and their origins are discussed and understood.
- Overview of currently used methods, frameworks, languages and techniques in EA including the Zachman Framework, TOGAF, CCPOLDAT and others. The group will explore the appropriateness of these methods for use within their own organisations with particular regard to the suitability for onward business communication.
- Addresses issues that arise between business and I.T. functions in understanding what adds value to an organisation including discussions about academic versus commercially viable activity.
- Introduces the concept of value and value streams and develops an understanding of a customer-centric outlook to business design.
- Investigates the strategic planning cycle and the use of Business Operating Models (BOMs), Target Operating Models (TOMs) and their integration into a transformation route map using investment appraisal techniques including Net Present Value (NPV), IRR, Return On Invested Capital (ROIC) and shareholder value.
- The workshop provides an overview for a selection of current best practices and techniques used in business design in major companies. These techniques, with their associated business issues, are presented to the group and developed through group discussion as to relevance to the delegates' own organisations. This includes: Lean Design, Six-Sigma, Customer Experience, Cultural Matters, Organisation Design and Business Process Management. This section will provide an introduction into capabilities that are indeed subjects in their own right and neatly presents a menu for choices of further study elsewhere.
- Data architecture is discussed in a limited way with a commercial perspective in terms of its relevance to business architecture.
- Diagramming and modelling techniques are discussed including the readability and the relevance of models and illustrations.
- Practical hands-on syndicate work is used to develop a target operating model based on a case study using experience gained during the course, This reinforces the understanding gained through the earlier sessions and seeks to embed the knowledge learned.

The role of the business architect is discussed and aspects of developing traction with both technical and business people is explored using a "pitch" role-playing

exercise to understand how to present the benefits and handle objections to Business Architecture and reach a satisfactory conclusion resulting in a healthy balance between value for money and the application of structured design.

## On Completion the delegates will:

- Understand the main frameworks used in the Enterprise Architecture space.
- Understand how richness of modern customer-centric business architecture can assist the business in achieving its aims and how this makes life easier for technologists to build and integrate capabilities.
- Have a good high level understanding of many of the current techniques and approaches which need to be considered during business design allowing candidates to sample subject matter for further in-depth study.
- Be able to develop a Target Operating Model in a style appropriate to the organisation that they work for with a good appreciation of model and diagram design.
- Be able to present the benefits of good business design practice to senior business leaders and be able to handle any objections and gain a consensus that the discipline adds value and is essential to deliver return for shareholders and to deliver an excellent customer experience.

## Who Should Attend:

This is a business focused training event either suitable for middle and senior managers in strategy, sales & marketing, operations and finance who want a good grounding in business design, or for I. T. senior analysts and change programme managers to gain a business orientated perspective.

The course would also be suitable for individuals who are in the latter stage of a management development programme to give a good overview of business design and business transformation.

## What This Course Is Not About:

This is not intended as an in-depth technical architecture course for technical architects. The course does not focus in on proprietary software tools, service orientated architectures or UML; albeit these are introduced at a very high level for awareness.

## Expectations of Delegates:

Delegates will be expected to get involved and bring their own knowledge and thinking into play to contribute to the group as a whole. The course takes a facilitative approach and whilst substantial information is delivered the course leader will expect delegates to develop the subjects through their own experience as part of a team ethos.

Some group evening work will be set and therefore a residential environment is preferred to engender cross skilling between attendees.